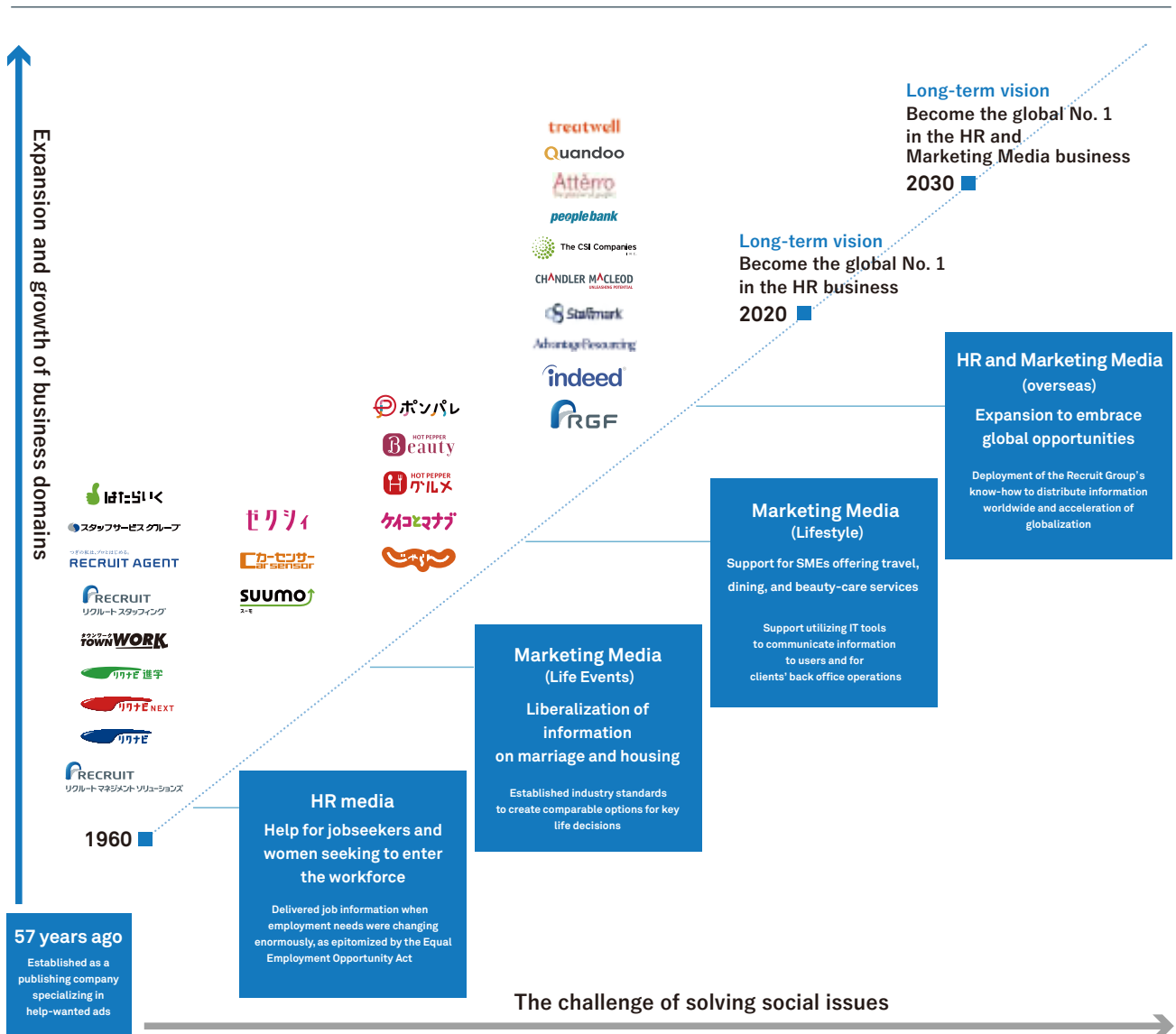


Recruit's Growth Engine

The Recruit Group diversified from the job advertisement business for college students to the temporary staffing business, and then made inroads into the life event business, expanding its presence there. We have historically solved social issues through innovation and taken on the challenge of creating new businesses. As a result, the Recruit Group has helped individuals attain more opportunities for life.



