



1st Half of FYE Mar/2022 Earnings Review

November 11, 2021

Security Code 4849
TSE First Section

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- Company Overview
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- Data of Main service

2Q
Results
FYE Mar/2022

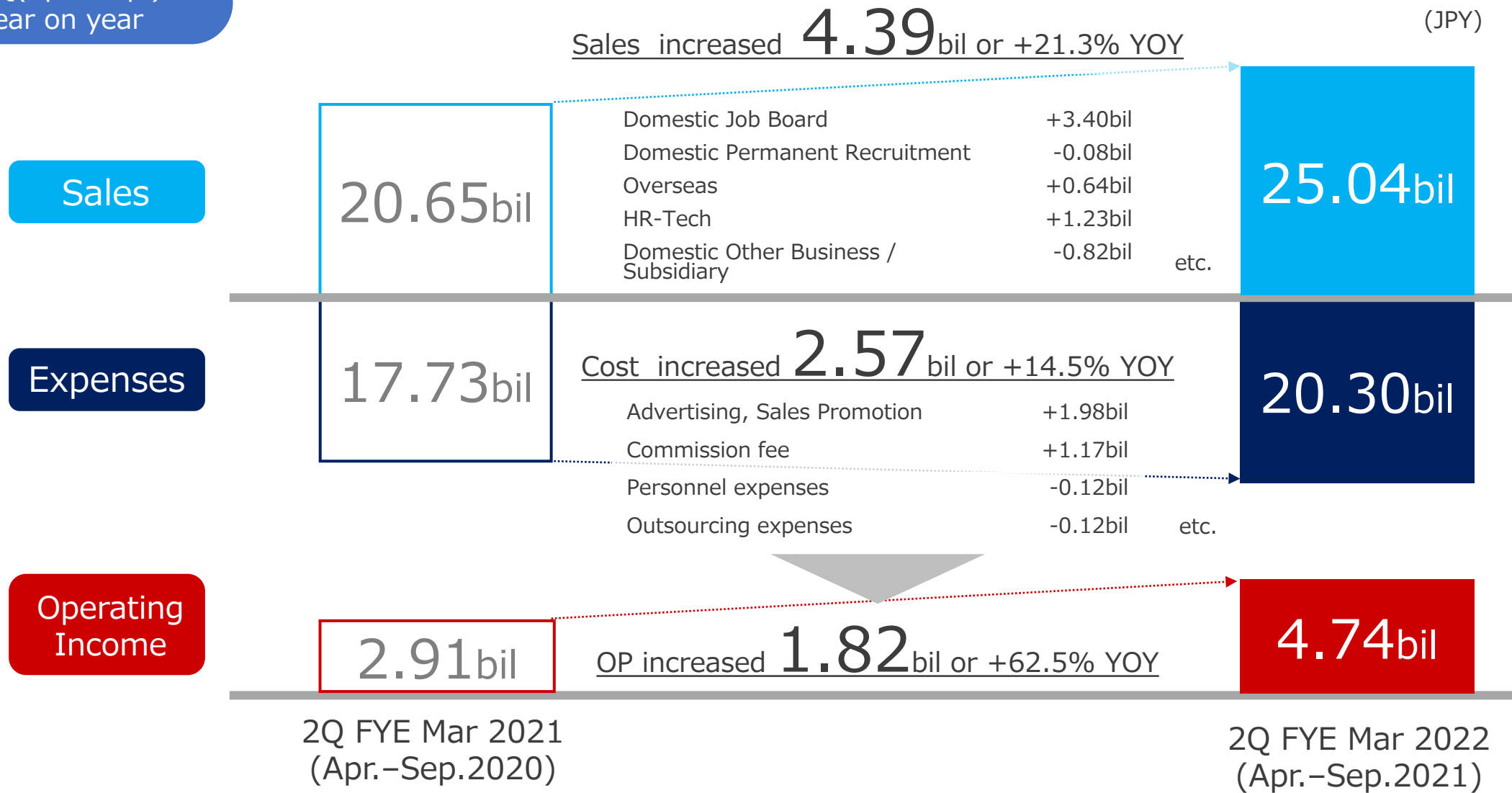
		*Relative to pre COVID-19 FYE Mar/2020	
Sales	25.04bill	YoY +21.3%	about 89%
Operating income	4.74bill	YoY +62.5%	about 76%
■ Performance	<ul style="list-style-type: none">• Even with front-loaded investment for the next term, operating income recovered significantly due to an increase in sales• Sales and operating income both exceeded the plan and grew steadily in every segment		
■ Hiring Demand	<ul style="list-style-type: none">• Hiring demand for full-time employees continued to follow a solid recovery trend• Demand and sales for high-class staff were above the pre-COVID-19 levels		

Future
Outlook

- | | |
|----------------------|---|
| ■ Full-year Forecast | <ul style="list-style-type: none">• Additional investment in advertising expenses is planned in the domestic job board and “engage,” so the forecast announced on May 13 is not adjusted |
| ■ Mid-term Policy | <ul style="list-style-type: none">• With an eye toward the drastic change of hiring market, investment is planned for significant growth in the medium term• The next medium-term management plan is to be announced in May 2022 |

Consolidated Performance Summary for 1st Half of FYE Mar /2022

2Q(Apr.-Sep.)
Year on year



Changing Factor of Earnings by plans

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2Q(Apr.-Sep.)
By Plans

(JPY)

Sales

23.81bil

Sales increased **1.22**bil or +5.1% YOY

Domestic Job Board	+0.11bil
Domestic Permanent Recruitment	+3million
Overseas	+0.91bil
HR-Tech	+0.22bil
Domestic Other Business / Subsidiary	+0.06bil etc.

25.04bil

Expenses

19.69bil

Cost increased **0.6**bil or +3.1% YOY

Personnel expenses	+0.3bil
Outsourcing expenses	+0.29bil
Advertising, Sales Promotion	+0.07bil

20.30bil

etc.

Operating
Income

4.12bil

OP increased **0.61**bil or +15.0% YOY

4.74bil

2Q FYE Mar 2022 Plans
(Apr.-Sep.2021)

2Q FYE Mar 2022
(Apr.-Sep.2021)

[2Q FYE Mar/2022 Results] Consolidated Income Statement

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	2Q FYE Mar 2021		2Q FYE Mar 2022		YOY	
	(Apr.–Sep.2020)		(Apr.–Sep.2021)		change (million yen)	change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	20,650	100.0%	25,044	100.0%	4,394	21.3%
Cost of Sales	4,385	21.2%	5,075	20.3%	690	15.7%
Personnel	2,629	12.7%	2,874	11.5%	245	9.3%
Other	1,756	8.5%	2,201	8.8%	445	25.3%
Gross Profit	16,264	78.8%	19,968	79.7%	3,704	22.8%
SGA(Sales, general & administrative)	13,347	64.6%	15,228	60.8%	1,881	14.1%
Personnel	6,754	32.7%	6,385	25.5%	-369	-5.5%
Advertising, Sales Promotion	2,303	11.2%	4,289	17.1%	1,986	86.2%
Other	4,289	20.8%	4,554	18.2%	265	6.2%
Operating Income	2,917	14.1%	4,740	18.9%	1,823	62.5%
Ordinary Income	2,995	14.5%	4,810	19.2%	1,815	60.6%
Net Income attributable to en-japan	1,549	7.5%	3,240	12.9%	1,691	109.2%

Impact of the new standard for revenue recognition
 •Increased sales due to accounting on a gross basis (including agency commission) (+1.16 billion yen)
 •Decreased sales due to proration (-0.28 billion yen)

Impact of the new standard for revenue recognition
 •Increased commission fee due to accounting on a gross basis (including agency commission) (+1.16 billion yen)

In the previous fiscal year, impairment loss of the consolidated subsidiary's goodwill and canceled office in the first half (0.4 billion yen)

Performance Overview by Segment^{*} for 2Q FYE Mar/2022

^{*}a management accounting basis

2Q FYE Mar/2022 Performance Overview by Segment

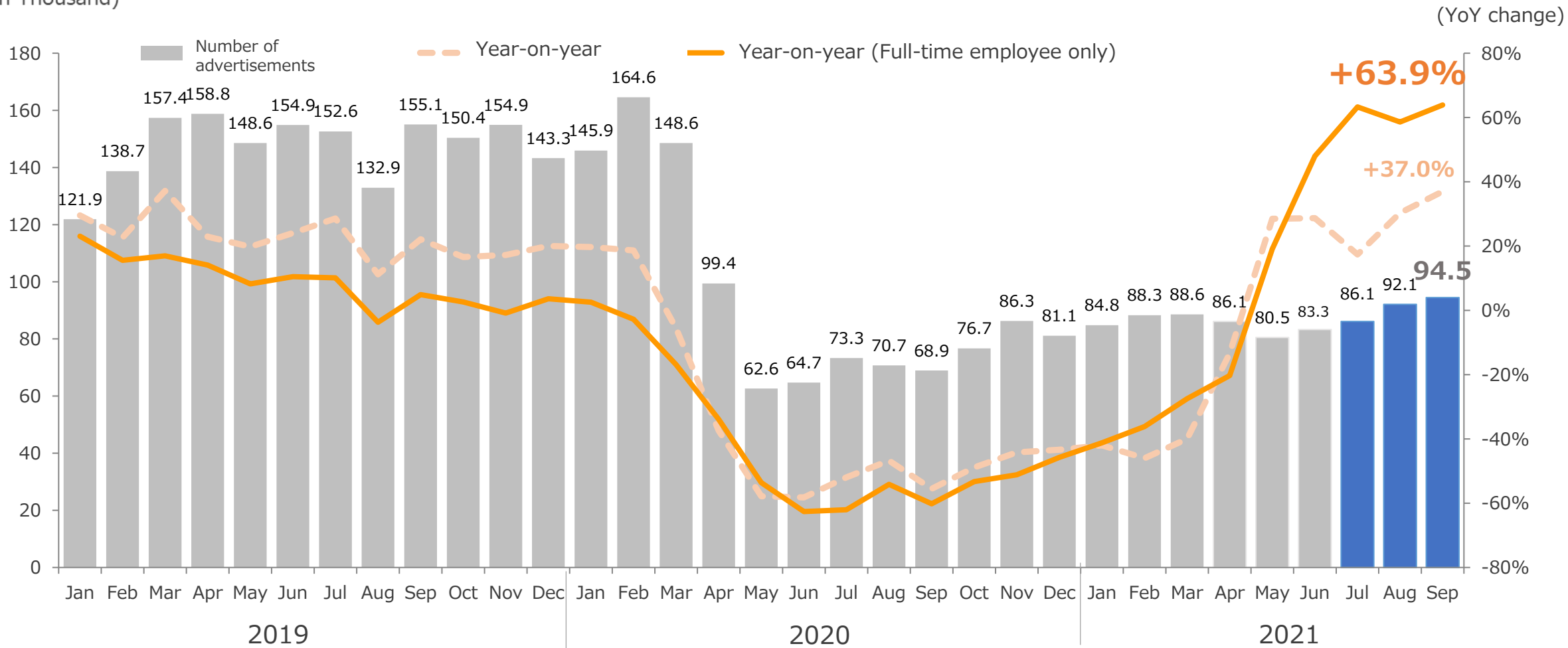
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(bil JPY)		2Q FYE Mar 2021 Actual (Apr.2020–June.2020)	2Q FYE Mar 2022 Actual (Apr.2021–June.2021)	YoY change	YoY change (%)
Domestic Job Board	Sales	9.84	13.25	3.40	34.6%
	Operating Income	3.38	3.69	0.30	9.0%
	OP margin	34.4%	27.9%	-	-
Domestic Permanent Recruitment	Sales	5.02	4.94	-0.08	-1.6%
	Operating Income	0.41	0.75	0.34	84.3%
	OP margin	8.1%	15.2%	-	-
Overseas	Sales	4.16	4.81	0.64	15.4%
	Operating Income	0.19	0.49	0.30	165.4%
	OP margin	4.4%	10.2%	-	-
HR-Tech	Sales	0.52	1.75	1.23	239.2%
	Operating Income	-0.61	0.26	0.87	-
	OP margin	-118.8%	14.8%	-	-
Other	Sales	1.32	0.50	-0.82	-62.2%
	Operating Income	-0.03	-0.10	-0.07	-
	OP margin	2.0%	-20.5%	-	-
adjustment	Sales	-0.20	-0.19	0.01	-
	Operating Income	-0.43	-0.35	0.08	-
consolidated	Sales	20.65	25.04	4.39	21.3%
	Operating Income	2.91	4.74	1.83	62.9%
	OP margin	14.1%	18.9%	-	-

Source: Association of Job Information of Japan
"Total Number of Job Advertisements for Full-Time and Part-Time Workers, Temporary Staff"

Number of job ads in the full-time employee area continued to recover significantly compared with the total

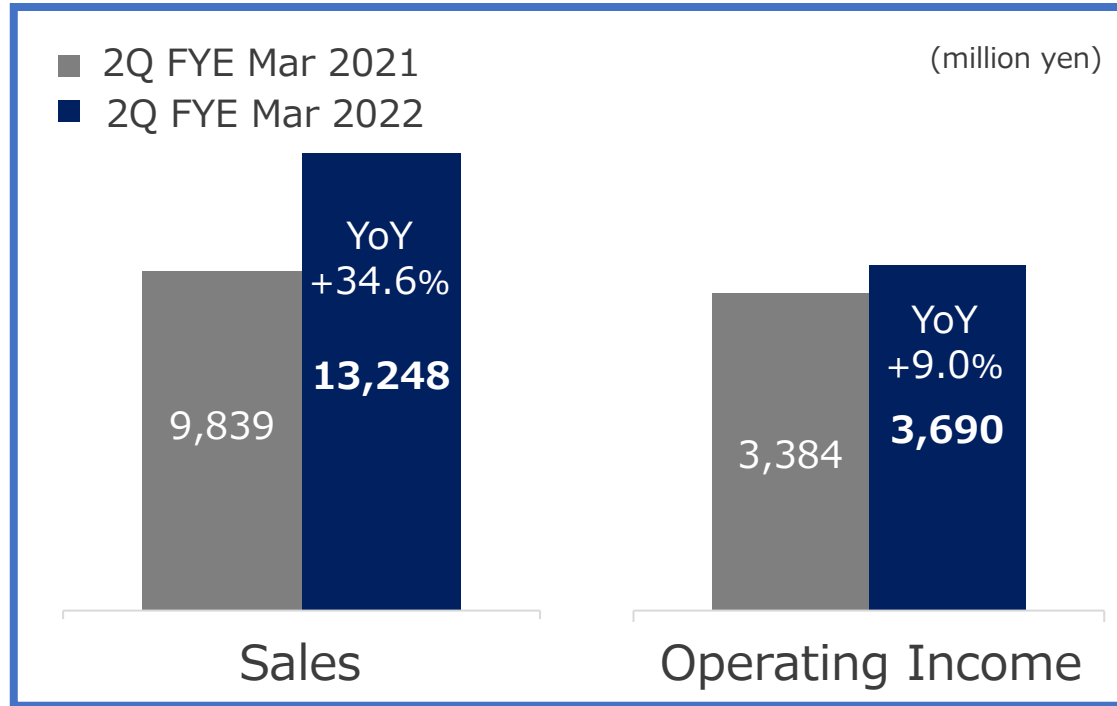
(Ten Thousand)



