

# INTEGRATED REPORT

Career Design Center Co., Ltd. | Integrated Report 2026 (Fiscal Year Ended September 30, 2025)

# Introduction

CDC wants to revitalize Japan by assisting workers transitioning to new careers. With this aspiration in mind, CDC has worked to help establish a better society by connecting individuals and businesses since its founding. In publishing our first integrated report this year, our goal is to share information about our history and initiatives for achieving future growth with a wider audience.

This report will be published annually as a tool for disclosing information. Its purpose is to detail not only the strengths of CDC's business operations but also its contributions to society through its business, CDC's vision, and its progress in its medium-term management plan. CDC hopes to increase shareholders, investors, and all other stakeholders' understanding of its approach and efforts to create value.

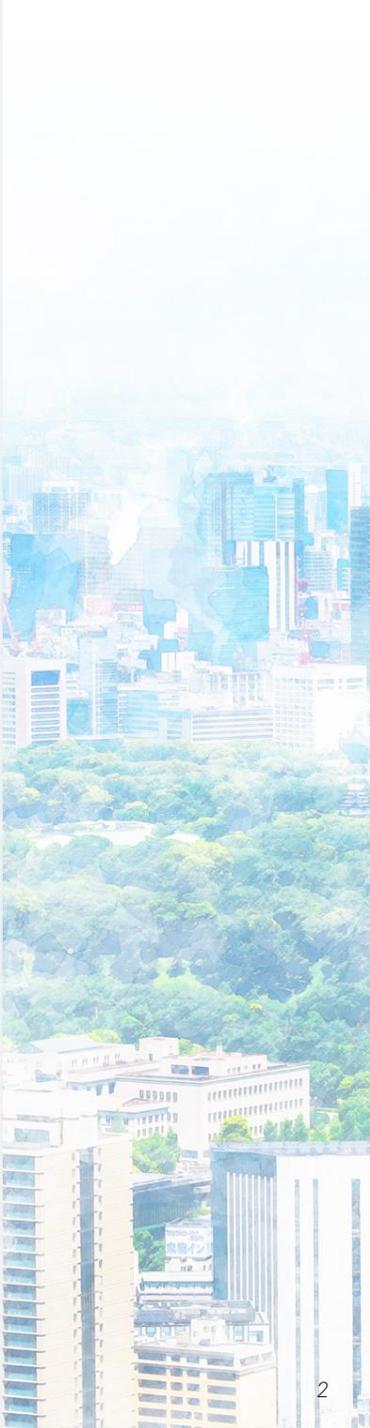
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Date of publication	March 2026
Period under review	Fiscal year ended September 30, 2025 (from October 1, 2024 to September 30, 2025)

This report includes our plans, strategies, results forecasts, and forward-looking statements. Please be aware that actual results may vary from the forward-looking statements in this report.

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## Philosophy



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.

## Our Vision Since Our Founding: the Origin of CDC's Creation of Value, Established during a Turning Point in Employment

FOUNDING VISION

As the economy of Japan rapidly developed after the postwar reconstruction, domestic industries expanded quickly, and companies grew by adopting mass production and mass consumption-based business models. Japan became the world's second-largest economy. This growth was supported by the broad adoption of employment practices unique to Japan, such as seniority-based promotion and lifetime employment, and the establishment of a stable employment system. Workers typically built their careers assuming they would remain with their first employer for a long time. They had limited opportunities to independently choose their career paths.

However, with the collapse of the bubble economy in the early 1990s, the structure of industry changed dramatically, majorly disrupting long-standing employment practices. The systems at that time were not able to keep pace with the rapid changes in the environment. Both companies and workers were entering an era that required them to change.

In light of these circumstances, the Career Design Center was established in 1993 with the corporate philosophy, "Each individual should create their own career path." The company's name reflects its strong commitment to helping establish a society in which everyone has the opportunity to choose their own career path and broaden their prospects. In Japan at that time, expertise was

undervalued, and occupational choices were severely limited. Providing support for people looking to choose the option to change jobs was a challenge to existing values. However, as the traditional employment model began to shift, CDC challenging existing values made it possible to present new options and perspectives to both individuals and companies. This can be seen as an initiative to take on fundamental issues that society was facing.

CDC was founded in the challenging economic environment of Japan's post-bubble economy. In their recruiting efforts, companies began to shift their focus from quantity to quality. To fulfill its mission of revitalizing Japan by assisting workers transitioning to new careers, CDC initiated business operations promoting mid-career recruitment activities. The names of these businesses and services begin with the type brand name. CDC has provided information that helps individuals design their career paths and think about the significance of work. CDC believes that there is no single correct answer regarding career paths. The best choices depend on the goals and values of the individual. Accordingly, CDC aims to provide job seekers with opportunities to proactively think about their career paths, improve themselves, and progress. This is the principle underlying all of CDC's business activities.

Since CDC was founded more than 30 years ago, it has upheld these ideas, and all of its business activities reflect these ideas,

which are the foundation of CDC's creation of value. Since its founding, CDC has not only connected companies and job seekers, but it has also developed business operations with significant value to society that facilitate both the career development activities of individuals and corporate growth. CDC has also concentrated on supporting individuals pursuing next-level careers—people who are oriented towards career advancement. This policy has not only enhanced the uniqueness of CDC's businesses but is also directly linked to the fulfillment of its corporate philosophy, "Good jobs and good lives." CDC believes that better career choices enhance the lives of individuals and ultimately contribute to the revitalization of companies and society as a whole.

Japanese society is changing at an unprecedented speed, and workstyles are becoming more diverse. In this environment, CDC has continued to provide job change and employment support services to meet diverse needs, maintaining its philosophy as its unwavering foundation since its founding. CDC will continue to contribute to the realization of a society where both individuals and companies can achieve sustainable growth by creating opportunities for workers to pursue better careers for themselves and for companies to discover valuable talent.

## Journey of Value Creation

Since its founding, CDC has developed a diverse range of businesses in response to changing times. Its mission is to provide various options aligned with diverse values to a wide array of individuals, empowering each person to actively choose their own career path.

A magazine for people changing careers, *type* was launched shortly after the company was founded. It featured numerous articles regarding career paths, encouraging readers to explore their career options rather than merely publishing information about job offers. Subsequently, in the mid-career recruitment business, CDC has created various services, including events for job seekers, recruitment services, a mid-career job recruitment website, web magazines, and direct recruiting options.

In 2007, CDC also launched a new business to assist new graduates. We have been publishing *type Shukatsu*, an annual magazine that encourages new graduates to reflect on the true meaning of employment. CDC has expanded its services to include job fairs and a service introducing new graduates to companies.

