

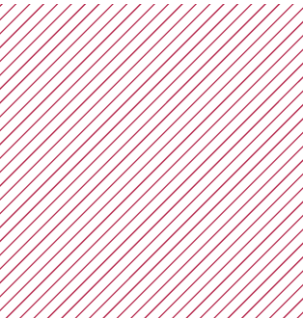
Results of Operations for the First Half of the Fiscal Year Ending March 31, 2020 (FY3/20)



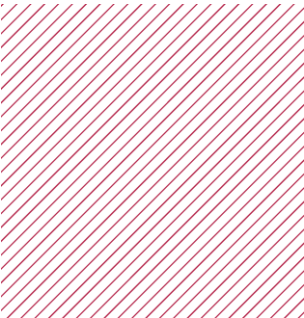
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1H FY3/20 Consolidated Financial Highlights



1H FY3/20 Consolidated Financial Highlights 1

10th consecutive year of first-half sales and earnings growth

Both first-half sales and earnings rose to new record highs

Net sales

10,864 million yen
Up 9.3% YoY
Up 0.6% vs. plan

Operating profit

2,305 million yen
UP 14.3% YoY
UP 3.8% vs. plan

Ordinary profit

2,321 million yen
UP 14.2% YoY
UP 3.8% vs. plan

Profit attributable to
owners of parent

1,552 million yen
UP 12.2% YoY
UP 3.6% vs. plan

1H FY3/20 Consolidated Financial Highlights 2

POINT 1

Operating Environment

Performance benefited from Japan's strong labor market (higher job openings-to-applicants ratio and lower unemployment rate)

A shortage of workers is becoming even more severe in a wide range of sectors because of structural factors such as declines in the labor force and the working-age population caused by the declining birthrate and aging population.

POINT 2

Our Activities

We provided a diverse array of services that matched the human resources needs of companies

- ◎ One priority was personnel placement and temporary staffing services for professionals, a job category with a severe shortage of qualified workers and difficulty recruiting people.
- ◎ Strengthened coordination between the group companies.
- ◎ We increased investments in our workforce and took other actions to build a stronger foundation for business operations.

1H FY3/20 Consolidated Financial Highlights by Segment

Human Resources Services Business remained strong

Human Resources Service
Business

Net sales

7,322 million yen

Operating
profit

2,130 million yen

Recruiting Business

Net sales

1,689 million yen

Operating
profit

410 million yen

Information Publishing
Business

Net sales

999 million yen

Operating
profit

74 million yen

Other

Net sales

851 million yen

Operating
profit

87 million yen



1H FY3/20 Consolidated Financial Results



Business Domains of the QUICK Group

QUICK Group

**Contributing to society through
human resources and information businesses**

Comprehensive Human Resources Service



Personnel Placement



Temporary staffing, etc.

Information Business



Information Publishing
Business



Recruiting Business



Overseas Business



IT and Internet-Related
Business

1H FY3/20 Financial Results (YoY Change/Vs. Plan)

YoY Change/Vs. Plan

(millions of yen)

	1H FY3/20 Results	1H FY19/3 Results			1H FY20/3 Plan		
		Results	YoY Change (amount)	YoY Change (%)	Plan	Vs. Plan (amount)	Vs. Plan (%)
Net sales	10,864	9,938	925	9.3%	10,800	63	0.6%
Gross profit	7,190	6,438	751	11.7%	7,157	32	0.5%
Selling, general and administrative expenses	4,884	4,421	463	10.5%	4,936	(51)	(1.0%)
Operating profit	2,305	2,017	287	14.3%	2,221	84	3.8%
Ordinary profit	2,321	2,033	288	14.2%	2,237	84	3.8%
Profit attributable to Owners of parent	1,552	1,383	168	12.2%	1,498	53	3.6%

1H FY3/20 Segment Results (YoY Change/Vs. Plan)

YoY Change/Vs. Plan

(millions of yen)

		1H FY3/20 Results	1H FY19/3 Results			1H FY20/3 Plan		
			Results	YoY Change (amount)	YoY Change (%)	Plan	Vs. Plan (amount)	Vs. Plan (%)
Net sales	Human Resources Service Business	7,322	6,418	903	14.1%	7,205	116	1.6%
	Recruiting Business	1,689	1,744	(54)	(3.1%)	1,718	(28)	(1.7%)
	Information Publishing Business	999	921	78	8.6%	962	37	3.9%
	Other	851	854	(3)	(0.4%)	913	(62)	(6.8%)
	Total	10,864	9,938	925	9.3%	10,800	63	0.6%
Operating profit	Human Resources Service Business	2,130	1,877	253	13.5%	1,991	139	7.0%
	Recruiting Business	410	353	57	16.2%	446	(35)	(8.0%)
	Information Publishing Business	74	38	35	93.1%	71	2	3.8%
	Other	87	125	(38)	(30.4%)	99	(12)	(12.3%)
	Adjustment	(397)	(376)	(21)	5.6%	(387)	(10)	2.6%
	Total	2,305	2,017	287	14.3%	2,221	84	3.8%

1H FY3/20 Segment Results (Human Resources Service Business)

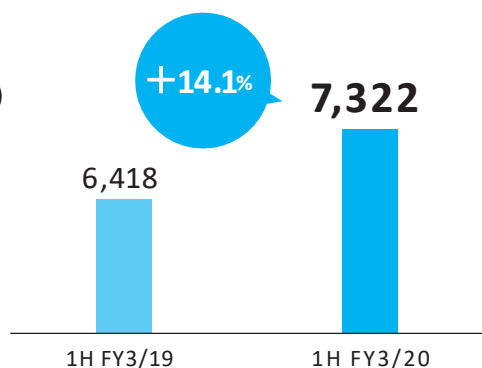
Human Resources Service Business

Net sales **7,322** million yen
 Operating profit **2,130** million yen

Placements of people with professional skills remained strong, mainly for nurses and construction management engineers

Net sales

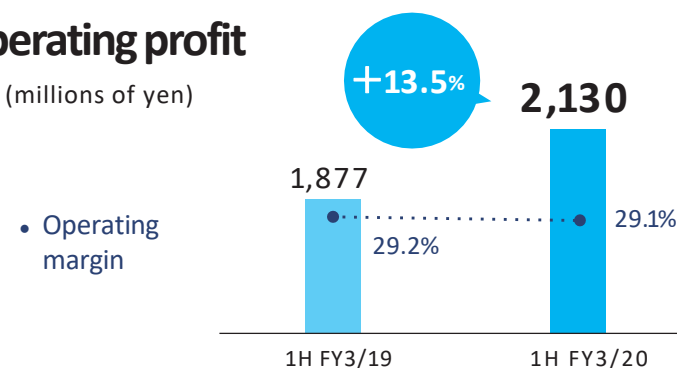
(millions of yen)



- ☐ Personnel placement 732 ↗
- ☐ Temporary staffing 135 ↗

Operating profit

(millions of yen)



- ☐ Higher sales resulted in an increase in profit

1H FY3/20 Segment Results (Recruiting Business)

Recruiting Business

Net sales

1,689 million yen

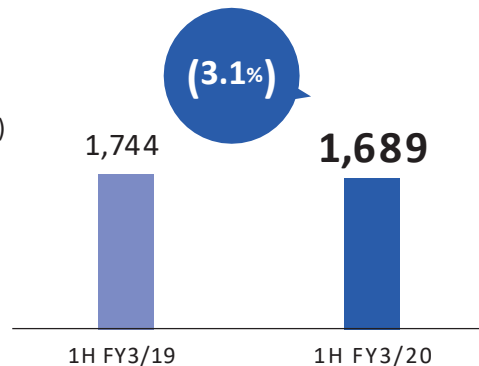
Operating profit

410 million yen

Big increase in sales of consulting products!

Net sales

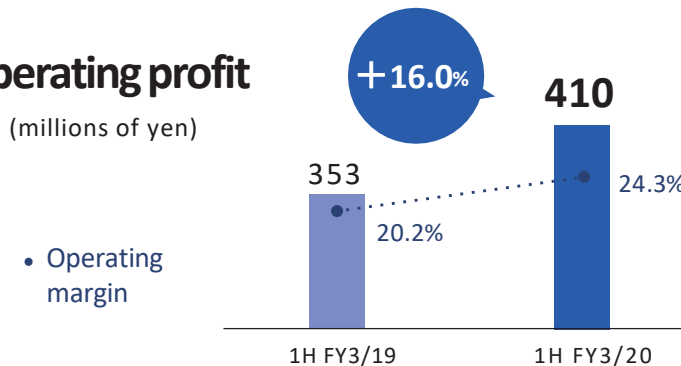
(millions of yen)



- Recruiting advertising (154) ↓
(Down due to change of Rikunabi-haken to outsourcing fees)
- In-house planned products 26 ↑
- Indeed 84 ↑

Operating profit

(millions of yen)



- The operating margin increased because of higher sales of products created internally and changing sales of products of agents to outsourcing fees.

