FY9/2026
Financial Results Briefing
for the Third Quarter

CAREER DESIGN CENTER CO., LTD. (2410)

July 31, 2026

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Financial Summary for FY9/2026

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3Q

Business environment: In May 2026, the ratio of active job offers to applicants was 1.17, slightly lower than in September 2025. As a result, the hiring environment has diverged from our initial expectations

Performance: There were deviations in progress from plans for each business, and net sales fell slightly short of the planned level
Despite efforts to improve productivity and control costs in response to lower net sales, profit remained slightly below the planned level
Nevertheless, both net sales and profit reached record highs for the cumulative third quarter

Full year

Business environment: Uncertainty is expected to persist due to changes in the international situation and other factors. An economic recovery and the resulting increase in the appetite for hiring are expected to occur later than initially anticipated

Plan: Based on progress with orders in the third quarter and the market environment, there is some downside risk to the full-year forecast. However, results are expected to remain within a range that would not require a revision to the forecast
Although corporate recruitment demand remains uncertain, we will aim to achieve record highs in both net sales and profit
We will also continue driving business growth and delivering sustained shareholder returns in the next fiscal year and beyond, and to announce a new Medium-Term Management Plan in November 2026

Shareholder returns

- ✓ Given that both net sales and profit are expected to reach record highs in the third quarter, we have decided to increase the dividend to enhance shareholder returns.
  * June 16, 2026
- ✓ We will continue working to enhance medium- to long-term corporate value and increase performance while driving efforts to comply with the listing maintenance criteria of the TSE Prime Market

(Million yen)

3Q Results	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Net sales	14,868	14,243	95.8%	14,005	101.7%
Ordinary profit	1,387	1,336	96.3%	1,225	109.1%
Profit	904	915	101.2%	840	109.0%

Year-end Dividend	Year-end Dividend Forecast	Adjusted Dividend Forecast
Ordinary dividend	125 yen	140 yen
Special dividend	—	20 yen
Dividends per share	125 yen	160 yen
Dividend payout ratio	51.6%	66.0%

FY9/2026: Progress of Prime Market Compliance Plan

- ✓ Regarding the state of compliance with the TSE Prime Market listing maintenance criteria, as of September 30, 2025, we currently do not meet the criteria for tradable share market capitalization.
- ✓ There are no changes from the policy stated in the press release titled "Status of Progress in Plan to Meet the Criteria for Maintaining Listing" announced on November 28, 2025, and we will continue working to enhance medium- to long-term corporate value and expand performance by September 30, 2026, while driving efforts to comply with the Prime Market listing maintenance criteria
- ✓ Regarding the share price, which is a constituent component of tradable share market capitalization, in FY9/2026 we will aim to achieve a share price of 3,000 yen

	Prime Market Listing Maintenance Criteria	June 30, 2021 (Transition Record Date)	September 30, 2025	Status of Compliance
Number of tradable shares (units)	20,000 units	47,031 units	35,846 units	Compliant
Market capitalization of tradable shares (billion yen)	10.0 billion yen	5.025 billion yen	7.644 billion yen	Non-compliant
Tradable share ratio (%)	35%	66.6%	65.1%	Compliant

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FY9/2026 3Q: Overview of Financial Results (Net Sales)

Media Information Business	Below target	Although direct sales remained firm, net sales fell short of planned levels at some sales agencies
Personnel Placement Business (General Field)	Below target	The number of successful contracts in the women's sector was below target, resulting in the total number of successful contracts also falling below target.
Personnel Placement Business (Mid-career Field)	Far above target	Focused on acquiring registered candidates with advanced skills and experience, leading to a rise in high unit price matching
New Graduate Media Business	Below target	The number of ordering companies was below target, particularly for large-scale events and individual seminars
New Graduate Placement Business	Far below target	Although student registrations remained strong, the number of successful contracts was below target
IT Worker Dispatch Business (Fixed-term Employment)	Slightly below target	Although the overall number of active workers increased, the pace of growth was below target
IT Worker Dispatch Business (Indefinite-term Employment)	On target	IT engineer recruitment remained steady, and expected performance is expected in the future

(Million yen)

	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Media Information Business	4,607	4,318	93.7%	4,440	97.3%
Personnel Placement Business (General Field)	2,109	1,940	92.0%	2,112	91.9%
Personnel Placement Business (Mid-career Field)	332	375	113.0%	278	134.5%
New Graduate Media Business	612	584	95.5%	655	89.2%
New Graduate Placement Business	213	118	55.7%	177	66.8%
IT Worker Dispatch Business (Fixed-term Employment)	6,404	6,309	98.5%	6,065	104.0%
IT Worker Dispatch Business (Indefinite-term Employment)	591	596	101.0%	276	215.8%

FY9/2026 3Q: Overview of Financial Results (Ordinary Profit)

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Media Information Business	Above target	Profitability improved due to the control of advertising and personnel expenses. We will continue to implement cost controls based on performance trends
Personnel Placement Business (General Field)	Below target	The impact was due to a decline in the number of successful contracts, resulting in net sales falling short of the planned level
Personnel Placement Business (Mid-career Field)	Far above target	Unit prices increased, reflecting an increase in the number of successful contracts for high unit prices
New Graduate Media Business	Below target	The impact was due to a decline in the number of ordering client companies, resulting in net sales falling short of the planned level
New Graduate Placement Business	Far below target	The impact was due to a decline in the number of successful contracts, resulting in net sales falling short of the planned level
IT Worker Dispatch Business (Fixed-term Employment)	Above target	Placement fees increased as dispatched staff transitioned to direct employment with client companies
IT Worker Dispatch Business (Indefinite-term Employment)	Far above target	Profitability improved due to control of recruitment expenses

(Million yen)

	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Media Information Business	559	576	103.1%	495	116.4%
Personnel Placement Business (General Field)	301	245	81.5%	280	87.7%
Personnel Placement Business (Mid-career Field)	58	102	176.4%	29	350.6%
New Graduate Media Business	215	193	89.7%	234	82.4%
New Graduate Placement Business	27	-48	—	1	—
IT Worker Dispatch Business (Fixed-term Employment)	342	366	107.1%	307	119.1%
IT Worker Dispatch Business (Indefinite-term Employment)	-117	-100	—	-123	—

