

**“Respect work. Change careers with care.
Respect talent. Hire with care.”**



FYE Mar/2026

Earnings Review

en Inc. (TSE:4849)

May 14, 2026

Table of Contents

- 01 Progress of Structural Reform**
- 02 Consolidated Performance Summary for FYE Mar/2026**
- 03 Consolidated Performance Plan for FYE Mar/2027**
- 04 Return to Shareholders Acquisition of Treasury Shares**
- 05 Corporate Governance**
- 06 Formulation of the Mid-Term Management Plan**
- 07 Appendix**

01 Progress of Structural Reform

Scenario for Renewed Growth through Structural Reform

Selection and concentration of management resources

- Succession of engage business
- Resuming investment in [en]Career Change Info
- Strengthening permanent recruitment business
- Other topics

Cost Reduction

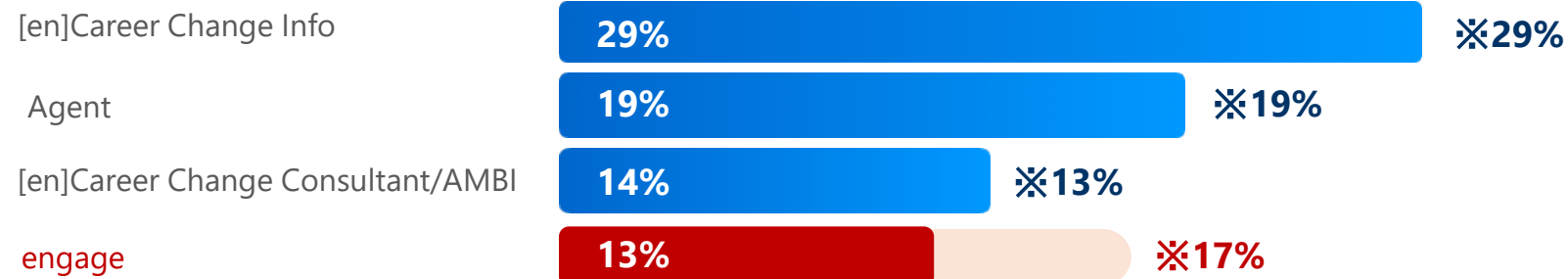
- Optimization of personnel expenses
- Optimization of advertising expenses

Investment in growth areas

- Hiring + Post-Hire Performance = Deep Data × AI to Realize “Successful Hiring”
- Acquisition of back check
- Establishment of en PeopleX

Net Sales Breakdown by Major Business Segment (March 2026)

Note: Sales composition ratio at the time the previous Medium-Term Management Plan (FY2023–FY2027) was formulated.



Note: Composition ratios are calculated excluding overseas sales, which were affected by the change in revenue recognition criteria.

Optimization of Management Resources Through the Transfer of the engage Business

| Key Points of Selection and Concentration

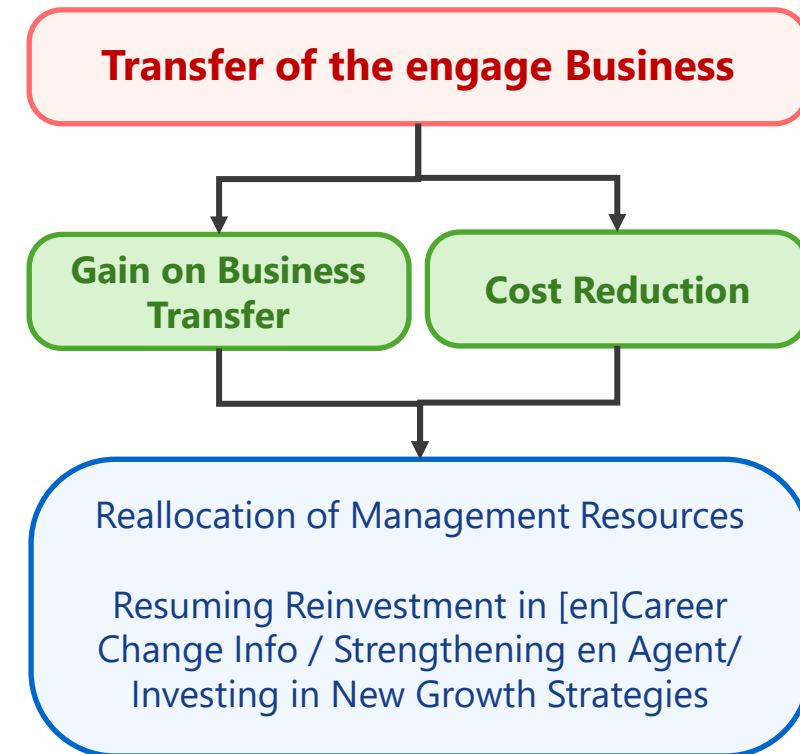
Selection:

Transfer of the engage business, mainly focused on non-regular employment, to Kakaku.com

Concentration:

Strengthening [en]Career Change Info, [en]Career Change Consultant, AMBI, an en Agent

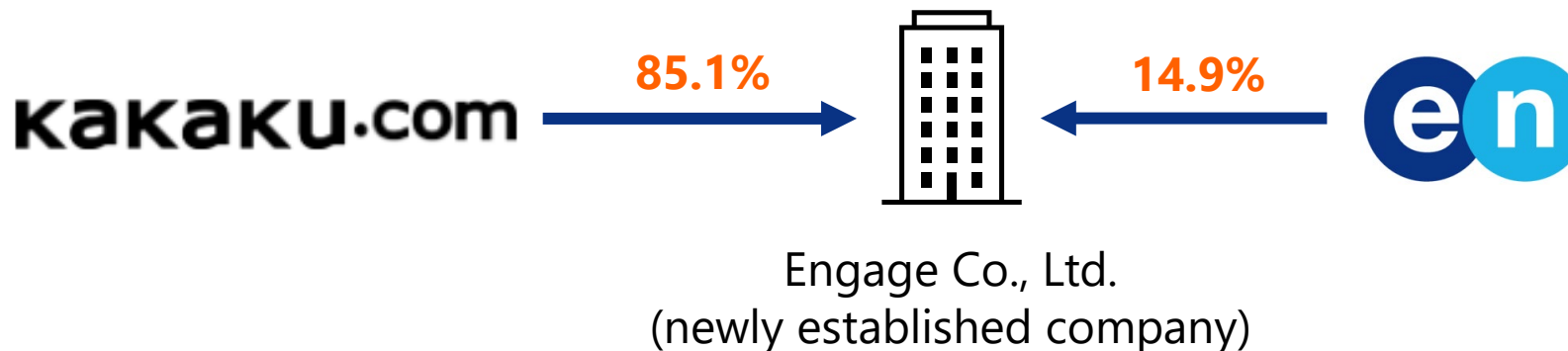
| Improving Management Resource Efficiency



Business Succession of the engage Business to Kakaku.com, Inc.

(14.9% Equity Interest Retained; Effective Date: April 1, 2026)

- As competition in the recruitment market intensifies, the engage business requires ongoing large-scale investment to achieve medium- to long-term growth.
- The Company has positioned business development centered on [en]Career Change Info as its core growth strategy in its structural reform and determined that concentration of management resources would enhance corporate value.
- Collaboration with Kakaku.com, Inc. is expected to yield significant mutual synergies, including expanding contacts with job seekers and recruiting companies and enhancing the value of our service offerings, by leveraging our business foundations and resources.



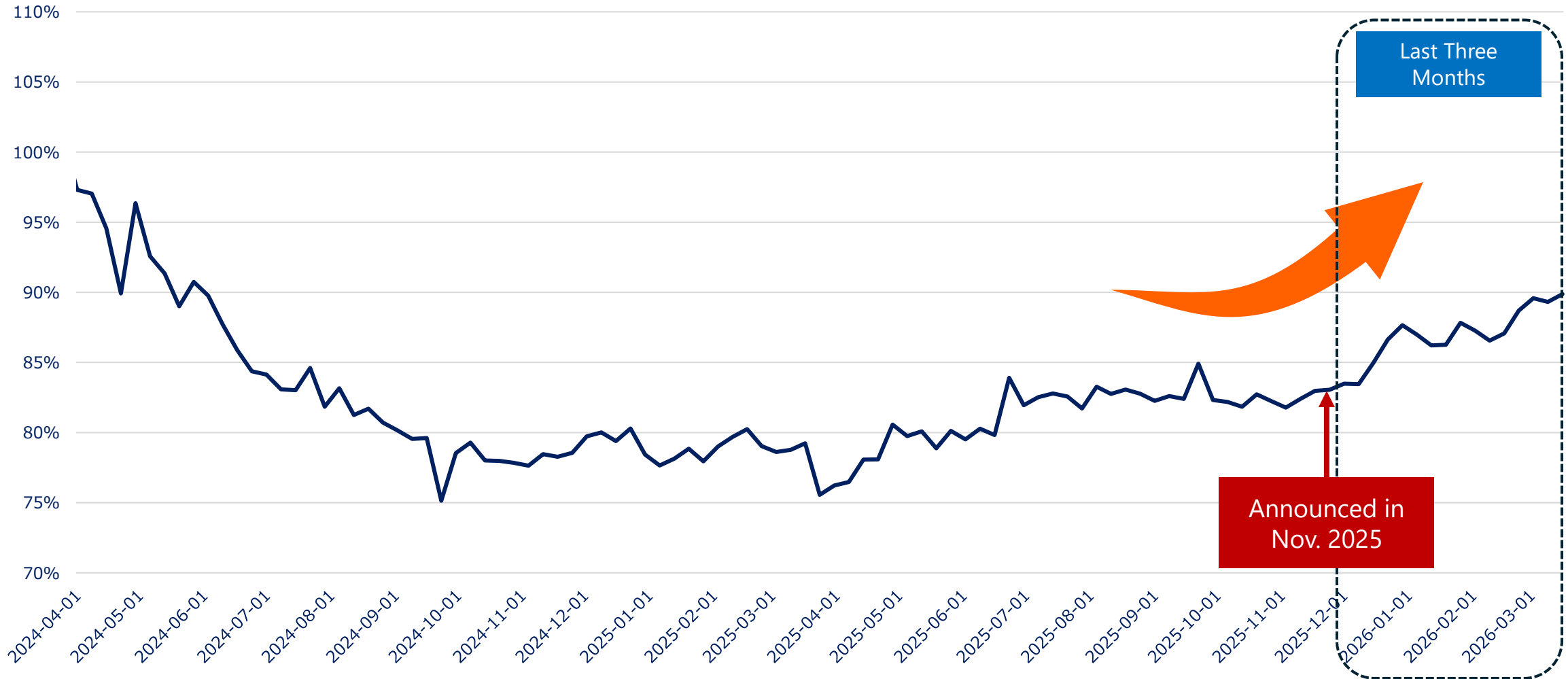
Following the succession to Kakaku.com, Inc. the Company will continue to hold a 14.9% equity interest in the newly established company and remain involved in enhancing the corporate value of the engage business.

[en]Career Change Info



Year-on-year sales trend

Downward trend in sales is improving



Potential of the Recruitment Agency Business Leveraging Proprietary Data from [en]Career Change Consultant and AMBI

Significant Room for Expansion Through Utilization of Existing Assets

22.0–30.0 billion yen
Potential Placement Sales

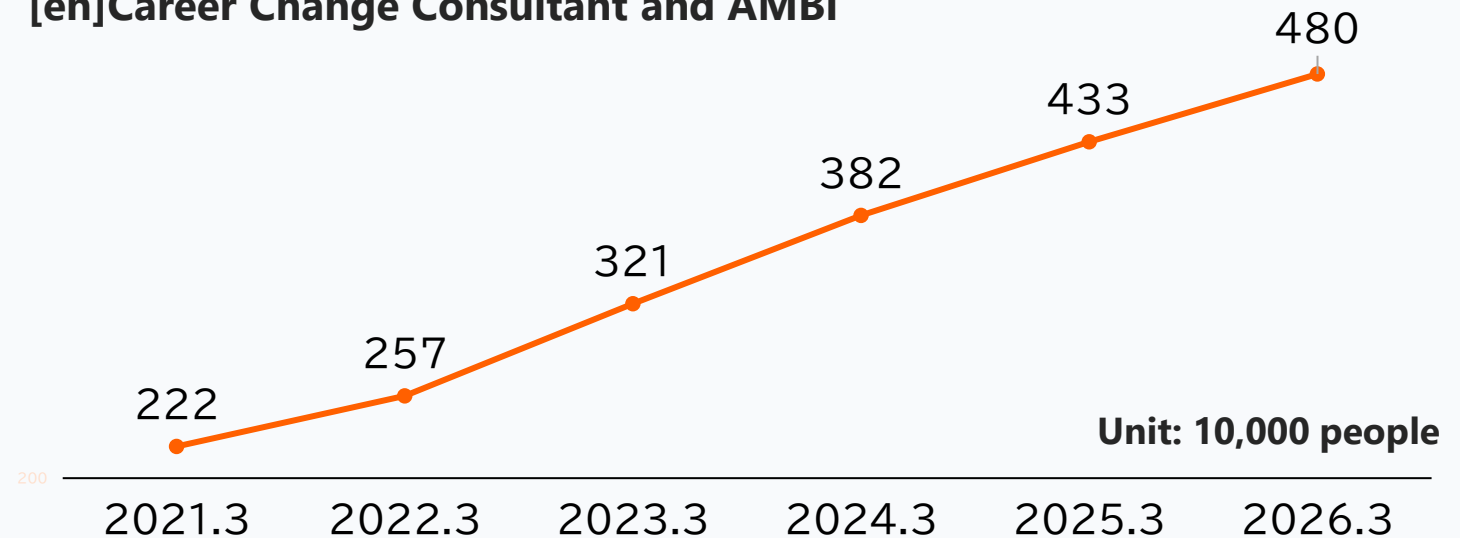
Successful Placement Revenue from En Group and third-party recruitment agency services through utilization of the En database

