

# **Fiscal 2014 Earnings Review**



**May 12th, 2014**  
**en-japan Inc.**

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**Basic Policy ①**

**Heighten the performance of the  
Job placement service**

**Basic Policy ②**

**Actively promote overseas  
businesses in Asia**

### **Shifting priority product from contingent-fee-type job advertising (SSS) to job placement service [en] PARTNER**

- **Establishing organizational and staff structures**
- **Securing minimum level of contracts and net sales**
- **Implementing promotional activities to enhance recognition**



**Succeeded in putting in place the foundations for growth in FY2015 and beyond**

## **Promoting M&A and other overseas activities in Asia**

- **Entry by M&A into new locations: Vietnam and Thailand**
- **Consolidating overseas subsidiaries effective FY2013**



**Further advanced overseas business activities but performance issues remain**

**Decision to terminate operation of  
[en] Job Info for Students**

- **Intensifying competition in operating environment**
- **Further diversification of job searching activities**



**Continue business based on new business model  
other than Website operation**

# **FY2014**

## **Operating Results**

### **Summary**

## < Market Environment >

The employment environment continued to remain on a recovery path throughout the year. The effective job offers-to-applicants ratio for March 2014 reached the 1.07 times level for the first time since June 2007.

## < Sales > : ¥16.8bn. (up 23.5% YOY basis)

Net sales increased as a result of consolidating several subsidiaries during the fiscal year, on top of the favorable performance of job advertisements under [en] Career Change Info and strong results achieved by our subsidiary, en world Japan K.K.

## < Operating Income > : ¥3.4bn.(up 23.6% YOY basis)

Operating income increased as higher net sales absorbed various expenses, including personnel expenses and advertising & sales promotion expenses.



# FY2014 Income Statement (Companywide : Consolidated)



※1 en-japan+en world japan

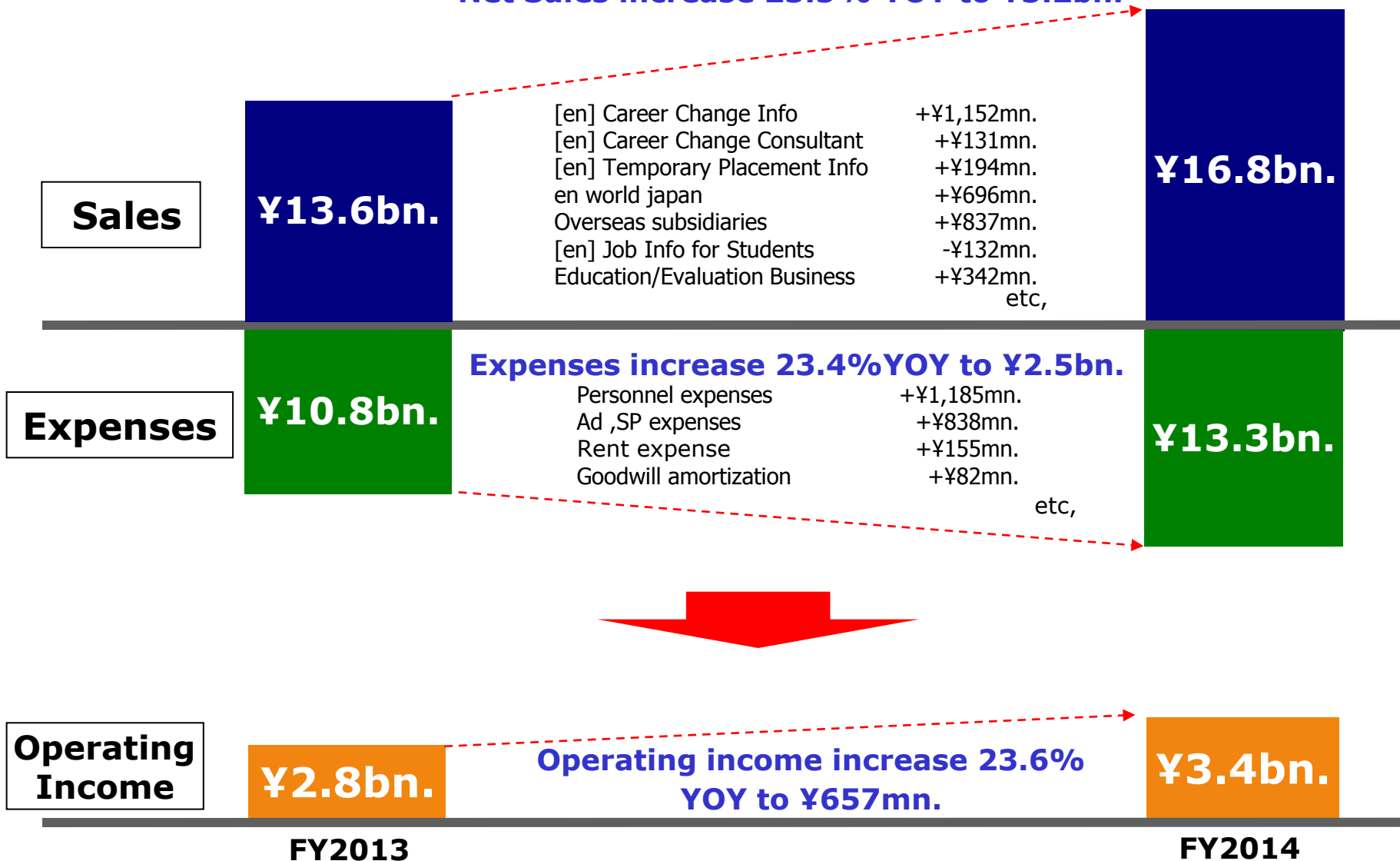
	FY2013 (Apr.2012- Mar.2013)		FY2014 (Apr.2013-Mar.2014)			※1(Reference) FY2014 (Apr.2013-Mar.2014)		
	(million yen)	%of sales	(million yen)	%of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>13,563</b>	100.0%	<b>16,755</b>	100.0%	23.5%	<b>15,651</b>	100.0%	15.4%
<b>Cost of Sales</b>	<b>1,931</b>	14.2%	<b>1,921</b>	11.5%	-0.5%	<b>1,803</b>	11.5%	-6.7%
<b>Personnel</b>	<b>855</b>	6.3%	<b>1,025</b>	6.1%	19.8%	<b>896</b>	5.7%	4.8%
<b>Other</b>	<b>1,076</b>	7.9%	<b>896</b>	5.4%	-16.7%	<b>906</b>	5.8%	-15.8%
<b>Gross Profit</b>	<b>11,631</b>	85.8%	<b>14,833</b>	88.5%	27.5%	<b>13,848</b>	88.5%	19.1%
<b>SGA(Sales,general &amp;administrative)</b>	<b>8,848</b>	65.2%	<b>11,392</b>	68.0%	28.7%	<b>10,360</b>	66.2%	17.1%
<b>Personnel</b>	<b>5,028</b>	37.1%	<b>6,048</b>	36.1%	20.3%	<b>5,429</b>	34.7%	8.0%
<b>Advertising, sales promotion</b>	<b>1,797</b>	13.2%	<b>2,636</b>	15.7%	46.7%	<b>2,595</b>	16.6%	44.4%
<b>Other</b>	<b>2,023</b>	14.9%	<b>2,707</b>	16.2%	33.8%	<b>2,335</b>	14.9%	15.4%
<b>Operating income</b>	<b>2,783</b>	20.5%	<b>3,441</b>	20.6%	23.6%	<b>3,488</b>	22.3%	25.3%
<b>Ordinary income</b>	<b>2,840</b>	20.9%	<b>3,747</b>	22.4%	31.9%	<b>3,708</b>	23.7%	30.6%
<b>Net income</b>	<b>1,545</b>	11.4%	<b>2,789</b>	16.6%	80.4%	<b>2,786</b>	17.8%	80.3%

# [FY2014 Results] Operating Results Changing Factor (Consolidated)

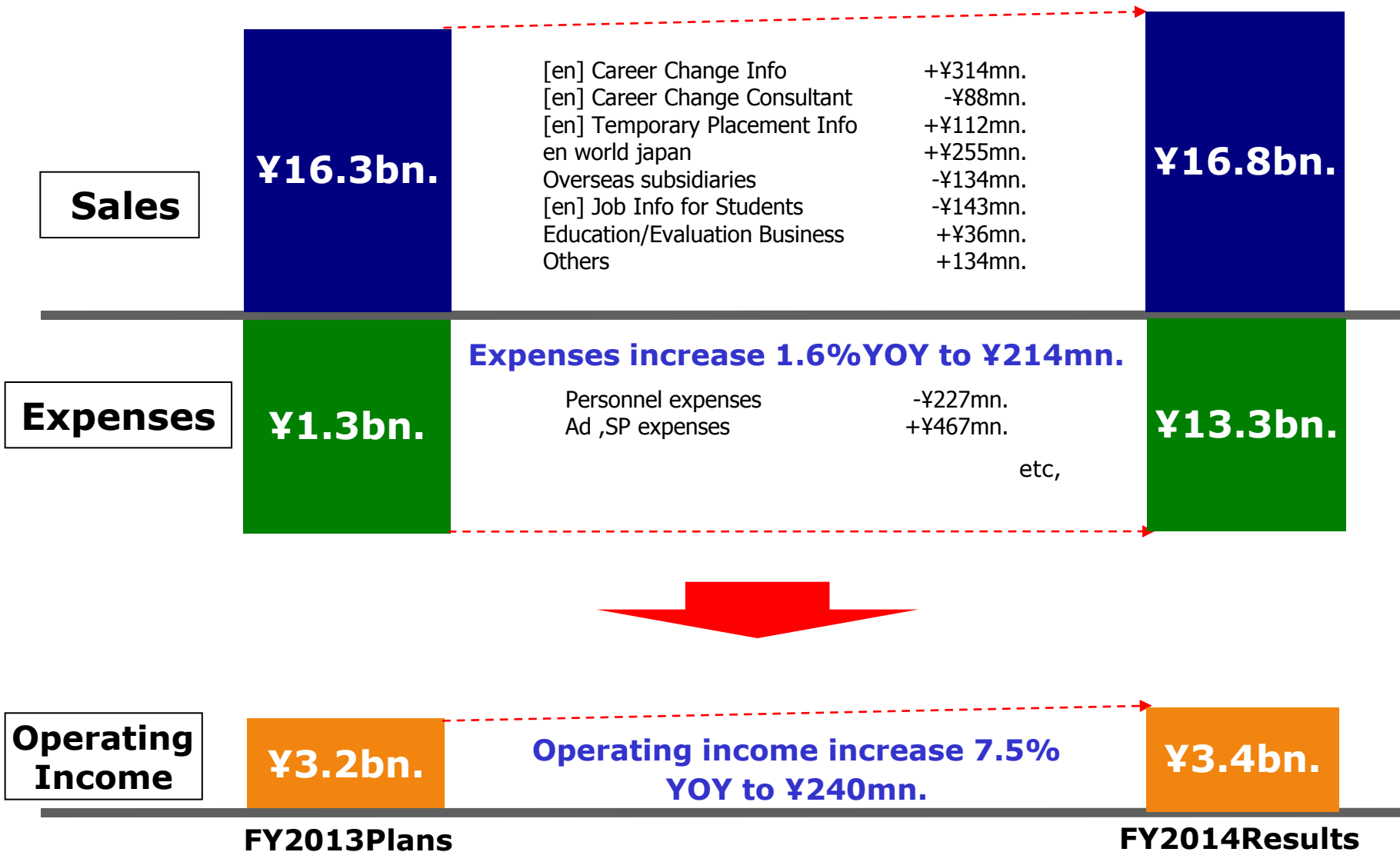


(Yen)

**Net Sales increase 23.5% YOY to ¥3.2bn.**



Net Sales increase 2.8% YOY to ¥455mn.

