

# Financial Results for the Fiscal Year Ended March 2022

Careerlink Co., Ltd. (6070)  
Wednesday, May 25, 2022



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## Summary of Financial Results for FY3/22

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# Financial Highlights for FY3/22

In the fiscal year ended March 2022, profit hit a record high.

- Government projects increased, mainly due to the increase of transactions with various municipalities.
- Profitability improved owing to an increase of orders for large-scale projects.

(Unit: Millions of yen)

	FY2/21 actual	FY3/22 actual (13 months)	Increase/decrease rate
<b>Consolidated</b>			
Net sales	30,276	43,100	42.4%
Operating profit	2,729	4,423	62.1%
Ordinary profit	2,772	4,441	60.2%
Profit attributable to owners of parent	2,053	3,114	51.7%

# Financial Highlights for FY3/22

(Unit: Millions of yen)

	FY2/21 actual	FY3/22 actual (13 months)	Increase/decrease rate
Clerical human resources	Net sales	25,517	45.5%
	Segment profit	2,628	61.8%
Manufacturing human resources	Net sales	3,225	42.3%
	Segment profit	74	110.8%
Sales human resources	Net sales	1,251	(14.9%)
	Segment profit	5	(260.0%)
Other human resources	Net sales	282	13.5%
	Segment profit	21	9.5%

# Clerical Human Resources Service

## BPO-related business

- Made aggressive sales efforts, such as stepping up activities to win orders for BPO projects from municipalities.
- Received more orders than expected for large-scale projects from government agencies, mainly municipalities, and BPO providers.

## CRM-related business

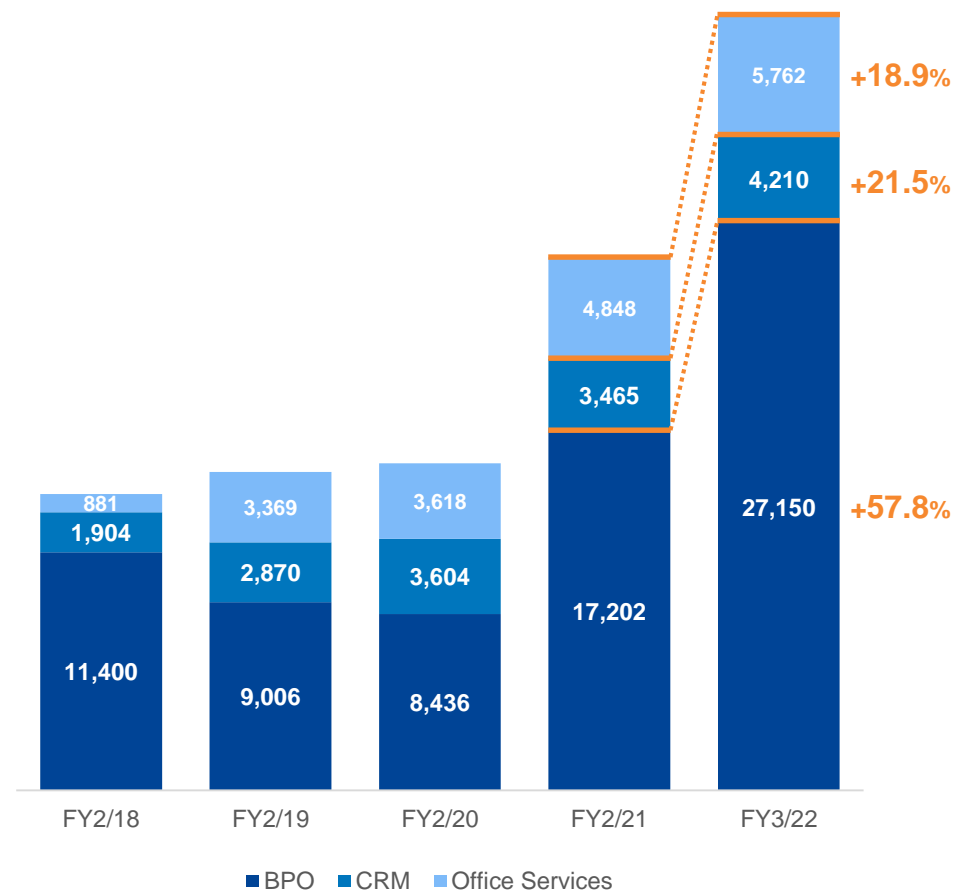
- Orders for call center operations, etc. increased due to an increase in the market share of existing clients and orders for BPO projects.
- Sales recovered to the level before the spread of COVID-19.

## Office Services business

- Orders remained strong, mainly due to firm orders for temporary staffing services for financial institutions and new temporary staffing services from municipalities.
- For most of the existing clients, the number of transactions recovered to the level before the spread of COVID-19.

Variation in sales of clerical human resources service

(Unit: Millions of yen)

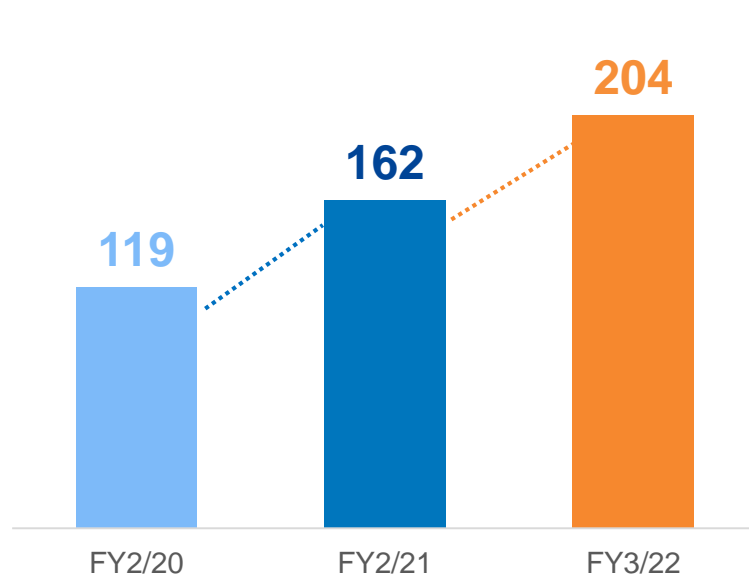


# Clerical Human Resources Service

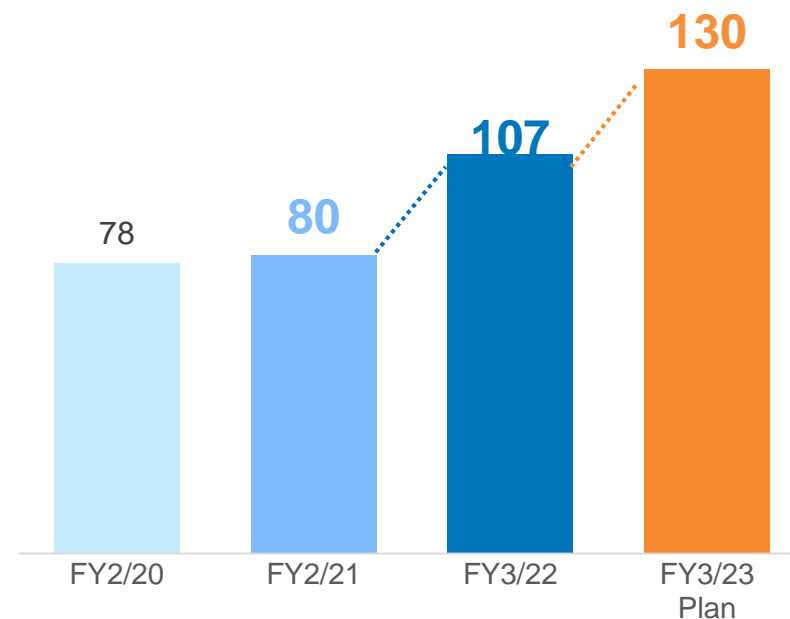
The hiring of core personnel contribute to steady growth in the number of BPO orders received.

- The hiring of core personnel, which has been implemented as an investment plan, has progressed, and as a result, the number of BPO projects has increased to a record high.
- The amount of orders per project increased, and the profitability of BPO is improving. The effect of productivity improvement due to larger scale projects has become more apparent.

**Variation in the number of core personnel**



**Variation in the number of BPO projects**



\*The number of core personnel is the average annual number of hired employees.

# Clerical Human Resources Service

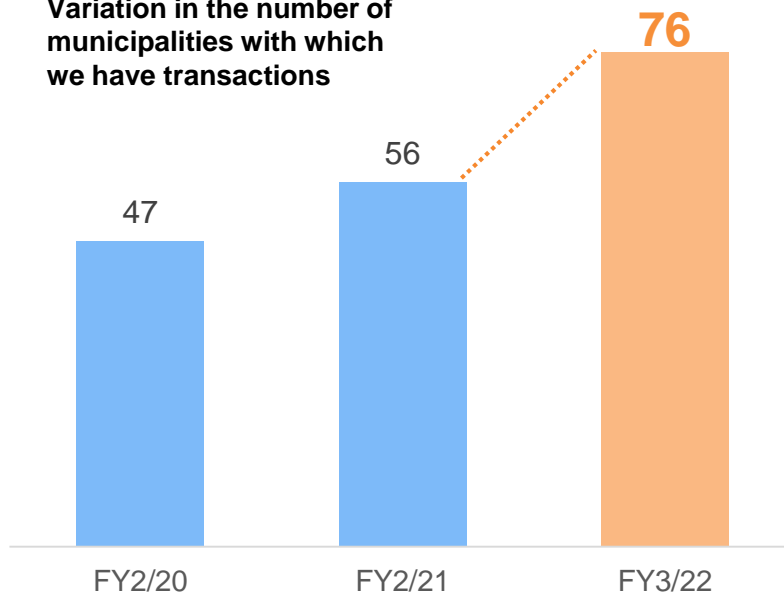
## Steady increase in the number of client municipalities

- We have transactions with 12 of the 20 ordinance-designated cities.
- The Company's BPO know-how has become popular among other municipalities, and the number of inquiries is increasing.

## Percentage of repeat transactions exceeds 80%.

- The Company's operational track record has been highly evaluated, and ongoing transactions from government agencies, mainly municipalities, and BPO providers, are on the rise.

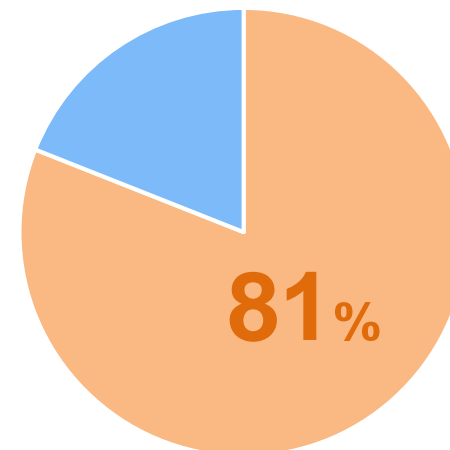
Variation in the number of municipalities with which we have transactions



\*Prefecture/Municipality

\*Includes dispatch destination

Repeat rate of client municipalities



\*Actual results for FY3/22



# Clerical Human Resources Service

## Sales generated from existing BPO clients continue to grow.

- The five-year average NRR is at a high level of 110.8%\* owing to a high rate of repeat transactions and an increase in the size of projects.
- The NRR has been on an upward trend, thanks to the continuous expansion of transactions with municipalities.