Approx. 15%

Current Internal Utilization Rate

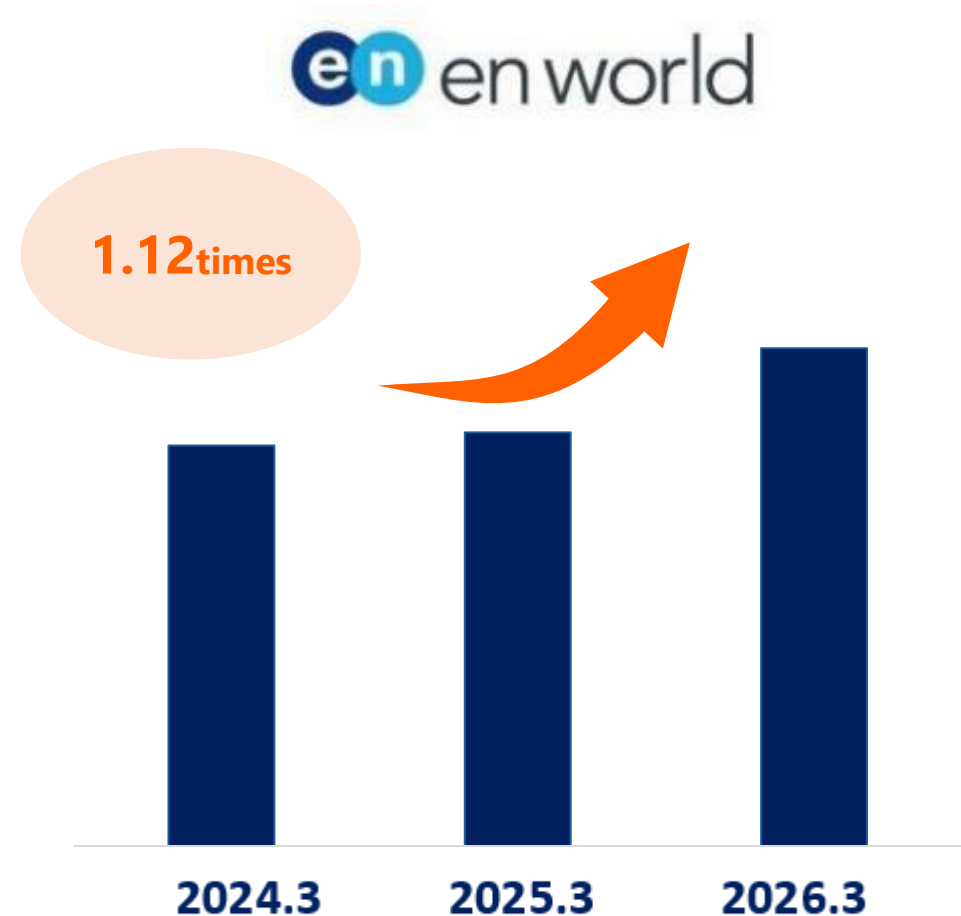
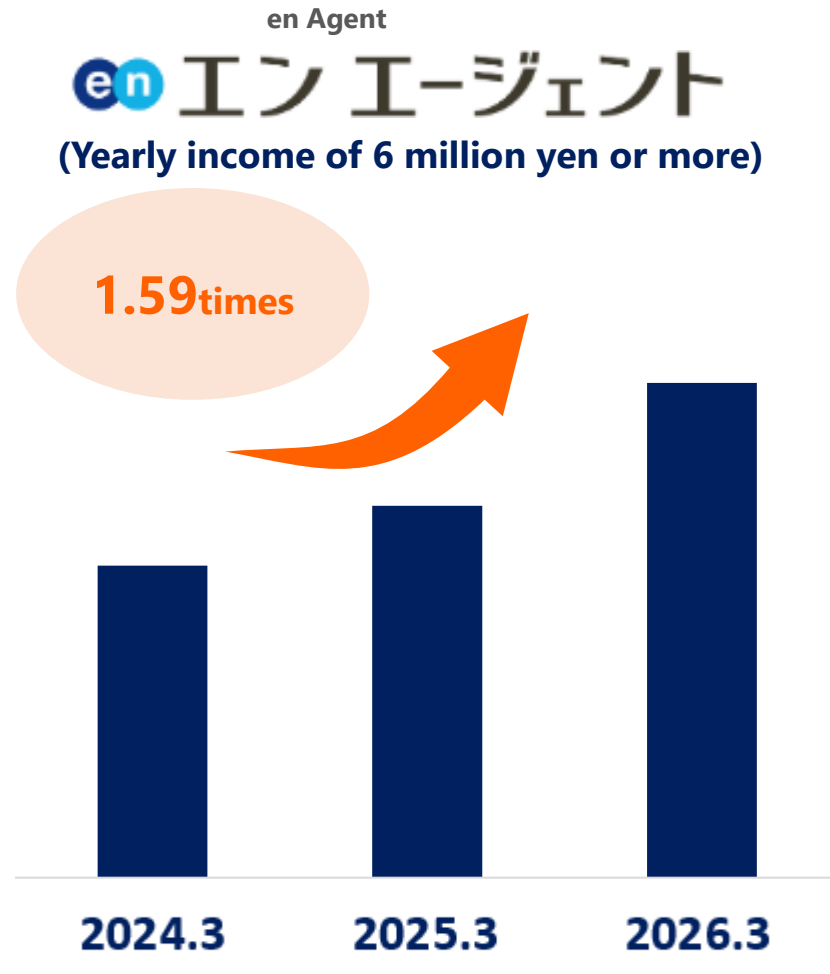
Currently remains at around 15% of total potential sales (approx. **10%** at the time of the November 2025 announcement)

Number of Registered Job Seekers on [en]Career Change Consultant and AMBI



Revenue Trends in the Middle- and High-class Segments

Both services are growing year by year



Strong Performance Topics at Group Companies



Vietnam job site
51% domestic market share

Operating profit YoY **139%**



Top-class ATS (Applicant Tracking System) for the staffing industry

Sales YoY **119%**



Increase in orders from major companies / large-scale projects

Sales YoY **147%**

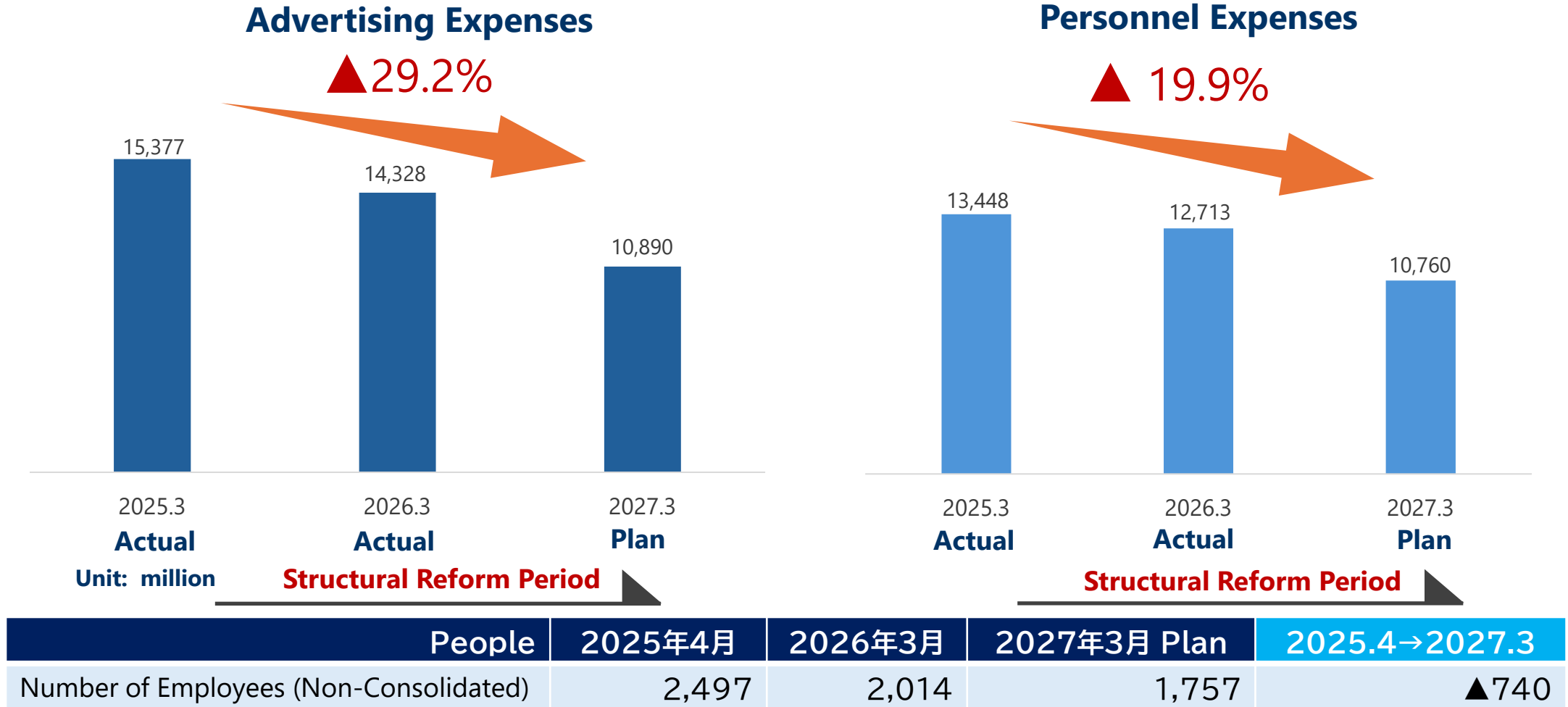


Increase in ratio of external sales

External sales YoY **125%**

Trends in Advertising Expenses and Personnel Expenses Over Three Years (FY2025–FY2027) — Non-Consolidated

Steady Execution of Cost Reductions During the Structural Reform Period



Note: Decrease of 235 employees due to the transfer of the engage business.



back check



ASHIATO

Acquired back check and integrated it with ASHIATO from October 2025 to become No.1 in the industry

Expected Benefits from the Integration of the Two Companies

- Customer bases and technologies of both companies
Establish a new standard in the reference check market.
- The reference check market in Japan is expected to reach **12.0–16.0 billion yen**. Aim to expand it as a new revenue source by leveraging first-mover advantages.

Increase in Inquiries from New Companies

Major non-life insurers / Financial institutions / Manufacturers /

Pharmaceuticals / AI / Semiconductors / Entertainment



back check



ASHIATO

Sales YoY **117** %



By combining en's sales capabilities with PeopleX's technological capabilities, we will generate synergies by leveraging each company's strengths.

**Expansion of sales of
"en PeopleX AI Interview,
AI Roleplay"
as an OEM partner**

**Collaboration with our existing
businesses and services**

**Joint development of new
products using en's
proprietary HR data**

**Positioning it as a medium- to long-term
"growth engine" in the AI era.**

02 Consolidated Performance Summary for FYE Mar/2026

Sales

59.09 bill

YoY ▲ 10.0%

Operating Income

3.96 bill

YoY ▲ 32.7%

Ordinary Income

4.19 bill

YoY ▲ 29.5%

Net Income

2.61 bill

YoY ▲ 65.7%

Point

■ **Net sales**

While sales in the Media segment decreased, sales in the Agent and Overseas segments increased.

■ **Operating income**

Operating income decreased, mainly due to lower revenue in the Media business. Advertising expenses and personnel expenses declined YoY as a result of structural reforms.

■ **Ordinary income**

Decreased ordinary income due to a decline in operating income

■ **Net income**

Profit decreased due to the absence of significant extraordinary gains in the current fiscal year.

Note: In the previous fiscal year, a gain on the sale of Timee shares was recorded (5.43 billion yen).

