

34th term (FY9/2025)

# Financial Results Briefing for the First Half

CAREER DESIGN CENTER CO., LTD. (2410)
May 8, 2025



# 1. Financial Summary for the First Half (October 2024–March 2025)

- 2. Overview of Financial Results for the First Half (October 2024–March 2025)
- 3. 34th-term Full-year Forecast (October 2024–September 2025)
- 4. 34th term Overview by Business
- 5. Management with an Awareness of the Capital Cost and the Share Price

# **Financial Summary for the First Half**



#### 1. First Half Results

- ✓ In the first half, both net sales and profit landed slightly above guidance
- ✓ The degree of progress towards targets varied by business. While the Media Information Business, New Graduate Placement Business and IT Worker Dispatch Business exceeded targets, the Personnel Placement Business and New Graduate Media Business performed below expectations

#### 2. Full-year Outlook

- Despite revisions to targets in individual businesses, there are no changes to our full-year forecasts for net sales and profit company-wide
- ✓ Given the external environment and seasonal factors, we project that **profit will increase in**the second half compared with the first half
- ✓ We expect steady performance in the IT Worker Dispatch and New Graduate Placement businesses, with both net sales and profit exceeding forecasts We project that the Media and New Graduate Media Businesses will make progress in line with forecasts on the profit front Although we will make efforts in the Personnel Placement Business to secure job openings, increase the number of selections and improve the successful contract matching rate, we anticipate both net sales and profit falling short of the levels we initially planned
- ✓ 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

19,000

1,750

Up 7.1% YoY

Up 21.7% YoY



1. Financial Summary for the First Half (October 2024–March 2025)

# 2. Overview of Financial Results for the First Half

(October 2024-March 2025)

- 3. 34th-term Full-year Forecast (October 2024–September 2025)
- 4. 34th term Overview by Business
- 5. Management with an Awareness of the Capital Cost and the Share Price

#### First Half of the 34th Term: Overview of Company-wide Financial Results



- ✓ In the first half, both net sales and profit landing slightly above guidance. However, progress varied by business
- IT Worker Dispatch Business: the number of active workers beat forecasts, leading to steady results in net sales and profit
- Media Information Business: Despite falling short of forecasts for the number of recruitment projects and failing to meet our net sales target, profit exceeded forecast
  as a result of cost control efforts
- Personnel Placement Business: The number of successful contracts was less than forecast, with both net sales and profit ending below targets

(Million yen)

PL	Plan	Results	YoY
Net sales	9,021	9,052	103.5%
Operating profit	627	630	91.8%
Ordinary profit	621	640	93.0%
Profit	414	437	93.3%

Expenses	Plan	Results	YoY
Cost of sales	4,145	4,338	110.6%
Dispatched worker salaries	3.095	3,309	113.5%
Other	1,050	1,029	102.2%
SG&A expenses	4,249	4,084	98.6%
Advertising expenses	1,076	1,036	86.1%
Personnel expenses	2,286	2,204	101.5%
Other	887	844	110.6%



- 1. Financial Summary for the First Half (October 2024–March 2025)
- 2. Overview of Financial Results for the First Half (October 2024–March 2025)
- 3. 34th-term Full-year Forecast (October 2024-September 2025)
- 4. 34th term Overview by Business
- 5. Management with an Awareness of the Capital Cost and the Share Price

# 34th-term Full Year: Company-wide Forecast



- ✓ In the second half we will expand net sales and continue with business investment while exerting partial restraint, 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 work to increase the number of projects by stepping up sales activities, and expect to make progress in line with forecasts on the
  profit front
- Personnel Placement Business: We will make efforts 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
- ✓ 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 Full Year: Revised Forecasts by Business



- ✓ In all businesses, our policy is to tackle profitability improvements in the second half to achieve record high business results in the next fiscal year and beyond
- ✓ In light of conditions surrounding orders and successful contracts in the first half, at this point we have developed the following projects for full-year performance in each business
- IT Worker Dispatch Business: the increase in the number of active workers is expected to remain steady
- Media Information Business: The number of recruitment projects is expected to increase in the fields of engineers and female personnel from 3Q onward
- Personnel Placement Business: The number of successful contracts is expected to increased from 3Q onward, but successful contracts achieved in 4Q will be recognized as sales in the next fiscal year and beyond
   (Million yen)

Revised PL by Business	Net sales (YoY)	Ordinary profit (YoY)	Ordinary profit ratio (Results in the previous fiscal year)
Media	6,134(102.0%)	768(104.3%)	12.5%(12.2%)
Personnel Placement Business (General Field)	2,899(100.1%)	335(181.5%)	11.6%(6.4%)
Personnel Placement Business (Mid-career Field)	412(111.3%)	82(89.1%)	19.9%(25.0%)
New Graduate Placement	263(139.7%)	20(-)	7.6%(-)
New Graduate Media	831(100.7%)	323(102.1%)	38.8%(38.3%)
IT Worker Dispatch Business (Fixed-term Employment)	8,057(109.6%)	411(131.9%)	5.1%(4.2%)
IT Worker Dispatch Business (Indefinite-term Employment)	404(489.0%)	-189 (-)	- (-)

