

3rd Quarter of Fiscal 2013 Earnings Review



February 8 ,2013
en-japan Inc.

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3Q FY2013

Operating Results

Summary

< Market Environment >

The economic outlook for the future remained uncertain, due to the sovereign debt crisis in Europe and economic slowdowns in emerging countries, although corporate production activities and individual consumption were on a moderate recovery track, backed by restoration demand associated with the Great East Japan Earthquake.

The recruitment environment is showing signs of recovery, with the effective ratio of job offers in December 2012 going up from the month before.

< Sales > 3rd Quarter : ¥3.8bn. The first nine months: ¥10.2bn.

Overall net sales were as planned, due to the strong performance of en world Japan K.K. backed by the robust recruiting demand among global companies, although some business segments fell short of the plan.

< Operating Income > 3rd Quarter : ¥1.0bn. The first nine months: ¥2.3bn.

Operating income exceeded the plan as a result of delaying the use of some expenses after revising the staff recruitment plan and promotion schedule.

[3Q FY2013 Results]

Consolidated Income Statement

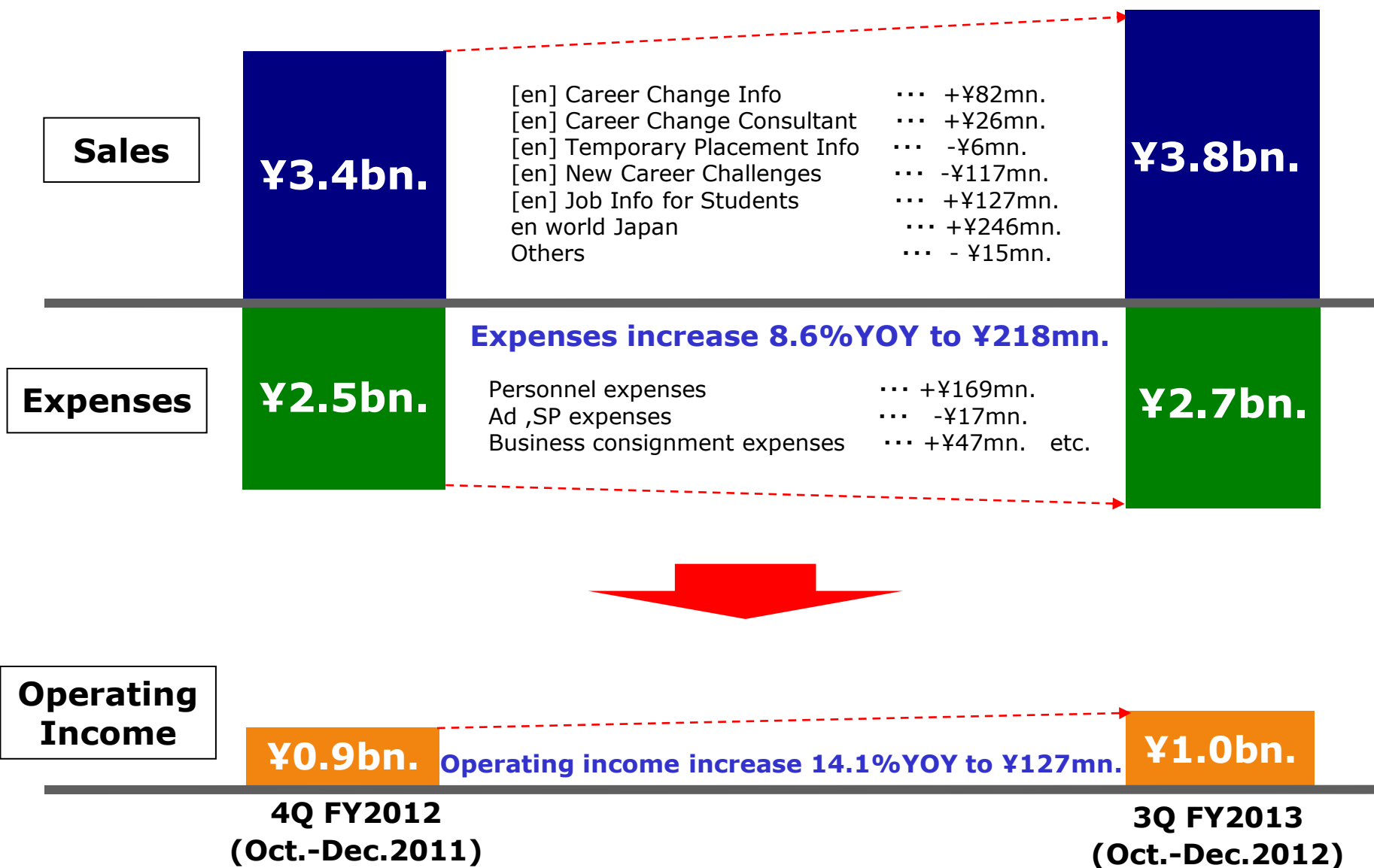


	4Q FY2012 (Oct.-Dec.2011)			3Q FY2013 (Oct.-Dec.2012)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
Net Sales	3,454	100.0%	2.8%	3,801	100.0%	10.0%
Cost of Sales	486	14.1%	0.3%	501	13.2%	3.2%
Personnel	210	6.1%	15.1%	223	5.9%	6.1%
Other	275	8.0%	-8.7%	278	7.3%	1.0%
Gross Profit	2,968	85.9%	3.2%	3,299	86.8%	11.2%
SGA(Sales,general &administrative)	2,062	59.7%	6.1%	2,265	59.6%	9.9%
Personnel	1,128	32.7%	6.9%	1,284	33.8%	13.9%
Advertising, sales promotion	482	14.0%	8.6%	464	12.2%	-3.6%
Other	451	13.1%	1.7%	515	13.6%	14.1%
Operating income	906	26.2%	-2.8%	1,034	27.2%	14.1%
Ordinary income	913	26.5%	-2.1%	1,044	27.5%	14.3%
Net income	498	14.4%	6.8%	653	17.2%	31.0%

[3Q FY2013 Results] Operating Results Changing Factor (Consolidated)



Net Sales increase 10.0% YOY to ¥346mn.



[FY2013 Results] Consolidated Income Statement



	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	9,459	100.0%	10,236	100.0%	8.2%
Cost of Sales	1,421	15.0%	1,425	13.9%	0.2%
Personnel	588	6.2%	640	6.3%	8.7%
Other	833	8.8%	785	7.7%	-5.8%
Gross Profit	8,038	85.0%	8,811	86.1%	9.6%
SGA (Sales, general & administrative)	5,957	63.0%	6,495	63.5%	9.0%
Personnel	3,365	35.6%	3,753	36.7%	11.5%
Advertising, sales promotion	1,285	13.6%	1,230	12.0%	-4.3%
Other	1,305	13.8%	1,512	14.8%	15.8%
Operating income	2,081	22.0%	2,316	22.6%	11.3%
Ordinary income	1,986	21.0%	2,403	23.5%	20.9%
Net income	1,013	10.7%	1,459	14.3%	44.1%

[3Q FY2013 Results]

Operating Results Changing Factor(Consolidated)



Net Sales increase 8.2% YOY to ¥776mn.

Sales	¥9.4bn.	<div>[en] Career Change Info ... +¥258mn.</div> <div>[en] Career Change Consultant ... +¥62mn.</div> <div>[en] Temporary Placement Info ... -¥58mn.</div> <div>[en] New Career Challenges ... -¥163mn.</div> <div>[en]Job Info for Students ... +¥153mn.</div> <div>Education/Evaluation Business ... +¥71mn.</div> <div>en world Japan ... +¥537mn.</div> <div>Others ... -¥43mn.</div>	¥10.2bn.
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Expenses	¥7.3bn.	<p>Expenses increase 7.3%YOY to ¥541mn.</p> <div>Personnel expenses ... +¥438mn.</div> <div>Business consignment expenses ... +¥98mn.</div> <div>Rent expense ... +¥58mn.</div> <div>Depreciation expense ... -¥95mn. etc.</div>	¥7.9bn.
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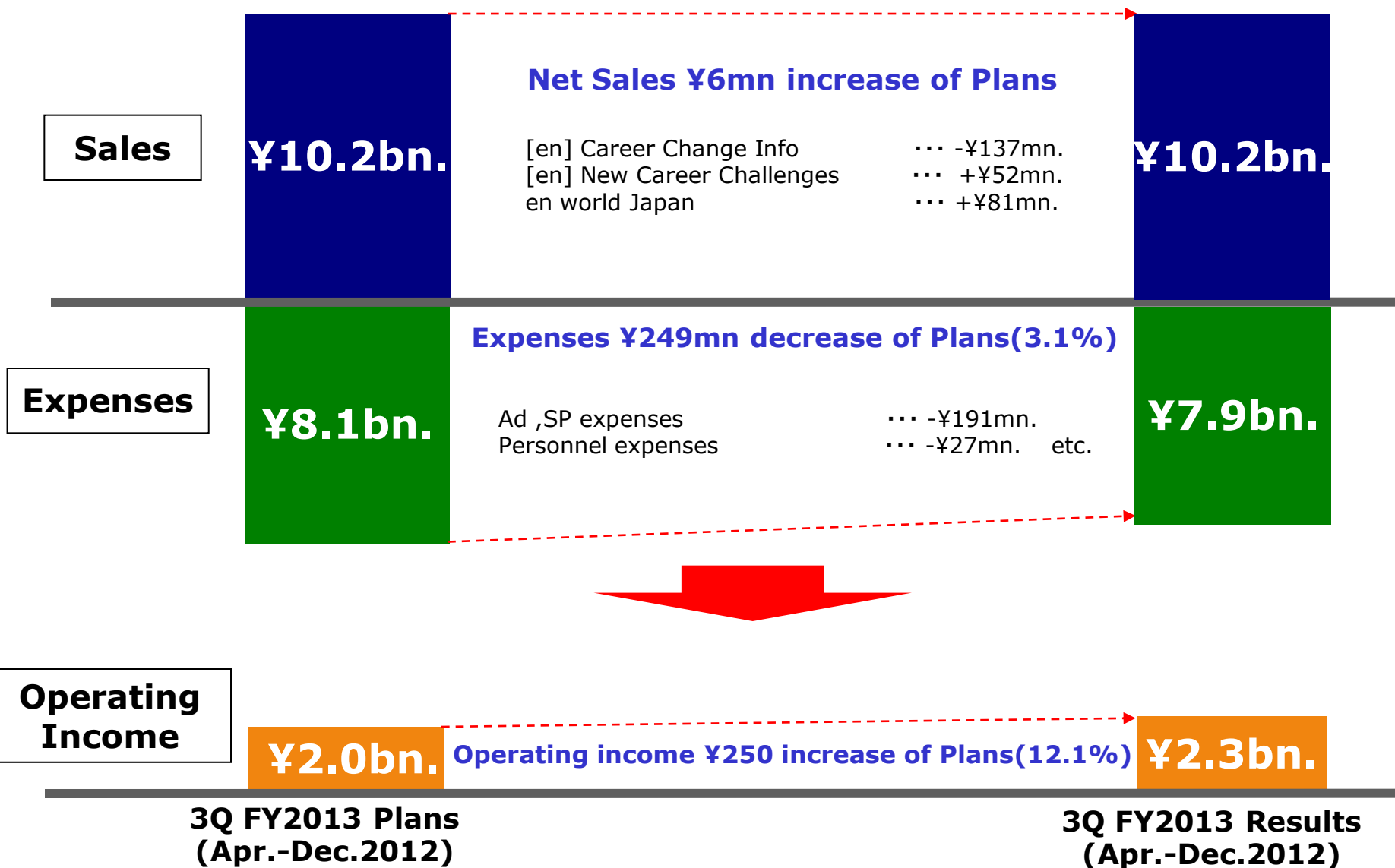


