

# Presentation Material for Investors

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Results of Operations for the Fiscal Year  
Ended March 31, 2021 (FY3/21)

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May 10 , 2021



Stock code : 4318

# Contents

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- P.3 FY3/21 Consolidated Financial Highlights
- P.7 FY3/21 Consolidated Financial Results
- P.19 FY3/22 Consolidated Earnings Forecast
- P.31 Medium-term Management Plan
- P.33 Supplementary Materials



# FY3/21 Consolidated Financial Highlights



## 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

**20,089** million yen Down 4.5% YoY

Operating profit

**1,867** million yen Down 36.3% YoY

Ordinary profit

**2,124** million yen Down 29.4% YoY

Profit attributable to  
owners of parent

**1,464** million yen Down 29.4% YoY

# FY3/21 Consolidated Financial Highlights 2

## POINT 1

### Operating Environment

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

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.
- ◎ Developed new business domains including M&A.
- ◎ Strengthened the operation base by such means as continuing to strengthen the recruitment of human resources and appropriately deploying human resources.

# 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

\*The IT & Internet Related Business and the Overseas Business that were previously included in "Other" in the segment information are shown independently as reportable segments.

Human Resources Service Business	Net sales	<b>13,258</b> million yen	Operating profit	<b>2,215</b> million yen
Recruiting Business	Net sales	<b>2,862</b> million yen	Operating profit	<b>188</b> million yen
Information Publishing Business	Net sales	<b>1,935</b> million yen	Operating profit	<b>90</b> million yen
IT and Internet-Related Business	Net sales	<b>1,268</b> million yen	Operating profit	<b>300</b> million yen
Overseas Business	Net sales	<b>764</b> million yen	Operating loss	<b>(108)</b> million yen



# FY3/21 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.



Recruiting Business



Overseas Business

### Information Business



Information Publishing  
Business



IT and Internet-  
Related Business



## FY3/21 Financial Results (YoY Change)

### YoY Change

(millions of yen)

	FY3/21 Results	FY20/3 Results		
		Results	YoY Change (Amount)	YoY Change (%)
Net sales	<b>20,089</b>	21,035	(945)	(4.5%)
Gross profit	<b>12,012</b>	12,919	(907)	(7.0%)
Selling, general and administrative expenses	<b>10,145</b>	9,989	156	1.6%
Operating profit	<b>1,867</b>	2,930	(1,063)	(36.3%)
Ordinary profit	<b>2,124</b>	3,009	(885)	(29.4%)
Profit attributable to Owners of parent	<b>1,464</b>	2,074	(609)	(29.4%)

# FY3/21 Segment Results (YoY Change)

## YoY Change

(millions of yen)

		FY3/21 Results	FY20/3 Results		
			Results	YoY Change(Amount)	YoY Change(%)
Net sales	Human Resources Service Business	13,258	13,217	40	0.3%
	Recruiting Business	2,862	3,734	(872)	(23.4%)
	Information Publishing Business	1,935	2,093	(158)	(7.5%)
	IT and Internet-Related Business	1,268	993	275	27.7%
	Overseas Business	764	996	(231)	(23.3%)
	Total	20,089	21,035	(945)	(4.5%)
Operating profit	Human Resources Service Business	2,215	2,487	(271)	(10.9%)
	Recruiting Business	188	901	(713)	(79.1%)
	Information Publishing Business	90	196	(106)	(54.2%)
	IT and Internet-Related Business	300	197	103	52.5%
	Overseas Business	(108)	(18)	(90)	—
	Adjustment	(820)	(834)	14	—
	Total	1,867	2,930	(1,063)	(36.3%)

## FY3/21 Effects of COVID-19

# The spread of COVID-19 had a significant impact mainly on the Recruiting Business, Information Publishing Business and Overseas Business

### Effects of COVID-19

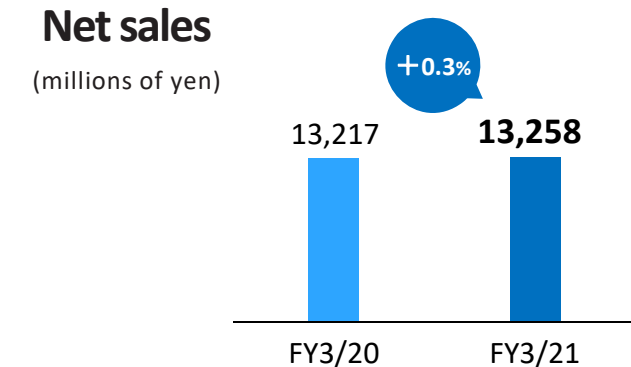
Segment	Details of the Effects
Human Resources Service Business	Sales expanded thanks to our initiatives, such as narrowing the areas of focus, rebuilding sales systems, and stepping up interviews with companies seeking workers and those who wish to change careers.
Recruiting Business	<p>[the new graduate category] The number of events related to new graduates decreased significantly, reflecting the cancellation of large joint corporate information sessions in metropolitan areas that were to be held in November and December, in addition to the overall cancellation of joint corporate information sessions for new graduates until August.</p> <p>[the mid-career hiring category] The volume of recruitment advertising for full-time employees, registered dispatched workers and part-time staff being handled is starting to recover, but it will need some more time to be fully restored as hiring needs among large staffing service companies, our core clients, as well as foodservice, sales and other service-sector companies declined sharply given the prolonged COVID-19 crisis.</p>
Information Publishing Business	Although business confidence in sales promotion was recovering gradually in the second quarter of the fiscal year under review, business confidence in sales promotions of client companies turned down again due to the suspension of the Go To Travel campaign and the impact of heavy snow in the Hokuriku region in January 2021, and the performance of information magazines and posting services deteriorated.
Overseas Business	Due to strict regulations in many countries (lockdowns, restrictions on going out, restrictions on immigration, etc.), corporate recruiting needs are shifting from hiring experienced staff from overseas to hiring local staff with equivalent skills.

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

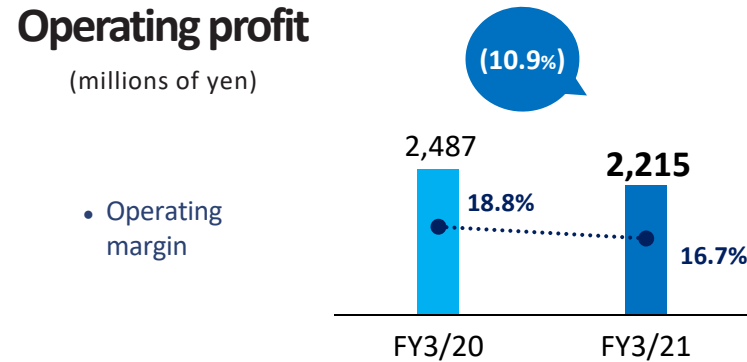
## Human Resources Service Business

Net sales **13,258** million yen    Operating profit **2,215** million yen

Both the placement and dispatching of nurses and childcare workers increased steadily!  
The placement of other professionals was almost on a par with the previous fiscal year



- Personnel placement    123    ↗
- Temporary staffing    (112)    ↘



- Higher personnel expenses resulted in a decrease in profit.

