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openwork

Financial Results for the Third Quarter Fiscal Year Ending December 31, 2026

OpenWork Inc.

2026.11.12

INDEX

01 Executive Summary

02 Company Profile

03 Summary of the Financial Results for the Third Quarter Fiscal Year Ending December 31, 2026, and Business Topics

04 Medium-Term Growth Targets and Financial Policy

05 Q&A

Appendix

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01 Executive Summary



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Exective Summary

✓ Cumulative consolidated operating revenue for the 3Q period was ¥4.67 billion (+35.5% YoY), and consolidated operating profit was ¥1.40 billion (+18.3% YoY). **Progress against the full-year forecast reached 75% for operating revenue and 97% for operating profit.**

✓ OpenWork Recruiting's growth accelerated to +48.4% YoY in 3Q alone, **recording its highest-ever quarterly operating revenue of ¥1.23 billion.** Cumulative operating revenue for the 3Q period (¥3.40 billion) has already exceeded the previous fiscal year's full-year result (¥3.24 billion).

✓ We executed in 3Q the advertising investments postponed from the first half, and 3Q advertising expenses alone rose 105.1% YoY. **We will continue growth investments in 4Q as planned and expect full-year results to land in line with the plan.**

✓ The recruitment agency service (BNG Partners) grew from 2Q, **posting operating revenue of ¥110 million in 3Q alone.**

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Financial Results Summary

FYE Dec. 31, 2026 3Q results

Operating revenue

¥4,674 mn

(YoY +35.5% ／ Full-year forecast progress rate 75.4%)

Operating profit

¥1,408 mn

(YoY +18.3% ／ Full-year forecast progress rate 97.2%)

OpenWork

Operating profit

¥939 mn

(YoY -1.1%)

KPIs

User numbers

837 mn

(YoY+10.4%)

Review numbers

2,240 mn

(YoY+11.2%)

OpenWork Recruiting

¥3,403 mn

(YoY+42.5%)

Number of registered web resumes

192 mn

(YoY+21.7%)

Cumulative number of client companies

6,610

(YoY+7.5%)

Number of job listings

154,000

(YoY+43.5%)

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02 Company Profile



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Company Profile

Company name	OpenWork Inc.
Location	39F, Shibuya Scramble Square, 2-24-12 Shibuya, Shibuya-ku, Tokyo 150-6139 Japan
Business	Working data platform business, including development and operation of "OpenWork," a company review platform for changing jobs and finding employment
Establishment	June 2007
Capital stock	1,649 million yen *as of September 30, 2026
Parent company	Link and Motivation Inc.
Subsidiary company	BNG Partners Co., Ltd.
Representative	Haruki Ohsawa, Chief Executive Officer
Number of employees	204 (consolidated), 175 (non-consolidated) *as of September 30, 2026

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Slogan / Mission

CORPORATE SLOGAN

The world we seek to create

Your life, your career, your way.

MISSION

The mission we will fulfill to achieve it

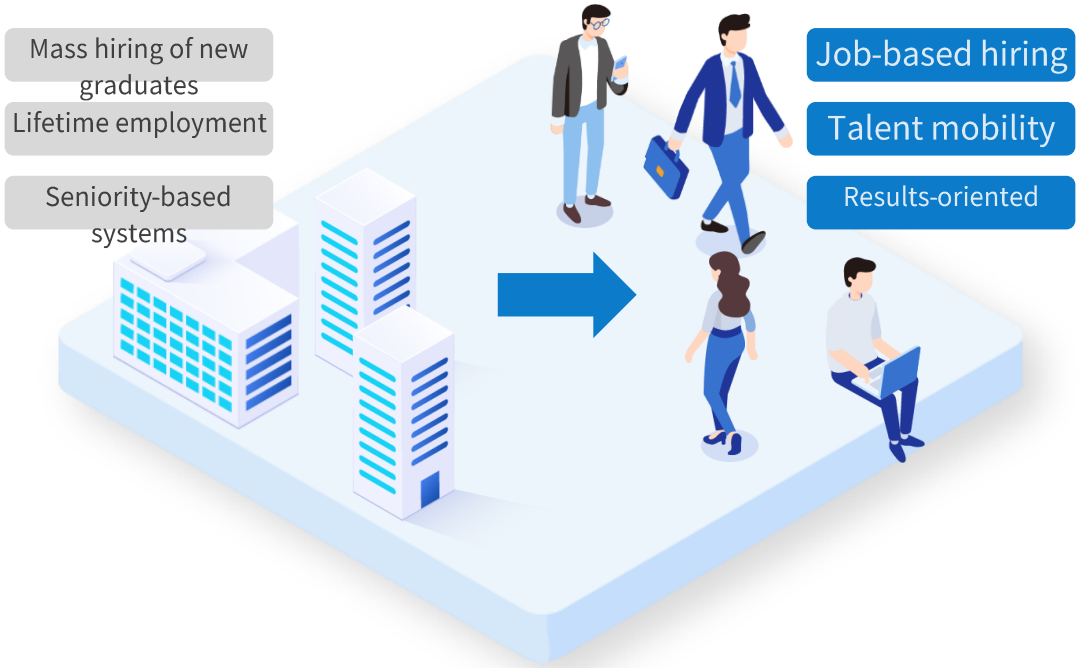
Creating a job market that unleashes the potential of each individual

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The World OpenWork Seeks to Create

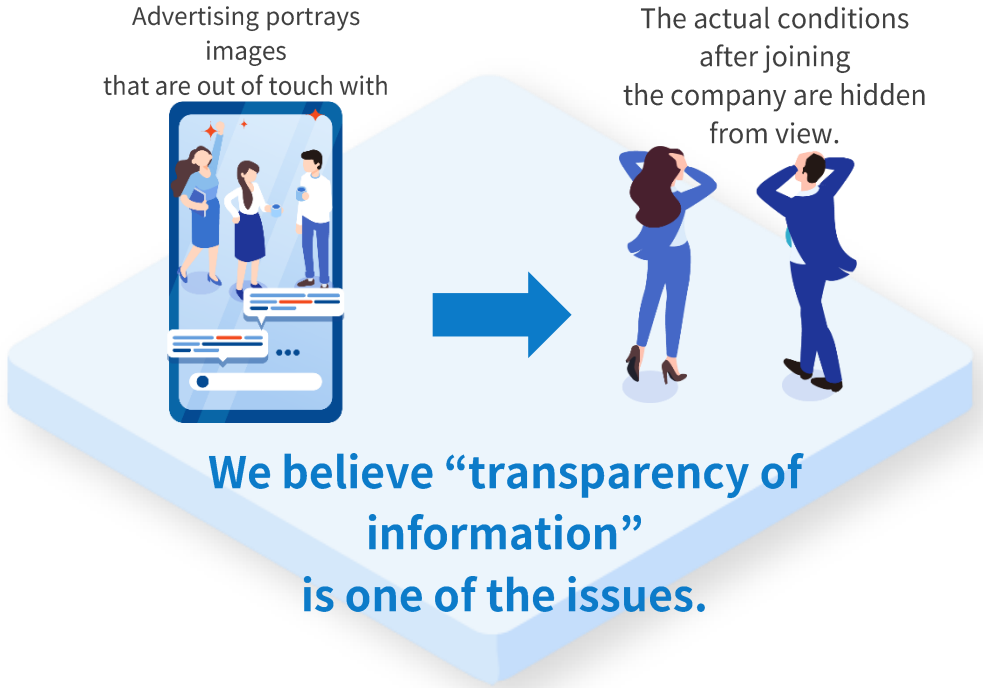
Situation

As society changes, the leading role of working is changing from company to individual.



Issue

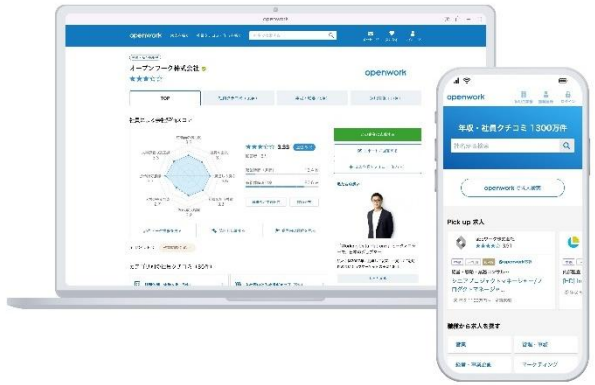
There is an inadequate framework for individual decision-making about work.



Because transparency of information is important for the future of the job market, we started OpenWork.

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OpenWork and OpenWork Recruiting



One of the largest company review services in Japan



Number of Users
8.37mn

Number of Registered Web Resumes
1.92 mn

Job Seeker Information

Company Information

Number of job listings
154,000



Recruitment service that allows you to meet a diverse range of talented people



Cumulative number of contracted companies
6,610

*As of September 30, 2026

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OpenWork, One of the Largest Company Review Services in Japan

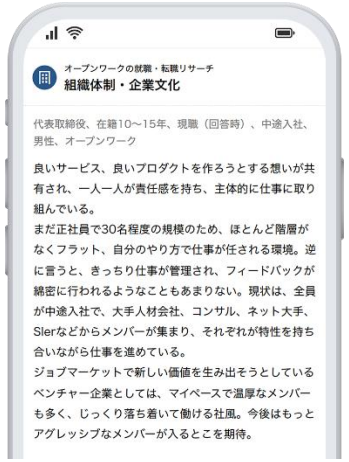
Browse company data centered on reviews by people who actually worked there.



Evaluation Score



Company Review



Monthly Overtime Hours / Percentage of Paid Vacation Taken



Total Company Reviews and Evaluation Scores:

22.4 million

Total Registered Users:

8.37 mn

*As of September 30, 2026

How to Browse Company Reviews

You can browse company reviews for a certain period of time by doing the following.

Register a web resume	Enables job seeking using OpenWork
Post a review	500 Japanese characters or more
Register with a partner service	Register with an HR service, etc. introduced by OpenWork
Register as a paid member	¥1,800/month (excluding tax)

openwork リクルーティング

OpenWork Sources of Revenue

- Referral fee income
- Monthly payments income

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OpenWork Recruiting, a Direct Recruiting Service for Companies

Meet a diverse range of talented people. A recruitment medium for the era of human capital management that turns job satisfaction into hiring power.

