



en-japan Inc.

# 3rd Quarter of FY Mar/2016 Earnings Review

February 9, 2016

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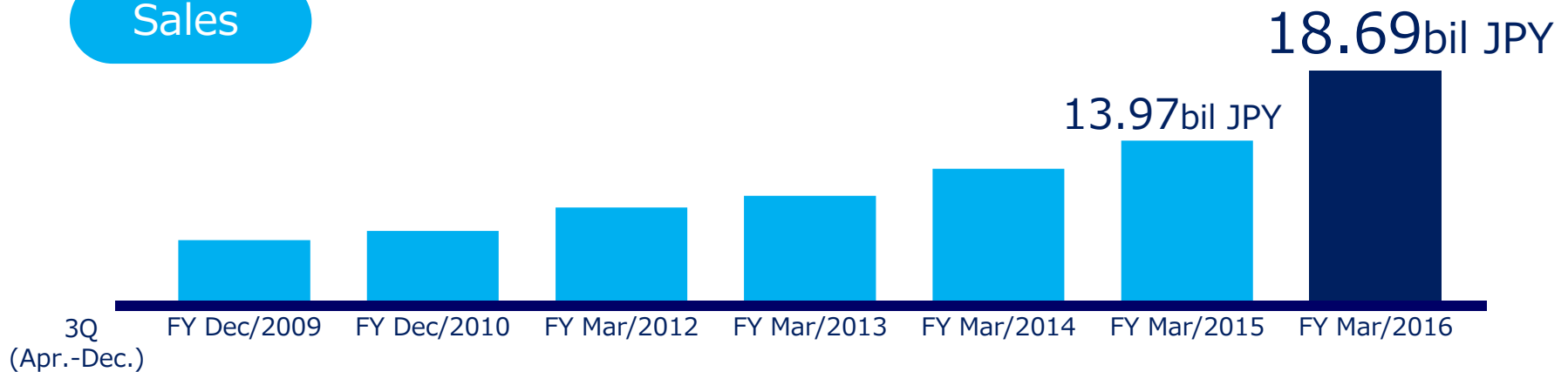
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- Non-consolidated Income statement for the 3rd Quarter of FY Mar/2016
- Earning Forecast for FY Mar/2016(full-year)
- Reference materials (Website Data, Company Overview, and Market Data)

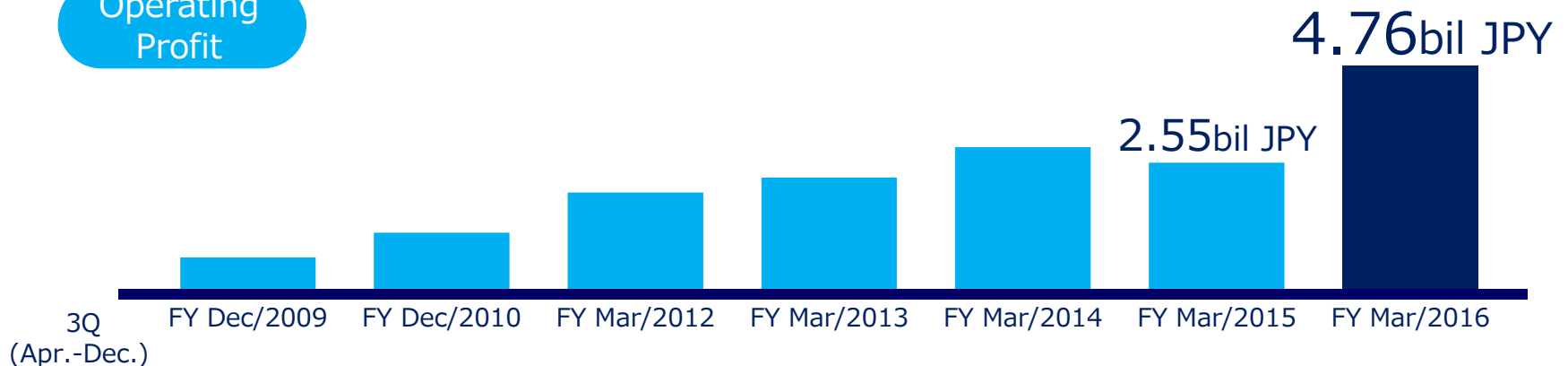
# Consolidated Performance Summary for the 3rd Quarter of FY Mar/2016

Sales Increased **34%** YOY  
Operating Profit Increased **60%** YOY

Sales



Operating Profit



\* Due to the change of accounting period , the amount before FY Dec/2010 are reference values of the sales from April to September

## [en] Career Change Info

Good performance continued

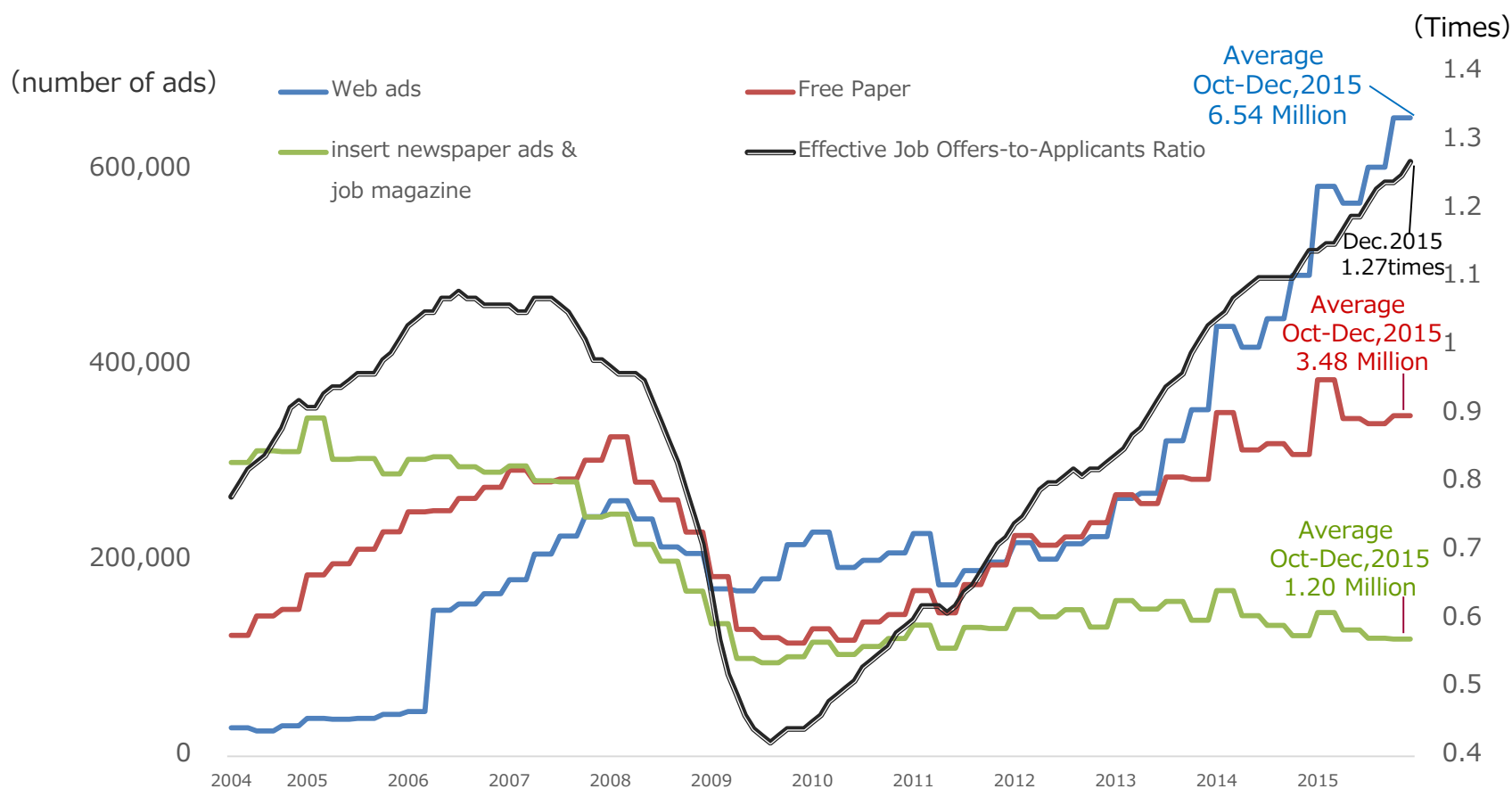
Sales **6,744M** JPY + **56%** YOY

- TV commercials kept on running in November and December as in the 1<sup>st</sup> half. The acquisition of new registered members through online advertisements also performed well, pushing the total of [en] Career Change Info members above 4.5 million (as of December 2015).
- Applications submitted to our website continued to grow, leading to steady sales growth. The number of jobs posted in November and this quarter were the highest on record.

## Others

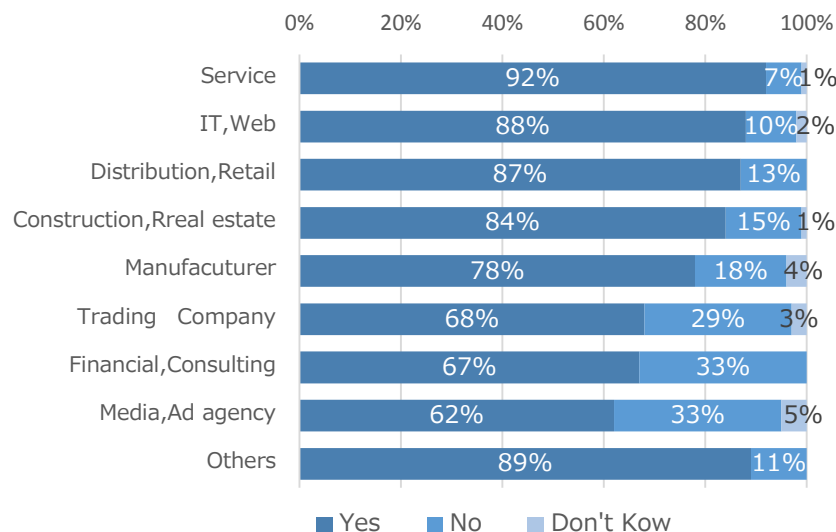
- Number of applications posted on the job boards for job placement agencies and temporary staffing companies, both of which were renewed in the Q2 and Q3, are at record levels.
- Part of the planned promotion campaign has now been allocated to Q4. Advertising investment in Q4 is the highest in this period with no changes to the planned overall expenses (4.75 billion yen) for advertisement and publicity for the whole business period.

Companies' demand for labor continues to grow with the posting of jobs on job search websites being the most popular medium

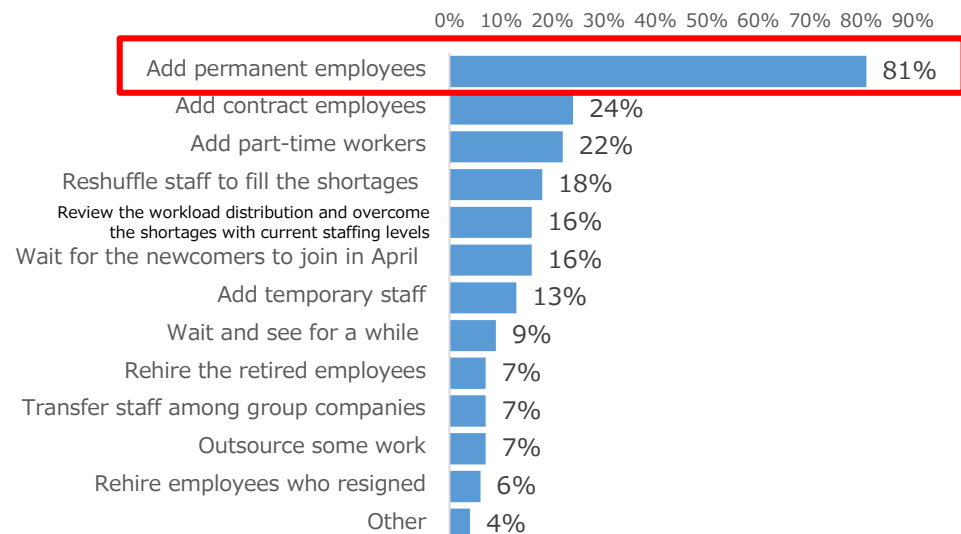


Labor shortages are still apparent in a broad range of sectors particularly services, IT and retail distribution, where companies are responding with measures including adding more permanent employees

