



34th Term (FY9/2025)

3Q Financial Results Supplemental Material

CAREER DESIGN CENTER CO., LTD. (2410)

July 31, 2025

- 1. Financial Summary for 3Q (October 2024–June 2025)**
2. Overview of Financial Results for 3Q (October 2024–June 2025)
3. 34th Term Full-year Forecast (October 2024–September 2025)
4. 34th Term Overview by Business

1. Results for the first nine months

- ✓ In 3Q, **both net sales and profit ended up at the targeted level.**
- ✓ While profit was above target in Personnel Placement Business and IT Worker Dispatch Business, profit in Media Information Business and New Graduate Business were below targeted levels.

(Million yen)

Net sales	Ordinary profit
14,005	1,225
Up 5.0% YoY	Up 11.3% YoY

2. Full-year Outlook

- ✓ **There are no changes to our full-year forecasts** for net sales and profit company-wide.
- ✓ We expect steady performance in the IT Worker Dispatch business, with both net sales and profit exceeding forecasts.
The Media Information Business, Personnel Placement Media Business, and New Graduate Placement Business are expected to be slightly below targets.
- ✓ On the cost front, we will continue to make investments in our businesses while exerting a measure of control that reflects the status of each business.
- ✓ We will step up initiatives for various measures to improve sales, aiming for growth in the next fiscal year and onward.

Net sales	Ordinary profit
19,000	1,750
Up 7.1% YoY	Up 21.7% YoY

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3Q (October 2024–June 2025)

Overview of Company-wide Financial Results

- ✓ In 3Q, **both net sales and profit ended up at the targeted levels**. However, progress varied by business.
- Personnel Placement Business: Both net sales and profit ended above targets.
 - IT Worker Dispatch Business: The number of active workers beat forecasts, leading to steady results in net sales and profit.
 - Media Information Business: The number of recruitment projects was below the target, with both net sales and profit ending below targets.

(Million yen)

PL	Plan	Results	YoY
Net sales	14,023	14,005	105.0%
Operating profit	1,198	1,211	110.5%
Ordinary profit	1,198	1,225	111.3%
Profit	805	840	111.7%

Expenses	Plan	Results	YoY
Cost of sales	6,584	6,660	111.8%
Dispatched worker salaries	5,038	5,119	115.4%
Other	1,546	1,541	101.4%
SG&A expenses	6,240	6,133	97.5%
Advertising expenses	1,571	1,520	85.6%
Personnel expenses	3,377	3,342	100.5%
Other	1,292	1,271	106.8%

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34th Term Company-wide Forecast

- ✓ In 4Q, we will continue to expand net sales and continue with business investment while exerting restraint on some expenses, aiming to **achieve our target net sales and profit levels for the full year.**
- IT Worker Dispatch Business: We expect strong performance to continue, propelling both net sale and profit above our targets.
- Media Information Business: We will strengthen sales activities to increase the number of projects, but orders received have been slightly lower than expectations, and both net sales and profit are forecast to be slightly below the full-year targets.
- Personnel Placement Business: We will strive to secure job openings, increase the number of interviews and selections while improving the successful matching rate. However, we project that net sales and profit will fall short of targets as growth in the number of successful contracts slowed in 3Q.
- ✓ By stepping up sales activities in each business and implementing measures to expand net sales, **we will reinforce the foundations for expanding business performance in the next fiscal year and beyond.**

(Million yen)

PL	Plan	Forecast	YoY
Net sales	19,000	19,000	107.1%
Operating profit	1,762	1,762	123.0%
Ordinary profit	1,750	1,750	121.7%
Profit	1,180	1,180	119.9%

