

**LINE**<sup>®</sup>

Shareholder Newsletter

The **33**<sup>rd</sup> Term

2023.10~2024.9



Chairman and CEO  
**Hiromi Tada**

Career summary

Born in Tokyo in 1947. After graduating from Doshisha University in 1970, joined Japan Recruit Center Co., Ltd. (currently Recruit Holdings Co., Ltd.). After working as the sales manager of Shukan Shushoku-Joho (currently B-ing), founded Torabayu and became its first editor-in-chief. Also started publishing CARSENSOR and AB-ROAD. In 1989, appointed as Director in charge of the mid-career recruitment business (B-ing and Torabayu). After leaving the company in 1993, became CEO upon the establishment of CAREER DESIGN CENTER CO., LTD. (the Company). Since October 2006, has been serving as Chairman and CEO of the Company.

## Accelerate new activities to establish a new revenue base and achieve Beyond200.

I would like to take this opportunity to express my deep appreciation to our shareholders for their continued support. Thank you very much for your interest in the Company's business activities.

In the 33rd term, the business performance fell short of our initial forecasts. We apologize to our shareholders for the concern caused by the results. Amid a pause in hiring demand following rapid changes in the job offering environment during the recovery phase from the COVID-19 pandemic, the 33rd term was a year in which we were required to respond to changes in the job offering environment, including higher recruitment criteria. Against this backdrop, we made steady progress with the direct recruiting service Direct type, which is a new activity under the Medium-Term Management Plan Beyond200, expanding sales in the Kansai area, and launching a new business, the Indefinite-Term Worker Dispatch Business, and we were able to build a solid foundation for future growth. These efforts are important pillars toward

the achievement of Beyond200, and we are confident that they will provide a solid foundation for further progress. Especially in Direct type, the number of hires has been increasing steadily, and sales in the Kansai area remain extremely strong, up 29% from the previous year.

In the indefinite-term worker dispatch business, as mid-career hiring in particular has progressed at a faster pace than initially expected, we plan to strengthen mid-career hiring to achieve early profitability. Going forward, we will continue to pursue further growth in existing businesses and carry out new activities even more quickly to achieve the targets of Beyond200, aiming to realize not only net sales of ¥20 billion, but also the future targets of ¥30 billion and ¥50 billion. We will also do our utmost to improve our corporate value from a long-term perspective and continue to be a company trusted by our shareholders. Career Design Center looks forward to your continued support as we redouble our efforts to meet the expectations of all our valued shareholders.

## Corporate Philosophy



**Is a job simply a means of income? We do not think so.**

**People achieve success when they have good jobs and can demonstrate their full potential.**

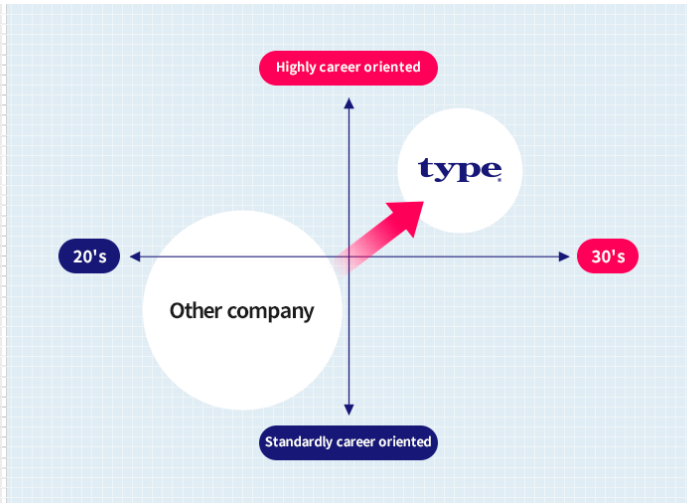
**And if people have fulfilling jobs, they can lead prosperous and enjoyable lives, both at work and at home.**

