



# **First Quarter of Fiscal 2015 Earnings Review**

**August 11th, 2014  
en-japan Inc.**

**1Q FY2015**  
**(Apr.-Jun.2014)**  
**Operating Results Summary**

## Net sales and income increased year on year, and exceeded the plan.

- Net sales increase +25.7% YOY to ¥ 4,590mn, Operating income increase +37.5% YOY to ¥ 980mn.
- All recruitment sites recorded higher net sales year on year, and performed strongly.
- In the job placement segment, en world Japan, in particular, achieved strong results.

## Companies continued to be eager to hire.

- The effective job offers-to-applicants ratio has risen to a high level of 1.10 times after 22 years.
- The number of new job listings continued to rise.

(Source : Health, Labor and Welfare Ministry “general employment placement situation”)

## TOPICS

- Job placement service [en]PARTNER was renamed en agent.
- NEW ERA INDIA CONSURTANCY, a job placement agency in India became a subsidiary.

# [1Q FY2015 Results]

## Consolidated Income Statement



	1Q FY2014 (Apr.-Jun.2013)		1Q FY2015 (Apr.-Jun.2014)		% YOY change	NOTE
	(million yen)	% of sales	(million yen)	% of sales		
<b>Net Sales</b>	<b>3,651</b>	100.0%	<b>4,590</b>	100.0%	25.7%	
<b>Cost of Sales</b>	<b>432</b>	11.8%	<b>465</b>	10.1%	7.6%	
<b>Personnel</b>	<b>225</b>	6.2%	<b>307</b>	6.7%	36.2%	15.3) Increase due to increased sales in the temporary placement businesses of some subsidiaries.
<b>Other</b>	<b>207</b>	5.7%	<b>158</b>	3.4%	-23.5%	(15.3) Recorded an impairment loss associated with the closure of the new graduate site in the previous fiscal year; decreased depreciation expenses, etc.
<b>Gross Profit</b>	<b>3,219</b>	88.2%	<b>4,124</b>	89.9%	28.1%	
<b>SGA(Sales,general &amp;administrative)</b>	<b>2,506</b>	68.6%	<b>3,144</b>	68.5%	25.5%	
<b>Personnel</b>	<b>1,434</b>	39.3%	<b>1,788</b>	39.0%	24.7%	
<b>Advertising, sales promotion</b>	<b>476</b>	13.1%	<b>543</b>	11.8%	13.9%	
<b>Other</b>	<b>594</b>	16.3%	<b>812</b>	17.7%	36.5%	
<b>Operating income</b>	<b>713</b>	19.5%	<b>980</b>	21.4%	37.5%	
<b>Ordinary income</b>	<b>901</b>	24.7%	<b>1,018</b>	22.2%	12.9%	(14.3) A temporary foreign exchange gain.
<b>Net income</b>	<b>1,771</b>	48.5%	<b>597</b>	13.0%	-66.3%	(14.3) Roughly 2 billion yen in gain on sales of investment securities.

# [1Q FY2015 Results] Operating Results Changing Factor (Consolidated)



(Yen)

Net Sales increase 25.7% YOY to ¥938mn.

Net Sales

¥ 3.65bn.

[en] Career Change Info (job board) +283mn.  
en world +381mn.  
overseas subsidiaries +241mn.  
etc.

¥ 4.59bn.

Expenses

¥ 2.94bn.

Expenses increase 22.8% YOY to ¥671mn.

Personnel expenses +435mn.  
Ad ,SP expenses +66mn.  
Goodwill amortization +35mn.  
etc.

¥ 3.61bn.

Operating  
Income

¥ 713mn.

Operating Income increase 37.5% YOY ¥268mn.

¥ 981mn.

1 Q FY2014

1 Q FY2015

# **1Q FY2015**

## **Hiring Business**

# 1Q FY2015 Hiring Business Financial Result



All recruitment sites were performed well.  
In particular, en world Japan remained strong.  
Recorded a high rate of year-on-year profit growth.

\*Reclassified due to segment changes effective this fiscal year

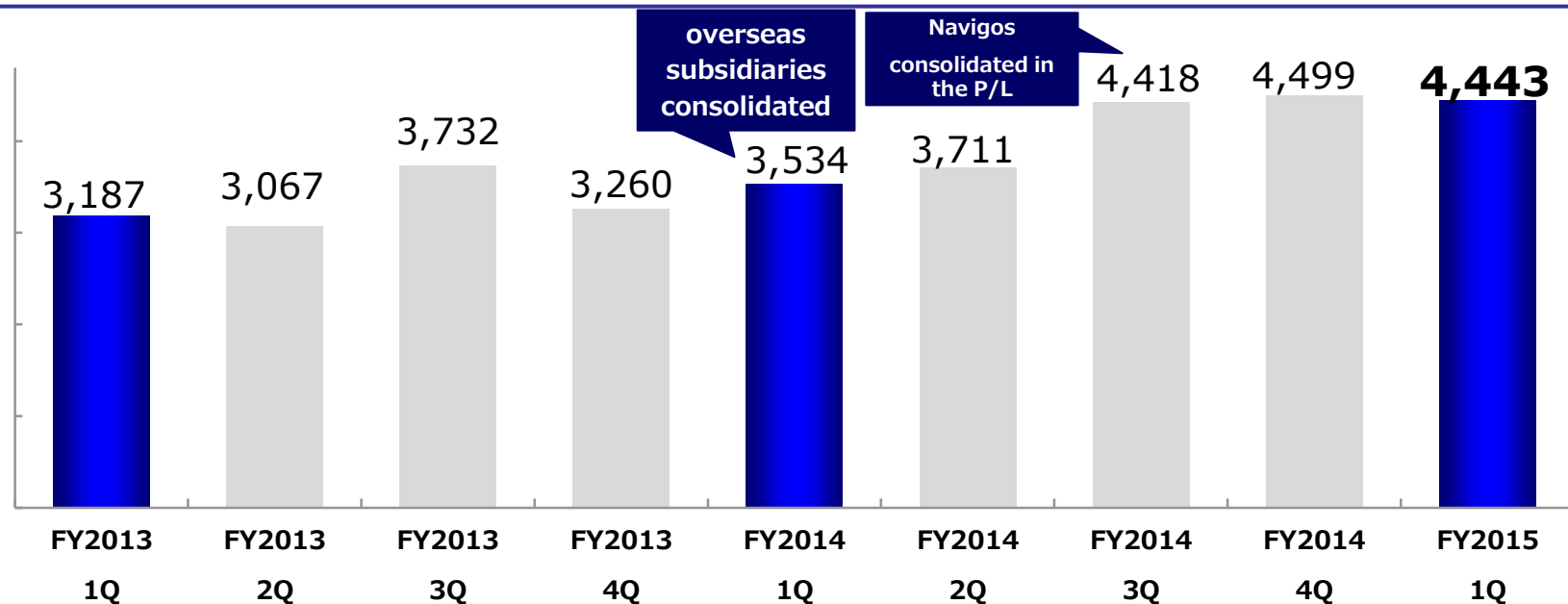
	*1Q FY2014 (Apr.-Jun.2013)		1Q FY2015 (Apr.-Jun.2014)		% YOY change	NOTE
	(million yen)	% of sales	(million yen)	% of sales		
Net Sales	3,531	100.0%	4,443	100.0%	25.8%	
Cost of Sales	420	11.9%	455	10.2%	8.3%	
Gross Profit	3,111	88.1%	3,988	89.8%	28.2%	
SGA(Sales,general &administrative)	2,414	68.4%	3,011	67.8%	24.7%	
Personnel	1,365	38.7%	1,703	38.3%	24.7%	Employees of en-japan and EWJ increased. Group companies in Vietnam and Thailand were not within the scope of consolidation in the previous fiscal year
Advertising, sales promotion	475	13.5%	538	12.1%	13.2%	
Other	573	16.2%	770	17.3%	34.2%	
Operating income	696	19.7%	976	22.0%	40.3%	