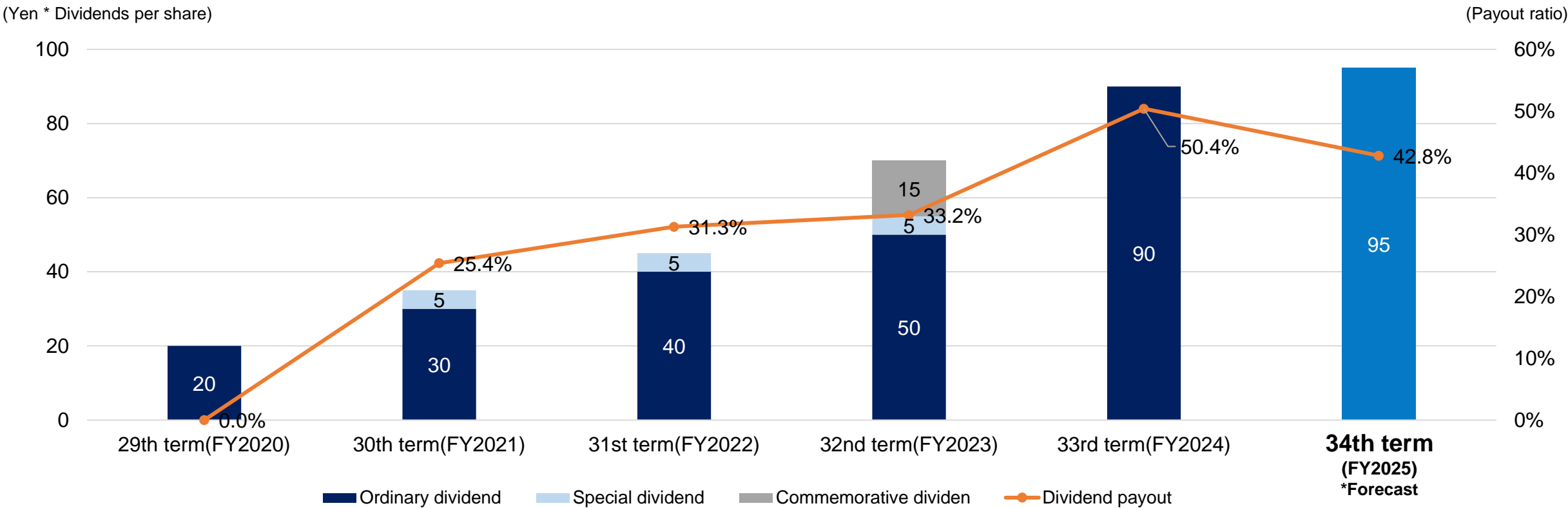
Expenses	Plan	Forecast	YoY
Cost of sales	8,586	8,892	111.2%
Dispatched worker salaries	6,457	6,829	113.8%
Other	2,129	2,063	103.2%
SG&A; expenses	8,652	8,347	100.5%
Advertising expenses	2,245	2,086	93.2%
Personnel expenses	4,693	4,563	101.7%
Other	1,714	1,698	107.5%

34th Term Shareholder Returns

✓ Dividend Policy: Target dividend payout ratio **40% or higher, based on ordinary dividends only** (announced August 20, 2024)

We have clarified our approach to returning profits to shareholders and formulated a new dividend policy to further enhance shareholder returns

We will continue to issue dividends while considering trends in business performance and our financial position. Our basic policy is to distribute profits based on operating results, while comprehensively taking into account the need to enhance retained earnings and the financial position of the Company



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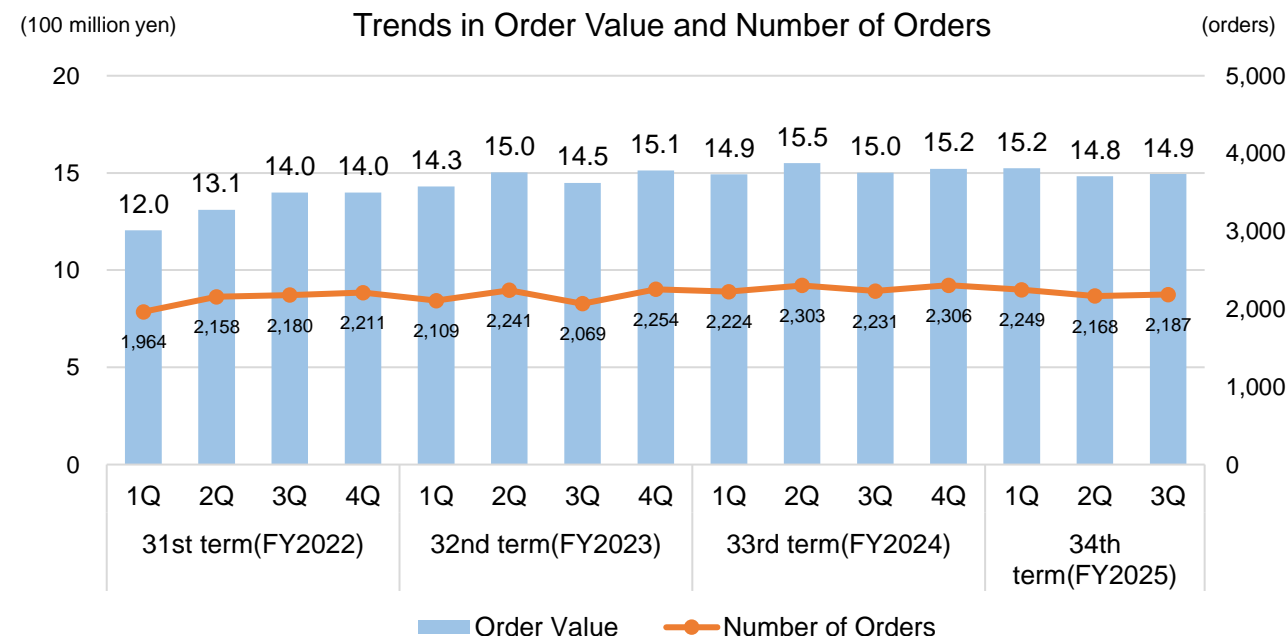
3Q (October 2024–June 2025)

Overview of the Media Information Business

- ✓ Both net sales and profit fell short of targets.
- ✓ While orders received in 3Q were improved from 2Q, targets were not reached because low-priced sales strategies adopted by competitors were continued longer than expected.
- ✓ We will continue to make improvements through price cutting, attaching importance to maintaining and improving profitability, but both net sales and profit are expected to be slightly below the full-year targets.
- ✓ As we have secured the necessary number of sales representatives, we will strengthen sales activities and improve productivity.
- ✓ We will also step up sales efforts in the Osaka area to increase the number of recruitment projects.
- ✓ We aim to enhance the product strength of Direct type to increase member acquisition and recruitment results.
- ✓ Although we will control some costs such as advertising expenses, we will continue to make investments in the business so that we can expand business results in the next fiscal year.

