

# Recruit Holdings Media & Solutions Business

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Managing Corporate Executive Officer  
Head of Media and Solutions Strategic Business Unit  
Recruit Holdings Co., Ltd.

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# Business Overview

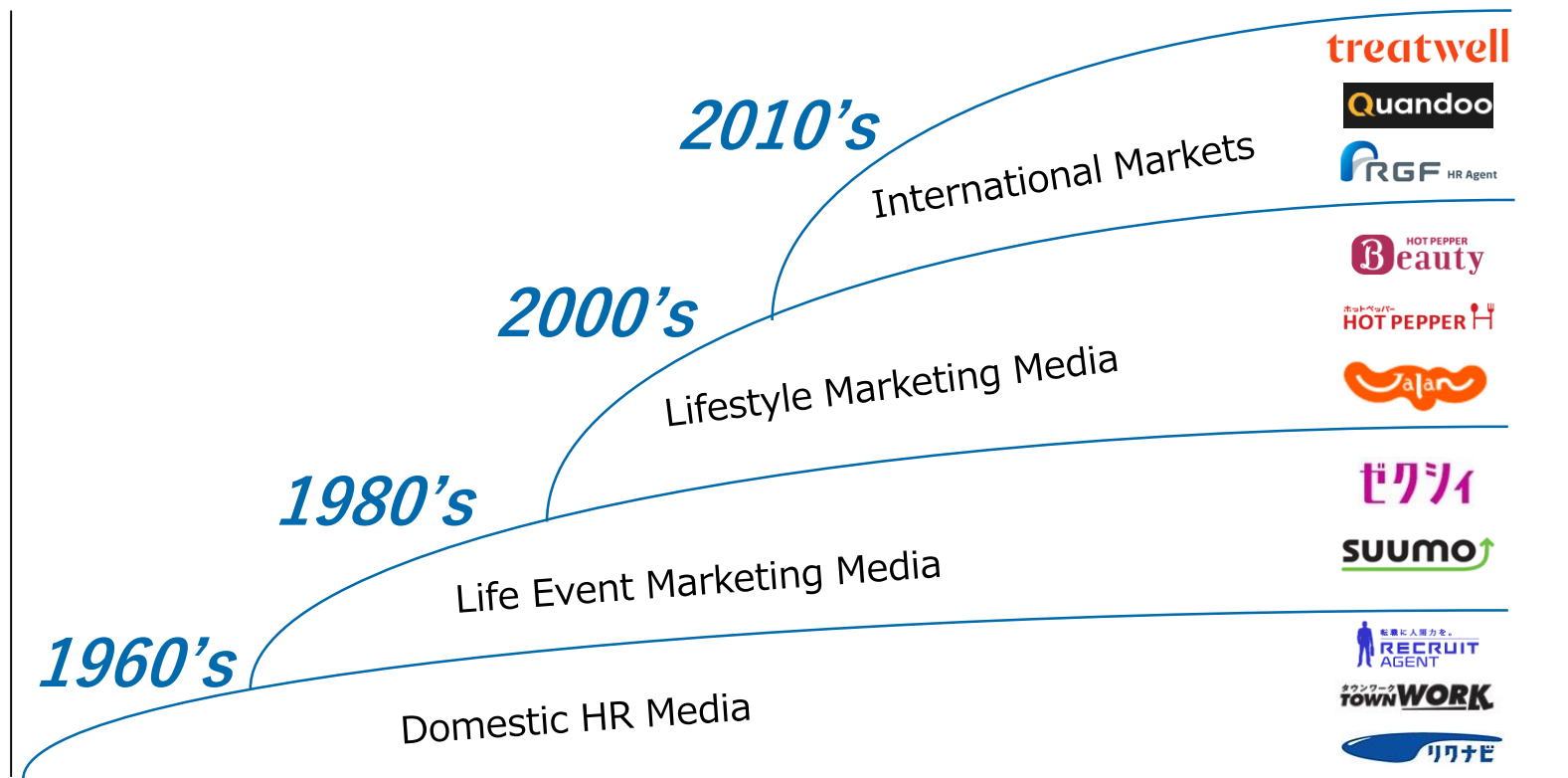
Revenue: 658.2 billion yen,

EBITDA: 151.5 billion yen, EBITDA Margin: 23.0%

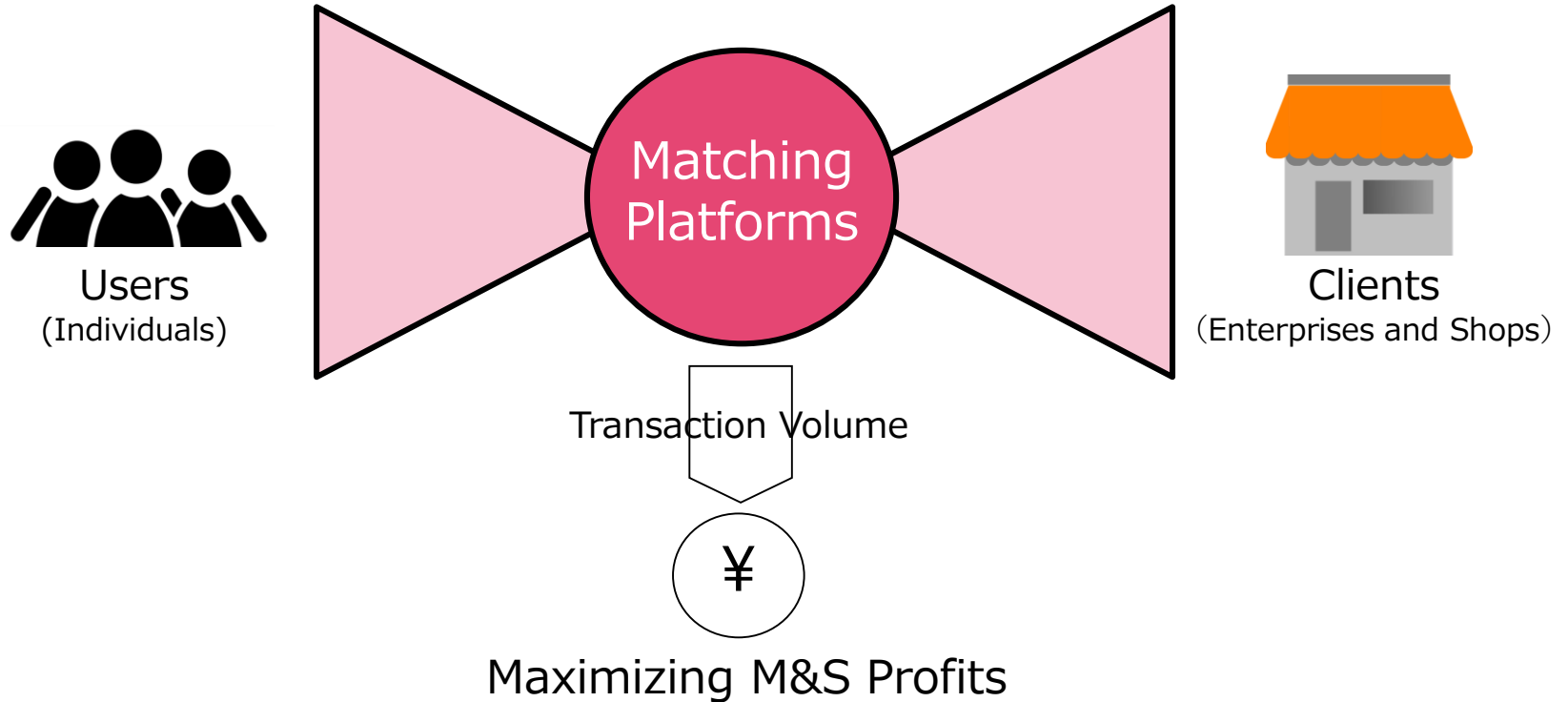
(FY2016 \*IFRS)

	<u>Operation / Business</u>	<u>Major Services</u>	<u>Revenue (JPY Bn)</u>
Marketing Solutions	Housing and Real Estate		99.5
	Bridal		54.6
	Travel		58.4
	Dining		37.4
	Beauty		56.8
	Others	  	62.8
HR Solutions	Domestic Recruiting	   	260.3
	Others	 	21.6

