



en-japan Inc.

1st Half of FYE Mar/2019 Earnings Review

November 8, 2018

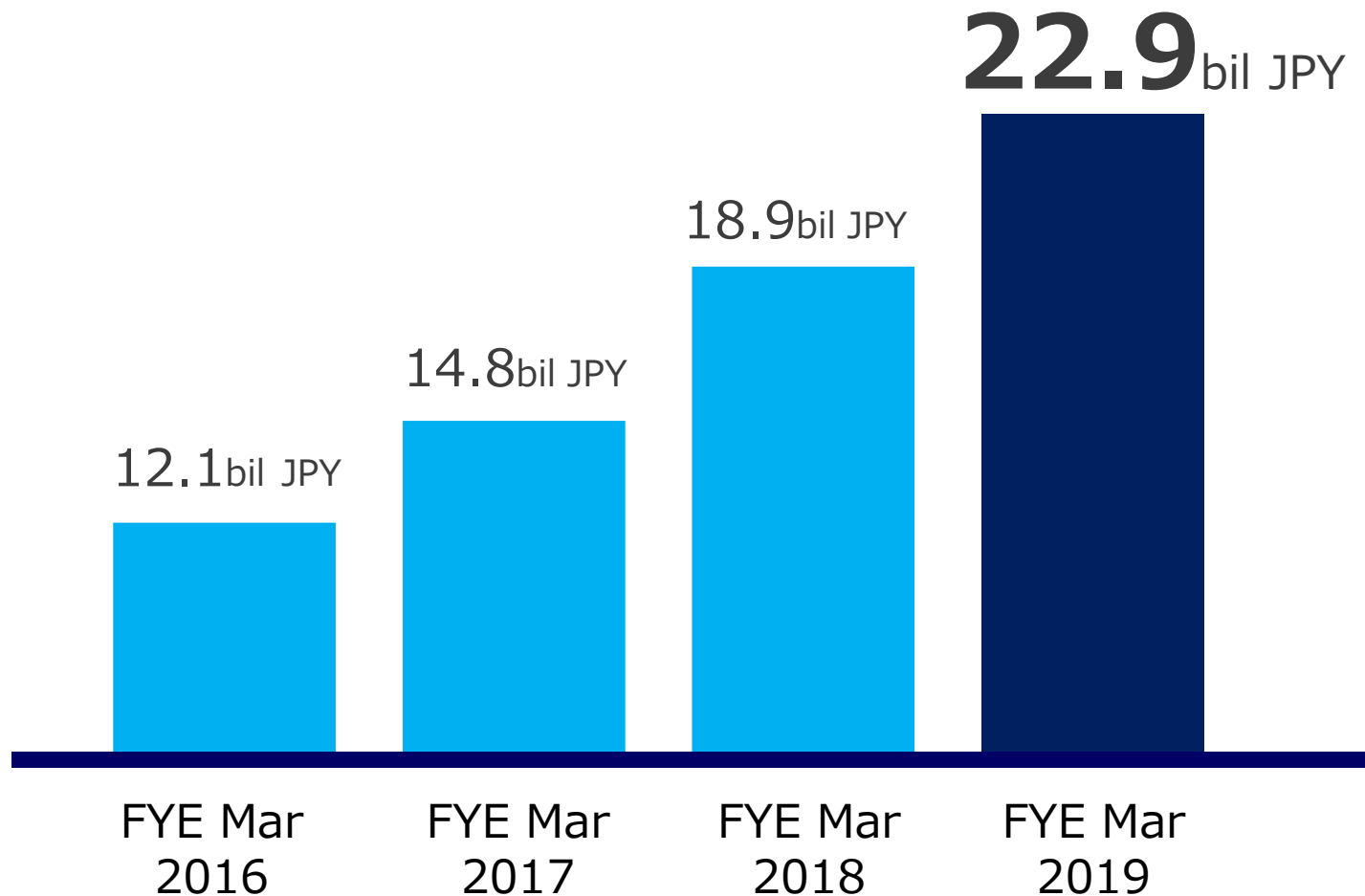
- P3 Consolidated Performance Summary for 1st Quarter of FYE Mar/2019

 - The market environment & topics
- P20 Performance Summary for 1st Quarter of FYE Mar/2019 by Main Services
- P24 HR-Tech
- P29 Return to Shareholders
- P31 Appendix

 - Hiring Business & Education/Evaluation Business for 1st Half of FYE Mar/2019
 - Non-consolidated Income Statement for 1st Half of FYE Mar/2019
 - FYE Mar/2019 Earnings Forecast
 - Medium term Management Plan “Revised May, 2018”
 - Company Overview

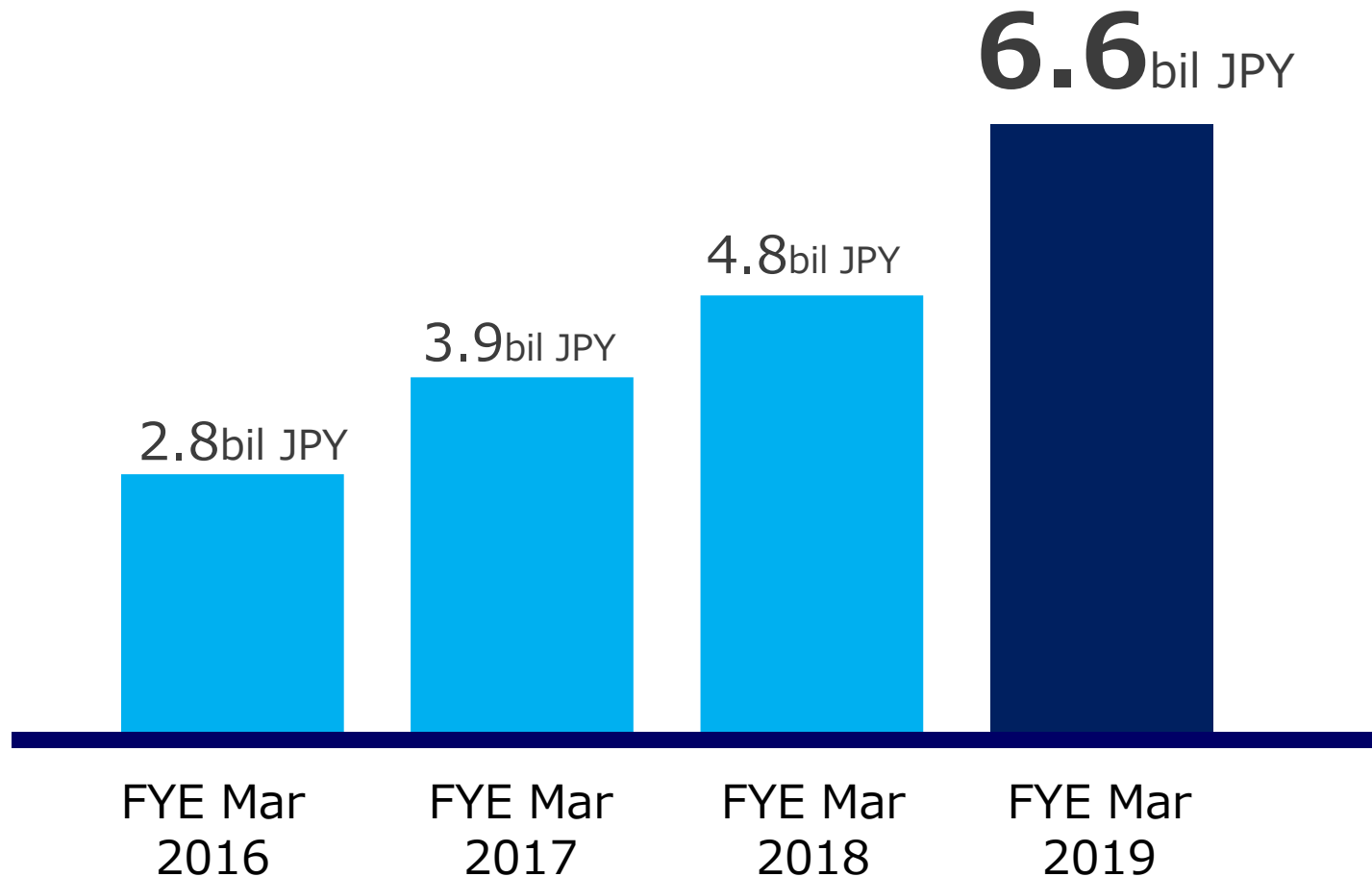
Consolidated Performance Summary for 1st Half of FYE Mar/2019

1st Half (Apr.–Sep.)
Sales



Increased
21.3%

1st Half (Apr.–Sep.)
Operating Income



Increased
39.1%

Job Board

Main Job Board
total
Sales

14,678 M JPY + **22.9%** YoY

- While the market growth rate appears to have calmed down, each site continued to maintain higher growth than the market.
- Sites for Permanent Recruitment agencies in 1H increased 45.5% YoY, with net sales exceeding the plan.

Permanent Recruitment

Domestic
total
Sales

5,428 M JPY + **20.2%** YoY

- en Agent made progress as expected and subsidiary EWJ exceeded expectations with net sales in 1H increasing 25.8% YoY.
- Permanent Recruitment increased personnel in both services in the current fiscal year. By increasing productivity, full-scale contribution will be made to profit next fiscal year.

Expenses, Others

- Regarding expenses, advertising and sales promotion expenses increased 8.2% YoY, improving efficiency.
Furthermore, total expenses increased 15.2% YoY, mainly due to increase in personnel expenses and outsourcing expenses associated with enhanced operational efficiency. Performance was below expectations compared with the plan.
- In the new HR Tech service, the number of engage user companies topped 120,000.

[1st Half of FYE Mar/2019 Results] Consolidated Income Statement

	FYE Mar 2018 (Apr.–Sep.2017)		FYE Mar 2019 (Apr.–Sep.2018)		YOY change (million yen)	YOY change	Note
	(million yen)	% of sales	(million yen)	% of sales			
Net Sales	18,903	100.0%	22,924	100.0%	4,020	21.3%	Growth achieved by Job Board sites and Permanent recruitment services, etc.
Cost of Sales	1,738	9.2%	2,284	10.0%	546	31.4%	
Personnel	1,180	6.2%	1,517	6.6%	337	28.6%	Increase in production-related. Increase in personnel expenses due to growth in EWJ's specialist dispatch service, etc.
Other	557	3.0%	766	3.3%	208	37.5%	
Gross Profit	17,165	90.8%	20,640	90.0%	3,474	20.2%	
SGA (Sales, general & administrative)	12,354	65.4%	13,947	60.8%	1,593	12.9%	
Personnel	5,208	27.6%	5,890	25.7%	682	13.1%	Headcount increased mainly en-japan and EWJ.
Advertising, Sales Promotion	3,696	19.6%	4,000	17.5%	304	8.2%	Slight increase due to efficient use (TV commercials, online advertisements, etc.)
Other	3,449	18.2%	4,055	17.7%	606	17.6%	Outsourcing expenses, etc. increased in conjunction with the enhancement of operating efficiency.
Operating Income	4,811	25.5%	6,692	29.2%	1,881	39.1%	
Ordinary Income	4,887	25.9%	6,871	30.0%	1,984	40.6%	Increase in investment income based on equity method, etc.
Net Income attributable to en-japan	3,395	18.0%	4,819	21.0%	1,424	41.9%	

Changing Factor of Earnings Year on Year



Year on year

(JPY)

Sales

18.90bil

Sales increased **4.02** bil or +21.3% YOY

Job Board +2.73bil
Permanent Recruitment +0.91bil
Overseas +0.05bil
etc.

22.92bil

Expenses

14.09bil

Cost increased **2.13** bil or +15.2% YOY

Personnel expenses +1.01bil
Advertising, Sales Promotion +0.3bil
Outsourcing expenses +0.23bil
etc.