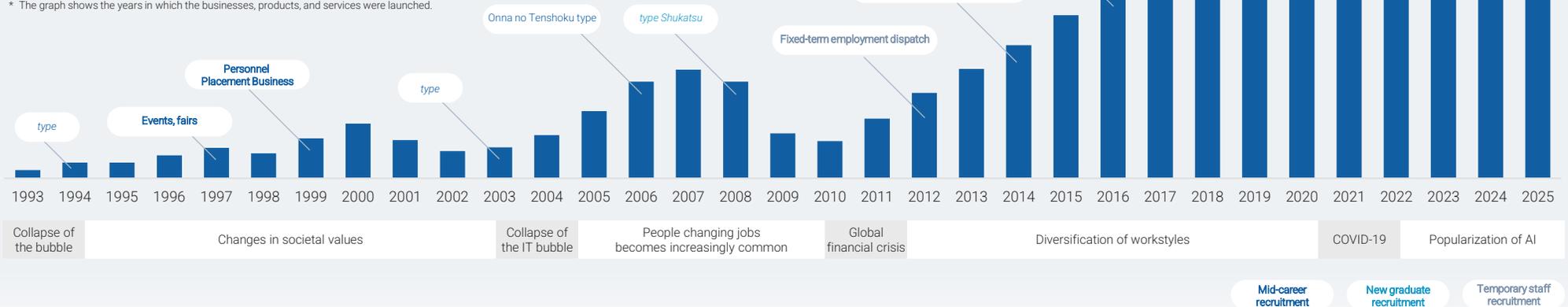
Since the 2008 financial crisis, CDC has been assisting IT engineers, who work not only as regular employees but also as temporary employees, utilizing its strengths in the IT sector. CDC has been leveraging its strengths to diversify its operations.

CDC will enhance its existing businesses while elevating its efforts in new businesses in response to the changing times and needs of society.

(Fiscal year ended September 30, 2025)  
**18.65 billion yen**

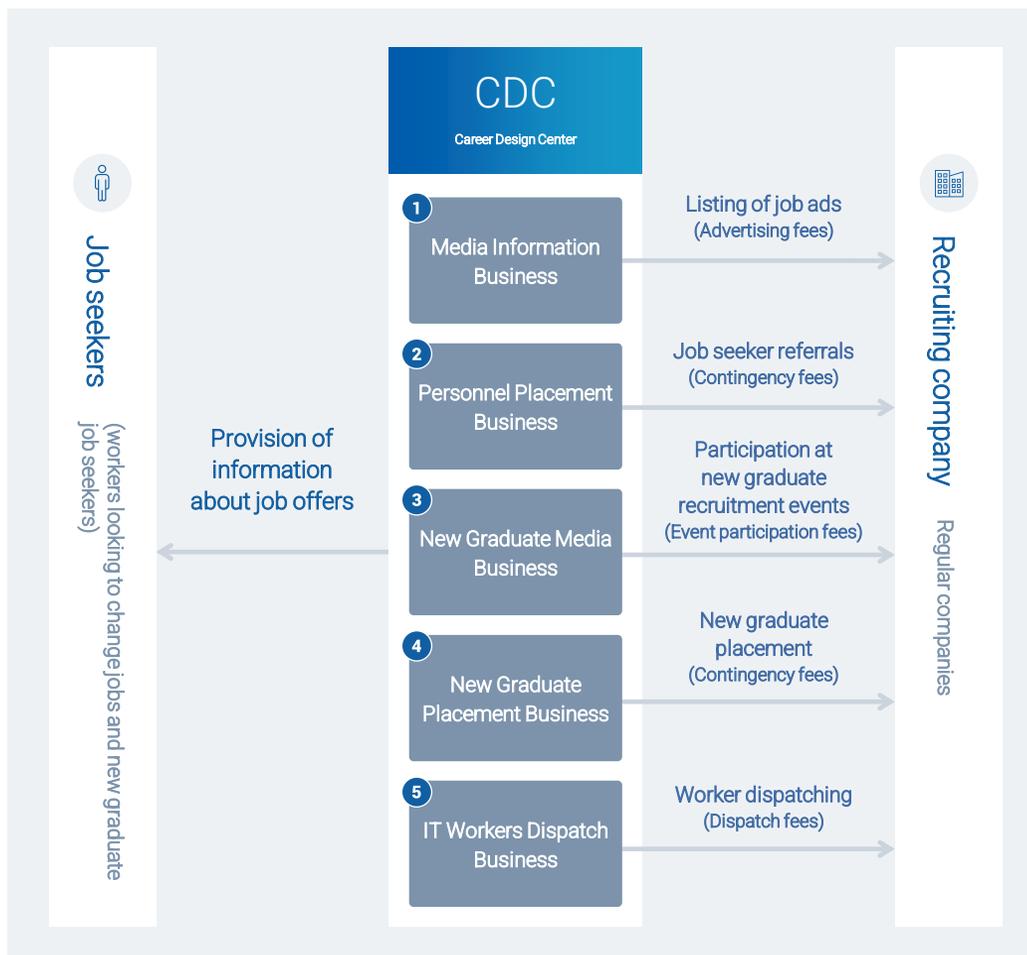
### Trend in net sales (1993-2025)

\* The graph shows the years in which the businesses, products, and services were launched.



# Business Description

VALUE CREATION APPROACH



## 1 Media Information Business

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



## 2 Personnel Placement Business

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



## 3 New Graduate Media Business

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



## 4 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.



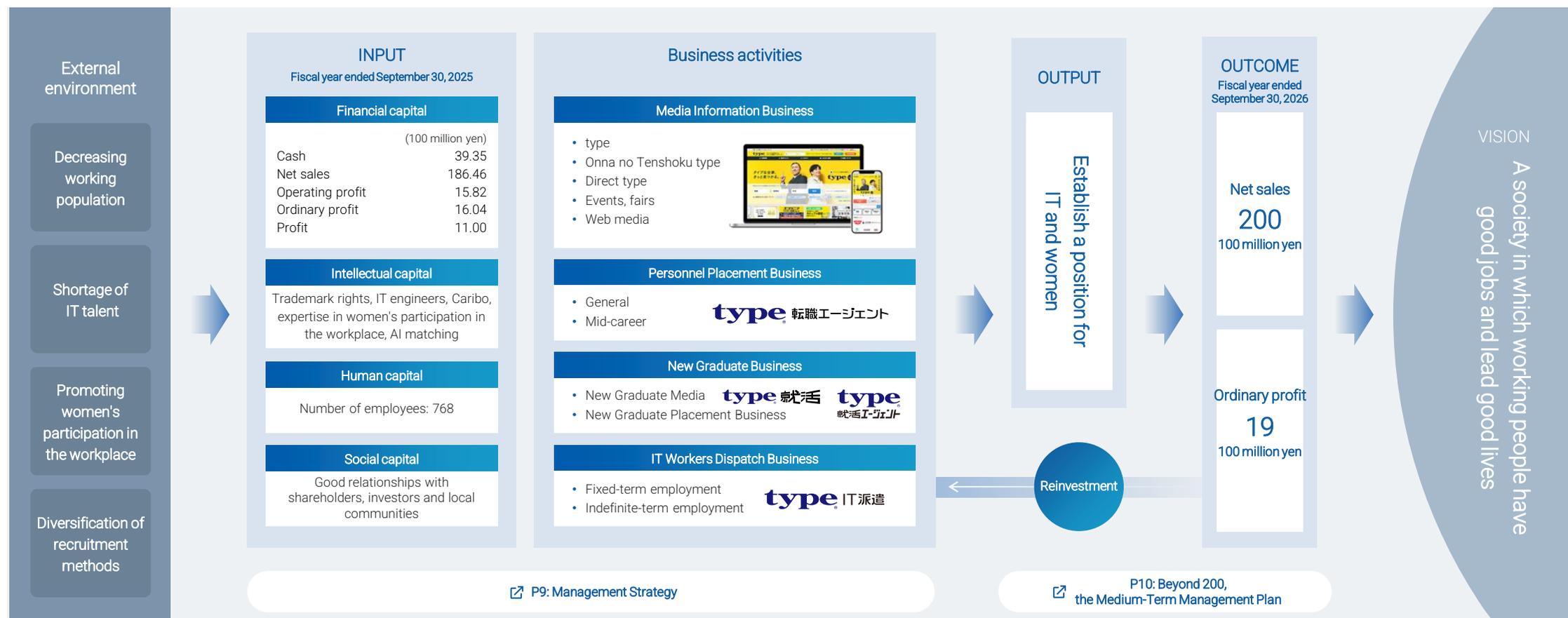
## 5 IT Workers Dispatch Business

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.