2Q FYE Mar/2022 Performance Overview by Segment

① Domestic Job Board

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2Q FYE Mar 2022 (Qualitative information for Jul.-Sep.)	
[en]Career Change Info	<ul style="list-style-type: none"> - There started to be stronger recruitment mainly among large-lot companies - Sectors hit hard by COVID-19 were recovering though slightly below expectations
[en]Career Change Consultant, AMBI	<ul style="list-style-type: none"> - Hiring demand for high-class staff was above the pre-COVID-19 level - AMBI showed high growth with more demand for young high-class staff
[en]Temporary Placement Info, en BAITO	<ul style="list-style-type: none"> - Recovery of clerical staffing was delayed, but companies' efforts were activated for the next term - Recovery in part-time jobs was seen in the eating/drinking and distribution sectors, etc.
Cost and profit	<ul style="list-style-type: none"> - Additional investment was made eyeing a demand recovery, which profit decreased in 2Q but increased in 1H

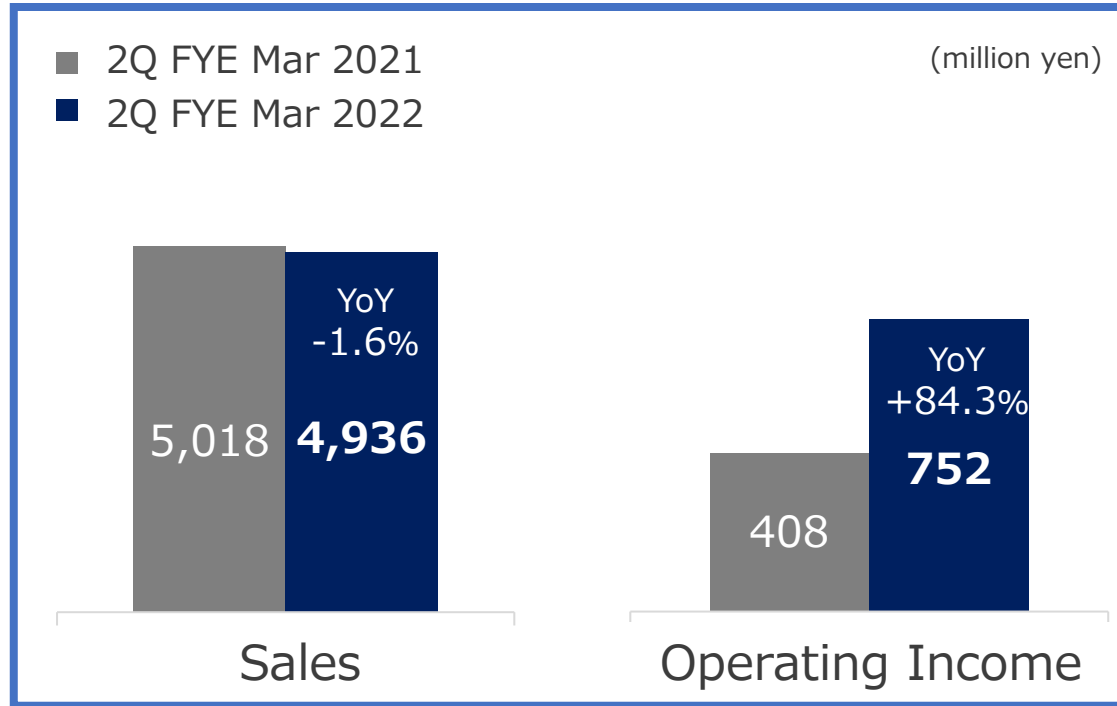
Domestic Job Board⇒[en]Career Change Info, [en]Career Change Consultant, AMBI, [en]Temporary Placement Info, en BAITO, Brocante etc.

	FYE Mar 2021 (Apr.2020-Sep.2020)		FYE Mar 2022 (Apr.2021-Sep.2021)		YOY change	
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Sales	9,839		13,248		3,409	34.6%
Operating Income	3,384	34.4%	3,690	27.9%	306	9.0%

2Q FYE Mar/2022 Performance Overview by Segment

② Domestic Permanent Recruitment

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2Q FYE Mar 2022 (Qualitative information for Jul.-Sep.)	
en Agent	<ul style="list-style-type: none"> Sales fell year-on-year due to a decrease in recruitment despite an increase in the unit price per recruitment Hiring needs for inexperienced workers were recovering among some sectors, with efforts for those with strong demand
en world Japan	<ul style="list-style-type: none"> In the area of high-class staff, an increase in recruitment drove growth in the main referral business Staff were increased to match the active market situation
Cost and profit	<ul style="list-style-type: none"> Operating income increased significantly due to a recovery in EWJ sales and improvement in productivity

Domestic Permanent Recruitment ⇒ en world Japan、en Agent, etc.

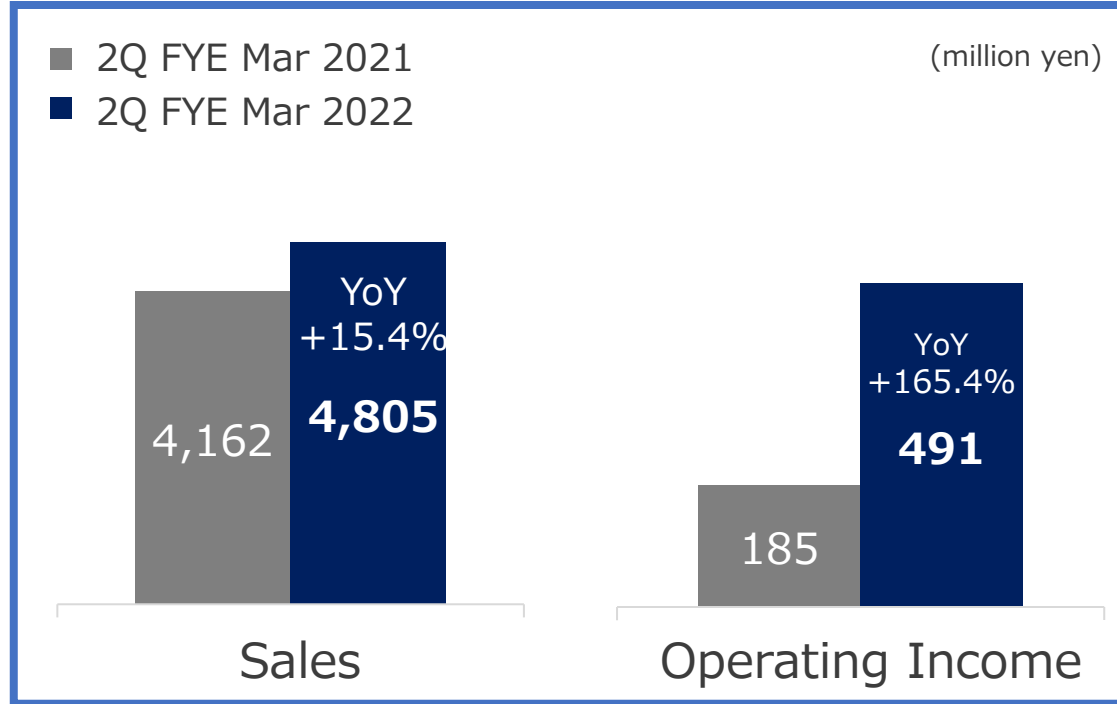
	FYE Mar 2021 (Apr.2020-Sep.2020)		FYE Mar 2022 (Apr.2021-Sep.2021)		YOY change	
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Sales	5,018		4,936		-82	-1.6%
Operating Income	408	8.1%	752	15.2%	344	84.3%

2Q FYE Mar/2022 Performance Overview by Segment

③ Overseas

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* Values of this segment reflect a three-month delay.



2Q FYE Mar 2022 (Qualitative information for Apr.-Jun.)	
India	<ul style="list-style-type: none"> IT demand in India and the U.S. continued to be active: IT staffing drove the sales recovery Damage from the delta variant was minimal, with working from home promoted for dispatched staff members
Vietnam	<ul style="list-style-type: none"> Hiring demand of companies continued to be strong Operating income recovered significantly due to sales growth and cost control In and after 3Q, demand recovery slowed down temporarily due to the domestic lockdown

Overseas ⇒ Vietnam, India, China

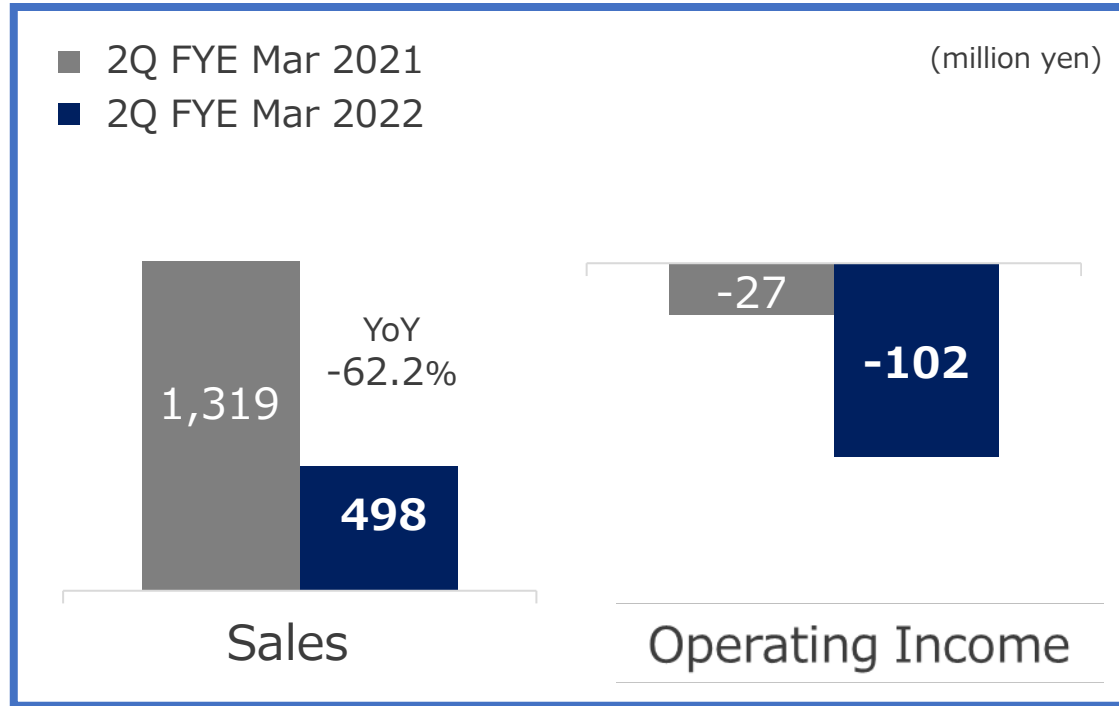
(Job Board, Permanent Recruitment, IT temp)

	FYE Mar 2021 (Apr.2020-Sep.2020)		FYE Mar 2022 (Apr.2021-Sep.2021)		YOY change	
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Sales	4,162		4,805		643	15.4%
Operating Income	185	4.4%	491	10.2%	306	165.4%

2Q FYE Mar/2022 Performance Overview by Segment

④ Domestic Other Business / Subsidiary

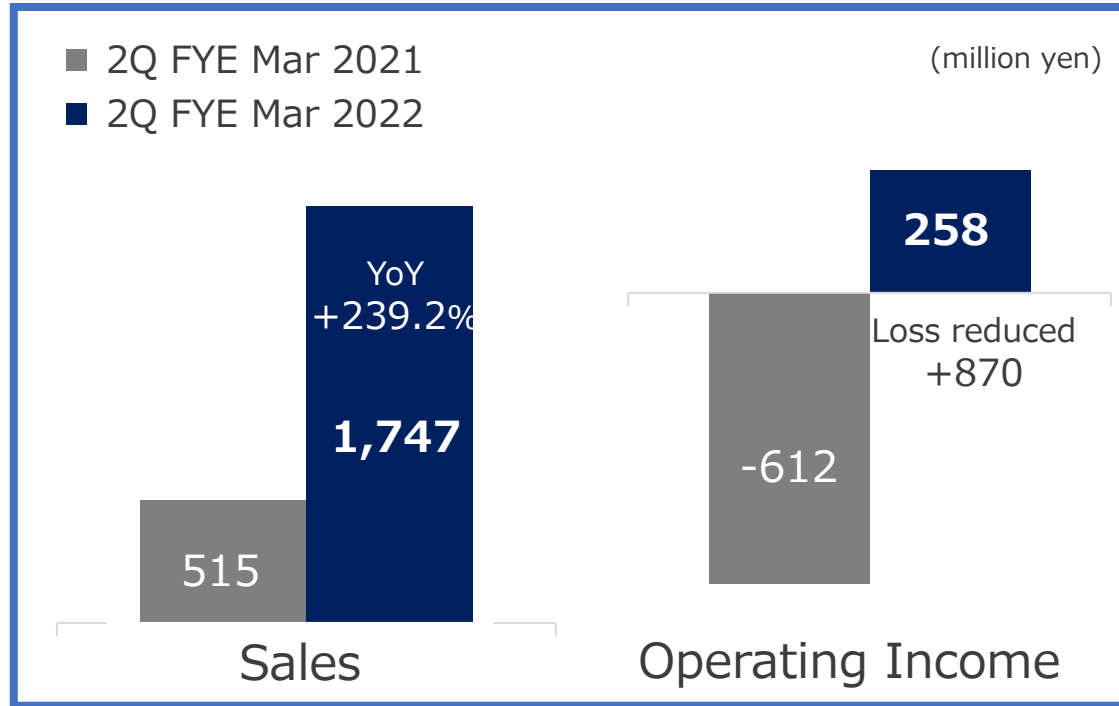
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2Q FYE Mar 2022 (Qualitative information for Jul.-Sep.)	
Overall summary	<ul style="list-style-type: none"> Segment sales increased and deficit decreased segment-wide, when excluding the impact of segment reorganization and the exclusion of a subsidiary from consolidation The performance of the SaaS-based freelance management system "Pasture" improved as it received large-scale orders

