

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



3rd Quarter of FYE Mar/2026

Earnings Review

en Inc. (TSE:4849)

February 12, 2026

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for the 3rd Quarter of FYE Mar/2026**
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Progress of Structural Reform

(Repost: As of November 13, 2025)

POINT 01**Revision of the business portfolio**

- Reinforce [en]Career Change Info, Expansion of [en]Career Change Consultant and AMBI
- Early profitability improvement for engage / potential partnerships under consideration
- Strengthen high-achieving professional and middle-age recruitment

POINT 02**Cost reduction**

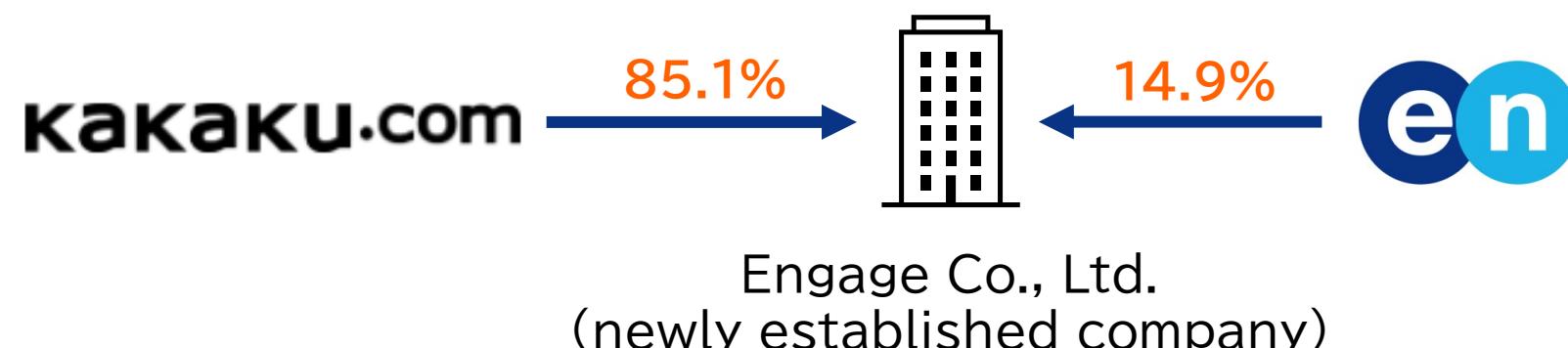
- Reduce costs that have grown beyond business scale, including advertising and sales promotion expenses
- Reduce personnel expenses by reviewing new hiring and improve productivity of employees

POINT 03**Growth investment**

- Promote new businesses and M&A that are directly connected to leveraging valuable assets such as user behavior data and review data
- Acquisition of back check to strengthen services in active participation and retention areas

Business Succession of the engage Business to Kakaku.com, Inc. (14.9% Equity Interest Retained; Effective Date: April 1, 2026)

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



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

(Repost)

Let's "choose a job you will not regret" together.



Changing careers is a life-changing choice.

Particularly in one's 20s and 30s. For this generation who are at the beginning of a 50-year working life, there are so many options.

Amid a flood of information, it is difficult to know what the right thing to do is, and people can become paralyzed by anxiety and indecision.

However, we believe that this indecision in itself is an important process in finding your true feelings and creating your future.

What [en]Career Change Info wants to deliver is not just information. Reviews that reflect what a company is really like. Videos that even convey work atmosphere. Reports that show the content of interviews in advance.

Consultation with professionals so you can feel reassured even if it is your first career change.

To help you choose a job you will not regret. It is so that when you look back in five or ten years' time, you can say you choose the right career.

"Respect work, Change careers with care."

To turn the choices you make today into unshakeable confidence for the future.

[en]Career Change Info will take you more seriously than anyone.

Over 50 projects are underway to improve [en]Career Change Info

STEP 1

Current status of [en]Career Change Info

- Positive feedback has been received from job seekers regarding review platforms and job posting content.
- High brand recognition and a large base of highly loyal corporate clients.
- The strengths and value of the service are not being fully communicated to job seekers.
- There is room for improvement in the number of job openings and the optimal matching experience for each user.

STEP 2

Planning and implementation of improvement measures

- Launch of improvement projects (Product Planning Department/Digital Product Development Division/Marketing Division)
 - Enhancing the user experience by providing honest and detailed information updates and introducing proprietary content.
- Over 50 projects are underway, including improvements to promotions and scouting/recommendation functions.
- Increased the number of job openings and improved monetization by connecting 5,000 en agent (recruitment consulting) opportunities.

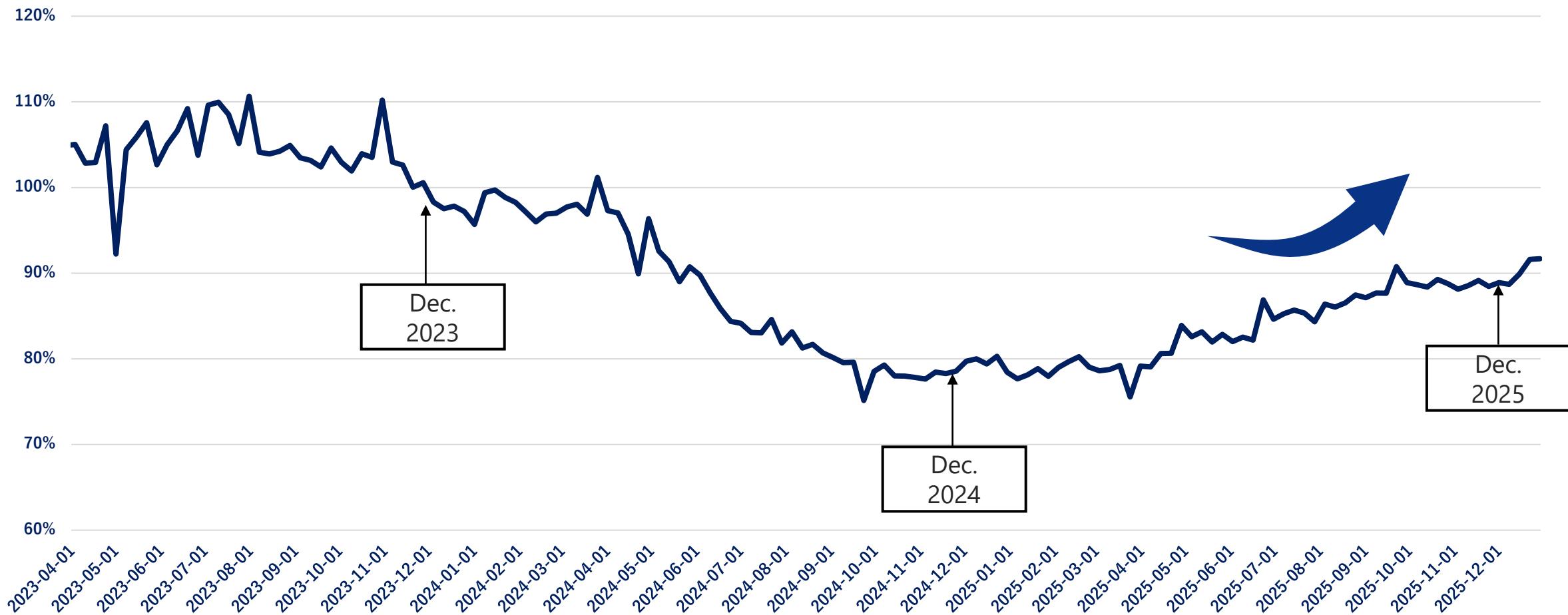
STEP 3

Effect measurement and feedback/improvement

- Based on data and user behavior, we continuously improve our services through hypothesis testing.
- It is expected to take some time for the site to feel significantly different.