02 Consolidated Financial Results (Costs and Selling, General and Administrative Expenses)

- Cost and outsourcing expenses decreased due to **changes in IT engineer staffing services 's sales recognition standards.**
- Advertising and promotional expenses increased for **[en]Career Change Info and [en]Career Change Consultant,** while **decreasing for engage due to enhanced cost efficiency.**

Unit: million yen	FYE Mar 2025 (Apr.2024~Mar.2025)	FYE Mar 2026 (Apr.2025~Mar.2026)	YoY	
Sales	65,678	59,093	▲6,584	▲10.0%
Cost of Sales	13,240	9,478	▲3,762	▲28.4%
Personnel	3,715	3,635	▲79	▲2.1%
Outsourcing Cost	5,876	1,966	▲3,910	▲66.5%
Other	3,648	3,876	+227	+6.2%
Gross Profit	52,437	49,615	▲2,821	▲5.4%
SGA	46,545	45,652	▲892	▲1.9%
Personnel	18,443	18,218	▲224	▲1.2%
Advertising, Sales Promotion	15,828	14,844	▲984	▲6.2%
Other	12,272	12,589	+316	+2.6%
Operating Income	5,892	3,962	▲1,929	▲32.7%
Ordinary Income	5,943	4,191	▲1,752	▲29.5%
Net Income	7,628	2,616	▲5,012	▲65.7%

02 Consolidated Financial Results (by New Segment)



(billion yen)

FYE Mar 2025
(Apr.2024-Mar.2025)

FYE Mar 2026
(Apr.2025-Mar.2026)

YoY

					FYE Mar 2025 (Apr.2024-Mar.2025)	FYE Mar 2026 (Apr.2025-Mar.2026)	YoY	
Consolidated					Sales	65.67	59.09	▲10.0%
					Operating Income	5.89	3.96	▲32.7%
HR	Domestic	Recruitment service	Media	[en]Career Change Info	Sales	17.39	15.30	▲12.0%
					Operating Income	4.94	2.58	▲47.8%
				engage	Sales	9.75	7.05	▲27.6%
				Operating Income	▲0.74	▲0.15	-	
			Other Media	Sales	15.61	15.34	▲1.8%	
				Operating Income	5.00	4.45	▲10.9%	
		Agent		Sales	9.91	10.85	+9.4%	
				Operating Income	1.32	1.62	+23.4%	
		Others		Sales	1.79	2.53	+41.1%	
				Operating Income	0.47	0.79	+66.7%	
		Learning and Performance evaluation services			Sales	1.68	1.75	+3.8%
					Operating Income	0.51	0.45	▲11.9%
	Overseas	Recruitment service	Media・Agent	Sales	2.59	2.72	+5.0%	
				Operating Income	0.3	0.49	+63.1%	
			IT engineer staffing services	Sales	3.41	3.74	+9.5%	
				Operating Income	0.33	0.76	+131.9%	
Non-HR	Domestic	Sales outsourcing services		Sales	1.98	1.78	▲10.0%	
				Operating Income	0.17	0.22	+24.5%	
Adjustment	Company-wide, accounting, and exchange rate adjustments				Sales	1.52	▲2.00	-
					Operating Income	▲0.65	▲0.94	-
Indirect department expenses						5.77	6.32	+9.6%
					(of which, new investments)	(0.37)	(1.09)	(+188.6%)

*Operating profit for each segment represents operating profit before the allocation of indirect expenses.

*We have retrospectively revised the results for the fiscal year ended March 2025 due to a change in the definition of indirect department expenses.

- Cash and deposits **decreased from the end of the previous fiscal year due to dividend payments and the repurchase of treasury stock**
- Prioritizing **Growth Investments** and **Strategic M&A** in capital allocation

Unit: million yen		As of March 31,2025	As of March 31,2026	YoY
Assets	Current asset	37,089	27,205	▲9,884
	(Cash)	(27,481)	(18,524)	(▲8,957)
	Non-Current Assets	19,853	22,502	+2,649
Total Assets		56,942	49,708	▲7,234
Liabilities	Current Liabilities	16,540	14,539	▲2,001
	Not Current Liabilities	2,783	3,345	+562
Total Liabilities		19,323	17,884	▲1,439
Net Assets	Shareholders' Equity	35,019	29,606	▲5,413
	(Treasury Stock)	(▲14,971)	(▲19,966)	(▲4,995)
	Other	2,598	2,216	▲382
Total Net Assets		37,618	31,824	▲5,794
Total Liabilities and Net Asset		56,942	49,708	▲7,234

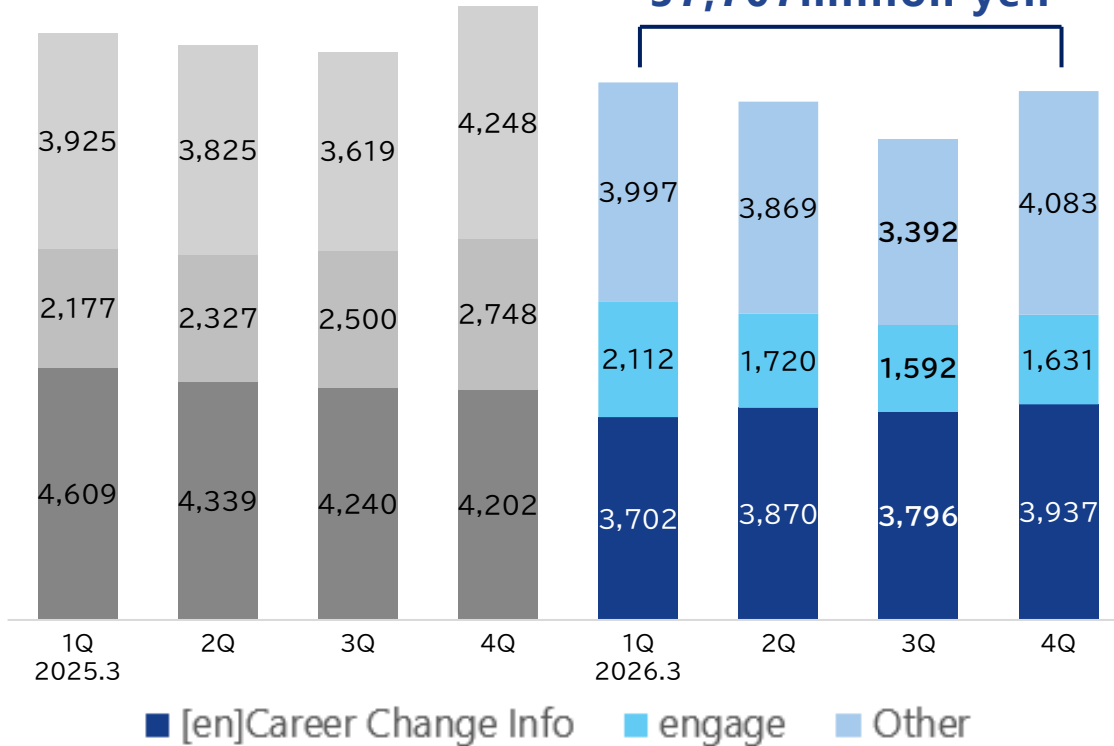
02 Overview of Operating Results by Segment: Media Net Sales and Operating Income

- Net sales decreased at [en]Career Change Info and engage
- Operating income declined, mainly due to lower profit at [en]Career Change Info, despite **improved cost efficiency at engage**.

Full-year Sales(million yen)

YoY ▲ 11.8%

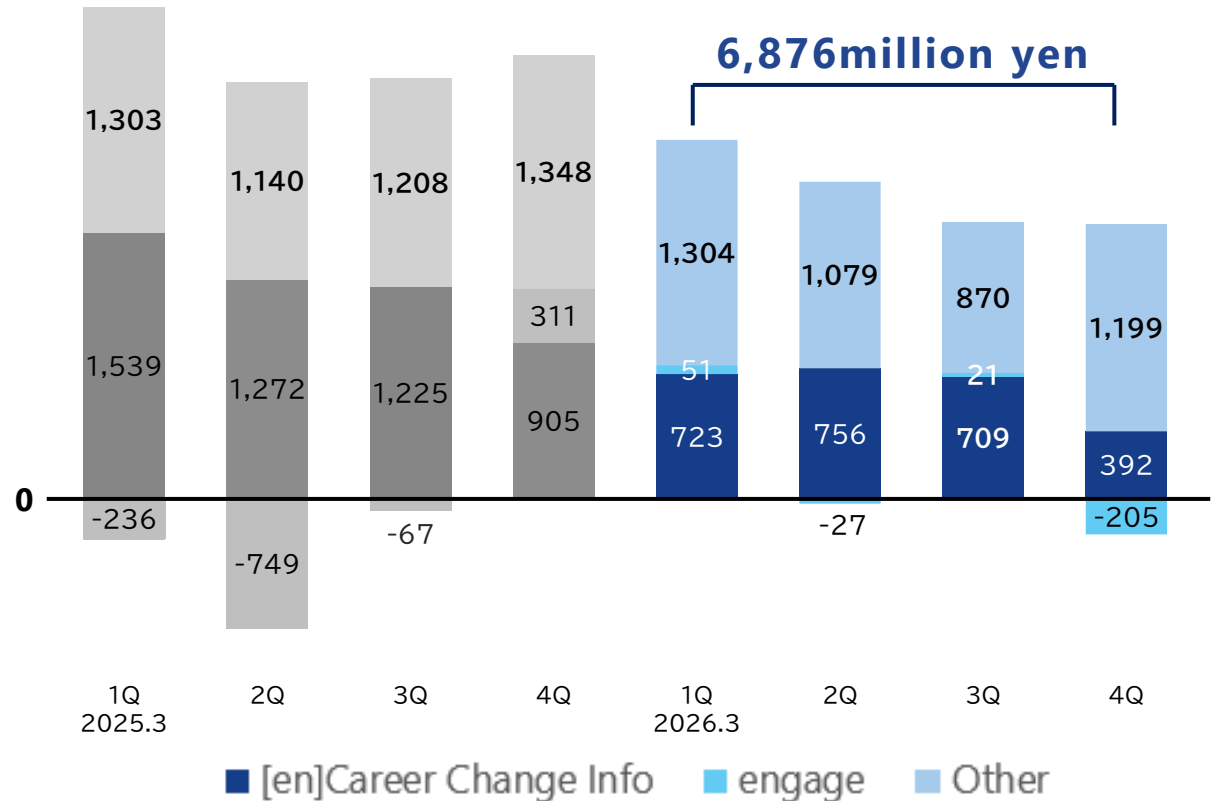
37,707million yen



Full-year Operating Income (million yen)

YoY ▲ 25.3%

6,876million yen



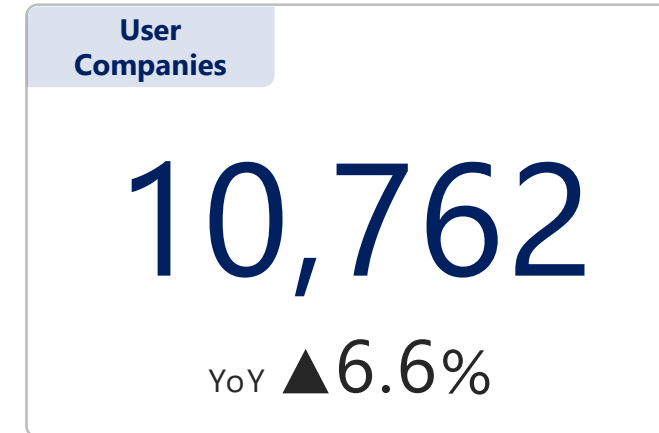
02 Overview of Operating Results by Segment: Media KPIs

- The number of companies using [en]Career Change Info **continued to grow** as a result of its **sales expansion efforts**
- The number of companies using [en]Career Change Consultant and AMBI for mid-career job transitions has continues to decline decreased as intended due to a **strategic review**

