



# | 1st Quarter of FYE Mar/2024 Earnings Review

August 9, 2023

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TSE Prime section

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1Q FYE Mar  
2024  
  
actual

Sales	16.49bill	YoY 104%
Operating income	0.75bill	YoY 42%

- Point

- Investment business saw a large increase in revenues, mainly in “engage”
  - Revenue in overseas businesses declined due to external environment; cost reduction measures implemented
  - As for expenses, increase in advertising expenses for attracting job seekers, mainly in “engage,” and in personnel costs due to personnel reinforcement aimed at achieving the Medium-Term Management Plan and salary raises
- Businesses with Investment

(HR-Tech engage)

- Sales **205%YOY**, continuing high growth
  - Membership reached **2.66 million** persons by the end of June (end of last June: 1.36 million persons)

(Human resource platform)

- Sales **120% YoY**, continuing growth; operating loss narrowed, progressing toward monetization
  - Membership reached **3.36 million** persons by the end of June (end of last June: 2.74 million persons)
- Existing businesses

- Sales **103% YoY** for Japan and **84% YoY** for overseas
  - Operating income was driven by job board in Japan

# Consolidated Performance Summary for the 1st Quarter of FYE Mar/2024

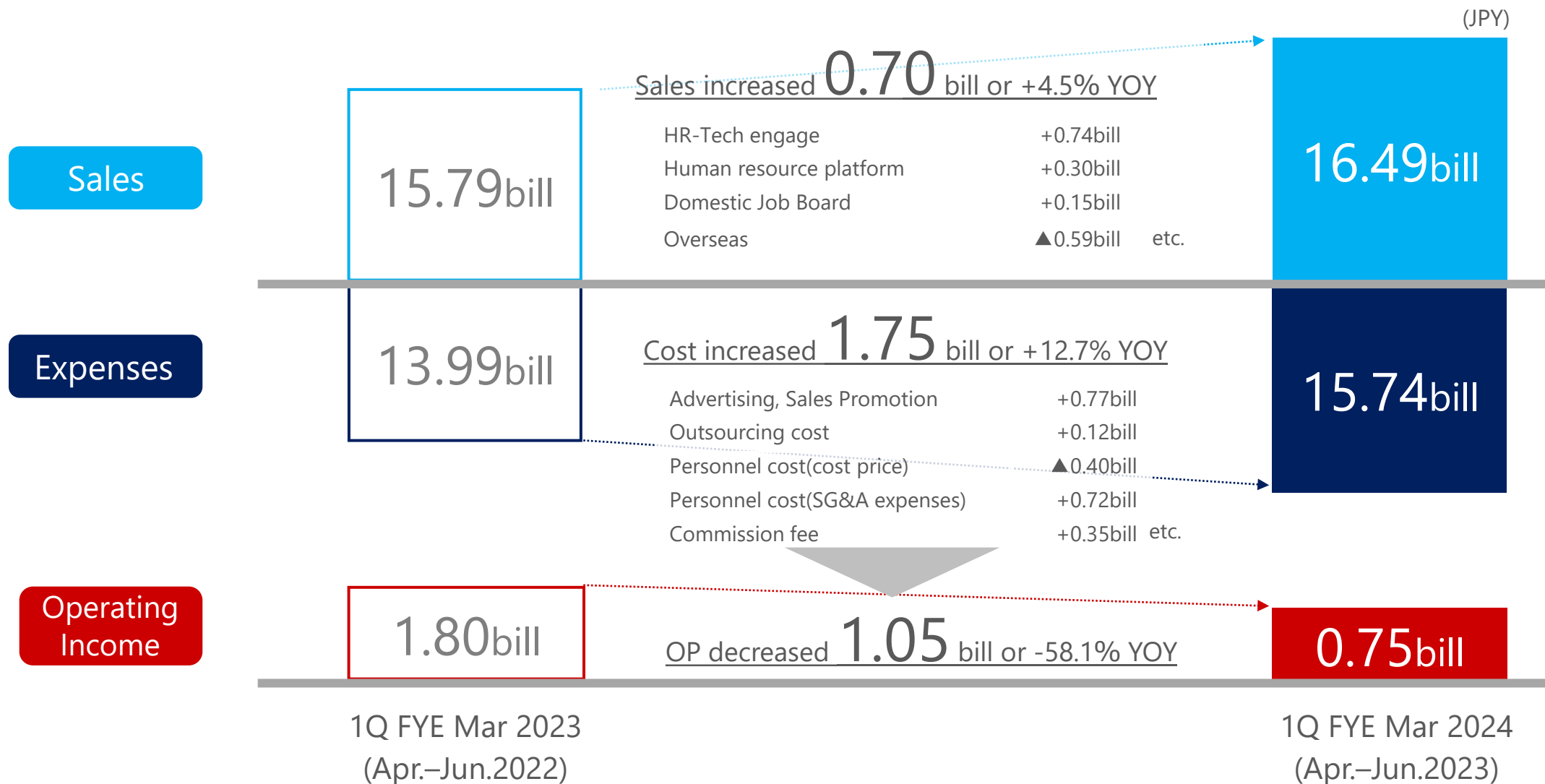
# [1Q FYE Mar/2024 Results] Consolidated Income Statement Year on Year

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	1Q FYE Mar 2023 Actual		1Q FYE Mar 2024 Actual		YOY	
	(Apr.-Jun.2022)		(Apr.-Jun.2023)		change (million yen)	change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
<b>Net Sales</b>	15,791	100.0%	<b>16,499</b>	<b>100.0%</b>	708	4.5%
<b>Cost of Sales</b>	3,778	23.9%	<b>3,560</b>	<b>21.6%</b>	-218	-5.8%
Personnel	1,737	11.0%	<b>1,331</b>	<b>8.1%</b>	-406	-23.4%
Other	2,041	12.9%	<b>2,229</b>	<b>13.5%</b>	188	9.2%
<b>Gross Profit</b>	12,012	76.1%	<b>12,939</b>	<b>78.4%</b>	927	7.7%
<b>SGA(Sales, general &amp; administrative)</b>	10,209	64.7%	<b>12,184</b>	<b>73.8%</b>	1,975	19.3%
Personnel	3,598	22.8%	<b>4,322</b>	<b>26.2%</b>	724	20.1%
Advertising, Sales Promotion	4,109	26.0%	<b>4,881</b>	<b>29.6%</b>	772	18.8%
Other	2,501	15.8%	<b>2,981</b>	<b>18.1%</b>	480	19.2%
<b>Operating Income</b>	1,802	11.4%	<b>755</b>	<b>4.6%</b>	-1,047	-58.1%
<b>Ordinary Income</b>	1,907	12.1%	<b>884</b>	<b>5.4%</b>	-1,023	-53.7%
<b>Net Income attributable to en-japan</b>	1,144	7.2%	<b>586</b>	<b>3.6%</b>	-558	-48.8%

# Changing Factor of Earnings Year on Year

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# Performance Overview by Segment<sup>\*</sup> for 1Q FYE Mar/2024

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

# 1Q FYE Mar/2024 Performance Overview by Segment

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(bil JPY)			1Q FYE Mar 2023 Actual (Apr.–Jun.2022)	1Q FYE Mar 2024 Actual (Apr.–Jun.2023)	YoY
Businesses with investment	HR-Tech engage	Sales	0.70	1.44	105.1%
		Operating Income	-0.75	-1.30	-
		OP margin	-107.5%	-90.5%	-
	Human resource platform	Sales	1.46	1.76	20.2%
		Operating Income	-0.13	-0.04	-
		OP margin	-8.9%	-2.4%	-
Existing Businesses	Domestic	Sales	10.00	10.35	3.5%
		-Job Board	6.78	6.93	2.2%
		-Permanent Recruitment	2.57	2.59	0.8%
		-Other	0.65	0.83	28.2%
		Operating Income	2.64	2.16	-18.2%
		OP margin	26.5%	20.9%	-
	Overseas	Sales	3.76	3.17	-15.7%
		-India IT Temp	2.85	2.34	-18.1%
		-Vietnam	0.58	0.57	-1.1%
		-Other	0.33	0.26	-20.2%
		Operating Income	0.30	0.24	-19.1%
		OP margin	8.0%	7.7%	-
adjustment		Sales	-0.13	-0.22	-
		Operating Income	-0.26	-0.31	-
consolidated		Sales	15.79	16.49	4.4%
		Operating Income	1.80	0.76	-58.1%
		OP margin	11.4%	4.6%	-