## Value Creation Approach

CDC promotes business activities that address social issues, with a particular emphasis on human resources. The results of CDC's business activities are continually reinvested to strengthen its human resources and the foundation of its business, which are the source of the value it creates. This reinvestment enhances CDC's services and organization. CDC will consistently implement this virtuous cycle to contribute to solving social issues and achieve sustainable growth.



## Top Message



We will continue to work to create value while valuing our approach of adapting to change and embracing challenges.

In the society in which we live, people's values and workstyles are rapidly diversifying, and we are entering an era of high uncertainty where it is difficult to predict the future. The rate at which technology is advancing and the structure of industry is changing is accelerating. Companies and individuals must navigate an environment that is more complex and uncertain than ever before. In times like these, CDC continues to cherish the values it has always had—that each individual should create their own career path. The significance of CDC's values continues to increase.

At the same time, in our business operations, we must continue to take on challenges in response to changes in society. CDC is currently implementing its Beyond 200 Medium-Term Management Plan. We are expanding our existing businesses and investing significantly in the growth domain. As the labor market changes significantly, we are boldly exploring new markets beyond our areas of expertise, such as the areas of IT engineers and women in the workforce.

We are focusing on promoting our direct recruiting service, improving our placement of the domain of mid-level employees for specialists and managers, and expanding our indefinite-term employment dispatch business. As the recruitment methods become increasingly diverse, CDC's long-standing strong brand power and ability to provide support to recruiting companies in the IT engineer domain has definitely enabled CDC to establish a competitive advantage in direct recruiting. In the domain of mid-level employees of the Personnel Placement Business, demand for the placement of specialists, IT engineers, and managers is increasing. This trend presents CDC with the opportunity to showcase greater value of its expertise in these fields and the careful support services it has developed. Our IT Worker Dispatch Business provides indefinite-term employment dispatch services. We possess a deep

understanding of the characteristics of IT engineers and have developed comprehensive training programs and follow-up systems. This has resulted in stable recruitment and retention. We are combining these strengths with fixed-term employment dispatch services to create a system that addresses a broader range of human resource needs. In the past few years, we have finally begun to see the results of our efforts. CDC's revenue structure is currently now in a phase of significant expansion. We have been able to lay a foundation for future growth towards the achievement of net sales of 50 billion yen. I firmly believe that the path we have chosen is the right one. Most importantly, I believe that the next phase of growth is the most exciting stage for CDC. We also recognize that it is crucial that we continue to invest in human resources and the improvement of the quality of services before progressing to our next phase.

CDC's businesses extend beyond merely linking companies to job seekers. They support people's lives, facilitate corporate growth, and energize society. They are socially significant. Moving forward, CDC's responsibility is to further enhance and solidify this value.

We strive to repay the support we have received from all our stakeholders by creating medium- to long-term value. We will continue to work to create value while valuing our approach of adapting to change and embracing challenges.

Chairman and CEO  
Hiromi Tada

多田弘貴

# Management Strategy



## 1 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.

## 2 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.

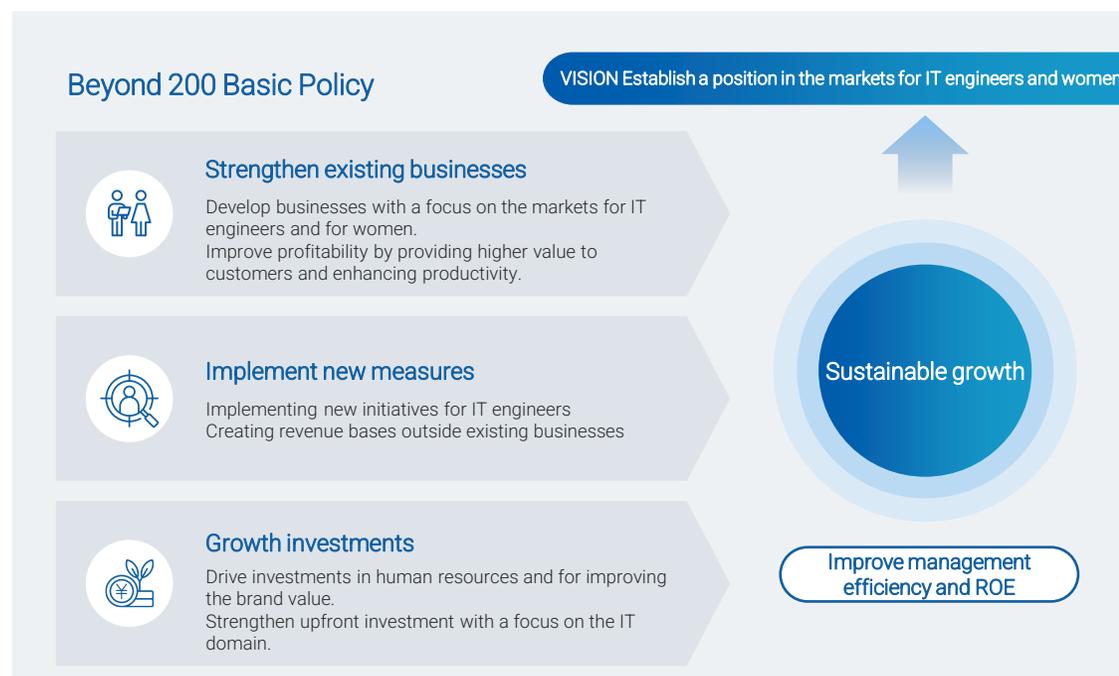
## 3 A comprehensive human resource service company with the type brand

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.

## Beyond 200, the Medium-Term Management Plan MID-TERM BUSINESS PLAN

Net sales	Ordinary profit	Ordinary profit ratio	ROE
20.0 billion yen	1.9 billion yen	9.5%	25% or higher

Note: Earnings forecast for the fiscal year ending September 2026, the final year of the Medium-term Management Plan.



The Beyond 200 Medium-Term Management Plan established in 2021 and continuing through the fiscal year ending September 2026 is a guideline for CDC to move to its next growth phase amid the accelerating structural changes in the human resources market.

Initially, CDC's goal was to establish its own unique strengths with a focus on IT engineer field and women field as and steadily expand the foundation of our business.

During the five-year plan period, the external environment changed more dramatically than expected. The changes included a decrease in the working population and the worsening IT worker shortage, which had already been social issues before the plan began. New changes also emerged, such as the rapid diversification of recruitment methods and the changes in the behaviors of students in new graduate recruitment. In these circumstances, CDC has correctly identified market changes and has continued to enhance the structure of its business by strengthening existing businesses and developing new measures.

