



# Financial Results for the Nine Months of FY3/26

Careerlink Co., Ltd. (6070)

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



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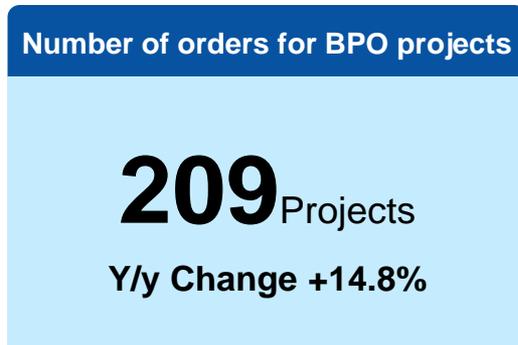
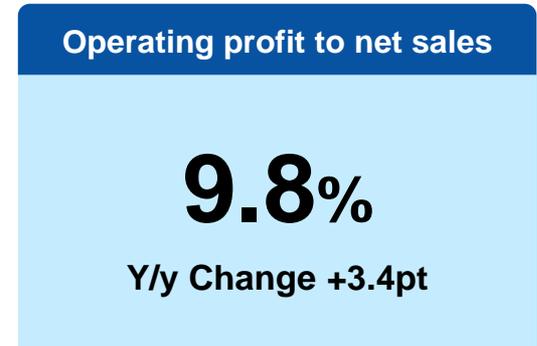
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\* The increase rate of the number of local governments with which we have transactions in the clerical human resources business is calculated based on the difference between the actual results for FY3/24 through the 9 Months of FY 3/26 and the base actual results for FY3/23 through FY3/25.

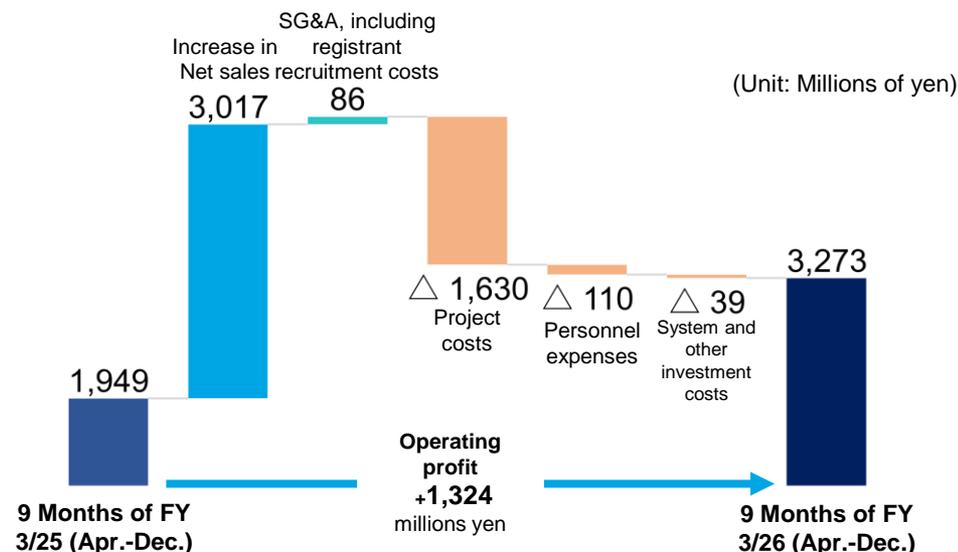
(Unit: Millions of yen)

## Performance for the Nine Months of FY3/26

Consolidated

	9 Months of FY 3/25 (Apr.-Dec.)	9 Months of FY 3/26 (Apr.-Dec.)	Y/y Change
Net sales	30,552 (100%)	33,569 (100%)	109.9%
Operating profit	1,949 (6.4%)	3,273 (9.8%)	168.0%
Ordinary profit	1,952 (6.4%)	3,283 (9.8%)	168.2%
Profit attributable to owners of parent	1,315 (4.3%)	2,234 (6.7%)	169.8%

- During the first three quarters of the term ending March 31, 2026, although there was a reduction in the scale of large-scale BPO projects that were in operation in the previous fiscal year, order volume in both the BPO-related business and the manufacturing human resource services business remained strong, and net sales increased 9.9% year on year to 33.56 billion yen.
- In terms of profit, although personnel expenses and system and other investment costs increased year on year, in addition to higher net sales, through efficient staff allocation and reductions in expenses such as recruiting costs for registered staff, operating profit increased 68.0% year on year to 3.27 billion yen.
- Based on the performance for the first three quarters, we revised the full-year earnings forecast as described in the “Notice Concerning Revisions to Full-Year Results Forecast” announced on February 13, 2026.



