



Company Information

i-plug, Inc.
(TSE Mothers: 4177)

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2. Market Conditions
3. Characteristics of Services
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Company Overview

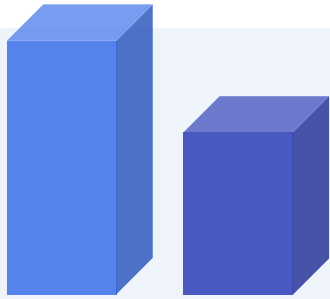
Company name	i-plug, Inc.			
Location	CENTANEX BUILDING 3F, 5-11-8, Nishinakajima, Yodogawa-ku, Osaka			
Office	Tokyo office (Shinagawa-ku, Tokyo), Nagoya office (Naka-ku, Nagoya, Aichi)			
Established	April 18, 2012			
Capital	633 million yen (as of March 31, 2021)			
Business	Development and operation of new graduate direct recruiting service “OfferBox”			
Officer	President and CEO	Tomoya Nakano	Executive Officer and CPO	Shigetaka Kamishima
	Director and CFO	Nobuaki Tanaka	Executive Officer and CHRO	Tomokazu Doizumi
	Director and COO	Hidenori Naoki	Full-time Audit & Supervisory Board Member	Koichi Akagi
	Director	Hideo Shimura	Outside Audit & Supervisory Board Member	Mioko Nakazawa
	Director and CSO	Oki Akizawa	Outside Audit & Supervisory Board Member	Yoshinobu Hirose
	Outside Director	Kunihiro Tanaka		
	Outside Director	Takafumi Sakata		
Number of employees	(Non-consolidated) 174 (Consolidated) 202 (as of September 30, 2021)			
Subsidiary	e-FALCON, Inc.			

Excite the world across platforms

- Creating platforms for increasing the potential of the next generation -



Using Technology to Solve Japan's 2050 Labor Market Problem

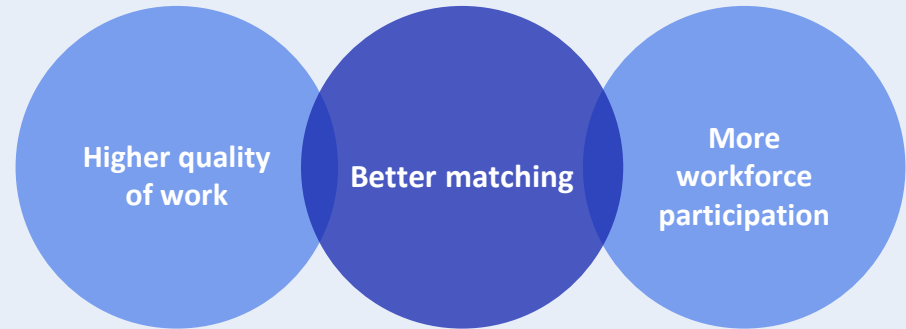


Japan's working age population will fall from 73 million today to 50 million in 2050

Source: Data Communication White Paper 2017, Ministry of Internal Affairs and Communications



Benefits of using the IoT, AI and other ICT



Combine technology and the platform business to solve matching problems



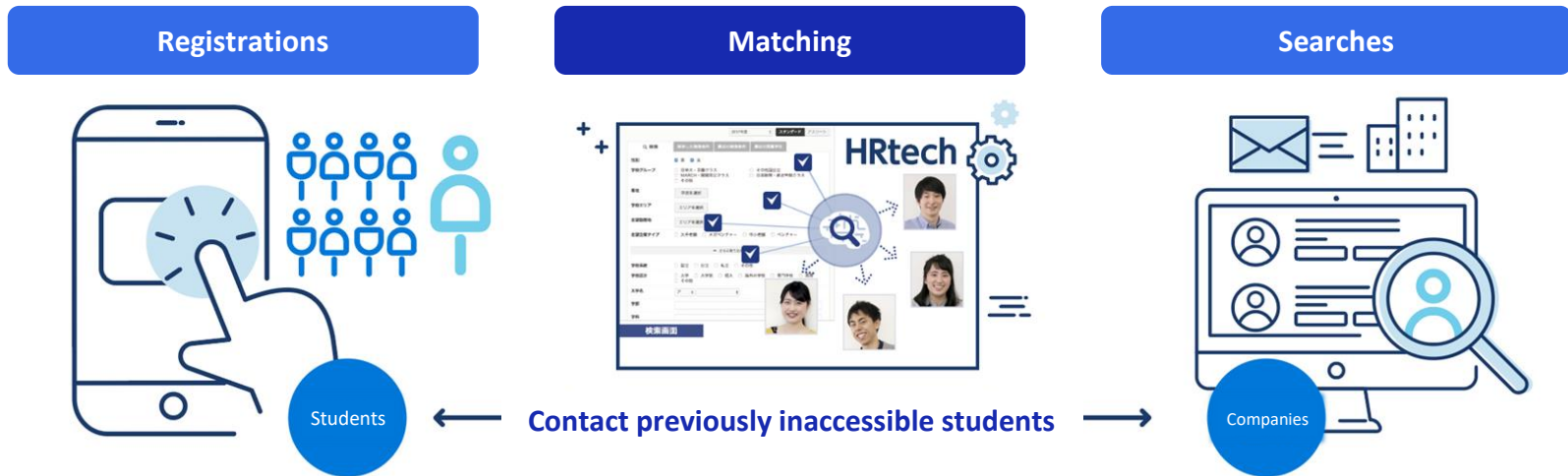
Start businesses in the new graduate recruiting domain where matching problems already exist

Overview of the OfferBox New Graduate Direct Recruiting Service

This direct recruiting service and our suitability examinations result in highly accurate matching.



Student searches backed by a large number of registered students and suitability examinations allow companies to find and directly approach students in their targeted recruiting categories.

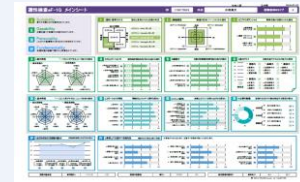


Suitability examinations used

Suitability examinations

eF-1G

The eF-1G suitability examination uses 194 personality traits for the analysis of students registered on OfferBox to enable companies to search for students who meet specific requirements. In addition, eF-1G can be used for training, job assignments and other human resource activities.



Sample OfferBox Student Profile

1 Photo showing the student's personality

2 Request concerning offers

3 Personal information about the student's strengths, values, experience and other items

4 Information about what type of job the student wants

-Size of company -Industry -Type of job -Location

5 Companies search for students with the required skills, based on qualifications and skills in student profiles

3 自己PR・過去のエピソード・私の将来像

自己PR
私の長所は、忍耐力があることです。成果が出るまでは、苦しいことでも頑張ります。学生時代、写真愛好会サークル活動で部長として部をまとめる立場でした。話し合いになると部員ひとりひとり好きな意見を言い出すこともありましたが、それをまとめるために、粘り強く諦めずに納得して意見を一つにまとめることを徹底となくやってきました。こうした経験は、忍耐力をはじめ、取っ手も身につけてくれたのです。この忍耐力を活かして、仕事の中で困難に直面しても成果を上げるために諦めずに頑張ります。必ず貢献させていきたいと考えています。

過去のエピソード2: 大学・大学院
家庭教師のアルバイトを1年間取り組みました。成績が伸びず悩んでいた生徒に対し、常に経験に乗りつつ、不得意分野に関してはどうすれば興味を持って勉強してもらえるかを考え指導してきました。また効率よく基礎力を定着させるよう努めました。その結果、学年120人中90位台の成績が、1年で30位台に上昇したのです。とくに不得意だった社会の成績が30点台から80点台まで伸びました。このことを通じて相手ができる気を持つためには、自分から積極的に関わることが重要だと学びました。社会でもお客様立場に立つて商品開発をし、さらなる売上げや利益の向上に貢献したいと思っています。

インターン・留学経験

留学期間
半年
留学での学びと課題
半年間オーストラリアの大学で経営学について学んでいました。日本の大学は入るまでが大変ですがオーストラリアの大学はむしろ日々の授業が大変で、毎週の小テストは毎回で勉強していました。しかし友人達と勉強会を開いたり、教授にマンツーマンで教えてもらい単位合格までできました。大学生活以外では、毎週末でオーストラリアの大自然を友人と堪能しました。綺麗な海やエアーズロックを友人と見たことは一番の思い出です。当時の仲間は今でもSNSや手紙で交流があり、将来その時であった仲間や何処かの形で仕事が出ればいいなと思っています。

4 希望する企業タイプ



	第1希望	第2希望	第3希望
志望業界	化学・医薬・化粧品	食品・飲料・たばこ・飲料	IT・通信
志望職種	営業	マーケティング	企画
志望勤務地	東京都	愛知県	海外

インターンシップに参加してみたい はい

5 資格

語学	TOEIC Test(英検 945点以上) TOEFL Test(英検 CBT250点~279点)(PBT600点~649点、旧T100点~113点)
他の言語	スペイン語
特許資格	
情報処理技術者資格	

Overview of the eF-1G Suitability Examination

The eF-1G suitability examination of e-Falcon Co., Ltd. uses 194 items concerning an individual personality and other characteristics, more than any other company providing this service. With this breadth, eF-1G can be used for many purposes other than recruiting. This service is provided with OfferBox and separately.

Suitability examination エフワンジー
eF-1G

A diagnostic tool with a 20-year track record and developed with the supervision of specialists

Used by more than
500 companies

More than
100,000
 people tested
 every year

Total of more than
3 million
 people tested

Fees

Method	Test type	Time	Price	
			Basic fee (annual)	Fee per test
Internet exam	Personality evaluation	20 - 40 min.	117,600 yen	2,000 yen

*These fees are for eF-1G provided separately.

When combined with OfferBox, there is basically no fee for using eF-1G.

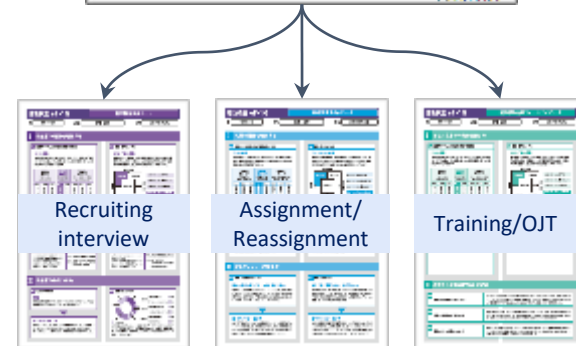
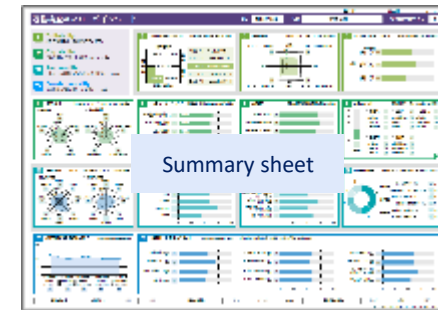
* The basic fee is paid in advance for 12 months. Contracts are automatically renewed.

* In addition to the fee per test, there is the option of paying a fee based on the quantity of tests.

* Additional fees are required for test analysis reports, training and other supplementary services.

194 items evaluated, more than any other company

*Based on e-Falcon survey



eF-1G is useful for recruiting as well as many human resource management tasks

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Differences in New Graduate Recruiting Activities in Japan vs. Europe/U.S.

The recruiting process in Japan for new college graduates differs greatly from the process used in Europe/U.S. Japanese companies do all hiring at one time with selections based on students' potential (note 1). Unofficial job offers are made before students graduate and students start working immediately after graduation (note 3).

	Europe/U.S.	Japan
Recruiting process	<ul style="list-style-type: none"> ● All year (note 2) ● People who can immediately do the work are hired as openings occur 	<ul style="list-style-type: none"> ● All new graduates are hired at one time ● Companies give new employees training to develop their skills on the premise that they will stay for their entire careers
Recruiting considerations	<ul style="list-style-type: none"> ● Practical experience and skills, focus of college degree and performance at college 	<ul style="list-style-type: none"> ● Emphasis is on each student's potential based on competency and experience ● For engineers and other technical jobs, emphasis is on the course of study at college
Recruiting process	<ul style="list-style-type: none"> ● Emphasis is on practical experience at companies and college grades; before graduation, focus is on academic performance and internships ● Students start looking for jobs immediately before or after graduation; three to four months are often required to receive a job offer and start work 	<ul style="list-style-type: none"> ● Recruiting activities such as internships start during the third year of college ● The selection process starts in March of the third year of college and unofficial job offers are made by May or June. Students start work in April of the following year.

