



Financial Results for FY3/26

Careerlink Co., Ltd. (6070)
Monday, May 25, 2026

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.



- 01 Summary of Financial Results for FY3/26**
- 02 Full-Year Earnings Forecast for FY3/27**
- 03 Medium-Term Management Plan**
- 04 Shareholder Return**
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Net sales

44.64

billion yen

Y/y Change +10.5%

Operating profit

3.89

billion yen

Y/y Change +44.6%

Operating profit to net sales

8.7%

Y/y Change +2.0pt

Number of orders for BPO projects

240 Projects

Y/y Change +13.7%

Number of local governments
with which we have transactions

206

vs. previous
fiscal year-end+5.6%

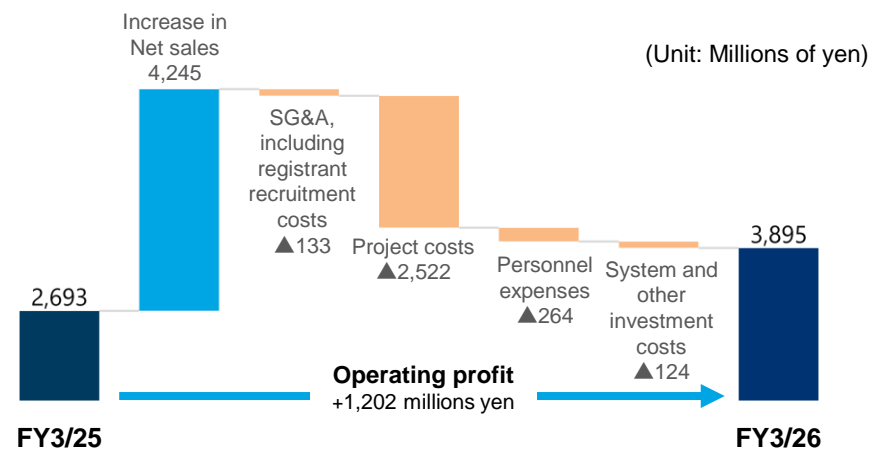
Net sales increased 10.5% and operating profit rose 44.6%, driven primarily by the strong performance of the core BPO-related business

(Unit: Millions of yen)

	FY3/25 Results	FY3/26 Results	Y/y Change
Consolidated	Net sales (100%)	40,397 (100%)	110.5%
	Operating profit (6.7%)	2,693 (6.7%)	144.6%
	Ordinary profit (6.7%)	2,700 (6.7%)	145.0%
	Profit attributable to owners of parent (4.5%)	1,829 (4.5%)	141.5%

Consolidated net sales for the fiscal year ended March 31, 2026 increased by 10.5% year on year to ¥44.64 billion. Although there was a reduction in the scale of large-scale private-sector BPO projects that had been in operation in the previous fiscal year, order volume remained strong in the core BPO-related business for local governments and in the manufacturing human resources services business.

In terms of profit, although personnel expenses and investments in systems and other areas increased in connection with business expansion and the diversification of operations, operating profit increased by 44.6% year on year to ¥3.89 billion, due to the efficient management of received orders and cost reductions, including recruitment-related expenses.



Highlight of Performance for FY3/26

(Unit: Millions of yen)

Each segment	FY3/25 Results	FY3/26 Results	Y/y Change	
Clerical human resources	Net sales	32,582	35,534	109.1%
	Segment profit	2,398 (7.4%)	3,517 (9.9%)	146.6%
Manufacturing human resources	Net sales	7,531	8,855	117.6%
	Segment profit	256 (3.4%)	353 (4.0%)	138.0%
Other	Net sales	283	252	89.1%
	Segment profit	38 (13.5%)	24 (9.5%)	62.9%

BPO-related business segment

- Regarding transactions with local governments, in addition to expanding order volume for projects related to social security and tax numbers, we worked to expand the scope of orders centered on long-term contracts for various counter operations at local governments, while also focusing on securing orders for short-term projects related to the amendment to the Family Registration Act, thereby concentrating on increasing orders from existing local government clients.
- Furthermore, with respect to transactions with private enterprises, order volume progressed steadily for projects with central government agencies as end clients through major BPO operators, as well as for large-scale field operation projects from financial institutions. As a result, net sales in the BPO-related business segment increased by 11.5% year on year.

CRM-related business segment

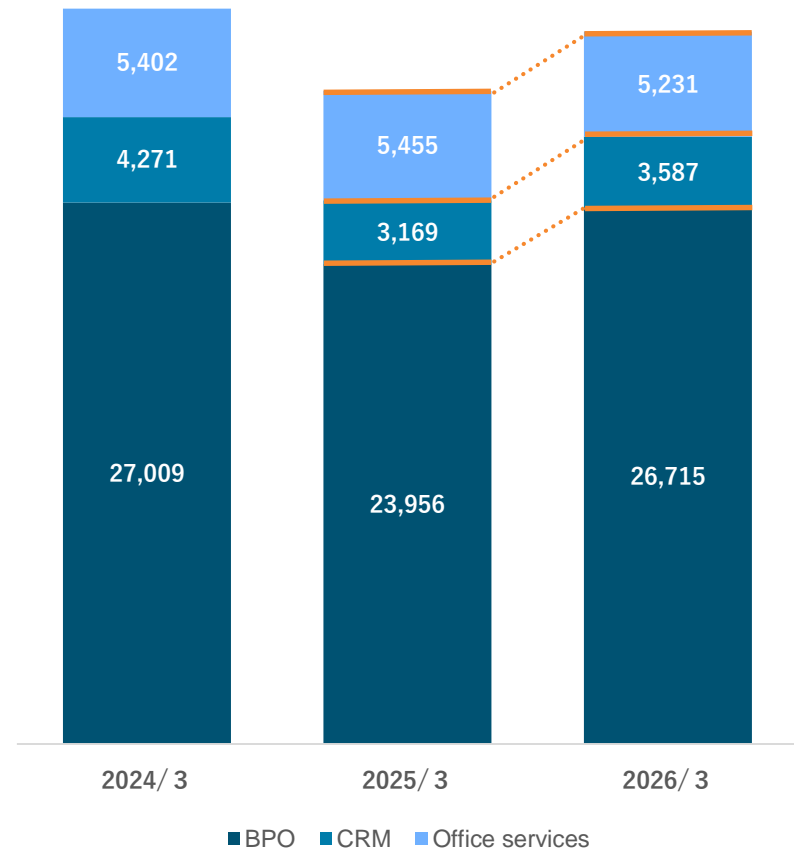
- Although large-scale projects in the Tokyo metropolitan area that had been in operation in the previous fiscal year were concluded, net sales increased by 13.2% year on year due to the expansion of order volume for worker dispatch projects at call centers for private enterprises through existing clients at local branch offices.

Office services business segment

- Orders for projects for local governments remained steady, and order volume from existing clients for private enterprises also progressed steadily in the Tokyo metropolitan area and at local branch offices.
- On the other hand, due to the downsizing of new NISA projects for financial institutions, as well as the downsizing and conclusion of short-term worker dispatch projects for local governments and public corporations associated with local governments, net sales in the general office administration business segment decreased by 4.1% year on year.

