

# Summary of Consolidated Financial Results for the Fiscal Year Ended September 30, 2023 (Based on Japanese GAAP)

November 14, 2023

Company name: CAREER Co., LTD. Stock exchange: Tokyo

Stock code: 6198 URL: https://www.careergift.co.jp/

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Scheduled date of annual general meeting of shareholders: December 21, 2023 Scheduled date of payment of dividend:

Scheduled date of filing annual securities report: December 21, 2023

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes (for institutional investors and analysts)

(All amounts are rounded down to the nearest millions of yen)

1. Consolidated financial results for the fiscal year ended September 30, 2023 (from October 1, 2022 to September 30, 2023)

## (1) Consolidated operating results

(Percentages indicate year-on-year changes)

|                    | Net sales       |      | Operating pr    | ting profit Ordinary profit Profit attri |                 | Ordinary profit |                 |       |
|--------------------|-----------------|------|-----------------|--|-----------------|-----------------|-----------------|-------|
| Fiscal year ended  | Millions of yen | %    | Millions of yen | %  | Millions of yen | %               | Millions of yen | %     |
| September 30, 2023 | 17,792          | 8.9  | 608             | 70.9                                     | 603             | 64.9            | 378             | 93.6  |
| September 30, 2022 | 16,338          | 15.2 | 356             | (26.1)                                   | 366             | (24.1)          | 195             | 183.9 |

Note: Comprehensive income Fiscal year ended September 30, 2023: 392 million yen [74.6%] Fiscal year ended September 30, 2022: 225 million yen [128.2%]

|                    | Earnings per share | Diluted earnings<br>per share | Return on equity | Return on assets | Operating profit margin |
|--------------------|--------------------|-------------------------------|------------------|------------------|-------------------------|
| Fiscal year ended  | Yen                | Yen                           | %                | %                | %                       |
| September 30, 2023 | 44.53              | 44.53                         | 22.4             | 12.0             | 3.4                     |
| September 30, 2022 | 23.00              | 23.00                         | 13.9             | 7.5              | 2.2                     |

Reference: Share of profit (loss) of entities accounted for using equity method

Fiscal year ended September 30, 2023 (14) million yen

Fiscal year ended September 30, 2022 0 million yen

## (2) Consolidated financial position

|                    | Total assets    | Net assets      | Equity-to-asset ratio | Net assets per share |
|--------------------|-----------------|-----------------|-----------------------|----------------------|
| As of              | Millions of yen | Millions of yen | %                     | Yen                  |
| September 30, 2023 | 5,106           | 2,034           | 36.8                  | 220.90               |
| September 30, 2022 | 4,925           | 1,644           | 30.5                  | 176.37               |

Reference: Shareholders' equity Fiscal year ended September 30, 2023 1878 million yen

Fiscal year ended September 30, 2022 1500 million yen

# (3) Consolidated cash flows

| (3) Consolidated cash flows |                           |                           |                           |                              |
|-----------------------------|---------------------------|---------------------------|---------------------------|------------------------------|
|                             | Cash flows from operating | Cash flows from investing | Cash flows from financing | Cash and cash equivalents at |
|                             | activities                | activities                | activities                | the end of the period        |
| Fiscal year ended           | Millions of yen           | Millions of yen           | Millions of yen           | Millions of yen              |
| September 30, 2023          | 788                       | (61)                      | (210)                     | 2,745                        |
| September 30, 2022          | 938                       | (312)                     | (9)                       | 2,228                        |

# 2. Dividends

|                             |        |        | Dividends per share |          |       | Total dividends | Payout ratio   | Dividend on equity |
|-----------------------------|--------|--------|---------------------|----------|-------|-----------------|----------------|--------------------|
|                             | 1Q-end | 2Q-end | 3Q-end              | Year-end | Total | (total)         | (consolidated) | (consolidated)     |
| Fiscal year ended           | Yen    | Yen    | Yen                 | Yen      | Yen   | Millions of yen | %              | %                  |
| September 30, 2022          | -      | 0.00   | -                   | 0.00     | 0.00  | -               | -              | -                  |
| September 30, 2023          | -      | 0.00   | -                   | 0.00     | 0.00  | -               | -              | -                  |
| Fiscal Year 2024 (forecast) | -      | 0.00   | -                   | 0.00     | 0.00  |                 | -              |                    |