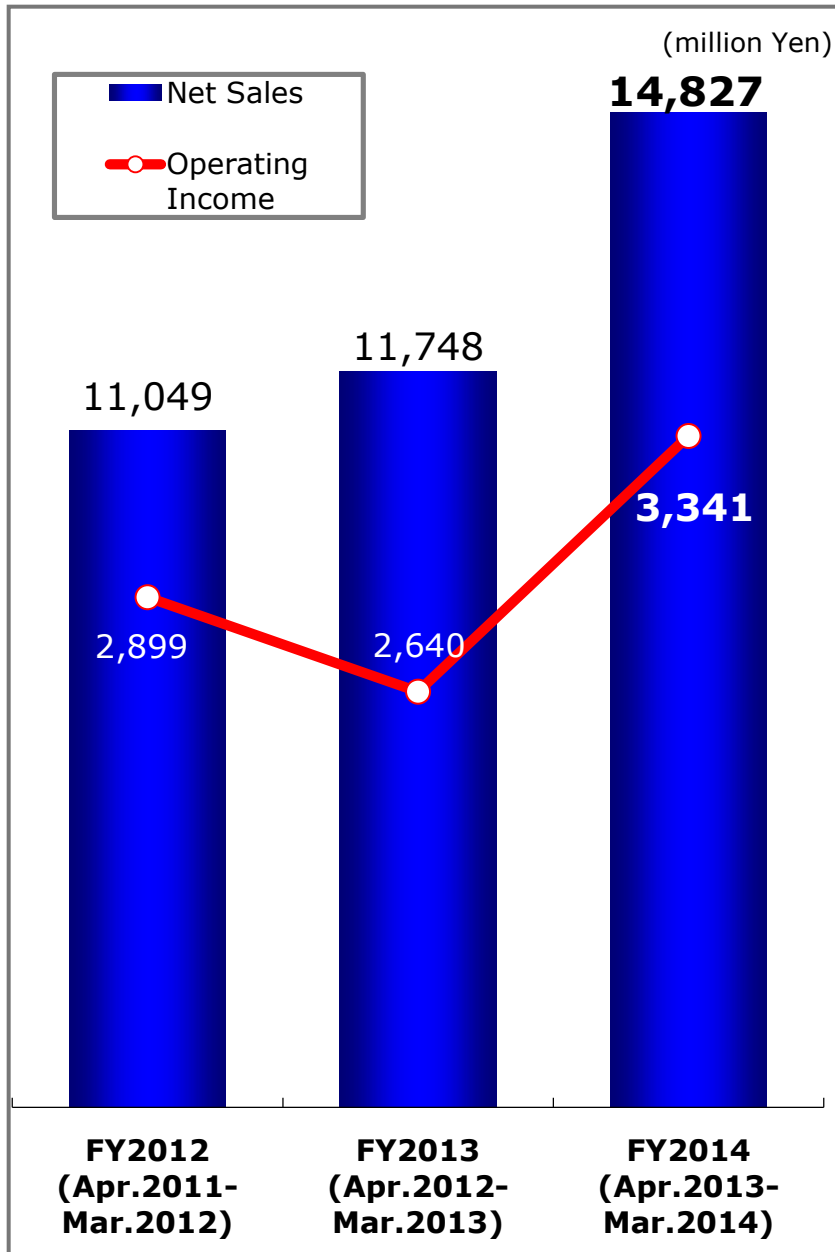


**FY2014**

**Operating Results Summary**

**-Summary of Segment Information -**

# **Mid Career Hiring Business**



## Market Environment

- Companies' eagerness to hire continued to improve throughout the year. Hiring increased in some industries to accommodate the last-minute demand before the consumption tax increase.
- Needs to hire bilingual individuals also heightened among Japanese companies engaged in global business activities, in addition to foreign companies in Japan.
- Temporary staffing companies increased postings to job placement media as needs to hire temporary staff heightened among companies.

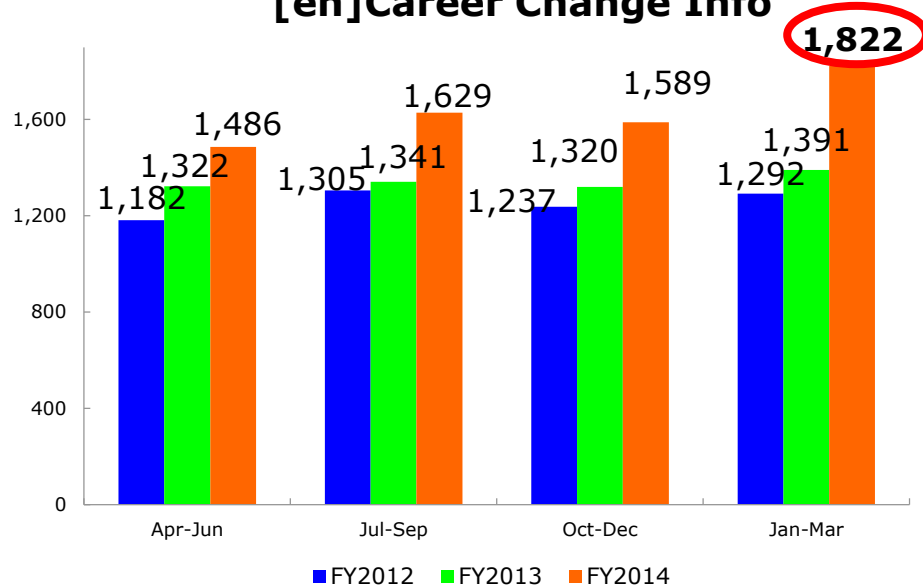
## Overview of FY2014

- Strong sales from fee-charged job advertising service in [en] Career Change Info drove business performance. The job placement service, [en]PARTNER steadily accumulated results, despite a slow start.
- en world Japan K.K. achieved favorable results, due to enhanced manpower in terms of both number and performance, on top of the strong hiring needs of clients.
- [en] Temporary Placement Info saw a major recovery in the number of business listings as a result of an effective sales strategy.

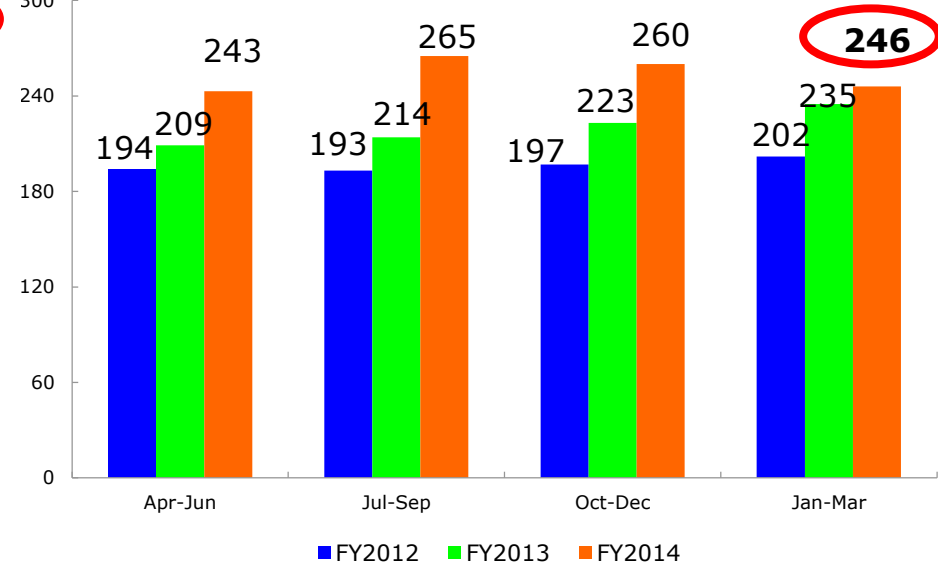
# Mid Career Hiring Business -Sales breakdown by Website-



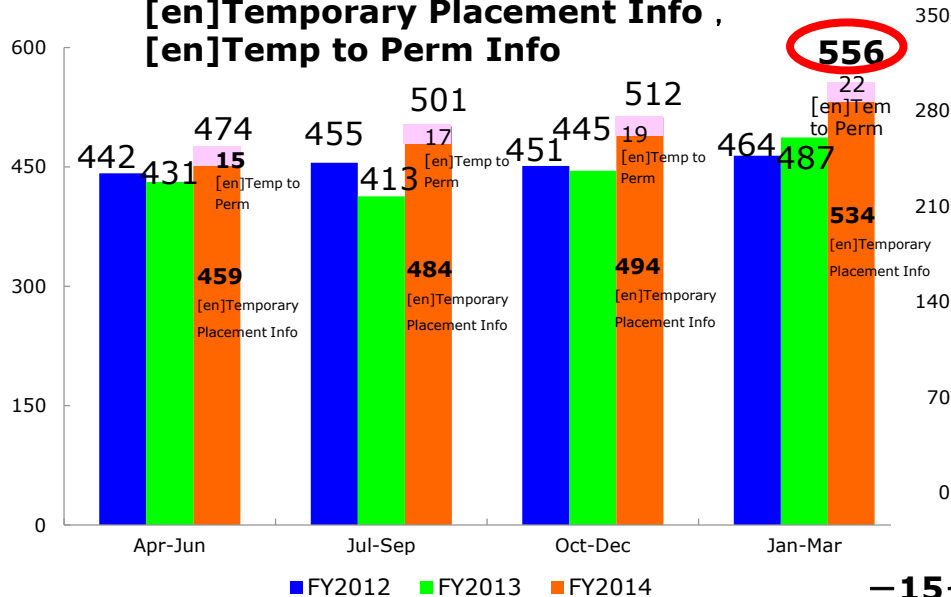
[en]Career Change Info



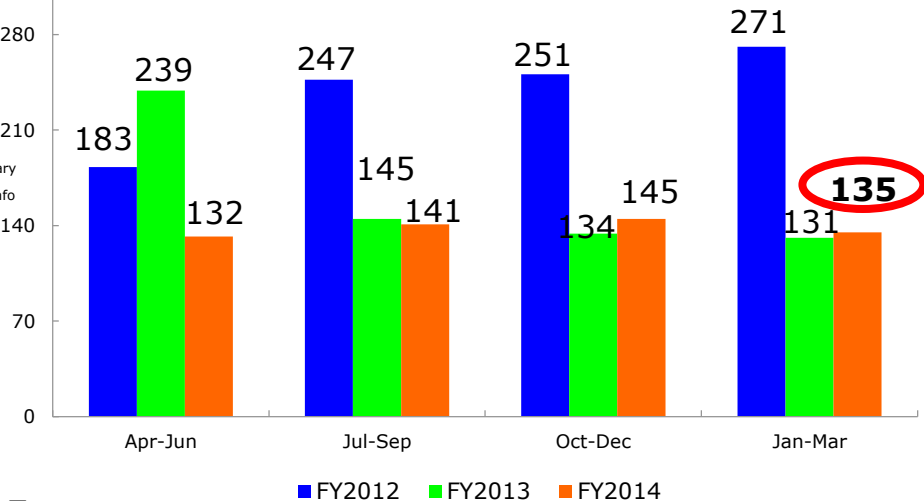
[en]Career Change Consultant (million yen)