Variation and breakdown in net sales of clerical human resources service

(Unit: Millions of yen)

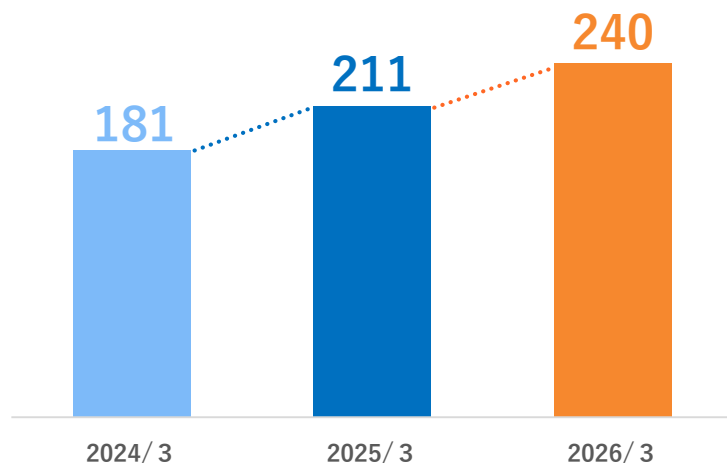


KPI : Variation in the number of orders for BPO projects and number of local governments with which we have transactions

- The actual number of orders for BPO projects was 240, representing a 13.7% increase compared to the same period last year.
- As a result of proactively pursuing orders for projects related to social security and tax numbers, projects related to the amendment to the Family Registration Act, and long-term contracts including various counter operations, the number of local government clients increased by 5.6% year on year to 206, leading to an expansion of the Company's business foundation.

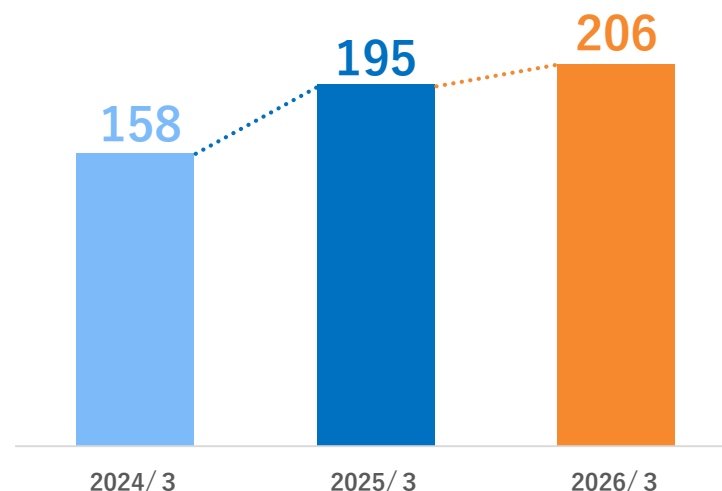
Variation in the number of BPO projects

(Unit: Projects)



Number of local governments with which we have transactions

(Unit: Number of Local Governments)



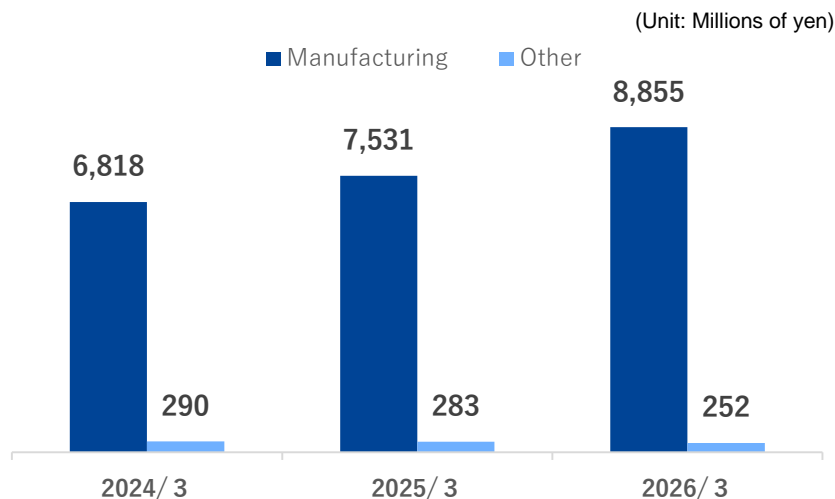
Manufacturing human resources service business saw growth in sales and profit

- In the food processing category, at some clients, order volume decreased due to the downsizing and conclusion of dispatch projects associated with reduced production, as well as a shift from worker dispatch to direct employment. However, order volume remained steady due to expanded orders from existing clients, particularly manufacturers of seasonings and frozen foods, as well as orders from new clients in areas such as health food manufacturing and contract projects for agricultural product processing
- In the manufacturing and processing category, order volume progressed steadily, primarily due to large-scale government policy-related dispatch projects from a housing equipment manufacturing client, in addition to expanded orders from existing clients in areas such as comprehensive electrical equipment manufacturing and housing equipment manufacturing, as well as orders from new clients in fields including packaging materials manufacturing and electronic component manufacturing.
- In terms of profit, in addition to actively implementing increases in dispatching fees, we made efforts to reduce costs, including recruitment-related expenses, and pursued higher operational efficiency, resulting in an increase in profit.

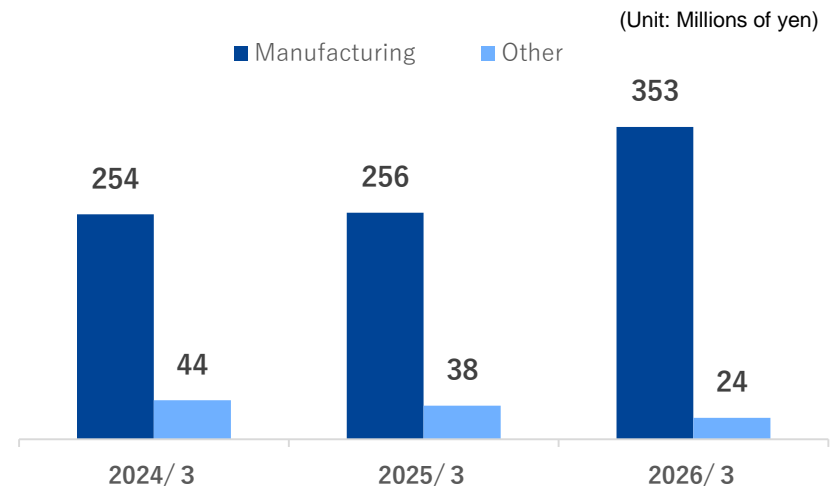
Other saw a decrease in sales and profit

- Due to a decrease in the number of personnel, as well as factors such as organizational changes at clients, both net sales and profit decreased year on year.

