



# | FYE Mar/2023 Earnings Review

May 11, 2023

Security Code 4849  
TSE Prime section

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FYE Mar 2023

actual

Sales	67.71bill	YoY 124%
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Operating income	4.49bill	YoY 46%
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## Point

- Revenue for all segments increased due to high growth of the businesses with investment and strong recruitment demand in the existing businesses
- Investment in advertising expenses was carried out as planned, and both sales and operating income reached the targets for the first year of the Medium-Term Management Plan
- KPIs in the businesses with investment performed well

## Businesses with Investment

**(HR-Tech engage)**

- Sales **194%YOY**, continuing high growth
- Membership reached **2.26 million** persons by the end of March (end of last March: 1.10 million persons)

**(Human resource platform)**

- Segment sales **141%YoY** and AMBI **173%YoY**, continuing high growth
- Membership reached **3.20 million** persons by the end of March (end of last March: 2.57 million persons)

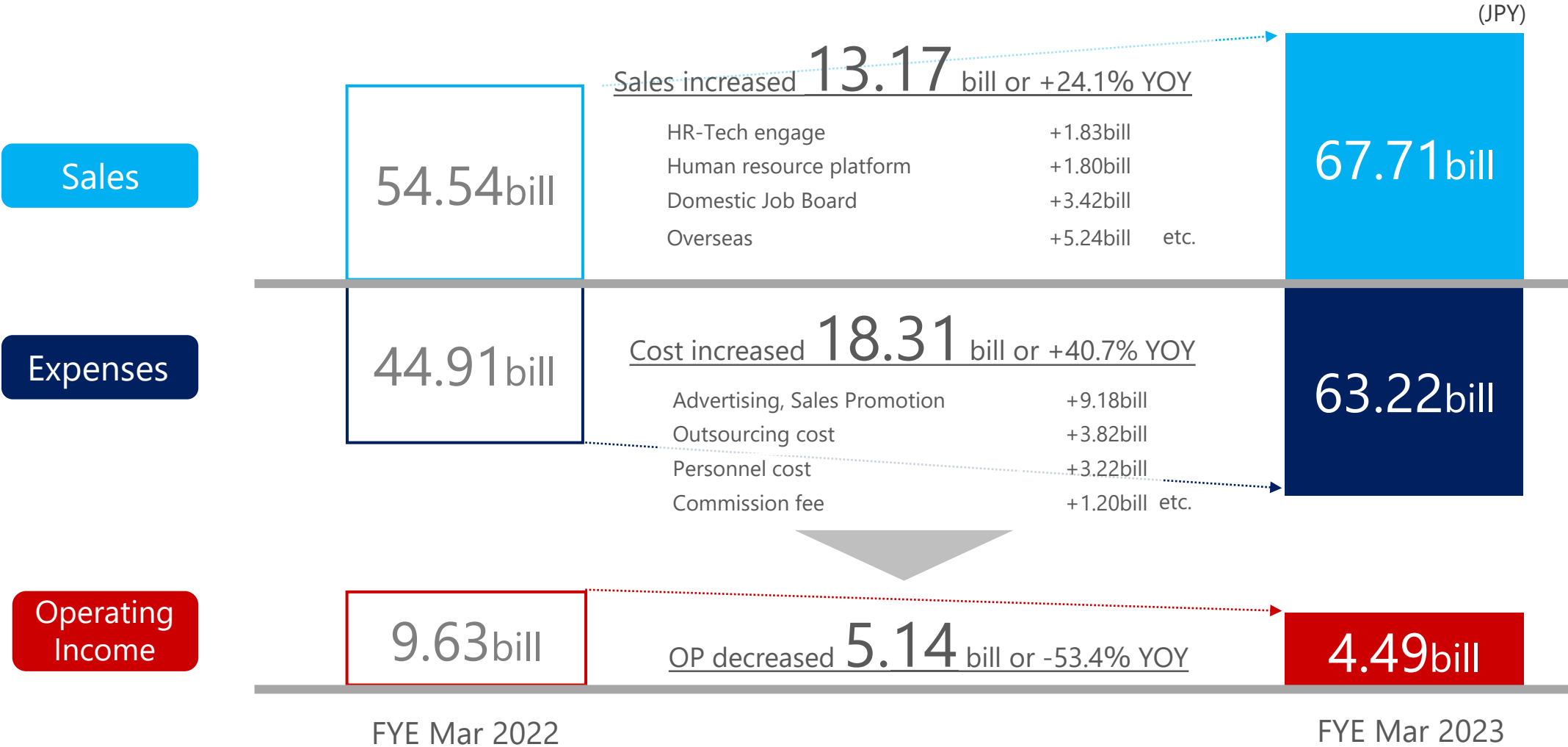
## Existing businesses

- Sales **119% YOY** for Japan and overseas in total, and operating income **105% YOY**, increase in both revenue and profit
- Operating income was driven by job board in Japan and Vietnam

# Consolidated Performance Summary for FYE Mar/2023

# [FYE Mar/2023 Results] Consolidated Income Statement Year on Year

	FYE Mar 2022 Actual		FYE Mar 2023 Actual		YOY	
	(Apr.2021–Mar.2022)		(Apr.2022–Mar.2023)		change (million yen)	change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
<b>Net Sales</b>	<b>54,545</b>	100.0%	<b>67,716</b>	100.0%	13,171	24.1%
<b>Cost of Sales</b>	<b>11,501</b>	21.1%	<b>16,253</b>	24.0%	4,752	41.3%
Personnel	5,876	10.8%	6,546	9.7%	670	11.4%
Other	5,625	10.3%	9,707	14.3%	4,082	72.6%
<b>Gross Profit</b>	<b>43,043</b>	78.9%	<b>51,463</b>	76.0%	8,420	19.6%
<b>SGA(Sales, general &amp; administrative)</b>	<b>33,410</b>	61.3%	<b>46,972</b>	69.4%	13,562	40.6%
Personnel	12,871	23.6%	15,430	22.8%	2,559	19.9%
Advertising, Sales Promotion	10,924	20.0%	20,106	29.7%	9,182	84.1%
Other	9,615	17.6%	11,435	16.9%	1,820	18.9%
<b>Operating Income</b>	<b>9,634</b>	17.7%	<b>4,490</b>	6.6%	-5,144	-53.4%
<b>Ordinary Income</b>	<b>10,139</b>	18.6%	<b>4,573</b>	6.8%	-5,566	-54.9%
<b>Net Income attributable to en-japan</b>	<b>6,628</b>	12.2%	<b>2,813</b>	4.2%	-3,815	-57.6%



# Performance Overview by Segment<sup>\*</sup> for FYE Mar/2023

<sup>\*</sup>a management accounting basis

# FYE Mar/2023 Performance Overview by Segment

(bil JPY)		FYE Mar 2022 (Apr.2021–Mar.2022)	FYE Mar 2023 (Apr.2022–Mar.2023)	YoY		
Businesses with investment	HR-Tech engage	Sales	1.95	<b>3.78</b>	1.83	93.8%
		Operating Income	-0.44	<b>-4.06</b>	-3.62	-
		OP margin	-22.6%	<b>-107.4%</b>		-
	Human resource platform	Sales	4.41	<b>6.21</b>	1.80	40.8%
		Operating Income	0.81	<b>-1.14</b>	-1.95	-
		OP margin	18.4%	<b>-18.4%</b>		-
Existing Businesses	Domestic	Sales	37.84	<b>42.14</b>	4.30	11.4%
		-Job Board	25.84	<b>29.3</b>	3.42	13.2%
		-Permanent Recruitment	9.66	<b>10.02</b>	0.36	3.7%
		-Other	2.34	<b>2.85</b>	0.51	21.8%
		Operating Income	9.25	<b>9.59</b>	0.34	3.7%
		OP margin	24.4%	<b>22.8%</b>	-	-
	Overseas	Sales	10.98	<b>16.22</b>	5.24	47.7%
		Operating Income	0.93	<b>1.10</b>	0.17	18.3%
		OP margin	8.5%	<b>6.8%</b>		-
adjustment		Sales	-0.44	<b>-0.65</b>	-0.21	-
		Operating Income	-0.75	<b>-1.00</b>	-0.25	-
<b>consolidated</b>		<b>Sales</b>	<b>54.54</b>	<b>67.71</b>	<b>13.17</b>	<b>24.1%</b>
		<b>Operating Income</b>	<b>9.63</b>	<b>4.49</b>	<b>-5.14</b>	<b>-53.4%</b>
		<b>OP margin</b>	<b>17.7%</b>	<b>6.6%</b>	<b>-</b>	<b>-</b>



# Businesses with investment

**engage**

## Sales

High growth ahead of the schedule in the  
Medium-Term Management Plan

**3.78bill** YoY **194%**

## Job seeker KPIs

Increase faster than existing services

✓ Users  
**2.26 mil.** YoY + **1.16 mil.**

✓ MAU  
**4.21 mil.** YoY + **3.11 mil.**

## Company KPIs

Increasing active users, strong company KPIs

✓ Total number of users  
**520,000 companies** YoY **124%**

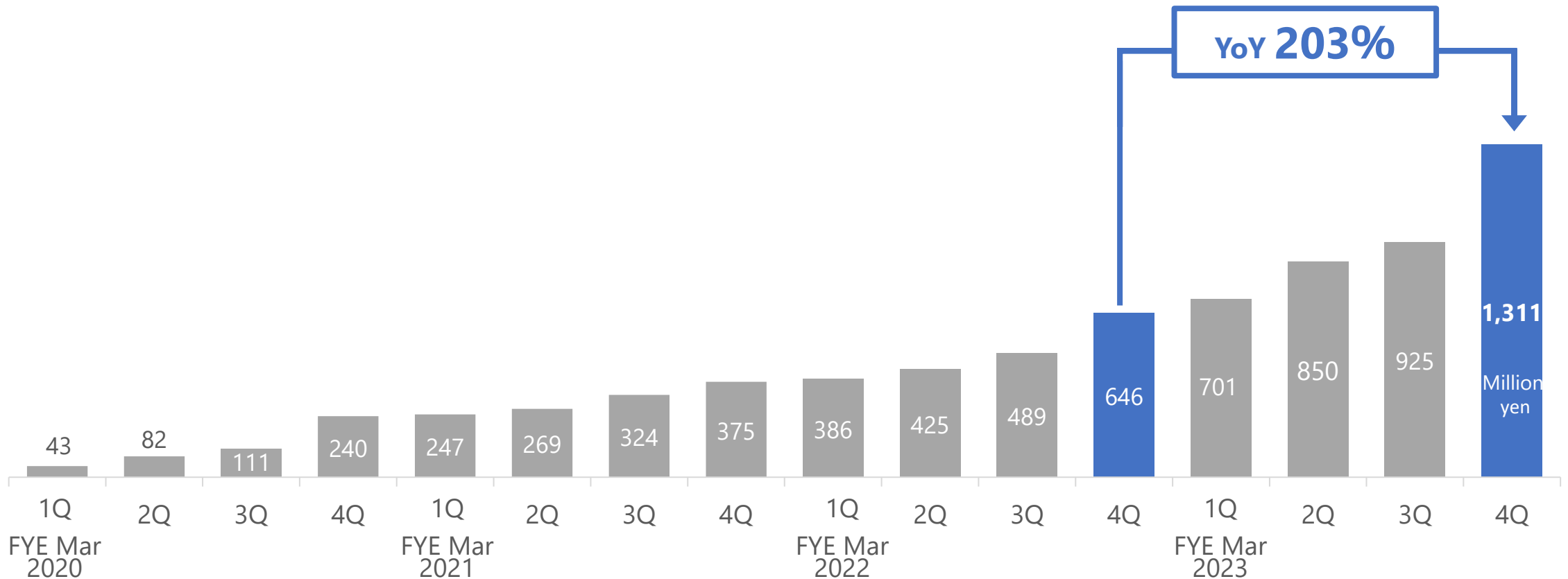
✓ Publicized job offers  
**1.34mil. listings** YoY **141%**

✓ Paid user companies  
**14,000 companies** YoY **147%**

✓ Paid job openings  
**317,000 listings** YoY **206%**

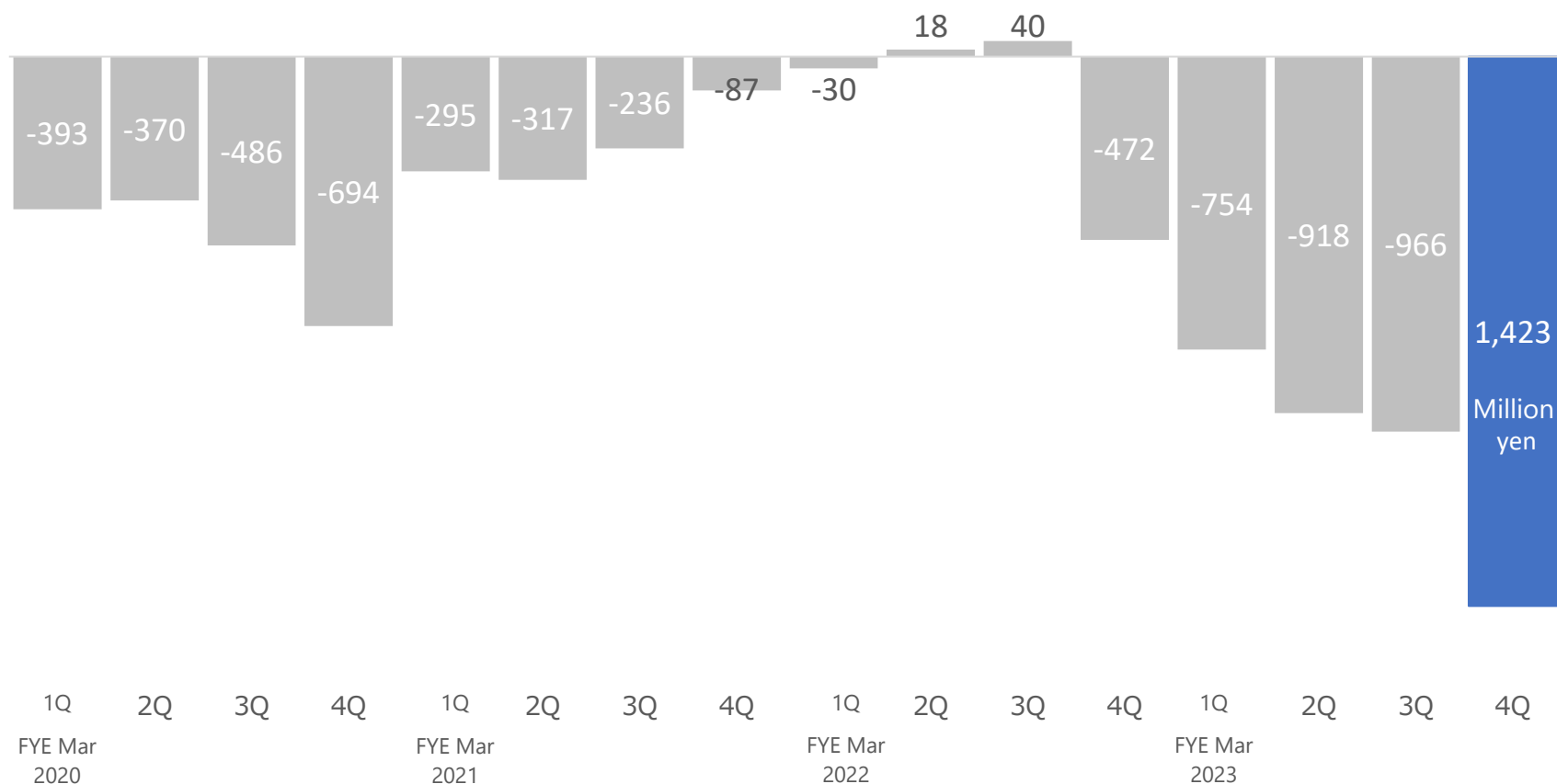
## 4Q sales exceeded 1 billion yen, high growth of 203% YOY

