

50 years of Milestones & Memories

50 Years of Milestones & Memories 1975-2025

Golden Jubilee
JAC Group

50th



JAC Group



*50 years of
Milestones
&
Memories*



The World Develops through Connections between People

JAC Group was founded in 1975. This was a time when many Japanese companies, having gone through a period of rapid economic growth in the post-war years, were starting to make serious moves to expand at the global level. In particular, the recruitment business, which has grown to become the core business of JAC Group, began as part of a variety of services intended to support Japanese companies which were expanding into the United Kingdom. Having established a robust base in the United Kingdom, we then began to expand our operations further from the late 1980s into the 2010s, mainly in Japan and other parts of Asia. With overseas offices now extending into Europe and the United States as well, JAC Group has continued to grow in recent years and into the present day.

So, what has JAC Group accomplished through our recruitment business over the past half-century? What we have done is connect people and companies all over the globe, to support the world's growth and development. It is not actually technology that advances society. Rather, when expertise is brought to new places through people, this gives rise to businesses offering new value and creates change in the world. Our aim at JAC Group is to deliver the human resources that will contribute to this global development, and we have continued to take on this challenge.

50 years of Milestones & Memories will look at the progress of the challenges taken on by JAC Group over the past half-century. It aims to give readers a sense of what our company has aimed towards and accomplished to date, and where we are headed in the future.

CONTENTS

002	Prologue
006	Our Mission/ Philosophy & Policy
007	The Origin of the Company Name and Logo
008	Greetings
012	50th Anniversary Ceremony
016	The Path to Ambition
024	JAC Group over 50 Years
026	50 Years History of JAC Group
028	Trends in Gross Profit and Number of Employees
030	1975 ▶ 1980 Part 1: The Early Days
038	1981 ▶ 1986 Part 2: The Expansion Phase
044	1987 ▶ 2000 Part 3: The Growth Phase
052	2001 ▶ 2009 Part 4: The Rapid Expansion Phase
060	2010 ▶ 2025 Part 5: The Phase of Refining the Brand
066	Development of Our Offices in Japan
070	Development of Our Offices Overseas
078	Expansion of JAC Group
080	Sustainability Initiatives
087	The Tazaki Foundation/JAC Environmental & Animal Protection Foundation
092	Together with JAC
096	Round Table Discussion: JAC's First Generation of New Grads
100	What JAC Employees Say About the Company
104	Message from the Directors for the Next 50 Years
106	MESSAGE
113	Company Overview

Our Mission

JAC Group has been connecting people, businesses, the economy and society and contributing to their growth by linking (introducing) professionals who play an important role in the development of companies around the world.

The success of the professionals we connect leads to the progress of companies and eventually to the development of the world economy.

That economic development results in contribution to society.

Every person we connect will connect to new people in new environments, leading to further personal growth.

Connecting our ambitions leads to the development of individuals, companies, society, nations and the world.

Connecting these together is the work and mission of JAC Group.

Philosophy & Policy

“Philosophy & Policy” is the management philosophy of JAC Recruitment and the cornerstone of our continuous growth and development.

As a recruitment company, we introduce as many talented candidates as possible to companies in need of them.

Our consultants act in accordance with this “Philosophy & Policy”.

“Philosophy & Policy” has been consistently passed down as part of our corporate culture and unwavering ethics despite the change in times and expansion of our business activities.

Philosophy

Freedom & Discipline
Fairness

Policy

Speed
Sincerity
Attitude

The origin of the company name and logo

The company name

JAC (Japan Agency & Consultancy) was founded in London in 1975 to help Japanese businesses enter the UK market. The name of the company came from its initials “JAC”.

The logo mark

JAC’s logo mark is inspired by a jigsaw puzzle, which shows the company’s dedication to “finding the best match between professionals and companies”.





Guided by the two management principles that we have embraced since the company's founding We will make further progress in the next 50 years of the "New Era" and achieve "No.1 in the world in terms of quality and profitability"

JAC Group, founded in London in 1975, celebrates its 50th anniversary in 2025. In 1981, the recruitment business began from a small, old, scratched desk in a corner of the Group's accountancy office, which was located on the second floor of a Japanese food supermarket. Since then, we have expanded to 11 countries around the world and have connected many people and companies. We would like to express our sincere gratitude to our client companies and candidates for their trust and patronage, and to our many stakeholders, including shareholders and employees, for their support and cooperation.

In managing this company, there are two beliefs that I have held dear since the very beginning of the company. One is that the company should be a place where employees are happy and proud to work, and the other is that it should be an entity that can give back to society. When employees work in a fulfilling environment and find their work rewarding, the company grows and can return profits to society. This creates a positive cycle in which a wealthier society creates more jobs, and the company provides support for these employment opportunities. Based on these beliefs, JAC Group has continued to grow and has supported the human capital management of companies not only in Japan but also around the world.

Having celebrated its 50th anniversary, JAC Group is moving into the next 50 years as JAC's "New Era". The Group will continue to provide high-level professional human resources consulting services, which we have carefully developed, on the strength of its corporate culture of JAC as One Team. We also aim to build a robust organisation that can continue to grow even in a rapidly changing social environment, and to become the world's most preferred recruitment consultancy. The entire Group will work together to achieve our goal of becoming the world's No. 1 in terms of quality and profitability.

We sincerely look forward to your continued support and patronage in the future.

Hiromi Tazaki

Co-Founder, Executive Director, Chairman & CEO



It all started in London
Passing on the unwavering philosophy
from the foundation to the next generation
In the hope of even more significant growth

Fifty years ago, I started my own business in London. At the time, I set up a number of businesses to solve the challenges faced by Japanese expatriates, including property rental, food import and sales, and recruitment. It is only with the support of all the people I have met over the years that I have been able to continue the challenge of building businesses in a foreign country as a Japanese national and to support many people through my businesses. I would like to take this opportunity to express my deepest gratitude.

Since the foundation of the company, I have been valuing the spirit of “Freedom & Discipline”. This is the educational philosophy I learnt at boarding school in the UK. The basic philosophy that “we must be disciplined in our own conduct and then improve ourselves based on free thinking” is deeply ingrained in the minds of all Group employees. Under this philosophy, JAC Group has built a corporate culture that places importance on free thinking and honest action. This spirit is the driving force behind the Group’s growth. Without free thinking, it is impossible to create new value. At the same time, we must be disciplined with rigour and fulfil our responsibilities, so that we can be trusted as a company. I am convinced that this principle will continue to be the foundation of JAC Group in the next 50 years of the “New Era” and that we will continue to grow into a great group of companies.

On the occasion of the publication of our history to commemorate our 50th anniversary, I had an opportunity to once again reflect on the history of our company since its foundation. I would like to express my deep appreciation and respect for the warm support and patronage of our customers, business partners, shareholders, directors and employees who have supported us over the years.

I hope that JAC Group will continue to evolve over the next 50 years and into eternity.

Tadayoshi Tazaki
Founder, Executive Director, and Chief Adviser



50th Anniversary Ceremony



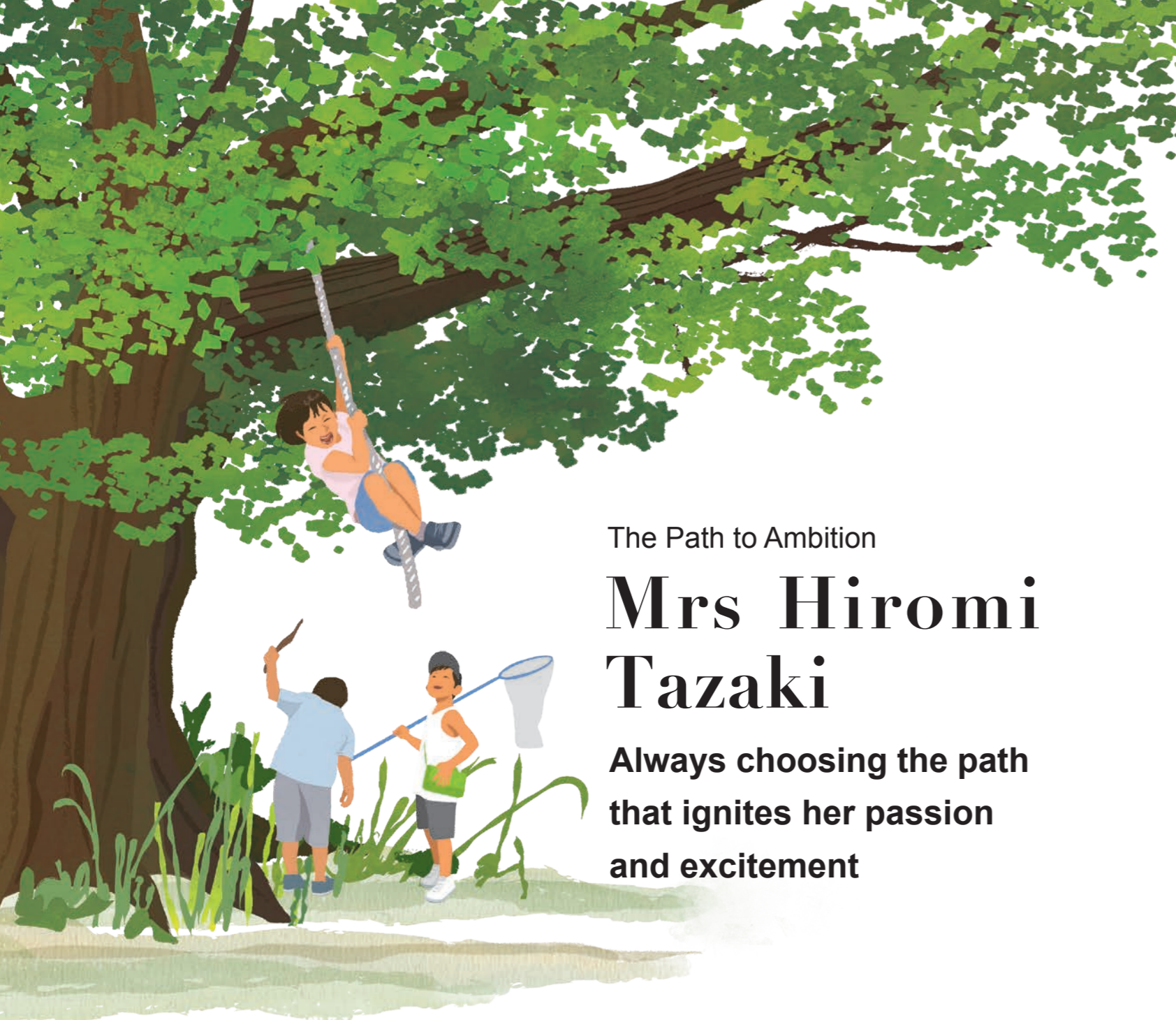
JAC Group holds Year-End Strategy (YES) Meetings in various countries over November to January of each year. This year, the YES Meetings became particularly special occasions, as they also marked the company's 50th anniversary. Here are some images from the meetings held in Osaka (western Japan) and Tokyo (eastern Japan) in January 2025.





Golden Jubilee





The Path to Ambition

Mrs Hiromi Tazaki

Always choosing the path that ignites her passion and excitement

A Girl Full of Curiosity, Eager to Explore Her Neighbourhood

Picture the scene: a quiet Kyoto street, framed by the white walls of Eikando, an old temple in the Higashiyama area of Kyoto. Here, you can see a group of boys running about, waving toy swords. At the head of the pack runs one strikingly energetic little girl, carrying toy swords in both of her hands. Not even the boys can compete with this dual-wielding young swordswoman. The boisterous young girl in this scene grew up to be none other than Mrs Hiromi Tazaki, who now serves as the Co-Founder, Executive Director, Chairman & CEO of JAC Group.

Hiromi was born in 1950, in the Kyoto neighbourhood of Eikandocho, on 23 December. Her elementary school days were a time when a black-and-white TV, washing machine and refrigerator were known as “the Three Sacred Treasures”. Even children were becoming obsessed with the historical dramas that were being broadcast on the cathode-ray TVs in use at the

time, and sword-fighting was all the rage in their games. At other times, kids would make camps in the woods and play at being Tarzan. In those days, the usual games for girls typically involved “playing house” with dolls, but Hiromi was always playing with the neighbourhood boys in tow, jumping around with them.

One aspect of Hiromi’s childhood that tells us a great deal about what she was like as a child involves her extra-curricular activities. Hiromi always took part in a lot of these activities, from as far back as she can remember: drawing, calligraphy, Japanese dance, abacus, English, kimono-making, tea ceremony, flower arrangement... Hiromi would take up whatever took her fancy, no matter what it was. As she was quick learner, it never took her very long to master a new skill. And as soon as she had become good enough to win praise from the adults around her, she would swiftly move on to the next thing. After that, she would move on to the next activity, further widening her range. What drove her forwards was her sense of curiosity: she always wanted to experience the next new thing.

What was interesting about Hiromi is that whenever she thought “I’d like to try that”, she would head off to the extra-



Hiromi in her high school days (second from the top)

curricular school by herself, without talking to her mother first. She would start the activity first, and then let her mother know after the fact, when the requests for the monthly fees came home. For Hiromi, this just seemed like the common-sense thing to do. From her early childhood, Hiromi was evidently the kind of child who would think for herself and take action based on her own decisions. Perhaps the way things were at home had led her to develop this trait. Hiromi’s father had left the family many years ago, and her mother was busy at work, meaning that the house was empty much of the time. An only child, Hiromi spent a great deal of time with her grandmother. She was unable to rely on her parents, which may be why it felt natural to her to act on her own initiative after thinking independently about what to do.

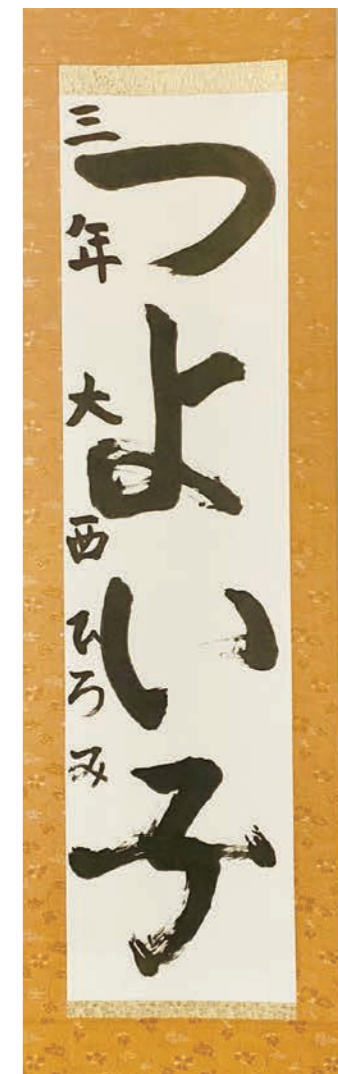
More Joy Creating Something New

As Hiromi grew into a junior high school and high school student, this tendency of hers to take action proactively no matter what it was became increasingly pronounced. After entering her public junior high school, she discovered creative writing such as writing poems and novels. She had loved reading from childhood but found it difficult to come up with her own stories; working at this process drew her attention to many new things. She started to explore topics such as “What does ‘life’ mean?” and “Who are we?” more deeply. Compared to her classmates in the same grade, Hiromi must have seemed rather mature and even a little overly logical for her age.

After junior high, she entered St. Agnes’ High School, a Christian school. There, she learned to exercise leadership as well as creativity, and played an active role in school events and club activities. If, say, her class was to set up a stall serving tea at the school festival, Hiromi was sure to be at the centre of the action. To get hold of the most delicious tea and cake, she would go by herself to negotiate with a bakery that she had connections with and would practice and perform the folk songs that were popular at the time, to make the stall more enjoyable for the customers. She would come up with all kinds of ideas to make the customers happy and create the best possible tea stall, and her enthusiasm would fire up her classmates as well. There is even an anecdote that this achieved the first-ever sales at the high school festival. When she took on the role of compiling an

anthology of her fellow students’ school graduation essays, she was at the centre of all aspects of the task, including the editing, the design and ordering the printing. She mapped out teacher interviews, held polls on questions like “Person who is the best at studying”, “Most entertaining person in the class”, and she also incorporated ideas that allowed all students in her class to become stars. As someone who could never accept anything less than perfection, Hiromi not only laid out the pages with care but also made frequent visits to the printing company to assist with the task until the binding process was complete. She was also affiliated with the English Speaking Society (ESS). Though she was not a particularly strong English speaker at this time, she helped drive the group forwards as chairperson of the Kyoto English Speaking Schools Alliance (ESSA), which comprised five Christian schools in Kyoto.

As she came to learn of the joy that comes from creating something never seen before by continuously and proactively working on her own initiative, and of the pleasure of seeing her efforts praised by others, Hiromi won the respect of the adults around her. Yet, even as she led a fulfilling and vibrant life day by day, as she grew up, Hiromi was beginning to think about what kind of direction her life should take in the broader sense: what was the purpose of her life, and what kind of life should she lead?



A writing practice exercise by Hiromi in her elementary school days. Although the characters are supposed to be written as *yoi ko* (good child), Hiromi added an extra character to turn it into *tsuyoi ko* (strong child), showing what kind of girl she was.