(Unit: Millions of yen)

Performance for the Nine Months of FY3/26 Each segment		9 Months of FY3/25 (Apr.-Dec.)	9 Months of FY3/26 (Apr.-Dec.)	Y/y Change
Clerical human resources	Net sales	24,749	26,785	108.2%
	Segment profit	1,707 (6.9%)	2,915 (10.9%)	170.7%
Manufacturing human resources	Net sales	5,586	6,591	118.0%
	Segment profit	212 (3.8%)	338 (5.1%)	159.3%
Other	Net sales	216	192	89.0%
	Segment profit	28 (13.4%)	19 (10.4%)	68.9%

## Business process outsourcing

- In transactions with local governments, we worked to expand the order volume of social security and tax number projects, and to broaden the business area centered on various counter operations in order to strengthen our business foundation with existing clients. We also proactively pursued short-term contracts related to the amendment to the Family Registration Act.
- Regarding transactions with private enterprises, order volume progressed steadily for projects involving central government agencies received through leading BPO operators, as well as for large-scale field business projects from financial institutions.
- As a result, net sales increased year on year.

## Customer relationship management

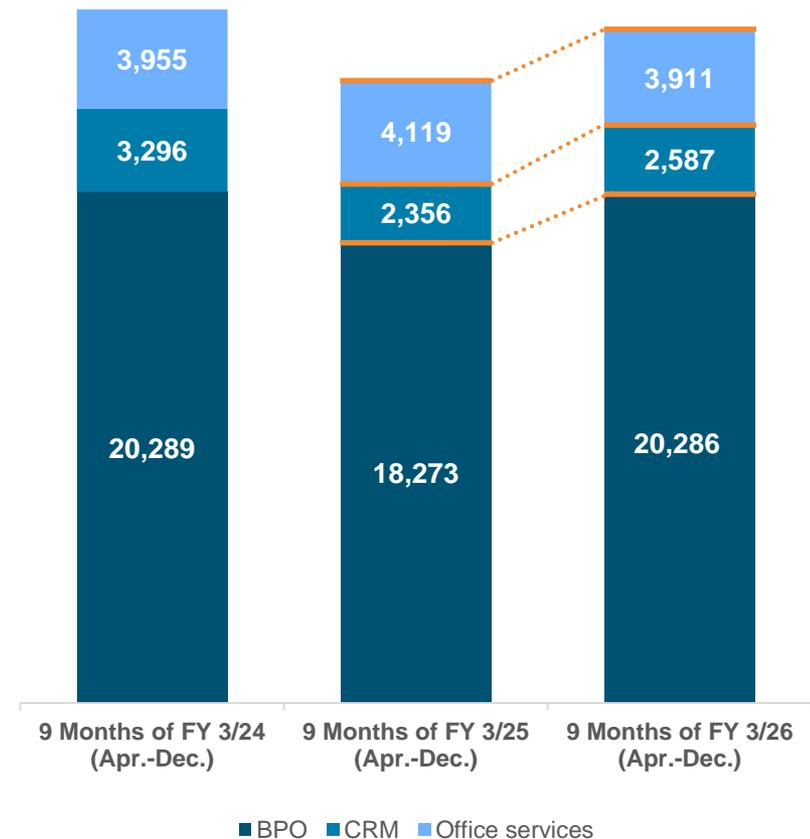
- In addition to expanding transactions with existing clients and developing new clients, acquiring orders for new projects for the dispatch of workers at call centers mainly for private enterprises resulted in a year-on-year increase in net sales.

## Office services

- Orders from local governments remained robust, and new orders from private enterprises also grew steadily.
- However, short-term dispatching projects for local governments and public corporations associated with local governments were scaled back or ended, and the volume of projects related to new NISA from financial institutions decreased, resulting in decreased revenue compared with the same period of the previous fiscal year.

