

**“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**

# Table of Contents

- 01 Progress of Structural Reform**
- 02 Consolidated Performance Summary  
for the 3rd Quarter of FYE Mar/2026**
- 03 Return to Shareholders Acquisition of  
Treasury Shares**
- 04 Appendix**

# **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

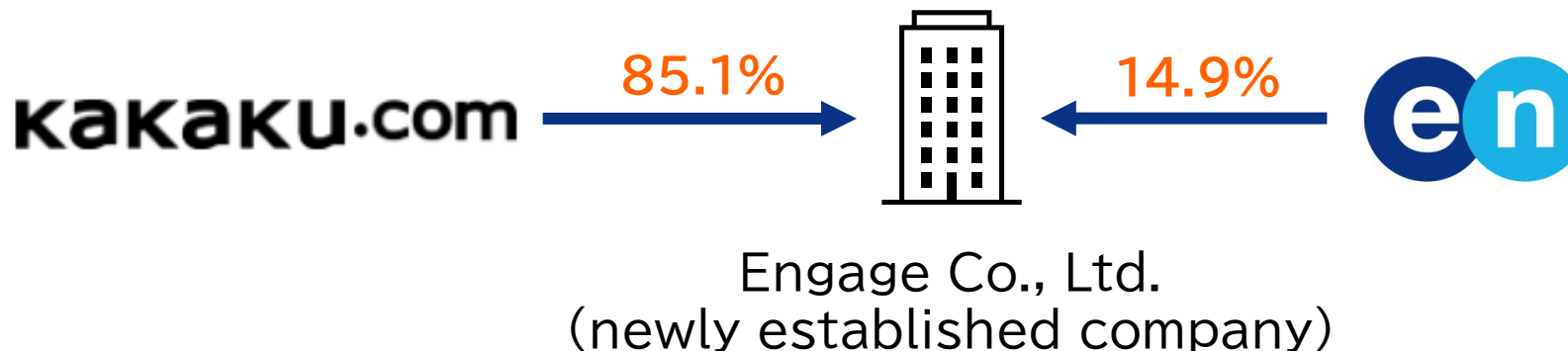
### POINT 03

#### 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

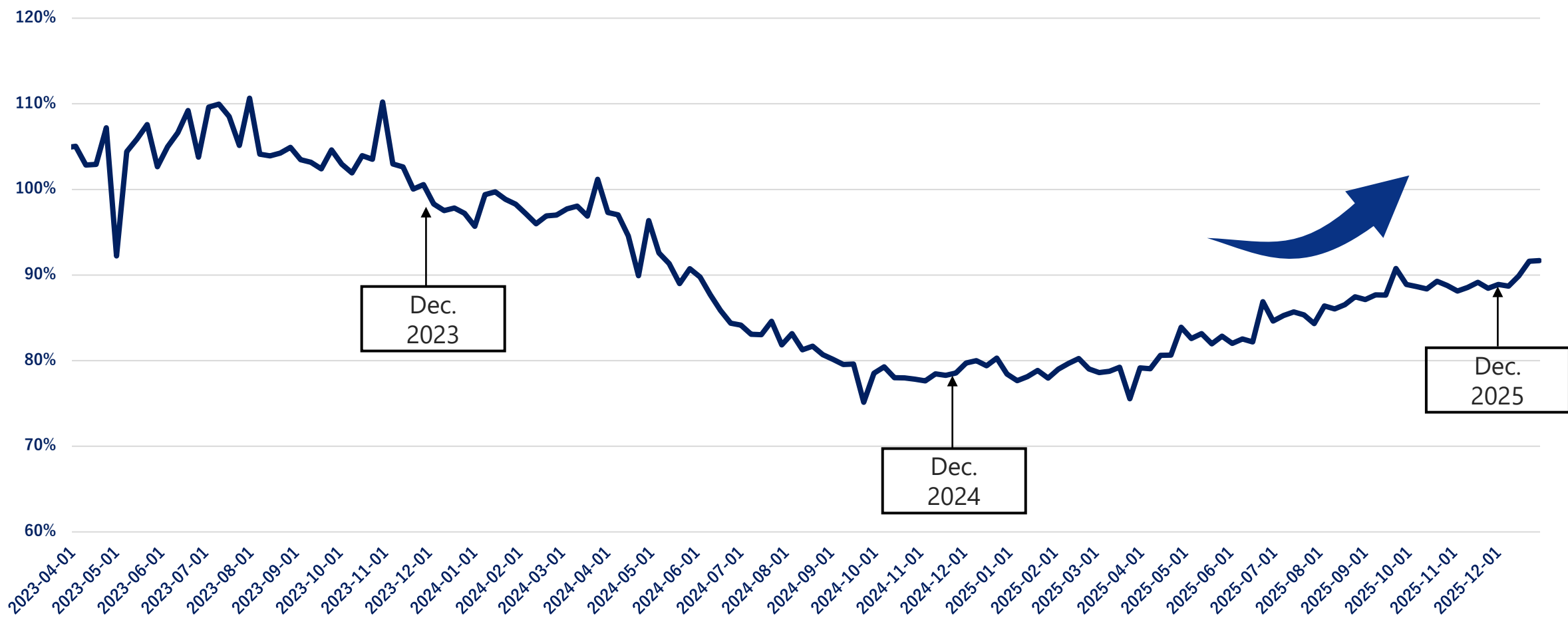
- Based on data and user behavior, we continuously improve our services through hypothesis testing.
- It is expected to take some time for the site to feel significantly different.