PL	Plan	Results	Vs. plan	YoY
Net sales	4,533	4,440	97.9%	99.2%
Ordinary profit	519	495	95.5%	106.7%

(Million yen)



3Q (October 2024–June 2025)

Overview of the Media Information Business (2)

(Million yen)

	Results	Results in the previous fiscal year	YoY
Engineers	1,277	1,396	91.5%
Sales	283	300	94.5%
type total	1,879	2,012	93.4%
Onna no Tenshoku type	2,392	2,324	102.9%
Fair total	196	167	117.4%

type	New membership registrations	YoY 82.9%	<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 117.0%	<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 91.9%	<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 98.1%	<ul style="list-style-type: none">• Despite measures to encourage applications via scouts and apps, the number of applications fell slightly year on year• We will continue to steadily secure applications through channel diversification

3Q (October 2024–June 2025)

Overview of Personnel Placement Business (General Field)

- ✓ Both net sales and project ended the first nine months above targets.
- ✓ Both net sales and profit are expected to be slightly below the full-year targets because the percentage of applicants passing through the selection process of hiring companies was lower than expected, and growth in the number of successful contracts slowed down in 3Q.
- ✓ We aim to expand the number of successful placements 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.
- ✓ Although we will control costs to reflect the net sales situation, we will continue to make investments in the business that will lead to expanded business results in the next fiscal year.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	2,099	2,112	100.6%	93.8%
Ordinary profit	206	280	136.0%	136.6%



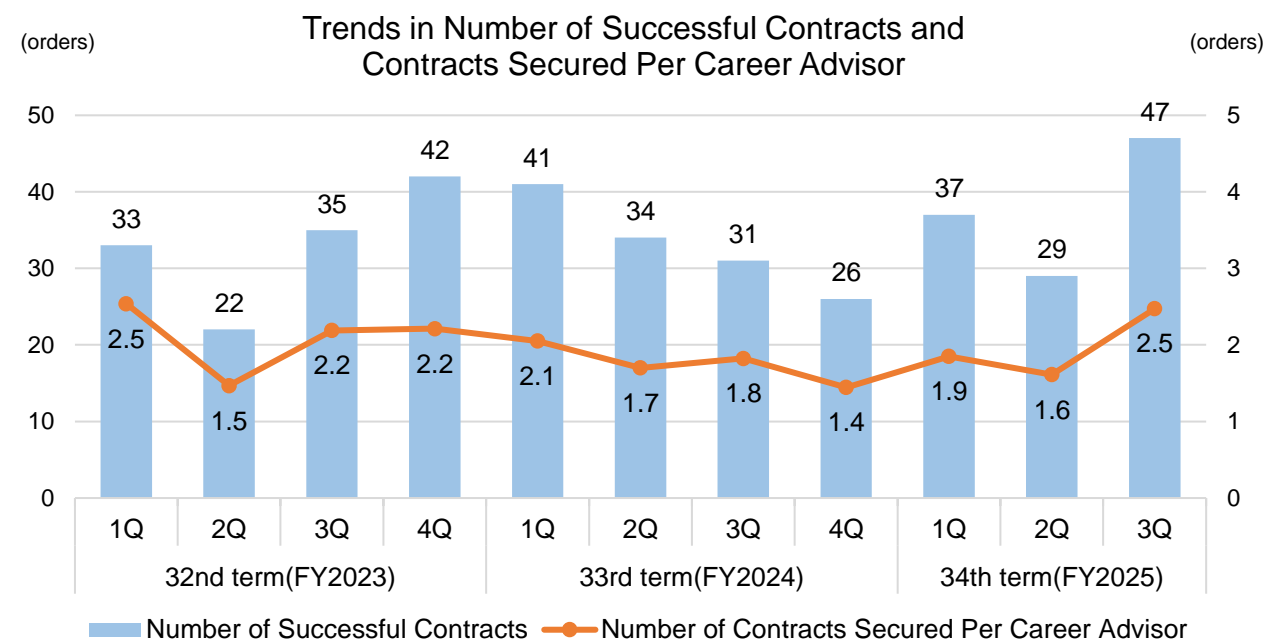
3Q (October 2024–June 2025)

Overview of Personnel Placement Business (Mid-career Field)

- ✓ Both net sales and project ended at the targeted level.
- ✓ While we controlled some costs such as advertising expenses, the number of successful contracts secured per career advisor were trending up due to an increase in the number of career advisor interviews.
- ✓ While the number of successful contracts increased in 3Q, they will be reflected in net sales starting from the next fiscal year. Accordingly, both net sales and profit are expected to be below the full-year targets.
- ✓ We aim to expand the number of successful placements by improving our job opening acquisition and sales processes, and working to improve the productivity of the career advisors.
- ✓ Although we will control costs to reflect the net sales situation, we will continue to make investments in the business that will lead to expanded business results in the next fiscal year.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	272	278	102.6%	102.4%
Ordinary profit	25	29	115.4%	42.4%



