



Financial Results for the First Half of FY3/24

Careerlink Co., Ltd. (6070)

Wednesday,
November 29, 2023



- 01** **Summary of Financial Results for the First Half of FY3/24**
- 02** **Earnings Forecast for FY3/24**
- 03** **Medium-Term Profit Plan**
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Initial earning forecast was downgraded in the first half of the FY3/24

- As mentioned in “Notification on the revision to the earnings forecast” announced on November 2, 2023, we revised the earnings forecasts for the first half and the full year of the current term.
- The revision to the earnings forecast for the first half of the current term has been due to changes in circumstances such as projects related to initiatives for issuance of the Social Security and Individual Number and legislative reform-related projects that fall below the anticipated order volume assumed during the previous earnings forecast or are not expected to commence operations this term.
- In some projects related to economic measures, due to the selection of contractors being done through open competitive bidding (price competition bidding), as well as factors such as the observed decrease in costs per project, the anticipated order volume was not achieved. Additionally, the profitability of these projects fell below expectations.

(Unit: Millions of yen)

First half of the current term	FY3/24 1H (Apr.-Sep.) of FY3/24 Initial Forecast	FY3/24 1H (Apr.-Sep.) of FY3/24 Results	Progress Rates Toward the Initial Forecast	FY3/23 1H (Apr.-Sep.) of FY3/24	Y/y Change	
Consolidated	Net sales	25,500 (100%)	22,235 (100%)	87.2%	22,025 (100%)	101.0%
	Operating profit	2,195 (8.6%)	1,136 (5.1%)	51.8%	2,629 (11.9%)	43.2%
	Ordinary profit	2,193 (8.6%)	1,140 (5.1%)	52.0%	2,650 (12.0%)	43.0%
	Profit attributable to owners of parent	1,480 (5.8%)	729 (3.3%)	49.3%	1,812 (8.2%)	40.2%

(Unit: Millions of yen)

First half of the current term Each segment		FY3/23 1H (Apr.-Sep.) of FY3/24	FY3/24 1H (Apr.-Sep.) of FY3/24	Y/y Change
Clerical human resources	Net sales	19,286	18,999	98.5%
	Segment profit	2,496 (12.9%)	1,027 (5.4%)	41.2%
Manufacturing human resources	Net sales	2,588	3,092	119.5%
	Segment profit	117 (4.5%)	88 (2.8%)	75.1%
Other	Net sales	149	143	96.1%
	Segment profit	15 (10.1%)	20 (14.0%)	135.9%

- We integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business as of the first three months of FY3/24. For year-on-year comparability, figures from the first half of FY3/23 include those for the clerical human resources service business as well as the sales human resources service business.

BPO-related business segment

- The projects for issuance initiatives for the Social Security and Individual Number from local governments and new BPO outsourcing projects progressed well, but there was a reduction in the order size, and the implementation timeline was also postponed.
- In many new projects like those related to economic measures, there were impacts from the failure of receiving orders due to changes in bidding methods and the conclusion or downsizing of projects previously secured from leading BPO providers in the previous term.

CRM-related business segment

- In the Tokyo Metropolitan Area, securing orders for a large-scale call center temporary staffing project from an existing client showed a favorable increase.
- In regional branches, particularly in Sendai and Fukuoka, there was a steady increase year on year in securing orders for projects such as remote sales and finance-related tasks.

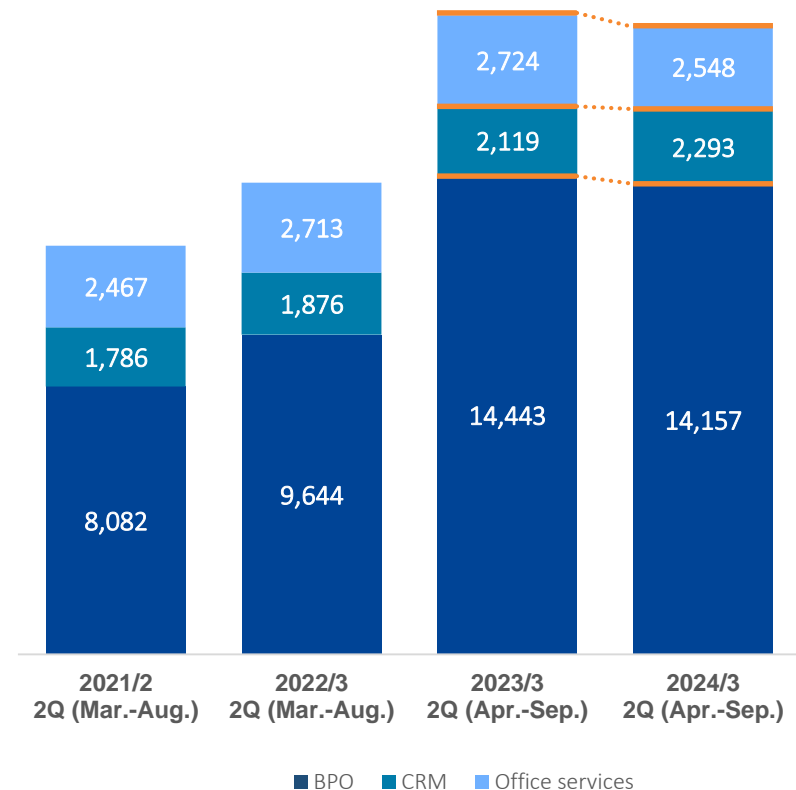
Office services business segment

- Steady increase was seen in the number of orders received for projects related to the Social Security and Individual Number and those from leading BPO providers at branches in Fukuoka and Okinawa.
- Reduction was seen in orders secured in the previous fiscal year for spot projects with local governments and existing projects with financial institutions.

