

**FY03/12**

**1<sup>st</sup> Half Earnings Review**



**August 12th, 2011**

**en-japan Inc.**

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- **FY03/12 2<sup>nd</sup> Quarter and 1<sup>st</sup> Half**
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**FY03/12 2<sup>nd</sup> Quarter and 1<sup>st</sup> Half  
Operating Results Summary  
- Company wide -**

### < Market Environment >

New graduate hiring schedule was lengthened due to the effects of the Great East Japan Earthquake, which also caused a slight delay in resuming mid-career hiring. However, eagerness toward hiring among companies has recovered to the pre-disaster level.

### < Sales > 1<sup>st</sup> Half: ¥5.7bn. 2<sup>nd</sup> Quarter: ¥2.8bn.

Sales exceeded the results of the same period in the previous year, owing to the favorable performance of the core [en] Career Change Info although market recovery is delayed in some of the sites.

### < Operating Income > 1<sup>st</sup> Half: ¥9.6mn. 2<sup>nd</sup> Quarter: ¥4.5mn.

Operating income increased considerably as a result of strong net sales, cost reductions and partial delays in incurring of expenses.

# FY03/12 2<sup>nd</sup> Quarter Income Statement (Companywide : Consolidated)

\*Non-consolidated performance for FY12/10



	FY12/10 (10.Apr-Jun)			FY03/12 (11.Apr-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>2,102</b>	100.0%	-8.1%	<b>2,843</b>	100.0%	35.2%
<b>Cost of Sales</b>	<b>366</b>	17.4%	-11.5%	<b>468</b>	16.5%	28.0%
<b>Personnel</b>	<b>66</b>	3.2%	-10.8%	<b>180</b>	6.3%	171.9%
<b>Other</b>	<b>300</b>	14.3%	-11.7%	<b>288</b>	10.2%	-3.8%
<b>Gross Profit</b>	<b>1,736</b>	82.6%	-7.3%	<b>2,374</b>	83.5%	36.7%
<b>SGA</b> (Sales, general & administrative)	<b>1,584</b>	75.4%	-15.0%	<b>1,916</b>	67.4%	20.9%
<b>Personnel</b>	<b>720</b>	34.3%	-14.9%	<b>1,102</b>	38.8%	53.1%
<b>Advertising, sales promotion</b>	<b>523</b>	24.9%	11.3%	<b>405</b>	14.3%	-22.5%
<b>Other</b>	<b>341</b>	16.2%	-37.8%	<b>408</b>	14.4%	19.8%
<b>Operating income</b>	<b>151</b>	7.2%	1755.3%	<b>457</b>	16.1%	202.1%
<b>Ordinary income</b>	<b>200</b>	9.5%	1732.5%	<b>514</b>	18.1%	156.5%
<b>Net income</b>	<b>78</b>	3.7%	-	<b>279</b>	9.8%	255.5%

# FY03/12 2<sup>nd</sup> Quarter Operating Results Changing Factor (Companywide : Consolidated)

\*Non-consolidated performance for FY12/10



**Net Sales increase 35.2%YOY to ¥740mn.**

## Net Sales

**¥2.1bn.**

[en] Career Change Info	...+¥168mn
[en] Career Change Consultant	... -¥14mn
[en] Temporary Placement Info	... +¥23mn
[en] New Career Challenges	... -¥12mn
[en] Job Info for Students	... +¥6mn
Education/Evaluation Business	... -¥41mn
WSA	...+¥529mn
Others	... +¥28mn

**¥2.8bn.**

## Expenses

**¥1.9bn.**

**Expenses increase 22.3%YOY to ¥434mn.**

Personnel expenses	...+¥496mn
Rent expense	... -¥35mn
Ad ,SP expenses	... -¥118mn

**¥2.3bn.**

## Operating Income

**¥151mn.**

**Operating income increase 202.1%YOY to ¥306mn.**

**¥457mn.**

**FY12/10  
2<sup>nd</sup> Quarter**

**FY03/12  
2<sup>nd</sup> Quarter**

# FY03/12 2<sup>nd</sup> Quarter Operating Results Changing Factor of Plans. (Companywide : Consolidated)

\*Non-consolidated performance for FY12/10



**Net Sales ¥740mn increase of plans. (+2.5%).**

**Sales**

**¥2.7bn.**

[en] Career Change Info                      ...+¥40mn  
 [en] Temporary Placement Info              ... -¥10mn  
 [en] New Career Challenges                  ... -¥12mn  
 [en] Job Info for Students                    ... +¥19mn  
 WSA    ...+¥43mn

**¥2.8bn.**

**Expenses**

**¥2.6bn.**

**Expenses ¥270 mn short of plans.  
(-10.2%)**

Personnel expenses                              ... -¥10mn  
 Ad ,SP expenses                                  ... -¥131mn  
 Business consignment expenses              ...-¥550mn  
 etc.

**¥2.3bn.**

**Operating  
income**

**¥116mn.**

**Operating Sales ¥341mn increase of plans.  
(+291.9%)**

**¥457mn.**

**FY12/10  
2<sup>nd</sup> Quarter Plans**

**FY12/10  
2<sup>nd</sup> Quarter Results**

# FY03/12 1<sup>st</sup> Half Operating Results Changing Factor (Companywide : Consolidated)

\*Non-consolidated performance for FY12/10



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>4,221</b>	100.0%	-19.6%	<b>5,740</b>	100.0%	36.0%
<b>Cost of Sales</b>	<b>770</b>	18.2%	-20.0%	<b>925</b>	16.1%	20.2%
<b>Personnel</b>	<b>133</b>	3.2%	-36.7%	<b>355</b>	6.2%	166.1%
<b>Other</b>	<b>636</b>	15.1%	-15.3%	<b>570</b>	9.9%	-10.4%
<b>Gross Profit</b>	<b>3,451</b>	81.8%	-19.5%	<b>4,814</b>	83.9%	39.5%
<b>SGA</b> (Sales, general & administrative)	<b>2,973</b>	70.4%	-27.1%	<b>3,850</b>	67.1%	29.5%
<b>Personnel</b>	<b>1,438</b>	34.1%	-18.4%	<b>2,201</b>	38.4%	53.0%
<b>Advertising, sales promotion</b>	<b>859</b>	20.4%	-26.3%	<b>860</b>	15.0%	0.1%
<b>Other</b>	<b>674</b>	16.0%	-41.4%	<b>788</b>	13.7%	16.9%
<b>Operating income</b>	<b>477</b>	11.3%	131.9%	<b>963</b>	16.8%	101.6%
<b>Ordinary income</b>	<b>505</b>	12.0%	155.6%	<b>975</b>	17.0%	92.9%
<b>Net income</b>	<b>226</b>	5.4%	-	<b>452</b>	7.9%	99.7%



# FY03/12 1<sup>st</sup> Half Operating Results Changing Factor (Companywide : Consolidated)

\*Non-consolidated performance for FY12/10



**Net Sales increase 36.0%YOY to ¥151mn.**

## Sales

**¥4.2bn.**

[en] Career Change Info	...+¥384mn
[en] Career Change Consultant	... -¥47mn
[en] Temporary Placement Info	... +¥398mn
[en] New Career Challenges	... +14mn
[en] Job Info for Students	... +¥72mn
Education/Evaluation Business	... -¥28mn
WSA	...+¥1,011mn
Others	... +¥46mn

**¥5.7bn.**

**Expenses increase 27.6%YOY to ¥103mn.**

## Expenses

**¥3.7bn.**

Personnel expenses	... +¥984mn
Rent expense	... -¥85mn
Goodwill amortization	... +¥68mn
etc.	

**¥4.7bn.**

**FY03/12  
2<sup>nd</sup> Quarter**

## Operating income

**¥477mn.**

**Operating income increase 101.6%YOY to ¥485mn.**

**¥963mn.**

**FY12/10  
1<sup>st</sup> Half Operating Results**

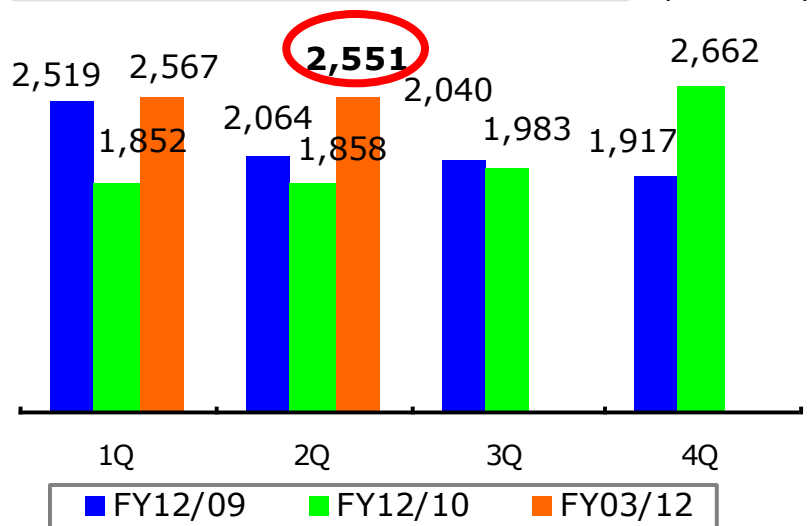
**FY03/12  
1<sup>st</sup> Half Operating Results**

**FY03/12 2<sup>nd</sup> Quarter**

**Operating Results Summary**

**- Summary of Segment Information -**

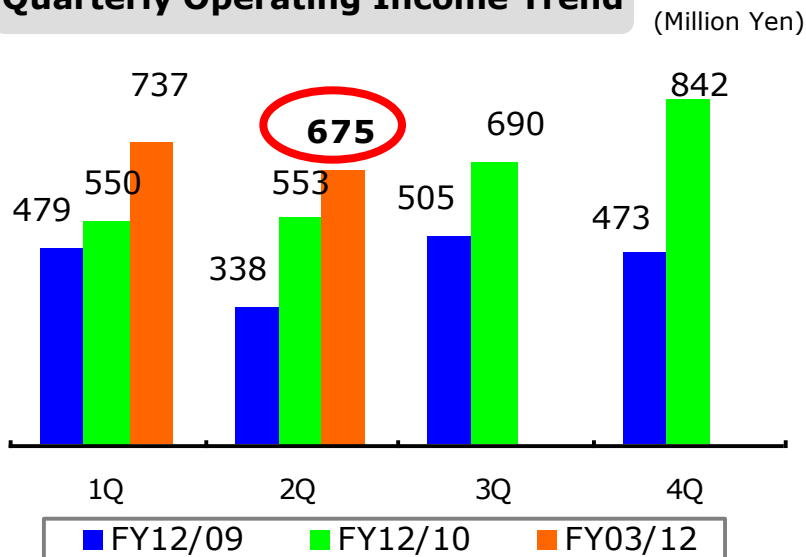
## Quarterly Sales Trend



## Market Environment

- Mid-career hiring needs among companies have been recovering moderately, and hiring that had been temporarily halted in certain business sectors after the disaster was resumed.
- Companies are mainly seeking full-time employees of a middle class or above. This trend has increased the number of difficult placement opportunities.
- While temporary staffing dispatches are recovering, large staffing companies are shifting more to consignment and contracting.