She also took trips overseas to appear as a model



Looking for the Principles to Live by

From the time Hiromi was a student in her late teens, the student movement became more active around her. This was a period of passionate activism among young people, who would gather all over Japan to loudly denounce what they thought of as unfair aspects of the social structure. Hiromi herself did not become involved in these gatherings, but the passionate opinions being expressed by others naturally made her more interested in the question of what kind of society would be ideal going forwards. As hippie culture spread throughout the United States around this time, the pacifism and free-living values of the hippie movement also struck a chord powerfully with the young people of Japan. Living through this period of massive social change perhaps gave Hiromi the strong impression that new ideas which overturn the established norms are always to be brought from overseas. New ideas not to be found in Japan can be discovered in other countries, she thought. If one goes abroad, in other words, one is sure to find what one is searching for. These were the expectations that began to grow within Hiromi.

When Hiromi was 23, a chance to travel overseas appeared out of nowhere. Asked to accompany an overseas publicity tour for *nishijin-ori*, a type of traditional Japanese silk brocade, she travelled to France and Italy with acquaintances. She even worked as a runway model while she was there. Everything felt fresh and new to her as she stepped on foreign land for the first time. After coming back to Japan, the vague aspirations she had previously had about studying overseas now crystallised into a concrete goal.

After thinking about where she should study, Hiromi finally opted for the United Kingdom. As a developed nation with the sense of dignity that came from having been the leader of world development for many years, the UK offered the chance to gain many things that could not be found in Japan, she felt. She also felt that this was an opportunity to make use of the English she

had learned in her ESS club activities and elsewhere. So, at last, aged 24, Hiromi started her language studies in the UK. Soon after arriving there, she became enthralled by the British streetscapes with their depth of history and aesthetic appeal, and by a way of life that seemed somehow more advanced than that of Japan; as time went on, and as she gradually improved her English speaking abilities to the point where she could converse freely with her local friends, she began to be captivated by the British way of thinking as well.

Seeing a homeless person on the street Hiromi once said to her friends “Why is that person living off the money they get from other people, rather than working themselves? It doesn’t seem fair”. To her, this view seemed quite obvious, but her British friends disagreed with her. “Hiromi, in the real world, some people just aren’t able to do the things they want to do. Some people have mental health issues as well. You need to think about those kinds of people too”. British people thought it was obvious that those with the power to help others should bear the burden of those who needed help. For the British, it was this kind of burden-sharing that made a society fair. From these interactions with British people, Hiromi found herself feeling rather shocked to think how far the Japanese way of thinking, and even her own attitudes, lagged behind those of the British, and came to have great respect for the country.

She also found that British attitudes towards pets were quite different to those found in Japan. It was true that the Japanese also kept animals as much-loved companions. But Hiromi learned that some pet-keeping practices in Japan that the Japanese were used to and accepted as normal (including guard dogs kept on chains and pets whose owners did not take them for walks as it was not convenient to them) were considered animal cruelty among the British. In the UK, the human-pet relationship really seemed more like that of family members. One by one, these kinds of ideas, only to be found in a country which was truly mature, made deep impressions on Hiromi. Before she knew it, the UK—a country which started off as a foreign and unfamiliar land to her—had acquired a very special place in her heart.

The Excitement of Taking the Uncharted Route

Having developed this strong attachment to the UK and made the decision to continue living there, Hiromi now made the decision to start work in the UK as well. Her first job, which she was introduced to via an acquaintance, was a part-time position at Sumitomo Trust and Banking which had expanded into the UK. At first, she studied in the mornings and worked part-time in the afternoons. She later became a full-time company employee, following the retirement of a Japanese female employee at the company. Over three years, she worked in general affairs and accounting. Given her natural tendency to throw herself into her tasks and do whatever was necessary to bring her work to perfection, Hiromi won acclaim for the way she did her job from those around her. She tackled her work with gusto, insisting on taking care of even the most detailed tasks herself rather than leaving things to other people.

However, the tasks she was given to do were largely routine work, and Hiromi began to feel unsatisfied by what she was doing. She was happy to win praise for her hard work in her job, but inside her, her enthusiasm was beginning to ebb, and taking her work seriously began to feel harder. Suppressing these feelings, she ended up completely exhausted, both mentally and physically. She began to wonder if she could continue working in her current workplace.

It was then that Hiromi was asked by someone she knew if she would be interested in getting involved in the recruitment business. She began to wonder what kind of work it involved. Indeed, this was an age when even the phrase “recruitment industry” did not really exist. She did not even know what people in this line of work actually did. Despite this, Hiromi began to feel intrigued by the mysterious appeal of this job. She could be a pioneer in a line of work that nobody had really done before her. In doing so, she could carve out a new pathway. Just thinking about this made her feel excited. And so, Hiromi made the

decision to transfer to this new job.

The day she started off her new company—the first day she arrived at her new company’s office—is still fresh in Hiromi’s memory. The office was on the second floor of a supermarket. The only things in the office were a ratty set of desks and chairs, and a telephone. It was far from being a satisfactory place to do business. Even so, Hiromi’s heart was singing. Because it was a completely new kind of job, nobody could say exactly how it was supposed to be done. She was excited about how interesting the work would be.



Working as a secretary in Kyoto Momoyama Lions Club

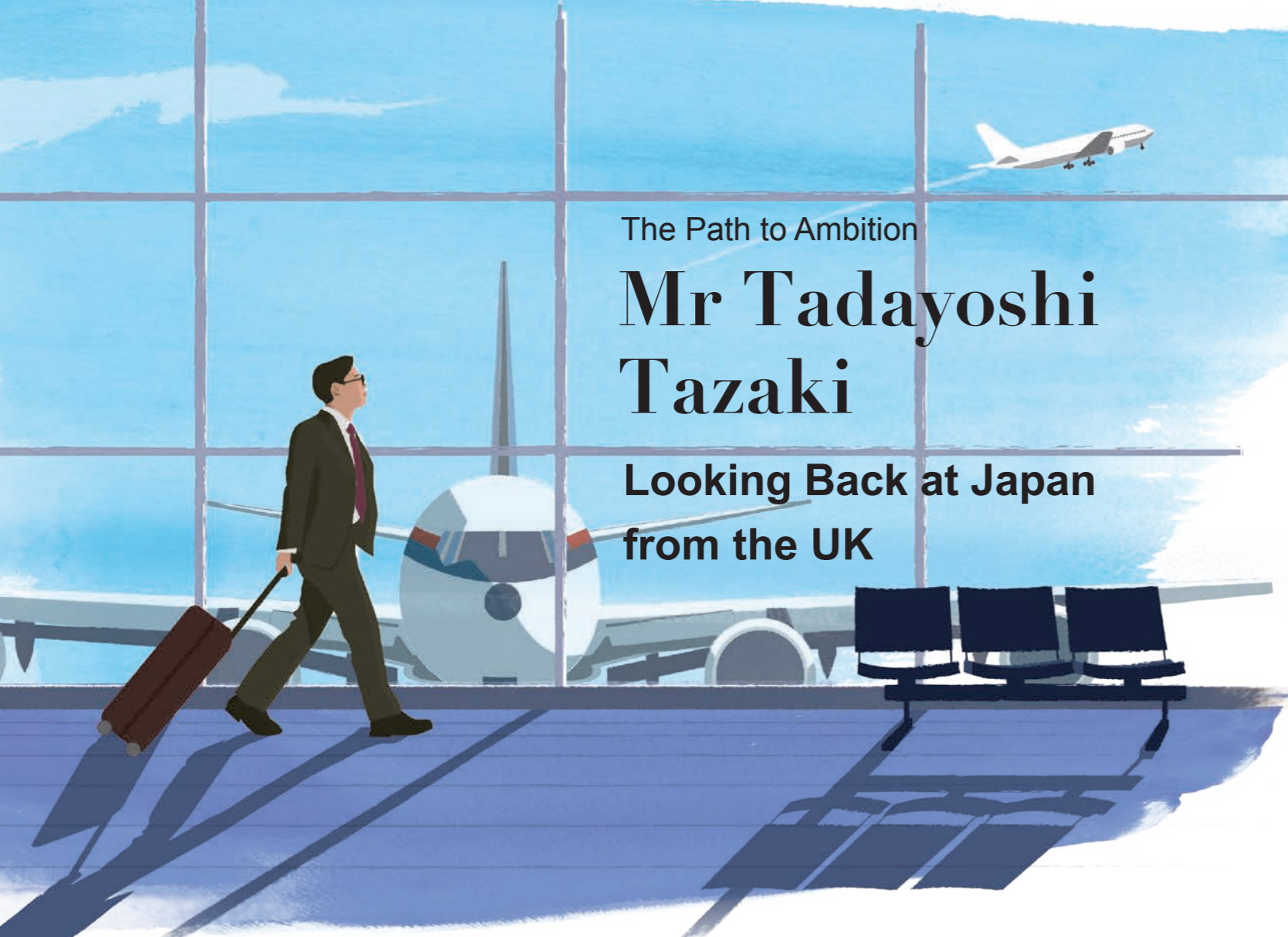
Profile: Hiromi Tazaki

Mrs Hiromi Tazaki was born in Kyoto. After graduating from St. Agnes’ High School, she worked as a secretary at Kyoto Momoyama Lions Club, before going to the United Kingdom, where she started work at the London branch of Sumitomo Trust and Banking in 1977. In 1981, she joined Tazaki Group to work as recruitment consultancy startup manager; in this role, she carved out a new business independently. Having won acclaim for her outstanding management abilities while leading this new business towards success, Hiromi was appointed as Managing Director and CEO of Tazaki Group in 1991. Since then, first as Managing Director and CEO of Tazaki Group and now as Co-Founder, Executive Director, Chairman & CEO of JAC Recruitment, Hiromi has been responsible for overall management of JAC Group and driven forwards its success.

In 2014, she won the Hall of Fame award, which recognises the achievements of those individuals who have made the greatest contributions to the development of the human resource industry, as part of “The Recruitment International

Asia Awards 2014”, an awards ceremony held by *Recruitment International*, a recruitment industry trade publication based in the UK. She has won great acclaim for her achievements as a pioneer in the human resource industry over many years, not only for her contributions to the growth of her own company and the industry in Japan, but also for promoting the growth of the business worldwide, including in the UK and various parts of Asia. She has also been greatly commended at the global level, including her being selected for the fourth consecutive year from 2015 onwards to be part of “Global Power 100 - Women in Staffing”, announced by *Staffing Industry Analysts*, a US-based recruitment market media outlet.

In March 2022, Hiromi founded the JAC Environmental & Animal Protection Foundation, based on a vision that she has held over many years. She has also put efforts into the Sustainable Development Goals (SDGs) and social contribution activities through her assistance to groups which engage in animal protection and protection of the natural environment in line with this.



The Path to Ambition
Mr Tadayoshi Tazaki
 Looking Back at Japan from the UK

An Ordinary Boy Who Sought an Extraordinary Path

Tadayoshi was bigger than the other boys around him but was never the type to have a strong desire to express himself. You might describe him as a taciturn, reflective person—a quiet boy who always had a smile on his face. His grandmother sometimes teased him, calling him “big oaf”. Few people would imagine that this easy-going boy—the kind of boy you see everywhere—would go on to lead such a remarkable life from his teens onwards, by leaving Japan, studying at the University of Cambridge in the UK, and starting up several companies in the country.

Tadayoshi Tazaki, the Founder, Executive Director, and Chief Advisor of JAC Group, was born in Mitsuzawa in Yokohama, Kanagawa Prefecture, on 16 July 1943. Having been evacuated to Manchuria during World War II, he apparently learned to speak Russian when young. However, as far back as he can recall, Tadayoshi remembers being a very ordinary boy. His academic scores and sports performance were nothing out of the ordinary, nor did he excel particularly in leadership. Why a boy like this would aspire to go overseas might seem a mystery. In reality, however, Tadayoshi faced a complicated situation at home. His father had debts of enormous size. Tadayoshi’s father had graduated from Imperial Japanese Army Nakano School, an institution attended by the military elite. Based on his powerful sense of mission, he wanted to restore diplomatic relations between Japan and the outside world following the end of World

War II and invested his own money in travelling around the world, incurring huge debts as a result. Learning later on about the truth of this situation, Tadayoshi was cast into despair about the size of the debt. He knew that if he simply grew up in the ordinary way, graduated from a university in Tokyo and became a government official or the like, he would never be able to pay the debt back in full; he would always be pursued by the debt his father had incurred and would be forced to live with constant money worries. Tadayoshi realised that there was no future for him if he stayed in Japan. He decided that he needed to set his goals higher, by studying at an overseas university and becoming a person with a truly exceptional record. If he could realise these ambitions, he could pay back all of his father’s debts and lead a fulfilling life of his own too.



Tadayoshi during his high school days (front row, third from right)

The UK is Where I Will Take My Chances

Tadayoshi wondered which country he should study in. Having a talent for science, Tadayoshi was at first attracted by the “space race” which was underway among the major powers at the time. The Soviet Union was the leader in the space race, having succeeded in humankind’s first-ever artificial satellite launch and manned space flight. Thinking that the Soviet Union would be his best bet, Tadayoshi started making moves towards studying in Russia; however, when he inquired at the Soviet embassy, he was gently declined on the grounds that he was “too young”. Tadayoshi then thought about going to the United States, yet nothing really came to mind. At that time, there were already a number of people studying in the United States, and Tadayoshi decided that following the same pathway as other people was unlikely to turn him into an exceptional “human resource”. The next possibility that arose in his mind was the UK. He was interested in the UK as a global leading nation which had long been a great Western European power; moreover, he had the good fortune to encounter a young British teacher from the University of Cambridge who had taught at the University of Tokyo; Tadayoshi asked him for advice about studying abroad, and these discussions were the starting-point that ultimately led to Tadayoshi’s making concrete plans to go to the UK. The teacher told Tadayoshi that as he would not be able to go directly to a British university, he should start by attending a British “public school” (private boarding school), get excellent grades and aim at university from there. Tadayoshi’s goal was now settled.

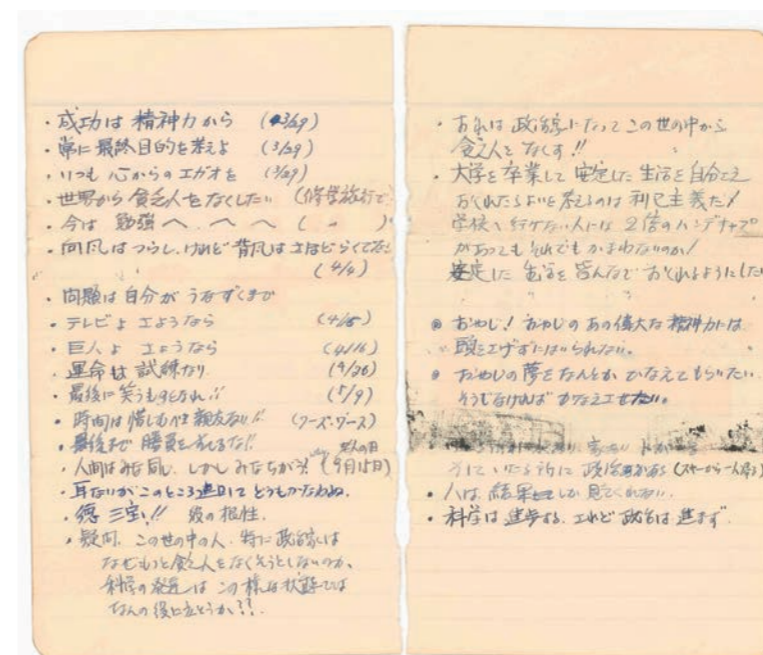
However, to study abroad in the UK, he would first need to prove his practical English abilities by passing the English exam of Japan’s Ministry of Foreign Affairs. Tadayoshi, for whom English was not a special strong point, studied for all he was worth. At this time, his family was still not taking his resolve seriously. They thought he was unlikely to pass, no matter how hard he studied. Amazingly, however, Tadayoshi somehow managed to pass the exam. His mother was thrown into a panic by this result. She was adamantly opposed to this move, saying “It’s too soon for you to go overseas”, yet it was already too late: Tadayoshi’s resolve was fixed. Realising that she could not make

him go back on this decision, his mother gave in, and gave him her blessing to go, telling him in a letter she sent him that “You must not come back to Japan until you have found what you want to give back to Japan and made it reality”. And so, in 1962, in the autumn of the year, he graduated from Tokyo Metropolitan Nishi High School, and the 19-year-old Tadayoshi set off for the UK. He carried a one-way airline ticket with him. His mother and grandfather had somehow contrived to get hold of his travel costs and one year’s worth of school fees and accommodation expenses, having done all kinds of things to scrape the money together. But since only these basics could be covered, there was no knowing when he would be able to make his return trip to Japan.

Stick to What You Believe in, and a Miracle is Sure to Show Up

Having arrived in the UK, Tadayoshi lacked the breathing space necessary to truly enjoy life in his new country. Although the normal practice was to spend two years studying at a public school before graduating, Tadayoshi needed to achieve a rather unrealistic-looking plan of getting into Cambridge after just one year of study, in order to keep his educational expenses as low as possible. English had never been his strongest point, and he just could not keep up with the lessons day by day. In addition to preparing and reviewing for lessons after classes were over, studying English also took up quite a lot of his time. What kept Tadayoshi going at such times was his strong determination to make it through, no matter how hopeless things seemed to be. A person who has truly made up their mind to do something can draw on reserves of strength that seem surprising to others. And so Tadayoshi continued his studies, literally spending every waking moment studying, determined to carve out a new future for himself.

