



en-japan Inc.

# FYE Mar/2018 Earnings Review

May 10, 2018

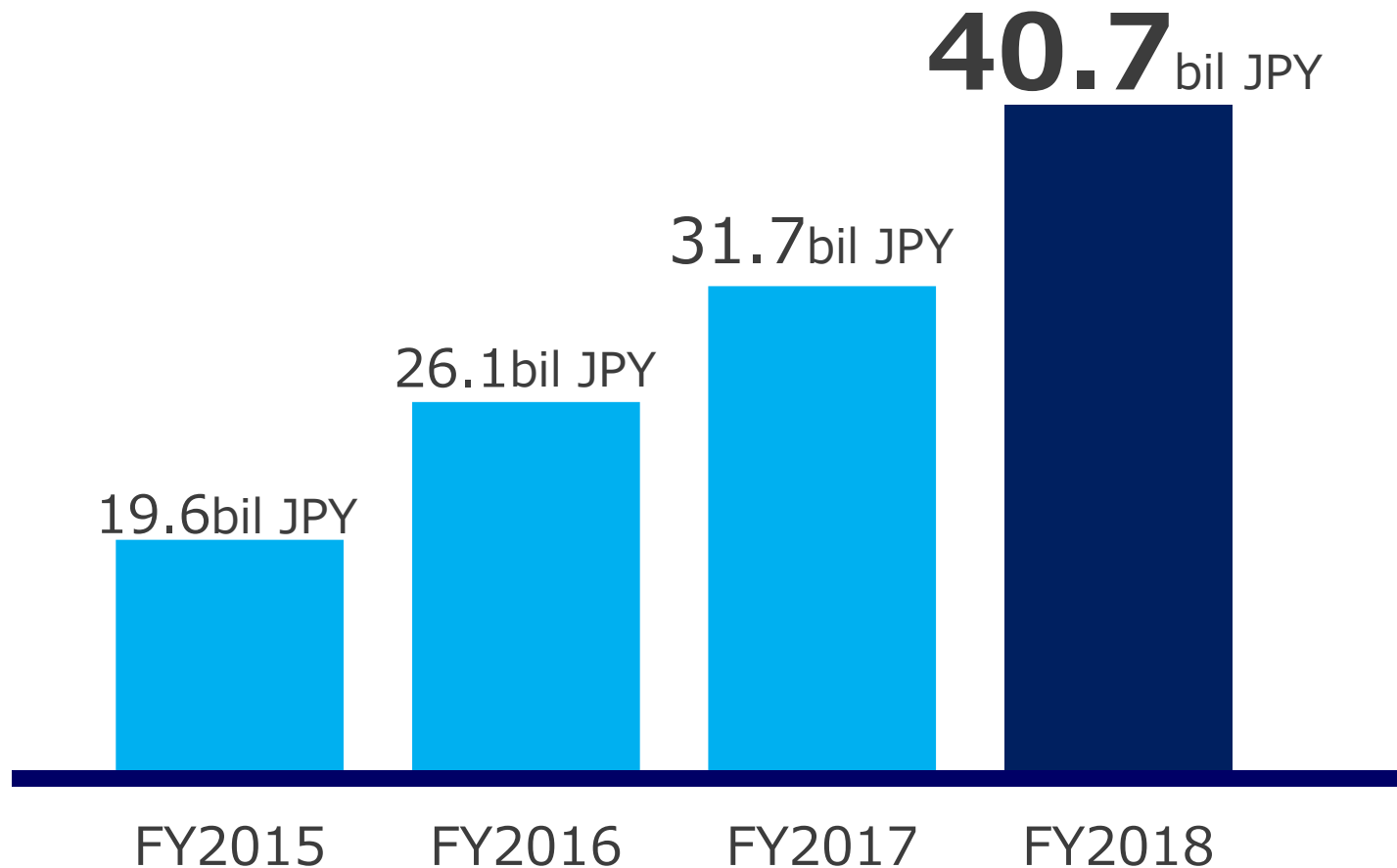
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# Consolidated Performance Summary for FYE Mar/2018

## Sales

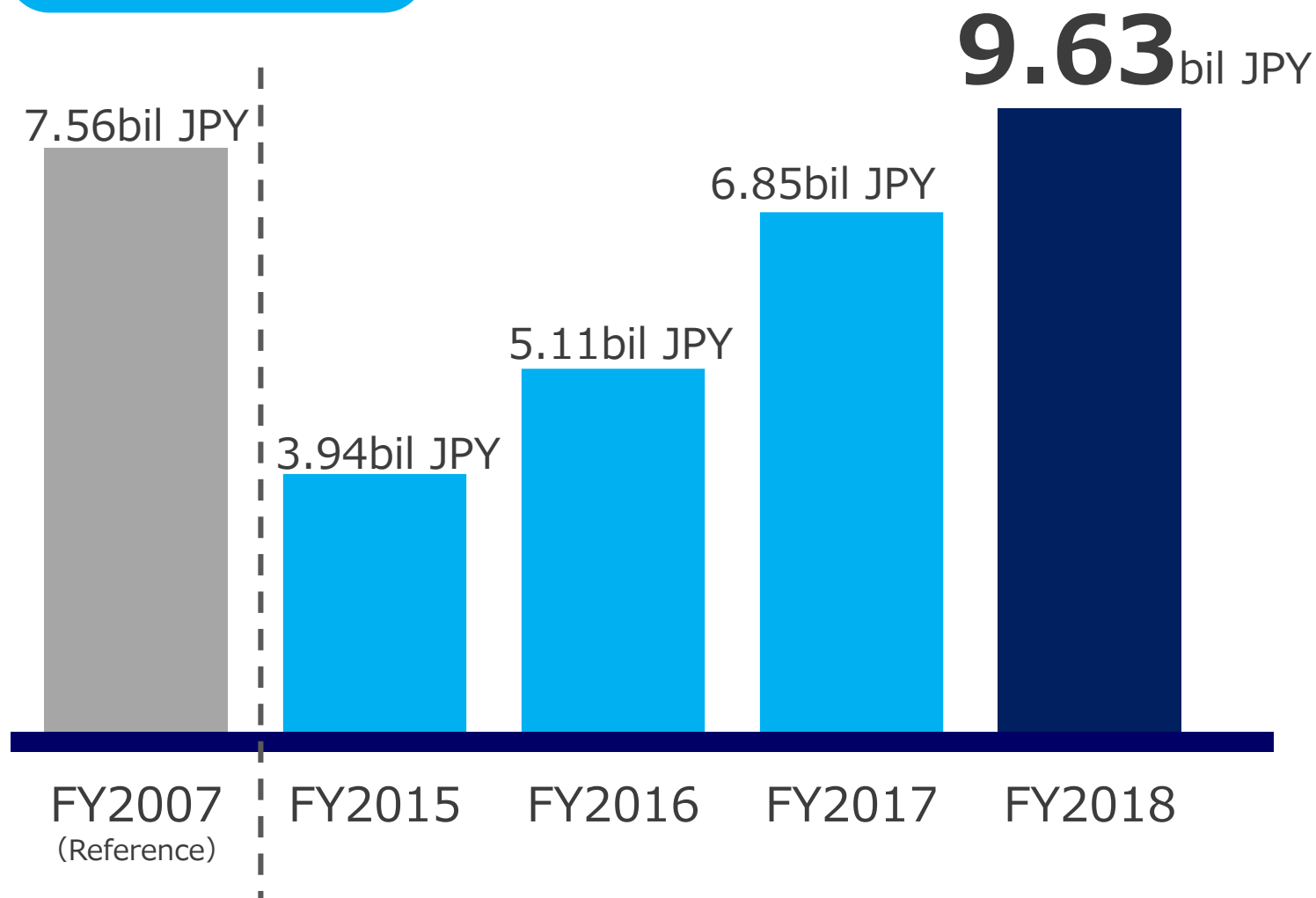


Increased

**28.3%**

**Set another record high  
in sales**

## Operating Income



Increased

**40.5%**

Set another record high  
in profit

## Job Board

Main Job Board  
total  
Sales

**26,178 M JPY + 34.3% YoY**

- Each site continued to enjoy favorable effects and performed strongly. Sales expanded steadily mainly for customers with large advertising budgets and new, small and medium-sized firms.
- Net sales of [en] Career Change Info increased 38% YoY in FY Mar/2018 after continuing to maintain higher growth than the market also in the 4<sup>th</sup> quarter.

## Job Search

Domestic  
total  
Sales

**9,280 M JPY + 20.5% YoY**

- Net sales of en-japan's job search increased 29% YoY in FY Mar/2018, reflecting improved productivity.
- Subsidiary EWJ performed above expectations and ended the year with higher profit on higher sales.

## Expenses, Others

- Total expenses increased 25% YoY, mainly for personnel expenses, advertising expenses, and outsourcing expenses associated with enhancing operating efficiency. Although advertising expenses exceeded the plan, as expenses rose in line with the increase in sales above plan, including advance investment for the coming year, they were as expected relative to sales.
- The number of companies using the new personnel-related service "engage" topped 80,000.  
In April 2018, a new firm LENSEA was established under a joint venture agreement with LINE Corporation. The new service "LINE Career" will be launched in after the summer of 2018.

# [FYE Mar/2018Results]Consolidated Income Statement



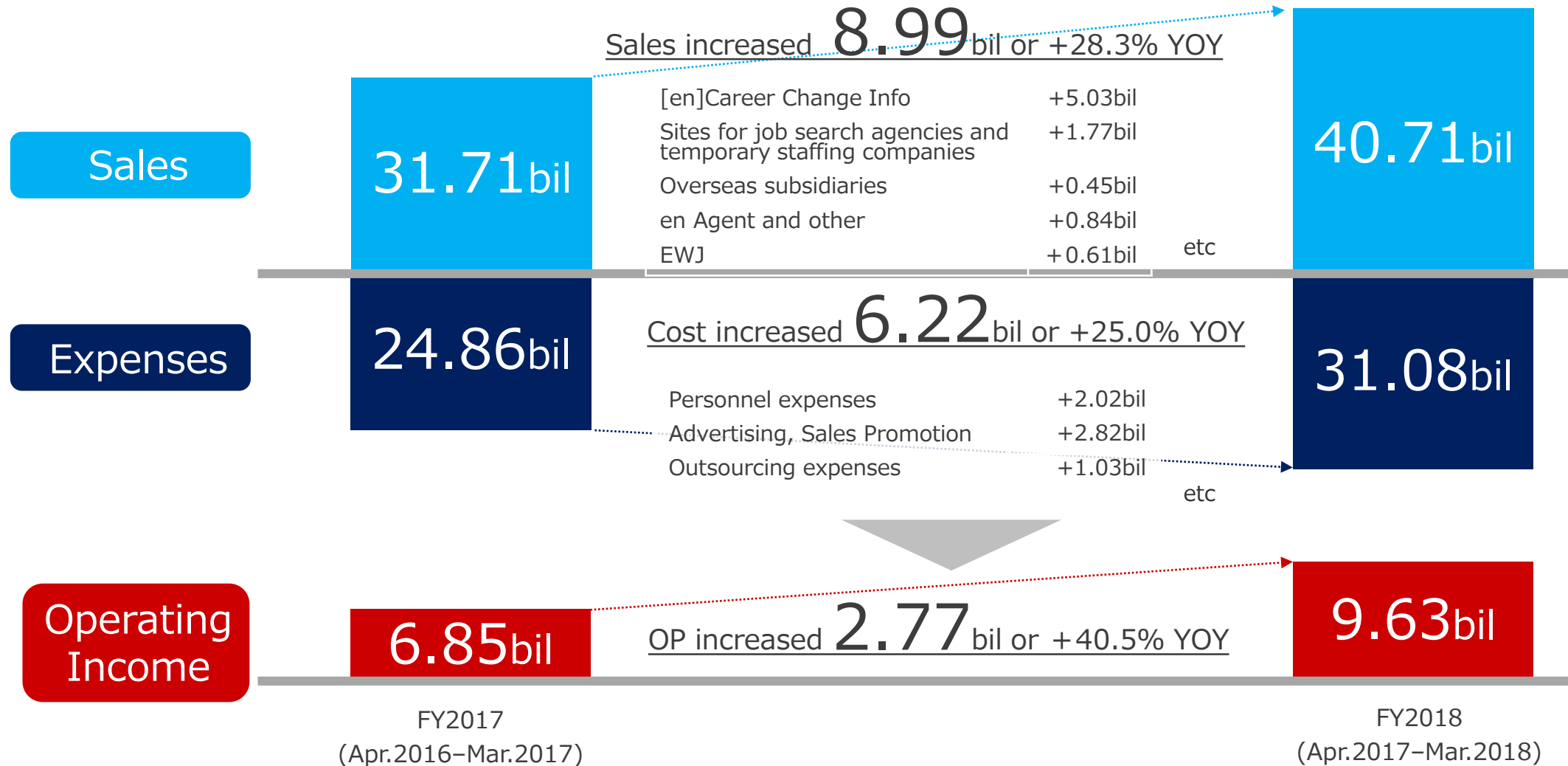
	FY2017 (Apr.2016–Mar.2017)		FY2018 (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net Sales	31,719	100.0%	40,710	100.0%	8,991	28.3%	Growth achieved by Domestic Job Board and Job Search.
Cost of Sales	3,185	10.0%	3,835	9.4%	649	20.4%	
Personnel	2,011	6.3%	2,615	6.4%	604	30.0%	Increase in expenses mainly for production staff and others associated with the greater number of recruiting advertisements.
Other	1,174	3.7%	1,220	3.0%	46	4.0%	
Gross Profit	28,533	90.0%	36,875	90.6%	8,341	29.2%	
SGA (Sales, general & administrative)	21,677	68.3%	27,243	66.9%	5,566	25.7%	
Personnel	9,600	30.3%	11,012	27.1%	1,412	14.7%	Headcount increased mainly in Japan. Productivity was enhanced as a result of efficient operation.
Advertising, Sales Promotion	5,988	18.9%	8,811	21.6%	2,822	47.1%	Increased mainly in en-japan's Job Board. Enhanced online advertisements to attract members and TV commercials, etc. to increase the recognition level.
Other	6,087	19.2%	7,419	18.2%	1,332	21.9%	Outsourcing expenses, etc. increased in conjunction with the enhancement of operating efficiency.
Operating Income	6,856	21.6%	9,631	23.7%	2,775	40.5%	
Ordinary Income	6,848	21.6%	9,736	23.9%	2,887	42.2%	
Net Income attributable to en-japan	4,005	12.6%	6,368	15.6%	2,362	59.0%	