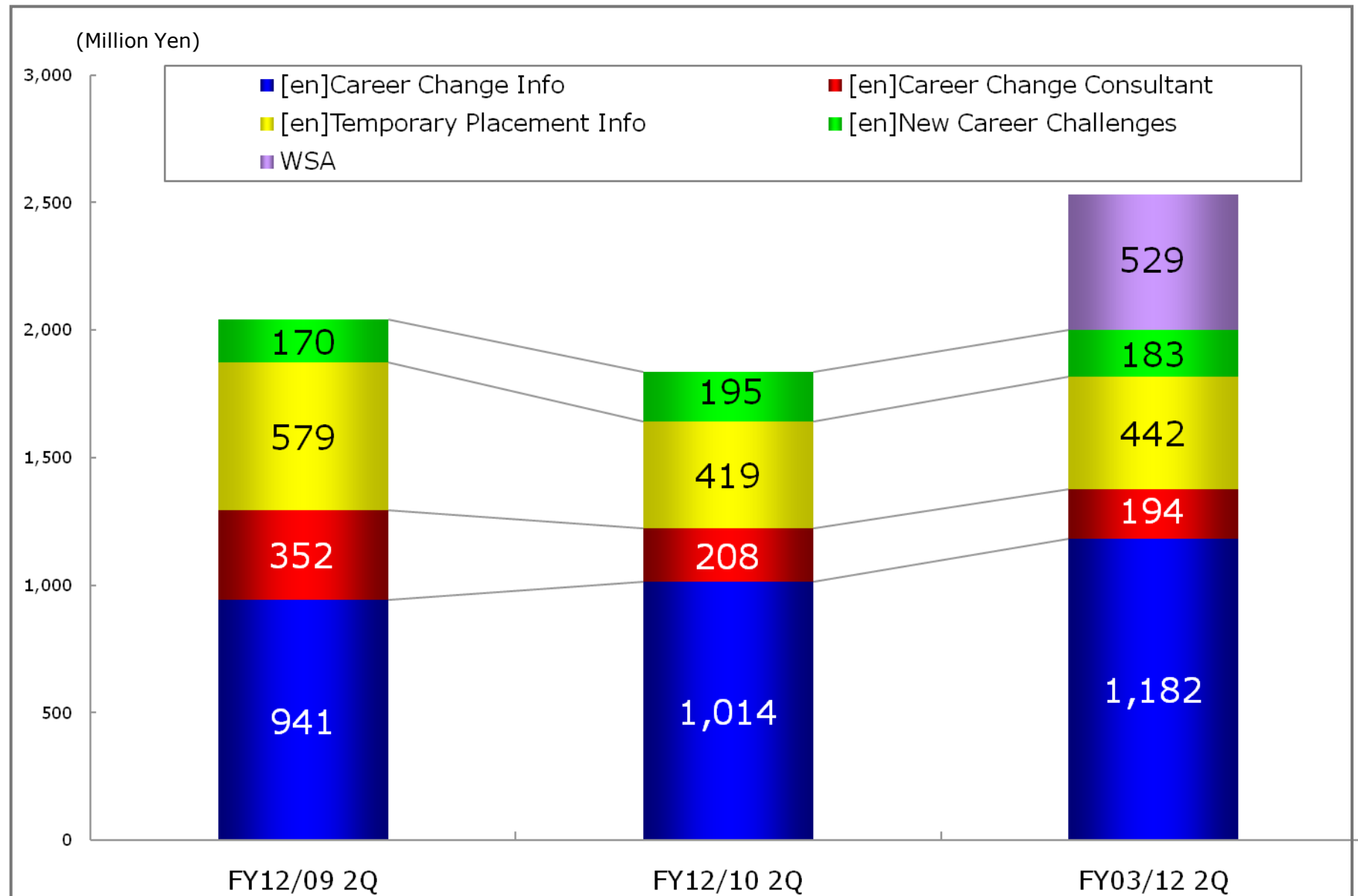
## Quarterly Operating Income Trend



## FY03/12 2<sup>nd</sup> Quarter Overview

- Net sales of [en] Career Change Info increased from 1Q, with favorable effects from search-based hiring solutions.
- In [en] Career Change Consultant, net sales of options increased as a result of site renewal.
- WSA posted record-high net sales in June as foreign companies resumed hiring after the temporary halt due to the disaster.

# Mid Career Hiring Business –Sales Breakdown by Product–



# FY03/12 1<sup>st</sup> half Income Statement – Mid-Career Hiring Business



\*Non-consolidated performance for FY12/10 (WSA not included)

	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>3,711</b>	100.0%	-19.0%	<b>5,119</b>	100.0%	37.9%
<b>Cost of Sales</b>	<b>421</b>	11.4%	-18.6%	<b>568</b>	11.1%	34.8%
<b>Gross Profit</b>	<b>3,289</b>	88.6%	-19.1%	<b>4,551</b>	88.9%	38.3%
<b>SGA</b> (Sales, general & administrative)	<b>2,186</b>	58.9%	-32.7%	<b>3,137</b>	61.3%	43.5%
<b>Personnel</b>	<b>1,088</b>	29.3%	-18.7%	<b>1,812</b>	35.4%	66.5%
<b>Advertising, sales promotion</b>	<b>594</b>	16.0%	-42.3%	<b>689</b>	13.5%	16.1%
<b>Other</b>	<b>503</b>	13.6%	-42.7%	<b>635</b>	12.4%	26.2%
<b>Operating income</b>	<b>1,103</b>	29.7%	34.9%	<b>1,413</b>	27.6%	28.1%

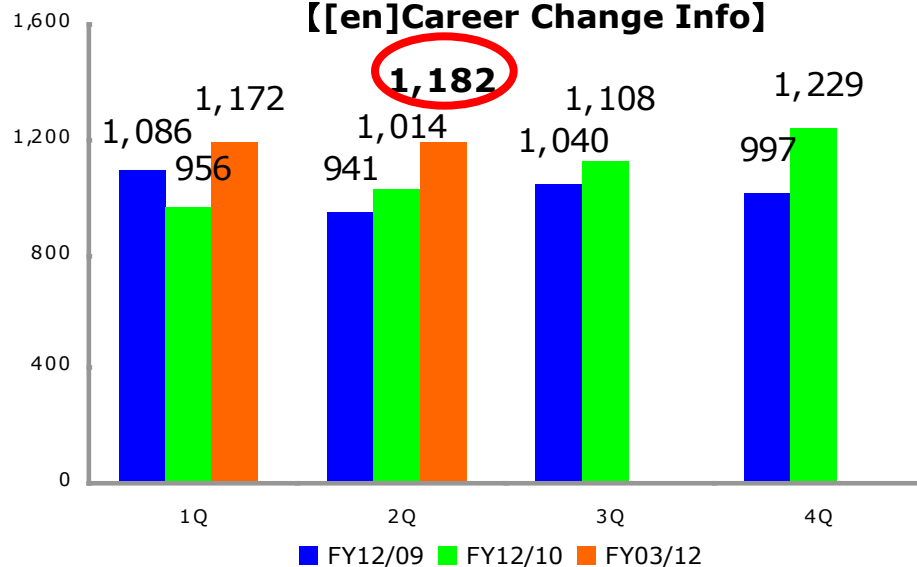
- ◆ Mid-Career Hiring Business: [en] Career Change Info, [en] Career Change Consultant, [en] Temporary Placement Info, [en] New Career Challenges, WSA, other mid-career hiring related

# Mid Career Hiring Business -Sales breakdown by Website-

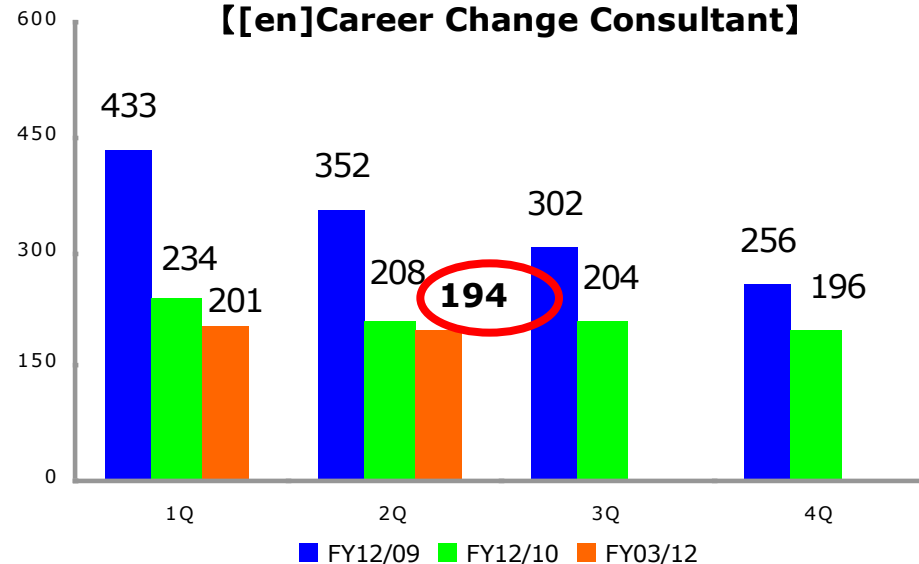


(Million Yen)

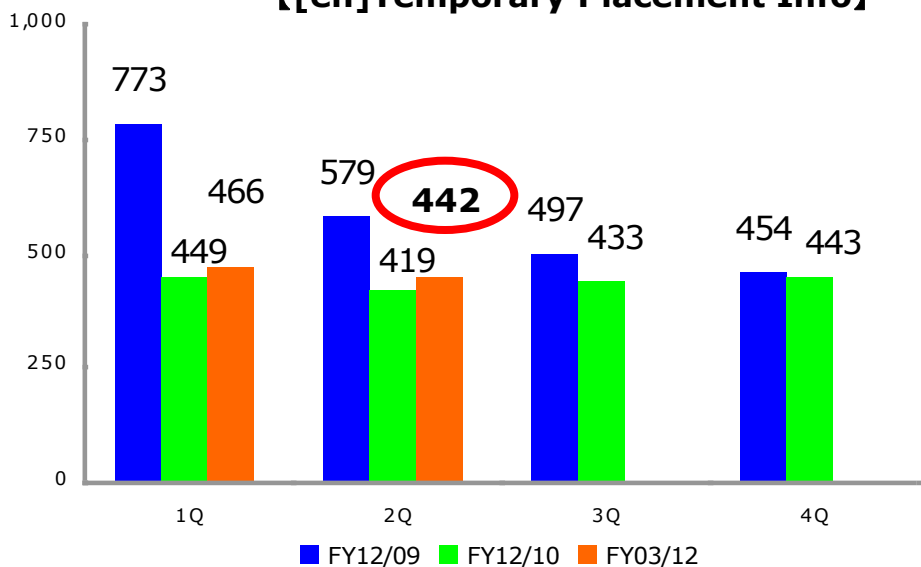
[[en]Career Change Info]



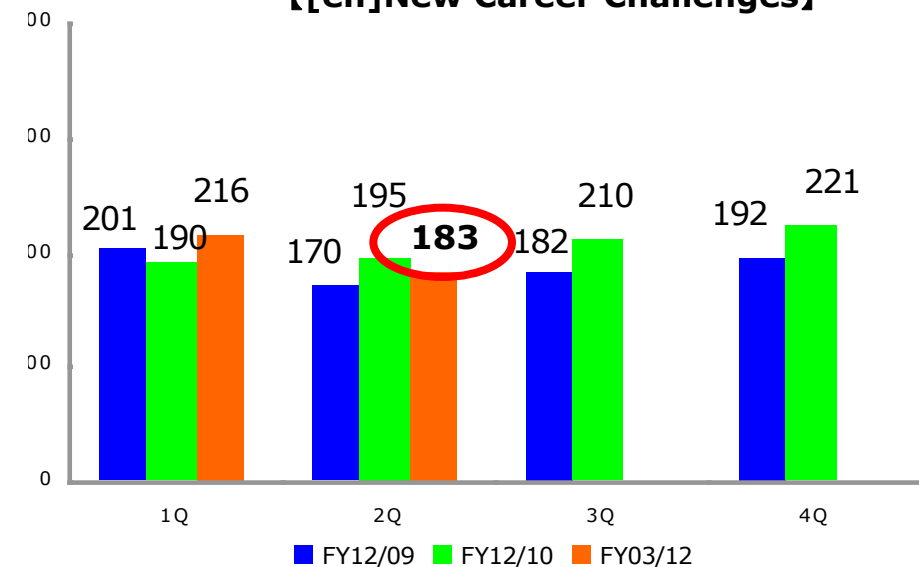
[[en]Career Change Consultant]



[[en]Temporary Placement Info]

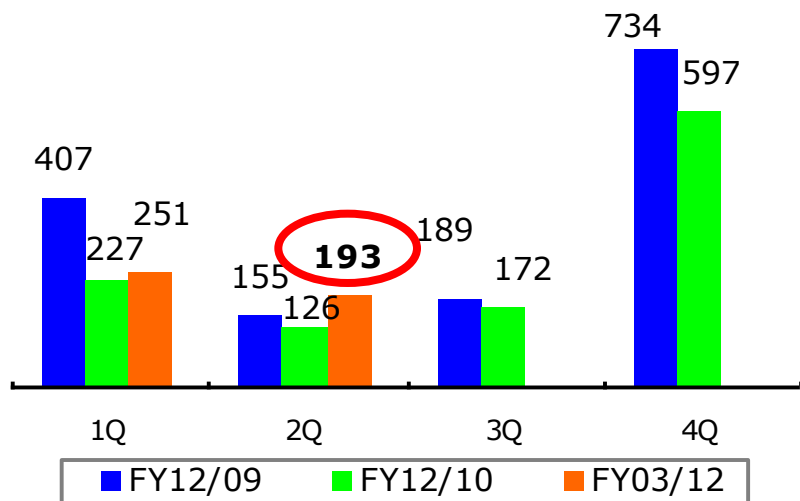


[[en]New Career Challenges]



Quarterly Sales Trend

(Million Yen)



## Market Environment

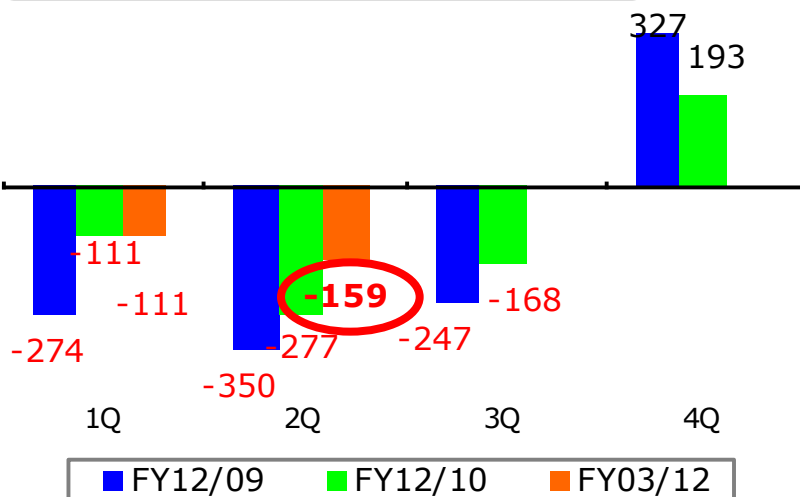
- Hiring process for students graduating in March 2012 is being prolonged, causing delays in the recruitment activity plans for students graduating in March 2013. Hence, activities on new-graduate sites are also being more delayed than usual.
- Eagerness for hiring for FY2013 among medium, small-to-midsize and venture companies 2013 is greater than that of a year earlier.