 $3.\ Consolidated\ forecast\ for\ Fiscal\ Year\ 2024\ (from\ October\ 1,\ 2023\ to\ September\ 30,\ 2024)$ 

(Percentages indicate year-on-year changes)

|           | Net s           | ales | Operatin        | g profit | Ordina          | ry profit | _               | able to owners | Earnings<br>per share |
|-----------|-----------------|------|-----------------|----------|-----------------|-----------|-----------------|----------------|-----------------------|
|           | Millions of yen | %    | Millions of yen | %        | Millions of yen | %         | Millions of yen | %              | Yen                   |
| Full year | 19,500          | 9.6  | 450             | (26.1)   | 450             | (25.4)    | 170             | (55.1)         | 19.99                 |

#### 4. Notes

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations:

Changes in accounting policies due to other reasons:

Changes in accounting estimates:

Restatement of prior period financial statements:

(3) Number of issued shares (ordinary shares)
Total number of issued shares at

the end of the period (including treasury shares)

Number of treasury shares at

the end of the period

Average number of shares during

the period

| As of September 30, 2023                | 8,624,320 shares | September 30, 2022 | 8,624,320 shares |
|---|------------------|--------------------|------------------|
| As of September 30, 2023                | 118,600 shares   | September 30, 2022 | 118,600 shares   |
| Fiscal year ended<br>September 30, 2023 | 8,505,720 shares | September 30, 2022 | 8,505,720 shares |

Reference: Summary of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended September 30, 2023 (from October 1, 2022 to September 30, 2023)

#### (1) Non-consolidated operating results

(Percentages indicate year-on-year changes)

None

None None

None

|                    | Net s           | sales | Operating profit |        | Ordinary profit |        | Profit          |      |
|--------------------|-----------------|-------|------------------|--------|-----------------|--------|-----------------|------|
| Fiscal year ended  | Millions of yen | %     | Millions of yen  | %      | Millions of yen | %      | Millions of yen | %    |
| September 30, 2023 | 15,141          | 8.1   | 553              | 66.3   | 528             | 53.6   | 340             | 48.4 |
| September 30, 2022 | 14,004          | 13.4  | 332              | (25.5) | 344             | (22.9) | 229             | -    |

|                    | Earnings per share | Diluted earnings<br>per share |
|--------------------|--------------------|-------------------------------|
| Fiscal year ended  | Yen                | Yen                           |
| September 30, 2023 | 40.02              | -                             |
| September 30, 2022 | 26.98              | 26.97                         |

# (2) Non-consolidated financial position

|                    | Total assets Net assets E |                 | Equity-to-asset ratio | Net assets per share |
|--------------------|---------------------------|-----------------|-----------------------|----------------------|
| As of              | Millions of yen           | Millions of yen | %                     | Yen                  |
| September 30, 2023 | 4,596                     | 1,957           | 41.6                  | 224.69               |
| September 30, 2022 | 4,573                     | 1,620           | 34.3                  | 184.67               |

Reference: Shareholders' equity

As of September 30, 2023 As of September 30, 2022 1,911 million yen 1,570 million yen

During the current fiscal year, the profitability of some projects improved, and the profit margin improved due to cost reduction in advertising and other expenses and a partial return of social insurance premiums for temporary staff which was more than expected. Accordingly, there are differences between the actual results for the previous fiscal year and those for the current fiscal year.

- \* Financial results reports are exempt from audits conducted by certified public accountants or an audit corporation.
- \* Proper use of earnings forecasts, and other special matters

The forward-looking statements regarding future performance in this material are based on information currently available to the Company and certain assumptions that the Company deems to be reasonable at the time this report was prepared. Therefore, the Company does not make promises about the achievements. Actual results may differ significantly from the forecasts due to various factors. For assumptions used in earnings forecasts and cautionary notes regarding the use of earnings forecasts,

please refer to "1. Overview of operating results, etc., (5) Future outlook" on page 4 of the attachment.