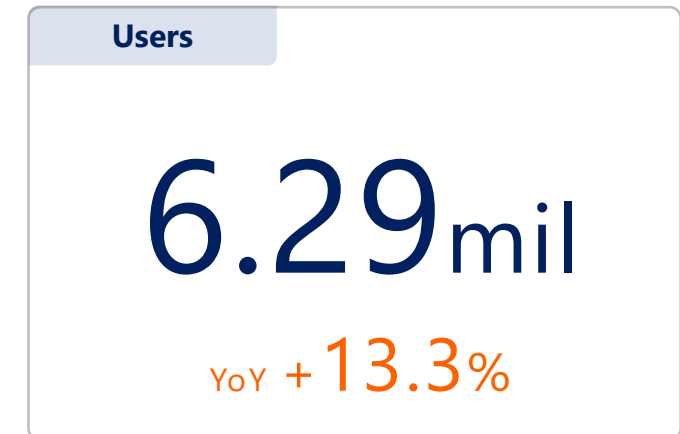
[en]Career Change Info



[en]Career Change Consultant and AMBI



engage

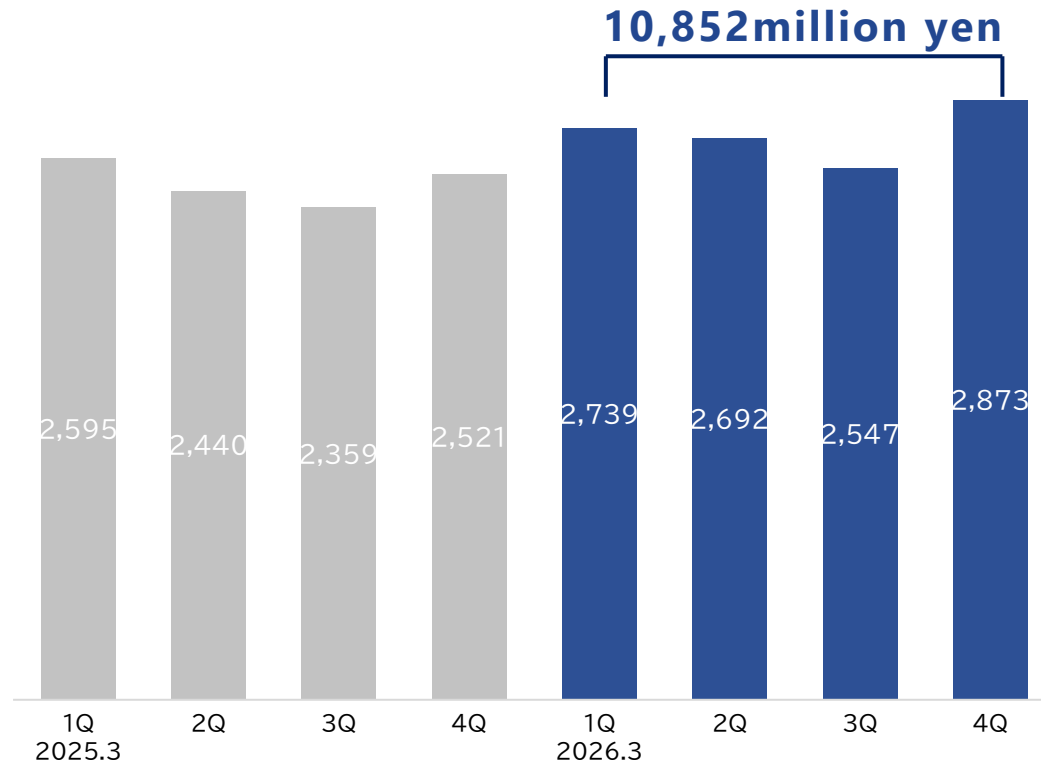


02 Overview of Operating Results by Segment: Agent Net Sales and Operating Income

- Revenue increased at **en world, driven by improved sales productivity and an increase in headcount.**
- Operating income increased at **en Agent, due to cost optimization.**

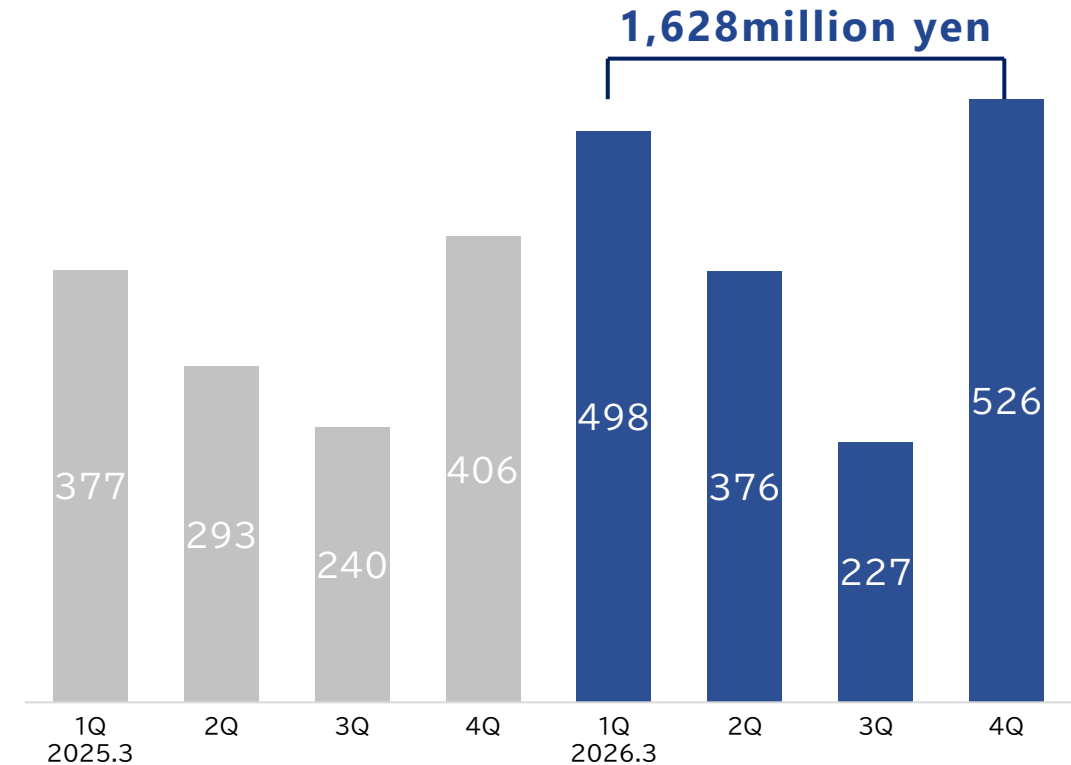
Full-year Sales (million Yen)

YoY + 9.4%



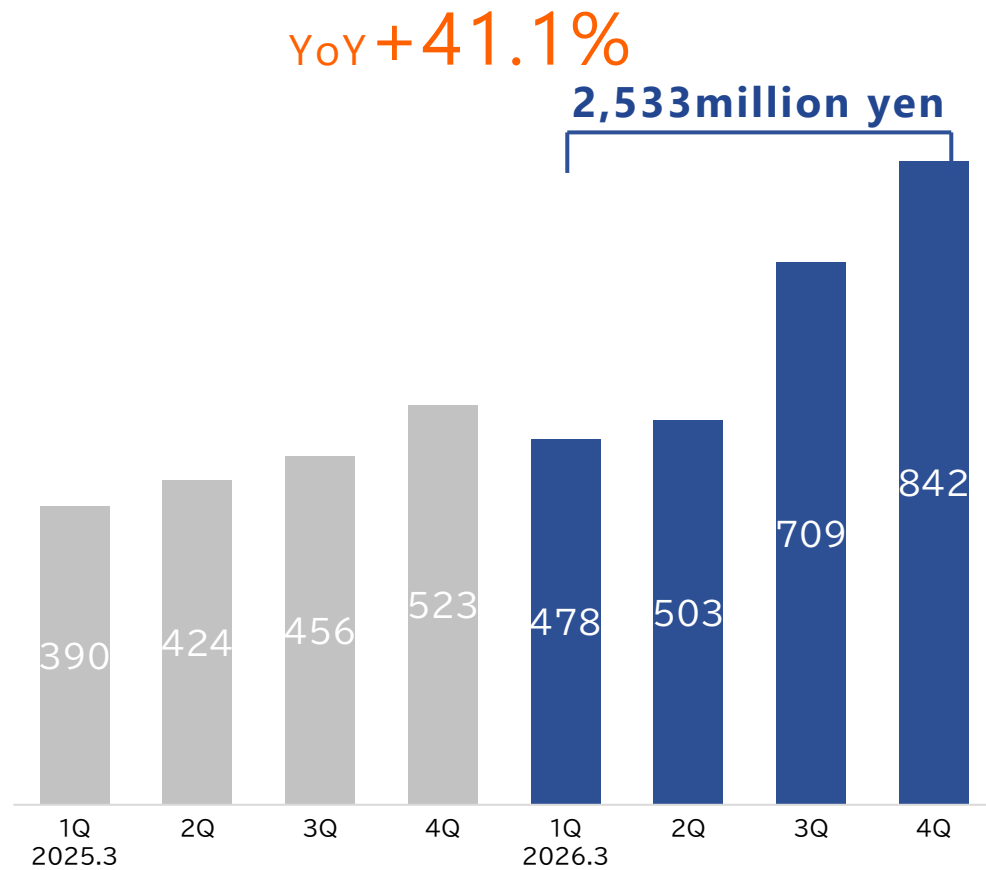
Full-year Operating Income (million Yen)

YoY + 23.4%

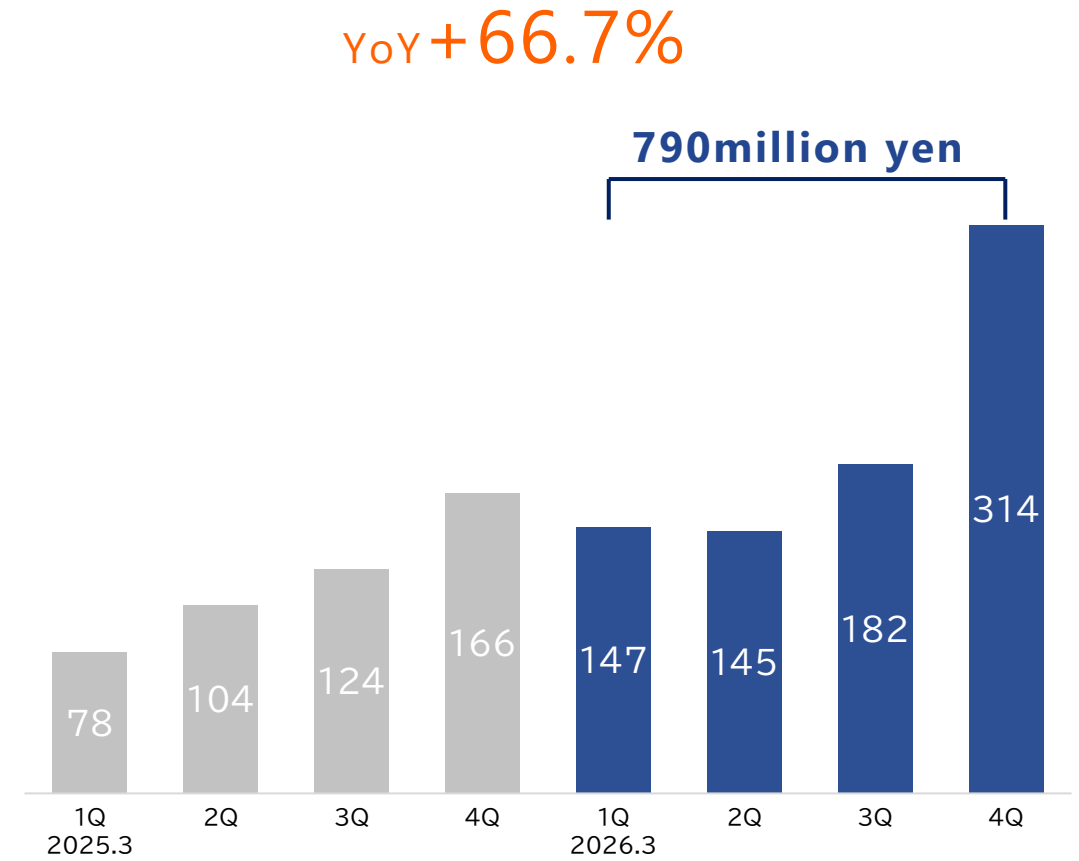


- Sales increased due to **improvements in unit price per transaction handled in ZEKU** and the **new consolidation of back check**
- Operating income increased due to **the new consolidation of back check**

Full-year Sales(million Yen)