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

(Unit: Millions of yen)

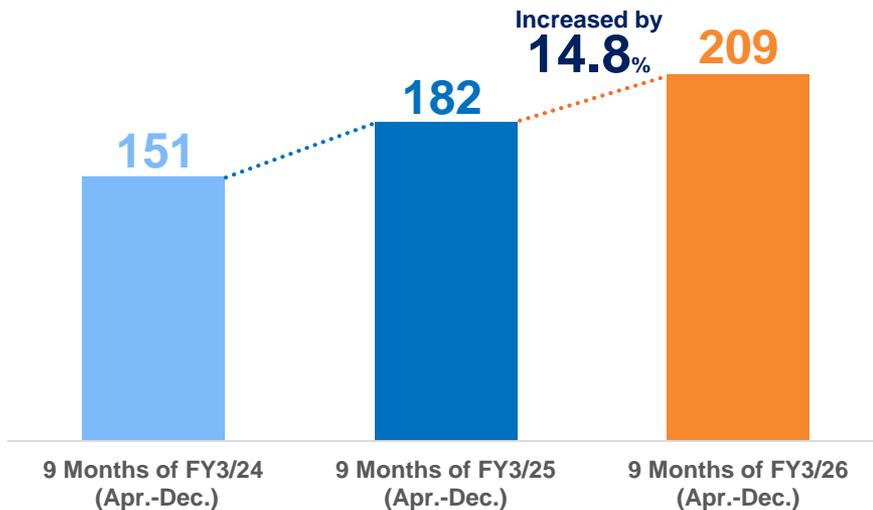


## Variation in the number of orders for BPO projects and increase in the number of local governments with which we have transactions

- The actual number of orders for BPO projects was 209, representing a 14.8% increase compared to the same period last year.
- As a result of proactively pursuing orders for tax number projects and securing contracts related to the amendment to the Family Registration Act, the number of local government clients with which we have transactions increased by 9.1% compared with the same period of the previous year. This led to an expansion of our client base.

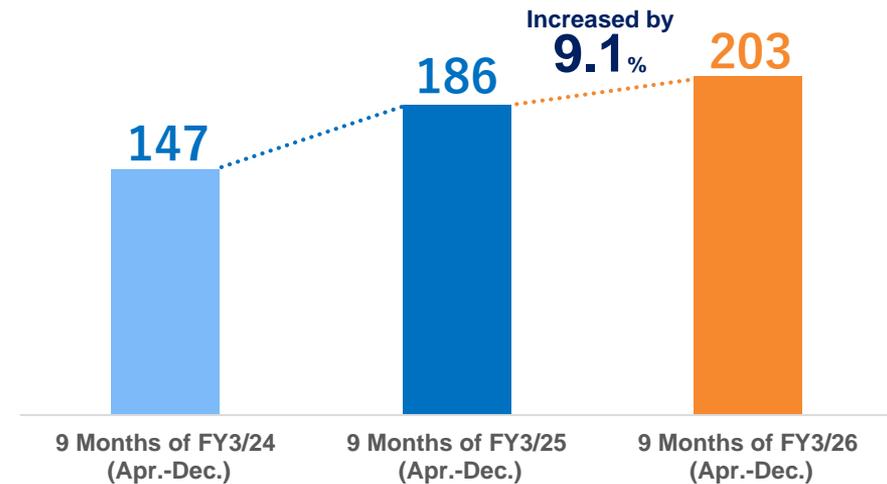
### Variation in the number of BPO projects

(Unit: Projects)



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

(Unit: Number of Local Governments)



\*The number of local governments clients with which we have transactions for the clerical human resources service business as of the 9 months of FY3/25 is based on the performance from FY3/23 to the 9 months of FY3/25. Similarly, the number as of the 9 months of FY3/26 is based on the performance from FY3/24 to the 9 months of FY3/26.

