

Presentation Material for Investors

**Results of Operations for the First Half of
the Fiscal Year Ending March 31, 2022 (FY3/22)**

November 8 , 2021



Stock code :4318

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1H FY3/22 Consolidated Financial Highlights

The Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and other standards were adopted at the beginning of the fiscal year ending March 31, 2022, which apply retroactively to the values for the fiscal year ended March 31, 2021, in the following pages.

1H FY3/22 Consolidated Financial Highlights 1

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

Net sales

12,202 million yen

Up 18.5% YoY

Up 6.5% vs. plan

Operating profit

2,656 million yen
Up 39.3% YoY
Up 16.1% vs. plan

Ordinary profit

2,685 million yen
Up 32.1% YoY
Up 17.0% vs. plan

Profit attributable to owners of parent

1,889 million yen
Up 32.7% YoY
Up 19.3% vs. plan

1H FY3/22 Consolidated Financial Highlights 2

POINT 1

Operating Environment

The impact of COVID-19 varies depending on the industry, and the environment for recruitment is generally recovering from the previous fiscal year.

Demand for human resources in medical services, architecture, and IT continues to be strong.

The environment for recruitment began to recover also in other industries in line with progress in measures against COVID-19.

POINT 2

Our Activities

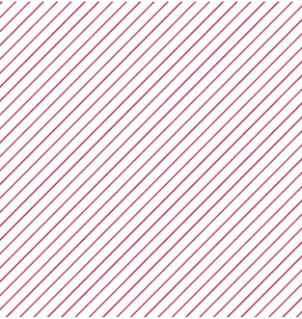
We provided a diverse array of services that matched the human resources needs of companies.

- ◎ Improved personnel placement and temporary staffing in specific industries where the shortage of human resources is strongly felt and which are facing difficulty in recruitment.
- ◎ Maintained high productivity even amid the pandemic by developing a remote system at an early stage.
- ◎ Strengthened coordination between the group companies.
- ◎ Strengthened the operation base by such means as strengthening the recruitment of human resources and appropriately deploying human resources.

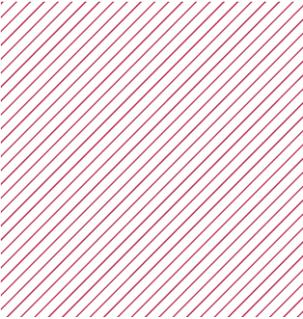
1H FY3/22 Consolidated Financial Highlights by Segment

Both sales and profit increased in all segments!
The mainstay Human Resources Services Business remained strong!

Human Resources Service Business	Net sales	8,829 million yen	Operating profit	2,631 million yen
Recruiting Business	Net sales	1,167 million yen	Operating profit	88 million yen
Information Publishing Business	Net sales	1,028 million yen	Operating profit	95 million yen
IT and Internet-Related Business	Net sales	742 million yen	Operating profit	234 million yen
Overseas Business	Net sales	434 million yen	Operating profit	10 million yen



1H FY3/22 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

1H FY3/22 Financial Results (YoY Change/Vs. Plan)

YoY Change/Vs. Plan

(Percentages are rates of year-on-year increase or decrease and rates of increase or decrease in comparison to plans) (millions of yen)

	1H FY3/22 Results	1H FY3/21 Results			1H FY3/22 Plan		
		Results	YoY Change [amount]	YoY Change [%]	Plan	Vs. Plan [amount]	Vs. Plan [%]
Net sales	12,202	10,300	1,902	18.5%	11,457	744	6.5%
Gross profit	8,299	6,787	1,511	22.3%	7,667	631	8.2%
Selling, general and administrative expenses	5,642	4,879	762	15.6%	5,380	262	4.9%
Operating profit	2,656	1,907	748	39.3%	2,287	369	16.1%
Ordinary profit	2,685	2,032	652	32.1%	2,294	390	17.0%
Profit attributable to owners of parent	1,889	1,423	466	32.7%	1,584	305	19.3%

1H FY3/22 Segment Results (YoY Change/Vs. Plan)

YoY Change/Vs. Plan

(Percentages are rates of year-on-year increase or decrease and rates of increase or decrease in comparison to plans) (millions of yen)

		1H FY3/22 Results	1H FY3/21 Results			1H FY3/22 Plan		
			Results	YoY Change [amount]	YoY Change [%]	Plan	Vs. Plan [amount]	Vs. Plan [%]
Net sales	Human Resources Service Business	8,829	7,563	1,265	16.7%	8,231	597	7.3%
	Recruiting Business	1,167	820	347	42.4%	1,211	(43)	(3.6%)
	Information Publishing Business	1,028	873	154	17.7%	925	103	11.1%
	IT and Internet-Related Business	742	658	83	12.7%	667	74	11.2%
	Overseas Business	434	383	51	13.3%	421	12	3.1%
	Total	12,202	10,300	1,902	18.5%	11,457	744	6.5%
Operating profit	Human Resources Service Business	2,631	2,322	309	13.3%	2,412	219	9.1%
	Recruiting Business	88	(140)	229	—	91	(2)	(3.1%)
	Information Publishing Business	95	28	67	239.8%	41	53	128.0%
	IT and Internet-Related Business	234	147	86	58.8%	133	100	75.1%
	Overseas Business	10	(53)	64	—	(5)	15	—
	Adjustment	(404)	(396)	(7)	—	(386)	(17)	—
	Total	2,656	1,907	748	39.3%	2,287	369	16.1%

1H FY3/22 Segment Results (Human Resources Service Business)

Human Resources Service Business

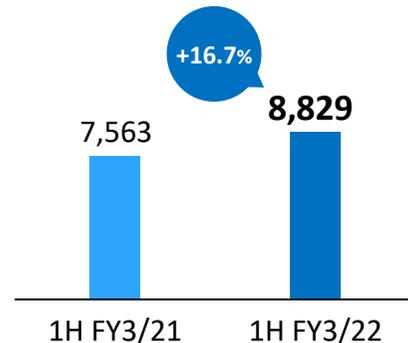
Net sales **8,829** million yen Operating profit **2,631** million yen

Personnel placement achieved steady growth!

Temporary staffing of both nurses and childcare workers remained active!

Net sales

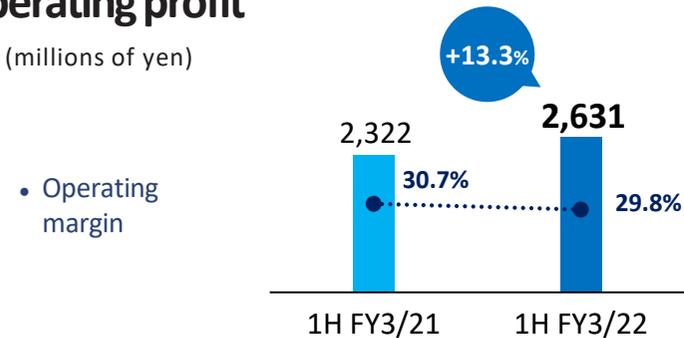
(millions of yen)



- Personnel placement 1,145 ↗
- Temporary staffing 68 ↗

Operating profit

(millions of yen)



- Higher sales resulted in an increase in profit.

1H FY3/22 Segment Results (Recruiting Business)

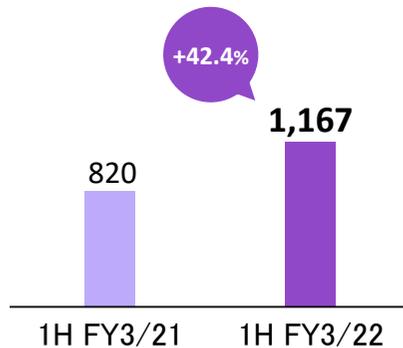
Recruiting Business

Net sales **1,167** million yen Operating profit **88** million yen

Handling volume of Indeed services expanded steadily!
Advertising for recruiting full-time employees and part-time workers grew significantly!