<sup>&</sup>lt;Reasons for differences between the non-consolidated financial results and the actual results for the previous year>

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## 1. Overview of operating results, etc.

## (1) Overview of operating results

During the current consolidated fiscal year, the Japanese economy continued to pick up on the back of the normalization of economic activities. Although the high cost of living restrained consumption in some respects, due to the easing of supply constraints, a recovery was seen in automobile exports mainly to Europe and the U.S.

Despite the growing uncertainty in overseas economies, companies maintain active investment plans such as strengthening digital transformation-related investments. Furthermore, in the Basic Policy on Economic and Fiscal Management and Reform 2023 (the Basic Policy, June 2023), the government indicated its policy to strengthen investments in people such as reskilling. Such government policies are expected to provide a tailwind for human resources, a focus area of the Group, in addition to the promoted corporate investments.

In the human resource services industry, in which the Group operates, the active job openings-to-applicants ratio in September 2023 was 1.29 (1.34 in the same month of the previous year, according to the survey by the Ministry of Health, Labour and Welfare) and the unemployment rate was 2.6% (2.6% in the same month of the previous year, according to the survey by the Statistics Bureau, Ministry of Internal Affairs and Communications). Although those indicators have not recovered to the level they were before the spread of the COVID-19 infections, corporate recruiting needs have remained stable along with the revitalization of economic and social activities. Under such economic conditions, in the environment surrounding the human resource services for the aging society, in which the Group operates, the Act on Stabilization of Employment of Elderly Persons was revised in April 2021 to expand job opportunities for elderly people with the increase in the number of active seniors (\*). This raised the upper age limit of retirement and continued employment from 65 to 70, facilitating employment of active seniors and, above all, creating a way for them to work in a manner not limited to employment. For companies as well, it is expected to be easier for them to leverage external senior human resources as they are relieved of responsibilities associated with employment, and the business area of the Group is also expected to expand.

Under such a business environment, to achieve a continued increase in corporate value, the Company has implemented new initiatives for the continued growth of existing businesses and improvement of business performance over the medium to long term.

As a result of the above, for the current consolidated fiscal year, the Group's net sales increased by 1,454,091 thousand yen (8.9%) year-on-year to 17,792,201 thousand yen, operating profit increased by 252,526 thousand yen (70.9%) to 608,708 thousand yen, and ordinary profit increased by 237,542 thousand yen (64.9%) to 603,573 thousand yen. After adjusting with extraordinary income/losses and income taxes, profit attributable to owners of parent increased by 183,144 thousand yen year-on-year to 378,755 thousand yen.

(\*) Active seniors: Defined by the Group as people who are 55 years of age or older and willing to work.

The Group's business comprises a single segment, human resource services for the aging society. Results by business are as follows.

# 1) Senior work business

The senior work business mainly provides temporary staffing, recruitment, and business contracting for active seniors in two fields; white-collar positions that perform clerical tasks at call centers and public institutions, and blue-collar positions that perform physical tasks such as building maintenance, bed-making, and logistics. During the current consolidated fiscal year, although demand for temporary staffing settled down for the moment due to the completion of special demand projects related to COVID-19 vaccinations, we focused especially on contracting and BPO projects while reducing selling, general and administrative expenses in the senior work business, thereby improving profitability. We recognize that exploring new types of jobs and proposing new ways of working are still issues, and we are working to strengthen the hiring and training of consultants for leveraging seniors.

As a result, net sales in the senior work business were 4,655,976 thousand yen (up 6.0% year-on-year).

# 2) Senior care business

The senior care business mainly provides temporary staffing, recruitment, and temp-to-perm dispatching of nurses, caregivers, and other qualified personnel to nursing care facilities. While temporary staffing of nurses for COVID-19 vaccinations contributed as in the previous consolidated fiscal year, we also captured steady demand even after the special demand for vaccinations mainly at existing branches and, at the same time, improved the gross profit margin of temporary staffing. We also expanded the contents on our job site and enhanced advertising and hiring of employees to increase the number of registered staff at existing branches.

As a result, net sales in the senior care business were 13,136,224 thousand yen (up 10.0% year-on-year).