**It can be said that finding a good job is exactly equal to having a good life.**

**Like a rainbow in the sky, we want to be a bridge that leads you from the present to a shining future.**

**This mark reflects such idea and our hope.**

## Targeting highly career-oriented human resources

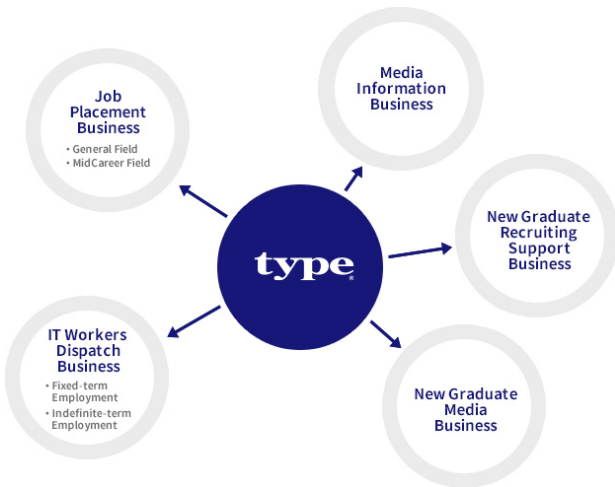


The most serious problem in Japan's current situation is the declining birthrate. It confronts us with dual challenges: an aging society and a declining young workforce. However, from a medium- to long-term perspective, it is essential for companies to secure both quality and quantity in the workforce in order to promote growth and increase their corporate value.

In the future, companies will be only seeking and recruiting selected human resources who have careers, experience, and expertise and who are talented enough to increase corporate value, namely, highly career-oriented human resources. Since our foundation in 1993, we have consistently pursued a strategy of providing support for high-quality employment in the fields of "engineers" and "women," with a focus on the Tokyo metropolitan area. As a result, we possess know-how and data of job seekers with relatively high recruiting needs.

By targeting the high-demand segments, we will concentrate our management resources on the segment and differentiate ourselves with our unique product and service lineup. Through increasing the mobility of human resources, we support companies in securing workforces in terms of both quality and quantity with the aim of revitalizing companies and contributing to the development of the Japanese economy.

## A Comprehensive Human Resource Service Company with the type brand



|                                          |                                                                                                                                                                                                                                                        |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Media Information Business               | <ul style="list-style-type: none"> <li>• Mid-career job site (type / Onna no Tenshoku type)</li> <li>• Operation of mid-career job events (Engineers fair and Women's fair)</li> <li>• Operation of direct recruiting service (Direct type)</li> </ul> |
| Job Placement Business                   | Operation of placement services for career changers (type Tenshoku Agent) <ul style="list-style-type: none"> <li>• Business General Field</li> <li>• Business Mid-career Field (specialists and managers)</li> </ul>                                   |
| New Graduate Media Business              | Management of events for students (type job hunting premium event)                                                                                                                                                                                     |
| New Graduate Recruiting Support Business | Operation of placement services for students (type Shukatsu Agent)                                                                                                                                                                                     |
| IT Worker Dispatch Business              | Dispatch of IT engineers (type IT Haken) <ul style="list-style-type: none"> <li>• Fixed-term Employment</li> <li>• Indefinite-term Employment</li> </ul>                                                                                               |

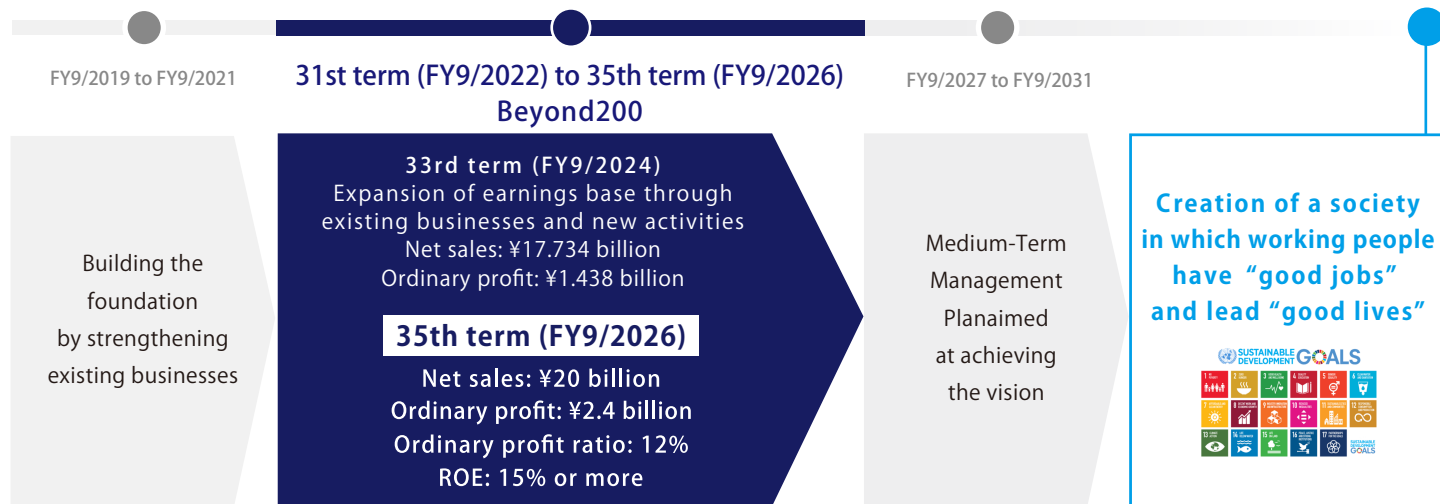
The mid-career job site type attracts more than one million visitors per month, making it the most accessed site among major mid-career job sites. Since we provide a variety of services, we can solve all kinds of issues in recruitment faced by job seekers and recruiting companies. We are also strengthening the mutual functions among products and services so our services will be more convenient for both job seekers and recruiting companies.