Job Listings

List jobs on your company's page



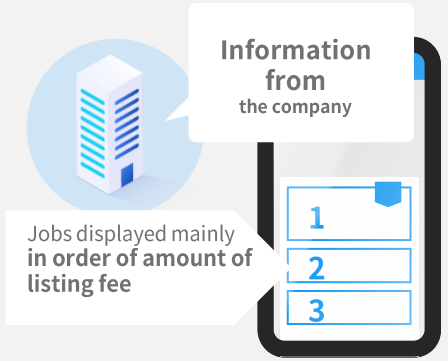
Send Scout Mails

Directly approach users



Conventional Model

Selection of a company based on information from advertisers



openworkリクルーティング

Selection of a company based on company reviews



Number of job listings	Number of registered web resumes	Cumulative number of contracted companies
154,000	1.92mn	6,610

*As of September 30, 2026

Service Usage Costs

Initial fee/basic usage fee	¥1,200,000/year *1 *2
Recruitment performance-based fee	¥700,000/person(mid-career recruitment) ¥300,000/person(new graduate recruitment)*3

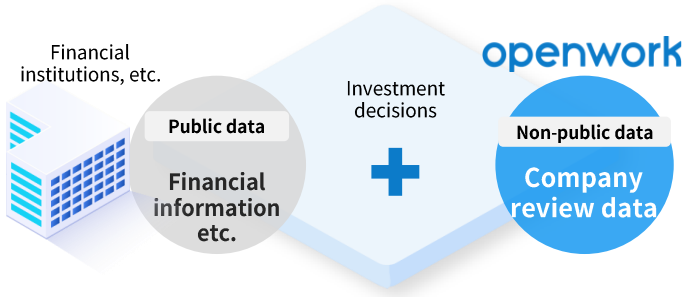
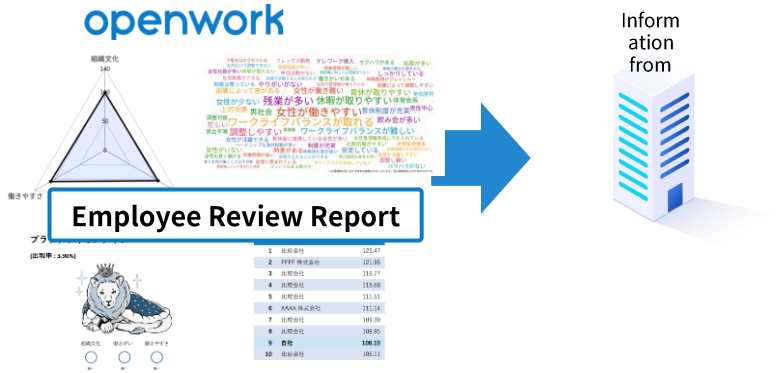
*1 For direct recruitment of working professionals by companies. Different plans are available for students and recruitment via recruiting agencies. *2 There are multiple plans available depending on the contract duration and usage frequency.
*3 The fee for signing a contract for both mid-career and new graduate recruitment is as follows: 800,000 yen per person for mid-career recruitment and 350,000 yen per person for new graduate recruitment if only one of them is selected.

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Alternative Data Services Using Company Review Data to Solve New Social Issues

We provide new services using our review data to solve sustainability issues,
such as forecasting capital markets and visualizing organizational issues.

Alternative data* services

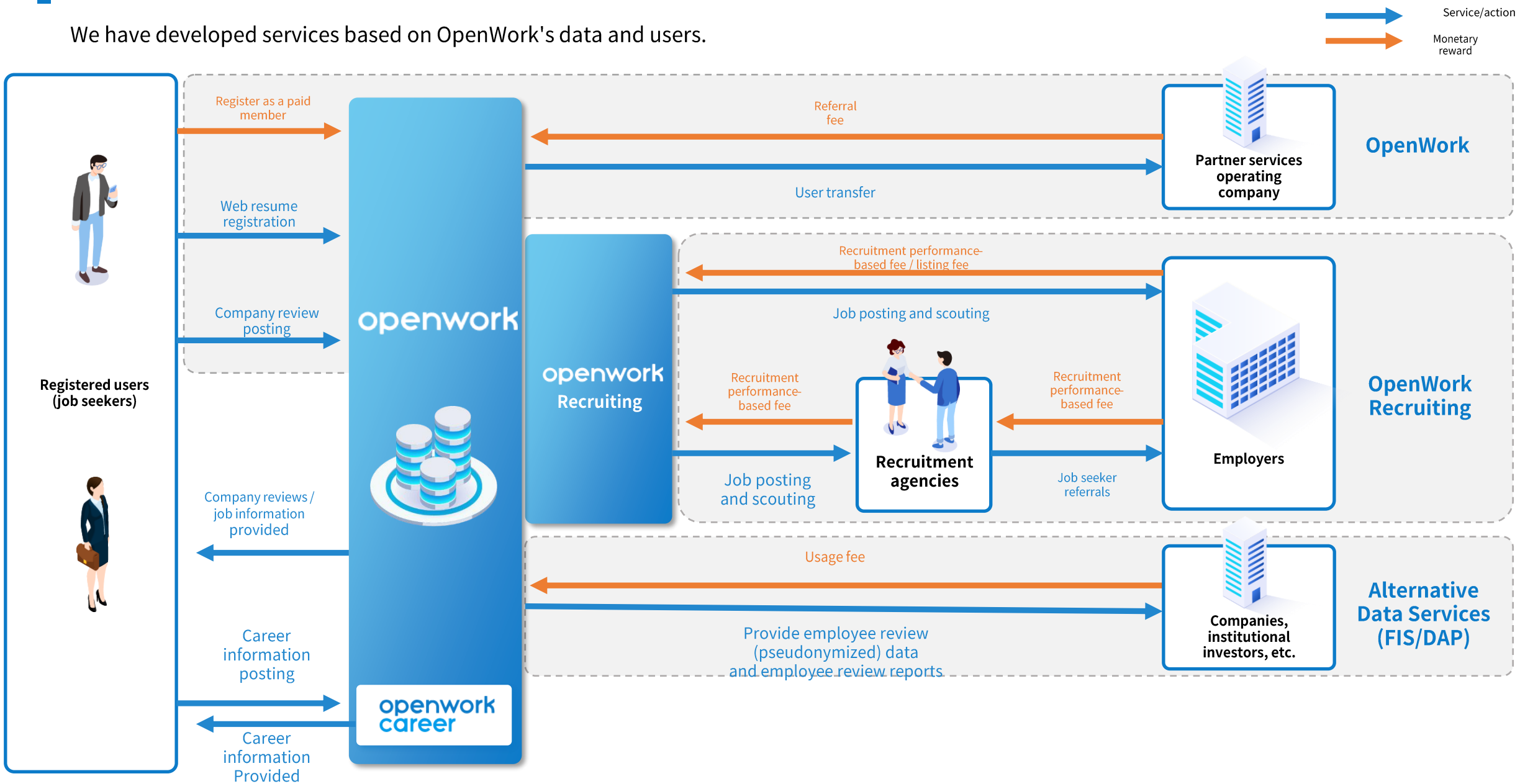
Service name	FIS (Financial Indicator Service)	DAP (Data Analytics Platform)
Service details	OpenWork's company review data is processed and supplied **for uses such as share price forecasting**	AI is used to analyze each company's reviews and **compile reports on organizational issues** such as company culture and job satisfaction
Target clients	**Domestic/overseas asset management companies** *Currently provided to major domestic/overseas hedge funds and asset management companies	**All companies**
Service image	Employee evaluations are analyzed and used in ESG investing 	Reports that visualize organizational issues are supplied for use in human capital disclosure, improving HR systems, etc. 

*New data whose use had not previously advanced

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Business Structure

We have developed services based on OpenWork's data and users.

