



First Quarter of FY Mar/2016 Earnings Review

**August 10th, 2015
en-japan Inc.**

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for FY Mar/2016

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1Q FY Mar/2016

Consolidated Performance Summary

Company – wide Operating Results

Sales	¥ 5.79 bil. (+ 26.1 % YOY)
Operating Profit	¥ 1.23 bil. (+ 25.5 % YOY)

1Q sales of [en] Career Change Info : ¥ 1,976M
Achieved significant YOY growth of 45 %

- Large-scale TVCM promotion on [en] Career Change Info was implemented.
- Due to reinforcement of sales activities that were bolstered by the TVCM , the number of recruitment ads on the website largely increased on a YOY basis.
- A part of the budget for advertisements and promotion activities is carried over to the following quarter.
- Based on favorable sales performance, effective cost use, etc., earnings forecast for the 1H revised upward.

The TVCM on [en] Career Change Info which was shown in major areas in Japan increased brand recognition of the service. It also strengthened sales activities.



Bakarhythm



Gaku Hamada

Period : June – July

Run by : Major networks in Tokyo, Tokai, Kansai and Fukuoka

[en] Career Change Info 

of website visitors who found the page through word search increased by

1.4 times after the TVCM

Before TVCM

100

After TVCM
Lunched

143

A measure to increase brand recognition utilizing smart Phone based online ads



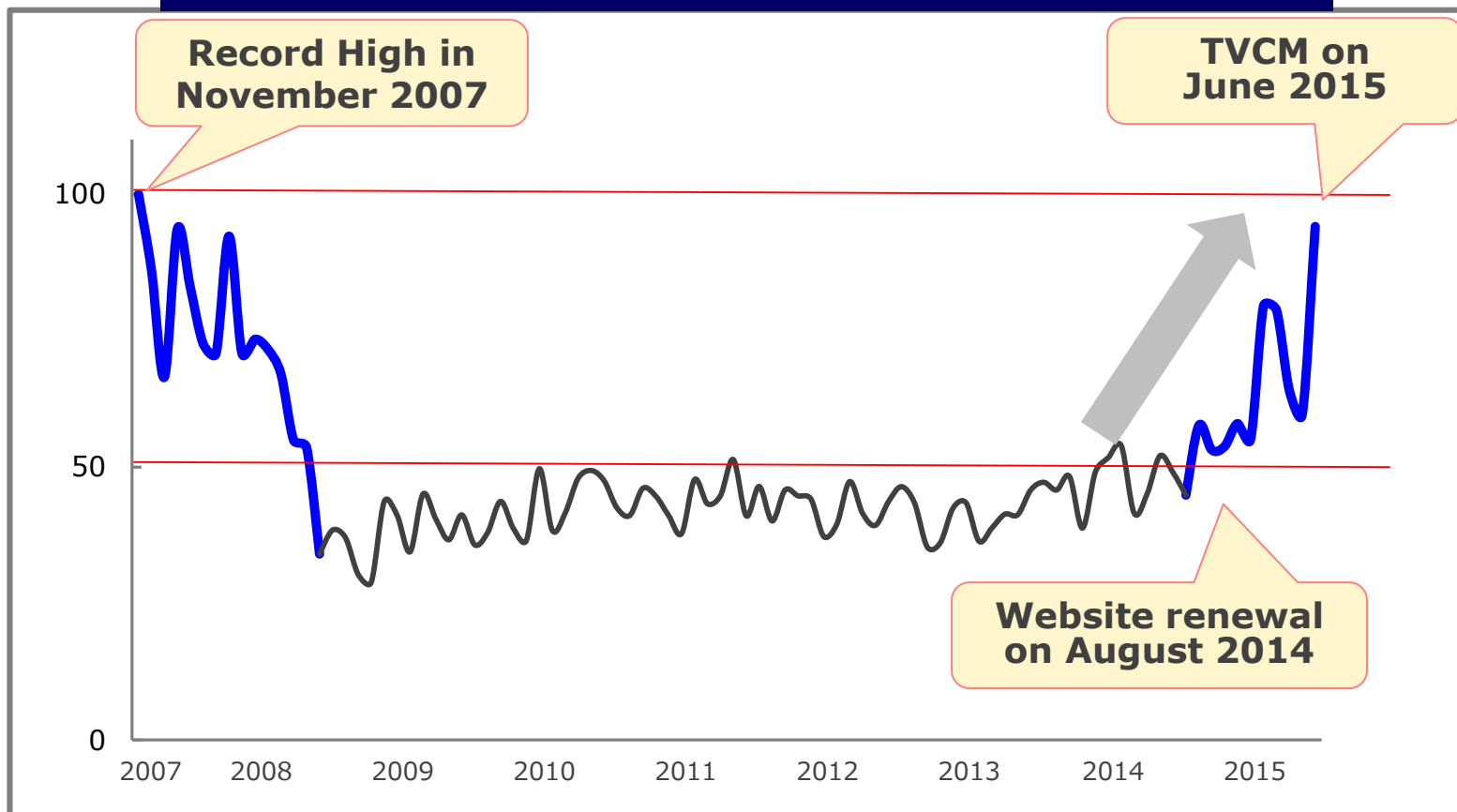
**en Japan became an official sponsor of “SmartNews”,
a news application loved by 4.54 million users**



**As an official sponsor of “Career” Channel, a business/career
page that SmartNews launched on July 1, en Japan puts
career-related information contents and its ads on the page.**

The number of ads recovered to nearly the record high level thanks to the website renewal and promotion.

Number of listings on [en]Career Change Info(Index)



*On the assumption that # of ads as of Nov 2007 is 100

Association of Job Information of Japan, a Public Interest Incorporated Foundation's recruitment advertisement awards went to en Japan for the 2nd year in a row

- ✓ On other websites, candidates applied for the position just being attracted to the well-known company name, not the job itself. As a result, the company couldn't find a candidate who was truly suitable to the position.
- ✓ Due to in-depth research and wide-range information gathering, en Japan's ads explain even uncommon jobs well so that those who are totally new to such jobs can understand them
- ✓ As the candidates who saw [en] Career Change Info are well informed of the job they are applying, successful employments were achieved

Advertisement Award 2014 / Recruitment Site Section Award winning advertisement



フレッシュ・デルモンテ・ジャパン株式会社

労働職種 ライブナー（青いバナナを黄色く熟成させる仕事） [正社員](#)

 職種未経験OK  業種未経験OK  残業月20h以内  転勤なし



ベテランのライブナーになると、青みを残して出荷して到着した時に食べごろに。そんな微調整もできるようになります。

「バナナも風邪をひく」って、知っていましたか？

バナナが風邪をひく？ ということ？ と、思われますよね。
暖かい地域で生まれたバナナは、気温が高くないと熟成することができません。
逆に、寒い日が続くと成長が止まるだけでなく、
“風邪”と呼ばれる冷蔵障害を起こし、茶色く変色してしまいます。

スーパーで並ぶバナナは、実は輸入された段階ではかたくて真っ青なのです。
ライブナーは、甘くて黄色いバナナにするために、
保管室の温度管理を徹底して熟成させる専門職。
収穫された季節、外の気温や湿度、輸送距離など、
一つひとつの環境を考慮しながら、微妙な温度調整を繰り返していきます。
気温が高すぎると腐りますし、低すぎると風邪をひかせてしまう。
常に気を配りながら、美味しいバナナに育つのを見守っているのです。

美味しくて甘いバナナがスーパーに並んでいる。
そんな当たり前の光景も、ライブナーがいないと目にすることはできません。

[1Q FY Mar/2016 Results]

Consolidated Income Statement



	1Q FY2015 (Apr.2014–Jun.2014)		1Q FY2016 (Apr.2015–Jun.2015)		YOY change (million yen)	% YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net Sales	4,590	100.0%	5,789	100.0%	1,199	26.1%	(FY2016) [en] Career Change Info performs well. More foreign subsidiaries were consolidated.
Cost of Sales	465	10.1%	547	9.5%	82	17.6%	
Personnel	307	6.7%	369	6.4%	62	20.3%	
Other	158	3.4%	178	3.1%	19	12.5%	
Gross Profit	4,124	89.9%	5,242	90.5%	1,117	27.1%	
SGA(Sales, general & administrative)	3,144	68.5%	4,011	69.3%	867	27.6%	
Personnel	1,788	39.0%	2,110	36.5%	322	18.0%	(FY2016) Head Count increase at en Japan and en world India, which had yet to be consolidated as of 1Q FY2015
Advertising, Sales Promotion	543	11.8%	815	14.1%	271	50.0%	(FY2016) TVCM launched
Other	812	17.7%	1,085	18.8%	273	33.7%	(FY2016) System implementation, business process outsourcing cost increase related to newly developed business, etc.
Operating Profit	980	21.4%	1,230	21.3%	249	25.5%	
Ordinary Income	1,018	22.2%	1,287	22.2%	269	26.4%	
Net Income attributable to en Japan shareholders	597	13.0%	791	13.7%	194	32.5%	

[1Q FY Mar/2016 Results]

Changing Factor of Earnings (Consolidated)



Year on Year
1Q FY2015 vs 1QFY2016

(yen)

Sales increased by 1.20bil or 26.1% YOY

Sales

4.59bil

[en] Career Change Info (Job board)
Overseas subsidiaries
en Agent(Job search)
Sites for temporary staffing companies

+0.61bil
+0.30bil
+0.28bil
+0.10bil
etc.