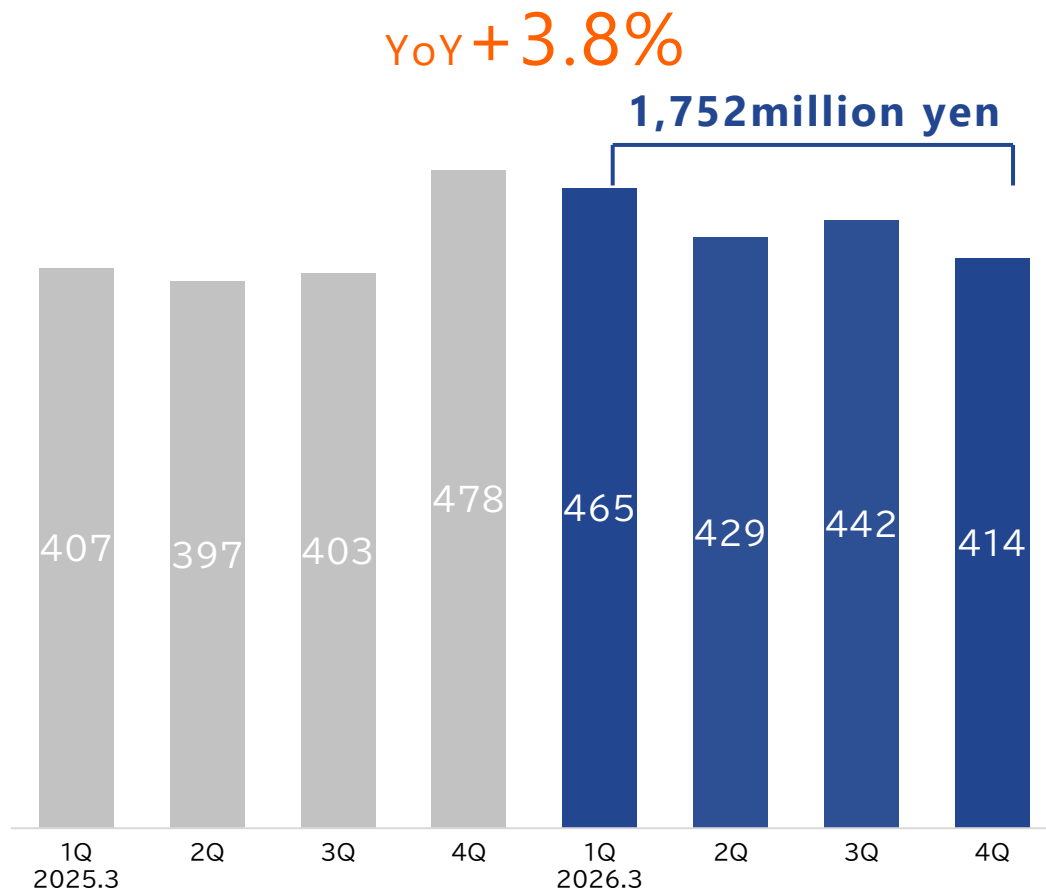
Full-year Operating Income (million Yen)



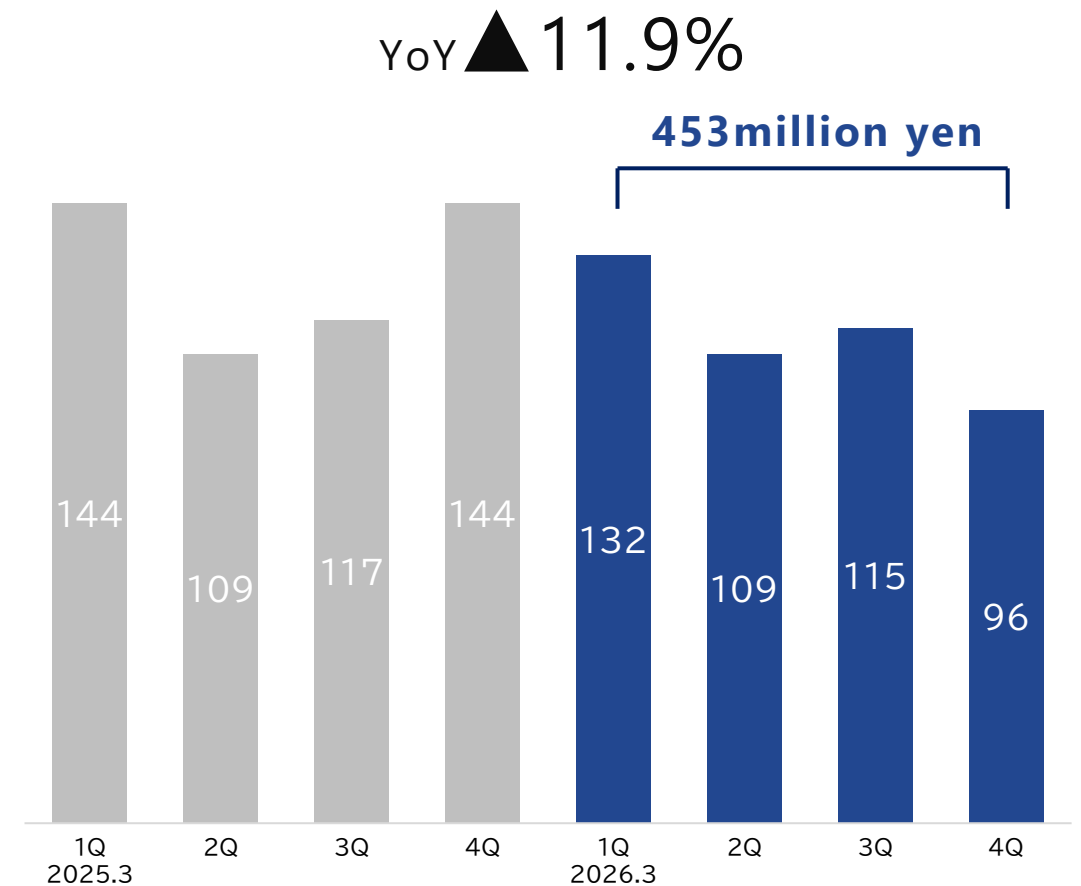
*The Company commenced consolidation of back check in the third quarter of the fiscal year ended March 31, 2025

- Revenue increased, driven by growth in **the talent management system** and **employee retention and success support tools**.
- Operating income decreased due to **higher personnel expenses resulting from an increase in headcount**.

Full-year Sales(million Yen)



Full-year Operating Income (million Yen)

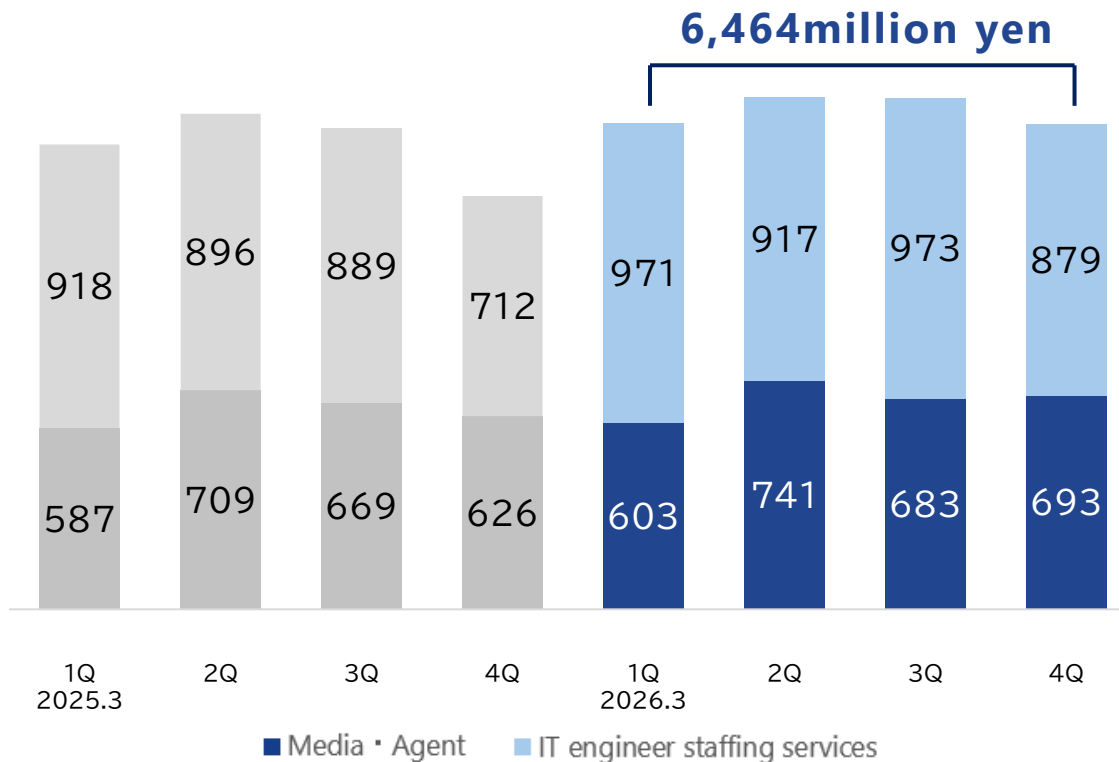


02 Overview of Operating Results by Segment: Global Net Sales and Operating Income

- Revenue **remained solid** for both Media & Agent and IT Engineer Staffing.
- Operating income increased **in both segments, driven by ongoing cost control.**

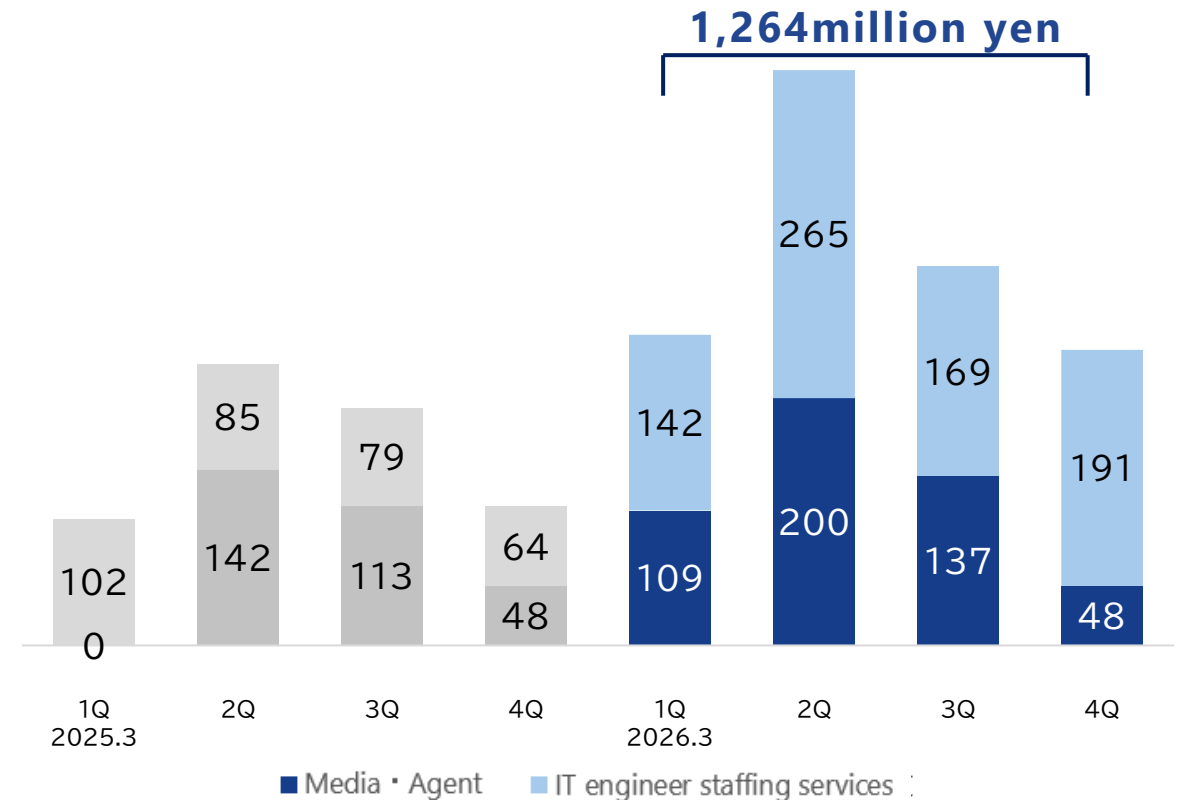
Full-year Sales(million Yen)

YoY + 7.6%



Full-year Operating Income (million Yen)

YoY + 99.0%



03 FYE Mar/2027 Full-Year Consolidated Plan

Sales

50.0 bill

YoY ▲15.4%

Operating income

2.80bill

YoY ▲29.3%

Ordinary income

3.40bill

YoY ▲18.7%

Net income

5.46 bill

YoY +108.8%

Point

■ Net sales

Excluding the impact of the transfer of the engage business, net sales are expected to decrease 3.9% YoY. While sales of [en]Career Change Info are expected to decline, sales in Agent and other businesses are expected to increase.

*Net sales for engage in the previous period was approximately 7 billion yen

■ Operating income

Operating income decreased, as expenses for new investments aimed at growth increased, while advertising and other expenses were reduced through efficiency improvements.

■ Ordinary income

Ordinary income decreased due to the decline in operating income.

■ Net income

Net income increased due to the recognition of an extraordinary gain from the transfer of the engage business.

Continue Structural Reform, Improve Existing Businesses, and Accelerate Growth Strategies

	<u>Sales</u>	<u>Operating Income</u>	
FYE Mar 2026 (Actual)	59.0bill	3.9bill	
└Of which, engage business	7.0bill	▲0.1bill	Note: Profit before allocation of indirect department expenses

FYE Mar 2026 (Actual)	52.0bill	4.0bill	
*Excluding the engage business			
FYE Mar 2027 (Plan)	50.0bill	2.8bill	

YoY	▲2.0bill (▲3.9%)	▲1.2bill (▲30.0%)	

03 FYE Mar/2027 Full-Year Consolidated Plan (P/L)

- Revenue decreased at [en]Career Change Info but increased in en Agent and Overseas. The negative revenue impact from the transfer of the engage business was -11.9%.
- Operating income decreased, as investments to improve existing businesses and accelerate growth strategies increased, despite continued cost reductions.