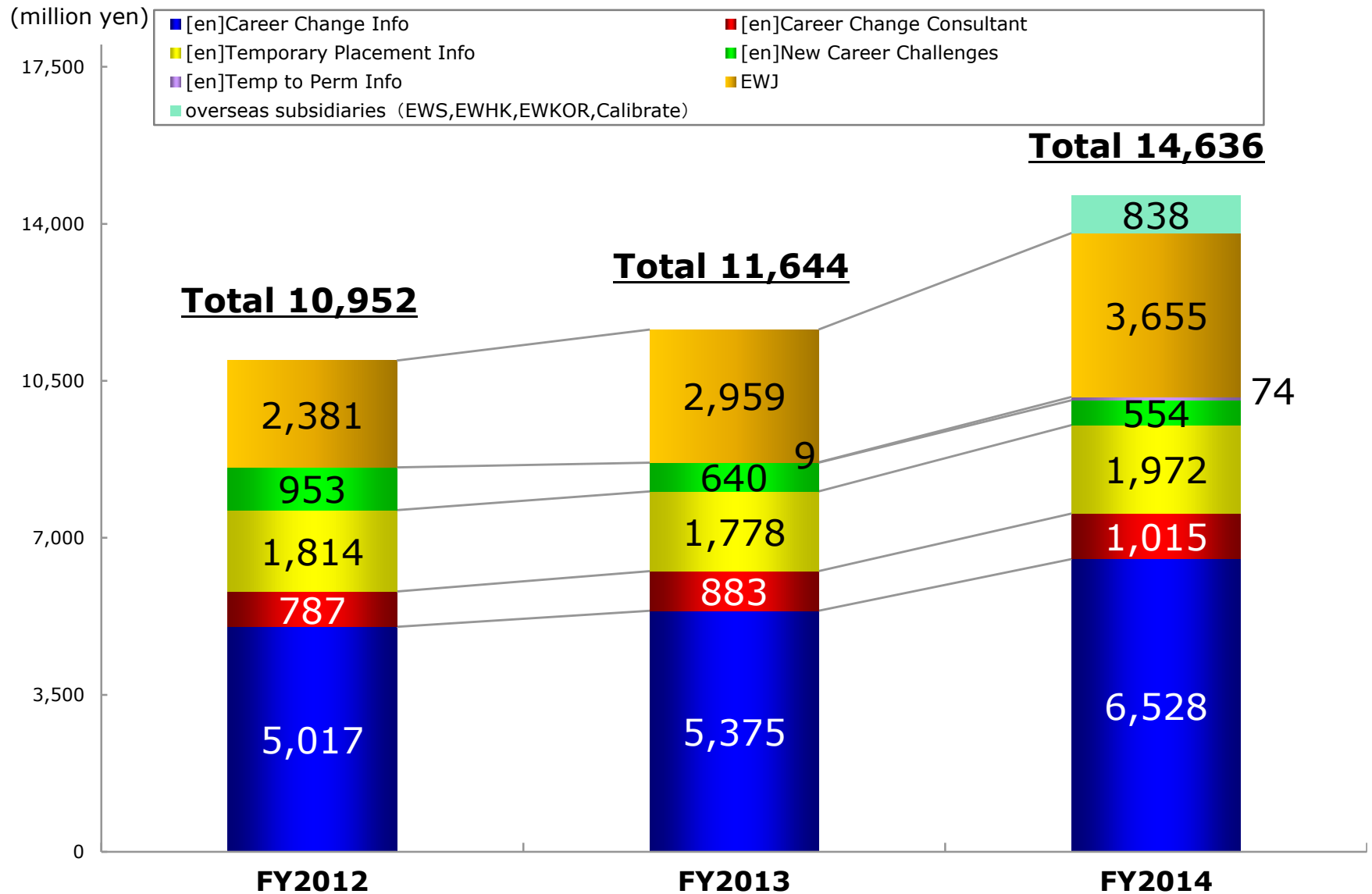
[en]Temporary Placement Info ,  
[en]Temp to Perm Info



[en]New Career Challenges



# Mid Career Hiring Business –Sales Breakdown by Product-





# [ FY2014 Results]

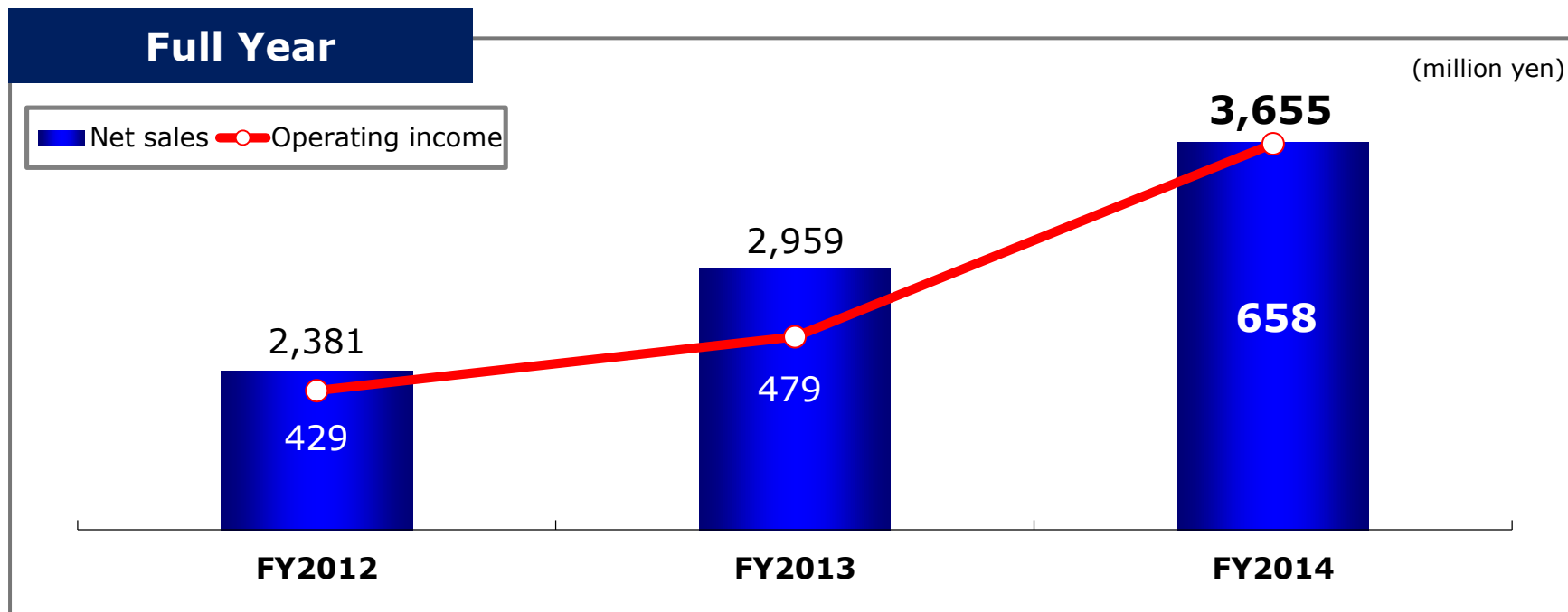
## Income Statement – Mid-Career Hiring Business



※1 except overseas subsidiaries

	FY2013 (Apr.2012- Mar.2013)		FY2014 (Apr.2013-Mar.2014)			※1(Reference) FY2014 (Apr.2013-Mar.2014)		
	(million yen)	%of sales	(million yen)	%of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>11,748</b>	100.0%	<b>14,827</b>	100.0%	26.2%	<b>13,989</b>	100.0%	19.1%
<b>Cost of Sales</b>	<b>1,338</b>	11.4%	<b>1,474</b>	9.9%	10.2%	<b>1,344</b>	9.6%	0.4%
<b>Gross Profit</b>	<b>10,410</b>	88.6%	<b>13,352</b>	90.1%	28.3%	<b>12,644</b>	90.4%	21.5%
<b>SGA(Sales,general &amp;administrative)</b>	<b>7,769</b>	66.1%	<b>10,010</b>	67.5%	28.8%	<b>9,294</b>	66.4%	19.6%
<b>Personnel</b>	<b>4,394</b>	37.4%	<b>5,298</b>	35.7%	20.6%	<b>4,834</b>	34.6%	9.5%
<b>Advertising,     sales promotion</b>	<b>1,628</b>	13.9%	<b>2,375</b>	16.0%	45.9%	<b>2,335</b>	16.7%	43.4%
<b>Other</b>	<b>1,745</b>	14.9%	<b>2,336</b>	15.8%	33.8%	<b>2,125</b>	15.2%	21.7%
<b>Operating income</b>	<b>2,640</b>	22.5%	<b>3,341</b>	22.5%	26.5%	<b>3,349</b>	23.9%	26.9%

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

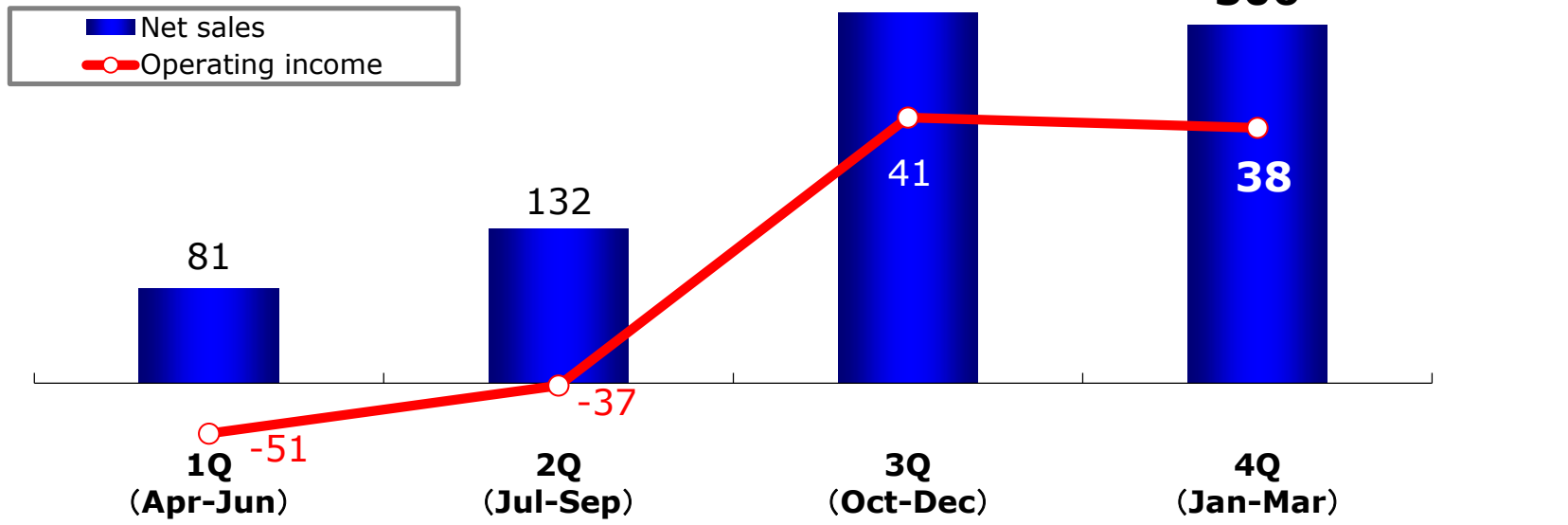


**Sales : ¥3,655mn.(up 23.5% year on year)**

**Operating Income: ¥658mn. (up 37.2% year on year)**

- Motivation to hire was strong in BtoC, financial, IT, real estate, and medical sectors throughout the year.
- Acceptances to join companies in the third quarter were favorable, which led to a significant increase in net sales in the fourth quarter. Consequently, full-year performance was above that of a year earlier, as well as the plan.
- Actively hired for the Company, and strategic staff development also proceeded smoothly.