# Businesses with investment

**engage**

## 1Q Sales(yen)

High growth due to strong number of  
job-seeker applications

**1.44bill** YoY **205%**

## Job seeker KPIs

More than 100,000 new members  
each month

✓ Users

**2.66** mil. YoY + **1.30** mil.

✓ MAU

**4.59** mil. YoY + **2.64** mil.

## Company KPIs

Increasing active users, strong company KPIs

✓ Total number of accounts

**550** thousand accounts YoY **122%**

✓ Number of paid accounts

**19** thousand accounts YoY **111%**

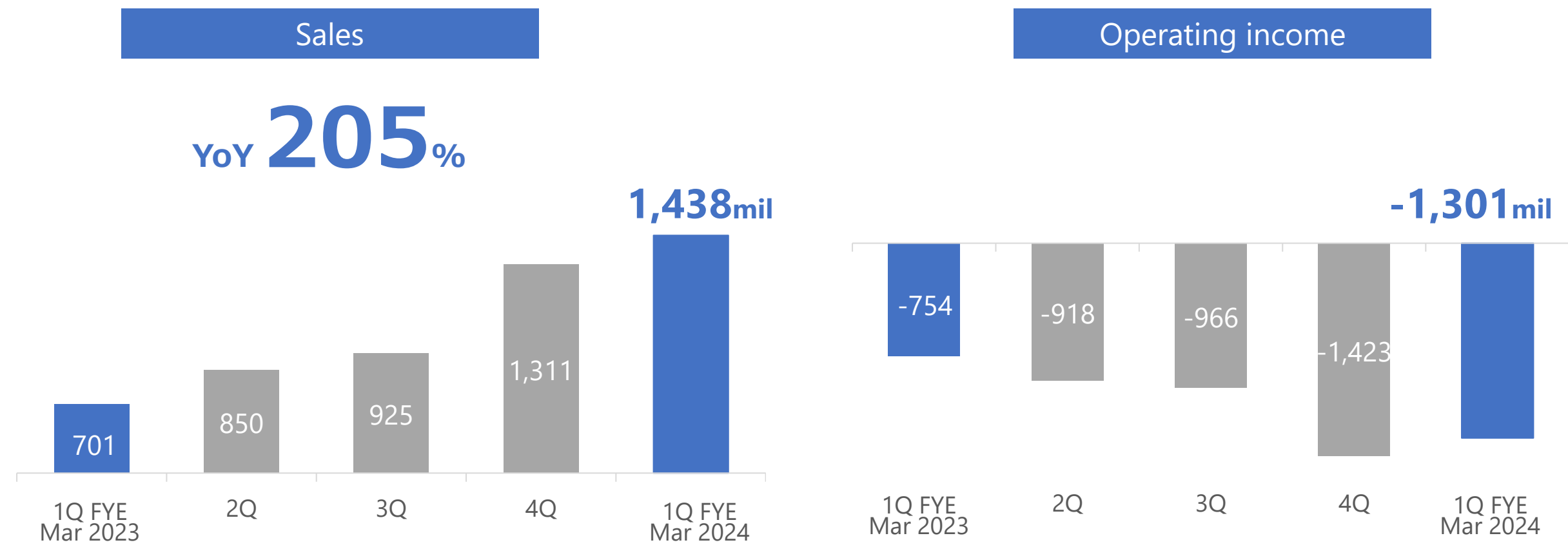
✓ Publicized job listings

**1.27** mil. listings YoY **119%**

✓ Paid job listings

**113** thousand listings YoY **201%**

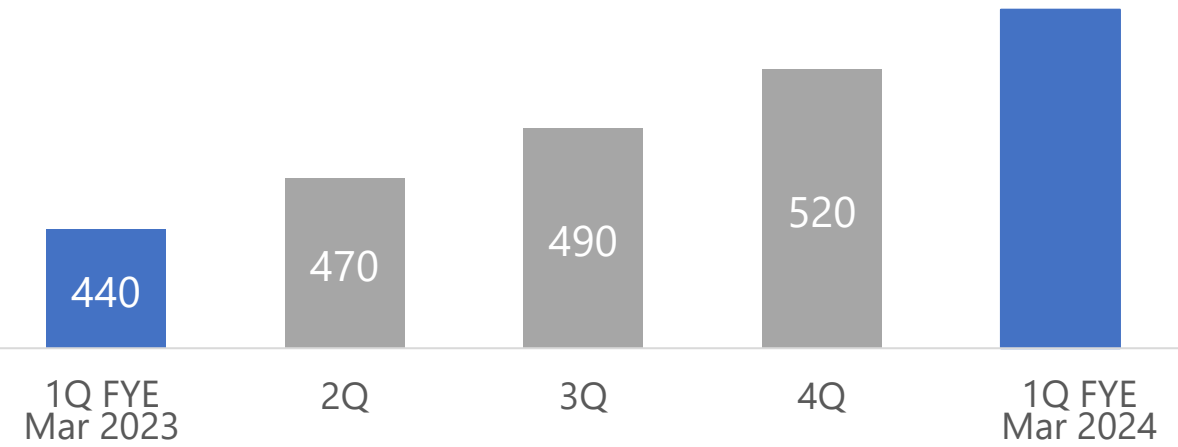
High sales growth of **205% YoY** as sales from application-based billing grew due to strong application numbers  
Operating income exceeded plan due to strong sales performance



Corporate awareness has increased due in part to the implementation of TV commercials, leading to an increase in user accounts

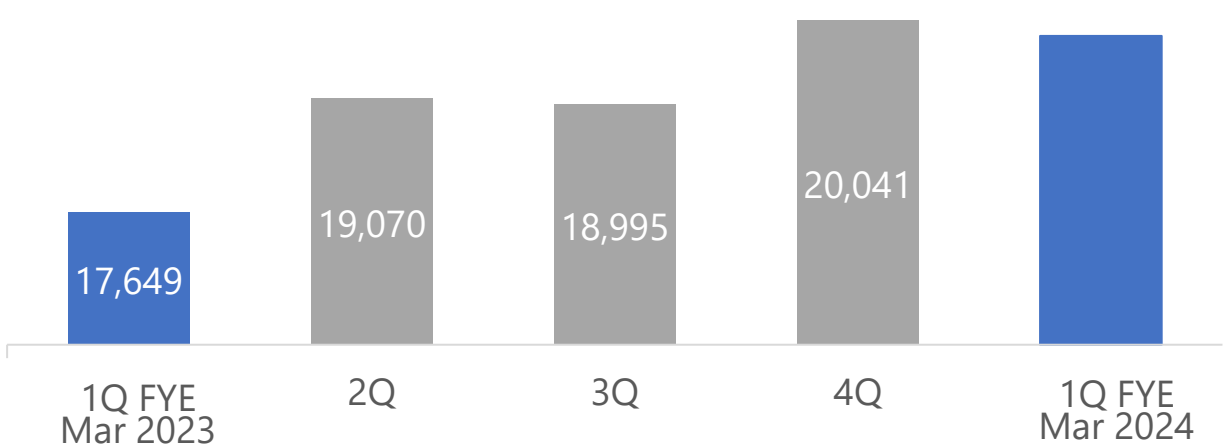
Total number of accounts

YoY **122%**  
**550 thousand**  
**accounts**



Number of paid accounts

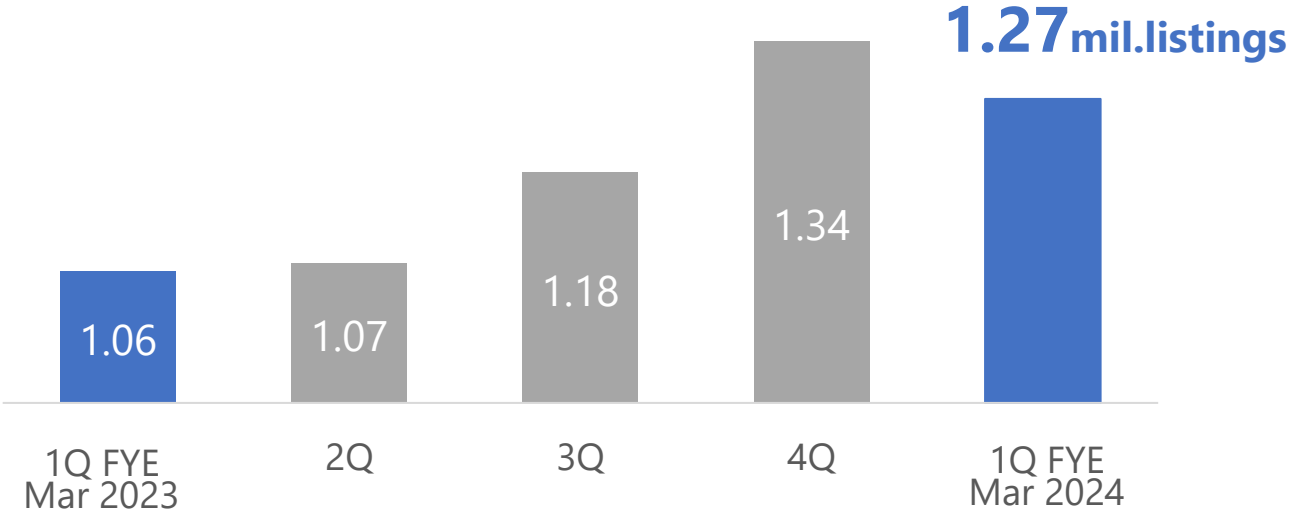
YoY **111%**  
**19,846**  
**accounts**



Number of paid job listings grew considerably due to increase in usage by paid user companies, prompted by strong application numbers

