



Financial Results for FY3/24

Careerlink Co., Ltd. (6070)
Wednesday, May 29, 2024



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- 02 Full-Year Earnings Forecast for FY3/25**
- 03 Medium-Term Management Plan**
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- 01** **Summary of Financial Results for FY3/24**
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Shifting the emphasis of our business policy to continuity and profitability to adapt to market changes

- Consolidated sales for FY3/24 were 43.7 billion yen. In the BPO-related business, our core business, we have worked actively to cultivate business relations with local governments with which we had no transactions and expand the area of the BPO business for local governments mainly in the Tokyo Metropolitan Area, Keihanshin areas, and Tohoku and Kyushu regions, in addition to projects for issuance initiatives for the Social Security and Individual Number and benefit payment projects.
- Overall, however, net sales declined as we were not able to reach the amount of orders expected at the start of the fiscal year due to a smaller size of orders than anticipated in projects such as for issuance initiatives for the Social Security and Individual Number and falls in contract prices resulting from market changes of the BPO-related business. In the manufacturing human resources service business, the food processing division continued to perform well, reflecting a recovery in personal consumption.
- On the profit side, operating profit was 3.2 billion yen due to the impact of lower sales and the active recruitment of persons with high expertise in information systems.

(Unit: Millions of yen)

	FY3/23 Results	FY3/24 Results	Y/y Change
Net sales	52,536 (100%)	43,791 (100%)	83.4%
Operating profit	7,609 (14.5%)	3,279 (7.5%)	43.1%
Ordinary profit	7,645 (14.6%)	3,280 (7.5%)	42.9%
Profit attributable to owners of parent	5,711 (10.9%)	2,201 (5.0%)	38.5%

Consolidated

Each segment		FY3/23 Results	FY3/24 Results	(Unit: Millions of yen) Y/y Change
Clerical human resources	Net sales	46,759	36,682	78.4%
	Segment profit	7,379 (15.8%)	2,980 (8.1%)	40.4%
Manufacturing human resources	Net sales	5,483	6,818	124.4%
	Segment profit	202 (3.7%)	254 (3.7%)	126.0%
Other	Net sales	294	290	98.6%
	Segment profit	27 (9.2%)	44 (15.2%)	163.0%

* We integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business in FY3/24. For year-on-year comparability, net sales for the clerical human resources service business in FY3/23 and before include those for the sales human resources service business.

BPO-related business segment

- We continued to receive orders for projects for issuance initiatives for the Social Security and Individual Number and benefit payment projects from local governments as well as large projects from leading BPO providers.
- We worked actively to increase the number of local governments with which we have transactions and expand the area of the BPO business for local governments, such as businesses related to civic affairs and general affairs.
- At the same time, the business was affected by the scaling down and termination of large projects we contracted in the previous fiscal year, the loss of orders due to bidding system changes, and lower contract prices.

CRM-related business segment

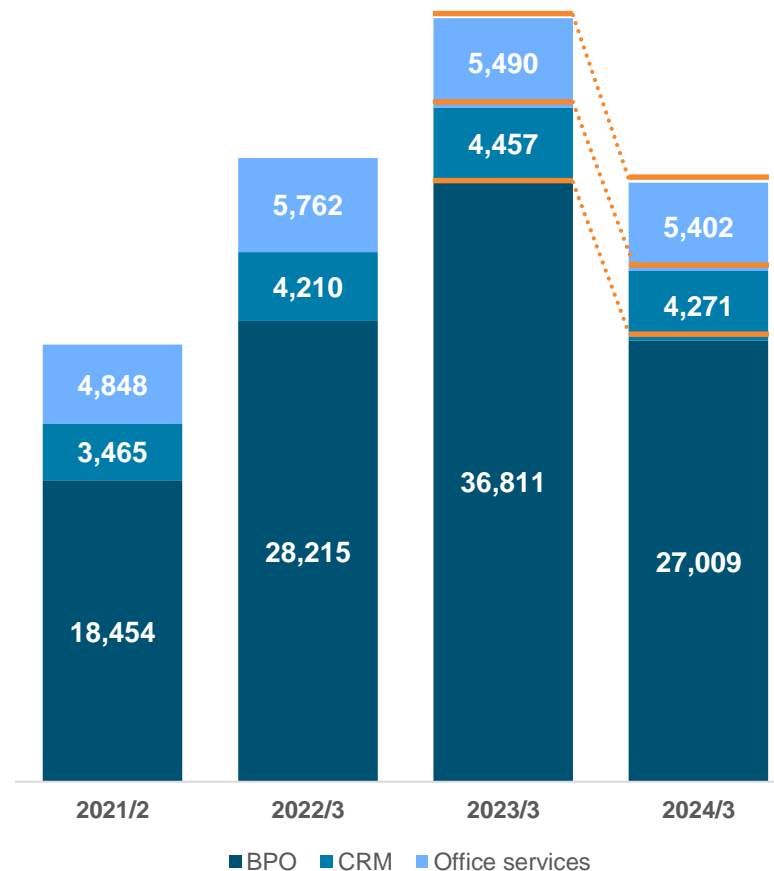
- We received orders for a large-scale call center staffing project from an existing client in the Tokyo Metropolitan Area and Kansai area, with orders for financial projects remaining strong at our local branches including in the Tokyo Metropolitan Area.
- At the same time, the business was affected by the scaling down and termination of projects we contracted with leading BPO providers in the previous fiscal year.

Office services business segment

- Steady increase was seen in the number of orders received for new projects related to the Social Security and Individual Number from local governments and those from leading BPO providers at branches.
- At the same time, the business was affected by the scaling down of spot projects for local governments contracted in the previous fiscal year and existing staffing projects for financial institutions.

Variation and breakdown in net sales of clerical human resources service

(Unit: Millions of yen)



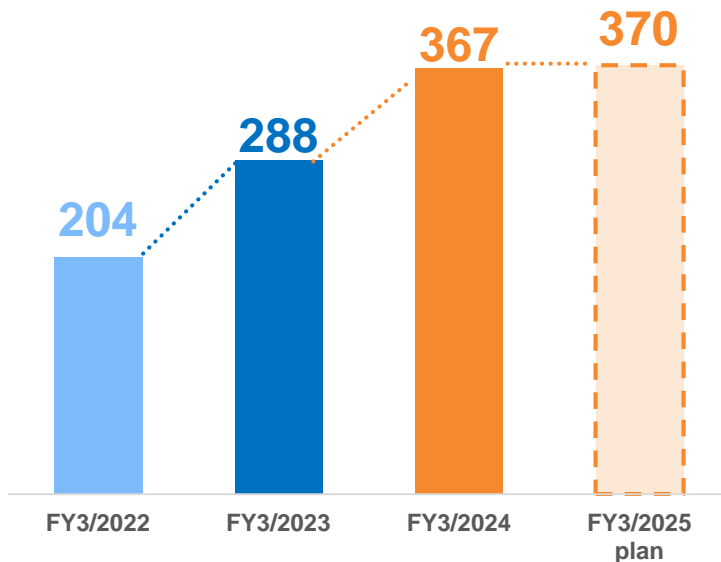
*The Accounting Standard for Revenue Recognition has been applied since the first quarter of FY3/23. Also, we integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business as of the first quarter of FY3/24. For year-on-year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

- As a result of recruiting highly specialized personnel in areas such as business construction and information systems to strengthen the competitiveness of BPO projects, the number of core personnel reached 365 as of the end of FY3/23. The average number is 367 for FY3/24.
- The number of BPO projects was 181 in FY3/24.
- Furthermore, in FY3/24, the number of business partners including collaborative partners and joint ventures remained almost the same at 37, compared to 36 in the previous term.

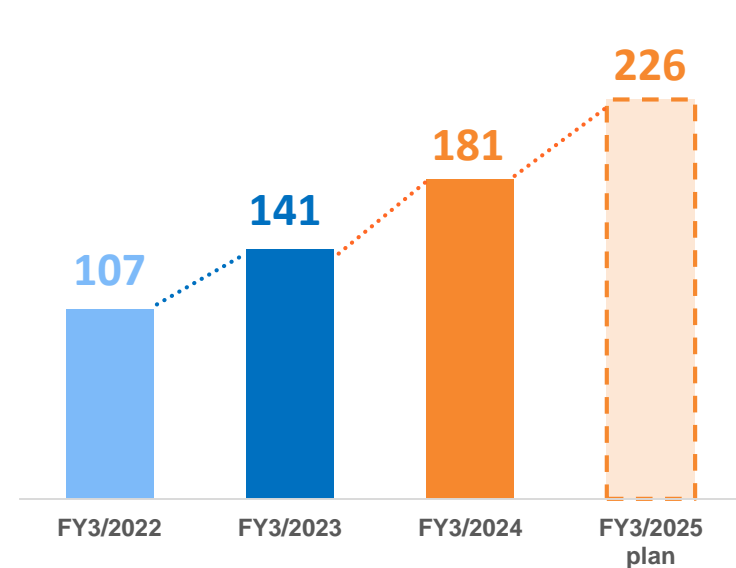
Variation in the number of core personnel

(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.