\*Nielsen NetView April 2024 PC Data Subcategory] "Career Awareness" user ranking by channel

## Medium-Term Management Plan

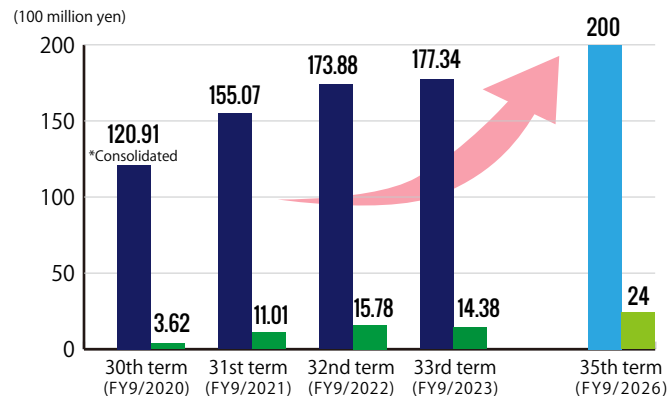
In November 2021, the Company formulated the Medium-Term Management Plan Beyond200, which covers five years from the 31st term (FY9/2022) to the 35th term (FY9/2026). In the 33rd term (FY9/2024), the third year of the Medium-Term Management Plan, we saw changes in the job offering environment, including a pause in hiring demand, which had increased rapidly in the previous fiscal year as the economy recovered, marking a shift compared to the past two fiscal years.

As a result, such as the Personnel Placement Business and the New Graduate Placement Business, which typically involve high unit prices for recruitment, slowed the increase of ordinary profit. However, other existing businesses have generally performed steadily. Furthermore, our ROE improved to 25.7%, continuing its upward trend, demonstrating progress in line with the Medium-Term Management Plan. We will continue to accelerate the growth of existing businesses and new activities to achieve the targets of the Medium-Term Management Plan.



## Strengthening investment in new businesses to achieve Beyond200, the Medium-Term Management Plan

In the 33rd term, we made efforts to expand sales in the Kansai area and attract female engineers to make these activities our new sources of revenue. These initiatives made steady progress, resulting in a total of approximately ¥900 million (approximately 14% of total media sales). Indefinite-term worker dispatch, our new business, has started up steadily and is strengthening the business base. Overall, the Medium-Term Management Plan is progressing as planned, and the targets for the 35th term remain unchanged. We will continue to expand new activities and make steady efforts to achieve the targets.

