



en-japan Inc.

# 1st half of FY Mar/2017 Earnings Review

Nov. 10, 2016

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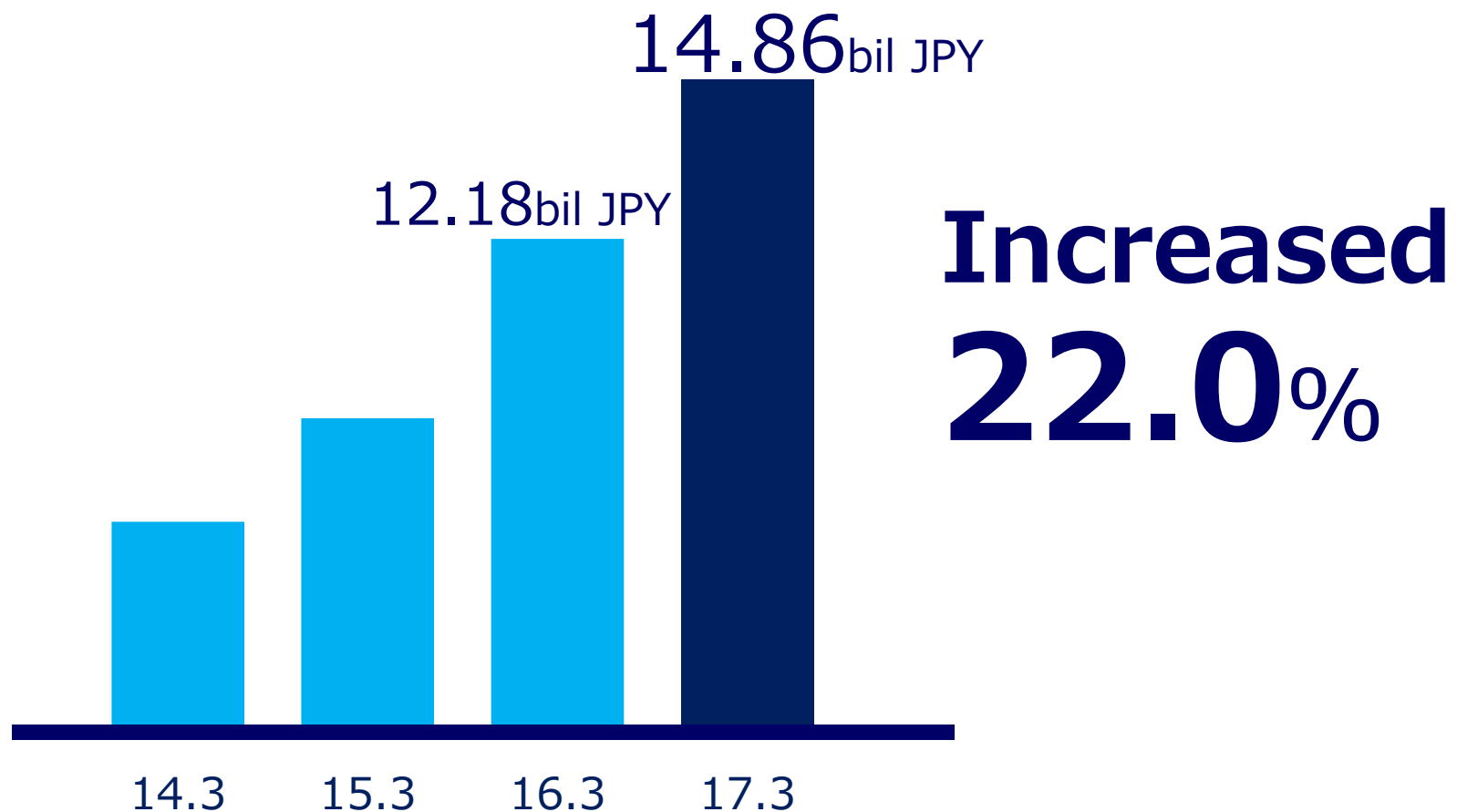
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- Non-consolidated Income statement the 1st half of FY Mar/2017
- Earning Forecast for FY Mar/2017(Company,Segment,Services)
- Reference materials (Company Overview, and Market Data)

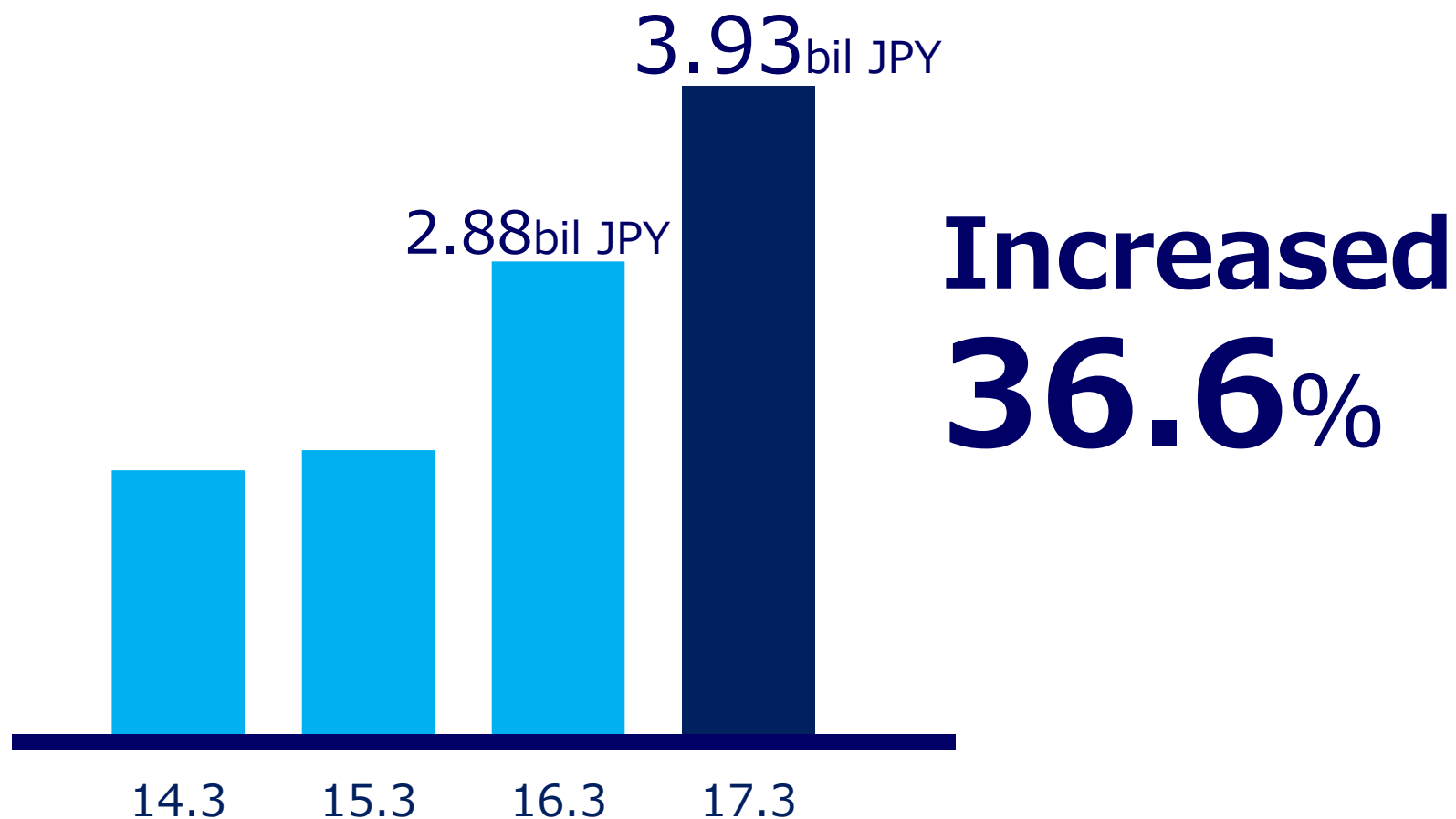
# Consolidated Performance Summary

## for the 1st half of FY Mar/2017

## 1H Sales



## 1H Operating Income

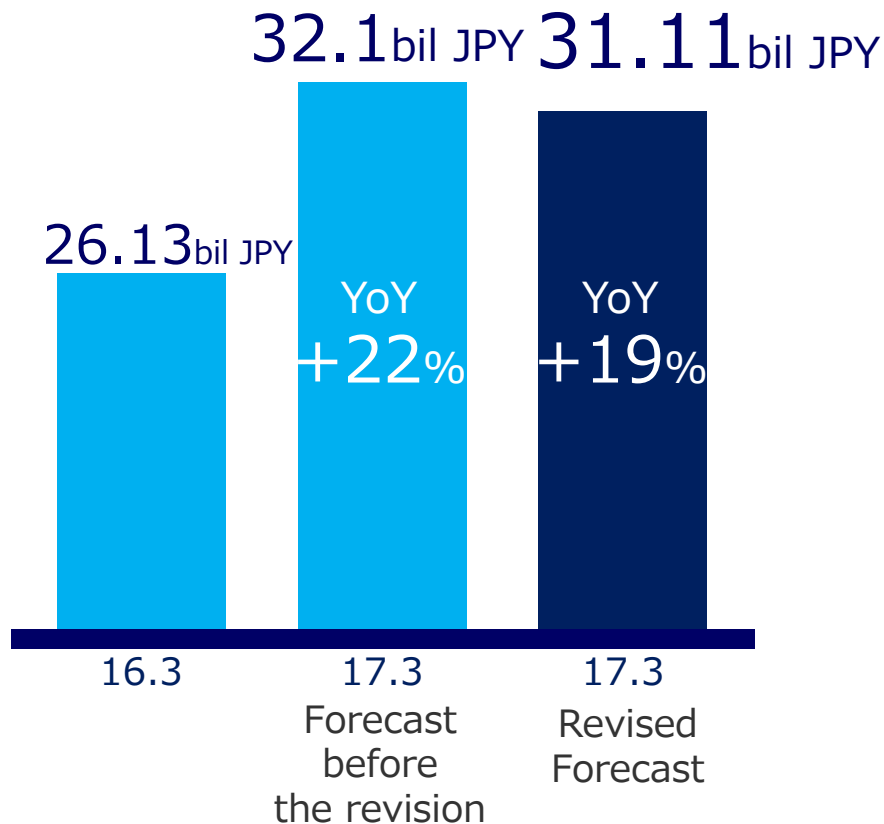


# Revision of Operating Results Forecast for full-year

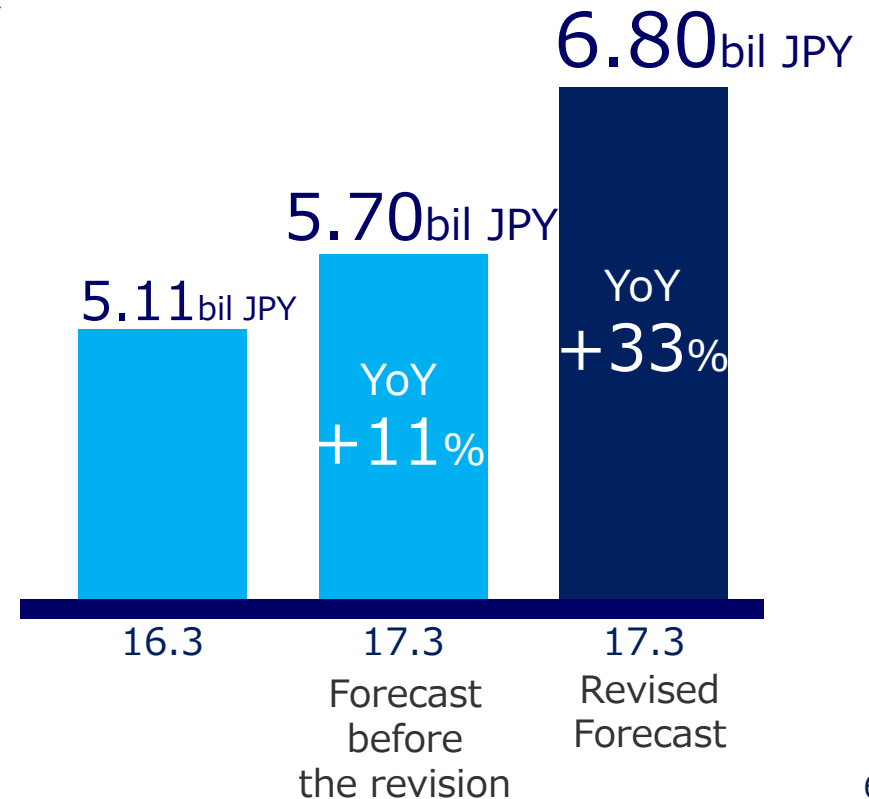


Operating income is revised upward in consideration of the progress in the first half and the expense projections for the second half. Sales forecast is revised downward, considering the business reconstruction of EWJ and the foreign exchange impact.

## Sales



## Operating Income



# Consolidated Earnings Highlights

## Job Board

Main Job Board  
total

Sales **8,662 M JPY** + **32.9%** YoY

- Each site managed to capture users and increase applicants steadily, contributing to expanding net sales.
- Net sales of en TENSHOKU amounted to 5,760 million yen (up 35% YoY). In addition to a rise in the number of listings, the unit price rose higher than expected.

## Job Search

Domestic  
total

Sales **4,073 M JPY** + **8.4%** YoY

- en-japan's sales in job placement services increased 36% YoY while its subsidiary EWJ posted lower earnings of -3% YoY.  
EWJ's policy is to set a higher priority on reconstruction of its business during this term.

## Expenses, Others

- Expenses rose 17% YoY, mainly for SGA expenses, due primarily to continuing reinforcement of promotional activities and an increase in headcount, but were lower than the plan.
- The full-year earnings forecast is revised upward, in consideration of the results of the first half and the estimate for the second half.