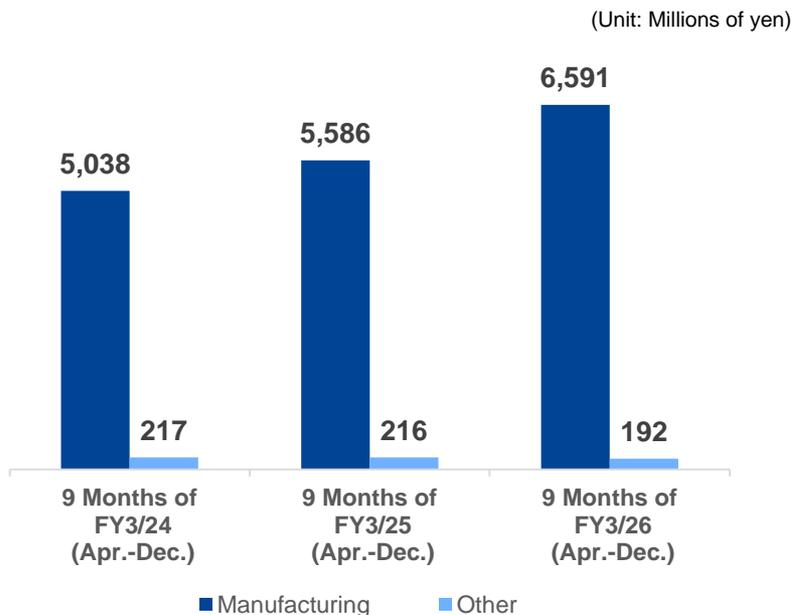
## Manufacturing human resources service business saw growth in sales and profit

- In the food processing category, at some clients we experienced a shift from dispatching workers to direct employment and impacts from reduced production; however, orders remained steady from both existing and new clients. In the manufacturing and processing category, net sales increased due to higher orders from existing clients, mainly for large-scale government policy-related dispatch projects from housing equipment manufacturing, as well as steady orders from new clients.
- In terms of profit, in addition to actively implementing increases in dispatching fees, we made efforts to lower expenses and pursue higher operational efficiency, resulting in an increase in profit.

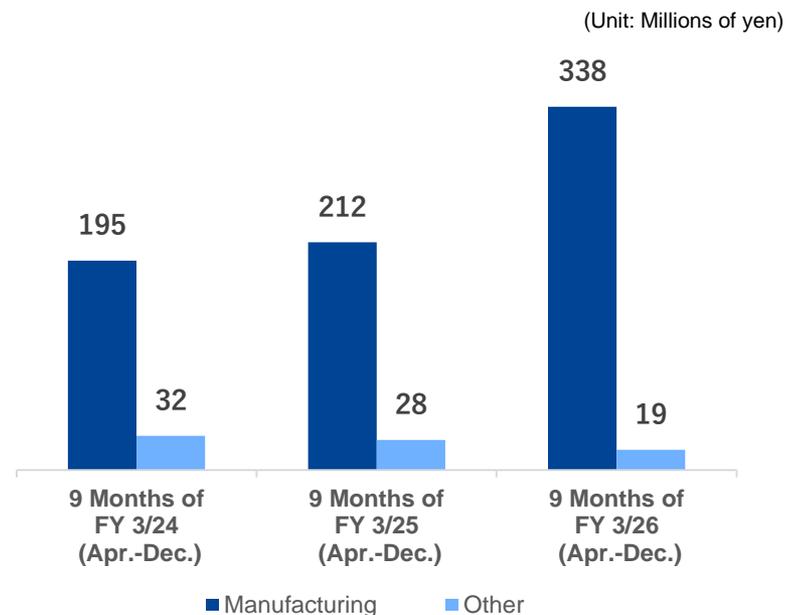
## Other saw a decrease in sales and profit

- Due to continued tight staffing and organizational changes in clients, both net sales and profit decreased year on year.

### Manufacturing human resources service and others **Net sales** trends



### Manufacturing human resources service and others **Operating profit** trends



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## Upward revision of full-year earnings forecast for FY3/26

- Regarding the full-year earnings forecast, although there was an impact from the downsizing and completion of large-scale projects for private enterprises that were in operation in the previous fiscal year, in business for local governments we expanded the business area with existing clients, increased the proportion of long-term projects, developed new clients, and secured short-term contract projects. As a result, consolidated net sales are expected to exceed the projection at the beginning of the fiscal year.
- In terms of profit, in addition to the impact of higher net sales, efficiency improvements and strengthened revenue and expense management in BPO projects for local governments, as well as reductions in recruiting expenses and more efficient operations, contributed to results. Consequently, we will revise upward operating profit, ordinary profit, and profit attributable to owners of parent.