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

Variation and breakdown in net sales of clerical human resources service

(Unit: Millions of yen)

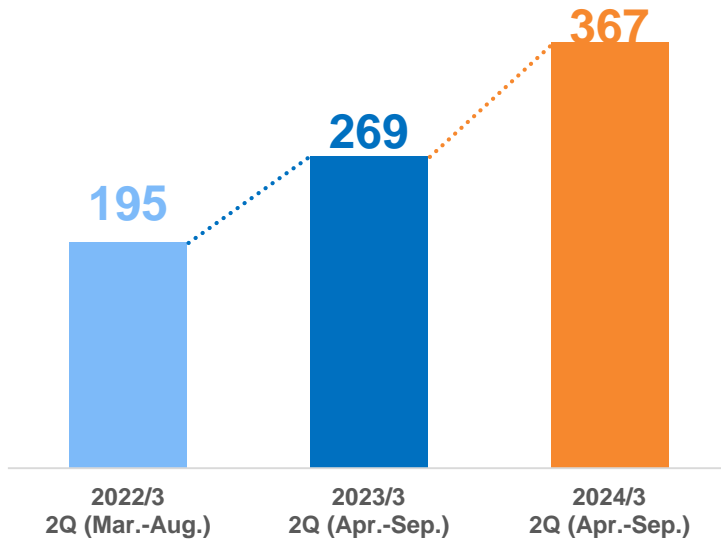


Variation in the number of core personnel and the number of orders for BPO projects

- As a result of proactively increasing the number of personnel to strengthen the competitiveness of BPO projects, the number of core personnel enrolled averaged 367 for the first half period of FY3/24.
- The number of BPO projects was 133 in the first half of FY3/24, remaining steady.
- Furthermore, in the first half of 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.

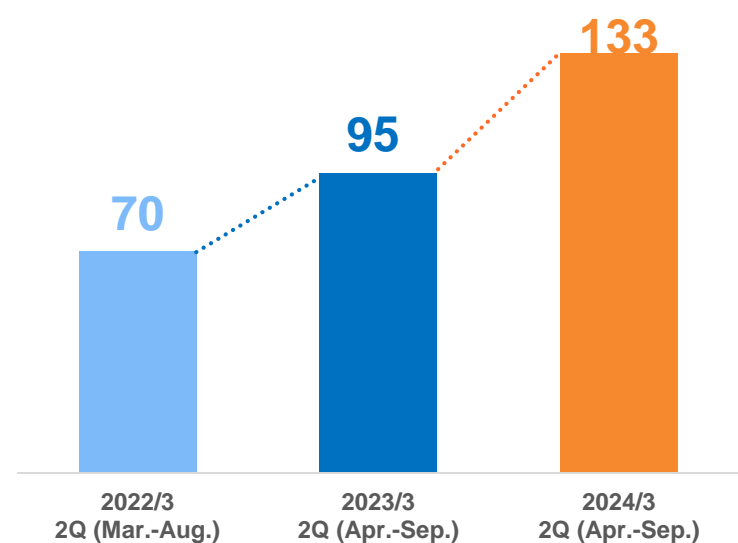
Variation in the number of core personnel

(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.

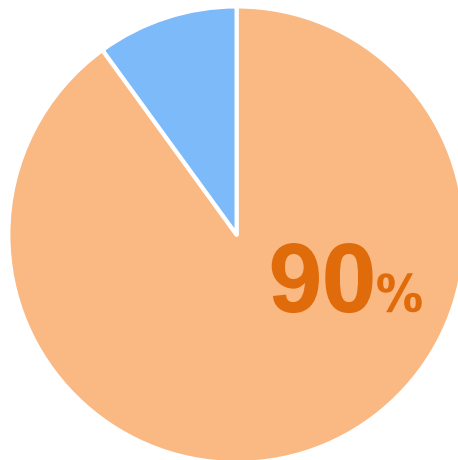
Our rate of repeat transactions remains high at about 90%

- From the previous term to the current, 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%

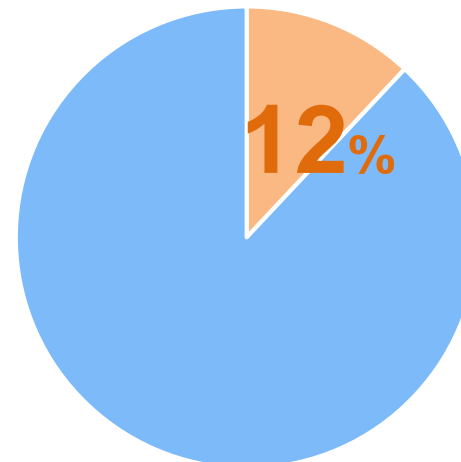
- In the previous term, there was an increase in the spot sales ratio due to the reception of orders for temporary large-scale projects, which were mainly welfare-related projects. However, the current first half of this term year saw fewer spot projects in the market compared to typical years.

Repeat rate of client local government



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

Spot sales ratio



* Mid-term result for the first half of FY3/24
* Company estimates based on order trends by customer



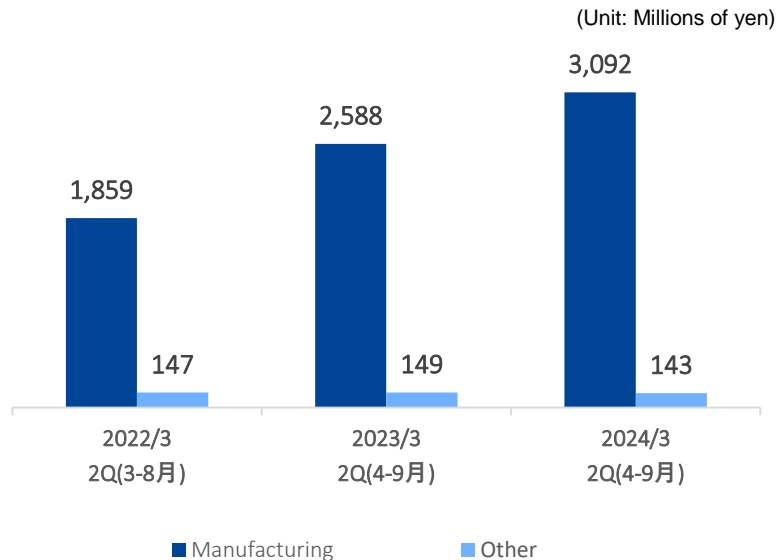
Manufacturing human resources service business saw decreased sales and profit

- In the food processing division, the volume of orders received from newly discovered clients and existing clients, mainly for the production of delicatessen items, confectionery, and frozen foods, remained strong, and the manufacturing & processing division saw an increase in orders received due to the expansion of existing clients.
- Profits decreased due to aggressive efforts to hire more personnel and increase the number of registered staff.

