

To Our Shareholders

I hope you are in good health and prospering. I would like to express my sincere gratitude for your continued support.

It has been one year since I returned to the management field as Representative Director.

Over the past year, we have reaffirmed the importance of our role in society and our responsibilities as a company.

The liquidity of human resources is increasing in labor markets in Japan and overseas, and working styles and career views are becoming more diverse than ever.

The rapid progress of generative AI and other technologies has also brought about major changes in recruitment and human resource development methods.

It is under this environment that we are steadily promoting structural reforms aimed at achieving renewed growth and realizing our purpose.

Specifically, we are promoting the selection and concentration of businesses.

We are working to optimize our business portfolio and strengthen our earnings base by focusing management resources on areas where we have strong competitive advantages.

We will also utilize the deep data we have accumulated through recruitment and post-hire performance support to make growth investments in the field of HR x AI to realize post-hire success.

Through these investments, we will strengthen our management foundation to create sustainable value in a rapidly changing business environment.

We will not be limited to short-sighted results, but will maintain our user-first stance, continuing to question what is “really pleasing and makes you want to recommend it to others.”

We look forward to the continued support of our shareholders and investors moving forward.

Sincerely,

June 2026
en Inc.
Michikatsu Ochi, Representative Director, Chairman and President

Securities Code: 4849

June 8, 2026

(Commencement date of measures for electronic provision June 1, 2026)

To Our Shareholders:

6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo

en Inc.

Michikatsu Ochi, Representative Director,
Chairman and President

Notice of the 26th Annual Meeting of Shareholders

en cordially invites shareholders to the 26th Annual Meeting of Shareholders as described below.

In convening the 26th Annual Meeting of Shareholders, the Company has taken measures for electronic provision and has posted the items to be provided in electronic format under “Notice of the 26th Annual Meeting of Shareholders” on the website indicated below.

Website of the Company

<https://corp.en-japan.com/en/IR/release.html>

In addition to the above website, the items are also posted on the Japan Exchange Group (TSE) website. Please access the TSE website (Listed Company Search), enter and search for either “en” in the “Issue name (company name)” field or the Company’s securities code number (4849) in the “Code” field. Then select “Basic information” and “Documents for public inspection/PR information” in this order to view the information.

Japan Exchange Group website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

If you will not attend the meeting in person, you may exercise your voting rights in writing or via the Internet, etc. Please review the Reference Document for the Annual Meeting of Shareholders included in the items to be provided in electronic format and exercise your voting rights by no later than 6:00 p.m., on Monday, June 22, 2026.

1. **Date:** 10:00 a.m., Tuesday, June 23, 2026
(Reception starts from 9:30 a.m.)
2. **Venue:** 35F, en Inc. Seminar room, I-land Tower,
6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
3. **Purpose:**
 1. **Items to be reported:** The business report, the consolidated financial statements and the results of consolidated financial statement audits by the Accounting Auditor and the Audit and Supervisory Committee for the 26th business period (April 1, 2025 to March 31, 2026)
 2. The non-consolidated financial statements for the 26th business period (April 1, 2025 to March 31, 2026)

Items to be resolved:

- Item No. 1:** Appropriation of Retained Earnings
- Item No. 2:** Election of Four (4) Directors (Excluding Directors Serving on the Audit and Supervisory Committee)
- Item No. 3:** Election of Three (3) Directors Serving on the Audit and Supervisory Committee
- Item No. 4:** Election of One (1) Substitute Director Serving on the Audit and Supervisory Committee

- 4. Predetermined terms of the convocation** If you are exercising your voting rights by a proxy, you may appoint another shareholder who holds his/her voting rights as your proxy to attend the general meeting of shareholders. Please note, however, that your proxy must submit a power of attorney in writing.

If there is no indication on the voting form of your approval or disapproval of proposals, the Company will assume that you approve the proposals.

- When you attend the meeting, please submit the enclosed voting form to the receptionist at the venue. Persons other than the shareholders who are eligible to exercise voting rights, including any proxies who are not shareholders and accompanying guests, may not enter the venue. In order to save on resources, please bring along this “Notice of Convocation” with you.
- Among the items provided in electronic format, “Consolidated Notes to Consolidated Financial Statements in the consolidated financial statements”, “Notes to Non-consolidated Financial Statements in the financial statements”, “Consolidated Statements of Changes in Net Assets”, “Non-consolidated Statements of Changes in Net Assets”, and “Systems to Ensure the Appropriateness of Business Operations” are not included in the paper-based documents to be delivered to shareholders who have requested the delivery of such documents, pursuant to the provisions of laws and regulations and Article 15 of the Company’s Articles of Incorporation. Therefore, the paper-based documents to be delivered to shareholders who have requested the delivery of such documents constitute only part of the documents that were audited by the Audit and Supervisory Committee and the Accounting Auditor in preparing their audit reports.
- If there are any revisions to the items provided in electronic format, the details of the revisions will be posted on each of the aforementioned websites.
- No souvenirs or gifts will be distributed at this fiscal year's general meeting of shareholders. Thank you for your understanding.

Item No. 1: Appropriation of Retained Earnings

The Company would like to appropriate retained earnings as follows.

Year-end Dividend

The Company has set a basic policy of a dividend payout ratio of 50% for the fiscal year ended March 31, 2026 under the policy of strengthening investment and shareholder returns that contribute to enhancing shareholder value while also ensuring financial soundness.

Based on the above policy, concerning the dividend for the current fiscal year, the Company would like to disburse 32.70 yen per share.

- 1) Type in which dividends are paid

Cash payment

- 2) Allocation of dividends and total amount of dividends

The Company would like to disburse 32.7 yen per common share of the Company.

In this case, the total amount of dividends shall be 1,307,587,752 yen.

- 3) Effective date on which dividends are disbursed from retained earnings

The Company would like to disburse the dividend on June 24, 2026.

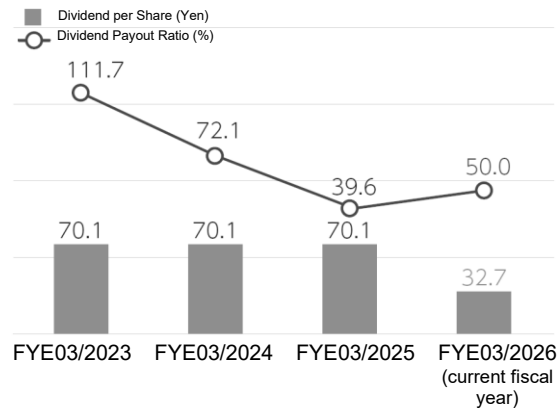
* The difference from the dividend payout ratio shown in the financial results is a result of accounting for the J-ESOP dividend amount.

Specifically, the Company calculates a dividend payout ratio using the following formula:

Total amount of dividends paid / Profit attributable to owners of the parent

= Dividend payout ratio (%)

(Reference) Changes in dividends/payout ratio



Item No. 2: Election of Four (4) Directors (Excluding Directors Serving on the Audit and Supervisory Committee)

The term of office of all four (4) Directors (excluding Directors serving on the Audit and Supervisory Committee; the same applies hereinafter in this agenda item) will expire at the conclusion of this Annual Meeting of Shareholders. Accordingly, the Company proposes the election of four (4) Directors.

The candidates for Directors are as follows.

Candidate's No.		Name	Current position and responsibilities in the Company	Attendance at the meetings of the Board of Directors
1	Reappointment	Michikatsu Ochi	Representative Director, Chairman and President	12/12 (100%)
2	Reappointment	Jun Nakajima	Director and Executive Officer, Head of Corporate Management Office	10/10 (100%)
3	Reappointment Outside Director Independent Officer	Yuri Hayashi	Outside Director	12/12 (100%)
4	New appointment Outside Director Independent Officer	Rikako Onishi	-	-/- (-%)

Policy for the selection of candidates

With regard to the election of Inside Directors, the Company has nominated personnel who are appropriate for promoting a highly efficient management system, and who not only possess high levels of expertise in their respective fields, but also can respond rapidly, flexibly, and appropriately to changes in the business environment, premised on the fact that the personnel have jointly created the Company's management philosophy and are able to devote themselves every day to the realization of that philosophy.

With regard to the election of Outside Directors, the Company has nominated personnel who are sympathetic to its management philosophy, are able to monitor management independently from an objective standpoint, and possess a wide range of perspectives, without being biased toward the interests of management and specific stakeholders.

Decision procedure

When nominating a candidate for Director, the Board of Directors considers and decides based on the opinions of the Voluntary Nomination and Compensation Committee, which is composed mainly of Outside Directors.

Criteria for determining the independence of Outside Officers

The Company has established the Criteria for Determining the Independence of Outside Officers as follows. If they fall under the following criteria, the Company determines that they are not to be sufficiently independent of the Company.

1. An officer who currently falls under any of the following or has done within the past ten (10) years

(1) A person who has work experience (including being an Executive (*1)) at the Company or subsidiaries of the Company (hereinafter collectively referred to as the "Group")

(2) A person who is a major shareholder of the Company (a person who holds 10% or more of the shares) or a person who, if such person is a juridical person, has assumed the office of an Executive or Corporate Auditor of such juridical person (limited to cases where an Outside Auditor is designated as an Independent Officer).

2. An officer who currently falls under any of the following or has done within the past three (3) years

(1) A major business partner (*2) of the Group or an Executive thereof

(2) A person with whom the Group (*3) is a major business partner or an Executive thereof

(3) A major lender of the Group (*4) or an Executive thereof

(4) A consultant, an accounting professional, or a legal professional (*5) who has received large amounts of money or other property other than officer's remuneration from the Group

(5) A certified public accountant who belongs to the accounting auditor or the auditing firm as an accounting auditor of the Group

(6) A person who has received large donations from the Group (*6) or an Executive thereof

3. An officer whose relatives within the second degree of kinship of the officer (limited to important persons (*7)) fall under any of the above 1 or 2.

*1 A Director, an Executive Officer, an Executive Managing Officer, and other officers or employees equivalent thereto

*2 A business partner to whom the total net sales of the Group in any of the last three (3) fiscal years exceed 2% of the consolidated net sales of the Company

*3 A business operator whose net sales to the Group in any of the last three (3) fiscal years exceeds 2% of the consolidated net sales of the business operator

*4 A lender whose amount of lending to the Group exceeds 2% of the total consolidated assets of the Company at the end of any of the last three (3) fiscal years

*5 A person whose total amount of remuneration from the Group in any of the last three (3) fiscal years exceeds 10 million yen

*6 A recipient whose total donations from the Group in any of the last three (3) fiscal years exceeds 10 million yen

*7 Important persons shall be Directors, Executive Officers, Executive Managing Officers, and Executives who are at the level of Manager or above, or Executives who have authority equivalent thereto.

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
1	<p>Michikatsu Ochi Male (January 18, 1951) Reappointment</p>	<p>Aug. 1983 Established Nihon Brain Center, K.K. Jan. 2000 Established the Company Dec. 2000 President of the Company Jun. 2008 Chairman of the Company Aug. 2011 Representative Director of en Human Capital Education Association Inc. (incumbent) Apr. 2015 Chairman and Executive Officer of the Company Mar. 2022 Chairman of the Board of the Company Jan. 2024 Representative Director of CSA Management Association (incumbent) Apr. 2025 Representative Director, Chairman and President of the Company (incumbent) Oct. 2025 Representative Director of en Foundation for HR development (incumbent) Apr. 2026 Representative Director of en SX Inc. (incumbent)</p> <p>[Significant concurrent positions] Representative Director of en Human Capital Education Association Inc. Representative Director of CSA Management Association Representative Director of en Foundation for HR development Representative Director of en SX Inc.</p> <p>Reasons for nomination as candidate for Director Mr. Michikatsu Ochi established Nihon Brain Center, K.K. in 1983 and subsequently established the Digital Media Division in 1995 to begin the operation of Internet job listing and recruitment information sites, etc. In 2000, he separated the Division, making it independent, and founded the Company and has been leading the organization as the founder. Since April 2025 he has served as Representative Director, Chairman and President, and drawn on his extensive experience and achievements to promote management of the Company. The Company nominated him as a candidate for Director again with confidence that it is necessary to leverage his experience and knowledge gained over the years to help the Company achieve sustainable growth.</p>	4,383,900 shares

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
2	<p style="text-align: center;">Jun Nakajima Male (January 8, 1984) Reappointment</p>	<p>Apr. 2006 Joined the Company</p> <p>Aug. 2012 Manager of the Tokyo 1st Sales Group of Mid-Career Recruitment Support Division of the Company</p> <p>Jan. 2019 Manager of the Temporary Staffing Agency Support Division of the Company</p> <p>Apr. 2021 Executive Officer of the Company</p> <p>Oct. 2021 President and Representative Director of ZEKU Corporation</p> <p>May 2023 Manager of Corporate Planning Office of the Company Director of Navigos Group Vietnam Joint Stock Company (incumbent)</p> <p>May 2023 Director of en world Japan K.K. (incumbent) Chairman of the Board of ZEKU Corporation (incumbent)</p> <p>Jul. 2023 Director of Future Focus Infotech Pvt,Ltd. (incumbent)</p> <p>Apr. 2024 General Manager of the Corporate Strategy Division</p> <p>Jun. 2025 Director and Executive Officer of the Company (incumbent) Director of en SX Inc. (incumbent)</p> <p>Apr. 2026 Head of Corporate Management Office of the Company (incumbent)</p> <p>[Significant concurrent positions] Chairman of the Board of ZEKU Corporation Director of en world Japan K.K. Director of Navigos Group Vietnam Joint Stock Company Director of Future Focus Infotech Pvt,Ltd. Director of en SX Inc.</p> <p>Reasons for nomination as candidate for Director Mr. Jun Nakajima joined the Company as a fresh graduate in 2006. Subsequently, he served as manager of sales in Mid-Career Recruitment Support Division. Then he was involved in the launch of a new business in 2014, before being appointed manager of Temporary Staffing Company Support Division in 2019 where he spearheaded the growth of en HAKEN. He was appointed Representative Director and President of ZEKU Corporation, which works on recruitment related system solutions, from 2021 and is striving for the company's development. In June 2025, he was appointed Director and Executive Officer and General Manager of the Corporate Strategy Division., and, since April 2026, he has been appointed Head of Corporate Management Office, overseeing the Group's corporate management system and working to improve corporate governance. Believing that his extensive experience and achievements will contribute to the growth of the Group, the Company nominates him again as a candidate for Director.</p>	4,000 shares

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
3	<p style="text-align: center;">Yuri Hayashi Female (July 11, 1980) Reappointment</p>	<p>Apr. 2003 Joined Recruit Co., Ltd. Oct. 2017 Deputy Mayor of Shijonawate City, Osaka Prefecture Jun. 2022 Outside Director of the Company (incumbent) Mar. 2025 Outside Director of INEC Inc. (incumbent)</p> <p>Reasons for nomination as candidate for Outside Director and overview of expected roles Ms. Yuri Hayashi has extensive knowledge of marketing and management gained over the years while working for Recruit Co., Ltd. She became the first female deputy mayor of Shijonawate City, Osaka Prefecture in 2017 and utilized her experience working in the private sector to implement organizational reforms while promoting childcare policies and urban development. She is also improving transparency and fairness of the procedures for election and dismissal of Officers and the process for determining remuneration as a member of the Nomination and Compensation Committee. Determining that she is the right person to supervise management for sustainable growth and improved corporate value of the Group, the Company requests her re-election as an Outside Director.</p>	<p style="text-align: center;">- shares</p>

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
4	Rikako Onishi Female (June 16, 1974) New appointment	<p>Apr. 1997 Joined The Long-Term Credit Bank of Japan, Limited (Currently SBI Shinsei Bank)</p> <p>Oct. 2002 Established Kotora Co., Ltd., Representative Director (incumbent)</p> <p>Mar. 2017 External Director of Bell-Park Co., Ltd. (incumbent)</p> <p>Jun. 2019 Outside director of THE TOWA BANK, LTD.</p> <p>Dec. 2021 Outside Director of Keystone Partners Co., Ltd.</p> <p>Apr. 2022 Outside Director (Audit and Supervisory Committee Member) of Material Group Inc.</p> <p>Mar. 2023 Outside Director of Mercuria Holdings Co., Ltd. (incumbent)</p> <p>[Significant concurrent positions] Representative Director of Kotora Co., Ltd. External Director of Bell-Park Co., Ltd. Outside Director of Mercuria Holdings Co., Ltd.</p> <p>Reasons for nomination as candidate for Outside Director and overview of expected roles In addition to her work experience at financial institutions, Ms. Rikako Onishi has contributed to solving various issues related to human resources at companies as an executive of a high-class professional recruitment company she founded. Since then, she has not only managed her own company, but also served as an outside director of a bank and several listed companies. Through her public positions, including as a member of the Council for Small and Medium Enterprise Policy of the Ministry of Economy, Trade and Industry, she has been deeply involved in policy proposals that shape the nation's future and in fostering the next generation. Believing that her experience and knowledge will contribute to the growth of the Group, the Company requests her election as an Outside Director.</p>	- shares

Notes:

1. The Company receives recruitment support fees from INEC Inc., where Ms. Yuri Hayashi serves as an Outside Director. But all transactions are carried out under terms and conditions similar to those for general transactions, and the annual transaction amount is less than 1% of the consolidated net sales of INEC Inc. and the Company. The Company has signed a part-time advisory contract with Ms. Yuri Hayashi. Compensation for this contract was paid in consideration of her consulting services for recruitment planning. To date, the amount paid to her totals less than 5 million yen. The Company receives recruitment support fees from Kotora Co., Ltd., where Ms. Rikako Onishi serves as the Representative Director. But all transactions are carried out under terms and conditions similar to those for general transactions, and the annual transaction amount is less than 1% of the consolidated net sales of Kotora Co., Ltd. and the Company. Because all of the above transactions satisfy the Rules for Determining the Independence of Outside Officers established by the Company, the Company has determined that there are no issues concerning their independence. There are no special interests between Mr. Michikatsu Ochi and Mr. Jun Nakajima and the Company.