No change in factors underlying growth and basic policies

Higher recruitment needs due to structural factors

+

User-first services that offer differentiated features

+

Expansion of member population due to investments in promotional activities

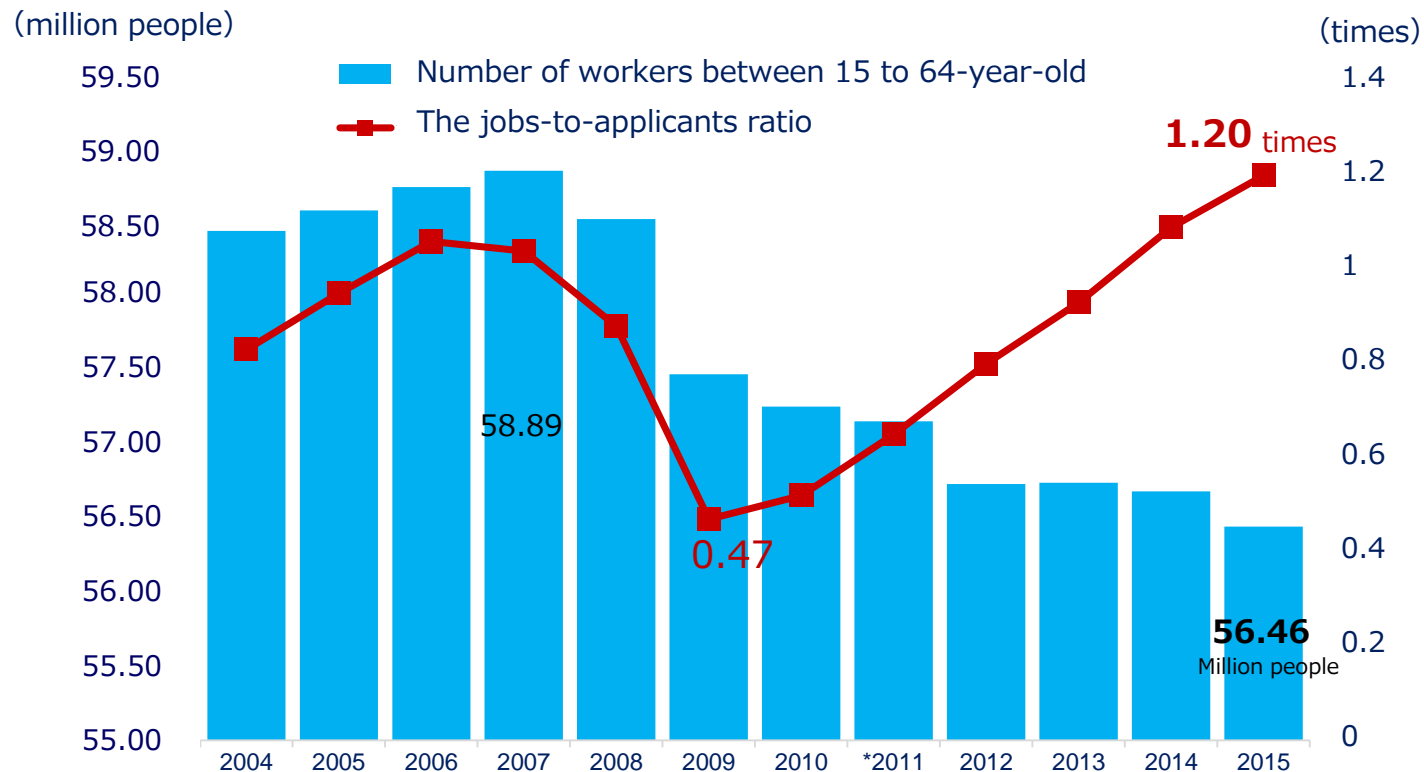


# The market environment

## – Change of working population



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 ware

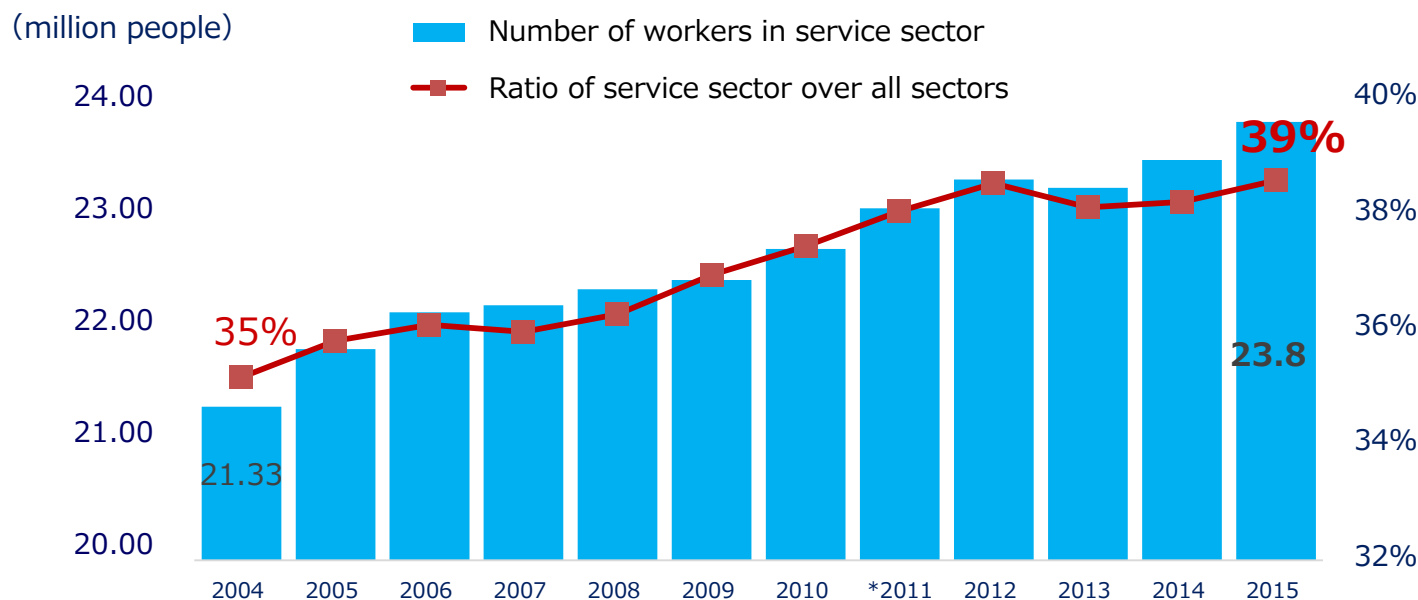
\*The number for 2011 is estimated figure for the reference.

# The market environment

## – Change of working population by sector



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.

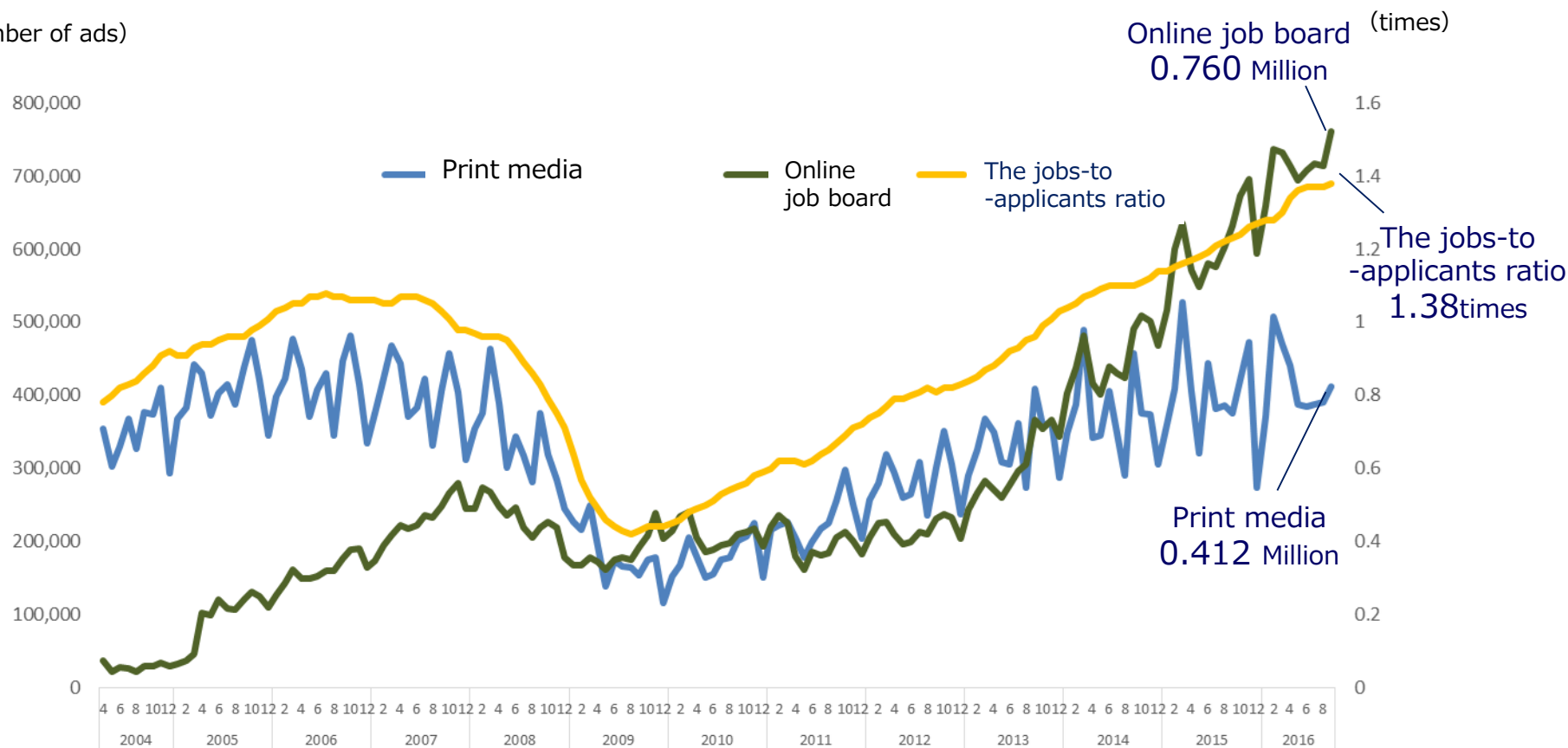
# Overview of Hiring remains

## – Transition of Number of Job Advertising Listings by Type of Media



### Demand for hiring remains strong

(Number of ads)



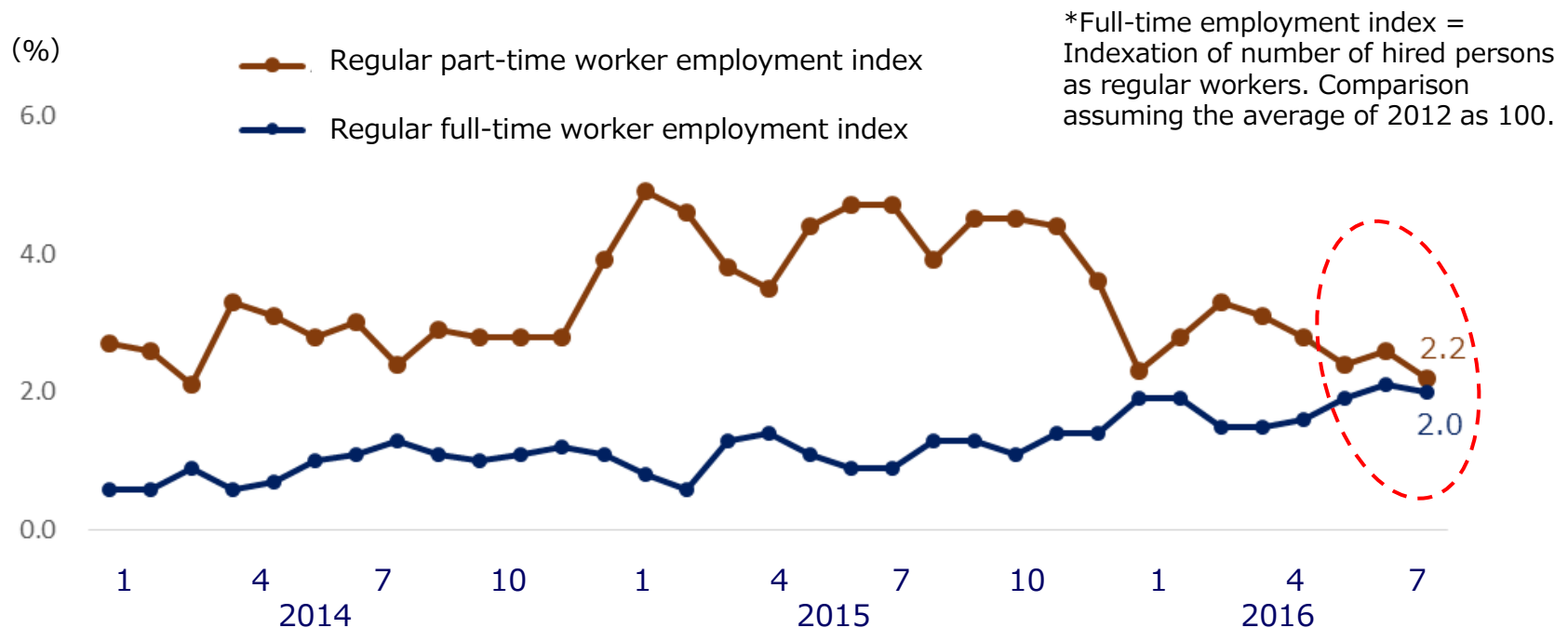
Source: Association of Job Information of Japan "Job Advertisement Numbers" (Sep. 2016)

# Overview of Hiring remains - Recruitment Needs by Employment Type



## Shift from seeking part-time workers to strengthening employment of full-time employees

\*Change in full-time employment index (YoY by month)