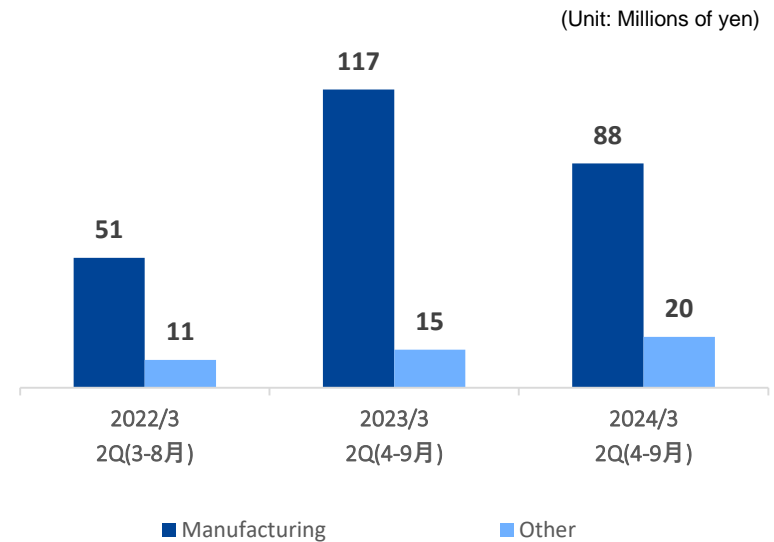
Other services saw decreased sales and increased profit

- The automobile management business, part of other businesses, reported a decrease in sales, but an increase in profits due to a reduction in selling, general and administrative expenses.

Variation in **net sales** of manufacturing human resources services and other services



Variation in segment **profits** of manufacturing human resources services and other services



* We have integrated the sales human resources service business into the BPO-related business segment in the clerical human resources service business as of the first three months of FY3/24.

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Downward revision of the full-year earnings forecast for FY3/24

- The revision of the full-year performance forecast is due to taking measures to adapt to changes in the market environment. However, at present, it is anticipated that we would not bridge the gap between the figures estimated at the beginning of the term and the actual results, leading us to revise the forecasts downward.
- For the second half of FY3/24, we aim to strengthen our ability to address a wide range of client needs, maintain service quality, and enhance the overall quality of complex and challenging "comprehensive solution-oriented" services. Additionally, by promoting modularization (such as in business design, etc.), we aim to improve quality and optimize costs, establishing a "we are the only one" position to enhance the bid success rate.

(Unit: Millions of yen)

Full year		FY3/24 Initial Forecast	FY3/24 Revised forecasts	Progress Rates Toward the Initial Forecast
Consolidated	Net sales	62,365	47,705	76.5%
	Operating profit	7,010	3,175	45.3%
	Ordinary profit	7,007	3,177	45.3%
	Profit attributable to owners of parent	4,799	2,122	44.2%
Sales in each segment	Clerical human resources service business	55,030	40,645	73.9%
	Manufacturing human resources service business	7,050	6,780	96.2%
	Other service	285	280	98.2%

Downward revision was made in order to adapt to market changes, but we are strategizing to sustain growth through a tactical reassessment

■ Earnings for the First Half of FY3/24

The primary factor was the time required to establish a framework to address the "changes in the market environment."
 - The downsizing of anticipated project scopes and the inability to commence operations as expected for this term
 - With the increase in the number of projects with general biddings, there was a higher-than-expected number of bidders, including those from different industries with some changes in bidding prices.

Reasons for the downward revision	Background	Impact on the initial forecast	
		Net sales	Operating profit
Shortfall in orders	- The number of projects for issuance of the Social Security and Individual Number was greatly lower than expected. - It is anticipated that the commencement of projects related to legislative reform will not occur this term. - Some of the economic measures-related projects saw an increase* in general competitive bidding, leading to both losing bids and a decrease in the contract prices. As a result, the anticipated order volume in the initial forecast was not achieved.	✓	
	Due to the lower-than-expected order volume, particularly in the clerical human resources service business, including the BPO-related business segment, fixed costs increased.		✓
	The anticipated growth for the CRM-related business segment and the office services business segment could not be realized as expected.	✓	
The profitability of certain projects fell below expectations.	The profitability of projects secured through "general competitive bidding" and others fell below expectations.		✓
Investment for adapting to market changes	We actively invested in human and system investments for enhancing competitiveness for projects for both expanding the operational scope with local governments and for business expansion as well as for participating in general competitive bidding projects.		✓

*We have taken some measures to tackle these changes, and the outcomes were seen in or after August.

*Our business strategies will be explained in the following pages.

■ Full-Year Earnings for FY3/24

Goals for strengthening competitiveness and establishing systems for 'double-area expansion' in the first half of the term have been largely completed.
 In the second half, we will continue necessary investments for further business pursuits.
 We consider that FY3/24 is a 'landing space' for ensuring sustained growth in the next term and after.

Reasons for the downward revision	Background	Impact on the initial forecast	
		Net sales	Operating profit
Revision to earning forecast	While we are taking measures to adapt to changes in the market environment, at present, it is anticipated that we would not bridge the gap between the figures estimated at the previous forecasts and the actual results, leading us to revise the forecasts downward.	✓	✓

We are building a structure to meet the diverse needs of our clients, aiming to improve our success rate in winning bids

- In the first half of the term, we expanded our service offerings to be more adaptable and flexible in response to various client procurement methods.
- Furthermore, we have developed a "comprehensive solution-oriented" BPO service acquisition system to address diverse client needs and **continue to implement a 'brush-up'*** to our service in conjunction with our other services.