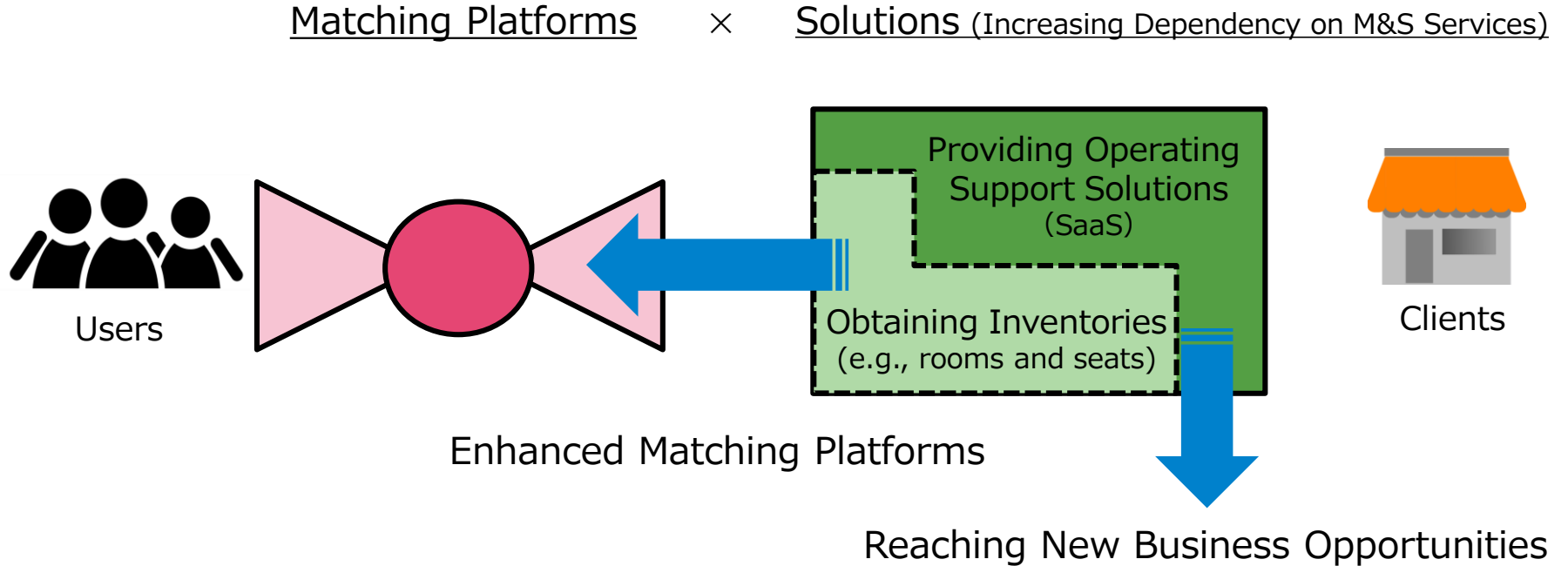
# Historical Developments



# Established Traditional Business Model: the Ribbon Model

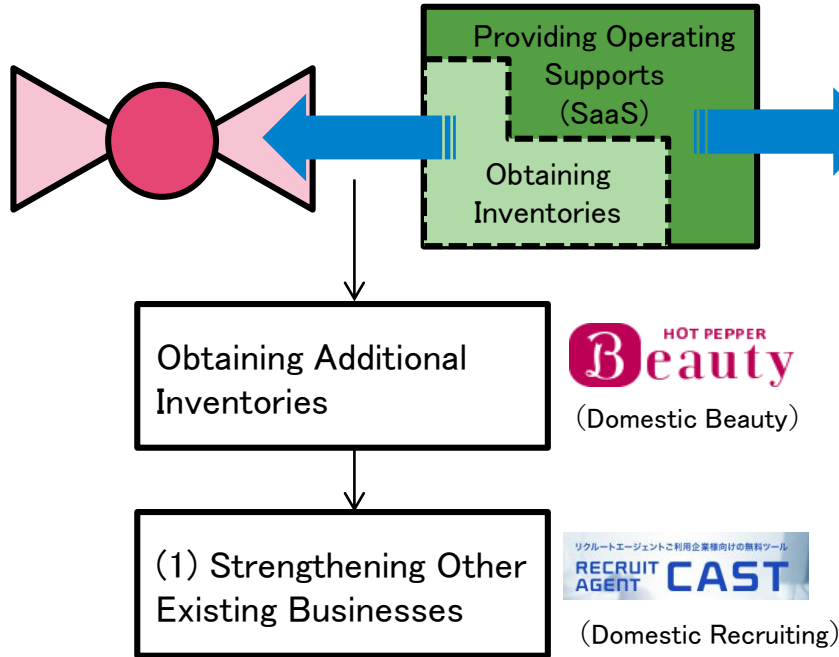


# Established Stronger Business Model with SaaS



# Expanding Business Fields and Developing New Operating Support Services

## Enhanced Matching Platforms



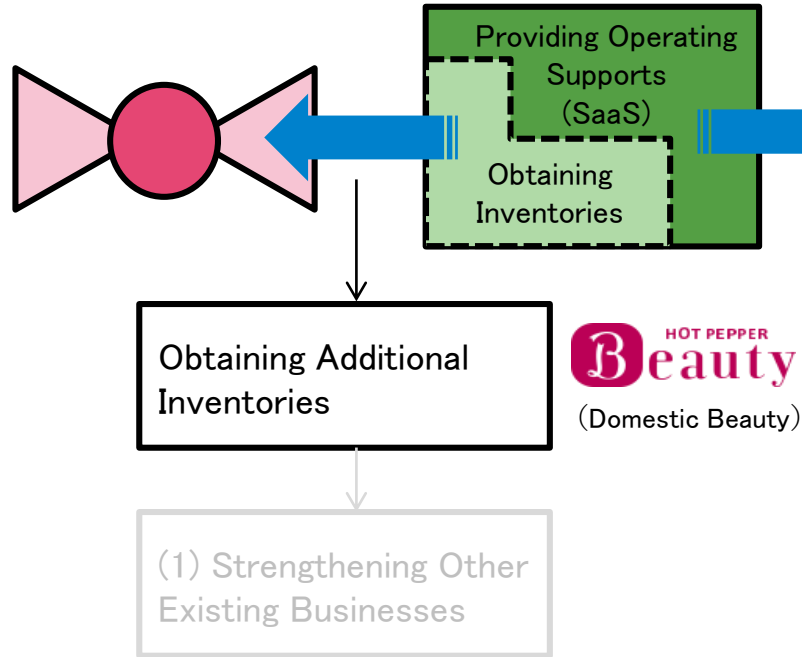
## New Business Opportunities



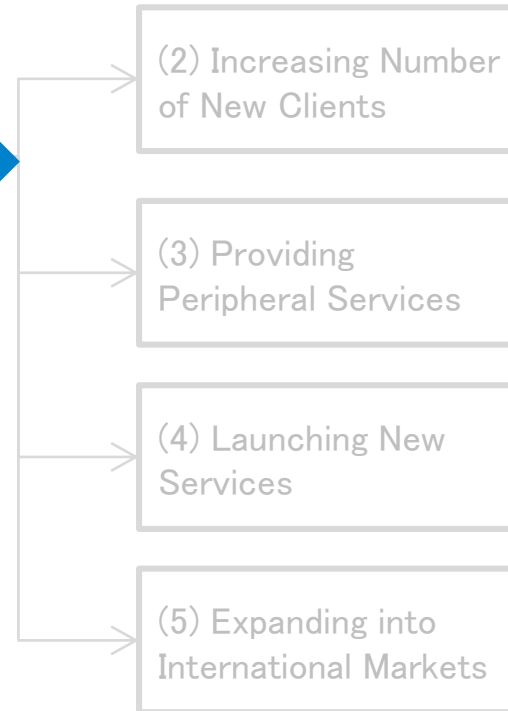


# Expanding Business Fields and Developing New Operating Support Services

## Enhanced Matching Platforms



## New Business Opportunities



# Domestic Beauty: Hot Pepper Beauty × SALON BOARD

Reservation Books on Paper

10				
11	11:00	11:30	12:00	12:30
12	13:00	13:30	14:00	14:30
13	15:00	15:30	16:00	16:30
14	17:00	17:30	18:00	18:30
15	19:00	19:30	20:00	20:30
16				
17				
18				
19				
20				
21				
カ	カズ	ケン	アキ	マナ
ク	クニ	ケイ	キョウ	ケイ



