



35th Term (FY9/2026)

1Q Financial Results Supplemental Material

CAREER DESIGN CENTER CO., LTD. (2410)

January 30, 2026

1. Financial Summary for 1Q

(October 2025–December 2025)

2. Overview of Financial Results for 1Q

(October 2025–December 2025)

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

4. 35th Term Overview by Business

(Million yen)

1. Results for 1Q

- ✓ **1Q net sales were in line with the plan. Profit stayed flat year on year. This was above target, as a year-on-year decrease was anticipated.**
- ✓ The Company tightened its control of costs across the board.
- ✓ Profits fell below their targets in the New Graduate Placement Business. Profit in other segments was above targets.

Net sales	Ordinary profit
4,687	384
-0.3% vs. plan Up 1.9% YoY	+47% vs. plan Up 0.7% YoY

2. Full-year Outlook

- ✓ **There are no changes to our full-year forecasts** for net sales and profit company-wide.
- ✓ 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.

Net sales	Ordinary profit
20,000	1,900

Up 7.3% YoY
Up 18.4% YoY

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35th Term 1Q (October 2025–December 2025)

Overview of Company-wide Financial Results

✓ 1Q net sales were in line with the plan. Profits exceeded the target. They were flat year on year.

- New Graduate Placement Business: There were more successful contracts than forecast, and ultimately, both net sales and profit exceeded the targets.
- Media Information Business: The number of clients decreased in the field of engineers, but net sales have been growing as initially planned. Profit was above target.
- Personnel Placement Business: In the General Field, net sales and profit fell below targets, but the number of successful contracts is trending upward due to efforts to find job openings and increase the number of interviews and selections. In the Mid-career Field, the number of successful contracts exceeded the target, and net sales and profit were both above targets.
- New Graduate Media Business: Net sales and profit were both above targets.
- IT Worker Dispatch Business: The number of active workers beat forecasts, leading to steady results in net sales and profit.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	4,702	4,687	99.7%	101.9%
Operating profit	259	379	146.2%	100.5%
Ordinary profit	261	384	147.1%	100.7%
Profit	155	263	169.1%	101.0%

Costs	Plan	Results	Vs. plan	YoY
Cost of sales	2,343	2,325	99.2%	105.8%
Dispatched worker salaries	1,832	1,848	100.9%	111.0%
Other	511	476	93.3%	89.7%
SG&A; expenses	2,098	1,982	94.5%	97.9%
Advertising expenses	551	520	94.3%	101.6%
Personnel expenses	1,120	1,073	95.9%	99.0%
Other	427	388	91.0%	90.6%

35th Term 1Q【Reference】Trends in quarterly business results

		32nd term				33rd term				34th term				35th term
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Media Business	Net sales	1,360	1,409	1,408	1,434	1,466	1,535	1,473	1,542	1,487	1,496	1,455	1,470	1,501
	Ordinary profit	149	123	62	64	200	150	114	272	150	173	171	228	241
Personnel Placement Business	Net sales	731	687	839	752	728	713	811	644	701	597	813	610	592
	Ordinary profit	79	33	169	55	53	26	125	-20	92	-15	203	13	27
Personnel Placement Business	Net sales	87	90	64	107	70	114	87	97	72	89	117	137	90
	Ordinary profit	29	25	2	30	0	44	24	23	-11	7	33	43	4
New Graduate Recruitment Fair Business	Net sales	209	176	271	133	248	173	267	136	225	174	254	132	193
	Ordinary profit	102	58	121	17	112	33	132	37	84	36	113	42	54
New Graduate Placement Business	Net sales	36	48	82	92	36	40	64	46	38	72	66	22	22
	Ordinary profit	-14	-4	22	27	-20	-24	-3	-11	-17	14	3	-42	-36
IT Worker Dispatch Business	Net sales	1,860	1,837	1,864	1,803	1,841	1,764	1,863	1,884	2,008	1,933	2,123	2,115	2,115
	Ordinary profit	122	106	129	73	103	67	78	62	118	73	116	125	126
IT Worker Dispatch Business	Net sales	-	-	-	-	2	11	26	42	67	86	122	151	171
	Ordinary profit	-	-	-1	-9	-29	-27	-59	-25	-35	-31	-56	-32	-33
Total	Net sales	4,284	4,249	4,530	4,323	4,393	4,353	4,593	4,394	4,601	4,450	4,953	4,640	4,687
	Ordinary profit	470	341	506	259	419	269	411	337	382	257	585	378	384

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35th Term Full Year Company-wide Forecast

- ✓ In the 35th term, we are aiming for **new highs in net sales and profit** by continuing to control costs while increasing net sales and investing in businesses.
- New Graduate Placement Business: Current orders received are below the target, but the number of membership registrations of students expected to graduate in 2027 and the number of interviews are increasing. Net sales and profit are expected to be in line with the full-year targets.
- Media Information Business: Although current orders received are slightly below the target, we will strengthen sales activities and sales promotion in the Kansai region and enhance product competitiveness. Net sales and profit are expected to be in line with the full-year targets.
- Personnel Placement Business: In the General Field, orders have continued to increase due to efforts to secure job openings and increase the numbers of interviews and selections. Net sales and profit are expected to be in line with the full-year targets. In the Mid-career Field, contracts signed remain steady. Net sales and profit are expected to be in line with the full-year targets.
- New Graduate Media Business: Orders received have been strong following the expansion of existing products. Net sales and profit are expected to be in line with the full-year targets.
- IT Worker Dispatch Business: The number of active workers grew. Net sales and profit are expected to be in line with the full-year targets.