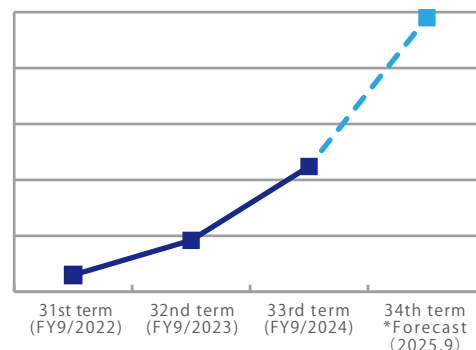


## Direct recruiting service “Direct type”

“Direct type,” one of the key activities under the Medium-Term Management Plan, is a mid-career job service for IT engineers that allows companies to scout job seekers they want to recruit. Since its release in 2020, the number of newly registered IT engineers has remained strong, and the numbers of registered and hired IT engineers have been steadily increasing. We will strengthen advertising on “Direct type” and acquire more registered users while enhancing the site power so as to expand the services that support IT engineers’ recruitment.



Number of hires via the Direct type



## IT worker dispatch business Indefinite-Term Worker Dispatch

In the IT worker dispatch business, we have dealt with fixed-term worker dispatch, but in the previous fiscal year we newly started the indefinite-term worker dispatch business. In the field of IT engineers, the number of indefinite-term dispatched employees is increasing year by year, and the market size is now extremely large. By entering this market, we aim to expand our earnings in the future. The launch of the indefinite-term worker dispatch business is aimed at establishing a new revenue stream and further supporting CDC’s growth. In order to offer engineers an environment in which they can play an active role, CDC provides maximum support and focuses on creating a comfortable working environment, including the development of various systems and the setting up of break rooms available to them at the Company.



We have jointly developed CDC’s own training program “type IT Academy” with a major Sler company. Substantial training for three months is available after joining the Company.



The break room is used as a place for engineers to meet together once a month and as a space for relaxation.

Yusuke Kayama



Executive Vice President in charge of Media Information Business Unit

## Yusuke Kayama

- 10.2002 Joined the Company
- 10.2013 General Manager of Career Sales Division
- 12.2014 Director, General Manager of Career Sales Division
- 10.2020 Managing Director in charge of Media Information Business Unit
- 10.2023 Senior Managing Director in charge of Media Information Business Unit
- 12.2023 Senior Managing Director and Senior Managing Executive Officer in charge of Media Information Business Unit
- 10.2024 Executive Vice President in charge of Media Information Business Unit

### Strengthen the foundation for new initiatives such as expanding in the Kansai area and “Direct type.” Achieve growth by driving both existing businesses and new initiatives.

I would like to take this opportunity to express my sincere gratitude to our shareholders for their continued support. I am Yusuke Kayama, and I have recently assumed the post of Executive Vice President. Under my new responsibilities, I will be committed to the growth and development of CDC.

The Media Information Business Unit, which I am in charge of, is developing a wide range of products and services, including job fairs as well as online job advertisements such as “type,” in which a Japanese comedy duo Audrey has been appointed as the brand ambassador, and “Onna no Tenshoku type,” which uses Little Mie as a mascot.

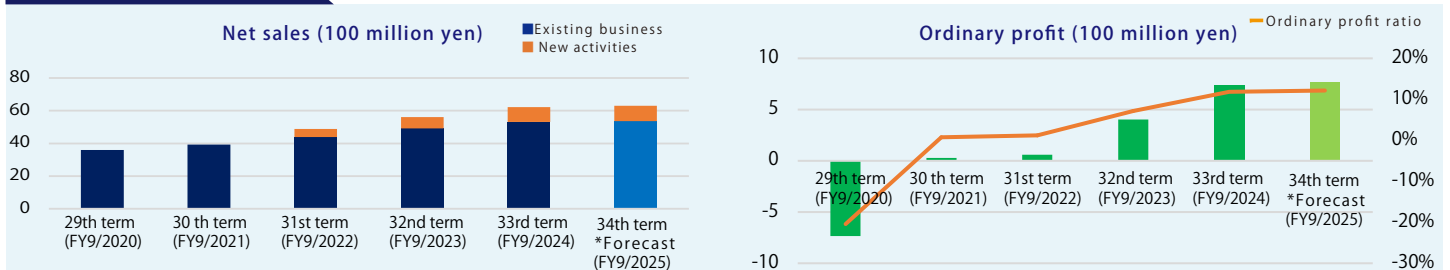
In the 33rd term, we focused on expanding business in the Kansai area and revising sales prices while reducing advertising and other costs. As a result, we were able to further increase the profit margin, which had improved significantly in the previous fiscal year, and ordinary profit was up 83.6% year on year. Approximately ¥900 million (14% of total sales) of the net sales of the Media Information Business Unit were attributable to new activities under

the Medium-Term Management Plan, such as Direct type, Female engineers, and Expansion of sales in the Kansai area, indicating that we are steadily strengthening our earnings base.