16.23bil

Operating
Income

4.81bil

OP increased **1.88** bil or +39.1% YOY

6.69bil

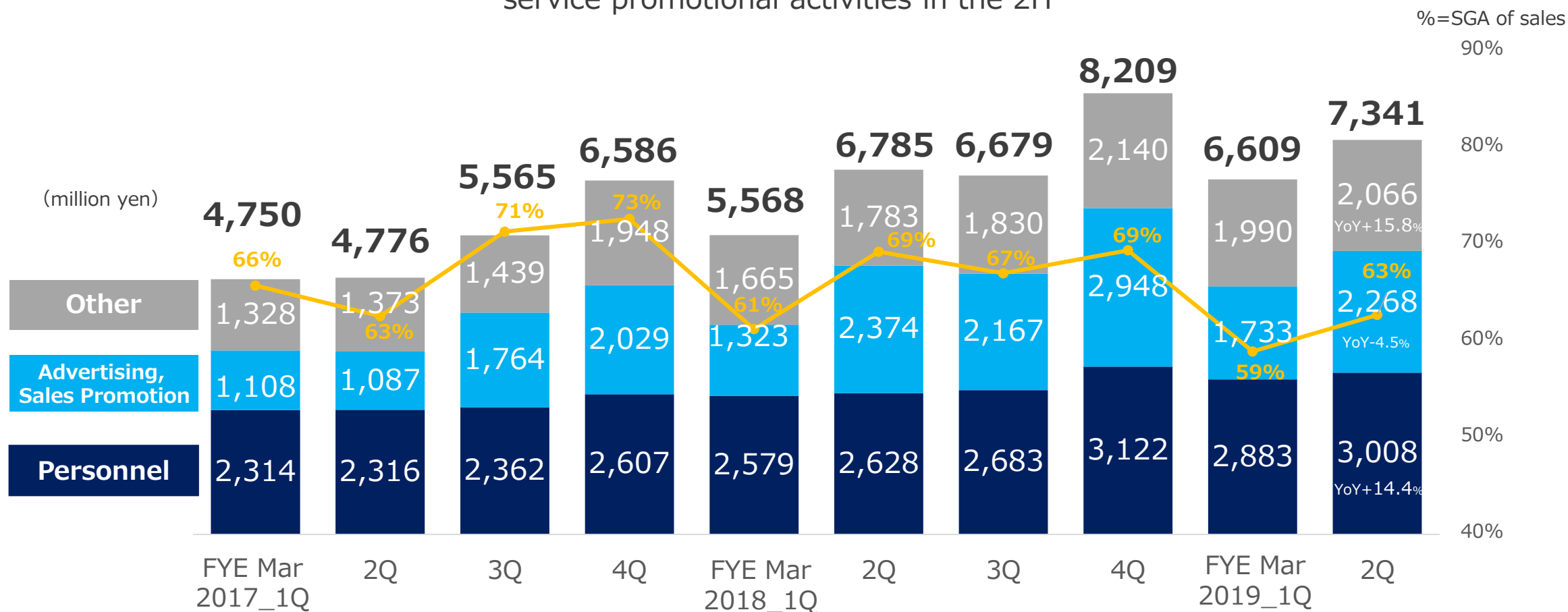
1st Half of FYE Mar 2018
(Apr-sep.2017)

1st Half of FYE Mar 2019
(Apr-Sep.2018)

SGA expenses increased 8.2% YOY in the Q2

SGA expenses at total were slightly below expectations

Advertising, Sales promotion expenses are expected to be as full year forecast due to new service promotional activities in the 2H



Changing Factor of Earnings by plans



By Plan

(JPY)

Sales

22.55bil

Sales increased **0.37** bil or +1.7% YOY

Permanent Recruitment +0.37bil
Job Board +0.02bil
Overseas -0.13bil

etc.

22.92bil

Expenses

17.15bil

Cost decreased **0.91** bil or -5.4% YOY

Personnel expenses -0.36bil
Advertising, Sales Promotion -0.11bil

etc.

16.23bil

Operating
Income

5.40bil

OP increased **1.29** bil or +23.9% YOY

6.69bil

1st Half of FYE Mar 2019 Plan
(Apr-sep.2018)

1st Half of FYE Mar 2019 Actual
(Apr-Sep.2018)

FYE Mar/2019 Earnings Plan (Consolidated)



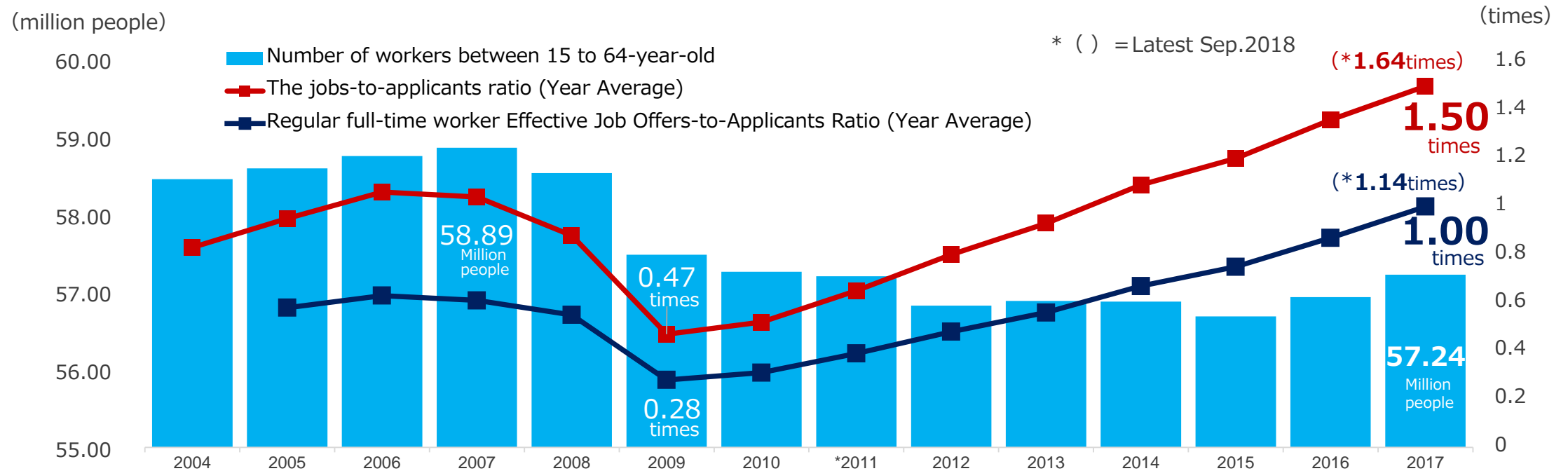
Full year Plan

While the progress of income is exceeding the plan in 1H, the full-year plan is not revised. Additional investment in new services is being considered from a medium-term growth perspective.

	FYE Mar 2018 (Apr.2017–Mar.2018)		FYE Mar 2019 Plan (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%	Growth achieved mainly by en-japan and EWJ
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
Other	1,220	3.0%	1,694	3.5%	473	38.8%	Manpower reinforcement at EWJ
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%	

Market Environment and Topics

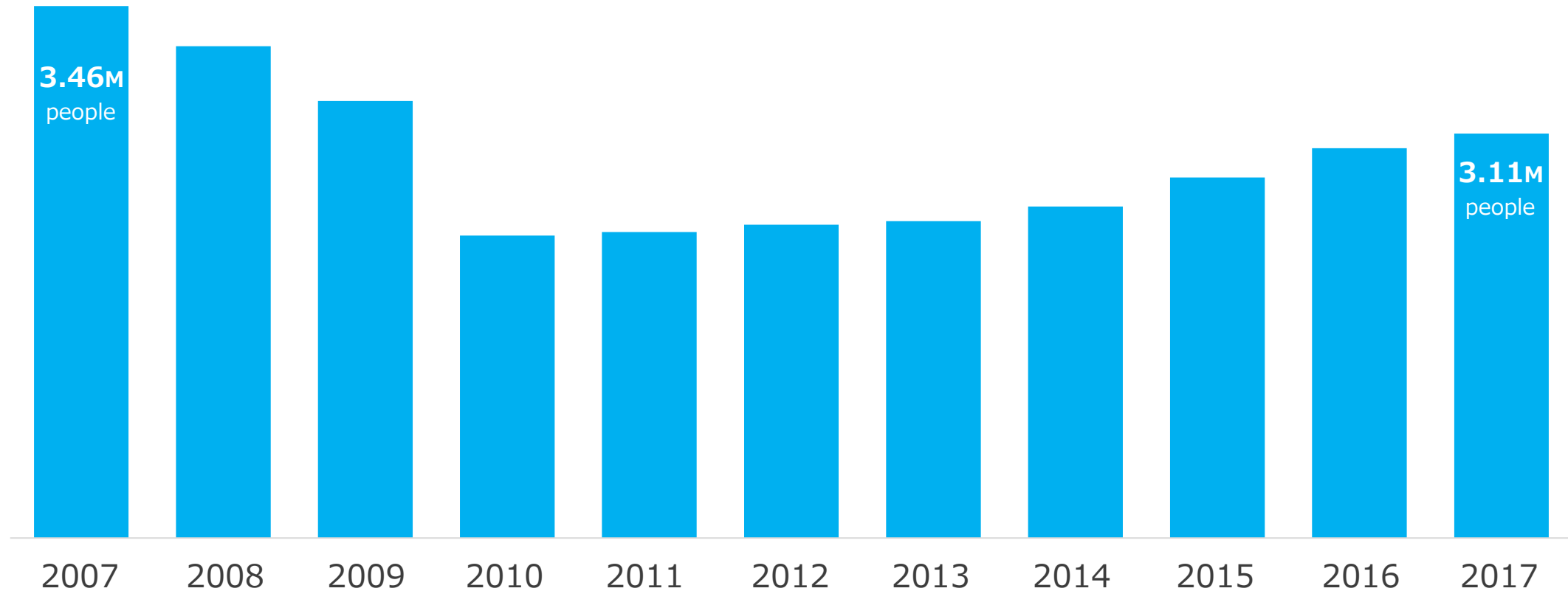
The working population has recently been on the increase, primarily due to active participation by senior and female workers. Workers in the young and middle-age age groups continue to decline. The jobs-to-applicants ratio for regular full-time employees marked a record high.



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

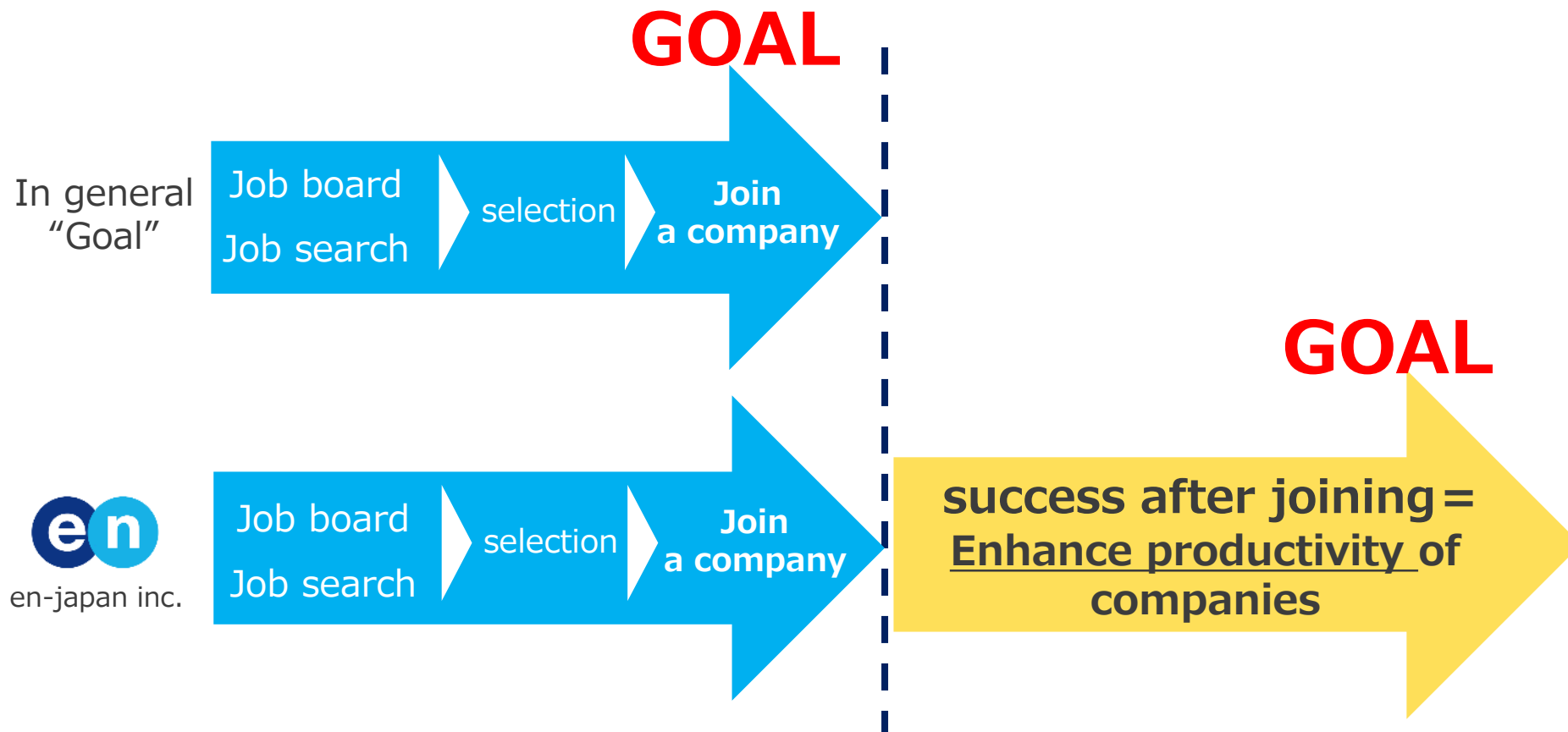
People
changing
careers

Number of people changing careers on the rise in Japan



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

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



en エン転職



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



- 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



入社者の離職リスクが見える・対策がわかる



- Identifies employee retention risk at an early stage and conducts appropriate follow-up activities
 - Acts as an employee retention tool to prevent workers from leaving jobs at an early stage
- etc.