Net sales

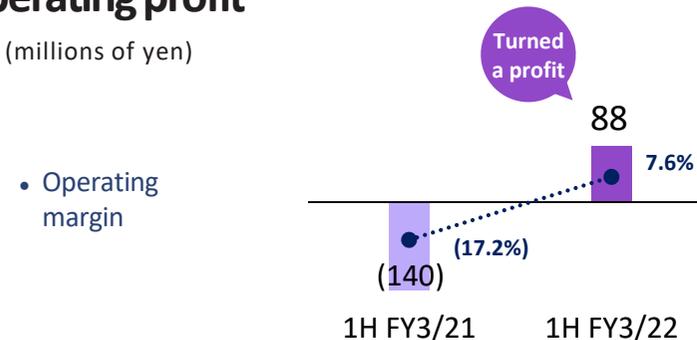
(millions of yen)



<input type="checkbox"/> Recruiting advertising / Event	189	➔
<input type="checkbox"/> Indeed	104	➔
<input type="checkbox"/> In-house planned products	15	➔

Operating profit

(millions of yen)



- Turned a profit thanks to sales growth based on the recovery of demand for recruitment.

1H FY3/22 Segment Results (Information Publishing Business)

Information Publishing Business

Net sales **1,028** million yen Operating profit **95** million yen

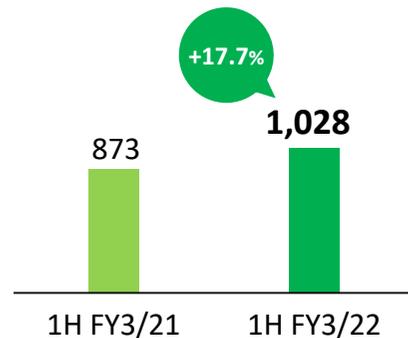
All segments of concierge services* and posting steadily increased!

* Face-to-face consulting service specialized in life events (job change, marriage, building a house, etc.)

Mainstay lifestyle information magazines remained mostly unchanged.

Net sales

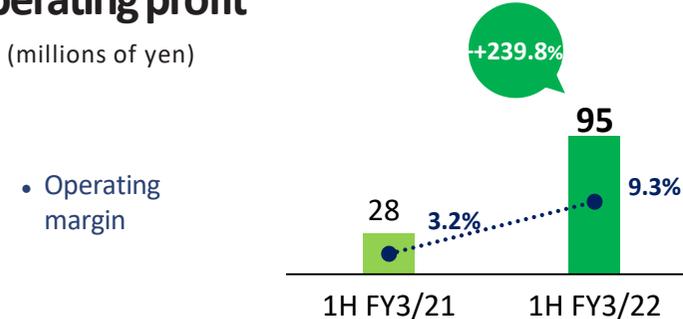
(millions of yen)



<input type="checkbox"/> Lifestyle information magazines	15	➔
<input type="checkbox"/> Indeed	10	➔
<input type="checkbox"/> Cococolor(Concierge service)	60	➔
<input type="checkbox"/> Posting service	29	➔

Operating profit

(millions of yen)



Profit increased thanks to the improved results of high-margin concierge services.

1H FY3/22 Segment Results (IT and Internet-Related Business)

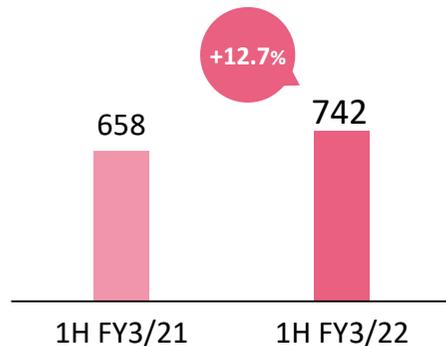
IT and Internet-Related Business

Net sales **742** million yen Operating profit **234** million yen

Nihon no Jinjibu steadily increased and led the financial performance!
The development business, including system development, proved strong!

Net sales

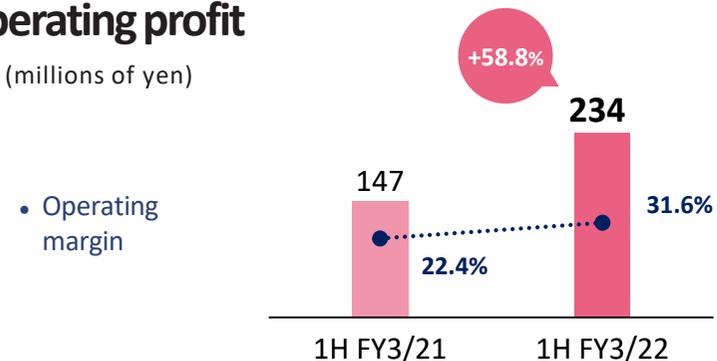
(millions of yen)



□ Nihon no Jinjibu	136	↗
□ System Development Business	20	↗
□ Learning Business	(37)	↘

Operating profit

(millions of yen)



- Profit increased thanks to sales growth in HR Conference (online).
- Profit increased thanks to sales growth on the “Nihon no Jinjibu” website.

1H FY3/22 Segment Results (Overseas Business 1)

Overseas Business

Net sales

434 million yen

Operating profit

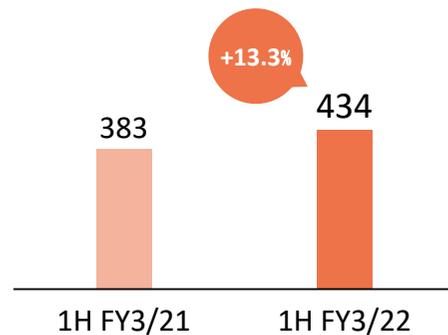
10 million yen

Personnel placement in overseas countries grew steadily and led the improvement in results!

Personnel and labor consulting in Shanghai achieved strong results!

Net sales

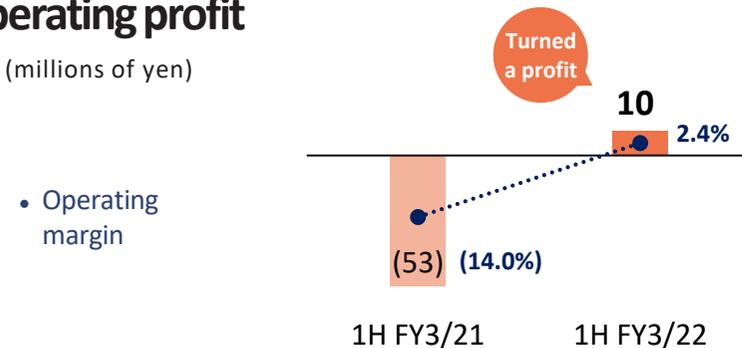
(millions of yen)