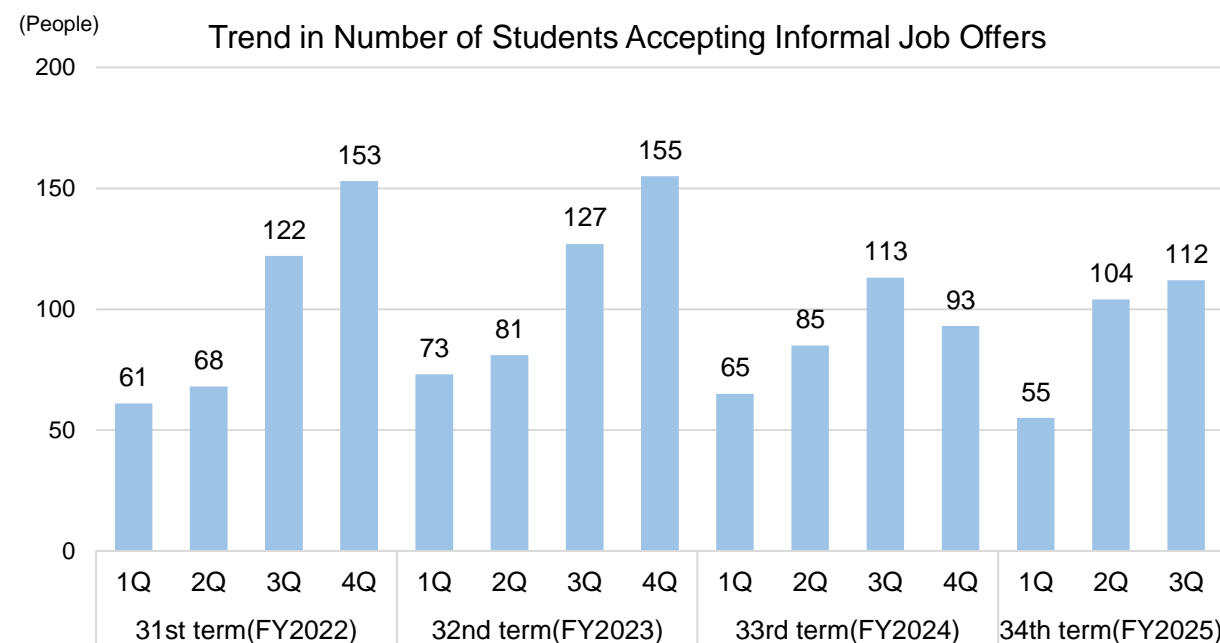
3Q (October 2024–June 2025)

Overview of the New Graduate Placement Business

- ✓ Both net sales and profit fell short of targets.
- ✓ Both net sales and profit are expected to fall short of the full-year targets because registrations of students expected to graduate in 2026 were sluggish and the number of successful placements remained below the target level.
- ✓ We will expand use of external channels for attracting registrants to increase points of contact with students, aiming to increase the number of successful placements.
- ✓ We will step up efforts to cultivate promising job openings with the aim of securing successful placements for students expected to graduate in 2027, leading to expanded business performance in the next fiscal year.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	202	177	87.9%	125.1%
Ordinary profit	26	1	4.6%	-



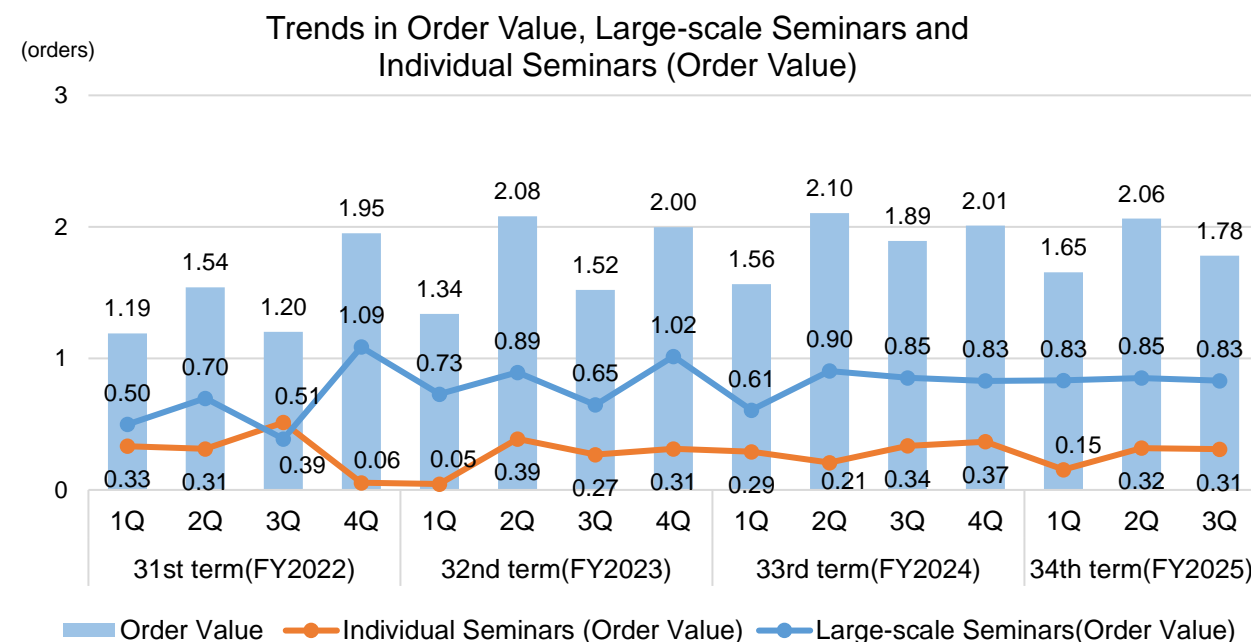
3Q (October 2024–June 2025)