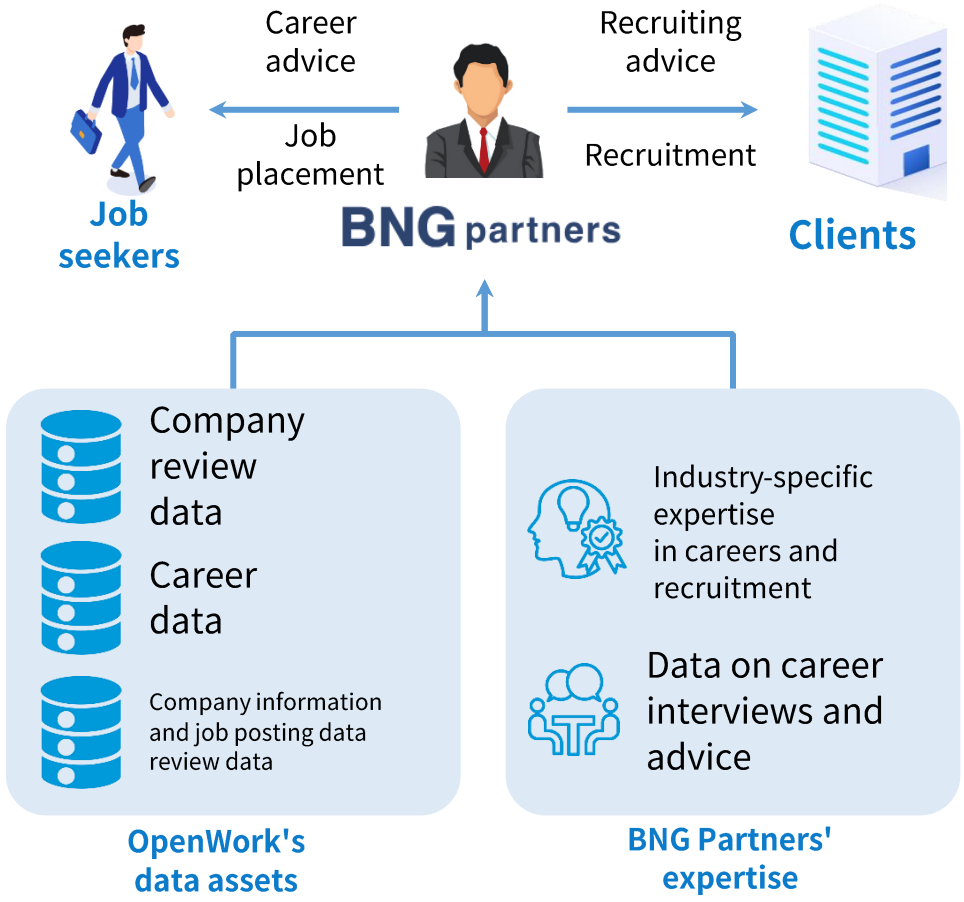


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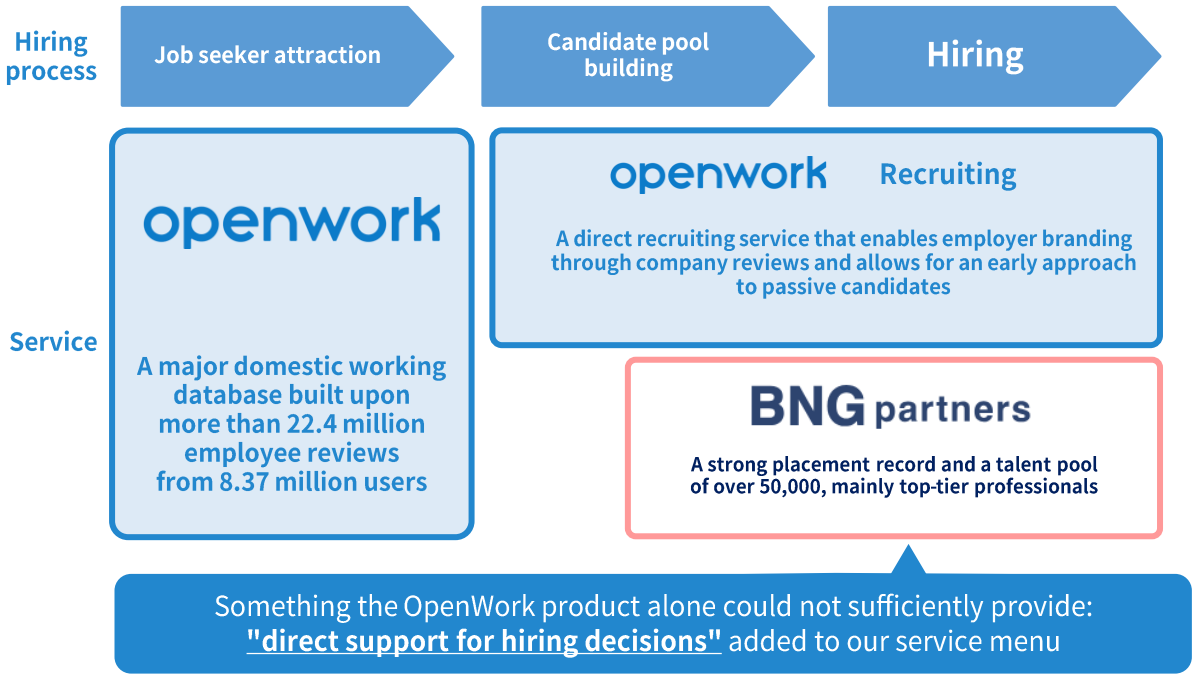
Recruitment Agency Business (BNG Partners Co., Ltd., since April 2026)

Entered the recruitment agency business through M&A in April 2026. By combining BNG Partners' expertise with our working data and technology, we will upgrade recruitment agency services to be data-driven and highly efficient.

To-Be



Expected Synergy

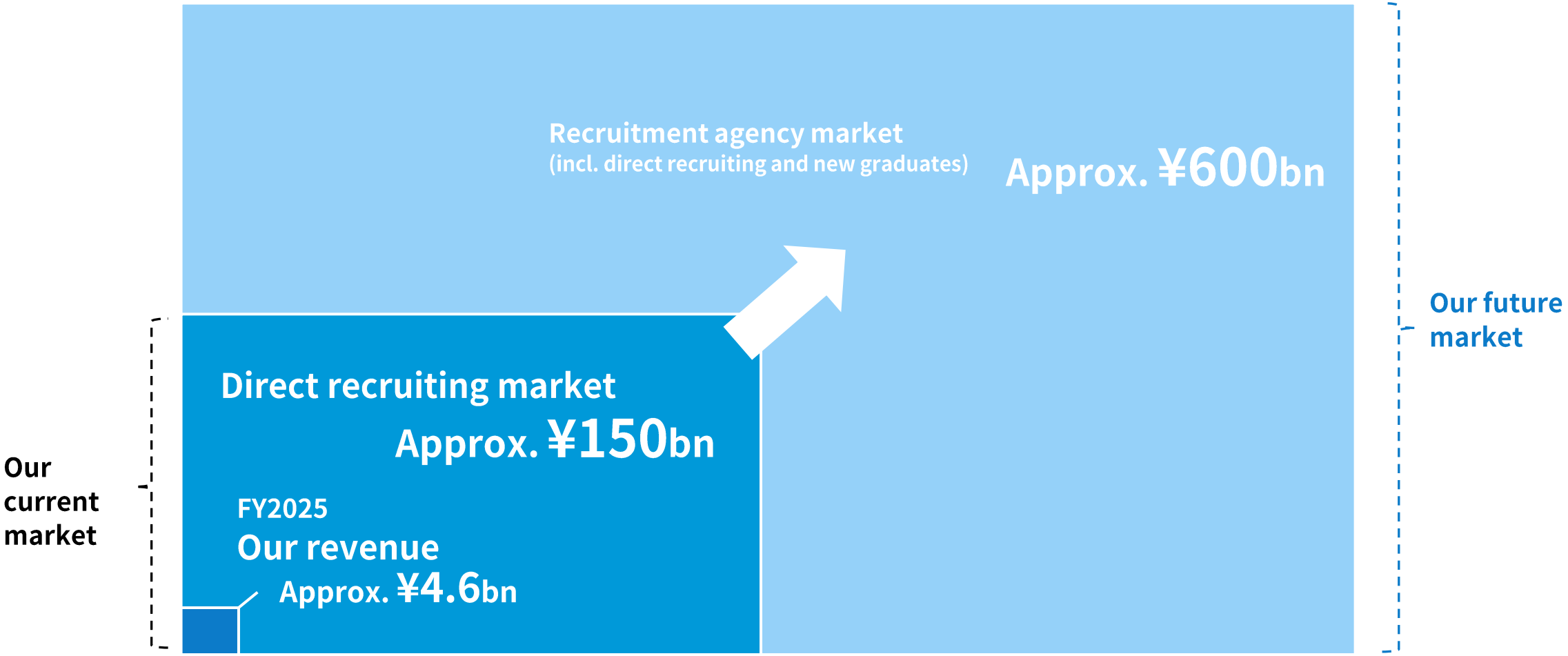


- ✓ This will boost revenue through placement fees from more successful hires, **and create a foundation for higher LTV by enhancing client (employer) engagement and retention.**
- ✓ It enhances the user experience by providing a path to career consultations, and through feedback data from interviews and selection, **contributes to improving the accuracy of our AI matching engine.**

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(Supplement) Expansion of TAM

By establishing our own agency capabilities through roll-up M&A, our TAM will expand from the conventional direct recruiting market
to the entire recruitment agency market (market size: ¥600 billion).



Sources: Compiled by the Company based on Yano Research Institute Ltd., "Direct Recruiting Service Market: Current Status and Outlook" and "Human Resources Business: Current Status and Outlook PART 1: Comprehensive Human Resources Services"

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03

Summary of the Financial Results for the Third Quarter Fiscal Year Ending December 31, 2026, and Business Topics



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Consolidated P/L Highlights

Operating revenue increased 35.5% YoY, progressing steadily at 75% of the full-year forecast. Although operating profit has already reached 97% of the full-year forecast, we will continue growth investments in 4Q as planned. For the full year, we expect operating revenue and all profit items to land in line with the plan.

（百万円）

	FY2025 3Q	FY2026 3Q	YoY	Full-year forecast progress rate
Operating revenue	3,450	**4,674**	+35.5%	75.4%
OpenWork	949	**939**	-1.1%	75.7%
OpenWork Recruiting	2,387	**3,403**	+42.5%	80.3%
Alternative Data Services	112	**129**	+14.5%	58.8%
Recruiting Agency and Others	-	**202**	-	40.6%
Operating expenses	2,259	**3,266**	+44.6%	68.8%
Operating Income before Amortization of Goodwill	1,191	**1,436**	+20.6%	95.8%
Operating profit	1,191	**1,408**	+18.3%	97.2%
Operating profit margin	34.5%	**30.1%**	-4.4pt	-
Ordinary profit	1,192	**1,427**	+19.7%	98.5%
Net profit	816	**935**	+14.5%	96.9%

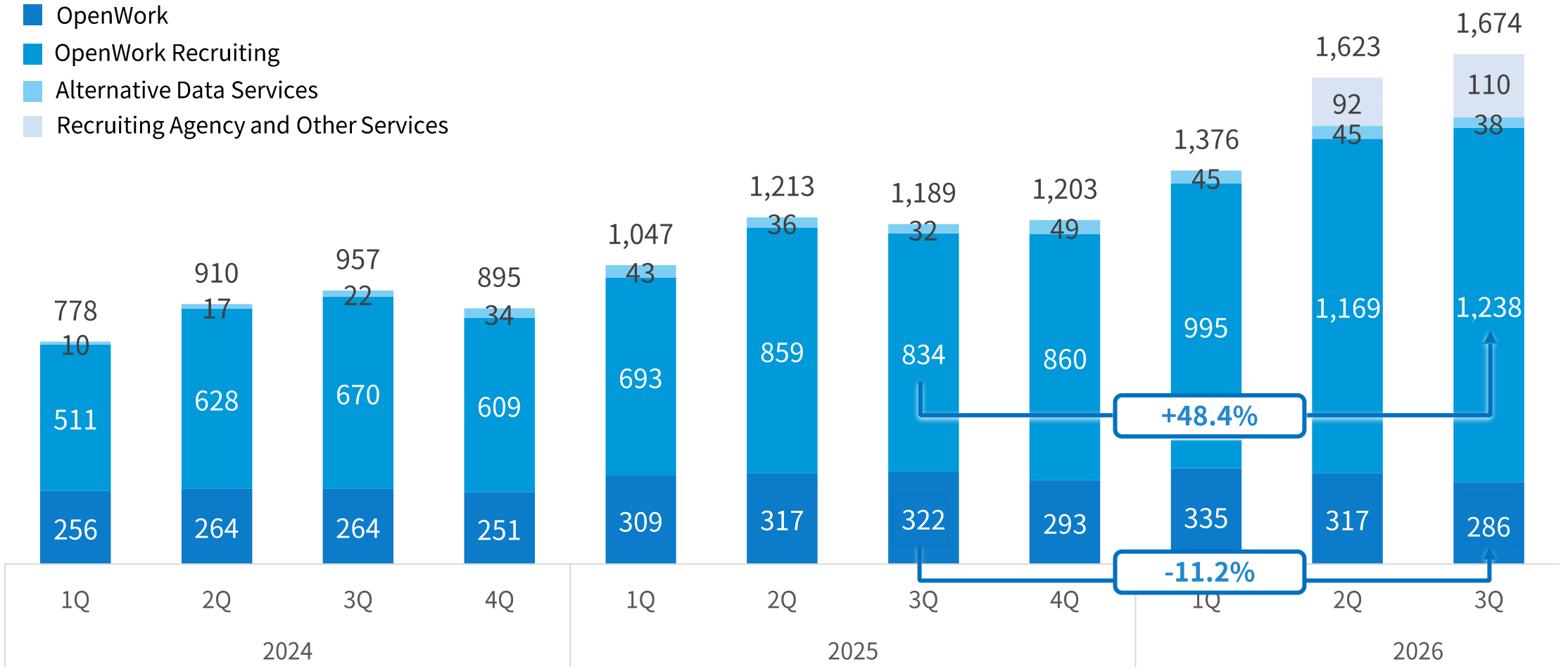
*1 2025年12月期第3四半期の数値はオープンワーク単体。
*2「人材紹介サービス」「その他サービス」はBNGパートナーズ社に該当する分。以後同様。

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Change in Earnings (change in quarterly operating revenue by service)

OpenWork Recruiting grew 48.4% YoY in 3Q alone, setting a new quarterly record and driving overall growth. OpenWork decreased 11.2% YoY, but this is within its normal range of fluctuation. The recruitment agency service grew from 2Q.

