



en-japan Inc.

# FY Mar/2016 Earnings Review

May 12, 2016

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  - Non-consolidated Income statement for FY Mar/2016
  - Earning Forecast for FY Mar/2017(Company,Segment,Services)
  - Reference materials (Company Overview, and Market Data)

FY2016  
Consolidated  
Performance Summary

Sales

“record high”

26.13bil JPY

19.62bil JPY

**Increased  
33.2%**

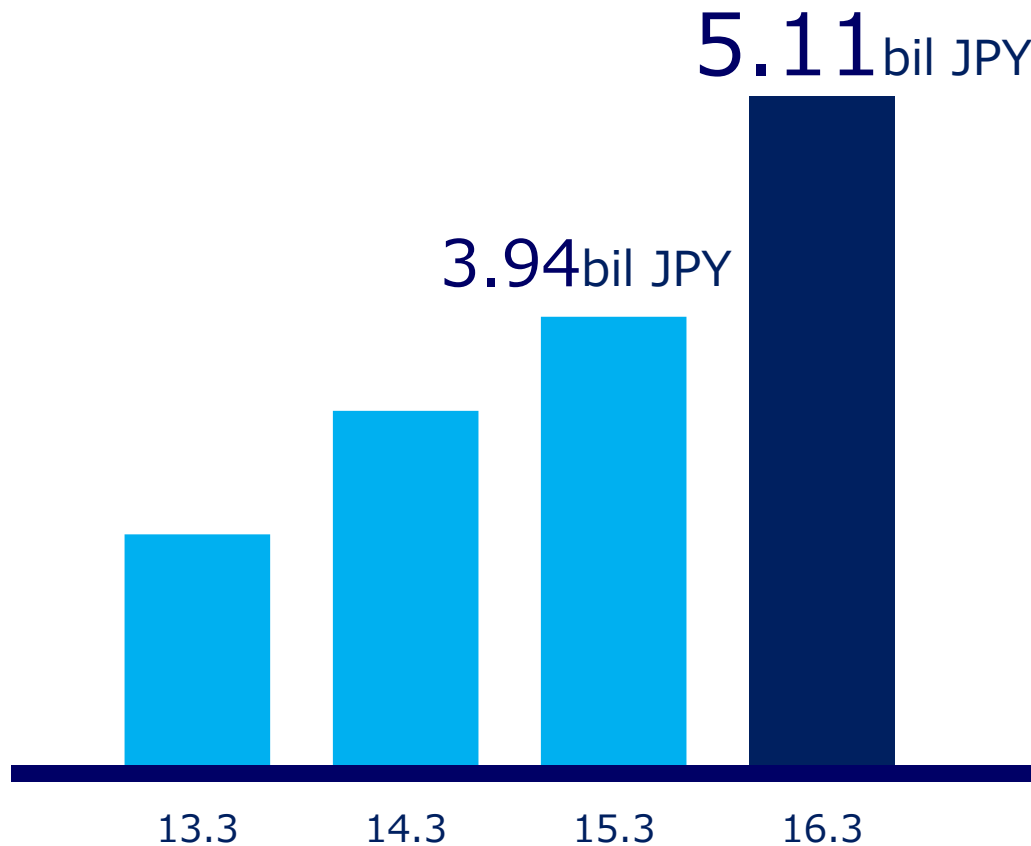
13.3

14.3

15.3

16.3

Operating  
Profit



**Increased  
29.8%**

Basic Policies (Policies announced in May 2015)	Results & Assessment
<ul style="list-style-type: none"> <li>● Focus on job information websites and recruiting services with the aim of increasing net sales company-wide.</li> <li>● Plan to achieve growth at job information websites, mainly [en] Career Change Info, above the market growth level</li> <li>● Aim to post income on a full-year basis in the recruiting services segment by continuing to reinforce en AGENTS.</li> <li>● For overseas market, further promote profitability enhancement by strengthening existing subsidiaries.</li> <li>● Pursue advance investments relating to advertising and systems to raise the standing of the company.</li> <li>● Seed opportunities for new businesses in the future.</li> </ul>	<ul style="list-style-type: none"> <li>○ Achieved 33% growth in sales for the entire company; posted record-high sales</li> <li>○ [en] Career Change Info, in particular, achieved growth significantly above the market level</li> <li>○ Entered the black as a result of business expansion and productivity improvement</li> <li>○ Achieved growth in net sales and income attributable to existing subsidiaries, not based on new M&amp;As</li> <li>○ Reinforcing advertising contributed to growth in net sales; increased investments during the year to secure competitiveness with strengthened promotional activities by competitors</li> <li>△ Slight delay in progress</li> </ul>

## [en] Career Change Info

Sales **9,672M** JPY +**55%** YOY

- Due to the penetration of renewal measures and the reinforcement of promotional activities, sales expanded beyond expectations.
- The number of listings, which reached a record high in the 3Q, recorded a new record high after a significant rise. Net sales remained favorable, with a 52% y-o-y increase for the 4Q.

## Others

- Number of applications at job information websites for job placement agencies and temporary staffing companies continued to be favorable. Net sales increased from a year earlier by 19% for job placement agencies and 25% for temporary staffing companies.
- In recruiting services, en-japan inc. recorded 50% year-on-year growth in sales and continued to expand. en world Japan K.K. posted higher income, although the year-on-year growth rate was only 6%.

Higher recruitment needs due to structural factors

+

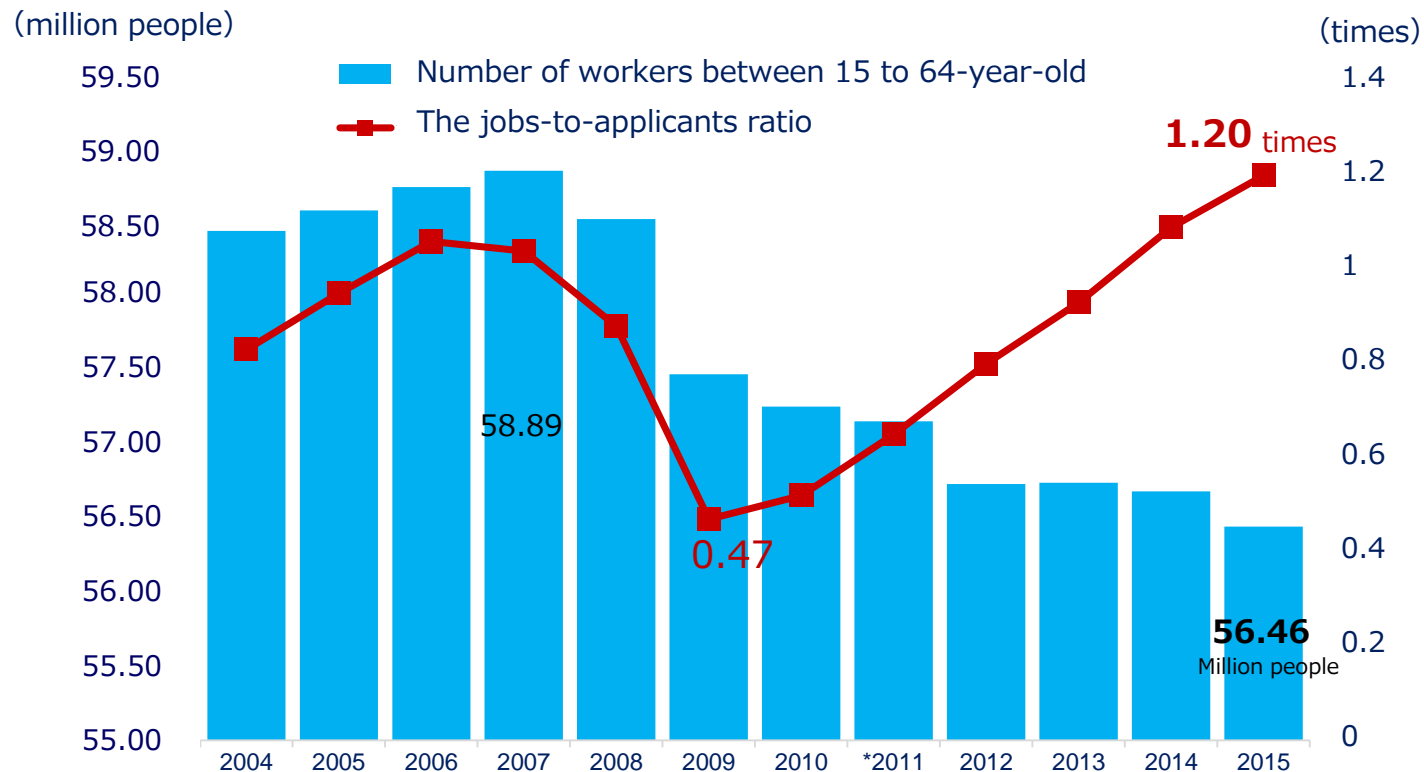
User-first services that offer differentiated features

+

Expansion of member population due to investments in promotional activities



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

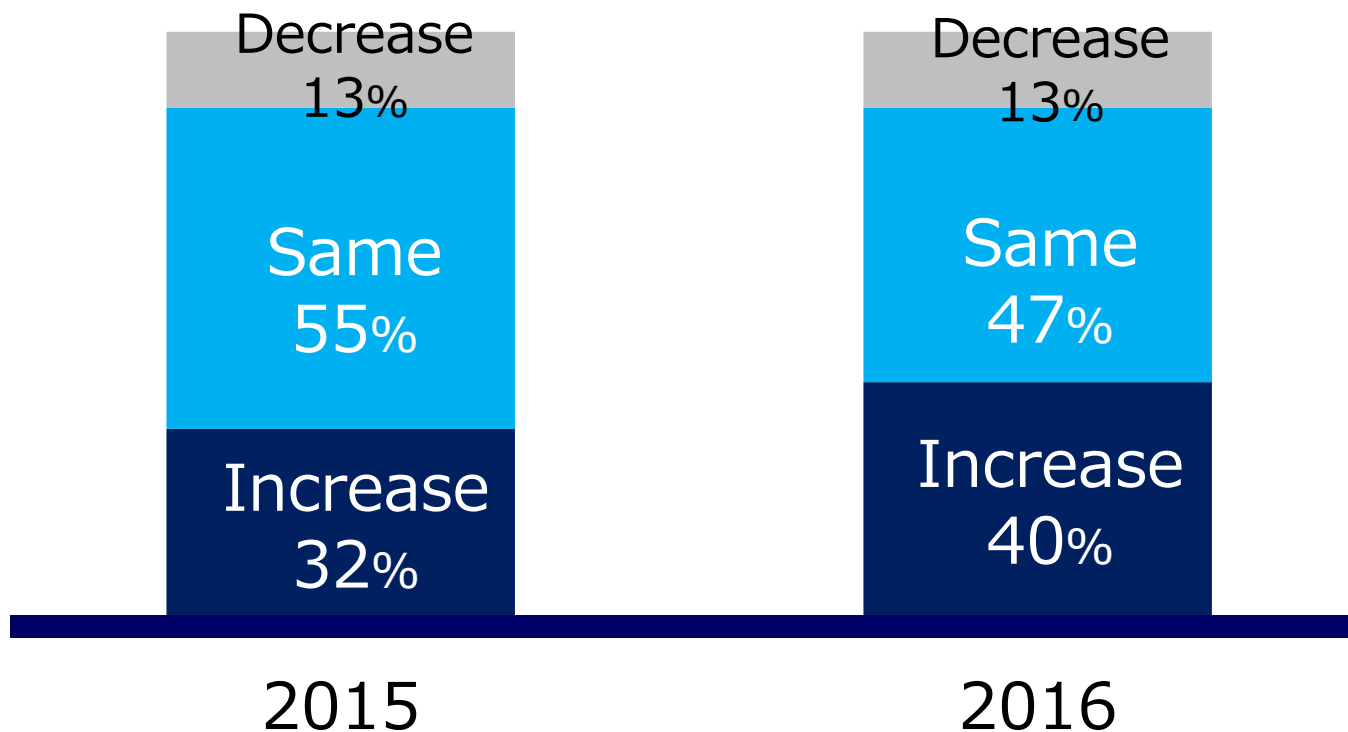


Source : Prepared by en-japan based on materials released by Static Bureau of the Ministry of Internal Affairs and Communications and Ministry of Health and welfare

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

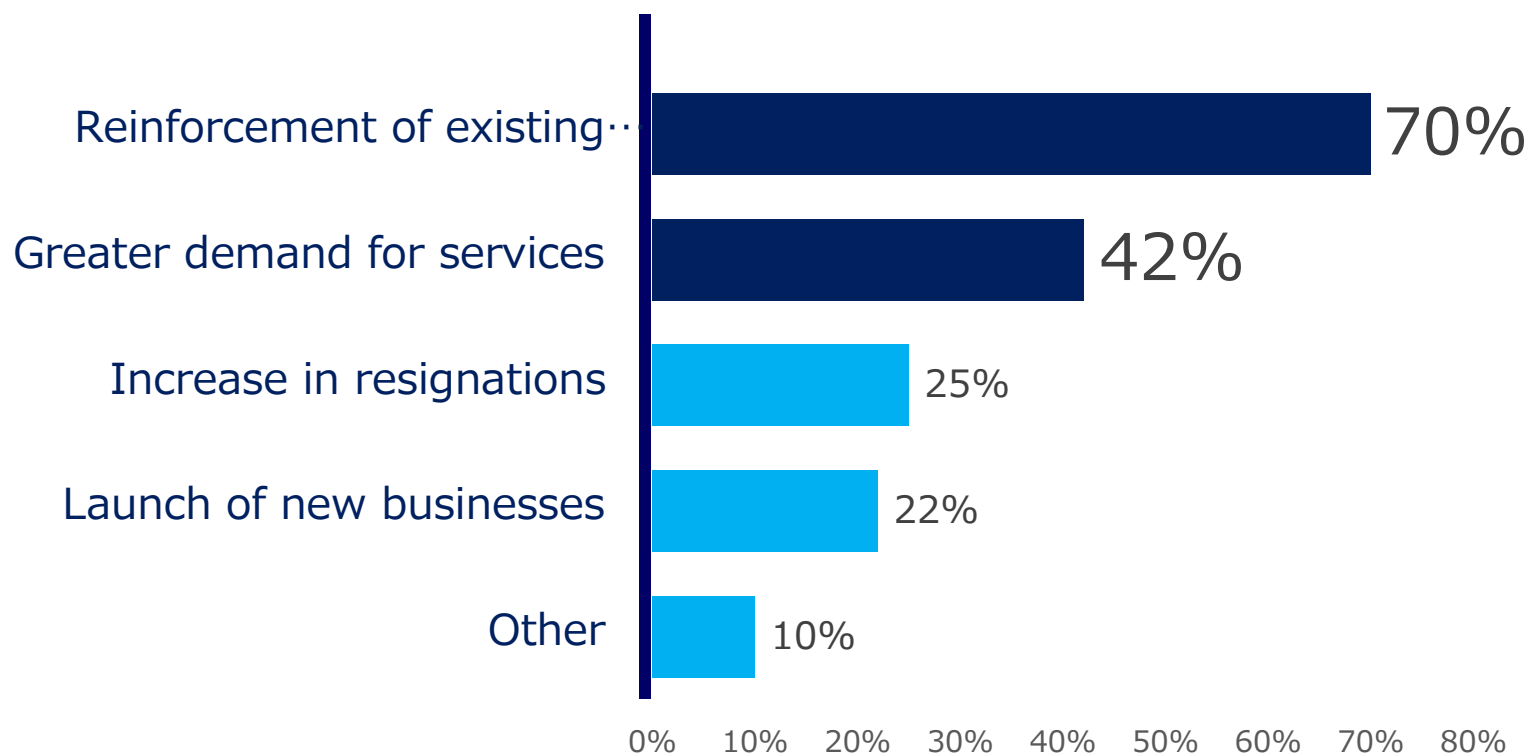
## Hiring needs are also expected to expand in 2016