2. Ms. Yuri Hayashi and Ms. Rikako Onishi are the candidates for Outside Directors.
3. Ms. Yuri Hayashi is currently an Outside Director of the Company, and her term of office is four (4) years ending at the conclusion of the Annual Meeting of Shareholders.
4. The Company has registered Ms. Yuri Hayashi as an Independent Officer stipulated under the rules of the Tokyo Stock Exchange. If Ms. Yuri Hayashi assumes the office of Director, the Company plans to register Ms. Yuri Hayashi as an Independent Officer again stipulated under the rules of the Tokyo Stock Exchange. If Ms. Rikako Onishi assumes the office of Director, the Company plans to register Ms. Rikako Onishi as an Independent Officer stipulated under the rules of the Tokyo Stock Exchange.
5. The Company has entered into a limited liability agreement with Ms. Yuri Hayashi based on the provisions of its Articles of Incorporation to limit her damage compensation liability as provided for by Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the said Act. The maximum amount of liability under the said agreement shall be the amount prescribed in laws and regulations. If re-election of Ms. Yuri Hayashi is approved, the Company will continue the above limited liability agreement with her. If election of Ms. Rikako Onishi is approved, the Company will execute the above limited liability agreement with her.
6. The Company has concluded liability insurance contracts for Officers with an insurance company, that cover Directors, Executive Officers, and Officers of subsidiaries as the insured. These insurance contracts compensate for damages caused at the responsibility assumed by the insured for the execution of their duties or damages claimed related to the pursuit of such responsibility. The Company pays all the insurance premiums. The above insurance contracts do not cover claims for damages caused by intentional acts or gross negligence of the insured. If the candidates assume the offices of Directors, they will become the insured of the above insurance contracts, and the Company plans to renew the above insurance contracts in January 2027.

Item No. 3: Election of Three (3) Directors Serving on the Audit and Supervisory Committee

The term of office of all three (3) Directors serving on the Audit and Supervisory Committee will expire at the conclusion of this Annual Meeting of Shareholders. Accordingly, the Company proposes the election of three (3) Directors who will serve on the Audit and Supervisory Committee.

With regard to this agenda item, the consent of the Audit and Supervisory Committee has been obtained.

The candidates for Directors Serving on the Audit and Supervisory Committee are as follows.

Candidate's No.	Name	Current position and responsibilities in the Company	Attendance at the meetings of the Board of Directors
1	Reappointment Outside Director Taisuke Igaki	Outside Director	12/12 (100%)
2	Reappointment Outside Director Independent Officer Toshihiko Ishikawa	Outside Director	12/12 (100%)
3	Reappointment Outside Director Independent Officer Takeshi Nishikawa	Outside Director	11/12 (91.7%)

Policy for the selection of candidates

In electing Directors to serve on the Audit and Supervisory Committee, the Company nominates individuals who are highly discerning and recognize the role and responsibilities that the Company should fulfill in society without being biased toward the interests of management or specific stakeholders.

Decision procedure

When nominating Directors to serve on the Audit and Supervisory Committee, the Board of Directors makes its decision in light of proposals made by the Representative Directors as well as the opinions of the Outside Directors and with the consent of the Audit and Supervisory Committee.

Criteria for determining the independence of Outside Officers

The Company has established the Criteria for Determining the Independence of Outside Officers as follows. If they fall under the following criteria, the Company determines that they are not to be sufficiently independent of the Company.

1. An officer who currently falls under any of the following or has done within the past ten (10) years

(1) A person who has work experience (including being an Executive (*1)) at the Company or subsidiaries of the Company (hereinafter collectively referred to as the "Group")

(2) A person who is a major shareholder of the Company (a person who holds 10% or more of the shares) or a person who, if such person is a juridical person, has assumed the office of an Executive or Corporate Auditor of such juridical person (limited to cases where an Outside Auditor is designated as an Independent Officer).

2. An officer who currently falls under any of the following or has done within the past three (3) years

(1) A major business partner (*2) of the Group or an Executive thereof

(2) A person with whom the Group (*3) is a major business partner or an Executive thereof

(3) A major lender of the Group (*4) or an Executive thereof

(4) A consultant, an accounting professional, or a legal professional (*5) who has received large amounts of money or other property other than officer's remuneration from the Group

(5) A certified public accountant who belongs to the accounting auditor or the auditing firm as an accounting auditor of the Group

(6) A person who has received large donations from the Group (*6) or an Executive thereof

3. An officer whose relatives within the second degree of kinship of the officer (limited to important persons (*7)) fall under any of the above 1 or 2.

*1 A Director, an Executive Officer, an Executive Managing Officer, and other officers or employees equivalent thereto

*2 A business partner to whom the total net sales of the Group in any of the last three (3) fiscal years exceed 2% of the consolidated net sales of the Company

*3 A business operator whose net sales to the Group in any of the last three (3) fiscal years exceeds 2% of the consolidated net sales of the business operator

*4 A lender whose amount of lending to the Group exceeds 2% of the total consolidated assets of the Company at the end of any of the last three (3) fiscal years

*5 A person whose total amount of remuneration from the Group in any of the last three (3) fiscal years exceeds 10 million yen

*6 A recipient whose total donations from the Group in any of the last three (3) fiscal years exceeds 10 million yen

*7 Important persons shall be Directors, Executive Officers, Executive Managing Officers, and Executives who are at the level of Manager or above, or Executives who have authority equivalent thereto.

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
1	<p style="text-align: center;">Igaki Taisuke</p> <p style="text-align: center;">Male (May 4, 1973) Reappointment</p>	<p>Oct. 2001 Registered as an attorney in Japan Joined Kitahama Partners</p> <p>Jan. 2008 Registered as an attorney in New York State</p> <p>Jun. 2013 LPC Partner of Nishimura & Asahi LPC (incumbent)</p> <p>Jun. 2018 Outside Director (Audit & Supervisory Committee Member) of UT Group Co., Ltd. (incumbent) Outside Corporate Auditor of the Company</p> <p>Jun. 2020 Outside Director of the Company</p> <p>Jun. 2022 Outside Director of the Company (Audit and Supervisory Committee Member) (incumbent)</p> <p>[Significant concurrent positions] LPC Partner of Nishimura & Asahi LPC Outside Director (Audit & Supervisory Committee Member) of UT Group Co., Ltd.</p> <p>Reasons for nomination as candidate for Outside Director Serving on the Audit and Supervisory Committee and overview of expected roles</p> <p>Mr. Taisuke Igaki is well-versed in the business of the Company. He has actively provided opinions and advice at the meetings of the Board of Directors of the Company from a comprehensive perspective utilizing his professional experience as an attorney at law and an Outside Director. He is also improving transparency and fairness of the procedures for election and dismissal of Officers and the process for determining remuneration as the chair of the Nomination and Compensation Committee. Determining that he is the right person to supervise management for sustainable growth and improved corporate value of the Group, the Company requests his election again as an Outside Director serving on the Audit and Supervisory Committee. Although he has never been directly involved in corporate management other than as an Outside Director or Outside Corporate Auditor, for the reasons stated above, the Company has determined that he can appropriately perform his duties as an Outside Director serving on the Audit and Supervisory Committee.</p>	- shares

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
2	<p>Toshihiko Ishikawa Male (September 6, 1951) Reappointment</p>	<p>Apr. 1977 Joined Ernst & Young LLC (Currently Ernst & Young ShinNihon LLC)</p> <p>Mar. 1981 Joined Business Brain Showa Inc. (Currently Business Brain Show-Ota Inc.)</p> <p>Feb. 1990 Registered as a Certified Public Accountant</p> <p>Jun. 1991 Director of Business Brain Showa-Ota Inc.</p> <p>Jun. 2001 President of Financial Brain Systems Inc.</p> <p>Apr. 2009 President and CEO of Business Brain Showa-Ota Inc.</p> <p>Jun. 2014 CEO of BBS (Thailand) Co., Ltd.</p> <p>Jun. 2020 Chairman of Business Brain Showa-Ota Inc.</p> <p>Jun. 2021 Outside Corporate Auditor of the Company</p> <p>Jun. 2022 Chairman of the Board of Business Brain Showa-Ota Inc.</p> <p>Jun. 2022 Outside Director of the Company (Audit and Supervisory Committee Member) (incumbent)</p> <p>Jun. 2023 Special advisor of the Board of Business Brain Showa-Ota Inc.</p> <p>Reasons for nomination as candidate for Outside Director Serving on the Audit and Supervisory Committee and overview of expected roles</p> <p>Mr. Toshihiko Ishikawa has extensive experience in corporate management and a high level of attentiveness as a certified public accountant. He is also improving transparency and fairness of the procedures for election and dismissal of Officers and the process for determining remuneration as a member of the Nomination and Compensation Committee. Believing that he will continue to apply his expertise and experience to its auditing system, the Company asks that he be elected again as an Outside Director serving on the Audit and Supervisory Committee.</p>	100 shares

Candidate's No.	Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
3	<p style="text-align: center;">Takeshi Nishikawa Male (April 27, 1971) Reappointment</p>	<p>Apr. 1994 Joined Matsushita Electric Industrial Co. (Currently Panasonic Holdings Corporation)</p> <p>Oct. 2021 Board of Director of Blue Yonder Holding Inc. (incumbent) Board of Director of Zetes Industries S.A. (incumbent)</p> <p>Apr. 2022 Director, Vice President of Panasonic Connect Co., Ltd.</p> <p>Apr. 2023 Director, Senior Vice President of Panasonic Connect Co., Ltd.</p> <p>Jun. 2023 Representative Director, Senior Vice President of Panasonic Connect Co., Ltd.</p> <p>Jun. 2024 Outside Director of the Company (Audit and Supervisory Committee Member) (incumbent)</p> <p>Apr. 2025 Representative Director, Executive Vice President of Panasonic Connect Co., Ltd. (incumbent)</p> <p>Apr. 2026 Executive Vice President of Panasonic Connect Group (incumbent)</p> <p>[Significant concurrent positions] Representative Director, Executive Vice President of Panasonic Connect Co., Ltd. Board of Director of Blue Yonder Holding Inc. Board of Director of Zetes Industries S.A.</p> <p>Reasons for nomination as candidate for Outside Director Serving on the Audit and Supervisory Committee and overview of expected roles</p> <p>Mr. Takeshi Nishikawa has been in charge of accounting at the Panasonic Group for 30 years and has abundant finance and accounting experience. He also serves concurrently as a director of subsidiaries in the United States and Belgium, and has expertise in global business. He is also improving transparency and fairness of the procedures for election and dismissal of Officers and the process for determining remuneration as a member of the Nomination and Compensation Committee. Since he has experience in multiple mergers and acquisitions, including large-scale, cross-border transactions, the Company believes that his experience and knowledge will make a big contribution to its operations and requests that he be elected as an Outside Director to serve on the Audit and Supervisory Committee.</p>	-

Notes:

1. Mr. Taisuke Igaki will not be designated or recorded as an Independent Officer in accordance with the policy of his law firm, Nishimura & Asahi LPC.
2. The Company receives recruitment support fees from UT Group Co., Ltd., where Mr. Taisuke Igaki serves as an Outside Director, but all transactions are carried out under terms and conditions similar to those for general transactions, and the annual transaction amount is less than 1% of the consolidated net sales of UT Group and the Company. The Company receives recruitment support fees from Panasonic Connect Co., Ltd., where Mr. Takeshi Nishikawa serves as Representative Director, but all transactions are carried out under terms and conditions similar to those for general transactions, and the annual transaction amount is less than 1% of the consolidated net sales of Panasonic Connect Co., Ltd. and the Company. Because all of the above transactions satisfy the Rules for Determining the Independence of Outside Officers established by the Company, the Company has determined that there are no issues concerning their independence.
3. Mr. Taisuke Igaki, Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa are the candidates for Outside Directors serving on the Audit and Supervisory Committee.
4. Mr. Taisuke Igaki is currently an Outside Director serving on the Audit and Supervisory Committee of the Company, and his term of office as an Outside Director is six (6) years ending at the conclusion of the Annual Meeting of Shareholders and four (4) years as a Director serving on the Audit and Supervisory Committee. In the past, Mr. Taisuke Igaki was an Outside Corporate Auditor of the Company and his term of office as an Outside Corporate Auditor was two (2) years. Mr. Toshihiko Ishikawa is currently an Outside Director serving on the Audit and Supervisory Committee of the Company, and his term of office is four (4) years ending at the conclusion of the Annual Meeting of Shareholders. And in the past, Mr. Toshihiko Ishikawa was an Outside Corporate Auditor of the Company and his term of office as an Outside Corporate Auditor was one (1) year. Mr. Takeshi Nishikawa is currently an Outside Director serving on the Audit and Supervisory Committee of the Company, and his term of office is two (2) years ending at the conclusion of the Annual Meeting of Shareholders.
5. The Company has registered Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa as Independent Officers as stipulated under the rules of the Tokyo Stock Exchange. If Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa assume the office of Directors serving on the Audit and Supervisory Committee, the Company plans to register them again as Independent Officers.
6. The Company has entered into a limited liability agreement with Mr. Taisuke Igaki, Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa based on the provisions of its Articles of Incorporation to limit their damage compensation liability as provided for by Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the said Act. The maximum amount of liability under the said agreement shall be the amount prescribed in laws and regulations. If re-election of Mr. Taisuke Igaki, Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa is approved, the Company will continue the above limited liability agreement with them.
7. The Company has concluded liability insurance contracts for Officers with an insurance company, that cover Directors, Executive Officers, and Officers of subsidiaries as the insured. These insurance contracts compensate for damages caused at the responsibility assumed by the insured for the execution of their duties or damages claimed related to the pursuit of such responsibility. The Company pays all the insurance premiums. The above insurance contracts do not cover claims for damages caused by intentional acts or gross negligence of the insured. If Mr. Taisuke Igaki, Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa assume the office of Directors serving on the Audit and Supervisory Committee, they will become the insured of the above insurance contracts, and the Company plans to renew the above insurance contracts in January 2027.

The Composition of Directors when Proposal No.2 and Proposal No.3 are Approved
Professional competence and experience of the Company's Directors are as follow.

Skill matrix

Officer		Attribute		Business experience/knowledge							Expertise	
		Independence	Gender ● Male ○ Female	Corporate management	Human resource business	Marketing/sales	DX/technology	Global business	Risk management/legal/compliance	Finance/M&A	Sustainability/ESG	Professional license/ relevant qualifications
Michikatsu Ochi	Representative Director, Chairman and President		●	●	●	●		●		●	●	
Jun Nakajima	Director and Executive Officer		●	●	●		●		●	●		
Yuri Hayashi	Independent Outside Director	●	○			●					●	
Rikako Onishi	Independent Outside Director	●	○	●	●	●						
Taisuke Igaki	Outside Director (Audit and Supervisory Committee)		●					●	●	●	●	Japanese Attorney/Attorney in the state of New York
Toshihiko Ishikawa	Independent Outside Director (Audit and Supervisory Committee)	●	●	●			●			●		Certified Public Accountant, Licensed Tax Accountant
Takeshi Nishikawa	Independent Outside Director (Audit and Supervisory Committee)	●	●	●				●		●		

Skill	Definition
Corporate management	Knowledge and experience in general management, necessary to realize the Company's purpose.
Human resource business	Knowledge and experience in strategic planning, etc. related to the human resources business, which is the Company's main business domain.
Marketing/sales	Understanding of market trends and the needs of both users and clients, and knowledge and experience in formulating marketing and sales strategies.
DX/technology	Knowledge and experience related to digital transformation of operations and product development.
Global business	Knowledge and experience related to business in international markets.
Risk management/legal/compliance	Knowledge and experience in risk management, legal affairs, and compliance, which are necessary for stable and sustainable growth.
Finance/M&A	Knowledge and experience in business planning, M&A strategy, capital policy, and strengthening of the financial base.
Sustainability/ESG	Knowledge and experience for integrating environmental, social and governance elements into management, which is tied to stable and sustainable growth.

(Note 1) The above does not represent all the skills, experience, abilities, and other knowledge and expertise possessed by each person.

Item No. 4: Election of One (1) Substitute Director Serving on the Audit and Supervisory Committee

In order to prepare for the case where the number of Directors serving on the Audit and Supervisory Committee falls short of the number stipulated by laws and regulations, the Company requests the election of one (1) substitute Director serving on the Audit and Supervisory Committee in advance.

The term of office of the elected substitute Director serving on the Audit and Supervisory Committee shall continue until expiration of the term of office of the Director serving on the Audit and Supervisory Committee who retires in accordance with the provisions of the Articles of Incorporation of the Company.

The effectiveness of election in this proposal may be cancelled based on the concurrence of the Audit and Supervisory Committee and by resolution of the Board of Directors provided that the cancellation is made prior to the assumption of office by the nominee.

With regard to this agenda item, the consent of the Audit and Supervisory Committee has been obtained.

The candidate for substitute Director serving on the Audit and Supervisory Committee is as follows.

