

LINE[®]

Shareholder Newsletter

The **34**th Term

2024.10~2025.9



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 CARENSOR 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.

Adapt flexibly to changes in the market environment, and aim for business expansion driven by growth in existing businesses and new activities.

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.

Looking back at the market environment during the 34th term, GDP, an indicator of economic health, faltered under the impact of tariffs but showed signs of recovery towards the end of the term. The ratio of job openings to job seekers, which indicates appetite for hiring among employers, remained roughly around 1.25 during the first three quarters. However, the ratio fell to 1.20 in the fourth quarter, giving rise to a slight gap between labor market conditions and economic recovery. This reflects greater caution towards hiring among employers in the face of external uncertainty. Accordingly, recovery from stricter recruitment criteria took longer than anticipated, and, as a result, our net sales and profit for the 34th term fell short of our forecasts. However, net sales reached a record high and our new businesses also achieved steady growth. In our Direct type service, the number of hires increased steadily, and sales in the Kansai area remain strong, up 29% from the previous year. Also,

in our indefinite-term worker dispatch business, we made more progress with mid-career hiring than forecast, and are steadily laying the foundations for early achievement of profitability. These are both key growth strategies under our Medium-Term Management Plan Beyond200, and I am confident that these strategies will provide a strong base supporting further growth.

Moving onto the outlook for the 35th term, GDP is expected to recover from 2026, and we forecast that the job market will also start to improve. In this environment, we will leverage the foundations we have laid to date and strive to set new records in net sales and profit. 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 our Medium-Term Management Plan Beyond200, aiming to realize not only net sales of ¥20 billion, but also the medium- and long-term targets of ¥30 billion and ¥50 billion. 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.

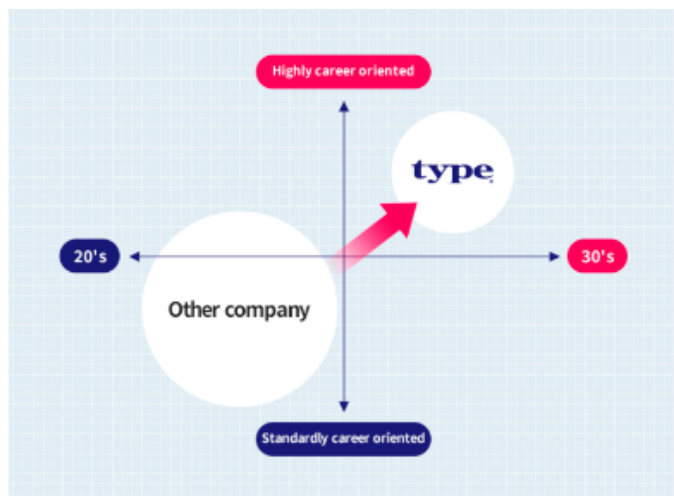
And if people have fulfilling jobs, they can lead prosperous and enjoyable lives, both at work and at home.

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

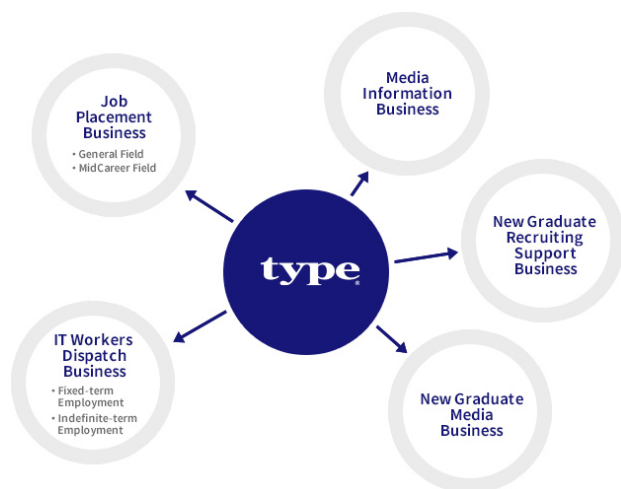


The most serious problem in Japan's current situation is the declining birthrate. It confronts us with dual challenges: an aging society and a declining young workforce. However, from a medium- to long-term perspective, it is essential for companies to secure both quality and quantity in the workforce 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"> • Mid-career job site (type / Onna no Tenshoku type) • Operation of mid-career job events (Engineers fair and Women's fair) • Operation of direct recruiting service (Direct type)
Job Placement Business	Operation of placement services for career changers (type Tenshoku Agent) <ul style="list-style-type: none"> • Business General Field • Business Mid-career Field (specialists and managers)
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"> • Fixed-term Employment • Indefinite-term Employment

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.