(Million yen)

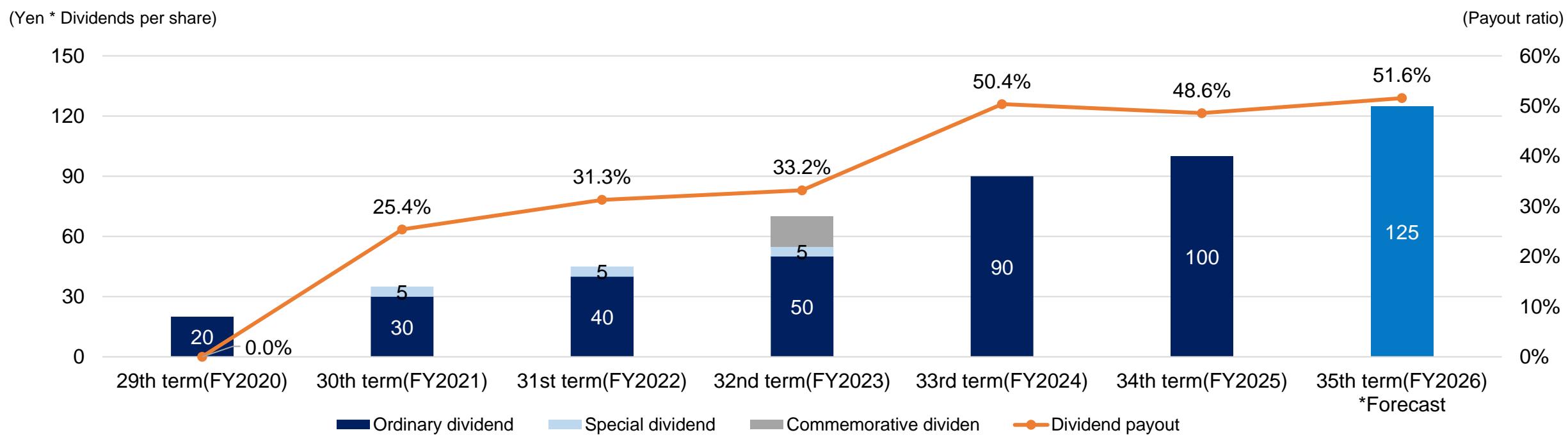
PL	Plan	Results	YoY
Net sales	20,000	20,000	107.3%
Operating profit	1,890	1,890	119.4%
Ordinary profit	1,900	1,900	118.4%
Profit	1,272	1,272	115.6%

Expenses	Plan	Results	YoY
Cost of sales	9,635	9,635	107.4%
Dispatched worker salaries	7,656	7,656	110.2%
Other	1,979	1,979	98.0%
SG&A expenses	8,475	8,475	104.7%
Advertising expenses	2,219	2,219	113.6%
Personnel expenses	4,634	4,634	103.5%
Other	1,622	1,622	97.4%

- ✓ Dividend Policy: Target a payout ratio of **50% or more for ordinary dividends alone** (announced November 12, 2025)

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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35th Term Full-Year Plans

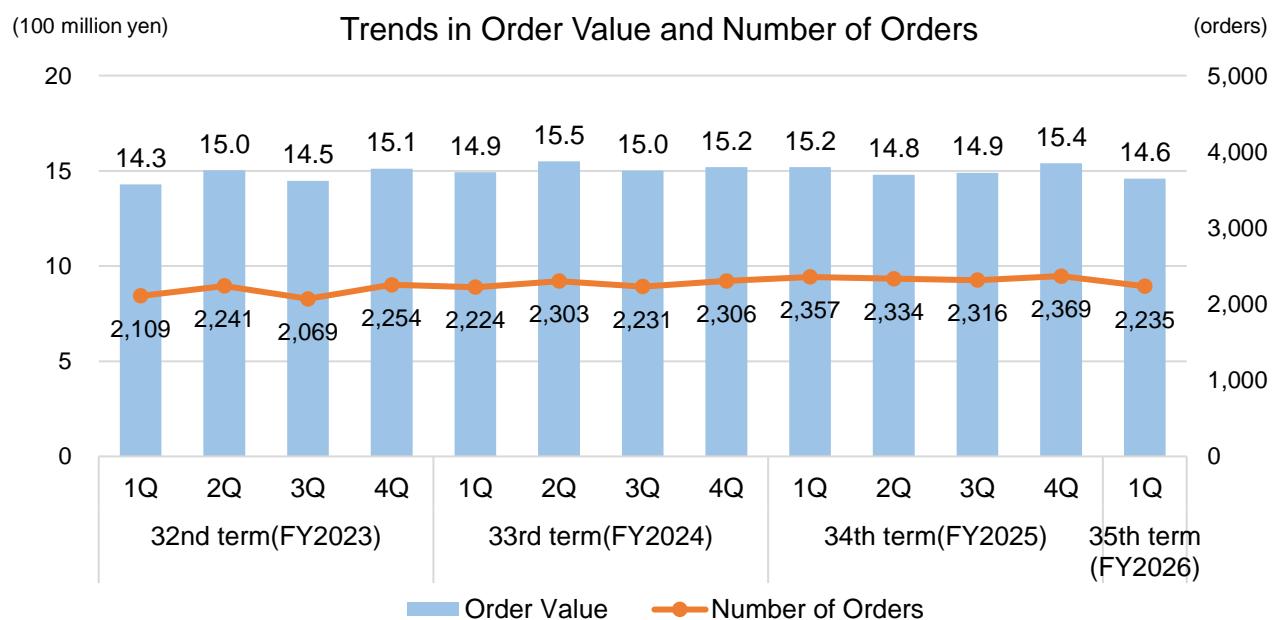
(Million yen)