## FY03/12 2<sup>nd</sup> Quarter Overview

- Orders for 13 sites were favorable primarily among corporate clients with successful hiring on 12 sites. In 3Q and thereafter, efforts will be made to expand business with existing clients but also to exploit new customers.
- Began sales of “Human Development Declaration” package with the aim of receiving orders from 200 companies on 13 sites.
- Net sales of tests increased 26.9% year-on-year.

Quarterly Operating Income Trend

(Million Yen)



# FY03/12 1<sup>st</sup> Half Income Statement – New Graduate Hiring Business



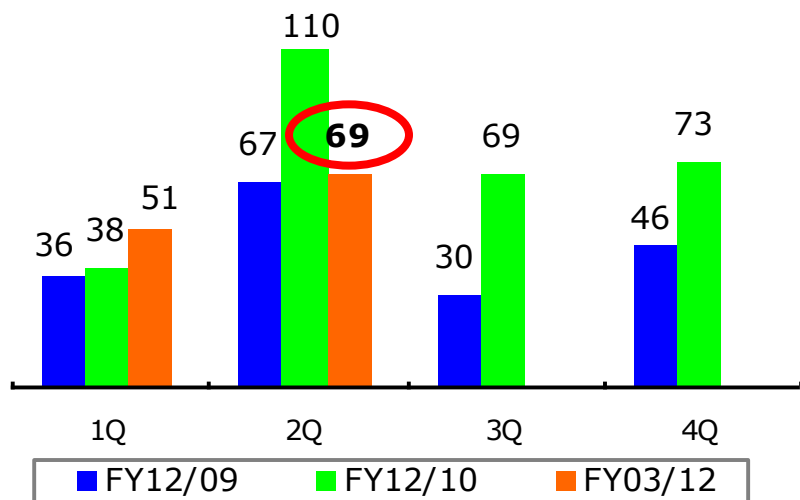
	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>353</b>	100.0%	-37.2%	<b>444</b>	100.0%	26.0%
<b>Cost of Sales</b>	<b>254</b>	72.0%	-40.4%	<b>256</b>	57.7%	0.9%
<b>Gross Profit</b>	<b>99</b>	28.0%	-27.2%	<b>188</b>	42.3%	90.2%
<b>SGA</b> (Sales, general & administrative)	<b>487</b>	138.1%	-35.9%	<b>459</b>	103.2%	-5.9%
<b>Personnel</b>	<b>255</b>	72.3%	-33.1%	<b>278</b>	62.5%	8.8%
<b>Advertising, sales promotion</b>	<b>109</b>	31.0%	-20.0%	<b>67</b>	15.2%	-38.3%
<b>Other</b>	<b>122</b>	34.8%	-49.2%	<b>113</b>	25.5%	-7.6%
<b>Operating income</b>	<b>-388</b>	-110.1%	-	<b>-270</b>	-60.9%	-

◆ New Graduate Hiring Business: [en] Job Info for Students, other new graduate hiring related



## Quarterly Sales Trend

(Million Yen)

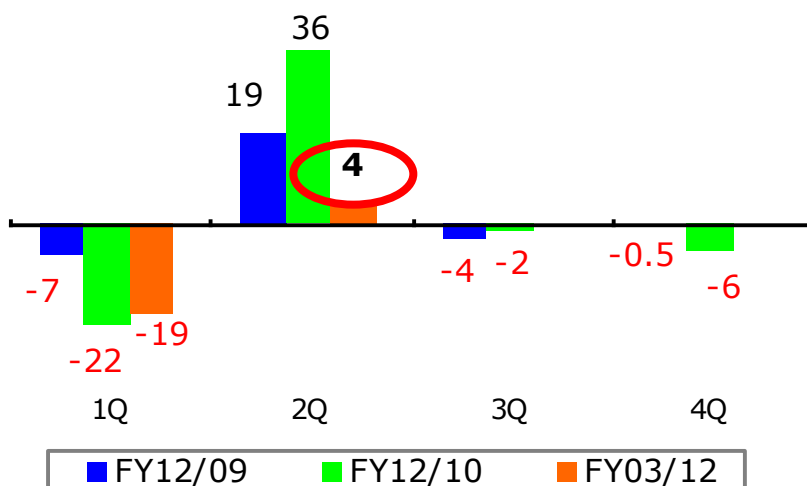


## Market Environment

- Investments for staff development declined due to the negative effects of the disaster on business sentiment.
- While the recognition level of the fixed-fee employee training service heightened with more companies providing the service, competition intensified.

## Quarterly Operating Income Trend

(Million Yen)



## FY03/12 2<sup>nd</sup> Quarter Overview

- “En-college”, a fixed-fee training service, faced difficulty in capturing new corporate members due to the effects of the disaster. Efforts were made to heighten client satisfaction by revising courses to meet the needs of members.
- Developed new products and made improvements to existing products with the aim of expanding sales of tests.

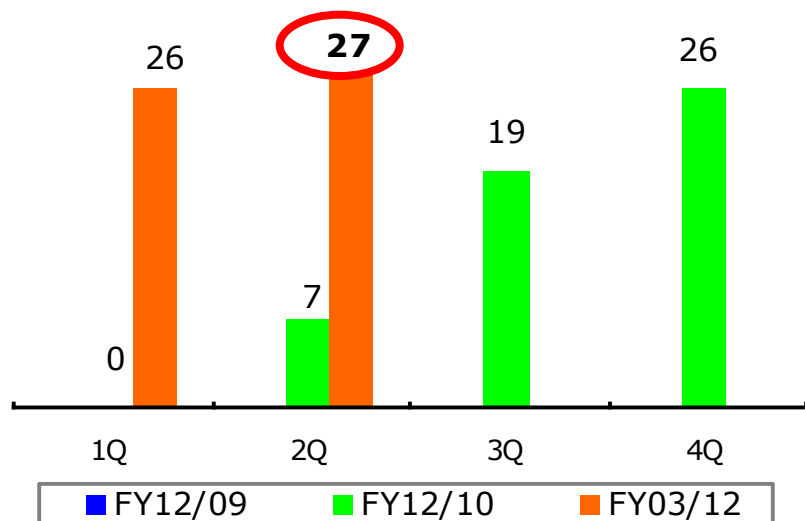
# FY03/12 1<sup>st</sup> Half Income Statement – Education/Evaluation Business



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>149</b>	100.0%	43.3%	<b>121</b>	100.0%	-18.8%
<b>Cost of Sales</b>	<b>41</b>	27.9%	128.1%	<b>44</b>	36.3%	5.7%
<b>Gross Profit</b>	<b>107</b>	72.1%	30.0%	<b>77</b>	63.7%	-28.2%
<b>SGA</b> (Sales, general & administrative)	<b>92</b>	62.2%	27.1%	<b>93</b>	76.7%	0.2%
<b>Personnel</b>	<b>56</b>	37.9%	31.1%	<b>69</b>	57.6%	23.5%
<b>Advertising, sales promotion</b>	<b>4</b>	2.7%	385.9%	<b>1</b>	0.9%	-74.2%
<b>Other</b>	<b>32</b>	21.6%	11.2%	<b>22</b>	18.2%	-31.5%
<b>Operating income</b>	<b>14</b>	9.9%	14.9%	<b>-15</b>	-13.0%	-

## Quarterly Sales Trend

(Million Yen)



## FY03/12 2<sup>nd</sup> Quarter Overview

### en-Wedding

- Renewed the site at the end of April to promote further differentiation from competitors. Also launched and disclosed plans and products developed in accordance with user needs.

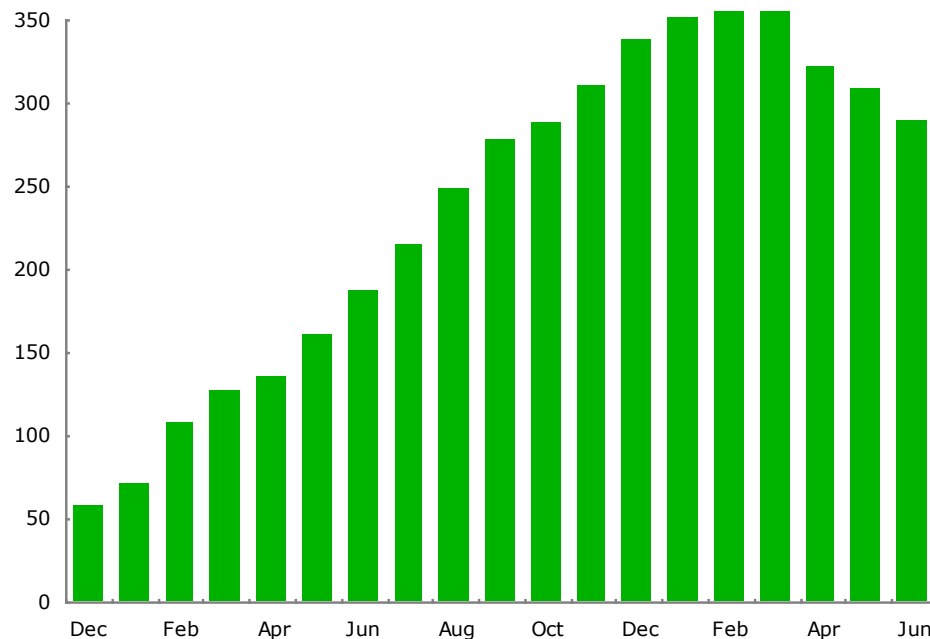
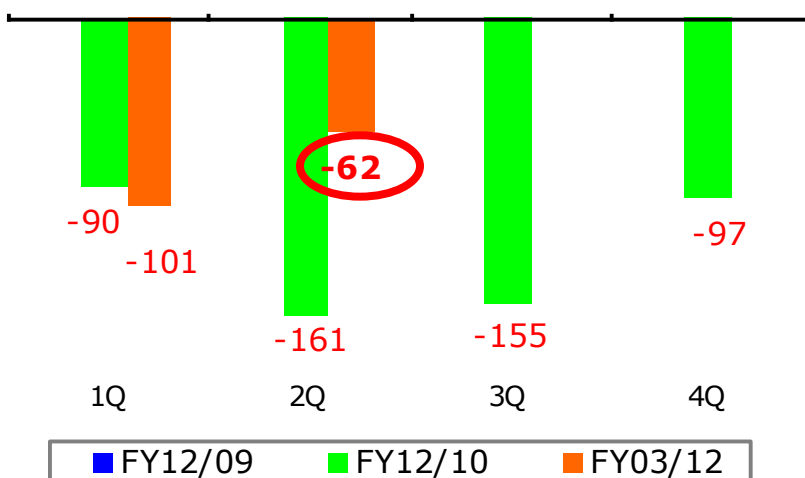
### HR Outsourcing Business 「FINE」

- Received several orders in 2Q. While multiple other companies are currently making considerations, decisions require time.

【 A number of the publication wedding venues change 】

## Quarterly Operating Income Trend

(Million Yen)



# FY03/12 1<sup>st</sup> Half Income Statement – Other Business



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>7</b>	100.0%	-	<b>54</b>	100.0%	635.1%
<b>Cost of Sales</b>	<b>52</b>	718.1%	-	<b>56</b>	105.1%	7.6%
<b>Gross Profit</b>	<b>-45</b>	-618.1%	-	<b>-2</b>	-5.1%	-
<b>SGA</b> (Sales, general & administrative)	<b>206</b>	2802.1%	-	<b>160</b>	297.1%	-22.1%
<b>Personnel</b>	<b>38</b>	518.6%	-	<b>41</b>	76.5%	8.5%
<b>Advertising,     sales promotion</b>	<b>152</b>	2070.8%	-	<b>102</b>	189.5%	-32.7%
<b>Other</b>	<b>15</b>	212.7%	-	<b>16</b>	31.1%	7.4%
<b>Operating income</b>	<b>-251</b>	- 3420.2%	-	<b>-163</b>	-302.2%	-

◆ Other Business: en-Wedding , FINE

# **Mid-term Management Plan**

- I Aiming to increase the added value of our services by focusing on workers' *active commitment* after they join a company**
- II Launching a new business that could become the second pillar of the company by utilizing en-japan's accumulated assets**

## ■ Points to focus on in human resource business

- Follow-up after joining company

## ■ New development in human resource business

- Full-fledged business expansion in Asia
- Launching a new business

## ■ Medium-term policy for areas other than the human resource business

- Developing the Wedding Business at an early date.

