



34th Term (FY9/2025)

Full-year Financial Results Supplemental Material

CAREER DESIGN CENTER CO., LTD. (2410)

November 12, 2025

1. Financial Summary for the 34th Term

(October 2024–September 2025)

2. Overview of Financial Results for the 34th Term

(October 2024–September 2025)

3. 35th Term Full-year Forecast (October 2025–September 2026)

4. 35th Term Overview by Business

1. Results for the 34th Term

✓ Both net sales and profit fell short of targets.

- ✓ While net sales and profit were above targets in IT Worker Dispatch Business, net sales and profit in other segments were below the targets.
- ✓ The Company tightened its control of costs across the board due to a decrease in net sales.
- ✓ Meanwhile, **both net sales and profit reached record highs** as a result of steady sales processes and membership registrations amid the apparent tightening of companies' recruitment criteria due to future economic uncertainty.

2. 35th Term Plans

✓ Aim for record high net sales and profit

- ✓ In the first quarter of the 35th term, profit is expected to decrease due to a temporary decrease in net sales caused by the current progress of contracts signed for the Personnel Placement (General Field) Business and cancellations in the recruitment of new graduates for some large job openings in the Media Information Business.
- ✓ While companies' demand for recruitment services is projected to recover after 2026, we will aim to increase the number of clients by continuing to improve our sales process and acquire membership registrations.
- ✓ We will continue to control costs as in 34th term, and we expect to increase profitability.
- ✓ From the 35th fiscal year, the Company has established a new dividend policy targeting a payout ratio of 50% or more for ordinary dividends alone, thereby strengthening shareholder returns.

(Million yen)

Net sales	Ordinary profit
18,646	1,604
- 5.1% Vs. plan Up 5.1% YoY	- 8.3% Vs. plan Up 11.6% YoY

Net sales	Ordinary profit
20,000	1,900
Up 7.3% YoY	Up 18.4% YoY

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Overview of Company-wide Financial Results for the 34th Term

✓ Achieved record-high results by increasing the number of clients despite both net sales and profit falling below targets.

- IT Worker Dispatch Business: The number of active workers exceeded the target, resulting in both net sales and profit being higher than the targets.
- Media Information Business: Both net sales and profit fell below targets due to prolonged low-priced sales by competitors despite an upward trend in orders received.
- Personnel Placement Business: Both net sales and profit fell short of targets due to the percentage of applicants passing the final interviews of job-offering companies falling below our projection despite our efforts to find job openings, increase the number of interviews and selections, and improve the successful matching rate, as companies became more cautious in hiring due to external factors.
- New Graduate Placement Business: Both net sales and profit fell short of the full-year targets due to a slowdown in the membership registrations of students expected to graduate in 2026.
- New Graduate Media Business: Both net sales and profit fell short of targets due to a decrease in individual recruitment projects from previous years during the 34th term as a result of the steady formation of a corporate population.

(Million yen)

PL	Plan	Results	YoY
Net sales	19,000	18,646	105.1%
Operating profit	1,762	1,582	110.5%
Ordinary profit	1,750	1,604	111.6%
Profit	1,180	1,100	111.8%

Expenses	Plan	Results	YoY
Cost of sales	8,586	8,968	112.1%
Dispatched worker salaries	6,457	6,948	115.8%
Other	2,129	2,020	101.0%
SG&A expenses	8,652	8,095	97.5%
Advertising expenses	2,245	1,953	87.3%
Personnel expenses	4,693	4,476	99.8%
Other	1,714	1,666	105.4%

34th term 【Reference】Trends in quarterly business results

		31st term				32nd term				33rd term				34th term			
		1Q	2Q	3Q	4Q												
Media Business	Net sales	1,077	1,239	1,272	1,302	1,360	1,409	1,408	1,434	1,466	1,535	1,473	1,542	1,487	1,496	1,455	1,470
	Ordinary profit	101	80	30	-34	149	123	62	64	200	150	114	272	150	173	171	228
Personnel Placement Business General Field	Net sales	572	651	707	684	731	687	839	752	728	713	811	644	701	597	813	610
	Ordinary profit	15	51	66	-19	79	33	169	55	53	26	125	-20	92	-15	203	13
Personnel Placement Business Mid-career Field	Net sales	49	50	72	128	87	90	64	107	70	114	87	97	72	89	117	137
	Ordinary profit	11	10	23	62	29	25	2	30	0	44	24	23	-11	7	33	43
New Graduate Recruitment Fair Business	Net sales	180	130	193	54	209	176	271	133	248	173	267	136	225	174	254	132
	Ordinary profit	88	46	76	-40	102	58	121	17	112	33	132	37	84	36	113	42
New Graduate Placement Business	Net sales	32	37	83	89	36	48	82	92	36	40	64	46	38	72	66	22
	Ordinary profit	-9	-6	36	23	-14	-4	22	27	-20	-24	-3	-11	-17	14	3	-42
IT Worker Dispatch Business Fixed-term Employment	Net sales	1,634	1,649	1,780	1,830	1,860	1,837	1,864	1,803	1,841	1,764	1,863	1,884	2,008	1,933	2,123	2,115
	Ordinary profit	105	108	146	125	122	106	129	73	103	67	78	62	118	73	116	125
IT Worker Dispatch Business Indefinite-term Employment	Net sales	-	-	-	-	-	-	-	-	2	11	26	42	67	86	122	151
	Ordinary profit	-	-	-	-	-	-	-1	-9	-29	-27	-59	-25	-35	-31	-56	-32
Total	Net sales	3,547	3,759	4,110	4,090	4,284	4,249	4,530	4,323	4,393	4,353	4,593	4,394	4,601	4,450	4,953	4,640
	Ordinary profit	313	292	379	116	470	341	506	259	419	269	411	337	382	257	585	378

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35th-term Full Year: Company-wide Forecast

- ✓ In the 35th term, we aim to **achieve record-high net sales and profits** by continuing to control costs while increasing net sales and investing in businesses.
- ✓ Media Information Business: We will focus on increasing and maintaining profitability and continue to improve discounts. We will also promote sales in the Kansai region and enhance the product appeal of the Direct type brand.
- Personnel Placement Business: We will increase the successful matching rate, with the aim of securing a stable number of successful contracts, by continuing to find job openings and increase interviews and selections while expecting that companies' appetite for hiring people will recover as the percentage of applicants passing the final interviews remains low.
- New Graduate Placement Business: We will increase productivity by raising the successful matching rate through efforts to find promising job openings with the aim of securing successful placements for students expected to graduate in 2027.
- New Graduate Media Business: We aim to improve business performance by expanding existing products despite a temporary decrease in net sales due to cancellation of recruitment for some large job openings.
- IT Worker Dispatch Business: By increasing membership registrations and improving matching, we expect to see an increase in the number of newly dispatched employees and a decrease in membership termination at the expiry of contracts.
- ✓ While **a decrease in profit is expected for the first quarter of the 35th term, profitability will likely improve beginning in the second quarter** through the various measures that will be taken.

(Million yen)

PL	Plan	Results in the previous fiscal year	YoY
Net sales	20,000	18,646	107.3%
Operating profit	1,890	1,582	119.5%
Ordinary profit	1,900	1,604	118.5%
Profit	1,272	1,100	115.6%

Costs	Plan	Results in the previous fiscal year	YoY
Cost of sales	9,635	8,968	107.4%
Dispatched worker salaries	7,656	6,948	110.2%
Other	1,979	2,020	98.0%
SG&A; expenses	8,475	8,095	104.7%
Advertising expenses	2,219	1,953	113.6%
Personnel expenses	4,634	4,476	103.5%
Other	1,622	1,666	97.4%

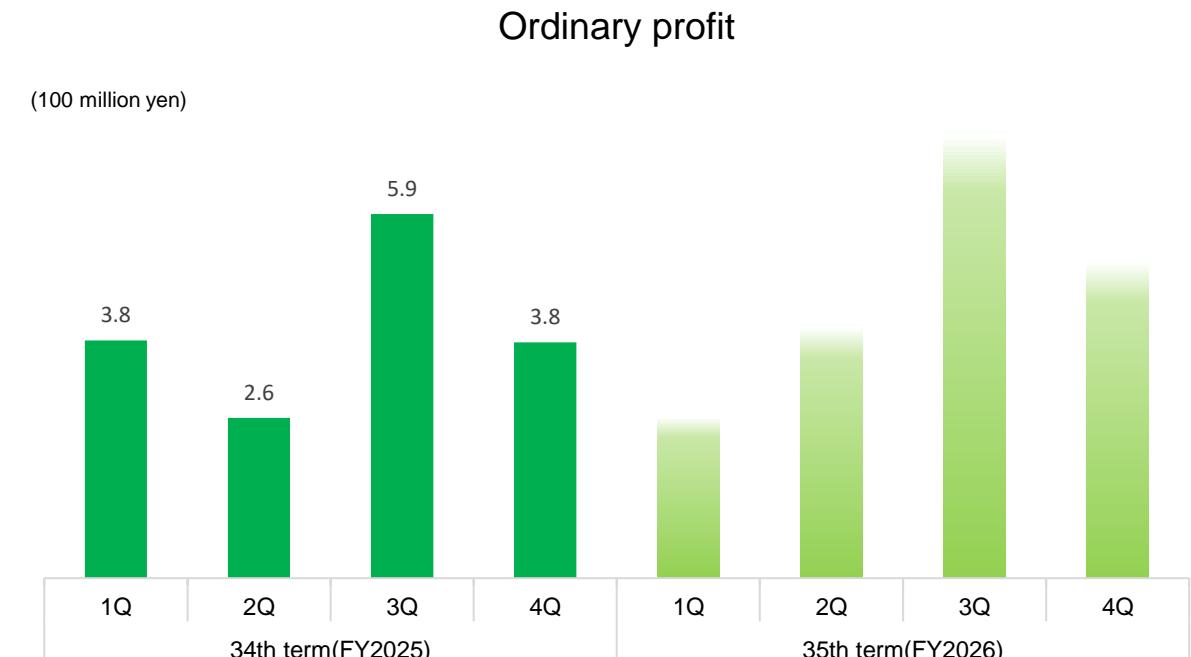
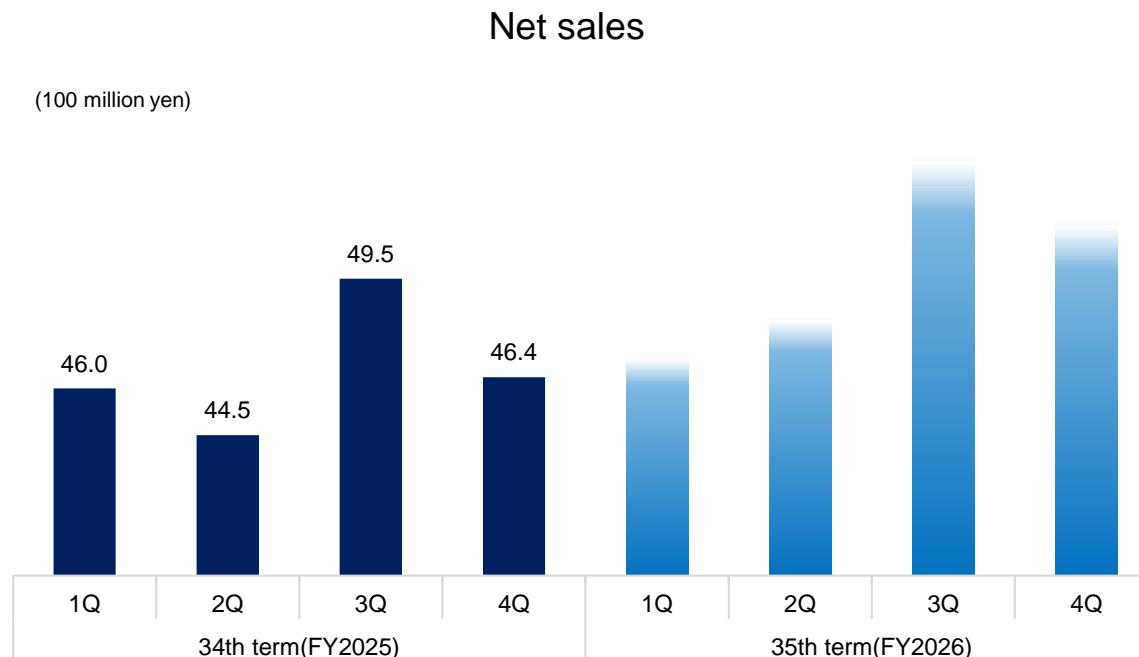
Medium-Term Management Plan Beyond 200: Net sales of 20 billion yen and ordinary profit of 2.4 billion yen

