

2. Corporate Group

There is no corporate group because Career Link has no subsidiaries or affiliated companies.

3. Management Policies

(1) Basic policies

Since its establishment in October 1996, Career Link has been dedicated to contributing to society by increasing the number of jobs. The company has grown by supplying employment opportunities to many people who were looking for jobs.

We believe that the corporate value of human resource companies contributes to society in two ways. First is by providing the required personnel and tasks in a timely manner in response to the diverse needs of customers. Second is by supplying labor for the tasks requested by customers in a manner that matches the remuneration received by workers. We meet the numerous wishes of people seeking jobs. In addition, we provide our workers with support to enable them to lead fulfilling lives. We regard these roles as two important social missions of ours. We remain dedicated to achieving more growth in corporate value.

(2) Key performance indicators

To achieve consistent growth in the scale of operations and corporate value, we place priority on sales, the operating margin and the return on equity as indicators of profitability and efficiency.

(3) Medium and long-term strategic goals

Our goal is sustained growth in the size of our operations and our earnings based on our corporate philosophy of “providing everyone with the joy of working.”

Specifically, the Company will strive to expand its operations by leveraging its unique expertise in planning and proposals, operational management and quality assurance in the BPO business, proactively seeking to expand its fields of operations—chiefly in the BPO business. As a comprehensive human resource services company, the Company will further strengthen its compliance and business administration structures and endeavor to enhance the quality of its human resource services, including the provision of personnel capable of achieving high added value. Through these efforts, the Company aims to create the foundations for sustained growth.

(4) Major issues

Going forward, the Japanese economy is expected to continue its recovery, supported by government economic measures. However, the Company remains concerned about the global economic impact of economic movements in China, the Eurozone and Russia.

In the Japanese human resource services sector, the amended Worker Dispatching Act that the government has submitted to the Diet is a source of optimism. However, the securing of employed staff is expected to become increasingly important.

As it works assiduously to expand operations in its mainstay BPO-related business, which is expected to grow, the Company will focus in particular on the initiatives outlined below.

1) Expanding the business process outsourcing operations

In its core BPO Business, national and local government authorities are expected to continue working to curtail government spending by outsourcing public administration. We also expect that private-sector companies will strive to concentrate their management resources on core activities and outsource ancillary operations.

Given this expansion of the BPO market, the Company will work to maximize the knowhow it has gained in BPO administrative operations, including expertise in efficient business processing and quality control, in order to meet a variety of customer needs. In particular, we will work aggressively to expand the BPO Business by harnessing demand related to the January 2016 introduction of a personal number identification system in Japan.

2) Securing temporary staffing workforce and enhancing their satisfaction

Securing employed staff with a high degree of specialization and extensive experience will be critical to expanding the Company’s comprehensive human resource service business. However, finding high-quality staff is likely to grow more difficult as the economy rebounds. To address this issue, the Company will maintain a focus on employed staff (standard), enhance education and training systems and a career path system for employees. At the same time, we will offer career counseling for certified personnel. Through this detailed range of actions, we will aim to offer personnel employment opportunities that match their work–life balance, helping to cultivate human resources that realize high added value.

Through these measures, the Company aims to enhance the satisfaction of its employed staff and continue working to become “Japan’s most empathetic human resource services company.”

3) Strengthen operations and build an organization able to support rapid growth

(a) Recruiting and training, and expanding the organizational structure

Being involved in the comprehensive human resource service business, the Company recognizes that people are its most important management resource. Viewing the recruiting and training of human resources as important management tasks, we will endeavor to recruit excellent human resources and cultivate them through expanded education and training systems. By further enhancing our personnel systems, we will aim to increase the quality of our employees.

To ensure that our organizations respond expeditiously to changes in external and internal environments, we will enhance our organizational structures to keep pace with growth and put in place corporate governance and business administration that stretches to all areas of the Company.

(b) Expand and upgrade information systems

We expect the volume of business processes and administrative expenses to increase along with the scale of our operations. Consequently, one of our most important issues is expanding and upgrading information systems to reflect