Q. Y-o-Y Comparison in the number of mid-career hires



Sound needs, e.g., reinforcement of existing businesses and growth in customer demand, account for the majority

### Q. Reasons for mid-career hiring



en's services were differentiated by a high recognition of the strict user-oriented perspective taken and the focus on having employed persons demonstrate their competence after joining companies

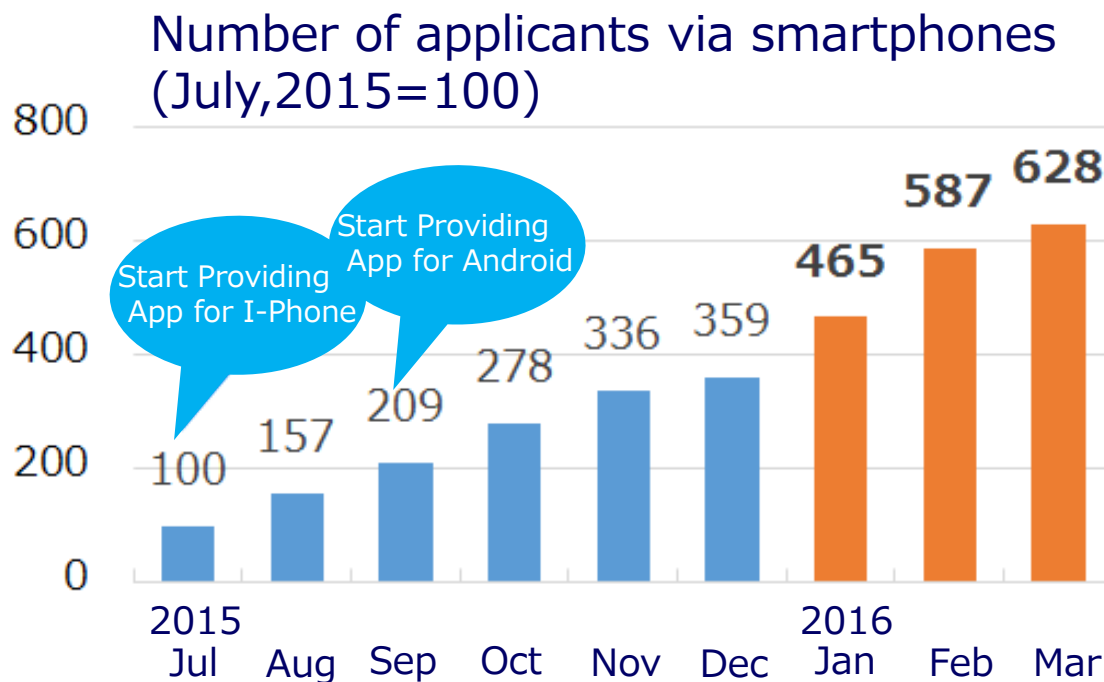
## **エ/転職** [en] Career Change Info



- Linkage between word-of-mouth sites and recruitment advertisements
- Information placed responsibly with name and photo of responsible person
- Interview support, day-before-interview alert notice, etc.

## en エン転職

Number of applicants via smartphones rose **6** times  
Expertise in optimizing detailed information on smartphones  
has become a strength



## Broadcasting TV commercials for [en] Career Change Info in major areas of Japan Reinforced transportation ads and online promotion

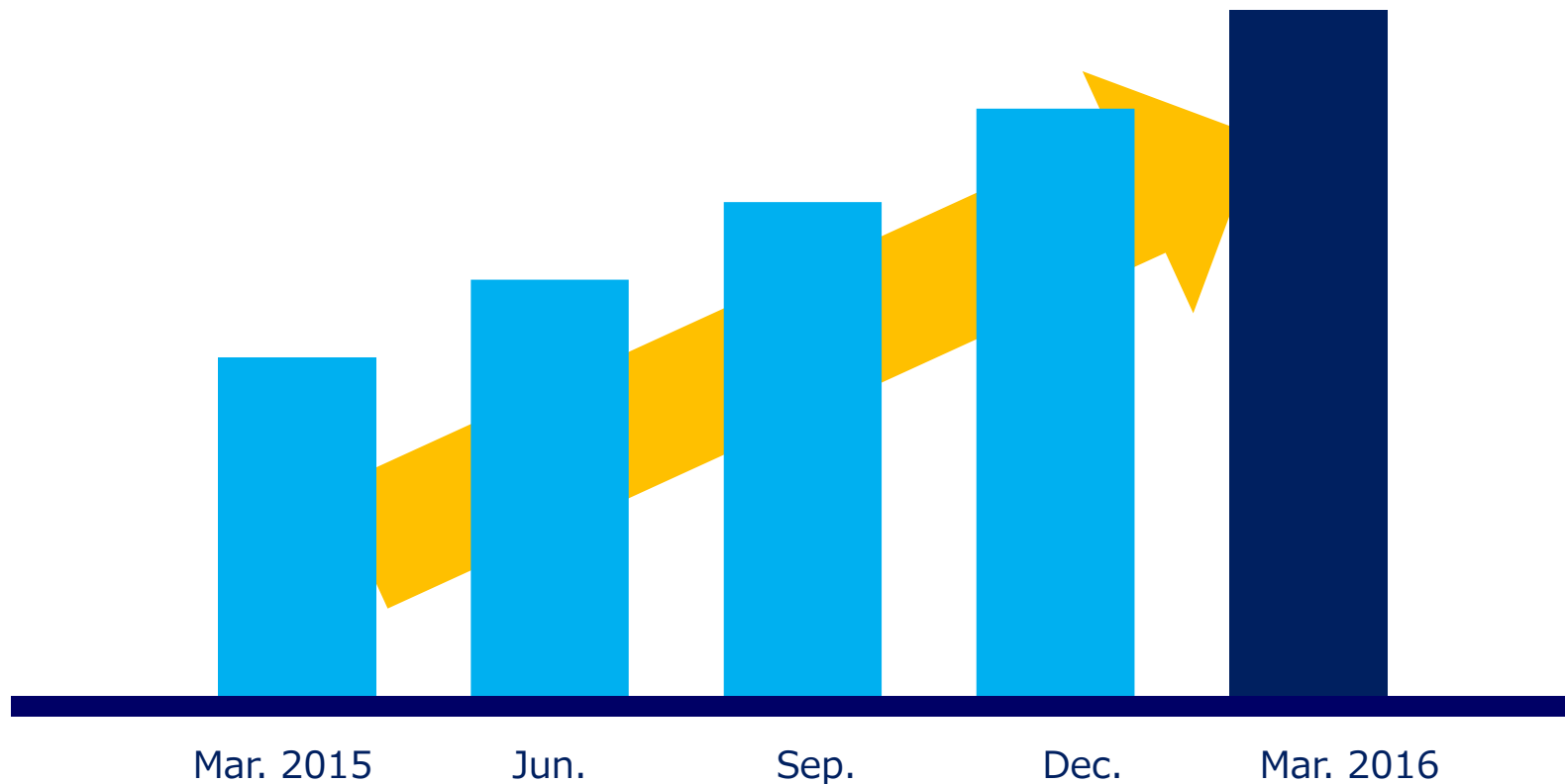


- Period : Jun - Jul, Nov - Dec, Feb-Mar
- Run by : Major networks in Tokyo, Tokai, Kansai and Fukuoka



 **工/転職** [en] Career Change Info

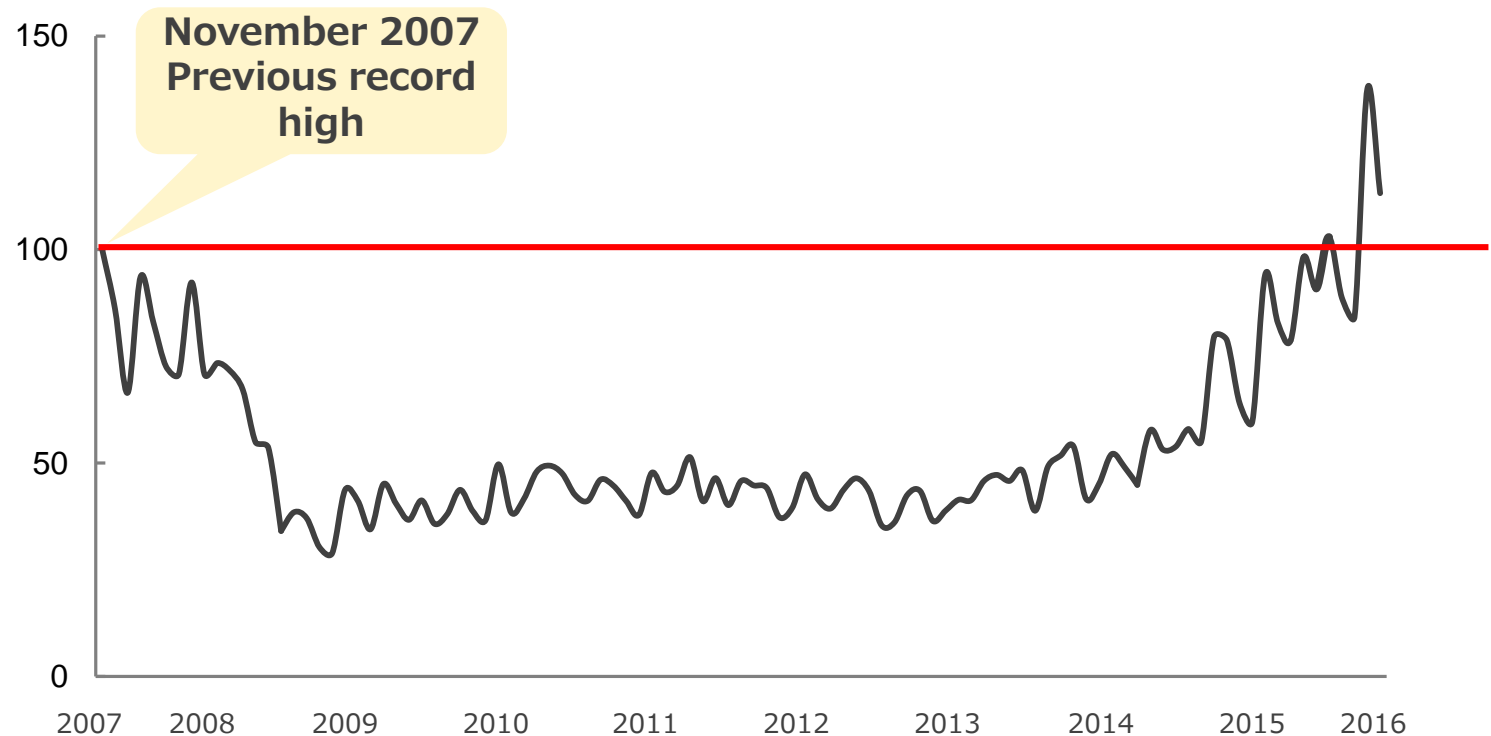
Number of members increased as a result of active promotional activities



Number of monthly listings posted  
**a new record high after a significant increase**

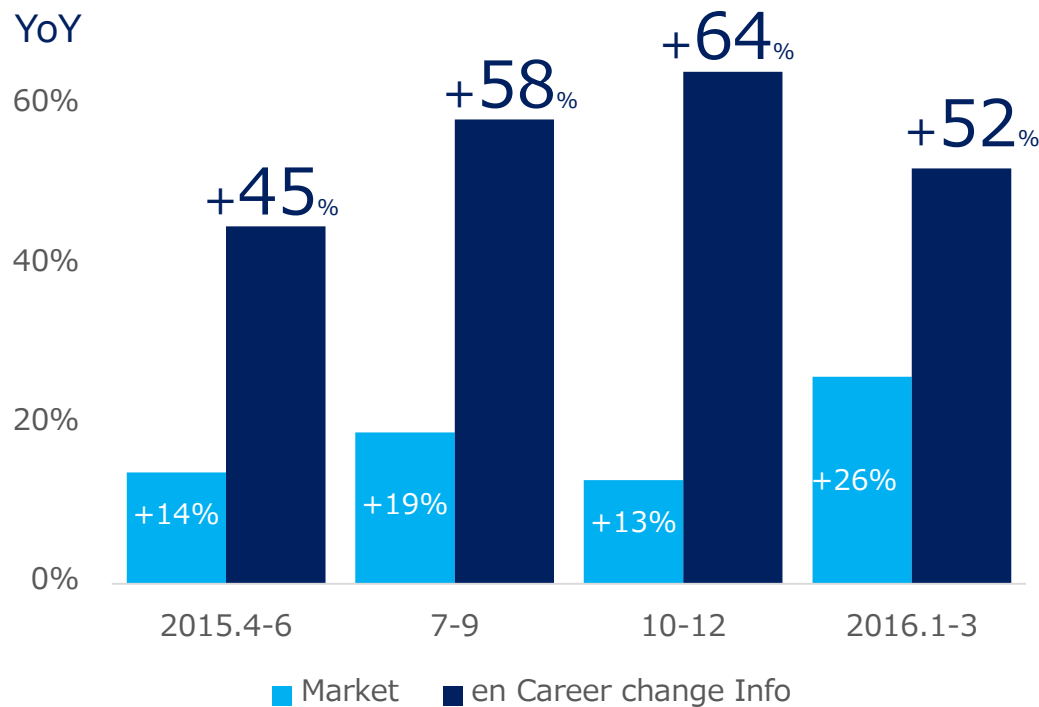
## Number of ads listed (Index)

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





## 転職 [en] Career Change Info



High growth  
above market  
growth level  
throughout the  
fiscal year

\*Market = Major job ads companies for mid-career change, includes mainly full-time and white-collar workers. Growth rates are estimated by en-japan.