# FY3/21 Segment Results (Recruiting Business)

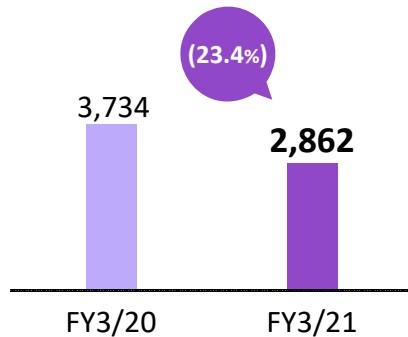
## Recruiting Business

Net sales **2,862** million yen      Operating profit **188** million yen

The volume of Indeed services handled continued to expand steadily!  
Sales of other recruitment advertising declined but were recovering more quickly than expected

### Net sales

(millions of yen)



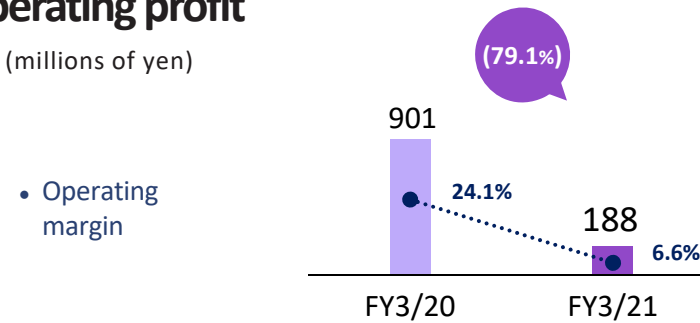
□ Recruiting advertising / Event (1,220) ↓

(The new graduates category declined given the effects of COVID-19 (140) ↓)  
(The mid-career category declined given the effects of COVID-19 (1,080) ↓)

□ Indeed 168 ↑

### Operating profit

(millions of yen)



• Operating margin

□ 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.

# FY3/21 Segment Results (Information Publishing Business)

## Information Publishing Business

**Net sales** **1,935** million yen **Operating profit** **90** million yen

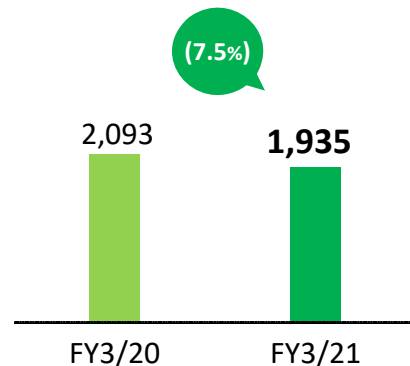
The volume of concierge services\* handled continued to expand strongly!

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

Sales of mainstay lifestyle magazines declined but continued to recover from the second quarter, showing a recovery trend

### Net sales

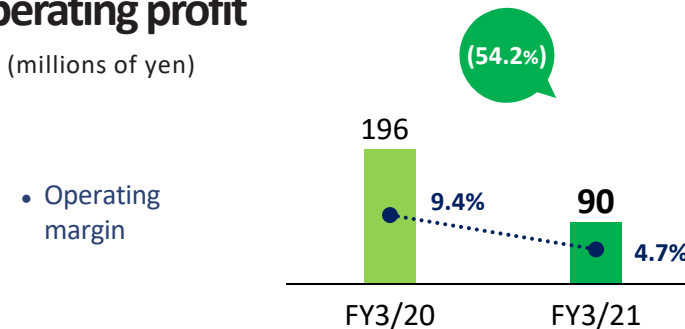
(millions of yen)



□ lifestyle information magazines	(194)	↘
□ Indeed	1	↗
□ cococolor(Concierge service)	31	↗
□ Posting service	(16)	↘

### Operating profit

(millions of yen)



□ 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.

# FY3/21 Segment Results (IT and Internet-Related Business)

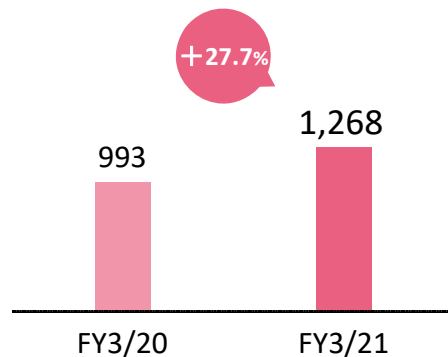
## IT and Internet-Related Business

Net sales **1,268** million yen      Operating profit **300** million yen

**Profit of HR Vision increased with the improved profitability of HR Conference!  
Kronos was driving segment performance because the learning business remained firm!**

### Net sales

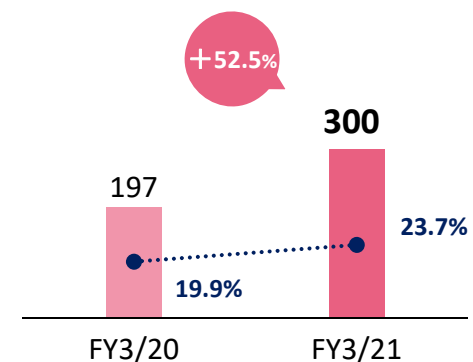
(millions of yen)



□ Nihon no Jinjibu	20	➔
□ System Development Business	168	➔
□ Learning Business	184	➔

### Operating profit

(millions of yen)



- HR Vision  
Profitability improved as a result of success in reducing costs (meeting expenses, etc.) due to online access to HR Conference.
- 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.

# FY3/21 Segment Results (Overseas Business 1)

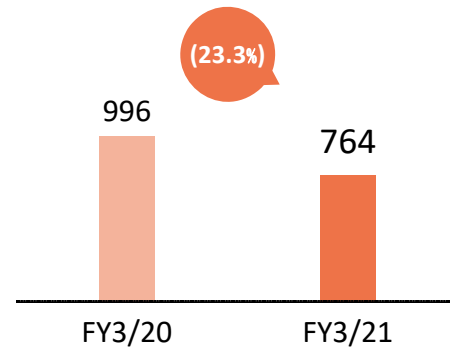
## Overseas Business

Net sales **764** million yen      Operating loss **(108)** million yen

While sales declined due to the impact of COVID-19, international career change support from the United Kingdom to European companies was strong

### Net sales

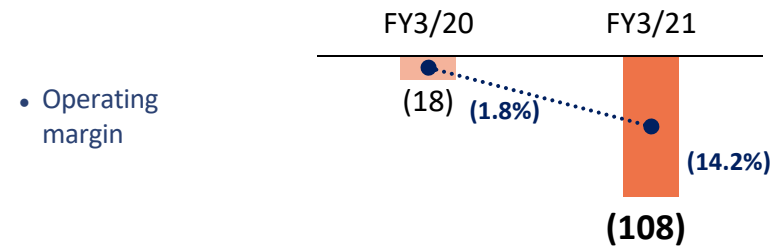
(millions of yen)



□ USA	(118)	↘	□ SHANGHAI	(0)	→
□ UK	(87)	↘	□ VIETNAM	(10)	↘
(International career change support 16 ↗)			□ THAILAND	8	↗
□ MEXICO	(18)	↘	□ JAPAN	2	↗