[en] Career Change Info

en エン転職

Aired TV commercials in September

Also actively implemented transportation advertising linked to the TV commercials.



転職は慎重に。

- Broadcasting areas: Run by 29 major networks in Kanto, Tokai, Kansai, Fukuoka, Hokkaido and Shizuoka areas



- Areas: Railway stations, outdoor billboards, etc. in major areas nationwide

Massive advertising in stations also conducted in Shinjuku, Umeda, Nagoya, and Hakata

[en] Career Change Info

en **転職**

Service Launch on October 22

Acquisition of new user base.

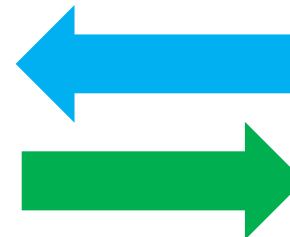
Evolution to a more effective website to be utilized in expanding sales to clients

LINEキャリア

Over **1.4** million
friend registrations
(as of November 5, 2018)



Job advertisement
coordination



Conduct for
New member
and
application

エン転職



- LINE Career is developed on the LINE application that has a huge number of domestic active users (76 million). New user membership and application are acquired through the new application conductor.
- Recruitment posted in en Career Change Info will automatically be coordinated with LINE Career. Acquisition of both new and repeat clients is sought by increasing number of new members and improving application effects.

[en]Career Change Consultant

 ミドルの転職

Website Renewed on September 27

Under the website concept “Mid-career professionals going to the next stage”, career change support targeting mid-career staff who plays key roles in management, which companies are strongly willing to employ, is strengthened.



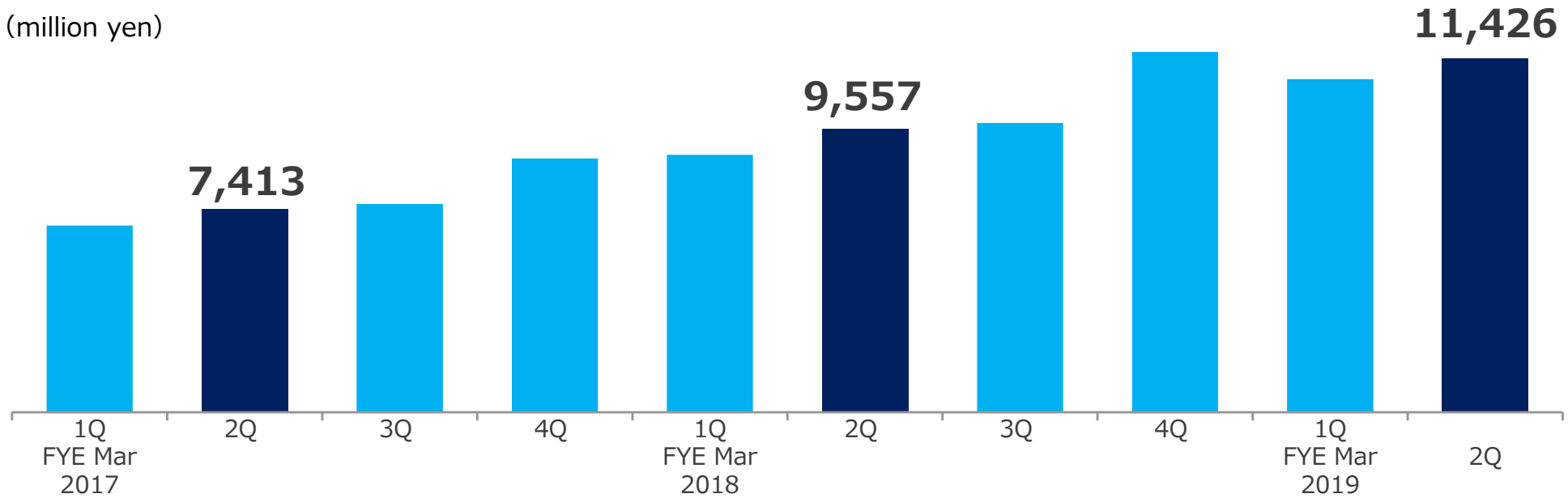
- ✓ Considerable number of success stories in career change resulting in an annual income of 10 million yen and more are introduced in “Career Change Experience Report.”
- ✓ Logos of recruiting companies are introduced on the top page so that more attractive recruiting offers can easily be found.

Performance Summary for 1st Half of FYE Mar/2019 by Main Services

Sales of Hiring Business (By quarter)



(million yen)



(Million yen)	1Q FY2017	2Q FY2017	3Q FY2017	4Q FY2017	1Q FY2018	2Q FY2018	3Q FY2018	4Q FY2018	1Q FY2019	2Q FY2019
[en]Career Change Info (Job board, SH ads=Retainer fee+Success fee)	2,694	3,065	3,296	4,097	3,906	4,405	4,307	5,563	4,887	5,132
Other sites (Sites for Permanent Recruitment agencies and Temporary staffing companies)	1,407	1,493	1,578	1,855	1,747	1,873	2,063	2,416	2,228	2,428
en world Japan(Permanent Recruitment)	1,296	1,285	1,122	1,176	1,295	1,321	1,357	1,519	1,586	1,705
Overseas subsidiaries (EWS,EWAUS,Navigos,EWThai,NewEra) *1	644	738	730	709	734	849	858	825	768	873
Other	945	841	837	975	1,193	1,139	1,170	1,326	1,467	1,330
Total	6,977	7,413	7,549	8,767	8,865	9,557	9,710	11,606	10,880	11,426

*Include a fraction and eliminations

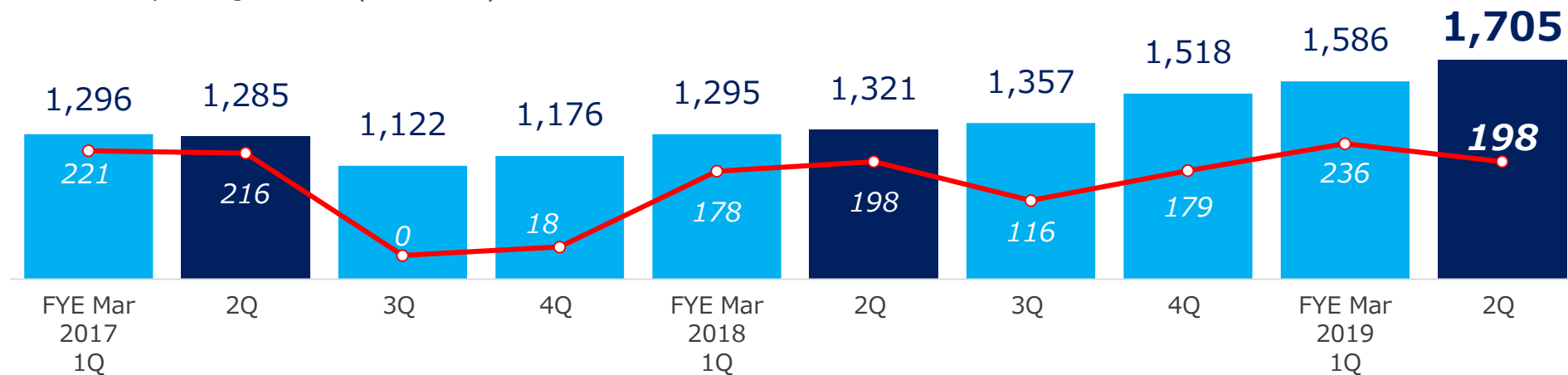
* Effective FYE Mar/2019, sales of aptitude tests are transferred to the education and evaluation business. No retroactive adjustments have been made.

Results of en world Japan

	Sales	Operating Income
2Q	1,705M JPY 29.1% increase vs. YOY	198M JPY 0.1% decrease vs. YOY
1st Half	3,292M JPY 25.8% increase vs. YOY	435M JPY 15.4% increase vs. YOY

- The core job placement business and specialist dispatch business performed favorably. The new service RPO also contributed to the performance, mainly in sales, from the beginning of the period.
- Income exceeded the plan. The lower growth rate compared to that of sales is due to temporary factors attributable to change in business mix and increase in personnel associated with advance investment.

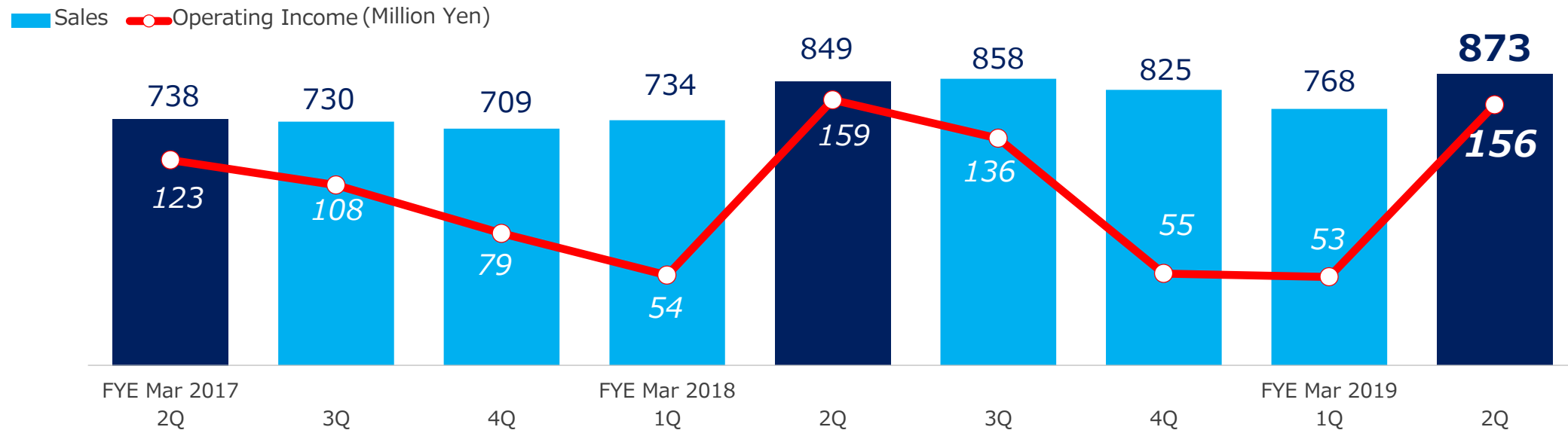
■ Sales ● Operating Income (Million Yen)



Results of overseas subsidiaries

	Sales	Operating Income
2Q	873M JPY 2.8% increase vs. YOY	156M JPY 1.6% decrease vs. YOY
1st Half	1,641M JPY 3.6% increase vs. YOY	210M JPY 2.1% decrease vs. YOY

- Vietnam, a priority country, performed favorably as expected.
- While full-scale recovery in India will appear after next fiscal year, signs of bottoming out are beginning to be seen thanks to its structural reconstruction.