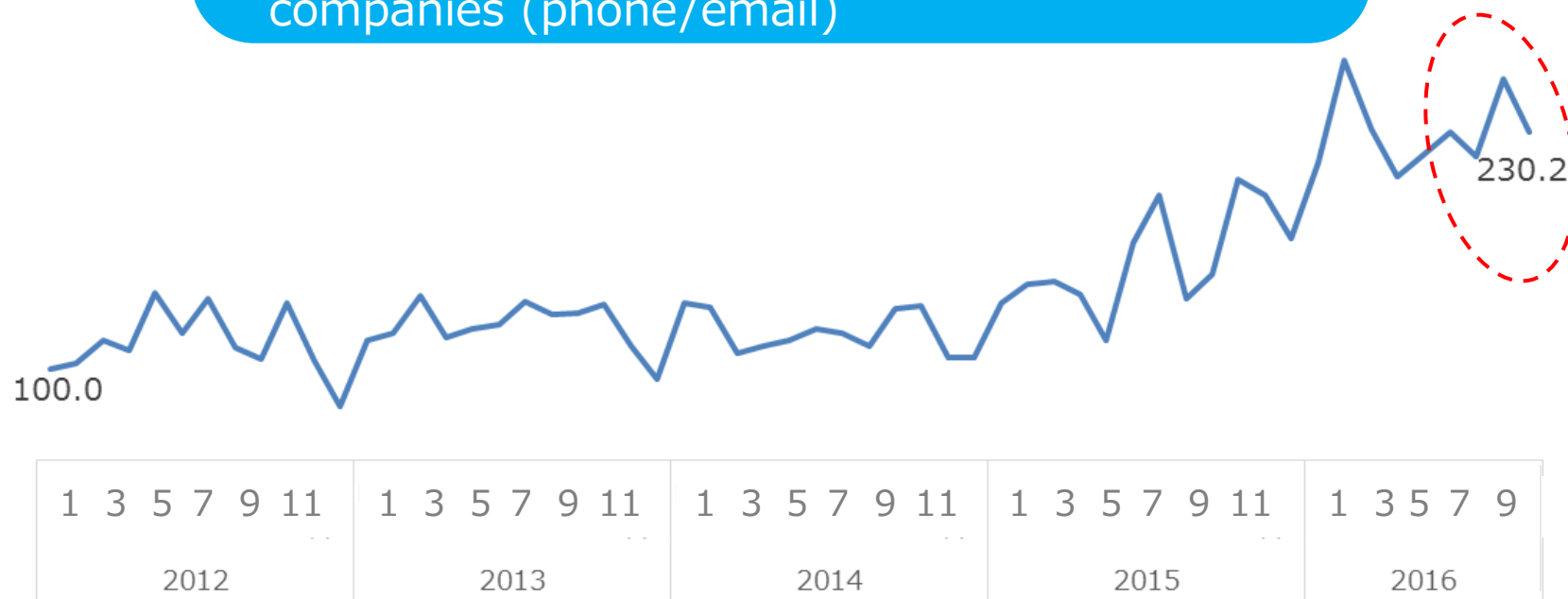


Source: Created by en-japan based on the Monthly Labour Survey issued by the Ministry of Health, Labour and Welfare; The result for September is on a preliminary report basis.

Inquiries on hiring from companies remain at a high level even after Brexit

転職 [en] Career Change Info

Indexation of number of inquiries from hiring companies (phone/email)



number of inquiries from hiring companies (phone/email) / month  
Jan. 2012 = 100

Quality-oriented websites with a strictly user-oriented perspective are receiving high recognition

Customer satisfaction survey  
**No.1**

利用者  
満足度  
No.1

[en] Career Change Info:  
2016 Oricon CS Ranking  
Career change website, males

2016年オリコン  
日本顧客満足度調査  
転職サイト  
男性 **第1位**



**エ/転職**

エン・ジャパン

[en] Career Change Info



## Improve usability for corporate clients

- Not only expand the number of applicants but also reinforce smooth interviewing and communication between users and hiring companies
- Further increase the ratio of employment contracts signed



- Implement full smartphone-based management screens for companies
- Promote smooth set-up of interviews with advance schedule registration function and more



 **エヌ転職** [en] Career Change Info

Launch of a new TV commercial on  
[en] Career Change Info in October  
Actively reinforced promotion activities including the  
launch of new transportation advertisements



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

- Period : October
- Area : The main area stations

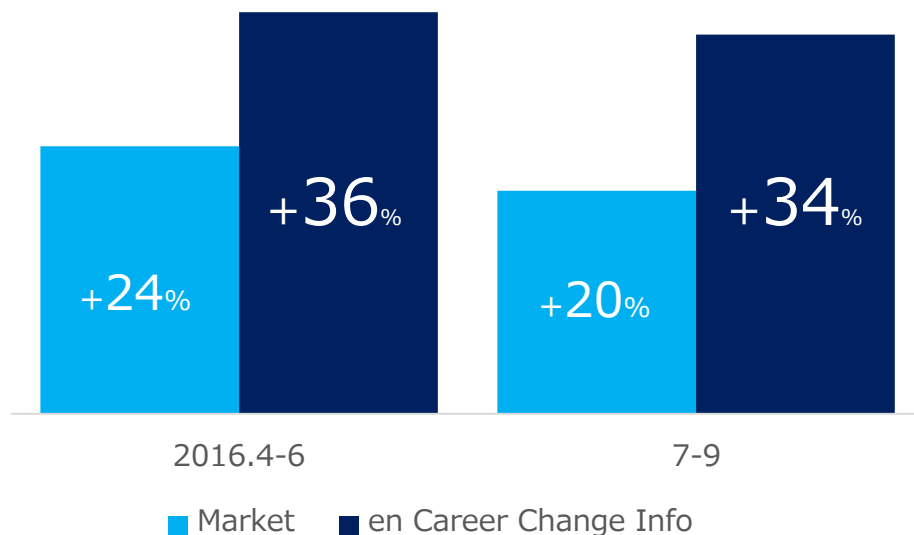


# [en] Career Change Info – Growth Rate Against Market Level



## en 転職 [en] Career Change Info

YOY (%)



Continuing market-exceeding growth

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

Making the hiring website pages of companies user-friendly and high-quality, while being free of charge

Over 10,000 companies have already implemented the hiring support tool, “engage”



The advertisement features the engage logo at the top left. Below it, the text reads: “採用サイトを、簡単・スマートに。” followed by a description of the tool's capabilities. A prominent teal button says “今すぐ利用する（無料）”. Below the button, a link states: “IDとパスワードをお持ちの方 >ログインはこちらから”. To the right, a smartphone and a laptop display the tool's interface. A circular badge in the top right corner of the ad area says “¥0 完全無料”. The bottom section is a dark blue bar with three columns of benefits, each with an icon: a large “¥0” for “利用は完全無料”, a design icon for “採用に最適化した何万ものデザイン”, and an envelope icon for “480万人への無料スカウト”.

**engage**

採用サイトを、簡単・スマートに。

engageは、自社での採用を効率化する採用支援ツール。スマートフォン・デスクトップの採用サイトの作成から応募者管理までを、簡単・スマートに完全無料で行うことができます。

**今すぐ利用する（無料）**

IDとパスワードをお持ちの方  
>ログインはこちらから

**¥0**  
完全無料

**利用は完全無料**  
採用サイト作成、応募者管理、その他のツールの利用もすべて無料です。

**採用に最適化した何万ものデザイン**  
エンの採用ノウハウを活かした、何万ものデザインを用意。貴社らしい採用サイトを作成できます。

**480万人への無料スカウト**  
日本最大級の転職サイト、『エン転職』会員への無料スカウトを提供します。

# [1H FY Mar/2017Results]

## Consolidated Income Statement



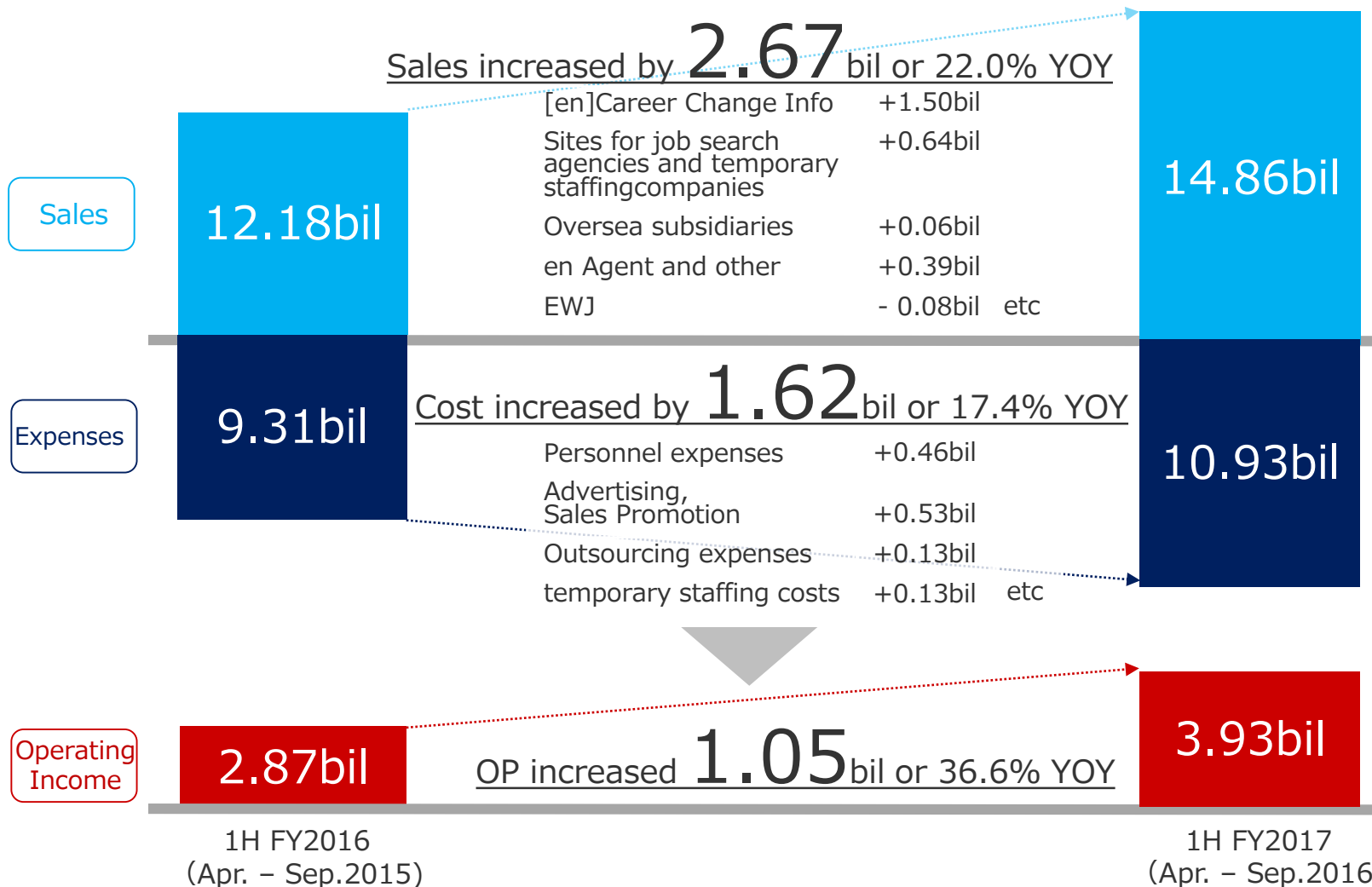
	FY2016 (Apr.–Sep.2015)		FY2017 (Apr.–Sep.2016)		YOY change (million yen)	YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net Sales	12,184	100.0%	14,860	100.0%	2,675	22.0%	Growth achieved mainly by en-japan
Cost of Sales	1,086	8.9%	1,406	9.5%	320	29.5%	
Personnel	727	6.0%	910	6.1%	183	25.2%	Increase in expenses associated with staff members responsible for script writing in connection with the expansion of sites
Other	358	2.9%	495	3.3%	136	38.2%	
Gross Profit	11,098	91.1%	13,454	90.5%	2,355	21.2%	
SGA (Sales, general & administrative)	8,223	67.5%	9,526	64.1%	1,302	15.8%	
Personnel	4,355	35.7%	4,630	31.2%	274	6.3%	Slight increase due to lower personnel expenses in line with the level of sales by EWJ and en-japan's changes in headcount/unit price
Advertising, Sales Promotion	1,662	13.6%	2,195	14.8%	532	32.0%	Increase primarily in relation to online promotion for capturing job seekers
Other	2,204	18.1%	2,700	18.2%	495	22.5%	
Operating Income	2,875	23.6%	3,928	26.4%	1,053	36.6%	
Ordinary Income	2,927	24.0%	3,863	26.0%	936	32.0%	(FY Mar/2017) Foreign exchange losses
Net Income attributable to en-japan	1,844	15.1%	2,579	17.4%	734	39.8%	

# Changing Factor of Earnings Year on Year



Year on year

(JPY)

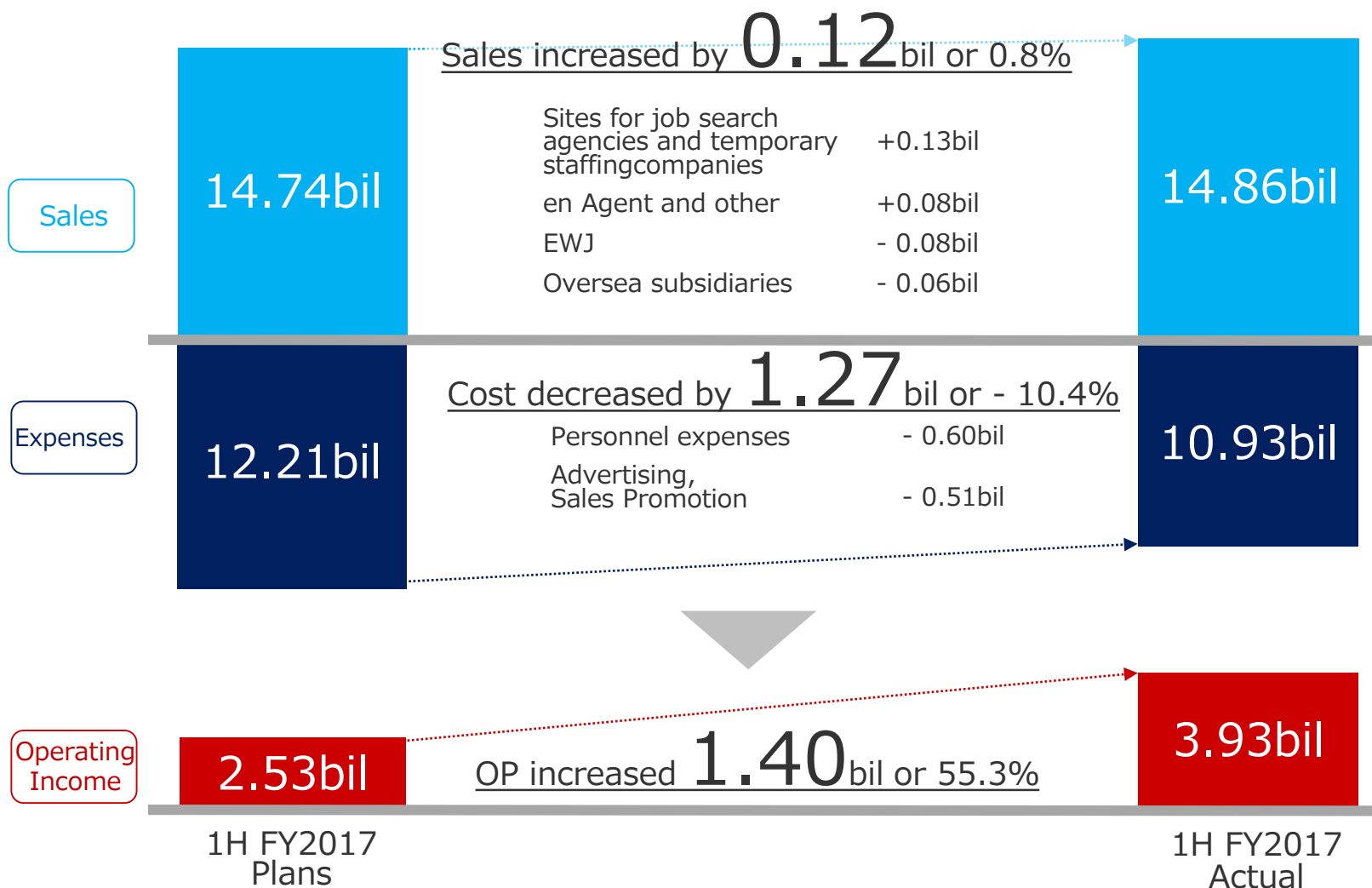


# Changing Factor of Earnings by plans



## By Plans

(JPY)



