

Beyond 200, the Medium-Term Management Plan

CAREER DESIGN CENTER CO., LTD.

Ticker symbol: 2410



CAREER DESIGN CENTER

1. Corporate Profile
2. Market Outlook
3. Details of the Medium-Term Management Plan
4. Investment Plan
5. Shareholder Return
6. Sustainability



Management Philosophy

Contribute to sustainable development of society while striving to improve business results

Mission

Revitalize companies and contribute to the development of the Japanese economy through the mobility of high-quality human resources

Social Vision

Build a society where all the people can live a prosperous life

Business Description

Media Business

Midcareer job sites

type

Comprehensive midcareer job sites with a strength in **engineers**

女の転職 type

Midcareer job site targeting **women** and full-time employees

Fairs to find the right job

type エンジニア転職フェア

Engineer midcareer job events attracting the most customers in Japan

女の転職 type 転職イベント

Midcareer job events exclusive to **women** attracting the most customers in Japan

Personnel Placement Business

Employment placement

type 転職エージェント

Placement of human resources with a strength in **engineers** and **women**

New Graduate Recruitment Fair Business

Job hunting events

type 就活

Job-hunting events targeting high class job seekers

New Graduate Placement Business

Employment placement

type 就活エージェント

New graduate placement providing broad support from major companies to SMEs

IT Worker Dispatch Business

Dispatching of engineers

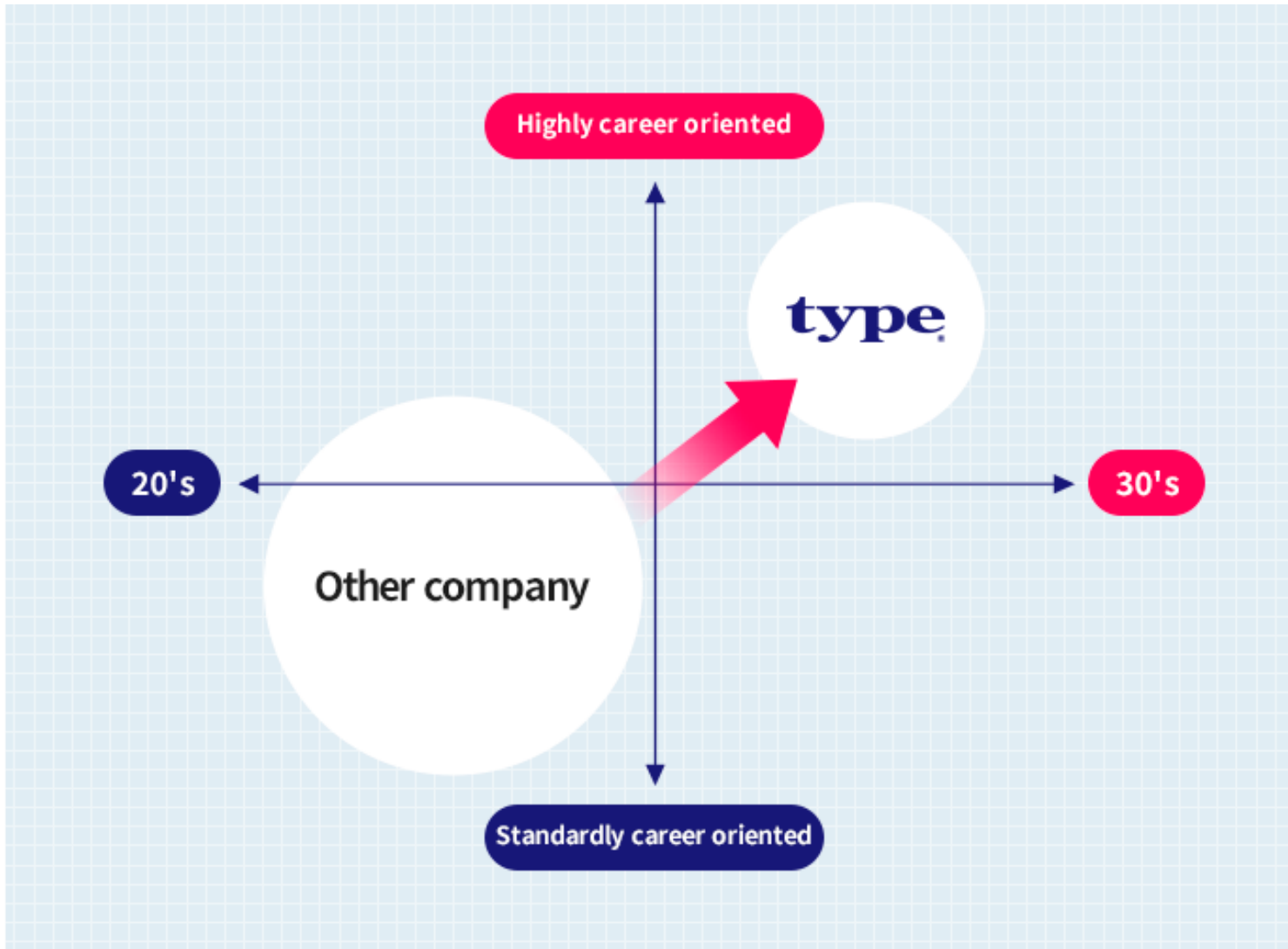
type IT派遣

Worker dispatch specializing in **engineers**

* In the financial results for the fiscal year ended September 30, 2021, results of the IT worker dispatch business for the third quarter and onward are included in the non-consolidated results because we absorbed Career Design IT Partners Co., Ltd., our wholly owned subsidiary, in an absorption-type merger on April 1, 2021. In this document, financial results of the overall company and the IT worker dispatch business for the fiscal year ended September 30, 2021 are the sum of the results for the first half of the fiscal year, when Career Design IT Partners Co., Ltd. was a subsidiary, to permit comparison with the previous and next fiscal years.

