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## Consolidated Financial Results For the Fiscal Year Ended March 31, 2026 [Japan GAAP]

May 14, 2026

Name of Listed Company: CAREERLINK CO., LTD.

Stock Listing: TSE

Code Number: 6070

URL: <https://www.careerlink.co.jp/>

Representative: (Title) President, Representative Director, and Executive Officer

(Name) Motoaki Narusawa

Contact Point: (Title) Director, Managing Executive Officer, and General Manager of Administration Division

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Scheduled Date of Regular General Meeting of Shareholders: June 29, 2026

Scheduled Date of Dividend Payment Start: June 30, 2026

Scheduled Date of Filing Securities Report: June 26, 2026

Supplementary Materials for Financial Results: Yes

Investor Conference for Financial Results: Yes (for institutional investors and analysts)

(Amounts are rounded down to the nearest one million yen.)

### 1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated Financial Results (Percentages indicate the change against the same period of the previous fiscal year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal Year ended March 31, 2026	44,642	10.5	3,895	44.6	3,915	45.0	2,588	41.5
Fiscal Year ended March 31, 2025	40,397	(7.7)	2,693	(17.9)	2,700	(17.7)	1,829	(16.9)

(Note) Comprehensive income: FY 3/2026: ¥2,611 million [41.2%] FY 3/2025: ¥1,849 million [(17.5)%]

	Net income per share	Diluted net income per share	Return on equity	Ordinary profit to total assets	Operating profit to net sales
	Yen	Yen	%	%	%
Fiscal Year ended March 31, 2026	218.00	216.06	16.9	18.5	8.7
Fiscal Year ended March 31, 2025	154.12	152.90	12.6	13.1	6.7

(Reference) Equity method income: FY 3/2026: ¥- million FY 3/2025: ¥- million

### (2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	22,501	16,013	70.9	1,343.37
As of March 31, 2025	19,878	14,912	74.2	1,242.97

(Reference) Equity capital: FY 3/2026: ¥15,954 million FY 3/2025: ¥14,756 million

### (3) Consolidated Cash flows

	Net cash provided by (used in) operating activities	Net cash provided by (used in) investing activities	Net cash provided by (used in) financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal Year ended March 31, 2026	2,548	(275)	(1,681)	11,316
Fiscal Year ended March 31, 2025	2,710	(129)	(1,785)	10,724

## 2. Dividends

	Dividends per share					Total dividends (Annual)	Payout ratio (Consolidated)	Dividend-to- equity ratio (Consolidated)
	End of the 1Q	End of the 2Q	End of the 3Q	Year- end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2025	-	0.00	-	120.00	120.00	1,424	77.9	9.8
Year ended March 31, 2026	-	0.00	-	120.00	120.00	1,425	55.0	9.3
Year ending March 31, 2027 (Forecast)	-	0.00	-	120.00	120.00		50.7	

## 3. Forecast of Consolidated Financial Results for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(Percentages indicate the change against the same period of the previous fiscal year.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Net income per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	22,516	4.0	1,692	(12.7)	1,700	(12.7)	1,160	(12.4)	97.67
Full year	49,100	10.0	4,095	5.1	4,110	5.0	2,810	8.5	236.60

**\* Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies, accounting estimates and restatements:

- |   |      |
|---|------|
| 1) Changes in accounting policies due to revisions of accounting standards: | None |
| 2) Changes in accounting policies due to reasons other than above 1):       | None |
| 3) Changes in accounting estimates:   | None |
| 4) Restatements:  | None |

(3) Number of issued shares (common stock)

- 1) Number of issued shares (including treasury shares) at end of term
- 2) Number of treasury shares at end of term
- 3) Average number of outstanding shares during the period

As of March 31, 2026	12,605,700 shares	As of March 31, 2025	12,600,700 shares
As of March 31, 2026	729,058 shares	As of March 31, 2025	729,016 shares
Year ended March 31, 2026	11,875,444 shares	Year ended March 31, 2025	11,870,539 shares

(Reference) Outline of the Non-consolidated Financial Results

Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Non-consolidated Financial Results (Percentages indicate the change against the same period of the previous fiscal year.)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended March 31, 2026	32,035	10.8	3,348	50.1	3,493	47.3	2,369	41.7
Fiscal year ended March 31, 2025	28,911	(12.3)	2,230	(20.3)	2,371	(19.8)	1,672	(18.1)

	Net income per share	Diluted net income per share
	Yen	Yen
Fiscal year ended March 31, 2026	199.50	198.64
Fiscal year ended March 31, 2025	140.87	140.27

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of March 31, 2026	19,868	14,844	74.4	1,244.95
As of March 31, 2025	17,631	13,888	78.4	1,164.91

(Reference) Equity capital: FY 3/2026: ¥14,785 million FY 3/2025: ¥13,829 million

\* Statement of financial results is out of scope of audit by certified public accountants or audit corporation.

\* Cautionary statement regarding forecasts of operating results and special notes

(Notes to the forward-looking statements, and others)

Forward-looking statements in these materials are based on information currently available to the Company and assumptions that the Company believes are reasonable. These statements are not promises by the Company regarding future performance. Actual results may differ significantly from these statements for a number of reasons. For information on the forecasts and cautions when using these forecasts, please see “1. Results of Operations (4) Future Outlook” on page 6.

(To receive supplementary materials for financial results)

Supplementary materials for financial results will be posted promptly on the Company’s website after the earnings presentation.

