

Translation

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Non-consolidated Financial Results **for the Fiscal Year Ended September 30, 2025** **(Under Japanese GAAP)**

November 12, 2025

Stock exchange listings: Tokyo Prime

Company name CAREER DESIGN CENTER CO.,LTD.

Securities code 2410 URL <https://cdc.type.jp/ir/>

Representative (Title) Chairman and CEO (Name)Hiromi Tada

Inquiries (Title) Senior Managing Director in charge of corporate planning (Name)Yutaka Nishiyama Tel 03-3560-1601

Date of general shareholders' meeting (as planned) December 19, 2025 Dividend payable date (as planned) December 22, 2025

Annual securities report filing date (as planned) December 18, 2025

Supplemental material of annual results : Yes

Convening briefing of annual results : Yes

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Non-consolidated financial results for the fiscal year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2025	18,646	5.1	1,582	10.5	1,604	11.6	1,100	11.8
September 30, 2024	17,734	2.0	1,432	(9.6)	1,438	(8.8)	984	(15.4)

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
September 30, 2025	209.67	—	25.7	22.5	8.5
September 30, 2024	178.99	—	25.0	19.8	8.1

Reference:Investment profit (loss) For the fiscal year ended September 30, 2025 —Millions of yen For the fiscal year ended September 30, 2024 —Millions of yen
on equity method

(2) Non-consolidated financial position

	Total assets	Net assets	Capital adequacy ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
September 30, 2025	7,733	4,628	59.8	879.66
September 30, 2024	6,506	3,939	60.5	753.54

Reference:Owner's equity As of September 30, 2025 4,628Millions of yen As of September 30, 2024 3,939Millions of yen

(3) Non-consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and equivalents, end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
September 30, 2025	2,031	(338)	(470)	3,835
September 30, 2024	859	(838)	(1,842)	2,612

2. Cash dividends

	Dividend per share					Total dividend paid	Payout ratio	Ratio of total amount of dividends to net assets
	First quarter	Second quarter	Third quarter	Year end	Annual			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended September 30, 2024	—	0.00	—	90.00	90.00	470	50.3	12.3
Fiscal year ended September 30, 2025	—	0.00	—	100.00	100.00	526	47.7	12.2
Fiscal year ending September 30, 2026 (Forecast)	—	0.00	—	125.00	125.00		51.6	

3. Non-consolidated financial forecast for the fiscal year ending September 30, 2026 (from October 1, 2025 to September 30, 2026) (Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending March 31, 2026	9,530	5.3	665	5.5	670	4.7	433	(0.7)	82.67
Fiscal year ending September 30, 2026	20,000	7.3	1,890	19.4	1,900	18.4	1,272	15.6	242.32

* Notes

(1) Changes in accounting policies, changes in accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards and other regulations : None
- (ii) Changes in accounting policies due to other reasons : None
- (iii) Changes in accounting estimates : None
- (iv) Restatement : None

(2) Number of issued shares (common shares)

- ① Number of issued and outstanding shares at the end of fiscal year (including treasury stock)
- ② Number of treasury stock at the end of fiscal year
- ③ Average number of shares

As of September 30, 2025	5,497,921shares	As of September 30, 2024	5,497,921shares
As of September 30, 2025	236,336shares	As of September 30, 2024	270,000shares
Fiscal year ended September 30, 2025	5,250,056shares	Fiscal year ended September 30, 2024	5,499,517shares

* Financial results reports are exempt from audit conducted by certified public accountants or an audit firm.