Manufacturing human resources service and others Net sales trends



Manufacturing human resources service and others Operating profit trends



	FY3/24	FY3/25	FY3/26	
	Amount (millions of yen)	Amount (millions of yen)	Amount (millions of yen)	Change from the previous period (millions of yen) and the ratio (%)
Net sales	43,791	40,397	44,642	4,244 10.5%
Clerical human resources service business (% of sales)	36,682 83.8%	32,582 80.7%	35,534 79.6%	2,952 9.1%
BPO-related business segment (% of sales)	27,009 61.7%	23,956 59.3%	26,715 59.8%	2,758 11.5%
CRM-related business segment (% of sales)	4,271 9.8%	3,169 7.8%	3,587 8.0%	417 13.2%
Office services business segment (% of sales)	5,402 12.3%	5,455 13.5%	5,231 11.7%	(224) (4.1%)
Manufacturing human resources service business (% of sales)	6,818 15.6%	7,531 18.6%	8,855 19.8%	1,323 17.6%
Other (% of sales)	290 0.7%	283 0.7%	252 0.6%	(30) (10.9%)
Operating profit (operating margin)	3,279 7.5%	2,693 6.7%	3,895 8.7%	1,201 44.6%
Ordinary profit (ordinary profit margin)	3,280 7.5%	2,700 6.7%	3,915 8.8%	1,214 45.0%
Profit attributable to owners of parent (net income margin)	2,201 5.0%	1,829 4.5%	2,588 5.8%	759 41.5%

		FY3/25	FY3/26		
		Amount (millions of yen)	Amount (millions of yen)	Change from the end of the previous term (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	Current assets	18,288 92.0%	20,853 92.7%	2,564	Software: (166) Notes and accounts receivable-trade, and contract assets: +2,026 Cash and deposits: +592
	Non-current assets	1,589 8.0%	1,648 7.3%	59	
	Total assets	19,878 100%	22,501 100%	2,623	
	Current liabilities	4,353 21.9%	5,981 26.6%	1,627	Long term borrowings (including current portion of long-term borrowings): (158) Accrued consumption taxes: +576 Income taxes payable: +482 Accounts payable-other: +282
	Non-current liabilities	612 3.1%	507 2.3%	(105)	
	Total liabilities	4,965 25.0%	6,488 28.8%	1,522	
	Total net assets	14,912 75.0%	16,013 71.2%	1,100	
Total liabilities and net assets		19,878 100%	22,501 100%	2,623	

		FY3/25	FY3/26	
		Amount (millions of yen)	Amount (millions of yen)	Major factors in increase/decrease (Amounts are in millions of yen)
	Cash flow from Operating activities	2,710	2,548	Increase in trade receivables and contract assets: (2,026) Income taxes paid: (861) Profit before income taxes: +3,797 Increase in accounts payable – other: +257
	Cash flow from Investing activities	(129)	(275)	Proceeds from lease and guarantee deposits: +86 Purchase of property, plant and equipment and intangible assets: (195) Payments of leasehold and guarantee deposits: (127)
	Free cash flow	2,580	2,273	
	Cash flow from financing activities	(1,785)	(1,681)	Proceeds from long-term borrowings: +100 Dividends paid: (1,425) Repayments of long term borrowings: (258)
	Change in cash and cash equivalents	795	592	
	Cash and cash equivalents at the beginning of the term	9,928	10,724	
	Cash and cash equivalents at the end of the term	10,724	11,316	

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Planning for a 10.0% increase in net sales and a 5.1% increase in operating profit

- We will continue to expand and strengthen our transaction base, primarily for our BPO-related business in the clerical human resource services business, which is our mainstay, during the next fiscal year.
- In addition, in order to further strengthen our transaction base with local governments, we will work on strengthening our operational structures through the deployment of specialist personnel and make growth investments in AI-related and other areas.

(Unit: Millions of yen)

	FY3/26 Results	FY3/27 Forecast	Increase/decrease rate
Consolidated	Net sales	44,642	+10.0%
	Operating profit	3,895	+5.1%
	Ordinary profit	3,915	+5.0%
	Profit attributable to owners of parent	2,588	+8.5%
Sales in each segment	Clerical human resources	35,534	+10.8%
	Manufacturing human resources	8,855	+7.3%
	Other	252	△8.3%

Clerical human resources service business

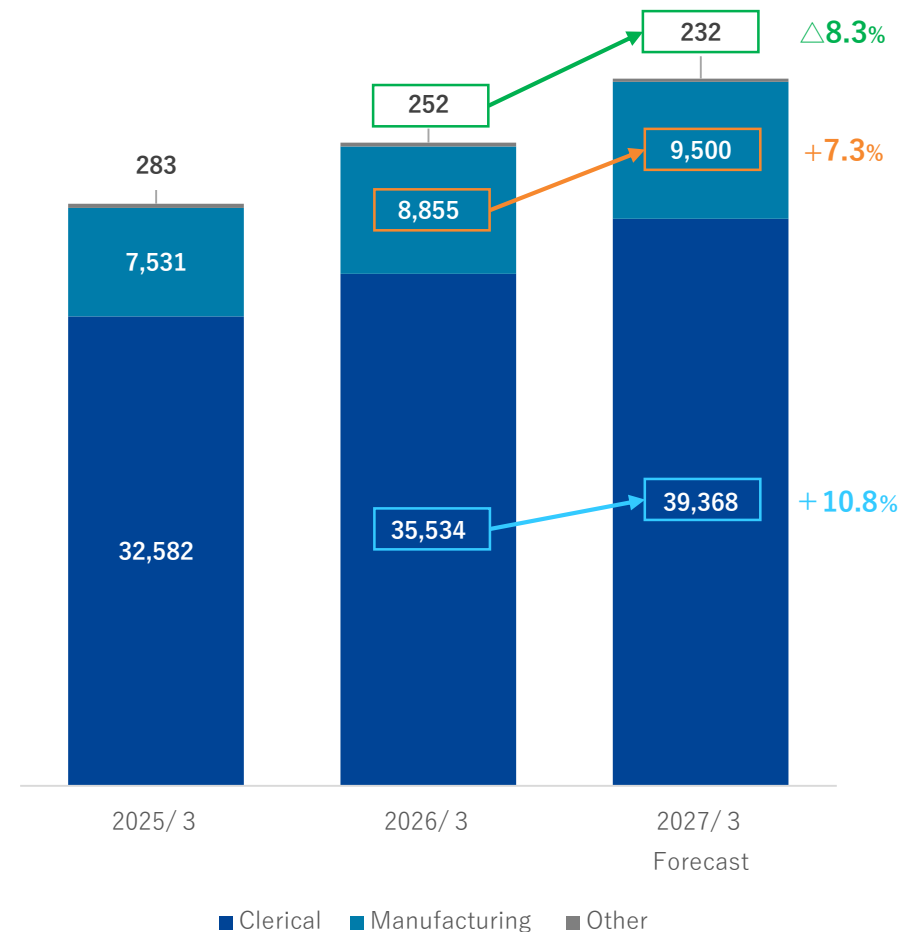
- In the core BPO-related business, we will focus on expanding operational domains and promoting the acquisition of long-term projects for local governments in order to strengthen our transaction base.
- With respect to private enterprises, we will continue to pursue the development of new clients, the expansion of operational domains, and new business development in parallel.
- We will strengthen our operational structures to improve client satisfaction, business operations, and quality, and will make proactive investments and deploy specialist personnel in order to enhance operational efficiency through the introduction of AI and other IT-related technologies.