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## 1. Results of Operations

### (1) Overview of Financial Results

In the current fiscal year, the Japanese economy showed signs of a recovery in terms of consumer spending with consumer prices continuing to rise, albeit at a more moderate pace, and on the back of improvements in employment and income conditions, including wage increases. As with consumer spending, corporate profit and capital investment also showed signs of a recovery despite rising raw material costs due to the depreciation of the yen and the impact of the trade and financial policies of the Trump administration in the U.S., partly due to a sense of expectation with regard to the Japanese government's approach of responsible and proactive public finances. However, given the lack of certainty over the impact of the rise in crude oil prices triggered by the conflict between the U.S./Israel and Iran that began in February 2026, it is difficult to make any forecast regarding the future outlook for the Japanese economy.

Regarding the global economy, the U.S. economy continued its expansion, supported by continued robustness in consumer spending. However, concerns remained regarding potential declines in consumer spending and a lower appetite for capital investment due to rising prices driven by U.S. trade policy and a rising unemployment rate. The European economy remained resilient with a recovery in consumer spending and capital investment, particularly in Germany, supported by stable employment and income conditions, price stability, and fiscal and investment measures implemented by the European Commission and other authorities to enhance industrial competitiveness, despite the impact of U.S. trade policy. However, concerns persist regarding the impact of U.S. trade policy moving forward and also with respect to the direction of travel of government policy over matters such as security. As with Japan, it is difficult to make any forecasts regarding the future outlook given that it remains unclear as to what impact the rising crude oil prices triggered by the conflict between the U.S./Israel and Iran will have on the economy. Meanwhile, the Chinese economy continued its gradual slowdown with consumer spending continuing to weaken due to a prolonged slump in the real estate market, rising local government debt, and persistently high youth unemployment.

In this climate, the Japanese human resource service industry operated in an environment where companies showed a sustained appetite for hiring more workers, despite some slight fluctuations in the jobs-to-applicant ratio and official unemployment rate. This willingness to expand employment was against a backdrop of an unresolved chronic labor supply-demand gap, where labor supply continued to fall short of labor demand, coupled by a recovery in both consumer spending and corporate performance.

In this business environment, the Group continued its aggressive efforts to promote its businesses, the business process outsourcing (BPO)-related business, its mainstay, and primarily the manufacturing human resource services business.

In the current fiscal year, in the BPO-related business, we worked proactively to win more orders primarily for projects related to the amendment to the Family Register Act and projects related to citizen services desks, as well as for projects related to social security and tax numbers in the BPO-related business for local governments, which is one of our mainstay projects that we have been working on from the past, despite a reduction in the scale of large-scale projects for private enterprises that were in operation in the previous fiscal year and other projects. In the manufacturing human resource services business, we proactively sought to expand our order volume, particularly with existing clients in the manufacturing and processing category. As a result, net sales for the fiscal year ended March 31, 2026, increased by 4,244,813 thousand yen (up 10.5%) year on year to 44,642,486 thousand yen.

In terms of profit, in addition to the recording of a provision for loss on orders received with respect to some contracted projects that we received as part of our expansion of the scope of our business, we also made some proactive capital investments in IT-related areas. Also, in order to enhance our capacity to respond to our business expansion and diversification of operations, we implemented active recruitment efforts to strengthen our human resources by hiring highly skilled personnel, specialists, as well as sales and business planning staff. While this resulted in a year-on-year increase in personnel expenses, we continued to make efforts to efficiently manage received orders, reduce the cost of sales, such as recruitment expenses, and pursue higher operational efficiency. As a result, operating profit increased by 1,201,727 thousand yen (up 44.6%) to 3,895,177 thousand yen and ordinary profit increased by 1,214,236 thousand yen (up 45.0%) to 3,915,136 thousand yen, both on a year-on-year basis. Meanwhile, profit attributable to owners of parent increased by 759,280 thousand yen (up 41.5%) to 2,588,812 thousand yen on a year-on-year basis with factors behind this including the recording of an impairment loss of 117,726 thousand yen on a business system used for managing contracted projects that had been

non-operational for a certain period, which was taken based on considerations for the future operational outlook of the system and business.

(Clerical human resource services)

In the BPO-related business section, regarding transactions with local governments, in addition to projects related to social security and tax numbers, we proactively expanded the scope of business centered on long-term contracts, mainly on various counter operations at local governments and focused on securing orders for short-term projects related to the amendment to the Family Registration Act, resulting in a steady increase in orders. Furthermore, with respect to transactions with private enterprises, order volume progressed steadily in the winning of projects of leading BPO operators with central government agencies as end clients, as well as large-scale projects of new clients, and other factors, despite a significant downsizing of large-scale projects for private enterprises that were in operation in the previous fiscal year and other matters. In the CRM-related business section, we secured the volume of orders that was needed to offset the reduction in the scale, and/or end of/ of large-scale projects operating in the previous fiscal year in the Tokyo metropolitan area, through efforts such as expanding order volume with existing clients at local branch offices. In the office services section, while orders for projects from local governments remained steady, we failed to offset a decline in sales resulting mainly from the reduction in scale of projects for dispatching office workers to financial institutions. As a result of these developments, net sales of this business for the current fiscal year increased by 2,952,006 thousand yen (up 9.1%) year on year to 35,534,175 thousand yen. In terms of profit, in order to maintain and improve the quality of projects in the BPO-related business section that we secured as part of our efforts to expand the scope of our business and in order to expand the number of orders for similar work from local governments in future, we have been engaged in efforts to bolster the number of personnel assigned to such projects in order to build up staff who have experience in working in such operations. As a result of this, we expect that these projects will incur losses in future, and so have recorded a provision for loss on orders received amounting to 113,783 thousand yen. However, we also strived to lower the cost of sales by raising operational efficiency through efficient staff allocation and reducing expenses such as those for recruiting registered staff workers, and to efficiently manage expenses. As a result, operating profit increased by 1,118,401 thousand yen (up 46.6%) year on year to 3,517,259 thousand yen.