## ① Points to focus on in human resource business -Follow-up after joining company-

[en] Career Change Info, [en] New Career Challenges :  
Reinforce collaboration with clients and exert further efforts

[en] Job Info for Students :

Create a package of the site and products that follow-up on employees for three years after joining a company. “Personnel Development<sub>R</sub> Announcement”

## ②-1 New development in human resource business -Full-fledged business expansion in Asia-

WSA:Opened the Singapore Office; planning to expand to other areas.

## ②-2 New development in human resource business -Launching a new business-

Released “enTree Work”, a social recruiting tool, which is currently free of charge. Aim to charge fees in the future.

Also considering other new services and business activities.

## ③ Mid-term policy for areas other than the human resource business -Developing the Wedding Business at an early date-

Facing challenges due to the effects of the Great East Japan Earthquake. Renewing sites with the priority on attaining profits.

## **(1) Enhance [en]New Career Challenges**

Facing challenges due to the effects of the Great East Japan Earthquake

→ Reconstruct the system, review targets and aim to achieve the revised plan for the year.

## **(2) Reinforce FINE**

Despite having expected that closing a deal would require time given the nature of the product and the target customers (personnel departments), it is taking longer than anticipated

→ Delay timing for achieving numerical targets without changing the business strategy and strive to earn profits.

## **(3) Launch full-fledged “job placement” service and improve [en] Career Change Consultant service**

Launched the job placement service, which had been offered separately, as a full-fledged service and introduced on the Career Change Consultant site. This caused conflicts of interest with existing customers of Career Change Consultant.

→ Disclose the member database of [en] Career Change Info to customers of Career Change Consultant. Set a performance-based fee system of charging a certain percentage of fee if a deal is closed.

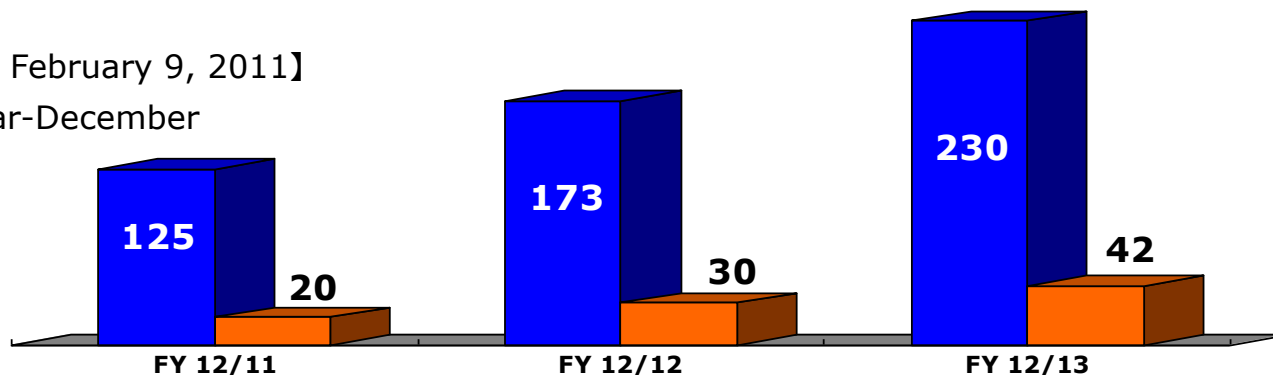


## Aiming for ¥42 billion in sales, ¥4.5 billion in operating income in fiscal 2014

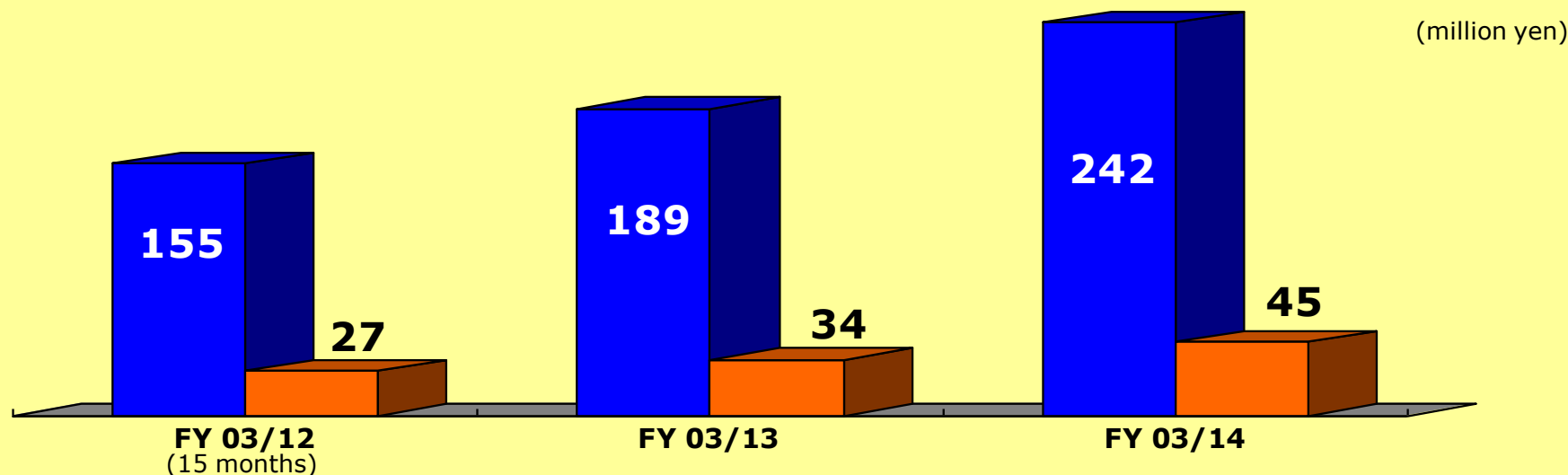
【Announced on February 9, 2011】

Fiscal year-December

(million yen)



Change of fiscal year-end  
from December 31 to March 31



# Sales target by product



(Billion yen)

Product	FY12/10	December 2011	FY03/12	FY03/13	FY03/14
[en]Career Change Info	4.3	4.84	<b>6.15</b>	<b>6.25</b>	<b>8.13</b>
[en]Career Change Consultant	0.84	0.78	<b>0.97</b>	<b>0.80</b>	<b>0.80</b>
[en]Temporary Placement Info	1.74	1.88	<b>2.39</b>	<b>2.05</b>	<b>2.20</b>
[en]Job Info for Students	1.00	1.05	<b>1.23</b>	<b>1.26</b>	<b>1.30</b>
WSA	0.71	2.15	<b>2.74</b>	<b>2.92</b>	<b>3.33</b>
[en]New Career Challenges	0.81	0.86	<b>1.12</b>	<p><b>Reviewed targets as gaps between the actual progress and initial plan were noted.</b></p> <p><b>Plan to announce results at the next fiscal closing.</b></p>	
Education/Evaluation Business	0.21	0.08	<b>0.10</b>		
en-college	0.07	0.15	<b>0.20</b>		
en-wedding	0.05	0.10	<b>0.14</b>		
「FINE」	0.0	0.03	<b>0.06</b>		
Asia	0.0	0.0	<b>0.0</b>		
New Business	0.0	0.0	<b>0.0</b>		
<b>Total</b>	<b>9.99</b>	<b>12.24</b>	<b>15.58</b>	<b>18.97</b>	<b>24.27</b>

# **FY03/12**

## **Operating Results Projections**

# FY03/12 Full year(15 months) Operating Results Projections – (companywide : Consolidated)



(Million yen)

	FY03/12 (15 months)	% of sales	FY2010 (Jan-Dec)	% of sales	% YOY change	Reference FY2010 (15 months)	% of sales
Net Sales	15,580	100.0%	9,991	100.0%	55.9%	12,887	100.0%
Cost of Sales	2,457	15.8%	1,636	16.4%	50.2%	2,093	16.2%
Personnel	982	6.3%	414	4.1%	137.1%	589	4.6%
Other	1,475	9.5%	1,222	12.2%	20.7%	1,504	11.7%
Gross Profit	13,122	84.2%	8,354	83.6%	57.1%	10,794	83.8%
SGA(Sales,general& administrative)	10,342	66.4%	6,579	65.9%	57.2%	8,514	66.1%
Personnel	5,685	36.5%	3,312	33.2%	71.6%	4,411	34.2%
Advertising, sales promotion	2,356	15.1%	1,765	17.7%	33.4%	2,221	17.2%
Other	2,300	14.8%	1,501	15.0%	53.2%	1,881	14.6%
Operating income	2,780	17.8%	1,774	17.8%	56.7%	2,280	17.7%
Ordinary income	2,732	17.5%	1,803	18.0%	51.5%	2,263	17.6%
Net income	1,420	9.1%	875	8.8%	62.3%	1,047	8.1%

(million yen)

Mid Career Hiring Business				
	FY03/12 (15 months)	FY2010 (Jan-Dec)	% YOY Change	Reference FY2010 (15 months)
Net Sales	13,510	8,522	58.5%	11,090
Operating Income	3,548	2,636	34.6%	3,374
Operating income rate(%)	26.3%	30.9%		30.4%
New Graduate Hiring Business				
	FY03/12 (15 months)	FY2010 (Jan-Dec)	% YOY Change	Reference FY2010 (15 months)
Net Sales	1,562	1,123	39.1%	1,374
Operating Income	-347	-363	-	-474
Operating income rate(%)	-22.2%	-32.4%		-34.5%
Education/Evaluation Business				
	FY03/12 (15 months)	FY2010 (Jan-Dec)	% YOY Change	Reference FY2010 (15 months)
Net Sales	304	291	4.5%	343.0
Operating Income	-98	6	-	-13
Operating income rate(%)	-32.2%	2.1%		-3.8%
Other Business				
	FY03/12 (15 months)	FY2010 (Jan-Dec)	% YOY Change	Reference FY2010 (15 months)
Net Sales	203	53	283.0%	79
Operating Income	-322	-504	-	-606
Operating income rate(%)	-158.6%	-951.4%		-767.1%

\* Reference: Period of coverage for FY2010 (15 months) is from January 2010 to March 2011.

		Sales			
Mid Career Hiring Business		FY03/12 (15 months)	FY2010 (Jan-Dec)	% YOY Change	Reference FY2010 (15 months)
	[en]Career Change Info	6,150	4,308	42.8%	5,481
	[en]Career Change Consultant	970	844	14.9%	1,045
	[en]Temporary Placement Info	2,390	1,745	37.0%	2,211
	[en]New Career Challenges	1,120	817	37.1%	1,034
		Sales			
New Graduate Hiring Business		FY03/12 (15 months)	FY2010 (Jan-Dec)	% YOY Change	Reference FY2010 (15 months)
	[en]Job Info for Students	1,230	1,006	22.3%	1,202

\* Reference: Period of coverage for FY2010 (15 months) is from January 2010 to March 2011.

# (Reference) FY03/12 Q1-Q4 12-Month Period Consolidated Projection



(million yen)

	FY03/12 Q1-Q4 Revised Projection (Aug,11,2011)	% of sales	FY03/12 Q1-Q4 Previous Projection (May,12,2011)	% of sales	Increase or Decrease	% of increase or decrease
Net Sales	12,240	100.0%	12,390	100.0%	-150	-1.2%
Cost of Sales	1,927	15.7%	2,060	16.6%	-132	-6.4%
Personnel	769	6.3%	804	6.5%	-34	-4.3%
Other	1,157	9.5%	1,255	10.1%	-98	-7.8%
Gross Profit	10,312	84.3%	10,329	83.4%	-17	-0.2%
SGA(Sales,general &administrative)	8,112	66.3%	8,329	67.2%	-217	-2.6%
Personnel	4,510	36.8%	4,509	36.4%	0	0.0%
Advertising, sales promotion	1,799	14.7%	2,002	16.2%	-202	-10.1%
Other	1,802	14.7%	1,817	14.7%	-14	-0.8%
Operating income	2,200	18.0%	2,000	16.1%	200	10.0%
Ordinary income	2,241	18.3%	1,981	16.0%	259	13.1%
Net income	1,080	8.8%	978	7.9%	102	10.4%

# (Reference) FY03/12 Q1-Q4 12-Month Period Consolidated Previous Projection vs. Revised Projection



(million yen)

**Net Sales ¥150mn decrease of plans. (-1.2%).**

## Sales

**¥12.3bn.**

[en] New Career Challenges ... -¥190mn  
[en] Job Info for Students ... -¥40mn  
WSA ... +¥140mn  
Education/Evaluation Business ... -¥60mn

**¥12.2bn.**

## Expenses

**¥10.3bn.**

**Expenses ¥350 mn short of plans. (-3.4%)**

Personnel expenses ... -¥30mn  
Ad ,SP expenses ... -¥200mn  
Business consignment expenses ... -¥50mn etc.

