

# Earnings Presentation

## First Half Ended August 31, 2019

### CAREERLINK CO., LTD.



Stock Code : 6070  
Tokyo Stock Exchange, First Section

October 25 (Fri.), 2019

President & Representative Director  
President & Executive Office  
Motoaki Narusawa

# Precautions

Forecasts, plans and other forward-looking statements concerning Careerlink in this presentation are based on judgments using information that was available at the time of this presentation.

The outlook may differ significantly because of changes in the economy and the human resources industry, the emergence of new technologies, and other events.

Consequently, there is a risk that Careerlink's actual performance and other aspects of operations may differ from the information in this presentation. An announcement will be made whenever there is a significant change.

# Agenda

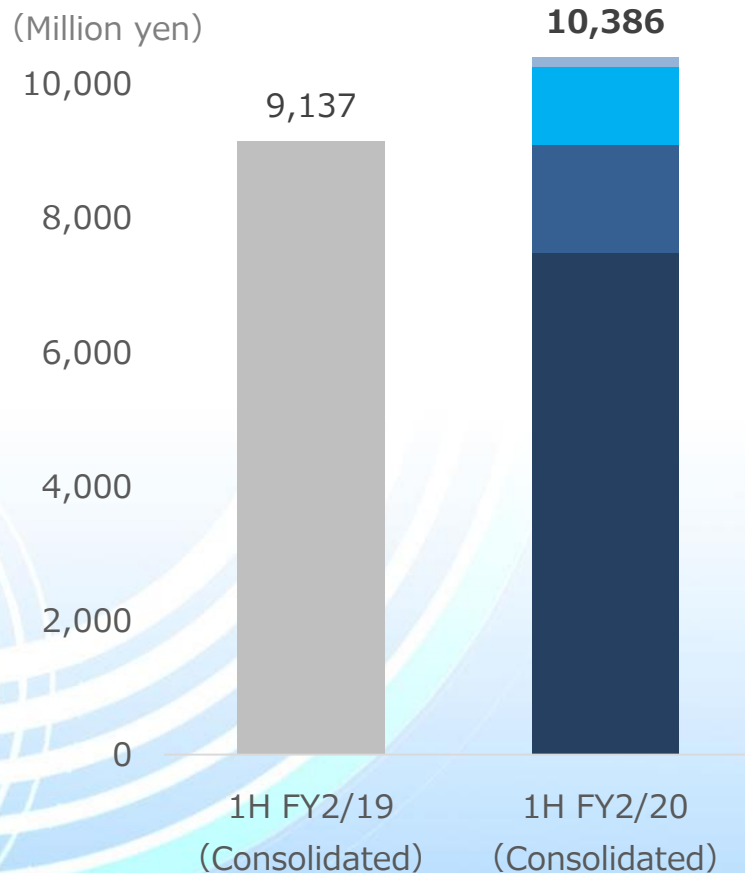
- I . Financial Highlights for the First Half of FY2/20**
- II . Annual Plan for FY2/20**
- III . Medium-Term Management Plan (FY2/20-FY2/22)**
- IV . Reference**

# **I . FINANCIAL HIGHLIGHTS FOR THE FIRST HALF OF FY2/20**



# Consolidated Financial Highlights (Sales)

Sales of outsourced tasks for cashless payment processing increased and orders involving the consumption tax hike were higher than expected. Sales growth was also attributable to a large volume of temporary staffing orders from major telemarketing companies and financial institutions and to the continuing growth of temporary staffing orders from food processing companies.



- Sales **10,386** million yen
- **13.7%** Up y-o-y  
(-1.2% VS.Forecast (※) )

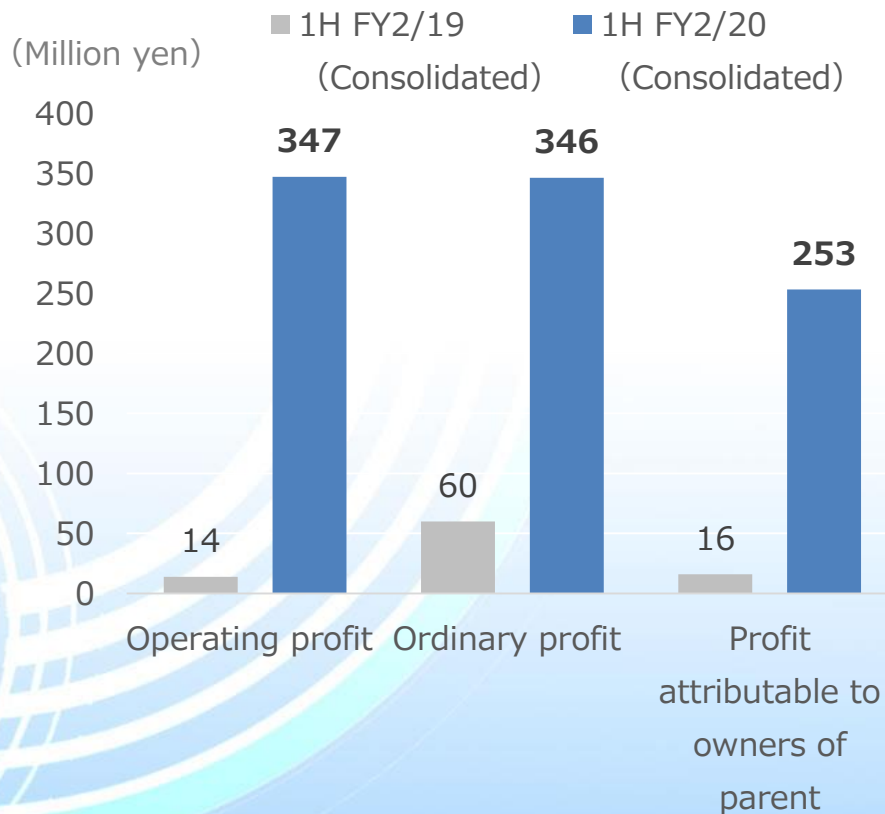
※Forecast Disclosed on 7/2

- Clerical human resources services business
- Manufacturing human resource services business
- Sales human resource services business
- Others



# Consolidated Financial Highlights (Profits)

Earnings were much higher than one year earlier. One reason was an increase in gross profit resulting mainly from more sales from projects with a high gross profit margin, such as outsourced tasks for cashless payment processing and one-time contracts for activities associated with the consumption tax hike. Earnings also benefited from a higher retention rate in the temporary placement workforce, elimination of the need for supplementary administrative personnel due to higher operating efficiency, an improvement in the earnings of Japan Business Service Co., Ltd., which became a subsidiary in February 2018, resulting from the consolidation of branch offices, and the relocation of Careerlink business sites.



➤ **Op. P 347 million yen**

➤ **2356.3% Up y-o-y**

(14 million yen in the same period last year)

(+44.8% VS.Forecast (※) )

➤ **Ord. P 346 million yen**

➤ **471.3% Up y-o-y**

(60 million yen in the same period last year)

(+45.0% VS.Forecast (※) )

➤ **Profit attributable to owners of parent 253 million yen**

➤ **1448.1% Up y-o-y**

(16 million yen in the same period last year)

(+57.7% VS.Forecast (※) )

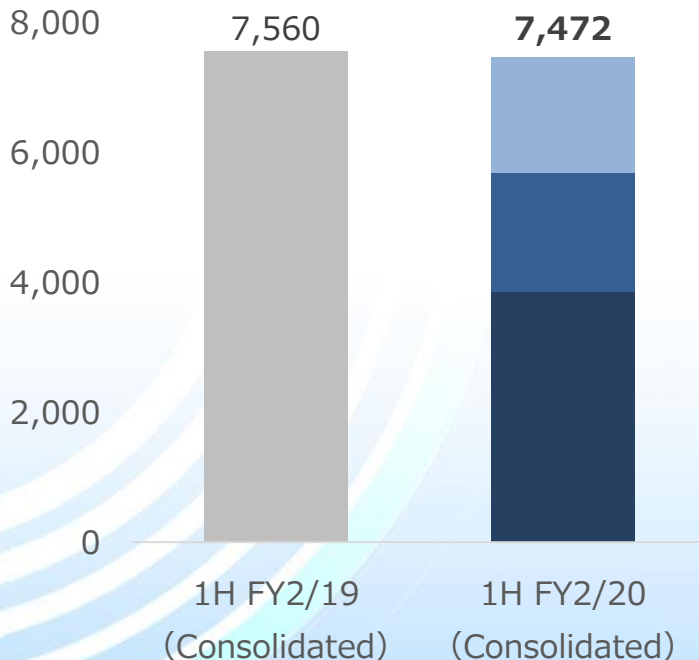
※Forecast disclosed on 7/2

# Segment Information (1)

## 【 Clerical Human Resource Services(Sales) 】

The acquisition of one-time orders involving the consumption tax hike were higher than expected and there was a large volume of projects for telemarketing companies and financial institutions. However, the end of a large private-sector BPO project in the previous fiscal year caused first half sales to decrease 88,857 thousand yen (-1.2%) to 7,472,058 thousand yen.