* Details of the 'brush-up' are in the following pages.



■ Our service range

		[Bidding method] Difficulty level High →		
		General competitive bidding (price competition method)	General competitive bidding (comprehensive evaluation bid method) / designated bidding method	Proposals Competitive bidding (planning competitive method)
1. Standard type	We aim to maintain service quality while pursuing efficiency, allowing us to offer services at a lower price than before.	●	●	
2. Custom-made type	We create and provide custom-made services, designing services to suit the specific needs and proposals from our clients.	●	●	●
3. Comprehensive solution type	We understand the complex and challenging issues faced by our clients and propose and secure new services from our company that address those specific challenges.		●	●

Custom-made type increases as the difficulty and prices go up

Comprehensive solution type increases as the difficulty and prices go up

The 'brushed-up' services, created after revisions to our service range

- We have developed a "comprehensive solution type" BPO service acquisition system and are **brushing it up** in conjunction with our other services.

- 1 We used to focus our sales activities on a "custom-made" approach due to personnel limitations. While the volume of offers exceeded our capacity for accepting projects, we had to selectively choose which orders to accept.
→We aim to enhance our capabilities in expanding our lineup and responding to competitive bidding, which includes increasing our human resources. ('Double-area expansion' - a promotional system is established)
- 2 To enhance competitiveness, particularly in general competitive bidding (price competition method), we aim to further pursue "quality maintenance and efficiency." (Strengthening core talents, promoting digital transformation, improving business design, enhancing personnel development and training programs)

With the above activities, we aim to strengthen our ability to address a wide range of client needs, maintain service quality, and enhance the overall quality of complex and challenging "comprehensive solution-oriented" services.

Furthering the promotion of modularization (business design, etc.) will drive quality improvement and cost optimization, aiming to establish a "we are the only one" position.

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Following the revision of the initial forecast for FY3/24, we will also downwardly revise the medium-term profit plan for the period up to FY3/26

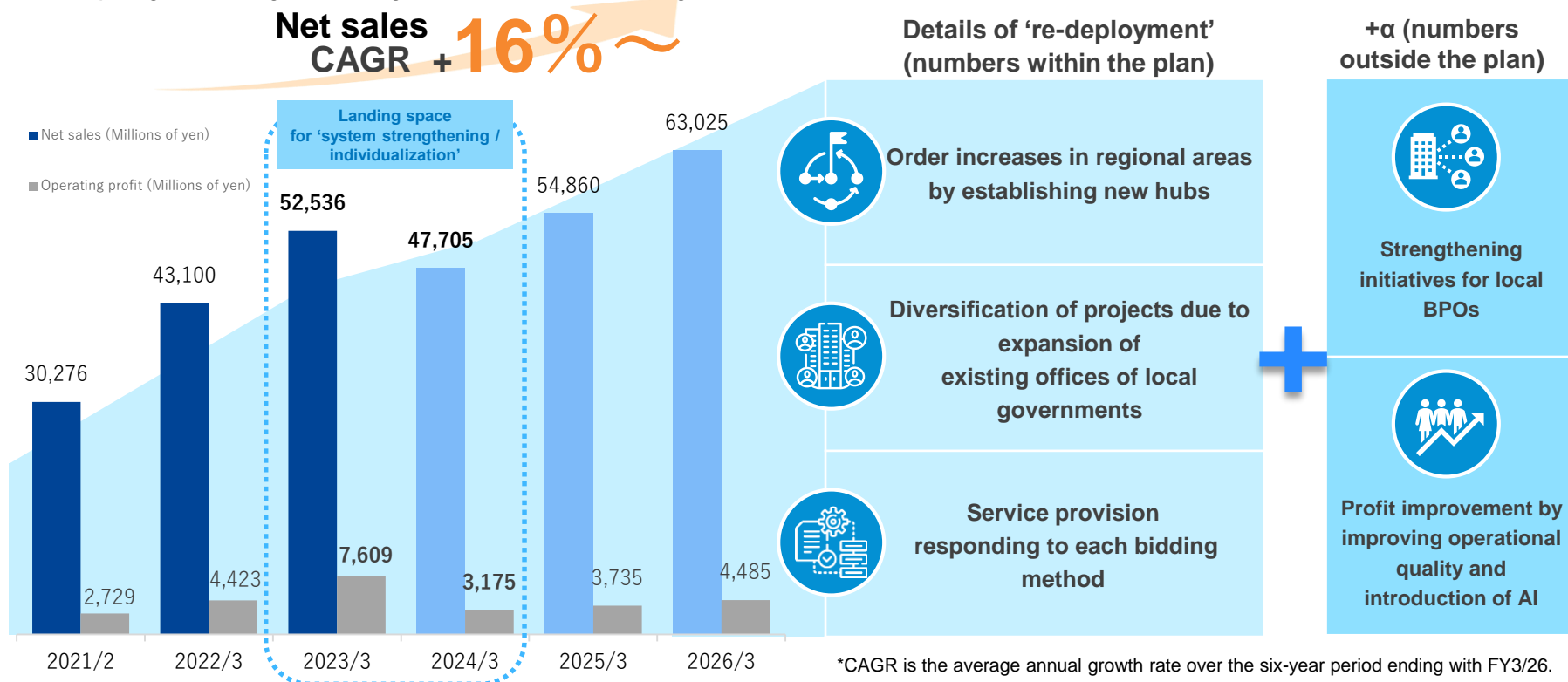
- Due to changes in the market environment in our core BPO-related business, we revised the initial forecast for FY3/24. Consequently, we have also re-evaluated our medium-term profit plan for the period up to FY3/26, aligning them with the market conditions in our BPO-related operations.
- We plan to continue making proactive investments to enhance competitiveness, while achieving sustained growth through the **promotion of "double-area expansion" with local government partners in our operational domains**. (Details of 'Re-deployment' are in the following pages)