**¥10.0bn.**

## Operating income

**¥200mn.**

**Operating Sales ¥200mn increase of plans. (+10.0%)**

**¥220mn.**

**FY03/12 Q1-Q4  
Previous Projection  
(May,12,2011)**

**FY03/12 Q1-Q4  
Revised Projection  
(Aug,11,2011)**



# (Reference) FY03/12 Q1-Q4 12-Month Period

## Operating Results Projections-(Segment)



(million yen)

Mid Career Hiring Business			
	FY03/12 Q1-Q4 Revised Projection (A)	FY03/12 Q1- Q4 Previous Projection (B)	increase- decrease rate (A/B)
Net Sales	10,634	10,680	-0.4%
Operating Income	2,845	2,630	8.2%
Operating income rate(%)	26.8%	24.6%	

New Graduate Hiring Business			
	FY03/12 Q1-Q4 Revised Projection (A)	FY03/12 Q1- Q4 Previous Projection (B)	increase- decrease rate (A/B)
Net Sales	1,227	1,265	-3.0%
Operating Income	-281	-235	-
Operating income rate(%)	-22.9%	-18.6%	

Education/Evaluation Business			
	FY03/12 Q1-Q4 Revised Projection (A)	FY03/12 Q1- Q4 Previous Projection (B)	increase- decrease rate (A/B)
Net Sales	235	305	-23.0%
Operating Income	-77	-40	-
Operating income rate(%)	-32.8%	-13.1%	

Other Business			
	FY03/12 Q1-Q4 Revised Projection (A)	FY03/12 Q1- Q4 Previous Projection (B)	increase- decrease rate (A/B)
Net Sales	140	140	0.0%
Operating Income	-285	-350	-
Operating income rate(%)	-203.6%	-250.0%	

# (Reference) FY03/12 Q1-Q4 12-Month Period

## Operating Results Projections (Websites)



(million yen)

Mid Career Hiring Business	Sales		
	FY03/12 Q1-Q4 Revised Projection (A)	FY03/12 Q1-Q4 Previous Projection (B)	increase- decrease rate (A/B)
[en]Career Change Info	4,840	4,830	0.2%
[en]Career Change Consultant	780	790	-1.3%
[en]Temporary Placement Info	1,880	1,880	0.0%
[en]New Career Challenges	860	1,050	-18.1%

New Graduate Hiring Business	Sales		
	FY03/12 Q1-Q4 Revised Projection (A)	FY03/12 Q1-Q4 Previous Projection (B)	increase- decrease rate (A/B)
[en]Job Info for Students	1,050	1,090	-3.7%

# **Return to Shareholders**

## Basic Policy regarding Profit Distribution

The Company utilizes retained earnings for future growth and to maximize corporate value. Our basic policy is to return profits to our shareholders as appropriate, conducting dividend payouts targeting 30%, depending on fiscal period earnings.

### FY12/10

- Dividends Projection  
¥1,130
- Payment Ratio  
30.1%

### FY03/12

- Dividends Projection  
¥1,825
- Payment Ratio  
30.0%

## **(Reference) Non-consolidated financial statements**

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# FY03/12 1<sup>st</sup> Half Income Statement (Companywide : Non-Consolidated)



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>4,221</b>	100.0%	-19.6%	<b>4,733</b>	100.0%	12.1%
<b>Cost of Sales</b>	<b>770</b>	18.2%	-20.0%	<b>753</b>	15.9%	-2.2%
<b>Personnel</b>	<b>133</b>	3.2%	-36.7%	<b>185</b>	3.9%	38.8%
<b>Other</b>	<b>636</b>	15.1%	-15.3%	<b>568</b>	12.0%	-10.8%
<b>Gross Profit</b>	<b>3,451</b>	81.8%	-19.5%	<b>3,979</b>	84.1%	15.3%
<b>SGA</b> (Sales, general & administrative)	<b>2,973</b>	70.4%	-27.1%	<b>3,067</b>	64.8%	3.2%
<b>Personnel</b>	<b>1,438</b>	34.1%	-18.4%	<b>1,593</b>	33.7%	10.7%
<b>Advertising, sales promotion</b>	<b>859</b>	20.4%	-26.3%	<b>854</b>	18.0%	-0.7%
<b>Other</b>	<b>674</b>	16.0%	-41.4%	<b>620</b>	13.1%	-8.1%
<b>Operating income</b>	<b>477</b>	11.3%	131.9%	<b>911</b>	19.3%	90.8%
<b>Ordinary income</b>	<b>505</b>	12.0%	155.6%	<b>970</b>	20.5%	92.0%
<b>Net income</b>	<b>226</b>	5.4%	-	<b>510</b>	10.8%	125.3%

# FY03/12 1<sup>st</sup> Half Operating Results Changing Factor (Companywide : Non-Consolidated)



(million yen)

**Net Sales increase 12.1%YOY to ¥512mn.**

**Net Sales**

**¥4.2bn.**

[en] Career Change Info	...+¥384mn
[en] Career Change Consultant	... -¥47mn
[en] Temporary Placement Info	... +¥398mn
[en] New Career Challenges	... +14mn
[en] Job Info for Students	... +¥72mn
Education/Evaluation Business	... -¥28mn
Others	... +¥46mn

**¥4.7bn.**

**Expenses**

**¥3.7bn.**

**Expenses increase 2.1%YOY to ¥78mn.**

Personnel expenses	... +¥207mn
Rent expenses	... -¥110mn

**3.8bn.**

**Operating  
Income**

**477mn.**

**Operating income increase 90.8%YOY to ¥434mn.**

**¥911mn.**

**FY12/10 1<sup>st</sup> Half**

**FY03/12 1<sup>st</sup> Half**

# FY03/12 1<sup>st</sup> Half Income Statement – Mid-Career Hiring Business (Non-Consolidated)



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>3,711</b>	100.0%	-19.0%	<b>4,112</b>	100.0%	10.8%
<b>Cost of Sales</b>	<b>421</b>	11.4%	-18.6%	<b>396</b>	9.6%	-6.0%
<b>Gross Profit</b>	<b>3,289</b>	88.6%	-19.1%	<b>3,716</b>	90.4%	13.0%
<b>SGA</b> (Sales, general & administrative)	<b>2,186</b>	58.9%	-32.7%	<b>2,354</b>	57.3%	7.7%
<b>Personnel</b>	<b>1,088</b>	29.3%	-18.7%	<b>1,204</b>	29.3%	10.6%
<b>Advertising, sales promotion</b>	<b>594</b>	16.0%	-42.3%	<b>683</b>	16.6%	15.0%
<b>Other</b>	<b>503</b>	13.6%	-42.7%	<b>467</b>	11.4%	-7.2%
<b>Operating income</b>	<b>1,103</b>	29.7%	34.9%	<b>1,361</b>	33.1%	23.4%

- ◆ Mid-Career Hiring Business: [en] Career Change Info, [en] Career Change Consultant, [en] Temporary Placement Info, [en] New Career Challenges, other mid-career hiring related



# FY03/12 1<sup>st</sup> Half Income Statement – New Graduate Hiring Business (Non-Consolidated)



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>353</b>	100.0%	-37.2%	<b>444</b>	100.0%	26.0%
<b>Cost of Sales</b>	<b>254</b>	72.0%	-40.4%	<b>256</b>	57.7%	0.9%
<b>Gross Profit</b>	<b>99</b>	28.0%	-27.2%	<b>188</b>	42.3%	90.2%
<b>SGA</b> (Sales, general & administrative)	<b>487</b>	138.1%	-35.9%	<b>459</b>	103.2%	-5.9%
<b>Personnel</b>	<b>255</b>	72.3%	-33.1%	<b>278</b>	62.5%	8.8%
<b>Advertising, sales promotion</b>	<b>109</b>	31.0%	-20.0%	<b>67</b>	15.2%	-38.3%
<b>Other</b>	<b>122</b>	34.8%	-49.2%	<b>113</b>	25.5%	-7.6%
<b>Operating income</b>	<b>-388</b>	-110.1%	-	<b>-270</b>	-60.9%	-

◆ New Graduate Hiring Business: [en] Job Info for Students, other new graduate hiring related

# FY03/12 1<sup>st</sup> Half Income Statement – Education/Evaluation Business (Non-Consolidated)



	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>149</b>	100.0%	43.3%	<b>121</b>	100.0%	-18.8%
<b>Cost of Sales</b>	<b>41</b>	27.9%	128.1%	<b>44</b>	36.3%	5.7%
<b>Gross Profit</b>	<b>107</b>	72.1%	30.0%	<b>77</b>	63.7%	-28.2%
<b>SGA</b> (Sales, general & administrative)	<b>92</b>	62.2%	27.1%	<b>93</b>	76.7%	0.2%
<b>Personnel</b>	<b>56</b>	37.9%	31.1%	<b>69</b>	57.6%	23.5%
<b>Advertising, sales promotion</b>	<b>4</b>	2.7%	385.9%	<b>1</b>	0.9%	-74.2%
<b>Other</b>	<b>32</b>	21.6%	11.2%	<b>22</b>	18.2%	-31.5%
<b>Operating income</b>	<b>14</b>	9.9%	14.9%	<b>-15</b>	-	-206.7%

# FY03/12 1<sup>st</sup> Half Income Statement – Other Business (Non-Consolidated)



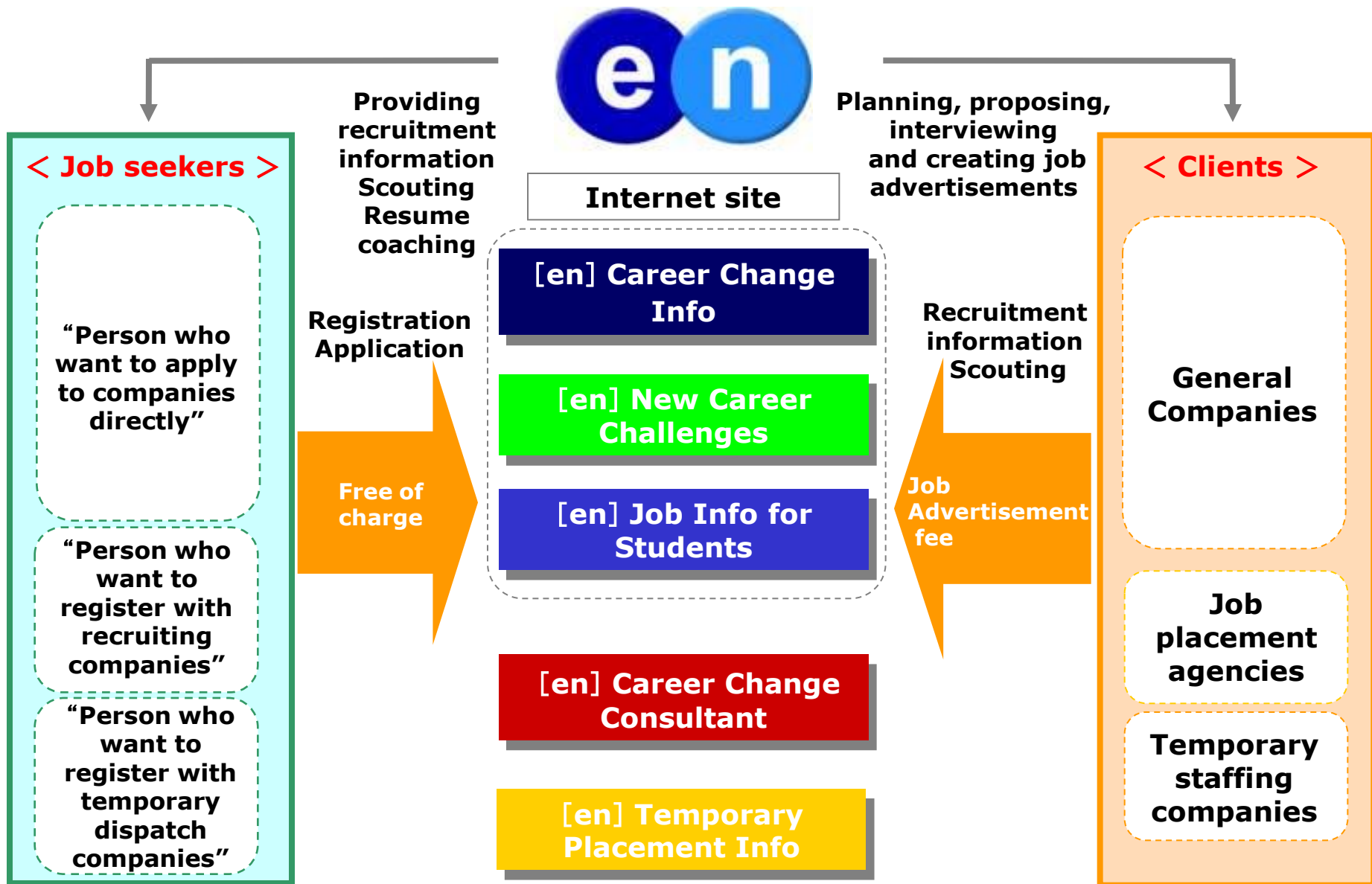
	FY12/10 (10.Jan-Jun)			FY03/12 (11.Jan-Jun)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>7</b>	100.0%	-	<b>54</b>	100.0%	635.1%
<b>Cost of Sales</b>	<b>52</b>	718.1%	-	<b>56</b>	105.1%	7.6%
<b>Gross Profit</b>	<b>-45</b>	-618.1%	-	<b>-2</b>	-5.1%	-
<b>SGA</b> (Sales, general & administrative)	<b>206</b>	2802.1%	-	<b>160</b>	297.1%	-22.1%
<b>Personnel</b>	<b>38</b>	518.6%	-	<b>41</b>	76.5%	8.5%
<b>Advertising, sales promotion</b>	<b>152</b>	2070.8%	-	<b>102</b>	189.5%	-32.7%
<b>Other</b>	<b>15</b>	212.7%	-	<b>16</b>	31.1%	7.4%
<b>Operating income</b>	<b>-251</b>	-3420.2%	-	<b>-163</b>	-302.2%	-