(Million yen)



➤ Sales **7,472** million yen

➤ **1.2%** Down y-o-y

(-1.0% VS.Forecast (※) )

※Forecast Disclosed on 7/2

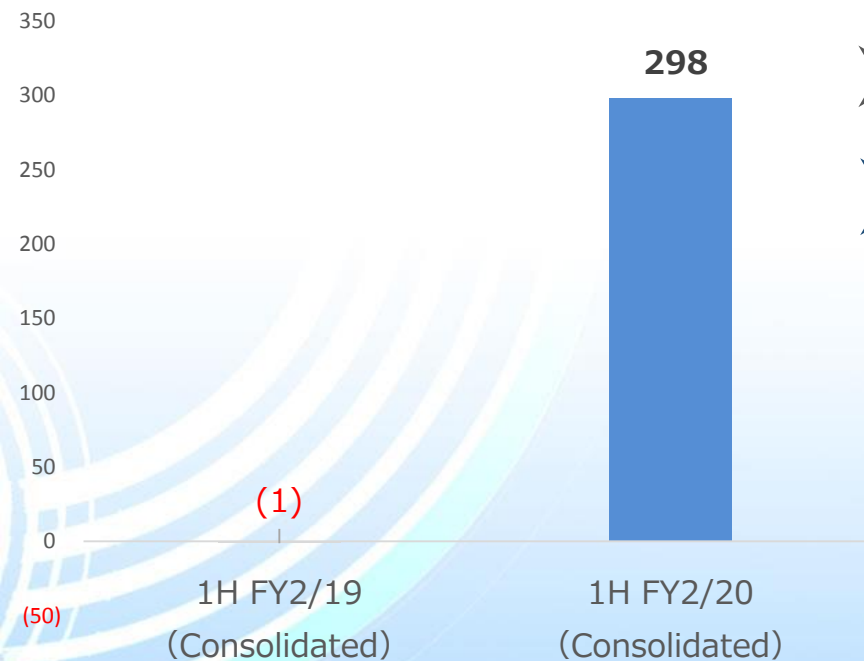
■ Business Process Outsourcing ■ Customer Relationship Management ■ Office services

# Segment Information (1)

## 【 Clerical Human Resource Services(Profits) 】

Earnings improved significantly because of an increase in the gross profit caused by growth in sales from high-margin projects, mainly one-time orders involving the consumption tax hike, a higher retention rate in the temporary placement workforce, elimination of the need for supplementary administrative personnel due to higher operating efficiency, and the relocation of Careerlink business sites.

(Million yen)



➤ **Op.P 298 million yen**

➤ **300 million yen Up**  
(1.3 million yen loss in the same period last year)

( +28.1% VS.Forecast (※) )

※Forecast Disclosed on 7/2

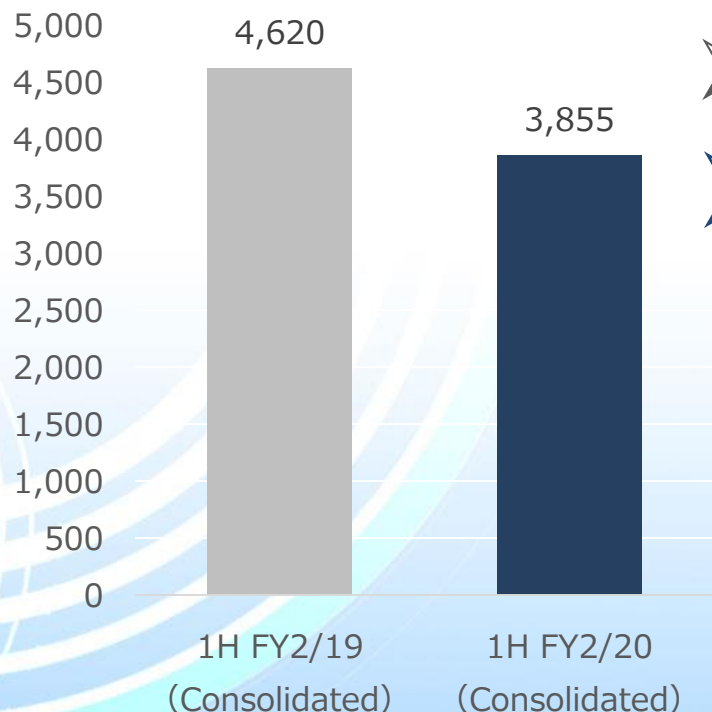


# Breakdown of Clerical Human Resource Services

## ① Business Process Outsourcing

Capturing new orders for BPO services, including one-time contracts involving the consumption tax hike, was one goal in this business sector. There was also an increase in the volume of business at some current BPO projects. However, sales decreased 764,357 thousand yen (-16.5%) to 3,855,739 thousand yen mainly because of the completion in the previous fiscal year of a large private-sector BPO project.

(Million yen)



➤ Sales **3,855** million yen

➤ **16.5%** Down y-o-y

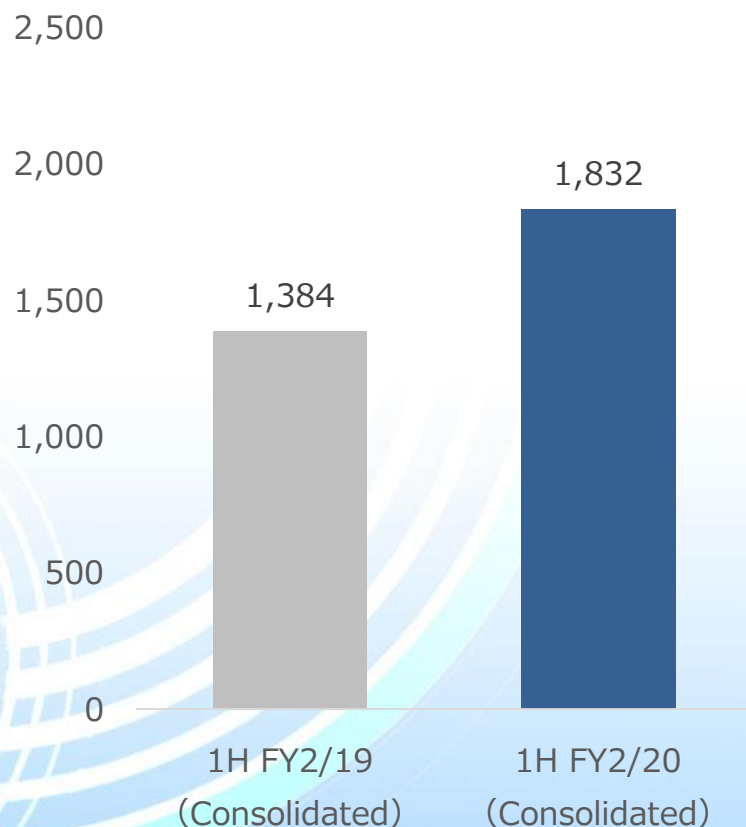
( +2.9% VS.Forecast (※) )

※ Forecast Disclosed on 7/2

## ② Customer Relationship Management

**There was a large volume of orders from telemarketing companies in the Tokyo, Osaka and Fukuoka areas and other areas of Japan and orders from securities companies and other financial services companies remained strong.**

(Million yen)



➤ Sales **1,832** million yen

➤ **32.4%** Up y-o-y

(-1.0% VS.Forecast (※) )

