



Presentation Materials for the Earnings Briefing

for the First Half of the Fiscal Year
Ending March 31, 2023

November 25, 2022

MKSystem Corporation (stock code: 3910)

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Company profile

- Company name: MKSystem Corporation
- Representative: Noboru Miyake
- Location: Osaka Head office
30F, Umeda Center Bldg., 2-4-12, Nakazaki-nishi, Kita-ku, Osaka, Japan
- Bases: Tokyo; Nagoya; Fukuoka; Ninohe, Iwate Prefecture; and Matsuyama
- Subsidiary: Business Net Corporation Co., Ltd. (Minato-ku, Tokyo)
- Date of incorporation: February 22, 1989
- Capital stock: 219 million yen



Mission and vision

MISSION

Management Philosophy

We provide cloud solutions that benefit you

Our services are user-friendly for consumers, their families and employers. Moreover, they support social foundations through contribution to the administration of social security services and human resources development.

VISION

Management Policies

Provide comprehensive services in the field of the personnel and labor management
Streamlines operations and supports the creation of added value

Our services streamline operations and increase productivity at our customers, and simultaneously adds value by supporting the entire organization as well as individual employees.

VALUES

Action Guidelines



Technology Driven

Leverage the state-of-the-art technologies to continue to innovate services.



Speed

Act with speed while being conscious of the concerns of relevant concerned parties.



Fairness

Act fairly and equitably to grow and develop together with our stakeholders.

Divided our business into two segments: Shalom Business and CuBe Business

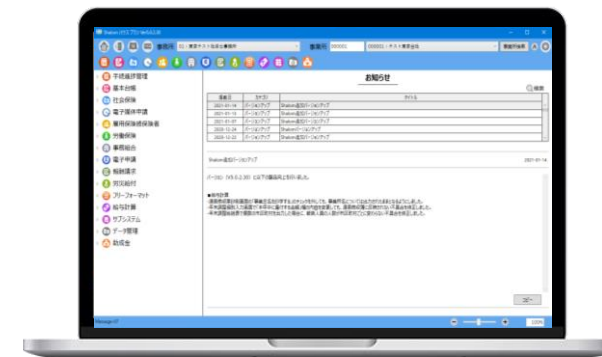
Shalom Business

- ASP service
- System construction service

Monthly system service fee and initial setup fee, etc.

- System product sale

Sales of working time recording systems and payroll ledgers, etc.



CuBe Business

- Contracted development type semi-customized services
- Cloud service

System customization and maintenance costs



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Results highlight (consolidated)

- 2Q sales **up 8.0% YoY** to 710 million yen along with the build-up of steady revenue streams
1H earnings reached **42.9%** against the full-year earnings forecast
(1H of the previous fiscal year: 42.9%)
- Gross profit **up 3.7% YoY** to 340 million yen due to lower amortization expenses
- Operating profit **up 17.1% YoY** to 46 million yen
- Steady revenue from the Shalom Business **up 12.7% YoY** to 502 million yen
- Orders received in the CuBe Business **increased 9.6% YoY** to 279 million yen

Financial summary (consolidated)

2Q sales up 8.0% to 710 million yen

2Q operating profit: 46 million yen due to improvement of operating margin

	2Q FY3/22	1Q FY3/23	2Q FY3/23	YoY change	Vs. 1Q FY3/23
Net sales	658	625	710	+8.0%	+13.7%
Gross profit	328	293	340	+3.7%	+16.2%
<i>Gross margin</i>	50.0%	46.9%	48.0%	(2.0)pt	+1.0pt
Operating profit	39	(6)	46	+17.1%	-
<i>Operating margin</i>	6.0%	-	6.6%	+0.5pt	-
Profit attributable to owners of parent	14	(17)	33	+128.7%	-
Basic earnings per share (Yen)	2.73	(3.14)	6.25	-	-

Balance sheet (consolidated)

Non-current assets up due to increased stock of software associated with developing new products

Stable financial base with an equity ratio of 57.8%

	FY3/21	2Q FY3/22	FY3/22	2Q FY3/23
Total current assets	1,172	1,052	1,056	1,154
Accounts receivable-trade	467	429	475	438
Total non-current assets	1,069	1,091	1,174	1,253
Total current liabilities	586	647	751	782
Advances received	42	53	86	72
Total non-current liabilities	252	141	55	228
Total net assets	1,402	1,353	1,424	1,397

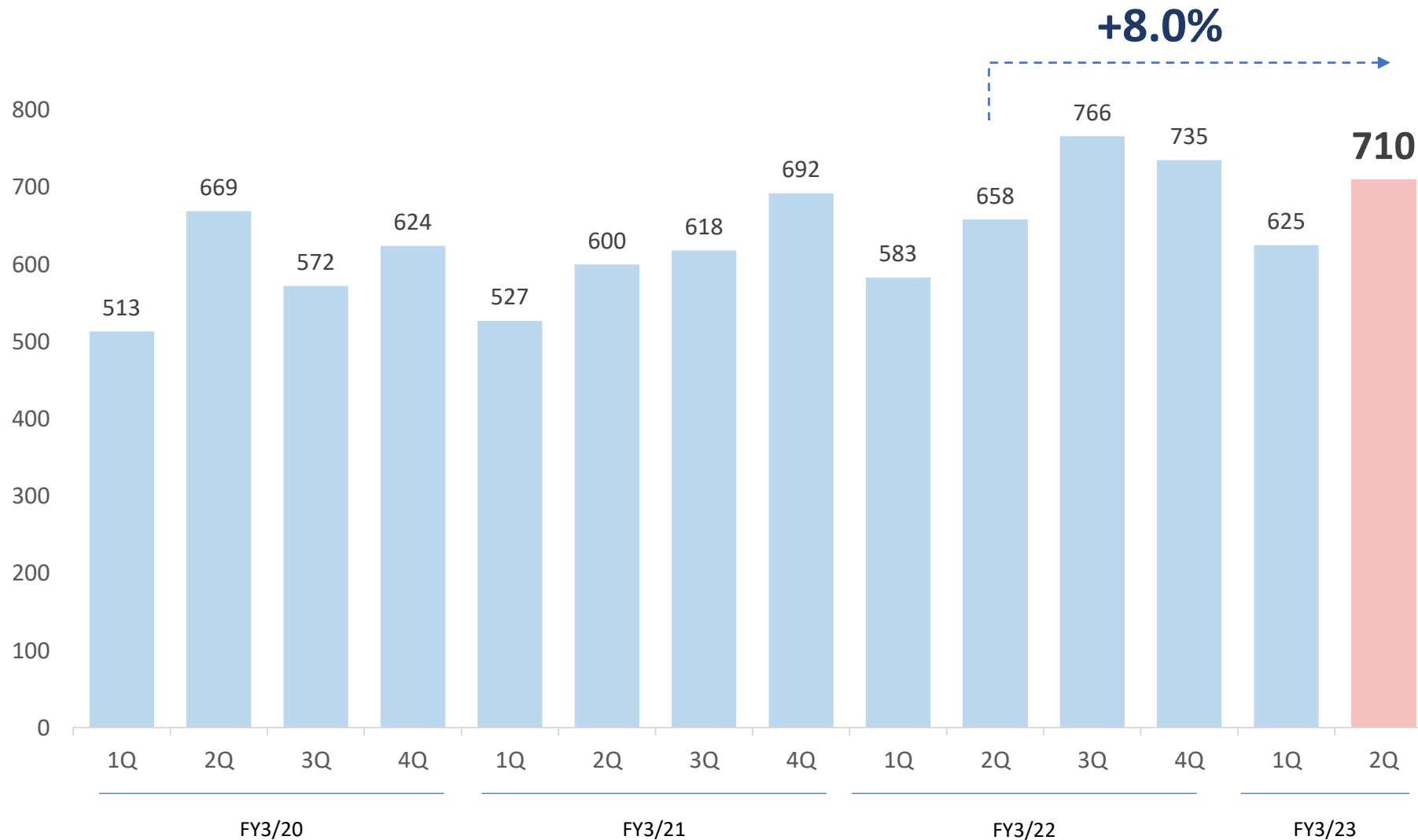
Cash flows (consolidated)

Cash flow from operating activities increased 16.4% YoY to 245 million yen
Bank loans were used as one source of funds for ongoing expenditures for software development.

	FY3/21	1H FY3/22	FY3/22	1H FY3/23
Cash flows from operating activities	340	210	493	245
Cash flows from investing activities	(381)	(227)	(472)	(284)
Cash flows from financing activities	(64)	(126)	(177)	176
Net increase (decrease) in cash and cash equivalents	(105)	(143)	(156)	137
Cash and cash equivalents at end of period	617	474	461	598

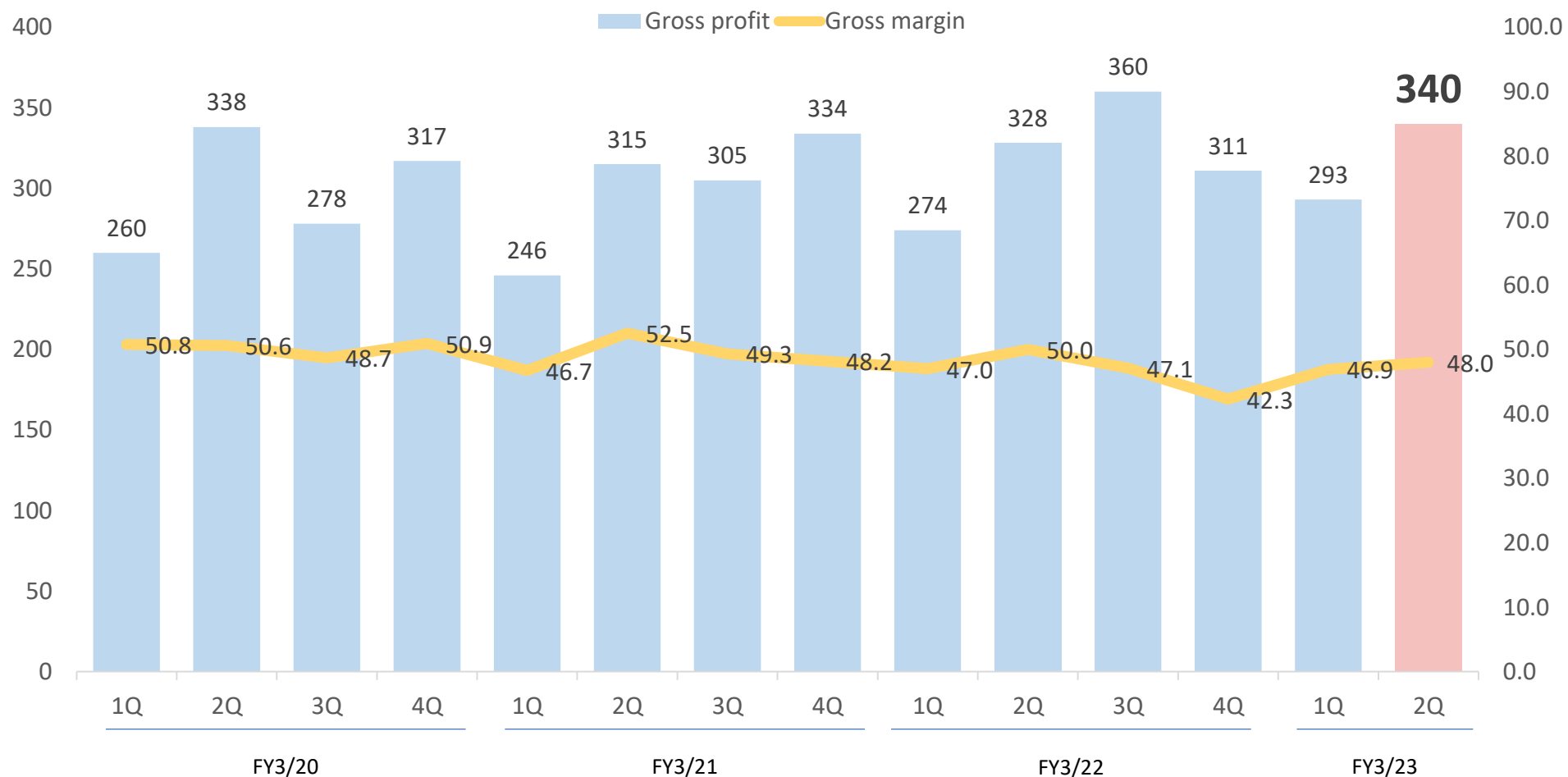
Net sales (consolidated)

2Q consolidated sales increased steadily at 8.0% YoY



Gross profit (consolidated)

Gross profit up 3.7% YoY. However, gross margin declined 2.0pt compared with the same period a year earlier as the cost of sales rose due to labor costs associated with the bolstering system development.