Year-on-year sales trend

Downward trend in sales is improving



Optimize cost structure in line with business portfolio strategy

- Advertising Expense

- ✓ Investment decisions considering economic rationality and competitive environment
 - ✓ Execute investments that drive growth without delay
 - ✓ Increase in-house production ratio through operational review



Execute investments based on the business portfolio strategy
Projected reduction from previous year

- Personnel

- ✓ Review of new hiring plans
 - ✓ Restrict mid-career hiring
 - ✓ (Next fiscal year) Streamlining following the business succession of the engage business



Focus on improving productivity within existing organizations
Reduction targets through structural reforms are expected to be achieved

*** Scheduled to release key performance indicator data (target sales ratio, etc.) starting from the fiscal year ending March 2027**

New appointment of Managing Executive Officer and Executive Officer

Managing Executive Officer

Yasuhiro Tanaka

Assumed office on January 5, 2026



Gained experience in food distribution, human resources, and corporate planning at Yaohan, and was responsible for corporate revitalization. Founded Grid Co. in 2010 and became CMO of Yoshinoya in 2017. **Currently in charge of developing and promoting company-wide strategic initiatives.**

Executive Officer

Takeru Imai

Assumed office on October 1, 2025



Previously served as Vice President of the Marketing Division at a leading human resources company. **Currently serves as CMO and Head of the Marketing Division at the Company, overseeing marketing strategy development and cost optimization initiatives.**

(Repost)

We will complete our structural reform and aim to achieve all-time high profit levels by 2030,

the 30th anniversary of our establishment



Consolidated Performance Summary

for the 3rd Quarter of FYE Mar/2026



Point

- Net sales**
While sales in the Media segment decreased, sales in the Agent and Overseas segments increased substantially
*Impact of the Revenue Recognition Standard for IT Engineer Staffing: -4.6 billion yen
- Operating income**
[en]Career Change Info saw a 2 billion yen decrease in operating income
Structural reforms led to a decrease in advertising and personnel expenses compared to the previous period
- Ordinary income**
Decreased ordinary income due to a decline in operating income
- Net income**
Net income decreased due to the booking of extraordinary income from the sale of shares of Timee, Inc. in the previous fiscal year

- Cost and outsourcing expenses decreased due to **changes in IT engineer staffing services 's sales recognition standards**
- While advertising and sales promotion expenses **increased at [en]Career Change Info**, costs have decreased at **engage due to cost efficiency measures**

Unit:million yen	3Q FYE Mar 2025 (Apr.2024~Dec.2024)	3Q FYE Mar 2026 (Apr.2025~Dec.2025)	YoY
Sales	48,425	43,726	▲4,698 ▲9.7%
Cost of Sales	9,761	7,051	▲2,710 ▲27.8%
Personnel	2,848	2,725	▲123 ▲4.3%
Outsourcing Cost	4,300	1,519	▲2,780 ▲64.7%
Other	2,612	2,805	+193 +7.4%
Gross Profit	38,663	36,675	▲1,987 ▲5.1%
SGA	34,880	33,566	▲1,314 ▲3.8%
Personnel	14,026	14,005	▲20 ▲0.1%
Advertising, Sales Promotion	11,700	10,171	▲1,528 ▲13.1%
Other	9,154	9,388	+234 +2.6%
Operating Income	3,782	3,109	▲673 ▲17.8%
Ordinary Income	3,691	3,241	▲450 ▲12.2%
Interim Net Income	6,264	2,312	▲3,952 ▲63.1%

02 Consolidated Financial Results (by New Segment)



(billion yen) *Operating profit for each segment represents operating profit before the allocation of indirect expenses.

3Q FYE Mar 2025
(Apr.2024-Dec.2024) 3Q FYE Mar 2026
(Apr.2025-Dec.2025) YoY

HR	Domestic	Recruitment service	Media	Consolidated		Sales	48.42	43.72	▲9.7%
				[en]Career Change Info	engage	Operating Income	3.78	3.10	▲17.8%
HR	Domestic	Recruitment service	Media	[en]Career Change Info		Sales	13.18	11.36	▲13.8%
				engage		Operating Income	4.03	2.21	▲45.2%
				Other Media		Sales	7.04	5.44	▲22.3%
				Agent		Operating Income	▲1.05	0.07	-
				Others		Sales	11.34	11.21	▲1.1%
				Learning and Performance evaluation services		Operating Income	3.61	3.22	▲10.6%
			Overseas	Media·Agent		Sales	7.39	7.95	+7.6%
			IT engineer staffing services		Operating Income	0.91	1.02	+12.4%	
Non-HR	Domestic	Sales outsourcing services		Others		Sales	1.29	1.73	+33.5%
Adjustment		Company-wide, accounting, and exchange rate adjustments				Operating Income	0.33	0.47	+41.5%
		Indirect department expenses				Sales	1.21	1.33	+10.5%
						Operating Income	0.36	0.35	▲2.7%
						Sales	1.86	1.92	+3.0%
						Operating Income	0.17	0.41	+137.8%
						Sales	2.53	2.70	+6.8%
						Operating Income	0.26	0.47	+81.6%
						Sales	1.49	1.36	▲8.6%
						Operating Income	0.14	0.17	+21.3%
						Sales	1.08	▲1.33	-
						Operating Income	▲1.21	▲1.23	-
						(of which, new investments)	3.81	4.10	+8.1%
						(of which, new investments)	(0.22)	(0.86)	(+287.4%)