Name (Date of birth)	Brief profile and positions	Number of the Company's shares owned
<p>Tomoyuki Otsuki Male (April 1, 1972)</p>	<p>Apr. 1994 Joined Otsuki Management & Labor Consulting Office Jan. 2006 Registered as Labor and Social Security Attorney Head of Ginza Branch Office of Otsuki Management & Labor Consulting Office Jan. 2011 Control Office Manager of Otsuki Management & Labor Consulting Office Dec. 2013 Representative Director of OTSUKI M Co., Ltd. (incumbent) Representative Director of OTSUKI M SINGAPORE PTE, LTD. Jul. 2016 Representative Partner of Otsuki Management & Labor Consulting Office (incumbent) Jun. 2019 Director of Tokyo Metropolitan Labor and Social Security Attorney's Associations Jun. 2025 Executive Director of Tokyo Metropolitan Labor and Social Security Attorney's Associations (incumbent)</p> <p>[Significant concurrent positions] Representative Partner of Otsuki Management & Labor Consulting Office Representative Director of OTSUKI M Co., Ltd.</p> <p>Reasons for nomination as candidate for substitute Director serving on the Audit and Supervisory Committee Mr. Tomoyuki Otsuki has extensive knowledge and experience as a labor and social security attorney. If he is elected, the Company believes that he can leverage his expertise in enhancing its risk management structure and nominates him as a candidate for substitute Director serving on the Audit and Supervisory Committee.</p>	<p>- shares</p>

Notes:

1. The Company entered into an advisory contract with Otsuki Management & Labor Consulting Office, for which Mr. Tomoyuki Otsuki serves as a Representative Director, but the amount of remuneration is not more than 5 million yen per year. Because such contract satisfies the Rules for Determining Independence of Outside Officers established by the Company, the Company has determined that there are no issues concerning his independence.
2. Mr. Tomoyuki Otsuki is the candidate for substitute Outside Director serving on the Audit and Supervisory Committee.
3. If Mr. Tomoyuki Otsuki assumes the office of Director serving on the Audit and Supervisory Committee, the Company plans to register Mr. Otsuki as an Independent Officer stipulated under the rules of the Tokyo Stock Exchange.
4. If Mr. Tomoyuki Otsuki assumes the office of Director serving on the Audit and Supervisory Committee, the Company will enter into a limited liability agreement with Mr. Otsuki based on the provisions of its Articles of Incorporation to limit his damage compensation liability as provided for by Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the said Act. The maximum amount of liability under the said agreement shall be the amount prescribed in laws and regulations.
5. The Company has concluded liability insurance contracts for Officers with an insurance company, that cover Directors, Executive Officers, and Officers of subsidiaries as the insured. These insurance contracts compensate for damages caused at the responsibility assumed by the insured for the execution of their duties or damages claimed related to the pursuit of such responsibility. The Company pays all the insurance premiums. The above insurance contracts do not cover claims for damages caused by intentional acts or gross negligence of the insured. If Mr. Tomoyuki Otsuki assumes the office of Director serving on the Audit and Supervisory Committee, he will become the insured of the above insurance contracts, and the Company plans to renew the above insurance contracts in January 2027.

(Exhibit)

Business Report

From April 1, 2025
to March 31, 2026

1. State of Corporate Group

(1) State of Business for the Current Fiscal Year

1) Business progress and results (Managerial accounting basis)

(Million yen)

Net Sales					Previous Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)	Percent change (%)
HR	In Japan	Recruitment Services	Media	[en]Career Change Info	17,391	15,306	-12.0%
				engage	9,753	7,057	-27.6%
				Other	15,618	15,343	-1.8%
		Agent	9,915	10,852	9.4%		
		Others	1,795	2,533	41.1%		
	Education and Assessment Services	1,687	1,752	3.8%			
	Overseas	Recruitment Services	Media-Agent	2,592	2,722	5.0%	
		IT Engineer Staffing Services	3,416	3,742	9.5%		
Non-HR	In Japan	Sales Outsourcing Services		1,983	1,784	-10.0%	

* The difference between the combined net sales of each business and the consolidated net sales is attributable to the adjustment made among the businesses and consolidated adjustments.

* Although the table includes a Non-HR service category, the Group has a single reportable segment: human resource services.

(a) Media

In the Media business, although [en]Career Change Info showed signs of improvement due to an increase in the number of companies using the service, the decline in sales continued. At engage, sales decreased as the Group optimized investment toward achieving profitability from the beginning of the fiscal year. Despite improvements in cost efficiency at engage, operating income decreased significantly due to a decrease in revenue.

As a result, net sales amounted to ¥37,707 million (down 11.8% year on year) and operating income amounted to ¥6,876 million (down 25.3% year on year).

(b) Agent

Net sales increased at en world Japan, which operates a global recruitment consultancy business, due to factors such as an increase in the number of consultants, and at en Agent, driven by an increase in placements within the high-salary bracket.

Operating income also increased as productivity improved at both en world Japan and en Agent.

As a result, net sales amounted to ¥10,852 million (up 9.4% year on year) and operating income amounted to ¥1,628 million (up 23.4% year on year).

(c) Recruitment Services and Others

Net sales increased mainly due to improvements in unit price per transaction handled in ZEKU, which provides recruitment management systems mainly to temporary staffing companies, and the consolidation of back check, that provides reference checking services, which became a consolidated subsidiary in October.

Operating income increased due to the growth in net sales at ZEKU.

As a result, net sales amounted to ¥2,533 million (up 41.1% year on year) and operating income amounted to ¥790 million (up 66.7% year on year).

(d) Education and Assessment Services

Net sales increased due to expanded use of the talent management system and tools for supporting retention and success.

Operating income decreased due to an increase in personnel expenses resulting from an increase in staff.

As a result, net sales amounted to ¥1,752 million (up 3.8% year on year) and operating income amounted to ¥453 million (down 11.9% year on year).

(e) Overseas

Net sales increased due to the economic recovery in Vietnam and growth in our U.S. IT engineer staffing services.

Operating income increased due to continuous cost control at media agents and increased sales from dispatching IT engineers.

As a result, net sales amounted to ¥6,464 million (up 7.6% year on year) and operating income amounted to ¥1,264 million (up 99.0% year on year).

As a result, net sales in the current consolidated fiscal year amounted to ¥59,093 million (a decrease of 10.0% year on year). On the profit side, while cost efficiency measures including advertising expenses at engage led to reductions, these were not sufficient to offset the decline in sales, resulting in operating income of 3,962 million yen (down 32.7% year on year) and ordinary income of 4,191 million yen (down 29.5% year on year). In the previous fiscal year, a gain on sale of investment securities of 5,456 million yen was recorded as extraordinary income due to the sale of shares of Timee, Inc. However, as no significant extraordinary income was recorded in the fiscal year under review, profit attributable to owners of parent was 2,616 million yen (down 65.7% year on year).

(Million yen)

	Current Fiscal Year (From April 1, 2025 to March 31, 2026)	Percent change (%)
Net sales	59,093	Down 10.0%
Operating income	3,962	Down 32.7%
Ordinary income	4,191	Down 29.5%
Profit attributable to owners of parent	2,616	Down 65.7%

2) Capital investment

During the current fiscal year, the Company invested a total of ¥4,299 million, and investments are mainly as follows.

- Websites development, additional repairs, etc.

3) Fund procurement

The Company has concluded an overdraft facility agreement (maximum amount of ¥11,000 million) with two banks. There are no borrowings outstanding as of the end of the current fiscal year.

4) Business transfers, Absorption-type Demerger or Incorporation-type Demerger

Not applicable.

5) Assignment of business from other companies

Not applicable.

6) Succession of right obligation related to other entities business through an absorption-type merger or an absorption-type Demerger

Not applicable.

7) Acquisition or Disposal of shares, other equity interests or subscription rights to shares, etc. of other companies

On September 30, 2025, the Company acquired all shares of back check, Inc., making it a wholly-owned subsidiary.

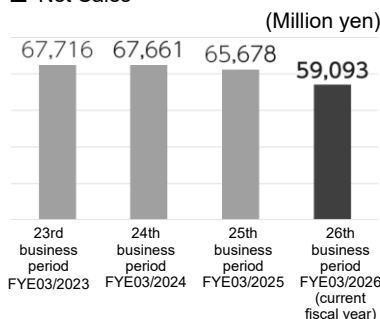
(2) Trends in Assets, Profits and Losses

(Million yen)

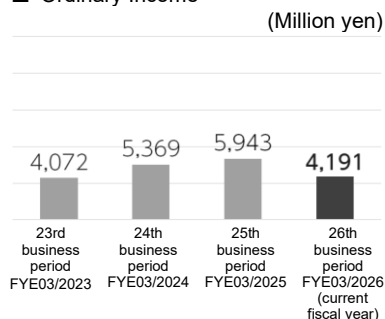
Item	Fiscal 2023 23rd business period	Fiscal 2024 24th business period	Fiscal 2025 25th business period	Fiscal 2026 26th business period (current fiscal year)
Net sales	67,716	67,661	65,678	59,093
Ordinary income	4,072	5,369	5,943	4,191
Profit attributable to owners of parent	2,695	4,196	7,628	2,616
Profit per share (yen)	60.98	102.38	186.76	66.42
Total assets	51,967	48,974	56,942	49,708
Net assets	35,125	32,161	37,618	31,824
Net asset per share (yen)	816.84	777.70	905.56	830.17
ROE (%)	7.2	12.6	22.2	7.7

Note: Consumption tax is not included in net sales.

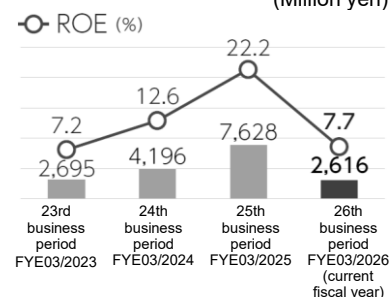
■ Net Sales



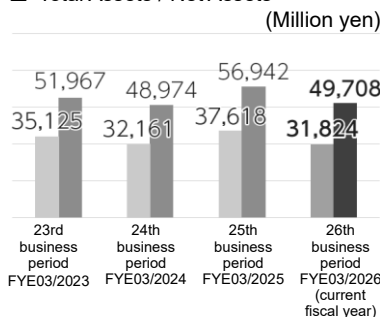
■ Ordinary Income



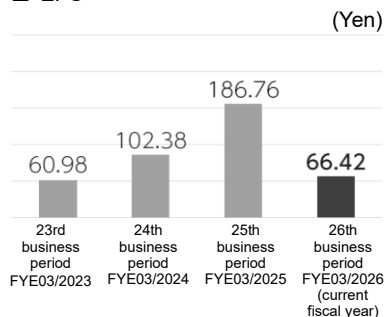
■ Profit Attributable to Owners of Parent



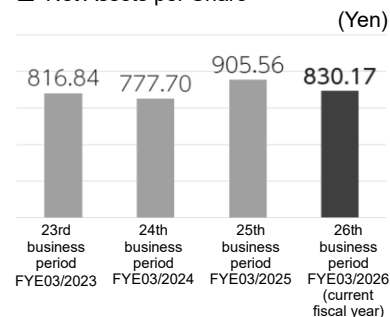
■ Total Assets / Net Assets



■ EPS



■ Net Assets per Share



(3) Important Information on Parent Company and Subsidiaries

a) Relationship with parent company

Not applicable

b) Status of important subsidiaries

Name	Capital stock	Ratio of voting rights	Main Business
en world Japan K.K.	65 million yen	100%	Permanent Recruitment, Temporary staffing
Navigos Group Vietnam Joint Stock Company	63,912 million VND	100%	Job Board business Permanent Recruitment
Future Focus Infotech Pvt,Ltd.	25 million INR	99.9%	IT Temporary staffing

Notes:

1. Of the ratio of voting rights of the Company for Navigos Group Vietnam Joint Stock Company, 100.0% is based on indirect ownership through consolidated subsidiaries of the Company.
2. Of the ratio of voting of the Company for Future Focus Infotech Pvt,Ltd., 85.8% is based on indirect ownership through consolidated subsidiaries of the Company.
3. There are no subsidiaries that fall within the category of specified wholly-owned subsidiary.

(4) Issues to Deal with

Japan's human resource business market, to which the Group belongs, is experiencing an increasingly severe structural labor shortage against the backdrop of a decline in the working age population resulting from a declining birthrate and aging population, changes in industrial structures, and other factors. As a result, competition for labor among companies continues to intensify, and the recruitment market is undergoing a major transformation.

In such an environment, the degree of difficulty in matching human resources has increased further due to surging employment mobility and the diversification and sophistication of service choices by both job seekers and companies. In particular, mismatches in the labor market are becoming increasingly apparent as the gap between supply and demand widens across industries and regions, and recruitment difficulties and rising personnel expenses have become major management challenges, particularly among small and medium-sized enterprises.

In recent years, rapid advances in AI technology have led to more sophisticated data utilization and improved operational efficiency in the field of recruitment and human resources matching sectors. The use of AI is becoming increasingly important in terms of both added value of services and improvements in productivity, such as improving the accuracy of job posting and seeking data analysis, automated screening, and sophistication of career proposals. On the other hand, demand for AI and digital human resources is growing rapidly at companies, and the imbalance between supply and demand for such talent is likely to intensify even further.

While companies are accelerating efforts to secure and retain talent, such as raising wages, strengthening retention strategies, and expanding investments in reskilling, labor supply constraints remain severe, and the competition for labor is expected to further intensify in the future. In addition, due to changes in career aspirations of job seekers, the mobility of human resources is expected to further progress, including an increase in cross-industry job changes.

In this environment, the gap in talent acquisition capabilities between companies is likely to widen, leading to a growing polarization in competitive advantage.

On the other hand, in the overseas market, Vietnam and India, where the Group is developing business, are both expected to deliver strong economic growth from a medium- to long-term perspective. Given the large population and low average age, both countries continue to see robust demand for human resources centering on the IT and technology sectors, and we continue to see high growth potential against the backdrop of growing demand for highly skilled professionals, including those in AI and digital fields.

The Group has been promoting growth strategies under the Medium-Term Management Plan, which ends in the fiscal year ending March 2027, and is currently undertaking a fundamental review of its management policies and business strategies (structural reform) in light of the rapidly changing business environment.

While the increasingly severe labor shortage is a social issue, it also presents a medium- to long-term growth opportunity for the Group, whose mission is to solve challenges faced by people and organizations. In particular, we recognize that advancement in AI is a key driver that would enable the sophistication of the Company's services and the expansion of the value we provide, and will determine our future competitive advantage.

Going forward, we will restructure our business portfolio, strengthen corporate governance, and accelerate decision-making, while actively promoting the use of AI and other technologies.

(5) Main Businesses (As of March 31, 2026)

Business	Main Service
Human Resource Service	<ul style="list-style-type: none">▪ Media Main boards are en TENSHOKU, MIDDLE NO TENSHOKU, AMBI and en HAKEN, etc.▪ Agent Main brands are en world Japan K.K. and en AGENTS, etc.▪ Recruitment Services and Others ZEKU (recruitment management system for temporary workers), back check (reference/compliance checking services), etc.▪ Education and Assessment Services Main brands are Talent Analytics (aptitude tests), Talent Viewer (talent management system), HR OnBoard (retention and career support tools), etc.▪ Temporary staffing Future Focus Infotech Pvt, Ltd. (IT staffing), part of en world Japan K.K. business (professional staffing)▪ Sales outsourcing services en SX (sales and marketing support)

(6) Main Offices (As of March 31, 2026)

1) The Company

Name	Location
Head Office	Shinjuku-ku, Tokyo
Branch Office	Osaka, Nagoya, Yokohama, Fukuoka, Others

2) Subsidiaries

Name	Location
en world Japan K.K.	Chuo-ku, Tokyo
Navigos Group Vietnam Joint Stock Company	Ho Chi Minh city, Vietnam
Future Focus Infotech Pvt,Ltd.	Chennai, India

(7) Employees (As of March 31, 2026)

1) The Group

Number of employees	Change from the end of the previous fiscal year
3,191	Down 239

Note: The number of employees represents the number of full-time employees and does not include two hundred and eighty-two (282) temporary (part-time) employees.

2) The Company

Number of employees	Change from the end of the previous fiscal year	Average age	Average years of service
2,014	Down 240	31 years 0 months	4 years 11 months

Note: The number of employees represents the number of full-time employees and does not include eighty-four (84) employees loaned to other companies and eighty-two (82) temporary (part-time) employees.

(8) Major Creditors (As of March 31, 2026)

Not applicable.

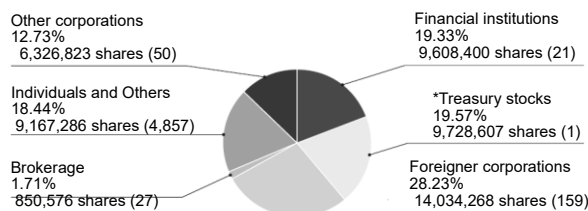
(9) Other Important Matters concerning the Group

Not applicable.

2. State of the Company

(1) Shares (As of March 31, 2026)

- 1) Total Number of Shares
Authorized to Be Issued: 187,200,000
- 2) Total Number of
Shares Outstanding: 37,757,493
(Excluding treasury shares of 11,958,507)
- 3) Number of Shareholders: 5,115
- 4) Major Shareholders (Top 10):



* ESOPs are included in Financial institutions

Name of shareholder	Number of shares owned	Ratio of shareholding
Michikatsu Ochi	4,383,900	11.61%
The Master Trust Bank of Japan, Ltd. (Account in trust)	3,836,800	10.16
en Foundation for HR development	3,060,000	8.10
Custody Bank of Japan, Ltd. (Account in trust)	2,665,600	7.06
en Kikaku, Ltd.	2,184,800	5.79
JP JPMSE LUX RE UBS AG LONDON BRANCH EQ CO (Standing proxy: MUFG Bank, Ltd.)	1,625,876	4.31
Akiyuki Ochi	1,475,200	3.91
THE BANK OF NEW YORK MELLON 140044 (Standing proxy: Mizuho Bank, Ltd.)	1,100,500	2.91
BNP PARIBAS LONDON BRANCH FOR PRIME BROKERAGE SEGREGATION ACC FOR THIRD PARTY (Standing proxy: The Hongkong and Shanghai Banking Corporation Limited)	1,090,138	2.89
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE- AC) (Standing proxy: MUFG Bank, Ltd.)	1,038,482	2.75

Notes: 1. The above excludes 9,728,607 treasury shares owned by the Company, which are ranked first, and 2,229,900 shares of the Company owned by Custody Bank of Japan, Ltd. (Trust E Account), which are ranked sixth.