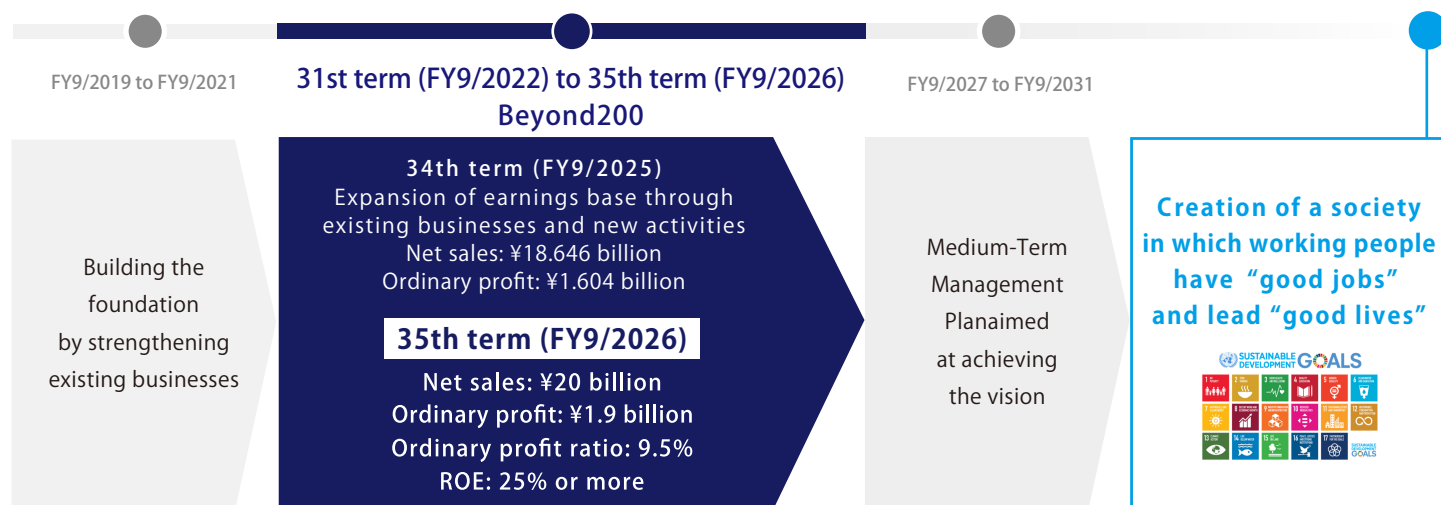
*Ranked No.1 among services excluding job search engines in terms of number of users by channel for the "Career Development" subcategory, according to Nielsen NetView PC data for April 2025.

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). With regard to the financial results for the 34th term (FY9/2025), which is the fourth year of the plan, net sales and profit both reached record highs for the Company overall.

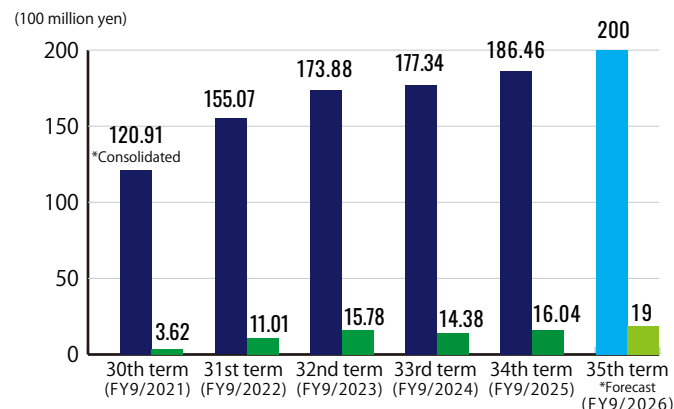
The 35th term will be the final year of the Medium-Term Management Plan. Although profit is expected to fall short of the initial forecast due to slower-than-anticipated growth in the Personnel Placement Business and the New Graduate Placement Business and upfront investment for indefinite-term employment in the IT Worker Dispatch Business, net sales are expected to be in line with the initial forecast. Furthermore, our ROE improved to 25.7%, continuing its upward trend.

