



# Financial Results for FY3/25

**Careerlink Co., Ltd. (6070)**  
**Monday, May 26, 2025**

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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## Continued its aggressive efforts to promote its businesses, primarily the BPO-related business

- Consolidated sales for FY3/25 were 40.4 billion yen. In the core BPO-related business, we continued to proactively develop new clients, primarily in government ordinance designated cities and regional core cities. Additionally, we worked to expand orders for local government counter operations and projects related to economic measures.
- However, due to the completion and scaling back of tax number projects and some large-scale projects related to welfare services that we had operated, we opted not to bid for projects unlikely to result in the anticipated gross profit; as a result, there was a decrease in revenue. On the other hand, the manufacturing human resource services business showed strong performance due to an increase in orders from existing clients, and the expansion of new transactions relating to commercial food operations and other such areas.
- In terms of profit, we worked on cost reduction measures such as personnel and recruitment expenses, but due to the completion and reduction in scale of highly profitable large-scale projects, along with the strengthening of the structure in anticipation of the next fiscal year, operating profit amounted to 2.7 billion yen.

(Unit: Millions of yen)

Consolidated		FY3/24 Results	FY3/25 Results	Y/y Change
	Net sales	43,791 (100%)	40,397 (100%)	92.3%
	Operating profit	3,279 (7.5%)	2,693 (6.7%)	82.1%
	Ordinary profit	3,280 (7.5%)	2,700 (6.7%)	82.3%
	Profit attributable to owners of parent	2,201 (5.0%)	1,829 (4.5%)	83.1%

(Unit: Millions of yen)

Each segment		FY3/24 Results	FY3/25 Results	Y/y Change
Clerical human resources	Net sales	36,682	32,582	88.8%
	Segment profit	2,980 (8.1%)	2,398 (7.4%)	80.5%
Manufacturing human resources	Net sales	6,818	7,531	110.5%
	Segment profit	254 (3.7%)	256 (3.4%)	100.6%
Other	Net sales	290	283	97.9%
	Segment profit	44 (15.2%)	38 (13.4%)	86.9%

## BPO-related business segment

- In local governments, the number of local governments with whom we do business has expanded to 195, and we have focused on the area of the business related to counter operations at local governments and projects with long-term contracts for highly specialized operations such as those related to various screening processes and general affairs operations from existing clients, as a result we have focused on promoting the development of new clients.
- In the private enterprises, orders remained strong thanks to an increase in the volume of orders for projects from leading BPO operators involving central government agencies.
- On the other hand, the reduction and completion of tax number projects and some large-scale projects related to welfare services that we had been operating had an impact.

## CRM-related business segment

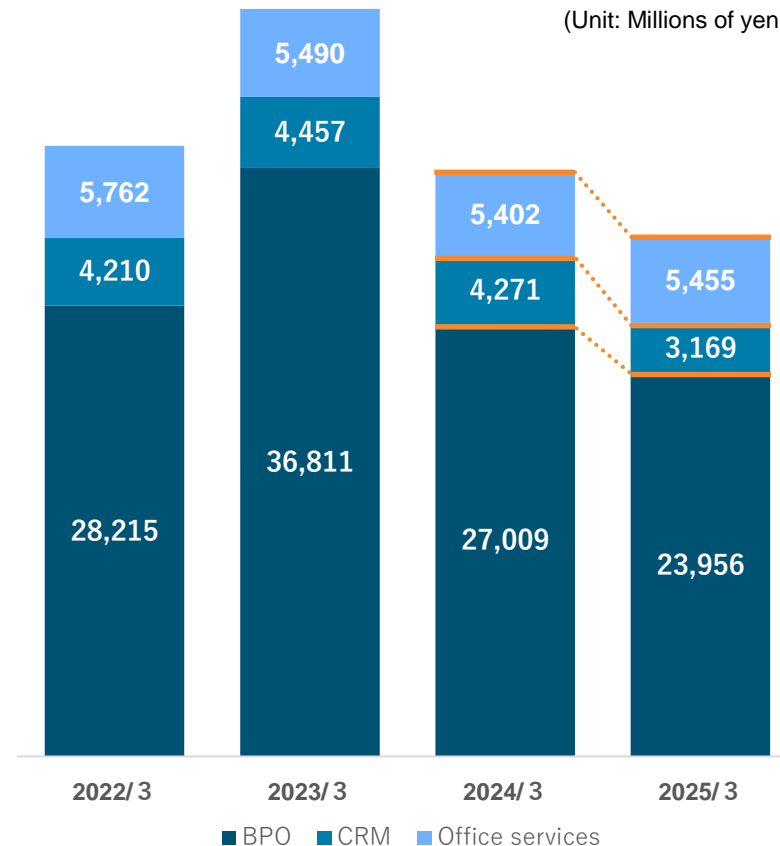
- We received multiple new medium-scale call center projects orders from leading telemarketing operators, successfully expanding our new business transactions.
- On the other hand, the completion and scaling down of large-scale call center projects ordered in the previous fiscal year and short-term projects ordered by financial institutions had an impact.

## Office services business segment

- We successfully realized new transactions in a wide range of business areas with economic measures projects from local governments primarily and public corporations associated with local governments, as well as receiving orders for clerical projects related to new NISA from financial institutions.
- On the other hand, the completion of new issuance operations for tax number projects for local governments had an impact as these operations peaked out, along with the conclusion of spot projects for financial institutions.

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

(Unit: Millions of yen)



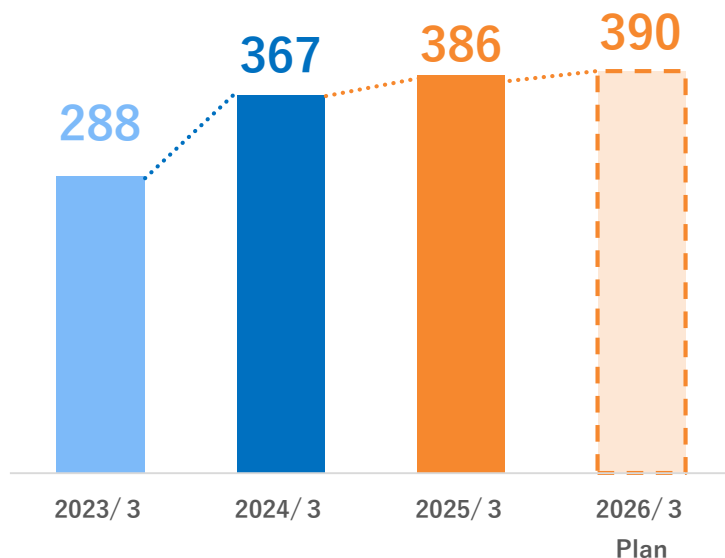
\*The Accounting Standard for Revenue Recognition has been applied since the first quarter of FY3/23. Also, we integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business as of the first quarter of FY3/24. For year-on-year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

- 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 386 for FY3/25. It is planned to maintain the same level for 3/26.
- The number of orders for BPO projects for FY3/25 was 211.