5.79bil

Expenses

3.61bil

Expenses increased by 0.95bil or 26.3% YOY

Personnel expense
Advertising and Sales promotion expense
Outsourcing expense

+0.38bil
+0.27bil
+0.10bil
etc.

4.56bil



Operating Profit

0.98bil

Operating Profit increased by 0.25bil or 25.5% YOY

1.23bil

1Q FY2015
(Apr.2014 – Jun.2014)

1Q FY2016
(Apr.2015 – Jun.2015)

Revision of 1H Consolidated Earnings Forecast for FY Mar/2016

Revision of 1H Consolidated Earnings Forecast for FY Mar/2016

We revised up 1H earnings forecast for based on the performance for 1Q and the latest situations
(Announced on July 27)

Sales : Main sales drivers for 1Q were [en] Career Change Info and other job search websites

Cost : Effective cost use and unused cost

	Previous Projection (Announced on May 12)		Revised Projection (Announced on July 27)		Total (million yen)	% change	(Reference) previous results for 1H	
	(million yen)	% of sales	(million yen)	% of sales			(million yen)	Rate of increase
Net Sales	11,449	100.0%	11,641	100.0%	192	1.7%	9,205	26.5%
Gross Profit	1,537	13.4%	2,123	18.2%	586	38.1%	1,738	22.2%
Operating Profit	1,601	14.0%	2,156	18.5%	555	34.6%	1,921	12.2%
Net Income attributable to en Japan shareholders	993	8.7%	1,309	11.2%	315	31.7%	1,177	11.2%

**1Q FY Mar/2016
Performance Summary
by segment
~ Hiring Business ~**

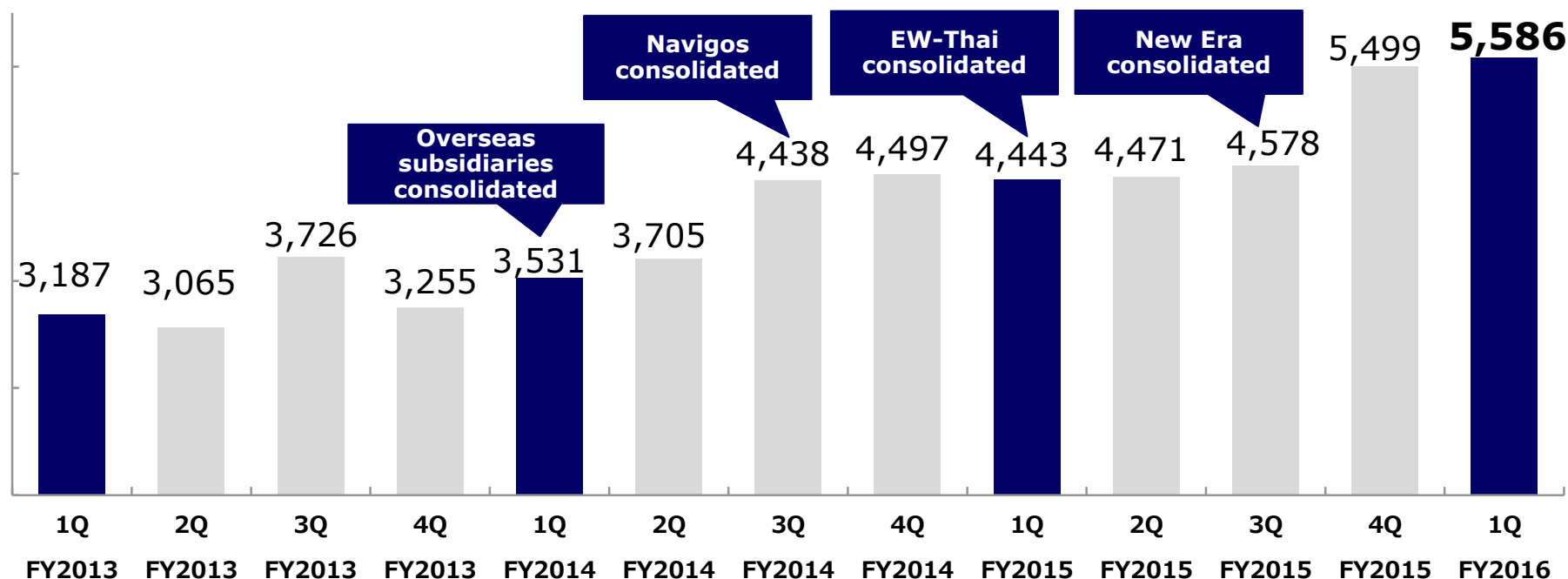
Favorable Sales Performance accommodated increased SG&A and achieved significant profit increase of 29.3%

	1Q FY2015 (Apr.2014–Jun.2014)		1Q FY2016 (Apr.2015–Jun.2015)		YOY change (million yen)	% YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Sales	4,443	100.0%	5,586	100.0%	1,143	25.7%	(FY2016) [en] Career Change Info performs well, Increase consolidated foreign subsidiaries, etc.
Cost of Sales	455	10.2%	513	9.2%	58	12.8%	
Gross Profit	3,988	89.8%	5,072	90.8%	1,084	27.2%	
SGA(Sales, general & administrative)	3,011	67.8%	3,810	68.2%	798	26.5%	
Personnel	1,703	38.3%	1,986	35.6%	282	16.6%	
Advertising, Sales Promotion	538	12.1%	814	14.6%	275	51.3%	(FY2016) Enhance promotion activities including TVCM
Other	769	17.3%	1,009	18.1%	240	31.2%	(FY2016) Rent increase due to relocation to larger office by EWJ and increase in outsourcing cost associated with system replacement, etc.
Operating Profit	976	22.0%	1,262	22.6%	285	29.3%	

[Structures of Hiring Business]

Hiring Business	Job Board	[en]Career Change Info [en]Career Change Consultant	[en]Temporary Placement Info [en]New Career Challenges	[en]Temp to Perm info Overseas subsidiaries etc.
	Job Search	en Agent	en world Japan	Overseas subsidiaries etc.
	Other	Aptitude Test	New business	

Net sales of Hiring Business (By Quarter)

