

# Presentation Material for Investors

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**Results of Operations for the First Half of  
the Fiscal Year Ending March 31, 2021 (FY3/21)**

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November 6 , 2020



Stock code :4318

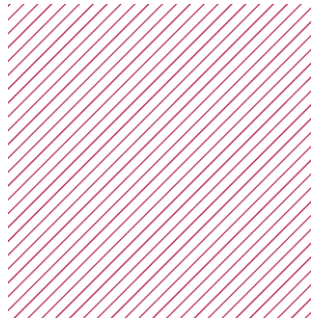
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# 1H FY3/21 Consolidated Financial Highlights



## 1H FY3/21 Consolidated Financial Highlights 1

**Declines both in sales and profits,  
impacted by the spread of the  
COVID-19 infection**

Both sales and profits declined for the first time since FY3/2010  
in the aftermath of the collapse of Lehman Brothers

Net sales

**10,550** million yen **Down 2.9% YoY**

Operating profit

**1,906** million yen **Down 17.3% YoY**

Ordinary profit

**2,031** million yen **Down 12.5% YoY**

Profit attributable to  
owners of parent

**1,422** million yen **Down 8.4% YoY**

# 1H FY3/21 Consolidated Financial Highlights 2

## POINT 1

### Operating Environment

**Affected by the spread of the COVID-19 infection, the employment situation changed dramatically compared with the previous fiscal year and continued to weaken**

Reflecting structural factors, such as decreases in the labor force and working population caused by the declining birthrate and aging population, the employment situation had been improving until the end of the previous fiscal year (higher job openings-to-applicants ratio and lower unemployment rate). However, hiring needs rapidly diminished in a wide range of sectors due to the impact of the spread of the COVID-19 infection.

## 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.
- ◎ Implemented M&A
- ◎ Strengthened the operation base by such means as investing in and appropriately deploying human resources .

# 1H FY3/21 Consolidated Financial Highlights by Segment

The Human Resources Services Business remained strong even amid the COVID-19 crisis

The Recruiting Business, Information Publishing Business and Overseas Business struggled

Human Resources Service Business

Net sales

**7,562** million yen

Operating profit

**2,321** million yen

Recruiting Business

Net sales

**1,044** million yen

Operating profit

**(140)** million yen

Information Publishing Business

Net sales

**900** million yen

Operating profit

**28** million yen

Other

Net sales

**1,042** million yen

Operating profit

**93** million yen



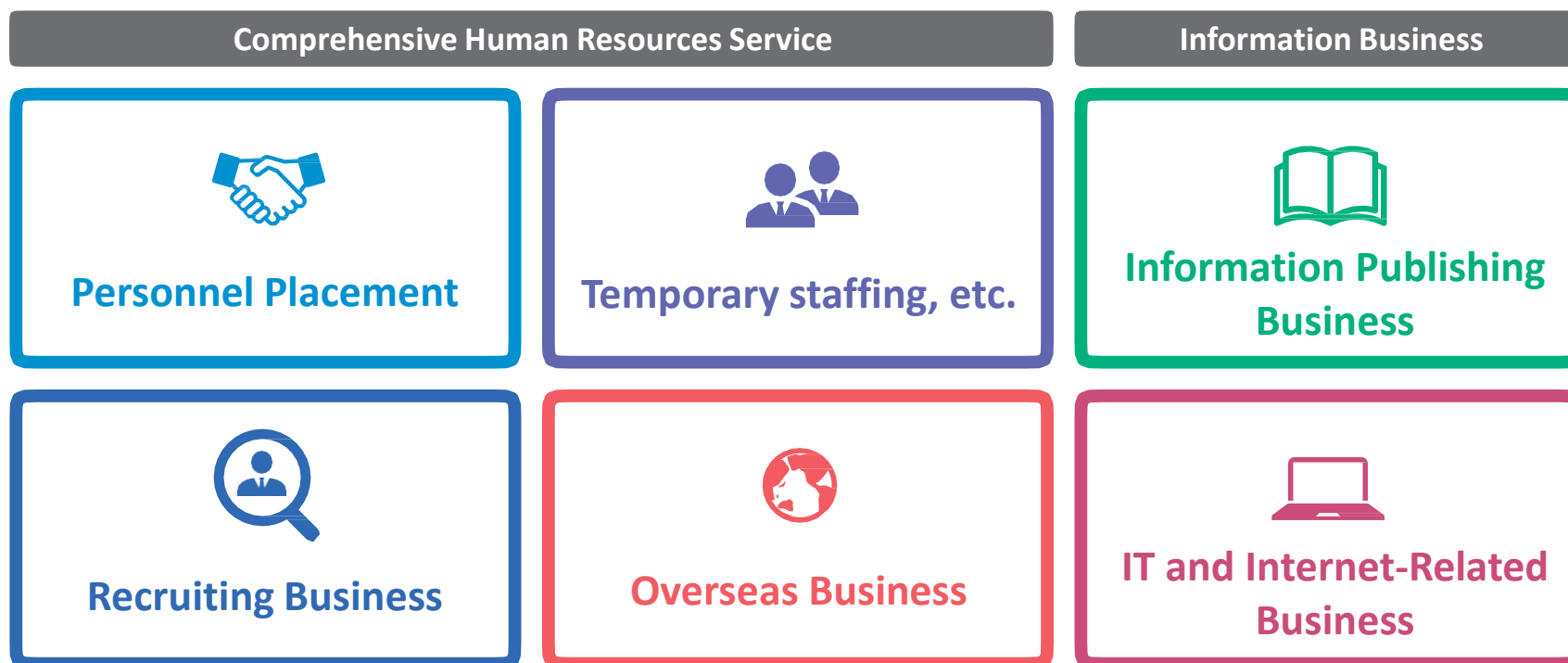
# 1H FY3/21 Consolidated Financial Results



# Business Domains of the QUICK Group

QUICK Group

## Contributing to society through human resources and information businesses





# 1H FY3/21 Financial Results (YoY Change)

## YoY Change

(millions of yen)

	1H FY3/21 Results	1H FY20/3 Results		
		Results	YoY Change (amount)	YoY Change (%)
Net sales	<b>10,550</b>	10,864	<b>(313)</b>	<b>(2.9%)</b>
Gross profit	<b>6,786</b>	7,190	<b>(403)</b>	<b>(5.6%)</b>
Selling, general and administrative expenses	<b>4,879</b>	4,884	<b>(5)</b>	<b>(0.1%)</b>
Operating profit	<b>1,906</b>	2,305	<b>(398)</b>	<b>(17.3%)</b>
Ordinary profit	<b>2,031</b>	2,321	<b>(290)</b>	<b>(12.5%)</b>
Profit attributable to Owners of parent	<b>1,422</b>	1,552	<b>(129)</b>	<b>(8.4%)</b>

# 1H FY3/21 Segment Results (YoY Change)

## YoY Change

(millions of yen)

		1H FY3/21 Results	1H FY20/3 Results		
			Results	YoY Change (amount)	YoY Change (%)
Net sales	Human Resources Service Business	7,562	7,322	240	3.3%
	Recruiting Business	1,044	1,689	(645)	(38.2%)
	Information Publishing Business	900	999	(99)	(9.9%)
	Other	1,042	851	190	22.4%
	Total	10,550	10,864	(313)	(2.9%)
Operating profit	Human Resources Service Business	2,321	2,130	191	9.0%
	Recruiting Business	(140)	410	(551)	—
	Information Publishing Business	28	74	(46)	(62.2%)
	Other	93	87	6	7.6%
	Adjustment	(396)	(397)	1	—
	Total	1,906	2,305	(398)	(17.3%)

## 1H FY3/21 Effects of COVID-19 for the Fiscal Year Ending March 31, 2021

### The spread of the COVID-19 infection mainly impacting the Recruiting Business, Information Publishing Business and Overseas Business