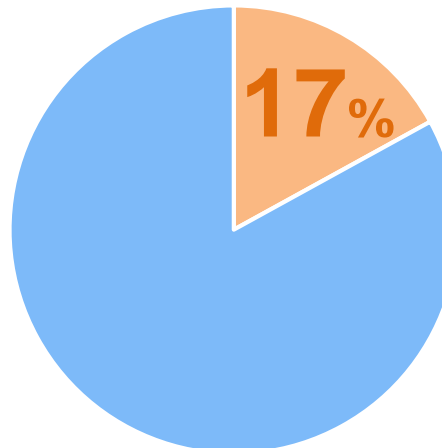
\*NRR is Net Revenue Retention, calculated by the equation:  $NRR = \frac{\text{Total revenue in a year from customers with whom transactions were made in the previous year}}{\text{Total revenue from the same customers in the previous year}}$ .

\*Actual numbers are not disclosed. \*5-year average NRR is 110.8%.

## The Company's operational performance was recognized, leading to a virtuous cycle of increased orders from would-be clients and improved productivity.

- BPO know-how has become a strength, leading to an increase in orders from would-be clients and the dispatch of teams.
- The company expects an increase of projects starting in FY3/23 thanks to expanded transactions with major BPO providers.

### Spot sales ratio



\*Actual results for FY3/22

\*Company estimates based on order trends by customer

# Manufacturing and Sales Human Resources Services

## Manufacturing human resources service achieved increases in sales and profit.

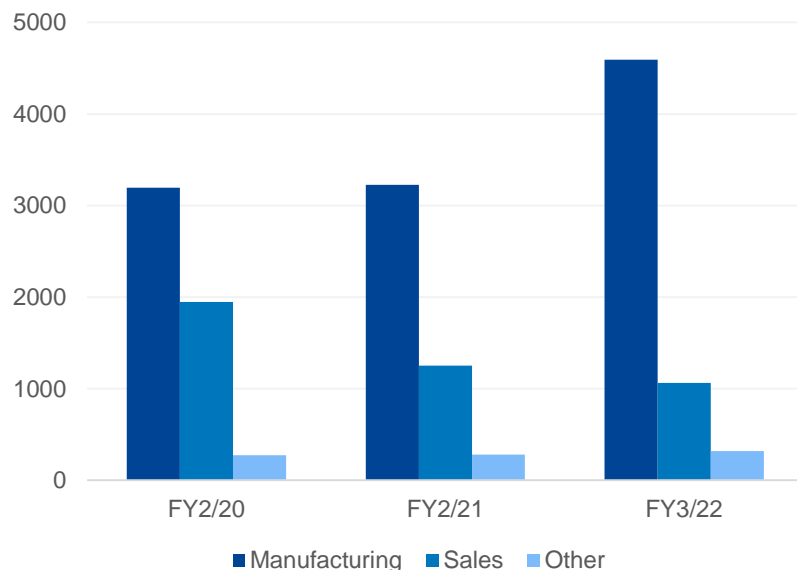
- COVID-19 almost had no impact.
- Six new sales offices were opened in 3Q, and nationwide operation is in full swing. Sales and profit will increase for the full year.

## Sales human resources service continued to decline.

- Voluntary restraint of visiting retailers and restaurants due to the spread of COVID-19 has left an impact.

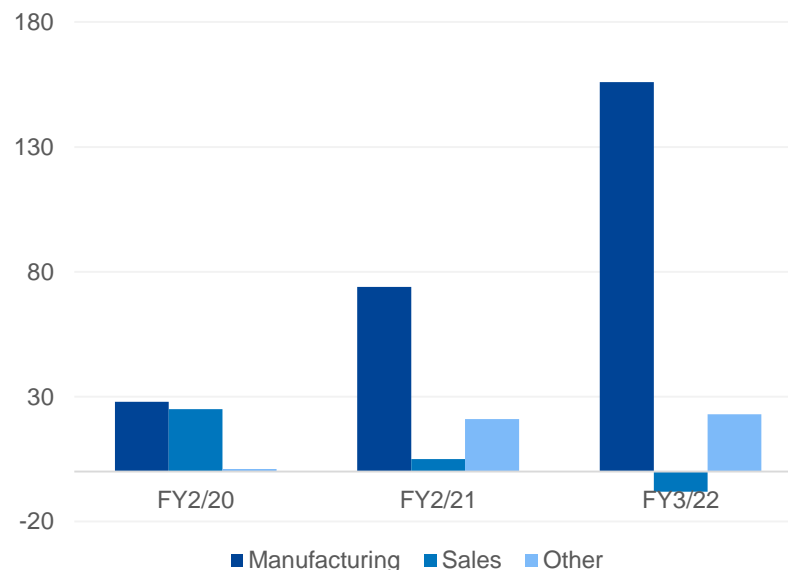
Variations in **sales** of manufacturing, sales and other human resources services

(Unit: Millions of yen)



Variations in **segment profits** of manufacturing, sales and other human resources services

(Unit: Millions of yen)

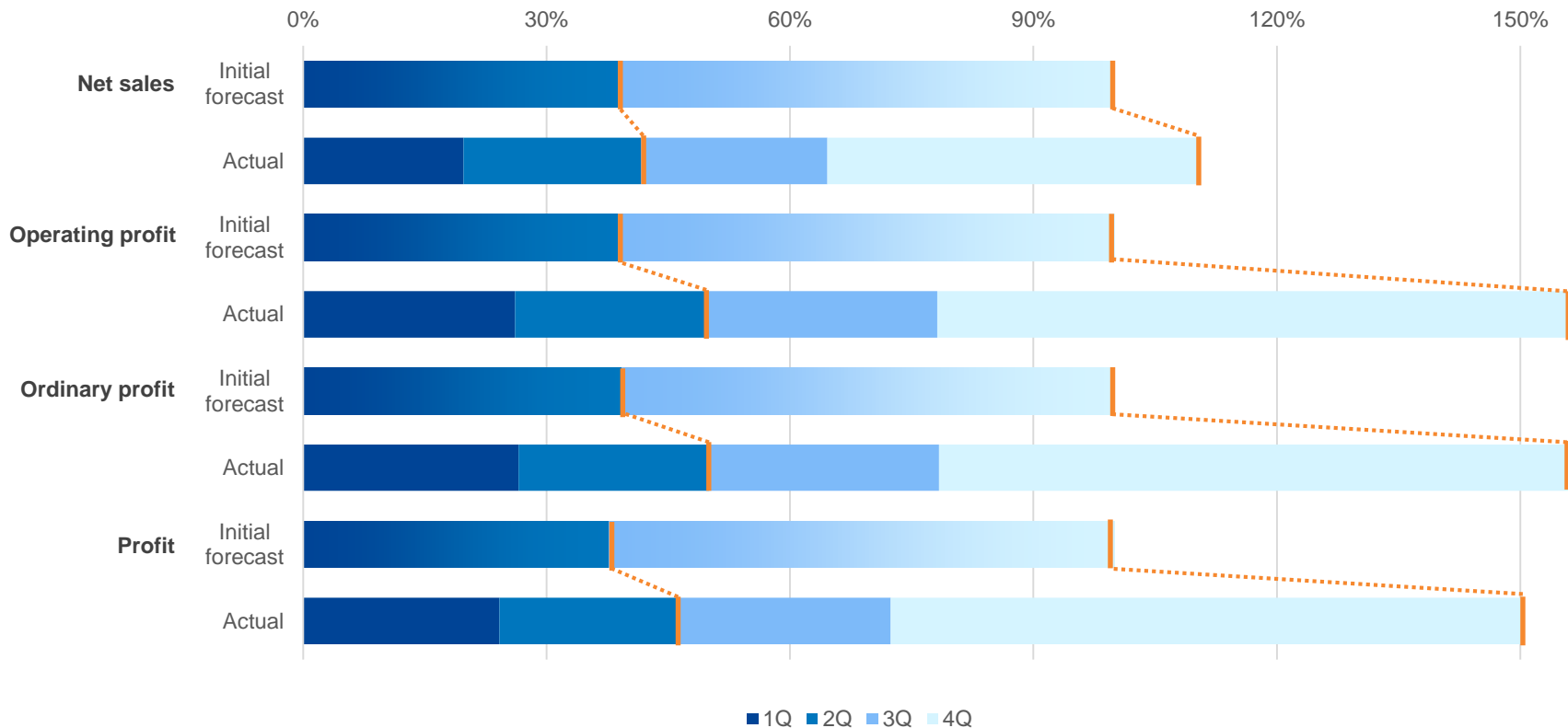


# Comparison of Forecasts and Actual Results

Operating profit for FY3/22 (full year) exceeded the initial forecast by over 150%.

- Based on an assessment of the continuity of projects, selective orders were implemented, especially in the 4Q.
- Therefore, the contribution of 4Q appears to be large, but the actual value for FY3/23 will increase.