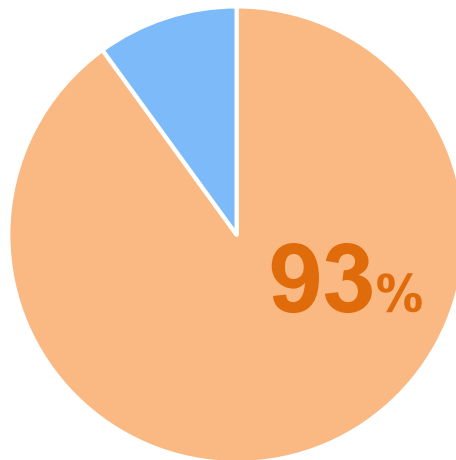
Our rate of repeat transactions remains high at about 93%

- From FY3/2023 to FY3/2024, a high repeat rate was seen for continuous transactions with local governments.

Spot sales ratio showed a large decline from the previous term of 27% and remained low

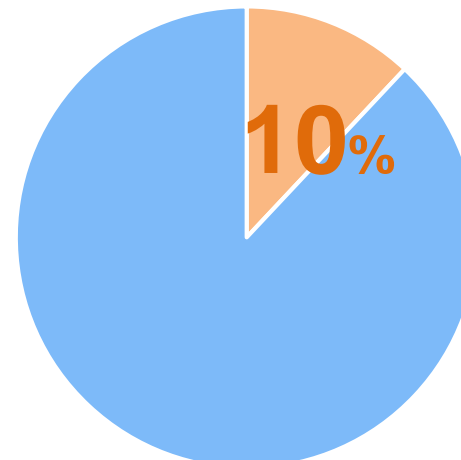
- FY3/2024 saw fewer spot projects in the market compared to typical years, in addition, in order to respond to changes in the market environment, such as changes in the bidding method, we adopted a sales policy that emphasizes continuity, resulting in low levels.

Repeat rate of client local government



* Against local governments we worked for in FY3/23, the ratio of local governments we worked for in FY3/24

Spot sales ratio



* Actual results for FY3/24
* Company estimates based on order trends by customer

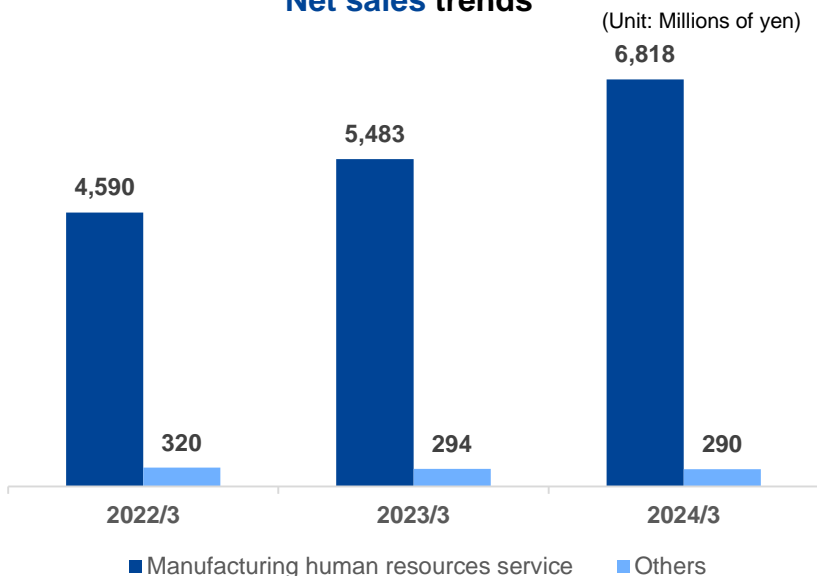
Manufacturing human resources service business saw growth in sales and profit

- In the food processing division, the volume of orders received mainly from industries such as meat, fish, confectionery, and delicatessen remained strong, and the manufacturing & processing division saw an increase in orders received from industries such as housing equipment manufacturing and machinery manufacturing.
- On the profit side, profits increased as a result of focusing on efficient management of expenses as well as active recruitment to strengthen business foundations for the future.

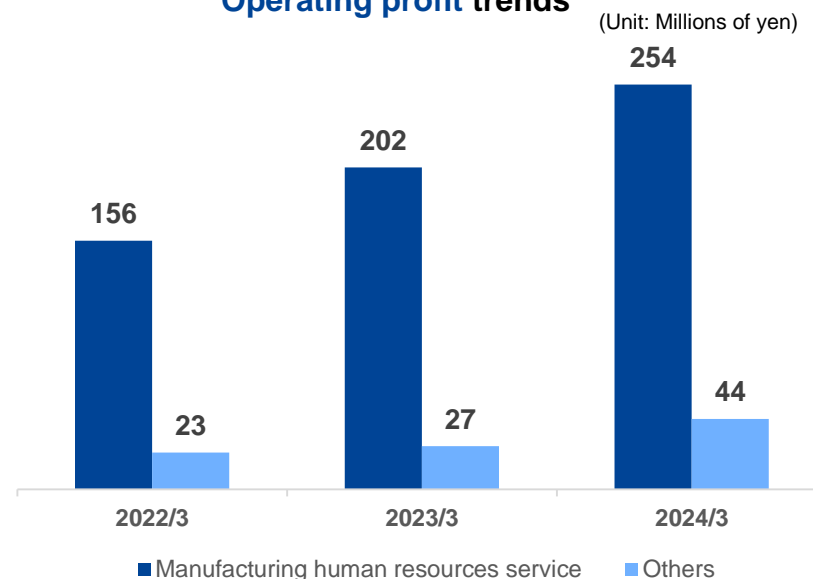
Others are the automobile management business

- The automobile management business reported a decrease in sales partly due to retirement of employees but registered an increase in profits due to reduction of personnel expenses and efficient management of expenses.

Manufacturing human resources service and others
Net sales trends



Manufacturing human resources service and others
Operating profit trends



	FY3/22 (13 months)	FY3/23	FY3/24	
	Amount (millions of yen)	Amount (millions of yen)	Amount (millions of yen)	Change from the previous period (millions of yen) and the ratio (%)
Net sales	43,100	52,536	43,791	-8,745 -16.6%
Clerical human resources service business (% of sales)	38,189 88.6%	46,759 89.0%	36,682 83.8%	-10,077 -21.6%
BPO-related business segment (% of sales)	28,215 65.5%	36,811 70.1%	27,009 61.7%	-9,802 -26.6%
CRM-related business segment (% of sales)	4,210 9.8%	4,457 8.5%	4,271 9.8%	-185 -4.2%
Office services business segment (% of sales)	5,762 13.4%	5,490 10.5%	5,402 12.3%	-88 -1.6%
Manufacturing human resources service business (% of sales)	4,590 10.7%	5,483 10.4%	6,818 15.6%	1,335 24.4%
Other (% of sales)	320 0.7%	294 0.6%	290 0.7%	-4 -1.4%
Operating profit (operating margin)	4,423 10.3%	7,609 14.5%	3,279 7.5%	-4,329 -56.9%
Ordinary profit (ordinary profit margin)	4,441 10.3%	7,645 14.6%	3,280 7.5%	-4,364 -57.1%
Profit attributable to owners of parent (net income margin)	3,114 7.2%	5,711 10.9%	2,201 5.0%	-3,510 -61.5%

* We integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business in FY3/24. For year-on-year comparability, net sales for the clerical human resources service business in FY3/23 and before include those for the sales human resources service business.