Unit: million yen	FYE Mar 2026 (Apr.2025~Mar.2026)	FYE Mar 2027 (Apr.2026~Mar.2027)	YoY	
Sales	59,093	50,000	▲9,093	▲15.4%
Cost of Sales	9,478	8,892	▲585	▲6.2%
Personnel	3,635	4,295	+659	+18.1%
Outsourcing Cost	1,966	2,087	+121	+6.2%
Other	3,876	2,510	▲1,366	▲35.2%
Gross Profit	49,615	41,107	▲8,507	▲17.1%
SGA	45,652	38,307	▲7,345	▲16.1%
Personnel	18,218	15,112	▲3,106	▲17.1%
Advertising, Sales Promotion	14,844	10,875	▲3,969	▲26.7%
Other	12,589	12,320	▲269	▲2.1%
Operating Income	3,962	2,800	▲1,162	▲29.3%
Ordinary Income	4,191	3,406	▲785	▲18.7%
Net Income	2,616	5,464	+2,848	+108.8%

(billion yen)

					FYE Mar 2026 (Apr.2025-Mar.2026)	FYE Mar 2027 (Apr.2026-Mar.2027)	YoY	
Consolidated					Sales	59.09	50.00	▲15.4%
					Operating Income	3.96	2.80	▲29.3%
HR	Domestic	Recruitment service	Media	[en]Career Change Info	Sales	15.30	14.38	▲6.0%
					Operating Income	2.58	1.89	▲26.5%
				engage	Sales	7.05	-	-
				Operating Income	▲0.15	-	-	
			Other Media	Sales	15.34	14.60	▲4.8%	
				Operating Income	4.45	4.87	+9.4%	
		Agent	Sales	10.85	11.26	+3.8%		
			Operating Income	1.62	1.67	+2.6%		
		Others	Sales	2.53	2.82	+11.7%		
			Operating Income	0.79	0.48	▲38.7%		
	Learning and Performance evaluation services	Sales	1.75	1.68	▲3.9%			
		Operating Income	0.45	0.28	▲37.2%			
	Overseas	Recruitment service	Media・Agent	Sales	2.72	2.71	▲0.2%	
				Operating Income	0.49	0.54	+9.2%	
		IT engineer staffing services	Sales	3.74	3.72	▲0.4%		
			Operating Income	0.76	0.40	▲48.0%		
Non-HR	Domestic	Sales outsourcing services	Sales	1.78	1.49	▲16.3%		
			Operating Income	0.22	0.14	▲34.0%		
Indirect department expenses						6.32	6.17	▲2.5%
					(of which, new investments)	(1.09)	(1.10)	(+0.9%)

Operating income for each segment is presented before the allocation of indirect department expenses.

The difference between the sum of segment revenue and consolidated revenue is due to inter-segment adjustments, consolidation adjustments, and other factors.

04 Capital efficiency / Return to Shareholders

ROE Maintained at Around 14%, the Average Level of the Past Three Fiscal Years

Note: FYE Mar. 2027 includes an upward impact from the sale of the engage business.

• **Cost of shareholders' equity fluctuates by year but generally remains around 9%–10%.**

Investment items and fund allocation

Item	Breakdown	Amount
Growth Investment / Structural Reform M&A, alliances, reform promotion, etc.	Growth investment	10.0 + α bill
Capital Investment Product development, etc.	Capital investment (IT investment)	4.0bill
Return to Shareholders Payout ratio of 50%	Return to Shareholders	1.3bill

Cash Allocation

Cash-in	Total 31.2 + α bill
Operating CF / Investment CF / Investment CF	12.7bill
Cash and deposits held, etc.	18.5bill
Interest-bearing liabilities, etc.	α bill



Cash-out	Total 31.2 + α bill
Working capital	15.9bill
Investment	14.0 + α bill
Return to Shareholders	1.3bill

Dividend **payout ratio of 50%** in FYE Mar/2027

Payout ratio

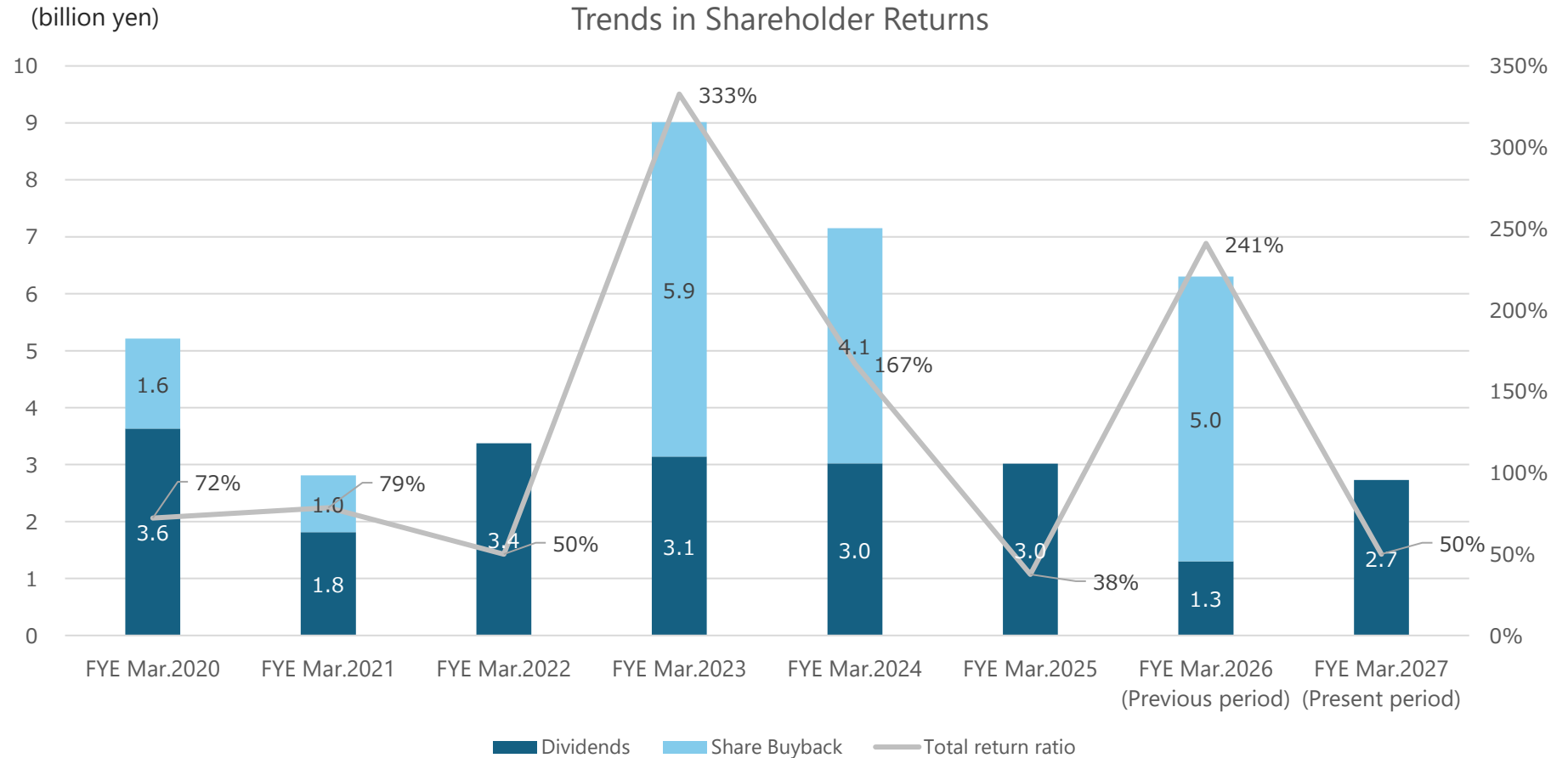
50.0%

FYE Mar/2027

Dividend per share

68.3yen

FYE Mar/2027

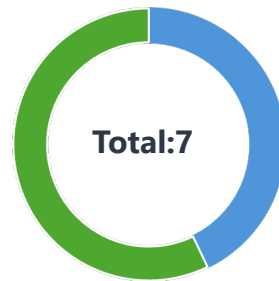


05 Corporate Governance

Corporate Governance Structure

Directory Composition

As of April 1, 2026



- **Inside Director**
3 (42.9%)
- **Outside Director**
4 (57.1%)

KPI

Percentage of Independent Outside Directors **42.9% (3/7)**

Percentage of Female Directors **14% (1/7)**

Percentage of Outside Directors **57% (4/7)**

Committee Structure

Committee Name	Composition	Roles
Audit and Supervisory Committee	Itagaki/Ishikawa/Nishikawa	Ensuring the appropriateness and effectiveness of audit operations and evaluating internal controls
Nomination and Compensation Committee	Ochi/Itagaki/Hayashi/Ishikawa/Nishikawa	Assessing the appropriateness of the appointment and dismissal of Directors, selecting candidates, and designing and evaluating compensation systems

Initiatives for Sustainable Enhancement of Corporate Value

Three Pillars to Enhance Corporate Value

To achieve "record-high profits," we will strengthen our business and organizational foundations through structural reforms and aim for sustained enhancement of corporate value.

Projected ROE for the FYE Mar.2027 **16%**

Previous Fiscal Year : 7.7%

Projected Operating Profit for the FYE Mar.2027 **2.8bill**

Previous Fiscal Year : 3.9bill

1 Evolution of Corporate Governance

Optimal management of the Board of Directors in light of our management philosophy, business strategy, business environment, etc.

Deepening the system for monitoring progress of structural reforms

Improving the executive compensation system in line with shareholder perspectives

2 Strengthening the Management Foundation

- Rethinking the succession plan

Fostering human resources for the next generation

Strengthening organizational structure and human resource development

3 Investing in the Future

- Accelerating efforts to address materiality (key issues) for renewed growth

Creation of new businesses focusing on HR x AI

06 Formulation of the Mid-Term Management Plan

Renewed Growth Scenarios and Next Milestones

Selection and concentration of management resources

- Succession of engage business
- Resuming investment in [en]Career Change Info
- Strengthening permanent recruitment business
- Other topics

Cost Reduction

- Optimization of personnel expenses
- Optimization of advertising expenses

Investment in growth areas

- Hiring + Post-Hire Performance = Deep Data × AI to Realize “Successful Hiring”
- Acquisition of back check
- Establishment of en PeopleX

Future Milestones

First Half of the FYE Mar.2027

Existing Business: Complete improvements and withdrawal from unprofitable businesses

Growth Investment: Launch of full-scale services in the AI×HR field

- Business plan in progress

Second Half of the FYE Mar.2027

Existing Business: Complete improvements to major services

Growth Investment: Complete integration with existing services

- Currently developing a business plan

FYE Mar.2028

Existing Businesses: Establish business portfolio

Growth Investment: Establish a competitive advantage in the AI×HR field

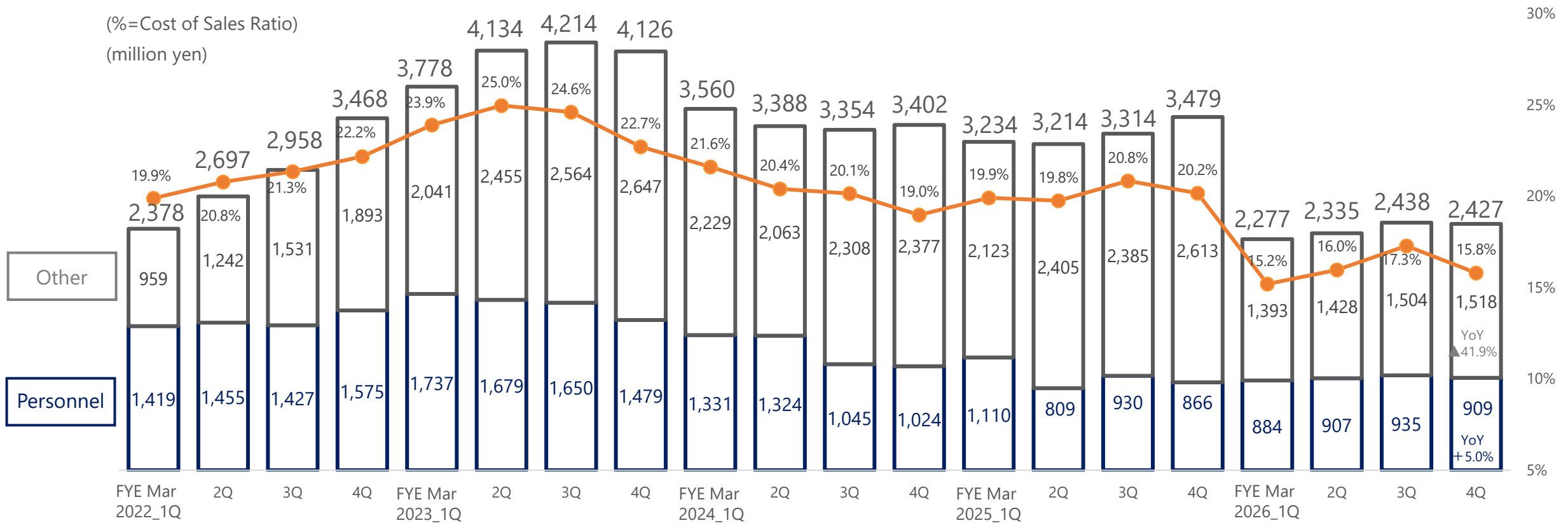
- Mid-Term Management Plan to be formulated

07 Appendix

- Cost of sales profit declined 30.2% year on year in 4Q
- Outsourcing expenses declined following changes in the revenue recognition standard for IT engineer staffing.