This chart does not include all of the service brands. It is an extract of the main service brands introduced as our business portfolio in the 2015 Annual Report.

Throughout its history, the Recruit Group has acquired the management resources for its platform business such as a robust client base, a huge user base, as well as sophisticated data analysis and advanced matching technologies. These resources are the source of growth at the Recruit Group.

Management Resources



The Recruit Group has forged strong relations in various industries through the development over more than 50 years of a platform business in Japan that spans diverse fields. We engage in business transactions with all sorts of companies across Japan, from major enterprises to small and medium-sized businesses. The Recruit Group supports the development of its clients' business by proposing ideas to them for product development and service improvement from a user perspective, creating contact with their ideal users.



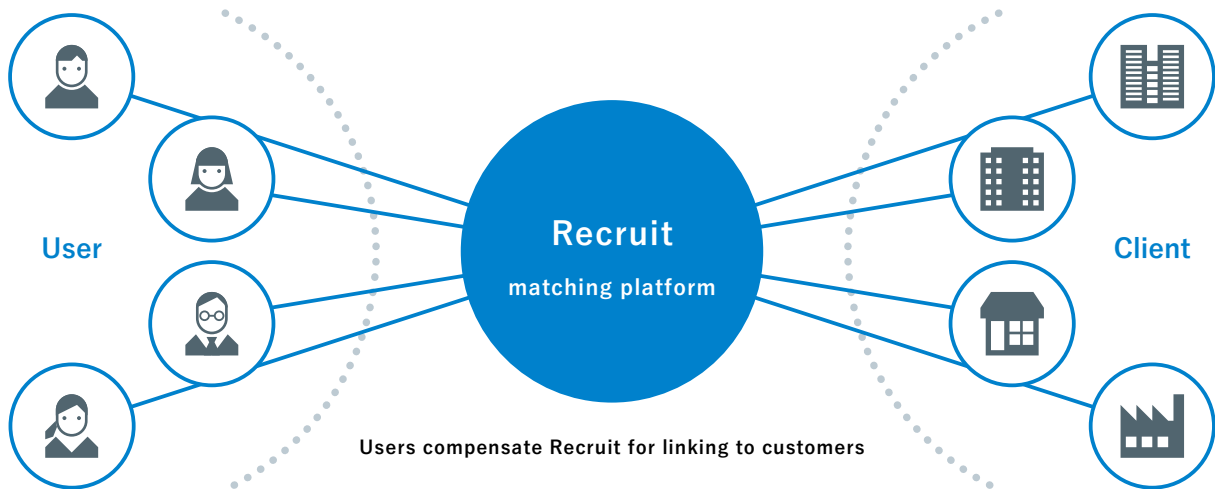
Our platforms, which span various business fields in Japan, boast the highest user recognition and user traffic in Japan.



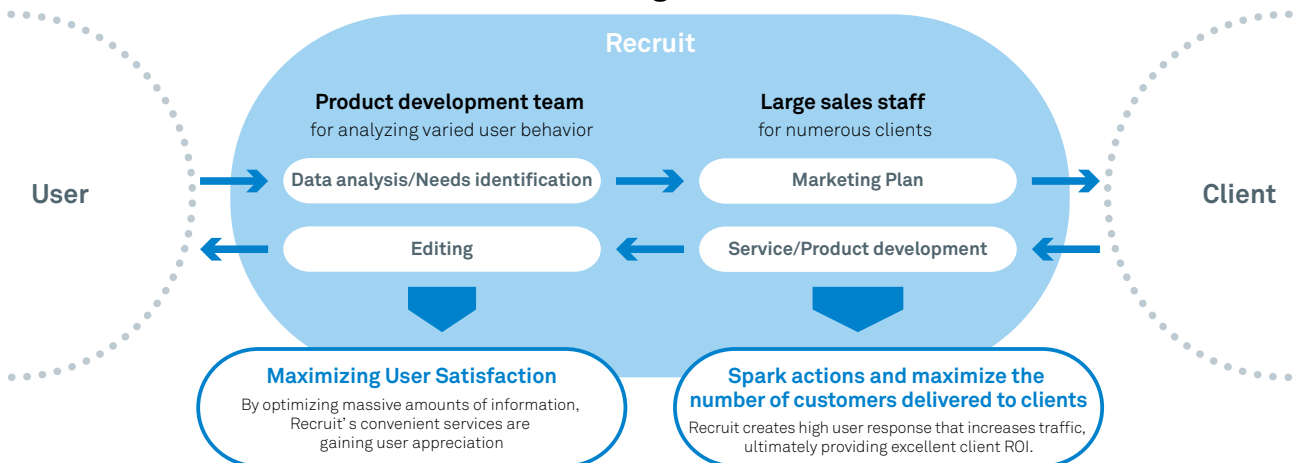
Based on the above, the Recruit Group has a comprehensive technological base that collects vast information about client and user needs and matches the needs with high probability through a close analysis of the data. Recruit has concentrated efforts on further improving the advanced precision of its matching capabilities with IT, such as big data analysis and AI. By helping both clients and users, Recruit has been able to maintain a top sales position in the industry across business fields in Japan.