### Variation in the number of core personnel

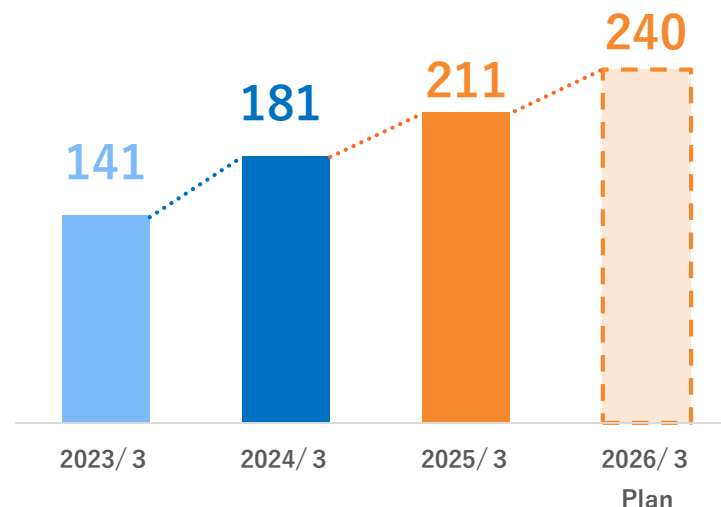
(Unit: People)



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

### Variation in the number of BPO projects

(Unit: Projects)



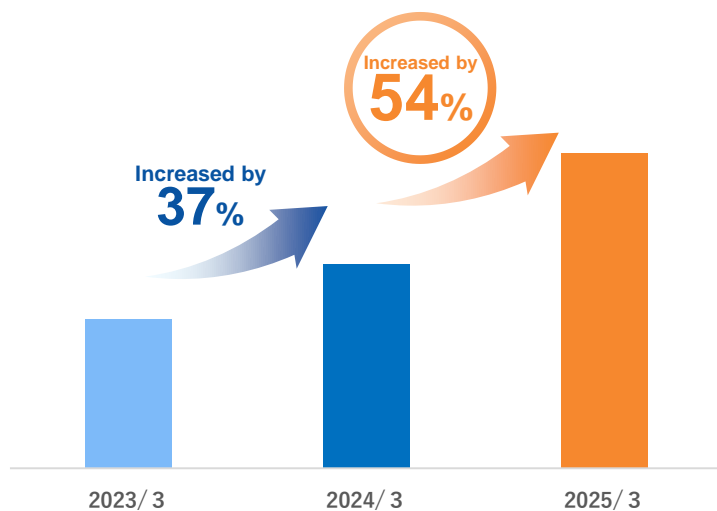
## Increase in the number of long-term BPO contract projects for local governments

- The ratio of long-term contracts, lasting 12 months or more, BPO contract projects for local governments is on the rise. The performance for FY3/25 showed an increase of +54% compared to the end of the previous term.

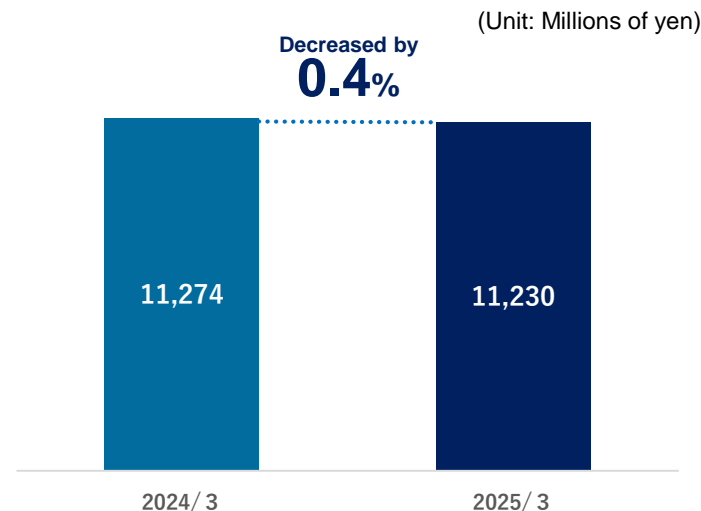
## Variation in private enterprises BPO project sales

- 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. However, along with the impact of the completion and reduction in scale of highly profitable large-scale projects, the sales revenue remained at the same level as the previous year.

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



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



\* 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.





## Manufacturing human resources services business has achieved increased revenue and profit

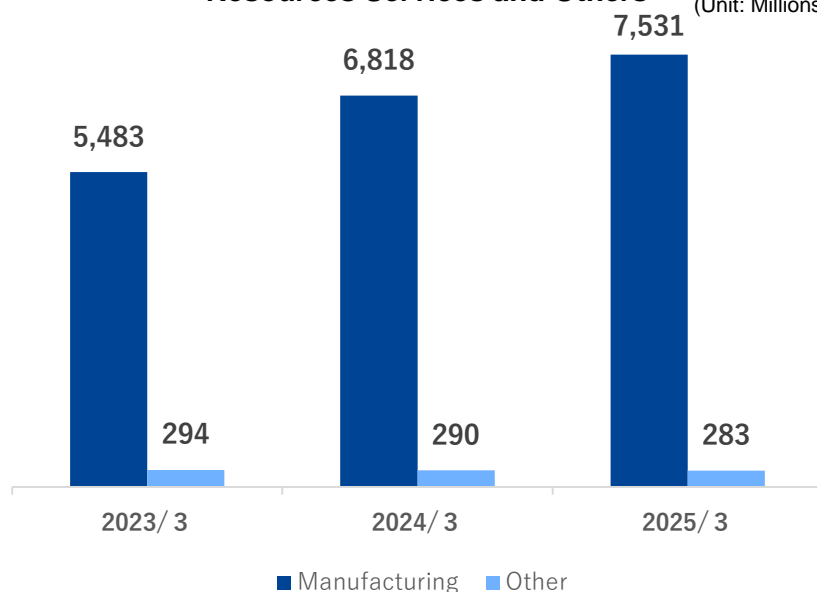
- In the food processing category, orders remained steady from existing clients, in addition, we also were able to develop new transactions relating to commercial food operations and other such areas. Additionally, in the manufacturing and processing category, we saw an increase in orders from clients in the housing equipment manufacturing and other related industries.
- On the other hand, in terms of profit, we focused on increasing our staff numbers with a view to strengthening our organization in order to be able to respond to the expansion of our business. This resulted in increases in personnel and new recruitment expenses, leading to operating profit remaining at the same level as the previous year.

## Others are the automobile management business

- While the automobile management business maintained the same level of sales as the previous year, profits decreased due to the implementation of initiatives such as increasing personnel in response to the upper limits on overtime that came into effect on April 1, 2024.

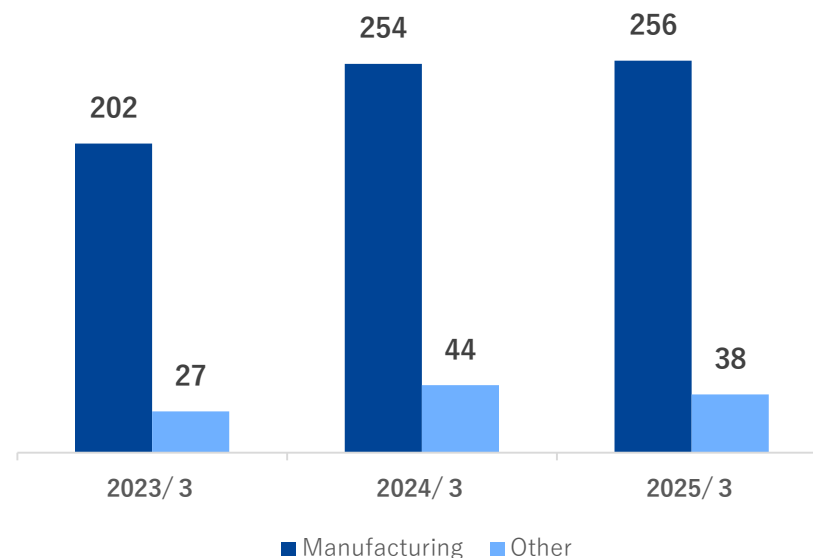
Variation in **Net sales** of Manufacturing Human Resources Services and Others

(Unit: Millions of yen)



Variation in **Operating profit** of Manufacturing Human Resources Services and Others

(Unit: Millions of yen)



