

CSR Report

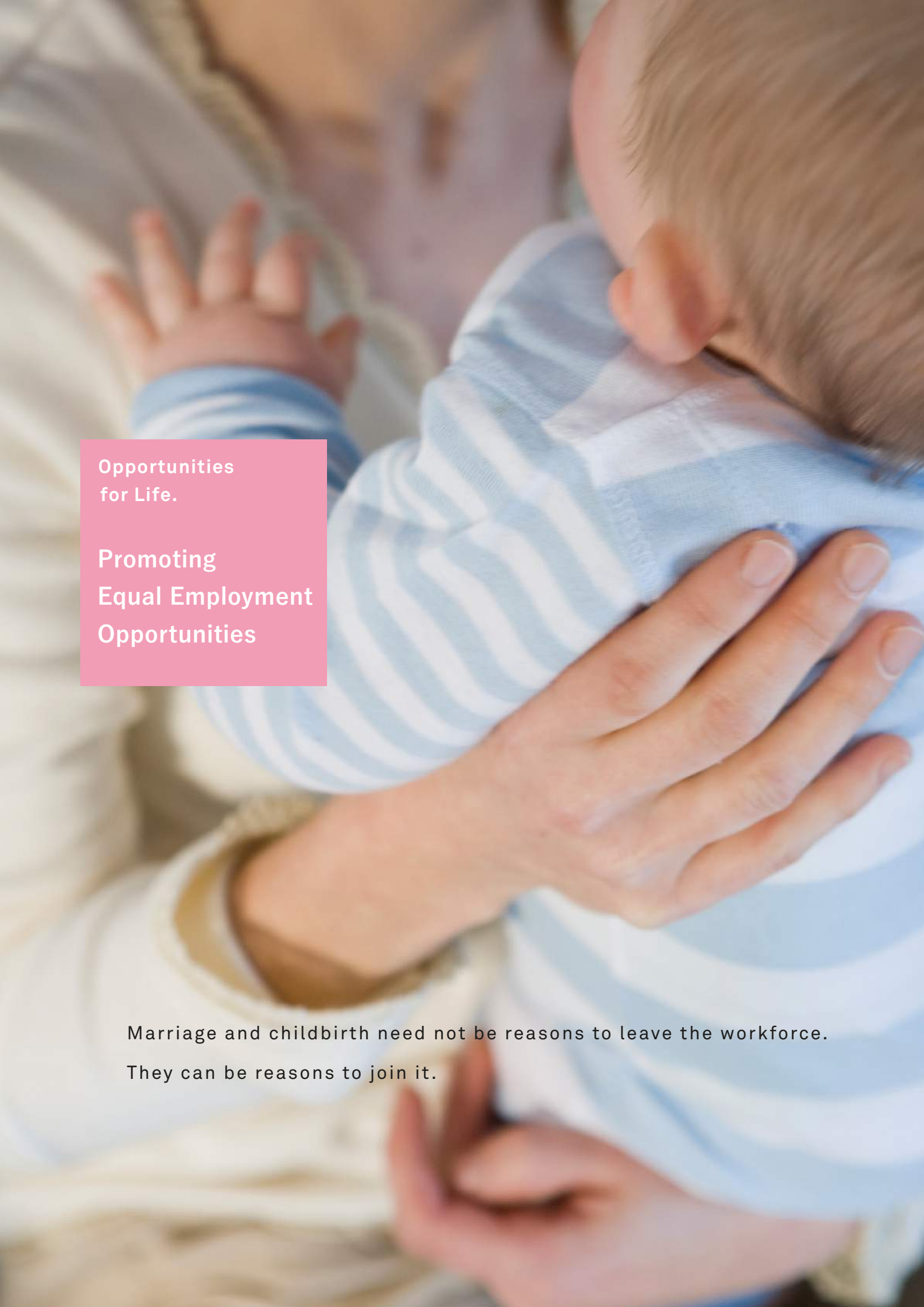
2016



Paths to a More Rewarding Future

We know that life can be more rewarding. The opportunities are there, at every turn. We just need to seize those opportunities and take the bold step that will open up new paths. One such path may lead to new personal discoveries. Another may help us evolve into the person we've always wanted to become. The opportunities are there, in conversations with friends, family, colleagues, and business partners. That's why we listen to what people are saying, in communities near and far. We listen attentively and we listen often, even to the voices that are barely audible. Because it's in those voices that we find the clues to the broad range of opportunities to live a life free of excuses, a life that's truly rewarding.

Opportunities for Life.



Opportunities
for Life.

Promoting
Equal Employment
Opportunities

Marriage and childbirth need not be reasons to leave the workforce.
They can be reasons to join it.

Opportunities
for Life.

Giving
Small Businesses
a Freer Hand

Don't let burdensome chores get in the way of the business
you've always wanted to run.

Opportunities
for Life.

Removing
Barriers
to Growth

Test problems are solved by kids.

Society's problems are solved by grownups.



Opportunities for Life.

CSR Report 2016

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Editorial Policy

“CSR Report 2016” presents to all interested stakeholders the thinking and activities of the Recruit Group pertaining to its creation of medium- to long-term social value.

Specifics are available at the Recruit Group website.

CSR activities: <http://www.recruit.jp/company/csr/>

Latest IR activities: <http://www.recruit.jp/ir/>

Reporting Period

The reporting period is April 1, 2015, to March 31, 2016.

Some information outside of the above period is also included when deemed appropriate.

Reference Guidelines

- International Integrated Reporting Council, “International Integrated Reporting Framework”
- Global Reporting Initiative (GRI), “G4 Sustainability Reporting Guidelines”

Recruit Group

Management Philosophy

Mission

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. Our aim is to contribute to a bright, vibrant future where people can choose their own life path.

The Recruit Way

Creation of New Value

Generate new value to respond to society's growing needs, predicting and boldly tackling the challenges that come with the constantly changing times.

Contributions to Society

Contribute to society through all of our corporate activities, aspiring to realize a sustainable, rich, and fulfilling world.

Respect for All Individuals

Respect each individual. Based on mutual respect and high expectations for the ambition and potential of every employee, provide support for individuals to allow them to fully apply their energies.

CSR Policy

Contributing to a brighter and more fulfilling world in which all individuals can flourish

Since its foundation in 1960, Recruit has developed its business by aiming to create a society in which each individual may flourish. As our business developed, people came to expect more of us. We have achieved further growth and development by responding to these expectations. We continue to treat the needs of society as our own and strive to meet them. At the same time, the growth of our business has expanded both our influence on society and our responsibility as a corporate citizen. We intend to make Recruit a leading company that confidently meets the expectations placed upon it.

Recruit Group CSR Policy

Seeking a sustainable world of plenty, we promise to contribute to society through all of our corporate activities, tackling social issues with a long-term perspective.

Three Guiding Principles

Meeting Society's Expectations

We aim not only to meet society's expectations but also to gain insight into social issues and contribute to their solution.



Fulfilling our responsibilities as a corporate citizen

Acknowledging our role as a leading company, we are responsive to requests on a global level.

Five Core Themes

In order to realize our corporate mission of creating a prosperous society in which each individual flourishes, we have established the following five core themes for our CSR activities. In collaboration with our stakeholders, we implement actions reflecting what we can and should do while continuing to challenge ourselves.

1. Enabling more people to flourish by creating opportunities to work
2. Supporting diverse ways of living
3. Empowering tomorrow's talents
4. Practicing and promoting innovative work styles
5. Respecting human rights and protecting the environment

CEO Message

**Our Mission:
To Tackle Society's "Negatives"
Through Innovation**



Masumi Minegishi

President and Representative Director, CEO

OUR PROFILE

The Recruit Group has endeavored to create new value together with stakeholders by having each employee earnestly engage with “negatives”—the downsides afflicting society—including the dissatisfaction, inconvenience, and uncertainty experienced by customers and society as a whole.

Recruit was launched in 1960 as a business venture started by students during a period of rapid economic growth for Japan. As the country grew, the company provided society with a multitude of opportunities. In the recruitment media sector, Recruit’s founding business, we have forged diverse job opportunities for individuals. From the outset, we gave people the opportunity to voluntarily choose their place of employment, a new development for Japan at that time. We also enabled the spread of new styles of working in part-time and temporary positions rather than in regular employment, made it easier to change jobs, and promoted the social advancement of women. In the sales promotion sector, we have used a range of media to help people select the perfect home, plan weddings, and find fulfillment in everyday life through their choice of restaurants, beauty parlors, and travel options.

The Recruit Group is proud of its contribution to the creation of an age when individuals can select what best suits them from diverse options. We have done so by using information to bring greater openness to a world lacking in choice and transparency. The services that we have launched have now become the infrastructure of many industries. Being fully aware of our social responsibility, we are committed to accelerating the evolution of these services.

The present moment is also a starting point when seen from the future. Viewing our globalized and complex world in its entirety, we will query what the Recruit Group can do to solve the issues confronting Japan and the world to create further new value.

■ Working to Solve Social Issues

Japan is often described as a place where social issues materialize in advance of other nations. One such issue is a shrinking labor force ensuing from a declining and aging population. Another is income and regional disparities that contribute to gaps in educational opportunity. These have already become social issues in Japan and will soon confront other nations as well. It is vital to engage directly with these social issues, which the rest of the world will eventually face, and to address them in a forthright manner. Foreign sales accounted for 35.9% of the Recruit Group’s total sales in the fiscal year ending March 2016. To earn the further trust and to merit the expectations of society, we must take on bold challenges by leveraging the rapid social and environmental changes arising from globalization and information technology.

OUR PROFILE

In our medium-term management plan, we will strengthen our investment in Indeed, an Internet job site serving more than 60 countries, to achieve further growth in our foreign operations. To achieve sustained growth in our domestic operations, we will also create new growth areas through IT-led innovation by developing our Air series of business support services and our Study Sapuri online learning service. In these ways and more, we will endeavor to provide opportunities to the world.

Bearing in mind global issues including the sustainable development goals adopted by the United Nations, we will continue future-directed activities in cooperation with multiple sectors, with a view to the development of our business over the long term.

■ Driving Innovation by Engaging with Unseen Negatives

Our efforts to respond to these challenges will be supported by each employee. Our people will engage with the insights of customers and clients based on the strength of our customer contacts, develop a structural understanding of the market, and work to solve fundamental issues.

Utilizing a diverse and deep set of customer contacts, the Recruit Group has shifted from paper media to the Internet, has developed real-world businesses like counter services, and has provided business support services to clients ranging from information provision to the acceptance of reservations. We have continued to innovate in response to a changing social environment. The cornerstone of these efforts is the Recruit Group's distinctive corporate culture. Employees with a spirit of entrepreneurship and a strong sense of ownership draw out each other's potential and work to improve themselves. This expectation placed on the potential of each individual encourages employees to think for themselves, to involve their colleagues, and to act so as to create new opportunities.

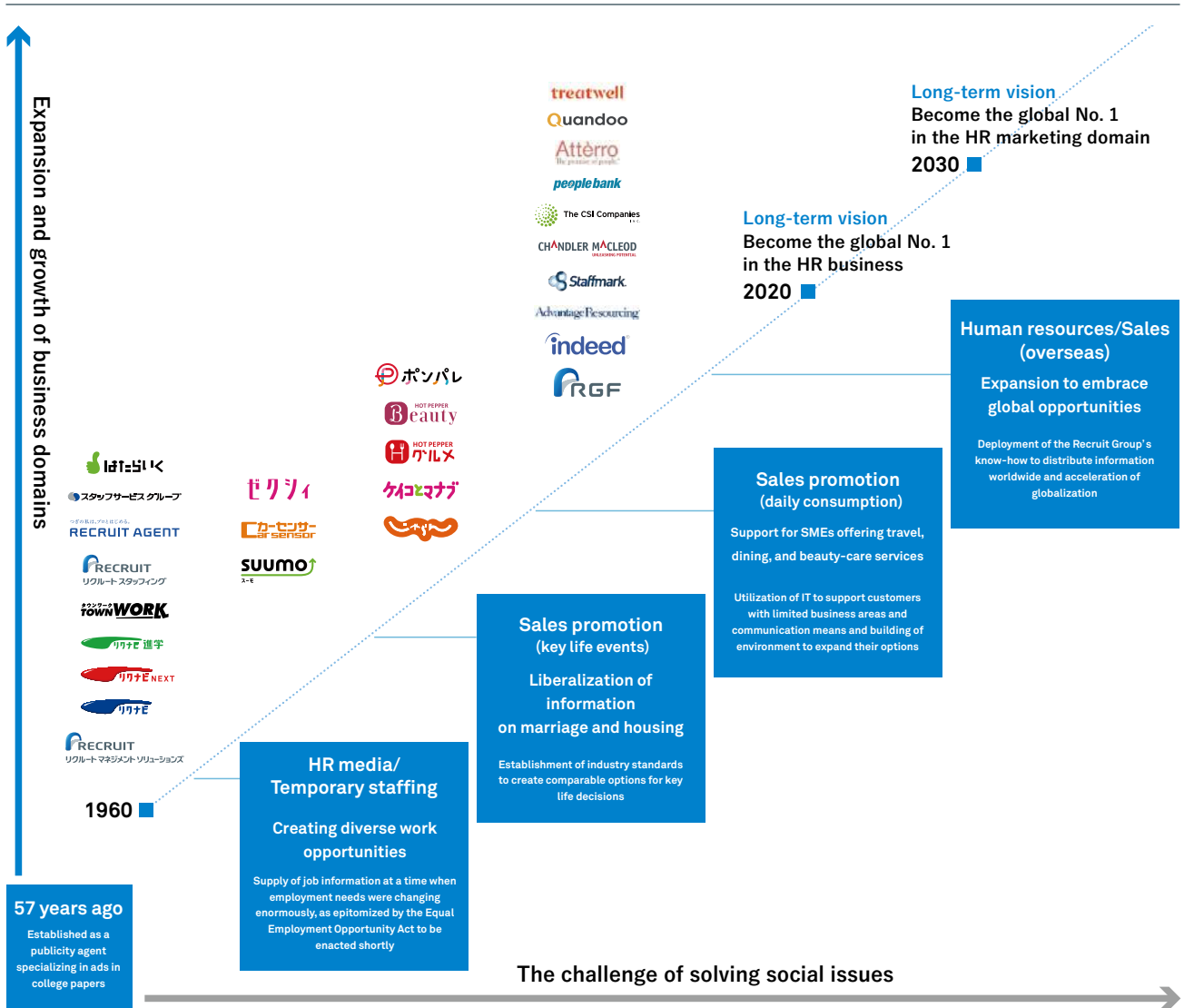
Are we overlooking issues that customers and clients are currently facing? Our employees begin with this question as they resolve to do their best to change today's society and markets by swiftly discovering negatives that are not readily apparent, by holding to high ideals, and by not turning a blind eye toward social negatives. This dedication is the source of the Recruit Group's strength. We are not satisfied with the status quo. We raise questions, reevaluate what we know, and act to create new value through innovation.