Operating
Income

¥2.0bn.	Operating income increase 11.3%YOY to ¥234mn.	¥2.3bn.
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Reference:
FY2012
(Apr.-Dec.2011)

FY2013
(Apr.-Dec.2012)



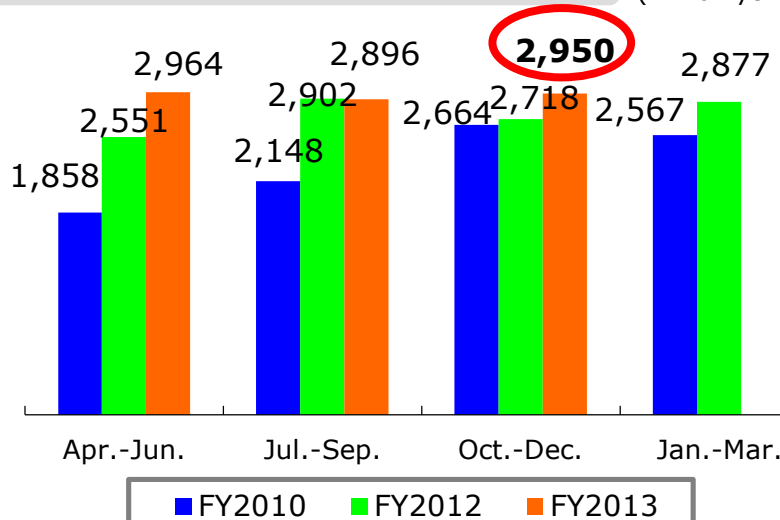
3Q FY2013

Operating Results Summary

-Summary of Segment Information -

Quarterly Sales Trend

(million yen)

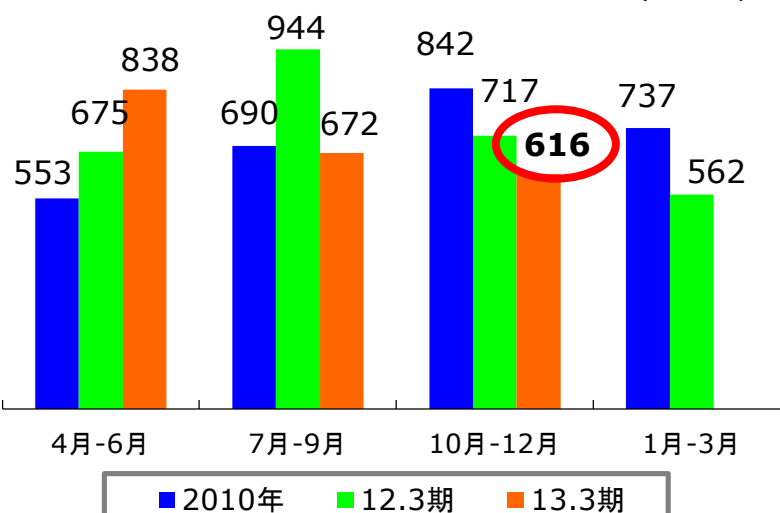


Market Environment

- Companies continued to have strong hiring needs in general, although the trend weakened in December partly due to seasonal factors.
- Given the revision to the Temporary Staffing Services Act, more temporary staffing companies considered changing their business model.
- The hiring needs of global companies remained at a high level in all sectors.

Quarterly Operating Income Trend

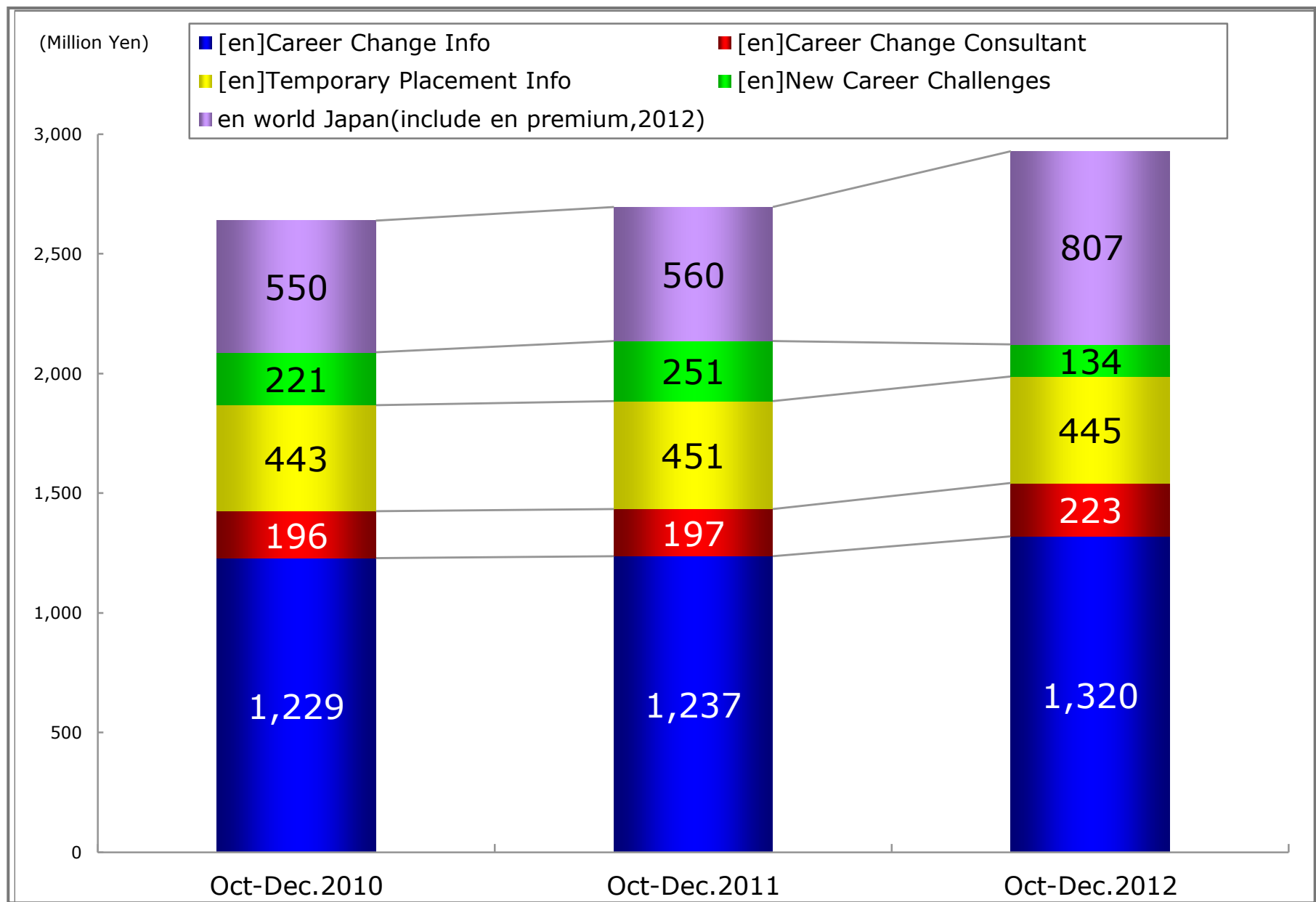
(million yen)



Overview of 3Q FY2013

- In [en] Career Change Info, product lineups of contingent-fee-type job advertising were expanded.
- The number of business office listings on [en] Temporary Placement Info increased, thanks to the successful sales strategy.
- en world Japan's results exceeded those of the year before, due to the favorable performance of the "en premium" service that began in August plus the strong contribution from the mid-hire staff members.

Mid Career Hiring Business –Sales Breakdown by Product–



[3Q FY2013 Results]

Income Statement – Mid-Career Hiring Business



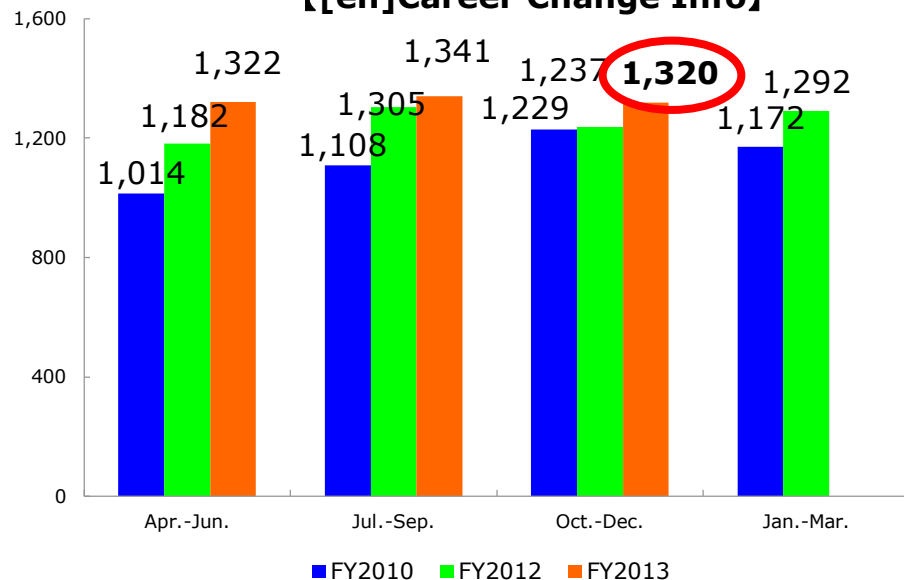
	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	8,172	100.0%	8,811	100.0%	7.8%
Cost of Sales	908	11.1%	996	11.3%	9.7%
Gross Profit	7,264	88.9%	7,814	88.7%	7.6%
SGA (Sales, general & administrative)	4,926	60.3%	5,687	64.6%	15.5%
Personnel	2,799	34.3%	3,273	37.2%	16.9%
Advertising, sales promotion	1,057	12.9%	1,108	12.6%	4.8%
Other	1,069	13.1%	1,305	14.8%	22.1%
Operating income	2,337	28.6%	2,127	24.1%	-9.0%

