










en-japan Inc.

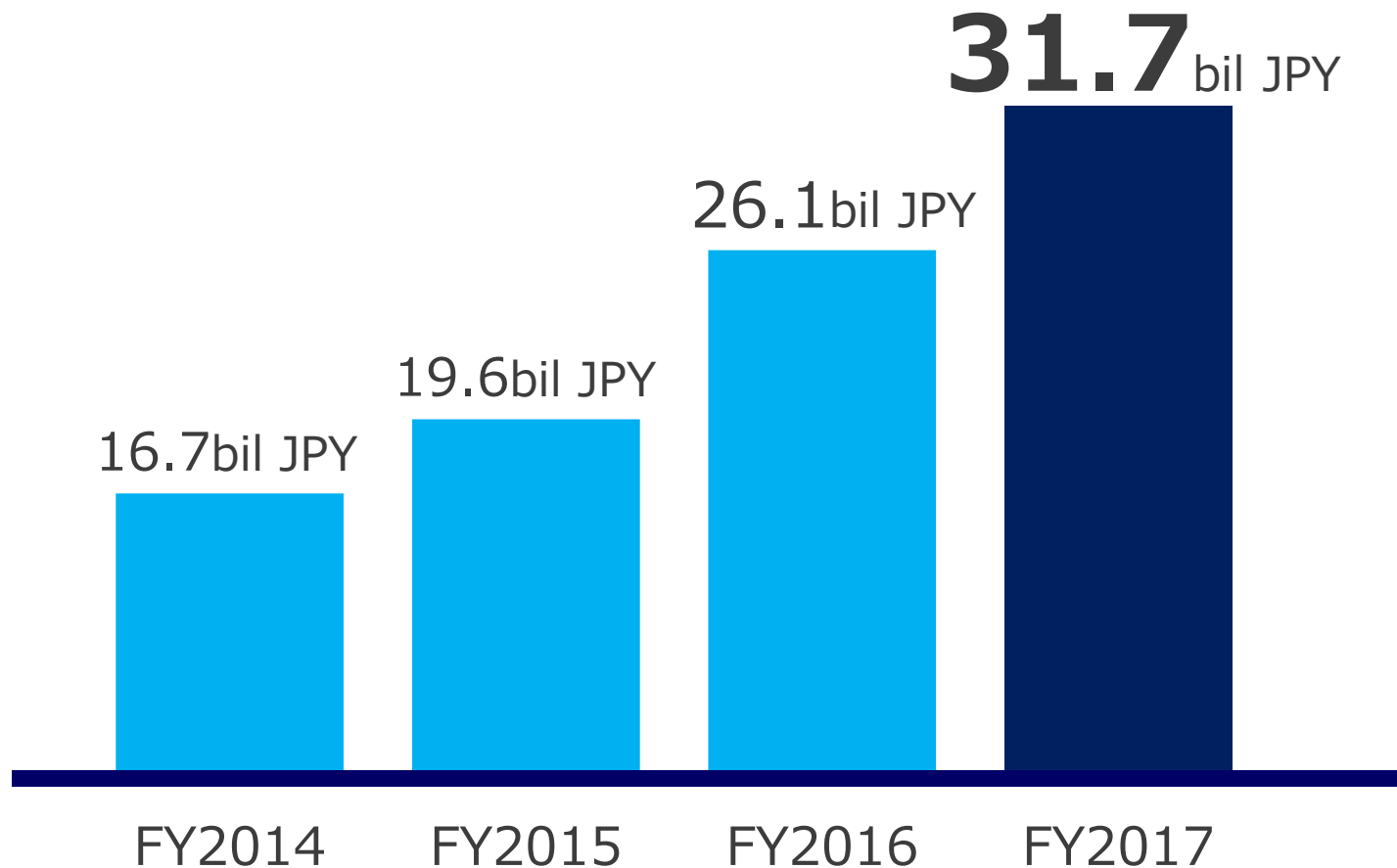
# FY Mar/2017 Earnings Review

May 11, 2017

-  **p3** Consolidated Performance Summary for FY Mar/2017
-  **p23** Performance Summary for FY Mar/2017 by Main Services
-  **p27** FY Mar/2018 Earnings Forecast
-  **p37** Return to Shareholders
-  **p39** Appendix
  -  Non-consolidated Income statement for FY Mar/2017
  -  Company Overview, and Market Data

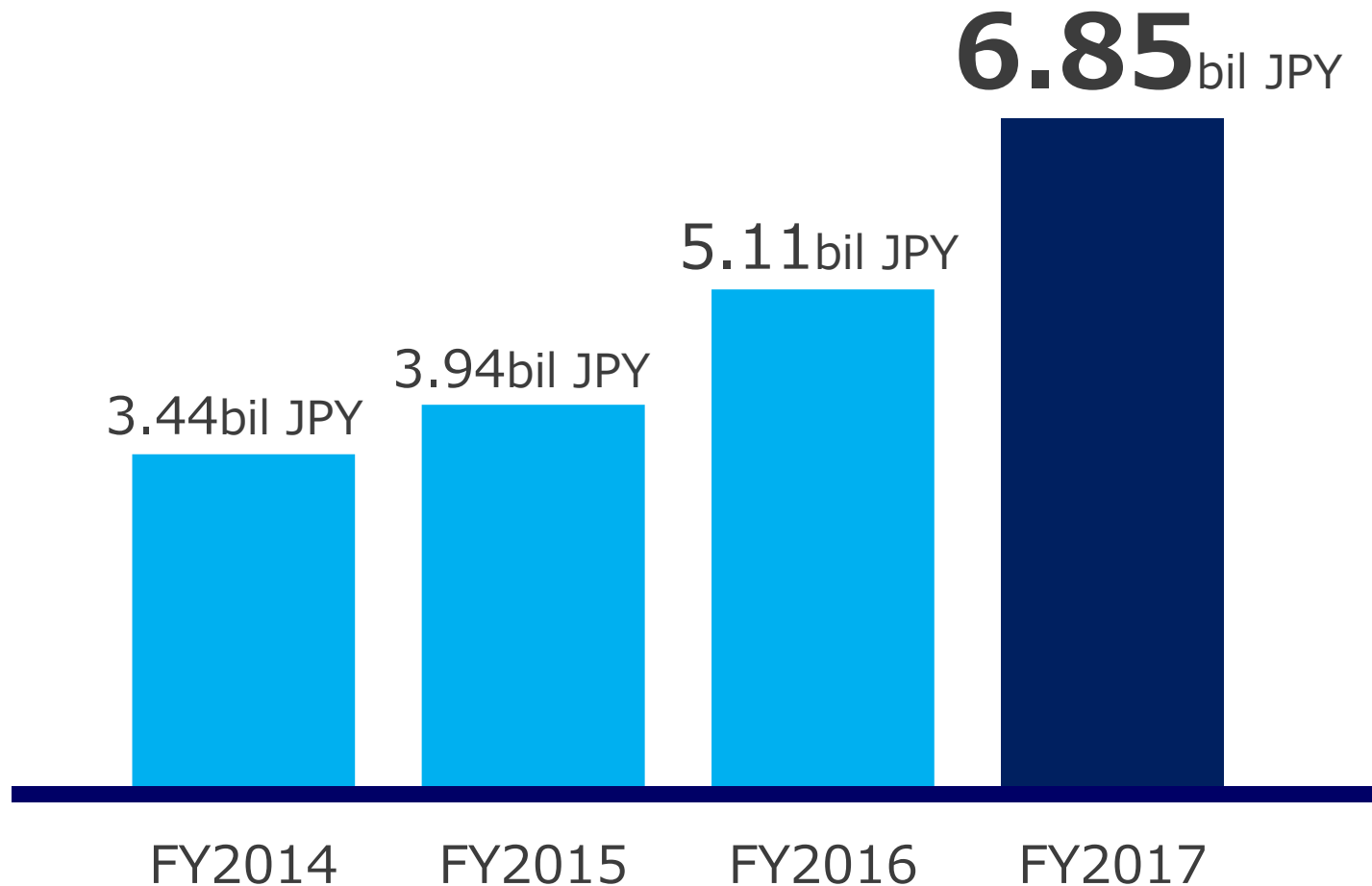
# Consolidated Performance Summary for FY Mar/2017

## Sales



Increased  
**21.4%**

## Operating Income

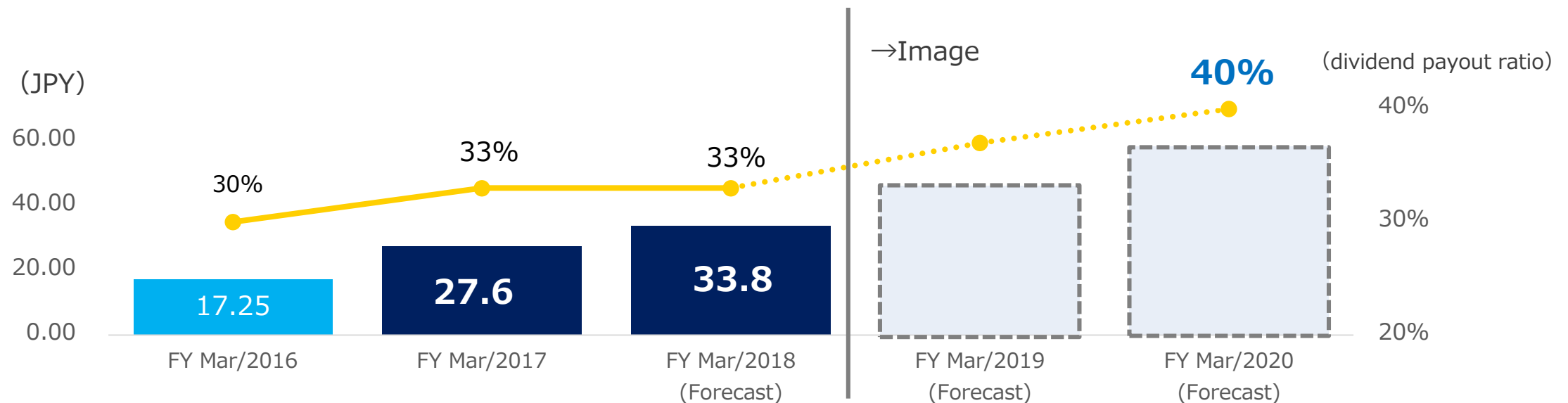


Increased  
**34.0%**

## Basic policy

The company targets a dividend payout ratio of over 30% and will decide the specific dividend payout ratio in consideration of business performance, financial conditions, investment plans, and other factors each fiscal year.

**In the medium-term, the company aims to achieve a dividend payout ratio of 40% for the fiscal year ending March 31, 2020.**



## Job Board

Main Job Board  
total  
Sales

**19,489 M JPY + 33.3% YoY**

- Each site managed to capture users and increase applicants steadily. Efforts to reinforce sales and increase efficiency contributed to expanding net sales.
- Net sales of [en]Career Change Info amounted to JPY 13,100 M (up 36% YoY) in FY2017, achieving robust results exceeding the plan in 4Q, a peak period. The number of new users increased.

## Job Search

Domestic  
total  
Sales

**7,826 M JPY + 5.9% YoY**

- en-japan's sales of job placement services in FY2017 increased 28% YoY, generating results on par with the plan. Net sales of the subsidiary EWJ in FY2017 were down 4% YoY as a result of focusing on enhancing the operating structure from FY2018.