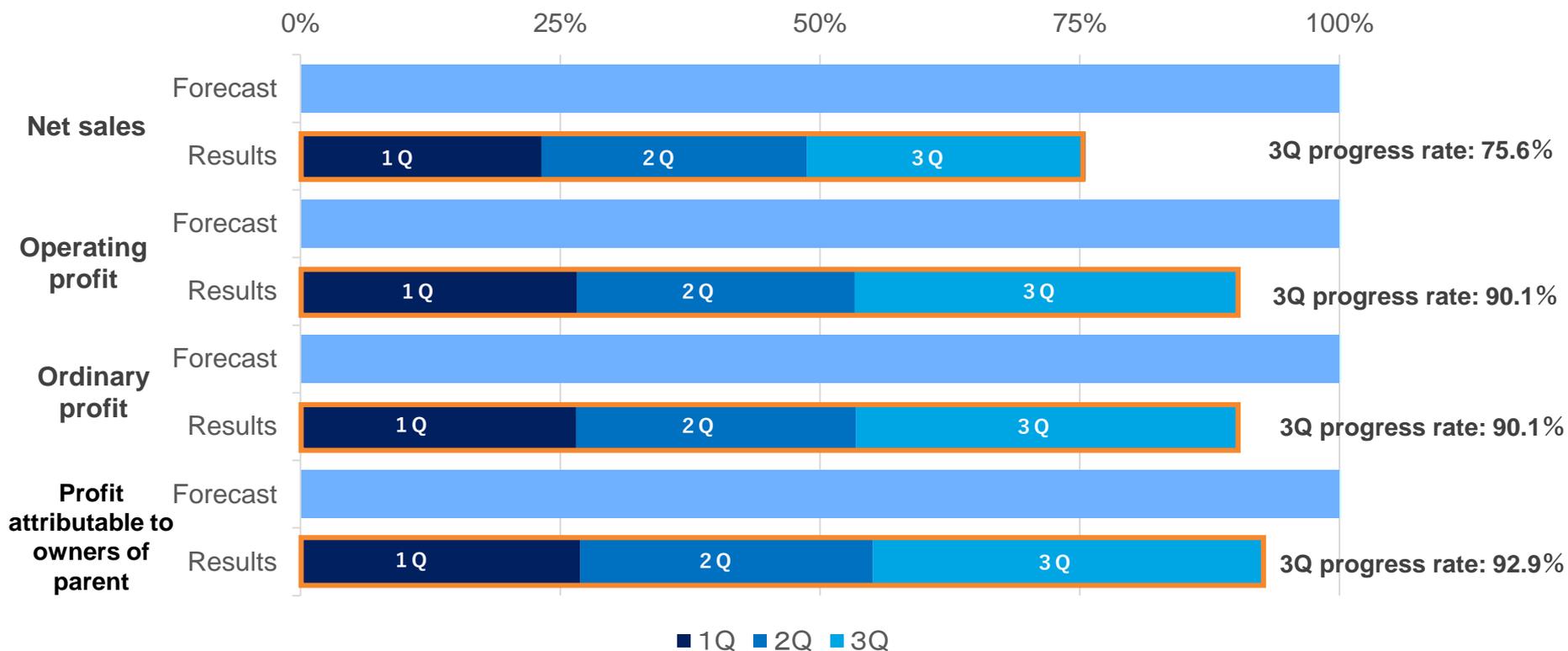
(Unit: Millions of yen)

Full-year		FY3/26 Beginning of the Forecast	FY3/26 Revised Forecast	Ratio against the Beginning of the Forecast
Consolidated	Net sales	42,545	44,410	104.4%
	Operating profit	2,706	3,635	134.3%
	Ordinary profit	2,703	3,645	134.9%
	Profit attributable to owners of parent	1,848	2,405	130.1%

## Progress Toward Revised Full-Year Earnings Forecast and Quarterly Performance Trend

- Progress toward the revised full-year earnings forecast (announced on February 13, 2026) reached 75.6% for net sales and 90.1% for operating profit.
- In the fourth quarter, under the medium-term management plan for the fiscal year ending March 2028, we will focus on transforming our business portfolio and rebuilding the foundation for growth. Key initiatives include recruiting highly skilled personnel and specialists, improving the IT environment, and strengthening security measures. As a result, any upward revision to profit is expected to be limited.