# Changing Factor of Earnings Year on Year



Year on year

(JPY)





# Changing Factor of Earnings by plans vs Announced Nov.8, 2017



By Plans

(JPY)

Sales

39.50bil

Sales increased **1.21** bil or +3.1% YOY

[en]Career Change Info	+0.51bil
Sites for job search agencies and temporary staffing companies	+0.36bil
en Agent and other	+0.17bil
EWJ	+0.50bil
etc	

40.71bil

Expenses

30.50bil

Cost increased **0.58** bil or +1.9% YOY

Personnel expenses	+0.07bil
Advertising, Sales Promotion	+0.58bil
etc	

31.08bil

Operating Income

9.00bil

OP increased **0.63** bil or +7.0% YOY

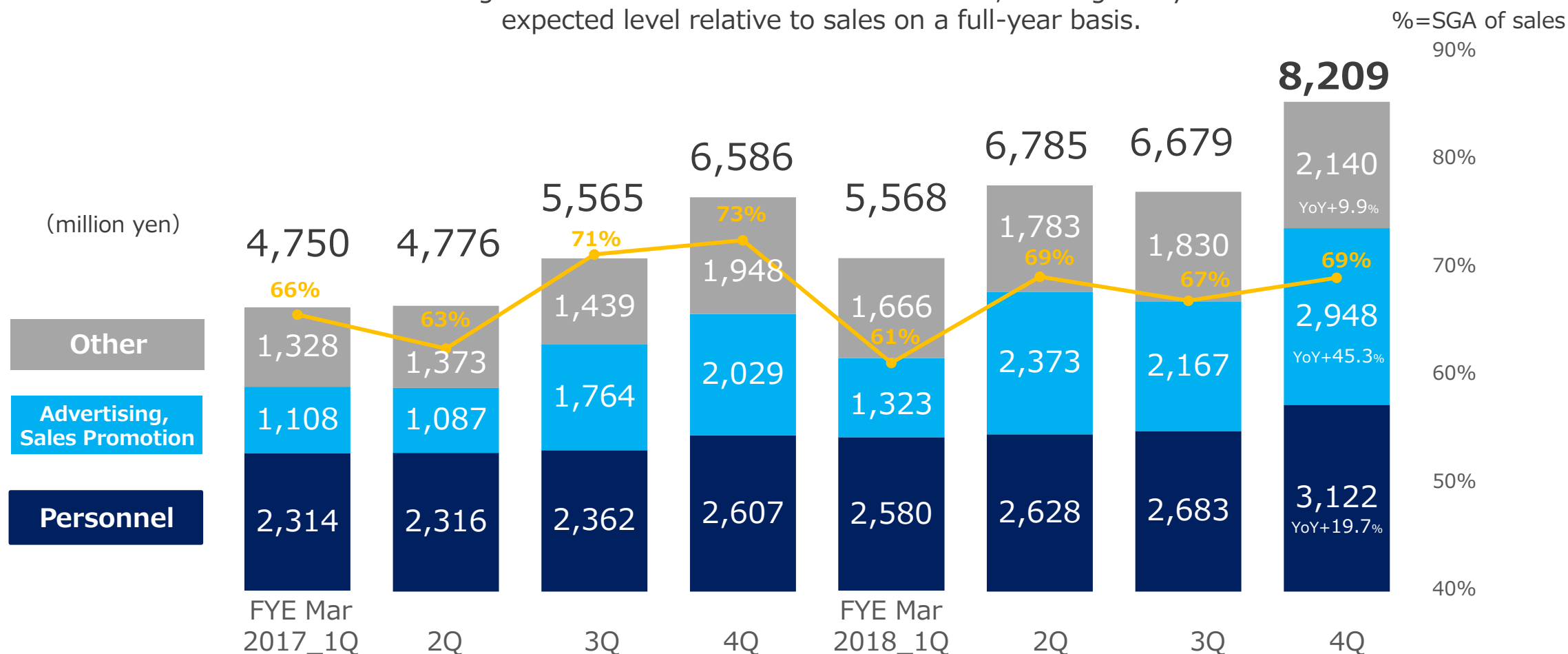
9.63bil

FY2018 Plans  
(Announced Nov.8, 2017)

FY2018 Actual  
(Apr.2017–Mar.2018)

## SGA expenses increased 24% YoY in the 4th quarter.

Advertising expenses rose due to an increase in online advertisements as sales exceeded budget and advance investments were made, although they were at the expected level relative to sales on a full-year basis.



# Market Environment and Topics

Higher recruitment needs due to structural factors

+

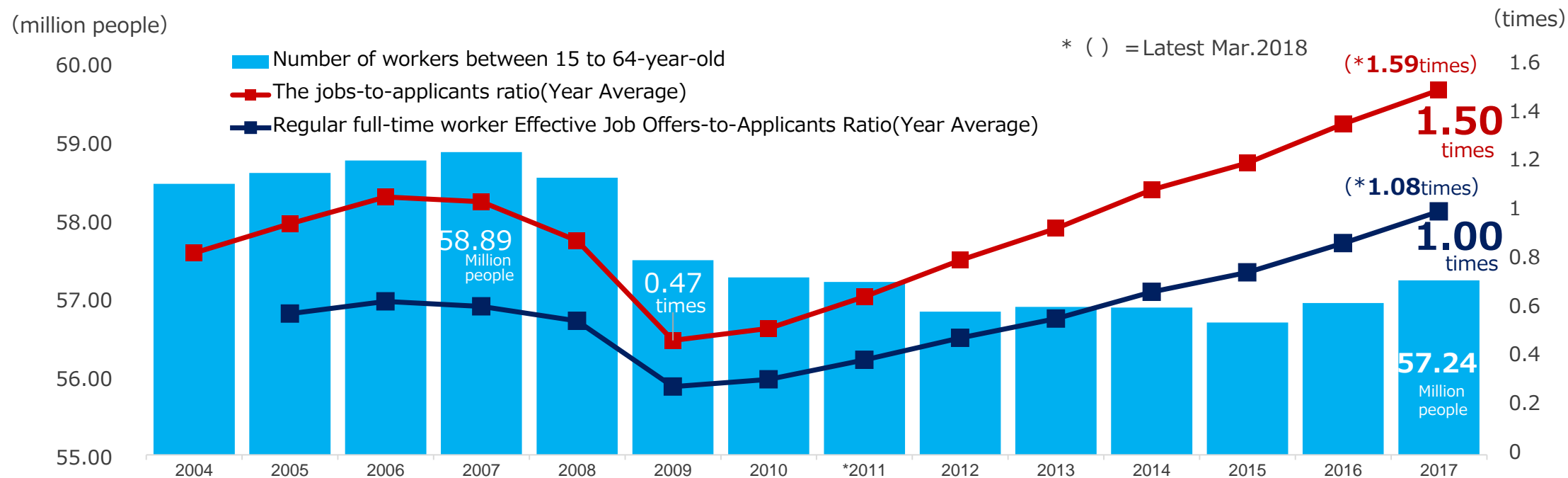
User-first services that offer differentiated features

+

Expansion of user population due to investments in promotional activities

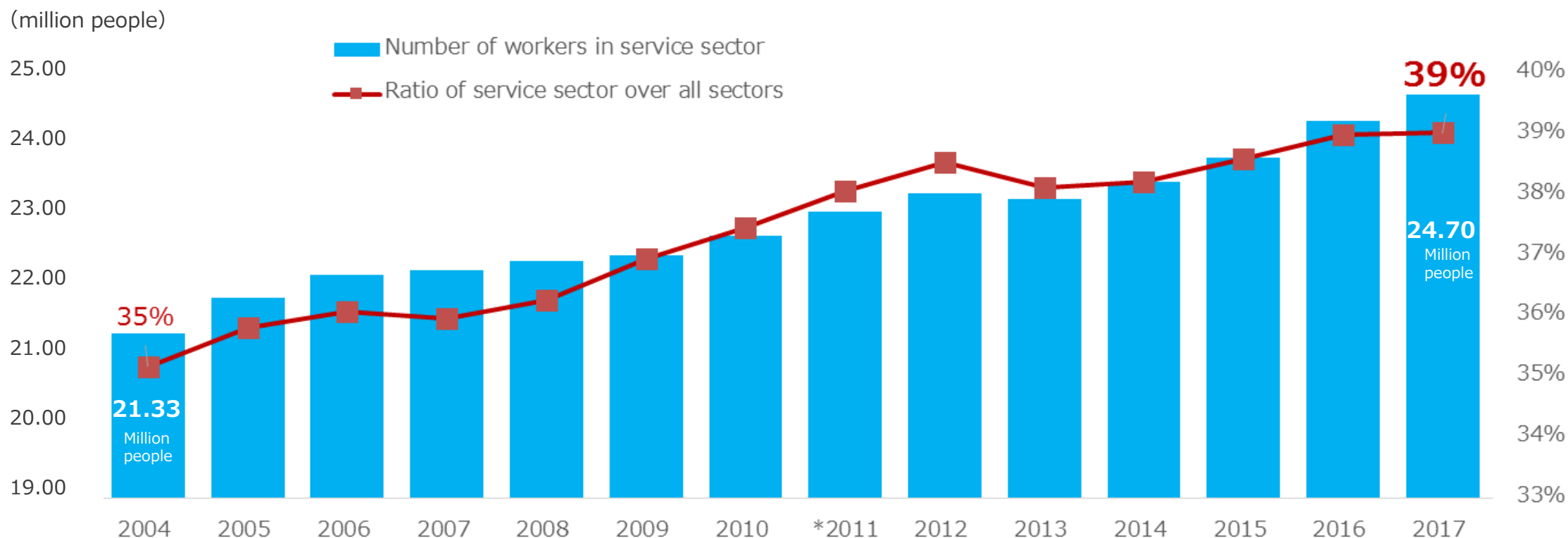
No change in factors underlying growth and basic policies

The working population has recently been on the increase, primarily due to active participation by senior and female workers. Workers in the young and middle-age age groups continue to decline. The jobs-to-applicants ratio for regular full-time employees marked a record high.



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



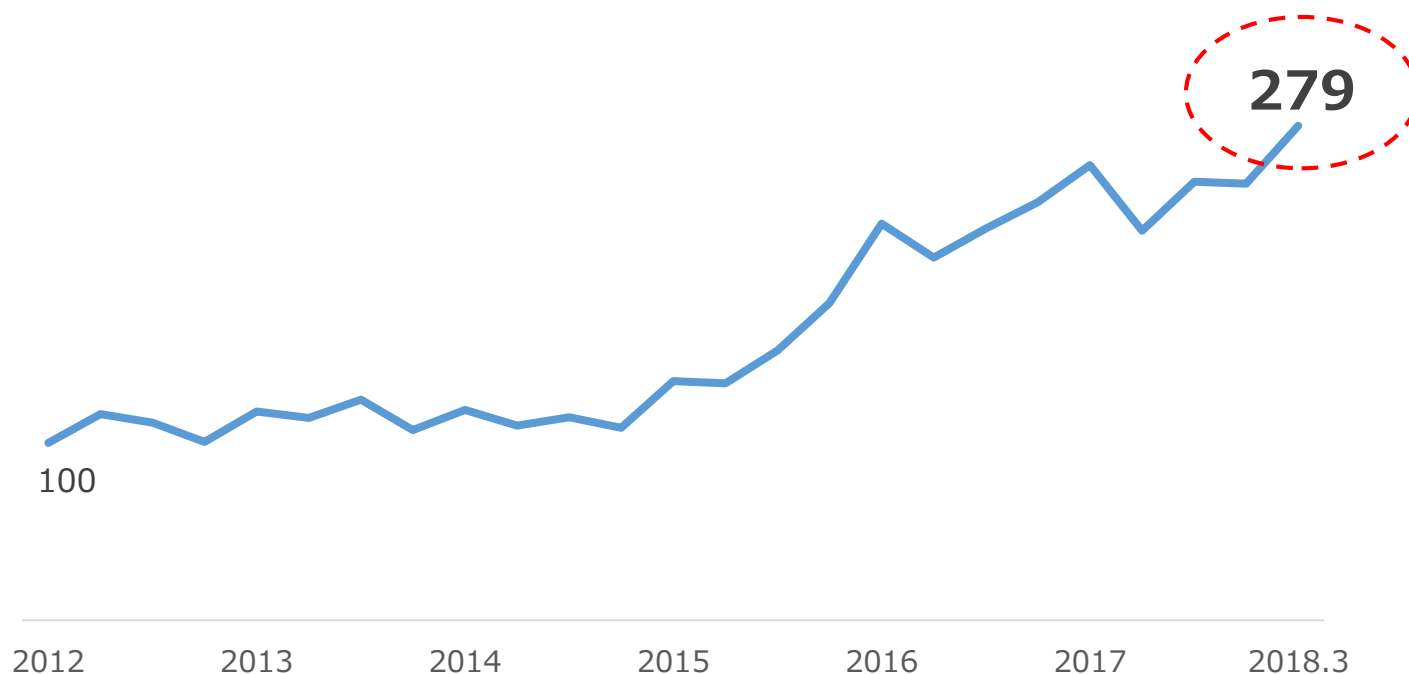
Service sector = sum of "Scientific research, professional and technical services", "Accommodations, eating and drinking services", "Living-related and personal services and amusement services", "Education and learning support", "Medical, health care and welfare", "compound services", and "Services n.e.c."