#### Effects of COVID-19

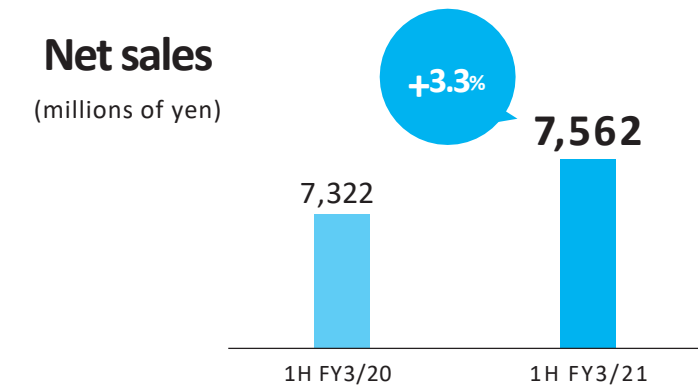
Segment	Details of the Effects
Human Resources Service Business	Remote work and online sales activities and services performed favorably and contributed to ensuring a solid business performance.
Recruiting Business	<p>[the new graduate category] The handling volume of events related to new graduates decreased significantly given the overall suspension of joint corporate information sessions for new graduates until August.</p> <p>[the mid-career hiring category] The handling volume of recruitment advertising decreased with a decline in hiring needs among large staffing service companies, which are our core clients, as well as foodservice, sales and other service-sector companies (recruitment of full-time employees, registered dispatched workers and part-time staff) due to the voluntary restraint on business operations and the temporary closure of the businesses of client companies. However, the volume has been recovering since May, when the state of emergency declaration was lifted.</p>
Information Publishing Business	Although the performance of information magazines and posting services have weakened, reflecting the reduced use of sales promotions by client companies, business confidence in sales promotion recovered in the second quarter of the fiscal year under review, and this was a driving force for improvement in overall operating performance, including information magazines and posting services.
Overseas Business	Due to various regulations in different countries (lockdowns, restrictions on going out, restrictions on immigration, etc.), there were cases in which we were unable to achieve sales with regard to hiring contracts that have landed, because the date of joining a company was postponed, a prospective employee could not enter Japan or due to other reasons.

# 1H FY3/21 Segment Results (Human Resources Service Business)

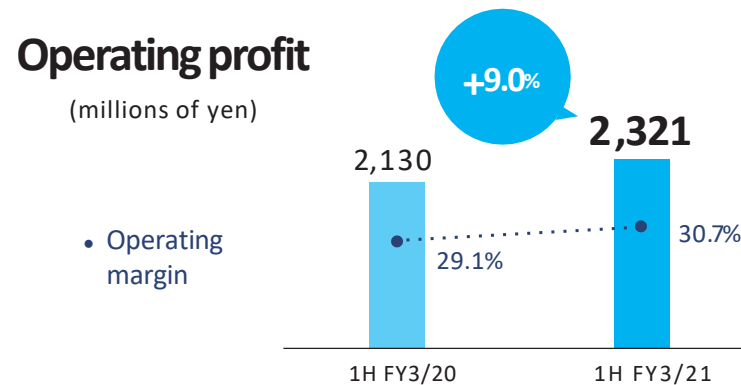
## Human Resources Service Business

**Net sales** **7,562** million yen      **Operating profit** **2,321** million yen

The placement and dispatching of nurses and childcare workers remained robust!  
The placement of other professionals was on a par with the previous fiscal year



- Personnel placement      267      ↗
- Temporary staffing      (34)      ↘



- Higher sales resulted in an increase in profit.

# 1H FY3/21 Segment Results (Recruiting Business)

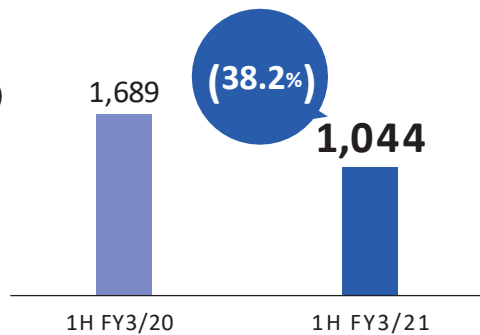
## Recruiting Business

Net sales **1,044** million yen      Operating profit **(140)** million yen

Handling volume of Indeed services expanded steadily!  
That of other recruitment advertising bottomed out in May and began to pick up

### Net sales

(millions of yen)



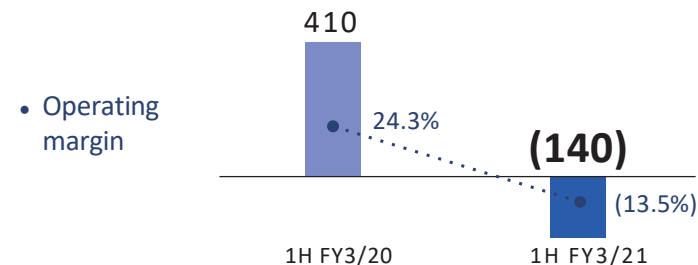
□ Recruiting advertising / Event (740) ↓

(The new graduates category declined given the effects of COVID-19 (52) ↓)  
(The mid-career category declined given the effects of COVID-19 (688) ↓)

□ Indeed 86 ↑

### Operating profit

(millions of yen)



□ The margin dropped due to a decline in net sales associated with the effects of COVID-19.

The margin bottomed out in May and began to pick up.

# 1H FY3/21 Segment Results (Information Publishing Business)

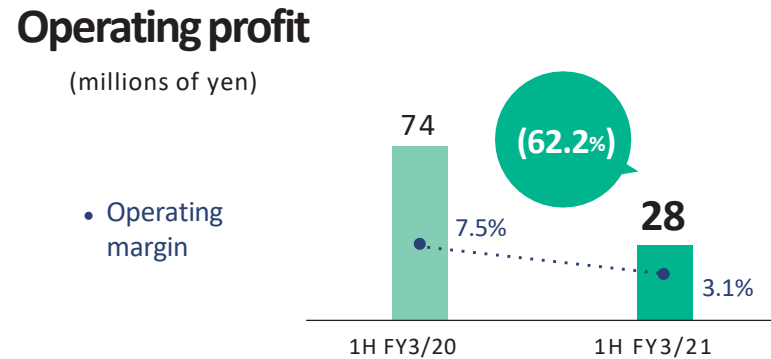
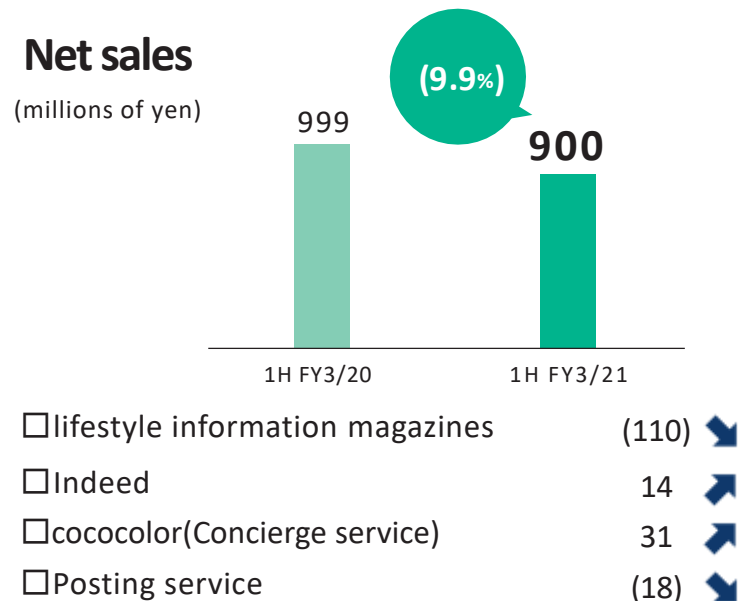
## Information Publishing Business

Net sales **900** million yen

Operating profit **28** million yen

Handling volumes of both concierge services\* (outplacement category) and Indeed services were favorable!  
 (\*over-the-counter services centering on personnel placement and home builder introductions)

The performance of mainstay lifestyle magazines improved significantly in the second quarter



□ The improved performance of high-margin concierge services was not sufficient to offset a decline in operating profit associated with decreased sales of information magazines.

