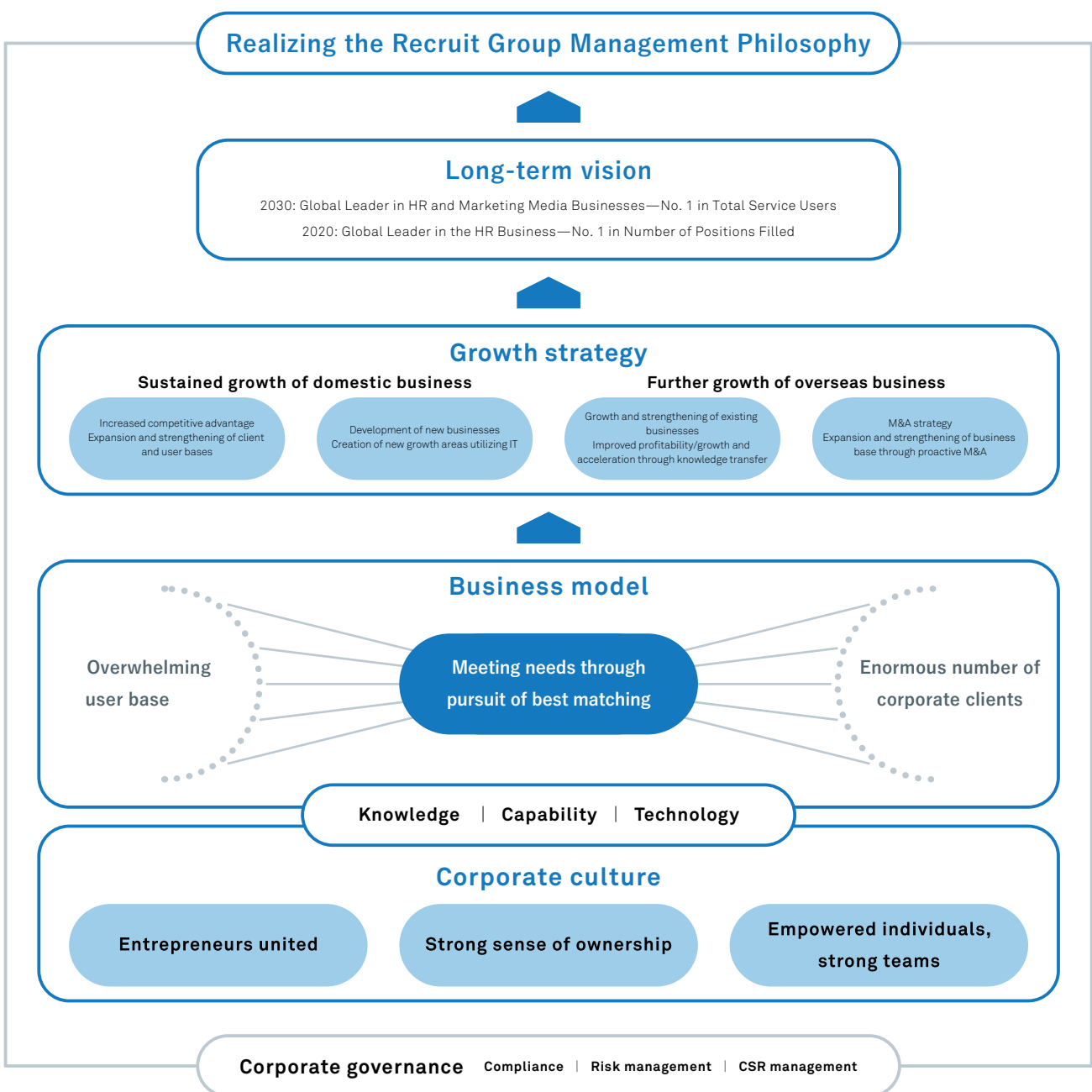


Mechanisms of Value Creation

Toward a Sustainable World with Hope and Freedom for All

In the 57 years since its founding, the Recruit Group has made innovation happen with its entrepreneurial spirit and strong sense of ownership, delivering new value by making life easier and more fulfilling.