CRM

Cash Register

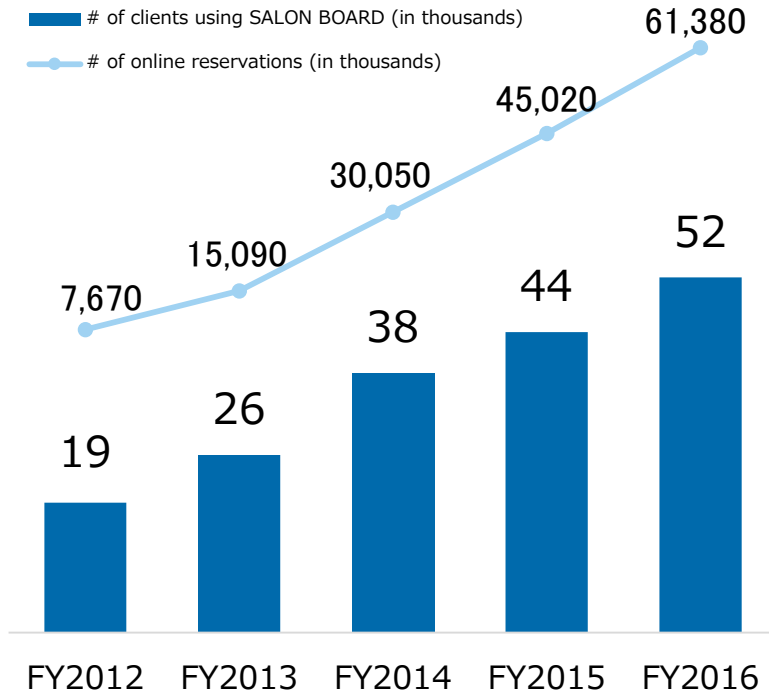
Payment System

HR Management

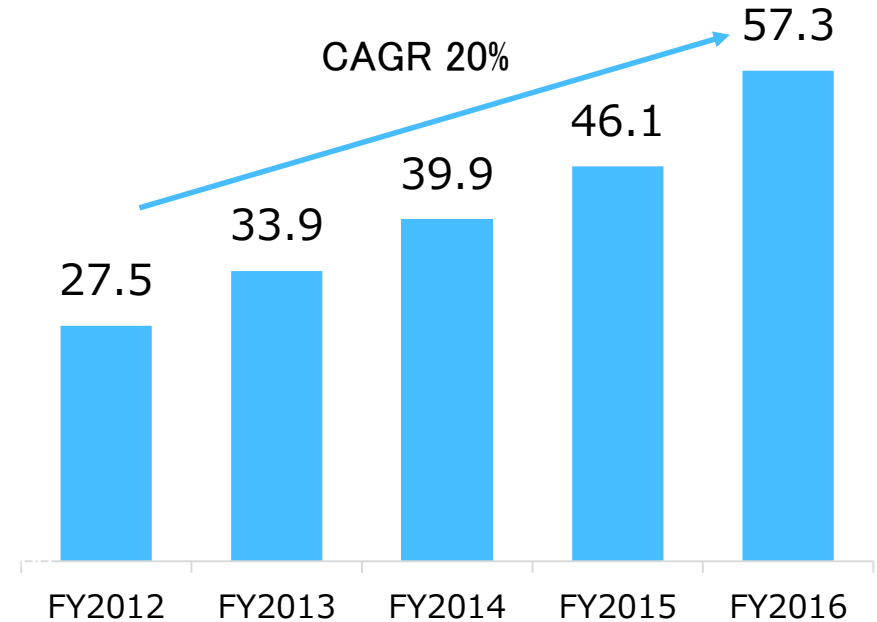


## Domestic Beauty: Strong Growth in SALON BOARD Users and Revenues

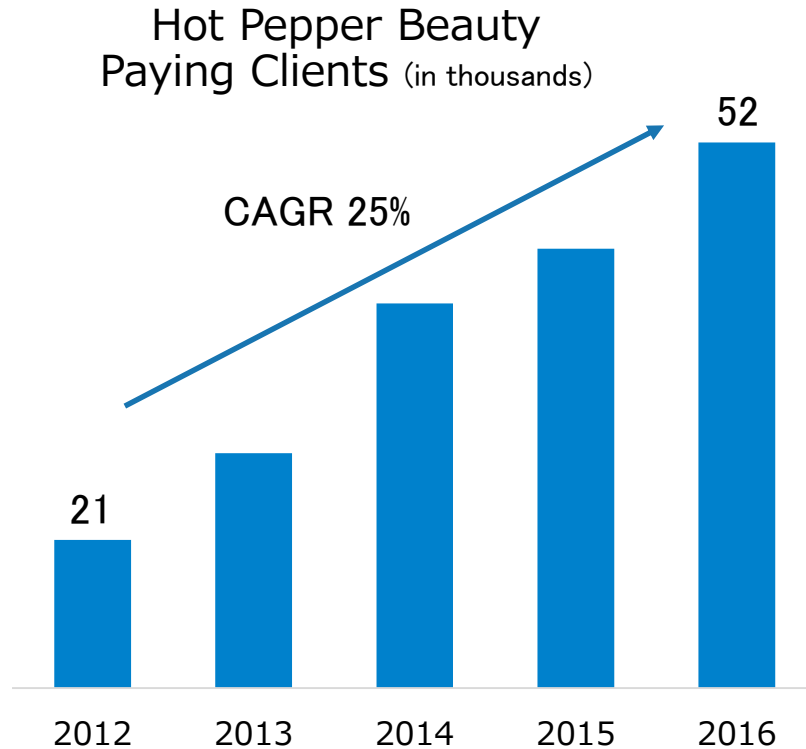
### Number of Clients using SALON BOARD



### Historical Beauty Revenues (JPY Bn \*JGAAP)



## Growth Potentials



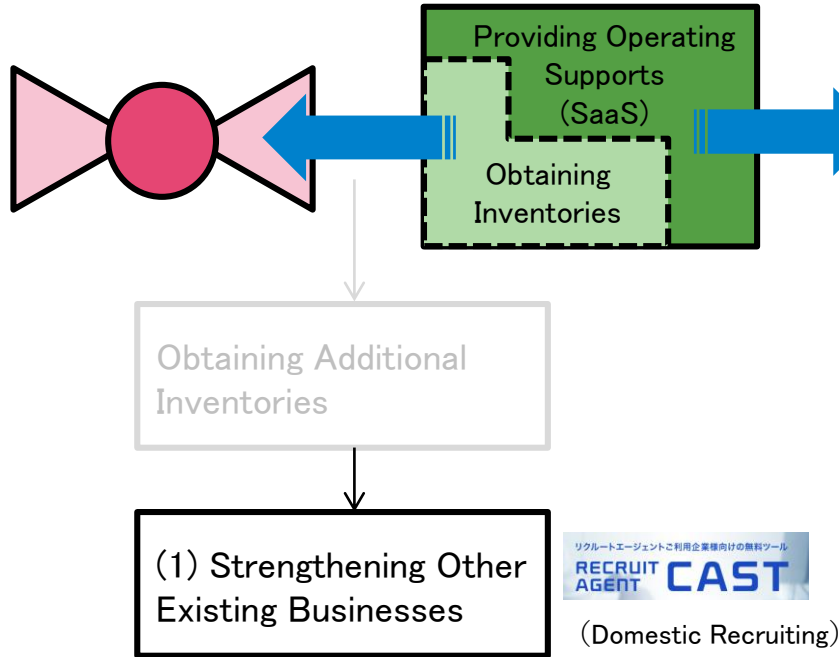
Potential Clients  
for Hot Pepper Beauty\*