FY9/2026 3Q: Expenses

✓ While controlling advertising and personnel expenses to reflect performance trends, improved advertising effects and productivity gains produced steady results

✓ In the second half, we will continue to manage costs appropriately based on the progress in each business

(Million yen)

	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Cost of sales	7,143	6,989	97.8%	6,660	104.9%
Labor costs (Dispatched staff salaries)	5,645	5,560	98.5%	5,119	108.6%
Selling, general and administrative expenses	6,344	5,929	93.5%	6,133	96.7%
Advertising expenses	1,670	1,531	91.7%	1,520	100.8%
Personnel expenses	3,427	3,227	94.2%	3,342	96.9%
Other	1,247	1,170	93.8%	1,281	91.3%

FY9/2026 3Q: Balance Sheet

(Million yen)

	June 30, 2026	June 30, 2025	Percentage change	September 30, 2025	Percentage change
Current assets	5,868	5,118	114.7%	5,652	103.8%
Cash and deposits	4,040	3,237	124.8%	3,935	102.7%
Non-current assets	1,932	2,047	94.4%	2,080	92.9%
Total assets	7,800	7,165	108.9%	7,733	100.9%
Current liabilities	2,424	2,500	96.9%	2,819	86.0%
Non-current liabilities	296	297	99.7%	285	104.0%
Total liabilities	2,720	2,798	97.2%	3,105	87.6%
Total net assets	5,079	4,367	116.3%	4,628	109.8%

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FY9/2026 Full-Year Plan

Business Environment

Uncertainty is expected to persist due to changes in the international situation and other factors, while the economic recovery and the resulting increase in the appetite for hiring are expected to occur later than initially anticipated.
Although recruitment demand is expected to remain firm, particularly for engineers, changes in the environment will require careful monitoring.

Results Forecast

Based on progress with orders in the third quarter and the market environment, there is some downside risk to the full-year forecast. However, results are expected to remain within a range that does not require a revision to the forecast.
Although corporate recruitment demand remains uncertain, we will aim to achieve record highs in both net sales and profit
We will also continue to improve productivity and control costs to maintain and enhance profitability.
We will also continue driving business growth and delivering sustained shareholder returns in the next fiscal year and beyond, and to announce a new Medium-Term Management Plan in November 2026

Initiatives

Improving unit prices in the Media Information Business and making progress strengthening direct sales
Improving the rate of successful contracts in the Personnel Placement Business and increasing productivity per career advisor
Achieving stable growth through an increase in the number of active workers in the IT Worker Dispatch Business

(Million yen)

	Plan	Results in the previous fiscal year	YoY
Net sales	20,000	18,646	107.3%
Ordinary profit	1,900	1,604	118.4%
Profit	1,272	1,100	115.6%

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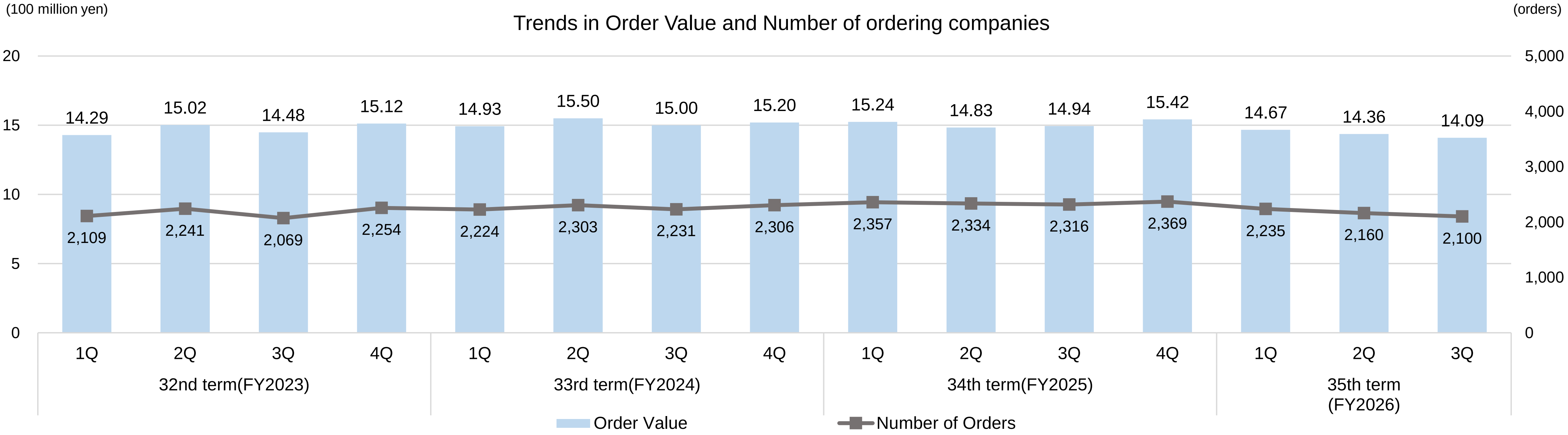
FY9/2026: Media Information Business Overview 1

- ✓ In the third quarter, net sales fell slightly short of the planned level. However, profitability improved due to the control of advertising and personnel expenses, and profit exceeded our target.
- ✓ While direct sales have remained firm, the number of transactions has fallen short of planned levels at some sales agencies, resulting in an overall decline in net sales.
- ✓ Performance has been steady in the Kansai region. From 4Q and beyond, we will improve the sales process and work to increase the number of recruitment projects with a focus on the Kansai region.
- ✓ As other companies in the industry have continued to offer low-priced services and hiring companies have become increasingly stringent in terms of recruitment criteria and cost-effectiveness, we will seek to increase the number of transactions by expanding sales of performance-based pricing plans and strengthening our sales processes.
- ✓ We have managed to improve efficiency even while controlling advertising expenses, and as a result, the number of registrations and number of applications significantly increased compared with the previous fiscal year for both type and Onna no Tenshoku type.