Manufacturing human resources service business

- In both the food processing category and the manufacturing and processing category, order volume from clients continues to trend upward, and we will promote the expansion of orders from existing clients while also developing new business partners.
- In addition to expanding task undertaking and recruitment services and entering into new business areas, we plan to increase the number of our sales offices, and therefore expect an increase in net sales.

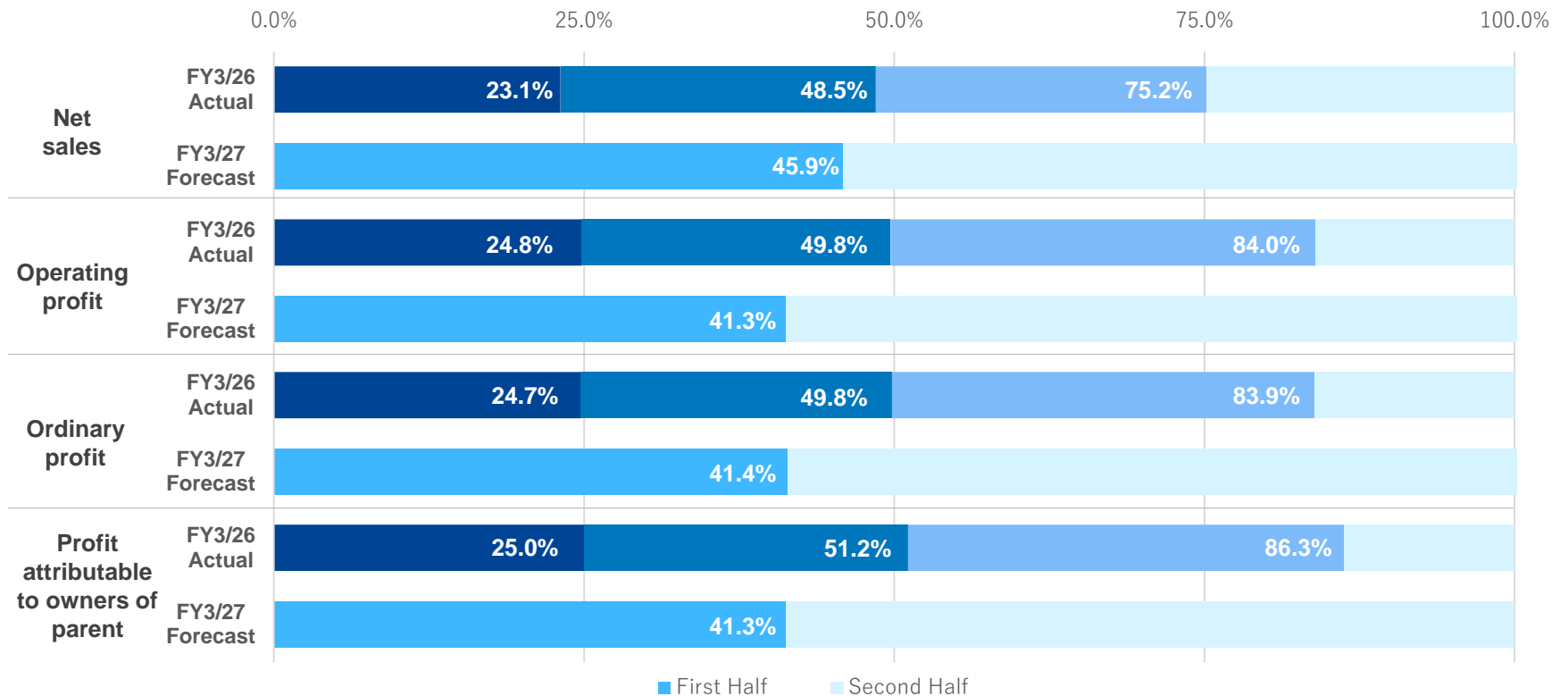
Variation in sales in each segment

(Unit: Millions of yen)



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.
- As in previous years, for BPO projects received during the fiscal year, the operating period is expected to be longer in the second half than in the first half. In addition, in terms of profit, initial setup costs associated with the launch of projects are expected to be concentrated in the first half, resulting in a plan weighted toward the second half.



*In the fiscal year ended March 31, 2026, profit levels in the first half and second half were generally at the same level due to an increase in second-half costs associated with IT investments and other factors.

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The Medium-Term Management Plan for the period up to FY3/29

- This Medium-term Management Plan is primarily focused on strengthening the foundation for sustainable growth with a view toward further expansion from the fiscal year ending FY3/30 onward. We position the fiscal year ending FY3/27 as a period for business expansion, while the fiscal years ending FY3/28 and FY3/29 are designated as periods for developing the foundation for the next stage of growth.
- In light of the uncertain economic environment both in Japan and overseas, the plan places emphasis on achievability.
- We plan for a three-year compound annual growth rate (CAGR) of approximately 6.7% in net sales and around 5.1% in operating profit.

(Unit: Millions of yen)

	FY3/26 Results	FY3/27 Forecast	Y/y increase/ decrease rate	FY3/28 Plan	Y/y increase/ decrease rate	FY3/29 Plan	Y/y increase/ decrease rate
Net sales	44,642	49,100	+10.0%	51,626	+5.1%	54,290	+5.2%
Operating profit	3,895 (8.7%)	4,095 (8.3%)	+5.1%	4,305 (8.3%)	+5.1%	4,527 (8.3%)	+5.2%
Ordinary profit	3,915 (8.8%)	4,110 (8.4%)	+5.0%	4,320 (8.4%)	+5.1%	4,542 (8.4%)	+5.1%
Profit attributable to owners of parent	2,588 (5.8%)	2,810 (5.7%)	+8.5%	2,953 (5.7%)	+5.1%	3,104 (5.7%)	+5.1%

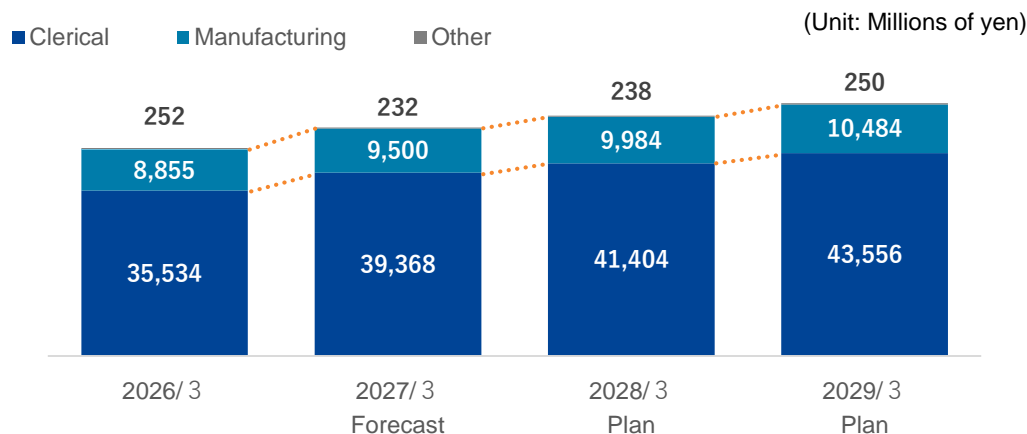
Consolidated

Sales plan in each segment

- We plan to achieve a three-year CAGR in net sales of 7.0% in the clerical human resources services business and 5.8% in the manufacturing human resources services business.

