



FY9/2026 Financial Results Briefing for the First Half

CAREER DESIGN CENTER CO., LTD. (2410)

April 30, 2026

1. **Financial Summary for the First Half of FY9/2026**
2. Overview of Financial Results for FY9/2026 H1
3. FY9/2026: Full-Year Plan
4. FY9/2026: Overview by Business
5. Management Conscious of Cost of Capital and Stock Price
6. References

Financial Summary for the FY9/2026 H1

First half

Business environment: In February 2026, the ratio of active job offers to applicants was 1.19, and has remained largely flat since September 2025. **As a result, there have been no major changes from the previous fiscal period, in line with our initial expectations**

Performance: There were deviations in progress from plans for each business, and **net sales fell slightly short of the planned level**
However, due to productivity improvements and cost control, **profit exceeded the plan**

Second Half and Full Year

Business environment: Despite a sense of uncertainty due to a changing international situation and other factors, at this point the **impact is limited**, and we expect the appetite for hiring to rise in connection with economic recovery in line with initial expectations

Plan: Based on progress with orders in the first half and the market environment, there is a degree of uncertainty regarding net sales, but on the profit front, **we will aim to achieve our full-year forecast**

Shareholder returns

In light of the fact that profit in the first half surpassed planned levels, the Company has decided to **increase dividends** in an effort to strengthen shareholder returns
* April 30, 2026

We will continue working to enhance medium- to long-term corporate value and increase performance while driving efforts to comply with the listing maintenance criteria of the TSE Prime Market

						(Million yen)		
1H Results	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY	Year-end Dividend	Year-end Dividend Forecast	Adjusted Dividend Forecast
Net sales	9,530	9,320	97.8%	9,052	103.0%	Ordinary dividend	125 yen	130 yen
Ordinary profit	670	717	107.0%	640	112.0%	Dividend payout ratio	51.6%	53.6%
Profit	433	489	113.1%	437	112.0%			

FY9/2026: Progress of Prime Market Compliance Plan

- ✓ Regarding the state of compliance with the TSE Prime Market listing maintenance criteria, as of September 30, 2025, we currently do not meet the criteria for tradable share market capitalization.
- ✓ There are no changes from the policy stated in the press release titled "Status of Progress in Plan to Meet the Criteria for Maintaining Listing" announced on November 28, 2025, and we will continue working to enhance medium- to long-term corporate value and expand performance by September 30, 2026, while driving efforts to comply with the Prime Market listing maintenance criteria
- ✓ Regarding the share price, which is a constituent component of tradable share market capitalization, in FY9/2026 we will aim to achieve a share price of 3,000 yen

	Prime Market Listing Maintenance Criteria	June 30, 2021 (Transition Record Date)	September 30, 2025	Status of Compliance
Number of tradable shares (units)	20,000 units	47,031 units	35,846 units	Compliant
Market capitalization of tradable shares (billion yen)	10.0 billion yen	5.025 billion yen	7.644 billion yen	Non-compliant
Tradable share ratio (%)	35%	66.6%	65.1%	Compliant

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FY9/2026 H1: Overview of Financial Results (Net Sales)

Media Information Business	Slightly below target	Although direct sales remained firm, sales fell short of planned levels at some sales agencies
Personnel Placement Business (General Field)	Slightly below target	Despite increasing productivity per career advisor and improving profitability, the number of successful contracts was slightly below target
Personnel Placement Business (Mid-career Field)	Above target	Post-recruitment training has proceeded smoothly and productivity per career advisor has improved, leading to a rise in high unit price matching
New Graduate Media Business	Above target	The number of clients doing business with CDC increased due to efforts to strengthen the development of new accounts
New Graduate Placement Business	Far below target	Despite strong student registrations, successful contracts with hiring companies were pushed back , and this figure is expected to increase in the third quarter
IT Worker Dispatch Business (Fixed-term Employment)	On target	Project matching based on registrations was strengthened, resulting in stable performance
IT Worker Dispatch Business (Indefinite-term Employment)	On target	IT engineer recruitment remained steady , and expected performance is expected in the future

(Million yen)

	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Media Information Business	3,043	2,959	97.2%	2,984	99.2%
Personnel Placement Business (General Field)	1,269	1,187	93.6%	1,299	91.4%
Personnel Placement Business (Mid-career Field)	203	226	111.5%	162	140.0%
New Graduate Media Business	342	357	104.4%	401	89.4%
New Graduate Placement Business	130	63	48.6%	111	57.0%
IT Worker Dispatch Business (Fixed-term Employment)	4,179	4,165	99.7%	3,942	105.7%
IT Worker Dispatch Business (Indefinite-term Employment)	362	360	99.3%	154	234.1%

FY9/2026 H1: Overview of Financial Results (Ordinary Profit)

Media Information Business	Above target	Profitability improved due to the control of advertising and personnel expenses. We will continue to implement cost controls based on performance trends
Personnel Placement Business (General Field)	Below target	Despite higher productivity per career advisor and improved productivity, ordinary profit was impacted by net sales falling slightly short of the planned level
Personnel Placement Business (Mid-career Field)	Far above target	Unit prices increased, reflecting an increase in the number of successful contracts for high unit prices
New Graduate Media Business	Above target	Profitability improved, reflecting an increase in the number of online seminars held
New Graduate Placement Business	Far below target	The impact was due to a decline in the number of successful contracts, resulting in net sales falling short of the planned level
IT Worker Dispatch Business (Fixed-term Employment)	Above target	Profitability improved, benefiting from constrained registration acquisition costs
IT Worker Dispatch Business (Indefinite-term Employment)	Above target	Profitability improved due to control of recruitment expenses

(Million yen)