In the 34th term, we will further accelerate these new activities to achieve sustainable growth. In particular, in the Kansai area, we will expand the number of job categories and actively seek job openings in blue-chip companies to build a system that meets the diverse needs of job seekers. In addition, we are planning to hold the first mid-career job event for women in the Kansai area. We intend to raise brand awareness through this event as well as other advertising activities. With the aim of commercializing Direct type in the future, we will strengthen the database specialized for engineers to secure high-quality talented people, and develop a system to respond to companies’ hiring needs more accurately.

With continued focus on the growth of existing businesses and new activities, we will further develop the entire Media Information business.

### Performance trend



Yutaka Nishiyama



Senior Managing Director and Senior Managing Executive Officer in charge of Corporate Planning

## Yutaka Nishiyama

- 4.2005 Joined the Company
- 10.2012 General Manager of Corporate Planning Division
- 12.2012 Director, General Manager of Corporate Planning Bureau
- 12.2016 Director of Career Design IT Partners Co., Ltd.
- 10.2020 Director in charge of Corporate Planning of the Company
- 10.2021 Managing Director in charge of Corporate Planning
- 10.2023 Senior Managing Director in charge of Corporate Planning
- 12.2023 Senior Managing Director and Senior Managing Executive Officer in charge of Corporate Planning

## In the 34th term, we will achieve sustainable growth by investing in new activities and improving the profitability of existing businesses

In the 33rd term, the Company saw net sales of ¥17.73 billion (YoY +2.0%), ordinary profit of ¥1.43 billion (YoY -8.8%), and net income of ¥0.98 billion (YoY -15.4%). The New Graduate Media Business and the IT Worker Dispatch Business progressed as planned, and ordinary profit in the Media Business increased 83.6% year on year. On the other hand, the Job Placement Business and the New Graduate Recruiting Support Business faced challenges due to the effects of higher recruitment criteria and a pause in hiring demand. In response to these challenges, we are implementing various activities: in the job placement business, we are working to improve the production yield, and in the new graduate recruiting support business, to strengthen the development of job offers and increase the number of student registrations. In terms of financial indicators, ROE remained strong at 25%. We will continue to strengthen our investment in business growth, while also

enhancing shareholder returns. In the 33rd term, the Company acquired and cancelled treasury stock to improve capital efficiency and eliminate concerns about future stock dilution. We will also review our dividend policy and aim to achieve stable and continuous dividend payments.

As for the 34th term, despite signs of recovery in some areas of the job offering market, we expect conditions to remain severe in the first half of the year. However, in anticipation of the relaxation of hiring requirements and revision of hiring plans in the second half of the year, we will promote proactive investments in new activities to improve our competitiveness and achieve further growth. Also, with thorough cost management, we intend to maintain the stability of our financial base to achieve both business growth and shareholder returns.

We will continue to do our utmost to achieve sustainable growth and meet the expectations of our shareholders.

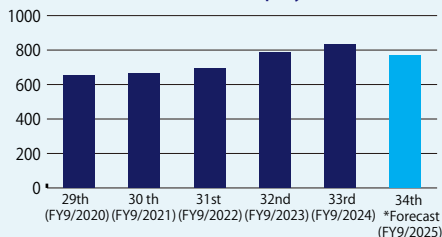
### 34th term (FY9/2025) Plan

● Net sales **¥19 billion** YoY **107.1 %**

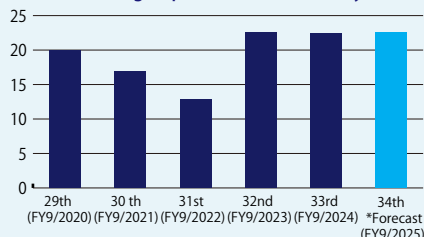
● Ordinary profit **¥1.75 billion** YoY **121.7 %**

### Performance trend

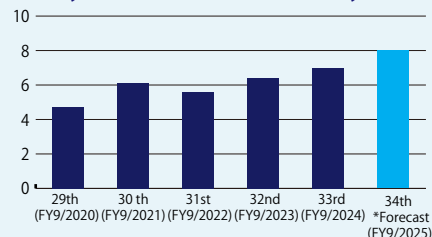
Number of employees



Advertising expenses (100 million yen)