Progress of Beyond 200	Net sales	Ordinary profit	Current Status and Future Activities
Company-wide	○	×	<ul style="list-style-type: none"> ✓ It is expected that the net sales target will be reached, but not the profit target, due to a feeling that there is a lull in recruitment activities that increased after the end of the COVID-19 pandemic and the tightening of recruitment criteria. ✓ Net sales include a slowdown in the growth of the Personnel Placement Business and the New Graduate Placement Business that is offset by other businesses and additionally include the newly launched IT Worker Dispatch Business (indefinite-term employment). ✓ Profit is lower than the initial projection due to a decrease in Personnel Placement Business and New Graduate Placement Business and upfront investment in the IT Worker Dispatch Business (indefinite-term employment).
Media Information Business	○	△	<ul style="list-style-type: none"> ✓ The net sales target is expected to be reached, primarily thanks to the strong and stable expansion of sales of new initiatives in the Kansai region. ✓ Profit is generally in line with the plan despite a decrease due to advertising expenses and discounts. ✓ We will increase profitability by improving discounts and optimizing advertisements.
Personnel Placement Business	×	×	<ul style="list-style-type: none"> ✓ Both net sales and profit are expected to fall short of targets due to being significantly impacted by the external environment. ✓ Since the 33rd term, the percentage of applicants passing the final interviews has declined due to the tightening of the recruitment criteria of the job-offering companies that have increased recruitment, resulting in a downward trend in the number of contracts signed. ✓ We will continue to focus on identifying job availability at companies, increasing interviews and selections, improving sales capabilities for jobs in the mid-career field (high class), and other activities.
New Graduate Placement Business	×	△	<ul style="list-style-type: none"> ✓ Students' membership registration slowed more than expected and contracts signed decreased. Both net sales and profit are expected to fall short of targets. ✓ We will improve strategies to acquire registrations and increase promising job offers.
New Graduate Media Business	○	○	<ul style="list-style-type: none"> ✓ It is likely that both the net sales and profit targets will be reached thanks to strong sales of individual seminars tailored to companies' efforts to appeal to customers. ✓ Both net sales and profit targets will likely be reached despite some companies cancelling their recruitment activities since the 34th term due to external conditions such as the US tariffs. ✓ We will develop a system for promptly proposing solutions to companies that have resumed hiring activities. We will newly seek job types and jobs in industries that are less susceptible to the external environment.
IT Worker Dispatch Business	○	×	<ul style="list-style-type: none"> ✓ The net sales target is expected to be reached thanks to a steady increase in the number of active workers and the successful launch of indefinite-term employment. ✓ Profit will likely fall short of the target due to upfront investment in indefinite-term employment. ✓ We will accelerate efforts to turn a profit while assessing the effect of investments in the launch of indefinite-term employment. ✓ In the medium term, we will position the IT Worker Dispatch Business as the core of stable growth to facilitate the sustainable growth of profit.

35th-term Full Year: Quarterly Performance Outlook

While profit will decrease in the first quarter of the 35th term due to temporary external factors, it is expected to increase in and after the second quarter.

- ✓ Net sales in the Personnel Placement Business (General Field) will slow down due to the current number of contracts signed falling below the forecast.
- ✓ In the New Graduate Media Business, net sales will temporarily decrease due to the cancellation of recruitment for some large job openings.
- ✓ We aim to facilitate the recovery of net sales in and after the second quarter by strengthening sales activities.
- ✓ Profit is expected to grow in and after the second quarter thanks to the steady performance of other businesses.



35th Term Shareholder Returns

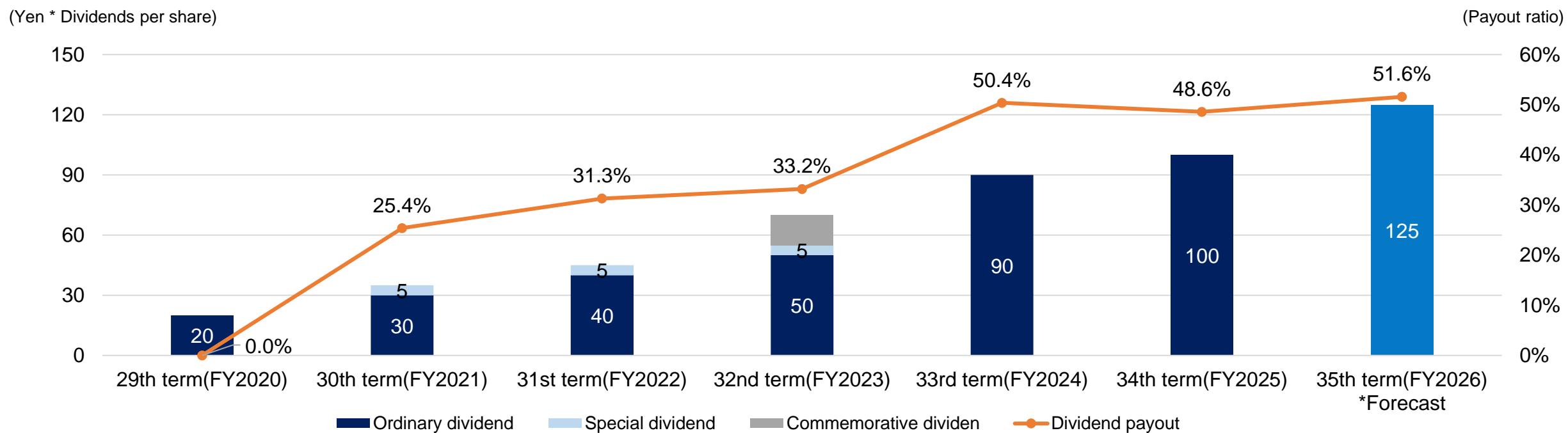
We have revised our target dividend payout ratio of 40% or higher for ordinary dividends alone, which was announced on August 20, 2024, and established a new dividend policy targeting a payout ratio of **50% or higher for ordinary dividends alone** (announced on November 12, 2025).

New record highs were reached for both net sales and profit in the 34th term amid our efforts to grow our businesses based on the Medium-Term Management Plan "Beyond 200" (up to the term ending September 30, 2026).

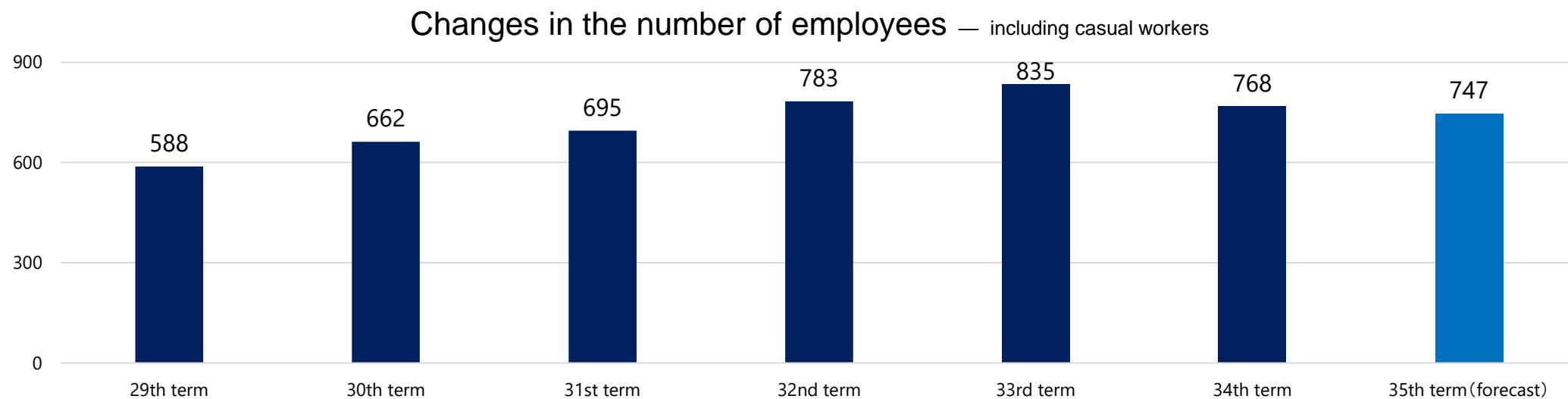
In the 35th term, net sales have been growing as initially planned, and it is expected that we will reach 20 billion yen, but profit will likely fall below the initial target due in part to upfront investments in indefinite-term employment. We expect to achieve new record highs for both net sales and profit.

Our financial base is sound and we maintain stable cash and deposit levels. We will enter a stage in which we will achieve further growth.

Taking these conditions into account, we have established a new dividend policy to more clearly indicate our stance on shareholder return. We aim to stably and continuously pay dividends and increase dividends every fiscal year.



New graduate recruitment	58 new graduates joined CDC in April 2025. Approximately 45 people are expected to join in April 2026.
Mid-career recruitment	<ul style="list-style-type: none">✓ In the 34th term, we hired 26 individuals throughout the year, while we somewhat reduced the number of new employees per year to increase productivity.✓ We plan to recruit approximately 50 individuals in the 35th term, a slight increase from the 34th term, to strengthen our organizational base.

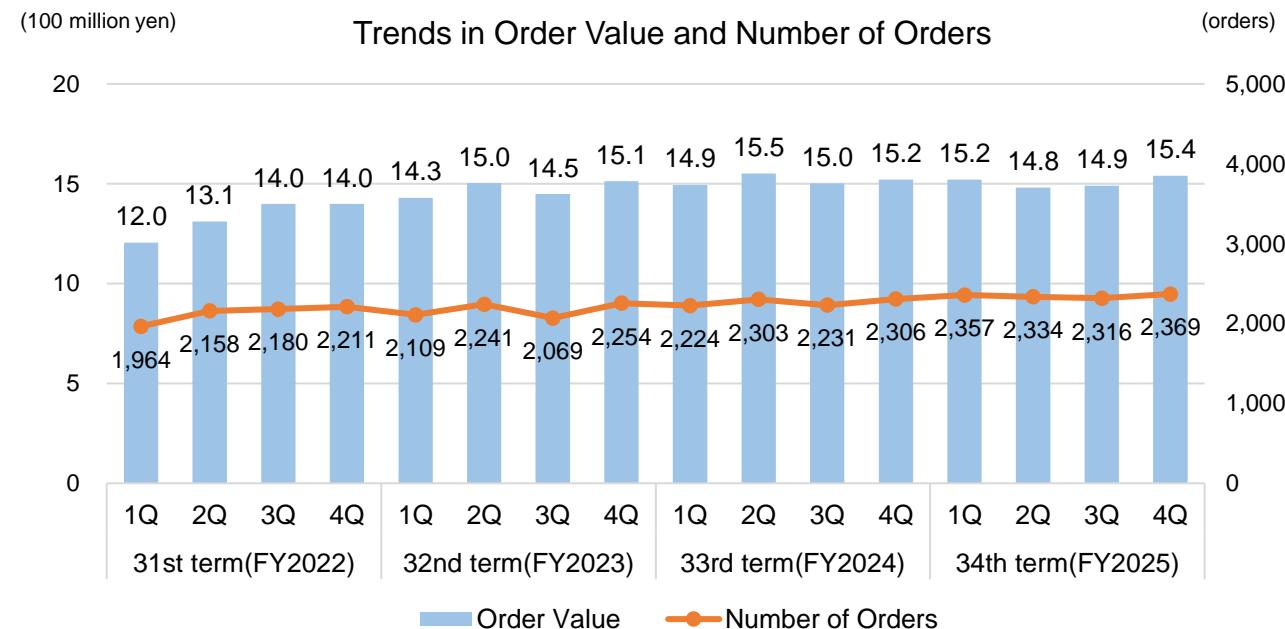


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Media Information Business Overview 1 for the 34th Term

- ✓ Both net sales and profit fell short of targets.
- ✓ Orders received in the fourth quarter exceeded the levels in the second and third quarters, but fell below the target due to the period of competitors' low-priced sales being longer than expected.
- ✓ We have secured the necessary number of sales representatives, strengthened sales activities and improved productivity.
- ✓ An increase in the number of recruitment projects was achieved by improving sales in the Kansai region, and net sales totaled 116.9% of net sales in the previous year.
- ✓ Although we controlled some expenses such as advertising expenses, we continued to make investments in the business to improve results in the next fiscal year.