Moving forward, we will continue working as a team to achieve sustainable growth and medium- to long-term improvement in our corporate value.



Further strengthening investment in new businesses to set new performance records

In the 34th term, we made steady progress with investment activities in areas such as our Direct type service and sales expansion in the Kansai area, resulting in total investment of approximately ¥1.06 billion (approximately 18% of total media sales). Indefinite-term worker dispatch, our new business, is also performing strongly and helping to strengthen the business base. In the 35th term, profit is expected to fall short of the initial forecast, partly due to upfront investment in the indefinite-term worker dispatch business, but net sales are expected to reach the ¥20 billion net sales target, and we will aim to set new records in both net sales and profit.



Sales expansion in the Kansai area

Against a backdrop of the increase in net sales in the Kansai area, we have positioned business expansion in this region as a priority and we are ramping up sales activities. We aim to increase brand recognition in the Kansai area and by actively promoting the expansion of transportation advertising in addition to online advertising, we are seeking to strengthen contact points between job seekers and employers and raise brand awareness.

In the fiscal year under review, we held a Onna no Tenshoku type Event, like those held in Tokyo, in Kansai for the first time. The event was well received as an opportunity for employers to properly communicate their appeal and work style information—something that is difficult to do via a mid-career job website alone. We held the first event at GRAND FRONT OSAKA in December 2024. It was attended by many visitors and extremely well received.

Going forward, we will continue actively holding events and conducting various promotional activities to further raise brand awareness and promote use of our services in the Kansai area, and we will strive for improvement in our branding power and expansion in sales.

Direct type site registered users and site power enhancement

"Direct type" was launched in 2020 as a mid-career job service for IT engineers that allows companies to scout job seekers they want to recruit. Numbers of registered and hired IT engineers are both steadily increasing. In a market environment where it is increasingly difficult to hire engineers, demand for direct recruiting is expanding, and the value of this service is increasing year by year. Capitalizing on the favorable market conditions, we will step up advertising and promotional activities to gain more registered IT engineers. We will also pursue a policy of actively investing in enhancing the site power to improve service useability for both job seekers and employers, including making UI/UX improvements specifically for IT engineers. At the same time, we will enhance the value of "Direct-type" as a platform that helps employers hire IT engineers and seek to establish a new revenue stream for CDC.

Strengthening the IT Worker Dispatch (indefinite-term employment) Business

Unlike the fixed-term worker dispatch business, which was our main focus in the past, the indefinite-term employment business involves the conclusion of indefinite employment contracts between CDC and staff. The business is aimed at establishing a new revenue stream and further supporting CDC's growth. In the 34th term, we continued making steady progress with hiring activities and produced results that surpassed our initial forecasts. Our aim is to turn a profit as soon as possible, and in the field of IT engineers, where the market continues to expand, we will continue to strengthen our hiring structure and also improve the quality of staff monitoring to maximize the utilization rate. Furthermore, to offer engineers an environment in which they can thrive, 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 when they return to the head office.

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

Seek further improvement in corporate value through both business growth and improved shareholder returns.

In the 34th term, the Company saw net sales of ¥18.64 billion (up 5.1% year on year), ordinary profit of ¥1.60 billion (up 11.6% year on year), and net income of ¥1.10 billion (up 11.8% year on year). In the Personnel Placement Business and New Graduate Placement Business, results fell short of forecasts, chiefly reflecting the impact of stricter recruitment criteria among employers. However, due to better-than-forecast results in the IT Worker Dispatch Business, combined with companywide cost control and better sales processes and processes for gaining registered users, overall, CDC managed to post record-high net sales and profits. Additionally, in terms of financial position, we succeeded in maintaining ROE at the high level of 25% and in ensuring healthy profitability.