		FY3/23	FY3/24		
		Amount (millions of yen)	Amount (millions of yen)	Change from the end of the previous term (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	Current assets	20,279 93.0%	19,411 91.5%	-868	Cash and deposits: +4,830
	Non-current assets	1,530 7.0%	1,798 8.5%	268	Notes, accounts receivable-trade and contract assets: -6,048
	Total assets	21,809 100%	21,209 100%	-599	
	Current liabilities	7,455 34.2%	5,865 27.7%	-1,589	Accounts payable-other: -717
	Non-current liabilities	827 3.8%	868 4.1%	40	Income taxes payable: -1,280 Consumption taxes payable: -468
	Total liabilities	8,283 38.0%	6,734 31.8%	-1,548	Deposits received: +1,007
	Total net assets	13,526 62.0%	14,475 68.2%	949	Retained earnings: +896
Total liabilities and net assets		21,809 100.0%	21,209 100.0%	-599	

		FY3/23	FY3/24	
		Amount (millions of yen)	Amount (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	Cash flow from operating activities	-1,209	6,765	Profit before income taxes: +3,280 Depreciation: +252 Decrease in trade receivables and contract assets: +6,048 Decrease in accounts payable – other: -655 Decrease in accrued consumption taxes: -468 Increase in deposits received: +1,007 Income taxes paid: -2,292
	Cash flow from investing activities	-319	-614	Purchase of property, plant, and equipment and intangible assets: -511
Free cash flow		-1,528	6,151	
	Cash flow from financing activities	-405	-1,320	Proceeds from long-term borrowings: +300 Repayment of long-term borrowings: -286 Payment of dividends: -1,303
Change in cash and cash equivalents		-1,933	4,830	
Cash and cash equivalents at the beginning of the term		7,031	5,097	
Cash and cash equivalents at the end of the term		5,097	9,928	

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- In FY3/25, for both government agencies and private businesses, we will continue to promote the cultivation of new clients and the expansion of business areas. We will also continue to deploy personnel versed in the BPO business, brush up operations, increase order volume, and aim to build a BPO business operation system that can support highly difficult services and has both versatility and flexibility in order to improve customer satisfaction and strengthen competitiveness through business improvement and quality enhancement.
- On the profit side, we predict there will be an increase in expenses for soliciting staff registration, an increase in the number of employees due to mid-career recruitment, and an increase in expenses for system development to promote digital transformation; however, we expect an increase in income owing to the effect of making business improvements and increasing business efficiency.

(Unit: Millions of yen)

	FY3/24 Results	FY3/25 Forecast	Increase/decrease rate	
Consolidated	Net sales	43,791	48,000	9.6%
	Operating profit	3,279	3,495	6.6%
	Ordinary profit	3,280	3,490	6.4%
	Profit attributable to owners of parent	2,201	2,389	8.5%
Sales in each segment	Clerical human resources	36,682	39,154	6.7%
	Manufacturing human resources	6,818	8,560	25.5%
	Other	290	286	-1.4%

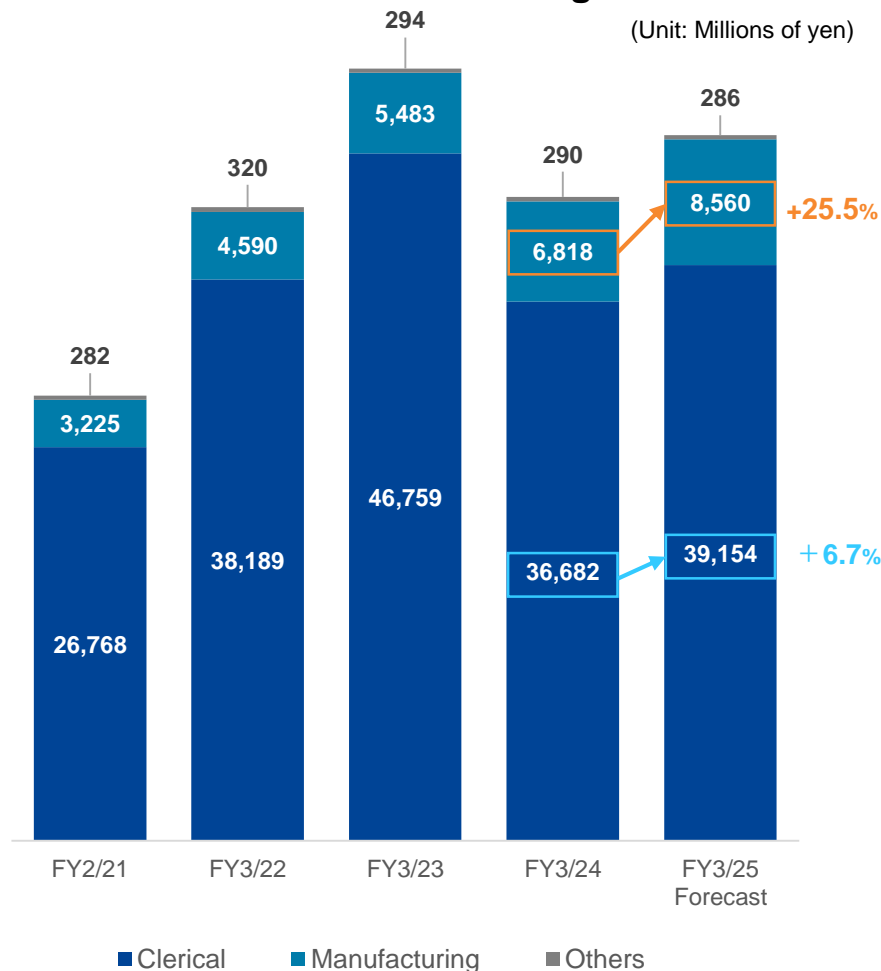
Clerical human resources service business

- We will expand operating activities that emphasize continuity and profitability.
- For both government agencies and private businesses, we will promote the cultivation of new clients and the expansion of business areas.
- We will strive to cultivate business relations with local governments with which we have no transactions, expand our share with local governments with which we have transactions and expand the amount of orders from BPO providers.
- We will allocate core personnel who have been hired by mid-career recruitment (365 employees as of the end of FY3/24) to work on the promotion of receiving orders and the operation of commissioned projects, and will continue to strengthen structures for business improvement and operational quality enhancement in order to improve customer satisfaction.

Manufacturing human resources service business

- Although orders received from customers in the food processing division and orders for housing equipment manufacturing and machinery manufacturing in the manufacturing & processing division have remained on an upward path, we will actively promote the cultivation of new customers including in other industries.

Variation in sales in each segment

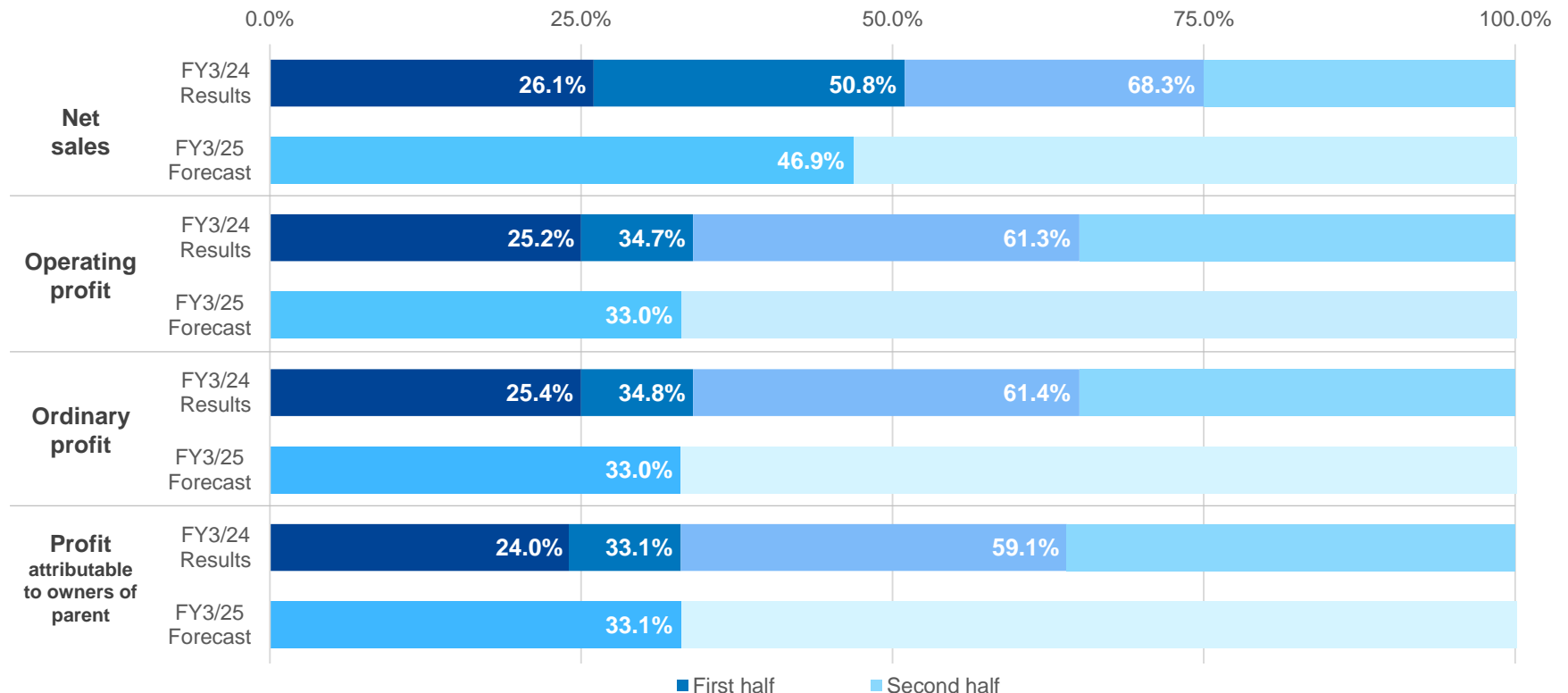


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Supplementary Explanation About Assumptions for the Earnings Forecast for FY3/25