Approximately  
200 thousand Salons

\*Hot Pepper Beauty Research in December 2016

# Expanding Business Fields and Developing New Operating Support Services

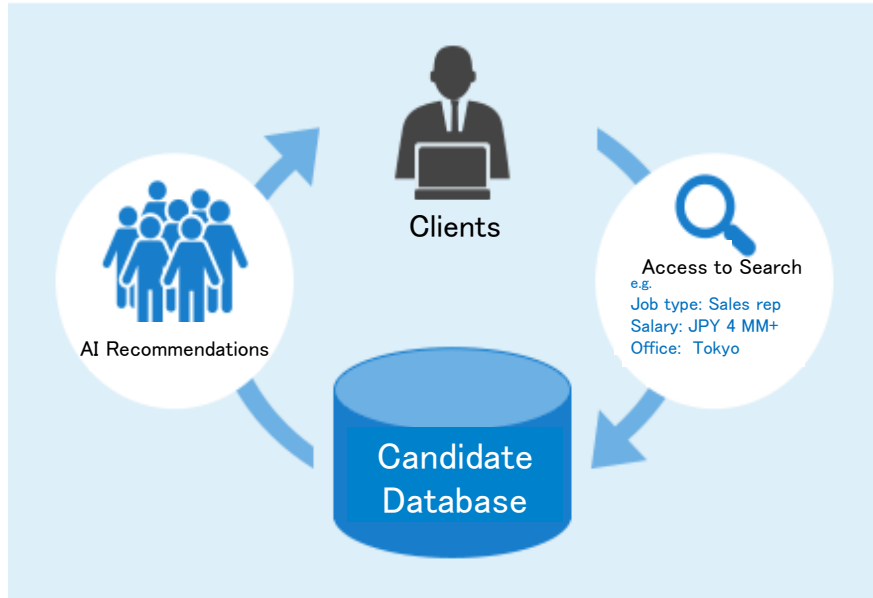
## Enhanced Matching Platforms



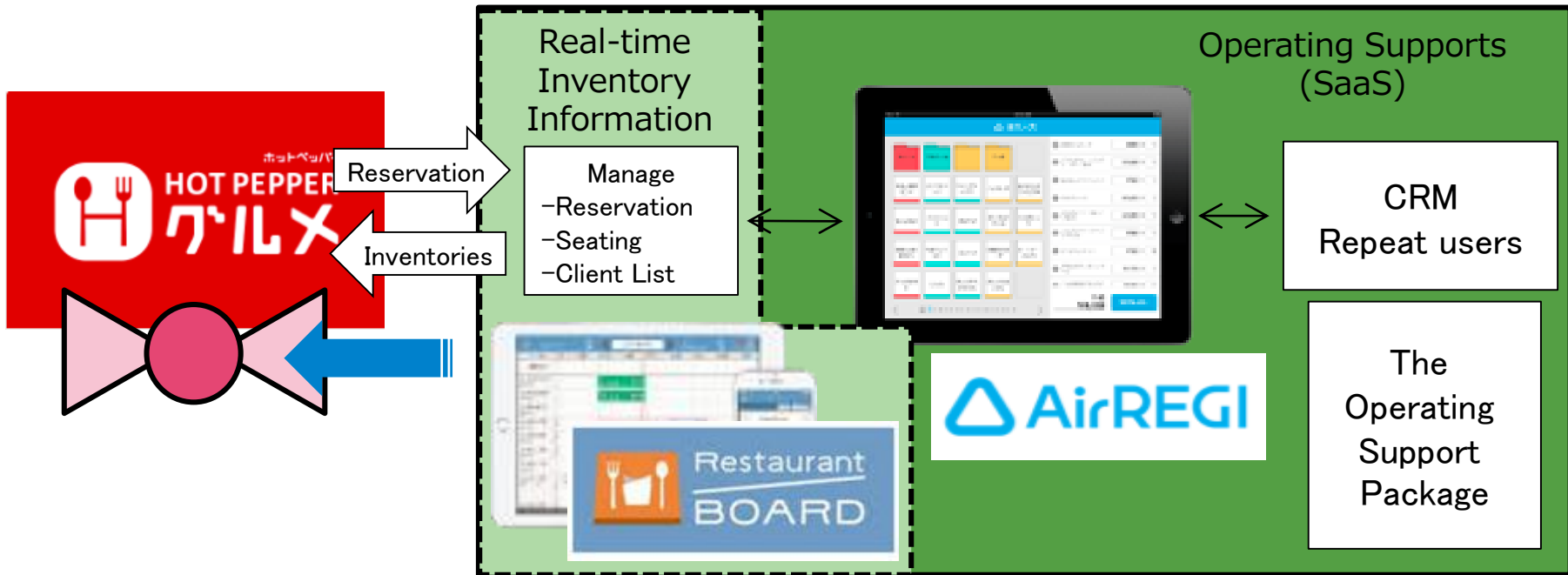
## New Business Opportunities



# ■ (1) Domestic Recruiting: Recruit Agent × CAST



# (2) Air REGI × Dining: Restaurant Board × Hot Pepper Gourmet

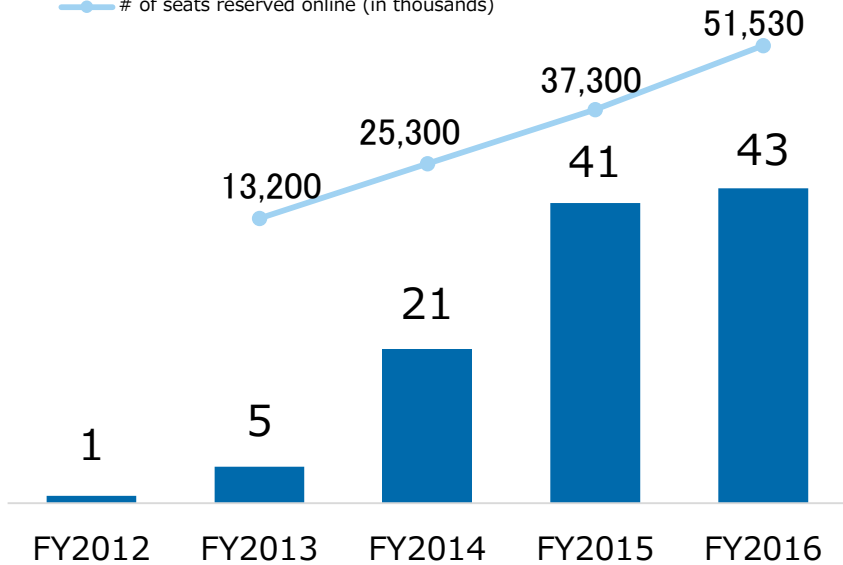


## ■ (2) Air REGI × Dining: Restaurants using Real-time Online Reservation / Online Reservation / Revenue Growth

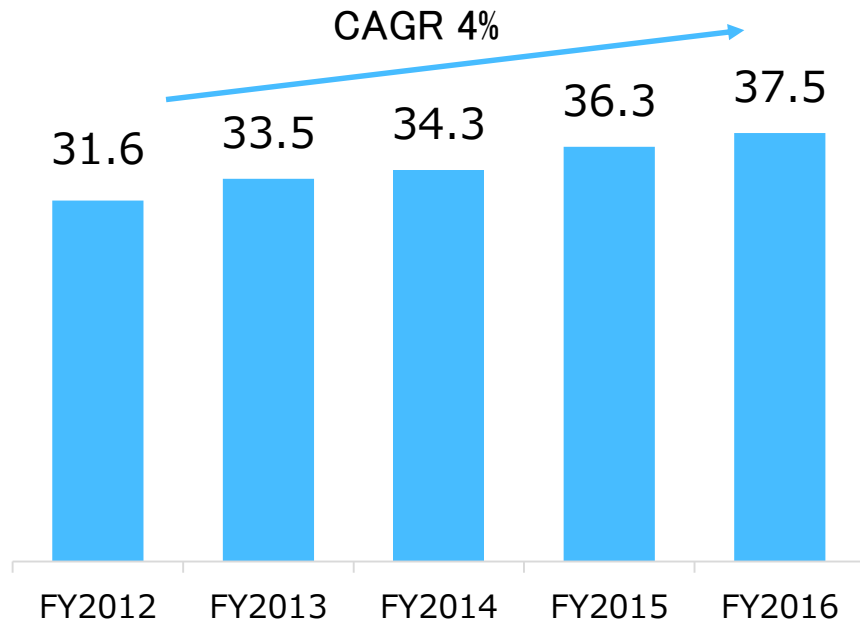
Number of Restaurants using Real-time Reservation Services

■ # of restaurants using real-time online reservation services (in thousands)

● # of seats reserved online (in thousands)



Historical Dining Revenues (JPY Bn \*JGAAP)



\*Real-time online reservation: user can make reservation online at once



## ■ (2) Air REGI × Dining: The Operating Support Package

A Variety of Services for Clients to Attract Users



### Direct Messaging

Clients can easily distribute their direct messages utilizing their user data base accumulated by our services.