FY9/2026: Media Information Business Overview 2

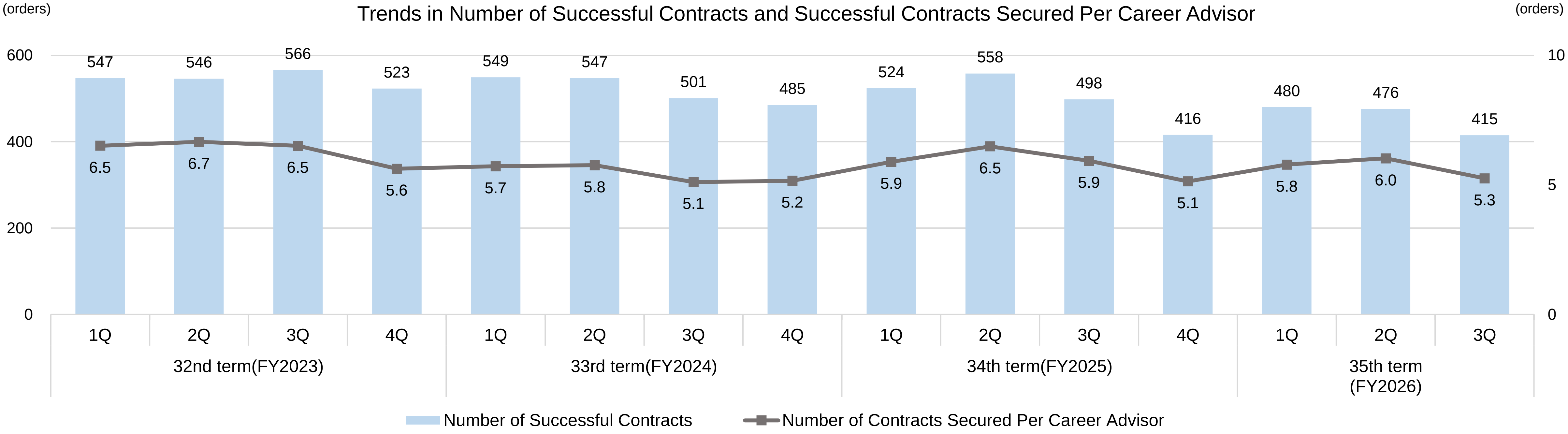
(Million yen)

	Results	Results in the previous fiscal year	YoY
Engineers	1,114	1,277	87.2%
Sales	293	283	103.5%
type total	1,747	1,879	93.0%
Onna no Tenshoku type total	2,405	2,392	100.5%
Fair total	175	196	89.2%

type	**New membership registrations**	YoY 116.5%	• Despite controlling advertising expenses, new membership registrations increased • We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
	Number of applications	YoY 118.2%	• 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 Tenshoku type	**New membership registrations**	YoY 109.6%	• Despite controlling advertising expenses, new membership registrations increased • We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
	Number of applications	YoY 100.4%	• 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

FY9/2026: Personnel Placement Business (General Field) Overview

- ✓ In the third quarter, amid continued stricter hiring criteria and a slower-than-expected recovery in the market environment, the number of successful contracts in the women's sector was below target, resulting in net sales and profit both falling below target.
- ✓ The number of career advisors remained flat. Although productivity per career advisor temporarily declined due to changes in the personnel mix, it is now improving
- ✓ As a result of efforts to improve the accuracy of matching job seekers with recruitment projects, the successful contract rate is trending toward improvement
- ✓ In addition to strengthening the acquisition of registered users and increasing the number of interviews, we will work to improve profitability by increasing matching accuracy