- ◆ Mid-Career Hiring Business: [en] Career Change Info, [en] Career Change Consultant, [en] Temporary Placement Info, [en] New Career Challenges, en world Japan(Include WING), other mid-career hiring related

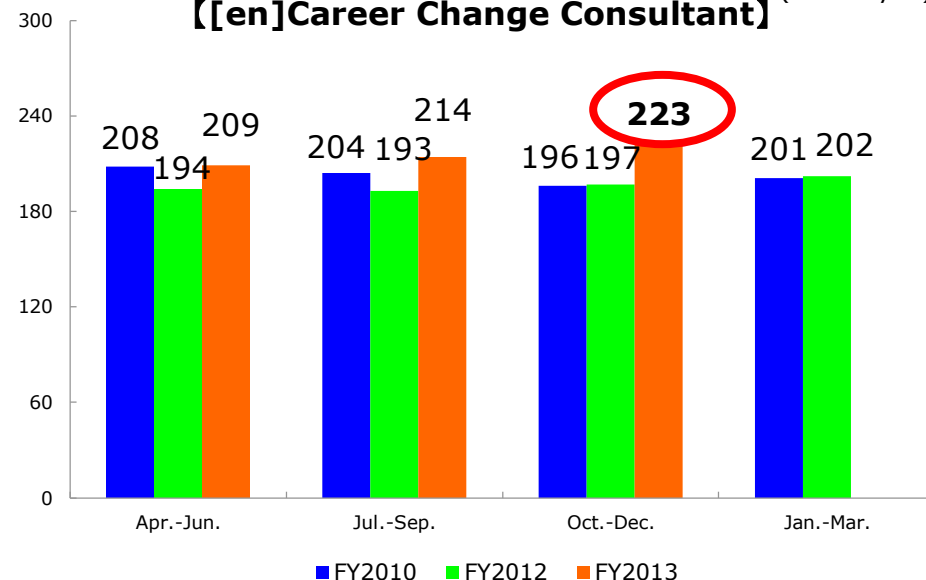
Mid Career Hiring Business -Sales breakdown by Website-



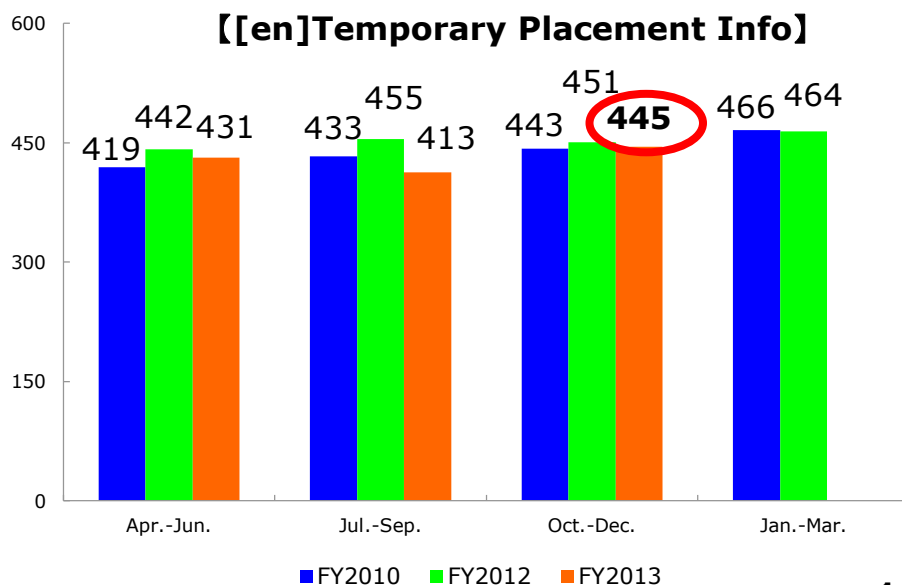
[[en]Career Change Info]



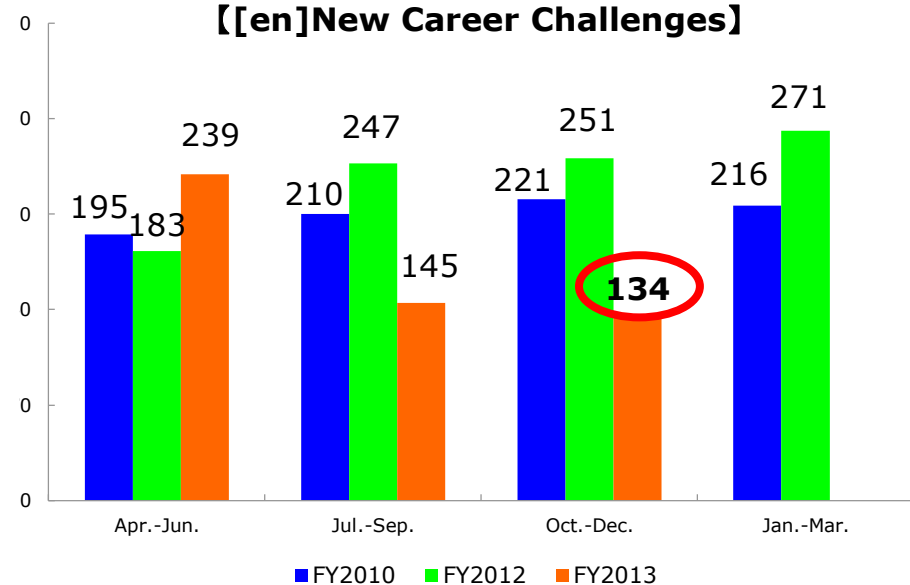
[[en]Career Change Consultant] (million yen)



[[en]Temporary Placement Info]

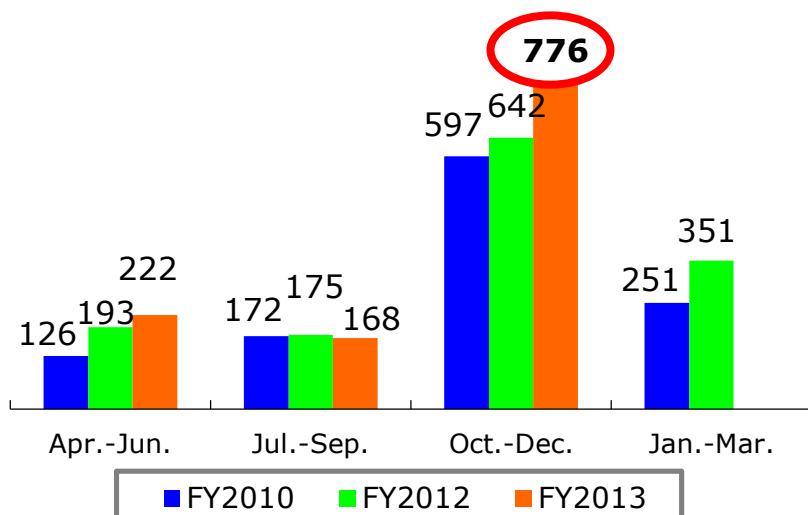


[[en]New Career Challenges]



Quarterly Sales Trend

(million Yen)

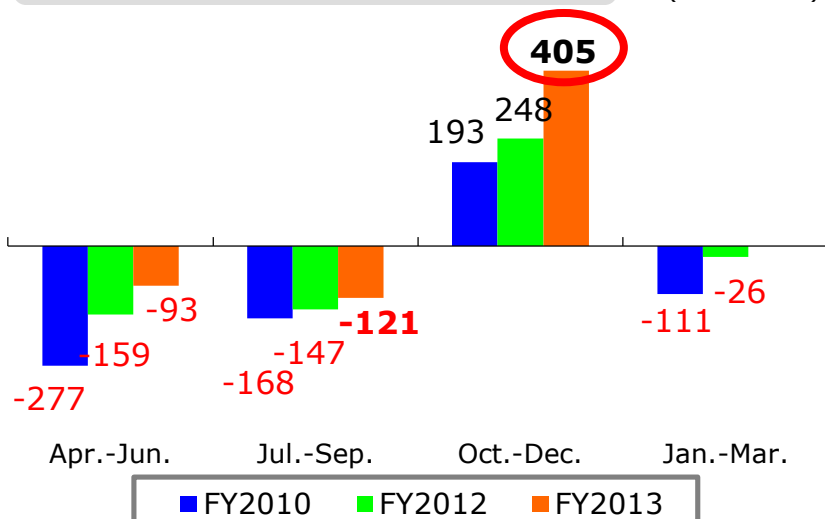


Market Environment

- Companies show strong needs to hire new graduates for FY2014.
- As many companies had difficulty securing the target number of hires for FY2013, some companies are initiating hiring activities for FY2014 earlier than they did a year earlier.

Quarterly Operating Income Trend

(million Yen)



Overview of 3Q FY2013

- Sales of special features offered via the FY2014 edition site were strong.
- Companies put priority on securing the target number of hires, resulted in favorable sales of sites and events. However, process products faced difficulties.