### Website Builder

For online reservation, clients can create their website as easy as writing a blog.

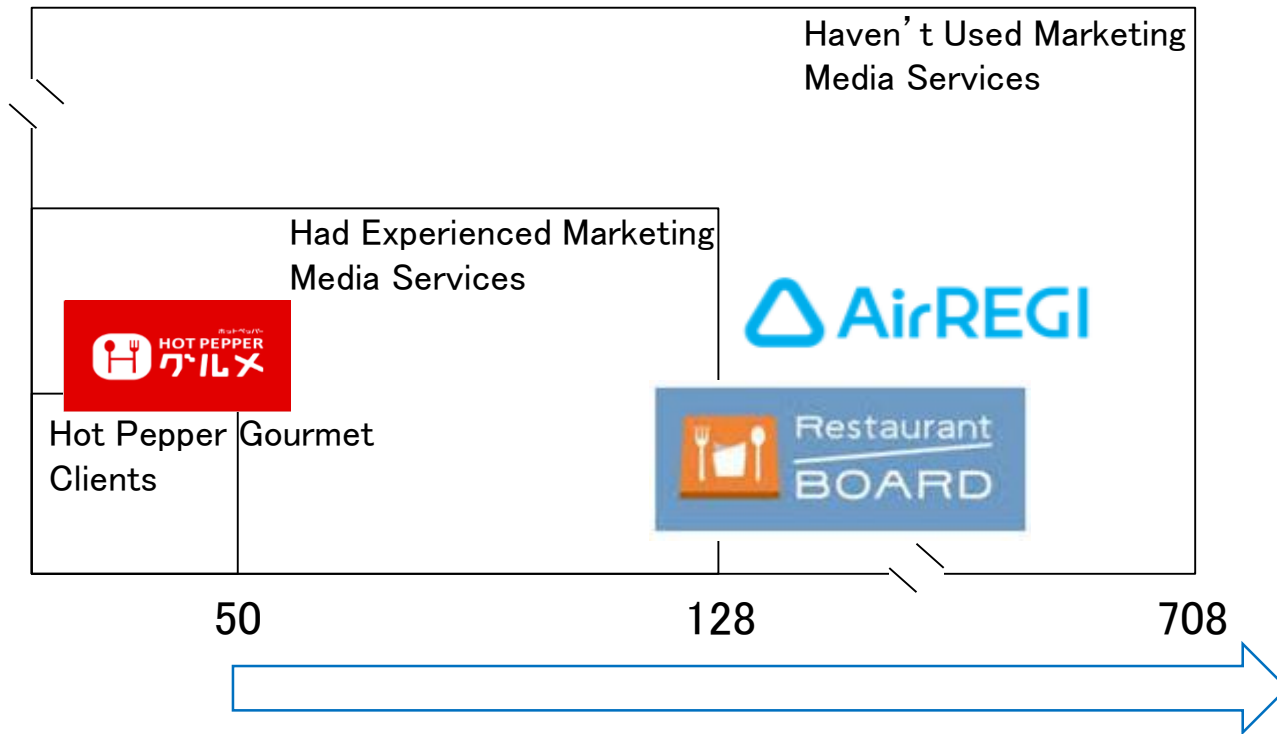


### Online Ad

Clients websites can be easily found through Google or Yahoo!.

## ■ (2) Air REGI × Dining: Growth Potentials

Number of Restaurants (in thousands)

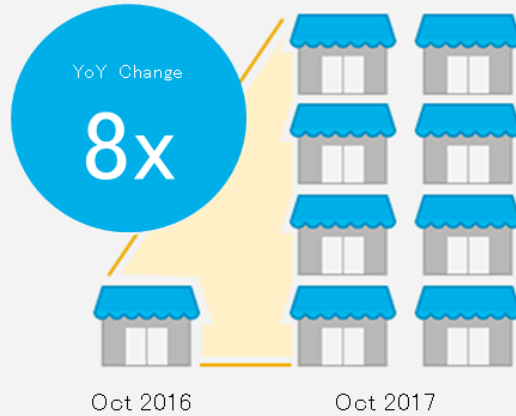


# (3) Payment System: Air PAY



Payment system for  
Credit cards/e-money  
**AirPAY**

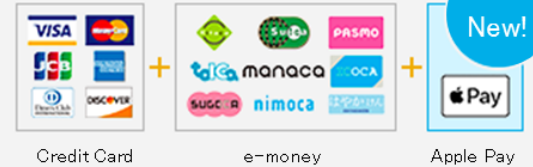
# of clients



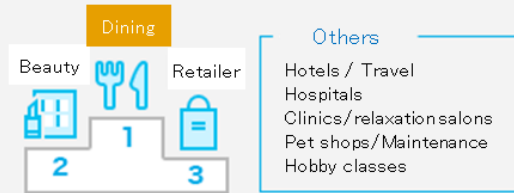
Transaction



Available



Industry



\*Compared results of Oct 2016 and Oct 2017

## ■ (4) Financing: “Partners”

SME's Managing Issues Include;