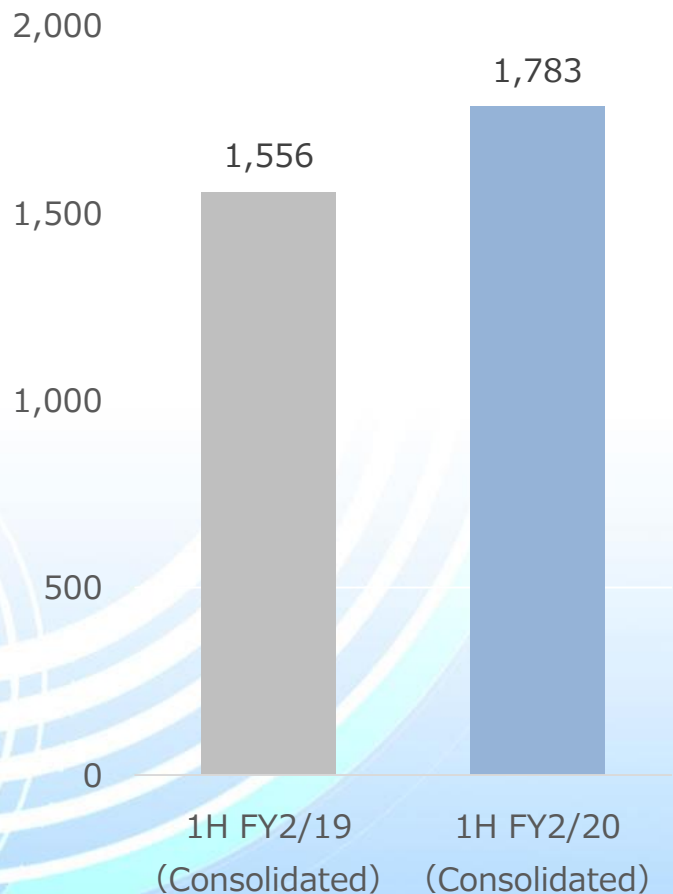
※Forecast Disclosed on 7/2

# Breakdown of Clerical Human Resource Services

## ③ Office Services

**Orders from securities companies and other financial services companies remained strong and there were new orders from private-sector companies and the public sector.**

(Million yen)



- Sales **1,783** million yen
- **14.6%** Up y-o-y  
(-8.4% VS.Forecast (※) )

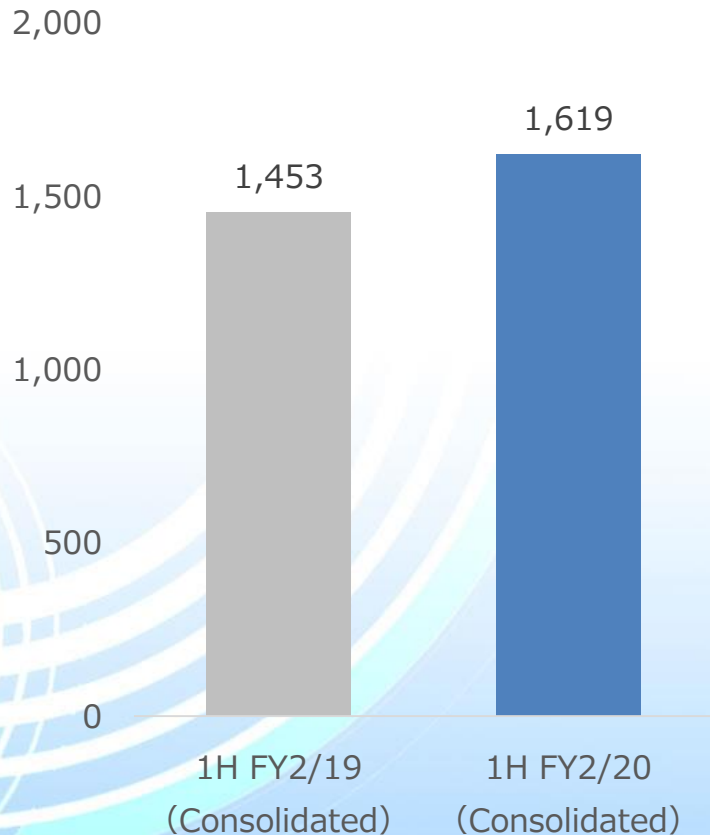
※Forecast Disclosed on 7/2

## Segment Information (2)

### 【Manufacturing Human Resource Services (Sales)】

**Orders from manufacturing and processing companies decreased because of slowing economic growth in China but orders in the food processing category remained strong.**

(Million yen)



➤ Sales **1,619** million yen

➤ **11.4%** Up y-o-y

(-0.9% VS.Forecast (※) )

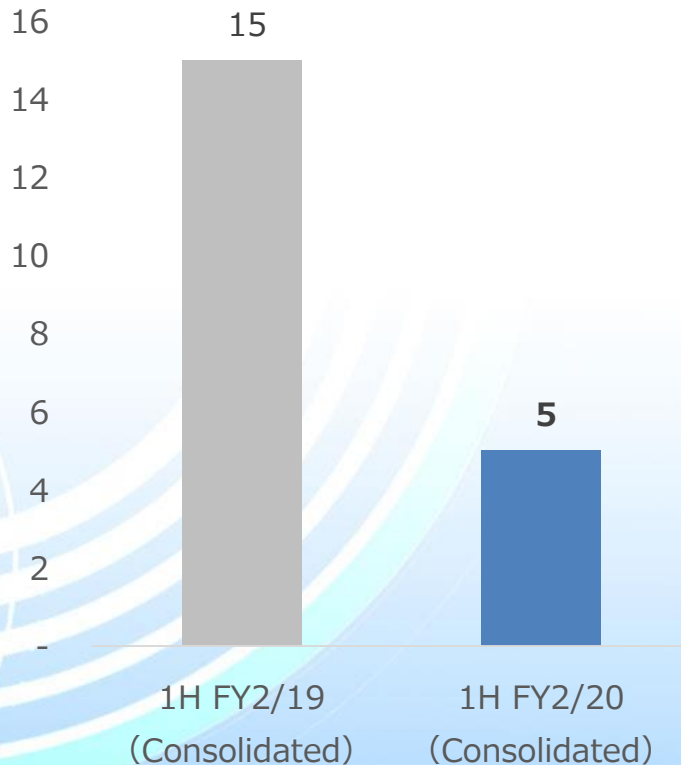
※Forecast Disclosed on 7/2

## Segment Information (2)

### 【Manufacturing Human Resource Services (Profits)】

The gross profit benefited from higher food processing sales but was reduced by the decline in manufacturing and processing category sales. In addition, personnel expenses increased because of higher expenses for recruiting and training temporary placement personnel and for measures to reinforce internal management systems, including for safety, and governance.

(Million yen)



➤ **Op.P 5 million yen**

➤ **67.2% Down y-o-y**

(+10 million yen VS.Forecast (※) )

※Forecast Disclosed on 7/2



# Segment Information (3)

NEW

## 【Sales Human Resource Services (Sales·Profits)】

The performance reflects the geographic expansion of the receipt of orders for outsourced cashless payment processing activities that Careerlink started in October 2018.

(Million yen)

1,200

1,155

➤ Sales **1,155** million yen

(-3.4% VS.Forecast (※) )

※Forecast Disclosed on 7/2

900

600

➤ Op.P **44** million yen

(+281.7% VS.Forecast (※) )

※Forecast Disclosed on 7/2

300

0

0

1H FY2/19  
(Consolidated)

1H FY2/20  
(Consolidated)

The Sales human resource services started in October 2018. Therefore, the sales of the same period in the last year is 0.

# Statements of Income

	1H FY2/2019 Actual (Consolidated)	1H FY2/2020 Forecast (※) (Consolidated)	1H FY2/2020 Actual (Consolidated)		
	Amount (Million yen)	Amount (Million yen)	Amount (Million yen)	Year On Year Variance (Million yen/%)	Vs.Forecast
Net sales	9,137	10,518	<b>10,386</b>	1,249 13.7	△ 131 △ 1.2
Clerical Human Resources Services (Sales Composition)	7,560 82.7%	7,546 71.7%	<b>7,472</b> <b>71.9%</b>	△ 88 △ 1.2	△ 74 △ 1.0
BPO (Sales Composition)	4,620 50.6%	3,746 35.6%	<b>3,855</b> <b>37.1%</b>	△ 764 △ 16.5	109 2.9
CRM (Sales Composition)	1,384 15.2%	1,851 17.6%	<b>1,832</b> <b>17.6%</b>	448 32.4	△ 19 △ 1.0
Offices Services (Sales Composition)	1,556 17.0%	1,947 18.5%	<b>1,783</b> <b>17.2%</b>	227 14.6	△ 163 △ 8.4
Manufacturing Human Resources Services (Sales Composition)	1,453 15.9%	1,634 15.5%	<b>1,619</b> <b>15.6%</b>	165 11.4	△ 14 △ 0.9
Sales Human Resources Services (Sales Composition)	- -	1,196 11.4%	<b>1,155</b> <b>11.1%</b>	1,155 -	△ 40 △ 3.4
Others (Sales Composition)	123 1.3%	141 1.3%	<b>139</b> <b>1.3%</b>	16 13.7	△ 1 △ 1.2
Operating Profit (Operating profit to Sales)	14 0.2%	239 2.3%	<b>347</b> <b>3.3%</b>	333 2356.3	107 44.8
Ordinary Profit (Ordinary profit to Sales)	60 0.7%	239 2.3%	<b>346</b> <b>3.3%</b>	285 471.3	107 45.0
Profit attributable to owners of parent (Profit to Sales)	16 0.2%	160 1.5%	<b>253</b> <b>2.4%</b>	237 1448.1	92 57.7