□ USA	18	➔	□ VIETNAM	1	➔
□ UK	4	➔	□ THAILAND	10	➔
□ MEXICO	1	➔	□ JAPAN	1	➔
□ SHANGHAI	13	➔			

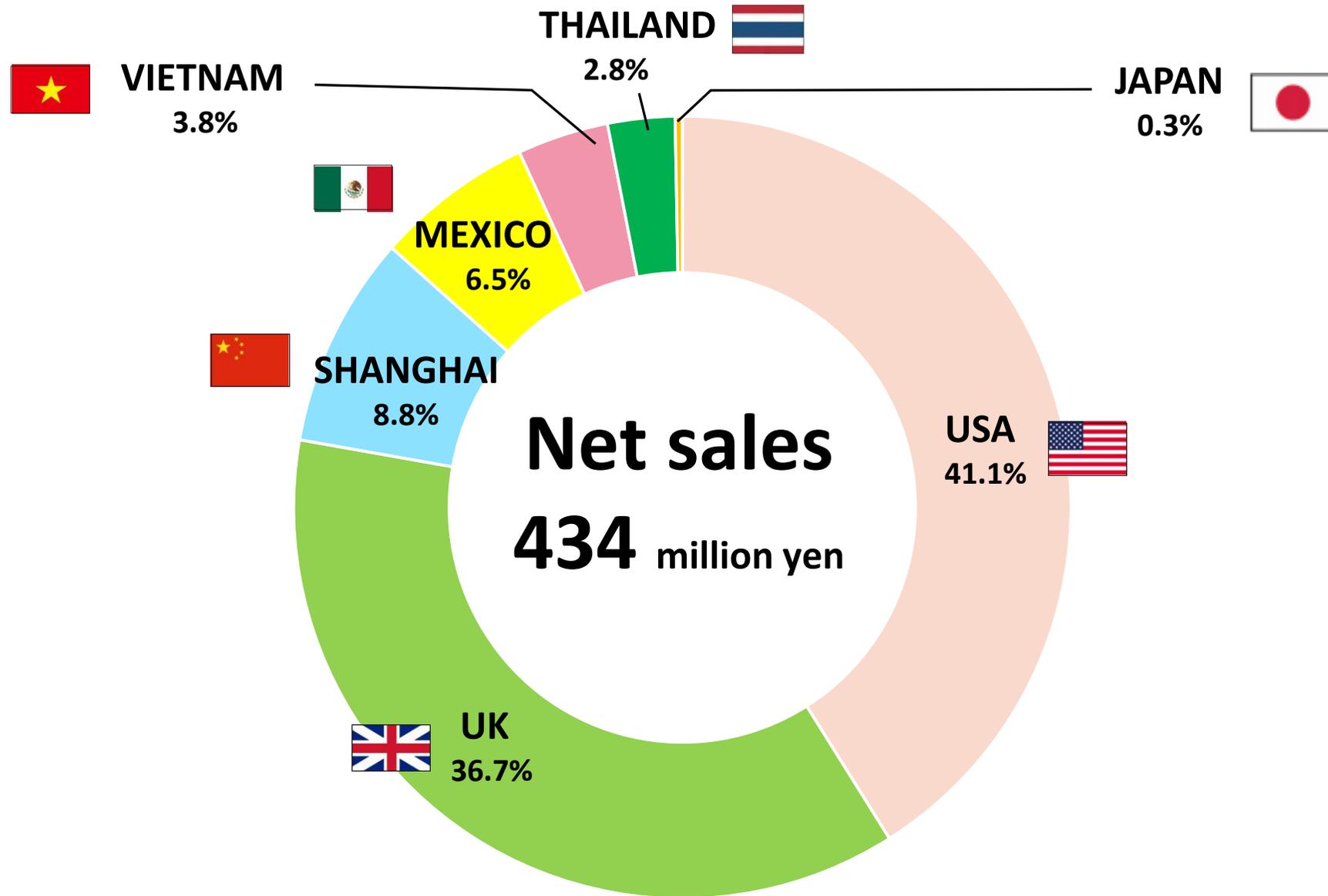
Operating profit

(millions of yen)



□ Turned a profit thanks to sales growth.

1H FY3/22 Segment Results (Overseas Business 2)



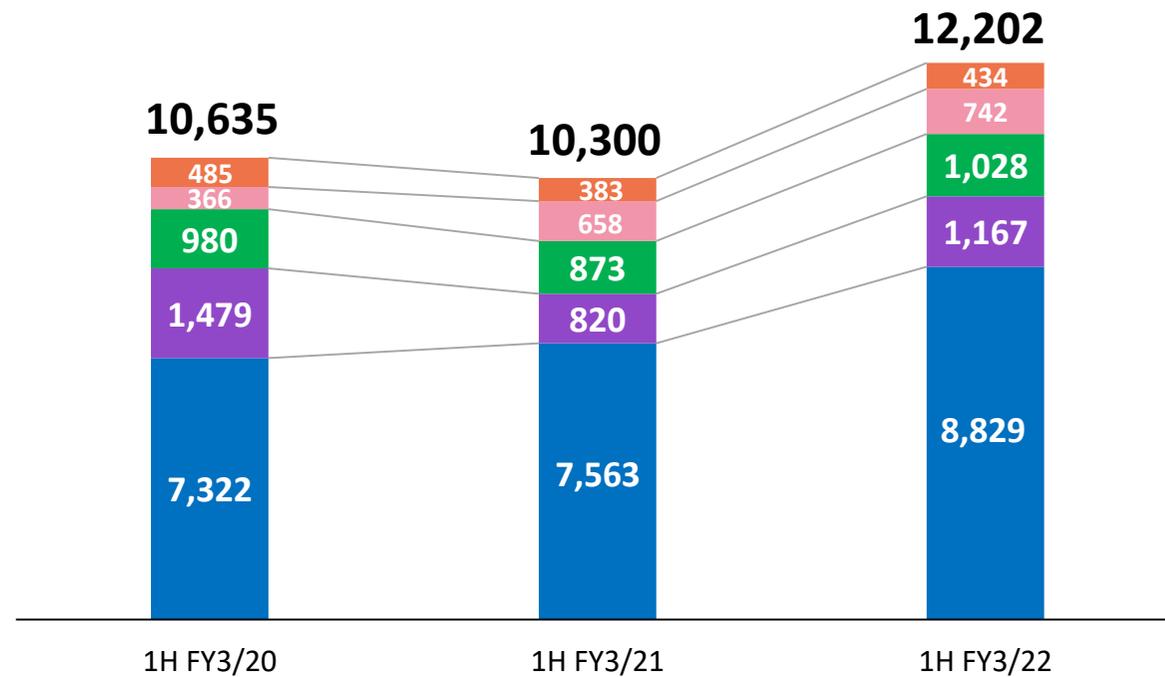
Trends in Sales by Segment

- The results of the first half of the fiscal year ending March 31, 2022 significantly exceeded the results of the first halves of the fiscal years ended March 2020 and 2021. In particular, revenue from Human Resource Service Business and IT- and Internet-Related Business steadily increased in every fiscal year.
- Information Publishing Business recovered to a level exceeding the pre-Covid-19 level two years ago.
- Recruiting Business and Overseas Business outperformed the results of the previous year.

Net sales

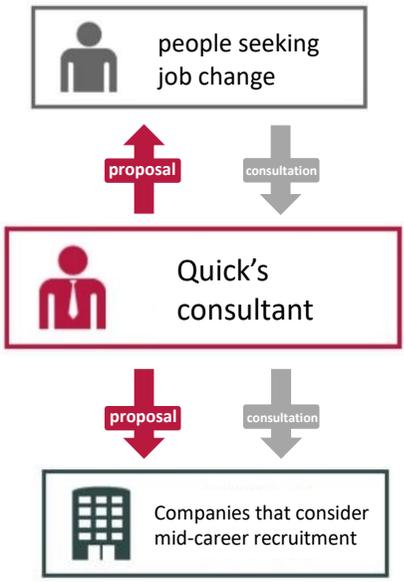
(millions of yen)

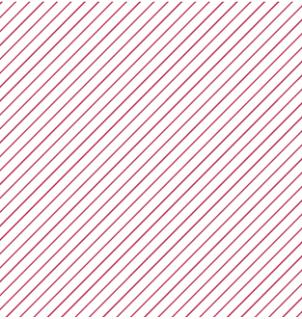
- Human Resources Service Business
- Recruiting Business
- Information Publishing Business
- IT and Internet-Related Business
- Overseas Business



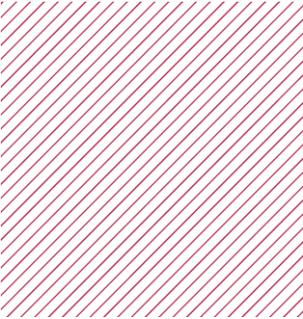
Note: The accounting standards, etc. adopted in the fiscal year ending March 31, 2022, apply retroactively to the results for the first half of the fiscal year ended March 31, 2020. (estimated by Quick Co., Ltd.)