# Performance Summary for the 1st half of FY Mar/2017 by segment

# [1H FY Mar/2017Results] Hiring Business Earnings



	FY2016 (Apr.–Sep.2015)		FY2017 (Apr.–Sep.2016)		YOY change	YOY change
	(million yen)	% of sales	(million yen)	% of sales	(million yen)	(%)
Net Sales	11,789	100.0%	<b>14,390</b>	<b>100.0%</b>	2,601	22.1%
Cost of Sales	1,038	8.8%	<b>1,361</b>	<b>9.5%</b>	322	31.0%
Gross Profit	10,751	91.2%	<b>13,029</b>	<b>90.5%</b>	2,279	21.2%
SGA(Sales, general & administrative)	7,798	66.2%	<b>9,086</b>	<b>63.1%</b>	1,287	16.5%
Personnel	4,082	34.6%	<b>4,347</b>	<b>30.2%</b>	265	6.5%
Advertising, Sales Promotion	1,658	14.1%	<b>2,189</b>	<b>15.2%</b>	530	32.0%
Other	2,057	17.5%	<b>2,549</b>	<b>17.7%</b>	492	23.9%
Operating Income	2,951	25.0%	<b>3,943</b>	<b>27.4%</b>	991	33.6%

**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.

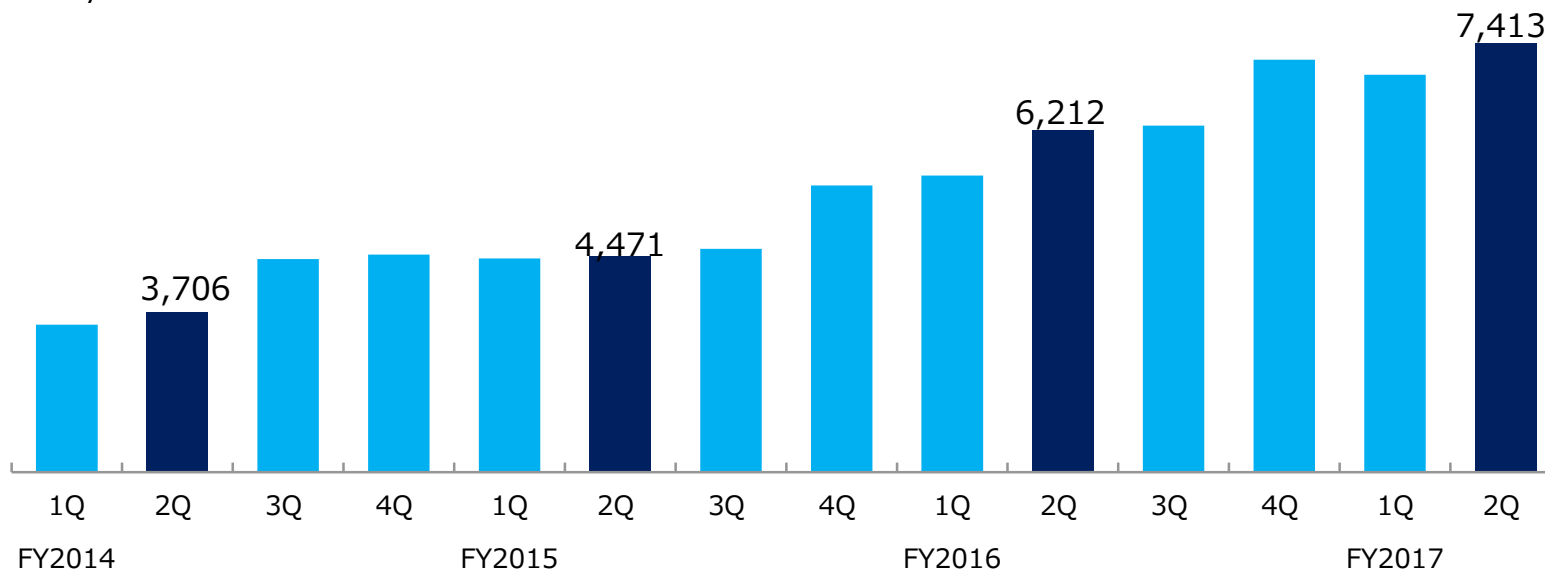
## Others

Aptitude test,  
hiring related system  
New Businesses,  
etc.

# Sales of Hiring Business (By quarter)



(million yen)



(Million yen)	1Q FY2014	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016	1Q FY2017	2Q FY2017
[en]Career Change Info (Job board, SH ads=Retainer fee+Success fee)	1,081	1,306	1,309	1,539	1,364	1,439	1,514	1,926	1,976	2,279	2,488	2,927	2,694	3,065
Other sites (Sites for Job search agencies and Temporary staffing companies)	848	907	917	937	934	983	1,005	1,099	1,072	1,186	1,225	1,468	1,407	1,493
en world Japan (Job search)	886	859	871	1,037	1,268	1,175	1,075	1,270	1,241	1,417	1,103	1,321	1,296	1,285
New Graduates Hiring Business	190	133	687	336	197	44	28	30	-	-	-	-	-	-
Overseas subsidiaries (EWS,EWKOR,EWAUS,Navigos,EWThai,NewEra) *1	81	132	316	306	323	449	510	559	622	695	770	655	644	738
Other	594	532	502	501	526	567	628	739	682	633	697	819	945	841
<b>Total</b>	<b>3,531</b>	<b>3,706</b>	<b>4,437</b>	<b>4,497</b>	<b>4,443</b>	<b>4,471</b>	<b>4,578</b>	<b>5,449</b>	<b>5,586</b>	<b>6,212</b>	<b>6,276</b>	<b>7,184</b>	<b>6,977</b>	<b>7,413</b>

\*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)



## Results of en world Japan for 2 Q FY Mar/2017

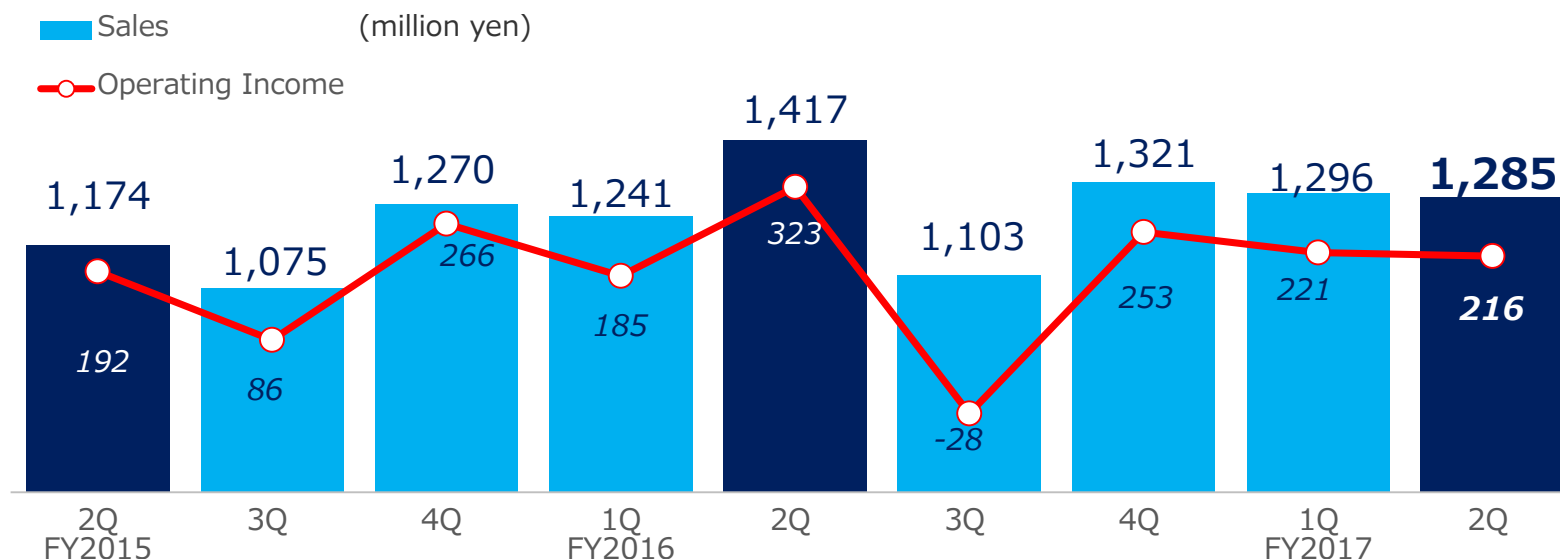
## Sales

2Q	<b>1,285M</b> JPY	9.3% decrease vs. YOY
1H	<b>2,581M</b> JPY	2.9% decrease vs. YOY

## Operating Income

<b>216M</b> JPY	33.0% decrease vs. YOY
<b>437M</b> JPY	13.9% decrease vs. YOY

- Net sales and operating income fell for the 2nd quarter and on a cumulative basis for the first half of the fiscal year.
  - Ever since the acquisition of 2010, the firm has been expanding rapidly. As a result, issues in organizational structure have become a concern.
- Since en-japan will take the lead in focusing on the business reconstruction of EWJ, the full-year earnings forecast is revised downward.



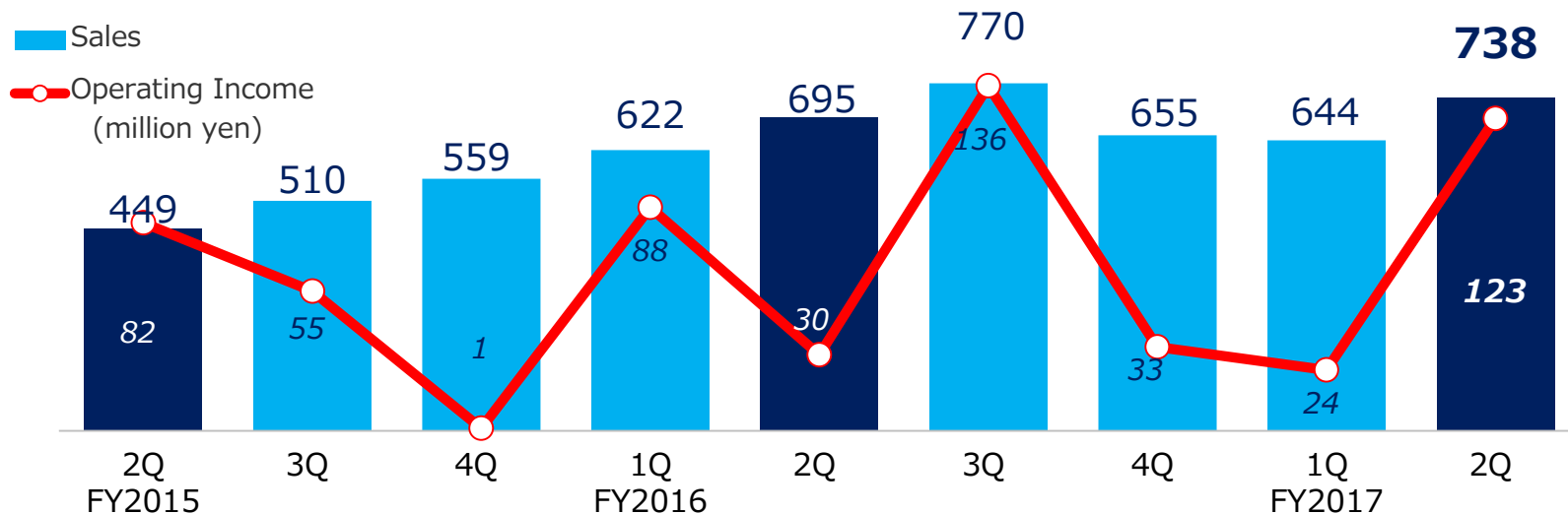
# Overseas subsidiaries

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

## Results of overseas subsidiaries for 2 Q FY Mar/2017

		Sales	Operating Income
2Q	<b>738M</b> JPY	6.3% increase vs. YOY	<b>123M</b> JPY 305.5% increase vs. YOY
1H	<b>1,382M</b> JPY	5.0% increase vs. YOY	<b>147M</b> JPY 27.4% increase vs. YOY

- Net sales and operating income increased for the 2nd quarter and on a cumulative basis for the first half, thanks to the growth in Vietnam.
- Full-year earnings forecast is revised downward, in consideration of the foreign exchange impact caused by the strong yen.