※Forecast Disclosed on 7/2

# Financial Condition

		End of FY2/19 (Consolidated)	1H FY2/20 (Consolidated)		
		Amount (Million yen)	Amount (Million yen)	Variance (Million yen)	Main reasons for changes (Million yen)
	Current assets	5,117 86.5%	<b>6,005</b> 88.4%	888	Other current assets $\Delta$ 72 Cash and deposits 393
	Non-current assets	800 13.5%	<b>786</b> 11.6%	-13	Notes and accounts receivable-trade 369
	Total assets	5,917 100.0%	<b>6,791</b> 100.0%	874	Inventories 110 Securities 100
	Current liabilities	1,967 33.3%	<b>2,792</b> 41.1%	824	Long term loans payable $\Delta$ 134 (Current portion of long-term loans payable included)
	Non-current liabilities	545 9.2%	<b>454</b> 6.7%	-90	Accounts payable 386
	Total liabilities	2,512 42.5%	<b>3,247</b> 47.8%	734	Other current liabilities 363 Income taxes payable 67
	Total net assets	3,404 57.5%	<b>3,544</b> 52.2%	140	Retained earnings 130 Valuation difference on available-for-sale securities 5
Total liabilities and net assets		5,917 100.0%	<b>6,791</b> 100.0%	874	

Partial Revision of Accounting Standards for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018) has been applied from the beginning of the first quarter of this fiscal year. Figures for the previous fiscal year have been retrospectively revised for conformity with these amendments in order to facilitate comparisons and analysis.

# Cash Flows

		1H FY2/19	1H FY2/20	
		Amount (Million yen)	Amount (Million yen)	Main reasons for changes (Million yen)
	Operating activities	263	<b>713</b>	Profit before income taxes 346 Increase in accounts payable 380 Increase in advances received 36 Income taxes paid $\Delta$ 37
	Investing activities	$\Delta$ 167	$\Delta$ <b>12</b>	Payments of leasehold and guarantee deposits $\Delta$ 12 Proceeds from refund of leasehold and guarantee depositis 2
Free cash flow		96	<b>701</b>	
Financing activities		$\Delta$ 365	$\Delta$ <b>208</b>	Proceeds from issuance of bonds 49 Repayments of long-term loans payable $\Delta$ 134 Cash dividends paid $\Delta$ 122
Net increase (decrease) in cash and cash equivalents		$\Delta$ 269	<b>493</b>	
Cash and cash equivalents at beginning of period		3,084	<b>2,683</b>	
Cash and cash equivalents at end of period		2,814	<b>3,177</b>	

# **II. ANNUAL PLAN FOR FY2/20**



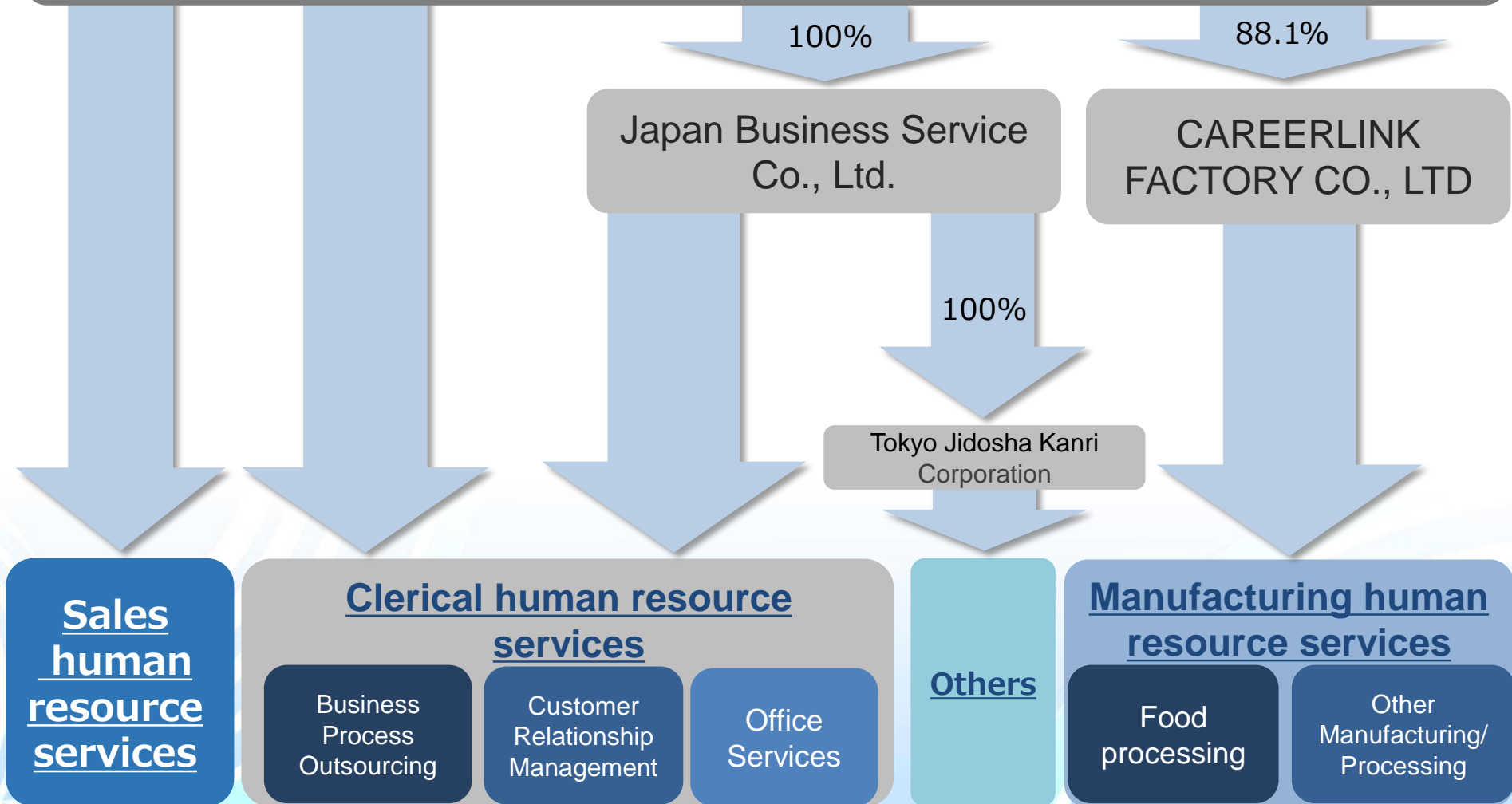


# Annual Plan for FY2/20 (consolidated)

The consolidated business forecast of FY2/20 announced at the beginning of the period will stay unchanged, since the uncertainty in Japan's economy because of the consumption tax hike started in this October. Other reasons are the consideration of investing in information systems from the next period and the reinforcement in recruiting core human resources.

	FY2/19 Actual		FY2/20 Plan	
	Amount (Million yen)	VS.FY2/18	Amount (Million yen)	VS.FY2/19
<b>Sales</b>	<b>18,624</b>	11.0%	<b>21,668</b>	16.3%
<b>Operating profit [% to Sales]</b>	<b>187 [1.0%]</b>	△ 66.0%	<b>422 [1.9%]</b>	<b>124.9%</b>
<b>Ordinary profit [% to Sales]</b>	<b>290 [1.6%]</b>	△ 52.3%	<b>419 [1.9%]</b>	<b>44.5%</b>
<b>Profit attributable to owners of parent [% to Sales]</b>	<b>170 [0.9%]</b>	△ 58.7%	<b>281 [1.3%]</b>	<b>64.7%</b>

## CAREERLINK CO., LTD



“Others” is the automobile management business of Tokyo Jidosha Kanri .

# Business Strategy FY2/20(1)

## Speed up establishment of a base to accomplish the medium-term plan goals

### Clerical Human Resource Services

- Expand BPO operations by making demand involving tax hikes the primary target.
- Use joint activities with Daiko Securities Business for growth of services for financial institutions and system integration companies.
- Target a broader range of utility and other essential public services.
- Target demand at telemarketing companies in areas outside Japan's major metropolitan areas by recruiting value-added people, upgrading capabilities for attracting people registered for temporary placements and matching the skills of these people with the requirements of clients.
- Further differentiate Careerlink by rigorously managing the quality of services, becoming more competitive and increasing profit margins.
- To increase employee satisfaction, improve compensation and benefits based on current market conditions, provide support for achieving career goals and offer a variety of formats for people to do their jobs. These measures will improve employee retention and raise the satisfaction of both the workforce and customers.
- Provide follow-up support for employees in order to achieve levels of workforce satisfaction and service quality that no competitor can match.