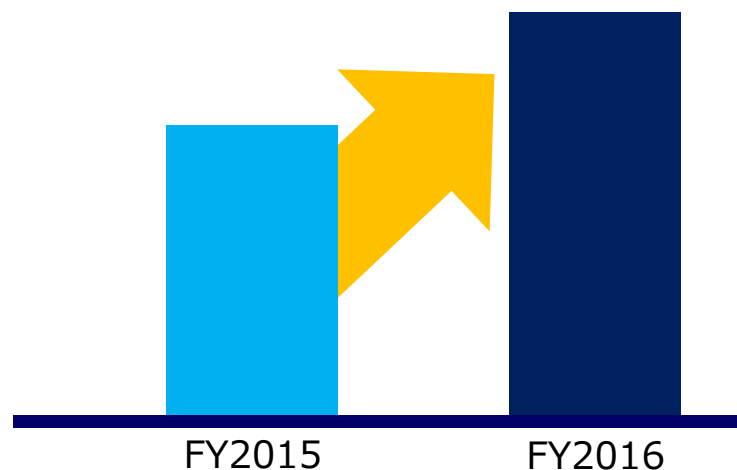
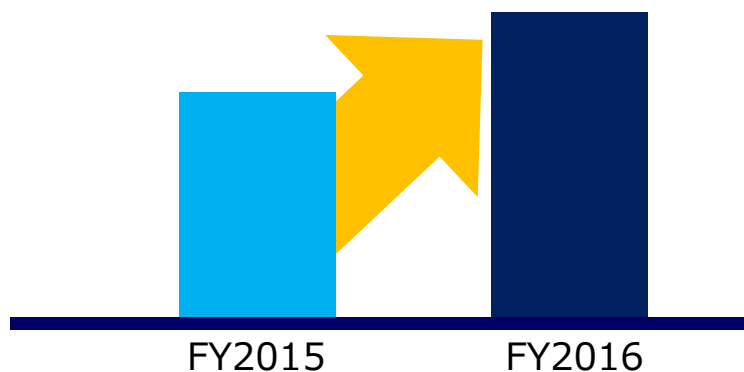
Net sales of all websites continued to be favorable,  
due to renewal effects

Sales

[en]Career Change Consultant  
ミドルの転職

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



# [FY2016 Results]

## Consolidated Income Statement



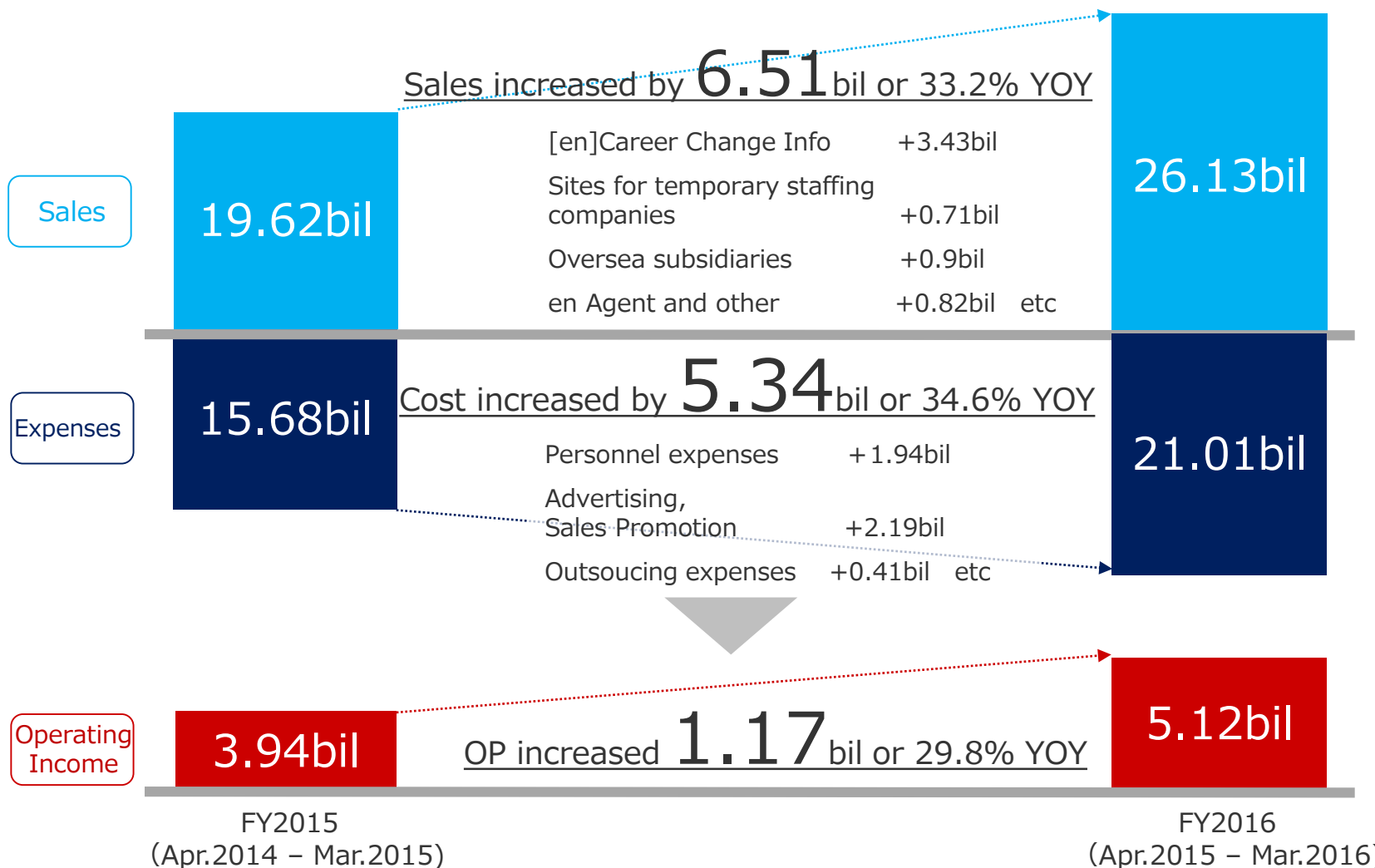
	FY2015 (Apr.2014– Mar.2015)		FY2016 (Apr.2015– Mar.2016)		YOY change (million yen)	% YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net Sales	19,623	100.0%	26,135	100.0%	6,511	33.2%	(FY2016) With [en]Career Change Info going strong, job boards are doing good
Cost of Sales	1,931	9.8%	2,396	9.2%	465	24.1%	
Personnel	1,295	6.6%	1,547	5.9%	251	19.4%	
Other	635	3.2%	849	3.3%	214	33.8%	
Gross Profit	17,692	90.2%	23,738	90.8%	6,045	34.2%	
SGA (Sales, general I&administrative)	13,749	70.1%	18,620	71.2%	4,870	35.4%	
Personnel	7,460	38.0%	9,152	35.0%	1,692	22.7%	
Advertising, Sales Promotion	2,570	13.1%	4,769	18.3%	2,199	85.6%	(FY2016) Carry out promotional activities, Online & Off line(TVCM)
Other	3,719	19.0%	4,698	18.0%	978	26.3%	
Operating Income	3,943	20.1%	5,118	19.6%	1,174	29.8%	
Ordinary Income	4,259	21.7%	5,047	19.3%	788	18.5%	(FY2015) A temporary foreign exchange gain (FY2016) Allowance for doubtful accounts,etc
Net Income attributable to en-japan	2,531	12.9%	2,756	10.5%	224	8.9%	(FY2016) Posting of extraordinary loss associated with acquisition-type merger with a subsidiary.

# Changing Factor of Earnings Year on Year



Year on year

(JPY)

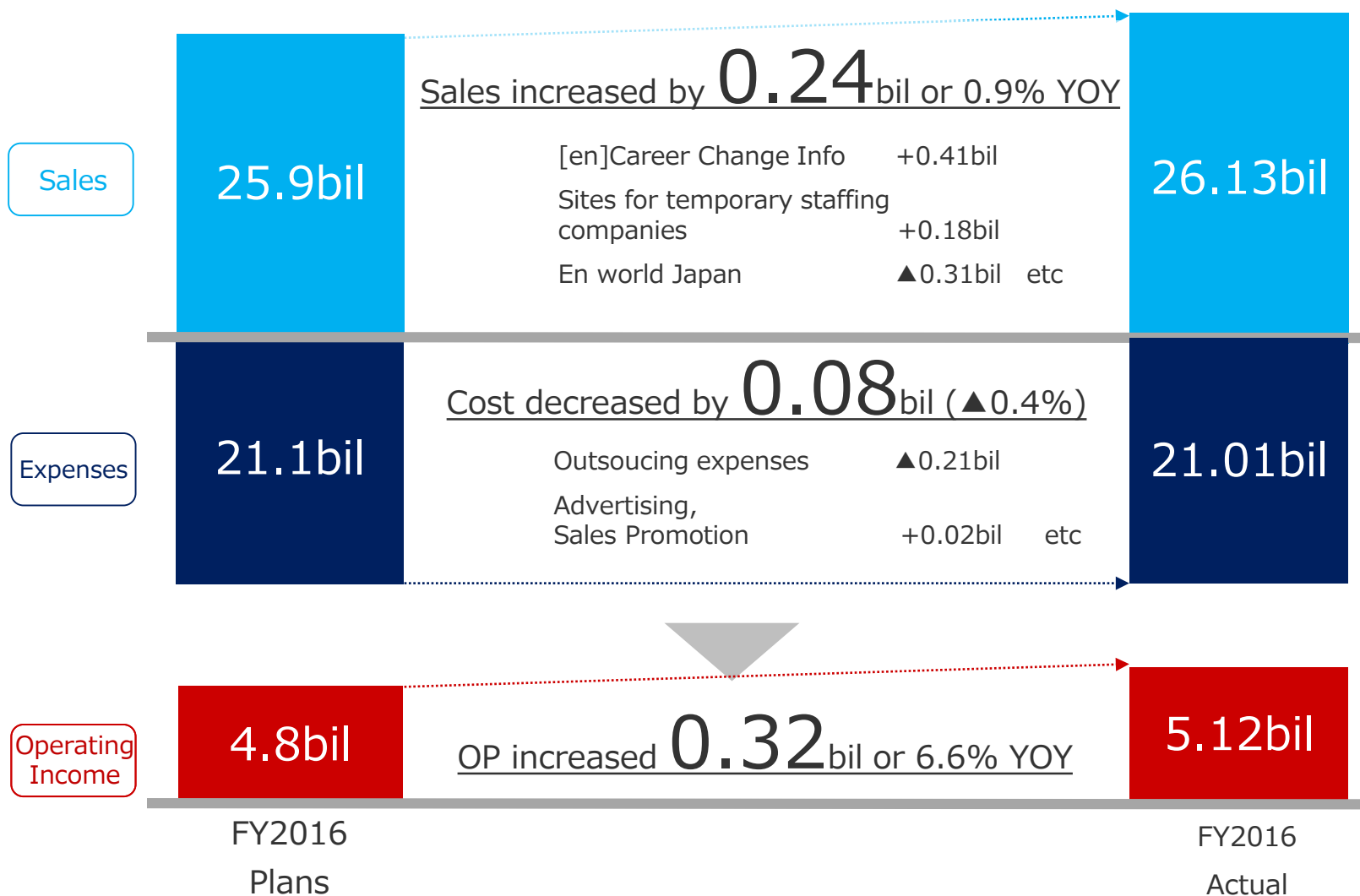


# Changing Factor of Earnings by plans



## By Plans

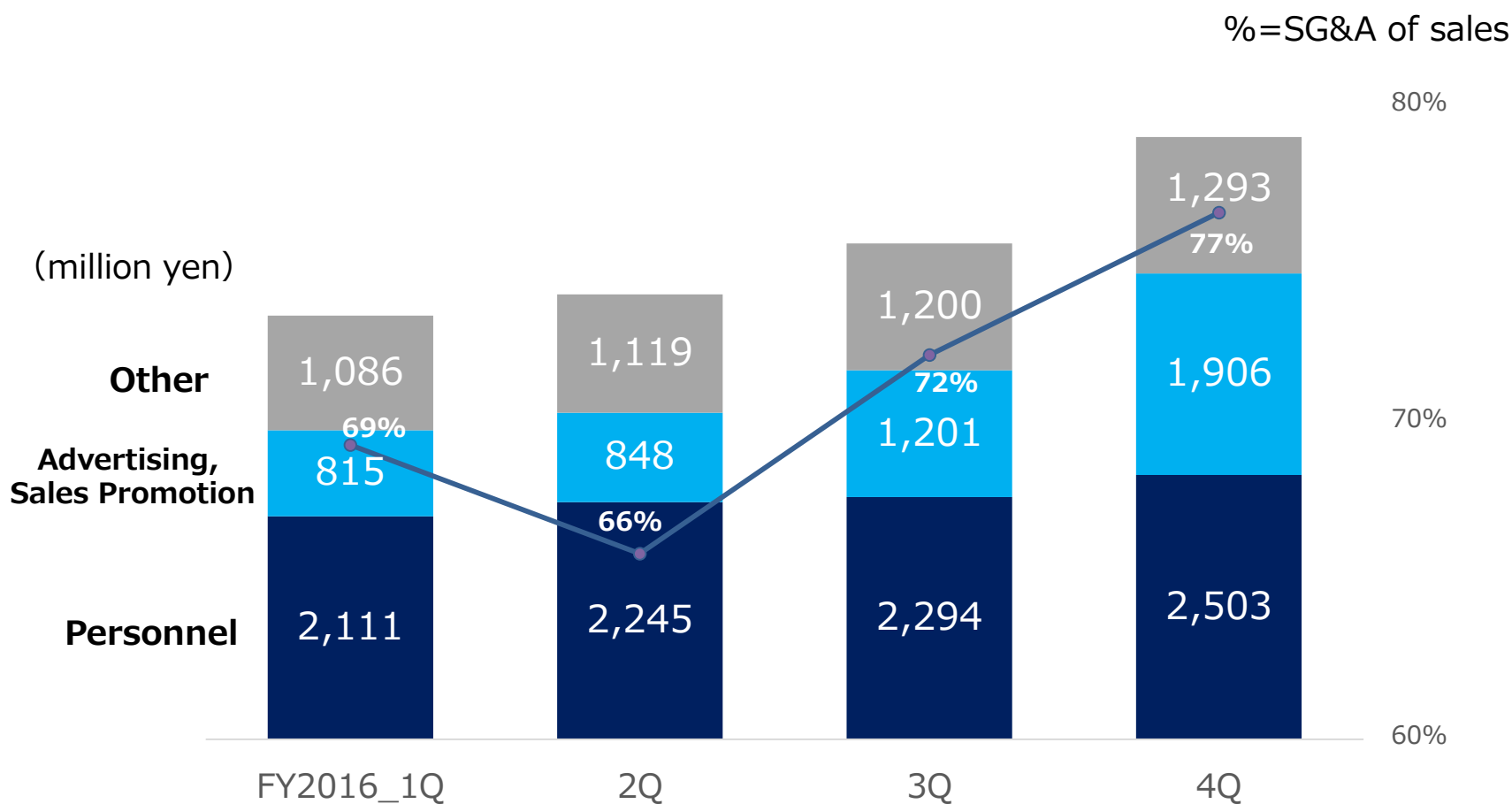
(JPY)