Overview of the New Graduate Media Business

- ✓ 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
- ✓ Sales expansion through events for students who will graduate in FY2027 made steady progress.
- ✓ Both net sales and project are expected to proceed largely in line with targets.
- ✓ Looking to the next fiscal year, we will enhance our products beyond projects to attract individual students expected to graduate in 2027, with the aim of expanding business performance in the next fiscal year.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	681	655	96.2%	95.1%
Ordinary profit	268	234	87.7%	84.3%



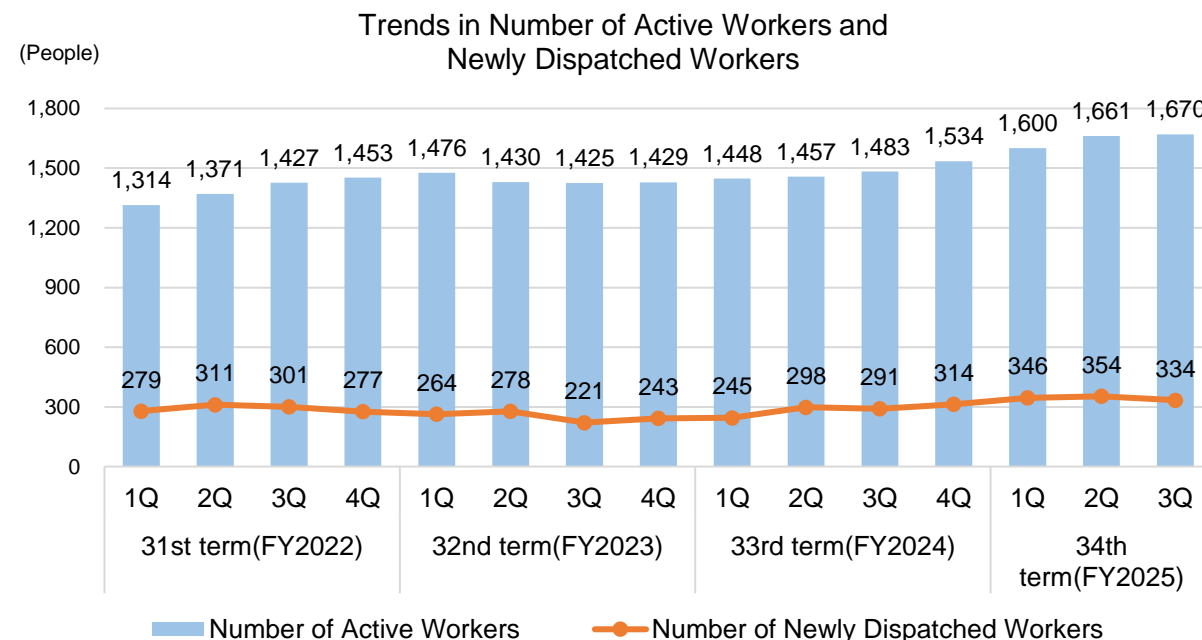
3Q (October 2024–June 2025)

Overview of IT Worker Dispatch Business (Fixed-term Employment)

- ✓ Both net sales and project ended the first nine months above targets.
- ✓ The number of newly active dispatched staff remained as targeted as a result of strengthened efforts to develop job offers.
- ✓ The number of active workers is expected to remain strong, and both net sales and profit are set to be above the full-year targets.
- ✓ By strengthening registration and matching, we expect to see an increase in the number of newly dispatched staff. We will also step up efforts to reduce turnover linked to contract expiries.
- ✓ Maximizing the number of dispatched staff by the end of September will ensure expanded business performance in the next fiscal year.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	5,969	6,065	101.6%	110.9%
Ordinary profit	296	307	103.9%	123.8%