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.

 **工/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.-mar. 2012 average = 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



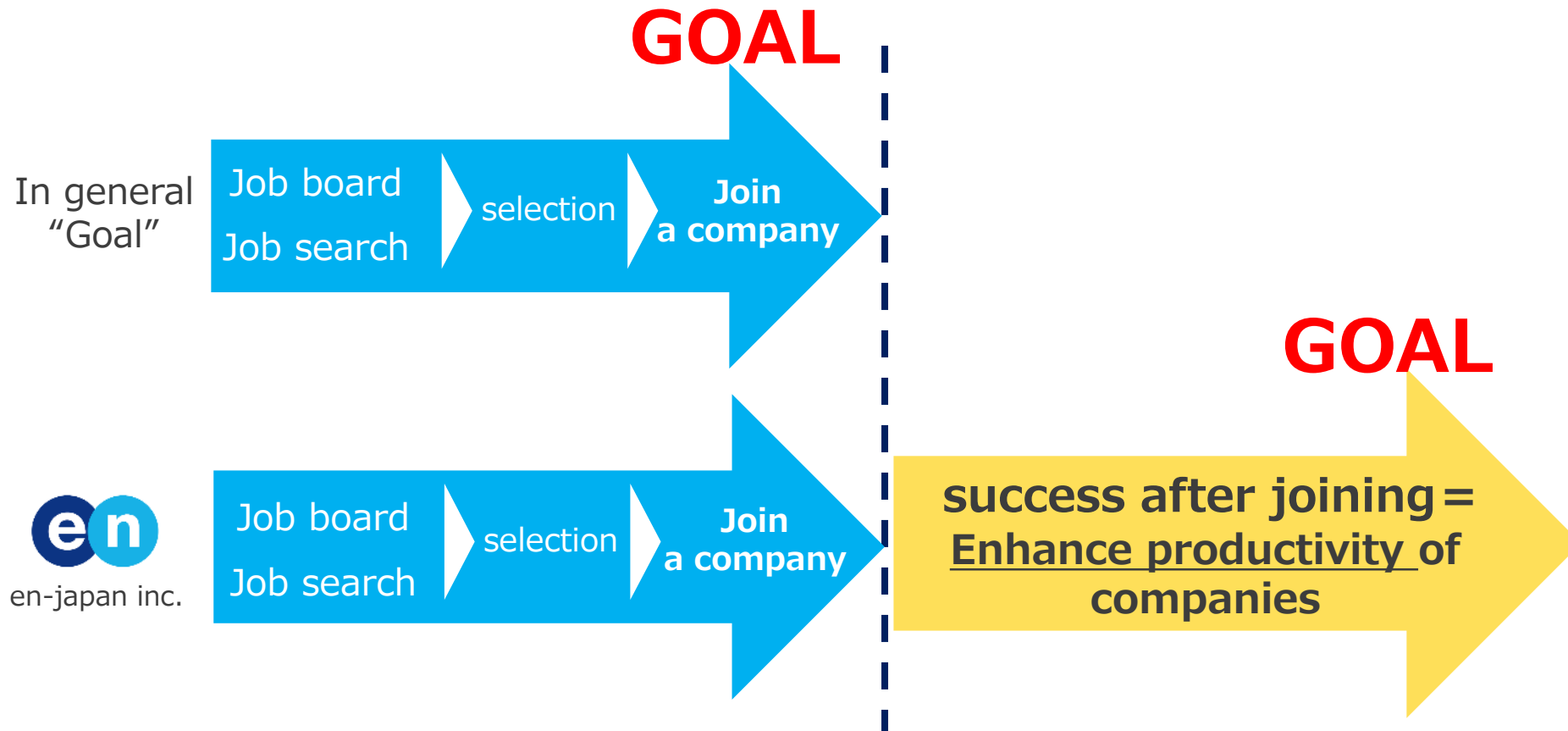
## "success after joining"

### 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

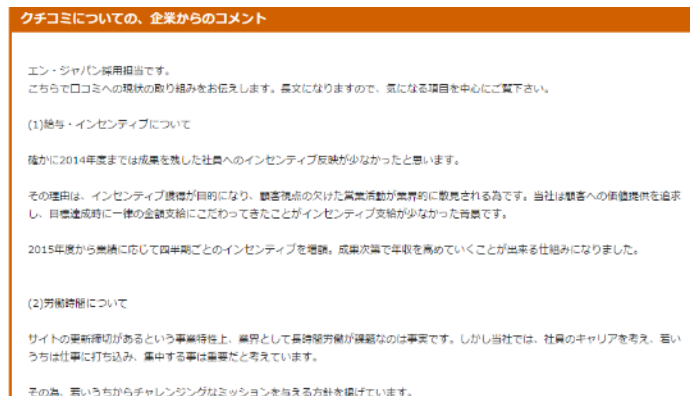


- 100% of job advertisements based on interviews
- (Detailed and objective information, Staff name and photo)

## December 18, 2017 renewal



- Places “Worthwhileness-of-working search” on the top page of the site.
- Enables to search for job offerings from the perspectives of “for who’s sake” and “why it is useful.”
- Provides en-japan’s original service for job seekers who have yet to set a clear approach to their career change.



- 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.

[en] Career Change Info

**en エノ転職**



## Actively aired TV commercials throughout the fiscal year.

Also launched transportation advertisements linked to the TV commercials on the largest scale ever.

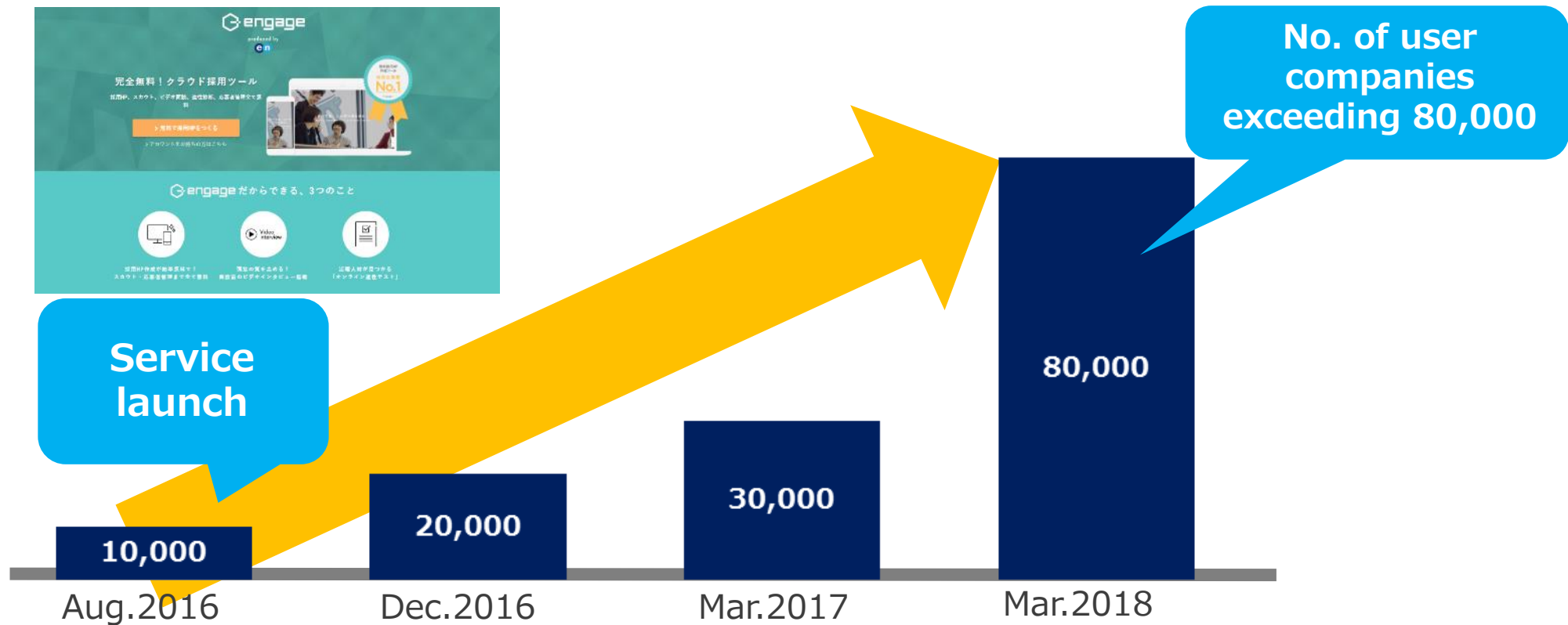


●Area : The main area stations

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

The number of companies using “engage” topped **80,000**.

Going forward, the degree of usage by these companies will be improved and also the number of companies using the service will be increased.





# New HR service– HR Onboard – Tool to promote employee retention (to prevent early-stage turnover)



December, 2017 release

**Quickly identify** the employee retention risk and **follow up promptly** to **prevent workers from leaving jobs at an early stage**

Work to increase implementation primarily among customers that have a large number of mid-career hires.



Workers joining the company answer a simple questionnaire



The HR Department identifies the state of each worker at fixed points



**Make improvements**

- Posting recommended actions
- Consulting

## A new firm LENSA “under a joint venture agreement with LINE Corporation”

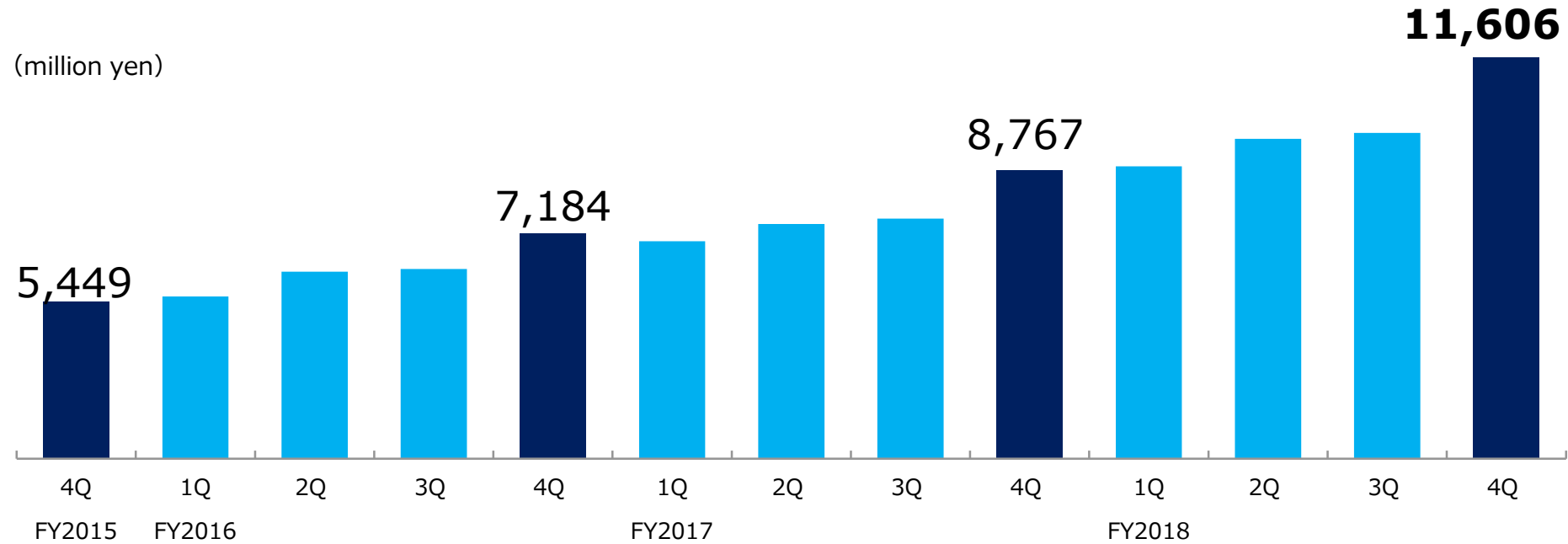


- LENSA, Ltd. was established in April 2018, jointly funded by en-japan and LINE Corporation.
- “LINE Career”, a new service for posting and distributing career change job listings, will be launched in after the summer of 2018.
- Expecting collaboration with en-japan’s existing online job board sites.
- Currently in the process of finalizing service details, etc. and closely examining the amount of potential contribution to performance.