#### (2) Overview of financial position

(Assets)

Total assets at the end of the current consolidated fiscal year increased by 181,314 thousand yen from the end of the previous consolidated fiscal year to 5,106,944 thousand yen due mainly to a decrease in accounts receivable - trade despite an increase in cash and deposits.

#### (Liabilities)

Total liabilities at the end of the current consolidated fiscal year decreased by 208,089 thousand yen from the end of the previous consolidated fiscal year to 3,072,791 thousand yen due mainly to a decrease in short-term borrowings, accounts payable - other, and provision for bonuses, despite an increase in income taxes payable and accrued consumption taxes.

#### (Net assets)

Total net assets at the end of the current consolidated fiscal year increased by 389,403 thousand yen from the end of the previous consolidated fiscal year to 2,034,153 thousand yen due mainly to the recording of profit attributable to owners of parent. As a result, the equity-to-asset ratio was 36.8%, up from 30.5% at the end of the previous consolidated fiscal year.

## (3) Overview of cash flows

The remaining balance of cash and cash equivalents (hereinafter referred to as "cash") at the end of the current consolidated fiscal year increased by 516,955 thousand yen from the end of the previous consolidated fiscal year to 2,745,680 thousand yen.

The status of cash flows and factors affecting them during the current consolidated fiscal year are as follows.

# (Cash flows from operating activities)

Net cash provided by operating activities was 788,660 thousand yen (938,025 thousand yen provided in the same period of the previous fiscal year).

This was mainly attributable to profit before income taxes of 618,618 thousand yen, depreciation of 54,107 thousand yen, a decrease in trade receivables of 297,350 thousand yen, a decrease in accrued expenses of 7,857 thousand yen, an increase in accrued consumption taxes of 38,169 thousand yen, despite income taxes paid of 132,104 thousand yen.

## (Cash flows from investing activities)

Net cash used in investing activities was 61,369 thousand yen (312,197 thousand yen used in the same period of the previous fiscal year).

This was mainly attributable to purchase of property, plant and equipment of 5,107 thousand yen, purchase of intangible assets of 13,506 thousand yen, proceeds from refund of guarantee deposits of 24,785 thousand yen, and payments of guarantee deposits of 12,398 thousand yen.

# (Cash flows from financing activities)

Net cash used in financing activities was 210,335 thousand yen (9,803 thousand yen used in the same period of the previous fiscal year).

This was mainly attributable to a decrease in short-term borrowings of 200,000 thousand yen and repayments of long-term borrowings of 10,335 thousand yen.

Reference: Trends in cash flow-related indicators

|   | Fiscal Year 2019 | Fiscal Year 2020 | Fiscal Year 2021 | Fiscal Year 2022 | Fiscal Year 2023 |
|---|------------------|------------------|------------------|------------------|------------------|
| Equity-to-asset ratio (%)                               | 41.7             | 35.3             | 27.0             | 30.5             | 36.8             |
| Equity-to-asset ratio based on market value (%)         | 217.9            | 89.8             | 129.9            | 56.1             | 63.6             |
| Interest-bearing liabilities to cash flow ratio (years) | (35.4)           | 3.5              | (5.9)            | 1.3              | 1.3              |
| Interest coverage ratio (times)                         | (15.8)           | 81.1             | (53.2)           | 166.0            | 149.7            |

Equity-to-asset ratio: Shareholders' equity / total assets

Equity-to-asset ratio based on market value: Market capitalization / total assets

Interest-bearing liabilities to cash flow ratio: Interest-bearing liabilities / cash flow

Interest coverage ratio: Cash flow / interest payment

Note 1: For cash flows, cash flows from (used in) operating activities are used.

Note 2: Interest-bearing liabilities cover all liabilities on the balance sheet for which interest is paid.

#### (4) Basic policy for profit distribution and dividends for the current and next fiscal years

The Company's basic policy is to distribute profit appropriately according to our business performance, aiming to return profit to shareholders and ensure a stable business base over the long term. For the current fiscal year, we have decided not to pay dividends, prioritizing enhancement of internal reserve to prepare for new businesses, capital expenditures, and future business deployments, and taking into account the investments needed to further strengthen our growth potential and the status of our cash

However, we regard the return of profit to shareholders as one of our most important business issues, and in the future, we will make further efforts to improve our business performance to pay dividends from profit as early as possible, while fully considering the level of our business performance and financial position for the relevant fiscal year.