The Recruit Group aims to constantly provide new value to its clients and users by eliminating inconvenience around the world, with our foundation for value creation that integrates its management philosophy, vision, strategies to attain the targets, and growth engines that give rise to its competitive advantages.

Management Philosophy

We are focused on responding to the needs of society by creating new value, thereby contributing to a brighter and more fulfilling world in which all individuals can live life to the fullest.

Since its founding, the Recruit Group has focused its efforts on creating new value by addressing any dissatisfaction, inconvenience, and unease. Our current management philosophy is a symbol of our commitment to address the expectations of society.

Long-term Vision

**2030 Be the Global Leader in HR and Marketing Media Businesses
#1 in Total Service Users**
**2020 Be the Global Leader in the HR Business
#1 in Number of Positions Filled**

The Recruit Group's products and services have gained industry-leading support from users, and by offering these products and services globally and not just within Japan, we aim to provide even more new opportunities for users and clients.

[» Details: CEO Message p 14](#)

Growth Strategy

Sustained Growth in Domestic Operations

Recruit aims to enhance its competitive advantage by expanding and strengthening its client and user bases. Recruit is focused on the development of new businesses using IT.

[» Details: Business Model p 24](#)

More Growth in Overseas Operations

Recruit aims to bolster growth in existing businesses by transferring the expertise it has accumulated in domestic operations. Recruit aims to expand and strengthen its business foundation through proactive M&A.

[» Details: CEO Message p 14](#)

Corporate Culture

Entrepreneurs United

Strong Sense of Ownership

Empowered Individuals, Strong Teams

The Recruit Group will continue to encourage Empowered Individuals, Strong Teams by respecting and fostering Entrepreneurs United and Sense of Ownership in every employee to generate innovation. This corporate culture is the source of our competitive advantages.

[» Details: Origins of Our Competitive Advantages p 26](#)

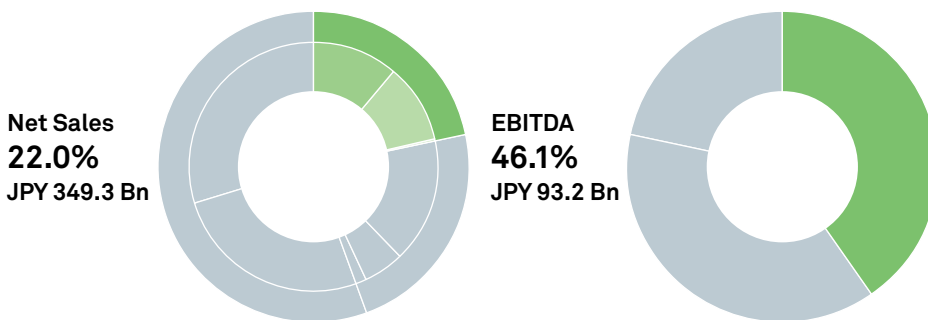
Business Portfolio

The Recruit Group is comprised of eight business areas under the three segments of the Marketing Media Business, HR Media Business and Staffing Business.