Trade name	LENSA, Ltd.
Representative	Teruyuki Terada, President and Representative Director (Executive Officer and CTO of en-japan inc.) Jun Masuda, Chairman and Representative Director (Director and CSMO of LINE Corporation) *Takatsugu Suzuki, President and Representative Director of en-japan inc. and Takuo Iwasaki, Executive Officer and Manager, Mid-career Hiring Media Business Department serve as directors
Major business activities	Posting and distribution of career information via “LINE Career” and provision of various other types of information
Investment ratio	en-japan, inc.: 51%, LINE Corporation: 49%

# Performance Summary for FYE Mar/2018 by Main Services

# Sales of Hiring Business (By quarter)



(Million yen)	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016	1Q FY2017	2Q FY2017	3Q FY2017	4Q FY2017	1Q FY2018	2Q FY2018	3Q FY2018	4Q FY2018
[en]Career Change Info (Job board, SH ads=Retainer fee+Success fee )	1,926	1,976	2,279	2,488	2,927	2,694	3,065	3,296	4,097	3,906	4,405	4,307	5,563
Other sites (Sites for Job search agencies and Temporary staffing companies)	1,099	1,072	1,186	1,225	1,468	1,407	1,493	1,578	1,855	1,747	1,873	2,063	2,416
en world Japan (Job search)	1,270	1,241	1,417	1,103	1,321	1,296	1,285	1,122	1,176	1,295	1,321	1,357	1,519
Overseas subsidiaries (EWS,EWKOR,EWAUS,Navigos,EWThai,NewEra) *1	559	622	695	770	655	644	738	730	709	734	849	858	825
New Graduates Hiring Business	30	-	-	-	-	-	-	-	-	-	-	-	-
Other	739	682	633	697	819	945	841	837	975	1,193	1,139	1,170	1,326
Total	5,449	5,586	6,212	6,276	7,184	6,977	7,413	7,549	8,767	8,865	9,557	9,710	11,606

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

\* Amount of New Graduates Hiring Business is included in other from 1Q FY2016

\*Include a fraction and eliminations

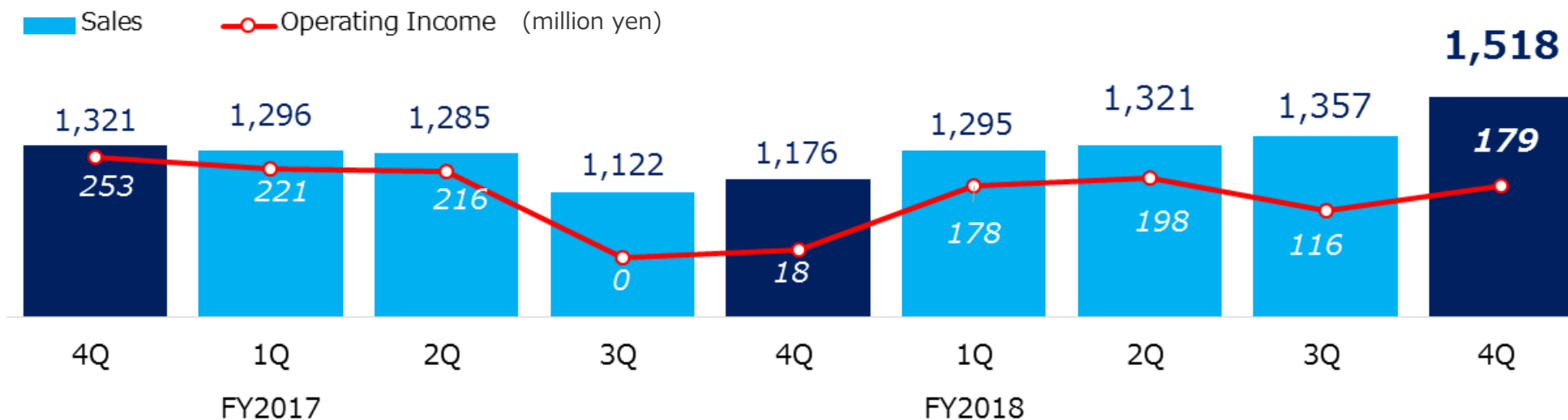


## Results of en world Japan

		Sales		Operating Income	
4Q	<b>1,518M</b> JPY	29.1% increase vs. YOY		<b>179M</b> JPY	867.9% increase vs. YOY
Full year	<b>5,493M</b> JPY	12.6% increase vs. YOY		<b>672M</b> JPY	47.6% increase vs. YOY

- EWJ shifted to a higher-profit-on-higher-sales model on a full-scale basis from the latter half of the year, reflecting improved productivity. Will reinforce manpower for the coming years.
- Will further strengthen new services – \*RPO and specialist dispatch – in the coming fiscal year. Costs will be incurred in advance.

\*Recruitment Process Outsourcing

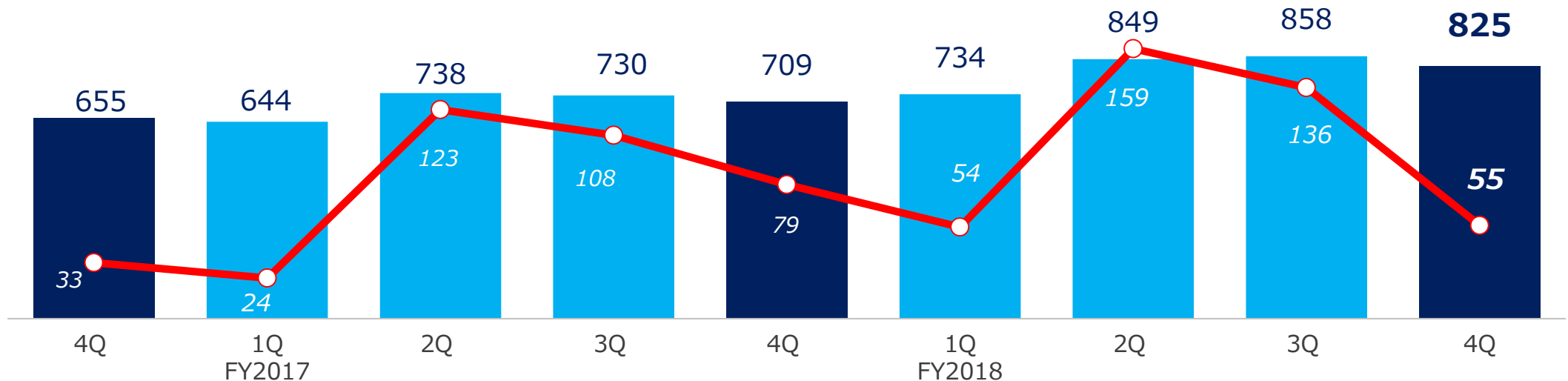


## Results of overseas subsidiaries

	Sales	Operating Income
4Q	<b>825M</b> JPY 16.3% increase vs. YOY	<b>55M</b> JPY 30.1% decrease vs. YOY
Full year	<b>3,267M</b> JPY 15.8% increase vs. YOY	<b>407M</b> JPY 21.0% increase vs. YOY

- Performance improved particularly in Vietnam, a priority country, driving the overall performance. Steady results were achieved with growth in both sales and profit for the year.
- Our subsidiary in India posted lower profit than initially planned and recorded an impairment loss due to the impact of changes in customer trends and re-strengthening of its organizational structure.

■ Sales ● Operating Income (million yen)



FYE Mar/2019

## Earnings Forecast

- Consolidated , Company , Segment , Main Services -

## Basic Policy

- **No major change in strategies taken up until and in the year ended March 2018**

- In the area of online job boards, improve the repeat rate and enhance exploration of the needs of customers with large budgets.
- In the area of job searching, the coming period will be a year to reinforce manpower in response to the improvement in productivity in the previous fiscal year.

- **Reinforcement of newly adopted services**

- Strengthen en BAITO, which is steadily expanding.
- In addition to increasing the number of firms using “engage” enhance the degree of utilization ⇒ Establish a platform for full monetization.
- LENSEA, a company established under the joint venture contract with LINE Corporation, to launch services in after the summer and thereafter. Specific expectations for the profits will be examined.

- **Selection and concentration of overseas business**

- In the Asian region, concentrate resources on countries where future business expansion can be anticipated (Vietnam, India).

- **Pursue advertising primarily to reinforce existing online job sites and investing in new services**

- Although the actual amount of advertising expenses will increase, the percentage of advertising expenses will be at a normal level.

# FYE Mar/2019 Earnings Forecast ( Consolidated )



	FY2018 (Apr.2017–Mar.2018)		FY2019 Forecast (Apr.2018–Mar.2019)		YOY change (million yen)	YOY change	Note
	(million yen)	% of Sales	(million yen)	% of Sales			
Net Sales	40,710	100.0%	48,550	100.0%	7,839	19.3%	エン・ジャパン、EWJを中心に増加
Cost of Sales	3,835	9.4%	5,278	10.9%	1,442	37.6%	
Personnel	2,615	6.4%	3,584	7.4%	968	37.1%	Strengthening of investment in script production-related expenses Manpower reinforcement at EWJ
Other	1,220	3.0%	1,694	3.5%	473	38.8%	
Gross Profit	36,875	90.6%	43,272	89.1%	6,396	17.3%	
SGA (Sales, general & administrative)	27,243	66.9%	32,572	67.1%	5,328	19.6%	
Personnel	11,012	27.1%	13,057	26.9%	2,044	18.6%	Increase due to hiring of new graduates and mid-career hires by en-japan
Advertising, Sales Promotion	8,811	21.6%	10,448	21.5%	1,636	18.6%	Primarily online advertisements linked to sales
Other	7,419	18.2%	9,067	18.7%	1,647	22.2%	Necessary outsourcing expenses associated with the enhancement of operating efficiency
Operating Income	9,631	23.7%	10,700	22.0%	1,068	11.1%	
Ordinary Income	9,736	23.9%	10,720	22.1%	983	10.1%	
Net Income attributable to en-japan	6,368	15.6%	7,330	15.1%	961	15.1%	

# [FYE March 2019 Forecast] Changing Factor of Earnings (Consolidated)



Year on year

(JPY)

Sales

40.71bil

Sales increased by **7.84** bil or +19.3% YoY

- [en]Career Change Info +3.9bil
- Sites for job search agencies and temporary staffing companies +1.33bil
- Overseas subsidiaries +0.58bil
- en Agent and other +0.44bil
- EWJ +1.1bil Etc.

48.55bil

Expenses

31.08bil

Cost increased **6.77** bil or +21.8% YoY

- Personnel expenses +3.01bil
- Advertising, Sales Promotion +1.64bil
- Outsourcing expenses +0.5bil Etc.

37.85bil

Operating Income

9.63bil

OP increased **1.07** bil or +11.1% YoY

10.70bil

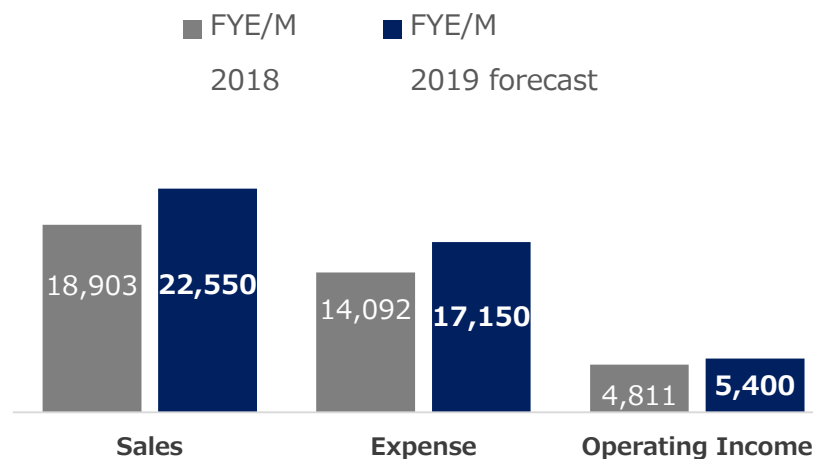
FY2018  
Actual

FY2019  
Forecast

Normalize (YoY) ratio of operating profit between the first half and second half of the year and YoY change in profit

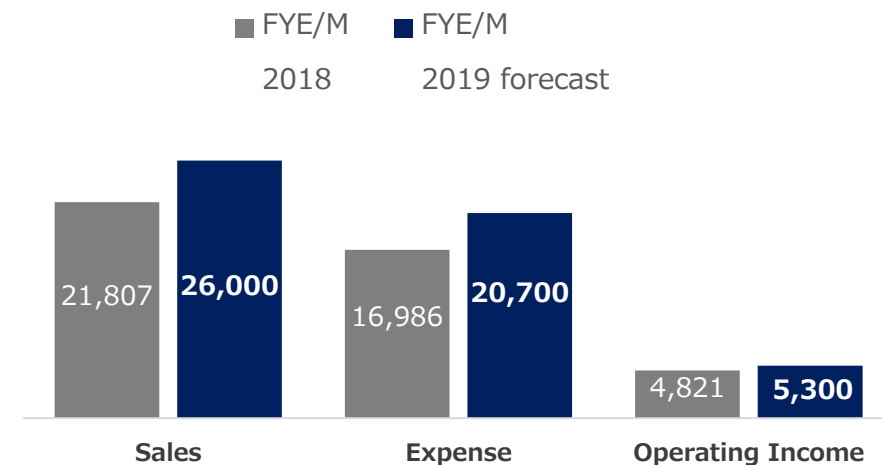
## First half

(Million yen)