	FY3/23	FY3/24	FY3/25	
	Amount (millions of yen)	Amount (millions of yen)	Amount (millions of yen)	Change from the previous period (millions of yen) and the ratio (%)
<b>Net sales</b>	52,536	43,791	<b>40,397</b>	(3,393) (7.7%)
<b>Clerical human resources service     business (% of sales)</b>	46,759 89.0%	36,682 83.8%	<b>32,582</b> <b>80.7%</b>	(4,100) (11.2%)
<b>BPO-related business segment         (% of sales)</b>	36,811 70.1%	27,009 61.7%	<b>23,956</b> <b>59.3%</b>	(3,052) (11.3%)
<b>CRM-related business segment         (% of sales)</b>	4,457 8.5%	4,271 9.8%	<b>3,169</b> <b>7.8%</b>	(1,101) (25.8%)
<b>Office services business segment         (% of sales)</b>	5,490 10.5%	5,402 12.3%	<b>5,455</b> <b>13.5%</b>	53 1.0%
<b>Manufacturing human resources     service business (% of sales)</b>	5,483 10.4%	6,818 15.6%	<b>7,531</b> <b>18.6%</b>	713 10.5%
<b>Other (% of sales)</b>	294 0.6%	290 0.7%	<b>283</b> <b>0.7%</b>	(6) (2.1%)
<b>Operating profit (operating margin)</b>	7,609 14.5%	3,279 7.5%	<b>2,693</b> <b>6.7%</b>	(586) (17.9%)
<b>Ordinary profit (ordinary profit margin)</b>	7,645 14.6%	3,280 7.5%	<b>2,700</b> <b>6.7%</b>	(580) (17.7%)
<b>Profit attributable to owners of parent (net income margin)</b>	5,711 10.9%	2,201 5.0%	<b>1,829</b> <b>4.5%</b>	(371) (16.9%)

\* 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.

		FY3/24	FY3/25		
		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)
	<b>Current assets</b>	19,411 91.5%	<b>18,288</b> <b>92.0%</b>	(1,122)	Cash and deposits: + 795
	<b>Non-current assets</b>	1,798 8.5%	<b>1,589</b> <b>8.0%</b>	(209)	Notes and accounts receivable-trade, and contract assets: (1,498)
	<b>Total assets</b>	21,209 100%	<b>19,878</b> <b>100%</b>	(1,331)	Other including prepaid expenses: (404)
	<b>Current liabilities</b>	5,865 27.7%	<b>4,353</b> <b>21.9%</b>	(1,512)	Accounts payable-other: (697) Deposits received: (1,030)
	<b>Non-current liabilities</b>	868 4.1%	<b>612</b> <b>3.1%</b>	(256)	
	<b>Total liabilities</b>	6,734 31.8%	<b>4,965</b> <b>25.0%</b>	(1,768)	
	<b>Total net assets</b>	14,475 68.2%	<b>14,912</b> <b>75.0%</b>	437	Retained earnings: +405
<b>Total liabilities and net assets</b>		21,209 100%	<b>19,878</b> <b>100%</b>	(1,331)	

		FY3/24	FY3/25	
		Amount (millions of yen)	Amount (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	Cash flow from Operating activities	6,765	2,710	Profit before income taxes: +2,700 Increase in trade receivables and contract assets: +1,498 Decrease in accounts payable - other: (692) Decrease in deposits received: (1,030)
	Cash flow from Investing activities	(614)	(129)	Purchase of property, plant, and equipment and intangible assets: (99) Payments of leasehold and guarantee deposits: (49) Proceeds from lease and guarantee deposits: 34
	Free cash flow	6,151	2,580	
	Cash flow from financing activities	(1,320)	(1,785)	Repayment of long-term borrowings: (339) Dividends paid: (1,425)
	Change in cash and cash equivalents	4,830	795	
	Cash and cash equivalents at the beginning of the term	5,097	9,928	
	Cash and cash equivalents at the end of the term	9,928	10,724	

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## Developing plans with a top priority on sustainable growth and long-term profit improvement

- For FY3/26, the sales are expected to increase as a result of the successful implementation of ongoing initiatives with local governments.
- We are planning for a slight increase in profits with a strategy to proactively invest while ensuring profits that maintain shareholder value and shareholder returns, aiming for sustainable growth and long-term profit improvement.

(Unit: Millions of yen)

		<b>FY3/25 Results</b>	<b>FY3/26 Forecast</b>	<b>Increase/decrease rate</b>
<b>Consolidated</b>	<b>Net sales</b>	<b>40,397</b>	<b>42,545</b>	<b>+5.3%</b>
	<b>Operating profit</b>	<b>2,693</b>	<b>2,706</b>	<b>+0.5%</b>
	<b>Ordinary profit</b>	<b>2,700</b>	<b>2,703</b>	<b>+0.1%</b>
	<b>Profit attributable to owners of parent</b>	<b>1,829</b>	<b>1,848</b>	<b>+1.0%</b>
<b>Sales in each segment</b>	<b>Clerical human resources</b>	<b>32,582</b>	<b>34,160</b>	<b>+4.8%</b>
	<b>Manufacturing human resources</b>	<b>7,531</b>	<b>8,129</b>	<b>+7.9%</b>
	<b>Other</b>	<b>283</b>	<b>256</b>	<b>(9.8%)</b>

## Clerical human resources service business

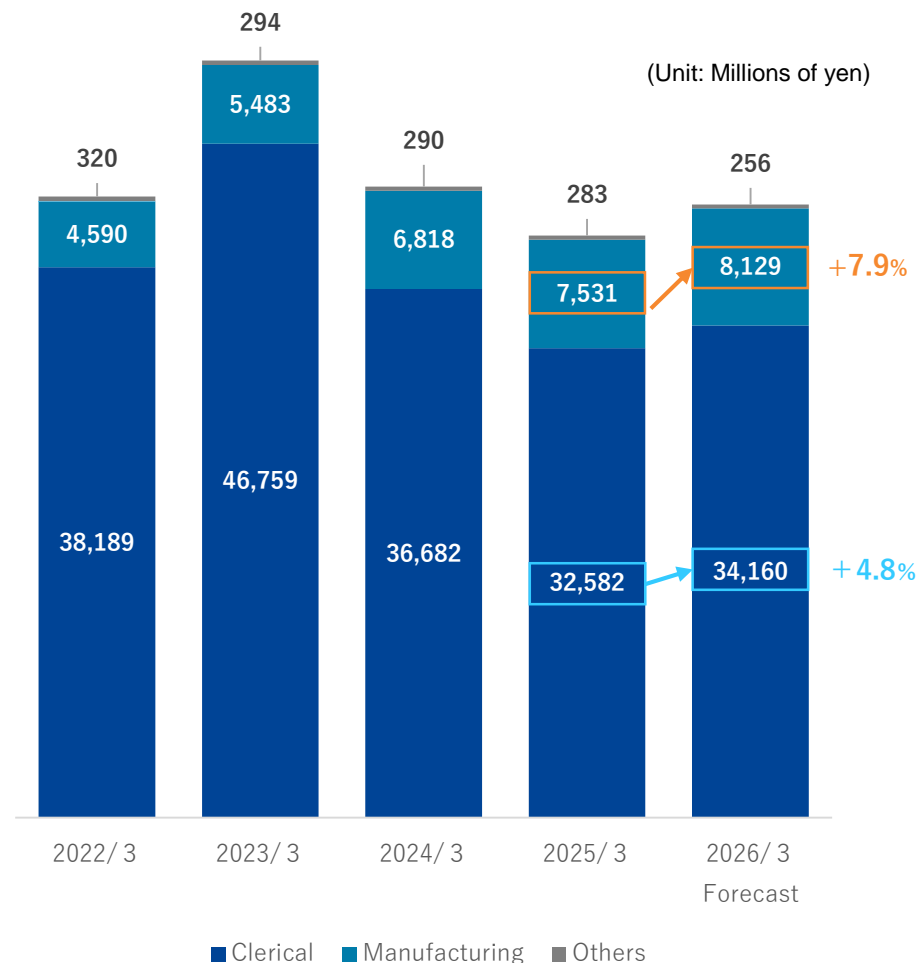
- we will continue to focus on developing transactions and expanding the scale of business with local governments with whom we have not yet done business as well as on improving the proportion of orders for long-term projects spanning several years.
- In order to further strengthen our transaction base with local governments, we will look to improve our readiness to expand the scale of our business by bringing in specialist human resources, promoting DX, and other such measures. We will also look to strengthen our operational structures as part of efforts to improve client satisfaction, as well as to improve our business operations and quality.
- To private enterprises as well, we will work on developing transactions and expanding the scale of business, while also working to develop new business operations.