### Operating loss

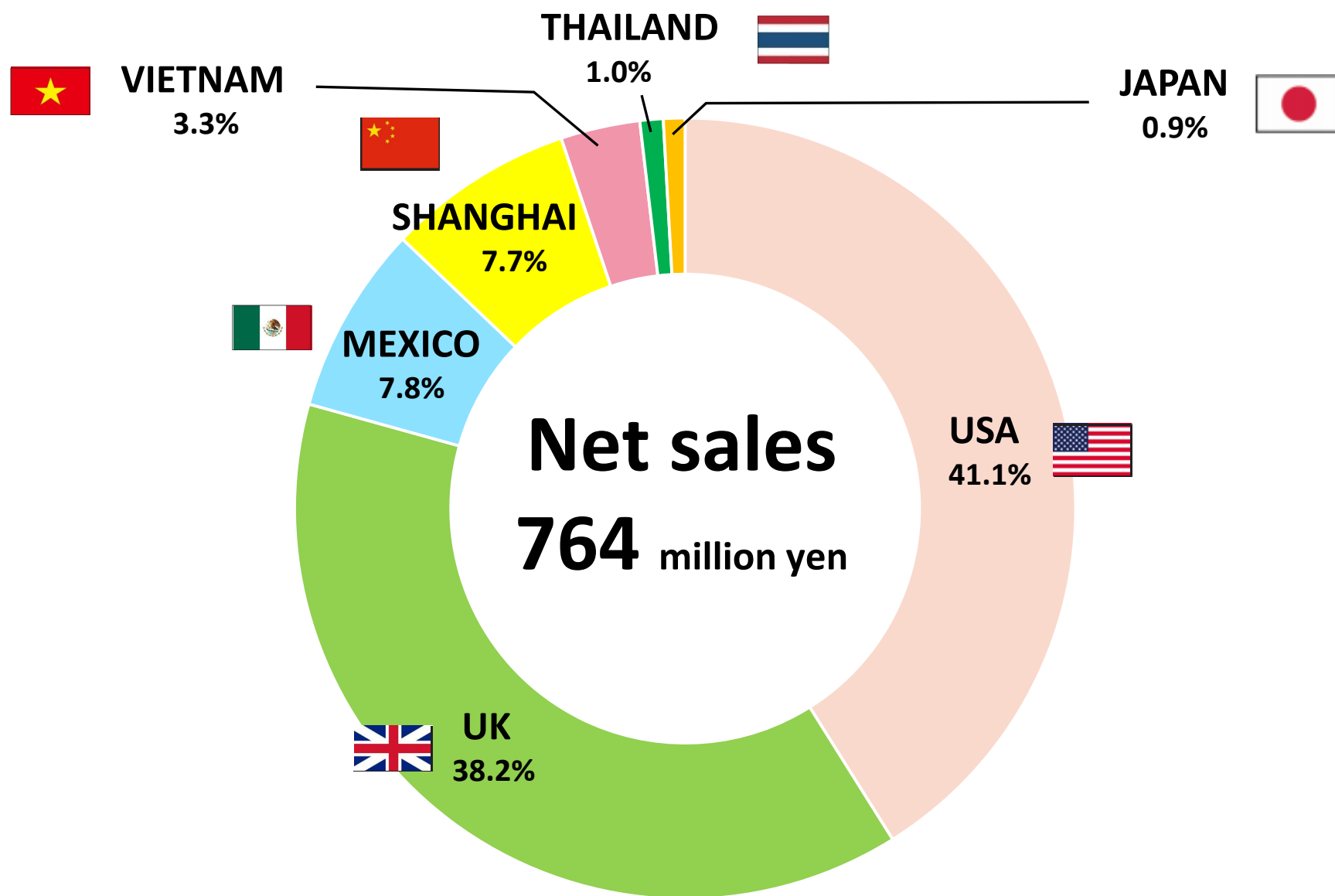
(millions of yen)



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



# FY3/21 Segment Results (Overseas Business 2)



# 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 operates and edits several websites and diverse content to acquire registered job applicants through organic channels from its own site and develops knowhow gained through the above into 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)





# FY3/22 Consolidated Earnings Forecast



# FY3/22 Consolidated Earnings Forecast

## FY3/22 Earnings/dividends forecasts (YoY change)

(Millions of yen)

	FY3/21 Full-year results	FY3/22		
		Full-year forecast	YoY Change (Amount)	YoY Change (%)
Net sales	<b>20,089</b>	<b>21,400</b>	<b>1,310</b>	<b>6.5%</b>
Gross profit	<b>12,012</b>	<b>13,426</b>	<b>1,413</b>	<b>11.8%</b>
Selling, general and administrative expenses	<b>10,145</b>	<b>10,940</b>	<b>794</b>	<b>7.8%</b>
Operating profit	<b>1,867</b>	<b>2,486</b>	<b>618</b>	<b>33.1%</b>
Ordinary profit	<b>2,124</b>	<b>2,500</b>	<b>375</b>	<b>17.7%</b>
Profit attributable to owners of parent	<b>1,464</b>	<b>1,706</b>	<b>241</b>	<b>16.5%</b>
Dividend per share (yen)	<b>44</b> (Ordinary dividend 32 yen) (Commemorative dividend 12 yen)	<b>40</b>	<b>(4)</b>	<b>—</b>

# FY3/22 Forecast by Segment

## FY3/22 Forecast by Segment (YoY change)

(Millions of yen)

		FY3/21 Full-year results	FY3/22		
			Full-year forecast	YoY Change (Amount)	YoY Change (%)
Net sales	Human Resources Service Business	13,258	14,592	1,333	10.1%
	Recruiting Business	2,862	2,704	(157)*	(5.5%)
	Information Publishing Business	1,935	1,963	27	1.4%
	IT and Internet-Related Business	1,268	1,267	(1)	(0.1%)
	Overseas Business	764	872	107	14.1%
	Total	20,089	21,400	1,310	6.5%
Operating profit	Human Resources Service Business	2,215	2,463	247	11.2%
	Recruiting Business	188	393	204*	108.3%
	Information Publishing Business	90	145	55	61.5%
	IT and Internet-Related Business	300	232	(68)	(22.9%)
	Overseas Business	(108)	(11)	96	—
	Adjustment	(820)	(737)	82	—
	Total	1,867	2,486	618	33.1%

\*While net sales (full-year forecast for FY3/22) in the Recruiting Business will decline due to changes in accounting standards, operating profit (full-year forecast for FY3/22) will not be affected. See page 24.

# FY3/22 Business Segment Forecasts (Human Resources Service Business)

## Human Resources Service Business

Net sales **14,592** million yen      Operating profit **2,463** million yen

Develop functions and enhance content on websites operated by the Company, deeply cultivate the existing domains, strengthen human resource development and develop new markets for specialized jobs

(Millions of yen)

	FY3/21 Full-year results	FY3/22 Full-year forecast	YoY change (Amount)	YoY change (%)
Net sales	13,258	14,592	1,333	10.1%
Operating profit	2,215	2,463	247	11.2%

Factors for increase/decrease in full-year forecast

YoY change (millions of yen)

- Personnel Placement      1,110
- Temporary staffing      159

- Nursery school operations      26

# FY3/22 Business Segment Forecasts (Recruiting Business)

## Recruiting Business

Net sales **2,704** million yen     
 Operating profit **393** million yen

Strengthen sales expansion in Indeed services by leveraging our original job posting management system, and strengthen consulting to improve the hiring capabilities of large and midsize companies

(Millions of yen)

	FY3/21 Full-year results	FY3/22 Full-year forecast	YoY change (Amount)	YoY change (%)
Net sales	2,862	2,704	(157)*	(5.5%)
Operating profit	188	393	204*	108.3%

\*While net sales (full-year forecast for FY3/22) will decline due to changes in accounting standards, operating profit (full-year forecast for FY3/22) will not be affected. See page 24