## 【Units of Employment Business】

Hiring Business	Job board	[en]Career Chane Info	[en]Career Change Consultant	[en]Temporary Placement Info	[en]New Career Challenges	[en]Temp to Perm Info	Overseas subsidiaries
	Job Placement	En agent	en world japan	Overseas subsidiaries			
	other	Hiring of new graduates	Apiiude Test etc				

## Reference : Trends in Hiring Business Net sales

※In conjunction with the change in segment classifications, the results for the previous periods are reclassified for presentation purposes



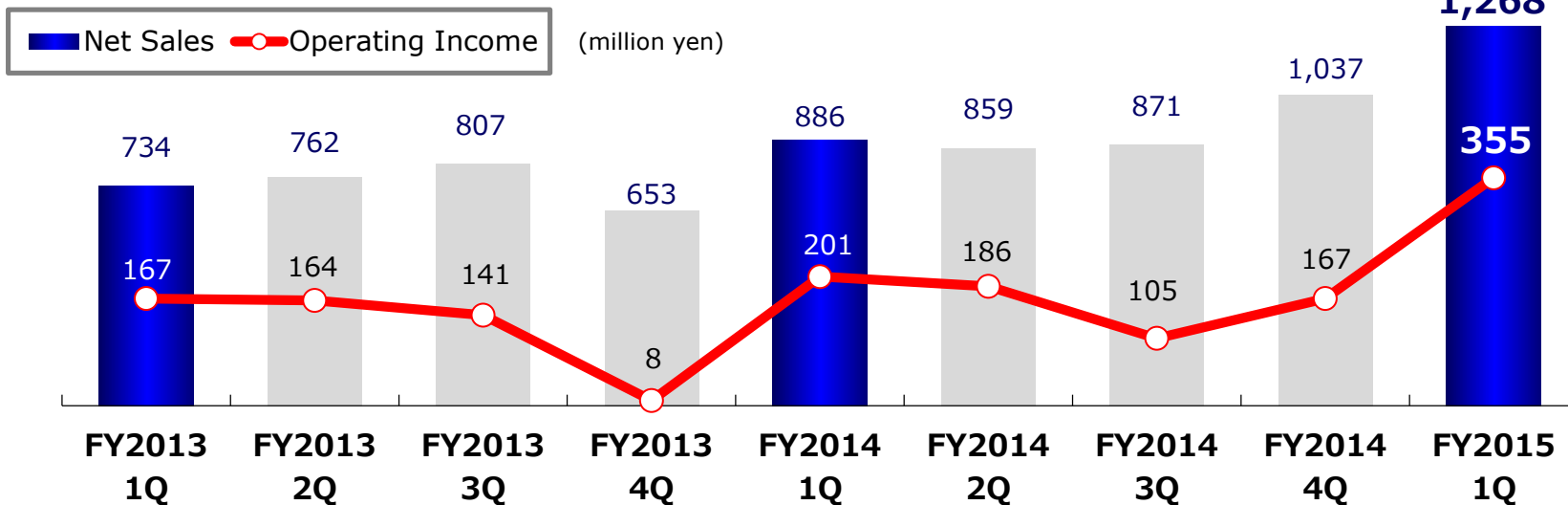
(Million yen)	13.3 1Q	13.3 2Q	13.3 3Q	13.3 4Q	14.3 1Q	14.3 2Q	14.3 3Q	14.3 4Q	15.3 1Q
[en]Career Chane Info	977	986	971	919	1,081	1,306	1,309	1,539	1,364
[en]Career Change Consultant	209	214	223	235	243	265	260	246	267
[en]Temporary Placement Info	431	413	445	487	459	484	493	534	506
en world japan (Job Placement)	734	762	807	653	886	859	871	1,037	1,268
Hiring of new graduates	222	168	776	316	190	133	687	336	197
Overseas subsidiaries (EWS,EWHK,EWKOR,Calibrate,Navigos,EWThai)	-	-	-	-	81	132	316	306	323
other	614	524	510	650	594	532	502	501	526
Total	3,187	3,065	3,726	3,255	3,531	3,705	4,438	4,497	4,443

※en agent started from the 14.2Q

※consolidated in the P/L from the 14.3Q(Navigos),15.1Q(EWThai)



## Trends in Quarter Results



### 1Q FY2015(Apr.-Jun.2014)

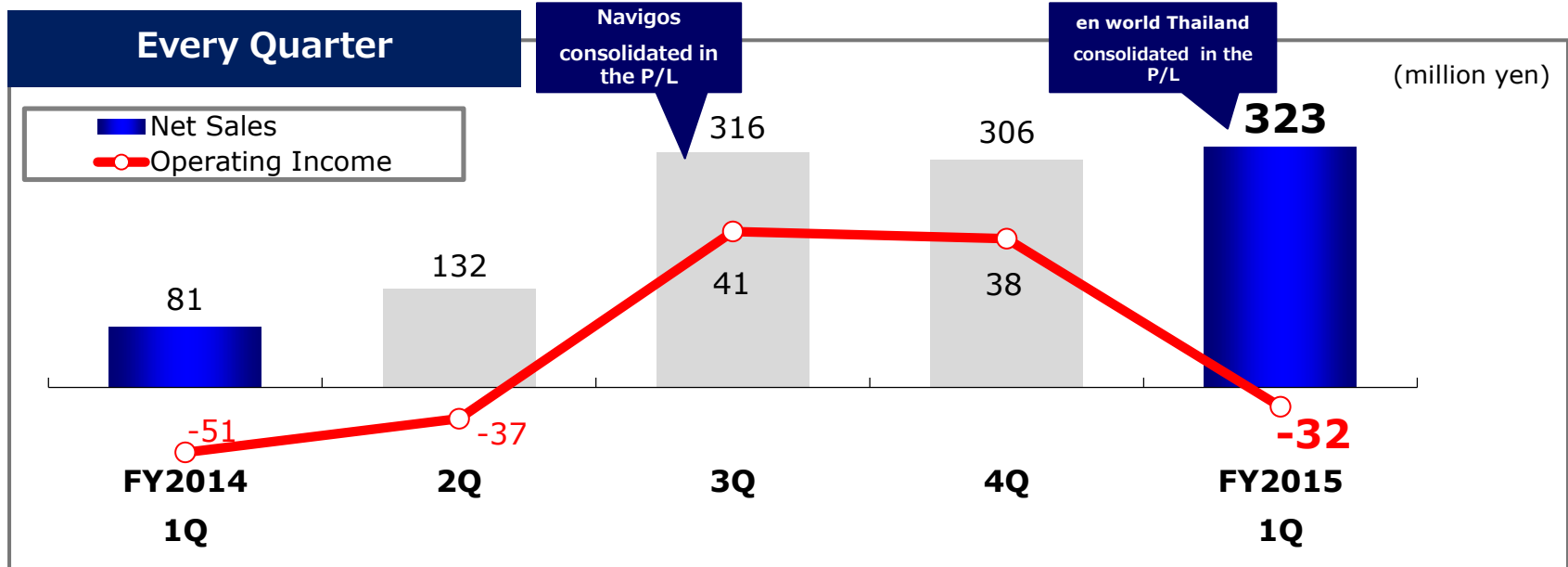
**Net Sales : ¥ 1,268mn ( Increase 43.0% YonY)**

**Operating Income : ¥ 355mn ( Increase 77.2% Y on Y )**

- Generally, global companies as well as Japanese companies that are clients of en world Japan were eager to hire in all sectors.
- EWJ posted record-high net sales and operating income on a quarterly basis.
- Net sales within the conditional scope of offer acceptance in the 1<sup>st</sup> quarter were also favorable.

