CAREER DESIGN CENTER

Medium-Term Management Plan

FY9/2027 to FY9/2029

CAREER DESIGN CENTER CO., LTD. (2410)

November 11, 2026

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Corporate 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.

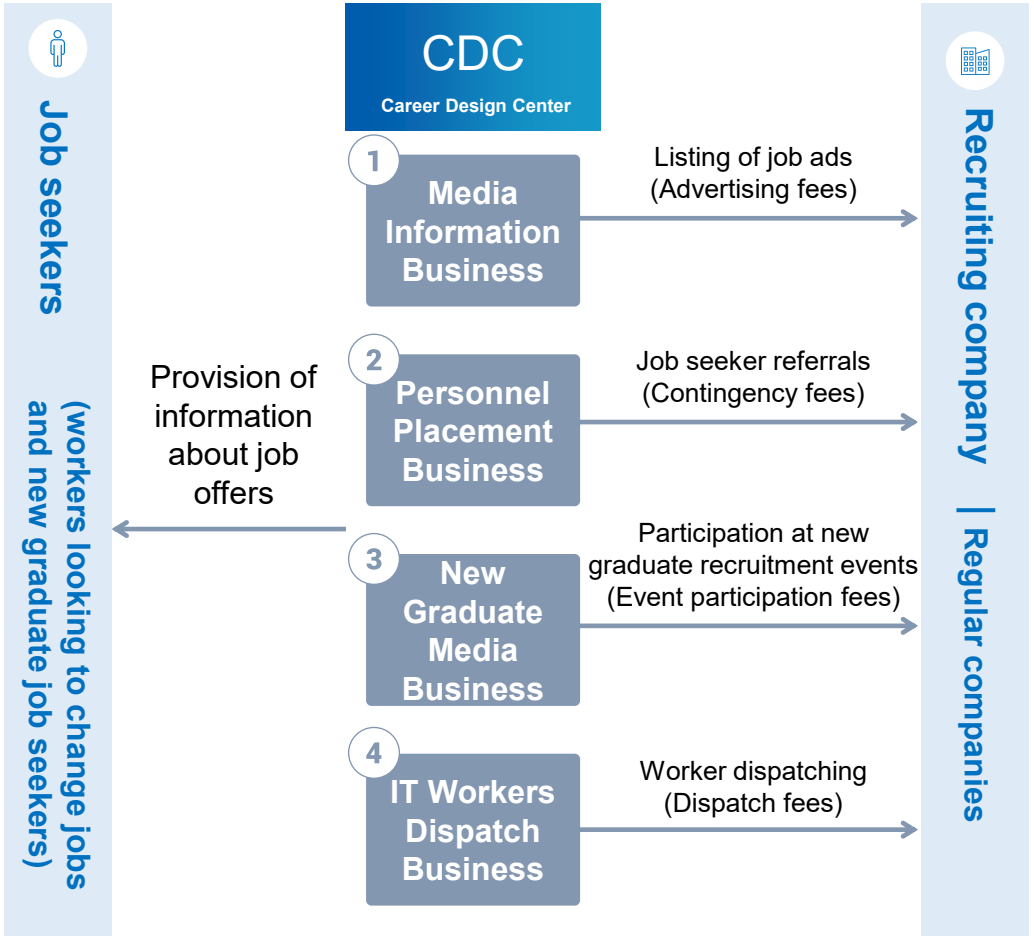
And nothing could replace the joy of working toward a big goal and overcoming obstacles along the way.

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.

Business Description



1 Media Information Business

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



2 Personnel Placement Business(General Field,Mid-career Field)

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 IT Workers Dispatch Business(Fixed-term Employment, Indefinite-term Employment)

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.



* The New Graduate Placement Business was discontinued at the end of September 2026

Management Strategy



1 A market strategy focusing on IT engineers and women

- Develop human resource services specializing in IT engineers and women
- Help solve social challenges including engineer shortages and general labor shortages
- Establish a unique market position through a support structure specializing in specific areas of expertise
- Support corporate recruitment challenges and individual career development

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

- Concentrate management resources in key markets with a high concentration of people and businesses
- Advance service designs tailored to regional characteristics and drive data utilization
- Strike a balance between high-quality services that provide high added value for companies and job seekers alike, and profitability

3 A comprehensive human resource service company with the type brand

- Develop a wide range of human resource services under the type brand
- Maintain wide-ranging points of contact with customers from media information and personnel placement to new graduate placement and worker dispatch
- Share knowledge, customer bases and data between businesses
- Provide high value-added services that leverage synergies

Financial Results Since Listing and Corporate History

Career Design Center started with the launch of the type journal, and gradually expanded its scope of business into career change events, personnel placement, career change websites, worker dispatch, web magazines and direct recruiting.
Seizing upon changes in the full-time worker recruitment market during the 2008 global financial crisis as an opportunity, CDC developed its strengths in the area of IT engineers into a dispatch business, diversifying its business portfolio.
Given the susceptibility of the human resources market to economic fluctuations, CDC has engaged in risk hedging through business diversification and continued to achieve growth while responding to changes in the environment.
Looking ahead, CDC aims to achieve sustainable growth through efforts to strengthen its existing businesses and venture into new ones.

Trend in net sales (1993-2026)