Domestic Other Business / Subsidiary ⇒ Education / Evaluation, New Graduate Recruitment Products, AULS, Other New Business

	FYE Mar 2021 (Apr.2020-Sep.2020)		FYE Mar 2022 (Apr.2021-Sep.2021)		YOY change	
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Sales	1,319		498		-821	-62.2%
Operating Income	-27	-2.0%	-102	-20.5%	-75	-



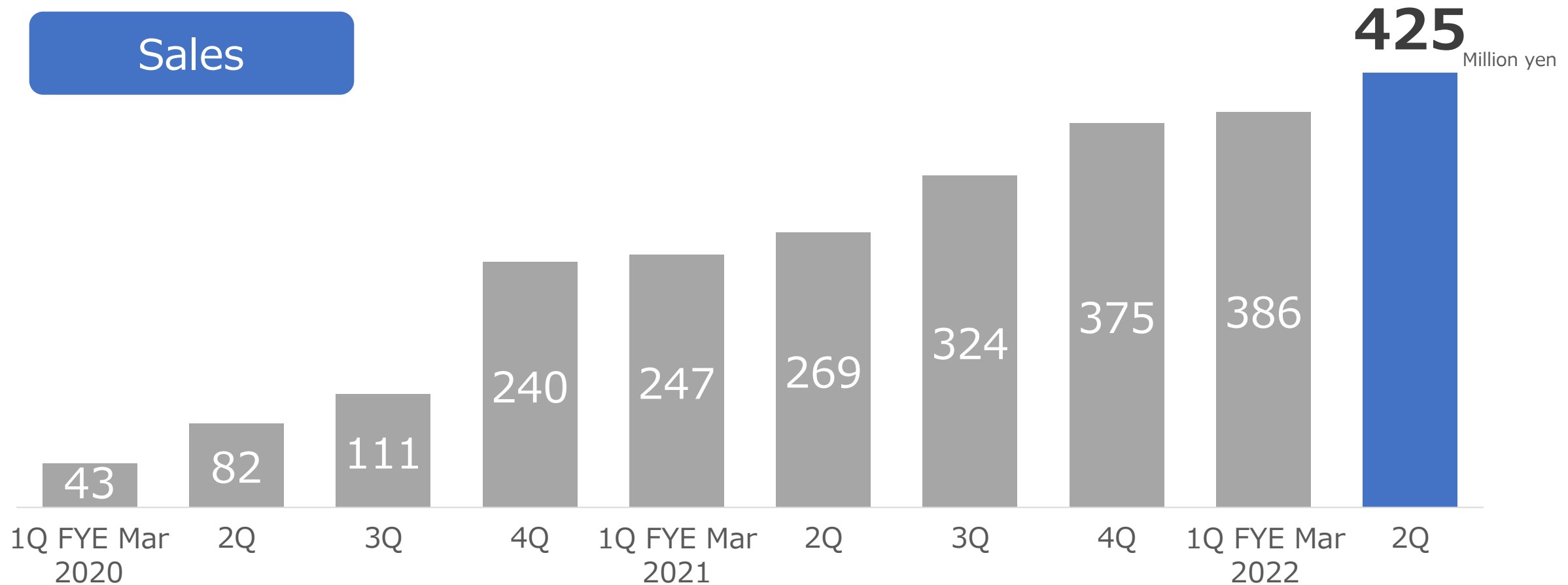
2Q FYE Mar 2022 (Qualitative information for Jul.-Sep.)	
Recruiting/hiring business (engage)	<ul style="list-style-type: none"> Sales of 810 million yen Promotion of paid services helped push the steady increase in sales above expectations
ATS/test business	<ul style="list-style-type: none"> Sales of 751 million yen ZEKU, with SaaS-based application management system, grew steadily with the expansion of its sales to general business companies
Services to provide follow-up after joining companies/to activate organizations	<ul style="list-style-type: none"> Sales of 187 million yen SaaS-based service, e.g., en-college or HR OnBoard, helped the growth
Cost and profit	<ul style="list-style-type: none"> The business turned profitable due to the increased sales of "engage," efficient business operation, and segment reorganization

- Recruiting/hiring business ⇒ engage
- ATS/test business ⇒ ZEKU, 3E-test, ASHIATO
- Services to provide follow-up after joining companies/to activate organizations ⇒ en-college, HR OnBoard

	FYE Mar 2021 (Apr.2020-Sep.2020)		FYE Mar 2022 (Apr.2021-Sep.2021)		YOY change	
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Sales	515		1,747		1,232	239.2%
Operating Income	-612	-118.8%	258	14.8%	870	-

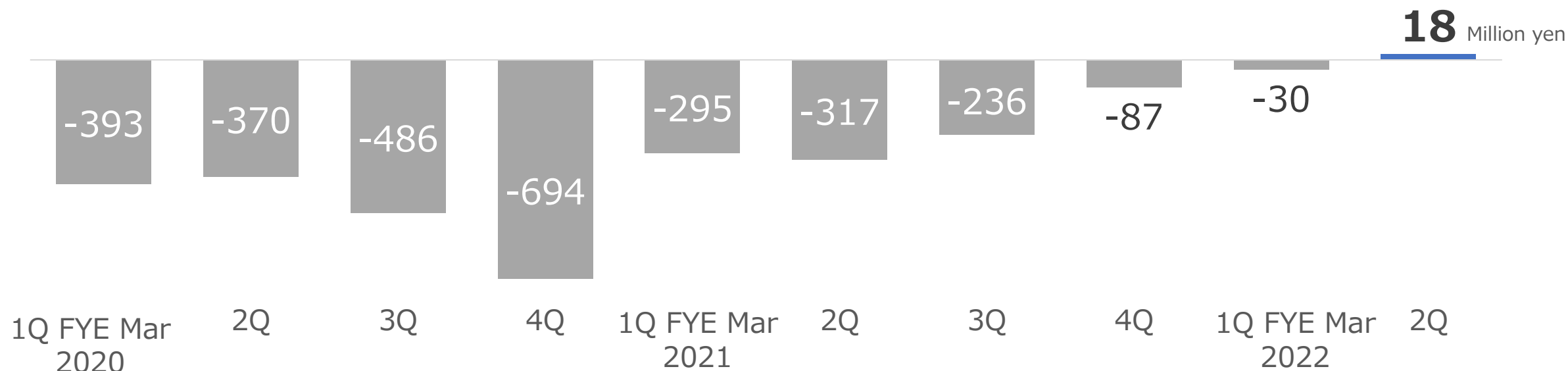
engage

Sales



engage

Operating income

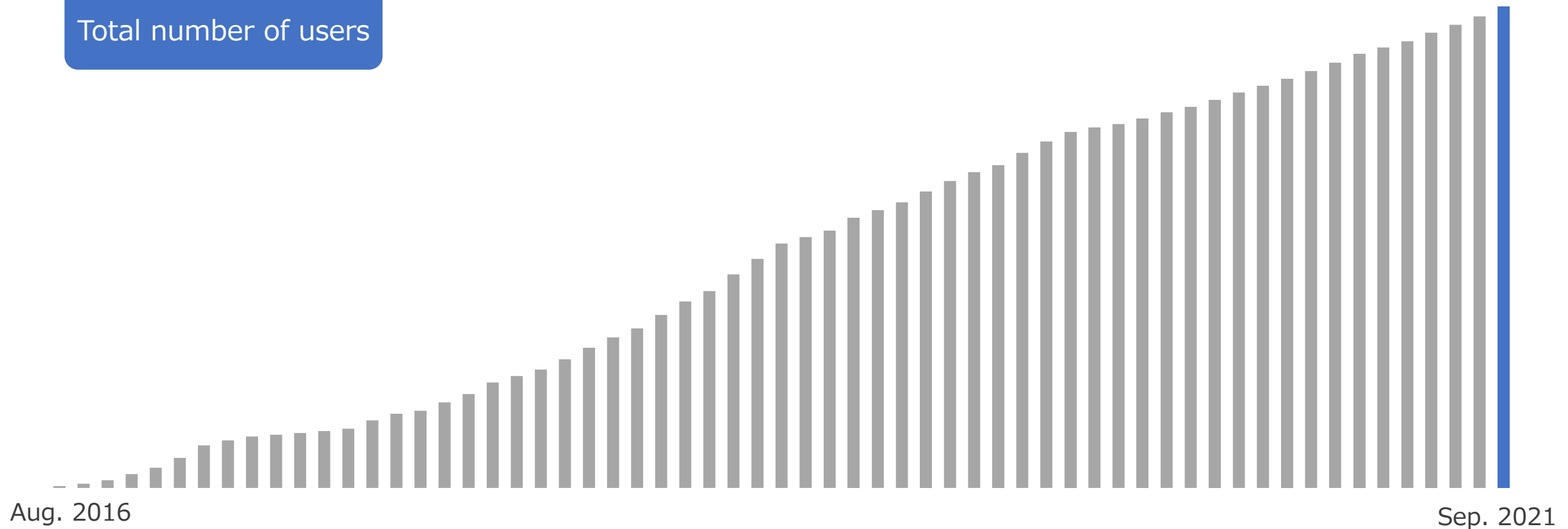


Total number of users exceeds **370,000** mark.
Japan's No. 1 recruitment service in terms of the number of user companies

engage

Total number of users

373,000
companies



Policy for the Future

Recovered hiring demand and increased employment mobility

- In the short run, a recovery to the pre-COVID-19 2019 level will be seen from the latter half of this term to the following term
 - A **structural labor shortage will prop up the demand**, differently by employment type, hiring sector, and target income bracket
 - The pandemic will make workers seek more job changes, **leading to increased mobility**
-

Polarization of human resource needs

- **Needs will be divided into the areas of “knowledge work*” and “manual work*,”** with a shrinkage of the in-between area
 - Dedicated services will be necessary in knowledge and manual work respectively
-

Tech shift of hiring methods

- Conventional services remain in Japan, as an exceptional case, only with a shift from paper-based operations to the Internet
 - The tech shift of hiring methods will accelerate in the future.
-

* Knowledge work: Advanced work such as that done by specialists, planners, and managers
Manual work: Front desk work for distribution, retail, service industries, etc.

Mid-term policy

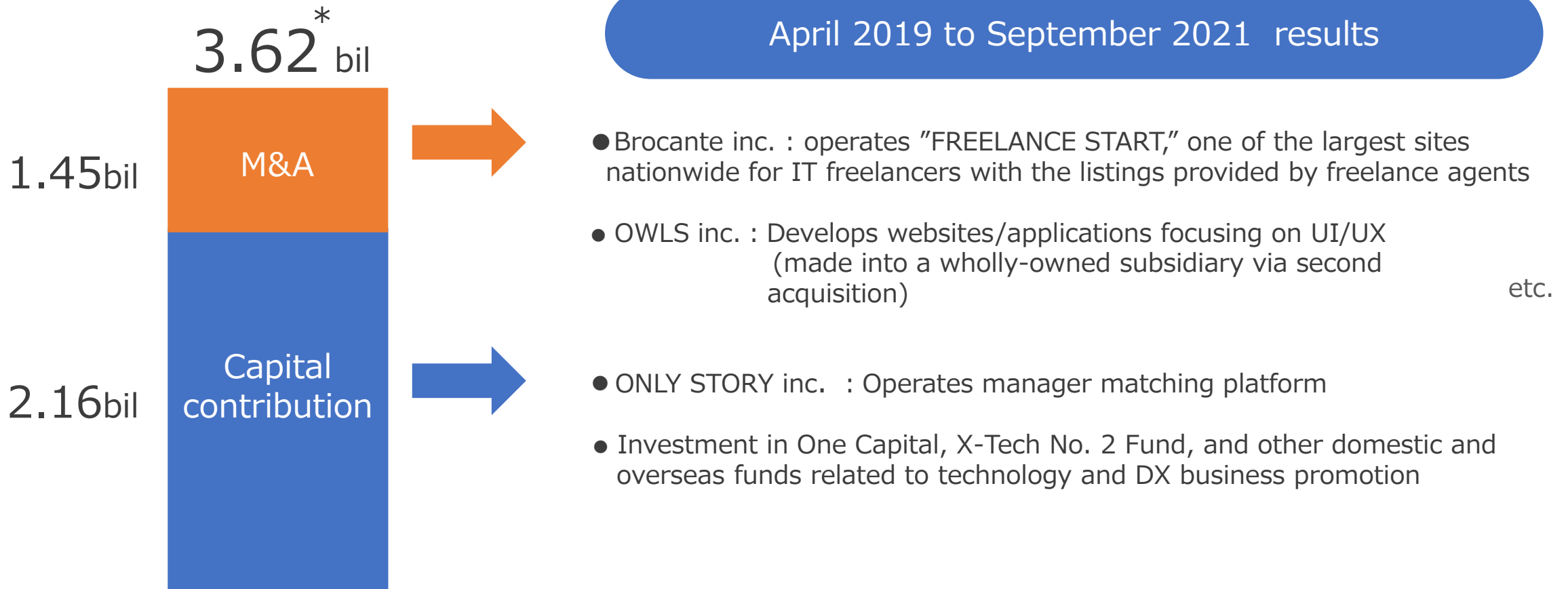
- Under the paradigm shift regarding hiring methods, **we ourselves will generate changes as vanguards**
- We will **increase investments in “[en] Career Change Consultant and AMBI”** in the knowledge work area and **in “engage”** in the manual work area
- Based on a long-term perspective, **we will prioritize sales growth and later obtain a large profit**

Plan for the Next-Term's Business Results

- While achieving the pre-COVID-19 level (operating income of 11 billion yen and resolving a deficit of 2 billion yen for "engage") will be a tentative norm, **we will not pursue short-term profit but invest in significant growth in the medium term**
- **We will announce the next medium-term management plan** with detailed explanations **in May next year**

Investment Policy and results

Total M&A and investment was about 3.62 billion yen



* Acquired with treasury stock : Brocante (0.59 bil) •OWLS (0.28bil)