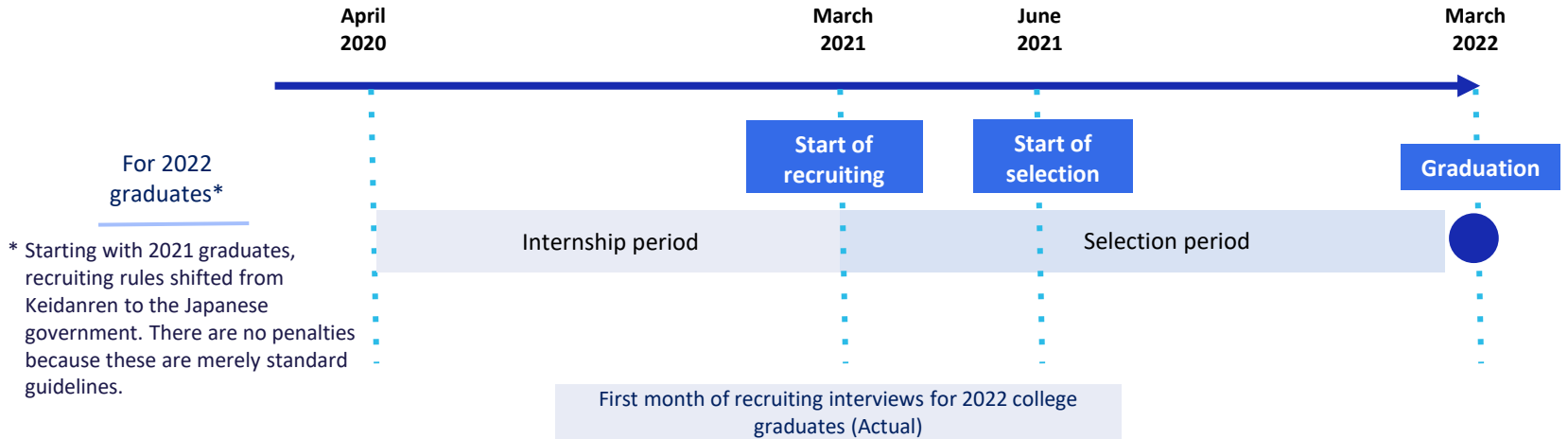
Note 1: College students start looking for jobs during a specific period from their third year of college until graduation and all students start working immediately after graduation.

Note 2: Companies are continuously recruiting people; after graduation, people look for jobs and start working at various times.

Note 3: In Japan, most college students graduate in March.

Govt. Prescribed New Graduate Hiring Schedule and the Actual Timeline

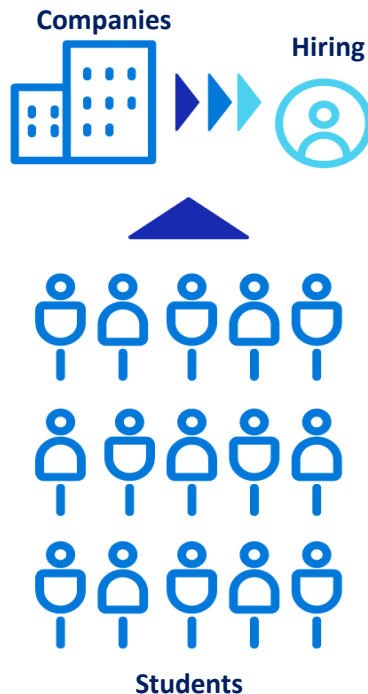
The Japanese government recommends that recruiting activities start after March of a college student's third year and companies starts making hiring decisions from June of the fourth year. Despite the existence of this standard schedule, the peak of hiring decisions at Japanese companies is March of the third year as the recruiting process takes place at an increasingly early stage.



Source: Survey by ProFuture Inc. (2021 and 2022 graduates)

Recruiting Method in Prior Years

Most students used recruiting information on websites (Shushoku Navi) to decide where to apply for jobs, which is generally referred to as entry-style job hunting. This method resulted in well-known companies receiving a large percentage of applications. The Shushoku Navi website is operated by two large companies.



Perspective of students

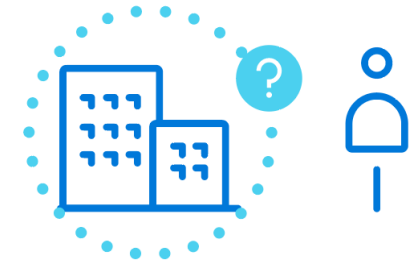
- Submit applications and wait for hiring decisions
- Most students apply to well-known companies
- Difficult for students to find the most suitable companies on their own

Perspective of companies

- Big and well-known companies receive a large number of applications
- Small number of applicants or none at all at small and midsize companies
- Companies must find the most suitable people from among the students who have submitted applications

Recruiting Issues at Companies

The entry-style job hunting system using Shushoku Navi and other online services have the advantage of generating a large number of applicants for companies. However, there are problems because these applications begin with the recognition of companies by students.



No applicants due to how an industry is perceived and other preconceptions

Finance x Information
Food x Electrical machinery
Large company x Start-up company

etc.

Difficult to contact students due to small number of applicants

Limited number of students studying engineering and data science or having qualifications

etc.

No applicants at companies not well known

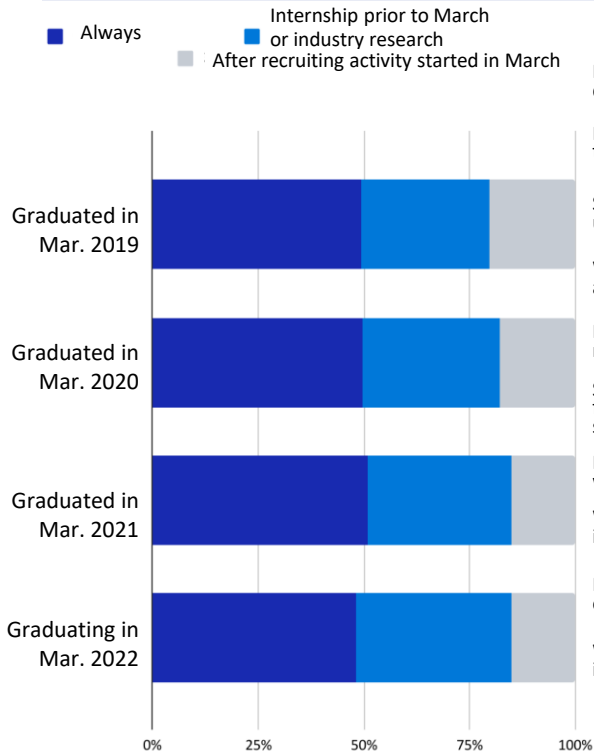
Start-up companies, small/midsize companies, B-to-B companies, companies operating only in one region of Japan

etc.

Changes in Recruiting Issues at Companies

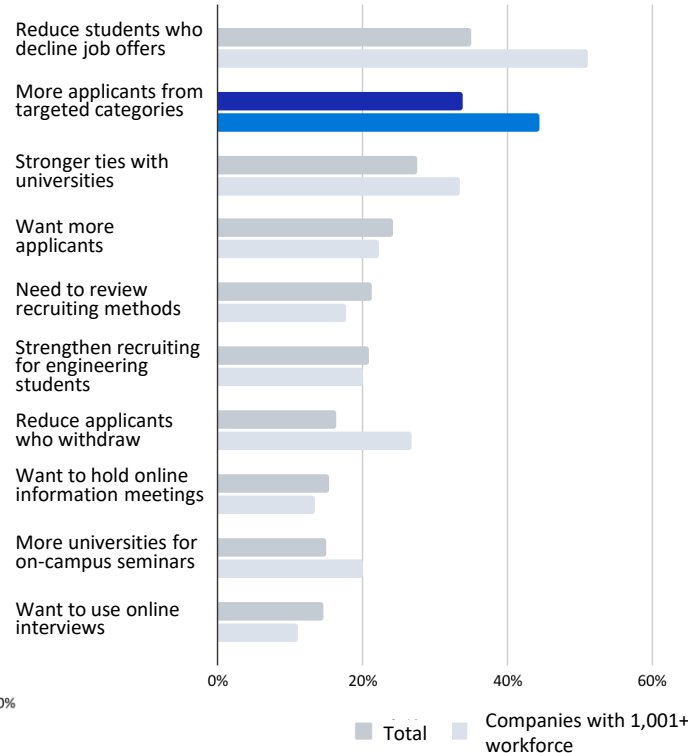
Companies are hiring new graduates sooner because of the need to hire students in targeted categories. As the competitive environment changes even faster, this problem tends to be more serious at large companies with strong brand images.

When did you first know about the company you applied for?



Source: Recruiting Activity Survey (April), DISCO Inc.

Issues at companies for recruiting new graduates



Source: Survey by ProFuture Inc. (June 2020 for 2021 graduates)

Structurally difficult to hire students in targeted categories



- About half of applications go to companies that students already knew about
- Application decisions are based on a company's brand image and its industry



- Business domains and strategies shift as the competitive landscape changes
- The types of people companies want to hire are altered by these changes

Examples:

- Recruiting of web engineers by automakers
- Recruiting by communication infrastructure companies of students interested in start-up companies

Shift in New Graduate Recruiting Caused by the Pandemic

The shift to online recruiting activities has gained momentum because of the pandemic. Many companies are reexamining how they recruit new graduates. The resulting changes are having a positive effect on demand for the services of i-plug.

Before the pandemic

Mainly face-to-face recruiting



New employees were selected from a large number of applicants



During the pandemic

Increase in online recruiting

- More points of contact and few time and location restrictions
- Difficult to use online recruiting for selecting people from among a large group
- Difficult to use online recruiting to determine applicants' intentions



Narrow down number of candidates at the first stage and use one-to-one communications



Overview of the New Graduate Recruiting Services Market in Japan

The new graduate recruiting services market is growing slowly, but the direct recruiting services category of this market is expanding rapidly.

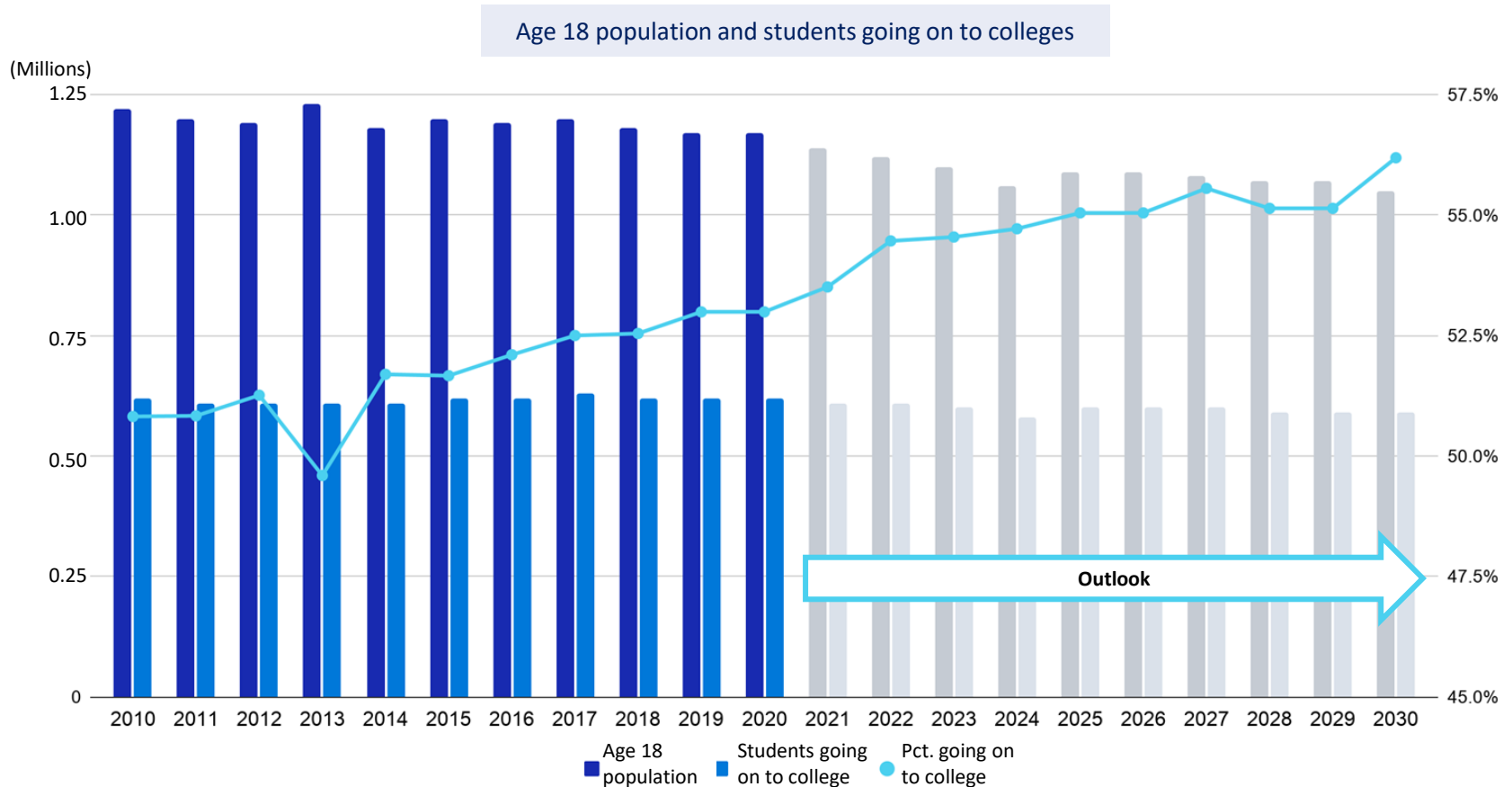


Note 1: Source: Edited by i-plugin based on 2021 New College Graduate Recruiting Support Market Status and Outlook, Yano Research Institute, Inc.