Operating profit (consolidated)

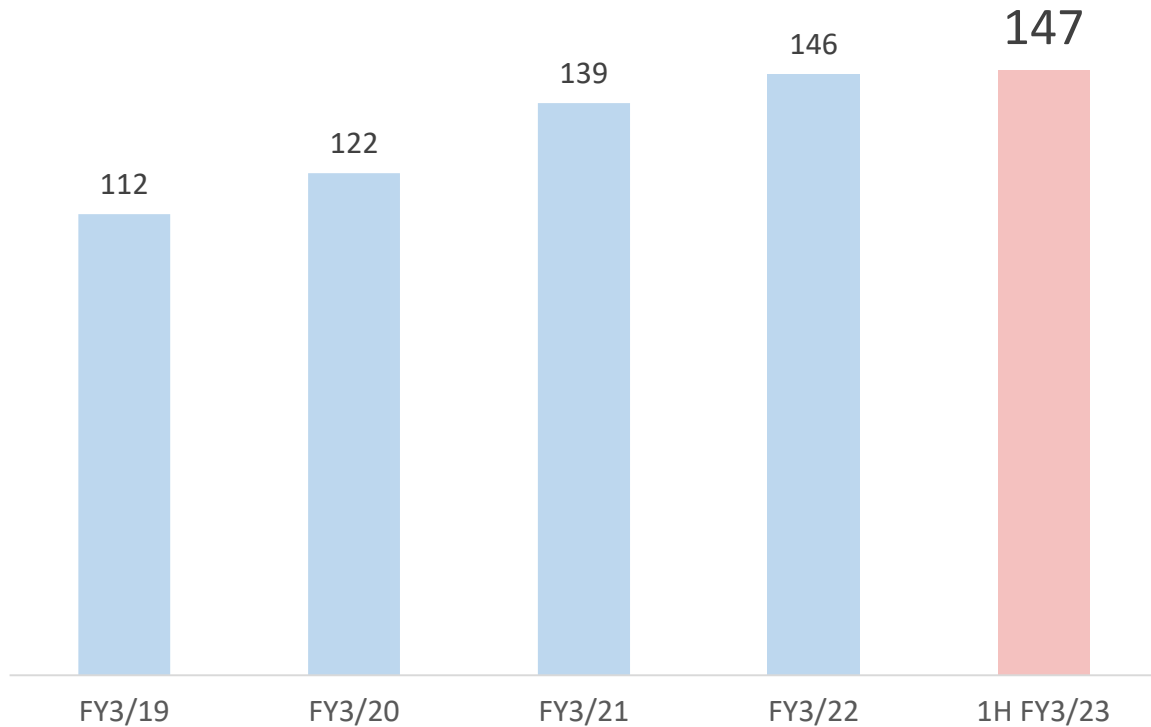
Operating profit increased **17.1%** to 46 million yen because of sales growth and cost controls, including for the cost of sales.



Number of employees (consolidated)

Continuing to hire new college graduates for strengthening capabilities for sales and developing technologies and products

Number of employees



Composition of employees

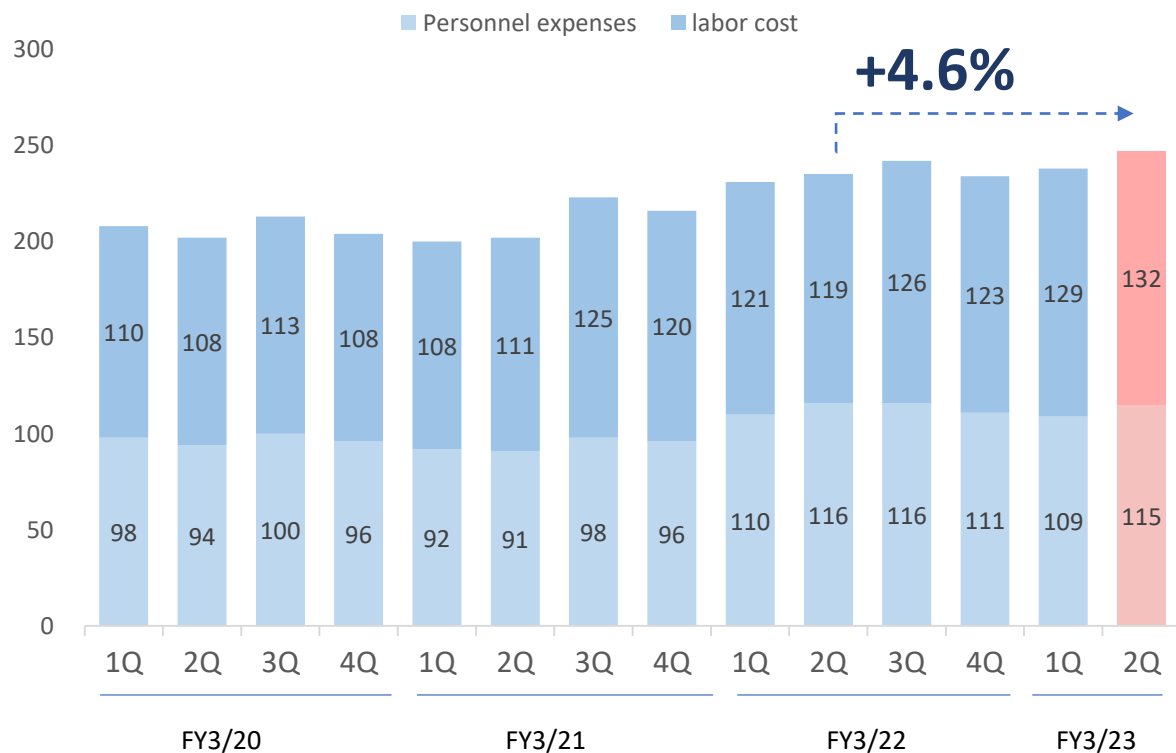


Personnel and promotion expenses (consolidated)

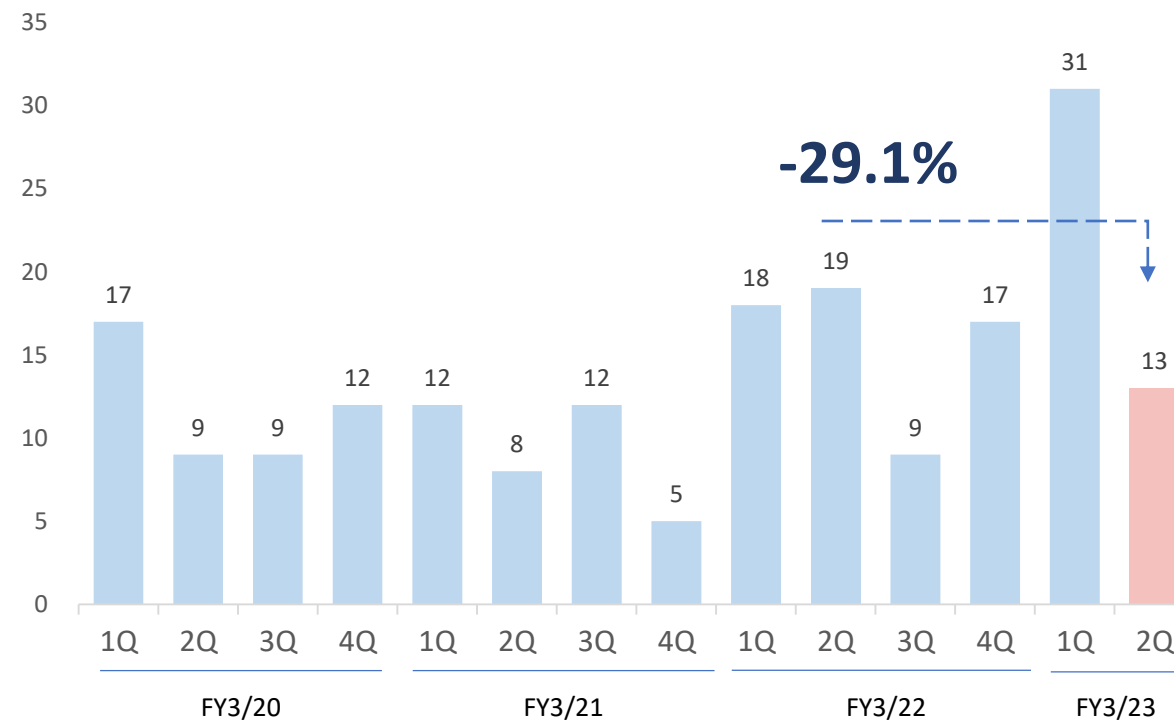
Prioritized recruitment to strengthen sales and development systems

Continuing marketing expenditures for participation in major exhibitions and increasing promotions and other sales activities

Personnel expenses / labor cost



Promotion expenses

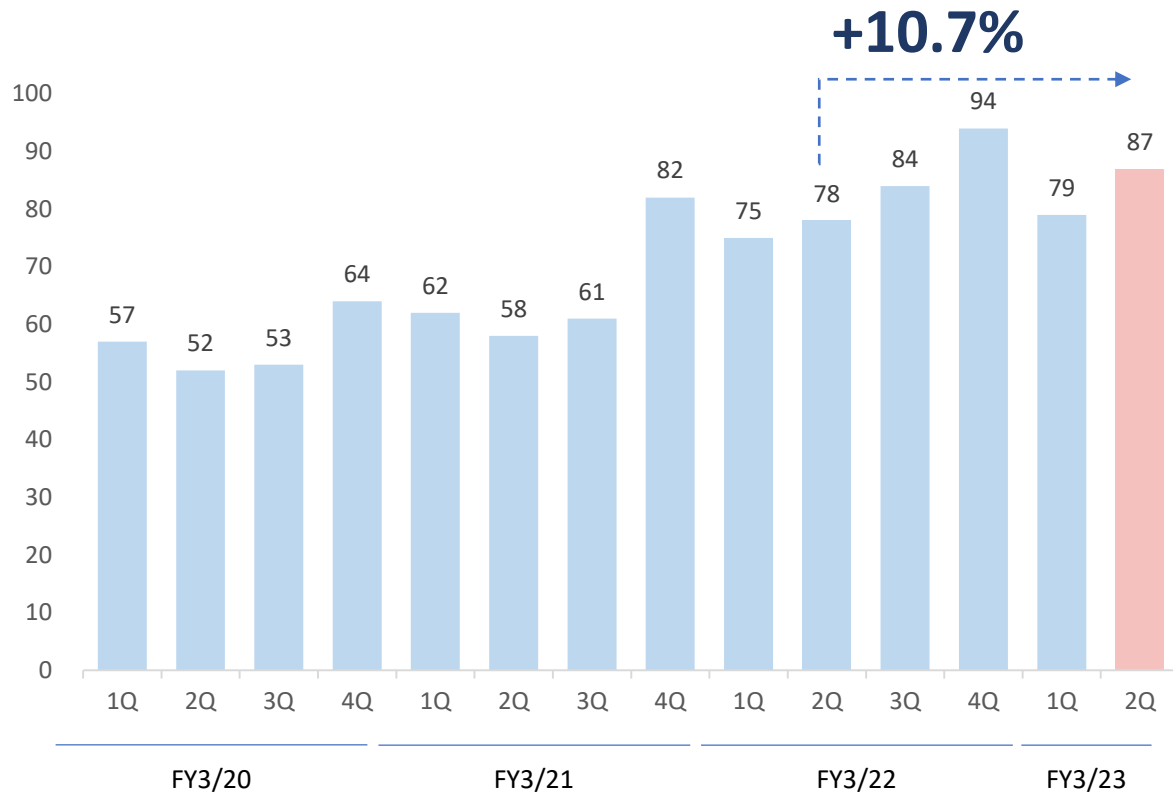


IDC and software amortization expenses (consolidated)

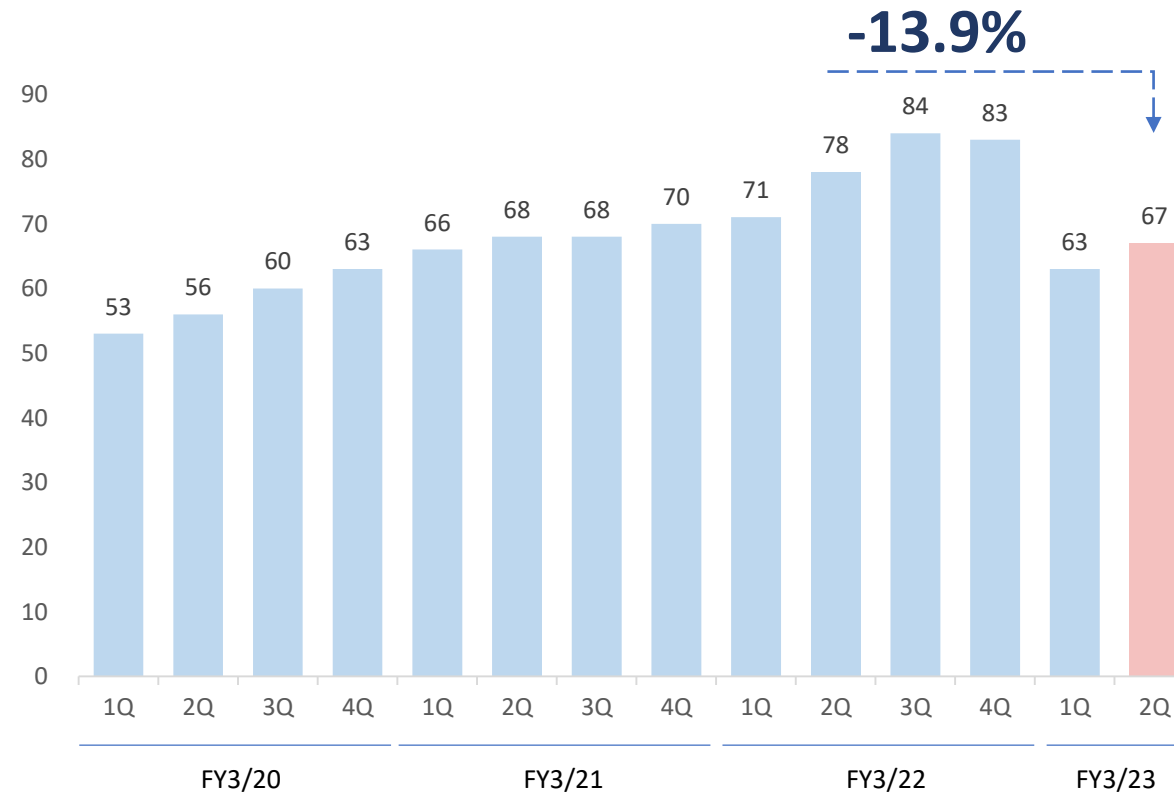
Internet Data Center (IDC) expenses rose in tandem with the growth in users and an increase in license fees

Software amortization expenses decreased due to the completion of amortization for some products.