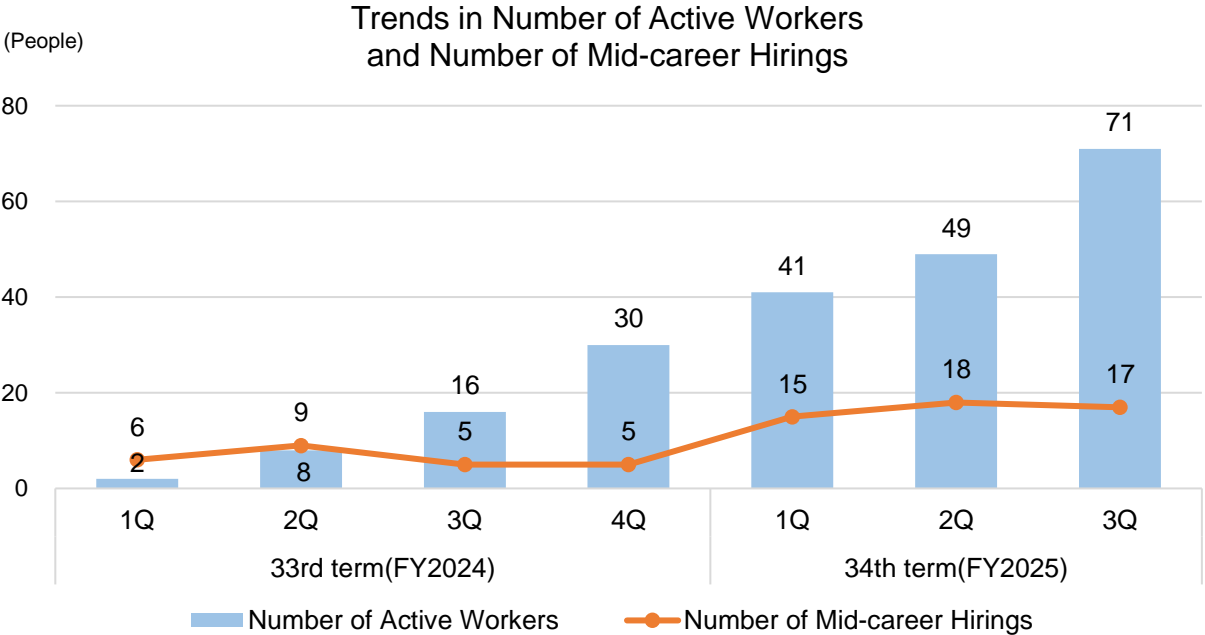


3Q (October 2024–June 2025)

Overview of IT Worker Dispatch Business (Indefinite-term Employment)

- ✓ Both net sales and project ended the first nine months above targets.
- ✓ 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.
- ✓ Both net sales and profit are expected to exceed the full-year targets.
- ✓ By accelerating mid-career hiring, we project that the the number of active workers will exceed the target level, and anticipate being able to maintain the active worker rate and turnover rate at their current levels.
- ✓ We will achieve expanded business performance in the next fiscal year by controlling recruitment costs while maximizing the number of dispatched staff by the end of September.

(Million yen)				
PL	Plan	Results	Vs. plan	YoY
Net sales	265	276	104.4%	688.5%
Ordinary profit	-142	-123	-	-

