

Our Business Evolution

The 59 Years of Our Corporate History

AT A GLANCE

OUR BUSINESS EVOLUTION / PERFORMANCE HIGHLIGHTS / OUR GROUP STRUCTURE

FY2018
Consolidated Revenue
2,310.7bn yen

Business fields expansion

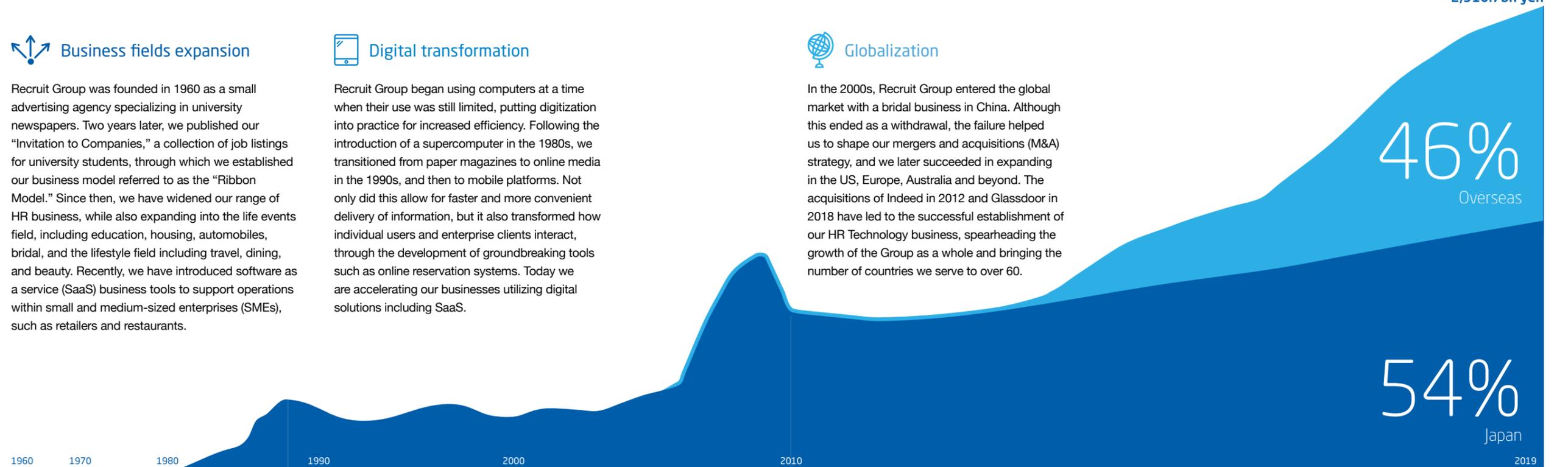
Recruit Group was founded in 1960 as a small advertising agency specializing in university newspapers. Two years later, we published our "Invitation to Companies," a collection of job listings for university students, through which we established our business model referred to as the "Ribbon Model." Since then, we have widened our range of HR business, while also expanding into the life events field, including education, housing, automobiles, bridal, and the lifestyle field including travel, dining, and beauty. Recently, we have introduced software as a service (SaaS) business tools to support operations within small and medium-sized enterprises (SMEs), such as retailers and restaurants.

Digital transformation

Recruit Group began using computers at a time when their use was still limited, putting digitization into practice for increased efficiency. Following the introduction of a supercomputer in the 1980s, we transitioned from paper magazines to online media in the 1990s, and then to mobile platforms. Not only did this allow for faster and more convenient delivery of information, but it also transformed how individual users and enterprise clients interact, through the development of groundbreaking tools such as online reservation systems. Today we are accelerating our businesses utilizing digital solutions including SaaS.

Globalization

In the 2000s, Recruit Group entered the global market with a bridal business in China. Although this ended as a withdrawal, the failure helped us to shape our mergers and acquisitions (M&A) strategy, and we later succeeded in expanding in the US, Europe, Australia and beyond. The acquisitions of Indeed in 2012 and Glassdoor in 2018 have led to the successful establishment of our HR Technology business, spearheading the growth of the Group as a whole and bringing the number of countries we serve to over 60.