Note 2: FY2020 is an estimate and FY2021 is a forecast (as of March 2021).

Changes in Volume and Characteristics of Student Job Hunting Activities

The number of students going on to colleges is remaining level as the percentage of these students increases. There will be no rapid decline in the number of college students in Japan. Additionally, no changes are evident in the entry-style job hunting activities of students. As a result, many companies are still having difficulty attracting applications from targeted recruiting categories.

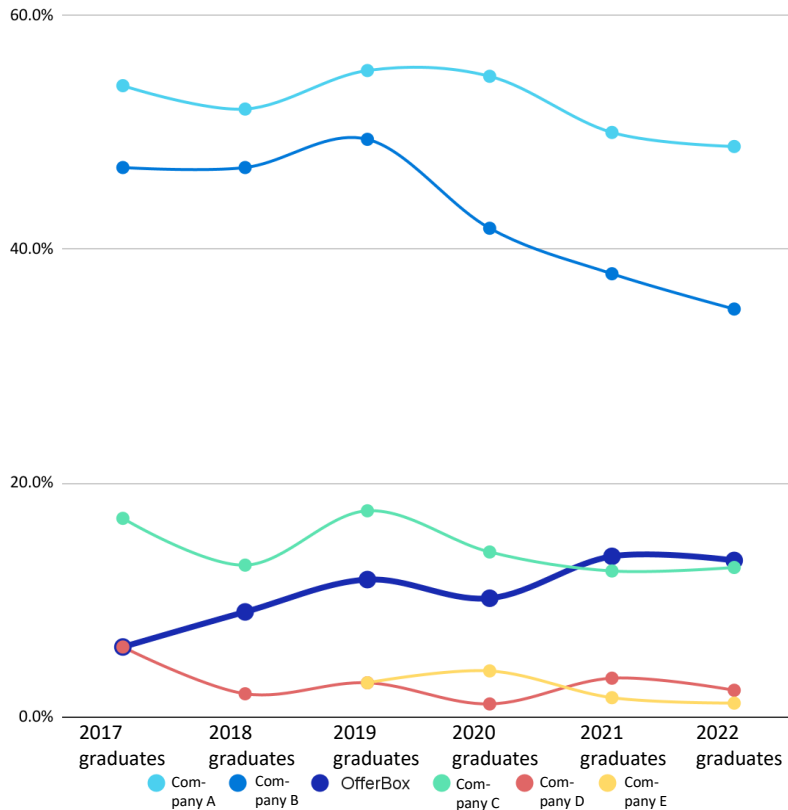


Source: Estimate of Future Number of Students Going on to College, Ministry of Education, Culture, Sports, Science and Technology

Position in Japan's Recruiting Services Market

Our rankings for utilization and customer satisfaction are steadily improving as we retain a sound position in the market for direct recruiting of new graduates.

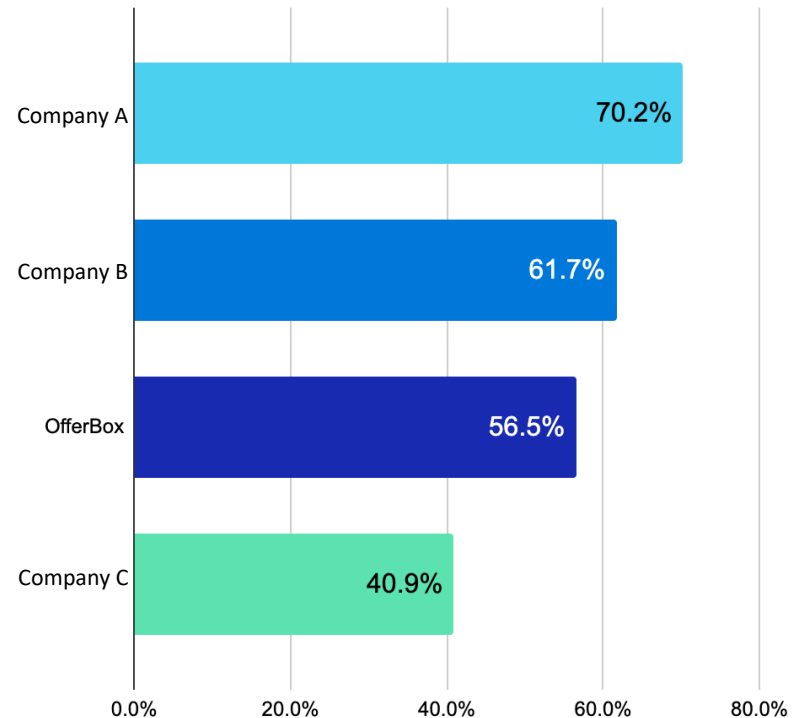
Recruiting websites used by companies



Source: Survey of New Graduate Recruiting Trends (June 2021), HR Research Institute (ProFuture)

Note: Recruiting websites include Shushoku Navi, direct recruiting and word-of-mouth media.

Company satisfaction with recruiting websites

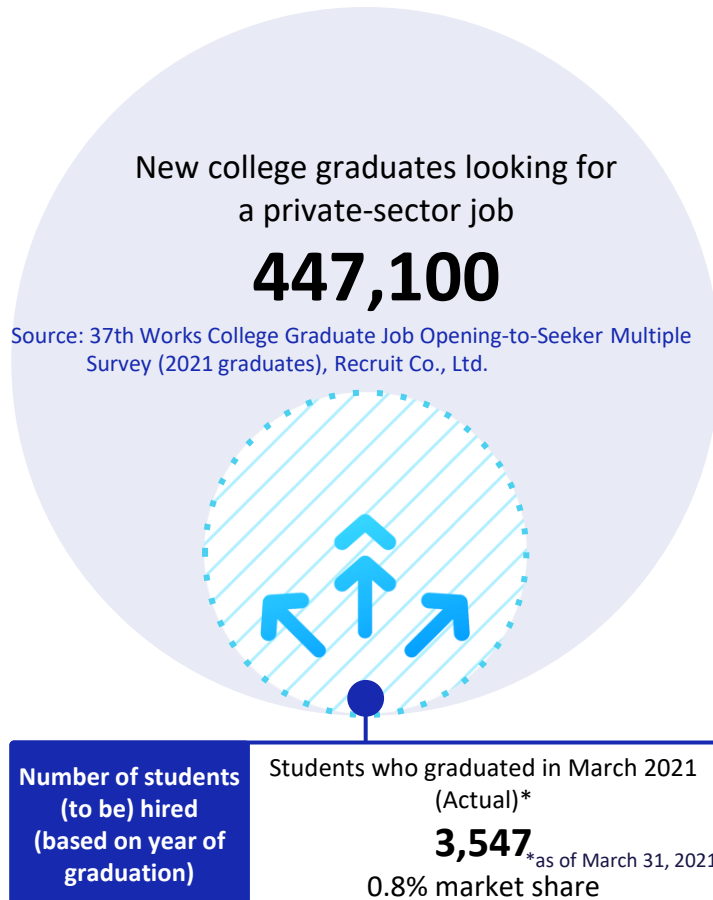


Source: Survey of New Graduate Recruiting Trends (June 2021), HR Research Institute (ProFuture)

- Figures are rearranged to show the pct. of satisfied users among all website users
- Only recruiting websites that are used by at least five companies

450,000 New College Graduates Are Looking for Jobs

Our current market share is 0.8% of the approximately 450,000 college students looking for jobs. Growth potential is significant because companies consistently need assistance with recruiting activities.



Issues at companies for hiring new graduates

Q. Difficulties companies faced to hire 2021 college graduates

- 1. Receiving a sufficient number of applicants from targeted categories**
2. Dealing with delays in the recruiting schedule
3. Holding online interviews

Q. Issues for hiring 2022 college graduates

- 1. Want a sufficient number of applicants from targeted categories**
2. Want a sufficient number of all applicants
3. Stronger relationships with universities

Source: ProFuture survey using a questionnaire (March 2021)

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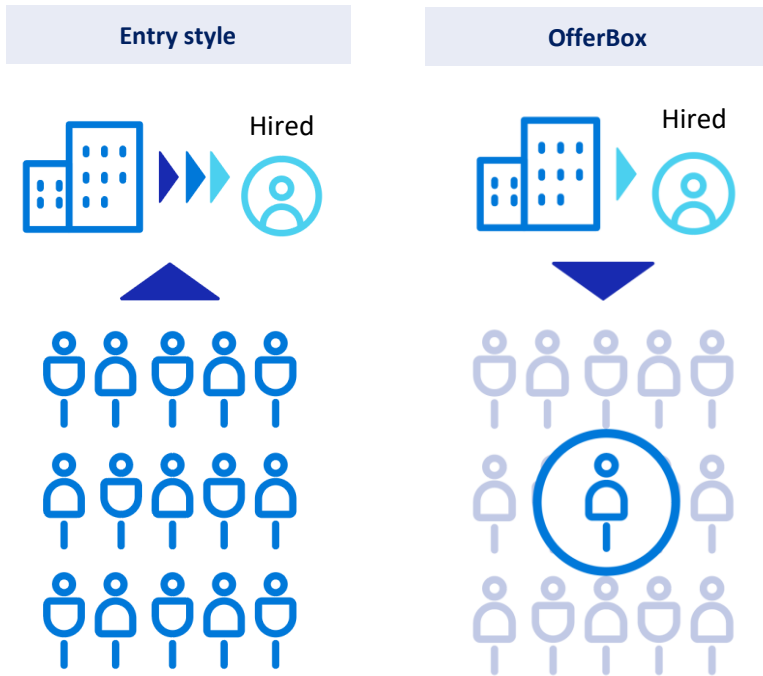
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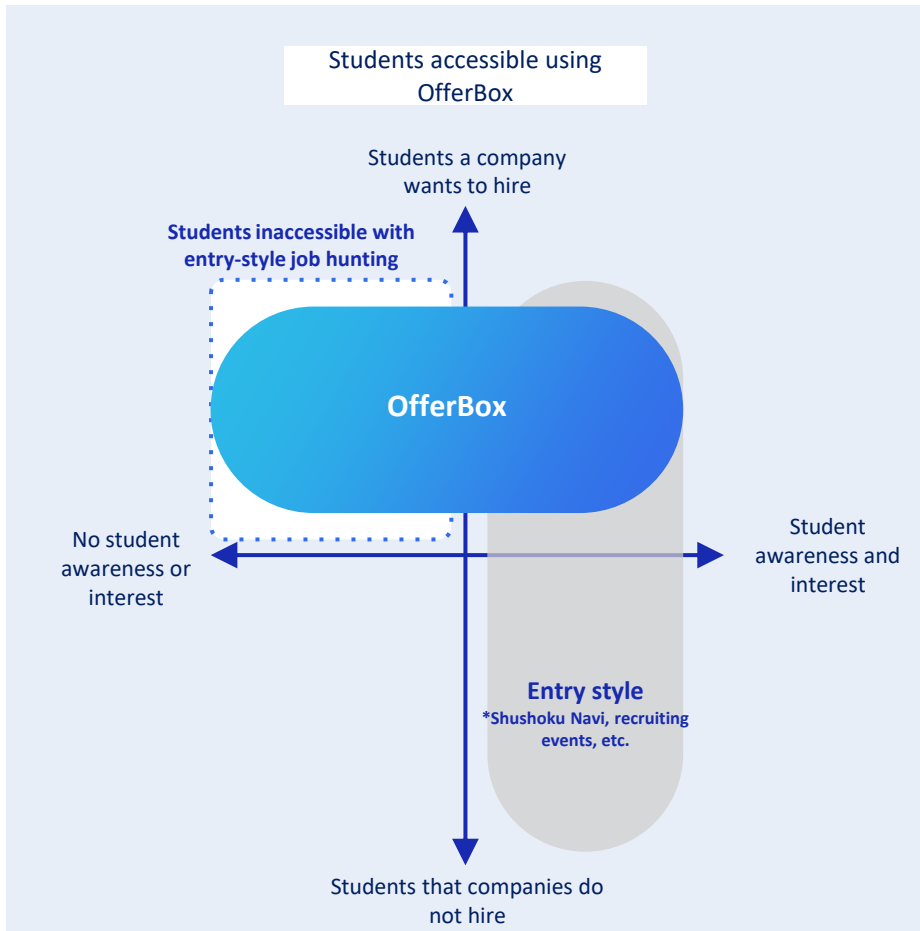
Ability to Recruit Students That Cannot Be Contacted by Using Entry-style Job Hunting

OfferBox is a service that enables companies to directly explain their appeal to students that would be inaccessible by using Shushoku Navi and other conventional recruiting methods. By establishing a narrow hiring target from the beginning, companies can reduce the cost and number of steps required for recruiting activities.