## Progress with respect to initial forecasts



# Profit and Loss for FY3/22

	FY2/20	FY2/21	FY3/22	
	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>	21,103	30,276	<b>43,100</b>	12,824 42.4%
<b>Clerical human resources service business (% of sales)</b>	15,686 74.3 %	25,517 84.3%	<b>37,124</b> <b>86.1%</b>	11,607 45.5%
<b>BPO-related business segment (% of sales)</b>	8,463 40.1%	17,202 56.8%	<b>27,150</b> <b>63.0%</b>	9,948 57.8%
<b>CRM-related business segment (% of sales)</b>	3,604 17.1%	3,465 11.4%	<b>4,210</b> <b>9.8%</b>	745 21.5%
<b>Office Services business segment (% of sales)</b>	3,618 17.1%	4,848 16.0%	<b>5,762</b> <b>13.4%</b>	913 18.8%
<b>Manufacturing human resources service business (% of sales)</b>	3,194 15.1%	3,225 10.7%	<b>4,590</b> <b>10.7%</b>	1,365 42.3%
<b>Sales human resources service business (% of sales)</b>	1,947 9.2%	1,251 4.1%	<b>1,065</b> <b>2.5%</b>	(186) (14.9)
<b>Other (% of sales )</b>	274 1.3%	282 0.9%	<b>320</b> <b>0.7%</b>	38 13.6%
<b>Operating profit (Operating margin)</b>	692 3.3%	2,729 9.0%	<b>4,423</b> <b>10.3%</b>	1,694 62.1%
<b>Ordinary profit (Ordinary profit margin)</b>	690 3.3%	2,772 9.2%	<b>4,441</b> <b>10.3%</b>	1,668 60.2%
<b>Profit attributable to owners of parent (Net income margin)</b>	526 2.5%	2,053 6.8%	<b>3,114</b> <b>7.2%</b>	1,061 51.7%

# Financial Situation in FY3/22

		FY2/21	FY3/22		
		Amount (millions of yen)	Amount (millions of yen)	Change from the end of the previous period (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	<b>Current assets</b>	10,533 91.4%	<b>15,326</b> 92.6%	4,793	Notes and accounts receivable-trade: +4,607 Cash and deposits: +596 Work in progress: (389)
	<b>Non-current assets</b>	990 8.6%	<b>1,217</b> 7.4%	227	
	<b>Total assets</b>	11,523 100.0%	<b>16,543</b> 100%	5,020	
	<b>Current liabilities</b>	5,429 47.1%	<b>7,374</b> 44.6%	1,945	Accounts payable-other: +996 Income taxes payable: +471 Accrued expenses: +337 Consumption tax payable: (109)
	<b>Non-current liabilities</b>	611 5.3%	<b>765</b> 4.6%	154	
	<b>Total liabilities</b>	6,040 52.4%	<b>8,139</b> 49.2%	2,099	
	<b>Total net assets</b>	5,483 47.6%	<b>8,404</b> 50.8%	2,921	Retained earnings: +2,878
	<b>Total liabilities and net assets</b>	11,523 100.0%	<b>16,543</b> 100.0%	5,020	

## CF Situation in FY3/22

		FY2/21	FY3/22	
		Amount (millions of yen)	Amount (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	<b>Cash flow from operating activities</b>	2,743	<b>976</b>	Profit before income taxes: +4,441 Increase in accounts payable-other: +1,030 Decrease in inventories: +387 Increase in trade receivables: (4,607) Decrease in consumption tax payable: (109)
	<b>Cash flow from investing activities</b>	(48)	<b>(282)</b>	Refund of security deposits and guarantee money: +166 Withdrawal of time deposits: +100 Purchase of property, plant and equipment and intangible assets: (411) Payment of security deposits and guarantee money: (133)
	<b>Free cash flow</b>	2,695	<b>694</b>	
	<b>Cash flow from financing activities</b>	(177)	<b>(98)</b>	Proceeds from long-term borrowings: +500 Repayment of long-term borrowings: (283) Payment of dividends: (236)
	<b>Change in cash and cash equivalents</b>	2,518	<b>596</b>	
	<b>Cash and cash equivalents at the beginning of the term</b>	3,916	<b>6,435</b>	
	<b>Cash and cash equivalents at the end of the term</b>	6,435	<b>7,031</b>	

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# Full-Year Earnings Forecast for FY3/23

(Unit: Millions of yen)

	FY3/22 actual (13 months)	FY3/23 forecast (12 months)	Increase/decrease rate	
<b>Consolidated</b>	<b>Net sales</b>	<b>43,100</b>	<b>50,019</b>	<b>16.1%</b>
	<b>Operating profit</b>	<b>4,423</b>	<b>4,642</b>	<b>4.9%</b>
	<b>Ordinary profit</b>	<b>4,441</b>	<b>4,640</b>	<b>4.5%</b>
	<b>Profit attributable to owners of parent</b>	<b>3,114</b>	<b>3,173</b>	<b>1.9%</b>
<b>Sales by Segment</b>	<b>Clerical human resources</b>	<b>37,124</b>	<b>42,753</b>	<b>15.2%</b>
	<b>Manufacturing human resources</b>	<b>4,590</b>	<b>5,626</b>	<b>22.6%</b>
	<b>Sales human resources</b>	<b>1,065</b>	<b>1,347</b>	<b>26.5%</b>
	<b>Other human resources</b>	<b>320</b>	<b>293</b>	<b>(8.6%)</b>

\*The impact of the adoption of the revenue recognition standard is under investigation and is not included in the above figures.



# Sales Strategy and Forecasts for FY3/23

## Clerical human resources service business

- To actively seek orders for new BPO projects
- To conduct BPO operations while incorporating IT elements
- To strengthen the structure to accommodate expansion in business scale and diversification of projects

## Manufacturing human resources service business

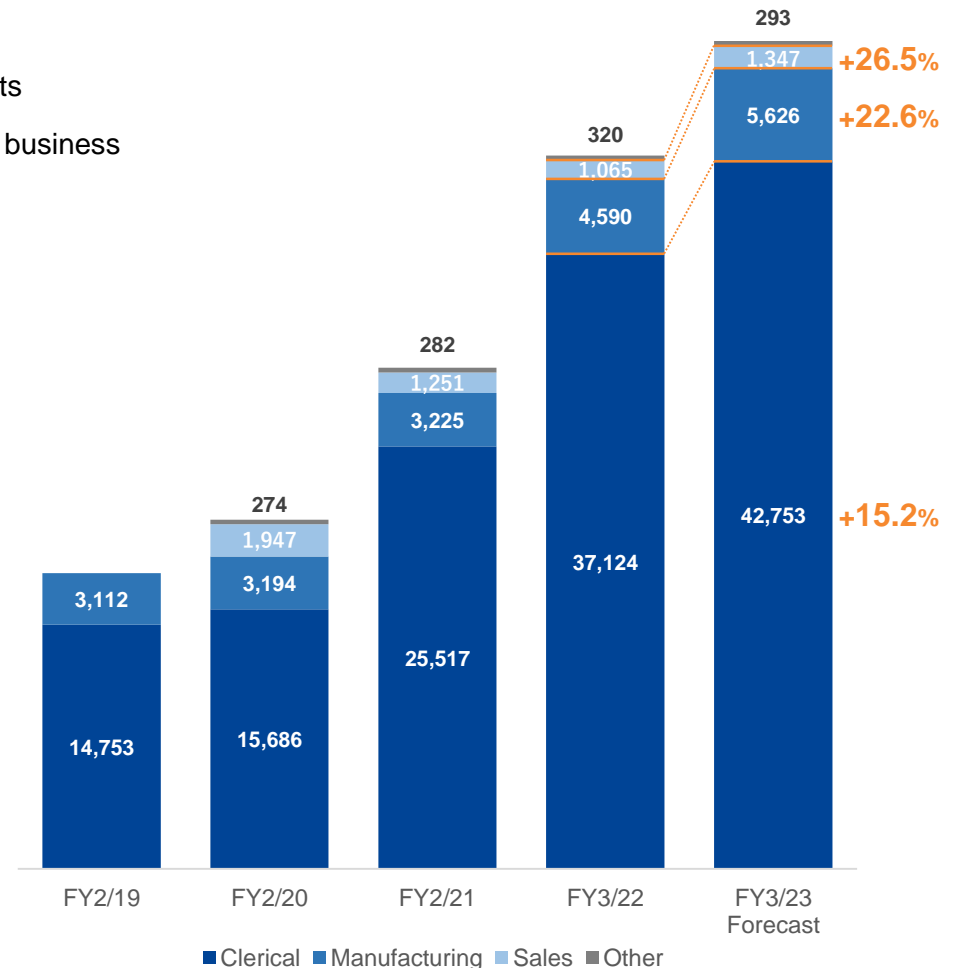
- To actively expand into new areas
- To strengthen competitiveness of human resources, mainly of foreign workers

## Sales human resources service business

- To conduct activities to receive orders for new commercial products
- To strengthen sales force

## Variation in sales in each segment

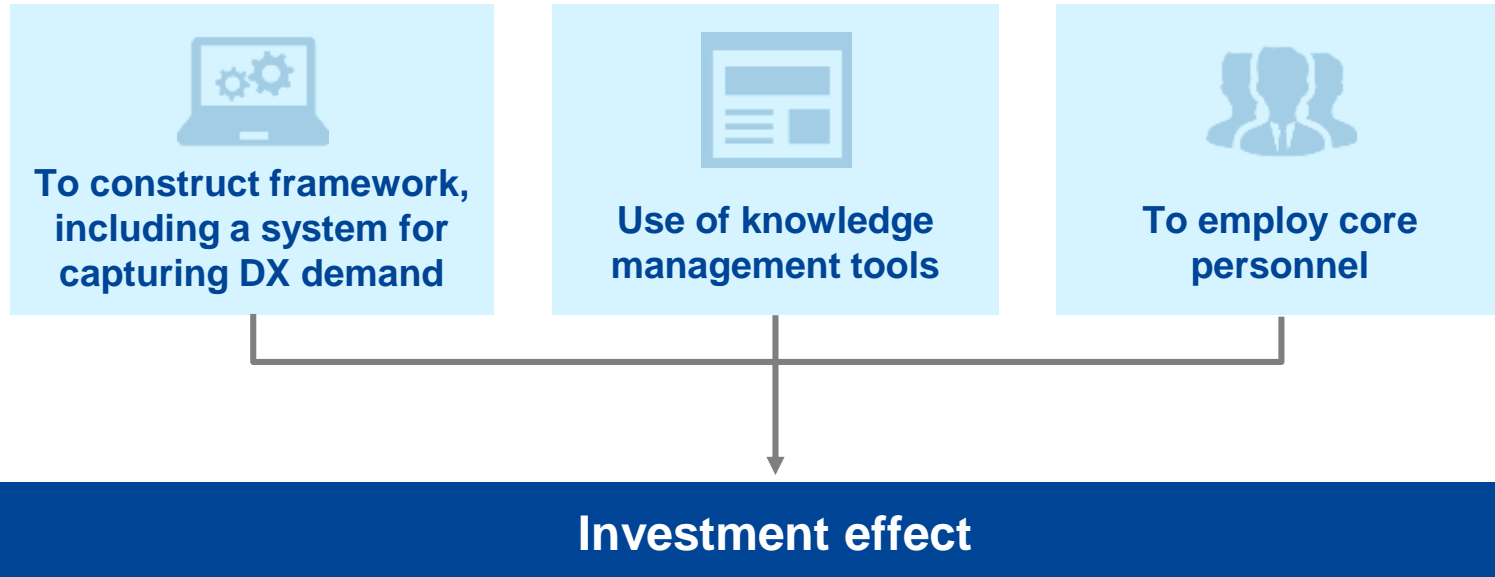
(Unit: Millions of yen)



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# Main Policies for FY3/23

Investments made in FY3/22 (i.e., strategic moves toward **business expansion in FY3/23 and beyond**)



- To acquire new customers and new business partners
- To strengthen relationships with existing clients and business partners
- To build an environment in which resident managers can maximize performance
- To achieve prompt and optimal operation of outsourced projects during the COVID-19 pandemic
- To promote the receipt of orders for projects from government agencies and municipalities and large projects from BPO vendors

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# Medium-Term Profit Plan

Completing the goals in the medium-term profit plan announced in FY 2021 one year ahead of schedule in FY 2022.