[3Q of FY2013 Results]

Income Statement – New Graduate Hiring Business

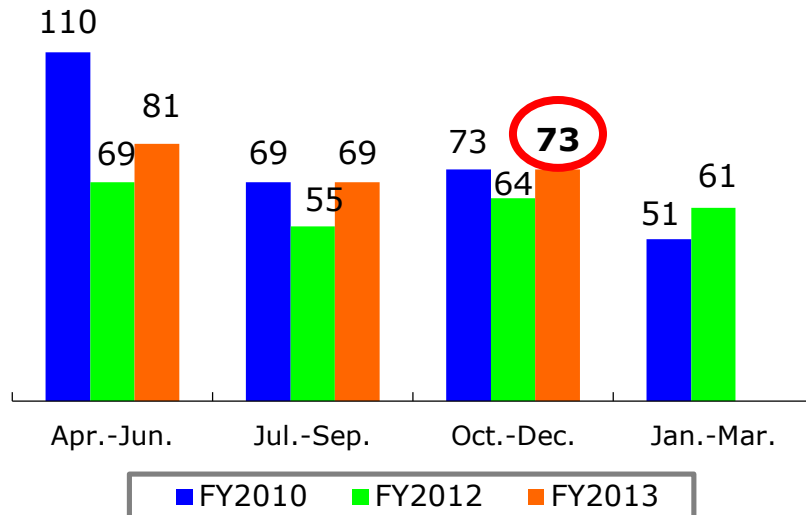


	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	1,011	100.0%	1,167	100.0%	15.5%
Cost of Sales	366	36.2%	353	30.2%	-3.6%
Gross Profit	644	63.8%	814	69.8%	26.4%
SGA (Sales,general &administrative)	703	69.6%	624	53.5%	-11.2%
Personnel	408	40.4%	370	31.7%	-9.3%
Advertising, sales promotion	120	12.0%	94	8.1%	-22.1%
Other	174	17.2%	160	13.7%	-8.3%
Operating income	-59	-5.8%	190	16.3%	-

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

Quarterly Sales Trend

(million Yen)

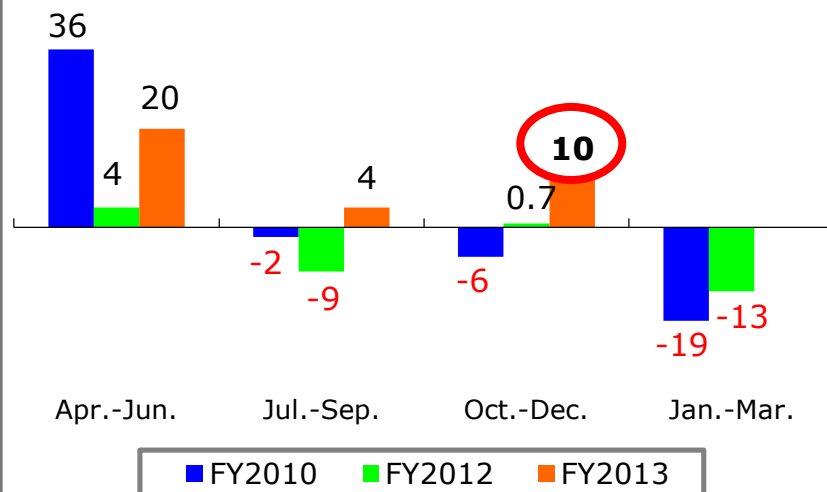


Market Environment

- As companies continue to be heavily occupied with their business activities, their eagerness to invest in employee education has yet to recover.
- Competition is intensifying as more companies are reinforcing the flat-rate training service, due to the sluggish growth of the conventional collective training service.

Quarterly Operating Income Trend

(million Yen)



Overview of 3Q FY2013

- Began preparations for providing the flat-rate training service, en-College, in regional areas (plan to start operation in the next period).
- Sales activities were strengthened with the aim of capturing new orders for en-College in the next period.
- Sales of new testing products were strong.

[3Q of FY2013 Results]

Income Statement – Education/Evaluation Business



	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	189	100.0%	224	100.0%	18.1%
Cost of Sales	53	28.4%	53	24.0%	-0.4%
Gross Profit	136	71.6%	170	76.0%	25.4%
SGA (Sales,general &administrative)	140	73.9%	134	60.1%	-3.9%
Personnel	102	54.2%	92	41.3%	-9.9%
Advertising, sales promotion	1	0.6%	3	1.4%	170.9%
Other	36	19.0%	38	17.4%	7.6%
Operating income	-4	-2.2%	35	15.9%	-

Forecast for Full-Year FY2013

Forecast for Full-year FY2013 (Consolidated)



	FY2012 (Jan.2011-Mar.2012)		FY2013 (Apr.2012-Mar.2013)			Reference: 12months FY2012 (Apr.2011-Mar.2012)		
	(million yen)	% of sales	(million yen)	% of sales	vs.FY2012 /difference	(million yen)	% of sales	vs.FY2013 /difference
Net Sales	15,687	100.0%	13,770	100.0%	-12.2%	12,790	100.0%	7.7%
Cost of Sales	2,393	15.3%	2,034	14.8%	-15.0%	1,936	15.1%	5.0%
Personnel	979	6.2%	913	6.6%	-6.8%	804	6.3%	13.6%
Other	1,414	9.0%	1,121	8.1%	-20.7%	1,132	8.9%	-1.0%
Gross Profit	13,294	84.7%	11,735	85.2%	-11.7%	10,854	84.9%	8.1%
SGA(Sales,general &administrative)	10,246	65.3%	9,035	65.6%	-11.8%	8,312	65.0%	8.7%
Personnel	5,670	36.1%	5,051	36.7%	-10.9%	4,571	35.7%	10.5%
Advertising, sales promotion	2,366	15.1%	1,949	14.2%	-17.6%	1,910	14.9%	2.0%
Other	2,209	14.1%	2,035	14.8%	-7.9%	1,830	14.3%	11.2%
Operating income	3,047	19.4%	2,700	19.6%	-11.4%	2,541	19.9%	6.2%
Ordinary income	2,884	18.4%	2,800	20.3%	-2.9%	2,424	19.0%	15.5%
Net income	1,135	7.2%	1,530	11.1%	34.7%	963	7.5%	58.8%

Forecast for Full-year FY2013 (Consolidated)

-Business Segment-



(million yen)

Mid Career Hiring Business					
	FY2012 (Jan.2011-Mar.2012) (A)	FY2013 (Apr.2012-Mar.2013) Forecast (B)	(B)/(A)-1	Reference FY2012 (Apr.2011-Mar.2012) (C)	(B)/(C)-1
Net Sales	13,617	11,970	-12.1%	11,049	8.3%
Operating Income	3,637	2,650	-27.1%	2,899	-8.6%
Operating income rate(%)	26.7%	22.1%		26.2%	

New Graduate Hiring Business					
	FY2012 (Jan.2011-Mar.2012) (A)	FY2013 (Apr.2012-Mar.2013) Forecast (B)	(B)/(A)-1	Reference FY2012 (Apr.2011-Mar.2012) (C)	(B)/(C)-1
Net Sales	1,614	1,460	-9.5%	1,362	7.2%
Operating Income	-197	30	-	-85	-
Operating income rate(%)	-12.2%	2.1%		-6.2%	

Education/Evaluation Business					
	FY2012 (Jan.2011-Mar.2012) (A)	FY2013 (Apr.2012-Mar.2013) Forecast (B)	(B)/(A)-1	Reference FY2012 (Apr.2011-Mar.2012) (C)	(B)/(C)-1
Net Sales	303	300	-1.0%	251	19.5%
Operating Income	-37	20	-	-17	-
Operating income rate(%)	-12.2%	6.7%		-6.8%	

Forecast for Full-year FY2013 (Consolidated) –Website-



(million yen)

	Sales						
Mid Career Hiring Business	FY2012 (Jan.2011-Mar.2012) (A)	FY2013 (Apr.2012-Mar.2013) Revised Forecast (B)	(B)/(A)-1	FY2013 (Apr.2012-Mar.2013) Previous Forecast (C)	(B)/(C)-1	Reference FY2012 (Apr.2011-Mar.2012) (D)	(B)/(D)-1
[en]Career Change Info	6,190	5,750	-7.1%	5,900	-2.5%	5,017	14.6%
[en]Career Change Consultant	989	880	-11.0%	850	3.5%	787	11.8%
[en]Temporary Placement Info	2,280	1,720	-24.6%	1,820	-5.5%	1,814	-5.2%
[en]New Career Challenges	1,170	560	-52.1%	510	9.8%	953	-41.2%
[en]Women's Work	-	20		80	-75.0%	-	

	Sales						
New Graduate Hiring Business	FY2012 (Jan.2011-Mar.2012) (A)	FY2013 (Apr.2012-Mar.2013) Forecast (B)	(B)/(A)-1	FY2013 (Apr.2012-Mar.2013) Previous Forecast (C)	(B)/(C)-1	Reference FY2012 (Apr.2011-Mar.2012) (D)	(B)/(D)-1
[en]Job Info for Students	1,399	1,290	-7.8%	1,290	0.0%	1,204	7.1%

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.

FY2012

- Dividends (Results) **¥1,850**
- Payment Ratio **38.0%**

FY2013

- Dividends Projection **¥1,950**
- Payment Ratio **29.8%**

(Reference) Non-consolidated financial statements

[3Q of FY2013 Results]

Non-Consolidated Income Statement



	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	7,700	100.0%	7,949	100.0%	3.2%
Cost of Sales	1,133	14.7%	1,107	13.9%	-2.3%
Personnel	303	3.9%	328	4.1%	8.1%
Other	829	10.8%	778	9.8%	-6.1%
Gross Profit	6,567	85.3%	6,842	86.1%	4.2%
SGA (Sales, general & administrative)	4,754	61.7%	4,870	61.3%	2.4%
Personnel	2,456	31.9%	2,542	32.0%	3.5%
Advertising, sales promotion	1,275	16.6%	1,214	15.3%	-4.8%
Other	1,022	13.3%	1,113	14.0%	9.0%
Operating income	1,812	23.5%	1,971	24.8%	8.7%
Ordinary income	1,769	23.0%	2,087	26.3%	18.0%
Net income	993	12.9%	1,328	16.7%	33.6%

[3Q of FY2013 Results] Operating Results Changing Factor(Non-Consolidated)



Net Sales increase 3.2%YOY to ¥248mn.

Net Sales

¥7.7bn.

[en] Career Change Info ... +¥258mn.
 [en] Career Change Consultant ... +¥62mn.
 [en] Temporary Placement Info ... -¥58mn.
 [en] New Career Challenges ... -¥163mn.
 [en] Job Info for Students ... +¥153mn.
 Education/Evaluation Business ... +¥34mn.
 Others ... -¥38mn.

¥7.9bn.

Expenses

¥5.8bn.

Expenses increase 1.5%YOY to ¥90mn.

Personnel expenses ... +¥110mn.
 depreciation expense ... -¥99mn.
 Rent expenses ... +¥42mn.
 Business consignment expenses ... +¥74mn. etc.

¥5.9bn.

**Operating
Income**

¥1.8bn.