At last, Tadayoshi approached the fateful day. The entrance exams for Cambridge would be held over three days, with an interview being a key part of the process as well as written exams. The decisions over which students to accept would be made based on their objectives in entering the university, what

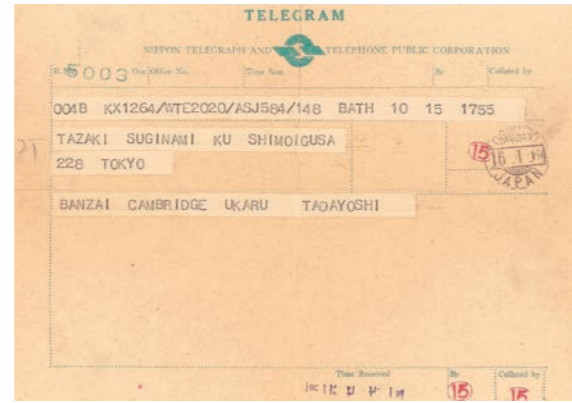


Notes written by Tadayoshi during his high school days. They reflect his unwavering determination and mindset at the time: “Success begins with the spirit”, “Always keep the ultimate goal in sight”, “Now is the time to study, study, study, study”, “Goodbye, television”, “Goodbye, Giants baseball team”.

they wanted to learn and what their goals for the future were. Tadayoshi strongly emphasised his ambition as a Japanese person to “study in the UK, and give something back to Japan”. In January 1964, Tadayoshi received his long-awaited reply from the University of Cambridge giving him the happy news that he had been accepted. Tadayoshi was overflowing with joy. Given that only around 2% of people in the UK went on to university at the time, it seemed unlikely to the point of miraculous that Tadayoshi, a Japanese, had gained acceptance to Cambridge, one of the world’s finest universities. By maintaining a passionate sense of belief in himself and continuing to work hard, he had demonstrated that he was able to make the breakthrough to an unbelievable life.

The Values Tadayoshi Learned from the UK

After entering Cambridge, Tadayoshi began to realise the greatness of the UK as a country. During an interview with the university chancellor, he asked him “Why did you let me enter this university?” After talking about Tadayoshi’s excellent grades, the chancellor got round to the key point. “First of all, I thought that bringing a Japanese person’s way of thinking into Cambridge would be a great thing for Cambridge. And I felt that for you, studying here would help you become a bicultural person with the backbone that comes from both Japan and the UK, able to truly succeed on the world stage. I thought there was great value in supporting you in developing your track record in this way”. These words really opened Tadayoshi’s eyes. As a young man of 21 from Japan, he was first of all simply overjoyed to have someone from a prestigious British university expressing such high expectations of him. Furthermore, he was also deeply impressed by the significance of the chancellor’s encouraging him to be proud of his Japanese identity in the way he studied,



The telegram Tadayoshi sent to his mother, informing her that he had been accepted at Cambridge

rather than telling him to imitate British people. He was struck by the idea that this was what it meant to study at a university with a history of more than 800 years.

Tadayoshi noticed the best aspects of the UK in his interactions with friends. When he was invited to social gatherings, he often had to decline due to lack of money. Before long, he would find cans of beer placed outside the door of his room. These acts—silently giving him gifts after realising he was an independent student with no money to spend on having fun—inspired in Tadayoshi not only gratitude to such friends but also a deep respect for a country where such acts of thoughtfulness came naturally to people. Looking back, he notes that he never experienced a single act of discrimination from anyone in the UK, despite his being Japanese, his inability to speak English well and his lack of money. In an age when the term “diversity” did not really exist, the UK was a country that tolerated diversity and showed fairness to everyone. For Tadayoshi, being able to experience these values—values only to be found in such a mature country—as he studied, represented great value that could not be converted into money.



Tadayoshi after entering public school (fourth row, far left)

Starting out on a Unique Life Course

After graduating from Cambridge, Tadayoshi attracted attention from a variety of European companies due to his highly unusual credentials as a Japanese person who had completed studies at a high-ranking British university and received several invitations to join these firms. A Swiss company arranged round-trip airfares for him to attend an interview with them; other companies offered the astonishing condition that they repay in full the cost of the scholarship he had received from the university on behalf of him. At last, it seemed that the future that Tadayoshi had mapped out was about to become reality. However, Tadayoshi turned down these appealing offers, and chose to start work at a Japanese company, Mitsubishi Corporation, where the salaries were not as high. What led him to this decision was a piece of advice from Shinroku Morohashi (later to become the president of Mitsubishi Corporation), who at the time was a board member of Mitsubishi Corporation in London. “Japanese companies are developing with breakneck speed right now. Looking to the future, learning from Japanese companies would be better for you than thinking only of your current situation and working for foreign companies”. Tadayoshi could see what was meant by such advice. Viewed from the perspective of where he would be most likely to succeed in the future, this would probably be Japanese companies. Tadayoshi therefore decided to enter Mitsubishi Corporation. He accompanied Japanese guests and dignitaries when they came to visit the UK and acted as interpreter. Though he did this work for only a year or so, it was an important period for him, giving him the opportunity to experience the vigorous growth of Japanese companies for himself, and to discover what they were coming to the UK for.

After a year with Mitsubishi Corporation, he next started work at an American company. He was involved in futures trading, becoming their first dealer in Asia. As he had always been strong at maths and was suited towards jobs that involved handling figures, he grasped the nature of speculation independently and built up a good track record, meaning that everyone wanted his

information. These experiences of success were another way that Tadayoshi learned the key points of business. However, he had no intention of doing this job forever. As his mother had written in that letter to Tadayoshi previously, he believed he had a duty to bring something back to Japan after studying in the UK. The fact that he had reached the level of being an exceptional “human resource” was all the more reason why he should aim to do things that other people could not. To realise this, setting up his own business would probably be the way to go. In the 1970s, with major changes afoot in the world, this young man who was equipped with both a Japanese and a British background was now starting to scope out the pathway along which he would travel.



Tadayoshi, while working at Mitsubishi Corporation

■ Profile: Tadayoshi Tazaki

Mr Tadayoshi Tazaki was born in Yokohama in 1943 and was evacuated to Manchuria when he was one year old. After World War II, he managed to return to Japan by ship aged five, barely escaping with his life. After graduating from Tokyo Metropolitan Nishi High School, he went to the UK aged 19. He studied at Kingswood School, an all-boarding private “public school”, in Bath, where he took A-levels in maths and physics and S-level in advanced mathematics, achieving the school’s top score. After leaving school, he was admitted to Downing College, Cambridge in 1964. In 1967, he graduated from Cambridge after obtaining a BA and MA in mathematics and economics. He was the first Japanese person to obtain a BA from Downing College, and later became a college fellow, a role in which he serves to this day.

After graduating from Cambridge, he entered the London branch of Mitsubishi Corporation in 1967. Following this, after working with Continental Ore Corp., the London branch of Sumitomo Shoji Kaisha, Ltd. and other organisations, he started working independently in 1974, starting up several businesses in London including “import/wholesale of Japanese foods”, “recruitment/translation and interpreting”, and “real estate

leasing”. He currently serves as Founder, Executive Director, and Chief Adviser of JAC Group.

In 2016, based on his own experiences, Tadayoshi established the Tazaki Foundation, whereby he has invested his own capital in cultivating truly global leaders who are equipped with world-class bilingual and bicultural knowledge. This Foundation sends seven to eight selected candidates to the UK from Japan each year, providing full scholarships which cover a five-year period from age 16 until graduation from university. As a long-term scholarship for study abroad, the Tazaki Foundation Scholarship is truly one of its kind in the history of Japan, and there are high hopes that the graduates produced by this Foundation will achieve success on the global stage in the future.

In 2022, he won the Japan-British Society Awards 2022 from the Japan-British Society in recognition of his substantial contributions as president of the Tazaki Foundation to the education of the human resources who will uphold relations between Japan and the UK going forwards. At the award ceremony, held on 22 November, he received a commemorative silver plate from Her Imperial Highness Princess Akiko of Mikasa, who is the Honorary Patron of the Society.



JAC Group over 50 Years

JAC provides high-quality recruitment consultancy at all of its offices, making use of a network that spans the globe.

JAC of today has established itself in a unique position in the global recruitment industry. How did JAC get started, and how has it grown over the decades?

The founders, Tadayoshi Tazaki “Mr Tazaki” and Hiromi Tazaki “Mrs Tazaki”, are affectionately called “Mr” and “Mrs” by their employees. Here, we will take a look at the story of this journey, focusing on the Tazakis.

YEARS HISTORY

50 Years History of

JAC Group

JAC Group has a very unusual background as a Japanese company which started in the UK and then “reverse-migrated” to Japan. Having originally been established in the UK, JAC then took a major step forward with the creation of its Japanese office (currently the Head Office) as part of its overseas expansion. Since this time, JAC has expanded its office network to countries across the globe based on the unique culture and knowledge that it has cultivated. As a result, it remains a global company that is truly one of a kind, and continues to grow today.



At the London Office with the accounting team



The Yokohama Office opening party



Changed to the First Section of the Tokyo Stock Exchange



At the JAC Malaysia YES Meeting

- 1975** Japan Agency & Consultancy initially established as part of T.Tazaki & Co. Ltd. in London by Tadayoshi Tazaki (founder) Operations begin from the residential real estate rental business and the recruitment business both aimed at supporting Japanese companies that were expanding overseas
- 1978** Tazaki Foods established, importing Japanese foods to the UK (Established in London; divested in 2013)
- 1981** Hiromi Tazaki, currently Co-Founder, Executive Director, Chairman & CEO, joins Tazaki Group (*), whose head office is located in the UK. The company starts full-scale operations in the recruitment business
- 1987** Recruitment agent business and residential real estate rental business established in Singapore as JAC's first overseas office Negotiates with the government regarding the introduction of Japan's first-ever meal ticket system. Negotiations lead to the establishment of Barclay Vouchers in Japan (divested in 2007)
- 1988** JAC Japan established in Kojimachi, Chiyoda-ku, Tokyo as a recruitment business, serving as a branch for the UK business (currently JAC Recruitment)
- 1991** Hiromi Tazaki appointed as Managing Director of the Tazaki Group
- 1993** JAC Japan's Osaka Office opens
- 1994** JAC Recruitment Malaysia established
- 1998** Strattons bought up by the London Head Office; JAC Property's name changed to JAC Strattons. This firm expands as a comprehensive real estate company, whose operations included serving as an agency for residential rental and property sales, commercial real estate, property management, and financial services

1975

- 2000** Start of dispatch business services in Japan
- 2002** JAC Recruitment Indonesia established
JAC Financial Design established, supplying various real estate loan products, primarily mortgages (Established in London; closes in 2006)
JAC Japan's Kyoto Office and JAC Japan's Yokohama Office open respectively
The first generation of new grads joins JAC Japan
- 2004** JAC Recruitment China established (closes in 2023)
JAC Recruitment Thailand established
JAC Japan's Nagoya Office opens
- 2005** The Head Office covering JAC Recruitment operations outside Japan relocated from the UK to Singapore. JAC Recruitment Asia established.
The Japan Head Office relocated to Kanda Jimbocho, Chiyoda-ku, Tokyo (current location)
- 2006** JAC Japan Co., Ltd. becomes independent of JAC Group, and listed on the JASDAQ Securities Exchange independently
JAC Japan's Fukuoka Office opens (closes in 2010; reopened in 2022)
JAC Japan's Kobe Office opens
- 2009** Company name changed from JAC Japan Co., Ltd. to JAC Recruitment Co., Ltd.

2000

- 2010** Productivity, Profitability, Professional & International (PPP&I) set out as the company's management policy
- 2011** JAC Recruitment Korea established
JAC Recruitment Hong Kong established (closes in 2023)
JAC International established in Japan
- 2013** JAC Recruitment Vietnam established
Acquires C.C. Consulting Co., Ltd. (currently CareerCross Co., Ltd.) as a wholly owned subsidiary
- 2014** JAC Recruitment India established
- 2015** Stock market listing changes to the First Section of the Tokyo Stock Exchange
- 2016** JAC Recruitment's Shizuoka Office opens
Tadayoshi Tazaki establishes the Tazaki Foundation with private money
- 2017** JAC Recruitment's Chugoku Office opens (Hiroshima City)
JAC Recruitment's Kita-Kanto Office opens (Saitama City)
- 2018** Acquires JAC Recruitment Asia Ltd. as a wholly owned subsidiary, resulting in the merger of all JAC operations globally
- 2019** JAC Recruitment Germany established

2010

2020



At the JAC Indonesia YES Meeting

- 2020** VantagePoint acquired as a subsidiary (100% owned)
Company name of JAC Recruitment Asia Ltd. changed to JAC Recruitment International Ltd.
- 2022** JAC Recruitment's Fukuoka Office opens (reopened)
Transitions to the Prime Market of the Tokyo Stock Exchange
Hiromi Tazaki establishes the JAC Environmental & Animal Protection Foundation with private money
- 2023** JAC Recruitment USA established
C.C. Consulting Co., Ltd. changes its company name to CareerCross Co., Ltd.
VantagePoint Executive Search US established
JAC Recruitment's Tohoku Office opens (Sendai City)
JAC Recruitment's Hamamatsu Office opens
- 2025** JAC celebrates its Golden Jubilee (50th anniversary of its foundation)

Events Outside JAC

- 1985** The Equal Employment Opportunity Law (EEOL) proclaimed (comes in force on 1 April 1986)
- 1986** The Worker Dispatch Act comes into force
- 1993** The European Union (EU) formally established
- 1994** The New Labour Standards Act, centring on a transition to a 40-hour work week, comes into force
- 1995** The Great Hanshin-Awaji Earthquake strikes Kobe (magnitude 7.3)
- 1999** Amendments to the Employment Security Act and Worker Dispatch Act (liberalising practices in work types that are covered, as a basic principle)

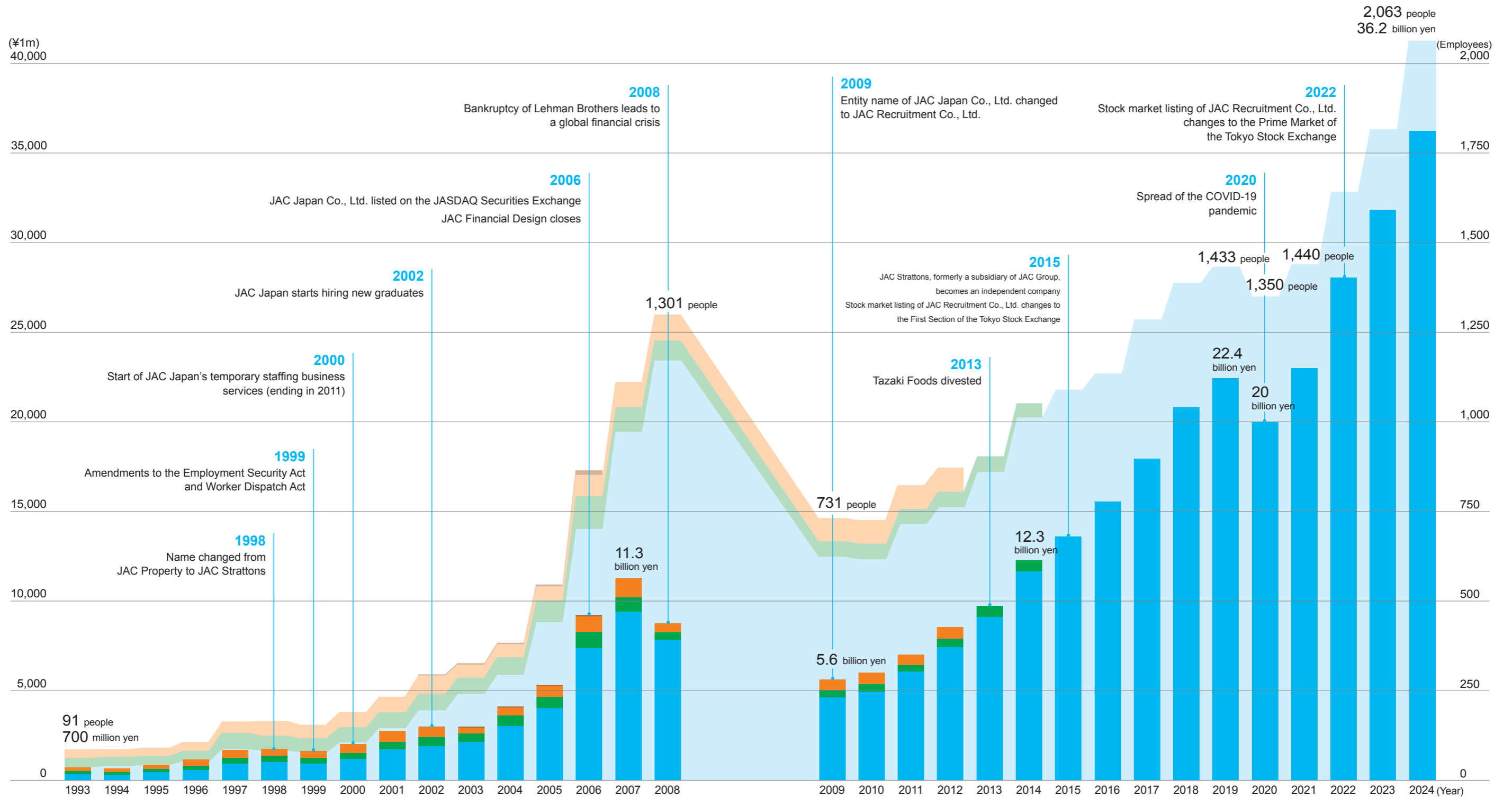
- 2001** The September 11 terrorist attacks strike the United States, leaving over 3,000 people dead or missing
- 2002** Euro banknotes and coins begin to circulate in the EU as the new single currency
- 2003** The Act on the Protection of Personal Information enacted
- 2005** Expo 2005 Aichi, Japan held
- 2008** Lehman Brothers, the fourth largest investment bank on the US stock exchange, collapses, triggering a global financial crisis

- 2011** Japan struck by the Great East Japan Earthquake (magnitude 9.0), leaving more than 20,000 people dead or missing and causing an accident at Fukushima Daiichi Nuclear Power Plant
- 2015** Start of the My Number (Individual Number) system (start of designation of individual numbers)
- 2016** The Bank of Japan applies a negative interest for the first time in Japan
Full liberalisation of Japan's retail electricity market
- 2019** Crown Prince Naruhito becomes the new emperor. The Reiwa Period begins.