## (5) Future outlook

As for the future outlook, we expect conditions to remain steady as there are signs of normalization of economic activities that have slowed down due to the impact of the COVID-19 infections, inbound demand is expected to increase due to the weak yen and other factors, and there are continued demand for migration from the Tokyo metropolitan area in addition to tourism. Regarding specific measures under such conditions, in the senior work business, we will proactively capture inbound demand as the special demand for COVID-19 vaccinations has settled down for the moment, and build up new recurring-revenue businesses by further accelerating employment support services for people with disabilities, which has exceeded the break-even point. In the senior care business, we will capture new demand in the medical services business, which is an existing temporary staffing business, by responding to the needs for medical human resources that arise on a temporary basis by leveraging doctors and nurses who are willing to work in multiple workplaces, whom we have successfully found through the COVID-19 vaccination business. We will also provide care workers to the market to alleviate the shortage of human resources by discovering human resources interested in the caregiving industry and promoting reskilling actively supported by the government.

As a result of the above, we expect net sales of 19,500 million yen, operating profit of 450 million yen, ordinary profit of 450 million yen, and profit attributable to owners of parent of 170 million yen.

#### 2. Basic approach to the selection of accounting standards

Taking into consideration the comparability of consolidated financial statements from period to period and among companies, the Group's policy is to prepare consolidated financial statements with Japanese GAAP for the time being.

As for the application of International Financial Reporting Standards, our policy is to respond appropriately considering the various conditions in Japan and overseas.

# 3. Consolidated financial statements and major notes

# (1) Consolidated balance sheet

|                                       |                          | (Thousands of yen)       |
|---------------------------------------|--------------------------|--------------------------|
|                                       | As of September 30, 2022 | As of September 30, 2023 |
| Assets                                |                          |                          |
| Current assets                        |                          |                          |
| Cash and deposits                     | 2,228,724                | 2,745,680                |
| Accounts receivable - trade           | 1,919,292                | 1,621,942                |
| Other                                 | 118,563                  | 105,989                  |
| Allowance for doubtful accounts       | (4,296)                  | (1,872)                  |
| Total current assets                  | 4,262,284                | 4,471,740                |
| Non-current assets                    |                          |                          |
| Property, plant and equipment         |                          |                          |
| Buildings, net                        | 218,311                  | 211,159                  |
| Tools, furniture and fixtures, net    | 101,517                  | 85,435                   |
| Vehicles, net                         | 0                        | 0                        |
| Total property, plant and equipment   | 319,829                  | 296,595                  |
| Intangible assets                     |                          |                          |
| Software                              | 57,851                   | 48,661                   |
| Total intangible assets               | 57,851                   | 48,661                   |
| Investments and other assets          |                          |                          |
| Shares of subsidiaries and associates | 16,073                   | 49,126                   |
| Guarantee deposits                    | 220,603                  | 208,216                  |
| Deferred tax assets                   | 45,250                   | 30,237                   |
| Other                                 | 6,600                    | 5,228                    |
| Allowance for doubtful accounts       | (2,862)                  | (2,862)                  |
| Total investments and other assets    | 285,665                  | 289,947                  |
| Total non-current assets              | 663,346                  | 635,204                  |
| Total assets                          | 4,925,630                | 5,106,944                |
|                                       |                          |                          |