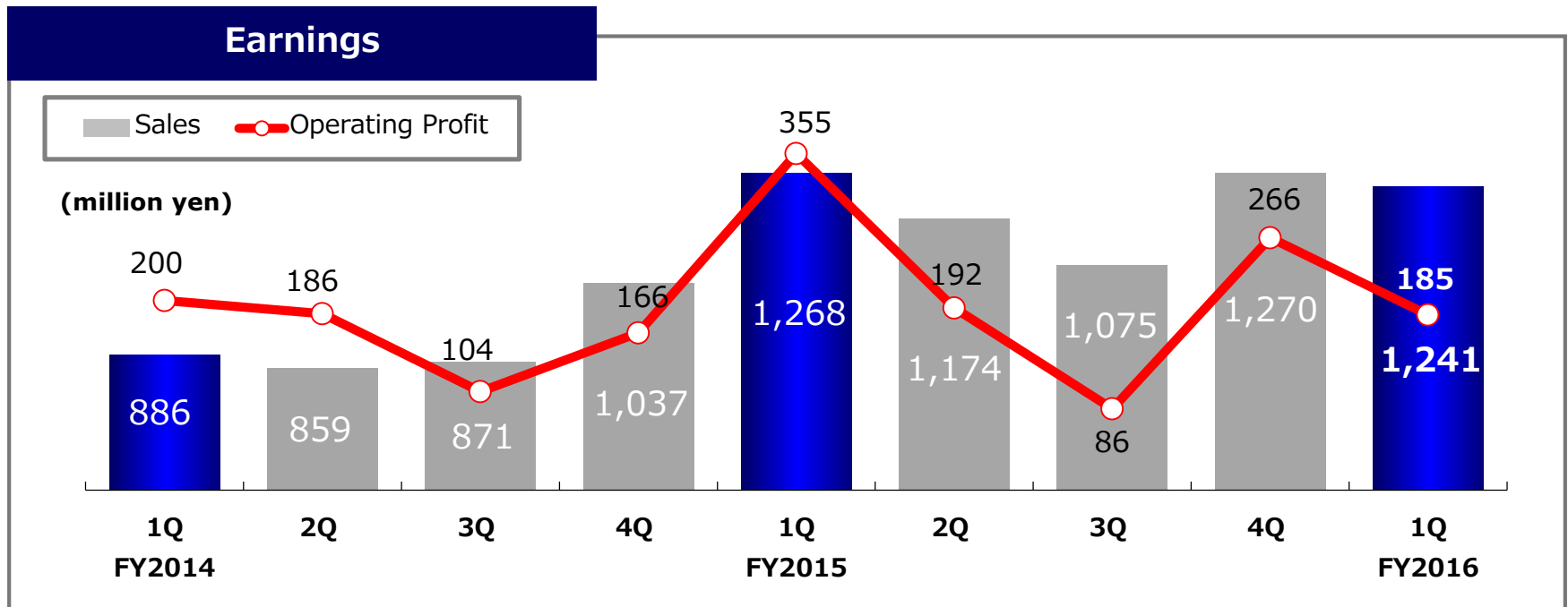


(Million yen)	1Q FY2013	2Q FY2013	3Q FY2013	4Q FY2013	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016
[en]Career Change Info (Job Board)	977	986	971	919	1,081	1,306	1,309	1,539	1,364	1,439	1,514	1,926	1,976
Other sites (Sites for Job search agencies and Temporary staffing companies)	879	772	803	852	848	907	917	937	934	983	1,005	1,099	1,072
en world Japan (Job Search)	734	762	807	653	886	859	871	1,037	1,268	1,175	1,075	1,270	1,241
New Graduates Hiring Business	222	168	776	316	190	133	687	336	197	44	28	30	-
Overseas subsidiaries (EWS,EWHK,EWKOR,EWAUS,Navigos,EWThai,New Era)	-	-	-	-	81	132	316	306	323	449	510	559	622
Other	614	524	510	650	594	532	502	501	526	567	628	739	684
Total	3,857	3,623	4,306	3,872	4,136	4,347	5,095	5,188	5,110	5,179	4,578	5,449	5,586

*In conjunction with the change in segment classifications, the numerical value of past years are reclassified for presentation purposes

*Include a fraction and eliminations

*Consolidated in the P/L from 3Q FY2014(Navigos), 1Q FY2015(EWThai), 3Q FY2015(New Era)



1Q FY Mar/2016

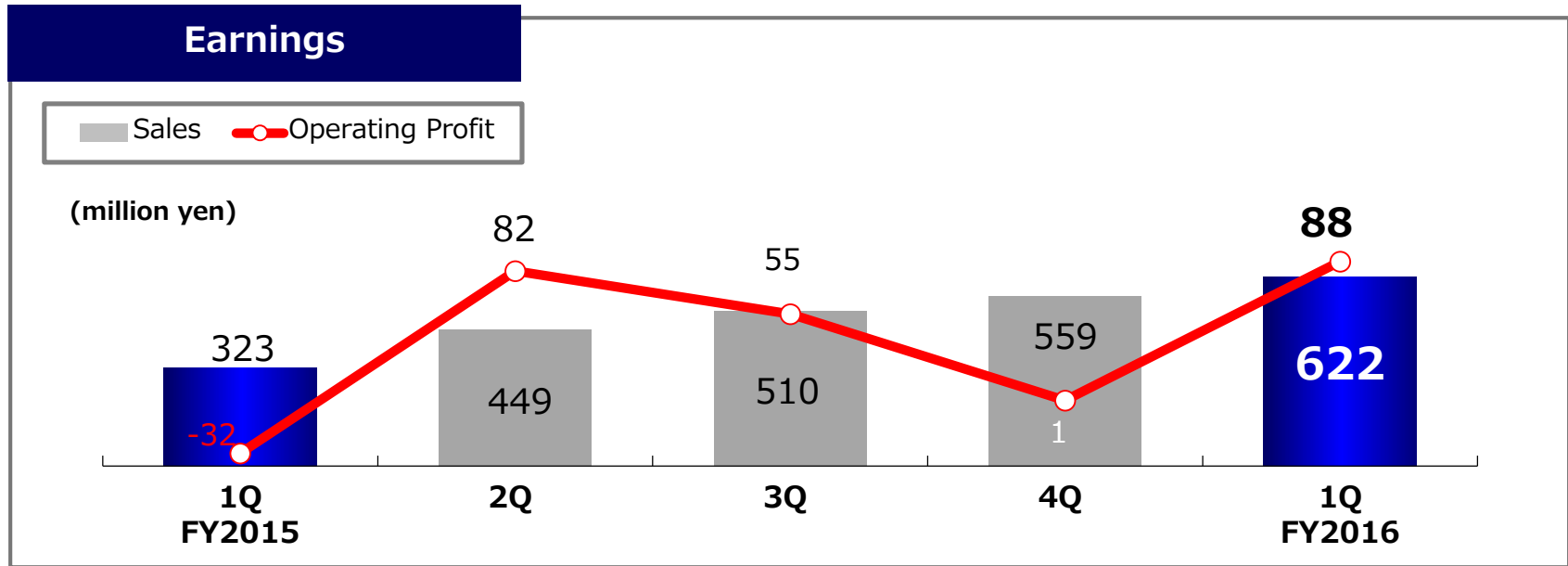
Sales : ¥ **1,241** mil (down 2.1% YOY)

Operating Profit : ¥ **185** mil (down 47.8% YOY)

- Sales for 1Q FY2014 was well above the plan as the number of people entered their new company in April was more than expected.
- 1Q FY2015 became the record high quarter in terms of p-base sales
- Operating profit declined due to head count increase, cost for system replacement and rent increase associated with office relocation.

*P-base Sales: # of successful deals based on the number of accepted offers

S-base Sales: # of successful deals based on the # of job starts; officially disclosed sales



1Q FY Mar/2016

Sales : ¥ **622** mil (up 92.6% YOY)

Operating Profit : ¥ **88** mil (up ¥120mil YOY)

- Sales and operating profit for 1Q smoothly increased.
- Given the economic improvement, etc. the results of subsidiaries, especially those in Vietnam and Thailand were high.

Wholly acquired i Tank Japan, a company providing services related with long-term practical internship programs



- A pioneer in the industry with a client base containing over 1,300 companies
- The company's PL will be consolidated into en Group from this 3Q

1Q FY Mar/2016 Performance Summary by segment

~ Education/Evaluation and Other business ~

1Q FY Mar/2016 Performance summary of Education/Evaluation and Other business



Both en Japan and its subsidiaries see smooth sales growth.
Increase in advance cost due to new business development
resulted in profit decline.

	1Q FY2015 (Apr.2014–Jun.2014)		1Q FY2016 (Apr.2015–Jun.2015)		YOY change (million yen)	% YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Sales	158	100.0%	218	100.0%	59	37.5%	
Cost of Sales	14	9.4%	43	19.9%	28	192.4%	(FY2016) Cost increase for new service development at subsidiary
Gross Profit	143	90.6%	174	80.1%	30	21.5%	
SGA(Sales, general & administrative)	139	88.1%	206	94.7%	66	47.8%	
Personnel	85	53.8%	124	57.1%	39	45.9%	(FY2016) Head count increase for new business development
Advertising, Sales Promotion	5	3.1%	1	0.4%	-4	-82.7%	
Other	49	31.2%	81	37.2%	31	64.2%	(FY2016) Outsourcing cost increase for new business development
Operating Profit	4	2.5%	-31	-14.6%	-35	-893.8%	