Unit: billion yen

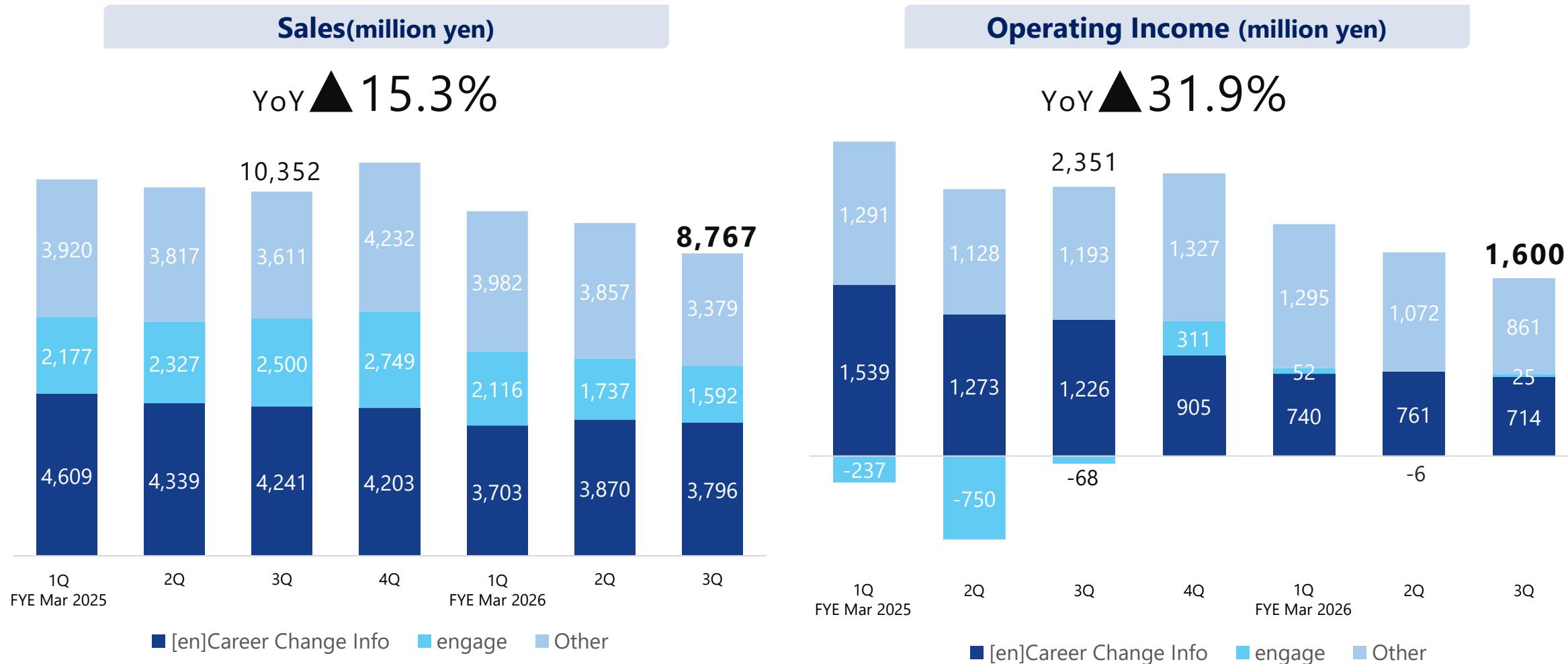
		3Q FYE Mar 2025 (Apr.2024～Dec.2024)	3Q FYE Mar 2026 (Apr.2025～Dec2025)	YoY
Consolidated	Sales	48.42	43.72	▲9.7%
	Operating Income	3.78	3.10	▲17.8%
Media	Sales	31.16	27.87	▲10.6%
	Operating Income	3.71	2.63	▲29.0%
Agent	Sales	7.39	7.70	+4.2%
	Operating Income	▲0.05	0.18	-
HR and DX Solutions	Sales	3.80	4.48	+17.8%
	Operating Income	0.55	0.75	+35.7%
Global	Sales	7.51	4.71	▲37.2%
	Operating Income	0.55	0.89	+62.2%
Adjustment	Sales	▲1.45	▲1.05	-
	Operating Income	▲0.98	▲1.36	-

* Due to segment changes, some segments were retroactively adjusted for the past

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

		As of December 31,2024	As of December 31,2025	YoY
Unit: million yen				
Assets	Current asset	37,089	25,813	▲11,276
	(Cash)	(27,481)	(17,634)	(▲9,847)
	Non-Current Assets	19,853	22,559	+2,706
Total Assets		56,942	48,373	▲8,569
Liabilities	Current Liabilities	16,540	13,041	▲3,498
	Not Current Liabilities	2,783	2,973	+190
Total Liabilities		19,323	16,015	▲3,308
Net Assets	Shareholders' Equity	35,019	30,461	▲4,557
	(Treasury Stock)	(▲14,971)	(▲18,809)	(▲3,838)
	Other	2,598	1,896	▲702
Total Net Assets		37,618	32,357	▲5,261
Total Liabilities and Net Asset		56,942	48,373	▲8,569

- Net sales **decreased at [en]Career Change Info and engage**
- Operating income declined significantly despite **progress in cost efficiency at engage**, due to a large drop in sales



- The number of companies using [en]Career Change Info has bottomed out and is on an **upward trend**
- The number of companies using [en]Career Change Consultant and AMBI for mid-career job transitions has decreased as intended due to a **strategic review**

[en]Career Change Info**User Companies****5,227**

YoY +2.3%

[en]Career Change Consultant and AMBI**User Companies****10,739**

YoY ▲5.9%

engage**User Companies****15,460**

YoY ▲20.7%

Users**12.52 mil**

YoY +5.3%

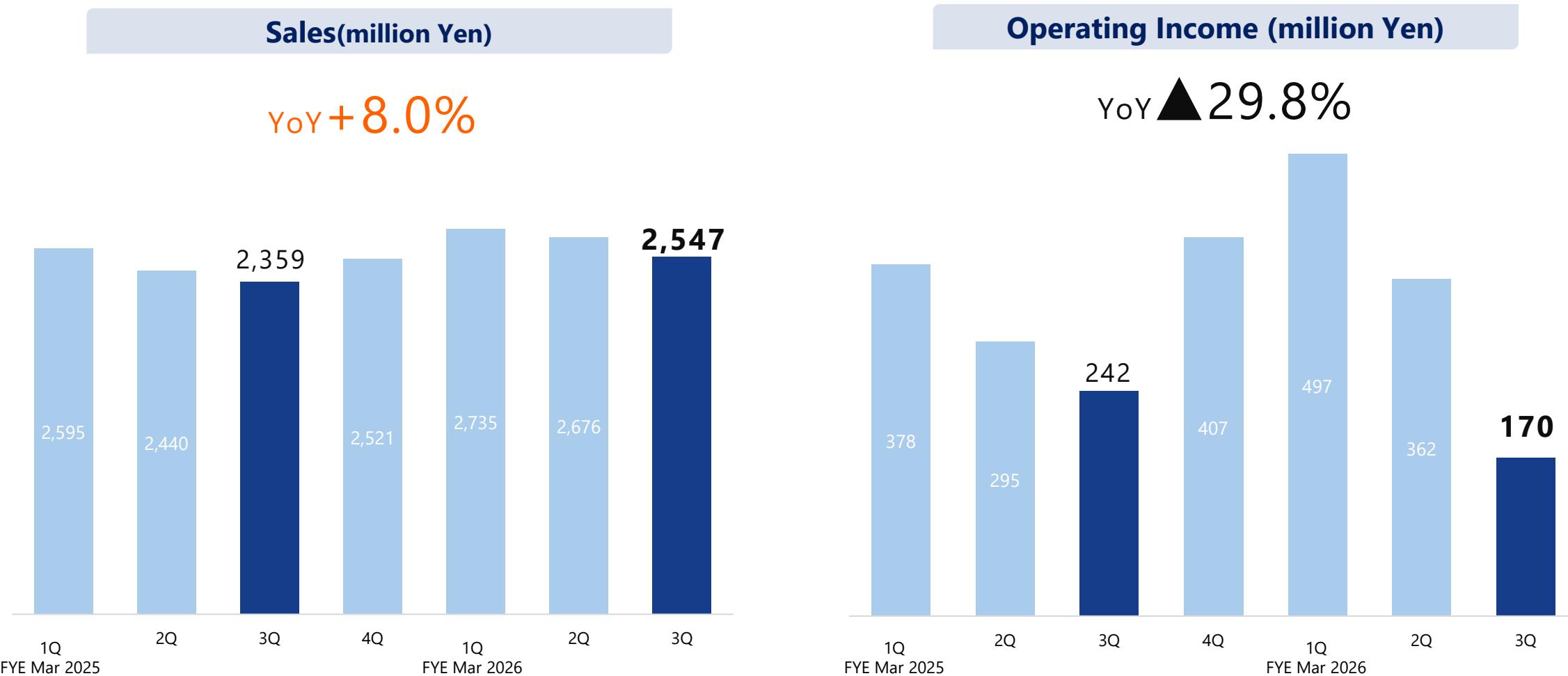
Users**4.67 mil**

YoY +9.9%

Users**6.17 mil**

YoY +20.5%

- Net sales increased due to **an increase in the number of consultants** at EWJ
- While operating income **increased at en world**, it decreased at en AGENTS