PL	Plan	Results	Vs. plan	(Million yen)	
				YoY	
Net sales	6,134	5,910	96.4%	98.2%	
Ordinary profit	768	723	94.1%	98.4%	



Media Information Business Overview 2 for the 34th Term

(Million yen)

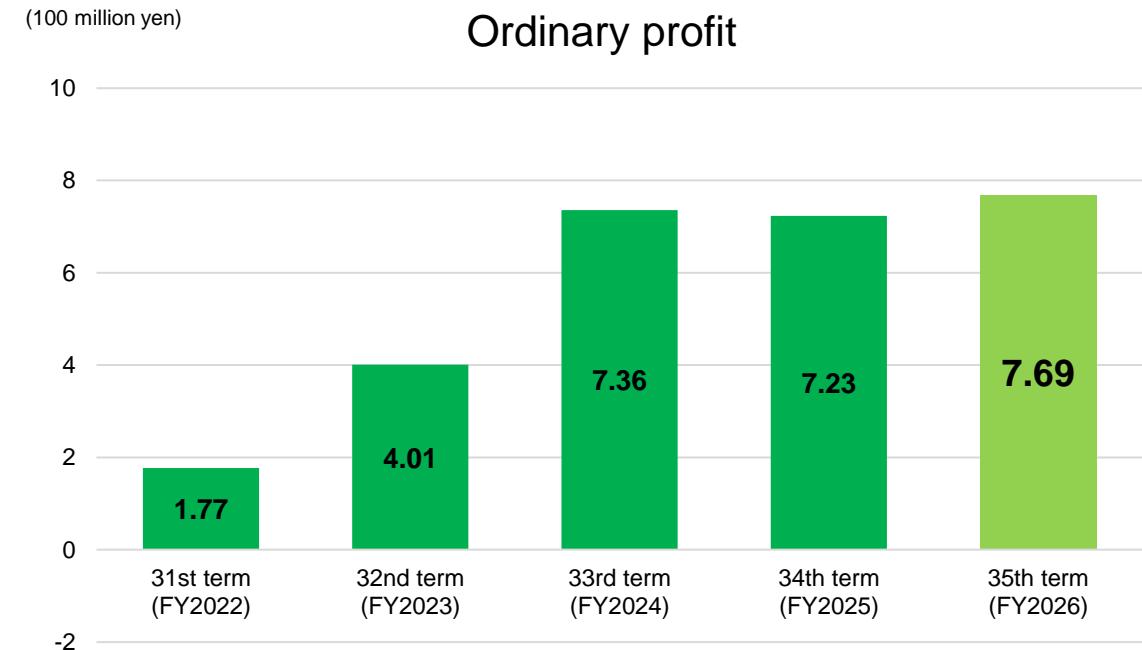
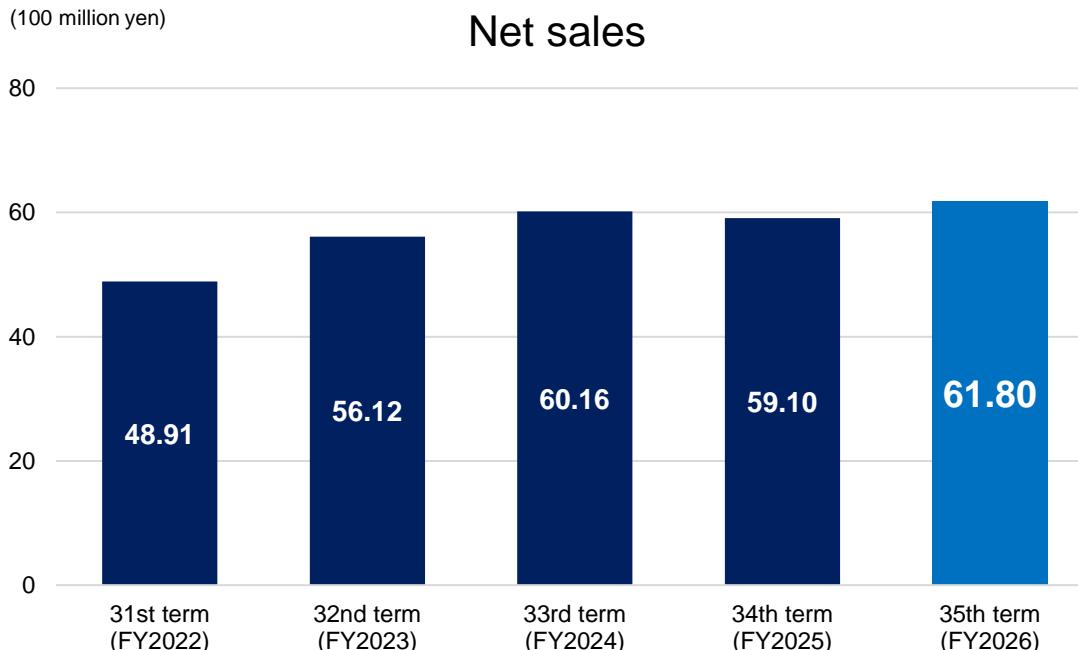
	Results	Results in the previous fiscal year	YoY
Engineers	1,676	1,852	90.5%
Sales	386	404	95.6%
type total	2,496	2,671	93.5%
Onna no Tenshoku type	3,199	3,152	101.5%
Fair total	254	234	108.8%

type	New membership registrations	YoY 93.1%	<ul style="list-style-type: none"> New membership registrations decreased due to the reduction of advertising expenses We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
	Number of applications	YoY 121.8%	<ul style="list-style-type: none"> Measures to attract applications including an email newsletter services and IT tools led to a significant year-on-year increase in the number of applications received.
Onna no Tenshoku type	New membership registrations	YoY 98.7%	<ul style="list-style-type: none"> New membership registrations decreased due to the reduction of advertising expenses We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
	Number of applications	YoY 102.2%	<ul style="list-style-type: none"> The number of applications increased as a result of measures to encourage applications via scouts and apps. We will continue to steadily secure applications through channel diversification

35th-term Full Year: Media Information Business Plans

- ✓ We plan to increase sales and profit by continuing to increase the number of recruitment projects.
- ✓ We will continue to improve discounts with a focus on increasing profitability.
- ✓ We will step up sales efforts in the Kansai region to increase the number of recruitment projects.
- ✓ We will pursue progress in the commercialization of the Direct type with the goal of making it a new income source in the medium and long term.
- ✓ We will control expenses such as advertising expenses while improving investments in the growth of net sales.

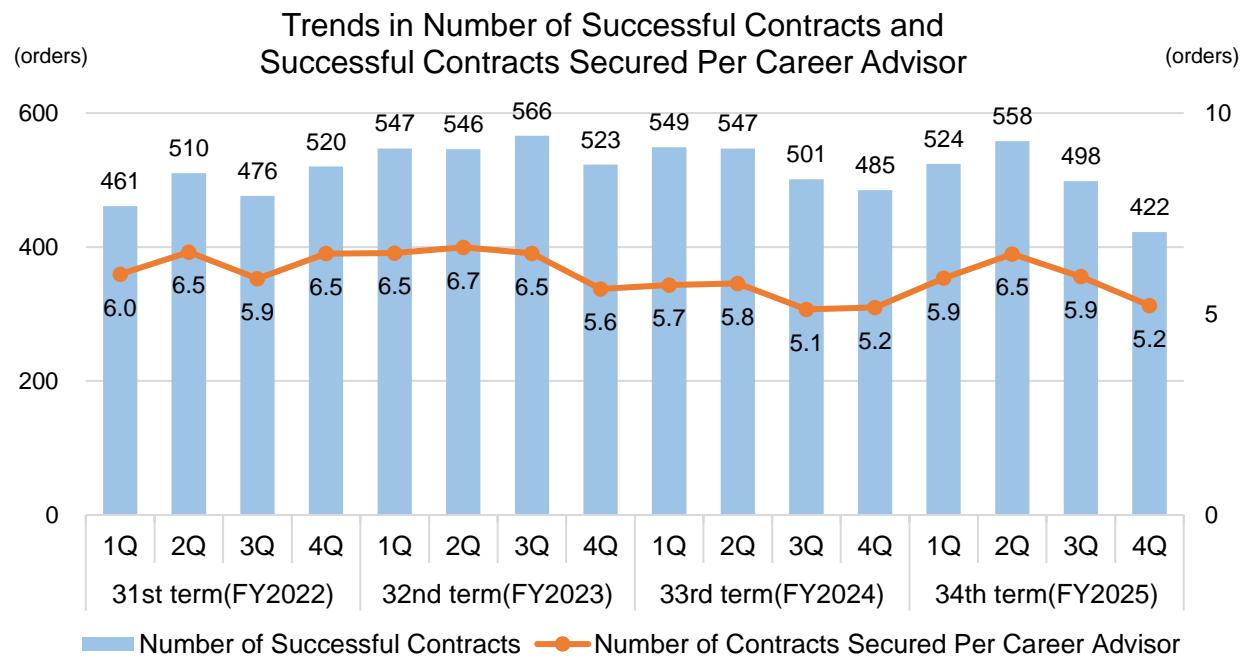
	(Million yen)
Net sales	6,180 Up 4.6% YoY
Ordinary profit	770 Up 6.2% YoY



Personnel Placement Business (General Field) Overview for the 34th Term

- ✓ Net sales and profit remained below targets due to the percentage of applicants passing final interviews decreasing to below the forecast, leading to a slowdown in the number of successful contracts as a result of companies' recruitment criteria remaining high and their stance on recruitment continuing to be cautious in response to the uncertainty in the external environment.
- ✓ This trend is notable particularly in the field of engineers, whose contracted unit prices are high, causing a slowdown in the number of contracts signed.
- ✓ Meanwhile, process indicators such as the number of interviews and the percentage of applicants passing the first interview remain steady.
- ✓ The rate of return was trending upward from the previous year due to the control of advertising and other expenses.