Factors for  
increase/decrease  
in full-year forecast

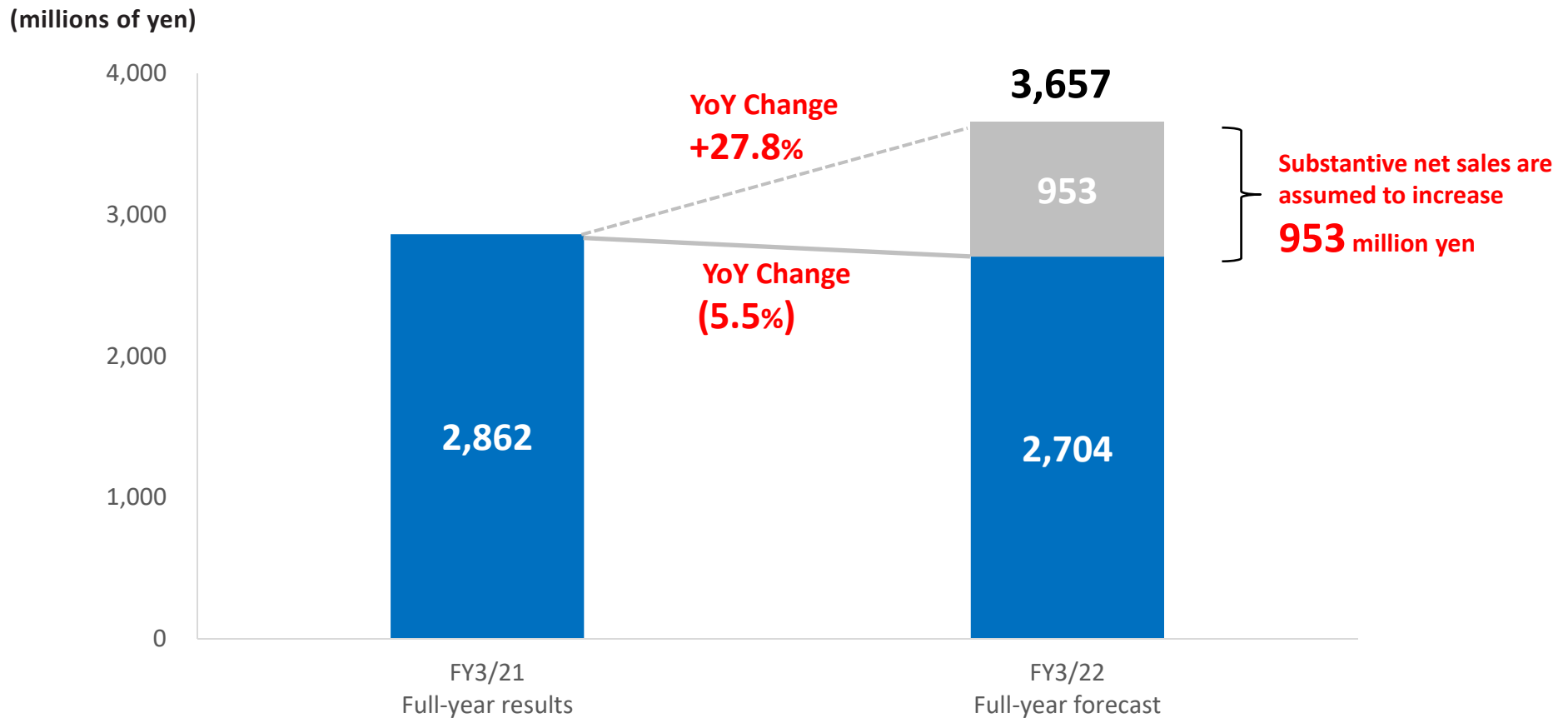
YoY change (millions of yen)

- Recruiting advertising sales      26
- In-house products                      133
- Indeed\*    (259)

\*Net sales (full-year forecast for FY3/22) will decline due to changes in accounting standards. If accounting standards remain the same as before, 473 million yen

## FY3/22 Grounds for a decline in net sales of the Recruiting Business

- Due to changes in accounting standards, the method of recording sales of the products of advertising agencies such as Indeed and Rikunabi has changed from the previous method of including the cost of purchase to a method in which the cost of purchase is deducted (recording only the gross profit), having an impact on net sales of the Recruiting Business
- If accounting standards remain the same as before, net sales are assumed to increase 27.8% from FY3/21





## Amount of impact of changes in accounting standards by segment

Earning forecast (year on year) for FY3/22 by segment if accounting standards remain the same as before

(millions of yen)

		FY3/21 Full-year results	If accounting standards remain the same as before		
			FY3/22 Full-year forecast	Amount of impact	YoY Change (%)
Net sales	Human Resources Service Business	<b>13,258</b>	<b>14,592</b>	<b>0</b>	<b>10.1%</b>
	Recruiting Business	<b>2,862</b>	<b>3,657</b>	<b>953</b>	<b>27.8%</b>
	Information Publishing Business	<b>1,935</b>	<b>2,037</b>	<b>74</b>	<b>5.3%</b>
	IT and Internet-Related Business	<b>1,268</b>	<b>1,275</b>	<b>8</b>	<b>0.6%</b>
	Overseas Business	<b>764</b>	<b>872</b>	<b>0</b>	<b>14.1%</b>
	Total	<b>20,089</b>	<b>22,435</b>	<b>1,035</b>	<b>11.7%</b>

# FY3/22 Business Segment Forecasts (Information Publishing Business)

## Information Publishing Business

Net sales **1,963** million yen     
 Operating profit **145** million yen

**Propose collaboration between paper media and web-related services**  
**Strengthen the sales systems and areas for concierge services\***

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

(Millions of yen)

	FY3/21 Full-year results	FY3/22 Full-year forecast	YoY change (Amount)	YoY change (%)
Net sales	1,935	1,963	27	1.4%
Operating profit	90	145	55	61.5%

**Factors for  
increase/decrease  
in full-year forecast**

YoY change (millions of yen)

- Lifestyle information magazines      5
- cococolor(Concierge service)      31
- Indeed\*      (45)
- posting      (4)

\*Net sales (full-year forecast for FY3/22) will decline due to changes in accounting standards.  
 If accounting standards remain the same as before, 29 million yen

# FY3/22 Business Segment Forecasts (IT and Internet-Related Business)

## IT and Internet-Related Business

Net sales **1,267** million yen      Operating profit **232** million yen

Expand the number of exhibitors and enhance content at the “Nihon no Jinjibu HR Conference,” and increase orders received for development projects to promote and realize DX

(Millions of yen)

	FY3/21 Full-year results	FY3/22 Full-year forecast	YoY change (Amount)	YoY change (%)
Net sales	1,268	1,267	(1)	(0.1%)
Operating profit	300	232	(68)	(22.9%)

Factors for increase/decrease in full-year forecast

YoY change (millions of yen)

□ Nihon no Jinjibu      21      ↗

□ System Development Business      37      ↗

□ Learning Business      (30)      ↘

# FY3/22 Business Segment Forecasts (Overseas Business)

## Overseas Business

Net sales **872** million yen      Operating loss **(11)** million yen

Focus on personnel placement dedicated to professionals in the fields of IT and accounting for which recruiting needs are high, and strengthen support for job seekers looking for an international career change, with a view to the future after COVID-19 is contained

(Millions of yen)

	FY3/21 Full-year results	FY3/22 Full-year forecast	YoY change (Amount)	YoY change (%)
Net sales	764	872	107	14.1%
Operating loss	(108)	(11)	96	—

Factors for increase/decrease in full-year forecast

YoY change (millions of yen)

- USA                    29    ↗
- UK                     27    ↗
- MEXICO               6      ↗
- SHANGHAI            19    ↗
- VIETNAM              4      ↗
- THAILAND            17    ↗
- JAPAN                (2)   ↘