# Overseas subsidiaries

en world singapore, en world Hong-Kong, en world Korea, Calibrate(AUS), Navigos group(VNM) ,en world Thailand etc



## FY2015 1Q

**Net Sales : ¥323mn (increase 296.5% Y onY)**

**Operating loss : ¥32mn (betterment ¥19mn Y on Y)**

- Net sales increased considerably mainly as the subsidiaries in Vietnam and Thailand, which were not within the scope of consolidation in the 1<sup>st</sup> quarter of the previous fiscal year, became consolidated subsidiaries. Sales also increased year on year in other countries.
- Operating income declined from the previous three-month period due to an increase in employees, but was generally in line with the plan.

\*Navigos consolidated in the P/L from 14.3Q

\*en world Thailand consolidated in the P/L from 15.1Q

**India is the 7<sup>th</sup> country entered by the en-japan Group – plan to consolidate NEW ERA INDIA from the 3<sup>rd</sup> quarter.**



- **Company Name : NEW ERA INDIA CONSULTANCY PVT. LTD**
- **acquisition cost : About 600mn ( acquisition rate 60.0%)**
- **Company Profits(FY2014) : Net sales 300mn、 Operating Income 70mn**
- **Merit : New Era has a high reputation in the Indian market and demonstrates strengths in job placement services particularly in the IT field, servicing a number of global companies as clients.**
- **Office : New Delhi (Head) 、 Hyderabad、 Mumbai**

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# **Education/Evaluation Business**

Although income decreased year on year, this was due to an increase in employees associated with the expansion of business activities.

Actual results exceeded the plan in the 1<sup>st</sup> quarter.

※In conjunction with the change in segment classifications, the results for current are reclassified for presentation purposes

	※ 1Q FY2014 (Apr.-Jun.2013)		1Q FY2015 (Apr.-Jun.2014)		% YOY Change	NOTE
	(million yen)	% of sales	(million yen)	% of sales		
Net sales	127	100.0%	159	100.0%	25.4%	
Cost of sales	15	11.8%	15	9.4%	-0.9%	
Gross Profit	112	88.2%	144	90.6%	28.9%	
SGA(selling,general and administrative expenses)	95	74.8%	140	88.1%	47.6%	
personnel	69	54.5%	85	53.8%	23.8%	Increase in employees associated with the expansion of business activities.
Advertising, Sales promotion	1	1.0%	5	3.1%	309.7%	
Other	25	19.4%	49	31.2%	101.6%	Increase in business consignment expenses at Cbase Corp.
Operating Income	17	13.3%	4	2.5%	-76.3%	

【Education/Evaluation Business Structure】

Education Evaluation	Education Evaluation	En-college	Recruitment consulting	Aptitude test
	subsidiaries	Cbase (Human affairs and Hiring system)		

# **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.

### FY 2014

■ Dividends	¥ 24.5
■ ※1 Payment Ratio	19.5%

\*1en-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.

\*1 Payment ratio which extraordinary income after subtraction is 30.4%

### FY 2015

■ Dividends(projection)	¥ 28.5
■ Payment Ratio (Projection)	30.0%



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



# 1Q FY2015 Non-consolidated Financial Result



	FY2014 (Apr.-Jun.2013)		1Q FY2015 (Apr.-Jun.2014)		% YOY change	NOTE
	(million yen)	% of sales	(million yen)	% of sales		
<b>Net Sales</b>	<b>2,652</b>	100.0%	<b>2,960</b>	100.0%	11.6%	
<b>Cost of Sales</b>	<b>302</b>	11.4%	<b>238</b>	8.0%	-21.2%	
<b>Personnel</b>	<b>92</b>	3.5%	<b>77</b>	2.6%	-17.3%	
<b>Other</b>	<b>209</b>	7.9%	<b>161</b>	5.5%	-22.9%	(15.3) Recorded an impairment loss associated with the closure of the new graduate site in the previous fiscal year; decreased depreciation expenses, etc.
<b>Gross Profit</b>	<b>2,350</b>	88.6%	<b>2,722</b>	92.0%	15.8%	
<b>SGA(Sales,general &amp;administrative)</b>	<b>1,725</b>	65.0%	<b>1,950</b>	65.9%	13.0%	
<b>Personnel</b>	<b>850</b>	32.1%	<b>949</b>	32.1%	11.6%	
<b>Advertising, sales promotion</b>	<b>471</b>	17.8%	<b>524</b>	17.7%	11.1%	
<b>Other</b>	<b>403</b>	15.2%	<b>477</b>	16.1%	18.1%	
<b>Operating profit</b>	<b>625</b>	23.6%	<b>772</b>	26.1%	23.5%	
<b>Ordinary income</b>	<b>1,094</b>	41.2%	<b>1,068</b>	36.1%	-2.3%	(14.3) A temporary foreign exchange gain ¥130mn. (15.3) Roughly ¥300 million dividend from subsidiary and other.
<b>Net income</b>	<b>2,037</b>	76.8%	<b>777</b>	26.3%	-61.9%	(14.3) Roughly 2 billion yen in gain on sales of investment securities.

# FY2015 Non-consolidated Financial Results Fluctuated Factors(YonY)

(Yen)



Net sales increase 11.6% YOY to ¥307mn

Net Sales

¥2.65bn.

[en]Career Change Info  
(Job board)

+¥283mn

[en]Temporary Placement Info

+45mn

etc

¥2.96bn.

Expenses

¥2.03bn.

Expenses increase 7.9% YOY to ¥160mn

Advertising,sales promotion

+¥52mn

PersonnelExpenses

+¥83mn

etc

¥2.19bn.

Operating Income increase 23.5%  
YOY to ¥147mn

Operating  
Income

¥625mn.

¥772mn.

1Q FY2014  
(Apr.-Jun.2013)

1Q FY2015  
(Apr.-JUN.2014)

# FY2014 Hiring Business Financial Result



	1Q FY2014 (Apr.-Jun.2013)		1Q FY2015 (Apr.-Jun.2014)		% YOY change
	(million yen)	% of sales	(million yen)	% of sales	
Net Sales	<b>2,652</b>	100.0%	<b>2,960</b>	100.0%	11.6%
Cost of sales	<b>302</b>	11.4%	<b>238</b>	8.0%	-21.2 %
Gross profit	<b>2,350</b>	88.6%	<b>2,722</b>	92.0%	15.8%
SGA(selling,general and administrative epenses)	<b>1,725</b>	65.0%	<b>1,950</b>	65.9%	13.0 %
Personnel	<b>850</b>	32.1%	<b>949</b>	32.1%	11.6%
Advertising, sales promotion	<b>471</b>	17.8%	<b>523</b>	17.7%	11.1%
Other	<b>403</b>	15.2%	<b>476</b>	16.1%	18.1%
Operating pofit	<b>625</b>	23.6%	<b>771</b>	26.1%	23.5%