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

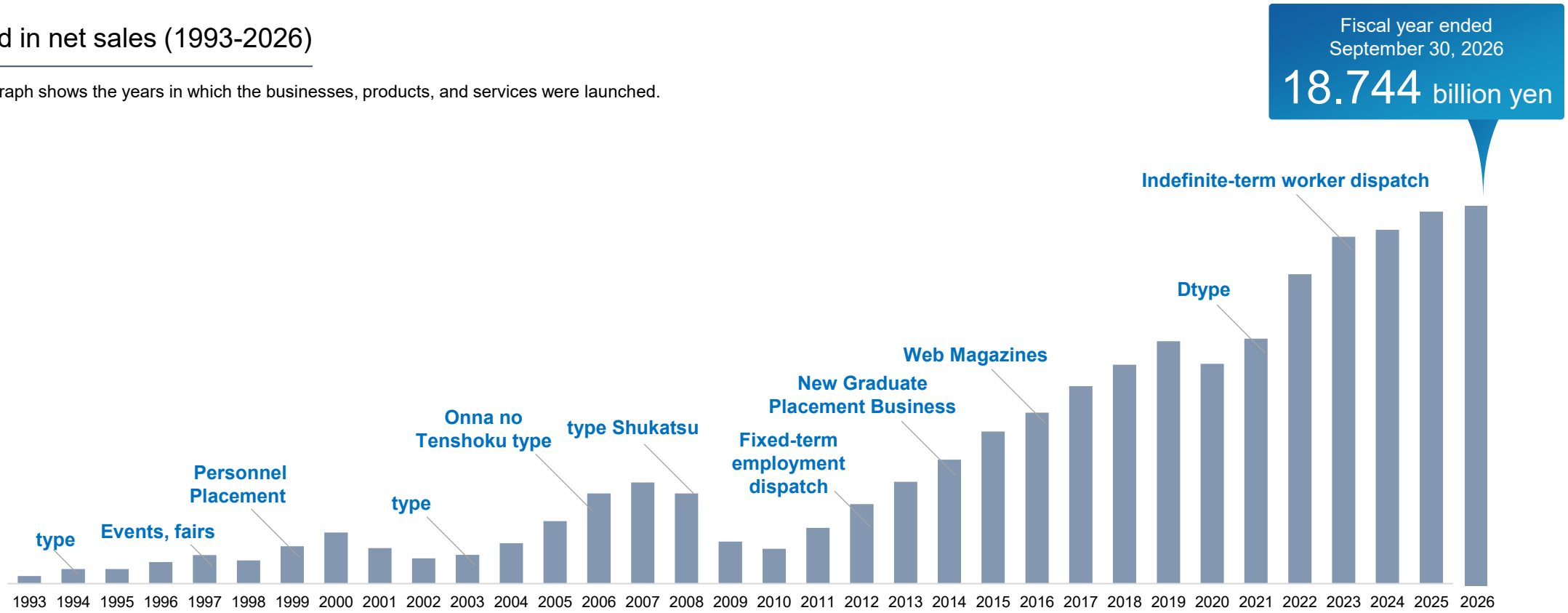


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Beyond 200 Results by the Numbers

Despite net sales and profit falling short of targets, the earnings base was expanded through growth investments. We achieved an ROE of 22.9%, surpassing our target and significantly improving capital efficiency

- ✓ Growth in financial results: Despite falling short of planned performance due to a changing external environment and other factors, both net sales and profit increased significantly over five years
- ✓ Capital efficiency: Driven by the acquisition of treasury shares and high profitability, CDC has achieved profitability that surpasses the cost of capital
- ✓ Growth investments: CDC has built multiple new revenue pillars, including net sales of approximately 510 million yen in the Kansai area, and net sales of 470 million yen in the domain of mid-level employees
- ✓ New businesses: We have also pursued growth investments in the newly launched indefinite-term IT engineer dispatch service, building a new earnings base to the tune of around 160 IT engineers currently deployed.

(Million yen)	FY9/2021 Results*	FY9/2026 Plan (announced in November 2021)	Fiscal year ended September 30, 2026 Results	FY9/2026 Vs. plan	FY9/2021 to FY9/2026 Growth rate
Net sales	12,091	20,000	18,744	93.7%	155.0%
Ordinary profit	362	2,400	1,606	67.0%	443.3%
Ordinary profit ratio	3.0%	12.0%	8.6%	-3.4pt	+5.6pt
ROE	5.6%*	15.0%	22.9%	+7.9pt	+17.3pt

* The results for the fiscal year ended September 30, 2021 include net sales of 2,655 million yen and ordinary profit of 207 million yen recorded by the wholly owned subsidiary Career Design IT Partners Co., Ltd. in the first six months of the year due to its absorption merger into CDC. In addition, as an 839 million yen gain on extinguishment of tie-in shares was recognized as extraordinary income, profit after deducting this gain was used in the calculation.

Existing Businesses

○…achieved ×…not achieved

Business	Net sales	Ordinary profit	Achievements	Future action
Media information	×	○	• Drove the establishment of the type brand in the domain of IT engineers and women • Developed a presence in the Kansai area, securing sales of approximately 510 million yen • Improved profitability by curbing advertising expenses and optimizing discounts	• Differentiate job ads catering to more sophisticated recruitment criteria • Support the use of various recruitment techniques including AI utilization • Expand market share through enhanced brand recognition and competitiveness
Personnel Placement (General Field, Mid-career Field)	×	×	• The number of successful contracts in the IT engineer domain declined due to increasingly sophisticated recruitment criteria, leading to lower profitability • However, CDC has continued to perform well in the domain of women • Sales in the domain of mid-level employees has grown into a highly profitable sector, generating net sales of 470 million yen with a profit margin of over 25%	• Establish the type brand by strengthening branding in the domain of IT engineers and women • Drive growth in the number of successful contracts by developing personnel
New Graduate Placement Business * Discontinued in September 2026	×	×	• Verified feasibility of continuing the business in light of trends with student registration • Decided to discontinue the business in light of the business environment	• Discontinue the business at the end of September 2026 to mitigate the risk of losses
New Graduate Media	○	○	• Expanded individual seminar sales based on corporate needs • Expanded acquisition of aspiring IT engineers and science & engineering students	• Respond to students beginning job hunting activities earlier and diversification of the means of gathering information • Strengthen the sales organization and expand the number of companies doing business with CDC
IT Worker Dispatch (Fixed-term Employment, Indefinite-term Employment)	○	×	• Increased the number of active dispatch workers and expanded the operating base • Launched indefinite-term worker dispatch and made upfront investments in the recruitment of IT engineers	• Strengthen the acquisition of registered personnel given the intensifying competition for IT engineers • Enhance response capabilities to expand indefinite-term worker dispatch

Key Measures

Measures	Achievements	Achievements	Future action
1. Promotion of Direct type	△	Launched the service and established a track record of provisional recruitment offers Recovery of investment is expected from the 36th fiscal period and beyond	• Review the cost structure and strive to achieve profitability at an early stage • Strengthen coordination with type and improve service value
2. Enhancing corporate advertising in web magazines	×	Despite having explored new earning opportunities, we were unable to generate sufficient revenue due to changes in the advertising market	• Review priorities as growth measures
3. Strengthening efforts to acquire job offers and applicants for female engineer positions	○	Expanded sales in line with membership growth	• Strengthen efforts to acquire female engineer registrations • Further expand the base of registered users
4. Strengthen sales in the Kansai area	○	Achieved growth with net sales increasing to approximately 510 million yen, establishing a new earnings base	• Improve recognition in the Kansai area • Achieve further growth by expanding market share
5. Stepping up efforts in the domain of mid-level employees	○	Achieved growth with net sales increasing to 470 million yen, and successfully tapped into the demand for recruiting experienced personnel	• Develop personnel to increase the number of successful contracts • Expand the business domain by developing high added value
6. IT worker dispatch: launch of indefinite-term worker dispatch (launched in 2023)	○	Achieved a high rate of active workers numbering approximately 160, building an operating base for indefinite-term worker dispatch	• Expand the number of active workers by strengthening the recruitment structure • Secure good-quality projects by building out the sales structure

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CDC's Pursuit of Its Value Creation Goal

Based on its desire to revitalize Japan by assisting workers transitioning to new careers, CDC is addressing the social challenges facing Japan from the aspect of human resources. Embracing its mission of "catering to diverse values and providing options that expand the potential of each individual" to empower each working person to chart their own career path in a self-directed manner, we aim to create a society in which working people have good jobs and lead good lives.