# Business Strategy FY2/20(2)

## Manufacturing Human Resource Services

- Rapidly expand operations in eastern Japan.
- Strengthen the staffing services using foreign workers by targeting opportunities created by revisions to immigration laws in japan.
- Create an environment that allows foreign workers to realize their full potential, such as by providing assistance for determining and accomplishing career goals.

## Sales Human Resource Services

- Capture more orders for cashless payment processing operations.
- Create new services that target the launch of 5G by mobile carriers and other technological advances in order to build a stronger customer base in the sales support business.
- Reinforce recruiting activities, with emphasis on hiring and training people in their 20s, in order to aim for more growth.

# **III. MEDIUM-TERM MANAGEMENT PLAN (FY2/20-FY2/22)**





## Goal (Company 's Slogan)

**“Aiming to become Japan’s most caring human resources company”**

## Medium-Term Management Plan’s Position

Medium-Term Management Plan  
(FY2/20~FY2/22)

**Accelerating strategies for  
growth**

**Focus on building the foundation of business in order to  
achieve the Medium-Term Management Plan for FY2/20.**

# Medium-term Strategic Goals

Make sales human resource services the third core business, increase the size of all business sectors and build a foundation for sustained growth.

## Strategy 1

### Clerical Human Resource Services sales growth

- Become more competitive in the temporary staffing market.
- Target high-volume BPO projects in the private and public sectors.
- Increase services provided to financial companies by using the Daiko Securities. Business alliance and Careerlink subsidiary Japan Business Service.

## Strategy 2

### Strengthen the Sales Human Resource Services business

- Capture more orders for cashless payment processing operations.
- Build a stronger customer base by adding new services.

## Strategy 2

### Strengthen the Manufacturing Human Resource Services business

- Increase capabilities for temporary staffing using foreign workers.
- Expand operations in the core food processing category to all areas of Japan.

# Medium-term Strategy Numerical Goals

**FY2/22** .....

Aim for **25,953** million yen Sales

**438** million yen Profit attributable to owners of parent

	FY2/19 Actual (Million yen)	FY2/22 Plan (Million yen)
<b>Net sales</b>	<b>18,624</b>	<b>25,953</b>
<b>Operating profit</b>	<b>187</b>	<b>673</b>
% to sales	1.0%	2.6%
<b>Ordinary profit</b>	<b>290</b>	<b>670</b>
% to sales	1.6%	2.6%
<b>Profit attributable to owners of parent</b>	<b>170</b>	<b>438</b>
% to sales	0.9%	1.7%

# Medium-Term Management Plan Segment Policy①

1

Business Process  
Outsourcing segment

FY2/22 Sales (Plan)

**6.4** billion yen

VS.FY2/20 Plan

**8.2% UP**

Strengthen the management foundation of Careerlink group by expanding the public sector service segment.

2

Customer Relationship  
Management segment

FY2/22 Sales (Plan)

**4.7** billion yen

VS.FY2/20 Plan

**10.9% Up**

Upgrade the capabilities for attracting people registered for temporary placements and the skill of matching these people with the requirements from clients in areas outside of Japan's major metropolitan areas.

3

Office Services  
segment

FY2/22 Sales (Plan)

**5** billion yen

VS.FY2/20 Plan

**15.2% Up**

Improve profitability at Careerlink and Japan Business Service.

**4**

Sales Human  
Resource Services  
segment

FY2/2022 Sales (Plan)

**3.1** billion yen

VS.FY2/20 Plan

**18.8% Up**

Build a strong foundation for profit by reinforce recruiting activities .

**5**

Manufacturing  
Human Resource  
Services segment

FY2/2022 Sales (Plan)

**6.2** billion yen

VS.FY2/20 Plan

**52.5% Up**

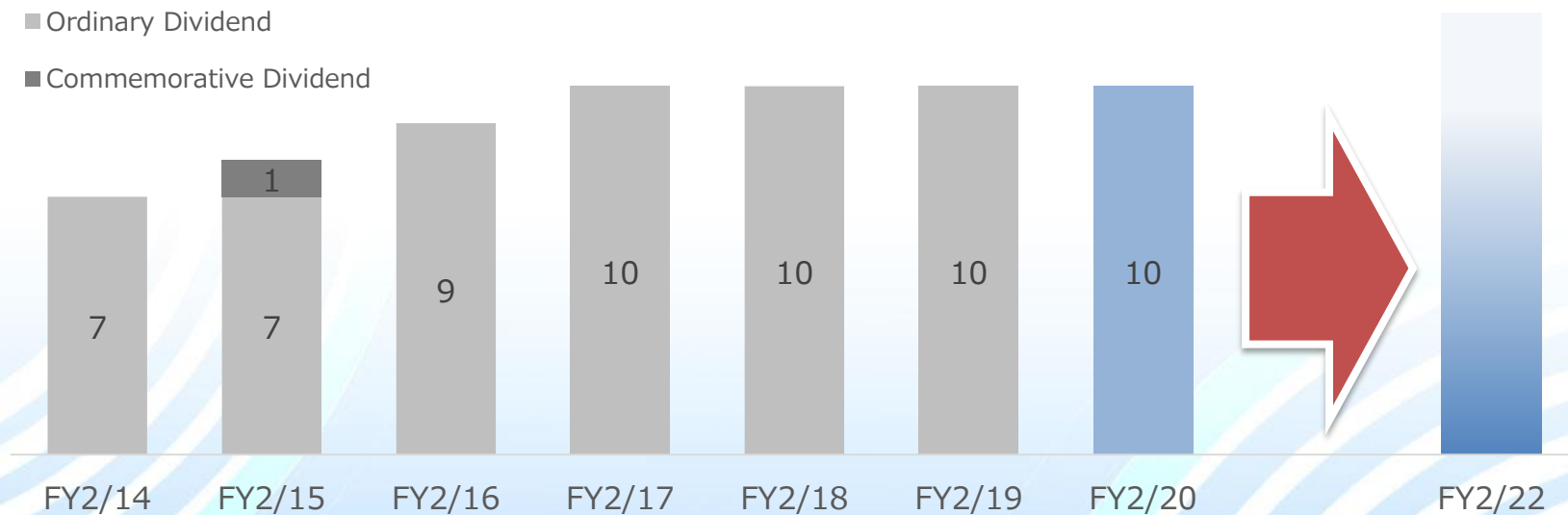
Expand operations to establish a nationwide presence with the food sector as the core business.



# Shareholder Distributions ①

In accordance with the basic policy for shareholder distributions, shareholders will receive an annual dividend of ¥10 per share and QUO cards (¥500 for 100 to 199 shares, ¥1,000 for 200 to 499 shares and ¥2,000 for 500 shares or more). Careerlink may consider additional distributions based on results of operations and other factors.

## Dividend per Share



Note: Dividends per share have been adjusted for the two-for-one stock split on June 1, 2016.