# FY2014 Education/Evaluation Financial Results



	FY2014 (Apr.2012-Mar.2013)		FY2014 (Apr.2013-Mar.2014)		% YOY change
	(million yen)	% of sales	(million yen)	% of sales	
<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(selling,general and administrative epenses)</b>	<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 pofit</b>	<b>43</b>	14.8%	<b>88</b>	26.2%	103.6%

- ◆ Education/Evaluation Business : en-college ・ Personnel affairs consultant  
Aptitude Test etc



**APPENDIX**  
**(FY2015 Full-Year Budget)**

# FY2015 Consolidated Financial Forecast



	FY2014 (Apr.2013-Mar.2014)			FY2015 (Apr.2014-Mar.2015)		
	(million yen)	% of sales	% YOY change	(million yen)	% of sales	% YOY change
Net sales	<b>16,755</b>	100.0%	23.5%	<b>19,200</b>	100.0%	14.6%
Cost of sales	<b>1,921</b>	11.5%	-0.5%	<b>1,845</b>	9.6%	-3.9%
Personnel	<b>1,025</b>	6.1%	19.8%	<b>1,062</b>	5.5%	3.6%
Other	<b>896</b>	5.4%	-16.7%	<b>783</b>	4.1%	-12.6%
Gross Profit	<b>14,833</b>	88.5%	27.5%	<b>17,354</b>	90.4%	17.0%
SGA(Sales, general & administrative)	<b>11,392</b>	68.0%	28.7%	<b>13,404</b>	69.8%	17.7%
Personnel	<b>6,046</b>	36.1%	20.3%	<b>7,385</b>	38.5%	22.1%
Advertising, sales promotion	<b>2,636</b>	15.7%	46.7%	<b>2,854</b>	14.9%	8.3%
Other	<b>2,707</b>	16.2%	33.8%	<b>3,164</b>	16.5%	16.9%
Operating profit	<b>3,441</b>	20.5%	23.6%	<b>3,950</b>	20.6%	14.8%
Ordinary income	<b>3,747</b>	22.4%	31.9%	<b>3,970</b>	20.7%	5.9%
Net income	<b>2,789</b>	16.6%	80.4%	<b>2,240</b>	11.7%	-19.7%

# Fluctuated Factors : Consolidated Financial Results (FY2014 Actual vs. FY2015 forecast)



(Yen)

**Net sales increase 14.6% YOY to ¥2.45bn**

**Net Sales**

**¥16.75bn.**

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.

**¥19.2bn.**

**Expenses**

**¥13.3bn.**

**Expenses increase 14.5% YOY to ¥1.95bn**

Personnel	+¥1.37bn
Advertising,sales promotion etc	+¥217mn

**¥15.25bn.**

**Operating  
Income**

**¥3.44bn.**

**Operating Income increase 14.8%**

**YOY to ¥510mn**

**¥3.95bn.**

**FY2014  
Actual**

**FY2015  
forecast**

# 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.



# Changes in Segment Classifications

The former 2hiring-related businesses are integrated and reclassified as  
“Hiring Business”

FY2014			
Company wide	Mid Career Hiring Business	Job Information Ads (domestic)	[en]Career Change Info (en agent included)
			[en]Career Change Consultant
			[en]Temporary Placement Info
			[en]New Career Challenges
			[en]Temp to Perm info
		Job Placement (domestic)	En world Japan (subsidiary)
		oversea	[overseas subsidiaries] en world Singapore, en world Hong Kong, en world Korea, Calibrate Recruitment, Navigos Group
		other	Aptitude Test
	New Graduate Hiring Business	[en]Job Info for Students, other(Aptitude Test)	
	Education/Evaluation Business	educational assessment, en-college, Aptitude Test, Cbase (subsidiary)	



FY2015			
Company wide	Hiring Business	Job Information Ads (domestic)	[en]Career Change Info
			[en]Career Change Consultant
			[en]Temporary Placement Info
			[en]New Career Challenges
			[en]Temp to Perm info
		Job Placement (domestic)	en world Japan (subsidiary)
			en agent
		oversea	[overseas subsidiaries] en world Singapore, en world Hong Kong, en world Korea, Calibrate Recruitment, Navigos Group, en world Thailand
		other	New services of New Graduate Hiring Business, Aptitude Test
	Education/Evaluation Business	educational assessment, en-college, Aptitude Test, Cbase (subsidiary)	

# Segment FY2015 Financial Forecasts (Consolidated)



(million yen)

		FY1024	FY2015 Projection	% YOY Change	NOTE
Hiring Business	Net sales	16,063	18,100	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)
	Operating income	3,227	3,725	15.4%	
	Operating Income rate (%)	20.1%	20.6%		
Education Evaluation Business	Net sales	747	1,150	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)
	Operating income	213	225	5.6%	
	Operating Income rate (%)	28.5%	19.6%		
Company-Wide adjustment	Net sales	-55	-50	-	
	Operating Income	0	0	-	

# Assumptions for Operating Results (Projection) for FY2015

## Change of Classification for [en] Career Change Info



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

FY2014			FY2015		
product classification		BRAND NAME	product classification		BRAND NAME
[en]Career Change Info	Fee-based service	Fee-based Ads	Job advertising ([en] Career Change Info)	Fee-based Ads	
	Pay-per-listing product	SH Ads		SH Ads	
		contingent-fee-type job advertising (SSS)	Job Placement	[en]PARTNER <Interview-based placement>	
		[en]PARTNER		contingent-fee-type job advertising (SSS) <Non-interview-based placement>	

# Service FY2015 Financial Forecaste (Net sales)



(million yen)