Business Model





The **level** of highly career-oriented recruitment

Specialized

- Segment-specific -

Engineers

Women



Comprehensive

- Business diversification -

Media

Events

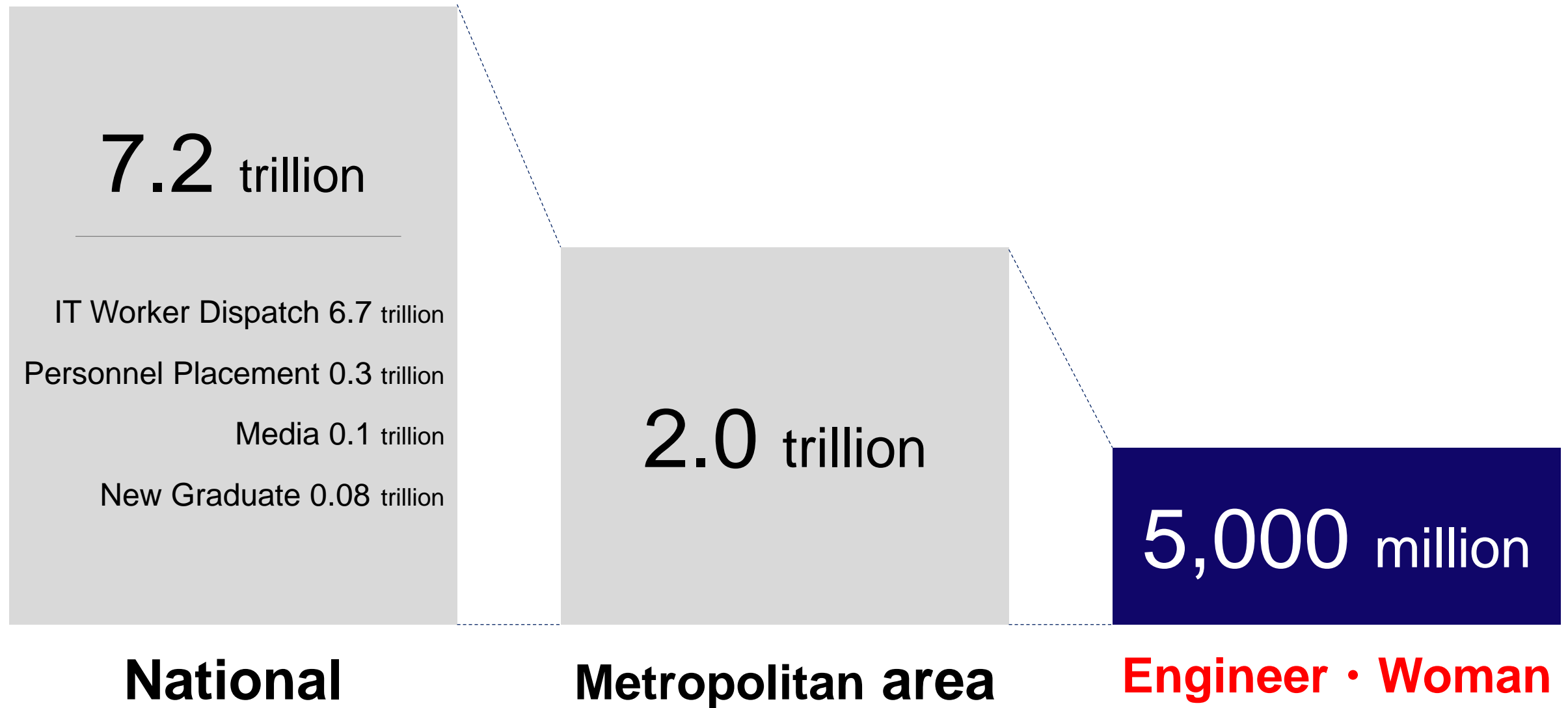
Personnel
Placement

IT Worker
Dispatch

Mid-career
recruits

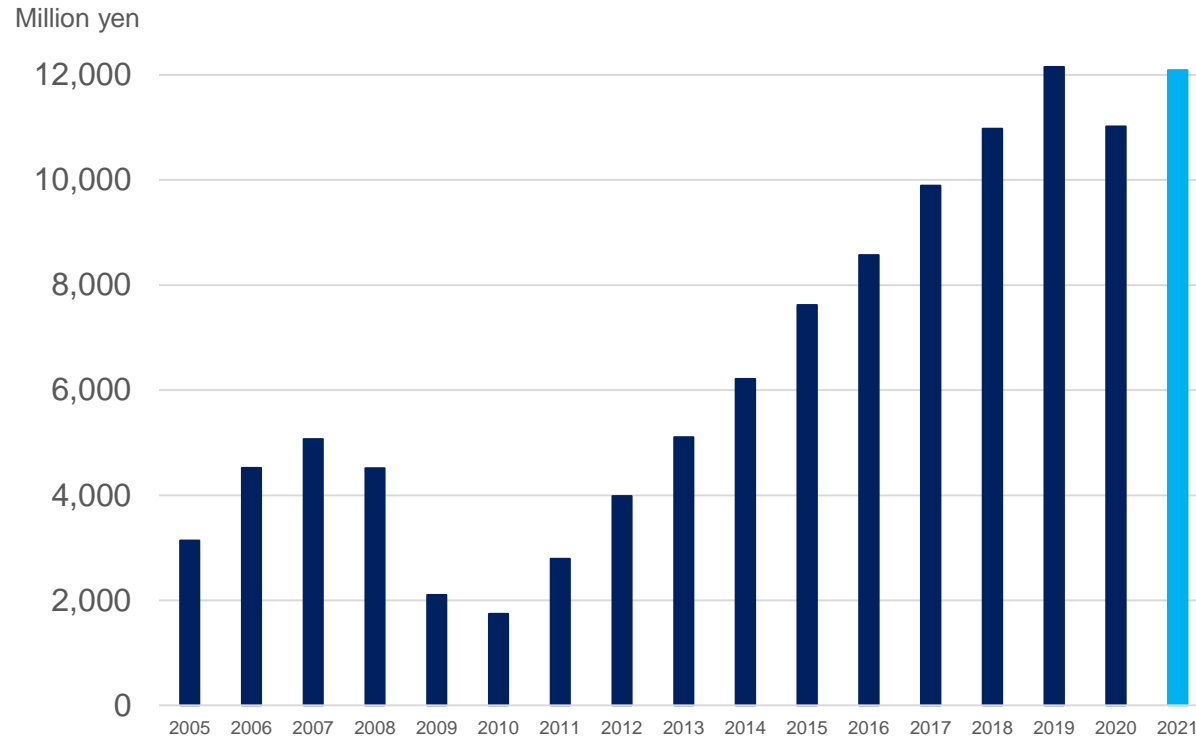
New graduates

Market Size We Target

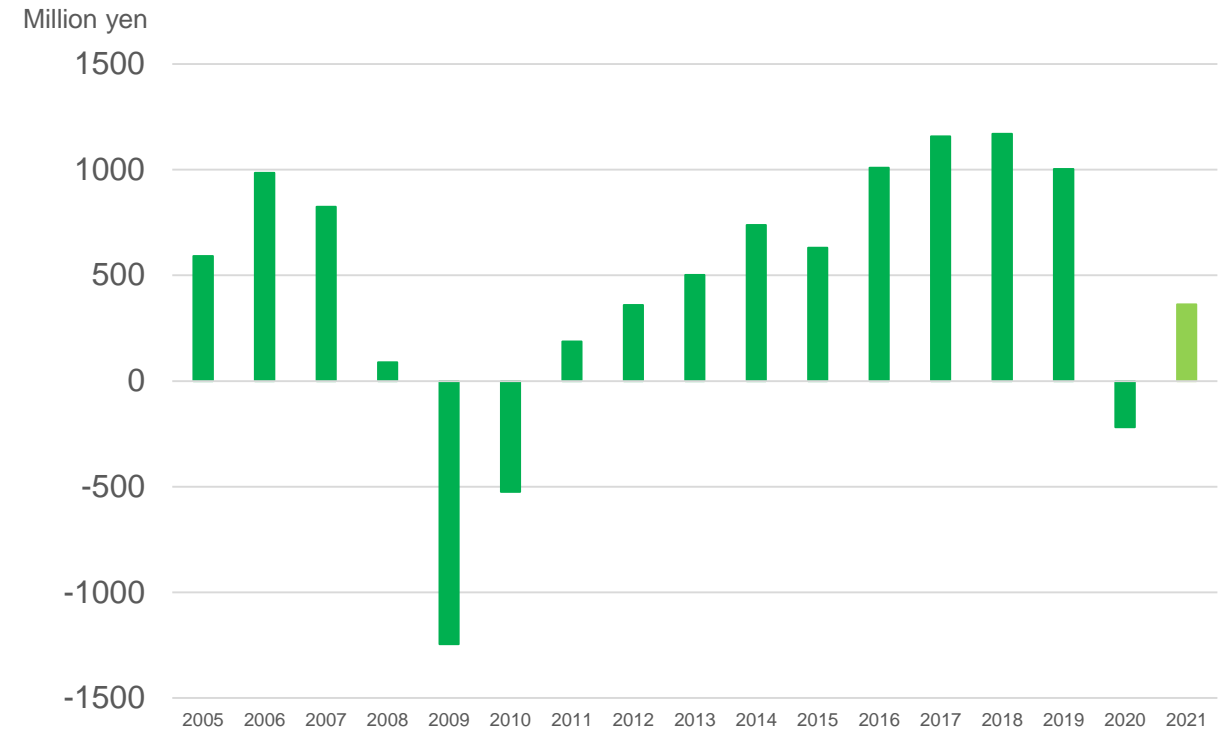


Financial Results Since Listing

Trend in net sales



Trend in ordinary profit



While our business performance was significantly affected by the Global Financial Crisis and the COVID-19 pandemic, net sales have maintained double-digit year-on-year growth over the last ten years thanks to our growth strategy focused on **Engineer and women**. Our business performance is affected by fluctuations in the economy, but we have hedged our risks with **business diversification**.

Impact of COVID-19

- A decline in companies' willingness to hire attributed to the economic downturn
- Cancellation of mid-career job/recruitment events and fairs
- Shrinking of women's market mainly in customer service and sales
- Decrease in the number of positions available for inexperienced people, which resulted from the tougher recruitment criteria



In the fiscal year ended September 30, 2020, we posted an ordinary loss. In the fiscal year ended September 30, 2021, we also forecast an ordinary loss initially but moved into the black thanks to measures we took mainly in the IT industry.

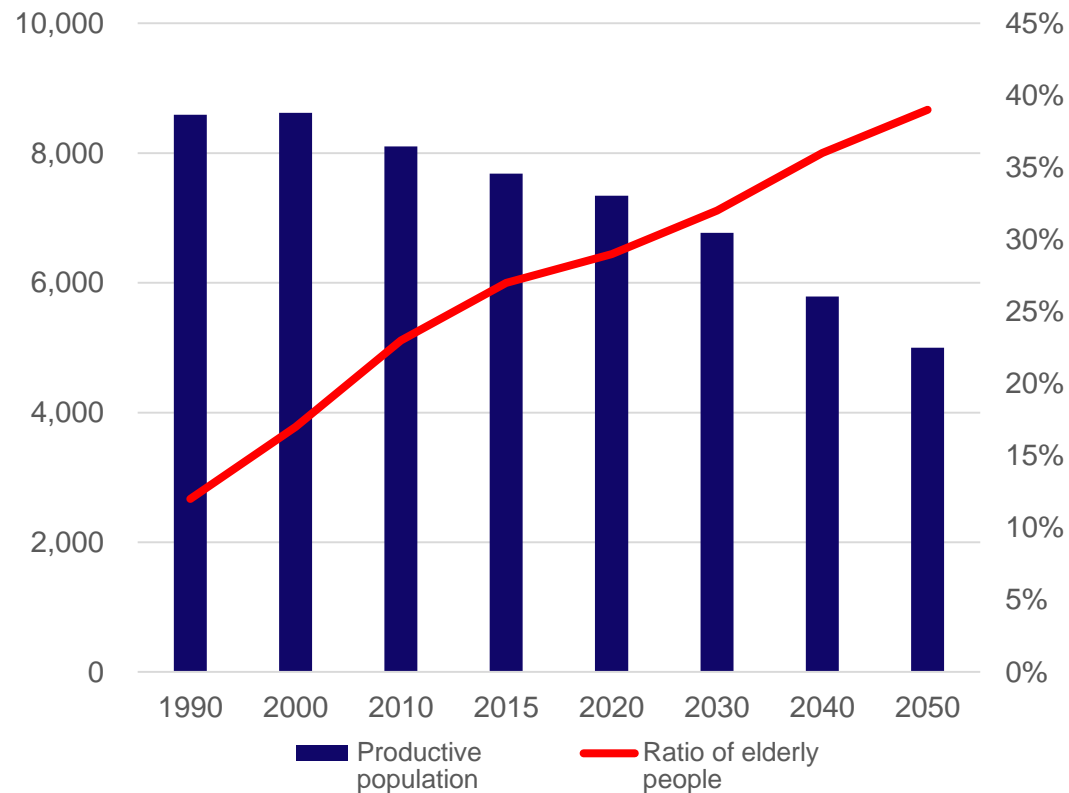
We started IT worker dispatch in 2011, or after Lehman's collapse, and expanded business mainly in the IT domain.

While we were affected by COVID-19, our business performance is expected to recover more quickly than in those days.

Medium-Term Forecast on Market Size of the Human-Resource-Related Business that We Operate

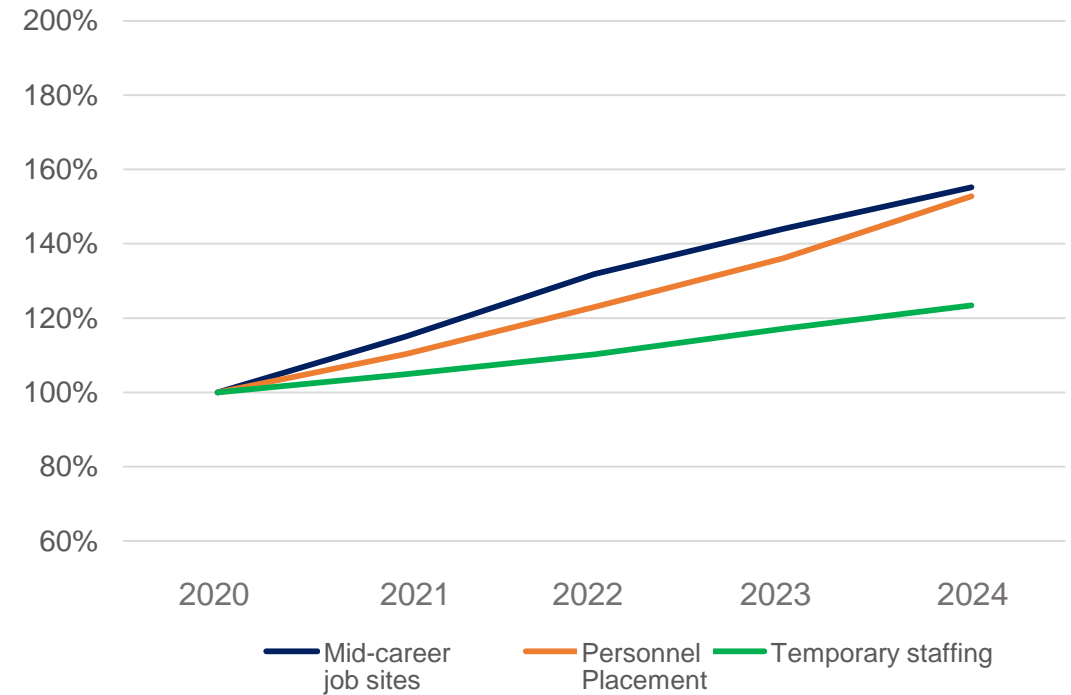
While the labor shortage attributed to the falling birthrate, the aging population, and the population decline will grow more serious, the domains of full-time employees and worker dispatch, in which we have strength, are expected to grow more than 120% by 2024, respectively.