[en]Career Change Info



## 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

**Yasuhito 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**

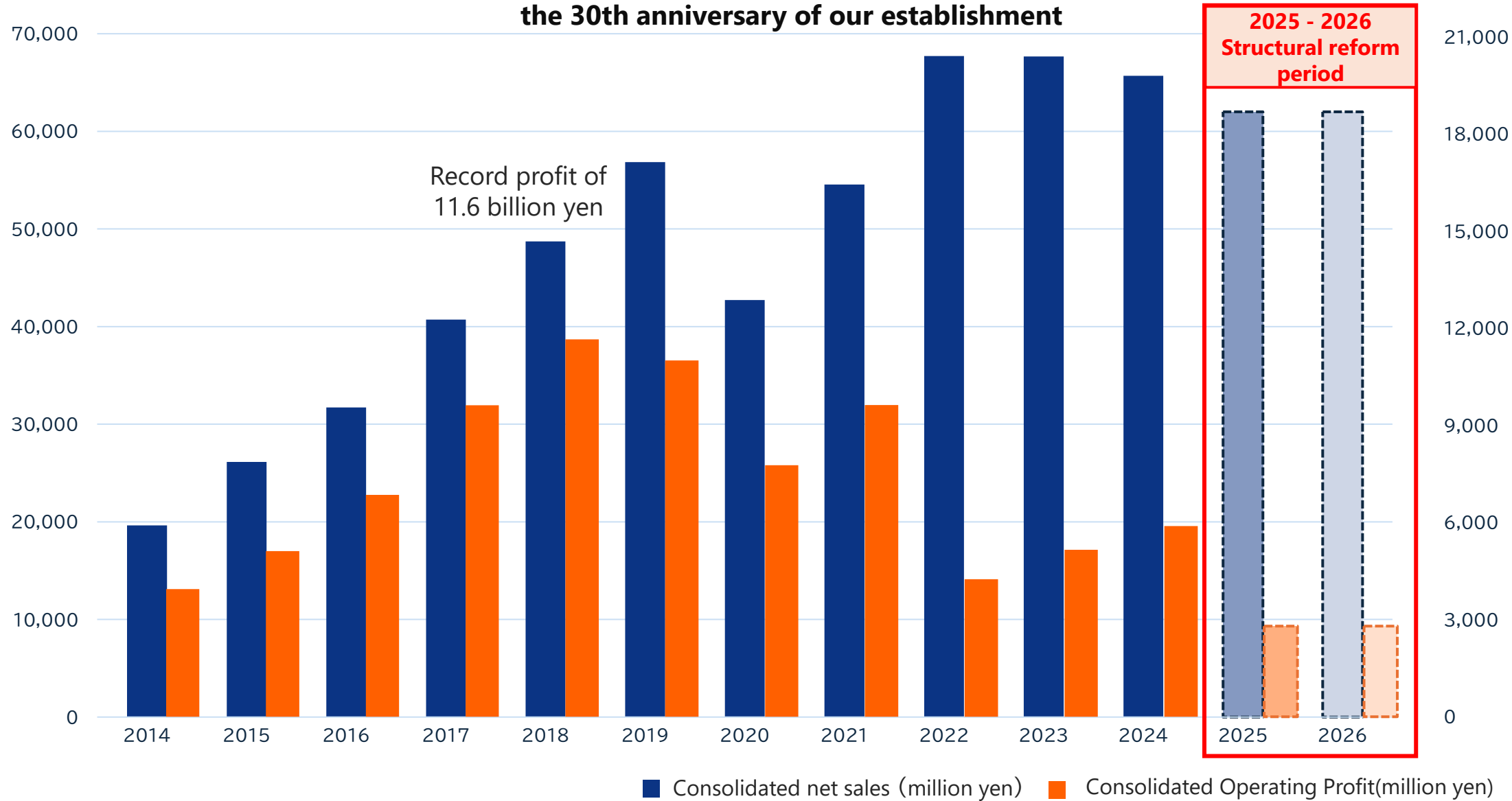
Assumed office on October 1, 2025



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**

Sales

43.72 bill

YoY ▲9.7%

Operating Income

3.10 bill

YoY ▲17.8%

Ordinary Income

3.24 bill

YoY ▲ 12.2%

Interim Net Income

2.31 bill

YoY ▲63.1%

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

## 02 Consolidated Financial Results (Costs and Selling, General and Administrative Expenses)

- 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	
<b>Sales</b>		48,425	43,726	▲4,698	▲9.7%
<b>Cost of Sales</b>		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%
<b>Gross Profit</b>		38,663	36,675	▲1,987	▲5.1%
<b>SGA</b>		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%
<b>Operating Income</b>		3,782	3,109	▲673	▲17.8%
<b>Ordinary Income</b>		3,691	3,241	▲450	▲12.2%
<b>Interim Net Income</b>		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.

(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	
Consolidated						Sales	48.42	43.72	▲9.7%
						Operating Income	3.78	3.10	▲17.8%
HR	Domestic	Recruitment service	Media	[en]Career Change Info	Sales	13.18	11.36	▲13.8%	
					Operating Income	4.03	2.21	▲45.2%	
			engage	Sales	7.04	5.44	▲22.3%		
				Operating Income	▲1.05	0.07	-		
			Other Media	Sales	11.34	11.21	▲1.1%		
				Operating Income	3.61	3.22	▲10.6%		
		Agent	Sales	7.39	7.95	+7.6%			
			Operating Income	0.91	1.02	+12.4%			
		Others	Sales	1.29	1.73	+33.5%			
			Operating Income	0.33	0.47	+41.5%			
	Learning and Performance evaluation services			Sales	1.21	1.33	+10.5%		
				Operating Income	0.36	0.35	▲2.7%		
	Overseas	Recruitment service	Media・Agent		Sales	1.86	1.92	+3.0%	
					Operating Income	0.17	0.41	+137.8%	
		IT engineer staffing services		Sales	2.53	2.70	+6.8%		
				Operating Income	0.26	0.47	+81.6%		
Non-HR	Domestic	Sales outsourcing services			Sales	1.49	1.36	▲8.6%	
					Operating Income	0.14	0.17	+21.3%	
Adjustment	Company-wide, accounting, and exchange rate adjustments				Sales	1.08	▲1.33	-	
					Operating Income	▲1.21	▲1.23	-	
Indirect department expenses						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~Dec.2025)	YoY
<b>Consolidated</b>	Sales	48.42	43.72	▲9.7%
	Operating Income	3.78	3.10	▲17.8%
<b>Media</b>	Sales	31.16	27.87	▲10.6%
	Operating Income	3.71	2.63	▲29.0%
<b>Agent</b>	Sales	7.39	7.70	+4.2%
	Operating Income	▲0.05	0.18	-
<b>HR and DX Solutions</b>	Sales	3.80	4.48	+17.8%
	Operating Income	0.55	0.75	+35.7%
<b>Global</b>	Sales	7.51	4.71	▲37.2%
	Operating Income	0.55	0.89	+62.2%
<b>Adjustment</b>	Sales	▲1.45	▲1.05	-
	Operating Income	▲0.98	▲1.36	-