# FY3/22 Dividends Forecast

Payout ratio

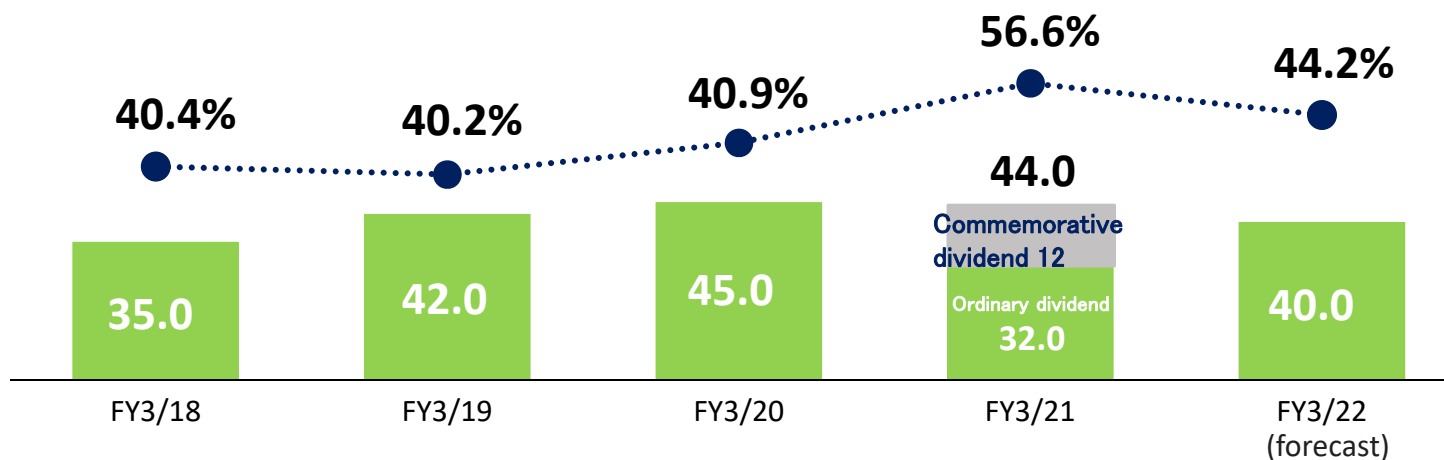
**44.2%** of profit attributable to owners of parent

FY3/22  
Dividends Forecast

[ Annual dividend ] **40.0 yen**

[end of the second quarter] 20 yen [fiscal year-end] 20 yen

©Trend in Dividend per Share (yen)



Note: Payout ratio in FY3/21 includes commemorative dividend of 12 yen.

# 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



Substantiate the service lineup in the Recruiting Business, Reinforce hiring consulting power



# Medium-term Management Plan



## **FY3/22 Medium-term Management Plan**

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**Given that COVID-19 is still spreading worldwide and that a state of emergency was declared again in Osaka, Tokyo and elsewhere in Japan in April after the declaration in January 2021, the timing of the pandemic's containment is difficult to foresee, and business activities will likely continue to be affected 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 FY3/22, 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**



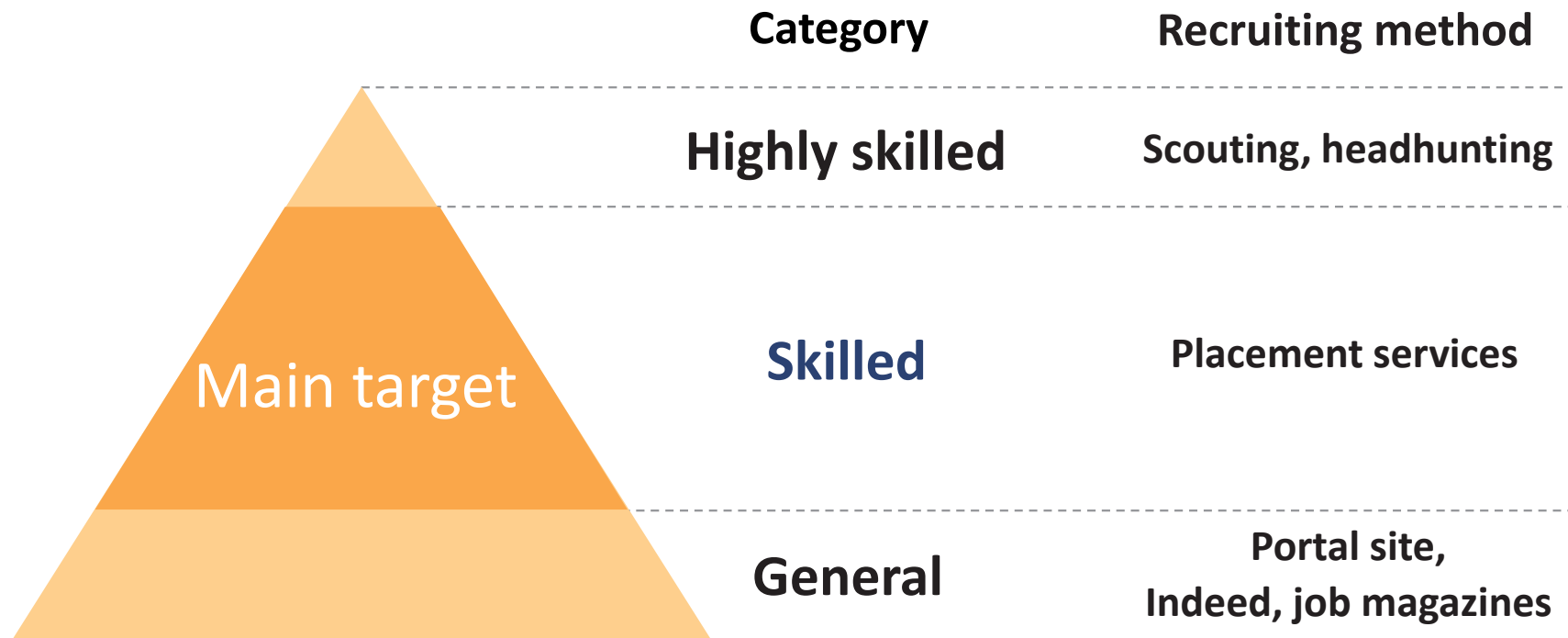
**More growth of the personnel placement market**