The fiscal year ending September 30, 2026 is the final year of the medium-term management plan. We anticipate that we will achieve net sales of 20.0 billion yen as planned, while ordinary profit is projected to be 1.9 billion yen, compared with the initial plan of 2.4 billion yen. This ordinary profit forecast is slightly lower than our initial forecast, primarily due to growth being more moderate than expected in the Personnel

Placement Business and the New Graduate Placement Business. There have also been upfront investments in indefinite-term employment in the IT Worker Dispatch Business. Nevertheless, ordinary profit is expected to hit a record high. Our ROE improved to 25.7%, reflecting our measures to increase profitability.

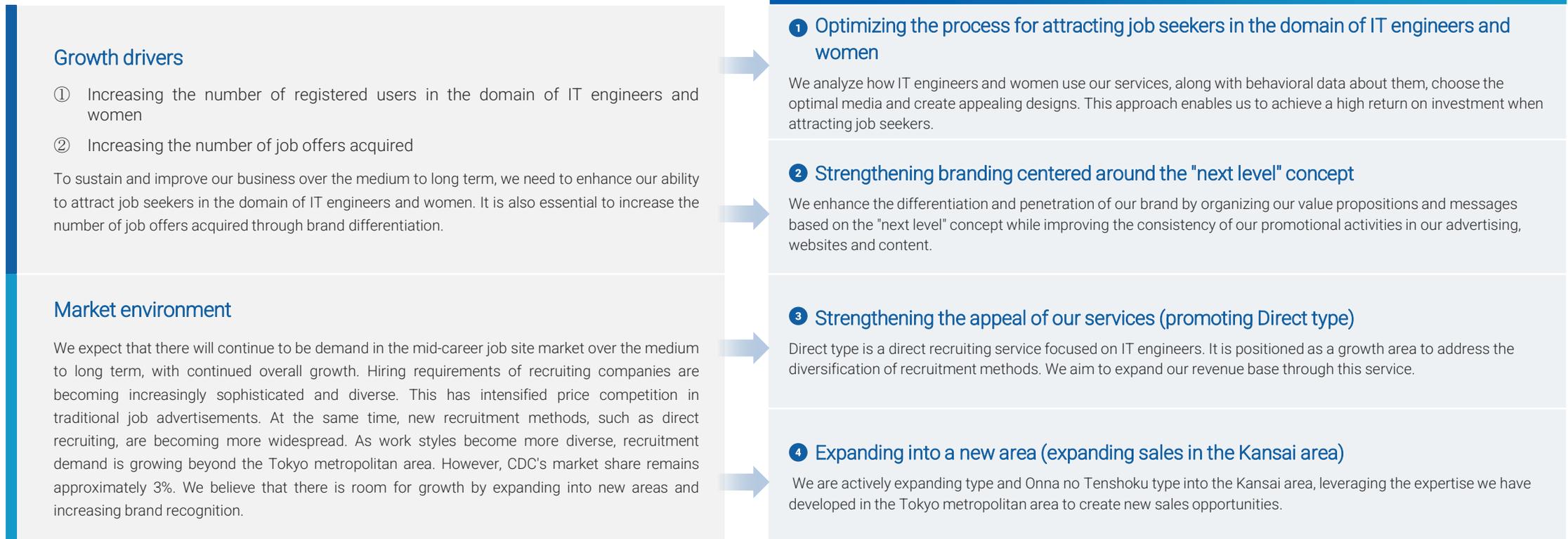
In our current businesses, we will focus on developing the markets for IT engineers and women. We will increase profitability by increasing productivity and the value we provide to customers. At the same time, as new measures, we are aiming to establish new revenue bases by developing recruitment platforms, Direct type in particular, and by expanding our indefinite-term employment dispatch and our operations in the Kansai area. We also aim to use AI and data analysis to increase our accuracy in matching companies and job seekers so that we can deliver matches that are optimal for both parties. We will enhance our existing businesses while launching new initiatives.

We will also move forward with growth investments to enhance our human resources and brand value, enabling us to achieve sustainable growth, improve management efficiency, and increase our ROE. We will strive to increase our corporate value as a sustainable company through our business. Through these initiatives, we aim to achieve record results in the final year of the Beyond 200 Medium-Term Management Plan.

## Media Information Business

The Media Information Business provides many services, including a mid-career job site, mid-career job fairs, web magazines and direct recruiting services. These services help companies and job seekers find the best match. CDC's media information services differentiate themselves from their competitors by targeting the domains of IT engineers and women.

### Growth drivers and initiatives in response to the market environment





## Personnel Placement Business

The Personnel Placement Business provides paid employment placement services that match job seekers with recruiting companies. Unlike major employment placement agencies that target all job types, CDC's personnel placement services focus on the domain of IT engineers, women, specialists and administrators. This approach enables CDC to develop a deeper understanding of both job seekers and recruiting companies, create perfect matches, help companies retain new employees and assist them in actively participating in the workforce over the medium to long term.

### Growth drivers and initiatives in response to the market environment

#### Growth drivers

- ① Increasing the number of registered users in the domain of IT engineers, women and mid-level employees
- ② Expanding the number of career advisers who have a deep understanding of job seekers and recruiting companies

To maintain and improve our business in the medium to long term, it is crucial that we enhance our ability to attract job seekers in the domain of IT engineers, women and mid-level employees. We also need to increase the number of career advisers who possess a deeper understanding of job seekers and recruiting companies by strengthening recruitment and training.

#### Market environment

The personnel placement market is growing, particularly for white-collar occupations. The demand for recruitment in specialized domains, such as IT, data and AI, is rising due to the advances in digitalization and digital transformation. As a result, demand for recruiting young people and recent graduate with work experience is slowing due to more advanced recruitment criteria. At the same time, needs for hiring individuals based on experience and expertise, such as specialists and administrators, is increasing. In recruitment, the focus is shifting from quantity to quality. CDC considers the domain of mid-level employees a future revenue source, and activities in this area are in their start-up phase.



#### Initiatives

#### 1 Enhancing our ability to attract job seekers in the domain of IT engineers, women and mid-level employees

We analyze behavioral data to see how IT engineers, women and mid-level employees choose the best services, and we then create effective attraction strategies. This approach enables us to attract job seekers who benefit from CDC's recruitment support domain.

#### 2 Hiring and development of career advisers

We help our career advisers obtain the national career consultant certification while increasing awareness of our Happy Generator action policy to enhance the quality of the support they provide. We recruit human resources with diverse career backgrounds to be career advisers, building a support system that caters to a broad range of job seekers.

#### 3 Strengthening and Expanding the domain of mid-level employees

As recruitment needs shift from quantity to quality, we have positioned the domain of mid-level employees as a growth area. We aim to attract new recruiting companies and enhance our system to broaden our revenue base.



## New Graduate Media Business

The New Graduate Media Business provides services that connect companies and students through recruitment events, such as job fairs, job information magazines and online media. CDC's New Graduate Media Business provides services designed primarily for students pursuing the advancement of their careers. This initiative creates opportunities for career-oriented students and companies to connect with each other.