Social issues

- Decreasing working population
- Shortage of IT talent
- Promoting women's participation in the workplace
- Diversification of recruitment methods

INPUT

Fiscal year ended September 30, 2026

Financial capital

Cash	44.70 (100 million yen)
Net sales	187.44 (100 million yen)
Operating profit	15.86 (100 million yen)
Ordinary profit	16.06 (100 million yen)
Profit	11.34 (100 million yen)

Intellectual capital

Trademark rights, IT engineers, Caribo, expertise in women's participation in the workplace, AI matching

Human capital

Number of employees: 727

Social capital

Good relationships with shareholders, investors and local communities

Business activities

Media Information Business

- type
- Onna no Tenshoku type
- Direct type
- Events, fairs
- Web media



Personnel Placement Business

- General
- Mid-career

type 転職エージェント

IT Workers Dispatch Business

- Fixed-term employment
- Indefinite-term employment

type IT派遣

New Graduate Business

- New Graduate Media

type 就活

OUTPUT

Financial capital

Increasing economic value

Intellectual capital

Establishing a position in the domains of women and IT engineers
Expanding recognition of the type brand

Human capital

An organization in which specialist human resources can grow and establish roots

Social capital

Improving the distribution of profits to shareholders, investors and local communities

Reinvestment

OUTCOME

FY9/2032

Net sales **30.0 billion yen**

Ordinary profit **3.0 billion yen**

VISION

A society in which working people have good jobs and lead good lives

Market Environment

Demand for human resource services has continued to expand amid labor shortages, and growth opportunities in CDC's areas of strength are expected to expand

01

Labor shortages driven by the declining birthrate and aging population

the number of employed women continues to trend upward

CDC's Strengths

CDC improves human resource mobility with a diverse and comprehensive array of services under the type brand, while also expanding employment opportunities for women through media specifically designed for women, and supporting workforce creation and retention

02

Widening supply-demand gap of IT human resources

Labor shortage of up to 790,000 people by 2030

CDC's Strengths

Since its founding, CDC has been developing a wide array of services specializing in support for recruitment in the IT domain. We capitalize on growing demand in the IT domain, where our strengths lie

03

Shift of recruitment needs from quantity to quality

Growing demand for the recruitment of personnel who can make immediate contributions and specialized personnel

CDC's Strengths

Since its founding, CDC has differentiated itself with unique products and services that appeal to the segment of human resources with high career aspirations. We cater to recruitment needs that emphasize quality.

Facing a market environment with ample room for growth in the medium- to long-term, we will continue to aim for further growth with a focus on domains where demand is expected to continue expanding

Long-Term Vision “Beyond 300”

Positioning of Our Medium- to Long-Term Strategy Aimed at 30 Billion Yen in Net Sales

Beyond 300 is our long-term vision aiming to **achieve net sales of 30 billion yen by the fiscal year ending September 30, 2032**

To achieve our long-term vision,
we will advance efforts to transform our business structure and reinforce our business and organizational foundations with a new Medium-Term Management Plan running from the fiscal year ending September 30, 2027 to the fiscal year ending September 30, 2029.
We will work to prioritize investments in growth businesses and optimize our business portfolio, aiming to achieve sustainable profit growth while maximizing profitability.

Beyond300

Long-Term Vision Aiming for Net Sales of 30 Billion Yen

Previous Medium-Term Management Plan

2022-2026

Launch new businesses
Expand the earnings base

New Medium-Term Management Plan

2027-2029

**Building robust business and organizational foundations
Strengthening initiatives to achieve sustainable profit growth**

2030-2032

Strive to expand and accelerate growth businesses, working from robust business and organizational foundations as a base

VISION

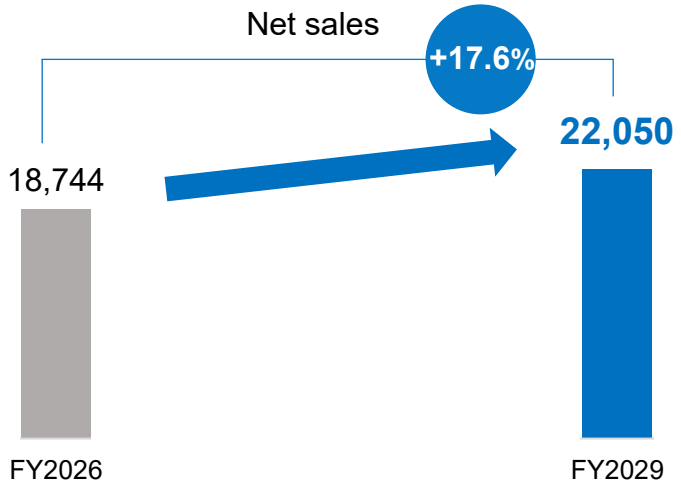
A society in which working people have good jobs and lead good lives

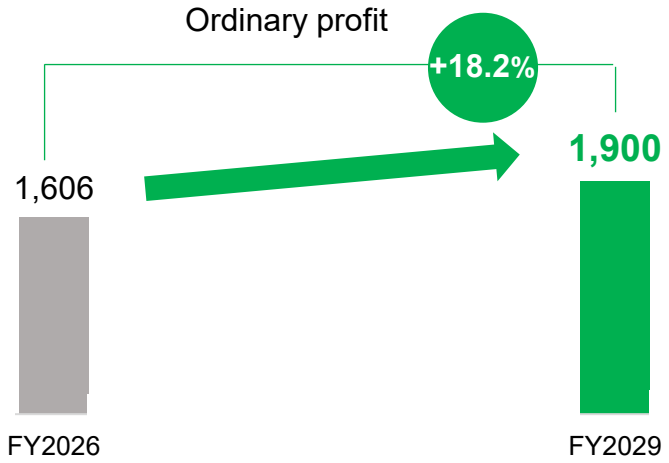
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Numerical Targets

(Million yen)





	FY9/2026 Results	FY9/2029 Plan	Vs. plan
Net sales	18,744	**22,050**	117.6%
Operating profit	1,586	**1,890**	119.1%
Ordinary profit	1,606	**1,900**	118.2%
Profit	1,134	**1,292**	113.8%
Ordinary profit ratio	8.6%	**8.6%**	—
ROE	22.9%	**20% or higher**	—

Basic Policy and Key Strategies

■ Basic Policy

As we step up investments to drive our business activities going forward, we anticipate various cost increases including personnel development, advertising investments, and rent for land and buildings. To achieve further business growth under these conditions, we will aim to enhance profitability across CDC by strengthening each business, enhancing human capital to boost earning power, and promoting business streamlining through AI utilization and other innovations.

■ Key Strategies

Reinforcing the business structure

1 We will concentrate management resources in priority areas based on growth potential and profitability. We will step up investments in growth businesses including IT worker dispatch (indefinite-term employment) and personnel placement (mid-level employee domain), while maintaining and strengthening the earnings base of our stable businesses.

Deep cultivation of the domains of IT engineers and women

2 We will specialize in specific fields that target segments of human resources with high career aspirations, such as the combination of IT engineer and woman. In addition to accumulating specialization, we will utilize AI matching and data to develop a more sophisticated understanding of job seekers and recruiting companies alike, to cultivate high-quality matching and a unique customer base.