2. The ratio of shareholding was calculated by subtracting the number of treasury shares (11,958,507 shares).

- 5) Share Warrants Granted to the Company's Directors as Compensation for the Execution of Duties during the Current Fiscal Year
Not applicable.
- 6) Other Important Matters Concerning Shares
Not applicable.

(2) Share Warrants and Others

1) Warrants Held by the Company's Executive Officers as Compensation for the Execution of Duties

Share warrants by resolution of the Board of Directors held on May 29, 2015

Section	Directors (excluding Audit and Supervisory Committee members and Outside Directors)
Amount paid for share warrants	No payment required
Execution price for share warrants	200 yen per share
Execution period for share warrants	From July 1, 2015 to June 30, 2033
Execution condition for share warrants	Share warrants can be exercised on and after a date that is earlier of the date three (3) years from the next day of the allocation date or the next day of the date of losing the status of Director, Corporate Auditor, or Executive Officer of the Company or subsidiaries of the Company.
Number of holders	2
Number of share warrants	112
Type and number of share to be delivered upon exercise	Common stock, 22,400 shares

Notes: 1. The number of shares underlying 1 (one) share warrant is 200.

2. The execution period and the execution conditions have been amended by an allocation contract as follows:

Exercise period: From July 1, 2020 to June 30, 2033

Exercise condition:

- 1) At the time of executing share warrants, the holder must be an officer or an employee of the Company or an affiliate of the Company. However, in the case that the holder becomes an officer or an employee of a company other than the Company or affiliates of the Company for reasons to do with the Company, the execution of share warrants is permitted.
- 2) The share warrant holder must achieve performance goals, etc. that have been set individually.
- 3) The details of the conditions shown in 1) and 2) above and other conditions shall be provided in the allocation contract.

Share warrants by resolution of the Board of Directors held on June 28, 2022

Section	Directors (excluding Audit and Supervisory Committee members and Outside Directors)
Amount paid for share warrants	No payment required
Execution price for share warrants	100 yen per share
Execution period for share warrants	From July 14, 2022 to July 13, 2037
Execution condition for share warrants	Share warrants can be exercised on condition to hold the status of Director, Executive Officer or employee of the Company or subsidiaries of the Company.
Number of holders	4
Number of share warrants	889
Type and number of share to be delivered upon exercise	Common stock, 88,985 shares

Notes: 1. The number of shares underlying 1 (one) share warrant is 100.

2. The execution period and the execution conditions have been amended by an allocation contract as follows:

Exercise period: From July 14, 2027 to July 13, 2037

Exercise condition:

- 1) At the time of executing share warrants, the holder must be an officer or an employee of the Company or an affiliate of the Company. However, in the case that the holder becomes an officer or an employee of a company other than the Company or affiliates of the Company for reasons to do with the Company, the execution of share warrants is permitted.
- 2) The share warrant holder must achieve performance goals, etc. that have been set individually.
- 3) The details of the conditions shown in 1) and 2) above and other conditions shall be provided in the allocation contract.

2) Share Warrants Granted to the Company's Employees and Other Staff as Compensation for the Execution of Duties during the Current Fiscal Year

Share warrants by resolution of the Board of Directors held on July 25, 2025

Section		Employees of the Company	
Number of share warrants		793	
Type and number of share to be delivered upon exercise		Common stock, 79,300 shares	
Amount paid for share warrants		No payment required	
Execution price for share warrants		100 yen per share	
Execution period for share warrants		From August 16, 2025 to August 15, 2037	
Execution condition for share warrants		Share warrants can be exercised on condition to hold the status of Director, Executive Officer or employee of the Company or subsidiaries of the Company.	
Issuance to employees and others	Employees of the Company	Number of share warrants	793
		Number of shares to be delivered upon exercise	79,300
		Number of grantees	75

Notes: 1. The number of shares underlying 1 (one) share warrant is 100.

2. The execution period and the execution conditions have been amended by an allocation contract as follows:

Exercise period: From August 16, 2027 to August 15, 2037

Exercise condition:

- 1) At the time of executing share warrants, the holder must be an officer or an employee of the Company or an affiliate of the Company. However, in the case that the holder becomes an officer or an employee of a company other than the Company or affiliates of the Company for reasons to do with the Company, the execution of share warrants is permitted.
- 2) The share warrant holder must achieve performance goals, etc. that have been set individually.
- 3) The details of the conditions shown in 1) and 2) above and other conditions shall be provided in the allocation contract.

3) Other Important Matters Concerning Share Warrants

Not applicable.

3. Executive Officers

(1) Directors (As of March 31, 2026)

Position and responsibility	Name	Significant concurrent positions
Representative Director, Chairman and President	Michikatsu Ochi	Representative Director of en Human Capital Education Association Inc. Representative Director of CSA Management Association Representative Director of en Foundation for HR development
Director	Teruyuki Terada	Executive Officer Manager of Product Development Office of the Company Manager of AI Technology Office of the Company
Director	Takuo Iwasaki	Executive Officer General Manager of the Mid-Career Recruitment Support Division of the Company President of en SX Inc.
Director	Jun Nakajima	Executive Officer General Manager of Corporate Strategy Division of the Company Chairman of the Board of ZEKU Corporation Director of en world Japan K.K. Director of en SX Inc. Director of Navigos Group Vietnam Joint Stock Company Director of Future Focus Infotech Pvt,Ltd.
Director (Outside) (Independent)	Yuri Hayashi	
Director (Audit and Supervisory Committee member) (Outside)	Taisuke Igaki	LPC Partner of Nishimura & Asahi LPC Outside Director (Audit & Supervisory Committee Member) of UT Group Co., Ltd.
Director (Audit and Supervisory Committee member) (Outside) (Independent)	Toshihiko Ishikawa	
Director (Audit and Supervisory Committee member) (Outside) (Independent)	Takeshi Nishikawa	Representative Director and Executive Officer of Panasonic Connect Co., Ltd. Board of Director of Blue Yonder Holding Inc. Board of Director of Zetes Industries S.A.

Notes:

- Directors Ms. Yuri Hayashi, Mr. Taisuke Igaki, Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa are Outside Directors.
- Since the Audit and Supervisory Committee takes the lead in conducting organizational audits through the personnel in charge of internal audits and thus the election of full-time

officers is not absolutely necessary, the Company does not appoint full-time Audit and Supervisory Committee Members.

3. The Audit and Supervisory Committee Member, Mr. Toshihiko Ishikawa is a licensed Certified Public Accountant and has considerable knowledge of fiancé and accounting.
4. The Company has registered Directors Ms. Yuri Hayashi, Mr. Toshihiko Ishikawa and Mr. Takeshi Nishikawa as Independent Officers stipulated under the rules of the Tokyo Stock Exchange.
5. Director Takuo Iwasaki resigned on March 31, 2026.

(2) Outline of contracts for limitations of liability

The Company has entered into a limited liability agreement with Outside Directors to limit their damage compensation liability as provided for by Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the said Act. The maximum amount of liability under the said agreement shall be the amount prescribed in laws and regulations.

(3) Outline of contracts for Officer Liability Insurance

The Company has concluded officer liability insurance contracts in which the insured include Directors, Executive Officers, and officers of the subsidiaries, in order to indemnify the insured for damages caused by the responsibility assumed by the insured for their execution of duties and claims made related to the pursuit of such responsibility. The Company pays all the insurance premiums. Since claims for damages caused by the willful misconduct or gross negligence of the insured are not covered by the above insurance policy, the Company has taken measures to ensure that nothing will impede officers and other personnel from appropriately executing their duties.

(4) Compensation and Other Amounts to Directors for the Current Fiscal Year

- a. Matters related to the policy for determining compensation and other amounts to individual Directors (excluding Directors Serving on the Audit and Supervisory Committee)

The Company, at the Board of Directors Meeting, has defined the policy for determining (hereinafter referred to as “determination policy”) remuneration for individual Directors (excluding Directors Serving on the Audit and Supervisory Committee and Outside Directors) linked with shareholder interests so that remuneration adequately functions as an incentive to sustainably improve corporate value.

Remuneration for the Company’s Directors (Excluding Directors serving on the Audit and Supervisory Committee and Outside Directors) consists of basic remuneration, performance-linked remuneration (bonus), and medium-to-long-term performance-linked remuneration in the form of share-remuneration type stock options, and is paid within the maximum remuneration amount resolved at the general meeting of shareholders. Remuneration for Directors (Excluding Directors serving on the Audit and Supervisory Committee and Outside Directors) is checked and verified by the Nomination and Compensation Committee, which is composed mainly of Outside Directors, and is determined by the Board of Directors in light of the consultation with and recommendations received from the Committee.

Basic remuneration is a fixed amount set for each Director according to his or her position and responsibility.

The bonus is monetary remuneration for Directors (Excluding Directors serving on the Audit and Supervisory Committee and Outside Directors) and is calculated for each Director by multiplying the base amount specified according to the Director’s position and responsibility by the payout rate based on evaluation weights of three indicators – consolidated net sales, consolidated operating income, consolidated profit – as well as the target achievement rate.

Share-remuneration type stock options are calculated as bonus for each Director by multiplying the base amount specified according to the Director's position and responsibility by the payout rate based on evaluation weights of three indicators – consolidated net sales, consolidated operating income, consolidated profit – as well as the target achievement rate

- b. Matters related to the resolution for compensation and other amounts to Directors at the meeting of shareholders

It was resolved at the general meeting of shareholders held on June 28, 2022 to set the maximum total annual remuneration for Directors (excluding Directors serving on the Audit and Supervisory Committee) at 300 million yen (including up to an annual amount of 20 million yen for Outside Directors). This remuneration amount does not include share-remuneration type stock options and the portion of employee salaries for Directors who concurrently serve as employees. At the conclusion of the said general meeting of shareholders, there were eight (8) Directors (including three (3) Outside Directors) (excluding Directors serving on the Audit and Supervisory Committee).

In addition, it was resolved at the general meeting of shareholders held on June 28, 2022 to set the maximum total annual amount of stock options to be granted to Directors (Excluding Directors serving on the Audit and Supervisory Committee and Outside Directors) as remuneration at 500 million yen. At the conclusion of the said general meeting of shareholders, there were eight (8) Directors (including three (3) Outside Directors).

The remuneration for Directors serving on the Audit and Supervisory Committee consists only of a fixed compensation amount paid on a regular basis (basic remuneration) in order to ensure their independence and objectivity in auditing management. The amount of remuneration is determined through discussions among the Directors serving on the Audit and Supervisory Committee within the range of the remuneration set and in consideration of the consultation with and recommendations received from the Nomination and Compensation Committee.

It was resolved at the general meeting of shareholders held on June 28, 2022 to set the maximum total annual amount of remuneration for Directors serving on the Audit and Supervisory Committee at 30 million yen. At the conclusion of the said general meeting of shareholders, three (3) Directors served on the Audit and Supervisory Committee (all Outside Directors).

- c. Matters related to delegation of authority for determining compensation and other amounts to individual Directors

Not applicable.

- d. Reason why the Board of Directors determined that the details of the remuneration, etc. for each Director for the fiscal year under review were in line with the determination policy

The details of the remuneration, etc. for each Director were determined under the leadership of Representative Director, Chairman and President Michikatsu Ochi in accordance with the maximum remuneration amount approved at the aforementioned general meeting of shareholders and the determination policy by preparing a draft proposal for the fixed remuneration amount and the performance-linked remuneration for each Director (excluding Director who serves on the Audit and Supervisory Committee) and subsequently consulting with and receiving recommendations from the Nomination and Compensation Committee, which is composed mainly of Outside Directors, and determining the remuneration amount based on those recommendations. Thus, the Board of Directors determined that the details of the remuneration, etc. were in line with the aforementioned determination policy.

e. Compensation and Other Amounts to Directors

Category	Total amount of compensation (million yen)	Compensation and other amount by type (million yen)			Number of eligible Officers
		Basic compensation	Performance-linked compensation, etc.		
			Bonuses	Share-remuneration (Non-monetary compensation, etc.)	
Directors (excluding Audit and Supervisory Committee members) (of which, Outside Directors)	123 (6)	123 (6)	21 (-)	-21 (-)	9 (2)
Directors (Audit and Supervisory Committee members) (of which, Outside Directors)	15 (15)	15 (15)	- (-)	- (-)	3 (3)

- Notes: 1. The amount of performance-based remuneration, etc. (share-remuneration) is the amount of expenses recorded during the fiscal year under review related to stock acquisition rights granted as stock options to Directors (excluding Outside Directors).
2. The performance indicators for performance-linked compensation, etc. (bonuses) are consolidated net sales, consolidated operating income, and profit attributable to owners of the parent, and they respectively amounted to 59,093 million yen, 3,962 million yen, and 2,616 million yen. The Company calculates performance-linked compensation, etc. (bonuses) based on the achievement level of targets set for the performance indicators each fiscal year. The above performance indicators were selected because the Company determined that the indicators were appropriate in establishing a linkage between the remuneration for Directors and the enhancement of the short-term performance of the Company as a short-term incentive for Directors.
3. The performance indicators for performance-linked compensation, etc. (share-remuneration) are consolidated net sales, consolidated operating income, and profit attributable to owners of the parent, and they respectively amounted to 59,093 million yen, 3,962 million yen, and 2,616 million yen. The Company calculates performance-linked compensation, etc. (share-remuneration) based on the achievement level of targets set for the performance indicators each fiscal year. The above performance indicators were selected because the Company determined that the indicators were appropriate for sharing value with shareholders and eliciting the motivation to contribute to enhancing corporate value and shareholder value over the medium and long term.

(5) Outside Executive Officers

1) Major activities at the Company

Position	Name	Status of attendance of the Board of Directors Meetings	Status of attendance of the Audit and Supervisory Committee	Major activities at the Company
Outside Director	Yuri Hayashi	12 / 12 (100%)	-	Director Yuri Hayashi has provided indications and opinions useful for the Company's management based on her extensive experience in marketing and management in the private sector as well as a wealth of experience instituting organizational reforms, childcare policies, urban development, etc. all gained while serving as the deputy mayor of Osaka Prefecture's Shijonawate City.
Outside Director (Audit and Supervisory Committee member)	Taisuke Igaki	12 / 12 (100%)	11 / 11 (100%)	Director (Audit and Supervisory Committee member) Taisuke Igaki has provided indications and opinions useful for the Company's management based on his professional view as an attorney.
	Toshihiko Ishikawa	12 / 12 (100%)	11 / 11 (100%)	Director (Audit and Supervisory Committee member) Toshihiko Ishikawa has a high degree of insight in corporate management as a certified public accountant, and has provided indications and opinions useful for the Company's management based on his professional view.
	Takeshi Nishikawa	11 / 12 (91.7%)	10 / 11 (90.9%)	Director (Audit and Supervisory Committee member) Takeshi Nishikawa has knowledge of corporate management and global business, and a wealth of expertise in finance and accounting, and has provided indications and opinions useful for the Company's management based on his professional view.

2) Outline of duties executed for the roles expected to be played by Outside Directors

Director Yuri Hayashi has extensive experience in marketing and management in the private sector as well as a wealth of experience instituting organizational reforms, childcare policies, urban development, etc. all gained while serving as the deputy mayor of Osaka Prefecture's Shijonawate City. During Board of Directors and management meetings, she has drawn from her experience and unique perspective as a woman to share keen insights that have proven extremely useful in managing the Company. She has also improved transparency and fairness in the election and dismissal of officers and the process of determining remuneration as a member of the Nomination and Compensation Committee.

Director (Audit and Supervisory Committee member) Taisuke Igaki has provided indications and opinions useful for the Company's management in the meetings of the Board of Directors primarily from the professional perspective of an attorney. He has also improved transparency and fairness in the election and dismissal of officers and the process of determining remuneration as the chair of the Nomination and Compensation Committee.

Director (Audit and Supervisory Committee member) Toshihiko Ishikawa has a high degree of insight in corporate management as a certified public accountant, and has provided indications and opinions useful for the Company's management based on his professional view.

Director (Audit and Supervisory Committee member) Takeshi Nishikawa has provided indications and opinions useful for the Company's management based on his knowledge of corporate management and global business, and a wealth of expertise in finance and accounting.

3) Significant concurrent positions and their relationship to the Company

Director (Audit and Supervisory Committee member) Taisuke Igaki concurrently serves as LPC Partner of Nishimura & Asahi LPC and Outside Director (Audit & Supervisory Committee Member) of UT Group Co., Ltd. The Company receives recruitment support fees from UT Group Co., Ltd., where Mr. Taisuke Igaki serves as an Outside Director. But all transactions are carried out under terms and conditions similar to those for general transactions, and the annual transaction amount is less than 1% of the consolidated net sales of UT Group and the Company. For this reason, the Company has determined that there are no issues concerning his independence. There are no other interests that should be disclosed.

Director (Audit and Supervisory Committee member) Takeshi Nishikawa concurrently serves as Representative Director of Panasonic Connect Co., Ltd., Board of Director of Blue Yonder Holding Inc. and Board of Director of Zetes Industries S.A. The Company receives recruitment support fees from Panasonic Connect Co., Ltd. But all transactions are carried out under terms and conditions similar to those for general transactions, and the annual transaction amount is less than 1% of the consolidated net sales of Panasonic Connect Co., Ltd. and the Company. For this reason, the Company has determined that there are no issues concerning his independence. There are no special interests between Blue Yonder Holding Inc., Zetes Industries S.A., and the Company.