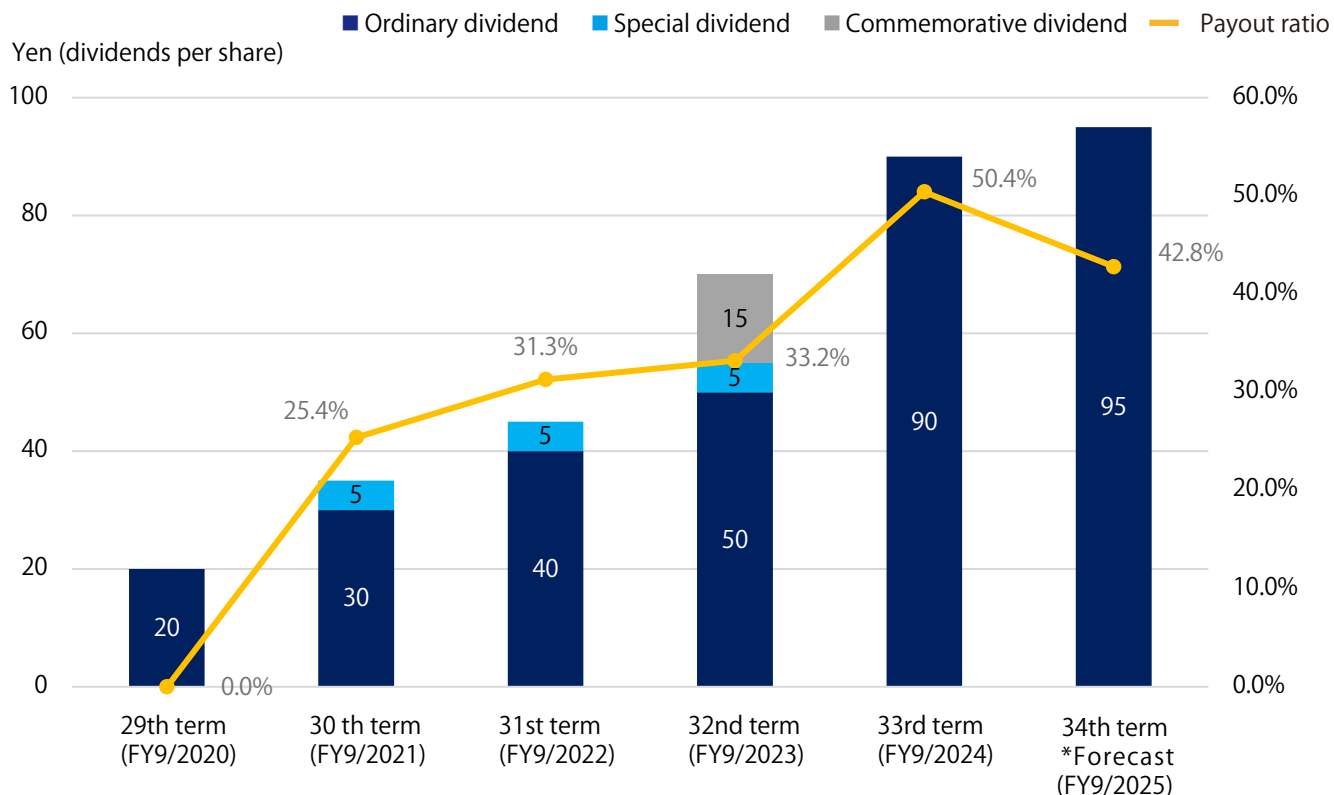
System investment (100 million yen)



## By introducing a new dividend policy, we aim to further improve the return of profits

Recognizing the return of profits to shareholders as an important management issue, the Company has changed its dividend policy to make even greater returns. The new dividend policy announced on August 20, 2024 sets a target dividend payout ratio of 40% or more for ordinary dividends only. The policy is to pay stable and continuous dividends based on comprehensive consideration of business trends and financial conditions. In addition, while being based on profit distribution on business performance, we also prepare for future growth investment by enhancing internal reserves and stabilizing our financial base, thereby continuously enhancing our corporate value.