	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Media Information Business	358	421	117.6%	324	129.9%
Personnel Placement Business (General Field)	69	56	81.4%	76	73.1%
Personnel Placement Business (Mid-career Field)	21	43	203.5%	-5	—
New Graduate Media Business	71	91	128.0%	121	75.6%
New Graduate Placement Business	5	-52	—	-2	—
IT Worker Dispatch Business (Fixed-term Employment)	221	230	104.2%	192	120.2%
IT Worker Dispatch Business (Indefinite-term Employment)	-76	-73	—	-67	—

FY9/2026 H1: Expenses

- ✓ While controlling advertising and personnel expenses to reflect performance trends, improved advertising effects and productivity gains produced steady results
- ✓ In the second half, we will continue to manage costs appropriately based on the progress in each business

	Plan	Results	Vs. plan	Results in the previous fiscal year	YoY
Cost of sales	4,654	4,614	99.6%	4,338	106.4%
Labor costs (Dispatched staff salaries)	3,665	3,665	100.0%	3,309	110.8%
Selling, general and administrative expenses	4,210	3,998	97.2%	4,083	97.9%
Advertising expenses	1,119	1,060	97.2%	1,036	102.3%
Personnel expenses	2,244	2,152	97.9%	2,197	98.0%
Other	846	786	95.4%	850	92.4%

FY9/2026 H1: Balance Sheet

(Million yen)

	March 31, 2026	March 31, 2025	Percentage change	September 30, 2025	Percentage change
Current assets	5,431	4,523	120.1%	5,652	96.1%
Cash and deposits	3,628	2,830	128.2%	3,935	92.2%
Non-current assets	2,036	2,166	94.0%	2,080	97.9%
Total assets	7,468	6,690	116.3%	7,733	96.6%
Current liabilities	2,515	2,436	103.2%	2,819	89.2%
Non-current liabilities	298	288	103.2%	285	104.4%
Total liabilities	2,813	2,725	103.2%	3,105	90.6%
Total net assets	4,654	3,964	117.4%	4,628	100.6%

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Business Environment

Despite a sense of uncertainty due to a changing international situation and other factors, at this point the **impact is limited**, and we expect the appetite for hiring to rise in connection with economic recovery in line with initial expectations

We will continue to monitor changes in the environment closely. However, as recruitment demand, particular in the area of engineers, remains strong, overall we **expect that progress will remain within the range of our initial forecasts**

Results Forecast

In the first half, we saw delays in the progress of net sales in some businesses, but due to productivity improvements and cost controls, profit surpassed targets

Based on recent progress with orders and the market environment, there is a degree of uncertainty regarding net sales, but on the profit front, **we will aim to achieve our full-year forecast**

Initiatives

Improving unit prices in the Media Information Business and making progress strengthening direct sales

Improving the rate of successful contracts in the Personnel Placement Business and increasing productivity per career advisor

Achieving stable growth through an increase in the number of active workers in the IT Worker Dispatch Business

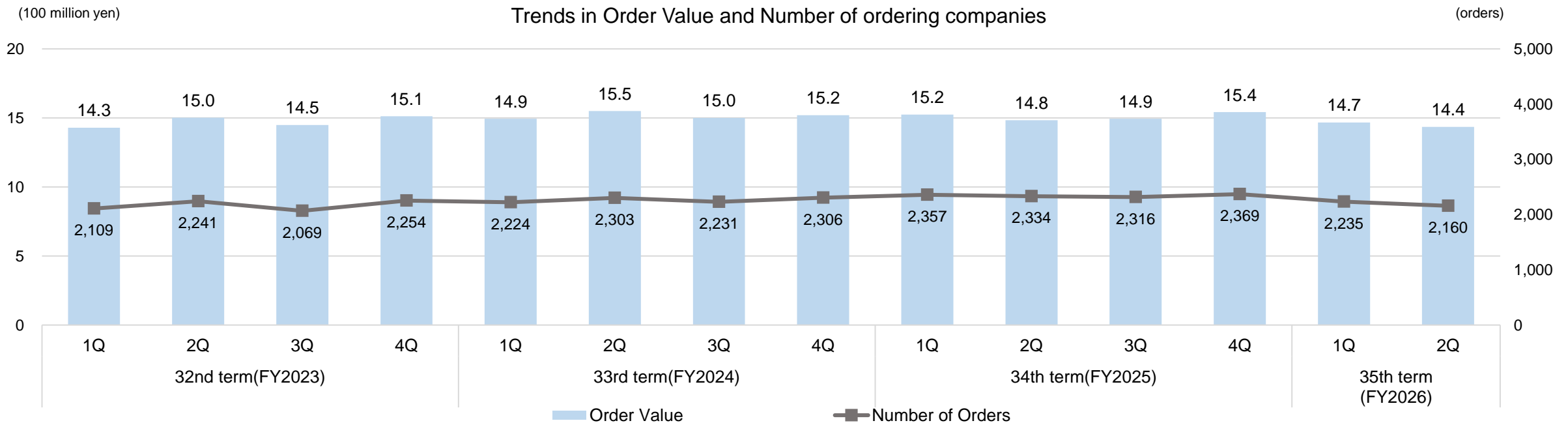
(Million yen)

	Plan	Results in the previous fiscal year	YoY
Net sales	20,000	18,646	107.3%
Ordinary profit	1,900	1,604	118.4%
Profit	1,272	1,100	115.6%

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FY9/2026: Media Information Business Overview 1

- ✓ In the first half, net sales fell slightly short of the planned level. However, in terms of price competition with other companies in the industry, we managed to continually improve unit prices, and as a result, **profit exceeded our target**.
- ✓ While direct sales have remained firm, **the number of transactions has fallen short of planned levels** at some sales agencies, resulting in an overall decline in net sales.
- ✓ Performance has been steady in the female personnel field and in the Kansai region. From 3Q and beyond, we will improve the sales process and work to increase the number of recruitment projects with a focus on the female personnel field and the Kansai region.
- ✓ We have managed to improve efficiency even while controlling advertising expenses, and as a result, the **number of registrations and number of applications significantly increased compared with the previous fiscal year** for both type and Onna no Tenshoku type.