- Companies not well known have difficulty attracting students
- Raising awareness among students is expensive
- Selection process requires many steps in order to reduce applicants to the targeted categories

- Regardless of awareness level, companies can directly explain their appeal to students
- Fewer selection process steps because the recruiting field is tightly focused from the beginning



Activities to Reduce Mismatching

i-plugin believes a stronger mutual understanding between companies and students is essential for reducing mismatching. Since our inception, we have been developing functions that facilitate one-to-one communications and working closely with users.

Searches for many types of students



Limit on the volume of interview/info mtg. offers

Limit on offer volume

40 offers for each student to be hired
*not 40 messages



- * An interview/info mtg. offer is automatically canceled if a student does not respond within one week and the offer is returned to the 40 offer limit.
- * An individual student can receive up to 15 offers. When an offer is turned down, the offer is returned to this 15 offer limit.

Restriction on messages



OfferBox is structured for submitting interview/info mtg. offers one by one. There is no capability for sending a large number of messages at once.

Recommendation of one-to-one interviews



Simple, easy-to-use communication channels

- Apps
- Push notifications
- Two-way communications as with an SNS
- Schedule adjustment function and other capabilities

OfferBox Services

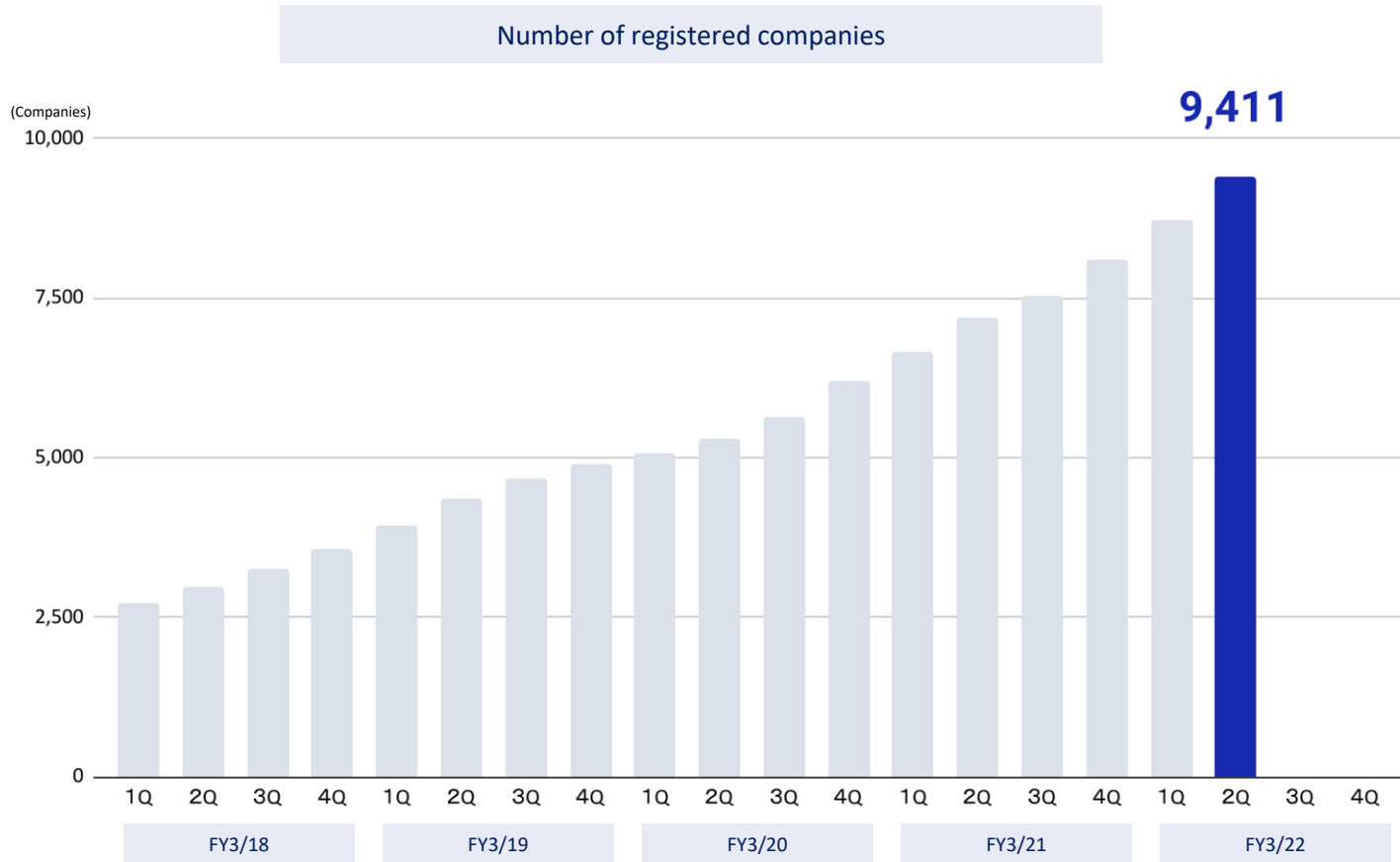
Two plans are available to match the recruiting strategies of individual companies (number of people to hire, length of recruiting activities, recruiting needs and issues)



	Summary of the early offer/fixed-cost plan	Summary of the incentive fee plan
Utilization fee	Utilization fee is required and depends on the number of students to be hired Example: ¥750,000 when planning to hire three students	None
Incentive fee	Paid when more than the planned number of students are hired ¥380,000 per student over the initial plan	¥380,000 per student hired
Return of incentive fee when a student declines a job offer	¥380,000 per offer declined <u>*Utilization fees are not returned.</u>	¥380,000 per offer declined
Purpose of using OfferBox	Companies want to contact many students when their job hunting activities start, such as by using internships and interviews at an early stage of job hunting.	Companies want to focus activities for contacting students on the period after March of the third year of college, when full-scale job hunting begins. Companies want a second group of applicants and alternate students to replace students who subsequently decline job offers.

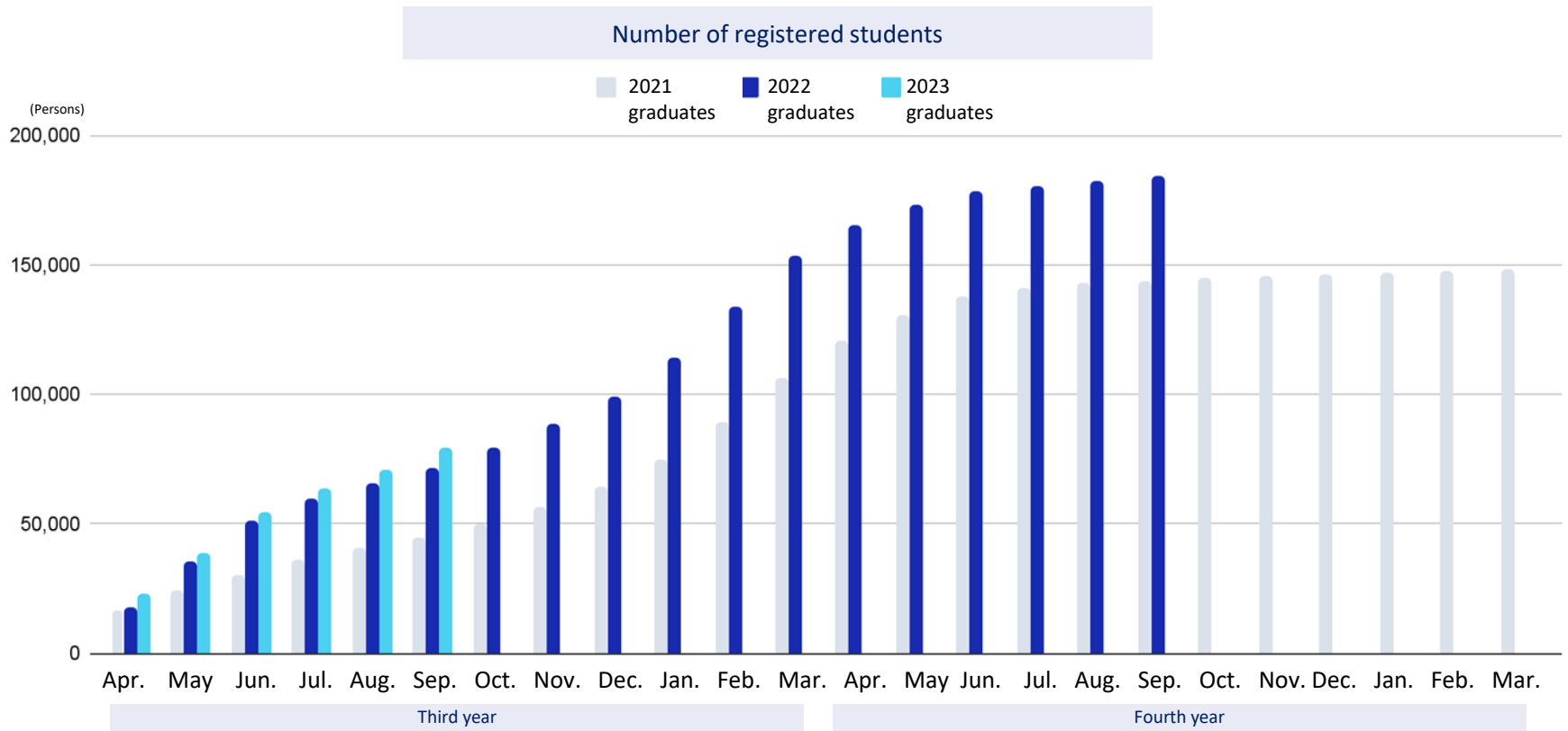
Platform Expansion (1): Increasing Number of Registered Companies

The number of companies registered for OfferBox has been increasing steadily for the last five years and was 9,411 at the end of September 2021.