【Structures of Education/Evaluation and other business】

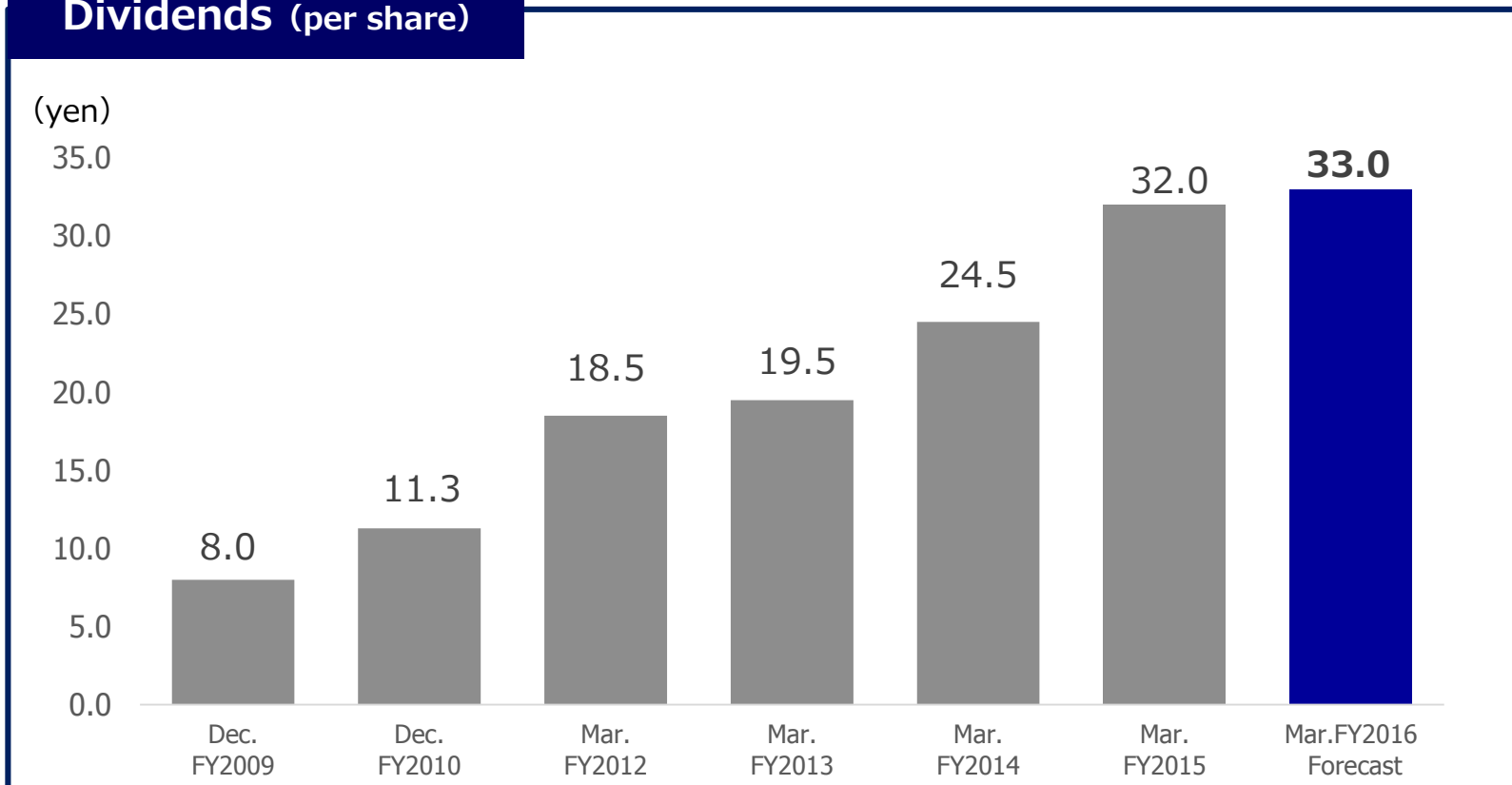
Education/ Evaluations and Others	Education & Evaluation	en-College Recruitment consulting Aptitude test etc.
	Subsidiary	Cbase(HR/Recruiting related system)
	Others	New business

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.

Dividends (per share)



*As we adopted unit stock system in October 2013 and implemented stock split of 1:100, past dividend amount was calculated on the assumption that stock split had been already implemented.



APPENDIX

~ 1Q FY Mar/2016

Non-consolidated Income Statements ~

[1Q FY Mar/2016 Results]

Non-consolidated Income Statement



	1Q FY2015 (Apr.2014–Jun.2014)		1Q FY2016 (Apr.2015–Jun.2015)		YOY change (million yen)	% YOY change
	(million yen)	% of sales	(million yen)	% of sales		
Sales	2,960	100.0%	3,882	100.0%	922	31.2%
Cost of sales	238	8.0%	292	7.5%	53	22.6%
Personnel	76	2.6%	121	3.1%	44	58.5%
Others	161	5.5%	170	4.4%	9	5.6%
Gross Profit	2,722	92.0%	3,590	92.5%	868	31.9%
SGA(Sales, general & administrative)	1,950	65.9%	2,489	64.1%	539	27.7%
Personnel	949	32.1%	1,078	27.8%	129	13.7%
Advertising, Sales Promotion	523	17.7%	793	20.4%	269	51.4%
Other	476	16.1%	618	15.9%	141	29.6%
Operating Profit	771	26.1%	1,100	28.3%	328	42.6%
Ordinary Income	1,068	36.1%	1,231	31.7%	162	15.2%
Net Income	777	26.3%	830	21.4%	53	6.9%

[1Q FY Mar/2016 Results]

Changing Factor of Earnings (Non-Consolidated)



(yen)

Year on Year
1Q FY2015 vs 1QFY2016

Sales increased by 0.92bil or 31.2% YOY

Sales

2.96bil

[en] Career Change Info (Job board) +0.61bil
en Agent(Job search) +0.28bil
Sites for temporary staffing companies +0.10bil
etc.

3.88bil

Expenses

2.18bil

Expenses increased by 0.59bil or 27.1% YOY

Advertising and Sales promotion expense +0.27bil
Personnel expense +0.17bil
etc.

2.78il



Operating
Profit

0.77bil

Operating Profit increased by 0.33bil or 42.6% YOY

1.10bil

1Q FY2015
(Apr.2014 – Jun.2014)

1Q FY2016
(Apr.2015 – Jun.2015)

[1Q FY Mar/2016 Results]

Non-consolidated Income Statement of Hiring Business



	1Q FY2015 (Apr.2014–Jun.2014)		1Q FY2016 (Apr.2015–Jun.2015)		YOY change (million yen)	% YOY change
	(million yen)	% of sales	(million yen)	% of sales		
Sales	2,860	100.0%	3,734	100.0%	873	30.5%
Cost of Sales	224	7.8%	264	7.1%	40	17.9%
Gross Profit	2,636	92.2%	3,469	92.9%	833	31.6%
SGA (Sales, general & administrative)	1,889	66.1%	2,367	63.4%	477	25.3%
Personnel	909	31.8%	1,002	26.8%	92	10.2%
Advertising, Sales Promotion	388	13.6%	792	21.2%	404	104.2%
Other	374	13.1%	572	15.3%	198	53.0%
Operating Profit	746	26.1%	1,102	29.5%	355	47.6%

[Structures of Hiring Business(Non-consolidated)]

Hiring Business	Job Board (domestic)	[en]Career Change Info [en]Career Change Consultant	[en]Temporary Placement Info [en]New Career Challenges	[en]Temp to Perm info etc.
	Job Search (domestic)	en Agent etc.		
	Other	Aptitude Test	New business	

[1Q FY Mar/2016 Results]

Non-consolidated Income Statement of Education/Evaluation and other businesses



	1Q FY2015 (Apr.2014–Jun.2014)		1Q FY2016 (Apr.2015–Jun.2015)		YOY change (million yen)	% YOY change
	(million yen)	% of sales	(million yen)	% of sales		
Sales	99	100.0%	148	100.0%	48	49.2%
Cost of Sales	13	14.0%	27	18.6%	13	98.6%
Gross Profit	85	86.0%	120	81.4%	35	41.2%
SGA (Sales, general & administrative)	60	60.8%	122	82.5%	61	102.5%
Personnel	39	39.7%	76	51.4%	36	93.1%
Advertising, Sales Promotion	1	1.3%	0	0.2%	-1	-74.8%
Other	19	19.7%	45	30.9%	26	133.3%
Operating Profit	25	25.2%	-1	-1.1%	-26	-106.6%

[Structures of Education/Evaluation and other Business(Non-consolidated)]

Education/ Evaluations, other Business	en-College	Recruitment consulting	Aptitude test	New business etc.
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APPENDIX