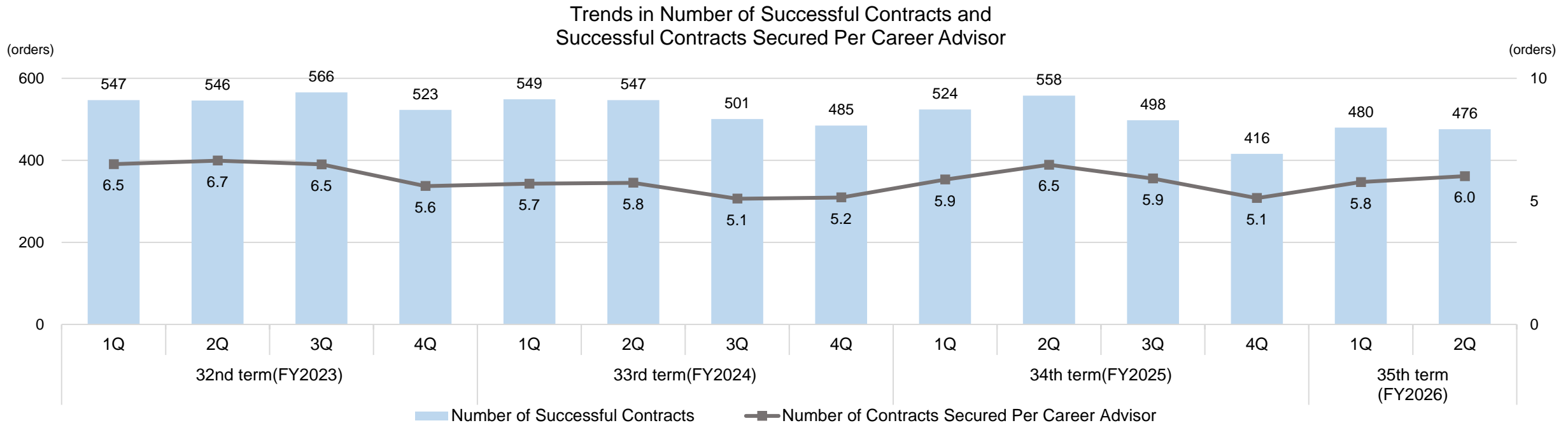
FY9/2026: Media Information Business Overview 2

(Million yen)

	Results	Results in the previous fiscal year	YoY				
Engineers	770	846	90.9%	type	New membership registrations	YoY 119.9%	<ul style="list-style-type: none"> • New membership registrations increased due to the increase of advertising expenses. • We will continue to focus on efficient acquisition, emphasizing cost-effectiveness
Sales	191	175	109.3%			Onna no Tenshoku type	Number of applications
type total	1,189	1,236	96.3%	Onna no Tenshoku type	New membership registrations		
Onna no Tenshoku type total	1,648	1,618	101.9%			Onna no Tenshoku type	Number of applications
Fair total	133	143	93.0%				

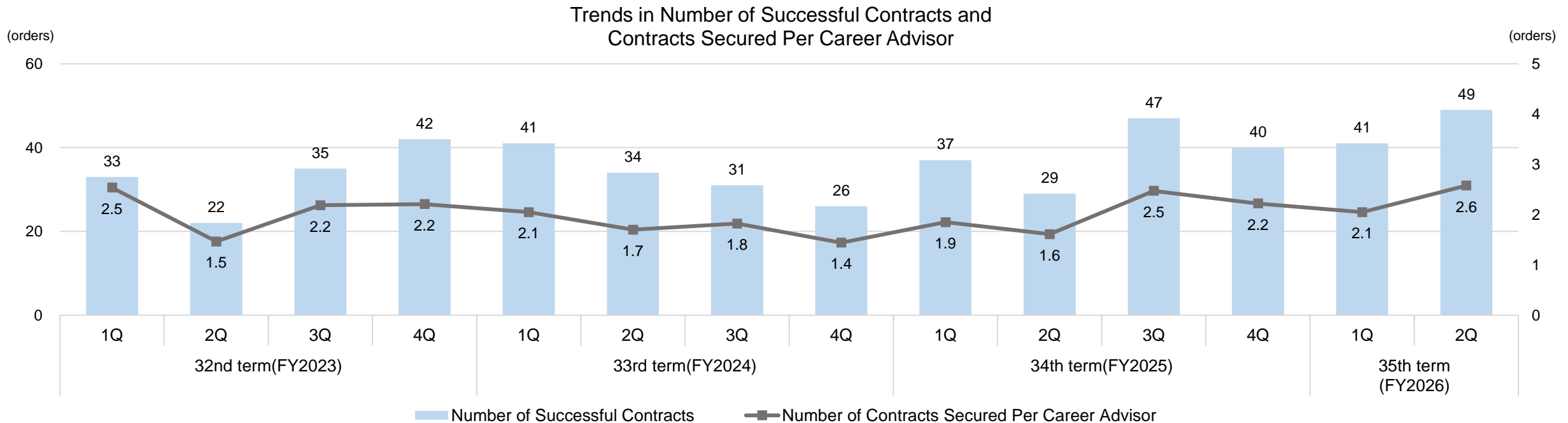
FY9/2026: Personnel Placement Business (General Field) Overview

- ✓ In the first half, with recruitment criteria becoming increasingly strict as initially expected, **both net sales and profit landed slightly below guidance**
- ✓ Amid reductions in recruitment, the number of career advisors remained flat, and despite increasing productivity per career advisor, **the number of successful contracts was slightly below target**
- ✓ As a result of efforts to improve the accuracy of matching job seekers with recruitment projects, the successful contract rate is trending toward improvement
- ✓ In addition to strengthening the acquisition of registered users and increasing the number of interviews, we will work to improve profitability by increasing matching accuracy