## Manufacturing human resources service business

- In the food processing category, there is an ongoing increase in the volume of orders from existing clients. The same trend is observed in the manufacturing and processing category, where orders are increasing across a broad range of industries, particularly for housing equipment manufacturing.
- We are actively working to develop new business partners by increasing the number of our sales offices.

## Variation in sales in each segment

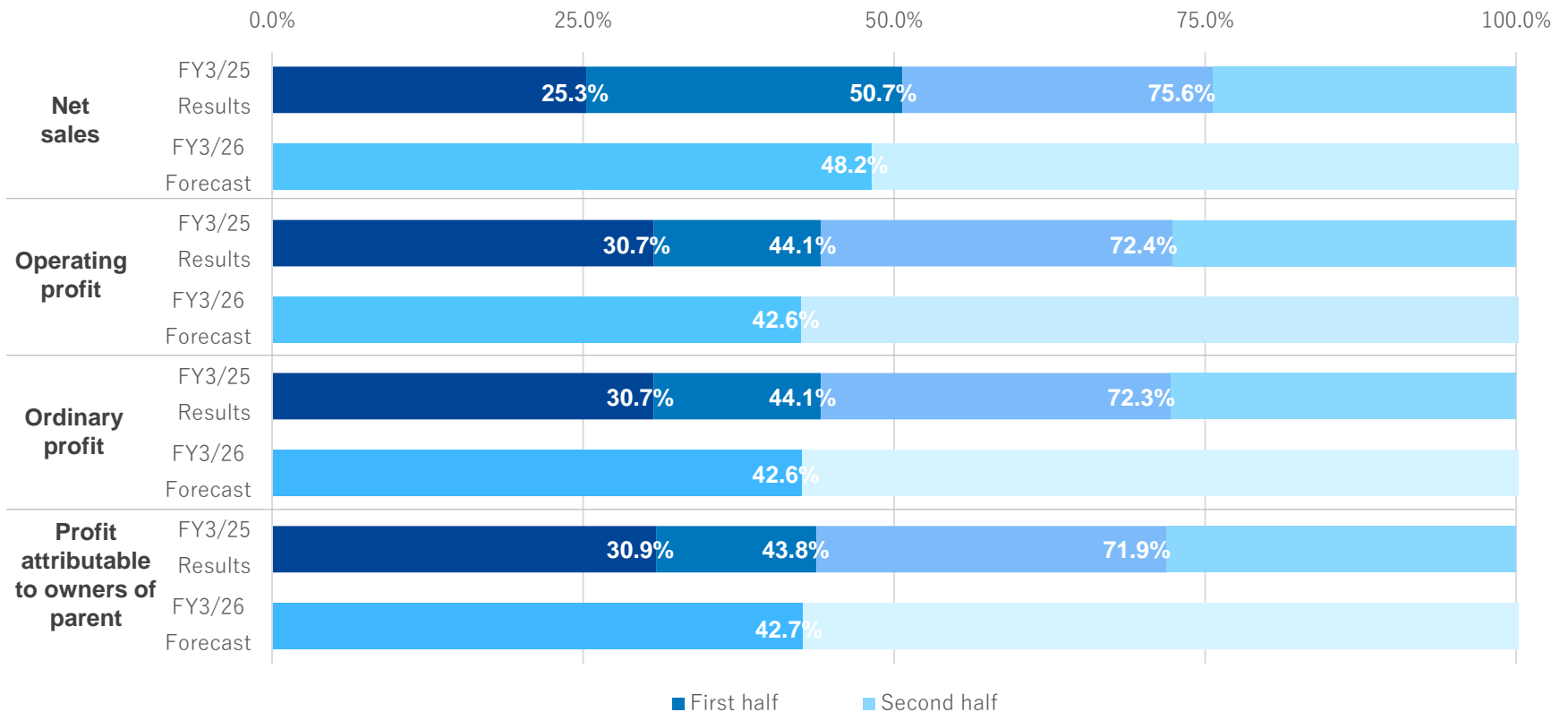
(Unit: Millions of yen)



\* 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.

## 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. For several BPO projects that have been operating since the beginning of the fiscal year, we recognize revenue over the duration of the operation. However, in terms of profit, due to the concentration of initial setup costs in the first half, we plan for a profit bias towards the second half.





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## Formulating the medium-term management plan for the period up to FY3/28

- During the period of this medium-term management plan, there will be a wide variety of trials and errors through proactive investment aimed at further expanding our business operations in the medium to long term. As such, we have re-evaluated our previous planning basis and formulated our strategy based on organic growth accumulation. With FY3/28 as the final fiscal year, we aim to achieve a CAGR of approximately 5% in net sales and around 4% in operating profit over the next three years.

(Unit: Millions of yen)

	FY3/25 Results	FY3/26 Forecast	Y/y increase/ decrease rate	FY3/27 Plan	Y/y increase/ decrease rate	FY3/28 Plan	Y/y increase/ decrease rate
<b>Net sales</b>	<b>40,397</b>	<b>42,545</b>	<b>+5.3%</b>	<b>44,768</b>	<b>+5.2%</b>	<b>47,066</b>	<b>+5.1%</b>
<b>Operating profit</b>	<b>2,693</b> (6.7%)	<b>2,706</b> (6.4%)	<b>+0.5%</b>	<b>2,858</b> (6.4%)	<b>+5.6%</b>	<b>3,026</b> (6.4%)	<b>+5.9%</b>
<b>Ordinary profit</b>	<b>2,700</b> (6.7%)	<b>2,703</b> (6.4%)	<b>+0.1%</b>	<b>2,855</b> (6.4%)	<b>+5.6%</b>	<b>3,023</b> (6.4%)	<b>+5.9%</b>
<b>Profit attributable to owners of parent</b>	<b>1,829</b> (4.5%)	<b>1,848</b> (4.3%)	<b>+1.0%</b>	<b>1,945</b> (4.3%)	<b>+5.2%</b>	<b>2,058</b> (4.4%)	<b>+5.8%</b>

Consolidated

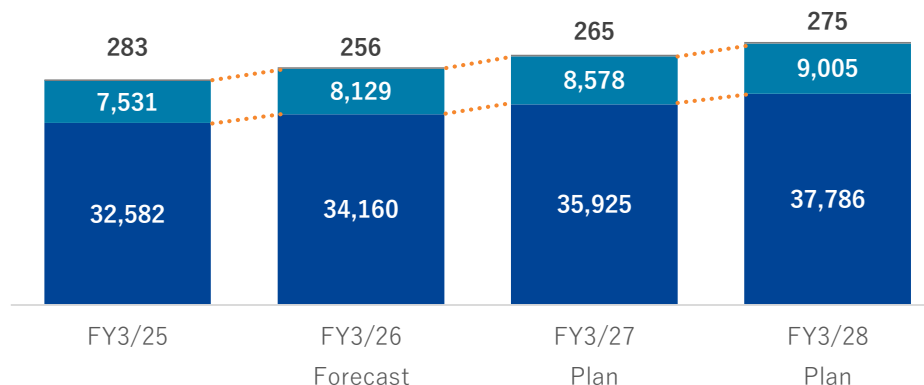
## Sales plan in each segment

- To achieve CAGR of net sales up 5% over the next three years in the clerical human resources service business and up 6% in the manufacturing human resources service business.