- 2020** The first COVID-19 patients confirmed in Japan
- 2022** Russia launches its invasion of Ukraine

* Includes Tazaki Foods, JAC Property and JAC Recruitment

■ Trends in gross profit (GP) and number of employees (consolidated)



(Legend)

- Recruitment business (gross profit)
- JAC Strattons (gross profit)
- Tazaki Foods (gross profit)
- JAC Financial Design (gross profit)
- Recruitment business (number of employees)
- JAC Strattons (number of employees)
- Tazaki Foods (number of employees)
- JAC Financial Design (number of employees)

**"Number of employees" represents the numbers of permanent full-time employees (consolidated).
 *The performance for JAC Strattons covers up to 2014, since the company (formerly a Group subsidiary) became independent from 2015 and was divested in 2017.
 *The performance of Tazaki Foods covers up to 2012, since the company was divested in 2013.
 *The performance of JAC Financial Design covers from 2002 to 2006, which was the company's operational period.

Part 1: The Early Days

19



19



Delivering Local Services to Support Japanese Companies Expanding Overseas

As Japan reached its period of rapid economic growth following World War II, Japanese companies rapidly expanded into other countries.

Watching this momentum developing before his eyes in the UK, Tadayoshi Tazaki began to imagine a business model in which he would provide everyday lifestyle support for Japanese people who had ventured overseas to this unfamiliar country and were finding it a struggle.

Japan entered a period of rapid economic growth in the 1960s, propelling it to the position of the world's second-largest economy. Many of Japan's companies expanded their business activities at a fast pace and began to turn their attention towards the world at large. First, there was continued growth in exports; then, following the progressive liberalisation of foreign direct investment for Japanese companies from 1969 onwards, many companies decided to move away from their previous exports-only strategy, and towards manufacturing overseas. More and more companies began to set up offices overseas and move towards localised production. As the world transitioned towards a floating exchange rate system in the 1970s, the increasingly high yen also encouraged Japanese companies to establish overseas offices. This is a time when many Japanese companies began to expand into the UK, a country attracting attention as a central hub for companies making a move into Europe. In the early 1970s, a succession of major financial and insurance companies set up local overseas

subsidiaries in the UK, in addition to overseas sales offices established by major Japanese electrical appliance manufacturers.

Tadayoshi Tazaki was working for the London branch of Sumitomo Corporation at this time. While he got a real sense of the energy with which Japanese companies were expanding into the UK, he could also see that many Japanese staff who had been sent out to UK locations faced obstacles in their everyday lives. This gave him ideas for starting up a new business. Tadayoshi had had experience of handing large futures transactions. Based on this experience, there was one thing that he knew very well. If he was to try to start a company in an area where large profits could be efficiently generated, there was no way he—a single individual—would be able to sustain such a business, because he would be competing with the big companies who would soon be involved in such domains. The winning strategy, therefore, was to capture a niche market where the big players would not be able to

get involved. Thinking in these terms, as a Japanese person, he felt confident that if he developed services to assist with the problems and needs of Japanese people stationed in the UK, he would be able to offer services that nobody else could copy. These, surely, were services that were needed at this moment. In his heart, he also had visions of supporting the development of his native country by helping Japanese firms to prosper overseas. With these visions growing stronger each day, Tadayoshi finally made the decision to start his business. In 1974, he left Sumitomo Corporation, and established T.Tazaki & Co., Ltd.

The first area he worked in was real estate services, acting as an intermediary for people seeking housing. The experience he had built up in providing accommodation search support to employees stationed overseas during his Sumitomo days served as a starting point for this work. As Japanese companies sent larger numbers of people to overseas locations, they were no longer able to

purchase and offer company-owned housing in sufficient quantities and were shifting towards patterns in which employees themselves would need to search for rental properties and sign contracts. However, most Japanese staff who had come to the UK for the first time did not have very good English or much local knowledge. Inevitably, they struggled to find good properties, and problems often arose in relation to contracts as well. So Tadayoshi, who knew the local city well, set up JAC Property, and started a business in which he as coordinator would help people with contracts for reliable properties and charge a fee for the work. Looking for landlords who wanted to let out properties was also part of Tadayoshi's job. Because most Japanese people were clean and tidy tenants, a lot of landlords said, "We want to let properties out to Japanese people", and he had no difficulty with finding properties for rent. The success he achieved with these real estate services helped Tadayoshi develop a foothold for expanding Tazaki Group.

Next, he set up Tazaki Foods and expanded into supermarkets that imported and sold Japanese foodstuffs for restaurants serving Japanese food and Japanese people living in the UK. Food tended to be the biggest lifestyle-related worry for Japanese people living long-term in the UK. The stress that Japanese people felt when they were unable to eat foods they were accustomed to tended to grow stronger the longer they stayed there. It seemed to Tadayoshi that there would be quite a lot of demand for services that would answer these needs. He opened up a route for importing Japanese food, and supplied food to Japanese restaurants as a wholesaler and via supermarkets in neighbourhoods with many Japanese people. This food business delighted the Japanese people living in the UK, but from a profitability perspective, the never-ending exchange rate issue meant that it was always hard to make money out of this business. Because the ongoing rise in the yen which was seen during this period continually drove up the procurement prices of food products, little profit was

made from selling them. With the yen forecast to rise relentlessly, Tadayoshi had no choice other than to sell the food at rather high prices, so that it was hard for many people to use this service on a frequent basis. Procuring the foodstuffs was a struggle as well. Due to the strict European regulations on food imports, he was not allowed to sell certain food products unless he obtained all information about them from the time of production and had proven that he had cleared the standards set by the authorities. Because all this extra work added to costs and further squeezed profits, Tadayoshi began developing systems which would somehow enable his business to continue, including producing some foods locally and having them manufactured by subcontractors. The local production of foods which resulted from these ideas ultimately made a tremendous contribution to the business expansion that followed later on.

Starting Up a Company by Identifying Local Needs



A Tazaki Group company pamphlet at the time



Supermarket "J.A. Centre"



Restaurant "House of Azami"



Column My Experience of Tazaki Group

The Growth of the Yutaka Brand and Tazaki Foods

Ken Furukawa Chief Executive Officer, Tazaki Foods Ltd. (UK)

I first encountered JAC when I visited the company to seek help with finding a job, after I married an Englishwoman in 1990 and migrated to the UK. At the interview, I was introduced to Tazaki Foods, the food company. After initially hesitating, I made my decision and joined the company. Today, I serve as the CEO of Tazaki Foods. Back when I joined, the company was still small, and I remember how hard we struggled to increase sales.

In the early 1990s, Tazaki Foods offered imported food products and their own branded products on a wholesale basis to Harrods (a luxury British department store) and some supermarkets. However, in 1996, thinking that "We should create a brand of our own that could be rolled out across the whole country", we established a brand under the name "Yutaka", which was chosen by calling for suggestions from people within the company. The brand has achieved steadily rising sales as a line of products which fulfils local needs while maintaining Japanese levels of quality and flavour. Nowadays, an array of Yutaka products can be found on the shelves of supermarkets not just in the UK but in other parts of Europe as well. I think Mr Tazaki showed great powers of foresight here, because although Japanese food is attracting considerable attention throughout the world these days due to increased health-consciousness, back in those days Japanese food was not yet widely accepted among people outside Japan. Tazaki Foods left Tazaki Group to become part of Takara Shuzo International Group in 2013, yet it continues to embody the spirit of "Freedom and Discipline", JAC's Philosophy and Policy, to this day.



A company summit in Portugal (an international meeting) bringing together various group directors, with Mr Furukawa in the centre



J.A. Centre, a supermarket selling Japanese ingredients



JAC Property, a real estate company



AYKOKU-KAKU, a Japanese restaurant operated by Tazaki Group in the City of London



A TV commercial for Tazaki Group, broadcast in the UK at this time

Expanding the Business Based on Unique Perspectives

In addition, Tadayoshi also developed information delivery services for Japanese people. Not only was there no internet at this time, but the UK lacked even things like informational publications for the Japanese people living there. Newspapers sent from Japan were always three or four days behind. Tadayoshi's attention was drawn to the fact that Japanese people stationed in the UK wanted the latest news from Japan at all times. So Tadayoshi started a unique service based on a setup negotiated between a local telephone exchange office and NHK back in Japan.

Users of the service could telephone a local area code and hear NHK's latest news during a three-minute call.

This one-of-a-kind information network service captured the interest of Japanese living in the UK, but as it allowed valuable information to be obtained for communication charges alone, it could not be successfully monetised, and ultimately did not develop into a business. Tadayoshi worked on a number of businesses based on these kinds of unique ideas, including entertainment businesses for Japanese people in the UK, and the cultivation of Japanese

vegetables and wasabi, but the ideas that did not go well far exceeded the ones that succeeded. Tadayoshi was pained by how hard it was to make a business successful, yet never gave way to pessimism. With relatively strong growth being shown by those services which dealt with the fundamental concerns of people's lives (food, accommodation etc.), Tadayoshi felt that a business that met people's most vital lifestyle needs was sure to do well. Thinking along these lines, the next domain that came to Tadayoshi's mind was that of "employment", something that

has an especially important meaning in the lives of most people.

One day, when Tadayoshi was attending a Chamber of Commerce meeting, a director at the meeting spoke to him. "There doesn't seem to be any way of getting hold of really good human resources in the UK, which is causing me headaches. Mr Tazaki, if you know anyone who's good, could you introduce them to me?" Given that the people who Japanese companies dispatched over to the UK were not sufficient to staff their workplaces adequately, the companies began to think

that they should try hiring Japanese people already living in the UK. The people stationed in the UK by their companies were carefully selected elite officers, but they alone were not enough to take care of all the work they needed to do in the UK; they needed other staff members to support them. In those days, staff were usually introduced via personal connections with local people, but with all Japanese companies continually on the hunt for people, the need for human resources looked set to grow and grow going forwards. This looked like it could

be a successful business. In 1975, based on this idea, Tadayoshi established the recruitment company that would become the forerunner for what is today known as JAC Group. Part 2 and subsequent sections will trace the development of this business in more detail.



Tadayoshi Tazaki with former Prime Minister Margaret Thatcher, at a party held at Barclay Vouchers, a company established in Japan (1995)



How the Company was Rescued from a Crisis in its Early Days

Now that Tadayoshi had developed the foundations of Tazaki Group, the company continued to develop in the years that followed, its growth assisted by the increasingly vigorous expansion of Japanese companies as they developed offices overseas. However, at times the company ran into difficulties which imperilled its very survival. This section will describe a notable event which occurred during the early years of the company.

One day in 1982, the person in charge of the company's supermarkets rushed into Tadayoshi's office, white in the face. "Mr Tazaki, something awful's happened!" He told Tadayoshi that a container ship carrying frozen food products imported from Japan had been left moored in the harbour with no way to unload its cargo. With the port authority staff on strike, all import and export work had ground to a halt. "If we can't get the cargo delivered within the next three days, the ice packs will melt, and all the food will have to be

thrown away. We're going to lose a fortune if that happens". Hearing the pleas of his employee, Tadayoshi racked his brain to think of a way to resolve this situation, a challenge where every second counted. Then he thought of someone who could help, and decided to write a letter to her. That person was the Prime Minister of the UK at this time, Mrs Margaret Thatcher. In his letter, Tadayoshi wrote about how he had been educated in the UK and started businesses for Japanese people there, about the extremely difficult situation he was currently caught up in, and about how grateful he was to the UK for helping him to develop into a global "human resource". Astonishingly, the day after he posted the letter, Mrs Thatcher herself telephoned Tadayoshi directly, telling him "I've instructed the port authorities to get this issue resolved right away". The containers of frozen food that were stuck in the harbour were—amazingly—delivered without incident the day after this,

rescuing Tazaki Group from disaster.

What comes across from this episode is, first and foremost, Tadayoshi's ability to take action. This is a person who, if he sees a risk to the business that he has built up and believes essential, will have no qualms about making an appeal to the Prime Minister of the country herself, in order to protect his company. Thanks to this fearless attitude, he was able to get a tricky situation resolved. Another key point of this story is the fairness that is fundamental to the UK. Despite being exceptionally busy in her role as Prime Minister of the UK, Mrs Thatcher was prepared to extend a helping hand in a kindly way to a Japanese entrepreneur, not just British businesspeople.

Deeply impressed by the broadmindedness of the UK, Tadayoshi resolved to pursue a vision of "For the sake of Japan, and for the sake of the UK too" in his businesses going forwards.



The party to which Mrs Thatcher was invited, and the thank-you letter which Mrs Thatcher sent to Tadayoshi

Part 2: The Expansion Phase

19



19



Building a Recruitment Business from Zero

While he was starting up several other businesses, Tadayoshi now also set to work on developing a recruitment business; however, he first operated this business essentially as a sideline. Hoping he might somehow be able to expand this domain, he made the decision to bring in a talented manager.

The person he hired was a Japanese woman named Hiromi Onishi.

Hiromi, the New Manager, Gets to Work

Although Tazaki Group had started its recruitment business in 1975, it was little more than a sideline in which candidates were introduced from a small pool of registered jobseekers whenever requests were received from Japanese companies stationed in the UK that were struggling with staff shortages. However, the staffing needs of Japanese companies were far from small. It seemed to Tadayoshi that this was a business that could grow a great deal if it was run the right way. It was with these thoughts in mind that he made the decision to hire a person in charge of the business. His prediction was spot-on: welcoming a new manager in 1981 and proactively expanding operations led to the recruitment business surging forwards. The person who instigated this leap forwards, and who later became both Tadayoshi's wife and the Co-Founder, Executive Director, Chairman and CEO of JAC Group, was none other than Hiromi Tazaki (nee Onishi).

Yet at this time, Hiromi did not really have professional credentials in this area. Not only that, but she had never worked in management—indeed, she had never even heard of the term “recruitment” in the sense of the “recruitment business”. She was a true beginner in this area. Nevertheless,

when Tazaki Group was searching for a manager, somebody introduced Hiromi, saying “I know someone good; do you want to meet with them?” Perhaps this introduction was connected with the warm praise that Hiromi had earned from those around her for the extraordinary zeal with which she had carried out her job at the London branch of Sumitomo Mitsui Trust Bank. After an interview, it was decided that Hiromi would join the company. From Hiromi's perspective, the company president at the time, who conducted her interview, appeared to lack a definitive plan for the business, even when Hiromi asked questions. Even by the end of the interview, she still lacked a clear picture of what kind of job this would be. The only impression she could form was “It's an entirely new kind of work, and I think I'll find it motivating”. Up to this point, she had carried out what was basically routine work at a bank (general affairs and accounting); in this new job, however, she would have the opportunity to really grow a business based on her own judgments and actions. Attracted by these possibilities, she decided to make the leap into a line of work she knew little about.

The company had set up an office for this recruitment business on the second

floor of a supermarket managed by Tazaki, yet it was essentially an office in name only. The setup consisted of little more than a single desk-and-chair set and a telephone placed in a corner of the supermarket's accounting office. What's more, Hiromi's predecessor quit the company unexpectedly at about the same time as Hiromi joined. With no real handover process for the job, all that was left on the desk for Hiromi was a ledger listing the names of 10 candidates and the contact details for a number of Japanese firms. It did not seem likely that she would be able to take the business forwards by herself in circumstances like these, where she would be essentially starting from scratch. Oddly enough, however, these difficult circumstances only made Hiromi more determined to rise to the challenge. She was fascinated by the idea of delivering results through her own actions by thinking for herself, rather than being told what to do by somebody else. She could see that the first thing she had to do was to build as many connections as possible with Japanese companies that wanted human resources.



Hiromi Tazaki, advancing the recruitment business



Hiromi with members of the accounting team on the second floor of the supermarket in Finchley Central (North London)

“Don't Overthink, Just Do It!": Forming Connections

Hiromi's first act was to purchase a map of London. She then started taking the train into the City of London (central London) each day, where she would walk about while consulting her map and call on any Japanese firms located there without any prior appointments. Most people would expect that they would just get sent away if they turned up out of the blue like this. It is hard to imagine doing this kind of cold-calling these days. But in the UK at the time, the idea of a salesperson—let alone a young Japanese woman—calling on companies like this was highly unusual in itself, and very few Japanese workers stationed in these workplaces would have felt able to refuse a meeting. Once she'd managed to meet the person in charge, they would usually agree that the company needed a Japanese assistant hired locally, no matter what kind of company it was.