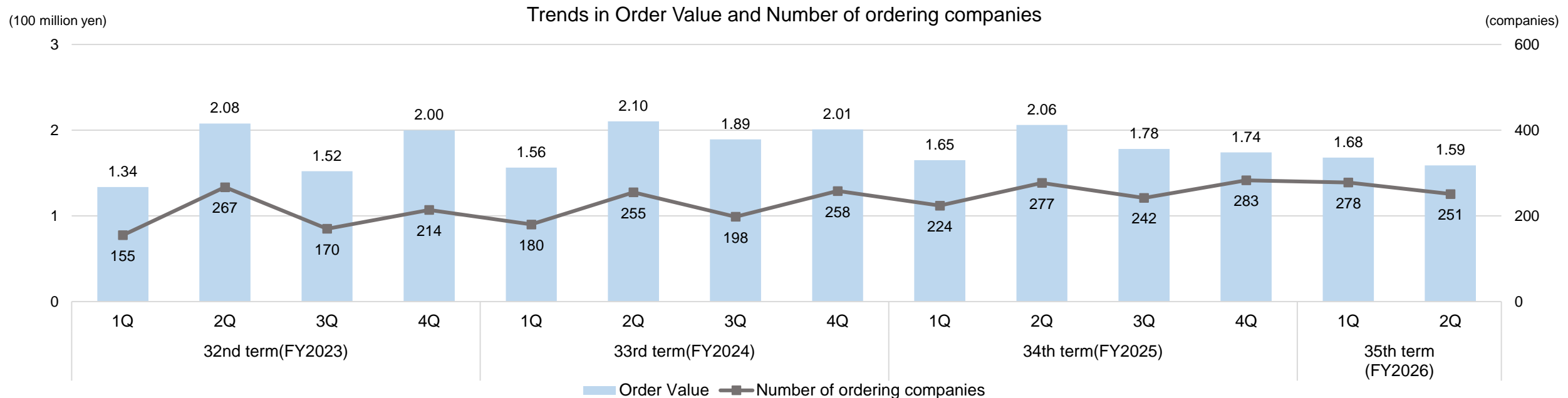
FY9/2026: Personnel Placement Business (Mid-career Field) Overview

- ✓ In the first half, with recruitment criteria becoming increasingly strict as initially expected, **both net sales and profit landed above guidance**
- ✓ The training of career advisors recruited in the previous fiscal year has proceeded smoothly, and productivity per career advisor has improved. As a result, the number of successful contracts per career advisor has trended upward
- ✓ We have managed to propose high-unit-price recruitment projects to job seekers, leading to an increase in the number of successful contracts
- ✓ From 3Q and beyond, we will work to further improve the successful contract rate by improving matching accuracy in addition to stepping up efforts to acquire registered users



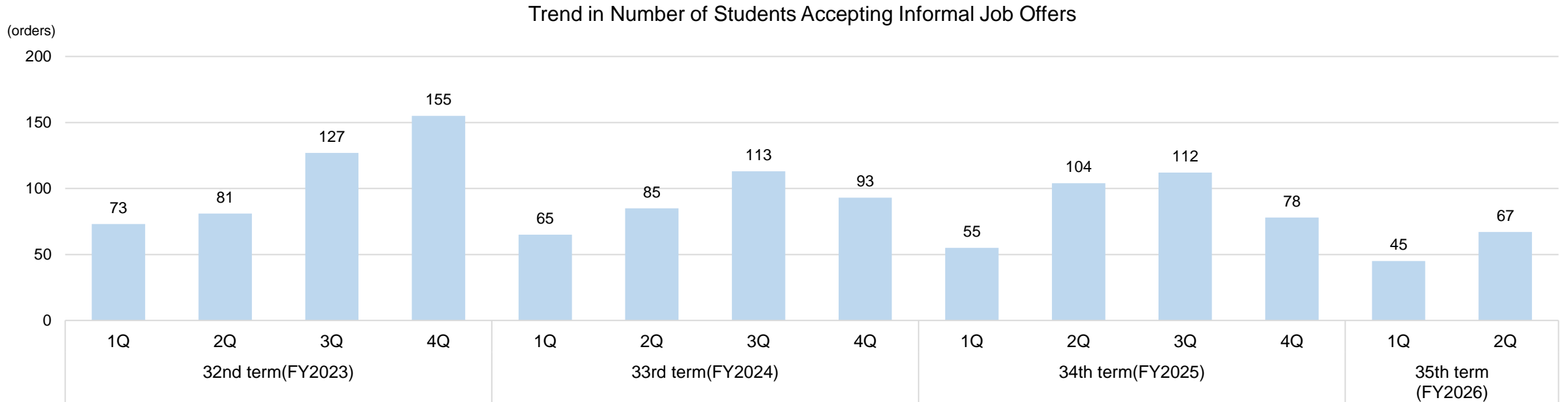
FY9/2026: New Graduate Media Business Overview

- ✓ In the first half, net sales declined due to the cancellation of major projects against the backdrop of changes to the external environment, in line with initial expectations. However, **both net sales and profit surpassed planned levels.**
- ✓ Due to companies forming candidate pools earlier on, individual recruitment projects from October onward will trend downward. However, we will strengthen the development of new customers by enhancing our products.
- ✓ With job hunting activities starting earlier, the demand for summer internships among hiring companies has expanded, and we project an increase in sales from 3Q and beyond.