4. Accounting Auditor

(1) Name of Accounting Auditor

Ernst & Young ShinNihon LLC

(2) Compensations and Other Amounts to the Accounting Auditor for the Current Fiscal Year

	Amount of payment
Compensations and other amounts related to services stipulated in Article 2 Paragraph 1 of Certified Public Accountants act	47,000,000 yen
Compensations and other amounts for services other than those stipulated in Article 2 Paragraph 1 of Certified Public Accountants act	- yen
Total amount of cash and other property benefits paid to the Accounting Auditor by the Company and its subsidiaries	47,000,000 yen

Notes:

1. Some consolidated subsidiaries of the Company are audited by an auditing firm other than the Accounting Auditor of the Company.
2. Reasons why the Audit and Supervisory Committee agreed on the remuneration for the Accounting Auditor

The Audit and Supervisory Committee has given consent, as stipulated in Article 399, Paragraph 1 of the Companies Act, to the remuneration for the Accounting Auditor as a result of a review of the trends in audit hours and audit fees in the audit plan as well as the audit plans and results in past fiscal years, and the examination of appropriateness of the estimated remuneration amounts, based on the “Practical Guidelines for Cooperation with Accounting Auditors” published by the Japan Audit & Supervisory Board Members Association.
3. The audit contract between the Company and the Accounting Auditor has not differentiated between the amount of the fee for an audit based on the Companies Act and the amount of the fee for an audit based on the Financial Instruments and Exchange Act, and it is also impossible to distinguish those amounts practically. Therefore, the amounts shown above represent the total of those amounts.

(3) Policy for Determining the Dismissal or Non-reappointment of the Accounting Auditor

When it is reasonable to expect that a serious obstacle to auditing the financial documents will arise due to a situation corresponding to any of the Items in Article 340, Paragraph 1 of the Companies Act or the like, the Audit and Supervisory Committee shall dismiss the Accounting Auditor based on the unanimous agreement of the Audit and Supervisory Committee.

In addition, if it is determined that the Accounting Auditor’s system for the performance of duties, auditing capabilities, expertise, and other factors are not sufficient for the Company, or that it is possible to put in place an appropriate auditing system for the Company by changing the Accounting Auditor, the Audit and Supervisory Committee shall submit a proposal regarding the dismissal of the Accounting Auditor to the general meeting of shareholders.

5. Systems to Ensure the Appropriateness of Business Operations

The details determined in relation to the system to ensure that the performance of duties by Directors complies with laws and regulations and the Articles of Incorporation and other systems to ensure the appropriateness of business operations are outlined as follows.

[Basic policy on the internal control system and the status of the establishment and operations thereof]

(1) Basic policy

Through our business, we aim to be a company that delivers wide-ranging benefits to society, including our shareholders, clients, and many other stakeholders. To this end, we have established an organizational structure for the entire Group that can respond to changes in the business environment. We are therefore working to strengthen and enhance our corporate governance and create a fair management system in order to ensure the sound growth of the Group.

The Company also believes that enhancing the sense of ethics and integrity among its executives and employees is a fundamental prerequisite for gaining the true trust of its many stakeholders. One of our management philosophies is “personal empowerment,” which expresses the principle that the significance of the Company’s existence lies in doing the right thing for society and contributing to society. While establishing this philosophy and approach as the pillar of the actions of our executives and employees, we will ensure sound management by further developing our internal control system, including thorough education on compliance, and making the system function properly.

(2) Status of establishment

- a. System to ensure that the duties of Directors and employees of the Company and its Group companies are performed efficiently

The Company has in place a system where the Board of Directors holds periodic meetings once a month and extraordinary meetings whenever necessary, flexibly deliberates important matters of the Group and engages in decision making. In addition, the Board of Directors is positioned as an organ to supervise the performance of duties by Directors, thereby ensuring the appropriateness of operations. The Board of Directors formulates and promotes specific measures to achieve the management plan, ascertains the achievement status of targets and factors impeding the achievement, and implements response measures. The Audit and Supervisory Committee also meets once a month, as a general rule, and holds an extraordinary meeting whenever necessary to discuss matters specified by laws and regulations and the Company’s Articles of Incorporation as well as important audit operations in accordance with the audit policy and the division of duties determined by the Audit and Supervisory Committee as it strives to enhance the audit system.

- b. System to ensure that the performance of duties by Directors and employees of the Company and its group companies is in compliance with laws and regulations and the Articles of Incorporation

The Company’s Compliance Division has put in place a compliance system for the entire Group and is responsible for the task of promoting compliance activities across the organization. The Compliance Division coordinates with each Group company to put in place a compliance system within the region it is in charge of and promotes compliance with laws and regulations, internal rules, etc. and other compliance activities.

The Internal Audit Department, which is directly under the President and Representative Director, is in charge of internal audits and works to supervise the status of compliance

related to internal control. The Department conducts internal audits periodically and shares the results of those audits as part of active information sharing with the Audit and Supervisory Committee to promote cooperation. The internal audit reports are submitted by the Manager of Internal Audit Department to the President and Representative Director.

As for our whistleblowing system, the Company has in place a system based on the “Rules on the Handling of Whistleblowing,” where employees, when recognizing an act which is questionable in terms of compliance, report the matter to the internal whistleblowing desk while the Company protects the whistleblower.

- c. System concerning the storage and management of information related to the performance of duties by Directors of the Company

The Company properly stores and manages information related to the performance of duties by Directors by formulating rules on the storage period of texts (including those recorded by electronic means), management method and others, and storing and managing such information according to the aforementioned rules.

- d. Rules and other systems concerning the management of risk of loss for the Company and its Group companies

With respect to risks related to daily operations performed, the responsible person in each division of the Group collectively predicts and measures such risks and prevents them. Risks related to each business division are reported to the Board of Directors or the President and Representative Director to implement prompt, appropriate measures.

In the event of an emergency, a response headquarters headed by the President and Representative Director is established to cooperate with the legal advisor and other specialists and take a prompt response in establishing a system to prevent the expansion of damage and to keep damage to a minimum.

- e. System to ensure the appropriateness of operations in the corporate entity consisting of the Company and its Group companies

The management of group companies and affiliates (hereinafter “affiliated companies”) is handled by the Administrative Division in accordance with the Rules on Management of Affiliated Companies. It works together with the administrative division at each affiliated company. Based on those rules, some management matters require approval by the Board of Directors or mandate reporting to the Board of Directors and the division concerned.

The Internal Audit Department and the Internal Audit Committee conduct internal audits of major affiliated companies in the same way they conduct internal audits of the Company. They help affiliated companies with auditing the status of their internal control systems and make recommendations for improvement based on the audit results.

- f. Matters concerning employees who assist with the duties of the Audit and Supervisory Committee

If employees are requested to assist with the duties of the Audit and Supervisory Committee pursuant to a request from the Audit and Supervisory Committee, Directors shall appoint appropriate personnel as employees who will assist with the duties of the Audit and Supervisory Committee. Such employees shall, in accordance with instructions from the Audit and Supervisory Committee, offer their cooperation or cooperate with relevant departments to check, analyze and report matters subject to audits, and assist the Audit and Supervisory Committee in conducting audits, if necessary.

- g. Matters concerning the independence of employees who assist with the duties of the Audit and Supervisory Committee from Directors (excluding Directors Serving on the

Audit and Supervisory Committee) and matters to ensure the effectiveness of instructions to such employees

If an employee who assists with the duties of the Audit and Supervisory Committee is subject to a personnel evaluation, personnel transfer or disciplinary action, the person in charge of personnel shall report the matter to the Audit and Supervisory Committee in advance, and if necessary, shall obtain the approval of the Audit and Supervisory Committee.

In addition, the Audit and Supervisory Committee shall give instructions to such employees.

- h. System for reporting to the Audit and Supervisory Committee by Directors (excluding Directors Serving on the Audit and Supervisory Committee) and employees and system to ensure that no unfair treatment is given to persons who make a report on account of the report

When requested by the Audit and Supervisory Committee, Directors (excluding Directors Serving on the Audit and Supervisory Committee) and employees timely report the status of internal audits conducted, the status of the protection and management of personal information and relevant details and others in addition to the matters prescribed by laws and regulations and matters that have a material impact on a company-wide basis.

In addition, the Company encourages its executives and employees to promptly report any cases where they believe the policies of the Company, business activities and the like are in violation (or might be in violation) of laws and regulations or the internal rules and policies.

The Company has established and maintains a system to ensure that persons who have made such reports are treated in a fair manner and to not allow any act of retaliation whatsoever regardless of whether the reports are made to the Audit and Supervisory Committee.

- i. System for prepayment or reimbursement of expenses incurred in connection with the performance of duties by Audit and Supervisory Committee members (limited to those related to the performance of duties by the Audit and Supervisory Committee) and other expenses or liabilities incurred in the performance of said duties

When an Audit and Supervisory Committee member requests advance payment or reimbursement of expenses incurred in the performance of his/her duties, the Company promptly processes such expenses or obligations, except in cases where such expenses or obligations are deemed not necessary for the performance of the said Audit and Supervisory Committee member's duties.

- j. Other systems to ensure that audits by the Audit and Supervisory Committee are conducted effectively

For the performance of duties by the Audit and Supervisory Committee, Directors (excluding Directors Serving on the Audit and Supervisory Committee) provide an environment in which collaboration can be promoted with attorneys, certified public accountants and other external experts if deemed necessary by the Audit and Supervisory Committee.

(3) Status of operation

The Company establishes internal systems based on the "Systems to Ensure the Appropriateness of Business Operations" and endeavors to operate them properly. The

status of their operation in the fiscal year ended March 31, 2026 is summarized below.

a. Performance of duties by Directors

Directors of the Company and its Group companies have performed their duties in accordance with internal rules and have pursued compliance and risk management. In addition, at the meetings of the Board of Directors, Directors made important decisions and actively exchanged information on the reported status of the performance of duties and other matters, and carried out supervision. Thus, the effectiveness of the performance of duties is secured. The materials and minutes of the meetings of the Board of Directors are properly stored.

b. Risk management system

Under the Company's risk management system, the person responsible for each division predicts and measures the risks associated with the execution of day-to-day business operations and takes steps to prevent such risks from materializing. Risks associated with each business unit are reported to the Board of Directors or the President and Representative Director, who then takes swift and appropriate measures to address them.

In the event of an emergency, the Company will set up an emergency response headquarters headed by the President and Representative Director. It will work with an attorney and other experts to immediately take action to prevent and minimize the spread of any damage.

c. Implementation of internal audits

The Company has established the Internal Audit Department, which conducts audits through inspecting documents, holding interviews, and taking other steps to see if each of the departments of the Company executes appropriate operations in compliance with laws and regulations, the Articles of Incorporation, rules, other social norms and the like. The Manager of Internal Audit Department reports the audit results to the President and Representative Director and the Audit and Supervisory Committee.

d. Performance of duties by the Audit and Supervisory Committee

The Audit and Supervisory Committee holds meetings and conducts audits in accordance with the audit plan formulated by the Audit and Supervisory Committee. Members of the Audit and Supervisory Committee also attend Board of Directors meetings and regularly exchange information with the representative director, accounting auditor, and the Internal Audit Department to audit the performance of duties by directors and stay up to date with the status of internal controls.

[Basic policy for eliminating anti-social forces]

The Company has adopted a basic policy of systematically dealing with anti-social forces, which can affect social order and the sound activities of companies, by taking a resolute stance against them, in cooperation with the police and other relevant organizations, and promotes thorough dissemination of this policy among executives and employees.

6. Basic Policy on the Control of the Company

The Company has not established a basic policy on the status of a person who shall control the decision on the policy of finance and business of the Company.

(Note) Figures and the numbers of shares listed in the business report do not show amounts less than the units of display. Percentages are rounded to the nearest units of display.

Consolidated Financial Statements

Consolidated Balance Sheets

(Million yen)

	As of March 31, 2026
Assets	
Current assets	27,205
Cash and deposits	18,524
Notes and accounts receivable - trade, and contract assets	7,237
Supplies	2
Other	2,174
Allowance for doubtful accounts	-732
Non-current assets	22,502
Property, plant and equipment	597
Buildings	156
Furniture and fixtures	95
Leased assets	342
Construction in progress	2
Intangible assets	12,691
Software	8,271
Goodwill	2,376
Other	2,042
Investments and other assets	9,214
Investment securities	4,472
Long-term loans receivable	179
Deferred tax assets	1,667
Shares of subsidiaries and associates	760
Other	2,159
Allowance for doubtful accounts	-24
Total assets	49,708

	As of March 31, 2026
Liabilities	
Current liabilities	14,539
Accounts payable-trade	2,627
Lease obligations	161
Accounts payable-other	3,867
Income taxes payable	751
Provision for bonuses	1,390
Provision for directors' bonuses	28
Advances received	4,382
Other	1,328
Non-current liabilities	3,345
Provision for retirement benefits for directors (and other officers)	19
Retirement benefit liability	317
Lease obligations	227
Deferred tax liabilities	471
Provision for share benefits	656
Asset retirement obligations	256
Long-term accounts payable-other	1,364
Other	32
Total liabilities	17,884
Net assets	
Shareholders' equity	29,606
Capital stock	1,194
Capital surplus	479
Retained earnings	47,899
Treasury shares	-19,966
Accumulated other comprehensive income	1,738
Valuation difference on available-for-sale securities	292
Foreign currency translation adjustment	1,445
Subscription rights to shares	476
Non-controlling interests	2
Total net assets	31,824
Total liabilities and net assets	49,708

Consolidated Statements of Income

(Million yen)

	From April 1, 2025 to March 31, 2026	
Net sales		59,093
Cost of sales		9,478
Gross profit		49,615
Selling, general and administrative expenses		45,652
Operating income		3,962
Non-operating income		608
Non-operating expenses		380
Ordinary income		4,191
Extraordinary income		
Gain on sales of investment securities	11	11
Extraordinary losses		
Loss on retirement of non-current assets	1	
Loss on valuation of investment securities	16	
Impairment losses	386	
Organization restructuring expenses	170	574
Income before income taxes		3,628
Income taxes - current	1,380	
Income taxes - deferred	-370	1,009
Profit		2,618
Profit attributable to non-controlling interests		2
Profit attributable to owners of parent		2,616

Consolidated Statements of Changes in Net Assets (from April 1, 2025 to March 31, 2026)

(Million yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	1,194	488	48,306	-14,971	35,019
Changes of items during the period					
Dividends of surplus			-3,023		-3,023
Profit attributable to owners of parent			2,616		2,616
Purchase of treasury shares				-5,000	-5,000
Disposal of treasury shares		-3		4	1
Change in ownership interest of parent due to transactions with non-controlling interests		-6			-6
Net changes of items other than shareholders' equity					-
Total changes of items during period	-	-9	-407	-4,995	-5,412
Balance at end of current period	1,194	479	47,899	-19,966	29,606

	Accumulated other comprehensive income			Subscription rights to shares	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Accumulated other comprehensive income			
Balance at beginning of period	238	1,746	1,984	600	14	37,618
Changes of items during the period						
Dividends of surplus						-3,023
Profit attributable to owners of parent						2,616
Purchase of treasury shares						-5,000
Disposal of treasury shares						1
Change in ownership interest of parent due to transactions with non-controlling interests						-6
Net changes of items other than shareholders' equity	54	-301	-246	-123	-11	-382
Total changes of items during period	54	-301	-246	-123	-11	-5,794
Balance at end of current period	292	1,445	1,738	476	2	31,824

Notes to the Consolidated Financial Statements

(Notes to the Basis of Preparing the Consolidated Financial Statements)

1. Matters regarding the scope of consolidation

(1) Number of consolidated subsidiaries: 14

Names of consolidated subsidiaries:

en world Japan K.K.
en-Asia Holdings Ltd.
Navigos Group, Ltd.
Navigos Group Vietnam Joint Stock Company
Nhan Luc Viet Development&Education Company Limited
New Era India Consultancy Pvt. Ltd.
Future Focus Infotech Pvt. Ltd.
Future Focus Infotech FZE
Focus America INC
Focus Infotech Labors Supply Services
ZEKU Corporation
en SX Inc.
VOLLECT Inc.
back check, Inc.

In the fiscal year under review, back check, Inc. has been included in the scope of consolidation because all of its shares have been acquired.

(2) Names of major unconsolidated subsidiaries

Insight Tech Inc. and five other companies

(Reason for exclusion from consolidation)

Unconsolidated subsidiaries are excluded from the scope of consolidation since their total assets, net sales, profit (amount proportional to the equity share), and retained earnings (amount proportional to the equity share), etc., have no material impact on the consolidated financial statements.

2. Matters concerning application of equity method

- (1) Number of unconsolidated subsidiaries and affiliates accounted for by the equity method: 1

Hajimari Inc.

- (2) Names of the unconsolidated subsidiaries and affiliates that are not accounted for by the equity method

Insight Tech Inc. and six other companies

(Reason for not applying the equity method)

Companies that are not accounted for by the equity method are excluded from the scope of application of the equity method since they have no material impact on the consolidated financial statements and are also immaterial on the whole even if excluded from the equity method subjects as seen from their profit (amount proportional to the equity share), retained earnings (amount proportional to the equity share), etc.

3. Summary of Significant Accounting Policies

(1) Valuation basis and method for important assets

(i) Basis and method for valuation of securities

a. Held-to-maturity securities Carried at amortized cost (straight-line method)

b. Available-for-sale securities

Available-for-sale securities other than shares, etc., without market prices

Valued at market as of the balance sheet date. Unrealized gain or loss is included directly in net assets. The cost of securities sold is determined by the moving-average method.

Available-for-sale securities that are shares, etc., without market prices

Valued at cost determined by the moving-average method

The Company accounts for investments in investment limited partnerships and similar associations (investments deemed to be negotiable securities under Article 2, Paragraph 2, of the Financial Instruments and Exchange Act) by booking a net amount equivalent to the equity method value, based on the most recent closing statement that can be obtained in accordance with the account reporting date provided for in the partnership agreement.

(ii) Basis and method for valuation of inventories

Supplies:

Most recent purchase cost method (amount reported on the balance sheet is stated by writing down based on decrease in profitability)

(2) Depreciation method for major depreciable assets

(i) Property, plant and equipment (excluding lease assets)

The depreciation of property, plant and equipment at the Company and its consolidated subsidiaries is computed by the declining-balance method using the applicable rates based on the estimated useful lives of the assets. However, the straight-line method is used to depreciate buildings (excluding accompanying facilities) and facilities attached to buildings and structures acquired on or after April 1, 2016.