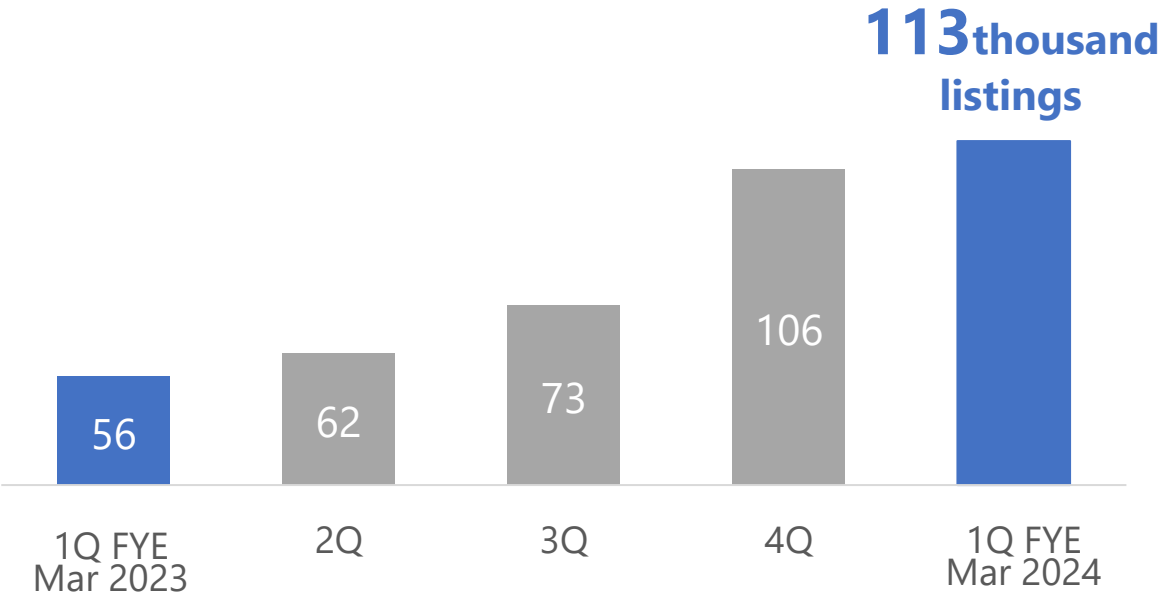
Publicized job listings

YoY **119%**

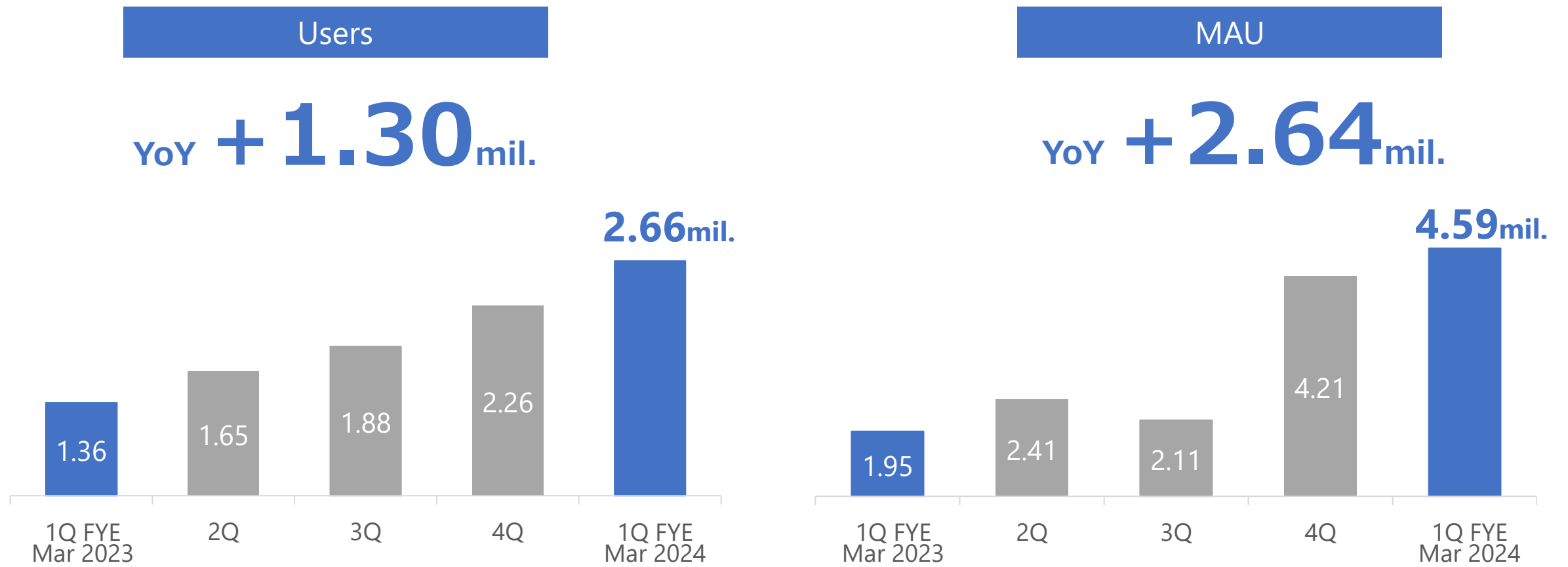


Paid job listings

YoY **201%**



More than 100,000 new job seekers registered per month in 1Q  
Not only new members but also past members contributed to increase in MAU



## Human resource platform

A M B I  ミドルの転職



## 1Q Results

Operating loss narrowed YoY due to sales growth

✓ Sales

**1.76**bill YoY **120%**

✓ Operating income

**▲0.04**bill YoY **+0.09**bill

## Job seeker KPIs

AMBI membership has surpassed 1 million

✓ Users

**3.36**mil. YoY + **0.62**mil.

## Company KPIs

User companies increasing among both permanent recruitment agencies and general companies

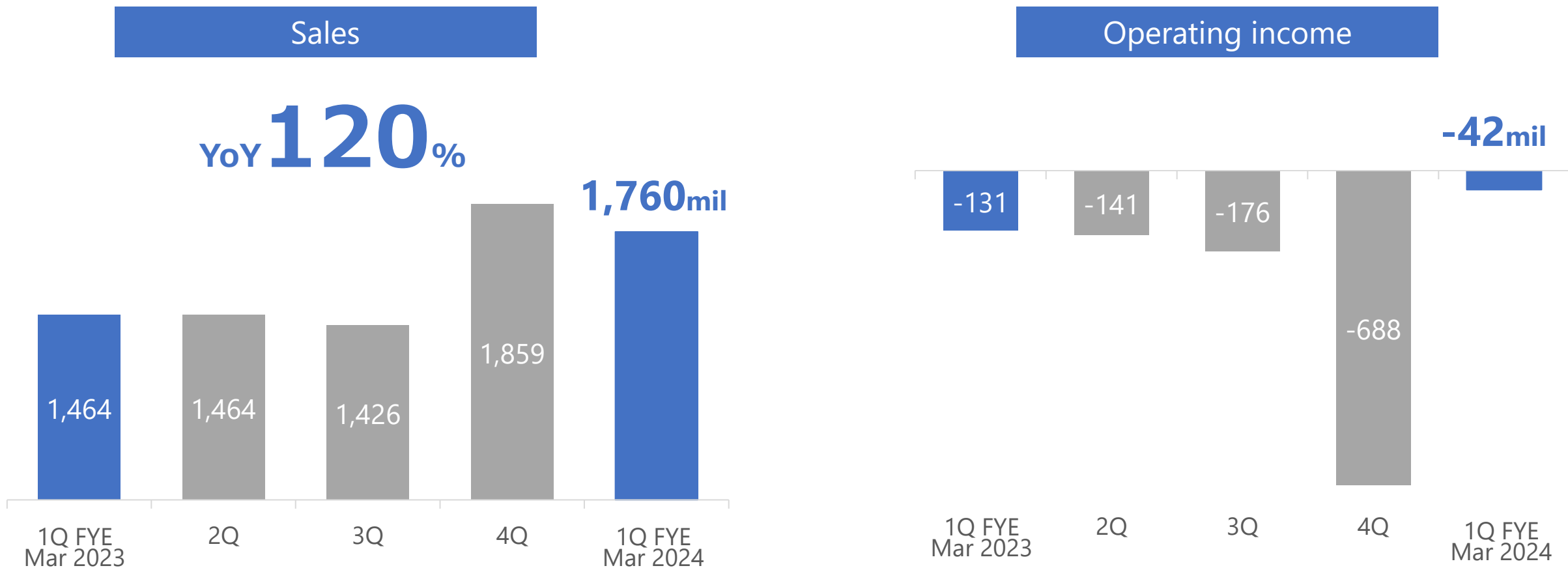
✓ User Companies

**5,657** YoY **174%**

✓ Job offers

**267,000** YoY **122%**

Revenue grew due to increase in the number of user companies;  
operating loss narrowed in 1Q due to sales growth

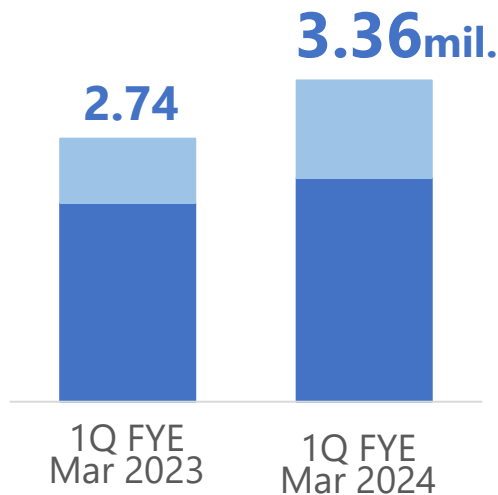


As a result of implementing TV commercials in March, while recruitment market is active, corporate awareness improved and various KPIs grew steadily

