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September 30, 2026

To whom it may concern:

Company name:	ONE CAREER Inc.
Representative:	President and CEO Takashi Miyashita (Code: 4377, TSE Growth Market)
Inquiries:	Director and CFO Tomoaki Kimura (TEL: +81-3-6416-4088)

Frequently Asked Questions and Answers Regarding Financial Results

We would like to thank you for your continued interest in ONE CAREER Inc. (the “Company”). The Company hereby discloses the main questions received from investors following the announcement of its financial results for the second quarter of the fiscal year ending December 31, 2026, on August 13, 2026, together with the Company’s answers, as set out below.

This disclosure is intended to strengthen the Company’s communication with investors and to ensure fair disclosure. It is published approximately once or twice per quarter, generally at the end of a month, excluding quiet periods. Due to differences in timing, there may be minor inconsistencies among the answers; the answers presented herein reflect the Company’s latest policies based on its most recent responses.

Q1. The operating profit margin for the first six months of the fiscal year ending December 31, 2026 reached a high level of 40.8%. Can we expect the profitability of the New Graduate Recruitment Business to continue to rise structurally from the next fiscal year onward?

Although the operating profit margin for the first six months of the fiscal year ending December 31, 2026 was high, expenses for investments aimed at growth from the next fiscal year onward (marketing, recruitment, etc.) will be reflected in the second half. Therefore, this level is not assumed to continue as is. Over the medium to long term, however, in line with the guidance the Company has published, we believe that the profitability of the New Graduate Recruitment Business will rise structurally while maintaining an EBITDA^{*1} margin of 25% or higher.

Approach to Investment in the Second Half

In the second half, on the fundamental premise of achieving the full-year consolidated earnings forecast, the Company intends to flexibly allocate the profit increase achieved in the first half to investments for growth from the next fiscal year onward. Specifically, the Company will prioritize growth investments, including the recruitment of sales personnel and marketing investments directly linked to expanding the number of corporate clients, as well as brand investments to raise awareness, while curbing spending on initiatives with low cost-effectiveness and being highly selective in its investments. As a result, quarterly operating profit will fluctuate depending on the progress of these investments.

Medium to Long Term: Reasons We Believe Profitability Will Rise Structurally

Over the medium to long term, based on the approach of the guidance the Company has published, we believe that profitability will rise structurally due to factors (1) to (3) below.

(1) Room for revenue growth: While the Company's student share^{*2} has reached approximately 65% (as of March 31, 2026), its share on the corporate client side^{*3} remains at approximately 16% (as of December 31, 2025). This gap represents the Company's room for growth. While keeping student acquisition costs low, the Company will pursue revenue growth driven by both the number of clients and revenue per client, with expanding the number of corporate clients as its top priority.

(2) Productivity improvement, including the use of AI: The Company is promoting the use of AI across the entire organization, including sales, development, and marketing, thereby curbing the growth of expenses relative to revenue growth. This is not a one-off initiative, and the Company will continue to strengthen it.

(3) Disciplined investment decisions: The Company will continue to make investment decisions based on thorough verification of cost-effectiveness, concentrating resources on highly efficient channels. Specifically, it will focus resources on increasing sales personnel directly linked to expanding the number of corporate clients, which is a key growth driver, and on investing in marketing channels with high member acquisition efficiency. In this way, the Company will keep expense growth moderate relative to revenue growth, leading to a structural improvement in profitability.

As a basic policy, the Company places importance on balancing profit generation with medium- to long-term growth investments. Over the medium term, the Company will maintain ROE of 25% or higher and an EBITDA^{*1} margin of 25% or higher each year, and will continue to achieve balanced growth in revenue and profit.

*1. EBITDA: Operating profit + amortization of goodwill in a broad sense + depreciation + share-based compensation expenses

*2. The share of users graduating from university or graduate school in each year relative to the total number of graduates who found employment in each graduation year. Calculated from the total number of graduates who found employment in each year as reported in the "Publication of the FY2025 School Basic Survey (Final Figures)" released by the Ministry of Education, Culture, Sports, Science and Technology.

*3. Calculated from the cumulative number of corporate clients that had conducted paid transactions with the Group as of December 31, 2025. The denominator for hiring scale is calculated from the "Listings of Mynavi 2026, Caritas, and Rikunabi 2026" by Frog Co., Ltd. and the number of unique companies in the Company's own data.

Q2. There are concerns that the spread of AI may reduce hiring demand at companies, including SaaS companies and consulting firms. What is the current situation?

We are aware of concerns that the spread of AI may reduce companies' hiring demand; however, companies' appetite for hiring currently remains strong. In fact, the cumulative number of corporate clients of the Group^{*1} has continued to grow, reaching 7,496 companies (as of June 30, 2026), up 44.0% year on year.

Demand Trends in New Graduate Recruitment

There have been no significant changes in the hiring budgets or ordering trends of the Company's clients. New graduate recruitment in Japan is potential-based hiring premised on training, conducted to sustain organizational renewal (rejuvenation), and is structurally highly consistent regardless of economic conditions or technological change (for details, please refer to Q7 of "Frequently Asked Questions and Answers Regarding Financial Results" disclosed at the end of August 2026).

Demand Trends in Mid-Career Recruitment

Demand for mid-career recruitment is on a recovery trend, led mainly by consulting firms. At present, there are no visible signs that the replacement of work by AI is suppressing hiring demand. Rather, demand for personnel who can leverage AI is rising, and there is a growing trend across industries toward acquiring highly specialized talent with attractive compensation. We believe these changes in hiring requirements will further enhance the value provided by the Company's platform, which is built around career data.

*1. The cumulative number of corporate clients that have conducted paid transactions with the Group as of June 30, 2026.