Q. Are there any sectors currently facing a labor shortage?



Q. How will you respond to the labor shortage in the future (multiple answers allowed)?

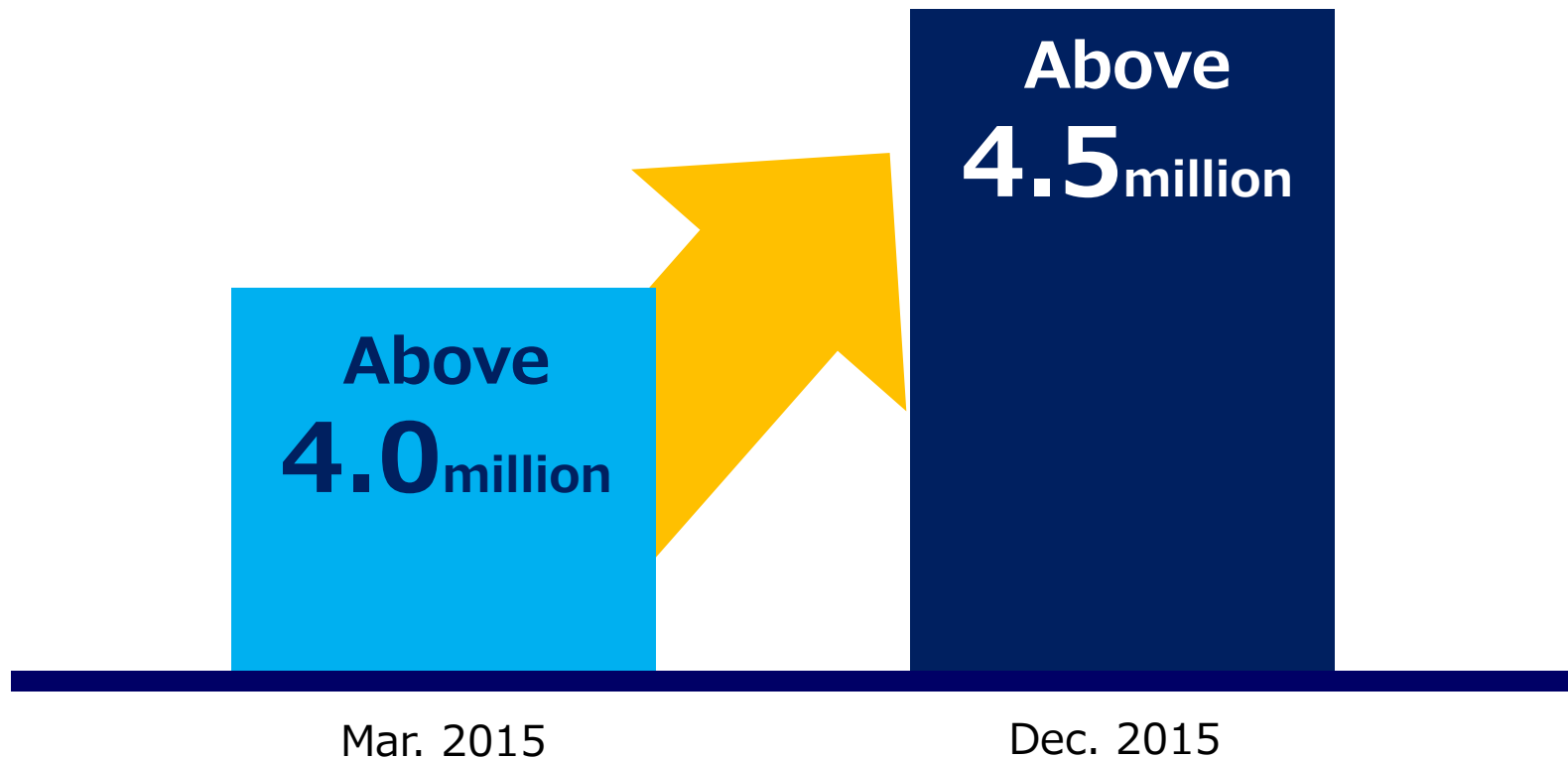


Source: "en Jinji no Mikata," prepared upon survey data targeting 578 user companies (survey conducted between November and December 2015)

 **転職** [en] Career Change Info

Number of registered users steadily increasing  
supported by active promotion activities

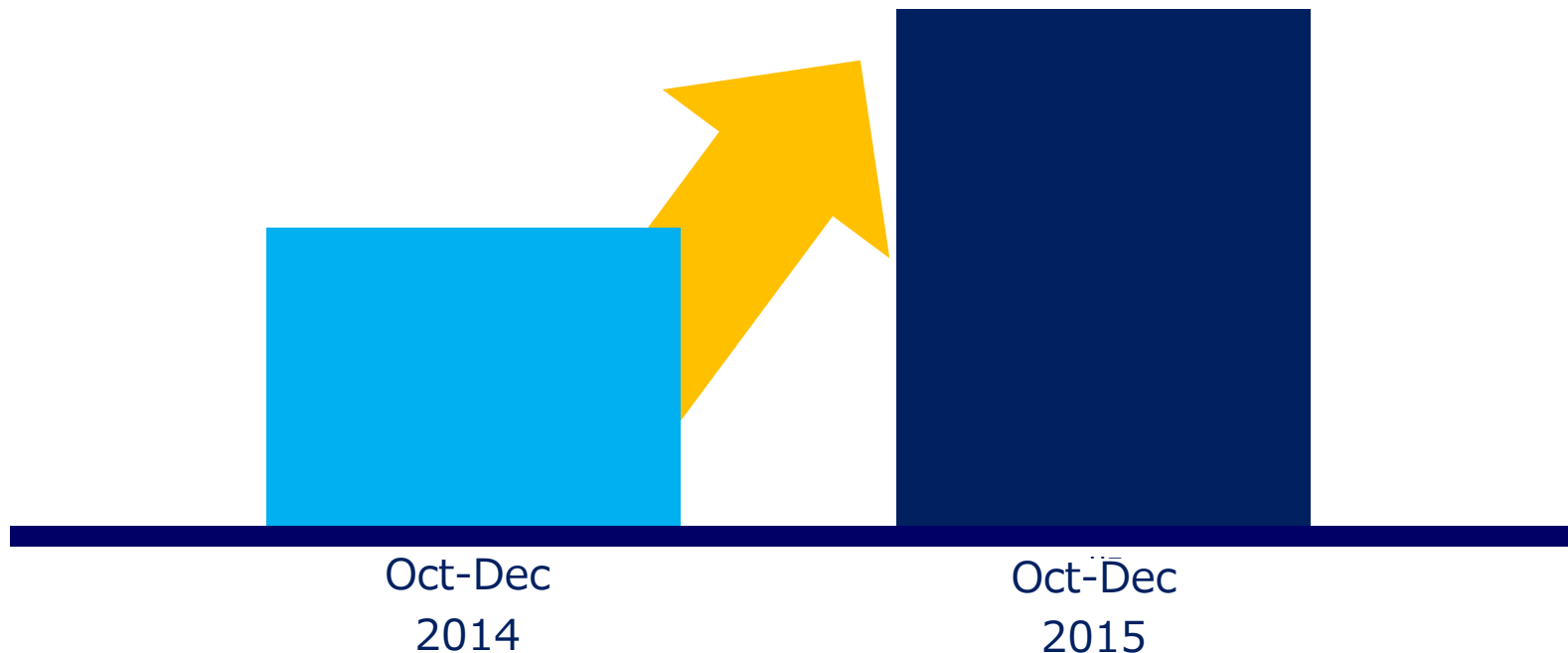
(People)





Continuous growth of applications posted on our websites contributes to increasing number of job ads posted online

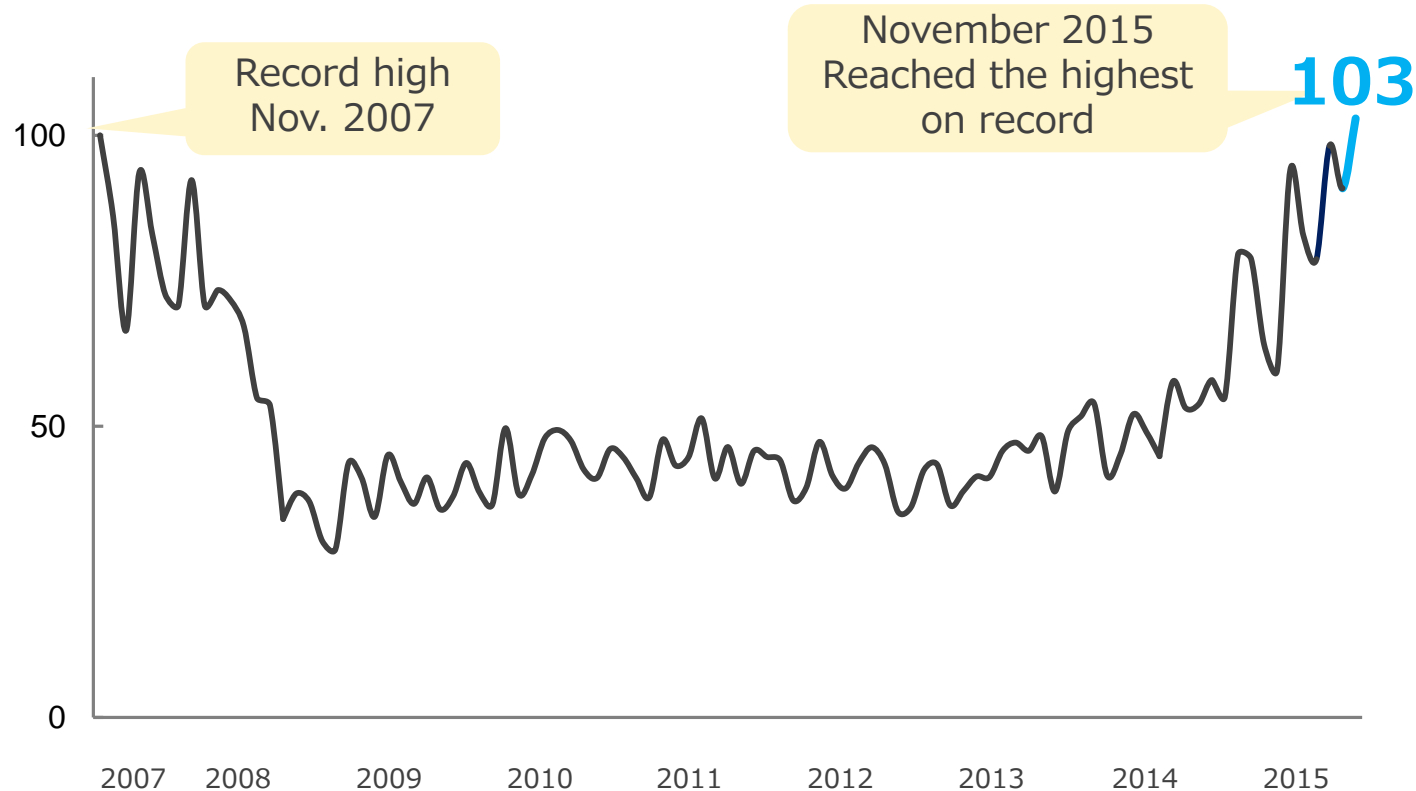
Total applications submitted  
about **1.6** times



## Number of job ads posted in November 2015 reached the highest on record

### Number of ads listed (Index)

\*On the assumption that the number of ads listed as of Nov.2007 is 100



# 4Q Large-Scale Promotional Activities



New TV commercial for [en] Career Change Info starts to be broadcasted in February in major areas in Japan

Carry out promotional activities, including transport advertising, on an unprecedentedly large scale



- Period : Feb-Mar
- Run by : Major networks in Tokyo, Tokai, Kansai and Fukuoka

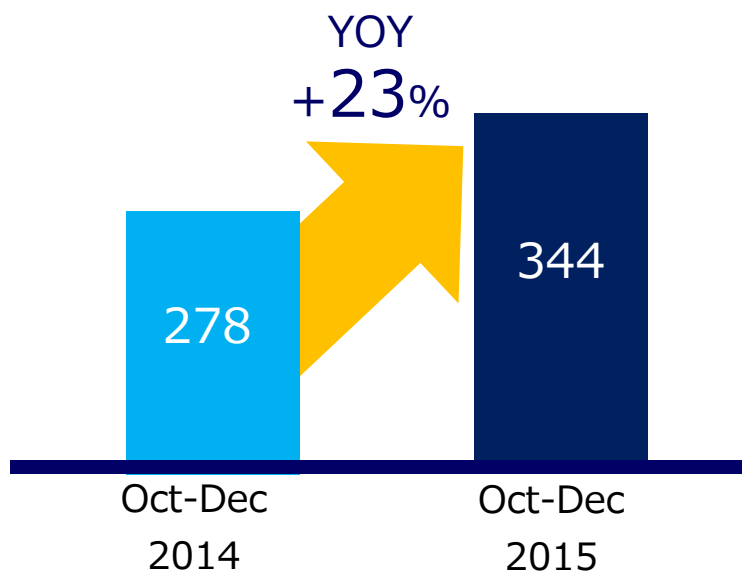


Revenue increased by over 20% YOY for both sites

Sales  
(Million yen)