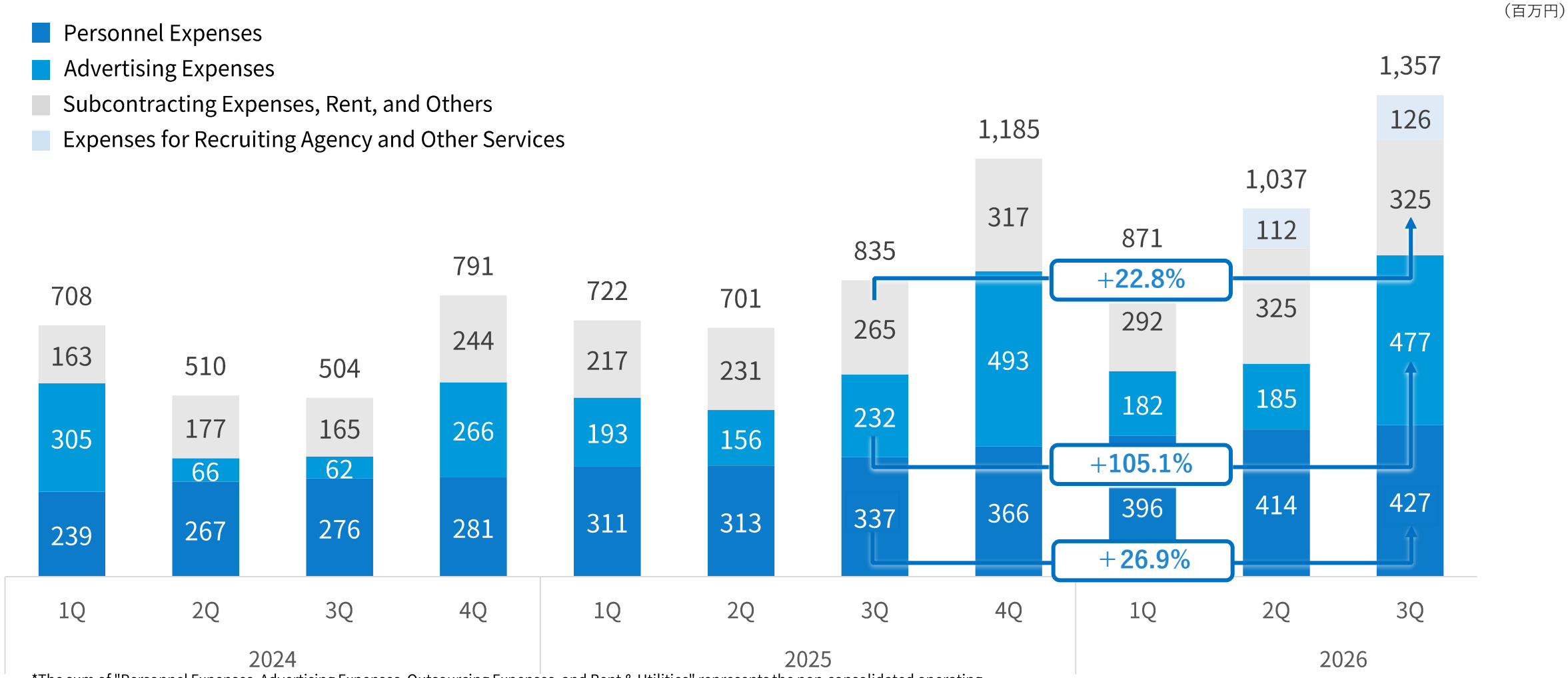
（百万円）



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Change in Operating Expenses

We executed the advertising investments postponed from the first half as planned, and advertising expenses increased 105.1% YoY. Personnel expenses rose 26.9% YoY due to steady hiring. Outsourcing expenses, rent and others include ¥14 million in amortization of goodwill.



*The sum of "Personnel Expenses, Advertising Expenses, Outsourcing Expenses, and Rent & Utilities" represents the non-consolidated operating expenses of OpenWork plus consolidation-related expenses.

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(Supplement) Launch of New TV Commercial Series

Started airing a new TV commercial series, "I Wasn't Wrong After All," on August 20, 2026.
We are executing advertising investment as planned to raise awareness of OpenWork.

Series title	"I Wasn't Wrong After All" (Meeting and Mistake episodes)
Start of airing	Aired in phases from Thursday, August 20, 2026
Broadcast area	Kansai area (partly Kanto area)
Cast	Masaaki Hirai (Dansei Buranko)
Media	TV commercials, web videos (YouTube)



Commercial concept

What makes a "good company" differs from person to person. It depicts a "happy job change" in which you learn about company culture and work styles in advance and choose a company that suits you.

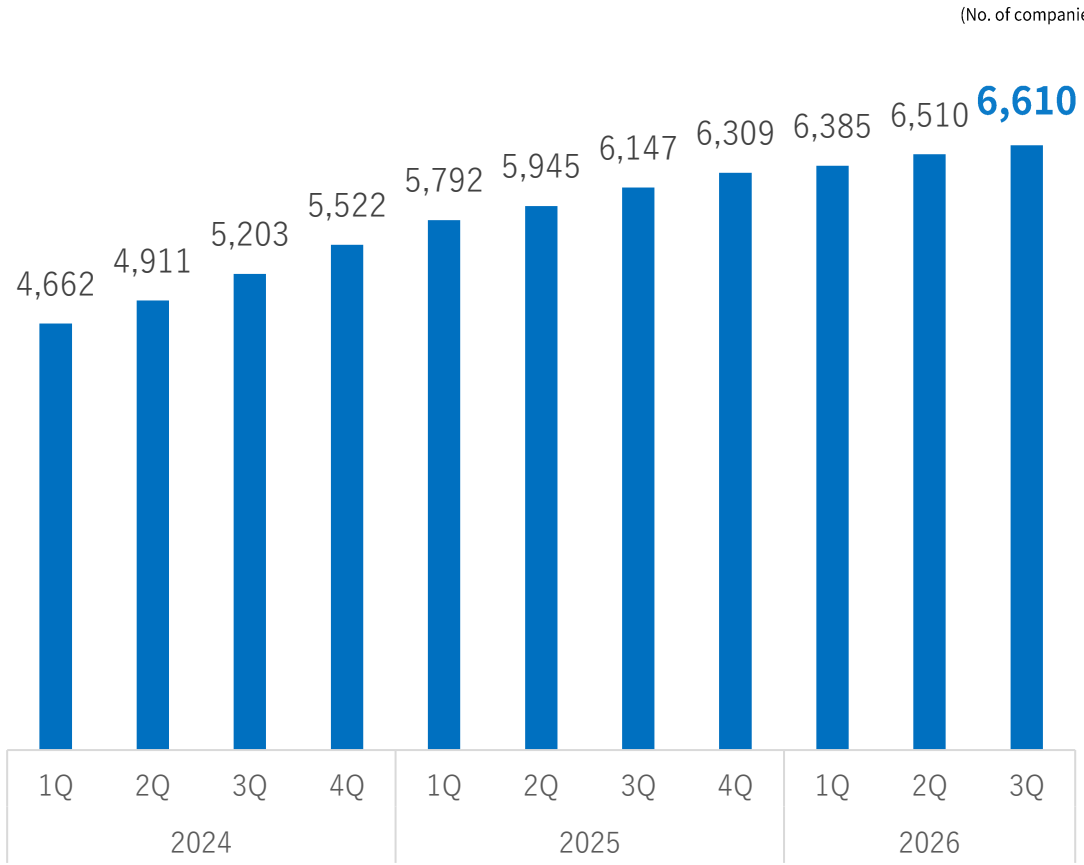
*Source: Company press release (August 20, 2026)

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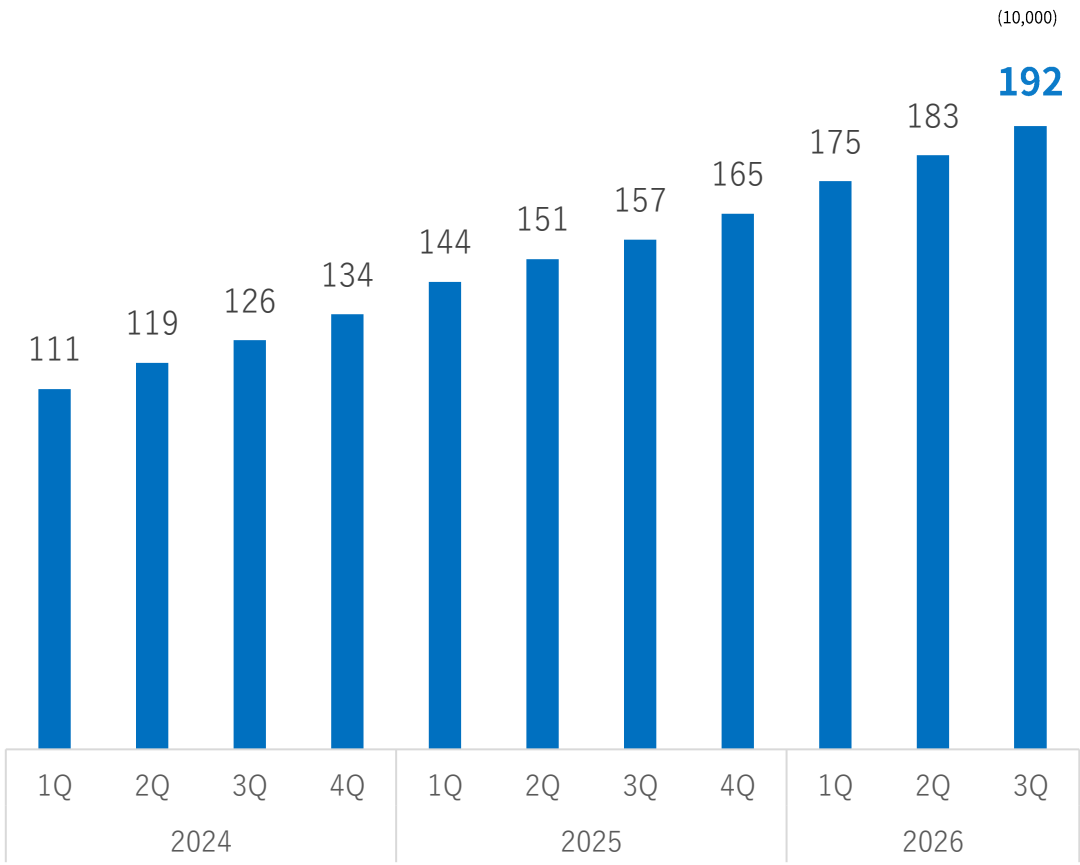
KPIs for OpenWork Recruiting

The cumulative number of contracted companies surpassed 6,600. Since the basic usage fee was monetized, all additions have been paid contracts, improving profitability.
The cumulative number of registered web resumes remained solid at 1.92 million (+21.7% YoY).