Return to Shareholders

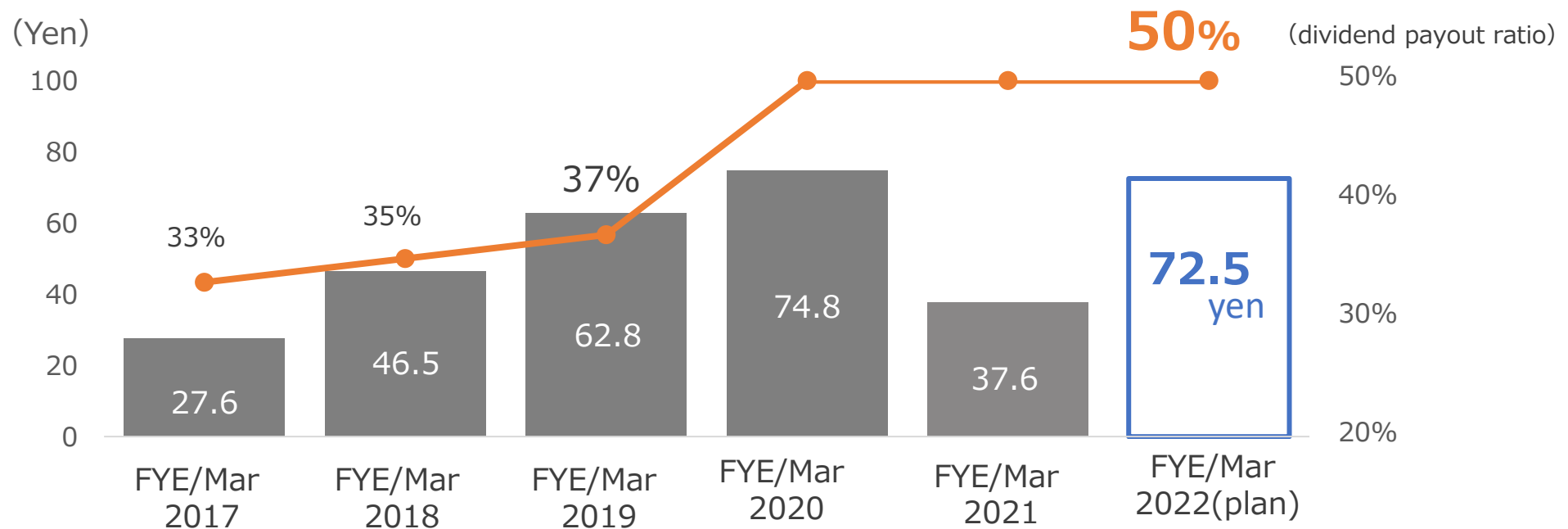
We will make efforts for investment and shareholder return in a manner conducive to raising shareholder value, while securing our financial soundness.

**From
FYE Mar
2020**

Specific measures are as follows.

- Dividend payout ratio: 50%
- We will use a total of 20.0 billion yen for growth investments consisting mainly of M&A and capital contribution
- We will prioritize M&A and capital contribution and buy back our own as required in consideration of investment circumstances (feasibility).

Based on a dividend payout ratio of 50%,
we plan to pay dividends of 72.5 yen per share for FYE/Mar 2022



* Dividend payout is based on the net income attributable to owners of the parent company.

* The difference from the dividend payout described in the summary of financial results is attributed to the dividend related to J-ESOP. Specifically, dividend payout of the Company is calculated as follows: total dividend/net income attributable to the shareholders of parent company=dividend payout (%)

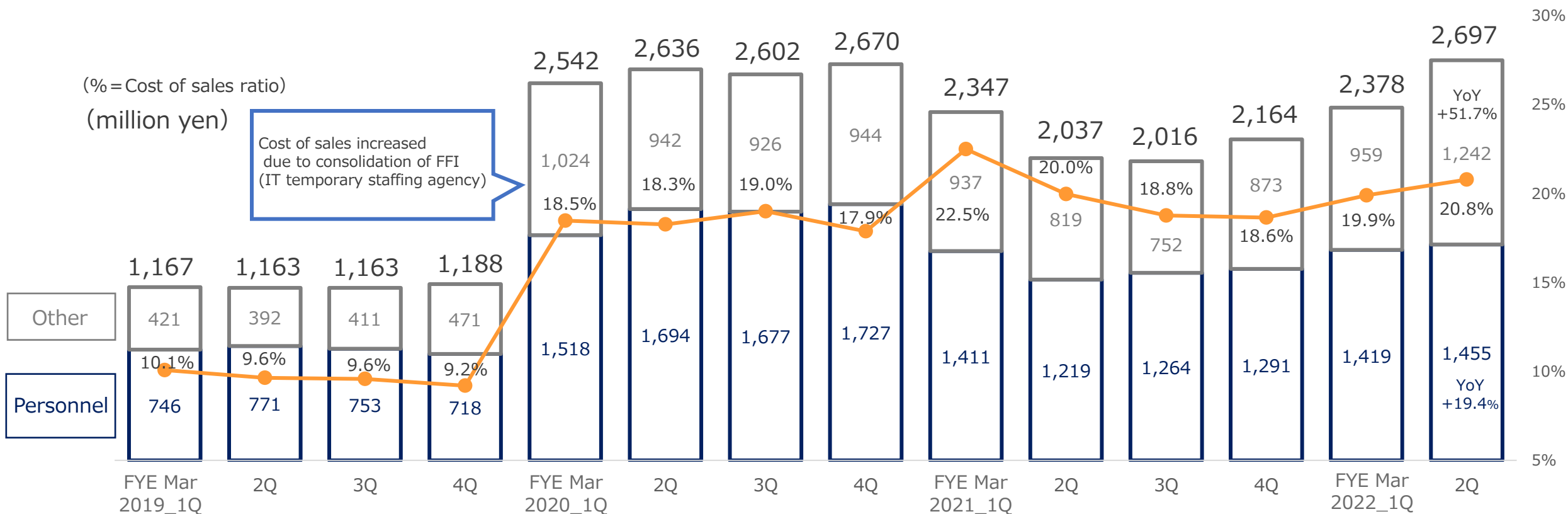
* Assuming dividend payment for FYE Mar/2020 is approved by the general meeting of shareholders.

Appendix

Cost of sales up 32.4% YoY in 2Q

The increase was mainly outsourcing expenses associated with the increased operation of FFI

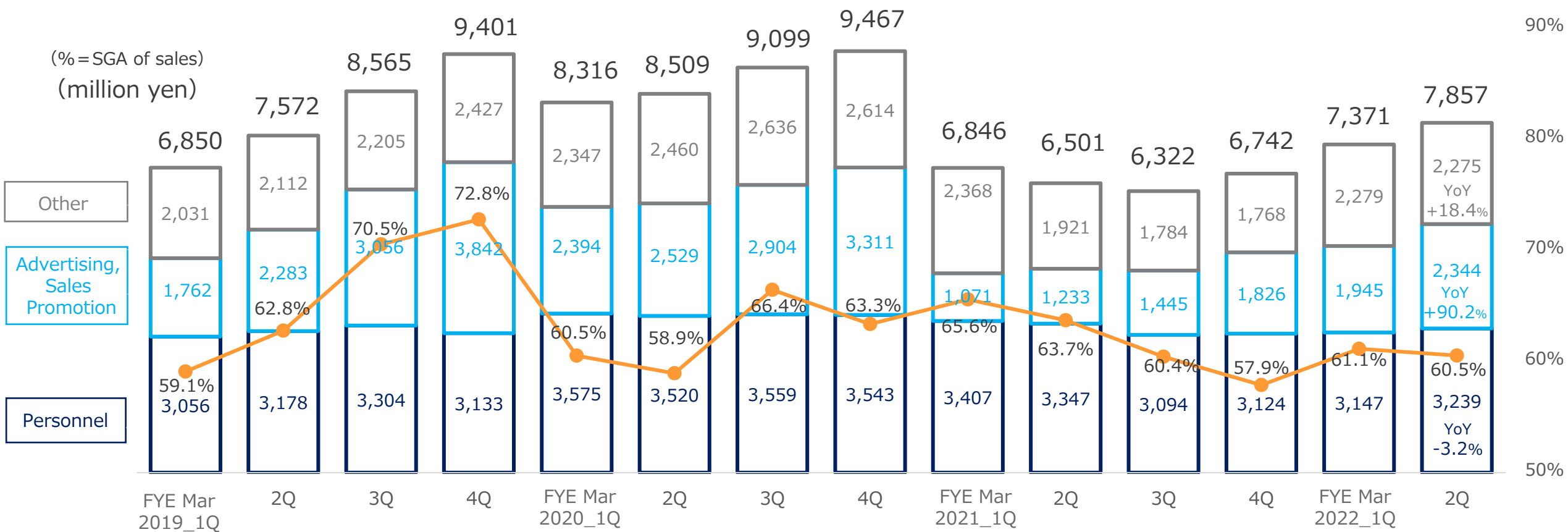
Cost of Sales



SGA expenses up 20.9% YoY in 2Q

Increased advertising sales, mainly on domestic recruitment websites.

SGA



(million yen)	FYE Mar 2021 (Mar. 2021)	FYE Mar 2022 Q2 (Sep. 2021)	YOY change	YOY change (%)
Current asset	33,724	37,002	3,278	9.7%
Cash	28,406	31,570	3,164	11.1%
Accounts receivable	4,347	4,764	417	9.6%
Other current assets	971	668	-303	-31.2%
Non-current assets	12,920	13,679	759	5.9%
Property, plant and equipment	621	641	20	3.2%
Intangible assets	6,999	7,032	33	0.5%
(Good Will in Intangible assets)	2,840	2,754	-86	-3.0%
Investments and other assets	5,299	6,006	707	13.3%
Assets	46,644	50,682	4,038	8.7%
Liabilities	9,788	13,119	3,331	34.0%
Current liabilities	8,260	11,457	3,197	38.7%
Not current liabilities	1,527	1,662	135	8.8%
Net assets	36,856	37,562	706	1.9%
Capital	1,194	1,194	0	0.0%
capital reserves	998	908	-90	-9.0%
earned surplus	39,399	39,759	360	0.9%
treasury stock	-5,228	-5,090	138	-
Other net assets	493	791	298	60.4%
Liabilities/Net assets	46,644	50,682	4,038	8.7%

Increase in deferred tax assets due to the impact of the new standard for revenue recognition

Increase mainly in advances received from increase in orders, and accounts payable-other from an increase associated with advertising expenses

Decrease due to the impact of adopting the new standard for revenue recognition
Payment of dividends

Decrease due to making OWLS a wholly owned subsidiary through share exchange

Non-consolidated Income Statement
for 2Q of FYE Mar/2022

[2Q FYE Mar/2022 Results] Non-consolidated Income Statement

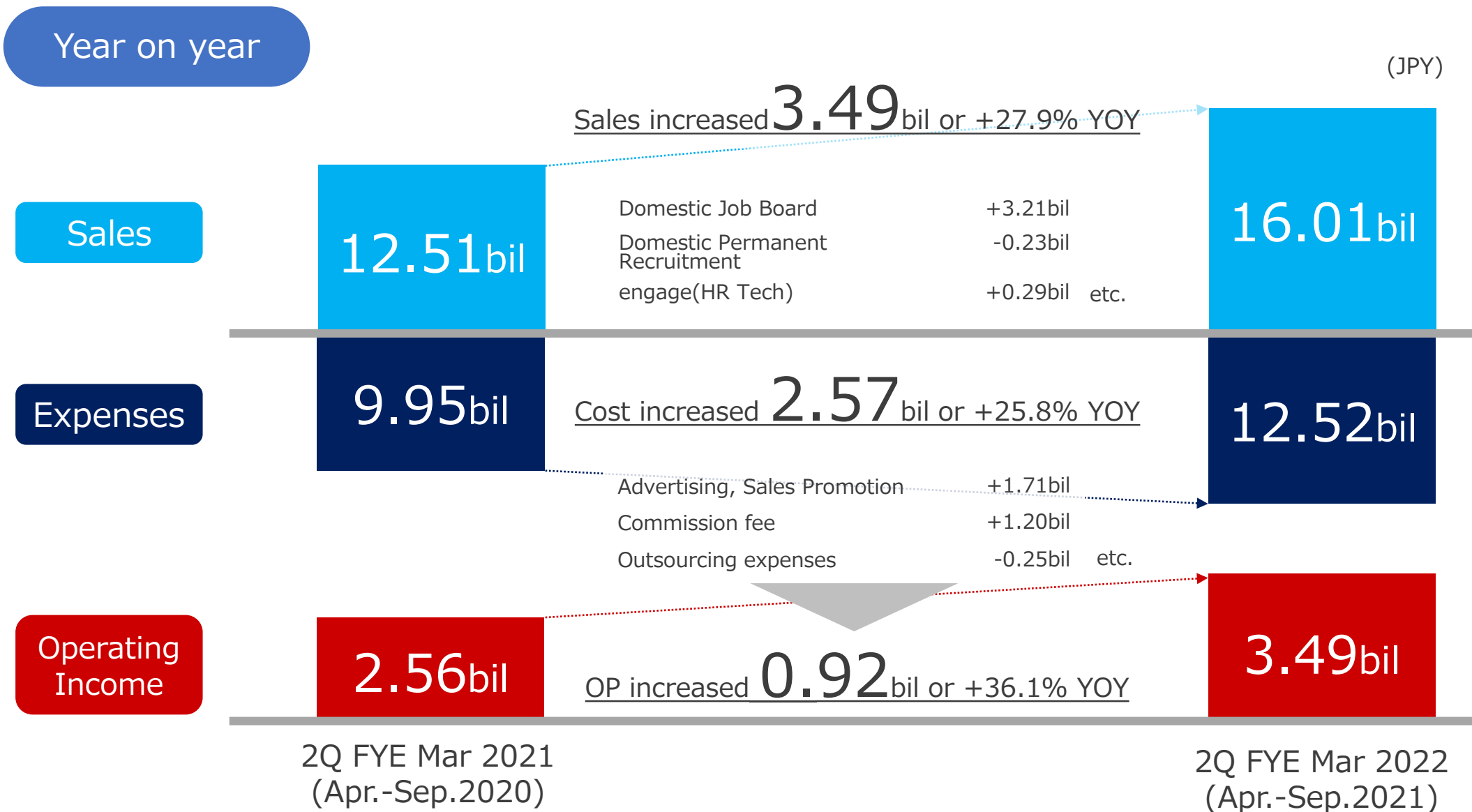
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	2Q FYE Mar 2021		2Q FYE Mar 2022		YOY change (million yen)	YOY change (%)
	(Apr.–Jun.2020)		(Apr.–Jun.2021)			
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	12,518	100.0%	16,015	100.0%	3,497	27.9%
Cost of Sales	1,326	10.6%	1,419	8.9%	93	7.0%
Personnel	476	3.8%	520	3.2%	44	9.2%
Other	849	6.8%	899	5.6%	50	5.9%
Gross Profit	11,192	89.4%	14,595	91.1%	3,403	30.4%
SGA(Sales, general & administrative)	8,627	68.9%	11,104	69.3%	2,477	28.7%
Personnel	3,599	28.8%	3,629	22.7%	30	0.8%
Advertising, Sales Promotion	2,285	18.3%	4,000	25.0%	1,715	75.1%
Other	2,743	21.9%	3,474	21.7%	731	26.6%
Operating Income	2,564	20.5%	3,490	21.8%	926	36.1%
Ordinary Income	2,501	20.0%	5,980	37.3%	3,479	139.1%
Net Income	1,326	10.6%	4,926	30.8%	3,600	271.5%