Forecast working population in Japan



Forecast growth rates of each business

Growth rates in the period until FY2024 (FY2020 = 100)



Created by Career Design Center based on Jinzai Business-no Genjo to Teabo 2021-nen ban PART 1 Sogo Jinzai Service-hen (current conditions and outlook of human resources business, 2021 edition, Part 1, comprehensive human resources services) from Yano Research Institute

Growth strategy

FY9/2019 to FY9/2021

Building the foundation by
strengthening existing
businesses

FY9/2022 to FY9/2026
Beyond200

**Expanding revenue
base with five key
measures**

FY9/2027 to FY9/2031

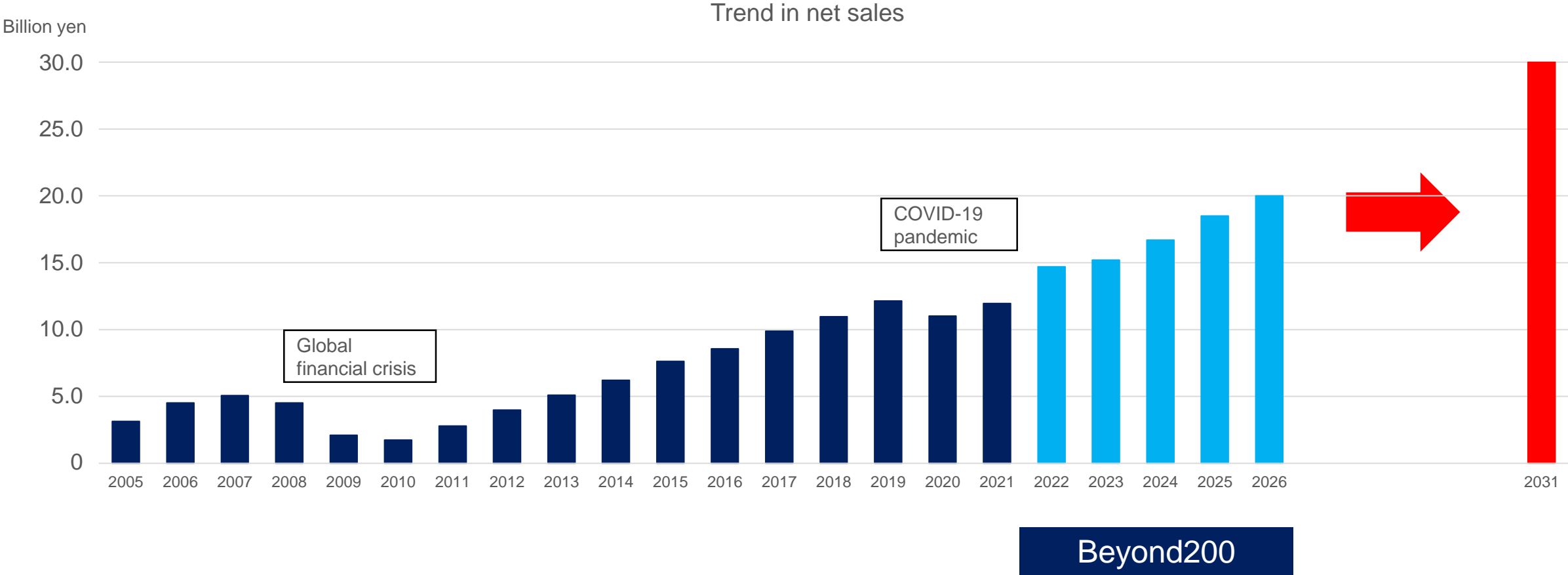
Medium-term management
plan aimed at achieving
the vision

**Build a society where
all the people can live a
prosperous life**



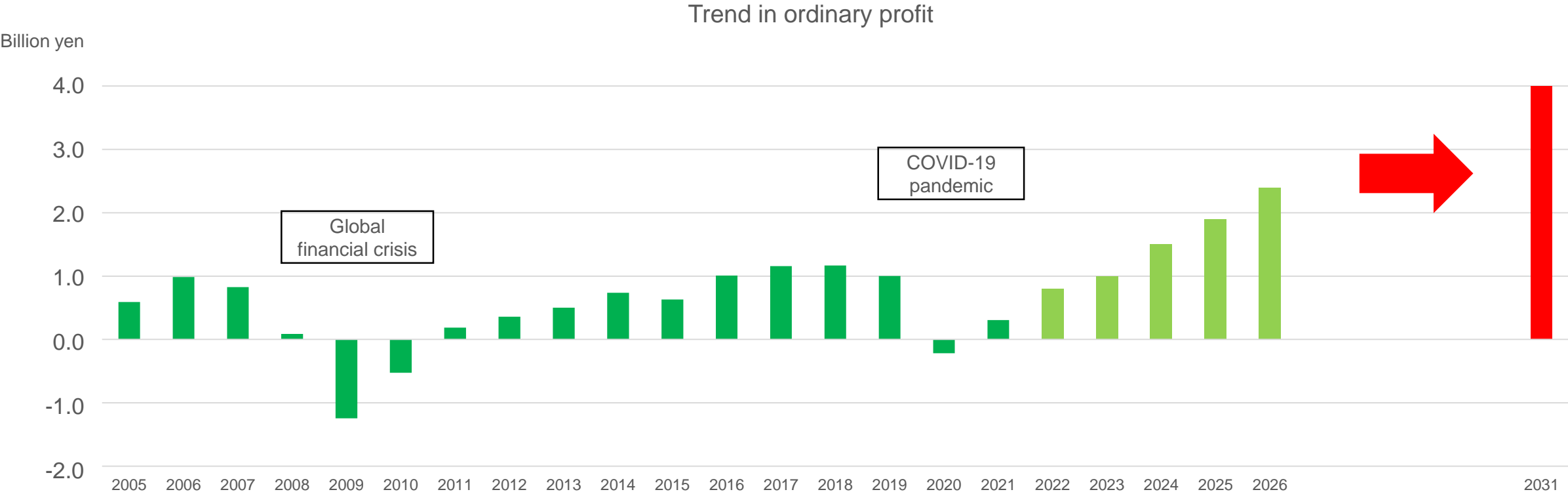
Net Sales Plan

Strengthen existing domains of engineers and women, which are our strengths, and work on measures as new revenue sources, aiming to continue achieving record net sales from the fiscal year ending September 30, 2022 onwards.



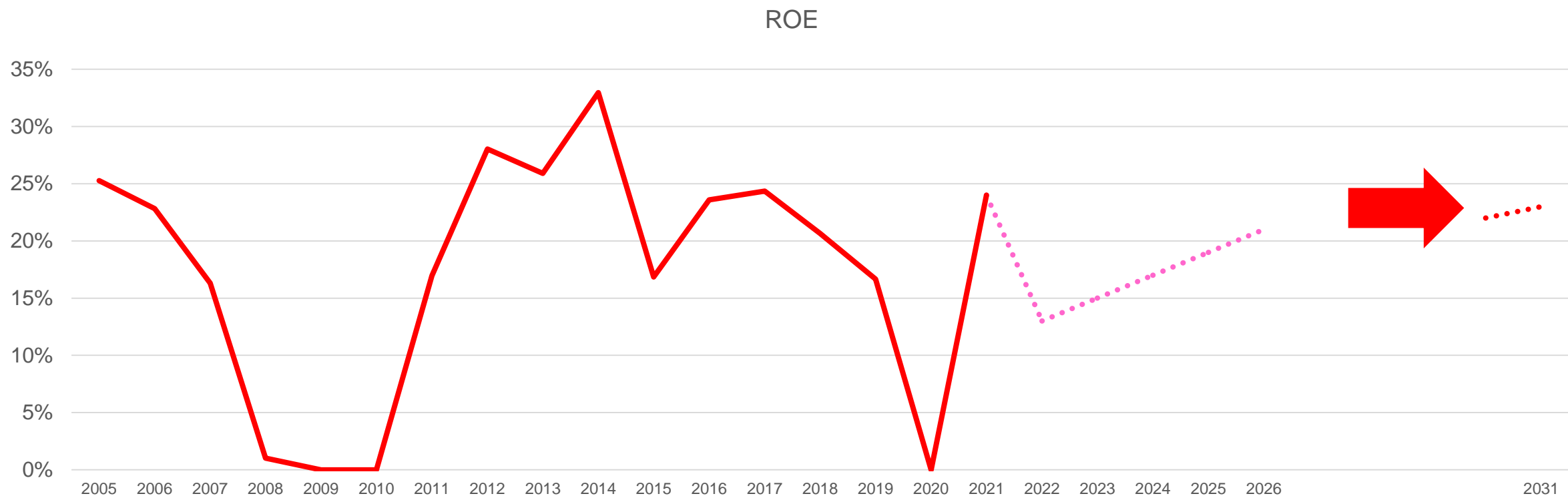
Ordinary Profit Plan

Strengthen existing businesses and taking new measures to continue achieving record net sales from the fiscal year ending September 30, 2024 onwards, although COVID-19 is likely to continue to have an impact.



Beyond200

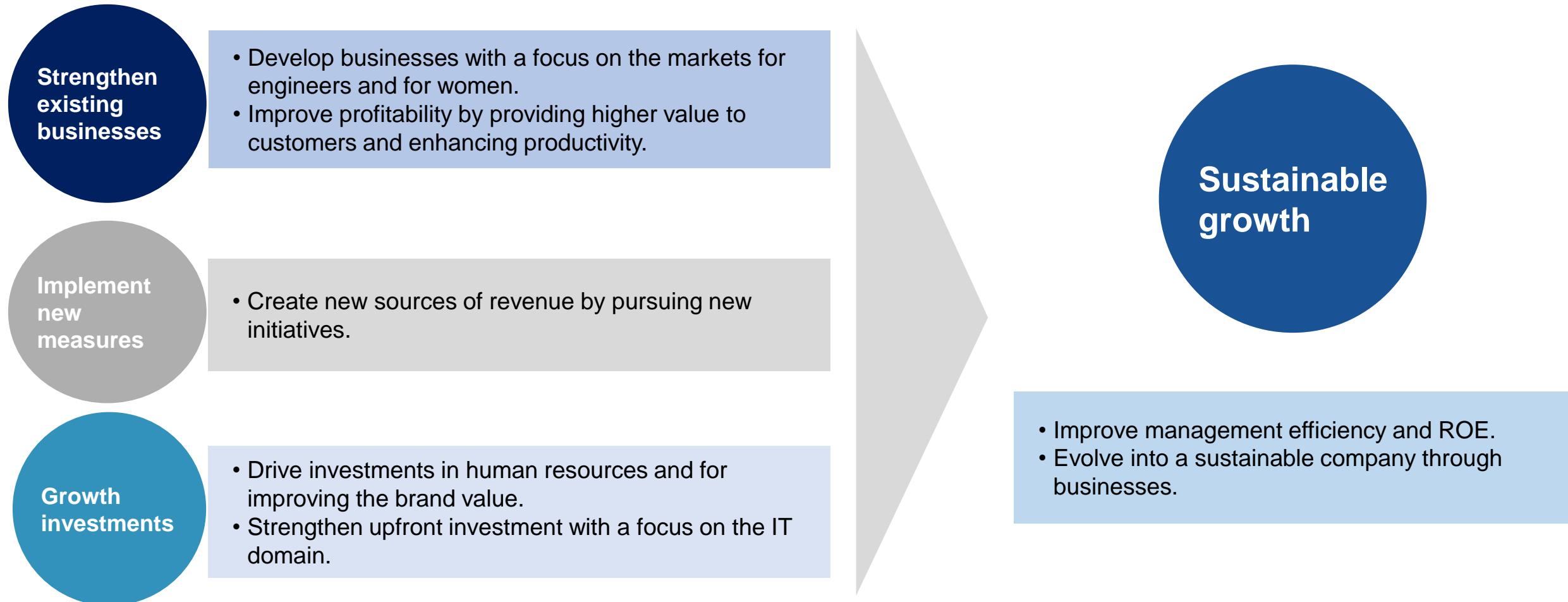
Strengthen existing businesses, take new measures to improve business results, and make the investments in growth needed to strengthen businesses, aiming to improve ROE.