(Unit: Millions of yen)

	FY3/25 Results	FY3/26 Forecast	FY3/27 Plan	FY3/28 Plan
<b>Sales in each segment</b>				
Clerical human resources	32,582	34,160	35,925	37,786
Manufacturing human resources	7,531	8,129	8,578	9,005
Other	283	256	265	275

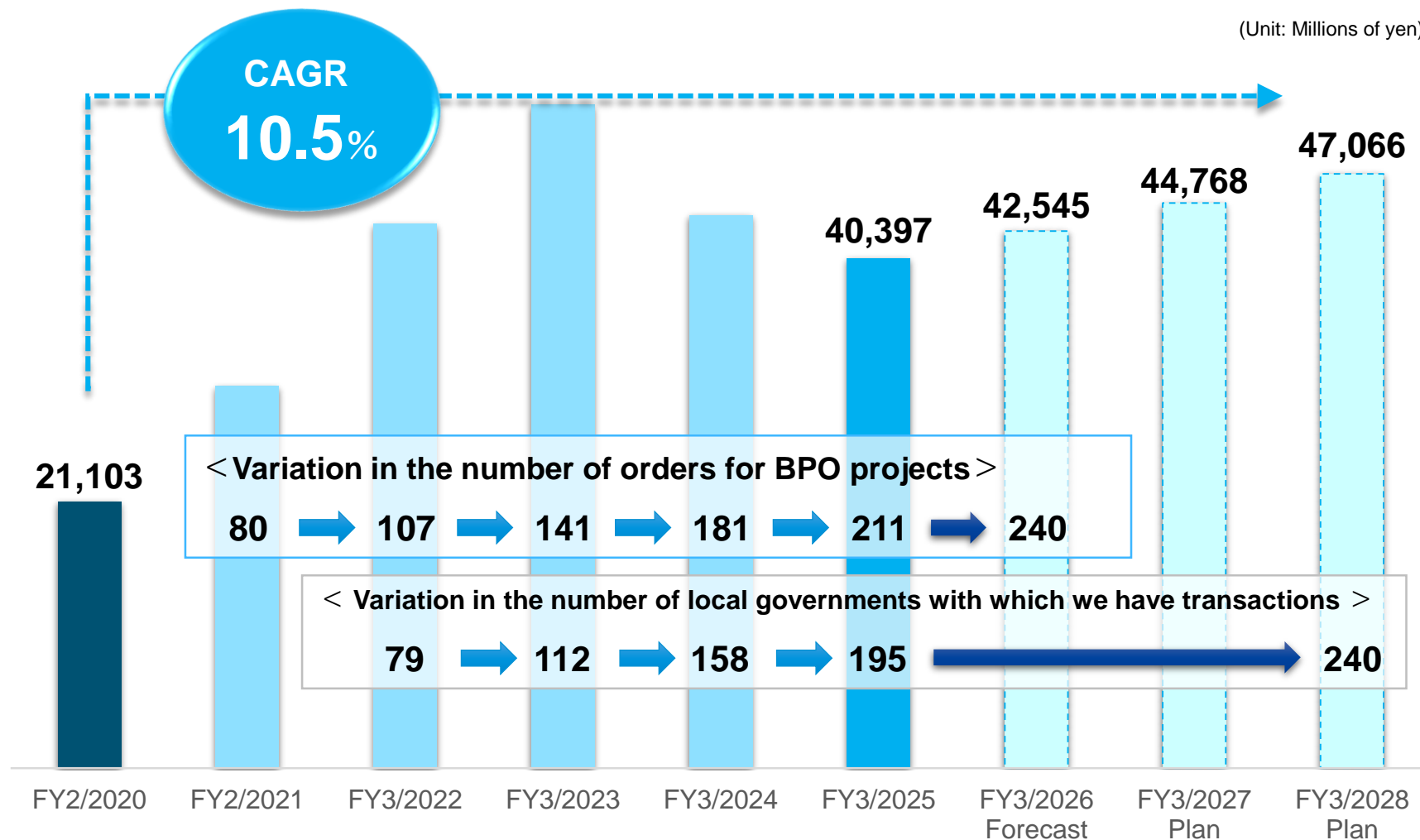
■ Clerical ■ Manufacturing ■ Other (Unit: Millions of yen)



## CAGR from FY2/2020

- CAGR from FY2/2020 to the third year of the current business plan, FY3/2028, is projected to be 10.5%. This growth is expected to be at the same level as the industry CAGR of 9.6%\*.

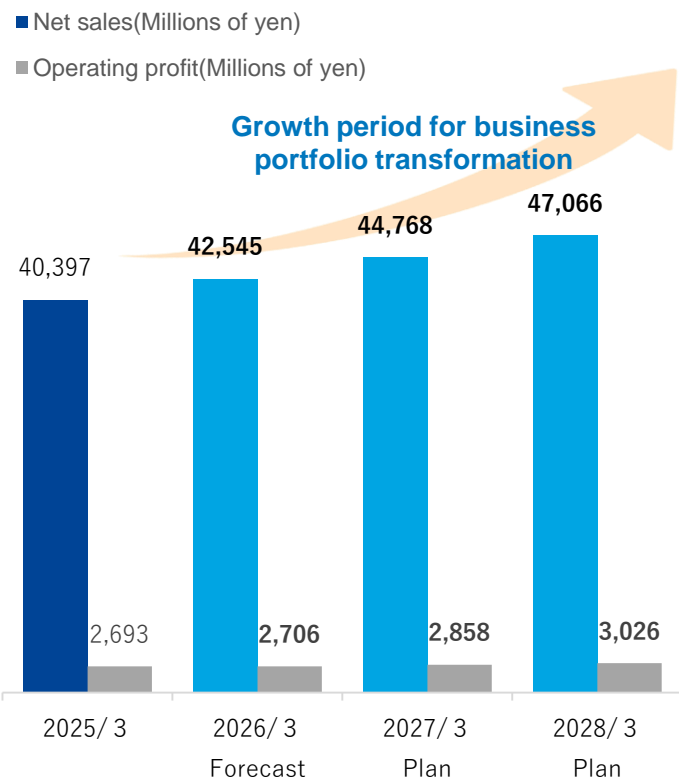
(Unit: Millions of yen)



\*CAGR from FY 2019 to the latest projected year for publicly listed companies in the same staffing industry, as calculated by our company.

## Promote the transformation of its business portfolio and reconstruction of the base for growth towards FY3/2028

- During the period of the medium-term management plan, we will continue to proactively promote investment aimed at sustainable growth over the medium- to long-term.
- By boldly executing growth investments, we promote the transformation of its business portfolio and reconstruction of the base for growth towards FY3/2028, striving for further leaps in the medium- to long-term.