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

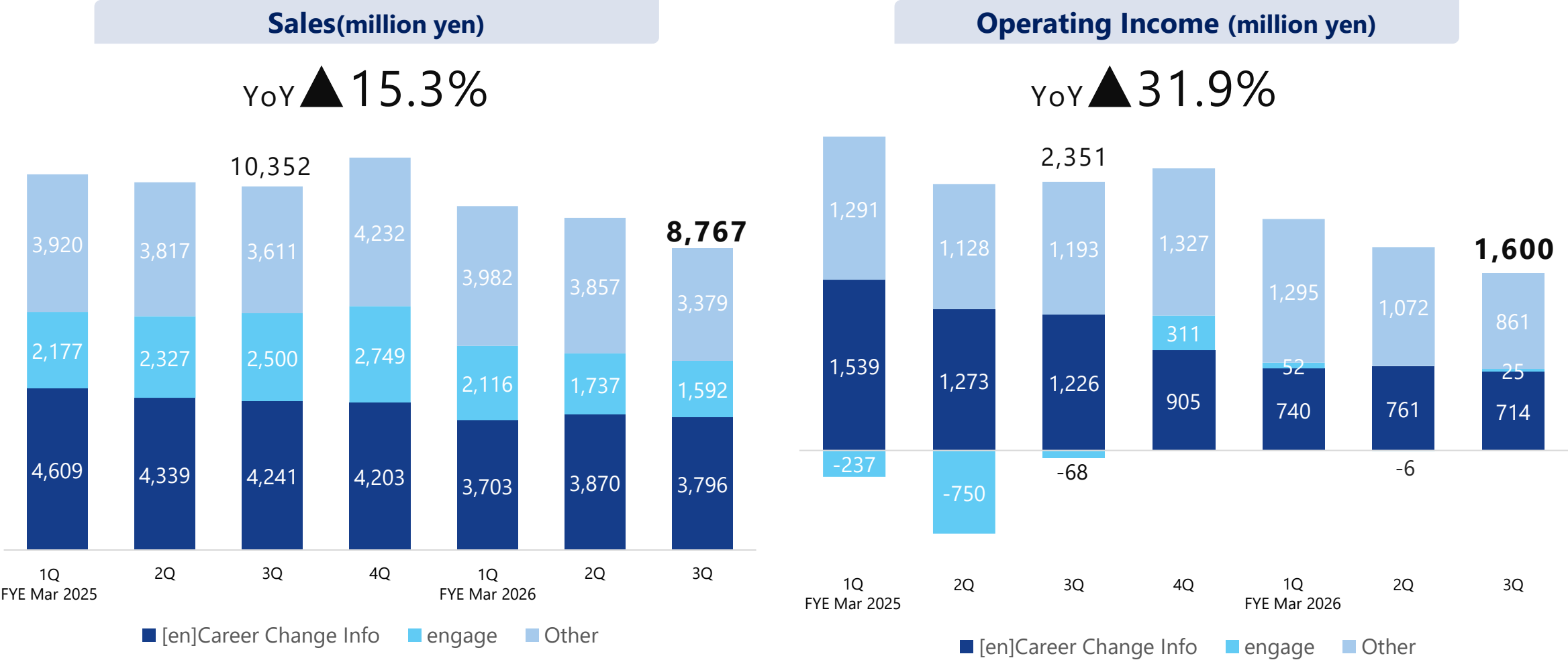


- Cash and deposits **decreased from the end of the previous fiscal year** due to dividend payments
- Prioritizing **Growth Investments** and **Strategic M&A** in capital allocation