The ratio of the first-half-year earnings forecast to the full-year earnings forecast

- The ratio of the first-half-year earnings forecast to the full-year earnings forecast is as shown in the graph below. In the operation period of BPO projects ordered from local governments, etc., the second half is often longer than the first half, and thus the second half is emphasized in the plan.



- In the first quarter of FY3/24, a highly profitable large project contracted in FY3/23 was continued beyond the fiscal year. Therefore, the first quarter in the earnings forecast for FY3/25 assumes a year-on-year decrease in sales and profits.

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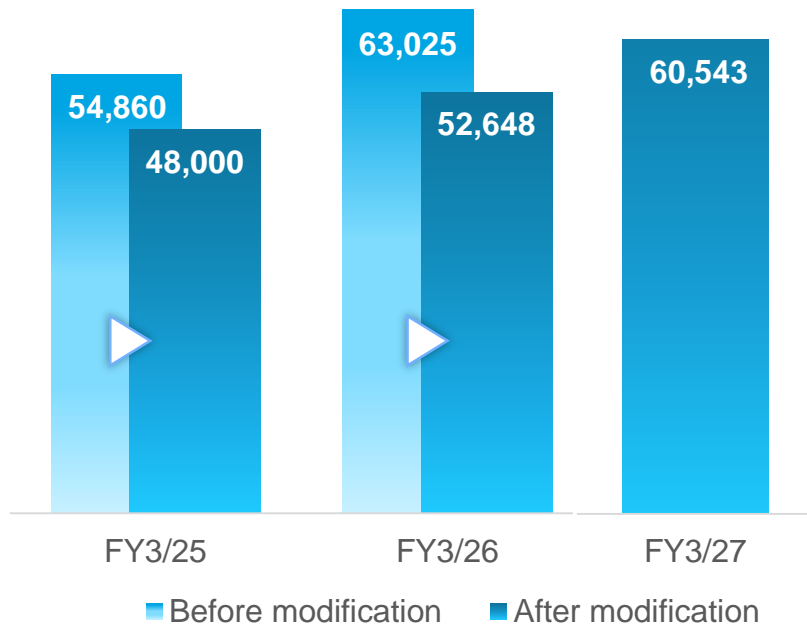
Reference Materials

Reflecting the business policy that emphasizes continuity and profitability to adapt to market changes of the BPO-related business

- In FY3/24, we reviewed business processes and pursued further efficiency while actively expanding operating activities to increase the number of local governments with which we have transactions and expand the possible business areas.
- Because we will continue the business policy that also emphasizes profitability, we have reviewed the medium-term management plan released on November 2, 2023 and revised downward the plan of net sales and profits in FY3/25 and FY3/26, with a **modification rate of about 15%**.

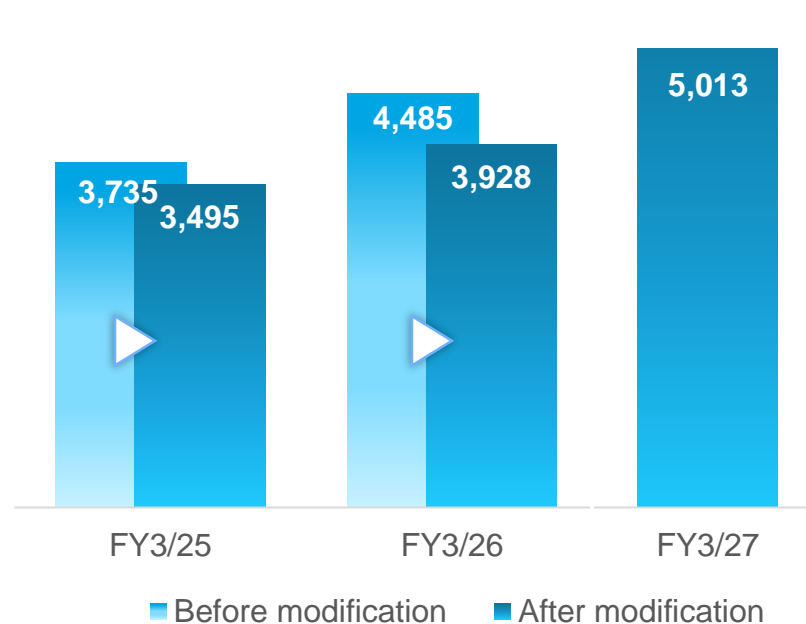
Net sales

(Unit: Millions of yen)



Operating profit

(Unit: Millions of yen)



Formulating the medium-term management plan for the period up to FY3/27 as a period for building foundations for continued growth

- In FY3/25 and FY3/26, in addition to our efforts in the second half of FY3/24 to increase the number of local governments with which we have transactions, expand business areas, and strengthen BPO initiatives for private businesses, we will work on the development of new business models characterized as capable of being tailored to clients' needs and business areas and the reconstruction of business processes by promoting digital transformation based on the introduction of AI and other digital technologies in order to strengthen structures to increase clients' satisfaction and improve operations and quality.
- In FY3/25 and FY3/26, as a result of these efforts, there will be a wide variety of trials and errors, and thus the net sales growth rate is expected to remain at nearly 10% with an operating profit margin of around 7.5%. For FY3/27, we plan a net sales growth rate of 15% and an operating profit margin of 8.3% thanks to trials and errors over two fiscal years.

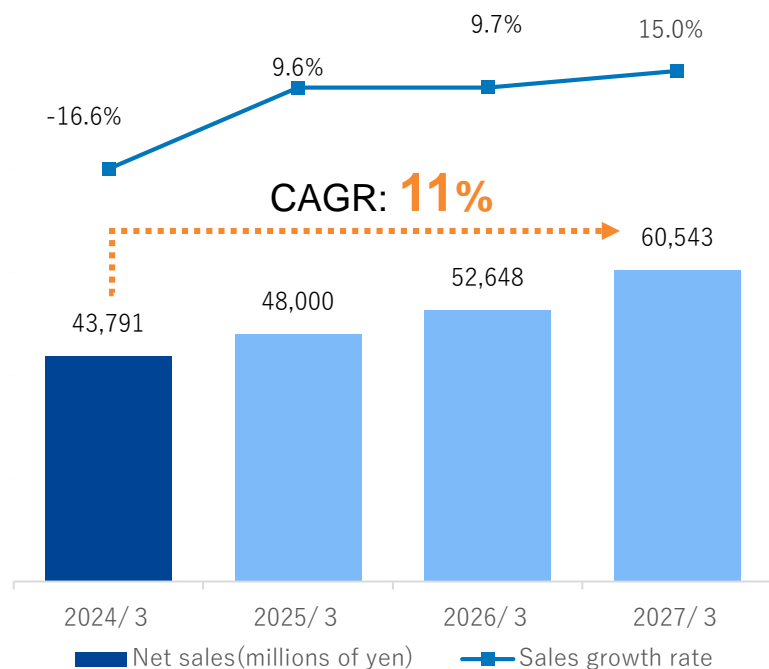
	FY3/24 Results	FY3/25 Forecast	Y/y increase/ decrease rate	FY3/26 Plan	Y/y increase/ decrease rate	FY3/27 Plan	Y/y increase/ decrease rate
(Unit: Millions of yen)							
Net sales	43,791	48,000	+9.6%	52,648	+9.7%	60,543	+15.0%
Operating profit	3,279 (7.5%)	3,495 (7.3%)	+6.6%	3,928 (7.5%)	+12.4%	5,013 (8.3%)	+27.6%
Ordinary profit	3,280 (7.5%)	3,490 (7.3%)	+6.4%	3,923 (7.5%)	+12.4%	5,008 (8.3%)	+27.7%
Profit attributable to owners of parent	2,201 (5.0%)	2,389 (5.0%)	+8.5%	2,641 (5.0%)	+10.5%	3,383 (5.6%)	+28.1%