		Plan	Results in the previous fiscal year	YoY
Media Business (Mid-career job sites)	Net sales	6,180	5,910	104.6%
	Ordinary profit	770	723	106.2%
Personnel Placement Business TTA (General)	Net sales	2,830	2,722	103.9%
	Ordinary profit	410	293	139.7%
Personnel Placement Business MMS (Mid-career)	Net sales	480	415	115.4%
	Ordinary profit	110	73	150.4%
New Graduate Media Business	Net sales	770	787	97.8%
	Ordinary profit	282	277	101.5%
New Graduate Placement Business	Net sales	250	199	125.0%
	Ordinary profit	3	-41	Results in the previous fiscal year -41
IT Worker Dispatch Business YK (Fixed-term)	Net sales	8,640	8,180	105.6%
	Ordinary profit	470	433	108.5%
IT Worker Dispatch Business MK (Indefinite-term)	Net sales	850	428	198.3%
	Ordinary profit	-145	-155	Results in the previous fiscal year -155

35th Term 1Q: Media Information Business Overview 1

- ✓ Net sales were in line with the plan, and the profit exceeded the target.
- ✓ Orders received in 1Q decreased from 4Q due to the continued impact of low-price sales by competitors, resulting in a decrease in the number of clients in the field of engineers.
- ✓ In the Kansai region, strengthened sales increased the number of recruitment projects. Net sales grew 111.3% year on year.
- ✓ We will improve the sales process to increase orders received, mainly in the female personnel field and in the Kansai region.
- ✓ While controlling some costs, such as advertising expenses, we will continue to invest in businesses to increase performance.
- ✓ The full-year net sales and profit forecasts remain unchanged.

PL	Plan	Results	Vs. plan	(Million yen)	
				YoY	
Net sales	1,503	1,501	99.9%	101.0%	
Ordinary profit	174	241	138.5%	160.3%	



35th Term 1Q: Media Information Business Overview 2

(Million yen)

	Results	Results in the previous fiscal year	YoY
Engineers	387	423	91.5%
Sales	95	85	110.9%
type total	604	611	98.9%
Onna no Tenshoku type	836	808	103.5%
Fair total	69	76	91.5%

type	New membership registrations	YoY 117.2%	<ul style="list-style-type: none"> New membership registrations increased due to the increase of advertising expenses. We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
	Number of applications	YoY 124.9%	<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 117.7%	<ul style="list-style-type: none"> New membership registrations increased due to the increase of advertising expenses. We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
	Number of applications	YoY 109.5%	<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 1Q: Personnel Placement Business (General Field) Overview

- ✓ Net sales fell below the targets, but profit exceeded the targets.
- ✓ With regard to net sales as well, process indicators such as the number of interviews and the percentage of applicants passing the first interview remained steady, and orders received were trending upward, so the impact on the achievement of full-year targets will be limited.
- ✓ 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.
- ✓ The full-year net sales and profit forecasts remain unchanged.