## Medium-term growth strategy and priority measures

### Expansion of the base for performance



Expansion of area of local governments and scale of our business  
Promote orders for long-term projects



Strengthening efforts in private enterprises BPO projects (Developing new business partners and expanding the scale of our business)

### Proactive investment for sustainable growth



Improving our readiness to expand the scale of our business (Bringing in specialist human resources, promoting DX, and other such measures)



Strengthening BPO operational structures for improving client satisfaction and our business operations and quality

### Inorganic growth



Consideration and promotion of investment in M&A and business alliances

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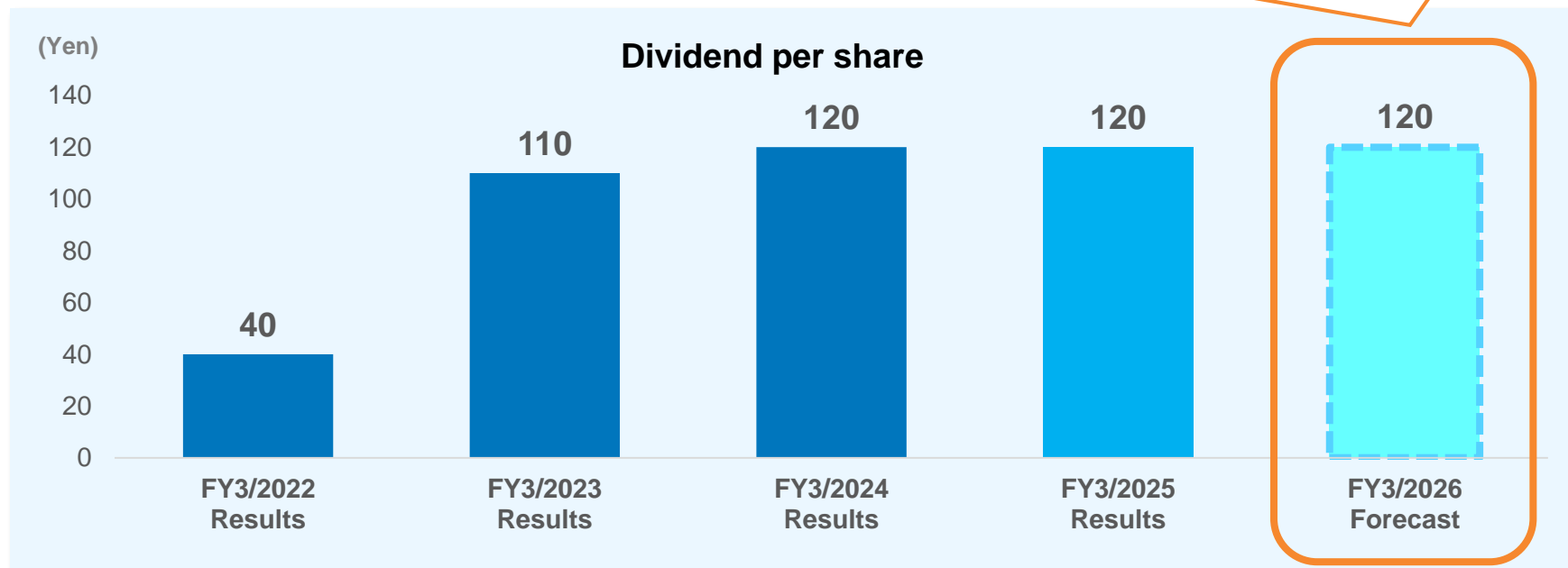
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**Based on the fundamental policy of stable dividends, we anticipate a year-end dividend of 120 yen per share for FY3/26**

- 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 is at 120 yen (with an expected dividend payout ratio of 77.1%).
- 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).



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## Results for the current fiscal year against the "BPO-related business section sales image"

(Unit: Millions of yen)	Local governments (a)				Private companies (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
FY3/24	131 <sup>*1</sup>	80 <sup>*2</sup>	1.5	15,735	185	61	11,274	27,009	58%
FY3/25	87	100	1.5	12,726	173	65	11,230	23,956	53%

- The BPO sales for FY3/2025 were 12.7 billion yen for local governments and 11.2 billion yen 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 has been performing well.
- In private enterprises, although the unit price decreased due to the reduction and completion of large projects, the number of projects remained stable compared to the previous year, resulting in total sales at a level similar to that of the previous year.
- 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))

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

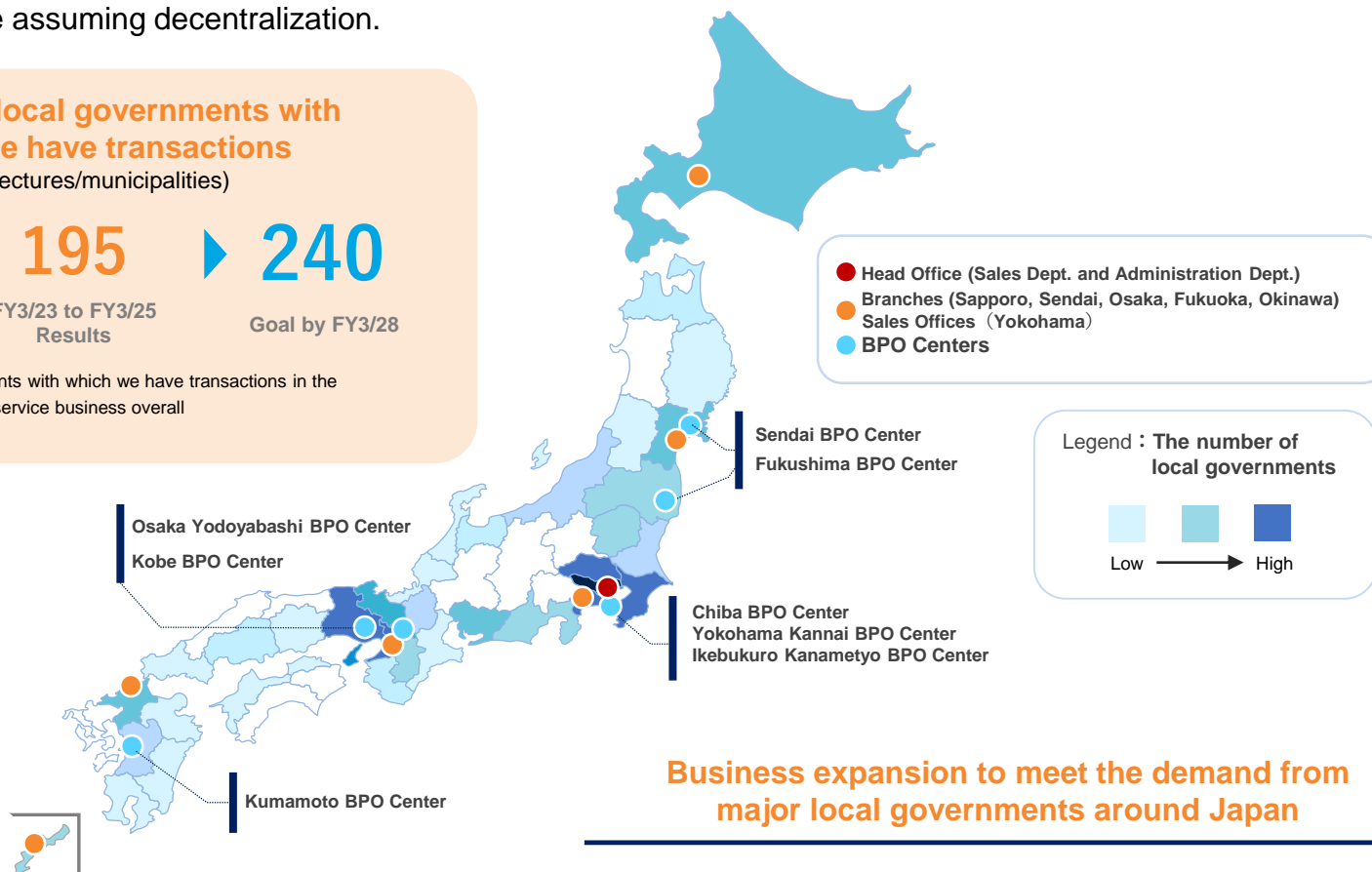
- We will increase the number of local governments with which we have transactions and the size of those transactions and maintain them by promoting the wide-area deployment of BPO in local governments and acquisition of multiple projects.
- We will promote strengthening of quality control, recruitment 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)