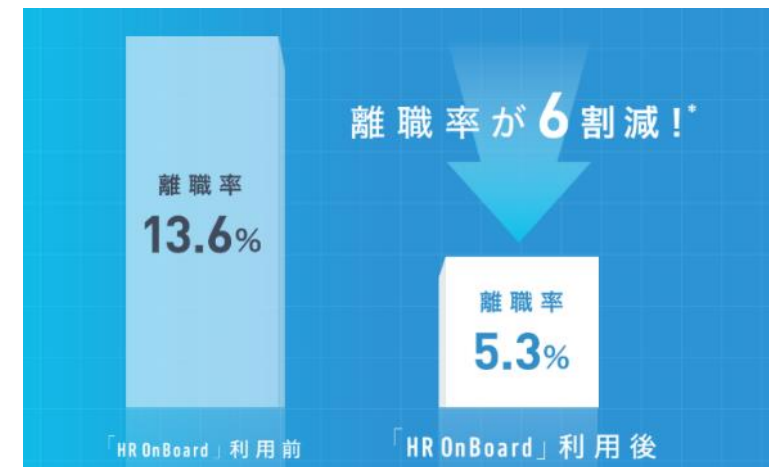


HR-Tech

入社者の離職リスクが見える・対策がわかる



- ✓ A website tool allowing companies to identify retention risk through monthly questionnaires for workers.
- ✓ Since the service launch in December 2017, effectiveness has been recognized by many user clients, who have made comments such as the “turnover within 3 months has been reduced to approximately one-third.”



Issues for companies

Small and medium-sized companies in particular do not allocate resources to their recruiting sites (slow updates, not smartphone-compatible, design issues, etc.)

Solutions



[1] Easy-to-build company recruiting sites (compatible with all employment formats)

- Stylish, template-based, extensive use of images
- Optimized for smartphone displays (responsive)

[2] Help with recruiting activities

- Automatically list on recruiting search engines (such as indeed)
- Targeted scouting among 6 million members of [en]Career Change Info

[3] Applicant Tracking System (ATS)

- Applicant resume management
- Chat messages to arrange interviews

Number of user companies - engage -



The number of companies using “engage” topped **120,000**.

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

約 10 万社がご利用中!

採用支援サービス **エンゲージ** が人気の理由。



- 採用 HP 作成 (PC&スマホ) が簡単に!
- 求人情報を何件でも掲載可能!
- SNSとの連携で求人情報を簡単シェア!
- 求人検索エンジン対策もバッチリ!
- ミスマッチを減らす適性テストも!
- 離職防止のオプション機能あり!

これだけ使えて
¥0~

HR Award 2017 日本の人材

エンゲージの会員向け無料スカウトあり! エンゲージ連携機能で、プロがつくった求人無料転職!

Transportation advertising was implemented for the first time simultaneously with the exhibition booth at HR EXPO in Tokyo.

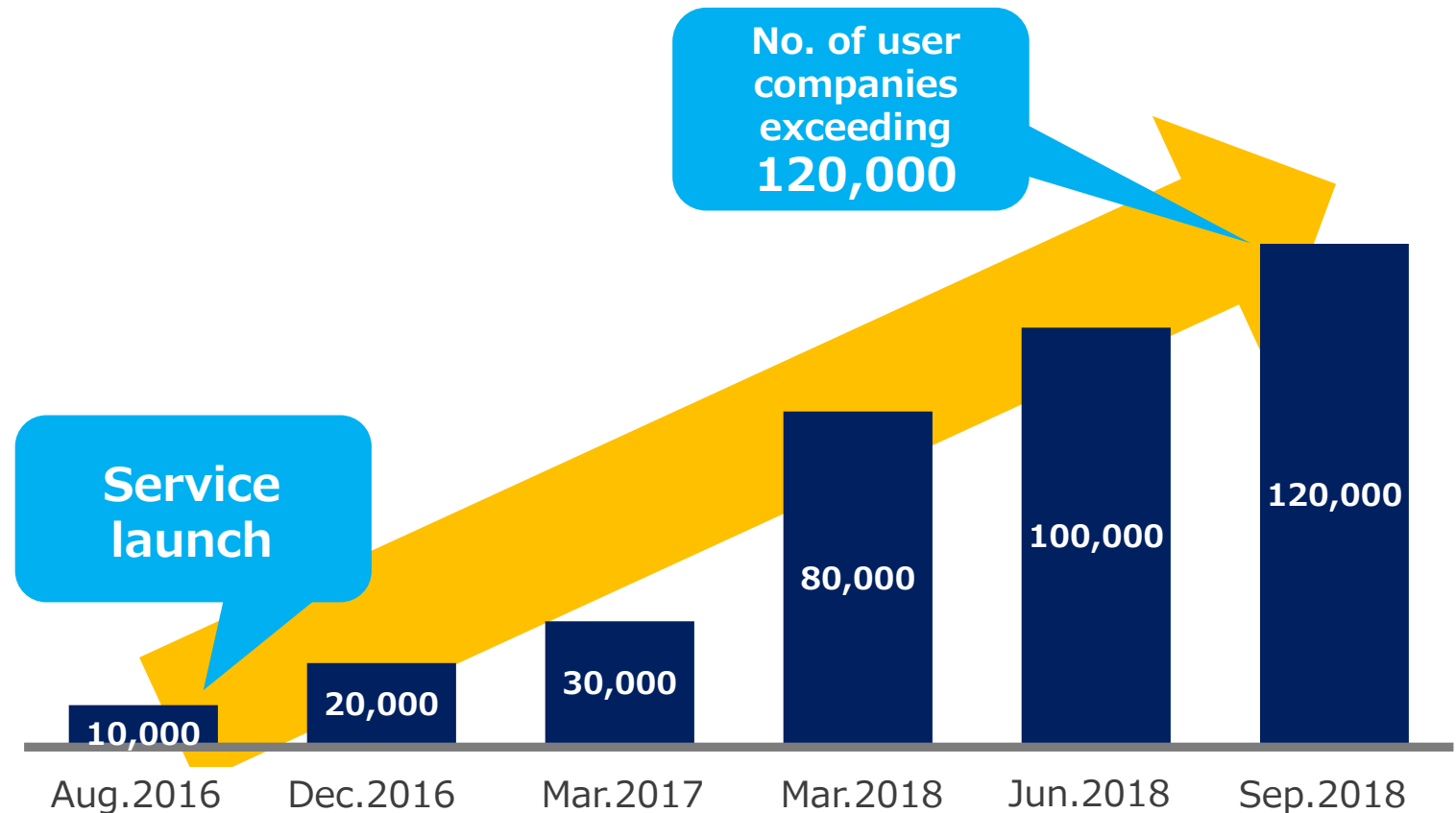
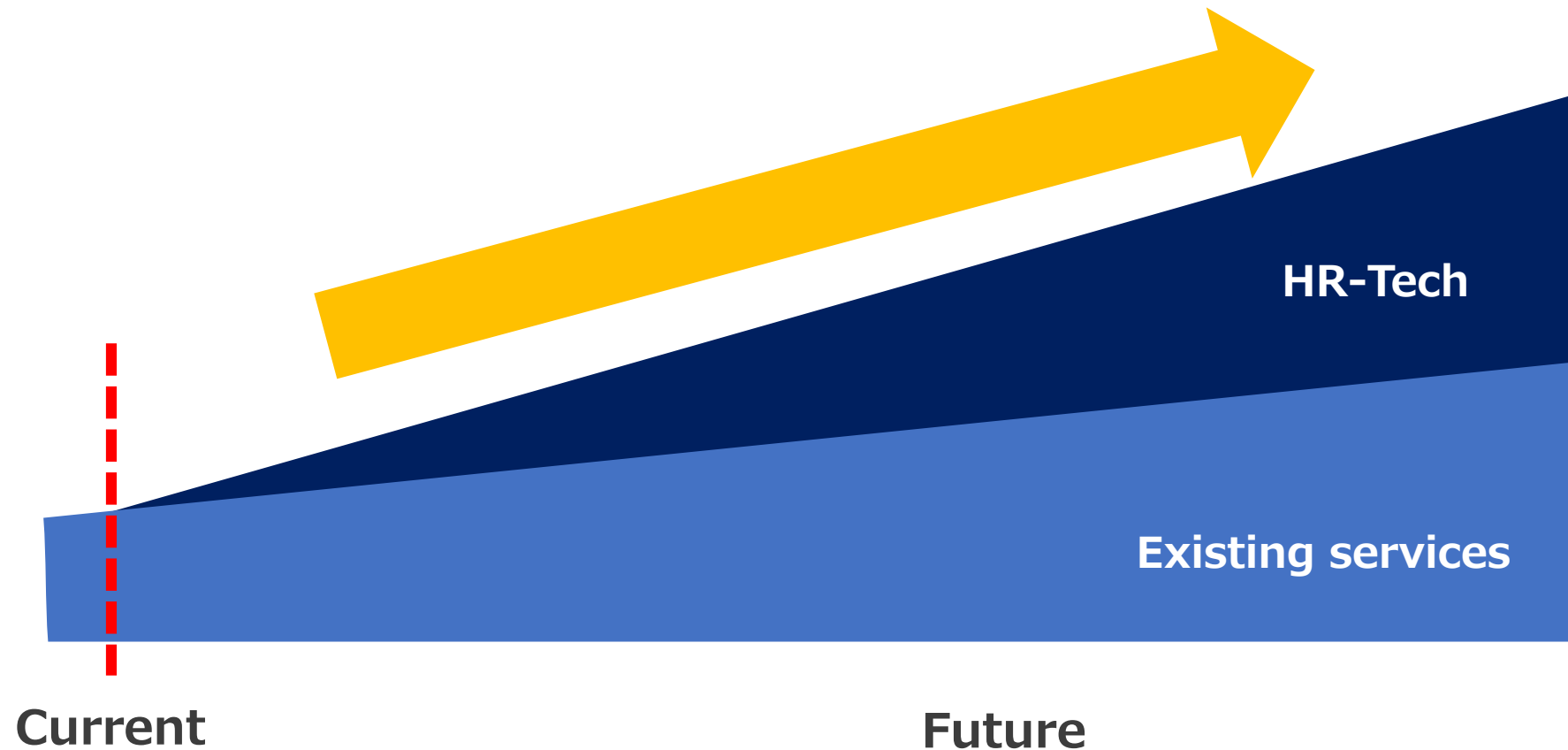


Image
Sales & OP

Aim for stable growth in existing business
and accelerated growth using HR-tech



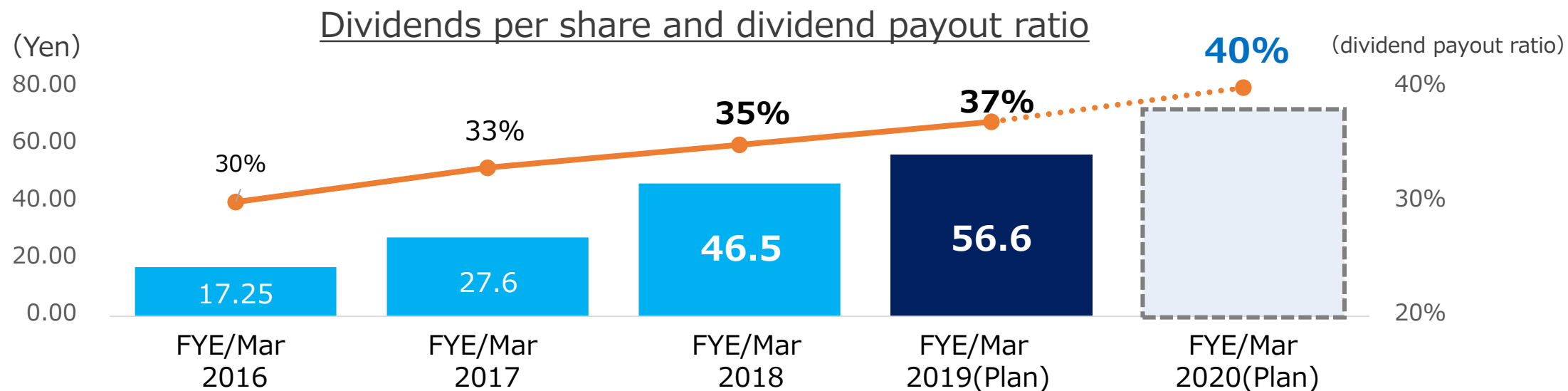
Return to Shareholders

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/2019

The dividend payout ratio plan: **37%**, ¥**56.6**



Appendix

[1st Half of FYE Mar/2019 Results]

Income statement of Hiring Business Earnings (Consolidated)



*Effective the 1st quarter of FYE Mar/2019, net sales of aptitude tests in the hiring business are transferred to the education and evaluation business.
Figures for the corresponding period of the previous fiscal year have been adjusted to reflect this change.