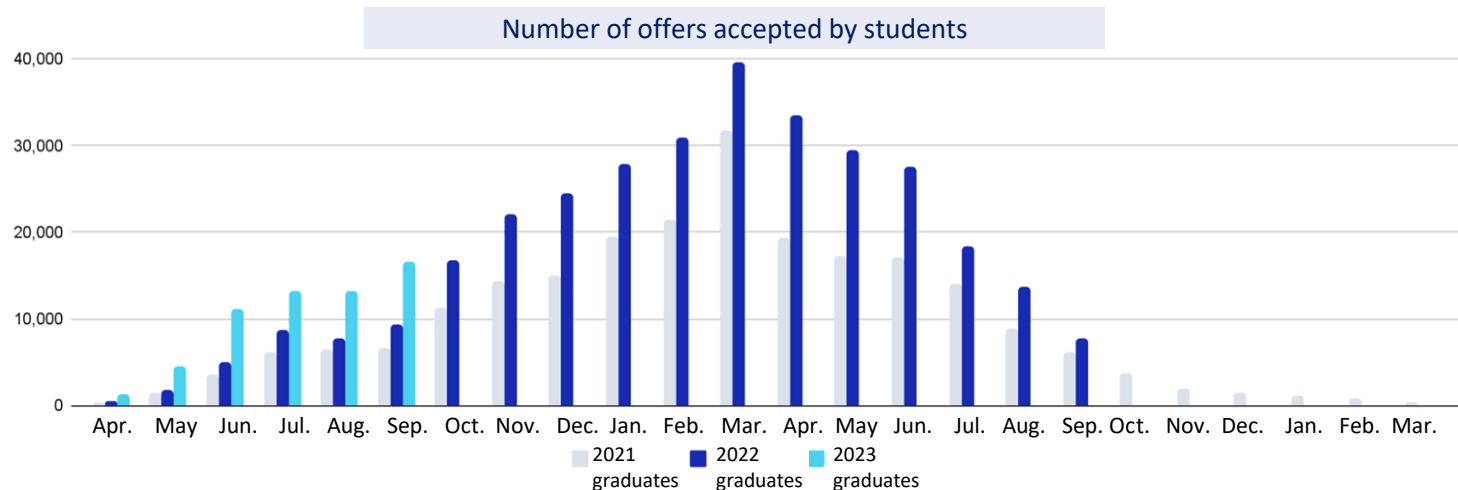
Platform Expansion (2): Increasing Number of Registered Students

The OfferBox student platform is continuing to grow. For students graduating in 2022, there were 183,790 registrations as of the end of September 2021. This was more than for students who graduated in 2021. In addition, 78,000 students graduating in 2023 are already registered, more than 2022 graduation students registered one year earlier.



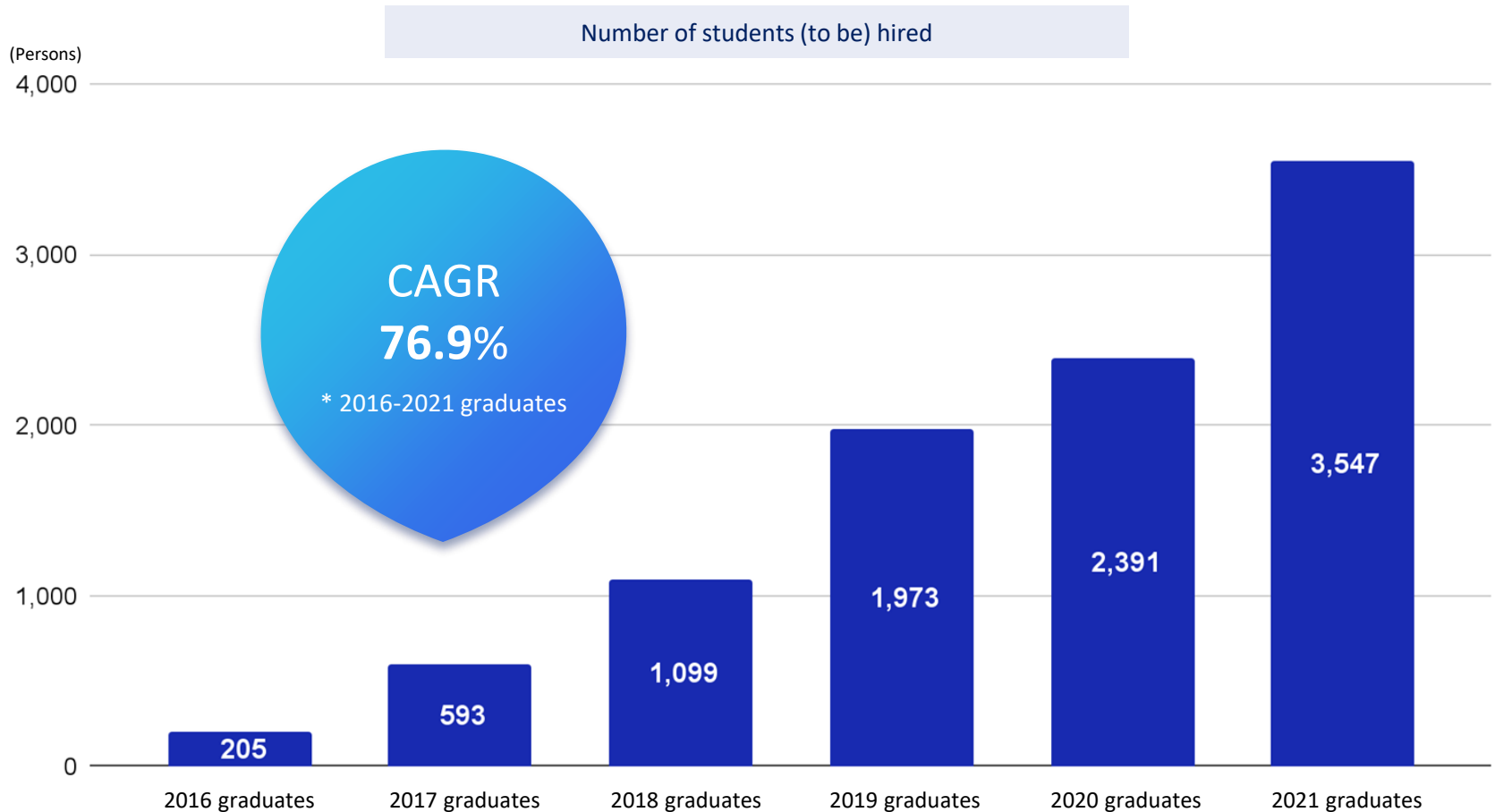
Platform Expansion (3): Offers Made and Offers Accepted (Monthly)

The number of interview/info mtg. offers from companies is increasing, resulting in growth in the number of these offers accepted by students, which is directly linked to the subsequent number of students to be hired.



Increasing Number of Students to Be Hired

For 2021 graduates, 3,547 students using OfferBox were to be hired, 48.3% than for 2020 graduates one year earlier. During the past five years, the CAGR for students hired is more than 70%.



A Multi-faceted Database of Students Actively Seeking Jobs

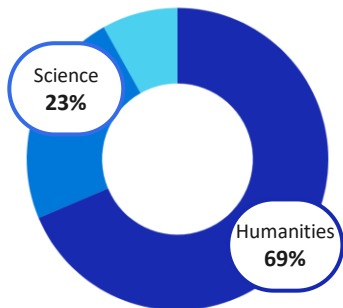
OfferBox is a source of a broad-based student database with no emphasis on high-ranking universities, engineering schools or any other particular category. This volume of data allows us to meet a diverse array of corporate recruiting requirements. Furthermore, we are able to increase monthly active users, a key indicator of the quality of our platform.

Universities



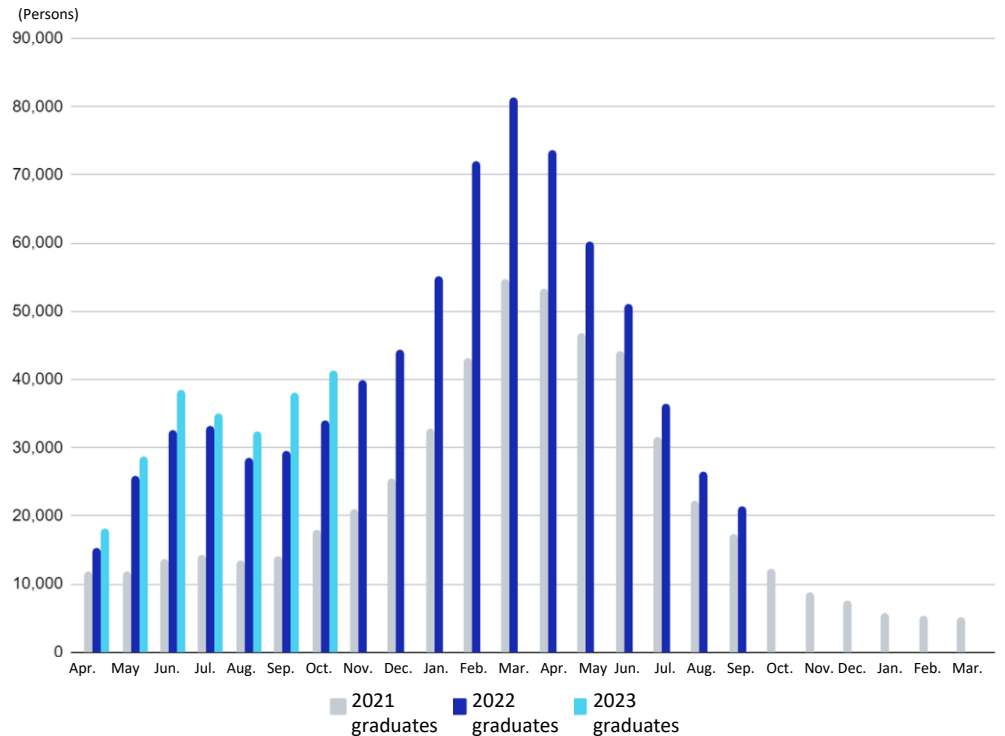
- Prestigious national and private universities **12%**
Second-tier prominent
- Tokyo/Osaka area universities **20%**
- Other national/public-sector universities **17%**
- Large Tokyo/Osaka area universities **12%**
- Others **39%**

Science/ Humanities



- Humanities **69%**
- Science **23%**
- Others **8%**

Number of student monthly active users (MAU)

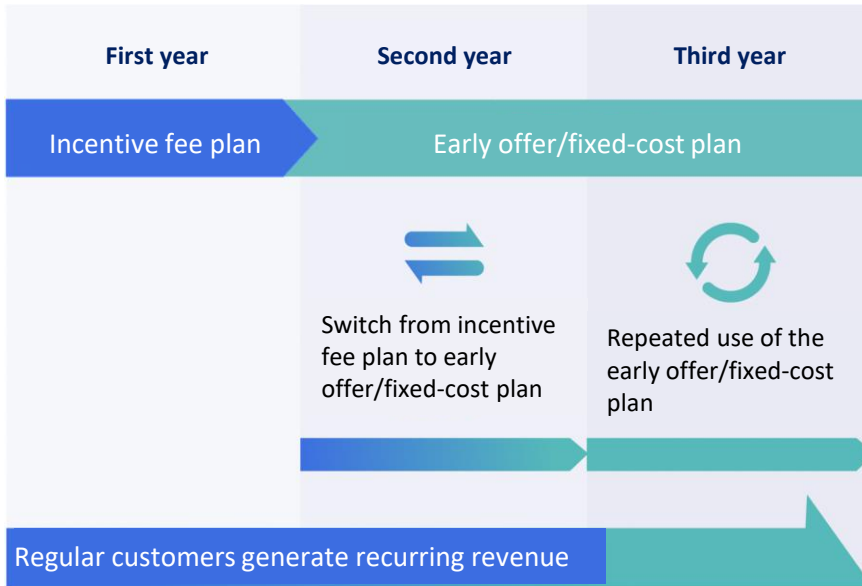


Note: Monthly active users are users who log in and have a session of at least one page in a month.