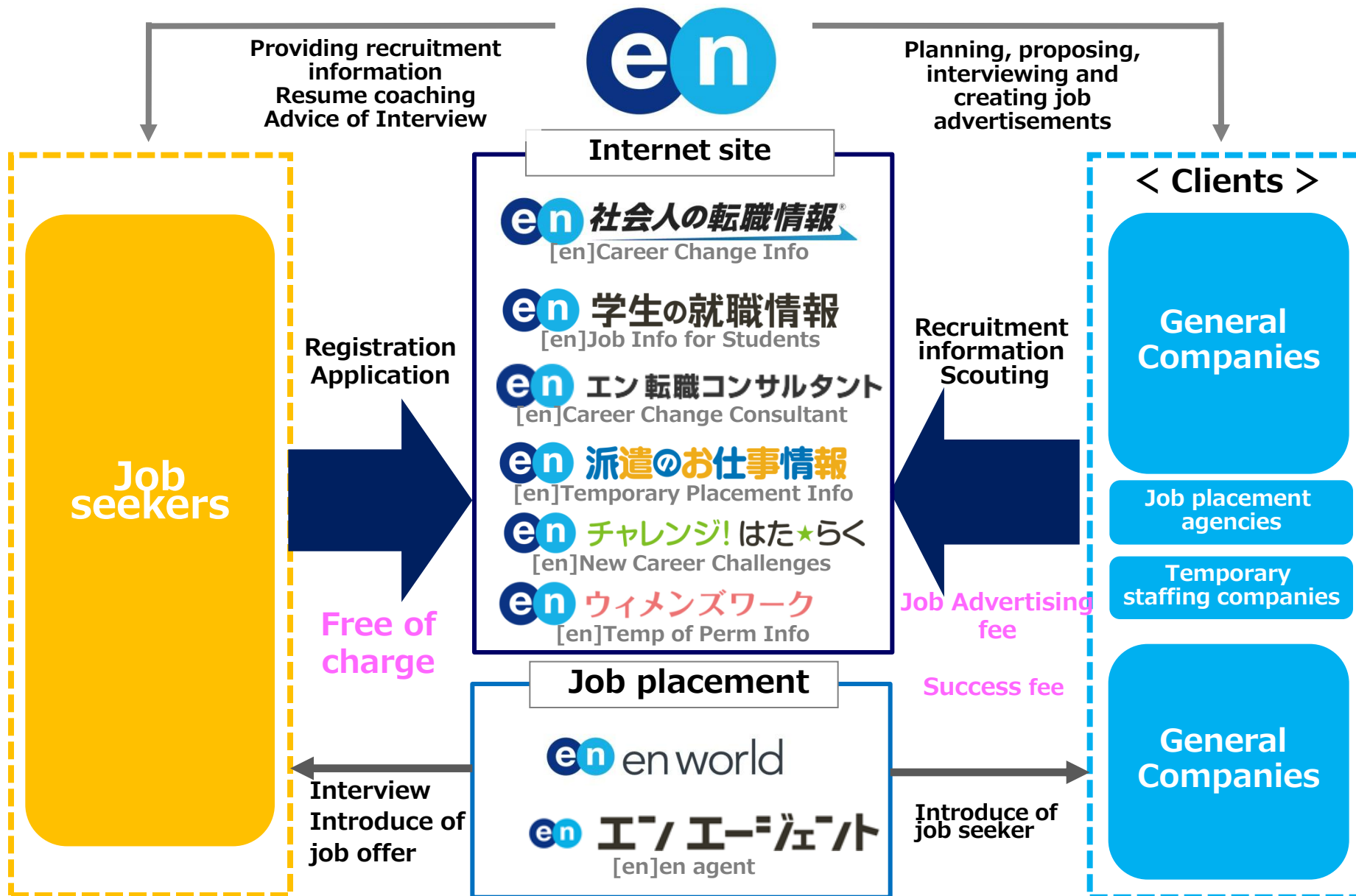
Hiring Business		NET SALES			NOTE
		FY2014	FY2015 projection	% YOY Change	
Job Information site	Job Advertising ([en]Career Change Info)	5,236	6,140	17.3%	(FY2014) Fee-based Ads+SH Ads (FY2015)
	[en]Career Change Consultant	1,015	1,100	8.4%	
	[en]Temporary Placement Info	1,972	2,200	11.6%	
	[en]New Career Challenge	554	570	2.9%	
	[en]Temp to Perm Info	74	80	8.1%	
Job placement Service	en Japan	1,290	1,970	52.7%	(FY2014) en agent+SSS (FY2015)
	en world Japan	3,655	3,920	7.3%	
Oversea subsidiaries		838	1,710	104.1%	Mainly job placement services Navigos also operates a recruitment site

\*Differences between net sales with the consolidated earnings forecast by segment on page 46 are mainly due to aptitude testing, new graduate-related activities, and segment-related adjustments



# APPENDIX

【 Company 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 1,194million (as of end of Jun. 2014)
【Stock Listing 】	Jasdaq/ (code : 4849)
【Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated1,644, Non-consolidated 788 (as of end of Jun. 2014)
【 Number of Outstanding Shares 】	24,858,000株 (as of end of Jun. 2014)
【 Business Description 】	「人材採用・入社後活躍」の支援 (1) Internet job recruitment service (2) Job Placement (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development



※ Sales breakdown are based on FY2014 data  
 ※ Sales of en agent include in [en]Career Change Info  
 ※ Changes in Segment Classifications from 15.1Q ,Hiring Business and Education/Evaluation Business

## <Hiring Business・WebSite(Domestic)>

	Share	Contents	Characteristics	Users	Clients
<b>[en]Career Change Info</b> 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
<b>[en]Career Change Consultant</b> 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
<b>[en]Temporary Placement Info</b> 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
<b>[en]New Career Challenges</b> 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
<b>[en]Temp of Perm Info</b> 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



## <Hiring Business · Job Placement (Domestic) >

※1 The brand name was changed from [en] PARTNER in July 2014.

	Share	Contents	Characteristics	Clients
	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
※1	-	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


## <Hiring Business · Oversea>

※2 The brand name was changed from Top Talent Asia in July 2014.

※2 The company name was changed from Capstone Group in July 2014.


	Share	country	Contents	Characteristics	Clients
	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
		※2 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
		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
		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
			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

## <Hiring Business : New Graduate Hiring Related>

	Share	Contents	Characteristics	Users	Share
※1 [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

※1 : The Website will be terminated as of March 31, 2015

## <Education/Evaluation Business>

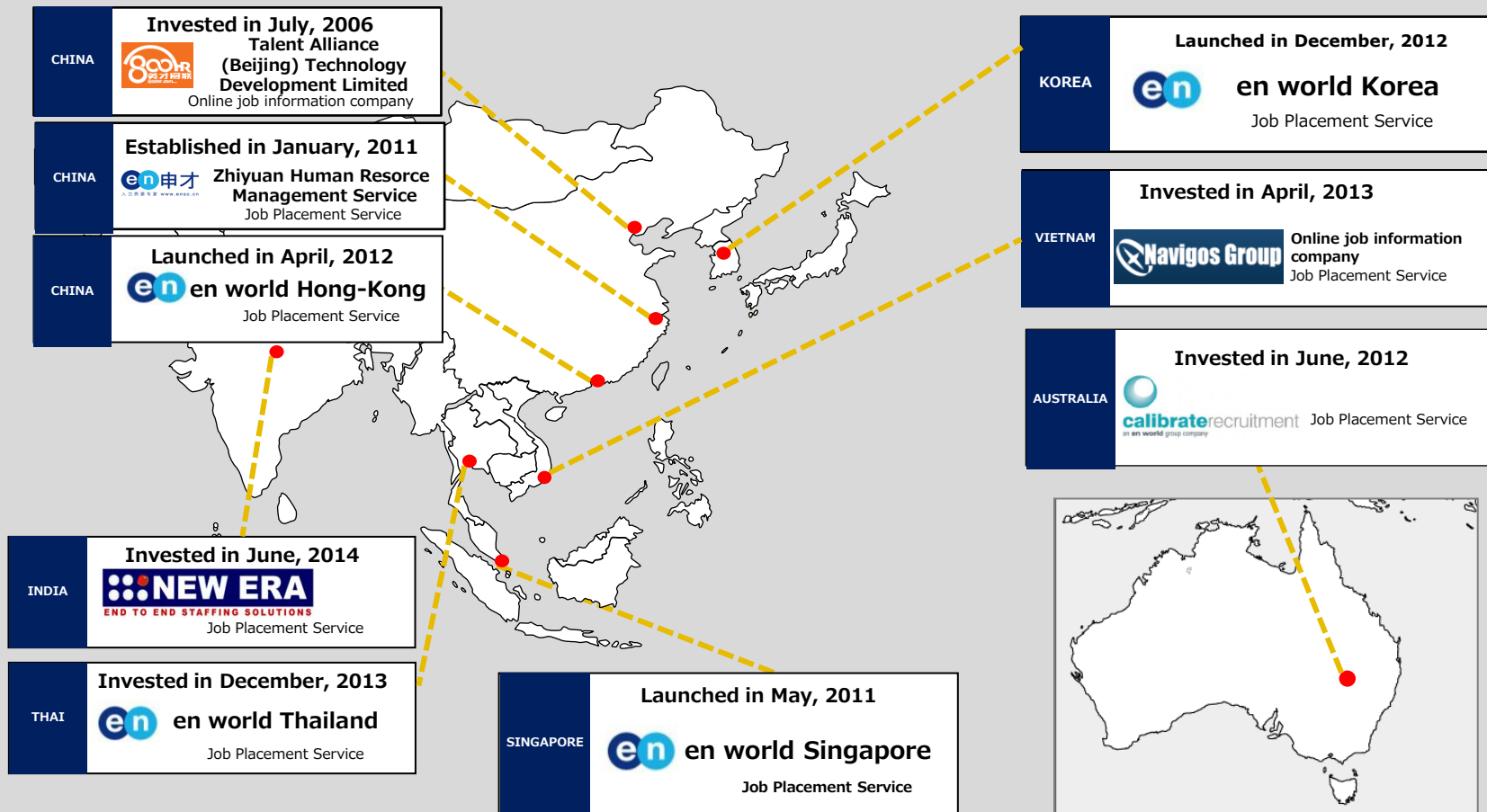
	Share	Contents	Characteristics	Users
 エンカレッジ <i>en-college</i>	1%	Employee training Aptitude test development Personnel system development	<ul style="list-style-type: none"> <li>Skill-enhancement training for personnel in charge of recruiting, and development and sales of screening tests</li> <li>Operation 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
Cbase Corp.	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