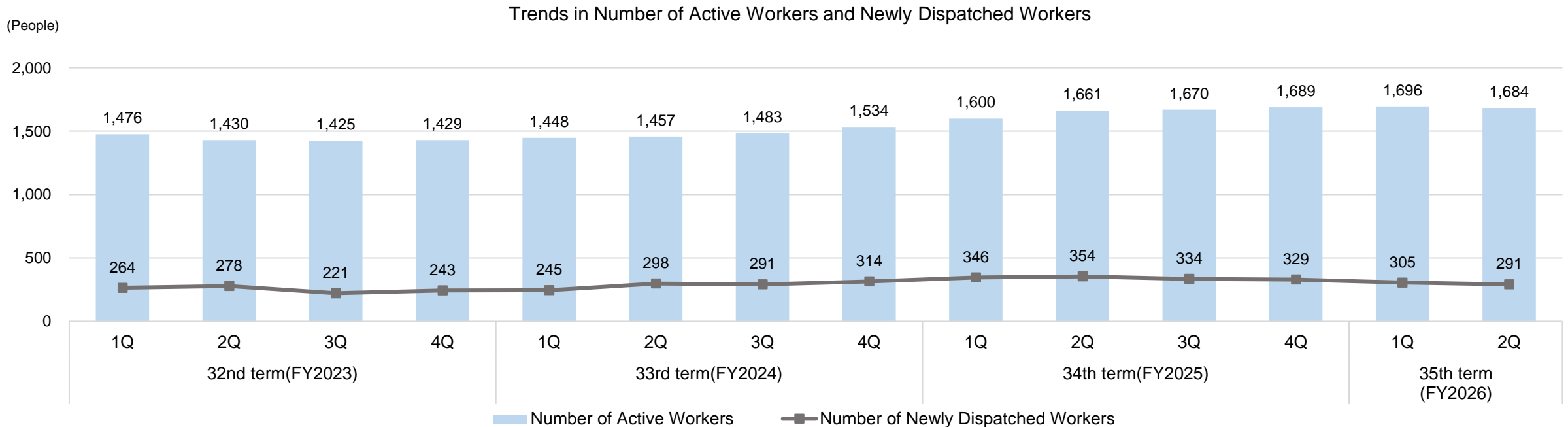
FY9/2026: New Graduate Placement Business Overview

- ✓ In the first half, student registrations were strong, but successful contracts with hiring companies were pushed back. As a result, **net sales and profit both fell short of planned levels**
- ✓ While the number of successful contracts in the second quarter declined year on year, the number of student registrations jumped significantly, reflecting the expanded utilization of external recruitment channels
- ✓ The development of recruitment projects is also up significantly from the previous fiscal year, and the number of successful contracts is expected to rise from 3Q and beyond



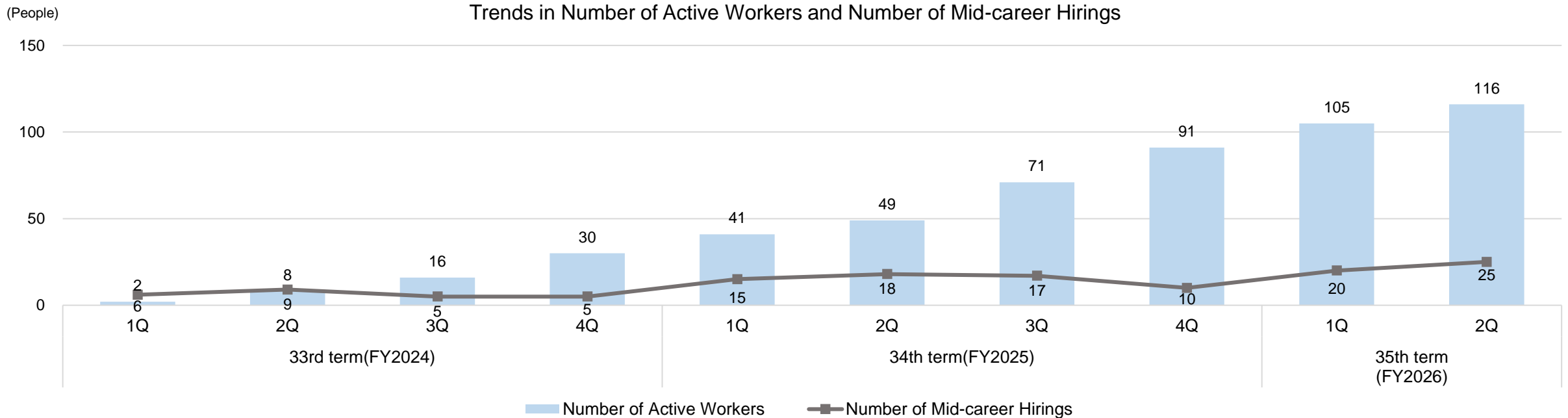
FY9/2026: IT Worker Dispatch Business (Fixed-term Employment) Overview

- ✓ In the first half, with the demand for dispatched workers remaining strong as initially forecast, **net sales proceeded in line with expectations, while profit landed north of guidance**
- ✓ Despite a slight downturn in administrative projects, the number of interviews increased due to efforts to step up the acquisition of registered users, and the number of active staff remained steady
- ✓ By following up with dispatched staff and improving matching performance, we reduced turnover from expiring contracts
- ✓ The number of newly developed recruitment projects has undergone a slight downturn, and from 3Q and beyond, the number of newly active workers is expected to increase as a result of stepped up efforts to acquire projects for IT personnel



FY9/2026: IT Worker Dispatch Business (Indefinite-term Employment) Overview

- ✓ In the first half, with the demand for dispatched workers remaining strong as initially forecast, **net sales proceeded in line with expectations, while profit landed north of guidance**
- ✓ We managed to maximize and streamline the recruitment process and produced steady results in the recruitment of IT engineers. As a result, the number of active workers increased
- ✓ We followed up with dispatched staff and improved matching performance, with the result that the staff utilization rate was higher than the targets and the turnover rate was lower than the target.
- ✓ While still in the upfront investment phase, we plan to develop a base for turning a profit in anticipation of the growth of sales.