1H FY3/20 Segment Results (Information Publishing Business)

Information Publishing Business

Net sales

999 million yen

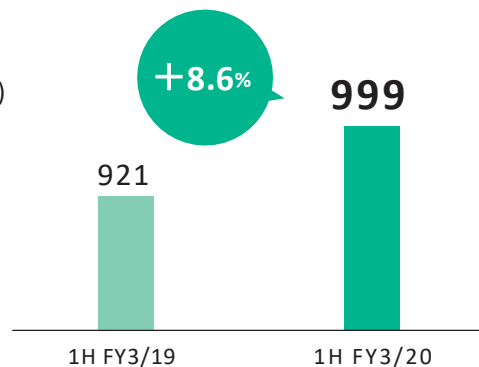
Operating profit

74 million yen

Steady growth of concierge services (all categories) and Internet activities backed by solid performances of lifestyle information magazines and posting services

Net sales

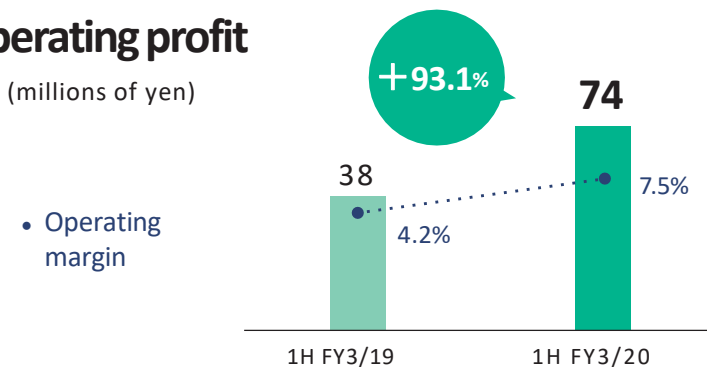
(millions of yen)



- Web-related (Indeed・Kekkon SANKA Web, etc.) 61 ➡
- cococolor (Concierge service) 22 ➡
- Posting service 16 ➡

Operating profit

(millions of yen)



- The strong performance of high-margin concierge services raised the operating margin

1H FY3/20 Segment Results (Other: Internet-Related Business and Overseas Business)

Other: Internet-Related Business and Overseas Business

Net sales

851 million yen

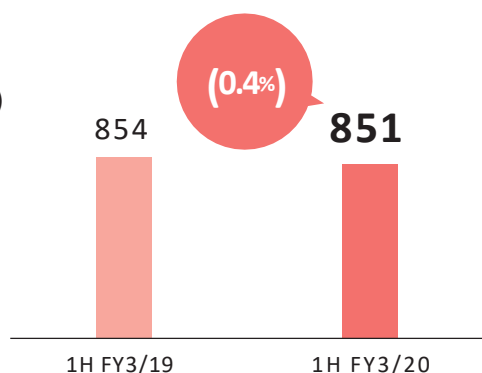
Operating profit

87 million yen

Internet-Related Business growth due to strong Nihon no Jinjibu performance and personnel placement services in North/Central America continue to grow

Net sales

(millions of yen)

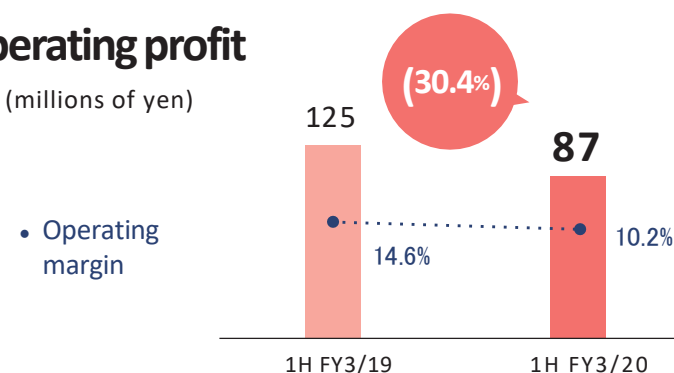

☐ Internet-Related Business (5) ↘

(Nihon no Jinjibu 7 ↗)

☐ Overseas Business 2 ↗

Operating profit

(millions of yen)


☐ Operating margin

☐ Overseas Business

Selling, general and administrative expenses 40 ↗

(USA 17 ↗ QUICK GLOBAL 17 ↗)

1H FY3/20 Segment Results (Other: Internet-Related Business and Overseas Business)

Internet-Related Business

43.0%

Net sales 366

Operating profit 97

(millions of yen)

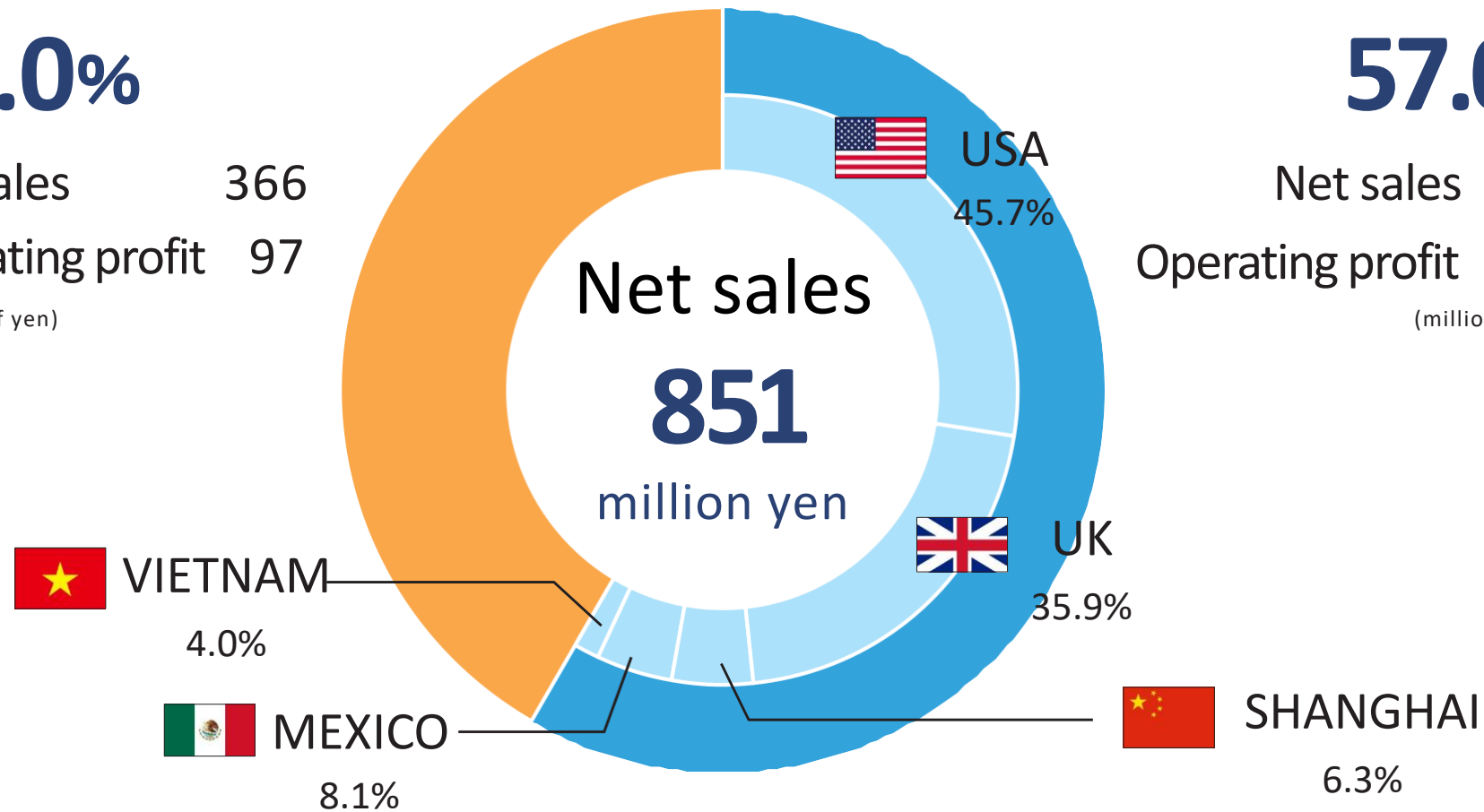
Overseas Business

57.0%

Net sales 485

Operating profit ▲10

(millions of yen)



Strengths that Differentiate QUICK from Competitors

The Boutique Strategy

Placements of people with professional skills
Horizontal expansion by capturing market share
in niche categories

Examples: Nurses, construction management engineers, medical representatives (drug sales), engineers, automobile industry, cosmetics industry and others

Activities to Register Job Applicants

QUICK has its own team of engineers for the Internet and associated operations
Several websites and diverse content for registrations of job applicants

Examples: The Kango-roo! community website for nurses
The Nurse Calendar app for managing the schedules of nurses
National nursing certification examination preparation app with about 4,000 questions from past tests





FY3/20 Consolidated Earnings Forecast



FY3/20 Consolidated Earnings Forecast

Goal is the 10th consecutive year of sales and earnings growth.