In 2016, the Recruit Group stands ready to take on the challenges ahead, working together with all stakeholders to respond to the rising expectations of society.

A History of Resolving Social Issues

Aiming for an affluent society and business growth so that everyone can choose what is best for them

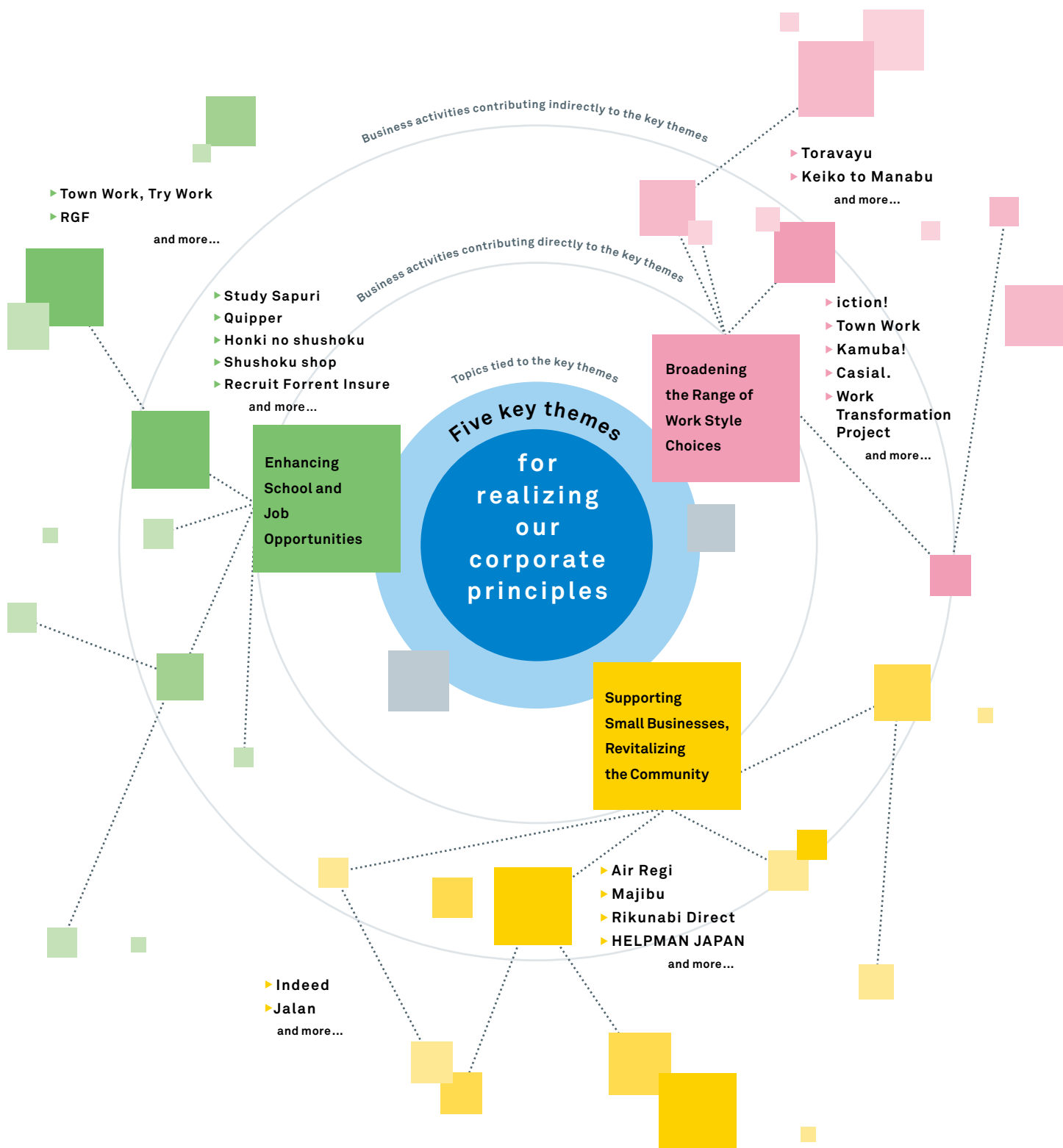
The history of the Recruit Group has been a continual process of seeking to solve challenging social issues. The outcomes of these endeavors have contributed to sales, which are ¥1.5886 trillion as of March 31, 2016. We aim to continue to undertake challenges based on the ambitious goals we have set for the 2020–30 period.



Since its establishment, the Recruit Group has created around 200 different services that have built up value for addressing social issues. A selection of these services is presented in the "Major Services" section of the 2015 Business Portfolio. The focus is on the value built up to address social issues, rather than providing an exact chronology of the services from the time of their introduction.

Challenge 2015

Paving the way for a better society by taking on the challenge of finding solutions to issues based on our key themes



As we seek to engage with a wide variety of social issues and businesses, a strength of the Recruit Group is that every single employee undertakes the challenge of making the “impossible” possible. Here we introduce three stories for initiatives closely linked to the five key themes of our Challenge 2015. We are undertaking these challenging tasks in the belief that the business activities launched will accumulate results in the future that help to solve the social issues confronting the world.



For more on Key Theme 5, “Respecting human rights and protecting the environment,” see pp. 53–54.



STORY 1

**Broadening
the Range of
Work Style Choices**

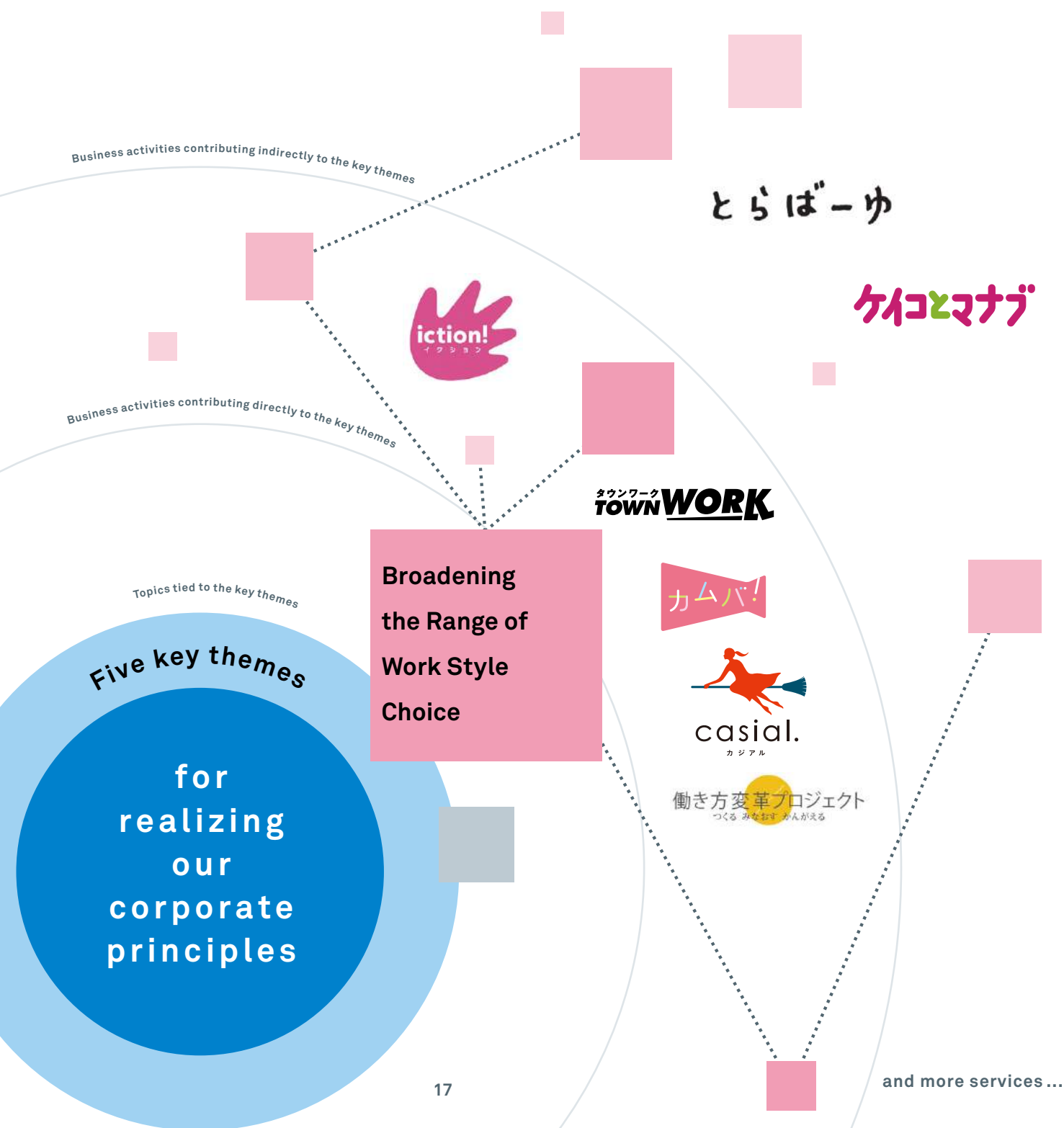


“I want to work.” This is a feeling shared by many people, including women raising children. In fact, there are said to be about 1.7 million women in Japan who want to work but whose circumstances are keeping them from doing so. What can Recruit do for these women? As a company that got its start in the human resources field, we see this as an issue we should tackle.

STORY 1

Alleviating the Shrinkage of the Labor Force

Linking our business activities in multiple fields to create work styles matched to each individual



■ Theme

Broadening
the Range of
Work Style
Choice

Let everybody, including women working while raising children, select the work style that befits them and matches their circumstances

■ Issue: Shrinking labor force

Japan's labor
force

Shrinking

The Japanese labor force is predicted to shrink from 65.87 million in 2014 to 58 million people in 2030.

Source: Extracted from the estimates for each prefecture based on the new nationwide statistics for fiscal 2015 labor force supply and demand from the Japan Institute for Labour Policy and Training.

Women raising
children
who want to work
but cannot

1.7 million

The number of women raising children who have the desire to work but are unable to do so is 1.7 million.

Source: Statistics Bureau, Ministry of Internal Affairs and Communications, 2012 Employment Status Survey.

Japan's
gender gap
ranking

101st

Japan's gender gap index ranks 101st out of 145 nations surveyed.

Source: World Economic Forum, The Global Gender Gap Report.

STORY 1

“I’m sure I’ll find a work style that fits me.”



Ms. Shimizu works for the Casial housecleaning service developed as one part of the “iction!” project. “The job content is housecleaning, and I’m happy because it’s work that lets me apply my own careful standards as a homemaker,” she says.

■ What Japan can do as its labor force becomes smaller

While the world as a whole faces the problem of an increasing population, Japan is looking at a shrinking labor force resulting from a low birthrate and aging population. The labor force is predicted to decrease from 65.87 million in 2014 to 58.00 million in 2030.¹

Despite this, the labor force participation rate of Japanese women follows an M-shaped curve, dropping during the ages when they marry and have children and then rising again after their child-raising responsibilities become less demanding. We have focused on the 1.7 million women who feel they would like to work but have been unable to do so while raising children.² We believe we can build a society where it is easy for people to work even while they raise children by creating diverse types of work suited to individual lifestyles.

Challenge 2015
Job listings for housewives/
househusbands
featured in *Townwork*

50,000

Challenge 2015
Downloads of
the Kamuba! app

8,800

(launched in February 2016)

1 Extracted from the estimates for each prefecture based on the new nationwide statistics for fiscal 2015 labor force supply and demand from the Japan Institute for Labour Policy and Training.