# 1H FY3/21 Segment Results (Other: IT and Internet-Related Business and Overseas Business)

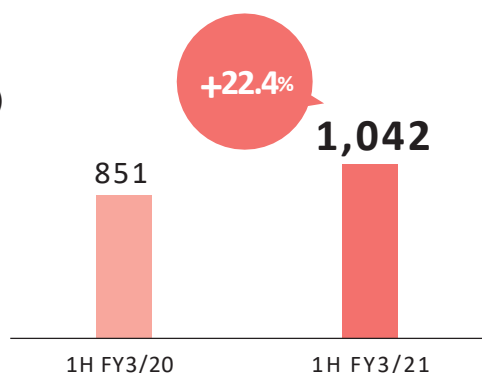
## Other: IT and Internet-Related Business and Overseas Business

Net sales **1,042** million yen      Operating profit **93** million yen

In the IT and Internet-related Businesses, the learning business of Kronos Co., Ltd. was strong!  
Sales decreased in Overseas Business, significantly affected by COVID-19

### Net sales

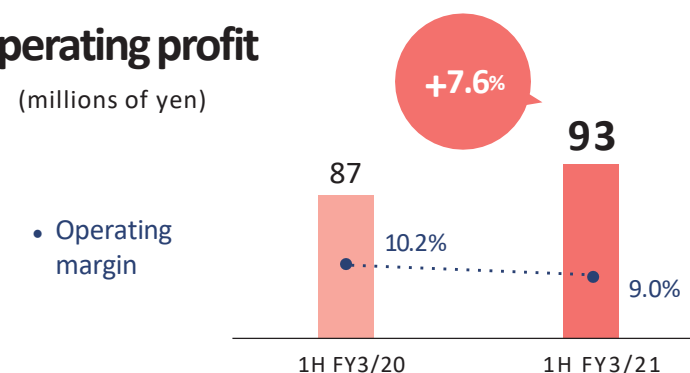
(millions of yen)



- IT and Internet-Related Business 292 ↗  
(Nihon no Jinjibu (28) ↘ )  
(Kronos 355 ↗ )
- Overseas Business (101) ↘

### Operating profit

(millions of yen)



- HR Vision  
Profitability improved as a result of providing online access to HR Conference (meeting expenses, etc.)
- Kronos  
Net increases both in net sales and operating profit, reflecting consolidation of certain companies into the QUICK Group since the second half of the previous fiscal year.

# 1H FY3/21 Segment Results (Other: IT and Internet-Related Business and Overseas Business)

## IT and Internet-Related Business

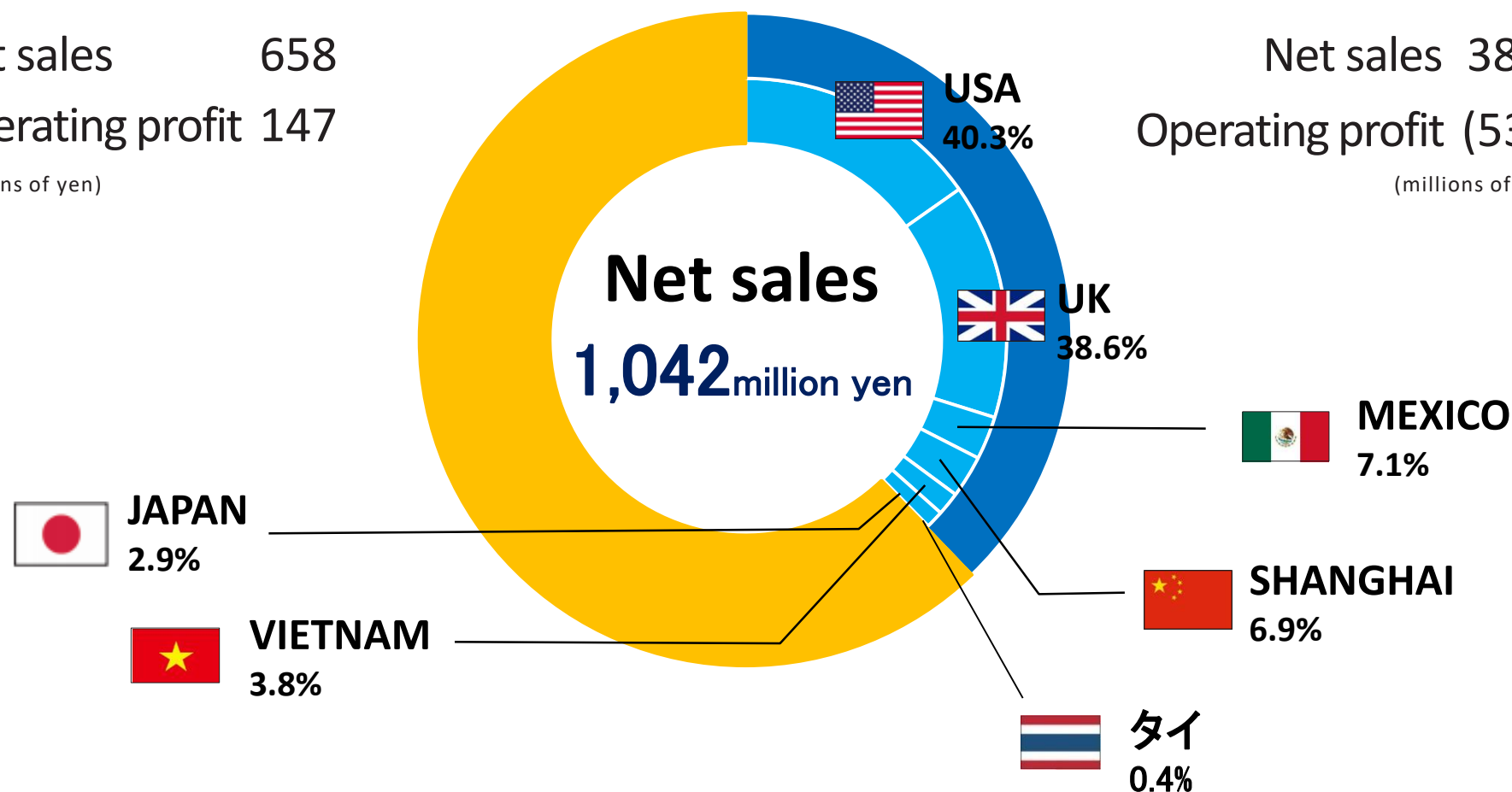
63.2%

Net sales 658  
 Operating profit 147  
 (millions of yen)

## Overseas Business

36.8%

Net sales 383  
 Operating profit (53)  
 (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), mechanical design technicians, automobile industry, cosmetics industry and others

## Activities to Register Job Applicants

**QUICK has a team of engineers for the Internet and associated operations**  
**Several websites and diverse content for registration of job applicants and knowhow gained through the above is developed in the temporary staffing category**

Examples: The Kango-roo! community website for nurses

The Nurse Calendar app for managing the schedules of nurses

App of National nursing certification examination past questions (at least 3,700 questions from the past 15 years)

Doga de wakaru kango gijyutu (Nursing techniques explained by video: 300 videos)



The Construction and Equipment Job Database

建設・設備求人データベース

The Technician Job Database

技術士求人データベース

# Our response to coexistence with COVID-19

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## 1. **Control infection damage in and outside the Company and maintain employee safety**

Working system

- ◎ Positively implement work from home and staggered commuting.
- ◎ Hybrid-type working system with work from home and normal attendance
- ◎ Introduce an allowance for work from home

## 2. **Improve the content of online services in a wide range of fields**

Sales activities

- ◎ Strengthen online contact points both in sales activities and interviews with job seekers.
- ◎ Positively implement online seminars.
- ◎ Attract a greater number of customers by holding online events (HR Conference).

## 3. **Review costs and improve productivity with an eye on securing business performance**

Review of systems

- ◎ Restructure business sites (including the closure of Tennoji Office).
- ◎ Strengthen the operation base through redeployment of human resources to highly productive business divisions.