	1 st Half of FYE Mar 2018 (Apr.–Sep.2017)		1 st Half of FYE Mar 2019 (Apr.–Sep.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	18,320	100.0%	22,307	100.0%	3,986	21.8%
Cost of Sales	1,671	9.1%	2,210	9.9%	539	32.3%
Gross Profit	16,648	90.9%	20,096	90.1%	3,447	20.7%
SGA(Sales, general & administrative)	11,807	64.5%	13,466	60.4%	1,658	14.0%
Personnel	4,913	26.8%	5,605	25.1%	692	14.1%
Advertising, Sales Promotion	3,684	20.1%	3,980	17.8%	296	8.0%
Other	3,210	17.5%	3,880	17.4%	670	20.9%
Operating Income	4,840	26.4%	6,630	29.7%	1,789	37.0%

**Hiring
Business**

Job Board

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

Permanent Recruitment

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

Others

Hiring related system,
Zeku,
New Businesses, etc.

[1st Half of FYE Mar/2019 Results]

Income statement of Education/Evaluation & Other business (Consolidated)



*Effective the 1st quarter of FYE Mar/2019, net sales of aptitude tests in the hiring business are transferred to the education and evaluation business.
Figures for the corresponding period of the previous fiscal year have been adjusted to reflect this change.

	1 st Half of FYE Mar 2018 (Apr.–Sep.2017)		1 st Half of FYE Mar 2019 (Apr.–Sep.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Sales	626	100.0%	671	100.0%	45	7.3%
Cost of Sales	97	15.6%	115	17.2%	17	18.4%
Gross Profit	528	84.4%	556	82.8%	27	5.2%
SGA(Sales, general & administrative)	499	79.7%	492	73.3%	-6	-1.4%
Personnel	294	47.1%	283	42.2%	-11	-4.0%
Advertising, Sales Promotion	12	2.0%	20	3.0%	7	64.6%
Other	192	30.7%	189	28.2%	-2	-1.6%
Operating Income	29	4.7%	63	9.5%	34	116.6%

**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 1st Half of FYE Mar/2019

[1st Half of FYE Mar/2019 Results] Non-consolidated Income Statement



	1 st Half of FYE Mar 2018 (Apr.–Sep.2017)		1 st Half of FYE Mar 2019 (Apr.–Sep.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Net Sales	14,472	100.0%	17,610	100.0%	3,137	21.7%
Cost of Sales	1,030	7.1%	1,315	7.5%	285	27.7%
Personnel	505	3.5%	643	3.7%	137	27.3%
Other	524	3.6%	672	3.8%	147	28.1%
Gross Profit	13,442	92.9%	16,294	92.5%	2,852	21.2%
SGA(Sales, general & administrative)	8,963	61.9%	10,145	57.6%	1,181	13.2%
Personnel	2,976	20.6%	3,362	19.1%	385	12.9%
Advertising, Sales Promotion	3,624	25.0%	3,927	22.3%	303	8.4%
Other	2,362	16.3%	2,855	16.2%	493	20.9%
Operating Income	4,478	30.9%	6,149	34.9%	1,670	37.3%
Ordinary Income	4,531	31.3%	6,275	35.6%	1,743	38.5%
Net Income	3,232	22.3%	4,427	25.1%	1,194	36.9%

[1st Half of FY Mar/2018 Results] Changing Factor of Earnings(Non-consolidated)



Year on Year

(Yen)

Sales

14.47bil

Sales increased **3.13** bil or +21.7% YOY

Job Board +2.73bil
Permanent Recruitment +0.23bil
Others +0.16bil

etc.

17.61bil

Expenses

9.99bil

Cost increased **1.46** bil or +14.7% YOY

Personnel expenses +0.52bil
Advertising, Sales Promotion +0.30bil
Outsourcing expenses +0.23bil

etc.

11.46bil

Operating
Income

4.47bil

OP increased **1.67** bil or +37.3% YOY

6.14bil

1st Half of FYE Mar 2018
(Apr-Sep.2017)

1st Half of FYE Mar 2019
(Apr-Sep.2018)

[1st Half of FYE Mar/2019 Results]

Non-consolidated Income Statement of Hiring Business Earnings



*Effective the 1st quarter of FYE Mar/2019, net sales of aptitude tests in the hiring business are transferred to the education and evaluation business.
Figures for the corresponding period of the previous fiscal year have been adjusted to reflect this change.

	1 st Half of FYE Mar 2018 (Apr.–Sep.2017)		1 st Half of FYE Mar 2019 (Apr.–Sep.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Sales	14,076	100.0%	17,109	100.0%	3,032	21.5%
Cost of Sales	951	6.8%	1,205	7.0%	253	26.7%
Gross Profit	13,124	93.2%	15,903	93.0%	2,778	21.2%
SGA(Sales, general & administrative)	8,701	61.8%	9,803	57.3%	1,102	12.7%
Personnel	2,810	20.0%	3,154	18.4%	344	12.3%
Advertising, Sales Promotion	3,619	25.7%	3,907	22.8%	288	8.0%
Other	2,271	16.1%	2,741	16.0%	469	20.7%
Operating Income	4,423	31.4%	6,099	35.7%	1,675	37.9%

Hiring Business

(Non-consolidated)

Job Board

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

Permanent Recruitment

en Agent, etc.

Others

Hiring related system
New Businesses, etc.

[1st Half of FYE Mar/2019 Results] Non-consolidated Income Statement of Education/Evaluation and other businesses



*Effective the 1st quarter of FYE Mar/2019, net sales of aptitude tests in the hiring business are transferred to the education and evaluation business.
Figures for the corresponding period of the previous fiscal year have been adjusted to reflect this change.

	1 st Half of FYE Mar 2018 (Apr.–Sep.2017)		1 st Half of FYE Mar 2019 (Apr.–Sep.2018)		YOY change (million yen)	YOY change (%)
	(million yen)	% of Sales	(million yen)	% of Sales		
Sales	448	100.0%	500	100.0%	51	11.6%
Cost of Sales	87	19.5%	109	21.9%	22	25.5%
Gross Profit	361	80.5%	391	78.1%	29	8.2%
SGA(Sales, general & administrative)	301	67.2%	341	68.2%	39	13.2%
Personnel	188	42.0%	204	40.9%	16	8.6%
Advertising, Sales Promotion	6	1.4%	19	4.0%	13	219.8%
Other	107	23.8%	116	23.3%	9	9.2%
Operating Income	59	13.3%	49	9.9%	-10	-16.9%

**Education/Evaluation
& Other business**

(Non-consolidated)

Education / Evaluation

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

Other

New business

FYE Mar/2019

Earnings Forecast

- Consolidated , Company , Segment , Main Services -

FYE Mar/2019 Earnings Forecast (Consolidated)



	FYE Mar 2018 (Apr.2017–Mar.2018)		FYE Mar 2019 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%	Growth achieved mainly by en-japan and EWJ
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

FYE Mar 2018
Actual

FYE Mar 2019
Forecast

[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



*Effective the 1st quarter of FYE Mar/2019, net sales of aptitude tests in the hiring business are transferred to the education and evaluation business.
Figures for the corresponding period of the previous fiscal year have been adjusted to reflect this change.

(Million yen)

		FYE Mar/2018 Actual	FYE Mar/2019 Forecast	YoY change
Hiring Business	Sales	39,485	47,191	19.5%
	Operating Income	9,652	10,606	9.9%
	Operating Income ratio(%)	24.4%	22.5%	
Education and Evaluation	Sales	1,337	1,358	1.6%
	Operating Income	69	93	34.8%
	Operating Income ratio(%)	5.2%	6.8%	
Company-wide adjustments	Sales	-112	0	—
	Operating Income	-90	0	—

(Million yen)