2 Statistics Bureau, Ministry of Internal Affairs and Communications, 2012 Employment Status Survey.



This is a project to support work and childcare based on the key concept of “Joining together in creating a world where it is easy to work while raising children.” We are working together with government agencies, companies, nonprofit organizations, and others who support this project with the aim of securing employment for the cohort of women who want to work while raising children.

タウンワーク **TOWNWORK**

Townwork provides area-based employment information for people who emphasize location in looking for work, such as wanting to work near their home or in a certain town or city area that they like. With its nationwide network it provides information on jobs with various styles of employment, focusing mainly on part-time work. People can search for jobs by type of work, wages, or other particular conditions that are important to them. It is published in local editions as a free paper, and the information is also accessible via smart phones, computers, and mobile phone apps, supporting people from students to homemakers and seniors in searching for work.



Kamuba! (short for “Comeback!”), released in February 2016, is a free application for working women and their partners who are thinking about combining childcare and work. It helps them chart their course in the period from pregnancy and childbirth through their return to the workplace so as to make smooth preparations for balancing maternal and work responsibilities.



casial.

カシアル

Casial (coined from *kaji*, Japanese for “housework”) is a reasonably priced housework support service aimed at easing the burden of those who are struggling with a combination of housekeeping, childcare, and work responsibilities. Basic cleaning can be combined with cleaning the places that people are particularly concerned about. This business was formally launched in April 2016, and the service area has now been extended to all of Tokyo’s 23 wards. Along with all 23 wards of Tokyo, we have also launched services in other parts of Tokyo and in Kanagawa Prefecture.

OUR SOCIAL STORY

■ Creating a world where it is easy to work while raising children

The Recruit Group started the “iction!” project in July 2015 with the aim of “Joining together in creating a world where it is easy to work while raising children” and began activities to address three issues identified in a survey: (1) not having to quit work because of pregnancy and childbirth, (2) reducing the stress of combining childcare and work, and (3) creating jobs that can be started without an excessive burden.

■ Enabling people to start working with assurance and at a reasonable pace

Women who quit working because of pregnancy and childbirth have diverse needs when they return to work. Some want to work only during the hours their children are in kindergarten. Others want to work near their home. We have learned that many women are also uneasy because they have a “blank” as a result of having quit and having been away from the workplace for a time, and they are wondering whether they will be able to return to work smoothly. At Recruit Jobs we have been gathering the opinions of such women concerned about their ability to work, and we have been collaborating with many businesses to create jobs that women raising children can take with a sense of assurance—providing options such as working for short hours at workplaces near the women’s homes, being in workplaces where other homemakers have active roles, and keeping their income within the tax limit for dependent spouse status. Every week the local editions of our Townwork publication include a section featuring jobs where housewives and househusbands are welcome. We will continue to create the actions that give people opportunities to say “I want to work” in many ways.

■ Support for a return to the workplace, when anxiety is high

Even for women who do not quit their jobs, it can be unsettling to return to work after having given birth. We listened to the earnest thoughts of more than 100 working mothers who told us what they wished they had known at the time they had their own baby, and based on this we released the Kamuba! (Comeback!) application to help women navigate through the period from when they find out they are pregnant until they return to the workplace after giving birth. The planning and design for this was done in collaboration with Arrow Arrow, a nonprofit organization that provides support for the balancing of work and family responsibilities by employees at small and medium-sized companies. The application gives a lot of information that women, especially those who are working, want to know about childbirth and work-life balance, including the stories of mothers who have already gone through the experience and to-do lists that they can share with their partners. In the two months after its release in February 2016, the number of downloads reached 8,800.

STORY 1

Transforming work styles and promoting active roles for women



In the Recruit Group, one in five of our female employees is a working mother, and many of our employees are struggling daily to balance their jobs and housework.

■ Offering work style options suited to the individual

Offering work style options suited to the individual in line with the demands of the period ahead of us is not limited to allowing people to balance work and childcare. Care for senior family members, pursuit of personal interests, study for personal growth, and the creation of new value—the Recruit Group envisions the creation of working modes that are balanced with diverse individual needs like these, while also raising productivity. In April 2015, we began the “Work Transformation Project” to seek and implement new work styles in our own organizations.

We are widely sharing our know-how about the promotion of diversity and introduction of various work styles and information about the issues we have encountered in this connection, along with examples from other companies, and we intend to continue refining our initiatives in this area so as to help people build lives with more options.

Challenge 2015
Employees working remotely
under the Work Transformation Project

About **2,000**
(at three Recruit Group companies)

Challenge 2015
Percentage of
female section chiefs

24.4%
(at 11 Recruit Group companies)

■ Allowing employees to select their workplace

Recruit Holdings' remote work system allows employees to do their jobs without being limited to a particular location. In addition to our main offices, we have set up six satellite offices in the greater Tokyo area (as of March 2016); employees can also work at home and elsewhere. We introduced this system on a full scale in January 2016 for all employees, including temporary workers. About 2,000 people at Recruit Group companies are taking advantage of flexible work styles.

As part of our Work Transformation Project we show on our website both positive cases and cases in which conflict occurred. We also show the transformation process and the things we have learned. For example, there were some concerns about giving all employees permission to work remotely, such as how to deal with situations when people needed to be present in the office. We considered a system in which people would apply to their bosses for approval to use the remote work system, but instead, in order to emphasize individual autonomy, we adopted the rule that if a superior who decides that an employee's presence in the office is necessary may disallow remote work, in which case it is the responsibility of the superior to explain the decision. We will continue to seek and suggest modes of working that can contribute to society through ongoing trials and improvements.

■ Support for all employees to play active roles

The Recruit Group came to the approach of respect for a diversity of work styles as it addressed the issue of how to promote more active roles for female employees.

Since the time our company was founded, we have fostered a culture of evaluating people by their abilities regardless of gender, and many women have played active roles. But it is also true that, because of long working hours, many women felt they had to quit their jobs for private reasons, such as marriage and childbirth. We began with efforts to shorten the long working hours of all employees, and then, starting in 2007, we moved to support work-life balance with the establishment of the "And's" childcare service in the workplace, focusing on creating a stable work environment for employees. We took a further step in 2010 with active appointment of women to management decision-making positions, aiming to have women play a more prominent role and to introduce greater diversity in our management perspectives. In line with these efforts, we have currently set a target of appointing women to at least 30% of the section-chief positions at the 11 major Recruit Group companies in Japan by April 2018. We are currently at 24.4% and moving steadily toward our goal.



Work Transformation Project
We aim to reinvent the way people work through a bold attempt to radically transform the way we work in the company. We believe this will help address major issues facing Japan—a shrinking labor force, low productivity, and a low birthrate—and bring about a society-wide wave of change in how people work.

STORY 1

A variety of job opportunities

Here we introduce efforts that we believe will contribute to the creation of work styles matched to each individual.

■ Job searches and career changes for women

Support tailored to individual concerns and goals

Some women want to focus all of their energies on work, some want time for private pursuits, some want to find a different environment, and some want to work while raising children. For all these women, *Torabayu* (from *travail*, “work” in French) has delivered information on many different types of work and attractive special features for women with diverse aims for over the 36 years since its first issue as a periodical.

We will continue to support work in various forms as women change jobs, aiming to increase the options for work and life by thinking together with women about work styles that will allow them to keep making choices and not give up on the work they like.

■ Learn, change, desire to learn more

Creating a world with many accessible opportunities

Learning comes in many forms, including the pursuit of personal interests such as dance or yoga, study aimed at acquiring qualifications or enhancing skills, and enrollment in programs at distance learning universities and graduate schools that are accessible to working people.

Learning gives us chances to make new friends with whom we can share the enjoyment of our studies regardless of age, sex, or occupation, and it can allow us to turn the things we enjoy into job opportunities.

“I’m so happy to be able to do the manicure work that I love! I’ve been able to work in other countries, I’ve won contests, and I’m living each day fully while striving toward my dreams.” (Manicure school graduate, 25-year-old woman)

“After about a year of study I’ve become a web designer working from home! I’m going to have a baby soon, and this will allow me to work when I want to.” (Graduate of school for qualifications and career; 24-year-old woman)

Keiko to Manabu will continue to help people say “I’m glad I learned that!”

とらばーゆ

Torabayu

This is an employment information site for women. Since its launch as a periodical in 1980, *Torabayu* has continuously provided employment information to help women find work that is just right for them and support them in leading fulfilling lives.

ケイコとマナブ

Keiko to Manabu

This is general site for learning, full of courses for pursuing an area of interest or obtaining a qualification. Many offerings are listed, from classroom and correspondence courses to home study with visiting instructors and online lessons, and they can be searched according to various conditions. This is also a site where people who just want to try something out can find an opportunity to start learning.

OUR SOCIAL STORY



A Recruit Holdings office where people sit wherever they like. This unreserved seating arrangement tends to facilitate communication better than regular fixed seating. "Quiet" spaces are also available for people to use when they want to concentrate.

Opportunities for Life.



STORY 2

Supporting Small Businesses, Revitalizing the Community

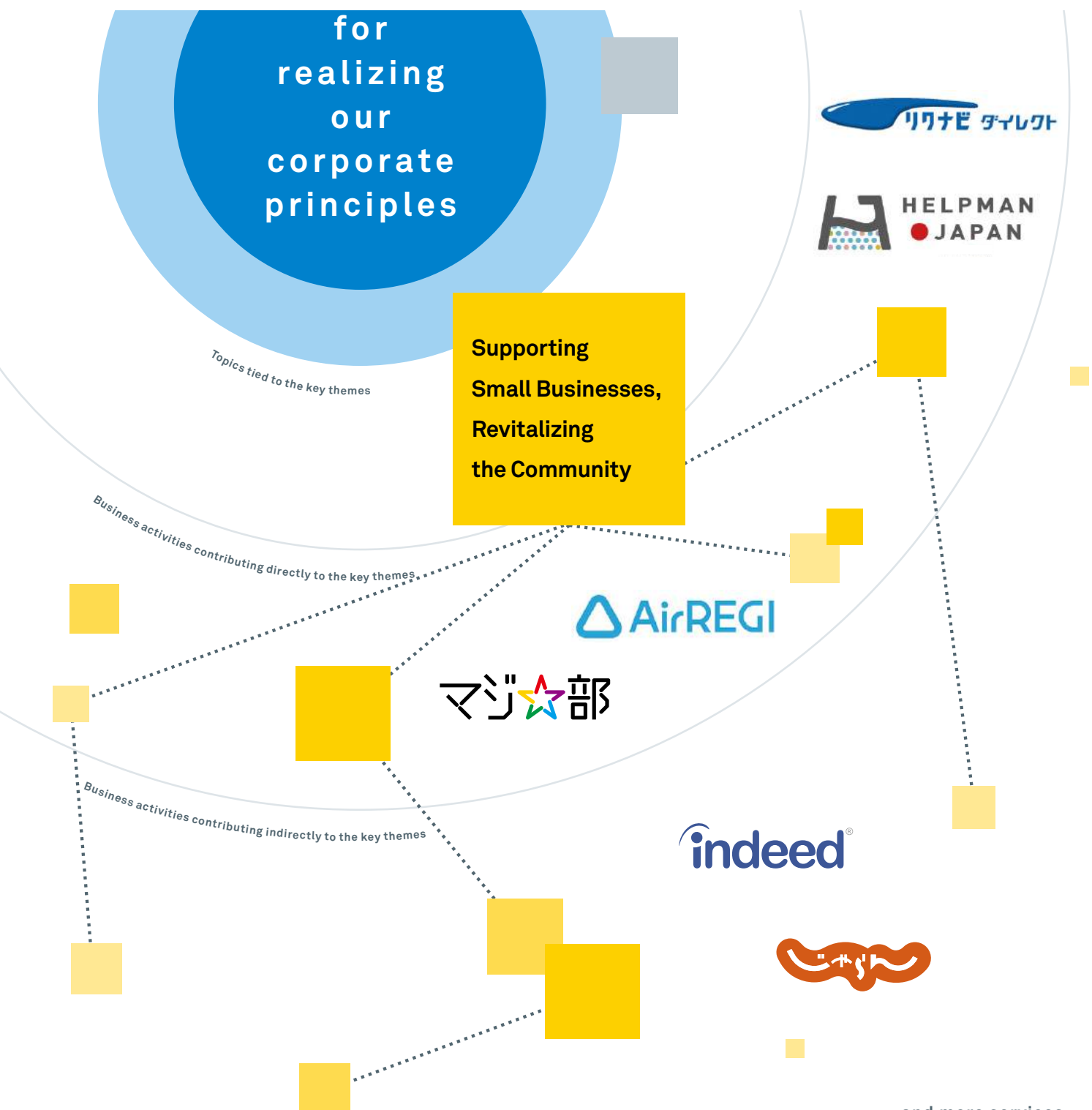


The way to revitalize Japan, it seems to us, is through revitalization of local areas. Believing that support for small and medium-sized enterprises, which make up 99.7% of Japan's businesses, will energize local economies and lead to a better future for the country, we are supporting the establishment of small businesses, their recruitment of employees, and the promotion of local attractions.