Strengthening human capital

3 We will work to encourage personnel retention and strengthen recruitment capabilities by raising employee wage levels and improving work comfort

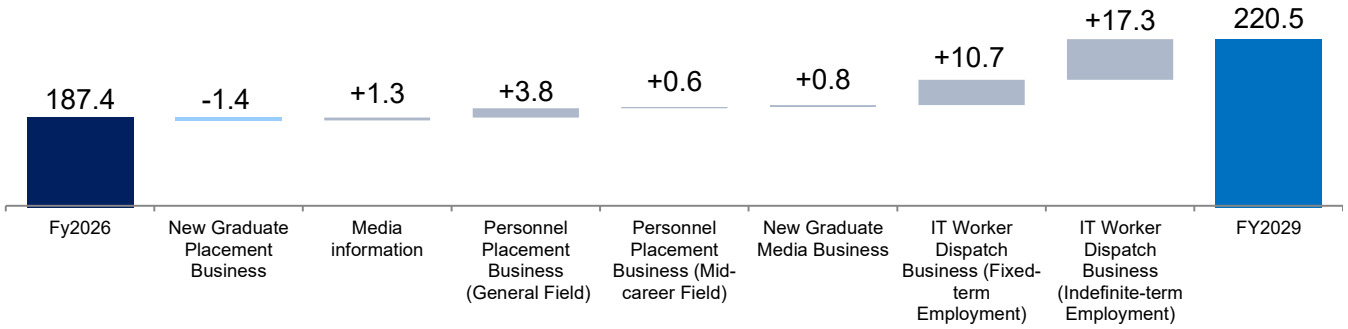
We will also work to cultivate specialist human resources, boost productivity with the use of AI and data, and develop the organizational framework that will support accelerated growth

Strategy 1. Reinforcing the Business Structure

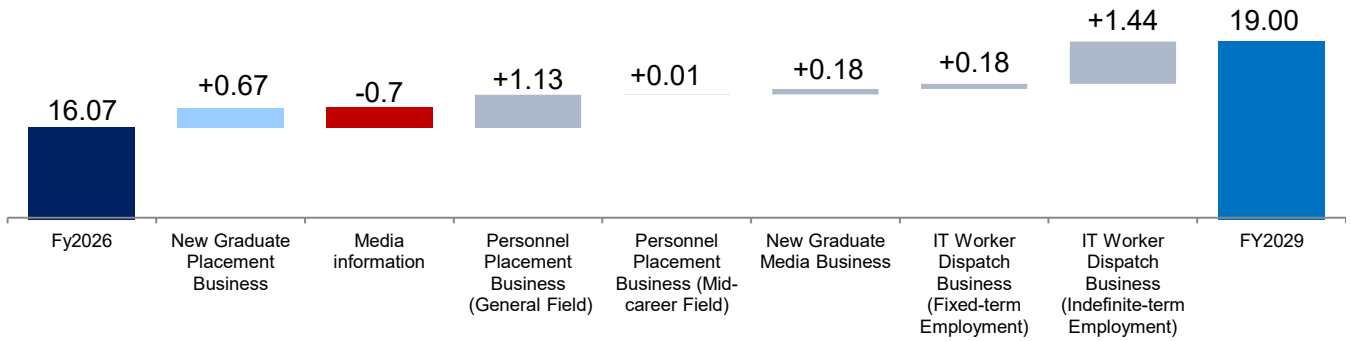
We will achieve growth in the Personnel Placement Business, which enjoys a high market growth rate, while maintaining stable earnings from the Media Information Business, New Graduate Media Business and IT Worker Dispatch Business (fixed-term employment). We will also aim to achieve profitability in the IT Worker Dispatch Business (indefinite-term employment).

Category	Business	Policy
Growth driver Proactive investment	**Personnel Placement Business (Mid-career Field)**	Expand sales and profit by taking advantage of market growth and cultivating personnel.
Earnings base Maintenance and improvement	**Media information New Graduate Media IT Worker Dispatch Business (Fixed-term Employment)**	Work to expand sales while supporting CDC as a whole with stable profits and profit margins
Earnings improvement Strengthening	**Personnel Placement Business (General Field)**	Take advantage of market growth and work to regain sales while achieving high profitability
Achievement of profitability Development and shift to profitability	**IT Worker Dispatch Business (Indefinite-term Employment)**	Aim to shift from upfront investment to profitability

Change in Net Sales (FY9/2026 to FY9/2029)



Change in Ordinary Profit (FY9/2026 to FY9/2029)



* The New Graduate Placement Business was discontinued at the end of September 2026

Strategy 2. Deep Cultivation of the Domains of IT Engineers and Women

Going forward, we will continue to specialize in the domains of IT engineers and women, in anticipation of increasing recruitment demand
Embracing our strengths in brand power, the strengthening of human resource/customer bases, and the **specialization and consultation quality** that cannot be easily replaced with AI, we will strive to differentiate ourselves from the competition

IT engineer field

In 2030, the labor supply-demand gap is forecast to increase to around 790,000 people*1, while 85% of companies*2 report that they perceive a shortage of digital human resources. For the meantime, this seller's market is expected to continue.

Measures

1. **Strengthening branding**
   Continue to run ads designed to further emphasize the impression that "type is synonymous with IT engineers
   Work to maximize the effects of outreach to engineers
2. **Improved AI matching**
   Strengthen efforts to utilize AI in each business, including improvements to the type-branded AI matching service Caribo in the Media Information Business
3. **Stepping up efforts to acquire in-demand human resources and registered users**
   Expand the acquisition of registrations for highly rare human resources, including those with expertise in AI and cloud computing
   Seek cost-effective ways to acquire registered users including in-house referrals rather than relying on external media

Women field

The proportion of women in full-time employment has reached a record-high 49.1%*3. Given expanding employment opportunities and career aspirations, demand for services specifically catering to women is expected to continue to grow in the future.

Measures

1. **Strengthening the sales structure**
   Leverage strengths in the domain of female personnel cultivated in each business through job ads, personnel placement and job hunting events, and improve coordination between sales and service sections. Work to expand the customer base while achieving sales growth
2. **Expanding sales in the Kansai area**
   Progress is being made with business expansion in the Kansai area. We aim to broaden efforts in each business, including job ads and personnel placement, expanding CDC's recognition and customer base to achieve further sales growth
3. **Strengthening branding**
   Continue investment in advertising to capitalize on solid recognition and trust, elevating brand recognition to boost named searches and the number of users

*1 "Survey of IT Talent Supply and Demand," Ministry of Economy, Trade and Industry (March 2019)
*2 "DX Trends 2025," Information-technology Promotion Agency (IPA) (June 2025)
*3 "Labor Force Survey (November 2025, seasonally adjusted)," Statistics Bureau, Ministry of Internal Affairs and Communications, "Employment-Related Statistics, November 2025," NLI Research Institute

Strategy 3. Strengthening Human Capital

Employees are the source of our competitiveness and value creation, and we will develop an environment that enables every employee to maximize their individual capabilities.
We will enhance our organizational strength by strengthening recruitment competitiveness while cultivating and retaining specialist human resources, seeking to increase the number of employees while building an organization that will support sustainable growth

Compensation and Benefits Improved recruitment competitiveness and motivation	• Strengthening of recruitment competitiveness by raising employee salary levels • Development of assessment and compensation systems based on expertise and performance
Recruitment and Development Securing and developing specialized human resources	• Enhancing recruitment channels and producing improved matches between values, aspirations and corporate culture • Recruiting and developing specialized human resources, providing tiered and specialized training, and supporting career development
Workplace Environment and Retention Ensuring long-term success and improving retention rates	• Developing systems supporting diverse work styles and a comfortable workplace environment • Utilizing the abilities and talents of each individual to develop an environment in which they can flourish in the long term

Infrastructure: Enhancing business operations and improving productivity through the use of AI and data

An organization in which specialist human resources can grow and establish roots

Media Information Business

Services: Job ads (type, Onna no Tenshoku type), career change events (type engineer career change fair, Onna no Tenshoku type events), direct recruiting (Direct type)

We will work to differentiate CDC from the competition by specializing in the domains of IT engineers and women as main targets. In addition, we aim to grow our earnings base by expanding the market.