## Second half

(Million yen)



YOY (million yen)	First half				Second half				(Reference) FYE/M 2019 full year forecast
	FYE/M 2019 forecast	FYE/M 2018	YOY change	% of YOY change	FYE/M 2019 forecast	FYE/M 2018	YOY change	% of YOY change	
Sales	22,550	18,903	3,647	19.3%	26,000	21,807	4,193	19.2%	48,550
Expense	17,150	14,092	3,058	21.7%	20,700	16,986	3,714	21.9%	37,850
Operating Income	5,400	4,811	589	12.2%	5,300	4,821	479	9.9%	10,700

# [FYE Mar/2019] Performance forecast by company



(Million yen)

		FYE Mar/2018 Actual	FYE Mar/2019 Forecast	YoY change	Note
en-japan	Sales	31,437	37,100	18.0%	
	Operating Income	9,029	9,602	6.3%	
	Operating Income ratio(%)	28.7%	25.9%		
en world Japan	Sales	5,493	6,600	20.2%	RPO. Advance investment in expenses associated with the strengthening of the specialist dispatch service
	Operating Income	672	720	7.1%	
	Operating Income ratio(%)	12.2%	10.9%		
Overseas Subsidiaries	Sales	3,261	3,849	18.0%	
	Operating Income	407	519	27.5%	
	Operating Income ratio(%)	12.5%	13.5%		
Other Subsidiaries	Sales	776	1,252	61.3%	Full consolidation of a new consolidated subsidiary ZEKU
	Operating Income	-8	257	—	
	Operating Income ratio(%)	-1.0%	20.5%		
Company-wide adjustments	Sales	-257	-251	—	
	Operating Income	-469	-398	—	



# [FYE Mar/2019] Performance forecast by segments



(Million yen)

		FYE Mar/2018 Actual	FYE Mar/2019 Forecast	YoY change
Hiring Business	Sales	39,739	47,191	18.8%
	Operating Income	9,691	10,606	9.4%
	Operating Income ratio(%)	24.4%	22.5%	
Education and Evaluation	Sales	1,083	1,358	25.4%
	Operating Income	30	93	210.0%
	Operating Income ratio(%)	2.8%	6.8%	
Company-wide adjustments	Sales	-112	0	—
	Operating Income	-90	0	—

## [FYE Mar/2019] Performance forecast by services



(Million yen)

	Sales				Note
	FYE Mar/2018 Actual	YoY change (vs FYE Mar/2017)	FYE Mar/2019 Forecast	YoY change	
<b>Hiring Business</b>					
Job Board	<b>26,291</b>	79.8%	<b>31,520</b>	19.9%	[en]Career Change Info, [en]Career Change Consultant, and sites for temporary staffing companies, etc.
Job Search	<b>9,279</b>	26.9%	<b>10,830</b>	16.7%	Total of domestic job search services
Overseas Subsidiaries	<b>3,267</b>	19.1%	<b>3,849</b>	17.8%	Mainly job search. Navigos operates job board also.

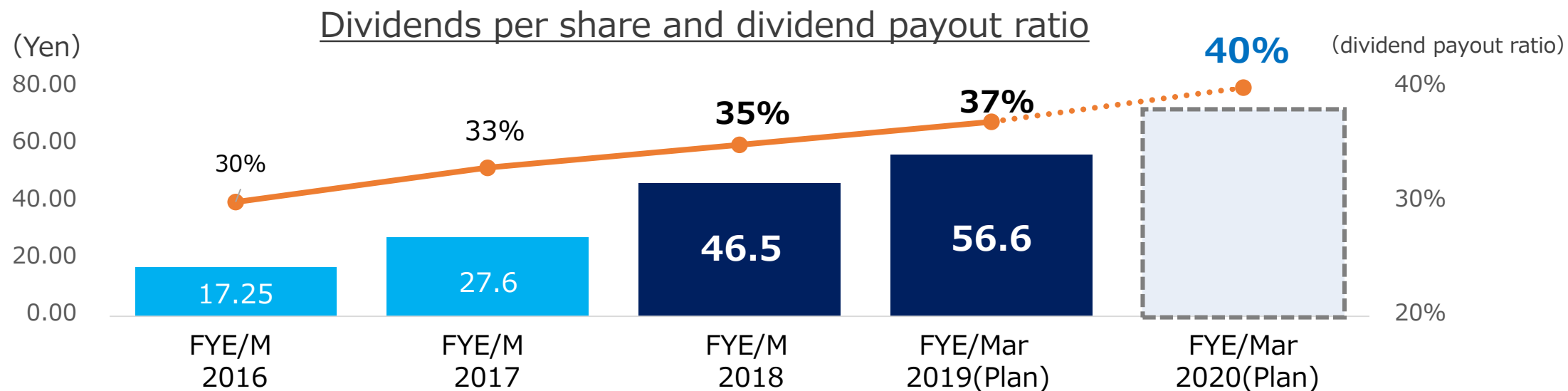
# Return to Shareholders

## 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.**

FYE Mar/2018  
 FYE Mar/2019

Increase dividend (plan) by raising the dividend payout ratio and achieving performance above the plan  
**FY ended March 2018** Beginning of the year: **33%**, ¥**33.8** ⇒ Actual: **35%**, ¥**46.5** (up ¥**12.7**)  
**FY ending March 2019** Newly set plan: **37%**, ¥**56.6**



# Medium-Term Management Plan

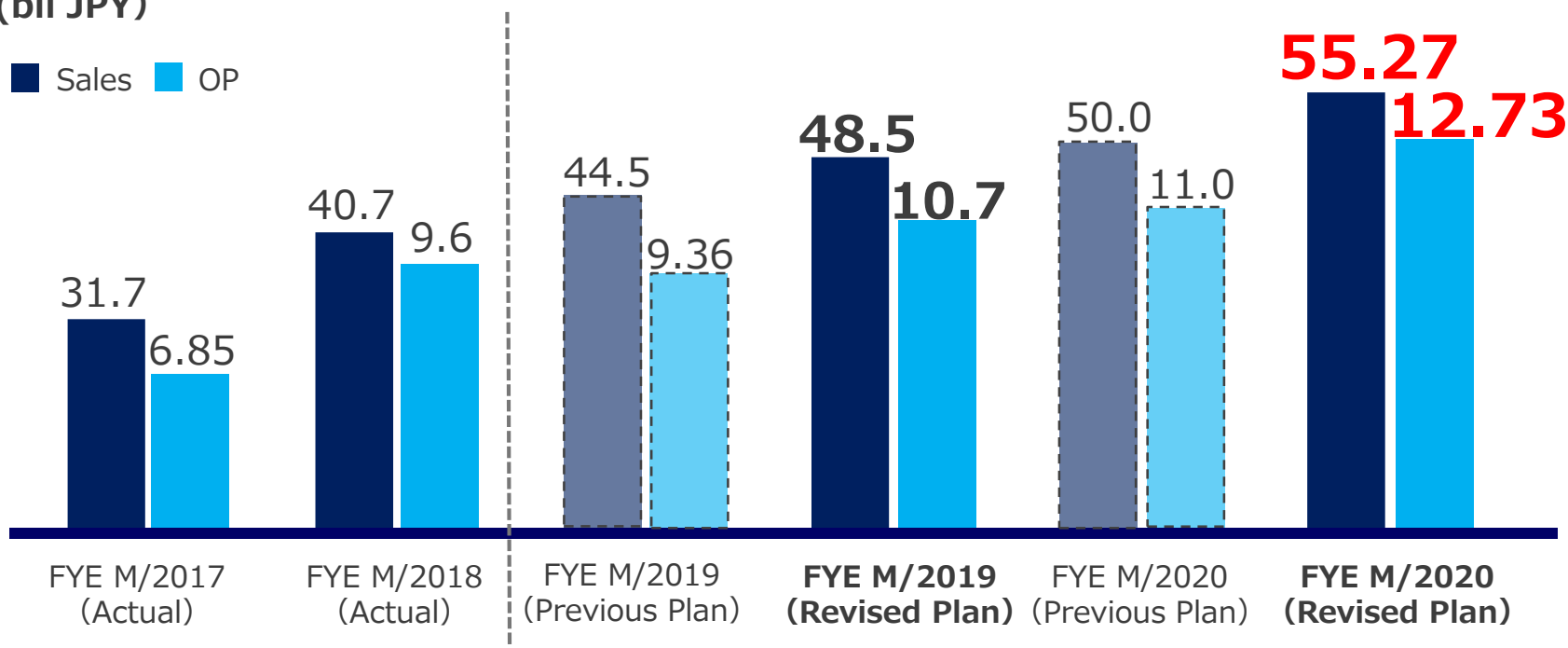
- Revised May,2018 -

Plan for  
FYE Mar/2020

**Sales** **55.3** bil JPY (vs. previous Plan + **5.3bil** )  
**Operating Income** **12.7** bil JPY (vs. previous Plan + **1.7bil** )

(bil JPY)

■ Sales ■ OP



## The area of recruiting services

### Existing Services

 **エノ転職**

[en]Career Change Info

 **ミドルの転職**

[en]Career Change Consultant

 **エン派遣**

[en]Temporary Placement Info

 **エン エージェント**

en Agent

 **enworld**

Overseas subsidiaries

etc.

### New Services

\*Services started after 2015

 **インバイト** en BAITO

- Expansion of scope of the site for temporary staffing companies

**A M B I**

- Recruitment site specializing in high achievers in their 20s

 **ミドルの転職**  **engage**

- Introduction of direct recruiting

 **engage**

- Free-of-charge cloud-type hiring support system

 **ZEKU** 株式会社ゼクウ

- Hiring & employment management services for temporary staffing companies

- LINE Career

etc.

### Fields other than the job placement field



\*Insight Tech

 **エン婚活**

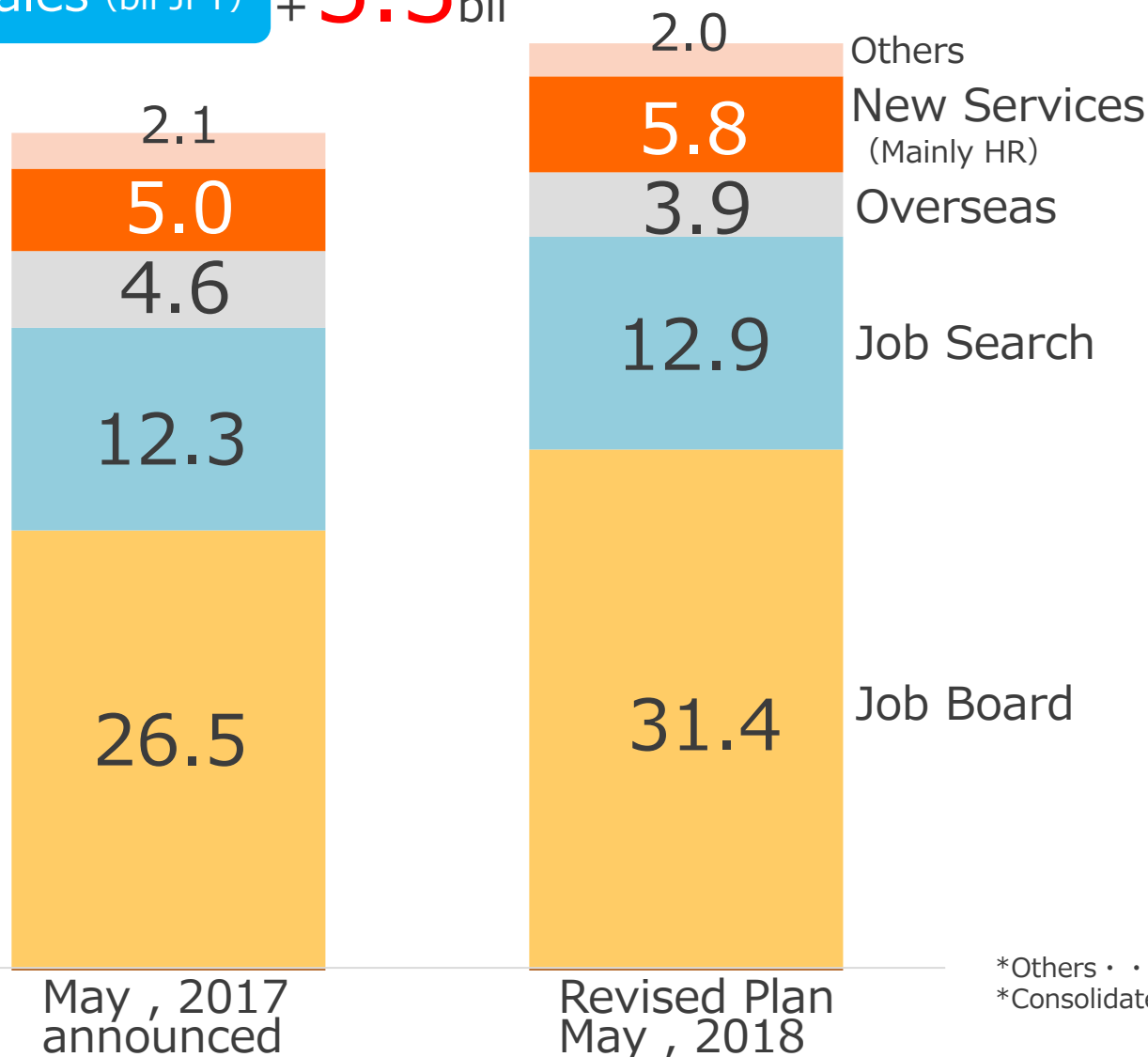
en KONKATSU Agent Inc.