# 34th-term Full Year: Revised Forecasts by Business



(Million yen)

P/L by business		Initial plan	Revised plan	Change	Reason for the revision	
Madia	Net sales	6,309	6,134	-175	✓ Net sales: revised downward due to number of projects falling below forecasts	
Media	Ordinary profit	764	768	+4	✓ Project: in line with initial forecast due to cost control efforts	
Personnel Placement	Net sales	3,150	2,899	-251	✓ Net sales: revised downward due to number of successful contracts falling below forecasts	
Business (General Field)	Ordinary profit	402	335	-67	✓ Profit: revised downward with cost controls unable to offset the decline in net sales	
Personnel Placement	Net sales	449	412	-37	✓ Net sales: revised downward due to number of successful contracts falling below forecasts	
Business (Mid-career Field)	Ordinary profit	95	82	-13	✓ Profit: revised downward with cost controls unable to offset the decline in net sales	
Now Craduata Diagram ant	Net sales	252	263	+11	✓ Net sales: largely in line with initial forecasts due to the number of informal job offers accepted increasing	
New Graduate Placement	Ordinary profit	10	20	+10	✓ Ordinary profit: revised upward, reflecting ability to suppress the number of people withdrawing from informal job offers	
Name Orandorata Mardia	Net sales	830	831	+1	✓ Net sales: largely as forecast, with the number of recruitment projects increasing in the second half	
New Graduate Media	Ordinary profit	320	323	+3	✓ Ordinary profit: largely in line with forecasts, reflecting strong net sales	
IT Worker Dispatch Business	Net sales	7,700	8,057	+357	✓ Net sales: revised upward due to the number of newly active	
(Fixed-term Employment)	Ordinary profit	387	411	+24	workers beating forecasts  ✓ Profit: revised upward due to steady net sales	
IT Worker Dispatch Business	Net sales	307	404	+97	✓ Net sales: revised upward due to the number of active workers and turnover rate both beating forecasts	
(Indefinite-term Employment)	Ordinary profit	-230	-189	+41	Profit: size of the loss expected to narrow from successful control of recruitment costs	

# 34th-term Full Year: Revised Forecasts by Business



(Million yen)

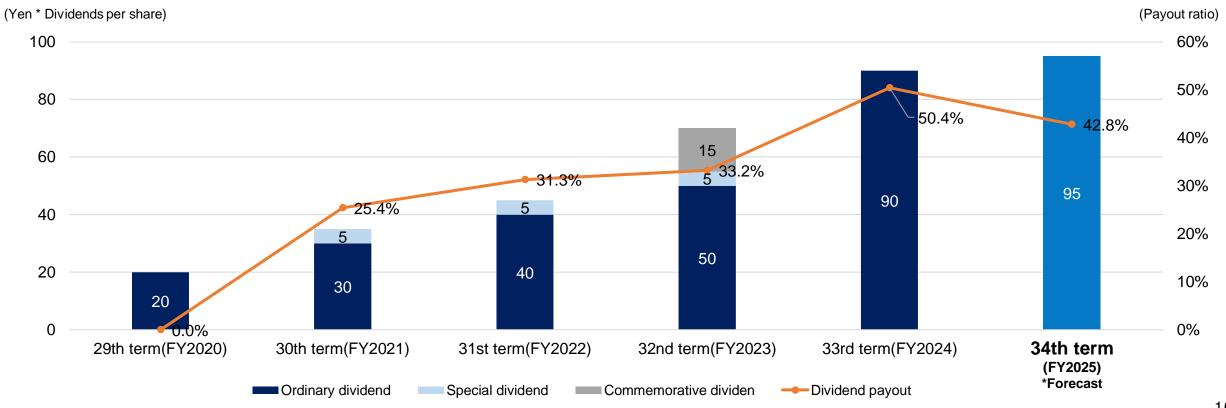
P/L by business		Results in the previous fiscal year	Revised plan	YoY
	Net sales	6,016	6,134	102.0%
Media	Ordinary profit	736	768	104.3%
Personnel Placement	Net sales	2,897	2,899	100.1%
Business (General Field)	Ordinary profit	184	335	181.5%
Personnel Placement	Net sales	370	412	111.3%
Business (Mid-career Field)	Ordinary profit	92	82	89.1%
New Graduate Placement	Net sales	188	263	139.7%
	Ordinary profit	-60	20	-
Nav. Ozadusta Madia	Net sales	825	831	100.7%
New Graduate Media	Ordinary profit	316	323	102.1%
IT Worker Dispatch Business	Net sales	7,354	8,057	109.6%
(Fixed-term Employment)	Ordinary profit	311	411	131.9%
IT Worker Dispatch Business	Net sales	82	404	489.0%
(Indefinite-term Employment)	Ordinary profit	-142	-189	-

#### 34th-term Shareholder Returns

the Company



✓ 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





- 1. Financial Summary for the First Half (October 2024–March 2025)
- 2. Overview of Financial Results for the First Half (October 2024–March 2025)
- 3. 34th-term Full-year Forecast (October 2024–September 2025)
- 4. 34th term Overview by Business
- 5. Management with an Awareness of the Capital Cost and the Share Price