< Sales >



## Additional investment was made in advertising expenses for further sales growth in FYE March 2024 and beyond

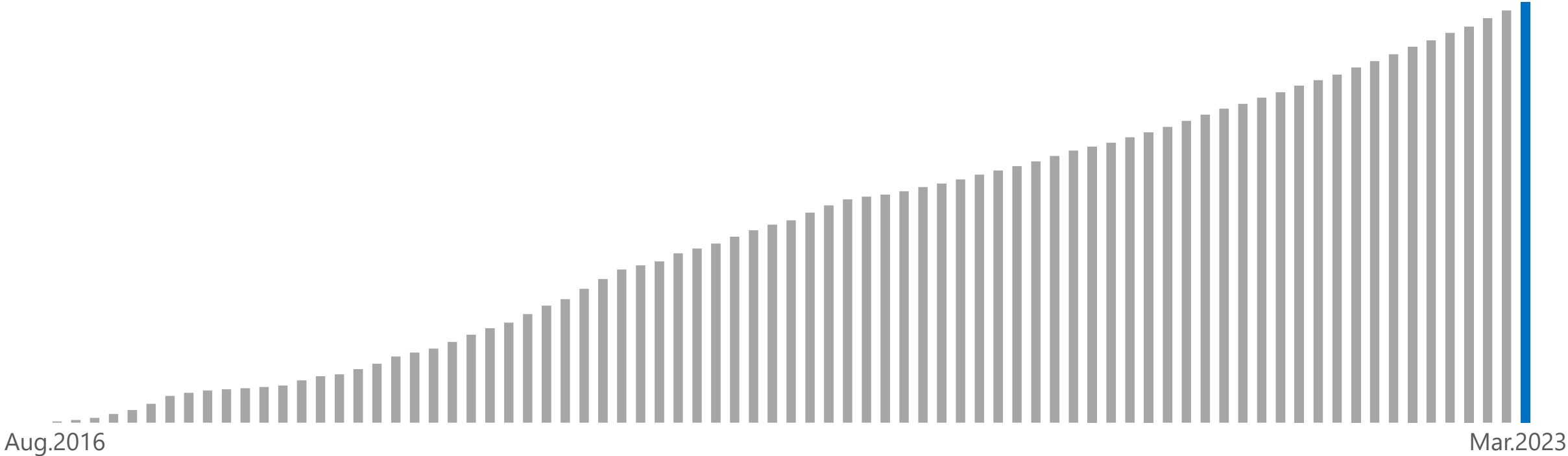
< Operating income >



# Total number of user companies exceeds 520,000 mark. Japan's top class in terms of the number of user companies

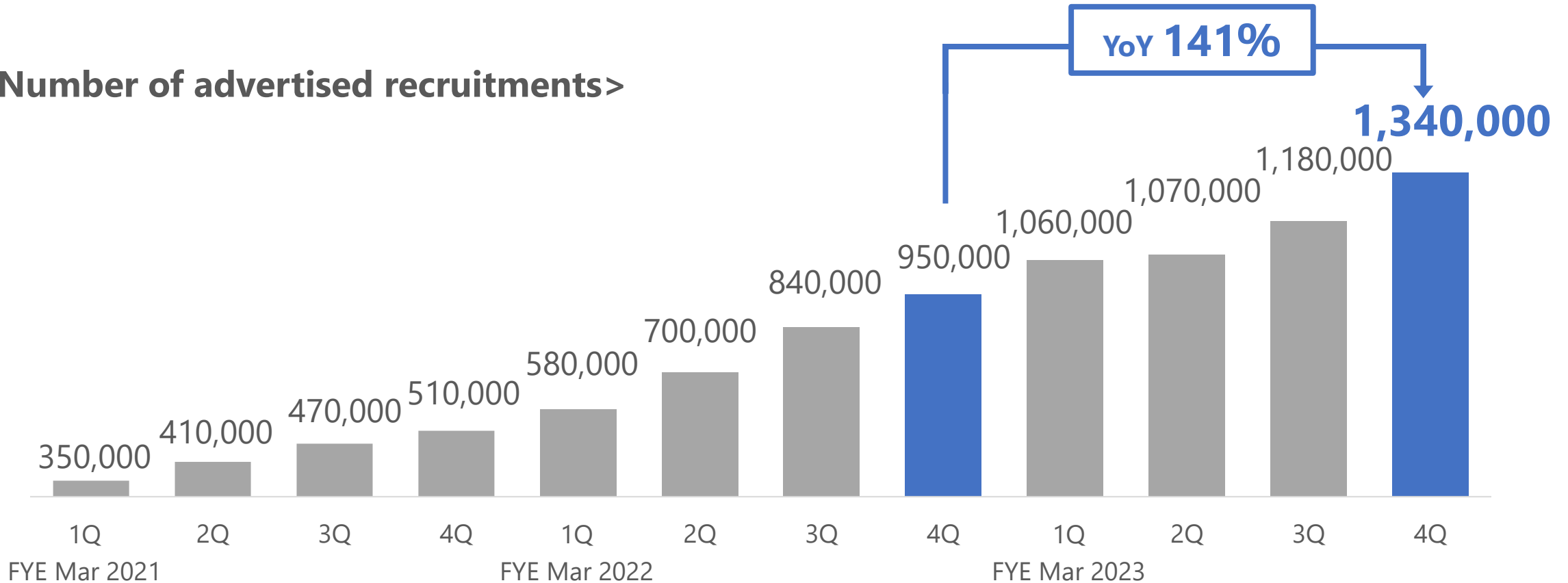
< Total number of users >

520,000  
companies



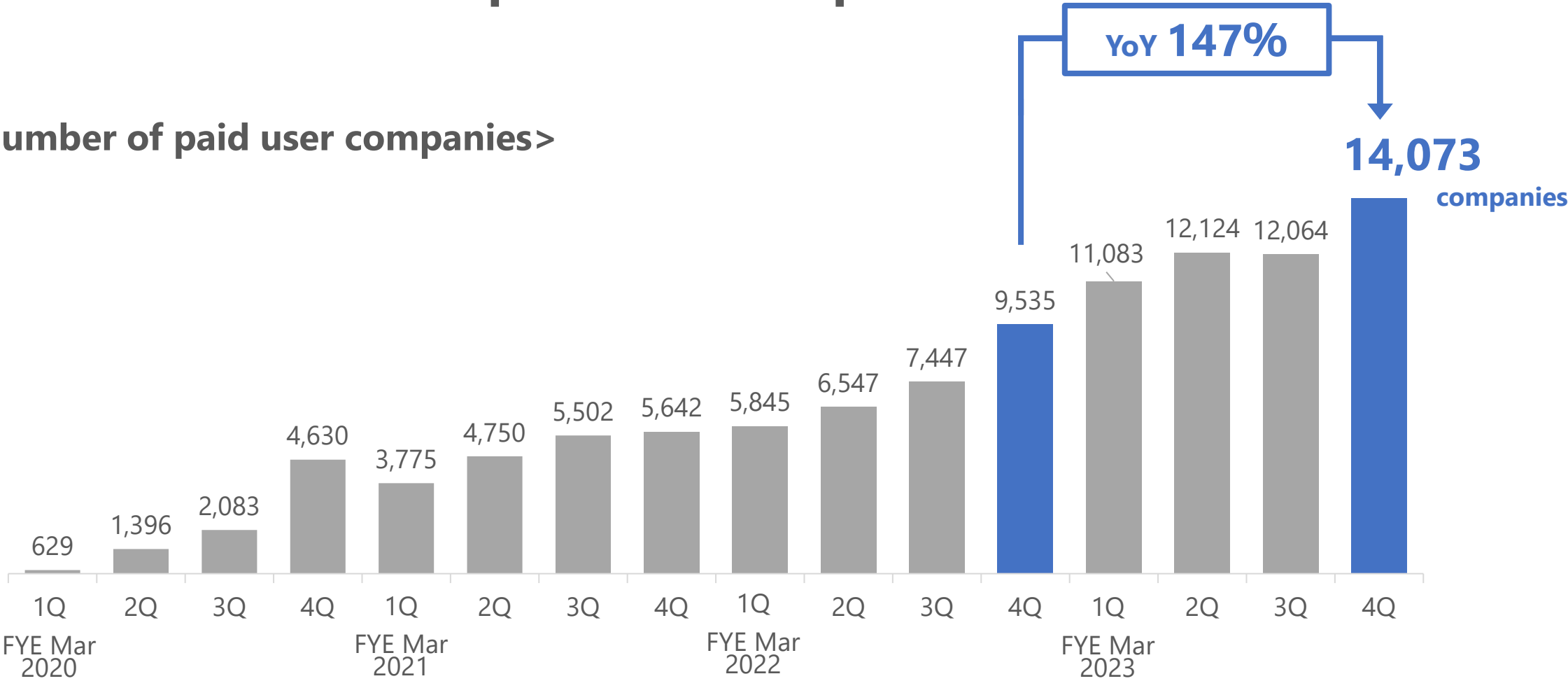
**Exceeded the number of advertised recruitments at HelloWork**  
**\*Number of advertised recruitments at HelloWork (general recruitments): 1.21 million recruitments as of April 21, 2023**