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

Medium-Term Management Plan

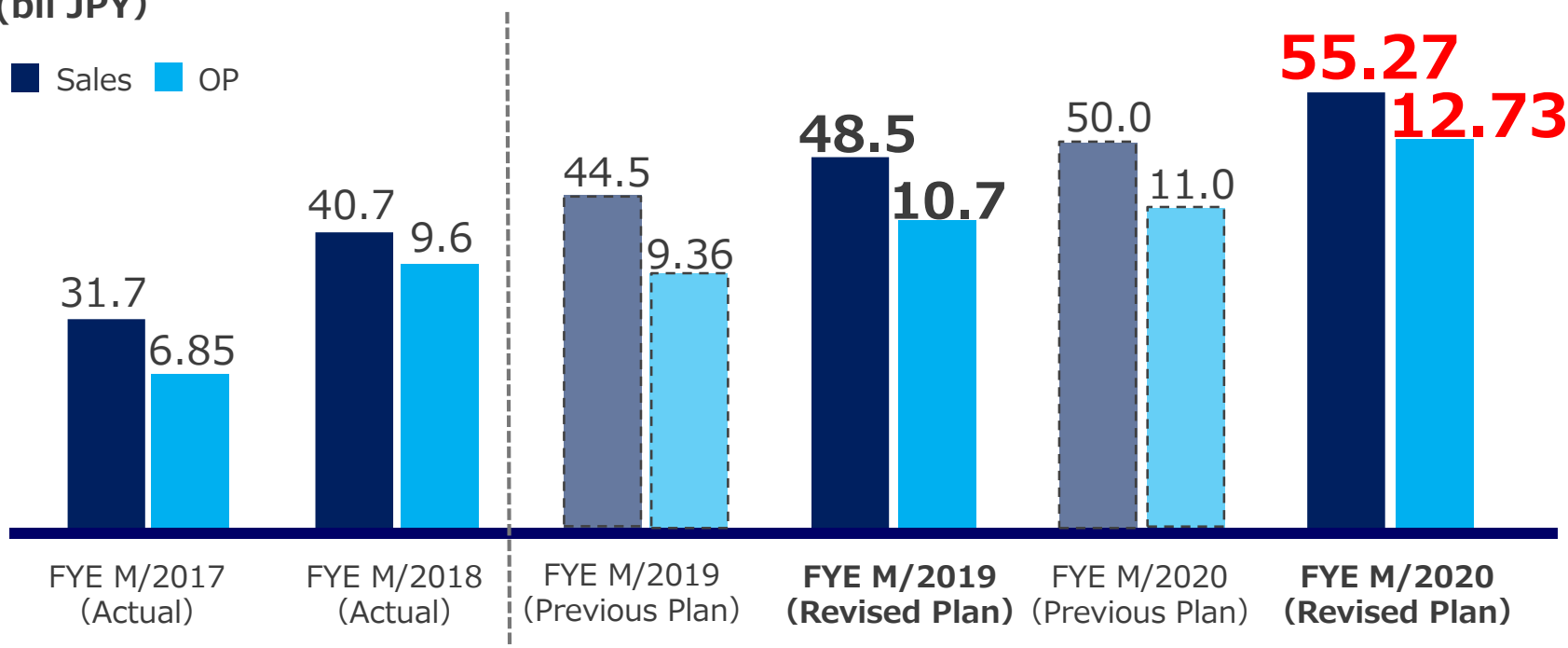
- Revised May,2018 -

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

エヌ転職

[en]Career Change Info

ミドルの転職

[en]Career Change Consultant

エヌ派遣

[en]Temporary Placement Info

エヌエージェント

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

エヌ婚活
エージェント

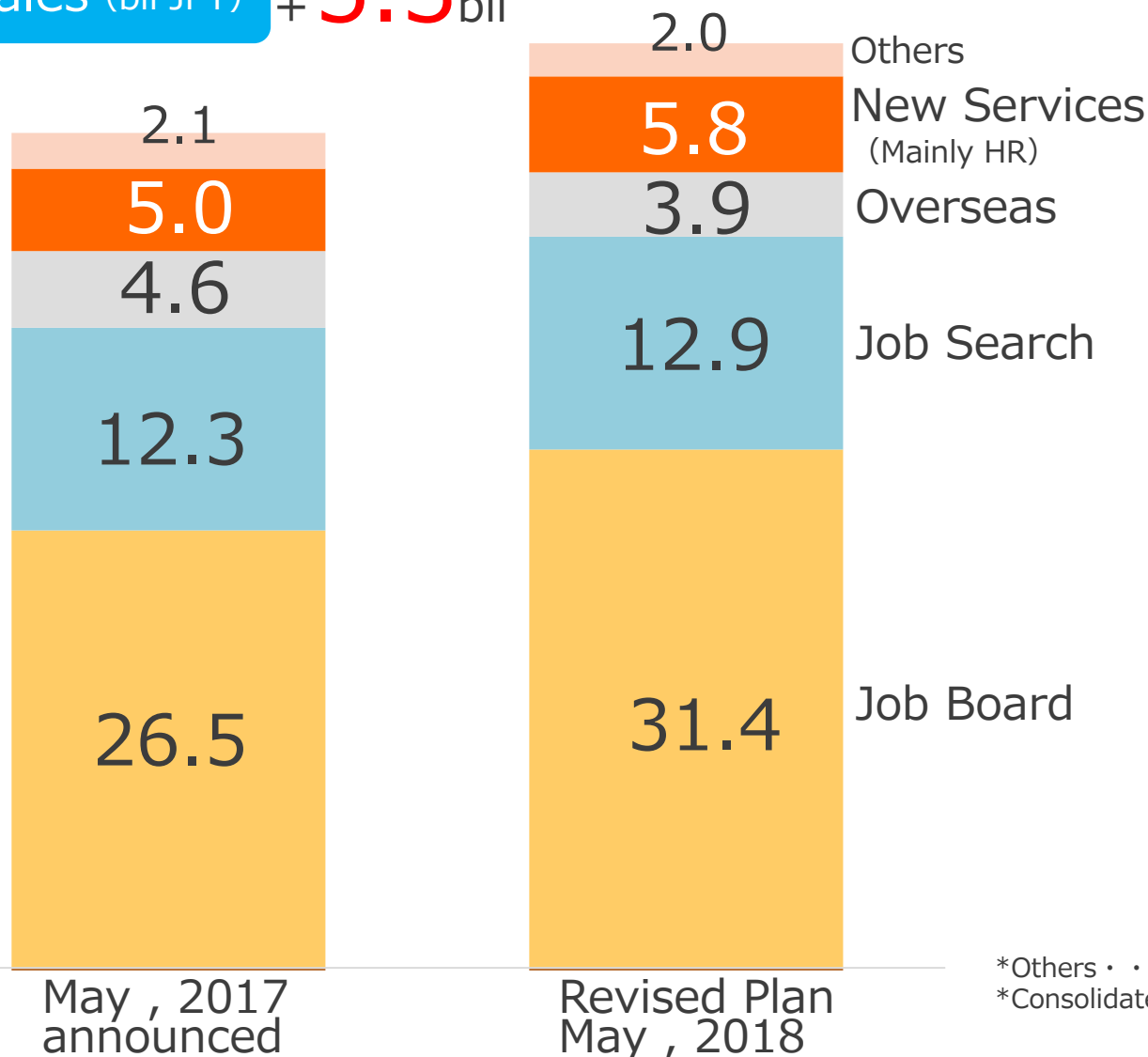
en KONKATSU Agent Inc.

•
•
•

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.

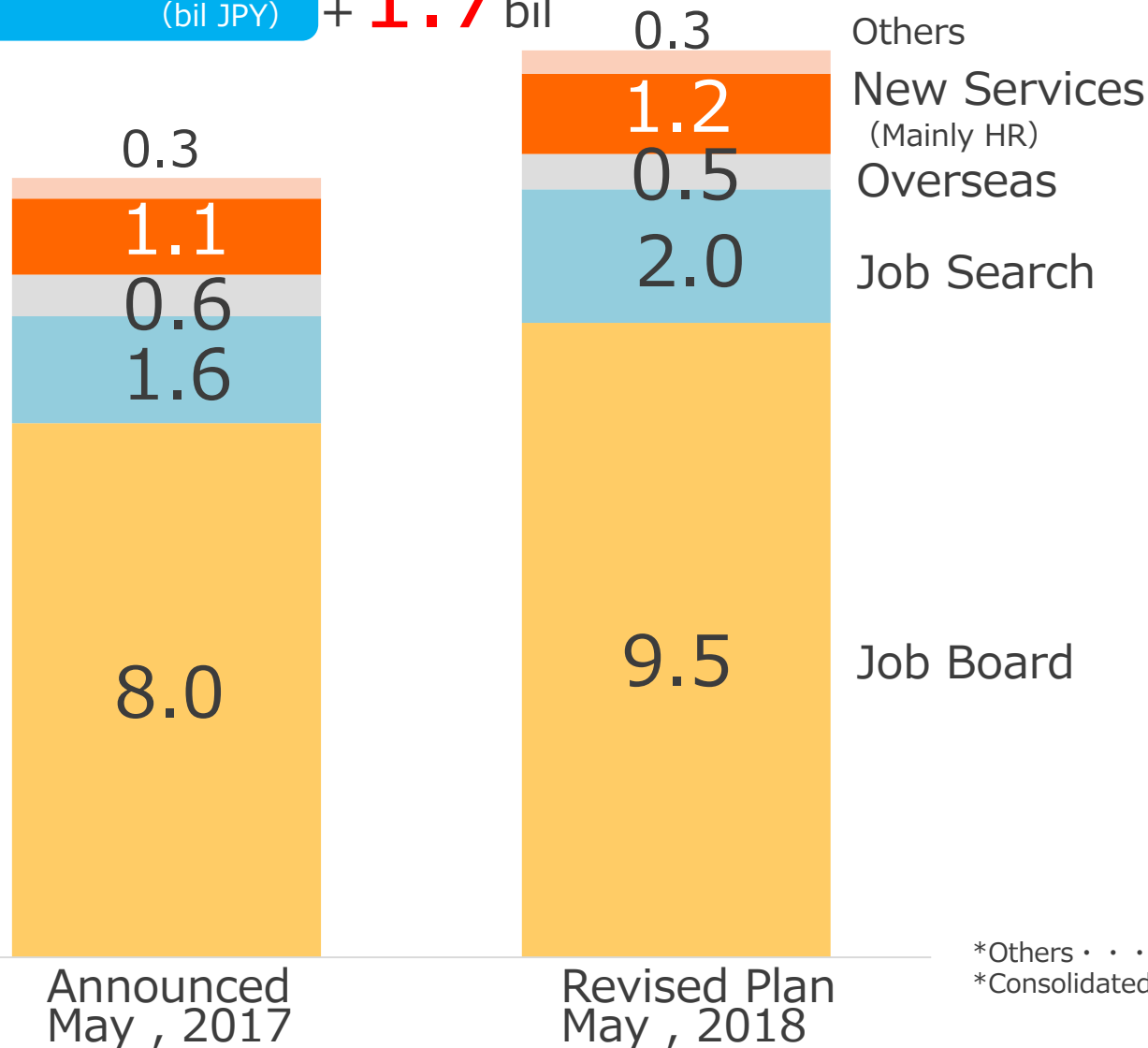
*Consolidated adjustment values, etc. FYE Mar/2020 -0.7bil

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

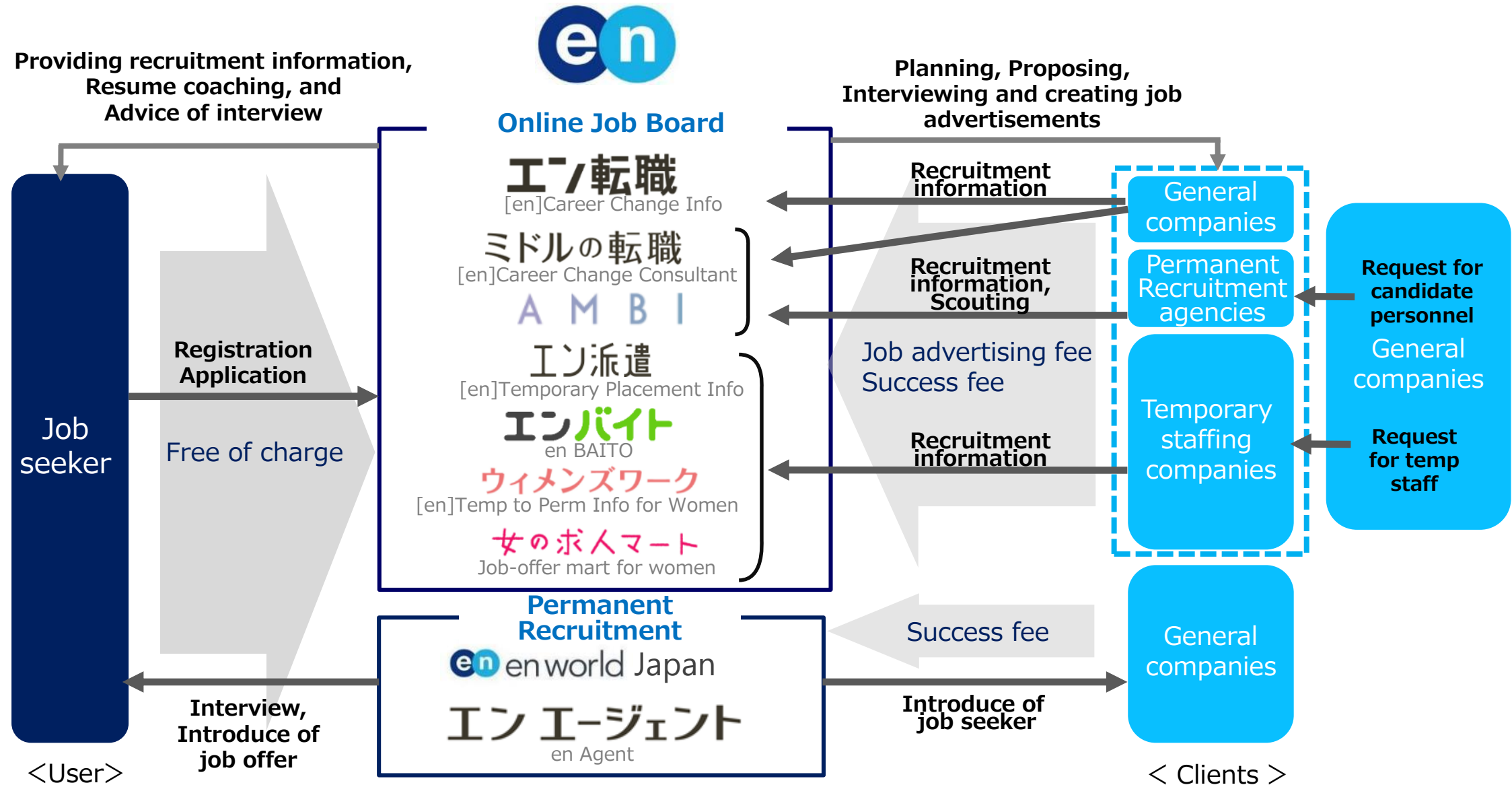
Increase by approximately
¥ **0.5** billion in Job search
and new HR services

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

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

Company Overview



【 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. 2018)
【Stock Listing 】	The First Section of the Tokyo Stock Exchange / (code : 4849)
【Fiscal Year 】	April 1 – March 31
【 Number of Employees 】	Consolidated 2,741, Non-consolidated 1,502 (as of Sep. 2018)
【 Number of Outstanding Shares 】	49,716,000 (as of Sep. 2018)
【 Business Description 】	(1) Internet job recruitment service (2) Permanent recruitment service (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 エン転職	Site for Comprehensive Career Change Info	<ul style="list-style-type: none"> Companies which put their recruitment ads on the job board are carefully researched and taken pictures by en-japan. Honest and detailed recruitment information developed by en-japan from the perspective of job seekers. 	<ul style="list-style-type: none"> Mainly 20s 	General Companies
[en]Career Change Consultant ミドルの転職	Collective site for Permanent Recruitment agencies	<ul style="list-style-type: none"> Over 300 recruitment companies whose specialties are career change for job seekers in 30's and 40's, and job information are available Disclose consultants specialty areas, their achievements, together with evaluations by users 	<ul style="list-style-type: none"> 30s to 40s 	Permanent Recruitment agencies, General Companies
A M B I	Recruitment site specializing in high achievers in their 20s	<ul style="list-style-type: none"> Mainly listing information for users in their 20s with yearly income of 5 million yen or more The site is designed to focus on headhunting from companies and job placement agencies 	<ul style="list-style-type: none"> Mainly 20s 	Permanent Recruitment agencies, General Companies
[en]Temporary Placement Info イン派遣	Collective site for temporary staffing companies	<ul style="list-style-type: none"> Temp agencies reputations and job information are available User friendly search function which does not require complicated user guide 	<ul style="list-style-type: none"> Females in their 20s to mid-40s 	Temporary staffing companies
en BAITO インバイト	Part-time job information site	<ul style="list-style-type: none"> Part-time job information mostly owned by temporary staffing companies User friendly functions such as job-recommendation based on their search history 	<ul style="list-style-type: none"> University students Graduates without jobs Housewives Permanent part-timers 	Temporary staffing companies
[en]Temp to Perm Info for Women ウィメンズワーク	Recruitment information site for females	<ul style="list-style-type: none"> A recruitment information site for females wishing to work as full-time regular employees. The site lists only such openings for "full-time employees or possible upgrade to full-time employee". Offers a number of listings for office-work posts. 	<ul style="list-style-type: none"> Females in their 20s to 30s 	Temporary staffing companies
Job-offer mart for women 女の求人マート	Recruitment information site for females	<ul style="list-style-type: none"> Comprehensive job board for women Covers wide variety of jobs regardless of employment contract of each area 	<ul style="list-style-type: none"> Females in their 20s to 40s 	Temporary staffing companies
Career BAITO キャリアバイト	Internship information sites for university students	<ul style="list-style-type: none"> Targeting university students who look for "paid internship jobs that can foster their abilities," rather than seeking those jobs purely for money The pioneer site for internship jobs which is the best in the country in terms of both performance and the number of jobs 	<ul style="list-style-type: none"> University students 	General Companies