## Factors Underlying Quarterly Performance Changes (Major SG&A Expenses)

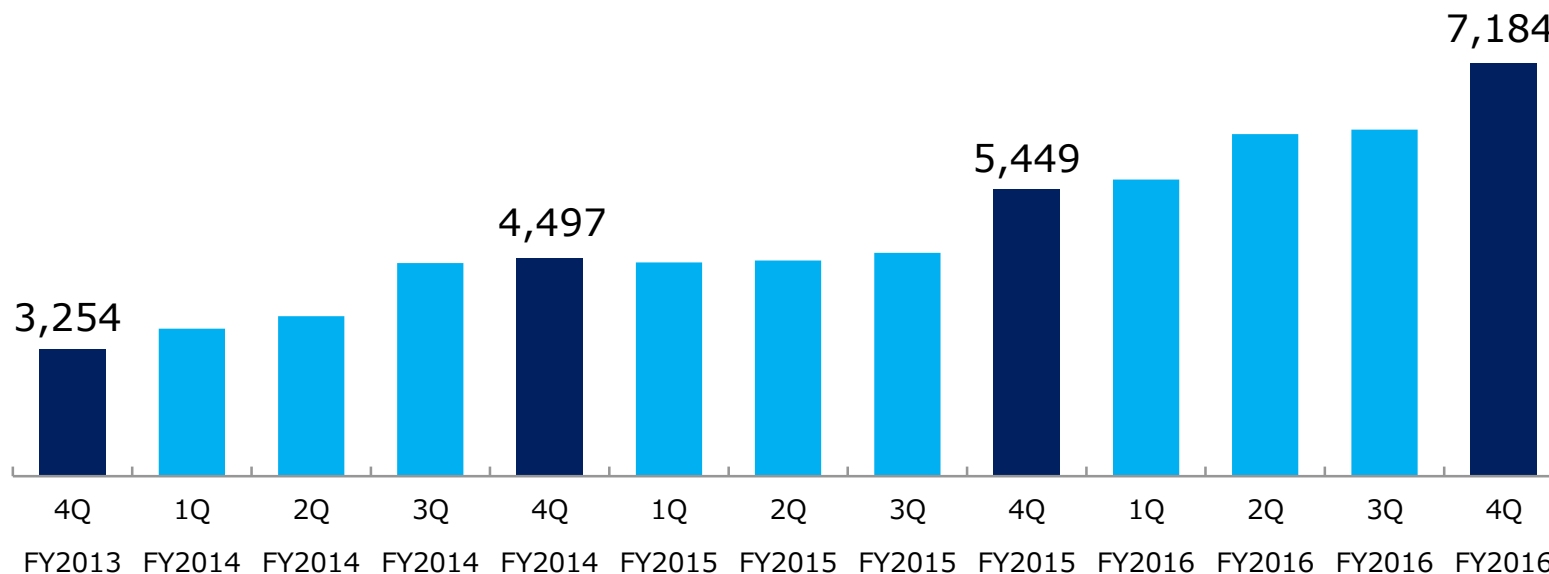


Active promotional activities (online ads, commercials, etc.) were launched in the 4Q



Performance Summary of  
FY Mar/2016 by segment  
~ Hiring Business ~

# Sales of Hiring Business (By quarter)



(Million yen)	4Q FY2013	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016
[en]Career Change Info (Job board, SH ads)	919	1,081	1,306	1,309	1,539	1,364	1,439	1,514	1,926	1,976	2,279	2,488	2,927
Other sites (Sites for Job search agencies and Temporary staffing companies)	852	848	907	917	937	934	983	1,005	1,099	1,072	1,186	1,225	1,468
en world Japan (Job search)	653	886	859	871	1,037	1,268	1,175	1,075	1,270	1,241	1,417	1,103	1,321
New Graduates Hiring Business	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	655
Other	520	448	374	338	344	365	391	450	568	682	633	697	819
Total	3,254	3,531	3,706	4,437	4,497	4,443	4,471	4,578	5,449	5,586	6,212	6,276	7,184

\*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)



# [FY2016 Results] Hiring Business Earnings



	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	18,942	100.0%	25,249	100.0%	6,307	33.3%	(FY2016) With [en]Career Change Info going strong, job boards are doing good
Cost of Sales	1,873	9.9%	2,309	9.1%	437	23.3%	
Gross Profit	17,070	90.1%	22,940	90.9%	5,870	34.4%	
SGA(Sales, general & administrative)	13,117	69.2%	17,719	70.2%	4,602	35.1%	
Personnel	7,057	37.3%	8,569	33.9%	1,511	21.4%	(FY2016) Head Count increase at en Japan and en world Japan, Overseas subsidiaries
Advertising, Sales Promotion	2,556	13.5%	4,745	18.8%	2,189	85.7%	(FY2016) Carry out promotional activities, Online & Off line(TVCM)
Other	3,504	18.5%	4,404	17.4%	901	25.7%	
Operating Profit	3,953	20.9%	5,220	20.7%	1,267	32.1%	

## Hiring Business

### Job Board

[en]Career Change Info, [en]Career Change Consultant, [en]Temporary Placement Info,en BAITO, , i-tank japan Overseas subsidiaries , etc.

### Job Search

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

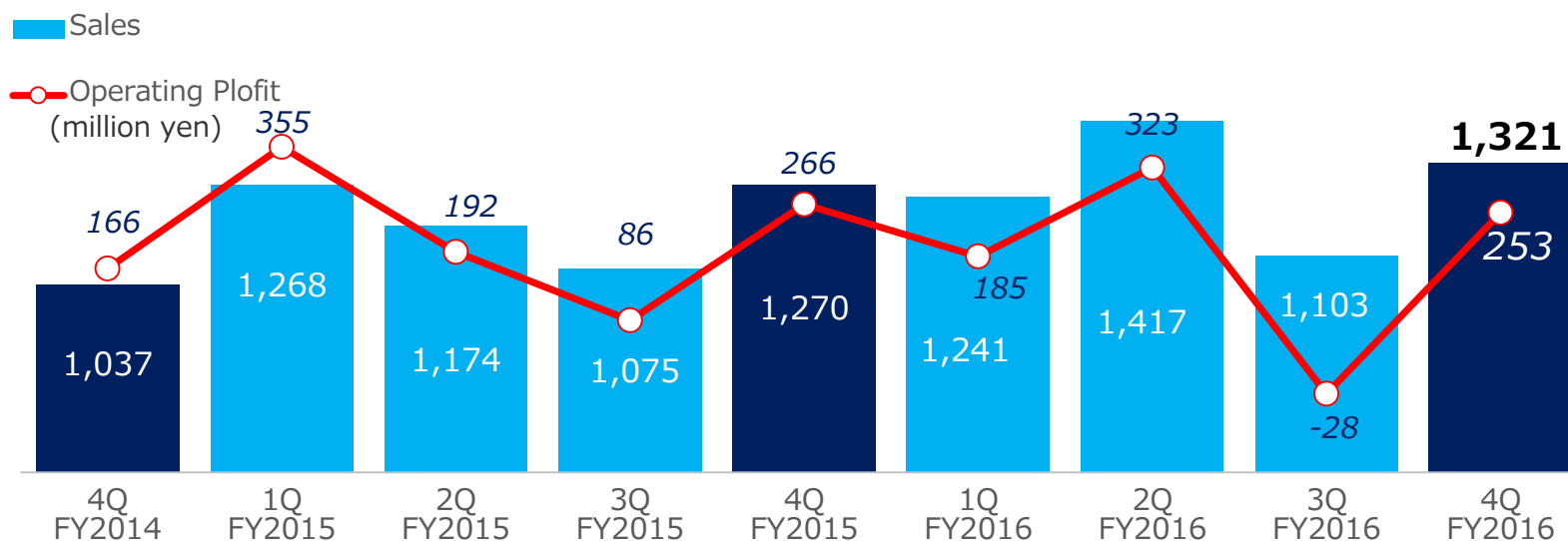
### Others

Aptitude test, New Businesses, etc.

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

	Sales		Operating Profit	
Full year	<b>5,084M</b> JPY	<b>6.2%</b> increase vs. YOY	<b>732M</b> JPY	<b>18.5%</b> decrease vs. YOY
4Q	<b>1,321M</b> JPY	<b>4.0%</b> increase vs. YOY	<b>253M</b> JPY	<b>4.9%</b> decrease vs. YOY

- While companies continue to have strong hiring needs, competition over job applicants is becoming tough.
- The specialist dispatch business, outside the main business segment, faced difficulties.
- After joining the en-japan Group, the business more than doubled in size in terms of net sales, headcount, etc. To enhance the operating structure, K. Suzuki took over as head.



# Overseas subsidiaries

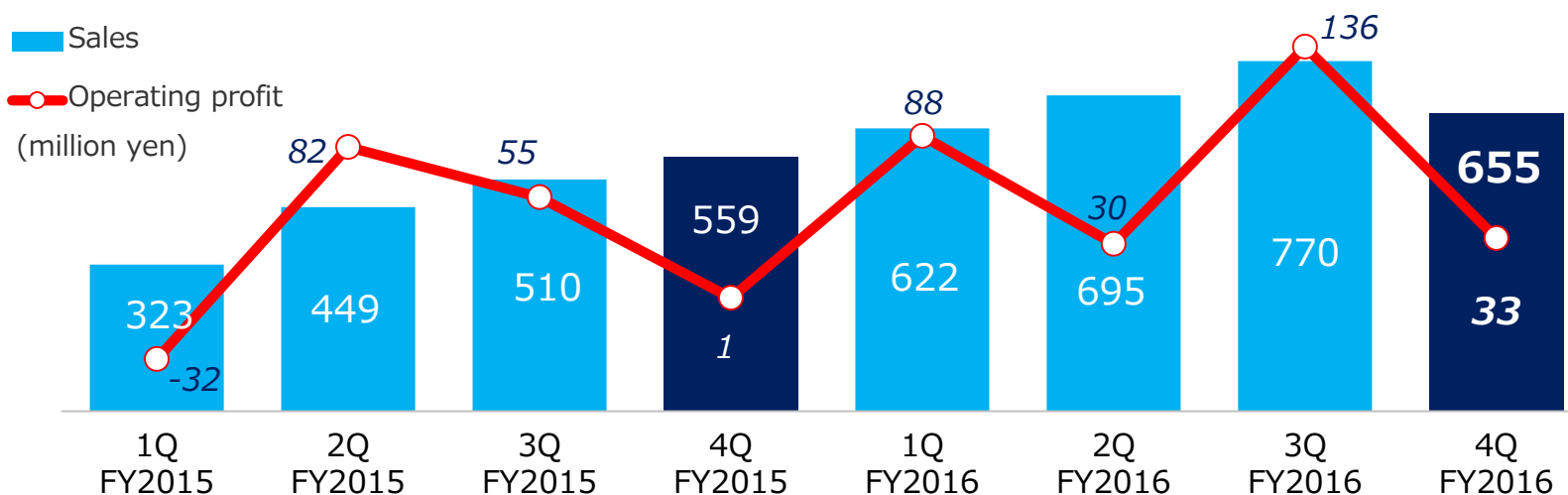
en world Singapore, en world Korea,  
en world Australia Navigos group(VNM),  
en world Thailand, New Era India etc.



## Results of overseas subsidiaries for FY Mar/2016

		Sales		Operating Profit	
Full year	<b>2,743M</b> JPY	<b>48.9%</b> increase vs. YOY		<b>285M</b> JPY	<b>168.2%</b> increase vs. YOY
4Q	<b>655M</b> JPY	<b>17.3%</b> increase vs. YOY		<b>33M</b> JPY	<b>32M</b> JPY increase vs. YOY

- Business was favorable mainly in Vietnam and India, which drove overall performance overseas.
- Income also improved significantly, and the results contributed to income for the fiscal year ended March 2016 after deducting goodwill. But income fell short of the plan due to difficulties faced in some countries such as Australia.



Performance Summary of  
FY Mar/2016 by segment  
~ Education/Evaluation and Other business~

# [FY2016 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

	FY2015 (Apr.2014–Mar.2015)		FY2016 (Apr.2015–Mar.2016)		YOY change (million yen)	YOY change (%)	Ref : w/o new business FY2016 (Apr.2015–Mar. 2016)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales			(million yen)	
Net Sales	747	100.0%	964	100.0%	216	29.0%	964	29.0%
Cost of Sales	87	11.6%	130	13.6%	44	50.7%	130	50.2%
Gross Profit	660	88.4%	833	86.4%	172	26.2%	833	26.2%
SGA(Sales, general & administrative)	669	89.6%	935	97.0%	265	39.7%	687	2.8%
Personnel	403	53.9%	583	60.5%	180	44.9%	413	2.7%
Advertising, Sales Promotion	14	1.9%	24	2.5%	10	70.9%	23	67.0%
Other	252	33.8%	327	33.9%	74	29.6%	250	-0.8%
Operating Profit	-9	-1.2%	-101	-10.6%	-92	---	145	---

Education/  
Evaluation &  
Other business

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

Subsidiary  
Cbase (HR & hiring related system)

Other  
New business

# FY Mar/2017

## Earnings Forecast

## Basic Policies

- Although the business demonstrated growth above expectations in the fiscal year ended March 2016, due to favorable results at job information websites, there is a pressing need to increase market share from a long-term perspective.
- At job information websites, strengthen websites for temporary staffing companies, in addition to [en] Career Change Info.
- In recruiting services, continue to expand [en] Agents. EWJ will take initiatives to improve and achieve double-digit growth in sales and income.
- Continue to reinforce investments in advertising and promotion primarily for job information websites.