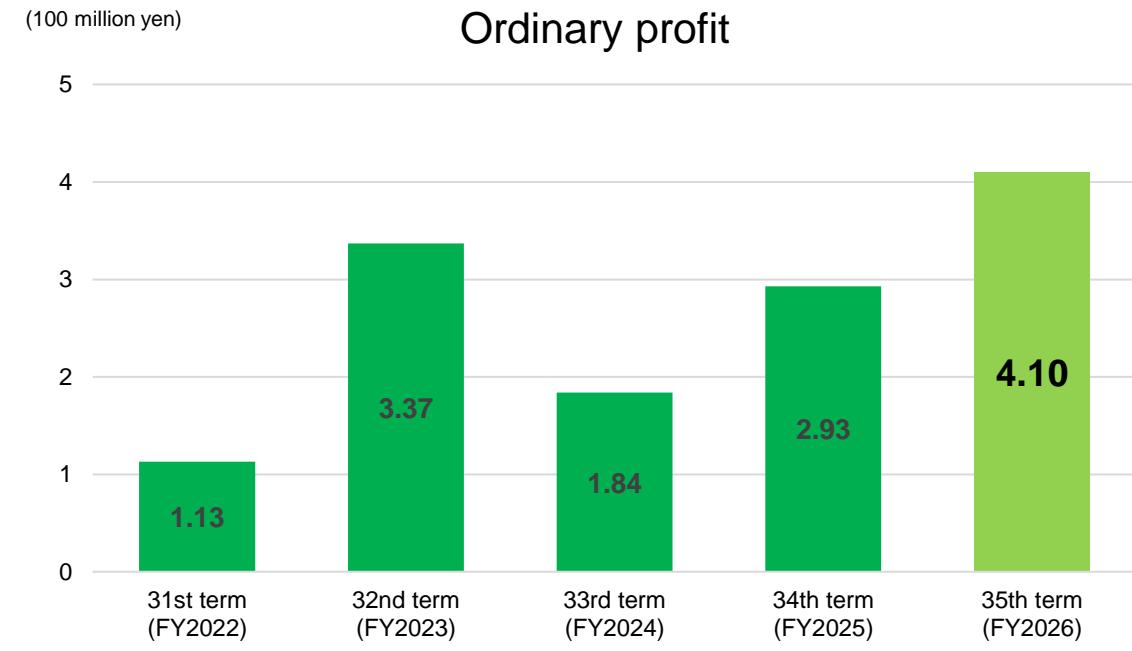
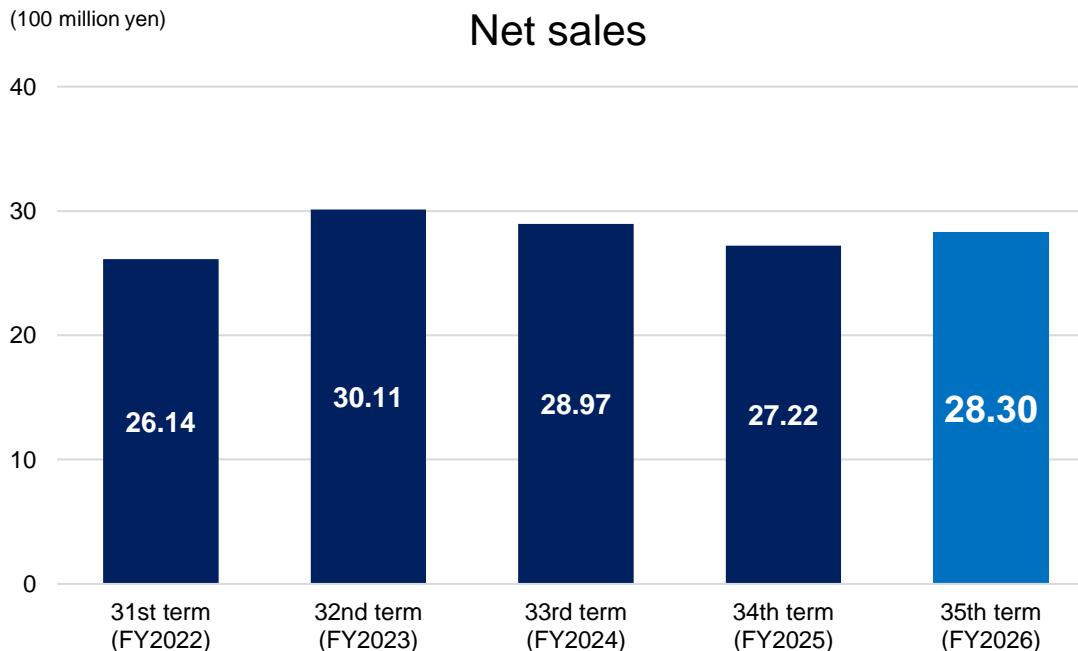
PL	Plan	Results	Vs. plan	(Million yen)	
				YoY	
Net sales	2,899	2,722	93.9%	94.0%	
Ordinary profit	335	293	87.5%	159.3%	



35th-term Full Year: Personnel Placement Business (General Field) Plans

- ✓ We plan to increase sales and profit by enabling the number of successful contracts to grow.
- ✓ Job-offering companies are expected to continue to tighten their recruitment criteria for some time. At the same time, process indicators such as the number of interviews and the percentage of applicants passing the first selection will remain steady and continue into the year.
- ✓ In anticipation of a recovery in companies' recruitment activities, we will improve and maintain our successful matching rate by stepping up efforts to find job openings and maximizing various processes.
- ✓ We will continue to invest in the growth of business while controlling advertising and other expenses in light of the current net sales.

	(Million yen)
Net sales	2,830 Up 3.9% YoY
Ordinary profit	410 Up 39.7% YoY



Personnel Placement Business (Mid-career Field) Overview for the 34th Term

- ✓ While net sales were in line with the plan, profit fell short of the target due to a decrease in the number of successful contracts for high unit prices.
- ✓ Recruitment of career advisors remained steady and productivity improved, resulting in an upward trend in the number of successful contracts through each advisor.
- ✓ Advertising and other expenses were also controlled in line with the plan.

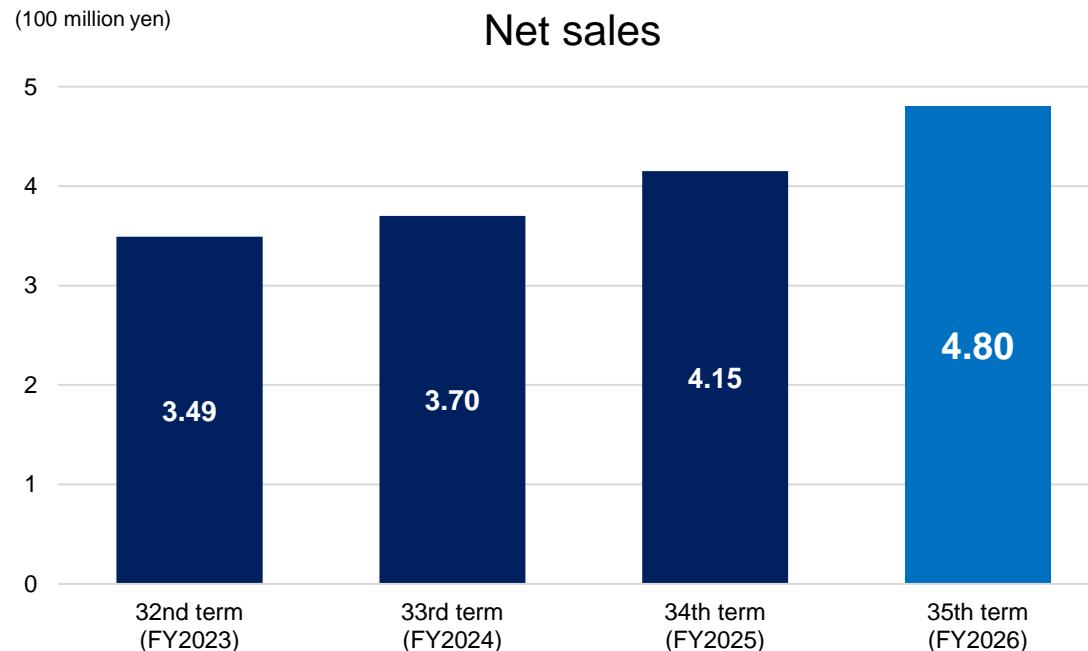
PL	Plan	Results	Vs. plan	YoY
Net sales	412	415	101.0%	112.4%
Ordinary profit	82	73	89.0%	79.1%



35th-term Full Year: Personnel Placement Business (Mid-career Field) Plans

- ✓ We plan to increase sales and profit by enabling the number of successful contracts to grow.
- ✓ We aim to expand the number of successful contracts by improving our job opening acquisition and sales processes, while maximizing metrics such as the number of career advisor interviews and number of applicants passing the selection process.
- ✓ We will continue to invest in the growth of business while controlling advertising and other expenses in light of the current net sales.

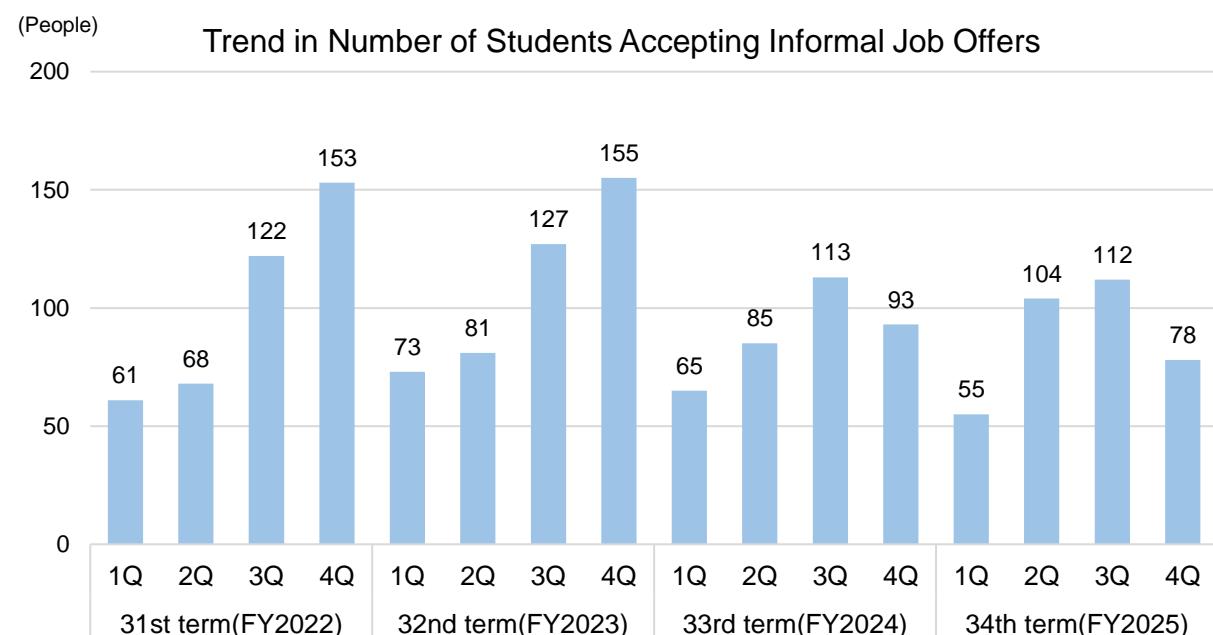
		(Million yen)
Net sales	480	Up 15.4% YoY
Ordinary profit	110	Up 50.4% YoY



New Graduate Placement Business Overview for the 34th Term

- ✓ Both net sales and profit fell short of targets due to a slowdown in the number of successful contracts in the second half of the term.
- ✓ The growth in the number of successful contracts decreased vs. the forecast due to a slowdown in the membership registration of students who are expected to graduate in 2026.
- ✓ Net sales decreased due to the continuation of the sellers' market that is advantageous to students, causing more students than expected to decline a promise of employment.