A Unique Business Model

The business model of the Recruit Group entails providing opportunities (platforms) for clients and users to interact by leveraging accumulated management resources toward a brighter and more fulfilling world in which all individuals can live life to the fullest, our management philosophy. Recruit aims to expand sales and profits, and satisfy clients and users by making life easier and more fulfilling through optimized matching.



Creating Value



The background to highly effective quality and quantity of user action is:

- 1) High ROI user attraction
- 2) Outstanding user-action volumes
- 3) Convenient user services

For over 50 years our PDCA cycle has emphasized the above three points, and as a result of iterating through this cycle, we have won high accolades from both clients and users for our services.

Business Topics

Aiming to build the No. 1 platform in the world, the Recruit Group has leveraged aggressive M&A to expand and strengthen its client and user bases, the source of competitive advantages in its business model, while striving to create new growth fields.



■ Indeed

Indeed Inc., which became a subsidiary in 2012, operates the Indeed search engine for job offers, one of the largest of its kind in the world. The Indeed service has grown as an Internet business to have approximately 200 million unique monthly visitors globally, and boasts a dominant number of unique visitors in many countries including the US, Canada and the UK.

The Recruit Group has positioned Indeed as a core business that will drive growth over the mid to long-term, and is aggressively allocating management resources to the business, leveraging its advanced IT capabilities to develop solutions-based business in the broader human resources field.



■ Air Series

The Recruit Group is expanding and enhancing Air Series, a service that supports operations at clients. For example, Air REGI is a free POS cash register app with features including accounting, payments, order management, reservation management, sales analysis, customer management, inventory management, and other support functions. Air REGI is popular because it can be installed on a tablet or smartphone and conveniently used anywhere. In the two years since the service was launched in 2013, more than 230,000 accounts have been opened by retail stores.

In fiscal 2015, we became the first company in Japan to be a Mobility Partner for Apple. We will take this opportunity to expand into services that support small-and medium-size enterprises, as well as large enterprises, based on the iOS platform.