|                                  |                          | (Inousands of yen)       |
|----------------------------------|--------------------------|--------------------------|
|                                  | As of September 30, 2022 | As of September 30, 2023 |
| Liabilities                      |                          |                          |
| Current liabilities              |                          |                          |
| Short-term borrowings            | 1,210,335                | 1,000,000                |
| Accounts payable - other         | 263,076                  | 185,538                  |
| Accrued expenses                 | 1,137,164                | 1,129,307                |
| Income taxes payable             | 62,167                   | 143,358                  |
| Accrued consumption taxes        | 367,057                  | 405,226                  |
| Provision for bonuses            | 58,335                   | -                        |
| Refund liabilities               | 189                      | 730                      |
| Other                            | 50,364                   | 67,919                   |
| Total current liabilities        | 3,148,691                | 2,932,081                |
| Non-current liabilities          |                          |                          |
| Asset retirement obligations     | 132,190                  | 140,710                  |
| Total non-current liabilities    | 132,190                  | 140,710                  |
| Total liabilities                | 3,280,881                | 3,072,791                |
| Net assets                       |                          |                          |
| Shareholders' equity             |                          |                          |
| Share capital                    | 157,590                  | 157,590                  |
| Capital surplus                  | 137,590                  | 137,590                  |
| Retained earnings                | 1,357,266                | 1,736,022                |
| Treasury shares                  | (152,306)                | (152,306)                |
| Total shareholders' equity       | 1,500,140                | 1,878,896                |
| Share acquisition rights         | 49,785                   | 46,298                   |
| Non-controlling interests        | 94,823                   | 108,958                  |
| Total net assets                 | 1,644,749                | 2,034,153                |
| Total liabilities and net assets | 4,925,630                | 5,106,944                |

|   | Fiscal year ended<br>September 30, 2022 | Fiscal year ended<br>September 30, 2023 |
|---|---|---|
| Net sales   | 16,338,109                              | 17,792,201                              |
| Cost of sales   | 12,704,795                              | 13,793,030                              |
| Gross profit  | 3,633,314                               | 3,999,170                               |
| Selling, general and administrative expenses                  | 3,277,132                               | 3,390,462                               |
| Operating profit  | 356,181                                 | 608,708                                 |
| Non-operating income  |   |   |
| Interest and dividend income                                  | 14                                      | 20                                      |
| Subsidy income  | 14,391                                  | 18,166                                  |
| Share of profit of entities accounted for using equity method | 911                                     | -                                       |
| Other   | 824                                     | 1,617                                   |
| Total non-operating income                                    | 16,143                                  | 19,804                                  |
| Non-operating expenses  |   |   |
| Interest expenses   | 5,651                                   | 5,268                                   |
| Share of loss of entities accounted for using equity method   | -                                       | 14,946                                  |
| Settlement package  | -                                       | 4,611                                   |
| Other   | 642                                     | 112                                     |
| Total non-operating expenses                                  | 6,293                                   | 24,939                                  |
| Ordinary profit   | 366,031                                 | 603,573                                 |
| Extraordinary income  |   |   |
| Gain on reversal of share acquisition rights                  | 1,234                                   | 22,125                                  |
| Total extraordinary income                                    | 1,234                                   | 22,125                                  |
| Extraordinary losses  |   |   |
| Loss on retirement of non-current assets                      | -                                       | 5,600                                   |
| Impairment losses   | 4,414                                   | 1,478                                   |
| Total extraordinary losses                                    | 4,414                                   | 7,079                                   |
| Profit before income taxes                                    | 362,851                                 | 618,618                                 |
| Income taxes - current  | 137,954                                 | 210,715                                 |
| Income taxes - deferred                                       | (124)                                   | 15,013                                  |
| Total income taxes  | 137,830                                 | 225,728                                 |
| Profit  | 225,020                                 | 392,890                                 |
| Profit attributable to non-controlling interests              | 29,410                                  | 14,135                                  |
| Profit attributable to owners of parent                       | 195,610                                 | 378,755                                 |

|                                      |   | (Thousands of yen)                      |
|--------------------------------------|---|---|
|                                      | Fiscal year ended<br>September 30, 2022 | Fiscal year ended<br>September 30, 2023 |
| Profit                               | 225,020                                 | 392,890                                 |
| Comprehensive income                 | 225,020                                 | 392,890                                 |
| Comprehensive income attributable to |   |   |
| Owners of parent                     | 195,610                                 | 378,755                                 |
| Non-controlling interests            | 29,410                                  | 14,135                                  |