# [1H FY Mar/2017Results]

## Performance summary of Education/Evaluation & Other business



	FY2016 (Apr.–Sep.2015)		FY2017 (Apr.–Sep.2016)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	427	100.0%	508	100.0%	81	18.9%
Cost of Sales	68	15.9%	75	14.8%	6	10.2%
Gross Profit	359	84.1%	433	85.2%	74	20.6%
SGA(Sales, general & administrative)	436	102.1%	452	88.8%	15	3.5%
Personnel	273	63.9%	283	55.6%	9	3.5%
Advertising, Sales Promotion	4	0.9%	5	1.1%	1	41.7%
Other	159	37.2%	163	32.1%	4	2.5%
Operating Income	-76	-18.0%	-18	-3.6%	58	–

Education/  
Evaluation &  
Other business

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

Subsidiary  
Cbase (HR related system)

Other  
New business

# Revision of Operating Results Forecast for FY Mar/2017

Consolidated Earnings

Compared to the initial plan

**Sales****31,110 M JPY****- 3.1%**

- Initial plan was revised downward, primarily due to the circumstances of EWJ and the foreign exchange impact on overseas subsidiaries.
- en-japan is expecting to perform generally as planned on a non-consolidated basis.

Consolidated Earnings

Compared to the initial plan

**Operating Income****6,800 M JPY****+ 19.3 %**

- Operating income was revised upward due to the results of the first half and the review of personnel expenses despite a projected decline in net sales.
- The unused portion of advertising & sales promotion expenses contributed to a higher operating income. In the second half of the year, advertising & sales promotion expenses are expected to be used as initially planned.

# Revision of Operating Results Forecast

## - Announced Nov.10, 2016



	FY2017 Revised Forecast (A)		FY2017 Forecast before the revision (B)		(A) - (B) change (million yen)	(A)/(B)-1 change (%)	previous results		YOY change (million yen)	YOY change (%)
	(million yen)	% of sales	(million yen)	% of sales			(million yen)	% of sales		
Net Sales	<b>31,100</b>	<b>100.0%</b>	32,100	100.0%	-990	-3.1%	26,135	100.0%	4,974	19.0%
Cost of Sales	<b>3,020</b>	<b>9.7%</b>	3,056	9.5%	-36	-1.2%	2,396	9.2%	623	26.0%
Personnel	<b>1,967</b>	<b>6.3%</b>	1,994	6.2%	-27	-1.4%	1,547	5.9%	420	27.2%
Other	<b>1,053</b>	<b>3.4%</b>	1,061	3.3%	-8	-0.8%	849	3.3%	203	23.9%
Gross Profit	<b>28,089</b>	<b>90.3%</b>	29,043	90.5%	-953	-3.3%	23,738	90.8%	4,350	18.3%
SGA (Sales, general & administrative)	<b>21,289</b>	<b>68.4%</b>	23,343	72.7%	-2,053	-8.8%	18,620	71.2%	2,668	14.3%
Personnel	<b>9,329</b>	<b>30.0%</b>	10,824	33.7%	-1,494	-13.8%	9,152	35.0%	177	1.9%
Advertising, Sales Promotion	<b>6,257</b>	<b>20.1%</b>	6,648	20.7%	-390	-5.9%	4,769	18.3%	1,487	31.2%
Other	<b>5,701</b>	<b>18.3%</b>	5,870	18.3%	-168	-2.9%	4,698	18.0%	1,003	21.4%
Operating Income	<b>6,800</b>	<b>21.9%</b>	5,700	17.8%	1,100	19.3%	5,118	19.6%	1,681	32.9%
Ordinary Income	<b>6,500</b>	<b>20.9%</b>	5,680	17.7%	820	14.4%	5,047	19.3%	1,452	28.8%
Net Income attributable to en-japan	<b>4,400</b>	<b>14.1%</b>	3,720	11.6%	680	18.3%	2,756	10.5%	1,643	59.6%

# Revision of Operating Results Forecast - For the Full year

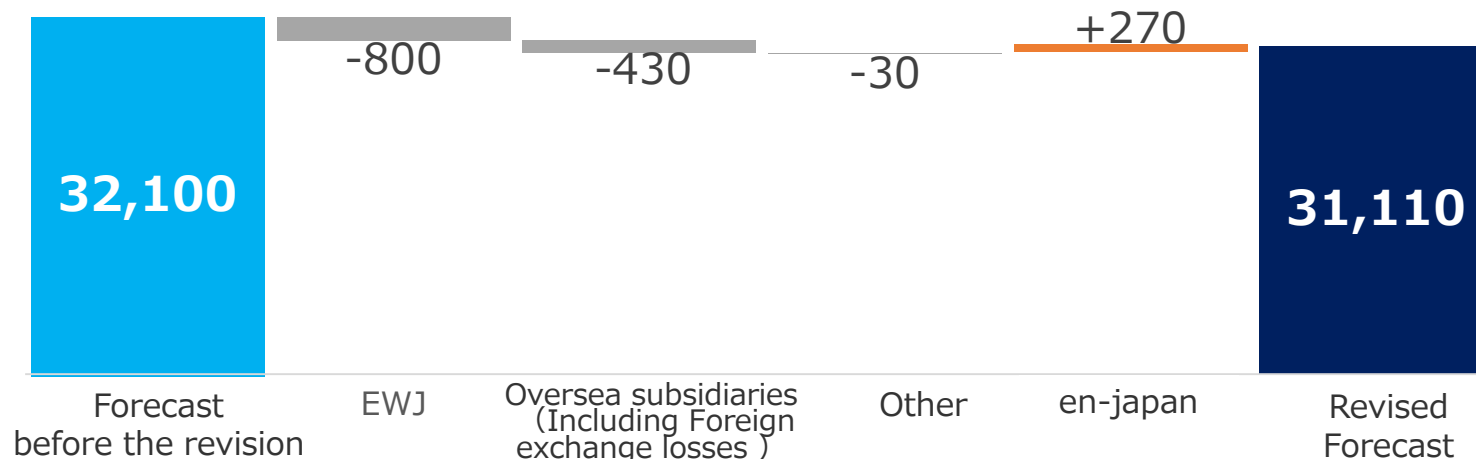


Compared to the initial plan  
**Sales**

Compared to the initial plan

**- 0.99**bil JPY

(million yen)



Compared to the initial plan  
**Operating Income**

Compared to the initial plan

**- 1.10**bil JPY



# Revision of Operating Results Forecast - For the Second half

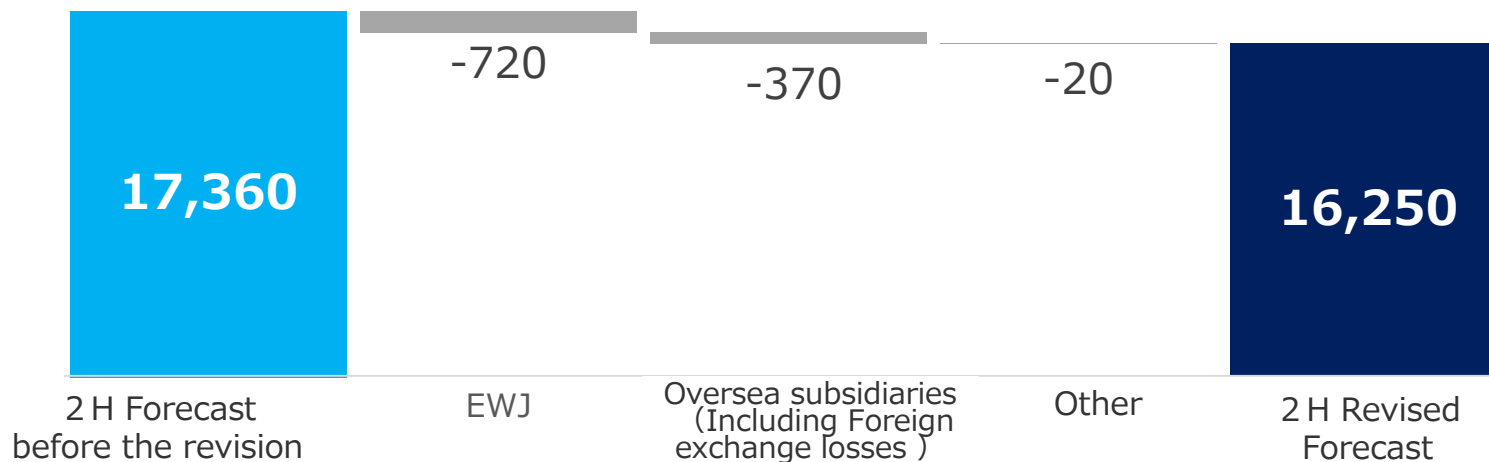


Compared to the initial plan  
**Sales**

Compared to the initial plan

**- 1.11** bil JPY

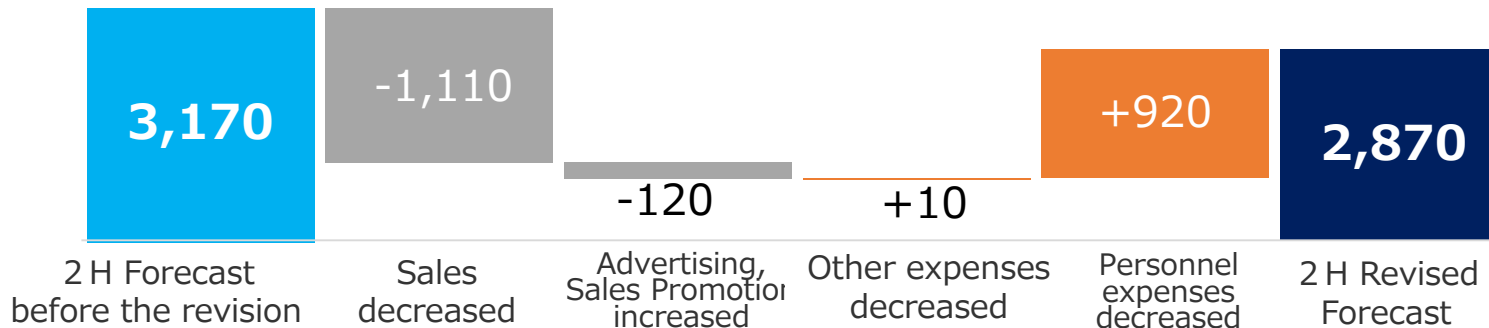
(million yen)



Compared to the initial plan  
**Operating Income**

Compared to the initial plan

**- 0.29** bil JPY





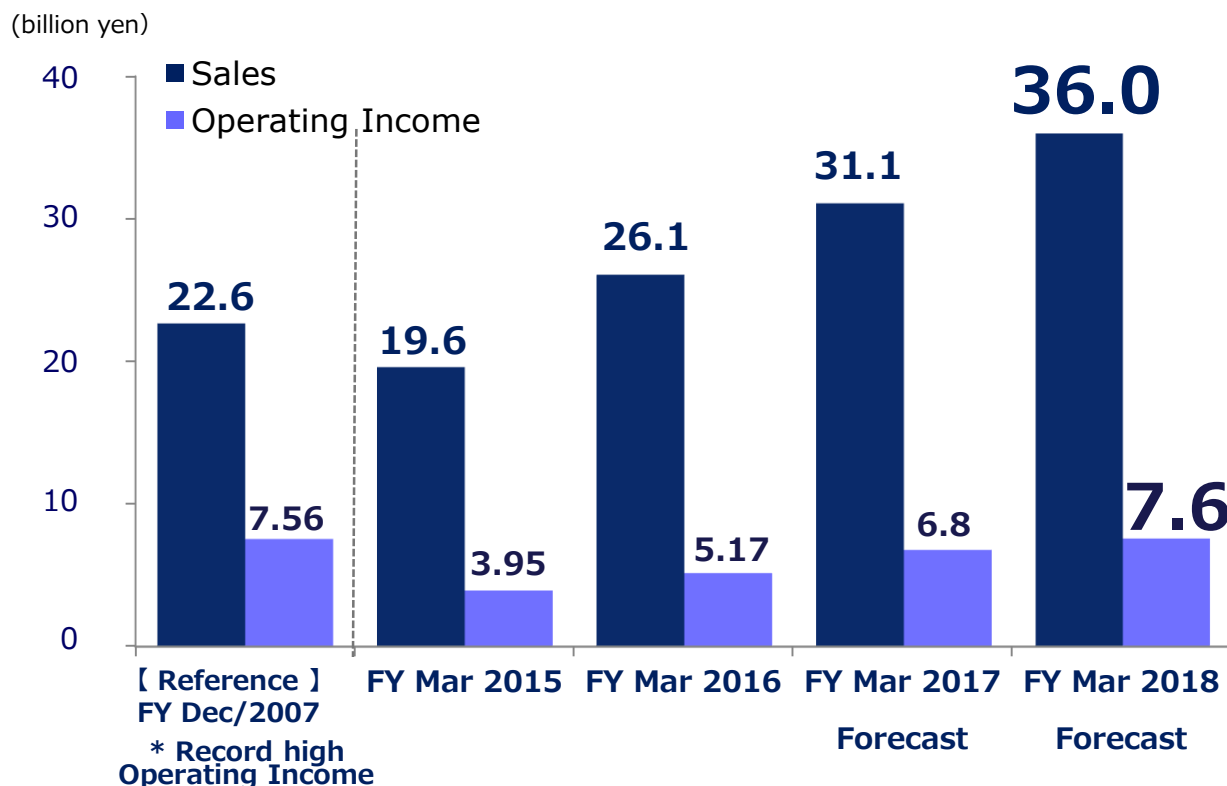
# Medium-Term Management Plan



Updating the medium-term management plan is being discussed in consideration of the plan for the next fiscal year and thereon

Plan for  
FY Mar/2018

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

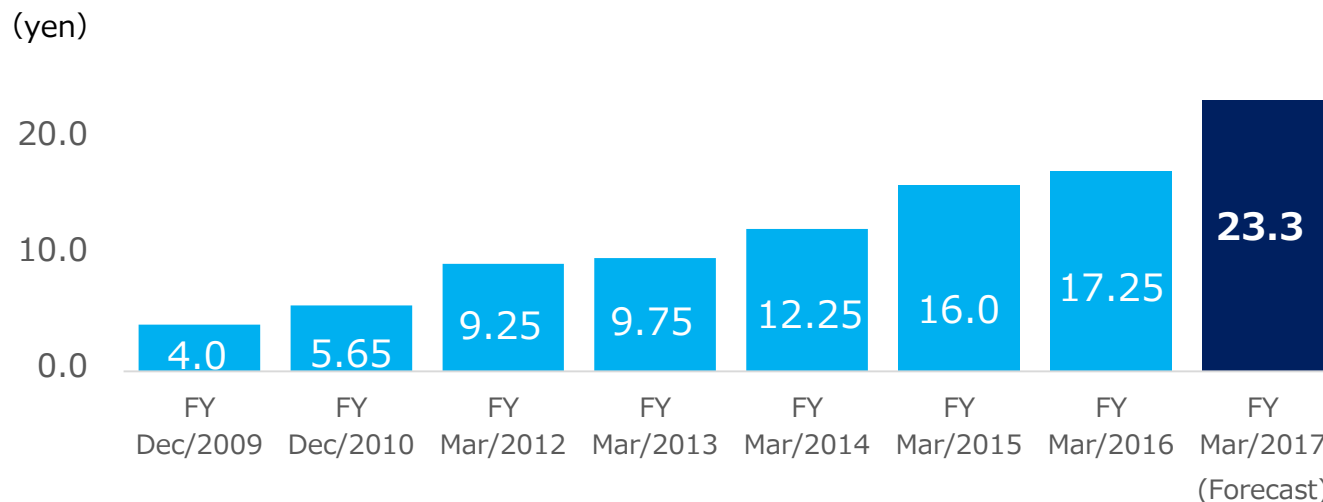


# Return to Shareholders

## 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. <sup>\*2</sup>

### <sup>\*1</sup> Dividends per share



<sup>\*1</sup>: 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.