Characteristics of Quick's Personnel Placement Business

Selection and concentration	Activities to register job applicants	Integrated system
<p>Gain market share in specific domains and horizontally develop it</p> <p>Examples: Nurses, construction management engineers, medical representatives (drug sales), mechanical design technicians, automobile industry, cosmetics industry and others</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>The Kango-roo! website</p> </div> <div style="text-align: center;">  <p>The MR Biz website</p> </div> </div> <p>建設・設備求人データベース The Construction and Equipment Job Database website</p> <p>技術士求人データベース The Technician Job Database website</p>	<p>Acquire people seeking career change through an organic path from Quick's website and its tools</p> <div style="text-align: center;">  <p>The Kango-roo! community website for nurses</p> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">  <p>The Nurse Calendar app for managing the schedules of nurses</p> </div> <div style="text-align: center;">  <p>Kango-roo! Kokushi (app compiling national nursing certification examinations in the past)</p> </div> <div style="text-align: center;">  <p>Zubokan (book for nursing training for lazy students)</p> </div> </div>	<p>Consultant is responsible for both companies and people seeking job change and achieve highly accurate matching</p> <div style="text-align: center; margin-top: 20px;">  <pre> graph TD A[people seeking job change] -- proposal --> B[Quick's consultant] B -- consultation --> C[Companies that consider mid-career recruitment] C -- consultation --> B </pre> </div>



FY3/22 Consolidated Earnings Forecast



Earnings Forecast for the Fiscal Year Ending March 31, 2022

No change has been made to the earnings forecast for the fiscal year ending March 31, 2022, announced on April 28, 2021.

The earnings forecast for the fiscal year ending March 31, 2022, takes a cautious stance, assuming that the impact of another spike in COVID-19 cases will remain until the end of March 2022 despite the lifting of the state of emergency.

The spread of COVID-19 cases exceeding the assumption may affect the financial results.

FY3/22 Consolidated Earnings Forecast

The full-year forecast is an increase in sales and profit and net sales are expected to reach a record high.

Aim for further sales growth and surplus from the forecast in the second half of the fiscal year.

FY3/22 Earnings/dividends forecasts (YoY Change)

(Percentages are rates of year-on-year increase or decrease) (Millions of yen)

	FY3/22				
	1H results [amount]	2H forecast [amount] YoY Change		Full year forecast [amount] YoY Change	
Net sales	12,202	9,197	1.5%	21,400	10.5%
Gross profit	8,299	5,126	(1.9%)	13,426	11.8%
Selling, general and administrative expenses	5,642	5,297	0.6%	10,940	7.8%
Operating profit	2,656	(170)	—	2,486	33.2%
Ordinary profit	2,685	(185)	—	2,500	17.8%
Profit attributable to owners of parent	1,889	(183)	—	1,706	16.6%
Dividend per share (yen)	20	20	(6)	40	(4)

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.

(Percentages are rates of year-on-year increase or decrease) (Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	8,829	5,763	1.2%	14,592	10.1%
Operating profit	2,631	(168)	—	2,463	11.2%

Outlook

- The full-year forecast is an increase in sales and profit as announced at the beginning of the fiscal year.
- The second half of the fiscal year is expected to see a year-on-year decrease of 35 million yen in Personnel Placement, a year-on-year increase of 91 million yen in Temporary Staffing, and a year-on-year increase of 5 million yen in Nursery Schools. We plan to aim for sales growth, considering the current environment for recruitment Personnel Placement.

FY3/22 Business Segment Forecasts (Recruiting Business)

Recruiting Business

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

Boost sales of Indeed by developing customers and improving sales activities.
 Strengthen consulting to improve the hiring capabilities of large and midsize companies.

(Percentages are rates of year-on-year increase or decrease) (Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	1,167	1,536	12.0%	2,704	23.3%
Operating profit	88	304	(7.5%)	393	108.3%

Outlook

- The full-year forecast is an increase in sales and profit as announced at the beginning of the fiscal year.
- The second half of the fiscal year is expected to see a year-on-year increase of 62 million yen in Indeed, a year-on-year increase of 55 million yen in recruitment advertising, and a year-on-year increase of 209 million yen in in-house planning products. Environment for recruitment has been recovering with the exception of certain job categories, and we plan to aim for sales growth.

FY3/22 Business Segment Forecasts (Information Publishing Business)

Information Publishing Business

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

Increase job categories in the career change domain of concierge services* and improve sales activity structure.

* Face-to-face consulting service specialized in life events (job change, marriage, building a house, etc.)

Propose collaboration between paper media and web-related services. Improve posting service.

(Percentages are rates of year-on-year increase or decrease) (Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	1,028	934	(6.8%)	1,963	4.6%
Operating profit	95	50	(18.8%)	145	62.2%

Outlook

- The full-year forecast is an increase in sales and profit as announced at the beginning of the fiscal year.
- The second half of the fiscal year is expected to see a year-on-year decrease of 10 million yen in lifestyle information magazines, a year-on-year increase of 2 million yen in Indeed, a year-on-year decrease of 28 million yen in Cococolor, and a year-on-year decrease of 34 million yen in posting. We plan to aim for sales growth in Cococolor and posting, considering the market environment.

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

Increase the numbers of exhibitors and advertisement at the Nihon no Jinjibu HR Conference (online).

Increase orders received for development projects to promote and realize DX.

(Percentages are rates of year-on-year increase or decrease) (Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	742	524	(14.0%)	1,267	(0.1%)
Operating profit	234	(2)	—	232	(22.9%)

Outlook

- The full-year forecast is for a decrease in sales and profit on the assumption that the impact of COVID-19 will persist until the end of March 2022.
- The second half of the fiscal year is expected to see a year-on-year decrease of 114 million yen in Nihon no Jinjibu, a year-on-year increase of 17 million yen in System Development Business, and a year-on-year increase of 7 million yen in Learning Business. We plan to aim for sales growth in Nihon no Jinjibu, considering the market environment.

FY3/22 Business Segment Forecasts (Overseas Business)

Overseas Business

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

Continue to focus on Personnel Placement in view of living with COVID-19 and improve support for international career changes.

(Percentages are rates of year-on-year increase or decrease) (Millions of yen)

	1H results	2H forecast	YoY change	Full year forecast	YoY change
Net sales	434	438	14.9%	872	14.1%
Operating profit	10	(22)	—	(11)	—

Outlook

- The full-year forecast is an increase in sales and profit as announced at the beginning of the fiscal year.
- The second half of the fiscal year is expected to see year-on-year increases of 11 million yen in the US, 22 million yen in the UK, 5 million yen in Mexico, 6 million yen in Shanghai, 3 million yen in Vietnam, and 6 million yen in Thailand and a year-on-year decrease of 4 million yen in Japan. We plan to aim for a full-year surplus despite the harsh business environment expected to continue due to the uncertainty surrounding the end of the pandemic.