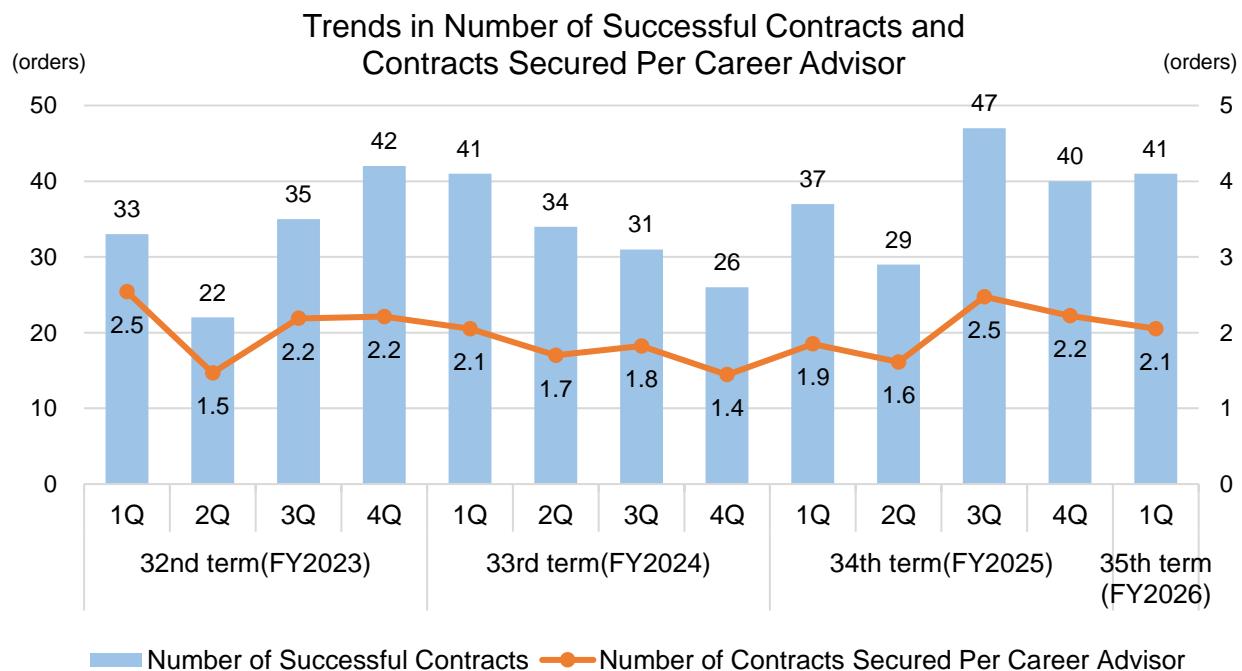
PL	Plan	Results	Vs. plan	YoY	(Million yen)
Net sales	630	592	93.9%	84.5%	
Ordinary profit	27	27	102.3%	30.0%	



35th Term 1Q: Personnel Placement Business (Mid-career Field) Overview

- ✓ Net sales and profit exceeded the targets.
- ✓ Recruitment of career advisors remained steady and productivity improved, resulting in an upward trend in the number of successful contracts through each advisor.
- ✓ 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 the 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.
- ✓ The full-year net sales and profit forecasts remain unchanged.

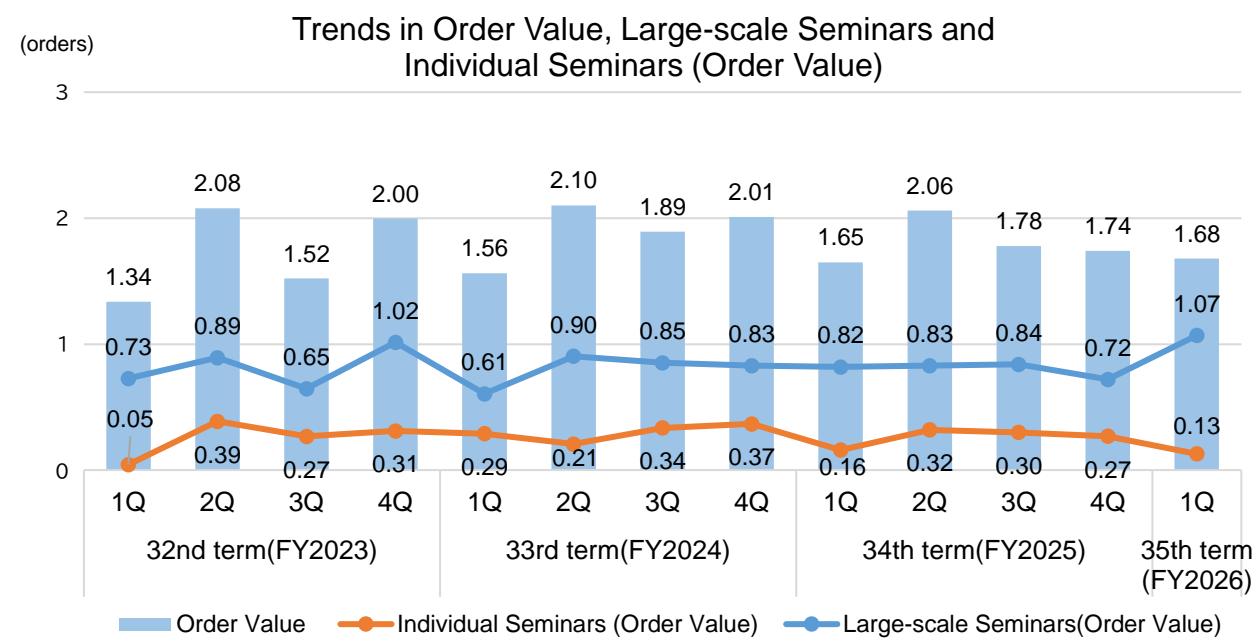
PL	Plan	Results	Vs. plan	YoY
Net sales	78	90	115.4%	125.0%
Ordinary profit	-9	4	-	Results in the previous fiscal year -11



35th Term 1Q: New Graduate Media Business Overview

- ✓ Both net sales and profit exceeded the targets.
- ✓ The growth in the number of recruitment projects remained steady, despite some companies taking a cautious stance on recruitment in response to the changes in the external environment, such as the US tariffs.
- ✓ Orders received were trending upward due to the expansion of products beyond individual recruitment projects.
- ✓ The full-year net sales and profit forecasts remain unchanged.

