



First Section of the Tokyo Stock Exchange  
May 14, 2019

To All Concerned Parties

Company Name: en-japan inc. (Code: 4849)  
Representative: Takatsugu Suzuki, President  
Contact: Tomoki Tamai, Executive Officer  
and Administrative Office Director  
(Tel: +81-3-3342-4506)

## Overview of the Medium-Term Management Plan

en-japan inc. has formulated its Medium-Term Management Plan, a three-year plan beginning in the fiscal year ending March31, 2020. Details are as follows.

### 1. Numerical targets under the new medium-term management plan (overview)

(Consolidated)	FYE03/2019 (Results)	FYE03/2020 (Previous Plan)	FYE03/2020 (Revised Plan)	FYE03/2021 (Projected)	FYE03/2022 (Projected)
	(Billion yen)	(Billion yen)	(Billion yen)	(Billion yen)	(Billion yen)
Net Sales	48.73	55.27	60.00	70.00	85.00
Operating Income	11.66	12.73	12.20	16.40	23.00
Dividend payout ratio	37%	target 40%	50%		

### 2. Financial strategy

- Domestic Job Board: From a focus on increasing sales to a focus on stable profit growth
- Domestic Permanent Recruitment: Increase size with sales growth and market share improvement
- Overseas business: Concentrate resources on Vietnam and India and strengthen in the tech area
- HR-Tech: Invest aggressively and establish a high profit model

### 3. Change to capital policy and shareholder return policy

We have been strengthening investment and shareholder return that contributes to an improvement in shareholder value upon securing financial soundness. The specific details of this are as below.

- Dividend payout ratio: 50%
- We will use a total amount of 20 billion yen for growth investment focused on M&As and funding in the period of the mid-term management plan
- We will buy back or shares in the period of the mid-term management plan as necessary after taking into consideration the investment situation (potential) with priority given to M&As and funding

End

The above operating results projections were prepared based on information available to the Company as of the date this material was released. There is a possibility the Company's actual operating results will differ from the projected amounts as a result of various future factors.