Consolidated

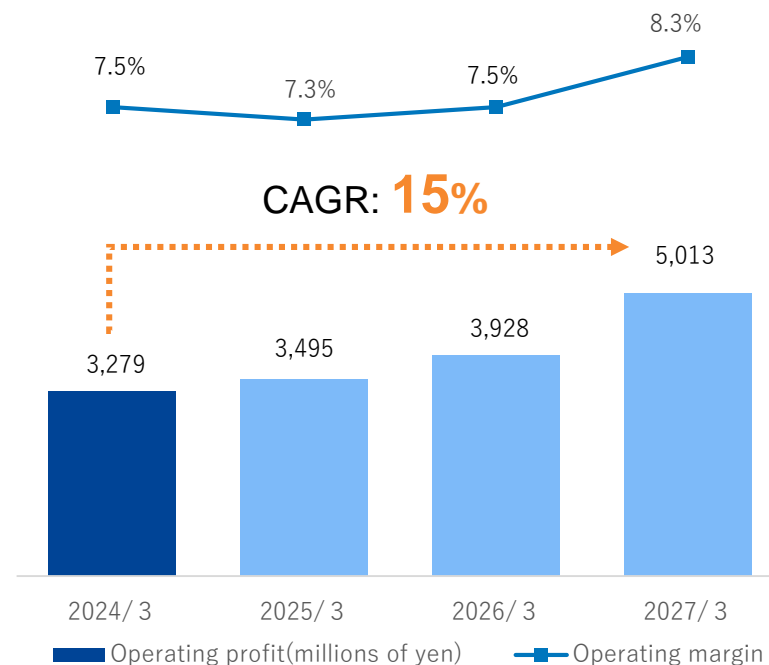
CAGR of operating profit is projected to be 15%.

- With FY3/27 as the final fiscal year from FY3/24, we will aim to achieve CAGR of net sales and operating profit up 11% and 15%, respectively, over the next four years.

Variations in net sales and sales growth rate



Variations in operating profit and operating margin



*CAGR is the average annual growth rate over the four-year period ending with FY3/27.

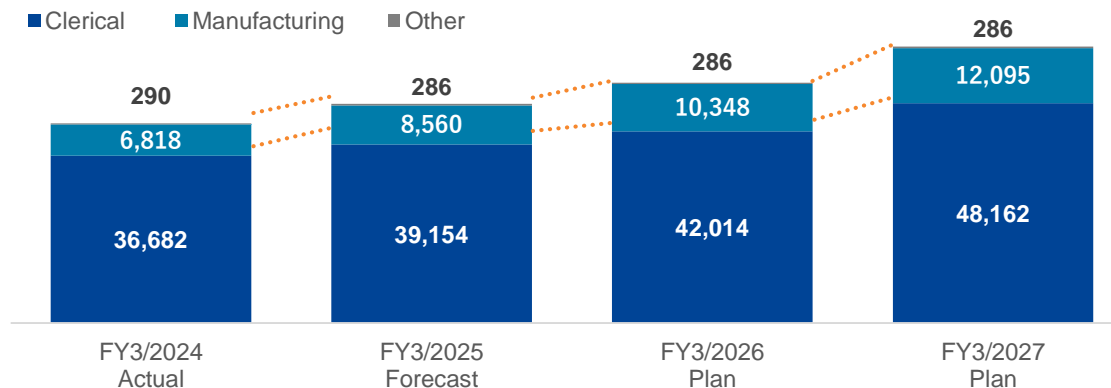
Sales plan in each segment

- To achieve CAGR of net sales up 10% over the next four years in the clerical human resources service business and up 21% in the manufacturing human resources service business.

(Unit: Millions of yen)

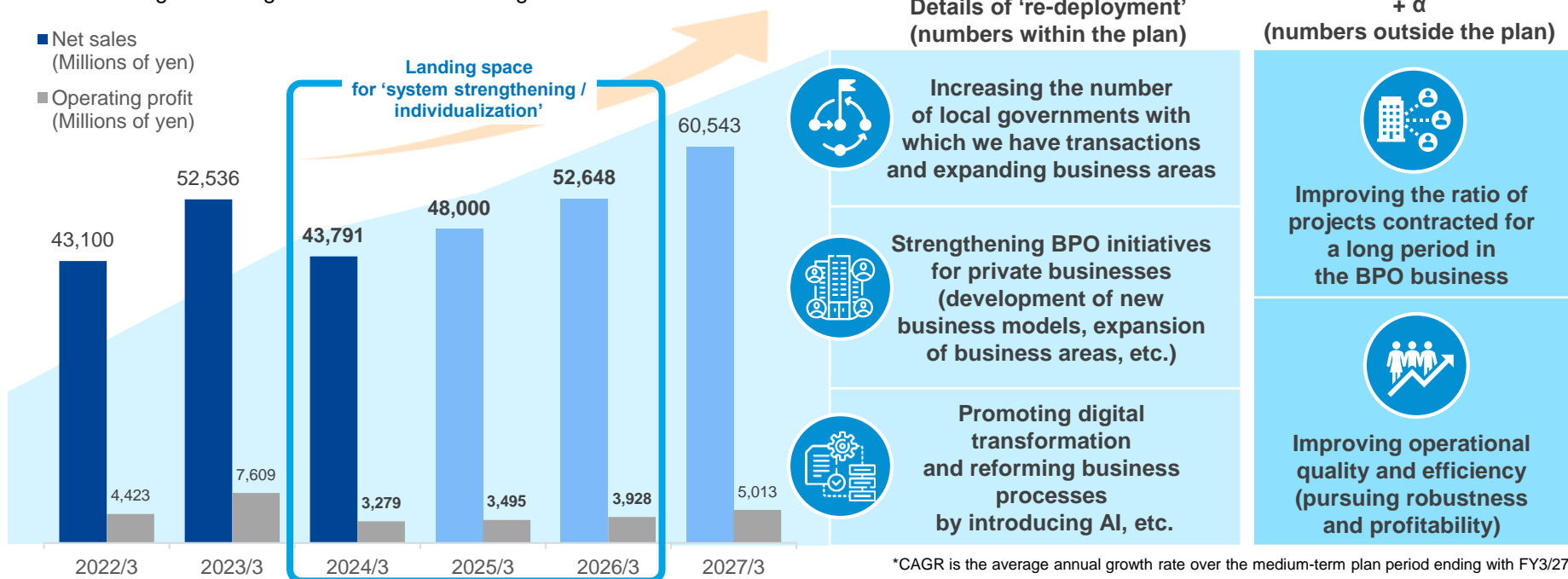
	FY3/24 actual	FY3/25 forecast	FY3/26 plan	FY3/27 plan
Sales in each segment				
Clerical human resources	36,682	39,154	42,014	48,162
Manufacturing human resources	6,818	8,560	10,348	12,095
Other	290	286	286	286

(Unit: Millions of yen)



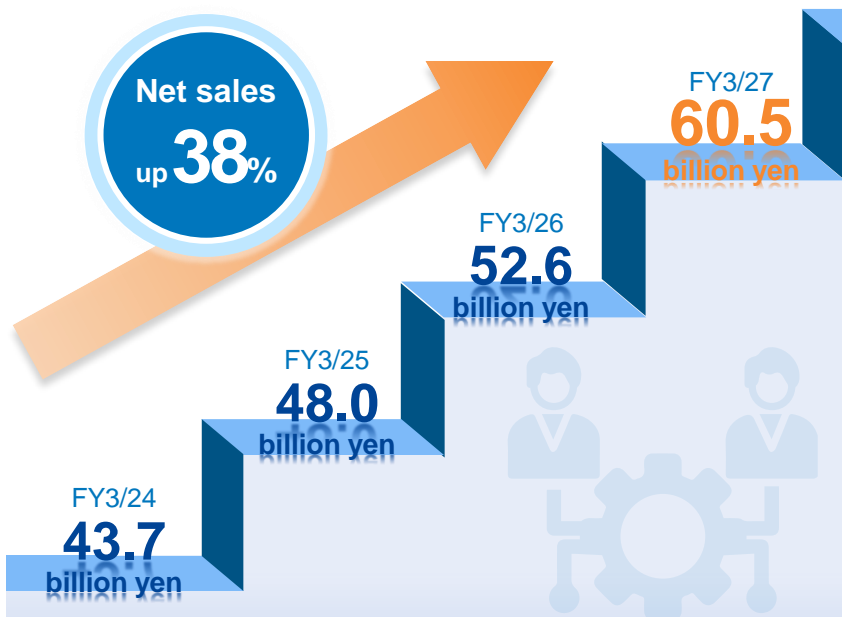
Strengthen the revenue structure by accumulating long-term projects, with the aim of net sales at 60 billion yen in FY3/27