# Shareholder Distributions②

## Shareholder Gift

◆ Record date: End of August

◆ Gift: Original QUO card

● 100 to less than 200 shares ⇒ ¥500

● 200 to less than 500 shares ⇒ ¥1,000

● 500 shares and above ⇒ ¥2,000



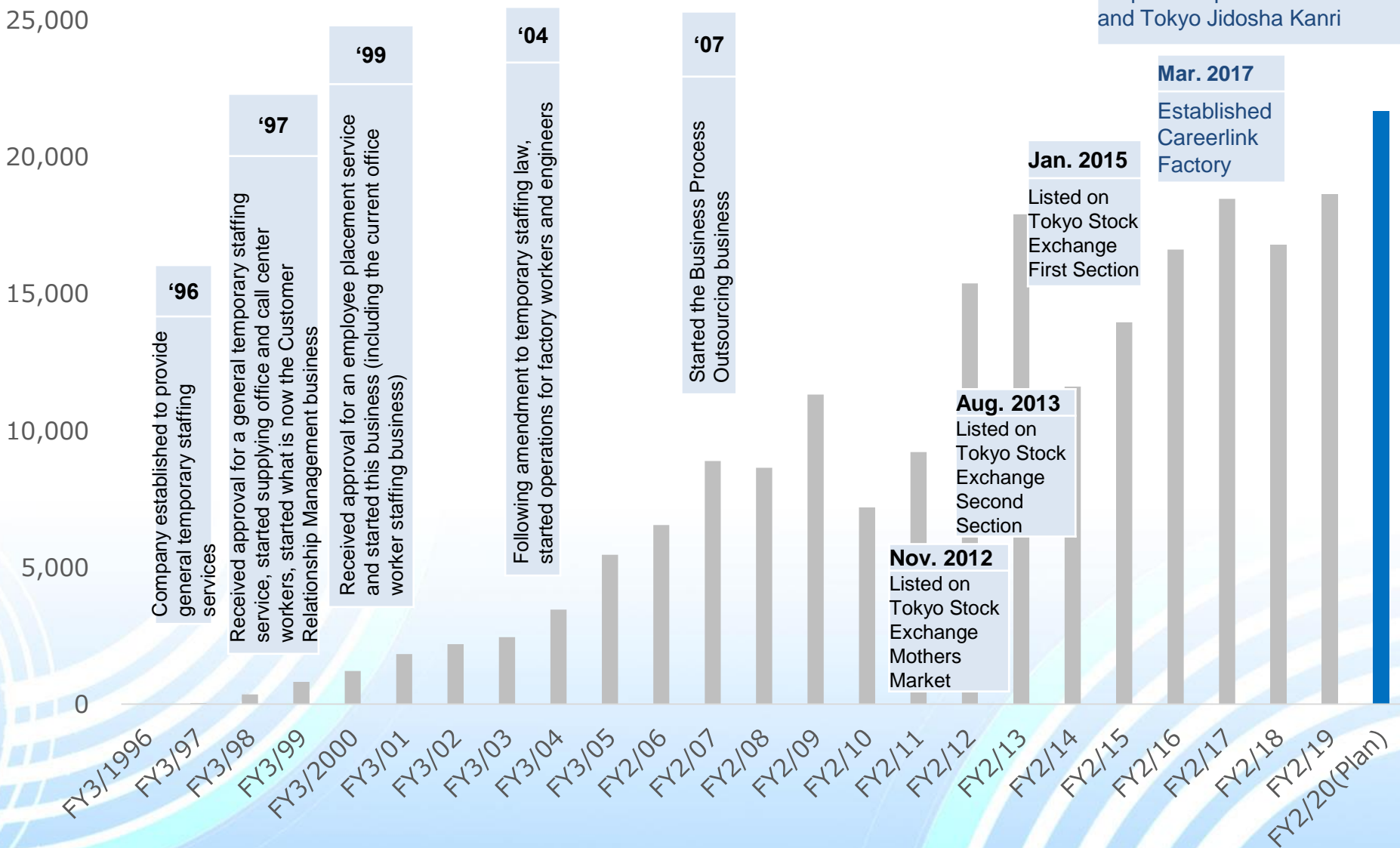
# IV. REFERENCE

# Company Overview

<b>Head Office</b>	Nishi-Shinjuku 2-1-1, Shinjuku Ward, Tokyo
<b>Representative</b>	Chairman & Representative Director: Yasuhiko Kondo President & Representative Director: Motoaki Narusawa
<b>Established</b>	October 1 <sup>st</sup> , 1996
<b>Main Corporate Activities</b>	(Careerlink Group)
	Clerical Human Resource Service Business
	■ Business Process Outsourcing
	■ Customer Relationship Management
	■ Office Services
	Manufacturing Human Resource Service Business
	Sales Human Resource Service Business
<b>Stated Capital</b>	388,005,500 yen (As of Aug 31, 2019)
<b>Employees</b>	396 (Consolidated 564) (As of Aug 31, 2019)
<b>Accounting Period</b>	February
<b>Stock Exchange Listing</b>	Tokyo Stock Exchange, First Section
	(Stock Code: 6070)
<b>Group Companies</b>	<b>CAREERLINKFACTORY CO., LTD.</b>
	■ Manufacturing human resource business
	<b>Japan Business Service Co., Ltd.</b>
	■ Clerical human resource service/other business
	<b>Tokyo Jidosha Kanri Co., Ltd.</b>
	■ Automobile management business

# Significant Events and Sales Growth

(Million yen)



Mar. 2018

Acquired Japan Business Service and Tokyo Jidocha Kanri

Mar. 2017

Established Careerlink Factory

Jan. 2015

Listed on Tokyo Stock Exchange First Section

Aug. 2013

Listed on Tokyo Stock Exchange Second Section

Nov. 2012

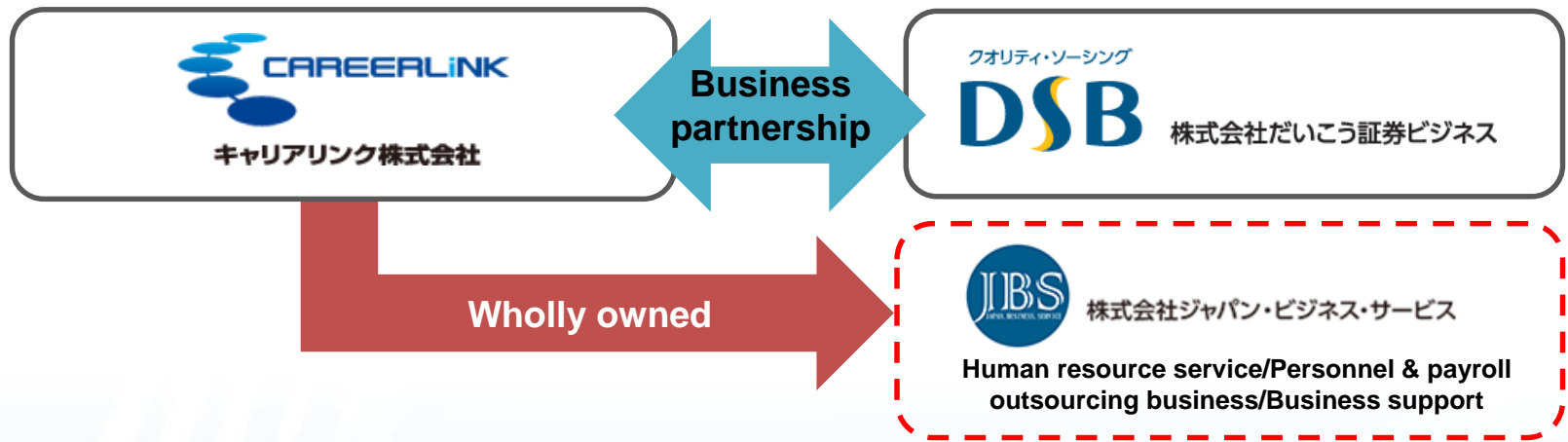
Listed on Tokyo Stock Exchange Mothers Market



# Goals of the Daiko Securities Business Alliance

On February 23, 2018, Japan Business Service (JBS), which was a wholly owned subsidiary of Daiko Securities Business (DSB), became a wholly owned subsidiary of Careerlink. Also, a capital and business alliance agreement was signed with DSB.

- (1) March 31, 2018 Purchased JBS stock
- (2) April 20, 2018 Careerlink purchased 110,000 shares of DSB stock  
DSB purchased 125,600 shares of Careerlink stock
- (3) Start of activities based on the Careerlink-DSB alliance contract



- Goal 1 Expand activities involving BPO by using Careerlink's operational expertise and resources for BPO projects in the financial services industry, the core market sector of Daiko Securities Business
- Goal 2 Use the alliance to supply an even broader range of staffing services outside the financial services industry, mainly private-sector companies and the public sector, and to further upgrade capabilities for BPO projects that include creating ideas for solutions for clients
- Goal 3 Aim for the growth of business activities and higher efficiency through mutual cooperation and the sharing and mutual use of the resources of Careerlink and Daiko Securities Business

# Business Activities (1)

## <Clerical Human Resource Services>

### ① Business Process Outsourcing

Business process outsourcing involves the planning, design and implementation of selected activities for government agencies, companies and other organizations.

#### Activities

- ◆ Business processes by Careerlink alone or by using a BPO vendor
- ◆ Provision of workers and performing contracted business processes in association with proposals for restructuring business processes
- ◆ Contracted business processes for government agencies, companies and other organizations

#### Benefits of Using Careerlink

- Higher efficiency and quality by using a Careerlink proposal for restructuring business processes
- Ability to quickly start a business process facility even for handling a large volume of work

# Business Activities (2)

## ② Customer Relationship Management

The use of data systems at contact centers and other locations to establish long-term relationships with customers

### Activities

- ◆ Temporary staffing and permanent placement services for telemarketing companies
- ◆ Temporary staffing and permanent placement services for contact centers of companies and other organizations
- ◆ Contracted CRM services using Careerlink contact centers

### Benefits of Using Careerlink

- ◆ Access to Careerlink's extensive knowledge concerning recruiting, training and the operation of contact centers
- ◆ Ability to utilize Careerlink's advanced data equipment and a team of highly skilled professionals

## ③ Office Services

### Activities

- ◆ Speedy temporary staffing and permanent placement services for all types of office workers, from specialists to other employees

## <Sales Human Resource Services>

### Activities

- ◆ Temporary staffing in sales business and contracted business

## <Manufacturing Human Resource Services>

### Activities

- ◆ Temporary staffing, temporary-to-permanent employment and permanent placement services for food companies; temporary staffing, temporary-to-permanent employment, permanent placement services and subcontracting for manufacturing, packaging, shipping and other tasks involving manufacturing and other industries

# Three Key Strengths

## 1 Plans for both higher efficiency and quality

- Proposals that encompass everything from business process designs to production, delivery, quality assurance and operational know-how
- Significant cost savings due to higher efficiency

## 2 Able to start operations quickly and handle large volumes of work

- A unique matching system for immediately selecting the most suitable workers
- Able to start operations in about one month even for large projects requiring more than 1,000 workers

## 3 A framework for increasing workers' skills and job satisfaction

- Career path system gives people at the same workplace a roadmap for promotions. This system makes workers more motivated as they aim to improve their skills and become regular full-time employees.
- A workforce management system incorporating CRM expertise allows precisely reflecting the individual traits of each worker. This results in better job satisfaction along with higher rates of job placements and fewer missed days of work on assignments.
- For temporary workers, a supervisor solely for each workplace ensures that shifts are allocated evenly and training is provided.