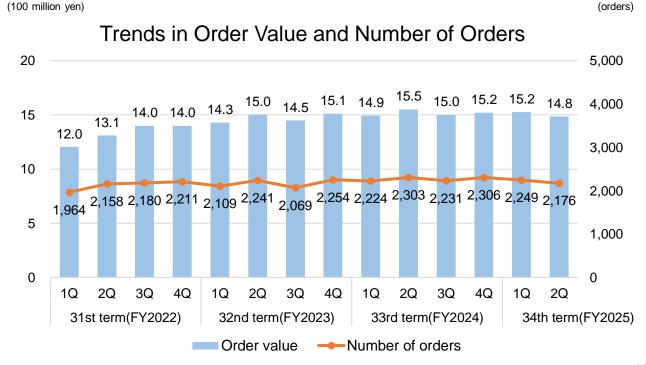
#### 34th-term First Half: Overview of the Media Business



- ✓ Net sales fell short of the forecast, but profit exceeded the projected level.
- ✓ In part due to low-priced sales strategies implemented by competitors, the number of recruitment projects in the fields of engineers and female personnel temporarily fell below target levels, but are expected to recover in the second half
- ✓ We controlled some costs such as advertising expenses in light of the net sales situation.

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	3,037	2,984	98.3%	99.4%
Ordinary profit	283	324	114.6%	92.6%



# **34th-term First Half:** Overview of the Media Information Business (2)



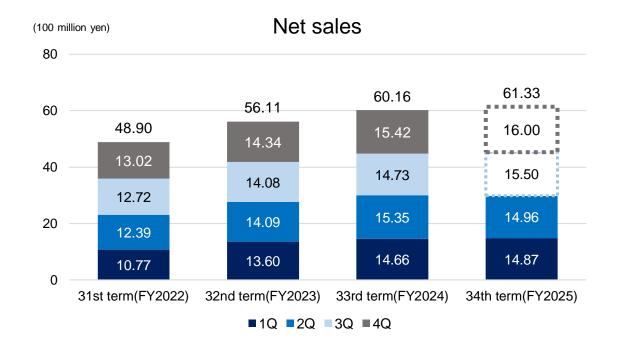
	Results	Results in the previous fiscal year	YoY
Engineers	846	951	89.0%
Sales	175	195	89.6%
type total	1,236	1,364	90.6%
Onna no Tenshoku type	1,618	1,542	104.9%
Fair total	143	110	129.2%

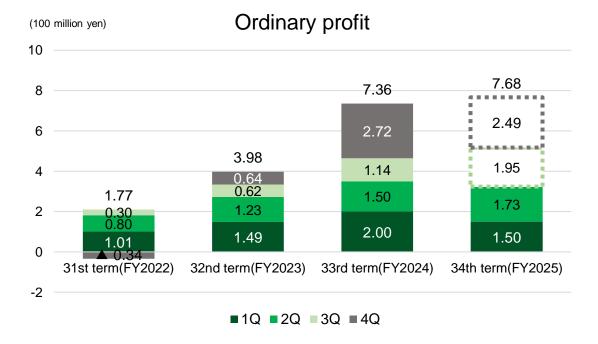
type	New membership registrations	%Y <b>79.1</b> %	<ul> <li>New membership registrations decreased due to the reduction of advertising expenses</li> <li>We will continue to focus on efficient acquisition, emphasizing cost-effectiveness</li> </ul>
	Number of applications	YoY 114.2%	Measures to attract 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	New membership registrations	YoY <b>84.1</b> %	<ul> <li>New membership registrations decreased due to the reduction of advertising expenses</li> <li>We will continue to focus on efficient acquisition, emphasizing cost-effectiveness</li> </ul>
Tenshoku type	Number of applications	YoY <b>94.9</b> %	<ul> <li>Despite measures to encourage applications via scouts and apps, the number of applications fell slightly year on year</li> <li>We will continue to steadily secure applications through channel diversification</li> </ul>

#### 34th-term Full Year: Media Information Business Forecast



- ✓ The full-year forecast for net sales has been revised downward, but there are no changes to the full-year profit forecast
- ✓ As we have secured the necessary number of sales representatives, we will work to increase the number of recruitment projects by strengthening sales activities and improving productivity
- ✓ We will step up sales efforts in the Osaka area in an effort to increase the number of recruitment projects.
- ✓ We aim to enhance the product strength of Direct type to increase member acquisition and recruitment results.
- ✓ In light of net sales projections, we will control advertising expense and other costs. However, we will continue to make business investments to ensure expanded business results in the next fiscal year and beyond





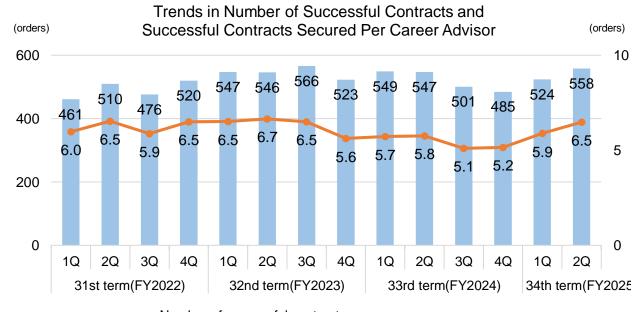
#### **34th-term First Half:** Overview of Personnel Placement Business (General Field)