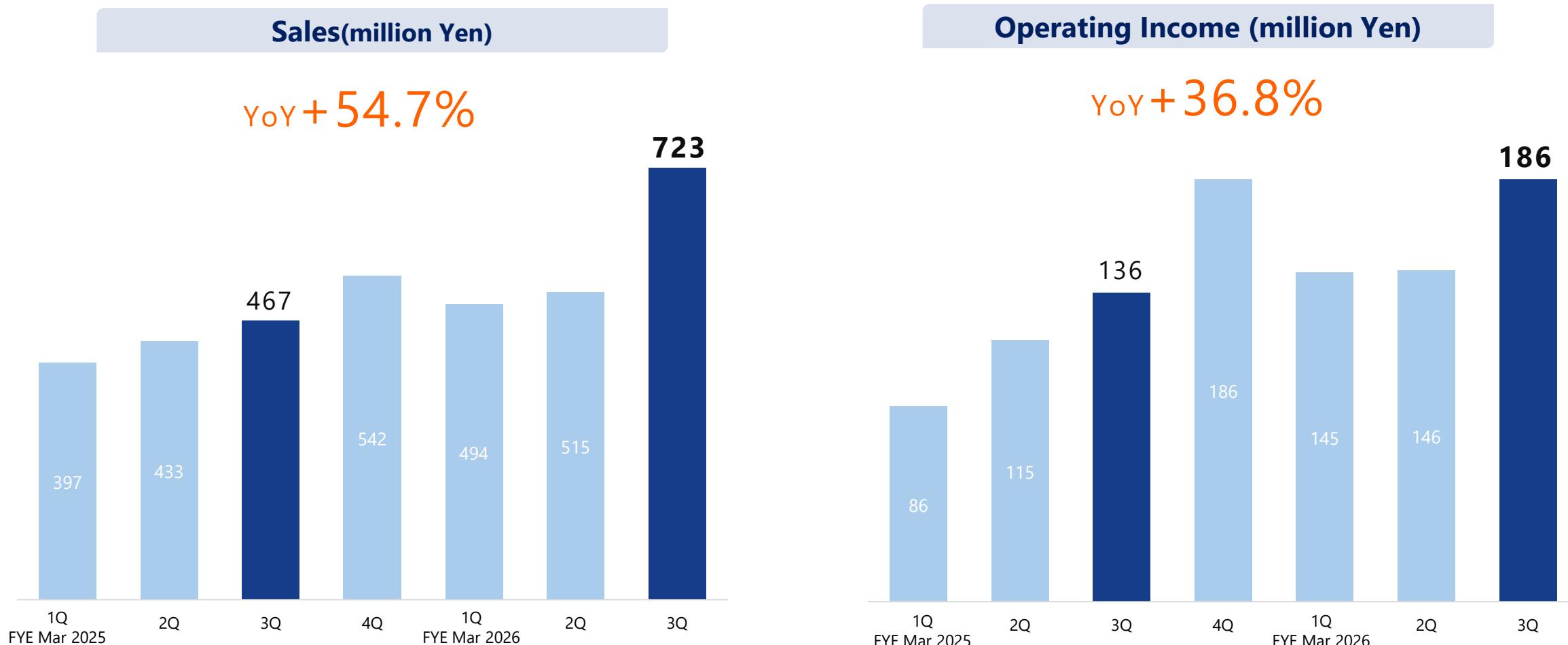
Oricon Customer Satisfaction Survey: "Recruiting Agent" Rankings

en AGENTS ranked No. 1 for "Quality of Job Introductions" and "30s Age Group"