Beyond200

Beyond200 Vision

Establish a position in the markets for engineers and women



FY9/2026 Management Indexes

Net sales

20.0 billion yen

Ordinary profit

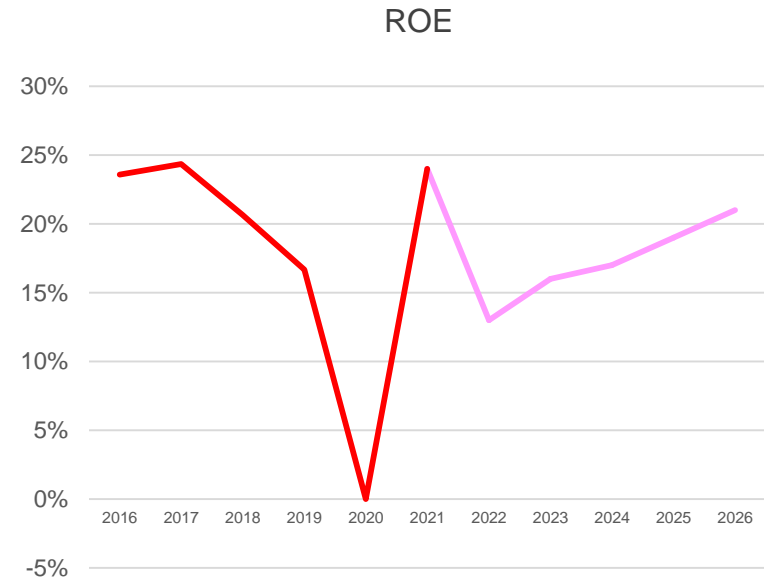
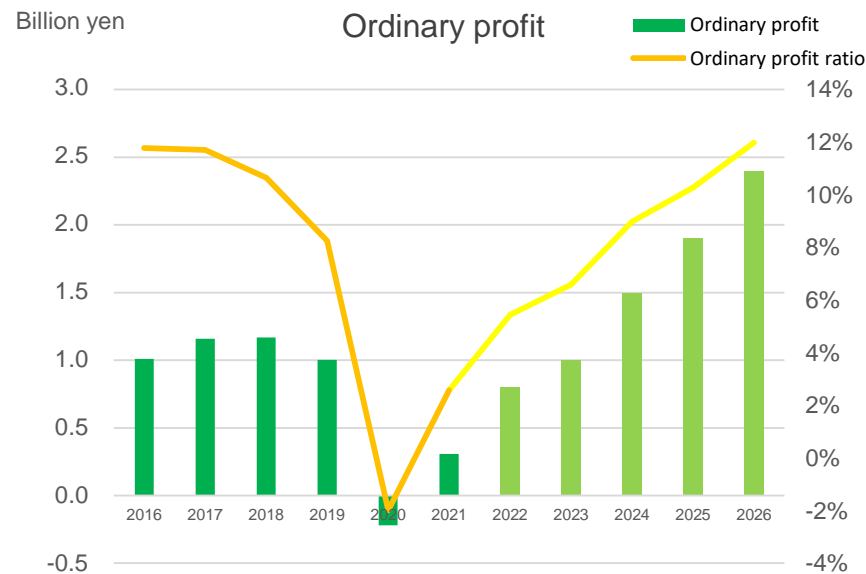
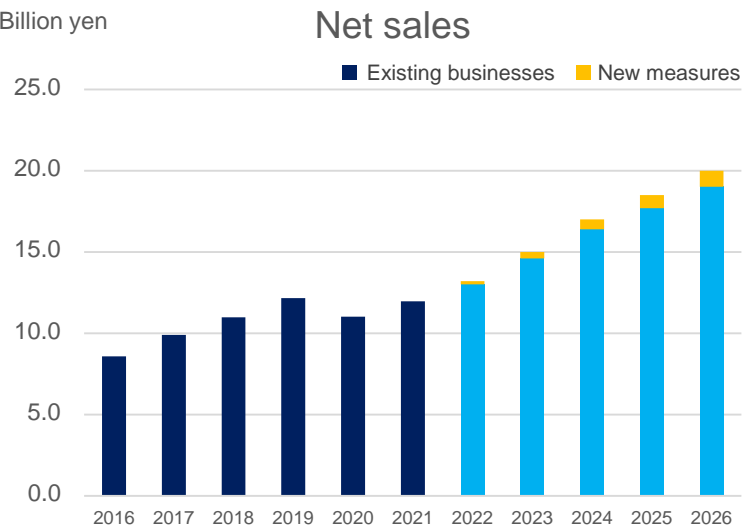
2.4 billion yen

Ordinary profit ratio

12%

ROE

15% or higher



Position of Each Business Segment

New graduates

Job fairs
New graduate placement

Increasing visibility among students

Increasing visibility for the future

Mid-career recruits

Media

Source of synergy

Enhancing database

Personnel Placement

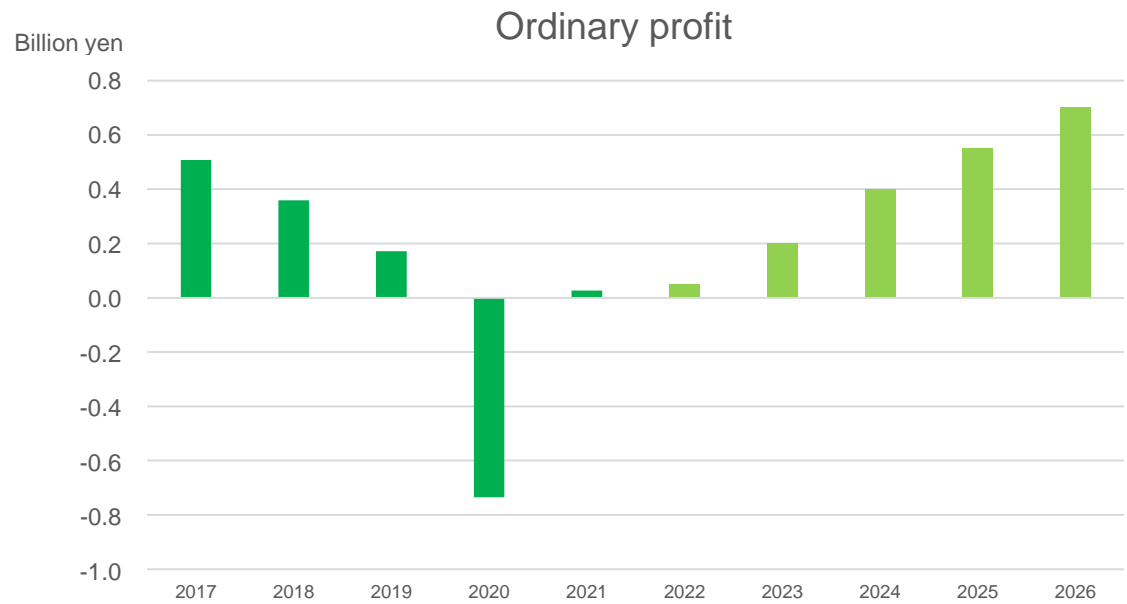
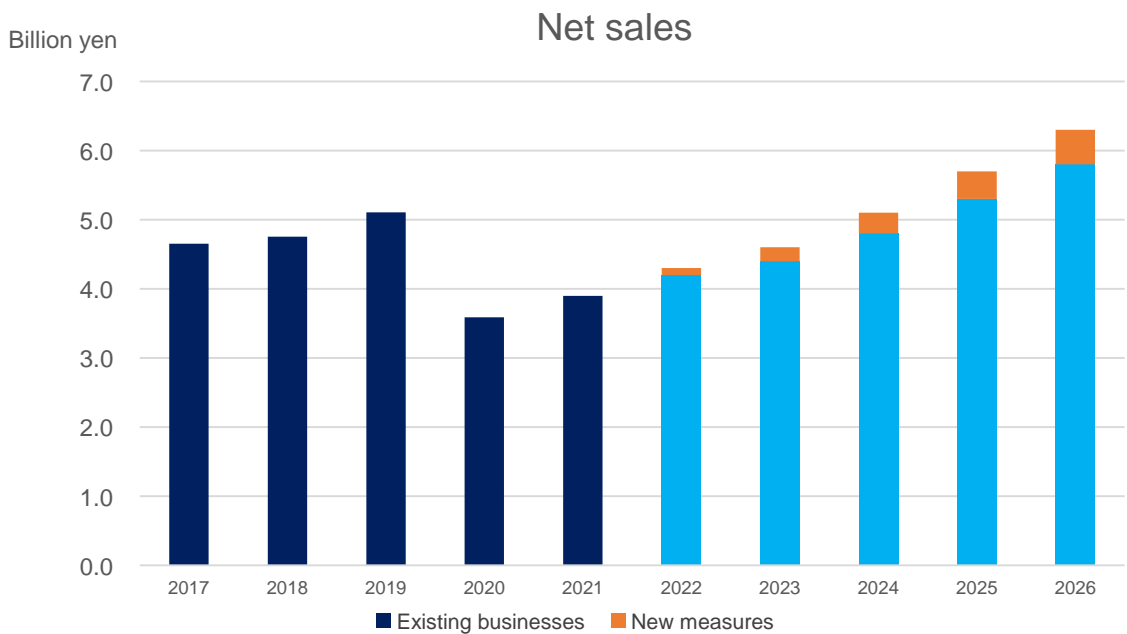
Profit driver