Business Segments (FY2015)
 Net Sales: JPY 1,588.6 Bn EBITDA: JPY 202.2 Bn

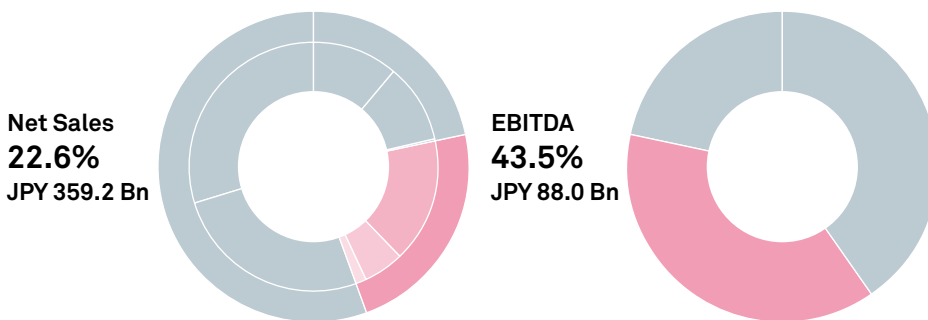
Net Sales by Segment

Marketing Media



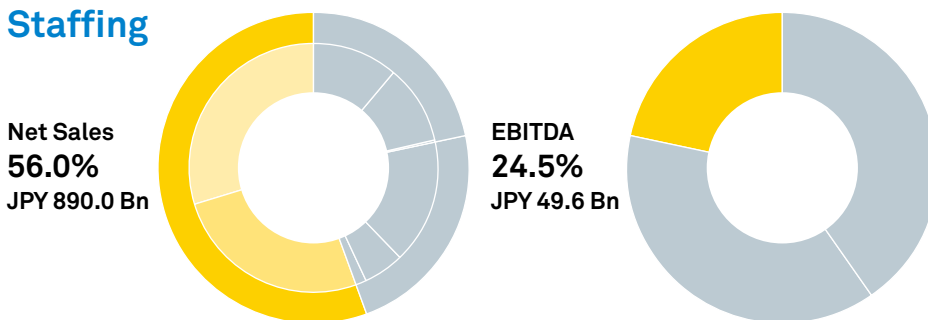
Life Event	51.2%	JPY 179.0 Bn
Lifestyle	47.9%	JPY 167.2 Bn
Other	1.1%	JPY 3.8 Bn

HR Media



Domestic Recruiting	71.2%	JPY 255.9 Bn
Overseas Recruiting	23.5%	JPY 84.3 Bn
Other	6.1%	JPY 21.9 Bn







Staffing



Domestic Staffing	46.5%	JPY 414.1 Bn
Overseas Staffing	53.5%	JPY 475.8 Bn

Notes: 1. EBITDA = operating income + depreciation and amortization + amortization of goodwill
 2. Percentages of sales and EBITDA are calculated without corporate/elimination and Other segment figures, and net sales and EBITDA includes intersegment sales or transfers. Therefore, totals of percentages may exceed 100%.

OUR PROFILE

Net Sales by Segment	Major Services	Comparable companies	
		Domestic	Overseas
Life Event	Housing and Real Estate, Bridal, Automobiles, Education 	NEXT (Home's) Minnano Wedding	Zillow Group (Zillow, Trulia) XO Group (The Knot)
	Travel, Dining, Beauty 	Rakuten (Rakuten Travel) Gurunavi Kakaku.com (Tabelog)	Expedia Groupon The Priceline Group (OpenTable) Yelp
	Overseas Dining, Overseas Beauty 		
Domestic Recruiting	Full-time, Part-time 		Monster Worldwide
	Job Aggregator Search Site 	Mynavi Corporation Intelligence en-japan JAC Recruitment DIP Corporation	CareerBuilder SEEK LinkedIn Michael Page International Hays Korn Ferry
	Executive Search, HR Training 		
Domestic Staffing	Comprehensive Staffing (Domestic) 		Adecco
	Comprehensive Staffing (Overseas) 	Temp Holdings Pasona Group	Manpower Group Randstad Holding
Overseas Staffing			

Recruit's Competitiveness

A Robust and Rock-Solid Business Foundation in Japan

For more than 50 years, the Recruit Group has matched companies (clients) which have needs to hire personnel, provide services and sell goods, to consumers (users) who want to gather information about companies before making the best choice for themselves.

The Recruit Group has gained an overwhelming No. 1 presence in each of its businesses-Marketing Media, HR Media and Staffing-as a result of pioneering the creation of these fields and markets.

A Globally Unique Multiple Platform Business

The Recruit Group has expanded its reach in the human resources business to include personnel placement and staffing, from its beginnings in the job advertisement business for college students. We have also expanded by diversifying into the Marketing Media business with media management expertise acquired in our original business. As a result, we have evolved into a unique conglomerate of businesses, unseen elsewhere as a company engaged in both human resources and media businesses.

While maintaining and developing this rock-solid business foundation in Japan, we intend to further develop business overseas through M&A. We aim to be No. 1 in the world in the respective fields of human resources operations (i.e., the HR Media and Staffing businesses) and the Marketing Media business.