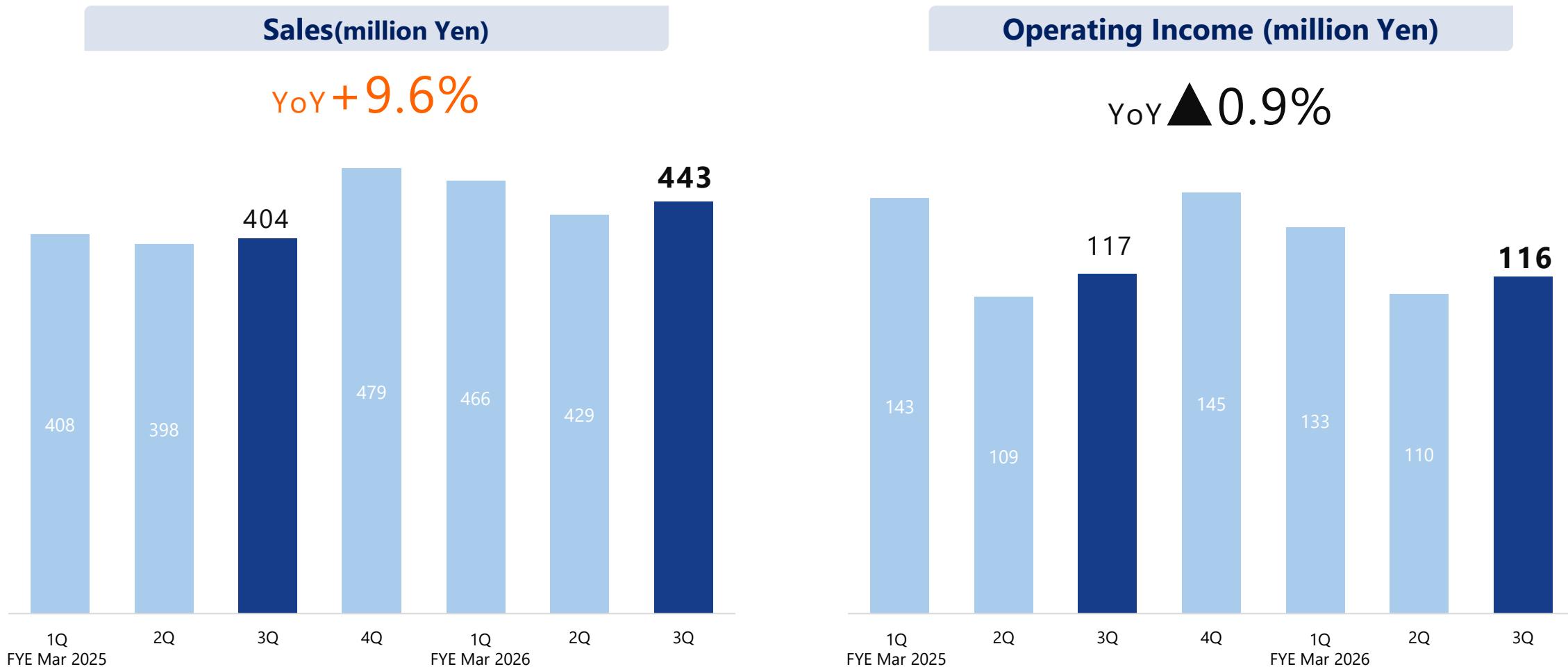


 エンエージェント
en Agent

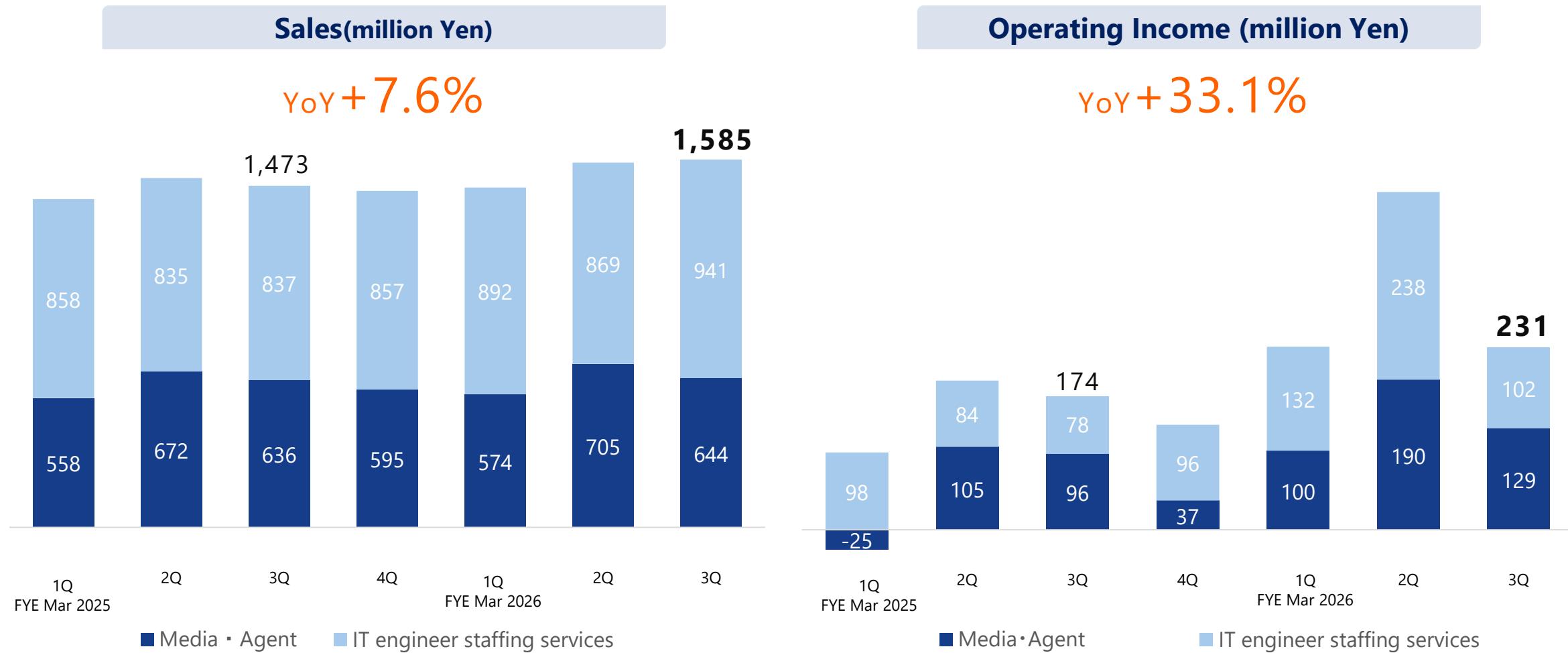
- Net sales increased due to **improvements in unit price per transaction handled in ZEKU** and the **new consolidation of back check**
- Operating income increased **driven by ZEKU's growth**



- Net sales increased due to **greater utilization of talent management systems and aptitude tests**
- Operating income decreased due to an **increase in site development-related costs**

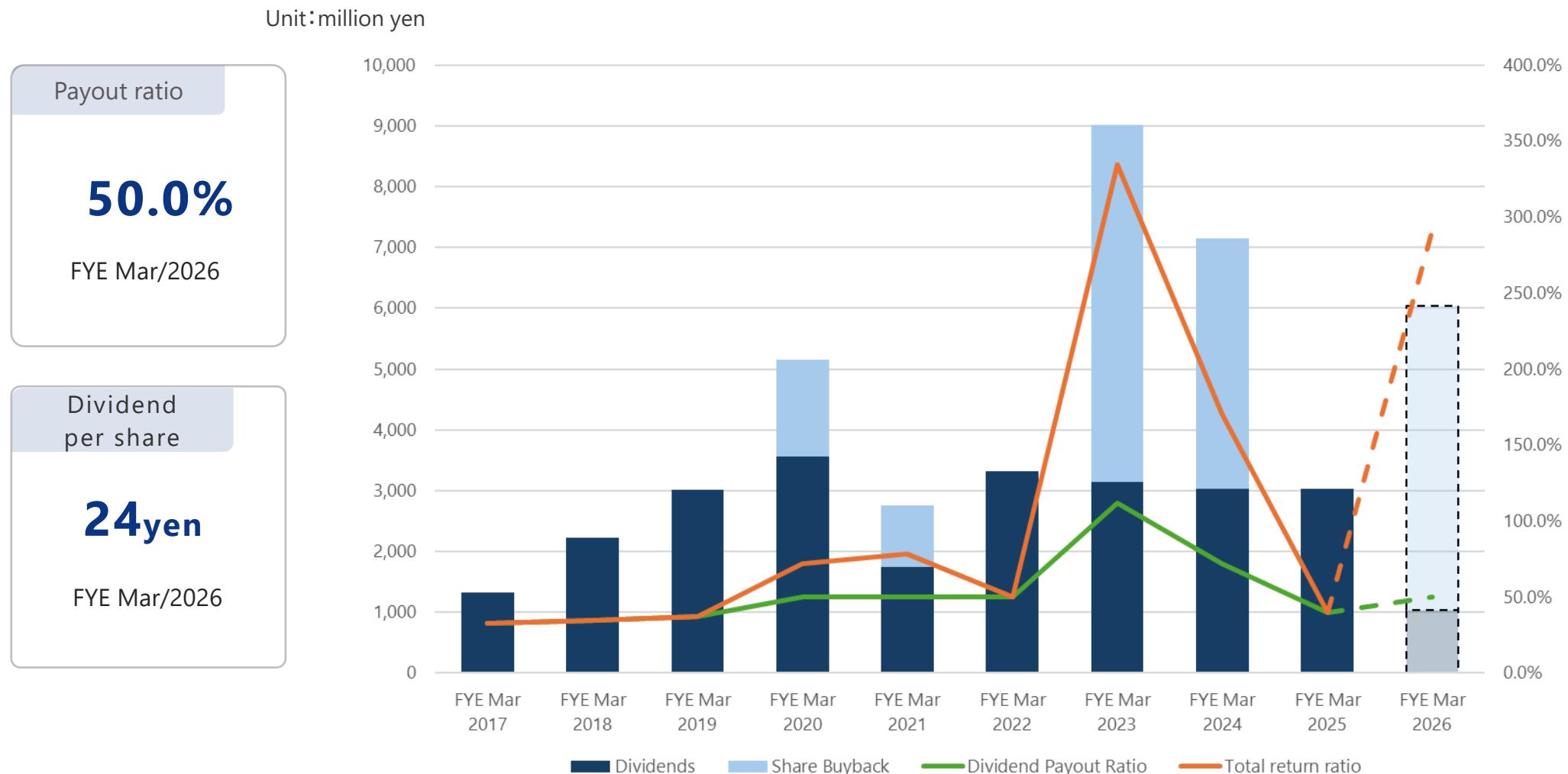


- Net sales increased due to **growth in the U.S. business for IT engineer staffing services**
- Operating income increased due to **ongoing cost control in the Media・Agent business**