Increase due to the receipt of dividends from a subsidiary (EWJ)

Changing Factor of Earnings (Non-consolidated)

33



Consolidated Performance Plan for
FYE Mar 2022
(Reposted_ May 13, 2021)

Plan FYE Mar/2022

Sales

51.0_{bil}

YoY +19%

*Relative to pre COVID-19
FYE Mar/2020

about 90%

Operating
income

10.0_{bil}

YoY +29%

about 91%

Assumptions
for the
performance

- In Japan, vaccination will progress in 1H and the economic activities and industry sectors that have been hit severely in hiring activities will recover in 2H
- To recover in the order of hiring of high-class/industry-ready full-time employees → hiring of full-time employees for potential/with no experience → temporary staff. engage to turn profitable

Overall policies

- To recover sales which declined considerably in the previous period, primarily driven by improved sales productivity
- To invest aggressively in advertising expenses as the market recovers
- As for staffing, to hire new graduates and mid-career workers; however, with no excessive increase in the staff To resume the use of work outsourcing, etc. to maintain a flexible structure
- To promote the use of online business negotiations and MA tools, etc. which became more widely used due to the COVID-19 pandemic, to improve efficiency

Full-year consolidated operating results forecast for the FYE Mar/2022

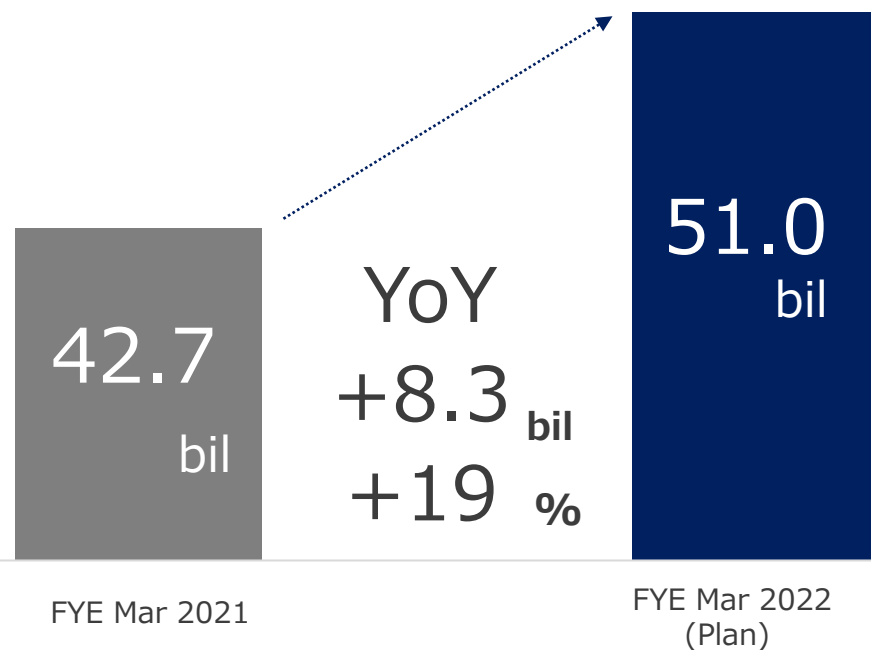
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	21.3期 通期 (20.4-21.3)		22.3期 通期計画 (21.4-22.3)		増減額 (百万円)	増減率
	(百万円)	売上比	(百万円)	売上比		
売上高	42,725	100.0%	51,000	100.0%	8,275	19.4%
売上原価	8,566	20.0%	9,776	19.2%	1,210	14.1%
人件費	5,184	12.1%	6,201	12.2%	1,017	19.6%
その他	3,381	7.9%	3,574	7.0%	193	5.7%
売上総利益	34,159	80.0%	41,223	80.8%	7,064	20.7%
販売費及び一般管理費	26,387	61.8%	31,223	61.2%	4,836	18.3%
人件費	12,972	30.4%	12,630	24.8%	-342	-2.6%
広告宣伝費・販売促進費	5,574	13.0%	8,532	16.7%	2,958	53.1%
その他	7,840	18.3%	10,060	19.7%	2,220	28.3%
営業利益	7,771	18.2%	10,000	19.6%	2,229	28.7%
経常利益	7,939	18.6%	9,999	19.6%	2,060	25.9%
親会社株主に帰属する当期純利益	3,502	8.2%	6,842	13.4%	3,340	95.4%

Revenue to increase, led by job information sites; HR-Tech to see an increase in revenue by 30% based on the old segment criteria

FYE Mar/2022 Sales

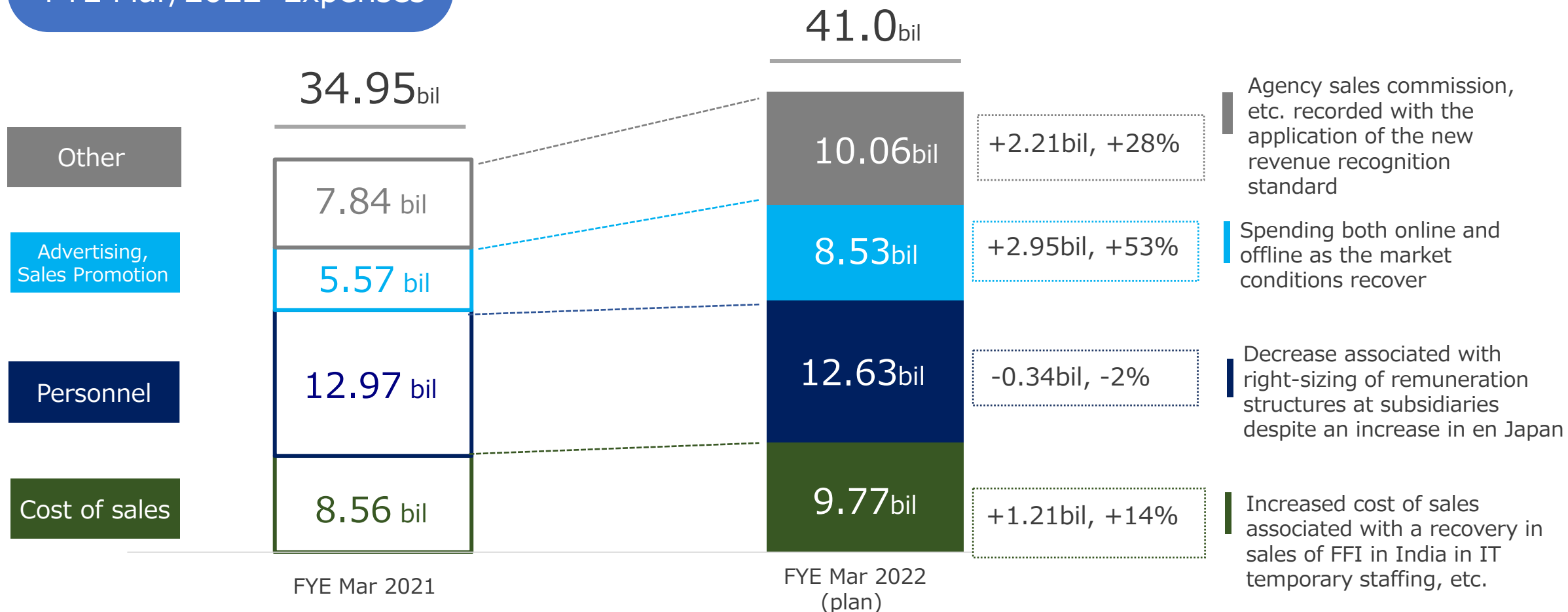
(Yen)



Domestic Job Board	+6.17bil	YoY+28%
Domestic Permanent Recruitment	+0.62bil	YoY+6%
Overseas	+0.76bil	YoY+9%
HR-Tech	+2.26bil	YoY 2.8times
(former HR-Tech)	+0.36bil	YoY+30%
Others	-1.65bil	YoY-61%

To spend on advertising primarily in job information sites. Other SGA expenses to increase with the application of the new revenue recognition standard

FYE Mar/2022 Expenses



FYE March 2022 plan by Segment

39

(bil JPY)		FYE Mar 2020 Actual (Apr.2019– Mar.2020)	FYE Mar 2021 Actual (Apr.2020– Mar.2021)	FYE Mar 2022 Plan (Apr.2021– Mar.2022)	YoY change	
					change	change (%)
Domestic Job Board	Sales	32.12	21.77	27.94	6.17	28.3%
	Operating Income	11.73	8.35	8.45	0.11	1.3%
	OP margin	36.5%	38.3%	30.2%		-
Domestic Permanent Recruitment	Sales	11.87	9.39	10.00	0.62	6.6%
	Operating Income	1.42	0.52	0.98	0.46	89.6%
	OP margin	12.0%	5.5%	9.8%		-
Overseas	Sales	10.74	8.01	8.77	0.76	9.5%
	Operating Income	0.91	0.55	0.70	0.15	27.0%
	OP margin	8.5%	6.9%	8.0%		-
HR-Tech	Sales	0.47	1.22	3.47	2.26	185.6%
	Operating Income	-1.94	-0.94	0.70	1.64	-
	OP margin	-412.8%	-77.1%	20.2%		-
Other	Sales	2.10	2.69	1.04	-1.65	-61.4%
	Operating Income	-0.20	0.07	-0.28	-0.35	-
	OP margin	-9.5%	2.5%	-26.9%		-
adjustment	Sales	-0.48	-0.35	-0.22	0.13	-
	Operating Income	-0.92	-0.77	-0.55	0.22	-
consolidated	Sales	56.84	42.72	51.00	8.28	19.4%
	Operating Income	11.00	7.77	10.00	2.23	28.7%
	OP margin	19.4%	18.2%	19.6%		-

Domestic Job Board

Advertising was trimmed considerably in the previous period, resulting in a temporary increase in margin. Invested aggressively in the current period in anticipation of recovery in the market conditions. Temporary staffing sites are assumed to see somewhat slower recovery given their nature.

Domestic Permanent Recruitment

The previous period saw a considerable decline in profit due to a high fixed cost ratio; however, the current period saw improved profit as sales recovered.

Overseas

Margin improved due to a review of costs performed in the previous period, withdrawal of unprofitable subsidiaries, and other factors.

HR-tech

engage also had large impact on profit as it turned profitable, in addition to increases in sales and profit due to changes to the segment composition.

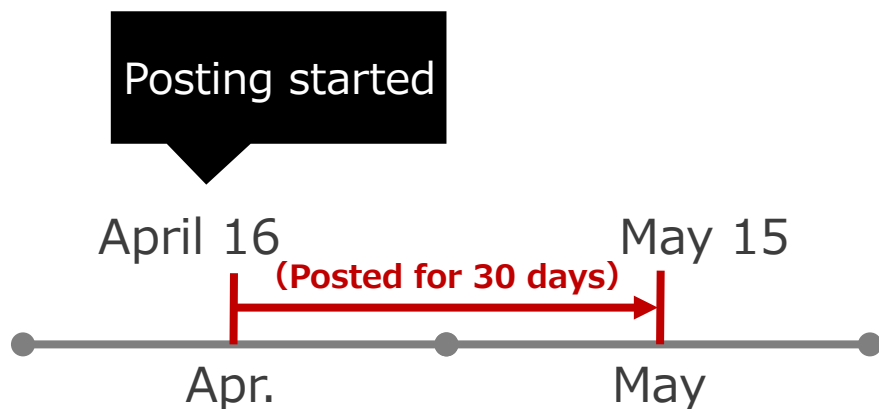
Other

Sales and profit decreased as a result of segment transfers to HR-Tech, etc. Deficit is expected in the plan due to new business development cost; however, the deficit of new business development will shrink on a year-on-year basis.

The impact of applying the new standard for revenue recognition for the current period is an increase in sales of about 2billion yen compared with under the old standard, with an increase in cost for the same amount

- It has a primary objective of 'recording sales in a period corresponding to a period of service offering' and affects **job advertisements of pay-per-posting billing model**
- Sales through agencies are **accounted for on a gross basis (total amount)**, changed from on a net basis (excluding sales commission)
- Sales commission to agencies is **recorded as cost in SGA expenses**(resulting in increased SGA expenses and lower OPM)

Example: When a job advertisement for 30 days (300,000 yen) is posted, starting from April 16



■ Until previous period: Recorded sales of **300,000 yen in April**
(recorded in full on April 16)

■ From the current period: Record sales of **150,000 yen each in April and May**
(30 days are pro-rated)

Agency sales changed to be **accounted for on a gross basis**
Sales commission to agencies is **recorded as cost in SGA expenses**

ESG



en Japan
2020 統合報告書

COMPANY

History of Change

Back when Japan media still used the paper and the Internet was in its infancy, I was at Japan that pioneered Japan's first online recruitment site. Since then, we have continued to bring game-changing innovations to the industry. We adopted the uniquely customer-centric approach of "Trustee Approach to Career Change". We also incorporated features such as video upload and easy resume search. What we do today are the things in the marketplace generally need, just technology to use, and, through business, make the world's better place. We remain true to that promise even to this very day.

Business Philosophy

Thinking about
the "en" of People
and Companies

"En" is the enigmatic force or ti
people with people, people with
companies.
People to people, people to com
The reason why we say "think
of these two is that "en" consi
different forms.
Relationships that were once
into "bad en," and vice versa.
of whether the "en" is good o
The bottom line is that our m
making connections. On the o
"en" thereafter. Going forwa
the relationship between "pe

COMPANY

Value Generation Model

Sources of Value Generation

Assets
① Discovery of new knowledge, human resources and over 130,000 companies, and ability to make effective use of it.
② Core search knowledge of human resources and online experience, as well as integrated digital data generation ability.
③ Staff and organization with standardized, advanced solutions expertise.
④ Advanced financial base and in-flow generating power.
⑤ Ability to adapt to change driven by organizational power and digital technology evolution.