< Number of advertised recruitments >



# We realized a virtuous cycle where increased activity of job seekers leads to more paid user companies

< Number of paid user companies >



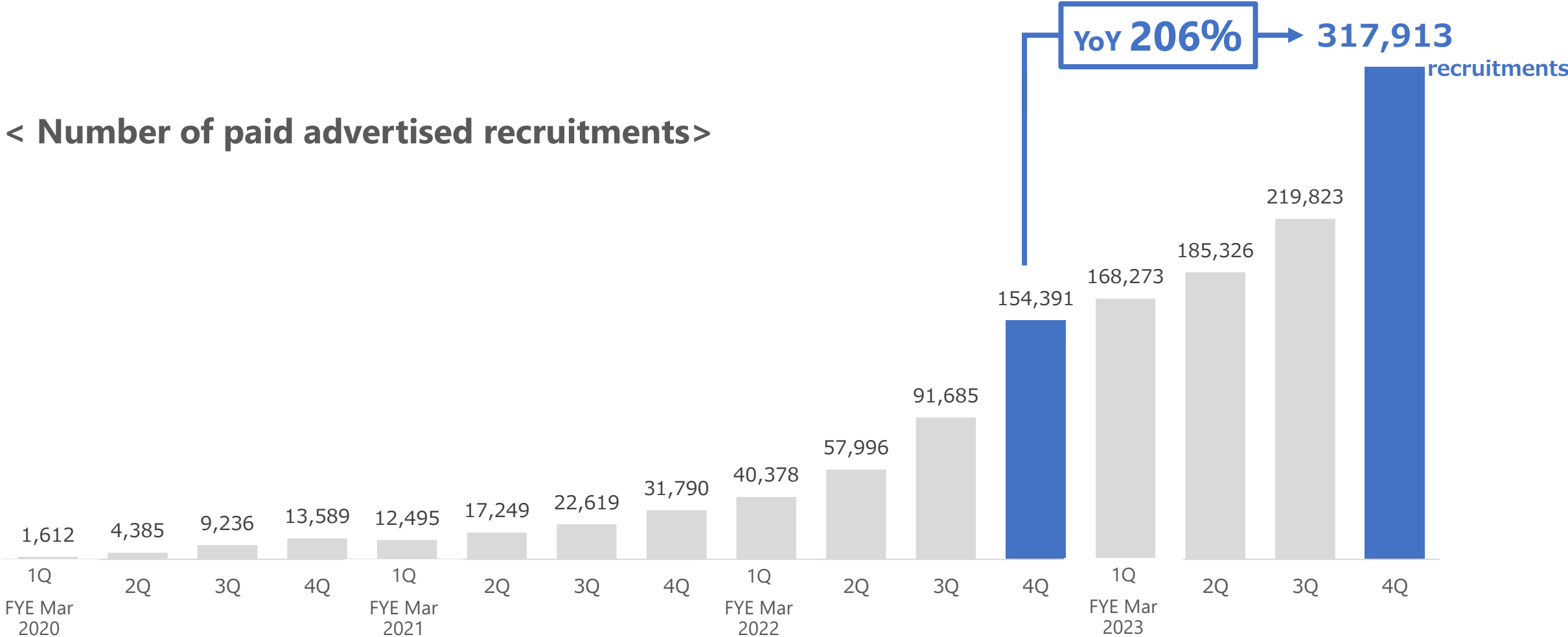
YoY 147%

14,073 companies



# Paid job openings grew to 206% YOY thanks to strengthened sales structure including customer success

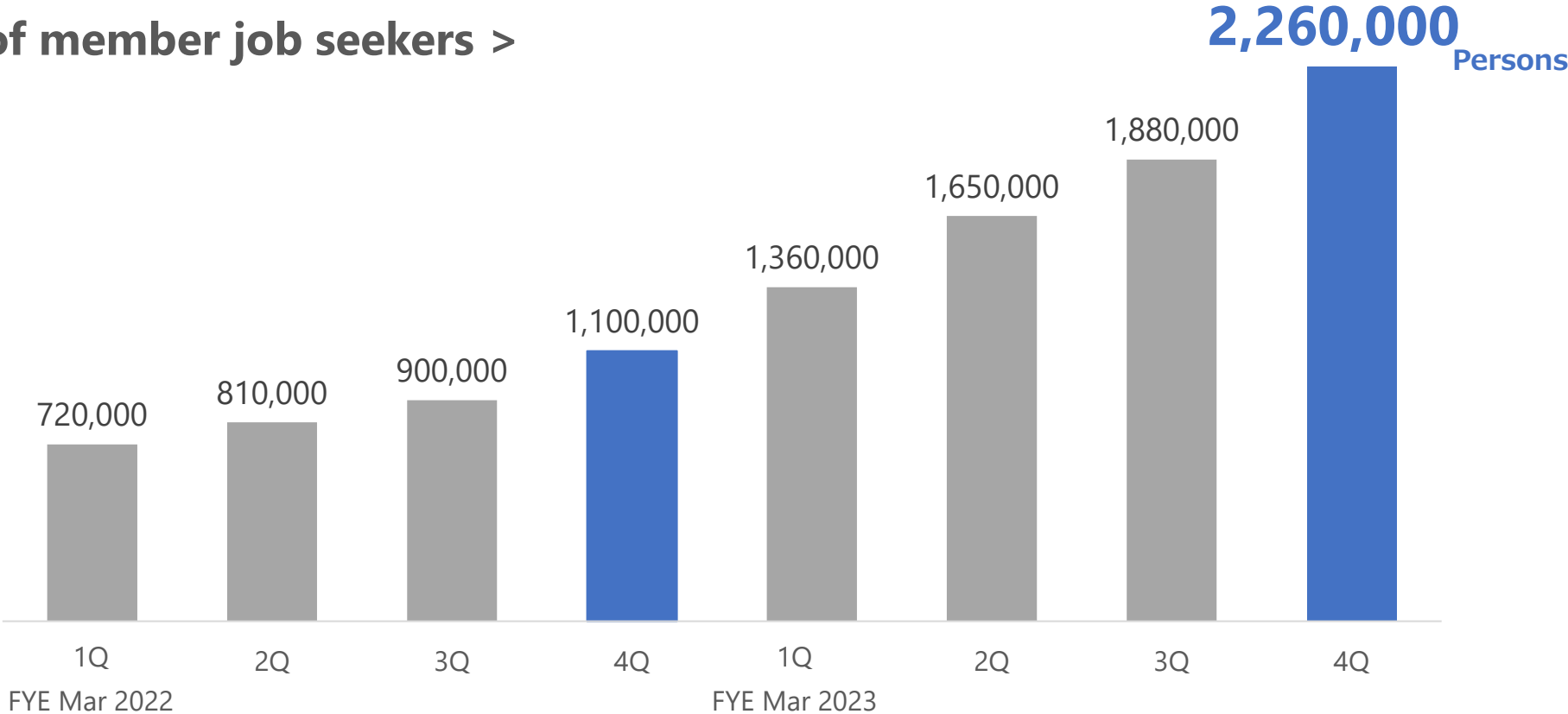
< Number of paid advertised recruitments >



# Large number of advertised recruitments of more than 1.3 million and promotional effects improved awareness

## Record new registrations in March

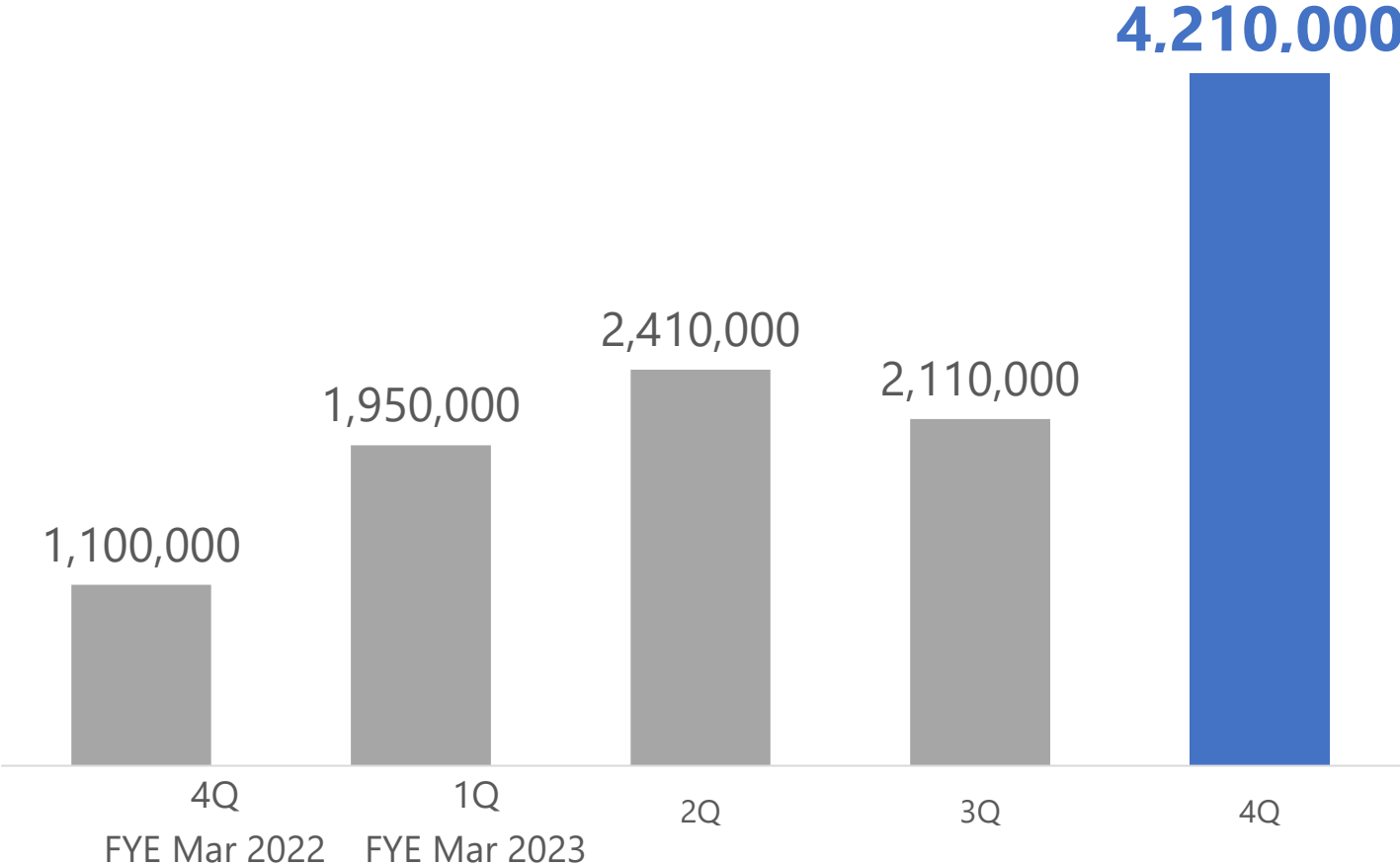
< Number of member job seekers >



\*Quarterly average number of UUs who visited the site in a month  
\*Due to a change in aggregation tools, previously disclosed MAU figures have been retrospectively revised

# In addition to membership growth, improvement in the site led to **steady growth in activity** of job seekers

< MAU\* >



## Human resource platform

A M B I  ミドルの転職

## Sales

Sales growth faster than the schedule of the Medium-Term Management Plan, full-year AMBI 173% YOY

**6.21** bill YoY **141%**

## Job seeker KPIs

Job seekers increasing with higher-than-expected acquisition efficiency

✓ Users  
**3.20**mil. YoY + **0.63**mil.

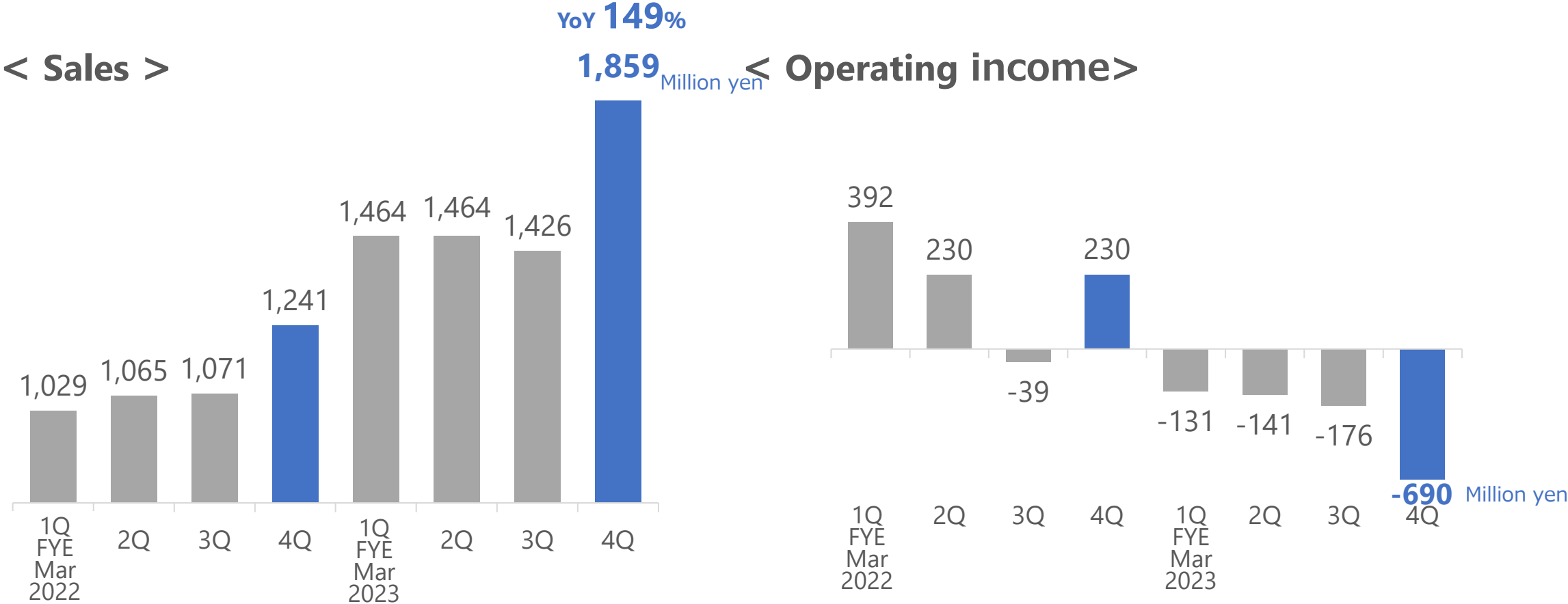
## Company KPIs

User companies increasing among both permanent recruitment agencies and general companies

✓ User Companies  
**5,200** YoY **178%**

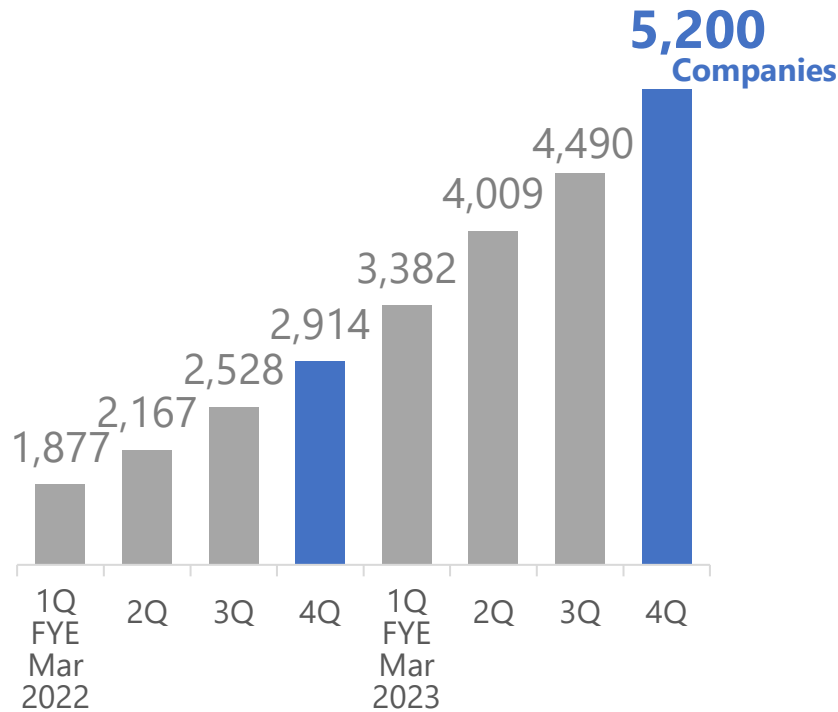
✓ Job offers  
**266,000** YoY **128%**

# High sales growth of **149% YOY** as successful recruitments increased due to increased activity of companies

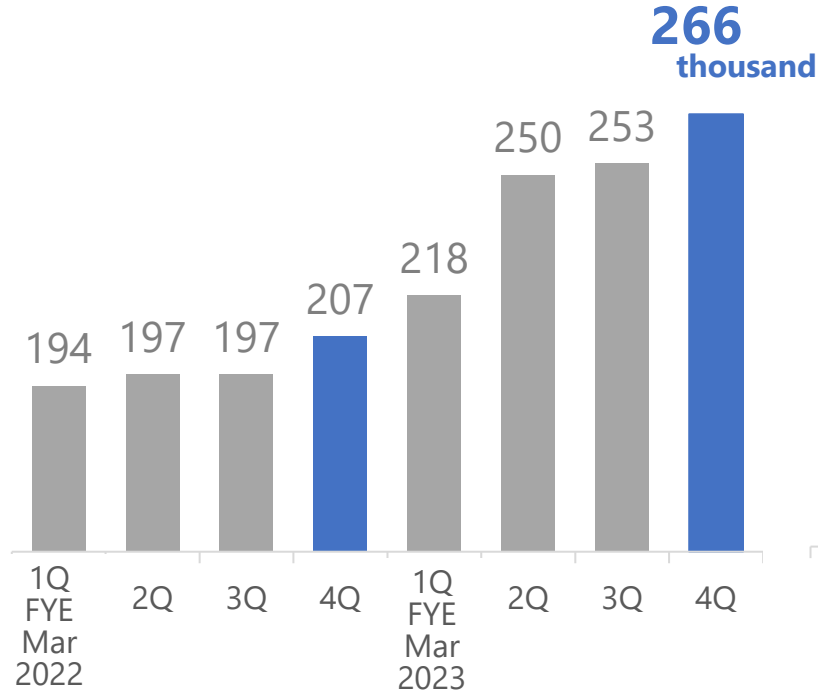


**We realized a virtuous cycle** where acquisition of member job seekers -> increase in user companies -> increase in job offers