## Every Quarter of FY2014



**Sales of FY2014 : ¥838mn.**  
**Operating Income of FY2014: -¥8mn.**

- Acquired the Navigos Group of Vietnam in April 2013 and the Capstone Group of Thailand in December 2013.
- Net sales fell below plan, due to slow progress of business development in countries where business sites were established by en itself and to the effects of poor economic conditions in Australia. However, operating loss was below plan as a result of reviewing costs and other efforts.

\*2 Navigos Group and Navigos Group Joint Stock Company were consolidated in the P/L from the third quarter.

\*3 Capstone Group and en Holdings(Thailand) will be consolidated in the P/L from FY2015.

# **New Graduate Hiring Business**

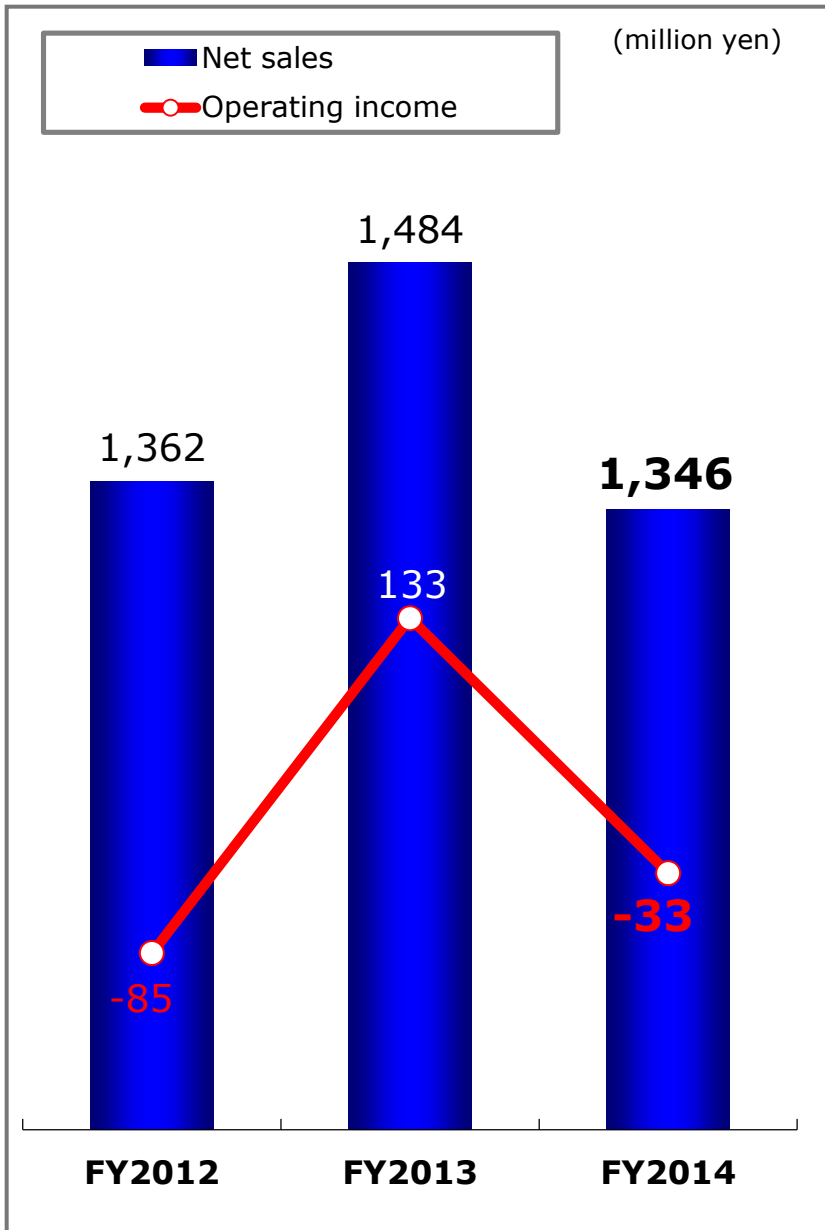
## **Amid changes in the new graduate hiring environment, the Website has served its initial purpose and will migrate to a new business model**

### **The background**

- There is growing diversity in job-searching activities among competent students, such as using methods other than conventional Websites (e.g., SNS, visiting former graduates, events, and internships.)
- en-japan was also affected by slumping unit prices caused by intensifying competition with large recruitment companies over the number of companies serviced.
- With an increasing trend among students to prefer working for large companies in conjunction with a rising number of hires by leading corporations, promotional expenses incurred by en-japan's sites that specialize in small and mid-sized companies increased.

### **In Furture**

- The Website will be terminated as of March 31, 2015 when the job search activities of the current third-year university students come to an end.
- The new graduate hiring business will continue under a new business model, although operation of this job search Website will be closed.
- An extraordinary loss of ¥360 million for Website maintenance & operation costs, depreciation expenses, etc. was posted in FY2013.
- Staff engaged in this Website will be transferred to other departments. We expect the new service to contribute to earnings from the latter half of FY2014 or the following year.



## Market Environment

- **Eagerness to hire FY2015 new graduates heightened primarily among large companies due to improved economic conditions.**
- **With a growing trend among students to prefer working for large corporations, the hiring environment for small and mid-sized companies remained harsh.**

## Overview of FY2014

- **Members could be acquired smoothly and the number of entries increased steadily as a result of strengthening promotional activities.**
- **Orders did not increase as smoothly as expected, due to intensifying competition with other recruitment service companies in capturing the number of companies.**
- **Sales fell below plan and the segment recorded a loss.**

# [FY2014 Results]

## Income Statement – New Graduate Hiring Business

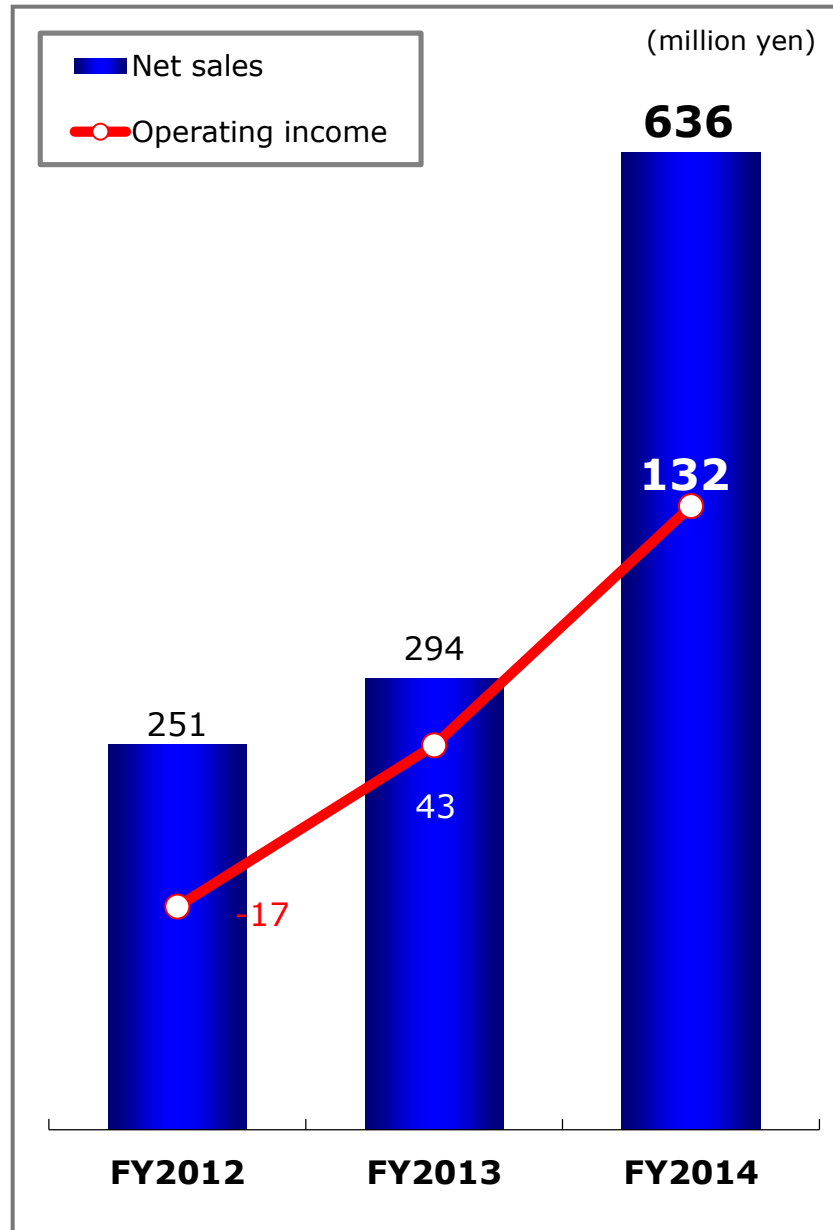


	FY2013 (Apr.2012- Mar.2013)		FY2014 (Apr.2013-Mar.2014)		
	(million yen)	%of sales	(million yen)	%of sales	% YOY change
<b>Net Sales</b>	<b>1,484</b>	100.0%	<b>1,346</b>	100.0%	-9.3%
<b>Cost of Sales</b>	<b>498</b>	33.6%	<b>399</b>	29.7%	-19.8%
<b>Gross Profit</b>	<b>985</b>	66.4%	<b>946</b>	70.3%	-4.0%
<b>SGA(Sales,general &amp;administrative)</b>	<b>851</b>	57.4%	<b>980</b>	72.8%	15.1%
<b>Personnel</b>	<b>494</b>	33.3%	<b>467</b>	34.7%	-5.5%
<b>Advertising,     sales promotion</b>	<b>139</b>	9.4%	<b>256</b>	19.1%	84.3%
<b>Other</b>	<b>217</b>	14.7%	<b>255</b>	19.0%	17.7%
<b>Operating income</b>	<b>133</b>	9.0%	<b>-33</b>	-2.5%	—

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

# **Education/Evaluation Business**





## Market Environment

- The education/evaluation market continued to be on a moderate recovery path in line with an improved employment market.
- There is a growing diversity of training services in terms of format and menu.