The range of useful lives is as follows:

Buildings: 8–25 years

Furniture and fixtures: 2–20 years

For assets acquired on or before March 31, 2007, the remaining book values are equally depreciated on a straight-line basis over five years, starting from the year following the year during which depreciation to the residual values was completed up to the maximum depreciable amounts.

(ii) Intangible assets (excluding lease assets)

The amortization of intangible assets at the Company and its consolidated subsidiary is computed by the straight-line method. Computer software for internal use is amortized over the estimated useful life (five years) depending on the nature of the respective software products.

(iii) Lease assets

Lease assets related to the finance lease transactions other than those where the ownership of the lease assets is deemed to be transferred

These lease assets are amortized by the straight-line method, assuming that the lease period is the useful life and there is no residual value.

(3) Accounting for important reserves

(i) Allowance for doubtful accounts:

The allowance for doubtful accounts is provided for possible bad debt of claims at an amount of possible losses from uncollectible receivables based on the actual loan loss ratio from bad debt for ordinary receivables, and on the estimated recoverability for specific doubtful receivables.

(ii) Provision for bonuses:

The provision for bonuses is provided for possible payment of bonuses to employees at an amount to be borne based on the amount estimated to be paid for the fiscal year under review

(iii) Provision for directors' bonuses:

The provision for bonuses is provided for possible payment of bonuses to directors at an amount based on the amount estimated to be paid and which corresponds to the fiscal year under review.

(iv) Provision for retirement benefits for directors (and other officers):

The provision for retirement benefits for directors (and other officers) is provided for possible payment of retirement benefits for directors (and other officers) at an amount to be borne based on the amount estimated to be paid for the fiscal year under review.

(v) Provision for share benefits:

A provision for share benefits is provided for possible delivery of stock to employees in accordance with the stock delivery regulation at an amount based on the estimated amount of stock benefits obligation at the end of the fiscal year under review.

(4) Accounting standard for significant revenues and expenses

Details of main performance obligations of major businesses relating to revenue from contracts with customers of the en Group, and the normal point in time at which such performance obligations are satisfied (the normal point in time at which revenue is recognized) are as follows:

(i) Media

Services provided to customers include the use of recruitment support tools when services for creating their own recruitment websites and the like are offered free of charge, permanent recruitment services that introduce workers wishing to change jobs to customers using job boards operated by the Group, and advertising services placing ads on job boards operated by the Group.

For the use of recruitment support tools, revenue is recognized when the tools are used, as fees are billed according to usage frequency under contracts and the performance obligation is deemed to be satisfied at the time of use.

For permanent recruitment services, revenue is recognized when the job seeker joins the customer, as the services are success-fee-based and the performance obligation is deemed to be satisfied when employment commences.

For advertising on job boards, revenue is recognized on a pro rata basis over the contract period, as the service is provided over the contract period and the performance obligation is deemed to be satisfied over time.

(ii) Agent

The Agent business receives recruitment fees from customers by providing permanent recruitment services in which career partners introduce job seekers to customers with mid-career hiring needs. Because the service is success-fee-based and is designed to lead to the job seeker joining the customer, the performance obligation is deemed to be satisfied when the job seeker joins the customer, and revenue is recognized at that point.

(iii) Recruitment Services and Others

Recruitment Services and Others primarily receives usage fees from customers through recruitment management systems provided mainly to staffing companies. As the use of recruitment management systems is billed according to usage frequency under contracts, the performance obligation is deemed to be satisfied at the time of use, and revenue is recognized when the systems are used.

(iv) Education and Assessment Services

Education and Assessment Services receives usage fees from customers through the use of talent management systems and post-hire onboarding services. As these systems and services are billed according to usage frequency under contracts, the performance obligation is deemed to be satisfied at the time of use, and revenue is recognized when they are used.

(v) Overseas

The overseas business operates job boards and provides permanent recruitment and staffing services using agents mainly in Vietnam and India.

The temporary staffing service receives staffing fees from customers by staffing personnel to customers who have demand for personnel such as specialists. This is a service offering a contract-based work force, based on the judgement that performance obligations will be satisfied in accordance with the work force provided by temporary staff workers, revenue is recognized according to the actual work performed in the staffing period.

Details of the main performance obligations related to the operation of job boards and provision of permanent recruitment and staffing services using agents is the same as described in i) and ii).

(5) Method and period of depreciation of goodwill

The amount of goodwill and negative goodwill is equally amortized over the estimated years during which the effects are estimated to emerge.

(6) Standards for translating significant assets or liabilities that are in a foreign currency into Japanese currency

Foreign currency-denominated assets and liabilities are translated into yen based on the spot exchange rate on the consolidated closing date and translation differences are processed as profit or loss. Assets and liabilities of overseas subsidiaries, etc., are translated into yen based on the spot exchange rate on the closing date of the overseas subsidiary, revenue and expenses are translated into yen based on the average exchange rate during the term, and any translation differences are included in the foreign currency translation adjustment account under net assets and non-controlling interests.

(7) Other significant matters for preparing consolidated financial statements

Accounting policy for liabilities for retirement benefits

For the calculation of liabilities for retirement benefits and retirement benefit cost, some

consolidated subsidiaries adopt the simplified method, which assumes that the benefit obligation is equal to the retirement benefits payable assuming voluntary retirement at the end of the fiscal year.

(Significant accounting estimates)

Accounting estimates are calculated based on the information available at the time of the preparation of the consolidated financial statements. Among the amounts based on the accounting estimates recorded in the consolidated financial statements for the current consolidated fiscal year, the items that would have a risk of having a significant impact on the consolidated financial statements for the next consolidated fiscal year are as follows:

Valuation of goodwill and customer-related intangible assets

- (1) Amount recorded in the consolidated financial statements for the current consolidated fiscal year

In the consolidated balance sheet for the end of the consolidated fiscal year under review, the amounts of goodwill and intangible assets (customer-related intangible assets) recorded in connection with the acquisition of shares of the consolidated subsidiary back check, Inc. are as follows.

(Million yen)	
	The current consolidated fiscal year
Goodwill	1,059
Customer-related intangible assets	1,168

- (2) Information concerning the details of significant accounting estimates for identified items
 (i) Calculation method of the amount

Goodwill recorded at the time of the acquisition of back check, Inc. was calculated as the excess earning capacity expected from future business activities based on the difference between the acquisition cost and the fair value of identifiable assets and liabilities of the acquired company as of the date of acquisition. Customer-related intangible assets were calculated as the present value of the earnings expected to be generated from continuing business relationships with existing customers. Specialists have been used to allocate acquisition costs. These are being amortized over the period during which they are effective, and if there are signs of impairment, the Company will determine whether an impairment loss should be recognized by comparing the undiscounted total of future cash flows with the book value. As a result, if it is determined that an impairment loss should be recognized, the book value will be reduced to the recoverable amount and the reduction will be recognized as an impairment loss.

For the current consolidated fiscal year, it has been confirmed that there are no significant discrepancies in the sales and operating income assumptions in the business plan as of the end of the fiscal year compared with those at the time of acquisition.

- (ii) Key assumptions

The key assumptions used in estimating future cash flows related to customer relationships, which form the basis for the measurement of goodwill and customer-related intangible assets, are the rate of decline of existing customers and the cost of acquiring new customers.

The key assumptions in the business plan that form the basis for the valuation of goodwill and customer-related intangible assets are the future projections for net sales and

operating income.

(iii) Impact on the next year's consolidated financial statements

Since the key assumptions of the rate of decline of existing customers and the cost of acquiring new customers are based on management's judgment and advanced expertise, the future projections for net sales and operating income in the business plan have a high degree of uncertainty. Therefore, if it becomes necessary to revise the forecast due to changes in future economic conditions, etc., it may affect profit and loss in the following consolidated fiscal year.

(Notes to the Consolidated Balance Sheet)

- *1. Amount of receivables from contracts with customers in notes and accounts receivable–trade, and contract assets respectively was as follows.

	Current Fiscal Year (March 31, 2026)
Notes receivable – trade	1 million yen
Accounts receivable – trade	7,178 million yen
Contract assets	58 million yen

- *2. Amount of contract liabilities in advances received was as follows.

	Current Fiscal Year (March 31, 2026)
Contract liabilities	4,382 million yen

- *3. Accumulated depreciation of property, plant and equipment: 1,988 million yen

(Notes to the Consolidated Statement of Income)

* Impairment losses

During the current fiscal year, the Group recorded impairment losses on the following asset group.

(1) Summary of asset groups for which impairment losses were recorded

Asset group	Type	Usage	Location	Amount (million yen)
Recruitment Services	Software Software in progress	Business assets	Shinjuku-ku, Tokyo	386

(2) Background to recognition of impairment losses

The Group classifies assets based on management accounting categories used to continuously monitor the income and expenses associated with business assets and other items.

With regard to recruitment services, since the profit and loss from operating activities remained negative, the Group reduced their carrying amounts to the recoverable amount and recorded the reduction as impairment losses (386 million yen) under extraordinary losses.

The recoverable amount is measured based on the value in use. Since the value in use derived from future cash flows is negative, the recoverable amount is assessed as zero.

(Notes to the Consolidated Statement of Changes in Net Assets)

(1) Matters concerning type and total number of outstanding shares and type and number of treasury shares

Type of shares	Number of shares at the beginning of the current consolidated fiscal year	Increase in the number of shares during the current consolidated fiscal year	Decrease in the number of shares during the current consolidated fiscal year	Number of shares at the end of the current consolidated fiscal year
Outstanding shares				
Common shares	49,716,000 shares	- shares	- shares	49,716,000 shares
Total	49,716,000 shares	- shares	- shares	49,716,000 shares
Treasury shares				
Common shares	8,853,024 shares	3,171,783 shares	66,300 shares	11,958,507 shares
Total	8,853,024 shares	3,171,783 shares	66,300 shares	11,958,507 shares

(Notes)

1. The number of treasury shares at the beginning of the current consolidated fiscal year and at the end of the current consolidated fiscal year includes 2,268,400 shares and 2,229,900 shares, respectively, of treasury shares held by the trust.
2. The increase in the number of treasury shares is due to the acquisition of treasury shares based on a written resolution in lieu of a resolution of the Board of Directors, and the purchase of fractional shares.
3. The decrease in the number of treasury shares by 66,300 shares is due to a decrease of 27,800 shares as a result of the exercise of stock options and the provision of 38,500 shares owned by the Share Benefit Trust based on the Share Benefit Rules.

(2) Matters concerning dividend of surplus

(i) Amount of dividend payment, etc.

Resolution	Type of share	Total amount of dividend	Amount of dividend per share	Record date	Effective date
Annual Meeting of Shareholders June 24, 2025	Common share	3,023 million yen	70.1 yen	March 31, 2025	June 25, 2025

(Note) The total amount of dividends resolved at the Annual Meeting of Shareholders held on June 24, 2025 includes 159 million yen of dividends for the treasury shares owned by the trust.

- (ii) Among the dividends with a record date falling within the current consolidated fiscal year, those with an effective date falling in the next consolidated fiscal year

Resolution	Type of share	Source of dividends	Total amount of dividend	Amount of dividend per share	Record date	Effective date
Annual Meeting of Shareholders June 23, 2026	Common share	Retained earnings	1,307 million yen	32.7 yen	March 31, 2026	June 24, 2026

(Note) The total amount of dividends to be resolved at the Annual Meeting of Shareholders to be held on June 23, 2026 includes 72 million yen of dividends for the treasury shares owned by the trust.

- (3) Type and number of shares issued upon exercise of stock acquisition rights at the end of the current consolidated fiscal year (excluding those for which the first day of the exercise period has not arrived)

Common share: 42,700 shares

(Notes to financial products)

1. Matters concerning the status of financial instruments

(1) Policies on financial instruments

The Group conducts fund management using surplus funds and invests in financial assets with a higher degree of safety that are convertible into cash during a certain period.

(2) Details and risks of financial instruments and risk management system

Foreign currency-denominated deposits included in cash and deposits are exposed to exchange rate volatility risk. However, we regularly check the exchange market to manage the exchange rate volatility risk.

Notes, accounts receivable and contract assets, which are trade receivables, are exposed to customer credit risk. However, we manage the same by means of due date control for each customer and balance management and have a system to report liabilities whose collection is delayed at every collection meeting and respond individually.

Securities mostly consist of joint money trusts and bonds and are exposed to the liquidity risk and credit risk of the issuer. However, risk is minimized by restricting holdings to short-term and safe instruments with a high credit rating.

Among investment securities, investments in shares, the investment enterprise limited liability association, etc. are exposed to the business risk of the issuer and investee company as well as market price fluctuation risk. In addition, some foreign currency-denominated investment partnerships are exposed to exchange rate fluctuation risk. We manage these products using a method where we continue to review the holding status, etc. by checking the financial status, etc. of issuing bodies, the investment enterprise limited liability association, etc. regularly.

Bonds held to maturity have a low credit risk because we restrict our holdings to bonds with a high credit rating in accordance with the Regulations on Fund Management.

In addition, foreign currency-denominated bonds and foreign investment trusts are exposed to the credit risk of the issuer and investee company, interest rate fluctuation risk, market price fluctuation risk and exchange rate fluctuation risk. We manage these instruments by having highly secure financial institutions as our main issuers and investment targets and continue checking the changes in the market price and credit rating of issuers as well as financial market conditions such as exchange rate trends.

Accounts payable-trade, accounts payable-other and income tax payable, which are trade receivables, are exposed to liquidity risk; however, we manage them by preparing a cash management plan as needed.

2. Matters concerning market value of financial instruments, etc.

The book value on the consolidated balance sheet and market value as of March 31, 2026 as well as the differences between these values are as follows:

(Million yen)

	Book value on the consolidated balance sheet	Market value	Difference
(1) Securities and Investment securities			
Bonds held to maturity	1,900	1,871	-28
Total assets	1,900	1,871	-28

(*1) The description of cash and deposits, notes and accounts receivable - trade, and contract assets, notes and accounts payable – trade, accounts payable-other and income taxes payable is omitted here because they constitute cash and their market value is similar to their book value because they are settled in a short period.

(*2) The description of investments in partnerships or other entities equivalent to partnerships whose net amount of equity interest is recorded on the consolidated balance sheet is omitted here. The investment amount recorded on the consolidated balance sheet is 2,052 million yen.

(*3) The shares, etc. without market prices are not included in “(1) Securities and Investment securities”. The amount of financial instruments recorded on the consolidated balance sheet is as follows:

(Million yen)

Classification	Amount on consolidated balance sheet
Investment securities (Non-listed shares)	520
Shares of subsidiaries and associates	760

3. Matters concerning the breakdown of financial instruments by the level of market price
Financial instruments are classified into the following three levels according to their market prices, the observability of the inputs used for their market price calculations and importance.

Level 1 market price: Market price calculated with (unadjusted) the market price on an active market for the same asset or liability

Level 2 market price: Market price calculated using inputs that can be directly or indirectly observed other than Level 1 inputs

Level 3 market price: Market price calculated using important inputs that cannot be observed

When multiple inputs that would have a significant impact on the calculation of the market price are used, the market price is classified into the lowest priority for the market price calculation among those levels of inputs.

- (1) Financial instruments whose market price is recorded on the consolidated balance sheet
Not applicable.

- (2) Financial instruments other than financial instruments whose market price is recorded on the consolidated balance sheet

Classification	Market price (Million yen)			Total
	Level 1	Level 2	Level 3	
Securities and Investment securities				
Bonds held to maturity				
Corporate bonds	-	-	1,871	1,871
Total assets	-	-	1,871	1,871

(Note) Valuation method used for the calculation of market price and description of input

Securities and Investment securities

As for the corporate bonds owned by the Company, since their transaction frequency on a market is low and their price is not regarded as a market price on an active market, prices offered by correspondent financial institutions are classified as Level 3 market price.

(Notes on Revenue Recognition)

1. Breakdown of the revenue incurred from contracts with customers

(Million yen)

Net Sales					Current Fiscal Year (From April 1, 2025 to March 31, 2026)
HR	In Japan	Recruitment Services	Media	[en]Career Change Info	15,159
				engage	7,052
				Other	15,117
		Agent	10,828		
		Others	2,531		
	Education and Assessment Services		1,729		
	Overseas	Recruitment Services	Media-Agent	2,604	
			IT Engineer Staffing Services	3,678	
Non- HR	In Japan	Sales Outsourcing Services		1,784	
Adjustment					-1,393
Sales to external customers					59,093

* Although the table includes a Non-HR service category, the Group has a single reportable segment: human resource services.

2. Basic information for understanding the revenue incurred from contracts with customers

The Group consists of a single business segment. Within the segment, the revenue is classified as shown in the table above.

The details of major performance obligations concerning the major business of the Group and information on the normal point in time when the performance obligations are fulfilled are listed in “(Notes to the Basis of Preparing the Consolidated Financial Statements), 3. Summary of Significant Accounting Policies, (4) Accounting standard for significant revenues and expenses.”

3. The relationship between the fulfillment of performance obligations based on contracts with customers and the cash flow generated from the contracts, the amount of revenue expected to be recognized in or after the following consolidated fiscal year based on contracts with customers existing at the end of the current fiscal year and information on the timing

(1) Balance of contract assets and liabilities

(Million yen)

	The current consolidated fiscal year
Credit generated from contracts with customers (balance at the beginning of the term)	6,383
Credit generated from contracts with customers (balance at the end of the term)	7,178
Contract assets (balance at the beginning of the term)	55
Contract assets (balance at the end of the term)	58
Contract liabilities (balance at the beginning of the term)	5,010
Contract liabilities (balance at the end of the term)	4,382

Contract assets refer to the Group's rights to unclaimed consideration generated from various services, which are transferred to credit generated from contracts with customers when the right to the consideration becomes unconditional. The consideration is mostly paid at the time of fulfillment of the performance obligations or within two months from the start of the contract period.