STORY 2

Lifting Local Economies Out of Stagnation

Linking our business activities in multiple fields to support small businesses and promoting local attractions



■ Theme

Support for
Small Businesses
and Promotion of
Local Attractions

Local communities can be revitalized by leveraging their distinctive features to facilitate entrepreneurship and employment and draw customers

■ Issue: Stagnant local economies

Share of
SMEs in Japan

99.7%

Among Japan's companies, 3.89 million, or 99.7%, are SMEs—small and medium-sized enterprises with 300 or fewer employees and capitalized at no more than ¥3 million.

Source: Small and Medium Enterprise Agency, 2016 White Paper on Small and Medium Enterprises in Japan.

Labor
Productivity
of SMEs

Low

Average labor productivity at SMEs, which account for around 70% of Japan's workforce, lags behind that of large corporations.

Source: Small and Medium Enterprise Agency, 2016 White Paper on Small and Medium Enterprises in Japan.

Greater
Tokyo area's
share of Japan's
population

about 30%

The concentration of Japan's population in the greater Tokyo area is higher than that in capital cities of Western countries, and it is continuing to rise.

Source: Ministry of Land, Infrastructure, Transport, and Tourism, Overconcentration of Population in Tokyo.

STORY 2

Revitalizing local communities will lead to a better future for Japan.



Aretha is a *zakka* (miscellaneous goods) shop in Matsuyama, Ehime Prefecture. The proprietor, who “loves *zakka* and other knick-knacks,” says that Air Regi “has been a huge help with managing inventory, because *zakka* shops have to stock a large, detailed range of items.”

■ Energizing local communities by supporting SMEs

Japan has some 3,809,000 SMEs across the country.¹ Since large corporations are concentrated in the country’s urban hubs, SMEs play a major economic and employment role in local areas. These areas are likely to be hardest hit by the decline in the workforce, which is expected to drop from the 2014 level of 65.87 million to around 58 million by 2030 as a result of the falling birthrate and aging population.² We see a sharp contrast between the country’s urban hubs, where the concentration of people is continuing to increase, and local areas elsewhere around the country, where population is shrinking at an accelerating pace.

Supporting the activities of SMEs, which make up the bulk of Japan’s businesses, can energize local economies by generating local attractions and increasing the flow of people. We see this as one way of promoting a brighter future for Japan.

¹ Small and Medium Enterprise Agency, 2016 White Paper on Small and Medium Enterprises in Japan.

² Extracted from the estimates for each prefecture based on the new nationwide statistics for fiscal 2015 labor force supply and demand from the Japan Institute for Labour Policy and Training.

Challenge 2015
Air Regi
user accounts

233,000

Challenge 2015
Majibu/Snow Magic 19
Participating ski slopes

191

Total usership

About 2 million



Air Regi (short for “Air Cash Register”) is an advanced POS register app that can be used on smartphones, tablets, or other smart devices. The application has a full lineup of features for use in store management and requires no initial cost or monthly fee. In fiscal 2015, two new functions were added: Air Payment and Mobile Settlement for Air Regi, which provide affordable, user-friendly ways to handle credit-card payments. Air Wait, Air Market, and Air Reserve apps are also available.



Snow Magic 19, which offers free ski-lift passes to 19-year-old skiers, has been adopted at 191 ski slopes around Japan, drawing a total usership of 2 million during the 2015/16 ski season. We also provide similar offerings for other leisure activities, such as Golf Magic and Onsen (Hot Spring) Magic. We are extending these services across the country to give young people opportunities to learn about and experience local activities, looking to promote the future revitalization of local economies.

■ Using IT to help businesses thrive

The Air Regi POS register app and other offerings in our Air Series help make it possible for people of all sorts to set up businesses on a scale appropriate to their location and to keep their businesses going.

By using the Air Series, individuals running their own stores or seeking to promote businesses in local areas can easily—and at no initial cost—tap the power of information technology to achieve improved management and operating efficiency. By easing the administrative burden and lowering costs, the Air Series allows business owners to channel their energy toward their original focus, such as providing customers with optimal hospitality.

“After comparing several POS register apps, I chose Air Regi because of its easy-to-use screen layout and customizable features. The software can recognize and analyze how each item is selling during a particular month or day or at a particular time. This is valuable information when it comes to creating new products.” (Brewer, Gifu Prefecture)

“The data on reservations made via Air Reserve is directly linked to Air Regi for our accounting records. In tandem with this, I use accounting software, and everything is processed in a unified flow. When I first starting using the app, I had some trouble figuring out all the features on my own, but staff offered me a clear explanation over the phone so that now I have no problems.” (Acupuncture clinic, Tokyo)

■ Drawing people with local attractions

Once a small business rooted in a local area has been created, it needs to draw customers. Our Jalan service, which aims to attract domestic and international tourists as customers, is relying on its Jalan Research Center, which conducts surveys and research and promotes regional revitalization, to support the creation of arrangements to attract younger people to local areas through the Majibu platform for supporting youth activities. For example, Snow Magic 19 is attracting young customers to ski slopes around the country and thereby stimulating local economies by offering 19-year-olds free ski-lift passes. When these young people have children of their own, they may bring them along on repeat visits, drawing the next generation to these same areas.

The first step is to make people aware of the area and experience it themselves. Starting from that point, we are striving to help local areas maximize their attractions through initiatives with a view to future economic vitality.

STORY 2

Backing Employees of SMEs



The president of Nexas Wing, an IT company in Tokyo that was having a hard time hiring reports, “The two women we hired through Rikunabi Direct have been a welcome addition, winning plaudits from our clients right from the start”.

■ Support to closely meet job seekers’ needs

Small and medium-sized enterprises with 300 or fewer employees account for 99.7% of all companies in Japan.¹ Moreover, the average ratio of job offers to seekers for graduating university students is extremely high at SMEs, with 4.16 offers per applicant, against an overall ratio of 1.74 for students expecting to graduate in 2017.² A major challenge facing SMEs is that their name recognition is lower than that of major corporations and they find it more difficult to secure staff.

Some SME owners have had no choice but to shut down their businesses for a lack of a successor or due to the difficulty of securing young workers. Meanwhile, the unemployment rate among those aged 15 to 24 in Japan is high, at 4.8%.³ For many years SMEs have been struggling with the dilemma of wanting to hire young people but not being able to attract them due to their lower name recognition.

¹ Small and Medium Enterprise Agency, 2016 White Paper on Small and Medium Enterprises in Japan.

² Recruit Works Institute survey of ratio of job offers to job seekers for students graduating in 2017.

³ Statistics Bureau, Ministry of Internal Affairs and Communications, preliminary results of the Labor Force Survey, July 2016.

Challenge 2015
Rikunabi Direct
Participating companies

About **12,000**



Rikunabi Direct
Rikunabi (Recruit Navigation) Direct was launched to provide services linking young job seekers to SMEs looking for employees, and it has been revamped in order to bring as many young people as possible into contact with as many hiring companies as possible so that they can discover companies that are suited to them. Rikunabi Direct is providing encounters so that young people can find workplaces where they can thrive along with their colleagues.



This project, launched in 2010, aims to increase the nursing-care workforce on the basis of a three-pronged approach: (1) branding (diffusing information to raise the prestige level of the nursing-care profession); (2) hiring support (hiring know-how seminars, introducing human resources, etc.); and (3) retention support (instruction courses for staff, supporting employees' efforts to obtain certification, etc.).

■ Supporting SMEs boosts employment

The Rikunabi (Recruit Navigation) Direct service that provides SME job information was overhauled in 2015 with a revamp of its system to help young people find potential employers—companies that they did not know about previously—matching their own personal attributes. The service has posted information on around 12,000 SMEs seeking employees, thereby helping to match these companies with young job seekers.

Young job seekers report that they were happy to learn about SMEs that they would not have been able to find on their own. Through this service we will continue to help connect job seekers and job hunters, promoting employment and assisting both SMEs and young people to achieve growth.

■ Changing Japan's future through the nursing-care sector

The nursing-care industry is another sector faced with obstacles to business continuity resulting from the shortfall in human resources and the difficulty of retaining employees.

With Japan's aging population reaching a level unprecedented in the world, the country is expected to require around 2.53 million nursing-care staff by 2025, which is an increase of roughly 900,000 over the current level.⁴ Although around 246,000 people are entering the nursing-care profession every year, around 224,000 of them end up leaving the industry, making it difficult for the overall number of staff to rise.

We launched the Helpman Japan project to help resolve the labor shortage in the nursing-care industry by fostering the recruitment and retention of employees. The project stimulates job seekers' interest by showcasing young people who are working enthusiastically in the industry, while also developing and administering training programs to reduce the high attrition rate among nursing-care staff. Among the 250 nursing-care workers who took part in the 2014 training sessions, 97% were still working in the industry a year later—far higher than the overall industry average, which is 66.1% for the one-year retention of newly hired staff.

The Helpman Japan initiative aims to create a system for attracting job seekers to the nursing-care industry by diffusing information and supporting hiring efforts, while also conducting training programs to lower the attrition rate among staff to keep them within the industry. In these ways, the initiative seeks to contribute to expanding the nursing-care workforce.

⁴ Ministry of Health, Labor, and Welfare, Nursing-Care Human Resources Supply and Demand Projections to 2025.

STORY 2

Tapping All Sorts of Business Potential

In addition to our activities in urban areas, we are pursuing initiatives to support small businesses and contribute to the generation of local activities around the country.

■ Helping people around the world get jobs

All of Indeed's 3,000+ plus global employees are focused on helping people get jobs. More than 200 million people each month search for jobs, post resumes, and research companies on Indeed, and Indeed is the #1 source of external hires for thousands of companies.

Indeed benefits people looking for jobs by allowing them to access potential opportunities from a single source. There are currently more than 16 million jobs on Indeed. It benefits employers by getting their job in front of millions of potential candidates and by enabling them to stand out through its pay-for-performance model.

■ Sharing ideas and working together to revitalize communities

"I love the place I'm from and want to make it livelier."

"I want to sketch a vision for what this place can be like five or ten years down the road."

We operate the accommodation booking service Jalan, one of the largest sites of its kind in Japan, with a view to the needs of customers and clients on the local level.

To further contribute to local areas, we have established the Jalan Research Center, which deploys its research and survey know-how to address the issues these areas face, drawing on the latest case studies in the fields of tourism and community revitalization. The center carefully searches for and identifies areas' unique strengths—attractions unmatched anywhere else in the world—and works extensively with communities to build new attractions, taking note of global trends and the changing times while maintaining local color. Information about these attractions is effectively disseminated as a means of establishing the local area's brand identity and generating tangible results.



Indeed is a search engine for jobs available in more than 60 countries and 28 languages. It's goal is to be the number one source of jobs in every market that it serves.



Jalan is one of the largest travel information services in Japan. The site allows users to choose from among hotels and other lodgings all around the country and also to book local activities, creating their own original plans. Jalan also has editorial boards across the country that issue informative periodicals and other materials publicizing local attractions based on their own extensive reporting and editorial skills.



The famous tourist attraction Dogo Onsen, a hot spring resort in Ehime Prefecture, has lines of over 400 people queuing during the peak “Golden Week” season in late April and early May. But thanks to use of the Air Wait app to keep track of waiting customers, it is no longer necessary for them to stand outside in the heat waiting their turn to get inside.

Opportunities for Life.