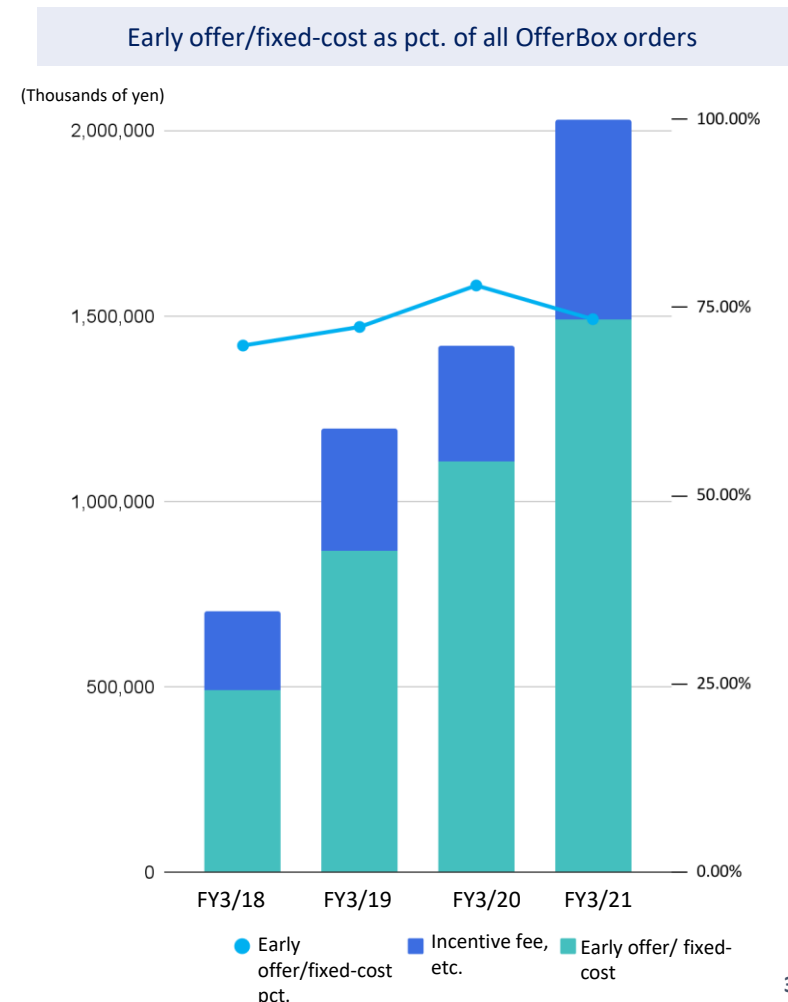
Universities and science/ humanities: Based on actual utilization of OfferBox by students graduated in 2021 as of March 31, 2021.

Structured for Maintaining a Stable Customer Base

Incentive fee plan is used as an entry-point service format and then a base for recurring revenue, which is steadily expanded.



- The incentive fee plan of OfferBox reduces risk involving newly using this service because there is no initial fee, low incentive fees and all fees are returned if a student withdraws a job offer acceptance.
- As incentive fee OfferBox users see how effective this service is at recruiting students, these users are converted to the early offer/fixed-cost plan, which is a reliable source of recurring revenue.



Efficient Matching Due to the Use of Big Data and Other Resources

Data are used for improving the efficiency of service use and matching

Data about students
Personal characteristics (34 items) Experience Suitability exam results (194 items)
Data about companies
Company characteristics (12 items) Recruiting data (7 items) Personnel utilization data (194 items)
Data about matching
Service use history -Viewing of profiles -Send/receipt of interview/info mtg. offer -Acceptance of interview/info mtg. offer -Acceptance of job offer Others

Improvements using AI

AI uniquely developed by i-plugin is used to optimize displays of search results and make other improvements for raising the efficiency of service use and matching.



Data-driven growth hacking

Development of functions to improve service use and matching efficiency and UIUX improvements

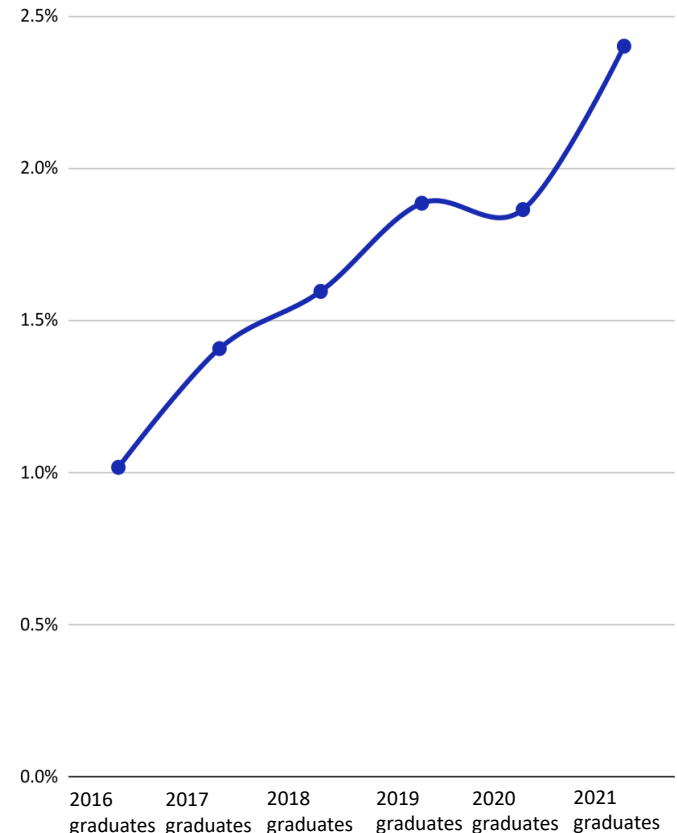


Use of HRtech by client companies

Enabling the use of HRtech for the timely provision of data about customers' use of services and statistical data, for creating plans, and for improving how services are used



Percentage of registered students receiving job offers*

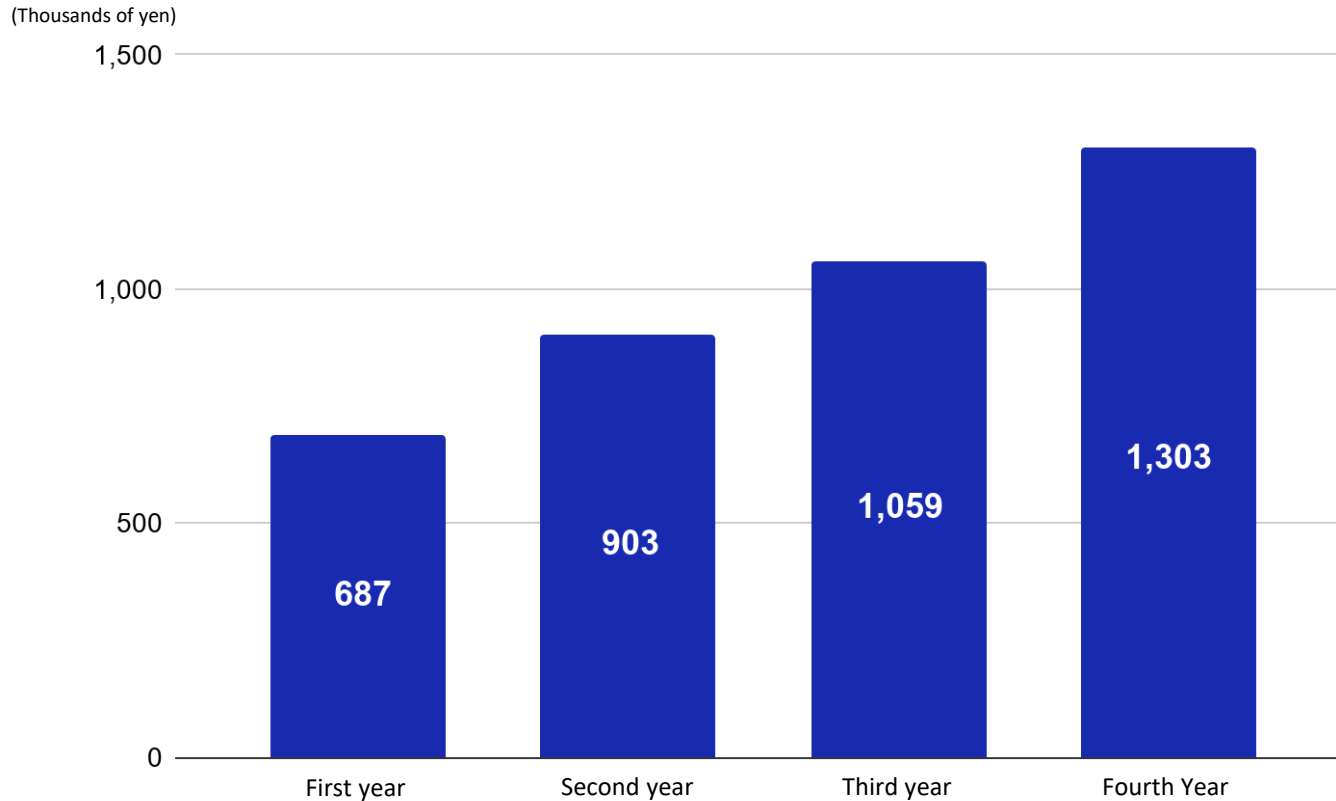


The job offer percentage is the number of students (to be) hired using OfferBox divided by the total number of students registered for OfferBox.

Matching Efficiency by Using Big Data and Other Resources

Numerous measures are used to raise recruiting efficiency through the continuous use of OfferBox, such as the optimization of rankings of search result displays by using AI developed by i-plug. Due to these activities, the average transaction value has been increasing every year.

Average transaction value of companies using OfferBox continuously



For the average transaction value, total orders and the number of companies using OfferBox are calculated for each continuous use period and orders are divided by the number of companies.

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2. Market Conditions

3. Characteristics of Services

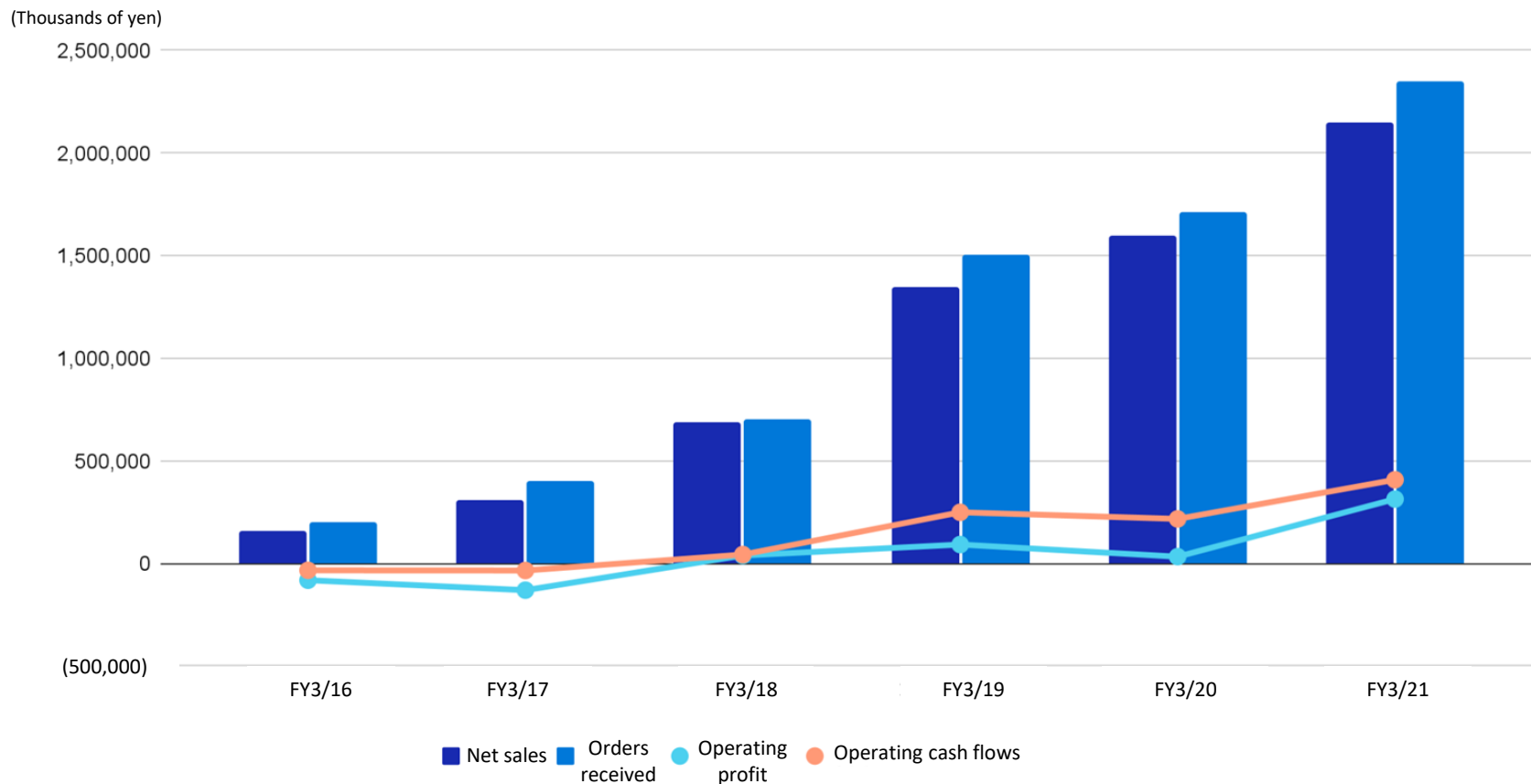
4. Financial Highlights

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Net Sales, Orders, Operating Profit and Operating Cash Flows

In the fiscal year that ended in March 2021, consolidated sales increased 34.6% YoY to ¥2,151 million and operating profit increased 846.9% to ¥313 million. Consolidated orders received increased 37.2% to ¥2,352 million and operating cash flows increased 87.9% to ¥407 million.