At this time, agents introducing Japanese people were seldom found, so a lot of companies were very interested in what Hiromi said. Having so few contact points with Japanese people living in the UK, it did not take long before Japanese companies asked Hiromi “Can you introduce us to Japanese people who can work here?” Hiromi added the companies to her list of registered companies free of charge and started setting up interviews. In this system, fees would only be incurred if both parties liked each other and signed

a contract. By explaining this setup carefully to candidates and companies face-to-face, Hiromi won their trust. Needless to say, in addition to visiting companies, she was also proactive in selling her company's services over the telephone. Hiromi prepared a list of Chambers of Commerce members, steadily phoned through the entire list of companies whose names were there, and managed to schedule meetings.

At this time, many Japanese finance companies were expanding their operations into London, which is a major financial centre. With many Japanese financial institutions also setting up local subsidiaries in London, the number of Japanese companies in London dealing with finance shot up within a short space of time. As a result, Hiromi's business inevitably found many opportunities to introduce human resources to finance companies; another major plus for Hiromi was the fact that she had experience of working in Sumitomo Mitsui Trust Bank and understood the kind of people that finance companies were looking for, enabling her to make detailed offers in this domain.

While she was forging connections with companies in this way, Hiromi was also working hard to secure job-seeking candidates. In those days, the usual way to attract applicants was to put up notices

on the noticeboard of the consulate. Hiromi, however, made all kinds of special efforts to bring in candidates. She tried to think of all possible methods for bringing together Japanese people, and put these into practice. She steadily gathered information, asking her acquaintances and anybody new she met whether they knew of any Japanese people who wanted to find a job. As neither computers nor photocopiers were in general use at the time, she would print out information using a mimeograph and stand by Bank tube station in the City of London between 8:00 and 9:30 (morning commuting hours) in the morning each day, asking “Are you Japanese?” to any women who appeared to be of East Asian descent and handing her the mimeographed information about vacant positions. She was determined never to let a single chance slip away. This was a game to be won through focus and belief in oneself. She was tenacious in her quest for possible ways to introduce candidates and companies to each other. If someone had stopped working to look after a young child, she would still put the feelers out, asking “Have you thought about looking for a job with shorter hours so you could combine it with having a young child?” To the company that was unable to recruit full-time permanent employees, she would suggest “Perhaps you could try hiring part-timers?”

Rapid Growth, Just as Expected

Thanks to all this hard work, sales rose rapidly in the early days of the business. Hiromi herself was not particularly surprised by this result. From the materials her predecessor had left behind, it was evident that the business had previously been run as little more than a sideline. Given that she was now tackling the work in earnest, it was only to be expected that sales would climb quickly. As a result of this success, she was able to achieve her long-cherished dream about six months after joining: relocating the business's premises from the supermarket second floor to an office in the City of London itself. This meant less travelling time when making visits to companies

each day. Enabling work to be carried out more efficiently proved to be a turning point for the operations, which transitioned from a sideline into a fully-fledged business. The numbers of customers on the books went from an initial 20 or so companies to around 100 companies. The business was at the point where it was dealing with nearly all the Japanese companies in the area, and had built up a strong network by introducing 10 or more candidates in a month to a single client. Hiromi was now thoroughly immersing herself in the business of recruitment. Even within a single industry such as the finance industry, the strategies of each company differed. Different companies

wanted different kinds of human resources depending on their strategies; the human resources thus introduced also differed in terms of their experiences. Hiromi would gauge what kind of human resources they wanted, for what reasons, and for what kind of workplaces, before putting together her proposals. These proposals resulted in people getting hired and fees being earned for the business. She felt sure that she was suited to this business, which requires a certain amount of talent for matching; she also felt confident that providing this kind of service for Japanese firms had promising future prospects and offered the possibility of business growth.



Making the recruitment business a pillar of the Group through Hiromi's hard work



At an exhibition of JAC Recruitment



The new office in the financial district of the City of London, which the business was relocated to. Dauntsey House also housed a lawyer's office and a consulting firm.

Part 3: The Growth Phase

19



20



Opening Up Japan's Human Resource Market — a Market Like No Other

Having been established initially in the UK, JAC's recruitment business now began operations in Singapore, with the aim of further expansion.

From there, JAC went on to enter Japan, the original home of its founders.

In Japan, JAC struggled with the unique Japanese employment system in which mid-career hiring was limited by regulations; nevertheless, it steadily succeeded in capturing business opportunities and establishing a foothold in Japan.

What Direction Should Expansion Take?

Driven forwards with such enthusiasm, the company's recruitment business was now taking off. It had become a core business that had carried forwards the growth of Tazaki Group as a whole. Yet the Director, Hiromi Tazaki, was still not satisfied with these results, and she began to work out a plan for taking the expansion of the business to the next level.

The area in which the business was currently working was very much a niche service: introducing Japanese workers to Japanese companies that had expanded into the UK. The fact that the business had successfully captured the substantial needs of this unique sector was no doubt a factor behind its success, but in order to aim for further growth, the business would need to expand the sphere in which it operated. However, starting up services for introducing human resources to local British companies did not appear to be an

easy task. Not only would any progress be hampered by the overwhelming market share held by Michael Page (established in London), but those in charge of JAC were Japanese, putting them at a disadvantage when dealing with local human resources in the UK.

Given this, which direction should the business aim to expand in? Perhaps it should expand outside the UK instead, Hiromi thought. She began to work out a plan in which the company's current business model—introducing Japanese people to Japanese companies expanding outside Japan—would be expanded to countries outside the UK. The business could then grow by capturing this "niche" demand area on a larger scale in various countries. As someone who had been doing business outside her home country from the start, Hiromi felt not a moment's hesitation or worry about taking operations overseas in this way.

Expanding into Asia's Second-Largest Financial Centre

Trying to choose which country to expand into next, Hiromi thought that a financial centre would be a good choice. Finance companies were central among the Japanese companies that were actively expanding overseas at the time, and it would surely be in financial centres that these companies' recruitment needs would surface. JAC had already established a base in London, Europe's financial centre; as its next move, should the business move into New York, the hub

of the United States' financial functions, or to Hong Kong, generally considered Asia's financial centre? One of these two options would surely be a good choice.

However, the United States seemed like a very distant prospect at this point, as a country whose national origins and business customs differed so much from those of Europe where JAC had done business up to this point. Given how much effort would have to be put into learning about local conditions before setting up a

base in the United States, even though the odds of success for the business were hard to gauge, it seemed this was not a good choice for opening JAC's first overseas office. Meanwhile in Hong Kong, the other option, the Sino-British Joint Declaration had just come into force in 1985, stating that the territories were to be handed back to China in 1997. Though the Declaration had stated that the high degree of autonomy enjoyed by Hong Kong at the time was to be maintained for



Article in *The Japan Times*, featuring Tadayoshi

another 50 years, the growing might of China made it unclear what the picture would look like in the decades ahead.

Hiromi's attention thus shifted to Singapore, Asia's second-largest financial centre. Although Singapore was still not considered a developed nation back then, the extremely rapid growth starting to be seen at this time suggested that setting up a base in Singapore would bring substantial rewards. Moreover, as Singapore's development had been heavily influenced by United Kingdom (formerly its coloniser), it not only used English as its official language, but also used UK-derived business and accounting rules and laws. JAC could therefore set up an office there with relatively little effort and few barriers to expansion. Looking at overall trends,

Japanese companies were rapidly rolling out manufacturing companies overseas from the late 1980s onwards due to the high yen, and in response to this, financial companies also began to expand overseas at an accelerated pace. Huge numbers of other companies also began to set up offices in Singapore. During the three years from 1987 onwards in particular, the number of Japanese firms expanding into Singapore each year reached the three-digit level. Seeing the way things were going, JAC opened an office in Singapore in 1987, the first office it had ever opened outside the UK.

After establishing the new office in the centre of the Central Business District (Singapore's financial district), business grew at a good pace from the beginning.

More and more employees were taken on as well. A few years later, a second office was opened up in the Jurong district, intended to cover operations in Jurong's new industrial zone where a number of Japanese manufacturers were expanding operations. With operations rolling out smoothly in this way, and as Singapore's economy grew and its international renown rose, JAC's first overseas office began to assume more and more importance each year within the Group as a whole. In the following years, the Singapore office became a central hub for JAC Group in managing the various overseas offices that would cover the Southeast Asian region as a whole.

Column JAC Group As I See it

How JAC Group Has Grown in the Face of Difficult Circumstances

Stephen Blundell Director, Head of Global Business Headquarters

Drawn in by the possibility of working with Japanese entrepreneurs, I joined the Group in 1989. Until 2013, I was involved with businesses of various kinds in London. Just as the Group's food product business grew into Europe's largest importer and wholesaler of Japanese food, the real estate business also developed into the UK's largest Japanese-oriented real estate rental agent. In 1987, we embarked on a quest to globalise our recruitment business.

In 2013, I was transferred to Singapore to support the development of our recruitment business in Southeast Asia as Chief Financial Officer. The expansion process faced numerous challenges. In 1997, the regional economy was shaken by the Asian Financial Crisis; then, with the impact of this crisis still being felt, the outbreak of Severe Acute Respiratory Syndrome (SARS) in 2002 caused a further slump in the economy. There was also an uptick in terrorist activity in Indonesia in the early 2000s, and a coup d'état in Thailand in 2014. In addition to these global difficulties, we also had to deal with the unique cultures and customs found in the countries of Southeast Asia. In these countries, foreign companies are restricted by many strict regulations and bureaucratic challenges that pose a barrier to business expansion.

Mr and Mrs Tazaki have always remained indomitable in the face of any kind of difficulty as we have worked to overcome all these many challenges in the Southeast Asian market. This mindset of theirs has made its mark on JAC's employees, giving them the strength they need to take up challenges without flinching. The concept that has taken root among all the employees of JAC Group is "Freedom and Discipline". It encourages employees to uphold rules and regulations independently, while at the same time respecting the freedom of each employee to think for themselves. This balance serves as a driving force for employees whether the company is seeing good times or bad, and gives them the strength needed to overcome difficulties.

It is thanks to this organisational culture that JAC Group has succeeded in overcoming numerous challenges and growing into the company that it is today. This approach, I believe, has helped to instill a company culture where employees feel they can take on new challenges of their own volition. It is a vision that I have held in common with Mr and Mrs Tazaki, the couple who have built JAC Group, over the nearly 40 years that I have worked with them.

I truly hope that all employees will continue to demonstrate this spirit and bring about further growth for JAC Group over the next 50 years as well.



With colleagues at the London office



The Singapore cityscape



A party to celebrate Mrs Hiromi Tazaki taking up the position of Managing Director of Tazaki Group in 1991

Japan: Huge Opportunities Lying in Wait

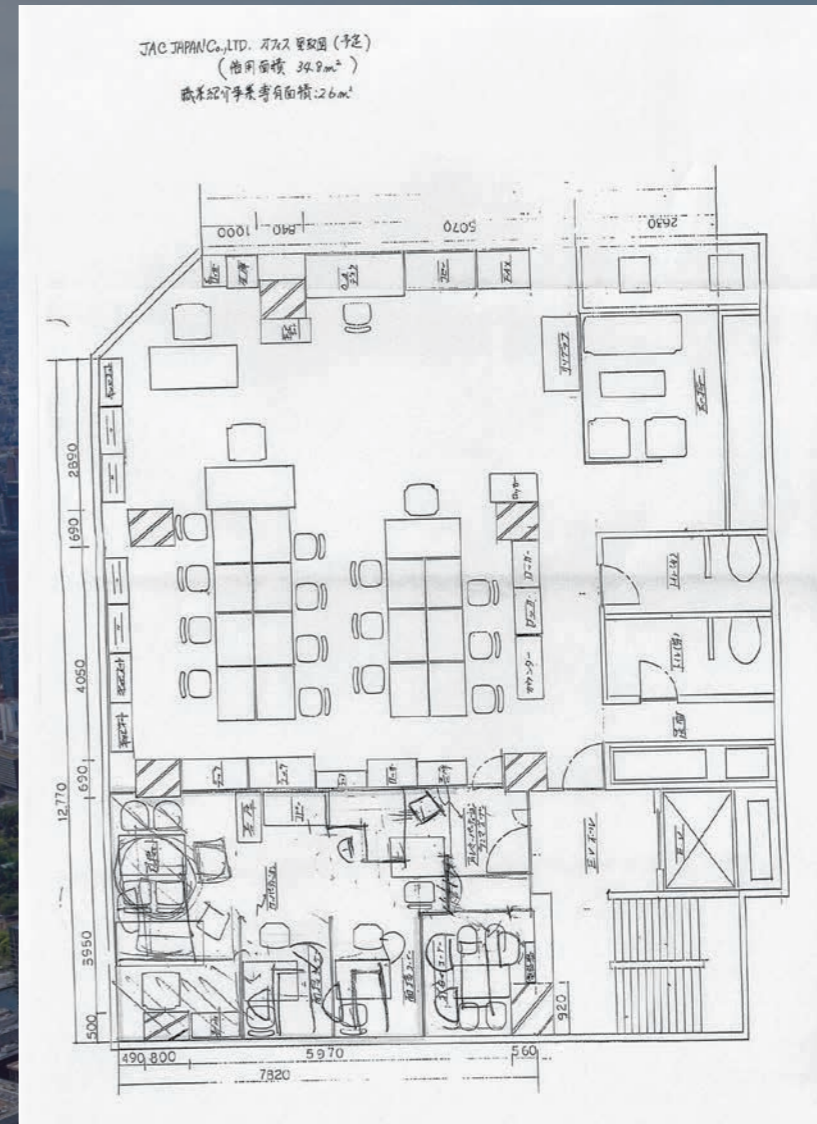
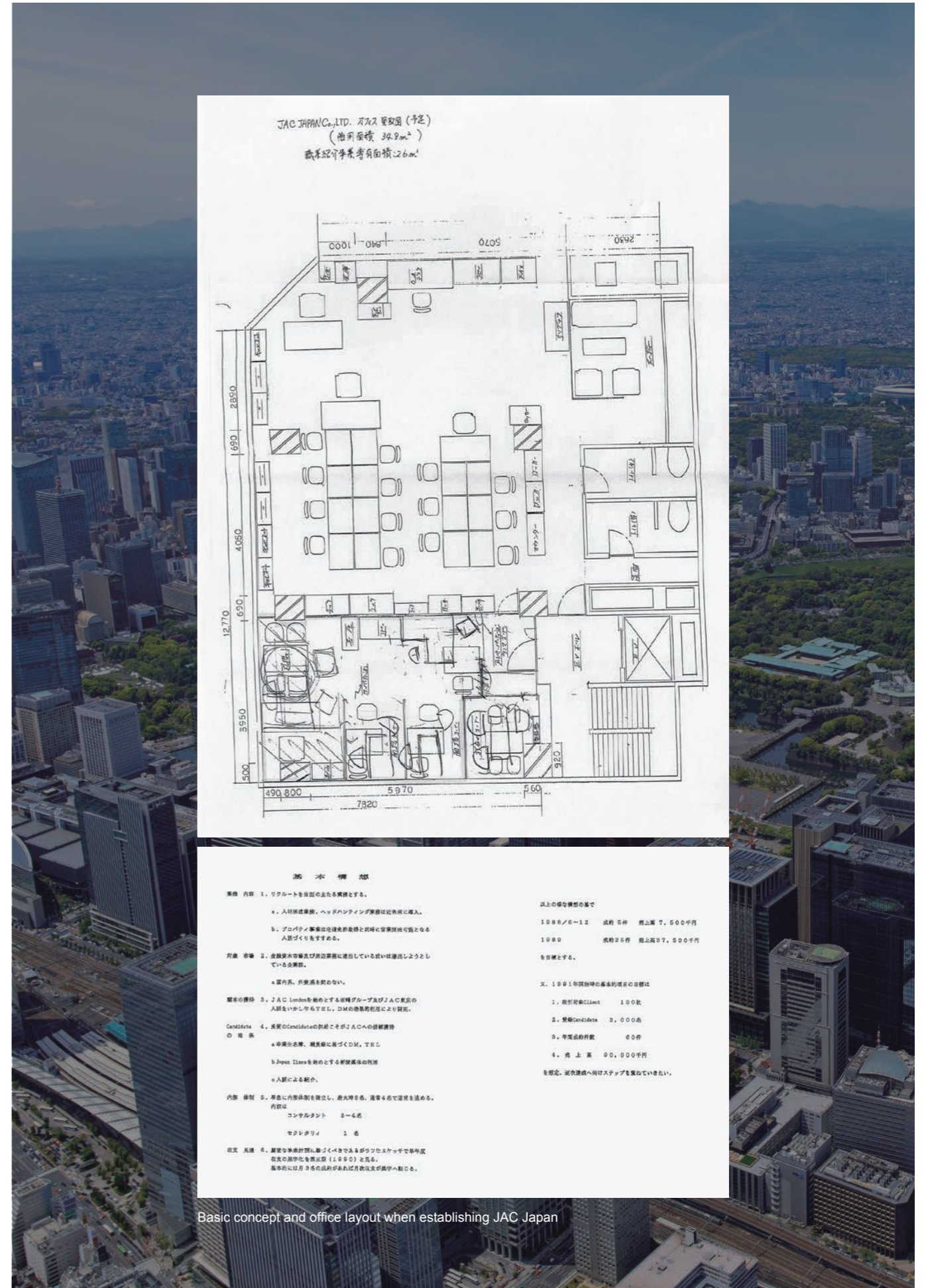
Having moved into Singapore as the first step of expansion into Asia, JAC now focused its attention on Japan as its next new location. At this point, JAC Group's business model had been centred on capturing recruitment needs in countries outside Japan into which Japanese firms had expanded. But how was recruitment generally being done in Japan, the Tazakis' country of origin? Was there a gap in the market in Japan for JAC's business? Upon detailed investigations, it appeared that Japanese companies mostly acquired human resources through hiring new grads; if they had any urgent hiring needs, they found candidates through job vacancy advertisements or used worker dispatch services. It did not look as though a great deal of mid-career hiring via agencies was going on, other than headhunting for exceptional cases. Indeed, recruitment agencies themselves barely seemed to exist. To Hiromi, this seemed to be a very unusual kind of market, the sort of thing that was hard to imagine in the UK as a typical developed country. "There are definitely some huge opportunities lying in wait in Japan", she thought. She felt that, given that getting jobs through agents was now a commonly accepted practice in other developed countries like the UK, a new era in which such agents would be in demand was sure to arrive in Japan in the future as well. "In this country right now, no more than about one person in 10,000 has used an agent to find their job. That means there's a potential market out there that's 10,000 times the size of the current one", Hiromi calculated boldly. There was no doubt in her mind that if her company could start a business in Japan straight away, in advance of any competitors, they could capture this huge potential demand.