**~ FY Mar/2016
Earnings Forecast ~**

FY Mar/2016 Consolidated Financial Forecast

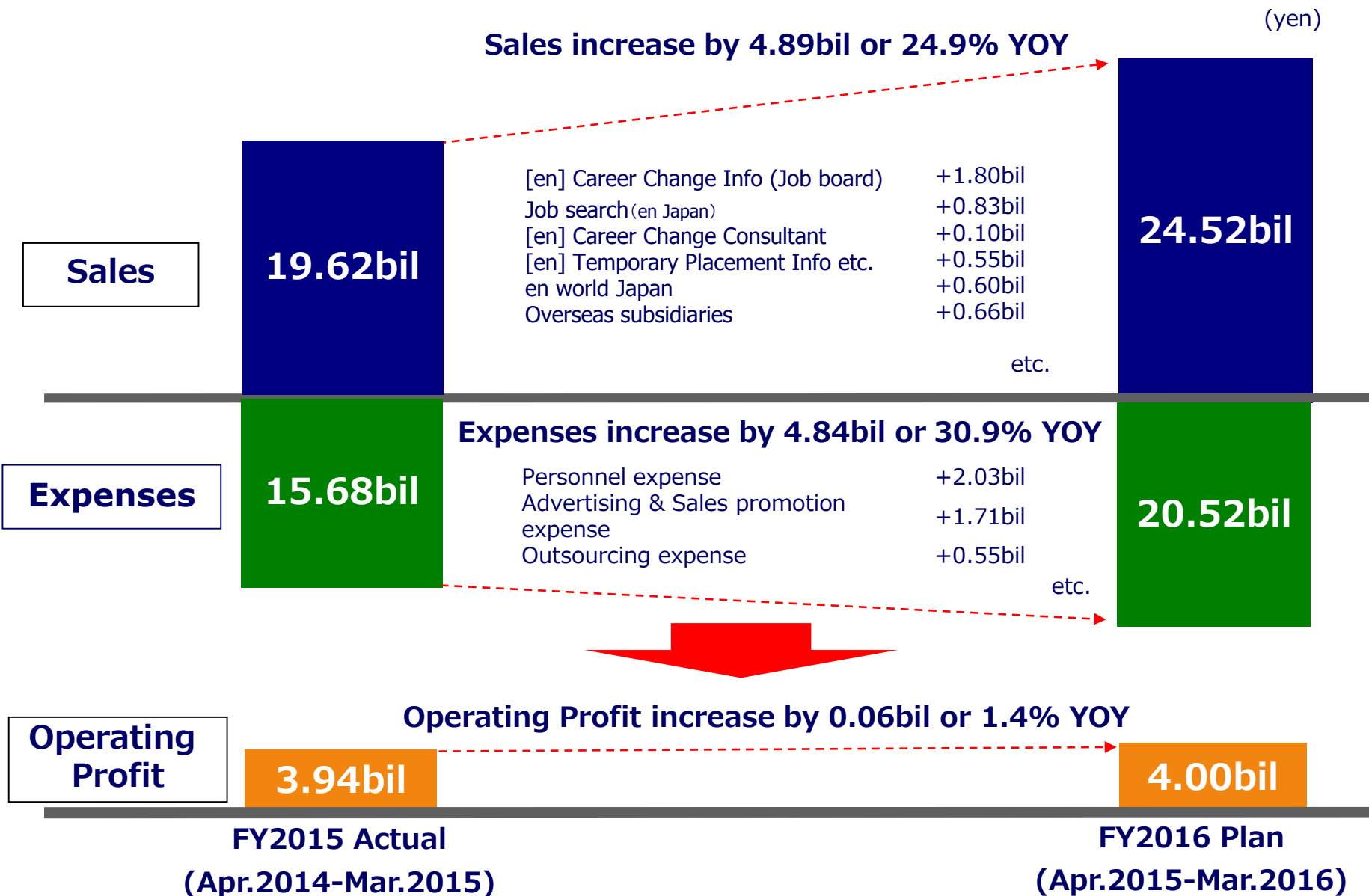


	FY2015 (Apr.2014–Mar.2015)		FY2016 (Apr.2015–Mar.2016)		YOY change (million yen)	% YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net sales	19,623	100.0%	24,520	100.0%	4,896	24.9%	
Cost of sales	1,931	9.8%	2,350	9.6%	418	21.7%	
Personnel	1,295	6.6%	1,563	6.4%	267	20.6%	(FY2016) Rise in production cost for the increase in the number of en Japan ads and higher labor cost at some subsidiaries
Other	635	3.2%	786	3.2%	151	23.9%	
Gross profit	17,692	90.2%	22,170	90.4%	4,477	25.3%	
SGA(Sale, general & administrative)	13,749	70.1%	18,170	74.1%	4,420	32.1%	
Personnel	7,460	38.0%	9,217	37.6%	1,757	23.6%	(FY2016) Head count increase at en Japan and EWJ, full consolidation of India ,etc.
Advertising, sales promotion	2,570	13.1%	4,283	17.5%	1,713	66.7%	(FY2016) Enhance online/offline ads on mainly job board.
Other	3,719	19.0%	4,668	19.0%	948	25.5%	(FY2016) Increase investment in new businesses investment and growth of business outsourcing cost for system replacement, etc.
Operating Profit	3,943	20.1%	4,000	16.3%	56	1.4%	
Ordinary Income	4,259	21.7%	4,120	16.8%	-139	-3.3%	(FY2015) Unexpected foreign exchange profit, etc.
Net Income	2,531	12.9%	2,620	10.7%	88	3.5%	(FY2016) Reduction of effective corporate tax, etc.

[FY Mar/2016 Forecast] Changing Factor of Earnings (Consolidated)



(yen)



[FY Mar/2016 Forecast]

Earnings Forecast by Company



(million yen)

		FY2015	FY2016 Forecast	% YOY change	Note
en Japan	Sales	12,725	16,280	27.9%	
	Operating Profit	3,319	3,130	-5.7%	(FY2016) Increase advertising and sales promotion expense due to strategically strengthening the promotion.
	Operating profit rate(%)	26.1%	19.2%		
en world Japan	Sales	4,788	5,390	12.6%	
	Operating Profit	899	840	-6.6%	(FY2016) Increase of cost by system replacement.
	Operating profit rate(%)	18.8%	15.6%		
Overseas Subsidiaries	Sales	1,842	2,500	35.7%	
	Operating Profit	106	385	263.2%	
	Operating profit rate(%)	5.8%	15.4%		
Cbase	Sales	371	455	22.6%	
	Operating Profit	34	55	61.8%	
	Operating profit rate(%)	9.2%	12.1%		
Companywide	Sales	-104	-105	—	
	Operating Profit	-416	-410	—	

*Amortization expense of goodwill

en world Japan	135mil
Cbase	16mil
en world Australia	9mil
Navigos Group	126mil
en world Thailand	21mil
New Era	56mil

[FY Mar/2016 Forecast]

Earnings Forecast by Segment



(million yen)

		FY2015	FY2016 Forecast	% YOY change	Note
Hiring Business	Sales	18,942	23,490	24.0%	
	Operating Profit	3,953	4,105	3.8%	
	Operating profit rate(%)	20.9%	17.5%		
Education/ Evaluation Business	Sales	747	1,100	47.3%	
	Operating Profit	-9	-105	—	(FY2016) Some of New businesses are added to the segment and increase cost.
	Operating profit rate(%)	-1.2%	-9.5%		
Companywide	Sales	-66	-70	—	
	Operating Profit	-1	0	—	

(million yen)

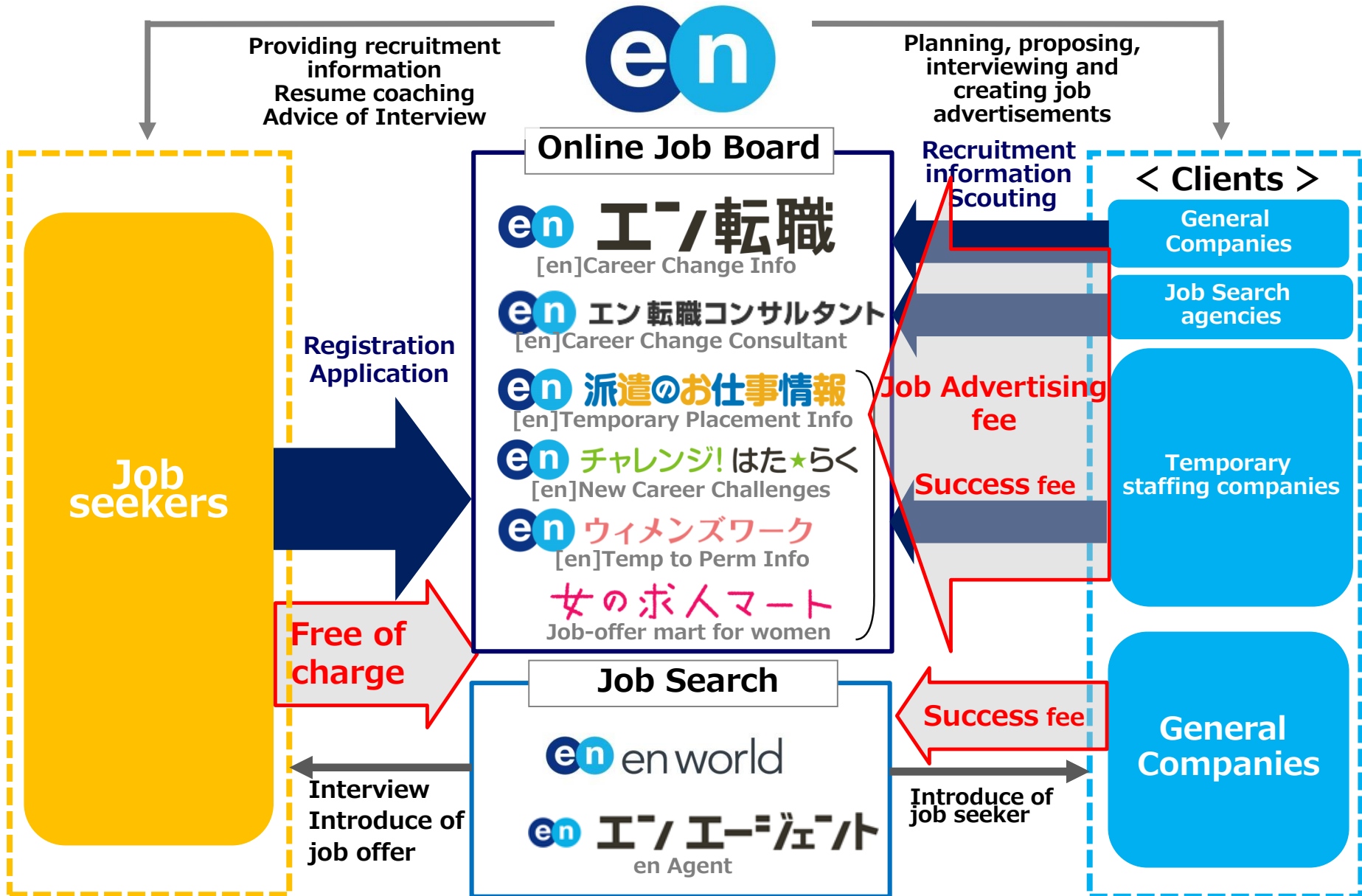
Hiring Business	Sales			Note
	FY2015	FY2016 Forecast	% YOY change	
Job Board	10,271	12,700	23.6%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, etc.
Job Search	6,269	7,850	25.2%	Total of domestic job search services
Overseas Subsidiaries	1,842	2,500	35.7%	Mainly job search. Navigos operates job board also.