# FY3/21 Consolidated Earnings Forecast



# FY3/21 Consolidated Earnings Forecast

## FY3/21 Earnings/dividends forecasts (YoY change)

(Millions of yen)

	FY3/21				
	1H results [Amount]	2H forecast [Amount] YoY change		Full year forecast [Amount] YoY change	
Net sales	<b>10,550</b>	<b>8,849</b>	<b>(13.0%)</b>	<b>19,400</b>	<b>(7.8%)</b>
Gross profit	<b>6,786</b>	<b>4,653</b>	<b>(18.8%)</b>	<b>11,440</b>	<b>(11.5%)</b>
Selling, general and administrative expenses	<b>4,879</b>	<b>4,988</b>	<b>(2.3%)</b>	<b>9,868</b>	<b>(1.2%)</b>
Operating profit	<b>1,906</b>	<b>(334)</b>	—	<b>1,572</b>	<b>(46.4%)</b>
Ordinary profit	<b>2,031</b>	<b>(331)</b>	—	<b>1,700</b>	<b>(43.5%)</b>
Profit attributable to owners of parent	<b>1,422</b>	<b>(273)</b>	—	<b>1,149</b>	<b>(44.6%)</b>
Dividend per share (yen)	<b>18.0</b> (Ordinary dividend 12 yen) (Commemorative dividend 6 yen)	<b>19.0</b> (Ordinary dividend 13 yen) (Commemorative dividend 6 yen)	<b>(4.0)</b>	<b>37.0</b> (Ordinary dividend 25 yen) (Commemorative dividend 12 yen)	<b>(8.0)</b>

# FY3/21 Forecast by Segment

## FY3/21 Forecast by Segment (YoY change)

(Millions of yen)

		FY3/21				
		1H results [Amount]	2H forecast [Amount] YoY change		Full year forecast [Amount] YoY change	
Net sales	Human Resources Service Business	7,562	5,462	(7.3%)	13,025	(1.5%)
	Recruiting Business	1,044	1,555	(23.9%)	2,599	(30.4%)
	Information Publishing Business	900	968	(11.5%)	1,868	(10.7%)
	Other	1,042	863	(24.1%)	1,906	(4.2%)
	Total	10,550	8,849	(13.0%)	19,400	(7.8%)
Operating profit	Human Resources Service Business	2,321	(189)	—	2,132	(14.3%)
	Recruiting Business	(140)	166	(66.1%)	26	(97.1%)
	Information Publishing Business	28	46	(61.8%)	74	(62.0%)
	Other	93	(14)	—	79	(55.7%)
	Adjustment	(396)	(344)	—	(741)	—
	Total	1,906	(334)	—	1,572	(46.4%)

# FY3/21 Business Segment Forecasts (Human Resources Service Business)

## Human Resources Service Business

Net sales **13,025** million yen
 Operating profit **2,132** million yen

Strengthen promotion activities on websites operated by the Company, rebuild sales systems by such means as promoting remote work to improve productivity, and develop new markets for specialized jobs

(Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	7,562	5,462	(7.3%)	13,025	(1.5%)
Operating profit	2,321	(189)	—	2,132	(14.3%)

### Second half outlook

YoY change (millions of yen)

- Personnel Placement (307) ↓
- Temporary staffing (97) ↓
- Nursery school operations (5) ↓

# FY3/21 Business Segment Forecasts (Recruiting Business)

## Recruiting Business

Net sales **2,599** million yen      Operating profit **26** million yen

To achieve a return to the black in the latter half of the fiscal year under review, expand sales in Indeed services, review measures for products and reinforce the provision of holistic solutions to customers by leveraging the sales capabilities of the Recruiting Business and consulting capabilities of Jump Co., Ltd.

(Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	1,044	1,555	(23.9%)	2,599	(30.4%)
Operating profit	(140)	166	(66.1%)	26	(97.1%)

### Second half outlook

YoY change (millions of yen)

- Recruiting advertising sales (645) ↘       Indeed 106 ↗
- In-house products 84 ↗

# FY3/21 Business Segment Forecasts (Information Publishing Business)

## Information Publishing Business

Net sales **1,868** million yen
 Operating profit **74** million yen

**Strengthen the sales systems and areas for concierge services\* and expand sales in Indeed services**

(\*over-the-counter services centering on personnel placement and home builder introductions)

(Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	900	968	(11.5%)	1,868	(10.7%)
Operating profit	28	46	(61.8%)	74	(62.0%)

### Second half outlook

YoY change (millions of yen)

- Lifestyle information magazines (109) ➡
- cococolor(Concierge service) (0) ➡
- Indeed (13) ➡
- posting (24) ➡



# FY3/21 Business Segment Forecasts (Other: IT and Internet-Related Business and Overseas Business)

## Other: IT and Internet-Related Business and Overseas Business

Net sales
1,906 million yen
 
Operating profit
79 million yen

Increase the number of “Nihon no Jinjibu” exhibitors for the related businesses, reinforce branding, strengthen sales promotion in the learning business, train young engineers and focus on solidifying the operation base for the Overseas Business to prepare for the future after COVID-19 is contained.

(Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	1,042	863	(24.1%)	1,906	(4.2%)
Operating profit	93	(14)	—	79	(55.7%)

**Second half outlook**

YoY change (millions of yen)

IT and Internet-Related Business (120) 
 Overseas Business (153)

# FY3/21 Dividends Forecast

Payout ratio

**60.6%** of profit attributable to owners of parent.

FY3/21  
Dividends Forecast

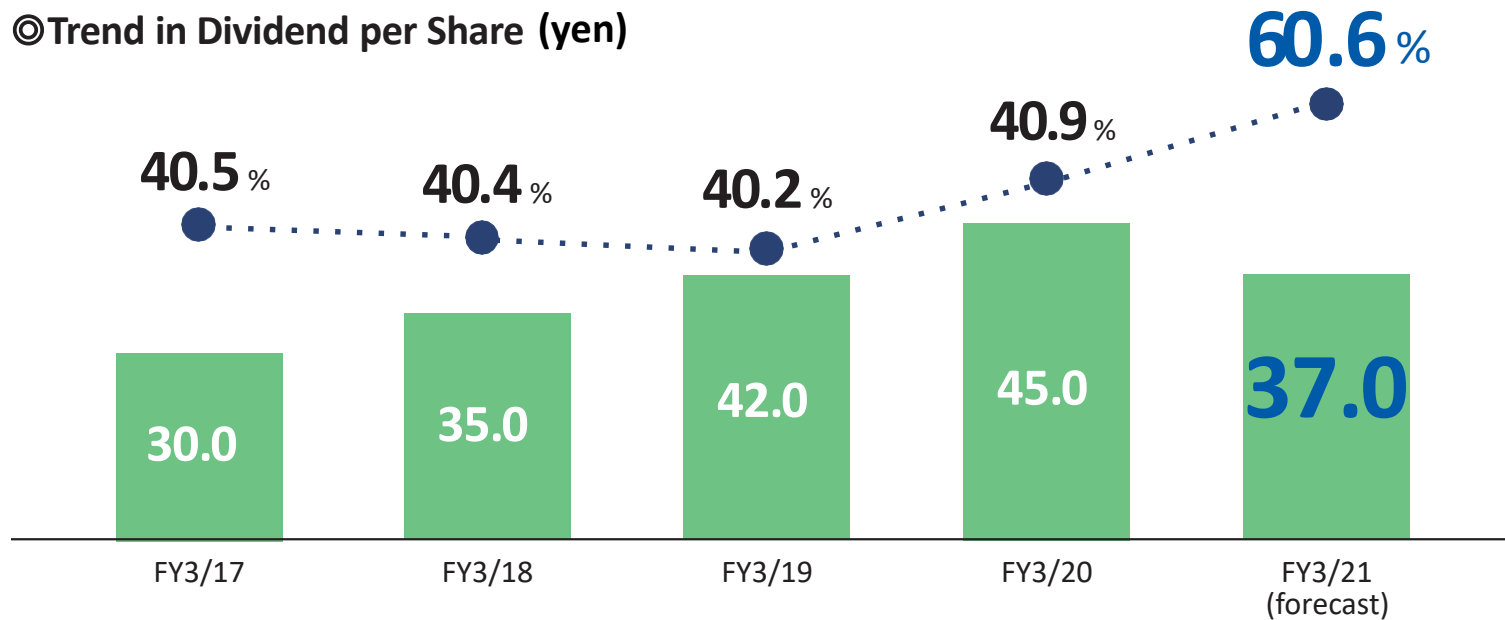
[ Annual dividend ] **37.0 yen**

[Ordinary dividend] Total of 25 yen  
(end of the first half: 12 yen; fiscal year-end: 13 yen)

[Commemorative dividend] Total of 12 yen  
(end of the first half: 6 yen; fiscal year-end: 6 yen)

\*Commemorative dividend of the 40th anniversary of the Company's founding

©Trend in Dividend per Share (yen)



Note: Dividend payout ratio for FY3/21 includes the Commemorative dividend.