(billion yen)					FYE Mar 2025 Actual (Apr.2024-Mar.2025)	FYE Mar 2026 Plan (Apr.2025-Mar.2026)	YoY	
Consolidated					Sales	65.67	62.20	
HR	Domestic	Recruitment service	Media	[en]Career Change Info	Operating Income	5.89	2.80 ▲52.5%	
				engage	Sales	17.39	16.49 ▲5.2%	
				engage	Operating Income	4.94	4.33 ▲12.4%	
				Other Media	Sales	9.75	9.84 +1.0%	
				Agent	Operating Income	▲0.74	0.43 -	
				Others	Sales	15.58	15.08 ▲3.2%	
		Learning and Performance evaluation services		Others	Operating Income	4.93	3.80 ▲22.9%	
				Agent	Sales	9.91	10.76 +8.5%	
				Agent	Operating Income	1.32	1.56 +18.5%	
				Others	Sales	1.83	2.06 +12.2%	
	Overseas	Recruitment service	Media·Agent	Others	Operating Income	0.52	0.35 ▲31.7%	
				Media·Agent	Sales	1.68	1.69 +0.2%	
			IT engineer staffing services	Media·Agent	Operating Income	0.51	0.47 ▲7.4%	
				IT engineer staffing services	Sales	2.45	2.25 ▲8.2%	
				IT engineer staffing services	Operating Income	0.21	0.20 ▲4.1%	
Non-HR	Domestic	Sales outsourcing services			Sales	3.46	4.24 +22.4%	
Adjustment	Company-wide, accounting, and exchange rate adjustments				Operating Income	0.36	0.39 +9.4%	
	Indirect department expenses				Sales	1.97	1.80 ▲8.9%	
					Operating Income	0.17	0.08 ▲54.2%	
					Sales	1.60	▲2.03 -	
					Operating Income	▲1.38	▲1.59 -	
					(of which, new investments)	4.98	7.25 +45.4%	
					(0.30)	(1.58) (+426.6%)		

- Dividend **payout ratio of 50%** in FYE Mar/2026.
- Implementation of Share Repurchase Program Totaling **5 Billion yen** (Completed on February 10, 2026)



Content of the resolution

Total number of shares to be repurchased:

7,800,000 shares (upper limit)

Total amount of repurchase cost:

5,000,000,000 yen (upper limit)

Repurchase unit price:

641 yen

Cumulative Treasury Shares Repurchased

Total number of shares repurchased:

3,171,700 shares

Total amount of repurchase cost:

4, 999,885,400 yen

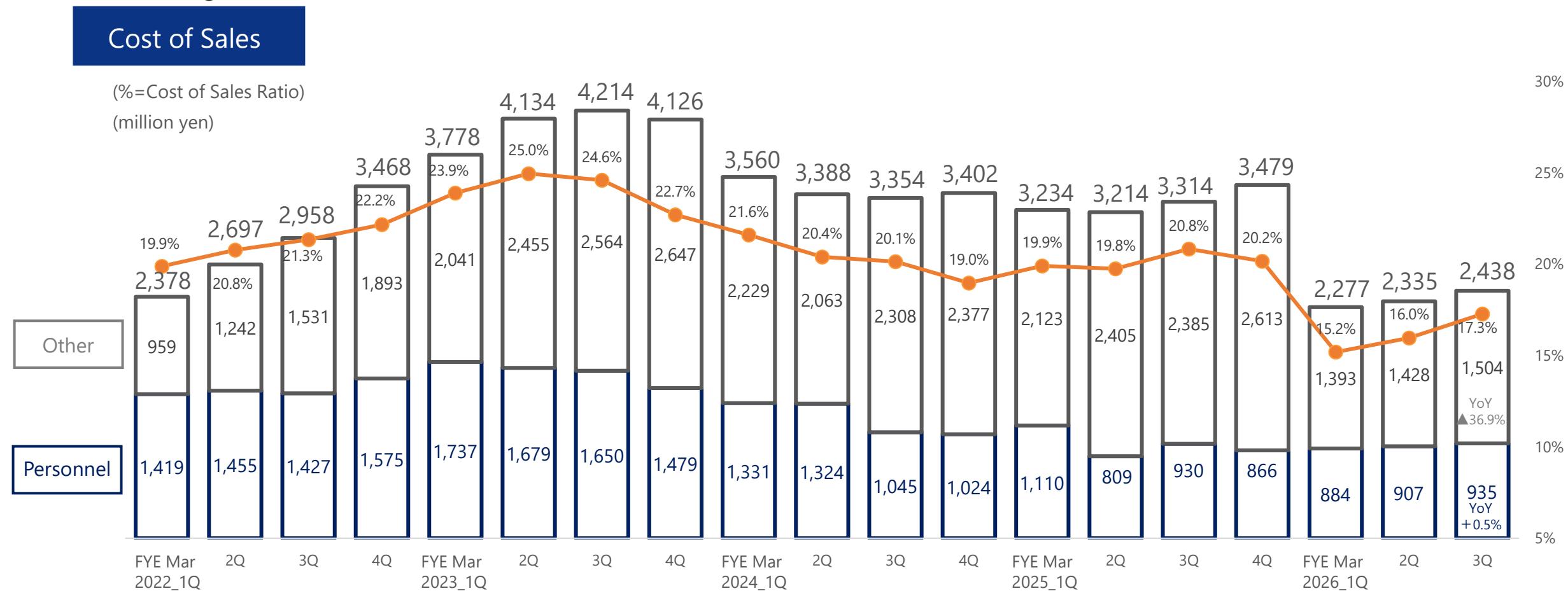
Average repurchase unit price:

1,576 yen

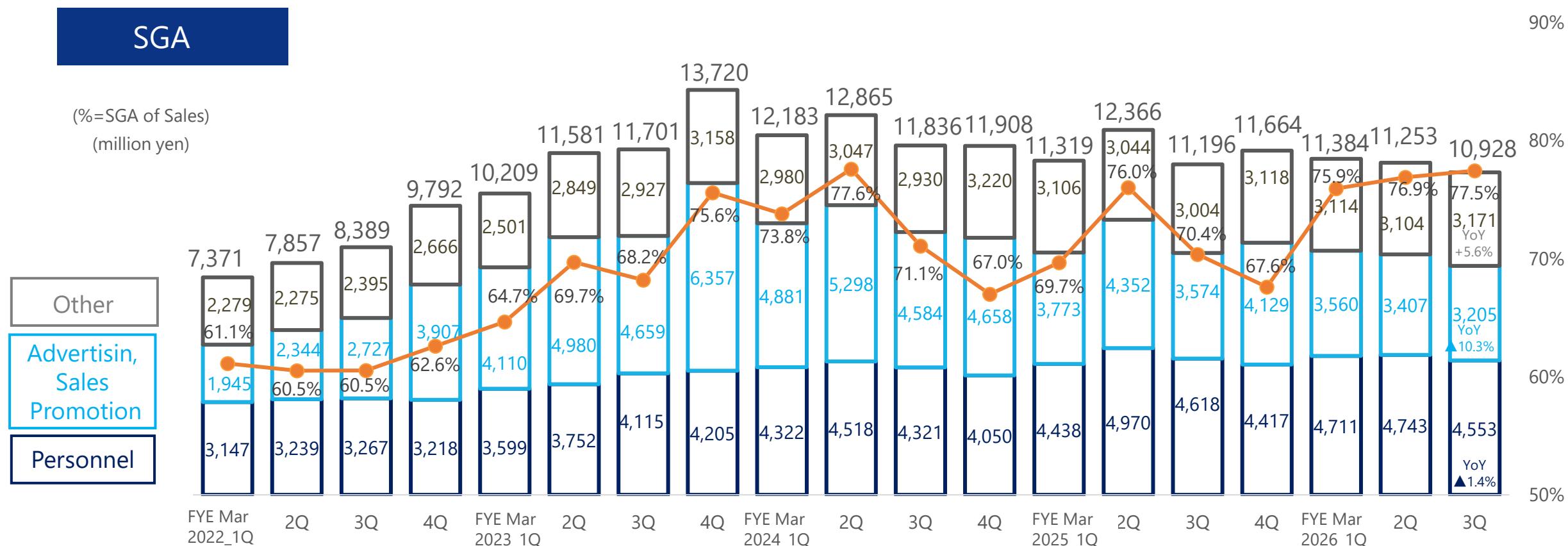
Period of repurchase: May 16, 2025 – February 10, 2026

Appendix

- Operating profit declined 26.4% year on year in 3Q
- Outsourcing expenses declined following changes in the revenue recognition standard for IT engineer staffing.