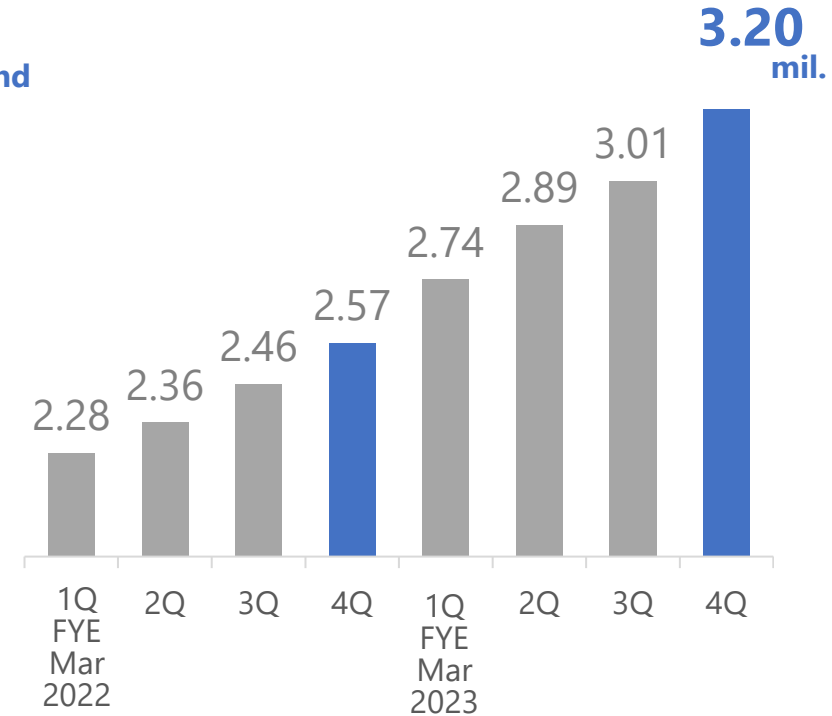
**User Companies**



**Job offers**



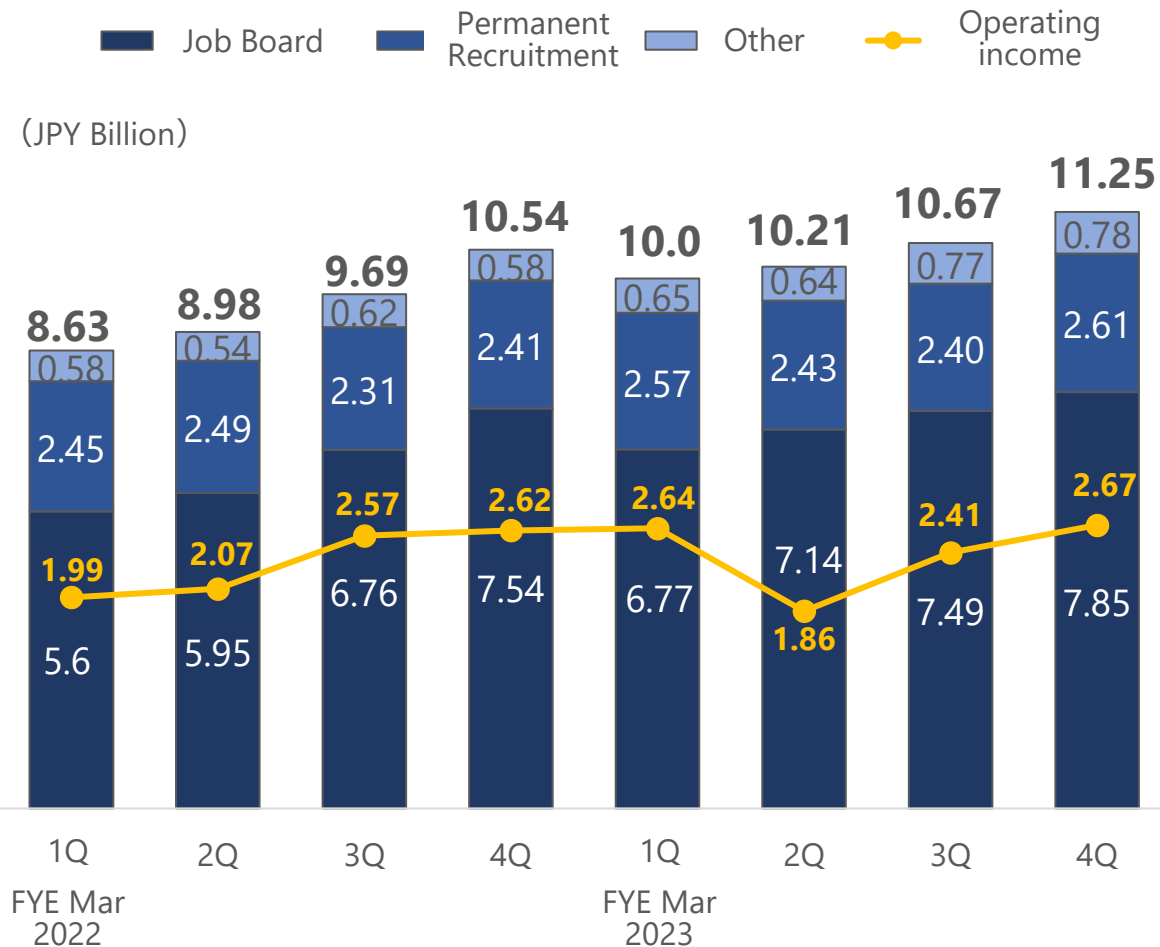
**Users (Job seekers)**



# Existing businesses



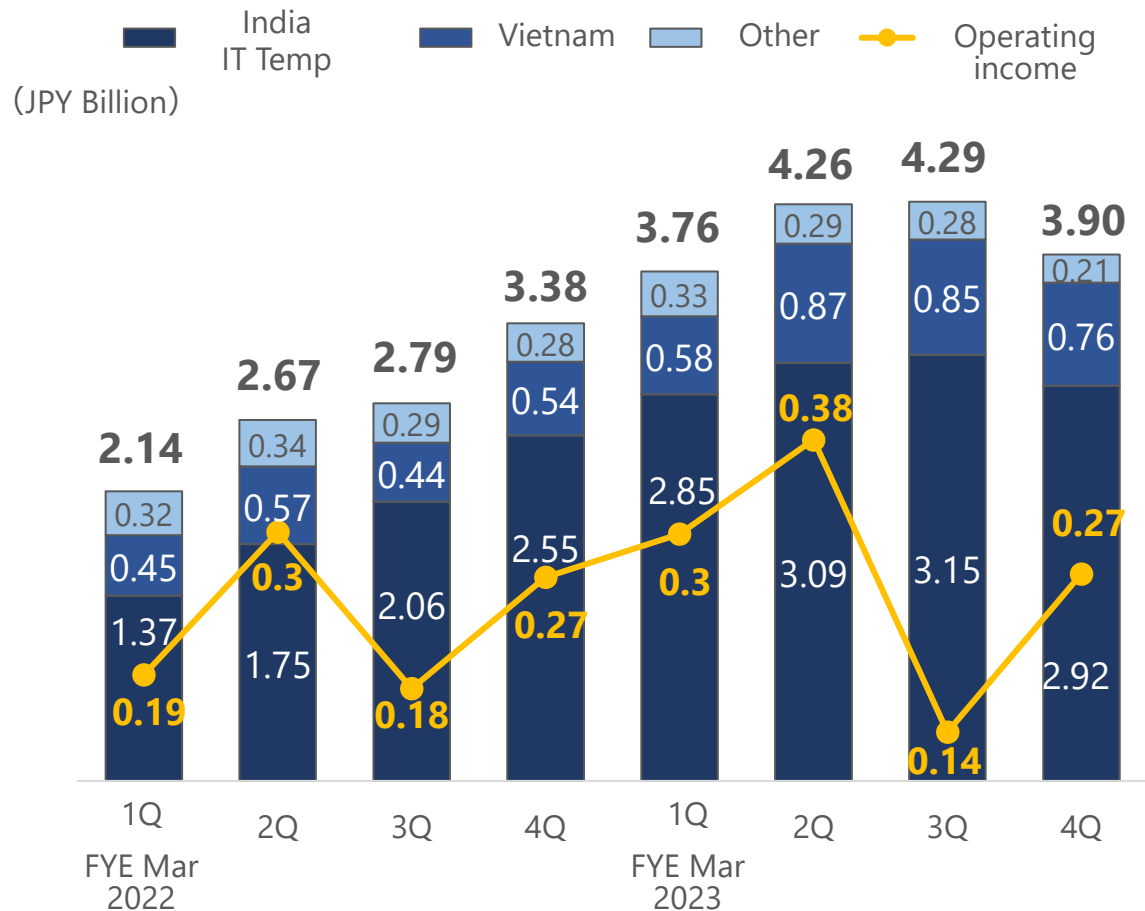
## Sales/Operating income



## Full year

<b>domestic</b>	<ul style="list-style-type: none"> <li>– <b>Sales</b> <b>42.1bill YoY 111%</b></li> <li>– <b>Operating income</b> <b>9.6bill YoY 104%</b></li> <li>• Revenue and profit increased due to stronger-than-expected recruitment demand from companies</li> <li>• We made aggressive investment in advertising expenses for FYE March 2024 and beyond</li> </ul>
<b>Job Board</b>	<ul style="list-style-type: none"> <li>– <b>Sales</b> <b>29.2bill YoY 113%</b></li> <li>• For [en] Career Change Info, general unit price increase contributed to revenue growth</li> <li>• Revenue of temporary staffing sites increased by over 18% due to increase in advertised recruitments by major clients</li> </ul>
<b>Permanent Recruitment</b>	<ul style="list-style-type: none"> <li>– <b>Sales</b> <b>10.0bill YoY 104%</b></li> <li>• For en Agent, increased middle-class successful recruitments contributed to revenue growth</li> <li>• Revenue and profit decreased at EWJ due to the impact of a personnel shortage</li> </ul>

## Sales/Operating income



## Full year

<b>Over seas</b>	<ul style="list-style-type: none"> <li>– Sales <b>16.2bill YoY 147%</b></li> <li>– Operating income <b>1.1bill YoY 118%</b></li> </ul> <ul style="list-style-type: none"> <li>• Businesses in India and Vietnam in the first half recovered significantly and performed well due to re-opening demand after COVID-19. Growth slowed in 4Q.</li> </ul>
<b>India IT Temp</b>	<ul style="list-style-type: none"> <li>– Sales <b>12.0bill YoY 155%</b></li> </ul> <ul style="list-style-type: none"> <li>• Performance growth slowed in the second half due to large layoffs at major U.S. IT companies</li> </ul>
<b>Vietnam</b>	<ul style="list-style-type: none"> <li>– Sales <b>3.0bill YoY 153%</b></li> </ul> <ul style="list-style-type: none"> <li>• Performance grew mainly at high-margin recruitment sites</li> <li>• Performance exceeded the pre-COVID-19 level, but domestic business sentiment has deteriorated recently</li> </ul>

# Consolidated operating results forecast for FYE Mar/2024

## Plan

FYE Mar/2024

Sales	73.0bill	YoY 107%
Operating income	4.6bill	YoY 102%
Point	<ul style="list-style-type: none"> <li>Both sales and operating income exceed the targets of the second year of the Medium-Term Management Plan</li> <li>We will not change the basic policy for FYE March 2024, the second year of the Medium-Term Management Plan, and will continue aggressive investment to increase revenue from the third year onward</li> </ul>	

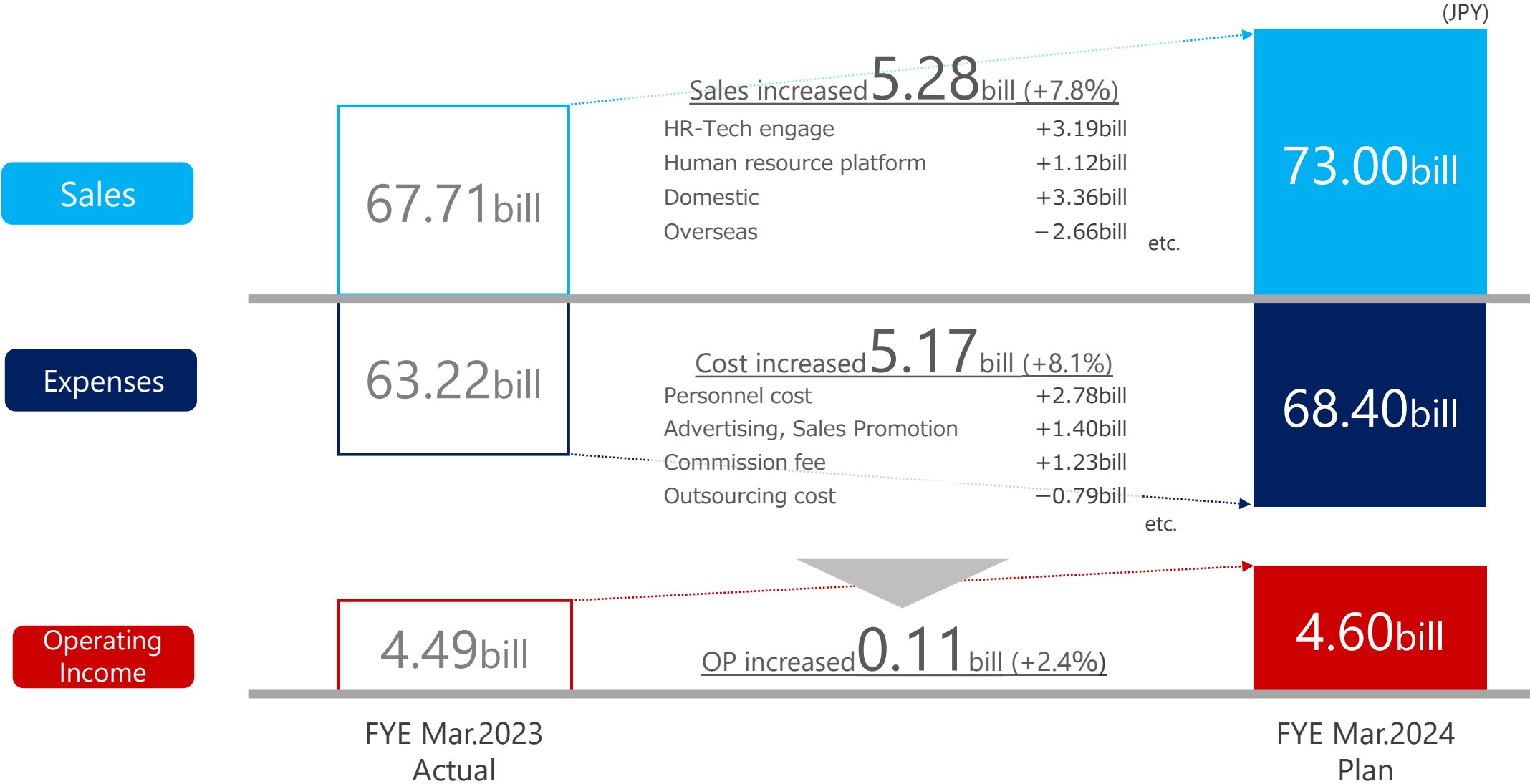
## Medium-Term Management Plan

(FYE Mar/2023 –FYE Mar/2027)