# (3) Consolidated statement of changes in equity

Fiscal year ended September 30, 2022

(Thousands of yen)

|  | Shareholders' equity |                 |                   |                 |                            |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at the beginning of the period               | 157,590              | 137,590         | 1,161,656         | (152,306)       | 1,304,530                  |
| Changes during period                                |                      |                 |                   |                 |                            |
| Profit attributable to owners of parent              |                      |                 | 195,610           |                 | 195,610                    |
| Net changes in items other than shareholders' equity |                      |                 |                   |                 |                            |
| Total changes during period                          | -                    | -               | 195,610           | -               | 195,610                    |
| Balance at the end of the period                     | 157,590              | 137,590         | 1,357,266         | (152,306)       | 1,500,140                  |

|  | Share acquisition rights | Non-controlling interests | Total net assets |
|--|--------------------------|---------------------------|------------------|
| Balance at the beginning of the period               | 24,393                   | 63,413                    | 1,392,336        |
| Changes during period                                |                          |                           |                  |
| Profit attributable to owners of parent              |                          |                           | 195,610          |
| Net changes in items other than shareholders' equity | 25,392                   | 31,410                    | 56,802           |
| Total changes<br>during period                       | 25,392                   | 31,410                    | 252,412          |
| Balance at the end of the period                     | 49,785                   | 94,823                    | 1,644,749        |

# (Thousands of yen)

|  | Shareholders' equity |                 |                   |                 |                            |
|--|----------------------|-----------------|-------------------|-----------------|----------------------------|
|  | Share capital        | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at the beginning of the period                     | 157,590              | 137,590         | 1,357,266         | (152,306)       | 1,500,140                  |
| Changes during period                                      |                      |                 |                   |                 |                            |
| Profit attributable to owners of parent                    |                      |                 | 378,755           |                 | 378,755                    |
| Net changes in items<br>other than shareholders'<br>equity |                      |                 |                   |                 |                            |
| Total changes during period                                | -                    | -               | 378,755           | -               | 378,755                    |
| Balance at the end of the period                           | 157,590              | 137,590         | 1,736,022         | (152,306)       | 1,878,896                  |

|  | Share acquisition rights | Non-controlling interests | Total net assets |
|--|--------------------------|---------------------------|------------------|
| Balance at the beginning of the period                     | 49,785                   | 94,823                    | 1,644,749        |
| Changes during period                                      |                          |                           |                  |
| Profit attributable to owners of parent                    |                          |                           | 378,755          |
| Net changes in items<br>other than shareholders'<br>equity | (3,486)                  | 14,135                    | 10,648           |
| Total changes during period                                | (3,486)                  | 14,135                    | 389,403          |
| Balance at the end of the period                           | 46,298                   | 108,958                   | 2,034,153        |

|  | Fiscal year ended<br>September 30, 2022 | Fiscal year ended<br>September 30, 2023 |
|--|---|---|
| Cash flows from operating activities                                 |   |   |
| Profit before income taxes   | 362,851                                 | 618,618                                 |
| Depreciation   | 51,381                                  | 54,107                                  |
| Loss on retirement of non-current assets                             | -                                       | 5,600                                   |
| Impairment losses  | 4,414                                   | 1,478                                   |
| Share of loss (profit) of entities accounted for using equity method | (911)                                   | 14,946                                  |
| Share-based payment expenses   | 26,626                                  | 18,638                                  |
| Increase (decrease) in allowance for doubtful accounts               | (1,612)                                 | (2,423)                                 |
| Increase (decrease) in provision for bonuses                         | (26,126)                                | (58,335)                                |
| Increase (decrease) in refund liabilities                            | 62                                      | 541                                     |
| Interest and dividend income   | (14)                                    | (20)                                    |
| Interest expenses  | 5,651                                   | 5,268                                   |
| Decrease (increase) in trade receivables                             | 645,875                                 | 297,350                                 |
| Increase (decrease) in accrued expenses                              | 69,788                                  | (7,857)                                 |
| Increase (decrease) in accrued consumption taxes                     | 15,295                                  | 38,169                                  |
| Other  | 86,472                                  | (60,069)                                |
| Subtotal   | 1,239,753                               | 926,013                                 |
| Interest and dividends received                                      | 14                                      | 20                                      |
| Interest paid  | (5,651)                                 | (5,268)                                 |
| Income taxes paid  | (296,091)                               | (132,104)                               |
| Cash flows from operating activities                                 | 938,025                                 | 788,660                                 |
| Cash flows from investing activities                                 |   |   |
| Purchase of property, plant and equipment                            | (213,806)                               | (5,107)                                 |
| Purchase of intangible assets  | (22,545)                                | (13,506)                                |
| Payments for asset retirement obligations                            | (7,693)                                 | (7,271)                                 |
| Proceeds from collection of short-term loans receivable              | 157                                     | 449                                     |
| Short-term loan advances   | (152)                                   | (499)                                   |
| Purchase of shares of subsidiaries and associates                    | -                                       | (48,000)                                |
| Proceeds from collection of long-term loans receivable               | 161                                     | 180                                     |
| Long-term loan advances  | (305)                                   |   |
| Proceeds from refund of guarantee deposits                           | 2772                                    | 24,785                                  |
| Payments of guarantee deposits                                       | (70,786)                                | (12,398)                                |
| Cash flows from investing activities                                 | (312,197)                               | (61,369)                                |
| Cash flows from financing activities                                 |   |   |
| Increase (decrease) in short-term borrowings                         | -                                       | (200,000)                               |
| Repayments of long-term borrowings                                   | (11,796)                                | (10,335)                                |
| Dividends paid   | (7)                                     | (0)                                     |
| Proceeds from share issuance to non-controlling shareholders         | 2,000                                   |   |
| Cash flows from financing activities                                 | (9,803)                                 | (210,335)                               |
| Net increase (decrease) in cash and cash equivalents                 | 616,024                                 | 516,955                                 |
| Cash and cash equivalents at the beginning of the period             | 1,612,700                               | 2,228,724                               |
| Cash and cash equivalents at the end of the period                   | 2,228,724                               | 2,745,680                               |