## Expenses, Others

- Total expenses increased 18% YoY, mainly for promotion expenses and outsourcing expenses associated with enhancing operating efficiency.
- Posted a provision for year-end bonuses of approx. JPY 320 M in the 4th quarter (en-japan)

Higher recruitment needs due  
to structural factors

+

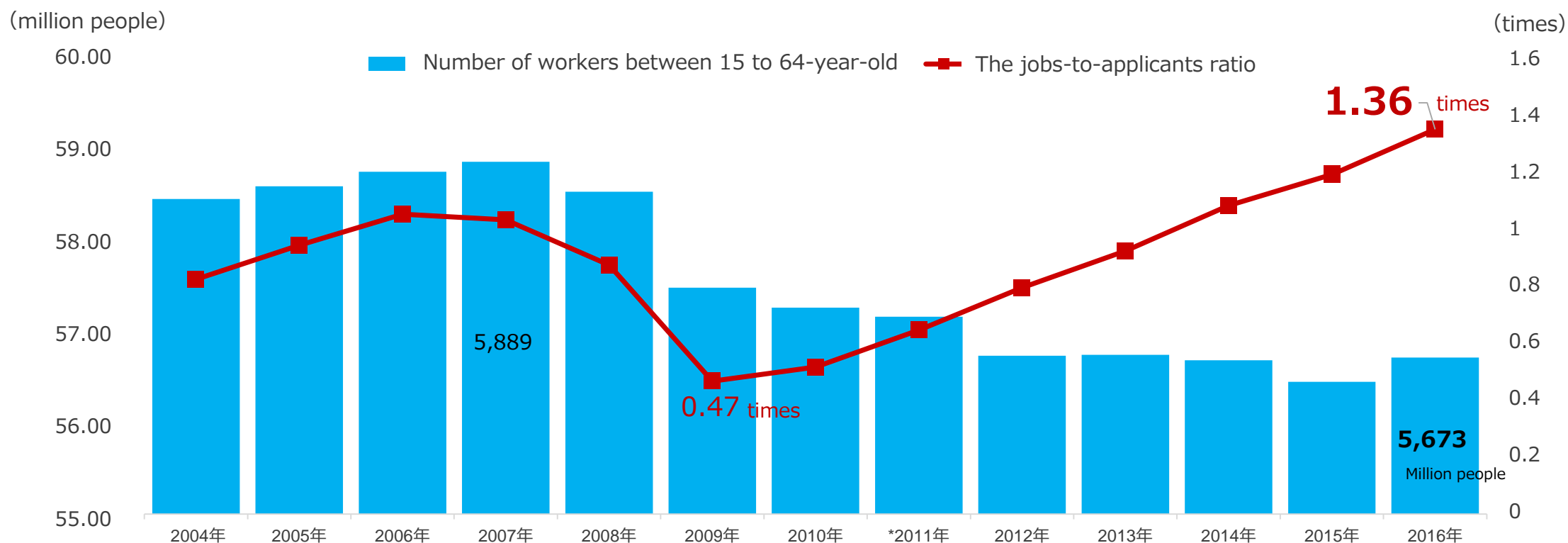
User-first services that offer  
differentiated features

+

Expansion of user population due to  
investments in promotional activities

No change in factors  
underlying growth and  
basic policies

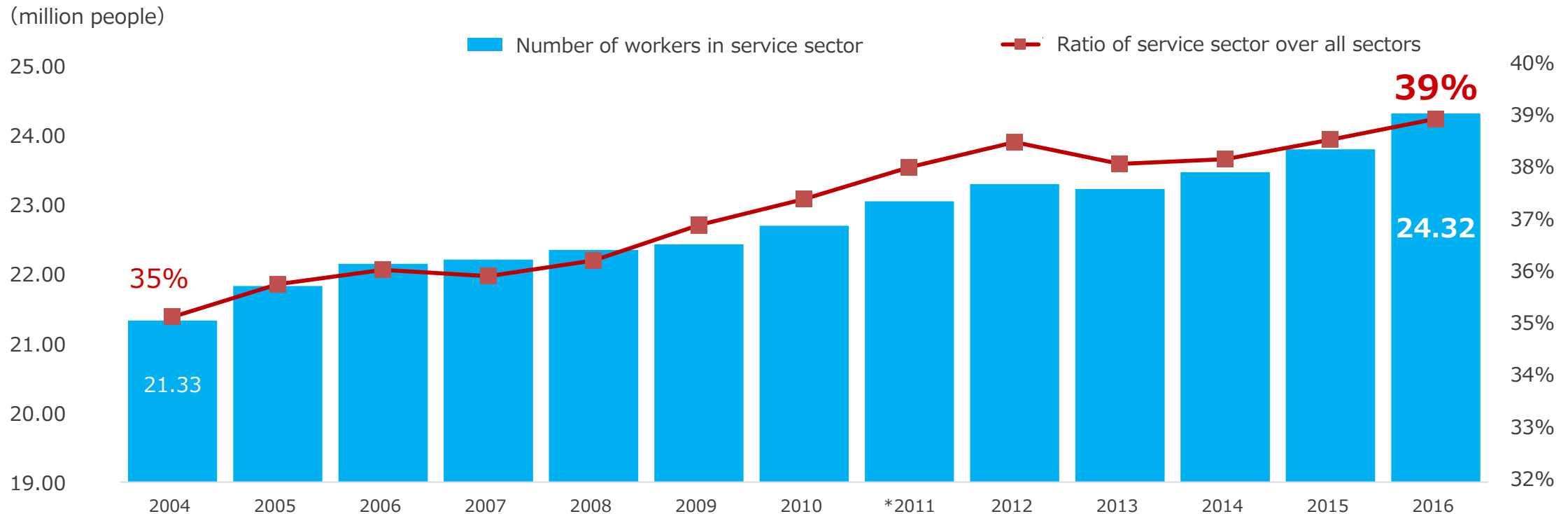
Number of workers who are between 15 to 64 years are decreasing, but supporting companies' demands for hiring



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

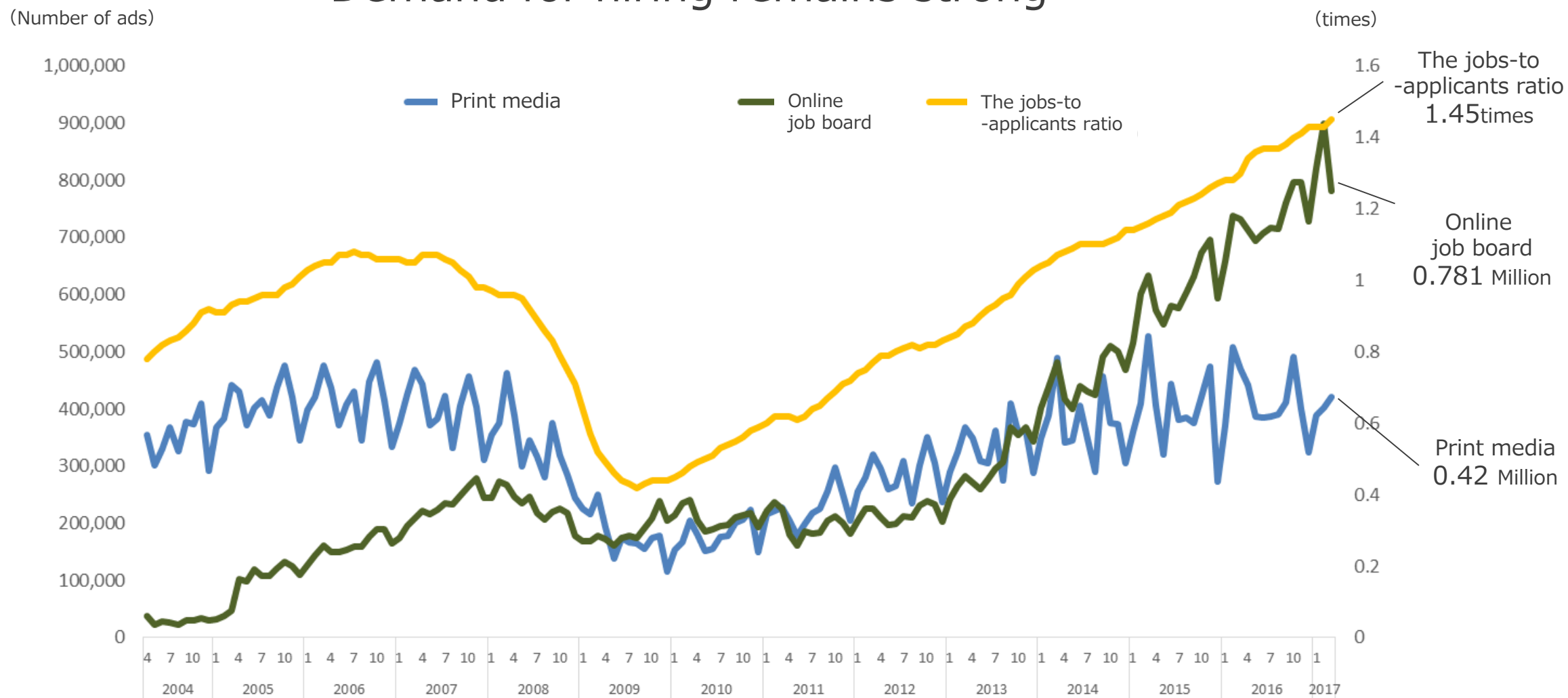
\*The number for 2011 is estimated figure for the reference.

# The market environment

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



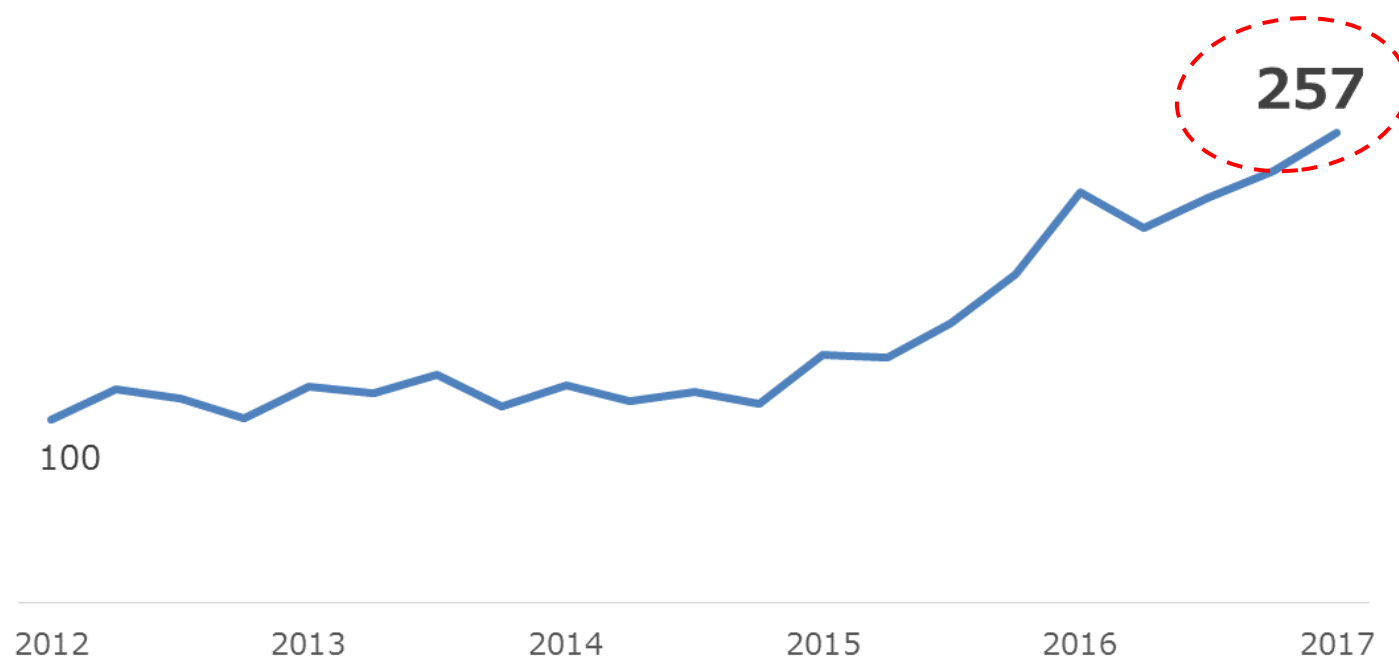
### Demand for hiring remains strong



Source: Association of Job Information of Japan "Job Advertisement Numbers" (Mar. 2017)

 **転職** [en] Career Change Info

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



Inquiries on hiring from companies remain at a high level

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

Complement the country's policy and deploy businesses that contribute to resolving issues of the country.

## Issues faced by Japan

Concerns about the worsening of economic and financial conditions due to the decreasing birth rate and aging population

## Measure

Realization of dynamic engagement of all citizens

## State policy: "Working style reforms"

### Quantitative expansion of employment

Ensuring active female & senior workers; promoting employment of young workers; correcting lengthy working hours; promoting side jobs; promoting liquidity of employment; having equal pay for equal work; etc.