	Mar 2024, 2nd year of Medium-Term Plan	Mar 2027, final year of Medium-Term Plan
Sales	70.0bill	120.0bill
Operating income	4.1bill	24.0bill

# Consolidated operating results forecast for FYE Mar/2024

	FYE Mar 2023 (Apr.2022-Mar.2023)		FYE Mar 2024 (Plan) (Apr.2023-Mar.2024)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
<b>Net Sales</b>	67,716	100.0%	<b>73,000</b>	<b>100.0%</b>	5,284	7.8%
<b>Cost of Sales</b>	16,253	24.0%	<b>14,595</b>	<b>20.0%</b>	-1,658	-10.2%
Personnel	6,546	9.7%	<b>5,863</b>	<b>8.0%</b>	-683	-10.4%
Other	9,707	14.3%	<b>8,731</b>	<b>12.0%</b>	-976	-10.1%
<b>Gross Profit</b>	51,463	76.0%	<b>58,404</b>	<b>80.0%</b>	6,941	13.5%
<b>SGA(Sales, general &amp; administrative)</b>	46,972	69.4%	<b>53,804</b>	<b>73.7%</b>	6,832	14.5%
Personnel	15,430	22.8%	<b>18,895</b>	<b>25.9%</b>	3,465	22.5%
Advertising, Sales Promotion	20,106	29.7%	<b>21,509</b>	<b>29.5%</b>	1,403	7.0%
Other	11,435	16.9%	<b>13,399</b>	<b>18.4%</b>	1,964	17.2%
<b>Operating Income</b>	4,490	6.6%	<b>4,600</b>	<b>6.3%</b>	110	2.4%
<b>Ordinary Income</b>	4,573	6.8%	<b>4,776</b>	<b>6.5%</b>	203	4.4%
<b>Net Income attributable to en-japan</b>	2,813	4.2%	<b>3,270</b>	<b>4.5%</b>	457	16.2%



(bil JPY)		FYE Mar 2023 (Apr.2022–Mar.2023)	FYE Mar 2024 Plan (Apr.2023–Mar.2022)	YoY		
Businesses with investment	HR-Tech engage	Sales	3.8	7.0	3.2	85.2%
		Operating Income	-4.1	-4.6	-0.5	-
		OP margin	-107.4%	-65.7%	-	-
	Human resource platform	Sales	6.2	7.3	1.1	17.6%
		Operating Income	-1.1	-0.1	1.0	-
		OP margin	-18.4%	-1.4%	-	-
Existing Businesses	Domestic	Sales	42.1	45.5	3.4	8.0%
		-Job Board	29.3	30.3	1.0	3.6%
		-Permanent Recruitment	10.0	11.7	1.7	16.8%
		-Other	2.9	3.5	0.7	22.8%
		Operating Income	9.6	9.0	-0.6	-6.2%
	OP margin	22.8%	19.8%	-	-	
	Overseas	Sales	16.2	13.6	-2.6	-16.2%
		Operating Income	1.1	1.2	0.1	9.1%
OP margin		6.8%	8.8%	-	-	
adjustment		Sales	-0.6	-0.4	0.2	-
		Operating Income	-1.0	-0.9	0.1	-
<b>consolidated</b>		Sales	67.7	73.0	5.3	7.8%
		Operating Income	4.5	4.6	0.1	2.4%
		OP margin	6.6%	6.3%	-	-

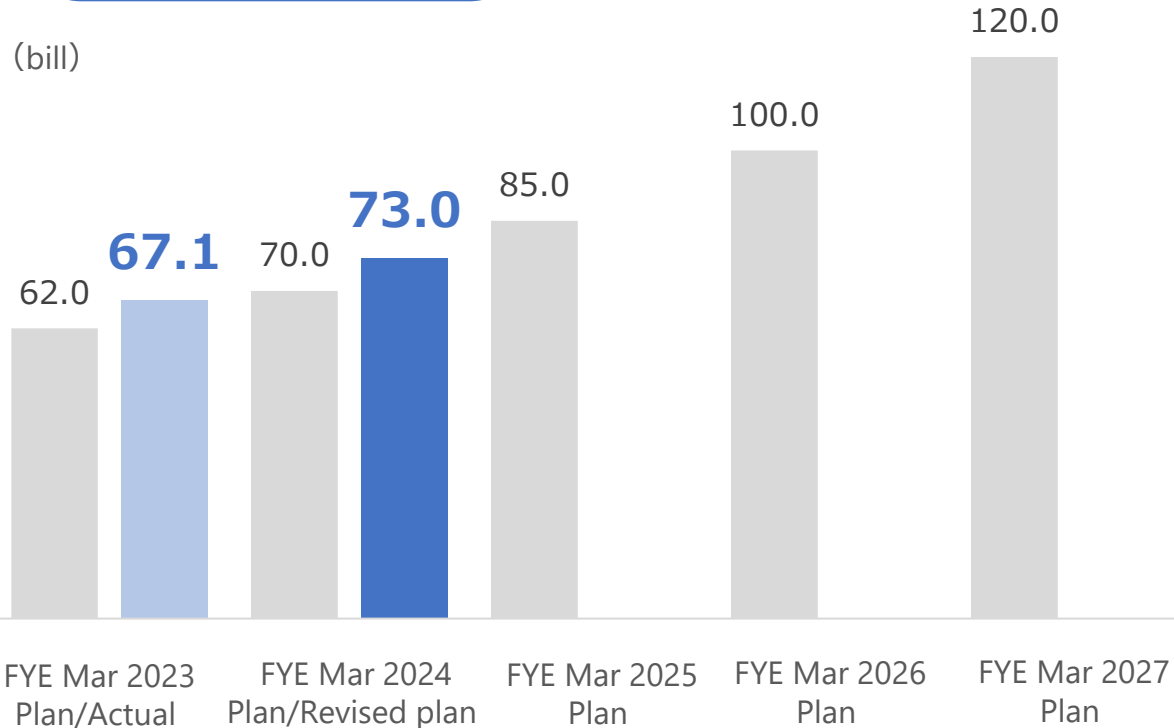
# Medium-Term Management Plan Progress



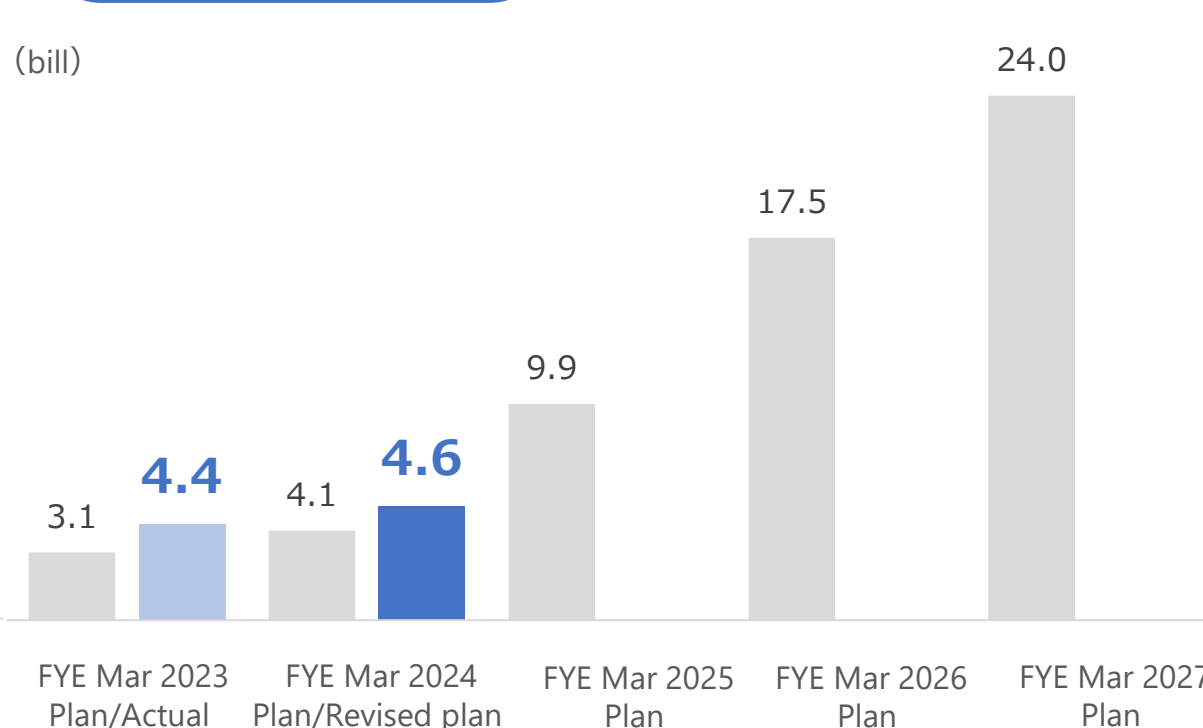
In FYE March 2023, the first year of the five-year Medium-Term Management Plan, we executed investments as planned mainly in the businesses with investment, resulting in sales progressing faster than expected

We will not change the basic policy for FYE March 2024, the second year, and will continue to strengthen investment to accelerate the Medium-Term Management Plan

Sales (consolidated)



Operating income (consolidated)



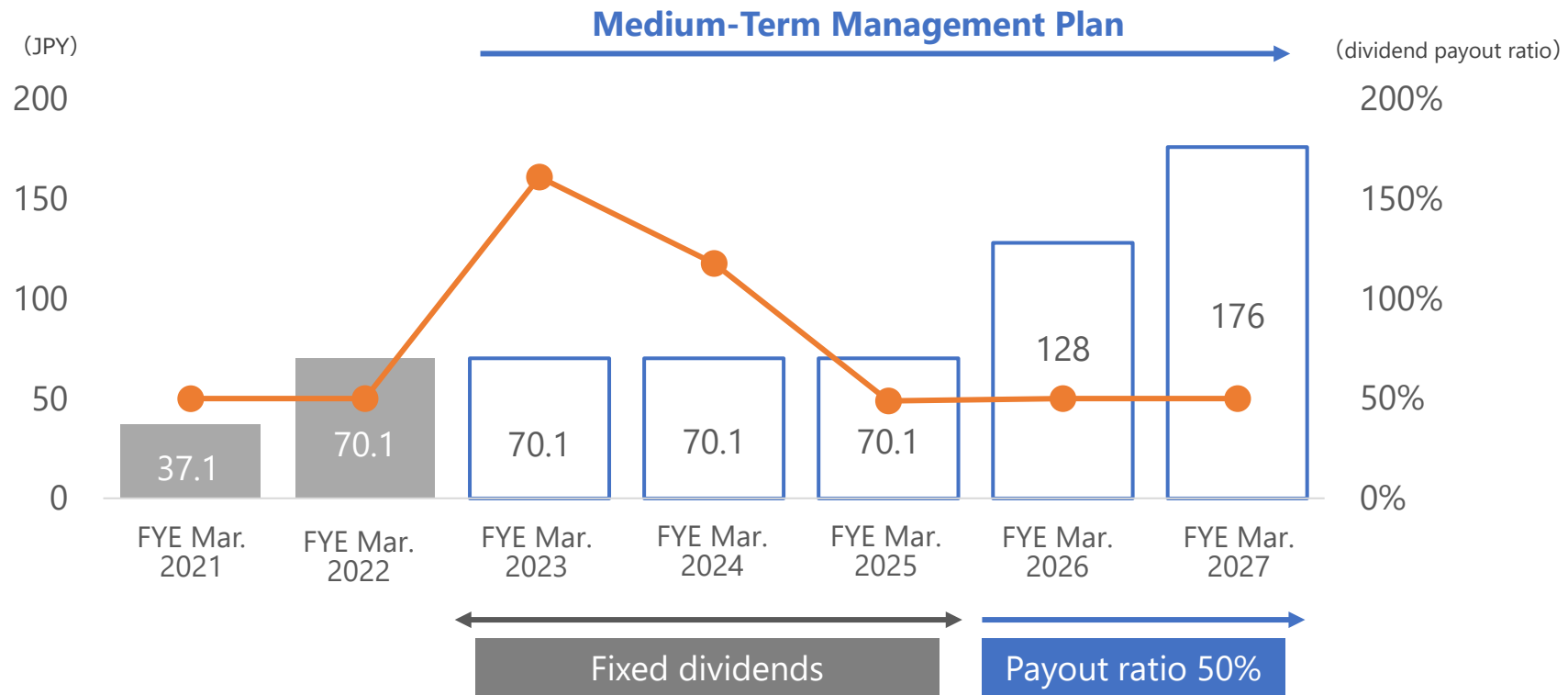
(bil JPY)			FYE Mar 2023	FYE Mar 2024	FYE Mar 2025	FYE Mar 2026	FYE Mar 2027
Business with investment	HR-Tech engage	Sales	3.2	5.0	8.5	13.0	18.0
		Operating Income	-3.7	-4.7	-2.0	2.0	4.5
		OP margin	-115%	-94%	-24%	16%	25%
	Human resource platform	Sales	5.4	6.9	8.5	10.5	13.3
		Operating Income	-1.3	-0.2	1.1	1.6	2.5
		OP margin	-24%	-3%	14%	15%	19%
Existing Business	Domestic	Sales	40.3	44.9	50.2	56.6	63.5
		-Job Board	27.4	29.2	31.0	33.4	35.9
		-Permanent Recruitment	9.9	11.2	13.0	15.2	17.4
		-Other	2.9	4.4	6.1	8.0	10.2
		Operating Income	7.9	9.1	11.1	13.6	16.6
	OP margin	20%	20%	22%	24%	26%	
	Overseas	Sales	13.5	14.3	18.2	21.6	25.8
		Operating Income	0.9	1.1	2.0	2.8	3.7
		OP margin	7%	8%	11%	13%	14%
	adjustment		Sales	-0.4	-1.1	-0.3	-1.7
		Operating Income	-0.8	-1.3	-2.3	-2.5	-3.4
<b>consolidated</b>		<b>Sales</b>	<b>62.0</b>	<b>70.0</b>	<b>85.0</b>	<b>100.0</b>	<b>120.0</b>
		<b>Operating Income</b>	<b>3.1</b>	<b>4.1</b>	<b>9.9</b>	<b>17.5</b>	<b>24.0</b>
		<b>OP margin</b>	<b>5%</b>	<b>6%</b>	<b>12%</b>	<b>18%</b>	<b>20%</b>

# Policy for Financing Return to Shareholders

**Funds in possession are mainly for growth investment (M&A), while further shareholder return is considered accordingly**  
**Dividends maintain the FYE Mar.2022's level (70.1 yen) during three years of strengthened front-loaded investment**