## Overview of FY2014

- The repeat rate for en-College increased, mainly as a result of reinforcing measures for corporate customers to make effective use of the service.
- Performance of Cbase Corp., which became a consolidated subsidiary effective the current fiscal year, exceeded plan due to shifting the expertise of the en-japan Group.

	FY2013 (Apr.2012-Mar.2013)		FY2014 (Apr.2013-Mar.2014)			※1(Reference) FY2014 (Apr.2013-Mar.2014)		
	(million yen)	%of sales	(million yen)	%of sales	% YOY change	(million yen)	% of sales	% YOY change
Net Sales	294	100.0%	636	100.0%	115.9%	338	100.0%	15.0%
Cost of Sales	71	24.3%	71	11.2%	-0.8%	58	17.3%	-18.2%
Gross Profit	223	75.7%	565	88.8%	153.4%	272	80.4%	22.1%
SGA(Sales,general &administrative)	179	60.9%	432	68.0%	141.0%	191	56.5%	6.6%
Personnel	121	41.3%	281	44.3%	131.5%	129	38.3%	6.5%
Advertising, sales promotion	5	1.7%	4	0.7%	-9.8%	4	1.1%	-23.6%
Other	52	17.9%	146	23.0%	177.3%	57	17.1%	9.8%
Operating income	43	14.8%	132	20.8%	204.4%	88	26.2%	103.6%

(Include new consolidated subsidiary "Cbase" from FY2014)

# **FY2015 Full year Operating Results Projections**

## Japan

**Achieve high growth mainly in core mid-career hiring service areas Full-scale Company-wide growth is expected from FY2015 or thereafter, considering the effects of terminating operation of the new graduate service Website**

- **Put [en] PARTNER, a job placement service launched in FY2013, on a growth path.**
- **Achieve growth of fee-charged job advertising service in line with market growth.**
- **en world Japan K.K. expects only a slight increase in income due to advance costs incurred for office relocation, etc., associated with business expansion.**

## Overseas

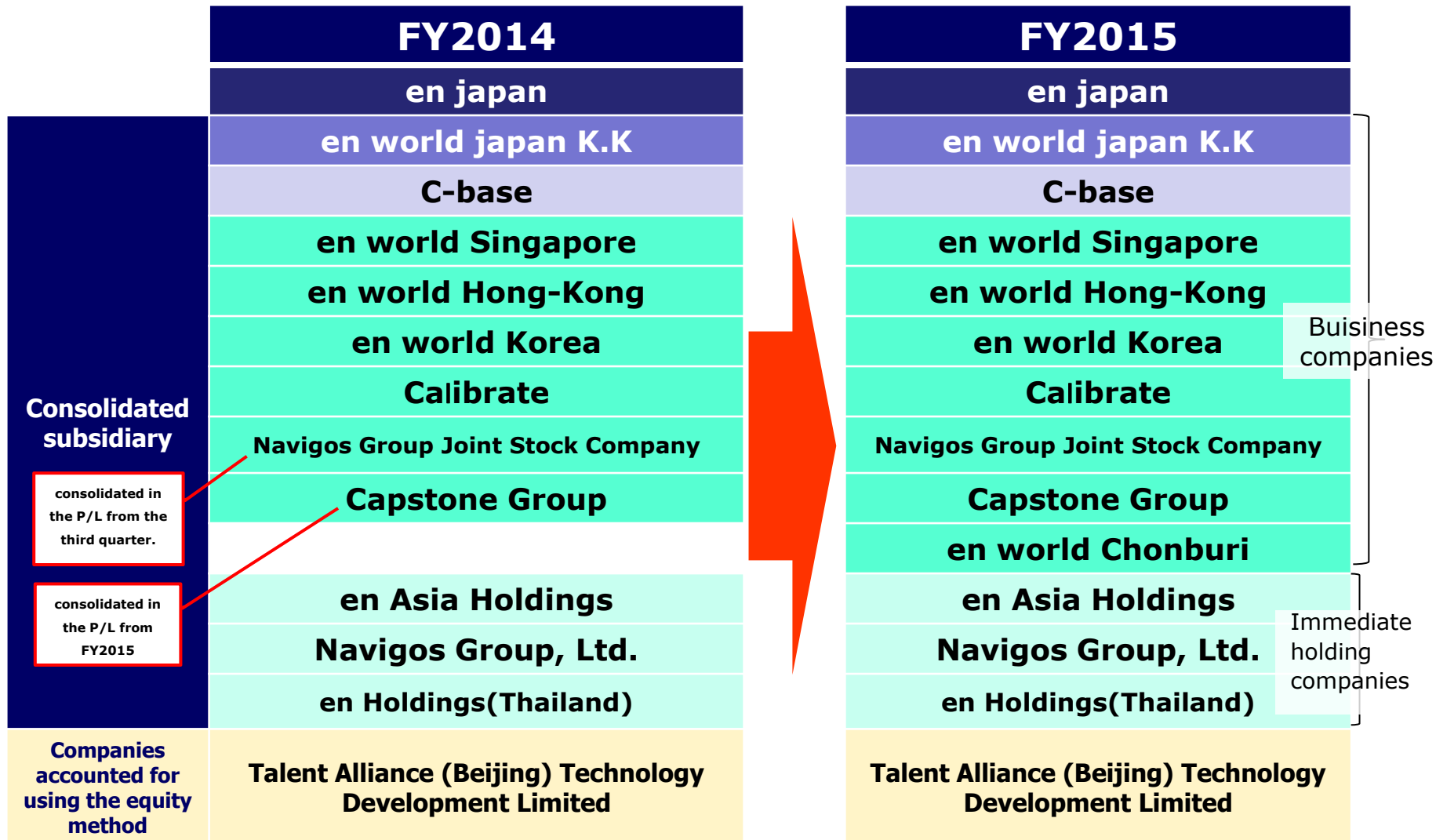
**Improve profitability and establish foundations for mid- to-long term growth**

- **Focus on posting profits at overseas subsidiaries as a whole.**
- **Begin full-scale collaboration with en japan EWJ to exploit Japanese corporate customers and improve services.**

# Assumptions on Group Companies for Operating Results Projections for FY2015



**P/L of Navigos Group and Capstone Group will be posted for the full year in FY2014**



# Assumptions for Operating Results (Projection) for FY2015:

## Changes in Segment Classifications



**In conjunction with terminating operation of the new graduate service Website, the former hiring-related business will be integrated and reclassified as “Hiring Business”**

### FY2014

#### Mid Career Hiring Business

[en] Career Change Info([en]PARTNER included),  
 [en] Career Change Consultant,  
 [en] Temporary Placement Info,  
 [en] New Career Challenges,  
 [en]Temp to Perm Info,  
 en world japan, Overseas subsidiaries ,  
 Others(Aptitude test)

#### New Graduate Hiring Business

[en]Job Info for Students, others(Aptitude test)

#### Education/Evaluation Business

Employee training(en Colleage),  
 Aptitude test,C-base

### FY2015

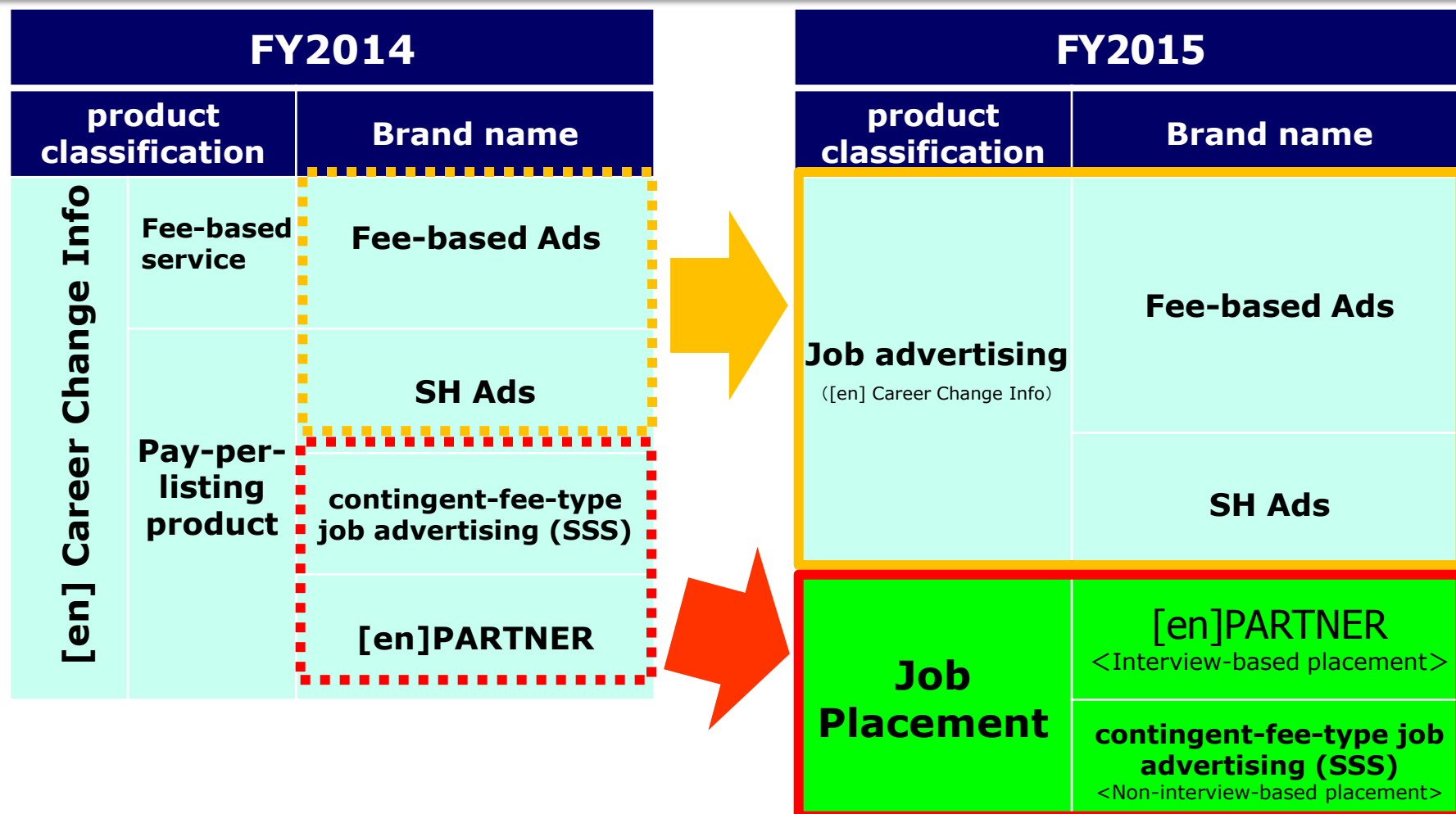
#### Hiring Business

Job advertising([en] Career Change Info)、  
 Job Placement([en]PARTNER, SSS)  
 [en] Career Change Consultant,  
 [en] Temporary Placement Info,  
 [en] New Career Challenges,  
 [en]Temp to Perm Info,  
 en world japan, Overseas subsidiaries ,  
 New services of New Graduate Hiring Buisiness,  
 others(Aptitude test)

#### Education/Evaluation Business

Employee training(en Colleage),  
 Aptitude test,C-base

**Fee-charged job advertising service and SH advertising are categorized under “**Job Advertising**” and [en] PARTNER and SSS are classified under “**Job Placement**”**



## < Market Environment projection >

Hiring needs of companies are likely to remain strong despite concerns about the effects of the consumption tax increase on Japan's economy and economic slowdowns in emerging countries.