### Growth drivers and initiatives in response to the market environment

#### Growth drivers

- ① Increasing the number of career-focused registered students
- ② Increasing the number of events

To maintain and enhance our business over the medium to long term, it is essential to improve our ability to attract career-oriented students and increase the number of events by enhancing the satisfaction of recruiting companies.

#### Market environment

In the new graduate media market, students are beginning their job search earlier, and the methods used to gather information and points of contact with companies are becoming more diverse. It is expected that the strong demand for event-based services will continue. Regarding job information magazines and online media, there is an ongoing need for reliable information and content matched to students' interests. Companies are strongly motivated to hire new graduates. Their recruitment needs have shifted from securing a certain number of potential employees to establishing high-quality connections with students who are well-suited to their organization.

#### Initiatives

#### ① Increasing the number of contact points with career-oriented students and efficiency in attracting them

We will increase the number of points of contact with career-oriented students and encourage them to register our service by optimizing initiatives to attract students and strengthening our dissemination of information using online media and social media.

#### ② Increasing the satisfaction of recruiting companies

We will strengthen event planning based on market trends and the needs of recruiting companies and students. We will also improve the quality of on-site operation and communication before and after events, which will lead to increased satisfaction.

#### ③ Strengthening the domain of recruitment branding and recruitment outsourcing

We are expanding our scope of support to include recruitment branding and processes, in addition to assisting them in the establishment of a pool of potential employees. We are comprehensively supporting companies to improve their recruitment activities as a whole.

## New Graduate Placement Business

The New Graduate Placement Business provides paid employment placement services that match students to recruiting companies. CDC's new graduate placement services have deepened its understanding of both students and companies using a database of career-oriented students created by the New Graduate Media Business as its main population base. This approach facilitates the highly accurate matching of students and companies.

### Growth drivers and initiatives in response to the market environment

#### Growth drivers

- ① Increasing the number of registered students
- ② Hiring more career advisers with a deep understanding of students

To maintain and improve our business over the medium to long term, it is essential that we enhance our ability to attract students. We also need to increase the number of career advisers who possess a deep understanding of students by enhancing our recruitment and development efforts.

#### Market environment

The new graduate placement market is expected to grow, but as the market matures, the rate of growth is gradually slowing. Students' values and career aspirations are increasingly diverse, so we there is a growing need for support tailored to each individual. Companies are also shifting to a hiring approach that places emphasis not only students' academic backgrounds and skills, but also their character and aspirations. In addition, amid the advancement of AI and the progress in digital transformation, the demand for recruitment remains high in the IT and consulting sectors.

#### Initiatives

##### 1 Maximizing points of contact with students and increasing registration by enhancing satisfaction

We will maximize points of contact with students via the New Graduate Media Business and create a pool of potential employees utilizing events, social media and the Internet. We will also increase the quality of interviews, student satisfaction and the number of people registering due to word of mouth and referrals.

##### 2 Hiring and development of career advisers

We will strengthen our recruitment and training of career advisers to help them better understand students' aspirations and values, as well as the qualities that companies seek in potential employees. This strategy will facilitate the more accurate matching of students and companies. We will also assist our career advisers in obtaining certification as career consultants and improving their expertise.

##### 3 Strengthening our position in the domains of IT and consulting

We aim to consistently create opportunities for students to enter into employment agreements by exploring job openings and deepening our understanding of companies in the domains of IT and consulting, thereby offering attractive, realistic career options for students.



## IT Workers Dispatch Business

Our IT Worker Dispatch Business provides a general worker dispatch business that dispatches IT engineers that are best suited to the recruiting companies' needs. CDC's IT worker dispatch services specialize in IT engineer domain. These services operate a business that combines fixed-term and indefinite-term employment to build a system that can flexibly and continuously respond to diverse IT human resource needs.

### Growth drivers and initiatives in response to the market environment

#### Growth drivers

- ① Increasing the number of registered IT engineers
- ② Improving the operating rate

To maintain and improve our business in the medium to long term, it is crucial to increase the number of registered IT engineers looking for fixed-term employment and the number recruited for indefinite-term employment. Furthermore, it is essential to improve our ability to attract job openings and support the retention of dispatched engineers to enhance our operating rate.

#### Market environment

The worker dispatch market is Japan's largest human resources service market. It plays a crucial role in the supply of labor to companies. The IT domain is approximately 10% of the market. There is significant demand for dispatched IT engineers given the serious shortage of IT workers. Needs for indefinite-term employment dispatch are growing, and CDC believes this domain, currently in its start-up phase, will become a key revenue source.



#### Initiatives

##### ① Attracting more IT engineers by optimizing initiatives for both fixed-term and indefinite-term employment dispatch businesses

In the fixed-term employment dispatch business, we will attract job seekers by developing optimal design aligned with the skills and experience of IT engineers. In the indefinite-term employment dispatch business, we continue to specialize in recruiting IT engineers. We conduct interviews and accurately identify their skills and aspirations. We are building a foundation for consistently securing human resources.

##### ② Increasing the number of job openings and enhancing employee retention rates

We work to better understand companies' hiring needs and project characteristics while accurately identifying the skills and aspirations of individual IT engineers. Through these initiatives, we aim to strengthen proposals tailored to employers' needs and attract more job openings. We also provide follow-up support to IT engineers after they start working to reduce turnover rates and encourage them to work for the medium to long term.

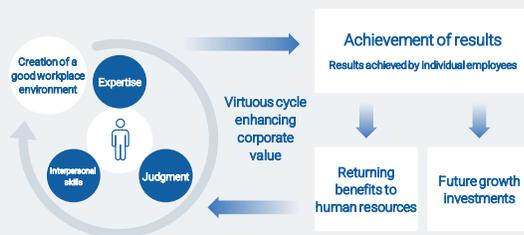
##### ③ Strengthening indefinite-term employment dispatch domain

To meet the growing demand for IT talent, we are strengthening our indefinite-term employment dispatch business—in addition to our fixed-term employment dispatch business.

# Human Resources Strategy — CDC will develop an environment that enables every employee, who is the source of our competitiveness and value creation, to maximize their individual capabilities.

## Basic Policy

CDC's philosophy in its development of its operations is to help employees make better career choices. The source of CDC's competitiveness is the expertise, judgment, and interpersonal skills of each of its employees. CDC believes that its human resources are core management resources that are a critical source of the value that CDC creates. The company is focused on creating an environment that enables each employee to independently showcase their skills while respecting their individual abilities and personalities. CDC also aims to invest the results its employees achieve in future growth and use them to benefit its workforce to develop a virtuous cycle in which individuals and the organization grow together. CDC believes that continuously operating this cycle will enhance its corporate value, and has placed its human resources strategy at the core of its management strategy.



## Market environment

In the domestic labor market, there is a growing labor shortage due to the declining birthrate and the aging of the population. The quality of human resources significantly affects companies' competitiveness, especially in specialized fields and occupations that involve interpersonal support. Additionally, as work styles and values become more diverse, the importance of post-recruitment training, employee retention, and enhanced engagement is growing. The value derived from interpersonal relationships directly impacts the results CDC achieves in its personnel service business. We believe that we can be sustainably competitive if we develop an organization where each employee is able to demonstrate high added value, rather than simply increasing the number of employees.

**Initiatives** — To implement its human resources strategy, CDC invests in human capital, focusing on the following three initiatives.