FY3/20 Earnings/dividends forecasts (YoY change/Vs. initial plan)

(Millions of yen)

	FY3/20					
	1H results [Amount]	2H forecast			Full year forecast	
		[Amount]	YoY change	Vs. initial plan	[Amount]	YoY change
Net sales	10,864	10,075	9.1%	(0.6%)	20,940	9.2%
Gross profit	7,190	5,749	10.5%	(0.9%)	12,940	11.2%
Selling, general and administrative expenses	4,884	5,135	10.7%	0.6%	10,020	10.6%
Operating profit	2,305	614	9.0%	(12.0%)	2,920	13.1%
Ordinary profit	2,321	628	(20.0%)	(11.9%)	2,950	4.7%
Profit attributable to owners of parent	1,552	443	(23.9%)	(10.9%)	1,995	1.5%
Dividend per share (yen)	22.0	22.0	(1)	0	44.0	2.0

FY3/20 Forecast by Segment

FY3/20 Forecast by Segment (YoY change/Vs. initial plan)

(Millions of yen)

		FY3/20					
		1H results [Amount]	2H forecast			Full year forecast	
			[Amount]	YoY change	Vs. initial plan	[Amount]	YoY change
Net sales	Human Resources Service Business	7,322	5,817	14.5%	(2.4%)	13,140	14.3%
	Recruiting Business	1,689	2,128	(4.0%)	(3.3%)	3,818	(3.6%)
	Information Publishing Business	999	1,047	(1.1%)	0.1%	2,046	3.4%
	Other	851	1,082	23.4%	16.7%	1,934	11.7%
	Total	10,864	10,075	9.1%	(0.6%)	20,940	9.2%
Operating profit	Human Resources Service Business	2,130	271	154.5%	12.7%	2,402	21.1%
	Recruiting Business	410	569	(12.4%)	(5.6%)	979	(2.3%)
	Information Publishing Business	74	133	(4.3%)	3.5%	208	16.8%
	Other	87	26	(71.6%)	(69.6%)	114	(48.1%)
	Adjustment	(397)	(387)	(9.4%)	6.5%	(784)	(2.4%)
	Total	2,305	614	9.0%	(12.0%)	2,920	13.1%

FY3/20 Business Segment Forecasts (Human Resources Service Business)

Human Resources Service Business

Net sales

13,140 million yen

Operating profit

2,402 million yen

Steady growth continues! More highly effective marketing activities and more specialist job categories in personnel placement

(Millions of yen)

	1H results	2H forecast	YoY change	Vs. initial plan	Full year forecast
Net sales	7,322	5,817	14.5%	(2.4%)	13,140
Operating profit	2,130	271	154.5%	12.7%	2,402

Second half outlook

YoY change (millions of yen)

- ☐ Personnel Placement 498
- ☐ Temporary staffing 217
- ☐ Nursery school operations 44



Forecast more growth backed by the placement of professionals, mainly nurses and construction management engineers

FY3/20 Business Segment Forecasts (Recruiting Business)

Recruiting Business

Net sales

3,818 million yen

Operating profit

979 million yen

Start operation of recruiting media for university students graduating in 2021 and strengthen sales activities for consulting services!

* Difference between sales and the volume of business/Progress with the shift from the agency system, which results in purchases, to the commission system, which does not involve purchases, is raising the gross profit margin

(Millions of yen)

	1H results	2H forecast	YoY change	Vs. initial plan	Full year forecast
Net sales	1,689	2,128	(4.0%)	(3.3%)	3,818
Operating profit	410	569	(12.4%)	(5.6%)	979

Second half outlook

YoY change (millions of yen)

- ☐ Recruiting advertising sales (142) ➡
- ☐ In-house products 32 ➡
- ☐ Indeed 26 ➡

More growth of the Indeed recruiting website

FY3/20 Business Segment Forecasts (Information Publishing Business)

Information Publishing Business

Net sales

2,046 million yen

Operating profit

208 million yen




Reinforce regional media and the posting service and expand “real” services

(Millions of yen)

	1H results	2H forecast	YoY change	Vs. initial plan	Full year forecast
Net sales	999	1,047	(1.1%)	0.1%	2,046
Operating profit	74	133	(4.3%)	3.5%	208

Second half outlook

YoY change (millions of yen)

- ☐ Lifestyle information magazines (18) 
- ☐ cococolor(Concierge service) 20 
- ☐ Web-related service 14 

Solid growth in concierge services and IT/Internet jobs

FY3/20 Business Segment Forecasts (Other: IT and Internet-Related Business and Overseas Business)

Other: IT and Internet-Related Business and Overseas Business

Net sales

1,934 million yen

Operating profit

114 million yen

Continuing to strengthen overseas operations (Asia, Europe, Americas)

Continuing to upgrade the Nihon no Jinjibu business model

(Millions of yen)

	1H results	2H forecast	YoY change	Vs. initial plan	Full year forecast
Net sales	851	1,082	23.4%	16.7%	1,934
Operating profit	87	26	(71.6%)	(69.6%)	114

**Second half
outlook**

YoY change (millions of yen)

□ Internet-Related Business 206 ↗
(included Nihon no Jinjibu)

□ Overseas Business (1) ↘

**Adding Kronos Co., Ltd. to the
QUICK Group in the second half**

FY3/20 Dividends Forecast

Payout ratio

The basic policy is to pay a dividend equal to
40% of profit attributable to owners of parent.

FY3/20
Dividends Forecast

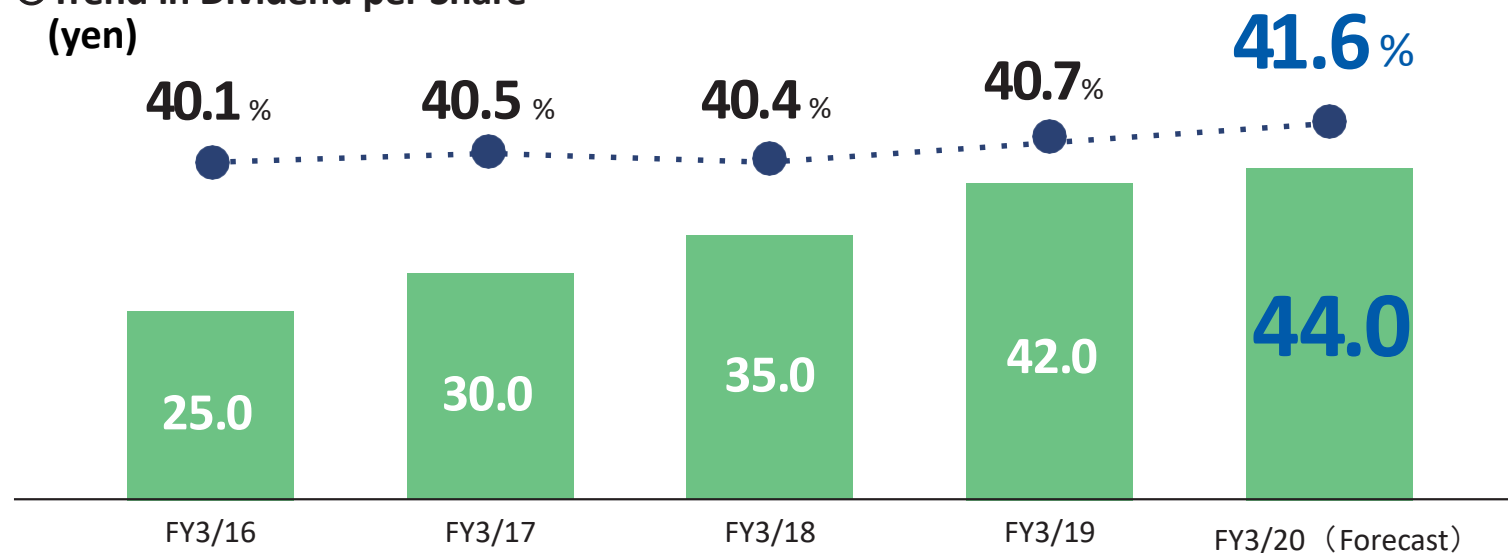
[Annual
dividend]

44.0 yen

※ Up 2.0 yen YoY

※ Upward revision in dividend forecast
for the third consecutive year

◎Trend in Dividend per Share
(yen)



Acquisition of Kronos

The acquisition of Kronos makes it possible to combine the expertise of QUICK with the IT/AI resources of Kronos. QUICK will use these skills to develop human resources systems, speed up and reinforce expansion of the IT/AI engineer training business, and assist client companies with issues involving labor shortages and increasing the use of IT.