ミドルの転職

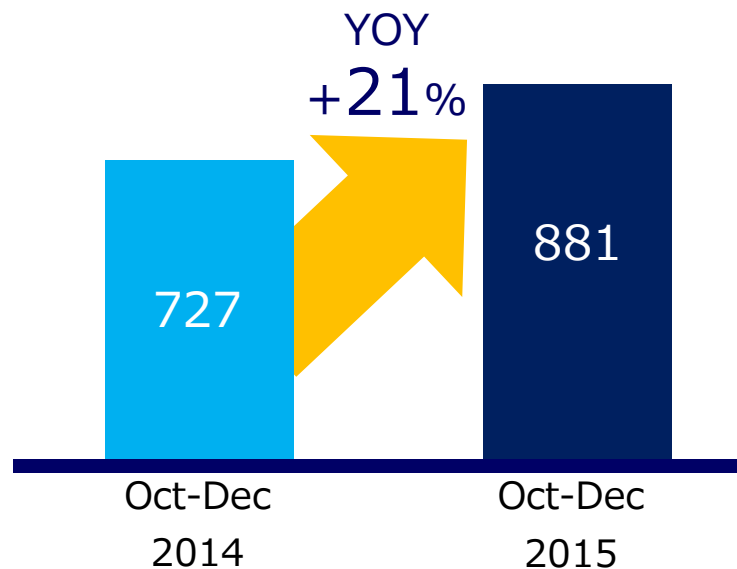
[en]Career Change Consultant



Sites for temporary staffing companies

Total  
イン派遣 **インバイト**

ウィメンズワーク 女の求人マート



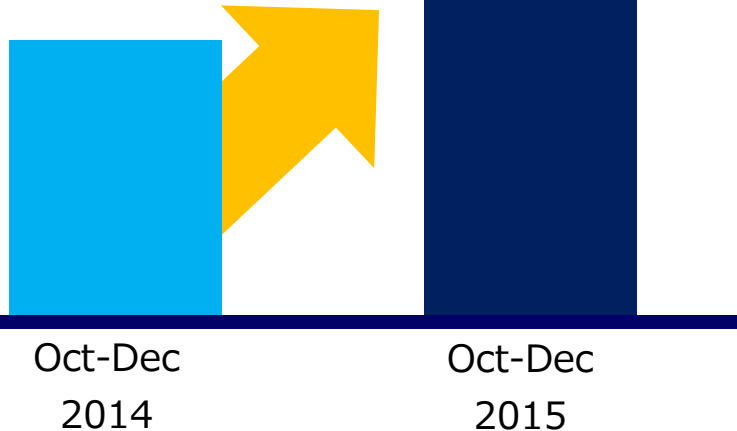
Number of applications reached historically high level after the site renewal, contributing to the sales growth

Renewal on August 2015

ミドルの転職

[en]Career Change Consultant

Total  
applications  
submitted  
+26% YOY

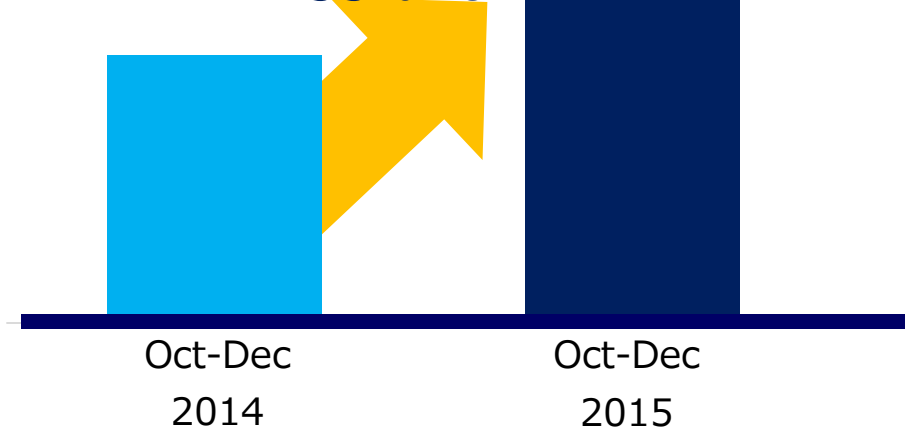


Renewal on September 2015

イン派遣

[en]Temporary Placement Info

Total  
applications  
submitted  
+35% YOY



# [3rd quarter of FY Mar/2016 Results]

## Consolidated Income Statement



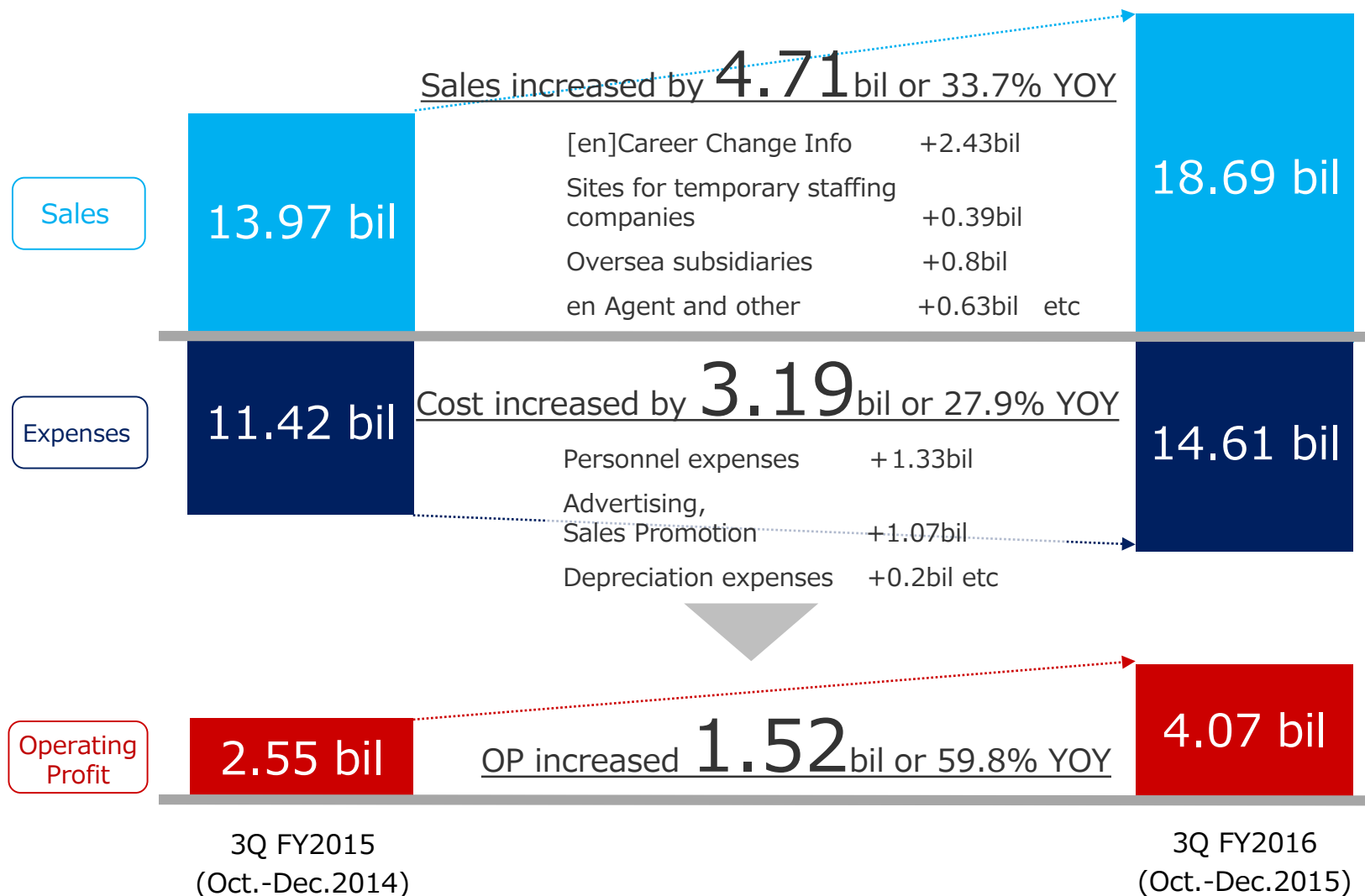
	3Q FY2015 (Oct.-Dec.2014)		3Q FY2016 (Oct.-Dec.2015)		YOY change (million yen)	YOY change (%)	Note
	(million yen)	% of Sales	(million yen)	% of Sales			
Net Sales	13,977	100.0%	18,693	100.0%	4,715	33.7%	(FY2016) With [en]Career Change Info going strong, job boards are doing good
Cost of Sales	1,436	10.3%	1,698	9.1%	261	18.2%	
Personnel	955	6.8%	1,117	6.0%	162	17.0%	
Other	481	3.4%	580	3.1%	99	20.6%	
Gross Profit	12,540	89.7%	16,994	90.9%	4,453	35.5%	
SGA(Sales, general & administrative)	9,989	71.5%	12,918	69.1%	2,929	29.3%	
Personnel	5,479	39.2%	6,649	35.6%	1,170	21.4%	(FY2016) Head Count increase at en Japan and en world Japan, Overseas subsidiaries
Advertising, Sales Promotion	1,792	12.8%	2,863	15.3%	1,070	59.7%	(FY2016) Carry out promotional activities, Online & Off line(TVCM)
Other	2,716	19.4%	3,404	18.2%	687	25.3%	
Operating Profit	2,551	18.3%	4,076	21.8%	1,524	59.8%	
Ordinary Income	2,842	20.3%	4,201	22.5%	1,359	47.8%	(FY2015) a foreign exchange profit
Net Income attributable to en-japan shareholders	1,714	12.3%	2,627	14.1%	912	53.3%	

# Changing Factor of Earnings Year on Year



Year on year

(JPY)



Performance Summary  
for the 3rd quarter of FY Mar/2016  
by segment  
~ Hiring Business ~



# [3rd quarter of FY Mar/2016 Results]

## Performance summary of Hiring business



Each job board performed well, with [en] Career Change Info being the strongest  
 Large increase in profit, absorbing the cost rise associated with the increased promotion  
 Part of expenses for advertisement and publicity is now allocated to Q4

	3Q FY2015 (Oct.-Dec.2014)		3Q FY2016 (Oct.-Dec.2015)		YOY change (million yen)	YOY change (%)	Note
	(million yen)	% of Sales	(million yen)	% of Sales			
Net Sales	13,493	100.0%	18,065	100.0%	4,571	33.9%	(FY2016) With [en]Career Change Info going strong, job boards are doing good
Cost of Sales	1,399	10.4%	1,635	9.1%	236	16.9%	
Gross Profit	12,093	89.6%	16,429	90.9%	4,335	35.8%	
SGA(Sales, general & administrative)	9,529	70.6%	12,261	67.9%	2,732	28.7%	
Personnel	5,185	38.4%	6,220	34.4%	1,034	19.9%	(FY2016) Head Count increase at en Japan and en world Japan, Overseas subsidiaries
Advertising, Sales Promotion	1,780	13.2%	2,857	15.8%	1,077	60.5%	(FY2016) Carry out promotional activities, Online & Off line(TVCM)
Other	2,563	19.0%	3,184	17.6%	620	24.2%	
Operating Profit	2,564	19.0%	4,167	23.1%	1,603	62.5%	

**Hiring  
Business**

### Job Board

[en]Career Change Info, [en]Career Change Consultant,  
 [en]Temporary Placement Info, en-Baito, i-tank japan  
 [en]Temp to Perm info, Overseas subsidiaries etc.

### Job Search

en Agent, en world Japan,  
 Oversea subsidiaries, etc.

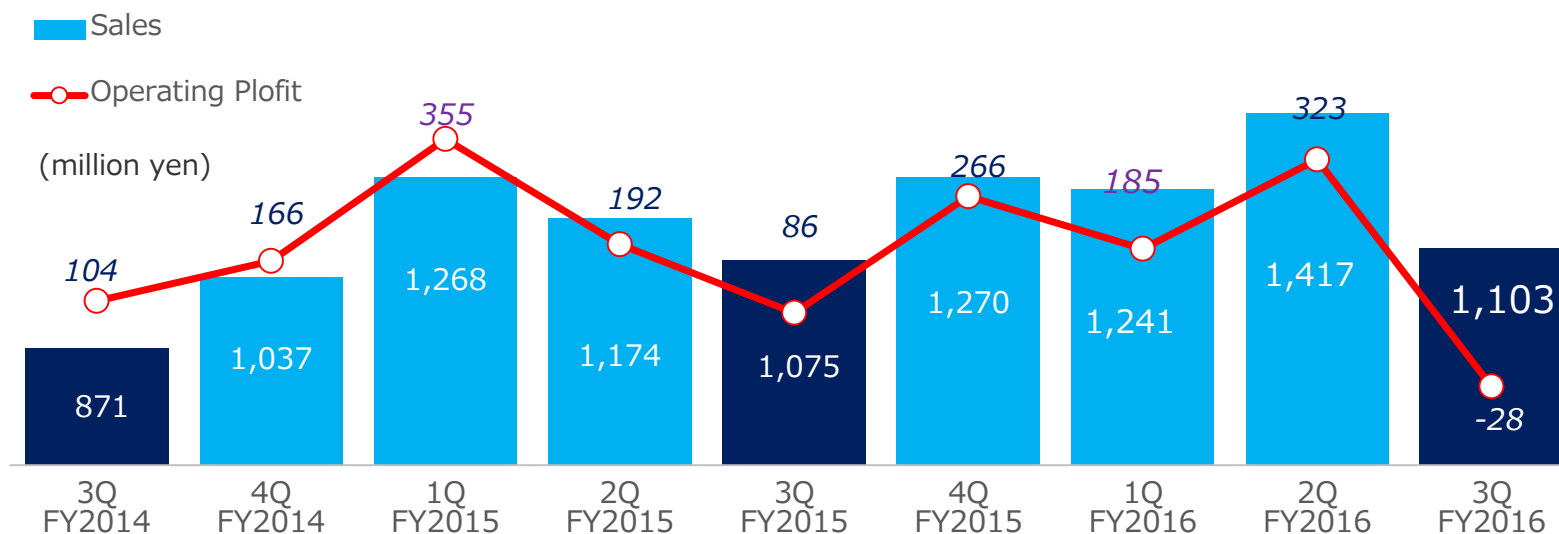
Others

## Results of en world Japan for 3Q FY Mar/2016

Sales : **1,103M** JPY (+2.6% YOY)

Operating Loss : **28M** JPY (OP86M JPY, 3Q FY Mar/2015)

- We maintained faster growth than the market growth rate for this fiscal year (estimated at +10%).
- We have been making stable profits in every quarter of this business period, improving profit and loss balance significantly in YOY terms.
- We continue to take measures particularly to enhance productivity.