**158** ▶ **195** ▶ **240**

FY3/22 to FY3/24 Results      FY3/23 to FY3/25 Results      Goal by FY3/28

- \* 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

- 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



#### Social welfare-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



#### Application-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



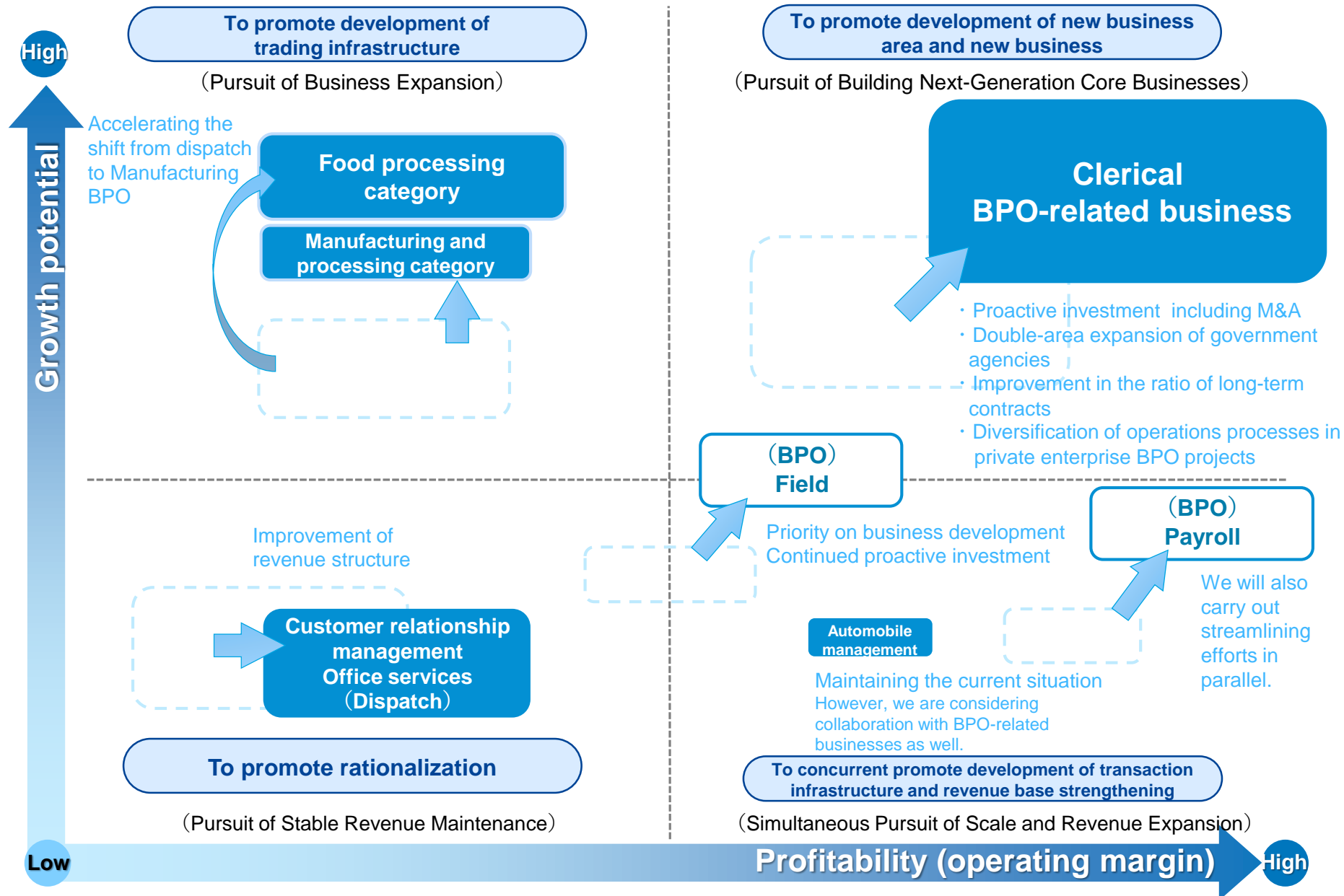
#### Benefits, grants and subsidies-related operations



#### Municipality DX and Social Security and Individual Number operations

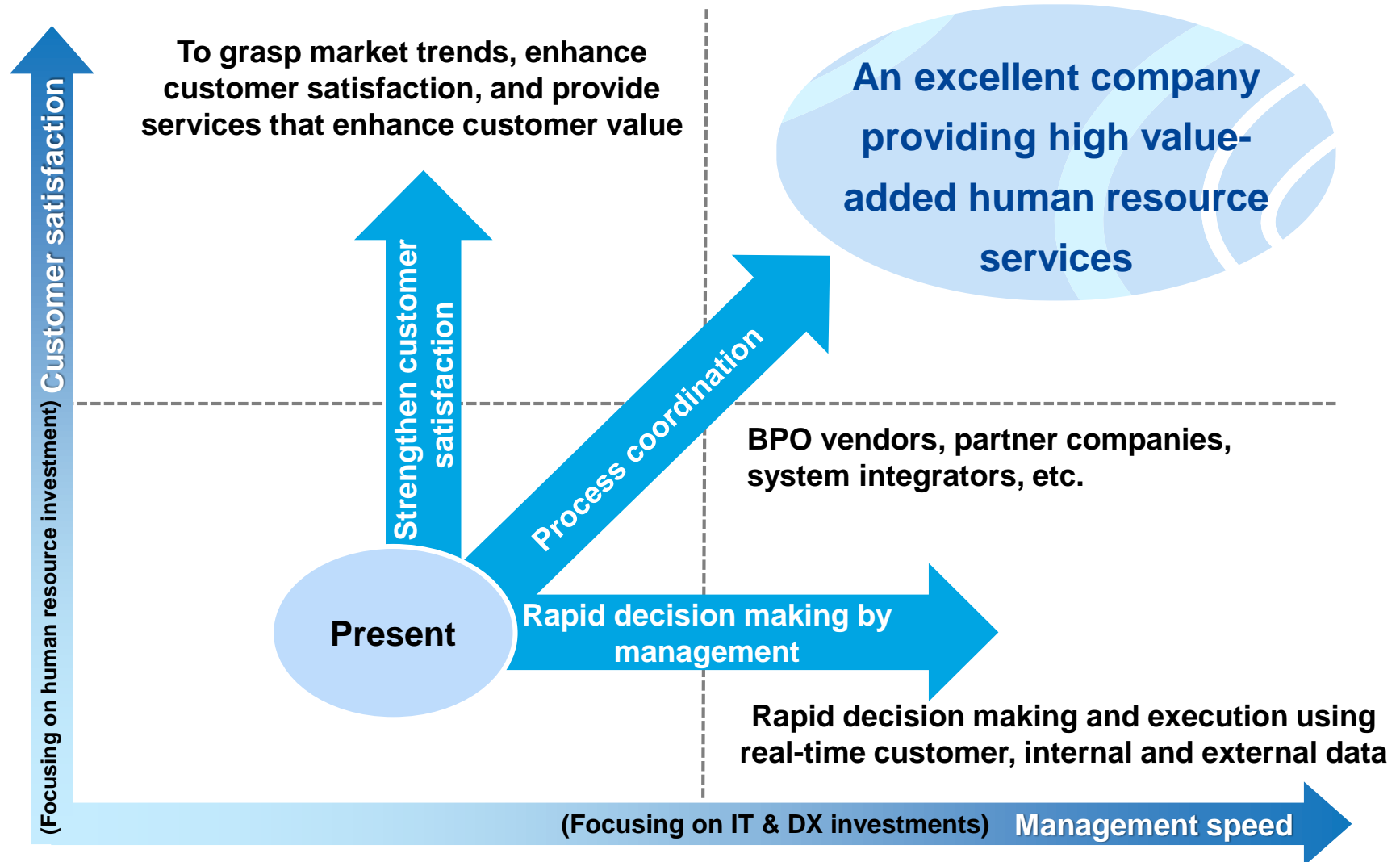
**We aim to steadily expand our business areas through the accumulation of contracted achievements**

# Business Portfolio (From the current situation to FY3/2028)





# 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 17.2 in the average among companies with a market capitalization of 30 billion yen or less and strengthen our dialogue with the market participants by actively engaging in IR.