The 35th term is the final fiscal year of our Medium-Term Management Plan Beyond200 and also the year when we will focus on satisfying the Prime Market Listing Maintenance Criteria as a top priority. Currently, we are in a position where we do not satisfy the criteria for tradable share market

capitalization; however, we will work to rectify this by steadily implementing growth strategies and stepping up IR activities. Although there are signs of recovery in the job market recently, for the first quarter of the 35th term, we forecast decreased profit in view of a cautious attitude towards hiring among employers. However, we anticipate a relaxation of recruitment criteria and expect to see a recovery in performance from the second quarter onwards. We will exercise thorough cost control to maintain a stable financial position, and intend to deliver both business growth and shareholder returns. At the same time, we have made progress strengthening shareholder returns while striking a balance between returns to shareholders and investments for growth. In November 2025, we announced that we are raising our ordinary dividend payout ratio target to 50% or more.

Going forward, we will continue to work together to achieve sustainable growth and meet the expectations of shareholders.

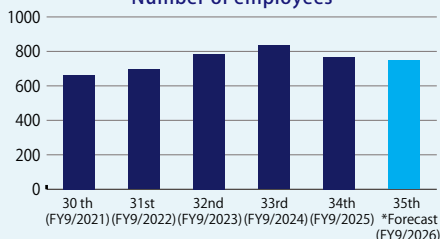
35th term (FY9/2026) Plan

● Net sales **¥20 billion**
YoY **107.3%**

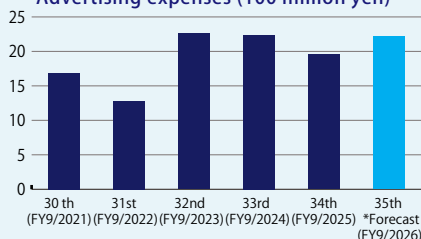
● Ordinary profit **¥1.9 billion**
YoY **118.4%**

Performance trend

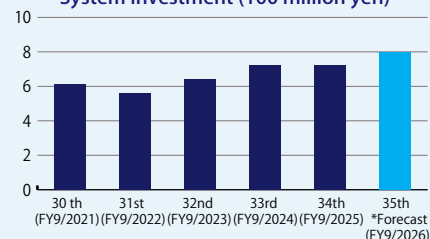
Number of employees



Advertising expenses (100 million yen)



System investment (100 million yen)