# Global Expansion

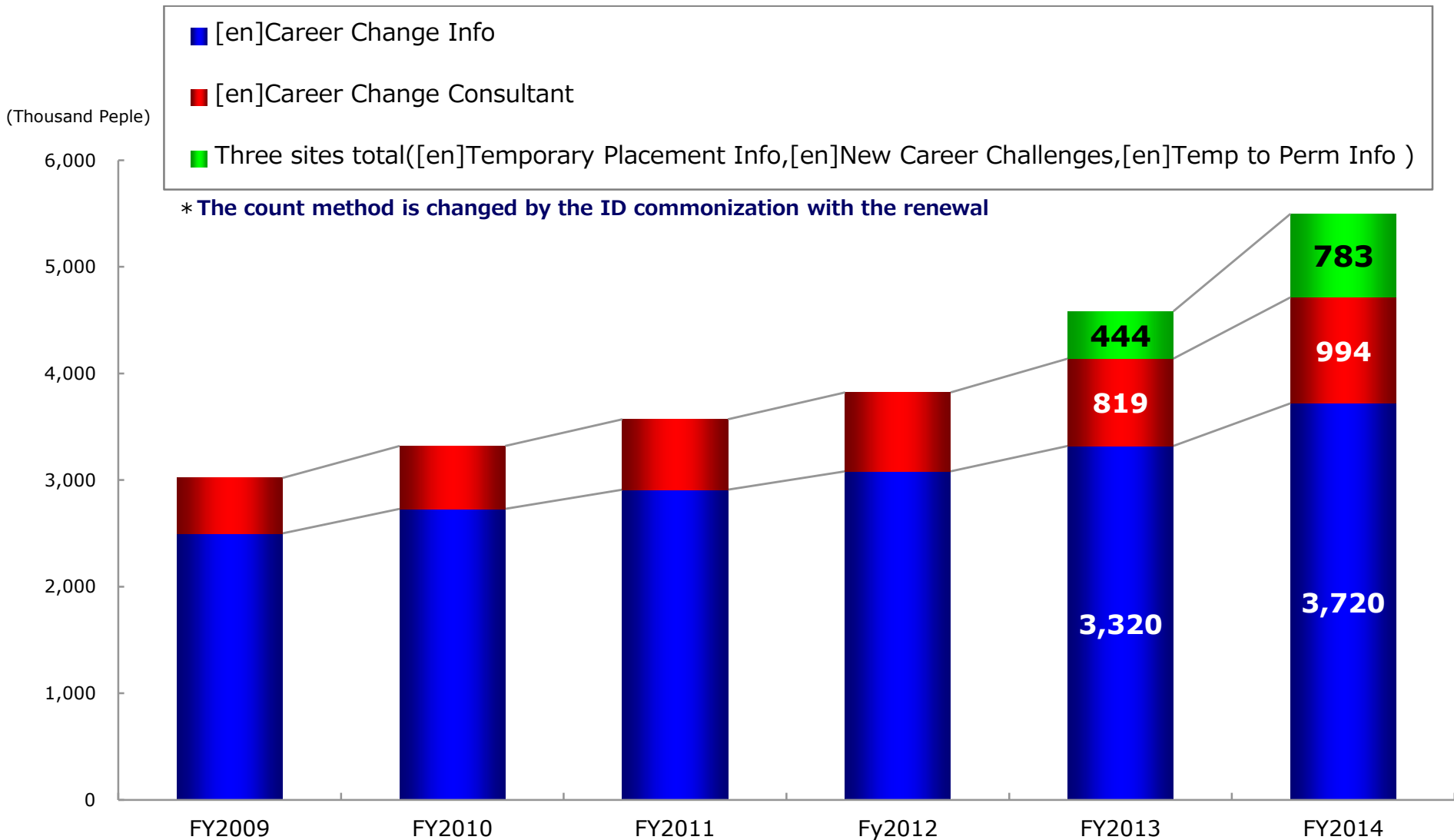


**Pursuing active business activities overseas, mainly in Asia as a mid-to-long term strategy.**

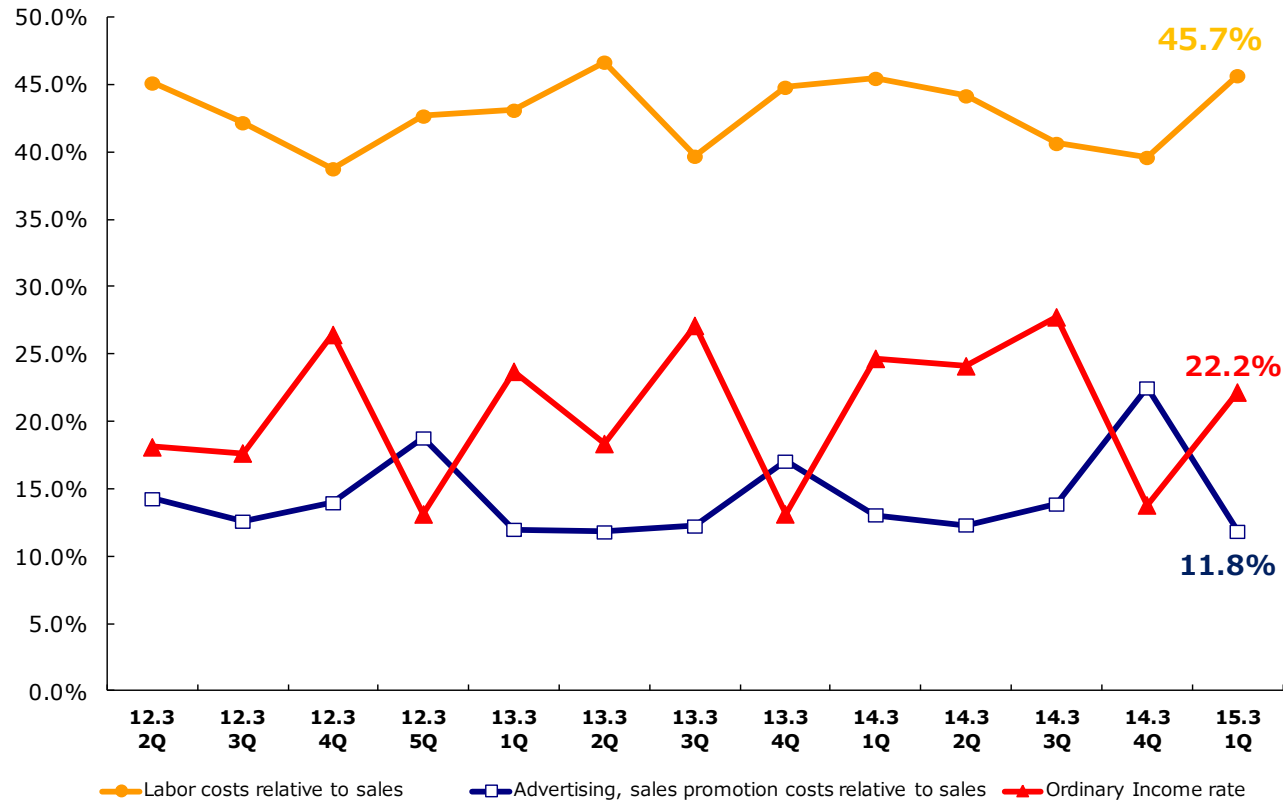
**Demand for human resources is expected to rise going forward as countries demonstrate economic growth.**