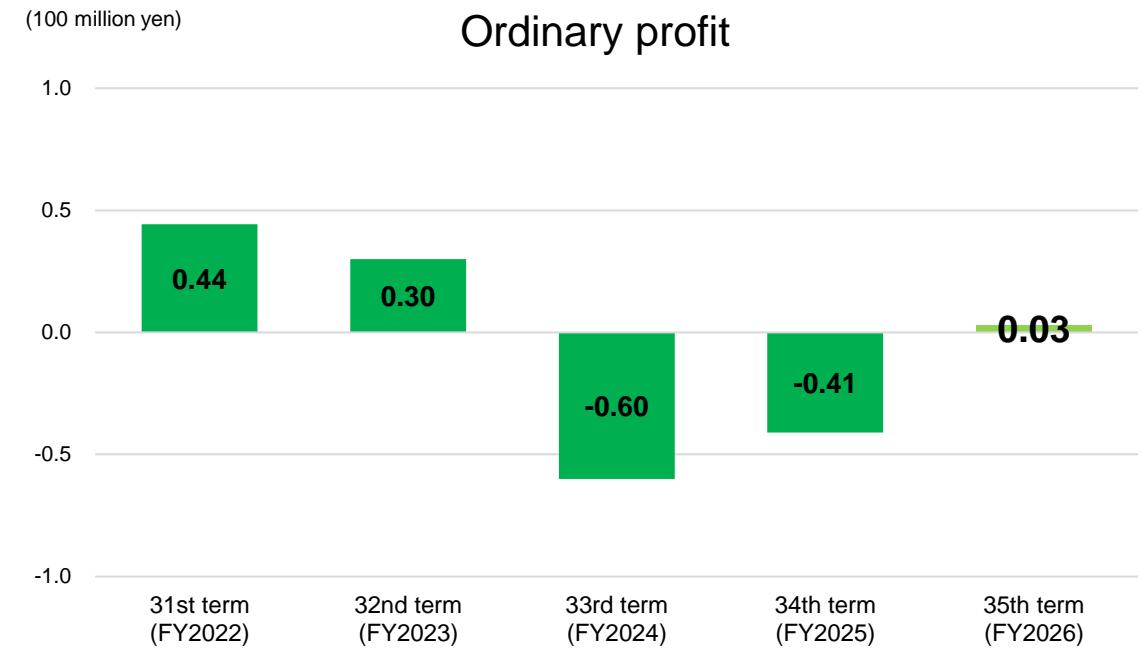
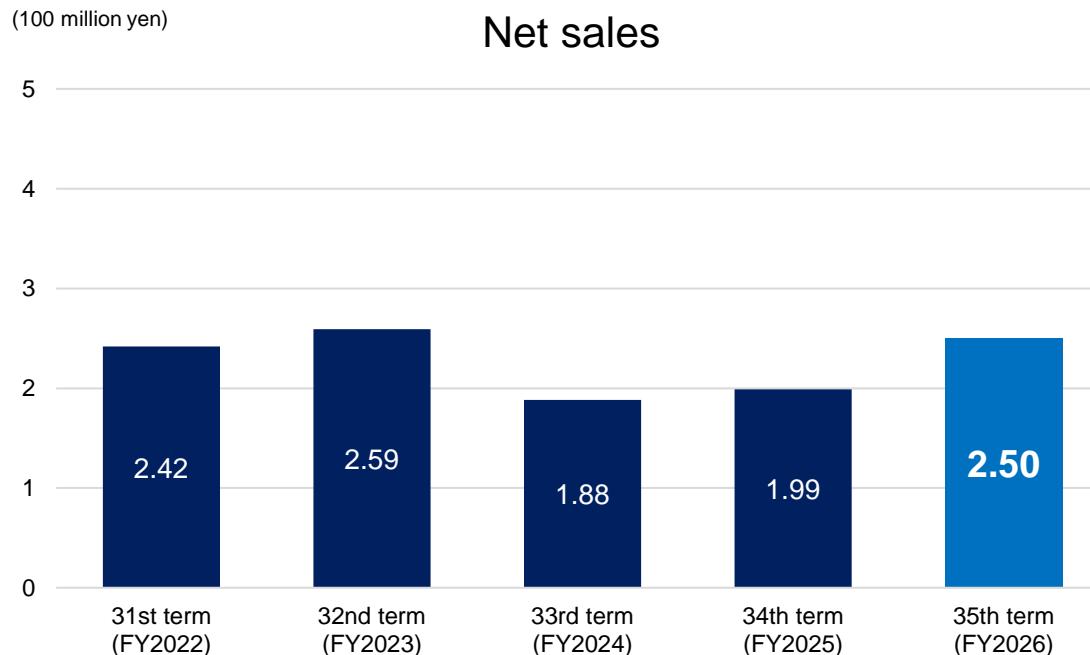
PL	Plan	Results	Vs. plan	YoY
Net sales	263	199	76.0%	106.1%
Ordinary profit	20	-41	-	Results in the previous fiscal year -60



35th-term Full Year: New Graduate Placement Business Plan

- ✓ We plan to increase sales and profit by enabling the number of successful contracts to grow.
- ✓ We will develop promising job openings and work to improve the productivity of career advisors.
- ✓ We will expand use of external channels for attracting registrants to increase points of contact with students, aiming to increase the number of successful contracts.
- ✓ We will step up efforts to find promising job openings with the aim of securing successful placements for students expected to graduate in 2027.

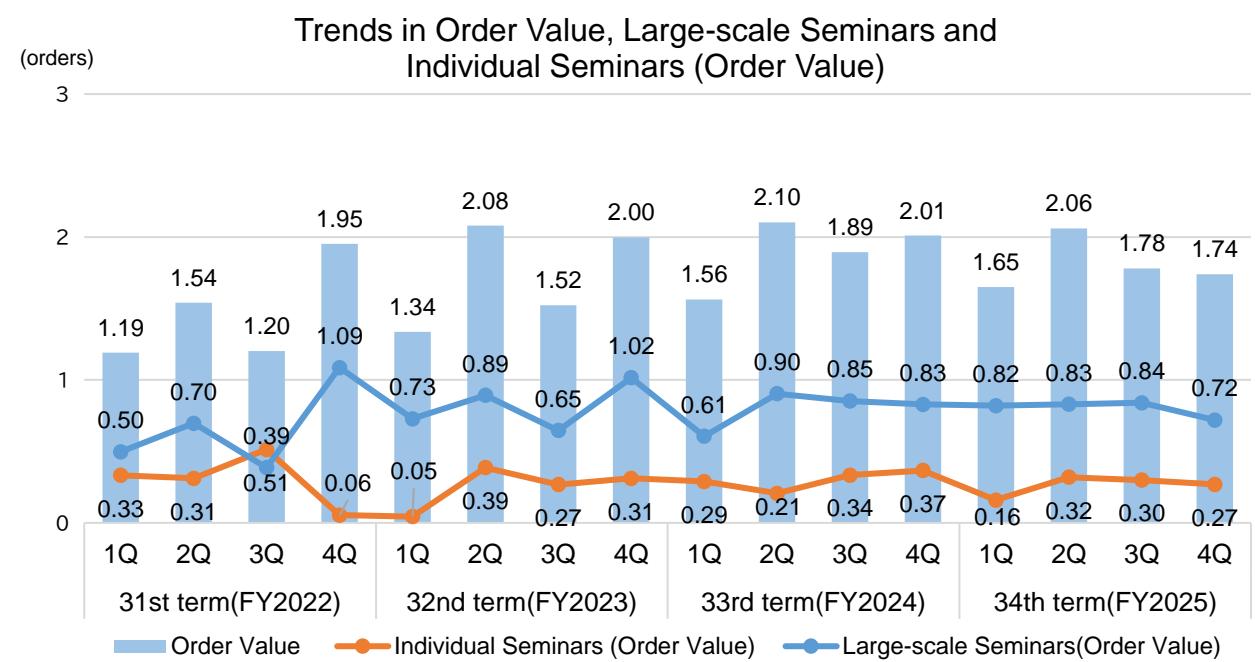
		(Million yen)
Net sales	250	Ordinary profit
Up 25.0% YoY	3	Results in the previous fiscal year -41



New Graduate Media Business Overview for the 34th Term

- ✓ Both net sales and profit fell short of targets.
- ✓ Many companies made steady progress attracting interns expected to graduate in 2026, and as a result the number of individual recruitment projects declined compared with previous years
- ✓ The growth in the number of recruitment projects slowed in the second half of the term due to some companies having a wait-and-see attitude toward their recruitment activities in response to the changes in the external environment such as the US tariffs.

PL	Plan	Results	Vs. plan	YoY
Net sales	831	787	94.8%	95.5%
Ordinary profit	323	277	86.1%	87.9%



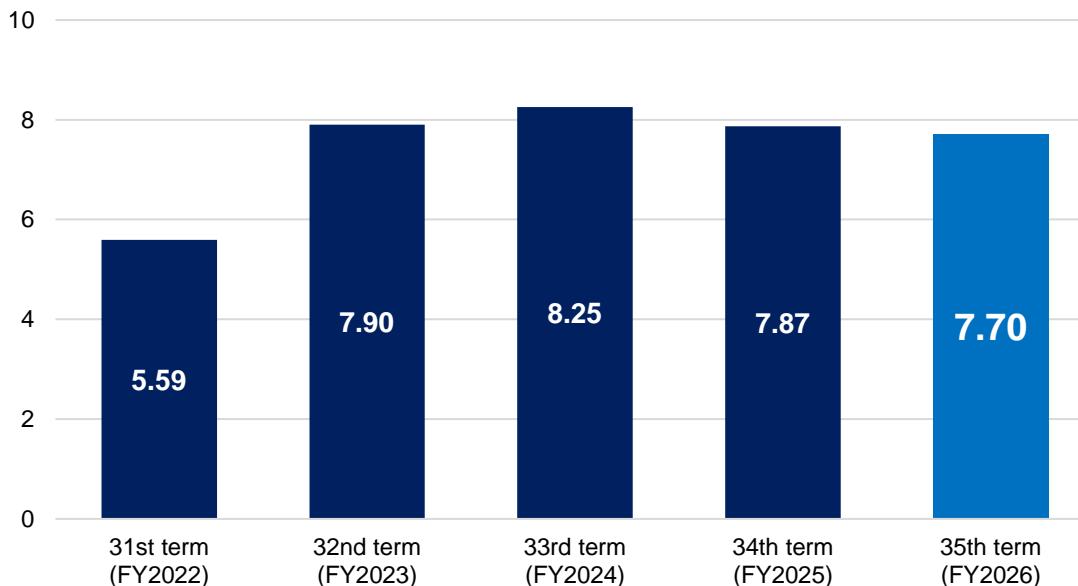
35th-term Full Year: New Graduate Media Business Plans

- ✓ It is expected that sales will decrease and profit will increase despite our efforts to increase the number of recruitment projects.
- ✓ Net sales are expected to fall due to some companies decreasing recruitment despite the steady expansion of sales of events for students expected to graduate in 2027.
- ✓ The trend of companies taking a cautious stance on recruitment will likely continue due to external conditions such as the US tariffs. Meanwhile, appetite for recruitment is projected to gradually recover in response to the recovery of the economy and the resurfacing of the labor shortage.
- ✓ We will enhance our products other than projects to attract individual students expected to graduate in 2027.