Net sales	Ordinary profit	Ordinary profit ratio
5.8 billion yen	**0.7 billion yen**	**12.1%**
(102.3%)	(91.2%)	(-1.4pt)

* Figures in parentheses are comparisons with the FY9/2026 results

Growth Drivers

- Increasing the number of registered users in the domain of IT engineers and women
- Increasing the number of job offers acquired

To sustain and improve our business over the medium to long term, we need to enhance our ability to attract job seekers in the domain of IT engineers and women. It is also essential to increase the number of job offers acquired through brand differentiation.

Current Challenges

- Improving the differentiation of job ads to address the increasingly sophisticated and diverse recruitment criteria of recruiting companies
- Adapting to increasingly diverse recruitment methods with direct recruiting, AI utilization, and so on
- Expanding market share through improved recognition and competitiveness

Initiatives

1 Optimizing the process for attracting job seekers in the domain of IT engineers and women

We analyze how IT engineers and women use our services, along with behavioral data about them, choose the optimal media and create appealing designs. This approach enables us to achieve a high return on investment when attracting job seekers.

2 Strengthening branding centered around the concept of aiming for the "next level" of type

We enhance the differentiation and penetration of our brand by organizing our value propositions and messages based on the "next level" concept while improving the consistency of our promotional activities in our advertising, websites and content.

3 Improving service capabilities with new features and added value

We enhance areas including direct recruiting functions and AI matching functions, promoting optimum matching between job seekers and recruiting companies. We work to improve customer satisfaction and differentiate CDC from competing services by enhancing service convenience and recruitment support capabilities.

4 Expanding into a new area (expanding sales in the Kansai area)

We work to enhance recognition and create further sales opportunities through advertising, running events and other initiatives in the Kansai area.

Personnel Placement Business (General Field,Mid-career Field)

Services: type Tenshoku Agent

We will establish a high-unit-price high-revenue model by expanding the mid-level employee domain (experienced personnel, highly-skilled groups) and differentiating by improving service experiences.

Net sales	Ordinary profit	Ordinary profit ratio
3.43 billion yen (114.9%)	0.5 billion yen (129.5%)	14.6% (+1.7pt)

* Figures in parentheses are comparisons with the FY9/2026 results

Growth Drivers

- Increasing the number of registered users in the domain of IT engineers, women and mid-level employees
- 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.

Current Challenges

- Decrease in the number of successful contracts among young, inexperienced or low experience groups for which recruitment demand is slowing due to more advanced recruitment criteria
- Strengthening of the ability to respond to recruitment needs which demand personnel with advanced expertise and experience

Initiatives

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

We analyze how IT engineers, women and mid-level employees use our services in each domain, along with behavioral data about them, choose the optimal media and create appealing designs. This approach enables us to achieve a high level of cost performance when attracting job seekers. We utilize a wide range of channels to attract job seekers, including referral programs, to curb acquisition costs while expanding the registered user base.

2 Career adviser recruitment and training

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 Developing high added value and expanding scope in 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, and will work to increase its share of sales in the Personnel Placement Business. We will improve unit prices by expanding to experienced personnel and segments of highly-skilled individuals, and widen our target industries to enhance the earnings base.

New Medium-Term Management Plan (2027-2029)

New Graduate Media Business

Services: Job hunting information magazine (type Shukatsu), job hunting events (type Shukatsu fair, premium career)

We will expand points of contact with career-oriented students, while boosting our competitiveness by creating high-quality points of contact with companies and expanding our activities in the recruitment support domain.

Net sales	Ordinary profit	Ordinary profit ratio
0.74 billion yen	0.2 billion yen	27.0%
(111.6%)	(110.0%)	(-0.4pt)

* Figures in parentheses are comparisons with the FY9/2026 results

Growth Drivers

- Increasing the number of career-focused registered students
- 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.

Current Challenges

- Responding to students beginning job hunting activities earlier and diversifying the means of gathering information
- Responding to changing needs, shifting from a quantity-focused pool of potential employees to high-quality points of contact with companies and students

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 that takes into account market trends and the needs of both recruiting companies and students, while also enhancing the quality of event-day operations and improving pre- and post-event communication. Through recruitment process outsourcing, individual seminars and other activities, we will enhance support that spans the creation of contact points with students through to selection and recruitment results, in an effort to improve the recruitment outcomes and satisfaction levels of recruiting companies.

3 Expanding the scope of recruitment support

We are expanding the scope of support to include recruitment branding and processes, in addition to assisting recruiting companies in the establishment of pools of potential employees, as part of comprehensive support for companies' recruitment activities.

IT Worker Dispatch Business (Fixed-term Employment, Indefinite-term Employment) Services: type IT Haken

We will capitalize on growing demand for IT human resources by attracting more human resources for both fixed-term and indefinite-term dispatch while developing better dispatch terms. We aim to build a stable earnings base by increasing the number of active dispatch workers and increasing operating rates.

Net sales	Ordinary profit	Ordinary profit ratio
12.08 billion yen (130.1%)	0.5 billion yen (147.8%)	4.1% (+0.5%)

* Figures in parentheses are comparisons with the FY9/2026 results

Growth Drivers

- Increasing the number of registered IT engineers
- 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.

Current Challenges

- Intensifying competition to attract human resources due to growing demand for IT human resources
- Enhancing response capabilities in the expanding indefinite-term employment dispatch domain
- Rising difficulty of matching due to the skills and aspirations of IT engineers and increasingly diverse job opening needs