In the recruitment businesses that JAC was running in the UK and Singapore, the company was operating in the niche area of introducing Japanese people to Japanese firms located outside Japan; meanwhile, in Japan, where the human resources business was still largely uncharted territory, JAC had the opportunity to capture mass-market needs based on the first-mover advantage if it built the right kind of platform. Determined not to let this chance slip by, Hiromi set up JAC Japan as the company's Japanese base in 1988, just one year after starting up the Singapore Office.

This was Hiromi's vision when setting up JAC Japan. Although it appeared at first glance as though Japanese companies at the time did not need agents, looking at Japan from a broader perspective suggested that international competition was rapidly becoming more and more important for this country. In the near future, the need for global human resources was sure to grow dramatically, including both expert and management roles. At that time, Japanese firms did not do much recruitment outside the hiring of new grads; however, once ways of hiring work-ready human resources were available, companies would start to need services that would bring them outstanding human resources more quickly to ensure competitiveness against their rivals. JAC Japan, surely, could be these companies' partner, introducing them to the highest-quality human resources. As a professional recruitment company that had been honed in the UK, with a clear understanding of what kind of global human resources are essential for international competitiveness, JAC would surely be able to expand its operations within Japan in a way never seen before. By introducing companies to

high-expertise human resources suited to their needs in line with the growth of Japan's economy, thereby supporting both Japanese companies aiming to expand worldwide and foreign companies with offices in Japan, JAC could massively expand its own business as well. This was the vision that Hiromi mapped out.

JAC started off its Japanese business by operating in the niche area of introducing English-speaking human resources to foreign companies in Japan with the aim of establishing a secure foothold in the country. However, another reason for this was that in Japan at this time, it was only foreign companies that were doing mid-career hiring. In terms of companies introducing human resources to foreign companies at this time, JAC discovered about 100 or so agents engaging in headhunting and similar activities. However, all of these were small in scale, and it seemed that winning out in this market would not be so very difficult for JAC. A further advantage JAC enjoyed in this area was its clear understanding of what foreign companies were looking for when hiring, based on its experience of supporting Japanese companies in the UK, thus enabling JAC to introduce human resources that met these needs. In those days, human resources who had special skills (such as bilingualism) tended to be dissatisfied with the traditional hiring structures which made it hard for them to really "sell" their abilities. By supporting the kind of hiring processes that would keep these candidates happy as well, JAC was able to win the support of jobseeking candidates as well, enabling JAC to establish a platform for its business.



基本コンセプト	
業務 内容 1. リクルートを目指すものとする。	以上の様な業務の中で
<ul style="list-style-type: none"> ・人材派遣業務、ヘッドハンティング業務は従来通り導入。 ・プロビダ・事業仕立業務の業務と同時に対応可能とする。人数は未定とする。 	1988/6-12 成約 5社 売上高 7,500千円 1989 成約 25社 売上高 27,500千円 も目指す。
対象 企業 2. 急募の求職者及び求職業務に携わっている求職者として活動している企業。	文 1991年度以降の急募の求職者の目標は
<ul style="list-style-type: none"> ・国内系、外資系を問わず。 	1. 急募求職者 100名 2. 急募求職者 3,000名 3. 急募求職者 400名 4. 急募 90,000千円
顧客の要件 3. JAC Londonを模範とする規模アップ及びJAC東京の人数をいかに増やすこと、人材の確保を目的とする。	を想定、定次選考へ向けステップを踏む必要がある。
Candidate の 選 別 4. 急募のCandidateの選別こそがJACの強みである。	
<ul style="list-style-type: none"> ・卒業生、就職後に成長が早い、スキル ・Jest Classを模範とする新卒採用の採用 ・人財による紹介。 	
内部 体制 5. 専任に内部体制を確立し、最大限の活用、運営4名で運営を目指す。	
<ul style="list-style-type: none"> 内勤は コンサルタント 3-4名 モデルタリ 1名 	
固定 費用 6. 事業計画に基づくべきであるが、かつコストを削減して収益性を向上させる(1990)とする。	
基本的には月々の定額があれば有償化が実現する。	

Basic concept and office layout when establishing JAC Japan

Struggling with Japan's Unique Regulations

However, the Japanese business did not progress as smoothly as expected. A major barrier was Japan's unique regulations, a holdover from older times. Some of Japan's regulations put extremely harsh restrictions on any recruitment business that was operating for commercial purposes. These rules originated in the social structure of late 19th century and early 20th century Japan. Japan was not yet a wealthy country in those days, and fraudulent practices—in which workers were hired through brokers under false pretences for profitmaking purposes—were rampant. Regulations were developed to control illicit practices, using the *kuchi-ireya* or “labour broker” of 17th century to 19th century Japan as a prototype. Based on this, Japan required licenses to act as an agent for human resources for any given occupation, and operators had to obtain an individual permit from the Ministry of Labour for each occupation they intended to handle. In addition, strict rules required recruitment agents themselves to have at least 10 years’

experience in accounting in order to obtain the permit needed to act as an agent for accountancy professionals, meaning that JAC had a very tough time acquiring the necessary licenses. Moreover, agents were not permitted to introduce candidates for occupations which did not fall under any particular license category. Finally, fees for agency work were limited to a uniform fee of a little over 130,000 yen per candidate, with the aim of preventing profiteering by operators. This made it very hard to secure profits. For this reason, operators would create separate invoices under “consulting fees”, but doing things this way increased the paperwork and cost burden.

Seeing the way things were at the time, Hiromi felt dismayed at how far behind the international community Japan seemed to be, but at the same time also realised that this particular feature—these regulations—was probably also why agency-based recruitment had not really taken root in Japan. This was why, in those days, the

ranks of experts and managers working at Japanese companies were dominated by career-track officials who had joined their companies as new grads. In the Japanese market, where legal regulations meant there was little fluidity, dispatch businesses had developed to meet the immediate needs of companies when they needed human resources at particular times. This is because the enactment of the Worker Dispatch Act in 1985 meant that businesses now had a way of making use of human resources based on the dispatch model without needing to formally hire them within the company. This was the reality of human resource recruitment at the time when JAC arrived in 1990.

Despite these struggles, JAC managed to obtain licenses for four occupations: “Management”, “Translation/Interpretation”, “Engineering”, and “Accountancy”. The company got to work, serving as an agency for mid-career hires for foreign companies that had offices in Japan. The business grew, yet always remained

limited in scope.

The labour market situation improved substantially after 1999, 11 years after JAC had first expanded into Japan. This was the year that the Employment Security Act was amended, effectively lifting the ban which had existed on employment placement by private-sector operators for profit-making purposes. Although the licensing system remained in place, the new system now allowed an operator to act as agent for all occupations after obtaining a single license. What is

more, operators could now also introduce employees for types of employment for which licenses had not existed under the old system. For example, if an agency wanted to recruit people for administrative positions under the previous system, it could only provide candidates through dispatch work contracts because this type of work was not covered under the old licensing system. Now, however, these occupations too could be filled through standard agency procedures. As a result of these changes, awareness of how the

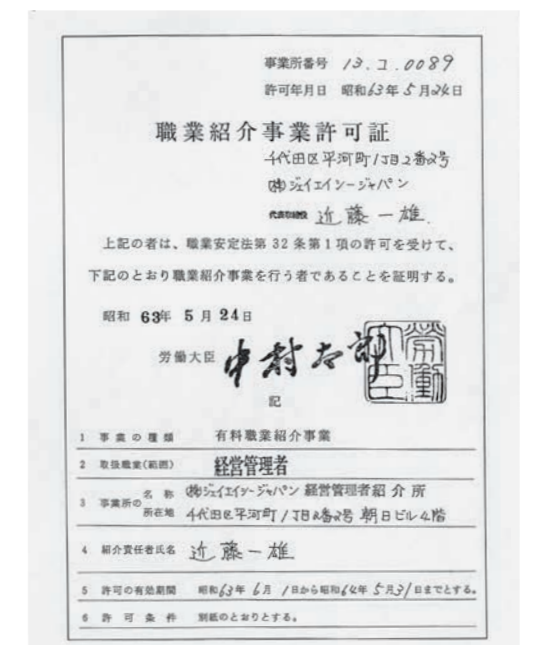
recruitment industry worked quickly began to spread among Japan's labour market. Now, with Japanese companies becoming more likely to consider mid-career hires as an option like their foreign counterparts, JAC finally began to develop a framework for jumpstarting the recruitment business for Japanese companies.



Obtaining licenses for four occupations: management, translation/interpretation, engineering, and accountancy



A pamphlet on temporary staffing services, which JAC started offering in Japan from 2000



An employment placement operator license, limiting the operator to recruiting for “Management” positions

Part 4: The Rapid Expansion Phase



Changing Course for Rapid Growth Before Returning to First Principles

With the Japanese recruitment market now expanding following the relaxation of Japan's old regulations on recruitment, JAC now sought ways to ride this new wave and expand its business.

What changes should JAC Group make to the way it had done consulting to date?

What happened in the end was that JAC tried going down a new pathway before later deciding to reverse course and go back to its first principles, aiming to develop a recruitment style that is unique to JAC.

Planning an Expansion to Achieve Listed Company Status

When JAC was establishing its foothold in Japan and working towards growth in the 1990s, the big change in the Japanese recruitment market that characterised this period was the flourishing of job advertisement magazines. In previous times, when Japanese companies wanted to bring in applications from mid-career applicants, they usually posted advertisements in newspapers and industry journals. In the 1970s, however, everything changed as Recruit Co., Ltd. started publishing job advertisement magazines. These new magazines offered substantial advantages to both companies and job applicants, as the job postings contained more details about application requirements and the like compared to previous media, giving users fuller and more complete information for comparing and considering options. For these reasons, not only Recruit's magazines but specialist job advertisement magazines in general became the mainstream way of bringing in candidates across the entire

recruitment industry from this time onwards. From the 1980s onwards, this medium became subdivided into different types, including magazines for part-time jobs, for women, for engineers, and for technical and service occupations and the like, developing into a golden age for print media in the recruitment industry by the second half of the 1990s.

Given the general trends of the times, it was not surprising that Recruit flourished as a major player with particular strengths in mid-career hires (especially "second-round" grads who had found a first job but were hoping to change to something else) in Japan, and as the industry's consistent leader in information communication. However, it seemed to Hiromi Tazaki that the reason for Recruit's rapid growth lay not just in the strength of its media but also in the idea of "two-sided (or "split-desk") style recruiting. JAC, a company which had originated in the UK, engaged in "360-degree style" consulting in which a single consultant develops a deep

understanding of a company's recruitment needs and then searches for and brings forth candidates who are right for that company. This is the standard recruitment style as practiced across the world. Conversely, Recruit, which was making use of its own in-house job advertisement publications, was engaging in "two-sided style" recruiting, in which the entire organisation is split between functions for drawing in candidates and functions for introducing candidates to companies. This unusual way of doing things had originated in Japan. These two methods of recruitment produce decidedly different results in terms of how fast the company is likely to grow. Training a consultant in the high level of skill required to carry out consulting work for both companies and candidates takes a fair amount of time and effort. Meanwhile, with the two-sided style seen at Recruit, the level of skill required for each consultant is more limited, meaning that even young employees can quickly start taking care of

tasks. Intelligence Inc. (now Persol Career Co., Ltd.), started up by consultants who had previously worked at Recruit, built up its track record with two-sided style recruitment, a continuation of the style that had grown out of the job advertisement media developed by Recruit. JAC never made use of in-house job advertisement magazines in the manner of Recruit, but Hiromi began to realise that JAC might need to start learning certain aspects of Recruit's two-sided style of recruiting if it was to achieve expansion going forwards.

In fact, there was a reason why JAC was in such a hurry to expand at this time. First of all, now that regulations had been relaxed in the Japanese recruitment market, the market for such services was expected to grow massively at a rapid rate going forwards, meaning that companies too would need to grow quickly in order to meet these growing needs. Secondly, JAC was aiming to become a listed company as soon as possible as a way to win societal recognition for the "recruitment

industry", a business sector that was little known to most people at this time. Because old-fashioned systems, a hangover from the Edo Period (17th to 19th centuries), had dragged on until very recently in the recruitment industry, the persistent image of this industry was of an unsavoury trade which was carried out by individual brokering agencies, and which was described not only as *assen* ("brokering") but also with terms like *hito-kai* (literally, "people-buying") and *hito-uri* ("people-selling"). JAC should not be associated with such images.

Hiromi believed that if JAC could demonstrate that it was a trustworthy recruitment professional by becoming a listed company, this would naturally inspire higher expectations among companies and attract attention from those wanting to work at those companies as well, encouraging more outstanding candidates to come and work for JAC which would help to put the company in a unique position going forwards. However,

the most important condition for getting listed was expanding the scale of the business, and if JAC continued with its current way of operating, there was little it could do other than continue placing small numbers of experienced mid-career hires, which would never result in rapid business expansion.

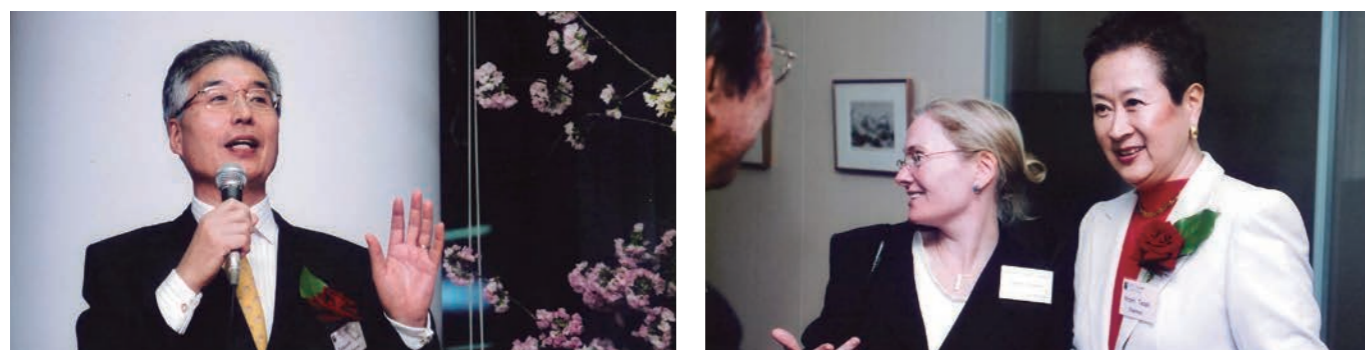
Therefore, the decision was made at JAC to switch from the 360-degree style (in which the consultant handles both the customer and the candidate) to the two-sided style, in which the consultant specialises in either one side or the other, in order to grow the company at a faster speed. As doing business in the two-sided style would make it easier for inexperienced employees to function in the organisation, this switch would also enable JAC to start taking on new grads, which in turn would enable a big increase in its workforce. In other words, "getting listed" and "taking on new grads" were both part of the same strategy.



The Kyoto Office, opened in 2002



At the opening party of the Yokohama Office, opened in 2002. Mr Takeya is on the left, who was the Managing Director of JAC at the time.



At the new office in Jimbocho in the spring of 2005. Tadayoshi Tazaki giving a speech to mark the relocation of the Head Office and the 30th anniversary of Tazaki Group. On the right is Hiromi Tazaki.

Hiring New Grads and Shifting to a Two-Sided Style Recruitment

JAC in 2000 started up a temporary staffing business (a domain where demand in Japan was particularly high), in addition to its traditional recruitment business, and set in place a structure enabling JAC to respond to short-term human resource-related needs in order to expand the business rapidly as a first step towards getting listed.