Cash& savings	Usage	Policies
Single Year P/L	Business	<ul style="list-style-type: none"> <li>● Enhance advertising for substantial mid-term growth</li> <li>● Investment in the business model is within the range of single-year P/L</li> </ul>
B/S 2/3	M&A	<ul style="list-style-type: none"> <li>● As effective fund usage, <b>prioritize M&amp;A that leads to growth investment</b></li> <li>● Prioritize cash reserve but avoid inefficient retention: consider borrowing according to the size</li> </ul>
	Shareholder return	<ul style="list-style-type: none"> <li>● <b><u>Provide dividends for 3 years at the same level as the FYE Mar 2022 period;</u></b> after that, make the payout ratio 50%</li> <li>● Consider obtaining treasury shares flexibly based on the progress of M&amp;A</li> </ul>
B/S 1/3	Retention for contingencies	<ul style="list-style-type: none"> <li>● Hold about one-third of the retained cash as a standard</li> <li>● Control the cost flexibly while retaining the three-month equivalent of fixed cost for contingencies</li> </ul>

**Dividends are to be fixed during period of front-loaded investment  
In FYE March 2026 and onward, when earnings increase substantially,  
dividend payout ratio is to be set at 50%**



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

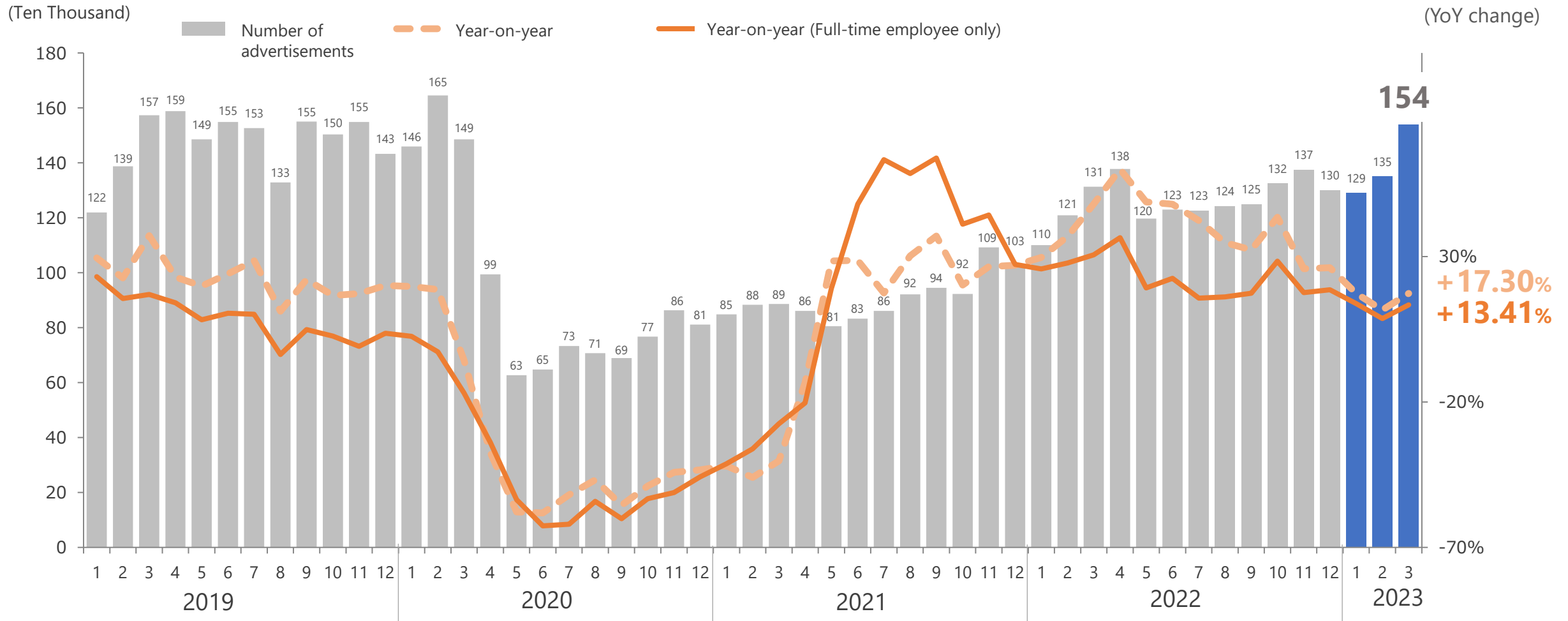
\* The difference from the dividend payout described in the summary of financial results is attributed to the dividend related to J-ESOP. Specifically, dividend payout of the Company is calculated as follows: total dividend/net income attributable to the shareholders of parent company=dividend payout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

\* Assuming dividend payment for FYE Mar/2022 is approved by the general meeting of shareholders.

# Appendix

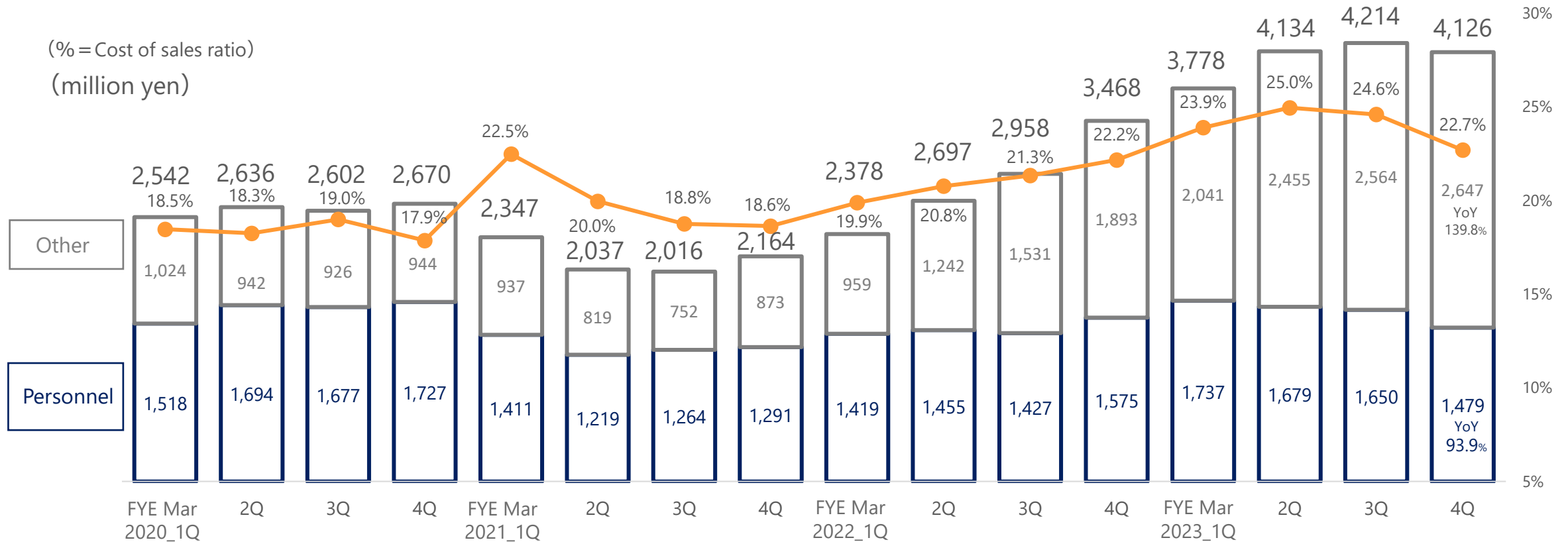
Source: Association of Job Information of Japan  
 "Total Number of Job Advertisements for Full-Time and Part-Time Workers, Temporary Staff"

## The number of job advertisements remains on a recovery path in both the entire market and for full-time workers



## 119.0% YoY in 4Q. Mainly increase in expenses related to temporary staffing in IT staffing business in India

### Cost of Sales

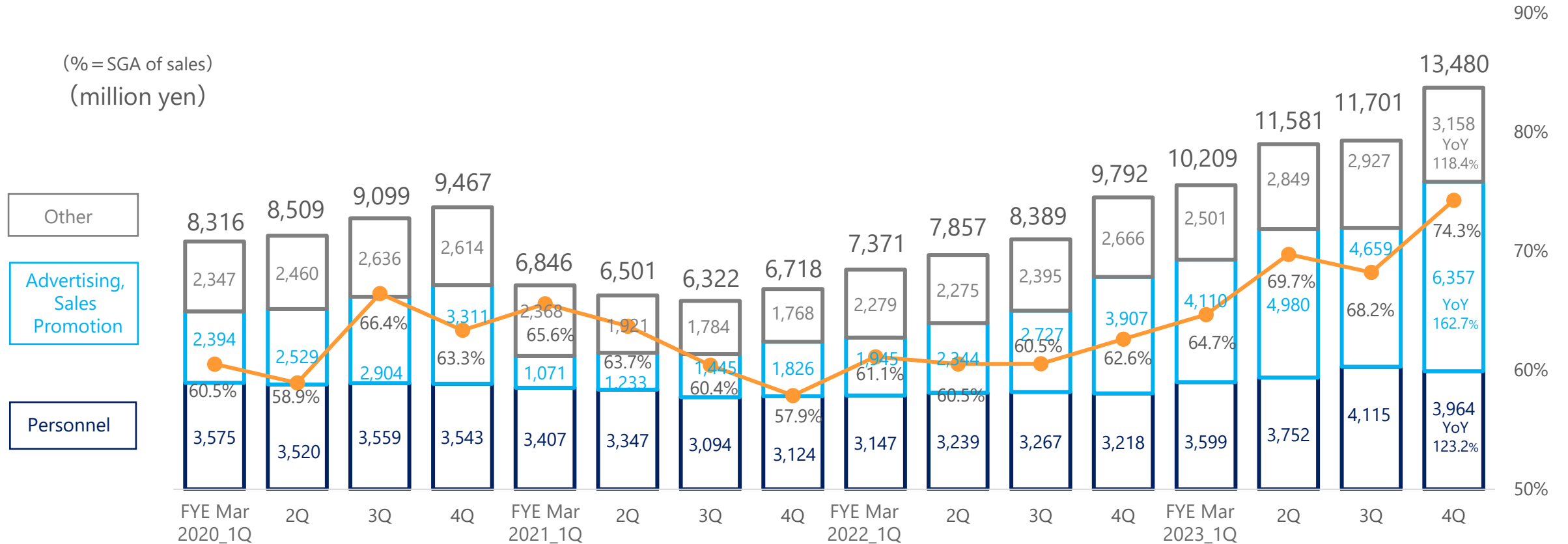




## 137.7% YoY in 4Q. Advertising expenses increased mainly to attract job seekers in the investment business

SGA

(% = SGA of sales)  
(million yen)



(million yen)	FYE Mar 2022 (Mar. 2022)	FYE Mar 2023 (Jun. 2022)	YOY change	YOY change (%)
<b>Current asset</b>	42,301	<b>36,238</b>	-6,063	-14.3%
Cash	35,849	<b>22,158</b>	-13,691	-38.2%
Accounts receivable	5,467	<b>6,468</b>	1,001	18.3%
Other current assets	985	<b>7,611</b>	6,626	672.5%
<b>Non-current assets</b>	13,915	<b>15,857</b>	1,942	14.0%
Property, plant and equipment	635	<b>619</b>	-15	-2.4%
Intangible assets	6,888	<b>8,036</b>	1,148	16.7%
(Good Will in Intangible assets)	2,343	<b>2,134</b>	-209	-8.9%
Investments and other assets	6,392	<b>7,201</b>	809	12.7%
<b>Assets</b>	56,216	<b>52,094</b>	-4,122	-7.3%
<b>Liabilities</b>	15,055	<b>16,561</b>	1,506	10.0%
Current liabilities	13,501	<b>14,645</b>	1,144	8.5%
Not current liabilities	1,554	<b>1,916</b>	362	23.3%
<b>Net assets</b>	41,161	<b>35,533</b>	-5,628	-13.7%
Capital	1,195	<b>1,195</b>	0	0.0%
capital reserves	903	<b>899</b>	-4	-0.5%
earned surplus	43,148	<b>42,648</b>	-500	-1.2%
treasury stock	-5,069	<b>-10,881</b>	-5,812	114.6%
Other net assets	984	<b>1,672</b>	688	69.9%
<b>Liabilities/Net assets</b>	56,216	<b>52,094</b>	-4,122	-7.3%