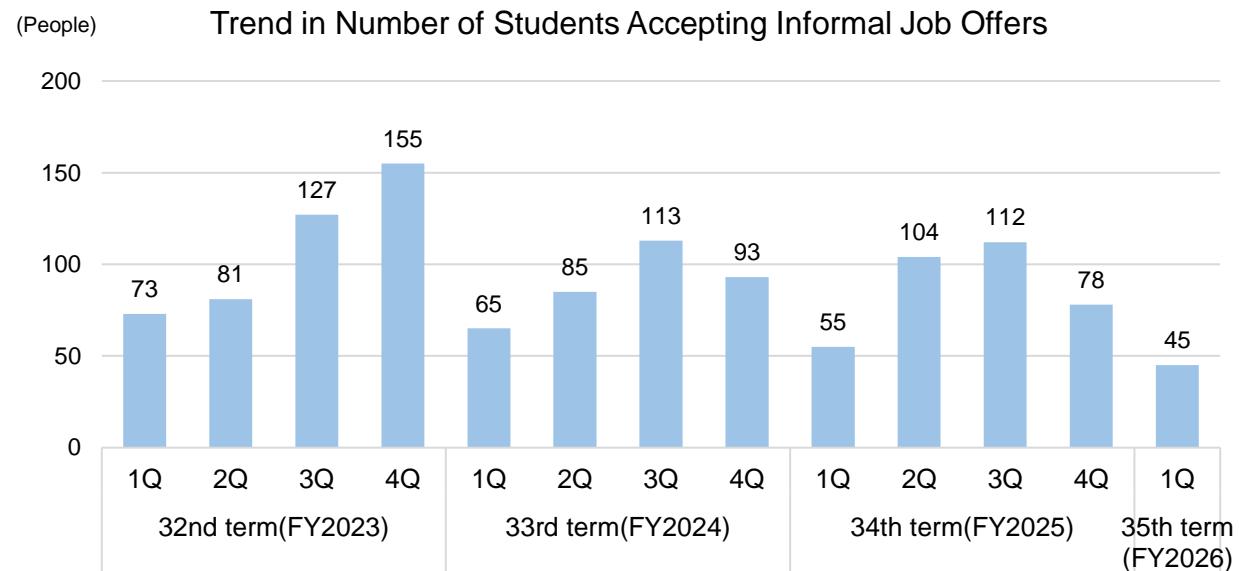
PL	Plan	Results	Vs. plan	YoY
Net sales	173	193	111.7%	85.6%
Ordinary profit	16	54	340.9%	64.7%



35th Term 1Q: New Graduate Placement Business Overview

- ✓ Both net sales and profit fell short of targets due to the number of successful contracts falling below targets.
- ✓ The number of membership registrations of students expected to graduate in 2027 and the number of interviews increased year on year, but students delayed the timing of their acceptance of informal job offers, and successful contracts shifted to 2Q.
- ✓ We are working to acquire job openings based on recruitment results in the previous fiscal year. We project that successful contracts will grow.
- ✓ We will expand the use of external channels for attracting registrants to increase points of contact with students, aiming to increase the number of successful contracts.
- ✓ We will develop promising job openings with the aim of securing successful placements for students expected to graduate in 2027. We will also aim to improve the productivity of career advisors.
- ✓ The full-year net sales and profit forecasts remain unchanged.

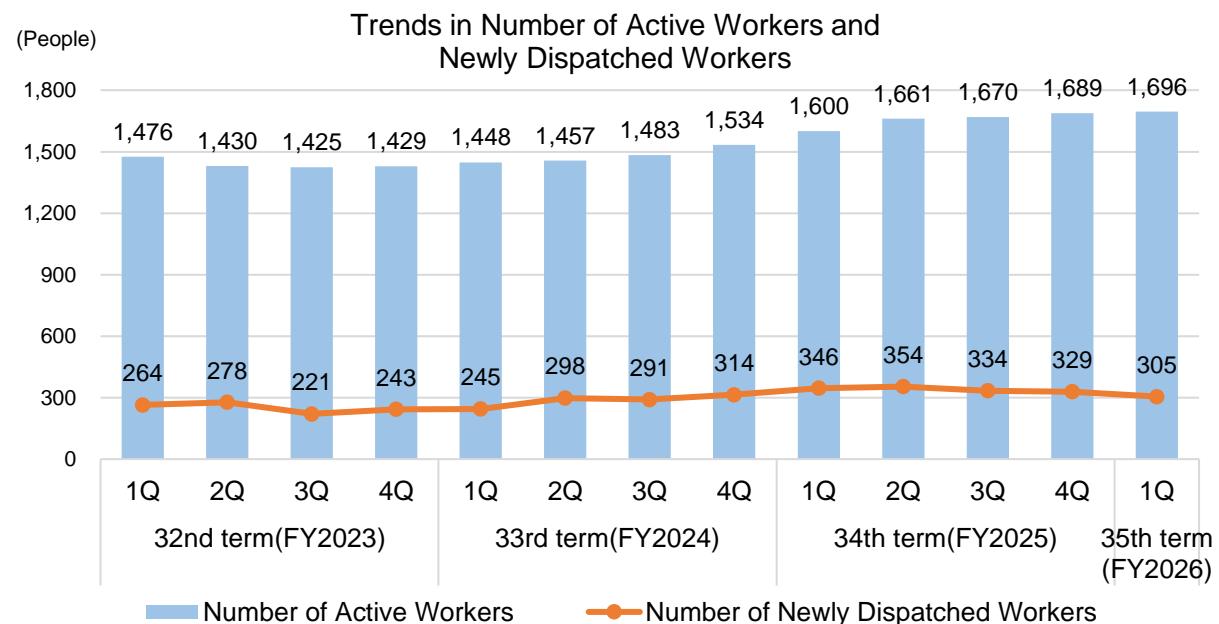
PL	Plan	Results	Vs. plan	YoY
Net sales	44	22	50.6%	58.3%
Ordinary profit	-17	-36	-	Results in the previous fiscal year -17