Overview of stock acquisition

Corporate Profile: Kronos Co., Ltd. Established April 10, 2002

Development of innovative solutions using a web system, mobile app and AI, operation of IT engineer training programs, planning and production of technology publications, and other activities

Net sales: 545 million yen Operating profit 4 million yen (2018 Results)

Acquisition:

Stock acquisition date: October 1, 2019

Purchased all of the stock of Kronos

Purpose



Human resources
business expertise



IT/AI
resources



Create
synergies in
the human
resources
sector

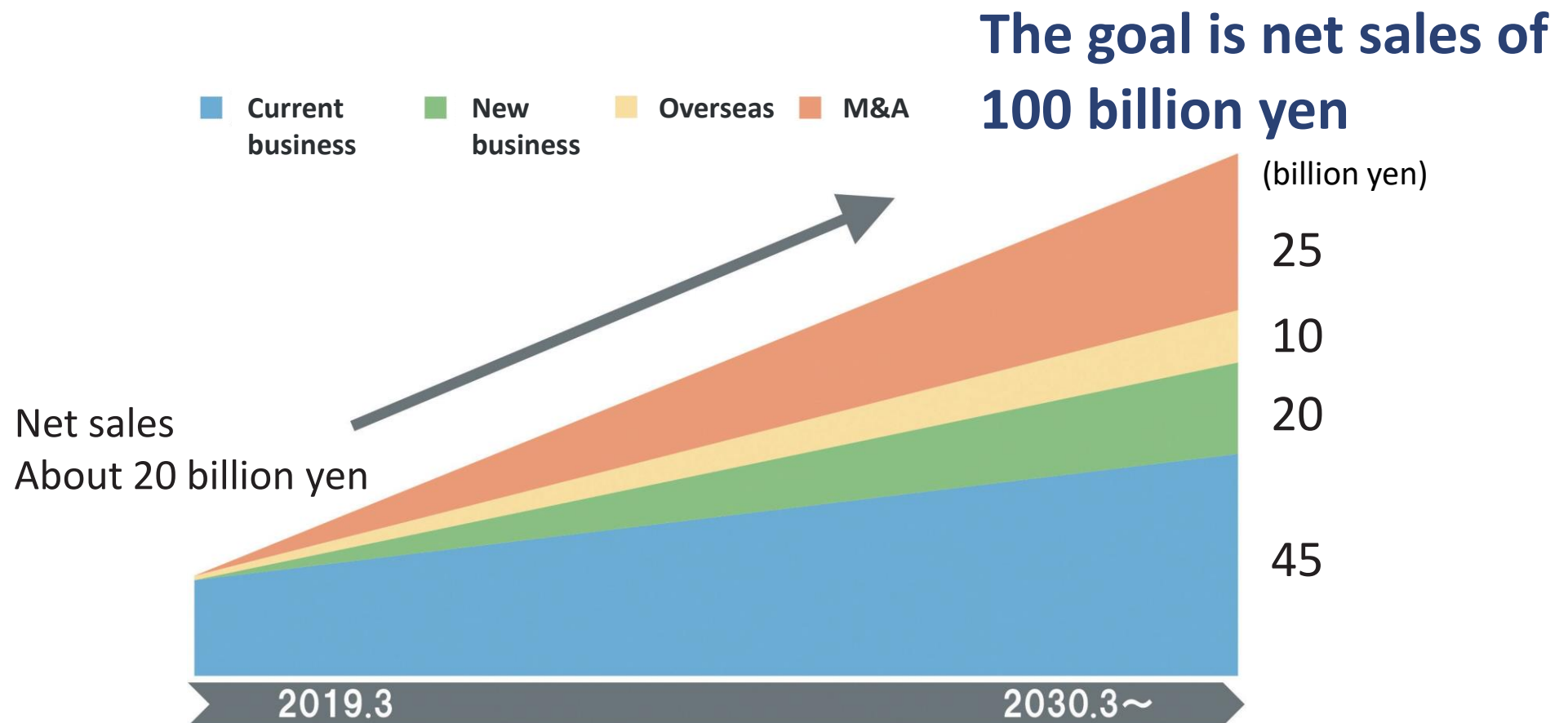


Medium-term Management Plan



Growth Projection/Priorities for Growth

Personnel placement and M&A are the major sources of growth



Medium-term Management Plan

No changes in the plans for sales and earnings.

Medium-term Management Plan (FY3/20-FY3/22)

(Millions of yen)

	FY3/19 results	FY3/20		FY3/21		FY3/22	
		Forecast	YoY change	Forecast	YoY change	Forecast	YoY change
Net sales	19,173	20,940	9.2%	23,260	11.1%	26,170	12.5%
Gross profit	11,641	12,960	11.3%	14,440	11.4%	16,400	13.6%
Selling, general and administrative expenses	9,060	10,040	10.8%	11,170	11.3%	12,470	11.6%
Operating profit	2,581	2,920	13.1%	3,270	12.0%	3,930	20.2%
Ordinary profit	2,818	2,950	4.7%	3,300	11.9%	3,960	20.0%
Profit attributable to owners of parent	1,966	1,995	1.5%	2,228	11.7%	2,674	20.0%
Gross margin	60.7%	61.9%	1.2pt	62.1%	0.2pt	62.7%	0.6pt
Operating margin	13.5%	13.9%	0.4pt	14.1%	0.2pt	15.0%	0.9pt
Ordinary margin	14.7%	14.1%	(0.6pt)	14.2%	0.1pt	15.1%	0.9pt
Profit attributable to owners of parent margin	10.3%	9.5%	(0.8pt)	9.6%	0.1pt	10.2%	0.6pt

Note : Quick reexamines and revises its medium-term management plan every year on a rolling basis.

Medium-term Management Plan (Segment Sales and Operating Profit)

Medium-term Management Plan by Segment(FY3/20-FY3/22)

(Millions of yen)

		FY3/19 Results	FY3/20		FY3/21		FY3/22	
			Forecast	YoY change	Forecast	YoY change	Forecast	YoY change
Sales	Human Resources Service Business	11,499	13,169	14.5%	15,016	14.0%	17,314	15.3%
	Recruiting Business	3,960	3,921	(1.0%)	4,094	4.4%	4,300	5.1%
	Information Publishing Business	1,980	2,008	1.4%	2,148	7.0%	2,388	11.2%
	Other	1,732	1,841	6.3%	2,000	8.7%	2,166	8.3%
	Total	19,173	20,940	9.2%	23,260	11.1%	26,170	12.5%
Operating profit	Human Resources Service Business	1,984	2,232	12.5%	2,511	12.5%	3,025	20.5%
	Recruiting Business	1,003	1,049	4.6%	1,089	3.8%	1,138	4.4%
	Information Publishing Business	178	201	12.7%	230	14.4%	278	21.0%
	Other	219	187	(14.5%)	190	1.7%	248	30.0%
	Adjustment	(804)	(751)	—	(752)	—	(760)	—
	Total	2,581	2,920	13.1%	3,270	12.0%	3,930	20.2%



Supplementary Materials



Market Conditions Personnel Placement Market Outlook

More growth is expected in the market for the placement of professionals

Shifting emphasis from new graduates to experienced people

The hiring shift in the automobile industry

Toyota has raised hiring of experienced workers from 10% in FY18 to 30% of all new employees and plans to increase this to 50% in the future. Recruiting of these workers is increasing, especially for people with AI, image recognition and other specialized skills. Other automobile companies are taking similar actions.