- The Company expects to achieve the goals in the medium-term profit plan announced in FY 2021 (net sales of 46,980 million yen, an operating profit of 4,240 million yen, and a profit attributable to owners of parent of 2,910 million yen in FY3/24) by FY3/23, one year ahead of schedule.

(Unit: Millions of yen)

	FY3/22 actual (13 months)	FY3/23 forecast (12 months)	FY3/24 plan	FY3/25 plan
<b>Net sales</b>	<b>43,100</b>	<b>50,019</b>	<b>55,389</b>	<b>61,476</b>
<b>Operating profit</b>	<b>4,423</b>	<b>4,642</b>	<b>5,268</b>	<b>6,053</b>
<b>Ordinary profit</b>	<b>4,441</b>	<b>4,640</b>	<b>5,266</b>	<b>6,051</b>
<b>Profit attributable to owners of parent</b>	<b>3,114</b>	<b>3,173</b>	<b>3,602</b>	<b>4,139</b>

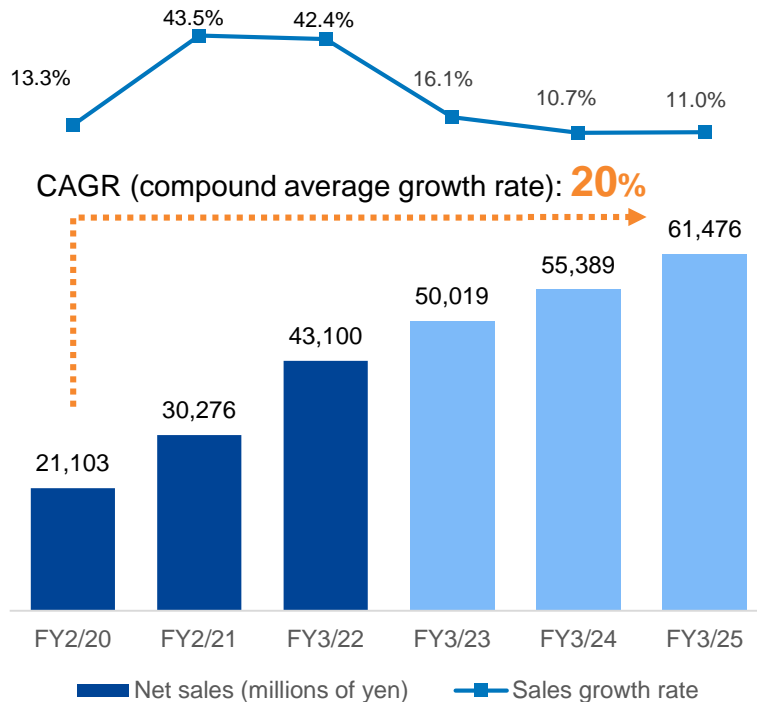
Consolidated

\*The impact of the adoption of the revenue recognition standard is under investigation and is not included in the above figures.

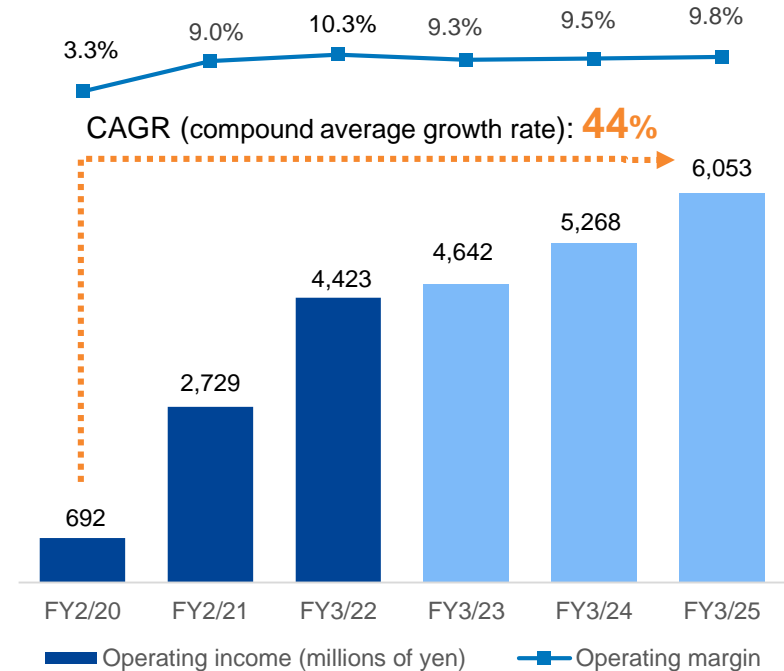
# Medium-Term Profit Plan

Operating profitability is projected to be 9.8% in FY 2024.

Variations in net sales and sales growth rate



Variations in operating profit and operating margin



\*CAGR is the average annual growth rate over the six-year period ending with FY3/25.  
 \*The impact of the adoption of the revenue recognition standard is under investigation and is not included in the above figures.

# Medium-Term Profit Plan

## Sales plan in each segment

- To aim for sustainable annual growth of 10% in the clerical human resources service business.
- Aim for 12% annual growth in the manufacturing human resources service business and over 21% annual growth in the sales human resources service business.

(Unit: Millions of yen)

	FY3/22 actual (13 months)	FY 3/23 forecast (12 months)	FY3/24 plan	FY3/25 plan
<b>Sales in each segment</b>				
Clerical human resources	37,124	42,753	47,150	52,101
Manufacturing human resources	4,590	5,626	6,310	7,092
Sales human resources	1,065	1,347	1,636	1,990
Other human resources	320	293	293	293

\*The impact of the adoption of the revenue recognition standard is under investigation and is not included in the above figures.

# Investment Plan

To conduct further investment to contribute to **achieve the medium-term profit plan**

**In order to promote an expansion of business scale, we will start with framework construction, including system investment.**

## **Human resource investment to capture DX demand**



- Focus on hiring core personnel to respond to an expansion of business scale and diversification of orders
- Promote the development of next-generation core personnel

## **System development to improve productivity**



- Expand knowledge management tools for hiring and cultivating human resources
- Commence revamping of Staff My Page and enhancement of staff management functions
- Promote operational efficiency through the use of RPA

## **Infrastructure investment to expand business scale**



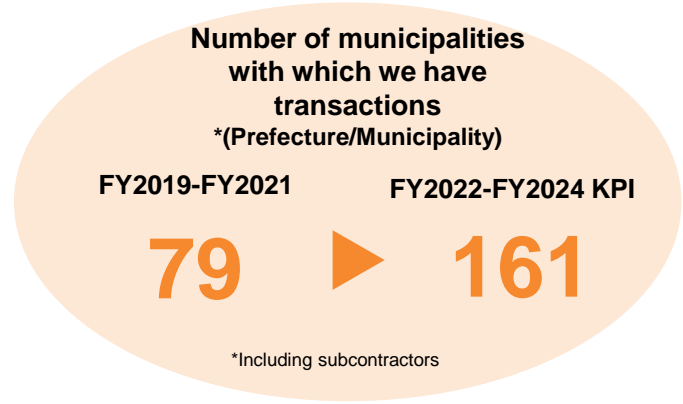
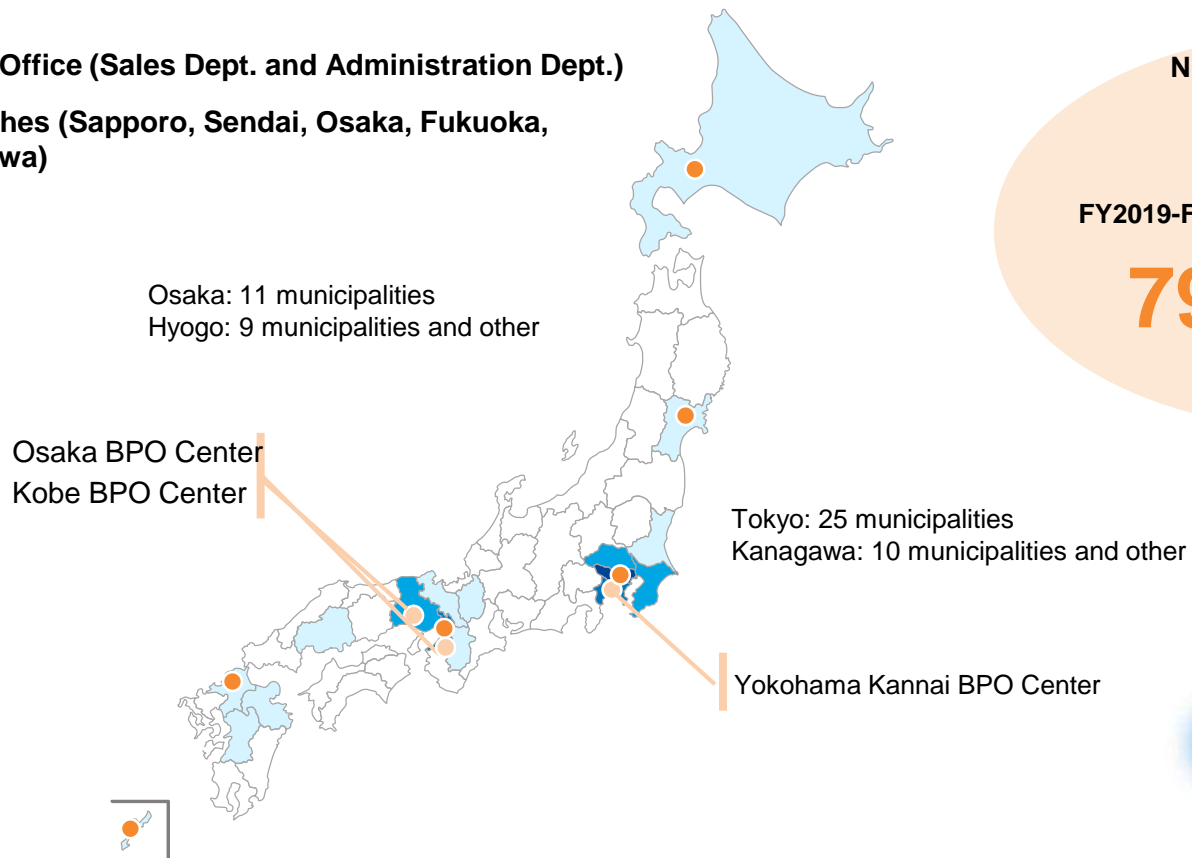
- Build BPO centers according to demand
- Establish footholds in new areas in the manufacturing human resources service business
- Ensure the safety of employees, customers, and staff and develop infrastructure to accommodate new ways of working

# Growth Strategy

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

- BPO projects and other bids tend to be evaluated based on our design capabilities and track records.
- As the digital government concept advances, the Company aims to support DX-oriented processes from the business design stage.