Provision of Service

Cherished Set of Values
Achieving both "personal empowerment" and "profitability"

Solutions for a Wide Range of Societal Issues

Reduce talent loss due to job hunting and career change
Boost corporate competitiveness
Boost parking services and revenue
Promote workplace diversification
Reduce workplace productivity
Provide opportunities for self-employment and advancement
Promote women's participation and advancement
Improve and enhance human resources
Improve the "en" environment
Promote and improve of working style
Enhance happiness with job
Enhance happy marriage
Boost and advance social contribution

Related SDGs

The Integrated Report
(for Apr. 2019 to Mar. 2020)
has been prepared and
is available at the below links
(in Japanese and English)

[Integrated Report \(Japanese\)](#)

[Integrated Report \(English\)](#)

Social Contribution Through Core Business

An industrial structure in which short-term earnings are contributed to more by non-retention of and repeated job changes by the newly employed is an issue and considered as not leading to sustainable business growth.



Success After Joining

Service is provided by not setting employment and career change per se as a goal, but setting instead the goal of “giving people who join the company a fulfilled life” and “helping to enhance the company’s performance.” This is linked to differentiation factors for the company as its unique strength.

[Main initiatives]

「en Lighthouse」



- 100% of job advertisements based on interviews
- Detailed and objective information, Staff name and photo



- Industry’s first linkage between word-of-mouth sites and recruitment advertisements
- Functions to provide companies’ comments regarding word-of-mouth

入社者の離職リスクが見える・対策がわかる



- Identifies employee retention risk at an early stage and conducts appropriate follow-up activities
- Acts as an employee retention tool to prevent workers from leaving jobs at an early stage



- A service of providing a reference check on recruitment candidates
- Users can easily acquire the working status of candidates, which cannot be grasped just from interviews

etc,

en Japan's Recruitment Support Projects

We provide full recruitment support through our services to solve issues related to human resources necessary for the sustainable development of the country, local governments, and NGOs.



Cabinet Bureau of Personnel Affairs, Cabinet Secretariat and en Japan

Appointing personnel from the private sector in core positions of the government.
Simultaneous recruitment in 12 ministries and entities.
Support for hiring mid-career personnel to be government officials.



Ministry of Economy, Trade and Industry and en Japan

Protecting national interests with accounting knowledge.
Public recruitment of financial data analysis personnel crucial for trade remedy measures.



Kobe City and en Japan

Accelerate DX in Kobe.
Public recruitment of digitization specialists for Kobe City.
Kobe City Recruitment Project #2



Akitakata City, Hiroshima and en Japan

Mayor of Akitakata City
Shinji Ishimaru
Public recruitment of Deputy Mayor to pursue municipal reforms with the new 38-year-old Mayor.

Systems & Initiatives

■ Promotion of Women's Participation and Advancement

* Percentage of women to all employees 49.8%

- Development of "WOMenLABO" project promoting women's participation and advancement
- Holding of social gatherings and luncheons to support employees taking childcare leave
- Satisfaction survey for female employees
- Smart Growth system (a system designed to prevent career stagnation and decrease in income by working on a short-time basis after returning from childcare leave), etc.

Gender diversity score in the "MSCI Japan Empowering Women Index" constituents***9.85**
(ranked top among the constituents) *Data as of Sep. 2021

■ Welfare

- Stock grant-type (ESOP) retirement allowance system
- Employee stock ownership association plan
- Work-from-home allowance in connection with teleworking
- Wedding anniversary celebration money system.
- Apply the employee welfare system also to employees with a same-sex partner.

■ Revitalization of human capital & open information disclosure

- "Challenge management position system"
- Diverse career path design (manager/high performer/innovator)
- Periodic implementation of employee satisfaction survey
- Revitalization of internal communication by using an employee mutual praise app and promoting virtual office
- "en soku!" a new, open internal magazine also disclosed to the public
- Use of internal magazine on YouTube to introduce employees of en Japan and promote understanding of work and career formation



2018 internal magazine
awards Gold Prize



2020 internal magazine awards Silver Prize; en Japan's initiatives are published also on many other media

Director



Michikatsu Ochi
Chairman



Takatsugu Suzuki
President



Megumi Kawai
Director



Teruyuki Terada
Director



Takuo Iwasaki
Director



Taisuke Igaki
Outside Directors



Kayo Murakami
Outside Directors



Wataru Sakakura
Outside Directors

Auditor



Masahiko Odo
Outside Audit & Supervisory
Board Member (Full-time)



Naoki Otani
Outside Audit & Supervisory
Board Member



Toshihiko Ishikawa
Outside Audit & Supervisory
Board Member

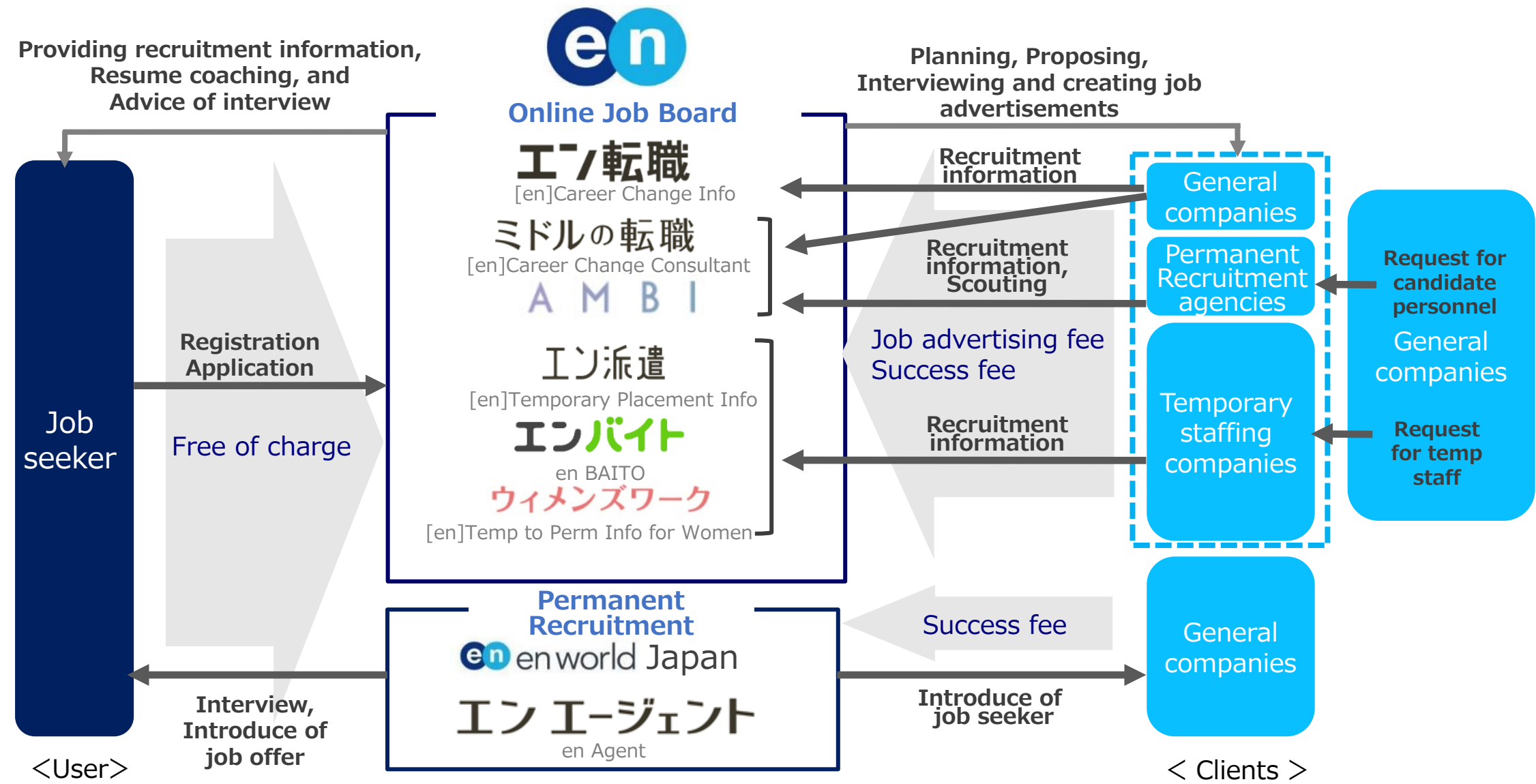
Outline of the Board of Directors

Organizational design	Company with an audit & supervisory board
Composition (Directors)	Internal: 5 directors; external: 3 directors % of external directors: 37.5%
Ratio of female directors	25%
Nomination & Compensation Committee	Established in April 2020 (advisory organ)
Evaluation of the effectiveness of the Board of Directors	Performed once or twice a year from May 2020




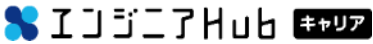



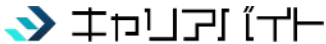
*For a brief profile and other information on directors and audit & supervisory board members, please see the Notice of the 21st Annual Meeting of Shareholders.

Company Overview



【 Company Name 】	en Japan Inc.
【 Establishment 】	January 14, 2000
【 Representatives 】	Michikatsu Ochi (Chairman) Takatsugu Suzuki (President)
【 Headquarters 】	Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
【 Total Stockholder's Equity 】	JPY 1,194million (as of Sep. 2021)
【 Stock Listing 】	The First Section of the Tokyo Stock Exchange / (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,869, Non-consolidated 1,428 (as of Sep. 2021)
【 Number of Outstanding Shares 】	49,716,000 (as of Sep. 2021)
【 Business Description 】	(1) Internet job recruitment service (2) Permanent recruitment service (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development





<Job Board (Domestic) >

Service brand	Contents	Characteristics	Users	Clients	Company
[en]Career Change Info  エヌ転職	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> Companies which put their recruitment ads on the job board are carefully researched and taken pictures by en-japan. Honest and detailed recruitment information developed by en-japan from the perspective of job seekers. 	<ul style="list-style-type: none"> Mainly 20s 	General Companies	en Japan
[en]Career Change Consultant  ミドルの転職	Collective site for Permanent Recruitment agencies	<ul style="list-style-type: none"> Over 500 recruitment companies whose specialties are career change for job seekers in 30's and 40's, and job information are available Disclose consultants specialty areas, their achievements, together with evaluations by users 	<ul style="list-style-type: none"> Mainly 30s to 40s 	Permanent Recruitment agencies, General Companies	
	Recruitment site specializing in high achievers in their 20s	<ul style="list-style-type: none"> Mainly listing information for users in their 20s with yearly income of 5 million yen or more The site is designed to focus on headhunting from companies and job placement agencies 	<ul style="list-style-type: none"> Mainly 20s 	Permanent Recruitment agencies, General Companies	
Engineers Hub Career  エンジニアHub キャリア	Recruitment site for web engineers	<ul style="list-style-type: none"> Recruitment site using web media Engineer Hub and targeting young web engineers. Carefully selected people recruited from mega venture and startup companies that will lead to the growth of engineers. 	<ul style="list-style-type: none"> Young engineers 	General Companies	
[en]Temporary Placement Info  エヌ派遣	Collective site for temporary staffing companies	<ul style="list-style-type: none"> Temp agencies reputations and job information are available User friendly search function which does not require complicated user guide 	<ul style="list-style-type: none"> Mainly Females in their 20s to mid-40s 	Temporary staffing companies	
en BAITO  エヌバイト	Part-time job information site	<ul style="list-style-type: none"> Part-time job information mostly owned by temporary staffing companies User friendly functions such as job-recommendation based on their search history 	<ul style="list-style-type: none"> University students Graduates without jobs Housewives Permanent part-timers 	Temporary staffing companies	
[en]Temp to Perm Info for Women  ウィメンズワーク	Recruitment information site for females	<ul style="list-style-type: none"> A recruitment information site for females wishing to work as full-time regular employees. The site lists only such openings for "full-time employees or possible upgrade to full-time employee". Offers a number of listings for office-work posts. 	<ul style="list-style-type: none"> Mainly Females in their 20s to 30s 	Temporary staffing companies	
career BAITO  キャリアバイト	Internship information sites for university students	<ul style="list-style-type: none"> Targeting university students who look for "paid internship jobs that can foster their abilities," rather than seeking those jobs purely for money The pioneer site for internship jobs which is the best in the country in terms of both performance and the number of jobs 	<ul style="list-style-type: none"> University students 	General Companies	






<Job Board (Domestic) >

	Contents	Characteristics	Clients	Company
 FREELANCE START	Job search engine site for freelance engineers	<ul style="list-style-type: none"> • One of the largest freelance job search engine sites in Japan • Allows users to collectively search and apply by compiling listings by freelance agents 	Freelance agents	Brocante
 doocy Job	Job listing information site for side-job/freelance engineers	<ul style="list-style-type: none"> • Posting job listings from leading firms, ventures, startups and others for side-job/freelance workers • Abundant high-unit-price, attractive listings with no interim margin or fees due to direct contracts with firms 	General business companies	Brocante

<Permanent Recruitment (Domestic) >

Service brand	Contents	Characteristics	Clients	Company
 en world Japan	Permanent Recruitment	<ul style="list-style-type: none"> • Clients are foreign companies with sales, service, production and other sites in Japan and Japanese companies with global operations • Handling Japanese-English bilingual middle management to executive level positions 	<ul style="list-style-type: none"> • Foreign companies • Japanese companies 	en world Japan
en Agent  インエージェント	Permanent Recruitment	<ul style="list-style-type: none"> • Job search services that leverage en Japan's job-seeker database and the track record of its past business transactions with corporate clients 	<ul style="list-style-type: none"> • Japanese companies 	en Japan