•  
•  
•

etc.

# FYE Mar/2020 Sales plan by service (VS May , 2017 announced)

Sales (bil JPY) + **5.3** bil



Increase by approximately  
¥**5.0** billion in existing  
job board sites

Increase by approximately  
¥**1.4** billion in Job Search  
and new HR services

\*Others . . . Education and Evaluation service, Aptitude test development etc.

\*Consolidated adjustment values, etc. FYE Mar/2020 -0.7bil

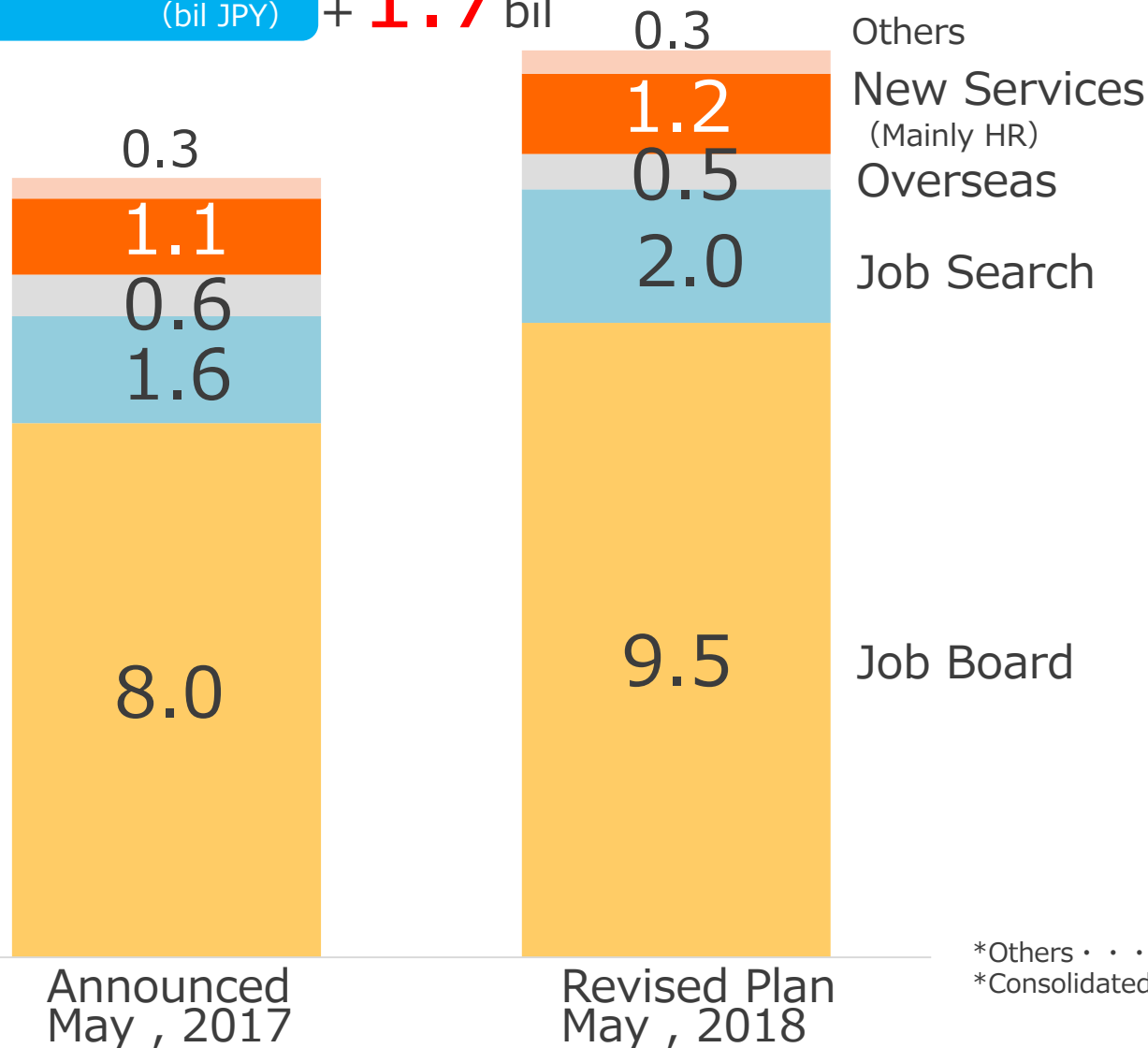


# FYE Mar/2020 Operating Income Plan by Service ( VS May , 2017 announced )



Operating Income  
(bil JPY)

+ **1.7** bil



Increase by approximately  
¥ **1.5** billion in existing  
job board sites

Increase by approximately  
¥ **0.5** billion in Job search  
and new HR services

\*Others . . . Education and Evaluation service ,Aptitude test development etc.

\*Consolidated adjustment values, etc ,FY Mar/2020 -0.8bil JPY

# Appendix

# [FYE Mar/2018 Results]

## Income statement of Hiring Business Earnings ( Consolidated )



	FY2017 (Apr.2016–Mar.2017)		FY2018 (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	30,703	100.0%	39,739	100.0%	9,036	29.4%
Cost of Sales	3,094	10.1%	3,754	9.4%	660	21.3%
Gross Profit	27,609	89.9%	35,984	90.6%	8,376	30.3%
SGA(Sales, general & administrative)	20,556	67.0%	26,294	66.2%	5,737	27.9%
Personnel	8,964	29.2%	10,502	26.4%	1,538	17.2%
Advertising, Sales Promotion	5,969	19.4%	8,781	22.1%	2,812	47.1%
Other	5,622	18.3%	7,011	17.6%	1,389	24.7%
Operating Income	7,052	23.0%	9,691	24.4%	2,639	37.4%

**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.

	FY2017 (Apr.2016–Mar.2017)		FY2018 (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	1,099	100.0%	1,083	100.0%	-16	-1.4%
Cost of Sales	152	13.8%	174	16.1%	22	14.4%
Gross Profit	947	86.2%	909	83.9%	-38	-4.0%
SGA(Sales, general & administrative)	1,123	102.2%	878	81.1%	-245	-21.8%
Personnel	636	57.9%	511	47.2%	-125	-19.7%
Advertising, Sales Promotion	26	2.3%	30	2.8%	4	17.0%
Other	461	41.9%	337	31.1%	-124	-26.9%
Operating Income	-177	-16.1%	31	2.8%	207	---

**Education/Evaluation  
& Other business**

**Education / Evaluation**

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

**Subsidiary**

Cbase (HR related system)

**Other**

New business

# Non-consolidated Income statement for FYE Mar/2018

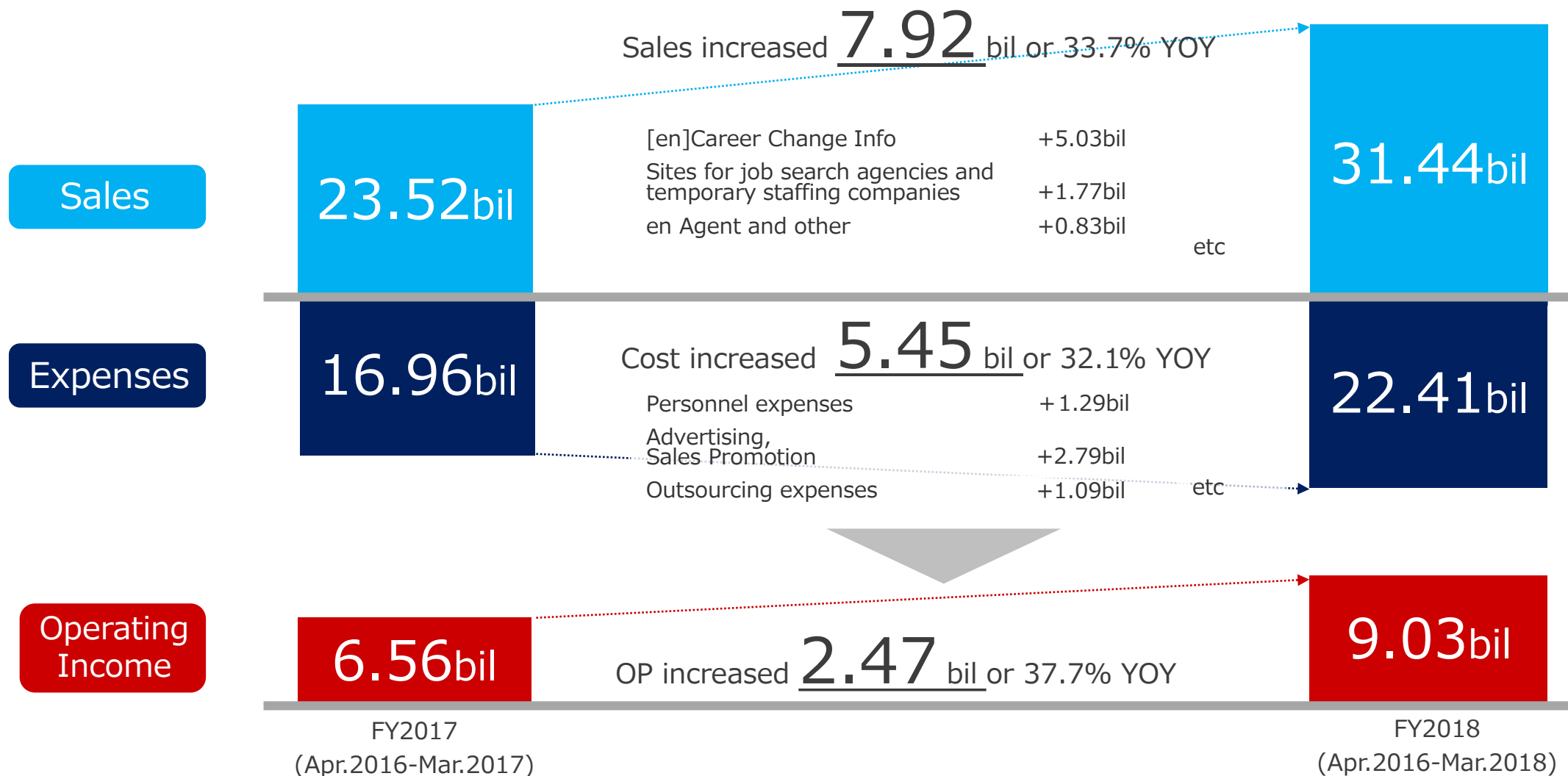
# [FYE Mar/2018 Results] Non-consolidated Income statement



	FY2017 (Apr.2016–Mar.2017)		FY2018 (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	23,520	100.0%	<b>31,437</b>	<b>100.0%</b>	7,917	33.7%
Cost of Sales	1,977	8.4%	<b>2,294</b>	<b>7.3%</b>	317	16.0%
Personnel	848	3.6%	<b>1,151</b>	<b>3.7%</b>	303	35.9%
Other	1,129	4.8%	<b>1,142</b>	<b>3.6%</b>	13	1.1%
Gross Profit	21,543	91.6%	<b>29,144</b>	<b>92.7%</b>	7,600	35.3%
SGA(Sales, general & administrative)	14,984	63.7%	<b>20,114</b>	<b>64.0%</b>	5,130	34.2%
Personnel	5,432	23.1%	<b>6,414</b>	<b>20.4%</b>	982	18.1%
Advertising, Sales Promotion	5,845	24.8%	<b>8,642</b>	<b>27.5%</b>	2,797	47.9%
Other	3,707	15.8%	<b>5,058</b>	<b>16.1%</b>	1,351	36.4%
Operating Income	6,560	27.9%	<b>9,030</b>	<b>28.7%</b>	2,470	37.7%
Ordinary Income	6,444	27.4%	<b>8,978</b>	<b>28.6%</b>	2,534	39.3%
Net Income	3,808	16.2%	<b>6,269</b>	<b>19.9%</b>	2,461	64.6%

Year on year

(JPY)



# [FYE Mar/2018 Results]

## Non-consolidated Income statement of Hiring Business Earnings



	FY2017 (Apr.2016–Mar.2017)		FY2018 (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	22,857	100.0%	30,756	100.0%	7,899	34.6%
Cost of Sales	1,846	8.1%	2,152	7.0%	305	16.5%
Gross Profit	21,011	91.9%	28,604	93.0%	7,593	36.1%
SGA(Sales, general & administrative)	14,319	62.6%	19,621	63.8%	5,302	37.0%
Personnel	5,006	21.9%	6,102	19.8%	1,095	21.9%
Advertising, Sales Promotion	5,830	25.5%	8,621	28.0%	2,791	47.9%
Other	3,483	15.2%	4,899	15.9%	1,416	40.6%
Operating Income	6,692	29.3%	8,983	29.2%	2,291	34.2%

### Hiring Business

(Non-consolidated)

### Job Board

[en]Career Change Info, [en]Career Change Consultant,  
[en]Temporary Placement Info,en BAITO, etc.

### Job Search

en Agent, etc.