(a) Business process outsourcing

In this section, we proactively worked to expand the order volume of social security and tax number projects from local governments. Furthermore, we worked to expand the area of the business by focusing on long-term contracts including various counter operations, in order to strengthen our business foundation with existing local government clients. We also proactively pursued short-term contracts related to the amendment to the Family Registration Act, in order to increase orders from existing local government clients, resulting in steady order volume. With regard to the number of local governments with which we conduct business, we increased this number by three compared to as of the end of December 2025, resulting in 206 local government clients. Regarding transactions with private enterprises, we experienced a significant downsizing and/or end of large-scale short-term BPO projects for private enterprises and dispatching projects for financial institutions that were in operation in the previous fiscal year. Nevertheless, we received orders from leading BPO operators for projects involving central government agencies and large-scale orders from new clients. Furthermore, regarding field business projects, the volume of large-scale projects received from financial institutions progressed steadily. As a result, net sales for this business segment for the current fiscal year increased by 2,758,850 thousand yen (up 11.5%) year on year to 26,715,637 thousand yen.

(b) Customer relationship management

In this section, the dispatch of workers at large-scale call centers for central government agencies operating in the previous fiscal year from existing clients in the Tokyo metropolitan area was concluded. We also experienced downsizing of dispatching workers at call centers for local governments, which existing clients ordered at local branch offices, as well as downsizing of dispatching projects for an internet services company group. However, we worked to expand order volume with existing clients at our local branch offices in Sapporo, Sendai, Osaka, and Fukuoka, by acquiring orders from leading telemarketing operators, which are existing clients, for projects for the dispatch of workers at call centers mainly for private enterprises. As a result, net sales of this section increased by 417,564 thousand yen (up 13.2%) year on year to 3,587,471 thousand yen.

(c) Office services

In this section, orders for the dispatch of workers relating to social security and tax number projects for local governments, counter operations at local governments, and other projects remained steady. Regarding private enterprises, we worked to expand order volume from existing clients including internet advertising agencies in the Tokyo metropolitan area and at local branch offices in Sendai and Okinawa. However, the segment was unable to offset the significant downsizing of new NISA projects for financial institutions, nor the scale-back and/or end of short-term dispatching projects for local governments and public corporations associated with local governments, which were in operation in the previous fiscal year. As a result, net sales of this section decreased by 224,407 thousand yen (down 4.1%) year on year to 5,231,066 thousand yen.

(Manufacturing human resource services)

In the food processing category, at some corporate clients, the order volume decreased due to a scaling back and/or ending of dispatch projects in line with reduced production, and a shift away from dispatching workers to direct employment. However, order volumes remained solid as we expanded orders for dispatch projects from existing clients, especially companies manufacturing seasonings and frozen foods, orders from new clients manufacturing such as health foods, and contract projects for the processing of agricultural products. In the manufacturing and processing category, we expanded order volumes from existing clients, including those in comprehensive electrical equipment manufacturing and housing equipment manufacturing, with a primary focus on large-scale government policy-related dispatching orders from a housing equipment manufacturing client. In addition, we secured orders from new clients in fields including packaging materials manufacturing and electronic component manufacturing, which contributed to steady growth in order volumes. As a result of these and other efforts, net sales of this business increased by 1,323,744 thousand yen (up 17.6%) year on year to 8,855,388 thousand yen. In terms of profit, we actively implemented increases in dispatching fees, in addition to making efforts to lower the cost of sales, such as recruitment expenses and business machine expenses and pursuing higher operational efficiency. As a result of these and other efforts, operating profit increased by 97,520 thousand yen (up 38.0%) year on year to 353,833 thousand yen.

(Other services)

This business is the automobile management business of Tokyo Vehicle Management Co., Ltd., a subsidiary of Japan Business Service Co., Ltd. Net sales of this business decreased by 30,938 thousand yen (down 10.9%) year on year to 252,923 thousand yen, due to factors such as the slower-than-expected replacement of retired employees and the impact of organizational changes in clients. Operating profit decreased by 14,195 thousand yen (down 37.1%) year on year to 24,084 thousand yen, mainly due to the decrease in net sales and the reduced volume of orders of highly profitable projects, despite the efforts to reduce selling, general and administrative expenses and improve operational efficiency in response to the decline in sales.

## (2) Overview of Financial Position

(Assets)

Total assets at the end of the current fiscal year were 22,501,774 thousand yen, up 2,623,383 thousand yen from the end of the previous fiscal year. This was mainly due to increases of 2,026,664 thousand yen in “Notes and accounts receivable - trade, and contract assets” and 592,608 thousand yen in “Cash and deposits” despite a decrease of 166,756 thousand yen for “Software”.