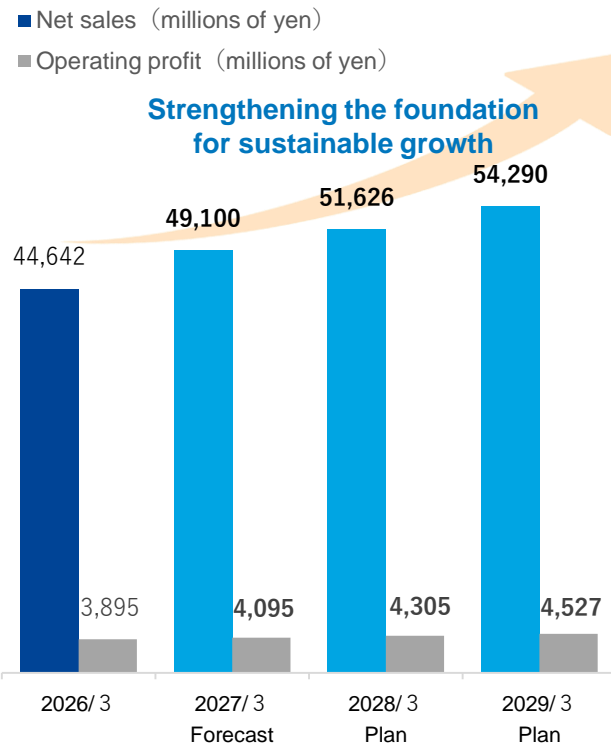
(Unit: Millions of yen)

	FY3/26 Results	FY3/27 Forecast	FY3/28 Plan	FY3/29 Plan
Sales in each segment				
Clerical human resources	35,534	39,368	41,404	43,556
Manufacturing human resources	8,855	9,500	9,984	10,484
Other	252	232	238	250

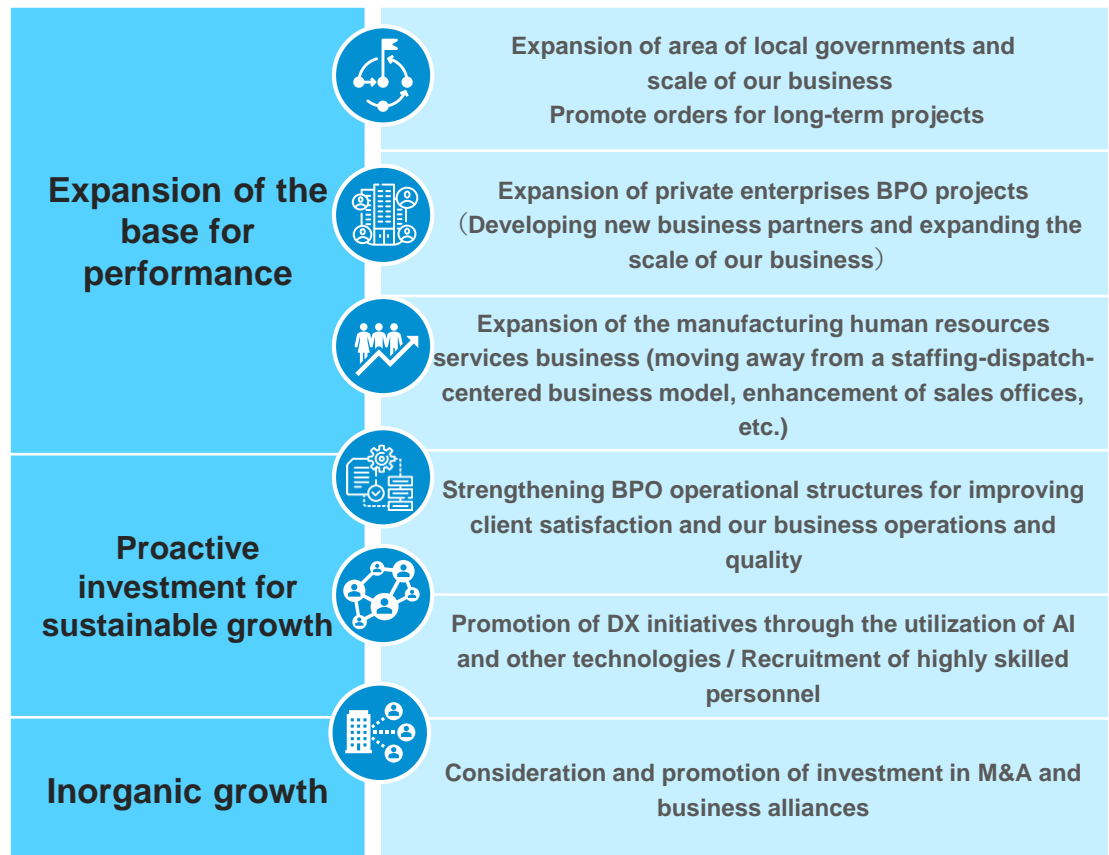


Identify key priorities in response to the business environment and work toward achieving numerical targets

- During the period of the Medium-term Management Plan, we will continue to make proactive investments to strengthen the foundation for future sustainable growth.