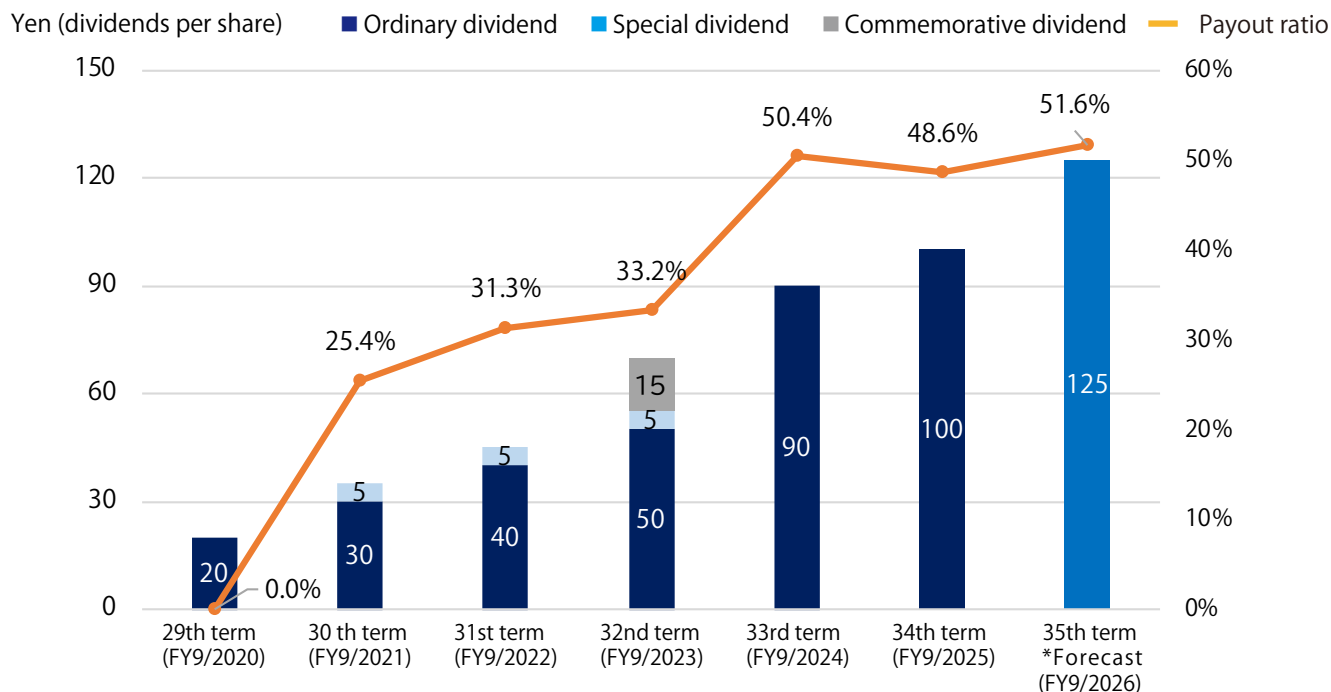


Through this upward revision to our dividend policy, we will aim to increase the return of profit to shareholders.

The Company recognizes that returning profits to shareholders is an important management issue, and has adopted the basic policy of distributing profits based on operating results, while comprehensively taking into account the need to enhance retained earnings and the financial position of the company. In August 2024, the Company made revisions to its dividend policy to clarify its approach to returning profits to shareholders and to further enhance shareholder returns. The Company decided to set a target dividend payout ratio based solely on ordinary dividends of 40% or higher and to pay continuous dividends while taking factors such as its performance trend and financial position into consideration.

Looking ahead to the fiscal year ending September 30, 2026, in November 2025, the Company adopted a new dividend policy, saying that to further clarify its commitment to returning profits to shareholders and enhance shareholder returns, it will raise the target dividend payout ratio of 40% or higher based on ordinary dividends alone to 50% or higher based on ordinary dividends alone, and will continue to provide stable dividends in the future.

Moving forward, the Company will continue realizing further improvement in its performance and will make a concerted effort to ensure that high growth is achieved, with the aim of increasing dividends every year.



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



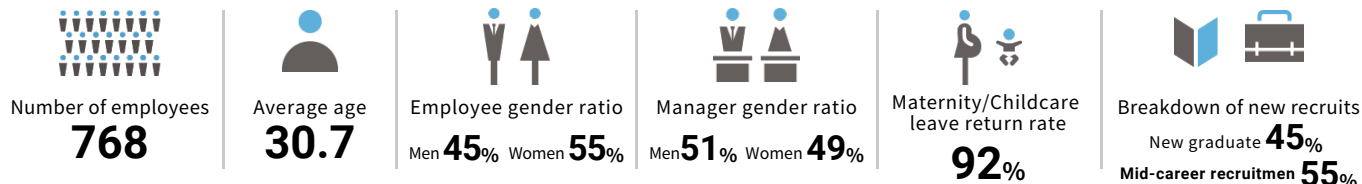
- 4 Strengthening corporate governance



- 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	2022.9	2023.9	2024.9	2025.9
Greenhouse gas emissions (Unit: t-CO2)	Scope 1 (Utility gas consumption)	—	—	—	—
	Scope 2 (Power consumption)	334.9	290.7	345.0	345.0
	Scope 3 (Indirect emissions other than those listed above)	455.6	482.6	507.4	507.4
Amount of paper actually consumed (Index with the amount used in the fiscal yearended September 30, 2020 set as 100)		40.5	34.8	33.7	32.5

Message from Executive Officer

The following five people were appointed as Executive Officers as of October 1, 2025. 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.