IDC expenses*1



Software amortization expenses



*1: Expensed mainly for license fee and for the maintenance of IDC

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● Introductions^{*1}

3,361

companies

● IDs issued^{*1}

12,410

IDs

● Registered companies^{*1}

987,000

companies

● Registered employees^{*1}

24.73

million

● ARPU^{*2}

46,300

yen

● ARPA^{*3}

12,500

yen

● DAU^{*4}

11,600

IDs

● Cancellation rate^{*5}

0.25

%

*1: Number of introductions, IDs issued, companies registered, and employees registered in the Shalom series as of the end of September 2022

*2: Average Revenue Per User of the Shalom series as of the end of September 2022

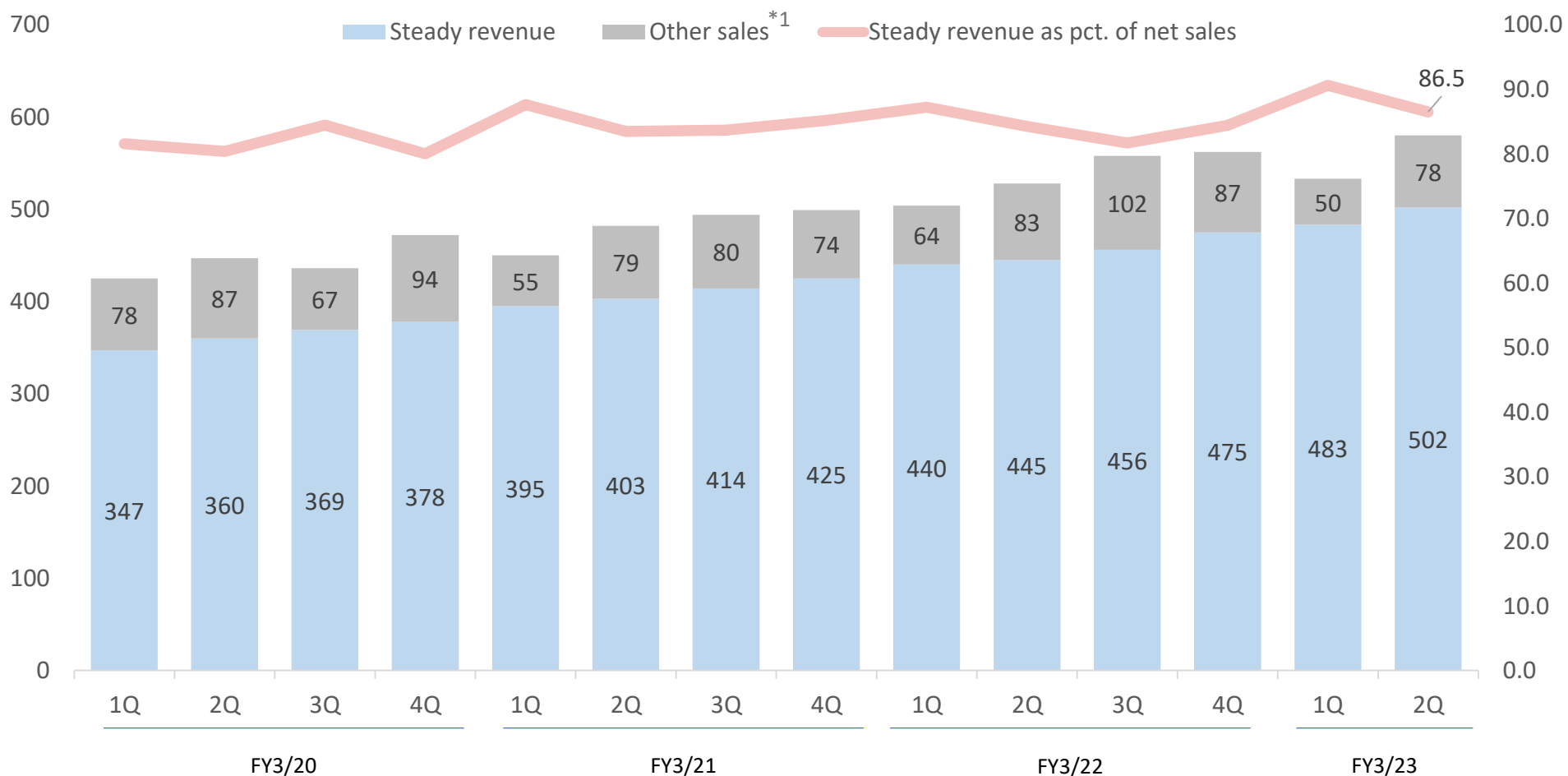
*3: Average Revenue Per Account using the Shalom series as of the end of September 2022

*4: Maximum Daily Active Users per day of the Shalom series (Including IDs for Net de Chingin)/1H FY3/23

*5: Average cancelations as a percentage of introductions of the Shalom series in 1H FY3/23

Net sales

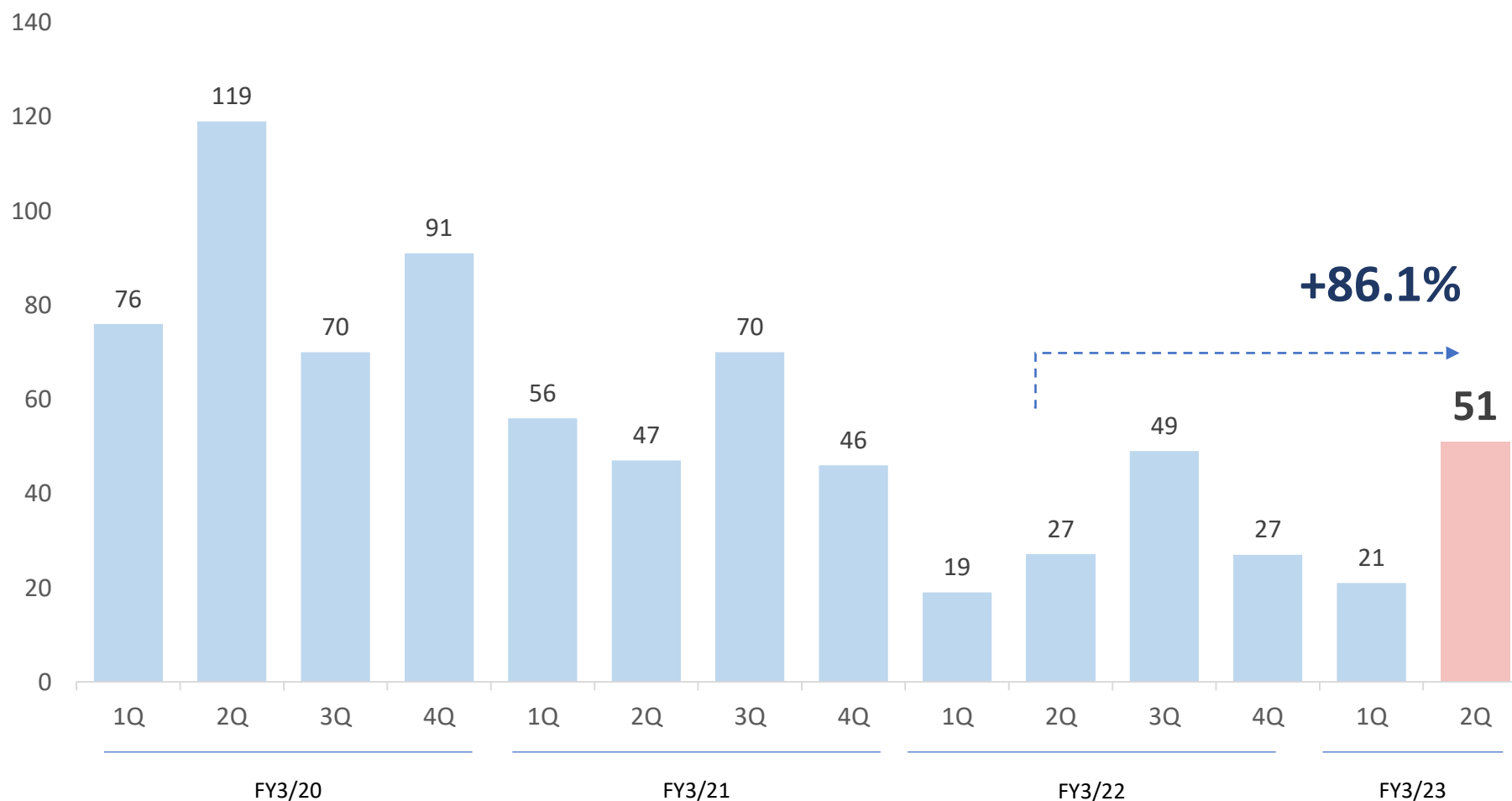
2Q steady revenue increased 12.7% YoY
Steady revenue was 86.5% of net sales



*1: Initial cost, etc.

Operating profit

A big increase because of a higher pct. of steady revenue and cost controls, including for the cost of sales

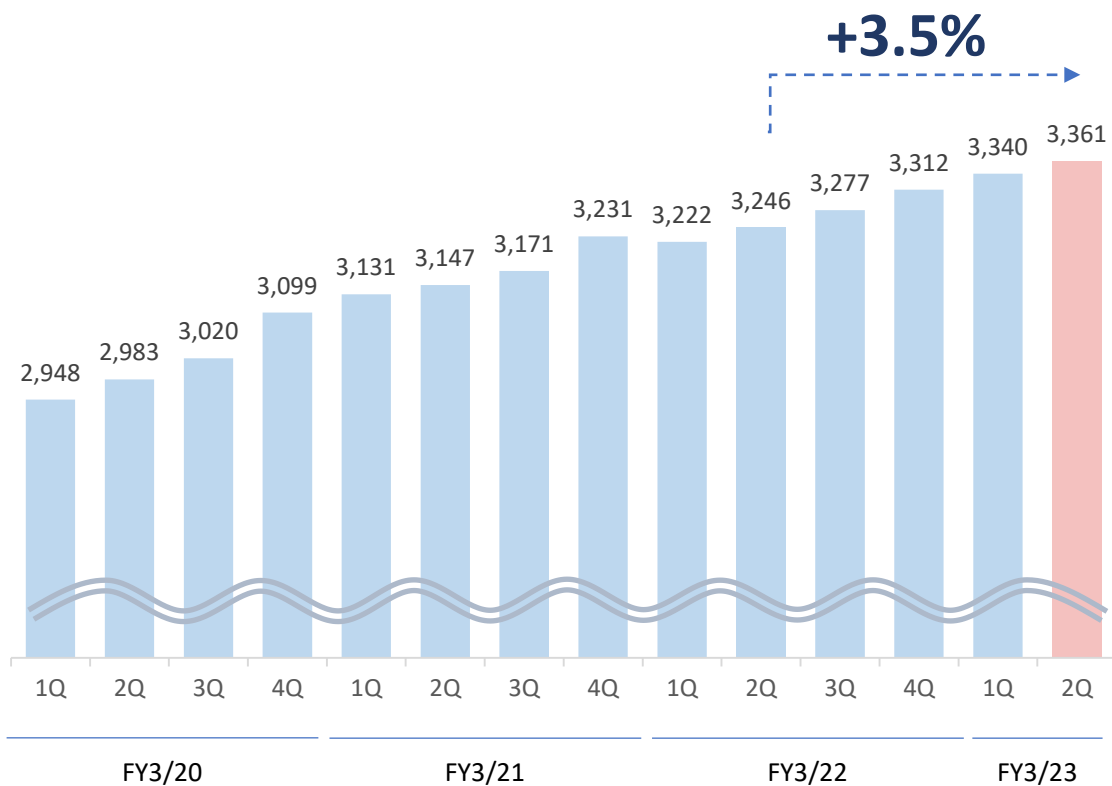


Introductions of the Shalom series

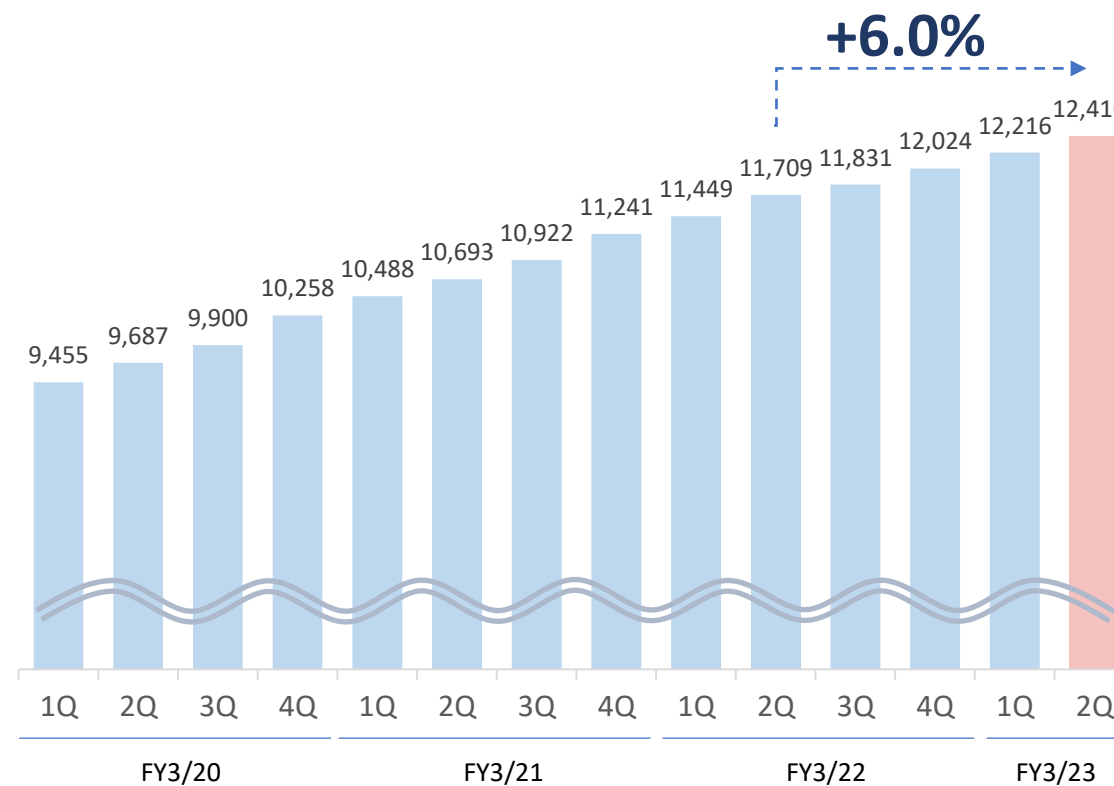
The number of Shalom series, our core product, increased steadily