<p>1960 Foundation.</p> <p>1962 Published Invitation to Companies which consolidated recruitment information for university students and established the "Ribbon Model" (see p26).</p>	<p>1976 Launched operations in the housing information industry in response to the recession precipitated by the oil crisis, and achieved rapid growth.</p>	<p>1980 Launched "Travailler," Japan's first career change magazine for women, published 5 years prior to Japan's legislative enactment of The Equal Employment Opportunity Law.</p>	<p>1984 Launched the magazine Car Sensor, a business born from a training program for new employees, focused on the used car market.</p>	<p>1990 Launched Jalan, an innovative travel magazine.</p> <p>1993 Launched Zexy, a bridal information magazine born from our new business proposal system, "Ring."</p>	<p>2000 While the Group expanded its businesses in the field of life events such as housing and bridal, it launched lifestyle information magazine Hot Pepper (now Hot Pepper Gourmet) which contains dining guides and coupons.</p>	<p>2011 Launched Juken Sapuri (now Study Sapuri), an online learning service for college entrance exams, then expanded into languages and other fields, successfully growing into as affordable high-quality online learning platform.</p>	<p>2013 Released AirREGI, a POS cash register app for SMEs such as retailers and restaurants, using smartphones and tablets to enhance operational efficiency of their businesses, contributing to the development of their core services.</p>	<p>2015 Expanded the functions of AirREGI and launched AirPay, a payment system service that can handle various payment methods including credit cards and electronic money, QR (see p53).</p>	<p>2016 Established Recruit Finance Partners. Reinforced our expansion into the management support domain by providing loans to SMEs.</p>	<p>2018 Launched AirSHIFT, an app for the management of shift work using a SaaS solution, thereby contributing to operational efficiency in the service industry where labor shortages are a major problem.</p>
<p>1968 Introduced the IBM 1130 Computing System, becoming the first company in Japan to use this groundbreaking computer.</p>	<p>1971 Established Recruit Computer Print, a company specialized in digitized pre-production processes focused on adopting leading-edge publishing technologies.</p>	<p>1985 Against the backdrop of the privatization of Japan's telecommunication industry, launched Information Network Service operations and Remote Computing Service operations.</p>	<p>1987 Established Supercomputer Research Institute, aimed at developing insights into how to meet the challenges and opportunities of the approaching era of a data-driven society.</p>	<p>1995 Launched Mix Juice (now ISIZE) marking the start of our online media business.</p> <p>1996 Digitized our job information magazines. Launched today's Rikunabi and Rikubani NEXT.</p>	<p>2000 Launched ISIZE Travel, a platform for making accommodation reservations online.</p> <p>2007 Launched Hot Pepper Beauty, an online reservation service.</p>	<p>2012 Developed SALON BOARD, a cloud-based online reservation management system that improves operational efficiency at beauty salons through digitization such as replacing paper-based reservation books.</p>	<p>2012 Acquired Indeed (founded in 2004), which ran a job search engine in the US. This marked our full entry into the HR Technology business, which has revolutionized the HR industry with the use of disruptive digital innovations.</p>	<p>2015 Established Recruit Institute of Technology (now Megagon Labs) to work with external organizations on research and development of AI, machine learning, sensors, and other new technologies.</p>	<p>2016 Established a Fintech Promotion Division and launched digital innovation efforts in the financial industry. Launched Indeed Hire, an innovative service that goes beyond the existing advertisement business (see p42).</p>	<p>2018 Acquired Glassdoor, a leading online job and company information site founded in 2007. Glassdoor has developed a database of information and reviews posted by users, bringing transparency to the job seeking process and strengthening our HR Technology business.</p>
		<p>1985 Established Recruit U.S.A. to support Japanese companies with local hiring in the US.</p>			<p>2004 Launched the bridal information magazine Zexy in China. Its failure a few years later helped shape a new M&A-focused strategy for global expansion.</p>	<p>2010 Acquired US-based staffing company, The CSI Companies, and implemented our Unit Management System (see p60). From this acquisition, we started the global expansion through M&As.</p>	<p>2015 Acquired the staffing companies Chandler Macleod and Peoplebank in Australia, companies with leading market positions and strong business fundamentals in this growth market.</p>	<p>2016 Acquired USG People (now Recruit Global Staffing), a leading European staffing company with a presence in the Netherlands, France, Germany, and Belgium among other countries, marking our full entry into Europe.</p>	<p>2019 Air BusinessTools Accelerating the expansion of our SaaS business through Air BusinessTools, a group of cloud-based operational and management support services.</p> <p>2018 Launched Indeed Assessments. Continued to introduce new services that improve efficiency in the recruiting and hiring process.</p>	