- Head Office (Sales Dept. and Administration Dept.)
- Branches (Sapporo, Sendai, Osaka, Fukuoka, Okinawa)



Expansion to major municipalities nationwide



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# Corporate Value

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

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

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

- As shown below, we aim to achieve an average PER of 16.0 for market capitalization of less than 30 billion yen, and we will strengthen our dialogue with the market participants by actively engaging in IR.

ROE and Stock Price Index

Description	ROE (Actual)	PBR (Actual)	PER (Forecast)	EBITDA
Careerlink (Results for FY3/22)	45.4	2.1	7.1	2.4
Average among companies with a market capitalization of less than 30 billion yen	11.9	1.8	16.0	5.8
Average in the Prime Market	9.4	1.8	20.7	11.8
Average in the service industry	9.4	3.2	32.4	14.2
Average for the past 10 years of the Company	25.4	2.8	15.8	6.2

Operating Profit Levels and Stock Price Trends

(Unit: Millions of yen)



\*All other figures are as of April 28, 2022, unless otherwise indicated, and are taken from Bloomberg. ROE = Net income (actual results for the last 12 months) ÷ Shareholders' equity (as of the end of the latest fiscal year).

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

\*Company's PER is forecast as of May 16.

\*Company's EBITDA is calculated by the Company based on actual results.

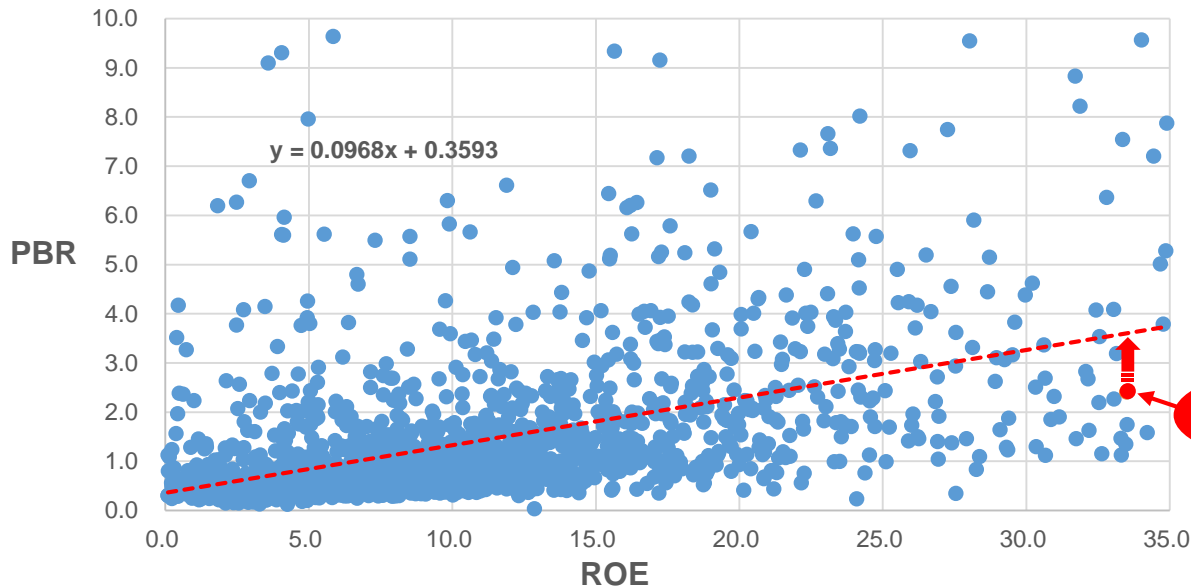
\*Operating profit levels after May 2022 (right chart) are forecasts for the current fiscal year and are not guarantees of actual results.

# Corporate Value

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

- As shown in the chart below, there is a positive correlation between ROE and PBR for companies of similar size to the Company.
- Applying the Company's ROE of 45.4%, the current PBR of 2.1 has room to grow.

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



\*As of April 28, 2022. 1,793 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 (actual results for the last 12 months) ÷ Shareholders' equity (as of the end of the latest fiscal year).

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

The Company

Correlation between PBR and stock price

PBR



Net assets per share



Stock price



# Corporate Value

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

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

Cost of equity

**13.2%**

(The Company's perception of the current situation)

Ratio of net income to own capital

<Return on equity>

**ROE 45.4%**

(Actual results for FY3/22)

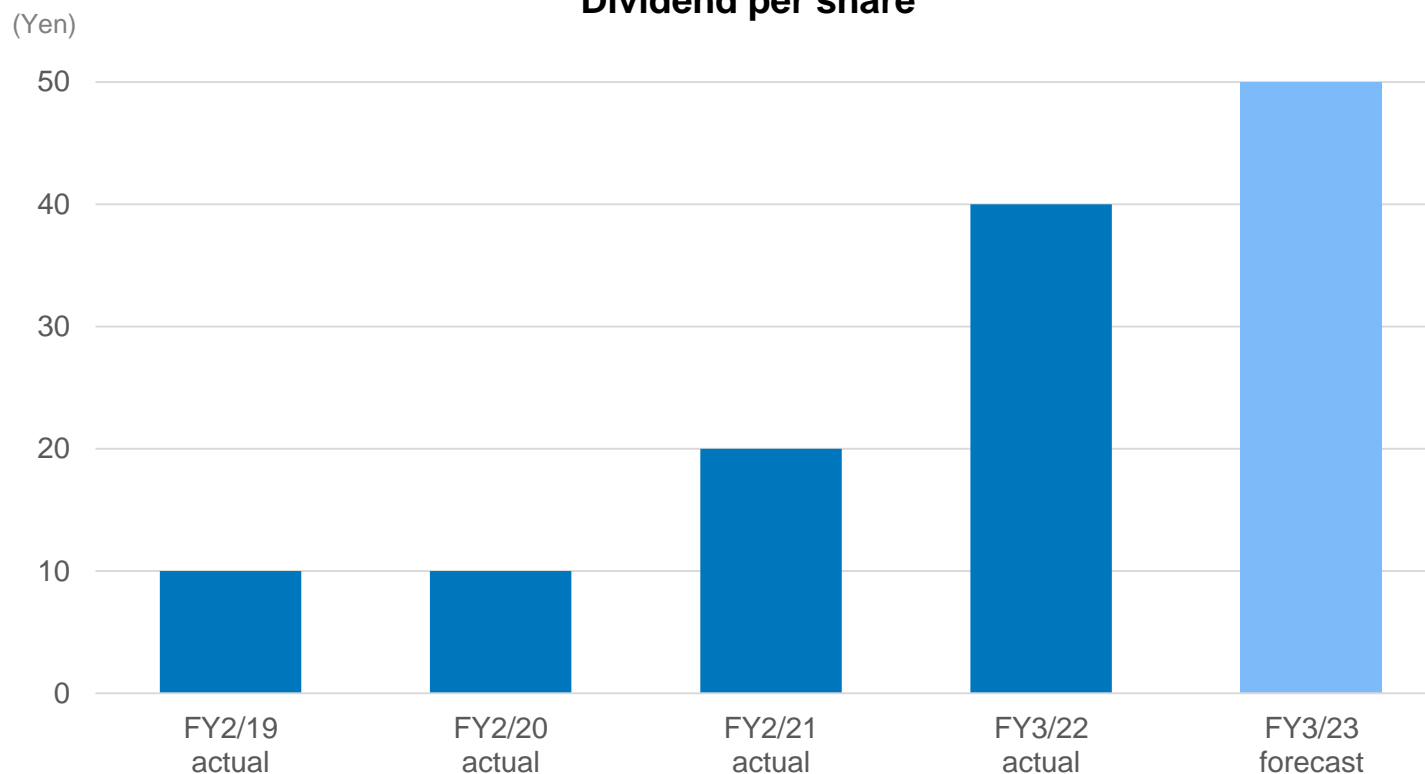
Sustainable corporate  
value improvement

# Shareholder Return (Dividends)

## Dividend policies

The Company's basic policy is to continue to pay appropriate and stable dividends based on a comprehensive assessment of business performance and overall management, while securing the internal reserves necessary for business development for sustainable growth and strengthening the management base. The year-end dividend for FY2/21 was increased from 10 yen to 20 yen per share, and for FY3/22, it was increased to 40 yen per share, with a forecast of 50 yen per share for FY3/23. We will continue to **aim for dividend increases and a payout ratio of 30%.**

### Dividend per share



# Shareholder Return (Shareholder Benefits)

## Shareholder benefit program

The Company has adopted a shareholder benefit program as a means to return profits to shareholders.

Starting in August 2021, we have expanded our existing shareholder benefit program and added a new 5,000-yen QUO card plan for shareholders who have continuously held our shares for three years or longer.

The shareholder benefit is scheduled to be sent out in November with a record date of September 30 of each year.

Number of shares held		Benefits for shareholders
100-199 shares		QUO CARD worth 500 yen
200-499 shares		QUO CARD worth 1,000 yen
500 or more shares	Held for less than 3 years	QUO CARD worth 2,000 yen
	Held continuously for 3 years or longer	<b>QUO CARD worth 5,000 yen</b>

(1) 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.

(2) "500 or more shares continuously held for 3 years or longer" means 500 or more shares of the Company's stock have been held continuously for 3 years or longer (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).