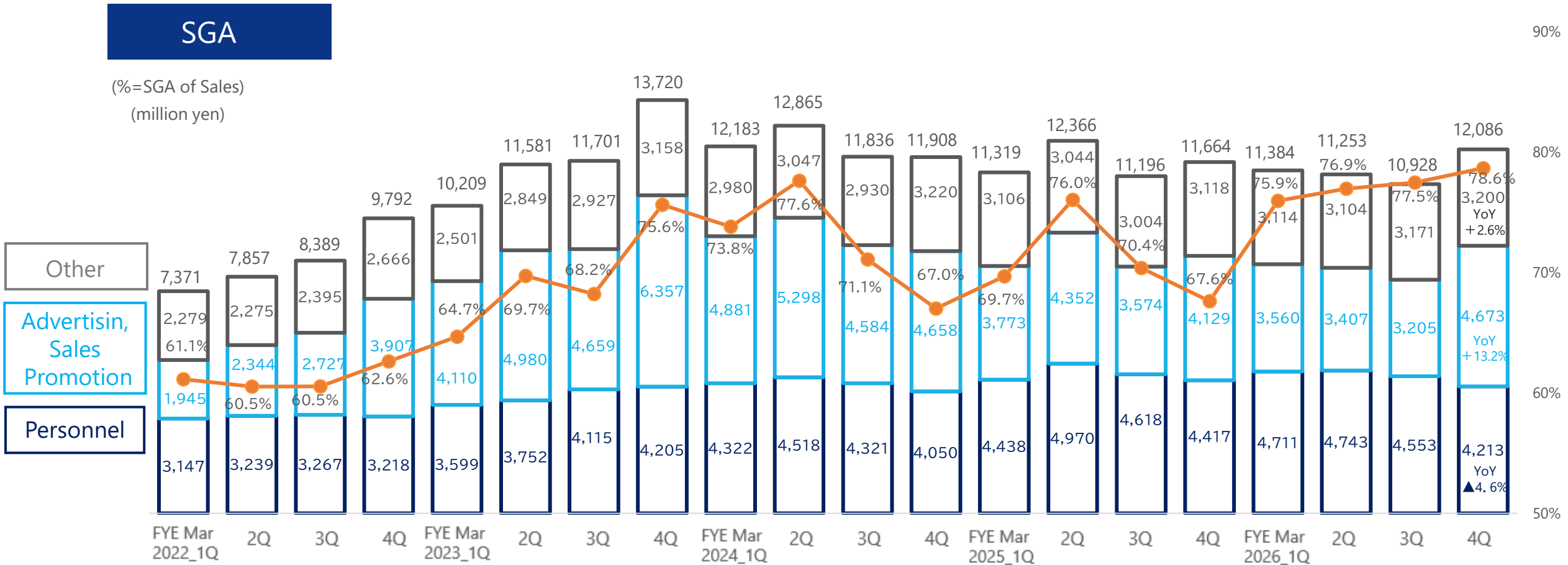
Cost of Sales

(%=Cost of Sales Ratio)
(million yen)



07 Reference :Factors Underlying Performance Changes (Major SGA Expenses)

- SG&A expenses increased 3.6% year on year in 4Q.
- Advertising and promotional expenses increased in 4Q for [en]Career Change Info and [en]Career Change Consultant, as investments were strengthened more than in the previous fiscal year.









Unit: million Yen	FYE Mar 2025 (Apr.2024~Mar.2025)	FYE Mar 2026 (Apr.2025~Mar.2026)	YoY	
Net Sales	47,523	42,958	▲4,564	▲9.6%
Cost of Sales	4,816	4,703	▲112	▲2.3%
Personnel	984	818	▲165	▲16.8%
Outsourcing Cost	492	446	▲46	▲9.4%
Other	3,339	3,438	+99	+3.0%
Gross Profit	42,707	38,254	▲4,452	▲10.4%
SGA	38,629	36,311	▲2,318	▲6.0%
Personnel	12,464	11,895	▲569	▲4.6%
Advertising, Sales Promotion	15,377	14,329	▲1,048	▲6.8%
Other	10,787	10,086	▲700	▲6.5%
Operating Income	4,077	1,943	▲2,133	▲52.3%
Ordinary Income	4,555	2,416	▲2,139	▲47.0%
Quarterly Net Income	7,003	1,602	▲5,401	▲77.1%

【 Company Name 】	en Inc. *Formerly : en Japan Inc.
【 Establishment 】	January 14, 2000
【 Representatives 】	Michikatsu Ochi (Chairman and President)
【 Headquarters 】	Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
【 Capital stock 】	JPY 1,194million (as of Mar. 2026)
【 Stock Listing 】	The Prime of the Tokyo Stock Exchange / (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 3,191, Non-consolidated 2,014 (as of Mar. 2026)
【 Number of Outstanding Shares 】	49,716,000 (as of Mar. 2026)
【 Business Description 】	Provision of services using the Internet • Job boards and media • Recruitment consultancy • Supportments of active participation and retention after employment





< Domestic Recruitment service >

Service brand	Contents	Characteristics	Users	Clients	Company
[en]Career Change Info エノ転職	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> Companies which put their recruitment ads on the job board are carefully researched and taken pictures by en. Honest and detailed recruitment information developed by en from the perspective of job seekers. 	Mainly 20s to 30s	General Companies	en
[en]Career Change Consultant ミドルの転職	High-class recruitment site for middle-aged people	<ul style="list-style-type: none"> Posting recruitment information from recruitment agencies and operating companies with strengths in career change for middle-aged people Disclose consultants' specialty areas, their achievements, together with evaluations by users 	Mainly 30s to 40s	Permanent Recruitment agencies, General Companies	
 Produced by	Recruitment site specializing in high achievers in their 20s	<ul style="list-style-type: none"> Mainly listing information for users in their 20s with yearly income of 5 million yen or more The site is designed to focus on headhunting from companies and job placement agencies 	Mainly 20s to 30s	Permanent Recruitment agencies, General Companies	
[en]Temporary Placement Info イン派遣	Collective site for temporary staffing companies	<ul style="list-style-type: none"> Temp agencies reputations and job information are available User friendly search function which does not require complicated user guide 	Mainly Females in their 20s to mid-40s	Temporary staffing companies	
en BAITO インバイト	Part-time job information site	<ul style="list-style-type: none"> Part-time job information mostly owned by temporary staffing companies User friendly functions such as job-recommendation based on their search history 	University students Graduates without jobs Housewives Permanent part-timers	Temporary staffing companies	
iroots	Scout site for new graduates	<ul style="list-style-type: none"> Recruitment scouting site for new graduates A service that enables companies to directly scout new graduates based on personal profiles and aptitude diagnosis 	Recruitment	General Companies	
Freelance Start フリーランススタート <small>Produced by </small>	Job search engine site for freelance engineers	<ul style="list-style-type: none"> One of the largest freelance job search engine sites in Japan Allows users to collectively search and apply by compiling listings by freelance agents 	Freelance agents	Freelance engineer job search engine site	





< Domestic Recruitment service >

Service brand	Contents	Characteristics	Clients	Company
	Permanent Recruitment	<ul style="list-style-type: none"> • Clients include foreign companies and Japanese companies with global operations. • Handles jobs of middle management to executive level of global human resources, with a leading share in Japan 	Foreign companies Japanese companies	en world Japan
	Permanent Recruitment	<ul style="list-style-type: none"> • Job search services that leverage en's job-seeker database and the track record of its past business transactions with corporate clients 	Japanese companies	en
	Recruitment support service specializing in direct recruiting	<ul style="list-style-type: none"> • Mainly provides "PRO SCOUT" services to support corporate recruitment activities, for optimization and recruitment administration on behalf of client companies based on the track record of introduction by more than 700 companies. • Strategic support for recruitment activities up to their internalization 	General Companies	VOLLECT
	Hiring management system Operation management system	<ul style="list-style-type: none"> • Uniform management of various data and functions, e.g.hiring information, interviewers, response to applications, and effectiveness measurement. • Uniform management of hired staff and job listings. 	Temporary staffing companies General Companies	Zeku
	Reference reporting service with a view to having workers take active roles after entering a company	<ul style="list-style-type: none"> • Based on recruitment support results & know-how provided to approximately 150,000 firms, conducting original questionnaire surveys and interviews on the active roles played by candidates. Provides reports on advice for interviews that can be utilized in the selection process. • Speedy reporting is achieved by offering services primarily online at reasonable prices 	General Companies	en
	Reference-check and Compliance-check	<ul style="list-style-type: none"> • Development and provision of fully online reference-check and compliance-check services 	General Companies	back check


< Domestic Learning and Performance evaluation services >

Service brand	Contents	Characteristics	Clients	Company
 TALENT ANALYTICS	Aptitude test to identify and assess talented personnel who can thrive	<ul style="list-style-type: none"> It examines intellectual capabilities, ways of thinking, values, etc. which are hard to judge from academic record and job titles Possible to take a test in a short period of time online with smartphones, etc. It identifies talented personnel sought by companies and prevents mismatching 	General Companies	en
 en-College エンカレッジ	Online training services for employees	<ul style="list-style-type: none"> Online training services that offer more than 400 courses tailored for new joiners up to the management "en-college online for temporary staff" is also offered for staff training for temporary staffing companies 	General Companies Temporary staffing companies	
 HR OnBoard  HR OnBoard NEXT	Development/sales of a retention tool, "HR OnBoard"	<ul style="list-style-type: none"> An online questionnaire tool to visualize the risk of resignation after joining a company It visualizes the risk of resignation easily through a monthly questionnaire given to those who are in the scopelt enables prompt actions to prevent resignation 	General Companies	


< Overseas Media and Agent >

Service brand	country	Contents	Characteristics	Clients	Company
 en world <small>New Era India Consultancy</small>	India	Permanent Recruitment	<ul style="list-style-type: none"> • Clients are local business companies and global business companies operating in India. • Mainly places high income-earning zone. Particularly strong in IT field. 	Local Companies Global Companies	New Era India Consultancy
 FUTURE FOCUS INFOTECH		Temporary staffing (IT areas)	<ul style="list-style-type: none"> • Has 20 years of experience in IT dispatching and has many leading IT companies as clients • Focus on investment and education in advanced technologies such as AI and IoT • Undertake offshore development projects from outside India, such as the United States and the UAE. 	Local Companies Global Companies	Future Focus Infotech
 NavigosSearch <small>an en world group company</small>	Vietnam	Permanent Recruitment	<ul style="list-style-type: none"> • No. 1 service in Vietnam. • Engages in placing management-level individuals in local and global business companies. Enhancing Japanese companies in Vietnam. 	Local Companies Global Companies Japanese companies	Navigos group Joint Stock Company
 vietnamworks <small>Empower growth</small>		Job board	<ul style="list-style-type: none"> • No. 1 recruiting website in Vietnam. • Clients are local individuals and local and global business companies. Enhancing Japanese companies in Vietnam. 	Local Companies Global Companies Japanese Companies	