(Liabilities)

Total liabilities at the end of the current fiscal year were 6,488,357 thousand yen, up 1,522,867 thousand yen from the end of the previous fiscal year. This was mainly due to increases of 576,153 thousand yen in “Accrued consumption taxes” and 482,323 thousand yen in “Income taxes payable,” and 282,532 thousand yen in “Accounts payable – other,” despite a decrease of 158,132 thousand yen in “Long term borrowings (including current portion of long-term borrowings)”.

(Net assets)

Total net assets at the end of the current fiscal year were 16,013,417 thousand yen, up 1,100,516 thousand yen from the end of the previous fiscal year. This was mainly due to an increase of 1,164,210 thousand yen in “Retained earnings” (up 2,588,812 thousand yen due to “Profit attributable to owners of parent” and down 1,424,602 thousand yen due to the payment of dividends).

### (3) Overview of Cash Flows

Cash and cash equivalents totaled 11,316,883 thousand yen at the end of the current fiscal year, 592,608 thousand yen higher than at the end of the previous fiscal year. The following is a summary of cash flows and contributing factors.

(Operating activities)

Net cash provided by operating activities was 2,548,932 thousand yen compared to a positive cash flow of 2,710,718 thousand yen in the same period one year earlier.

Major sources of cash were “Profit before income taxes” of 3,797,410 thousand yen and a 257,031 thousand yen increase due to “Accounts payable – other.” Major uses of cash were a 2,026,664 thousand yen decrease due to “Increase in trade receivables and contract assets” and an 861,116 thousand yen decrease due to “Income taxes paid.”

(Investing activities)

Net cash used in investing activities was 275,286 thousand yen compared to a negative cash flow of 129,775 thousand yen in the same period one year earlier.

Major uses of cash were payments of 195,006 thousand yen for the “Purchase of property, plant and equipment and intangible assets” and 127,979 thousand yen for “Payments of leasehold and guarantee deposits.” A major source of cash was 86,426 thousand yen in “Proceeds from lease and guarantee deposits.”

(Financing activities)

Net cash used in financing activities was 1,681,037 thousand yen compared to a negative cash flow of 1,785,189 thousand yen in the same period one year earlier.

Major uses of cash were 1,425,201 thousand yen in “Dividends paid” and 258,132 thousand yen in “Repayments of long-term borrowings.” A major source of cash was 100,000 thousand yen in “Proceeds from long-term borrowings.”

#### (4) Future Outlook

With regard to the future outlook for the Group, the policies of President Trump's U.S. administration, along with the prolonged and deepening rise in the price of crude oil on the back of the conflict between the U.S./Israel and Iran which began in February 2026, along with other such factors, are expected to have a substantial impact on the Japanese economy.

In light of this business environment, 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. With regard to transactions with local governments, which is the mainstay of our BPO-related business, we will continue efforts to expand the scale of our business, both in terms of size and operations, and to improve the proportion of orders for long-term projects spanning several years. In order to further strengthen our transaction base with local governments, we are committed to a range of initiatives, including the strengthening of our operational structures as part of efforts to improve client satisfaction, as well as our business operations and quality, investing in specialist human resources and other key personnel in order to improve the efficiency of our business operations through the introduction of AI and other IT-related technologies, and otherwise making proactive investments in the Company. When it comes to increasing our transaction base with private enterprises, we will continue to work on developing transactions and expanding the scale of business while also working to develop new business operations.

In light of the above, the Company's outlook with regard to net sales for the next consolidated fiscal year is as follows:

In the BPO-related business in the clerical human resource services business, a certain degree of success has been seen with regard to efforts undertaken last year to promote the acquisition of long-term projects with contracted durations in excess of one year. Moving forward, we will continue efforts to expand our transaction base further by increasing the number of transactions with local governments, while also focusing on initiatives aimed at expanding the scope of our business and securing orders for long-term projects, including those connected to citizen services, which we believe will help up further strengthen our transaction base. Thanks to the increase in orders for long-term projects that we focused on securing in the previous consolidated fiscal year, there will be a considerable number of projects carrying over from the current consolidated fiscal year into the next consolidated fiscal year. For this reason, we forecast that net sales in the BPO-related business for the next consolidated fiscal year will exceed those for the current consolidated fiscal year. In the CRM-related business section, thanks to efforts to strengthen our sales structure during the current fiscal year by increasing our number of staff, not only in the Tokyo metropolitan area, but also across our local branch offices, we have seen results commensurate with these efforts in terms of an increase in the number of transactions with existing clients, and therefore expect to see an increase in the scope of our business operations. In the office services section, the volume of orders for dispatch projects to local governments and other government agencies remained stable throughout the current fiscal year. Based on the above, we forecast that net sales for the clerical human resource services business for the next consolidated fiscal year will exceed that for the current fiscal year.

As with the clerical human resource services business, we also forecast that net sales for the manufacturing human resource services business for the next fiscal year will exceed that of the current fiscal year due to the on-going increase in the volume of orders from most of our existing clients in the food processing category. The same also applies to orders in the manufacturing and processing category, in which the volume of orders is increasing, with orders coming in from clients across a broad range of industries. We have also seen some success during the current consolidated fiscal year in developing new business partners. In the next consolidated fiscal year, we plan to expand projects relating to task undertaking and the introduction of workers, enter into new business areas, and increase the number of our sales offices. In light of the above, we are forecasting that net sales for the Group as a whole during the next consolidated fiscal year will exceed those for the current fiscal year by 10%.