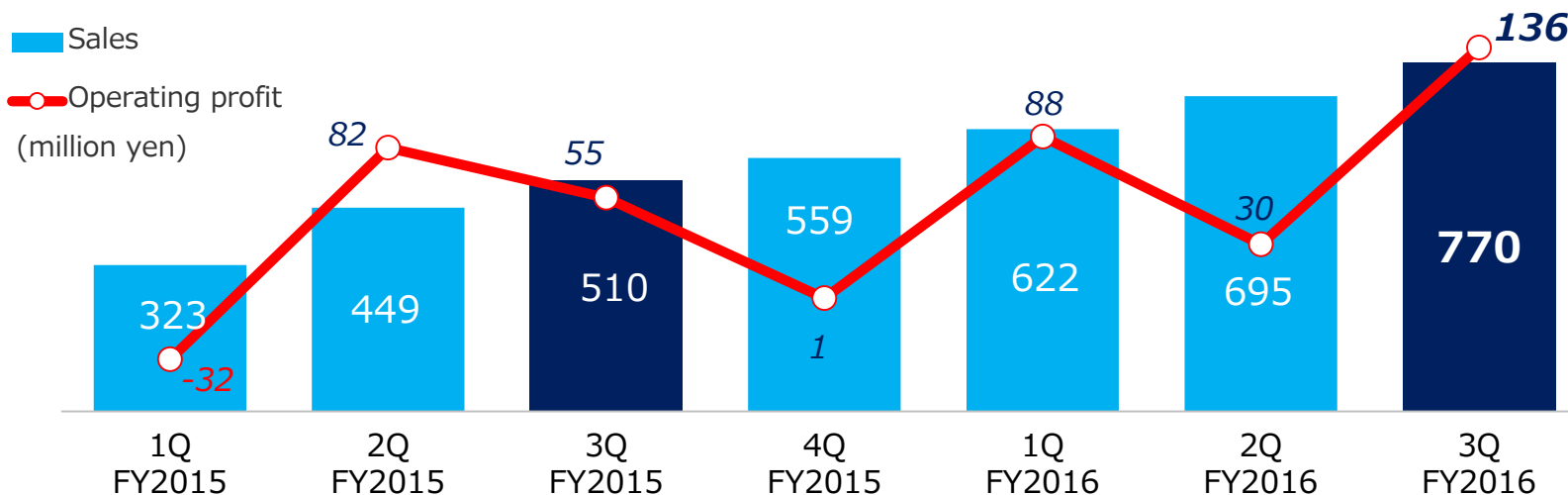


## Results of overseas subsidiaries for 3Q FY Mar/2016

Sales : **770M** (+50.8% YOY)

Operating Profit : **136M** (+144.7% YOY)

- Sales in Q3 came under the projection as an unexpectedly large number of recruits from this quarter were actually hired in the new year.
- Contract-based sales in December were the highest one-month sales ever recorded.
- The positive effect of our own recruitment started to emerge, and the personnel aspect of our business performed well against the plan.



Performance Summary for  
the 3rd quarter of FY Mar/2016  
by segment

~ Education/Evaluation and Other business~

# [3rd quarter of Mar/2016 Results]

## Performance summary of Education/Evaluation & Other business



Both sales and profits of existing services are performing well

Increase in costs is due to investment for the anticipated new businesses

	3Q FY2015 (Oct.-Dec.2014)		3Q FY2016 (Oct.-Dec.2015)		YOY change (million yen)	YOY change (%)	Ref : w/o new business 3rd quarter of FY2016 (Apr 2015–Sep 2015)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales			(million yen)	
Net Sales	529	100.0%	682	100.0%	152	28.7%	682	28.7%
Cost of Sales	57	10.8%	94	13.9%	37	64.9%	94	65.0%
Gross Profit	472	89.2%	587	86.1%	114	24.3%	587	24.3%
SGA(Sales, general & administrative)	483	91.3%	678	99.5%	195	40.3%	504	4.3%
Personnel	293	55.4%	429	63.0%	136	46.4%	313	6.7%
Advertising, Sales Promotion	11	2.2%	6	0.9%	-5	-46.7%	5	-49.9%
Other	161	30.6%	242	35.6%	80	50.0%	185	14.6%
Operating Profit	-11	-2.1%	-91	-13.4%	-80	---	82	---

Education/  
Evaluation &  
Other business

Education / Evaluation

en College, Consultation on recruitment , and  
Aptitude test development

Subsidiary

Cbase (HR & hiring related system)

Other

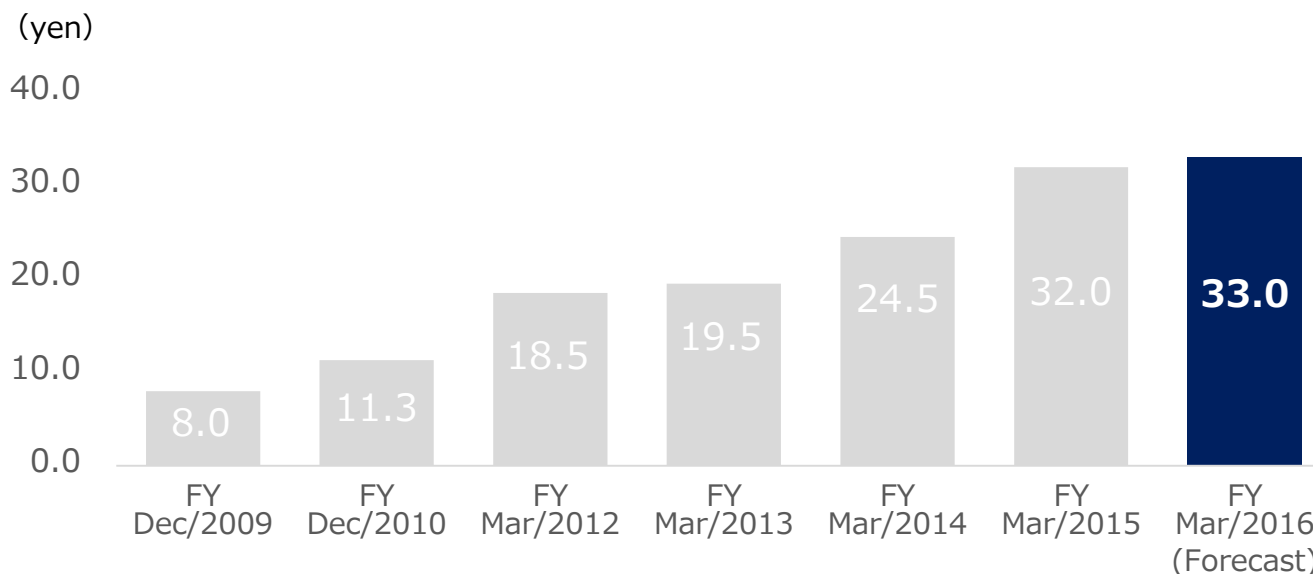
New business

# 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

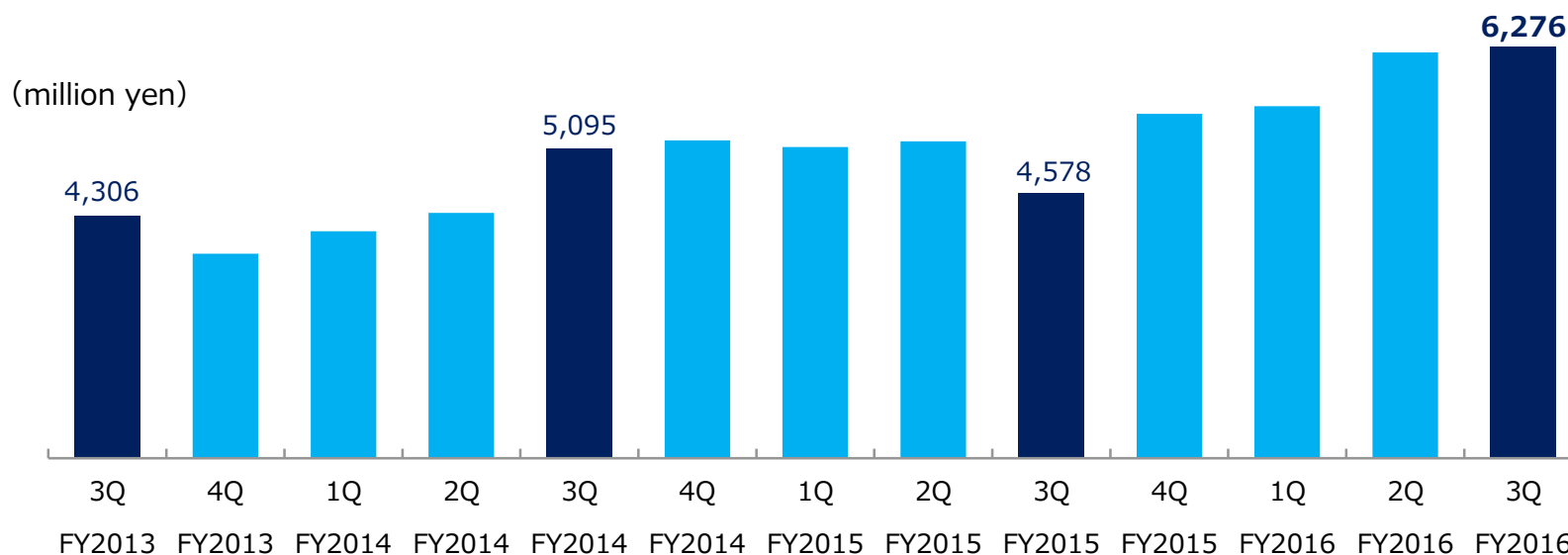


\*As we adopted unit stock system in October 2013 and implemented stock split of 1:100, past dividend amount was calculated on the assumption that stock split had been already implemented.

# Appendix



# Sales of Hiring Business (By quarter)



(Million yen)	2Q FY2013	3Q FY2013	4Q FY2013	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016
[en]Career Change Info (Job board, SH ads)	986	971	919	1,081	1,306	1,309	1,539	1,364	1,439	1,514	1,926	1,976	2,279	2,488
Other sites (Sites for Job search agencies and Temporary staffing companies)	772	803	852	848	907	917	937	934	983	1,005	1,099	1,072	1,186	1,225
en world Japan (Job search)	762	807	653	886	859	871	1,037	1,268	1,175	1,075	1,270	1,241	1,417	1,103
New Graduates Hiring Business	168	776	316	190	133	687	336	197	44	28	30	-	-	-
Overseas subsidiaries (EWS,EWKOR,EWAUS,Navigos,EWThai,NewEra) *	-	-	-	81	132	316	306	323	449	510	559	622	695	770
Other	524	510	650	594	532	502	501	526	567	628	739	682	633	697
Total	3,623	4,306	3,872	4,136	4,347	5,095	5,188	5,110	5,179	4,578	5,449	5,586	6,212	6,276