Provision of  
existing & new  
services

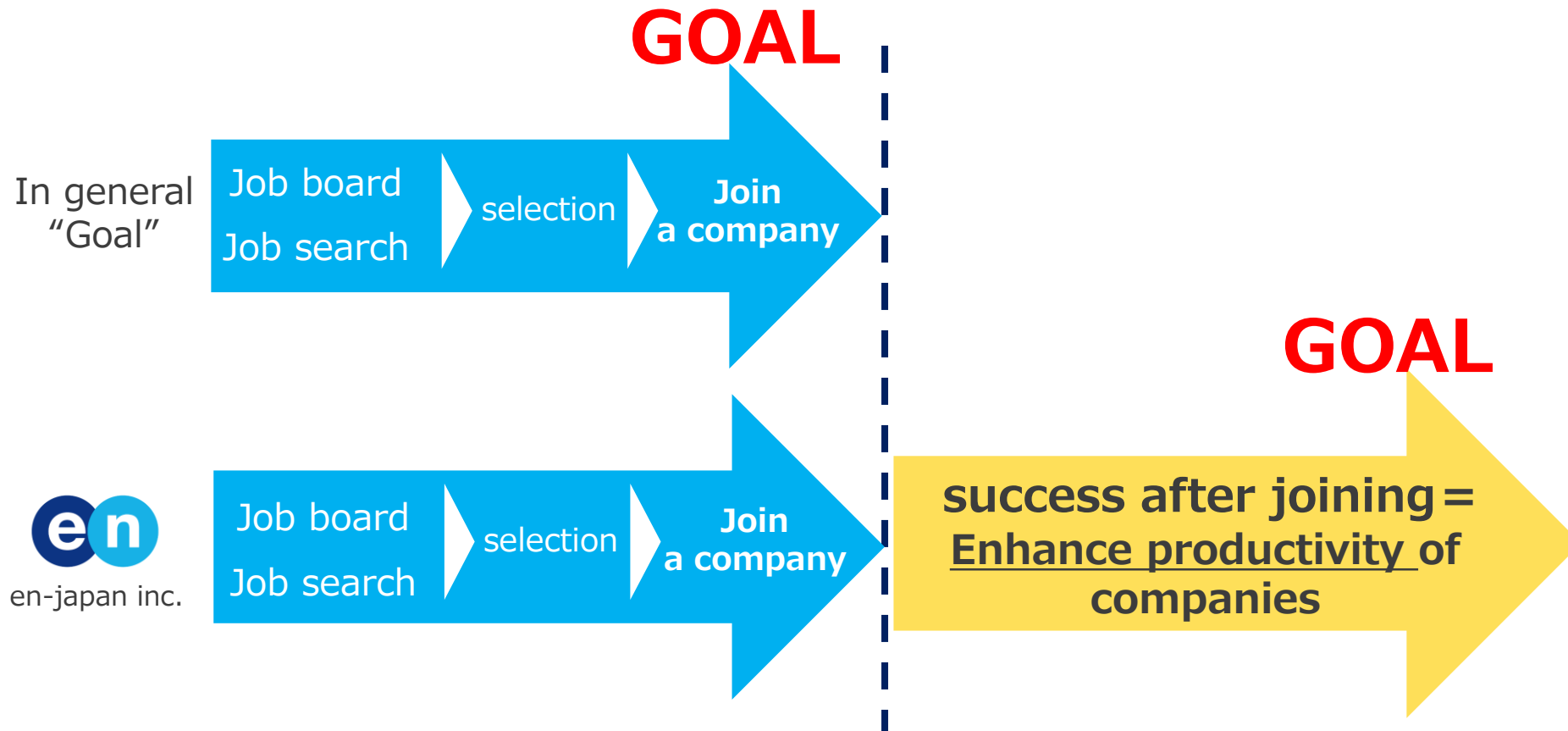


## "success after joining"

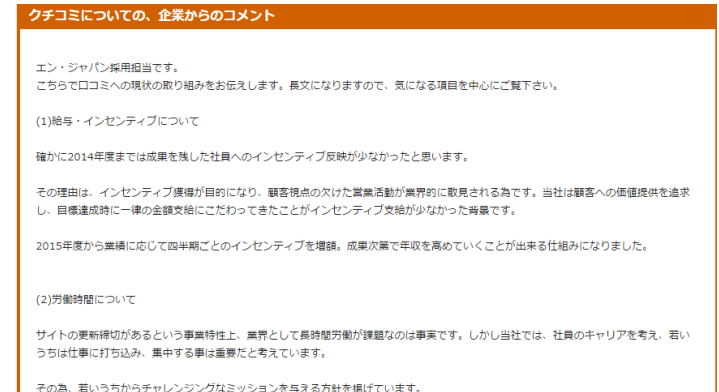
### Quality enhancement of employment ⇒ Productivity enhancement

Reducing mismatching through provision of true information and post-employment support; active demonstration of competence upon joining a company

en-japan's goal is to have workers demonstrate competence upon entering companies. en-japan focuses on recruitment with little mismatches and post-employment support.



# Strengths and Differentiated Features of Services



100% of job advertisements based on interviews  
(Detailed and objective information, Staff name and photo)

Industry's first linkage between word-of mouth sites and  
recruitment advertisements  
Functions to provide companies' comments regarding word-  
of-mouth

## ● en “success after joining” support program

- Provide support via email for three years after joining
- Provide en College courses free of charge (achieve success quickly after joining)
- Provide gifts one year after joining

etc.

# Actively deployed TV commercials for [en]Career Change Info Reinforced transportation ads and online promotions



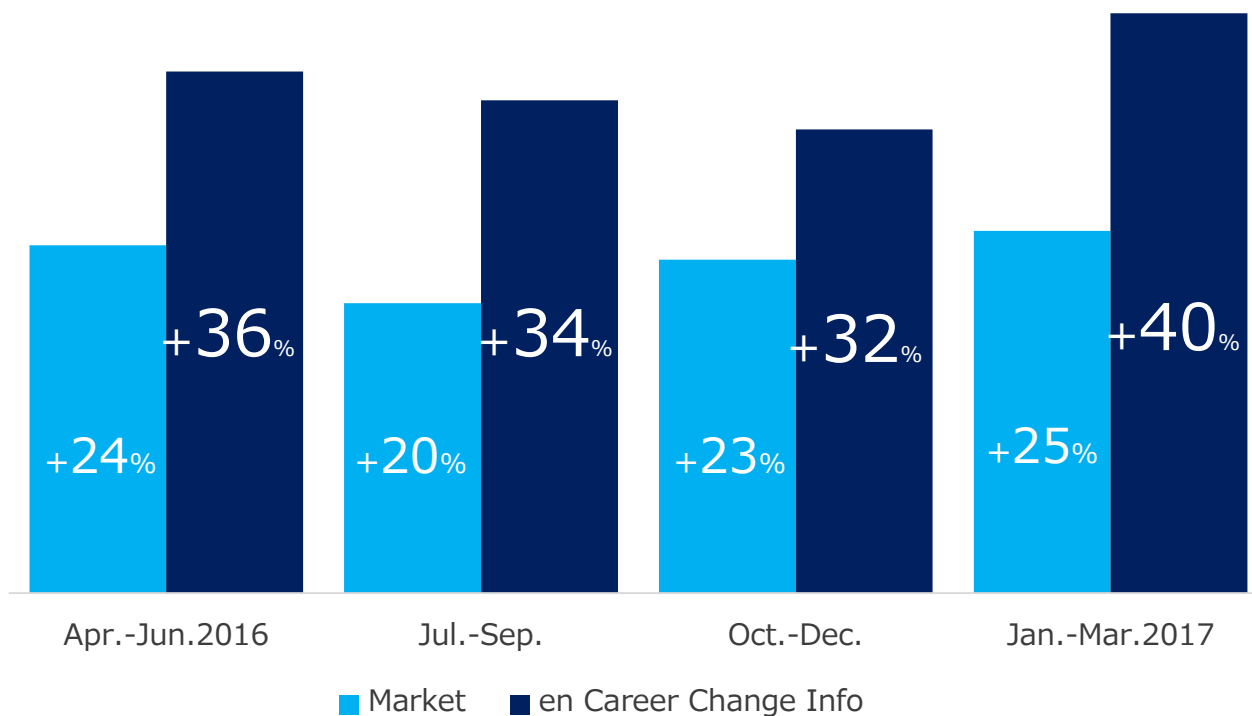
- Run by: Major networks in Tokyo, Tokai, Kansai and Fukuoka



- Area : The main area stations

## **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.

Already 30,000 firms have implemented the recruitment support system “engage.” en-japan formed an alliance with OBC, which has a high share in business package software for small-and-medium-sized enterprises.

Began individually providing “engage” to 100,000 or more corporate customers of OBC.

\*OBC・・・OBIC BUSINESS CONSULTANTS CO., LTD.



August 29, 2016 release

### engage

- A totally free-of-charge cloud-type recruitment support system
- Enables even users with no knowledge about the web to easily create and update recruitment websites. The system may also be applied for smartphones.
- Scouting of users of [en]Career Change Info , which holds 5 million or more members is also possible.

# [FY Mar/2017Results]Consolidated Income Statement



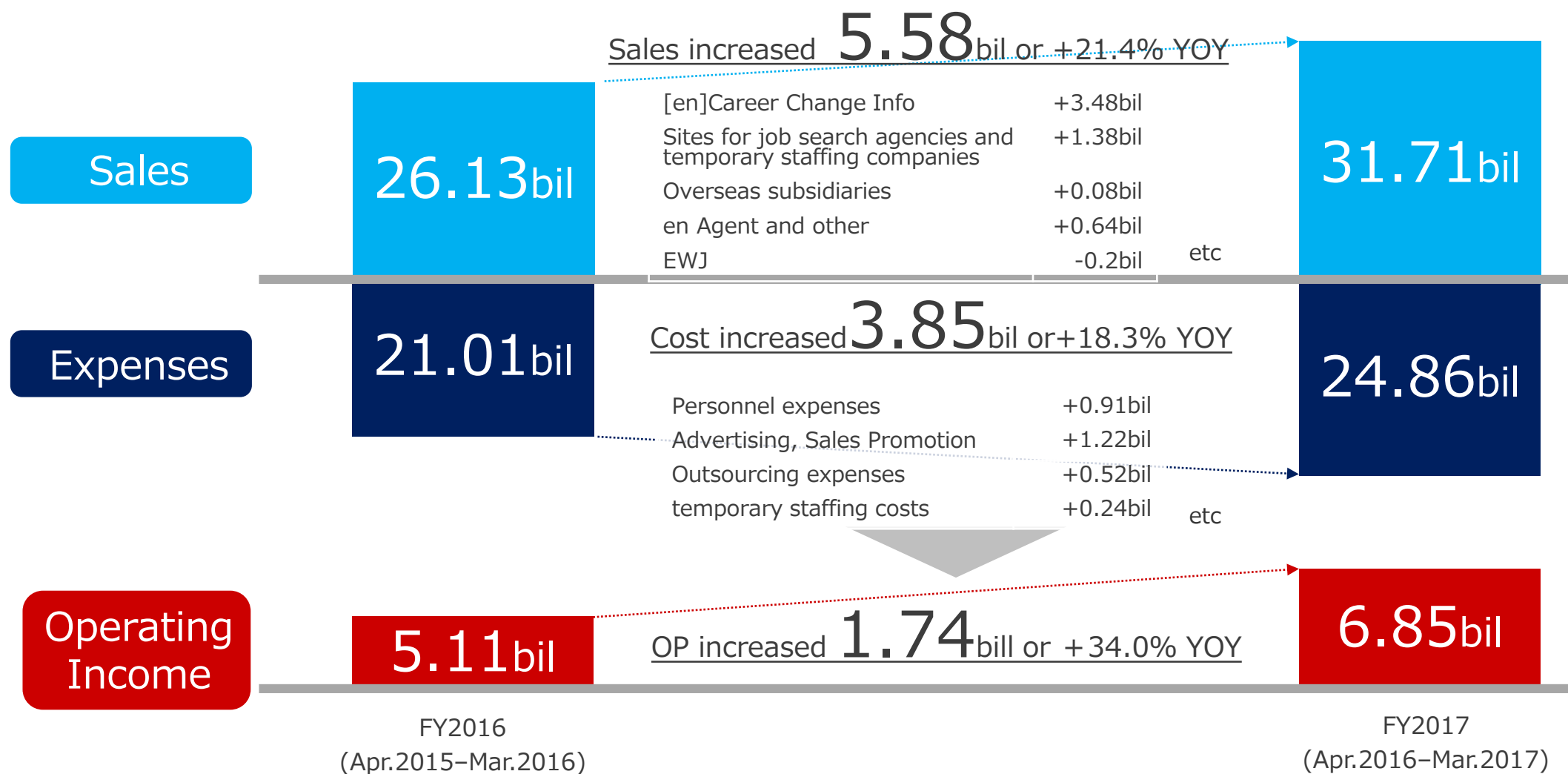
	FY2016 (Apr.2015–Mar.2016)		FY2017 (Apr.2016–Mar.2017)		YOY change (million yen)	YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net Sales	26,135	100.0%	31,719	100.0%	5,584	21.4%	Growth achieved mainly by Job Board
Cost of Sales	2,396	9.2%	3,185	10.0%	789	32.9%	
Personnel	1,547	5.9%	2,011	6.3%	464	30.0%	Reinforced personnel for script writing, year-end bonuses, and increased depreciation expenses associated with site renewal
Other	849	3.3%	1,174	3.7%	324	38.2%	
Gross Profit	23,738	90.8%	28,533	90.0%	4,795	20.2%	
S G A (Sales, general & administrative)	18,620	71.2%	21,677	68.3%	3,056	16.4%	
Personnel	9,152	35.0%	9,600	30.3%	447	4.9%	Lower personnel expenses associated with enhanced efficiency, and year-end bonuses
Advertising, Sales Promotion	4,769	18.3%	5,988	18.9%	1,218	25.5%	Enhanced online advertisement to acquire new users
Other	4,698	18.0%	6,087	19.2%	1,389	29.6%	Increased outsourcing expenses associated with enhanced operating efficiency, temporary staffing costs, and others
Operating Income	5,118	19.6%	6,856	21.6%	1,738	34.0%	
Ordinary Income	5,047	19.3%	6,848	21.6%	1,801	35.7%	
Net Income attributable to en-japan	2,756	10.5%	4,005	12.6%	1,249	45.3%	