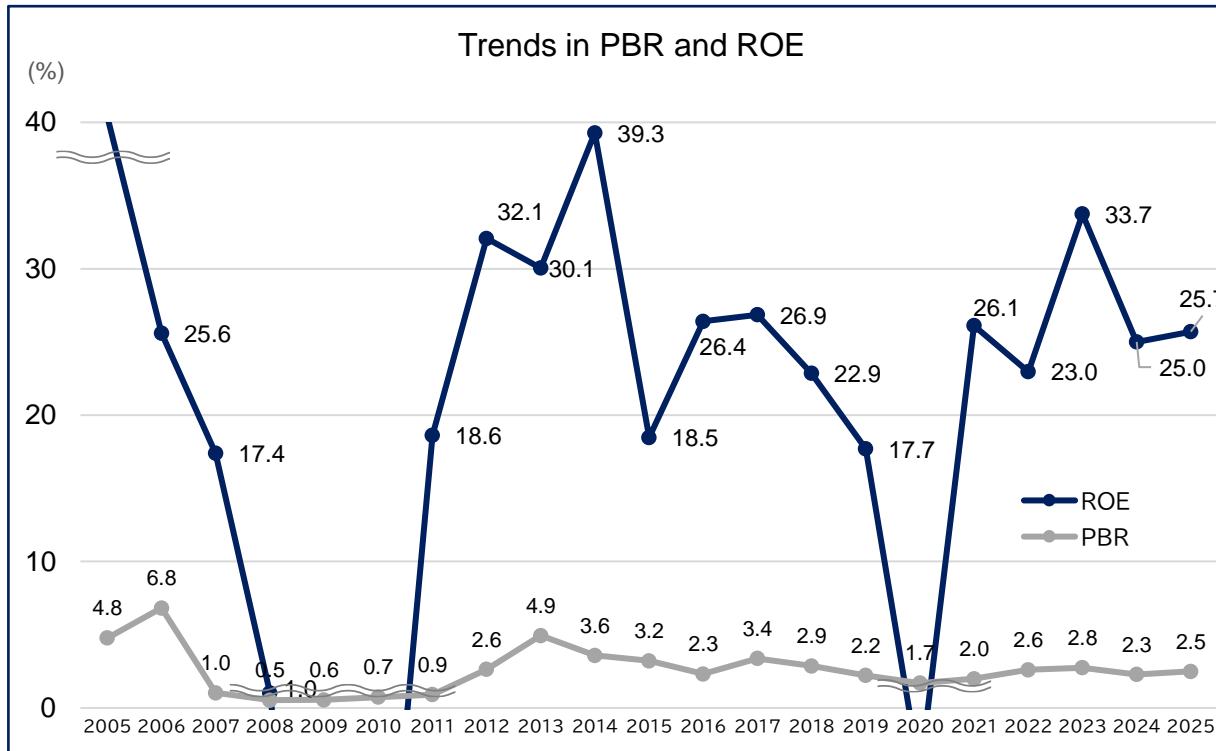


Trends in quarterly business results

(Million yen)		32nd term				33rd term				34th term				35th term	
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q
Media Information Business	Net sales	1,360	1,409	1,408	1,434	1,466	1,535	1,473	1,542	1,487	1,496	1,455	1,470	1,501	1,457
	Ordinary profit	149	123	62	64	200	150	114	272	150	173	171	228	241	179
Personnel Placement Business (General Field)	Net sales	731	687	839	752	728	713	811	644	701	597	813	610	592	595
	Ordinary profit	79	33	169	55	53	26	125	-20	92	-15	203	13	27	28
Personnel Placement Business (Mid-career Field)	Net sales	87	90	64	107	70	114	87	97	72	89	117	137	90	136
	Ordinary profit	29	25	2	30	0	44	24	23	-11	7	33	43	4	39
New Graduate Media Business	Net sales	209	176	271	133	248	173	267	136	225	174	254	132	193	164
	Ordinary profit	102	58	121	17	112	33	132	37	84	36	113	42	54	36
New Graduate Placement Business	Net sales	36	48	82	92	36	40	64	46	38	72	66	22	22	40
	Ordinary profit	-14	-4	22	27	-20	-24	-3	-11	-17	14	3	-42	-36	-16
IT Worker Dispatch Business (Fixed-term Employment)	Net sales	1,860	1,837	1,864	1,803	1,841	1,764	1,863	1,884	2,008	1,933	2,123	2,115	2,115	2,049
	Ordinary profit	122	106	129	73	103	67	78	62	118	73	116	125	126	103
IT Worker Dispatch Business (Indefinite-term Employment)	Net sales	-	-	-	-	2	11	26	42	67	86	122	151	171	188
	Ordinary profit	-	-	-1	-9	-29	-27	-59	-25	-35	-31	-56	-32	-33	-40
Total	Net sales	4,284	4,249	4,530	4,323	4,393	4,353	4,593	4,394	4,601	4,450	4,953	4,640	4,687	4,633
	Ordinary profit	470	341	506	259	419	269	411	337	382	257	585	378	384	332

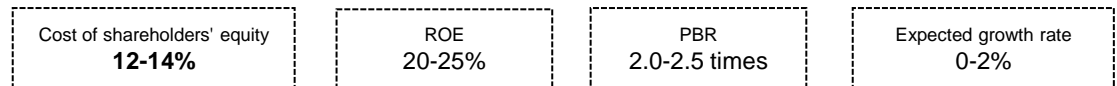
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- ✓ The Company estimates its current capital costs at between 12% and 14
- ✓ ROE has remained above the cost of capital level in the 20-25% range. Going forward the Company will maintain this level over the long term
- ✓ PBR is in the 2.0x - 2.5x 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