### Others

Aptitude test,hiring related system  
New Businesses, etc.



# [FY Mar/2018 Results] Non-consolidated Income statement of Education/Evaluation and other businesses



	FY2017 (Apr.2016–Mar.2017)		FY2018 (Apr.2017–Mar.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	663	100.0%	681	100.0%	18	2.7%
Cost of Sales	130	19.7%	142	20.8%	11	8.7%
Gross Profit	533	80.3%	540	79.2%	7	1.3%
SGA(Sales, general & administrative)	665	100.2%	493	72.3%	-172	-25.9%
Personnel	426	64.2%	312	45.8%	-113	-26.6%
Advertising, Sales Promotion	15	2.3%	21	3.1%	6	40.0%
Other	224	33.8%	159	23.4%	-65	-28.9%
Operating Income	-132	-19.9%	47	6.9%	179	---

## Education/Evaluation & Other business

(Non-consolidated)

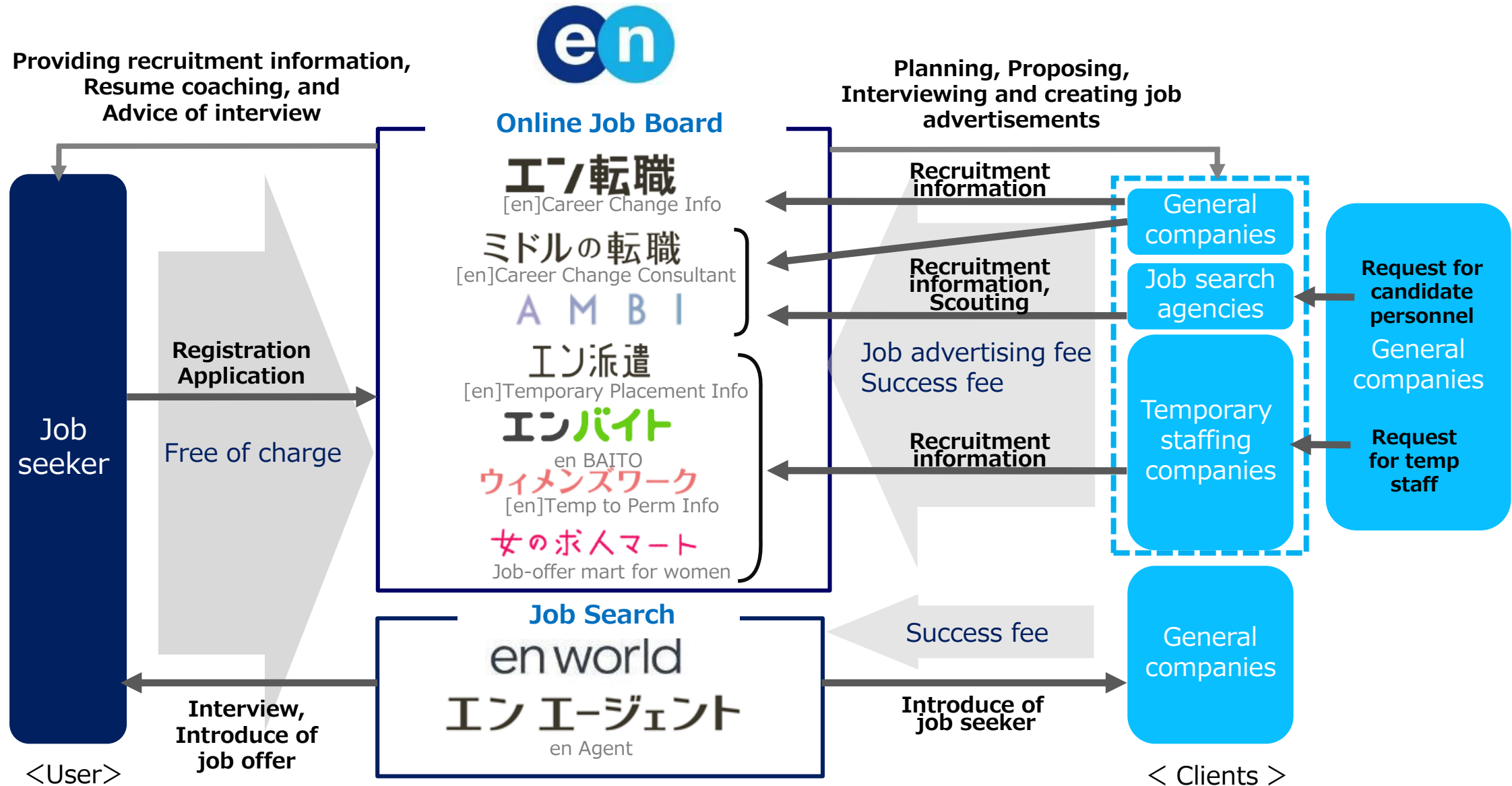
## Education / Evaluation

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







## Other

New business



【 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. 2018)
【Stock Listing 】	Jasdaq/ (code : 4849)
【Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,534, Non-consolidated 1,365 (as of Mar. 2018)
【 Number of Outstanding Shares 】	49,716,000 (as of Mar. 2018)
【 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>エノ転職</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>エノ派遣</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>エノバイト</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>
	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>	<ul style="list-style-type: none"> <li>• Japanese companies</li> </ul>



### <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>
	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. Enhancing Japanese companies in Vietnam.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Companies</li> <li>• Global Companies</li> <li>• Japanese 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. Enhancing Japanese companies in Vietnam.</li> </ul>	<ul style="list-style-type: none"> <li>• Local Companies</li> <li>• Global Companies</li> <li>• Japanese 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>

## Our business contents③





### < 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

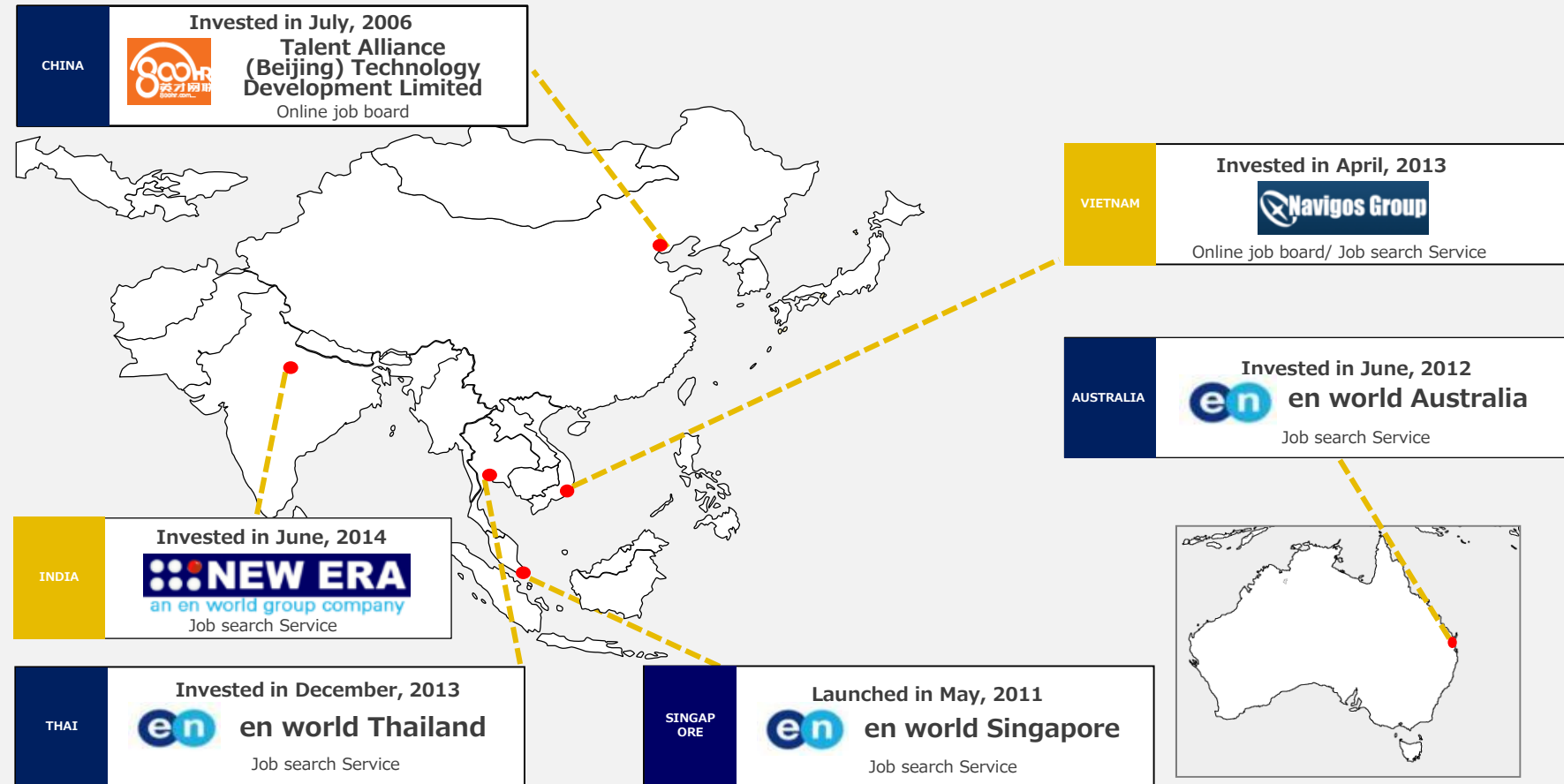
\*A hiring related system has transferred to en Japan from FY Mar/2017

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

	Contents	Characteristics	Users
 * Insight Tech	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

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

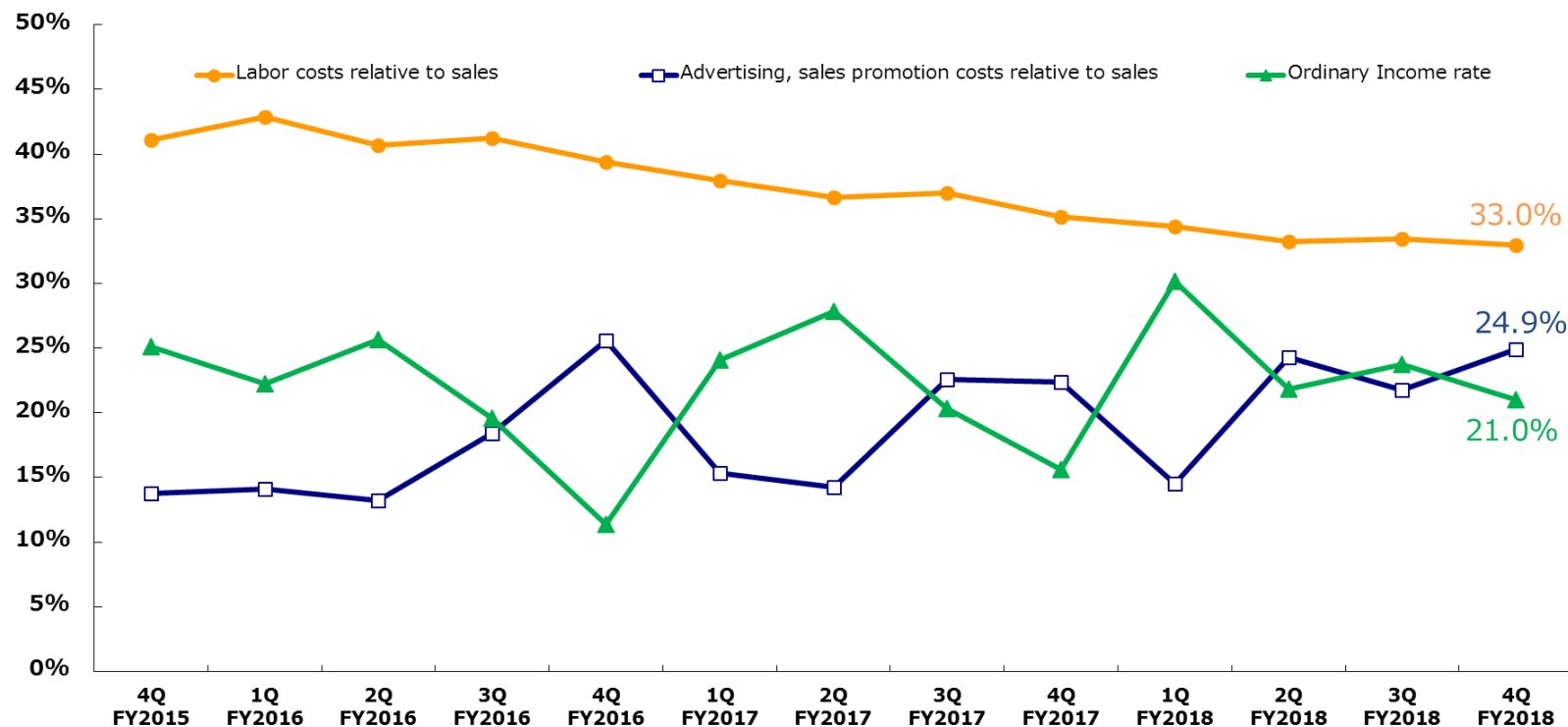
# Concentrating resources in Vietnam and India based on a mid-to-long-term perspective