Number of introductions

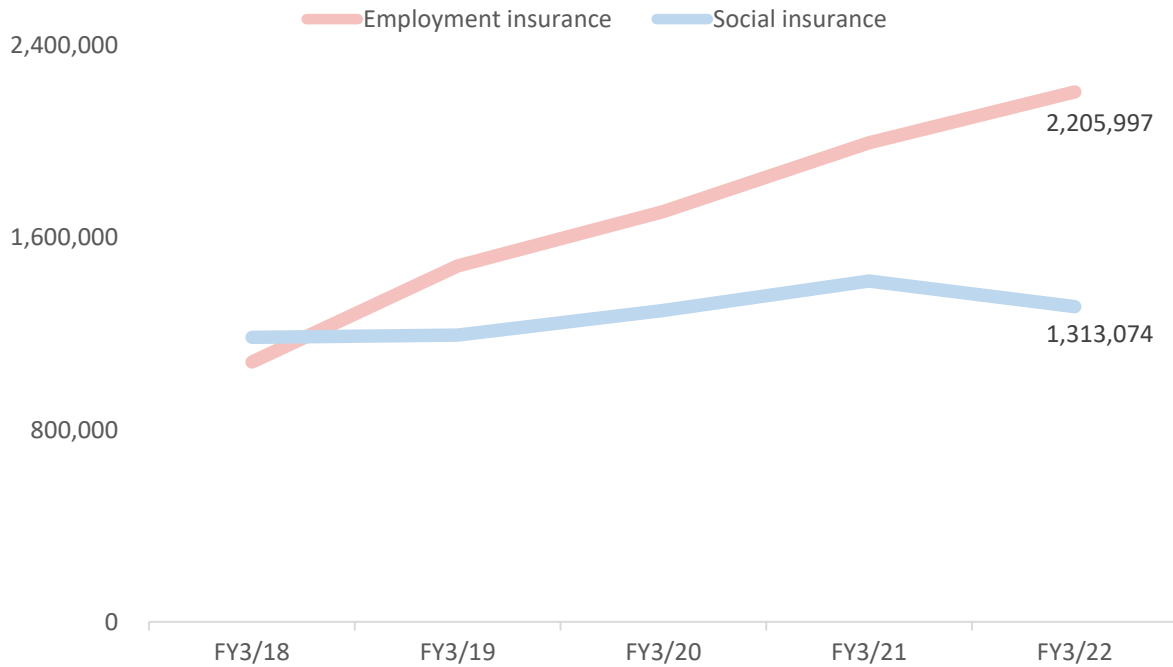


IDs issued

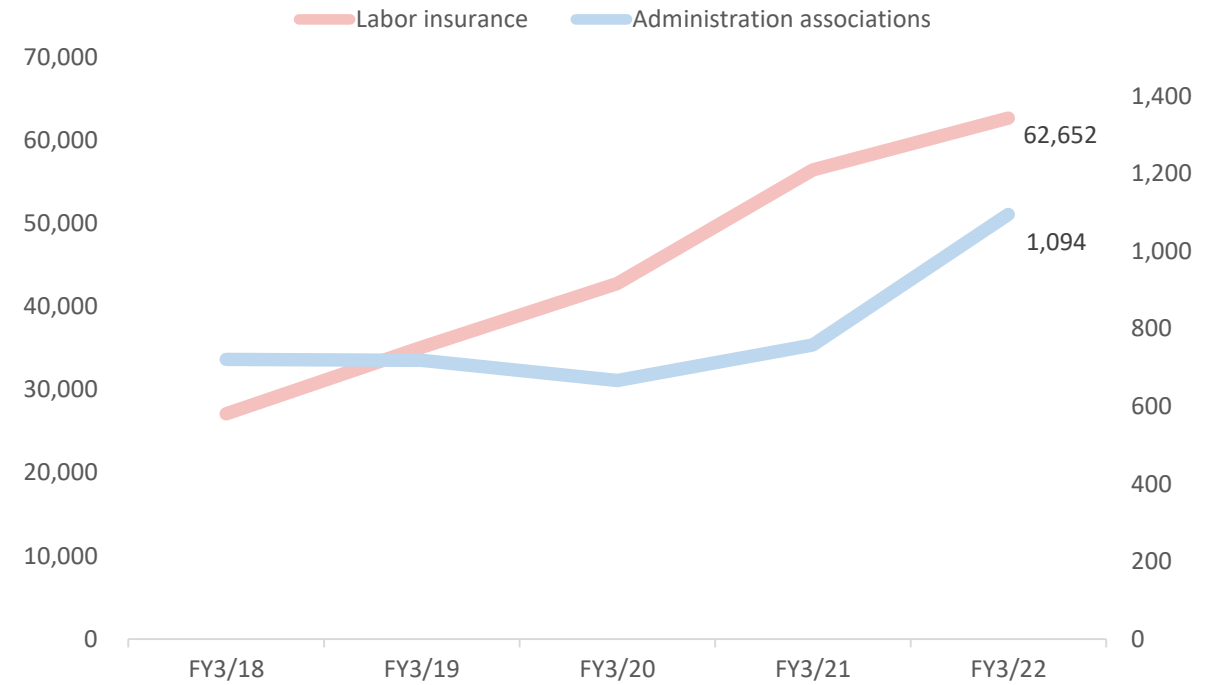


Electronic applications, the core function of Shalom, are on the increase

Employment insurance / Social insurance



Labor insurance / Administration associations



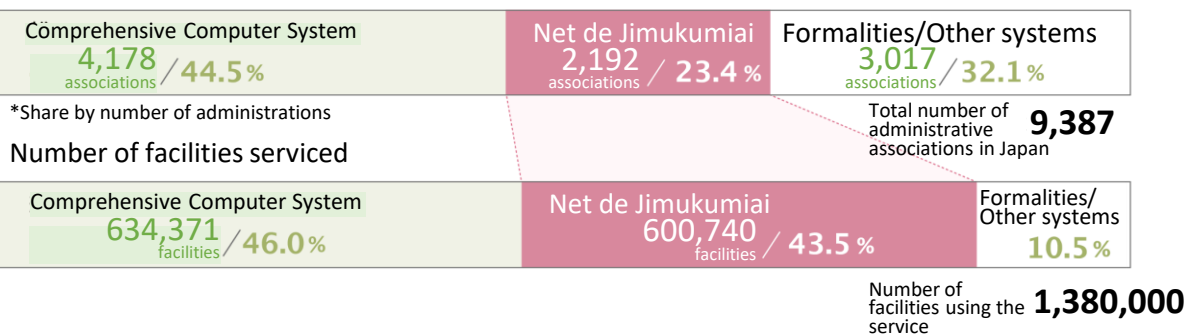
Supports labor insurance administration association operations

23.4% of the 2,192 labor insurance administration associations have installed Shalom

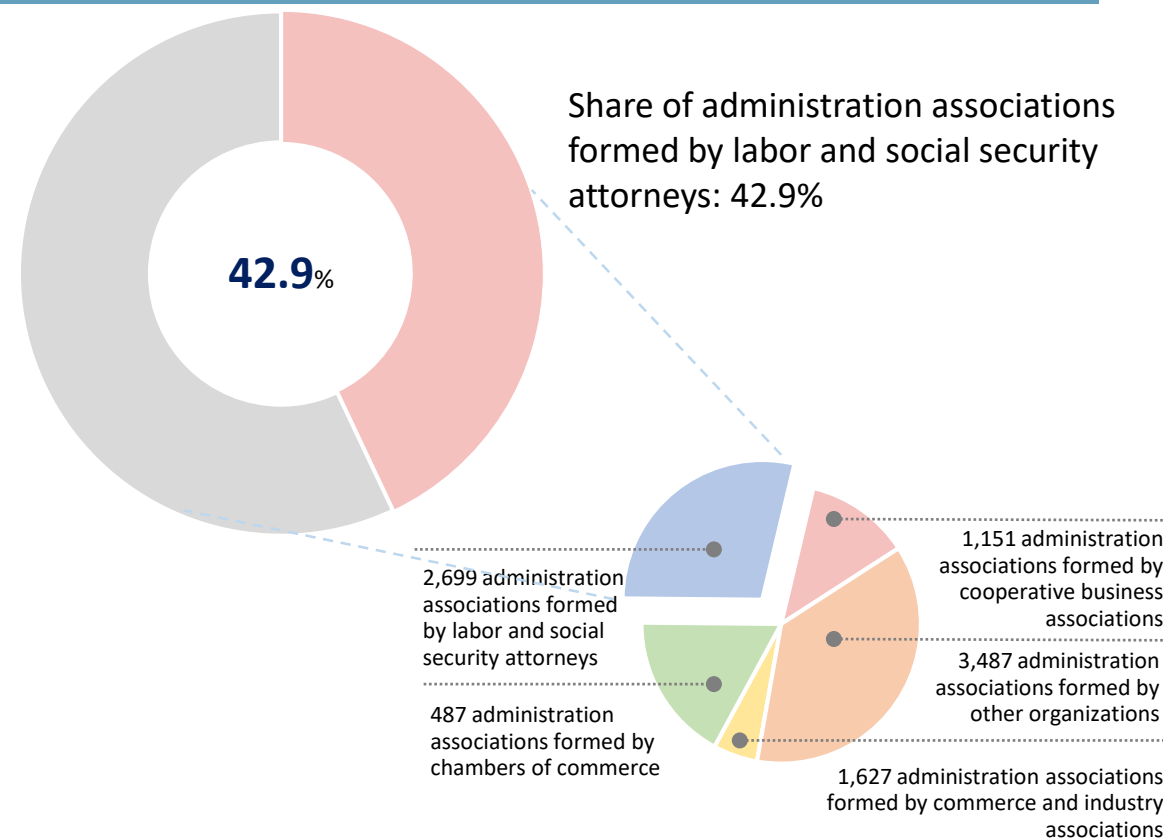


Comparison of systems installed by administration associations

Share of systems installed by administrative associations



Percentage of administration associations formed by labor and social security attorneys



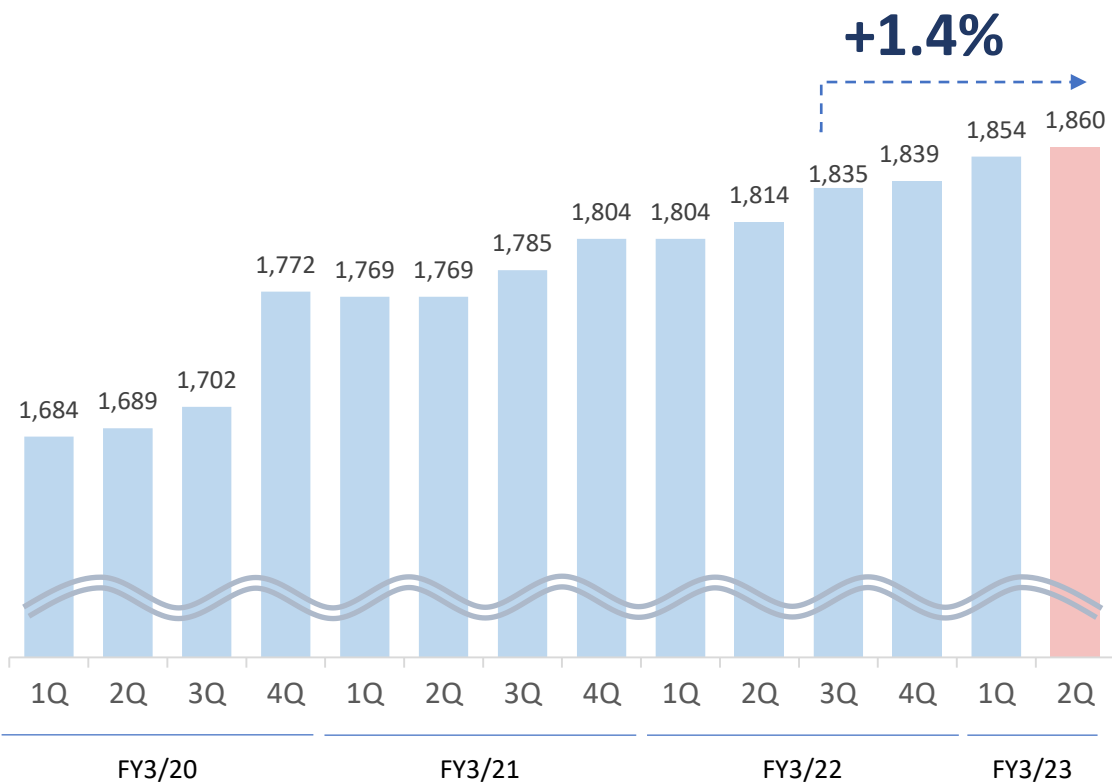
*1: Aggregated by MKSystem based on Ministry of Health, Labour and Welfare statistical data and National Federation of Labor Insurance website

