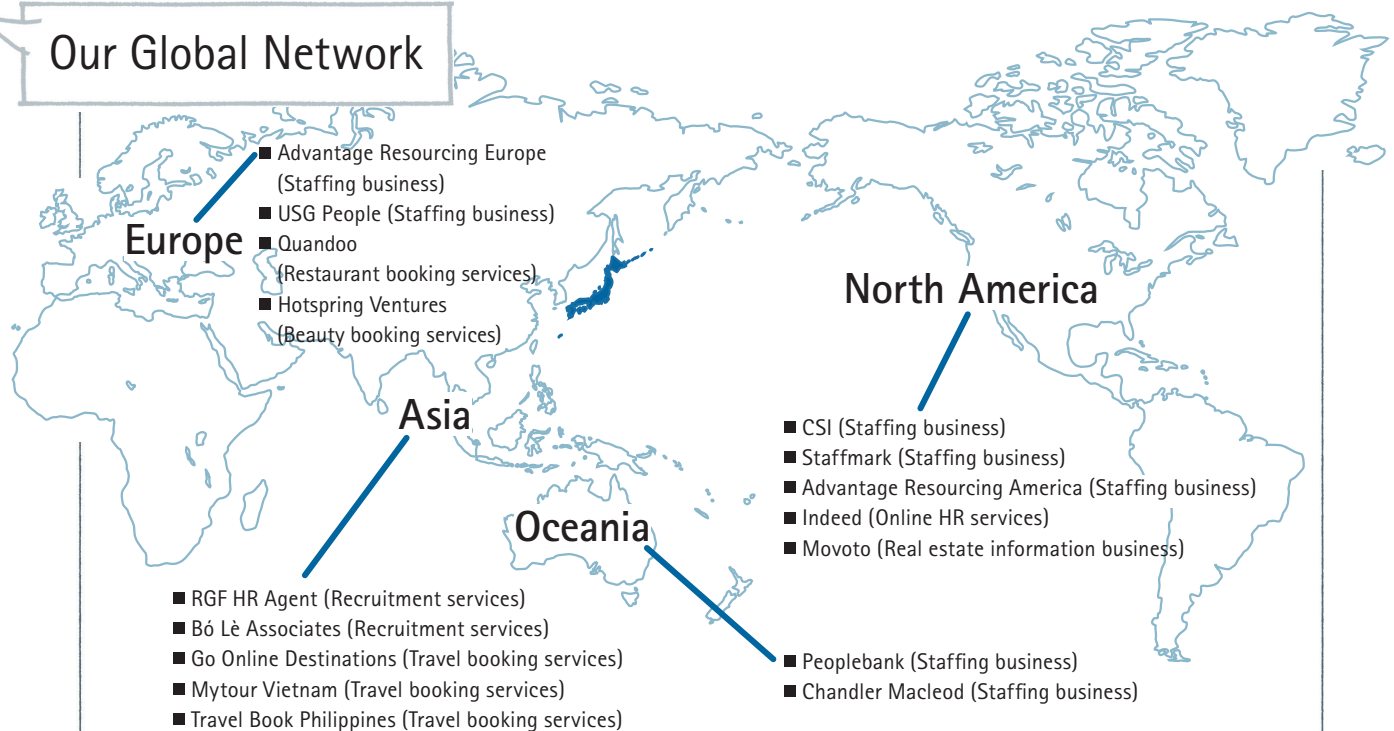


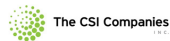
Recruit Group Overview

Recruit Holdings Co., Ltd.

Our Global Network



Staffing business



In 2010, the Recruit Group acquired full ownership of U.S.-based CSI, marking our entry into the international staffing market.
 In 2011, we acquired full ownership of Staffmark and Advantage Resourcing.
 In 2015, we acquired full ownership of Peoplebank and Chandler Macleod.
 In 2016, we acquired ownership of USG People.

Recruitment services



In 2009, we expanded across China under our RGF global brand.
 In 2013, we acquired full ownership of Bó Lè Associates a leading executive search firm in Asia.
 As of April 2016, we have expanded our operations to 26 cities and 11 countries/markets in Asia, including Japan.
 In 2010, we launched our "WORK IN JAPAN" service to help bring together students who will soon be graduating from the top of Asian universities with Japanese companies that are looking for new talents.
 (This service is currently operated by Recruit Career.)

Online HR services



In 2006, we invested in a business partnership with 51job, a provider of online HR services in China.
 In 2012, we acquired full ownership of Indeed, a fast-growing provider of online HR services with a strong presence in the U.S. and Europe.

Marketing media business



In 2012, we launched joint ventures with local companies in Indonesia, the Philippines, and Vietnam and began operating hotel booking sites Pegipegi (Indonesia), Travel Book (the Philippines), and Mytour (Vietnam). We acquired ownership of these 3 joint ventures in 2014-2015.
 In 2013, we acquired full ownership of Movoto – operator of Movoto, an online pre-owned real estate service in the U.S.
 In 2015, we acquired full ownership of Quandoo – operator of a restaurant booking site in Europe – and Hotspring Ventures – operator of a beauty booking site in Europe and Asia.