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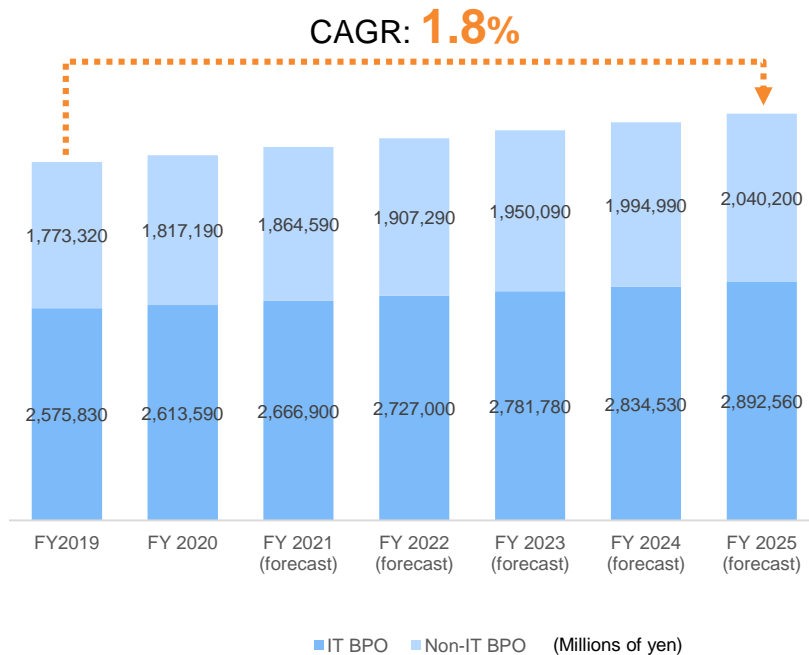
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# Market Environment

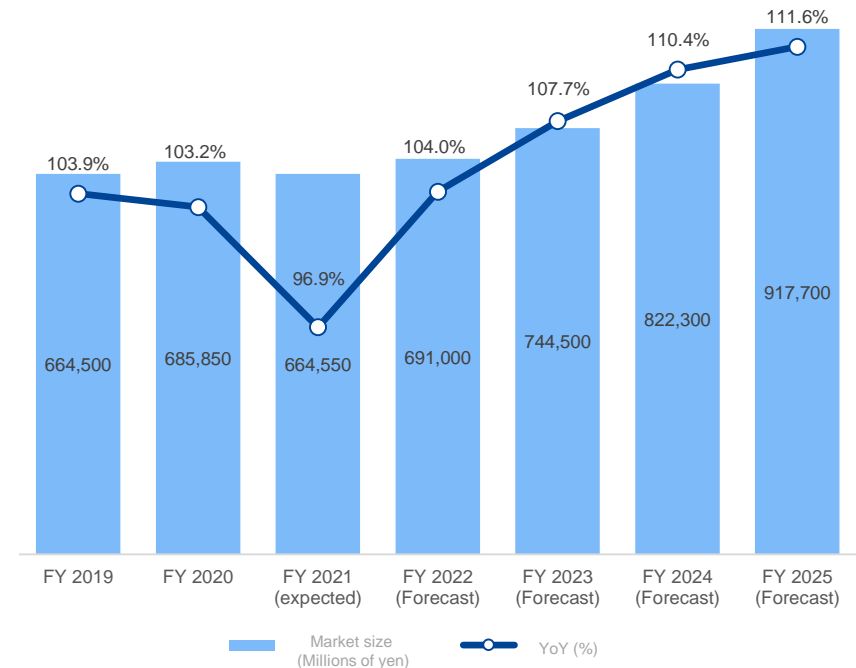
## BPO and municipal solution market sizes to expand toward FY 2025

- Continued increase in the number of companies working on the reform of business operations through DX.
- A move to improve operations, including personnel redeployment, is underway.

### BPO service market forecast



### Municipal solution market forecast



Source: Yano Research Institute Ltd.

\*Based on sales by service providers; estimated figures for FY 2021, and forecast figures for FY 2022 and beyond.

\*Market size includes hardware purchase costs, rental/lease fees, maintenance/service support fees, line usage fees, and personnel dispatch fees from vendors (service providers), etc. On the local government side, the market size includes equipment purchase costs, information system outsourcing costs, training costs, and outsourcing (BPO services) costs, but does not include personnel costs for local government employees, subsidies provided by the government to municipalities, and procurement costs for government cloud and other services by the government.

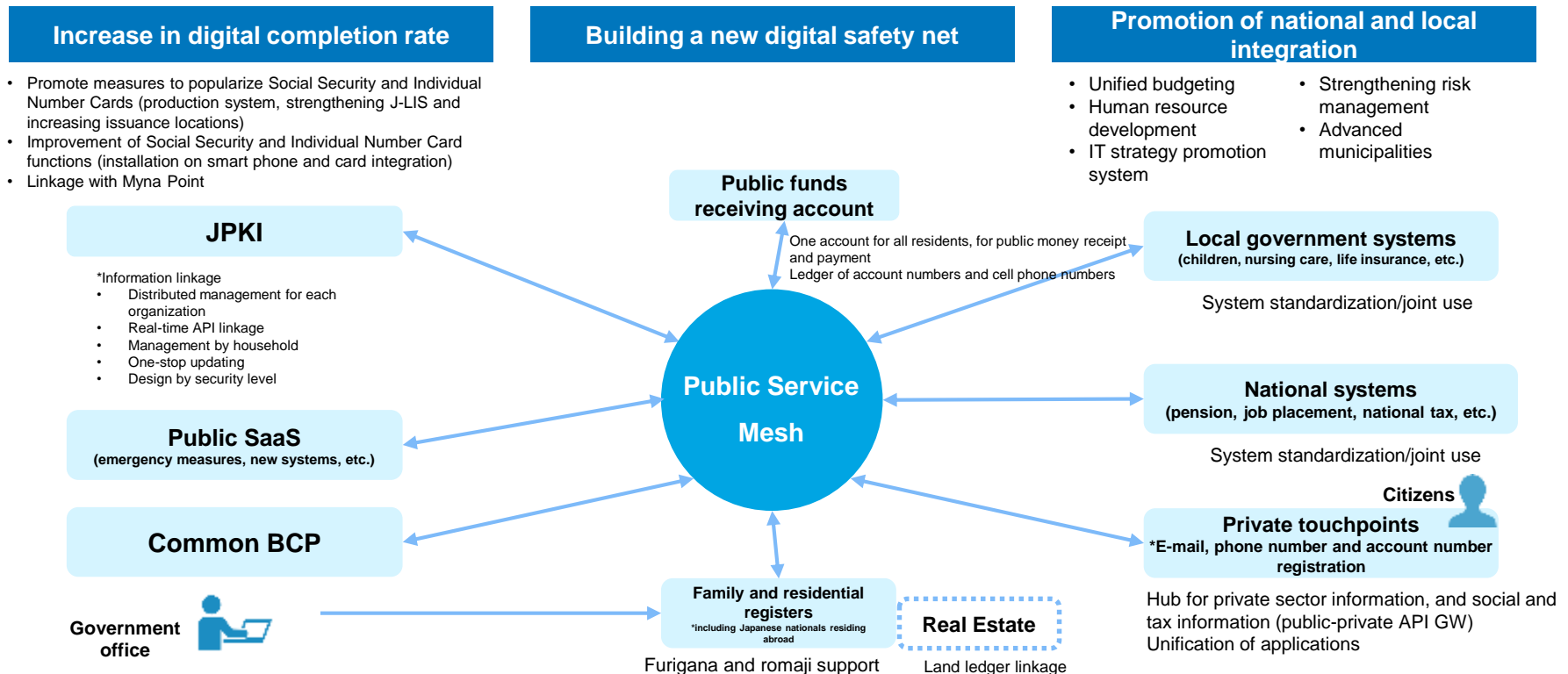


# Government Tech Trends

The Digital Agency announced its “Priority Plan for the Realization of a Digital Society” in December 2021.

- The introduction of the public service mesh is being considered.
- With the further digitalization of public administration, the number of business projects using IT systems is expected to increase.

## The vision for true digitalization of the country and the regions (2025)



\*Digital Agency, “Study on Public Service Mesh, etc. for Realization of Total Design” (October 22, 2021)

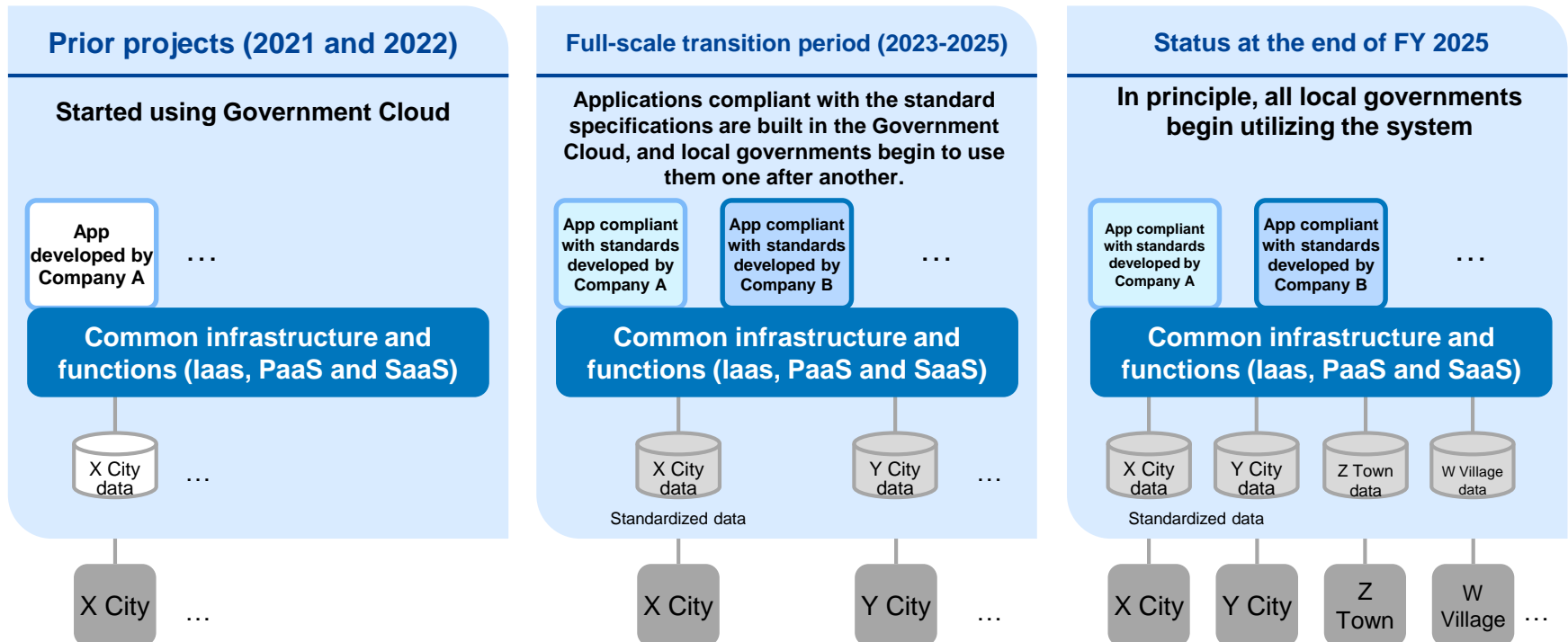
Discussions are continuing in the Working Group on Social Security and Individual Number System and Fundamental Improvement of National and Local Digital Infrastructure to reach a conclusion on the specific direction by the summer of 2022.

# Government Tech Trends

## Aim to shift to the government cloud by FY 2025

- An environment will be developed so that all local governments using mission-critical systems will be able to migrate to a standard system built on the Government Cloud by FY 2025.
- Municipalities will be required to respond to system changes in the future.