# Changing Factor of Earnings Year on Year

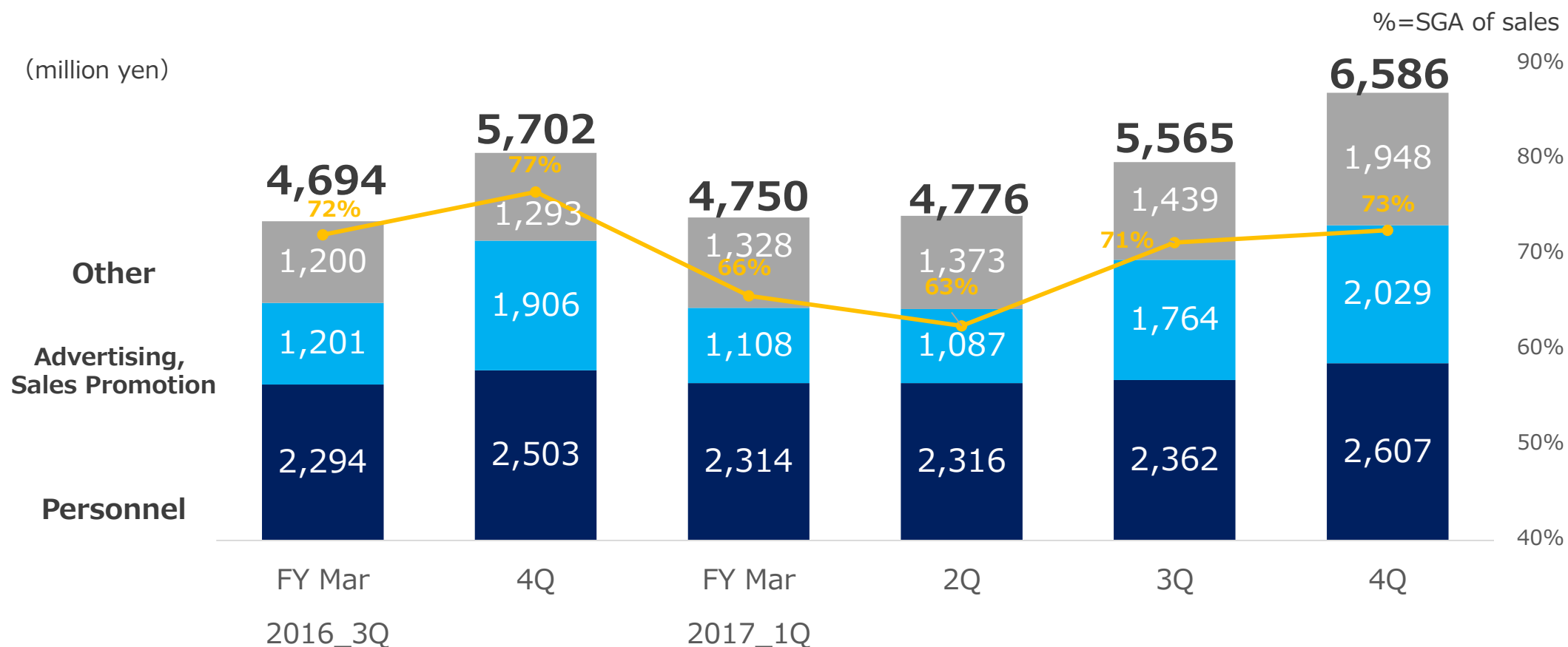


Year on year

(JPY)



SGA expenses increased 15.5% YoY in the 4th quarter;  
year-end bonuses and outsourcing expenses increased among others.



# Changing Factor of Earnings by plans vs Announced Nov.10, 2016



## By Plans

(JPY)

### Sales

31.11bil

Sales increased **0.6** bil or +2.0% YOY

[en]Career Change Info	+0.33bil
Sites for job search agencies and temporary staffing companies	+0.26bil
Overseas subsidiaries	+0.09bil
en Agent and other	+0.05bil
EWJ	-0.09bil etc.

31.71bil

### Expenses

24.31bil

Cost increased **0.55** bil or +2.3% YOY

Personnel expenses	+0.31bil
Advertising, Sales Promotion	-0.27bil
Outsourcing expenses	+0.2bil
Depreciation expense	+0.1bil etc.

24.86bil

### Operating Income

6.80bil

OP increased **0.05** bill or +0.8% YOY

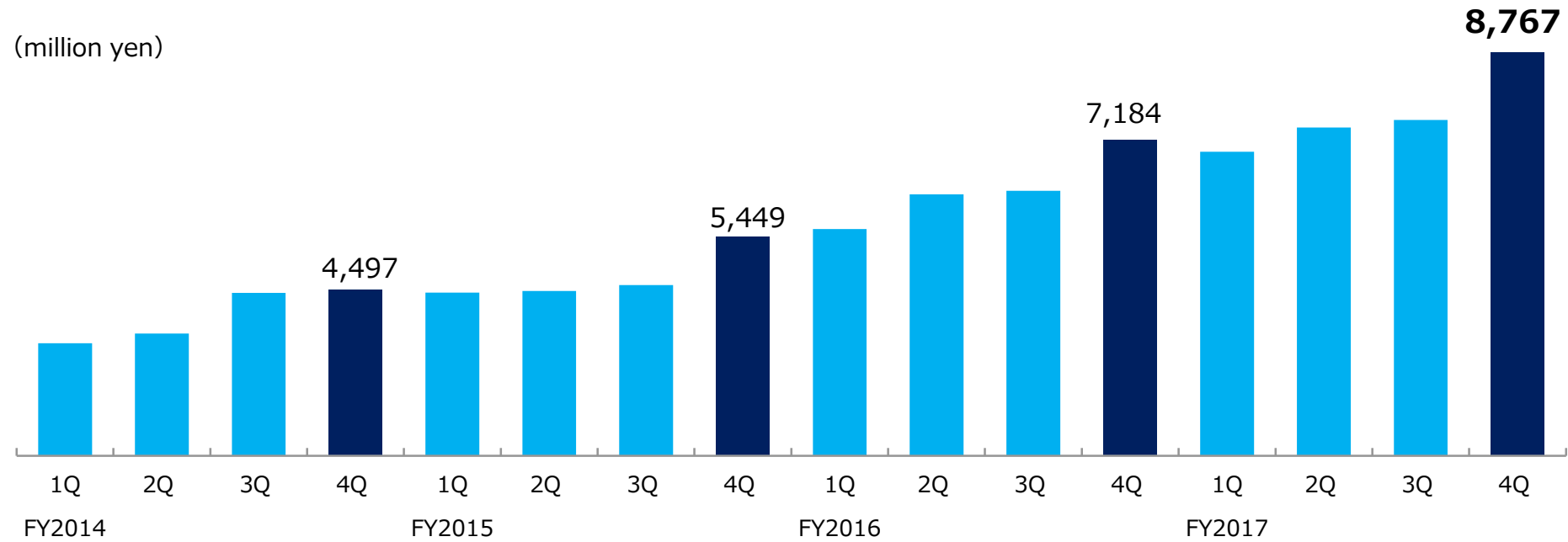
6.85bil

FY2016  
(Apr.2015–Mar.2016)

FY2017  
(Apr.2016–Mar.2017)

# Performance Summary for FY Mar/2017 by Main Services

# Sales of Hiring Business (By quarter)



(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	3Q FY2017	4Q 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	3,296	4,097
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	1,578	1,855
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	1,122	1,176
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	730	709
Other	594	532	502	501	526	567	628	739	682	633	697	819	945	841	837	975
<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>	<b>7,549</b>	<b>8,767</b>

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

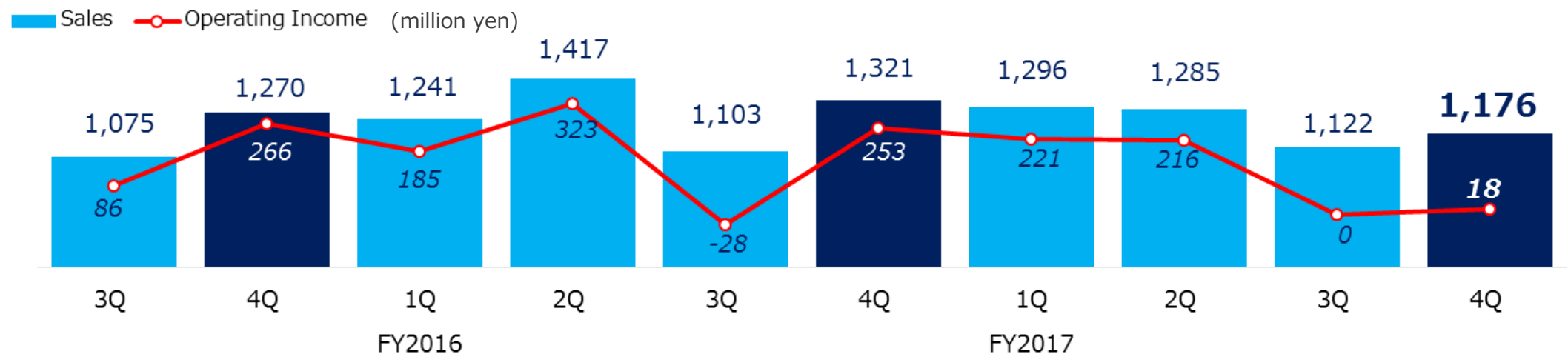
\*Include a fraction and eliminations

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

## Results of en world Japan

		Sales	Operating Income
4Q	<b>1,176M</b> JPY	11.0% decrease vs. YOY	<b>18M</b> JPY 92.7% decrease vs. YOY
Full year	<b>4,880M</b> JPY	4.0% decrease vs. YOY	<b>455M</b> JPY 37.8% decrease vs. YOY

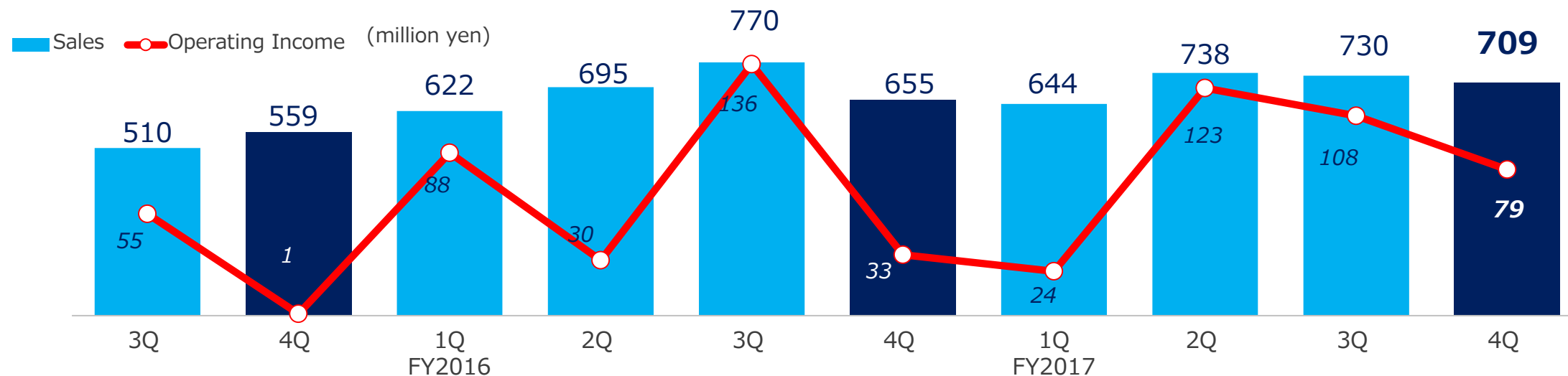
- Net sales and operating income decreased temporarily in FY2017, as a result of the focus on enhancing the operating structure such as through education for managers and consultants.
- The speed of business recovery is expected to decelerate due to the characteristics of the business model, despite a plan to achieve further growth.



## Results of overseas subsidiaries

		Sales	Operating Income
4Q	<b>709M</b> JPY	8.2% increase vs. YOY	<b>79M</b> JPY 139.4% increase vs. YOY
Full year	<b>2,822M</b> JPY	2.9% increase vs. YOY	<b>336M</b> JPY 17.7% increase vs. YOY

- Net sales and operating income increased YoY in the 4th quarter.
- Growth in Vietnam with large businesses drove overall business performance.