Introductions of MYNABOX series

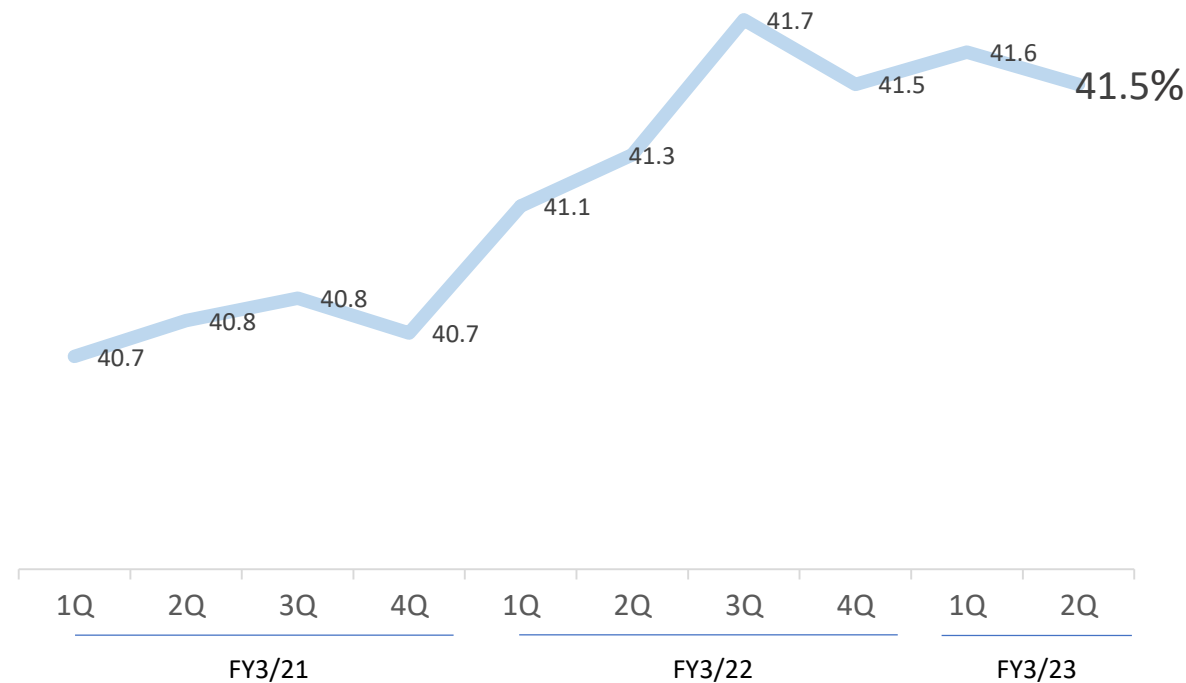
Steadily increasing number of products linked to the Shalom series



Number of introductions of MYNABOX series



Share of MYNABOX*1



*1: Number of MYNABOX introductions / Number of introductions in the Shalom series

Introductions of other products is also on the increase

WEB-based year-end tax adjustment system



4,669 companies

WEB-based tax return filing system for employees



561 companies

Shalom-linked cloud service



Net de Komon

15,982 companies

Net de Meisai

12,487 companies

Net de Chingin

9,229 companies

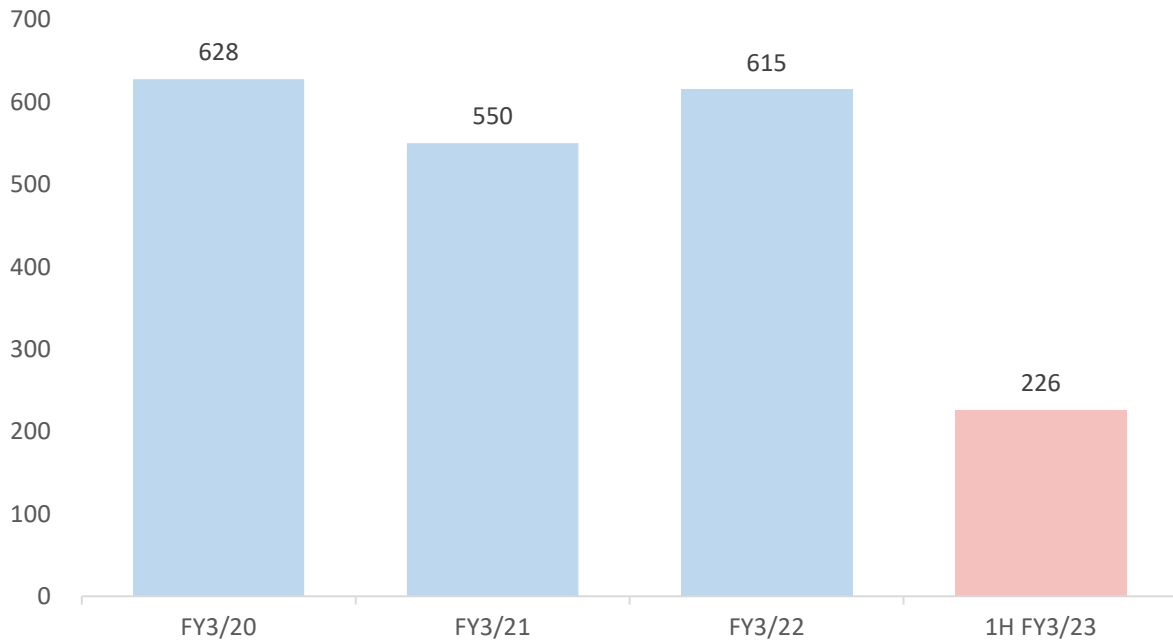
Net de Shugyo

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Expect operating profit growth in FY3/23 due to a large volume of orders for the second half

Net sales



Operating profit

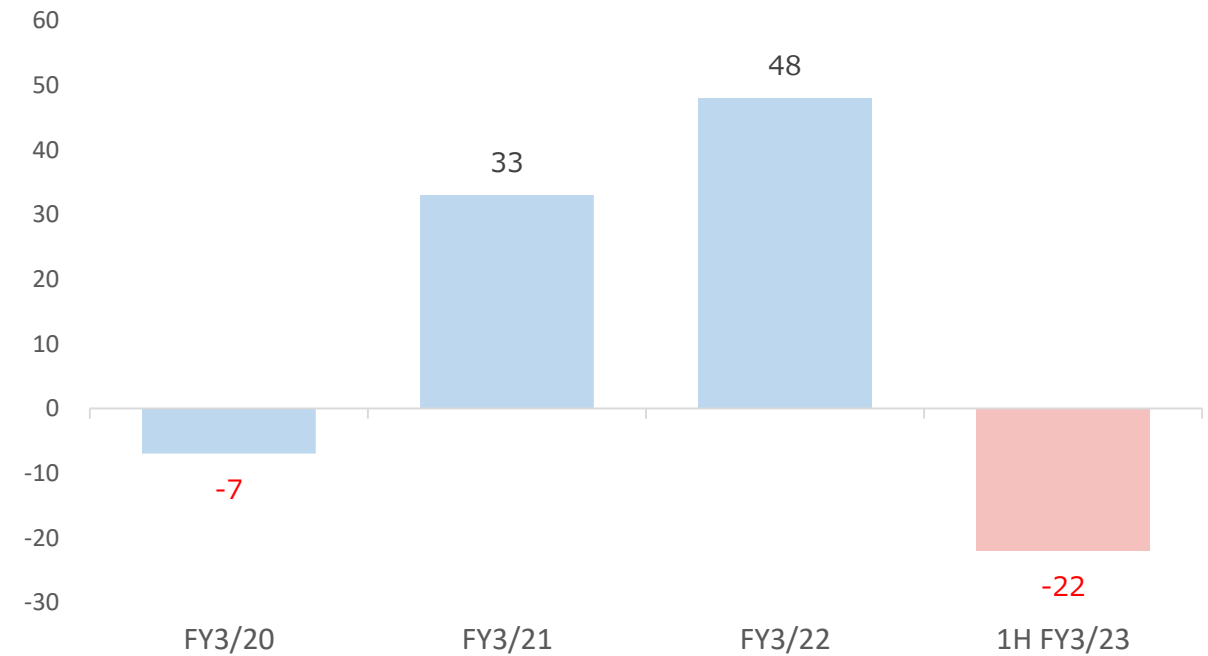


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Price revisions of major products

Increased the monthly license fee by 500 yen for major products

Previous prices			NEW New prices		
	Basic license	Additional licenses (for each license)		Basic license	Additional licenses (for each license)
Lite Plan	¥10,500/month	¥5,500/month	Lite Plan	¥11,000/month	¥6,000/month
Basic Plan	¥20,500/month	¥5,500/month	Basic Plan	¥21,000/month	¥6,000/month
House Plan	¥30,500/month	¥5,500/month	House Plan	¥31,000/month	¥6,000/month

Increased prices starting with software use in July 2022 in conjunction with the higher cost of licenses. The same price increases were implemented for the Net de Jimukumiai (administrative association).

Development work has started on FOREVER, a system that will follow Shalom V5.0.

Transition of Shalom and FOREVER

Sales of Shalom, a cloud-based application system for labor insurance procedures, started in 2007. Subsequent upgrades of the functions of this software led to the 2016 launch of Net de Shalom (V3.4). In 2019, Shalom V5.0 was launched for even better use with the internet and a higher level of security.

FOREVER will be the first Shalom web system. This product will improve the UI/UX and be compatible with many types of devices and browsers. Another feature is even better seamless links with the products of MKSystem and other companies. The goal is to create a system that is extremely user-friendly.

Functions that FOREVER will upgrade

- ✓ Dashboard function
- ✓ Life event function
- ✓ Multi-device/multi-browser compatibility
- ✓ Seamless linkage with MKSystem products



* Screenshots are under development.

Promotion activities 1

The MKSystem booth at HR EXPO 2022

MKSystem again had a booth at the spring HR EXPO along with subsidiary Business Net Corp. Visitors learned about a variety of products, with emphasis on Shalom Company Edition.

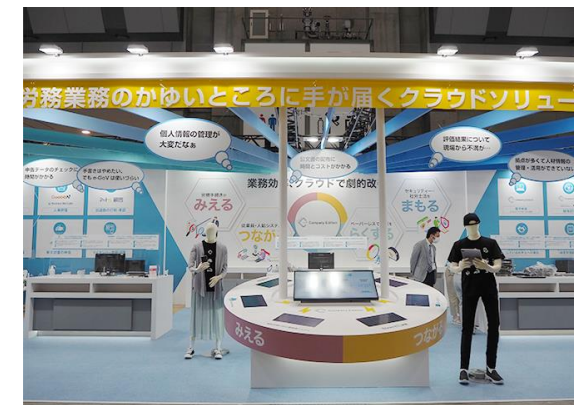
Visitors appreciated information about examples of how products are used, mini seminars held at the booth, and the booth's space for meetings for sales and more information.

HR EXPO 2022



Sample visitor questions at the booth

- **I want to use a job performance evaluation system.**
We recommend the GooooN Jinzai Profile personnel management system.
- **I am looking for a working time recording system.**
Net de Komon (Adviser) has seven functions that can improve the efficiency of administrative tasks for recording working hours and other labor management requirements.
- **I am interested in business process outsourcing.**
Shalom Company Edition can be used for outsourced labor-related administrative tasks.
- **Does your software use a language other than Japanese?**
The eNEN year-end tax adjustment system can be used in English.



Promotion activities 2/New products

Seminars

MKSystem holds online seminars on a regular basis for labor and social security attorneys and for companies. Seminars are widely recognized as a source of valuable and useful information.

Seminars include people who are using MKSystem products, explanations of amendments to laws and many other activities.