Medium-term growth strategy and priority measures

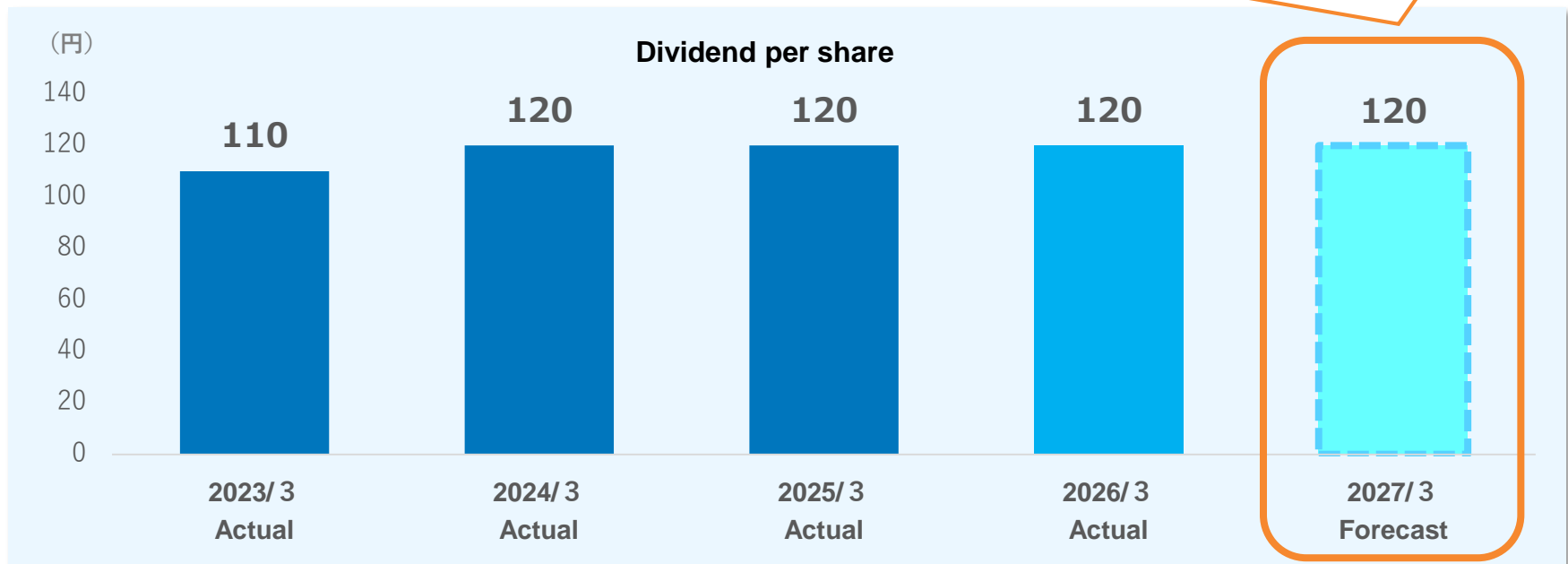


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Based on the fundamental policy of stable dividends, we anticipate a year-end dividend of 120 yen per share for FY3/27

- 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 FY3/27 is at 120 yen (with an expected dividend payout ratio of 50.7%).
- 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"

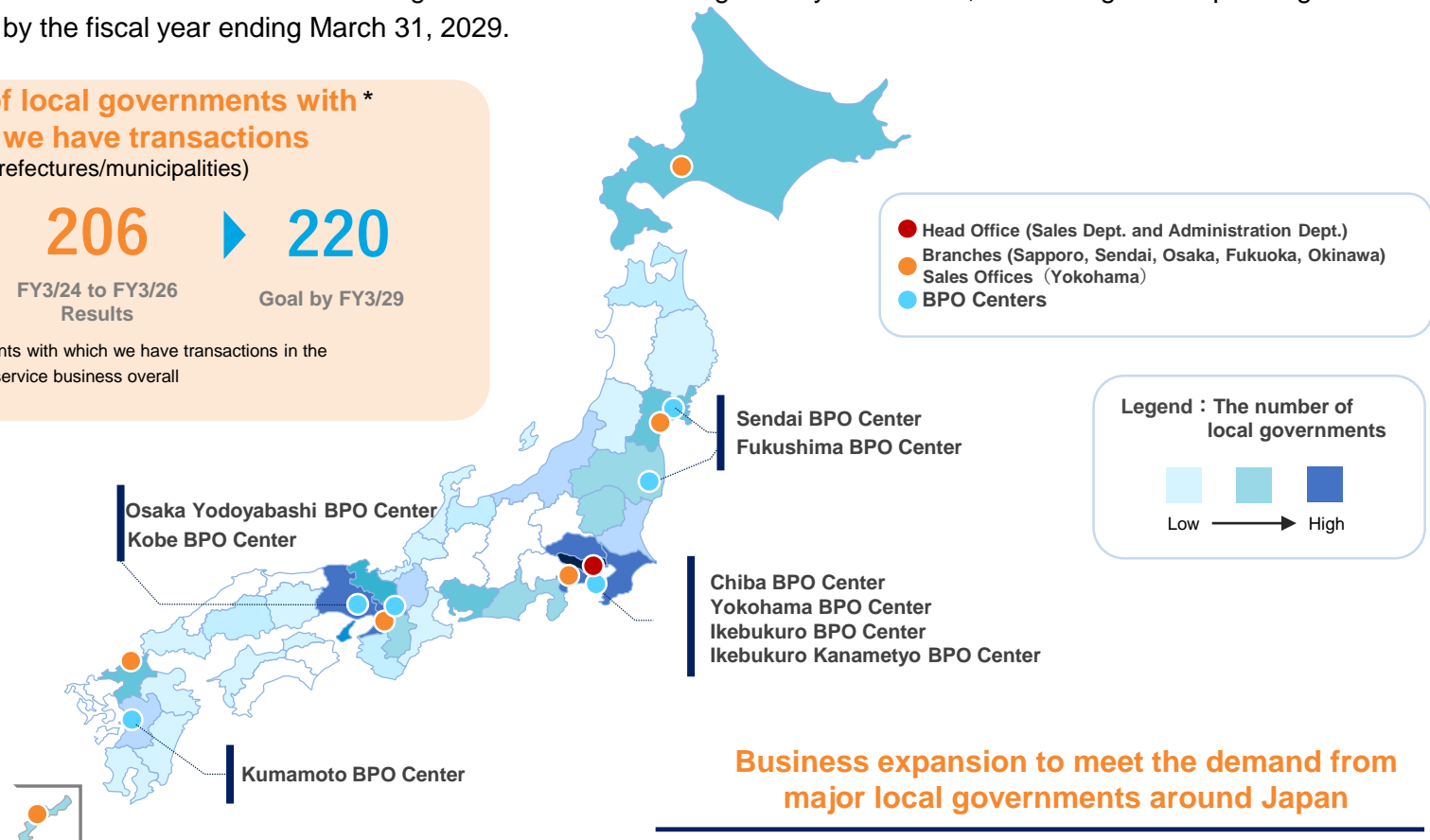
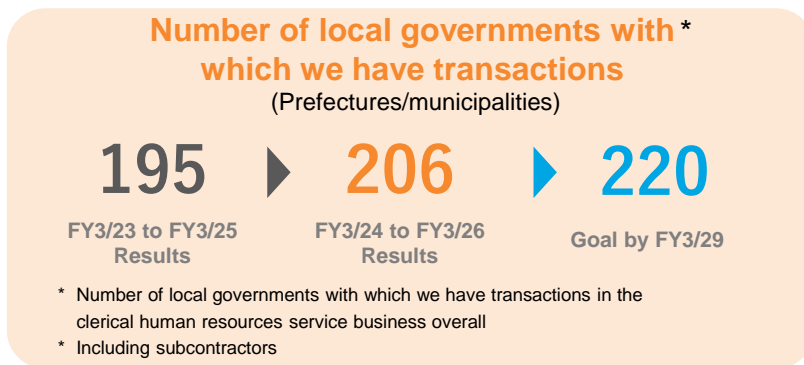
(Unit: Millions of yen)	Local governments (a)				Private companies (b)			Overview of BPO sales (a) + (b)	
	Unit price	Number of local government projects	Multiple project indicator	Total BPO sales	Unit price	Number of projects	Total BPO sales	Ratio of local government sales to BPO sales	
FY3/25	87 <small>*1</small>	100 <small>*2</small>	1.5	12,726	173	65	11,230	23,956	53%
FY3/26	94	95	1.7	15,219	146	79	11,496	26,715	57%