Cumulative number of contracted companies



Cumulative number of registered web resumes

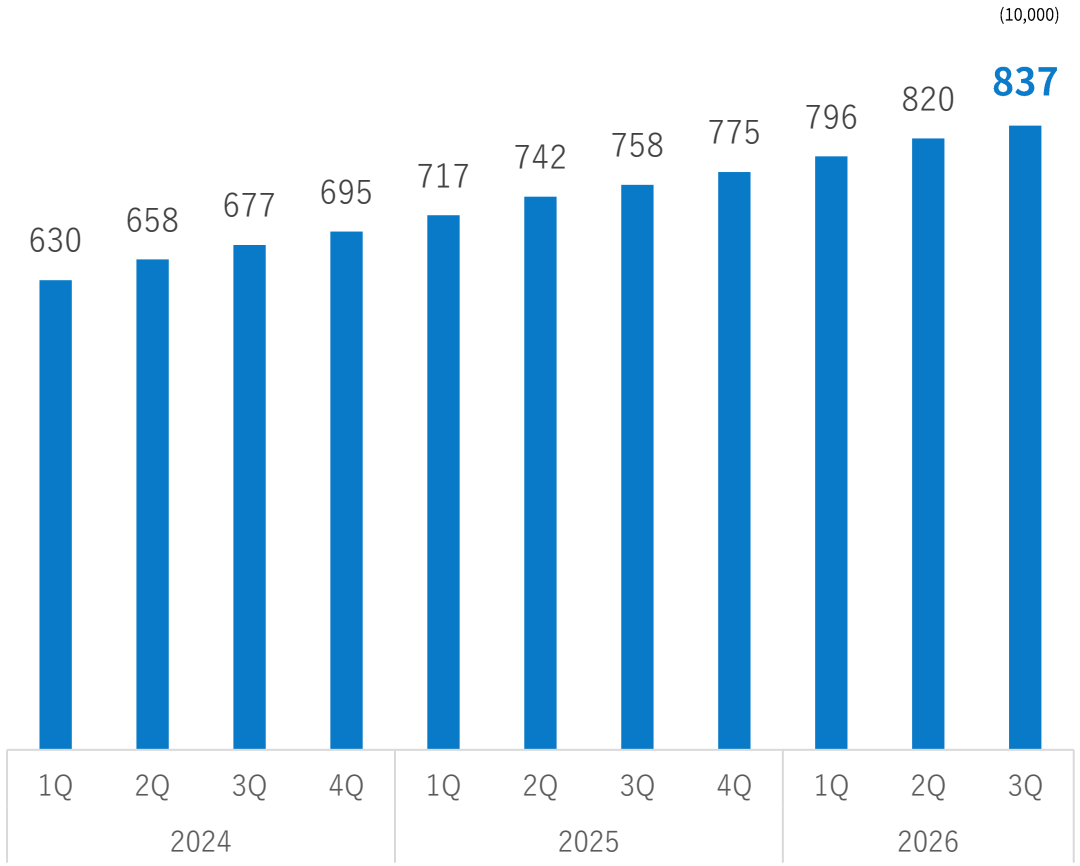


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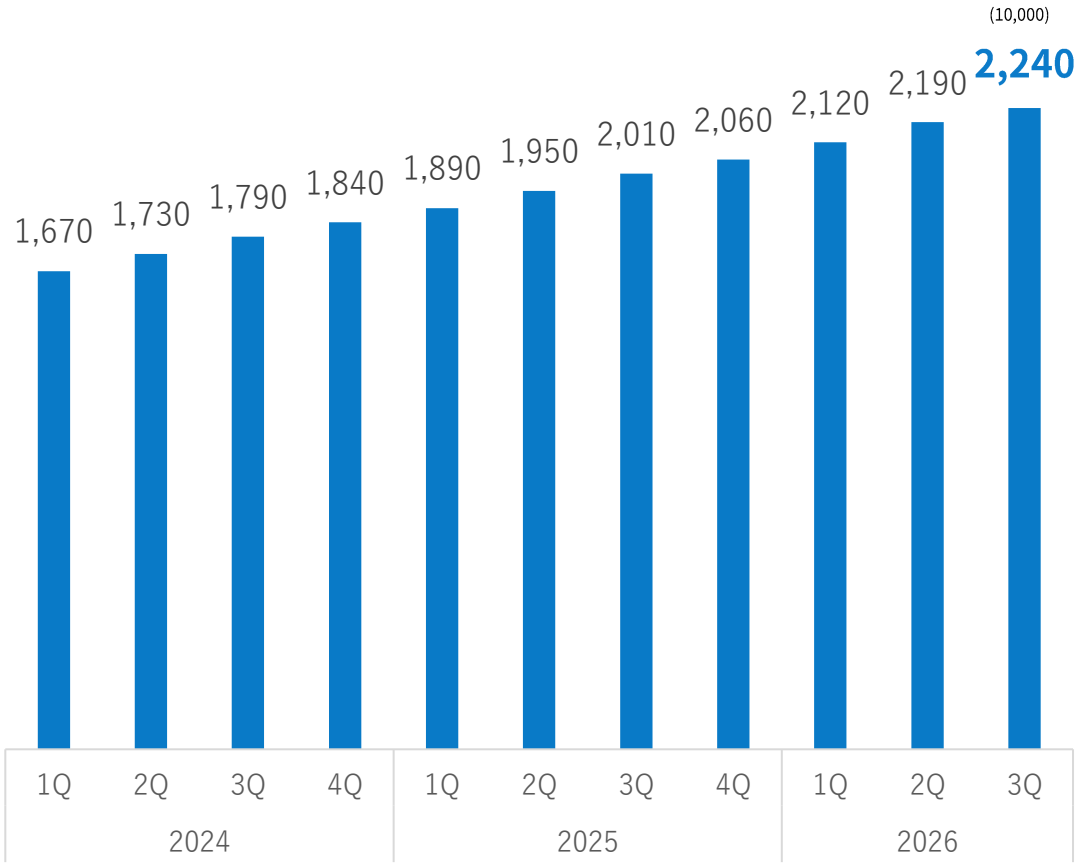
KPIs for OpenWork

The cumulative number of registered users surpassed 8.3 million, and the cumulative number of employee reviews surpassed 22 million. Platform value continues to grow steadily.

Cumulative number of registered users at OpenWork



Cumulative number of employee reviews and evaluation scores at OpenWork



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Balance Sheet

With an equity ratio of approximately 80%, our financial position is solid. We also hold over ¥8 billion in cash and deposits. Contract liabilities increased approximately 1.4 times from the end of the previous fiscal year, driven by higher sales of the new OpenWork Recruiting plan and optional services.

Assets

(millions of yen)	End-FY2025	FY2026 3Q
Current assets	8,183	**9,056**
Cash and deposits	7,633	**8,097**
Accounts receivables	437	**830**
Others *1	112	**128**
Fixed assets	223	**688**
Tangible fixed assets	26	**63**
Goodwill *2	-	**249**
Softwares	-	**84**
Investments and other assets	196	**291**
Total assets	8,406	**9,745**

Liabilities and net assets

(millions of yen)	End-FY2025	FY2026 3Q
Current liabilities	1,538	**1,932**
Accounts payable	427	**430**
Income taxes payable	295	**305**
Contract liabilities	610	**880**
Provision for bonuses	68	**79**
Others *3	137	**236**
Non-current Liabilities	-	**53**
Total liabilities	1,538	**1,985**
Total net assets	6,868	**7,759**
Total liabilities and net assets	8,406	**9,745**

*1 Advance payment of expenses + others *2 Total of BNG Partners inc. and PM Club Co., Ltd.

*3 Expenses payable + provision for directors' bonuses + others

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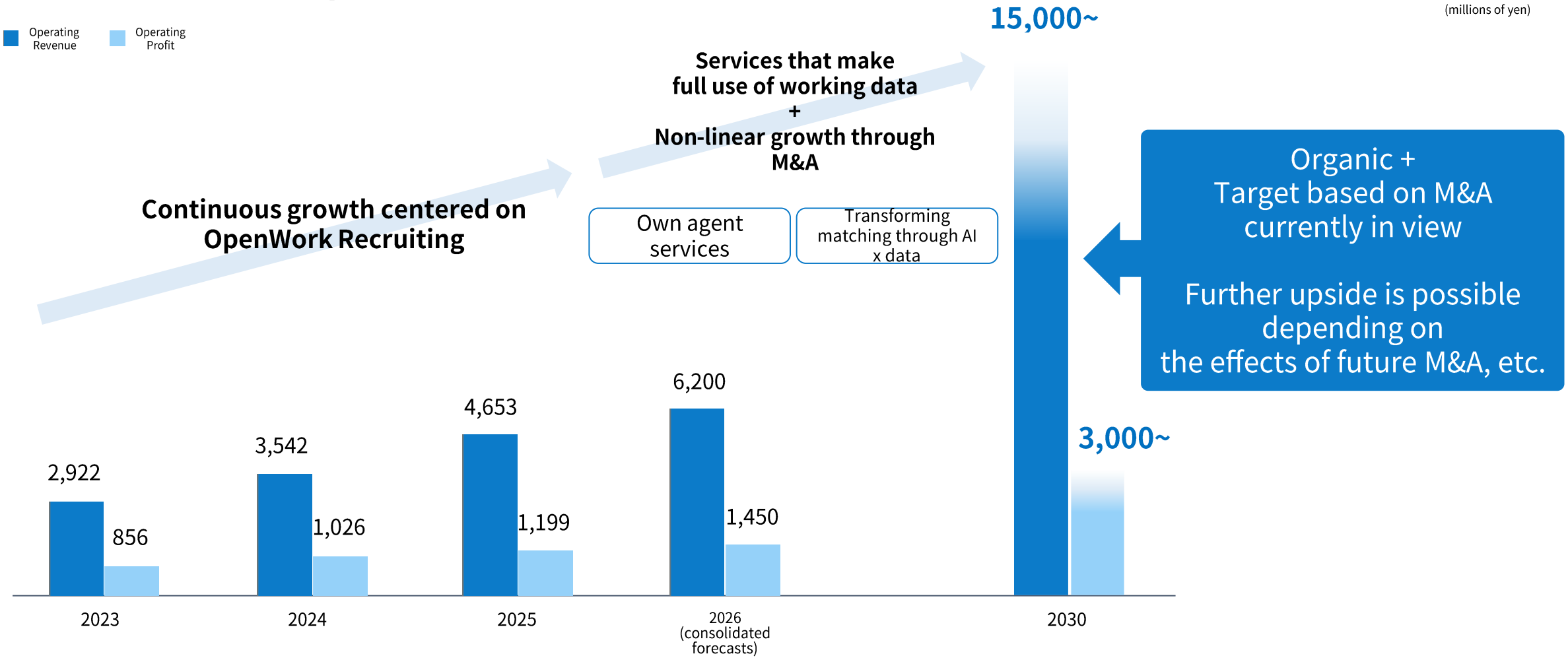
04 Medium-Term Growth Targets and Financial Policy



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Growth Strategy through 2030