今日の人事 #2
社労士が解説!
人事・労務担当者がおさえておきたい育児・介護休業法改正
2022年の最新事情とポイント
2022.09.14 (Wed)
14:00 ~ 15:00
ピー・アイ・シー社会保険労務士法人
取締役 / 特定社会保険労務士
キャリアコンサルタント
清水 雅文 (しみず まさふみ) 氏

7月開催
先生に学ぶ、年末調整業務における
社労士事務所と顧問先の効率化のポイント
WEB 年末調整申告システム「eNEN」の
活用と提案方法
online seminar
• 2022.07.21.Thu 出口先生ご登壇
• 2022.07.25.Mon 安保様ご登壇
• 2022.07.28.Thu 平井様・白井様ご登壇
ALL: 13:30 ~ 15:00

Shalom
顧問先との
業務効率化と関係性の強化を促進する
社労夢シリーズ 解説 セミナー
2022.04.26 (Tue) 11:00 ~ 12:00
Online Seminar

Updated websites for products

The eNEN and DirectHR websites have been updated.

eNEN : <https://www.mks.jp/enen/>

Direct HR : <https://www.mks.jp/directhr/>

ShaRobo Release of new scenario

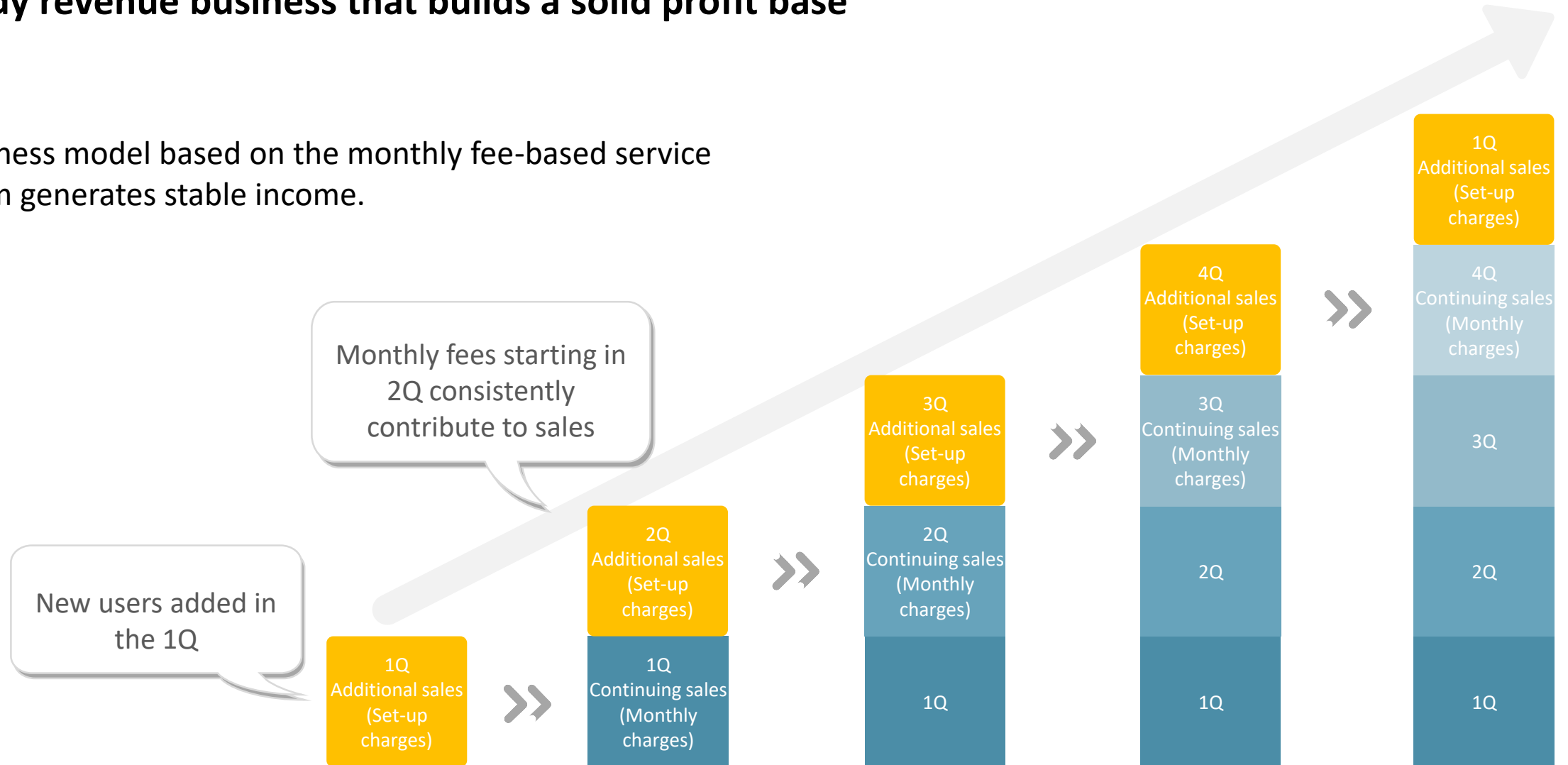
Quick, easy and reliable procedure for annual insurance renewals
Launch of the long-awaited labor insurance annual renewal scenario

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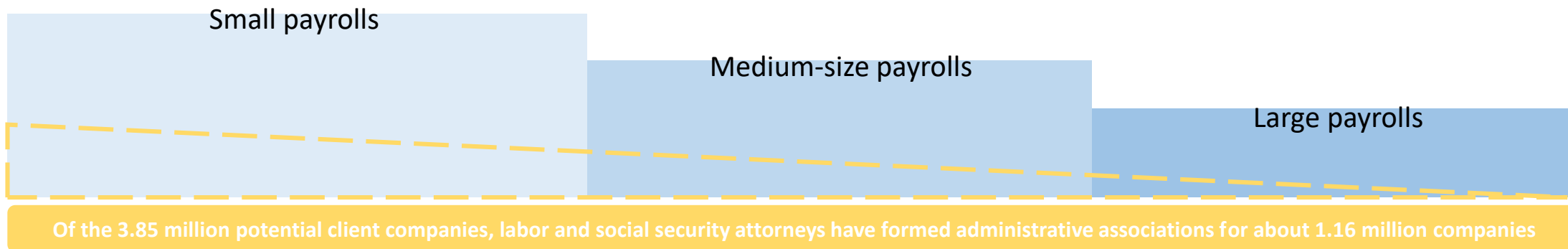
Steady revenue business that builds a solid profit base

A business model based on the monthly fee-based service Shalom generates stable income.



Target markets

Our target extends to all companies that outsource/not outsource to labor and social security attorneys



Version mainly for labor and social security attorney offices and labor insurance administration associations



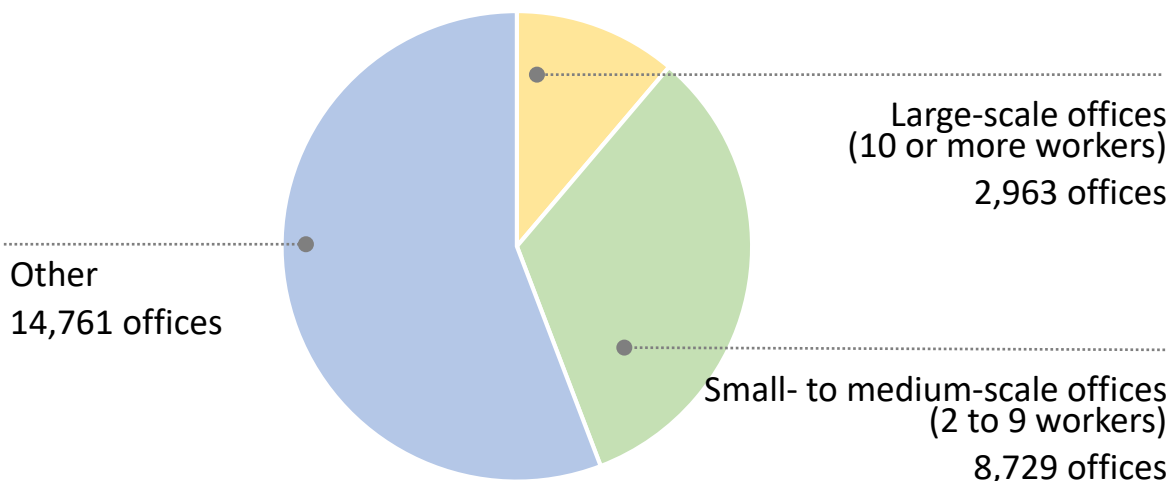
Version mainly for general corporations



All users



Labor and social security attorney market



Total: 26,453 offices*1

	End-Sep 2022
Offices with our systems introduced*2	2,667 offices
Vs. End-Mar 2022	+48 offices
Our market share	10.1%
Number of clients registered in our systems	987,000 offices

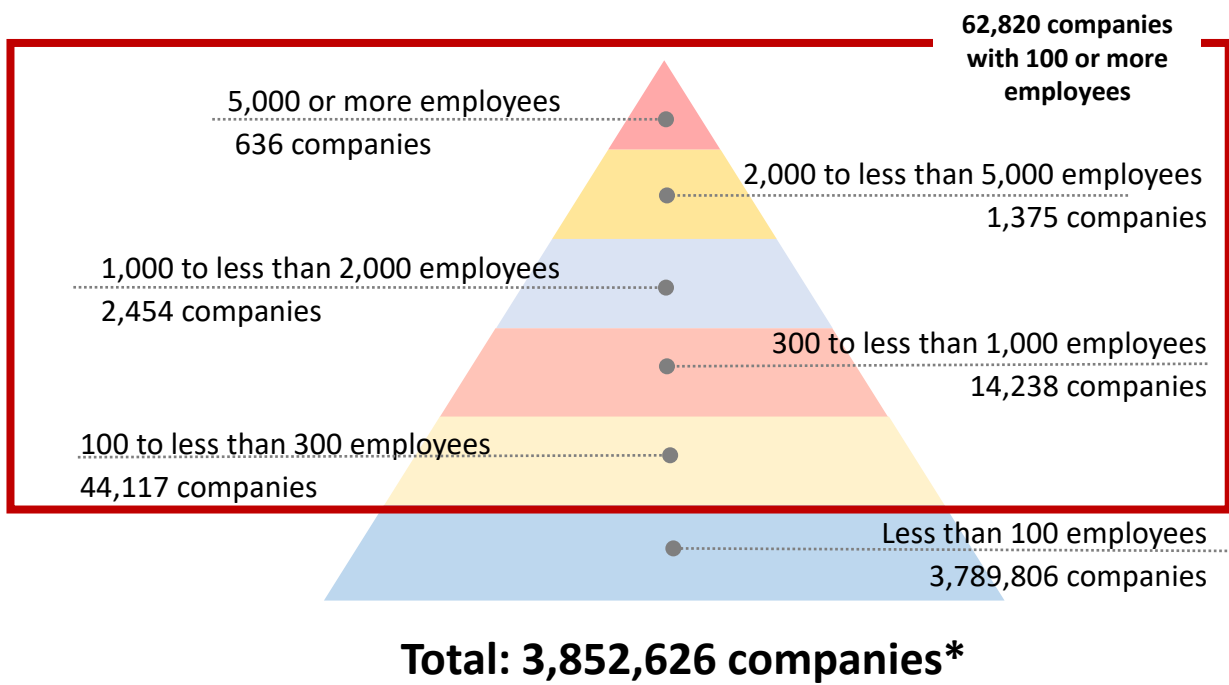
- Number of companies registered in our systems are 25.6% of all companies and 85.1% based on the number of companies involved by labor and social security attorneys
- Expand the product portfolio and develop more linked services for client companies

*1 The number of labor and social security attorney offices was aggregated by MKSystem based on the Business Report for the fiscal year 2019 prepared by Japan Labor and Social Security Attorney's Association

*2 Reflects the number of services for the Basic Plan, House Plan and Lite Plan

Target markets and strategies 2

General corporate market



End-Sep 2022

Introductions in the Shalom Business	154 companies
Introductions in the CuBe Business	87 companies



- There is still a large market for major companies. In addition to the Shalom series, the number of companies using the year-end tax adjustment system and other systems is steadily increasing.
- Enhanced tuning support and BPO support

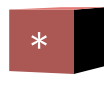
*Aggregated by MKSystem based on the 2016 Economic Census for Business Activity (Tabulation of Enterprises, etc. and Tabulation across industries) conducted by the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry

Product strategies


For labor and social security attorney offices / labor insurance administration associations


- For new customers

 **Shalom**  Use campaigns and other measures to strengthen sales

 **MYNABOX** Add new customers to maintain the utilization rate

- For current customers


 **eNEN** Improve functions to strengthen sales

 **ShaRobo** Launch new products to increase sales


For general corporations

- For new customers

 **Company Edition** A version for large companies

 **Direct HR** A version for small- and medium-sized companies

- For current customers

 **Cloud Pocket** Improve functions to strengthen sales


 **eNEN** Improve functions to strengthen sales

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Financial summary (consolidated)

Forecast 14% sales growth due to increasing application service provider (ASP) sales
Forecast an 88% increase in operating profit in part because of a higher operating margin resulting from cost controls

	FY3/23 Forecast	FY3/22 Actual	YoY Change
Net sales	3,115	2,742	+13.6%
Gross profit	1,469	1,274	+15.3%
<i>Gross margin</i>	47.2%	46.5%	+0.7pt
Operating profit	272	145	+87.6%
<i>Operating margin</i>	8.8%	5.3%	+3.5pt
Profit attributable to owners of parent	175	91	+92.6%
Basic earnings per share (Yen)	32.42	16.84	-

Dividend forecast for FY3/23

Our basic policy is to pay dividends while placing emphasis on the consistent distribution of earnings to shareholders