## Users

YoY **122%**

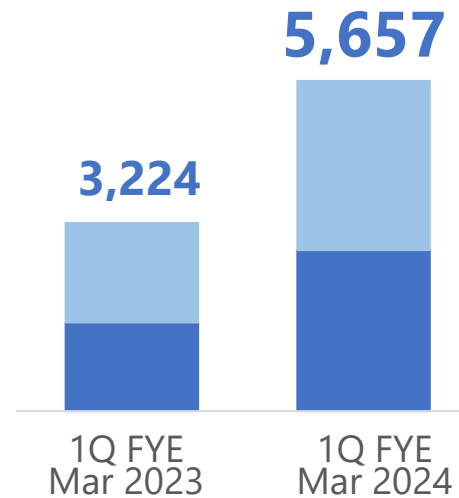
■ [en]Career Change Consultant ■ AMBI



## User Companies

YoY **175%**

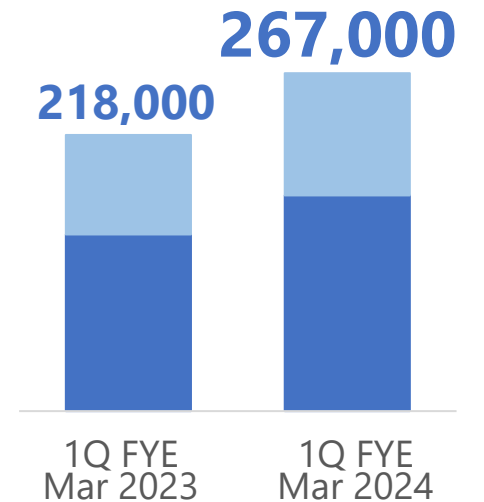
■ [en]Career Change Consultant ■ AMBI



## Job offers

YoY **122%**

■ [en]Career Change Consultant ■ AMBI



## Celebrating 1 million members! Major summer promotion campaign implemented (July 2023)



Poster advertisement image



Commercial image

View the commercial video here:  
<https://youtu.be/DcJwFM2AEIq>

With “Work can bring about change in society ” as the key phrase, we have launched commercials and transportation advertisements featuring young actor Gordon Maeda. We aim to expand recognition and encourage utilization among young talented individuals with high aspirations and potential.

TV commercial

Transportation  
advertisements

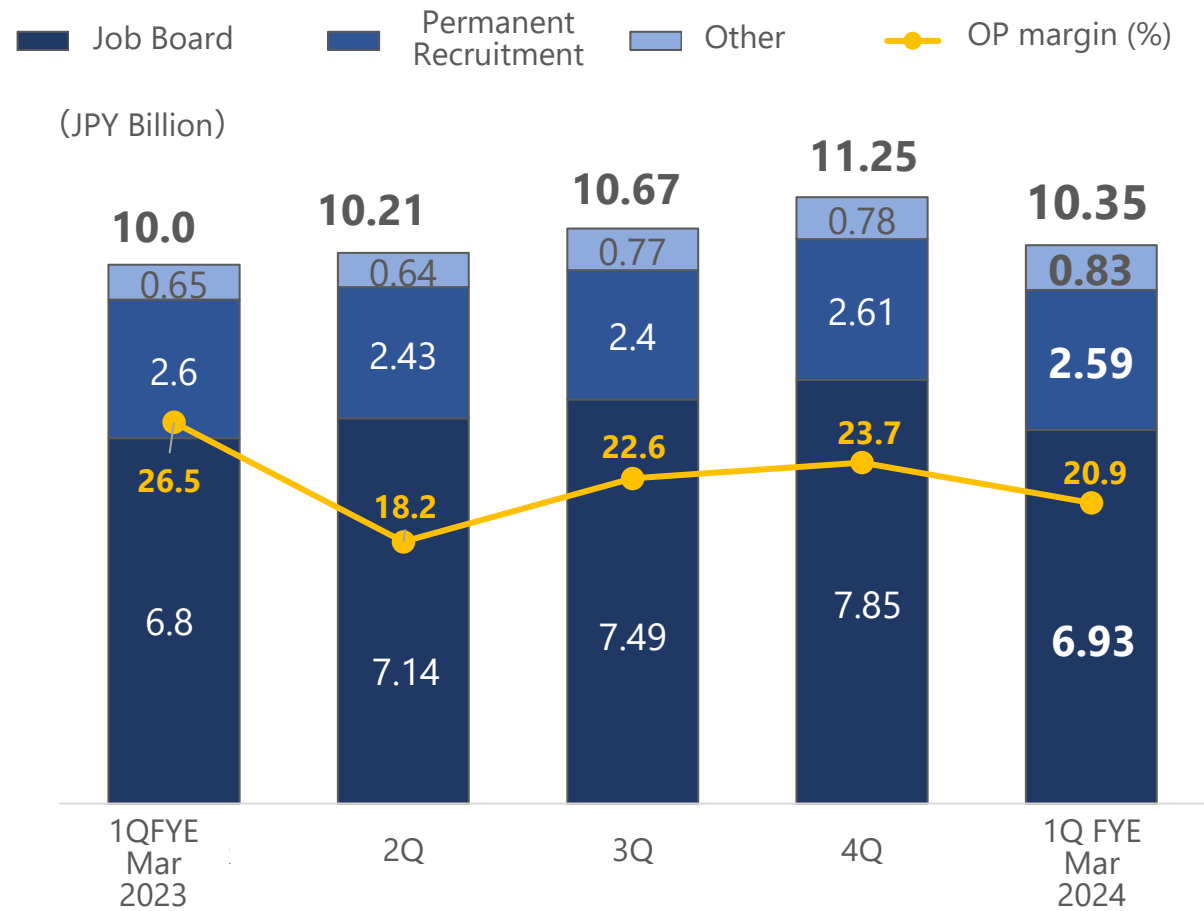
July 1, 2023 (Sat.) – July 21, 2023 (Fri.)

Kanto region

Large poster advertisements at major stations, in-train digital signage, etc.

Existing businesses

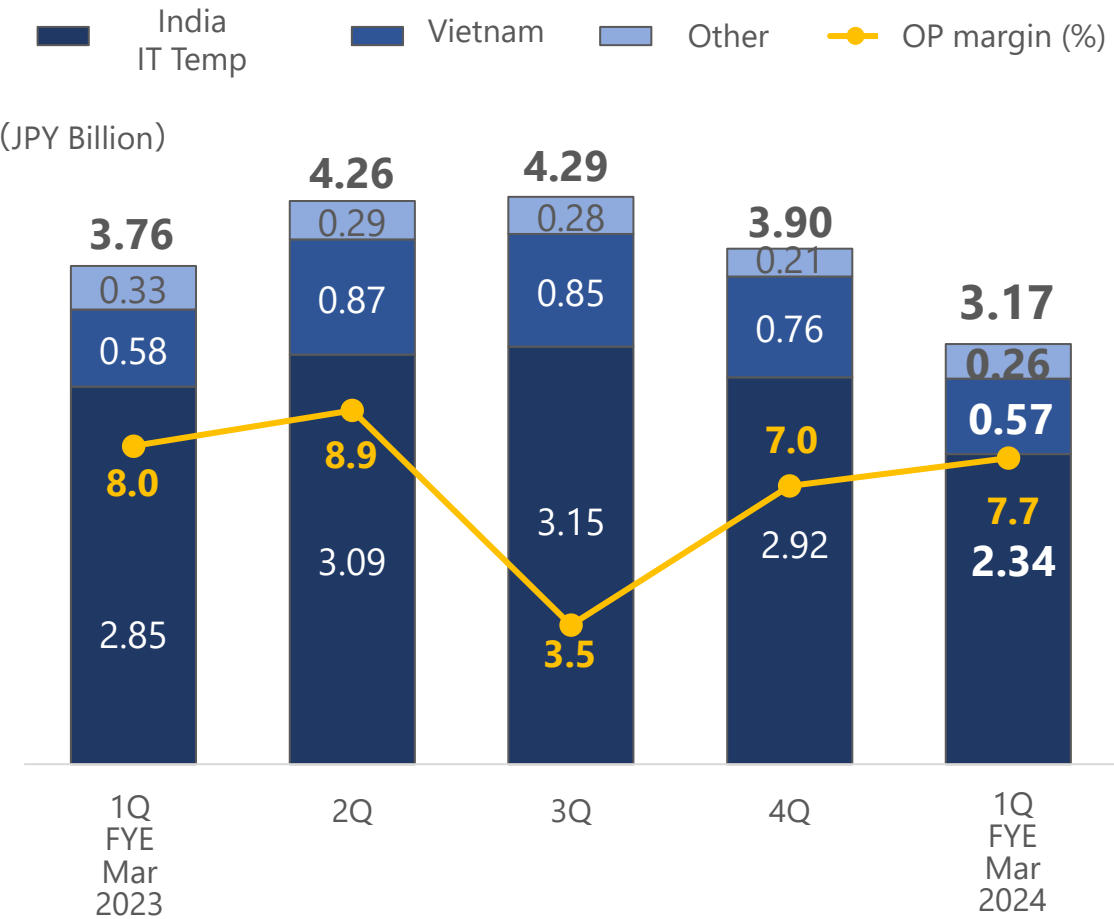
Sales/Operating income margin



1Q

domestic	<div><div>— Sales10.35bill YoY 103.5%</div><div>— Operating income2.16bill YoY 81.8%</div><div><div>• Revenue increased due to growth in job board and other businesses</div><div>• Personnel costs increased due to personnel reinforcement aimed at achieving the Medium-Term Management Plan and salary raises</div></div></div>
Job Board	<div><div>— Sales6.93bill YoY 102.2%</div><div><div>• Revenue increased in line with the job board market growth</div><div>• [en] Career Change Info increased its agency utilization to expand the number of job listings, which resulted in an increase in commission fees.</div></div></div>
Perma nent Recrui tment	<div><div>— Sales2.59bill YoY 100.8%</div><div><div>• en Agent achieved solid sales growth</div><div>• EWJ saw decrease in revenue as the productivity of the consulting service did not improve.</div></div></div>