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

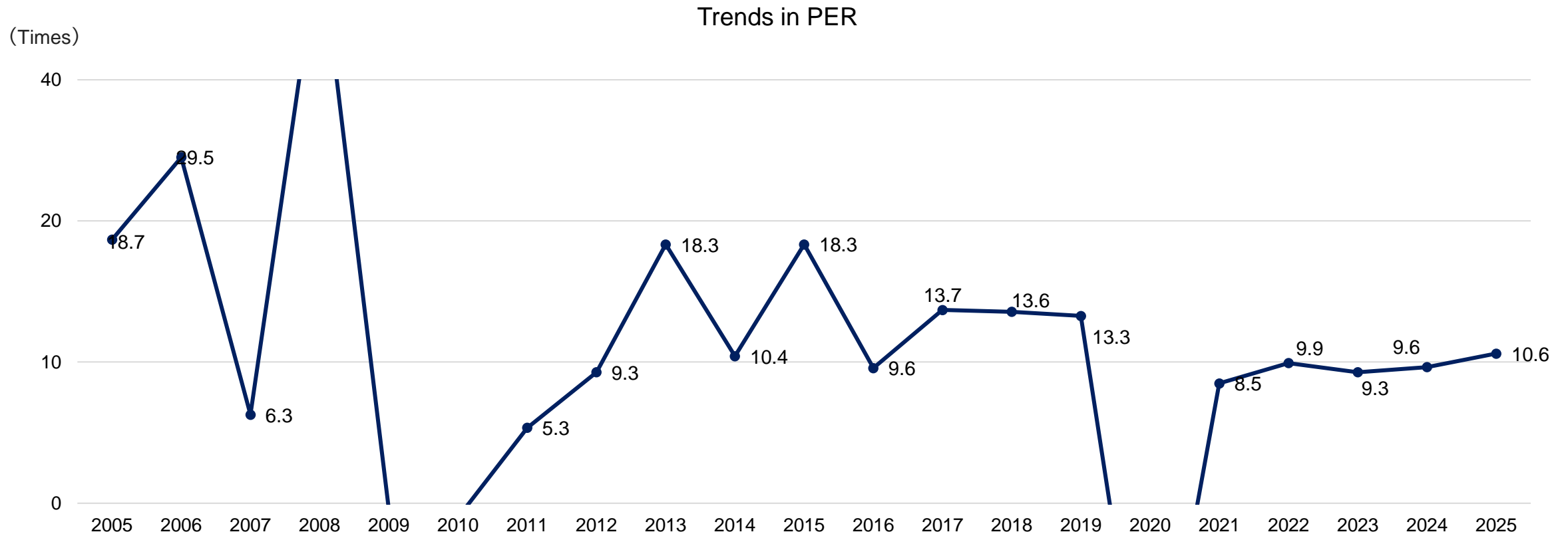


Estimates based on CAPM

Cost of shareholders' equity 12-14%	=	Risk-free rate 2.36%	+	β (beta) sensitivity 0.742	×	Market risk premium 8%	+	Size premium
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Management Conscious of Cost of Capital and Stock Price : Present Data Analysis and Issues (PER)

- ✓ Previously, PER had remained in the 13-to-18 range, but is currently around 10.
- ✓ The Company will work to strengthen investor relations to achieve stable profit growth and gain market recognition for future growth potential



- ✓ 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

- Stable dividend
- Reflecting profit growth in shareholder returns

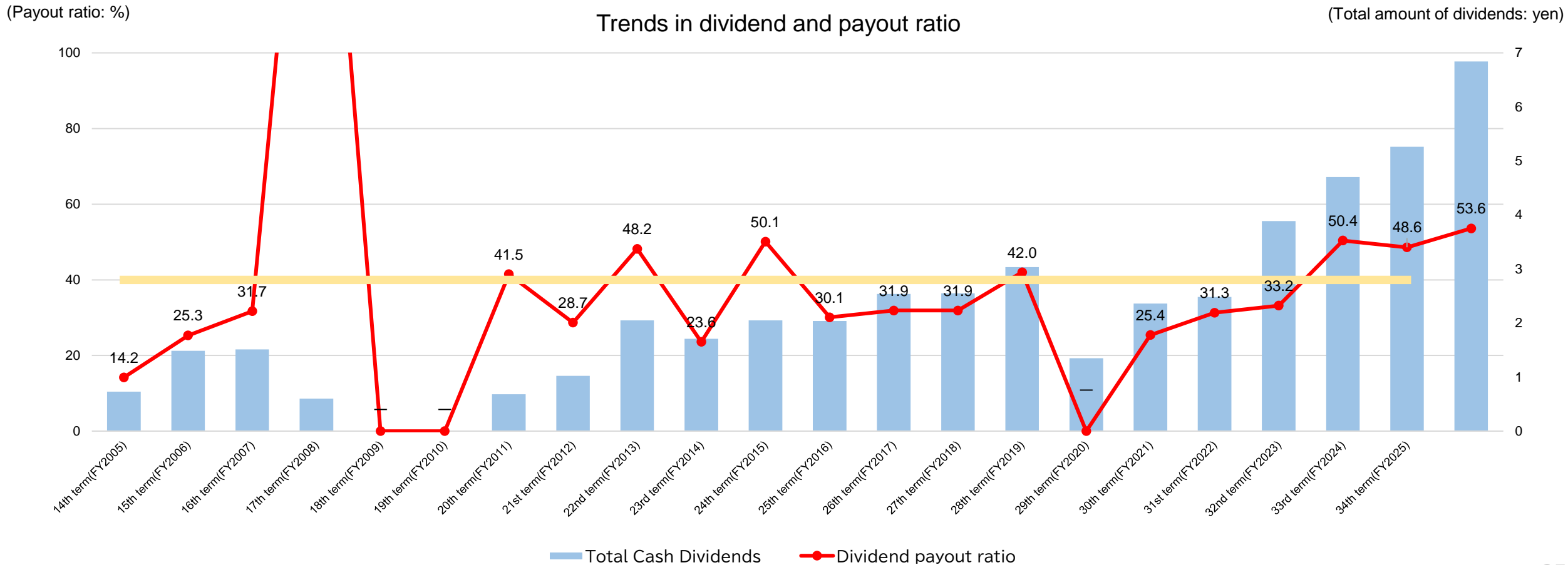
Financial health

Striving to mitigate financial risks while maintaining an appropriate capital structure