In terms of profit, in order to ensure sustainable growth over the medium- to long-term, we plan to continue to proactively recruit specialist and other key human resources in both the clerical human resource services business and the manufacturing human resource services business. This will be bolstered by investments into information systems-related areas, such as the introduction of AI and other IT-related technologies, in order to help boost our competitiveness by improving the efficiency of our business operations and our overall quality, and investments to help reinforce our security systems. In addition, we also plan to proactively invest into research and development initiatives as part of efforts to help develop new business partners and to diversify our business operations. As a result of these and other efforts, we forecast that net sales for the next

consolidated fiscal year will increase by approximately 10% compared to the current consolidated fiscal year, but that operating profit will likely only increase by 5.1%.

Based on this outlook, we forecast net sales for the next consolidated fiscal year of 49,100,000 thousand yen (up 10.0% year on year), operating profit of 4,095,000 thousand yen (up 5.1% year on year), ordinary profit of 4,110,000 thousand yen (up 5.0% year on year), and profit attributable to owners of parent of 2,810,000 thousand yen (up 8.5% year on year).

## 2. Basic Position Concerning Selection of Accounting Standards

The Careerlink Group uses Japanese accounting standards for its consolidated financial statements because most shareholders, customers and other stakeholders are in Japan and there is no need to procure funds outside Japan.

### 3. Consolidated Financial Statements and Notes

#### (1) Consolidated Balance Sheets

(Unit: Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	10,724,275	11,316,883
Notes and accounts receivable - trade, and contract assets	7,121,580	9,148,244
Work in process	1,002	544
Supplies	4,462	7,055
Other	442,111	385,885
Allowance for doubtful accounts	(4,467)	(5,585)
<b>Total current assets</b>	<b>18,288,963</b>	<b>20,853,027</b>
<b>Non-current assets</b>		
<b>Property, plant and equipment</b>		
Buildings	499,781	421,245
Accumulated depreciation	(260,571)	(187,481)
Buildings, net	239,210	233,764
Vehicles	29,617	27,190
Accumulated depreciation	(28,646)	(26,175)
Vehicles, net	971	1,014
Tools, furniture and fixtures	377,798	476,402
Accumulated depreciation	(290,144)	(355,455)
Tools, furniture and fixtures, net	87,653	120,947
<b>Total property, plant and equipment</b>	<b>327,835</b>	<b>355,726</b>
Intangible assets	230,582	63,825
<b>Investments and other assets</b>		
Investment securities	222,709	227,463
Deferred tax assets	285,860	415,234
Other	528,754	592,811
Allowance for doubtful accounts	(6,313)	(6,313)
<b>Total investments and other assets</b>	<b>1,031,009</b>	<b>1,229,195</b>
<b>Total non-current assets</b>	<b>1,589,427</b>	<b>1,648,747</b>
<b>Total assets</b>	<b>19,878,390</b>	<b>22,501,774</b>

(Unit: Thousands of yen)

	As of March 31, 2025	As of March 31, 2026
<b>Liabilities</b>		
Current liabilities		
Short-term borrowings	36,000	36,000
Current portion of long-term borrowings	253,132	220,032
Accounts payable - other	2,267,327	2,549,860
Accrued expenses	377,000	438,693
Income taxes payable	487,402	969,726
Accrued consumption taxes	369,605	945,758
Contract liabilities	79,703	155,917
Provision for bonuses	292,659	378,984
Provision for bonuses for directors (and other officers)	-	11,670
Provision for loss on orders received	-	113,783
Asset retirement obligations	16,175	-
Other	174,188	160,683
Total current liabilities	4,353,194	5,981,109
Non-current liabilities		
Long-term borrowings	400,032	275,000
Asset retirement obligations	146,357	154,219
Other	65,905	78,028
Total non-current liabilities	612,295	507,248
Total liabilities	4,965,490	6,488,357
<b>Net assets</b>		
Shareholders' equity		
Share capital	412,348	418,318
Capital surplus	253,642	281,230
Retained earnings	14,490,479	15,654,690
Treasury shares	(443,771)	(443,884)
Total shareholders' equity	14,712,698	15,910,354
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	43,455	44,375
Total accumulated other comprehensive income	43,455	44,375
Share acquisition rights	59,103	58,687
Non-controlling interests	97,642	-
Total net assets	14,912,900	16,013,417
<b>Total liabilities and net assets</b>	<b>19,878,390</b>	<b>22,501,774</b>

## (2) Consolidated Statements of Income and Statements of Comprehensive Income

## Consolidated Statements of Income

(Unit: Thousands of yen)

	Fiscal year ended March 31, 2025 (April 1, 2024 - March 31, 2025)	Fiscal year ended March 31, 2026 (April 1, 2025 - March 31, 2026)
Net sales	40,397,672	44,642,486
Cost of sales	32,198,198	34,720,273
Gross profit	8,199,473	9,922,213
Selling, general and administrative expenses	5,506,023	6,027,035
Operating profit	2,693,450	3,895,177
Non-operating income		
Interest income	5,277	21,900
Dividend income	1,427	1,828
Other	7,231	3,467
Total non-operating income	13,936	27,196
Non-operating expenses		
Interest expenses	6,289	5,437
Other	196	1,799
Total non-operating expenses	6,486	7,237
Ordinary profit	2,700,899	3,915,136
Extraordinary losses		
Impairment losses	-	117,726
Total extraordinary losses	-	117,726
Profit before income taxes	2,700,899	3,797,410
Income taxes - current	862,572	1,316,057
Income taxes - deferred	(7,462)	(129,032)
Total income taxes	855,110	1,187,025
Profit	1,845,789	2,610,384
Profit attributable to non-controlling interests	16,257	21,572
Profit attributable to owners of parent	1,829,532	2,588,812