Source: The Nihon Keizai Shimbun, Oct. 3, 2019 Morning Edition

The increasing demand for nurses

The growing shortage of nurses in Japan

The shortage of nurses in Japan is expected to be in the range of 60,000 and 270,000 in 2025. (for registered nurses, nursing assistants and all other categories of nursing care professionals)

Source: Ministry of Health, Labour and Welfare
Intermediate Report of Subcommittee for Nurse Supply and Demand concerning Supply and Demand for Healthcare Professionals



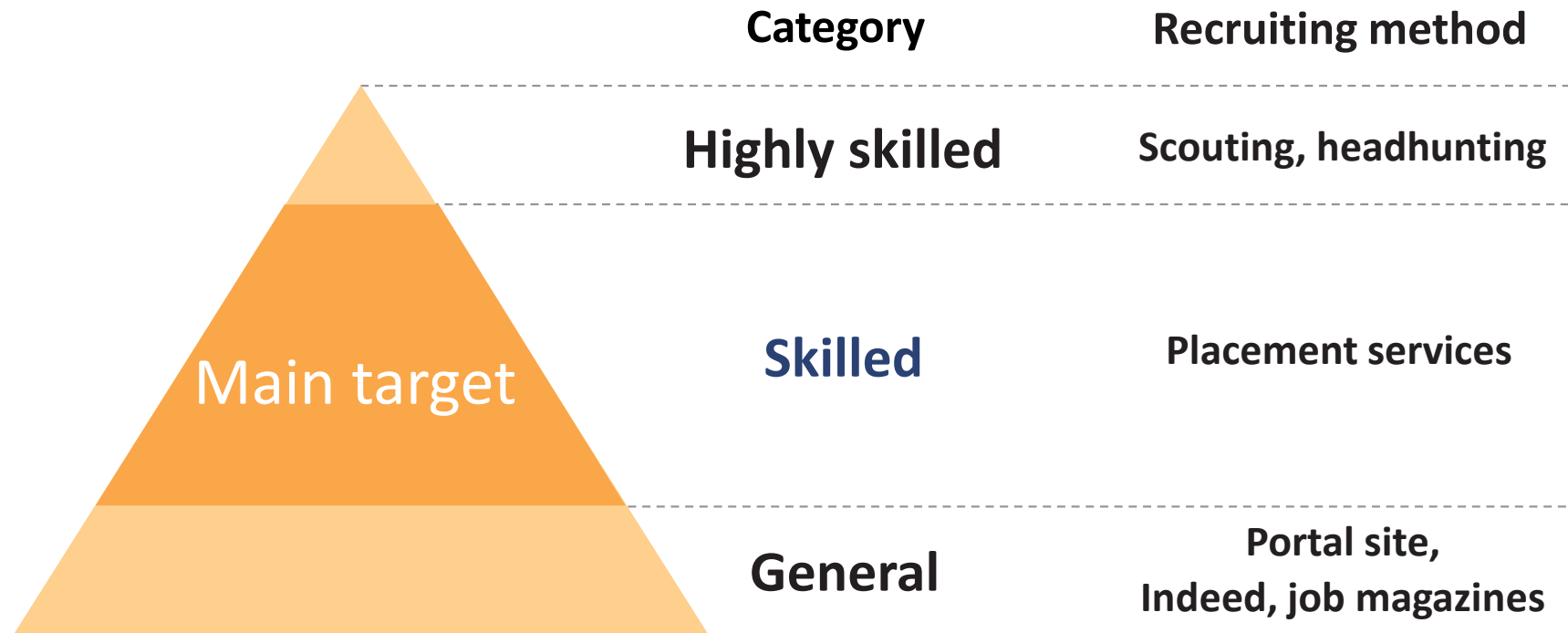
More growth of the personnel placement market

Expect more growth of the placement market for AI engineers and others with specialized skills

Market Conditions Priority Business Domains of the QUICK Group

Increase the focus on placements of people with specialized skills

Structure of the human resources placement market for professionals



Market Conditions The Market for Placements of Skilled Workers

- For placements of people with professional skills, the goals are growth in current categories and the addition of new categories
- More growth is expected in demand in the nursing care category

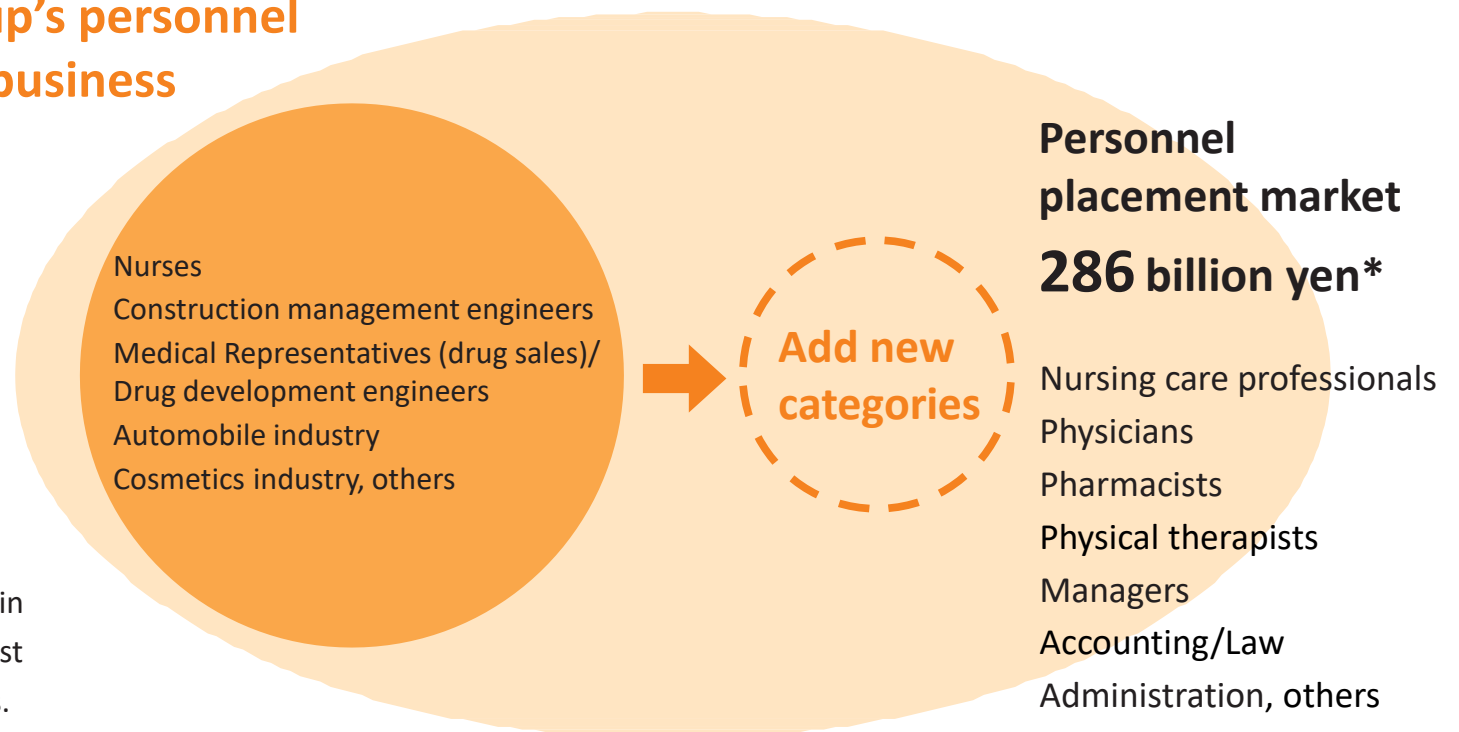
Market domains of the
QUICK Group's personnel
placement business

9 billion yen
(FY3/19)

The Kango-roo!