- Operating profit declined 2.4% year on year in 3Q
- Advertising and promotional expenses increased for [en]Career Change Info, while declining for engage as a result of cost optimization efforts.



Unit:million Yen	3Q FYE Mar 2025 (Apr.2024~Dec.2024)	3Q FYE Mar 2026 (Apr.2025~Dec.2025)	YoY
Net Sales	34,957	31,909	▲3,048 ▲8.7%
Cost of Sales	3,504	3,457	▲47 ▲1.3%
Personnel	741	622	▲119 ▲16.0%
Outsourcing Cost	369	335	▲34 ▲9.3%
Other	2,393	2,499	+106 +4.4%
Gross Profit	31,452	28,451	▲3,001 ▲9.5%
SGA	28,872	26,828	▲2,043 ▲7.1%
Personnel	9,527	9,303	▲223 ▲2.3%
Advertising, Sales Promotion	11,375	9,851	▲1,524 ▲13.4%
Other	7,968	7,672	▲295 ▲3.7%
Operating Income	2,580	1,623	▲957 ▲37.1%
Ordinary Income	3,106	2,223	▲882 ▲28.4%
Quarterly Net Income	6,253	1,848	▲4,405 ▲70.4%

【 Company Name 】	en Inc. *Formerly : en Japan Inc.
【 Establishment 】	January 14, 2000
【 Representatives 】	Michikatsu Ochi (Chairman and President)
【 Headquarters 】	Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
【 Total Stockholder's Equity 】	JPY 1,194million (as of Dec. 2025)
【 Stock Listing 】	The Prime of the Tokyo Stock Exchange / (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 3,347, Non-consolidated 2,148 (as of Dec. 2025)
【 Number of Outstanding Shares 】	49,716,000 (as of Dec. 2025)
【 Business Description 】	Provision of services using the Internet • Job boards and media • Recruitment consultancy • Supports of active participation and retention after employment

< Domestic Recruitment service >

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

< Domestic Recruitment service >

Service brand	Contents	Characteristics	Clients	Company
 en world	Permanent Recruitment	<ul style="list-style-type: none"> Clients include foreign companies and Japanese companies with global operations. Handles jobs of middle management to executive level of global human resources, with a leading share in Japan 	Foreign companies Japanese companies	en world Japan
 en Agent	Permanent Recruitment	<ul style="list-style-type: none"> Job search services that leverage en's job-seeker database and the track record of its past business transactions with corporate clients 	Japanese companies	en
 VOLLECT	Recruitment support service specializing in direct recruiting	<ul style="list-style-type: none"> Mainly provides "PRO SCOUT" services to support corporate recruitment activities, for optimization and recruitment administration on behalf of client companies based on the track record of introduction by more than 700 companies. Strategic support for recruitment activities up to their internalization 	General Companies	VOLLECT
 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
 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
 back check by en en group	Reference-check and Compliance-check	<ul style="list-style-type: none"> Development and provision of fully online reference-check and compliance-check services 	General Companies	back check

< Domestic Learning and Performance evaluation services>

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

< Overseas Media and Agent>

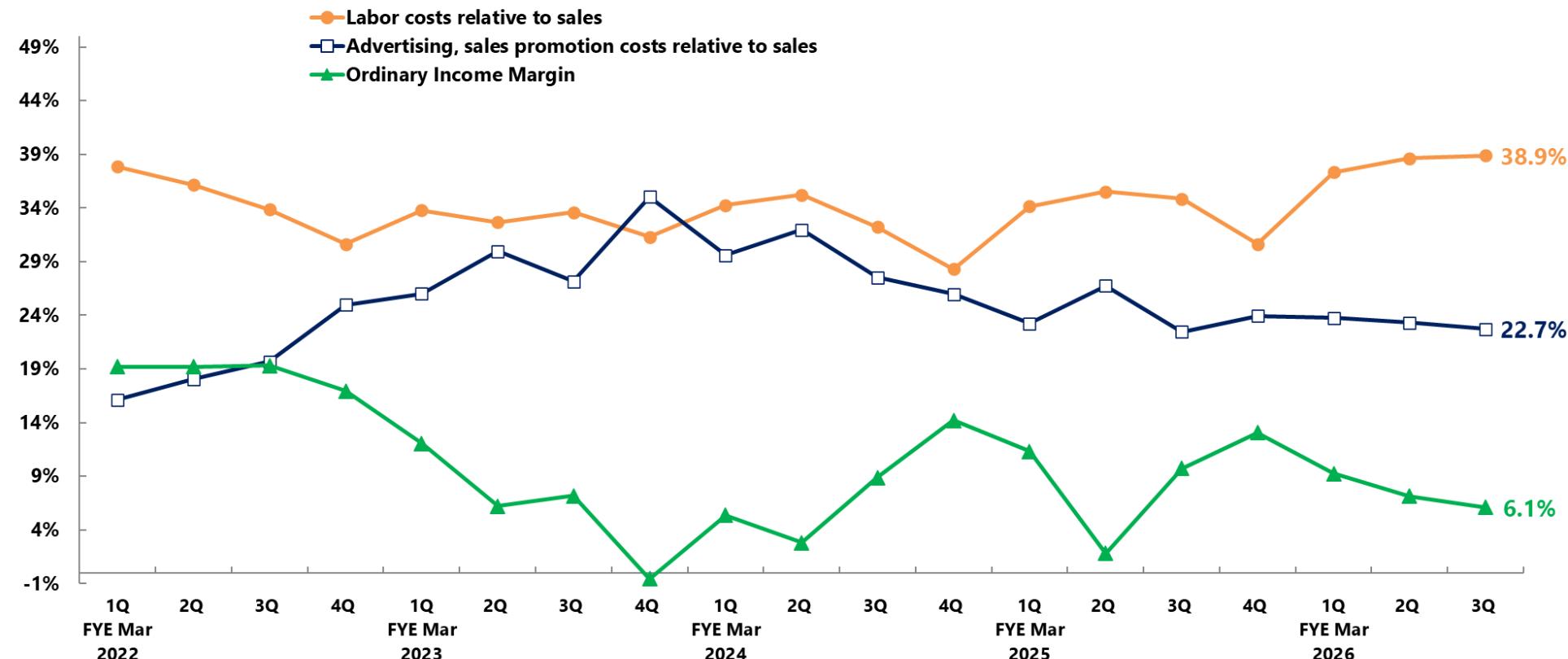
Service brand	country	Contents	Characteristics	Clients	Company
 en world New Era India Consultancy	India	Permanent Recruitment	<ul style="list-style-type: none"> Clients are local business companies and global business companies operating in India. Mainly places high income-earning zone. Particularly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

<Domestic Sales outsourcing services>

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

< Other New Business*Unconsolidated subsidiary >

Service brand	Contents	Characteristics	Clients	Company
en- KONKATSU-Agent 	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

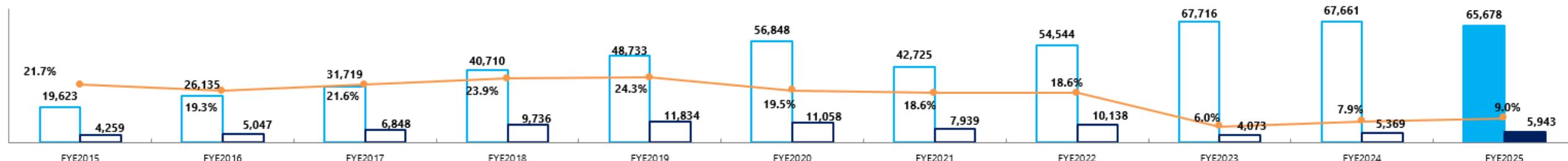


	1Q FYE Mar 2022	2Q	3Q	4Q	1Q FYE Mar 2023	2Q	3Q	4Q	1Q FYE Mar 2024	2Q	3Q	4Q	1Q FYE Mar 2025	2Q	3Q	4Q	1Q FYE Mar 2026	2Q	3Q
Ordinary Income (million yen)	2,314	2,495	2,674	2,653	1,907	1,033	1,234	-103	883	460	1,478	2,546	1,841	298	1,551	2,251	1,384	1,044	860
% of Sales	19.2%	19.2%	19.3%	17.0%	12.1%	6.2%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