**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

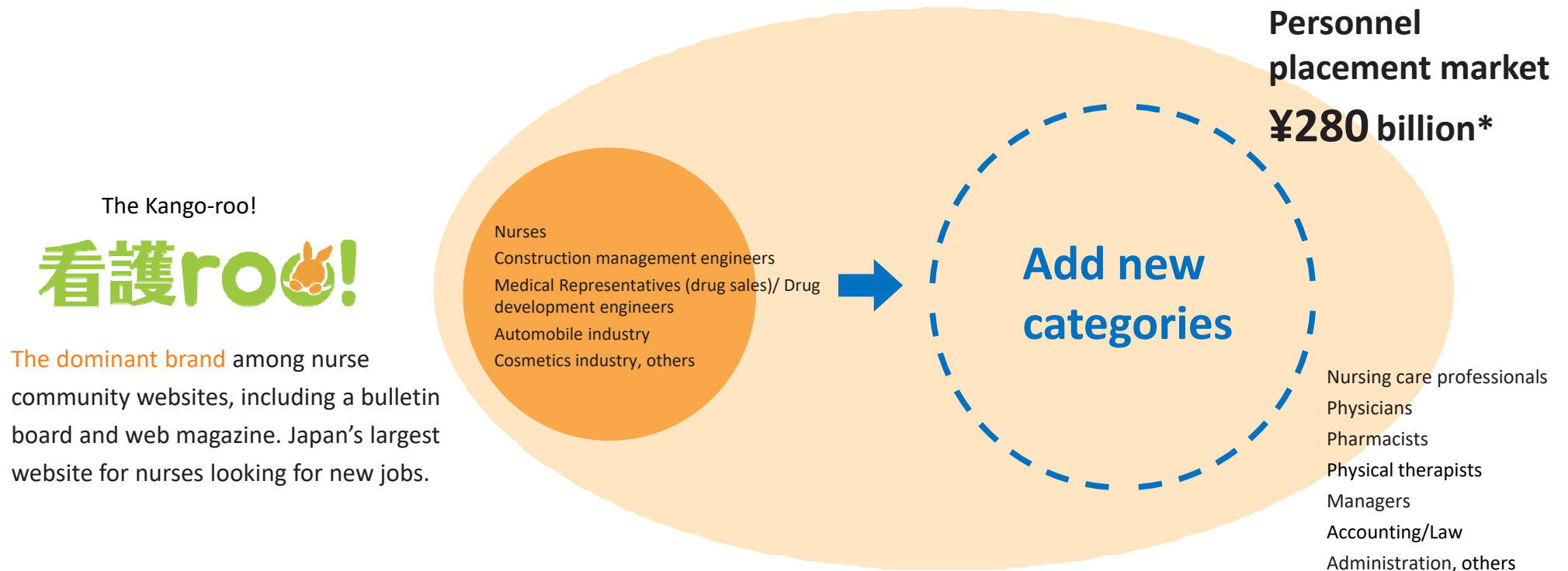
Increase the focus on placements of people with specialized skills

Structure of the human resources placement market for professionals



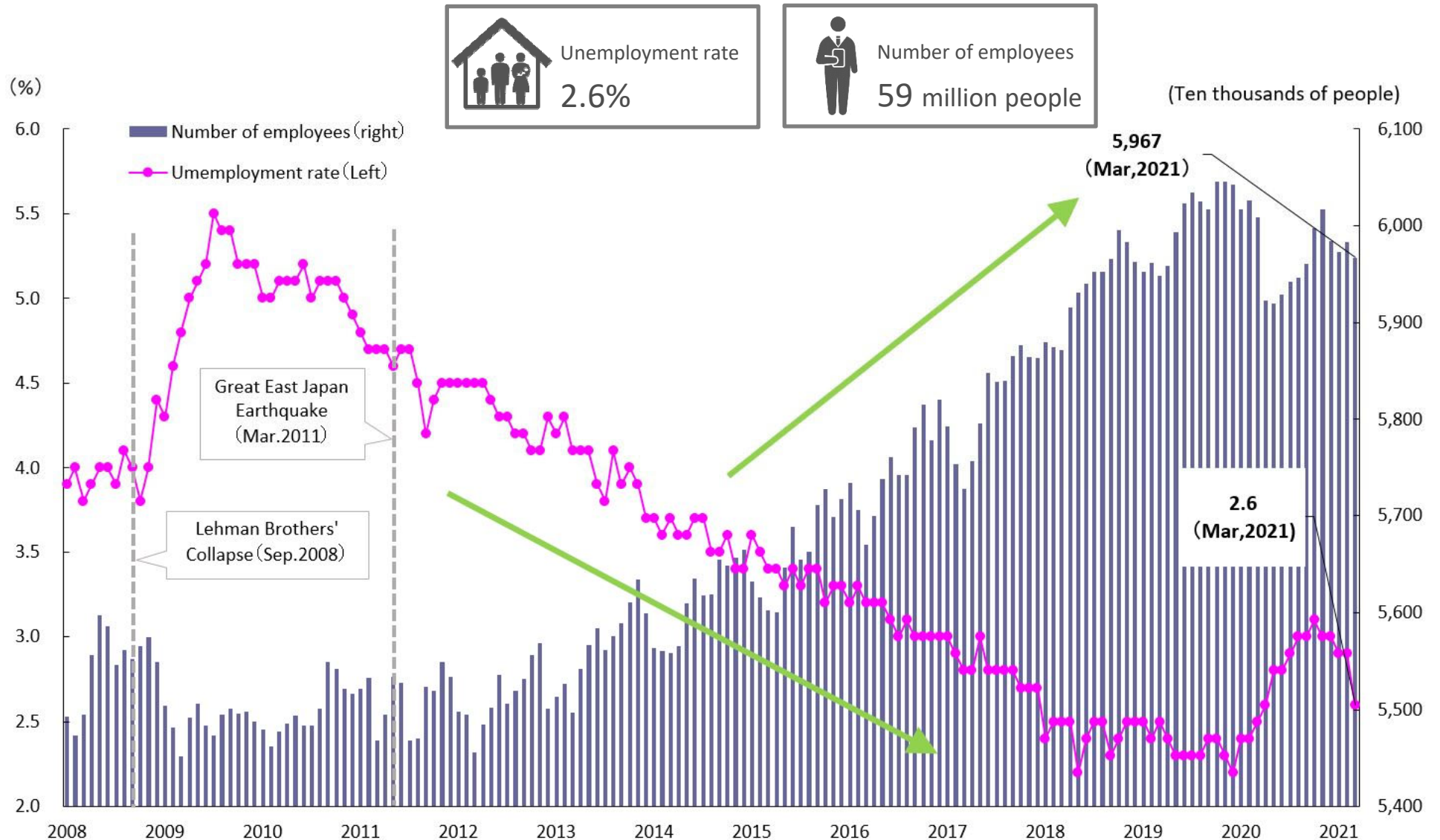
# Market Conditions The Market for Placements of Skilled Workers