Operating income increase 8.7%YOY to ¥158mn.

¥1.9bn.

**Reference:
FY2012
(Apr.-Dec.2011)**

**FY2013
(Apr.-Dec.2012)**

[3Q of FY2013 Results]Non-Consolidated Income Statement —Mid Career Hiring Business



	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	6,411	100.0%	6,523	100.0%	1.7%
Cost of Sales	619	9.7%	678	10.4%	9.4%
Gross Profit	5,791	90.3%	5,844	89.6%	0.9%
SGA (Sales,general &administrative)	3,724	58.1%	4,063	62.3%	9.1%
Personnel	1,890	29.5%	2,062	31.6%	9.1%
Advertising, sales promotion	1,047	16.3%	1,092	16.8%	4.3%
Other	786	12.3%	907	13.9%	15.5%
Operating income	2,067	32.2%	1,781	27.3%	-13.8%

- ◆ 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

[3Q of FY2013 Results]Non-Consolidated Income Statement —New Graduate Hiring Business



	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	1,011	100.0%	1,167	100.0%	15.5%
Cost of Sales	366	36.2%	353	30.2%	-3.6%
Gross Profit	644	63.8%	814	69.8%	26.4%
SGA (Sales,general &administrative)	703	69.6%	624	53.5%	-11.2%
Personnel	408	40.4%	370	31.7%	-9.3%
Advertising, sales promotion	120	12.0%	94	8.1%	-22.1%
Other	174	17.2%	160	13.7%	-8.3%
Operating income	-59	-5.8%	190	16.3%	-

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

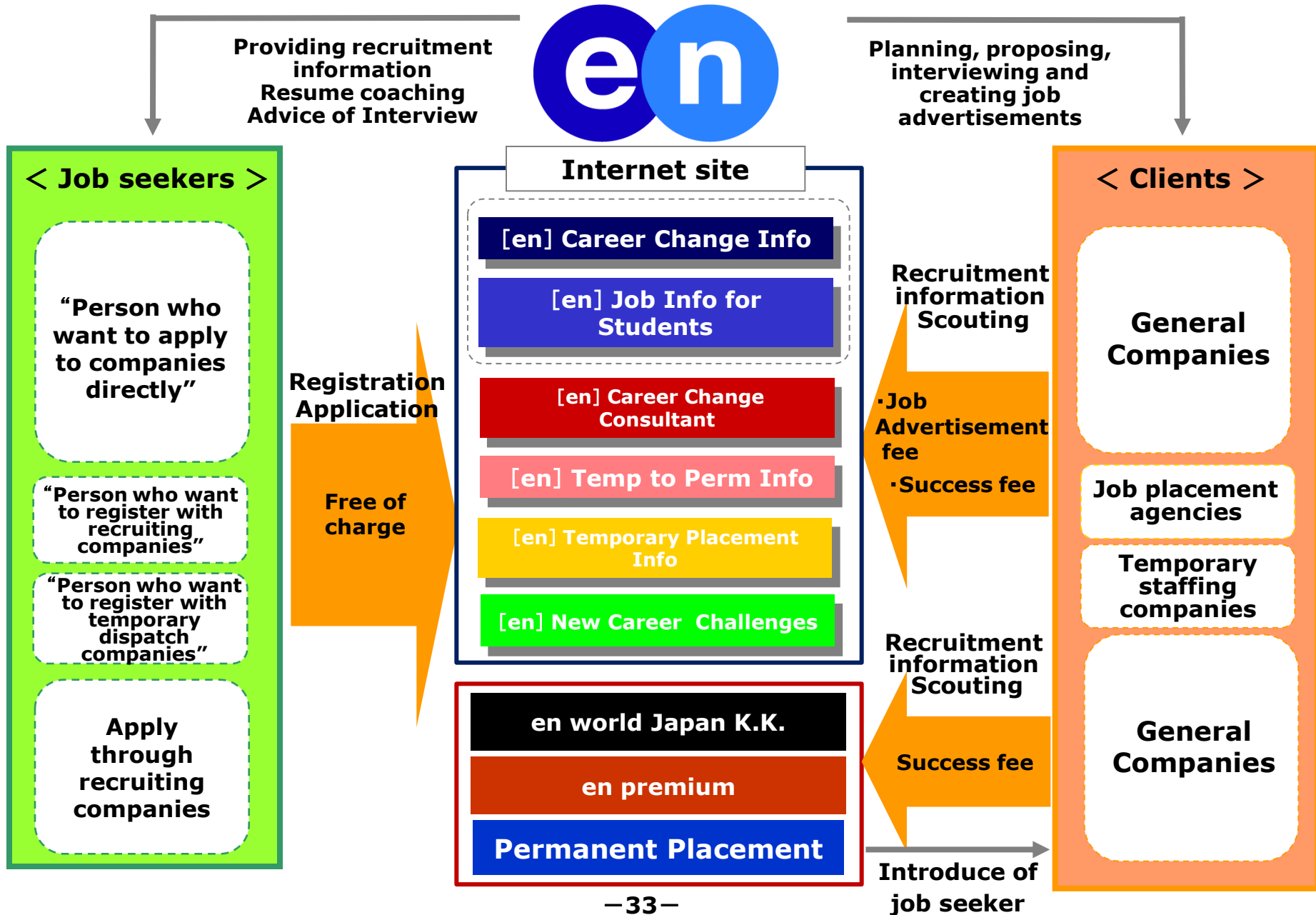
[3Q of FY2013 Results]Non-Consolidated Income Statement – Education/Evaluation Business





	(Reference):FY2012 (11.Apr.-Dec.)		FY2013 (12.Apr.-Dec.)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
Net Sales	189	100.0%	224	100.0%	18.1%
Cost of Sales	53	28.4%	53	24.0%	-0.4%
Gross Profit	136	71.6%	170	76.0%	25.4%
SGA (Sales, general & administrative)	140	73.9%	134	60.1%	-3.9%
Personnel	102	54.2%	92	41.3%	-9.9%
Advertising, sales promotion	1	0.6%	3	1.4%	171.0%
Other	36	19.0%	38	17.4%	7.6%
Operating income	-4	-2.2%	35	15.9%	-

en Appendix

【 Name 】	en-japan inc.
【 Establishment 】	January 14, 2000
【 Representatives 】	Michikatsu Ochi (Chairman) / Takatsugu Suzuki (President)
【 Headquarters 】	Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
【 Total Stockholder's Equity 】	JPY 14,118million (as of end of Dec. 2012)
【Stock Listing 】	Jasdaq
【Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 871, Non-consolidated 704 (as of end of Dec. 2012)
【 Number of Outstanding Shares】	246,142(as of end of Dec. 2012)
【 Business Description 】	(1) Internet job recruitment service (2) Job Placement (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development



< Mid Career Hiring Business >

Service	Share	Contents	Characteristics	Users	Clients
[en] Career Change Info [en]社会人の転職情報	40%	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> All information is provided through our reporting and photographing of each company Straightforward, detailed Career Change Info from perspective of job seekers 	<ul style="list-style-type: none"> 70% are in their 20s-mid-30s 70% are male All occupations 	General Companies Job placement agencies
[en] Career Change Consultant [en]転職コンサルタント	6%	Collective site for job placement agencies	<ul style="list-style-type: none"> Information on job placement agencies and their Career Change Info 5-level evaluation of job placement agencies(first in industry) High End Job Corner opened 	<ul style="list-style-type: none"> 60% are in their late 26-40 80% are male 	Job placement agencies
 ウィメンズワーク	—	Recruitment information site for females	<ul style="list-style-type: none"> A recruitment information site for females wishing to work as full-time regular employees. The site lists only such openings for “full-time employees or possible upgrade to full-time employee”. Offers a number of listings for office-work posts. 	<ul style="list-style-type: none"> 70% are in their late 20s-mid-30s 	Temporary staffing companies
[en] Temporary Placement Info [en]派遣のお仕事情報	15%	Collective site for temporary staffing companies	<ul style="list-style-type: none"> Temporary staffing company information and their Career Change Info Unique search category “Insistence INDEX” 	<ul style="list-style-type: none"> 80% are in their 20s-mid 30s 80% are female 	Temporary staffing companies
[en] New Career Challenges [en]チャレンジ!はた★らく	8%	Collective site for recruiting information	<ul style="list-style-type: none"> Recruiting site with the theme of “challenge” and “re-challenge” Job seekers can search by employment type: part-time, temporary placement, and full-time career A special section available to support females and graduates without jobs 	<ul style="list-style-type: none"> University students Graduates without jobs Housewives Permanent part-timers 	Temporary staffing companies
 en world	18%	Job placement agencies	<ul style="list-style-type: none"> Clients are foreign companies with sales, service, production and other sites in Japan and Japanese companies with global operations Handling Japanese-English bilingual middle management to executive level positions 		Foreign companies Japanese companies