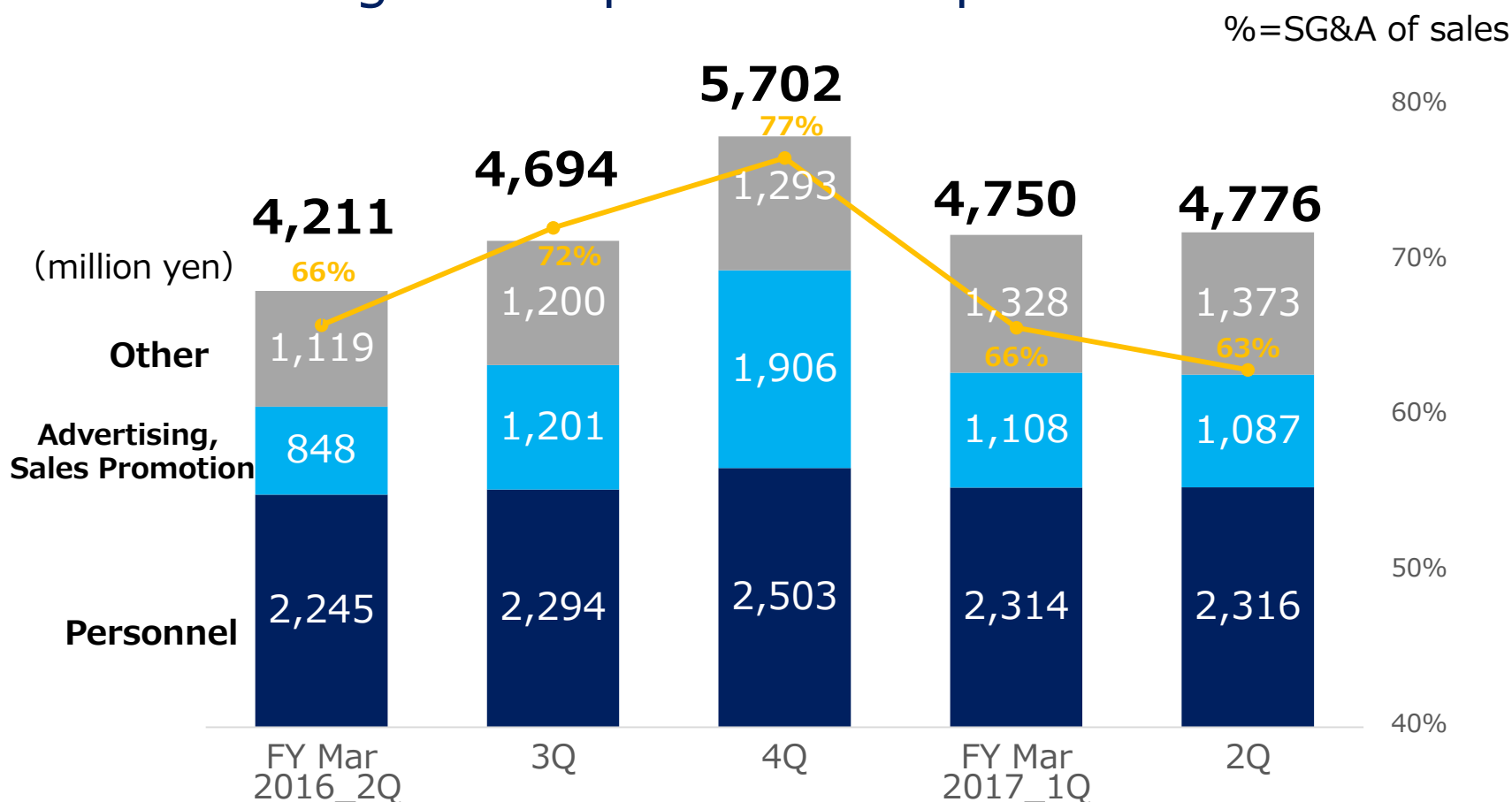
<sup>\*2</sup>: Net income attributable to owners of the parent.

# Appendix

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



SGA expenses increased 13.4% YoY in the 2nd quarter, but remain below the plan mainly with regards to personnel expenses



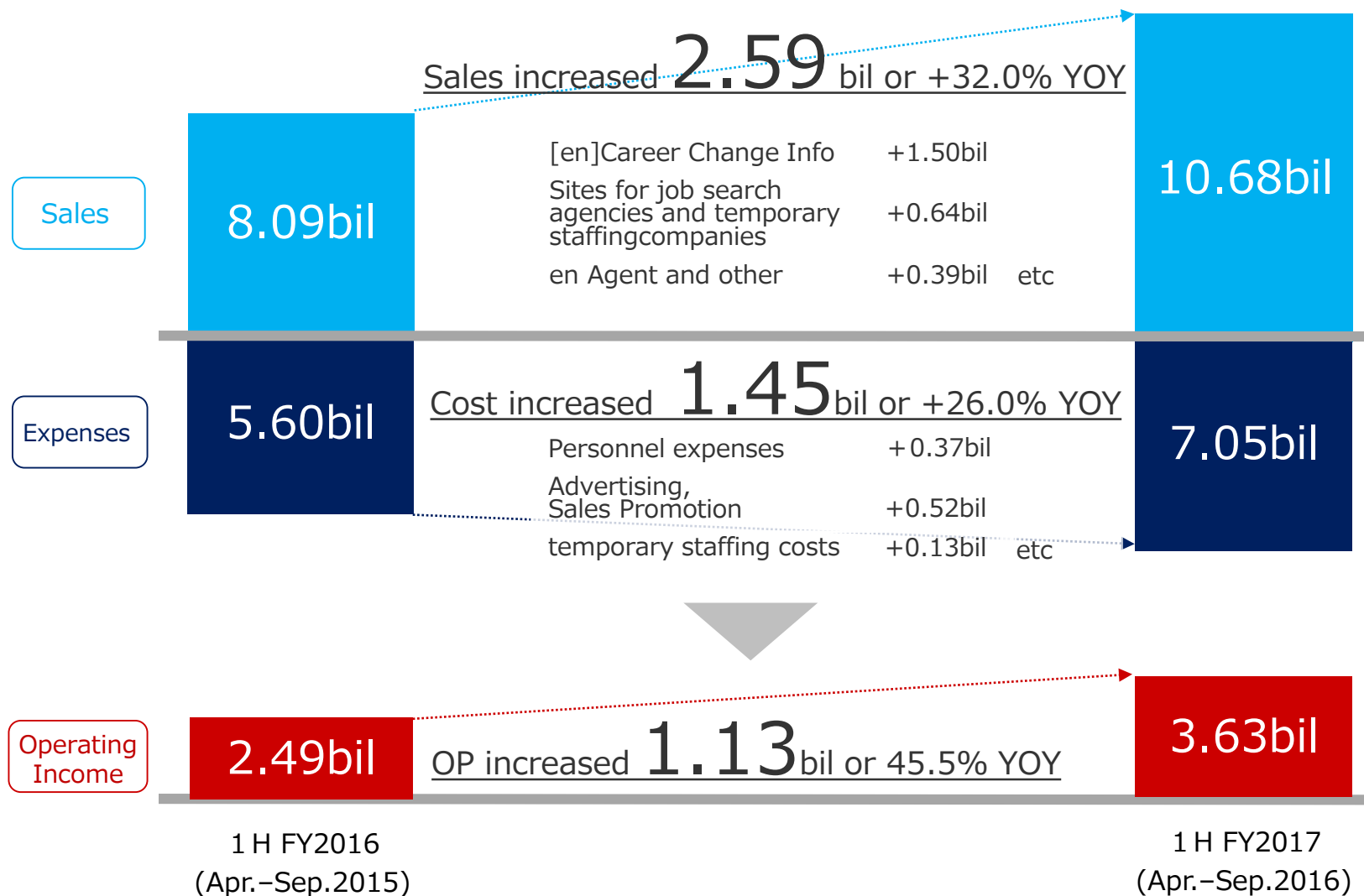
# Non-consolidated Income statement for 1st half of FY Mar/2017

## Non-consolidated Income statement

	FY2016 (Apr.–Sep.2015)		FY2017 (Apr.–Sep.2016)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	8,094	100.0%	10,686	100.0%	2,592	32.0%
Cost of Sales	597	7.4%	860	8.1%	263	44.2%
Personnel	251	3.1%	380	3.6%	129	51.4%
Other	345	4.3%	480	4.5%	134	38.9%
Gross Profit	7,497	92.6%	9,826	91.9%	2,328	31.1%
SGA(Sales, general & administrative)	5,001	61.8%	6,194	58.0%	1,193	23.9%
Personnel	2,194	27.1%	2,441	22.9%	247	11.3%
Advertising, Sales Promotion	1,609	19.9%	2,130	19.9%	521	32.4%
Other	1,196	14.8%	1,621	15.2%	425	35.5%
Operating Income	2,496	30.8%	3,631	34.0%	1,135	45.5%
Ordinary Income	2,627	32.5%	3,592	33.6%	965	36.7%
Net Income	1,792	22.1%	2,499	23.4%	707	39.5%

Year on year

(JPY)





	FY2016 (Apr.–Sep.2015)		FY2017 (Apr.–Sep.2016)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	7,834	100.0%	10,344	100.0%	2,510	32.0%
Cost of Sales	552	7.1%	797	7.7%	244	44.3%
Gross Profit	7,281	92.9%	9,547	92.3%	2,265	31.1%
SGA(Sales, general & administrative)	4,738	60.5%	5,914	57.2%	1,176	24.8%
Personnel	2,021	25.8%	2,259	21.8%	237	11.8%
Advertising, Sales Promotion	1,608	20.5%	2,129	20.6%	520	32.3%
Other	1,108	14.1%	1,526	14.8%	418	37.7%
Operating Income	2,542	32.5%	3,632	35.1%	1,089	42.9%

**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,  
hiring related system  
New Businesses,  
etc.

	FY2016 (Apr.–Sep.2015)		FY2017 (Apr.–Sep.2016)		YOY change	YOY change
	(million yen)	% of Sales	(million yen)	% of Sales	(million yen)	(%)
Net Sales	260	100.0%	342	100.0%	81	31.4%
Cost of Sales	44	17.1%	63	18.6%	19	42.9%
Gross Profit	216	82.9%	278	81.4%	62	29.0%
SGA(Sales, general & administrative)	262	100.7%	279	81.7%	17	6.6%
Personnel	173	66.5%	182	53.4%	9	5.7%
Advertising, Sales Promotion	0.8	0.3%	1.7	0.5%	0.8	99.2%
Other	88	33.9%	95	27.8%	6	7.6%
Operating income	-46	-17.8%	-1	-0.3%	45	–

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]

# Performance forecast of each company



(million yen)

		FY Mar/2016 Actual	FY Mar/2017 Revised plan	YoY change	FY Mar/2017 Previous plan	Revised plan vs Previous plan
en-japan	Sales	17,870	22,870	28.0%	22,600	1.2%
	Operating Income	4,512	6,360	41.0%	4,690	35.6%
	Operating Income ratio(%)	25.2%	27.8%		20.8%	
en world Japan	Sales	5,084	4,970	-2.2%	5,770	-13.9%
	Operating Income	732	560	-23.5%	955	-41.4%
	Operating Income ratio(%)	14.4%	11.3%		16.6%	
Overseas Subsidiaries	Sales	2,743	2,730	-0.5%	3,160	-13.6%
	Operating Income	285	340	19.3%	465	-26.9%
	Operating Income ratio(%)	10.4%	12.5%		14.7%	
Other Subsidiaries	Sales	560	680	21.4%	700	-2.9%
	Operating Income	57	80	40.4%	70	14.3%
	Operating Income ratio(%)	10.2%	11.8%		10.0%	
Company-wide adjustments	Sales	-123	-140	—	-130	—
	Operating Income	-470	-540	—	-480	—

[FY Mar/2017]

# Performance forecast of per segments



(million yen)

		FY Mar/2016 Actual	FY Mar/2017 Revised plan	YoY change
Hiring Business	Sales	25,249	30,066	19.1%
	Operating Income	5,220	6,797	30.2%
	Operating Income ratio(%)	20.7%	22.6%	
Education and Evaluation	Sales	964	1,126	16.8%
	Operating Income	-101	26	—
	Operating Income ratio(%)	-10.5%	2.3%	
Company-wide adjustments	Sales	-78	-82	—
	Operating Income	-1	-23	—

[FY Mar/2017]