# FY Mar/2018 Earnings Forecast

## Basic Policies

- Further enhance and make investments in hiring services
  - In the area of online job board, further increase the number of advertising listings
  - In the area of job search, enhance productivity of en Agent and EWJ
- Launch new hiring services
  - Start direct recruiting services in [en]Career Change Consultant
  - Release “AMBI” specializing in high achievers in their 20s etc.
- Pursue selection and concentration of overseas business
  - Concentrate resources in countries in Asia where business performance is expected to expand in the future
- For advertising and promotion, enhance existing job information websites and make investments primarily in new services

# FY Mar/2018 Earnings Forecast ( Consolidated )



	FY2017 (Apr.2016–Mar.2017)		FY2018 Forecast (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change (%)	Note
	(million yen)	% of Sales	(million yen)	% of Sales			
Net Sales	31,719	100.0%	37,430	100.0%	5,711	18.0%	Growth achieved mainly by en-japan
Cost of Sales	3,185	10.0%	3,713	9.9%	527	16.5%	
Personnel	2,011	6.3%	2,373	6.3%	362	18.0%	
Other	1,174	3.7%	1,339	3.6%	164	14.1%	
Gross Profit	28,533	90.0%	33,718	90.1%	5,184	18.2%	
SGA (Sales, general & administrative)	21,677	68.3%	26,018	69.5%	4,340	20.0%	
Personnel	9,600	30.3%	11,252	30.1%	1,652	17.2%	Increases primarily in en-japan and EWJ
Advertising, Sales Promotion	5,988	18.9%	7,484	20.0%	1,496	25.0%	Primarily by en-japan for linkage between sales and new services
Other	6,087	19.2%	7,281	19.5%	1,194	19.6%	Outsourcing expenses associated with enhancing efficiency, etc
Operating Income	6,856	21.6%	7,700	20.6%	843	12.3%	
Ordinary Income	6,848	21.6%	7,600	20.3%	751	11.0%	
Net Sales	4,005	12.6%	4,900	13.1%	894	22.3%	

# [FY2018 Forecast] Changing Factor of Earnings (Consolidated)



Year on year

Sales increased by 5.71 bil or 18.0% YOY (JPY)

Sales

31.71bil

[en]Career Change Info	+3.14bil
Sites for job search agencies and temporary staffing companies	+0.9bil
Oversea subsidiaries	+0.49bil
en Agent and other	+0.45bil
EWJ	+0.37bil etc

37.43bil

Expenses

24.86bil

Cost increased by 4.86 bil or 19.5% YOY

Personnel expenses	+2.01bil
Advertising, Sales Promotion	+1.49bil
Outsourcing expenses	+0.69bil etc

29.73bil

Operating Income

6.85bil

OP increased 0.84 bil or 12.3% YOY

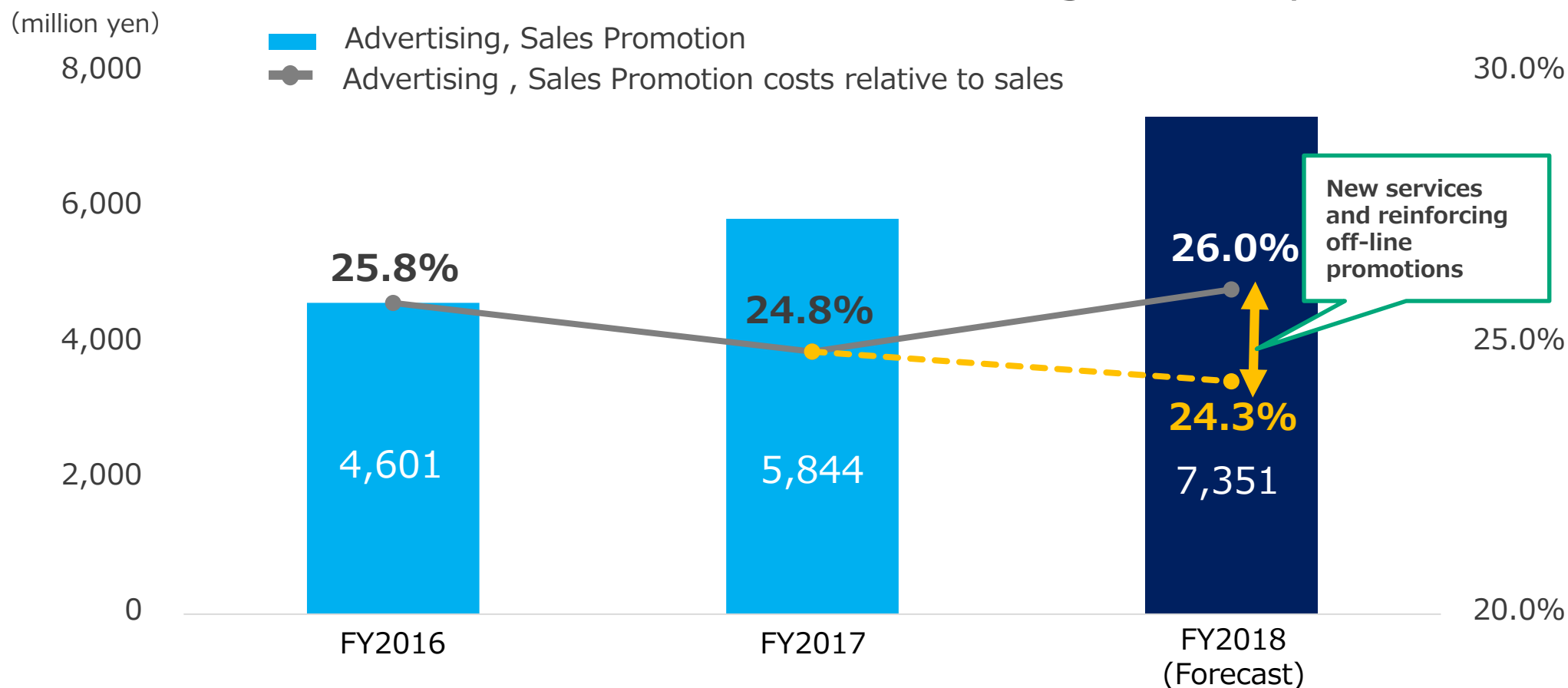
7.70bil

FY2017  
Actual

FY2018  
Forecast

## Non-consolidated

The rise in advertising, sales promotion costs relative to sales of non-consolidated en-japan is due primarily to new services and reinforcing off-line promotion

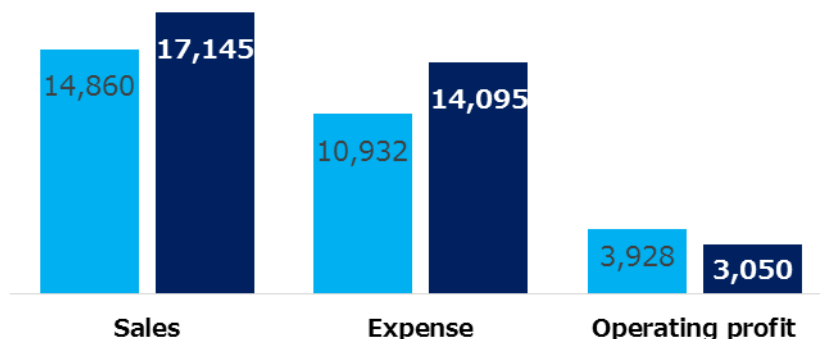


(YoY) Reinforcing promotional activities in the first half and improving subsidiaries' net sales in the second half

➔ A sharp increase in income is expected in the second half

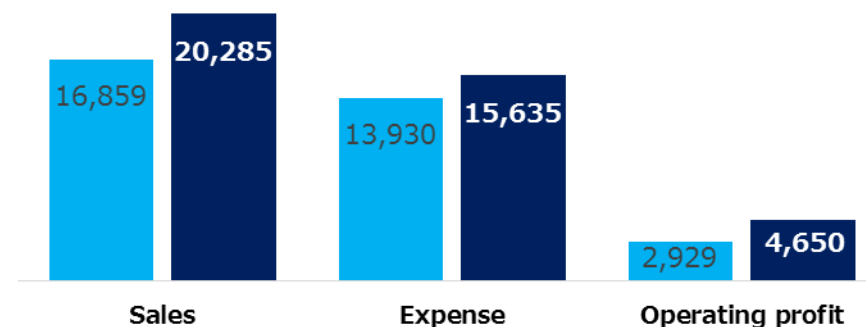
## First half

(million yen) ■ FY2017 ■ FY2018 forecast



## Second half

■ FY2017 ■ FY2018 forecast



YOY (million yen)	First half				Second half				(Reference) FY2018 full year forecast
	FY2018 forecast	FY2017	YOY change	% of YOY change	FY2018 forecast	FY2017	YOY change	% of YOY change	
Sales	17,145	14,860	2,285	15.4%	20,285	16,859	3,426	20.3%	37,430
Expense	14,095	10,932	3,163	28.9%	15,635	13,930	1,705	12.2%	29,730
Operating profit	3,050	3,928	-878	-22.4%	4,650	2,929	1,721	58.8%	7,700

# [FY Mar/2018] Performance forecast by company



(million yen)

		FY Mar/2017 Actual	FY Mar/2018 plan	YoY change
en-japan	Sales	23,520	28,246	20.1%
	Operating Income	6,559	7,486	14.1%
	Operating Income ratio(%)	27.9%	26.5%	
en world Japan	Sales	4,880	5,250	7.6%
	Operating Income	455	362	-20.4%
	Operating Income ratio(%)	9.3%	6.9%	
Overseas Subsidiaries	Sales	2,822	3,320	17.6%
	Operating Income	336	400	19.0%
	Operating Income ratio(%)	11.9%	12.0%	
Other Subsidiaries	Sales	658	813	23.6%
	Operating Income	35	4	-88.6%
	Operating Income ratio(%)	5.3%	0.5%	
Company-wide adjustments	Sales	-161	-199	—
	Operating Income	-529	-552	—

# [FY Mar/2018] Performance forecast by segments



(million yen)

		FY Mar/2017 Actual	FY Mar/2018 plan	YoY change
Hiring Business	Sales	30,702	36,291	18.2%
	Operating Income	7,052	7,639	8.3%
	Operating Income ratio(%)	23.0%	21.0%	
Education and Evaluation	Sales	1,099	1,238	12.6%
	Operating Income	-176	97	—
	Operating Income ratio(%)	-16.0%	7.8%	
Company-wide adjustments	Sales	-82	-99	—
	Operating Income	-20	-36	—

(million yen)

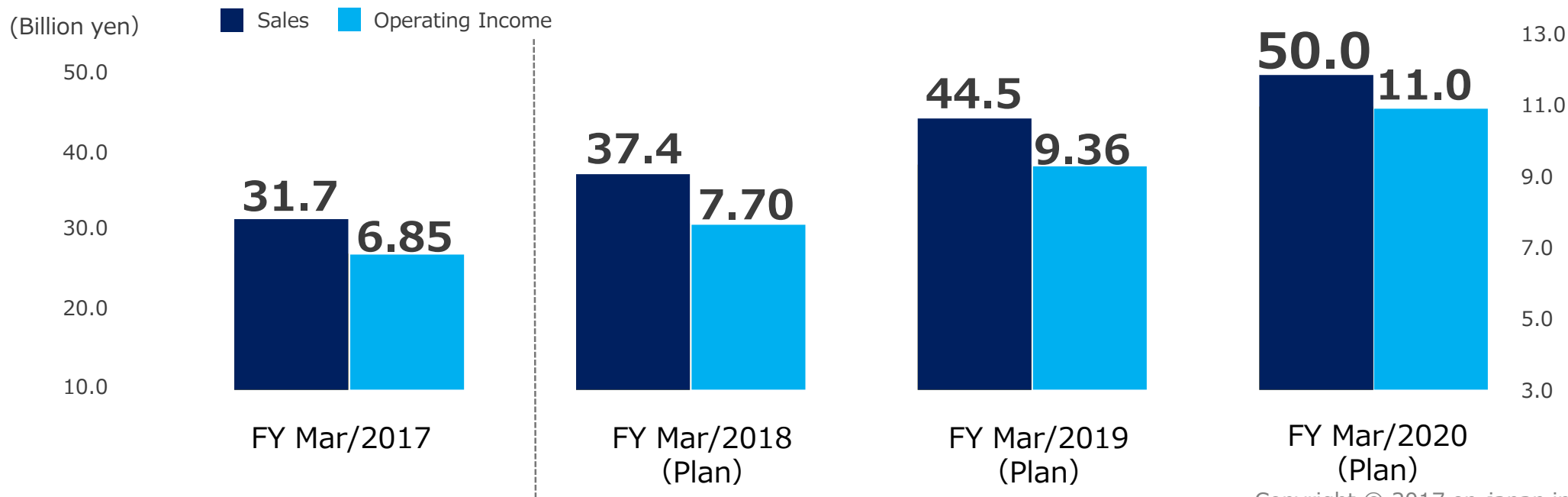
	Sales				Note
	FY Mar/2017 Actual	YoY change (vs FY Mar/2016)	FY Mar/2018 Revised plan	YoY change	
<b>Hiring Business</b>					
Job Board	<b>19,488</b>	33.2%	<b>23,535</b>	20.8%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, stc.
Job Search	<b>7,825</b>	7.0%	<b>8,642</b>	10.4%	Total of domestic job search services
Overseas Subsidiaries	<b>2,822</b>	2.9%	<b>3,318</b>	17.6%	Mainly job search. Navigos operates job board also.