Net sales	Ordinary profit
770	282
Down 2.2% YoY	Up 1.5% YoY

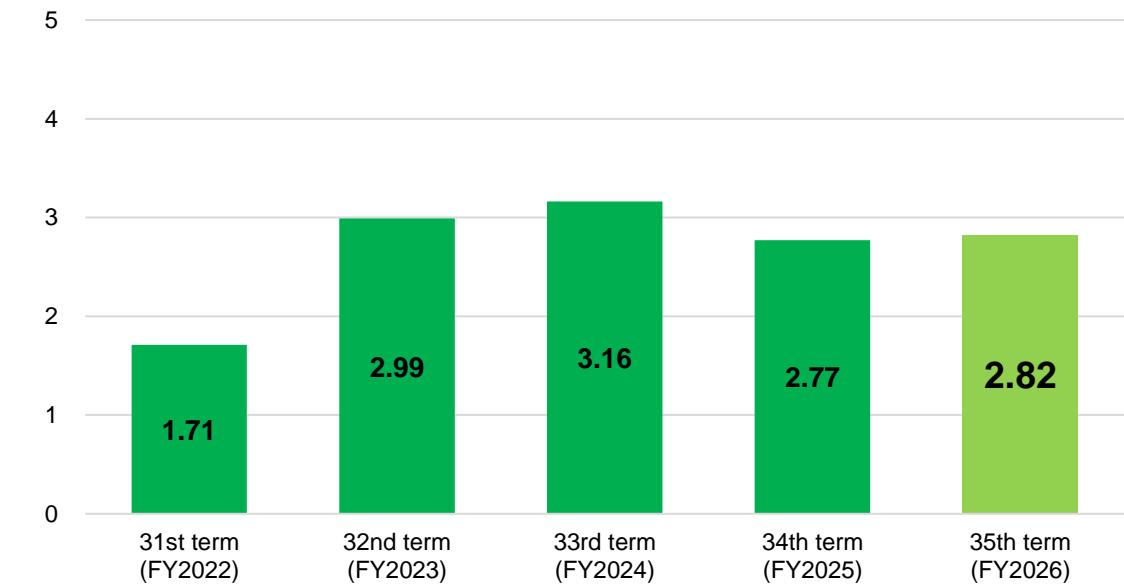
(100 million yen)

Net sales



(100 million yen)

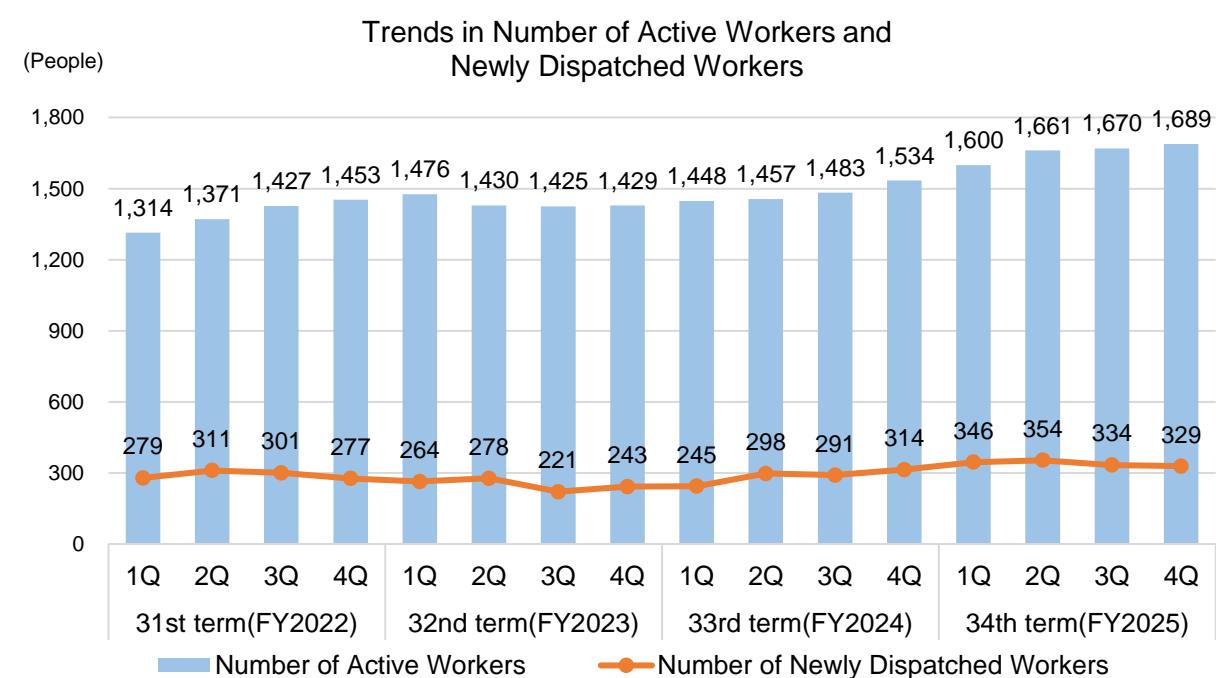
Ordinary profit



IT Worker Dispatch Business (fixed-term employment) Overview for the 34th Term

- ✓ Both net sales and project exceeded the targets.
- ✓ The number of newly active dispatched staff grew as a result of strengthened efforts to develop job offers.
- ✓ Increase registered users using external media and our own routes, including the website.

PL	Plan	Results	Vs. plan	YoY	(Million yen)
Net sales	8,057	8,180	101.5%	111.2%	
Ordinary profit	411	433	105.4%	139.2%	



35th-term Full Year: IT Worker Dispatch Business (fixed-term employment) Plans

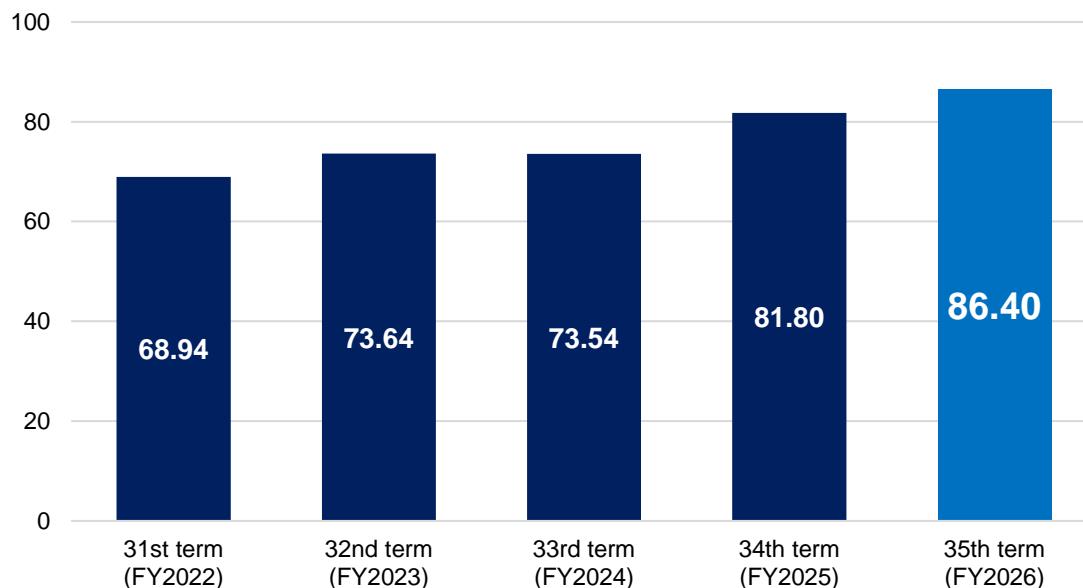
- ✓ We plan to increase the number of active workers to increase sales and profit.
- ✓ We aim to increase the number of newly active workers by stepping up efforts to develop job offers.
- ✓ We will also improve registration and matching strategies and reduce termination at the expiry of contracts.
- ✓ We expect to increase the rate of return by increasing profitability per employee.

(Million yen)

Net sales	Ordinary profit
8,640	470
Up 5.6% YoY	Up 8.5% YoY

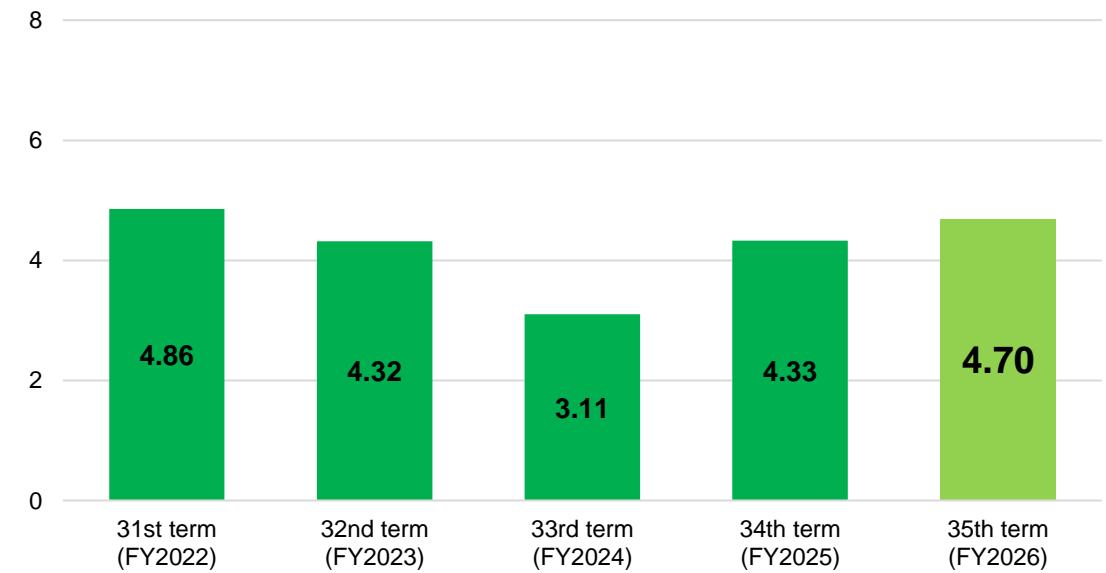
(100 million yen)

Net sales



(100 million yen)

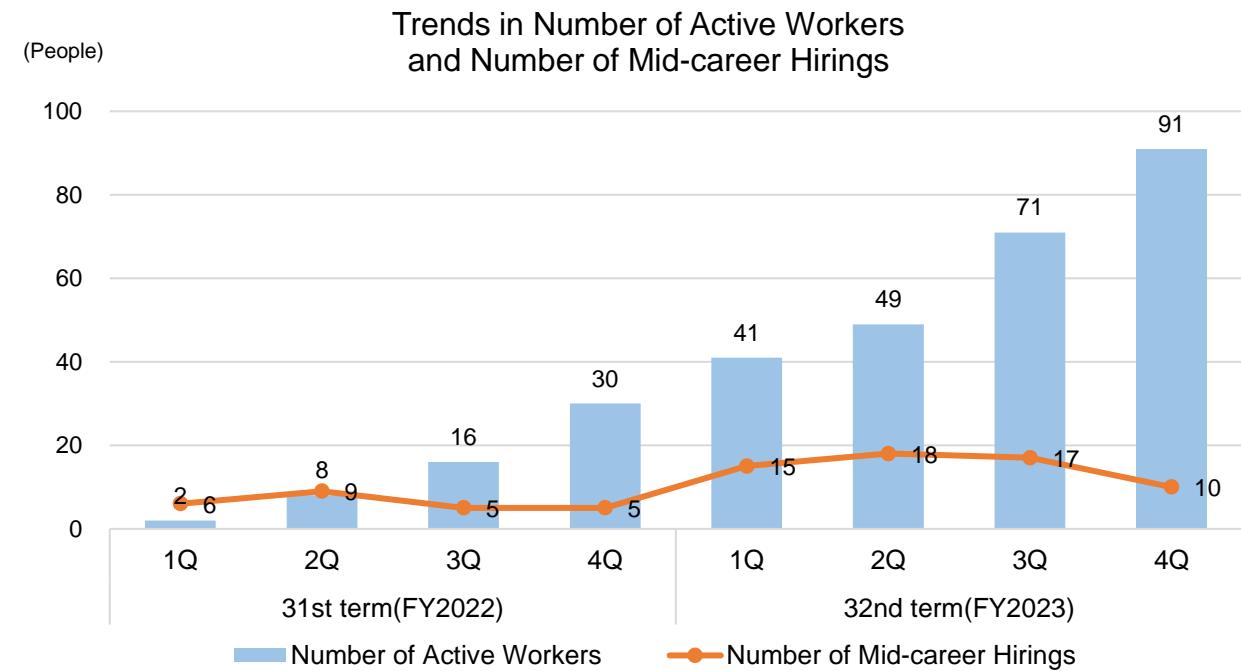
Ordinary profit



IT Worker Dispatch Business (indefinite-term employment) Overview for the 34th Term

- ✓ Net sales exceeded the target. Loss was reduced from the plan.
- ✓ We managed to maximize and streamline the recruitment process and beat forecasts of the number of mid-career hirings. As a result, the number of active workers increased
- ✓ We followed up with dispatched staff and improved matching performance, with the result that the staff utilization rate was higher than the targets and the turnover rate was lower than the target.