IT Worker Dispatch

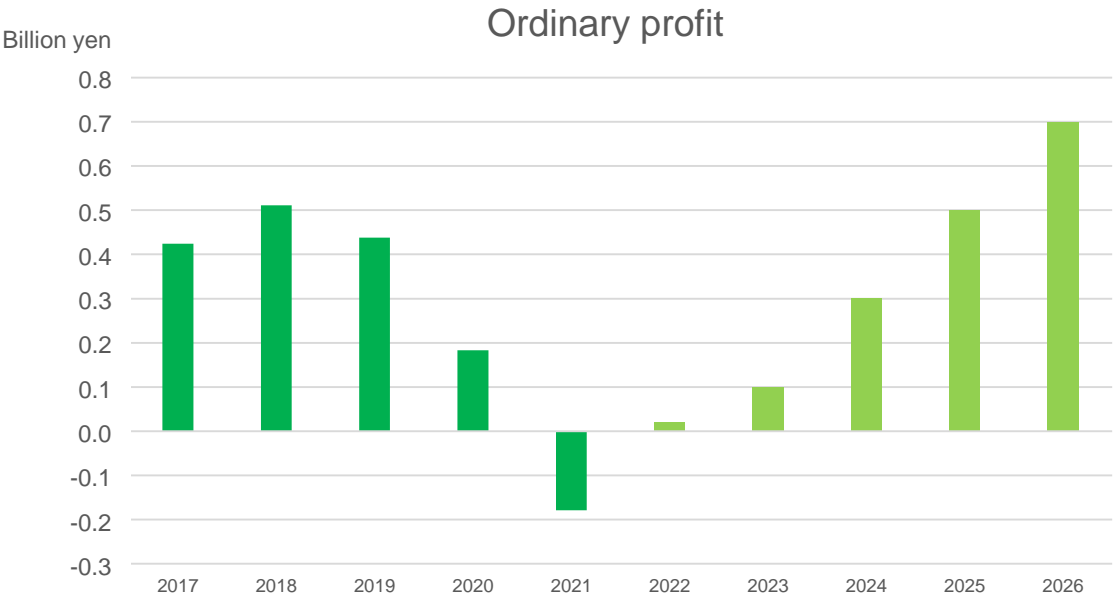
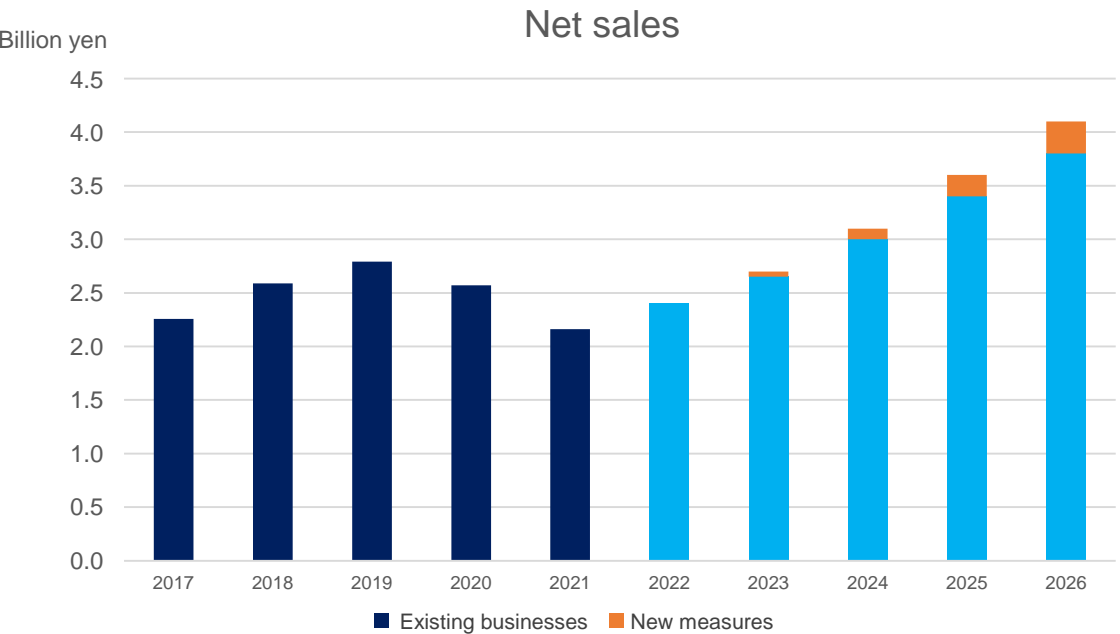
Sales driver

= Expansion to new domains

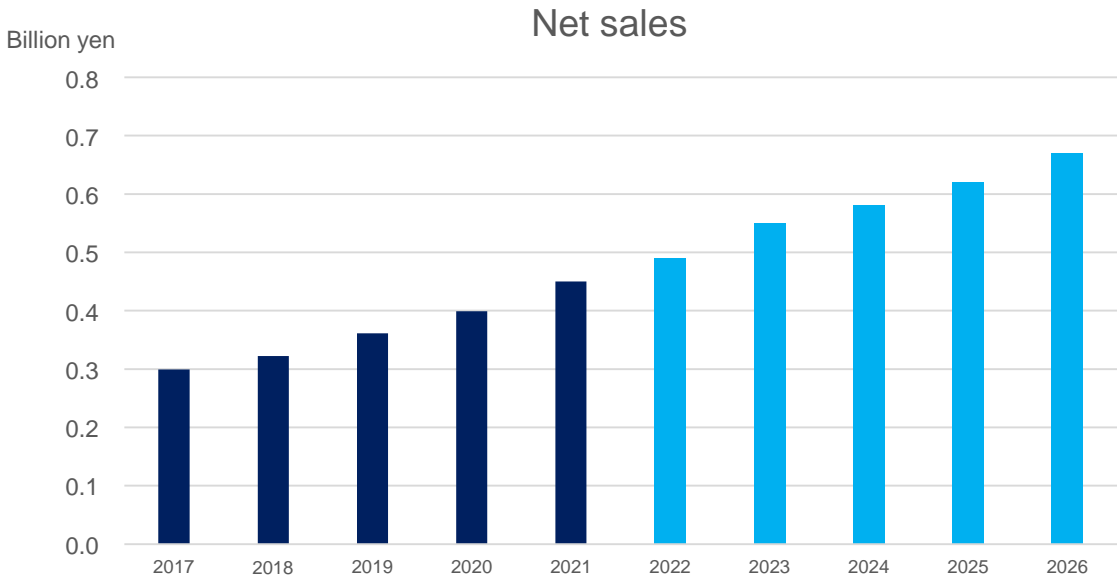
Strengthen existing businesses including type and Onna no Tenshoku type, which are mid-career job sites, as well as fairs, and strengthen Direct type, web magazines, the Osaka area, and female engineers as new measures.



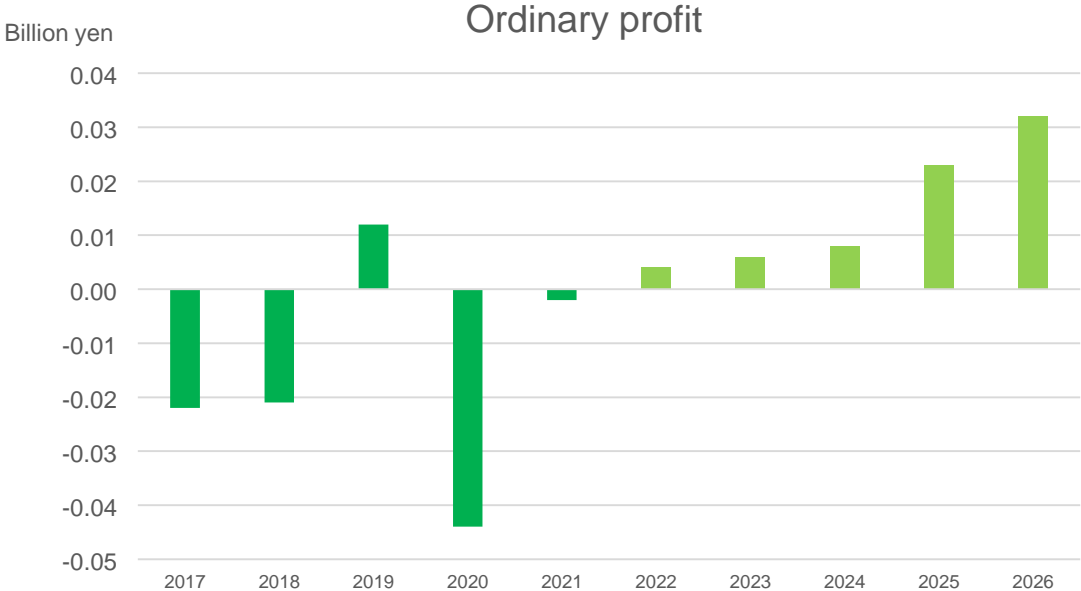
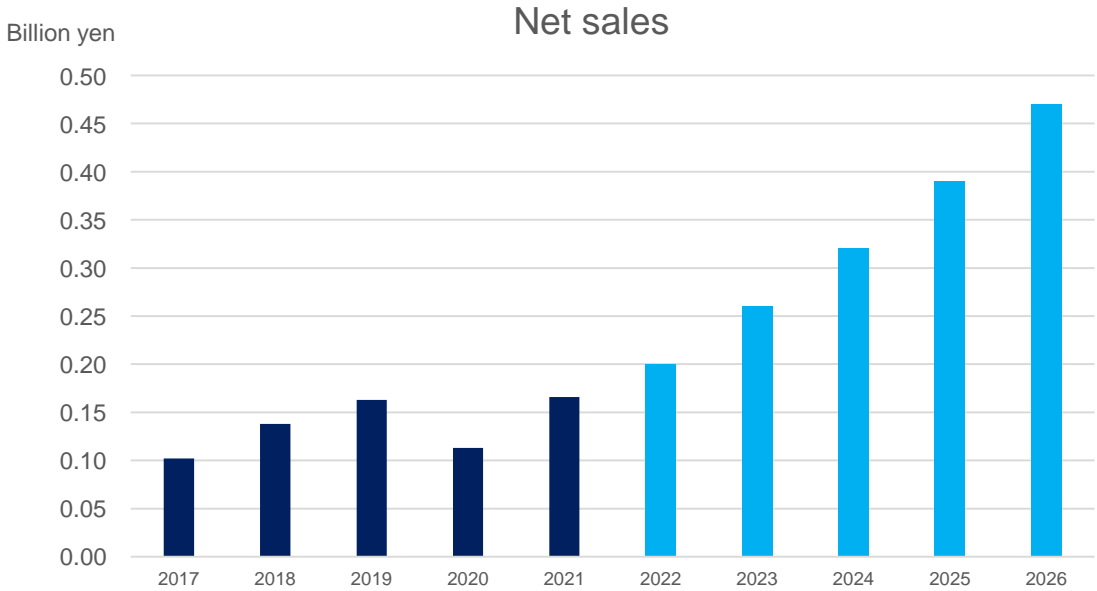
Strengthen existing domains of engineers, sales, and women and, at the same time, expand the domains of managerial positions and specialist jobs in the mid-career placement field.