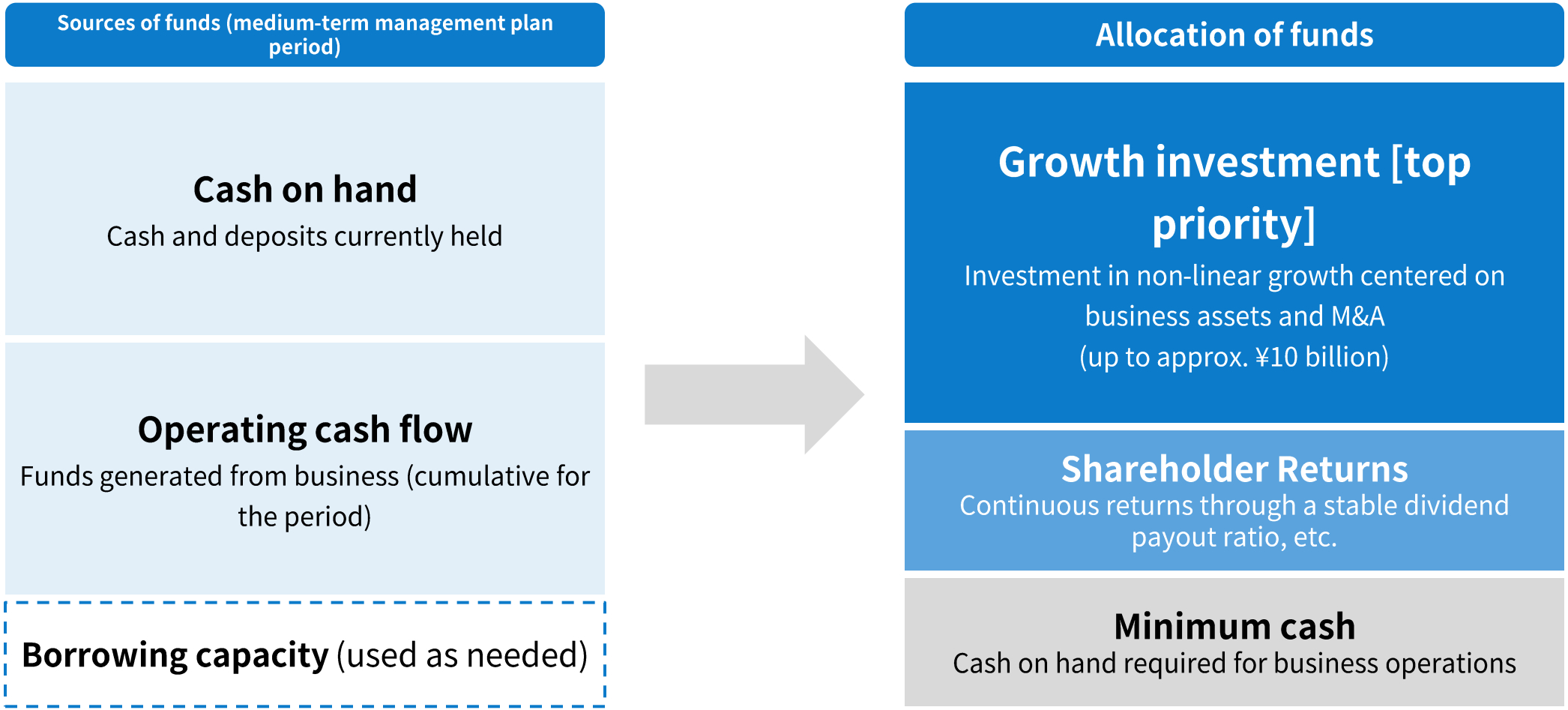
Building on OpenWork Recruiting, we aim for business expansion leveraging working data and non-linear growth through M&A, targeting operating revenue of ¥15 billion or more and operating profit after amortization of goodwill of ¥3 billion or more in 2030.



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Basic Policy on Capital Allocation

After securing the funds needed for growth investment as the top priority, funds exceeding that amount will be returned to shareholders.



*The figure is an image illustrating the concept of allocation and does not indicate the amount of each item.
*Development costs, advertising expenses, etc. of existing businesses are already recorded as expenses and are not included in the growth investment above.

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Basic Policy on Capital Allocation (Approach in Key Areas)

Cash on hand will be kept at the level required for business operations, and funds exceeding that level will be directed to growth investment and shareholder returns.

① Optimizing cash on hand

Set the cash on hand required for business operations, and allocate funds exceeding it to growth investment and shareholder returns

After determining the required amount of funds in light of our business model, we will secure and utilize the funds needed for future growth investment.

② Growth investment as the top priority

Execute growth investment, centered on M&A, as the top priority after setting an investment budget and financial discipline

We will set criteria for profitability and financial soundness, and invest only in projects expected to generate returns exceeding the cost of capital.

③ Flexible use of debt

Use borrowings, which have lower funding costs than equity, as needed

We will pursue an optimal capital structure and improve capital efficiency.

④ Balancing growth and returns

Use as a source of shareholder returns

While making growth investments, we will maintain a stable level of returns. Share buybacks will be considered as appropriate, but must be examined carefully in light of the tradable share ratio.

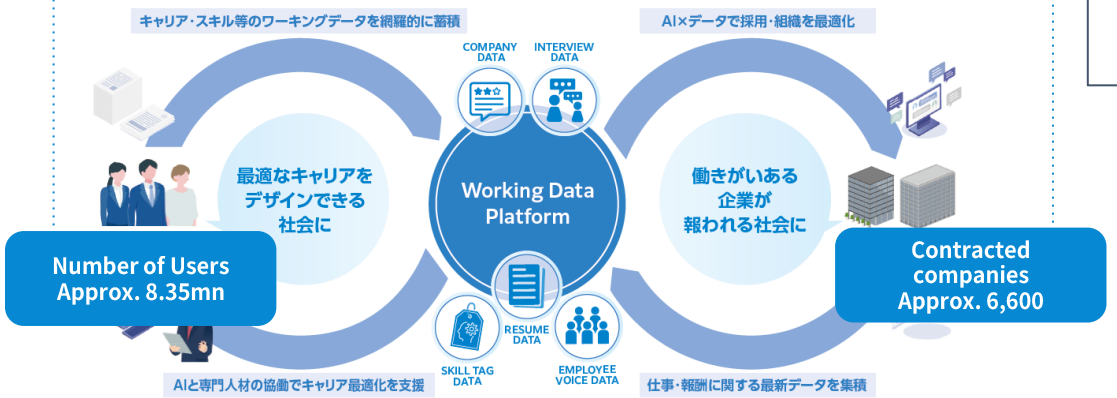
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Growth Investment ①: M&A Investment - In Areas That Maximize Our Assets

To accelerate growth by quickly strengthening key areas for leveraging our users, clients and data, we will actively pursue M&A and alliances using our abundant cash.

Our Two Core Assets and Value Proposition

Asset1: Dual Networks of Users and Businesses



Number of Employee Reviews Approx. 22.1mn

Asset2: Data and Content Enhancing Information Transparency

A vast user and corporate base paired with hard-to-replicate data and content. Combining these two assets to deliver an unparalleled career decision-making experience.

Key Growth Drivers

Recruitment Agency & Related Businesses

Enhancing matching opportunities for users and companies participating in the network

Cultivating SME customers

Data Assets / AI Development

Gathering individual values, evaluations, and capability data to elevate the matching experience

Expanding evaluation data on SMEs

Examples of Acquired Companies

BNG partners (26.4)

Other Target Examples:
RPO (Recruitment Process Outsourcing), matching platforms, HR consulting, etc.

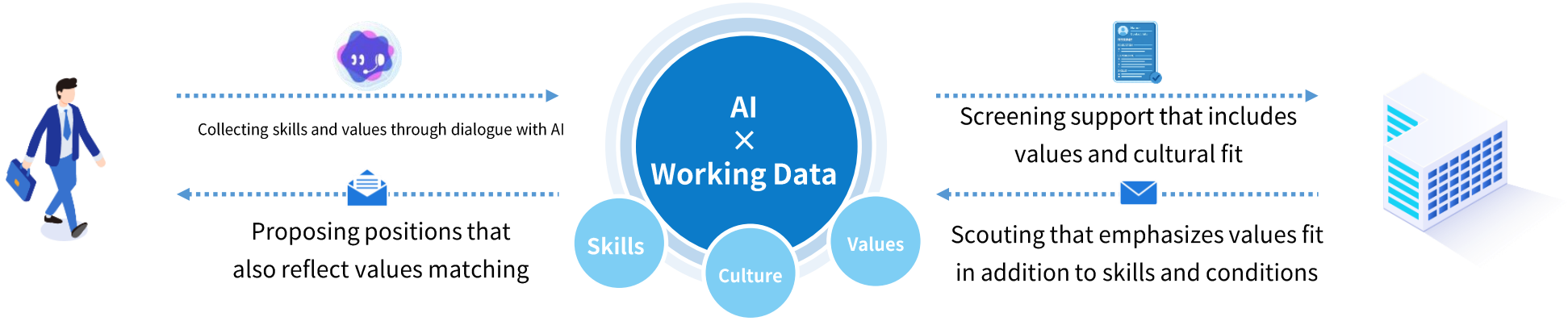
PM Club (26.1)

Other Target Examples:
Companies possessing HR-related data (e.g., AI development, data analytics, talent management)

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Growth Investment ②: Business Asset (AI) Investment - Matching Built on Working Data

With our proprietary working data, built by structuring over 20 million reviews and user preferences with AI, at its core,
we will deliver to more job seekers and companies matching that takes into account compatibility not visible from job postings alone.



	For job seekers	For companies	Example features
① Matching based on proprietary data on skills, culture and values	Using individual values structured through dialogue with AI and company culture data, we provide matching that goes beyond conditions		AI Job Search
②Automating the recruitment process	Using evaluation scores and behavioral data, suitable jobs and companies appear at the top	AI supports scouting in line with candidates' skills and values	Optimizing Recommendations Scout-drafting assistance
③Building a competitive advantage through data assets	Dialogue and behavioral data accumulate, continuously improving recommendation accuracy	Matching on compatibility raises reply rates and reduces post-hire mismatches	Improving Matching Accuracy (continuous learning of each feature)

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(Reference) Business Asset (AI) Investment - Development Examples

Leveraging our data assets (reviews, company scores, work histories and behavioral logs), we are sequentially optimizing each stage of the matching funnel with AI. Rather than accumulating individual features, we have built a structure in which accuracy continuously improves across the entire platform.

AI Job Search



Drawing out preferences and values beyond conditions through dialogue with AI, and proposing jobs matched against company evaluation data

Optimizing Recommendations



Presenting a list of recommended companies to users based on reviews, scores and behavioral data

Automatic scout generation



AI automatically generates reasons for scouting based on job data and individual skills, supporting recruiters' work

Improving Matching Accuracy



Optimizing the display order of job listings using proprietary working data such as culture and skills

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Approach to Capital Efficiency and Shareholder Returns

Having reexamined our capital allocation based on our growth targets, we decided on a policy of improving capital efficiency through both profit growth and shareholder returns.