- In FY3/25 and FY3/26, we will actively invest in both human resources and equipment and implement strategic measures (increasing the number of local governments with which we have transactions, expanding business areas, promoting BPO for private businesses in the clerical/manufacturing human resources service business, developing new business models, reforming business processes and improving the levels of services provided through digital transformation, etc.) in order to build foundations for steady, continued growth from FY3/27.
- To further accumulate and improve skills, experience, and knowledge of talent resources as the next step of the “re-deployment” of talent resources and BPO operational knowledge in the second half of FY3/24, we will actively implement “reskilling” related to the BPO business in the next two years to make the talent resources more multi-skilled and specialized.
- We aim to advance initiatives of “re-deployment’ +α” along with additional strategies during the period for the medium-term plan, aspiring to reach greater heights in the medium to long term.



In FY3/25, continue to promote the deepening of public BPO and the diversification of projects

- Under the medium-term growth strategy, we will implement five priority areas for FY3/25 as described below.



Medium-term growth strategy

- Deepen business relations with surrounding municipalities (cities with a population of more than 100,000, etc.) of local governments with which we have already started transactions, increase the number of local governments with which we have transactions, and expand business areas in order to push forward with **revenue base building**.
- Actively deepen business relations in specialized fields such as new business areas, and in particular, **accumulate long-term projects**.
- Develop highly proficient human resources, **improve the customer satisfaction level**, and strengthen structures for business and quality improvement.

Priority areas for FY3/25

1. Widening and area development of operating activities in line with expansion of the areas of local governments with which we have transactions (ongoing)
2. Counter operations and general affairs-related operations (ongoing)
3. Strengthening initiatives for private BPO
4. Development of operating activities with continuity and profitability in mind (ongoing)
5. Strengthening structures for improving operations and operational quality, and improving the customer satisfaction level (ongoing)

*Rounded down to the nearest 100 million yen

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)

Results in FY2/21
to FY3/24

158

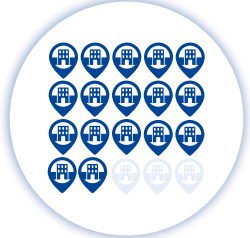
Goal by FY3/27

230

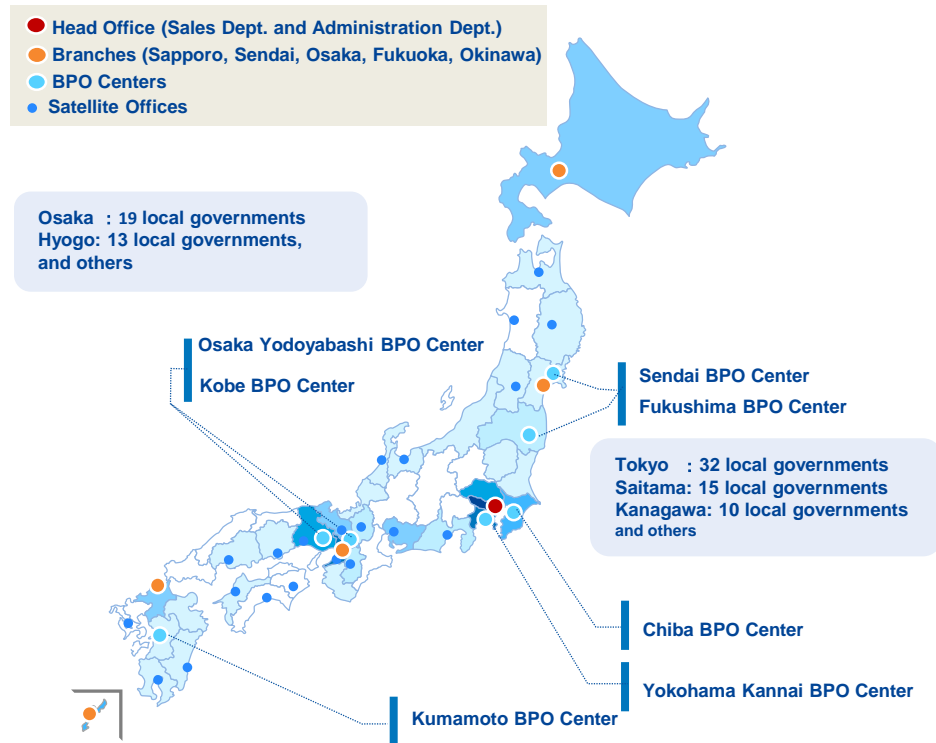
* Number of local governments with which we have transactions in the clerical human resources service business overall

* 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

- We will aim to increase the number of local governments with which we have new transactions, diversify projects and expand business domains by expanding our regional bases.
- We will expand alliance partnerships with leading companies in each area in addition to business operations by ourselves.

Main projects with public agencies (examples)



- 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
- Driver's license-related operations
- 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
- 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)
- Empty house countermeasures-related operations
- Zero carbon promotion measure operations
- Employment-related operations for moving from big city in various forms
- Job seeker support operations
- RPA operation support operations
- ICT support operations
- Hometown tax-related operations

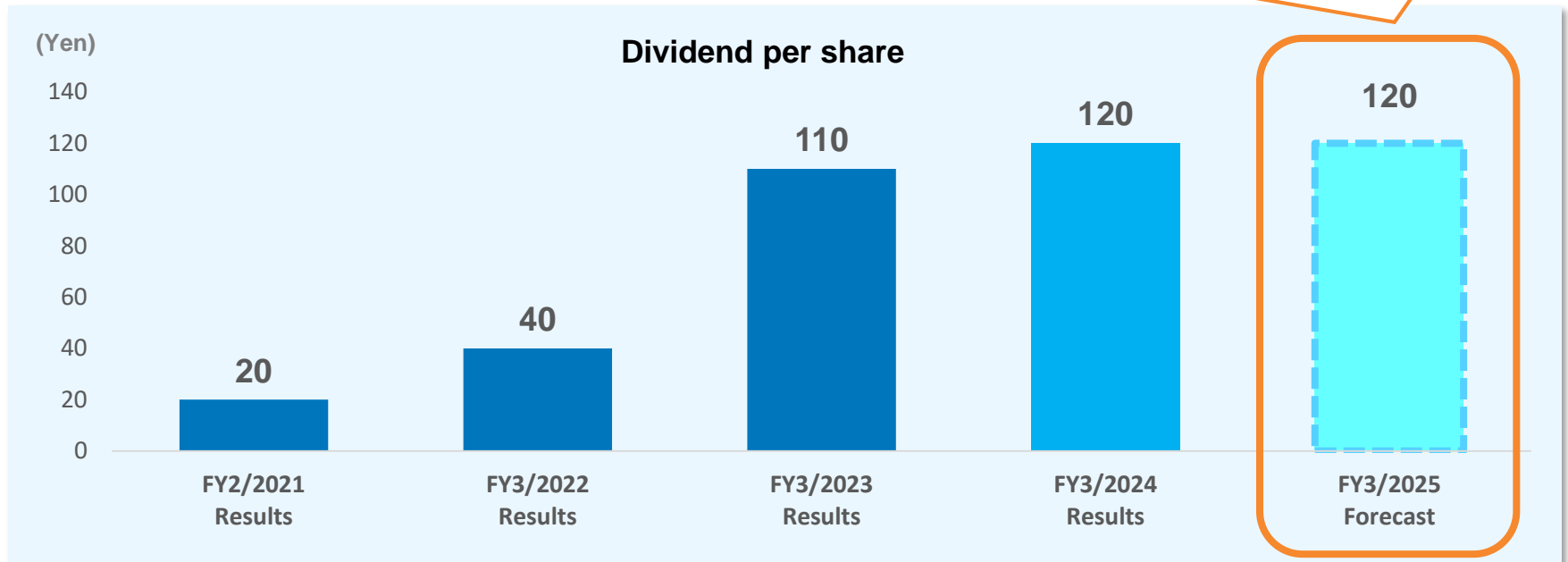
- Operations related to various benefits for economic measures
- Childrearing support-related operations
- SME support-related operations
- Energy saving support operations
- Operations providing support due to price increases for electricity, gas, and groceries (for residents / businesses)
- Operations 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

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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 is at 120 yen (with an expected dividend payout ratio of 59.6%).
- In our medium-term plan outlined in this document, 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).