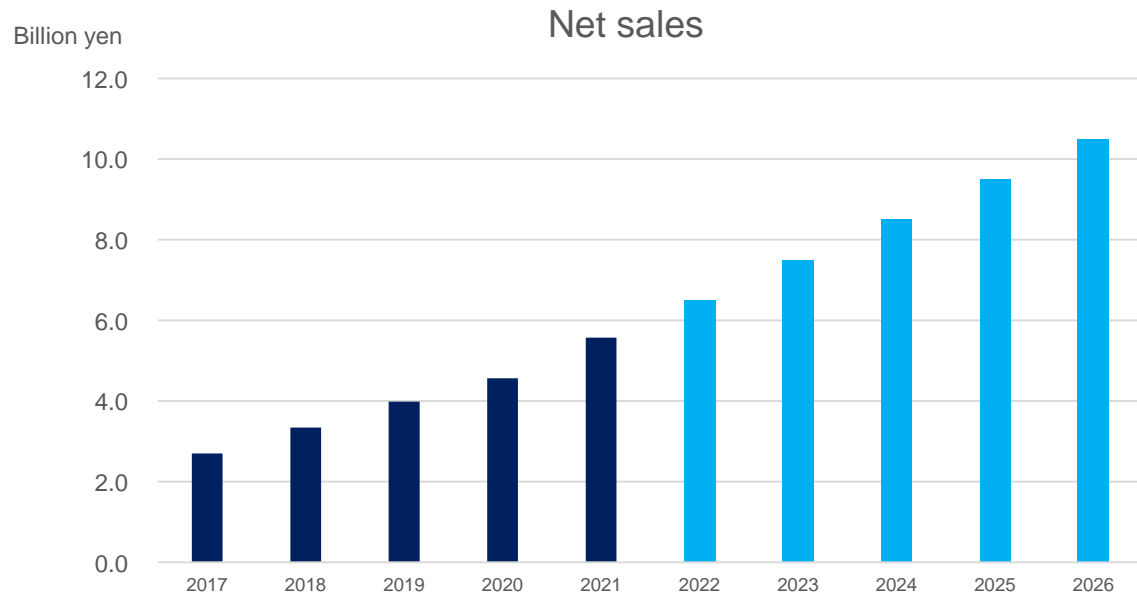
Strengthen efforts to tap into recruitment demand for women and engineers, which is expected to grow in the future, and continue to strengthen matchups mainly through online events.



Strengthen efforts to find new job offers in anticipation of growth in corporate recruitment demand and grow the business into one that generates stable profit.



Focus our efforts on engineers as our strength and step up efforts to acquire registered users and job offers from companies, aiming to build a structure for stable sales and profit.



Medium-Term Management Plan: Key Activities

Market environment/issues expected in the future

1 Promotion of Direct type, a direct recruiting service

Eliminating human resource shortages caused by changes in the structure of society, including the falling birthrate and the aging population, and strengthening efforts to acquire job seekers

2 Attracting more companies to advertising in web magazines

Diversification of advertising methods Increase in revenues from domains other than recruitment and higher visibility of type

3 Strengthening efforts to acquire job offers for female engineers and new users from among female engineers

Strengthening the development of new customers in response to rising demand from both recruiting companies and job seekers

4 Expanding sales in the Kansai area and strengthening efforts to acquire new users

Demand in the IT domain is on an upward trend. We will develop the second-largest market in Japan to expand our revenue sources.

5 Attracting more business in the mid-career placement field

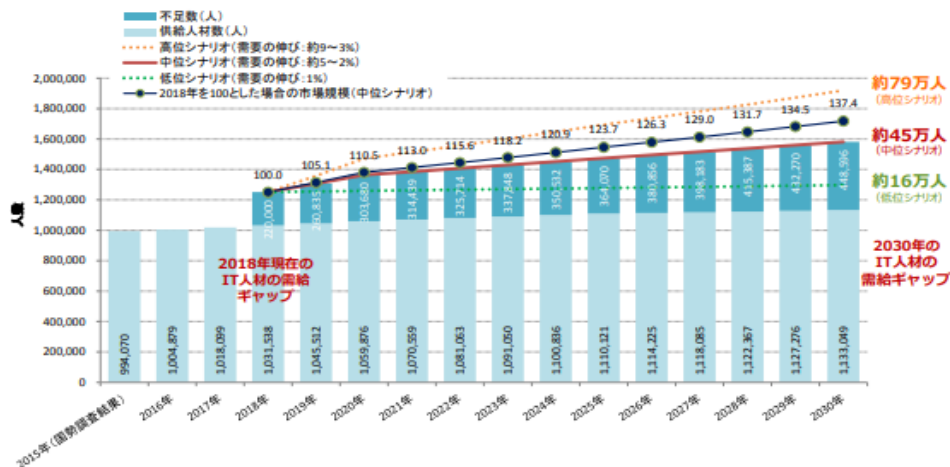
While the recruitment criteria grow tougher, we will focus efforts on middle managers and specialists as our new domains.

Implement new measures that will be new revenue sources, thus building the foundation for achieving net sales of 30.0 billion yen in ten years

Direct type, a direct recruiting service

Expand the direct recruiting service, which mainly targets engineers, thus increasing matchup opportunities and improving the quality of matchups, aiming to make the service the next mainstay business for future sales increases.

Future supply-demand gap of IT human resources



With the population expected to continue to decline, the shortage of IT human resources is likely to become even more severe.

We will enter the direct recruiting market and further strengthen our base in the engineer domain as our existing strength.

Attract more companies to corporate branding advertising in web magazines

We have been striving to increase the visibility of mid-career job sites and acquire new target groups. Going forward, we will work to increase the number of unique users and enhance the sites' power in our efforts to increase revenues from domains other than recruitment.

Engineer type



Woman type



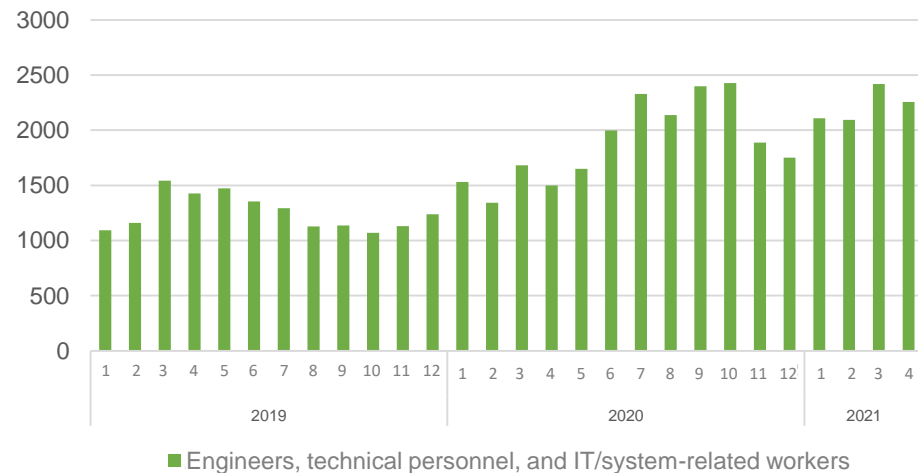
While it will be more difficult for recruiting companies to hire human resources, we will contribute to their recruitment activities, by not only posting ads on mid-career job media but also in terms of corporate branding.

We will deliver information that will be useful for the career development of a large number of engineers and women, in our efforts to attract more users.

Strengthen efforts to acquire job offers for female engineers and new users from among female engineers.

In women's career change market, where recruitment demand is expected to grow in the future, we will strengthen our efforts in domains where demand from recruiting companies is high and the active participation of even more women is expected.

Number of people desiring a career change in the IT domain



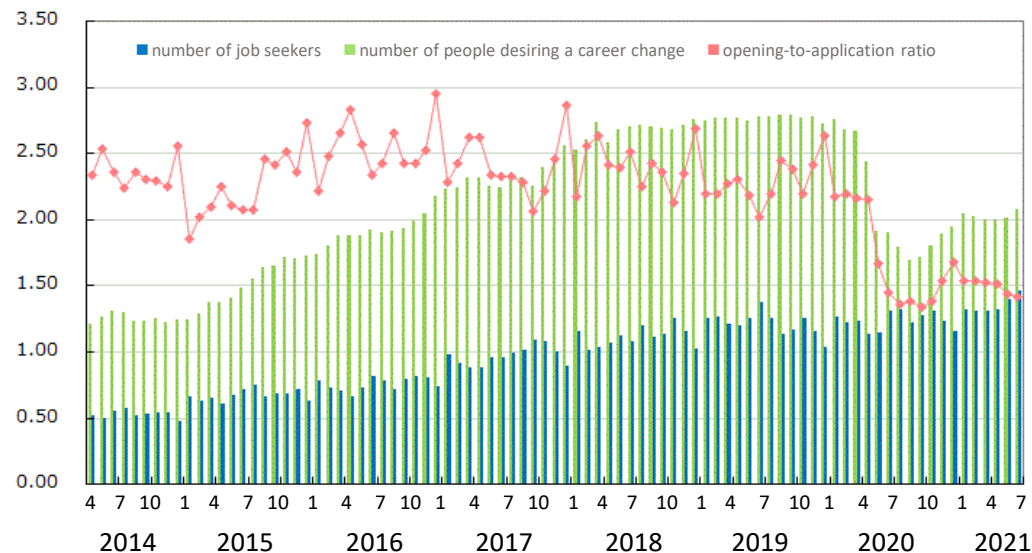
It is expected that the employment of women will continue to be promoted due to the declining working population. In particular, the supply-demand balance is tight for engineers, and the ratio of women in the industry is low, at less than 20%. The number of companies desiring to hire female employees has been increasing.

We will develop the market by using the women's brand, which is our existing strength.

Expand sales and acquire more new users in the Kansai area.

Aim to strengthen measures to expand sales in the Kansai area as the second largest market in Japan, with a focus on job offers from the Osaka bases of our existing clients.

Mid-career job opening-to-application ratio, number of job seekers, and number of people desiring a career change in the Kansai area



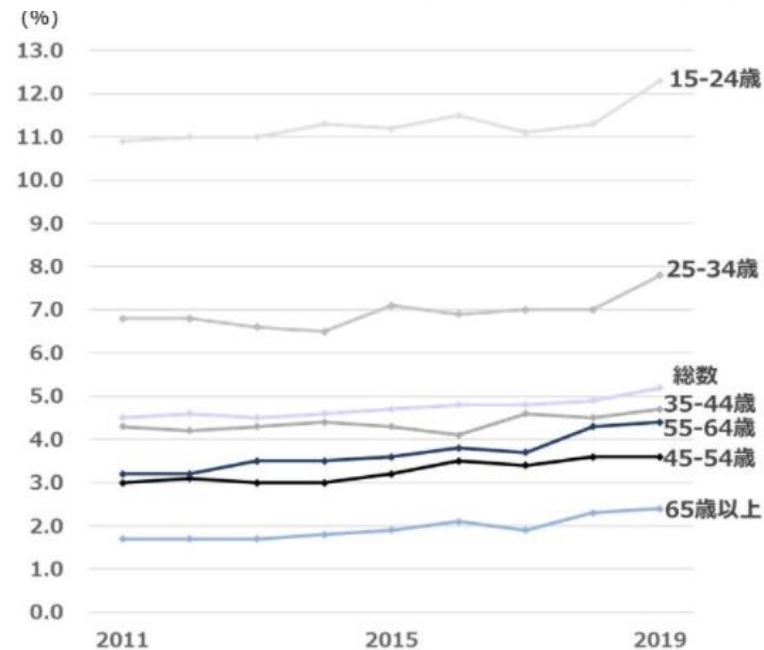
While we have been focusing on development of the market in the Tokyo metropolitan area, sales in the Kansai area have been increasing modestly.

While taking measures to acquire registered users through advertising, we will step up efforts to expand direct sales and agent sales to improve business results.