Contract liabilities refer to the advances received from customers based on contracts, which are transferred to revenue as the Group fulfills the performance obligations based on the contracts (or upon the completion of fulfillment). Among the revenue recognized during the consolidated fiscal year, the amount included in the balance of contract liabilities at the beginning of the term is 5,000 million yen.

(2) Transaction price allocated to remaining performance obligations

The Group uses a practical expedient for the notes to trade price allocated to the remaining performance obligations. We do not include in the scope of the notes contracts that recognize revenue based on the amount entitled to be claimed according to the service performed, as well as contracts whose initially expected contract period is less than a year. The Group has no significant transactions whose initially expected contract period exceeds one year.

(Notes on Per Share Information)

Net assets per share: 830.17 yen

Net income per share: 66.42 yen

(Note) As for shareholders' equity, the Company's shares remaining in the trust that are recorded as treasury stock are included in the number of treasury shares that are deducted in the calculation of the average number of shares during the period to calculate the amount of net income per share. For the calculation of net assets per share, they are included in the number of treasury shares that are deducted from the total amount of outstanding shares at the end of the term.

The average number of treasury shares during the term deducted for the calculation of the amount of net income per share was 2,251,227 shares, and the number of treasury shares at the end of the term deducted for the calculation of the amount of net assets per share was 2,229,900 shares.

(Business combinations)

Business combinations through acquisition

(Acquisition of shares of a company splitting in an incorporation-type split)

At a meeting of the Board of Directors held on August 13, 2025, the Company resolved to acquire all shares of back check, Inc., which was established by ROXX, inc. (hereinafter "ROXX") through a company split and operates the "back check" business of reference/compliance checking services (hereinafter "back check"), and make it a wholly-owned subsidiary.

(1) Overview of business combination

(i) Name of the acquired company and its business activities

Name of acquired company: back check, Inc.

Business activities: Development and provision of online complete reference and compliance checks

(ii) Main reasons for the business combination

High synergistic effects can be expected between "back check" and "ASHIATO," the Company's own reference check service.

(iii) Date of corporate merger

September 30, 2025

(iv) Legal form of corporate merger

Cash purchase of shares

(v) Name of the entity after absorption

No change.

(vi) Percentage of voting rights acquired

Percentage of voting rights acquired on the date of business combination: 100%

(vii) Main grounds leading to a decision on the acquiring company

The Company acquired shares in exchange for cash.

(2) Period of the acquired company's performance included in the consolidated income statement

From October 1, 2025 to March 31, 2026

(3) Breakdown of acquisition cost and consideration by type for the acquired company

Consideration for acquisition	Cash	1,950 million yen
Acquisition cost		1,950 million yen

(4) Amount of goodwill, cause of goodwill, amortization method, and amortization period

(i) Amount of goodwill

1,115 million yen

The amount of goodwill was subject to provisional accounting treatment at the end of the interim consolidated accounting period as the allocation of acquisition costs had not yet been completed. Said allocation was determined at the end of the current consolidated fiscal year. As a result of finalizing this provisional accounting treatment, compared to the end of the interim consolidated accounting period, the amount of goodwill decreased by 802 million yen, "other" intangible assets increased by 1,230 million yen, and deferred tax liabilities increased by 435 million yen.

(ii) Cause of goodwill

Excess profitability expected from future business development.

(iii) Amortization method and amortization period

Straight-line depreciation over 10 years

(5) Amount, type, amortization method, and amortization period allocated to intangible assets other than goodwill

(i) Amount and type allocated to intangible assets

Customer-related intangible assets: 1,230 million yen

(ii) Amortization method and amortization period

Straight-line depreciation over 10 years

(6) Amount of assets received and liabilities assumed on the date of the business combination, and a major breakdown thereof

Current assets	65 million yen
Non-current assets	33 million yen
Total assets	98 million yen
Current liabilities	67 million yen
Total liabilities	67 million yen

(Notes Regarding Significant Subsequent Events)

1. Transactions under common control, etc.

(Absorption-type company split)

The Company implemented an absorption-type company split on April 1, 2026, with the Company as the splitting company and its subsidiary, engage Inc., as the succeeding company.

(1) Transaction overview

(i) The name of the target business and details of the relevant business

Business name: engage business

Business description: Job information service business providing the career platform “engage” and recruiting support tool “engage” (excluding “en KAISHA NO HYOBAN”)

(ii) Date of corporate merger

April 1, 2026

(iii) Legal form of corporate merger

This is an absorption-type company split (simplified and short-form absorption-type company split) in which the Company is the splitting company and engage Inc. (Established January 2026. Approved at the Board of Directors meeting held on January 23, 2026), a subsidiary established with 100% investment by the Company, is the succeeding company.

(iv) Name of the entity after absorption

engage Inc.

(v) Purpose of transaction

The Company has positioned the period from the fiscal year ended March 2026 to the fiscal year ending March 2027 as a structural reform period aimed at renewed growth and has been advancing the revision of its business portfolio, cost reductions, and growth investments. During such period, we have determined that it will be difficult to grow the engage business independently as planned in light of the diversification of the recruitment market as well as the intensified competitive environment. Therefore, the Company has decided to carry out the absorption-type company split with the aim of promoting continuous growth of the business and enhancing its corporate value through collaboration with Kakaku.com, Inc., a third party.

(2) Overview of accounting treatment

Since this absorption-type company split constitutes a transaction under common control with engage Inc., a new company established with a 100% stake from the Company, it is scheduled to be accounted for as a transaction under common control in accordance with the “Accounting Standard for Business Combinations” (ASBJ Statement No. 21, January 16, 2019) and the “Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures” (ASBJ Guidance No. 10, September 13, 2024).

2. Sale of shares of major subsidiaries, etc.

The Company transferred a portion of the issued shares of engage Inc., its subsidiary, to Kakaku.com, Inc. on April 1, 2026.

(1) Details and reasons

The purpose of the Share Transfer is to strengthen collaboration with Kakaku.com, Inc., which intends to make growth investments in the engage business in order to realize continuous growth and enhance corporate value of the business, and to promote optimization of the Group's business portfolio and focused allocation of management resources.

(2) Name of the purchasing company

Kakaku.com, Inc.

(3) Timing of the sale

April 1, 2026

(4) Matters related to the outline of other transactions, including legal form

Stock transfer in which the consideration received is solely cash or other assets

(5) Relevant subsidiary's name, business description, and transaction details with the Company

Name: engage Inc.

Business description: engage business (operation of the career platform "engage" and the recruiting support tool "engage")

Transaction details with the Company: The Company holds shares in the subsidiary and operates the engage business as part of the Group operations, also providing personnel, know-how, and other resources within the Group.

(6) Number of shares to be sold, sale price, income or loss on sale, and ownership ratio after sale

Number of shares to be sold: 851 shares (85.1% of 1,000 total shares outstanding)

Sale price: TBD

Income/loss on sale: TBD

Ownership ratio after sale: 14.9%

(7) Other important special provisions, if any, and their details

The final sale price and profit or loss on sale under this share transfer agreement are undetermined at this time as they will be adjusted according to the price adjustment provisions set forth in this share transfer agreement (price adjustment based on the value of the shares to reflect changes in the balance of specified accounts as of April 1, 2026, the closing date).

(Note) The amounts for the accounts listed in the consolidated financial statements and other items are listed by rounding down to the nearest million yen.

Non-consolidated Financial Statements
Non-consolidated Balance Sheets

(Million yen)

	As of March 31, 2026
Assets	
Current assets	9,624
Cash and deposits	6,397
Notes receivable – trade	1
Accounts receivable-trade	2,573
Supplies	1
Prepaid expenses	607
Other	753
Allowance for doubtful accounts	-710
Non-current assets	29,870
Property, plant and equipment	157
Buildings	131
Furniture and fixtures	22
Leased assets	3
Intangible assets	8,692
Trademark right	13
Software	7,708
Goodwill	290
Other	680
Investments and other assets	21,021
Investment securities	4,472
Shares of subsidiaries and associates	12,658
Long-term loans receivable	821
Distressed receivables	14
Deferred tax assets	1,251
Other	1,817
Allowance for doubtful accounts	-14
Total assets	39,495

(Million yen)

	As of March 31, 2026
Liabilities	
Current liabilities	8,470
Accounts payable-trade	106
Lease obligations	0
Accounts payable-other	3,015
Accrued expenses	283
Income taxes payable	237
Advances received	3,700
Deposits	127
Unearned revenue	1
Provision for bonuses	925
Provision for directors' bonuses	28
Other	43
Non-current liabilities	2,278
Lease obligation	2
Long-term accounts payable-other	1,364
Provision for share benefits	656
Asset retirement obligations	222
Long-term accrued expenses	32
Total liabilities	10,748
Net assets	
Shareholders' equity	27,977
Capital stock	1,194
Capital surplus	3,089
Legal capital surplus	2,678
Other capital surplus	411
Retained earnings	43,659
Other retained earnings	43,659
General reserve	2,030
Retained earnings brought forward	41,629
Treasury shares	-19,966
Valuation and translation adjustments	292
Valuation difference on available-for-sale securities	292
Subscription rights to shares	476
Total net assets	28,746
Total liabilities and net assets	39,495

Non-consolidated Statements of Income

(Million yen)

	From April 1, 2025 to March 31, 2026	
Net sales		42,958
Cost of sales		4,703
Gross profit		38,254
Selling, general and administrative expenses		36,311
Operating income		1,943
Non-operating income		811
Non-operating expenses		338
Ordinary income		2,416
Extraordinary income		
Gain on sales of investment securities	11	11
Extraordinary losses		
Impairment losses	386	
Loss on retirement of non-current assets	1	
Loss on valuation of investment securities	16	
Organization restructuring expenses	170	574
Income before income taxes		1,853
Income taxes - current	529	
Income taxes - deferred	-277	251
Profit		1,602

Non-consolidated Statements of Changes in Net Assets (from April 1, 2025 to March 31, 2026)

(Million yen)

	Shareholders' equity								
	Capital stock	Capital surplus			Retained earnings			Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Other retained earnings		Total retained earnings		
					General reserve	Retained earnings brought forward			
Balance at beginning of period	1,194	2,678	414	3,093	2,030	43,061	45,091	-14,971	34,407
Changes of items during the period									
Dividends of surplus						-3,023	-3,023		-3,023
Profit						1,602	1,602		1,602
Purchase of treasury shares								-5,000	-5,000
Disposal of treasury shares			-3	-3				4	1
Changes due to business combination						-10	-10		-10
Net changes of items other than shareholders' equity				-			-		-
Total changes of items during period	-	-	-3	-3	-	-1,431	-1,431	-4,995	-6,430
Balance at end of current period	1,194	2,678	411	3,089	2,030	41,629	43,659	-19,966	27,977

	Valuation and translation adjustments		Subscription rights to shares	Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	238	238	600	35,246
Changes of items during the period				
Dividends of surplus				-3,023
Profit				1,602
Purchase of treasury shares				-5,000
Disposal of treasury shares				1
Changes due to business combination				-10
Net changes of items other than shareholders' equity	54	54	-123	-69
Total changes of items during period	54	54	-123	-6,499
Balance at end of current period	292	292	476	28,746

Notes to the Non-consolidated Financial Statements

(Notes Regarding Significant Accounting Policies)

1. Valuation basis and method for assets

(1) Basis and method for valuation of securities

(i) Held-to-maturity securities Carried at amortized cost (straight-line method)

(ii) Shares of subsidiaries and shares of affiliates:

Valued at cost determined by the moving-average method

(iii) Available-for-sale securities

Available-for-sale securities other than shares, etc., without market prices

Valued at market as of the balance sheet date. Unrealized gain or loss is included directly in net assets. The cost of securities sold is determined by the moving-average method.

Available-for-sale securities that are shares, etc., without market prices

Valued at cost determined by the moving-average method

The Company accounts for investments in investment limited partnerships and similar associations (investments deemed to be negotiable securities under Article 2, Paragraph 2, of the Financial Instruments and Exchange Act) by booking a net amount equivalent to the equity method value, based on the most recent closing statement that can be obtained in accordance with the account reporting date provided for in the partnership agreement.

(2) Basis and method for valuation of inventories

Supplies:

Most recent purchase cost method (amount reported on the balance sheet is stated by writing down based on decrease in profitability)

2. Depreciation method for non-current assets

(1) Property, plant and equipment (excluding lease assets)

The depreciation of property, plant and equipment at the Company is computed by the declining-balance method using the applicable rates based on the estimated useful lives of the assets. However, the straight-line method is used to depreciate buildings (excluding accompanying facilities) and facilities attached to buildings and structures acquired on or after April 1, 2016.

The range of useful lives is as follows:

Buildings: 8–25 years

Furniture and fixtures: 2–20 years

For assets acquired on or before March 31, 2007, the remaining book values are equally depreciated on a straight-line basis over five years, starting from the year following the year during which depreciation to the residual values was completed up to the maximum depreciable amounts.

(2) Intangible assets (excluding lease assets)

The amortization of intangible assets at the Company is computed by the straight-line method. Computer software for internal use is amortized over the estimated useful life (five years) depending on the nature of the respective software products.

(3) Lease assets

Lease assets related to the finance lease transactions other than those where the ownership of the lease assets is deemed to be transferred

These lease assets are amortized by the straight-line method, assuming that the lease period is the useful life and there is no residual value.

3. Accounting for reserves

(1) Allowance for doubtful accounts:

The allowance for doubtful accounts is provided for possible bad debt of claims at an amount of possible losses from uncollectible receivables based on the actual loan loss ratio from bad debt for ordinary receivables, and on the estimated recoverability for specific doubtful receivables.

(2) Provision for bonuses:

The provision for bonuses is provided for possible payment of bonuses to employees at an amount to be borne based on the amount estimated to be paid for the fiscal year under review.

(3) Provision for directors' bonuses:

The provision for bonuses is provided for possible payment of bonuses to directors at an amount based on the amount estimated to be paid and which corresponds to the fiscal year under review.

(4) Provision for share benefits:

A provision for share benefits is provided for possible delivery of stock to employees in accordance with the stock delivery regulation at an amount based on the estimated amount of stock benefits obligation at the end of the fiscal year under review.

4. Accounting policy for significant income and expense

(i) Media

Services provided to customers include the use of recruitment support tools when services for creating their own recruitment websites and the like are offered free of charge, permanent recruitment services that introduce workers wishing to change jobs to customers using job boards operated by the Group, and advertising services placing ads on job boards operated by the Group.

For the use of recruitment support tools, revenue is recognized when the tools are used, as fees are billed according to usage frequency under contracts and the performance obligation is deemed to be satisfied at the time of use.

For permanent recruitment services, revenue is recognized when the job seeker joins the customer, as the services are success-fee-based and the performance obligation is deemed to be satisfied when employment commences.

For advertising on job boards, revenue is recognized on a pro rata basis over the contract period, as the service is provided over the contract period and the performance obligation is deemed to be satisfied over time.

(ii) Agent

The Agent business receives recruitment fees from customers by providing permanent recruitment services in which career partners introduce job seekers to customers with mid-career hiring needs. Because the service is success-fee-based and is designed to lead to the job seeker joining the customer, the performance obligation is deemed to be satisfied when the job seeker joins the customer, and revenue is recognized at that point.

(iii) Recruitment Services and Others

Recruitment Services and Others primarily receives usage fees from customers through recruitment management systems provided mainly to staffing companies. As the use of recruitment management systems is billed according to usage frequency under contracts, the performance obligation is deemed to be satisfied at the time of use, and revenue is recognized when the systems are used.

(iv) Education and Assessment Services

Education and Assessment Services receives usage fees from customers through the use of talent management systems and post-hire onboarding services. As these systems and

services are billed according to usage frequency under contracts, the performance obligation is deemed to be satisfied at the time of use, and revenue is recognized when they are used.

5. Method and period of depreciation of goodwill

The amount of goodwill and negative goodwill is equally amortized over the estimated years during which the effects are estimated to emerge.

6. Standards for translating assets or liabilities that are in a foreign currency into Japanese currency

Foreign currency-denominated assets and liabilities are translated into yen based on the spot exchange rate on the closing date and the translation differences are processed as profit or loss.

(Significant accounting estimates)

Accounting estimates are calculated based on the information available at the time of the preparation of the non-consolidated financial statements. Among the amounts based on the accounting estimates recorded in the non-consolidated financial statements for the current fiscal year, the items that would have a risk of having a significant impact on the non-consolidated financial statements for the next fiscal year are as follows:

Valuation of shares of subsidiaries and associates

(1) Amount recorded in the non-consolidated financial statements for the current fiscal year
(Million yen)

	The current fiscal year
Shares of subsidiaries and associates	12,658

Shares of subsidiaries and associates includes the acquisition price of 1,950 million yen for the shares of back check, Inc., acquired during the current fiscal year.

(2) Information concerning the details of significant accounting estimates for identified items

(i) Calculation method of the amount

Shares of subsidiaries and associates are shares with no market value, and so the acquisition price is compared with the real value to determine whether an impairment loss need to be recognized for shares of subsidiaries and associates. The acquisition price of back check, Inc. reflects excess earning capacity, and if the real value declines significantly due to impairment of excess earning capacity, recording of an impairment loss will be required. However, in the current fiscal year, it has been confirmed that there are no significant discrepancies in the sales and operating income assumptions in the business plan as of the end of the fiscal year compared with those at the time of acquisition.

(ii) Key assumptions

The key assumptions in valuation of shares of back check, Inc. are the future projections for net sales and operating income in the business plan.

(iii) Impact on the next year's non-consolidated financial statements

Since the future projections for net sales and operating income in the business plan, which is the key assumptions, have a high degree of uncertainty. Therefore, if it becomes necessary to revise the forecast due to changes in future economic conditions, etc., loss on valuation of shares of subsidiaries and associates may be recognized in the following fiscal year.