- ✓ Both net sales and profit fell short of targets
- ✓ The percentage of applicants passing through the selection process of hiring companies temporarily declined and the number of engineers successfully placed fell short of targets, but we project a recovery in the second half
- ✓ As the percentage of successful contracts achieved in the first half that will be recognized as net sales in 3Q was higher than usual, net sales declined in 2Q
- ✓ Despite controlling advertising expenses and some other costs in light of the net sales situation, net sales and profit in 2Q alone fell short of target levels
- ✓ However, due to an increase in the number of career advisor interviews, the number of successful contracts secured per career advisor are trending up

(Million yen)

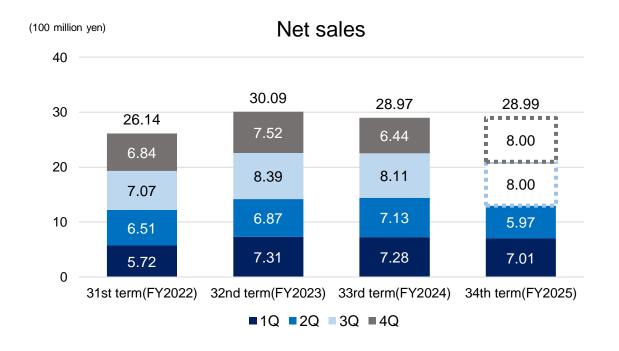
PL	Plan	Results	Vs. plan	YoY
Net sales	1,436	1,299	90.5%	90.1%
Ordinary profit	108	76	71.2%	96.4%

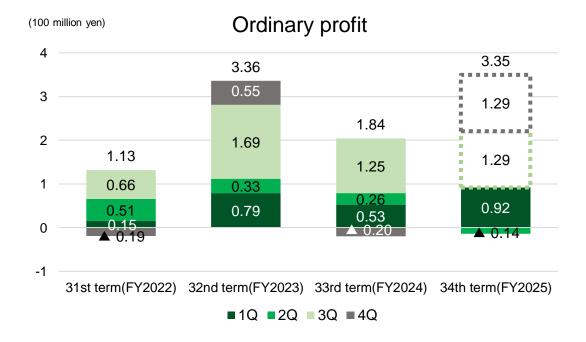


#### 34th-term Full Year: Overview of Personnel Placement Business (General Field)



- ✓ Full-year forecasts for both net sales and profit have been revised downward.
- ✓ 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





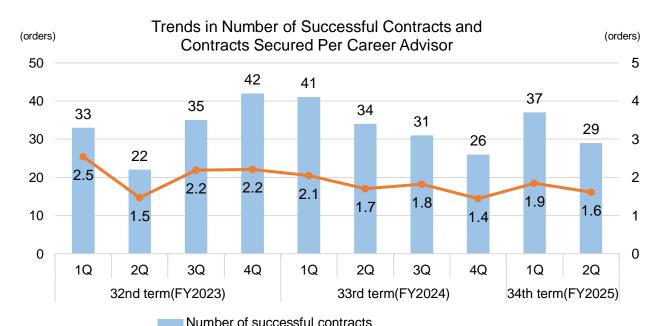
#### 34th-term First Half: Overview of Personnel Placement Business (Mid-career Field)



- ✓ Both net sales and profit fell short of targets
- ✓ The matching rate declined due to a drop in the percentage of applicants passing through the selection process of hiring companies. As a result, the number of engineers successfully placed fell short of targets
- ✓ Despite controlling advertising expenses and some other costs in light of the net sales situation, net sales and profit in 2Q alone fell short of target levels

(Million	yen)	١
----------	------	---

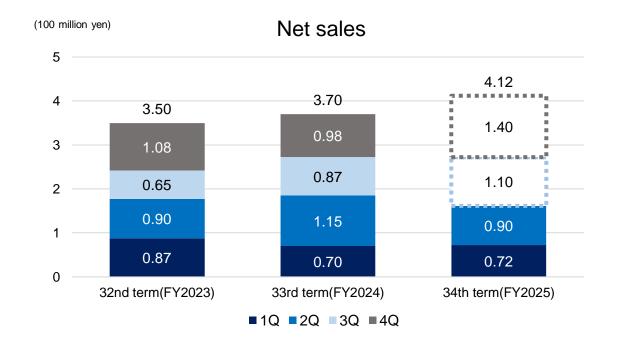
PL	Plan	Results	Vs. plan	YoY	
Net sales	189	161	85.5%	87.4%	
Ordinary profit	18	-4	-	-	