## Consolidated Statements of Comprehensive Income

(Unit: Thousands of yen)

	Fiscal year ended March 31, 2025 (April 1, 2024 - March 31, 2025)	Fiscal year ended March 31, 2026 (April 1, 2025 - March 31, 2026)
Profit	1,845,789	2,610,384
Other comprehensive income		
Valuation difference on available-for-sale securities	3,282	919
Total other comprehensive income	3,282	919
Comprehensive income	1,849,071	2,611,304
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	1,832,814	2,589,732
Comprehensive income attributable to non-controlling interests	16,257	21,572

(3) Consolidated Statements of Changes in Equity  
 Previous fiscal year (April 1, 2024 – March 31, 2025)

(Unit: Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	405,967	247,261	14,085,010	(443,764)	14,294,474
Changes during period					
Dividends of surplus			(1,424,062)		(1,424,062)
Profit attributable to owners of parent			1,829,532		1,829,532
Purchase of treasury shares				(7)	(7)
Issuance of share acquisition rights					-
Exercise of share acquisition rights	6,381	6,381			12,762
Change in ownership interest of parent due to transactions with non-controlling interests					-
Net changes in items other than shareholders' equity					-
Total changes during period	6,381	6,381	405,469	(7)	418,224
Balance at end of period	412,348	253,642	14,490,479	(443,771)	14,712,698

	Accumulated other comprehensive income		Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income			
Balance at beginning of period	40,173	40,173	59,720	81,384	14,475,753
Changes during period					
Dividends of surplus					(1,424,062)
Profit attributable to owners of parent					1,829,532
Purchase of treasury shares					(7)
Issuance of share acquisition rights			12,140		12,140
Exercise of share acquisition rights			(12,757)		4
Change in ownership interest of parent due to transactions with non-controlling interests					-
Net changes in items other than shareholders' equity	3,282	3,282		16,257	19,539
Total changes during period	3,282	3,282	(616)	16,257	437,147
Balance at end of period	43,455	43,455	59,103	97,642	14,912,900

Current fiscal year (April 1, 2025 – March 31, 2026)

(Unit: Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	412,348	253,642	14,490,479	(443,771)	14,712,698
Changes during period					
Dividends of surplus			(1,424,602)		(1,424,602)
Profit attributable to owners of parent			2,588,812		2,588,812
Purchase of treasury shares				(112)	(112)
Issuance of share acquisition rights					-
Exercise of share acquisition rights	5,970	5,970			11,940
Change in ownership interest of parent due to transactions with non-controlling interests		21,618			21,618
Net changes in items other than shareholders' equity					-
Total changes during period	5,970	27,588	1,164,210	(112)	1,197,655
Balance at end of period	418,318	281,230	15,654,690	(443,884)	15,910,354

	Accumulated other comprehensive income		Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income			
Balance at beginning of period	43,455	43,455	59,103	97,642	14,912,900
Changes during period					
Dividends of surplus					(1,424,602)
Profit attributable to owners of parent					2,588,812
Purchase of treasury shares					(112)
Issuance of share acquisition rights			11,518		11,518
Exercise of share acquisition rights			(11,935)		5
Change in ownership interest of parent due to transactions with non-controlling interests					21,618
Net changes in items other than shareholders' equity	919	919		(97,642)	(96,722)
Total changes during period	919	919	(416)	(97,642)	1,100,516
Balance at end of period	44,375	44,375	58,687	—	16,013,417

## (4) Consolidated Statements of Cash Flows

(Unit: Thousands of yen)

	Fiscal year ended March 31, 2025 (April 1, 2024 - March 31, 2025)	Fiscal year ended March 31, 2026 (April 1, 2025 - March 31, 2026)
<b>Cash flows from operating activities</b>		
Profit before income taxes	2,700,899	3,797,410
Depreciation	226,739	265,762
Impairment losses	-	117,726
Increase (decrease) in allowance for doubtful accounts	4,430	1,118
Increase (decrease) in provision for bonuses	(26,249)	86,324
Increase (decrease) in provision for bonuses for directors (and other officers)	-	11,670
Increase (decrease) in retirement benefit liability	(314)	-
Increase (decrease) in provision for loss on orders received	-	113,783
Interest and dividend income	(6,704)	(23,729)
Interest expenses	6,289	5,437
Decrease (increase) in trade receivables and contract assets	1,498,530	(2,026,664)
Decrease (increase) in inventories	12,999	(2,135)
Increase (decrease) in advances received	(530)	6,184
Increase (decrease) in accounts payable - other	(692,275)	257,031
Increase (decrease) in accrued expenses	(39,400)	61,692
Increase (decrease) in accrued consumption taxes	99,446	576,153
Increase (decrease) in deposits received	(1,030,111)	(19,364)
Increase (decrease) in contract liabilities	(114,779)	76,214
Other, net	397,316	87,198
Subtotal	3,036,286	3,391,813
Interest and dividends received	6,704	23,729
Interest paid	(5,982)	(5,626)
Income taxes paid	(535,851)	(861,116)
Income taxes refund	209,561	133
Net cash provided by (used in) operating activities	2,710,718	2,548,932
<b>Cash flows from investing activities</b>		
Purchase of investment securities	(3,008)	(3,348)
Purchase of property, plant and equipment	(63,722)	(181,176)
Purchase of intangible assets	(35,353)	(13,829)
Payments for asset retirement obligations	(11,546)	(35,751)
Payments of leasehold and guarantee deposits	(49,988)	(127,979)
Proceeds from lease and guarantee deposits	34,524	86,426
Other, net	(681)	372
Net cash provided by (used in) investing activities	(129,775)	(275,286)
<b>Cash flows from financing activities</b>		
Proceeds from long-term borrowings	-	100,000
Repayments of long-term borrowings	(339,872)	(258,132)
Redemption of bonds	(20,000)	-
Purchase of treasury shares	(7)	(112)
Dividends paid	(1,425,294)	(1,425,201)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	-	(97,596)
Other, net	(15)	5
Net cash provided by (used in) financing activities	(1,785,189)	(1,681,037)
Net increase (decrease) in cash and cash equivalents	795,753	592,608
Cash and cash equivalents at beginning of period	9,928,521	10,724,275
Cash and cash equivalents at end of period	10,724,275	11,316,883