Plan for  
FY Mar/2018

**Sales 50.0 bil JPY (+57.7 % compared to FY Mar/2017)**  
**Operating Income 11.0 bil JPY (+60.5 % compared to FY Mar/2017)**

## 【Basic Policies】

- Hiring business in Japan: Establish solid market presence in terms of quality and quantity
- Overseas business: Accelerate selection and concentration of resources and achieve solid growth at offices where resources are concentrated
- New business: Establish solid business size mainly in the area of recruiting services

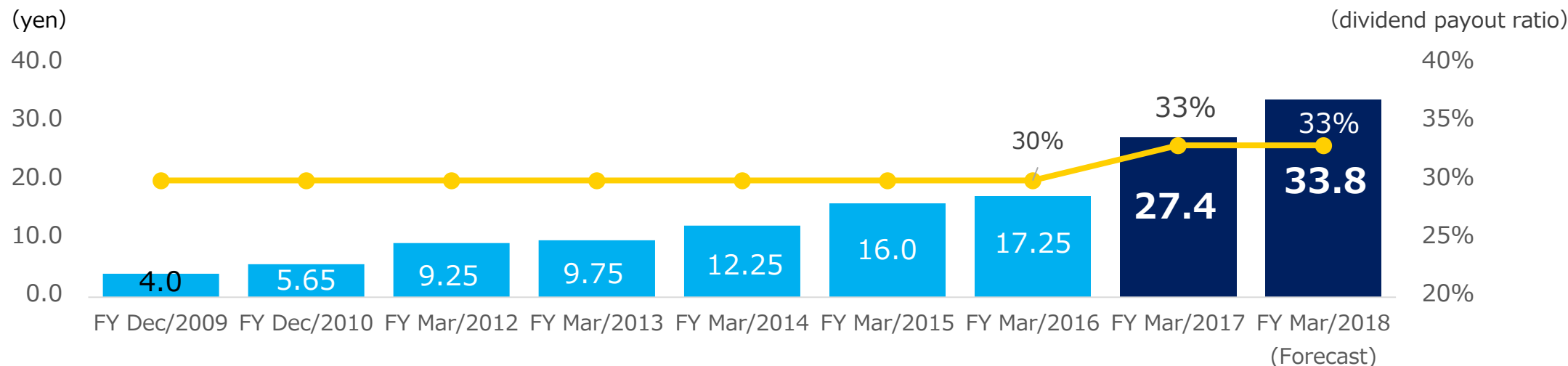


# Return to Shareholders

## Basic policy regarding profit distribution

The company targets a dividend payout ratio of over 30% and will decide the specific dividend payout ratio in consideration of business performance, financial conditions, investment plans, and other factors each fiscal year. **In the medium-term, the company aims to achieve a dividend payout ratio of 40% for the fiscal year ending March 31, 2020, the final year.**

## Dividends per share and dividend payout ratio



- \*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.
- \*3: Dividends for the fiscal year ended March 31, 2017 will be decided at the 17th general meeting of shareholders.
- \*4: The difference with the dividend payout ratio listed on the financial summary is due to the amount of dividends for J-ESOP.

# Appendix

# Non-consolidated Income statement for FY Mar/2017

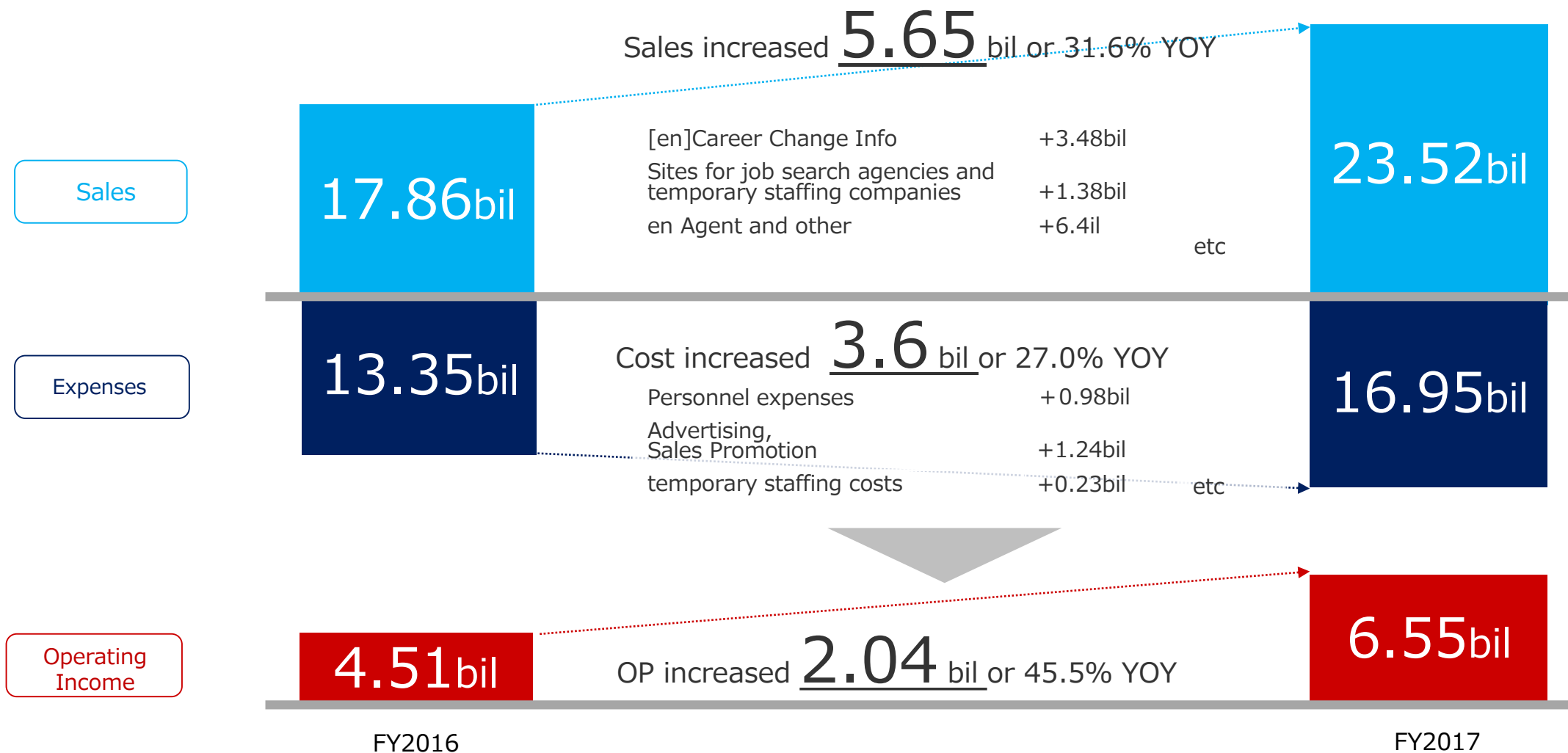
# [FY Mar/2017 Results] Non-consolidated Income statement



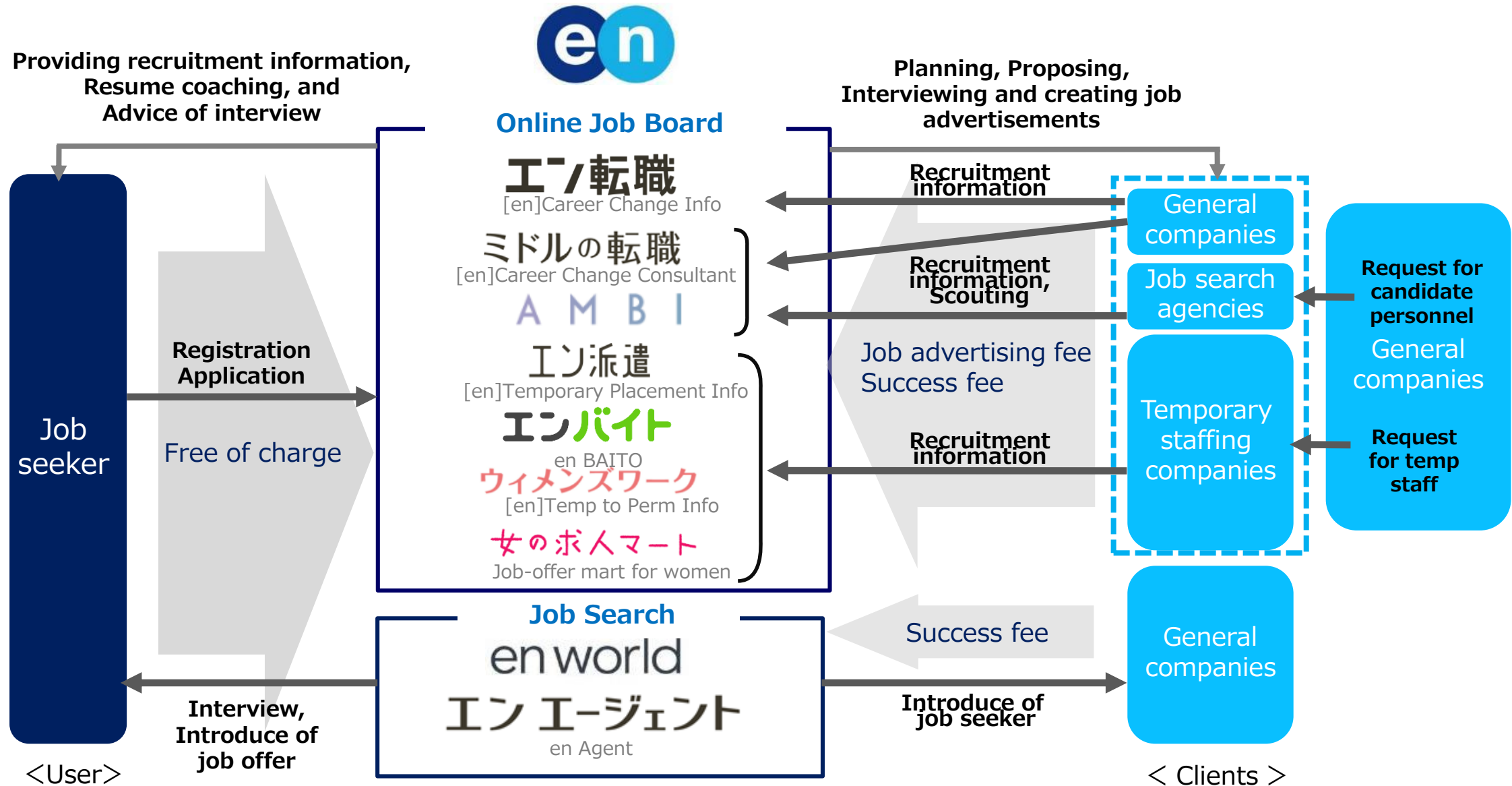
	FY2016 (Apr.2015–Mar.2016)		FY2017 (Apr.2016–Mar.2017)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	17,869	100.0%	23,520	100.0%	5,650	31.6%
Cost of Sales	1,418	7.9%	1,976	8.4%	558	39.4%
Personnel	589	3.3%	847	3.6%	258	43.8%
Other	828	4.6%	1,129	4.8%	300	36.3%
Gross Profit	16,451	92.1%	21,543	91.6%	5,091	30.9%
SGA(Sales, general & administrative)	11,939	66.8%	14,983	63.7%	3,044	25.5%
Personnel	4,708	26.4%	5,432	23.1%	723	15.4%
Advertising, Sales Promotion	4,601	25.8%	5,844	24.8%	1,243	27.0%
Other	2,629	14.7%	3,706	15.8%	1,077	41.0%
Operating Income	4,512	25.3%	6,559	27.9%	2,047	45.4%
Ordinary Income	4,496	25.2%	6,443	27.4%	1,947	43.3%
Net Income	2,627	14.7%	3,807	16.2%	1,180	44.9%

Year on year







(JPY)





【 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. 2017)
【Stock Listing 】	Jasdaq/ (code : 4849)
【Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,301, Non-consolidated 1,155 (as of Mar. 2017)
【 Number of Outstanding Shares 】	49,716,000 (as of Mar. 2017)
【 Business Description 】	(1) Internet job recruitment service (2) Job Search (3) Implementation of training, seminars (4) Consultation on recruitment , Aptitude test development