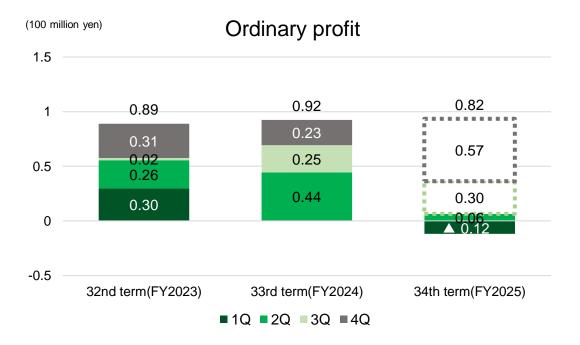


#### 34th-term Full Year: Forecast of Personnel Placement Business (Mid-career Field)



- ✓ Full-year forecasts for both net sales and profit have been revised downward.
- ✓ 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 hired in the first half
- ✓ 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





#### 34th-term First Half: Overview of the New Graduate Placement Business



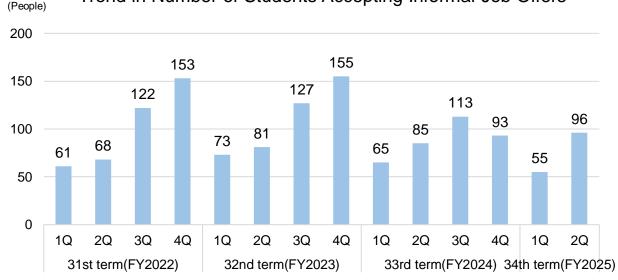
- ✓ Both net sales and project ended the first half above targets.
- ✓ By strengthening the development of promising job openings, the number of students expected to graduate in 2026 who accepted informal job offers made greater progress than forecasts

In addition, the number of students expected to graduate in 2025 who withdrew from informal job offers also decreased

(Million yen)

PL	Plan	Results	Vs. plan	YoY
Net sales	89	111	124.8%	144.1%
Ordinary profit	-33	-2	ı	-

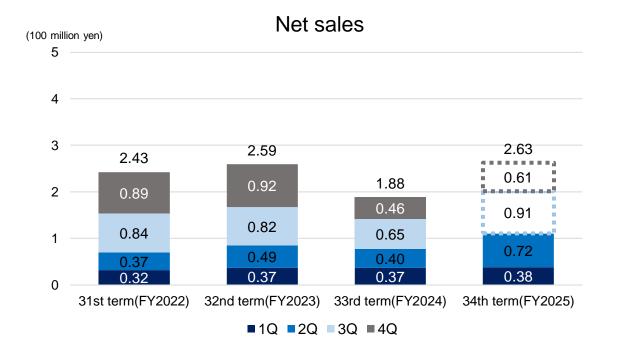
Trend in Number of Students Accepting Informal Job Offers

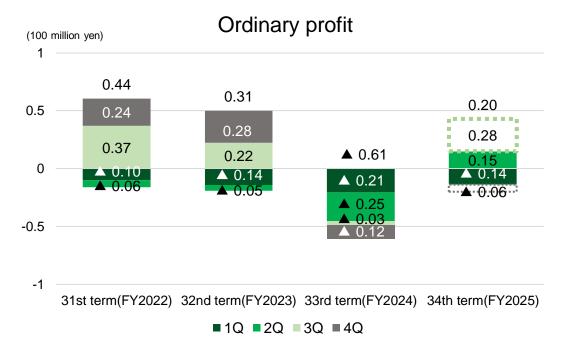


#### 34th-term Full Year: New Graduate Placement Business Forecast



- ✓ Both net sales and profit are expected to slightly exceed the full-year targets.
- ✓ We will continue to develop promising job openings and work to improve the productivity of career advisors with the aim of expanding the number of successful placements
- ✓ In addition, in 4Q 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





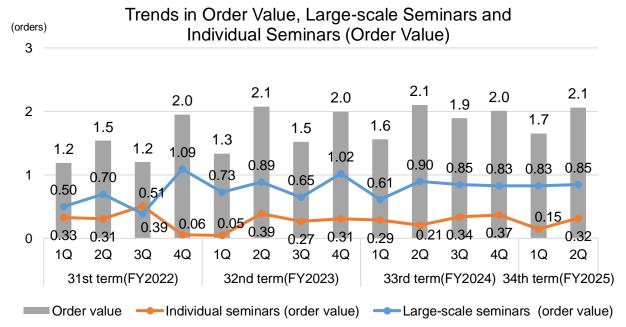
#### 34th-term First Half: Overview of the New Graduate Media Business



- ✓ 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

(Million yen)

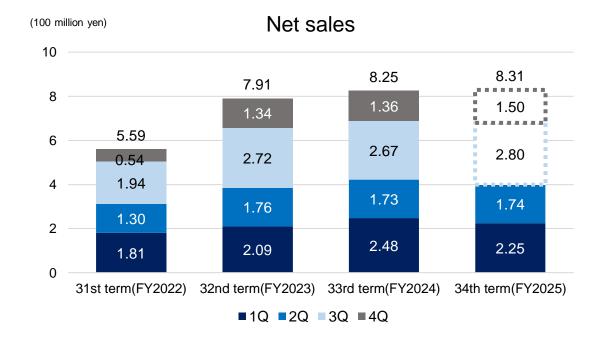
PL	Plan	Results Vs. plan		YoY	
Net sales	420	400	95.4%	95.0%	
Ordinary profit	142	120	85.2%	82.6%	