Non-consolidated Financial Statements and Primary Notes

Non-consolidated balance sheet

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Assets		
Current assets		
Cash and deposits	2,712,308	3,935,123
Accounts receivable - trade	1,361,450	1,528,766
Work in process	8,817	6,726
Other	189,504	188,434
Allowance for doubtful accounts	(4,084)	(6,115)
Total current assets	4,267,997	5,652,935
Non-current assets		
Property, plant and equipment		
Buildings, net	258,635	230,227
Other, net	31,345	23,755
Total property, plant and equipment	289,980	253,983
Intangible assets		
Software	1,273,902	1,127,875
Other	20,328	11,198
Total intangible assets	1,294,230	1,139,074
Investments and other assets		
Deferred tax assets	238,911	268,159
Leasehold and guarantee deposits	332,718	326,918
Other	82,683	92,548
Allowance for doubtful accounts	(110)	(98)
Total investments and other assets	654,203	687,527
Total non-current assets	2,238,415	2,080,585
Total assets	6,506,412	7,733,520

(Thousands of yen)

	As of September 30, 2024	As of September 30, 2025
Liabilities		
Current liabilities		
Accounts payable - trade	6,556	2,999
Accounts payable - other	523,523	529,339
Accrued expenses	784,519	886,022
Contract liabilities	350,413	404,116
Accrued consumption taxes	102,750	369,884
Income taxes payable	278,253	340,311
Provision for bonuses	223,279	236,093
Other	26,216	50,853
Total current liabilities	2,295,513	2,819,622
Non-current liabilities		
Provision for retirement benefits	251,387	261,284
Other provisions	—	4,071
Asset retirement obligations	20,059	20,124
Total non-current liabilities	271,447	285,480
Total liabilities	2,566,960	3,105,102
Net assets		
Shareholders' equity		
Share capital	558,663	558,663
Capital surplus		
Legal capital surplus	211,310	211,310
Other capital surplus	—	16,865
Total capital surplus	211,310	228,176

Retained earnings		
Other retained earnings		
Retained earnings brought forward	3,505,088	4,135,344
Total retained earnings	3,505,088	4,135,344
Treasury shares	(335,610)	(293,765)
Total shareholders' equity	3,939,452	4,628,417
Total net assets	3,939,452	4,628,417
Total liabilities and net assets	6,506,412	7,733,520

Non-consolidated statements of income

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Net sales	17,734,862	18,646,255
Cost of sales	7,996,852	8,968,065
Gross profit	9,738,009	9,678,190
Selling, general and administrative expenses	8,305,147	8,095,384
Operating profit	1,432,861	1,582,805
Non-operating income		
Interest income	293	3,549
Cancellation fee	7,882	9,906
Compensation income	6,864	6,864
Other	760	2,053
Total non-operating income	15,800	22,374
Non-operating expenses		
Interest expenses	9,115	—
Other	1,381	858
Total non-operating expenses	10,497	858
Ordinary profit	1,438,164	1,604,321
Extraordinary losses		
Loss on retirement of non-current assets	3,068	171
Total extraordinary losses	3,068	171
Profit before income taxes	1,435,095	1,604,150
Income taxes - current	464,725	532,629
Income taxes - deferred	(13,981)	(29,248)
Total income taxes	450,743	503,381
Profit	984,351	1,100,768

Statements of changes in equity

For the fiscal year ended September 30, 2024

(Thousands of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings		Treasury shares
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings	Total retained earnings	
					Retained earnings brought forward		
Balance at beginning of period	558,663	211,310	151,814	363,125	4,664,609	4,664,609	(1,652,992)
Changes during period							
Dividends of surplus					(388,821)	(388,821)	
Profit (loss)					984,351	984,351	
Purchase of treasury shares							(645,562)
Disposal of treasury shares			27,321	27,321			28,756
Cancellation of treasury shares			(1,934,187)	(1,934,187)			1,934,187
Transfer from retained earnings to capital surplus			1,755,051	1,755,051	(1,755,051)	(1,755,051)	
Total changes during period	—	—	(151,814)	(151,814)	(1,159,521)	(1,159,521)	1,317,382
Balance at end of period	558,663	211,310	—	211,310	3,505,088	3,505,088	(335,610)