PL	Plan	Results	Vs. plan	YoY
Net sales	404	428	106.1%	518.4%
Ordinary profit	-189	-155	-	Results in the previous fiscal year -142



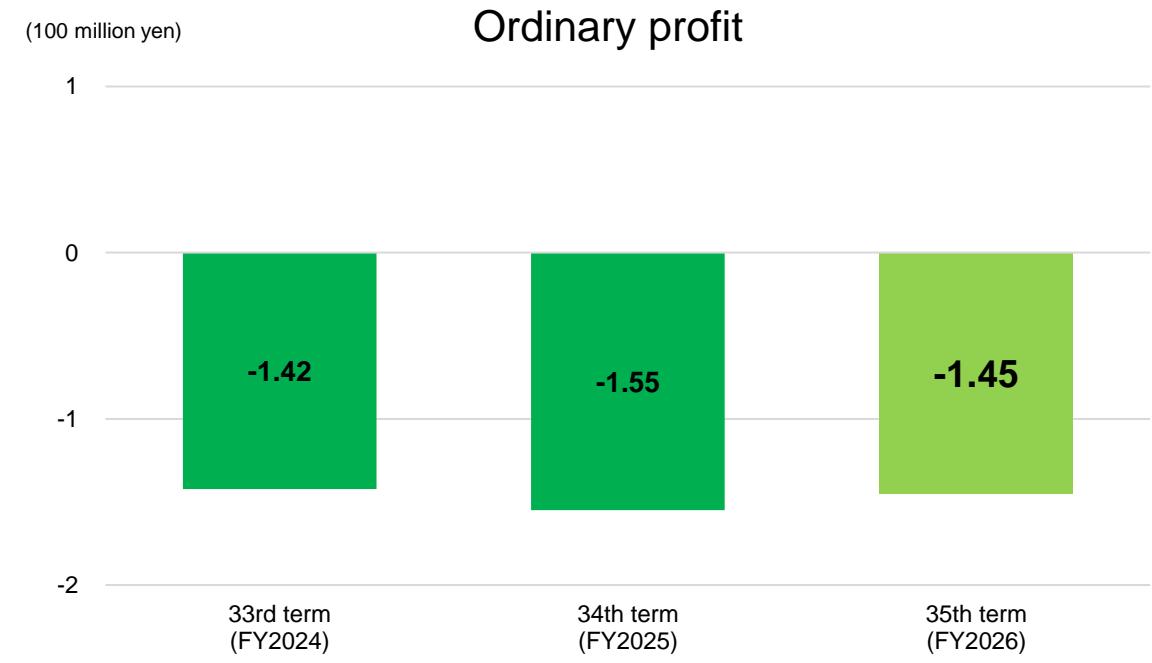
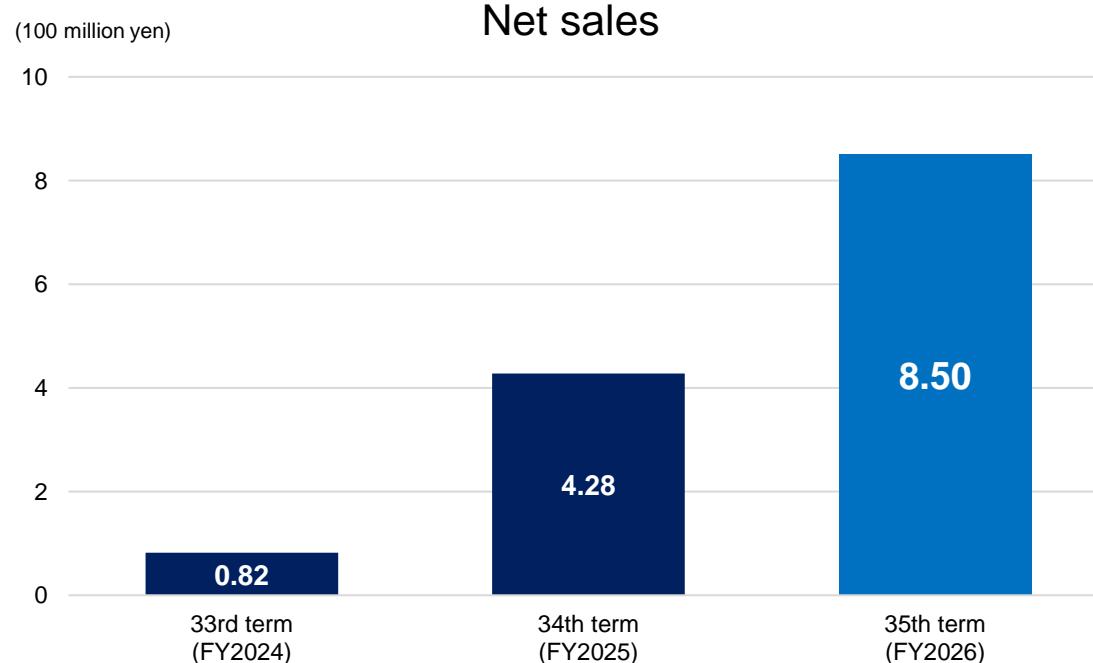
35th-term Full Year: IT Worker Dispatch Business (indefinite-term employment) Plans



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- ✓ While still in the upfront investment phase, we plan to develop a base for turning a profit in anticipation of the growth of sales.
- ✓ Beginning in the next fiscal term, we aim to generate a profit by accelerating mid-career employment while controlling recruitment expenses.
- ✓ We anticipate that we will be able to maintain the active worker rate and turnover rate at their current levels.

		(Million yen)
Net sales	850	Ordinary profit
Up 98.3% YoY		-145 Results in the previous fiscal year -155



References

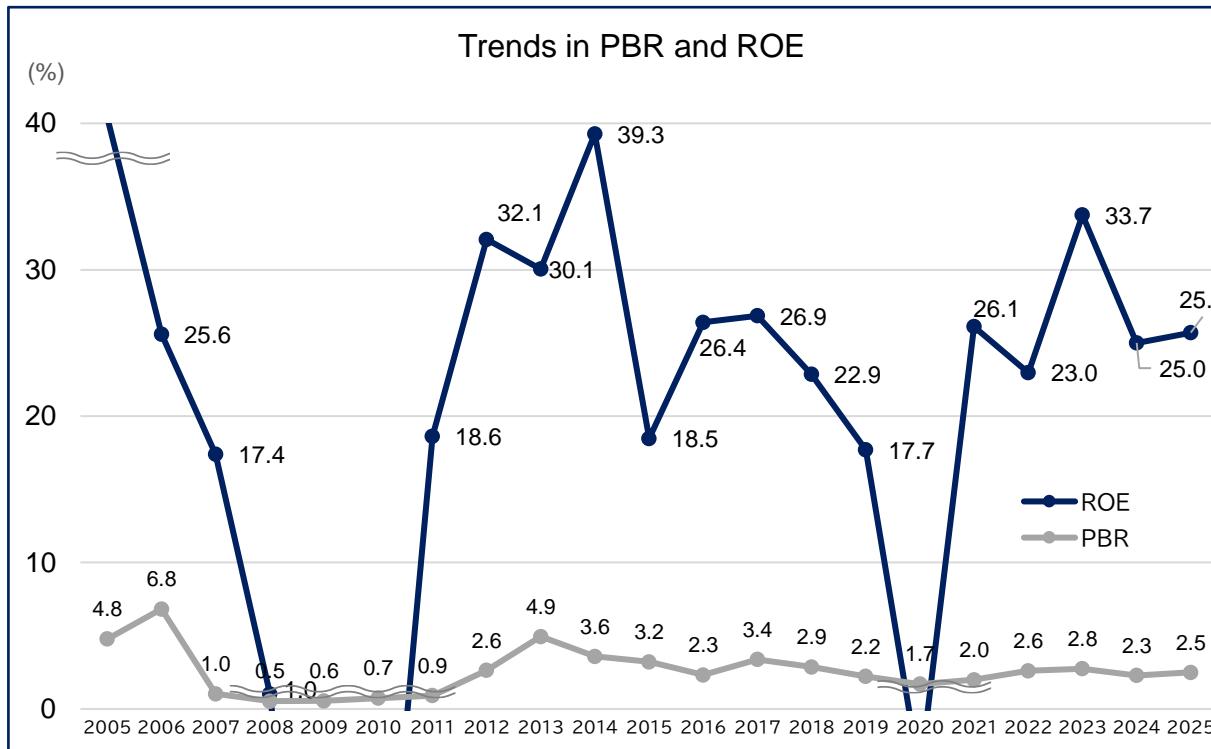
Management Conscious of Cost of Capital and Stock Price:

Present Data Analysis and Issues (PBR, ROE)



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- ✓ The Company estimates its current capital costs at between 10% and 13% (additions and adjustments have been made to the estimation pattern since the last briefing)
- ✓ ROE has remained above the cost of capital level in the 20-25% range. Going forward the Company will maintain this level over the long term
- ✓ PBR is in the 2.0x - 2.5x range. This level has declined slightly over the past decade, and the Company is working to improve the stock price



Estimates based on PBR and ROE

$$PBR = \frac{ROE - \text{expected growth rate}}{\text{Cost of capital} - \text{expected growth rate}}$$



$$\text{Cost of capital} = \frac{ROE - \text{expected growth rate}}{PBR} + \text{Expected growth rate}$$

Cost of
shareholders' equity
10-13%

ROE
20-25%

PBR
2.0-2.5 times

Expected
growth
rate
0-2%

Estimates based on CAPM

$$\text{Cost of shareholders' equity} = \text{Risk-free rate} + \beta (\text{beta}) \text{ sensitivity} \times \text{Market risk premium} + \text{Size premium}$$

Cost of
shareholders' equity
11-13%

Risk-free rate
1.66%

β (beta) sensitivity
0.742

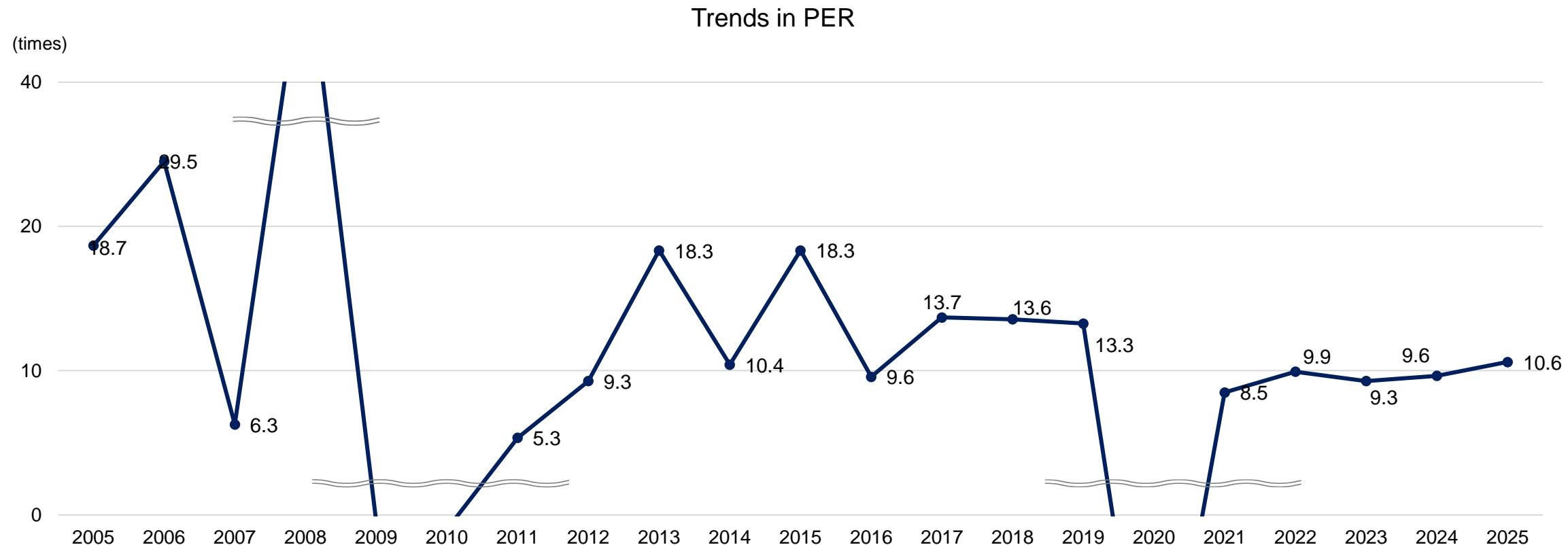
Market risk premium
7-8%

Size premium

Management Conscious of Cost of Capital and Stock Price:

Present Data Analysis and Issues (PER)

- ✓ Previously, PER had remained in the 13-to-18 range, but is currently around 10.
- ✓ The Company will work to strengthen investor relations to achieve stable profit growth and gain market recognition for future growth potential



Management Conscious of Cost of Capital and Stock Price:

Future Initiatives



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- ✓ We will achieve stable rises in earnings. At the same time, we will increase shareholder returns and take other steps so that we are evaluated more highly in the market.