(5) Notes to Consolidated Financial Statements

(Notes Relating to Going Concern Assumption)

None applicable

(Segment Information)

[Segment information]

1. Reportable segments

Reportable segments of the Careerlink Group are the constituent business units of the group for which separate financial information can be obtained and for which periodic examinations are performed to allow the Board of Directors to allocate resources and evaluate performance.

We are operating clerical human resource services business mainly for BPO and manufacturing human resource services business mainly for food processing. Accordingly, there are two reportable segments: Clerical human resource services business and Manufacturing human resource services business.

2. Method of calculating reportable segment sales, income/loss, assets, liabilities and other items

The accounting method used for reportable business segments complies with the accounting principles adopted for the preparation of the consolidated financial statements.

3. Information about sales, income (loss), assets, liabilities and other items by reporting segment and information on breakdown of revenues

For the previous fiscal year ended March 2025 (April 1, 2024 – March 31, 2025)

(Unit: Thousands of yen)

	Reporting segments			Other <sup>(Note 1)</sup>	Total	Adjustment <sup>(Note 2)</sup>	Amount on the consolidated financial statements <sup>(Note 3)</sup>
	Clerical human resource services business	Manufacturing human resource services business	Subtotal				
Net sales							
Dispatch of workers	16,532,181	7,458,182	23,990,364	—	23,990,364	—	23,990,364
Undertaking of tasks	15,942,367	13,309	15,955,677	283,861	16,239,539	—	16,239,539
Dispatch of workers to be employed as full-time employees	30,671	—	30,671	—	30,671	—	30,671
Introduction of workers	76,947	60,150	137,097	—	137,097	—	137,097
Revenues from contracts with customers	32,582,168	7,531,643	40,113,811	283,861	40,397,672	—	40,397,672
To outside customers	32,582,168	7,531,643	40,113,811	283,861	40,397,672	—	40,397,672
Intersegment sales and transfers	—	—	—	—	—	—	—
Total	32,582,168	7,531,643	40,113,811	283,861	40,397,672	—	40,397,672
Segment income	2,398,857	256,313	2,655,170	38,279	2,693,450	—	2,693,450
Segment assets	7,598,511	1,849,234	9,447,745	286,155	9,733,901	10,144,489	19,878,390
Other items							
Depreciation	222,842	2,297	225,139	1,600	226,739	—	226,739
Increase in property, plant and equipment and intangible assets	87,299	7,002	94,302	—	94,302	—	94,302

Notes: 1. “Other” is the automobile management business of Tokyo Vehicle Management Co., Ltd., which is not a reporting segment.

2. The adjustment in segment assets is elimination of receivables and payables of negative 2,537 thousand yen and a 10,147,026 thousand yen for corporate assets that cannot be assigned to specific segments. Corporate assets are primarily cash and deposits and investment securities etc. of the consolidated-financial statement-submitting companies.

3. The segment income matches operating profit in the consolidated statement of income.

For the current fiscal year ended March 2026 (April 1, 2025 – March 31, 2026)

(Unit: Thousands of yen)

	Reporting segments			Other <sup>(Note 1)</sup>	Total	Adjustment <sup>(Note 2)</sup>	Amount on the consolidated financial statements <sup>(Note 3)</sup>
	Clerical human resource services business	Manufacturing human resource services business	Subtotal				
Net sales							
Dispatch of workers	18,134,389	8,644,849	26,779,238	—	26,779,238	—	26,779,238
Undertaking of tasks	17,303,978	73,898	17,377,876	252,923	17,630,800	—	17,630,800
Dispatch of workers to be employed as full-time employees	21,978	—	21,978	—	21,978	—	21,978
Introduction of workers	73,828	136,639	210,468	—	210,468	—	210,468
Revenues from contracts with customers	35,534,175	8,855,388	44,389,563	252,923	44,642,486	—	44,642,486
To outside customers	35,534,175	8,855,388	44,389,563	252,923	44,642,486	—	44,642,486
Intersegment sales and transfers	—	—	—	—	—	—	—
Total	35,534,175	8,855,388	44,389,563	252,923	44,642,486	—	44,642,486
Segment income	3,517,259	353,833	3,871,092	24,084	3,895,177	—	3,895,177
Segment assets	9,194,272	2,264,838	11,459,111	279,923	11,739,035	10,762,739	22,501,774
Other items							
Depreciation	260,287	4,204	264,491	1,270	265,762	—	265,762
Increase in property, plant and equipment and intangible assets	228,494	34,137	262,631	—	262,631	—	262,631

Notes: 1. “Other” is the automobile management business of Tokyo Vehicle Management Co., Ltd., which is not a reporting segment.