Initiatives

1 Attracting more IT engineers for both fixed-term and indefinite-term employment dispatch

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

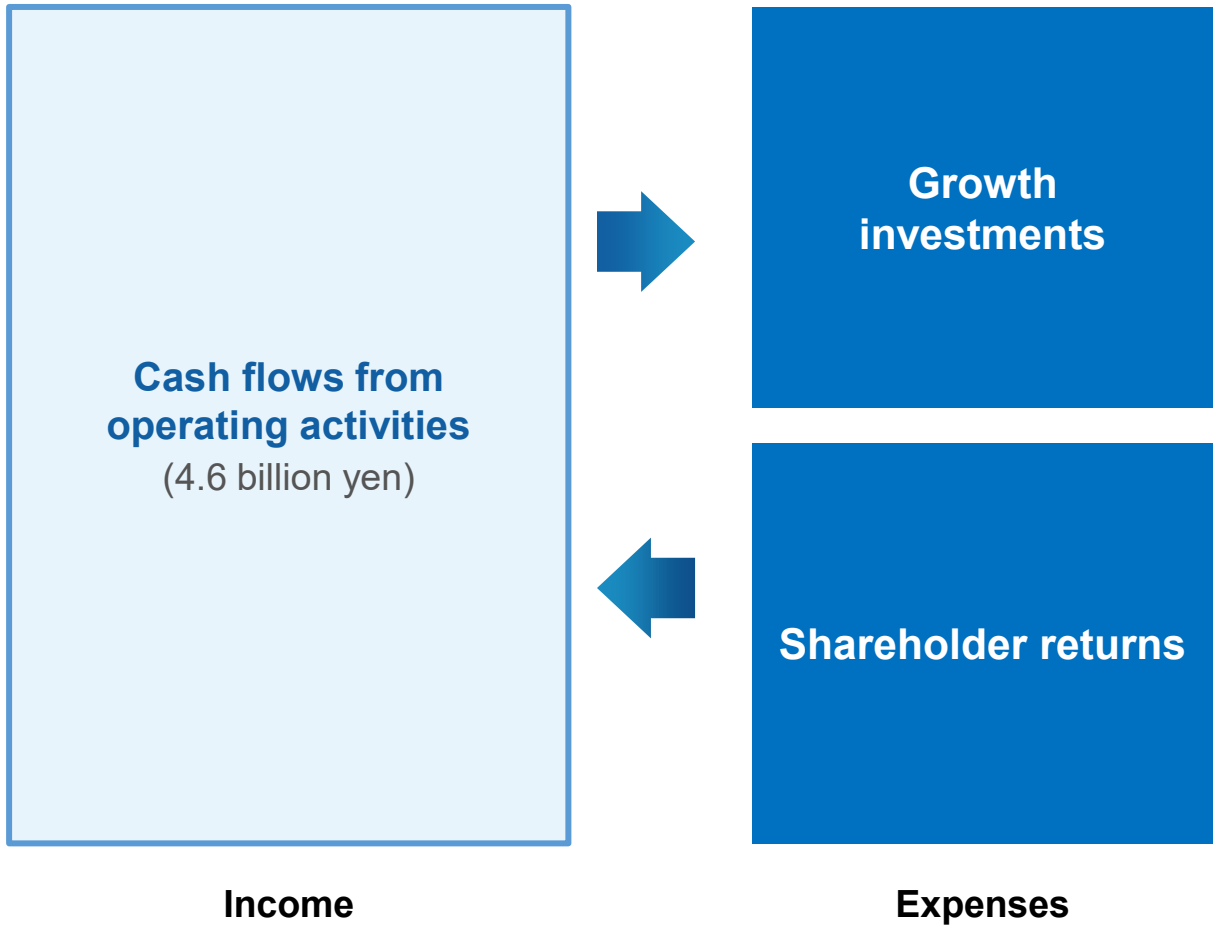
We work to better understand companies' hiring needs and project characteristics while accurately identifying the skills and aspirations of individual IT engineers. Through these initiatives, we aim to strengthen proposals tailored to employers' needs and attract more job openings. We also provide follow-up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

3 Expanding the scope of indefinite-term employment

To capitalize on growing demand for IT human resources, we will strengthen the recruitment and development base for indefinite-term employment dispatch, while building a sales structure specialized in the indefinite-term employment domain and attracting good-quality job openings. By improving matching with job offers that suit the skills and aspirations of IT engineers, we will work to improve operating rates and increase dispatch unit prices.

Capital Allocation

We aim to balance business growth that will meet the expectations of the market with maintaining and improving financial soundness, achieving enhanced corporate value through a cycle of profit generation



- Human resource recruitment and development
- Advertising and branding
- System development and DX
- Strengthening of existing businesses

- Policy of targeting a dividend payout ratio of 50% or higher
- Aiming to continuously increase dividends

Growth Investment and Investment in Human Capital

Through priority investments over three years (human resources, advertising, systems), we will build the foundations to compete in ways that support sustainable growth.

Figures in parentheses indicate changes compared with the FY9/2026 results

Investment in human capital	Advertising expenses	System investment
Ratio to net sales: 20-25%	**Ratio to net sales: 9-10%**	**Ratio to net sales: 8-10%**
• Number of employees: expansion to workforce in the 800 range (currently 727) • Strengthening of recruitment focusing on sales personnel and engineers • Ratio of female managers: 40% or higher	• Campaigns to boost recognition of the type brand • Investment in boosting recognition of Onna no Tenshoku type • Strengthened advertising in the Kansai area • Improved digital marketing ratio	• Development of AI matching systems • Establishment of foundations for improving operational efficiency through DX • Strengthened data infrastructure (customers and job seekers) • Improved security

Shareholder returns

To clarify our approach to returning profits and further enhance shareholder returns, we have set a target dividend payout ratio **of 50% or higher based on ordinary dividends alone**, with a policy of issuing ongoing dividends. **We also aim to continuously increase** dividends per share, while taking into account business performance trends, financial conditions and other factors.