Growth investments

Investing in new businesses and in employees as human capital in addition to increasing profit from existing businesses, with the aim of enhancing business competitiveness and achieving stable profit growth in the future

- Investment in existing businesses and new businesses
- Human capital investment and system investment

Shareholder returns

Being proactive in increasing dividend payout ratio and considering other measures, so as to maximize shareholder value

Pursuing a policy of increasing shareholder returns while balancing them with growth investment

- Stable dividend
- Reflecting profit growth in shareholder returns

Financial health

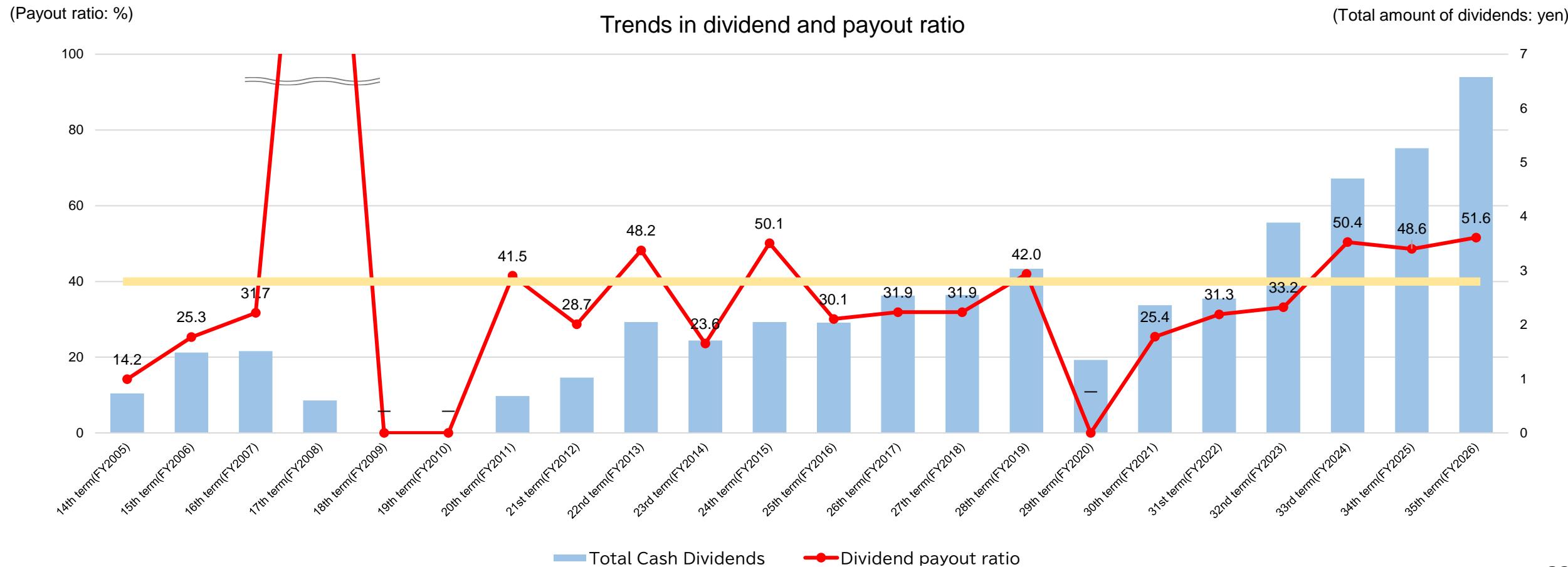
Striving to mitigate financial risks while maintaining an appropriate capital structure

- Optimization of capital structure
- Mitigation of financial risk

Management Conscious of Cost of Capital and Stock Price:

Shareholder Returns

- ✓ To clarify our commitment to returning profits to shareholders and enhance shareholder returns, we have set a target dividend payout ratio of 50% or higher based on ordinary dividends alone. We will continue to provide stable dividends in the future, taking into account business performance trends, financial conditions, and other factors (Announced on November 12, 2025).



Management Conscious of Cost of Capital and Stock Price:

Promotion and Strengthening of IR Activities



Human Resource Solution Company
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- ✓ With a basic policy of truthful information disclosures, we will be proactive in implementing IR activities to build a relationship of trust with investors.

Improving information disclosure

We will provide investors with the necessary information in a timely, fair manner, with a basic policy of emphasizing transparency and accuracy in information disclosures.

- Preparing disclosure documents in Japanese and English
- Enhancing corporate website
- Clarifying shareholder return policy
- Enhancing disclosure of non-financial information, including data related to environmental, social, and governance (ESG) elements

Dialogues with investors

We emphasize two-way dialogues with investors and strive to build a long-term relationship of trust with them.

- Holding financial results briefings twice a year, with our representative director and president as well as our director in charge of IR giving explanations in person
- Holding meetings in response to requests from institutional investors in Japan and other countries
- Collecting questions and feedback from investors and reflecting them in management

Internal feedback on IR activities

We reflect investors' opinions, which we obtain through IR activities, in our management and leverage them in improving our business activities and growth strategy.

- Feeding back questions asked in meetings with institutional investors to the Board of Directors to leverage them in future disclosures, meetings, etc.
- Improving the content of information disclosure and presentation materials based on opinions from investors

Company name	CAREER DESIGN CENTER CO., LTD.
Establishment	July 8, 1993
Representative	Hiromi Tada, Chairman and CEO
Address	Akasaka Long Beach Building, 3-21-20, Akasaka, Minato-ku, Tokyo
Capital	558,660,000
Listing	Tokyo Stock Exchange Prime Market (stock code: 2410)

Sustainability Management Pursued by CDC



Human Resource Solution Company
株式会社 キャリアデザインセンター

We will provide working people with necessary assistance including career selection assistance to ensure that they lead prosperous lives, and, under proper corporate governance, we, as a company trusted by society, will create both social value and economic value through businesses, thereby seeking to contribute to a sustainable society and improve corporate value.

Corporate Philosophy



Vision

Creation of a "society in which working people have good jobs and lead good lives"

Material issues

1 Respecting diversity and creating an environment that values engagement



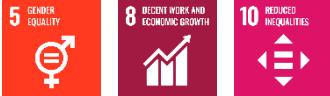
4 Strengthening corporate governance



2 Energizing companies and facilitating economic growth



5 Providing job seekers with opportunities for career development while also working to improve their standard of living



3 Realizing diverse workstyles that match the sense of value and workstyle requests of each individual



Sustainability Initiatives

● Respecting diversity



Employees

768

(As of September 30, 2025)



Average age

30.7

(As of September 30, 2025)



Employee gender ratio

Male **45%** Female **55%**

(As of September 30, 2025)



Manager gender ratio

Male **51%** Female **49%**

(As of September 30, 2025)



Maternity/Childcare leave return rate

92%

(As of September 30, 2025)



Breakdown of new recruits

New graduates **45%**

Mid-career **55%**

(As of September 30, 2025)



Note: Excluding indefinite-term dispatched employees engaged in the Company's IT staffing business (95 employees as of the end of September 2025).

● Environmental management



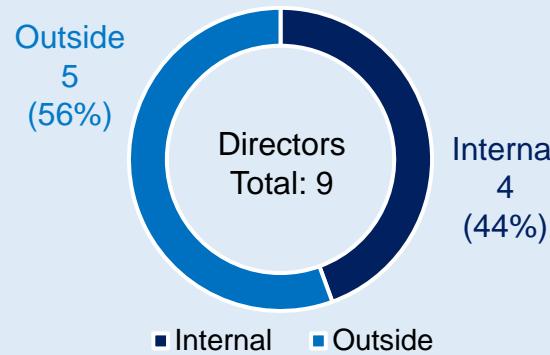
We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium at the same time.

Item	Separate item	2022.9	2023.9	2024.9	2025.9
Greenhouse gas emissions (Unit: t-CO2)	Scope 1 (Utility gas consumption)	—	—	—	—
	Scope 2 (Power consumption)	334.9	290.7	345.0	367.9
	Scope 3 (Indirect emissions other than those listed above)	455.6	482.6	507.4	554.5
Amount of paper actually consumed (Index with the amount used in the fiscal year ended September 30, 2020 set as 100)		40.5	34.8	33.7	32.5

Governance initiatives

Working appropriately and cooperatively with stakeholders is essential for achieving sustainable corporate growth and creating corporate value on a medium- to long-term basis. With this in mind, our basic policy on corporate governance is to respect each person's position, increase management transparency, expedite decision-making processes and strengthen supervisory functions while also maximizing corporate value with proper corporate governance.

Composition of the Board of Directors

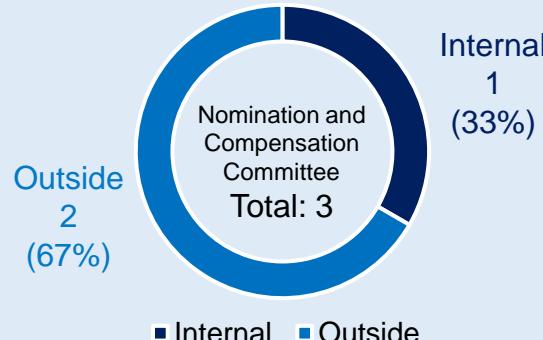


The Board of Directors comprises 9 members, specifically, four Internal Directors and five Outside Directors.

In addition, to increase management transparency and further expedite a decision-making process, we transitioned to being a company with an Audit and Supervisory Committee according to a resolution passed at the Annual General Meeting of Shareholders held on December 27, 2021.

The Audit and Supervisory Committee consists of three Directors (one full-time Audit and Supervisory Committee Member and two Outside Directors who are Audit and Supervisory Committee Members).

Composition of the Nomination and Compensation Committee



The Company has a Nomination and Compensation Committee, which is a non-statutory advisory committee chaired by an independent Outside Director and composed of one Internal Director (Chairman and President and Representative Director) and two Outside Directors.

Two committee meetings were held in the fiscal year ended September 30, 2025.

Disclaimer

The industry trends, analyses, future outlook, strategies and other information presented today are determinations made by Company management based on currently available information, but various factors may cause significant changes to the environment surrounding business in the future. Therefore, please note that future strategies and business performance may vary significantly from the information presented today.