Stock	ROE (Results)	PBR (Results)	PER (Results)	EBITDA (Results)
<b>Careerlink (FY3/25)</b>	% <b>12.6</b>	Times <b>1.7</b>	Times <b>13.9</b>	Times <b>5.3</b>
Average among companies with a market capitalization of 30 billion yen or less	11.9	1.5	17.2	7.3
Average in the Prime Market	11.2	1.7	16.7	7.7
Average in the service industry	16.2	2.6	18.7	8.1
Average for the past 10 years of the Company	26.4	2.4	13.2	5.9

\*All other figures are as of May 7, 2025, unless otherwise indicated, and are taken from Bloomberg.

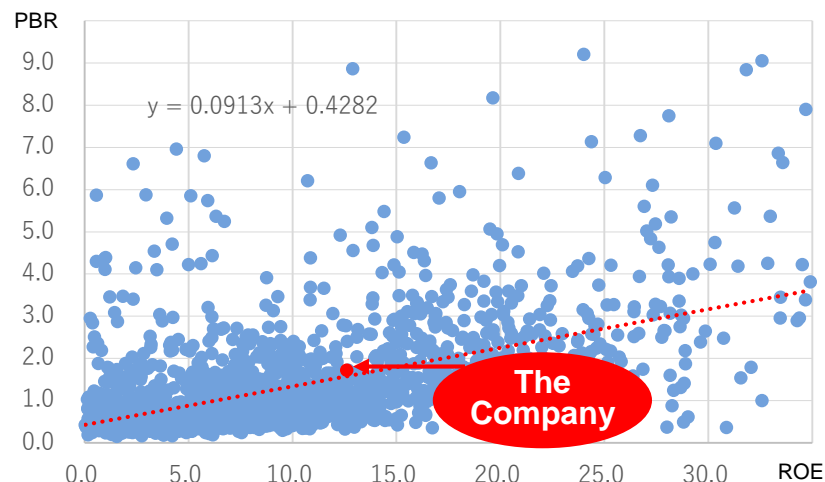
\*ROE = Profit (results) ÷ Shareholder's equity  
(average value between the end of the previous term and the end of this term)

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

\*The Company's EBITDA is calculated by the Company based on the results of FY3/25.

## ROE/PBR of listed companies with a market capitalization of 30 billion yen or less

- 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 12.6%, the PBR of 1.7 as of the end of FY3/25 is a fair level.



\*As of May 7, 2025. 1,866 stocks with a market capitalization of 30 billion yen or less, excluding loss-making stocks, were taken from Bloomberg.

\*ROE (return on equity) = Net income (results for FY3/25) ÷ 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**

**10.3%**

**(The Company's perception  
of the current situation)**

**Ratio of net income to  
own capital**

<Return on equity>

**ROE 12.6 %**

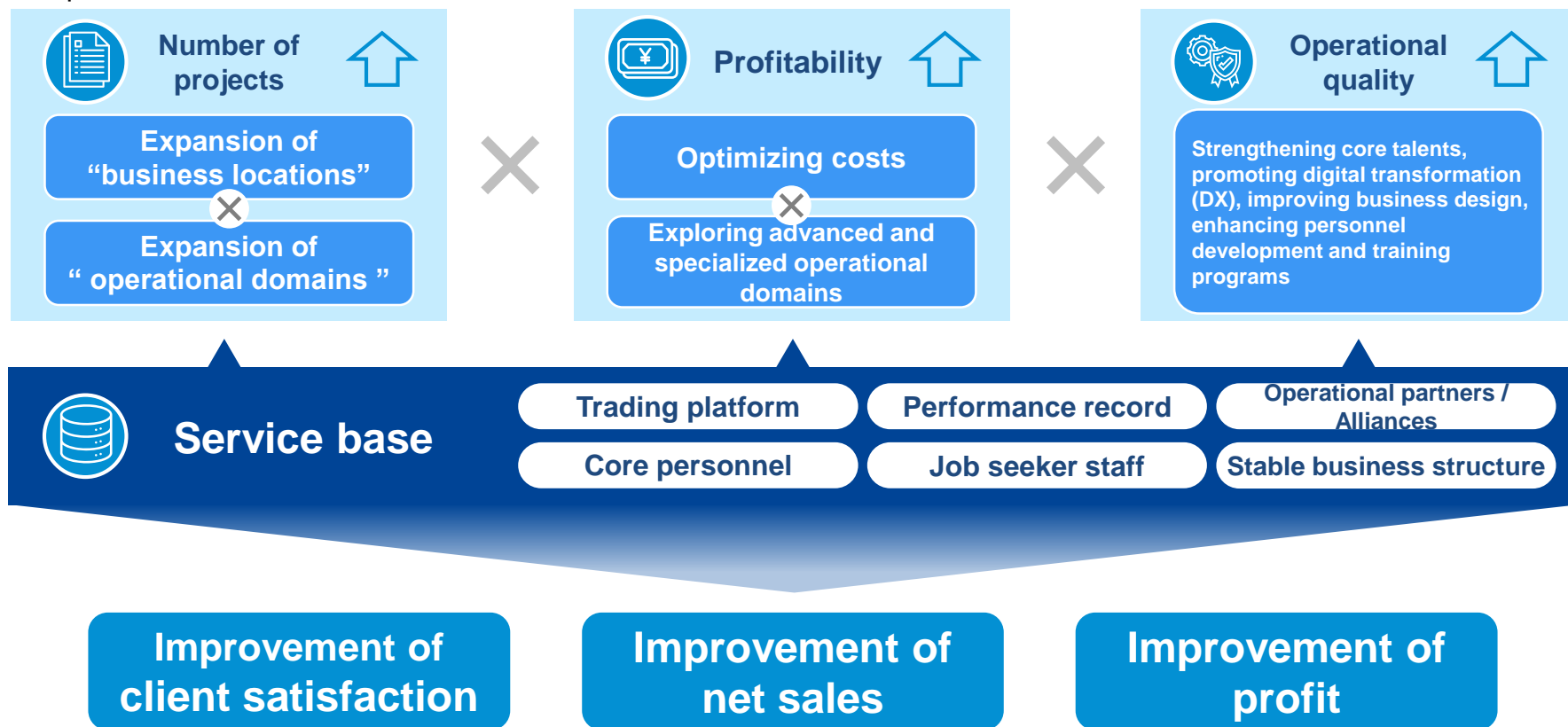
**(Actual results for FY3/25)**

**Sustainable  
corporate  
value improvement**



## Challenging the competition with a comprehensive approach deploying multifaceted strategies

- We will proactively drive initiatives for expansion in both business locations and operational domains (double-area expansion), leveraging the service infrastructure we have accumulated thus far to enhance our sales.
- We will work to improve profitability by optimizing costs through the utilization of accumulated operational know-how and by exploring advanced operational domains .
- 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.

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

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*We Believe the joy of work*

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