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

# 02 Overview of Operating Results by Segment: Media Net Sales and Operating Income

- 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



[en]Career Change Consultant and AMBI

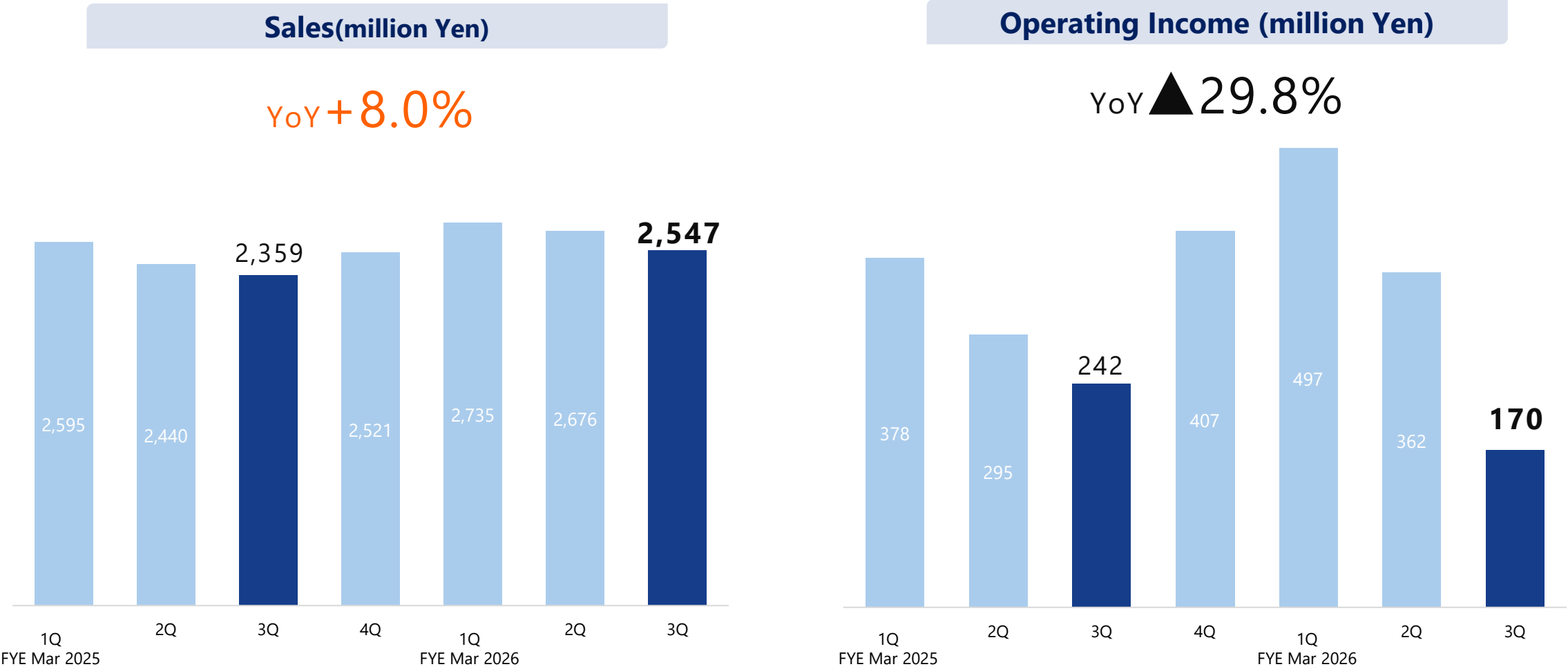


engage



# 02 Overview of Operating Results by Segment: Agent Net Sales and Operating Income

- 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"**



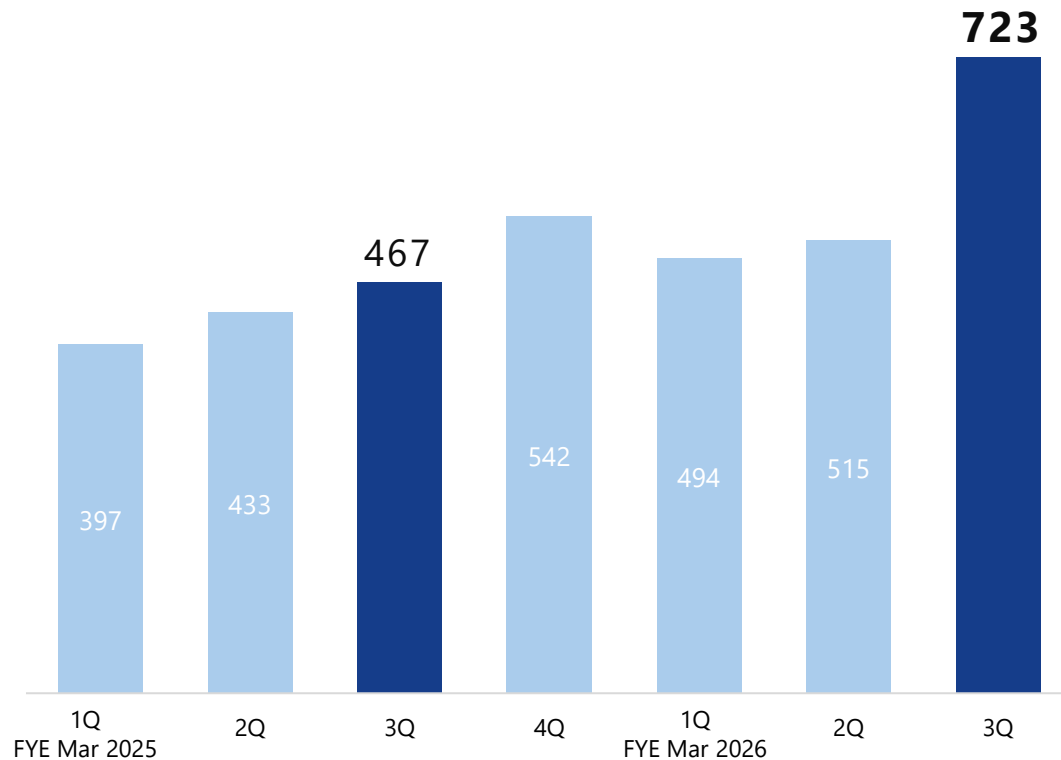
en エン エージェント

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**

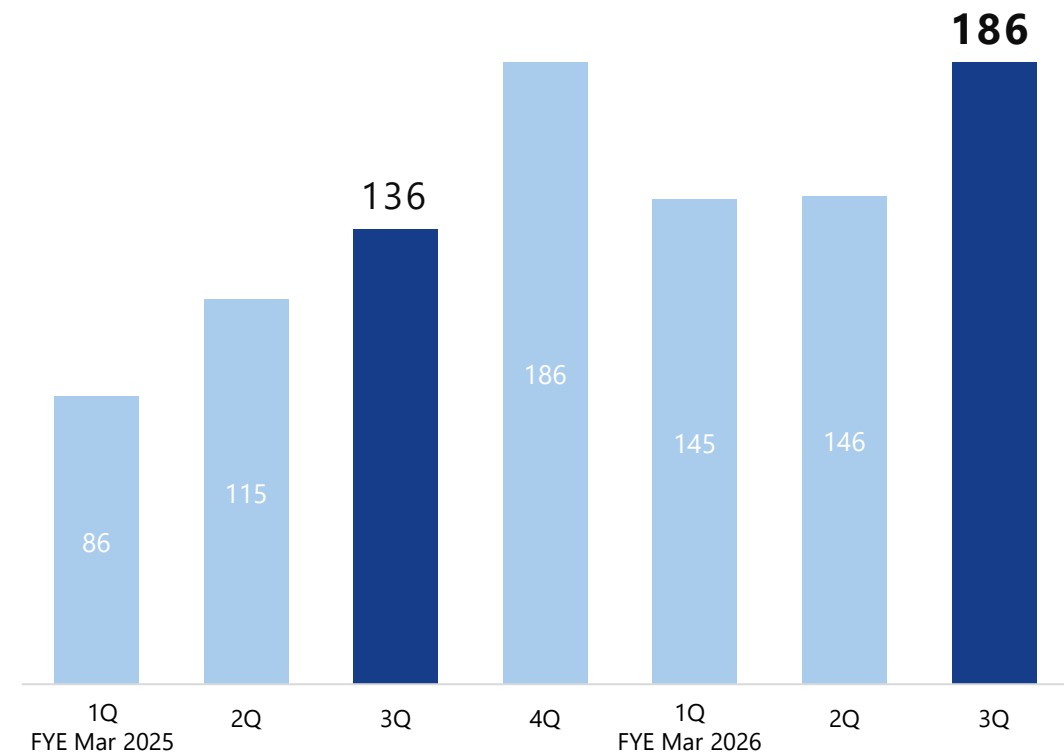
Sales(million Yen)

YoY + 54.7%

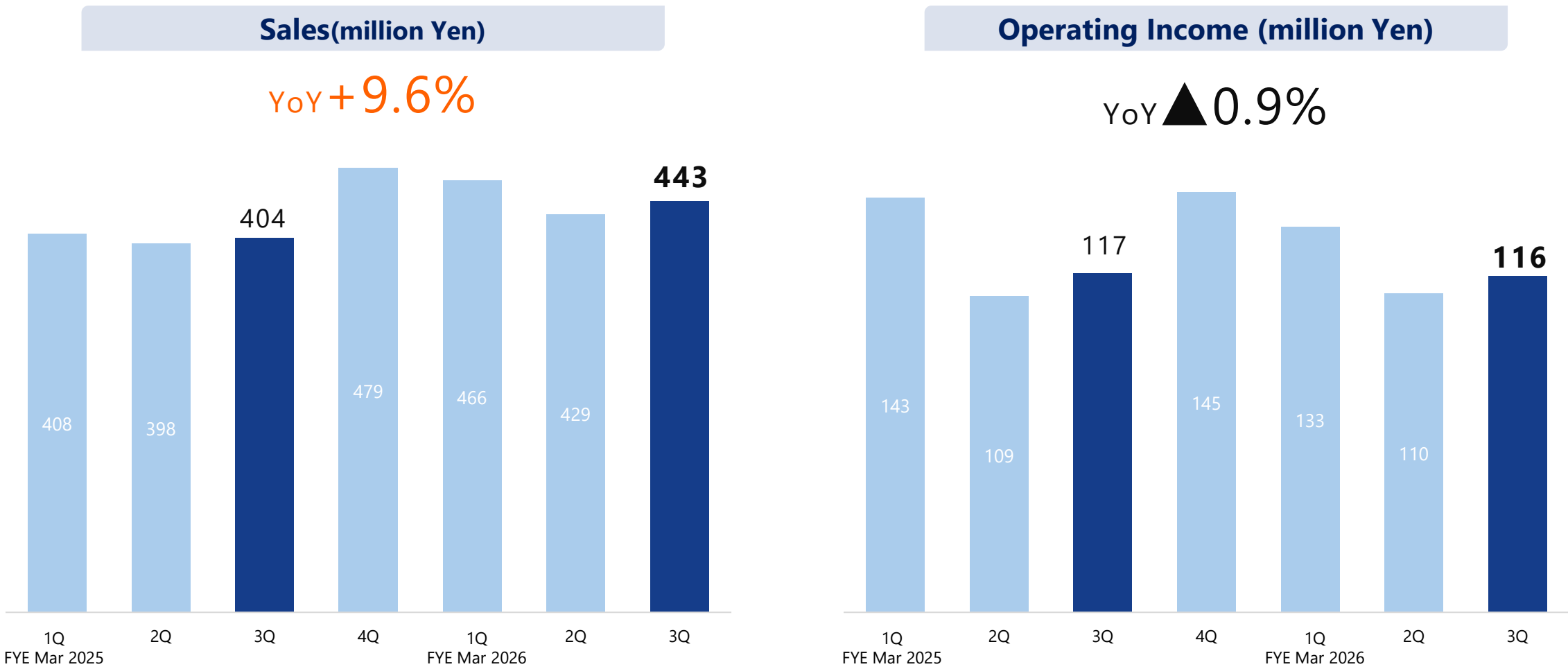


Operating Income (million Yen)