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

	Contents	Characteristics	Users	Clients
[en]Career Change Info  <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>	General Companies
[en]Career Change Consultant  <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 General Companies
<b>A M B I</b>	Recruitment site specializing in high achievers in their 20s	<ul style="list-style-type: none"> <li>Mainly listing information for users in their 20s with yearly income of 5 million yen or more</li> <li>The site is designed to focus on headhunting from companies and job placement agencies</li> </ul>	<ul style="list-style-type: none"> <li>Mainly 20s</li> </ul>	Job search agencies General Companies
[en]Temporary Placement Info  <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
en BAITO  <b>エヌバイト</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
[en]Temp to Perm Info  <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
Job-offer mart for women <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>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
Career BAITO  <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>en Agent</b>  イン エージェント	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

## <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>

### < 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 <ul style="list-style-type: none"> <li>• employee evaluation</li> <li>• Web-based research system services.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides systems for corporate personnel evaluation activities, etc. via ASP.</li> <li>• Provides a questionnaire survey system that can be used internally and externally without expert knowledge via ASP.</li> </ul>	General Companies

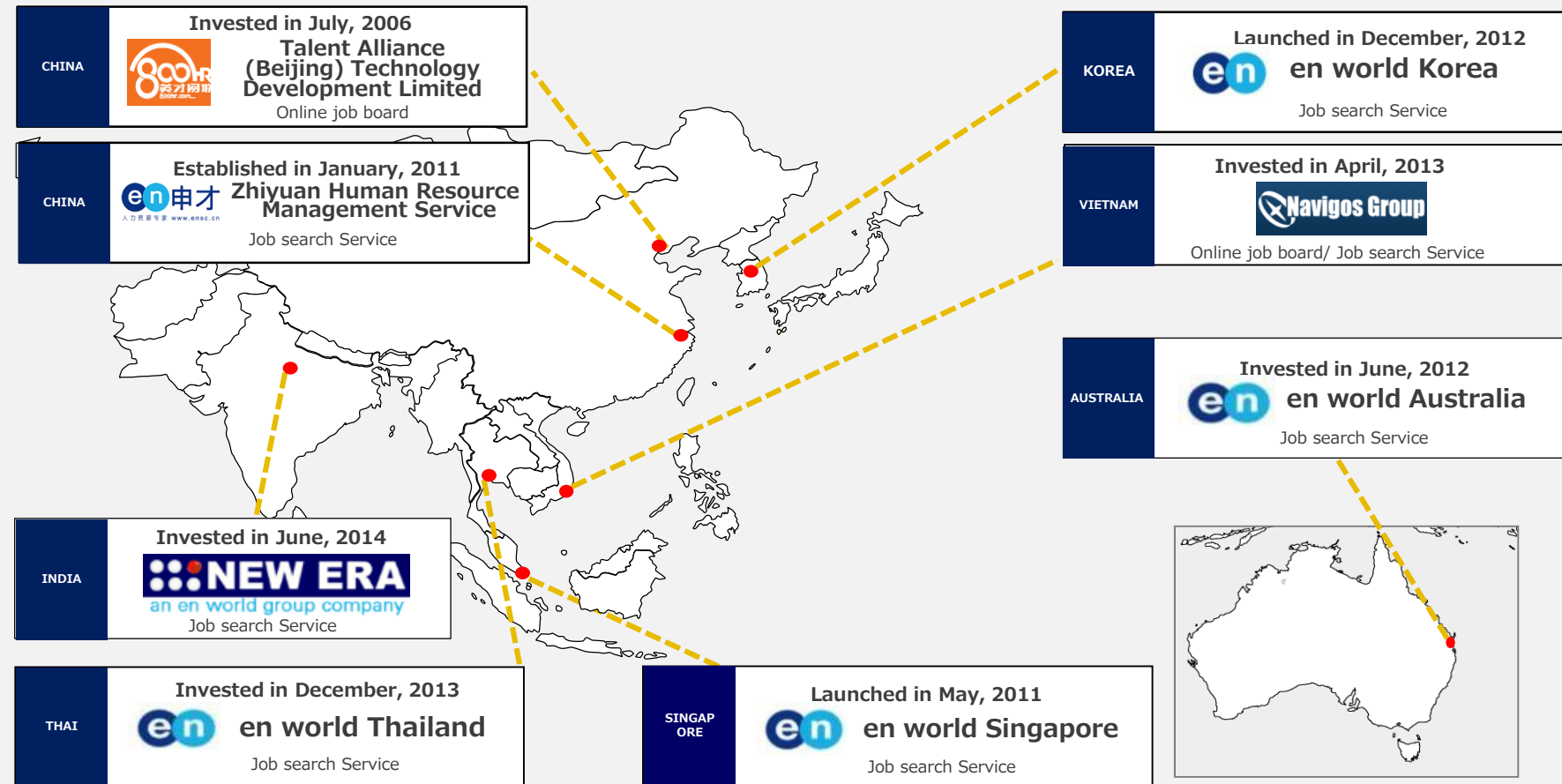
\*A hiring related system has transferred to en Japan from FY Mar/2017

### <Other New Business \*Unconsolidated subsidiary >

	Contents	Characteristics	Users
 <b>Complaint purchasing center</b>	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
 <b>エン婚活</b> en KONKATSU Co., Ltd.	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

\*Changed the company name to "Insight Tech" in May 2017

## Entered into 7 countries mainly in Asia

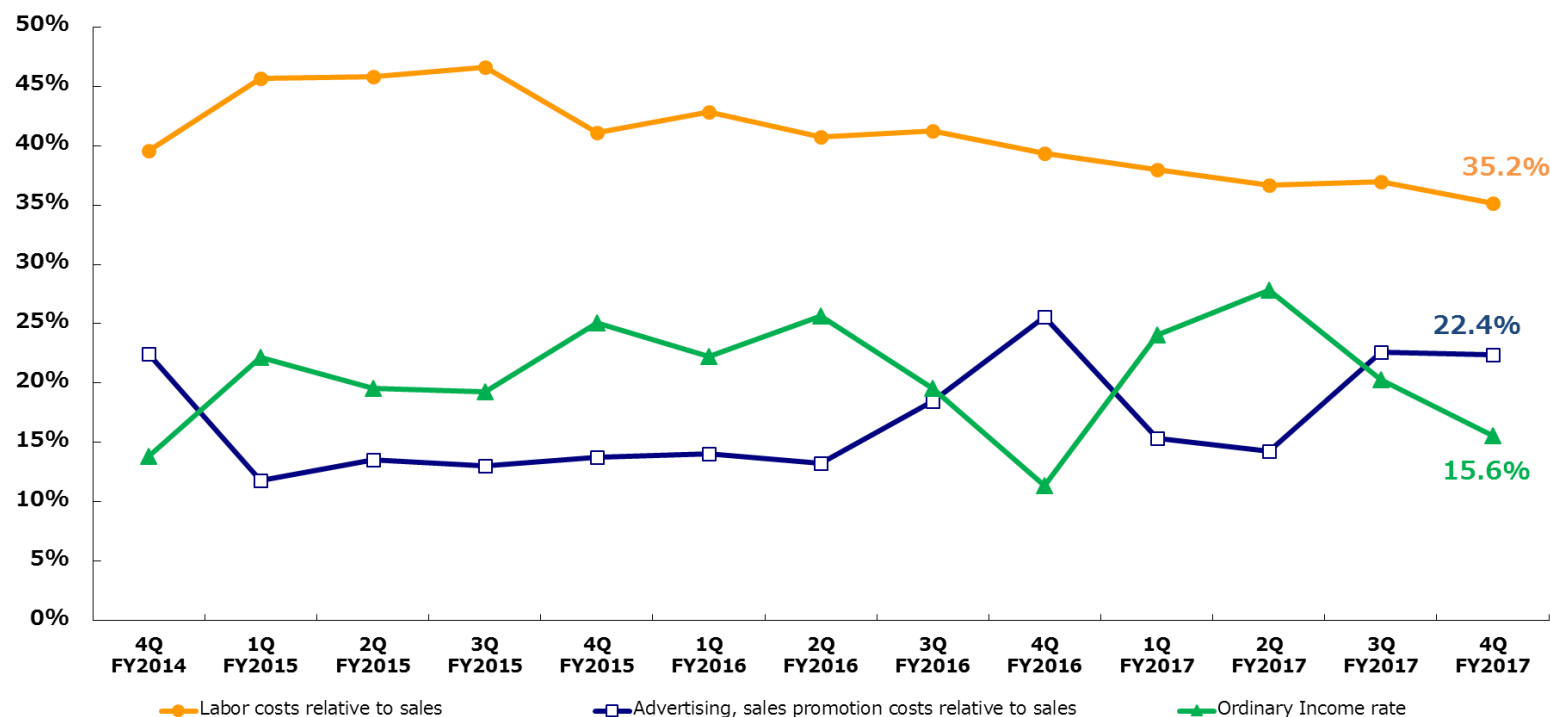


\*Talent Alliance (Beijing) Technology Development Limited is equity method affiliated company

\*Zhiyuan Human Resource Management Service is unconsolidated subsidiary

# Cost relative to sales

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

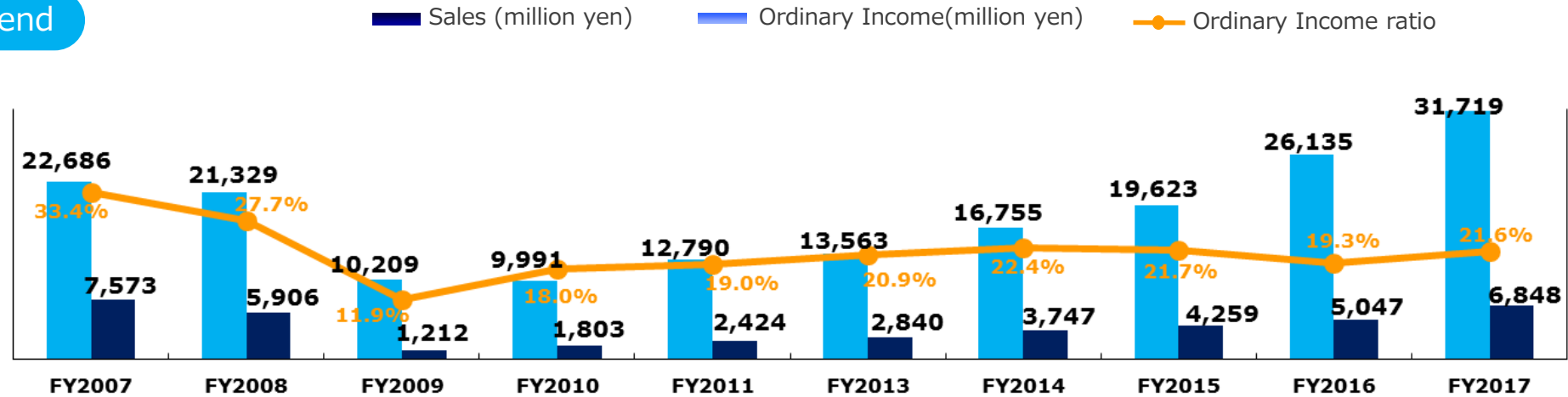


	4Q FY2014	1Q FY2015	2Q FY2015	3Q FY2015	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016	1Q FY2017	2Q FY2017	3Q FY2017	4Q FY2017
Ordinary Income (million yen)	645	1,018	902	921	1,416	1,287	1,639	1,274	845	1,738	2,125	1,583	1,411
Ordinary Income rate	13.8%	22.2%	19.5%	19.3%	25.1%	22.2%	25.6%	19.6%	11.4%	24.0%	27.8%	20.3%	15.6%
Labor costs (million yen)	1,850	2,096	2,114	2,224	2,321	2,480	2,603	2,684	2,931	2,743	2,797	2,885	3,185
Labor costs relative to sales	39.6%	45.7%	45.8%	46.6%	41.1%	42.8%	40.7%	41.2%	39.4%	37.9%	36.7%	37.0%	35.2%
sales promotion costs (million yen)	1,051	543	625	623	777	815	847	1,200	1,906	1,108	1,086	1,764	2,028
sales promotion costs relative to sales	22.5%	11.8%	13.5%	13.1%	13.8%	14.1%	13.2%	18.4%	25.6%	15.3%	14.2%	22.6%	22.4%