Sales/Operating income margin



1Q

Over seas	<div><div>— Sales</div><div>3.17bill YoY 84.3%</div></div> <div><div>— Operating income</div><div>0.24bill YoY 80.9%</div></div> <div><div>• Revenues declined in all of India, Vietnam, and China.</div><div>• IT staffing business in India achieved increased profits by cutting personnel costs.</div></div>
India IT Temp	<div><div>— Sales</div><div>2.34bill YoY 81.9%</div></div> <div><div>• Revenue declined due to the impact of large-scale layoffs at major U.S. IT companies</div><div>• Implemented cost-cutting measures mainly for personnel costs (cost of sales).</div></div>
Vietnam	<div><div>— Sales</div><div>0.57bill YoY 98.9%</div></div> <div><div>• Revenue declined due to the impact of Vietnam’s downturn in domestic economy.</div><div>• Implemented necessary cost-cutting measures but no significant layoffs made, anticipating the economic recovery phase</div></div>

## Newly appointed actor Masaki Suda as a commercial personality Major promotion campaign implemented (July 2023)



Poster advertisement image



Commercial image

View the commercial video here:  
<https://youtu.be/DcJwFM2AEIg>

The new commercial features actor Masaki Suda, who has high name recognition and is popular with a wide range of age groups, mainly young people in their 20s and 30s. With “Changing career is all about ‘en (fate)’ ” as the key phrase, we implemented an advertising campaign centered around TV commercials to expand recognition of service and encourage utilization.

TV  
commercial

Transportation  
advertisements

July 22, 2023 (Sat.) – August 9, 2023 (Wed.)

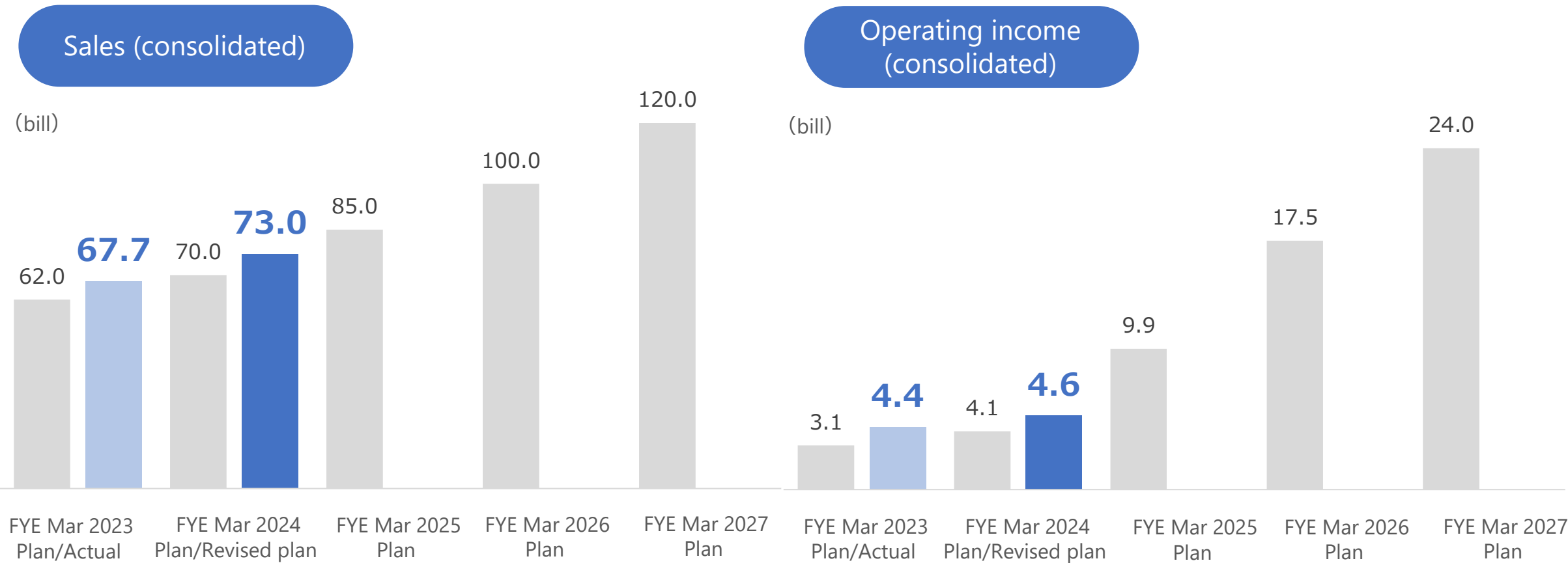
Kanto, Chukyo, Kansai and Fukuoka regions

Large poster advertisements at major stations, in-train digital signage, etc.



# Medium-Term Management Plan Progress (Reprinted)

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



# Numerical plan by segment (Reprinted in Published on May 12, 2022)

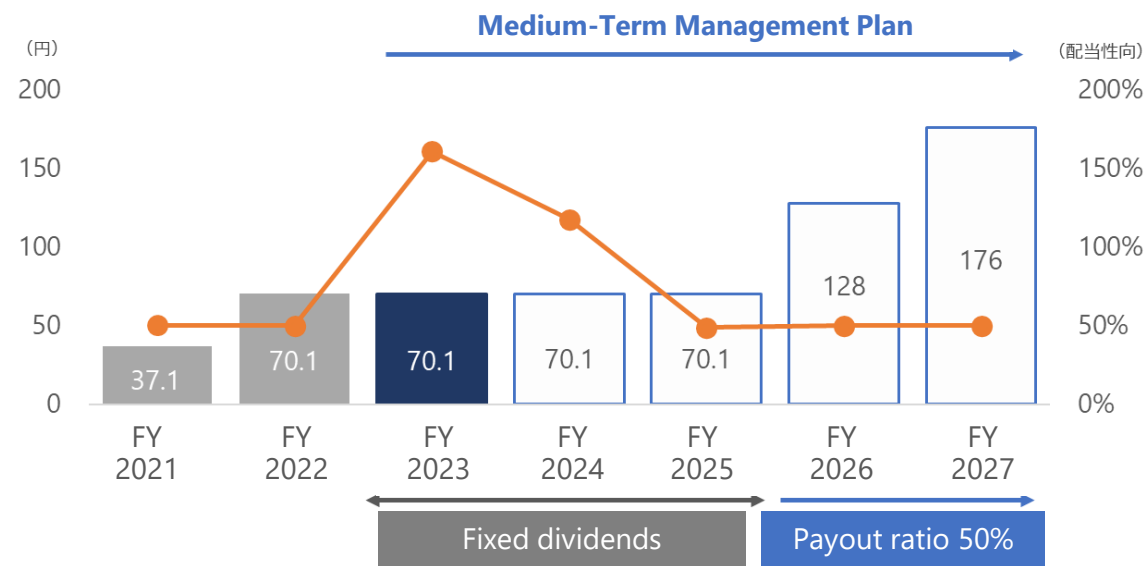
27

(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	-0.6
		Operating Income	-0.8	-1.3	-2.3	-2.5	-3.4
consolidated		Sales	62.0	70.0	85.0	100.0	120.0
		Operating Income	3.1	4.1	9.9	17.5	24.0
		OP margin	5%	6%	12%	18%	20%

Return to Shareholders

dividend

**For FYE March 2023, as per the basic policy in Medium-Term Management Plan**  
**Dividends are to be fixed until FYE March 2025 (during period of front-loaded investment)**  
**In FYE March 2026 and onward, dividend payout ratio is to be set at 50%**



treasury share purchase

**Implemented after comprehensively considering growth investments, cash reserves, share market trends and other factors from a medium- to long-term perspective**

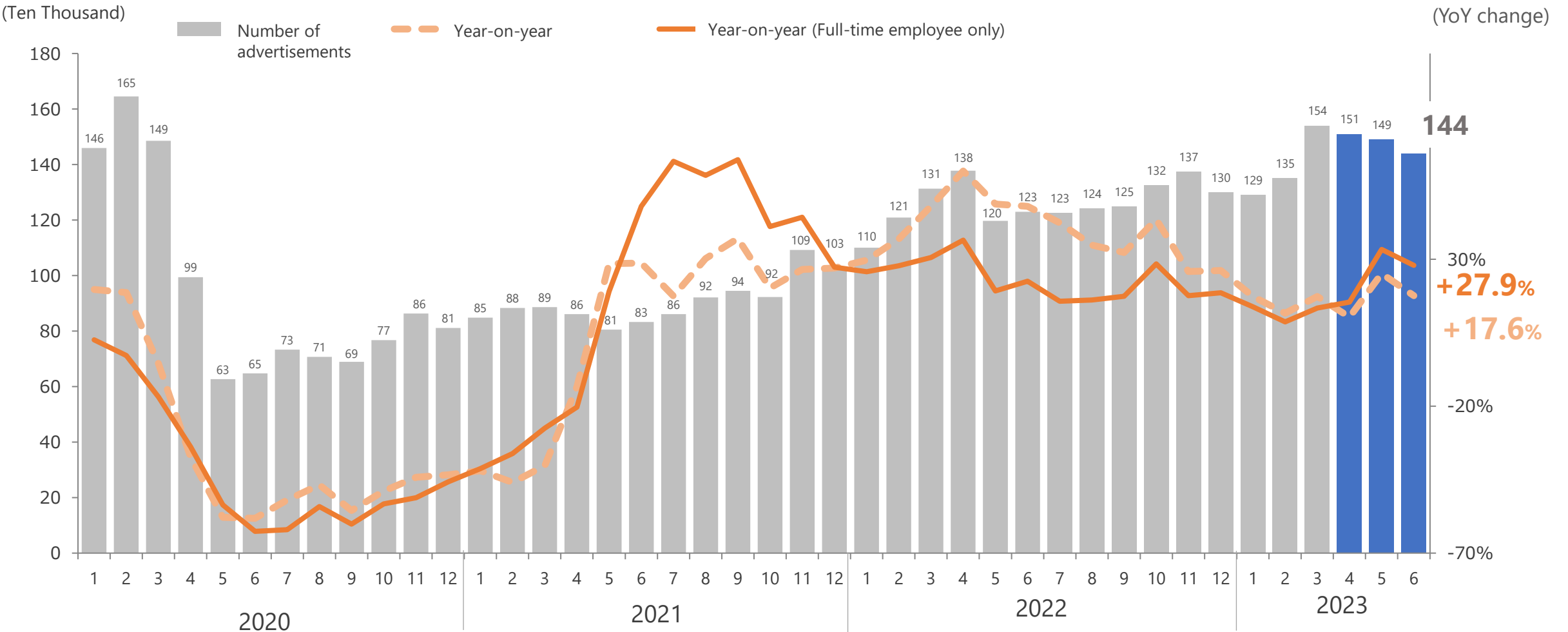
Purchase period	August 12, 2022 – May 31, 2023
Total number of shares purchased	4,166,100
Total purchase price of shares	¥9,999,939,600 (maximum amount purchased)