35th Term 1Q: IT Worker Dispatch Business (Fixed-term Employment) Overview

- ✓ Both net sales and profit exceeded the targets.
- ✓ Registrations declined temporarily, which slightly slowed the growth of newly active dispatched staff. Despite this, the number of active workers remained steady.
- ✓ 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.
- ✓ Increase registered users using external media and our own routes, including the website.
- ✓ The full-year net sales and profit forecasts remain unchanged.

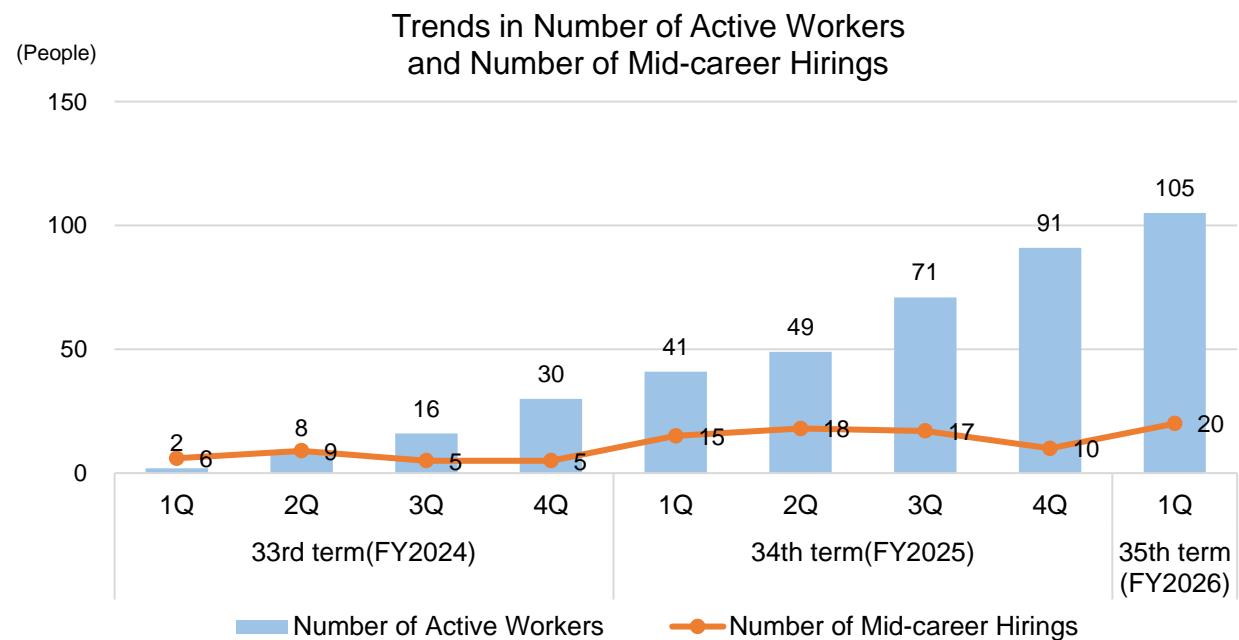
PL	Plan	Results	Vs. plan	YoY	(Million yen)
Net sales	2,104	2,115	100.6%	105.4%	
Ordinary profit	110	126	114.7%	107.0%	



35th Term 1Q: IT Worker Dispatch Business (Indefinite-term Employment) Overview

- ✓ Both net sales and project ended at the targeted level.
- ✓ 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.
- ✓ 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.
- ✓ The full-year net sales and profit forecasts remain unchanged.