(Notes to the Balance Sheet)

1. Accumulated depreciation of property, plant and equipment:	936 million yen
2. Monetary receivables and payables for affiliates	
Short-term monetary receivables	691 million yen
Long-term monetary receivables	819 million yen
Short-term monetary payables	97 million yen

(Note to the Statement of Income)

Volume of trade with affiliates

Volume of trade arising from business transactions

Net sales	78 million yen
Cost of sales	21 million yen
Selling, general and administrative expenses	905 million yen

Volume of trade arising out of business transactions

Non-operating income	681 million yen
Non-operating expenses	87 million yen

(Notes to the Statement of Changes in Net Assets)

(1) Matters concerning type and number of treasury shares

Type of shares	Number of shares at the beginning of the current fiscal year	Increase in the number of shares during the current fiscal year	Decrease in the number of shares during the current fiscal year	Number of shares at the end of the current fiscal year
Common shares	8,853,024 shares	3,171,783 shares	66,300 shares	11,958,507 shares
Total	8,853,024 shares	3,171,783 shares	66,300 shares	11,958,507 shares

(Notes)

1. The number of treasury shares at the beginning of the current fiscal year and at the end of the current fiscal year includes 2,268,400 shares and 2,229,900 shares, respectively, of treasury shares held by the trust.
2. The increase in the number of treasury shares is due to the acquisition of treasury shares based on a written resolution in lieu of a resolution of the Board of Directors, and the purchase of fractional shares.
3. The decrease in the number of treasury shares by 66,300 shares is due to a decrease of 27,800 shares as a result of the exercise of stock options and the provision of 38,500 shares owned by the Share Benefit Trust based on the Share Benefit Rules.

(Notes on deferred tax accounting)

Breakdown of the reasons for deferred tax assets and deferred tax liabilities

(Deferred tax assets)

Loss on valuation of shares of subsidiaries and associates	217 million yen
Provision for bonuses	300 million yen
Allowance for doubtful accounts	228 million yen
Enterprise tax payable	30 million yen
Loss on valuation of investment securities	519 million yen
Provision for share benefits	206 million yen
Share-based payment expenses	150 million yen
Asset retirement obligations	70 million yen
Software	302 million yen
Other	101 million yen
Deferred tax assets subtotal	<u>2,129 million yen</u>
Valuation allowance	<u>-730 million yen</u>
Deferred tax assets total	1,398 million yen
(Deferred tax liabilities)	
Valuation difference on available-for-sale securities	-133 million yen
Retirement cost for asset retirement obligations	<u>-14 million yen</u>
Deferred tax liabilities total	<u>-147 million yen</u>
Net amount of deferred tax assets	1,251 million yen

(Notes on transactions with related parties)

Subsidiary

Type	Name of company, etc.	Capital stock or investment (Million yen)	Business activities	Ownership (%)	Relationship with related party	Details of transaction	Amount of transaction (Million yen)	Account	Year-end balance (Million yen)
Subsidiary	Insight Tech Inc.	10	Data analysis outsourcing	Direct 100	Recipient of funds	Lending of funds (Note)	121.5	Loans receivable	571

Transaction terms and conditions and determination policy

(Note) The terms and conditions of the loan are determined through consultation between the parties concerned, taking into account the actual conditions of the transaction. Collateral is not accepted.

(Notes on Revenue Recognition)

The basis for understanding revenue from contracts with customers is provided in the Notes to Consolidated Financial Statements (Notes on Revenue Recognition) and is hence not noted here.

(Notes on Per Share Information)

Net assets per share: 748.73 yen

Net income per share: 40.67 yen

(Note) As for shareholders' equity, the Company's shares remaining in the trust that are recorded as treasury stock are included in the number of treasury shares that are deducted in the calculation of the average number of shares during the period to calculate the amount of net income per share. For the calculation of net assets per share, they are included in the number of treasury shares that are deducted from the total amount of outstanding shares at the end of the term.

The average number of treasury shares during the term deducted for the calculation of the amount of net income per share was 2,251,227 shares, and the number of treasury shares at the end of the term deducted for the calculation of the amount of net assets per share was 2,229,900 shares,

(Notes concerning company to which consolidated dividend regulations apply)

The Company is a company to which the consolidated dividend regulations apply.

(Notes Regarding Significant Subsequent Events)

The same information is provided in the Notes to Consolidated Financial Statements (Notes Regarding Significant Subsequent Events) and is hence not noted here.

(Note) The amounts for the accounts listed in the financial statements and other items are listed by rounding down to the nearest million yen.

Independent Auditor's Report

May 22, 2026

en Inc. The Board of Directors

Ernst & Young ShinNihon LLC

Designated and
Engagement Partner

Certified Public Accountant

Tomohiro Miyagawa (Seal)

Designated and
Engagement Partner

Certified Public Accountant

Kinuyo Matsuo (Seal)

Audit Opinion

The independent auditor has audited the consolidated financial statements, including the consolidated balance sheet, the consolidated statements of income, the consolidated statements of changes in net assets and the notes to the consolidated financial statements of en Inc. for the fiscal year from April 1, 2025 to March 31, 2026, in accordance with Article 444, Paragraph 4 of the Companies Act.

In the independent auditor's opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position of the Group, comprising en Inc. and its consolidated subsidiaries, as of March 31, 2026 and the consolidated results of their operations for the year then ended, in conformity with accounting principles generally accepted in Japan.

Grounds for Auditor's Opinion

We conducted the audit in accordance with auditing standards generally accepted in Japan. Our responsibility in the auditing standards is described in the section "Auditor's Responsibility for the Audit of Consolidated Financial Statements." We are independent of the Company and its consolidated subsidiaries in accordance with rules of business ethics in Japan (including provisions applicable to audits of financial statements of listed entities and public interest entities), and have fulfilled our ethical responsibility as an auditor. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

Other information comprises the information included in the business report and supplementary schedules thereof. Management is responsible for preparing and disclosing other information. The Audit and Supervisory Committee is responsible for monitoring the performance of duties of the Directors in the development and operation of the reporting process for other information.

Our opinion on the consolidated financial statements does not cover other information, and we do not express an opinion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read other information and consider whether a material inconsistency exists between other information and the consolidated financial statements or our knowledge acquired in the process of audit, or whether other information otherwise appears to be materially misstated.

If, based on the work performed, we conclude that an uncorrected material misstatement of other information exists, we are required to describe it in our report.

We have nothing to report in this regard.

Responsibility of Management and the Audit and Supervisory Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with generally accepted accounting principles in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern and disclosing, as required by accounting standards generally accepted

in Japan, matters related to a going concern.

The responsibility of the Audit and Supervisory Committee is to monitor the execution of duties by Directors in the establishment and operation of the financial reporting process.

Auditor's Responsibility for the Audit of Consolidated Financial Statements

The responsibility of the auditor is to obtain reasonable assurance about whether the overall consolidated financial statements are free from material misstatement, whether due to fraud or error, and express independent opinions on the consolidated financial statements in the audit report based on the auditor's audit. Material misstatement may arise from fraud or error, and is considered material when it is reasonably expected to affect, whether individually or in aggregate, the decision-making of the users of the consolidated financial statements.

The auditor makes judgments as a professional and carries out the following with professional skepticism through audit procedures in accordance with auditing standards generally accepted in Japan.

- The auditor identifies and assesses material misstatement risks due to fraud or error. The auditor also formulates and implements audit procedures suitable for material misstatement risks. The audit procedures are selected and applied based on the auditor's judgment. Moreover, the auditor obtains adequate and appropriate audit evidence as a basis of expressing opinions.

- The purpose of the audit of the consolidated financial statements is not to express opinions on the effectiveness of internal controls. In making those risk assessments, meanwhile, the auditor considers internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances.

- The auditor evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as the appropriateness of relevant notes to the consolidated financial statements.

- The auditor concludes the Company's ability to continue as a going concern for preparing the consolidated financial statements, and whether material uncertainty exists regarding events or circumstances that may cast significant doubt on the ability to continue as a going concern, based on audit evidence obtained by the auditor. If there is significant uncertainty on the ability to continue as a going concern, the auditor is required to call attention to the notes to the consolidated financial statements in the audit report. If the notes to the consolidated financial statements regarding the significant uncertainty are not appropriate, the auditor is required to express a modified opinion on the consolidated financial statements. The auditor's conclusion is based on audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- The auditor evaluates whether the presentation of the consolidated financial statements and the notes thereto are in accordance with accounting standards generally accepted in Japan. The auditor also evaluates the presentation, structure, and contents of the consolidated financial statements including relevant notes thereto, and whether the consolidated financial statements appropriately present their underlying transactions and accounting events.

- The auditor obtains adequate and appropriate audit evidence on financial information of the Company and its consolidated subsidiaries in order to express opinions to the consolidated financial statements. The auditor is responsible for instruction, supervision, and implementation of the audit of the consolidated financial statements. The auditor is solely responsible for audit opinions. The auditor makes a report to the Audit and Supervisory Committee regarding the scope and period of the planned audit, material audit findings including material defects in internal controls identified during the implementation process of the audit, and other matters required by the auditing standards.

The auditor makes a report to the Audit and Supervisory Committee regarding compliance with rules of business ethics for independence in Japan, matters reasonably expected to affect the independence of the auditor, and any safeguard measures taken to eliminate or mitigate obstructive factors.

Interest

The independent auditor and engagement partners have no interest in the Company and its consolidated subsidiaries which should be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Accounting Audit Report regarding Non-consolidated Financial Statements

Independent Auditor's Report

May 22, 2026

en Inc. The Board of Directors

Ernst & Young ShinNihon LLC

Designated and Engagement Partner Certified Public Accountant
Tomohiro Miyagawa (Seal)

Designated and Engagement Partner Certified Public Accountant
Kinuyo Matsuo (Seal)

Audit Opinion

The independent auditor has audited the non-consolidated financial statements, including the non-consolidated balance sheet, the non-consolidated statements of income, the non-consolidated statements of changes in net assets and the notes to the non-consolidated financial statements (hereinafter referred to as "non-consolidated financial statements"), as well as the supporting schedules of en Inc. for the 26th fiscal year from April 1, 2025 to March 31, 2026, in accordance with Article 436, Paragraph 2, Item 1 of the Companies Act.

In the independent auditor's opinion, the non-consolidated financial statements referred to above present fairly, in all material respects, the non-consolidated financial position of the Company as of March 31, 2026 and the non-consolidated results of its operations for the year then ended, in conformity with accounting principles generally accepted in Japan.

Grounds for Auditor's Opinion

We conducted the audit in accordance with auditing standards generally accepted in Japan. Our responsibility in the auditing standards is described in the section "Auditor's Responsibility for the Audit of Non-consolidated Financial Statements." We are independent of the Company in accordance with rules of business ethics in Japan (including provisions applicable to audits of financial statements of listed entities and public interest entities), and have fulfilled our ethical responsibility as an auditor. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

Other information comprises the information included in the business report and supplementary schedules thereof. Management is responsible for preparing and disclosing other information. The Audit and Supervisory Committee is responsible for monitoring the performance of duties of the Directors in the development and operation of the reporting process for other information.

Our opinion on the non-consolidated financial statements does not cover other information, and we do not express an opinion thereon.

In connection with our audit of the non-consolidated financial statements, our responsibility is to read other information and consider whether a material inconsistency exists between other information and the non-consolidated financial statements or our knowledge acquired in the process of audit, or whether other information otherwise appears to be materially misstated.

If, based on the work performed, we conclude that an uncorrected material misstatement of other information exists, we are required to describe it in our report.

We have nothing to report in this regard.

Responsibility of Management and the Audit and Supervisory Committee for the Non-consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements in accordance with generally accepted accounting principles in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation of non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing non-consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern and disclosing, as required by accounting standards generally accepted in Japan, matters related to a going concern.

The responsibility of the Audit and Supervisory Committee is to monitor the execution of duties by Directors in the

establishment and operation of the financial reporting process.

Auditor's Responsibility for the Audit of Non-consolidated Financial Statements

The responsibility of the auditor is to obtain reasonable assurance about whether the overall non-consolidated financial statements are free from material misstatement, whether due to fraud or error, and express independent opinions on the non-consolidated financial statements in the audit report based on the auditor's audit. Material misstatement may arise from fraud or error, and is considered material when it is reasonably expected to affect, whether individually or in aggregate, the decision-making of the users of the non-consolidated financial statements.

The auditor makes judgments as a professional and carries out the following with professional skepticism through audit procedures in accordance with auditing standards generally accepted in Japan.

- The auditor identifies and assesses material misstatement risks due to fraud or error. The auditor also formulates and implements audit procedures suitable for material misstatement risks. The audit procedures are selected and applied based on the auditor's judgment. Moreover, the auditor obtains adequate and appropriate audit evidence as a basis of expressing opinions.

- The purpose of the audit of the non-consolidated financial statements is not to express opinions on the effectiveness of internal controls. In making those risk assessments, meanwhile, the auditor considers internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances.

- The auditor evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as the appropriateness of relevant notes to the non-consolidated financial statements.

- The auditor concludes the Company's ability to continue as a going concern for preparing the non-consolidated financial statements, and whether material uncertainty exists regarding events or circumstances that may cast significant doubt on the ability to continue as a going concern, based on audit evidence obtained by the auditor. If there is significant uncertainty on the ability to continue as a going concern, the auditor is required to call attention to the notes to the non-consolidated financial statements in the audit report. If the notes to the non-consolidated financial statements regarding the significant uncertainty are not appropriate, the auditor is required to express a modified opinion on the non-consolidated financial statements. The auditor's conclusion is based on audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- The auditor evaluates whether the presentation of the non-consolidated financial statements and the notes thereto are in accordance with accounting standards generally accepted in Japan. The auditor also evaluates the presentation, structure, and contents of the non-consolidated financial statements including relevant notes thereto, and whether the non-consolidated financial statements appropriately present their underlying transactions and accounting events.

The auditor makes a report to the Audit and Supervisory Committee regarding the scope and period of the planned audit, material audit findings including material defects in internal controls identified during the implementation process of the audit, and other matters required by the auditing standards.

The auditor makes a report to the Audit and Supervisory Committee regarding compliance with rules of business ethics for independence in Japan, matters reasonably expected to affect the independence of the auditor, and any safeguard measures taken to eliminate or mitigate obstructive factors.

Interest

The independent auditor and engagement partners have no interest in the Company which should be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

The Audit and Supervisory Committee Audit Report

Audit Report

The Audit and Supervisory Committee audited the performance of duties by Directors for the 26th fiscal year from April 1, 2025 to March 31, 2026. The Committee hereby reports on the audit method used and the audit results as follows.

1. Method and details of audit

The Audit and Supervisory Committee regularly received reports from Directors, employees, and other relevant personnel on the details of the resolutions of the Board of Directors regarding the matters set forth in Article 399-13, paragraph 1, items 1(b) and 1(c) of the Companies Act as well as the status of the systems (internal control systems) based on such resolutions, requested explanations as necessary, expressed its opinions, and conducted audits in the following manner.

- (i) In accordance with the audit policy, division of duties, etc., as determined by the Audit and Supervisory Committee, and working in cooperation with the Company's Internal Control Division, members of the Audit and Supervisory Committee attended important meetings, received reports from Directors, employees, and other relevant personnel on the performance of their duties, requested explanations as necessary, reviewed important approval documents, etc., and investigated the operations and assets of the head office and principal business locations. Meanwhile, the Audit and Supervisory Committee communicated and exchanged information with Directors, Corporate Auditors and other staff of subsidiaries, and received business reports from subsidiaries whenever necessary.
- (ii) The Audit and Supervisory Committee monitored and verified whether the Accounting Auditor maintained independence and implemented appropriate audits; received reports from the Accounting Auditor on performance of their duties, and sought explanations whenever necessary. Furthermore, the Audit and Supervisory Committee received notice from the Accounting Auditor that the "System for ensuring that duties are performed properly" (matters set forth in each item of Article 131 of the Ordinance on Accounting of Companies) is established in accordance with the "Quality Management Standards Regarding Audits" (Business Accounting Council) and other standards, and sought explanations whenever necessary.

Based on the above methods, the Audit and Supervisory Committee examined the business report and the supporting schedules, the non-consolidated financial statements (balance sheet, statements of income, statements of changes in net assets, and notes to non-consolidated financial statements) and the supporting schedules, and the consolidated financial statements (balance sheet, statements of income, statements of changes in net assets, and notes to consolidated financial statements) for the current fiscal year.

2. Audit Results

(1) Audit Results of Business Report and Others

- (i) The Audit and Supervisory Committee acknowledges that the business report and the supporting schedules fairly present the Company's conditions in accordance with laws, regulations and the Articles of Incorporation.
- (ii) With regard to the performance of duties by Directors, the Audit and Supervisory Committee finds no significant evidence of wrongful acts, nor violations of laws, regulations, or the Articles of Incorporation.
- (iii) The Audit and Supervisory Committee acknowledges that the content of the resolution by the Board of Directors concerning the internal control system is appropriate. In addition, the Board finds no matters on which to remark with regard to the contents of the business report or the performance of duties by Directors regarding the internal control system.

(2) Audit Results of Non-consolidated Financial Statements and Supporting Schedules

The Audit and Supervisory Committee acknowledges that the audit method of the Accounting Auditor, Ernst & Young ShinNihon LLC, and the results thereof are appropriate.

(3) Audit Results of Consolidated Financial Statements

The Audit and Supervisory Committee acknowledges that the audit method of the Accounting Auditor, Ernst & Young ShinNihon LLC, and the results thereof are appropriate.

May 22, 2026

en Inc.

Audit and Supervisory Committee Member Taisuke Igaki (Seal)

Audit and Supervisory Committee Member Toshihiko Ishikawa (Seal)

Audit and Supervisory Committee Member Takeshi Nishikawa (Seal)

Note: Audit & Supervisory Committee members Taisuke Igaki, Toshihiko Ishikawa, and Takeshi Nishikawa are Outside Directors as defined in Article 2, item 15 and Article 331, paragraph 6 of the Companies Act.