FY3/22 Dividends Forecast

Payout ratio

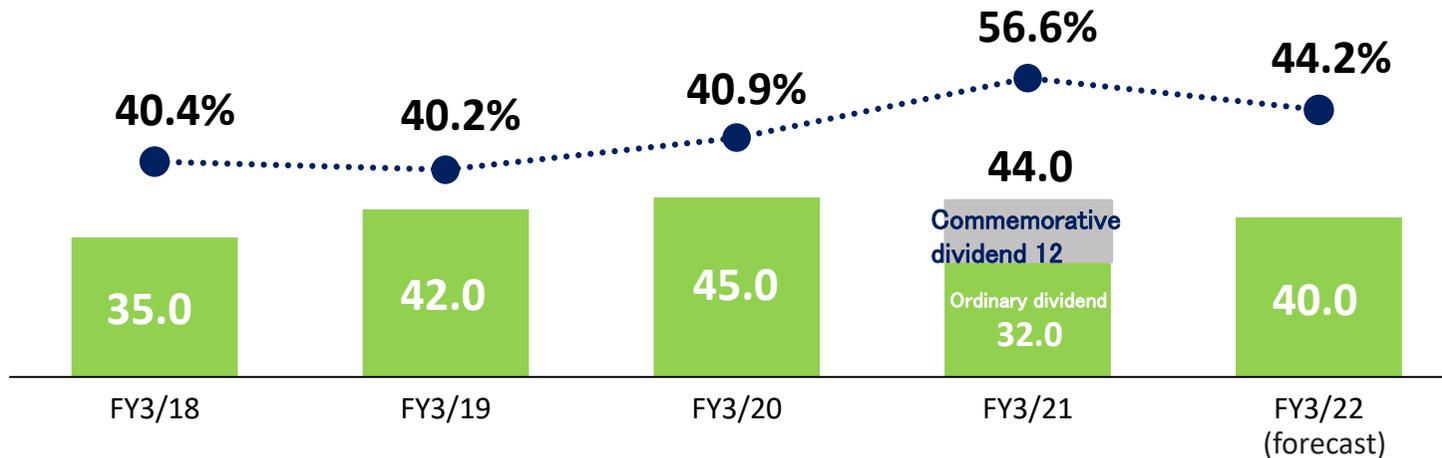
44.2% of profit attributable to owners of parent

FY3/22
Dividends Forecast

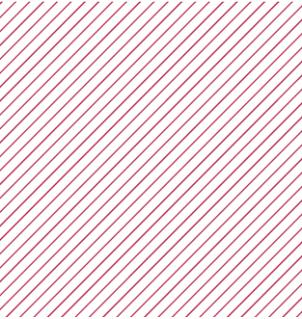
[Annual dividend] **40.0 yen**

[end of the first half] 20 yen [fiscal year-end] 20 yen

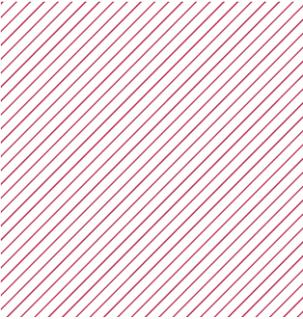
◎Trend in Dividend per Share (yen)



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



Medium-term Management Plan

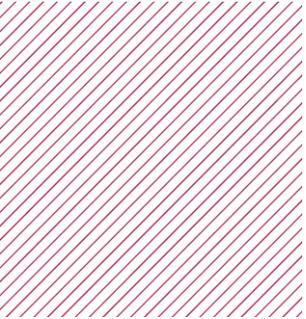


FY3/22 Medium-term Management Plan

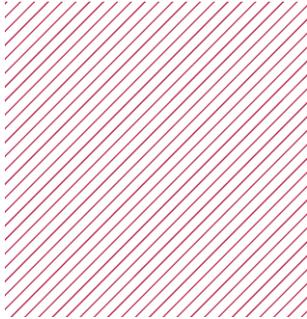
The Quick Group uses the rolling method to revise its three-year Medium-term Plan in each fiscal year to establish a new Medium-term Management Plan in order to respond to changes in the business environment and business policies.

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.

We will observe the development of the COVID-19 situation going forward and will promptly announce financial forecasts when a rational estimate becomes available.