< New Graduate Hiring Business >

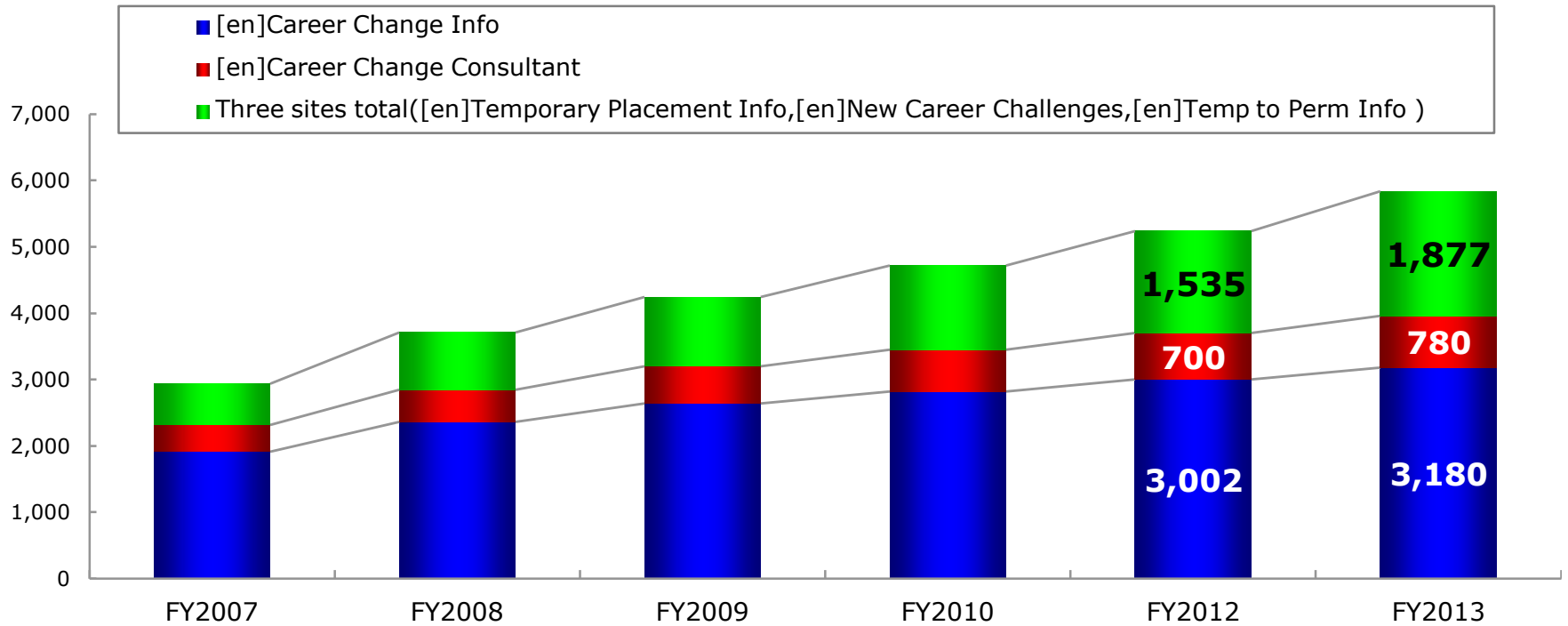
Service	Share	Contents	Characteristics	Users	Clients
[en] Job Info for Students [en]学生の就職情報	9%	Site for student employment information	<ul style="list-style-type: none"> Specializing in career information relating to strong medium-level, small-to-mid size and venture companies Presents the strengths of companies in five perspectives Detailed recruiting information based on own interviews and photo shooting en-japan's unique planning: "Research on Jobs of Professionals" 	<ul style="list-style-type: none"> University students Graduate students Junior college students 	General Companies

< Education/Evaluation Business >

Service	Share	Contents	Characteristics	Users
—	2%	Employee training Aptitude test development Personnel system development	<ul style="list-style-type: none"> Skill-enhancement training for personnel in charge of recruiting, and development and sales of screening tests Operation of En-College, a fixed-fee education service Development of personnel evaluation system aimed at maximizing competence of individuals 	General Companies

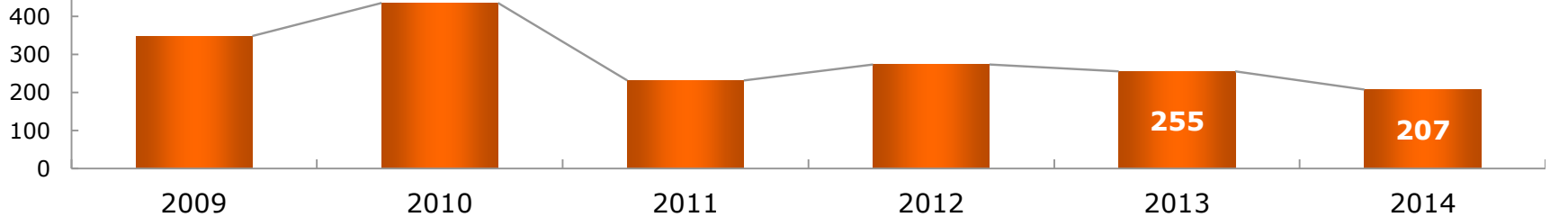
The number of registered users (At the end of Dec, 2012)

(thousand people)

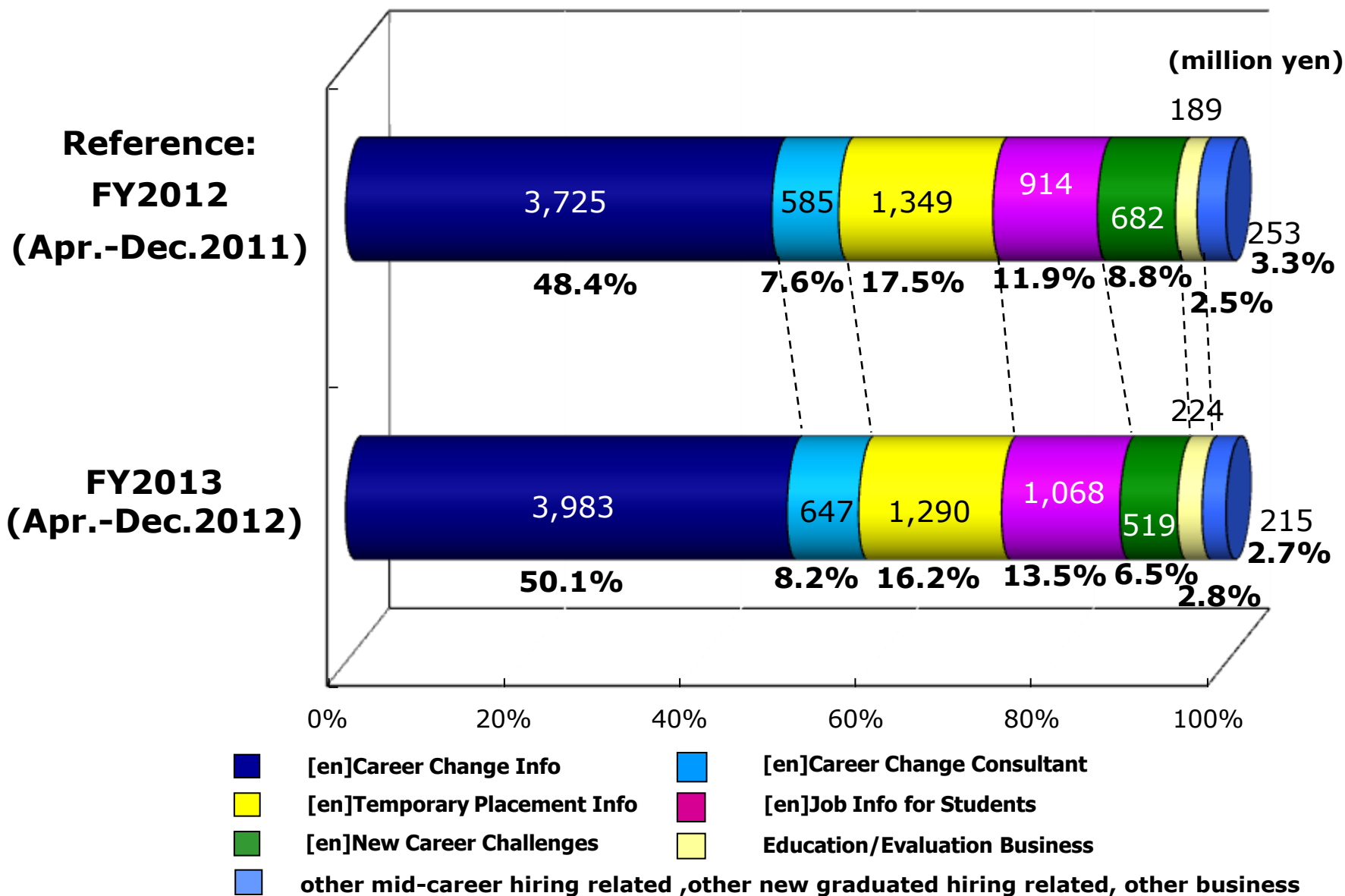


[en]Job Info for Students

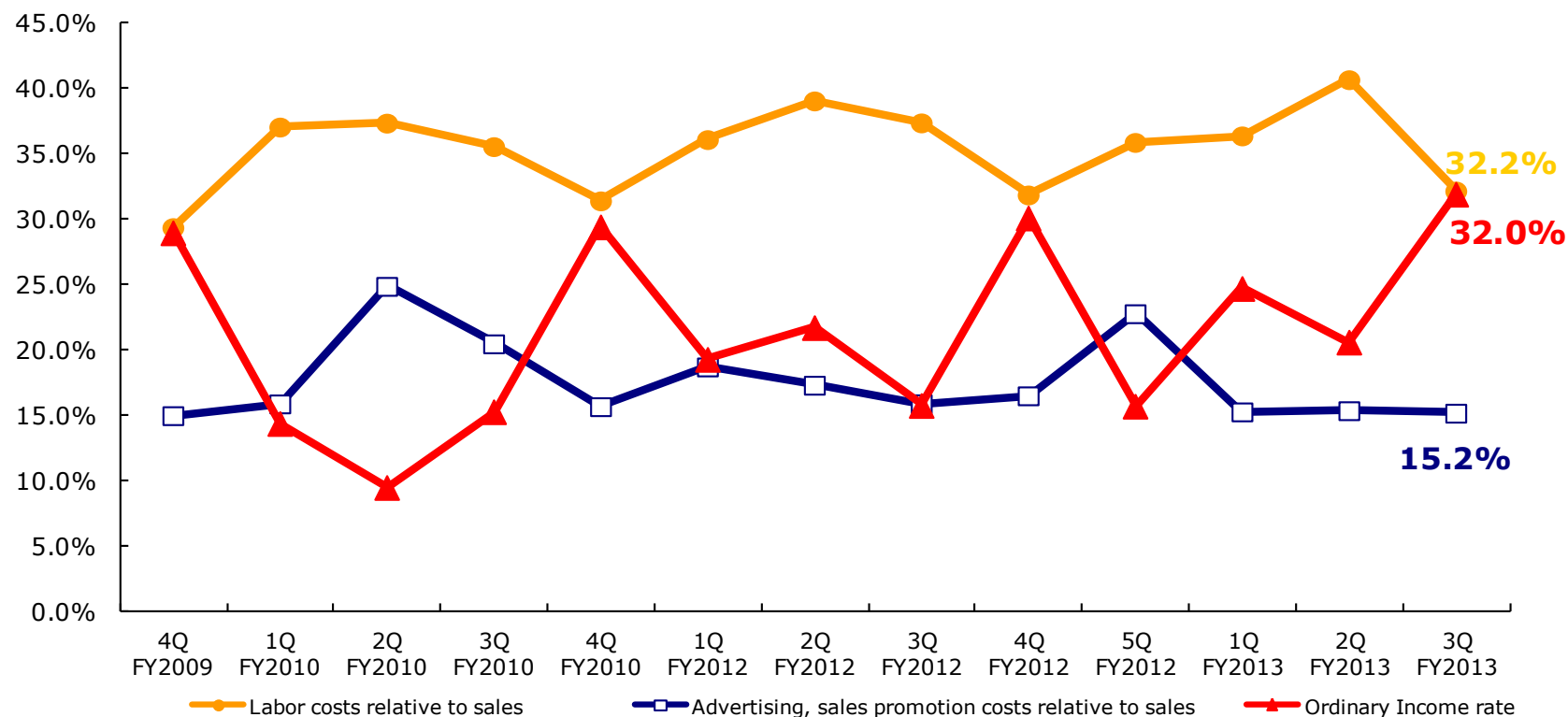
(thousand people)