PL	Plan	Results	Vs. plan	YoY
Net sales	168	171	101.8%	254.0%
Ordinary profit	-38	-33	-	Results in the previous fiscal year -35



References

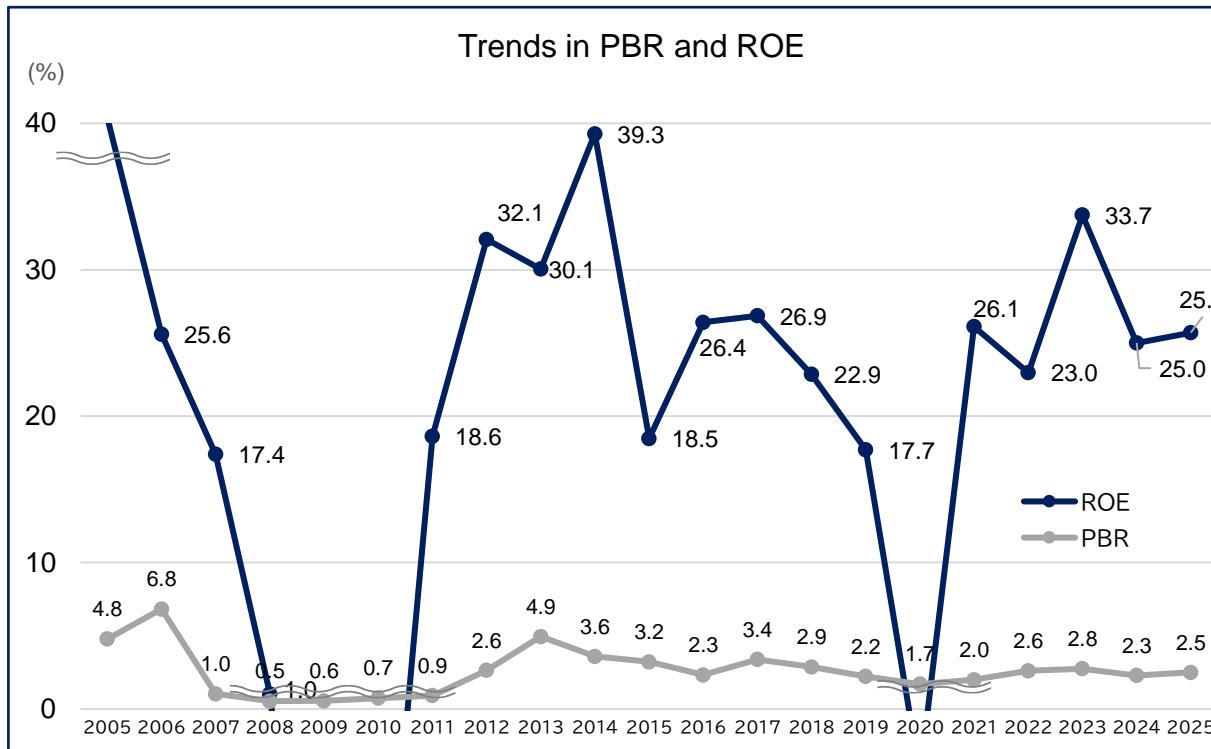
Management Conscious of Cost of Capital and Stock Price:

Present Data Analysis and Issues (PBR, ROE)



Human Resource Solution Company
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- ✓ The Company estimates its current capital costs at between 12% and 14% (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
12-14%