YoY + 36.8%

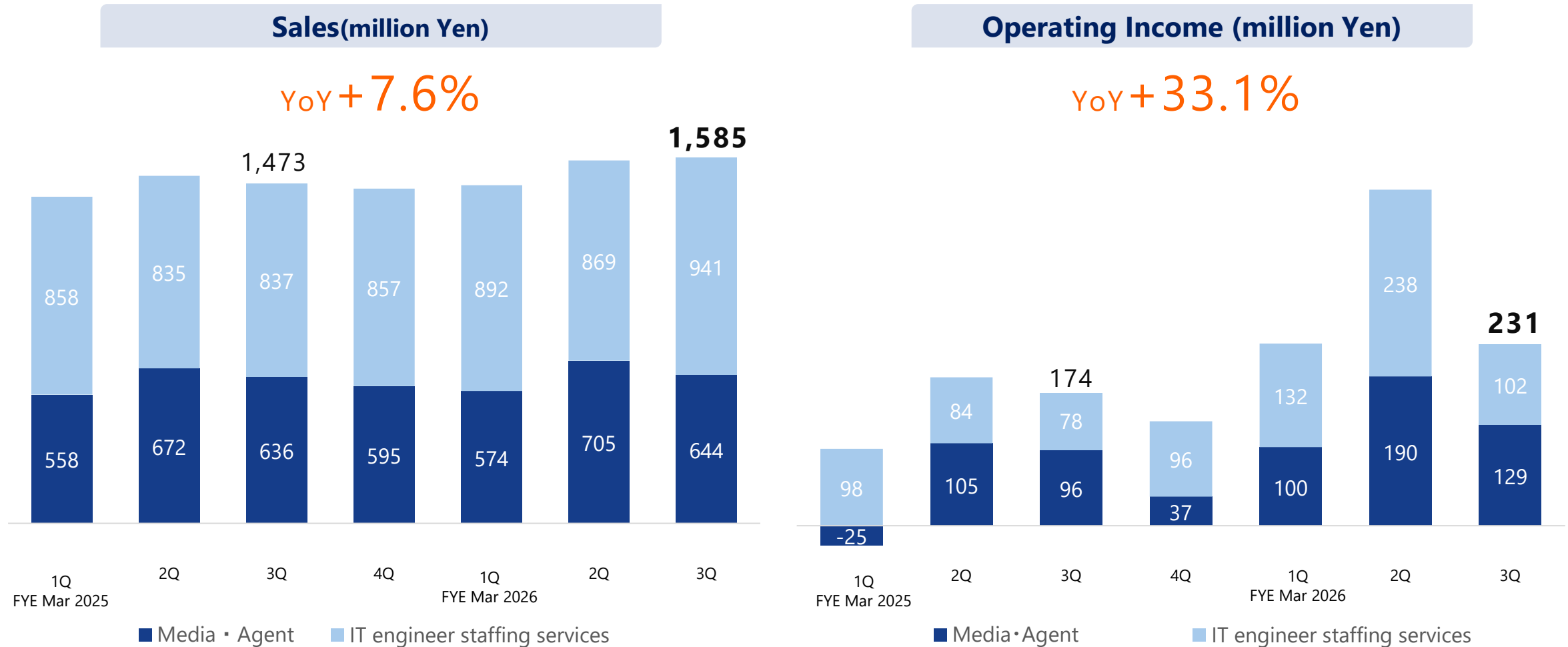


- Net sales increased due to **greater utilization of talent management systems and aptitude tests**
- Operating income decreased due to an **increase in site development-related costs**



## 02 Overview of Operating Results by Segment: Global Net Sales and Operating Income

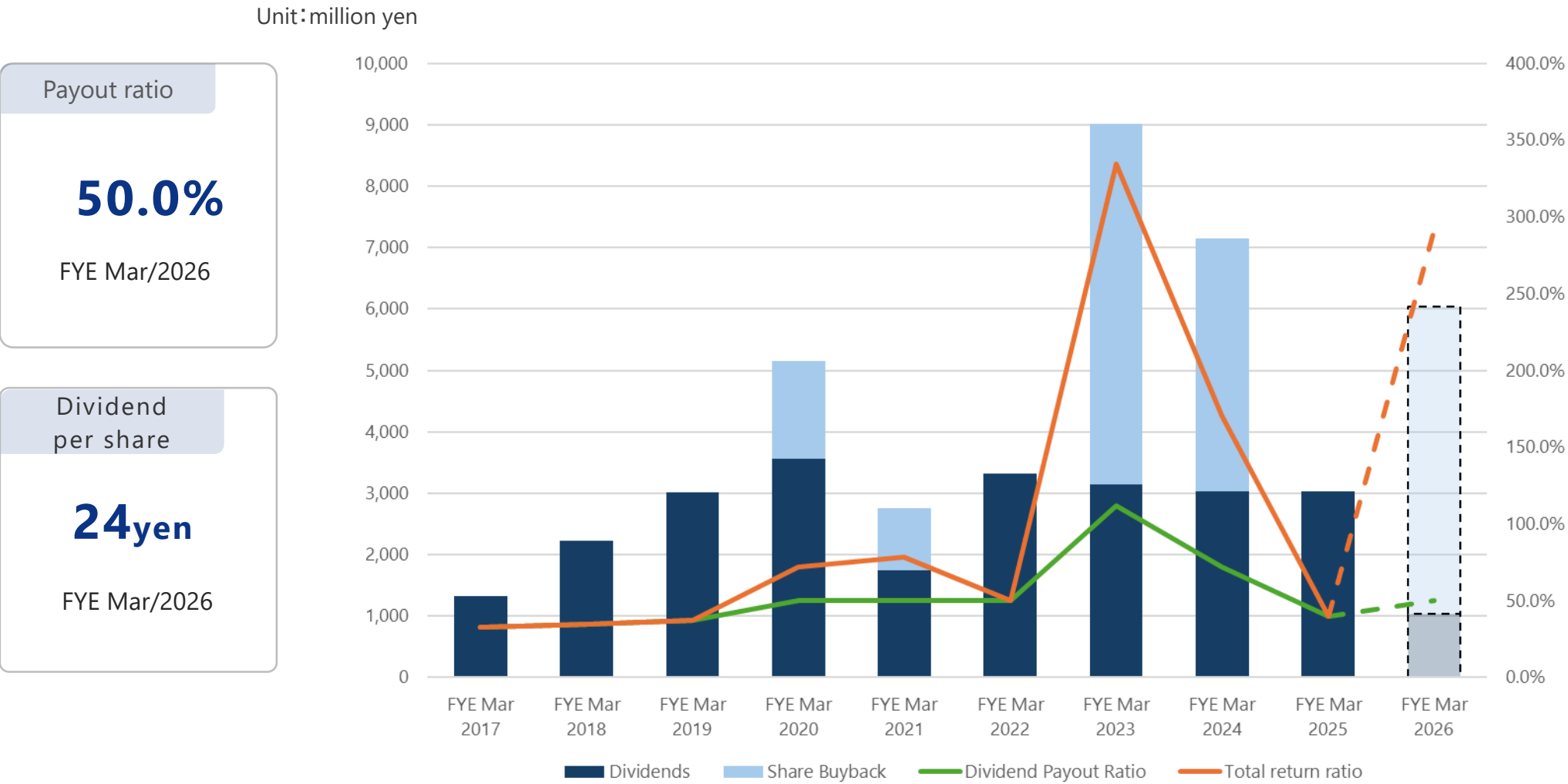
- Net sales increased due to **growth in the U.S. business for IT engineer staffing services**
- Operating income increased due to **ongoing cost control in the Media・Agent business**