<p><b>1 Systematization of career support and interpersonal skills</b></p>	<p>CDC systematizes the skills that are commonly used in all businesses, strengthening its foundation for training and transforming individual strengths into organizational strengths. This approach enables CDC to stably enhance the quality of its services.</p>
<p><b>2 Implementation of digital transformation and use of AI to enhance productivity</b></p>	<p>CDC uses technologies to standardize operations and increase efficiency, creating a system that enables employees to focus on higher value-added operations.</p>
<p><b>3 Development of an environment that enables human resources to grow and thrive</b></p>	<p>To reflect its commitment to "Good jobs and good lives," CDC is working to develop human resources, enhancing the expertise and strengths of individuals and encouraging them to demonstrate their value in a rapidly changing environment. CDC implements initiatives that support people with diverse workstyles and career possibilities, fostering an organization where every employee can demonstrate their strengths.</p>

## Human resources strategy vision

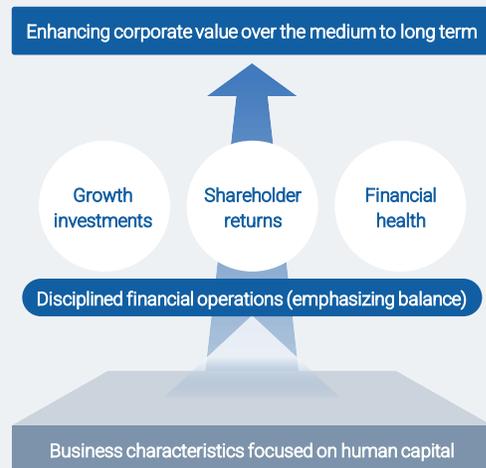
CDC has implemented a growth model focused on a small, select group of employees to enhance the productivity and expertise of every individual employee rather than simply increasing the number of employees. Going forward, the company will continue to develop the key skills necessary in the personnel business throughout the organization. This approach will help to establish positive cycle in which both the business and its human resources can develop together. By building on this foundation of human resources, the company aims to increase its corporate value over the medium to long term.

## Financial Strategy

Capital will be allocated to support the creation of value driven by human capital, resulting in the sustainable improvement of corporate value.

### Basic Policy

CDC's policy for allocating capital to sustainably create value through its businesses is outlined in its financial strategy. Given the characteristics of our business, which is centered on human capital, CDC aims to improve its corporate value over the medium to long term by executing disciplined financial operations that place emphasis on the balance between growth investments, shareholder return and financial soundness.



Growth investments supporting business strategies — To achieve business growth, CDC focuses on the following three types of investment.

1 Investment in human capital	CDC employs and develops career advisers and sales, planning and development staff to enhance the accuracy of its matching of job seekers with companies and improve the quality of its services. Human capital is the core of CDC's competitive advantage. CDC believes that investing in them will increase profitability in the medium to long term.
2 Investment in Advertising	CDC invests in advertising to increase awareness of its mid-career job sites and events, etc. and enhance its ability to attract job seekers. The Company emphasizes efficient investments. In particular, CDC focuses on building a foundation that will support business growth by improving its interactions with IT engineers and women.
3 System investment	CDC believes that investing in systems enhances operational efficiency, improves data usage, increases productivity and creates added value. Through this investment, the company aims to expand the scale of its business and establish a stable revenue structure.

### Shareholder return policy

CDC believes that returning profits to shareholders is an important management issue. The company's basic policy for distributing profits generated by CDC is to pay consistent dividends, targeting a payout ratio of 50% or more. CDC seeks to enhance its corporate value by consistently returning profits to shareholders while considering the balance with growth investments.

### Financial health

As a foundation for sustainable value creation, CDC strives to mitigate financial risks while maintaining an appropriate capital structure. Backed by our cash generation capabilities, we are building a financial foundation that enables it to flexibly address the changes and uncertainties in the business environment.

### Capital efficiency and dialogue with the market

The estimated cost of capital ranges from 12% to 14%. ROE generally ranges from 20% to 25%. Capital efficiency consistently surpasses the cost of capital. Capital efficiency is a result of the improved competitiveness of CDC's businesses and its disciplined allocation of capital. CDC intends to continue at this level of capital efficiency in the medium to long term. At the same time, it is essential to improve the market's understanding of CDC's consistent profit growth and future growth potential, regardless of the short-term fluctuation of indicators. CDC will work to strengthen its investor relations activities and engage in a dialogue with the market over the medium- and long-term.

## Financial and Non-Financial Highlights

	Item	Unit	FY9/2016	FY9/2017	FY9/2018	FY9/2019	FY9/2020	FY9/2021	FY9/2022	FY9/2023	FY9/2024	FY9/2025
Management indicators	Net sales	(Thousand yen)	8,569,797	9,893,590	10,975,692	12,154,765	11,021,168	9,436,878	15,507,606	17,388,327	17,734,862	18,646,255
	Operating profit	(Thousand yen)	1,005,247	1,153,557	1,166,200	995,237	-244,648	140,736	1,102,384	1,585,491	1,432,861	1,582,805
	Ordinary profit	(Thousand yen)	1,009,303	1,158,192	1,169,980	1,003,156	-219,676	155,284	1,101,094	1,577,294	1,438,164	1,604,321
	Profit attributable to owners of parent	(Thousand yen)	674,603	802,896	802,615	721,142	-169,614	927,694	793,589	1,163,262	984,351	1,100,768
	Operating profit ratio	(%)	11.73%	11.66%	10.63%	8.19%	-2.22%	1.49%	7.11%	9.12%	8.08%	8.49%
	Ordinary profit ratio	(%)	11.78%	11.71%	10.66%	8.25%	-1.99%	1.65%	7.10%	9.07%	8.11%	8.60%
Financial indicator	Total assets	(Thousand yen)	4,401,327	5,025,493	5,610,806	6,090,995	5,642,078	5,858,531	6,717,734	7,999,366	6,506,412	7,733,520
	Net assets	(Thousand yen)	2,857,749	3,292,618	3,881,061	4,325,048	3,841,561	3,948,237	2,960,555	3,933,406	3,939,452	4,628,417
	Equity ratio	(%)	62.8	63.7	67.9	71	68.1	67.4	44.1	49.2	60.5	59.8
	ROE	(%)	26.5	26.9	22.9	17.7	-	26.1	23	33.7	25	25.7
CF	Operating cash flow	(Thousand yen)	689,400	941,520	1,001,360	906,927	187,631	633,913	2,054,408	1,938,467	859,187	2,031,350
	Investing cash flow	(Thousand yen)	-261,303	-325,318	-267,198	-407,728	-517,328	-431,883	-347,153	-478,065	-838,998	-338,384
	Financing cash flow	(Thousand yen)	-209,076	-445,506	-257,183	-239,248	-323,915	-122,119	-904,359	-348,333	-1,842,156	-470,151
Stock indicator	Number of total shares issued	(shares)	7,054,400	7,054,400	7,054,400	7,054,400	7,054,400	7,054,400	7,054,400	7,054,400	5,497,921	5,497,921
	EPS	(yen)	98.81	118.52	119.92	107.13	-25.13	137.44	140.68	209.94	178.99	209.67
	BPS	(yen)	407.08	479.58	567.41	640.74	569.12	584.92	536.73	708.14	753.54	879.66
	Dividends	(yen)	30	38	38	45	20	35	45	70	90	100
	Dividend payout ratio	(%)	33.5	36.4	36.8	52.8	-	25.5	32	33.3	50.3	47.7
	Stock price (highest)	(yen)	1,359	1,699	2,538	1,705	1,489	1,344	1,740	2,315	2,179	2,390
	Stock price (lowest)	(yen)	726	870	1,466	910	624	882	858	1,355	1,367	1,518
Human resource indicator	Number of employees	(People)	490	581	605	651	660	662	695	783	835	768
	Ratio of female employees	(%)	54.3%	55.2%	58.7%	58.1%	58.0%	58.6%	57.6%	57.9%	56.9%	55.1%
	Average age	(Age)	28.6	28.3	28.5	28.7	29.3	30.1	30.4	30	30.1	30.7
	Average years of service	(years)	3.9	3.7	4	4.2	4.8	5.4	5.5	5.2	5.3	5.9
	Average annual salary	(Thousand yen)	4,782	4,660	4,638	4,861	4,917	5,032	5,446	5,559	5,497	5,514
	Ratio of female managers	(%)	35.8%	39.2%	41.2%	43.8%	47.2%	46.2%	45.1%	45.2%	48.7%	48.7%