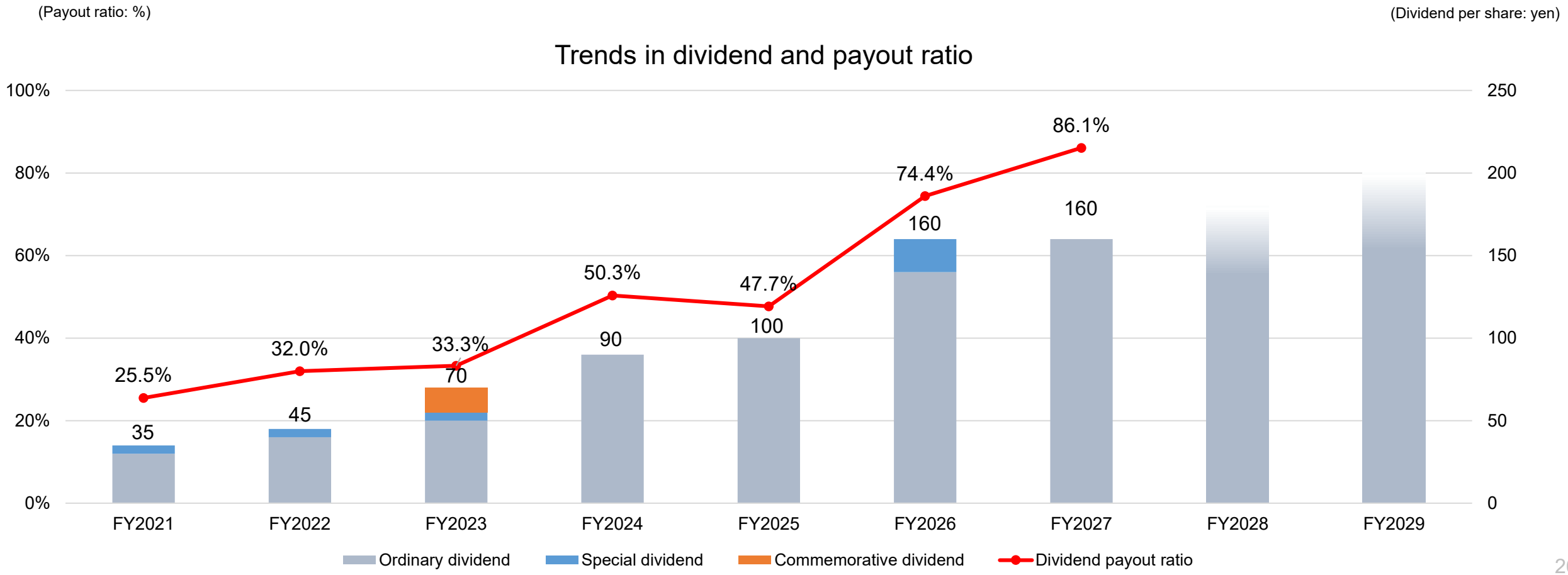
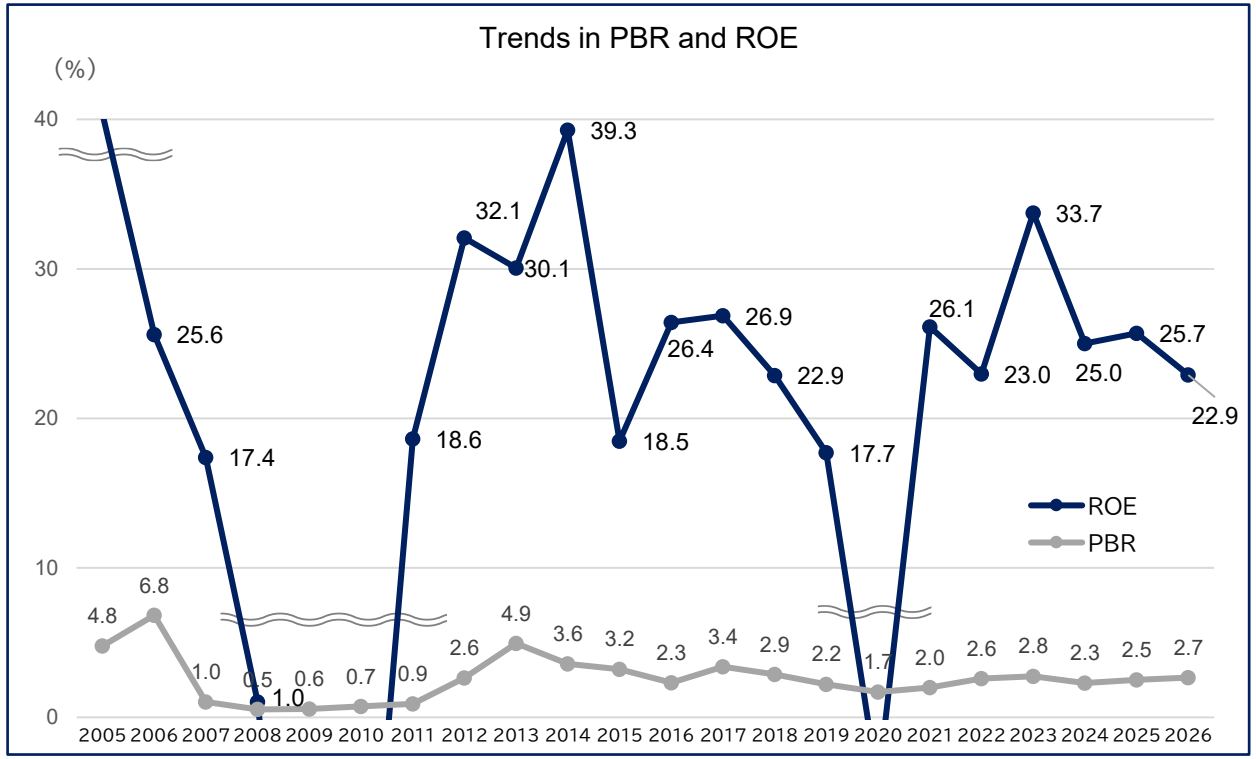


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6. References

Present Data Analysis and Issues (PBR, ROE)

- ✓ The Company estimates its current capital costs at between 13.0% and 15.0%
- ✓ ROE has remained above the cost of capital, and the Company aims to maintain a level of around 20% over the long term.
- ✓ PBR is in the 2.0x - 2.7x range. This level has declined slightly over the past decade, and the Company is working to improve the stock price



Estimates based on PBR and ROE

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

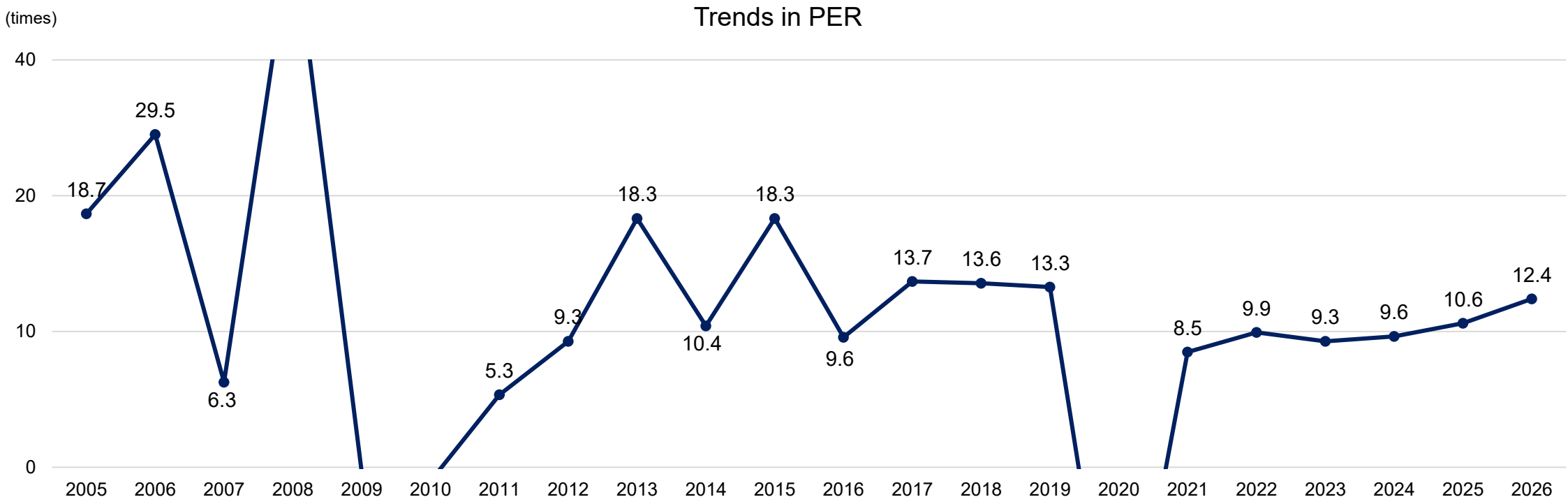
Cost of shareholders' equity	ROE	PBR	Expected growth rate
13.0-15.0%	20-26%	2.0-2.7 times	0-2%

Estimates based on CAPM

Cost of shareholders' equity	=	Risk-free rate	+	β (beta) sensitivity	×	Market risk premium	+	Size premium
13.0-15.0%		3.06%		0.742		8%		

Present Data Analysis and Issues (PER)

✓ Although PER has recently shown signs of recovery, it still has not recovered to its historical range of 13-18x.
✓ The Company will work to strengthen investor relations to achieve stable profit growth and gain market recognition for future growth potential



Initiatives

✓ We will achieve stable rises in earnings. At the same time, we will increase shareholder returns and take other steps so that we are evaluated more highly in the market.

