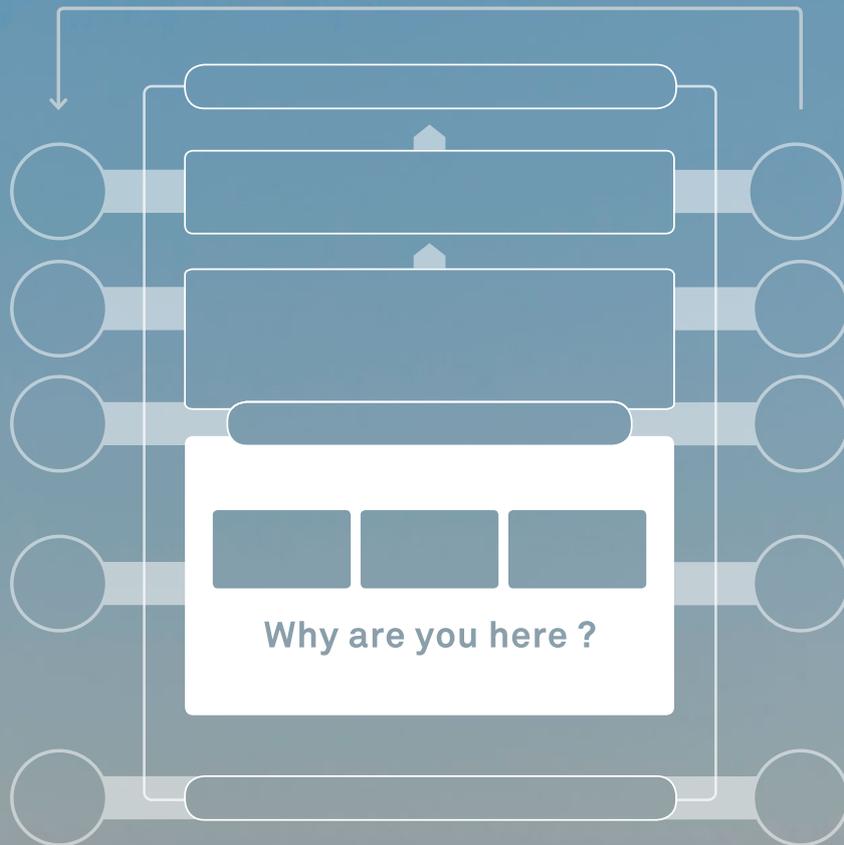


Annual Report 2017



Why are you here?



“ Why are you here? ”

This question captures the culture at Recruit.

**We believe this culture is the foundation
for all the value we create.**

**To Empower
Individuals...**



I help people
get jobs.

indeed™

**By providing
opportunities
for life**



Recruit Group Management Philosophy

Mission

We are focused on responding to the needs of society by creating new value, thereby contributing to a brighter and more fulfilling world in which all individuals can live life to the fullest.

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

Our vision is a world in which everyone can Follow Your Heart:

A world filled with opportunities for people of all generations and in all regions to aspire to even bigger dreams.

A world in which people can directly determine the course of their own life.

A sustainable, rich, and fulfilling world in which everyone has countless chances for a fresh start. In an effort to help achieve this world, we are committed to offering new opportunities and taking on a greater role to meet growing needs while believing in the potential of every individual.

Our mission is to be the one to help you discover Opportunities for Life.



Creation of New Value.

Contributions to Society.

Respect for All Individuals.



The Recruit Way

Creation of New Value

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

Contributions to Society

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

Respect for All Individuals

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

Performance Highlights

(Fiscal year 2016)

EBITDA

¥230.8 billion

Overseas sales ratio

Over **40** %

Adjusted EPS growth rate

15.1 %

Growth rate of
net sales of Indeed, Inc.

62 %^{*}

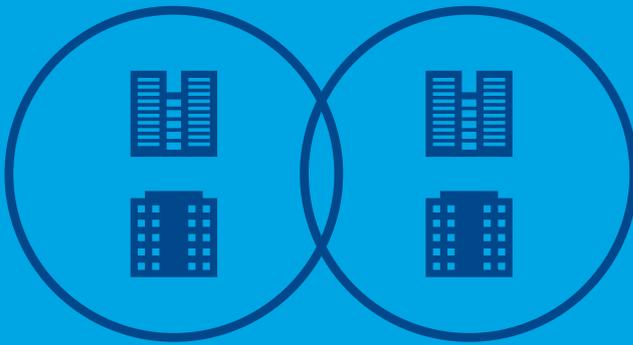
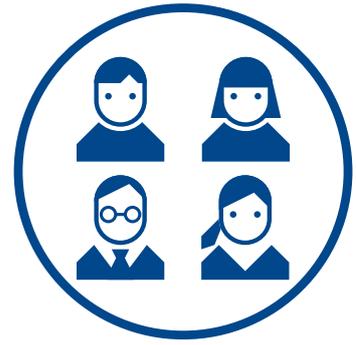
Adjusted ROE

18.0 %

(*) The Indeed results are based on fiscal year ending December and on USD, which differ from the figures of reported Recruit Holdings Co., Ltd. consolidated results, due to differences in consolidation methodologies.

Group employees

45,688



Consolidated subsidiaries

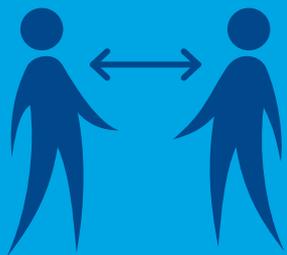
357

Years since foundation

57 years

New business entries
for RECRUIT VENTURES

700



Staffing positions filled by Recruit

Over **250,000**

Global Presence

Japan

Net sales

¥1,111.0 billion

Employees

32,325

Europe

Net sales

¥226.9 billion

Employees

5,926

Countries

Over 60

Other

Net sales

¥168.9 billion

Employees

2,486

North America

Net sales

¥332.9 billion

Employees

4,951

Overseas sales ratio

3.6%

FY2011

40.1%

FY2016

Annual Report 2017

Editorial Policy

From fiscal year 2016, Recruit Group has combined its annual report and CSR report into a single report to enable stakeholders to gain a greater understanding of management, business strategies and mid- to long-term value creation.

In addition to financial information and management strategies that have conventionally been published, this report includes more non-financial information and we have tried to make the report as visually comprehensible as possible by using a rich array of photos and charts. We would be delighted to have you read the report.

For more details on Recruit Group's financial and non-financial information, please refer to the Company website.

Latest Information for Investors <http://www.recruit-rgf.com/ir/>

Sustainability Information <http://www.recruit-rgf.com/csr/>

Warning about Forward-Looking Statements

Recruit Group has prepared this report based on the assumption that the information obtained is accurate and complete, but does not provide any declarations or guarantees about the accuracy or completeness of the information presented herein. Moreover, this report contains forward-looking statements. However, actual results may differ significantly from the estimates specified or implied by these forward-looking statements due to the materialization of various risks and uncertainties. Undue reliance should not be placed on these forward-looking statements. Third parties are expressly forbidden to publish or use this report, or any content herein, without the prior written consent of Recruit Group.

Period Covered by This Report

This report covers the 2016 fiscal year (April 1, 2016 to March 31, 2017).

However, comments are made about other fiscal years as necessary.

Referenced Guidelines

- International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC)
- Global Reporting Initiative (GRI)
- G4 Sustainability Reporting Guidelines

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