Sales Breakdown by Product (Non-consolidated)



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

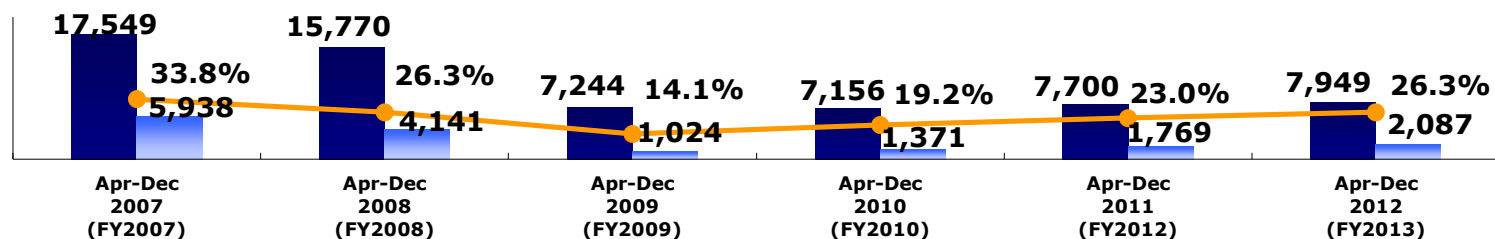


	4Q FY2009	1Q FY2010	2Q FY2010	3Q FY2010	4Q FY2010	1Q FY2012	2Q FY2012	3Q FY2012	4Q FY2012	5Q FY2012	1Q FY2013	2Q FY2013	3Q FY2013
Ordinary Income (million yen)	782	304	200	342	828	466	503	392	873	428	635	491	959
Ordinary Income rate	29.0%	14.4%	9.5%	15.3%	29.5%	19.3%	21.7%	15.8%	30.1%	15.7%	24.8%	20.7%	32.0%
Labor costs (million yen)	793	786	786	799	884	873	905	930	924	979	934	969	966
Labor costs relative to sales	29.4%	37.1%	37.4%	35.6%	31.4%	36.1%	39.1%	37.4%	31.9%	35.9%	36.4%	40.7%	32.2%
Ad, SP costs (million yen)	404	336	523	460	441	452	401	395	478	621	392	366	455
Ad, SP costs relative to sales	15.0%	15.9%	24.9%	20.5%	15.7%	18.7%	17.3%	15.9%	16.5%	22.8%	15.3%	15.4%	15.2%

Reference: Segment performance (Non-consolidated)

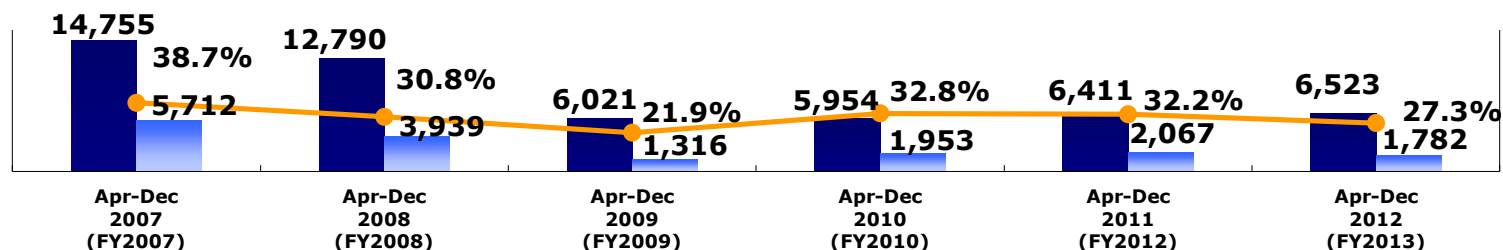


Company-wide



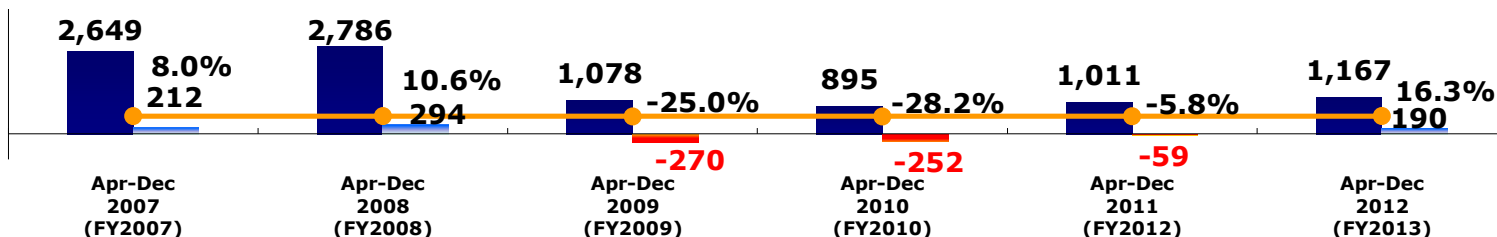
Net Sales
(million yen)

Mid-career hiring business



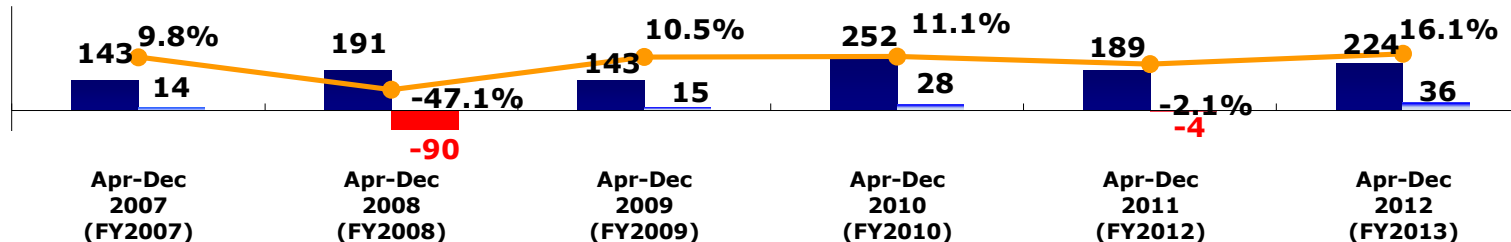
Ordinary Income
(million yen)

New graduate hiring business



Ordinary Income Rate

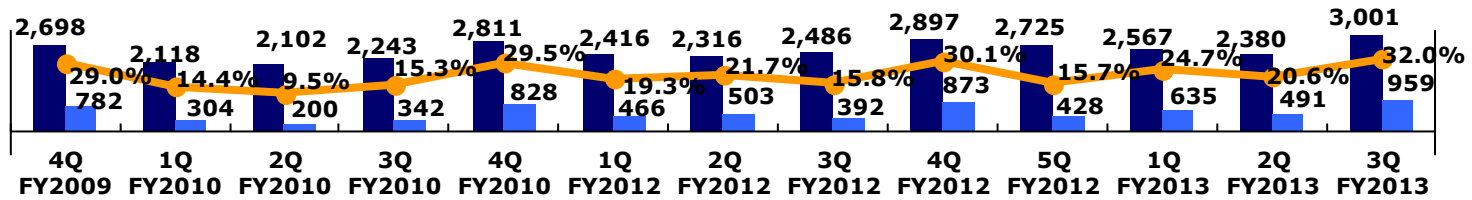
Education/Evaluation business



Transition of Quarter Segment Performance (Non-consolidated)

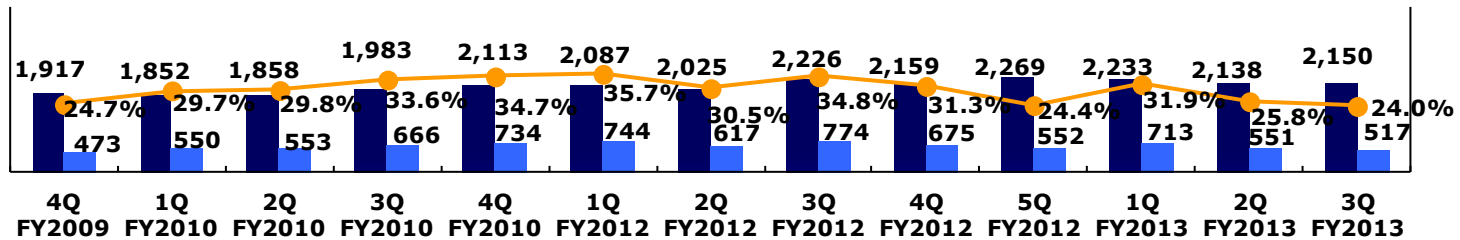


Company-wide



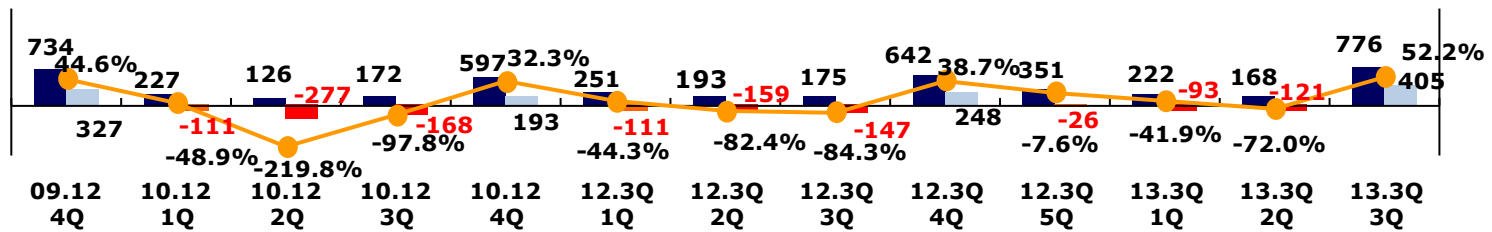
Net Sales
(million yen)