Decrease due to dividend payments

Due to the recording of treasury share repurchase

Non-consolidated Income Statement  
for FYE Mar/2023

# [FYE Mar/2023 Results] Non-consolidated Income Statement

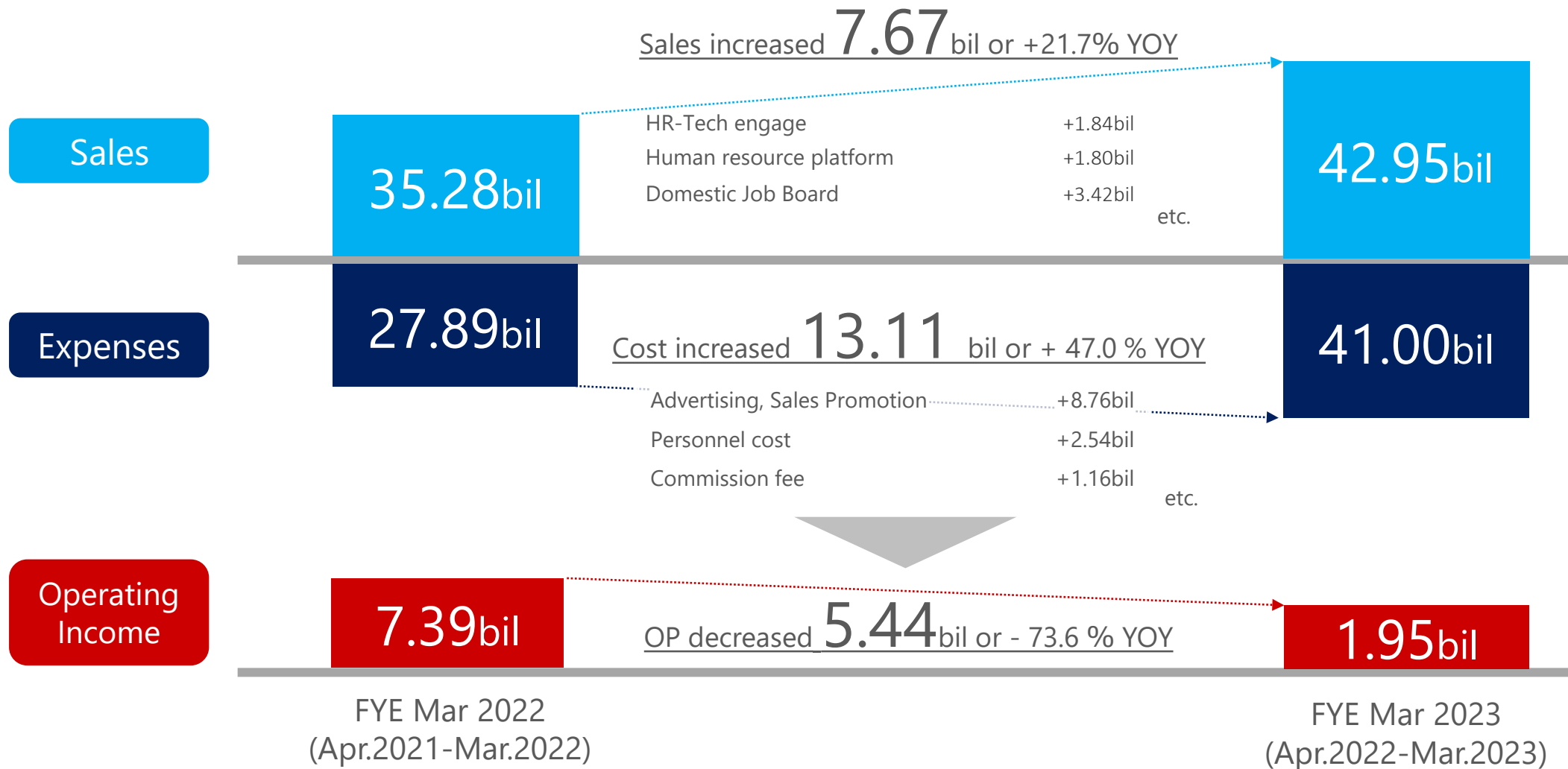
	FYE Mar 2022 Actual (Apr.2021-Mar.2022)		FYE Mar 2023 Actual (Apr.2022-Mar.2023)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
<b>Net Sales</b>	35,281	100.0%	<b>42,952</b>	<b>100.0%</b>	7,671	21.7%
<b>Cost of Sales</b>	2,941	8.3%	<b>3,841</b>	<b>8.9%</b>	900	30.6%
Personnel	1,036	2.9%	<b>1,374</b>	<b>3.2%</b>	338	32.6%
Other	1,905	5.4%	<b>2,466</b>	<b>5.7%</b>	562	29.5%
<b>Gross Profit</b>	32,340	91.7%	<b>39,111</b>	<b>91.1%</b>	6,771	20.9%
<b>SGA(Sales, general &amp; administrative)</b>	24,947	70.7%	<b>37,159</b>	<b>86.5%</b>	12,212	49.0%
Personnel	7,310	20.7%	<b>9,513</b>	<b>22.1%</b>	2,203	30.1%
Advertising, Sales Promotion	10,288	29.2%	<b>19,045</b>	<b>44.3%</b>	8,757	85.1%
Other	7,349	20.8%	<b>8,601</b>	<b>20.0%</b>	1,252	17.0%
<b>Operating Income</b>	7,393	21.0%	<b>1,952</b>	<b>4.5%</b>	-5,441	-73.6%
<b>Ordinary Income</b>	10,293	29.2%	<b>3,332</b>	<b>7.8%</b>	-6,961	-67.6%
<b>Net Income</b>	7,342	20.8%	<b>2,478</b>	<b>5.8%</b>	-4,864	-66.3%

Boost advertising of businesses with investment and existing businesses

Dividends received from consolidated subsidiary en world Japan kk in both the previous and current periods

Year on year

(JPY)



ESG

## 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,

## Total of 26 projects with 116 successful recruitments during the last period: doubled from two periods ago

- en Japan changes society from the hiring front with its various services and know-how





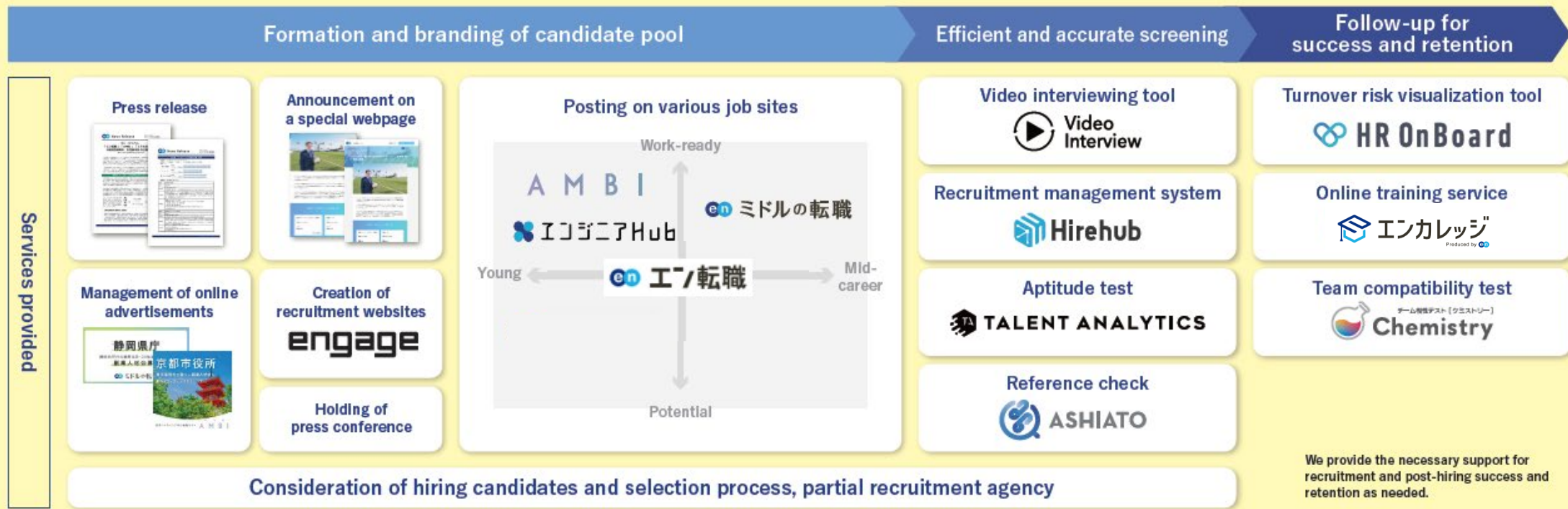
ソーシャルインパクト採用 PROJECT

ABOUT  
このプロジェクトについて

PROJECTS  
プロジェクト一覧

REPORTS  
採用レポート

CONTACT  
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Team structure

In this project, employees in various job categories at en Japan support recruitment activities by bringing together their expertise for the entire Company. People who are mainly from these six job categories constitute the team.



## The goal is to continue growth of society and employees based on our purpose

Co-Creation  
「エンの理念」は、社員全員で作るもの。



「共創型理念経営」。エン・ジャパンが実践する経営スタイルです。トップダウンで理念を押し付け、丸暗記させる。それでは本当に現場で役立つ「生きた哲学」にはなりません。時代の変化を受け止め、社員の意見を反映し、つねに理念をアップデートしていくのが当社です。新入社員でも関係なく、意見は大歓迎。役員がきちんと受け止め、ともに議論し、よくなる言葉を、社員全員で共に創り上げていく。エン・ジャパンがここにあります。

**REMOTE WORK**

毎日の通勤時間、0分。  
通勤いらずで仕事スタート。

自宅ですることができるから、毎日の通勤は不要。商談も訪問型ではなく「インサイドセールス」が基本です。通勤ラッシュとは無縁で、気持ちにも少し余裕ができます。こだわりのデスクや快適なワークスペースづくりに投資する社員も多数。自分好み

14環境の整備などに活用しています。




### (Examples)

- Promote businesses based on our purpose “To make the world better by increasing the number of people who work hard for others and society”
- Update corporate philosophy reflecting employees’ opinions through “Co-creation oriented management”
- Strengthen incentives to employees through new performance-based remuneration, etc.
- Expand job-based recruitment of new grads  
Promote early career building while enabling flexible career model with, e.g., internal job changes and transfers
- Promote working arrangements mainly with remote work, while enhancing internal communications with virtual offices, etc.

## Systems & Initiatives

### ■ Promotion of Women's Participation and Advancement

\* Percentage of women to all employees 55.2%

- 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 Dec. 2021

### ■ Welfare

- Stock grant-type (ESOP) retirement allowance system
- Employee stock ownership association plan
- 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



Takatsugu Suzuki  
President



Michikatsu Ochi  
Chairman



Megumi Kawai  
Director



Teruyuki Terada  
Director



Takuo Iwasaki  
Director



Kayo Murakami  
Outside Directors



Wataru Sakakura  
Outside Directors



Yuri Hayashi  
Outside Directors

## Directors who will serve on the Audit and Supervisory Committee



Taisuke Igaki  
Outside Directors



Naoki Otani  
Outside Directors



Toshihiko Ishikawa  
Outside Directors

## Outline of the Board of Directors


Organizational design	Company with an audit & supervisory board
Composition (Directors)	Internal: 5 directors; external: 6 directors % of external directors: 54.5%
Ratio of female directors	27.2%
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 22<sup>nd</sup> Annual Meeting of Shareholders.](#)



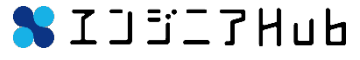
# Company Overview

<b>【 Company Name 】</b>	<b>en Japan Inc.</b>
<b>【 Establishment 】</b>	<b>January 14, 2000</b>
<b>【 Representatives 】</b>	<b>Takatsugu Suzuki (President)</b>
<b>【 Headquarters 】</b>	<b>Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo</b>
<b>【 Total Stockholder's Equity 】</b>	<b>JPY 1,194million (as of Mar. 2023)</b>
<b>【Stock Listing 】</b>	<b>The Prime of the Tokyo Stock Exchange / (code : 4849)</b>
<b>【Fiscal Year 】</b>	<b>April 1 – March 31</b>
<b>【 Number of Employees 】</b>	<b>Consolidated 3,380, Non-consolidated 1,848 (as of Mar. 2023)</b>
<b>【 Number of Outstanding Shares 】</b>	<b>49,716,000 (as of Mar. 2023)</b>
<b>【 Business Description 】</b>	<ul style="list-style-type: none"> <li><b>(1) Internet job recruitment service</b></li> <li><b>(2) Permanent recruitment service</b></li> <li><b>(3) Implementation of training, seminars</b></li> <li><b>(4) Consultation on recruitment , Aptitude test development</b></li> </ul>






## < HR-Tech engage >

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

## <Human resource platform>



Service brand	Contents	Characteristics	Users	Clients	Company
[en]Career Change Consultant  ミドルの転職	High-class recruitment site for middle-aged people	<ul style="list-style-type: none"> <li>• Posting recruitment information from recruitment agencies and operating companies with strengths in career change for middle-aged people</li> <li>• Disclose consultants specialty areas, their achievements, together with evaluations by users</li> </ul>	<ul style="list-style-type: none"> <li>• Mainly 30s to 40s</li> </ul>	Permanent Recruitment agencies, General Companies	en Japan
	Recruitment site specializing in high achievers in their 20s	<ul style="list-style-type: none"> <li>• Mainly listing information for users in their 20s with yearly income of 5 million yen or more</li> <li>• The site is designed to focus on headhunting from companies and job placement agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Mainly 20s</li> </ul>	Permanent Recruitment agencies, General Companies	
Engineers Hub 	Recruitment site for web engineers	<ul style="list-style-type: none"> <li>• Recruitment site using web media Engineer Hub and targeting young web engineers.</li> <li>• Carefully selected people recruited from mega venture and startup companies that will lead to the growth of engineers.</li> </ul>	<ul style="list-style-type: none"> <li>• Young engineers</li> </ul>	General Companies	

## <Job Board (Domestic) >



Service brand	Contents	Characteristics	Users	Clients	Company
[en]Career Change Info  <b>エノ転職</b>	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> <li>Companies which put their recruitment ads on the job board are carefully researched and taken pictures by en-japan.</li> <li>Honest and detailed recruitment information developed by en-japan from the perspective of job seekers.</li> </ul>	<ul style="list-style-type: none"> <li>Mainly 20s</li> </ul>	General Companies	en Japan
[en]Temporary Placement Info  <b>イン派遣</b>	Collective site for temporary staffing companies	<ul style="list-style-type: none"> <li>Temp agencies reputations and job information are available</li> <li>User friendly search function which does not require complicated user guide</li> </ul>	<ul style="list-style-type: none"> <li>Mainly Females in their 20s to mid-40s</li> </ul>	Temporary staffing companies	
en BAITO  <b>インバイト</b>	Part-time job information site	<ul style="list-style-type: none"> <li>Part-time job information mostly owned by temporary staffing companies</li> <li>User friendly functions such as job-recommendation based on their search history</li> </ul>	<ul style="list-style-type: none"> <li>University students</li> <li>Graduates without jobs</li> <li>Housewives</li> <li>Permanent part-timers</li> </ul>	Temporary staffing companies	
[en]Temp to Perm Info for Women  <b>ウィメンズワーク</b>	Recruitment information site for females	<ul style="list-style-type: none"> <li>A recruitment information site for females wishing to work as full-time regular employees.</li> <li>The site lists only such openings for “full-time employees or possible upgrade to full-time employee”.</li> <li>Offers a number of listings for office-work posts.</li> </ul>	<ul style="list-style-type: none"> <li>Mainly Females in their 20s to 30s</li> </ul>	Temporary staffing companies	
career BAITO  <b>キャリアバイト</b>	Internship information sites for university students	<ul style="list-style-type: none"> <li>Targeting university students who look for “paid internship jobs that can foster their abilities,” rather than seeking those jobs purely for money</li> <li>The pioneer site for internship jobs which is the best in the country in terms of both performance and the number of jobs</li> </ul>	<ul style="list-style-type: none"> <li>University students</li> </ul>	General Companies	
<b>iroots</b>	Scout site for new graduates	<ul style="list-style-type: none"> <li>Recruitment scouting site for new graduates</li> <li>A service that enables companies to directly scout new graduates based on personal profiles and aptitude diagnosis</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment</li> </ul>	General Companies	








## <Job Board (Domestic) >

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


## <Permanent Recruitment (Domestic) >

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



## < Domestic Other Business / Subsidiary >

Service brand	Contents	Characteristics	Clients	Company
 <b>ZEKU</b> 株式会社ゼクウ	Hiring management system Operation management system	<ul style="list-style-type: none"> <li>Uniform management of various data and functions, e.g. hiring information, interviewers, response to applications, and effectiveness measurement.</li> <li>Uniform management of hired staff and job listings.</li> </ul>	Temporary staffing companies General Companies	Zeku
 <b>3Eテスト</b>	Aptitude test to identify and assess talented personnel who can thrive	<ul style="list-style-type: none"> <li>It examines intellectual capabilities, ways of thinking, values, etc. which are hard to judge from academic record and job titles</li> <li>Possible to take a test in a short period of time online with smartphones, etc.</li> <li>It identifies talented personnel sought by companies and prevents mismatching</li> </ul>	General Companies	en Japan
 <b>ASHIATO</b>	Reference reporting service with a view to having workers take active roles after entering a company	<ul style="list-style-type: none"> <li>Based on recruitment support results &amp; 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.</li> <li>Speedy reporting is achieved by offering services primarily online at reasonable prices</li> </ul>	General Companies	en Japan
en-College  <b>エンカレッジ</b> <small>Produced by en</small>	Online training services for employees	<ul style="list-style-type: none"> <li>Online training services that offer more than 400 courses tailored for new joiners up to the management</li> <li>"en-college online for temporary staff" is also offered for staff training for temporary staffing companies</li> </ul>	General Companies Temporary staffing companies	en Japan
 <b>HR OnBoard</b> <small>人財確保のための人事プラットフォーム</small>	Development/sales of a retention tool, "HROnBoard"	<ul style="list-style-type: none"> <li>An online questionnaire tool to visualize the risk of resignation after joining a company</li> <li>It visualizes the risk of resignation easily through a monthly questionnaire given to those who are in the scopelt enables prompt actions to prevent resignation</li> </ul>	General Companies	en Japan