**Uses: M&A, share exchange, grant of share options, etc.**

# Appendix

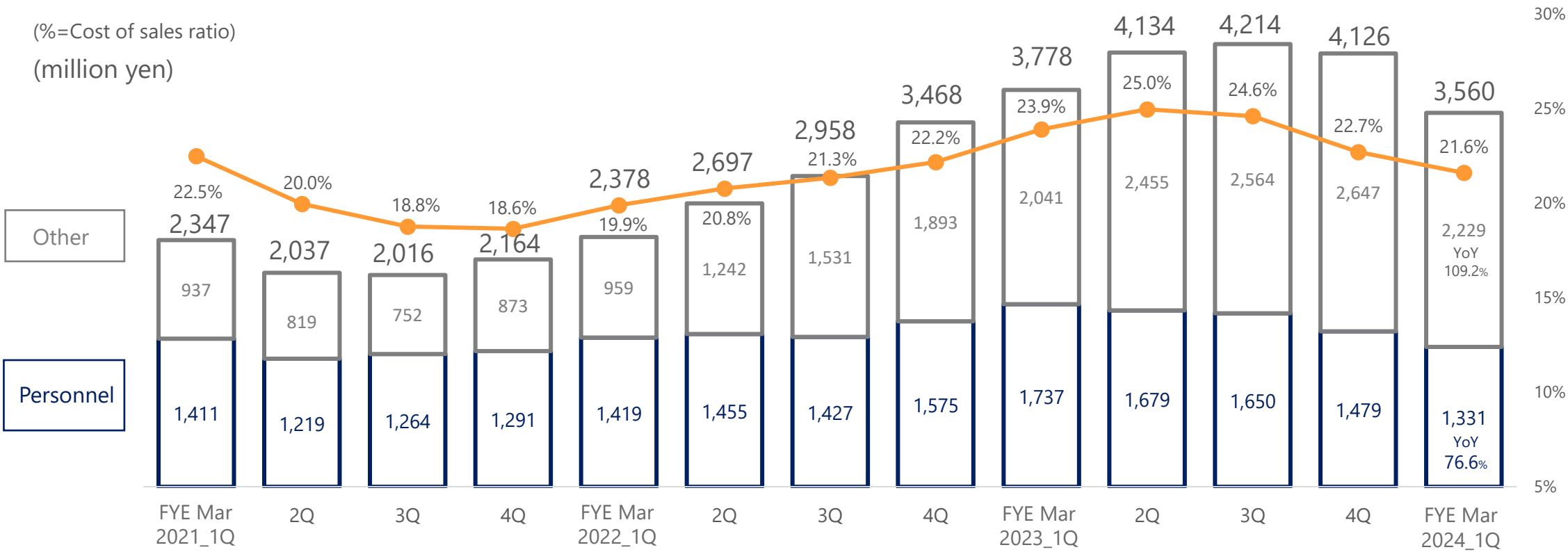
Source: Association of Job Information of Japan  
"Total Number of Job Advertisements for Full-Time and Part-Time Workers, Temporary Staff"

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



104.2% YoY in 1Q. Mainly decrease in personnel costs due to layoffs in IT staffing business in India

Cost of Sales

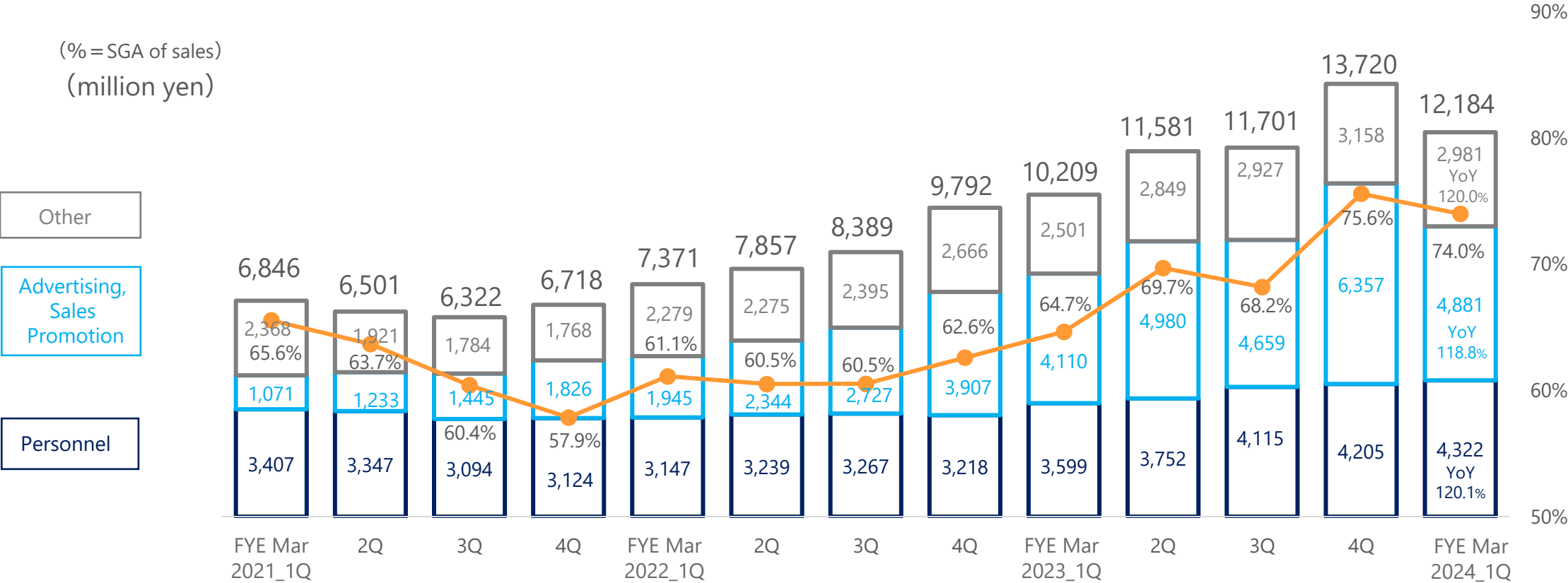




119.5% YoY in 1Q. Personnel reinforcement aimed at achieving the Medium-Term Management Plan and enhanced advertising investment led to an increase in expenses

SGA

(% = SGA of sales)  
(million yen)



(million yen)	FYE Mar 2023 (Mar. 2022)	FYE Mar 2024 (June. 2023)	YOY change	YOY change (%)
<b>Current asset</b>	<b>35,983</b>	<b>27,767</b>	-8,216	-22.8%
Cash	23,876	20,856	-3,020	-12.6%
Accounts receivable	6,467	5,312	-1,155	-17.9%
Other current assets	5,639	1,598	-4,041	-71.7%
<b>Non-current assets</b>	<b>15,984</b>	<b>16,550</b>	566	3.5%
Property, plant and equipment	619	583	-36	-5.8%
Intangible assets	8,036	8,310	274	3.4%
(Good Will in Intangible assets)	2,134	2,057	-77	-3.6%
Investments and other assets	7,328	7,656	328	4.5%
<b>Assets</b>	<b>51,967</b>	<b>44,318</b>	-7,649	-14.7%
<b>Liabilities</b>	<b>16,841</b>	<b>15,691</b>	-1,150	-6.8%
Current liabilities	14,879	13,510	-1,369	-9.2%
Not current liabilities	1,962	2,181	219	11.2%
<b>Net assets</b>	<b>35,125</b>	<b>28,626</b>	-6,499	-18.5%
Capital	1,194	1,194	0	0.0%
capital reserves	898	899	1	0.1%
earned surplus	42,529	40,059	-2,470	-5.8%
treasury stock	-10,880	-15,006	-4,126	37.9%
Other net assets	1,383	1,478	95	6.9%
<b>Liabilities/Net assets</b>	<b>51,967</b>	<b>44,318</b>	-7,649	-14.7%