FY9/2026: Personnel Placement Business (Mid-career Field) Overview

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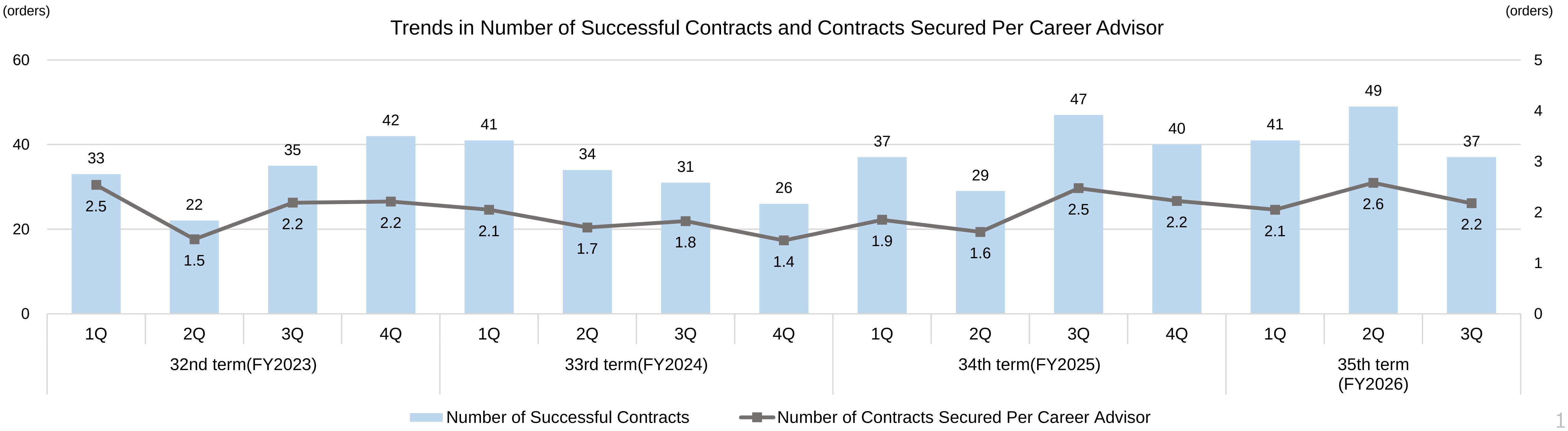
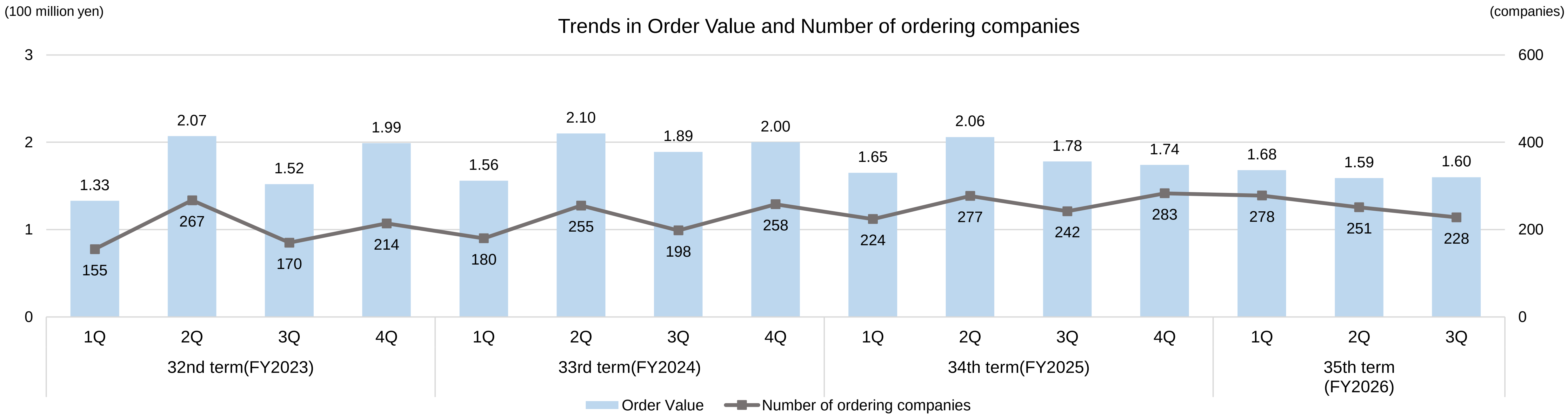
- ✓ In the third quarter, with recruitment criteria becoming increasingly strict as initially expected, both net sales and profit landed above guidance
- ✓ The training of career advisors recruited in the previous fiscal year has proceeded smoothly, and productivity per career advisor has improved. As a result, the number of successful contracts per career advisor has trended upward
- ✓ We have managed to propose high-unit-price recruitment projects to job seekers, leading to an increase in the number of successful contracts
- ✓ From 3Q and beyond, we will work to further improve the successful contract rate by improving matching accuracy in addition to stepping up efforts to acquire registered users



FY9/2026: New Graduate Media Business Overview

- ✓ As the number of client companies using large-scale events, individual seminars, and other services fell short of plan, both net sales and profit came in below plan.
- ✓ Due to companies forming candidate pools earlier on, individual recruitment projects from October onward will trend downward. However, we will strengthen the development of new customers by enhancing our products.
- ✓ With job hunting activities starting earlier, we will seek to increase net sales by capturing demand for summer internships, increasing the number of sales meetings through large-scale events, and improving unit prices.



FY9/2026: New Graduate Placement Business Overview

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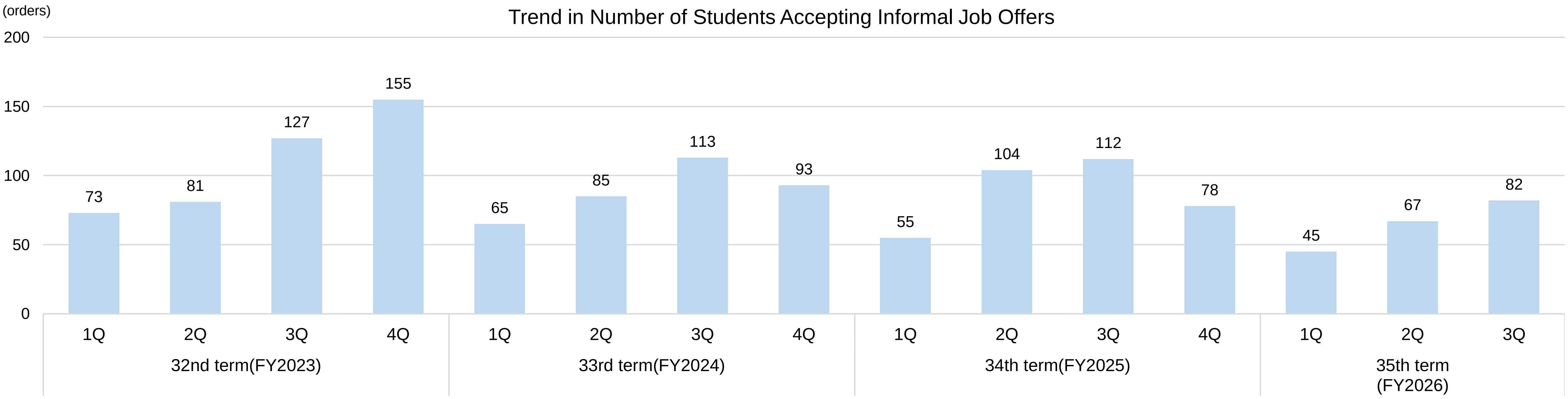
- ✓ In the third quarter, although student registrations remained strong, growth in the number of successful contracts slowed. As a result, both net sales and profit came in significantly below plan
- ✓ As part of a review of our business portfolio, we resolved on May 19, 2026, to discontinue the business at the end of September 2026