### ◆ Major examples of large projects

Business Process Outsourcing (More than 500 workers)		
FY2007	Tokyo area	2,000
FY2008	Tokyo area	1,500
FY2009	Hokkaido, other	1,400
FY2010	Tokyo area, other	6,000
FY2012	Tokyo area	1,700
FY2013	Tokyo area	700
FY2014	Tokyo area, other	1,200
FY2015	Tokyo area, other	500
FY2015	Tokyo area	600
Customer Relationship Management (More than 300 workers)		
FY2008	Tokyo area	500
FY2008	Tokyo area	500
FY2011	Kyushu area, other	700
FY2012	Tokyo area	2,000
FY2012	Tokyo area	500
FY2013	Tokyo area	600
Fy2014	Kansai area	300
FY2015	Tokyo area, other	300

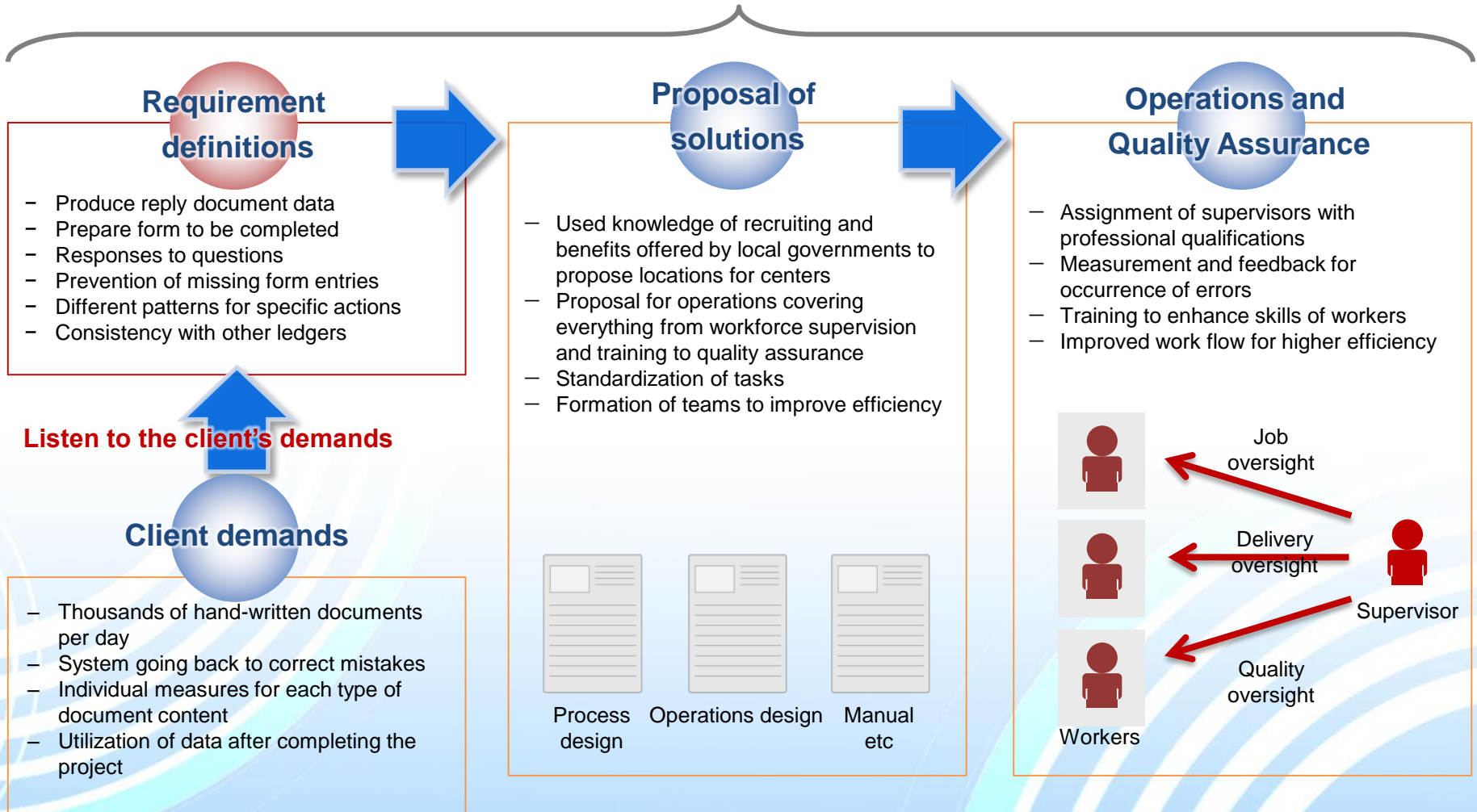


# Three Key Strengths (1)

1

## Plans for both higher efficiency and quality

Example of higher efficiency by handling every step of an order beginning with defining the requirements





# Three Key Strengths (2)

## 2 Able to start operations quickly and handle large volumes of work

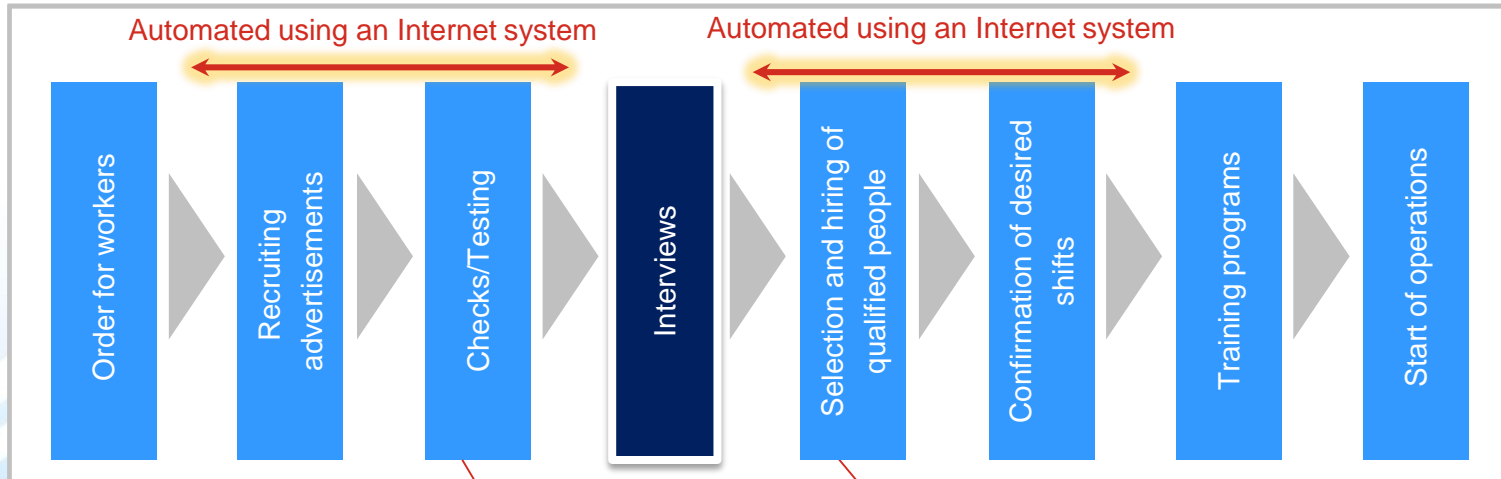
- Capable of **quickly setting up** a business process center operating framework and starting operations
- Workforce proposals using **an exclusive matching system** to select people who meet the requirements of each customer

### The Careerlink Matching System

Able to establish a framework and start operations in about one month even for large projects requiring more than 1,000 workers.