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

\*Include a fraction and eliminations

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

# Non-consolidated Income statement for the 3rd quarter of FY Mar/2016

# [3rd quarter of FY Mar/2016]

## Non-consolidated Income statement

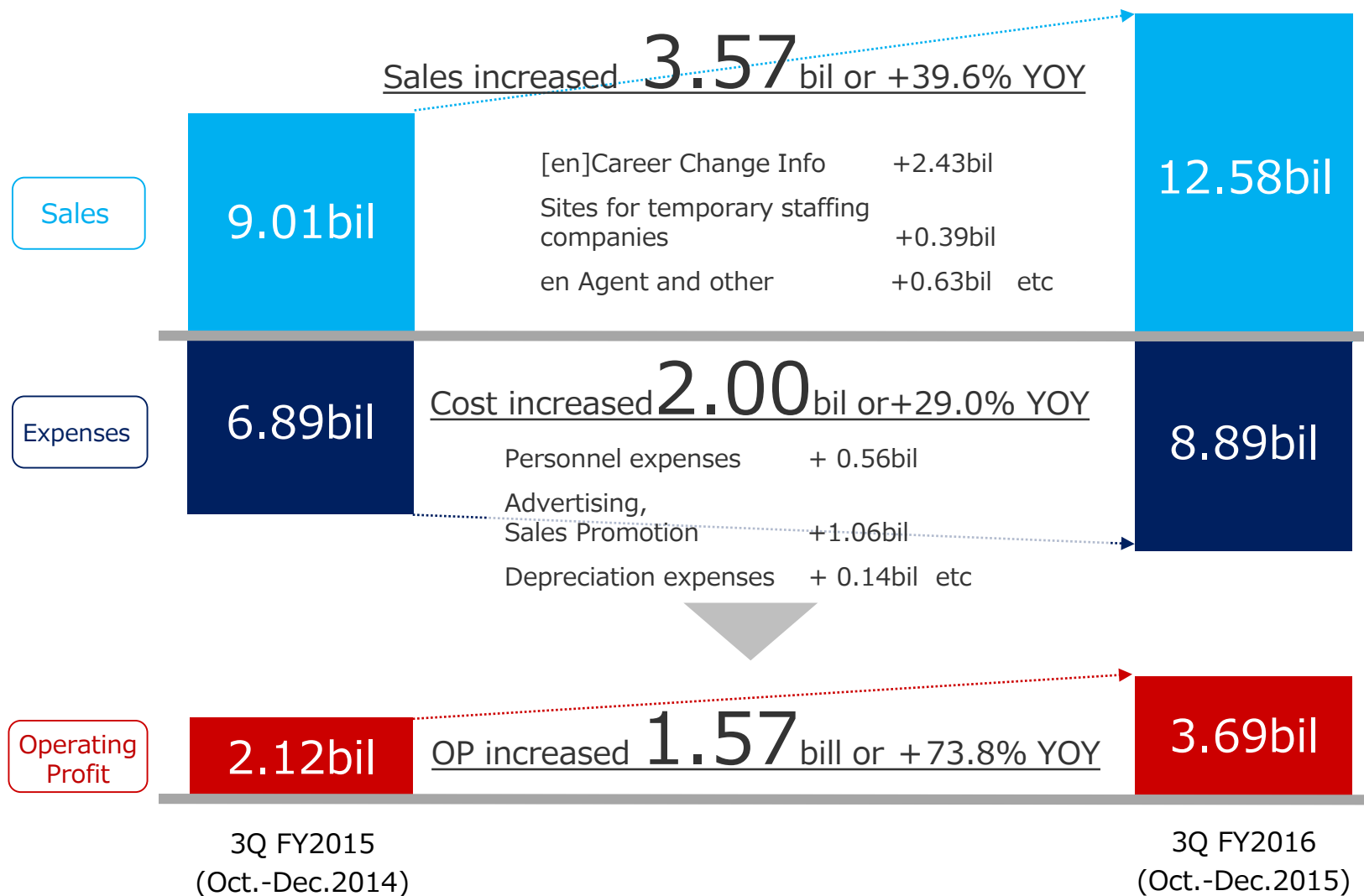


	3Q FY2015 (Oct.-Dec.2014)		3Q FY2016 (Oct.-Dec.2015)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
<b>Net Sales</b>	<b>9,012</b>	100.0%	<b>12,581</b>	100.0%	3,568	39.6%
<b>Cost of Sales</b>	<b>723</b>	8.0%	<b>968</b>	7.7%	244	33.8%
Personnel	236	2.6%	400	3.2%	163	69.0%
Other	487	5.4%	568	4.5%	81	16.7%
<b>Gross Profit</b>	<b>8,289</b>	92.0%	<b>11,613</b>	92.3%	3,324	40.1%
<b>SGA(Sales, general &amp; administrative)</b>	<b>6,164</b>	68.4%	<b>7,921</b>	63.0%	1,756	28.5%
Personnel	2,919	32.4%	3,315	26.3%	395	13.5%
Advertising, Sales Promotion	1,714	19.0%	2,775	22.1%	1,060	61.9%
Other	1,530	17.0%	1,831	14.6%	300	19.6%
<b>Operating Profit</b>	<b>2,124</b>	23.6%	<b>3,691</b>	29.3%	1,567	73.8%
<b>Ordinary Income</b>	<b>2,680</b>	29.7%	<b>3,894</b>	31.0%	1,214	45.3%
<b>Net Income</b>	<b>1,828</b>	20.3%	<b>2,638</b>	21.0%	809	44.3%

# [3rd quarter of FY Mar/2016] Changing Factor of Earnings(Non-consolidated)



Year on year



[3rd quarter of FY Mar/2016]

# Non-consolidated Income statement of Hiring Business



	3Q FY2015 (Oct.-Dec.2014)		3Q FY2016 (Oct.-Dec.2015)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	8,721	100.0%	12,198	100.0%	3,476	39.9%
Cost of Sales	678	7.8%	901	7.4%	222	32.9%
Gross Profit	8,043	92.2%	11,297	92.6%	3,253	40.5%
SGA(Sales, general & administrative)	5,929	68.0%	7,511	61.6%	1,582	26.7%
Personnel	2,770	31.8%	3,042	24.9%	272	9.8%
Advertising, Sales Promotion	1,697	19.5%	2,773	22.7%	1,075	63.3%
Other	1,499	17.2%	1,695	13.9%	195	13.1%
Operating Profit	2,113	24.2%	3,785	31.0%	1,671	79.1%

**Hiring  
Business  
(Non-  
consolidated)**

## Job Board

[en]Career Change Info, [en]Career Change Consultant,  
[en]Temporary Placement Info,en BAITO,  
[en]Temp to Perm info, etc.

Job Search  
en Agent, etc.

Others  
Aptitude test,  
New Businesses,  
etc.

[3rd quarter of FY Mar/2016]Non-consolidated Income statement of  
Education/Evaluation and other businesses



	3Q FY2015 (Oct.-Dec.2014)		3Q FY2016 (Oct.-Dec.2015)		YOY change	YOY change
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Net Sales	291	100.0%	383	100.0%	92	31.6%
Cost of Sales	45	15.6%	67	17.6%	21	48.1%
Gross Profit	245	84.4%	315	82.4%	70	28.5%
SGA(Sales, general & administrative)	235	80.9%	409	106.9%	174	73.9%
Personnel	149	51.3%	272	71.0%	122	82.1%
Advertising, Sales Promotion	3	1.1%	2	0.5%	-1	-35.0%
Other	83	28.5%	135	35.4%	52	63.3%
Operating Profit	10	3.5%	-93	-24.5%	-104	-1,030%

Education/  
Evaluation &  
Other business  
(Non-consolidated)

Education / Evaluation  
en College, Consultation on recruitment , and  
Aptitude test development, etc.

Other  
New business

FY Mar/2016

Earnings Forecast

(Amended on Oct. 28,2015)

[FY Mar/2016]  
**Consolidated Financial Forecast**  
 (Amended on Oct. 28)

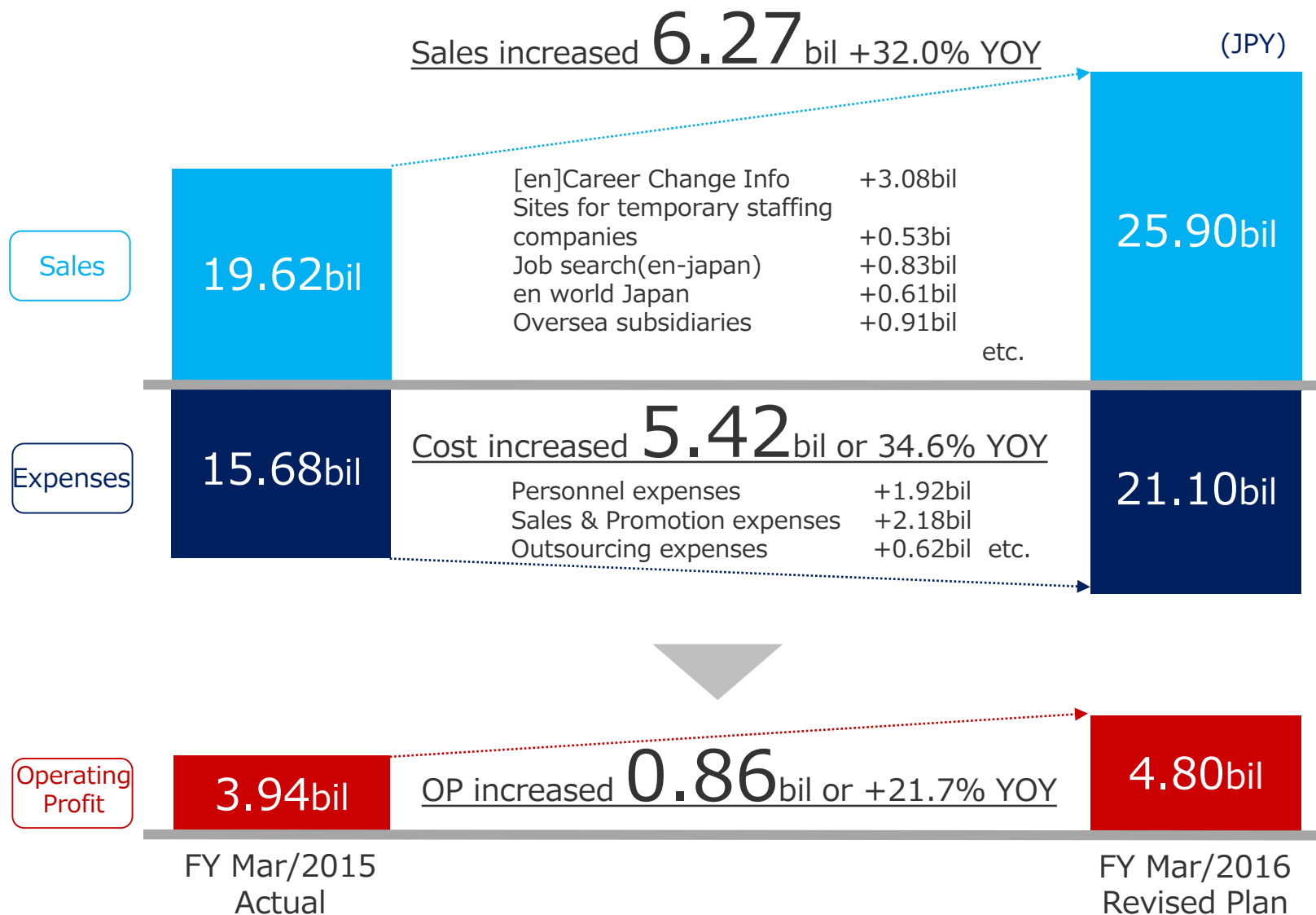


	FY2015 (Apr 2014 – Mar2015)		FY2016 (Apr 2015 – Mar 2016)		YOY change (million yen)	YOY change (%)	Note
	(million yen)	% of Sales	(million yen)	% of Sales			
Net Sales	19,623	100.0%	25,900	100.0%	6,276	32.0%	(FY2016) Growth of Job Board, especially [en]Career Change Info
Cost of Sales	1,931	9.8%	2,385	9.2%	454	23.5%	
Personnel	1,295	6.6%	1,593	6.2%	297	22.9%	
Other	635	3.2%	792	3.1%	157	24.8%	
Gross Profit	17,692	90.2%	23,514	90.8%	5,821	32.9%	
SGA(Sales, general & administrative)	13,749	70.1%	18,714	72.3%	4,964	36.1%	
Personnel	7,460	38.0%	9,081	35.1%	1,621	21.7%	(FY2016) Head count of en japan and a subsidiary in India (Non-consolidated for FY3/15) increased.
Advertising, Sales Promotion	2,570	13.1%	4,750	18.3%	2,180	84.8%	(FY2016) Strengthen online campaign, such as commercial advertisement
Other	3,719	19.0%	4,882	18.9%	1,162	31.3%	(FY2016) New business investment related, and increase of outsourcing expense due to replacement of system
Operating Profit	3,943	20.1%	4,800	18.5%	856	21.7%	
Ordinary Income	4,259	21.7%	4,850	18.7%	590	13.9%	(FY2015) Temporary profit from exchange rate
Net Income attributable to en-japan shareholders	2,531	12.9%	3,000	11.6%	468	18.5%	



[FY Mar/2016]

# Changing factors of consolidated performance (Amendment plan for FY3/15 vs FY3/16)



[FY Mar/2016]

# Performance forecast of each company (Amendment plan for FY3/15 vs FY3/16)



(million yen)

		FY Mar/2015 Actual	FY Mar/2016 Revised plan	YoY change
en-japan	Sales	12,725	17,310	36.0%
	Operating Profit	3,319	4,000	20.5%
	Operating profit ratio(%)	26.1%	23.1%	
en world Japan	Sales	4,788	5,400	12.8%
	Operating Profit	899	840	-6.6%
	Operating profit ratio(%)	18.8%	15.6%	
Overseas Subsidiaries	Sales	1,842	2,750	49.3%
	Operating Profit	106	370	249.1%
	Operating profit ratio(%)	5.8%	13.5%	
Other Subsidiaries	Sales	371	540	45.6%
	Operating Profit	34	40	17.6%
	Operating profit ratio(%)	9.2%	7.4%	
Company-wide ajustments	Sales	-104	-100	—
	Operating Profit	-416	-450	—

[FY Mar/2016]

# Performance forecast of per segments (Amendment plan for FY3/15 vs FY3/16)



(million yen)

		FY Mar/2015 Actual	FY Mar/2016 Revised plan	YoY change
Hiring Business	Sales	18,942	25,000	32.0%
	Operating Profit	3,953	5,250	32.8%
	Operating profit ratio(%)	20.9%	21.0%	
Education and Evaluation	Sales	747	975	30.5%
	Operating Profit	-9	-120	—
	Operating profit ratio(%)	-1.2%	-12.3%	
Company-wide adjustments	Sales	-66	-75	—
	Operating Profit	-1	-330	—

[FY Mar/2016]

# Performance forecast of each service (Amendment plan for FY3/15 vs FY3/16)



(million yen)

Hiring Business	Sales			
	FY Mar/2015 Actual	FY Mar/2016 Revised plan	YoY change	Note
Job Board	10,270	14,010	36.4%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, etc.
Job Search	6,268	7,790	24.3%	Total of domestic job search services
Overseas Subsidiaries	1,842	2,750	49.3%	Mainly job search. Navigos operates job board also.