# The number of registered users (At the end of Jun, 2013)



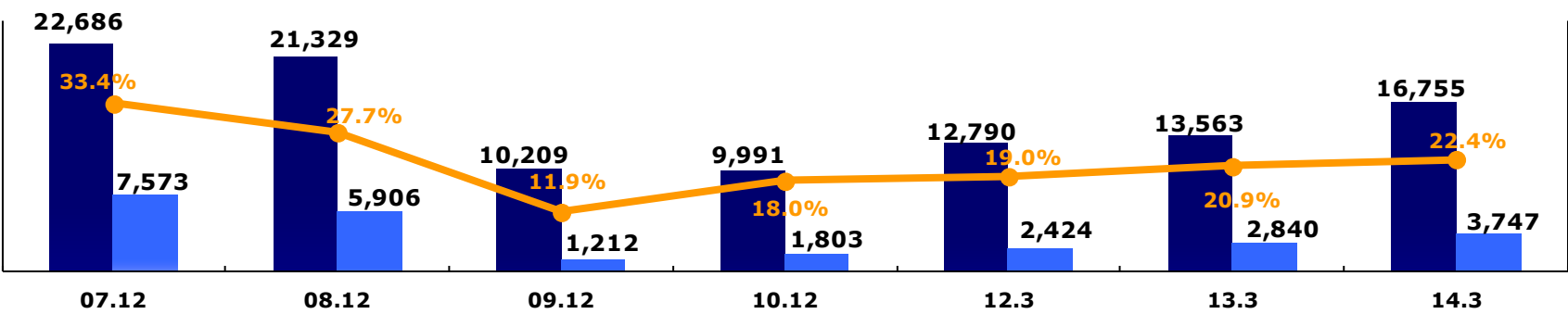
# Labor costs relative sales and Advertising, sales promotion costs (Consolidated)



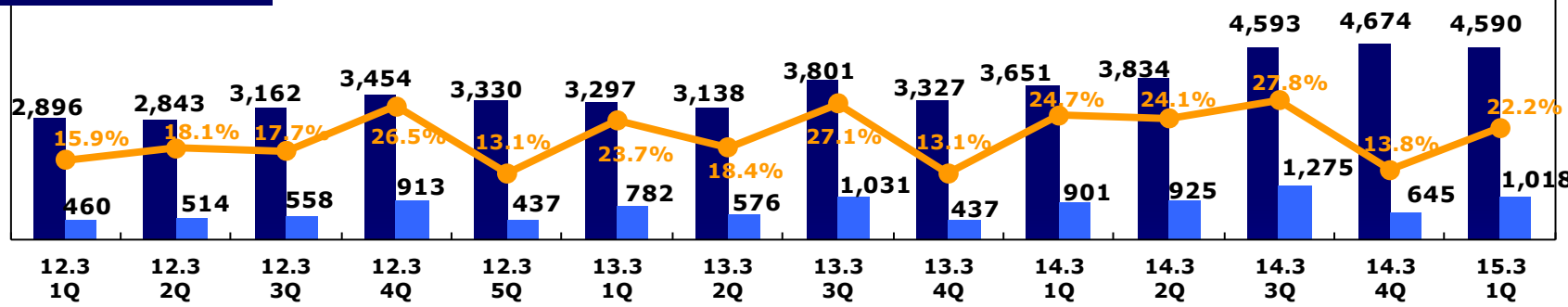
	12.3 2Q	12.3 3Q	12.3 4Q	12.3 5Q	13.3 1Q	13.3 2Q	13.3 3Q	13.3 4Q	14.3 1Q	14.3 2Q	14.3 3Q	14.3 4Q	15.3 1Q
Ordinary Income (million yen)	514	558	913	437	782	576	1,031	437	901	925	1,275	645	1,018
Ordinary Income rate	18.1%	17.7%	26.5%	13.1%	23.7%	18.4%	27.1%	13.1%	24.7%	24.1%	27.8%	13.8%	22.2%
Labor costs (million yen)	1,282	1,333	1,338	1,420	1,421	1,464	1,508	1,490	1,660	1,693	1,866	1,850	2,096
Labor costs relative to sales	45.1%	42.2%	38.7%	42.7%	43.1%	46.7%	39.7%	44.8%	45.5%	44.2%	40.6%	39.6%	45.7%
Advertising, sales promotion costs (million yen)	405	398	482	625	395	370	465	567	477	472	637	1,051	543
Advertising, sales promotion costs relative to sales	14.3%	12.6%	14.0%	18.8%	12.0%	11.8%	12.2%	17.0%	13.1%	12.3%	13.9%	22.5%	11.8%