# Reference: Acquisition of shares of Jump Co., Ltd. (subsidiary)

Combine the sales capabilities and knowhow of the human resources business field with Jump’s expertise to enhance hiring capabilities, including hiring strategy planning and hiring marketing, and substantiate services other than hiring advertisement in the Recruiting Business, and then help client companies with success in hiring.

Company profile

Company name: Jump Co., Ltd.  
 Head office: Shinjuku-ku, Tokyo Capital: 10 million yen, Established: May 30, 2008  
 Business content: Develop a business model that controls upstream processes, including customized hiring strategy framework building and consulting, highly rated by a broad range of companies from major healthcare, plants, gourmet websites and human resources companies to startups.

Note: Purchased all of the stock of Jump Co., Ltd. on June 1, 2020 and made it into a subsidiary.

Aim



Expertise of clients’ assets and sales capabilities/Human Resources business field



Expertise in enhancing hiring capabilities





# Medium-term Management Plan



## **FY3/21 Medium-term Management Plan**

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**As COVID-19 is still spreading worldwide and the timing of its containment is difficult to foresee, business activities will likely remain on hold in Japan and overseas in the near future.**

**The QUICK Group prioritizes the safety of stakeholders such as client companies, business partners, job applicants, readers, users and employees. At the same time, we strive to provide marketing activities and services while paying full attention to the effects of the spread of COVID-19.**

**However, because it is difficult to reasonably calculate the impact on the QUICK Group at this point in time, the Medium-term Management Plan, the initial year of which is set for FY3/21, are undecided.**



# Supplementary Materials



# Market Conditions Personnel Placement Market Outlook

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

**Further expansion of 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

**A shortage of nurses at healthcare sites increased, associated with the spread of COVID-19**



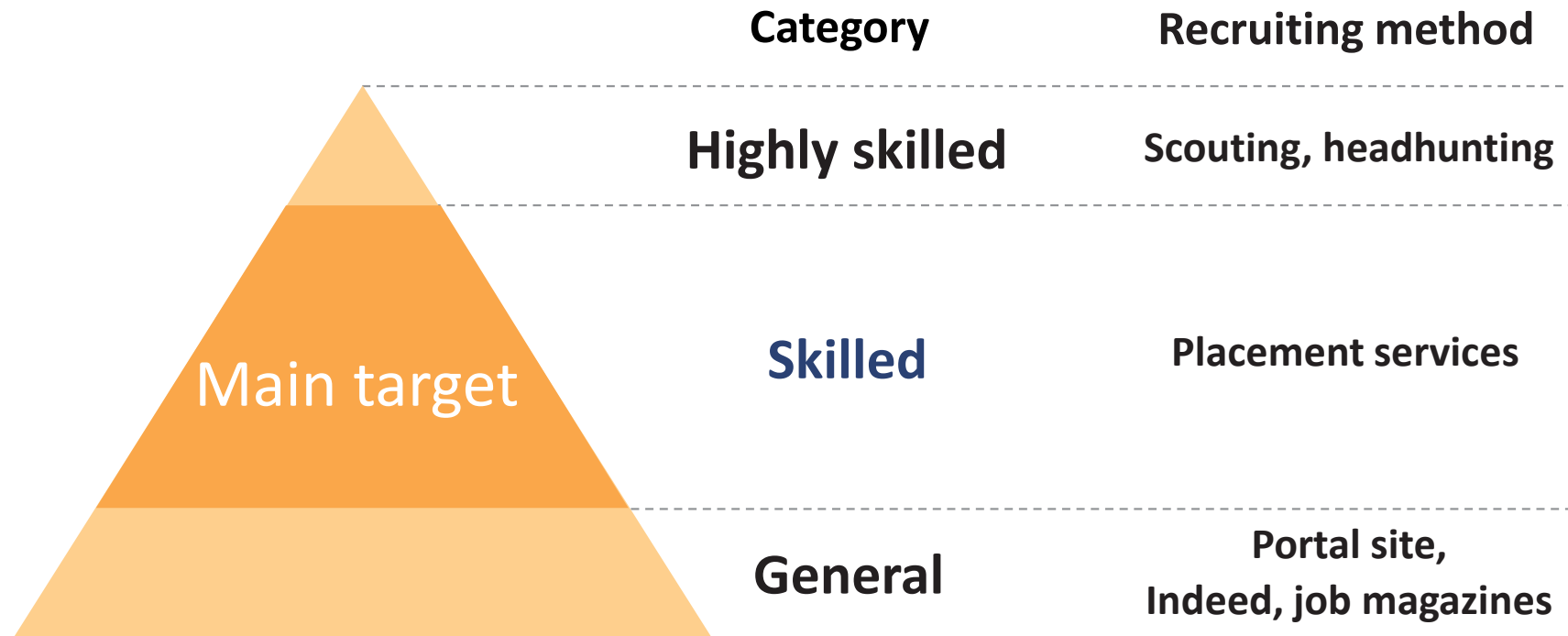
**More growth of the personnel placement market**

**Expect more growth of the placement market for nurses, 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

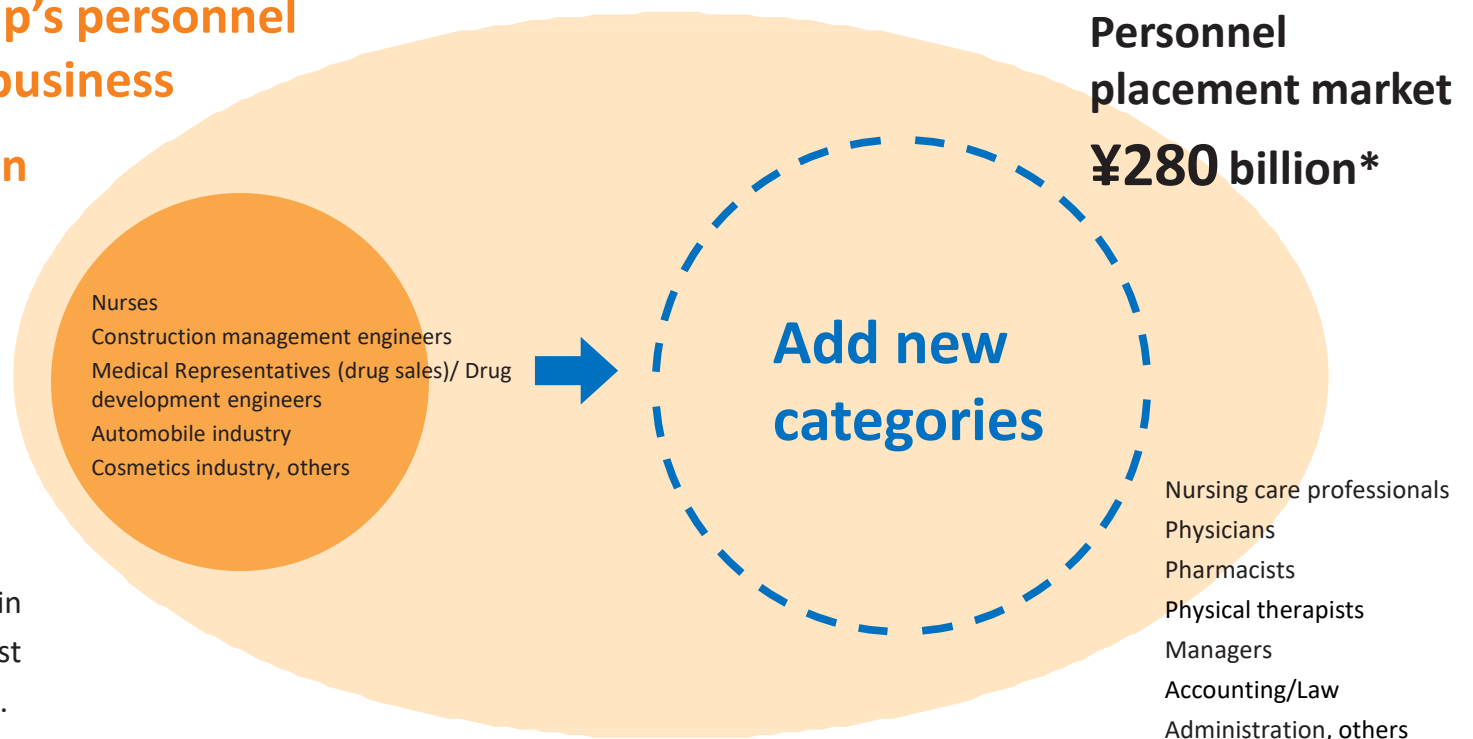
- For placements of people with professional skills, the goals are growth in current categories and the addition of new categories
- Demand will remain high in the nurses category