FY9/2026: IT Worker Dispatch Business (Fixed-term Employment) Overview

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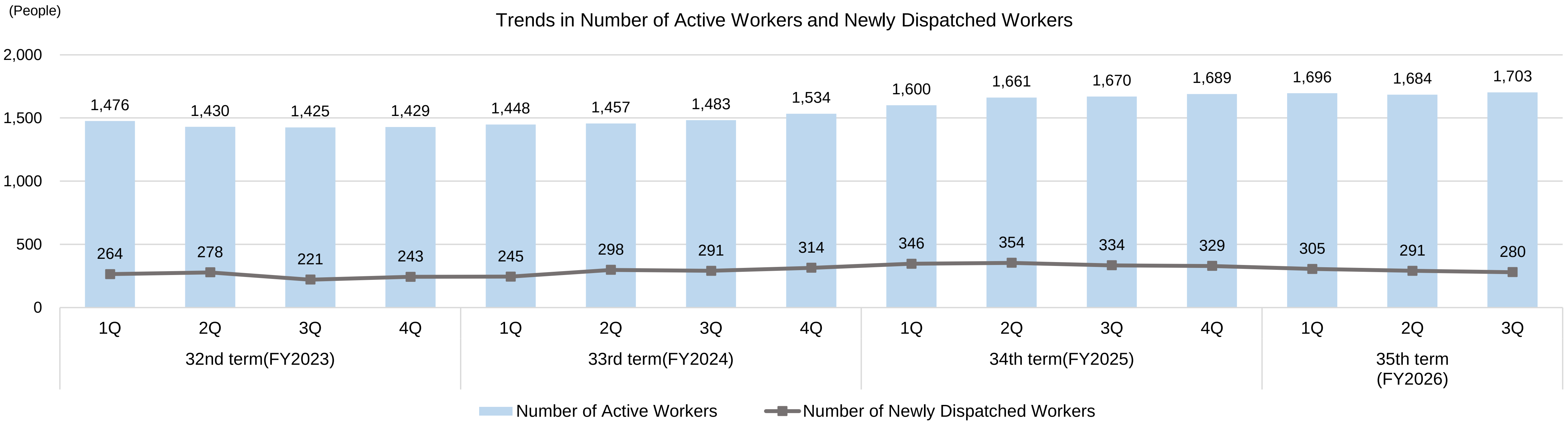
- ✓ In the third quarter, although the overall number of active workers increased, the pace of growth was below plan, resulting in net sales coming in slightly below plan
- ✓ Placement fees increased as dispatched staff transitioned to direct employment with client companies, and profit exceeded our target
- ✓ By following up with dispatched staff and improving matching performance, we reduced turnover from expiring contracts
- ✓ The acquisition of new dispatched staff has slowed slightly. From 4Q onward, we will seek to increase the number of newly active workers by further strengthening the acquisition of IT projects



FY9/2026: IT Worker Dispatch Business (Indefinite-term Employment) Overview

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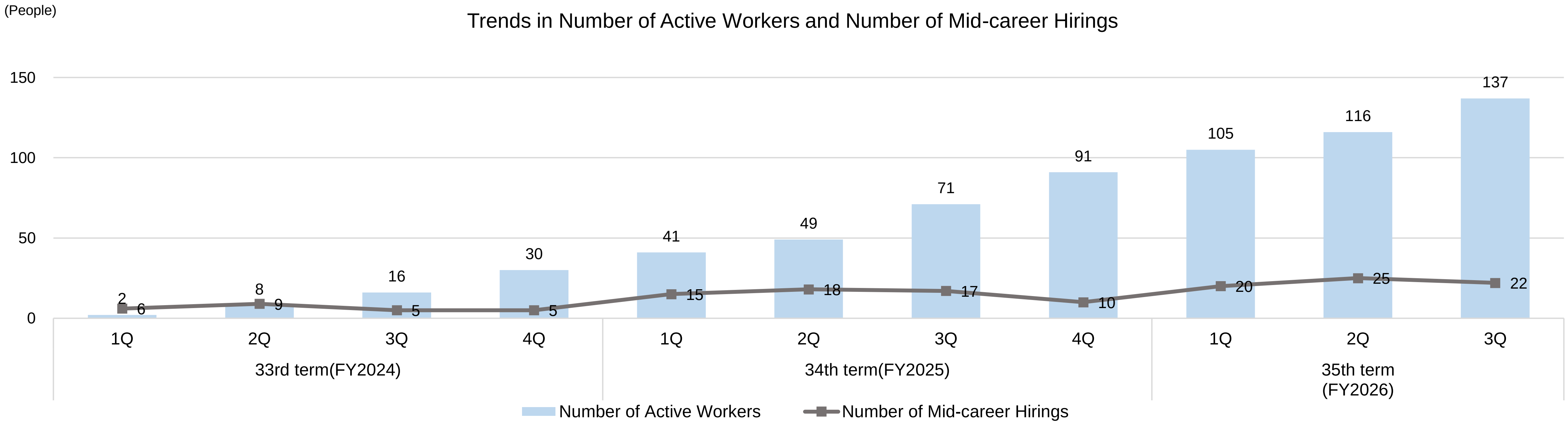
- ✓ In the first half, with the demand for dispatched workers remaining strong as initially forecast, net sales proceeded in line with expectations, while profit landed north of guidance
- ✓ We managed to maximize and streamline the recruitment process and produced steady results in the recruitment of IT engineers. 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.



Trends in quarterly business results

(Million yen)		32nd term				33rd term				34th term				35th term		
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Media Information 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	1,457	1,358
	Ordinary profit	149	123	62	64	200	150	114	272	150	173	171	228	241	179	155
Personnel Placement Business (General Field)	Net sales	731	687	839	752	728	713	811	644	701	597	813	610	592	595	752
	Ordinary profit	79	33	169	55	53	26	125	-20	92	-15	203	13	27	28	189
Personnel Placement Business (Mid-career Field)	Net sales	87	90	64	107	70	114	87	97	72	89	117	137	90	136	148
	Ordinary profit	29	25	2	30	0	44	24	23	-11	7	33	43	4	39	59
New Graduate Media Business	Net sales	209	176	271	133	248	173	267	136	225	174	254	132	193	164	226
	Ordinary profit	102	58	121	17	112	33	132	37	84	36	113	42	54	36	102
New Graduate Placement Business	Net sales	36	48	82	92	36	40	64	46	38	72	66	22	22	40	55
	Ordinary profit	-14	-4	22	27	-20	-24	-3	-11	-17	14	3	-42	-36	-16	4
IT Worker Dispatch Business (Fixed-term Employment)	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	2,049	2,143
	Ordinary profit	122	106	129	73	103	67	78	62	118	73	116	125	126	103	136
IT Worker Dispatch Business (Indefinite-term Employment)	Net sales	-	-	-	-	2	11	26	42	67	86	122	151	171	188	236
	Ordinary profit	-	-	-1	-9	-29	-27	-59	-25	-35	-31	-56	-32	-33	-40	-27
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	4,633	4,922
	Ordinary profit	470	341	506	259	419	269	411	337	382	257	585	378	384	332	619