■ Study Sapuri

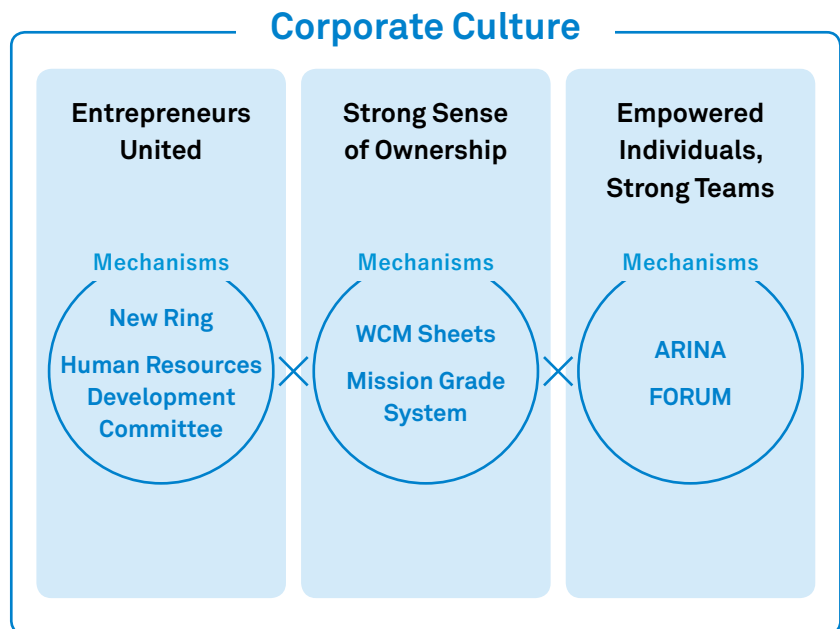
Study Sapuri is an online learning app for elementary to high school students that provides children with an affordable, high-quality learning. Users can easily access educational content, such as video lectures by famous professional teachers and drills, on their smartphones and PCs, anytime and anywhere.

Our Juken Sapuri service for high school students is used as supplementary educational materials at around 700 high schools throughout Japan, contributing to school education. These services are now profitable with 167,000 paying users as of March 31, 2016. The Recruit Group aims to focus efforts on further expanding educational services for elementary and junior high school students.

Origins Of Our Competitive Advantages

The Recruit Group’s business model derives competitive advantages from its enormous client base and huge user base. Our corporate culture plays a critical role in foundation of our business model. Below, we discuss the mechanisms behind the evolution of our corporate culture, the source of our competitive advantages as a Group.

Mechanisms for Fostering Corporate Culture



Our corporate culture is the outcome of our Empowered Individuals, Strong Teams concept, i.e., employees with diverse values and backgrounds who have signed onto our Entrepreneurs United and Strong Sense of Ownership principles. Our unique corporate culture is fostered, maintained and strengthened by the systemization of this organizational framework, personnel allocation and performance evaluations to organically engage these principles.

Entrepreneurs United

The Recruit Group believes that to motivate its employees with entrepreneurial spirit will contribute to fostering and strengthening its corporate culture, the wellspring of its competitive advantage. Basically, we give a chance for challenging important work to young employees. We start by asking them “Why are you here?” to ignite their own inspiration to take on work responsibilities, and require them to thoroughly explain their passion to get a final approval from their boss.

At the same time, we have made and maintained organizational framework to support the development of the entrepreneurial spirit, and advancement of behavior patterns, with it, we ensure our corporate culture sustainability.

More specifically, we frequently hold open contests for new business plans, including the New RING and Recruit Ventures contests. We also recognize that medium- and long-term career formation is an important priority for employees. Our framework for balancing the growth of our employees and the organization involves the Human Resources Development Committee, which interlocks with personnel evaluations, and the Career Grant System. We encourage every employee to take on new challenges that will help them grow their careers.



■ New RING —Recruit Ventures—

In 1981, Recruit Innovation Group (RING) was initiated as a system for creating new businesses. In 1990, this system was updated and renamed New RING, a competition held annually, where employees with the entrepreneurial spirit first proposed many of our current flagship businesses including Zexy, Hot Pepper, R25, and Jyuken Sapuri. At the same time, New RING has helped to foster an optimistic corporate culture toward to creating new businesses and addressing change in business.

Looking ahead, each group company will promote new business development in their own fields. As a new business development system for coordinating initiatives across the Recruit Group, we have also commenced New RING -Recruit Ventures- to develop new business models that utilize IT.

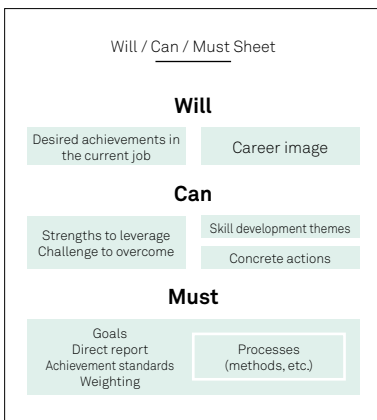
■ Human Resources Development Committee

Convening twice a year, the Human Resources Development Committee is in charge of figuring out the best type of work and posts for each employee based on their strengths and weaknesses. At meetings, discussions about the human resource development of individual members involves all group managers and department managers, not only direct supervisors but also other groups' managers. From a mid- to long-term perspective, the Committee looks across the entire organization, spanning across Group companies, departments and sections, when considering the best type of work, position, and mission for an individual's growth.