◆ Other Business: en-Wedding , FINE


## **en** Appendix

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<b>【 Name 】</b>	<b>en-japan inc.</b>
<b>【 Establishment 】</b>	<b>January 14, 2000</b>
<b>【 Representatives 】</b>	<b>Michikatsu Ochi (Chairman) / Takatsugu Suzuki ( President )</b>
<b>【 Headquarters 】</b>	<b>Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo</b>
<b>【 Total Stockholder's Equity 】</b>	<b>JPY 12,696million (as of end of Jun. 2011)</b>
<b>【Stock Listing 】</b>	<b>Jasdaq</b>
<b>【Fiscal Year 】</b>	<b>April 1 – March 31</b>
<b>【 Number of Employees 】</b>	<b>Consolidated 771 , Non-consolidated 661 (as of end of Jun. 2011)</b>
<b>【 Number of Outstanding Shares】</b>	<b>245,954 (as of end of Jun. 2011)</b>
<b>【 Business Description 】</b>	<b>(1) Internet job recruitment service</b> <b>(2) Consultation on recruitment, employee education and personnel evaluation system</b> <b>(3) Sales of personnel systems and personnel outsourcing services</b> <b>(4) Operation of online media offering comprehensive wedding facilities information</b>



## < Mid Career Hiring Business >

Service	Share	Contents	Characteristics	Users	Clients
[en] Career Change Info [en]社会人の転職情報	43 %	Site for Comprehensive Career Change Info	<u>No.2 in industry</u> <ul style="list-style-type: none"> <li>All information is provided through our reporting and photographing of each company</li> <li>Straightforward, detailed Career Change Info from perspective of job seekers</li> <li>All information has video(only en-japan)</li> </ul>	<ul style="list-style-type: none"> <li>70% are in their 20s-mid-30s</li> <li>70% are male</li> <li>All occupations</li> </ul>	General Companies
[en] Career Change Consultant [en]転職コンサルタント	8 %	Collective site for job placement agencies	<u>No.1 in industry</u> <ul style="list-style-type: none"> <li>Information on job placement agencies and their Career Change Info</li> <li>5-level evaluation of job placement agencies(first in industry)</li> <li>High End Job Corner opened</li> </ul>	<ul style="list-style-type: none"> <li>60% are in their late 26-40</li> <li>80% are male</li> </ul>	Job placement agencies
[en] Temporary Placement Info [en]派遣のお仕事情報	17 %	Collective site for temporary staffing companies	<u>No.2 in industry</u> <ul style="list-style-type: none"> <li>Temporary staffing company information and their Career Change Info</li> <li>Unique search category "Insistence INDEX"</li> </ul>	<ul style="list-style-type: none"> <li>80% are in their 20s-mid 30s</li> <li>80% are female</li> </ul>	Temporary staffing companies
[en] New Career Challenges [en]チャレンジ! はた★らく	8 %	Collective site for recruiting information	<u>Information site for users to search part-time positions, temporary placements and full-time careers</u> <ul style="list-style-type: none"> <li>Recruiting site with the theme of "challenge" and "re-challenge"</li> <li>Job seekers can search by employment type: part-time, temporary placement, and full-time career</li> <li>A special section available to support females and graduates without jobs</li> </ul>	<ul style="list-style-type: none"> <li>University students</li> <li>Graduates without jobs</li> <li>Housewives</li> <li>Permanent part-timers</li> </ul>	General Companies Temporary staffing companies
	7 %	Job placement agencies	<u>Job placement agencies specializing in globally operating companies</u> <ul style="list-style-type: none"> <li>Clients are foreign companies with sales, service, production and other sites in Japan and Japanese companies with global operations</li> <li>Handling Japanese-English bilingual middle management to executive level positions</li> </ul>		Foreign companies Japanese companies



## < New Graduate Hiring Business >

[en] Job Info for Students [en]学生の就職情報	10 %	Site for student employment information	<u>Specializing in career information relating to strong medium-level, small-to-mid size and venture companies</u> <ul style="list-style-type: none"> <li>Presents the strengths of companies in five perspectives</li> <li>Detailed recruiting information based on own interviews and photo shooting</li> <li>En-japan's unique planning: "Research on Jobs of Professionals"</li> </ul>	<ul style="list-style-type: none"> <li>University students</li> <li>Graduate students</li> <li>Junior college students</li> </ul>	General Companies
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## < Education/Evaluation Business >

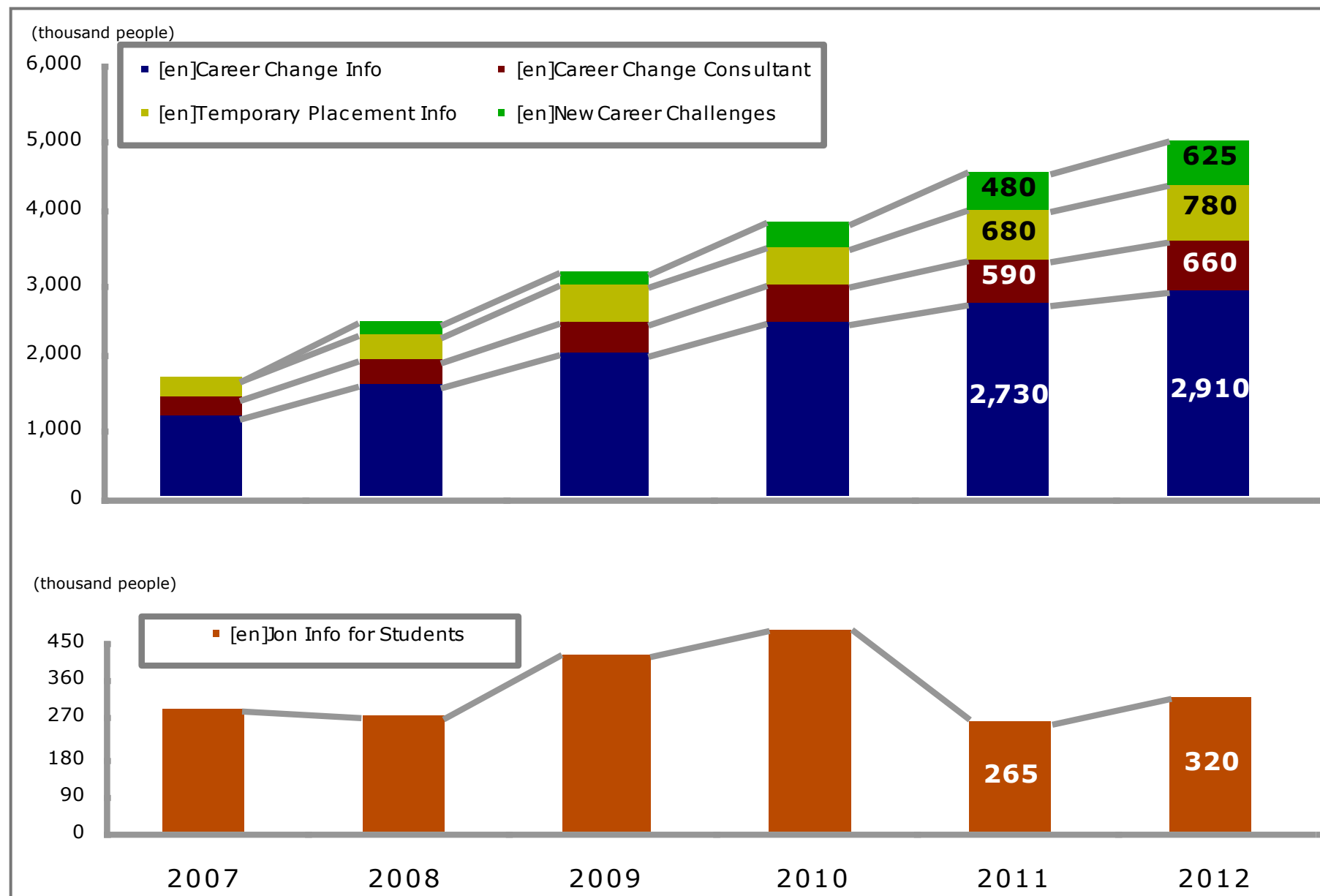
Service	Share	Contents	Characteristics	Users
—	3%	Employee training Aptitude test development Personnel system development	<a href="#"><u>Support to help companies strengthen their recruitment capability and for employed individuals to demonstrate their competence</u></a> <ul style="list-style-type: none"> <li>• Skill-enhancement training for personnel in charge of recruiting, and development and sales of screening tests</li> <li>• Operation of En-College, a fixed-fee education service</li> <li>• Development of personnel evaluation system aimed at maximizing competence of individuals</li> </ul>	General Companies

## < Other Business >

 <small>【エン・ウエディング】</small>	1%	Site for information on wedding halls	<a href="#"><u>Wedding site for proposing wedding ceremonies that value harmony with people and the environment</u></a> <ul style="list-style-type: none"> <li>• Detailed information on services, staff and other 'soft' information in addition to facilities, general overview and other 'hard' data.</li> <li>• User-friendly search function to propose wedding halls and facilities that match user preferences</li> </ul>	Wedding hall operating companies Hotels Restaurants Event planning companies
	—	Human resources operation system Human resources operation outsourcing service	<a href="#"><u>Cloud-type human resources system and payroll operation outsourcing service</u></a> <ul style="list-style-type: none"> <li>• Sales of a human resource operation system that can collect attendance and application information and create a database from such data</li> <li>• Outsourcing service provider that undertakes payroll calculation, social security administration and other operations</li> </ul>	General Companies



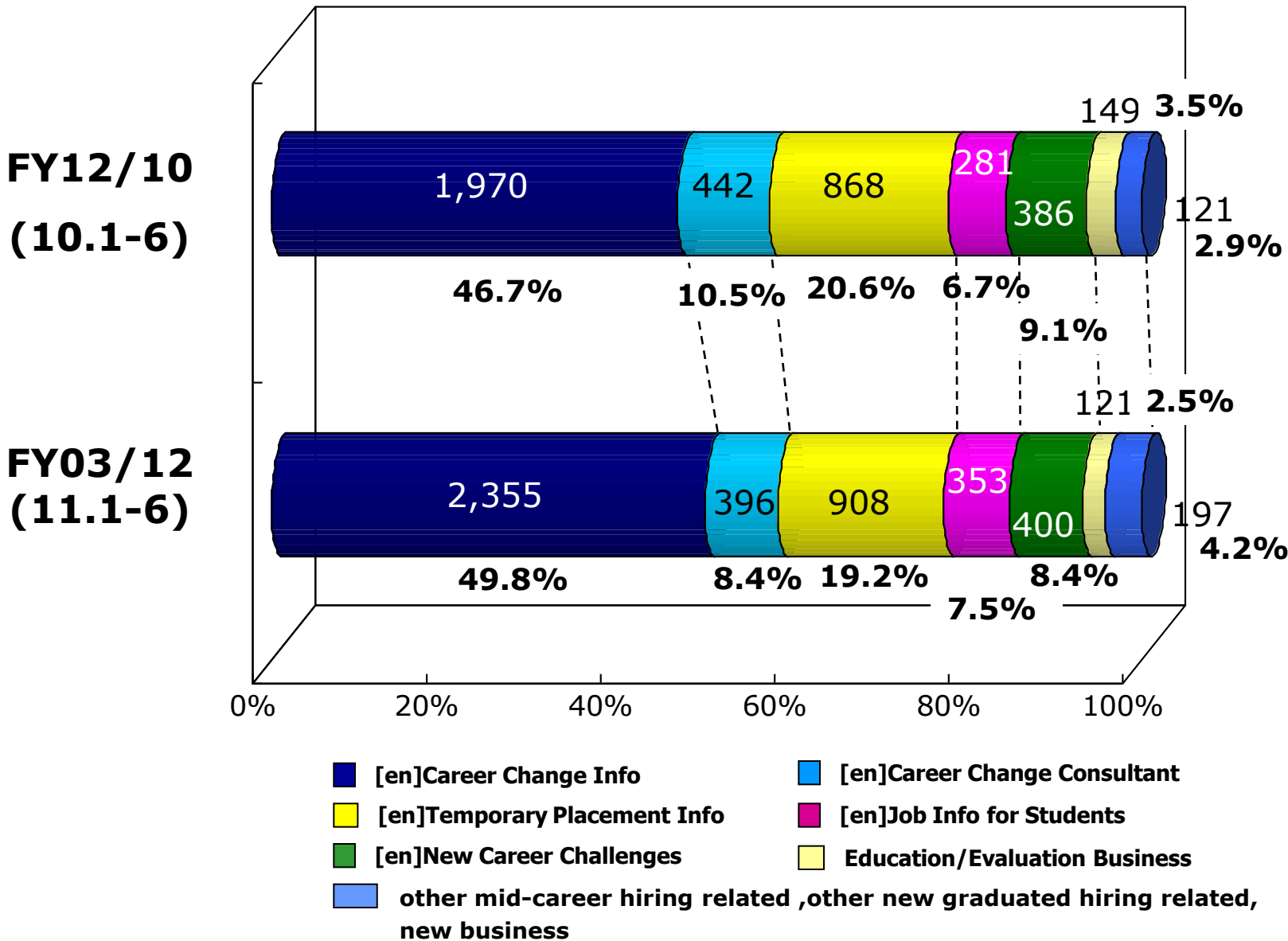
# The number of registered users (At the end of Jun, 2011)