The FY3/22 dividend was based on this earnings distribution policy

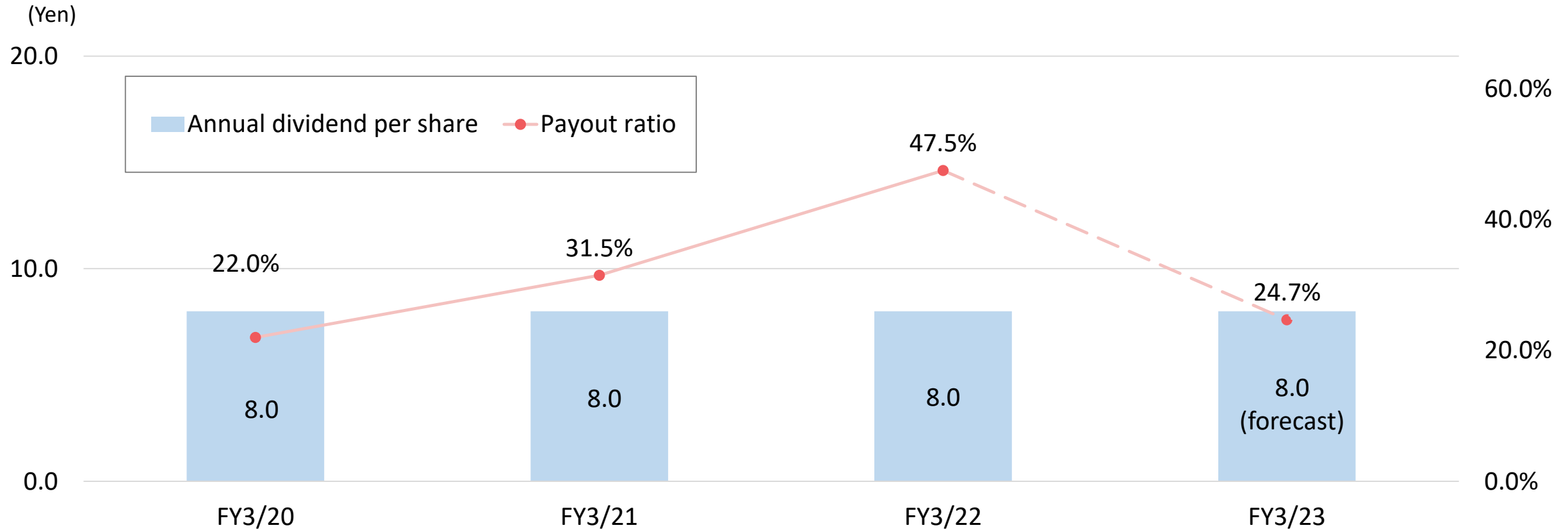


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Our mainstay service (Shalom 1)



A system for labor and social security attorney offices
For number one and two tasks performed solely by social security attorney offices

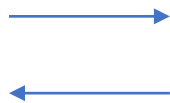
Tasks performed by labor and social security attorneys

- No. 1 tasks**
Preparation of reports submitted to govt. agencies and agency services for clients
- No. 2 tasks**
Preparation of accounting ledgers in accordance with labor and social security laws and ordinances
- No. 3 tasks**
Labor management and social security consultations and guidance (consulting tasks)



Client company

Company A staff Company B staff Company C staff



Labor and social security attorney office



Administrative agencies



Public Employment Security Office (Hello Work), Pension office, Japan Health Insurance Association (Kyokaikenpo), Labor Standards Inspection Office, Health Insurance Society

Shalom Plans and fees

Selected functions	Lite Plan Set-up charges: ¥50,000 Monthly charges: ¥11,000	Basic Plan Set-up charges: ¥100,000 Monthly charges: ¥21,000 or more	House Plan Set-up charges: ¥1,500,000 Monthly charges: ¥31,000 or more
Electronic application	○	○	○
Payroll calculation	○	○	○
Granting worker's compensation	×	○	○
Labor insurance administration association	×	○	○
Procedure progress management	×	×	○
Net de Komon	×	△	○

Lite Plan

- ✓ Considering e-application software
- ✓ Tasks usually performed by one person
- ✓ Use of business process software for the first time

Basic Plan

- ✓ Number of employees is about to increase
- ✓ Tasks usually performed by two or more people
- ✓ Labor insurance/other association exists or is to be established
- ✓ Want to try using the app of client companies

House Plan

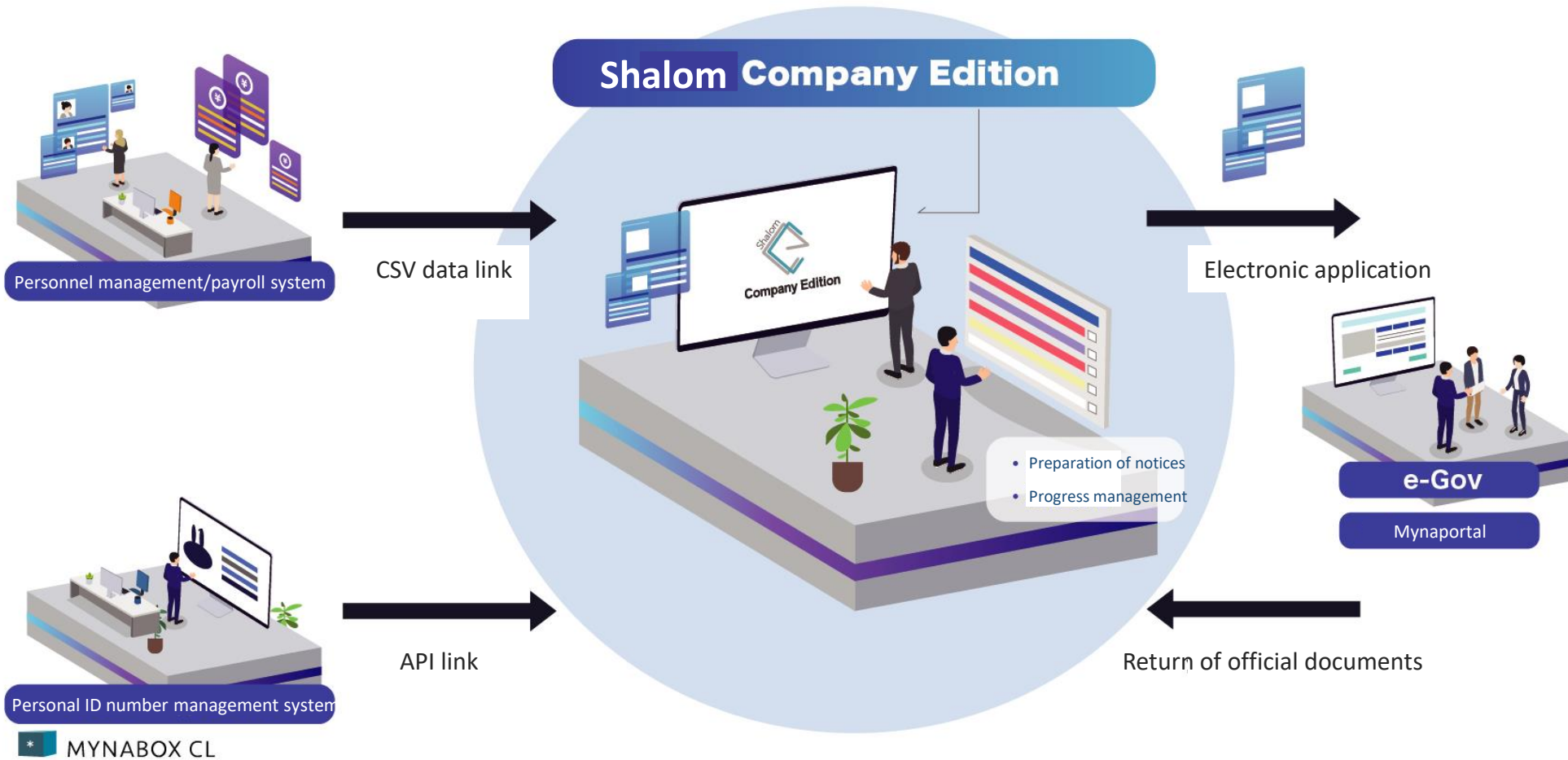
- ✓ Want centralized management of progress with procedures
- ✓ Want to use client company apps to attract customers
- ✓ Looking for tools for sales to new customers
- ✓ Need the capability to serve large client companies

Our mainstay service (Shalom Company Edition 1)



A version of Shalom for companies that is fully compatible with making e-applications mandatory at large companies

Allows performing internally all application procedures for unemployment and social security insurance



*Shalom Series Personal ID number management system
*Can be linked with products of other companies (consultation required)

Our mainstay service (Shalom Company Edition 2)



Benefits of using Shalom and a large customer base

CASE 1 **KAGOME** — KAGOME CO., LTD. —

Reduction in time needed (2018) **Down by 800 hours**

1,800 hours → 1,000 hours

Document preparation	250 hours
Notices	350 hours
ID number notices	Approx. 200 hours

Improves quality of business processes

- Eliminates lost/missed unemployment insurance sign ups
- Sharing of results of inquiries about rare cases, etc.
- Accumulation of knowledge – Better manuals
- Provide employees with information that is easier to understand
- Greatly reduces risk of leaks of ID numbers and other personal information
- Greatly reduces the risk of workplace/traffic accidents (liability)

CASE 2 **PERSOL** — PERSOL HOLDINGS CO., LTD. — **Evaluation: All Ⓞ (2017)**

	Improvements	Results
Quality	<ul style="list-style-type: none"> Visualization of business procedures Better risk management 	<ul style="list-style-type: none"> Thorough progress management No errors for data entries/additions Prevents oversight of compliance with new laws
Time	<ul style="list-style-type: none"> Raises productivity Progress with business process improvements 	<ul style="list-style-type: none"> Progress with simplifying business operations Shifts from paper to data storage
Delivery	<ul style="list-style-type: none"> Higher pct. of compliance with laws/regulations for notices 	<ul style="list-style-type: none"> Members can complete notices without viewing a personal ID number Unemployment insurance about 124 hours/month → About 69 hours/month Welfare pension about 96 hours/month → About 16 hours/month Reduces by up to 40% business days needed compared with original documents submitted
Motivation	<ul style="list-style-type: none"> Robotic process automation (RPA) plan Allows using e-documents with customers 	<ul style="list-style-type: none"> Total saving of about 135 hours/month e-documents and RPA are good news and can be accomplished at the next step

Examples of companies using Shalom Company Edition



These are only a few of the substantial number of companies currently using Shalom Company Edition.

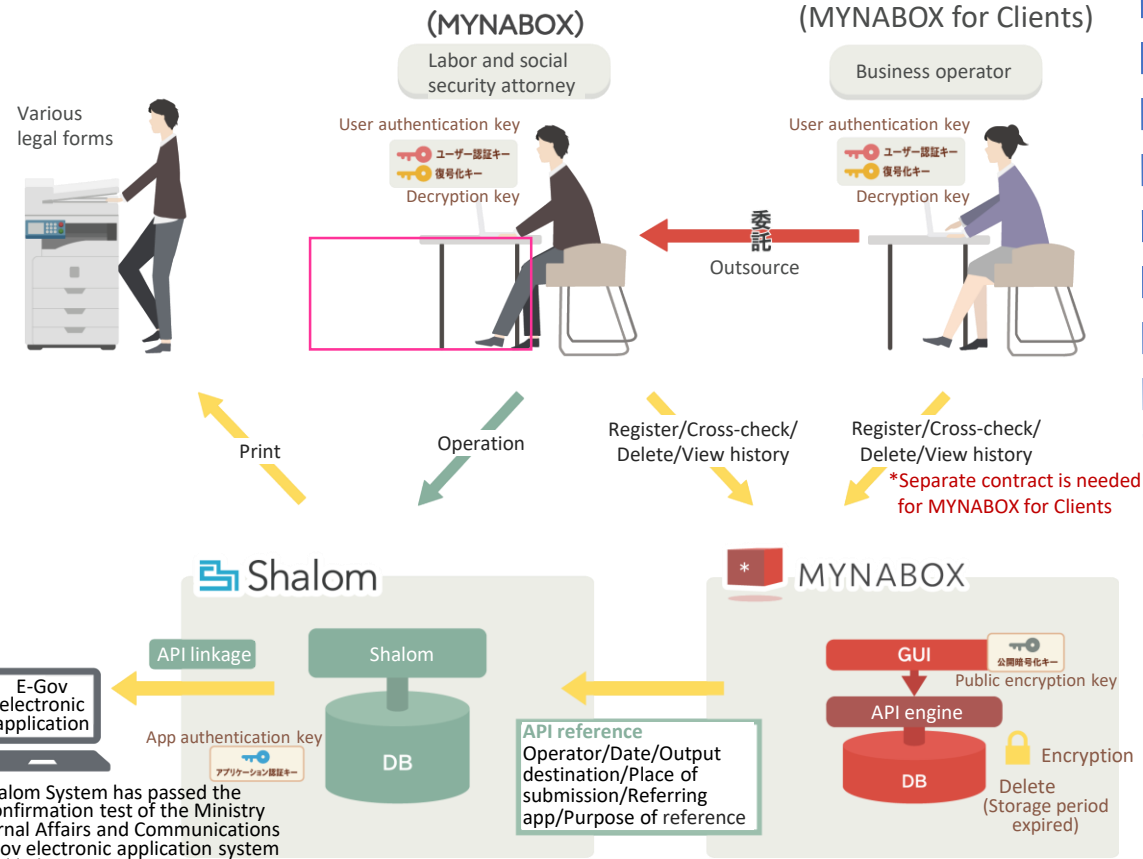
OCEAN SYSTEM CORPORATION, MES Facilities Co., Ltd., Tokyu-Wellness, TORAY ENTERPRISE CORP., Nissei Ryutsu Unyu Souko Inc., FUJI BAKING GROUP CO., LTD., YKK BUSINESS SUPPORT INC.