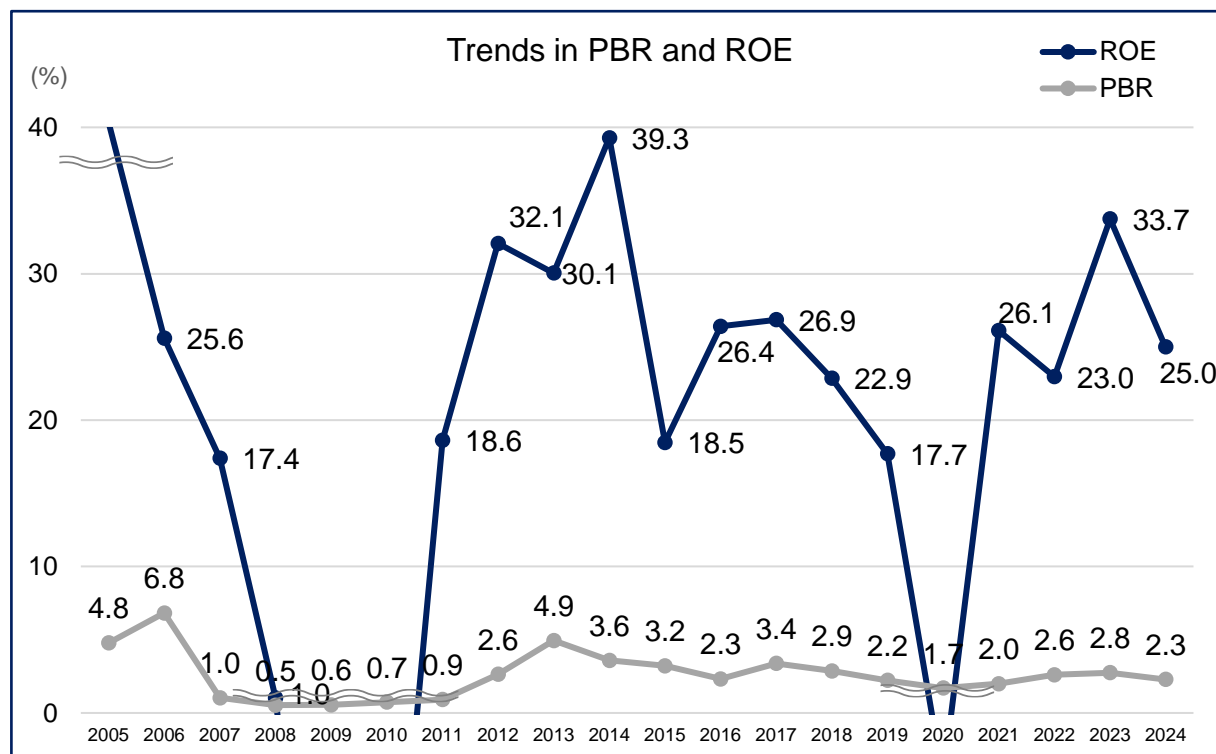


References

Management Conscious of Cost of Capital and Stock Price:

Present Data Analysis and Issues (PBR, ROE)

- ✓ 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

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

Cost of
shareholders' equity
10-13%

ROE
20-25%

PBR
2.0-2.5 times

Expected growth
rate
0-2%

Estimates based on CAPM

Cost of
shareholders' equity
9-11%

Risk-free rate
0.99%

+ β (beta) sensitivity
0.742

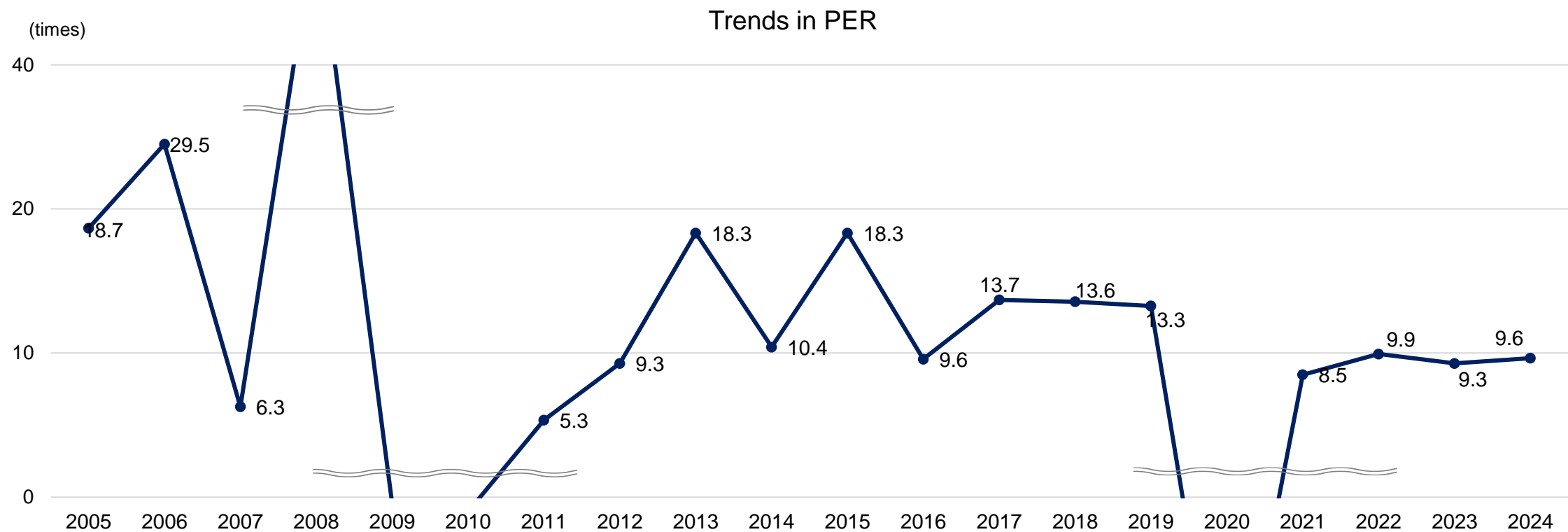
× Market risk premium
7-8%

+ Size premium

Management Conscious of Cost of Capital and Stock Price:

Present Data Analysis and Issues (PER)

- ✓ PER remained in the 13-18x range in the past, but is now at a level under 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

- ✓ 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 divided 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