Market domains of the QUICK Group's personnel placement business

¥10.4 billion (FY3/20)

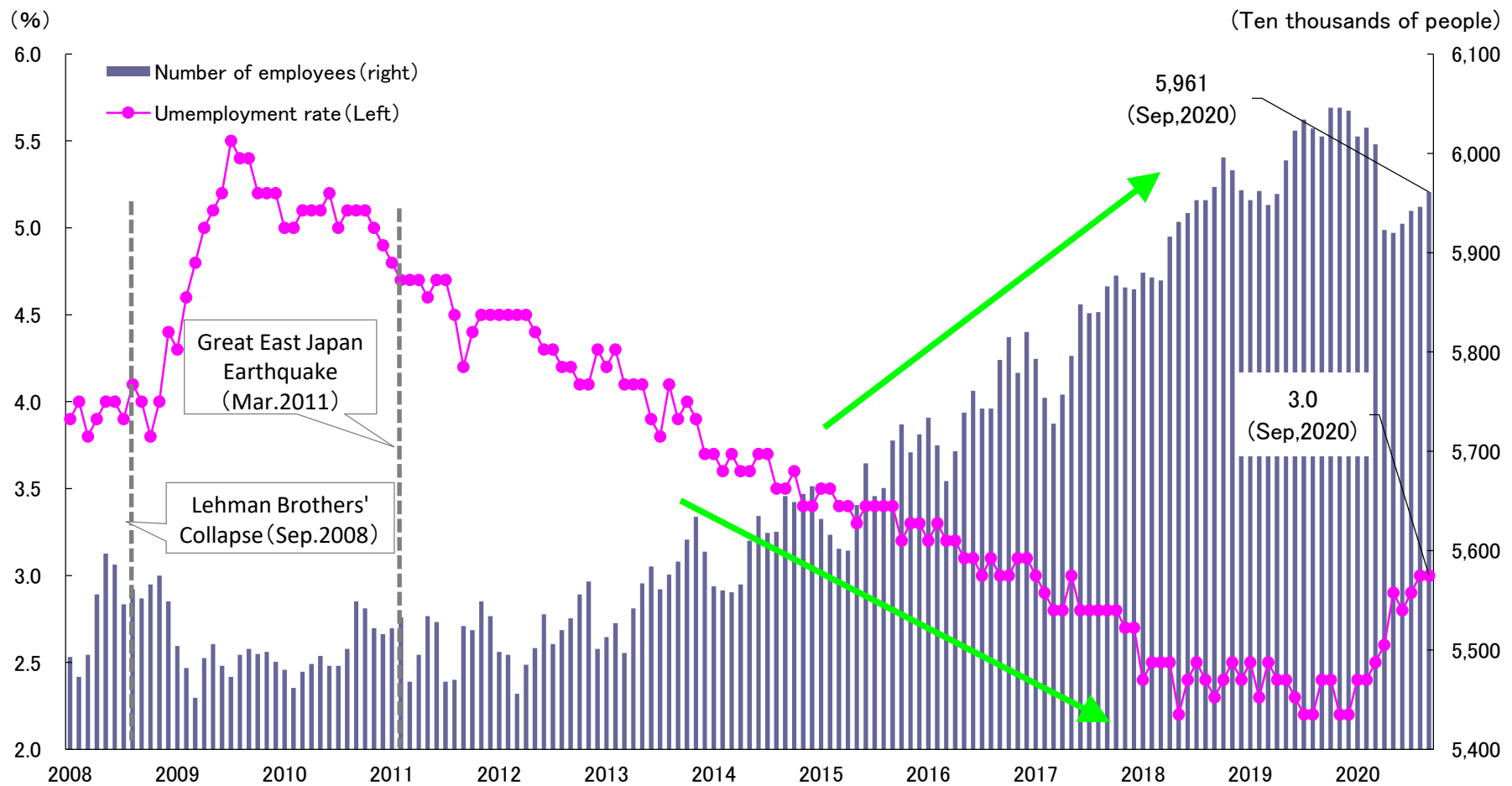


The dominant brand among nurse community websites, including a bulletin board and web magazine. Japan's largest website for nurses looking for new jobs.



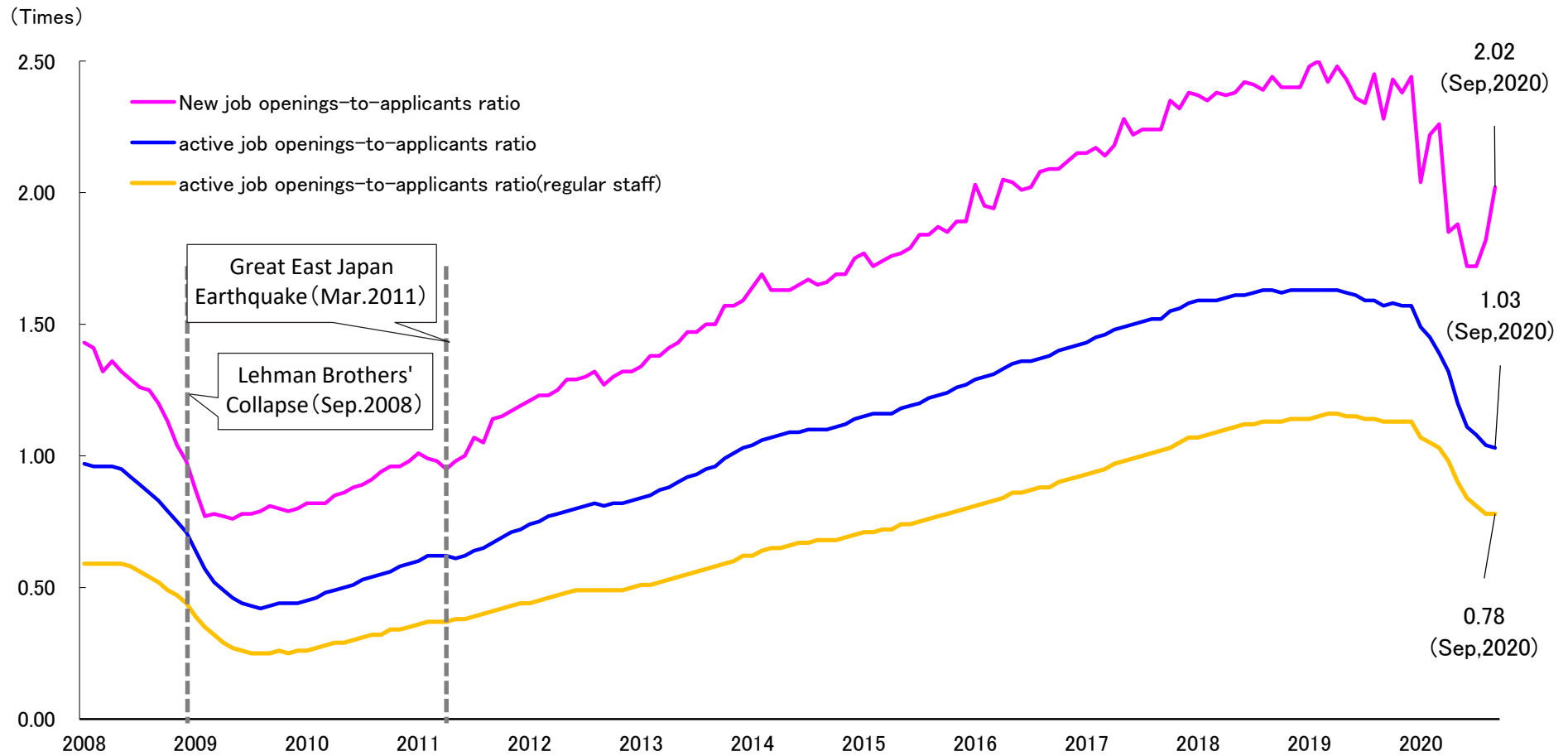
Source: Prepared by QUICK based on "Current Status and Prospects of Human Resources Business 2020" by Yano Research Institute Ltd.