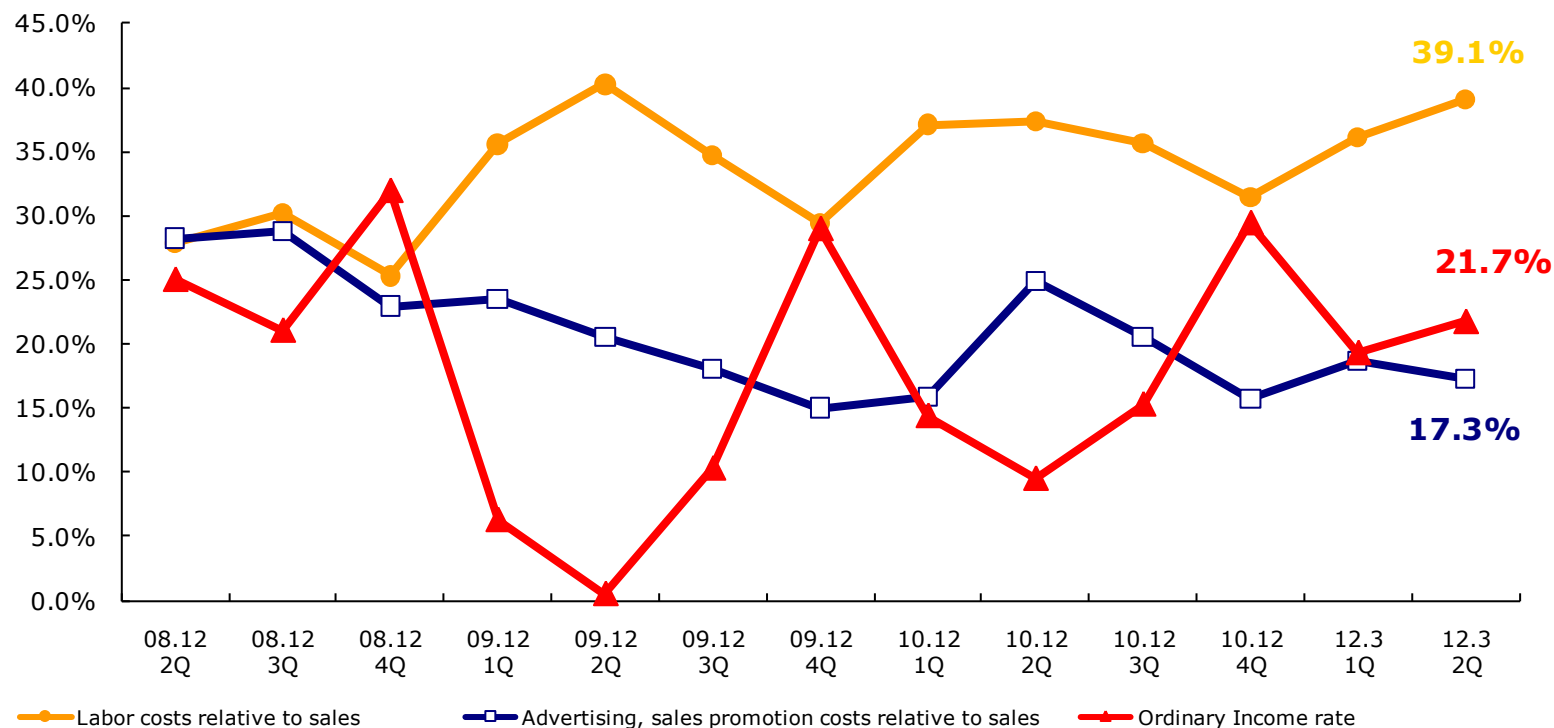
# Sales Breakdown by Product (Non-consolidated)



(million yen)



# Labor costs relative sales and Advertising, sales promotion costs (Non-consolidated)

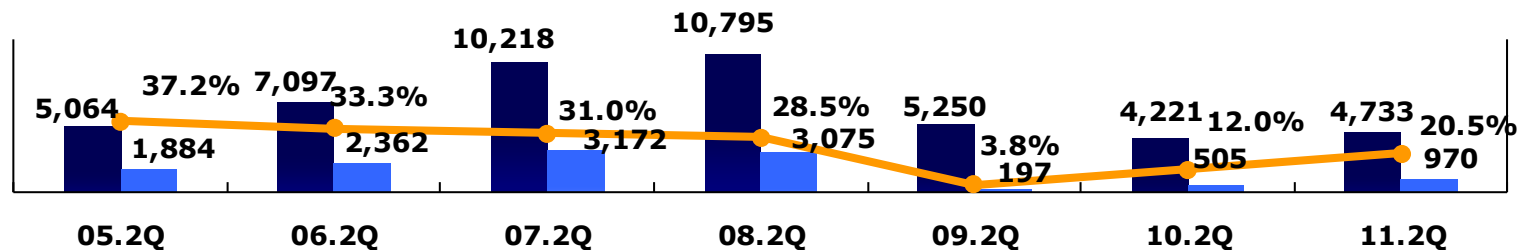


	12/08 Q2	12/08 Q3	12/08 Q4	12/09 Q1	12/09 Q2	12/09 Q3	12/09 Q4	12/10 Q1	12/10 Q2	12/10 Q3	12/10 Q4	03/12 Q1	03/12 Q2
Ordinary Income (million yen)	1,311	1,039	1,791	186	10	232	782	304	200	342	828	466	503
Ordinary Income rate	25.0%	21.1%	32.0%	6.3%	0.5%	10.3%	29.0%	14.4%	9.5%	15.3%	29.5%	19.3%	21.7%
Labor costs (million yen)	1,464	1,490	1,414	1,055	920	783	793	786	786	799	884	873	905
Labor costs relative to sales	28.0%	30.2%	25.3%	35.6%	40.2%	34.7%	29.4%	37.1%	37.4%	35.6%	31.4%	36.1%	39.1%
Ad, SP costs (million yen)	1,479	1,420	1,286	696	470	408	404	336	523	460	441	452	401
Ad, SP costs relative to sales	28.2%	28.8%	23.0%	23.5%	20.6%	18.1%	15.0%	15.9%	24.9%	20.5%	15.7%	18.7%	17.3%

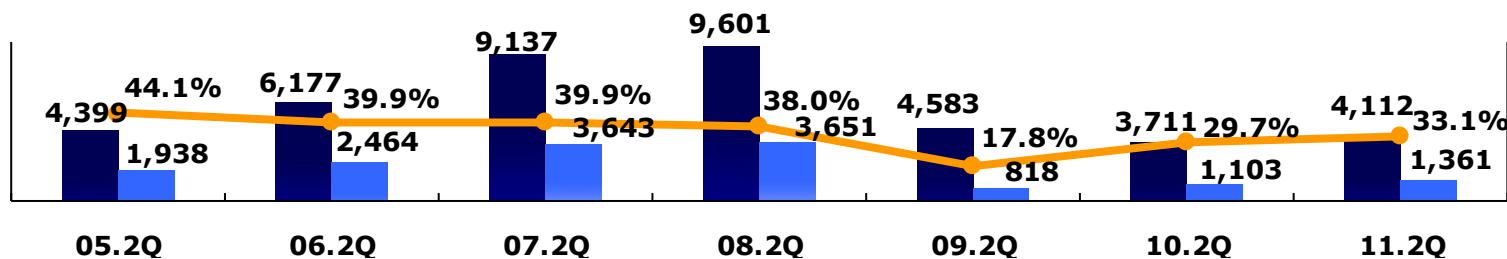
# FY03/12 Term Segment performance (Non-consolidated)



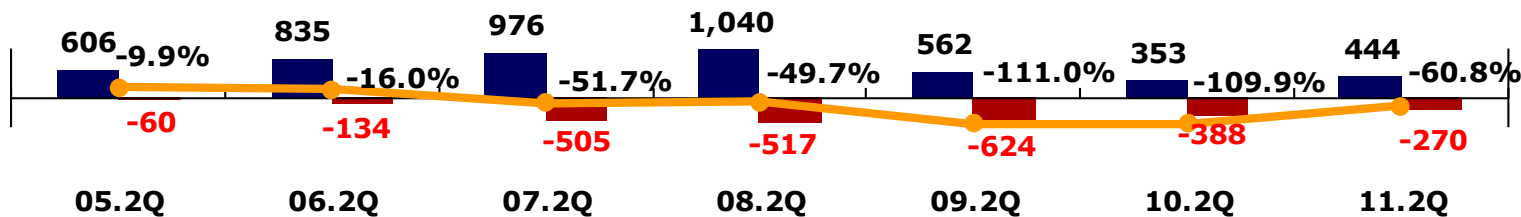
## Company-wide



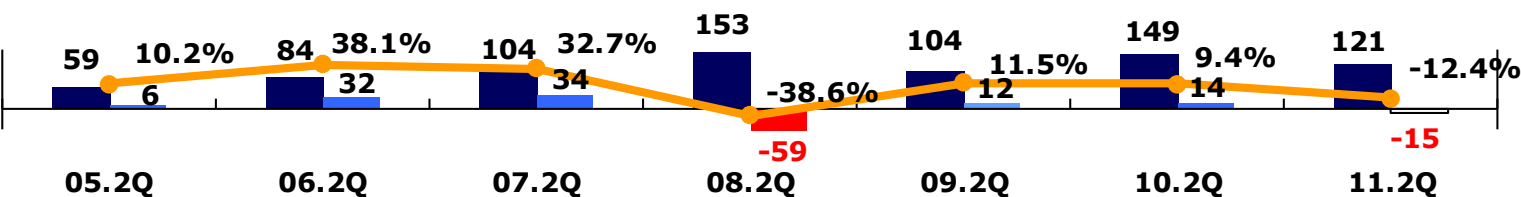
## Mid-career hiring business



## New graduate hiring business



## Education/Evaluation business



Net Sales  
(million  
yen)

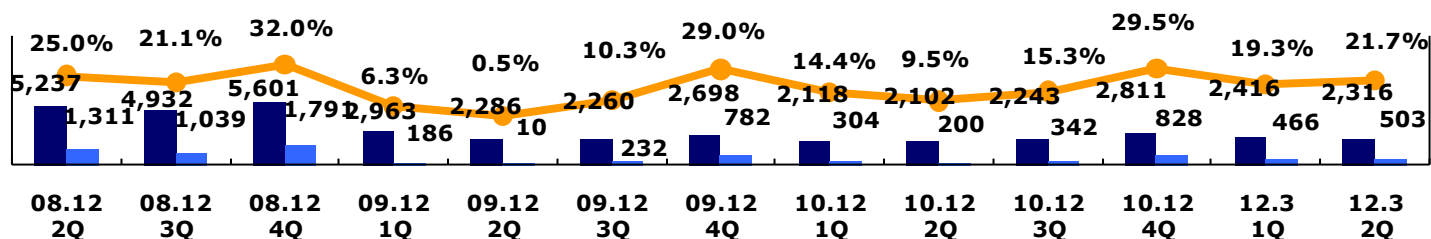
Ordinary  
Income  
(million  
yen)