# FY Mar/2017 Earnings Forecast ( Consolidated )



	FY2016 (Apr.2015–Mar.2016)		FY2017 Forecast (Apr.2016–Mar.2017)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	26,135	100.0%	32,100	100.0%	5,964	22.8%
Cost of Sales	2,396	9.2%	3,056	9.5%	660	27.5%
Personnel	1,547	5.9%	1,994	6.2%	447	29.0%
Other	849	3.3%	1,061	3.3%	212	25.0%
Gross Profit	23,738	90.8%	29,043	90.5%	5,304	22.3%
S G A (Sales, general & administrative)	18,620	71.2%	23,343	72.7%	4,722	25.4%
Personnel	9,152	35.0%	10,824	33.7%	1,672	18.3%
Advertising, Sales Promotion	4,769	18.3%	6,648	20.7%	1,878	39.4%
Other	4,698	18.0%	5,870	18.3%	1,172	25.0%
Operating Income	5,118	19.6%	5,700	17.8%	581	11.4%
Ordinary Income	5,047	19.3%	5,680	17.7%	632	12.5%
Net Sales	2,756	10.5%	3,720	11.6%	963	35.0%



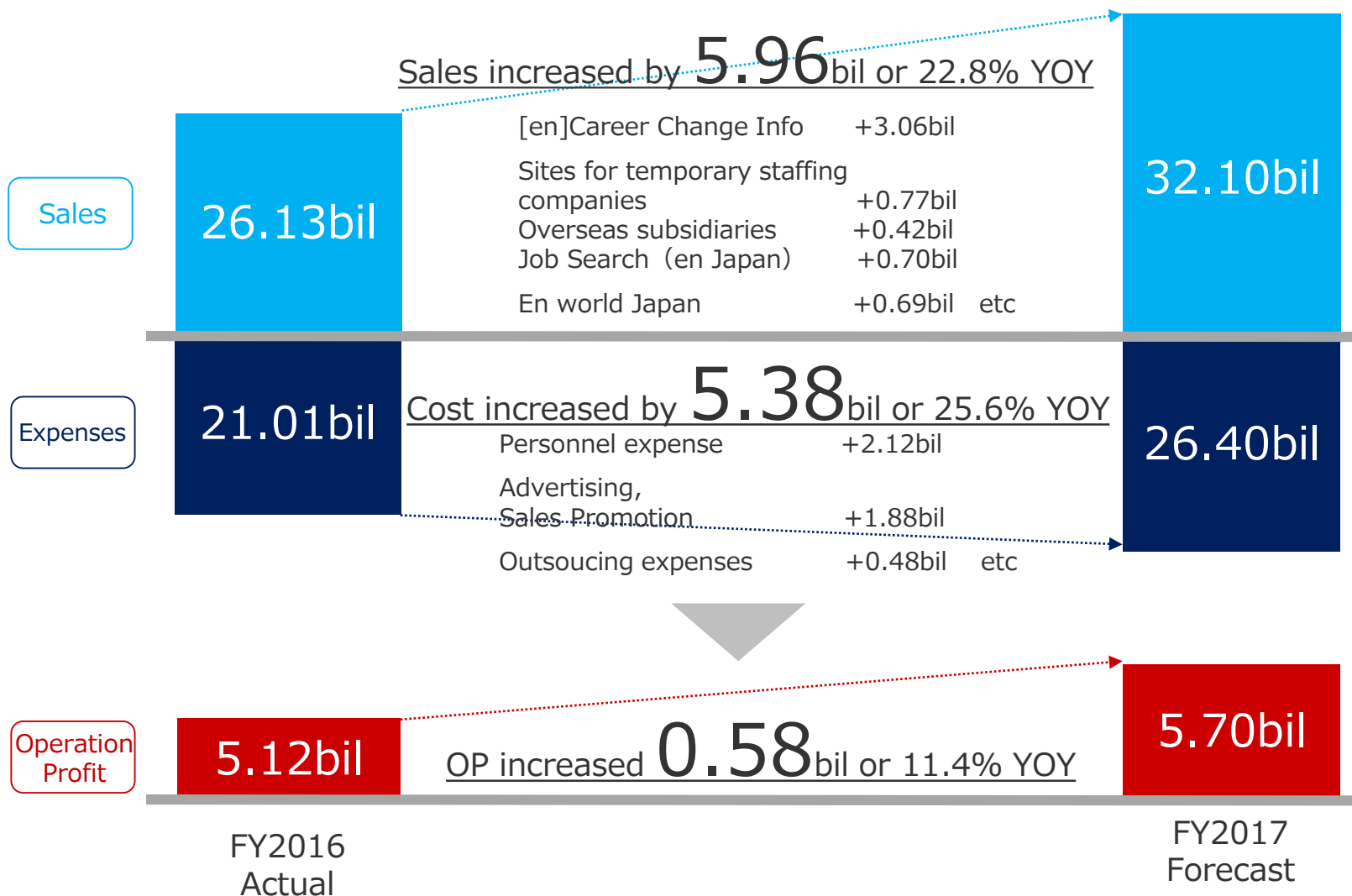
# [FY2017 Forecast]

## Changing Factor of Earnings (Consolidated)



YoY

(Yen)



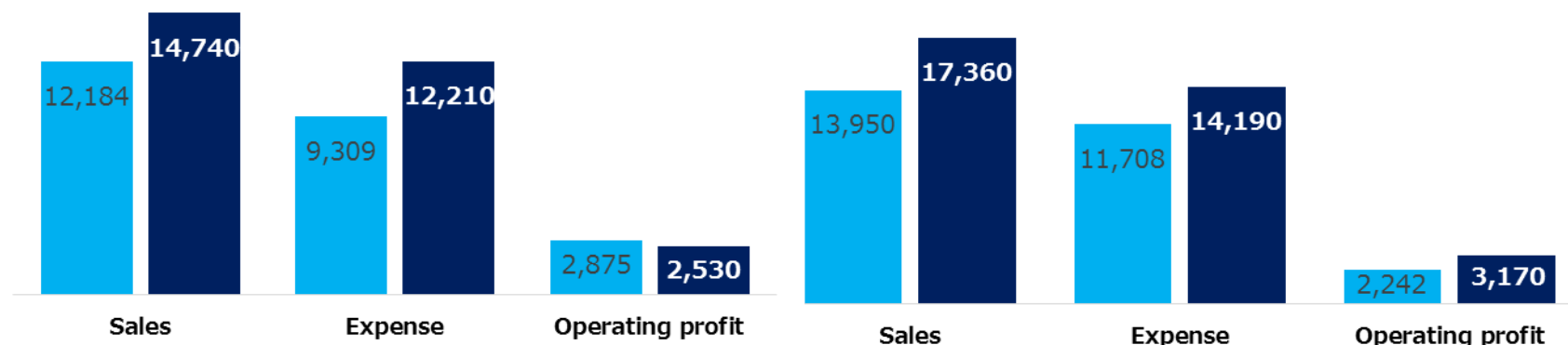
By strengthening promotions and reconstructing subsidiaries, a significant increase in profit for the second half will be expected

First half

Second half

(million yen) ■ FY2016 ■ FY2017 forecast

■ FY2016 ■ FY2017 forecast



YOY (million yen)	First half				Second half				(Reference) FY2017 full year forecast
	FY2017 forecast	FY2016	YOY change	% of YOY change	FY2017 forecast	FY2016	YOY change	% of YOY change	
Sales	14,740	12,184	2,556	21.0%	17,360	13,950	3,410	24.4%	32,100
Expense	12,210	9,309	2,901	31.2%	14,190	11,708	2,482	21.2%	26,400
Operating profit	2,530	2,875	-345	-12.0%	3,170	2,242	928	41.4%	5,700

Continue to demonstrate high growth also in the year ending March 2017, driven by job information websites

(million yen)

Hiring Business	Sales			
	FY Mar/2016 Actual	FY Mar/2017 plan	YoY change	Note
Job Board	14,624	18,620	27.3%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, etc.
Job Search	7,389	8,770	18.7%	Total of domestic job search services
Overseas Subsidiaries	2,743	3,160	15.2%	Mainly job search. Navigos operates job board also.

# Medium-Term Management Plan



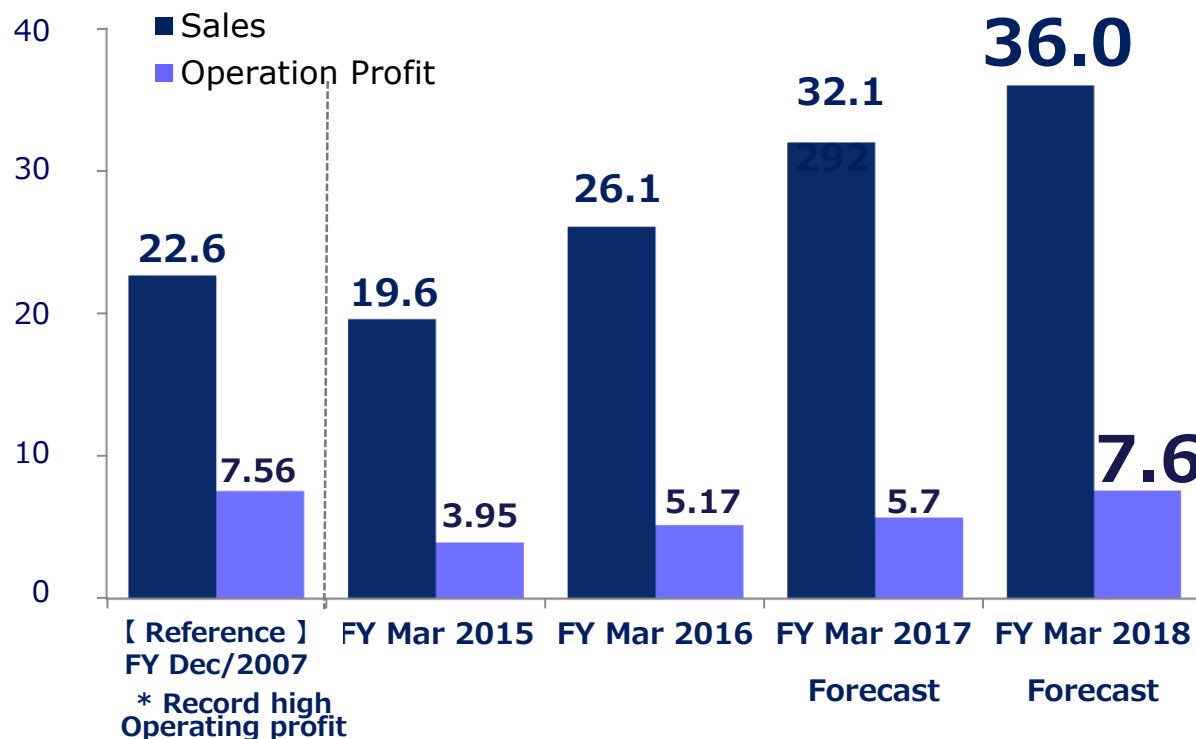
No change to the plan for the final fiscal year is made at this time;  
Achieving a record high income is the main target

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)

(billion yen)



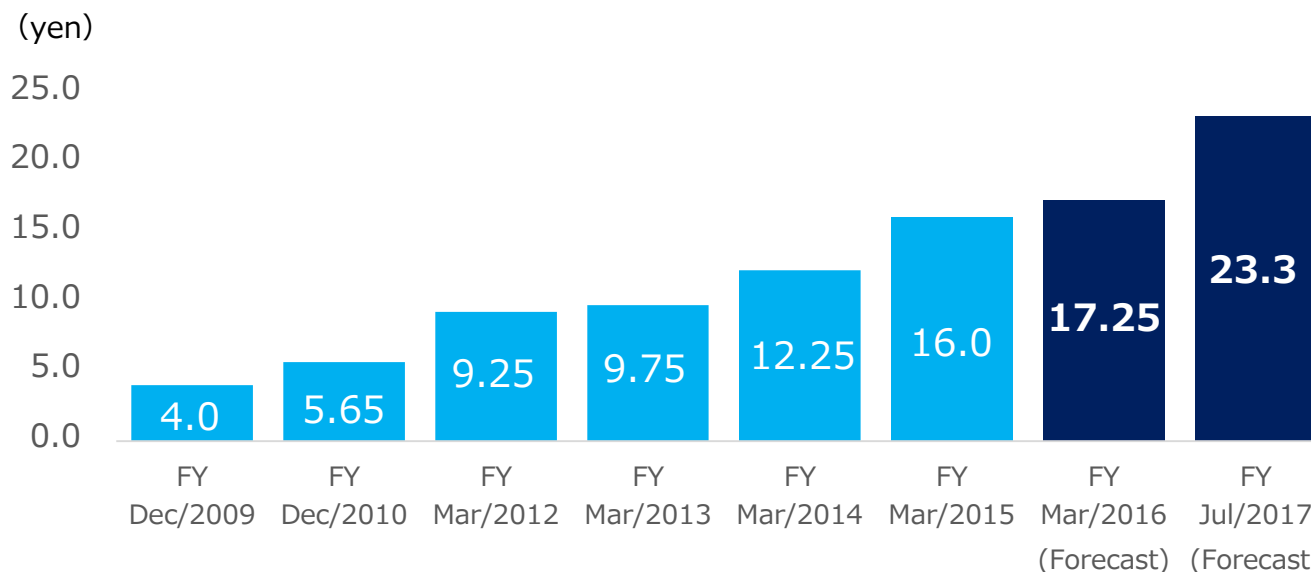
# Return to Shareholders

## 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. \*2

\*1

## Dividends per share



\*1: Since we adopted the unit share system in October 2013 and executed a 100-for-1 stock split for our common stock, past dividends were adjusted assuming the stock split had already been conducted.

We also executed a 2-for-1 stock split in April 2016. Dividends prior to the fiscal year ended March 31, 2016 have been adjusted retroactively in consideration of the impact of this stock split.

\*2: Net income attributable to owners of the parent.