Progress Toward Revised Full-Year Forecast



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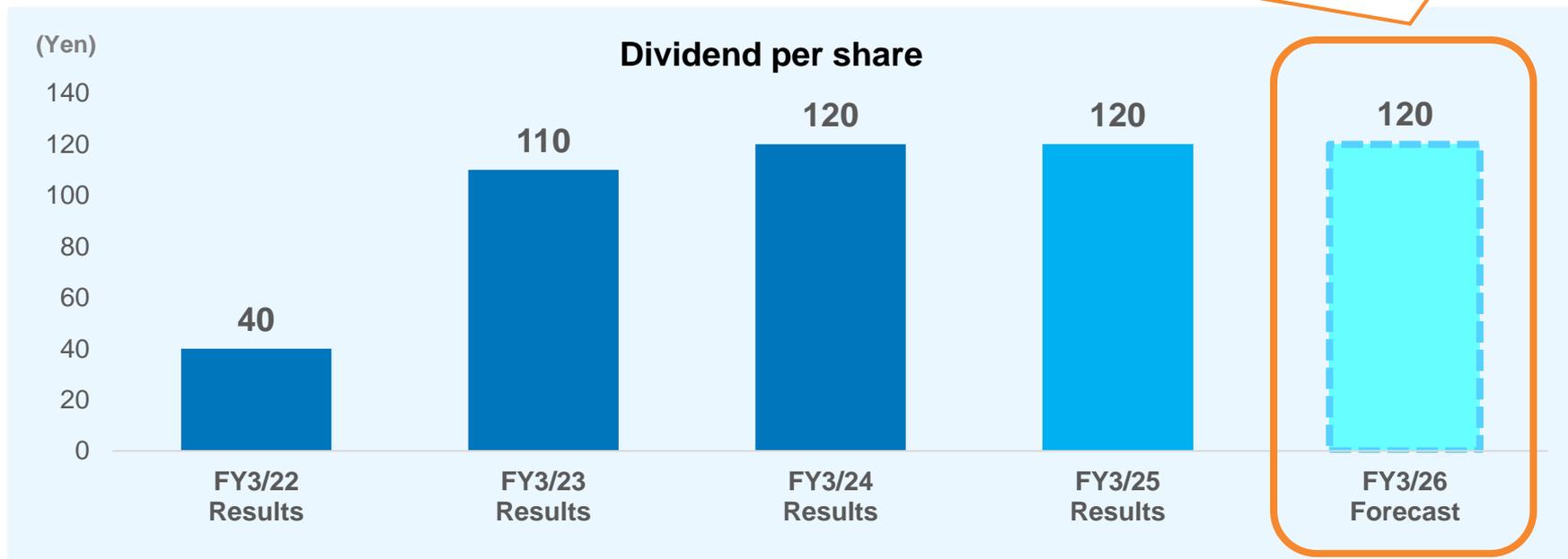
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## Based on the fundamental policy of stable dividends, we anticipate a year-end dividend of 120 yen per share for FY3/26