*The difference from consolidated Earnings forecast by segment on P33 stems from aptitude test, new graduate hiring-related, segment adjustment, etc.








~ Reference materials ~




【 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 Jun. 2015)
【 Stock Listing 】	Jasdaq/ (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 1,952, Non-consolidated 946 (as of Jun. 2015)
【 Number of Outstanding Shares 】	24,858,000 (as of Jun. 2015)
【 Business Description 】	(1) Internet job recruitment service (2) Job Search (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development



<Hiring Business · Job Board (Domestic) >





	Contents	Characteristics	Users	Clients
[en]Career Change Info  エ/転職	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> Companies which put their recruitment ads on the job board are carefully researched and taken pictures by en Japan. Honest and detailed recruitment information developed by en Japan from the perspective of job seekers. 	<ul style="list-style-type: none"> 20s to mid-30s 	<ul style="list-style-type: none"> General Companies Job search agencies
[en]Career Change Consultant  エン 転職コンサルタント	Collective site for job search agencies	<ul style="list-style-type: none"> Information on job search agencies and their Career Change Info Middle class, High class, Global and Executive Job Corner opened Disclose consultants' specialties and track -records and candidates' evaluation on them 	<ul style="list-style-type: none"> 30s to 40s 	Job search agencies
[en]Temporary Placement Info  派遣のお仕事情報	Collective site for temporary staffing companies	<ul style="list-style-type: none"> Temporary staffing company information and their Career Change Info Unique search category "Tailored INDEX" 	<ul style="list-style-type: none"> Females in their 20s to mid-40s 	Temporary staffing companies
[en]New Career Challenges  チャレンジ! はた★らく	Collective site for recruiting information	<ul style="list-style-type: none"> Recruiting site with the theme of "challenge" and "re-challenge" Put in place a site section for assisting job seekers without any employer industry experience and graduates without any previous work experience 	<ul style="list-style-type: none"> University students Graduates without jobs Housewives Permanent part-timers 	Temporary staffing companies
[en]Temp to Perm Info  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"> Females in their 20s to 30s 	Temporary staffing companies
Job-offer mart for women 女の求人マート	Recruitment information site for females	<ul style="list-style-type: none"> Comprehensive job board for women Targeting women in their 30's to mid 40's, the age group with high unemployment rate Covers wide variety of jobs regardless of employment contract of each area 	<ul style="list-style-type: none"> Females in their 20s to 40s 	Temporary staffing companies

<Hiring Business · Job Search (Domestic) >

	Contents	Characteristics	Clients
	Job search 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 	<ul style="list-style-type: none"> • Foreign companies • Japanese companies
<p>* en Agent</p> 	Job search agencies	<ul style="list-style-type: none"> • Job search services that leverage en Japan's job-seeker database and the track record of its past business transactions with corporate clients 	Japanese companies
<p>en Katsu</p> 	Job search agencies	<ul style="list-style-type: none"> • Through 10 day job search seminar, assist career development of semi-recent collage graduates and part-time workers who want to become full-time workers • Flat-rate job search service for young candidates seeking for career change 	Japanese companies

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

<Hiring Business (Overseas) >



	country	Contents	Characteristics	Clients
	Singapore	Job search agencies	<ul style="list-style-type: none"> • Clients are local business companies and global business companies operating in Singapore. • Engages mainly in placing local and global individuals. 	<ul style="list-style-type: none"> • Local Companies • Global Companies
	Korea	Job search agencies	<ul style="list-style-type: none"> • Clients are local business companies and global business companies operating in Korea. • Engages mainly in placing local and global individuals. 	<ul style="list-style-type: none"> • Local Companies • Global Companies
	Thailand ^{*1}	Job search agencies	<ul style="list-style-type: none"> • Offers job search services under the TOP TALENT ASIA brand. • Mainly places management-level individuals. Strong in high income-earning zone. 	<ul style="list-style-type: none"> • Local Companies • Global Companies
	Australia ^{*2}	Job search agencies	<ul style="list-style-type: none"> • Clients are local business companies and global business companies operating in Australia. • Particularly strong in placing engineers. 	<ul style="list-style-type: none"> • Local Companies • Global Companies
	Vietnam	Job search agencies	<ul style="list-style-type: none"> • No. 1 job search service in Vietnam. • Engages in placing management-level individuals in local and global business companies. 	<ul style="list-style-type: none"> • Local Companies • Global Companies
		Collective site for recruiting information	<ul style="list-style-type: none"> • No. 1 recruiting website in Vietnam. • Clients are local individuals and local and global business companies. 	<ul style="list-style-type: none"> • Local Companies • Global Companies
	India ^{*3}	Job search agencies	<ul style="list-style-type: none"> • Clients are local business companies and global business companies operating in India. • Mainly places high income-earning zone. Particularly strong in IT field. 	<ul style="list-style-type: none"> • Local Companies • Global Companies

*1 The brand name was changed from Top Talent Asia in July 2014. The company name was changed from Capstone Group in July 2014.

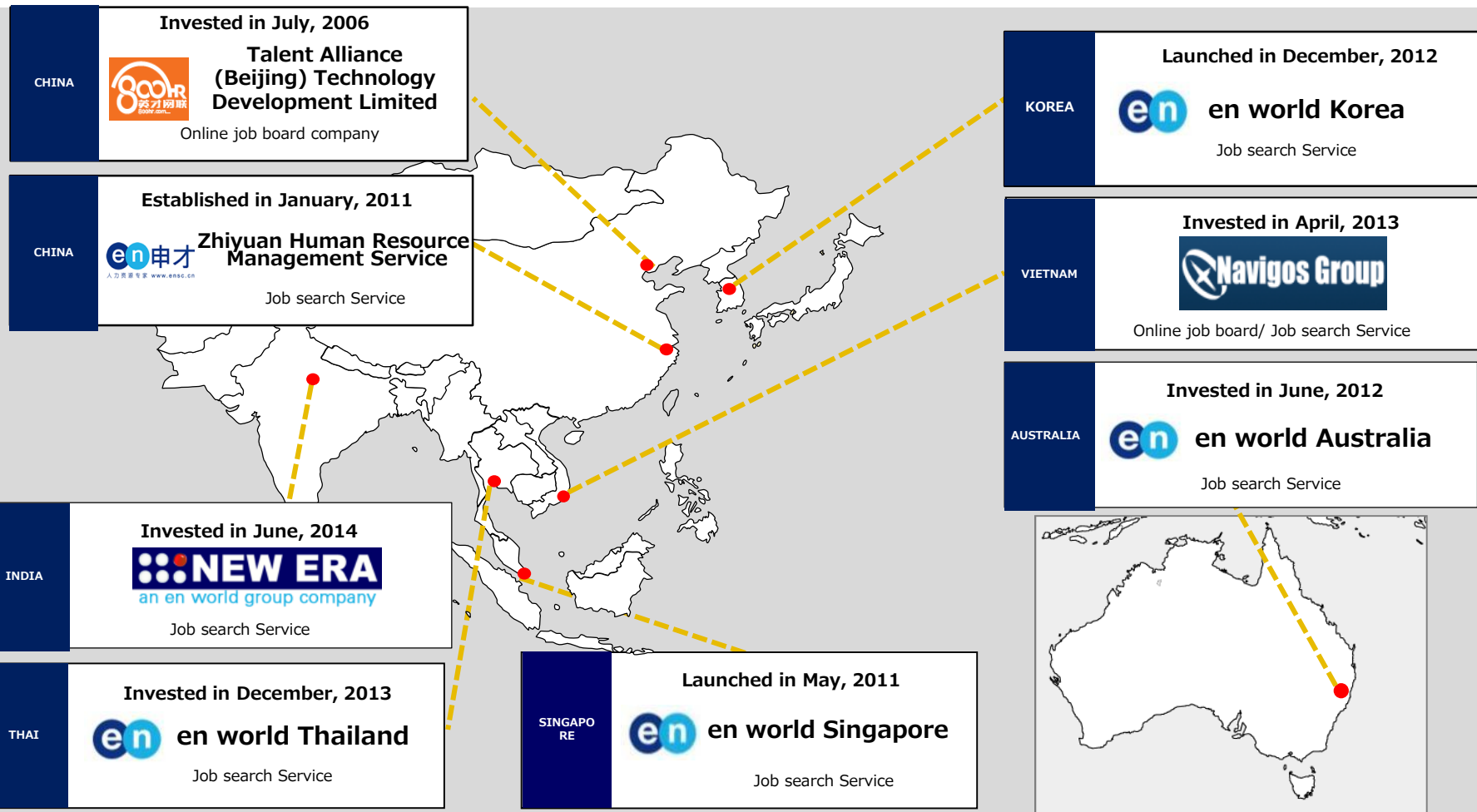
*2 The company name was changed from Calibrate Recruitment in October 2014