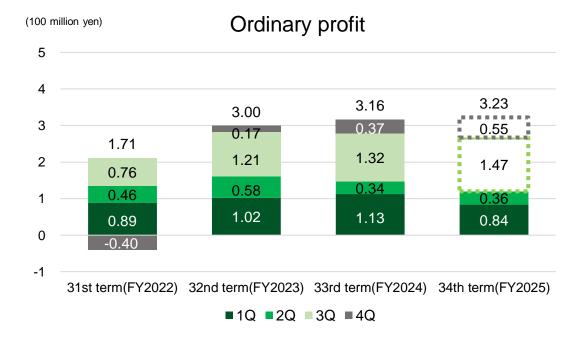


#### 34th-term Full Year: Forecast of New Graduate Media Business



- ✓ Both net sales and project are expected to proceed largely in line with targets.
- ✓ Demand for attracting interns expected to graduate in 2027 is expected to increase compared with the previous period
- ✓ 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





#### 34th-term First Half:

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

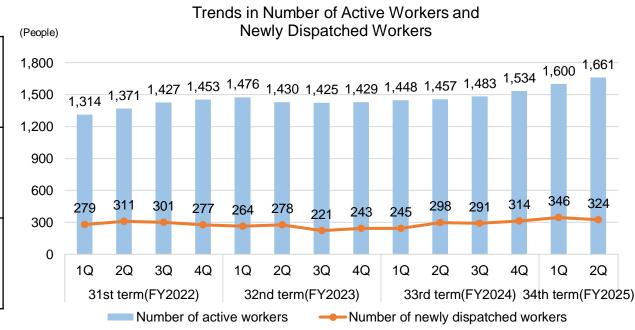


- ✓ Both net sales and project ended the first half above targets.
- ✓ The number of newly active dispatched stuff beat expectations as a result of strengthened efforts to develop job offers.

(Million ven)

- ✓ By following up with dispatched staff and improving matching performance, we were able to reduce turnover due to contracts expiring.
- ✓ In the second half of the year and beyond, we expect the number of active workers to remain strong

				(Willion yen)
PL	Plan	Results	Vs. plan	YoY
Net sales	3,725	3,941	105.8%	109.3%
Ordinary profit	187	191	102.5%	112.5%

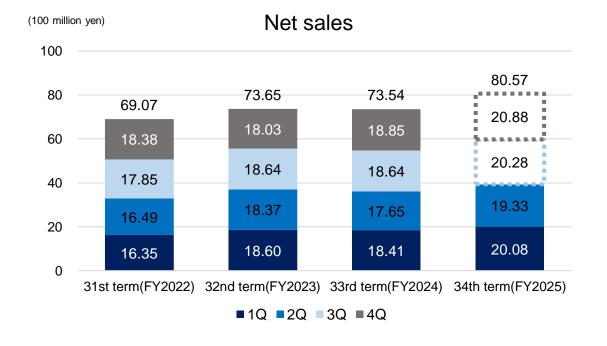


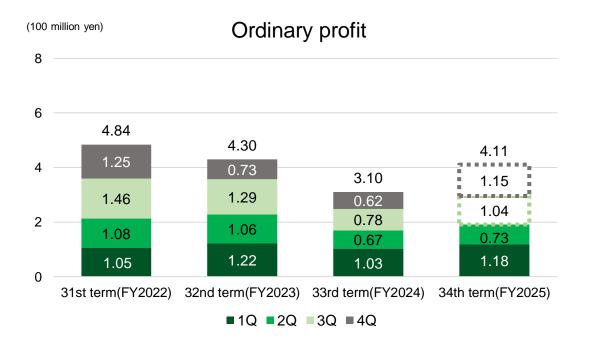
#### 34th-term Full Year:

#### Forecast of IT Worker Dispatch Business (Fixed-term Employment)



- ✓ Our full-year forecasts for both net sales and profit have been revised upward
- ✓ By strengthening registration and matching, we expect to see an increase the number of newly dispatched staff, and also anticipate being able to continue to reduce turnover due to contract expiry
- ✓ Maximizing the number of dispatched staff by the end of September will ensure expanded business performance in the next fiscal year





#### 34th-term First Half:

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

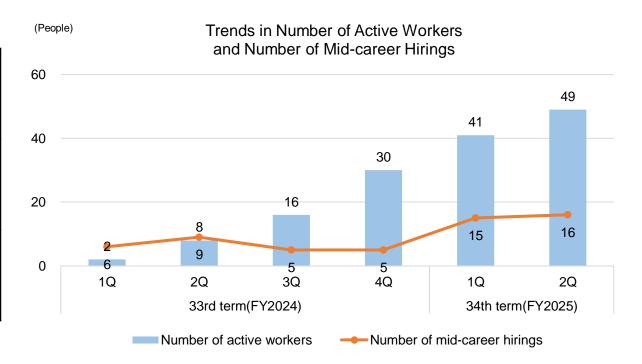


- ✓ Both net sales and project ended the first half above targets
- ✓ We managed to maximize and streamline the recruitment process and beat forecasts of the number of mid-career hirings. As a result, the number of active workers increased
- ✓ By following up with dispatched staff and improving matching performance, both staff utilization rates and active worker rates were better than our forecasts

(Million yen)

✓ We were also able to narrow the extent of losses by controlling recruitment costs.