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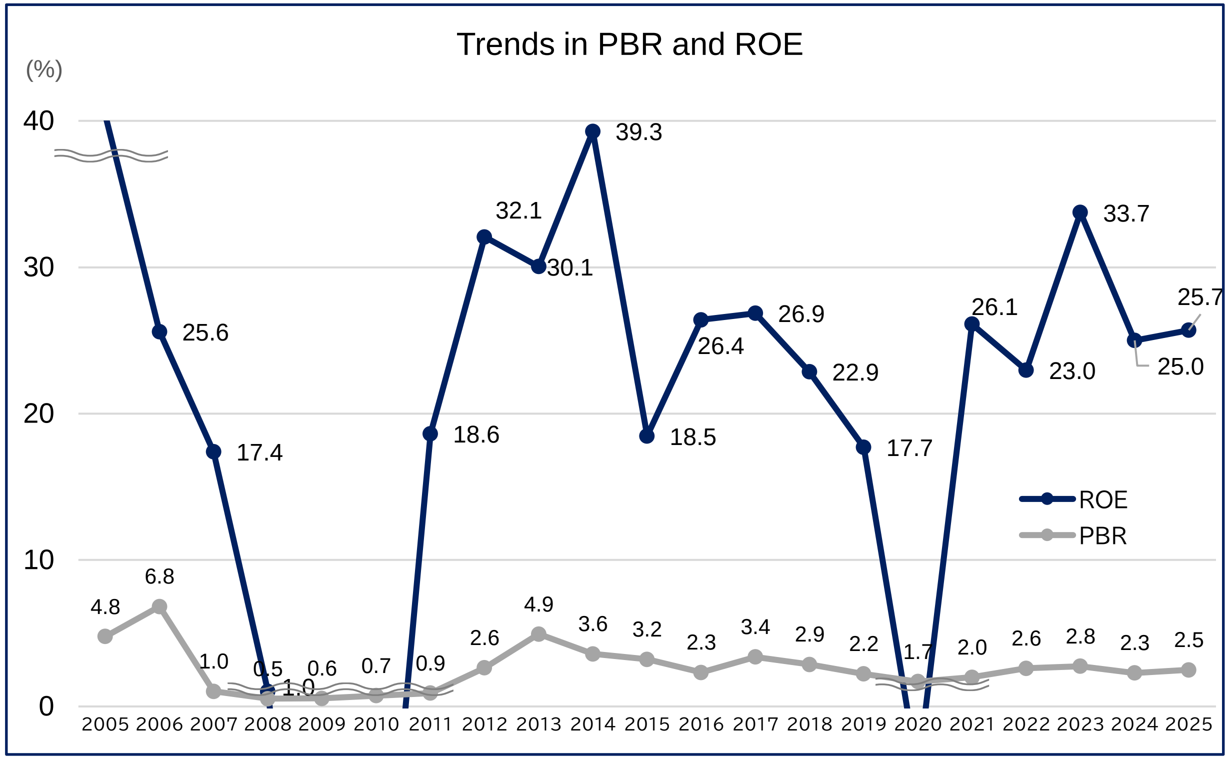
Management Conscious of Cost of Capital and Stock Price : Present Data Analysis and Issues (PBR, ROE)

- ✓ The Company estimates its current capital costs at between 12.6% and 14.6%
- ✓ 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

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

Cost of shareholders' equity	ROE	PBR	Expected growth rate
12.6-14.6%	20-25%	2.0-2.5 times	0-2%

Estimates based on CAPM

Cost of shareholders' equity **12.6-14.6%** = Risk-free rate 2.36% + 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)

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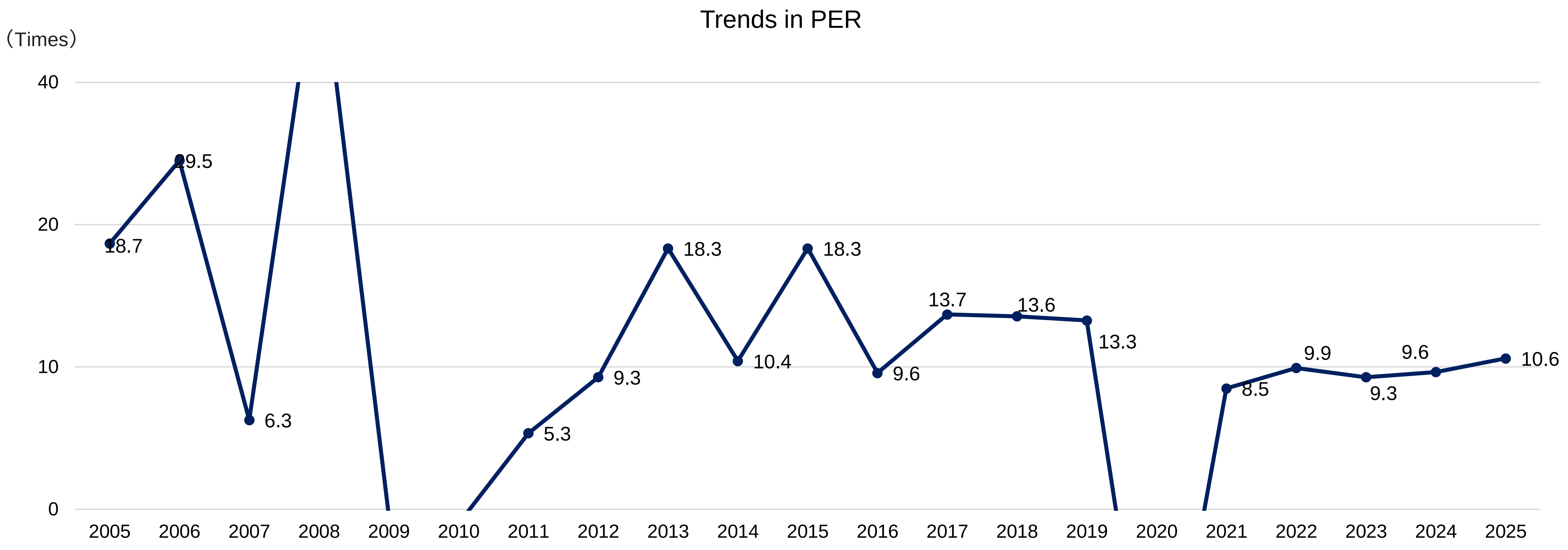
- ✓ Previously, PER had remained in the 13-to-18 range, but is currently around 10.
- ✓ The Company will work to strengthen investor relations to achieve stable profit growth and gain market recognition for future growth potential