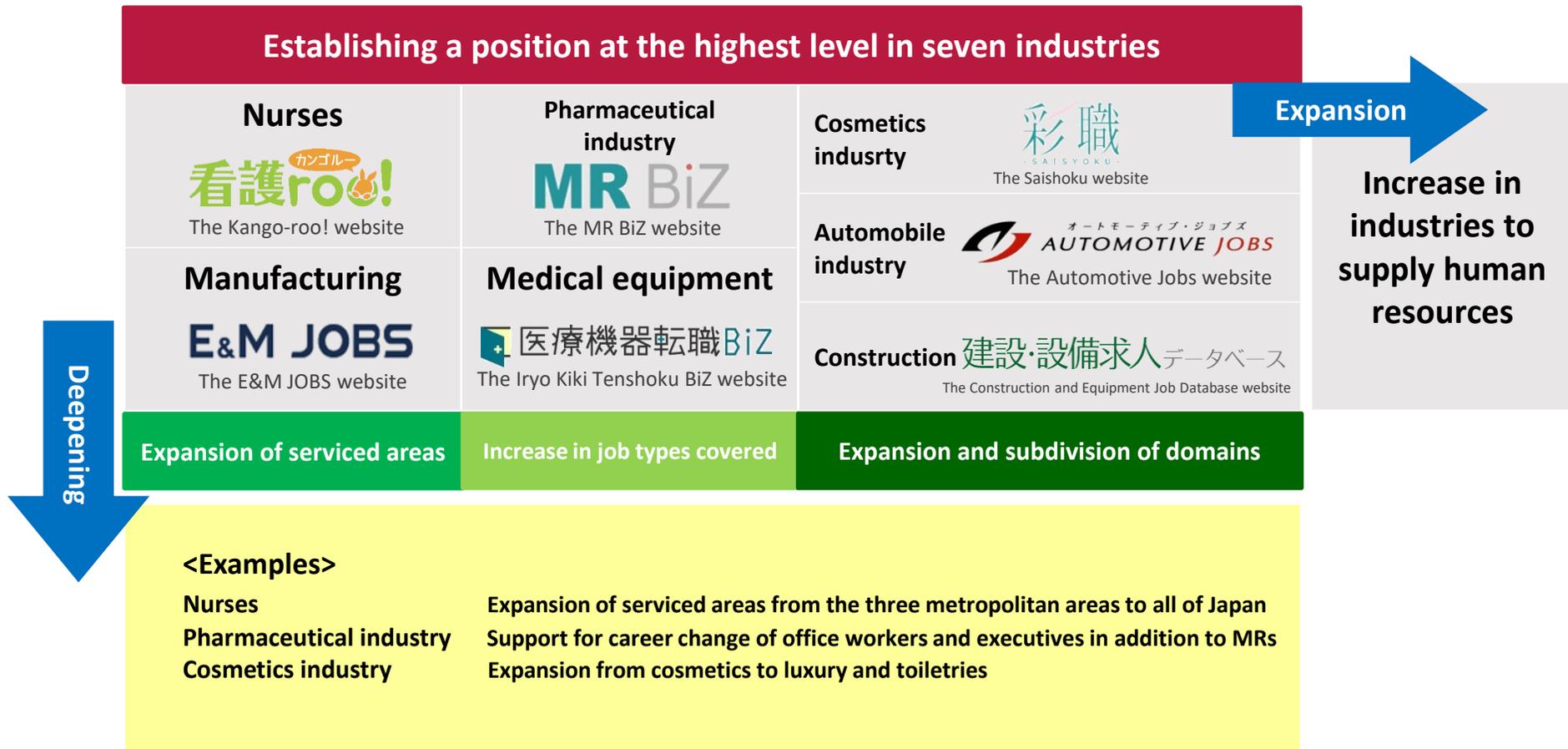


Supplementary Materials



Priority Business Domains of the QUICK Group

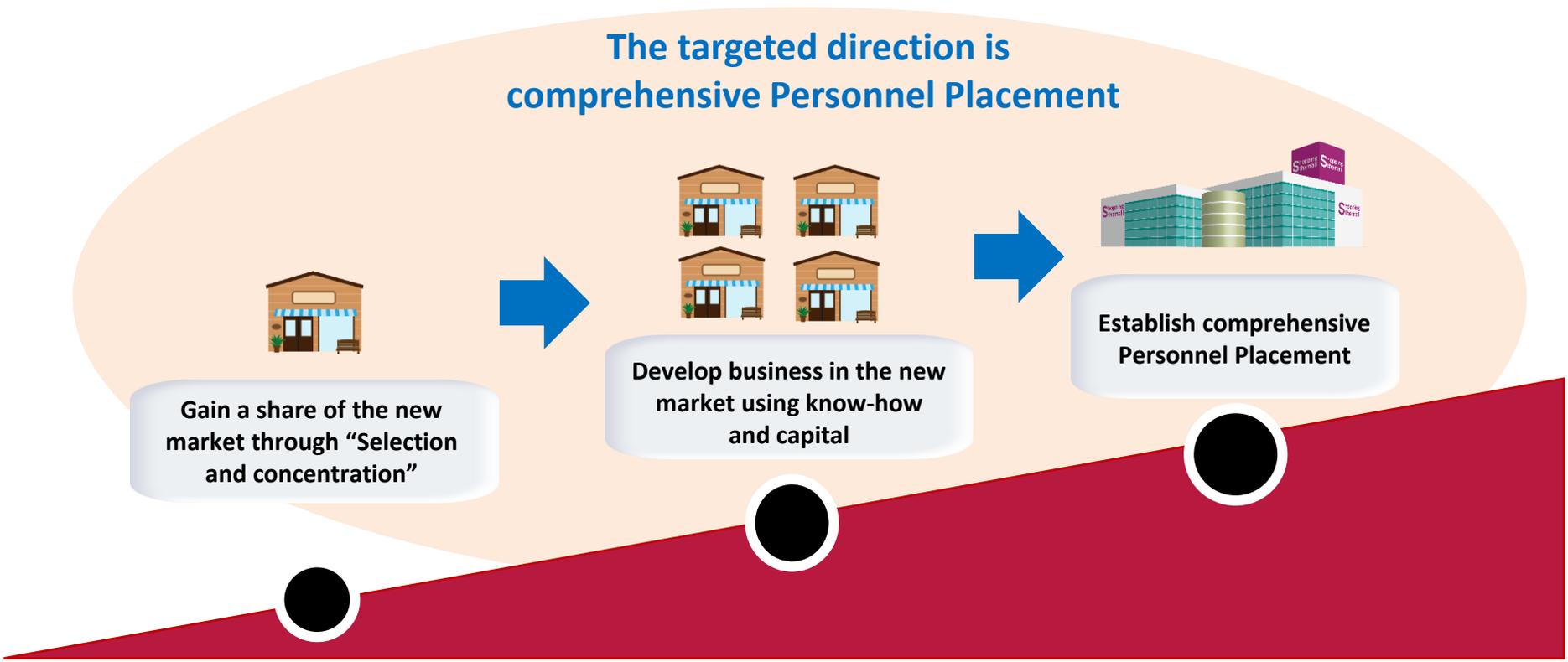
Deepening and expansion of specific domains in the Personnel Placement business.



Targeted Direction of Personnel Placement Business

Development of new domains in the Personnel Placement business.

“Selection and concentration” “Horizontal Development”



Personnel Placement Market Outlook

The personnel placement market is expected to continue to grow despite differences in levels among industries.

Growth in 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

Shortage of IT human resources

Demand and supply of IT human resources

The shortage of IT human resources in Japan is expected to be in the range of 160,000 and 790,000 in 2030.

Source: Mizuho Information & Research Institute, Inc. Report on survey of IT human resources

Shortage of human resources for construction industry

Effective ratio of job offers to applicants of construction industry human resources

Ratio of job openings to applicants in construction, civil engineering, and survey is 540% (as of Sep. 2021)

Source: Ministry of Health,Labour and Welfare Employment Referrals for General Workers, Active Job Opening-to-Applicants Ratios for Job Categories(including part-time)

... etc.



More growth of the personnel placement market.

Further growth in the market for nurses, technical professionals related to AI, etc. is expected.

Released “Sekokan Plus”, a career information website for construction management engineers (Sep. 8, 2021)

Provides various types of content such as employee treatment diagnosis and recruiting information in addition to actual personnel information such as annual income, overtime work, and job vacancies for construction management engineers. We will continue to improve our support for career change of construction management engineers.

年収
働き方に見合ったオカネ、もらえてる？
年収UP
ワークライフバランス

セコカン プラス+

はたらく施工管理のための情報サイト

専門サイトならではの優良求人多数
施工管理の求人情報

最新日 | 2021年10月07日
求人掲載数 | 7,094 件

社名などキーワードで求人を探す
検索する

職種から探す
勤務地から探す
詳しい条件から探す

Published “Zubokan (book for nursing training for lazy students)” (Sep. 16, 2021)

Published a book for preparation for nursing training for nursing students. We will improve the branding of “Kango-roo!” through this book.

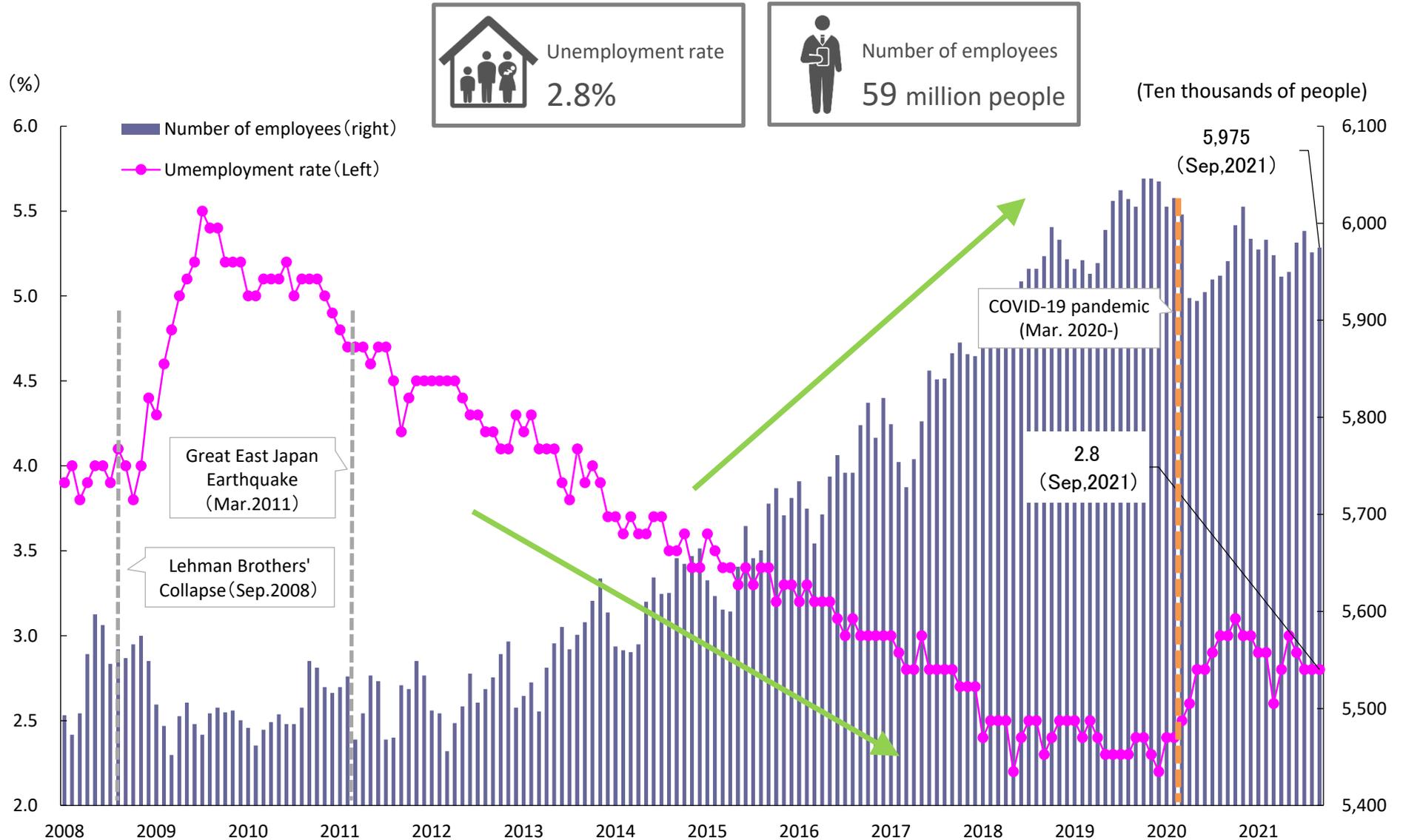


Book title: “Zubokan (book for nursing training for lazy students)”