	Shareholders' equity	Total net assets
	Total shareholders' equity	
Balance at beginning of period	3,933,406	3,933,406
Changes during period		
Dividends of surplus	(388,821)	(388,821)
Profit (loss)	984,351	984,351
Purchase of treasury shares	(645,562)	(645,562)
Disposal of treasury shares	56,078	56,078
Cancellation of treasury shares	—	—
Transfer from retained earnings to capital surplus	—	—
Total changes during period	6,046	6,046
Balance at end of period	3,939,452	3,939,452

For the fiscal year ended September 30, 2025

(Thousands of yen)

	Shareholders' equity						
	Share capital	Capital surplus			Retained earnings		Treasury shares
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings Retained earnings brought forward	Total retained earnings	
Balance at beginning of period	558,663	211,310	—	211,310	3,505,088	3,505,088	(335,610)
Changes during period							
Dividends of surplus					(470,512)	(470,512)	
Profit (loss)					1,100,768	1,100,768	
Purchase of treasury shares							—
Disposal of treasury shares			16,865	16,865			41,844
Cancellation of treasury shares			—	—			—
Transfer from retained earnings to capital surplus			—	—	—	—	
Total changes during period	—	—	16,865	16,865	630,255	630,255	41,844
Balance at end of period	558,663	211,310	16,865	228,176	4,135,344	4,135,344	(293,765)

	Shareholders' equity	Total net assets
	Total shareholders' equity	
Balance at beginning of period	3,939,452	3,939,452
Changes during period		
Dividends of surplus	(470,512)	(470,512)
Profit (loss)	1,100,768	1,100,768
Purchase of treasury shares	—	—
Disposal of treasury shares	58,710	58,710
Cancellation of treasury shares	—	—
Transfer from retained earnings to capital surplus	—	—
Total changes during period	688,965	688,965
Balance at end of period	4,628,417	4,628,417

Non-consolidated cash flow statement

(Thousands of yen)

	Fiscal year ended September 30, 2024	Fiscal year ended September 30, 2025
Cash flows from operating activities		
Profit before income taxes	1,435,095	1,604,150
Depreciation	460,752	511,558
Increase (decrease) in allowance for doubtful accounts	3,011	4,460
Increase (decrease) in provision for bonuses	2,641	12,813
Increase (decrease) in provision for retirement benefits	15,979	9,897
Interest income	(293)	(3,549)
Interest expenses	9,115	—
Loss on retirement of non-current assets	3,068	171
Decrease (increase) in trade receivables	67,242	(169,733)
Decrease (increase) in inventories	483	1,323
Increase (decrease) in trade payables	(2,690)	(3,556)
Increase (decrease) in accounts payable - other	(90,116)	23,624
Increase (decrease) in accrued expenses	(83,176)	101,502
Increase (decrease) in contract liabilities	(33,796)	53,703
Increase (decrease) in accrued consumption taxes	(236,313)	267,134
Other, net	(118,002)	87,456
Subtotal	1,433,000	2,500,957
Interest and dividends received	293	3,549
Interest paid	(8,148)	—
Income taxes paid	(565,958)	(473,156)
Net cash provided by (used in) operating activities	859,187	2,031,350
Cash flows from investing activities		
Payments into time deposits	(100,000)	(100,000)
Proceeds from withdrawal of time deposits	100,000	100,000
Purchase of property, plant and equipment	(173,266)	(3,431)
Purchase of intangible assets	(586,641)	(334,953)
Payments of leasehold and guarantee deposits	(79,091)	—
Net cash provided by (used in) investing activities	(838,998)	(338,384)
Cash flows from financing activities		
Repayments of long-term borrowings	(808,341)	—
Purchase of treasury shares	(645,562)	—
Dividends paid	(388,253)	(470,151)
Net cash provided by (used in) financing activities	(1,842,156)	(470,151)
Net increase (decrease) in cash and cash equivalents	(1,821,967)	1,222,815
Cash and cash equivalents at beginning of period	4,434,275	2,612,308
Cash and cash equivalents at end of period	2,612,308	3,835,123