(Unit: Millions of yen)

	FY3/24 forecast		FY3/25 plan		FY3/26 plan		
	Before revision	After revision	Before revision	After revision	Before revision	After revision	
Consolidated	Net sales	62,365	47,705	70,755	54,860	80,335	63,025
	Operating profit	7,010	3,175	7,972	3,735	9,384	4,485
	Ordinary profit	7,007	3,177	7,969	3,732	9,381	4,482
	Profit attributable to owners of parent	4,799	2,122	5,434	2,497	6,396	3,003
Sales in each segment	Clerical human resources service business	55,030	40,645	61,885	46,000	69,985	52,695
	Manufacturing human resources service business	7,050	6,780	8,580	8,580	10,050	10,050
	Other services	285	280	290	280	300	280

Growth will be maintained despite the downward revision to the medium-term profit plan

- We will sustain steady growth by strategically implementing our initiatives.
- We aim to "re-deploy" the talent resources and BPO operational knowledge that we have actively pooled **across a wide range of fields and regions**.
- In the medium-term profit plan announced in May 2023, the scheduled "re-deployment" initially planned to implement in FY3/25 has been brought forward. It will now commence from the latter part of the first half of FY3/24 and promote the medium-term profit plan.
- We aim to advance initiatives of "re-deployment" along with additional strategies during the period for the medium-term plan, aspiring to reach greater heights in the medium to long term.

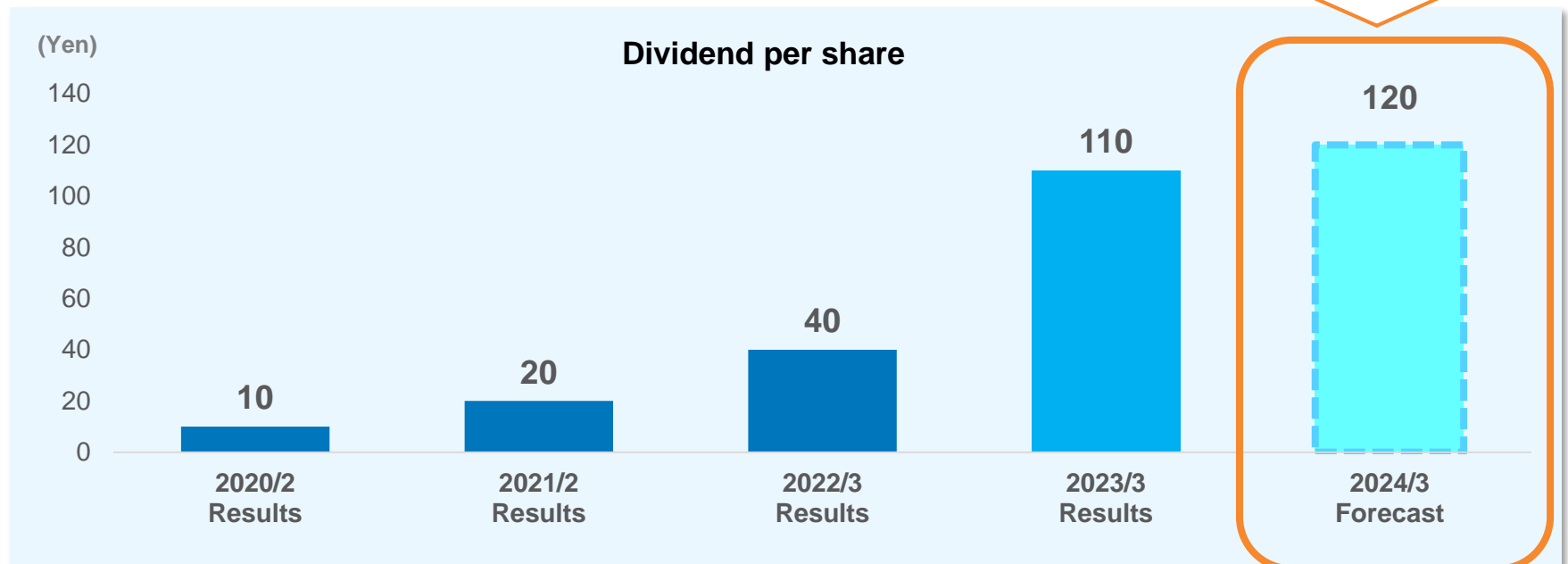


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Based on the fundamental policy of stable dividends, we anticipate a year-end dividend of 120 yen per share for FY3/24

- 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.
- We revised our performance forecast downward; however, the expected year-end dividend for FY3/24 remains unchanged at 120 yen (with an expected dividend payout ratio of 67.1%).
- 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 profit plan**.

We anticipate sustaining the forecast on 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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On October 23, 2023, new branch offices were established in Okayama, Hiroshima, Matsuyama, Kochi, Nagasaki, Miyazaki, and Kagoshima, followed by Tokushima on November 9 and Himeji on November 16, totaling nine branch offices

- For the purpose of increasing the amount of orders in the Kyushu and Chugoku regions, we will strive to streamline our marketing activities and further strengthen our marketing base.
- For the purpose of increasing the amount of orders in central cities and areas surrounding these cities, we will develop bases going forward as well.