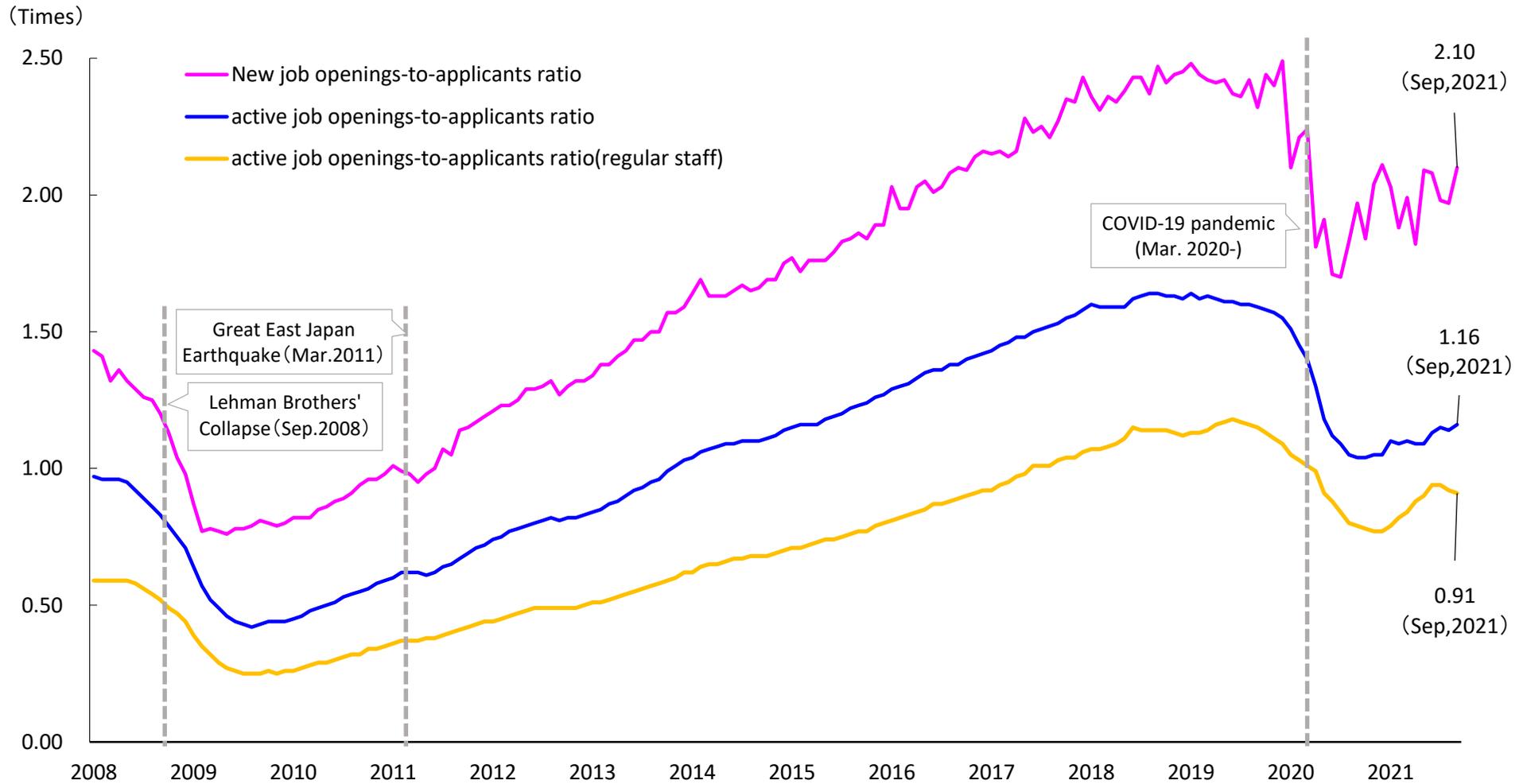
Contains color illustrations on all pages, from with basic nursing study to integrated training

Market Conditions (1) Number of Employees and Unemployment Rate



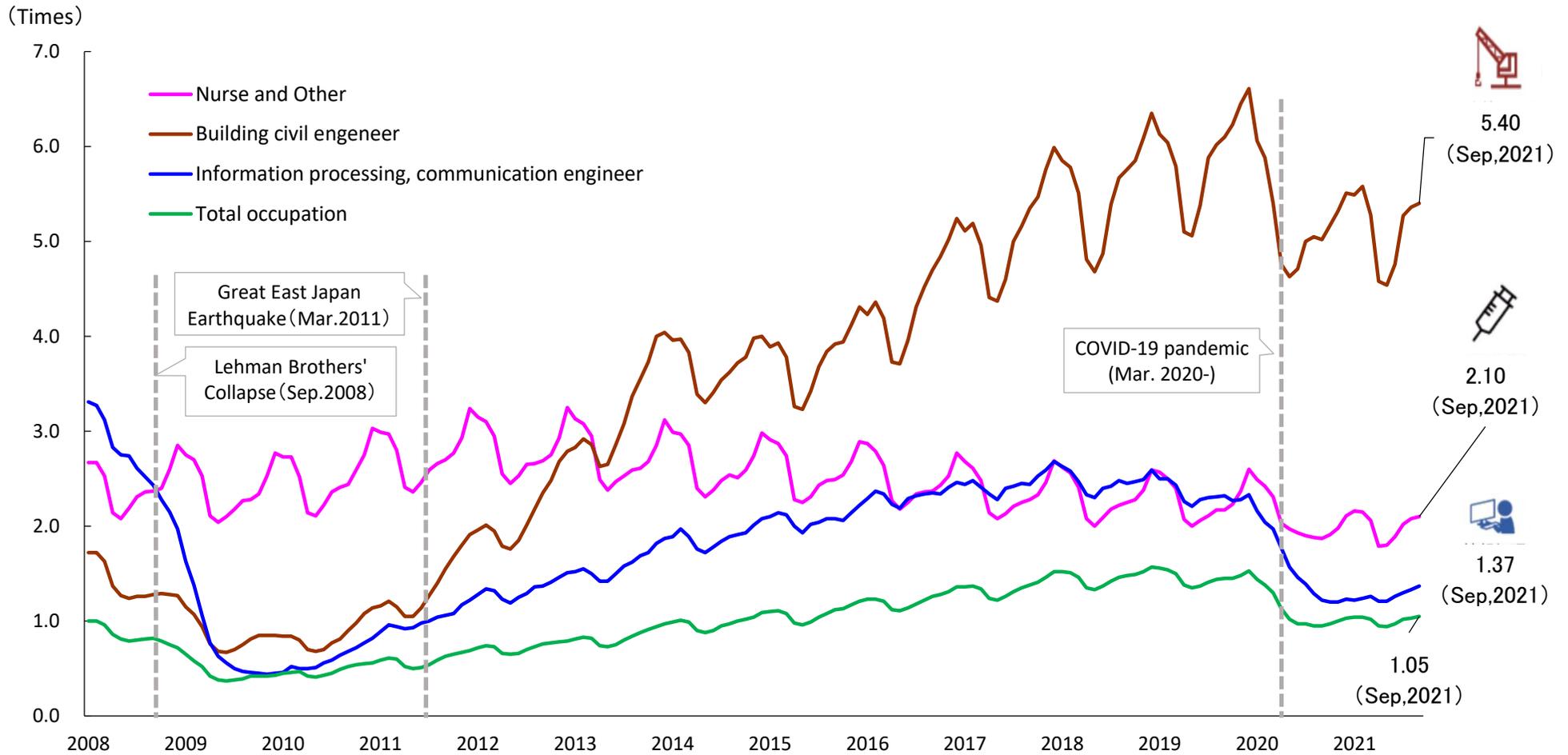
Source: Prepared by QUICK based on Labor Force Survey (unemployment rate: actual figures; number of employees: seasonally adjusted) of the Statistics Bureau, Ministry of Internal Affairs and Communications