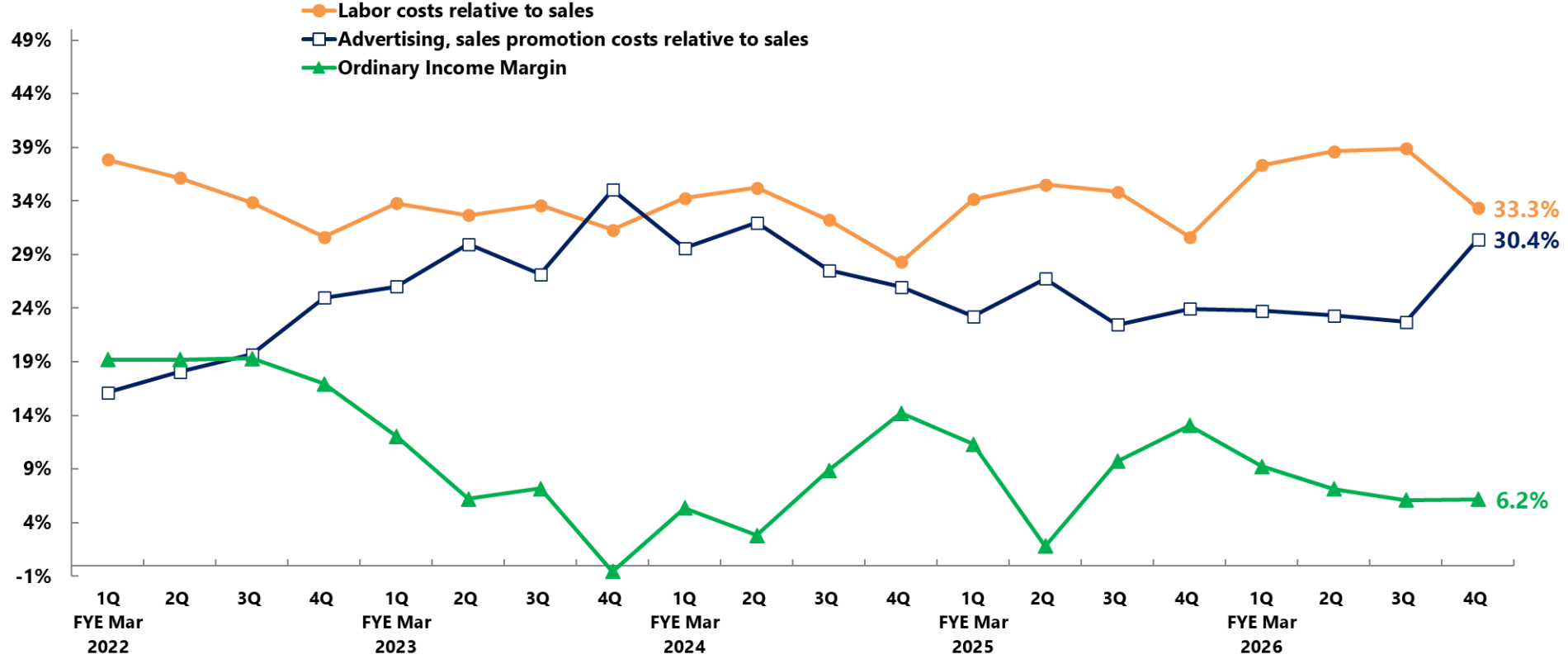
<Domestic Sales outsourcing services>

Service brand	Contents	Characteristics	Clients	Company
 en SX en Sales Transformation	Sales and marketing support	<ul style="list-style-type: none"> Delivers en's sales and marketing functions as "B2B sales methodology" 	General Companies	en SX

< Other New Business*Unconsolidated subsidiary >

Service brand	Contents	Characteristics	Clients	Company
en- KONKATSU-Agent  エン婚活 エージェント	Online service to support those looking for a marriage partner	<ul style="list-style-type: none"> Service to support people looking for a husband or wife with the new concept of seeking happiness after marriage 	General users	en KONKATSU AGENT

07 Cost Relative to Sales - Labor Cost and Sales & Promotion Cost (consolidated)

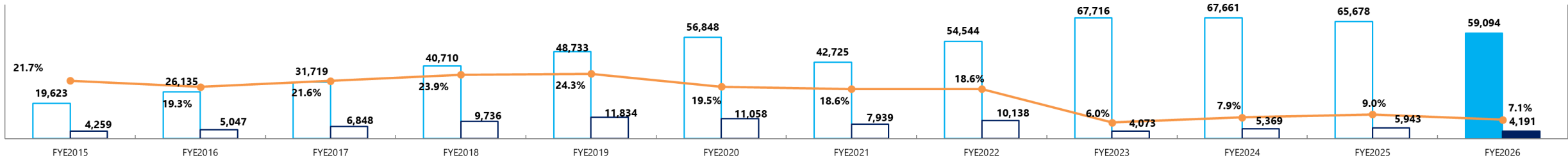


	1Q FYE Mar 2022	2Q	3Q	4Q	1Q FYE Mar 2023	2Q	3Q	4Q	1Q FYE Mar 2024	2Q	3Q	4Q	1Q FYE Mar 2025	2Q	3Q	4Q	1Q FYE Mar 2026	2Q	3Q	4Q
Ordinary Income (million yen)	2,314	2,495	2,674	2,653	1,907	1,033	1,234	-103	883	460	1,478	2,546	1,841	298	1,551	2,251	1,384	1,044	860	949
% of Sales	19.2%	19.2%	19.3%	17.0%	12.1%	6.2%	7.2%	-0.6%	5.4%	2.8%	8.9%	14.2%	11.3%	1.8%	9.8%	13.0%	9.2%	7.1%	6.1%	6.2%
Labor Costs (million yen)	4,565	4,692	4,694	4,791	5,335	5,430	5,765	5,684	5,653	5,842	5,367	5,074	5,549	5,778	5,547	5,283	5,594	5,649	5,487	5,122
% of Sales	37.9%	36.1%	33.9%	30.6%	33.8%	32.7%	33.6%	31.3%	34.3%	35.2%	32.2%	28.3%	34.2%	35.5%	34.9%	30.6%	37.3%	38.6%	38.9%	33.3%
Ad, Sales Promotion Costs (million yen)	1,944	2,344	2,727	3,907	4,109	4,980	4,659	6,357	4,881	5,298	4,585	4,658	3,773	4,351	3,574	4,128	3,560	3,406	3,204	4,673
% of Sales	16.1%	18.1%	19.7%	25.0%	26.0%	30.0%	27.2%	35.0%	29.6%	32.0%	27.5%	26.0%	23.2%	26.8%	22.5%	23.9%	23.7%	23.3%	22.7%	30.4%

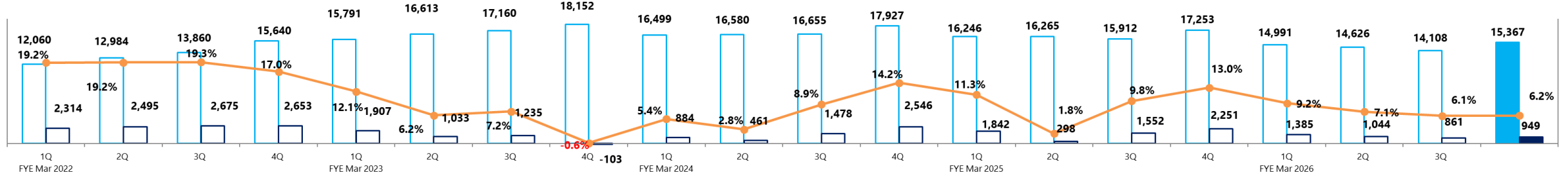
07 Earnings for Fiscal Year End and Each Quarter

Fiscal year end

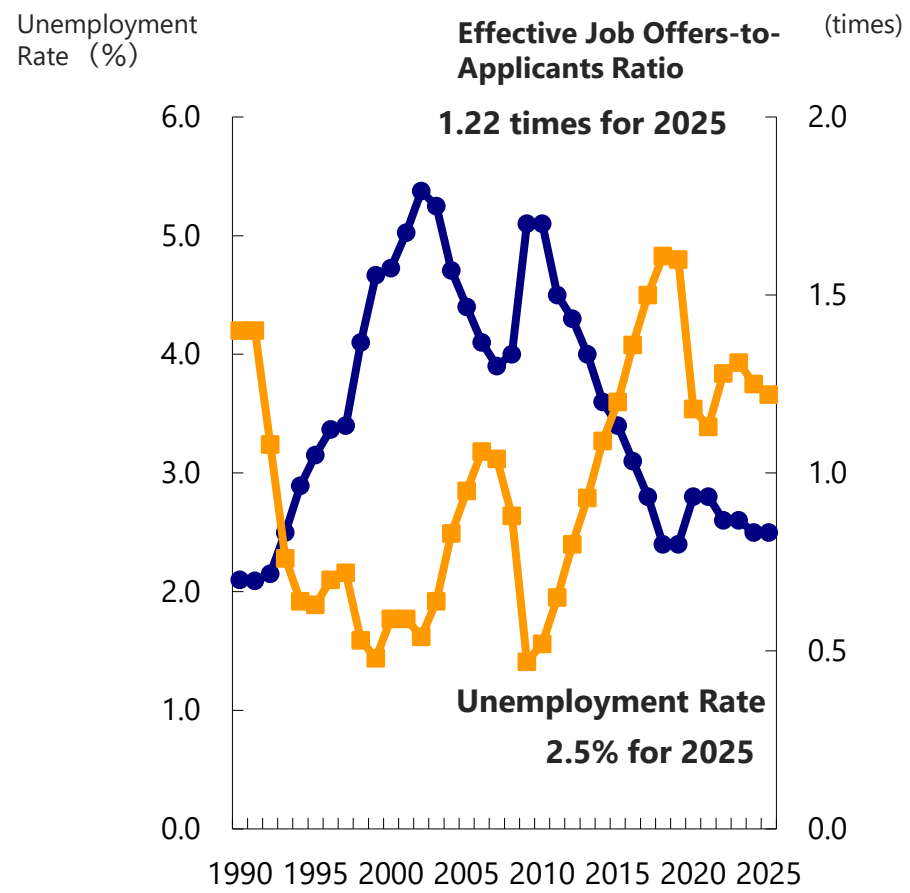
■ Sales (million yen)
 ■ Ordinary Income(million yen)
 ● Ordinary Income ratio



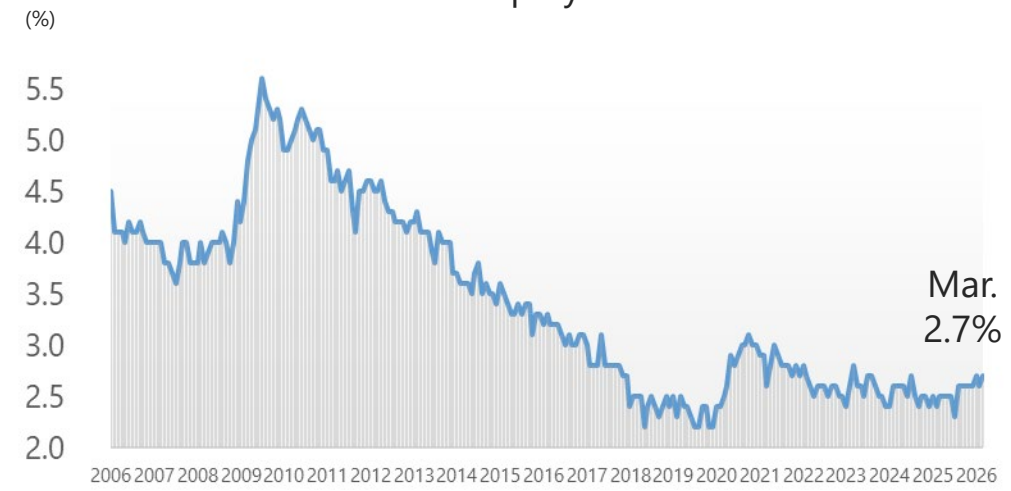
Quarter



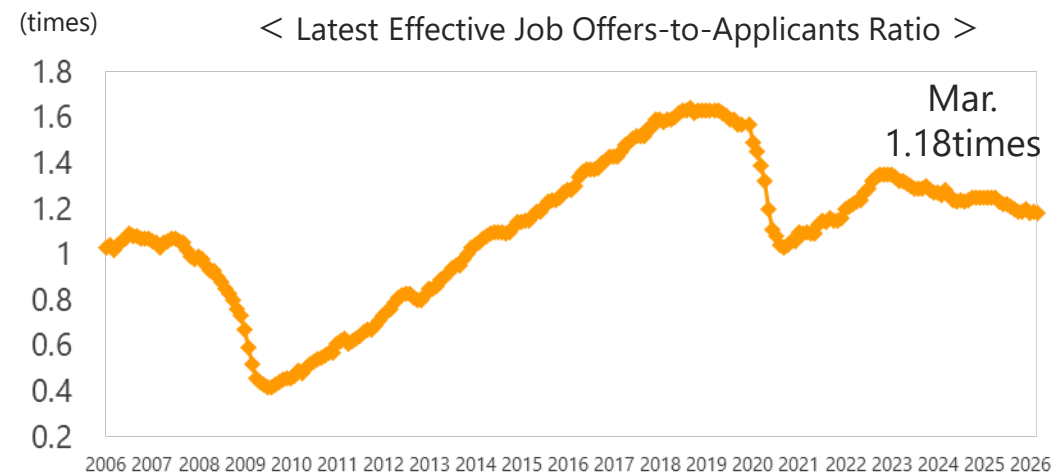
< Year Average >



< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >



Source: Ministry of Health, Labor and Welfare , the Statistics Bureau, Ministry of Internal Affairs and Communications



en Inc. Corporate Planning Department, IR team

TEL:0120-998-930 Mail: ir-en@en-japan.com URL: <https://corp.en-japan.com/en/>

Cautionary Statement

This material is for informational purpose only. You are fully responsible for the final decision to invest in the company. The statements included in these documents that are not historical facts are forward-looking statements which reflect management's current views with respect to certain future events and financial performance of the company. The company makes no guarantee or promise as to the accuracy or completeness of the information provided here and shall not be liable for any errors or delays in the content, or for any actions taken in reliance thereon. The content is subject to change without notice hereon.