### Schedule for unification and standardization of local government business systems



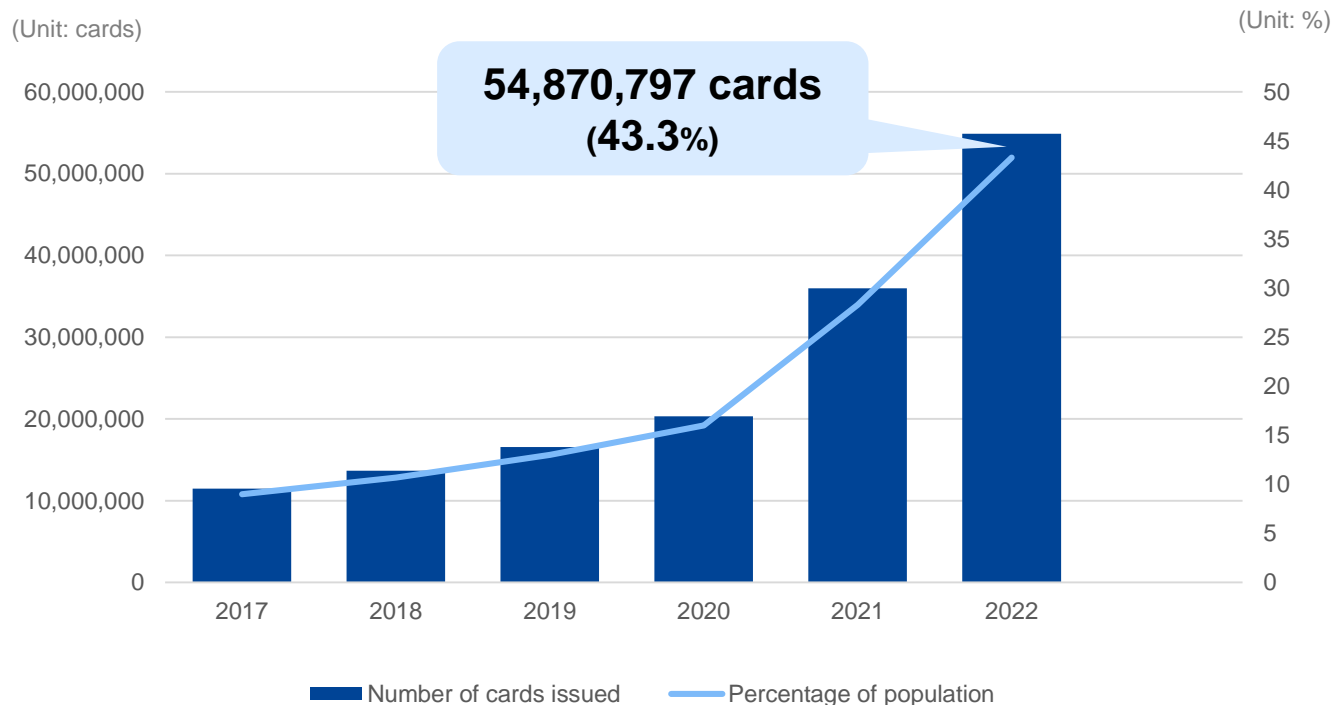
\*Compiled by the Company with reference to the "Draft on the Use of Government Cloud by Local Governments (December 2021)" by the Digital Agency. The schedule is being carefully considered after receiving the opinions of local governments.

# Progress of Dissemination of Social Security and Individual Number

**Work related to Social Security and Individual Number will start in earnest from now on.**

- As of April 1, 2022, only about 43.3% of the population got the number.
- This has important implications for the digital government concept, as it is expected to be used as public service mesh IDs.

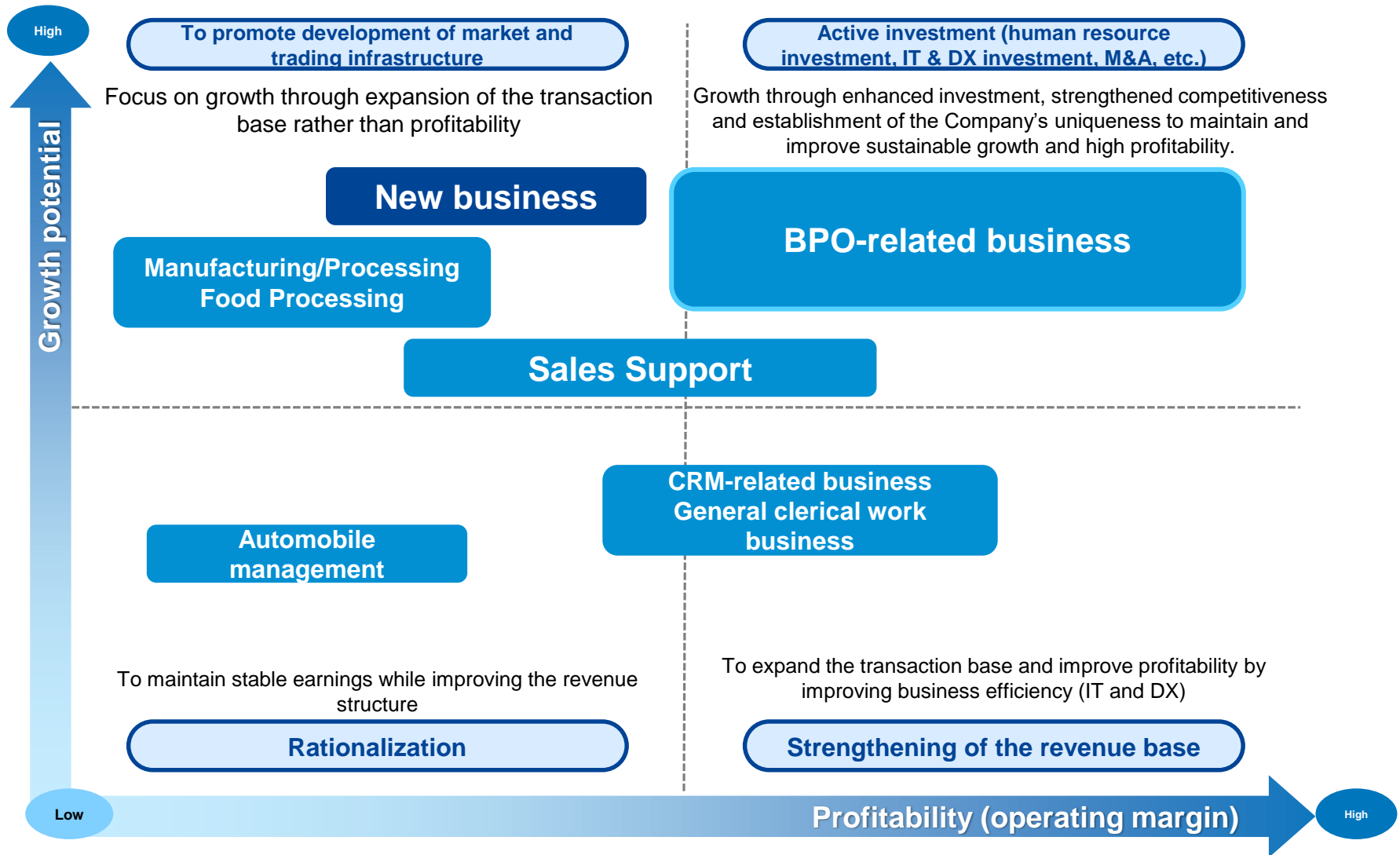
## Variation in Social Security and Individual Number Cards issued



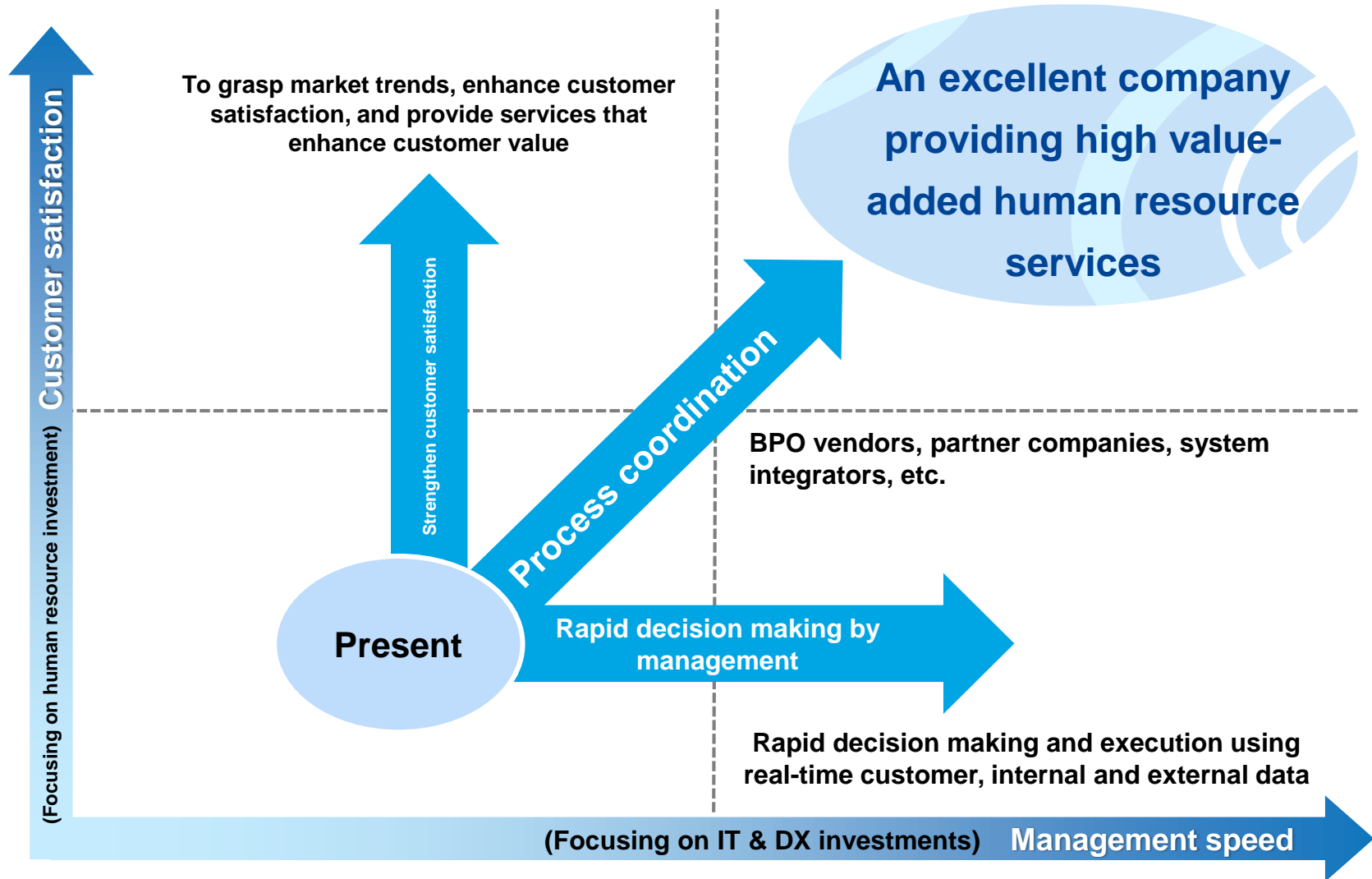
Ministry of Internal Affairs and Communications, "Social Security and Individual Number Card Issuance Status" for 2019-2022 as of April 1, March 1, 2018, and May 15, 2017.