*3 The company joined en world group from June 2014

<Education/Evaluation Business>

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

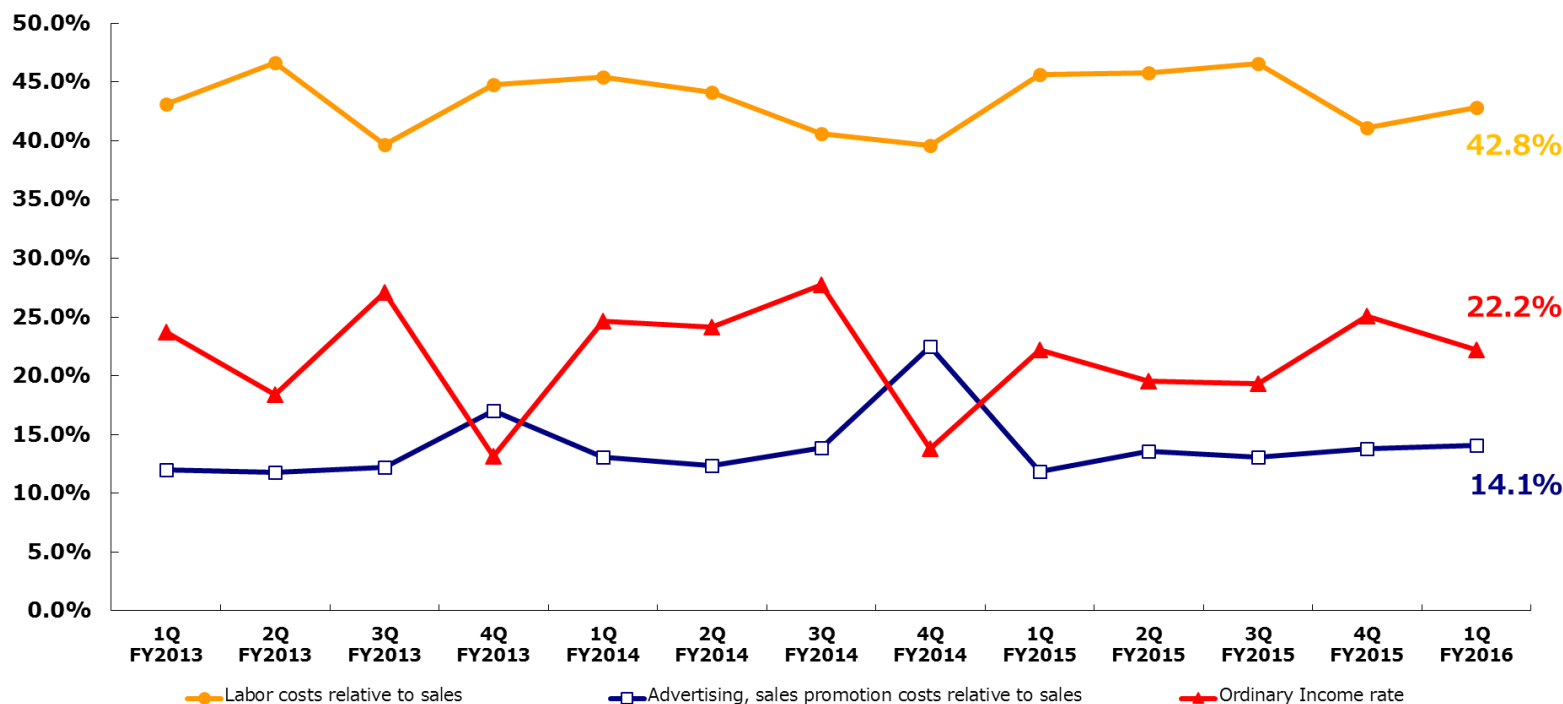
Entered into 7 countries mainly in Asia



*Talent Alliance (Beijing) Technology Development Limited is equity method affiliated company

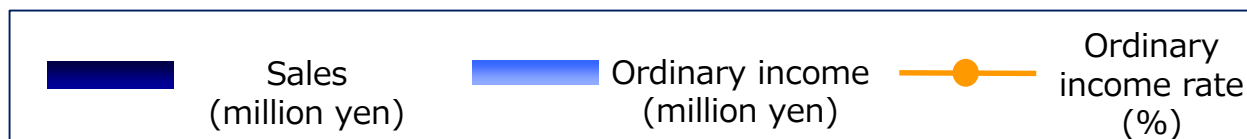
*Zhiyuan Human Resource Management Service is unconsolidated subsidiary

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

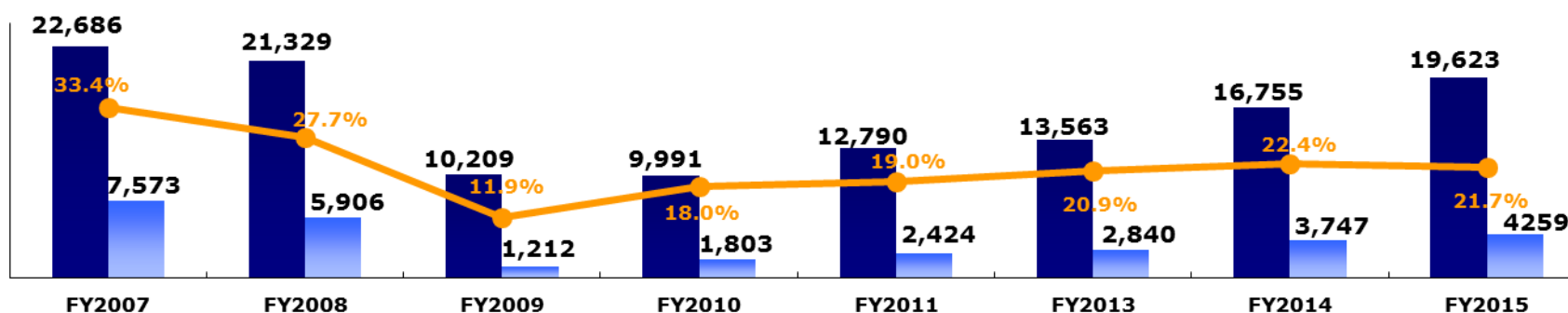


	1Q FY2013	2Q FY2013	3Q FY2013	4Q FY2013	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016
Ordinary Income (million yen)	782	576	1,031	437	901	925	1,275	645	1,018	902	921	1,416	1,287
Ordinary Income rate	23.7%	18.4%	27.1%	13.1%	24.7%	24.1%	27.8%	13.8%	22.2%	19.5%	19.3%	25.1%	22.2%
Labor costs (million yen)	1,421	1,464	1,508	1,490	1,660	1,693	1,866	1,850	2,096	2,114	2,224	2,321	2,480
Labor costs relative to sales	43.1%	46.7%	39.7%	44.8%	45.5%	44.2%	40.6%	39.6%	45.7%	45.8%	46.6%	41.1%	42.8%
Advertising, sales promotion costs (million yen)	395	370	465	567	477	472	637	1,051	543	625	623	777	815
Advertising, sales promotion costs relative to sales	12.0%	11.8%	12.2%	17.0%	13.1%	12.3%	13.9%	22.5%	11.8%	13.5%	13.1%	13.8%	14.1%