Our mainstay service (MYNABOX)

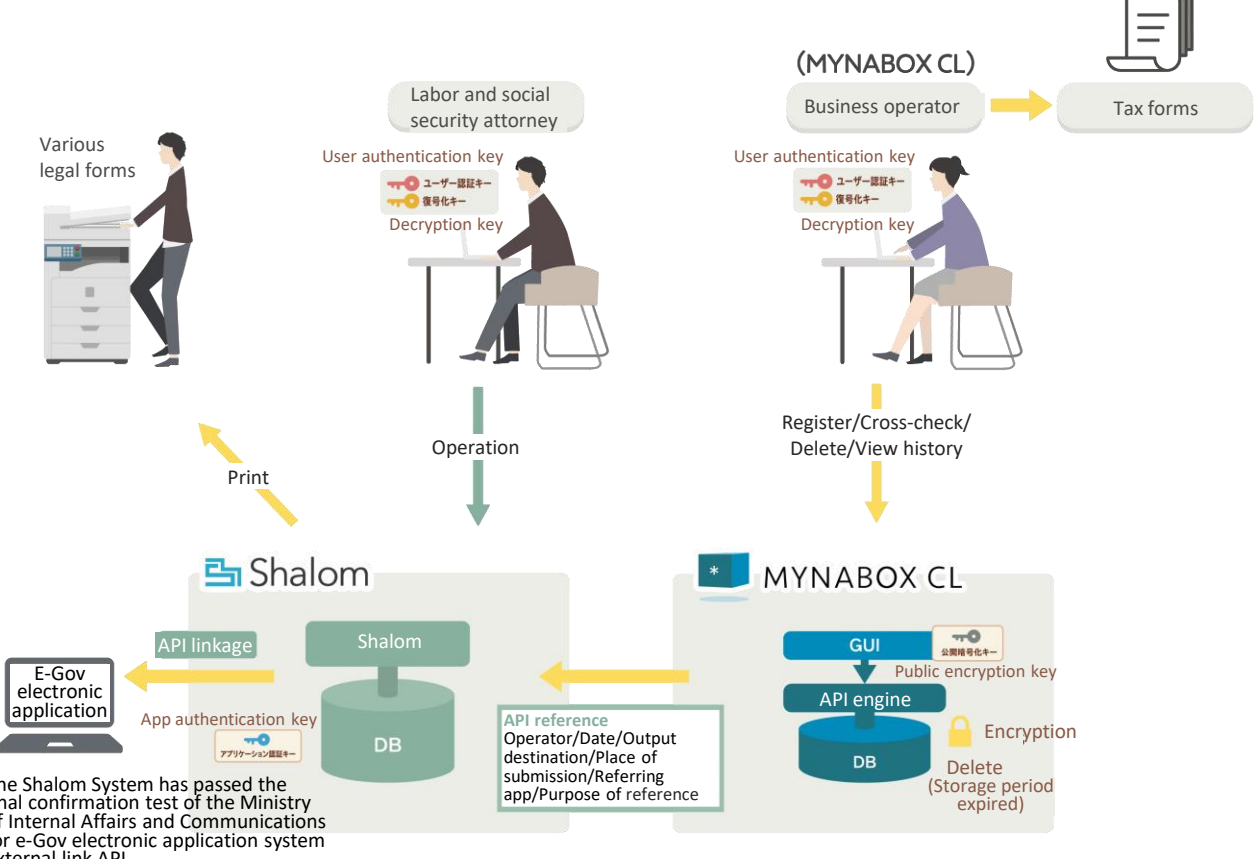
MYNABOX

A personal ID number management system that can be used with Shalom Links with a variety of procedures and a use history and other capabilities

MYNABOX Flowchart



MYNABOX CL Flowchart



Our mainstay service (Net de Komon)

ネットde顧問

Net de Komon

A web application for use with Shalom
Use with master data recorded in Shalom

Concerned about erroneous transmission?

Can process with correct information.



Client company



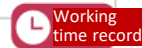
Labor and social security attorney

One step payroll calculation by linking with work attendance data

Can be accessed anywhere and anytime (Smartphone access)

Net de Shugyo

Real time access to employee's work attendance data. (Smartphone access)



Net de Chingin

Uses the same payroll accounting system as that of labor and social security attorney offices. Cuts back payroll accounting steps.



Net de Meisai

Paperless payroll slips. Realizes labor saving in stroke.



Net de Uketsuke

Place orders with labor and social security attorneys on the web.



Data sharing among employees.



Net de Daicho

Data managed at labor and social security attorney offices can be accessed around the clock throughout the year



Net de Kisoku

Facilitates safety management by disclosing labor/employment regulations on the Web



Net de Shedule

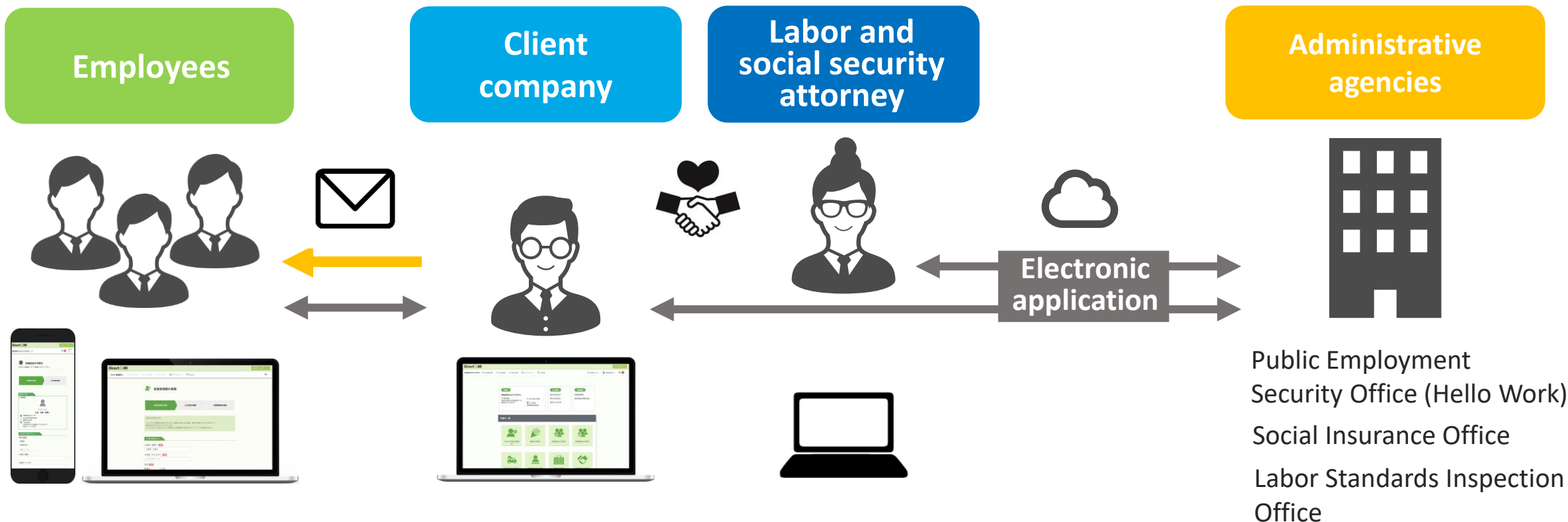
Management of business communication, in-house events, and personal schedules.



Our mainstay service (DirectHR)

DirectHR

Centralized management using the cloud for all applications submitted by employees during their entire time at the company, including for events like childbirth. Smartphones and PCs can be used for applications. Handles everything from data input to e-applications.



New employment, retirement, addition/deletion of dependents, change of name and address, transfers, employment contracts, senior employment subsidy, start/end of child birth/care leave, nursing care payment, change in monthly salary, basis for calculating monthly salary, insurance benefit payments, change of category, register/change of personal ID number, year-end tax adjustment, payroll slips

Our mainstay service (eNEN)



Fully supporting year-end tax adjustment operations by reducing tax filling input and implementing progress management function

1. It makes the operation easy to understand!

The screen guides you “what to do,” “when to do,” and “how to do.”



2. Registered information is displayed from the start!

- ✓ The screen initially displays a form without redundant inputs.
- ✓ The system automatically calculates the deductible amount.
- ✓ The screen initially displays filling data of the previous year.

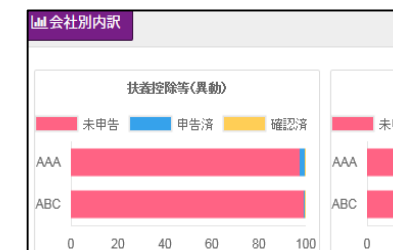
3. It reduces your workload at final submission!

- ✓ The system checks for your mistake.
- ✓ The system guides you what to submit.

Enhanced control with authority settings

Supporting business process of large companies and shared service providers!

Work environment with multiple personnel are classified into three elements (company, department, and person in charge).



Enhanced efficiency with progress management

It lets you know where the bottleneck is, thereby ensuring on-time delivery!

Progress of each process and the entire business process is managed on the system!



Our mainstay service (Cloud Pocket)



Cloud Pocket

For the safe and easy distribution and receipt of official documents. Greatly simplifies the distribution of job separation forms, benefit receipt qualification confirmation notices, workplace accident forms and other official forms as well as important company forms and other documents.

Client company



● Official/company forms and documents

Employees



Labor and social security attorney



Upload required documents to Cloud Pocket.
Employees can **download** the documents at their convenience.

Eliminates the **time** and **expense** needed to send forms and documents by postal mail to individuals at other offices.

✓ Highly secure folders for individuals

✓ Big reduction in the need for postal mail and hand deliveries

✓ Also handles uploads from labor and social security attorney offices

Our mainstay service (ShaRobo)



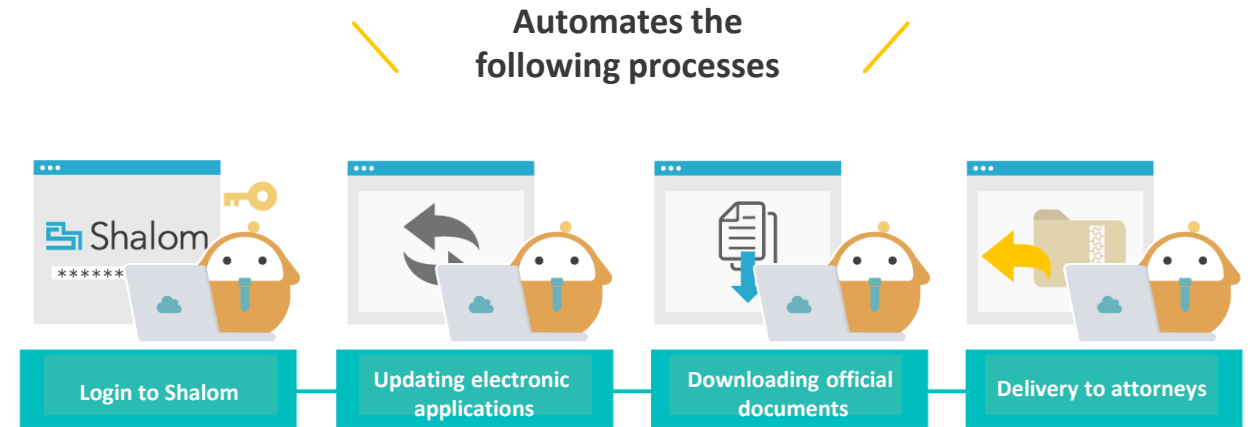
An official Shalom RPA ShaRobo takes over the routine work (electronic application update, official document storage, etc.) normally the province of Shalom



Download official electronic application forms for just

25,000 yen/month

Cuts the number of steps involved in delivery to clients to **one-tenth**



- Official Shalom RPA (Robotic Process Automation) "ShaRobo" helps automate Shalom functions.
- "ShaRobo" implements all operations from the acquisition of official documents to delivery to clients, sharply slashing the manual work steps.
- Since ShaRobo is an official Shalom RPA, it can be used with confidence. The RPA will continue to evolve along with Shalom.



Business Net CuBe

Business process design + semi-customized system development
Accurate and flexible like the one for custom-built houses

Used by **half a million major company employees**. Your IT partner for the **reform of** human resources and general affairs **functions as well as for transition to DX**

人財 CuBe Jinzai CuBe

Based on the job performance evaluation system, supports all the functions necessary for human resource development, self-personal performance assessment and human resource profiling

就業 CuBe Shugyo CuBe

Covers all employee-related services, such as attendance management and payrolls and play roll slip checks

精算 CuBe Seisan CuBe

Supports all the functions required for internal fiscal management, including payment to business partners and reimbursement of employee expenses



Our mainstay service (GooooN / CuBe Business)



A cloud service for personal job performance evaluation system that supports job performance management of half million employees at major companies
GooooN coordinates three business operations, deepens communication with employees, and supports human resource development led by on-site staff

The latest **evaluation and training tool** that you can use **on-site** on **a day-to-day basis, crystalizing know-how** that has been used by **large companies** for over 20 years

1 Prompting their growth through processes from execution to evaluation of **actual work**.

Target & performance management

- We wish to let our personnel learn more about the management's intention.
- We wish to set up target & performance management that makes our employees to participate with more enthusiasm.
- We wish to link target management to improvement in corporate performance.

2 **Sharing** information from different viewpoints **among people concerned** to encourage daily growth.

Human resource profile inquiry

- We wish to know personal profile of our staff in a timely manner.
- We wish to manage personnel data in single database and make full use of them.
- We wish to have a system to support employees' career development.
- We wish to have a contact point that directly connects personnel and personnel department.

3 Considering about future career, urging the personnel to develop as **he/she wishes**.

Self-assessment / Career plan

- We wish to make consideration over my current position and the way I want to be in the future.



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