We will continue to respond to the trust of our shareholders and achieve both higher corporate value and a stable profit return.





## CDC's Sustainability Management

Corporate Philosophy



Vision

Creation of a “society in which working people have good jobs and lead good lives”

Materiality (Material issues)

1 Respecting diversity and creating an environment that values employee engagement



2 Energizing companies and facilitating economic growth



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



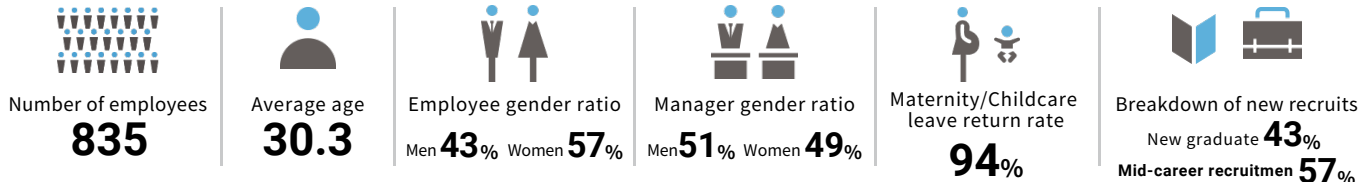
4 Strengthening corporate governance



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



### Respecting diversity



### Environmental management

We believe that dialog with shareholders, investors and other stakeholders 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 and joined the TCFD Consortium at the same time.

| Item                                                                                                                | Separate item                                              | 2021.9 | 2022.9 | 2023.9 | 2024.9 |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------|--------|--------|--------|
| Greenhouse gas emissions (Unit: t-CO2)                                                                              | Scope 1 (Utility gas consumption)                          | —      | —      | —      | —      |
|                                                                                                                     | Scope 2 (Power consumption)                                | 326.6  | 334.9  | 290.7  | 345.0  |
|                                                                                                                     | Scope 3 (Indirect emissions other than those listed above) |        | 455.6  | 482.6  | 507.4  |
| Amount of paper actually consumed (Index with the amount used in the fiscal yearended September 30,2020 set as 100) |                                                            | 45.1   | 40.5   | 34.8   | 33.7   |

## Message from Executive Officer

The following two people were appointed as Executive Officers as of October 1, 2024. Under their new responsibilities, they will contribute to the growth of businesses and the enhancement of corporate value while making the most of their experience and achievements in each area of responsibility. These are their messages to our shareholders.

Yusuke Nakagome



My name is Yusuke Nakagome, and I have recently assumed the position of Executive Officer. I would like to take this opportunity to express my sincere gratitude to our shareholders for their generous support.

In the 33rd term, the fixed-term worker dispatch field in the IT Worker Dispatch Business Unit, which I am now in charge of, had a strong year overall with a steady increase in the number of staff members dispatched and solid sales. In order to accelerate this positive trend, we will strengthen our efforts for further growth in the 34th term and beyond. In addition, by cooperating with the indefinite-term worker dispatch field, the entire unit aims to become a driving force for the Company's growth. The IT Worker Dispatch Business Unit as a whole has grown to account for more than 40% of the Company's total sales and is now one of its core businesses. I would like to further develop this business and build a stronger earnings base. I will do my best, and I look forward to your continued guidance and encouragement.

**Executive Officer**  
**Yusuke Nakagome**

### Brief career summary

2008.4 Joined the Company  
2023.1 Deputy General Manager of Media Information Business Unit  
2023.10 General Manager of Media Information Business Unit  
2024.10 Executive Officer, General Manager of Fixed-Term Worker Dispatch Business Unit of IT Worker Dispatch Division

Naoya Maeda



My name is Naoya Maeda, and I have recently assumed the position of Executive Officer. First of all, I would like to express my heartfelt gratitude to our shareholders and stakeholders for their support.

"Direct type," which I am in charge of, is positioned as one of the key activities in the Medium-Term Management Plan. This year marks the fourth year since I have been involved in the service since its launch. The number of new hires has been steadily increasing, and I feel that the activity has grown to receive a certain level of recognition from both recruiting companies and job seekers. In addition, the numbers of new registrants for "type" and "Onna no Tenshoku type" are also increasing. In order to establish these two services and Direct type as the main pillars of the Company, we will increase the value of our services to meet the diversifying recruitment needs of companies and the expectations of job seekers, and nurture them into services that are chosen by more people.