## < Sales projection : ¥19bn. (up 14.6% YOY basis)

Efforts will be made to expand net sales mainly in mid-career hiring services of en-japan and products offered by en world Japan K.K. although terminating operation of the new graduate hiring Website will cause a decline in sales. The Vietnamese subsidiary will contribute to full-year earnings and the Thai subsidiary will be consolidated.

## < Operating Income projection > ¥3.9bn.(up 14.8% YOY basis)

Efforts will be made to increase operating income mainly by improving the profitability of overseas subsidiaries, although costs such as personnel expenses and advertising & promotional expenses will increase.



# FY2015 Full year Operating Results Projections – (companywide : Consolidated)



	FY03/14 (13.Apr-14.Mar)			FY03/15 (14.Apr-15.Mar)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>16,755</b>	100.0%	23.5%	<b>19,200</b>	100.0%	14.6%
<b>Cost of Sales</b>	<b>1,921</b>	11.5%	-0.5%	<b>1,845</b>	9.6%	-3.9%
<b>Personnel</b>	<b>1,025</b>	6.1%	19.8%	<b>1,062</b>	5.5%	3.6%
<b>Other</b>	<b>896</b>	5.4%	-16.7%	<b>783</b>	4.1%	-12.6%
<b>Gross Profit</b>	<b>14,833</b>	88.5%	27.5%	<b>17,354</b>	90.4%	17.0%
<b>SGA(Sales,general &amp;administrative)</b>	<b>11,392</b>	68.0%	28.7%	<b>13,404</b>	69.8%	17.7%
<b>Personnel</b>	<b>6,046</b>	36.1%	20.3%	<b>7,385</b>	38.5%	22.1%
<b>Advertising, sales promotion</b>	<b>2,636</b>	15.7%	46.7%	<b>2,854</b>	14.9%	8.3%
<b>Other</b>	<b>2,707</b>	16.2%	33.8%	<b>3,164</b>	16.5%	16.9%
<b>Operating income</b>	<b>3,441</b>	20.5%	23.6%	<b>3,950</b>	20.6%	14.8%
<b>Ordinary income</b>	<b>3,747</b>	22.4%	31.9%	<b>3,970</b>	20.7%	5.9%
<b>Net income</b>	<b>2,789</b>	16.6%	80.4%	<b>2,240</b>	11.7%	-19.7%

# FY2014 Actual vs. FY2015 Projection



(Yen)

**Net Sales increase 14.6%YOY to ¥2.4bn.**

## Net Sales

**¥16.8bn.**

Job advertising ([en] Career Change Info)	+¥900mn.
Job placement (「[en] PARTNER」+SSS)	+¥680mn.
[en] Career Change Consultant	+¥80mn.
[en] Temporary Placement Info	+¥230mn.
en world japan	+¥260mn.
Overseas subsidiaries	+¥870mn.
[en] Job Info for Students	-¥1,180mn.
Education/Evaluation Business	+¥350mn.
C-base	+¥170mn. etc,

**¥19.2bn.**

**Expenses increase 14.5%YOY to ¥1.9bn.**

## Expenses

**¥13.3bn.**

Personnel expenses	+¥1,370mn.
Ad ,PR expenses	+¥220mn. etc,

**¥15.2bn.**

## Operating Income

**¥3.4bn.**

**Operating income increase 14.8%YOY to ¥510mn.**

**¥3.9bn.**

**FY2014**

**FY2015  
Projection**

# FY2015 Full year Operating Results Projections-(Company)



(Million yen)

		FY2014	FY2015 Projection	% YOY change
en-japan	Net Sales	12,041	13,180	9.5%
	Operating Income	3,017	3,450	14.4%
	Operating income rate(%)	25.1%	26.2%	
en world japan	Net Sales	3,655	3,920	7.3%
	Operating Income	658	700	6.4%
	Operating income rate(%)	18.0%	17.9%	
Overseas companies	Net Sales	838	1,710	104.1%
	Operating Income	-8	125	—
	Operating income rate(%)	-1.0%	7.3%	
C-base	Net Sales	300	466	55.3%
	Operating Income	59	71	20.3%
	Operating income rate(%)	19.7%	15.2%	
companywide	Net Sales	-80	-77	—
	Operating Income	-285	-396	—

※ goodwill amortization

en world japan  
cbase  
Calibrate  
Navigos Group  
Capstone

¥170mn.  
¥16mn.  
¥10mn.  
¥115mn.  
¥18mn.

**Segment classifications will be changed in FY2014 to  
“Hiring Business” and “Education/Evaluation Business”**

(Million yen)

	FY2014	FY2015 Projection	% YOY change	Note
<b>Net Sales</b>	<b>16,063</b>	<b>18,100</b>	12.7%	In conjunction with the change in segment classifications, the results for FY2013 are reclassified for presentation purposes (the former Mid-Career Hiring Business + the former New Graduate Hiring Business)
<b>Operating Income</b>	<b>3,227</b>	<b>3,725</b>	15.4%	
<b>Operating income rate(%)</b>	20.1%	20.6%		
<b>Net Sales</b>	<b>747</b>	<b>1,150</b>	53.9%	In conjunction with the change in segment classifications, the results for FY2013 are reclassified for presentation purposes (the former Education/Evaluation Business + part of the aptitude testing service in the former New Graduate Hiring Business)
<b>Operating Income</b>	<b>213</b>	<b>225</b>	5.6%	
<b>Operating income rate(%)</b>	28.5%	19.6%		
<b>Net Sales</b>	<b>-55</b>	<b>-50</b>	—	
<b>Operating Income</b>	<b>0</b>	<b>0</b>	—	

# FY2015 Full year Operating Results Projections-(Services)



(Million yen)

Hiring Business	Sales			
	FY2014	FY2015 Projection	% YOY change	
Job advertising ([en] Career Change Info)	5,236	6,140	17.3%	(FY2014) (FY2015) Fee-based Ads+SH Ads
Job Placement	1,290	1,970	52.7%	(FY2014) (FY2015) [en]PARTNER+SSS
[en] Career Change Consultant	1,015	1,100	8.4%	
[en] Temporary Placement Info	1,972	2,200	11.6%	
[en] New Career Challenges	554	570	2.9%	
[en]Temp to Perm Info	74	80	8.1%	

# **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.

### FY2014

■ Dividends(projection)                      ¥24.5 \*1

■ Payment Ratio (Projection)              19.5%\*2

\*1 The Company adopted the unit share system and split its common share at a ratio of 1 to 100 with September 30, 2013 as the record date (the effective date is October 1.) There is no substantial revision to the dividend projection as a result of this split.

\*2 en-japan inc. will continue to seriously explore the option of making such company acquisitions in the future as well.

We intend to use the anticipated extraordinary income to make investments with the aim of achieving further growth, including growth based on our overseas business expansion, in the coming years.

\*2 Payment ratio which extraordinary income after subtraction is 30.2%

### FY2015

■ Dividends(projection)                      ¥28.5

■ Payment Ratio (Projection)              30.0%

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

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# [FY2014 Results]

## Income Statement (Companywide : Non-Consolidated)



	FY2013 (Apr.2012-Mar.2013)		FY2014 (Apr.2013-Mar.2014)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>10,631</b>	100.0%	<b>12,041</b>	100.0%	13.3%
<b>Cost of Sales</b>	<b>1,511</b>	14.2%	<b>1,289</b>	10.7%	-14.7%
<b>Personnel</b>	<b>442</b>	4.2%	<b>386</b>	3.2%	-12.8%
<b>Other</b>	<b>1,069</b>	10.1%	<b>903</b>	7.5%	-15.5%
<b>Gross Profit</b>	<b>9,119</b>	85.8%	<b>10,752</b>	89.3%	17.9%
<b>SGA(Sales, general &amp; administrative)</b>	<b>6,646</b>	62.5%	<b>7,735</b>	64.2%	16.4%
<b>Personnel</b>	<b>3,374</b>	31.7%	<b>3,412</b>	28.3%	1.1%
<b>Advertising, sales promotion</b>	<b>1,777</b>	16.7%	<b>2,574</b>	21.4%	44.9%
<b>Other</b>	<b>1,494</b>	14.1%	<b>1,748</b>	14.5%	17.0%
<b>Operating income</b>	<b>2,473</b>	23.3%	<b>3,017</b>	25.1%	22.0%
<b>Ordinary income</b>	<b>2,871</b>	27.0%	<b>3,541</b>	29.4%	23.3%
<b>Net income</b>	<b>1,695</b>	15.9%	<b>2,915</b>	24.2%	72.0%

\*2 As announced on May 16, 2013, extraordinary income of 1,996 million yen was posted as a result of selling part of the Company's holdings in investment securities. Consequently, net income increased considerably year on year.

# [FY2014 Results]

## Operating Results Changing Factor(Non-Consolidated)



(Yen)

Net Sales increase 13.3% YOY to ¥1,410mn.

Net Sales

¥10.6bn.

[en] Career Change Info +¥1,152mn.  
 [en] Career Change Consultant +¥131mn.  
 [en] Temporary Placement Info +¥194mn.  
 [en] Job Info for Students -¥132mn.  
 Education/Evaluation Business +¥342mn.  
 etc,

¥12.0bn.

Expenses

¥8.2bn.

Expenses increase 10.6% YOY to ¥860mn.

Ad ,SP expenses +¥797mn.  
 Personnel expenses -¥18mn.  
 etc,

¥9.0bn.

Operating  
Income

¥2.5bn.

Operating income  
increase 22.0% YOY to ¥540mn.

¥3.0bn.