## <Domestic Other Business / Subsidiary>

Service brand	Contents	Characteristics	Clients	Company
	Freelance management service	<ul style="list-style-type: none"> <li>• A cloud service that enables uniform management of orders placed with freelancers, progress and billing</li> <li>• Orders received and placed are all digitalized. Also offers linkage with other web-based services, including CRM and accounting software.</li> </ul>	General Companies	en Japan

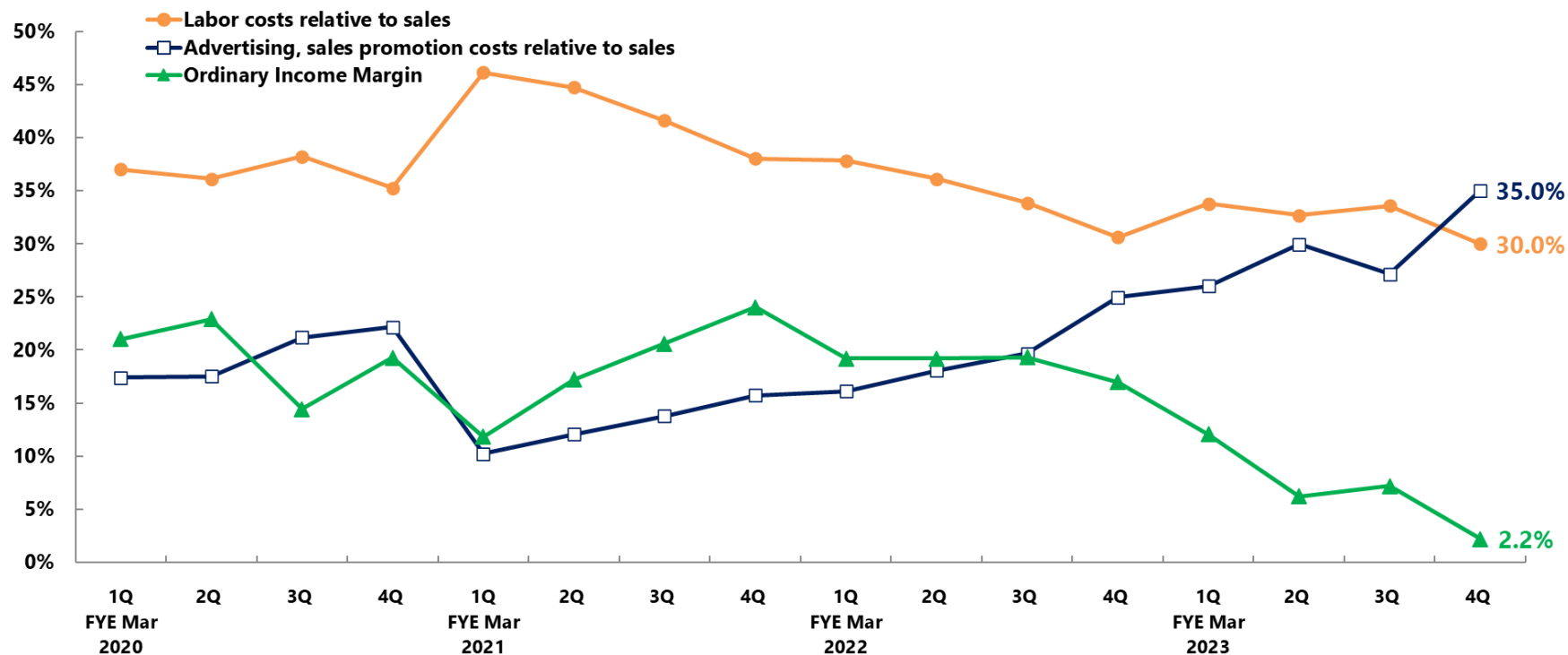
## <Other New Business\*Unconsolidated subsidiary >

Service brand	Contents	Characteristics	Clients	Company
	Marketing research Data analysis using AI	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Analyzes data owned by companies using sophisticated data analysis technologies. Provides issue-solving solutions.</li> </ul>	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"> <li>• Service to support people looking for a husband or wife with the new concept of seeking happiness after marriage</li> </ul>	General users	en KONKATSU AGENT

## <Overseas>

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

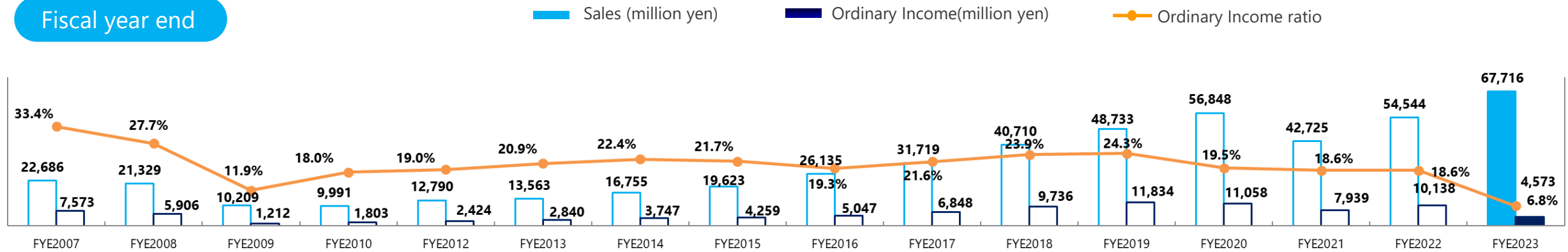
Data of Main service



	1Q FYE Mar 2020	2Q	3Q	4Q	1Q FYE Mar 2021	2Q	3Q	4Q	1Q FYE Mar 2022	2Q	3Q	4Q	1Q FYE Mar 2023	2Q	3Q	4Q
Ordinary Income (million yen)	2,892	3,305	1,979	2,881	1,236	1,758	2,155	2,788	2,314	2,495	2,675	2,653	1,907	1,033	1,235	398
% of sales	21.0%	22.9%	14.4%	19.3%	11.8%	17.2%	20.6%	24.0%	19.2%	19.2%	19.3%	17.0%	12.1%	6.2%	7.2%	2.2%
Labor costs (million yen)	5,092	5,214	5,235	5,268	4,817	4,565	4,357	4,413	4,565	4,692	4,694	4,792	5,335	5,431	5,765	5,443
% of sales	37.0%	36.1%	38.2%	35.3%	46.1%	44.7%	41.6%	38.0%	37.9%	36.1%	33.9%	30.6%	33.8%	32.7%	33.6%	30.0%
Ad, sales promotion costs (million yen)	2,394	2,528	2,904	3,310	1,070	1,232	1,444	1,826	1,944	2,344	2,727	3,907	4,109	4,980	4,659	6,357
% of sales	17.4%	17.5%	21.2%	22.1%	10.2%	12.1%	13.8%	15.7%	16.1%	18.1%	19.7%	25.0%	26.0%	30.0%	27.2%	35.0%

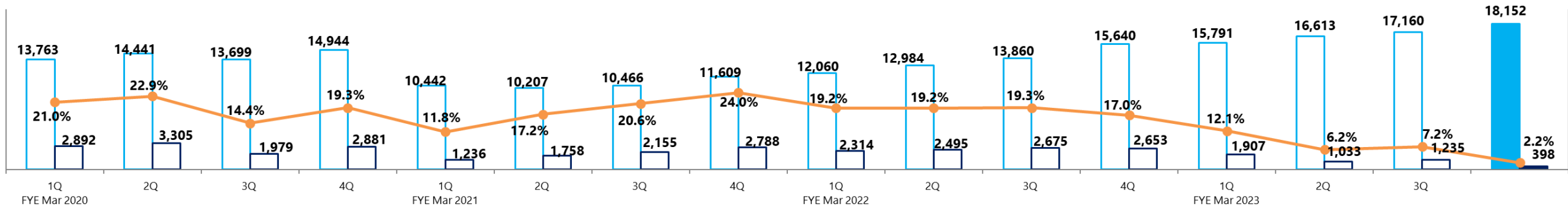
# Earnings for Fiscal year end and each quarter

## Fiscal year end



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

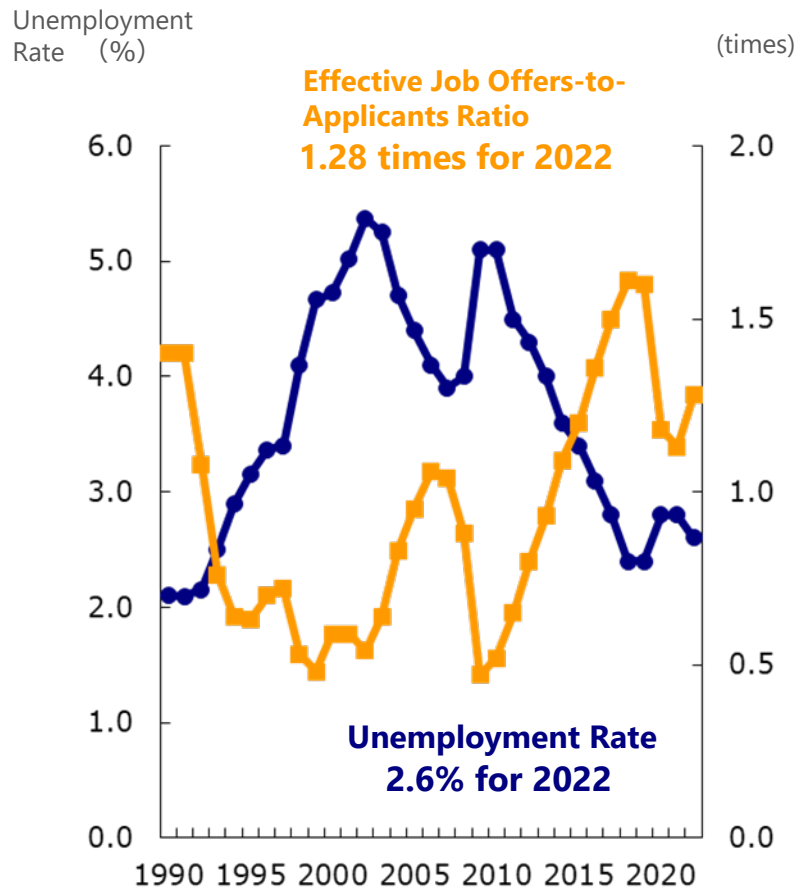
## Quarter



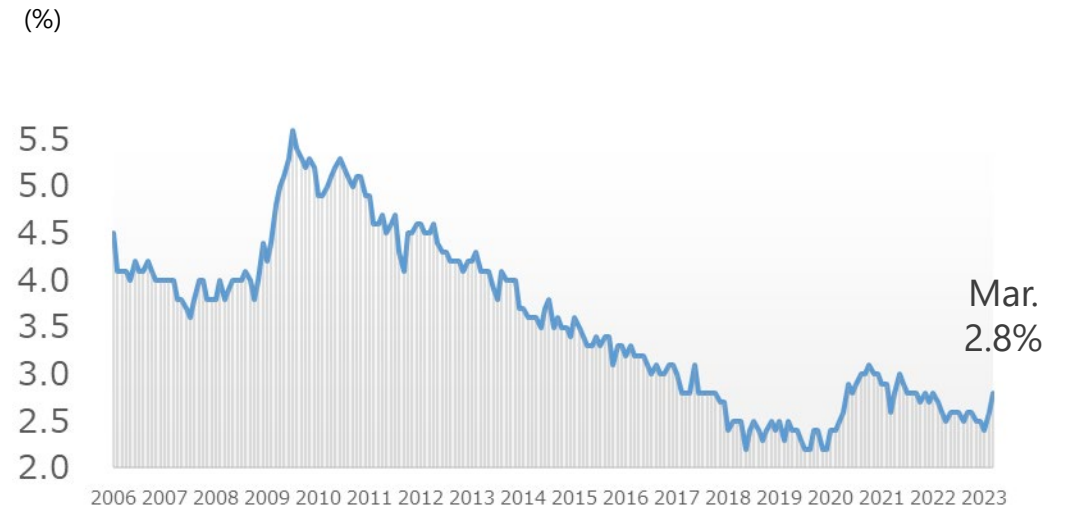
# The market environment

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

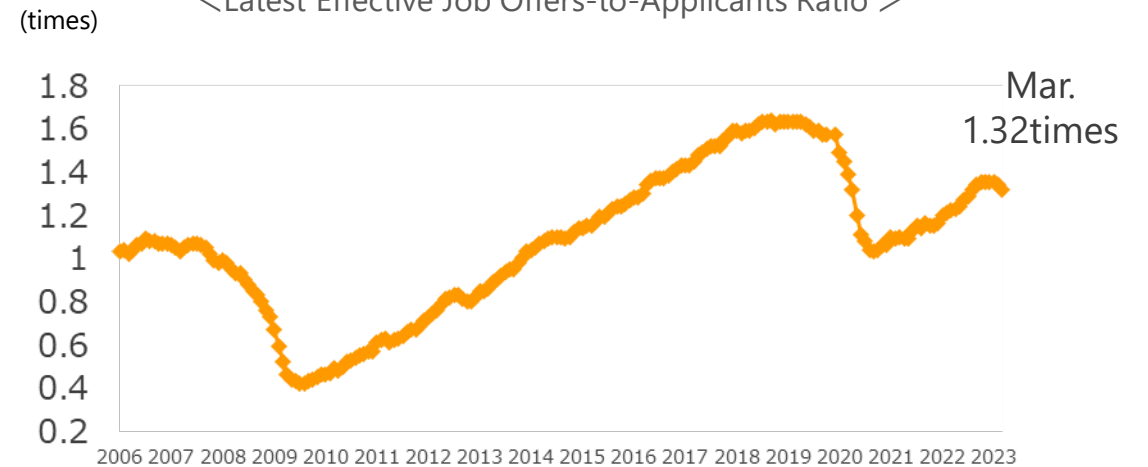
<Year Average>



< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >



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





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