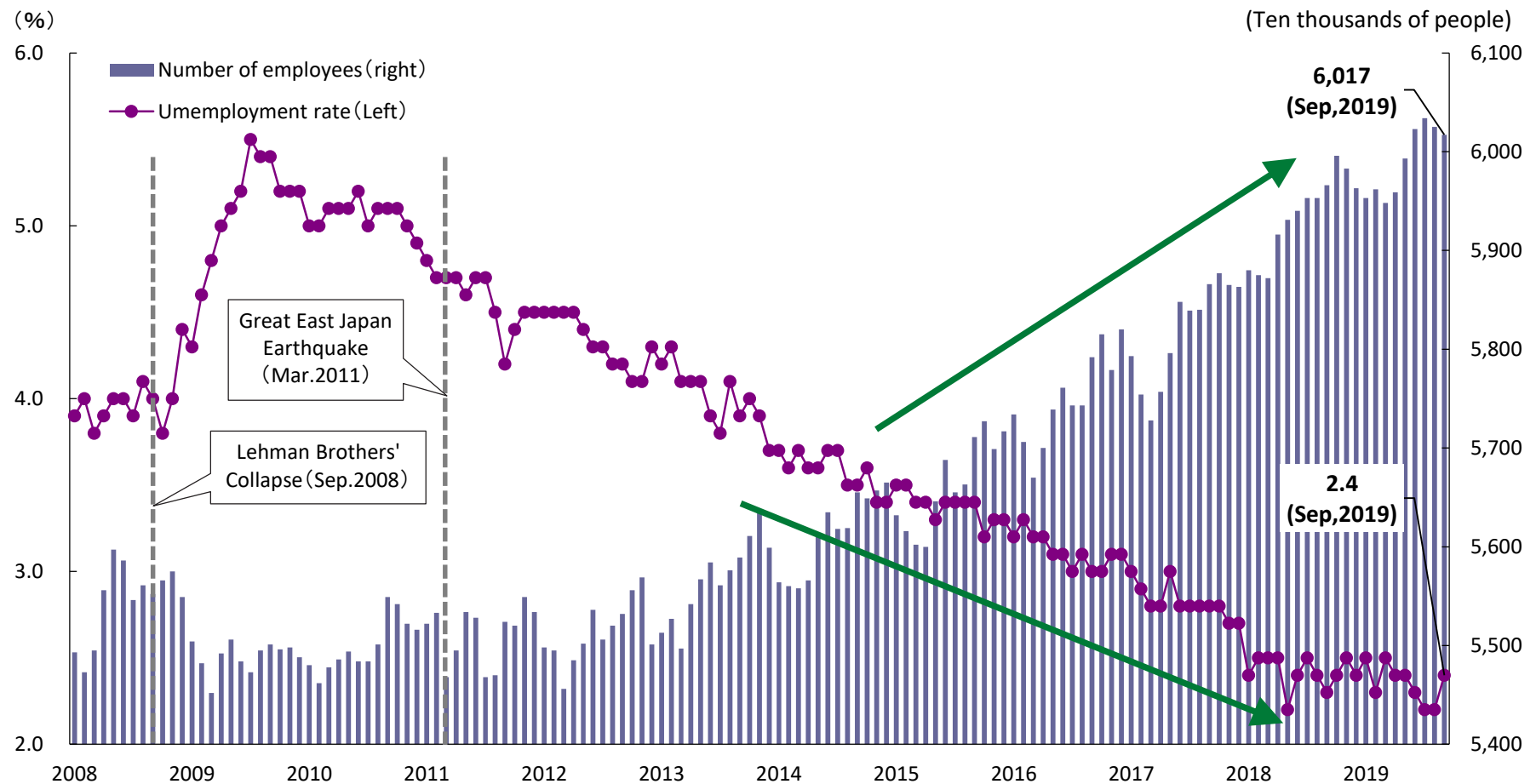


The dominant brand among nurse community websites, including a bulletin board and web magazine. Japan's largest website for nurses looking for new jobs.



Source: Prepared by QUICK based on "Current Status and Prospects of Human Resources Business 2018" by Yano Research Institute Ltd.

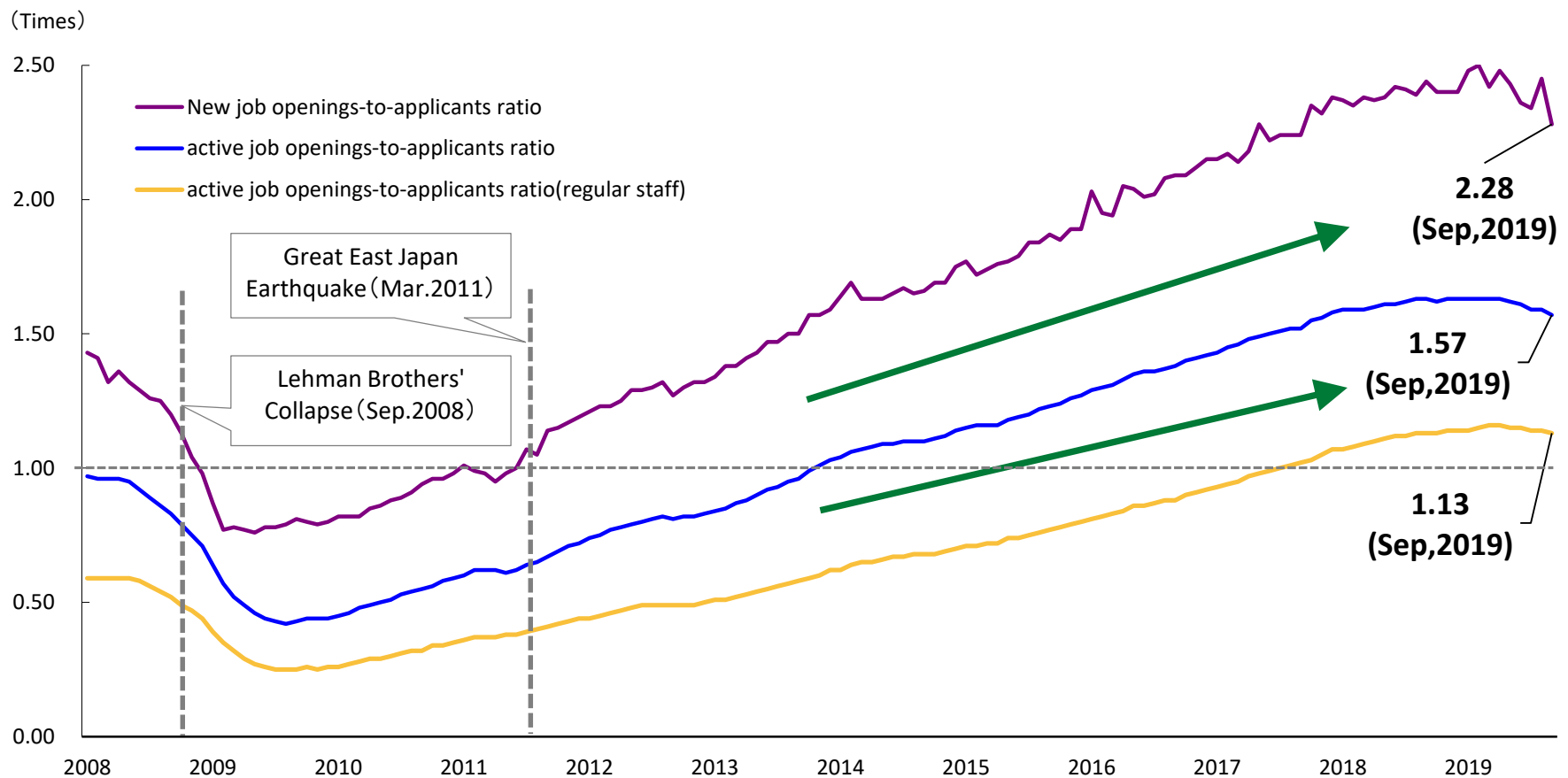
Market Conditions (1) Number of Employees and Unemployment Rate



Source: Prepared by QUICK based on Labor Force Survey (unemployment rate: actual figures; number of employees: seasonally adjusted) of the Statistics Bureau, Ministry of Internal Affairs and Communications