- ROE: A loss was recorded in the fiscal year ended September 30, 2020, and no specific figure is provided. Non-consolidated ROE is provided starting with the fiscal year ended September 30, 2021.
- Consolidated/non-consolidated: Consolidated financial statement figures are provided up to the fiscal year ended September 30, 2020. From the fiscal year ended September 30, 2021, non-consolidated financial statement figures (for CAREER DESIGN CENTER CO., LTD.) are provided.

- Dividends (yen): Total annual dividends per share are provided. (No interim dividends).
- Payout ratio: For the fiscal year ended September 30, 2020, a loss was recorded, and no specific figure is provided.

- Stock price: The highest and lowest stock prices in the market for each fiscal year are provided. They are not the closing prices for the final trading day of each fiscal year.
- Total number of issued shares: During the fiscal year ended September 30, 2024, treasury shares were canceled, and total issued shares decreased.

# Materiality

## Our approach to sustainability

CDC believes that it contributes to the sustainable development of society by realizing its corporate philosophy, good jobs and good lives. In its sustainability management activities, CDC's goals are to enhance the mobility of human resources, which fosters the growth of individuals and the development of corporations, so that social issues can be addressed. Based on this approach, CDC has positioned the five identified material issues as key management themes, and is working to create value for society through its business activities operations while enhancing its corporate value from the perspectives of the environment, society and governance (ESG).



**Sustainability-related material issues** — CDC has identified the following five material management issues.

### 1 Revitalizing companies and contributing to economic growth by supporting people in their job transitions

We will contribute to economic growth by promoting corporate growth through the mobility of human resources who develop their own careers autonomously, thereby increasing corporate value.

[Click here for more information.](#)



### 2 Respecting diversity and creating an environment that values employee engagement

We will accept diversity by respecting the personalities of all individuals and we will aim to create an environment where people can work in a healthy and safe manner so that each and every employee can demonstrate their full potential and personality and play an active role.

[Click here for more information.](#)



### 3 Strengthening corporate governance

We will aim to achieve sound and highly transparent corporate governance and to continuously increase corporate value. Governance Initiatives

[Click here for more information.](#)



### 4 Realizing diverse workstyles that match the sense of value and workstyle requests of each individual

As people's values change from day to day, we will aim to create a society in which everyone can play an energetic and active role by providing flexible workstyles that match values of individuals.

[Click here for more information.](#)



### 5 Providing job seekers with opportunities for career development while also working to improve their standard of living

We will help each individual to improve their quality of life by providing opportunities for them to think consciously about their own careers and to develop their own vocational abilities spontaneously.

[Click here for more information.](#)



## Social and Environmental Initiatives



### Social Initiatives

CDC is working to resolve social issues through its businesses and aims to realize its vision together with its stakeholders.

#### Suppliers

To be a company that continuously grows together with its business partners, we encourage open and fair corporate activities, steadily promote sustainability initiatives, and work to ensure that transactions with all of our business partners are fair, in compliance with laws and regulations, and conducted with respect for human rights based on partnerships with business partners.

[Click here for more information.](#)

#### Human rights and compliance

Respect for human rights is a fundamental requirement for CDC to achieve its vision. We believe that enabling all individuals to work with dignity and demonstrate their abilities with peace of mind results in the sustainable creation of value. We collaborate with all stakeholders to help establish a society where human rights are respected.

[Click here for more information.](#)



### Environmental Initiatives

Recognizing that we are a member of society, CDC's policy on corporate ethics states that we shall engage in activities to conserve resources and ensure our business activities are in harmony with activities to protect the global environment. We are working to mitigate the environmental impact of our business, and we are implementing training programs and other activities to increase employees' environmental awareness.

#### Environmental considerations implemented in offices

CDC is reducing the number of paper documents it uses during internal meetings and for other purposes by proactively using tools such as groupware and installing monitors in meeting rooms and discussion spaces. We have also begun billing electronically, which is environmentally friendly and also improves operational efficiency.

#### Addressing climate change

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. We also measure and disclose our greenhouse gas (GHG) emissions and strive to reduce environmental impact.

Item	Separate item	FY9/2022	FY9/2023	FY9/2024	FY9/2025
Greenhouse gas emissions(Unit: t-CO2)	Scope 1 (Utility gas consumption)	-	-	-	-
	Scope 2 (Power consumption)	334.9	290.7	345.0	367.9
	Scope 3 (Categories 5, 6 and 7)	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