# Performance forecast of each service

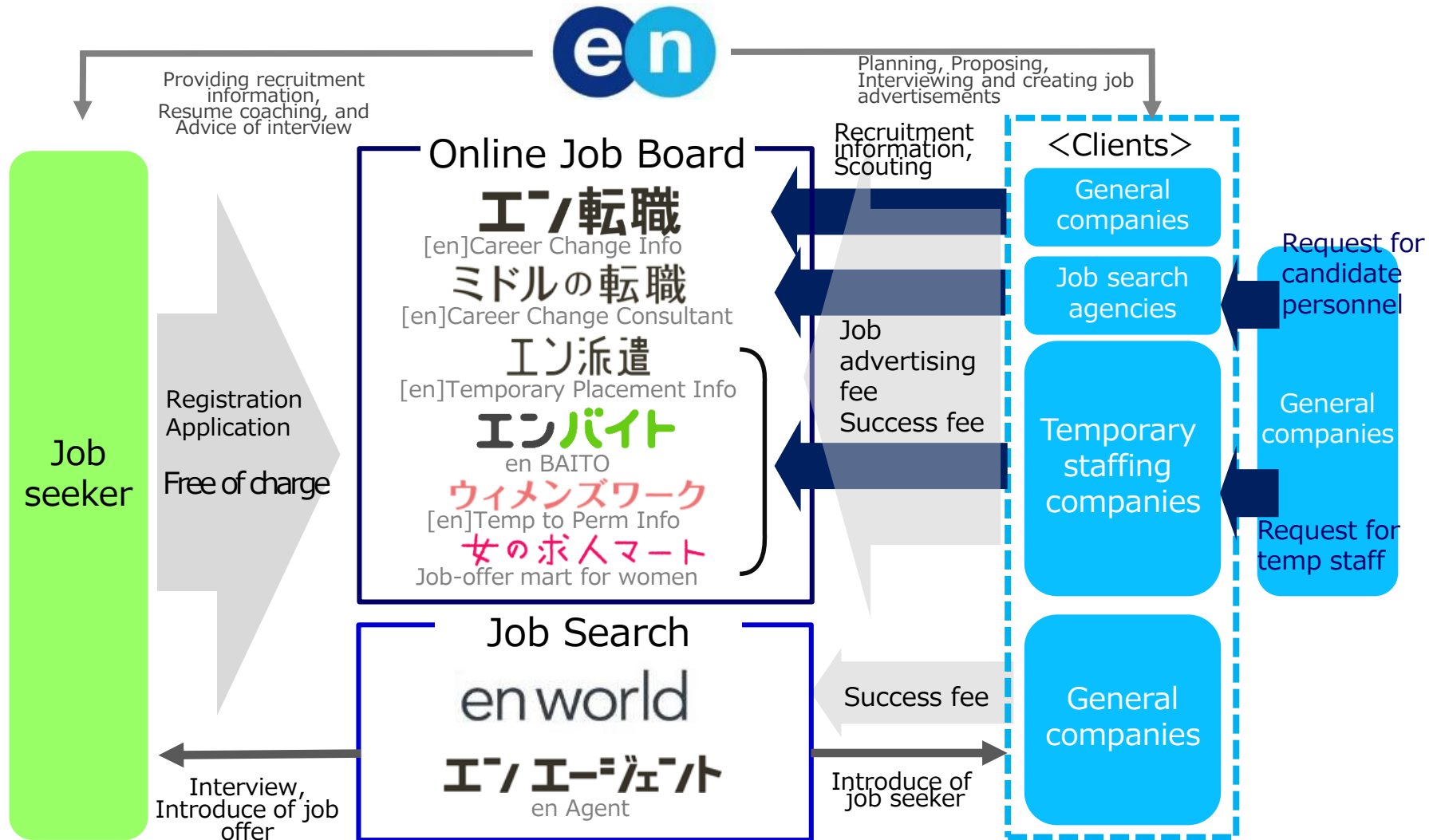


(million yen)

Hiring Business	Sales						Note
	FY Mar/2016 Actual	YoY change (vs FY Mar/2015)	FY Mar/2017 Revised plan	YoY change	FY Mar/2017 Previous plan	Revised plan vs Previous plan	
Job Board	14,624	42.4%	18,900	29.2%	18,620	1.5%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, etc.
Job Search	7,389	17.9%	7,870	6.5%	8,770	-10.3%	Total of domestic job search services
Overseas Subsidiaries	2,743	48.9%	2,730	-0.5%	3,160	-13.6%	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 Sep. 2016)
【 Stock Listing 】	Jasdaq/ (code : 4849)
【 Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,240, Non-consolidated 1,093 (as of Sep. 2016)
【 Number of Outstanding Shares 】	49,716,000 (as of Sep. 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) >





\* Renewed on Nov. 2015, and its Japanese name was changed

	Contents	Characteristics	Users	Clients
<b>[en]Career Change Info</b> <b>エヌ転職</b>	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>	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>エヌ派遣</b>	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>	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>
 <b>エー/エー/エー/ト</b> <b>en Agent</b>	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
 <b>EN EXECUTIVE SEARCH</b>	Job search agencies	<ul style="list-style-type: none"> <li>• A search firm specializing in executives</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
	ASP services such management • employee evaluation • Web-based research system services.	<ul style="list-style-type: none"> <li>• Provides systems for corporate personnel evaluation activities, etc. via ASP.<sup>※</sup></li> <li>• Provides a questionnaire survey system that can be used internally and externally without expert knowledge via ASP.</li> </ul>	General Companies

\*A hiring related system has transferred to en Japan from FY Mar/2017

## <Other New Business \*Unconsolidated subsidiary >

	Contents	Characteristics	Users
	Marketing research	<ul style="list-style-type: none"> <li>• Creates a database of complaints that are purchased from consumers</li> <li>• Sells complaints to companies as products useful for business and product development</li> </ul>	General Companies
	Online service to support those looking for a marriage partner	<ul style="list-style-type: none"> <li>• Service to support people looking for a husband or wife with the new concept of seeking happiness after marriage</li> </ul>	General users

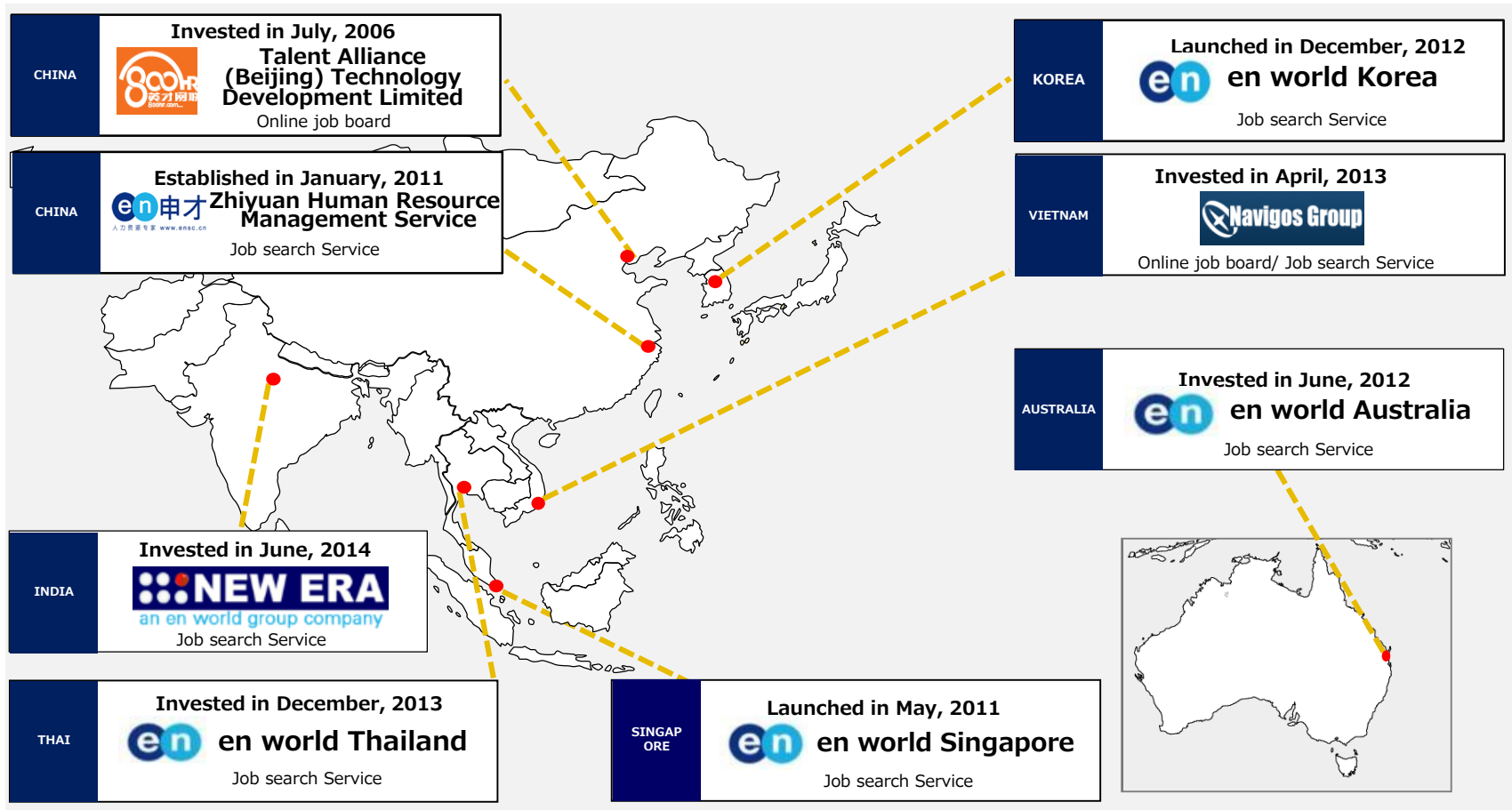
en's services were differentiated by a high recognition of the strict user-oriented perspective taken and the focus on having employed persons demonstrate their competence after joining companies

## **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.

## Entered into 7 countries mainly in Asia

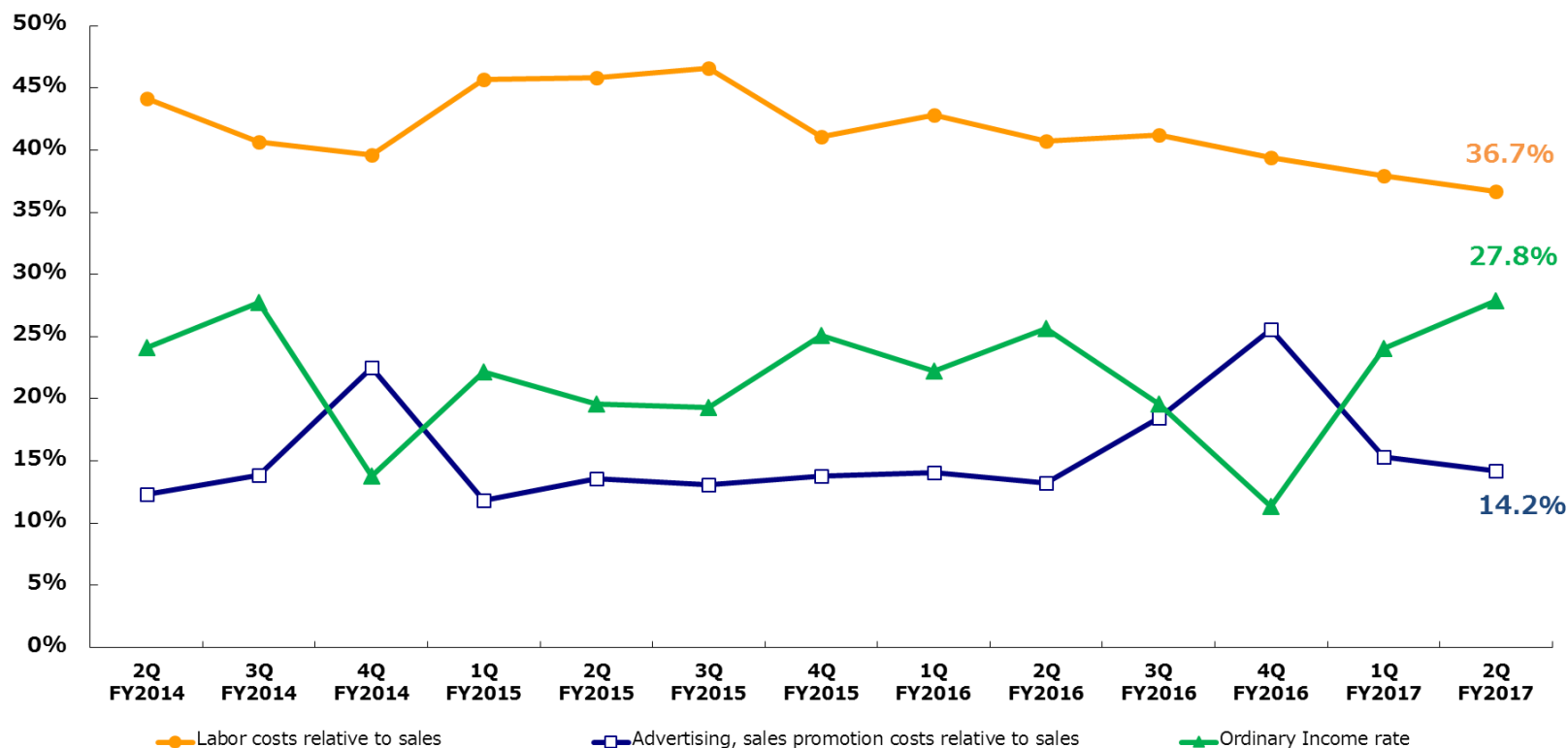


\*Talent Alliance (Beijing) Technology Development Limited is equity method affiliated company