PL	Plan	Results	Vs. plan	YoY	
Net sales	121	153	127.2%	1094.5%	
Ordinary profit	-83	-66	-	-	

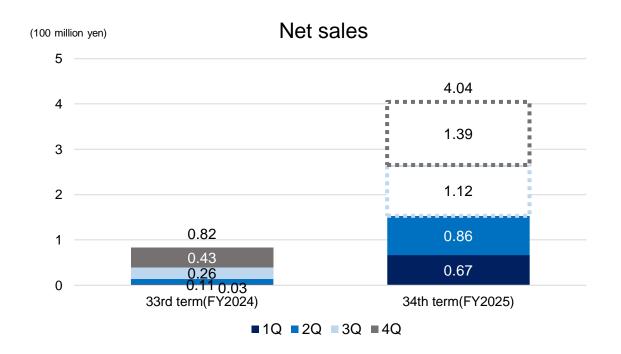


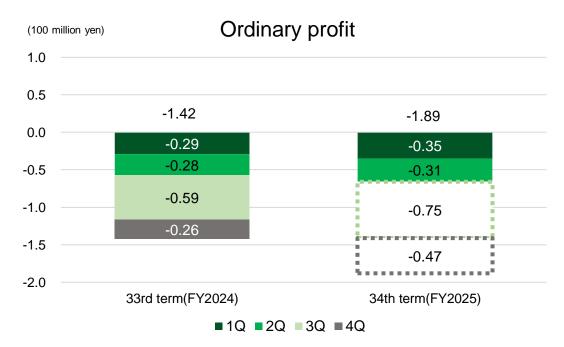
#### 34th-term Full Year:

#### Forecast of IT Worker Dispatch Business (Indefinite-term Employment)



- ✓ Our full-year forecasts for both net sales and profit have been revised upward
- ✓ By accelerating mid-career hiring, we project that the number of active workers we exceed the target level, and anticipate being able to maintain the active worker rate and turnover rate at their current levels
- ✓ In April 2025 we welcomed 12 new graduate employees, and expect losses in 3Q to temporarily expand as a result
- ✓ 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





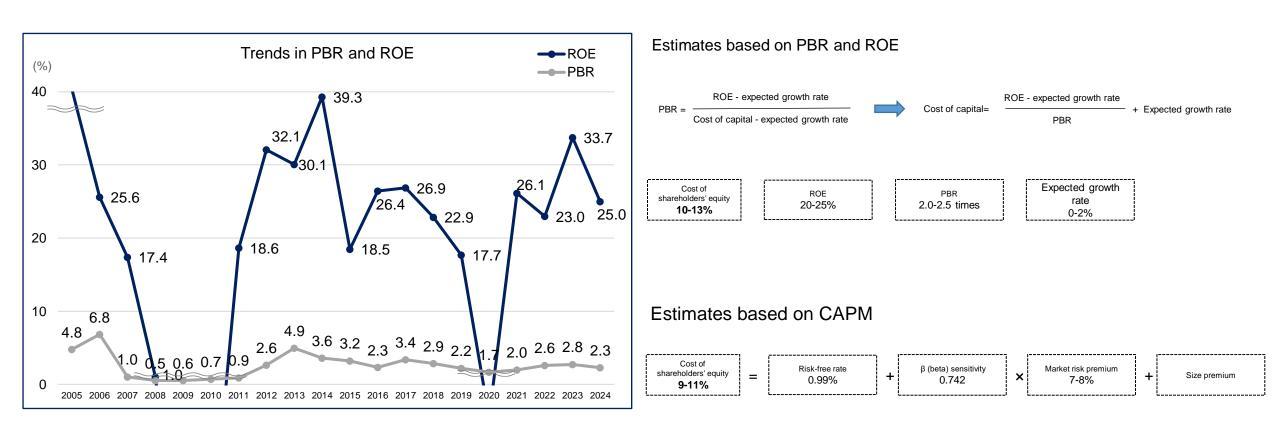


- 1. Financial Summary for the First Half (October 2024–March 2025)
- 2. Overview of Financial Results for the First Half (October 2024–March 2025)
- 3. 34th-term Full-year Forecast (October 2024–September 2025)
- 4. 34th term Overview by Business
- 5. Management with an Awareness of the Capital Cost and the Share Price

Present Data Analysis and Issues (PBR, ROE)