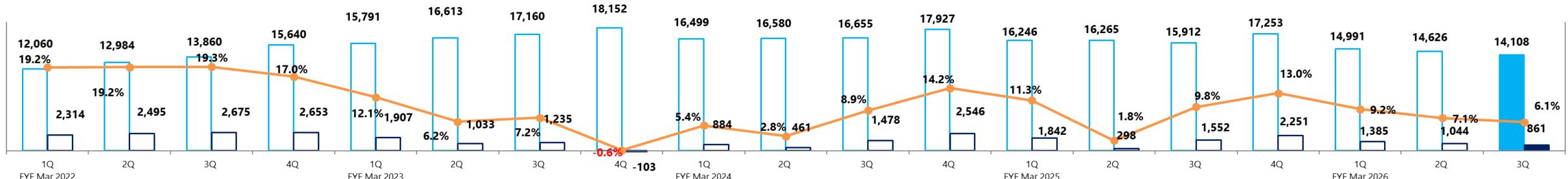
04 Earnings for Fiscal Year End and Each Quarter

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

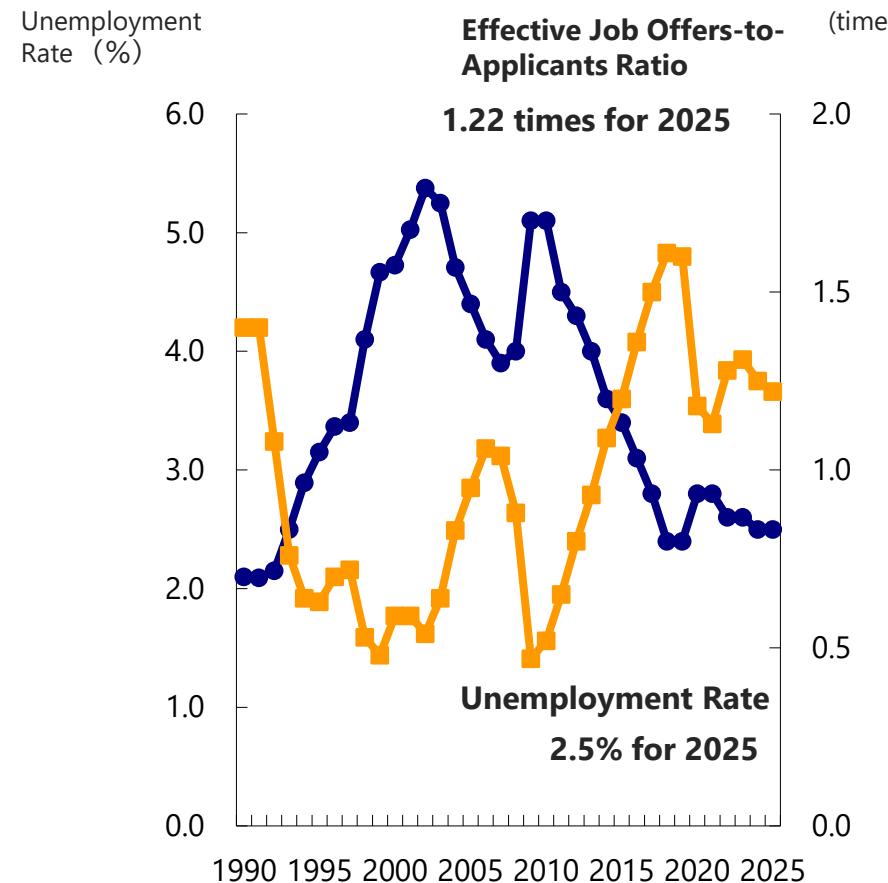
Fiscal year end



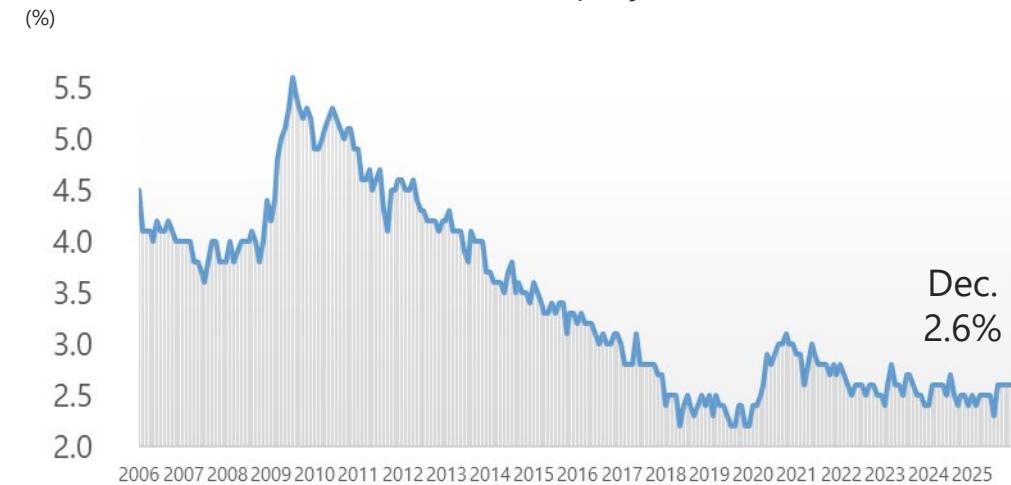
Quarter



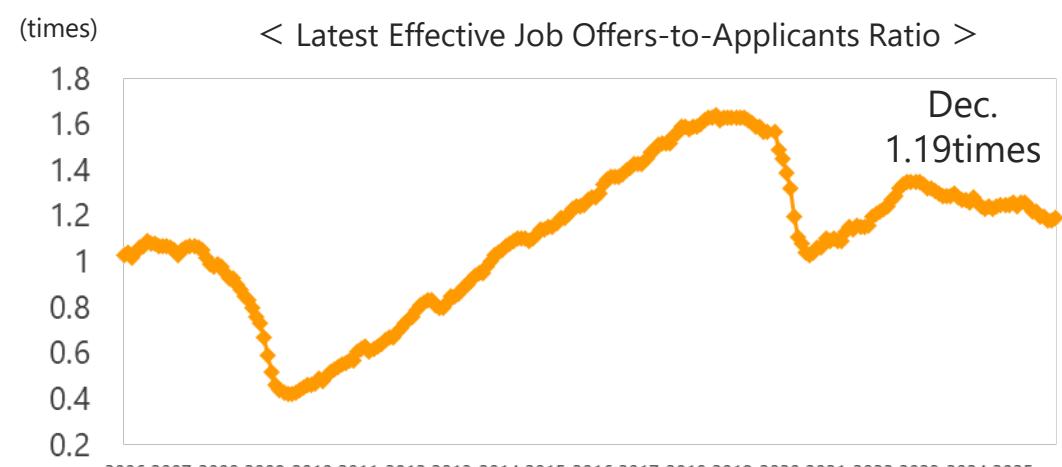
< Year Average >



< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >



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



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