<Hiring Business • Permanent Recruitment (Domestic) >

	Contents	Characteristics	Clients
	Permanent Recruitment	<ul style="list-style-type: none"> • Clients are foreign companies with sales, service, production and other sites in Japan and Japanese companies with global operations • Handling Japanese-English bilingual middle management to executive level positions 	<ul style="list-style-type: none"> • Foreign companies • Japanese companies
	Permanent Recruitment	<ul style="list-style-type: none"> • Job search services that leverage en Japan's job-seeker database and the track record of its past business transactions with corporate clients 	<ul style="list-style-type: none"> • Japanese companies


<Hiring Business (Overseas) >

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



<Hiring Business・Others>

	Contents	Characteristics	Clients
 ZEKU 株式会社ゼクウ	Hiring management system Operation management system	<ul style="list-style-type: none"> • Uniform management of various data and functions, e.g. hiring information, interviewers, response to applications, and effectiveness measurement. • Uniform management of hired staff and job listings. 	Temporary staffing companies General Companies

< Education / Evaluation Business >

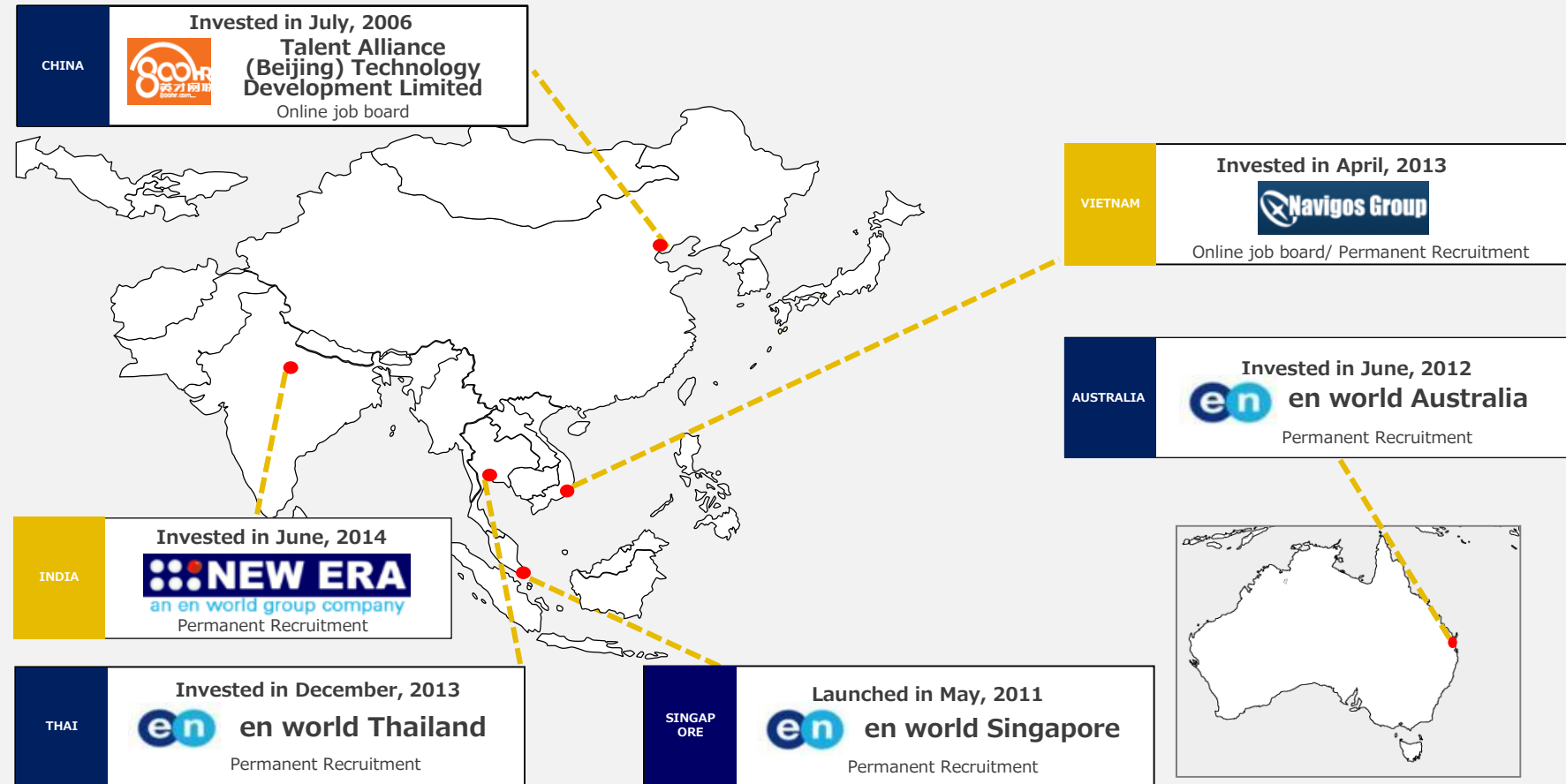
	Contents	Characteristics	Clients
 en-college	<ul style="list-style-type: none"> • Employee training • Aptitude test development • Personnel system development 	<ul style="list-style-type: none"> • Skill-enhancement training for personnel in charge of recruiting, and development and sales of screening tests • Operation of en-College, a fixed-fee education service • Development of personnel evaluation system aimed at maximizing competence of individuals 	General Companies
Cbase Corp.	ASP services such management <ul style="list-style-type: none"> • employee evaluation • Web-based research system services. 	<ul style="list-style-type: none"> • Provides systems for corporate personnel evaluation activities, etc. via ASP. • Provides a questionnaire survey system that can be used internally and externally without expert knowledge via ASP. 	General Companies

<Other New Business *Unconsolidated subsidiary >

	Contents	Characteristics	Clients
 InsightTech	Marketing research Data analysis using AI	<ul style="list-style-type: none"> • Creates a database of and analyzes complaints acquired from consumers and sells the database/analysis as a product that contributes to product development to companies. • Analyzes data owned by companies using sophisticated data analysis technologies. Provides issue-solving solutions. 	General Companies
 エン婚活 エージェント en KONKATSU Agent Inc.	Online service to support those looking for a marriage partner	<ul style="list-style-type: none"> • Service to support people looking for a husband or wife with the new concept of seeking happiness after marriage 	General users

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

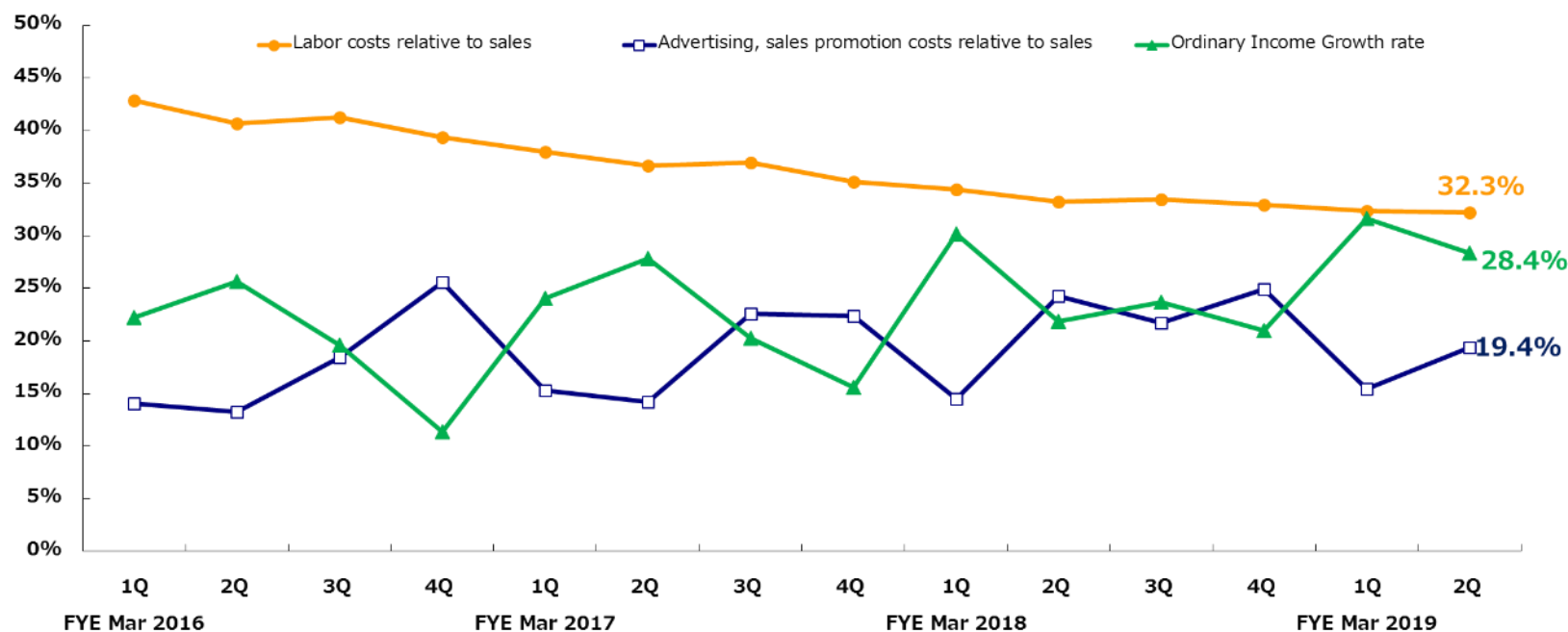
Permanent Recruitment



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

Cost relative to sales

- Labor cost and Sales & Promotion cost (consolidated)