- 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



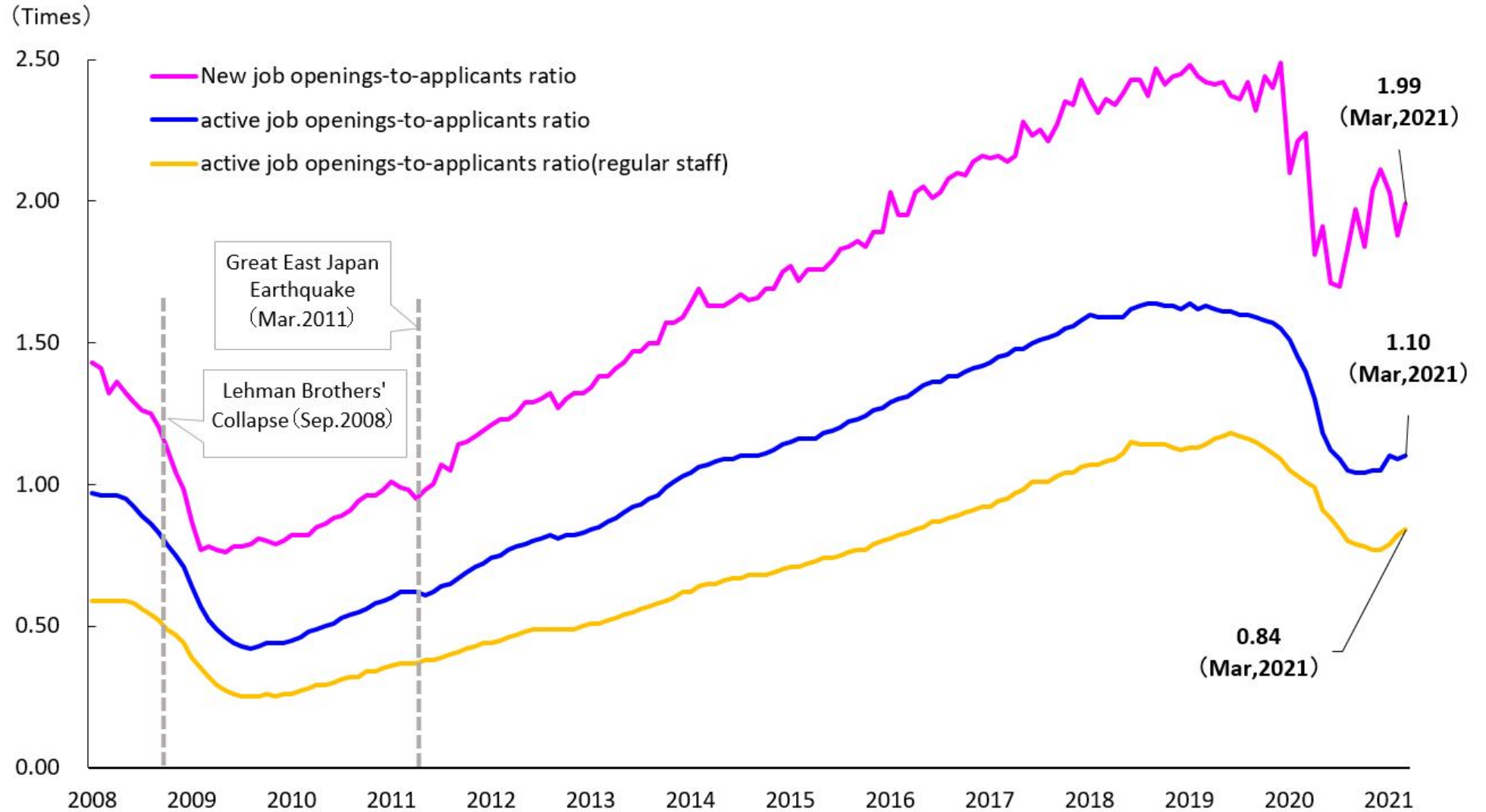
Source: Prepared by QUICK based on "Current Status and Prospects of Human Resources Business 2020" by Yano Research Institute Ltd.

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



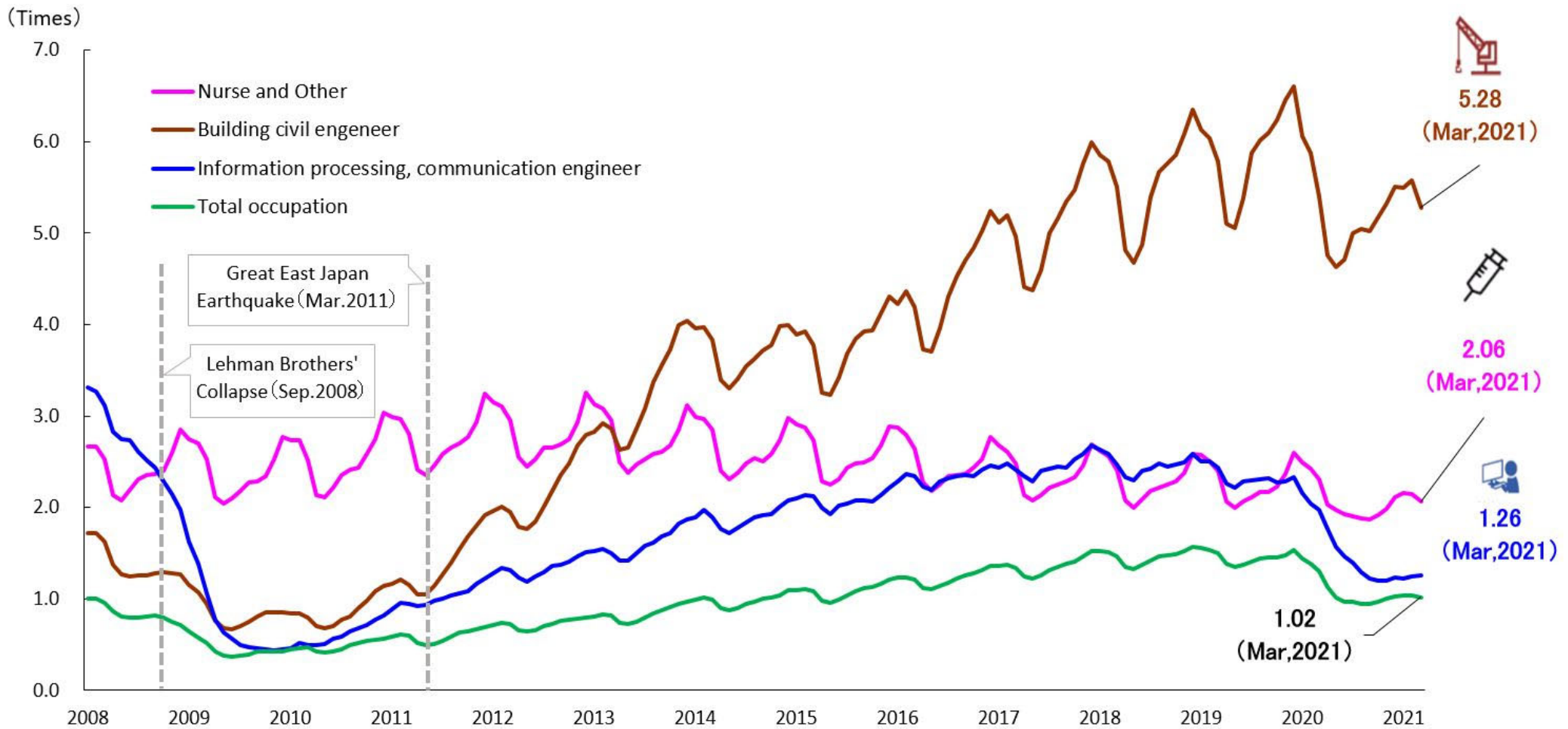
Source: Prepared by QUICK based on Labor Force Survey (unemployment rate: actual figures; number of employees: seasonally adjusted) of the Statistics Bureau, Ministry of Internal Affairs and Communications