\*Zhiyuan Human Resource Management Service is unconsolidated subsidiary

# Cost relative to sales

## - Labor cost and Sales & Promotion cost (consolidated)



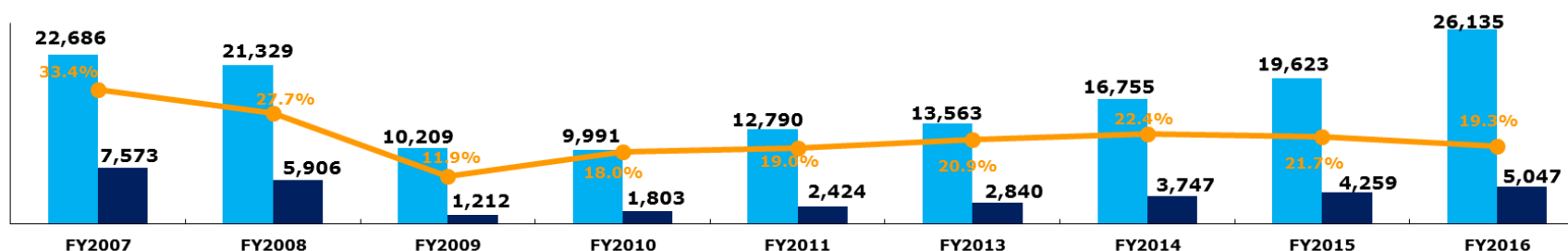
	2Q FY2014	3Q FY2014	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016	1Q FY2017	2Q FY2017
Ordinary Income (million yen)	925	1,275	645	1,018	902	921	1,416	1,287	1,639	1,274	845	1,738	2,125
Ordinary Income rate	24.1%	27.8%	13.8%	22.2%	19.5%	19.3%	25.1%	22.2%	25.6%	19.6%	11.4%	24.0%	27.8%
Labor costs (million yen)	1,693	1,866	1,850	2,096	2,114	2,224	2,321	2,480	2,603	2,684	2,931	2,743	2,797
Labor costs relative to sales	44.2%	40.6%	39.6%	45.7%	45.8%	46.6%	41.1%	42.8%	40.7%	41.2%	39.4%	37.9%	36.7%
sales promotion costs (million yen)	472	637	1,051	543	625	623	777	815	847	1,200	1,906	1,108	1,086
sales promotion costs relative to sales	12.3%	13.9%	22.5%	11.8%	13.5%	13.1%	13.8%	14.1%	13.2%	18.4%	25.6%	15.3%	14.2%

# Earnings for Fiscal year end and each quarter



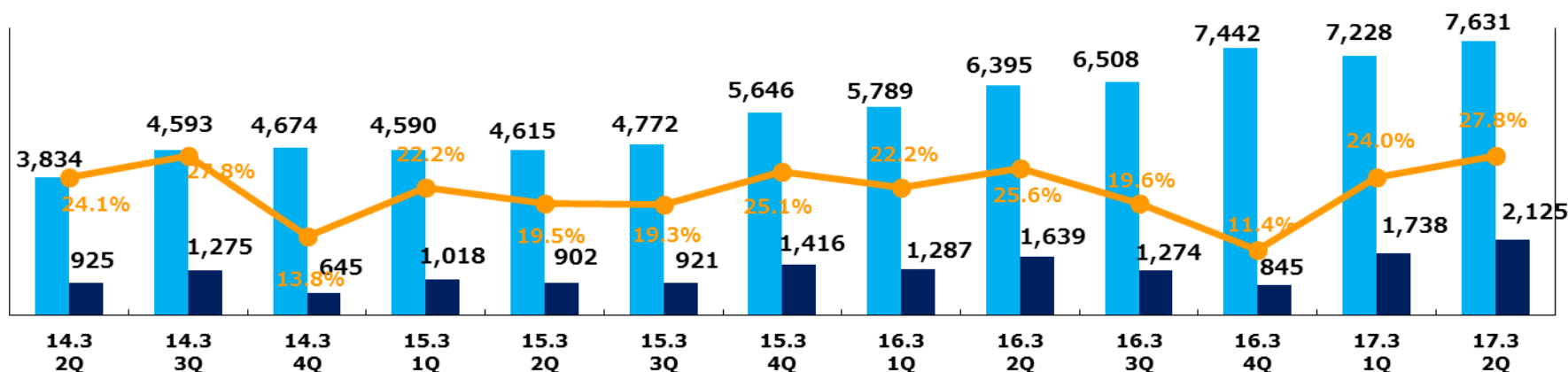
■ Sales (million yen)    ■ Ordinary Income(million yen)    —○— Ordinary Income ratio

## Fiscal year end



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

## Quarter

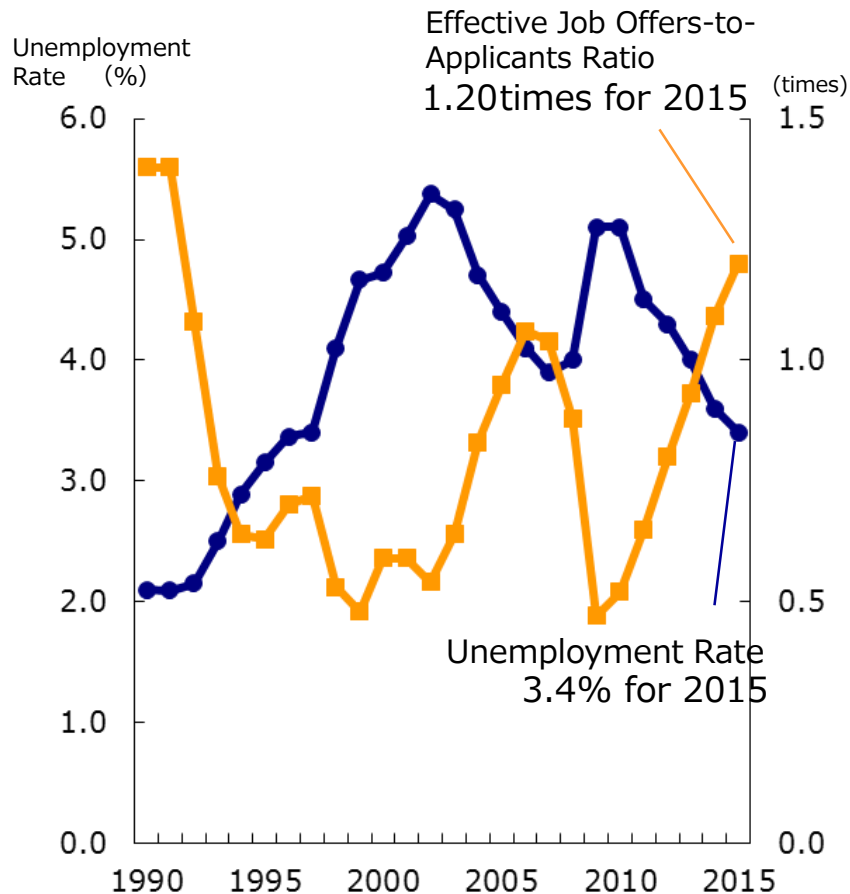




# Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio



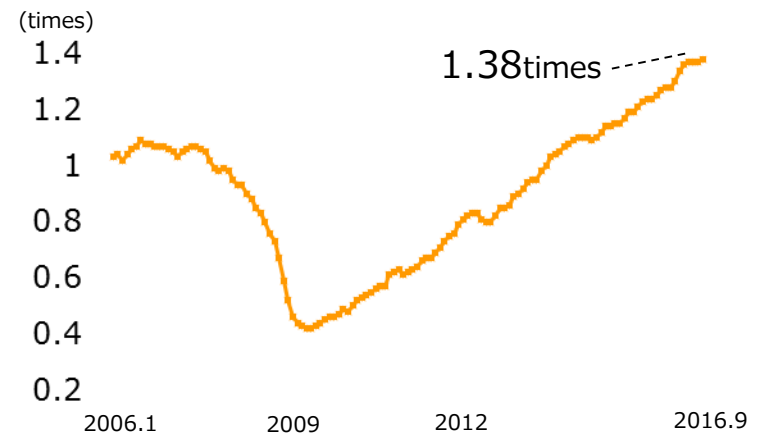
<Year Average>



< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >



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

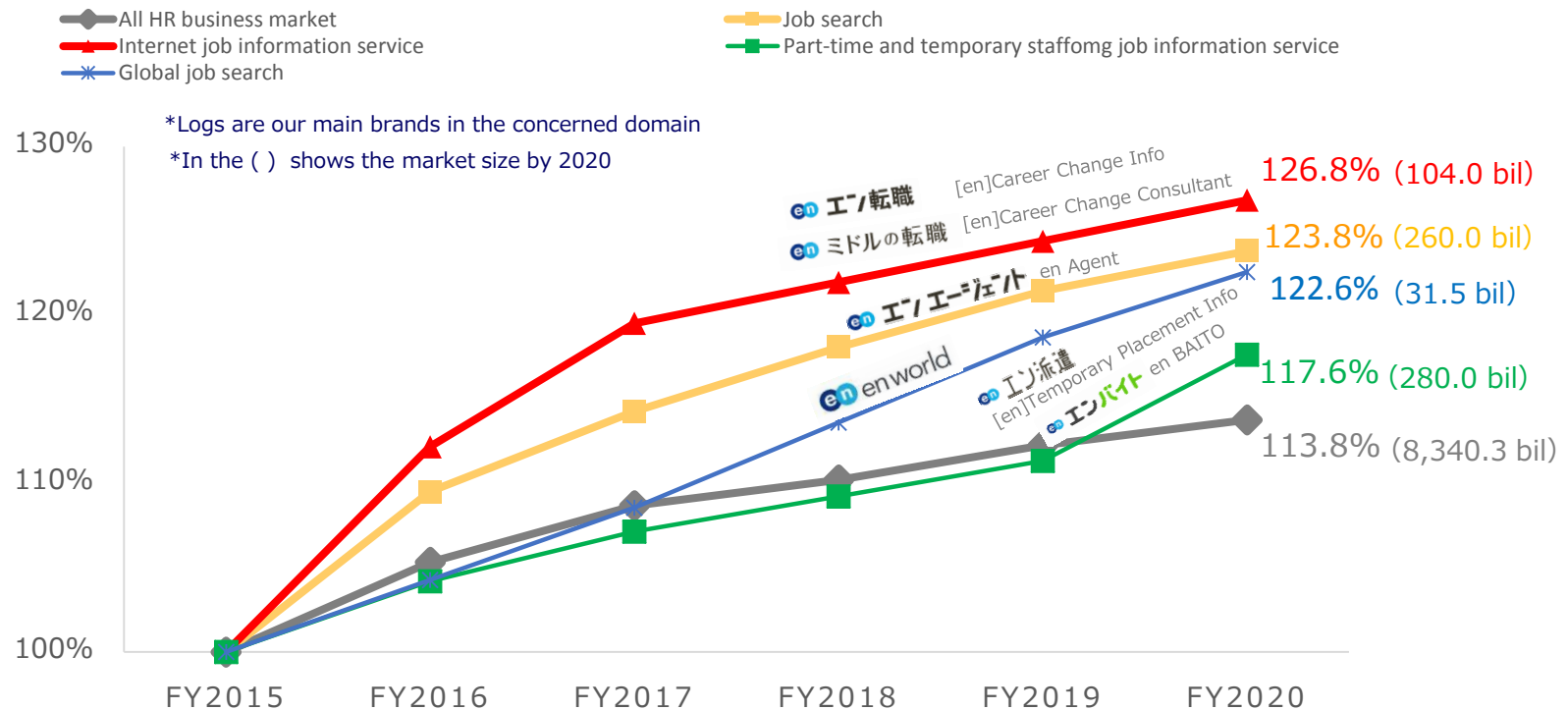
# The market environment

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



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

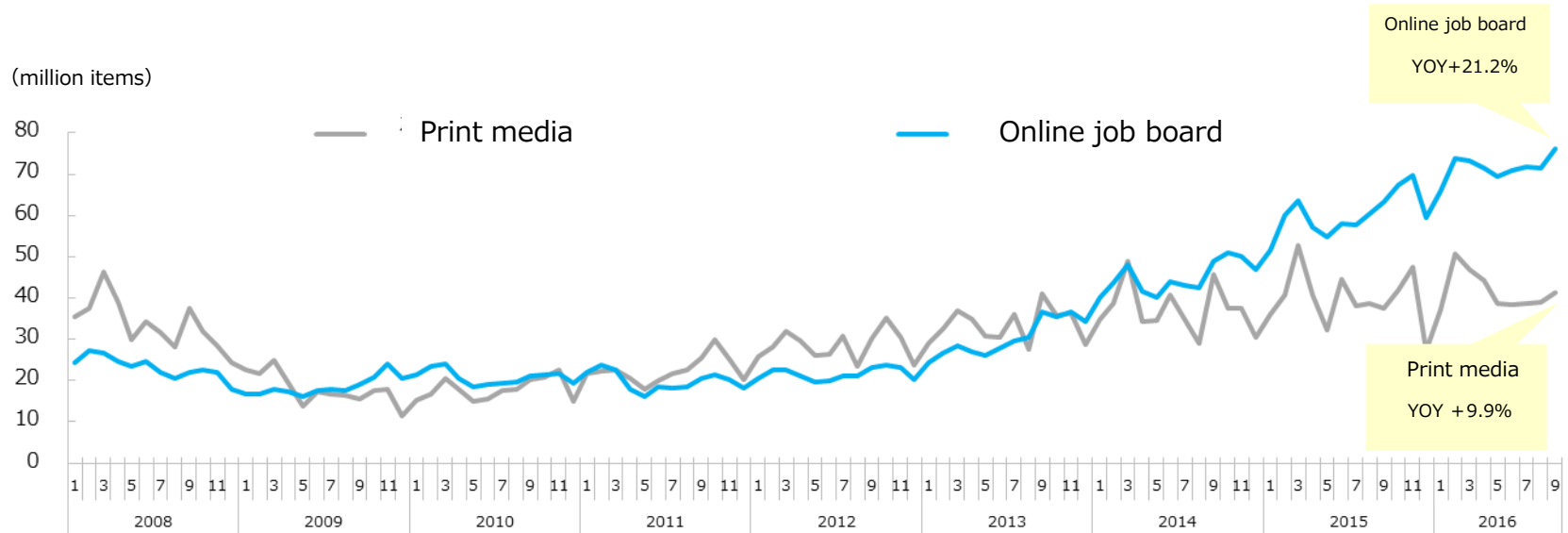
### Medium-to-long-term forecast for HR related business market(vs FY2015)



\*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” (Sep. 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 to Mar 2016, survey of 56 companies, Apr 2016~, survey of 55 companies )



■ en-japan inc. Administrative Office IR Group

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