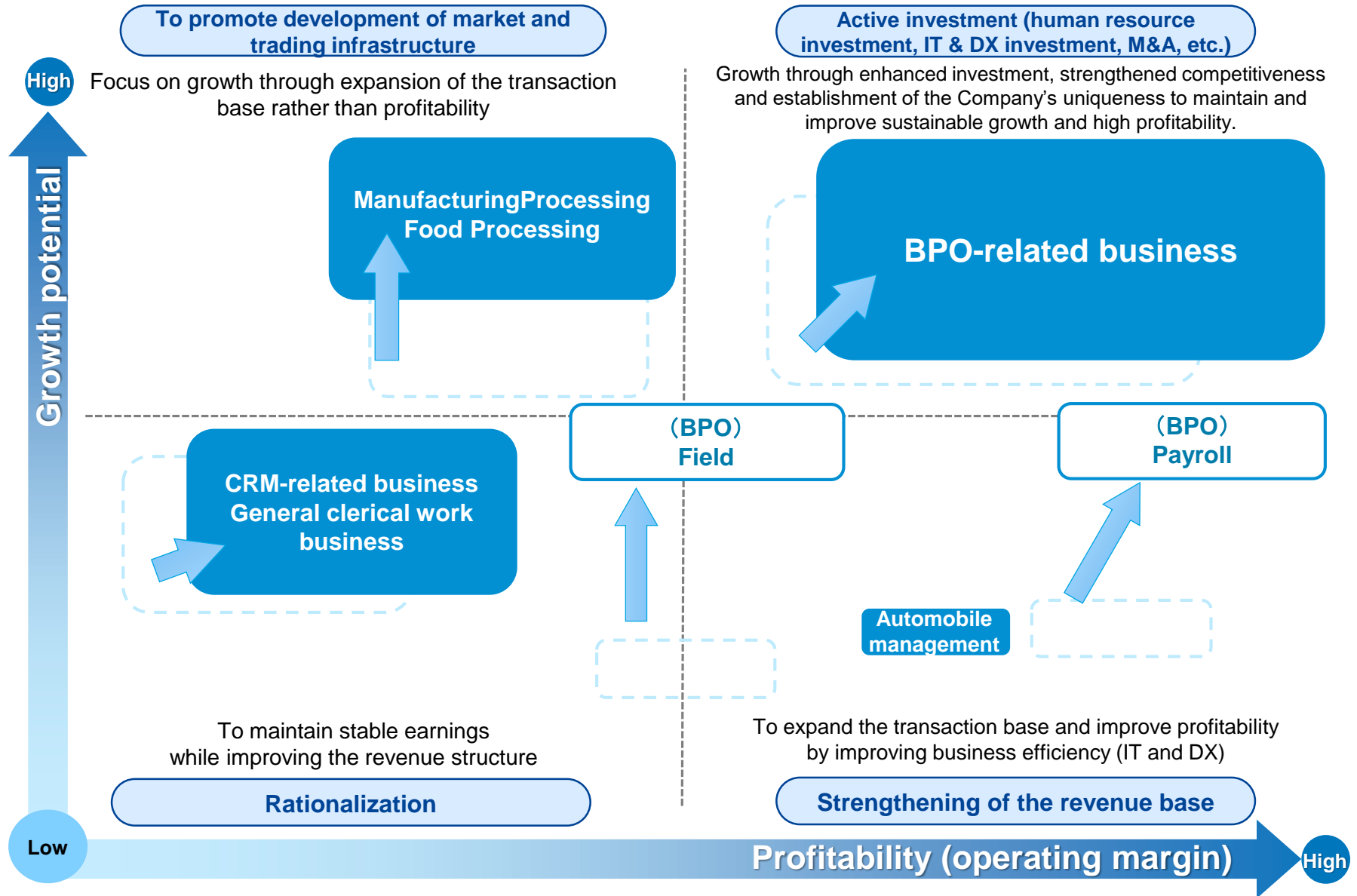
- 01 Summary of Financial Results for FY3/24
- 02 Full-Year Earnings Forecast for FY3/25
- 03 Medium-Term Management Plan
- 04 Shareholder Return
- 05 Reference Materials**

Net sales image of BPO-related business segment in the medium-term management plan

		Local governments (a)				Private companies (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
Actual	FY3/24	131 ^{*1}	80 ^{*2}	1.5 ^{*3}	15,735	185 ^{*4}	61 ^{*5}	11,274	27,009	58%
	FY3/25	116	101	1.6	18,642	175	65	11,425	30,067	62%
Annual plan	FY3/26	102	111	1.8	20,443	168	70	11,750	32,193	64%
	FY3/27	93	135	2.0	25,094	155	80	12,360	37,454	67%

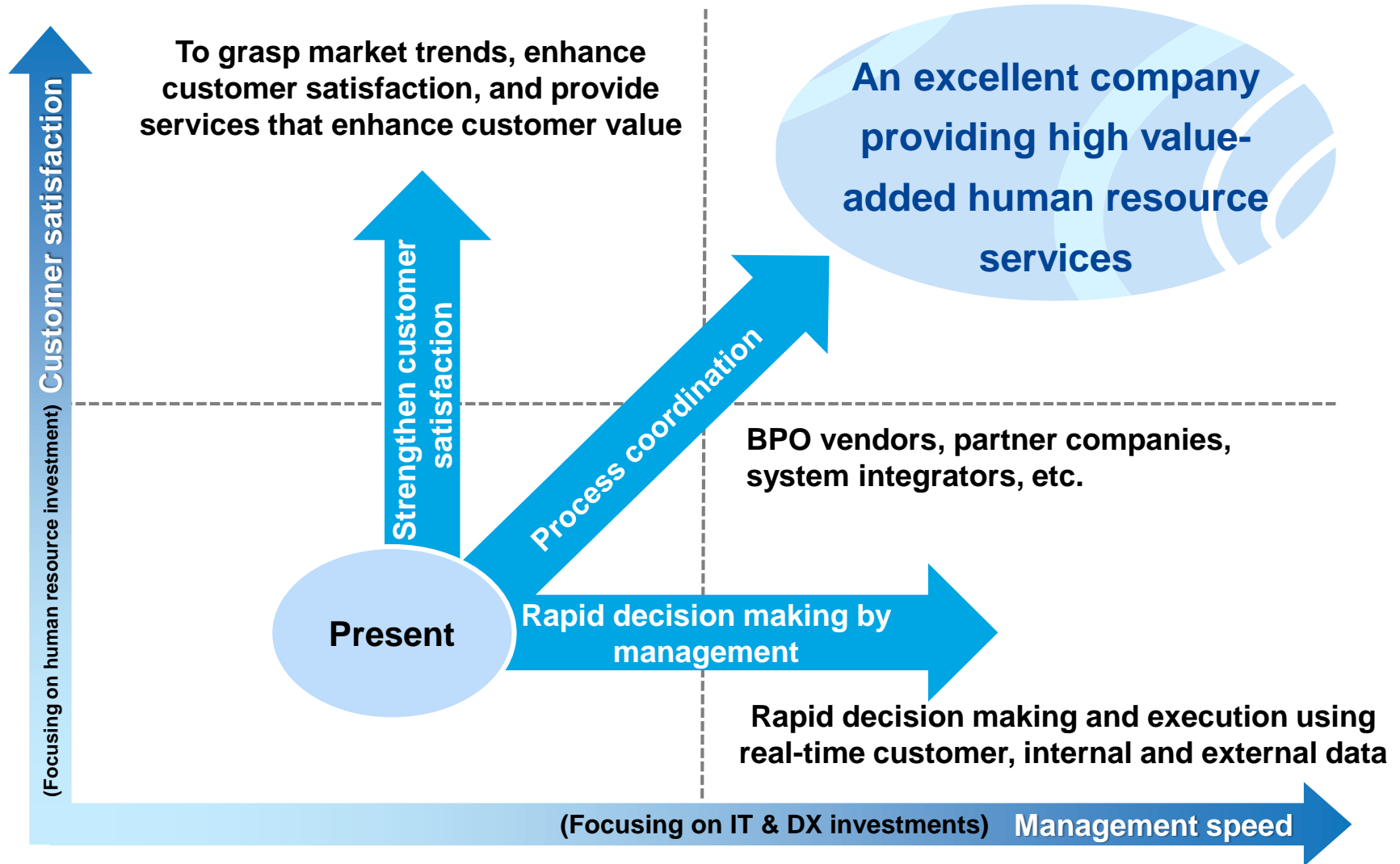
*1. Estimate for average contract amount of BPO projects (Calculated by average value of each projects sales)
 *2. Forecast of the number of local governments in a single fiscal year
 *3. Goal level of multiple projects ratio
 *4. Estimate for average contract amount of BPO projects for private companies
 *5. Except subcontracting projects through BPO providers from local governments (including Private companies (b))

Business Portfolio (From the current situation to FY3/2027)





The Direction the Company Aims to Take Through Investment in Human Resources and IT & DX



ROE and stock market indexes

- Compared to the profitability level, PER and EBITDA are below the market average.
- As shown below, we aim to achieve PER of 17.3 in the average among companies with a market capitalization of 30 to 50 billion yen and strengthen our dialogue with the market participants by actively engaging in IR.