FY2013

FY2014

# [FY2014 Results] Non-Consolidated Income Statement

## – Mid Career Hiring Business



	FY2013 (Apr.2012-Mar.2013)		FY2014 (Apr.2013-Mar.2014)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>8,816</b>	100.0%	<b>10,356</b>	100.0%	17.5%
<b>Cost of Sales</b>	<b>919</b>	10.4%	<b>830</b>	8.0%	-9.6%
<b>Gross Profit</b>	<b>7,897</b>	89.6%	<b>9,525</b>	92.0%	20.6%
<b>SGA</b> (Sales, general & administrative)	<b>5,567</b>	63.1%	<b>6,563</b>	63.4%	17.9%
<b>Personnel</b>	<b>2,741</b>	31.1%	<b>2,815</b>	27.2%	2.7%
<b>Advertising, sales promotion</b>	<b>1,608</b>	18.2%	<b>2,313</b>	22.3%	43.8%
<b>Other</b>	<b>1,216</b>	13.8%	<b>1,433</b>	13.8%	17.8%
<b>Operating income</b>	<b>2,329</b>	26.4%	<b>2,962</b>	28.6%	27.1%

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

# [FY2014 Results] Non-Consolidated Income Statement – New Graduate Hiring Business



	FY2013 (Apr.2012-Mar.2013)		FY2014 (Apr.2013-Mar.2014)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>1,484</b>	100.0%	<b>1,346</b>	100.0%	-9.3%
<b>Cost of Sales</b>	<b>498</b>	33.6%	<b>399</b>	29.7%	-19.8%
<b>Gross Profit</b>	<b>985</b>	66.4%	<b>946</b>	70.3%	-4.0%
<b>SGA</b> (Sales, general & administrative)	<b>851</b>	57.4%	<b>980</b>	72.8%	15.1%
<b>Personnel</b>	<b>494</b>	33.3%	<b>467</b>	34.7%	-5.5%
<b>Advertising, sales promotion</b>	<b>139</b>	9.4%	<b>256</b>	19.1%	84.3%
<b>Other</b>	<b>217</b>	14.7%	<b>256</b>	19.0%	17.7%
<b>Operating income</b>	<b>133</b>	9.0%	<b>-33</b>	-2.5%	—

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

# [FY2014 Results] Non-Consolidated Income Statement – Education/Evaluation Business



	FY2013 (Apr.2012-Mar.2013)		FY2014 (Apr.2013-Mar.2014)		
	(million yen)	% of sales	(million yen)	% of sales	% YOY change
<b>Net Sales</b>	<b>294</b>	100.0%	<b>338</b>	100.0%	15.0%
<b>Cost of Sales</b>	<b>71</b>	24.3%	<b>58</b>	17.3%	-18.2%
<b>Gross Profit</b>	<b>223</b>	75.7%	<b>272</b>	80.4%	22.1%
<b>SGA</b> (Sales, general & administrative)	<b>179</b>	60.9%	<b>191</b>	56.5%	6.7%
<b>Personnel</b>	<b>121</b>	41.3%	<b>129</b>	38.3%	6.5%
<b>Advertising, sales promotion</b>	<b>5</b>	1.7%	<b>4</b>	1.1%	-23.6%
<b>Other</b>	<b>52</b>	17.9%	<b>58</b>	17.1%	9.9%
<b>Operating income</b>	<b>43</b>	14.8%	<b>88</b>	26.2%	103.6%

## **Appendix**

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<b>【 Company Name 】</b>	en-japan inc.
<b>【 Establishment 】</b>	January 14, 2000
<b>【 Representatives 】</b>	Michikatsu Ochi (Chairman) / Takatsugu Suzuki ( President )
<b>【 Headquarters 】</b>	Shinjuku I-land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
<b>【 Total Stockholder's Equity 】</b>	JPY 17,150 million (as of the end of Mar, 2014)
<b>【Stock Listing 】</b>	JASDAQ (Stock Code:4849)
<b>【Fiscal Year 】</b>	April 1 – March 31
<b>【 Number of Employees 】</b>	Consolidated :1,269/ Non-consolidated :707 (as of the end of Mar, 2014)
<b>【 Number of Outstanding Shares】</b>	24,858,000(as of the end of Mar, 2014)
<b>【 Business Description 】</b>	(1) Provide online recruitment solution (2) Job Placement (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development

Providing recruitment information  
Resume coaching  
Advice of Interview



Planning, proposing,  
interviewing and  
creating job  
advertisements

## < Job seekers >

“Person who want to apply to companies directly”

“Person who want to register with recruiting companies”

“Person who want to register with temporary dispatch companies”

Apply through recruiting companies

Registration Application

Free of charge

## Internet site

[en] Career Change Info

[en] Job Info for Students

[en] Career Change Consultant

[en] Temporary Placement Info

[en] New Career Challenges

[en] Temp to Perm Info

Recruitment information  
Scouting

• Job Advertisement fee  
• Success fee

Recruitment information  
Scouting

Success fee

Introduce of job seeker

## < Clients >

General Companies

Job placement agencies

Temporary staffing companies

General Companies

## Job placement






en world

[en]PARTNER



\* Sales breakdown are based on FY2014 data  
 \* "[en] Temp to Perm Info" launched Dec.2012

## < Mid Career Hiring Business (Website, Domestic) >

Service	Share	Contents	Characteristics	Users	Clients
[en] Career Change Info  社会人の転職情報®	39%	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> <li>Information is provided through our reporting and photographing of each company</li> <li>Straightforward, detailed Career Change Info from perspective of job seekers</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 Job placement agencies
[en] Career Change Consultant  エン 転職コンサルタント	6%	Collective site for job placement agencies	<ul style="list-style-type: none"> <li>Information on job placement agencies and their Career Change Info</li> <li>Middle class, High class, Global and Executive Job Corner opened</li> <li>Detail information about consultants (result, specialized field etc.)</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  派遣のお仕事情報	12%	Collective site for temporary staffing companies	<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  チャレンジ! はた★らく	3%	Collective site for recruiting information	<ul style="list-style-type: none"> <li>Recruiting site with the theme of "challenge" and "re-challenge"</li> <li>Put in place a site section for assisting job seekers without any employer industry experience and graduates without any previous work experience</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>	Temporary staffing companies
[en] Temp to Perm Info  ウィメンズワーク	0%	Recruitment information site for females	<ul style="list-style-type: none"> <li>A recruitment information site for females wishing to work as full-time regular employees.</li> <li>The site lists only such openings for "full-time employees or possible upgrade to full-time employee".</li> <li>Offers a number of listings for office-work posts.</li> </ul>	<ul style="list-style-type: none"> <li>70% are in their late 20s-mid-30s</li> </ul>	Temporary staffing companies

# Our Business Contents





## < Mid Career Hiring Business (Job placement agencies, Domestic)>

Service	Share	Contents	Characteristics	Clients
en world	22%	Job placement agencies	<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
PARTNER	-	Job placement agencies	<ul style="list-style-type: none"> <li>• Job placement services that leverage en-japan's job-seeker database and the track record of its past business transactions with corporate clients</li> </ul>	Japanese companies




## < Mid Career Hiring Business (Over seas)>

	Share	Country	Contents	Characteristics	Clients
en world	5%	Singapore	Job placement agencies	<ul style="list-style-type: none"> <li>• Clients are local business companies and global business companies operating in Singapore.</li> <li>• Engages mainly in placing local and global individuals.</li> </ul>	Local Companies Global Companies
		Hong-Kong	Job placement agencies	<ul style="list-style-type: none"> <li>• Clients are local business companies and global business companies operating in Hong Kong.</li> <li>• Engages mainly in placing local and global individuals.</li> </ul>	Local Companies Global Companies
		Korea	Job placement agencies	<ul style="list-style-type: none"> <li>• Clients are local business companies and global business companies operating in Korea.</li> <li>• Engages mainly in placing local and global individuals.</li> </ul>	Local Companies Global Companies
 an en world group company		Australia	Job placement agencies	<ul style="list-style-type: none"> <li>• Clients are local business companies and global business companies operating in Australia.</li> <li>• Particularly strong in placing engineers.</li> </ul>	Local Companies Global Companies
 an en world group company		Vietnam	Job placement agencies	<ul style="list-style-type: none"> <li>• No. 1 job placement service in Vietnam.</li> <li>• Engages in placing management-level individuals in local and global business companies.</li> </ul>	Local Companies Global Companies
 Seize the Opportunity			Collective site for recruiting information	<ul style="list-style-type: none"> <li>• No. 1 recruiting website in Vietnam.</li> <li>• Clients are local individuals and local and global business companies.</li> </ul>	Local Companies Global Companies
		Thailand	Job placement agencies	<ul style="list-style-type: none"> <li>• Offers job placement services under the TOP TALENT ASIA brand.</li> <li>• Mainly places management-level individuals. Strong in high income-earning zone.</li> </ul>	Local Companies Global Companies

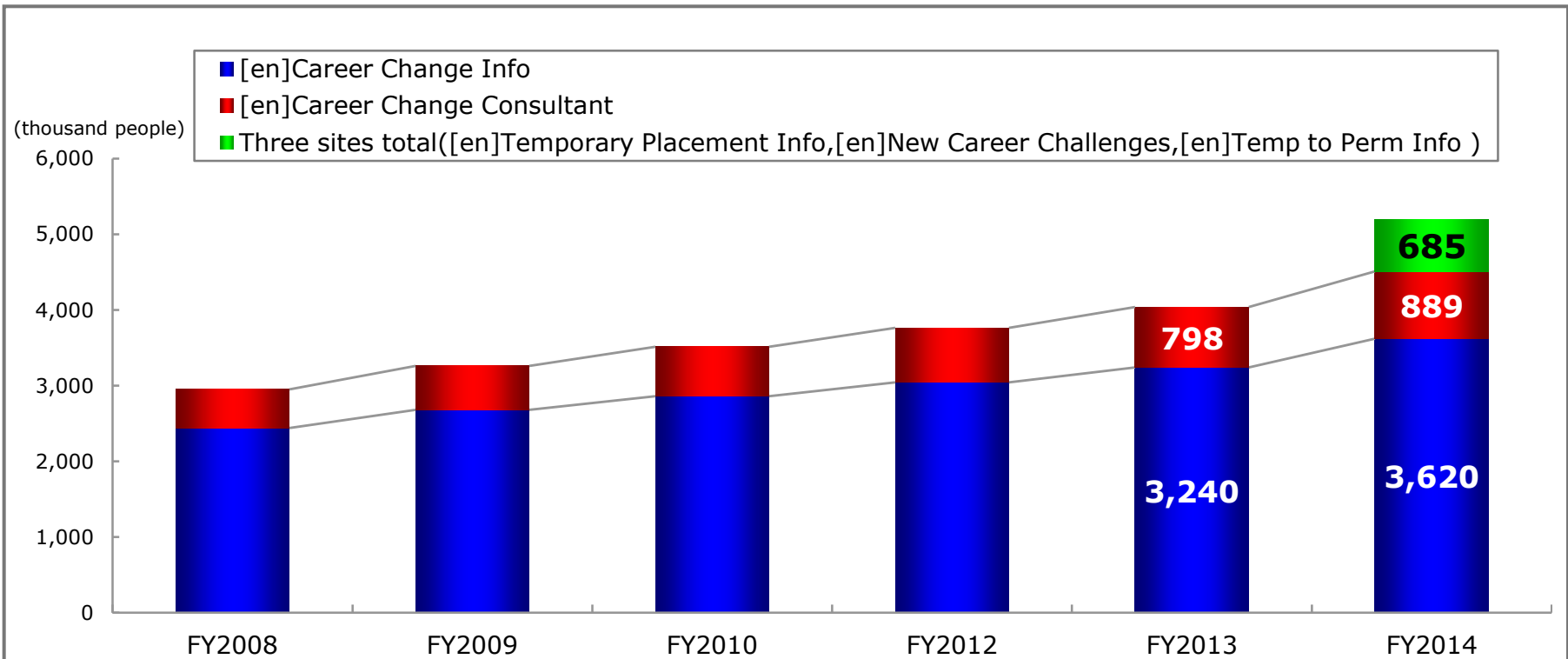
## < New Graduate Hiring Business >

Service	Share	Contents	Characteristics	Users	Clients
 [en] Job Info for Students  学生の就職情報	8%	Site for student employment information	<ul style="list-style-type: none"> <li>Specializing in career information relating to strong medium-level, small-to-mid size and venture companies</li> <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