<Overseas>

Service brand	country	Contents	Characteristics	Clients	Company
	india	Permanent Recruitment	<ul style="list-style-type: none"> • Clients are local business companies and global business companies operating in India. • Mainly places high income-earning zone. Particularly strong in IT field. 	<ul style="list-style-type: none"> • Local Companies • Global Companies 	NEWERA INDIA
		Temporary staffing (IT areas)	<ul style="list-style-type: none"> • Has 20 years of experience in IT dispatching and has many leading IT companies as clients • Focus on investment and education in advanced technologies such as AI and IoT 	<ul style="list-style-type: none"> • Local Companies • Global Companies 	Future Focus Infotech
	Vietnam	Permanent Recruitment	<ul style="list-style-type: none"> • No. 1 service in Vietnam. • Engages in placing management-level individuals in local and global business companies. Enhancing Japanese companies in Vietnam. 	<ul style="list-style-type: none"> • Local Companies • Global Companies • Japanese companies 	Navigos group Joint Stock Company
		Job board	<ul style="list-style-type: none"> • No. 1 recruiting website in Vietnam. • Clients are local individuals and local and global business companies. Enhancing Japanese companies in Vietnam. 	<ul style="list-style-type: none"> • Local Companies • Global Companies • Japanese Companies 	
	China	Job board	<ul style="list-style-type: none"> • Established in 2004. Strong in construction and real estate areas • In recent years, areas other than construction and real estate have been strengthened. 	<ul style="list-style-type: none"> • Local Companies • Global Companies 	Talent Alliance (Beijing) Technology Development Limited



<HR-Tech_Recruiting/hiring business>

Service brand	Contents	Characteristics	Clients	Company
engage	Digital platform aimed at having workers play active roles after being hired, joining companies	<ul style="list-style-type: none"> • A freemium-model recruitment support tool • Can create high-quality corporate recruitment websites and job listings easily and quickly • Job offers created are automatically linked to Indeed, Google job search and such like • Use of the fee-based plan allows access to a greater number of job-seeker applications and stronger recruitment support • Aptitude tests, retention tools and other related services are also available on engage 	General Companies	en Japan





<HR-Tech_ATS/test business (Main services) >

	Contents	Characteristics	Clients	Company
 ZEKU 株式会社ゼクウ	Hiring management system Operation management system	<ul style="list-style-type: none"> • Uniform management of various data and functions, e.g.hiring information, interviewers, response to applications, and effectiveness measurement. • Uniform management of hired staff and job listings. 	Temporary staffing companies General Companies	Zeku
3Eテスト	Aptitude test to identify and assess talented personnel who can thrive	<ul style="list-style-type: none"> • It examines intellectual capabilities, ways of thinking, values, etc. which are hard to judge from academic record and job titles • Possible to take a test in a short period of time online with smartphones, etc. • It identifies talented personnel sought by companies and prevents mismatching 	General Companies	en Japan
 ASHIATO	Reference reporting service with a view to having workers take active roles after entering a company	<ul style="list-style-type: none"> • Based on recruitment support results & know-how provided to approximately 150,000 firms, conducting original questionnaire surveys and interviews on the active roles played by candidates. Provides reports on advice for interviews that can be utilized in the selection process. • Speedy reporting is achieved by offering services primarily online at reasonable prices 	General Companies	en Japan



<HR-Tech_Servicesto provide follow-up after joining companies/to activate organizations (Main services) >

	Contents	Characteristics	Clients	Company
	Online training services for employees	<ul style="list-style-type: none"> • Online training services that offer more than 400 courses tailored for new joiners up to the management • “en-college online for temporary staff” is also offered for staff training for temporary staffing companies 	General Companies Temporary staffing companies	en Japan
	Development/sales of a retention tool, “HROnBoard”	<ul style="list-style-type: none"> • An online questionnaire tool to visualize the risk of resignation after joining a company • It visualizes the risk of resignation easily through a monthly questionnaire given to those who are in the scopeIt enables prompt actions to prevent resignation 	General Companies	en Japan

<Domestic Other Business / Subsidiary>

	Contents	Characteristics	Clients	Company
	Scout site for new graduates	<ul style="list-style-type: none"> Recruitment scouting site for new graduates A service that enables companies to directly scout new graduates based on personal profiles and aptitude diagnosis 	General Companies	en Japan
 <small>Next CEO&COO Engagement Agency</small> エン 社長候補	Online agent specializing in listings for CEO/COO candidates	<ul style="list-style-type: none"> Carefully selecting only such job listings that guarantee conditions and positions of a certain level or above for CEO/COO candidates A consultant in charge provides support from the selection process through to up to one year from entering a company 	General Companies	en Japan
	Freelance management service	<ul style="list-style-type: none"> A cloud service that enables uniform management of orders placed with freelancers, progress and billing Orders received and placed are all digitalized. Also offers linkage with other web-based services, including CRM and accounting software. 	General Companies	en Japan
	Design and development of web site and application	<ul style="list-style-type: none"> Company in the UI/UX growth contracting business. Not only site design but also design and consulting for the purpose of users using the site. 	General Companies	OWLS

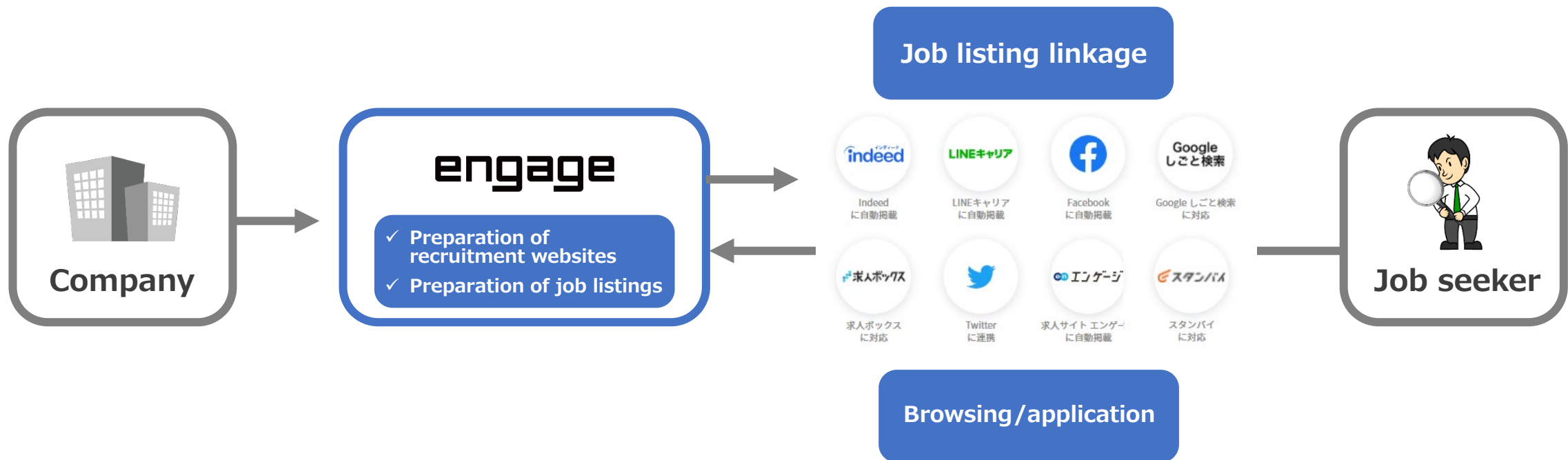
<Other New Business*Unconsolidated subsidiary >

	Contents	Characteristics	Clients	Company
	Marketing research Data analysis using AI	<ul style="list-style-type: none"> Creates a database of and analyzes complaints acquired from consumers and sells the database/analysis as a product that contributes to product development to companies. Analyzes data owned by companies using sophisticated data analysis technologies. Provides issue-solving solutions. 	General Companies	Insight Tech
en- KONKATSU-Agent  エン 婚活 エージェント	Online service to support those looking for a marriage partner	<ul style="list-style-type: none"> Service to support people looking for a husband or wife with the new concept of seeking happiness after marriage 	General users	en KONKATSU AGENT

engage

Service Introduction

Creation of high-quality job offers through engage to increase high-quality matching between many more companies and job seekers



Provision of **free “recruiting support tool”** with functions such as creating corporate recruitment websites, listing job offers, and managing applicants

○ creating corporate recruitment websites

- Easily create own recruiting web pages with no need for computer programming
- Optimize to display on smartphone



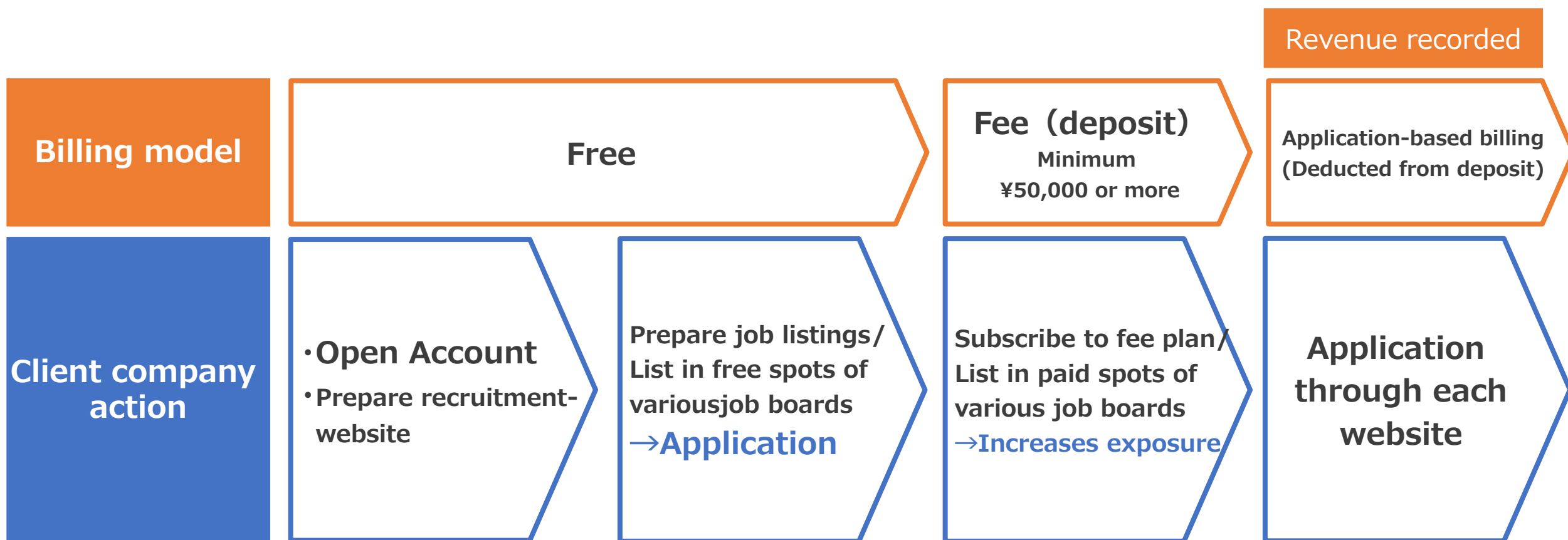
○ Post job listings

- List unlimited number of job offers for full-and part-timers
- Collect job seekers by automatically linking to multiple job search engines



Significant increase in exposure through a paid plan to increase speedy applications and improve the recruitment rate

Application-based billing model with straightforward effectiveness and low-risk billing plan



Publicity of paid recruitment significantly increased (compared with free service: PV up 23-fold), and improved rate of successful recruitment

engage

Using
a new paid plan
“engage Premium”
will:



Allow listing in paid spots of
various recruitment services

[en] enagage

en インゲージ

[en]Career Change Info

en エイ/転職

LINE Career

LINEキャリア

en BAITO

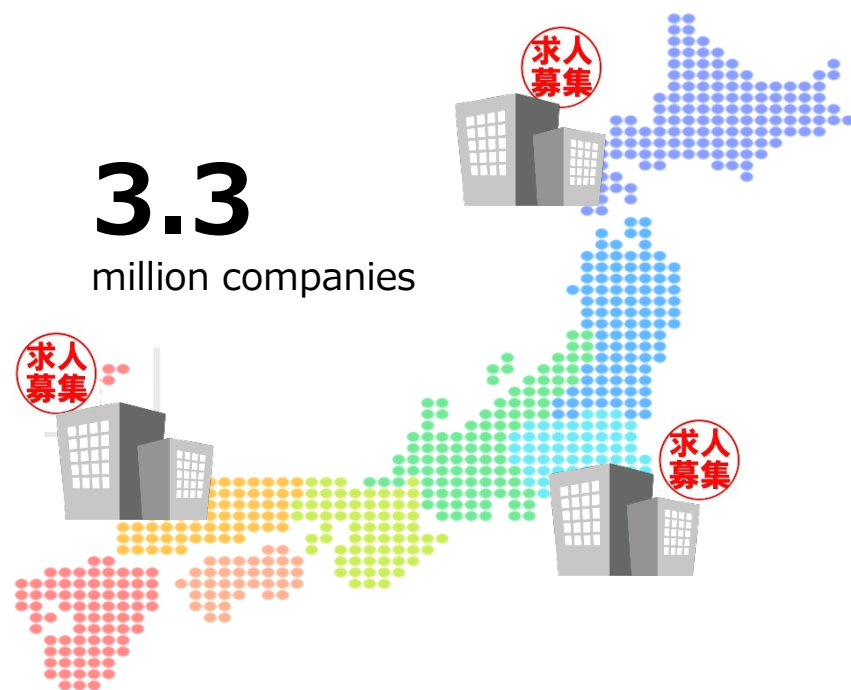
en インバイト

Indeed / Google for Jobs

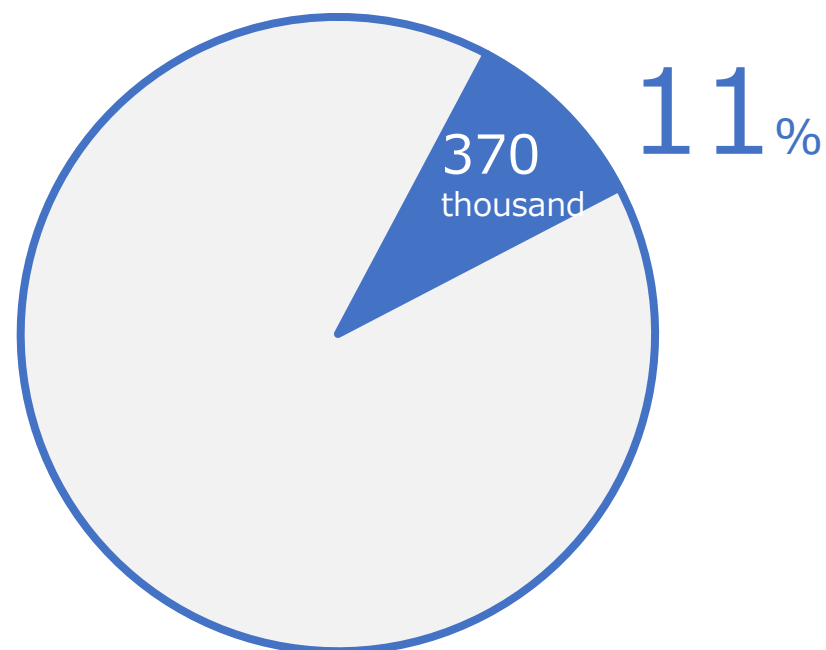
Kyujin Box/ Standby / Careerjet / CareerIndex

Jobcle/ @ITcareer / modelpress etc.