- 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 FY3/26 remains unchanged at 120 (with an expected dividend payout ratio of 59.3%).
- In our medium-term plan outlined announced May 14, 2025, 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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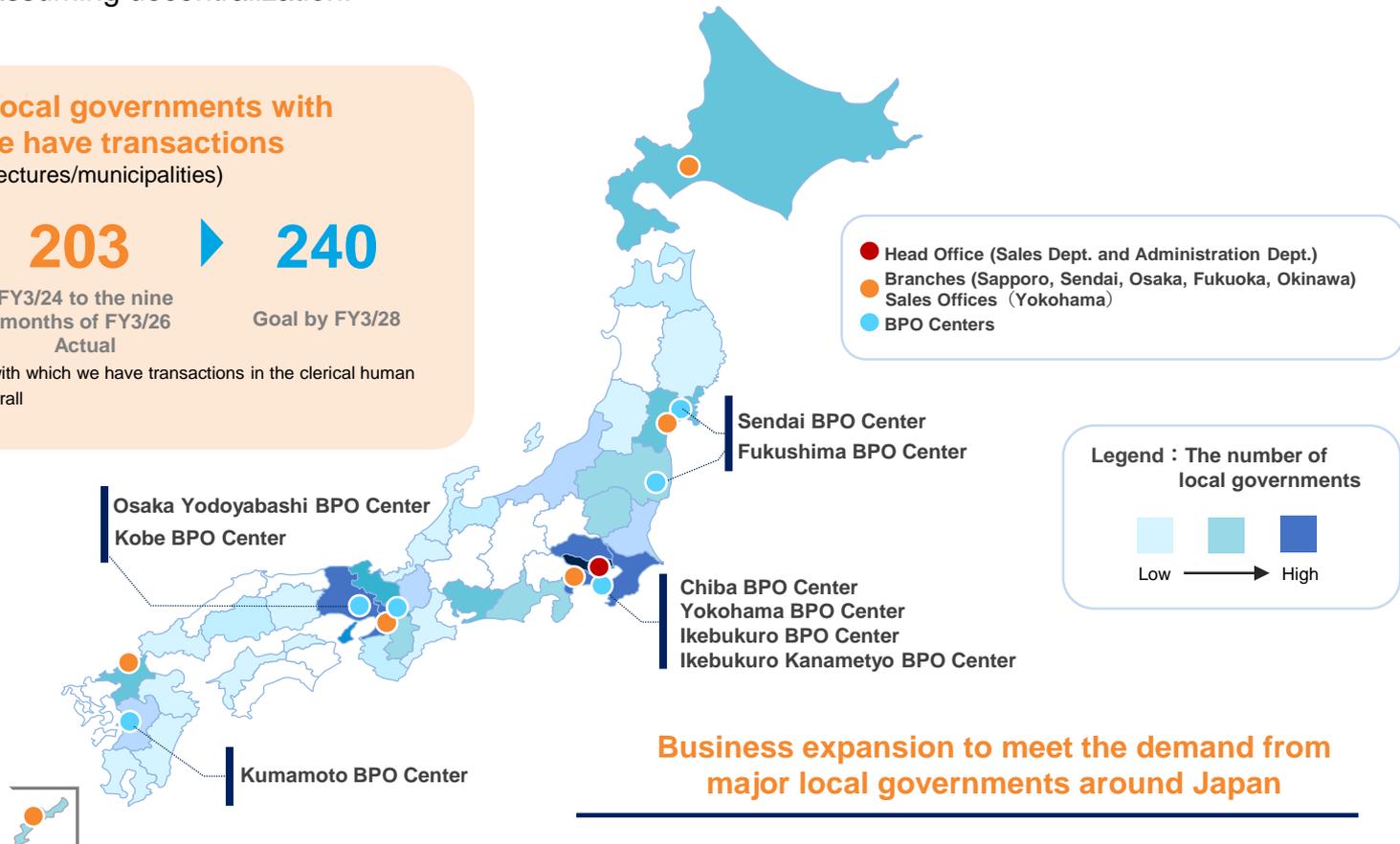
## Strengthening the client base through upselling to existing clients

- We will promote wider regional expansion of BPO services for local governments and secure multiple projects to expand and maintain a stable transaction scale.
- 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



**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
- Amendment to the family registration act-related operations



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

## Progress against the “BPO-related business segment net sales image” and Y/y change

		Local governments (a)				Private enterprises(b)			Overview of BPO sales (a) + (b)	
(Unit: Millions of yen)		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	
Annual plan	<b>FY3/26 (Initial plan)</b>	<b>82</b>	<b>× 110</b>	<b>× 1.5</b>	<b>= 13,547</b>	<b>171</b>	<b>× 70</b>	<b>= 12,013</b>	<b>25,560</b>	<b>53%</b>
	<b>9 Months of FY 3/26</b> <small>(Progress against annual plan)</small>	<b>79<sub>*1</sub></b> <small>(96.3%)</small>	<b>× 89<sub>*2</sub></b> <small>(80.9%)</small>	<b>× 1.6</b>	<b>= 11,286</b> <small>(83.3%)</small>	<b>136<sub>*1</sub></b> <small>(79.5%)</small>	<b>× 66</b> <small>(94.3%)</small>	<b>= 9,000</b> <small>(74.9%)</small>	<b>20,286</b> <small>(79.4%)</small>	<b>56%</b>
	<b>9 Months of FY 3/25</b>	<b>76</b>	<b>× 80</b>	<b>× 1.6</b>	<b>= 9,622</b>	<b>157</b>	<b>× 55</b>	<b>= 8,652</b>	<b>18,273</b>	<b>53%</b>

- Progress against the full-year BPO net sales plan set at the beginning of the fiscal year was 83.3% for local governments and 74.9% for private enterprises.
- For local governments, in addition to social security and tax number projects, we focused on orders for various counter operations and short-term contracts related to the amendment to the Family Register Act, resulting in steady progress in the number of projects.
- For private enterprises, although we received projects involving central government agencies from leading BPO operators and large-scale orders through the development of new clients, this was affected by the downsizing of large-scale short-term projects that were in operation in the previous fiscal year.

\*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.





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

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