# (Reference) Summary of Medium-term Management Plan

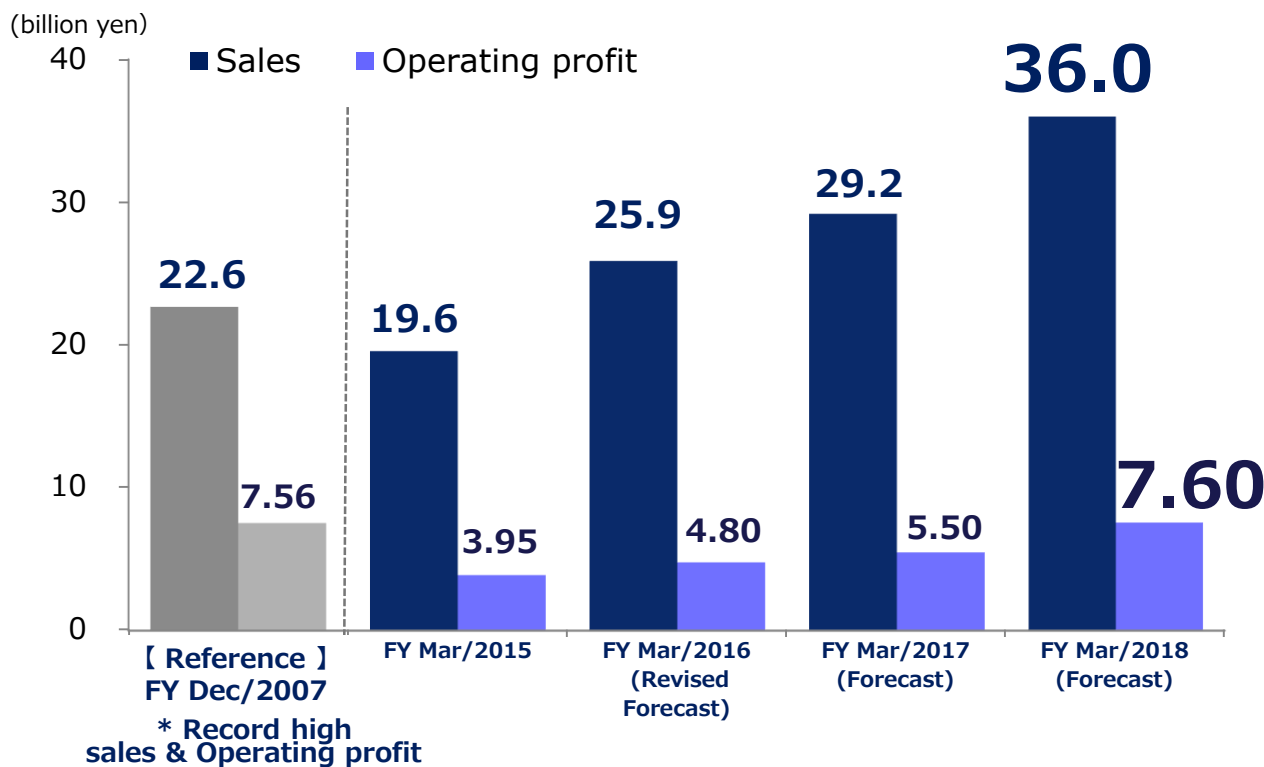


Good start for rewriting record high level of mid-term management plan in final year

Plan for  
FY Mar/2018

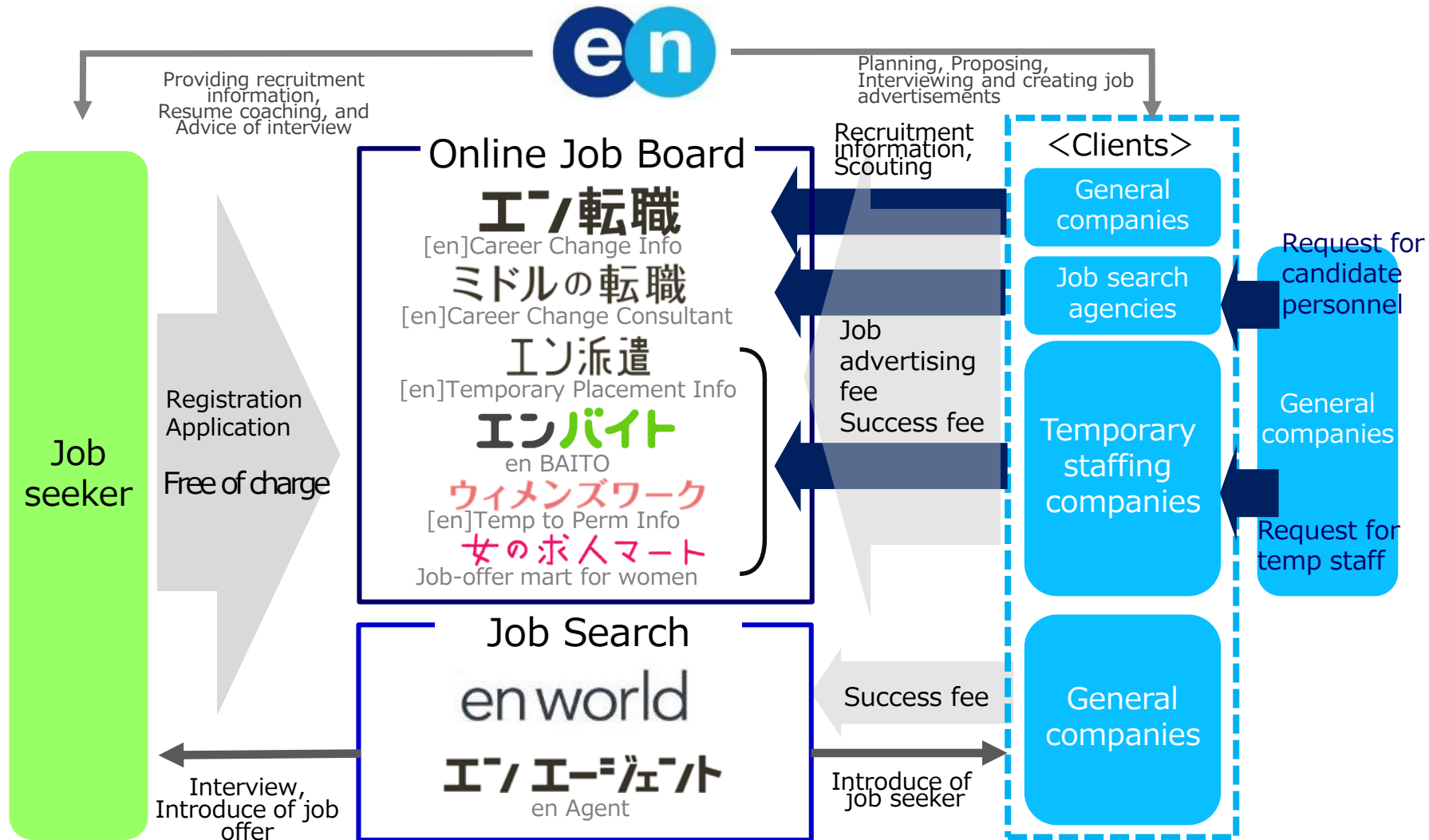
Sales  
Operating  
Profit

**36.0 bil JPY** (+84% compared to FY Mar/2015)  
**7.6 bil JPY** (+93% compared to FY Mar/2015)



【 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 Dec. 2015)
【 Stock Listing 】	Jasdaq/ (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,032, Non-consolidated 946 (as of Dec. 2015)
【 Number of Outstanding Shares 】	24,858,000 (as of Dec. 2015)
【 Business Description 】	(1) Internet job recruitment service (2) Job Search (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development

# Business model of Hiring Business






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

\*1 Renewed on Aug. 2014, and its Japanese name was changed  
 \*2 Renewed on Aug. 2015, and its Japanese name was changed  
 \*3 Renewed on Sep. 2015, and its Japanese name was changed  
 \*4 Renewed on Nov. 2015, and its Japanese name was changed





	Contents	Characteristics	Users	Clients
<b>[en]Career Change Info</b> <b>エ/転職</b> *1	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> <li>Companies which put their recruitment ads on the job board are carefully researched and taken pictures by en-japan.</li> <li>Honest and detailed recruitment information developed by en-japan from the perspective of job seekers.</li> </ul>	<ul style="list-style-type: none"> <li>20s to mid-30s</li> </ul>	<ul style="list-style-type: none"> <li>General Companies</li> <li>Job search agencies</li> </ul>
<b>[en]Career Change Consultant</b> <b>ミドルの転職</b> *2	Collective site for job search agencies	<ul style="list-style-type: none"> <li>Over 300 recruitment companies whose specialties are career change for job seekers in 30's and 40's, and job information are available</li> <li>Disclose consultants specialty areas, their achievements, together with evaluations by users</li> </ul>	<ul style="list-style-type: none"> <li>30s to 40s</li> </ul>	Job search agencies
<b>[en]Temporary Placement Info</b> <b>イン派遣</b> *3	Collective site for temporary staffing companies	<ul style="list-style-type: none"> <li>Temp agencies reputations and job information are available</li> <li>User friendly search function which does not require complicated user guide</li> </ul>	<ul style="list-style-type: none"> <li>Females in their 20s to mid-40s</li> </ul>	Temporary staffing companies
<b>en BAITO</b> <b>インバイト</b> *4	Part-time job information site	<ul style="list-style-type: none"> <li>Part-time job information mostly owned by temporary staffing companies</li> <li>User friendly functions such as job-recommendation based on their search history</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 to Perm Info</b> <b>ウィメンズワーク</b>	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>Females in their 20s to 30s</li> </ul>	Temporary staffing companies
<b>Job-offer mart for women</b> <b>女の求人マート</b>	Recruitment information site for females	<ul style="list-style-type: none"> <li>Comprehensive job board for women</li> <li>Targeting women in their 30's to mid 40's, the age group with high unemployment rate</li> <li>Covers wide variety of jobs regardless of employment contract of each area</li> </ul>	<ul style="list-style-type: none"> <li>Females in their 20s to 40s</li> </ul>	Temporary staffing companies
<b>Career BAITO</b> <b>キャリアバイト</b>	Internship information sites for university students	<ul style="list-style-type: none"> <li>Targeting university students who look for "paid internship jobs that can foster their abilities," rather than seeking those jobs purely for money</li> <li>The pioneer site for internship jobs which is the best in the country in terms of both performance and the number of jobs</li> </ul>	<ul style="list-style-type: none"> <li>University students</li> </ul>	General Companies



## <Hiring Business • Job Search (Domestic) >


	Contents	Characteristics	Clients
	Job search 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>	<ul style="list-style-type: none"> <li>• Foreign companies</li> <li>• Japanese companies</li> </ul>
	Job search agencies	<ul style="list-style-type: none"> <li>• Job search 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
	Job search agencies	<ul style="list-style-type: none"> <li>• 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</li> <li>• Flat-rate job search service for young candidates seeking for career change</li> </ul>	Japanese companies

## <Hiring Business (Overseas) >

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

\* The company joined en world group from June 2014

## < Education / Evaluation Business >

	Contents	Characteristics	Users
	<ul style="list-style-type: none"> <li>• Employee training</li> <li>• Aptitude test development</li> <li>• Personnel system development</li> </ul>	<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.	ASP services such <ul style="list-style-type: none"> <li>• recruitment management</li> <li>• employee evaluation</li> <li>• Web-based research system services.</li> </ul>	<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>	<ul style="list-style-type: none"> <li>• General Companies</li> <li>• Temporary staffing companies</li> </ul>

## Successfully clarified its target by renewing website Improved user-friendly website functions

Website renewal on Aug. 2014

### **エヌ転職** [en]Career Change Info

“Interesting Job List”  
encourage applicants to  
apply

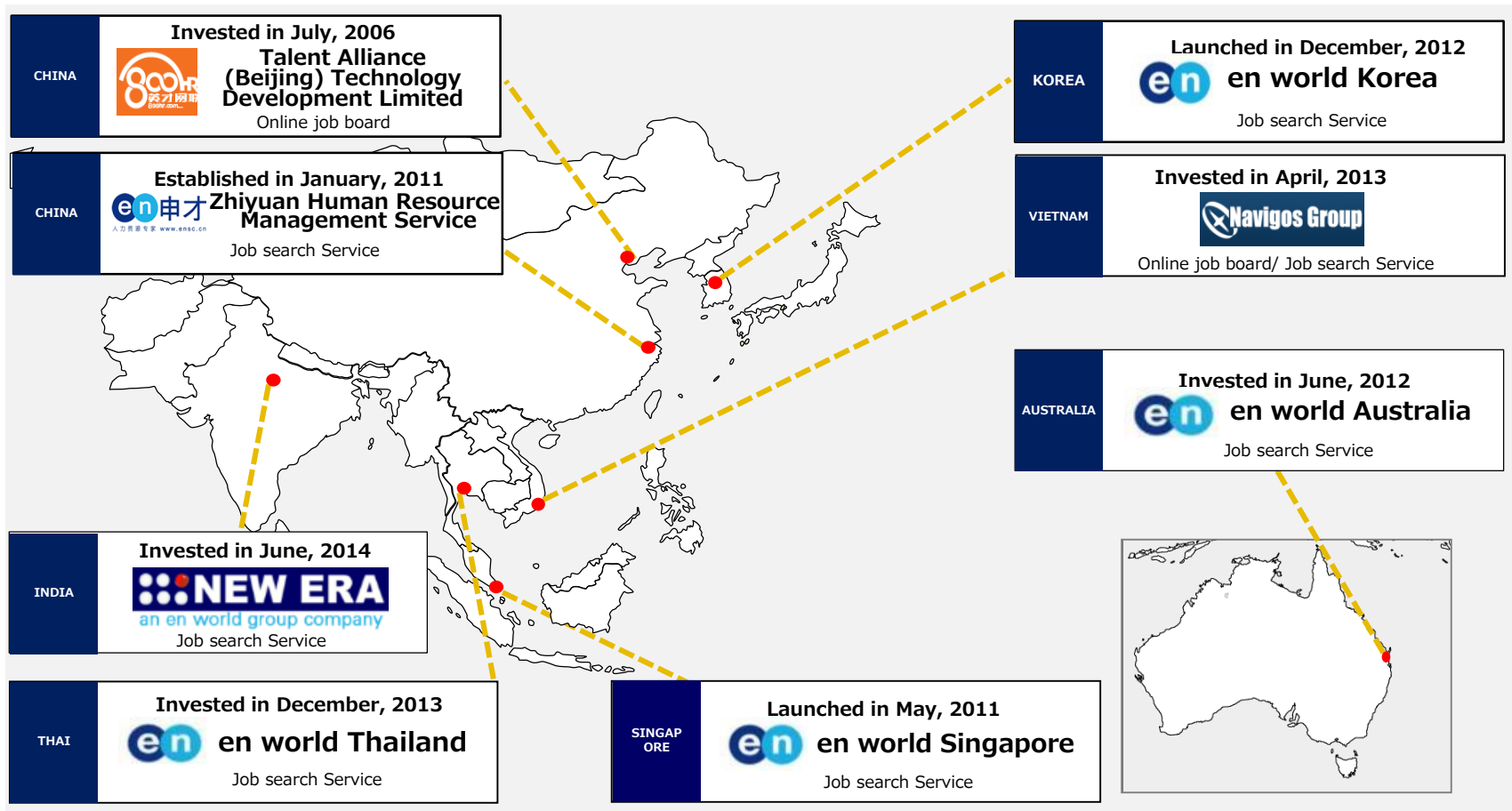
The industry’s very first  
word-of-mouth website  
linked with job search ad

Optimized for smartphone,  
compatible with app



Etc.