Approach to Improving ROE

ROE = **Net profit (numerator)** Expand through profit growth ÷ **Net assets (denominator)** Maintain equity at an appropriate level

Target capital efficiency	Level of returns
ROE significantly exceeding the cost of capital Improve capital efficiency through both profit growth and optimization of surplus capital	**Maintaining a benchmark dividend payout ratio** Continuous and stable dividends as the basis; share buybacks will be considered in light of the tradable share ratio

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Shareholder Returns - Dividend

The dividend with a record date of December 31, 2026 is expected to be ¥4.5 per share, in line with the latest forecast.

	Annual Dividend		
	End of 1H	**End of year**	**Total**
Latest Forecast (Announced on March 17, 2026)	¥4.50 (Paid)	**¥4.50**	**¥9.00**
Previous Year's Result (Fiscal Year Ended December 2025)	¥0.00	¥0.00	¥0.00

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Information on the Shareholder Benefit Program

Summary

Points	details
Complimentary gift	Digital Gifts (The exchangeable items are as follows)
Record dates	The last day of June and the last day of December of each year
Target	Shareholders noted and recorded in the shareholder registry as of the record dates holding at least one unit (100 shares) of the Company's stock
Conditions by number of shares and holding period	Details are repeated on the next page

Main exchangeable items for digital gifts

QUO Card Pay	Privileges to browse company reviews on OpenWork (*)	Amazon Gift Card	d POINT
Uber Eats Gift Card	JAL Mileage Bank	au PAY	Visa e-Gift vanilla
Tosho Card NEXT	Google Play Gift Code	PlayStation Store Ticket	DMM Prepaid Card
PayPay Money Lite	Uber Taxi Gift Card	Skylark Group Coupon	

(*) Privileges to browse reviews posted on OpenWork.

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Information on the Shareholder Benefit Program

Benefits Based on the Number of Shares Held and Continuous Holding Period

Number of shares held	Continuous holding period (*)		
	6 months or more but less than 24 months	24 months or more but less than 48 months	48 months or more
100 shares or more but less than 1,000 shares	Worth ¥500 per time (Worth ¥1,000 per year)	Worth ¥1,000 per time (Worth ¥2,000 per year)	Worth ¥2,000 per time (Worth ¥4,000 per year)
1,000 shares or more but less than 5,000 shares	Worth ¥5,000 per time (Worth ¥10,000 per year)	Worth ¥10,000 per time (Worth ¥20,000 per year)	Worth ¥20,000 per time (Worth ¥40,000 per year)
5,000 shares or more	Worth ¥25,000 per time (Worth ¥50,000 per year)	Worth ¥50,000 per time (Worth ¥100,000 per year)	Worth ¥100,000 per time (Worth ¥200,000 per year)

(*) Continuous holding period: Based on the number of consecutive times the same shareholder number is recorded in the shareholder registry as of the last day of June and the last day of December of each year

(twice consecutively for a 6-month holding period)

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05 Q&A



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Q&A

#	Questions	Answers
1	With cyberattacks occurring one after another, what information does OpenWork hold, and what would be the impact if it were leaked?	The main information we hold is the personal information of over 8.3 million users, in particular resume information of over 1.8 million users, as well as over 22 million employee reviews and information on the users who posted them. If this information were leaked, it would significantly damage our credibility as a review and recruiting service, and there is a risk that our business performance could be affected by a decline in users and client companies.
2	Please tell us about your measures to prevent cyberattacks and information leaks.	We are thoroughly carrying out the fundamentals of discovering and fixing vulnerabilities, building a system for early recovery from backups in the event that services must be suspended due to an attack, and continuously enhancing AI-based vulnerability discovery and attack detection. These measures are promoted by the Security Promotion Department, Corporate IT and the product divisions in collaboration, led by our Executive Officer and CISO, and are continuously strengthened through regular risk assessments and investment. The status of security measures is also reported to management every month and appropriately supervised through discussion at the Board of Directors and coordination with enterprise risk management (ERM).
3	Why did advertising expenses increase significantly from 3Q, and what is the outlook for this fiscal year?	This is the result of adjusting the timing of advertising investments and executing those postponed to the second half. We plan to spend ¥1.2 billion on advertising for the full year and currently expect to invest as planned, so we expect operating profit to land in line with the plan. The approx. ¥470 million in 3Q includes TV commercials in the Kansai area and part of the Kanto area that were postponed from the first half. In 4Q, we plan to invest the remaining approx. ¥360 million in continuing the commercials as well as web promotions aimed at acquiring resumes, among other things.
4	As generative AI and AI agents spread, users will likely consult AI directly to choose companies and search for jobs. What is OpenWork's competitive advantage in such an environment?	Most of our review data is protected behind a paywall, and some data is not published on the site. Our competitive advantage is that only we can analyze this proprietary data and use AI to visualize each company's work environment and culture, which cannot be understood from conditions such as work history and compensation alone, and to achieve unique matching. For example, "AI Job Search," released in June this year, understands users' strengths and preferences through dialogue with AI and matches them against data such as evaluation scores to propose jobs that reflect not only conditions but also values. While major services use AI to increase the speed and efficiency of hiring, we focus on the "quality" of matching, which is key to career decision-making.
5	Could you tell us about your policy and progress on internal AI utilization?	Internally, we are improving efficiency and redesigning workflows by introducing AI into existing operations. In addition to promoting its use mainly in sales-related activities, we are preparing to introduce generative AI into the review process for employee reviews. In product development, we are also shifting to an AI-first development structure, working on development support by AI agents and on refining existing source code on the premise of AI-driven development. We will continue to strive to improve operational efficiency and optimize personnel expenses through the use of AI.

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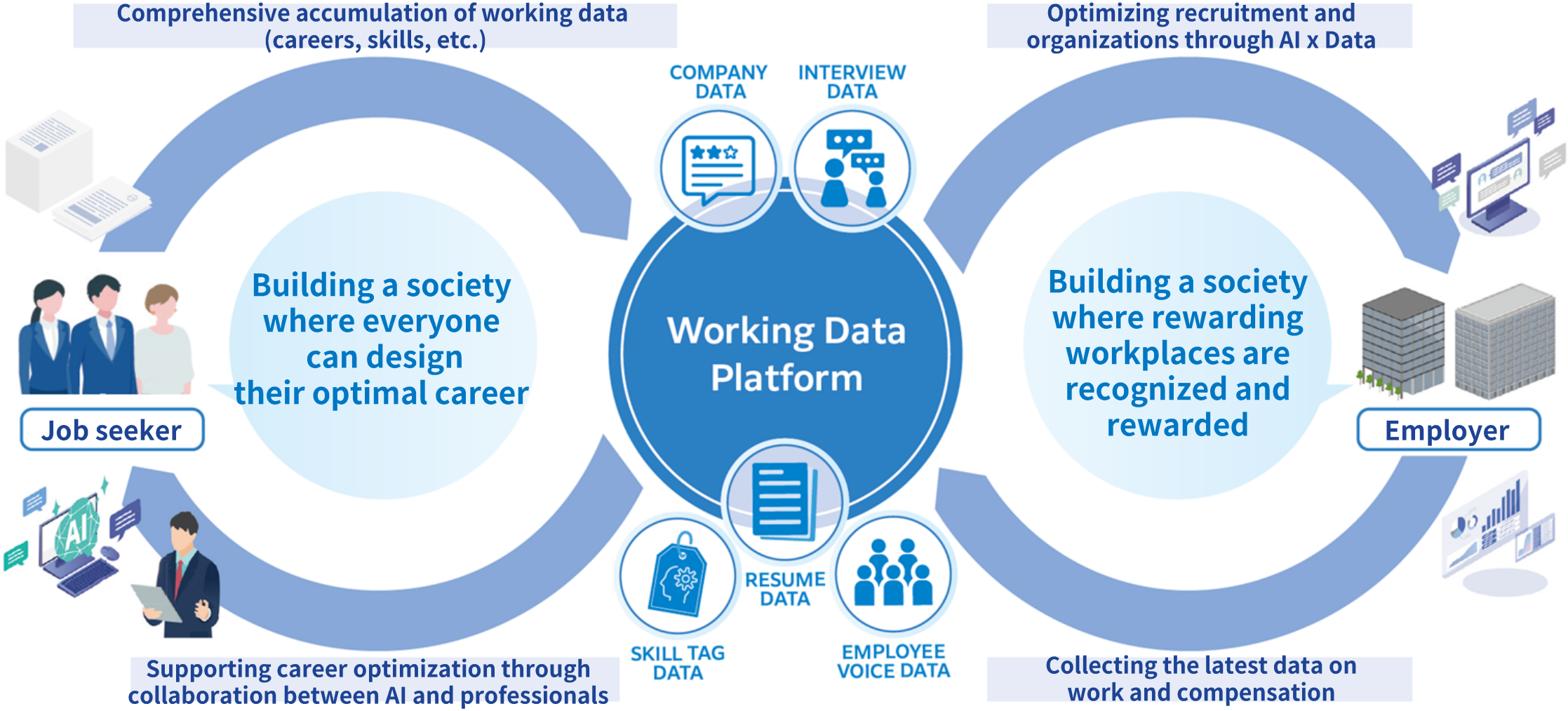
Appendix



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2030 Overall Product Strategy: WDP (Working Data Platform)

We aim to establish a unique positioning as a "Working Data Platform," delivering value to job seekers and employers with various data related to "work," starting with employee reviews, at its core.



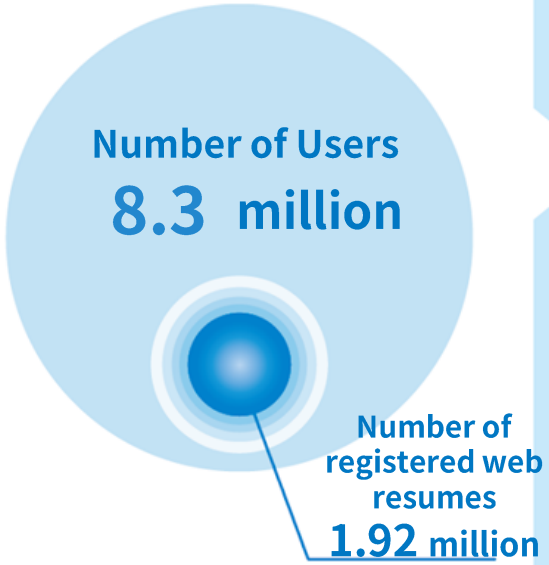
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New Value Proposition Strategy for Job Seekers

Using our extensive user base as a foundation, we aim to enhance the sophistication of our proposals through the co-creation of value across data, AI and human expertise, driving user engagement and expanding revenue opportunities.

Future Growth Opportunities

Our extensive user base serves as a foundation where increased user activation directly translates into greater revenue potential.