Information

Timely Access to Business Information

People

Securing Human Resources

Capital  
Expenditure

Strategic Investments for Growth

Funds

Financing when needed

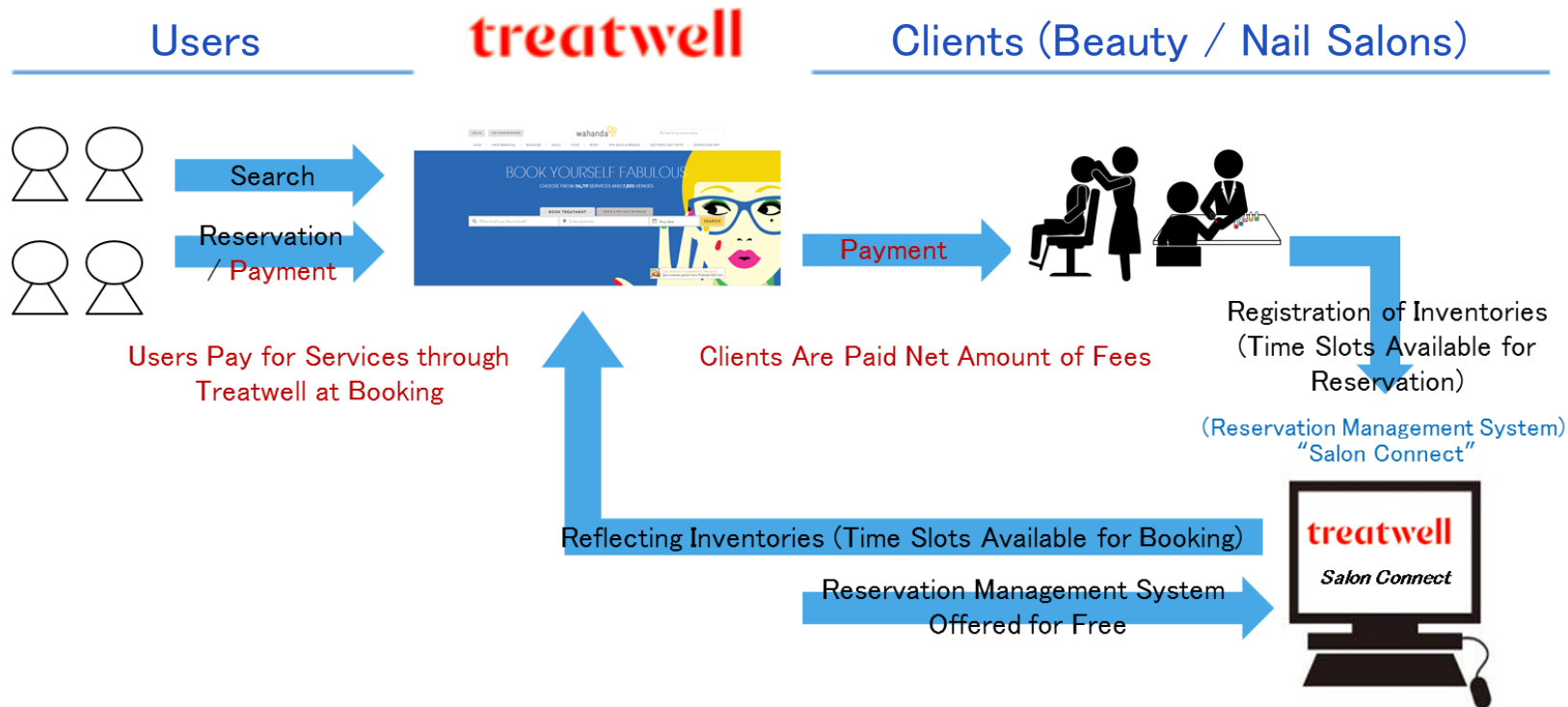


リクルートの経営支援サービス

partners

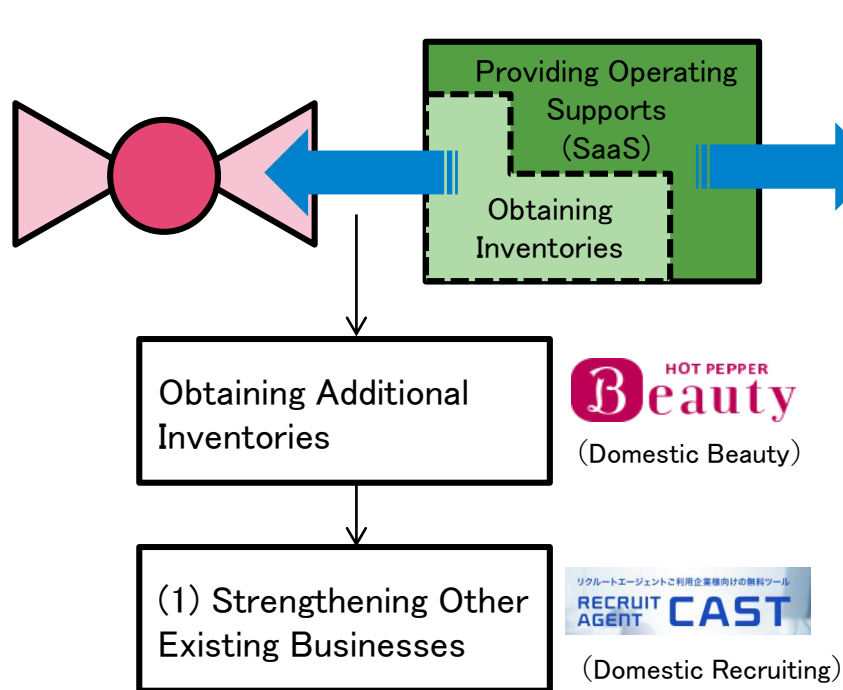


# (5) International Beauty: Treatwell



# Summary: Established Strong Business Model and Future Potentials

## Enhanced Matching Platforms



## New Business Opportunities



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