**No other company can match this ability** to handle high-volume projects.

#### ◆ Standardized Worker Matching Process



Selection of the best balance between wages and skills

Exclusive know-how used for checking and testing; identifies characteristics of applicants other than in application form data

# Three Key Strengths (3)-1

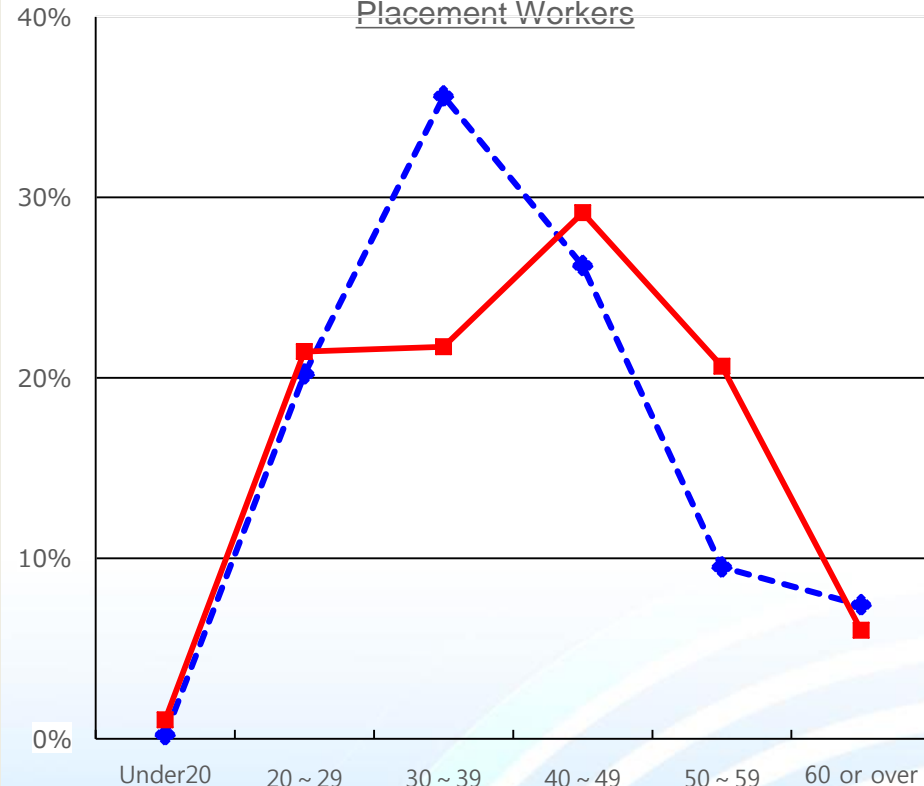
## 3 A framework for increasing workers' skills and job satisfaction

### Workforce motivation management

A system where Careerlink and employees aim for growth and the same goals

- **Opportunities to advance** based on skills and motivation
  - Core Careerlink employees provide assistance for growth based on each assignment
  - Ranks for workers increase motivation for promotions and becoming full-time employees
- **Development of skills** by carefully monitoring each worker's progress
  - A full-time Careerlink supervisor monitors working time and the quality of work to help individuals realize their full potential
  - Use of BPO and CRM training for support for advancement to become a value-added worker
- **A variety of job opportunities for a diverse workforce** in terms of age and other characteristics (see graph on the right)
  - Optimal personnel expenses by sending teams consisting of higher and lower paid workers
  - Provision of job opportunities to many people (the role of a job creation company)

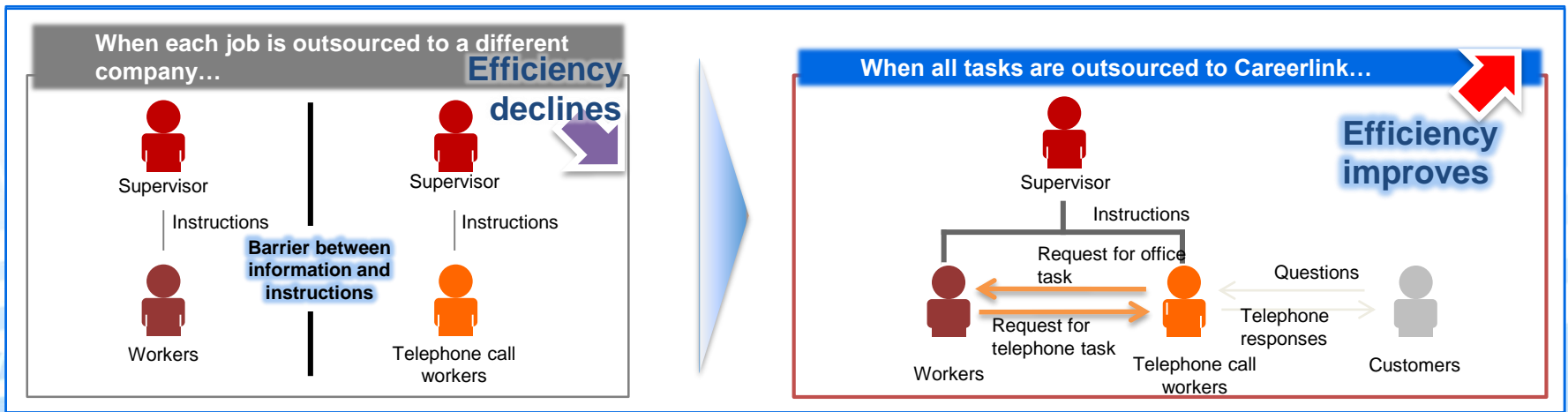
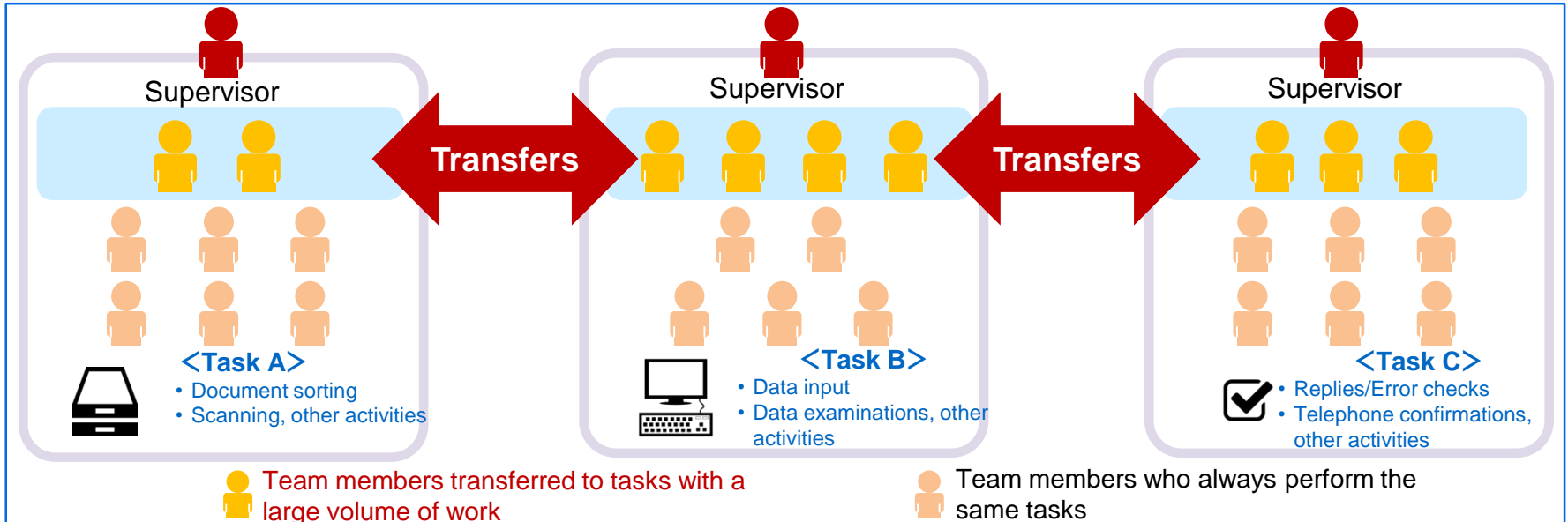
Age Composition of the Temporary Placement Workers



- ◆ Temporary Worker Survey by the Ministry of Health, Labour and Welfare
- ◆ The Careerlink temporary placement workforce (average for the past five years)

# Three Key Strengths (3)-2

## Sending workers in teams improves efficiency



Dedicated to sincerity and excellence for human resource services



すべての  に  
働くよろこびを  
We believe the joy of work.

**Contact: Corporate Planning Department 33F  
Shinjuku-Mitsui Bulg., Nishi-Shinjuku 2-1-1,  
Shinjuku Ward, Tokyo**

**【 T E L 】81-3-6311-7321**

**【 F A X 】81-3-6311-7324**