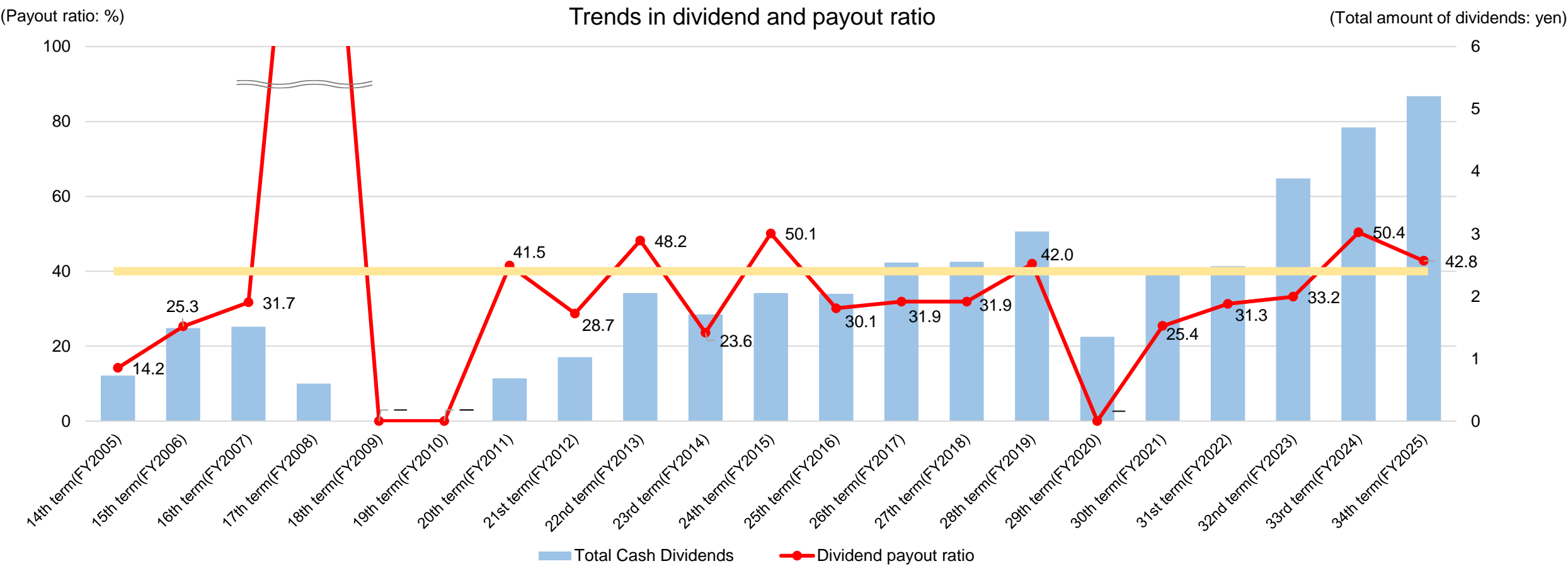
Striving to mitigate financial risks while maintaining an appropriate capital structure

- Optimization of capital structure
- Mitigation of financial risk

Management Conscious of Cost of Capital and Stock Price:

Shareholder Returns

- ✓ To clarify our approach to returning profits to shareholders and further enhance shareholder returns, we have set a target dividend payout ratio of 40% or higher based on ordinary dividends alone.
Our policy is to continue to provide stable dividends, taking into account business performance trends, financial conditions, and other factors (announced August 20, 2024).



Management Conscious of Cost of Capital and Stock Price:

Promotion and Strengthening of IR Activities

- ✓ 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

Corporate Profile

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

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**

- 2 Energizing companies and facilitating economic growth**

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


- 4 Strengthening corporate governance**

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



Sustainability Initiatives

● Respecting diversity



Number of employees
835


Average age
30.3


Ratio of female to male employees
43 % **57 %**
Male Female


Percentage of management positions
51 % **49 %**
Male Female


Return rate of employees from Childcare leave
94 %


Percentage of new employees
43 % **57 %**
New Graduate Mid-career



● Environmental management



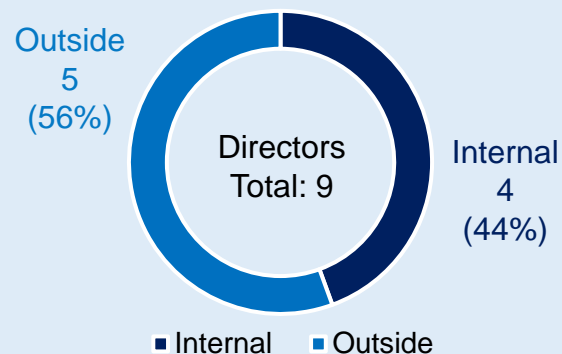
We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium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

Item	Separate item	2021.9	2022.9	2023.9	2024.9
Greenhouse gas emissions (Unit: t-CO2)	Scope 1 (Utility gas consumption)	—	—	—	—
	Scope 2 (Power consumption)	326.6	334.9	290.7	345.0
	Scope 3 (Indirect emissions other than those listed above)		455.6	482.6	507.4
Amount of paper actually consumed (Index with the amount used in the fiscal year ended September 30, 2020 set as 100)		45.1	40.5	34.8	33.7

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

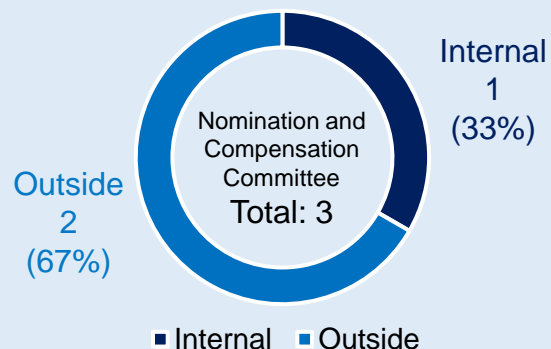


The Board of Directors comprises 9 members, specifically, four Internal Directors and five Outside Directors.

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, 2023.

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.