Management Conscious of Cost of Capital and Stock Price : 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 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

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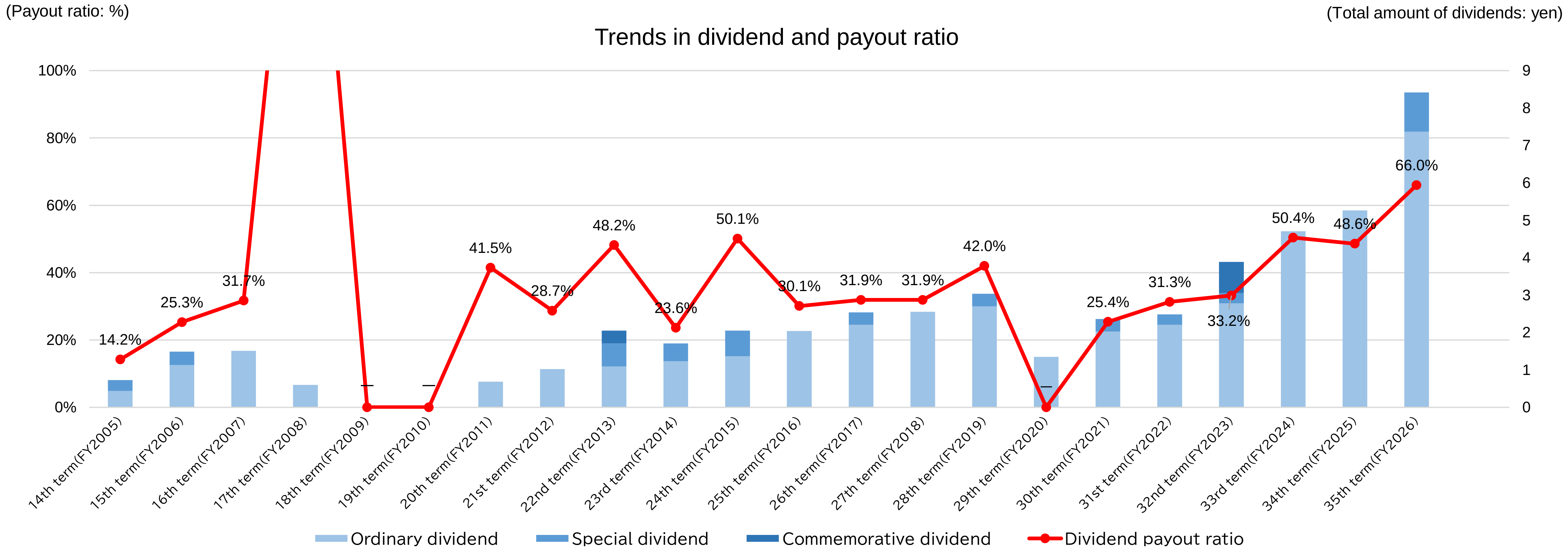
✓ To clarify and further enhance our commitment to returning profits to shareholders, we will target a dividend payout ratio of at least 50% based solely on ordinary dividends, taking into consideration business performance, financial position, and other relevant factors. We will continue to implement ongoing dividend payments. (Announced on November 12, 2025)



Management Conscious of Cost of Capital and Stock Price : Promotion and Strengthening of IR Activities

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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

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Company Profile

CAREER DESIGN CENTER

Company name	CAREER DESIGN CENTER CO., LTD.
Establishment	July 8, 1993
Listed on	Tokyo Stock Exchange, Prime Market (Code：2410)
Number of employees	768(as of September 30, 2025)
Capital	558,660,000 yen
Revenue	18,646,255,000 yen (FY09/25 non-consolidated results)
Reporting of accounts	Annual (in September)
Location	Head Office・Akasaka Office Akasaka Long Beach Building, 3-21-20, Akasaka, Minato-ku, Tokyo 107-0052, Japan Akasaka Sanno Office S-GATE Akasaka Sanno Building, 2-5-1, Akasaka, Minato-ku, Tokyo 107-0052, Japan
Description of business	■Operation of career change websites offering specialized information, including『type』and『Onna no Tenshoku type』 ■Hosting job fairs ■Recruiting Agency business (Minister of Health, Labor and Welfare license 13-YU-040429) ■Offering『type Shukatsu』, a service that supports high-quality job hunting through magazines, events, informative websites and placement services ■Temporary staffing service specialized in the IT industry (Minister of Health, Labor and Welfare license 13-315344) ■Planning, editing and management of Web magazines『Engineer type』,『Woman type and 20's type』

People achieve success when they have good jobs and can demonstrate their full potential.

And if people have fulfilling jobs, they can lead prosperous and enjoyable lives, both at work and at home.

Is the job simply a means of income? don’t think so.

A great job can allow you to grow, meet new colleagues, and build great relationships.