(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	▲5.3%
					Operating Income	5.89	2.80	▲52.5%
HR	Domestic	Recruitment service	Media	[en]Career Change Info	Sales	17.39	16.49	▲5.2%
					Operating Income	4.94	4.33	▲12.4%
			engage		Sales	9.75	9.84	+1.0%
					Operating Income	▲0.74	0.43	-
			Other Media		Sales	15.58	15.08	▲3.2%
					Operating Income	4.93	3.80	▲22.9%
		Agent		Sales	9.91	10.76	+8.5%	
				Operating Income	1.32	1.56	+18.5%	
		Others		Sales	1.83	2.06	+12.2%	
				Operating Income	0.52	0.35	▲31.7%	
	Overseas	Learning and Performance evaluation services			Sales	1.68	1.69	+0.2%
					Operating Income	0.51	0.47	▲7.4%
		Recruitment service	Media・Agent		Sales	2.45	2.25	▲8.2%
					Operating Income	0.21	0.20	▲4.1%
	IT engineer staffing services		Sales	3.46	4.24	+22.4%		
			Operating Income	0.36	0.39	+9.4%		
Non-HR	Domestic	Sales outsourcing services			Sales	1.97	1.80	▲8.9%
					Operating Income	0.17	0.08	▲54.2%
Adjustment	Company-wide, accounting, and exchange rate adjustments				Sales	1.60	▲2.03	-
					Operating Income	▲1.38	▲1.59	-
Indirect department expenses						4.98	7.25	+45.4%
					(of which, new investments)	(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:

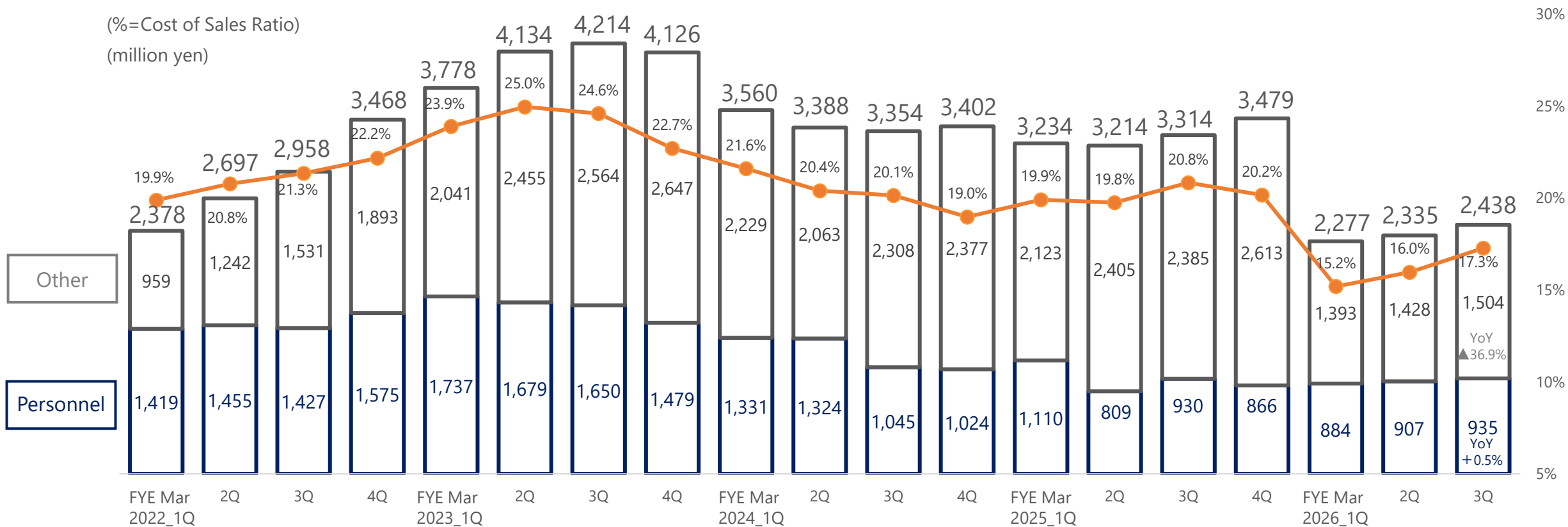
**1,576** yen

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

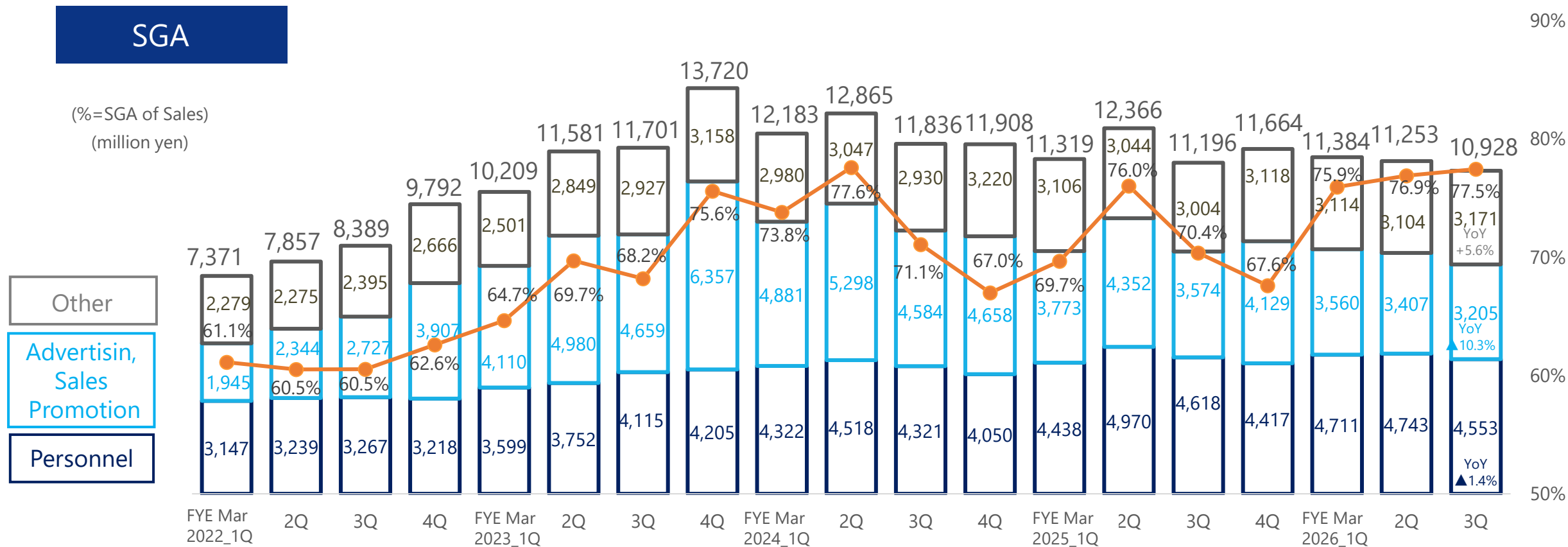
# Appendix

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

## Cost of Sales



- 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	
<b>Net Sales</b>	34,957	31,909	▲3,048	▲8.7%
<b>Cost of Sales</b>	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%
<b>Gross Profit</b>	31,452	28,451	▲3,001	▲9.5%
<b>SGA</b>	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%
<b>Operating Income</b>	2,580	1,623	▲957	▲37.1%
<b>Ordinary Income</b>	3,106	2,223	▲882	▲28.4%
<b>Quarterly Net Income</b>	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 •Supportments of active participation and retention after employment