- The BPO sales for FY3/2026 were 15.2 billion yen for local governments and 11.4 billion yen for private enterprises.
- For local governments, although the number of projects decreased slightly, total BPO net sales exceeded the previous year due to an increase in the average unit price per project and an improvement in the multiple-project index. For private enterprises, although the average unit price declined due to the conclusion of large-scale projects, total net sales exceeded the previous year as the number of projects increased year on year.

*1 : Calculated as the average sales value per project *2. Except subcontracting projects through BPO providers from local governments (including Private enterprises (b))

Number of local governments with which we have transactions

- The number of local governments with which we have transactions for FY3/26 was 206.
- From the fiscal year ending March 31, 2027 onward, we assume a certain level of decrease, as welfare-related projects with prefectural governments that arose temporarily during the COVID-19 pandemic are expected to be excluded from the scope of recording.
- On the other hand, through the development of new clients and the expansion of transactions with existing local government clients, we expect to maintain the number of local government clients and gradually increase it, recovering and expanding to approximately 220 by the fiscal year ending March 31, 2029.



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.
- We will expand alliance partnerships with leading companies in each area in addition to business operations by ourselves.

Main achievements in local governments projects



- Counter-related operations at citizen's section
- Counter-related operations for general inquiries
- Municipality facility administration operations
- Census-related operations
- Operations related to immigration and quarantines
- Residency status-related operations
- Passport issuance operations
- Civil registration-related administrative services
- Administrative operations for health checkups
- Immunization-related operations
- Childbirth and childcare-related operations
- Childcare and nursing care personnel support operations
- Operations related to various benefits for childcare
- Nationwide free school lunch operations
- National pension and employee pension-related operations
- National health insurance-related operations
- Taxation-related operations
- Nursing care insurance-related operations



- Latter-stage elderly healthcare system-related operations
- Elderly support operations
- Designated intractable disease medical care-related operations
- Disability and welfare-related operations
- Individual Number issuance desk operations
- Social Security and Individual Number promotion operations
- Social Security and Individual Number Point-related operations
- Individual Number Business trip application support
- Garbage collection center reception operations
- Election-related operations
- Dispatch of substitutes when staff members take a leave
- Public assistance-related operations (including health support for protected persons)
- Zero carbon promotion measure operations
- Job seeker support operations
- ICT support operations
- Operations related to various benefits for economic measures
- Childrearing support-related operations
- SME support-related operations

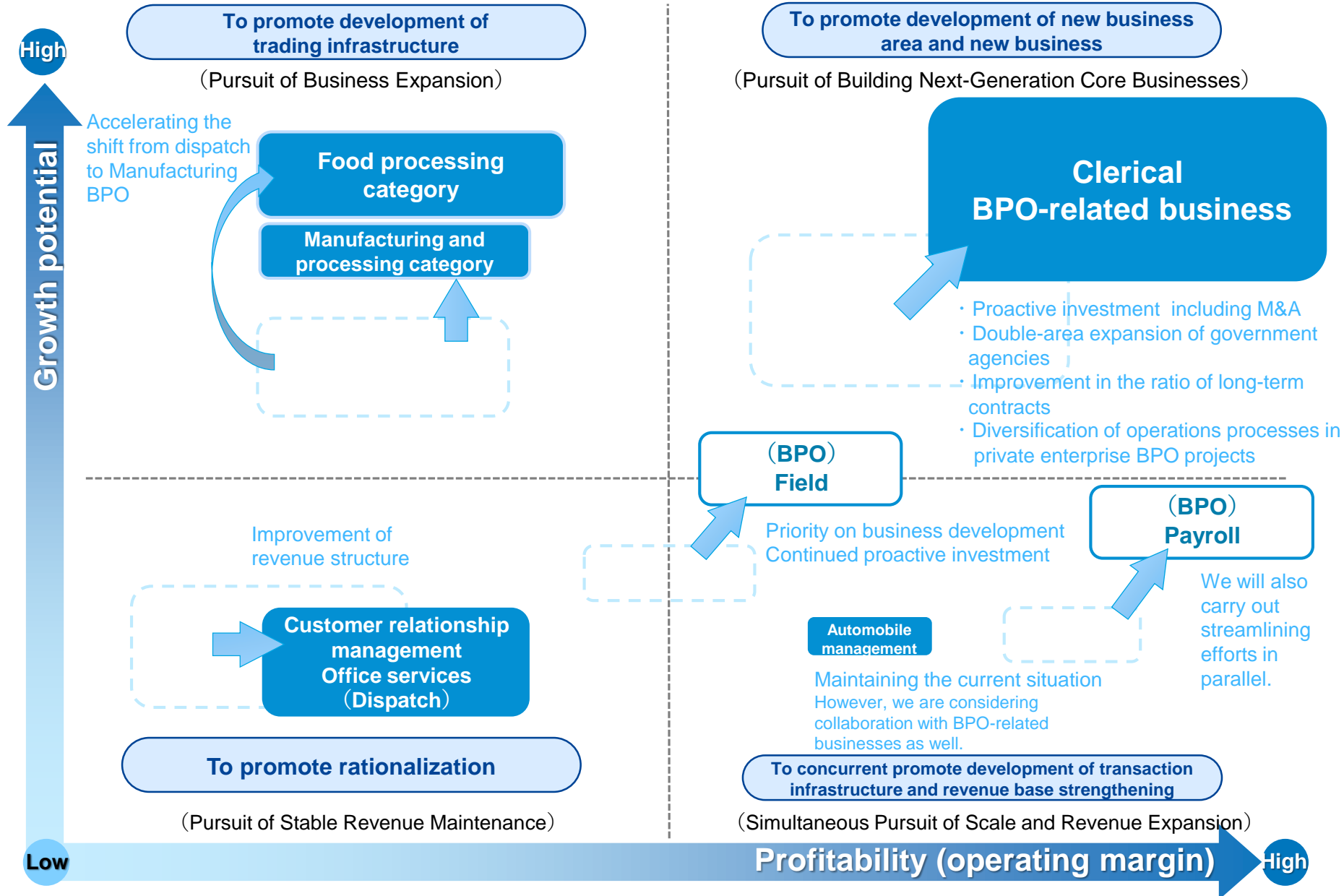


- Energy saving support operations
- Operations providing support due to price increases for electricity, gas, and groceries (for residents / businesses)
- Operations for governmental offices operating digital coupons
- Welfare-related consultation center operations
- Operations supporting smartphone distributions for seniors
- Test support operations
- License office operations
- Bank transfer scam prevention operations
- BPR support operations
- School support-related operations
- General affairs and Human resources administrative-related operations
- Hospital administrative-related operations
- Cashless payment point rebate operations
- Evacuation plan preparation-related operations