STORY 3

Enhancing School
and
Job Opportunities

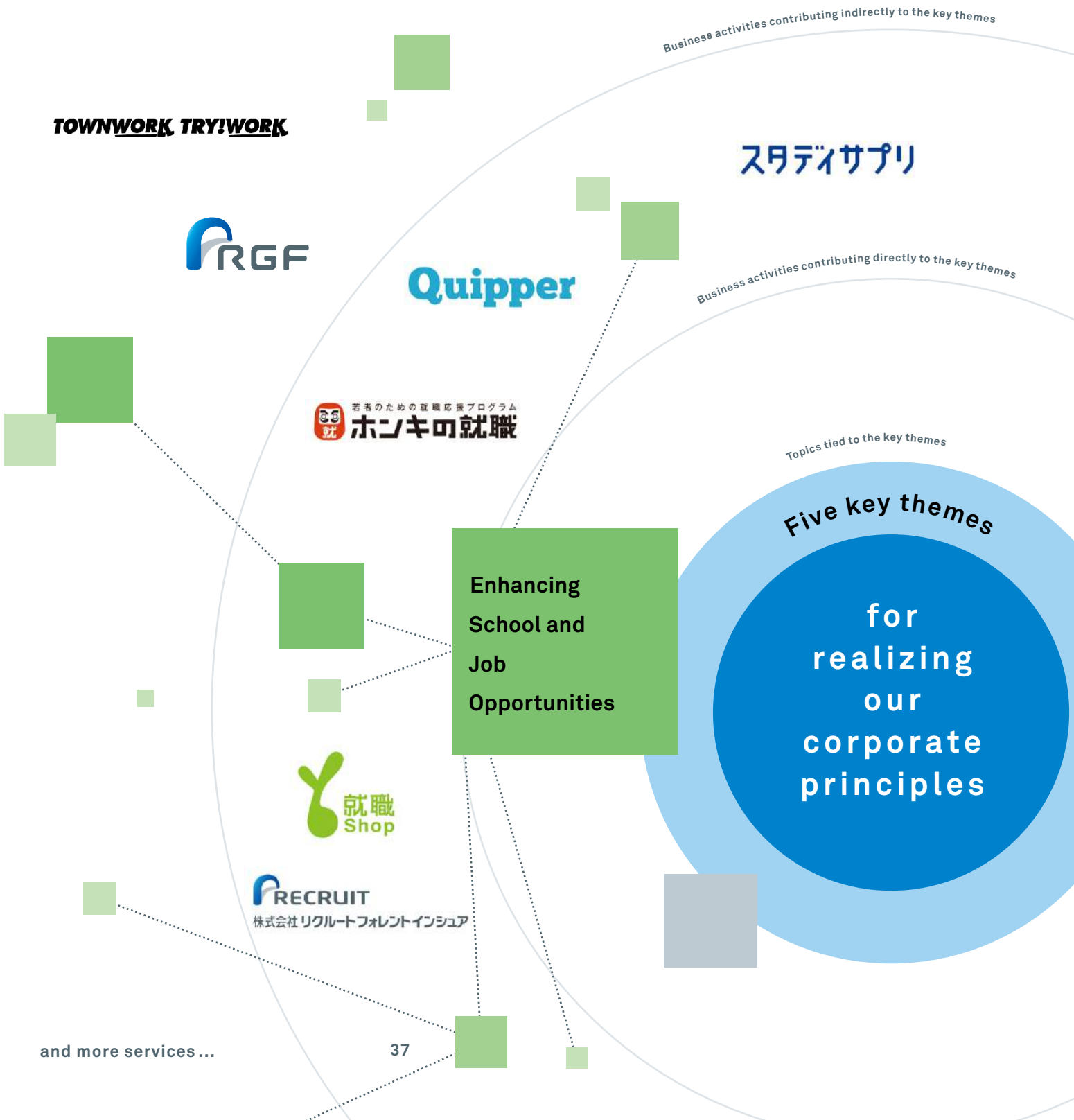


The environments in which children grow up are said to cause disparities in their opportunities for education and employment. Having such opportunities and being able to choose among options for learning and careers lead to fuller lives. The Recruit Group will keep up its initiatives aimed at bringing out the potential of all our children, on whom our future depends.

STORY 3

Moves to resolve disparities in education and employment opportunities

Linking our business activities in multiple fields to enhance schooling and job opportunities for young people



Enhancing
School and
Job
Opportunities

■ Theme

Overcoming factors like income or place of residence so that everyone has the chance to obtain education and employment

■ Issue: Disparities in education and employment opportunities

Household income of ¥4 million or less
Percentage of students enrolling in universities

31.4%

Looking at the correlation between university attendance and household income, while **62.4%** of children from households earning ¥10 million or more a year enroll at university, just **31.4%** of those from households earning ¥4 million or less do.

Source: University of Tokyo Center for Research on University Management and Policy, Preliminary Report on the Survey Tracking High School Students' Advancement.

Youth with hope for the future

61.6%

When Japanese youth were asked about their hopes for the future, only **61.6%** gave the answer "I have hope." Those who answered they were satisfied with themselves came to **45.8%**. Japan ranked lowest out of the seven countries in the survey.

Source: Cabinet Office, International Survey of Youth Attitude 2013 (June 2014).

Public expenditure on education as a percentage of GDP among select OECD countries

Japan ranks
lowest

In an international comparison of public spending on educational institutions, Japan ranked lowest at 3.5% of GDP.

Source: Education at a Glance: OECD Indicators 2012, Proportion of Public Expenditure on Education to GDP and Total Public Budget in Select OECD Countries.

STORY 3

Opportunities for education and careers for every child



Shinagawa Joshi Gakuin in Tokyo introduced Study Sapuri (“Study Supplement”) to its students, and some are using it to supplement their regular classes. One user comments, “I can use the videos like private lessons and it really is fun.”

■ Disparities in educational opportunities due to income or place of residence

Differences in household incomes are said to directly cause disparities in children’s education and employment opportunities. Take, for example, continuing on to university. Only 31.4% of children from households with an annual income of ¥4 million or less enroll in universities as opposed to 62.4% of those from households with an income of ¥10 million or more.¹ This shows that the percentage of students enrolling in university is related to household income. Even in Japan, a country considered to be affluent, disparities exist in children’s educational environments. Moreover, differences can also arise in educational environments according to place of residence.

At 3.5%, Japan ranks lowest among select OECD countries in public expenditure on educational institutions as a percentage of GDP.² When viewed from a global perspective, Japanese children appear to be missing out on learning opportunities.

¹ Source: University of Tokyo Center for Research on University Management and Policy, Preliminary Report on the Survey Tracking High School Students’ Advancement.

² Source: Education at a Glance: OECD Indicators 2012, Proportion of Public Expenditure on Education to GDP and Total Public Budget in Select OECD Countries.

Challenge 2015
Study Sapuri

More than

5,000 lectures

Challenge 2015
Study Sapuri

Used in

700 of **5,000** ^{Japan's} high schools

Challenge 2015
Study Sapuri

(For high school students)

167,000

paying users

*As of March 2016

Challenge 2015

Quipper

Used by

200,000 teachers

Used by

3 million students

スタディサプリア

Adopted in 700 out of Japan's 5,000 high schools, and in 50 elementary and junior high schools in 20 municipalities, as a tool to support school education. The high school program and university entrance exam program offer twenty-first-century-style education through more than 5,000 online tutorial videos covering nine course topics in five subject areas.

Quipper

Developed as the international version of Study Sapuri. To resolve educational disparities, which are even more serious in emerging countries than in Japan, Quipper is used as an online learning platform by 200,000 teachers and 3 million students around the world.

■ Let's deliver the best possible learning to the farthest corners of the world

Study Sapuri ("Study Supplement") was developed to overcome disparities in educational environments and deliver the best possible education to every child. With Study Sapuri, students can enjoy unlimited viewing of lessons taught by top professional instructors for a monthly fee of ¥980.

This online learning service was launched in 2011 to deliver the best possible learning to the farthest ends of the earth. By 2015, users in Japan numbered 250,000, including elementary, junior high, and high school students, and 3 million children from around the world, including those in developing countries where large disparities exist, also use this service.

By providing a cheap online service to those children who cannot attend Japanese cram schools, we have begun to contribute to steadily rectifying educational disparities. And by expanding the service overseas to emerging countries, we are also supporting learning for children worldwide.

■ Aiming for careers in the global arena

We are now also directing our attention to what will be required of education in the future. We see a shift from a growing society that looks for just one correct answer to a more mature society that accepts more than one answer as correct. We aim to nurture diverse perspectives so as to develop human resources who can be active in our globalized society.

For example, as Tokyo's first school principal brought in from the business world, Kazuhiro Fujihara offers a new kind of course with a global perspective, called Yononaka-ka ("Course on Society"), which strengthens students' thinking abilities. Study Sapuri's Yononaka-ka course goes beyond the conventional framework of five subject areas and includes philosophy classes with Harvard University Professor Michael Sandel in the general studies section of the course.

"I want to go to university but there's not enough money for me to go to cram school. Study Sapuri has been my lifesaver." (Third-year high school student using Study Sapuri at home)

"I gave up going to cram school because of traffic congestion. But with Quipper, I can rest assured about being able to study anytime, anywhere." (Second-year high school student in Indonesia)

Because this is an online learning service, we believe we can deliver the best learning to the farthest corners of the world. We hope that offering various opportunities for learning will provide the basis for students to achieve a distinctive and prosperous lifestyle that they have chosen for themselves.

STORY 3

Aiming for a society where young people can have hope



We received many comments from participants in the WORKFIT Program. “Before I participated in the program, I only applied for one job per month, but while attending the program, I applied for twelve.” The program is a catalyst for bringing about changes in people’s actions.

■ Young people lack employment opportunities and are losing hope

Even if they have opportunities for education, some young people have difficulty in finding jobs. The number of people who have not yet settled on a career path accounts for 8.7% of all university graduates—about 50,000 people annually.¹ The unemployment rate for people aged 15 to 24 in Japan today is 4.8%, while for people up to the age of 34 it is 4.3%; these rates for the younger generation are higher than the overall level of unemployment.²

In a survey carried out by the Cabinet Office, International Survey of Youth Attitude, which compares Japan with six other countries (Britain, France, Germany, South Korea, Sweden, and the United States), the share of young Japanese who said they were satisfied with themselves came to 45.8%. This figure stands out as extremely low compared to the other countries, where answers were in the 70%–90% range. And those who said they had hope for the future amounted to 61.6%, which was the lowest result among the seven countries.³

1 Ministry of Education, Culture, Sports, Science and Technology, FY2016 School Basic Survey (preliminary results).
 2 Ministry of Internal Affairs and Communication, Statistics Bureau, July 2016 Labor Force Survey (preliminary results).
 3 Cabinet Office, International Survey of Youth Attitude 2013 (June 2014).

Challenge 2015
 WORKFIT Program
 Number of participants

19,691

Challenge 2015
 Shushoku Shop
 People who were interviewed

88,396

Challenge 2015
 Recruit Forrent Insure Co., Ltd.
 Number of clients introduced to
 municipal help desks

62

* Commenced in December 2015.

■ Confidence to take the first step together with contemporaries

Recruit Holdings conducts the WORKFIT Program free of charge for Japanese youth. It is our belief that if young people have support, they will definitely be able to find their way. A facilitator helps them with (1) self-diagnosis to rediscover their talents and possibilities and to broaden their horizons for choosing a job, (2) gaining a wider understanding of types of business and jobs, and (3) practice interviews to learn how to present themselves favorably. Over a five-year period, 19,691 Japanese youths have taken these seminars and begun to steadily find their way.

■ Finding a company that suits the character of the young job seeker

Shushoku (Job Hunt) Shop assists young people on their way from having no work experience to their goal of becoming an employee. All the registered members are given detailed interviews to identify their distinctive qualities, which are not always apparent from their resumes. Shushoku Shop has interviewed 88,396 Japanese youths and assisted in introductions to 6,254 companies over nine years. Shushoku Shop intends to continue to play a role in connecting young people and companies, focusing on making personal character rather than submitted documents the basis for choosing a person for a job.

■ Aiming to lay a foundation for everyday life

In the case of some children and young people, a stable basis for everyday life must be assured before they can take advantage of educational or employment opportunities.⁴ According to the OECD, Japan ranks highest among OECD member countries for the relative rate of poverty for children in single-parent households, making it a serious issue indeed. In response, the Act on Support for Self-Reliance of Needy Persons came into force on April 2015. Assistance for finding employment, temporary assistance for livelihood, including housing and food, support for children's education, and advice for household budgeting are available through help desks in municipalities. Recruit Forrent Insure Co., Ltd., provides rental guarantor agent services when renting housing. Given its role as a guarantor of rent payments, the company can quickly become aware of people who are in arrears on their rent because of some kind of difficulty in everyday life, and it has introduced 62 such persons to help desks in municipalities since December 2015. The Recruit Group strives to grasp how each company can best offer support, according to the perspectives of its diverse clientele.

⁴ OECD Family database, "Child poverty."



WORKFIT Program

This free-of-charge program helps young people to be more proactive in their job searches, aiming to realize a society where all young people can work with enthusiasm. It is targeted at people in their twenties and thirties.



Shushoku Shop

Connecting young people who have no experience but want to become full-time employees with potential employers, Shushoku (Job Hunt) Shop offers support services for job seekers who apply in person. It adheres to the following points: (1) no document-based screening, (2) selection based on personal character, and (3) full-time job offers. Since its launch in April 2006, Shushoku Shop has conducted interviews with 88,396 persons and supported their searches for first jobs or new employers.



Recruit Forrent Insure Co., Ltd.

Providing rental guarantor agent services when renting housing, with a view to a society where anyone living in Japan can easily find a guarantor and be able to change their place of residence freely and as they wish. Our intention is to provide readily understandable information, peace of mind, and stability.

STORY 3

Depicting the future awaiting today's children

Challenge 2015
TOWNWORK TRY! WORK
Number of participants

771 students
from 6 schools

Here we introduce a pair of initiatives that we expect will help resolve disparities in education and support young job seekers.

■ Workplace experience in junior high school career education to support deeper learning about the excitement of work

Many Japanese junior high schools conduct work experience activities as a part of their career education. In our TOWNWORK TRY! WORK program, Recruit Group employees visit schools to give lessons to the students before their workplace activities.

“Thank you so much for your fun class about work. In the class I was able to find out about what it means for people to do their work and it was a good opportunity for me to think about what I want to do in the future.” (Second-year junior high school student, Kanagawa Prefecture)

“I was able to learn about work and I want to make use of what I learned in the future.” (Second-year junior high school student, Chiba Prefecture)

In this program, Recruit employees help students create a student-edited version of Recruit’s *Townwork* magazine as a part of their integrated studies. Through our support, we hope that the students can look forward to work as something exciting and obtain a deeper awareness of what work really involves.

■ Assisting NGOs, NPOs, and charities with recruitment services

Through its permanent recruitment business, RGF Executive Search India provides support by introducing just the right staff to work for nongovernmental organizations. This professional work is conducted on a pro bono basis. The pro bono work is a volunteer activity to provide specialized knowledge and skills regarding related to professional matters. For example, RGF assisted Pratham Books, an Indian NGO, in obtaining a new staff member in charge of fund-raising and resource mobilization. Pratham Books is trying to improve the current situation in India, where many children are illiterate or not fluent in English, with their vision to put “a book in every child’s hand.” RGF intends to find such ways as this to continue providing support.