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

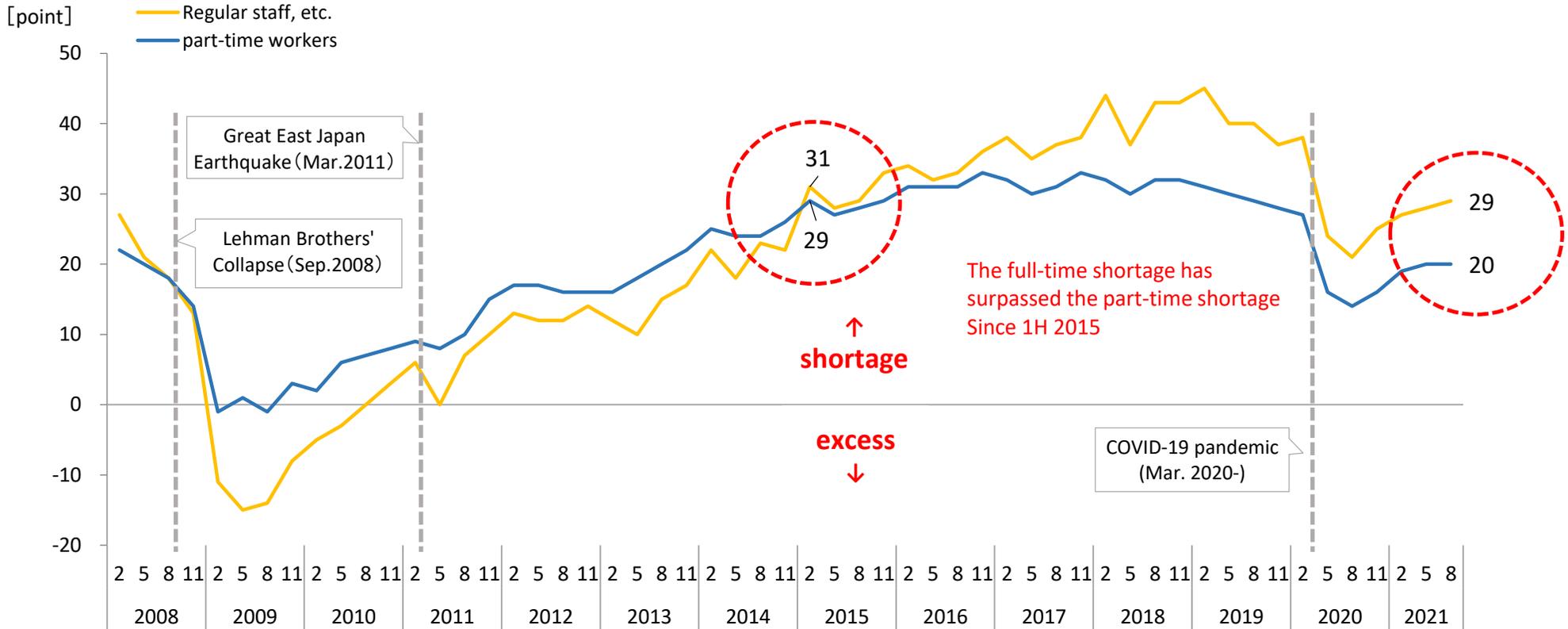
Market Conditions (3) The Job Opening-to-Applicants Ratio for Professionals



Source: Prepared by QUICK based on Active 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



Ho Chi Minh



Tokyo

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

QHR Recruitment

- Personnel placement, personnel and labor consulting

QHR Holdings

- Support and management consulting for operating companies in Thailand

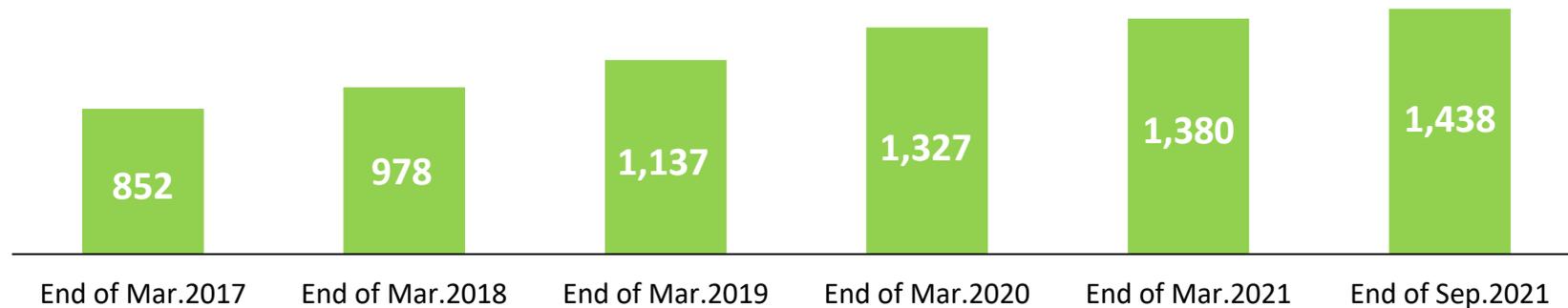
QUICK VIETNAM

- Personnel placement, personnel management consulting

Number of Employees at Fiscal Year-End

Number of employees up by
58 from the end of March 2021.

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>	<p>Recruiting site for nursing care professionals</p>	<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.
 <p>The Construction and Equipment Job Database website</p>	<p>Recruiting site for construction, facilities management and industrial plant professionals</p>	<p>Easy to locate jobs that match professional qualifications, experience, desired locations and other parameters.</p>
 <p>The Sekokan Plus website</p>	<p>Career information website specialized in construction management</p>	<p>Provides various types of content such as employee treatment diagnosis and recruiting information in addition to actual personnel information such as annual income, overtime work, and holidays of construction management engineers.</p>
 <p>The Technician Job Database website</p>	<p>Recruiting site for construction consultants</p>	<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.
 <p>The MR BiZ website</p>	<p>Site for viewing and comparing information required by MRs</p>	<p>Support for medical representatives (drug salespeople) seeking a different job to sell a promising new drug or better compensation and other working conditions.</p>
 <p>The Answers website</p>	<p>Recruiting site for all types of pharmaceutical industry jobs</p>	<p>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.</p>

Media

Personnel Placement Services 2/2

	Category	Services
 <p>The Answers News website</p>	<p>News about the pharmaceutical industry</p>	<p>A broad range of news about the pharmaceutical industry presented in a format that makes topics, issues and other information easy to understand.</p>
 <p>The Iryo Kiki Tenshoku BiZ website</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>The E&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"> ○ 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 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 26nd 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

"Jinzai Bank Net" website is a platform for 466 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>Personnel placement services Recruiting business Overseas business</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>Recruiting of people for registration for temporary staffing assignments and permanent placements</p>
	<p>Publishing regional information magazines, posting and concierge services</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: Change of method of posting sales in recruiting business

The method of recognizing sales of Rikunabi, Indeed, and other products changed due to the application of the Accounting Standard for Revenue Recognition* since the beginning of the fiscal year ending March 31, 2022.

■ Before change (gross recognition)



■ After change (net recognition)



*The Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) and other standards



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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.