Key Focus Areas

1. Enhancing Recommendation Accuracy via Data Expansion

By expanding beyond traditional profiles (salary/work history) to incorporate proprietary "Working Data" such as skills, culture fit, and aspirations, **we aim to drive superior matching accuracy and higher-quality proposals.**

2. Driving Career Success through AI

We use AI to systematize complex user profiles (experiences, values, and concerns), verbalizing key priorities and compelling options. **This approach contributes to enhancing the quality and speed of user decision-making.**

3. Strengthening Recruitment Agency Business

We complement AI capabilities with human insight to understand complex personal situations. Through continuous, hands-on guidance leading to the final decision, **we deliver the highest level of conviction and ensure long-term success for our users.**

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New Value Proposition Strategy for Corporate Clients

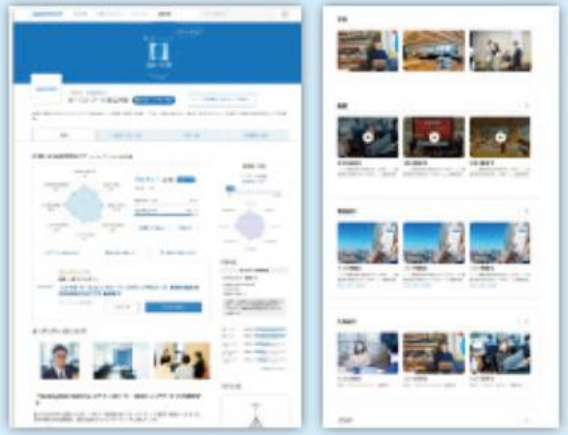
Centered on recruitment matching support, we have added functions for employer branding and organizational improvement that leverage OpenWork's strengths: our large user base and review data. We provide comprehensive support to help companies survive in an overheated recruitment market.

A Comprehensive Recruitment Platform for the Labor-Shortage Era: One-Stop Solutions for Employer Branding, Hiring, and Organizational Improvement.

Pre-hiring

Employer Branding

Leveraging data to articulate intangible organizational strengths and **supporting enhanced brand awareness** to combat the era of labor shortages.



Hiring

AI-Powered Matching

Utilizing data to reduce recruitment workload while simultaneously **identifying and motivating** top-tier talent.



Post-hiring

Working Data for Organizational Improvement

Utilizing high-quality, comparable working data to systematically **diagnose internal issues** and drive organizational transformation.



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Facilitation of Labor Mobility: Transition to a Society Based on Mutual Choice

We anticipate a shift from the conventional era, in which individuals and companies "bind" each other and changing jobs tends to be a risk,
to an era in which they "choose" each other with an open attitude.

Society based on mutual constraints

Ultra-long-term employment based on the premise of "serving out one's career"



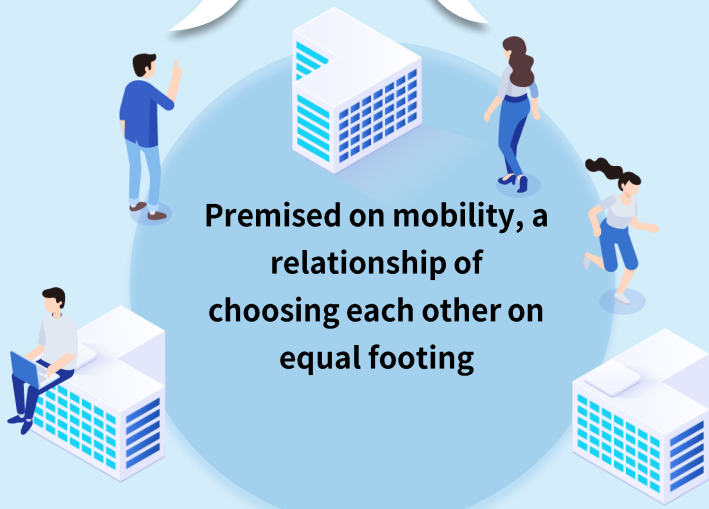
Interdependency



Guarantee of status represented by systems such as lifetime employment and seniority

Society based on mutual choice

Choices can be made according to the skills required by companies and the careers individuals want, based on open information



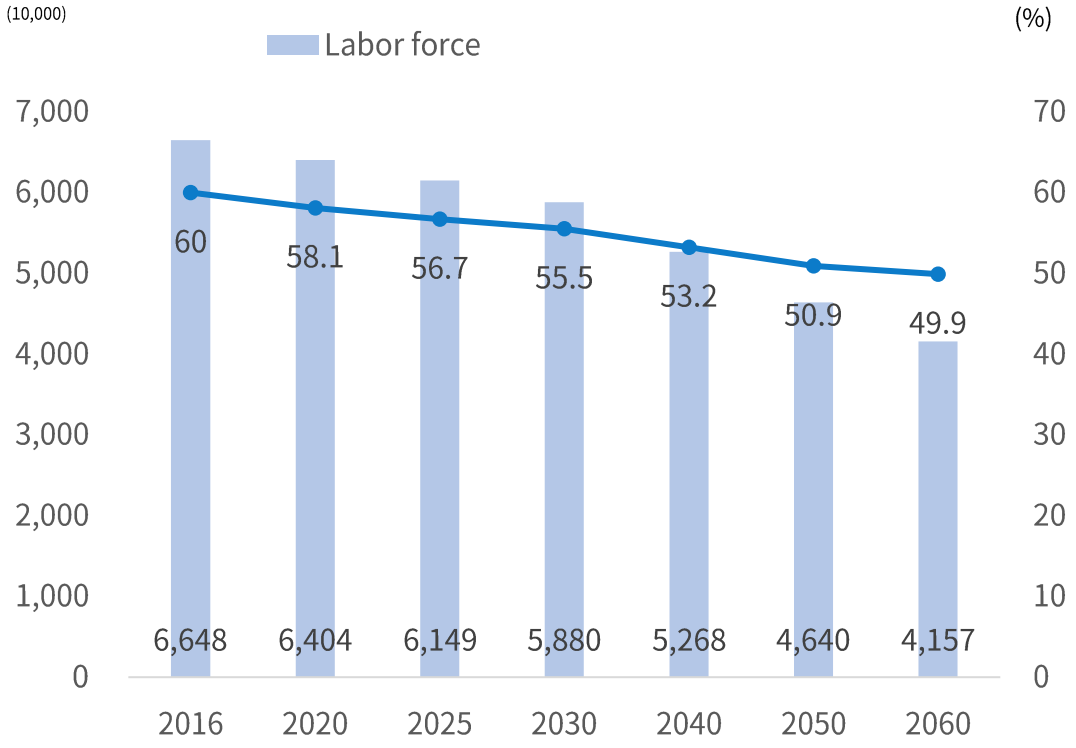
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(Supplement) Macro Environment Promoting a Society Based on Mutual Choice

Macro environmental factors such as the declining domestic labor force and sluggish wage growth are also driving the transition to a society based on mutual choice.

Declining labor force

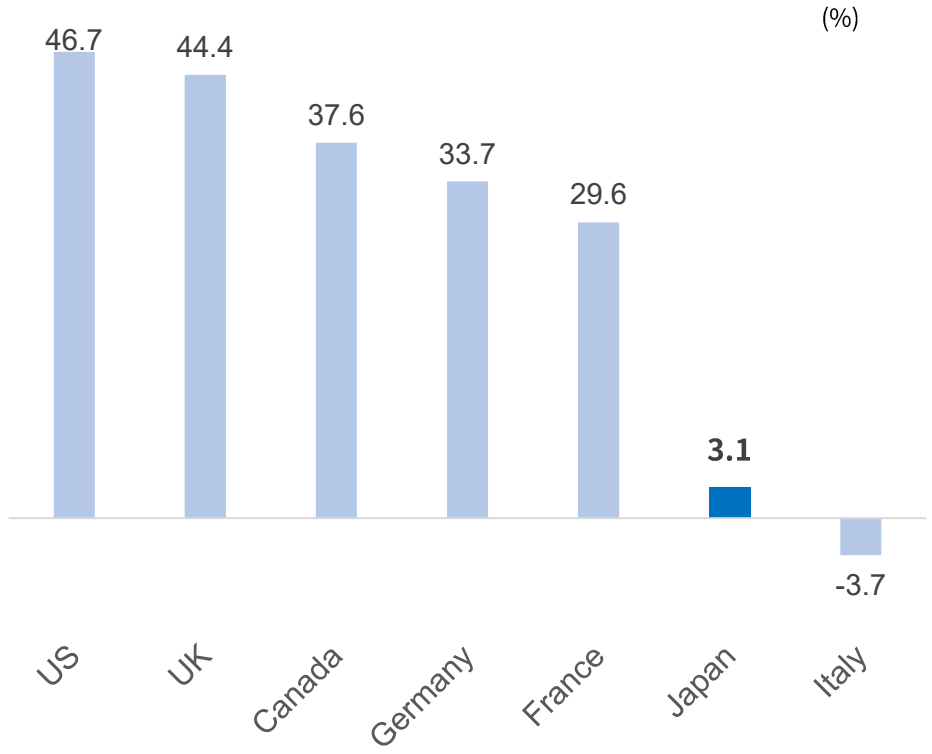
Domestic labor force



Source: Compiled by the Company based on the Ministry of Internal Affairs and Communications' "Labor Force Survey Annual Report" (2016) and the National Institute of Population and Social Security Research's "Population Projections for Japan" (2017).

Sluggish wage growth

Wage growth rates in G7 countries, 1991-2020



Source: Compiled by the Company based on the Ministry of Health, Labour and Welfare's "Analysis of the Labour Economy 2022." 1991-2020, with 1991 as 0.

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Top Message

We want to accelerate a game change in Japan's labor market through OpenWork



大澤　陽樹

Chief Executive Officer

I feel that Japan's biggest social issue is a job market that is not transforming.
Reports indicate that individual labor productivity and employee engagement are low even compared with other countries. One cause is the mutually binding relationship between companies and individuals, as symbolized by seniority-based systems, mass recruitment of new graduates and lifetime employment.
Through the power of ever-evolving technology,
we want to create a highly transparent job market where individuals can take on challenges with peace of mind.
And we want to contribute to solving this problem unique to Japan.

Haruki Ohsawa joined Link and Motivation Inc. after graduating from The University of Tokyo Graduate School.
After serving as manager of the organizational HR consulting business for small and medium-sized venture companies, he was appointed General Manager of the Planning Department, responsible for new business launches, business management and human resources.
He became Director and Vice President of the Company in November 2019 and Representative Director and President in April 2020.
Authored work: "Excellent Companies Revealed by 13 Million Company Reviews" (Toyo Keizai Inc.)

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「働く」のすべてを、オープンに。

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The factors affecting the aforementioned actual performance include general industry and market conditions, as well as general conditions in the domestic and international economies, such as interest rate and foreign exchange fluctuations.

As stated above, the forward-looking statements in this document are current as of when the document was prepared, and the Company has no obligation or policy to update the content to the latest information at any time.