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

## Cost relative to sales

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



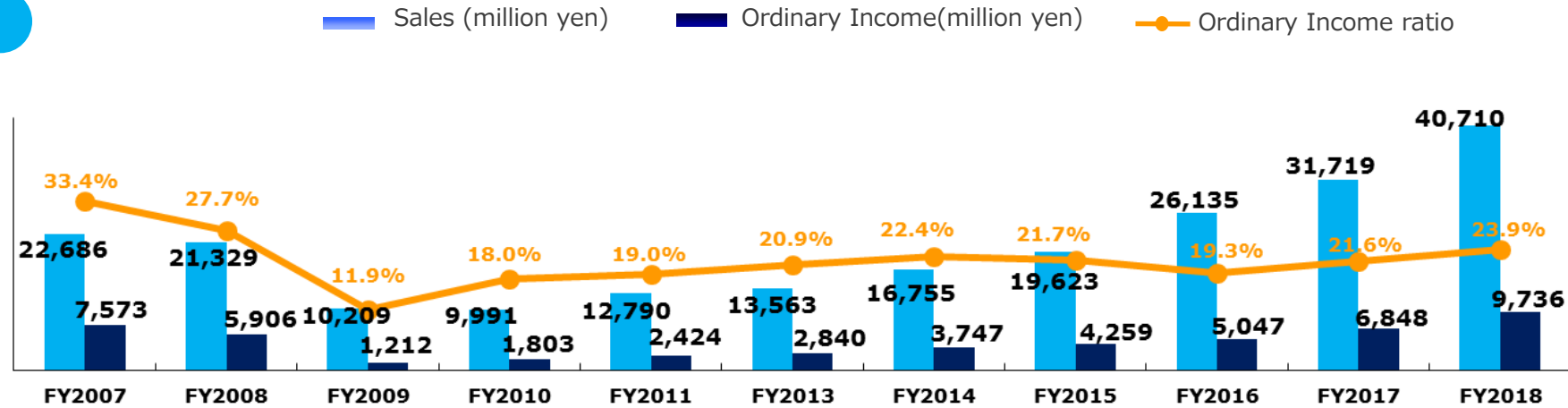
	4Q FY2015	1Q FY2016	2Q FY2016	3Q FY2016	4Q FY2016	1Q FY2017	2Q FY2017	3Q FY2017	4Q FY2017	1Q FY2018	2Q FY2018	3Q FY2018	4Q FY2018
Ordinary Income (million yen)	1,416	1,287	1,639	1,274	845	1,738	2,125	1,583	1,411	2,753	2,134	2,364	2,484
Ordinary Income rate	25.1%	22.2%	25.6%	19.6%	11.4%	24.0%	27.8%	20.3%	15.6%	30.2%	21.8%	23.7%	21.0%
Labor costs (million yen)	2,321	2,480	2,603	2,684	2,931	2,743	2,797	2,885	3,185	3,137	3,250	3,336	3,901
Labor costs relative to sales	41.1%	42.8%	40.7%	41.2%	39.4%	37.9%	36.7%	37.0%	35.2%	34.4%	33.2%	33.5%	33.0%
sales promotion costs (million yen)	777	815	847	1,200	1,906	1,108	1,086	1,764	2,028	1,323	2,373	2,166	2,947
sales promotion costs relative to sales	13.8%	14.1%	13.2%	18.4%	25.6%	15.3%	14.2%	22.6%	22.4%	14.5%	24.3%	21.7%	24.9%



# Earnings for Fiscal year end and each quarter

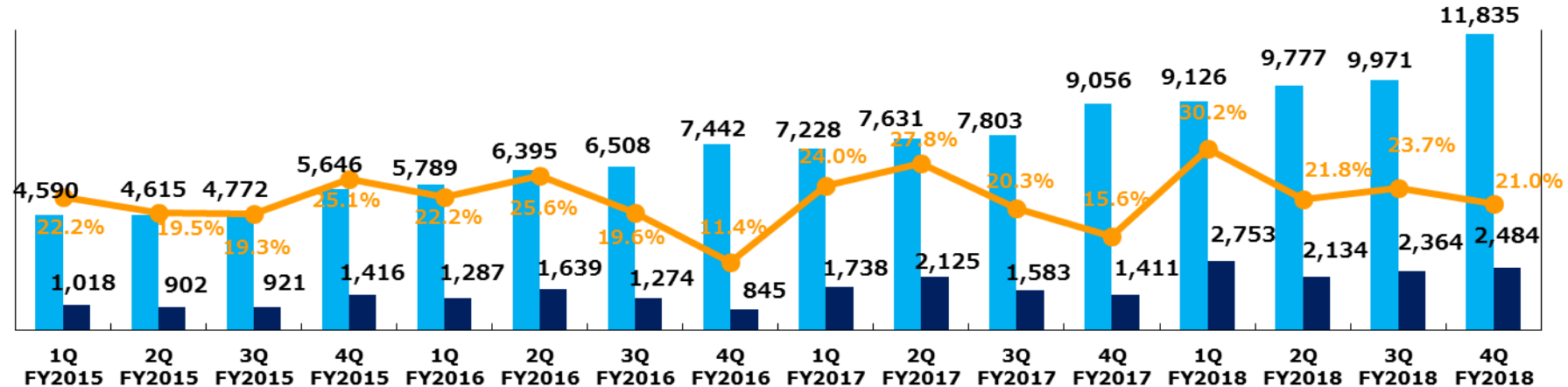


## Fiscal year end



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

## Quarter

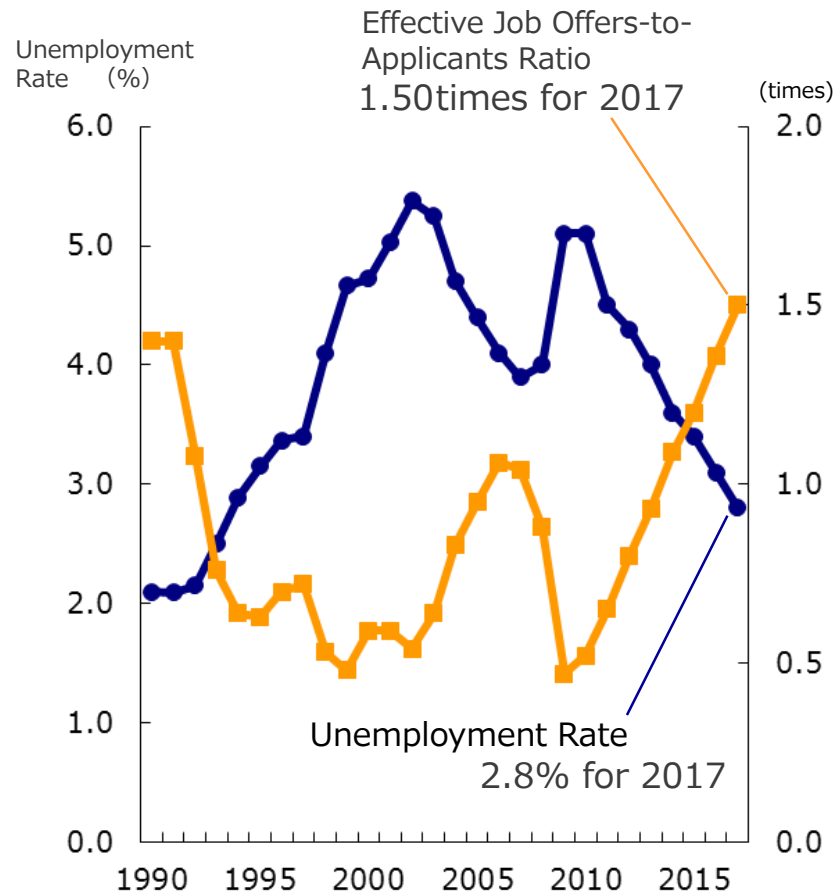


# The market environment

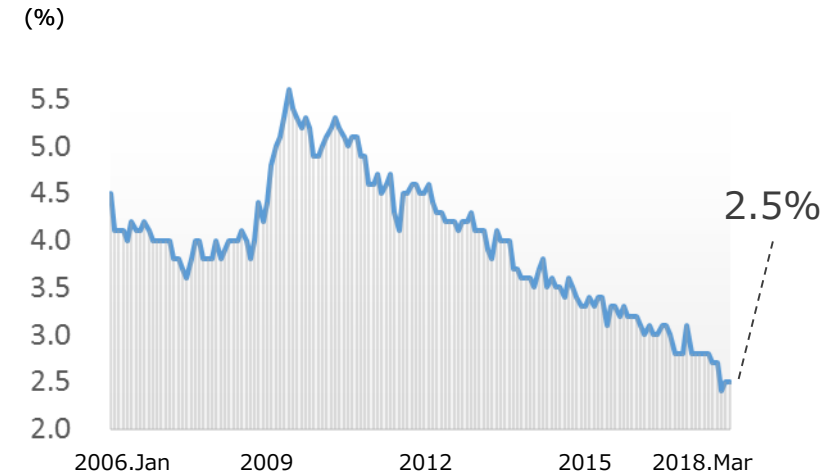
## - Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio



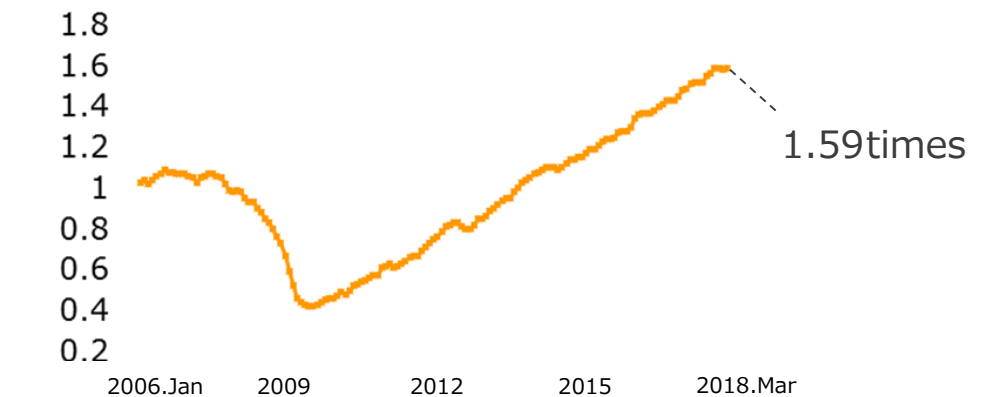
<Year Average>



< Latest Unemployment Rate >



< Latest Effective Job Offers-to-Applicants Ratio >

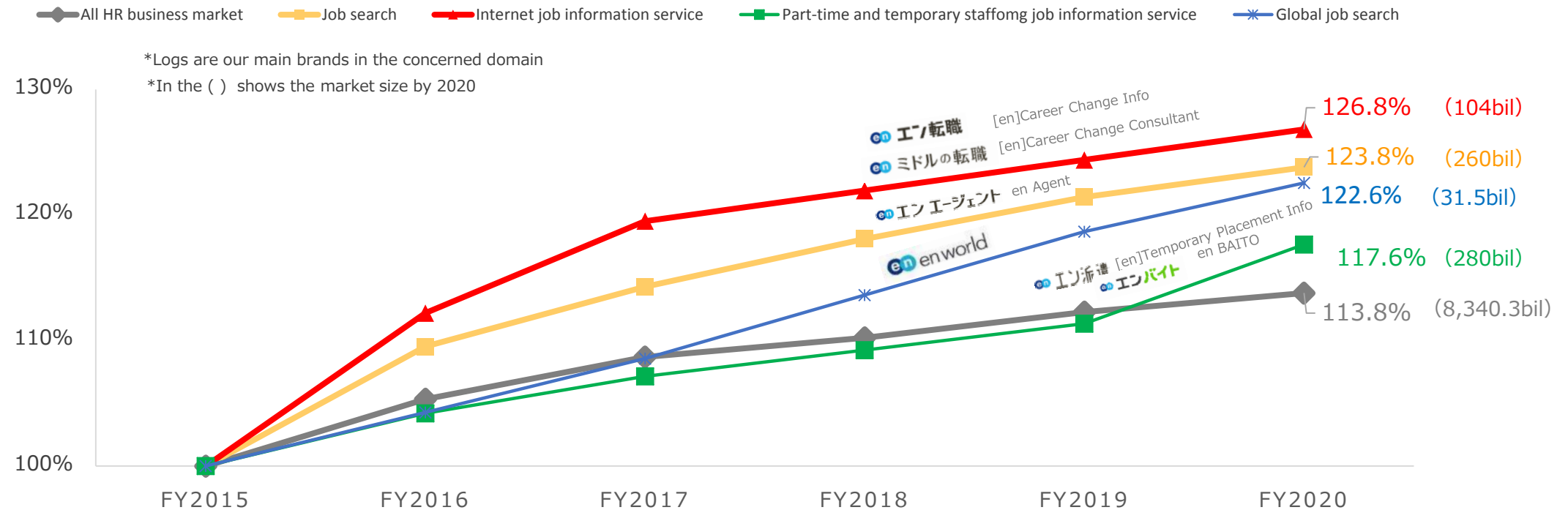


Source : Ministry of Health, Labor and Welfare ,  
the Statistics Bureau, Ministry of Internal Affairs and Communications

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



(million items)



Source: Association of Job Information of Japan "Job Advertisement Numbers" (Mer.2018)

\* Survey of 54 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 to Mar 2017, survey of 55 companies, Apr 2017~, survey of 54 companies )



■ en-japan inc. Corporate Planning Department IR Group

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