Growth investments	**Investing in new businesses and in employees as human capital in addition to increasing profit from existing businesses, with the aim of enhancing business competitiveness and achieving stable profit growth in the future** - Investment in existing businesses and new businesses - Human capital investment and system investment
Shareholder returns	**Being proactive in increasing divided payout ratio and considering other measures, so as to maximize shareholder value** **Pursuing a policy of increasing shareholder returns while balancing them with growth investment** - Continuous dividend increases - Reflecting profit growth in shareholder returns
Financial health	**Striving to mitigate financial risks while maintaining an appropriate capital structure** - Optimization of capital structure - Mitigation of financial risk

Promotion and Strengthening of IR Activities

✓ With a basic policy of truthful information disclosures, we will be proactive in implementing IR activities to build a relationship of trust with investors.

Improving information disclosure

We will provide investors with the necessary information in a timely, fair manner, with a basic policy of emphasizing transparency and accuracy in information disclosures.

-Preparing disclosure documents in Japanese and English
-Enhancing corporate website
-Clarifying shareholder return policy
-Enhancing disclosure of non-financial information, including data related to environmental, social, and governance (ESG) elements

Dialogues with investors

We emphasize two-way dialogues with investors and strive to build a long-term relationship of trust with them.

-Holding financial results briefings twice a year, with our representative director and president as well as our director in charge of IR giving explanations in person
-Holding meetings in response to requests from institutional investors in Japan and other countries
-Collecting questions and feedback from investors and reflecting them in management

Internal feedback on IR activities

We reflect investors' opinions, which we obtain through IR activities, in our management and leverage them in improving our business activities and growth strategy.

-Feeding back questions asked in meetings with institutional investors to the Board of Directors to leverage them in future disclosures, meetings, etc.
-Improving the content of information disclosure and presentation materials based on opinions from investors

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Company Profile

Company name	CAREER DESIGN CENTER CO., LTD.
Establishment	July 8, 1993
Listed on	Tokyo Stock Exchange, Prime Market (Code：2410)
Number of employees	727(as of September 30, 2026)
Capital	558,660,000 yen
Revenue	18,744,343,000 yen (FY09/26 non-consolidated results)
Reporting of accounts	Annual (in September)
Location	Head Office・Akasaka Office Akasaka Long Beach Building, 3-21-20, Akasaka, Minato-ku, Tokyo 107-0052, Japan Akasaka Sanno Office S-GATE Akasaka Sanno Building, 2-5-1, Akasaka, Minato-ku, Tokyo 107-0052, Japan
Description of business	■Operation of career change websites offering specialized information, including『type』and『Onna no Tenshoku type』 ■Hosting job fairs ■Recruiting Agency business (Minister of Health, Labor and Welfare license 13-YU-040429) ■Offering『type Shukatsu』, a service that supports high-quality job hunting through magazines, events and informative websites. ■Temporary staffing service specialized in the IT industry (Minister of Health, Labor and Welfare license 13-315344) ■Planning, editing and management of Web magazines『Engineer type』,『Woman type and 20's type』

Management Strategy

A market strategy focusing on IT engineers and women

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

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

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

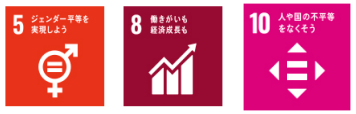
A comprehensive human resource service company with the type brand

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

Sustainability

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

Materialities

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

Sustainability Initiatives

Respecting diversity

Employees
727
(As of September 30, 2026)

Average age
31.1
(As of September 30, 2026)

Employee gender ratio
Male 45% Female 55%
(As of September 30, 2026)

Manager gender ratio
Male 58% Female 42%
(As of September 30, 2026)

Maternity/Childcare leave return rate
100%
(As of September 30, 2026)

Breakdown of new recruits
New graduates 49%
Mid-career 51%
(As of September 30, 2026)

Note: Excluding indefinite-term dispatched employees engaged in the Company's IT staffing business (168 employees as of the end of September 2026).

Environmental management

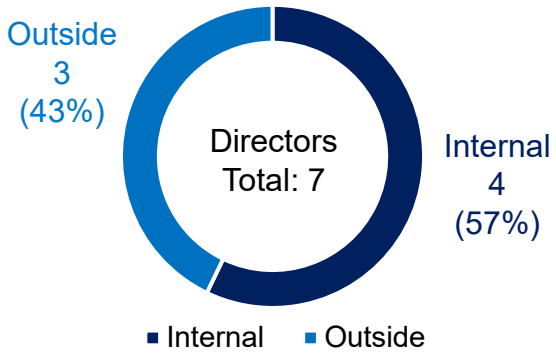
We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium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

Item	Separate item	FY9/2024	FY9/2025	FY9/2026
Greenhouse gas emissions (Unit: t-CO2)	Scope1 (Utility gas consumption)	—	—	—
	Scope2 (Power consumption)	345.0	367.9	324.3
	Scope3 (Indirect emissions other than those listed above)	507.4	554.5	580.4
Amount of paper actually consumed (Index with the amount used in the fiscal year ended September 30, 2020 set as 100)		33.7	32.5	32.4

Governance initiatives

Working appropriately and cooperatively with stakeholders is essential for achieving sustainable corporate growth and creating corporate value on a medium- to long-term basis. With this in mind, our basic policy on corporate governance is to respect each person's position, increase management transparency, expedite decision-making processes and strengthen supervisory functions while also maximizing corporate value with proper corporate governance.

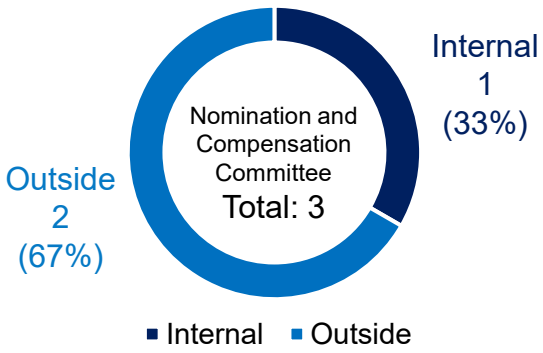
Composition of the Board of Directors



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

The Audit and Supervisory Committee consists of four Directors (one full-time Audit and Supervisory Committee Member and three Outside Directors who are Audit and Supervisory Committee Members).

Composition of the Nomination and Compensation Committee



The Company has a Nomination and Compensation Committee, which is a non-statutory advisory committee chaired by an independent Outside Director and composed of one Internal Director (Chairman and President and Representative Director) and two Outside Directors.

Two committee meetings were held in the fiscal year ended September 30, 2025.

Disclaimer

The industry trends, analyses, future outlook, strategies and other information presented today are determinations made by Company management based on currently available information, but various factors may cause significant changes to the environment surrounding business in the future. Therefore, please note that future strategies and business performance may vary significantly from the information presented today.