# Appendix

# Non-consolidated Income statement for FY Mar/2016



# [FY2016 Results]

## Non-consolidated Income statement



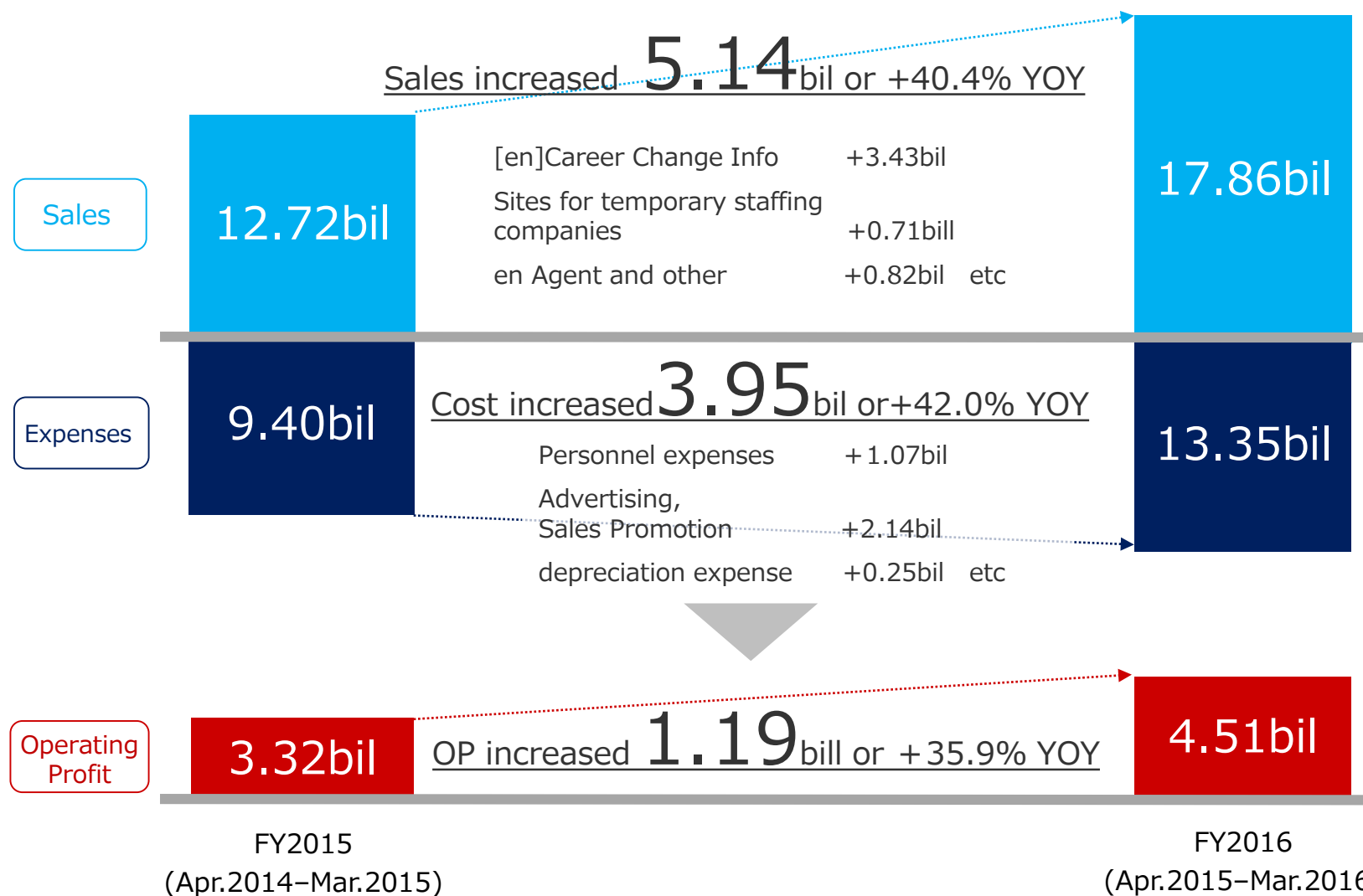
	FY2015 (Apr.2014–Mar.2015)		FY2016 (Apr.2015–Mar.2016)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	12,725	100.0%	17,869	100.0%	5,143	40.4%
Cost of Sales	975	7.7%	1,418	7.9%	442	45.4%
Personnel	340	2.7%	589	3.3%	249	73.4%
Other	635	5.0%	828	4.6%	193	30.4%
Gross Profit	11,750	92.3%	16,451	92.1%	4,701	40.0%
SGA(Sales, general & administrative)	8,431	66.3%	11,939	66.8%	3,508	41.6%
Personnel	3,886	30.5%	4,708	26.4%	821	21.1%
Advertising, Sales Promotion	2,462	19.4%	4,601	25.8%	2,138	86.8%
Other	2,081	16.4%	2,629	14.7%	547	26.3%
Operating Profit	3,319	26.1%	4,512	25.3%	1,192	35.9%
Ordinary Income	3,730	29.3%	4,496	25.2%	765	20.5%
Net Income	2,431	19.1%	2,627	14.7%	195	8.0%

# [FY2016 Results]

## Changing Factor of Earnings(Non-consolidated)



Year on year



# [FY2016 Results]

## Non-consolidated Income statement of Hiring Business



	FY2015 (Apr.2014–Mar.2015)		FY2016 (Apr.2015–Mar.2016)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	12,348	100.0%	17,360	100.0%	5,011	40.6%
Cost of Sales	909	7.4%	1,320	7.6%	410	45.1%
Gross Profit	11,439	92.6%	16,040	92.4%	4,601	40.2%
SGA(Sales, general & administrative)	8,101	65.6%	11,369	65.5%	3,268	40.3%
Personnel	3,680	29.8%	4,326	24.9%	646	17.6%
Advertising, Sales Promotion	2,445	19.8%	4,597	26.5%	2,152	88.0%
Other	2,014	16.3%	2,444	14.1%	430	21.4%
Operating Profit	3,337	27.0%	4,671	26.9%	1,333	39.9%

**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.

# [FY2016 Results] Non-consolidated Income statement of Education/Evaluation and other businesses



	FY2015 (Apr.2014–Mar.2015)		FY2016 (Apr.2015–Mar.2016)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	377	100.0%	509	100.0%	131	35.0%
Cost of Sales	65	17.4%	97	19.3%	32	49.4%
Gross Profit	311	82.6%	411	80.7%	99	32.0%
SGA(Sales, general & administrative)	330	87.5%	570	112.0%	240	72.8%
Personnel	206	54.8%	381	75.0%	175	84.7%
Advertising, Sales Promotion	3	0.8%	3	0.7%	0	13.9%
Other	83	22.0%	184	36.3%	101	122.4%
Operating Profit	-18	-4.9%	-159	-31.3%	-140	—

Education/  
Evaluation &  
Other business  
(Non-consolidated)

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

Other  
New business

FY Mar/2017

Earnings Forecast

(Company,Segment,Services)

# [FY Mar/2017] Consolidated Financial Forecast



	FY2016 (Apr 2015 – Mar2016)		FY2017 (Apr 2016– Mar 2017)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	26,135	100.0%	32,100	100.0%	5,964	22.8%
Cost of Sales	2,396	9.2%	3,056	9.5%	660	27.5%
Personnel	1,547	5.9%	1,994	6.2%	447	29.0%
Other	849	3.3%	1,061	3.3%	212	25.0%
Gross Profit	23,738	90.8%	29,043	90.5%	5,304	22.3%
SGA(Sales, general & administrative)	18,620	71.2%	23,343	72.7%	4,722	25.4%
Personnel	9,152	35.0%	10,824	33.7%	1,672	18.3%
Advertising, Sales Promotion	4,769	18.3%	6,648	20.7%	1,878	39.4%
Other	4,698	18.0%	5,870	18.3%	1,172	25.0%
Operating Profit	5,118	19.6%	5,700	17.8%	581	11.4%
Ordinary Income	5,047	19.3%	5,680	17.7%	632	12.5%
Net Income attributable to en-japan shareholders	2,756	10.5%	3,720	11.6%	963	35.0%

		(million yen)		
		FY Mar/2016 Actual	FY Mar/2017 Forecast	YoY change
en-japan	Sales	17,870	22,600	26.5%
	Operating Profit	4,512	4,690	3.9%
	Operating profit ratio(%)	25.2%	20.8%	
en world Japan	Sales	5,084	5,770	13.5%
	Operating Profit	732	955	30.5%
	Operating profit ratio(%)	14.4%	16.6%	
Overseas Subsidiaries	Sales	2,743	3,160	15.2%
	Operating Profit	285	465	63.2%
	Operating profit ratio(%)	10.4%	14.7%	
Other Subsidiaries	Sales	560	700	25.0%
	Operating Profit	57	70	22.8%
	Operating profit ratio(%)	10.2%	10.0%	
Company-wide ajustments	Sales	-123	-130	—
	Operating Profit	-470	-480	—

[FY Mar/2017]

# Performance forecast of per segments



(million yen)

		FY Mar/2016 Actual	FY Mar/2017 Forecast	YoY change
Hiring Business	Sales	25,249	30,985	22.7%
	Operating Profit	5,220	5,696	9.1%
	Operating profit ratio(%)	20.7%	18.4%	
Education and Evaluation	Sales	964	1,212	25.7%
	Operating Profit	-101	-2	—
	Operating profit ratio(%)	-10.5%	-0.2%	
Company-wide adjustments	Sales	-78	-97	—
	Operating Profit	-1	6	—

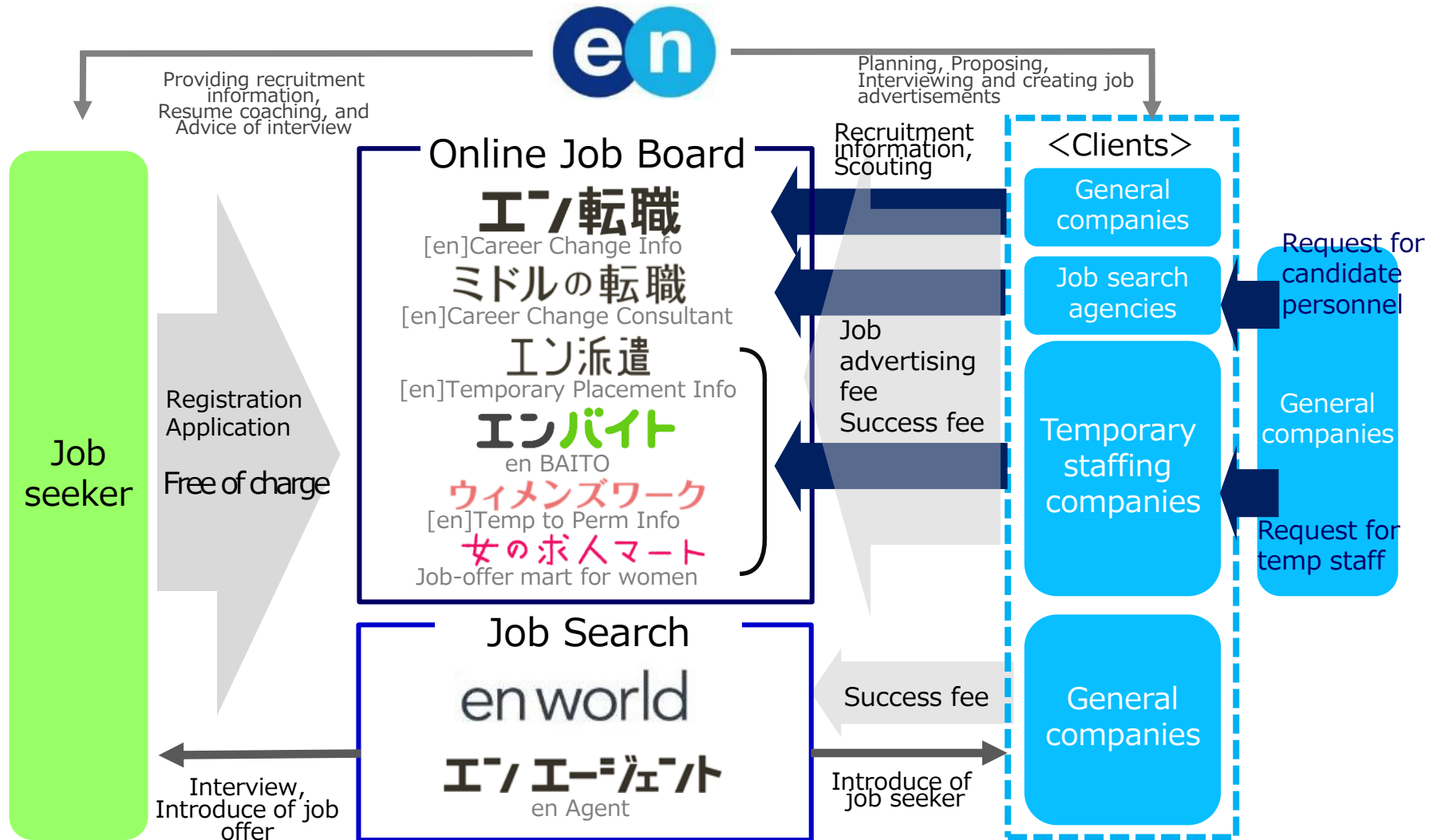


(million yen)

Hiring Business	Sales			
	FY Mar/2016 Actual	FY Mar/2017 plan	YoY change	Note
Job Board	14,624	18,620	27.3%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, etc.
Job Search	7,389	8,770	18.7%	Total of domestic job search services
Overseas Subsidiaries	2,743	3,160	15.2%	Mainly job search. Navigos operates job board also.