Stock	ROE (Actual)	PBR (Actual)	PER (Forecast)	EBITDA (Actual)
Careerlink (FY3/24)	% 15.9	Times 2.0	Times 13.0	Times 6.1
Average among companies with a market capitalization of 30-50 billion yen	11.9	1.9	17.3	9.5
Average in the Prime Market	11.1	1.8	18.0	9.9
Average in the service industry	15.2	2.4	20.1	9.5
Average for the past 10 years of the Company	27.7	2.5	13.3	6.5

*All other figures are as of May 23, 2024, unless otherwise indicated, and are taken from Bloomberg.

*ROE = Profit (actual results for the last 12 months) ÷ Shareholder's equity (average value between the end of the previous term and the end of this term)

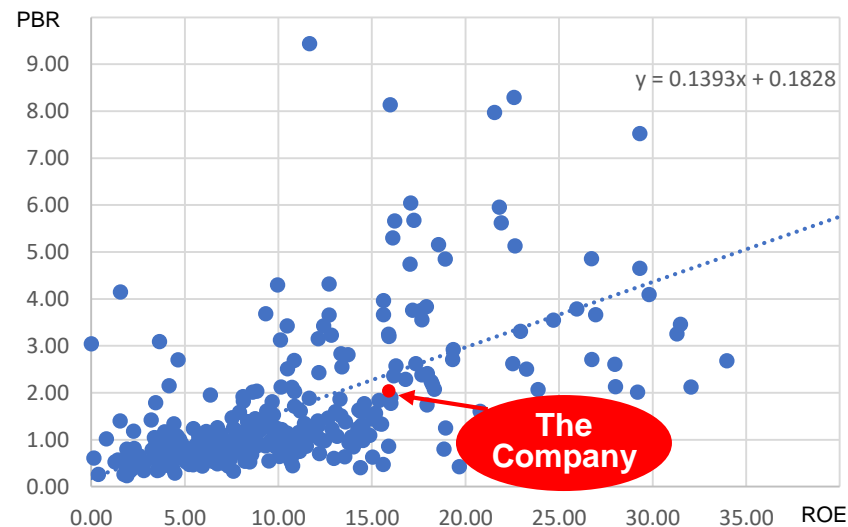
*The Company's PER is forecast as of May 23, and PBR is an actual value (as of the end of the latest fiscal year).

*The Company's EBITDA is calculated by the Company based on the results of FY3/24.

*Operating profit levels after May 2024 (right chart) are forecasts for the current fiscal year and are not guarantees of actual results.

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

- 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 15.9%, the PBR of 2.0 as of the end of FY3/24 is a fair level.



*As of May 15, 2024, 352 stocks with a market capitalization of 30 to 50 billion yen, excluding loss-making stocks, were taken from Bloomberg.

*ROE (return on equity) = Net income (actual results for FY3/24) ÷ Shareholders' equity (average value between the end of the previous term and the end of this term).

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

Promote and achieve the medium-term management Plan to achieve sustainable corporate value

- Steadily promote the initiatives set forth in the medium-term management plan, we will continue to achieve ROE that exceeds the cost of shareholders' equity.
- We pay attention to the cost of capital and will work to improve return on shareholders' equity.

Cost of cost of
shareholders' equity

12.1%

(The Company's perception
of the current situation)

Ratio of net income to
own capital

<Return on equity>

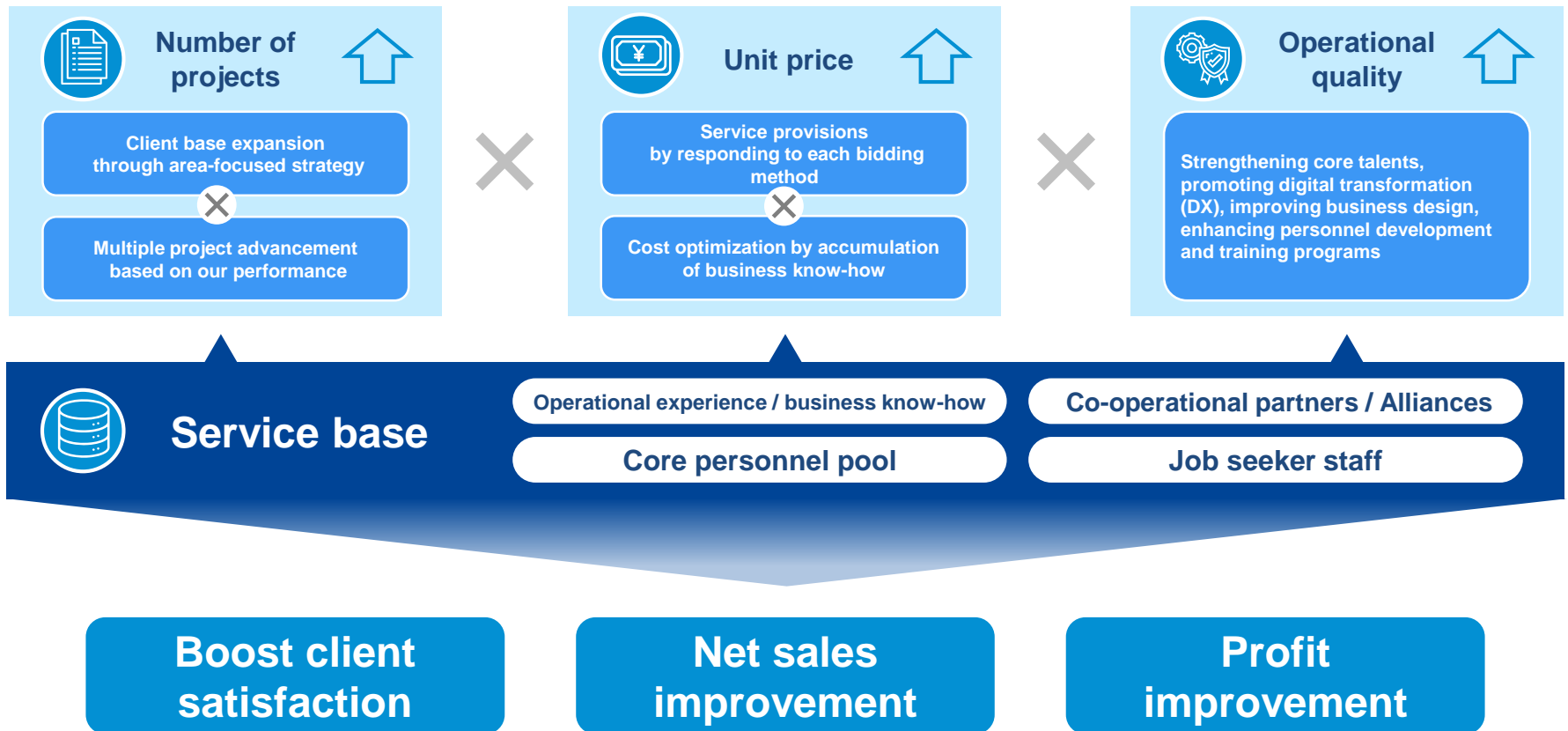
ROE 15.9%

(Actual results for FY3/24)

Sustainable
corporate
value improvement

Challenging the competition with a comprehensive approach deploying multifaceted strategies

- We will leverage our accumulated service infrastructure to drive multiple-project advancement based on our business performance, aiming to increase sales through an expanded client base fostered by an area-focused strategy.
- We aim to enhance our core workforce, foster personnel development, drive digital transformation (DX), and refine our operational design to maximize profits and elevate client satisfaction through sustained high quality and efficiency improvements.



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.



すべての人
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We Believe the joy of work

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