Then, in 2002, JAC began taking on new grads—something it had never done before—based on the fact that the company was shifting towards two-sided style recruitment. Here, JAC's aim was to go beyond merely adding high-ranking professionals one at a time in order to expand the scale of the company, and instead expand the organisation in one go by adding new grads who could be hired in a more efficient manner.

As employees taken on straight after graduation did not yet have professional skills, they could not start working as consultants straight away. They were therefore given simple missions such as seeking out new business opportunities, meaning that the sales force was now operating at full capacity. In particular, new grads were assigned the task of handing out 100 business cards a day in their early days; they ended up rushing around Tokyo trying desperately to hand cards out. By doing this, these young employees would become familiar with as many new companies as possible and learn about the actual workplaces where work was being done, which would enable them to learn about social rules and customers' needs in a hands-on way. Looking back

from today's world, these methods are nostalgic in some ways and might also be considered rather harsh in other ways, yet the employees who were trained as new grads in those days say this was an important and valuable experience for them.

However, the shift to two-sided style recruiting did not go well at first, because everyone at the workplace level was still trying to work out how to do things. With 33 new grads taken on in the first year, a large part of the company's resources had to be put into training them, meaning there was less capacity for securing profits for a while. A process of trial-and-error was essential, with the number of new grads hired being limited to around 10 during the second year in order to restore the right balance.

In addition, an officer with experience of organisational management based on the two-sided style was appointed at JAC as executive officer to ensure a successful switch to this recruitment method. Transitioning to the two-sided style, something JAC had never done before, continued to be a struggle; however, the new structure gradually began to take shape and improve.

In line with these developments, the numbers of new grads hired each year were brought up to 61 in 2005, and then began to rise faster, to 79, 124, and 196 people. In 2005, the Head Office was relocated to its current location in Kanda Jimbocho (Chiyoda-ku, Tokyo); then in 2006, with the total number of consultants reaching 300, JAC achieved its long-

cherished ambition of being listed on the JASDAQ market.

Now that JAC bore the appellation of a "listed company", it readily won the trust of other firms, making it easy to find new business. The biggest impact of the JASDAQ listing, however, was on the company itself, making employees feel great pride in the organisation they worked for and helping them to act with responsibility, self-awareness and self-belief more than ever before. By making it easier to attract outstanding new employees to hire, it also positively impacted the growth of the company.

At this time, based on the spirit of fairness that JAC has always valued, JAC also made efforts to make the company an easy place for female employees to work to ensure JAC has as many outstanding employees as possible. In 2007, JAC not only began providing a childcare support payment system as part of its social welfare programs, offering up to ¥100,000 per month per child, but also started operating the Working Mothers Committee (now called the Working Parents Committee) where employees can talk about how to balance family and work.

Even while the business was achieving rapid growth, Hiromi, who has always believed that it is important to give something back to society, began to create a framework for connecting this business expansion to social responsibilities, including supporting tree planting activities overseas and similar projects from 2008.

Peril for JAC Following the 2008 Financial Crisis

JAC's growth strategy seemed to be progressing extremely well. However, in the midst of this rapid growth, it found itself engulfed in a difficulty that nobody had foreseen. In 2008, the bankruptcy of Lehman Brothers, a US investment bank, triggered a worldwide financial crisis.

Hiromi had a feeling that there was something ominous afoot in the global economy back at the beginning of 2008 based on the talks she had with securities companies as part of business negotiations. It sounded as though something out-of-the-ordinary was about to happen. Yet with JAC advancing rapidly along an expansionary path, she could hardly overturn this progress on a mere suspicion. In April of the same year, JAC took on 196 more new grads as planned. As JAC watched and waited, suddenly the crisis arrived. After the bankruptcy of Lehman Brothers was reported in September of that year, panic began to spread among market players once it was realised that this colossal financial institution was not going to be bailed out, leading to a credit crunch as companies were suddenly unable to procure financing. This had a powerfully depressive effect on the real-world economy, with declines in production activities and trade. Many firms halted all hiring in an instant. JAC's sales for October fell to half the figures compared to before. Obviously, as the economy continued ticking over, some firms still needed new human resources. However, there was now very little of the

kind of work that could be done by the inexperienced employees who had been hired as new grads. JAC had previously been pursuing an expansionary course, but if it kept all these extra employees, it would not be able to keep going.

With opportunities for sales activities drying up, having so many employees at JAC was putting the very survival of company operations at risk. Back when the Bubble Economy had collapsed in the 1990s, JAC's operations had still been small in scale, and the company had avoided being greatly impacted. However, as a company that had been vigorously expanding and was now a large organisation, things looked very different. If nothing was done, the company itself would fold, throwing around 800 employees' lives into chaos. Painful though it would be, JAC would have to start making decisions on reducing employee numbers if it was to survive this crisis. After a series of meetings among the executive officers, in January 2009 JAC put out a call asking for 300 employees who were willing to take voluntary redundancy. JAC also contacted the undergraduates who were due to be hired as new grads the following year and put out a call asking for 130 of these to decline their job offers. Feeling quite agonised at the decisions they were having to make, Hiromi, the executive officers and the HR Division made the decision that the very least they could do was to speak honestly one-by-one with each of their employees and those who

had been due to join, trying to level with them as much as possible.

"I'm sure you understand this already, but the fact is that JAC is currently facing a truly serious crisis. We really don't want to lose any of you, but if we try to keep going like this, there won't be enough work, and nobody will be able to earn enough to make a decent living. The choice is: stay in this difficult work situation and hope for a revival, or take severance pay and move onto your next workplace. Please think about your own life carefully before making your decision".

Not all companies in the recruitment industry showed much compassion towards their staff at this time, but JAC handled each employee with sensitivity, placing great emphasis on dialogue. At ¥800 million yen, the total amount of severance pay dispersed to those who took voluntary redundancy or declined job offers actually exceeded the profit forecast for that year, and attracted many comments throughout the industry. Incidentally, at the time of the crisis JAC Group had already opened up offices in the markets of Malaysia, Indonesia, China and Thailand, all of which were also impacted by the financial crisis. However, these offices outside Japan had not introduced two-sided style recruitment and thus had not hired any new graduates, and thus did not sustain any serious damage.





The new company logo with the new company name

Back to Basics: A New Attempt to Establish the JAC Recruitment Style

So severe was the impact of the financial crisis on Japan's recruitment industry that it took about four years for JAC merely to recover to the level that it had been before the crisis hit. With the whole industry in such a slump, JAC took the opportunity to take a fresh look at its business.

JAC had originally decided to go down the route of two-sided style recruitment in order to grow the company, but had this two-sided style ever been what JAC itself really wanted to do? At companies running job advertisement magazines, reports like "We got several thousand applicants last week" were regularly heard at the morning meetings. Agencies of this kind were outcompeting JAC in terms of sheer applicant numbers. JAC had kept its business going based on a sense of pride about the way it kept its customer companies satisfied and its candidates happy, yet Hiromi could not help feeling that this basic starting-point had been lost since the company had decided to go for two-sided style recruitment. No doubt, two-sided style recruitment had many excellent features. But perhaps it was not what JAC really wanted to do. Therefore, the decision was made to return once again to 360-degree style recruitment

based on JAC's verdict that its strength lay in delivering high-quality introductions based on careful consultations with companies and candidates and a deep understanding of both sides, and that the business should grow in a sustainable manner based on this. The financial crisis had done immense damage to JAC's finances, leading to massive losses of ¥800 million. Yet the processes that JAC went through as a result of this crisis also helped the company to get a clearer perspective on the path it wanted to take going forwards.

Therefore, in 2009, upon changing its name from "JAC Japan" to "JAC Recruitment" as part of reestablishing its business, the company made another transition: it shifted away from the two-sided style recruitment model and back towards the 360-degree style. It took about five years to get all employees to shake off the two-sided style mindset. Before the financial crisis, around 200 new grads had been hired in a single year; afterwards, however, new grad hires were reduced to around 30 per year, and the emphasis was shifted towards mid-career hires. JAC's aim was to build a framework that could develop truly

professional consultants one by one and help them achieve success. As JAC once again began to do business in the 360-degree style, employees' sense of motivation naturally began to rise.

The 100+ Club, which JAC had kept going from before, was an ideal system for an organisation that aimed to cultivate professionals of this kind. As a series of highly motivated individuals got their 100+ Club badges, signalling the track records and experience that they had built up by successfully placing many candidates with companies, it gave them a sense of pride and self-belief. At the special biannual meetings held exclusively for the 100+ Club members, all participants proudly wear their badges, emblazoned with the crown emblem, on their lapels as they share knowhow with one another. Younger employees look up to the 100+ Club members as role models for what they aspire to become, and feel excited about becoming true professionals. With motivation levels high, JAC was once again aiming to achieve working methods that are fit for an organisation that hopes to win applause from society at large.

Column JAC's Unique Culture

The 100+ Club

JAC Group has an in-house club called the 100+ Club, open only to consultants who have successfully placed 100 or more candidates. To be a member of this club stands as testimony that they are a truly professional consultant with the highest level of expert knowledge and experience. The members act as role models, sharing their own experiences at new employee training sessions and in-house seminars. There are also some higher ranks available for those who have already achieved 100 placements, with consultants who have supported 200 or more placements becoming members of the 200+ Club, and those with 300 or more joining the 300+ Club. There are now consultants in Japan who are part of the 500+ Club, and consultants in JAC's Malaysia office who are in the 700+ Club. This number is steadily increasing, and the JAC Group continues to grow into a world-class professional group.



The badge and commemorative plaque given to 100+ Club members, testifying membership

Column JAC's Unique Culture

JAC's PPP Project For Forest Regeneration and JAC Moringa Forest

Doing business at JAC has never been merely about earning profits for the company; JAC believes that these benefits should also be fed back into society. Based on this belief, Hiromi Tazaki started "One Placement creates One Plant to save the Planet (PPP)", a tree planting activity in Indonesia and Malaysia, in 2008 to commemorate the 20th anniversary of JAC Japan. By planting one tree for every successful placement of a candidate through any of the JAC Group companies, JAC has created a system which supports its corporate clients, brings new lives to job-seeking candidates, and contributes to the fight against global warming through a single process.

JAC's rainforest regeneration and conservation activities save the lives of various creatures that inhabit the forests. At the same time, cooperation with local people to grow saplings and plant trees also leads to the creation of employment opportunities. As of the end of 2024, more than 150,000 trees had been planted under this scheme. In June 2024, the JAC Moringa Forest Project was also started; it involves planting moringa trees, which absorb high levels of CO₂, in Miyako Island in Okinawa, as a way to step up countermeasures against global warming. Going forwards, JAC plans to expand this project into other countries.



The first tree planting activities in Indonesia in 2008 (top)
Tree planting with local children in Miyako Island in 2024 (bottom)

Part 5: The Phase of Refining the Brand

20



20



Honing the JAC Style For a Business That Can Grow Sustainably

JAC took the opportunity of the 2008 financial crisis to reconsider the way it had done business to date.

To create a foundation that would be able to hold steady even when society underwent immense change, JAC needed to ascertain what strengths it had and then establish such a platform carefully.

Based on this approach, JAC started taking up the challenge of building up its brand.

Organisational Restructuring Aimed at Building Up the Global Brand

As she worked to restructure the business, Hiromi Tazaki believed that rather than trying to work out what was the most efficient form of business at one particular moment, the most important starting-point for the business's growth strategy going forwards was to build a robust foundation. A business which was perfectly optimised for the current moment or the market of today made it easy to expect short-term results, but might be extremely vulnerable in the face of change. Sustainable growth surely could not be expected from this model. Hiromi's focus, therefore, was on further shoring up JAC's strengths, even if this task took some time. There was no doubt in her mind that this strengthening of the

company's foundations was what would produce long-term growth in the years ahead. So, what was JAC's strength? One strength, surely, was that JAC was a global recruitment brand, rooted in the UK. It was precisely this identity that had enabled JAC to differentiate itself from the other recruitment companies that had expanded in Japan; strengthening this brand, Hiromi believed, would enable JAC to develop a unique position for itself.

JAC's first step in shoring up its global brand concerned its department that was engaged in introducing bilingual human resources to foreign companies in Japan; JAC made this department a subsidiary company and worked to build up the business. Ever since JAC had expanded

into Japan, it had engaged in the introduction of human resources to multinational companies which were entering the Japanese market, and the track record it had developed in this way was the source of its image as "JAC, a company that works well with foreign firms". However, as the scale of this business had expanded, latent problems with the organisational management had come to the surface, eroding JAC's relative advantage in this area. Essentially, trying to manage a team that now numbered around 30 non-Japanese consultants required a skilful manager, but as JAC simply could not find human resources at this level, the full potential of the department was not being effectively



Hiromi in 2014 receiving her "The Hall of Fame" award in honour of her personal achievements as the person making the greatest contribution to the development of the recruitment industry



In 2015, changed its listing from the JASDAQ Securities Exchange to the First Section of the Tokyo Stock Exchange

harnessed. JAC therefore decided to use this opportunity to take the plunge: invest in the right human resources, and restructure the organisation. JAC then looked outside the organisation to find a non-Japanese potential manager with plenty of experience in the recruitment domain, made the department as a subsidiary (JAC International Co., Ltd.) in 2011, and then worked to further invigorate the business that the new organisation was carrying out for multinational companies.

As part of JAC's ongoing restructuring process, the company in 2013 acquired C.C. Consulting (currently CareerCross), the operator of a job vacancy website for bilingual human resources, and made this as a subsidiary. JAC had in fact fixed its sights on C.C. Consulting from an early stage as a company which possessed

unique value for the point of contact it provided between companies and high-quality bilingual resources in Japan (a scarce resource that has always been difficult to find in this country); now, with JAC aiming to bolster its global brand, the company believed that bringing C.C. Consulting within the JAC company umbrella would generate positive effects on business at JAC International and JAC Recruitment. JAC therefore went ahead with the purchase.

Although some of the policies JAC put in place as part of its organisational restructuring did not bring about any noticeable effects immediately after implementation, there is little doubt that they have helped JAC develop an image as a company with particular strengths in global recruitment. These policies could be described as part of JAC's steady progress

towards its goal of establishing the strong points that are unique to the company over the long term. Following this in 2018, JAC acquired all shares of JAC Recruitment Asia Ltd. (currently JAC Recruitment International Ltd.), a corporation expanding overseas that was part of the Group organisation, and made it a subsidiary. In fact, this purchase amounted to no more than reestablishing JAC's connection with an organisation which it had previously disconnected from the Japanese corporation as part of a streamlining process in the run-up to becoming a listed company. However, the reintegration of JAC in Japan and overseas offices at precisely this point in time seems to have further bolstered the image of JAC as a global company.

Establishing Service Brands to Promote Specialisation

Having taken on a more strongly international character through the establishment of these subsidiaries, JAC's next move was to further advance its position as a recruitment company with strength in specialists. From the beginning, JAC had made a name for itself as a recruitment company dealing with professional bilingual human resources. However, with the company now putting down roots in the Japanese market through its expansion in scale, at some point this particular feature of the company had started to weaken. Yet with rival companies at this time trying to expand their transaction figures rapidly by focusing on maximum efficiency, it was becoming more important for JAC in strategic terms to establish a clearly-differentiated position for itself as a firm engaging in high-added-value recruitment, rather than trying to compete in the same area as these competitors. This would assist with JAC's strategy of further transforming itself into an organisation delivering highly professional human resources through high-level consulting.

As part of her quest to increase the level of specialisation, Hiromi made the consultant teams fully compartmentalised by type. This involved not merely dividing up departments by industry, but further compartmentalising each team based on the specific nature of each task. With this compartmentalisation, the number of working units grew rapidly, like the florets on a head of broccoli. As a result, each consultant soon became highly familiar with a limited domain, allowing each to establish a special position for themselves. Moreover, because consultants were now able to talk to customers on an equal footing during business negotiations,

expressing familiarity with the kind of truly professional information that rivals were unable to acquire, this helped to win customers' trust, with customers thinking "Any candidates introduced by this person are sure to be just what we need". Based on this kind of specialised approach, JAC created 11 different service brands targeting different areas, including JAC Executive, JAC Digital and JAC Career, with the objective of inspiring higher expectations among customers by clearly demonstrating the value that comes from being matched with the human resources they truly want.

A team for introducing executive human resources had started work from quite an early stage, but as the nature of its services and targets was so vaguely defined, it could hardly be said to be functioning effectively. A new service brand under the name JAC Executive was created in 2011 as organisational restructuring. Once JAC had set out its target and the nature of its services in specific terms, including stipulating that its services were limited to introducing candidates in the high-income bracket of ¥15 million a year or more, the team found itself able to meet the needs of customers looking for executive human resources, and business began to grow. In addition to pushing these services forwards, in 2020 JAC also bought up VantagePoint, a company engaging in headhunting services, and made it a subsidiary. Acquiring a specialised company in the niche realm of headhunting for consulting firms, and bringing it within the Group umbrella, further enhanced the range of services JAC could offer for introducing executive human resources.

At the same time, in 2019 JAC also

started up its JAC Digital service brand to handle the introduction of IT human resources, an area that was rapidly attracting more attention from society at large. By organising the JAC Digital team into different areas handling specific aspects of work within the IT domain, JAC was able to work closely in tune with customers' needs, leading to an increase in business transactions. JAC then started up JAC Career, which took a completely different perspective to recruitment by functioning as a service brand for introducing promising young candidates. Part of JAC's objective was to build up deep-rooted relationships with the kind of human resources who had the potential to serve in top-level management in companies, due to the possibility that they might be involved with JAC at numerous points in their careers going forwards.