TOWNWORK TRY!WORK

Townwork is a job information magazine for people who want to find employment locally. As “local job researchers,” junior high school students observe people’s work and then write about it in the student-edited version of *Townwork* magazine. Each school puts out its own edition.



RGF (short for Recruit Group Family) provides recruitment services in 11 Asian countries and markets, including China, India, and major Southeast Asian nations. RGF supports Japanese-affiliated companies, multinational corporations, and local enterprises in recruitment of human resources ranging from staff-level employees to executives and specialist personnel, on a local and global level.

OUR SOCIAL STORY



“There are no cram schools or prep schools in the region where I was born. The closest cram school was one hour away by car. I was often worried as I wondered about how much students living in urbanized areas were studying,” said Tajiki. “Through extra classes at school and with Study Sapuri, I was able to get into the Tohoku University School of Medicine.”

Opportunities for Life.

Message from Takashi Nawa, CSR Committee Outside Member

Contributing to Society Through Business: The Recruit Group's Approach to Resolving Social Issues



■ Quantifying Impacts, Clarifying Long-Term Benefits

In its mission statement, the Recruit Group calls for the creation of a world in which all individuals can live life to the fullest, and it has designated five core themes as areas for commitment in its corporate social responsibility initiatives. Its annual report for fiscal 2015 (April 2015 to March 2016) is commendable for bringing the social issues the group seeks to address into sharper focus, as well as for taking on the challenge of portraying its business operations and initiatives within the context of these issues.

To ensure the sustainable growth of its domestic operations, Recruit announced to its shareholders that it will continue developing the Air series of service offerings to support small and medium-sized businesses and Study Sapuri, its online educational service. These two initiatives, along with iction!—a project that spotlights women who are successfully balancing work and family responsibilities, which was a highlight of the CSR Committee agenda since last year—are the pillars of the three stories told in this CSR report. I was impressed that information was provided on the business results obtained in these three areas.

By contrast, I felt something was missing from the description of the progress made in solving social problems. I hope to see Recruit take up the challenge of quantifying the social impact of its initiatives and release the results of its findings. The group's endeavors in this area should not be undertaken within the context of social contributions; rather, a broader-based, long-term perspective should be maintained on how the scale of the projects can be expanded and made profitable. The question of whether these initiatives are an investment that can produce intangible benefits is a



Takashi Nawa

Member, Recruit Corporate Social Responsibility Committee
Professor, Graduate School of International Corporate Strategy, Hitotsubashi University
CEO, Genesys Partners, Inc.
External director, Fast Retailing Co.
Senior advisor, Boston Consulting Group
External director, NEC Capital Solutions
Chairman, Next Smart Lean Co.
External director, Denso Corporation
External director, Ajinomoto Co.

compelling one. The crux of the matter is whether benefits can be accrued in terms of attracting human resources, enhancing brand appeal, and networking—and how these benefits can be converted into tangible assets.

■ Opportunities for New Encounters in a Mature, Diverse Society

It is important for the Recruit Group to refine its strengths when addressing social issues. The company possesses a unique business approach, dubbed the “ribbon model,” which connects users and client companies. Both ends of the ribbon must be the same shape in this model. The goal is not simply to anticipate needs and match supply to them, but rather to generate new demand by making adjustments to both sides. The emphasis on cultivating demand and creating opportunities, rather than simply matching, is a process of creating value, an area the Recruit Group has particular expertise in. Attention is now focused on what opportunities the group will create and offer in the face of emerging social trends.

Some scientists believe that by 2045, we will enter an age of technological singularity, when artificial intelligence surpasses human capabilities. In such a world, what will the role of human beings be and what will they be able to achieve? How will joy and affluence be defined? Once again, the Recruit Group has something unique to offer with the perspective it brings on how imminent social issues can be turned into new opportunities, based on a deep insight into human beings.

“Serendipity” will no doubt be a key concept. Encounters and connections that once had no appeal will have fresh power to enrich. In the coming age, chance, unexpected encounters that are outside the realm of computer recommendations will become the source of demand. To what extent will the Recruit Group be able to create the venues for these encounters and opportunities?

In the future, human beings will continue to be able to make judgments based on a sense of wellness that is not necessarily logical. In a mature society, we will have a truly diverse range of values, as well as various senses of truth, goodness, and beauty. This is an important point to bear in mind when deciding how opportunities in this new age can be created and provided.

■ Using Headwinds to Our Advantage

In the above, I touched on my hopes for the Recruit Group in the future. The company will probably need to consider the integrity of its main businesses when discussing social problems and may even come under outside pressure to take action. However, there is no need to question the business operations. I do feel that it would be better to adopt a meticulous approach that can drive the evolution of society as a whole by keeping in mind the options, instead of focusing too narrowly on the business operations. Think of potential opportunities and test them out within the company. Find the one that is best through an internal process of “marketing cannibalism.” What remains will be a bellwether for the direction to be taken. As a company pursuing strategic business development, Recruit should be able to find an approach that is one step ahead of change. I look forward to seeing which initiatives it implements in its drive to create a society where each person can live life to its fullest.

Note: This message does not judge whether the fiscal 2015 CSR report was compiled in line with standards for environmental reports, which are generally recognized as fair and valid, with data measured and calculated accurately and all relevant points included.



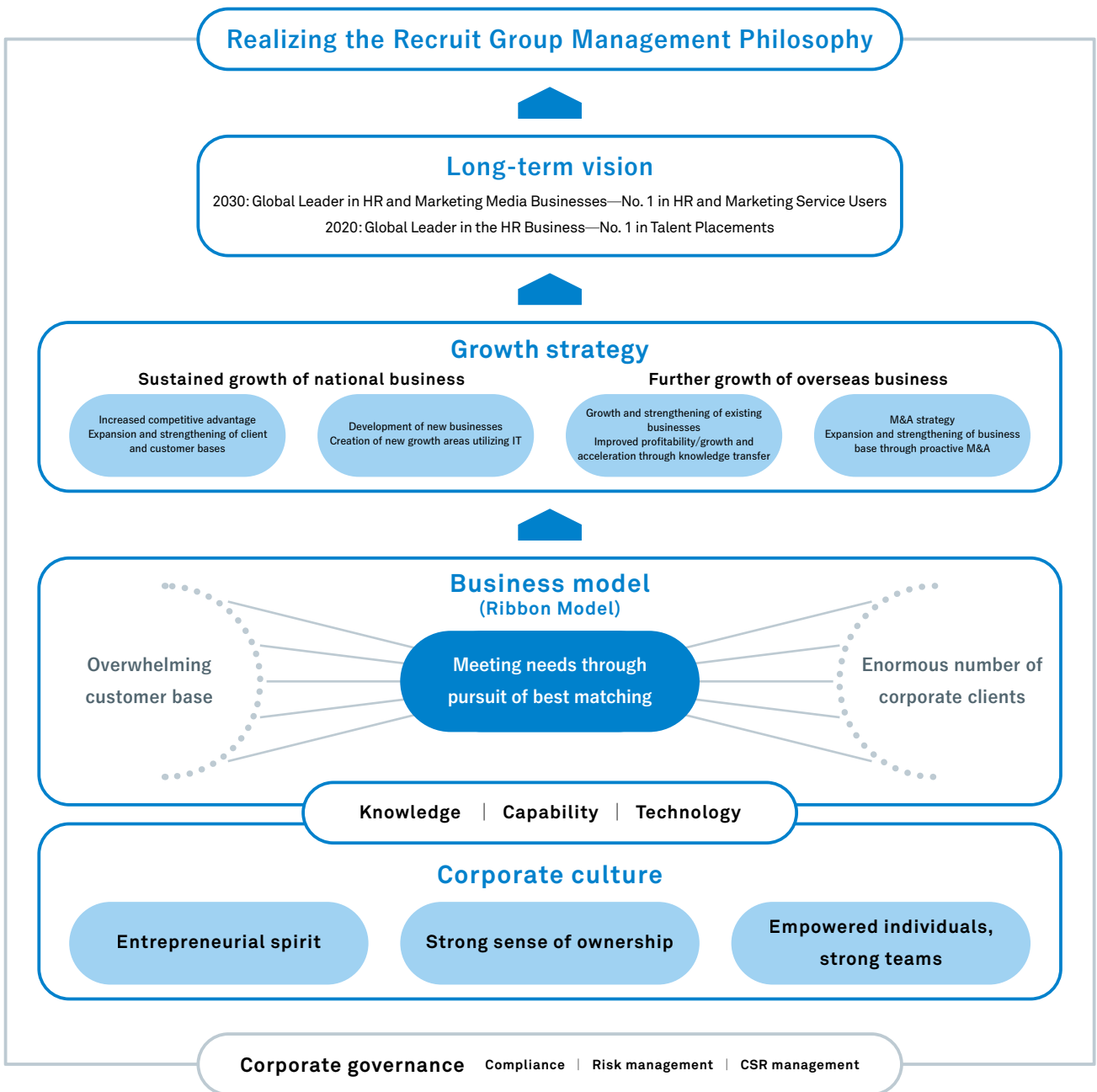
Continuously Filling People's Needs

We're motivated by a desire to increase people's opportunities to make life more rewarding at key junctures in their lives. There's always more we can do, though, and that's why our work continues, filling the needs of people and businesses looking for a chance to chart a more rewarding future. Our work continues—listening attentively, creating new opportunities, and filling even those needs that have yet to materialize.

Mechanisms of Value Creation

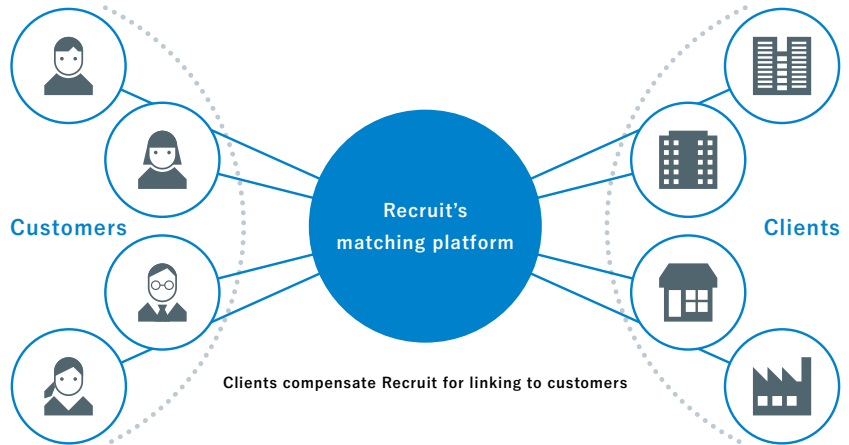
Toward a Sustainable World with Hope and Freedom for All

In the 57 years since its founding, the Recruit Group has innovated in areas ranging from entrepreneurial spirit to strong sense of ownership, delivering new value by making life easier and more fulfilling.



Business Model

Delivering New Value to Both Clients and Customers through Optimal Matching



The Recruit Group has always connected the providers of products and services, who are our clients, with customers for whom those products and services are necessary. Today, following expansion into additional sectors through our HR media, staffing, and marketing media businesses, we enjoy an unparalleled competitive advantage as a total platform business aggregating diverse knowledge across a range of domains. Looking forward, we will continue to strengthen our client and customer bases, grow our already overwhelming presence in domestic markets, and accelerate our international business expansion as we aim to become global number one.

Clients

■ Strong Client Base

Our successful business model is the result of strong domestic growth in a range of markets over more than five decades. We have built and nurtured strong relationships with firms of every size and in every field.

Customers

■ Huge Customer Base

Extending into a range of domestic business sectors, our services boast high brand recognition and huge numbers of loyal customers.

Corporate Culture

The Wellspring of the Recruit Group's Value Lies in Its Employees

In order to foster a wide range of innovations, the Recruit Group respects and encourages the entrepreneurial spirit and strong sense of ownership of each and every one of its employees and seeks to foster a climate in which employees have mutual expectations of one another's potential. This corporate culture is the wellspring of our value creation.

Entrepreneurial
spirit

■ Employees create their own work with full accountability

Competing on business creation: "New RING"

Originally started in 1981, the RING (Recruit Innovation Group) program of contests for new business proposals was relaunched in 1990 as New RING, which continues to be held annually.

Strong sense
of ownership

■ Self-directed action leads to higher assessments and remuneration and helps forge links to the next job

WCM Sheet ties independent ideas to specific objectives

After confirming with each employee what they hope to achieve through their work (Will) and what that will enable them to do (Can), the Recruit Group holds employee interviews to discuss what needs to be done next (Must).

Empowered
individuals,
strong teams

■ Respecting diverse values and making knowledge explicit

Recognizing Innovation with ARINA

ARINA, the All Recruit Innovation Award, is a Groupwide award recognizing examples of innovation that have contributed to improving corporate value at a high level.

CSR Management

Building and Evolving Our Activities in Collaboration with Stakeholders

Recruit Group companies individually carry out CSR activities in accordance with the Recruit Group CSR Policy.