Attract more business in the mid-career placement domain (managerial positions and specialist jobs).

Demand for managerial personnel and specialists has been increasing among recruiting companies. We will therefore increase job offers for mid-career workers, for whom recruitment demand is expected to grow.

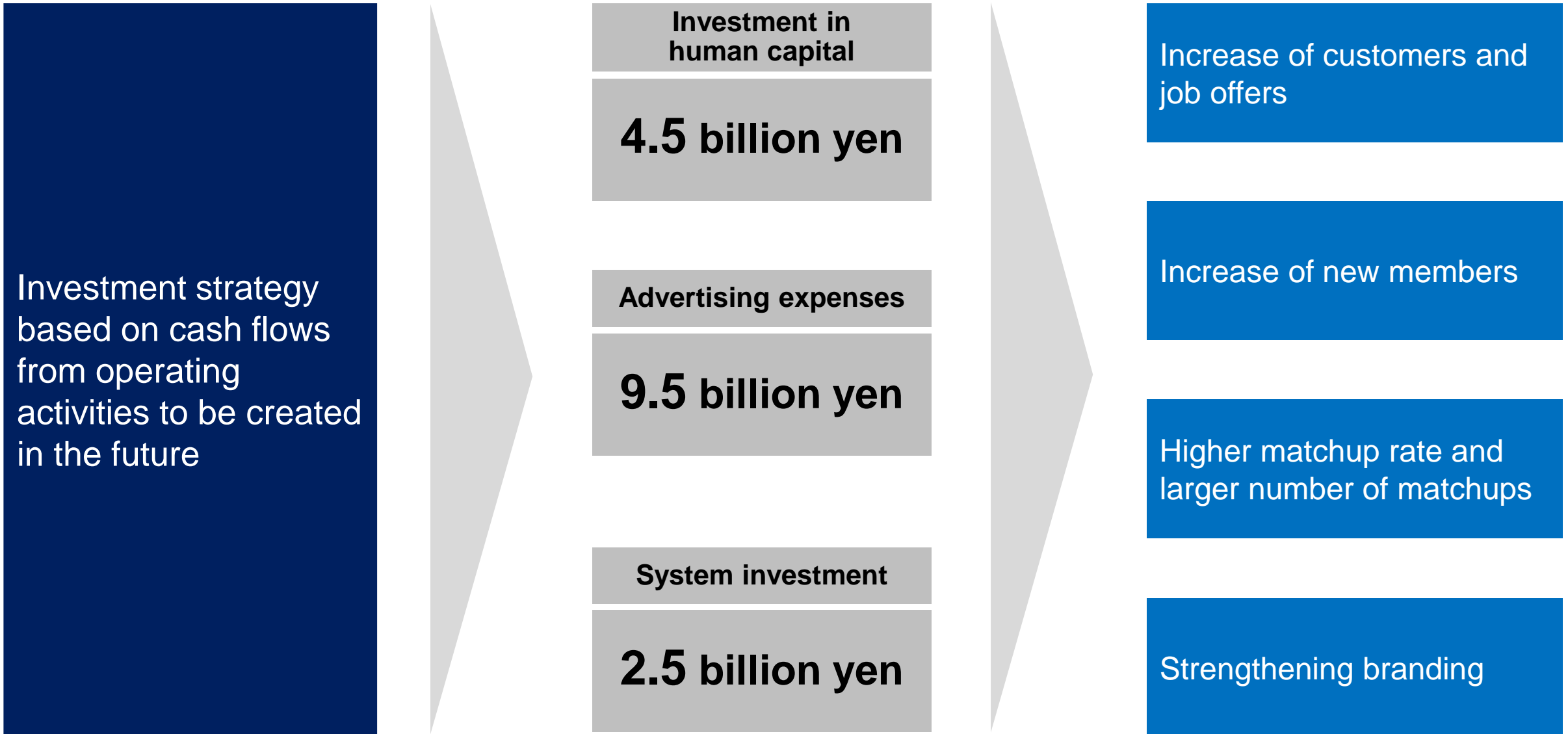
Number of people who changed their jobs by age group



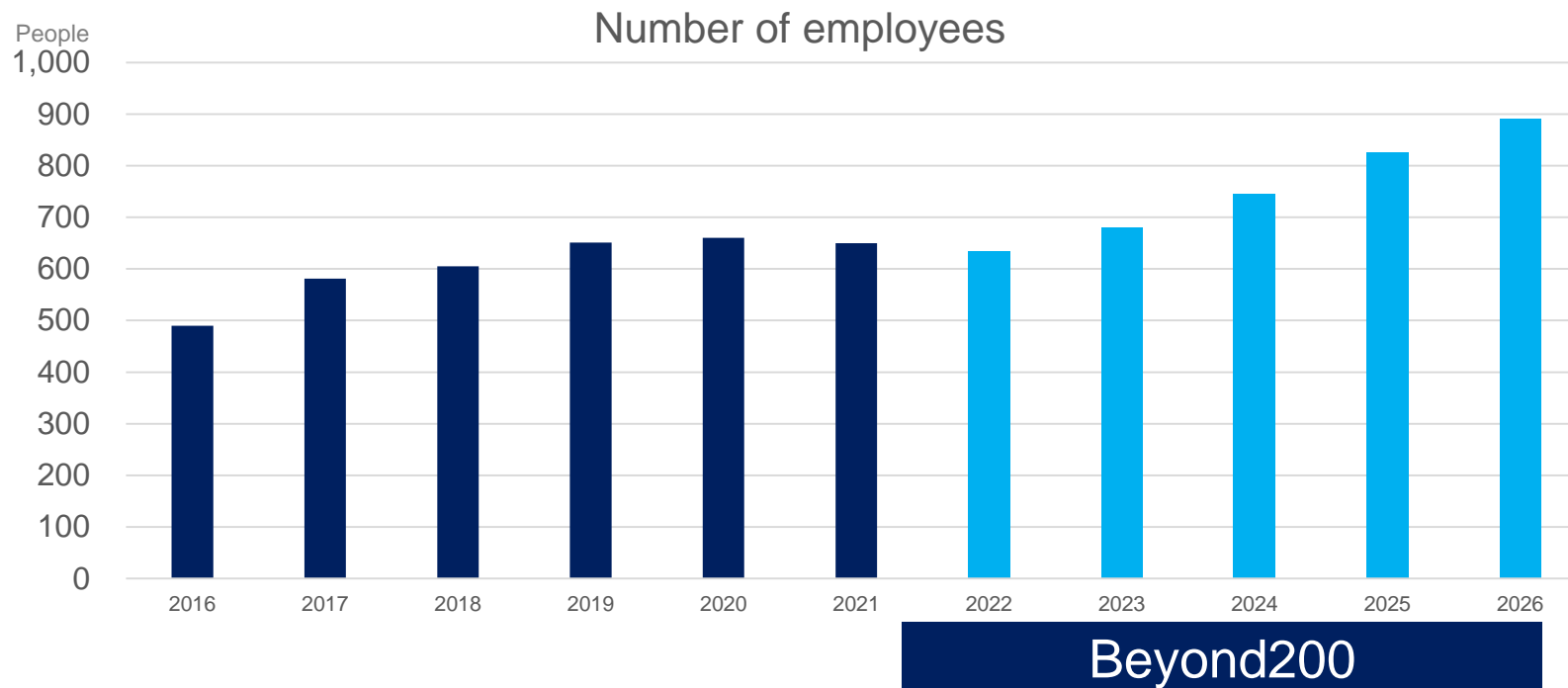
Recruitment demand for mid-career workers, including managers and specialists, has been increasing among recruiting companies.

We will increase high-quality, well-experienced human resources, which is our strength, to expand the new domain.

Medium-Term Management Plan Investment Plan



Total amount to invest in 5 years: 4.5 billion yen

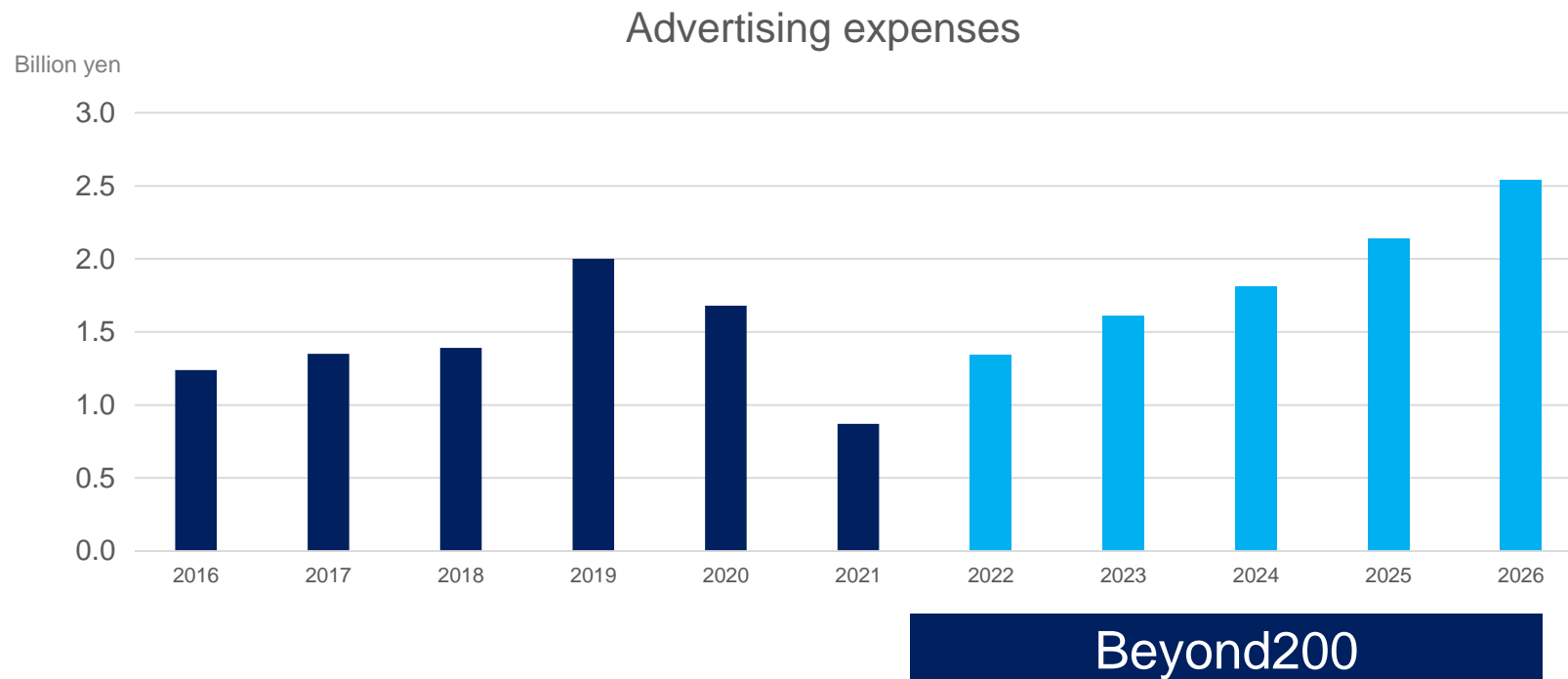


Ratio of personnel expenses to net sales

Approx. 35%

We expect a net increase in the number of employees of around 10% every year. In the 35th term, we will bolster our organizational basis to 900 employees, with a focus on sales personnel and engineers.