Ordinary  
Income  
Rate

# Transition of Quarter Segment Performance (Non-consolidated)

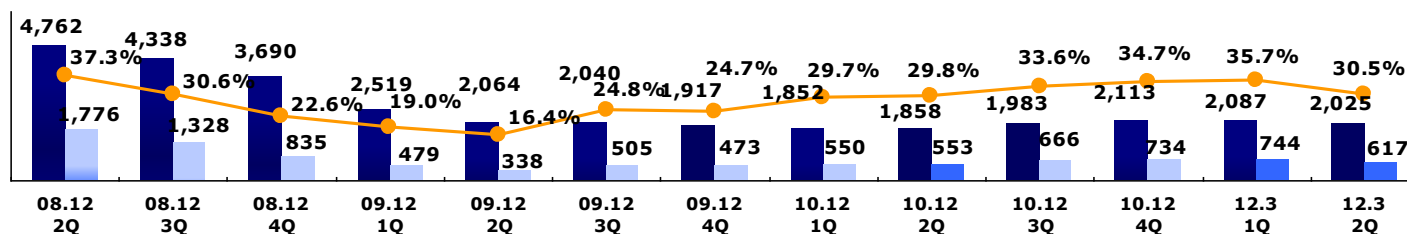


## Company-wide



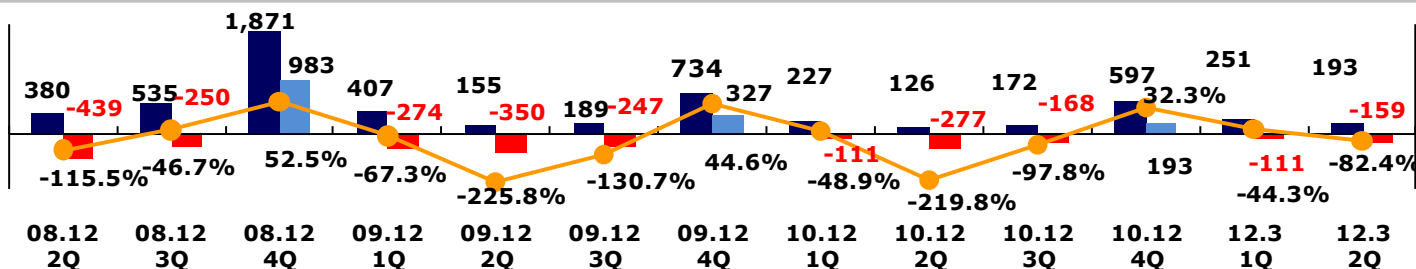
Net Sales  
(million yen)

## Mid-career hiring business



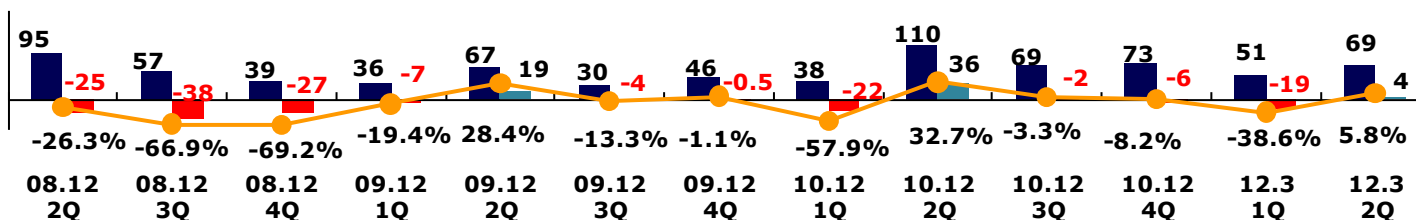
Ordinary Income  
(million yen)

## New graduate hiring business

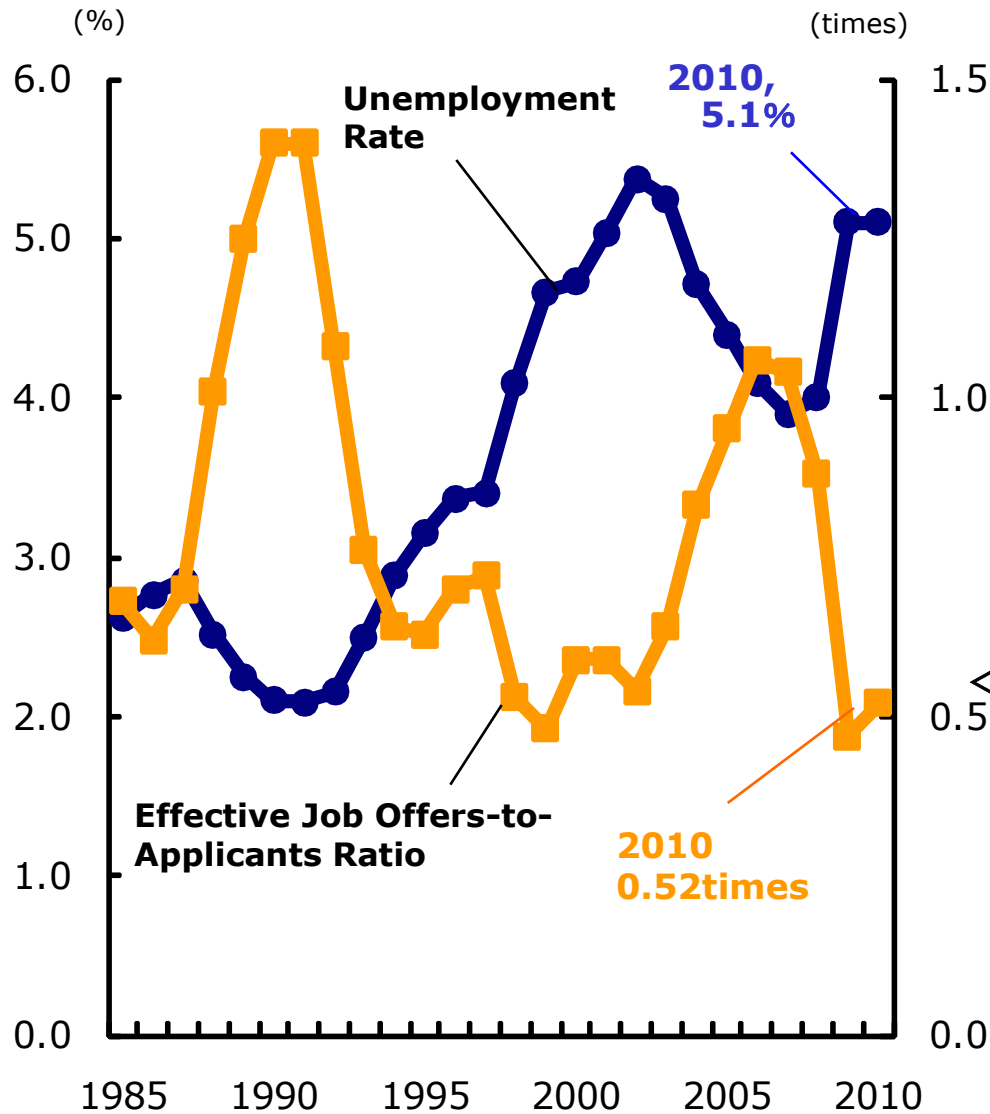


Ordinary Income Rate

## Education/Evaluation business



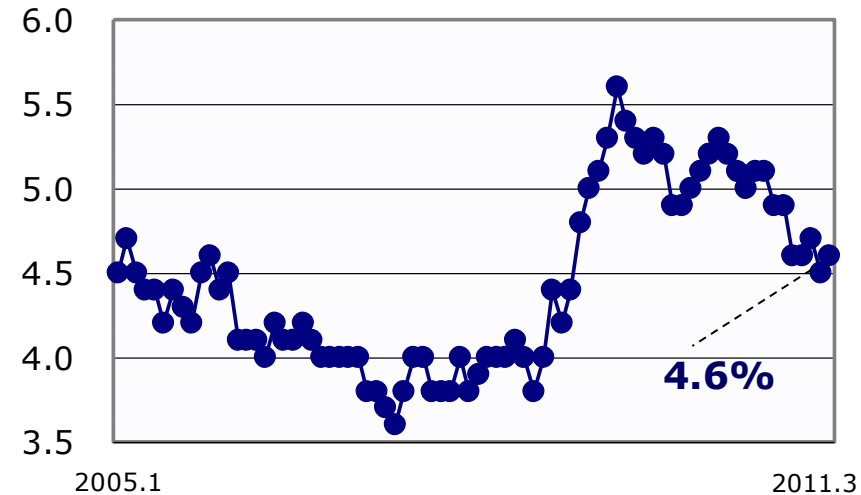
# Effective Job Offers-to-Applicants Ratio ,Unemployment Rate



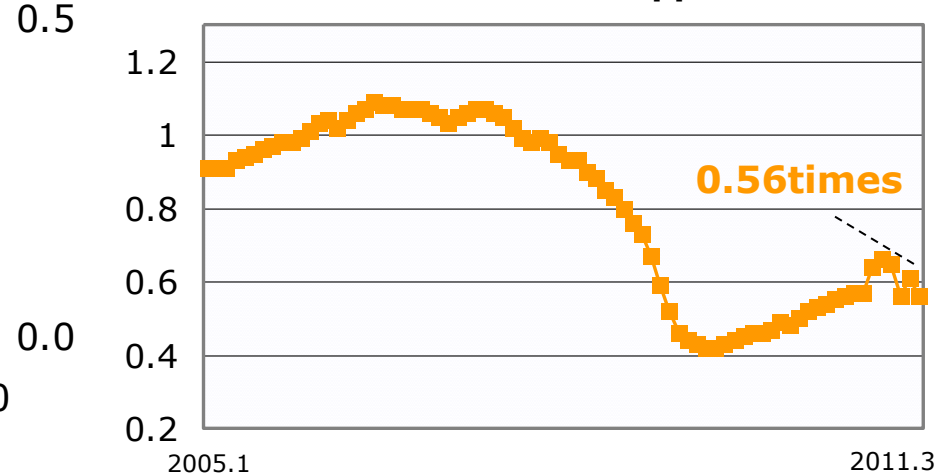
•Figures represent average yearly figures

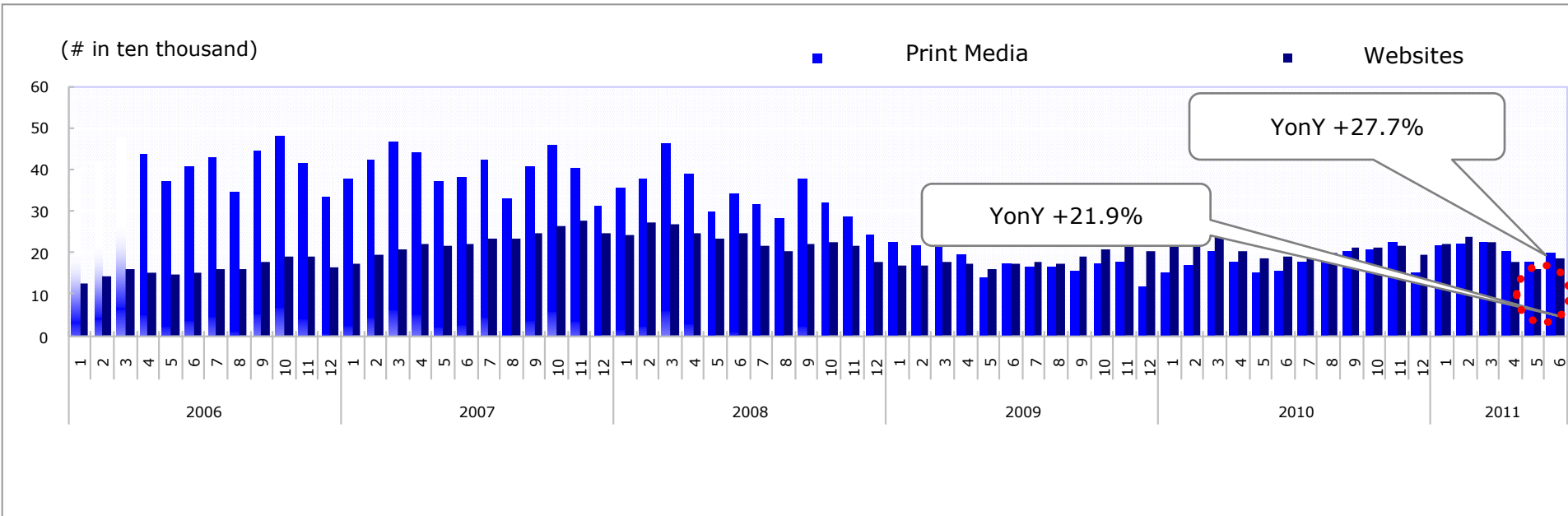
•Source: Health, Labor and Welfare Ministry , Ministry of Public Management, Home Affairs, Posts and Telecommunications Statistics Bureau

## <Latest Unemployment Rate>



## <Latest Effective Job Offers-to-Applicants Ratio>





Source: Association of Job Information of Japan "Job Advertisement Numbers" (Jun. 2011)

\* Survey of 52 domestic companies

(Prior to March 2007, survey of 64 companies,

Apr 2007 to Mar 2008, survey of 66 companies,

Apr 2008 to Mar 2009, survey of 64 companies,

Apr 2009 to Mar 2010, survey of 62 companies,

Apr 2010 to Mar 2011, survey of 59 companies,

Apr 2011 to Jun 2011, survey of 52 companies)



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