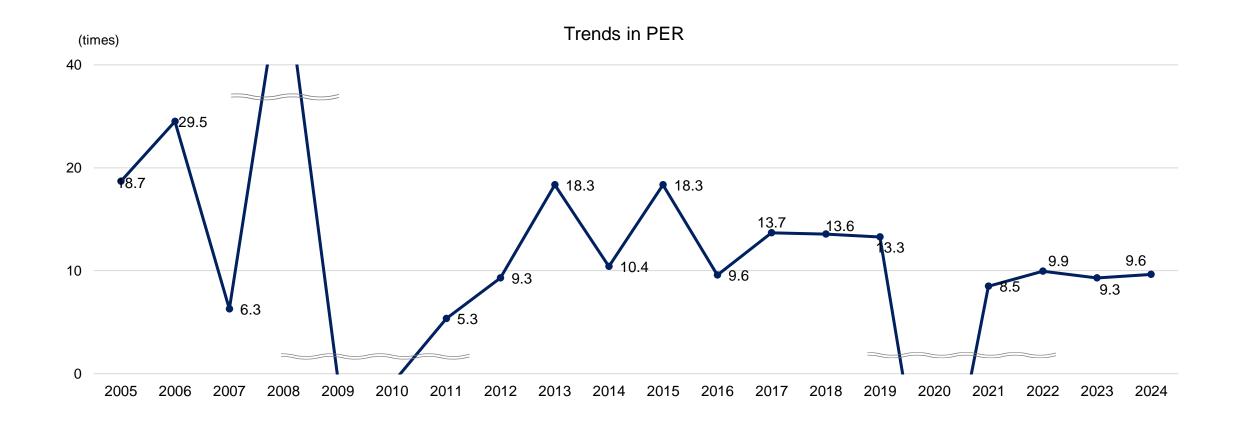
- ✓ The Company estimates its current capital costs at between 10% and 13% (additions and adjustments have been made to the estimation pattern since the last briefing)
- ✓ ROE has remained above the cost of capital level in the 20-25% range. Going forward the Company will maintain this level over the 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



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



#### **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**

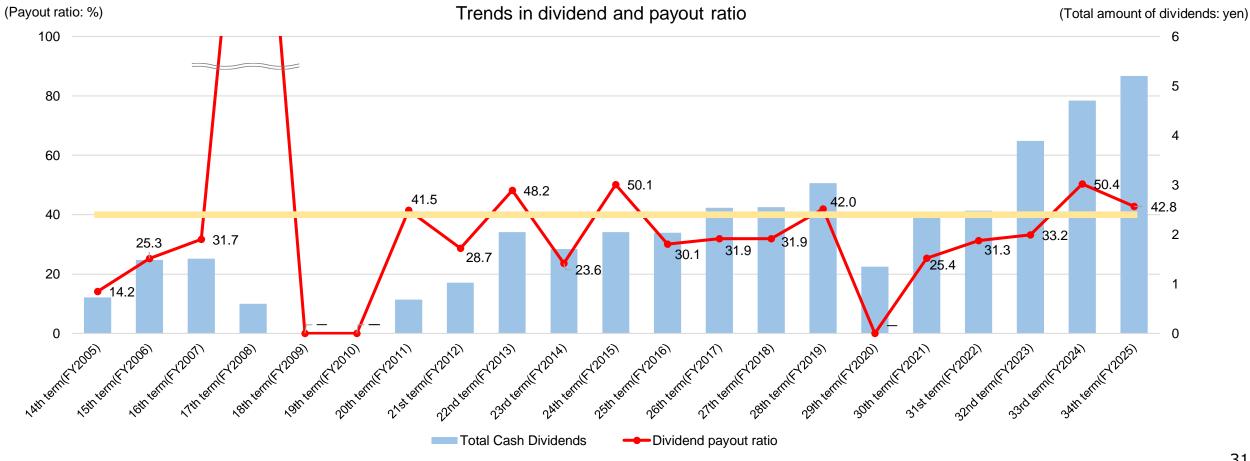
Striving to mitigate financial risks while maintaining an appropriate capital structure

- Optimization of capital structure
- Mitigation of financial risk

#### 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).



#### 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



# References

# **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

- Respecting diversity and creating an environment that values engagement















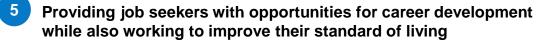




























# **Sustainability Initiatives**



Respecting diversity



Number of employees

835



Average age

30.3



Ratio of female to male employees

43<sub>%</sub> 57<sub>%</sub> Male Female



Percentage of management positions

51<sub>%</sub> 49<sub>%</sub> Male Female



Return rate of employees from Childcare leave

94%



Percentage of new employees

**43**%

**57**%

New Graduate Mid-career





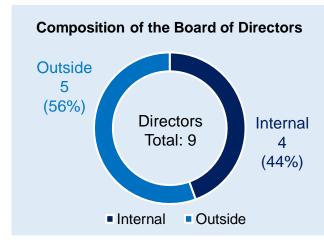
We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium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

Item	Separate item	2021.9	2022.9	2023.9	2024.9
	Scope 1 (Utility gas consumption)	_	_	_	_
Greenhouse gas emissions (Unit: t-CO2)	Scope 2 (Power consumption)	326.6	334.9	290.7	345.0
(Onit. t-CO2)	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**



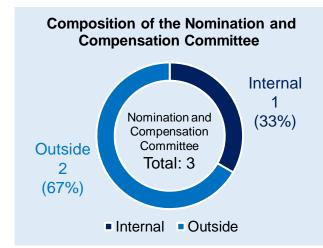
Working appropriately and cooperatively with stakeholders is essential for achieving sustainable corporate growth and creating corporate value on a medium- to long-term basis. With this in mind, our basic policy on corporate governance is to respect each person's position, increase management transparency,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



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).



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.