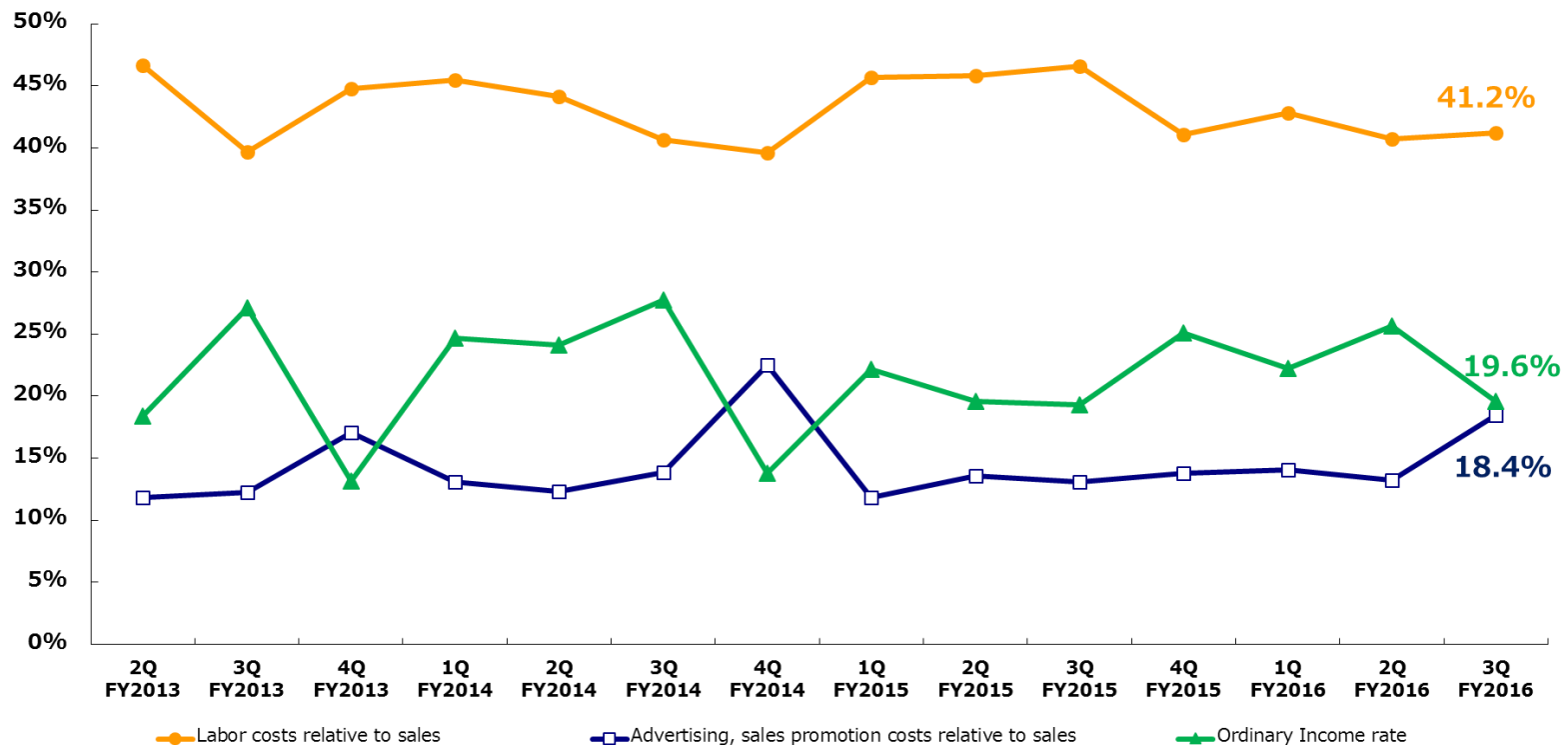
## Entered into 7 countries mainly in Asia



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

\*Zhiyuan Human Resource Management Service is unconsolidated subsidiary

# Cost relative to sales - Labor cost and Sales & Promotion cost (consolidated)



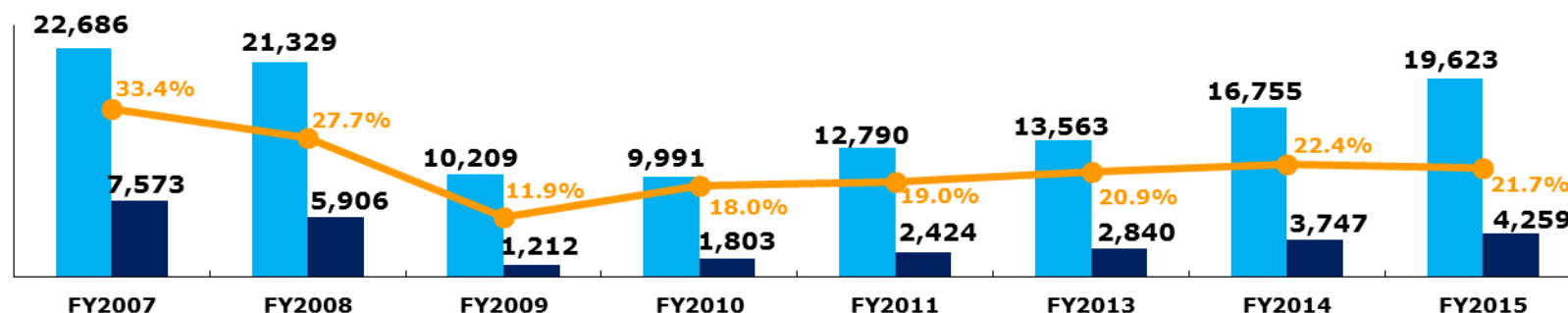
	3Q FY2013	4Q FY2013	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016
Ordinary Income (million yen)	1,031	437	901	925	1,275	645	1,018	902	921	1,416	1,287	1,639	1,274
Ordinary Income rate	27.1%	13.1%	24.7%	24.1%	27.8%	13.8%	22.2%	19.5%	19.3%	25.1%	22.2%	25.6%	19.6%
Labor costs (million yen)	1,508	1,490	1,660	1,693	1,866	1,850	2,096	2,114	2,224	2,321	2,480	2,603	2,684
Labor costs relative to sales	39.7%	44.8%	45.5%	44.2%	40.6%	39.6%	45.7%	45.8%	46.6%	41.1%	42.8%	40.7%	41.2%
Advertising, sales promotion costs (million yen)	465	567	477	472	637	1,051	543	625	623	777	815	847	1,200
Advertising, sales promotion costs relative to sales	12.2%	17.0%	13.1%	12.3%	13.9%	22.5%	11.8%	13.5%	13.1%	13.8%	14.1%	13.2%	18.4%

# Earnings for Fiscal year end and each quarter



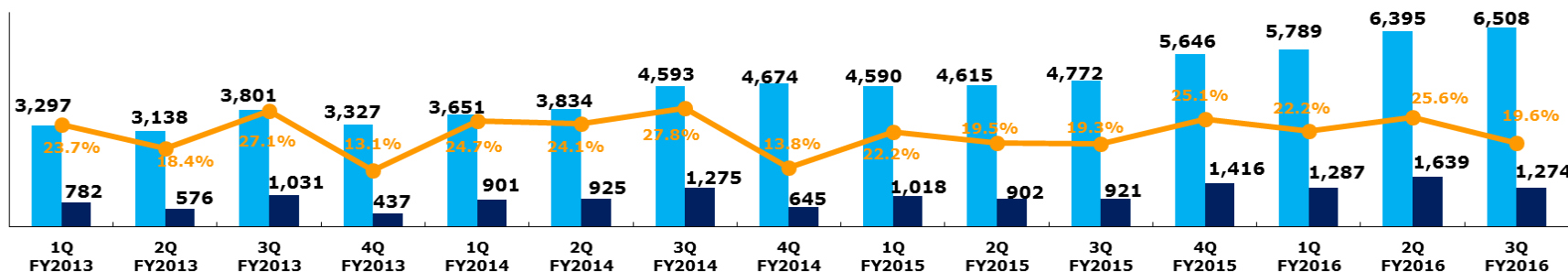
■ Sales (million yen)    ■ Ordinary Income(million yen)    —○— Ordinary Income ratio

## Fiscal year end



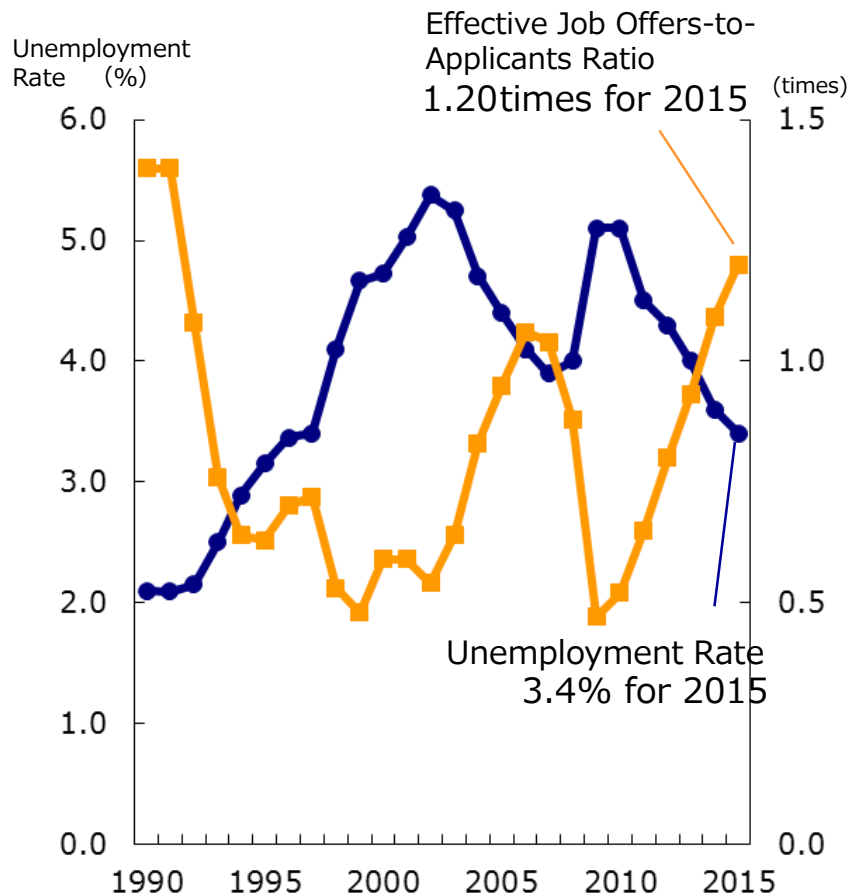
\*FY2011 converted 15 months to 12 months due to the change of accounting period