# Market Conditions (1) Number of Employees and Unemployment Rate



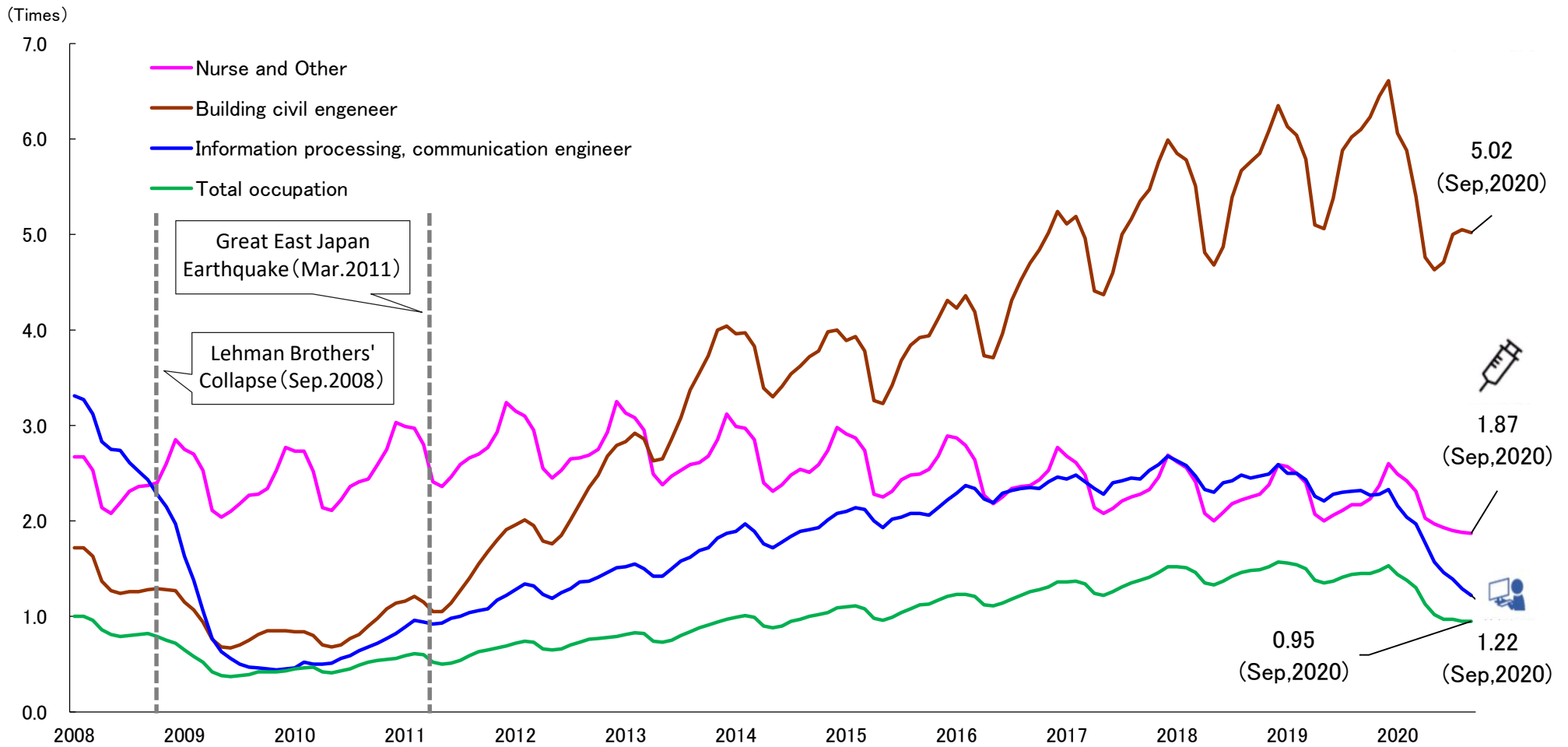
Source: Prepared by QUICK based on Labor Force Survey (unemployment rate: actual figures; number of employees: seasonally adjusted) of the Statistics Bureau, Ministry of Internal Affairs and Communications

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



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

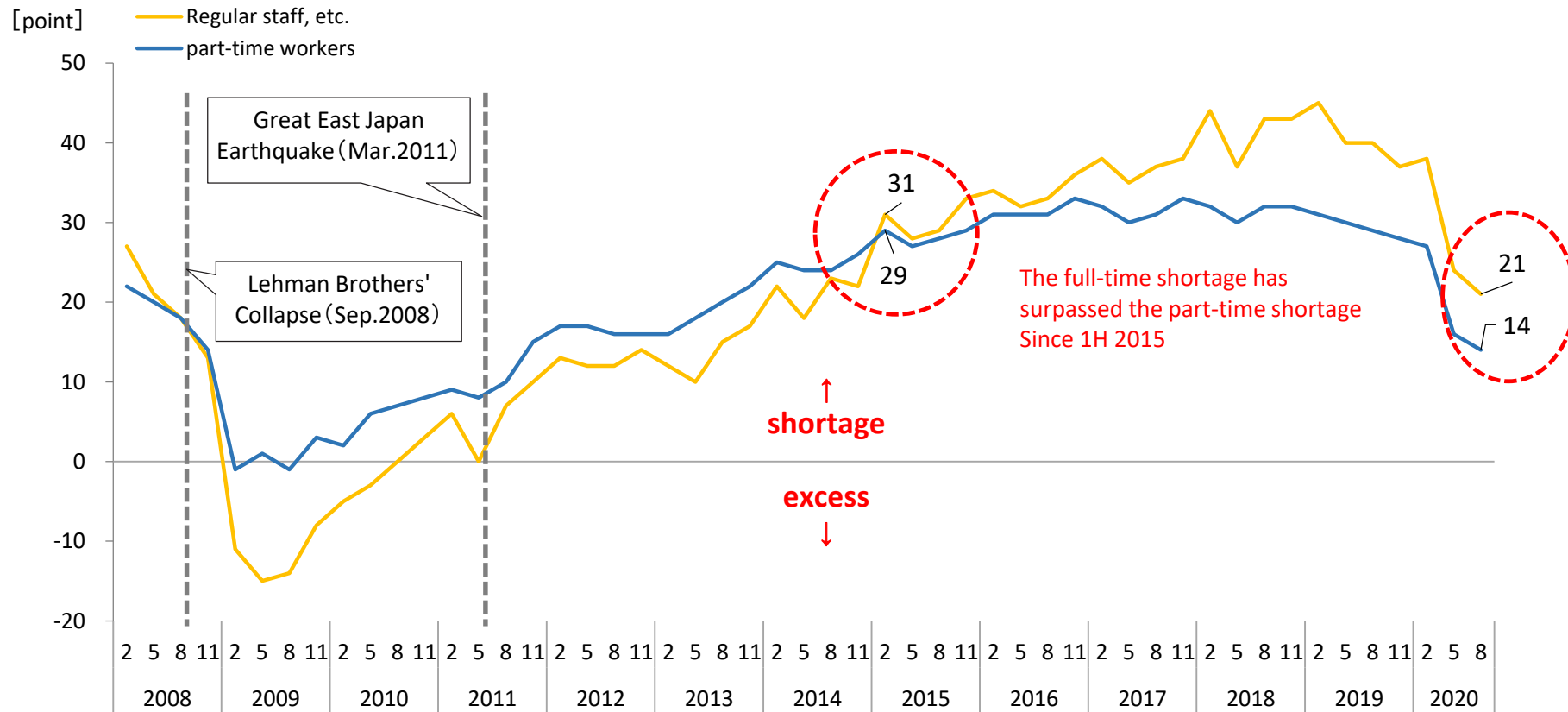
# Market Conditions (3) The Job Opening-to-Applicants Ratio for Professionals



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

# Market Conditions (4) Japan's Labor Shortage (Diffusion Index)

- A shortage of full-time employees at companies has calmed down
- The full-time shortage has surpassed the part-time shortage since 1H 2015



Source: Prepared by QUICK based Survey on Labour Economy Trend of the on Ministry of Health, Labour and Welfare.