Decrease due to dividend payments

Due to the recording of treasury share repurchase

# Non-consolidated Income Statement for 1Q FYE Mar/2024

# [1Q FYE Mar/2024 Results] Non-consolidated Income Statement

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	FYE Mar 2023 Actual (Apr.-Jun.2022)		FYE Mar 2023 Actual (Apr.-Jun.2023)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
<b>Net Sales</b>	9,790	100.0%	<b>11,298</b>	<b>100.0%</b>	1,508	15.4%
<b>Cost of Sales</b>	831	8.5%	<b>1,061</b>	<b>9.4%</b>	229	27.6%
Personnel	312	3.2%	<b>339</b>	<b>3.0%</b>	27	8.7%
Other	519	5.3%	<b>722</b>	<b>6.4%</b>	202	38.9%
<b>Gross Profit</b>	8,959	91.5%	<b>10,237</b>	<b>90.6%</b>	1,279	14.3%
<b>SGA(Sales, general &amp; administrative)</b>	7,728	78.9%	<b>9,925</b>	<b>87.8%</b>	2,197	28.4%
Personnel	2,090	21.4%	<b>2,929</b>	<b>25.9%</b>	838	40.1%
Advertising, Sales Promotion	3,790	38.7%	<b>4,575</b>	<b>40.5%</b>	785	20.7%
Other	1,847	18.9%	<b>2,421</b>	<b>21.4%</b>	574	31.1%
<b>Operating Income</b>	1,231	12.6%	<b>313</b>	<b>2.8%</b>	-918	-74.6%
<b>Ordinary Income</b>	2,800	28.6%	<b>397</b>	<b>3.5%</b>	-2,403	-85.8%
<b>Net Income</b>	2,282	23.3%	<b>307</b>	<b>2.7%</b>	-1,975	-86.5%

Increased due to personnel reinforcement aimed at achieving the Medium-Term Management Plan and salary raises

Increased due to advertising expenses to attract job seekers in the investment business

Year on year

(JPY)

Sales

9.79bil

Sales increased **1.50** bil or +15.4% YOY

HR-Tech engage +0.74bil  
Human resource platform +0.30bil  
Permanent Recruitment +0.26bil  
Domestic Job Board +0.15bil etc.

11.29bil

Expenses

8.55bil

Cost increased **2.43** bil or + 28.4% YOY

Advertising, Sales Promotion +0.78bil  
Personnel cost +0.86bil  
Commission fee +0.36bil etc.

10.98bil

Operating Income

1.23bil

OP decreased **0.92** bil or -74.6% YOY

0.31bil

1Q FYE Mar 2023  
(Apr.-Jun.2022)

1Q FYE Mar 2024  
(Apr.-Jun.2023)

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

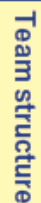
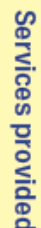
etc,



Total of 100 projects with more than 110,000 applications and over 400 successful recruitments (cumulative)  
- en Japan changes society from the hiring front with its various services and know-how







## 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。

自宅です仕事ができるから、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

16m2の空間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 55.0%

- 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 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



Yasushi Numayama  
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: 50.0%
Ratio of female directors	25.0%
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 23<sup>rd</sup> Annual Meeting of Shareholders.](#)

# Company Overview

【 Company Name 】	en Japan Inc.
【 Establishment 】	January 14, 2000
【 Representatives 】	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 Jun. 2023)
【 Stock Listing 】	The Prime of the Tokyo Stock Exchange / (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,143, Non-consolidated 3,638 (as of Jun. 2023)
【 Number of Outstanding Shares 】	49,716,000 (as of Jun. 2023)
【 Business Description 】	(1) Internet job recruitment service (2) Permanent recruitment service (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development

## < HR-Tech engage >






Service brand	Contents	Characteristics	Clients	Company
<b>engage</b>	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 <b>en</b> 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
<b>A M B I</b>	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 <b>エンジニアHub</b>	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
 <b>FREELANCE START</b>	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
 <b>doocy Job</b>	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
 <b>en world</b>	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
 <b>en エンエージェント</b>	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>人事採用支援システム株式会社</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
	Sales and marketing support	<ul style="list-style-type: none"> <li>• Delivers en Japan's sales and marketing functions as "B2B sales methodology"</li> </ul>		

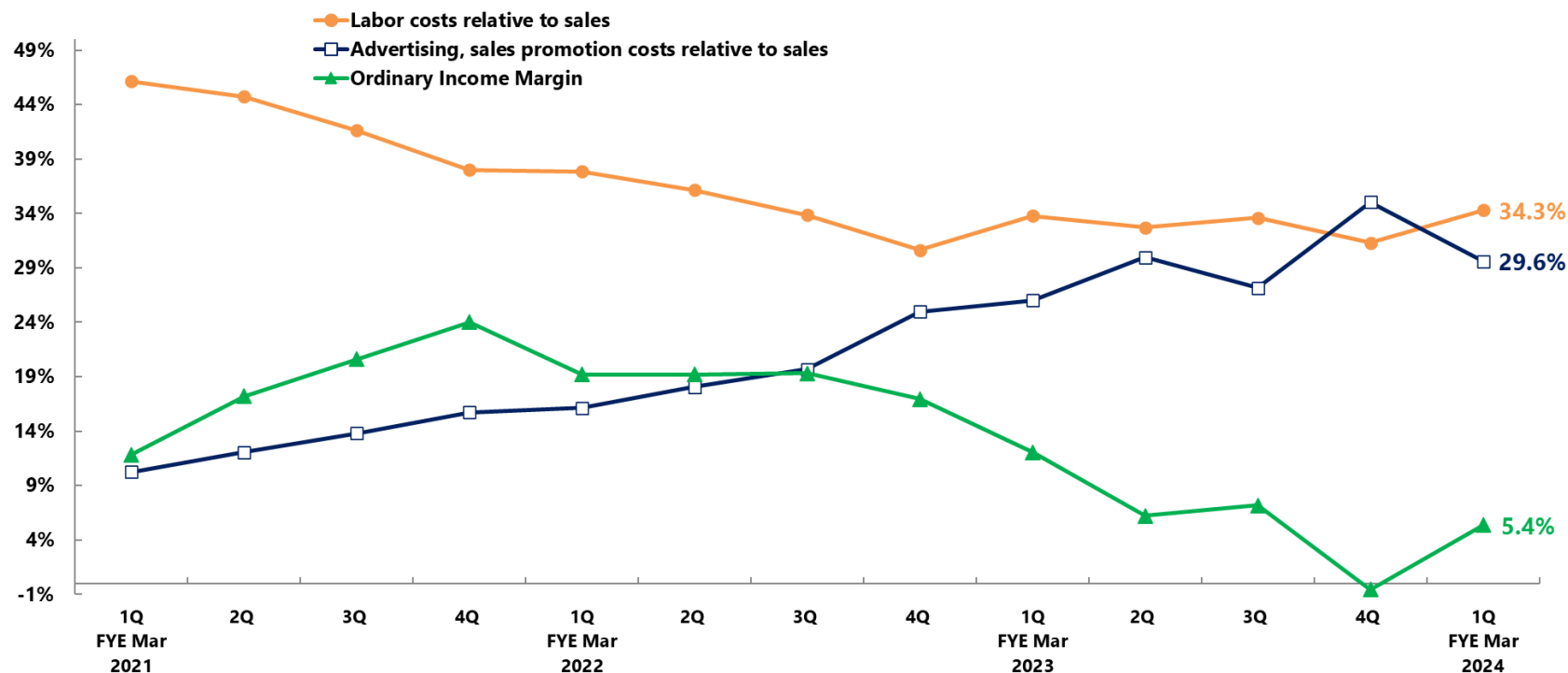
## <Other New Business\*Unconsolidated subsidiary >

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>

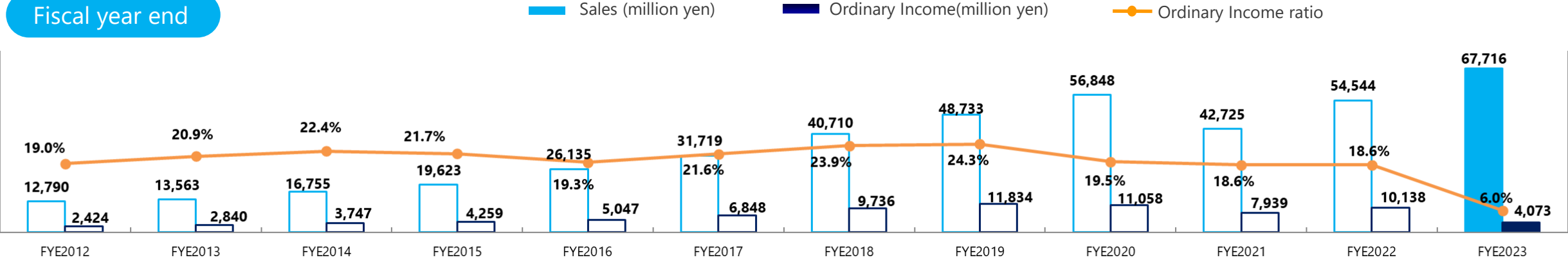
Service brand	country	Contents	Characteristics	Clients	Company
	india	Permanent Recruitment	<ul style="list-style-type: none"> <li>• Clients are local business companies and global business companies operating in India.</li> <li>• Mainly places high income-earning zone. Particularly strong in IT field.</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> </ul> <p>Enhancing Japanese companies in Vietnam.</p>	<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> </ul> <p>Enhancing Japanese companies in Vietnam.</p>	<ul style="list-style-type: none"> <li>• Local Companies</li> <li>• Global Companies</li> <li>• Japanese Companies</li> </ul>	