## < Domestic Recruitment service >

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.</li> <li>Honest and detailed recruitment information developed by en from the perspective of job seekers.</li> </ul>	Mainly 20s to 30s	General Companies	en
<b>engage</b> <b>インゲージ</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> </ul>	Mainly 20s to 30s	General Companies	
[en]Career Change Consultant <b>ミドルの転職</b>	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>	Mainly 30s to 40s	Permanent Recruitment agencies, General Companies	
 <small>Produced by en</small>	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>	Mainly 20s to 30s	Permanent Recruitment agencies, General Companies	
[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>	Mainly Females in their 20s to mid-40s	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>	University students Graduates without jobs Housewives Permanent part-timers	Temporary staffing 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>	Recruitment	General Companies	
Freelance Start <b>フリーランススタート</b> <small>Produced by en</small>	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	Freelance engineer job search engine site	





## < Domestic Recruitment service >

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


< Domestic Learning and Performance evaluation services>

Service brand	Contents	Characteristics	Clients	Company
 <b>TALENT ANALYTICS</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
 <b>en-College エンカレッジ</b>	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	
 <b>HR OnBoard</b>  <b>HR OnBoard NEXT</b>	Development/sales of a retention tool, “HR OnBoard”	<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	


< Overseas Media and Agent >

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>	Local Companies Global Companies	New Era India Consultancy
		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><li>• Undertake offshore development projects from outside India, such as the United States and the UAE.</li></ul>	Local Companies Global Companies	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. Enhancing Japanese companies in Vietnam.</li></ul>	Local Companies Global Companies Japanese companies	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. Enhancing Japanese companies in Vietnam.</li></ul>	Local Companies Global Companies Japanese Companies	

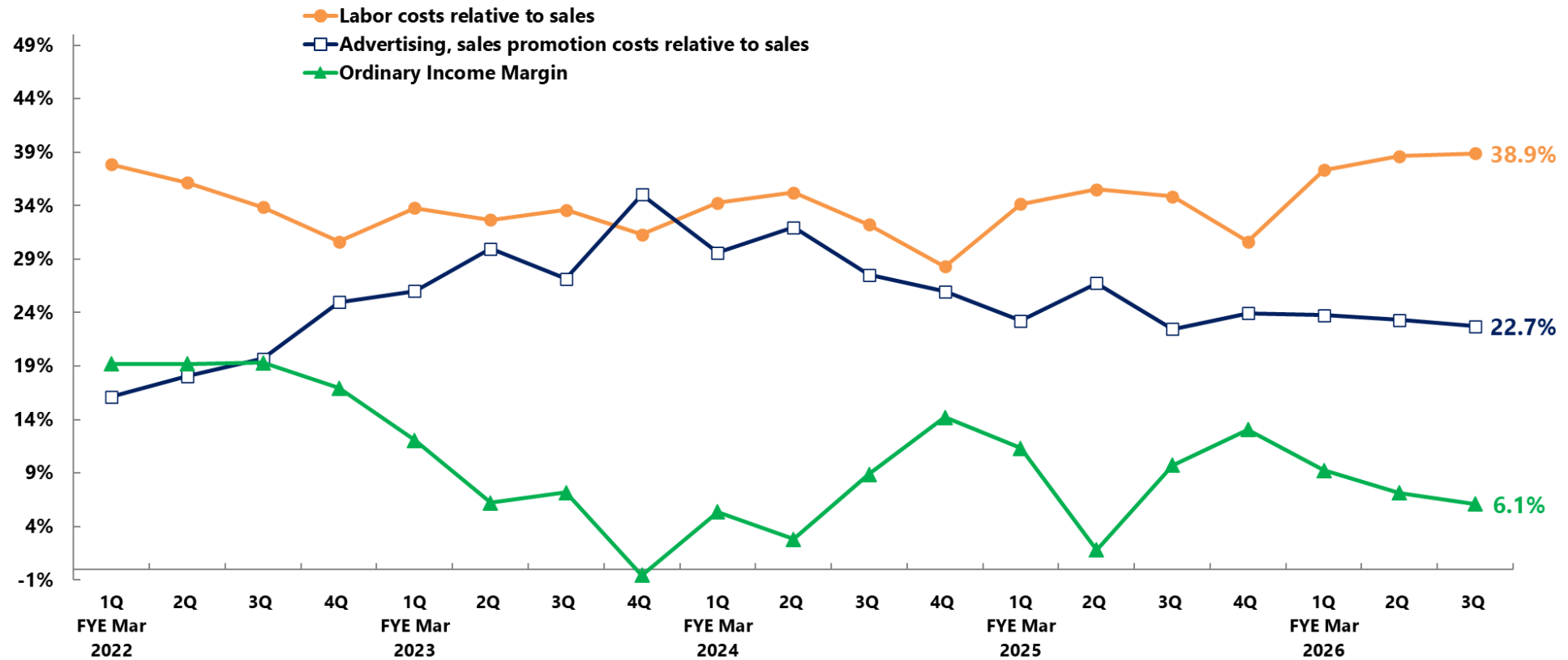
<Domestic Sales outsourcing services>

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

< Other New Business\*Unconsolidated subsidiary >

Service brand	Contents	Characteristics	Clients	Company
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

# 04 Cost Relative to Sales - Labor Cost and Sales & Promotion Cost (consolidated)

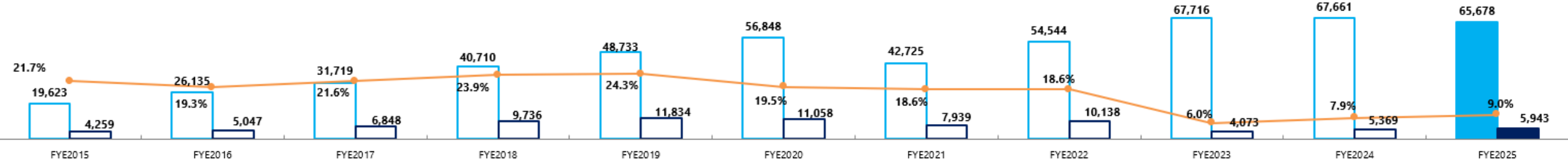


	1Q FYE Mar 2022	2Q	3Q	4Q	1Q FYE Mar 2023	2Q	3Q	4Q	1Q FYE Mar 2024	2Q	3Q	4Q	1Q FYE Mar 2025	2Q	3Q	4Q	1Q FYE Mar 2026	2Q	3Q
Ordinary Income (million yen)	2,314	2,495	2,674	2,653	1,907	1,033	1,234	-103	883	460	1,478	2,546	1,841	298	1,551	2,251	1,384	1,044	860
% of Sales	19.2%	19.2%	19.3%	17.0%	12.1%	6.2%	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%