Our Stakeholders



Promotional structure

In order to stay on top of current trends, including stakeholders' expectations and changes in the business environment, and to conduct distinctive CSR activities, each company appoints an officer in charge of CSR actions and employees assigned to handle those actions. Recruit Holdings has set up a CSR promotional group to oversee CSR activities across the entire Recruit Group. We also hold quarterly Group CSR promotion meetings in which these officers and employees come together and share updates on their activities and how they are promoting CSR.

CSR Committee

The CSR Committee is positioned as one of the advisory bodies to the Board of Directors and is a forum for obtaining the advice of external experts regarding the Group's CSR promotional activities. The committee met twice in fiscal 2015, in September 2015 and February 2016.

At these meetings, the Board received forthright advice and recommendations on a variety of topics, including the need to consider social issues not as isolated phenomena but by understanding their true background and the importance of understanding the attitudes with which staff members approach CSV promotion, which is after all a task performed by individuals. The insights and lessons gained from this exercise will be incorporated into the Group's activities going forward, and we will continue to seek external views on our operations in the future.



Human Rights

Respect for the Human Rights of Each Individual: A Key Pillar of Our Management Philosophy

“Respecting human rights and protecting the environment” is one of the five core themes in the Recruit Group’s CSR policy. We respect basic labor rights and strive to eliminate discrimination and infringements upon human rights from all corporate activities. In March 2016 we formulated the Recruit Group human rights policy.

■ Human rights workshop



In November 2015 the Recruit Group invited wheelchair users, Muslims, and people unable to speak Japanese to a forum to share their daily frustrations and what they expect of the Group’s businesses directly with the Group. A workshop designed to consider new business opportunities inherent in solving these issues was held shortly thereafter for Recruit Group employees.

Opinions were exchanged on such topics as diverse stakeholders in service proposal processes, the importance of nurturing both workforce diversity and a corporate culture accepting of that diversity, and the need to invest in businesses that respect diversity going forward.

■ Human rights stakeholder dialogue



In December 2015, as part of the review process for the Recruit group human rights policy, outside experts in the field of human rights were invited to a stakeholder dialogue to exchange views and raise questions with the Group.

Topics explored included the gap between the Japanese understanding of human rights and the understanding found in the United Nations’ Guiding Principles on Business and Human Rights and the extent and level of the Recruit Group’s responsibility with respect to human rights.

The result was a timely reminder of the importance of deepening the Group’s understanding of our employees’ human rights. The Group also resolved to broaden the review process in future in order to explore and strengthen the incorporation of human rights in each of the Group’s businesses from the perspectives of both risk and opportunity.

Promoting Environmental Protection

Broadening Global Conservation Efforts as Our Contribution to Realizing a Sustainable Society

The fifth core theme in the Recruit Group's CSR policy is "Respecting human rights and protecting the environment." To keep Earth's environment sustainable and safe, we will continue to ensure that attention is paid to environmental considerations in our business activities and engage actively in environmental protection projects.

■ "More Eco More Smile": Our environmental vision

In April 2010 we formulated our "More Eco More Smile" environmental vision, which promises efforts in four areas of activity.



All of us in the Recruit Group recognize that we are residents of an irreplaceable Earth. As such, all Group employees carry out their activities while giving full consideration to the environment. Our goal is to facilitate growth of this philosophy to create a world where as many people as possible can live with smiles on their faces. To this end, we work through our business activities, products, and services to extend the reach of our "eco smile" environmental protection activities.

■ Promotional structure and mechanisms

In July 2015 the inaugural meeting of the Recruit Group's Environmental Promotion Committee was held. Each company in the Group gathered to discuss environmental developments worldwide and conservation activities by other companies, along with deepening their shared understanding of the objectives of the Recruit Group's environmental protection activities. Discussion also focused on how the Group's CSR policy of "contributing to society through our business" can be realized in the context of the environment. Going forward, the Recruit Group will continue to promote conservation efforts through businesses and services; use publications, network services, and office design to reduce the Group's environmental burden; promote recycling and biodiversity; and strive for sustainable improvement in the global environment through an informed and aware workforce.



Community Involvement and Development

Working to Contribute and Give Back to Communities and Society

Although the Recruit Group places “contributing to society through business” at the core of CSR, we recognize that some social issues cannot be solved through business alone and that society has much expectation of us. We are aware that as our business has developed, so our responsibility as a corporate citizen has grown. Recruit will continue to promote contributions and returns to the community and society as a leading company.

■ Recruit's two galleries



The Creation Gallery G8, located on the ground floor of the Recruit Group’s offices in Ginza, has been open for 30 years. The gallery’s exhibits focus primarily on graphic design, drawing on the theme of “Design and Communication.” We will continue our activities with the aim of presenting ideas for enriched lives and creating opportunities for various encounters through design.

In the basement of another building one block away, Recruit has operated a second gallery called Guardian Garden for 25 years. The gallery’s activities center on its 1_WALL open competitions for the right to hold a solo exhibition in Guardian Garden. Calls for submissions are made twice yearly in two areas: graphic art and photography. In fiscal 2015 these two galleries hosted 20 exhibitions in total between them and attracted a large number of visitors.

■ Scholarships and subsidies



The Ezo Memorial Foundation began awarding scholarships in 1971, on the tenth anniversary of Recruit's founding, to encourage and support people with leadership potential, people with a strong desire to learn, and people with promise for future achievements. Conceived as a way for the company to contribute to society, the foundation was formally incorporated in 1976. There have been 579 recipients since the scholarship program began, many of whom have gone on to become prominent in their fields. In recent years the foundation has increased its efforts to support young people globally active in the fields of music, art, and sports, and in 2015 scholarships allowing academic students to study overseas began to be awarded again. In fiscal 2015 the foundation provided grant funding to 29 people and 8 projects.

Investigating and Researching Social Issues

Understanding Social Issues through Surveys and Research from a Long-Term Perspective

In order to actually solve social issues, it is important for every employee to make efforts to create value through businesses focusing on the negative aspects of society. From the perspective of their daily work, however, at times it is difficult to identify themes that may become social issues in the future or keep an eye on the long-term trends of these issues.

Therefore, each company in the Recruit Group has established a think tank with a high level of expertise in the unique characteristics of that company's business. These think tanks perform surveys across a wide range of fields, from life events like recruitment, marriage, and housing to everyday consumer markets like travel, dining, and beauty. The results of these surveys are not only reflected in our business activities but also proactively made available to society at large.

Major Survey and Research Organizations

Recruit Holdings

Recruit Works Institute

Recruit Career

Shushoku Mirai Institute

Recruit Jobs

JOBS Research Center

Recruit Sumai Company

Recruit Sumai Institute

Recruit Marketing Partners

Bridal Soken

Recruit Shingaku Soken

Recruit Jidosha Soken

Recruit Institute for Next Generation Education

Recruit Lifetsyle

Jalan Research Center

Beauty Soken

Hot Pepper Gourmet Research Center

Recruit Management Solutions

Institute for Organizational Behavior Research

Recruit Technologies

Advanced Technology Lab

Think tank research case study

With Japan's population expected to decline significantly by 2025, what are the diverse workstyles that we recommend in response?

In 2015 the Recruit Works Institute published "2025: Time to Reinvent Our Workstyles." Although much about 2025 remains unpredictable, a decline in Japan's population seems certain. The nation's population will also grow older, with the working population predicted to shrink to just 60.91 million people from its 2015 level of 62.74 million. In fact, under a pessimistic scenario in which workstyle diversity actually decreases due to such factors as new limitations on female workforce participation arising from the need to care for family members, Japan's working population can be projected to sink as low as 57.17 million. However, there is also the possibility of a cycle in which the working population increases and spurs economic growth. In this optimistic scenario, the working population is forecast to increase to 63.89 million.

We believe that the key to realizing this future is workforce diversity. The ability to keep working despite constraints, such as family members needing care, the ability to find work even with a discontinuous employment history . . . For Japan to start 2025 as a healthy, vigorous nation, it will be vital to develop ways of working that allow diverse individuals to contribute regardless of time, location, or other constraints.

Source: "2025: Time to Reinvent Our Workstyles," Recruit Works Institute.

Corporate Governance

Disclosure Based on the Five Principles of the Corporate Governance Code

The Company has adopted the following policies based on the five general principles of the Corporate Governance Code (cited from Corporate Governance Report).

1. Securing the Rights and Equal Treatment of Shareholders

The Company shall take appropriate measures to effectively secure rights to vote at Shareholders Meetings, and other forms of shareholder rights.

2. Appropriate Cooperation with Stakeholders Other Than Shareholders

Based on the Recruit Group Management Philosophy, the Company shall strive to achieve long-term, stable growth and continuously increase its corporate value as a business that is viewed as a positive force by users of Recruit products and services, clients, shareholders, employees, business partners, NPOs and NGOs, national and other governmental organizations, local communities and all other principal stakeholders of the Company.

3. Ensuring Appropriate Information Disclosure and Transparency

In addition to properly engaging in disclosures as required by laws and regulations, the Company will proactively disclose information as called for by the five general principles of Japan's Corporate Governance Code to help secure transparency and fairness in decision-making, and promote effective corporate governance.

4. Responsibilities of the Board of Directors

The Board of Directors sets the basic management direction and performs management oversight. In addition to matters subject to exclusive board discretion, as provided in laws and regulations, the Board of Directors also makes executive decisions on matters that could significantly impact management philosophy, corporate governance systems, consolidated results and the reputation of the Group. When the speed of decision-making is a matter of critical concern, executive decision-making authority is vested in the President and Representative Director within certain bounds, and the Board of Directors oversees implementation of the decisions made.

Board Directors are elected by the shareholders to be entrusted with management of the Company. In performing their duties, they bear fiduciary responsibility and the duty of diligence, as they contribute to the sustainable growth and an increase in corporate value over the medium to long term.

5. Dialogue with Shareholders

To promote dialogue with shareholders, the Company shall have a department dedicated to handling IR work, and an executive assigned to oversee IR. Requests by institutional investors for meetings are accepted within reasonable bounds, and the Company has a system for responding to inquiries by individual shareholders.

■ Execution of business

At the Company, important matters of business strategy and business execution, are decided upon by the Board of Directors and the Business Strategy Meeting, etc. In principle, meetings of the Board of Directors are convened once a month and once every quarter, and are attended by all Board Directors (six) and Audit & Supervisory Board Members (four).

The Business Strategy Meeting is an advisory body to the President and Representative Director and, in principle, holds meetings twice a month. These meetings are attended by Board Directors who are also Corporate Executive Officers (four), Corporate Executive Officers responsible for corporate functions (two) and standing Audit & Supervisory Board Members (two).

In addition, the Company established the Strategic Business Unit (hereinafter the “SBU”) as a strategic management unit, and allocated companies directly under each SBU. The Business Strategy Meeting has partially transferred its authority to the SBUs and the companies.

To strengthen its business execution functions, the Company has adopted the Corporate Executive Officer system, as well as Board Director and Managing Corporate Executive Officer systems.

■ Audit and Oversight

To create a corporate governance framework emphasizing compliance, the Company has appointed external directors, as well as naming auditing officers to audit the board meetings and board members.

Compliance

Complying with the Law and Meeting Society's Expectations and Demands

The Recruit Group views compliance as “Meeting society’s expectations and demands through proper behavior, by both the company and individuals, beyond the framework of legal compliance.”

The Recruit Company Code of Ethics was instituted in April 1990. Following a change in management structure, the Recruit Group Code of Ethics was established in September 2012. Various internal regulations have also been instituted, and we continue a policy of self-regulation in our business practices.

■ Systems and Mechanisms

The internal control department of each Group company conducts compliance training and works to instill compliance practices in that company.

The internal control office of Recruit Holdings, in coordination with the internal control departments of Group companies, conducts compliance training and works to instill compliance practices in the entire Group.

A whistleblower mechanism has been set up so that Recruit Group employees, temporary staff workers, and residing partners can inform someone in the company and seek advice whenever they feel they are being treated unfairly in work or the workplace, or when there are signs of improper or unfair behavior.

An external hotline has also been established for cases when a person may hesitate to report or seek advice through the mechanism set up within the Group.

The help lines and offices are operated in accordance with the “Corporate Ethics Help Line Regulations,” and the privacy of individuals in question is fully respected.

It is also guaranteed that the person will suffer no disadvantage within the company due to the consultation.

■ Prohibition of Bribery and Insider Trading

With consideration of the social and ethical responsibilities of the Recruit Group, we have established the “Recruit Group Regulations on Maintaining a Proper Distance with Politicians and Public Officials.” Our aim is to prevent bribery by maintaining proper relationships with politicians, public officials, and others.

We have issued the Recruit Group Insider Trading Prevention Regulations, covering all executives and regular employees of the Group, as part of our work to prevent the occurrence of insider trading.

Our Approach to Risk Management

Sound Management and Responses to Various Risks

The Recruit Group has established a basic policy for risk management and basic issues related to systems for its promotion. We have also instituted the Recruit Group Risk Management Regulations so that we can carry out sound management of and responses to various risks associated with our businesses.

■ Systems and Mechanisms

The internal control department of each company carries out risk management for that organization.

Specifically, each Group company establishes priority risk themes that must be addressed in order of importance to advance risk reduction measures. The internal control department of each company also takes the central role in responding properly when an accident occurs.

In the event of cases that may have a significant impact on the Group, a Group crisis strategy headquarters is set up to respond under the direction of Recruit Holdings.