Potential expansion mainly in local areas and SMEs among approximately 3.3 million corporations in Japan



“engage” usage rate
among domestic corporate clients



**Targets include full-time career change market and part-time market.
Market size exceeds 1 trillion yen in a broad sense.**

Estimation of domestic recruitment information-provision service

Approx. ^{*}1,075 billion yen

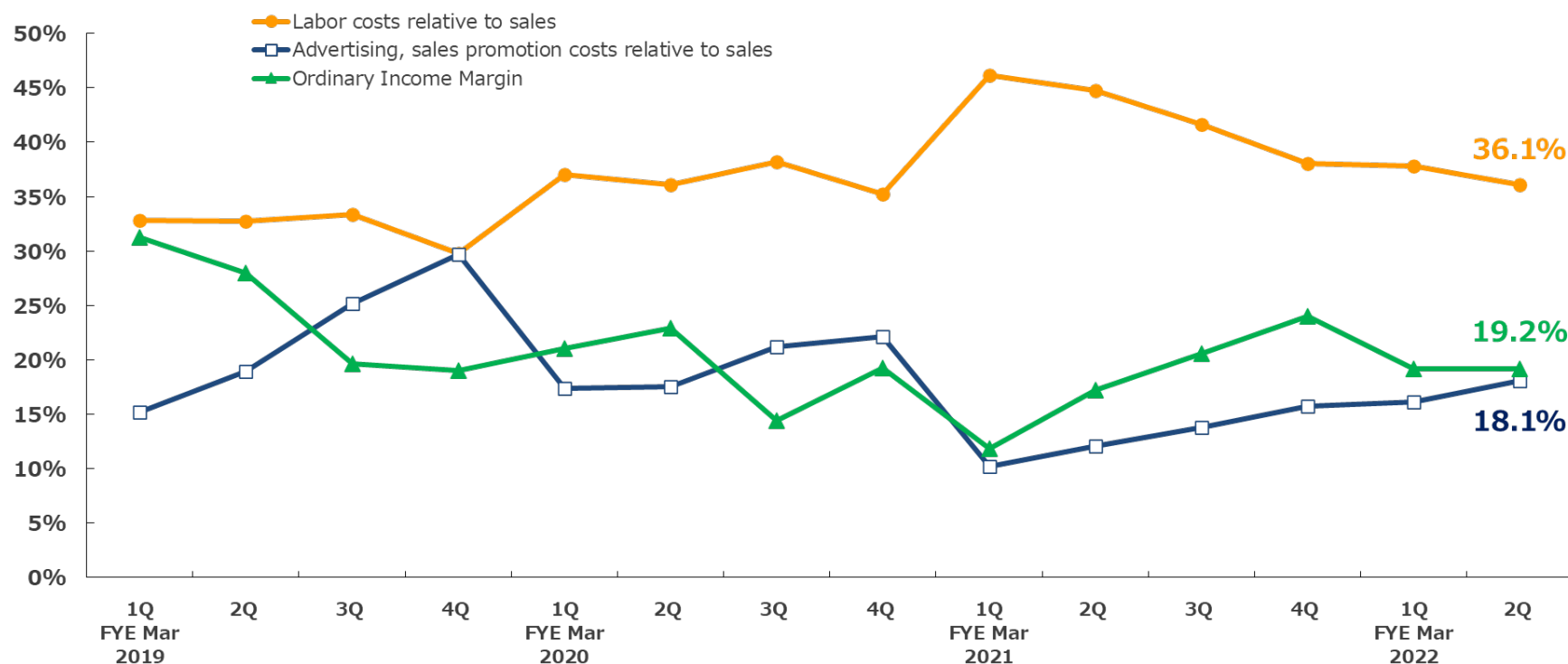
*Print media and online job boards 952.8 billion yen

*SNS recruiting, aggregators, cloud sourcing, etc. 122.1 billion yen

Current
"engage"

Approx. 1.2 billion yen

Data of Main service

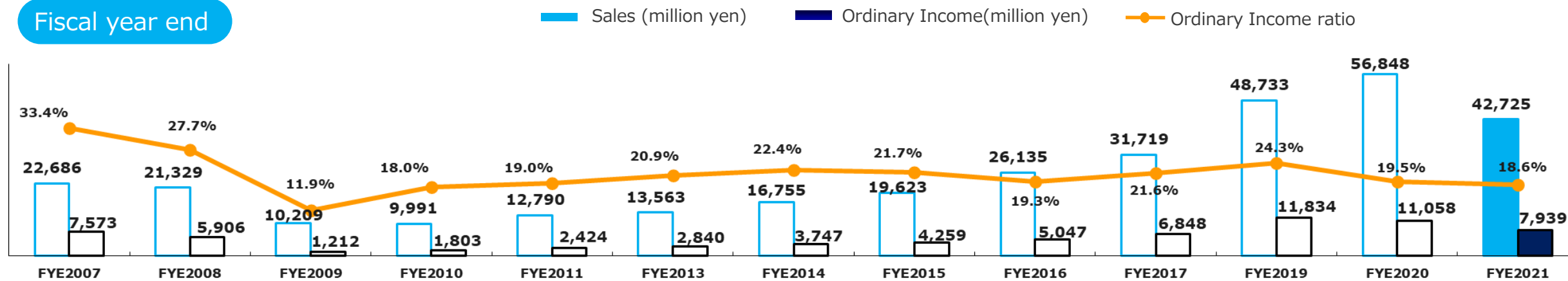


	1Q FYE Mar 2019	2Q	3Q	4Q	1Q FYE Mar 2020	2Q	3Q	4Q	1Q FYE Mar 2021	2Q	3Q	4Q	1Q FYE Mar 2022	2Q
Ordinary Income (million yen)	3,622	3,373	2,385	2,453	2,892	3,305	1,979	2,881	1,236	1,758	2,155	2,788	2,314	2,495
% of sales	31.2%	28.0%	19.6%	19.0%	21.0%	22.9%	14.4%	19.3%	11.8%	17.2%	20.6%	24.0%	19.2%	19.2%
Labor costs (million yen)	3,803	3,947	4,056	3,849	5,092	5,214	5,235	5,268	4,817	4,565	4,357	4,413	4,565	4,692
% of sales	32.8%	32.7%	33.4%	29.8%	37.0%	36.1%	38.2%	35.3%	46.1%	44.7%	41.6%	38.0%	37.9%	36.1%
Ad, sales promotion costs (million yen)	1,762	2,282	3,056	3,841	2,394	2,528	2,904	3,310	1,070	1,232	1,444	1,826	1,944	2,344
% of sales	15.2%	18.9%	25.2%	29.7%	17.4%	17.5%	21.2%	22.1%	10.2%	12.1%	13.8%	15.7%	16.1%	18.1%

Earnings for Fiscal year end and each quarter

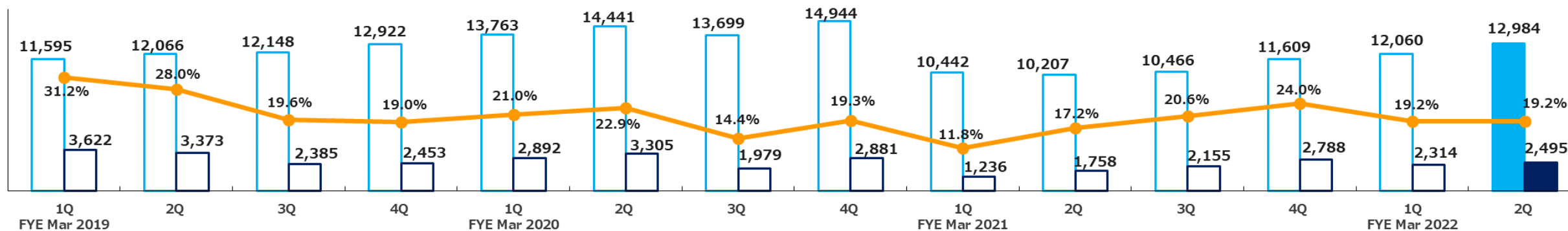
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Fiscal year end



*FY2011 converted 15 months to 12 months due to the change of accounting period (Change from December to March)

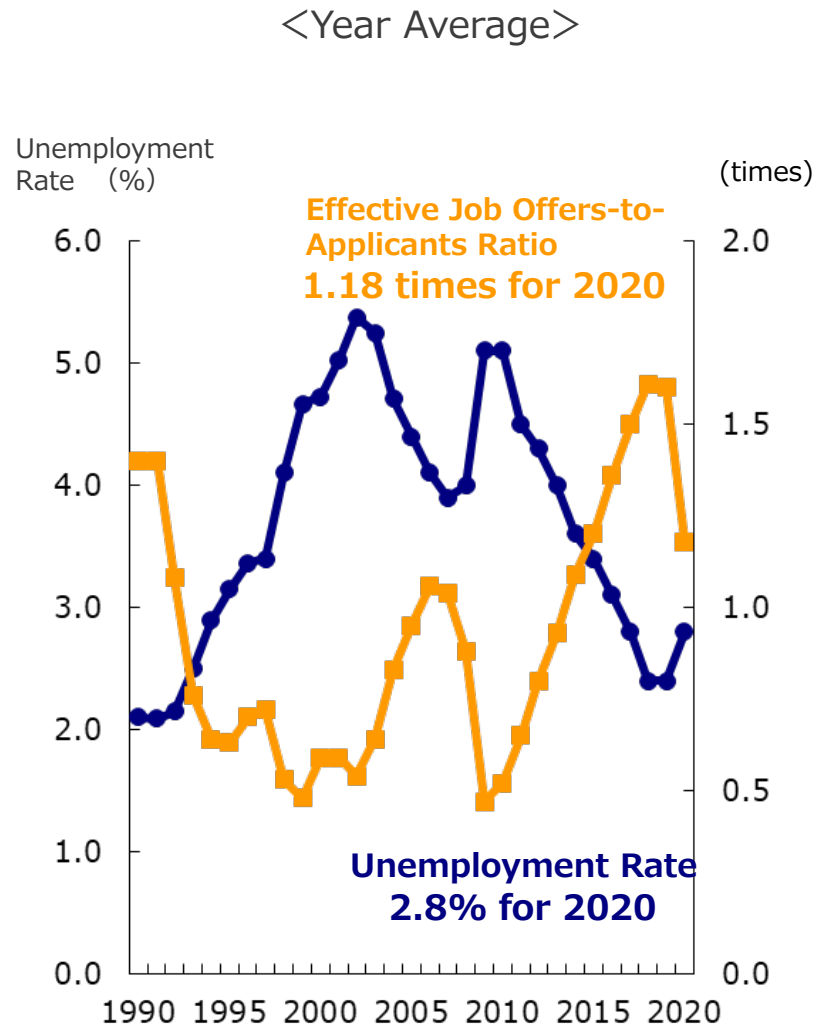
Quarter



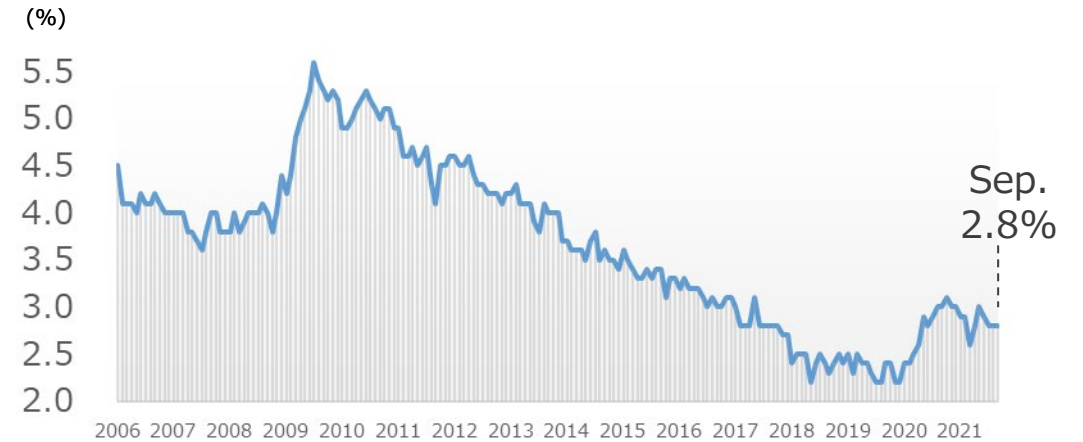
The market environment

– Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio

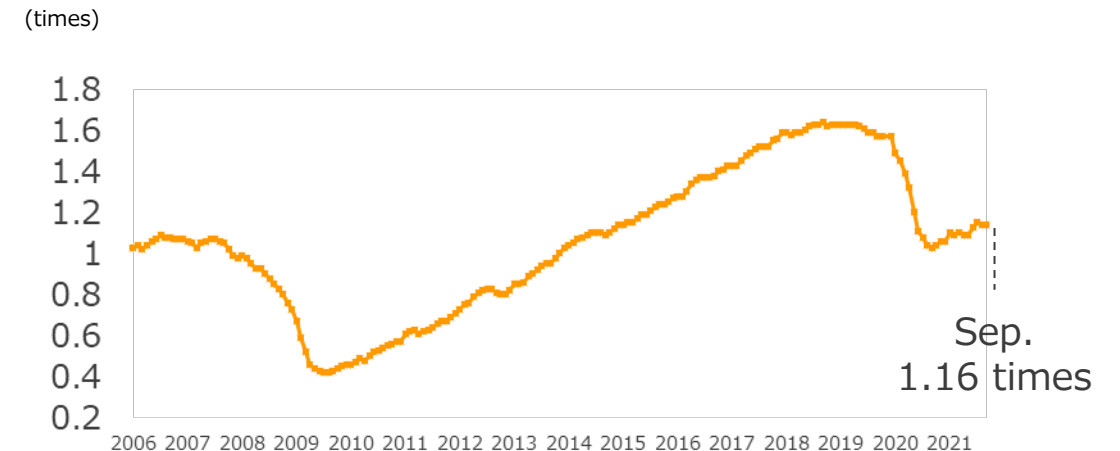
66



< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >



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



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