# 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

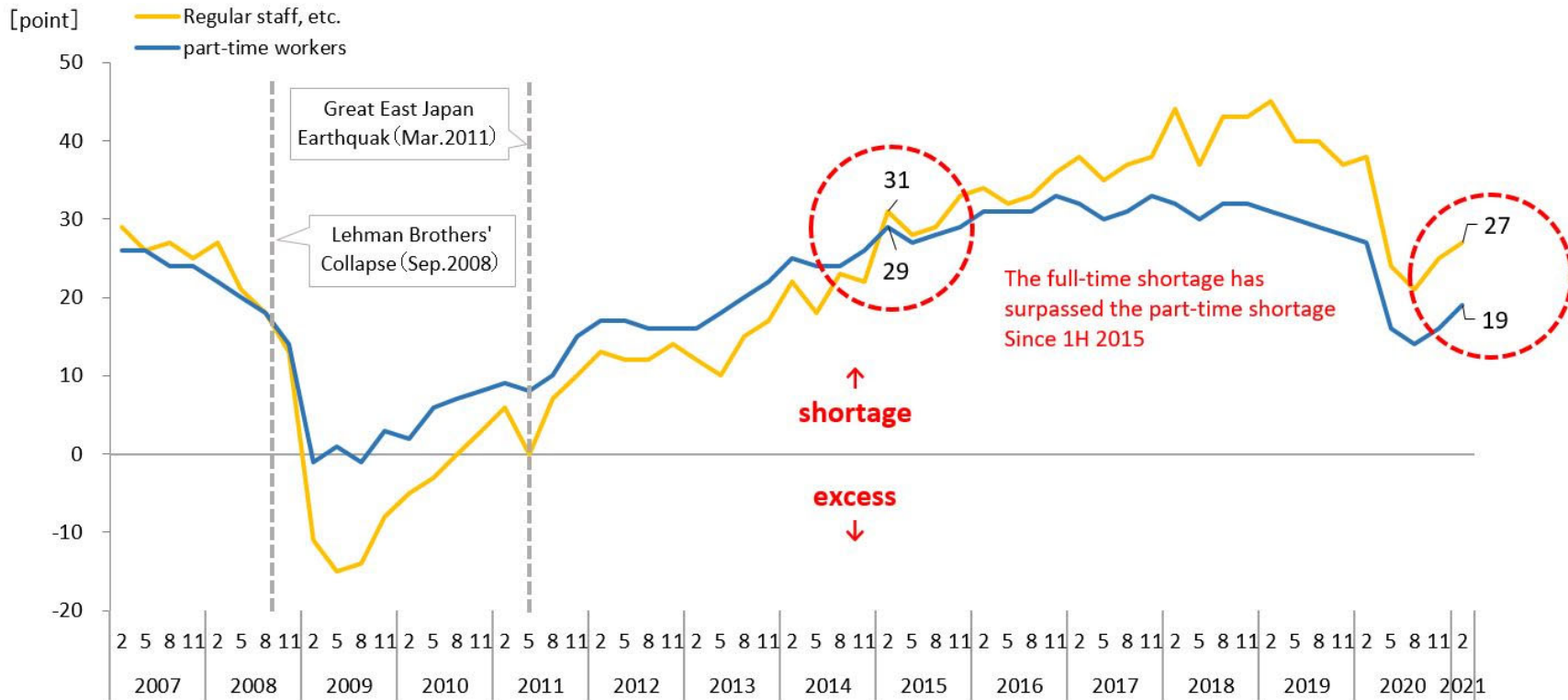


Source: Prepared by QUICK based on Job Opening-to-Applicants Ratios for Job Categories (including part-time) of the Ministry of Health, Labour and Welfare



# 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

QHR Recruitment

- Personnel placement, personnel and labor consulting

QHR Holdings

- Support and management consulting for operating companies in Thailand

QUICK VIETNAM

- Personnel placement, personnel management consulting

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



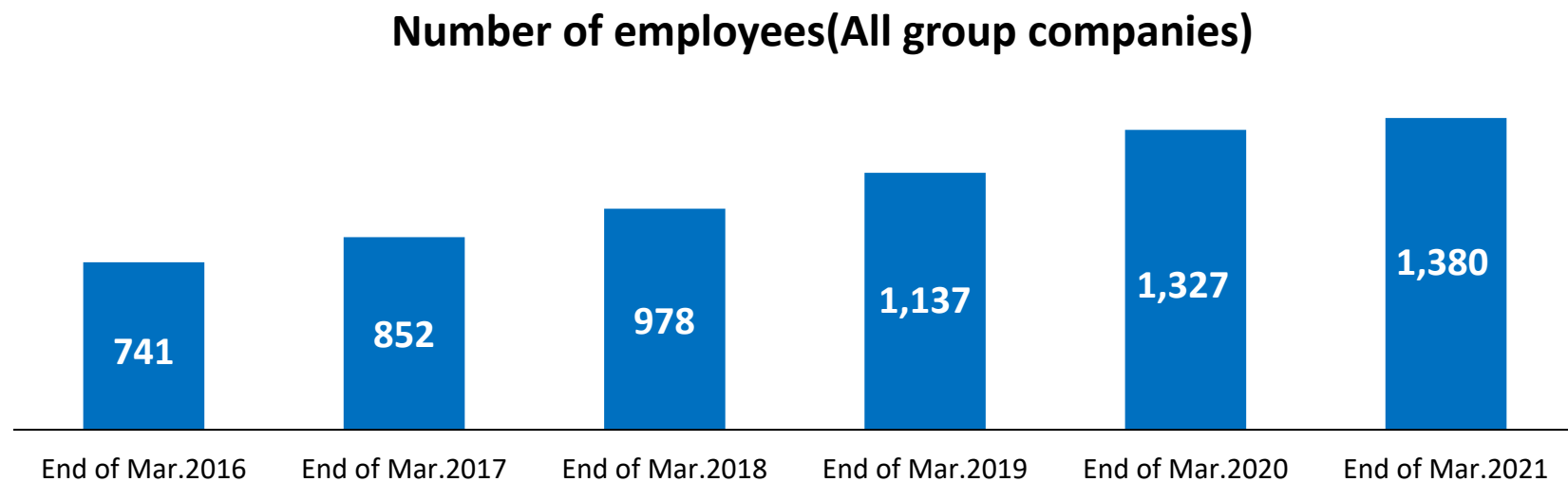
Aguascalientes

QUICK GLOBAL MEXICO,

- Personnel placement, personnel and labor consulting

## Number of Employees at Fiscal Year-End

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



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
 <p>Iryo Kiki Tenshoku BiZ</p>	<p>A job changing site specializing in the medical equipment industry</p>	<p>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</p>
 <p>E&amp;M JOBS website</p>	<p>A site for engineers looking for a different job</p>	<p>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</p>
 <p>The Automotive Jobs website</p>	<p>Recruiting and job changing site for people in the automobile industry</p>	<p>Ranks among the leaders in the number of job listings and matching accuracy; also has a large volume of information about companies</p>
 <p>The Saishoku website</p>	<p>Recruiting and job changing site for people in the cosmetics industry</p>	<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>Personnel placement and Personnel management consulting</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: Differences in method of recording sales of media in the Recruiting Business

Media	Rikunabi NEXT / Rikunabi-haken / FromA nabi / Hatalike Town Work	Rikunabi / Gosetsu	Indeed ※Expanded in recruiting business and information publishing business
Method of recording sales	<p>○Sales = Ad placement fees from Recruit Co.,Ltd.</p>	<p>○Sales = Sales from client companies - Cost of purchase</p> <p><small>*Starting from FY3/22, the method of recording sales that included the cost of purchase has been changed to a method in which the cost of purchase is deducted</small></p>	<p>○Sales (advertisements) = Sales from client companies - Cost of purchase</p> <p><small>*Starting from FY3/22, the method of recording sales that included the cost of purchase has been changed to a method in which the cost of purchase is deducted</small></p> <p>○Sales (operating expenses) = About 20% of the click rate</p>
Differences	<p>○No expenses for purchasing advertising space and services</p> <p>○Sales = Ad placement fees from Recruit Co.,Ltd.</p>	<p>○Cost of purchase will be incurred</p> <p>○Deduct cost of purchase to record sales (*Record only gross profit on sales)</p>	<p>○Cost of purchase (advertising costs) will be incurred</p> <p>○Deduct cost of purchase to record sales (advertisements) (*Record only gross profit on sales)</p> <p>○Sales (operating expenses) = About 20% of the click rate</p>





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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.