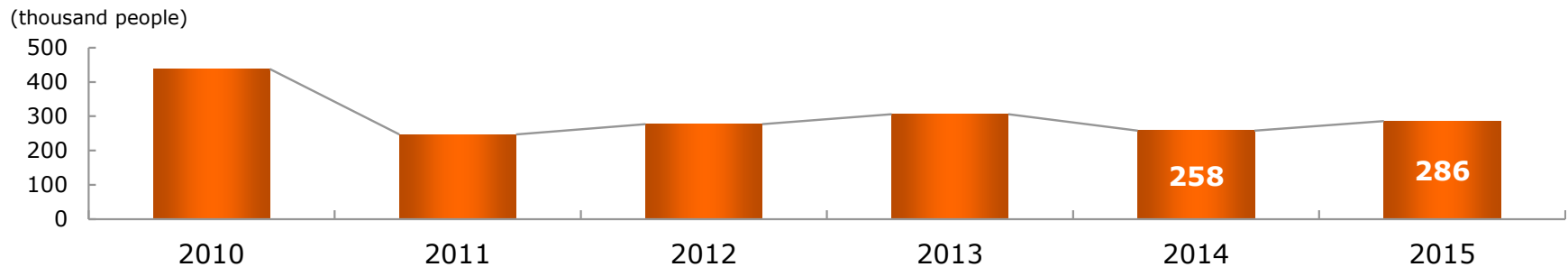
## < Education/Evaluation Business >

	Share	Contents	Characteristics	Users
 	1%	Employee training Aptitude test development Personnel system development	<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
	2%	ASP services such recruitment management, employee evaluation and Web-based research system services.	<ul style="list-style-type: none"> <li>Provides systems for corporate hiring activities and personnel evaluation activities, etc. via ASP.</li> <li>Provides a questionnaire survey system that can be used internally and externally without expert knowledge via ASP.</li> </ul>	General Companies Temporary staffing companies

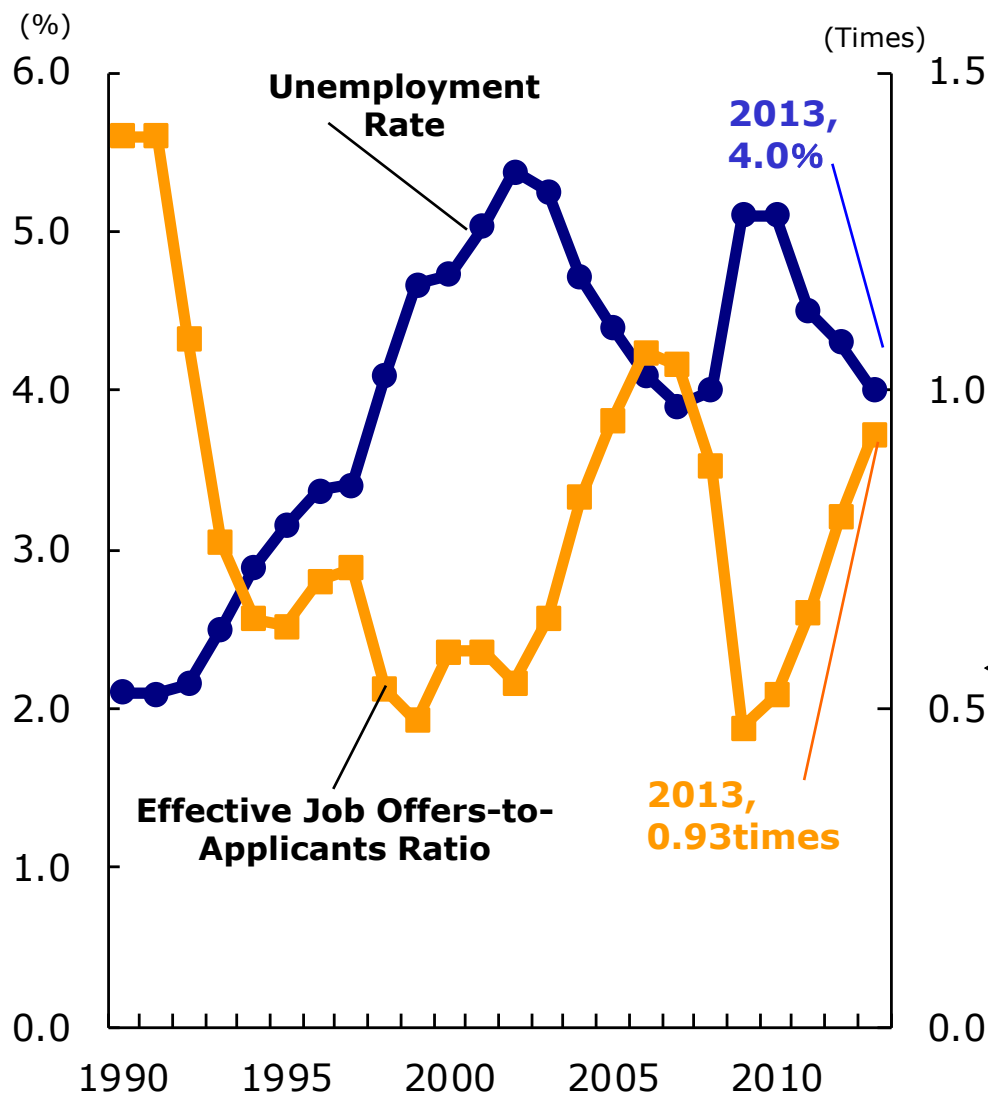
# The number of registered users (At the end of Mar., 2014)



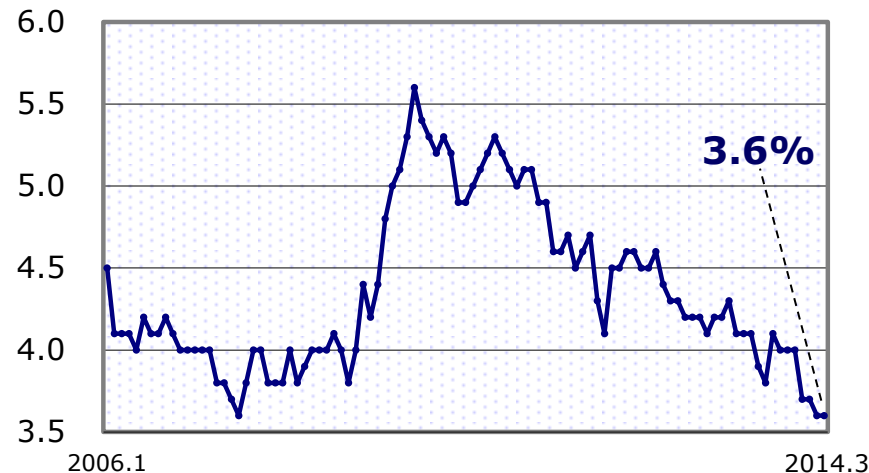
## [en]Job Info for Students



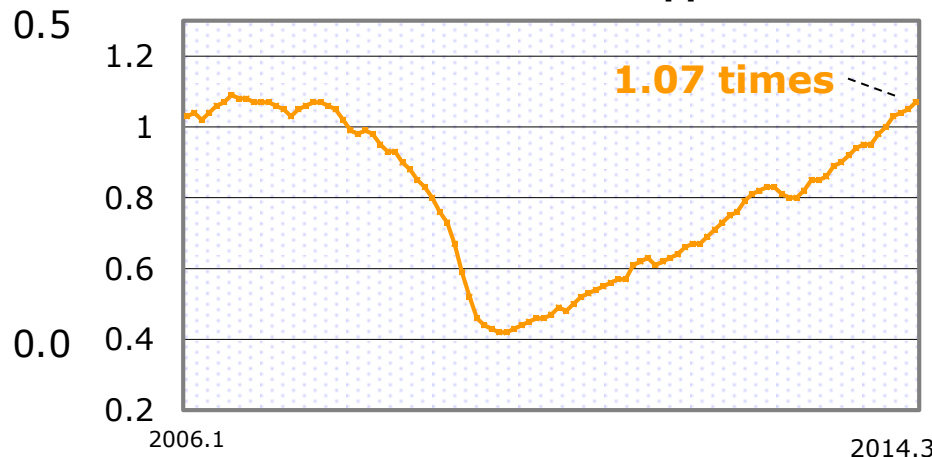
# Effective Job Offers-to-Applicants Ratio ,Unemployment Rate



<Latest Unemployment Rate>

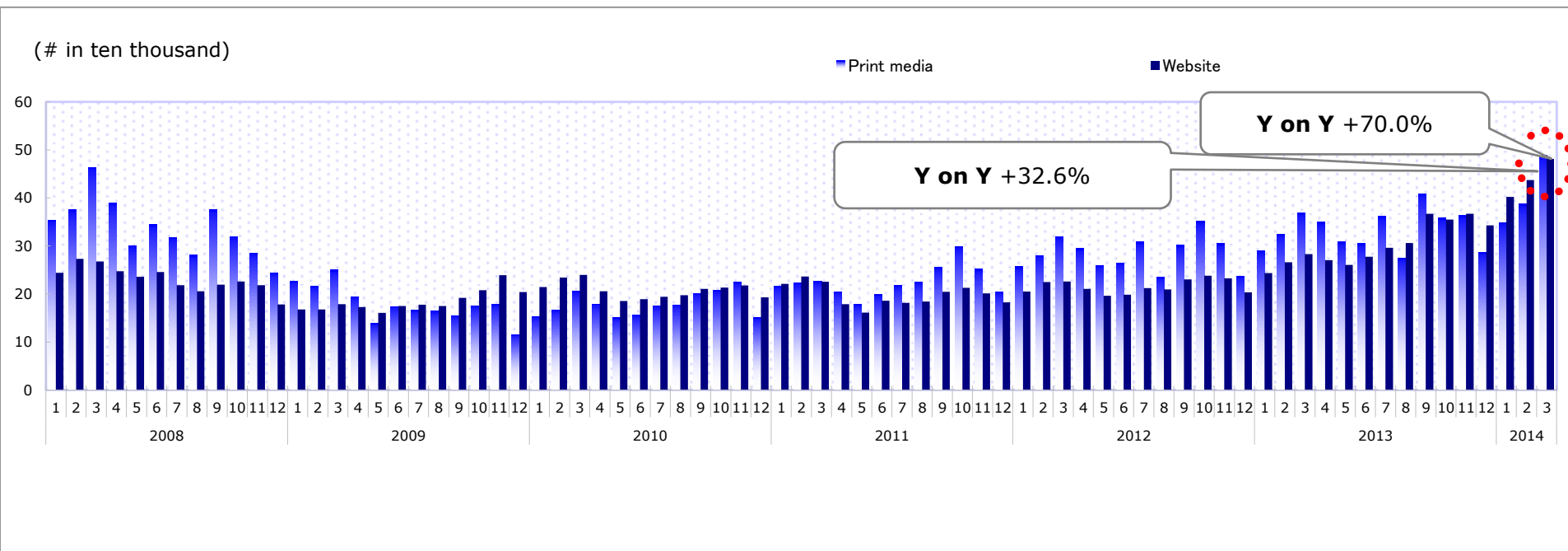


<Latest Effective Job Offers-to-Applicants Ratio>



•Figures represent average yearly figures

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



Source: Association of Job Information of Japan "Job Advertisement Numbers" (Mar.2014)

\* 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 to Mar 2013, survey of 50 companies, Apr 2013~ survey of 51 companies)



**■ en-japan inc. IR Corporate Planning Department**

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**Cautionary Statement**

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