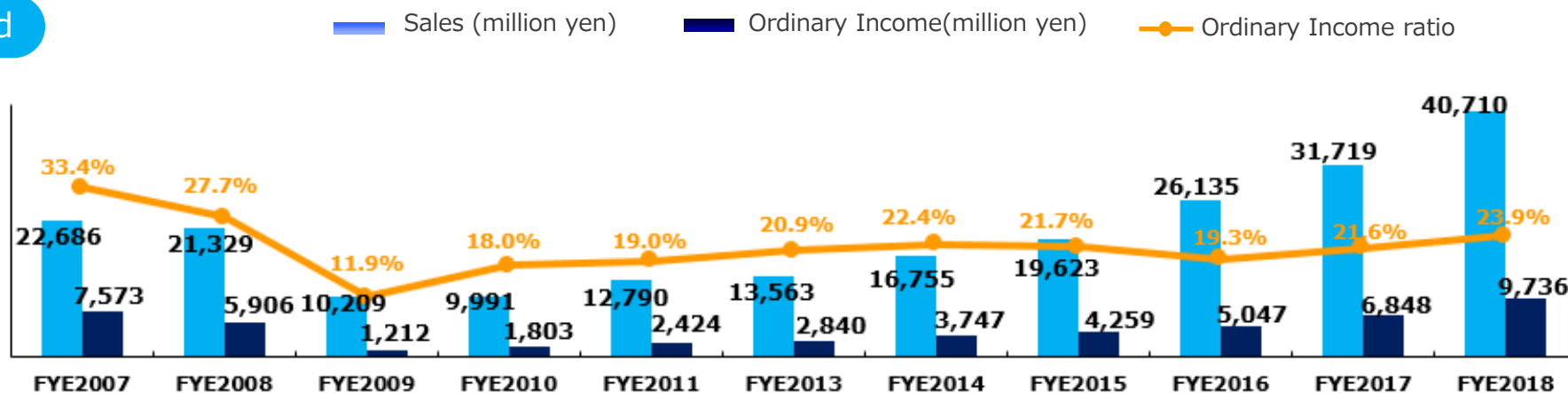


	1Q FYE Mar 2016	2Q	3Q	4Q	1Q FYE Mar 2017	2Q	3Q	4Q	1Q FYE Mar 2018	2Q	3Q	4Q	1Q FYE Mar 2019	2Q
Ordinary Income (million yen)	1,287	1,639	1,274	845	1,738	2,125	1,583	1,411	2,753	2,134	2,364	2,484	3,551	3,320
Ordinary Income rate	22.2%	25.6%	19.6%	11.4%	24.0%	27.8%	20.3%	15.6%	30.2%	21.8%	23.7%	21.0%	31.7%	28.4%
Labor costs (million yen)	2,480	2,603	2,684	2,931	2,743	2,797	2,885	3,185	3,137	3,250	3,336	3,901	3,629	3,778
Labor costs relative to sales	42.8%	40.7%	41.2%	39.4%	37.9%	36.7%	37.0%	35.2%	34.4%	33.2%	33.5%	33.0%	32.4%	32.3%
sales promotion costs (million yen)	815	847	1,200	1,906	1,108	1,086	1,764	2,028	1,323	2,373	2,166	2,947	1,733	2,267
sales promotion costs relative to sales	14.1%	13.2%	18.4%	25.6%	15.3%	14.2%	22.6%	22.4%	14.5%	24.3%	21.7%	24.9%	15.5%	19.4%

Earnings for Fiscal year end and each quarter

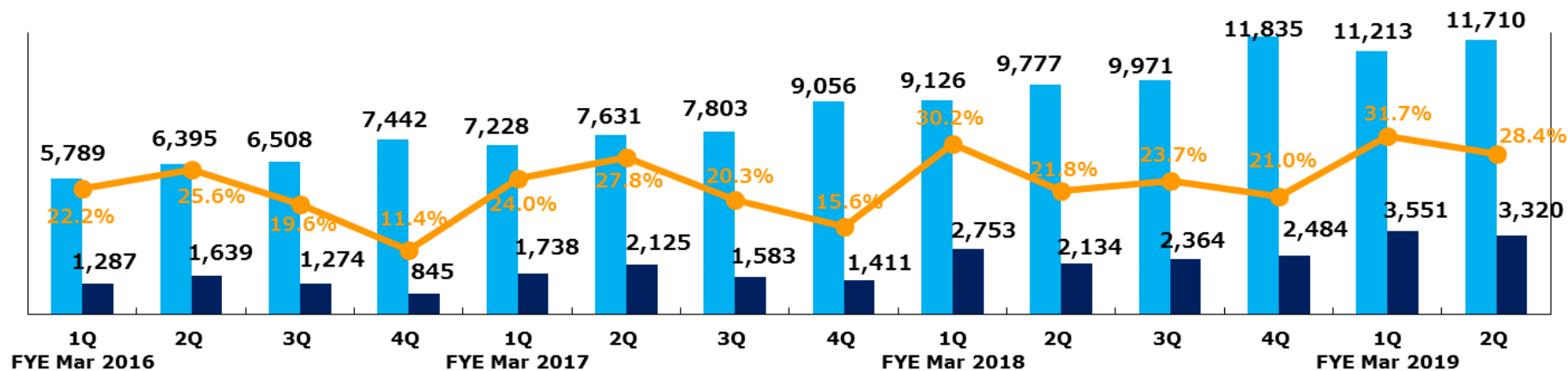


Fiscal year end



*FY2011 converted 15 months to 12 months due to the change of accounting period (Change from December to March)

Quarter

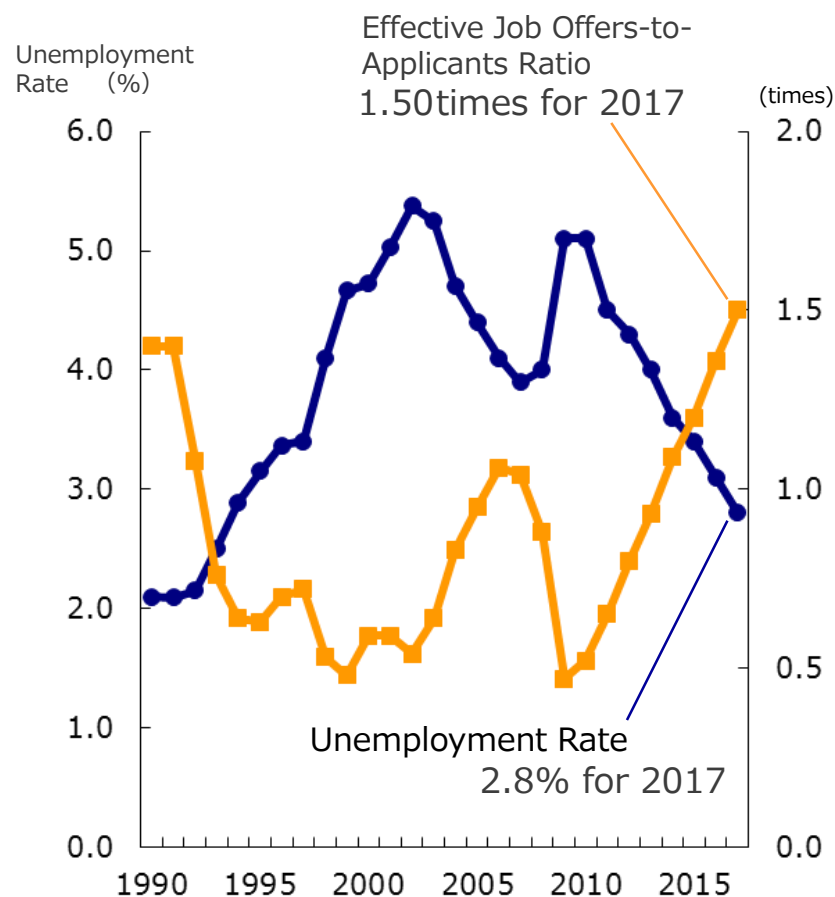


The market environment

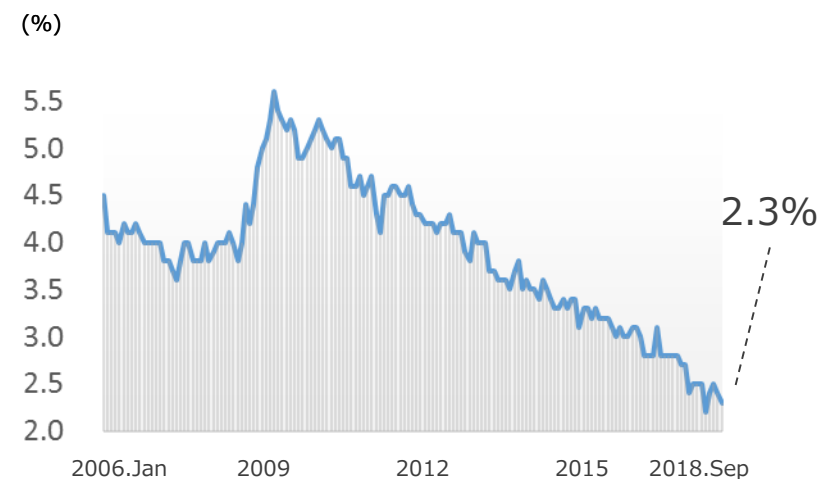
– Trends in Unemployment Rate & Effective Job Offers-to-Applicants Ratio



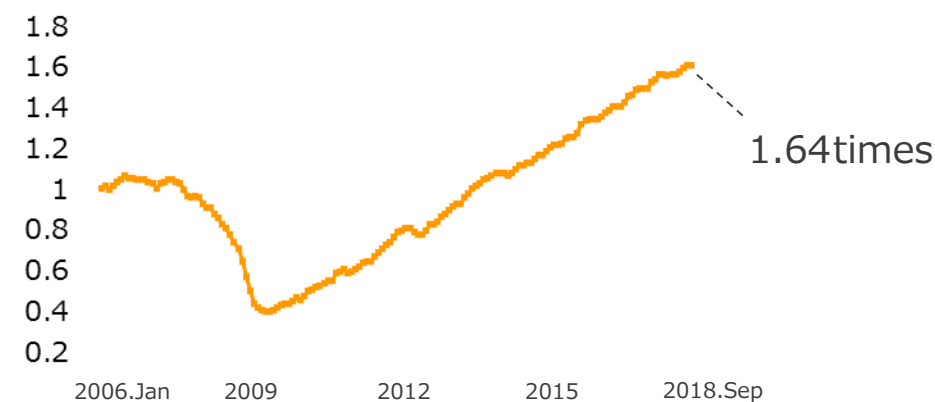
<Year Average>



< Latest Unemployment Rate >



(times) < Latest Effective Job Offers-to-Applicants Ratio >



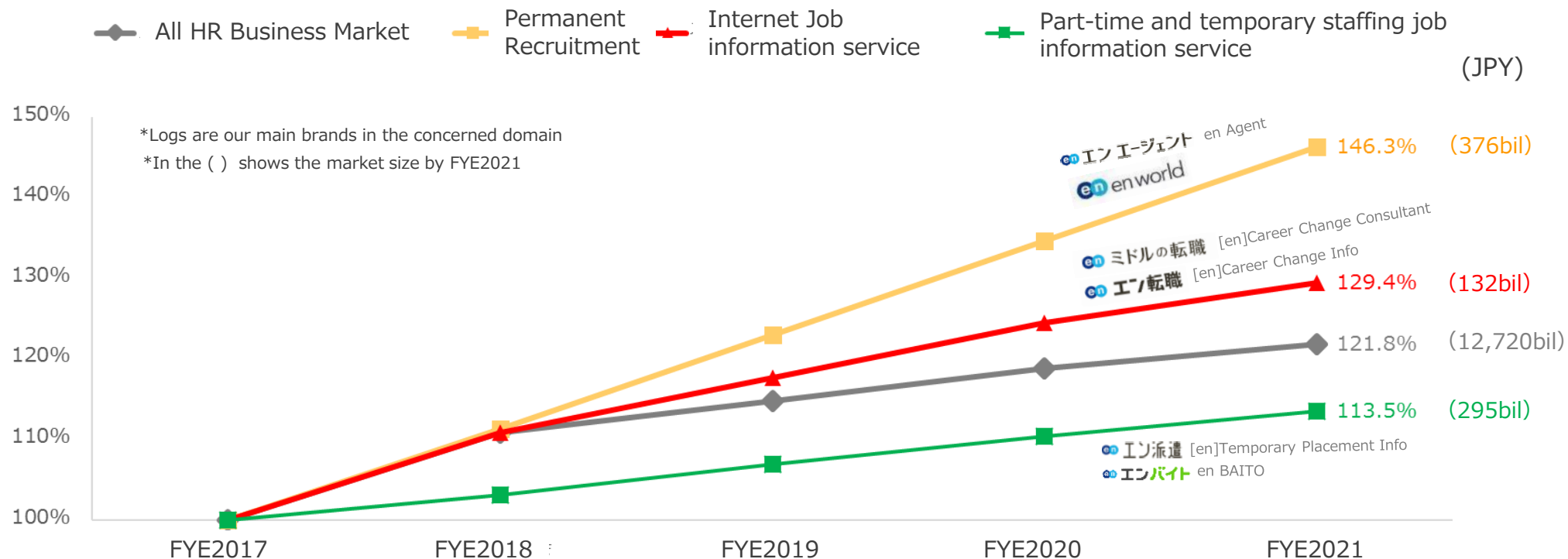
Source : Ministry of Health, Labor and Welfare ,
the Statistics Bureau, Ministry of Internal Affairs and Communications

The market environment

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



Medium-to-long-term forecast for HR related business market (vs FYE2017)



*All HR business market = Temporary staffing service, Permanent Recruitment, 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



■ en-japan inc. Corporate Planning Department IR Group

TEL : +81-3-3342-4506 Mail: ir-en@en-japan.com URL: <https://corp.en-japan.com/en/>

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.