And nothing could replace the joy of working toward a big goal and overcoming obstacles along the way.

The variety of experiences that we gain through our work allow us to grow stronger and develop our appeal as human beings.

In that sense, finding a “good job” is essentially the same as leading a “good lives.”

Like a rainbow that bridges the sky, we hope to help you connect your present to a bright and shining future.

Management Strategy

A market strategy focusing on IT engineers and women

CDC provides human resources services with a focus on the specific market of IT engineers and women. As businesses and society as a whole become increasingly digital, the shortage of engineers in the IT field has become a significant social issue, increasing the importance of support tailored to the specific characteristics and needs of the field. In addition to the IT field, it is increasingly essential for society and companies that women participate in the workforce, particularly as the labor shortage is exacerbated by the declining birth rate and the aging of the population. Understanding this, we have positioned the women's recruitment market as a priority field and are working to support women in the development of their careers. We have created a support system for IT engineers and women fields, establishing a distinctive market position. This system enables us to address both corporate recruitment challenges and social issues.

Business development focused on the Tokyo metropolitan area and the Kansai area

CDC has narrowed its business development area to the Tokyo metropolitan area and the Kansai area, concentrating its management resources to provide better services. Since its founding, we operated mainly in the Tokyo metropolitan area. In 2021, we began our full-scale expansion into the Kansai area leveraging the expertise we gained in the Tokyo area. We focus on areas with large populations and a significant concentration of companies so that we can operate business efficiently and effectively and develop strong relationships with both companies and job seekers. Focusing on specific areas also allows us to design services and use data to align with the characteristics of markets, providing more detailed career support to job seekers regarding their careers and creating optimal recruitment opportunities for companies. Through this area-specific development of our business, we aim to achieve both high service quality and high profitability.

A comprehensive human resource service company with the type brand

CDC provides a diverse array of human resources services. All of these services are provided under the type brand. These services include the Media Information Business (mid-career job site, a direct recruiting service, events, and web magazines), Personnel Placement Business, New Graduate Business, and Worker Dispatch Business. By providing comprehensive services, we are able to establish a wide range of points of contact in our human resources business. This business development enables our individual businesses and services to share their expertise and collaborate effectively. We are able to combine the characteristics and strengths of each business to provide support tailored to the individual job seeker and company, which would not be possible if we offered only one service. The cross-sectional development of business centered on the type brands is the foundation that supports differentiation from our competitors and will lead to stable and sustainable value creation.

Business Description

Media Information Business

CDC provides products and services, including mid-career job site and fairs.

Personnel Placement Business

CDC operates the type Tenshoku Agent paid employment placement service that provides registered job seekers with job information tailored to them.

New Graduate Media Business

CDC provides products and services, including recruitment events and information magazines for new graduates.

New Graduate Placement Business

CDC offers the type Shukatsu Agent service that provides registered students with information about job offers from companies that are recruiting new graduates tailored to them. CDC facilitates the career development activities of young people.

IT Workers Dispatch Business

CDC provides the type IT Haken specialized worker dispatch service in the IT domain to connect recruiting companies seeking employees to the most suitable registered job seekers.

Sustainability

CAREER DESIGN CENTER

By providing support starting from career selection so that working people can lead more prosperous lives, and by creating both social and economic value through our businesses under proper corporate governance as a company trusted by society, we seek to contribute to making society sustainable and to improve corporate value.

Materialities

①	Revitalizing companies and contributing to economic growth by supporting people in their job transitions
②	Respecting diversity and creating an environment that values employee engagement
③	Strengthening corporate governance
④	Realizing diverse workstyles that match the sense of value and workstyle requests of each individual
⑤	Providing job seekers with opportunities for career development while also working to improve their standard of living

Sustainability Initiatives

CAREER DESIGN CENTER

Respecting diversity

Employees	Average age	Employee gender ratio	Manager gender ratio	Maternity/Childcare leave return rate	Breakdown of new recruits
768	30.7	Male 45 % Female 55 %	Male 51 % Female 49 %	92 %	New graduates 45 % Mid-career 55 %
(As of September 30, 2025)	(As of September 30, 2025)	(As of September 30, 2025)	(As of September 30, 2025)	(As of September 30, 2025)	(As of September 30, 2025)

女性が活躍しています！

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

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

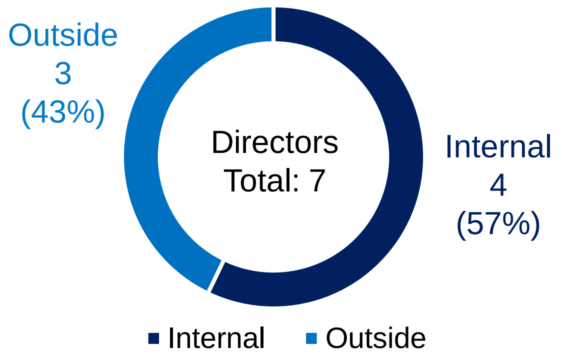
We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium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

Item	Separate item	FY9/2022	FY9/2023	FY9/2024	FY9/2025
Greenhouse gas emissions (Unit: t-CO2)	Scope1 (Utility gas consumption)	—	—	—	—
	Scope2 (Power consumption)	334.9	290.7	345.0	367.9
	Scope3 (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.

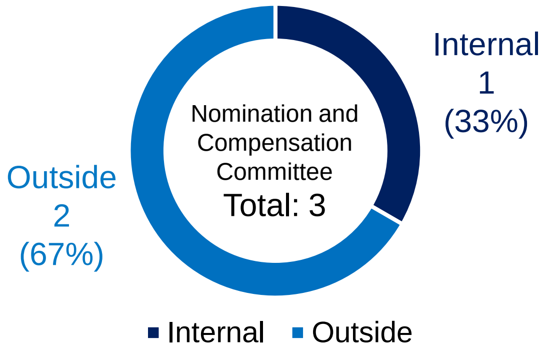
Composition of the Board of Directors



The Board of Directors comprises 7 members, specifically, four Internal Directors and three Outside Directors.

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.