\* The ministry performs a labor shortage survey using questionnaires every three months that covers about 5,800 business sites in all areas of Japan.

\* Labor shortage diffusion index = Shortage – Surplus

# Overseas Network and Services

## Create a market for Cross Border Recruitment services

centre(people)  
Recruitment Consultants

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



London

Shanghai Quick

- Personnel and labor consulting

Shanghai Quick Human Resources

- Personnel placement



Bangkok



Shanghai



Tokyo



Ho Chi Minh

QUICK VIETNAM

- Seeking opportunities for human resources services in Southeast Asian countries

QUICK CO.,LTD.

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

QUICK USA

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



Los Angeles

New York



Aguascalientes

Queretaro

QUICK GLOBAL MEXICO,

- Personnel placement and personnel and labor consulting

QHR Recruitment

- Personnel placement, personnel and labor consulting

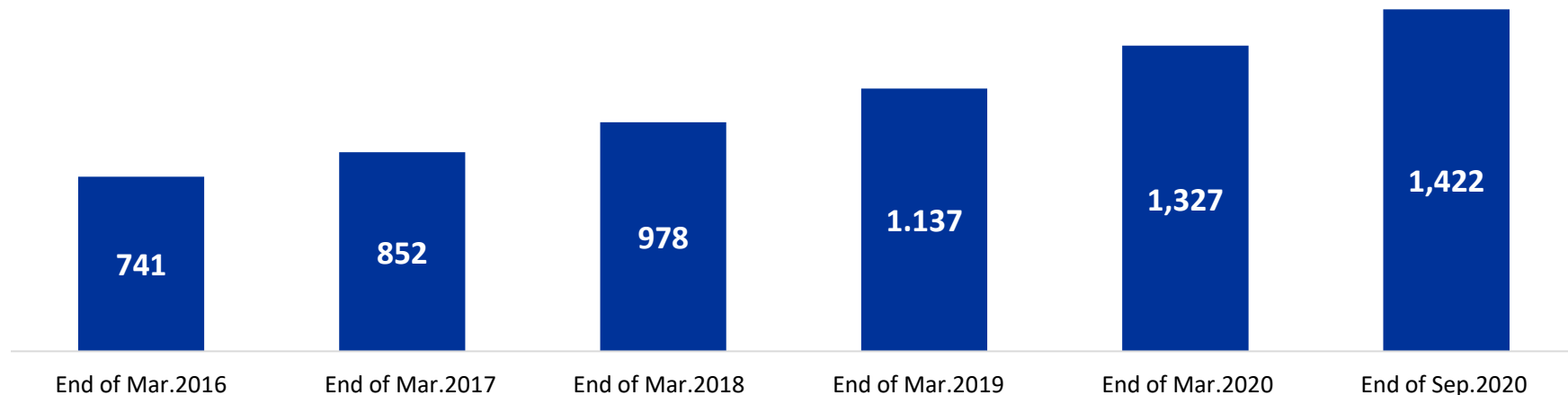
QHR Holdings

- Support and management consulting for operating companies in Thailand

## Number of Employees at Fiscal Year-End

Number of employees up by  
**95** from the end of March 2020

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



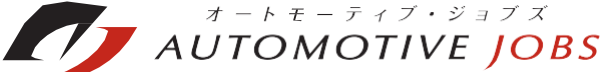

# Personnel Placement Services 1/2

	Category	Services
 <p>The Kango roo! website</p>	Recruiting site for nursing care professionals	<ul style="list-style-type: none"> <li>○ The largest volume of job listings for nurses, public health nurses and midwives</li> <li>○ Assistance for changing to a job with better compensation</li> </ul>
 <p>The Construction and Equipment Job Database</p>	Recruiting site for construction, facilities management and industrial plant professionals	Easy to locate jobs that match professional qualifications, experience, desired locations and other parameters
 <p>The Technician Job Database</p>	Recruiting site for construction consultants	<ul style="list-style-type: none"> <li>○ For construction engineers, civil engineering consulting managers and other consulting categories</li> <li>○ Easy to locate jobs that match professional qualifications, experience, desired locations and other parameters</li> </ul>
 <p>The MR BiZ website</p>	Site for viewing and comparing information required by MRs	Support for medical representatives (drug salespeople) seeking a different job to sell a promising new drug or better compensation and other working conditions
 <p>The Answers website</p>	Recruiting site for all types of pharmaceutical industry jobs	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
	News about the pharmaceutical industry	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
 <b>医療機器転職BiZ</b> 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 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
 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
 The Saishoku website	Recruiting and job changing site for people in the cosmetics industry	<ul style="list-style-type: none"> <li>○ Japan's leading recruiting site in this industry, covering planning, marketing, manufacturing, sales and all other job categories</li> <li>○ Supplies detailed information about workplace atmospheres, corporate cultures, compensation and other subjects involving specific jobs</li> </ul>

# Media Information Publishing Business

	Titles	Description
	<p>Life-style magazines                      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                      Iezukuri Navi</p>	<p>Now in its 23rd 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                      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.

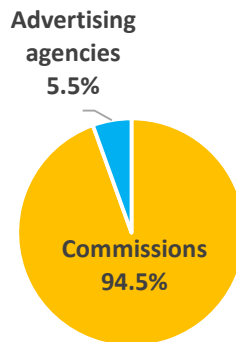
# Group network

	<p>Placements of people with professional/technical skills Recruiting business Overseas business</p>		<p>Recruiting of people for registration for temporary staffing assignments and permanent placements</p>
	<p>Publishing regional information magazines, posting and concierge services</p>		<p>Recruiting of people for registration for temporary staffing assignments and permanent placements</p>
	<p>Operation of the Nihon no Jinjibu website Planning and operation of associated events</p>		<p>Personnel and labor consulting</p>
	<p>Temporary staffing, personnel placement, temporary-to-permanent staffing, business contracting</p>		<p>Personnel placement</p>
	<p>Temporary staffing, personnel placement, nursery school operations and support</p>		<p>Personnel placement and personnel and labor consulting</p>
	<p>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</p>		<p>Seeking opportunities for human resources services in Southeast Asian countries</p>
	<p>Consulting using "STRUCT," a hiring strategy framework</p>		<p>Personnel placement, personnel and labor consulting in Thailand</p>
			<p>Support and management consulting for operating companies in Thailand</p>

# Reference Advertising Activities in the Recruiting Business

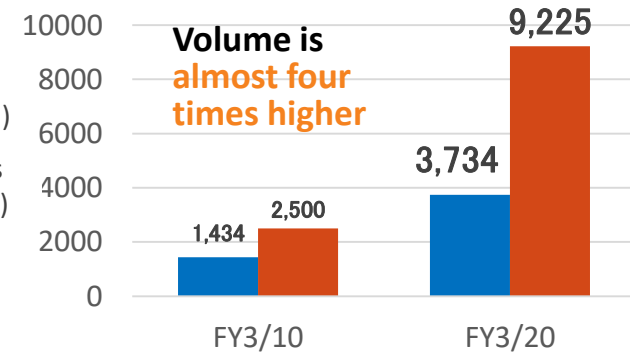
	Advertising agencies	Commissions	Operations
Business model differences	<ul style="list-style-type: none"> <li>○ Expenses for purchasing advertising space and services</li> <li>○ Gross profit = Sales from client companies – Cost of space/services</li> </ul>	<ul style="list-style-type: none"> <li>○ No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

Composition of Advertisements (FY3/20)



Performance Trends

- Sales (officially announced)
- Volume of advertisements handled (QUICK estimates)





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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.