Hiroshima Satellite Office



Nagasaki Satellite Office

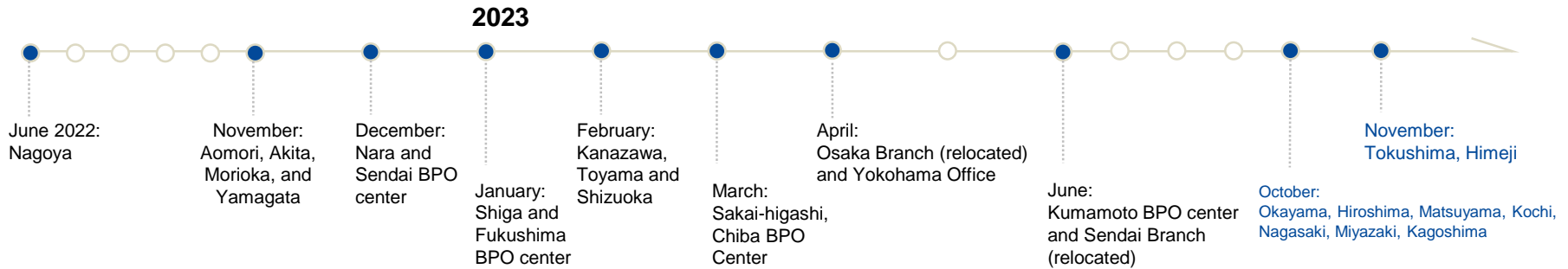


Kagoshima Satellite Office



Satellite office list opened after FY3/23

- For the purpose of increasing the amount of orders in the Kyushu and Chugoku regions, we will strive to streamline our marketing activities and further strengthen our marketing base.
- For the purpose of increasing the amount of orders in central cities and areas surrounding these cities, we will continue to develop bases going forward as well.



List of head office, branches, sales offices, satellite offices and BPO centers

- Head Office
- Sapporo branch
- Sendai branch
- Osaka Branch
- Fukuoka branch
- Okinawa branch
- Yokohama office
- Aomori Satellite Office
- Morioka Satellite Office
- Akita Satellite Office
- Yamagata Satellite Office
- Makuhari Satellite Office
- Toyama Satellite Office
- Kanazawa Satellite Office
- Shizuoka Satellite Office
- Nagoya Satellite Office
- Shiga Satellite Office
- Kyoto Satellite Office
- Sakai-higashi Satellite Office
- Nara Satellite Office
- Himeji Satellite Office **NEW**
- Okayama Satellite Office **NEW**
- Hiroshima Satellite Office **NEW**
- Tokushima Satellite Office **NEW**
- Matsuyama Satellite Office **NEW**
- Kochi Satellite Office **NEW**
- Nagasaki Satellite Office **NEW**
- Miyazaki Satellite Office **NEW**
- Kagoshima Satellite Office **NEW**
- Sendai BPO Center
- Fukushima BPO Center
- Chiba BPO Center
- Yokohama Kannai BPO Center
- Osaka Yodoyabashi BPO Center
- Kobe BPO Center
- Kumamoto BPO Center

Partner agreement was concluded in October 2023 with Yamatotakada City (Nara Prefecture) on the Insurance Medical Care Department

- We concluded a partner agreement in October 2023 with Yamatotakada City (Nara Prefecture) on the Insurance Medical Care Department. With the conclusion of the agreement, we will promote BPR and boost their work efficiency at Yamatotakada City offices.
- Through this initiative, we aim to accumulate knowledge and expertise in our Insurance Medical Care Department and strengthen our sales operations.



Selected as a component stock of the JPX-Nikkei Mid and Small Cap Index for the third consecutive year

- Careerlink was selected in 2023 as a constituent stock of the JPX-Nikkei Mid and Small Cap Index for the third consecutive year.
 - The JPX-Nikkei Mid and Small Cap Index is based on the concept of the JPX Nikkei Index 400, in which companies that are highly attractive to investors are selected as constituent stocks, and applied to mid and small cap companies. In addition to selecting companies that make efficient use of capital and manage their businesses with investors in mind, the index aims to spread and promote this awareness among a wider range of companies.
 - We will continue to strive to enhance our corporate value to meet our stakeholders' expectations.
- * For details on the JPX-Nikkei Mid and Small Cap Index, please see the Tokyo Stock Exchange website.

<https://www.jpx.co.jp/markets/indices/jpx-nikkei400/01.html>

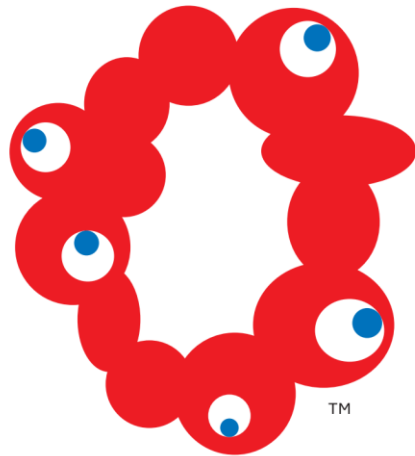


JPX-NIKKEI Mid Small

Selected in 2021, 2022, and 2023

Signed a contract for public relations and promotion of the 2025 World Exposition in Japan (Osaka Expo)

- Careerlink Co., Ltd. (Headquarters: Shinjuku-ku, Tokyo; President: Motoaki Narisawa) has officially become a Bronze Partner and co-sponsor of the Osaka Expo 2025, to be held by the Japan Association for the 2025 World Exposition.
- We will support the Osaka Expo by pursuing our corporate philosophy, “We believe the joy of work,” toward the realization of the Expo’s theme, “Designing future society for our lives.”