Market Conditions (2) The Job Opening-to-Applicants Ratio

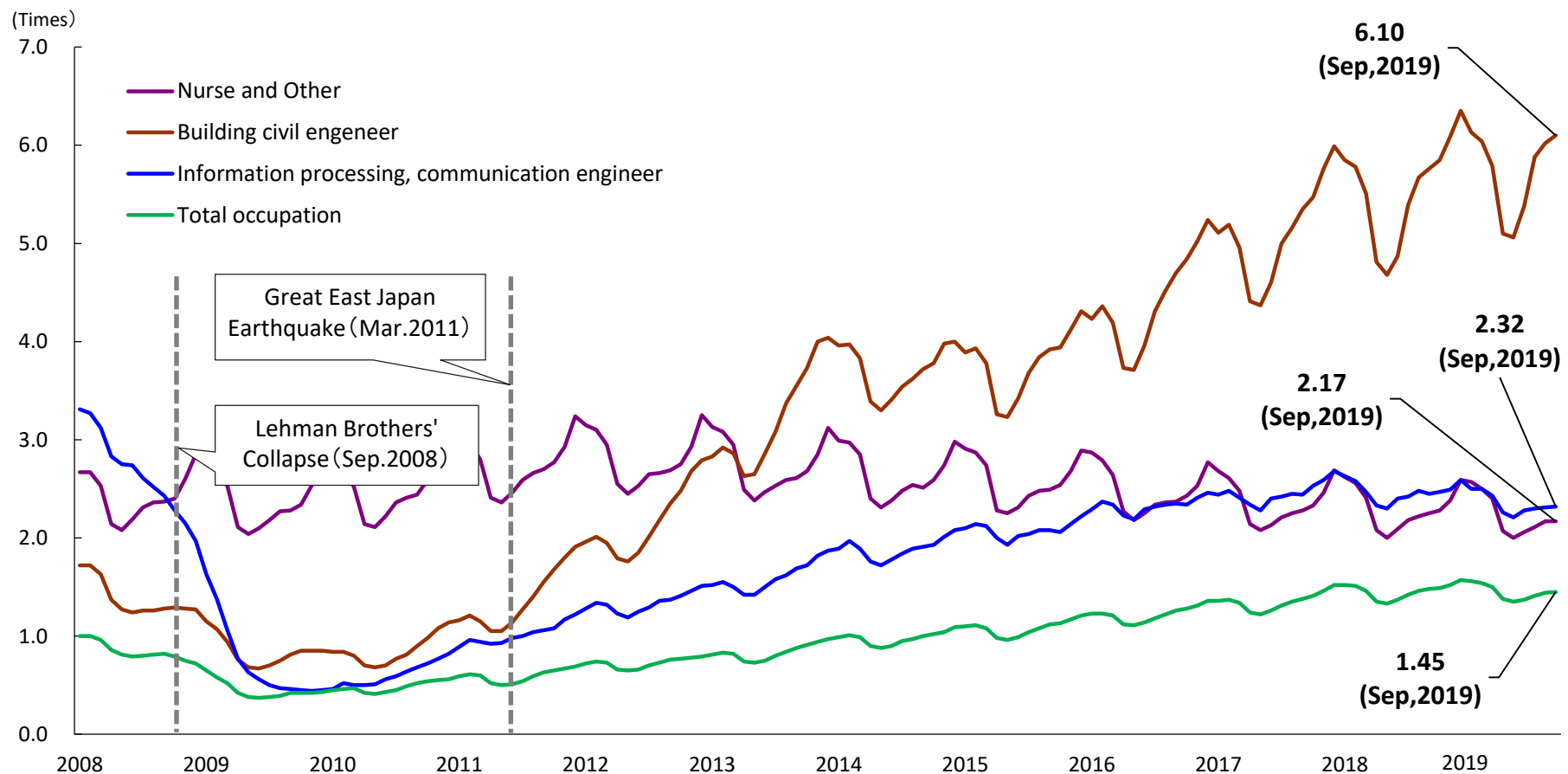
Ratios of openings to job applicants are high



Source: Prepared by QUICK based on general job placement data (seasonally adjusted) of the Ministry of Health, Labour and Welfare Employment Security Bureau

Market Conditions (3) The Job Opening-to-Applicants Ratio for Professionals

Ratios for people with professional skills are very high



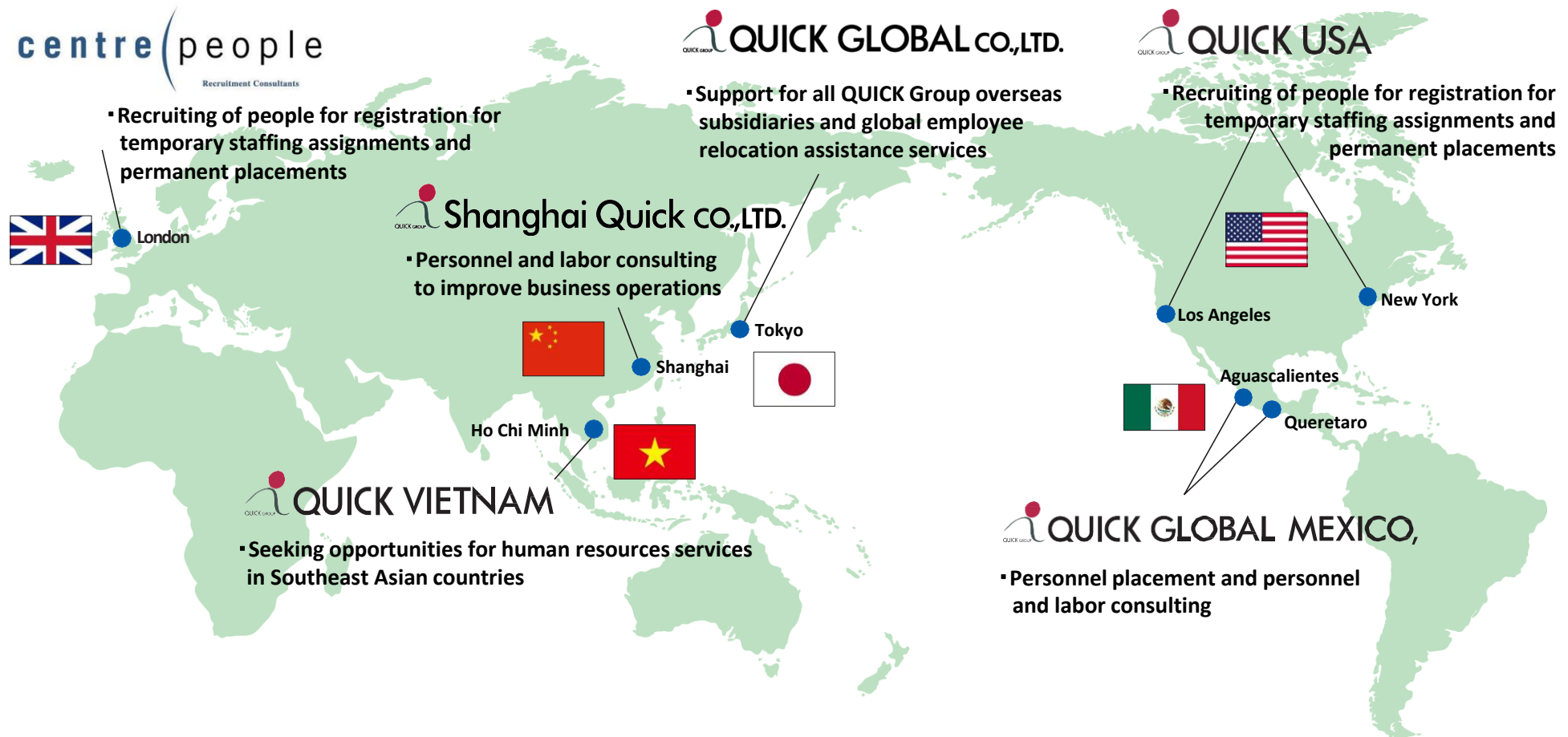
Source: Prepared by QUICK based on Job Opening-to-Applicants Ratios for Job Categories (including part-time) of the Ministry of Health, Labour and Welfare

- The shortage of full-time workers is at an all-time high (since 1992)
- The full-time shortage has surpassed the part-time shortage since 1H 2015



Overseas Network and Services

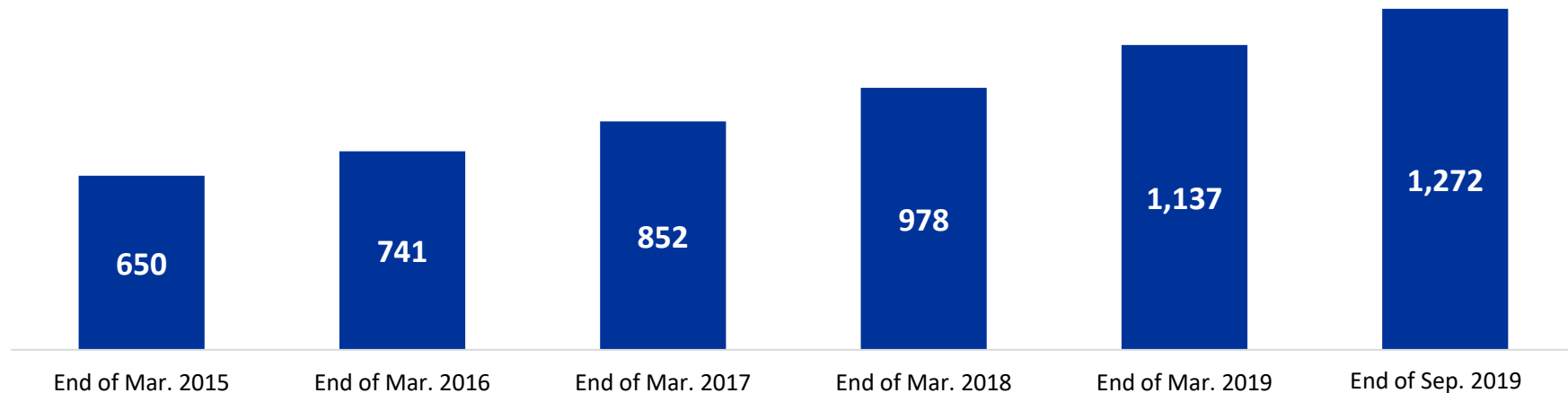
Create a market for Cross Border Recruitment services



Number of Employees at the Second Quarter-End by Segment

Number of employees up by
135 from the end of March 2019





Number of employees (All group companies)



Note: The number of employees is the “number of full-time employees + number of temporary employees (with social insurance)” at the end of each period.