Fiscal year end and Quarter Earnings

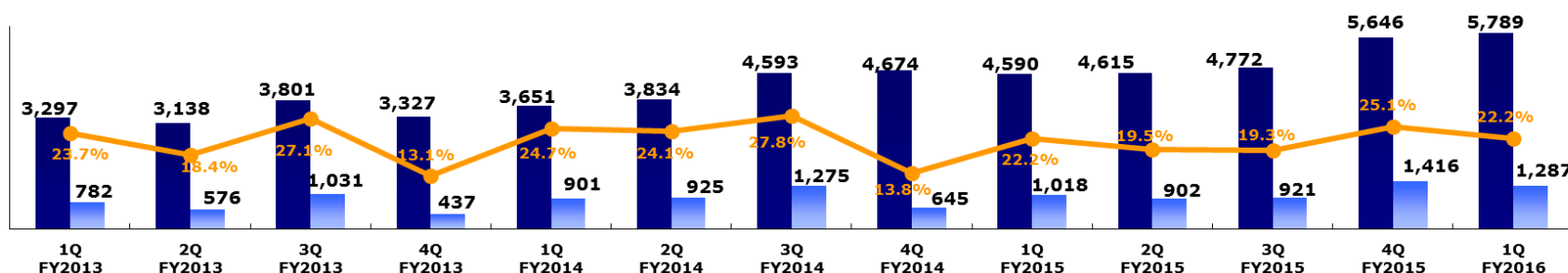


Fiscal year end



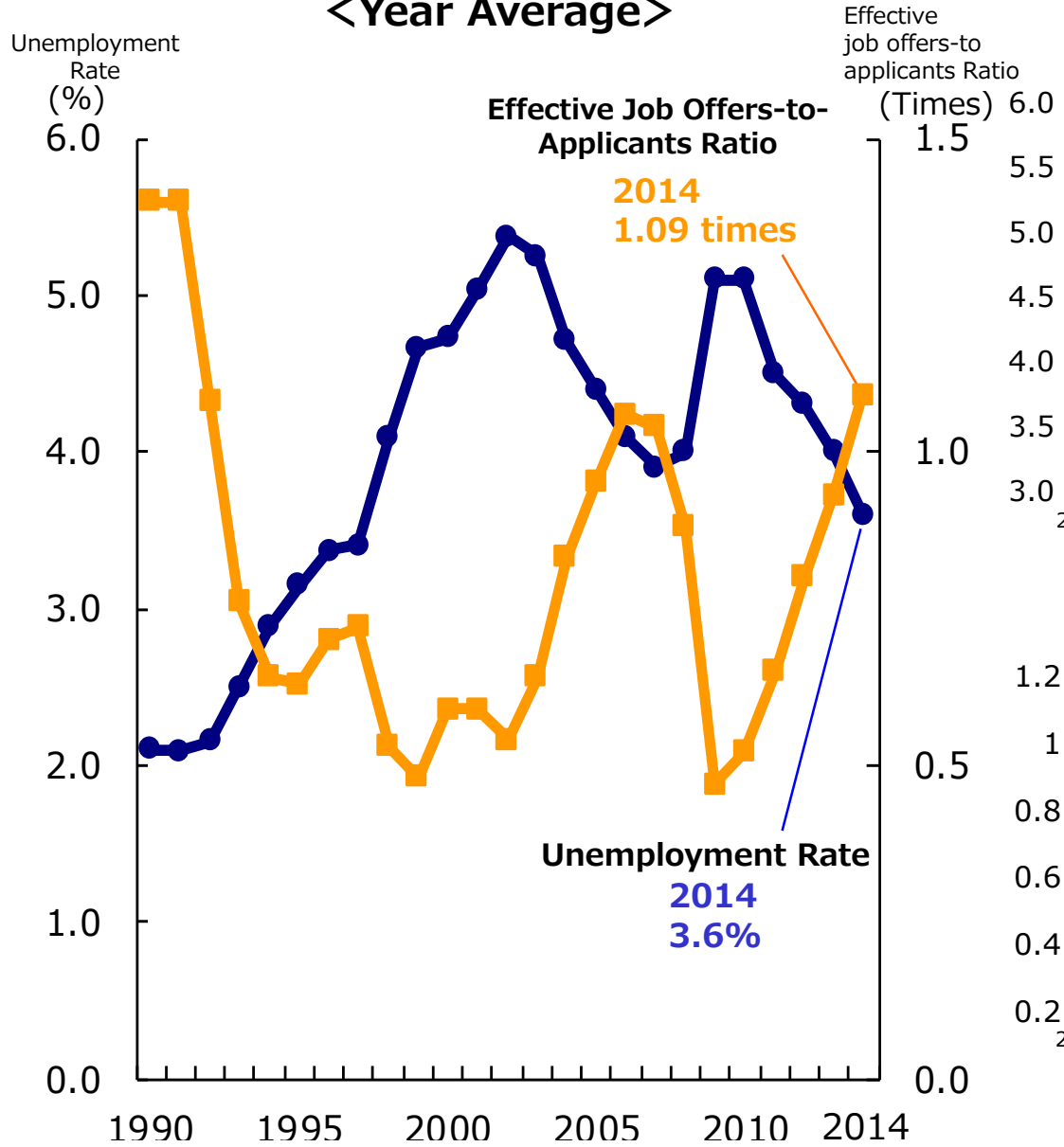
*FY2011 converted 15 months to 12 months due to the change of accounting period

Quarter



Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio

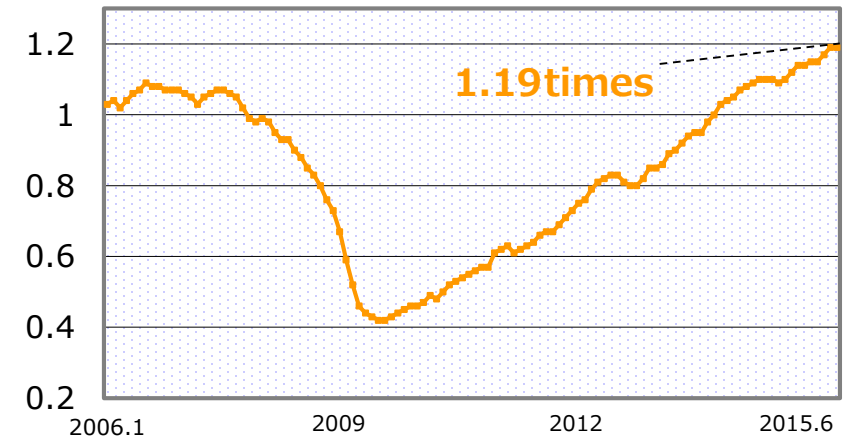
<Year Average>



<Latest Unemployment Rate>

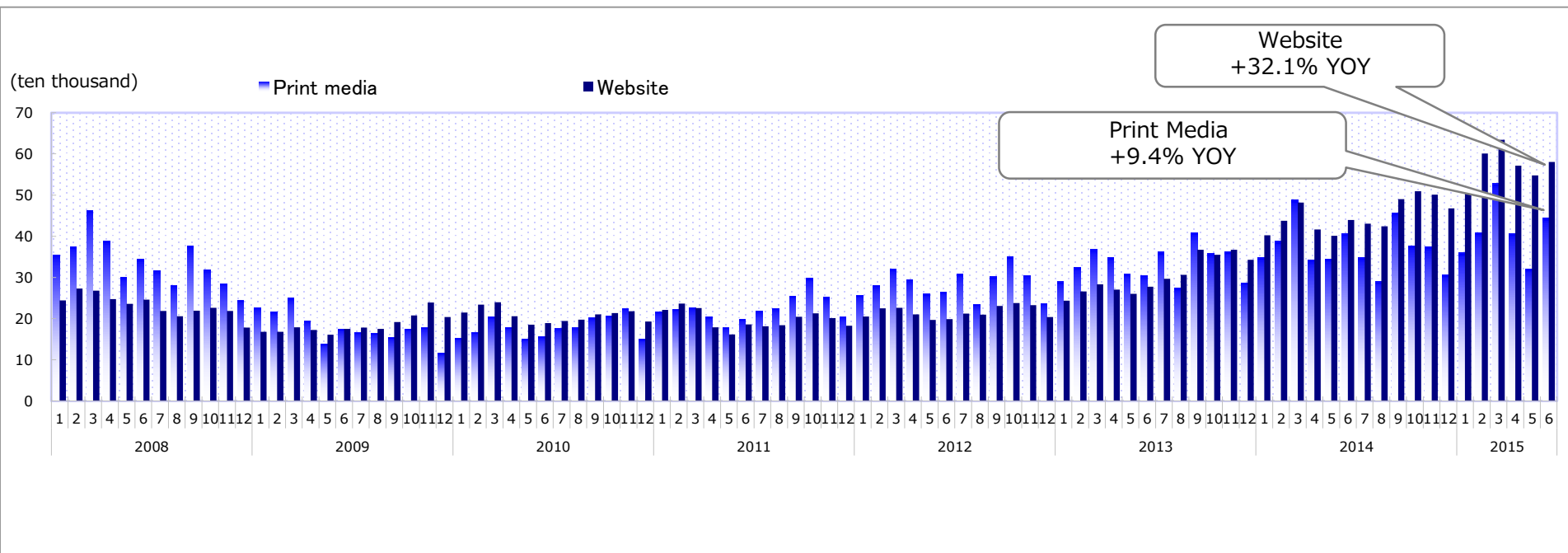


<Latest Effective Job Offers-to-Applicants Ratio>



Source : Ministry of Health, Labor and Welfare ,
the Statistics Bureau, Ministry of Internal Affairs and Communications

Trends in number of job advertisement



Source: Association of Job Information of Japan "Job Advertisement Numbers" (June 2015)

*Survey of 56 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 to Mar 2015, survey of 51 companies Apr 2015~, survey of 56 companies)



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