【 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 Mar. 2016)
【 Stock Listing 】	Jasdaq/ (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,084, Non-consolidated 969 (as of Mar. 2016)
【 Number of Outstanding Shares 】	24,858,000 (as of Mar. 2016)
【 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>	<ul style="list-style-type: none"> <li>Job search agencies</li> </ul>
<b>[en]Temporary Placement Info</b> <b>エ派遣</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>	<ul style="list-style-type: none"> <li>Temporary staffing companies</li> </ul>
<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>	<ul style="list-style-type: none"> <li>Temporary staffing companies</li> </ul>
<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>	<ul style="list-style-type: none"> <li>Temporary staffing companies</li> </ul>
<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>	<ul style="list-style-type: none"> <li>Temporary staffing companies</li> </ul>
<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>	<ul style="list-style-type: none"> <li>General Companies</li> </ul>

## <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) >

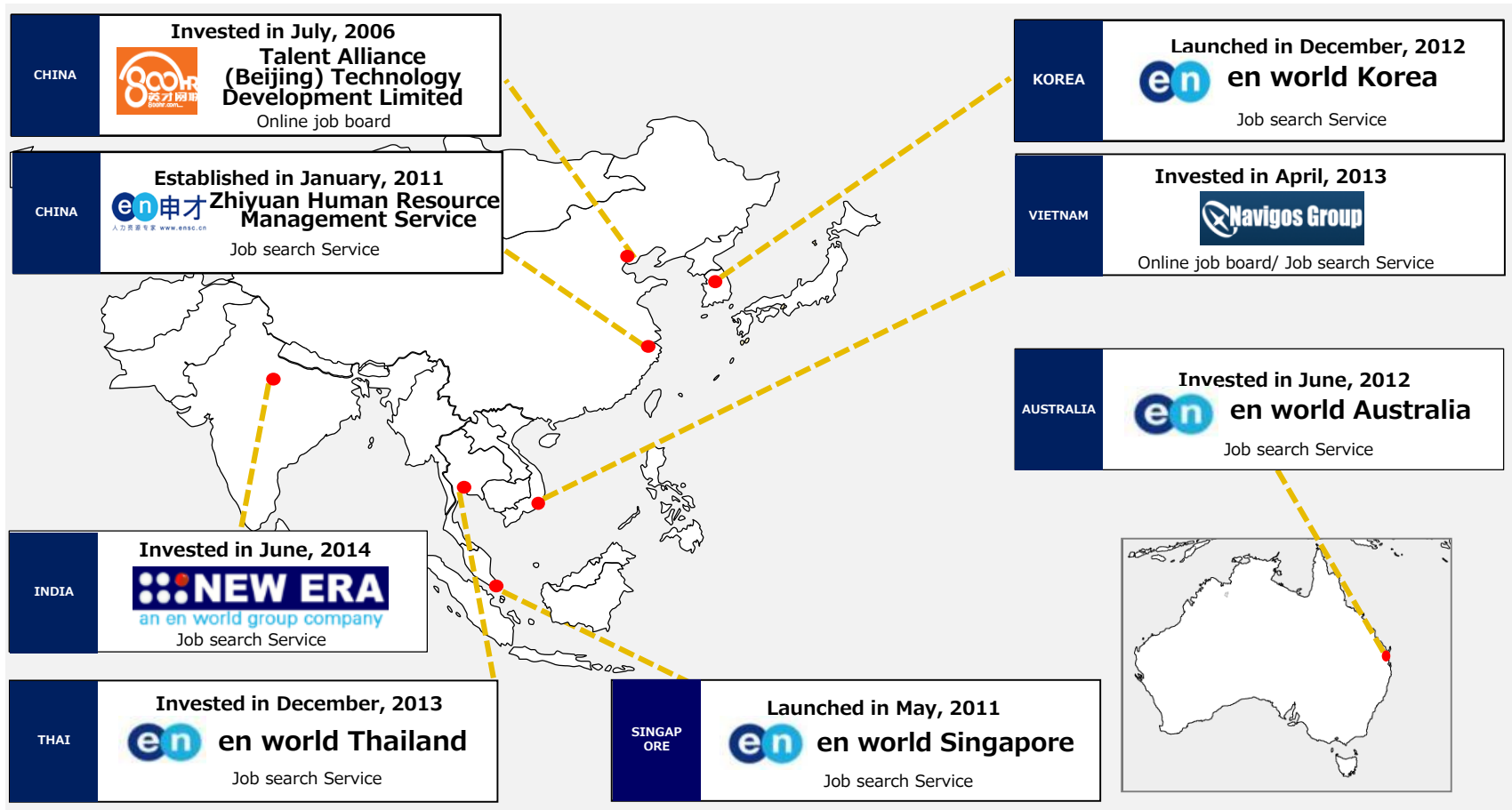
	country	Contents	Characteristics	Clients
	Singapore	Job search agencies	<ul style="list-style-type: none"> <li>• Clients are local business companies and global business companies operating in Singapore.</li> <li>• Engages mainly in placing local and global individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Companies</li> <li>• Grobal 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>• Grobal 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>• Grobal 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>• Grobal 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>• Grobal 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>• Grobal 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>• Grobal 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>

## Entered into 7 countries mainly in Asia

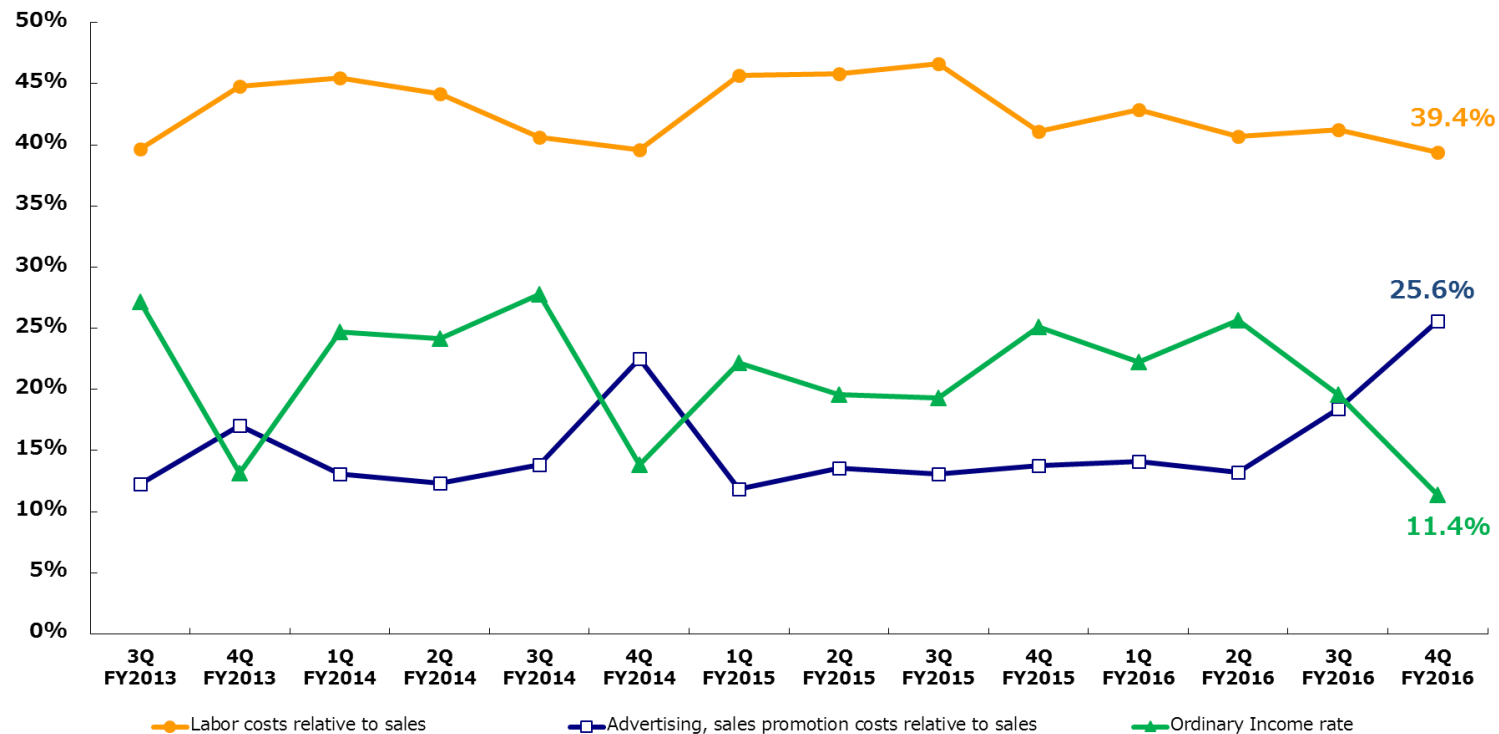


\*Talent Alliance (Beijing) Technology Development Limited is equity method affiliated company

\*Zhiyuan Human Resource Management Service is unconsolidated subsidiary



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



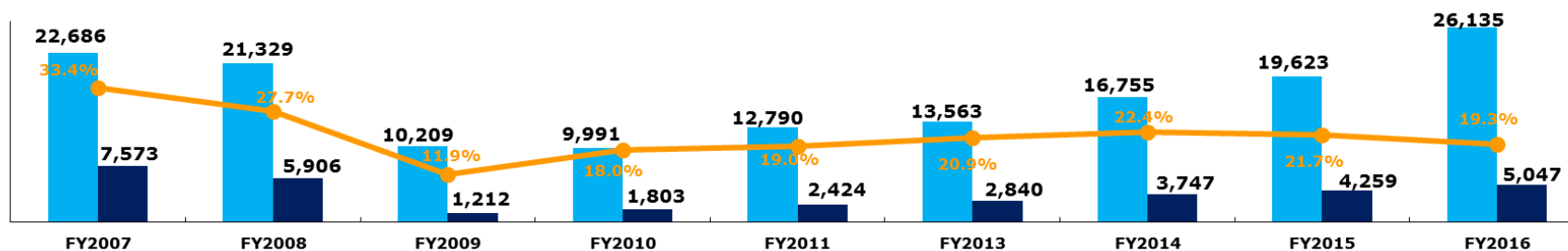
	3Q FY2013	4Q FY2013	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016
Ordinary Income (million yen)	1,031	437	901	925	1,275	645	1,018	902	921	1,416	1,287	1,639	1,274	845
Ordinary Income rate	27.1%	13.1%	24.7%	24.1%	27.8%	13.8%	22.2%	19.5%	19.3%	25.1%	22.2%	25.6%	19.6%	11.4%
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	2,931
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%	39.4%
Advertising, sales promotion costs (million yen)	465	567	477	472	637	1,051	543	625	623	777	815	847	1,200	1,906
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%	25.6%

# Earnings for Fiscal year end and each quarter



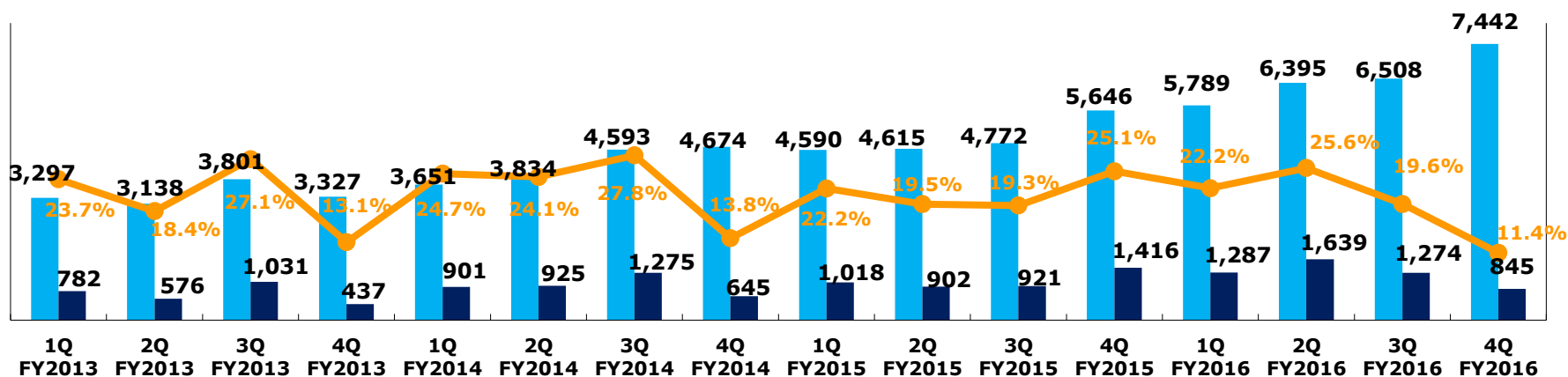
■ Sales (million yen)    ■ Ordinary Income(million yen)    —○— Ordinary Income ratio

## Fiscal year end



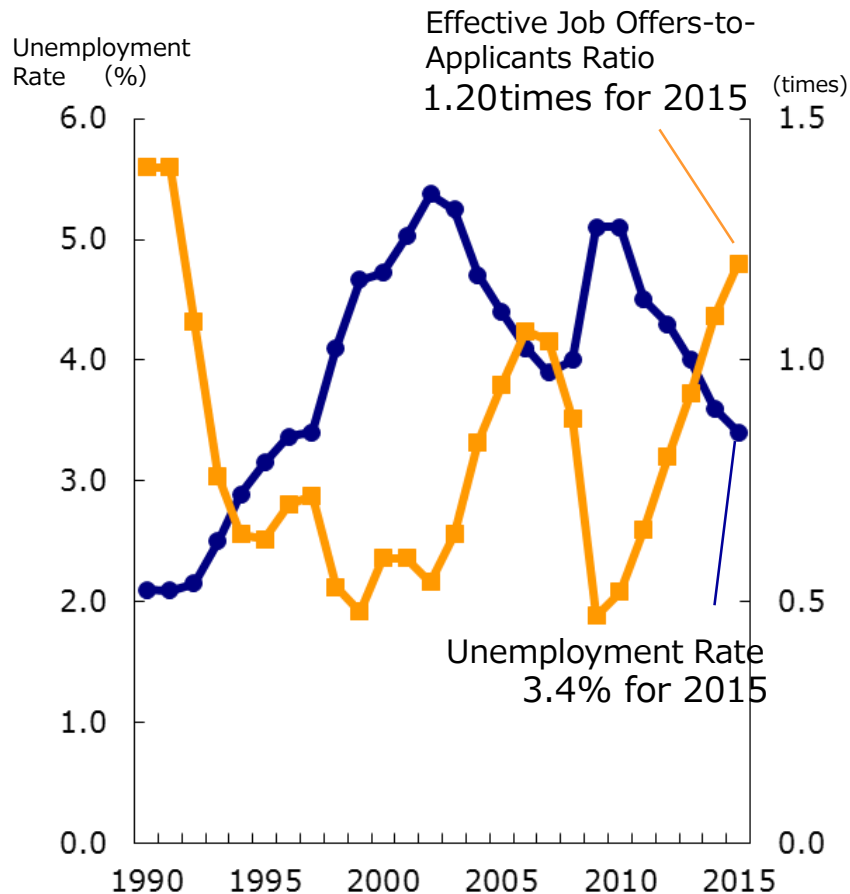
\*FY2011 converted 15 months to 12 months due to the change of accounting period