■ Risk Management Committee

The Risk Management Committee is an advisory body to the Recruit Holdings Board of Directors that discusses the risks surrounding the Recruit Group, proposes key risk themes and risk owners for the Group to the Board of Directors, and monitors strategies.

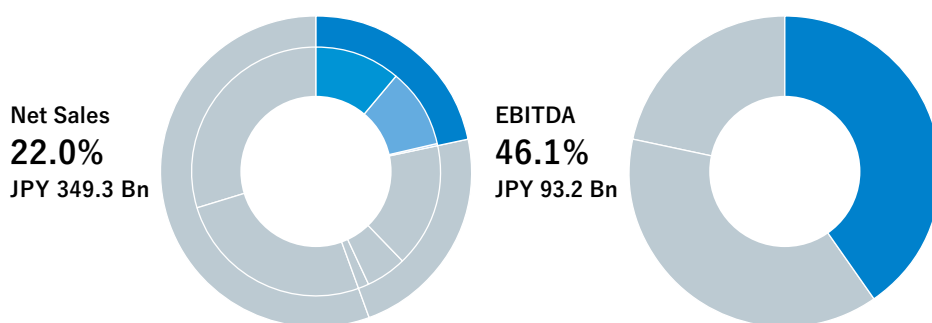
This committee is headed by the Recruit Holdings board member in charge of the risk oversight office, and includes the Executive Officer in charge of the risk oversight office, Director of the corporate planning office, Director of the legal office, Director of the risk oversight office, and others as members.

Business Portfolio

Business Segments
Net Sales JPY 1,588.6 Bn EBITDA JPY 202.2 Bn

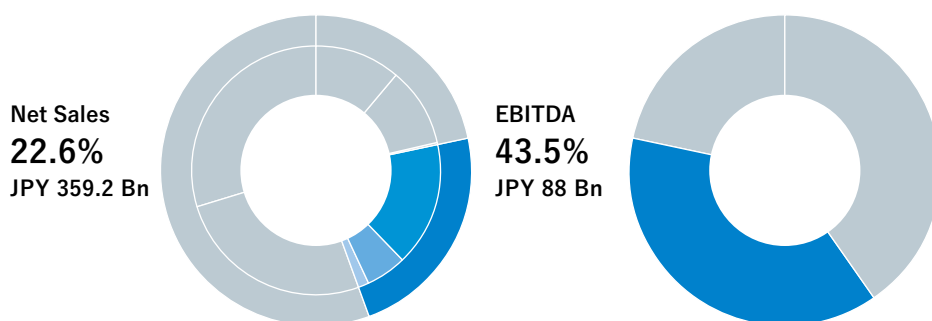
Net Sales by Business Segment

Marketing Media



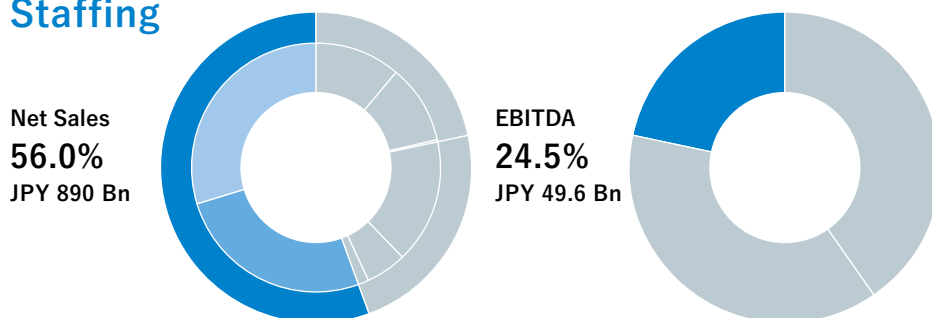
Life Event	51.2%	JPY 179 Bn
Lifestyle	47.9%	JPY 167.2 Bn
Other	1.1%	JPY 3.8 Bn

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 + goodwill amortization.
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%.

PORTFOLIO

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

Leadership

Board Directors



Masumi Minegishi President, CEO, and Representative Director

April 1987 Joined Recruit Co., Ltd. (current Recruit Holdings Co., Ltd.)
 October 1992 Assigned to the New Business Development Office (Zexy)
 April 2002 Executive Manager of the Zexy Business Department
 April 2003 Corporate Executive Officer (IMC* Division Company)
 *IMC: Integrated Marketing Communications, referring to the marketing media business segment for a number of business categories including bridal, travel, and automobiles
 April 2004 Managing Corporate Executive Officer (IMC Division Company and Housing Information Division Company)
 June 2009 Managing Corporate Executive Officer and Board Director (Corporate Planning, Business Development, and Housing)
 April 2011 Senior Corporate Executive Officer and Board Director (Corporate Planning, Web Strategy Promotion Office, and Corporate Strategy Office)
 April 2012 President, CEO, and Representative Director (current position)

Shogo Ikeuchi Board Director, Senior Managing Corporate Executive Officer

April 1988 Joined Recruit Co., Ltd. (current Recruit Holdings Co., Ltd.)
 October 1999 Executive Planner of the Corporate Planning Office and HR Department
 April 2002 Executive Manager of the G-HR* Planning Office
 *G-HR: Cross-functional organization responsible for the Group's HR business category
 April 2004 Executive of the Corporate Planning Office and Corporate Strategy Office
 April 2005 Corporate Executive Officer
 June 2012 Corporate Executive Officer and Board Director
 October 2012 Corporate Executive Officer and Board Director, Recruit Holdings Co., Ltd.
 April 2013 Board Director, Managing Corporate Executive Officer
 April 2016 Board Director, Senior Managing Corporate Executive Officer (R&D, Corporate Planning, Human Resource) (current position)



Shigeru Kushahara Board Director, Senior Managing Corporate Executive Officer

April 1988 Joined Recruit Co., Ltd. (current Recruit Holdings Co., Ltd.)
 April 2000 Executive Planner of the Tokyo Metropolitan Area Control Department, HR Division, HR Division Company
 April 2002 Executive Manager of the Corporate Planning Office
 April 2004 Corporate Executive Officer
 June 2006 Corporate Executive Officer and Board Director
 June 2007 Corporate Executive Officer
 October 2012 Corporate Executive Officer, Recruit Holdings Co., Ltd.
 April 2013 Managing Corporate Executive Officer
 June 2013 Board Director, Managing Corporate Executive Officer
 April 2016 Board Director, Senior Managing Corporate Executive Officer (Legal & Internal Control, Information Security, Corporate Communication) (current position)

Keiichi Sagawa Board Director, Senior Managing Corporate Executive Officer

April 1988 Joined Recruit Co., Ltd. (current Recruit Holdings Co., Ltd.)
 October 2000 Executive Planner of the Agency Department/Tokyo Metropolitan Area Control, HR Division, HR Division Company
 July 2002 Executive Manager of the Agency Control Department, HR Division Company
 April 2003 Executive Manager of the 3rd MP* Department, HR/Tokyo Metropolitan Area, HR Division Company
 *MP: Media Production
 April 2004 Division Head of the HR Tokai Division, HR Division Company
 April 2006 Corporate Executive Officer, Recruit Co., Ltd.
 June 2011 Corporate Executive Officer and Board Director
 October 2012 Corporate Executive Officer and Board Director, Recruit Holdings Co., Ltd.
 April 2013 Board Director, Managing Corporate Executive Officer
 April 2016 Board Director, Senior Managing Corporate Executive Officer (Finance) (current position)



LEADERSHIP



Shigeo Ohyagi External Board Director

March 1971 Joined Teijin Limited
February 1992 Director of Pharmaceutical Marketing & Planning Department
June 1999 Corporate Officer (Tokyo Branch Chief)
June 2001 Executive Officer (Deputy General Manager of Pharmaceutical Marketing Division)
June 2002 Senior Executive Officer (General Manager of Pharmaceutical Unit)
June 2005 Managing Director (CIO)
June 2006 Senior Managing Director (CIO)
April 2007 Senior Managing Director (CSO)
June 2008 President and CEO, Representative Director of the Board
April 2014 Chairman of the Board (current position)
June 2014 External Board Director, Recruit Holdings Co., Ltd. (current position)

Yasushi Shingai External Board Director

April 1980 Joined Japan Tobacco and Salt Public Corporation (current Japan Tobacco Inc.)
July 2001 Vice President of Financial Planning Division
June 2004 Senior Vice President, Head of Finance Group and Vice President of Financial Planning Division
July 2004 Senior Vice President and Chief Financial Officer
June 2005 Member of the Board, Senior Vice President, and Chief Financial Officer
June 2006 Member of the Board, Executive Vice President of JT International S.A.
June 2011 Representative Director and Executive Deputy President (current position)
June 2014 External Board Director, Recruit Holdings Co., Ltd. (current position)



Audit & Supervisory Board Members

Yukiko Nagashima

Audit & Supervisory Board Member (standing)



April 1985 Joined Recruit Co., Ltd. (current Recruit Holdings Co., Ltd.)
April 2001 Executive Planner of the Human Resources Management Office, Corporate Staffing Unit
October 2002 Executive Manager of the Kanto Area Bridal Department, B&B Division, IMC Division Company
*IMC: Integrated Marketing Communications, referring to the marketing media business segment for a number of business categories including bridal, travel, and automobiles
*B&B: Bridal & Baby
April 2004 Division Head of the Bridal Information Division, IMC Division Company
April 2006 Corporate Executive Officer
January 2008 President and Representative Director, Recruit Staffing Co., Ltd.
October 2012 Corporate Executive Officer, Recruit Holdings Co., Ltd.
July 2016 Audit & Supervisory Board Member (standing), Recruit Holdings Co., Ltd. (current position)

Akihito Fujiwara

Audit & Supervisory Board Member (standing)



August 1986 Joined Recruit Co., Ltd. (current Recruit Holdings Co., Ltd.)
April 2000 Executive Manager of the FIT 1st Department, Business Staffing Group
*FIT: Federation of IT, referring to a company-wide cross-functional information systems organization
April 2004 Federation Executive Officer of FIT
April 2006 Corporate Executive Officer
October 2012 Corporate Executive Officer, Recruit Marketing Partners Co., Ltd.
June 2014 Audit & Supervisory Board Member (standing), Recruit Holdings Co., Ltd. (current position)

Hiroki Inoue

Audit & Supervisory Board Member



April 1990 Admitted to bar (Dai-ichi Tokyo Bar Association)
Joined Nagashima & Ohno (current Nagashima Ohno & Tsunematsu)
July 1996 Took office at Nagashima & Ohno, ASEAN Office, Singapore
January 1998 Partner of Nagashima & Ohno
January 2000 Partner of Nagashima Ohno & Tsunematsu (current position)
January 2015 Managing Partner of Nagashima Ohno & Tsunematsu (current position)
June 2015 Audit & Supervisory Board Member, Recruit Holdings Co., Ltd. (current position)

Yasuaki Nishiura

Audit & Supervisory Board Member



November 1975 Joined Tohmatsu Awoki & Co. (current Deloitte Touche Tohmatsu LLC)
March 1984 Registered as U.S. Certified Public Accountant
June 1985 Acquired MBA (Taxation) at Golden Gate University
June 1987 Partner, Deloitte Touche Tohmatsu Limited
June 2011 West Region Leader of Japanese Corporate Service Group, Deloitte Touche Tohmatsu Limited
July 2016 Audit & Supervisory Board Member, Recruit Holdings Co., Ltd. (current position)

COMPANY PROFILE/STOCK INFORMATION

COMPANY PROFILE

Company Name:

Recruit Holdings Co., Ltd.

Founded:

March 31, 1960 (incorporated August 26, 1963)

Headquarters:

1-9-2 Marunouchi, Chiyoda-ku, Tokyo 100-6640 Japan

URL:

<http://www.recruit-rgf.com>

Number of Employees:

456 as of March 31, 2016

Number of Group Employees:

38,451 as of March 31, 2016

Number of Consolidated Subsidiaries:

287 as of March 31, 2016

Capital:

¥10 billion (since October 15, 2014)

STOCK INFORMATION

Stock Code:

6098

Stock Exchange Registration:

Tokyo Stock Exchange 1st Section

Business year:

From April 1 to March 31 of the next year

Base Date:

Dividend Payout

Interim dividend record date: September 30

Year-end dividend record date: March 31

Note: With regard to dividend payout, although the Company has stipulated in its Articles of Incorporation that it is able to distribute an interim dividend, the Company has as of the present a policy to refrain from distributing an interim dividend and to only distribute a year-end dividend once a year.

Number of Shares Constituting One Trading Unit:

100 shares

Annual Shareholders' Meeting:

Every year in June

Administrator of Shareholder Registry:

Mitsubishi UFJ Trust and Banking Corporation

Reporting Method:

Electronic public notice (Japanese only)

However, in the event we are unable to issue an electronic public notice due to an accident or other unavoidable reasons, such notices will be published in the *Nihon Keizai Shimbun (Nikkei)*.

Changing One Life Is an Opportunity to Change All of Society

**Moving Ahead,
Together as a
Group**

**Opportunities
for Life.**

Inquiries about the Recruit Group's CSR activities
www.recruit.jp/support/csr

Publisher

Social Enterprise Office, CSR Promotion Department
Recruit Holdings Co., Ltd.