2. The adjustment in segment assets is elimination of receivables and payables of negative 2,507 thousand yen and a 10,765,247 thousand yen for corporate assets that cannot be assigned to specific segments. Corporate assets are primarily cash and deposits and investment securities etc. of the consolidated-financial statement-submitting companies.

3. The segment income matches operating profit in the consolidated statement of income.

[Information about impairment losses on non-current assets by reporting segment]

For the previous fiscal year ended March 2025 (April 1, 2024 – March 31, 2025)

None applicable

For the current fiscal year ended March 2026 (April 1, 2025 – March 31, 2026)

	Reporting segments			Other	Adjustment	Total
	Clerical human resource services business	Manufacturing human resource services business	Subtotal			
Impairment losses	117,726	—	117,726	—	—	117,726

## (Per Share Information)

	Fiscal year ended March 2025 (April 1, 2024 - March 31,2025)	Fiscal year ended March 2026 (April 1, 2025 - March 31,2026)
	Yen	Yen
Net assets per share	1,242.97	1,343.37
Earnings per share	154.12	218.00
Earnings per share fully diluted	152.90	216.06

Notes: 1. The basis for calculating earnings per share and earnings per share fully diluted is as follows.

	Fiscal year ended March 2025 (April 1, 2024 - March 31, 2025)	Fiscal year ended March 2026 (April 1, 2025 - March 31, 2026)
Earnings per share		
Profit attributable to owners of parent (thousand yen)	1,829,532	2,588,812
Amount not attributable to common shareholders (thousand yen)	—	—
Profit attributable to owners of parent related to common shares (thousand yen)	1,829,532	2,588,812
Average number of common shares during the period (shares)	11,870,539	11,875,444
Earnings per share fully diluted		
Adjustment to profit attributable to owners of parent (thousand yen)	(6,730)	(11,923)
of which adjustment of dilutive shares held by subsidiary (thousand yen)	(6,730)	(11,923)
Increase in common shares (shares)	50,873	51,329
of which share acquisition rights (shares)	50,873	51,329
Non-dilutive common shares equivalents not included in calculation of earnings per share fully diluted (shares)	-	-

2. The basis for calculating net assets per share is as follows.

	Fiscal year ended March 2025 (As of March 31, 2025)	Fiscal year ended March 2026 (As of March 31, 2026)
Total net assets (thousand yen)	14,912,900	16,013,417
Deducted amount from total net assets (thousand yen)	156,746	58,687
of which share acquisition rights (thousand yen)	59,103	58,687
of which non-controlling interests (thousand yen)	97,642	-
Net assets at end of period related to common shares (thousand yen)	14,756,154	15,954,729
Number of common shares at end of period used for calculation of net asset per share (shares)	11,871,684	11,876,642

## (Significant Subsequent Events)

None applicable

#### 4. Other information

##### (1) Changes in directors (Planned for June 29, 2026)

- 1) Representative director (current position in parentheses)  
Motoaki Narusawa (President and Representative Director, President and Executive Officer) Re-election

2) Other directors (current position in parentheses)

(a) Director candidates (except directors who are members of the Audit and Supervisory Committee)

- |                   |   |             |
|-------------------|---|-------------|
| Taketo Shima      | (Director, Managing Executive Officer, General Manager of Sales Division, General Manager of BPO Business Unit, and General Manager of BPO Business Unit Planning Department) | Re-election |
| Hiroyoshi Fujieda | (Director, Managing Executive Officer, General Manager of Administration Division and Corporate Planning Department)  | Re-election |
| Natsumi Morimura  | (Director, Executive Officer, Deputy General Manager of Administration Division and Manager of Training Department)   | Re-election |
| Naofumi Maeda     | (Director)  | Re-election |
| Satoko Kitamura   | (Outside director)  | Re-election |

(Note) Ms. Satoko Kitamura is a candidate as an outside director who meets the outside director requirements stipulated in the Companies Act.

(b) Director candidates who are members of the Audit and Supervisory Committee

- |                 |              |
|-----------------|--------------|
| Yasuyuki Kuwada | Re-election  |
| Iwao Hasegawa   | Re-election  |
| Kazumi Mikura   | New election |

(Note) Mr. Iwao Hasegawa and Ms. Kazumi Mikura are candidates as outside directors who are members of the Audit and Supervisory Committee who meet the outside director requirements stipulated in the Companies Act.

(c) Retiring director who is a member of the Audit and Supervisory Committee

- |            |                    |
|------------|--------------------|
| Kesao Endo | (Outside Director) |
|------------|--------------------|

(d) Director candidate who is a substitute member of the Audit and Supervisory Committee

- |           |          |
|-----------|----------|
| Shin Kono | Election |
|-----------|----------|

(Note) Mr. Shin Kono is a candidate as an outside director who is a substitute member of the Audit and Supervisory Committee who meets the outside director requirements stipulated in the Companies Act.

\* Information about the proposed new composition of directors and the candidates respective career histories are in the release dated today titled "Notice Concerning Changes in Officers".