Note 1: Non-consolidated from FY3/16 to FY3/18

Note 2: Consolidated from FY3/19 to FY3/21

Note 3: Simple operating cash flows from FY3/16 to FY3/18

Note 4: Simple operating cash flows are operating profit adjusted for the increase or decrease in unearned revenue.

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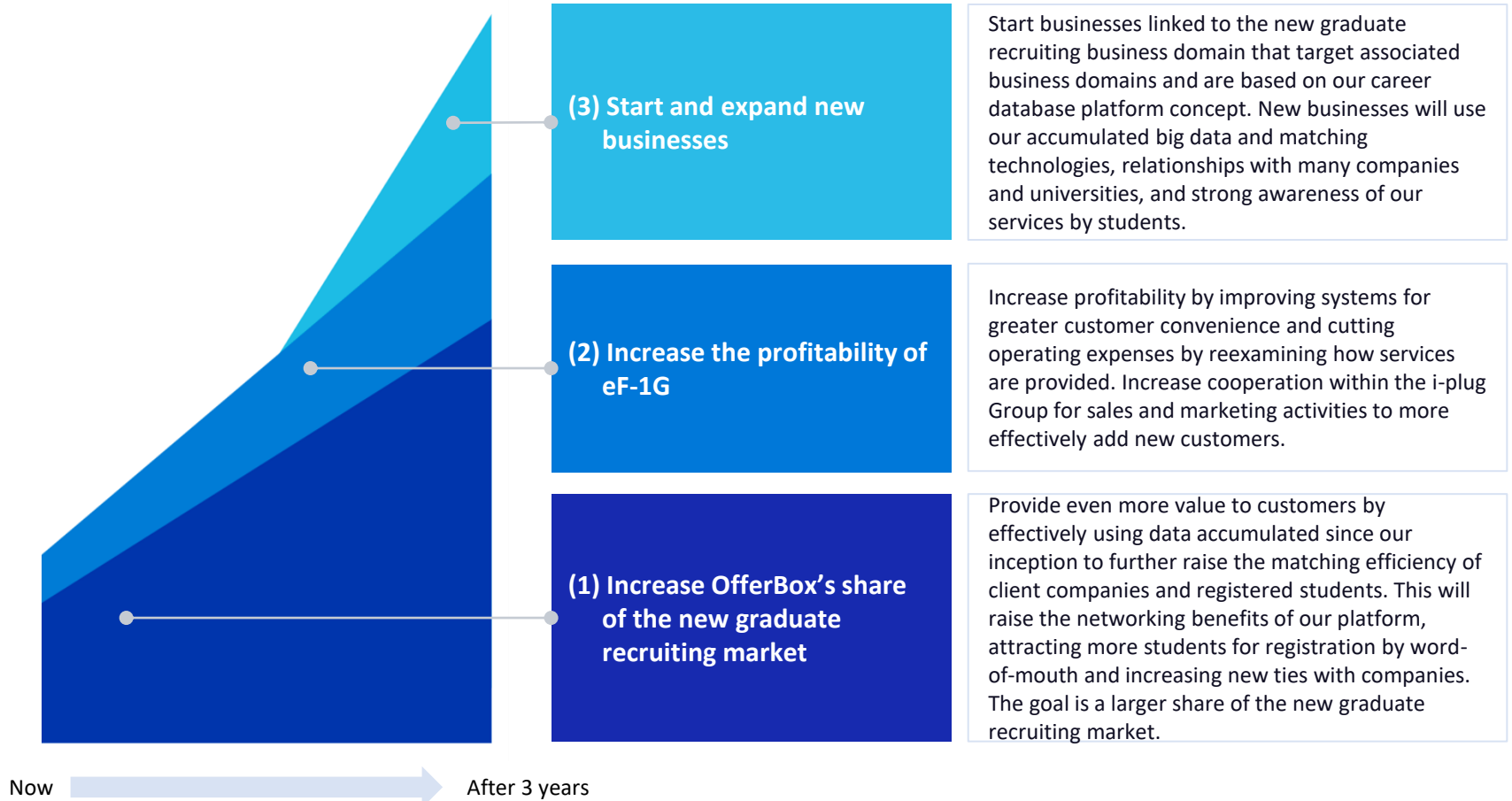
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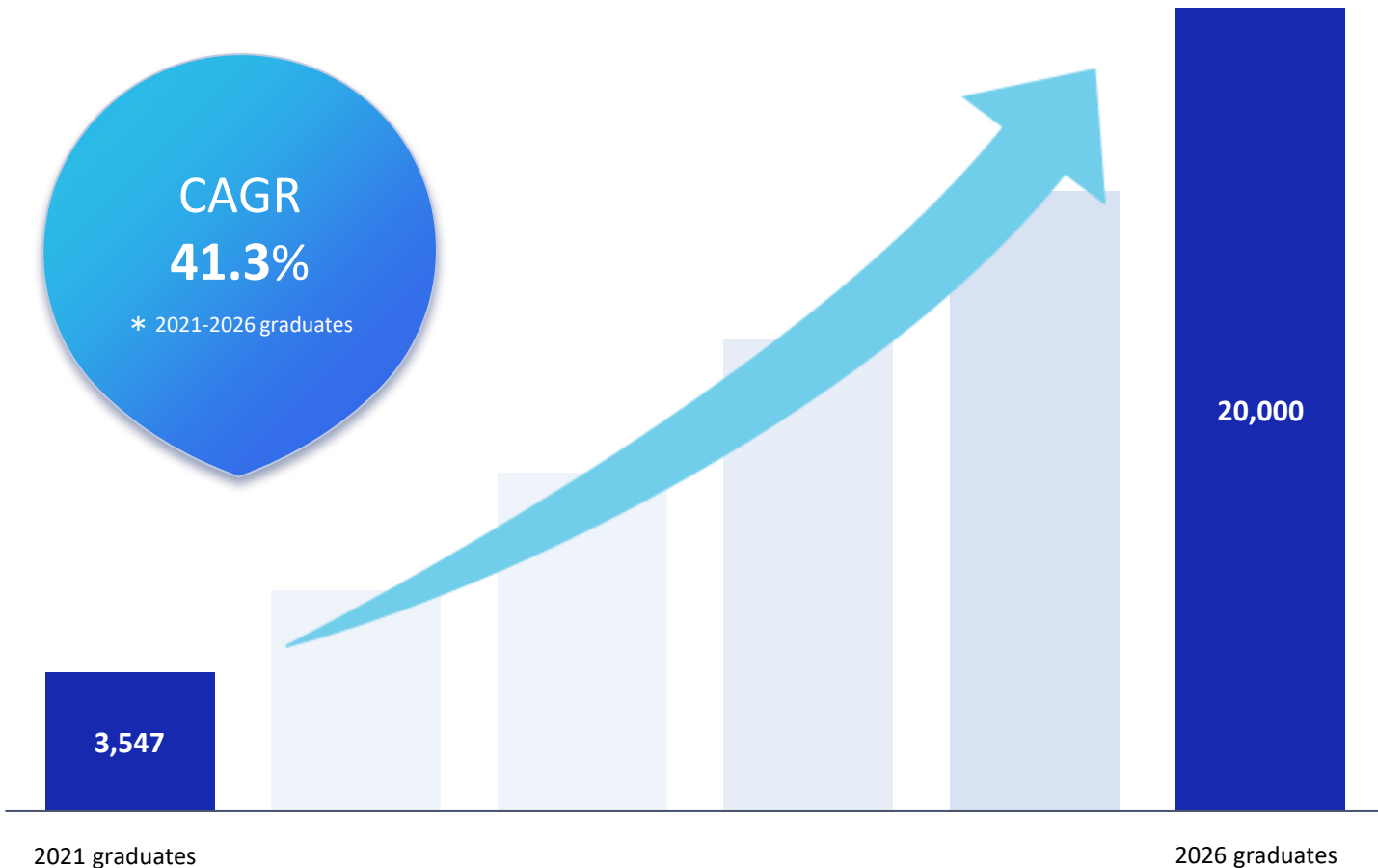
Growth Strategy

i-plug has established the following three strategic objectives for growth. Initially, we will make investments for accomplishing (1) and (2) to aim for an increase in corporate value.



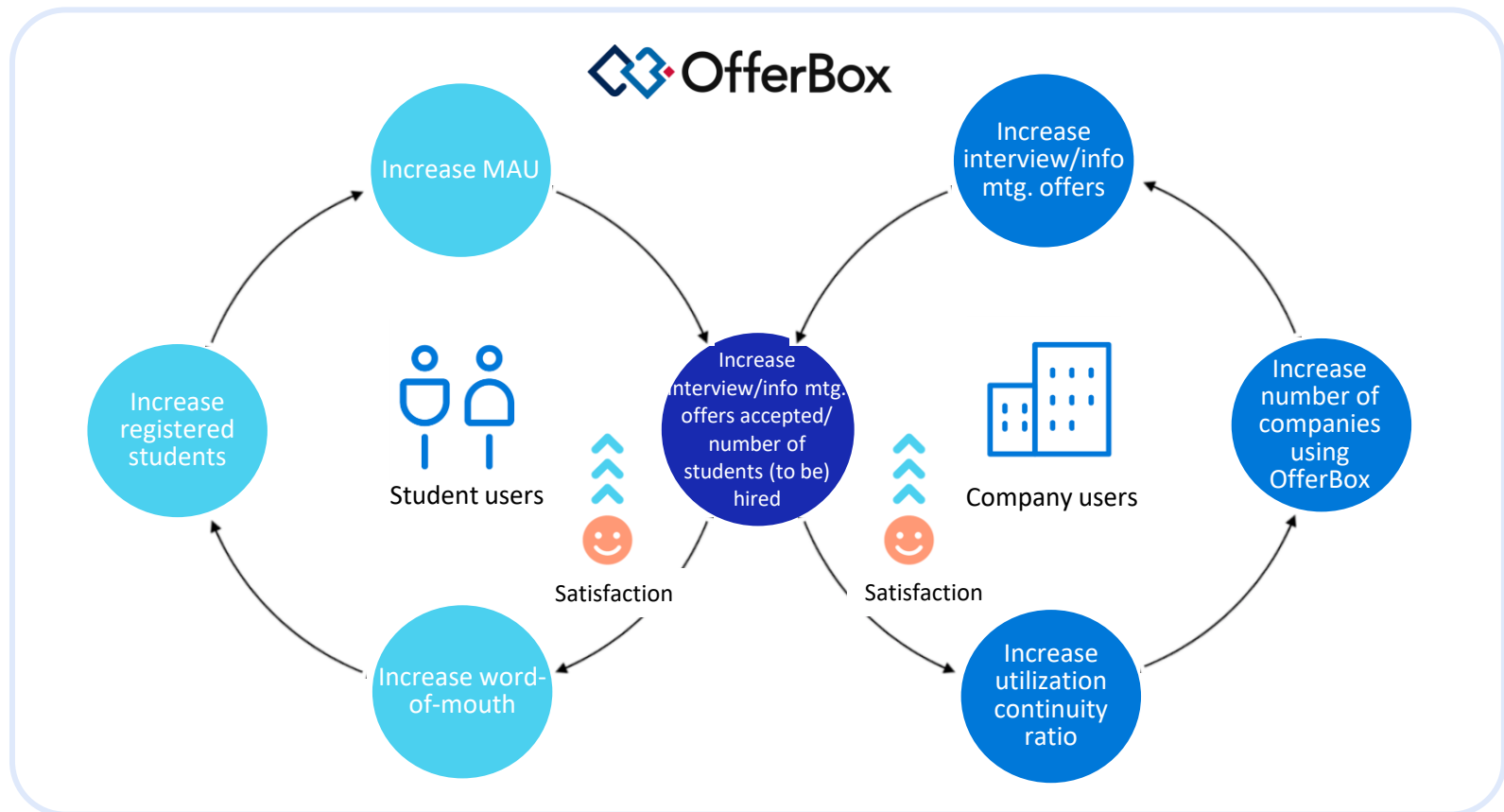
Aiming for 20,000 Job Placements Five Years from Now

For the growth of OfferBox's market share, our goal is to increase the scale of operations while improving our services to achieve 20,000 job placements five years from now.