# Earnings for Fiscal year end and each quarter

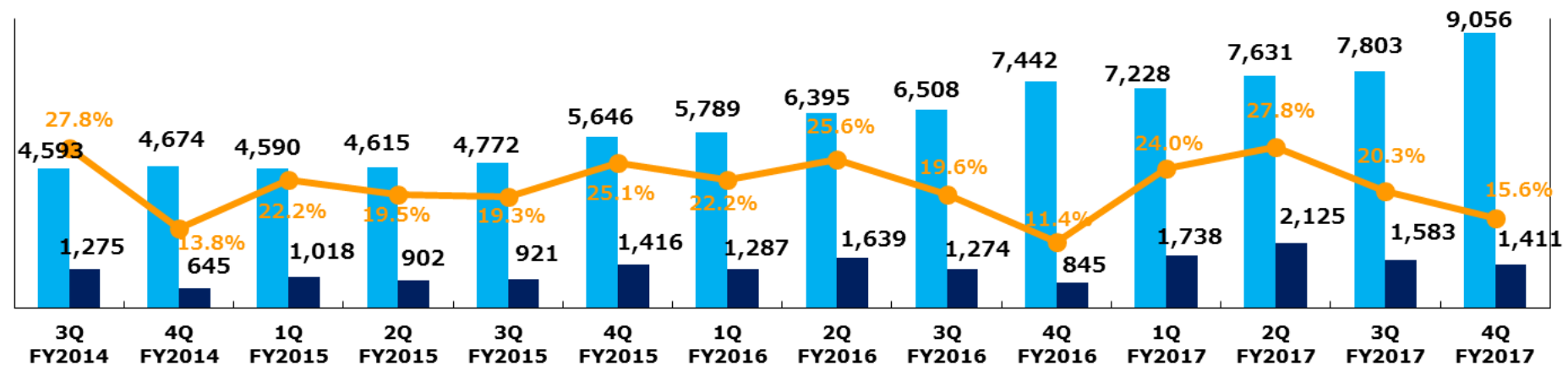


## Fiscal year end



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

## Quarter

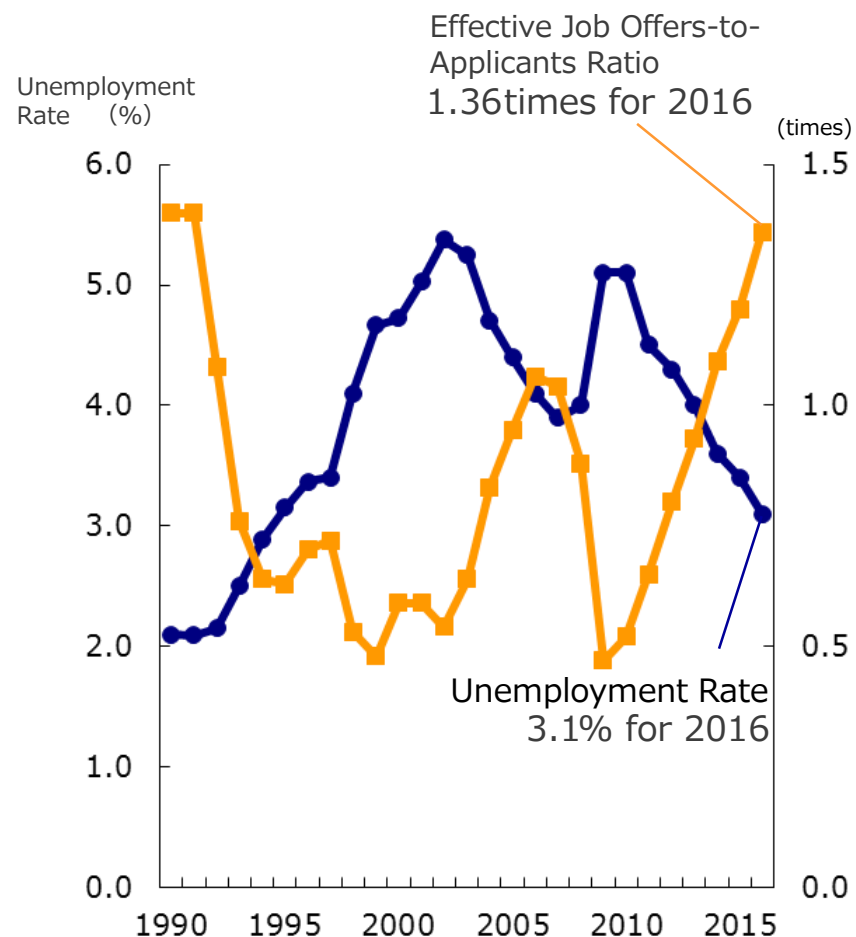


# The market environment

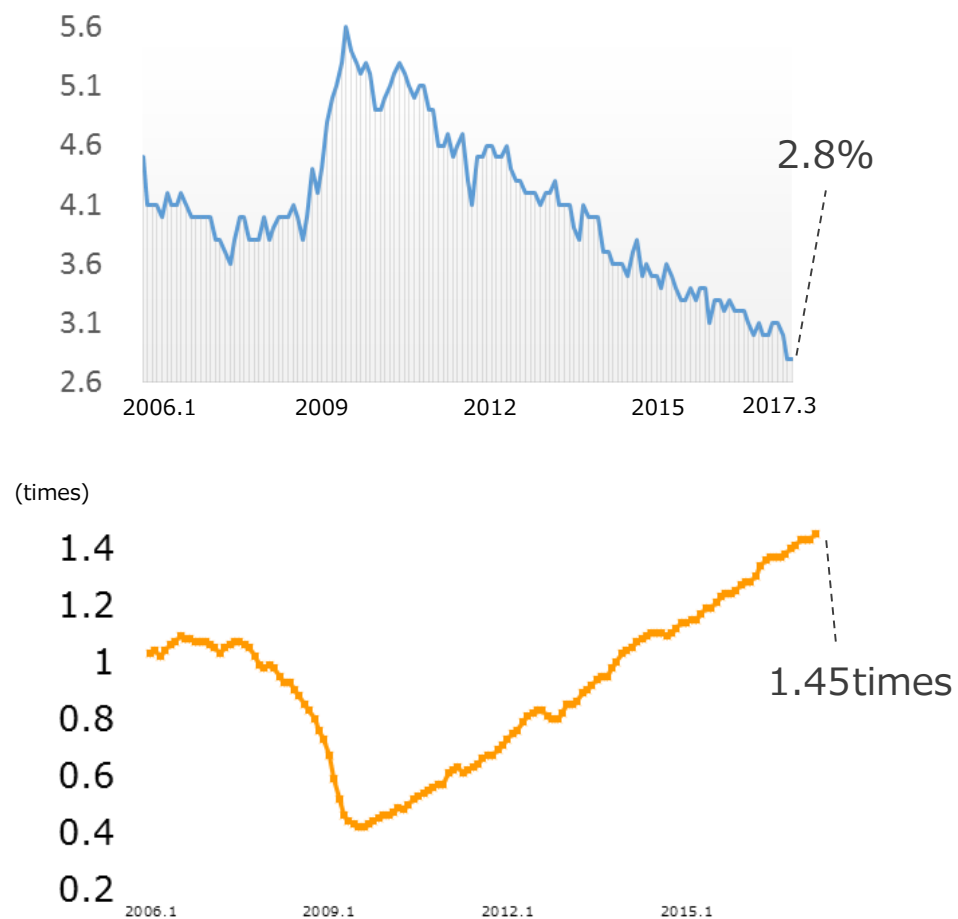
## – Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio



<Year Average>



< Latest Unemployment Rate >



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

# The market environment

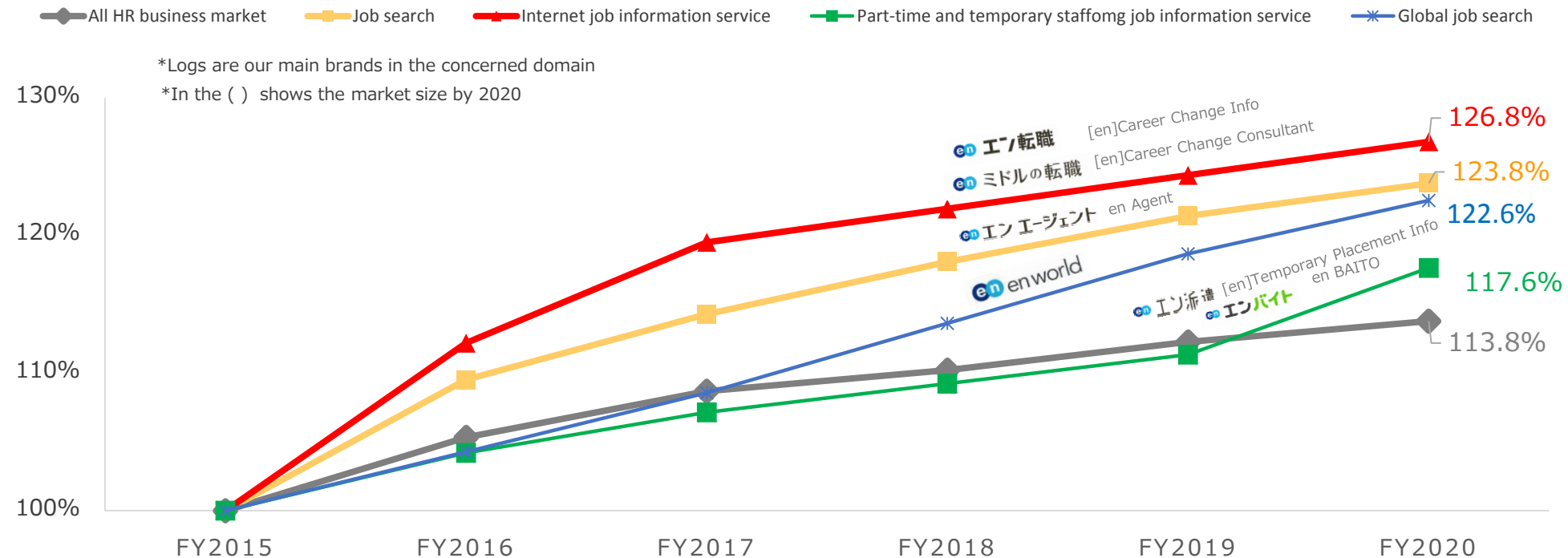
## – Medium-to-long-term forecast for HR market



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)

(JPY)

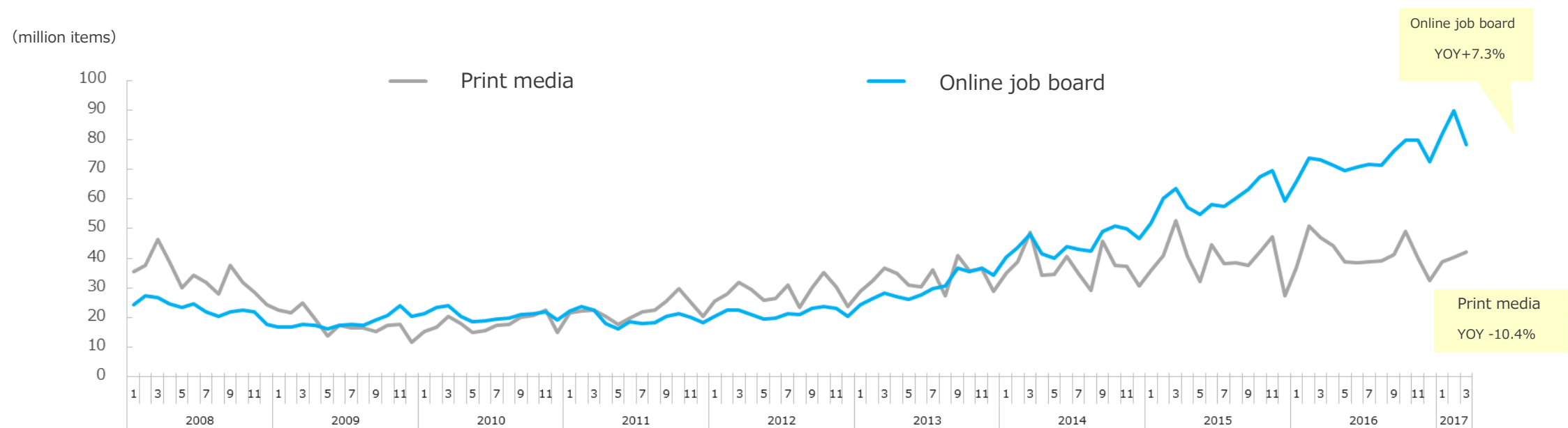


\*All HR business market = Temporary staffing service, job search, outplacement, temporary engineer staffing, sales and marketing support personnel, internet job information service, part-time job and temporary staffing job information service, dispatching and outsourcing service in manufacturing, medical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

# The market environment

## – Trends in number of job advertisement



Source: Association of Job Information of Japan “Job Advertisement Numbers” (Mar.2017)

\* Survey of 55 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. Corporate Planning Department IR Group

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

Cautionary Statement

This material is for informational purpose only. You are fully responsible for the final decision to invest in the company. The statements included in these documents that are not historical facts are forward-looking statements which reflect management's current views with respect to certain future events and financial performance of the company. The company makes no guarantee or promise as to the accuracy or completeness of the information provided here and shall not be liable for any errors or delays in the content, or for any actions taken in reliance thereon. The content is subject to change without notice hereon.