# Appendix

# Business Portfolio

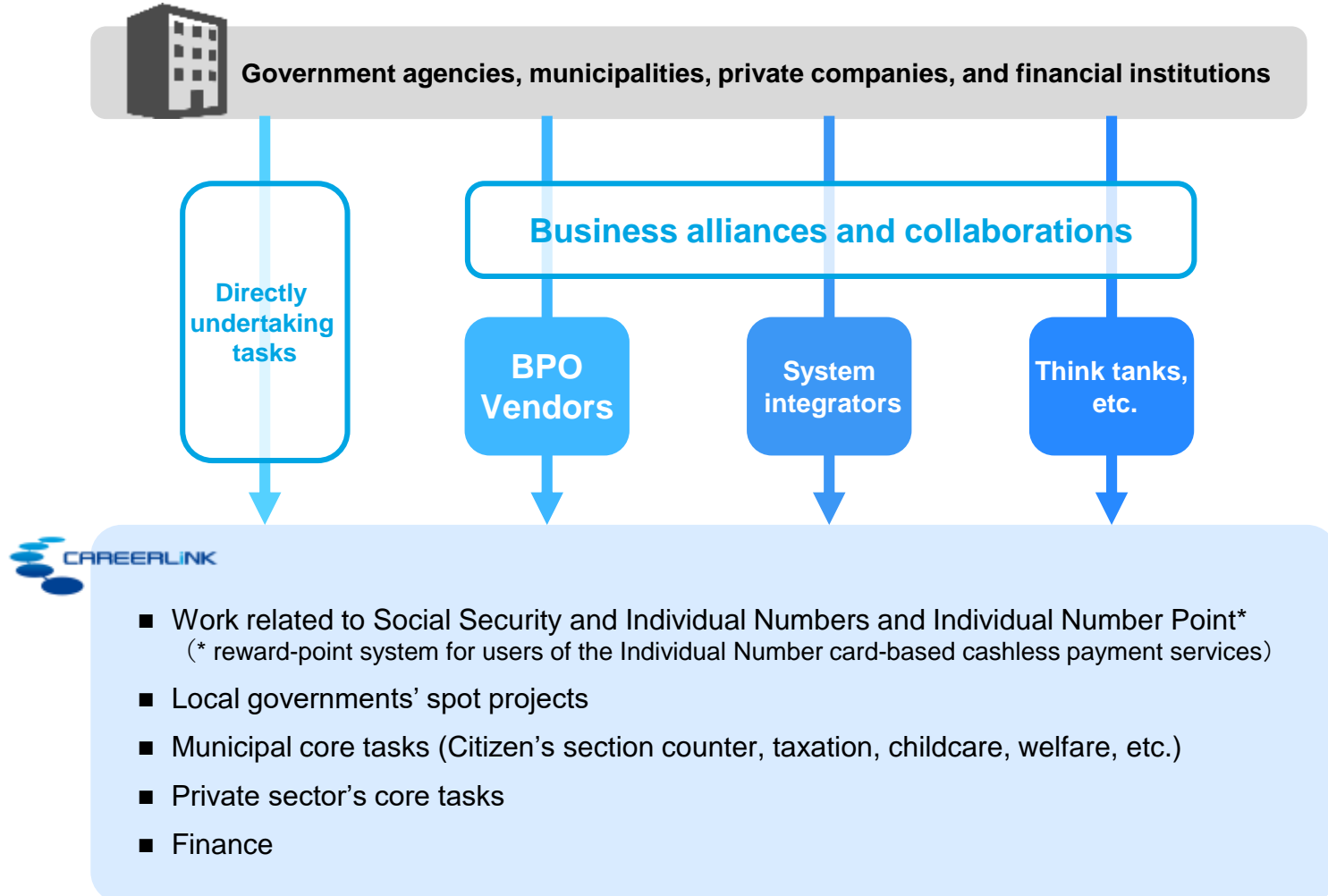


# The Direction the Company Aims to Take Through Investment in Human Resources and IT & DX



# The Company's Strengths and Characteristics

## Strengths as a platform provider



# Medium-term Strategic Direction

Enhancing and expanding our strengths as a platform provider to achieve our medium-term profit plan

## Promotion as mid-term strategy



Increase in the number of cooperative partners  
and cementing of relationships



DX promotion



Hiring of core personnel



### Expected results

- Expansion of business through increase of project contracting channels
- Acquiring new clients such as central ministries and agencies
- Combination of existing BPO services and the IT domain
- Cultivating new fields and themes
- Attracting staff in new areas
- Reinforcement of infrastructure for increased contracts

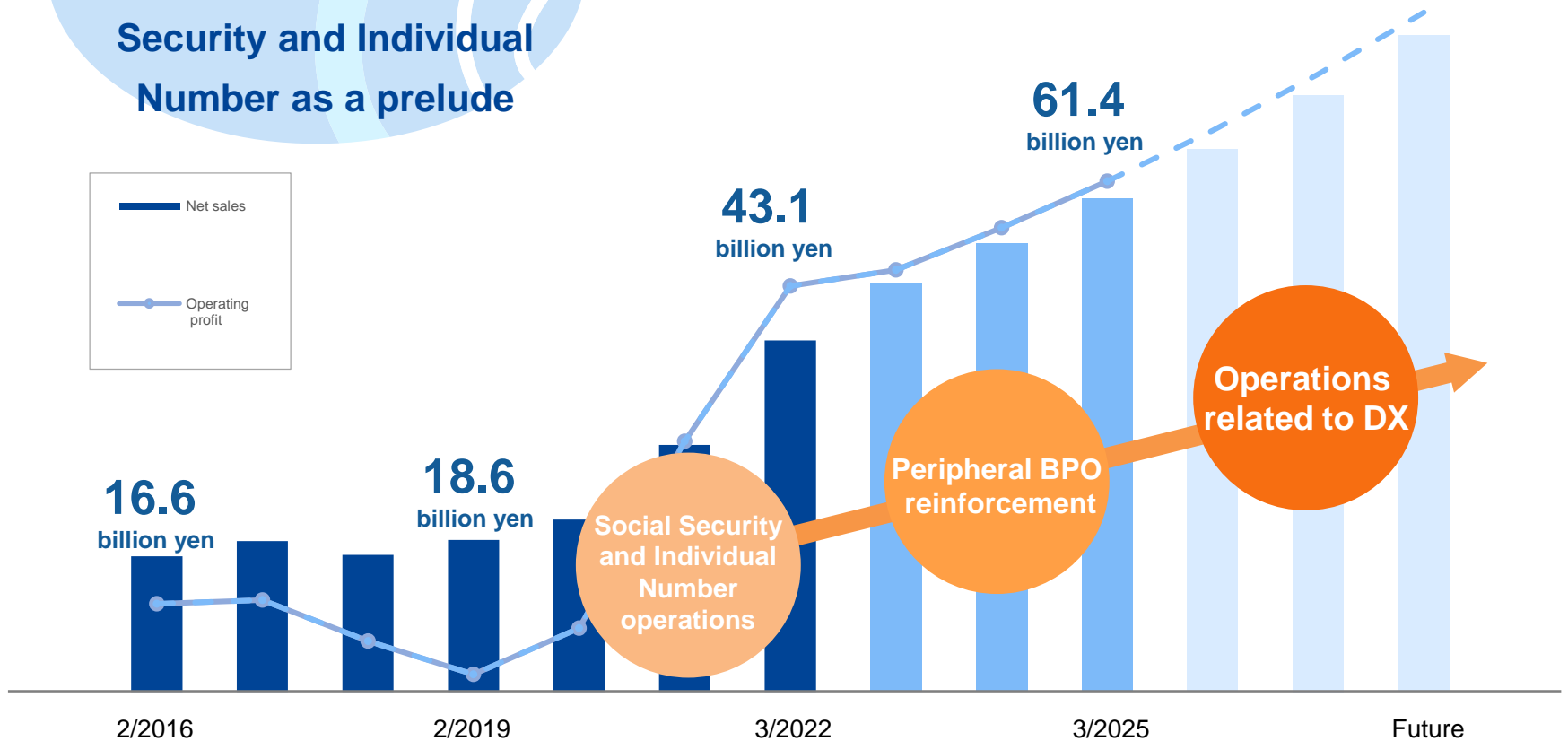
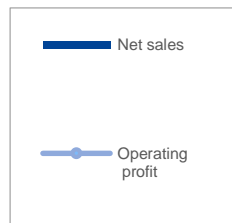


# Medium/Long-term Growth Vision

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

Medium-term profit plan

Long-term Vision to support public DX



# Corporate Governance Structure

In order to comply with applicable laws and regulations and conduct sound and transparent corporate activities, the Careerlink Group has established a “Corporate Philosophy” and a “Code of Conduct” that all directors, executive officers, and employees of the Careerlink Group must observe and practice as the core of our corporate ethics and as the foundation of our corporate governance.

We emphasize corporate governance in order to promote sound, transparent, and efficient management, to earn the trust of our shareholders, business partners, staff members and employees, and society, to serve the interests of all stakeholders, and ensure the company’s sustainable development into the future.



## Board of Directors (10 members)



Consultation



Reporting

## Nominating and Compensation Committee (5 members)



  **In-house Directors**

  **Outside Directors**

# Support for Women's Activities and Balance of Life

At the Careerlink Group, we aim to enable each and every woman to fully demonstrate her individuality and abilities and flourish. We strive to provide equal opportunities for men and women in employment, and there is no disparity between men and women in terms of career opportunities, promotion to managerial positions, or training.

We are working to create an environment in which both men and women can balance a fulfilling family life and work, including childbirth and child-rearing, and we are also working to create a system to prevent long working hours.

## Life and Work Balance Initiatives

- Telecommuting system
- Support for diverse work styles, such as shorter working hours, regional work, and limited work duties
- Promotion of taking paid leave through the Refreshing Leave System
- Establishment and operation of "No Overtime" days for each department

## Percentage of female employees

**33.7%**

This is the percentage of female employees among the Company's regular employees as of the end of FY 2020. The average ratio of female workers to regular workers in the "other service industry" reported by the Ministry of Health, Labour and Welfare is 26.7%\*. Namely, our percentage is 7.0% higher than the average ratio in the same industry.

\*Average value in the criteria for the certification system based on the Act on Promotion of Women's Participation and Advancement in the Workplace on the website of the Ministry of Health, Labour and Welfare.

## Return-to-work rate from maternity leave

**100%**

The Company's return-to-work rate in FY 2020 for women on childcare leave (the rate of women returning to work after completing childcare leave in FY 2020) is 100%.



# Promotion of Initiatives for SDGs

## Contributing to society through our business

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

### SUSTAINABLE DEVELOPMENT GOALS



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

## Disclaimer for Handling Materials

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

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

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

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



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働くよろこびを  
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