Total amount to invest in 5 years: 9.5 billion yen

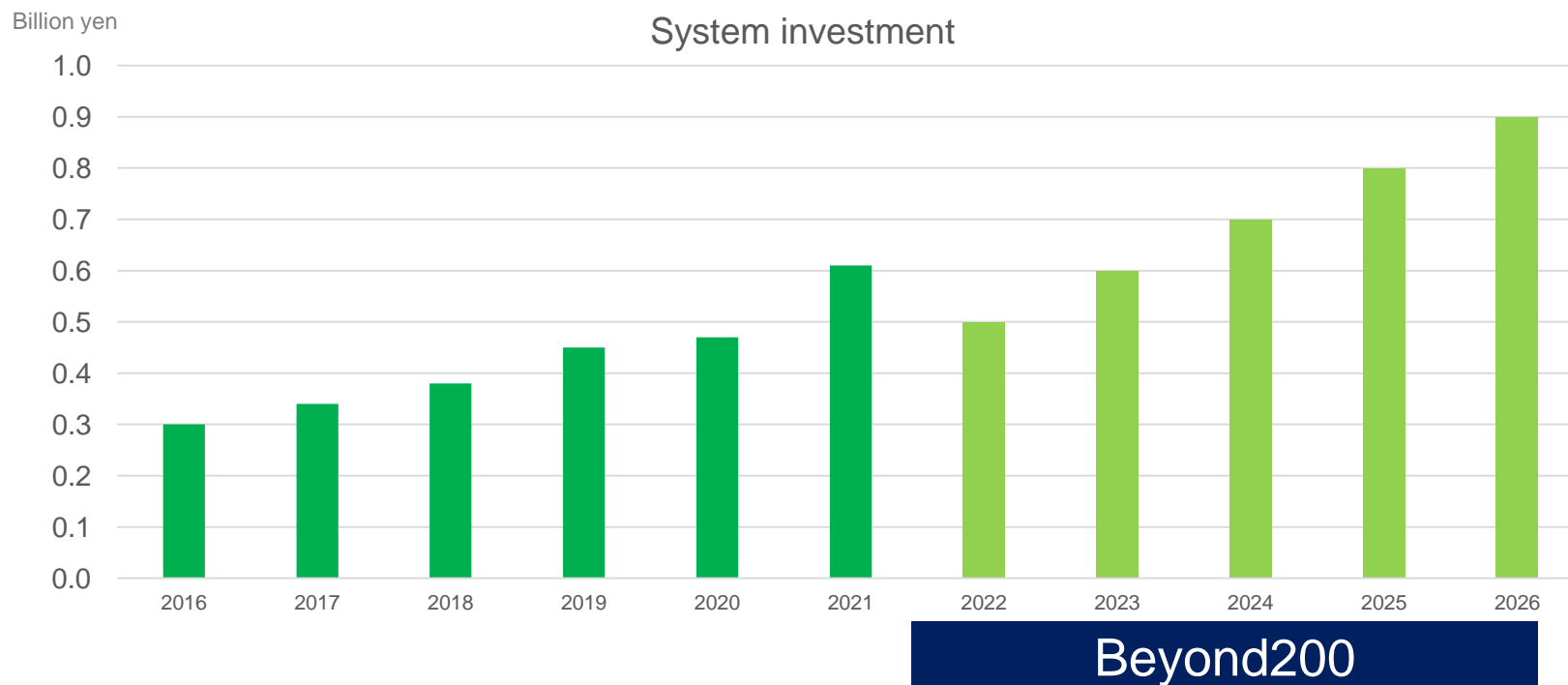


Ratio of advertising expenses to net sales

Approx. 12%

We will run ads on new measures (including D-type and the Osaka area) in the media information business to attract even more engineers and women as registered users.

Total amount to invest in new systems in 5 years: 2.5 billion yen



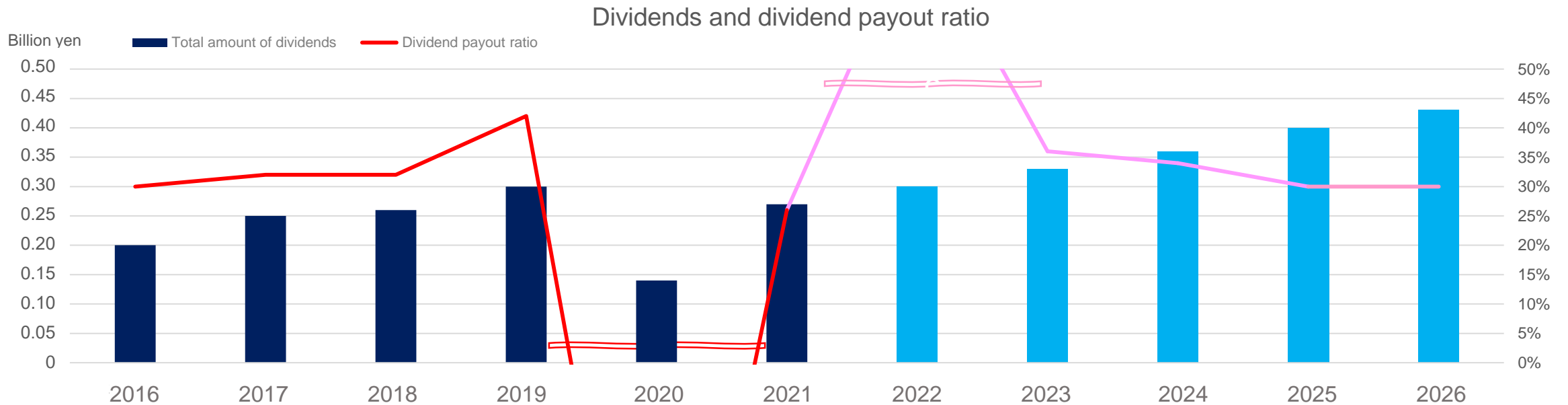
Ratio of expenses for developing new systems to net sales

Approx. 3%

We will enhance system investment for mid-career job media and D-type to acquire new registered users and improve our results.

Shareholder Returns Policy

- We will consistently maintain a dividend payout ratio of around 30% and increase the absolute amount of dividends in accordance with the improvements in our business results.
- On the other hand, we will make such decisions from a comprehensive perspective because our business model involves the risk of a decline in business performance associated with economic fluctuations.
- If our business results decline in an emergency situation, we will maintain a level of cash and deposits that allows us to continue paying salaries to employees for more than six months (= 20% of the amount of net sales for a fiscal year). If the amount of cash and deposits after payment of dividends for a fiscal year exceeds the above level, we will implement further shareholder returns.



Beyond200

Basic Policy

Based on our management policy, we attach importance to dialogues with all stakeholders and play a proactive role in building a sustainable society, as part of our efforts to improve our corporate value.

Ensuring sound corporate management

We ensure highly viable, transparent, reliable corporate governance for sustainable value creation for society and improvement of our corporate value.

Compliance with laws and societal norms

We build trust with society by complying with laws and social norms in all of our corporate activities and by understanding and sincerely responding to society's expectations and demands.

Respect for human rights

We respect the human rights of all of our stakeholders and drive the creation of a workplace where diverse employees can work vibrantly with job satisfaction together with the development of an environment where they can work safely and in good health, both physically and mentally.

Promote fair transactions

Under free and fair competition, we reinforce the trust we enjoy with our trade partners by ensuring fair transactions.

Contributing to local communities

Through social contribution activities, we play an active role in revitalizing local communities and creating a rich environment.

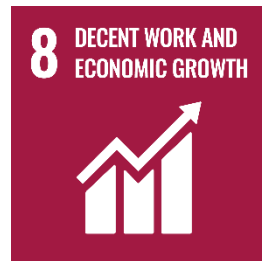
Our Views of SDGs



- Donations to the Japanese Red Cross Society as contributions to local communities



- Businesses as positive actions that help women participate in society
- Reinforcing our gender-equal human resources system that is the basis of our organization
- Initiatives to drive the active participation of women (including maternity and childcare leave, managerial positions, shorter working hours, and remote work)



- Proposals made beyond the domain of recruitment, such as proposals for the creation of a workplace that retains human resources and enables them to participate actively
- Enhancement of matchup functions for facilitating a choice of jobs for job seekers (such as preference barometer and an AI search function)
- Physical and mental health support programs for employees (including a suggestion box, a range of consultation services, promotion of health re-examination, and vaccinations)



- Creating a wide range of jobs through businesses (full-time employees to dispatched employees)
- Promoting employment of people with disabilities

Since our founding, we have been working with the following organizational foundation, attaching importance to gender equality and diversity (as of September 30, 2021).

While we will not set targets for the male-female ratio or the number of female managers, we will continue striving to maximize our corporate value while maintaining the current ratio.

Organizational foundation

- Promoting women's participation and advancement in the workplace

Male-female ratio	45% : 55%
Male-female ratio of managers	60% : 40%
- Encouraging employees to return to work after maternity and childcare leave

Ratio of employees who return to work	100%
Number of employees who returned to work	60 (9.2% of all employees)
Number of employees on maternity/childcare leave	25 (3.8% of all employees)
- Ensuring diversity

Ratio of new graduates to mid-career recruits	50% : 50%
Number of foreigners (non-Japanese nationals)	3 (0.5% of all employees)
- Promotion of employment of persons with disabilities

Number of employees with disabilities	19 (2.9% of all employees)
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Media Reports (Related to Women's Workstyles)

PRESIDENT WOMAN

Jan. 17, 2020



Zoom-in! Saturday

Feb. 27, 2021



An opening talk session was held based on survey data* from Onna no Tenshoku type.
*What do you do about makeup in office?
<https://woman-type.jp/academia/discover-career/data/vol-20/>

Nikkei Sangyo Shimbun

July 15, 2020



VERY

August 5, 2021



STORY

Oct. 1, 2020



Nihon Keizai Shimbun

August 23, 2021



Future Governance Structure

(Resolution to be passed by the General Meeting of Shareholders on December 17, 2021)

- Shifting to a company with an Audit & Supervisory Committee, with the ratio of outside directors at one-third or higher)
- A fixed compensation + stock compensation plan introduced for officers

(Other Initiatives)

- The chair of the Nomination and Compensation Committee (non-mandatory) has been changed to an outside director (with outside directors constituting the majority of committee members).
- Introduced an officer shareholding association system

Past Activities

	2016	2017	2018	2019	2020	2021-	
President	Hiromi Tada						
Organization Form	Company with a Board of Auditors						
Board of Directors	7 directors (including 2 outside directors)				8 directors (including 2 outside directors)		
Voluntary committee				Set up in 2019			
Compensation for officers	Fixed compensation						
Evaluation of the effectiveness of the Board of Directors				Introduced in 2019			
Basic governance policy	Established in 2016						
English convocation notice				Introduced in 2019			
Electronic platform							Introduced in 2019

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.