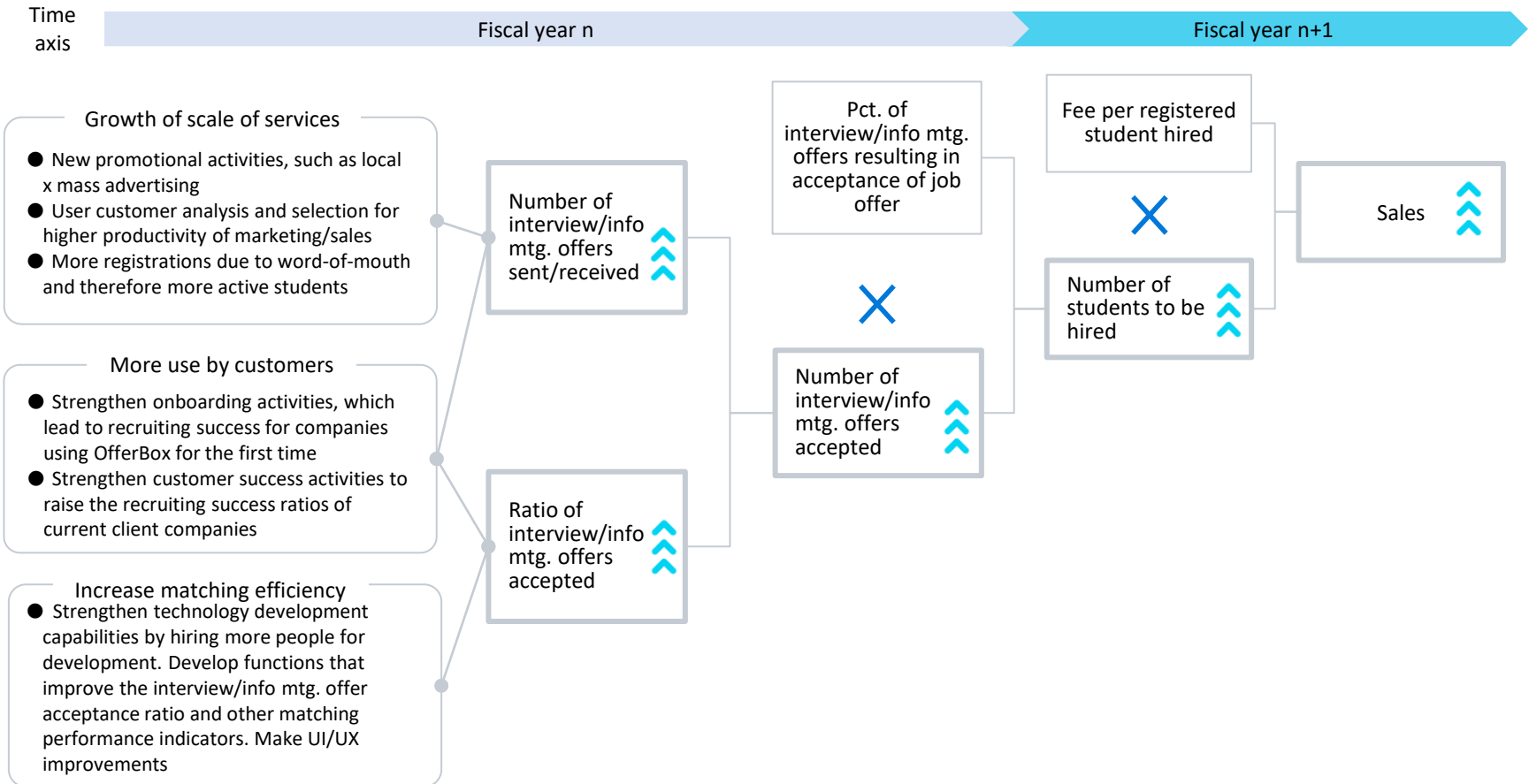
Networking Benefits Make Our Platform More Competitive

In Japan, job hunting activity by all university students takes place at the same time. As a result, word-of-mouth is an effective way to increase new registrations. By improving the ease of use and matching efficiency of OfferBox, we plan to establish a competitive edge based on first-hand experience value as we increase the benefits of networking.



Speeding Up OfferBox Networking Benefits and Increasing Market Share

The new graduate recruiting period in Japan spans two i-plug fiscal years. This is why investments in one fiscal year are vital for the growth of the number of students to be hired and sales in the following fiscal year. We are increasing investments beginning with FY3/22 in order to speed up networking benefits and capture a larger market share.



Note: The number of 2021 graduates to be hired corresponds to early offer/fixed-cost sales in FY3/20 and FY3/21 and incentive fee sales in FY3/21.

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Measures for Major Risk Factors

This page lists only significant risk factors of the i-plug Group based on its business characteristics from among the business risk factors in the Securities Report.

The coronavirus pandemic	Risk	Some companies are stopping or downsizing new graduate recruiting activities because of the pandemic. If the severity of the pandemic increases, there may be a short-term suspension of new graduate recruiting activities and a medium to long-term decline in the desire of companies to hire people. If this happens, there may be a negative effect on the i-plug Group's operating results and financial condition.
	Actions	We are building a balanced customer portfolio with no significant reliance on a particular industry. Currently, the impact of the pandemic on our performance is negligible. We established a pandemic response team prior to the first state of emergency and quickly gathered information and made decisions, such as using new working styles to hold down expenses during the COVID-19 crisis and obtaining financing. These types of measures regarding pandemic risk are continuing.
Decline in number of job seekers	Risk	The number of students and other young people expected to use the i-plug Group's services is slowly decreasing along with the lower number of children in Japan. We expect a slower decrease in new college graduates seeking private-sector jobs than the decrease in the total number of these new graduates. If the downturn in the number of people in the group's targeted segment decreases more than expected, there may be a negative effect on the i-plug Group's business operations and operating results.
	Actions	We believe our core OfferBox business is not significantly vulnerable to a decline in the number of new graduates seeking jobs because this business serves companies that want to contact categories of students that they cannot approach by using Shushoku Navi or other conventional services. We plan to maintain a certain level of student users by providing services that are highly convenient for students in areas of Japan outside major metropolitan areas, foreign students and many other types of students. We are also working on increasing registrations of students in engineering and other fields where recruiting is very competitive. By providing more value to companies, we want OfferBox services to continue to be chosen over other recruiting services.
Timing of new graduate recruiting	Risk	The timing of new graduate recruiting activities affects the time that orders are placed for OfferBox services. In Japan, the government normally establishes guidelines for the new graduate recruiting schedule. If these guidelines are revised, the government strictly enforces the guidelines or some other action is taken involving the recruiting schedule, there may be a shift in the timing of recruiting activities. If this happens, there may be a negative effect on the i-plug Group's operating results and financial condition.
	Actions	We are using numerous measures to increase the value of our services provided while complying with the guidelines, including ensuring sufficient time for study, which is one goal of the guidelines. For example, to reduce the time students need to spend on job hunting, we are encouraging companies where students want to join to use our system and increasing matching efficiency. In addition, we are expanding operations into business sectors not affected by the new graduate recruiting schedule.
Protection of personal information	Risk	There may be a leak or other problem involving the personal information of users caused by unauthorized access, negligence or an intentional act of an i-plug Group employee, or some other reason. A loss of public confidence, requirement to pay damages or other effects of this type of problem may affect the i-plug Group's operating results and financial condition.
	Actions	We have established personal information protection rules based on laws, regulations and guidelines and there is a clearly defined flow of tasks for the handling of personal information. Based on these rules, there are periodic training programs for officers and employees at i-plug Group. We have received Privacy Mark certification and have many activities for the protection of personal information. We will continue to strengthen this internal personal information management framework and add new systems to further enhance security concerning this information.

Note: For information about other risks, please refer to the "Business and Other Risks" section of the Securities Report.

Board Members



Tomoya Nakano President and CEO

Graduated from School of Management, Chukyo University. Completed Graduate School of Management, GLOBIS University with MBA degree in March 2012. After working for INTELLIGNCE established i-plug on April 18, 2012 as CEO.



Nobuaki Tanaka Director and CFO

Graduated from School of Economics, Kwansei Gakuin University. Completed Graduate School of Management, GLOBIS University with MBA degree in March 2012. After working for Aflac and GLOBIS, established i-plug on April 18, 2012 as Director. After serving as the head of sales and marketing, appointed as CFO in September 2019.



Hidenori Naoki Director and COO

Graduated from College of Policy Science, Ritsumeikan University. Completed Graduate School of Management, GLOBIS University with MBA degree in March 2016. After working for INTELLIGNCE as head of the new graduate recruitment business, joined i-plug in August 2014 as Director and COO.



Hideo Shimura Director

Completed Graduate School & Faculty of Engineering, Chiba University. After working in a marketing research company, established e-Falcon in January 2000 and became representative director in 2013. Appointed as Director of i-plug in June 2018.



Oki Akisawa Director and CSO

Graduated from School of Engineering Science, Osaka University and Pratt Institute. After working in R&D division at an automobile manufacturer and as a service product manager at Recruit Technologies, joined i-plug in March 2020. Appointed as Executive Officer and CSO in June 2020.



Kunihiro Tanaka Outside Director

Started SAKURA internet as a student entrepreneur at NIT, Maizuru College in 1996. This company was listed on the First Section of the Tokyo Stock Exchange in 2015. Appointed as Outside Director of i-plug in June 2019.



Takafumi Sakata Outside Director

Involved in the IPO business of three venture firms, and achieved IPO of two of them. Served as a director and general manager of the administration division in the previous job at a listed company. Appointed as Outside Director of i-plug in September 2019.



Shigetaka Kamishima Executive Officer and CPO

After working in consulting and as an executive at a venture firm, joined i-plug in August 2016. Analyzed data and promoted platform improvement measures under the direct control of the president, and was in charge of product strategy planning and execution as the head of service development in April 2020. Appointed as Executive Officer and CPO in January 2021.



Tomokazu Doizumi Executive Officer and CHRO

Graduated from Faculty of Economics, Seijo University. After working in the corporate sales division at a major human resources service company and as a human resources manager at istyle and SHIFT, joined i-plug in September 2021. Appointed as Executive Officer and CHRO in December 2021.



Koichi Akagi
Full-time Audit & Supervisory Board Member

Graduated from Faculty of Maritime Sciences, Kobe University. Involved in the IPOs of four companies, and achieved two of them. Qualified as Registered Management Consultant, Labor and Social Security Attorney, and Certified Internal Auditor. Appointed as Full-time Audit & Supervisory Board Member of i-plug in October 2018.



Mioko Nakazawa
Outside Audit & Supervisory Board Member

Graduated from Faculty of Law, and completed Graduate School of Law, Doshisha University. After working for Kuboi & Partners Law Office, handling a wide variety of corporate legal affairs over the past 15 years, became independent in 2017. Qualified as Registered Management Consultant and an industrial counselor. Appointed As Full-time Audit & Supervisory Board Member of i-plug in August 2019.



Yoshinobu Hirose
Outside Audit & Supervisory Board Member

Graduated from Faculty of Law, Kyoto University. Joined KPMG AZSA LLC, as a Certified Public Accountant and involved in auditing and preparation for listing. After starting business in 2007, engaged in business management, preparation for listing, M&A, corporate restructuring, finance and taxation. Appointed as Full-time Audit & Supervisory Board Member of i-plug in September 2019.

Definitions of Terms

- Number of students to be hired: The number of students who accept an unofficial (including advance) job offer from a company that used OfferBox to contact the students using OfferBox
- Interview/Info mtg. offer: An offer sent using OfferBox by a company using OfferBox to a student who meets the company's recruiting standards to attend an information meeting, do an interview or some other activity
- Offers accepted: The number of these interview/information meeting offers sent by companies and accepted by students
- Networking benefits: The growth of a platform's value as the number of users of the platform increases

Disclaimer

This presentation includes forward-looking statements about industry trends and the business activities of i-plug and are based on current plans, estimates, outlooks and forecasts.

These forward-looking statements incorporate a variety of risk factors and uncertainties. The risk factors, uncertainties and other factors, which are already known or are unknown, may cause different results from information included in the forward-looking statements.

Actual business activities and performance of i-plug may differ from statements concerning the outlook and future performance in these materials.

Forward-looking statements in this presentation are based on information that is available at this time. All statements concerning the future will not be updated or changed to reflect future events or market conditions.