OSAKA, KANSAI, JAPAN

EXPO
2025

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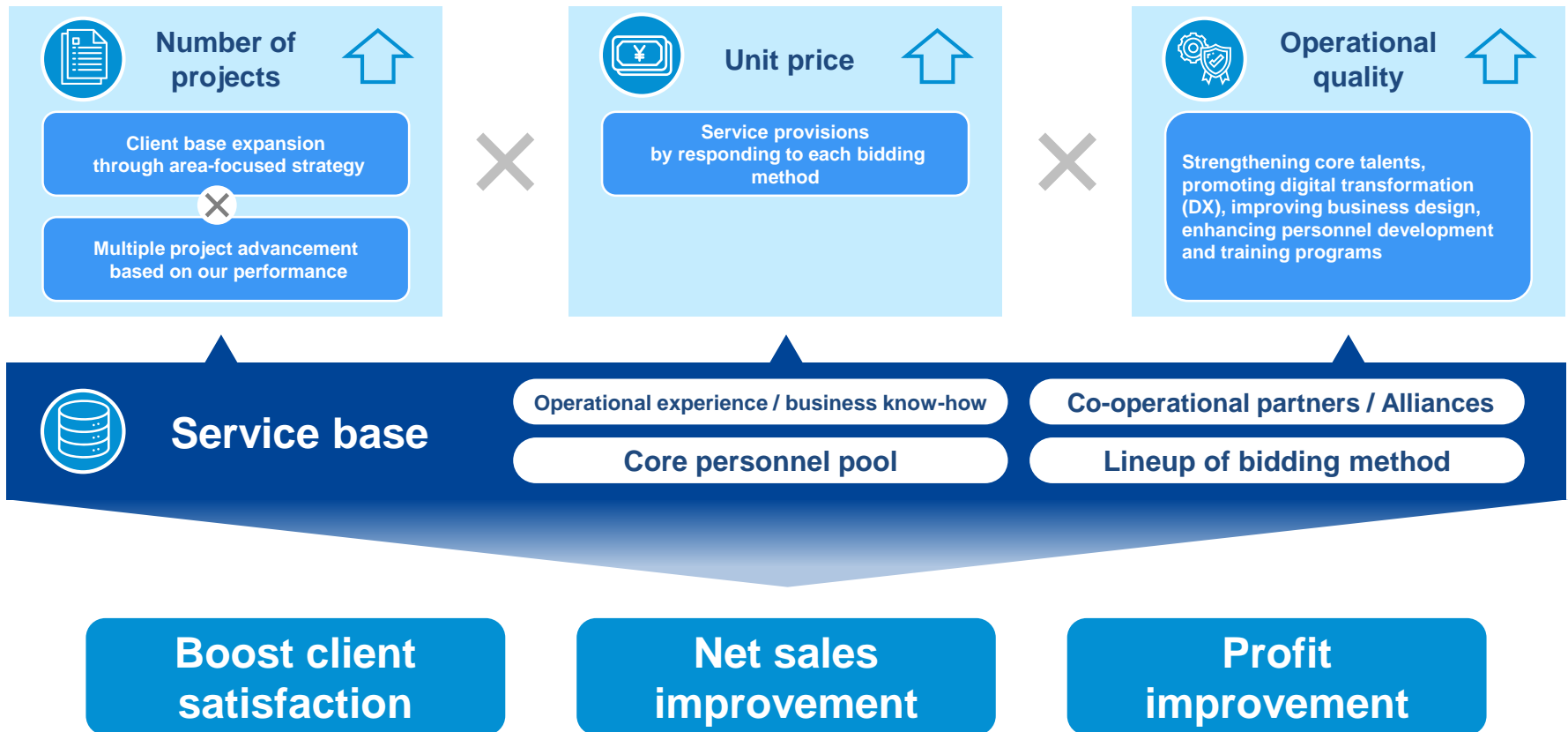


Japan Association for the 2025 World Exposition website: <https://www.expo2025.or.jp/en/>

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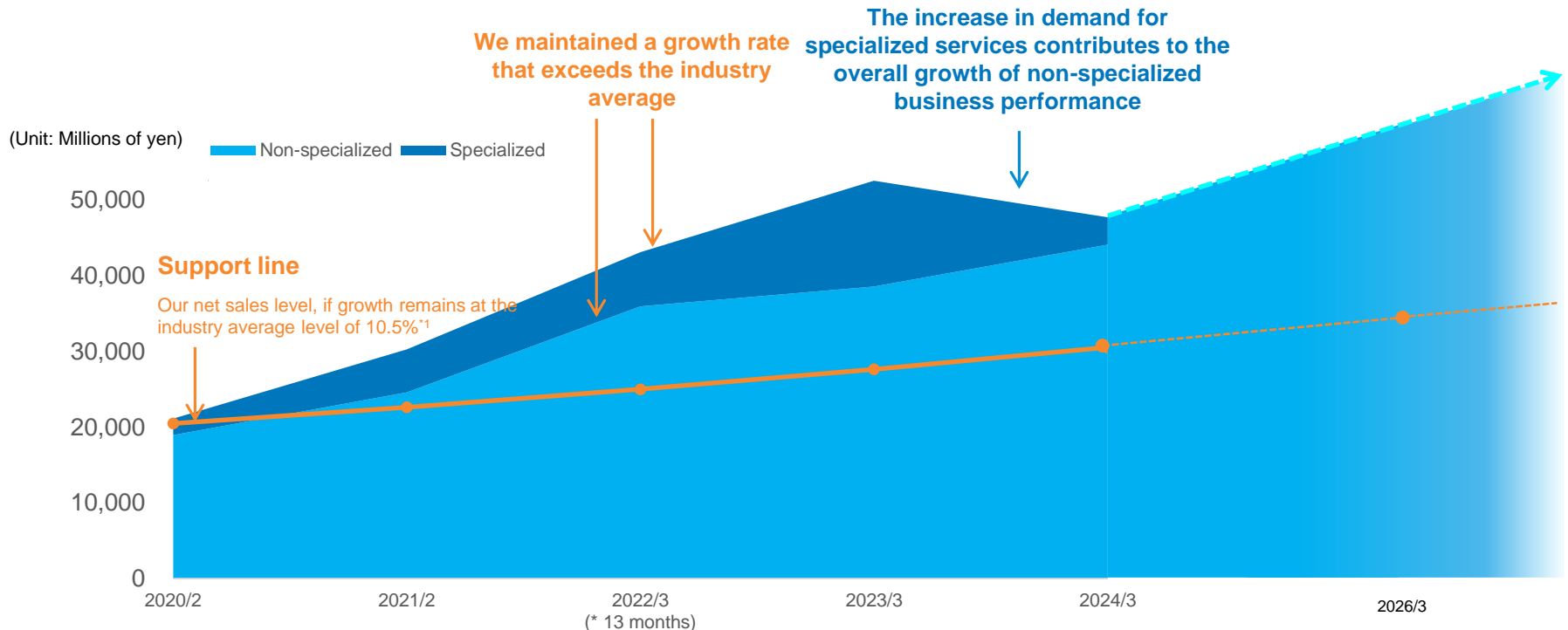
Challenging the competition with a comprehensive approach deploying multifaceted strategies

- 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.