Data of Main service



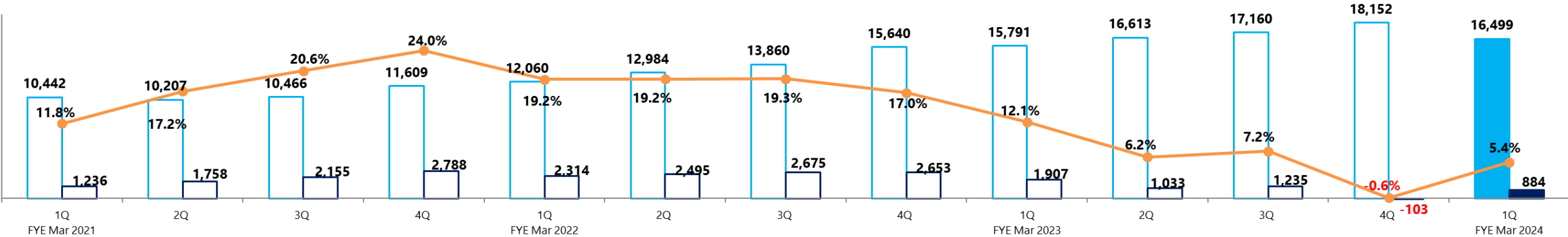
	1Q FYE Mar 2021	2Q	3Q	4Q	1Q FYE Mar 2022	2Q	3Q	4Q	1Q FYE Mar 2023	2Q	3Q	4Q	1Q FYE Mar 2024
Ordinary Income (million yen)	1,236	1,758	2,155	2,788	2,314	2,495	2,675	2,653	1,907	1,033	1,235	-103	884
% of sales	11.8%	17.2%	20.6%	24.0%	19.2%	19.2%	19.3%	17.0%	12.1%	6.2%	7.2%	-0.6%	5.4%
Labor costs (million yen)	4,817	4,565	4,357	4,413	4,565	4,692	4,694	4,792	5,335	5,431	5,765	5,685	5,653
% of sales	46.1%	44.7%	41.6%	38.0%	37.9%	36.1%	33.9%	30.6%	33.8%	32.7%	33.6%	31.3%	34.3%
Ad, sales promotion costs (million yen)	1,070	1,232	1,444	1,826	1,944	2,344	2,727	3,907	4,109	4,980	4,659	6,357	4,881
% of sales	10.2%	12.1%	13.8%	15.7%	16.1%	18.1%	19.7%	25.0%	26.0%	30.0%	27.2%	35.0%	29.6%

Fiscal year end



\*FYE2012 converted 15 months to 12 months due to the change of accounting period (Change from December to March)

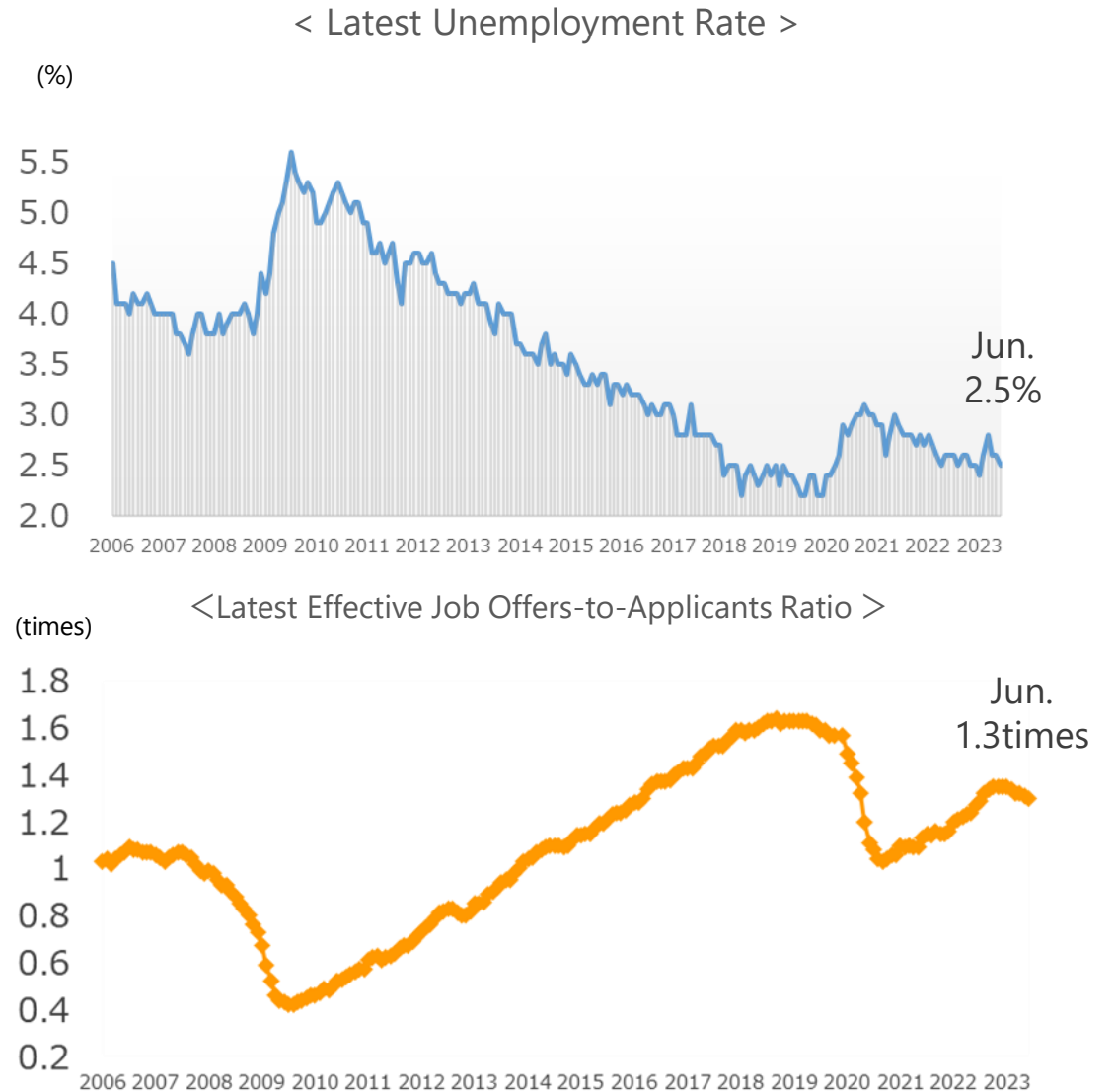
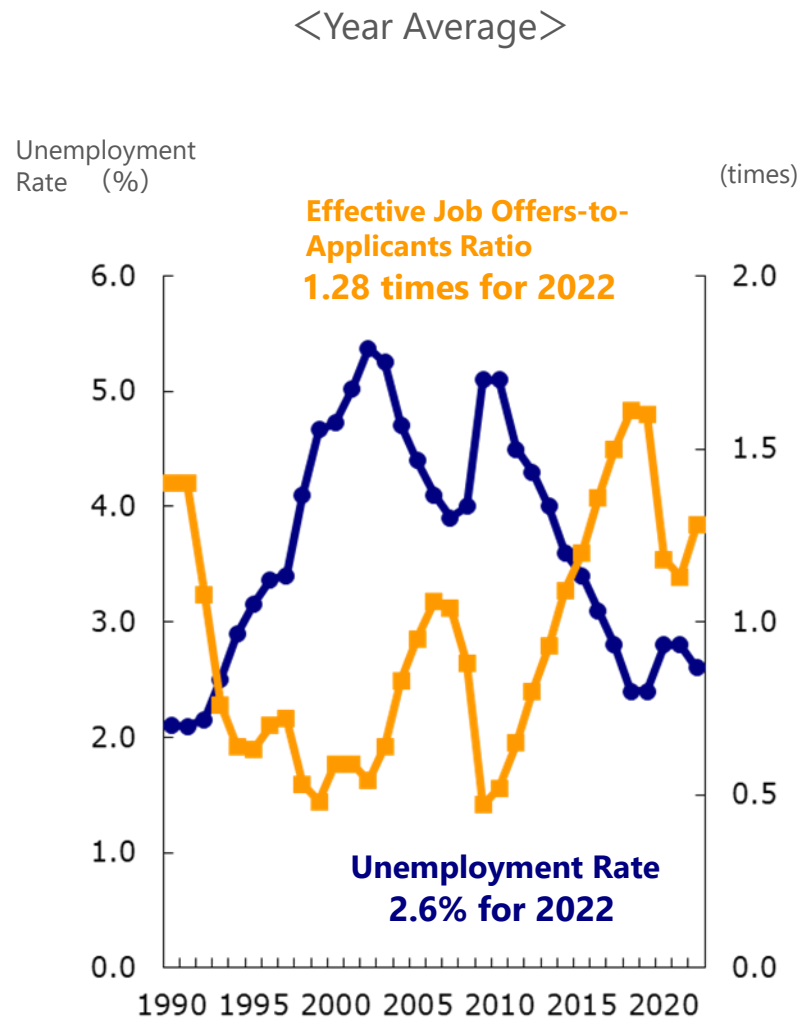
Quarter



# The market environment

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

56



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





■ en Japan Inc. Corporate Planning Department IR Group

TEL : +81-3-3342-4506 Mail: [ir-en@en-japan.com](mailto:ir-en@en-japan.com) URL: <https://corp.en-japan.com/en/>

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