# (Reference)Fiscal year end and Quarter Operating Results

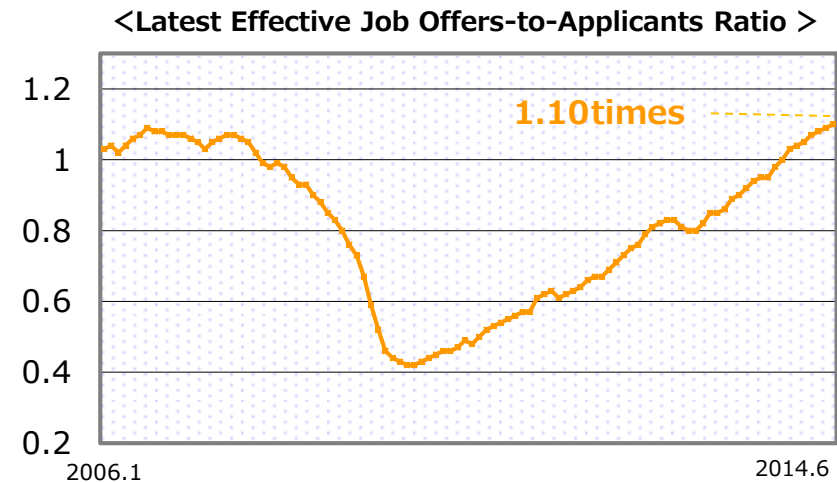
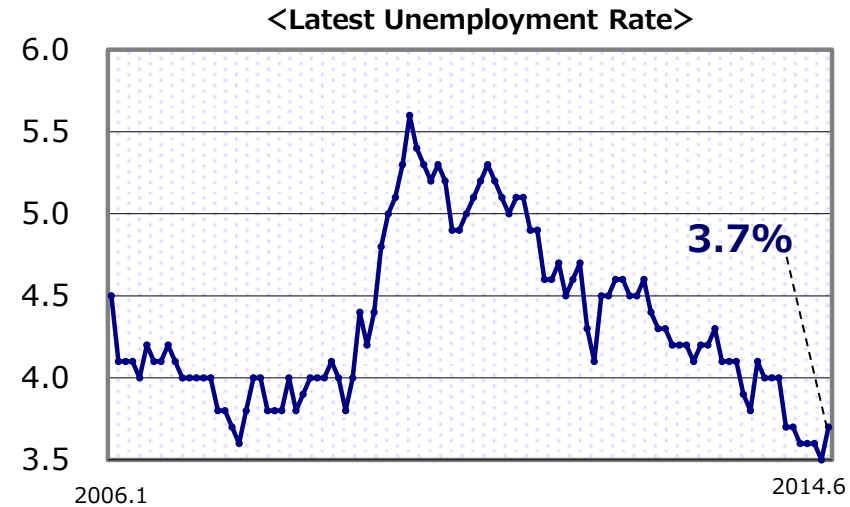
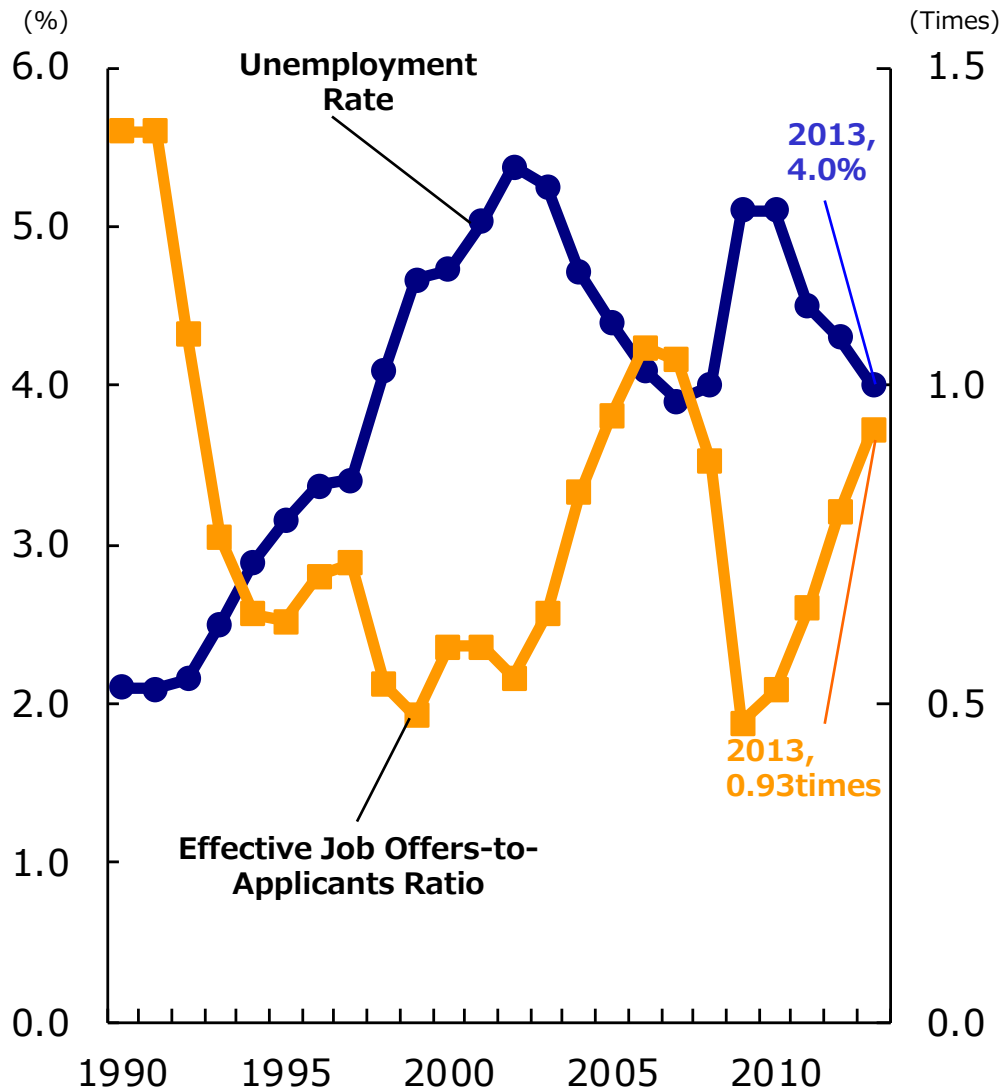
Fiscal year end



Quarter



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

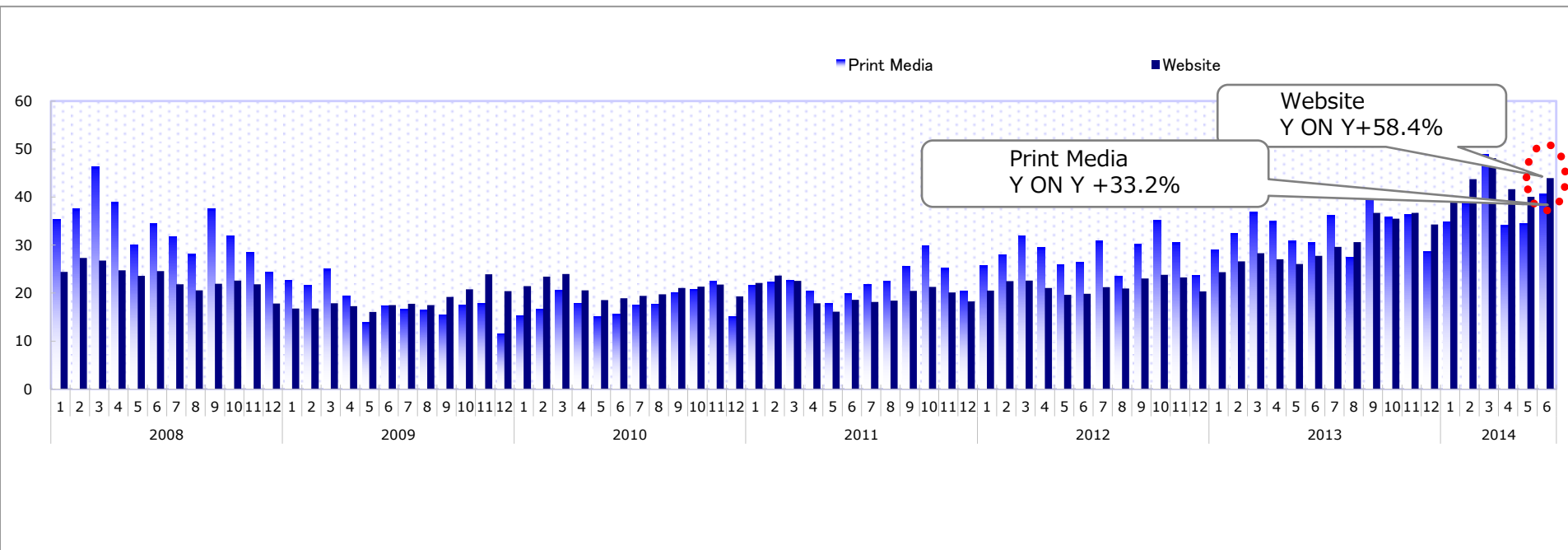


•Figures represent average yearly figures  
 •Source : Health, Labor and Welfare Ministry ,  
 Ministry of Public Management, Home Affairs,  
 Posts and Telecommunications Statistics Bureau

# Job Advertising Market Trends



(# in ten thousand)



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

\*Survey of 51 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 )





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