## Quarter



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

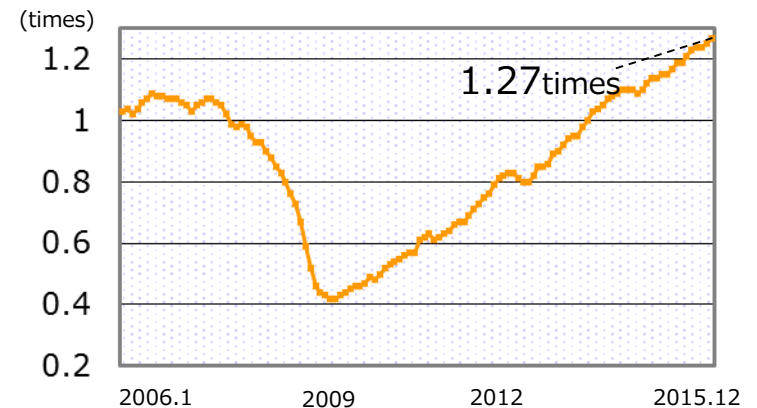
<Year Average>



< Latest Unemployment Rate >

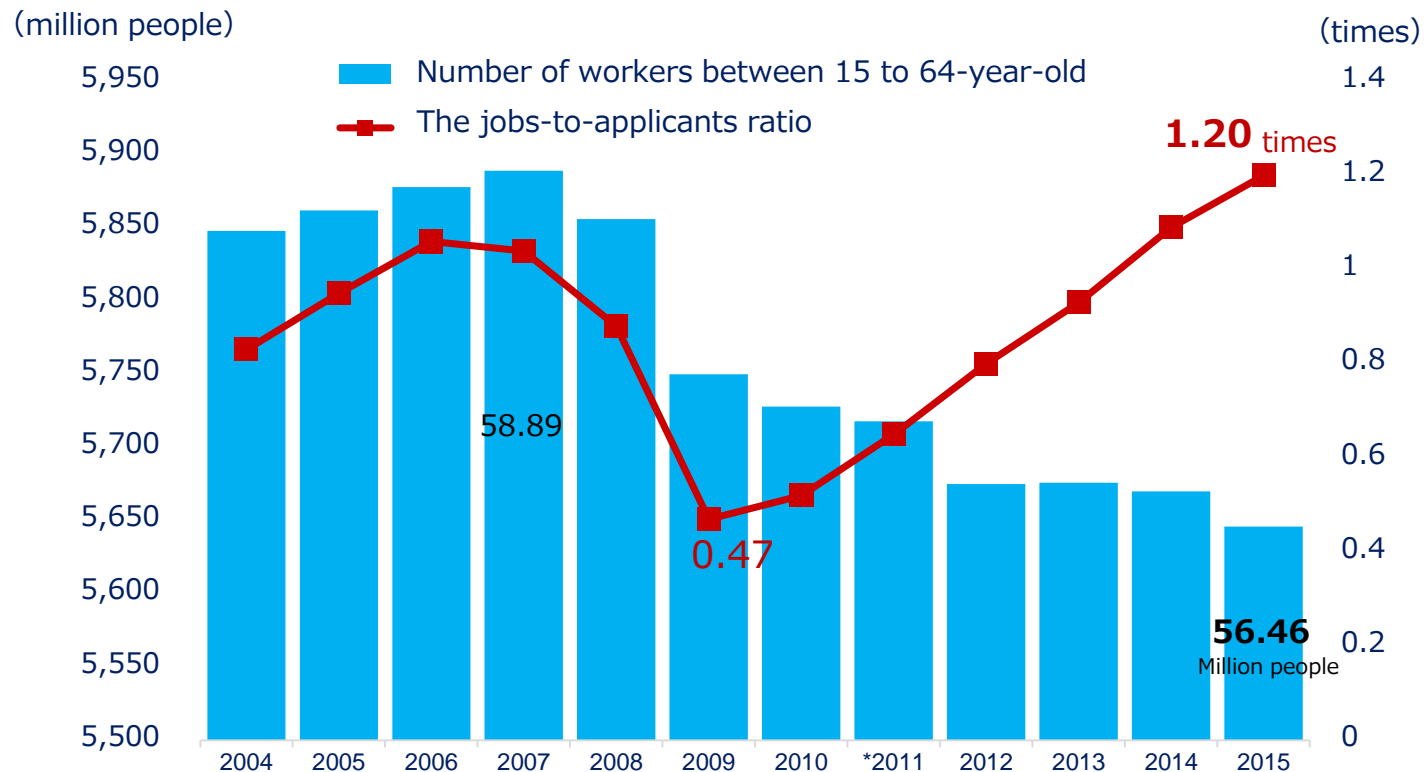


< Latest Effective Job Offers-to-Applicants Ratio >





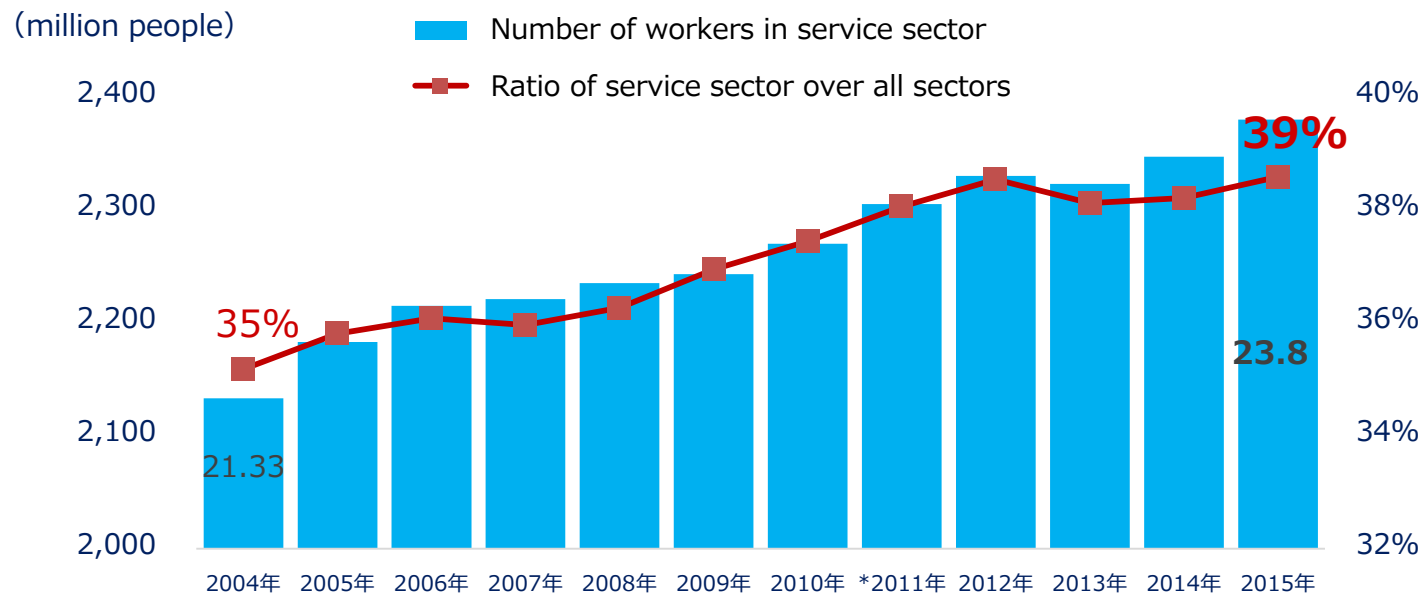
Number of workers who are between 15 to 64 years are decreasing, but supporting companies' demands for hiring



Source : Prepared by en-japan based on materials released by Static Bureau of the Ministry of Internal Affairs and Communications and Ministry of Health and welfare

\*The number for 2011 is estimated figure for the reference.

Due to change of industrial structure, workers in service industry are on the increase, leading high demand for hiring



Service sector = sum of "Scientific research, professional and technical services", "Accommodations, eating and drinking services", "Living-related and personal services and amusement services", "Education and learning support", "Medical, health care and welfare", "compound services", and "Services n.e.c."

Source : Prepared by en-japan based on materials released by Static Bureau of the Ministry of Internal Affairs and Communications

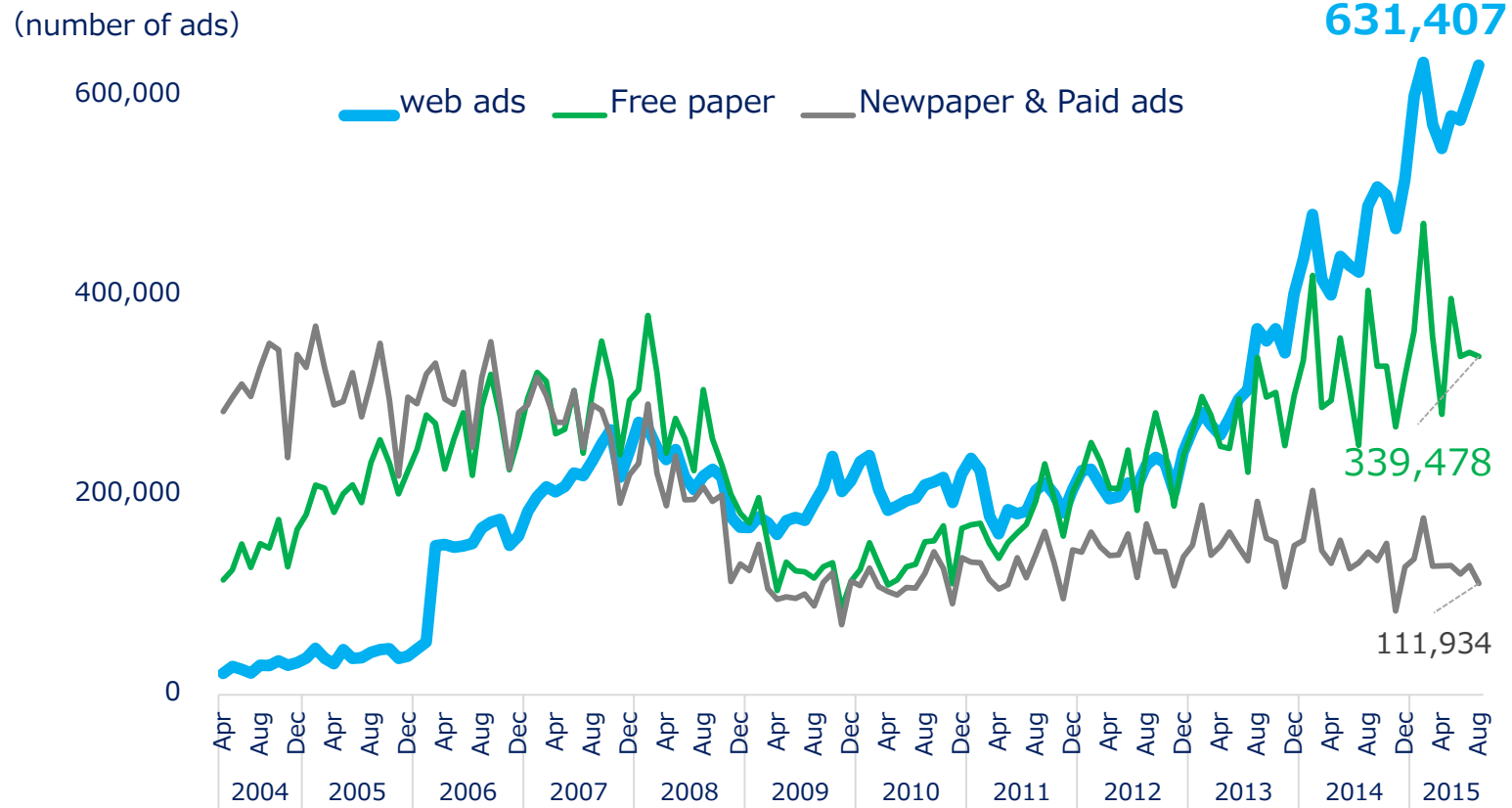
\*The number for 2011 is estimated figure for the reference.

# The market environment

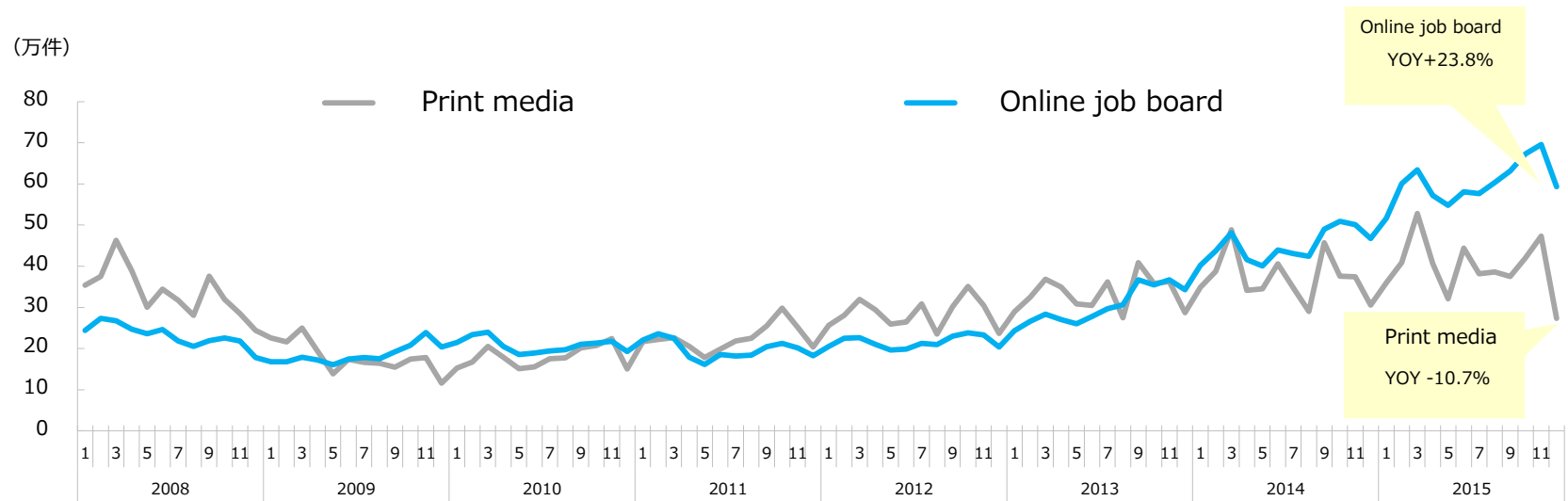
## – Changes in number of ads by media



Among leading job search media,  
the one with most growing job  
lists is “Job search website”



# Trends in number of job advertisement



Source: Association of Job Information of Japan “Job Advertisement Numbers” (December 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)



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

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