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

Business Portfolio (From the current situation to FY3/29)



ROE and stock market indexes

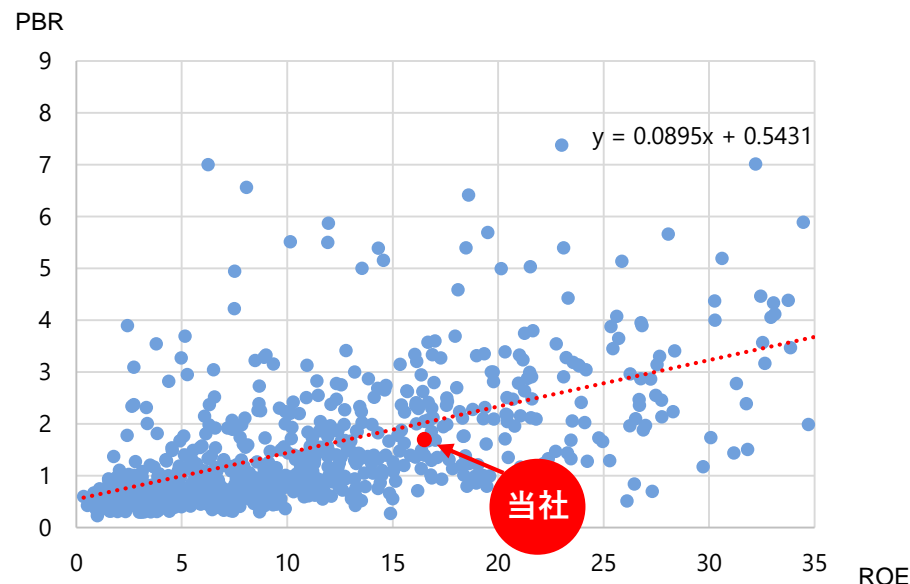
- Despite maintaining a high level of ROE, the Company's PER and EBITDA multiples remain below the average of listed companies of a similar size.
- Through the strengthening of IR activities, we aim to achieve an appropriate market valuation commensurate with the Company's profitability and growth potential.

Stock	ROE (Results)	PBR (Results)	PER (Results)	EBITDA (Results)
Careerlink (FY3/26)	% 16.9	倍 1.7	倍 10.8	倍 4.4
Average among companies with a market capitalization of 30 billion yen or less	12.2	1.6	17.0	8.2
Average in the Prime Market	11.4	1.9	19.0	10.1
Average in the service industry	15.5	2.5	17.9	7.9
Average for the past 10 years of the Company	24.2	2.3	13.3	6.1

*All other figures are as of May 7, 2026, 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.
- The Company's PBR of 1.7x relative to its ROE of 16.9% is generally in line with the trend observed among companies of a similar size.



*As of May 7, 2026. 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

9.8%

(The Company's perception
of the current situation)

Ratio of net income to
own capital

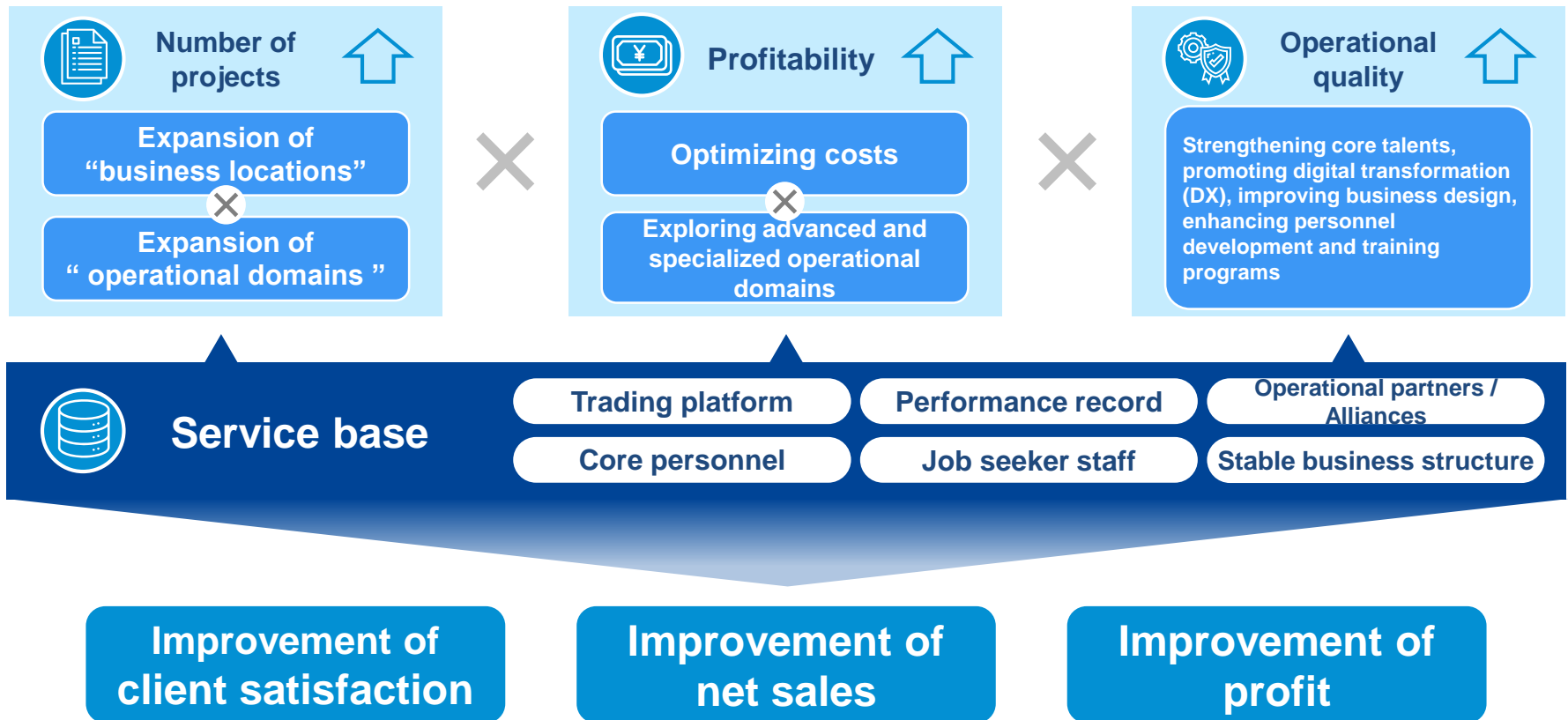
<Return on equity>

ROE 16.9%
(Actual results for FY3/26)

**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

For inquiries

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