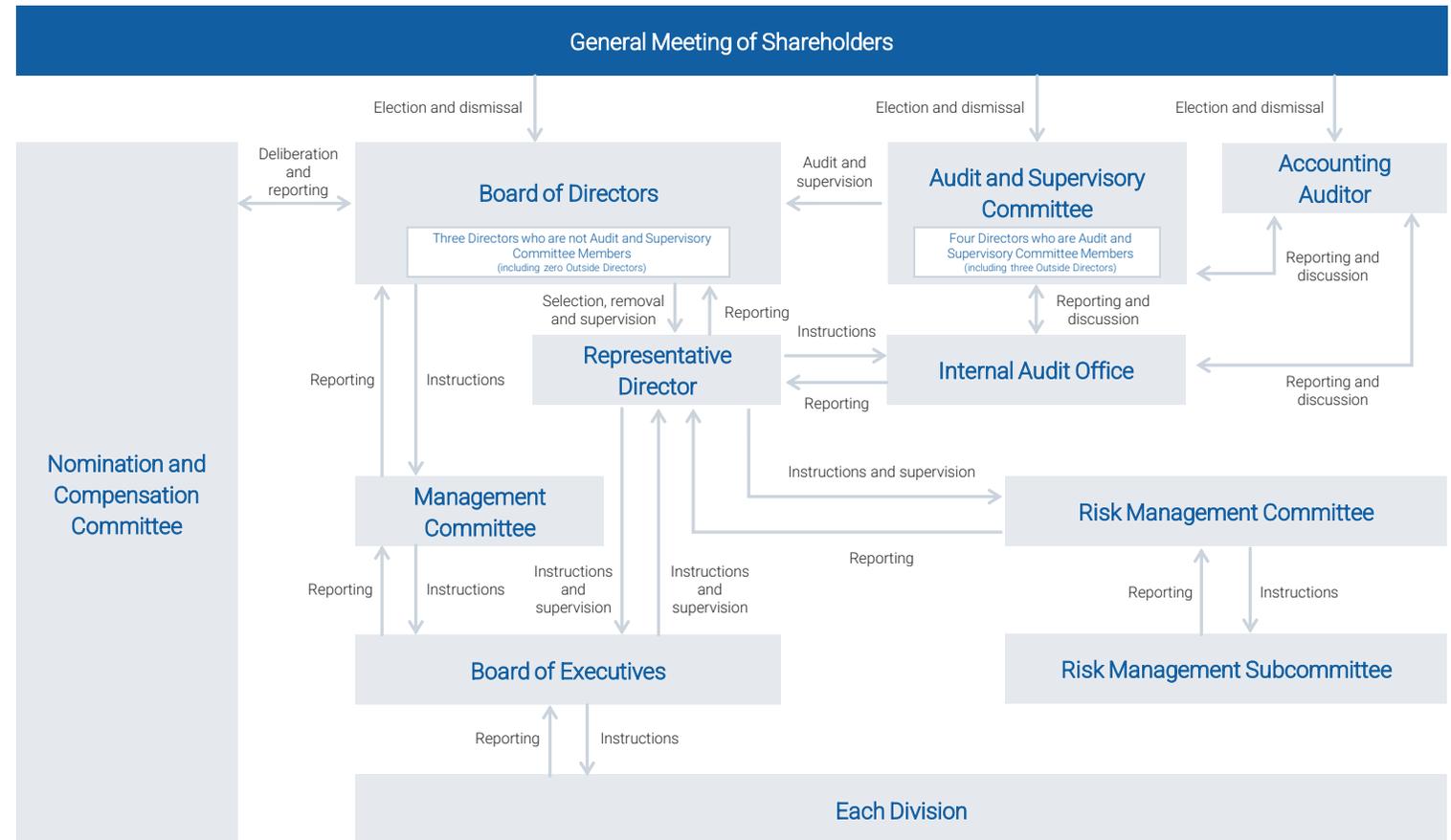
# Governance Initiatives

## Governance policy

Guided by our corporate philosophy, "Good jobs and good lives," we will create both social value and economic value by promoting businesses centered on the mobility of high-quality human resources with the aim of achieving a society where working people have good jobs and lead good lives, from the perspective of the employment of human resources. 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.



Corporate Governance Structure (as of December 31, 2025)



## Governance Initiatives

### Members of the Board of Directors and the Audit and Supervisory Committee

Board of Directors	Three Directors (including zero Outside Directors)	Meetings are held once a month.
	Four Directors and Audit and Supervisory Committee Members (including three Outside Audit and Supervisory Committee Members)	
Audit and Supervisory Committee	Four Directors and Audit and Supervisory Committee Members (including three Outside Audit and Supervisory Committee Members)	Meetings are held once a month.

The Board of Directors consists of three Directors (including zero Outside Directors) and four Directors who are Audit and Supervisory Committee Members (including three Outside Audit and Supervisory Committee Members). Board of Directors meetings are generally held once a month. Extraordinary meetings are held as necessary. As CDC's management decision-making body, the Board of Directors passes resolutions on matters set out by laws, regulations or the Articles of Incorporation, as well as significant matters related to business operations.

Audit and Supervisory Committee meetings are held once a month, in principle. The majority of the Directors who are Audit and Supervisory Committee Members are Outside Directors, which ensures the committee's independence and transparency. Audit and Supervisory Committee Members exchange opinions and information with the Internal Audit Office and the auditing firm as needed. The committee members conduct investigations and gather the information that is necessary for them to perform their duties at their own discretion. To ensure the effectiveness of audits, committee members attend Board of Directors meetings, exchange opinions with the CEO and Directors, and participate in internal meetings if necessary for the implementation of audits.

Name	Position in the Company	Independent Director	Nomination and Compensation Committee	Skills (knowledge, experience, and skills)						
				Corporate management	Industry expertise	Business	Human resources	Finance and accounting	Risk Management	ESG
Hiromi Tada	Chairman and CEO		•	•	•	•	•	•	•	•
Yusuke Kayama	Executive Vice President			•	•	•				
Yutaka Nishiyama	Senior Managing Director, Senior Managing Executive Officer			•	•			•	•	•
Ryohei Kikuchi	Directors				•				•	•
Yoshiyuki Wada	Outside Director	•	• (chair)					•	•	•
Tetsuo Saitou	Outside Director	•	•						•	•
Yukiko Miyaji	Outside Director	•					•		•	•

Skills	Details
Corporate management	Knowledge, experience, and skills in the area of corporate management
Industry expertise	Knowledge, experience, and skills in the area of human resources business
Business	Knowledge, experience, and skills in the area of business operations
Human resources	Knowledge, experience, and skills in the areas of human resources and human resources development
Finance and accounting	Knowledge, experience, and skills in the areas of finance, accounting, taxation, and banking
Risk Management	Knowledge, experience, and skills in the areas of risk management and compliance
ESG	Knowledge, experience and skills in the areas of ESG and sustainability

## Company Overview

### Company Overview

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
Net sales	18,646,255,000 yen (FY09/25 non-consolidated results)
Annual	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
Business Description	<ul style="list-style-type: none"> <li>• Operation of career change websites offering specialized information, including <a href="#">type</a> and <a href="#">Onna no Tenshoku type</a></li> <li>• Hosting job fairs</li> <li>• Recruiting Agency business (Minister of Health, Labor and Welfare license 13-YU-040429)</li> <li>• Offering <a href="#">type Shukatsu</a>, a service that supports high-quality job hunting through magazines, events, informative websites and placement services</li> <li>• Temporary staffing service specialized in the IT industry, <a href="#">type IT Haken</a> (Minister of Health, Labor and Welfare license 13-315344)</li> <li>• Planning, editing and management of Web magazines <a href="#">Engineer type</a>, <a href="#">Woman type</a> and <a href="#">20's type</a></li> </ul>

Officers	Hiromi Tada	Chairman and CEO
	Yusuke Kayama	Executive Vice President
	Yutaka Nishiyama	Senior Managing Director, Senior Managing Executive Officer
	Ryohei Kikuchi	Fulltime Audit and Supervisory Committee Member
	Yoshiyuki Wada	Director and Audit and Supervisory Committee Member (Outside)
	Tetsuo Saitou	Director and Audit and Supervisory Committee Member (Outside)
	Yukiko Miyaji	Director and Audit and Supervisory Committee Member (Outside)
	Shinichi Ozawa	Senior Executive Officer
	Yusuke Nakagome	Executive Officer
	Naoya Maeda	Executive Officer
	Masanori Mori	Executive Officer
	Shun Hattori	Executive Officer
	Miyuki Haraguchi	Executive Officer
	Yukio Takenaka	Expert Executive Officer
Koichi Kawasaki	Expert Executive Officer	
Shunsuke Takahashi	Special Adviser (Representative of People Factor Consulting Co., Ltd.)	