Mid-career hiring business



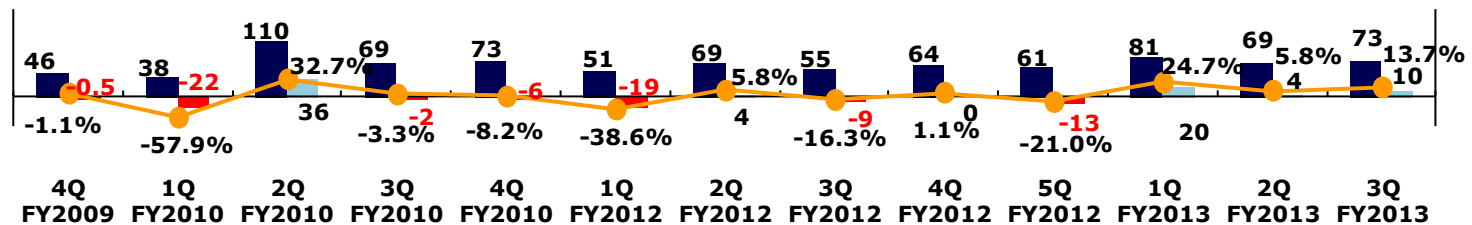
Ordinary Income
(million yen)

New graduate hiring business

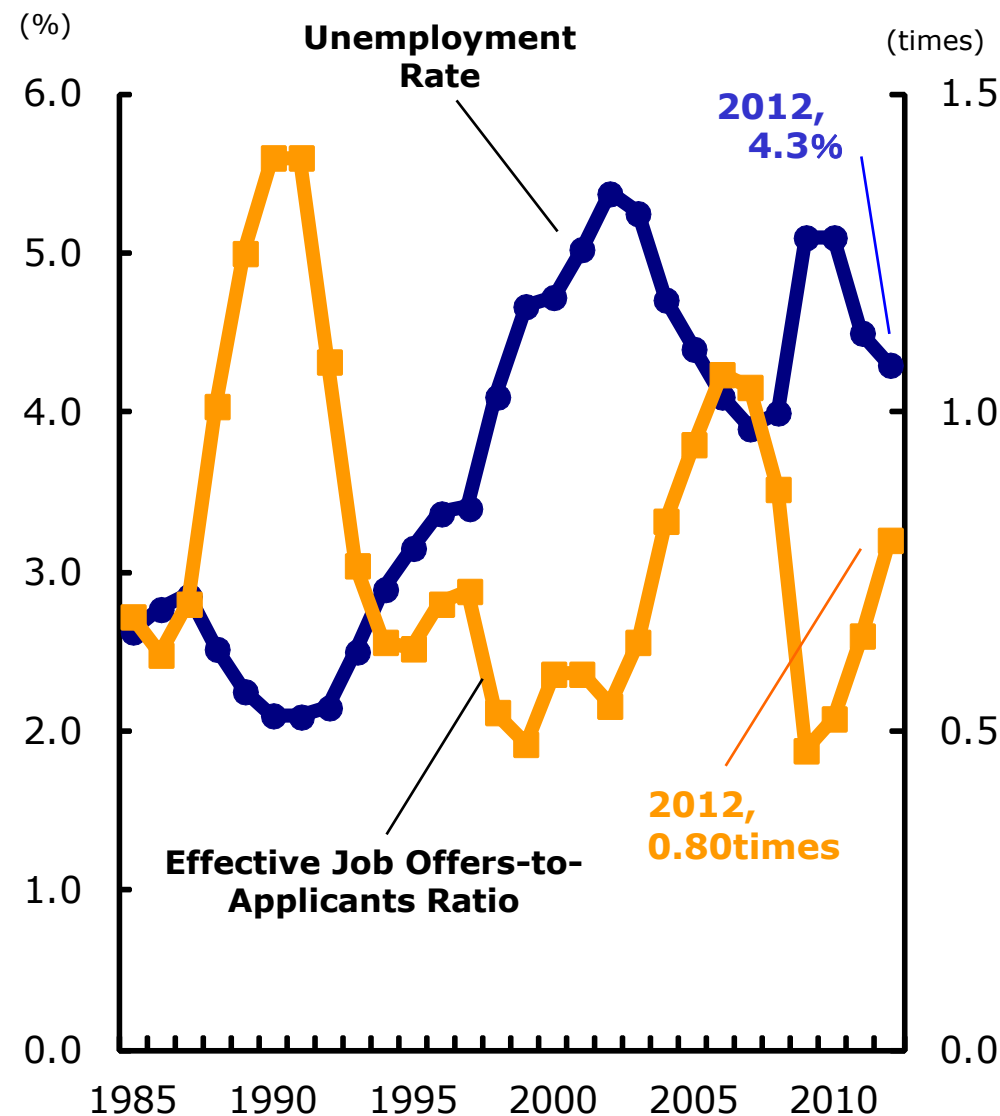


Ordinary Income Rate

Education/Evaluation business



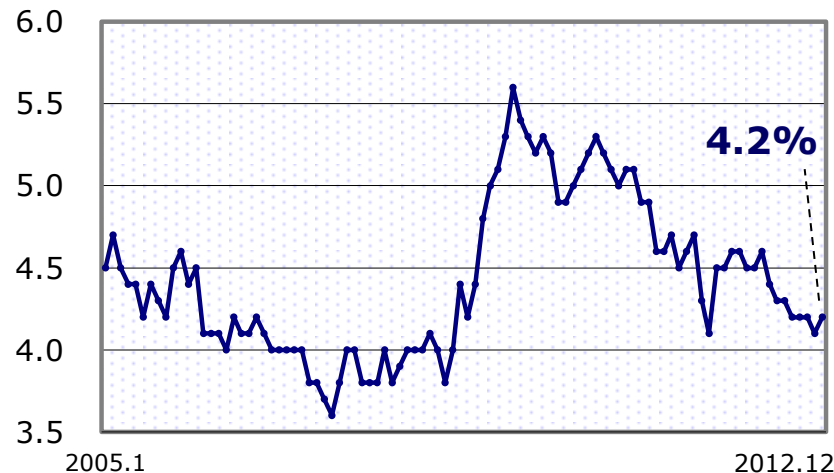
Effective Job Offers-to-Applicants Ratio ,Unemployment Rate



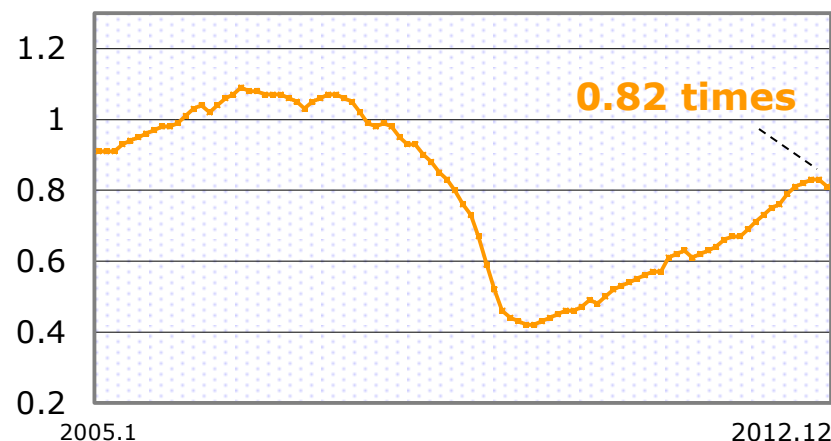
•Figures represent average yearly figures

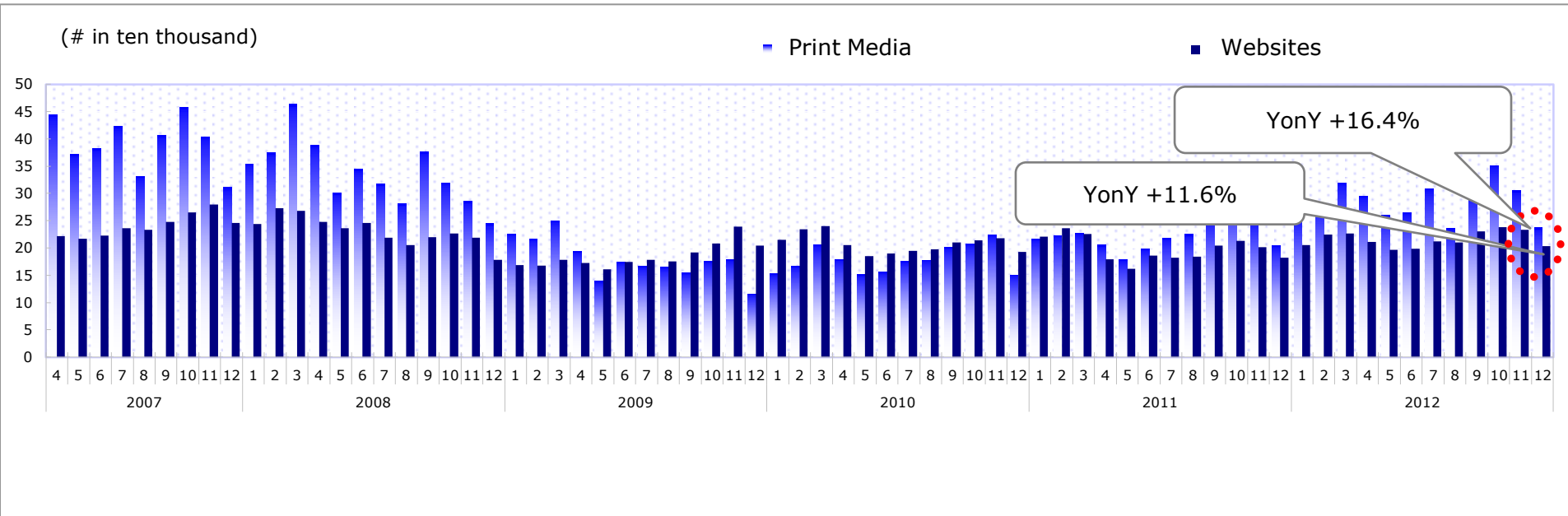
•Source: Health, Labor and Welfare Ministry , Ministry of Public Management, Home Affairs, Posts and Telecommunications Statistics Bureau

<Latest Unemployment Rate>



<Latest Effective Job Offers-to-Applicants Ratio>





Source: Association of Job Information of Japan "Job Advertisement Numbers" (Dec.2012)

* Survey of 50 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 Mar 2012, survey of 52 companies, Apr 2012~, survey of 50 companies)



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