ROE
20-25%

PBR
2.0-2.5 times

Expected growth
rate
0-2%

Estimates based on CAPM

Cost of
shareholders' equity
12-14%

Risk-free rate
2.11%

β (beta) sensitivity
0.742

Market risk premium
8%

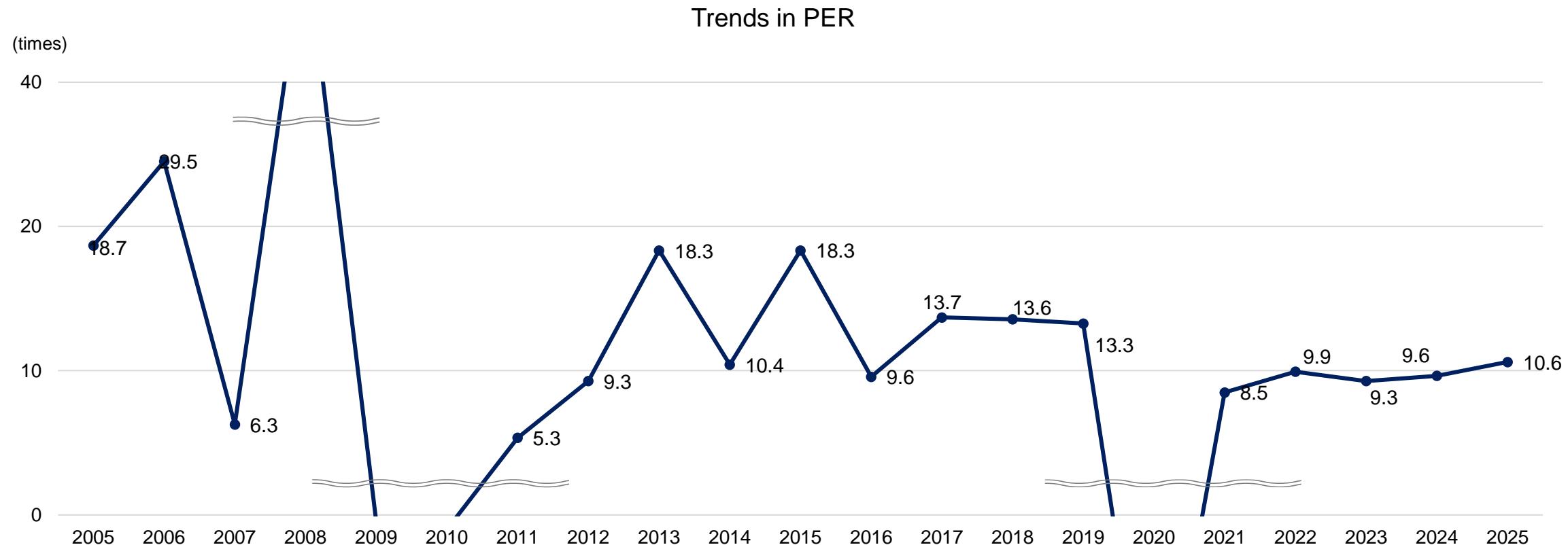
Size premium



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

- ✓ 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

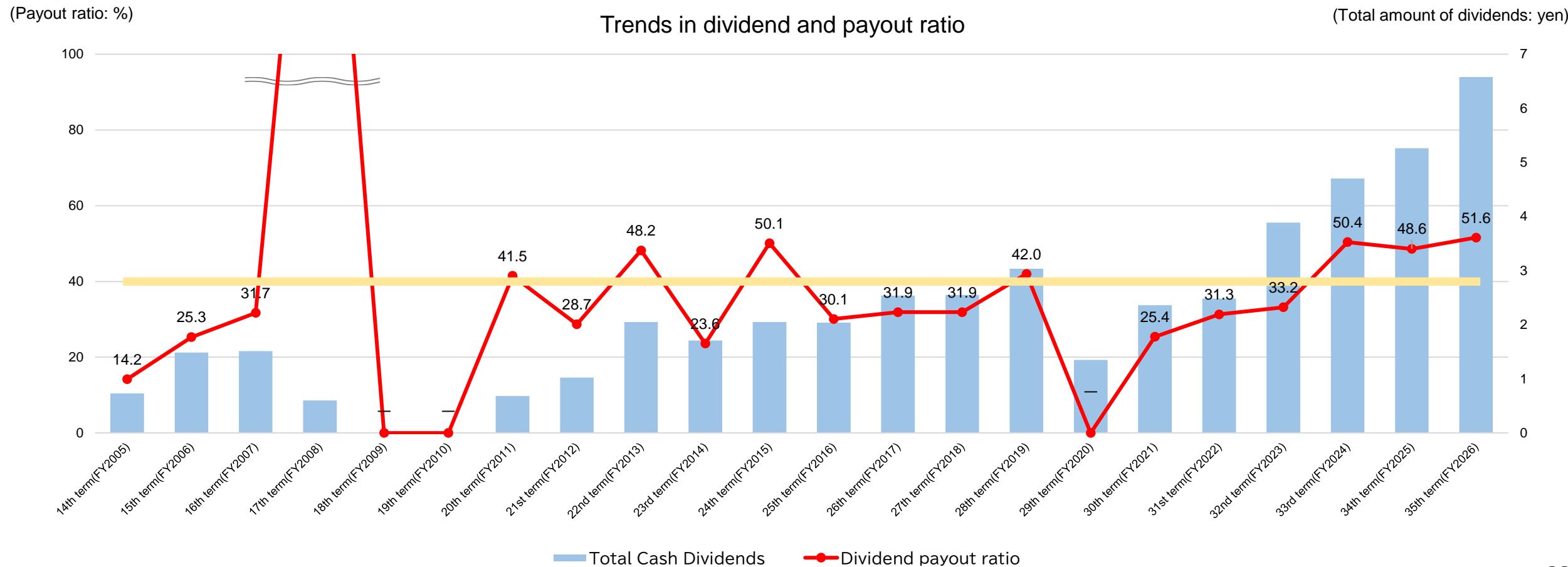


Human Resource Solution Company
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Management Conscious of Cost of Capital and Stock Price:

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

- ✓ 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



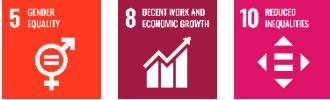
4 Strengthening corporate governance



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



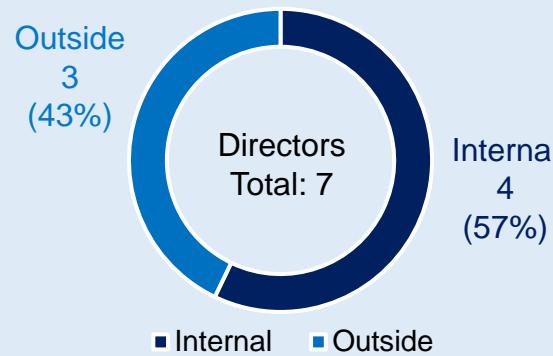
We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium 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 7 members, specifically, four Internal Directors and three 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.