I would like to express my sincere gratitude to our shareholders for their ongoing support. In the new graduate field that is my area, the job market and employers' needs change day by day. Moving forward, we intend to regard such changes as opportunities, carefully identify the deep-seated needs of both students and employers, and steadily conduct strategic activities accordingly. The new graduate field is a key business that will drive CDC's next growth phase, and we will implement initiatives for sustainable improvement in corporate value. I will do my best, and I look forward to your continued guidance and encouragement.

Executive Officer In charge of the Graduate Job Market Business Unit **Masanori Mori**



I would like to express my sincere gratitude to our shareholders for their ongoing support. I am currently in charge of commission sales organizations and agency sales organizations in the Media Information Business as well as business promotion in the Kansai area. The Kansai area is a key region, where we are directly linking further expansion in our media business, previously centered on the Tokyo Metropolitan Area, to corporate growth. Given that there is still much room for improvement in brand recognition, we are planning large-scale promotions in the 35th term. Through continued steady implementation of activities and continued efforts to maximize outcomes and increase corporate value, we will do our utmost to meet shareholders' expectations.

Executive Officer In charge of the Media Information Business Unit **Shun Hattori**



I would like to express my sincere gratitude to our shareholders for their ongoing support. As the officer in charge of accounting and finance, I will strive for accuracy and transparency in financial operations and stronger corporate governance to support the company's stable management base. During the 34th term, as CDC achieved record-high results, I fulfilled my role of supporting management on the finance front, and also put effort into strengthening internal controls and controlling costs. In the 35th term and subsequent terms, I will maintain sound financial operations and put in place corporate practices that allow shareholders to watch CDC grow with peace of mind. At the same time, I will contribute to the steady implementation of medium- and long-term growth strategies such as the improvement of capital efficiency.

Executive Officer In charge of Accounting **Miyuki Haraguchi**



I would like to express my sincere gratitude to our shareholders for their ongoing support. As the officer in charge of information systems, I will focus on increasing operational efficiency and strengthening information security companywide, and on achieving more sophisticated operations through the use of AI. Through this, I will increase the stability of the foundations supporting business operations. In the 34th term, I helped each business division conduct business smoothly by maintaining the stable operation of systems and platforms while at the same time adapting them for new activities. Going forward, I will continue improving operational quality and efficiency and help increase corporate value through initiatives on the systems front, including promoting AI. I will also assume responsibility for ensuring that shareholders can watch CDC's initiatives with peace of mind.

Expert Executive Officer In charge of IT Solutions **Yukio Takenaka**



I would like to express my sincere gratitude to our shareholders for their ongoing support. I worked for many years on the sales frontlines as part of the Media Information Business Unit. Drawing on the sales skills and frontline knowledge I have gained to date, I will continue to value every single encounter as I continue to work with the sales frontline and contribute to improving our achievements as a team and expanding business. I will continue working tirelessly and look forward to your continued support.

Expert Executive Officer In charge of Media Sales **Koichi Kawasaki**

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	768 (as of September 30, 2025)
Reporting of accounts	Annual (in September)

Directors (as of December 19, 2025)

Chairman and CEO	Hiromi Tada
Executive Vice President	Yusuke Kayama
Senior Managing Director and Senior Managing Executive Officer	Yutaka Nishiyama

Full-time Audit and Supervisory Committee Member	Ryohei Kikuchi
Outside Director Audit and Supervisory Committee Member	Yoshiyuki Wada
Outside Director Audit and Supervisory Committee Member	Tetsuo Saitou
Outside Director Audit and Supervisory Committee Member	Yukiko Miyaji

Senior Executive Officer	Shinichi Ozawa
Executive Officer	Yusuke Nakagome
Executive Officer	Naoya Maeda
Executive Officer	Masanori Mori
Executive Officer	Shun Hattori
Executive Officer	Miyuki Haraguchi
Expert Executive Officer	Yukio Takenaka
Expert Executive Officer	Koichi Kawasaki

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 Corporation1-1 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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女の転職 @type

Direct type

type
転職エージェント

type
IT派遣

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就活

type
就活エージェント