| (5) | Notes | to the | consolidated | financial | statements |
|-----|-------|--------|--------------|-----------|------------|
|     |       |        |              |           |            |

(Notes on uncertainties of entity's ability to continue as going concern)

Not applicable.

(Additional information)

Not applicable.

(Segment information, etc.)

[Segment information]

As the Group's business comprises a single segment, human resource services for the aging society, the description is omitted.

(Revenue recognition)

The breakdown of revenue from contracts with customers is as follows.

Fiscal year ended September 30, 2022

(Thousands of ven)

|                                       |                      |                      | (Thousands of yen) |
|---------------------------------------|----------------------|----------------------|--------------------|
|                                       | Senior work business | Senior care business | Total              |
| Revenue from contracts with customers | 4,390,841            | 11,947,268           | 16,338,109         |

Fiscal year ended September 30, 2023

(Thousands of yen)

|                                       | Senior work business | Senior care business | Total      |
|---------------------------------------|----------------------|----------------------|------------|
| Revenue from contracts with customers | 4,655,976            | 13,136,224           | 17,792,201 |

# (Per share information)

|                            | Fiscal year ended September 30, 2022 | Fiscal year ended September 30, 2023 |
|----------------------------|--------------------------------------|--------------------------------------|
| Net assets per share       | 176.37 yen                           | 220.90 yen                           |
| Earnings per share         | 23.00 yen                            | 44.53 yen                            |
| Diluted earnings per share | 23.00 yen                            | 44.53 yen                            |

Note: The basis for calculating earnings per share and diluted earnings per share is as follows.

|  | Fiscal year ended September 30, 2022 | Fiscal year ended September 30, 2023 |
|--|--------------------------------------|--------------------------------------|
| Earnings per share   |                                      |                                      |
| Profit attributable to owners of parent (thousands of yen)                     | 195,610                              | 378,755                              |
| Amount not attributable to ordinary shareholders (thousands of yen)            | 1                                    | -                                    |
| Profit attributable to owners of parent for ordinary shares (thousands of yen) | 195,610                              | 378,755                              |
| Average number of ordinary shares during the period (shares)                   | 8,505,720                            | 8,505,720                            |
|  |                                      |                                      |
| Diluted earnings per share   |                                      |                                      |
| Adjustments for profit attributable to owners of parent (thousands of yen)     | 1                                    | -                                    |
| Increase in the number of ordinary shares (shares)                             | 842                                  | 322                                  |
| (Of which, share acquisition rights (shares))                                  | (842)                                | (322)                                |

(Significant events after reporting period)

Not applicable.