Leveraging next growth opportunities by surpassing industry averages in performance growth

- We perceive the surge in special demands as an opportunity for regional expansion. Through strategic investments, we have achieved industry-leading performance growth over the past three years, surpassing industry averages.
- Completing special-demand tasks to address client needs contributes significantly to our company. It leads to establishing relationships with clients, acquiring new clients, and is considered as crucial "savings" for building and expanding our service base including past performance, expertise, collaborations, and core talents. We have leveraged these "savings" to fuel our growth and expand into future opportunities.



*1. Average three-year CAGR calculated based on revenue data for the HR industry market from Nikkei Value Search (survey conducted in July, 2023)

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

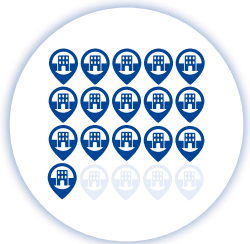
- We will increase the number of local governments with which we have transactions and the size of those transactions and maintain them by promoting the wide-area deployment of BPO in local governments and acquisition of multiple projects.
- We will promote strengthening of quality control, recruitment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

Number of municipalities with which we have transactions* (Prefectures/municipalities)

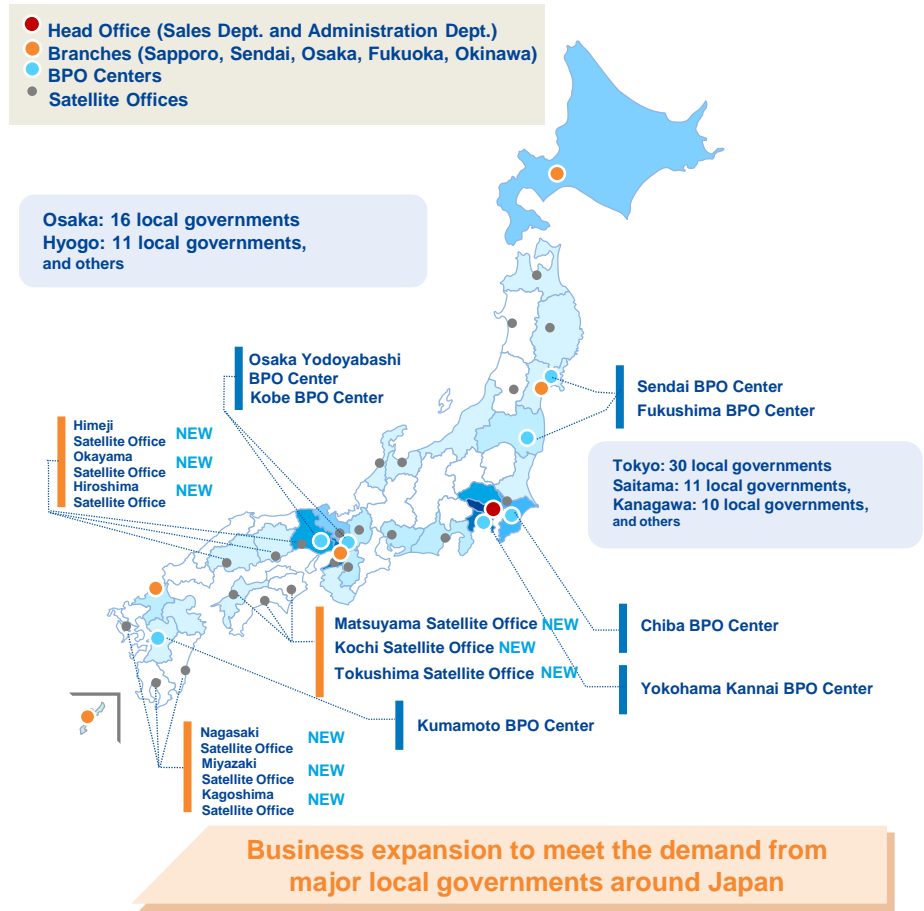


* Number of local governments with which we have transactions in the clerical human resources service business overall
 * Including subcontractors

Among 20 government-designated cities,



16 cities are our partner



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
- Nursing care insurance-related operations



- Latter-stage elderly healthcare system-related operations
- Designated intractable disease medical care-related operations
- Taxation-related operations
- Social Security and Individual Number promotion operations
- Social Security and Individual Number Point-related operations
- Business trip application support
- Bank transfer scam prevention operations
- RPA operation support operations
- ICT support operations
- 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



- 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
- Disability and welfare-related operations
- Welfare-related consultation center operations
- Operations supporting smartphone distributions for seniors
- Elderly support operations
- Test support operations
- License office operations
- BPR support operations
- School support-related operations



Net sales image of BPO-related business segment in the medium-term profit 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	
Annual plan	FY3/24	145 ^{*1}	84 ^{*2}	1.5 ^{*3}	18,148	204 ^{*4}	60 ^{*5}	12,228	30,376	60%
	FY3/25	122	98	1.9	22,191	206	60	12,396	34,587	64%
	FY3/26	107	111	2.3	27,189	207	60	12,426	39,615	69%

- *1: Estimate for average contract amount of local government BPO projects (excluding spot transactions) (Reference: Average contract amount excluding spot transactions in FY3/23: 246 million yen)
- *2: Forecast of the number of local governments in a single fiscal year [$\hat{=} < (\text{expected number of local governments with which we had transactions in the previous term} \times \text{repeat rate of } 90\%) + \text{expected increase in number of local governments} > \times (1 - \text{spot ratio})]$
- *3: Forecasted multiple project multiplier
- *4: Estimate for average contract amount of BPO projects for private companies (Reference: Average contract amount excluding spot transactions in FY3/23: 222 million yen)
- *5: Forecast of the number of BPO projects from private companies (56 in FY3/23)

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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