Q3. The Company ranked second overall in the “GMO Customer Satisfaction Ranking: Job-Hunting Websites”^{*1}. What direction is the Company aiming for going forward?

In the “GMO Customer Satisfaction Ranking: Job-Hunting Websites,” the Company ranked first in two categories—the Tokyo Metropolitan Area category and the category for users aspiring to join major Japanese companies—and second overall. Going forward, the Company aims to rank first in major external surveys, including the overall ranking, as the job-hunting platform most supported by all students, regardless of whether they major in the humanities or the sciences. We believe that ranking first in major surveys will serve as objective proof that the Company's platform is the most supported by students and will contribute to improving the efficiency of student member acquisition. It will also strengthen network effects: as more students gather on the platform, the acquisition of corporate clients advances, which in turn further enriches the Company's data and content.

What the Company is valued for is its more than 700,000 reviews (as of June 30, 2026)—proprietary primary data accumulated from each student's job-hunting experience—and the service quality through which it has continuously refined that data. The Company will continue to steadily work on expanding its data assets and improving its products, including enhancing searchability and enriching posted information. In addition, by improving satisfaction among all students, including science students, the Company will seek to gain broader support. The Company does not rely on any single survey and continuously monitors multiple external surveys.

*1. “2026 GMO Customer Satisfaction Ranking: Job-Hunting Websites” by GMO Research & AI, Inc.

Q4. How is the launch of the Mid-Career Recruitment Business (ONE CAREER Tenshoku) progressing? In addition, how do you view its future growth potential toward the medium-term target (revenue of ¥5.0 billion in FY2030)?

The launch is progressing smoothly. The cumulative number of ONE CAREER Tenshoku members has reached 200,000 (100,000 student members and 100,000 working-professional members, as of May 2026). Behind this growth in membership is a unique member touchpoint that extends from the new graduate domain: users who have accessed mid-career recruitment information and career-related reviews on ONE CAREER since their student days continue to use the Company's services after starting their careers. On this foundation, the Company is building the business base needed to achieve revenue of ¥5.0 billion in FY2030.

Strengths of the Company's Mid-Career Recruitment Business

(1) Low-cost member acquisition: The Company's strength lies in a structure that allows student members acquired through the New Graduate Recruitment Business to be connected to the Company's mid-career service at low cost via ONE CAREER ID (introduced in August 2024). Because student members become working professionals within a few years, the growth of the New Graduate Recruitment Business directly serves as the foundation for the medium- to long-term growth of the Mid-Career Recruitment Business.

(2) Client base cultivated in the New Graduate Recruitment Business: The Company will leverage the client base cultivated in the New Graduate Recruitment Business to expand the business efficiently.

Future Growth Potential

Currently, in addition to the expansion of the membership base, use by client companies is steadily increasing in both recruitment agency services and platform services such as scouting. Supported by the expansion of the mid-career recruitment market, centered on young and mid-level professionals, the Company will accelerate growth in both recruitment agency services and platform services such as scouting, leading to the achievement of its medium-term target (revenue of ¥5.0 billion in FY2030).

Q5. The number of employees has been increasing with business expansion. Please explain your future staffing plan (recruitment policy) and approach to organizational structure.

The Company intends to continue recruiting in a planned manner for medium- to long-term growth. The number of consolidated employees was 343 as of the end of the second quarter of the fiscal year ending December 31, 2026. As of December 31, 2026, the Company expects 510 consolidated employees, including employees of subsidiaries such as Kids Corporation Co., Ltd. (“Kids”) upon consolidation (Financial Results Presentation for the Second Quarter of the Fiscal Year Ending December 31, 2026, p. 17). There is currently no change to this assumption.

Recruitment Policy

The Company will continue to strengthen recruitment, focusing on sales personnel directly linked to expanding the number of corporate clients.

Balancing Growth with Productivity Improvement through AI

The Company is increasing productivity per employee through the use of AI across the organization, and will achieve medium- to long-term growth through both the expansion of headcount and productivity improvement through AI.

Organizational Structure

Following Kids joining the Group, the Company intends to promote PMI led by the Company (ONE CAREER) to strengthen the Group’s management structure. Mr. Nagasawa of the Company has assumed the position of President and Representative Director of Kids. Under a PMI structure led by the Company’s directors, the Company will first proceed with developing back-office functions (accounting, human resources, labor management, legal affairs, etc.) and in-sourcing and streamlining outsourced operations, including software development.

Q6. What systems are in place to ensure information security, data management, and the reliability of reviews?

As a company that handles sensitive information, the Company regards information security as one of its most important management risks and has established a multi-layered management system.

Overview of the Management System

(1) Access control: The Company implements access control and privilege management according to the importance of information assets, and monitors logs.

(2) Education and operations: The Company strives to reduce human-related risks by providing security training to all employees and ensuring strict adherence to operational rules.

(3) Incident response: The Company has established an incident response system covering detection, containment, and reporting.

Strengthening the AI Governance System

As a company in the HR domain that handles data requiring strict management, such as personal information, the Company views AI governance not merely as risk management but as the foundation of a competitive advantage that ensures trust. The Company has established operational procedures, including application, review, and approval for introducing new AI tools (such as a whitelist), has built a management system based on both rules and technical guardrails, and has also set up an AI Governance Committee. By balancing data utilization with security, the Company is strengthening the foundation that enables job seekers, hiring companies, and employees to use AI with confidence.

Review Governance Initiatives

In addition, to ensure the reliability of reviews, which are at the core of the Company's services, the Company is also working to strengthen review governance. It has established an operational framework that includes formulating and publishing review guidelines, screening posted content, making posts that violate the terms of use or guidelines private and suspending posting privileges, and setting up a reporting channel. The reliability of reviews is the source of the competitive advantage of the Company's platform, and the Company will continue to strengthen its quality control system.

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