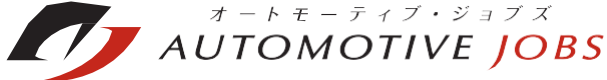

Media

Personnel Placement Services 1/2




	Category	Services
 The Kango roo! website	Recruiting site for nursing care professionals	<ul style="list-style-type: none"> ○ The largest volume of job listings for nurses, public health nurses and midwives ○ Assistance for changing to a job with better compensation
 The Construction and Equipment Job Database	Recruiting site for construction, facilities management and industrial plant professionals	<ul style="list-style-type: none"> ○ Easy to locate jobs that match professional qualifications, experience, desired locations and other parameters
 The Technician Job Database	Recruiting site for construction consultants	<ul style="list-style-type: none"> ○ For construction engineers, civil engineering consulting managers and other consulting categories ○ Easy to locate jobs that match professional qualifications, experience, desired locations and other parameters
 The MR BiZ website	Site for viewing and comparing information required by MRs	<ul style="list-style-type: none"> ○ Support for medical representatives (drug salespeople) seeking a different job to sell a promising new drug or better compensation and other working conditions
 製薬業界の転職支援 アンサーズ The Answers website	Recruiting site for all types of pharmaceutical industry jobs	<ul style="list-style-type: none"> ○ Pharmaceutical company and CRO job listings as well as extensive pharmaceutical industry information about assignments, the composition of business divisions, corporate cultures and other subjects
 AnswersNews	News about the pharmaceutical industry	<ul style="list-style-type: none"> ○ A broad range of news about the pharmaceutical industry presented in a format that makes topics, issues and other information easy to understand

Media

Personnel Placement Services 2/2

	Category	Services
 医療機器転職BiZ Iryo Kiki Tenshoku BiZ	A job changing site specializing in the medical equipment industry	With the largest number of job listings in this industry, the site allows finding jobs that match skills, desired locations and other characteristics of applicants
 E&M JOBS E&M JOBS website	A site for engineers looking for a different job	Job openings for electrical, mechanical, software and other engineers along with outlooks for many companies, advice about job changes specifically for engineers and other information
 オートモーティブ・ジョブズ AUTOMOTIVE JOBS The Automotive Jobs website	Recruiting and job changing site for people in the automobile industry	Ranks among the leaders in the number of job listings and matching accuracy; also has a large volume of information about companies
 彩職 - SAISYOKU - The Saishoku website	Recruiting and job changing site for people in the cosmetics industry	<ul style="list-style-type: none"> ○ Japan's leading recruiting site in this industry, covering planning, marketing, manufacturing, sales and all other job categories ○ Supplies detailed information about workplace atmospheres, corporate cultures, compensation and other subjects involving specific jobs

Media Information Publishing Business

	Titles	Description
	<p>Life-style magazines</p> <p>Kanazawa Joho, Toyama Joho, Niigata Joho, Takaoka Joho</p>	<p>These magazines contain lifestyle information that enables readers to enjoy living in their communities even more. Magazines, which are delivered to homes at no cost, are published primarily for the cities of Kanazawa, Toyama, Niigata and Takaoka.</p>
	<p>Periodicals</p> <p>Iezukuri Navi, Kekkon SANKA</p>	<p>Now in its 22nd year, Iezukuri Navi contains local housing information mainly about Fukui, Ishikawa and Toyama prefectures that is useful for people who are building a house. These magazines provide guidelines for creating homes that will match the values of the families who will live there. Subjects cover financing, the homebuilding process, general contractor selection, choosing home fixtures and other aspects of building a house in the Hokuriku area.</p>
	<p>Mook (magazine + book) publications</p> <p>Bakeries in Kanazawa, Kanazawa Ramen Guide 2020, Delicious Meat in Toyama, Hot Spring Day Trips in Ishikawa, and others</p>	<p>Bakeries in Kanazawa is a gourmet guide with information about 72 bakeries in the city and nearby areas. Kanazawa Ramen Guide 2020 has information about 87 ramen restaurants in Kanazawa and all 148 types of ramen they serve.</p>

Media

Internet-Related Business

Description

日本の人事部

Nihon no Jinjibu
(Japan's Human Resources Department)

Japan's largest human resources network, this website provides quality information and functions as a link between management and other businesspeople in all areas of Japan and companies that provide human resource services and solutions.

人材バンクネット

Jinzai Bank Net

This job changing website is a platform for 481 prominent job placement companies located in all areas of Japan. A search function allows users to input job categories, placement services and other parameters in order to select human resources companies that are best suited for finding a new job.

日本の人事部

HRテクノロジー

Nihon no Jinjibu HR technology

Operated by Nihon no Jinjibu, Japan's largest human resources network, this website is a source of a diverse array of information about human resources technology.

Group network



Placements of people with
professional/technical skills
Recruiting business



Publishing regional information
magazines, posting and concierge
services



Operation of the Nihon no Jinjibu
website
Planning and operation of
associated events



Temporary staffing,
personnel placement,
temporary-to-permanent staffing,
business contracting



Temporary staffing,
personnel placement,
nursery school operations
and support



Development of innovative solutions
using a web system, mobile app and AI,
operation of IT engineer training programs,
planning and production of technology
publications, and other activities



Support for all QUICK Group
overseas subsidiaries and
global employee relocation
assistance services



Recruiting of people for
registration for temporary
staffing assignments and
permanent placements



Recruiting of people for
registration for temporary
staffing assignments and
permanent placements



Personnel and labor
consulting to improve
business operations



Personnel placement and
personnel and labor consulting

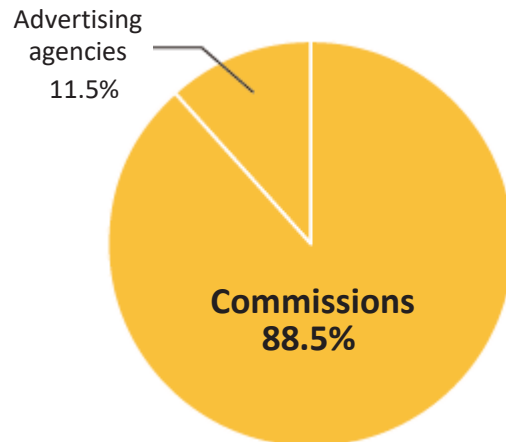


Seeking opportunities for
human resources services
in Southeast Asian countries

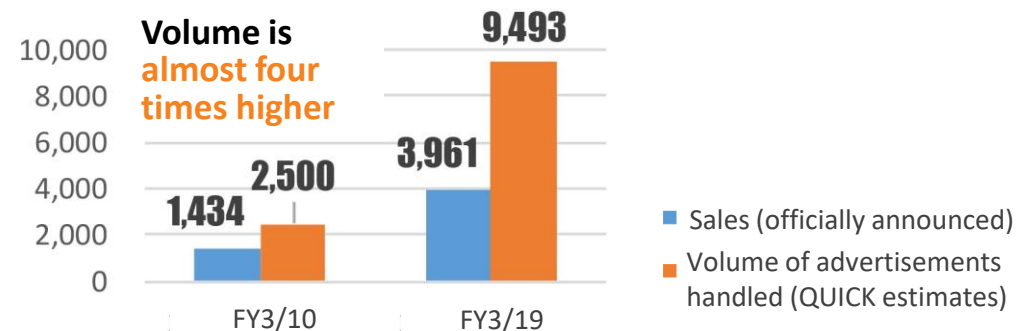
Reference Advertising Activities in the Recruiting Business

	Advertising agencies	Commissions	Operations
Business model differences	<ul style="list-style-type: none"> ○ Expenses for purchasing advertising space and services ○ Gross profit = Sales from client companies – Cost of space/services 	<ul style="list-style-type: none"> ○ No expenses for purchasing advertising space and services ○ Gross profit = Ad placement fees (Sales) 	<ul style="list-style-type: none"> ○ Cost of purchasing ad space (in some cases) ○ Gross profit Sales from client companies – Cost of space/services Operating expenses (About 20% of click rate)
Activities	Rikunabi	Rikunabi NEXT/Rikunabi-haken/ fromA navi/Hatalike/TownWork	Indeed *Also used for activities other than the recruiting business

Composition of Advertisements (FY3/19)



Performance Trends





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Forecasts of results of operations in this presentation are based on information that was available when this presentation was prepared. These forecasts are vulnerable to uncertainties involving the economy, competition, the success or failure of new services, and other factors. Consequently, actual performance may differ significantly from the forecasts in this presentation.