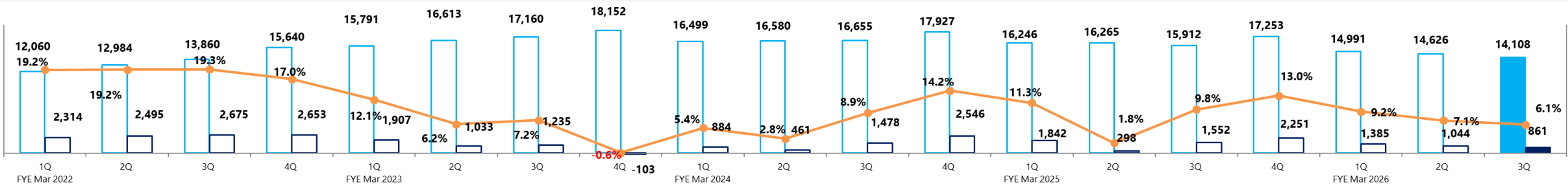
# 04 Earnings for Fiscal Year End and Each Quarter

## Fiscal year end

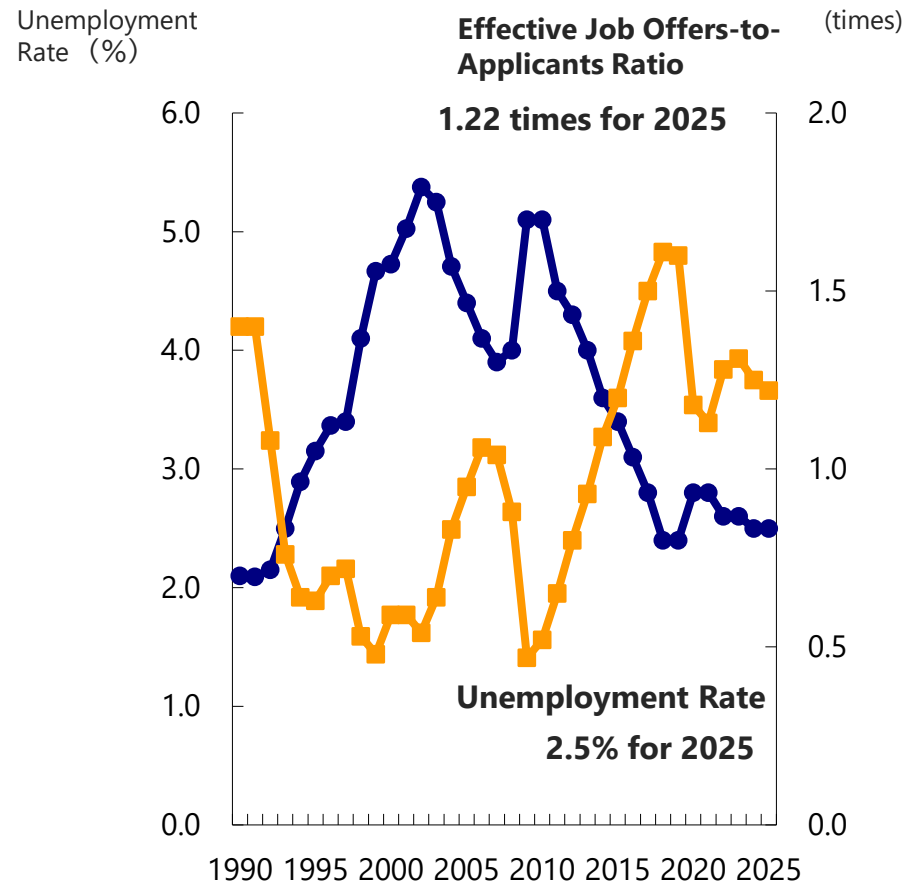
■ Sales (million yen)
 ■ Ordinary Income(million yen)
 ● Ordinary Income ratio



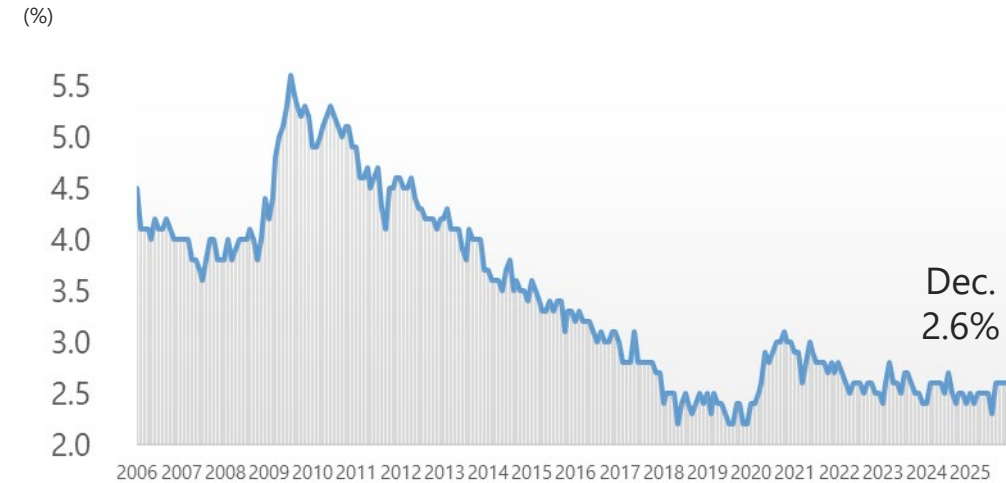
## Quarter



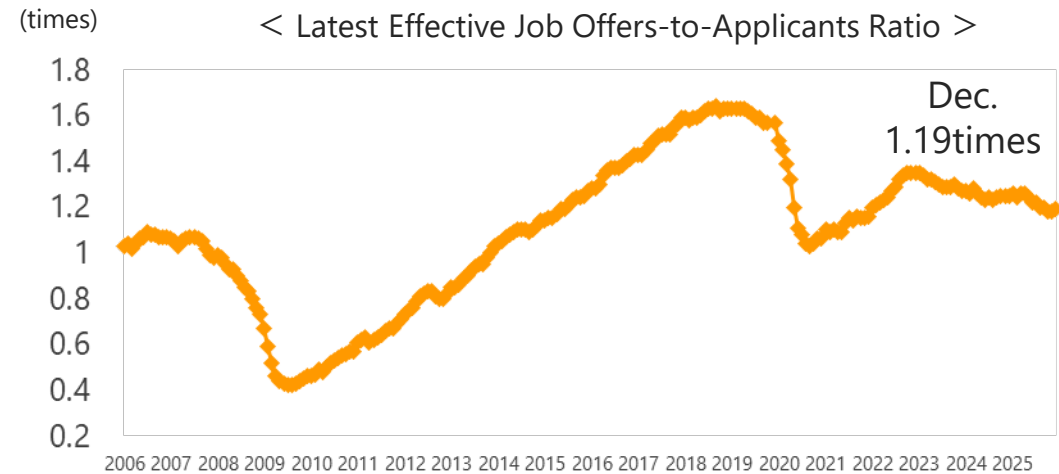
< Year Average >



< 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





en Inc. Corporate Planning Department, IR team

TEL:0120-998-930 Mail: [ir-en@en-japan.com](mailto:ir-en@en-japan.com) URL: <https://corp.en-japan.com/en/>

#### Cautionary Statement

This material is for informational purpose only. You are fully responsible for the final decision to invest in the company. The statements included in these documents that are not historical facts are forward-looking statements which reflect management's current views with respect to certain future events and financial performance of the company. The company makes no guarantee or promise as to the accuracy or completeness of the information provided here and shall not be liable for any errors or delays in the content, or for any actions taken in reliance thereon. The content is subject to change without notice hereon.