## Quarter

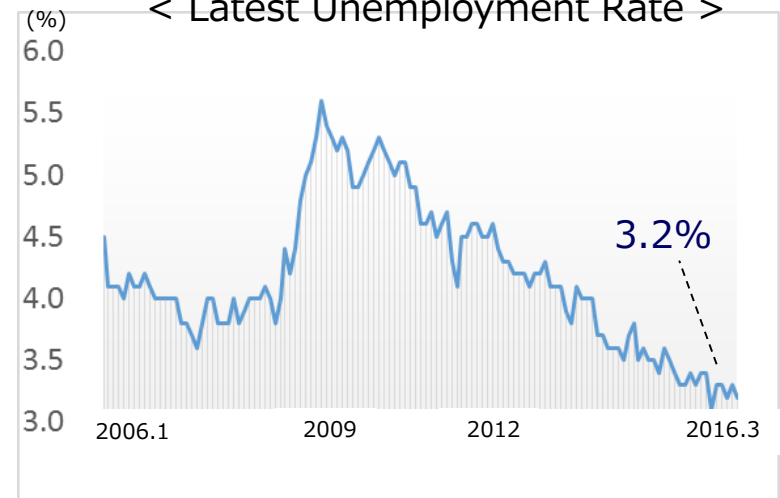


# Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio

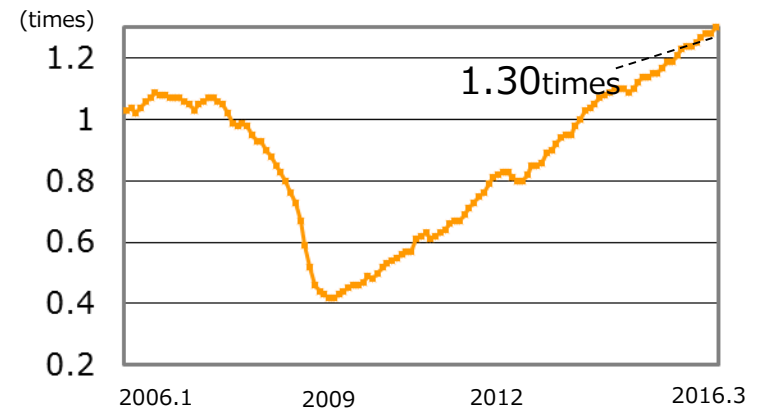
<Year Average>



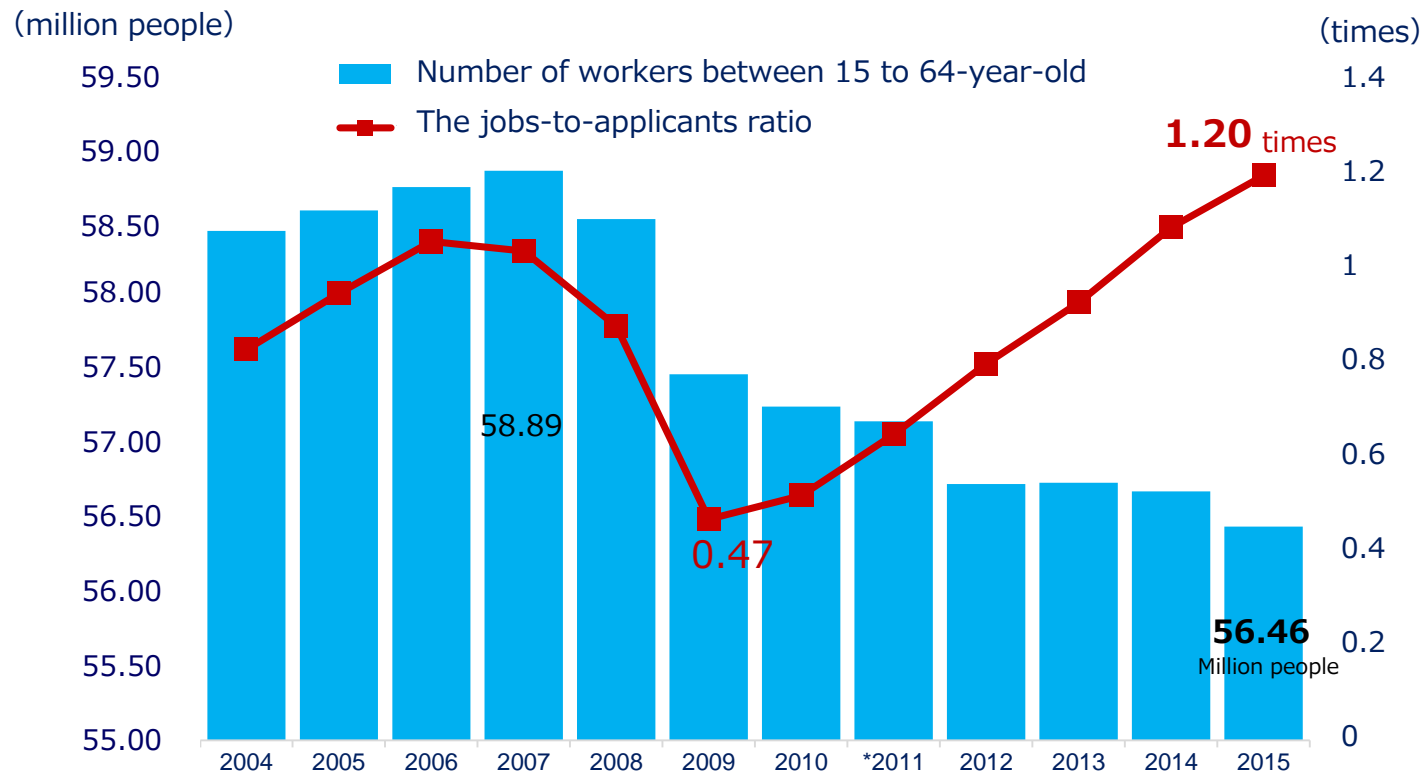
< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >



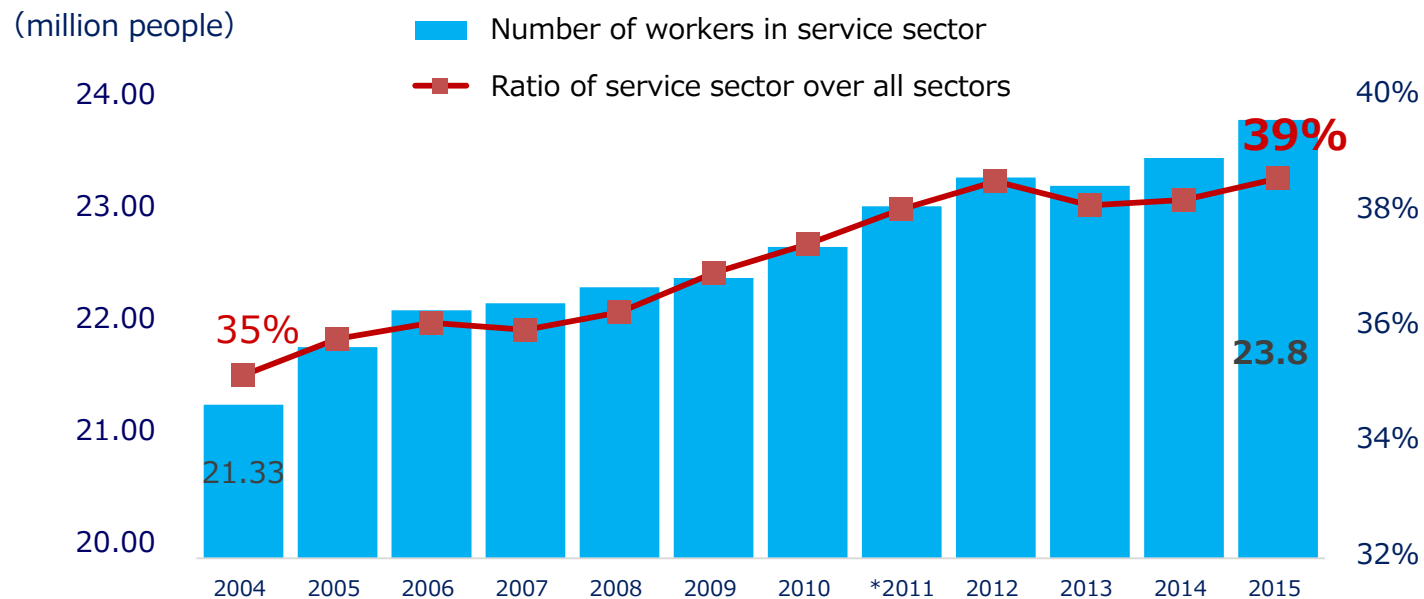
Number of workers who are between 15 to 64 years are decreasing, but supporting companies' demands for hiring



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.

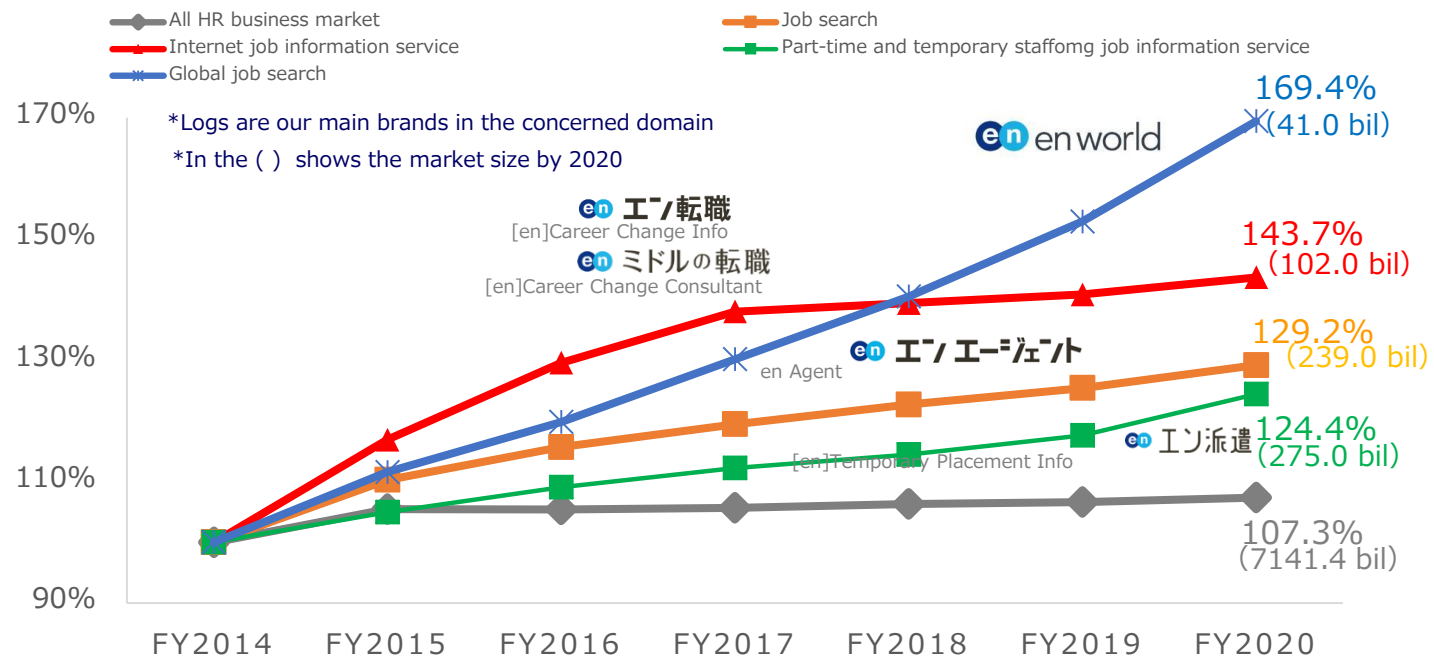
# The market environment

## – Medium-to-long-term forecast for HR market



Our service is available in the area expected to grow most, among recruitment related business

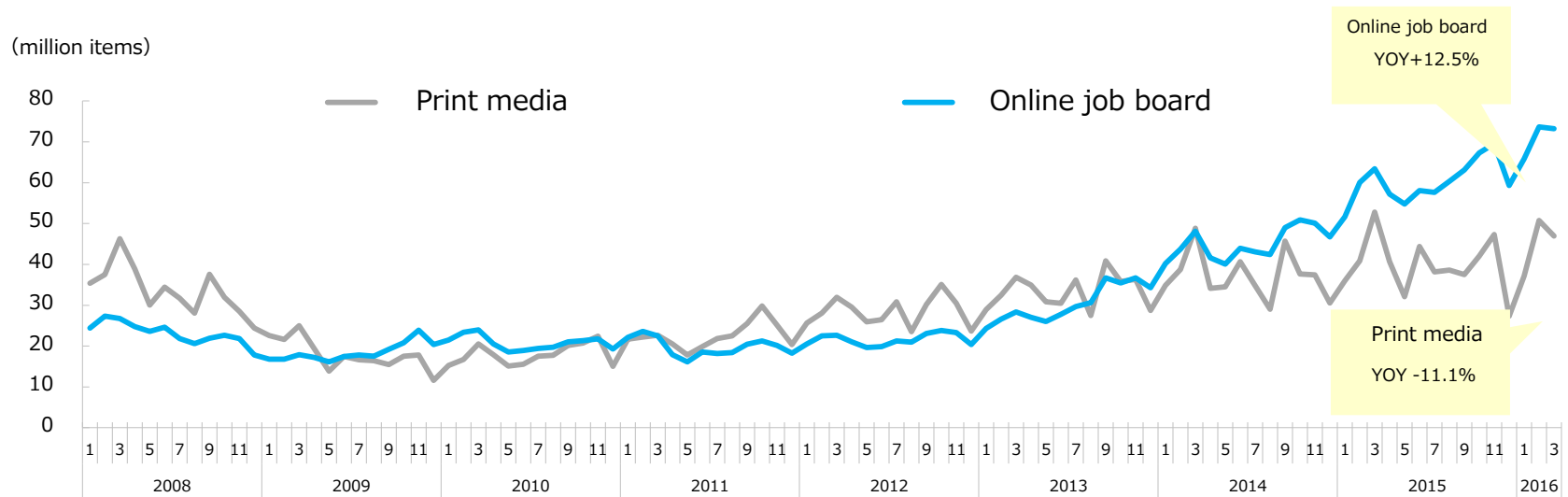
### Medium-to-long-term forecast for HR related business market(vs FY2014)



\*All HR business market = Temporary staffing service, job search, outplacement, temporary engineer staffing, sales and marketing support personnel, internet job information service, part-time job and temporary staffing job information service, dispatching and outsourcing service in manufacturing, medical staff, global job search

Source: Prepared by en-japan based on "Current Status and Prospects of Human Resources Business 2015" by Yano Research Institute Ltd.

# Trends in number of job advertisement



Source: Association of Job Information of Japan "Job Advertisement Numbers" (March 2016)

\*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. Administrative Office IR Group

TEL : 03-3342-4506 Mail: [ir-en@en-japan.com](mailto:ir-en@en-japan.com) URL: <http://corp.en-japan.com/>

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