I will continue to make every effort and look forward to your continued support.

**Executive Officer**  
**Naoya Maeda**

### Brief career summary

2008.4 Joined the Company  
2024.10 Executive Officer, Media Information Business Unit  
Director-General of ARP/  
Direct type Promotion Bureau

## Company Profile

|                       |                                                                                                  |
|-----------------------|--------------------------------------------------------------------------------------------------|
| Location              | 【 Head Office 】                                                                                  |
|                       | 【 Akasaka Office 】 Akasaka Long Beach Building,3-21-20, Akasaka, Minato-ku, Tokyo                |
|                       | 【Akasaka Sanno Office】 S-GATE Akasaka Sanno Building 5th Floor, 2-5-1, Akasaka, Minato-ku, Tokyo |
| Established           | July 8, 1993                                                                                     |
| Number of employees   | 835 (as of September 30, 2024)                                                                   |
| Reporting of accounts | Annual (in September)                                                                            |

## Directors (as of December 20, 2024)

|                                                                |                   |
|----------------------------------------------------------------|-------------------|
| Chairman and CEO                                               | Hiromi Tada       |
| Executive Vice President                                       | Yusuke Kayama     |
| Senior Managing Director and Senior Managing Executive Officer | Yutaka Nishiyama  |
| Outside Director                                               | Yoshiyuki Wada    |
| Outside Director                                               | Tetsuo Saitou     |
| Outside Director                                               | Yukiko Miyaji     |
| Full-time Audit and Supervisory Committee Member               | Ryohei Kikuchi    |
| Outside Director Audit and Supervisory Committee Member        | Takashi Sugawara  |
| Outside Director Audit and Supervisory Committee Member        | Haruhiko Minami   |
| Senior Managing Executive Officer                              | Tomohiko Kawakami |
| Executive Officer                                              | Shinichi Ozawa    |
| Executive Officer                                              | Yusuke Nakagome   |
| Executive Officer                                              | Naoya Maeda       |

## Shareholder memo

### Fiscal year

From October 1 to September 30 of the following year

### Determination date of shareholders receiving year-end dividends

September 30

### Determination date of shareholders receiving interim dividends

March 31

### Annual general meeting of shareholders

December of each year

### Shareholder registry administrator

Mitsubishi UFJ Trust and Banking Corporation

### Special account, account management institution

Corporate Agency Division, Mitsubishi UFJ Trust and Banking Corporation 1-1 Nikkocho, Fuchu-city, Tokyo

### Contact

Tel.: 0120-232-711 (toll free)

Mailing address: 137-8081

Shin-Tokyo Post Office PO Box No. 29

### Listed stock exchange

Tokyo Stock Exchange

### Method of public notice

Electronic public notice is used.

URL for public notice: <https://cdc.type.jp/en/ir/>

(However, in the event of accidents or other unavoidable circumstances where an electronic public notice cannot be used, public notice will be given in The Nikkei.)

### [E-mail Delivery Service]

The Company's IR information and news releases are distributed via the IR e-mail distribution service operated by Mitsubishi UFJ Trust and Banking Corporation. You can register for free at the following address. (<https://rims.tr.mufg.jp/?sn=2410>)



### 【Announcement】

- (1) As a general rule, changes in shareholders' addresses, designation of dividend transfers, and other procedures are handled by the account management institution (securities company, etc.) where the account is opened. Please contact the securities company you have an account with. Please note that the shareholder registry administrator (Mitsubishi UFJ Trust and Banking) cannot handle this service.
- (2) Mitsubishi UFJ Trust and Banking is the account management institution for various procedures related to shares recorded in a special account. Please contact the account management institution of the above special account (Mitsubishi UFJ Trust and Banking). Branches of Mitsubishi UFJ Trust and Banking will also handle this service.
- (3) Unreceived dividends will be paid at the head office and branches of Mitsubishi UFJ Trust and Banking Corporation.



Human Resource Solution Company  
株式会社 キャリアデザインセンター

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type

女の転職 @type

Direct type

type  
転職エージェント

type  
IT派遣

type  
就活

type  
就活エージェント