A Powerful Sense of Ownership

The Recruit Group asks each of its employees to take ownership of their own work and make a commitment to achieving results. We help our employees grow through cross-organizational communication and daily feedback.

For example, the Recruit Group is unique for placing importance on close relationships, such as “Brought up the plan first, get it done,” and “Work will be rewarded with work.” *Yomikai* is our mechanism for sharing strategies to achieve goals and a venue for employees to relish in this process, with the aim of imbuing our organization with sentimental human relationships and behaviors that call for a strong sense of ownership. Beginning with the Will Can Must (WCM) Sheets and Mission Grade System, the Recruit Group has designed its personnel and evaluation systems so that individual reviews and remuneration are closely tied to job performance undertaken with a sense of ownership. By fostering close human relationships and putting in place an external framework for supporting these relationships, our corporate culture continues to evolve in a positive direction.



■ WCM Sheets

Recruit Group employees fill out a WCM Sheet every six months. This sheet helps them manage their own goals by laying down what they would like to achieve (Will), strengths they would like to leverage and challenges they would like to overcome (Can), and missions that will allow them to develop their skills (Must).

In a semiannual cycle, each and every employee expresses what they want to achieve through work (Will), determines with their superior what they can do and what skills they need to acquire in order to make this happen (Can), and thinks about what they must do to accomplish the desired results (Must).

■ Mission Grade System

The Recruit Group has adopted a Mission Grade System for determining remuneration (salary and bonus) based on the level of missions assigned and output, regardless of age or years of service. This serves to promote and maintain a culture of speedy and flexible personnel appointments, objective remuneration decisions based on the Mission Grade, and conscious efforts to maximize human resources.

Empowered Individuals, Strong Teams

Since its founding, the Recruit Group has added many companies to its portfolio from both inside and outside Japan. As our business scale has expanded, we have attracted individuals with diverse values and backgrounds, creating strong opportunities within the organization.

For example, *yomoyama* meetings give people an opportunity to have casual conversations, catch up on recent work topics, talk about past work, and get career advice. This is an opportunity for people to collaborate with partners who have expert knowledge and information, and share outcomes as explicit knowledge. It is also an opportunity for people who have produced results to share with their coworkers the key and approaches for getting the job done.

To sustain our corporate culture nurtured successfully so far, we set up a variety of unique programs to share knowledge to encourage team members to help and stimulate each other to reach their goals. We keep taking on the challenge to sustain and strengthen our corporate culture through programs for motivating individuals and mutual respect.



■ ARINA

The All Recruit Innovation Award (ARINA) is an award that recognizes innovations that have contributed to the high-level creation of new value. ARINA is given at a Group-wide award ceremony for innovations that created new value. Around 10–15 employees are chosen each year for this award, based on the novelty and versatility of their innovations.

[Recent awards] HELPMAN JAPAN, a solution for a shortage of nursing care workers
 Jyuken Sapuri, an online study service that eliminates inequality in studying for entrance exams caused by income disparity
 SALON BOARD, a support tool for beauty salons
 Natural Language Processing, an advanced Big Data analysis



■ FORUM

In 2015, the Recruit Group launched FORUM, a major event for the sharing of professional knowledge across the Group. To become the global No. 1, the Recruit Group believes it must enhance the level of professional skills in each employee. By sharing across the group new initiatives that are highly novel and versatile, the Recruit Group aims to create new value and accelerate the growth of individual employees. Split into four categories by specialty, knowledge of selected projects is shared throughout the group by presentations and panel discussions with outside experts.

Four FORUM Categories: Growth Forum (business development and improvement)
 Engine Forum (IT and other technologies)
 Guardian Forum (business foundation)
 Top Gun Forum (client relationships)