- Optimization of capital structure
- Mitigation of financial risk

Management Conscious of Cost of Capital and Stock Price : Shareholder Returns

- ✓ We will target a dividend payout ratio of at least 50%, assuming business growth
- ✓ We will aim to achieve compliance with the Prime Market listing maintenance criteria by September 30, 2026



- ✓ 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

As a part of efforts to practice management that demonstrates an awareness of the cost of capital and share price, we have issued an Integrated Report that aims to promote a deeper understanding of our business strengths, as well as our contributions to society through those business activities, our vision, and the progress of our Medium-Term Management Plan.

We will work to sustainably enhance corporate value by systematically disclosing information, including our medium- to long-term value creation story, management policies, and initiatives aimed at human capital, and by further stepping up dialogue with shareholders, investors and other stakeholders.



INTEGRATED REPORT

株式会社キャリアデザインセンター | 統合報告書2026 (2025年9月期)

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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	768(as of September 30, 2025)
Capital	558,660,000 yen
Revenue	18,646,255,000 yen (FY09/25 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	<ul style="list-style-type: none">■ 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, informative websites and placement services■ 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』



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.

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.

Media Information Business

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



Personnel Placement Business

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



New Graduate Media Business

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



New Graduate Placement Business

CDC offers the type Shukatsu Agent service that provides registered students with information about job offers from companies that are recruiting new graduates tailored to them. CDC facilitates the career development activities of young people.



IT Workers Dispatch Business

CDC provides the type IT Haken specialized worker dispatch service in the IT domain to connect recruiting companies seeking employees to the most suitable registered job seekers.



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



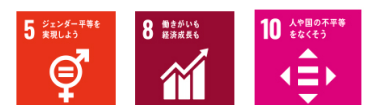
② Respecting diversity and creating an environment that values employee engagement



③ Strengthening corporate governance



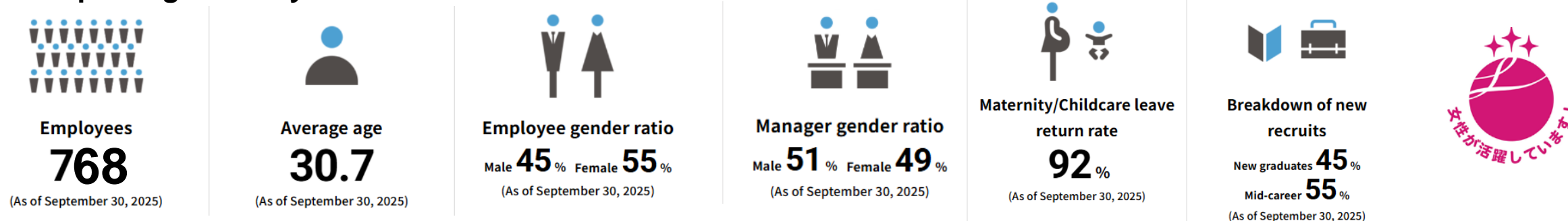
④ Realizing diverse workstyles that match the sense of value and workstyle requests of each individual



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



● Respecting diversity



Note: Excluding indefinite-term dispatched employees engaged in the Company's IT staffing business (95 employees as of the end of September 2025).

● Environmental management

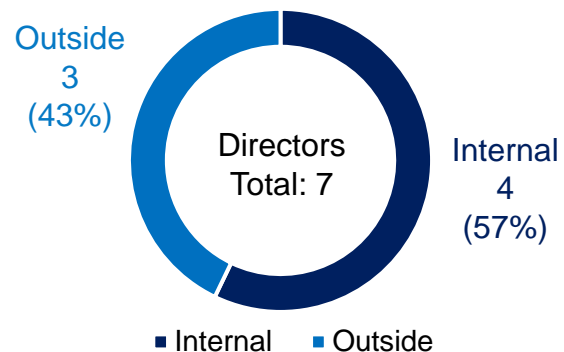


We believe that dialog with stakeholders, including shareholders and investors, is important for the Earth and the sustainable growth of companies. Therefore, we expressed our support for the Task Force on Climate-related Financial Disclosures (TCFD) in October 2023 while joining the TCFD Consortium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

Item	Separate item	FY9/2022	FY9/2023	FY9/2024	FY9/2025
Greenhouse gas emissions (Unit: t-CO2)	Scope1 (Utility gas consumption)	—	—	—	—
	Scope2 (Power consumption)	334.9	290.7	345.0	367.9
	Scope3 (Indirect emissions other than those listed above)	455.6	482.6	507.4	554.5
Amount of paper actually consumed (Index with the amount used in the fiscal year ended September 30, 2020 set as 100)		40.5	34.8	33.7	32.5

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.

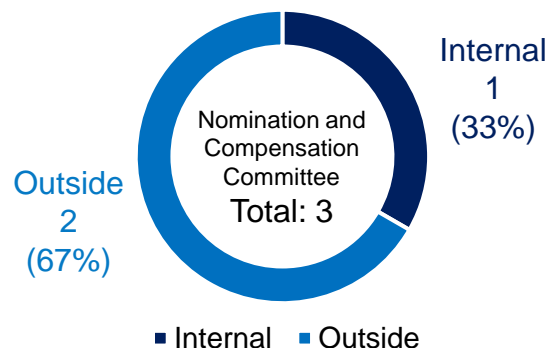
Composition of the Board of Directors



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

The Audit and Supervisory Committee consists of three Directors (one full-time Audit and Supervisory Committee Member and two 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.