In addition to these service brands, JAC also developed some new niche services aimed at responding to customers' diversifying needs for human resources. These included services such as JAC IPS (Interim Professional Solutions), which introduces work-ready professionals to serve for limited periods of time such as during transitional periods when businesses undergo major change, and JAC RPO (Recruitment Process Outsourcing) in which JAC carries out hiring services on behalf of a customer's own personnel department, responding flexibly to customers' individual needs, such as wanting to bolster their hiring functions temporarily when expanding the scale of their organisations. These new services have enabled a more finely tuned response to customers' needs.



Discussing growth strategies at employee training in 2018



April 2022: The first in-person entrance ceremony held for two years since the COVID-19 pandemic. April 2025: 149 new grads joined the company.

Overcoming the Pandemic and Moving Ahead into the Future

In 2020, having made progress with reestablishing its operations in this way to emphasise its strengths and got itself onto a growth trajectory, JAC once again faced a situation that rocked society to its core: the COVID-19 pandemic. A state of emergency was proclaimed by the Government of Japan on 7 April, prohibiting people from leaving home for non-essential reasons as an anti-infection measure, while companies were requested to put restrictions on employees coming into the workplace with the aim of reducing in-person working by 70%. JAC, particularly the top managers and its administrative departments, worked hard to rush to take measures in response to this situation. They rapidly put a series of measures in place, including setting up system environments to allow remote work and formulating rules for working from home (WFH). And from that moment on, for two months, JAC's offices had been emptied of people.

However, the basic work of a consultant does not change much, even when working remotely: setting up appointments with customers and candidates, holding meetings, and working out and proposing the perfect matches for both parties. Although there was perhaps a little temporary confusion at first, JAC's consultants—who had long been accustomed to working with a high level

of autonomy—quickly adapted to the situation. While the greater difficulty of communicating with people without meeting them face-to-face was a constant challenge, an advantage of this way of working was the opportunities it created to meet with customers and candidates located far away, with whom meetings had previously not been possible. As a result, although sales in 2020 were about 10% below those of the previous year, the damage was not severe, and the figures were once again on an upward trajectory by the following year. Looking at the more severe losses which JAC's competitors suffered in the wake of the pandemic, this suggests that JAC was now seeing the fruits of its efforts to strengthen and improve the organisation after the experience of the 2008 financial crisis.

Now, JAC Group has reached its 50th anniversary as a company. As we have seen, the trail reaching to this point has been a long process of trial and error. Sometimes, trying to break into new areas has involved struggles and distressing failures; but each time this has happened, JAC has tried to use these tough experiences as motivation, and has come back stronger. Having started as a small business in the UK, this company is now spreading throughout the world, further honing its identity as it continues to

connect people and companies in large numbers. Going forwards, JAC will continue to pursue further growth. Having driven the business forwards over all these years, Hiromi now has a new resolve for the company. "Over the years, JAC has never stood still; we have always kept on growing. I think we've been a very exciting place to work, for everyone who has been employed here. As of March 2025, we have grown to encompass a workforce of 2,148 employees in total, at 33 offices in 11 countries all over the world. Yet JAC's progress is still not complete. What I am really aiming for as my next target for JAC is for us to become a ¥200 billion company and No. 1 in the world. I truly believe that JAC has the potential to do this". Yet growing in size is just one target along the way to JAC's ultimate goal as a company: to bring as much happiness as possible to both customer companies and candidates through our higher-level consulting. However far AI develops, we should believe in the power of human beings, and create value through our relationships with people. That, always, is the ultimate goal for all of us working for JAC. As we take up this challenge towards our vision, the next chapter of JAC's history will be written.

JAC's New Era-Quantum Leap

Towards the Next 50 Years

JAC Recruitment JAPAN

Development of Our Offices in Japan

- 
- 1 Tokyo Head Office**
Address: 14F Jinbocho Mitsui Building, 1-105 Kanda Jimbocho, Chiyoda-ku, Tokyo 101-0051
Established: March 1988
 - 2 Osaka Office**
Address: 12F Hilton Plaza West Office Tower, 2-2-2 Umeda, Kita-ku, Osaka City, Osaka Prefecture 530-0001
Established: November 1993
 - 3 Kyoto Office**
Address: 8F COCON KARASUMA, 620 Suiginya-cho, Karasuma-dori Shijo-sagaru, Shimogyo-ku, Kyoto City, Kyoto 600-8411
Established: January 2002
 - 4 Yokohama Office**
Address: 12F Yokohama Mitsui Building, 1-1-2 Takashima, Nishi-ku, Yokohama City, Kanagawa Prefecture 220-0011
Established: March 2002
 - 5 Nagoya Office**
Address: 15F Nagoya Mitsui North Building, 4-8-18 Meieki, Nakamura-ku, Nagoya City, Aichi Prefecture 450-0002
Established: June 2004
 - 6 Kobe Office**
Address: 11F Imon Sannomiya Building, 8-3-10 Isogami-dori, Chuo-ku, Kobe City, Hyogo Prefecture 651-0086
Established: October 2006
 - 7 Shizuoka Office**
Address: 4F Excelward Shizuoka Building, 11-30 Miyuki-cho, Aoi-ku, Shizuoka City, Shizuoka Prefecture 420-0857
Established: July 2016
 - 8 Chugoku Office**
Address: 8F Active-Inter City Hiroshima, 12-1 Wakakusa-cho, Higashi-ku, Hiroshima City, Hiroshima Prefecture 732-0053
Established: January 2017
 - 9 Kita-Kanto Office**
Address: 14F Sonic City Building, 1-7-5 Sakuragi-cho, Omiya-ku, Saitama City, Saitama Prefecture 330-8669
Established: October 2017
 - 10 Fukuoka Office**
Address: 4F JRJP Hakata Building, 8-1 Hakataeki chuogai, Hakata-ku, Fukuoka City, Fukuoka Prefecture 812-0012
Established: September 2006 (Closed: May 2010)
Re-opened: March 2022
 - 11 Tohoku Office**
Address: 22F Sendai Trust Tower, 1-9-1 Ichibancho, Aoba-ku, Sendai City, Miyagi Prefecture 980-0811
Established: April 2023
 - 12 Hamamatsu Office**
Address: 25F Hamamatsu Act Tower, 111-2 Itaya-machi, Chuo-ku, Hamamatsu City, Shizuoka Prefecture 430-7790
Established: April 2023
 - 13 Hokkaido Office**
Address: 6F Nissay Sapporo Building, 4-1-1 Kita 3-jo Nishi, Chuo-ku, Sapporo City, Hokkaido Prefecture 060-0003
Established: May 2025

* The numbers assigned to each office indicate the order in which the offices were established.

It has been 37 years since JAC Recruitment began to expand into Japan. Let us take a look at how our network of offices within Japan has been expanded and enhanced.



So, how has JAC Recruitment expanded into Japan's regions, and what kind of social role has it fulfilled there? This is a round table discussion among some executives and employees who have much experience of the days when JAC Recruitment's regional offices were being rolled out. Here, they talk together about how these regional offices were developed, and about the activities being carried out there to revitalise their regions.



Masahiro Oishi
Senior Sales Director, West Japan
(Former branch manager of the Osaka Office)



Takashi Shimoshiba
Senior Manager, West Japan Business Administration Division
Senior Manager, Business Promotion Division
(Established the Kyoto Office as branch manager)



Yuka Hattori
Deputy Senior Manager, Executive Search Division
(Former branch manager of the Kyoto Office)



Yuichi Hongo
Deputy Senior Manager, Osaka Executive Division
Deputy Senior Manager, Osaka Division 1
(Established the Chugoku Office as branch manager)

How we kept the need for collaboration in mind when expanding into Japan

What is the story behind the development of the Japanese offices?

Oishi: In 1988, we at JAC began our expansion into Japan, setting up our Head Office in Tokyo first, before establishing our Osaka Office in 1993. These two offices were set up with the intention of establishing a firm foothold in Japan's two main centres of economic activity as a starting point. We then went on to establish the Kyoto Office and Yokohama Office in 2002, followed by the Nagoya Office in 2004, and the Fukuoka Office and Kobe Office in 2006. Most people would assume that Nagoya should be third in line after Tokyo and Osaka; at JAC, however, we focused on Kyoto, Yokohama and Kobe first.

Shimoshiba: I was involved in the establishment of the Kyoto Office. The reason we expanded into Kyoto and Yokohama before Nagoya was that establishing offices in the areas around Tokyo and Osaka would make collaboration easier. These two main economic zones of Japan were to serve as the starting points for the steady expansion of our business.

In addition, the decision to set up new offices in Kyoto, Yokohama, Nagoya, Fukuoka and Kobe in such a short space of time was prompted by the fact that JAC at the time was hoping to be listed on the JASDAQ market. This was a period when the business we had carried out up to then was starting to undergo many changes—including the recruitment of new graduates and the start of our dispatch business—and expanding our office network was set out as one of our growth strategies for achieving a JASDAQ listing.

Oishi: Yes, this was definitely a time when we were working

proactively on expanding the scale of business operations. Incidentally, the establishment of the Nagoya Office in 2004 was triggered by the Expo 2005 Aichi, Japan. The background to this was our desire to expand our dispatch business.

When market changes were made to the first section of the Tokyo Stock Exchange in 2015, this prompted JAC to develop a series of new offices—the Shizuoka Office, the Chugoku Office and the Kita-Kanto Office—bringing us to the network of 13 offices (including the Tokyo Head Office) that it has today. As it has expanded this network of offices, it has been mindful of which regions feature clusters of companies that are in the process of expanding their operations overseas in order to make the most of its strength.

Hongo: At the time, I was working on developing Hiroshima and Okayama as part of a process of expanding the Kobe Office into its wider area. As this development got underway, it looked as though we would be able to expect increased demand in this area to an extent, so we started up the Chugoku Office development project, establishing a branch preparation office in July 2014. Getting the Chugoku Office successfully started up as part of an extension of our development of the Kobe Office was an experience of immense value.

Shimoshiba: The way this happened—with employees working on the ground being able to drive forwards the movement of the company as a whole—is a distinctive feature of JAC, I think. In fact, when the Kyoto Office was being set up, a notice was put out saying "Please put yourself forwards as a candidate if you would like to be branch manager". After seeing the notice, I said I'd like to be considered. When I bring this story up during recruitment interviews, candidates often tell me how JAC's corporate culture—of open-mindedness and the spirit of challenge—strikes a chord with them.

That said, staff numbers are always going to be lower at regional offices, which makes management a difficult task. I personally experienced some tough times too. When things did not go well—for example, when our figures just would



not improve—we would look at things from a management perspective and try reshuffling our staff, changing our approaches, going back to first principles to see things from the customer’s perspective, whereupon our figures would creep up just a little... We had to go through this cycle again and again, and gradually building up this kind of experience as part of a financially independent organisation in this way is an experience of immense value.

Hattori: Working on the ground as an employee can offer some amazing experiences. Within the “small pond” that is a regional office, there are all kinds of things going on. There are issues with customers, there is HR development within the office, there is a corporate culture to be created...You are continually being called upon to deliver results, and you feel a tremendous sense of motivation, which is what makes the job interesting.

How JAC’s strong points as a company expanding overseas are being deployed in the regions of Japan

What is JAC’s role in the regions?

Hattori: I feel that there is real value for society in the way we can reliably deliver outstanding human resources to companies in regional areas of Japan.

When customers from regional companies ask our competitors to introduce human resources, for example, these rival firms sometimes say “Well, there aren’t many people who are prepared to come to regional areas, so could you reduce your demands in terms of the skills you expect?” At JAC, however, we provide carefully tuned support to such customers, saying “Although there are fewer eligible candidates, we’ll make sure we approach them for you without fail”. We are able to do this because we have a network of offices overseas, and a fully comprehensive database in Tokyo. To put it in concrete terms, we have quite a lot of information on candidate needs, in terms of what kind of family structures tend



to be found among candidates who want to return to their hometown regions. In the past, Japanese human resources who were stationed in overseas posts often faced many difficulties to do with their children’s education; for their next career move, therefore, some of these candidates may hope to transfer to a workplace in a regional area of Japan where the ideal high school for their child is to be found. Some families may seek to move to where they were born and raised—an “I-turn” move (when candidates seek to leave cities to move to rural areas)—because family circumstances necessitate a move to the wife’s hometown. We make full use of this kind of information as we work closely with regional companies and people who are looking for new jobs, enabling us to create detailed offers that take advantage of both I-turn and U-turn moves (when candidates seek to return to hometowns which they previously lived in). This approach to recruiting is the kind of thing only JAC can do.

Oishi: Proposals based on U-turn and I-turn moves are of enormous significance in terms of revitalising regions. So you could say that JAC plays an important role in the future of the regions.

Hattori: In particular, I think JAC’s ability to introduce human resources who can fill the most important positions in regional companies, including in the directorial class, has an especially important impact on the regions. When people like these are introduced into regional companies, they can bring about changes in the decision-making processes there; if this then engenders all kinds of positive changes, including accelerating moves to expand operations overseas and helping to build up good performances, this in turn can also strengthen trust in JAC among the regions. And so a win-win cycle can be generated. One outstanding feature of JAC’s regional offices is the exceptional number of customers that they’ve worked with for 10 years or more, perhaps because they’ve done a good job of delivering value in this way. I am very proud of JAC’s unique role as an agency capable of ensuring that the changing lifestyles of people are matched with the needs of companies undergoing global expansion.

Oishi: Our management policy at JAC is: “Introduction of candidates should be based on the deep level of understanding



that is developed through the company listening directly to the people working on the ground”. The important thing is to be deeply rooted in your region, to work closely with regional companies, and to anticipate their needs as you go about your job.

Hattori: When it comes to the question of how relationships of trust are to be built with regional companies, one thing that comes to mind is the fact that JAC did not pull out of the regions following the collapse of the Lehman Brothers. As the recruitment industry is highly dependent on the economic climate, it’s very tough to keep our offices going during an economic downturn; however, you can’t build a relationship of trust with your customers if you take the attitude that “We’ll set up offices when times are good, and then leave when the economy is bad”.



Shimoshiba: From the start, it was commonly understood throughout the company that retreating and then expanding once again would be very hard work. So we adopted the mindset of “We just need to hold on, no matter what it takes”.

Hongo: I remember how we had to reduce staff numbers at some branches after the collapse of the

Lehman Brothers.

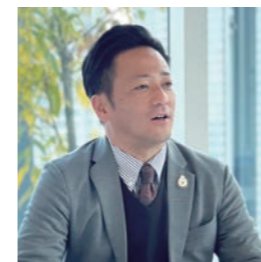
Hattori: As Mr Hongo says, staff numbers fell by about a third across all offices. Nevertheless, we did not pull out of the regions. Our customers were struggling, but our consultants tried to stay by their sides as much as possible. I believe that the way we stuck with our customers and worked with them to overcome all sorts of problems is all the more reason why JAC of today is growing and enjoys such trust from our customers. Going forwards, we will keep our network of regional offices going, as a lasting feature of JAC.

Growing with our regions:

The mission of our Japanese office network

What is our vision for the Japan of the future?

Hongo: The question of how to revitalise regional areas is an issue not only for the regions themselves, but for the whole of Japan. With outstanding human resources heavily concentrated



in Tokyo, government policy aims to have some of these move out into regional areas. “Professional HR strategy hubs” have been in place around since 2016, as an effort for revitalising the regions. JAC is contributing to regional revitalisation at this kind of policy level too.

In Hiroshima, which is part of the responsibilities of our Chugoku Office, the prefectural governor in charge at the time put considerable effort into this initiative; JAC, meanwhile, held meetings around once a month with the Hiroshima prefectural government, where we discussed which company managers in Hiroshima should be approached and in what way. During these meetings, the prefectural government created lists of all the Hiroshima companies wanting human resources; as we

approached these one by one, this became an important starting point for building connections with the companies that represent the prefecture. I feel that forming connections with local governments, chambers of commerce, banks and the like, and responding to labour shortages in the regions, are part of the role of our regional offices.

Oishi: These kinds of connections are even more important for regional offices than they are in the major urban areas. At our Kobe Office, if I remember correctly, JAC has helped to create more opportunities to bring foreign affiliated companies together. If JAC becomes an organiser that helps customers connect with each other, the awareness of JAC will increase in the area. It will also raise expectations that we are an agency that focuses on the area, so I think it is very important to create opportunities.

Hattori: I’d like to talk about this from a different perspective for a moment. Many regional companies are owner-operator companies; inevitably, we frequently receive inquiries about the issue of business succession.

Oishi: Without a doubt, those sorts of inquiries are even commoner in the regions than they are in Tokyo.

Hattori: When you are planning to hand a company on to your children, what kind of advisers can you find from outside? Or should they shore up their human resources from inside the company? These are the sorts of inquiries we receive. That said, it is not always easy for recruitment consultants to offer proposals for all of these questions.



Hongo: Yes, I do feel that business succession is probably the greatest worry of all for regional companies. In some cases, even if a successor to take on the business can be found, things may still not go well for the business due to inability to secure employees in the next generation. Witnessing this situation for ourselves, we know that our business at JAC—recruitment—is directly connected with business succession and with resolving the issues involved in keeping businesses going. Our regional offices are places where the consultants themselves have a keen sense of how important this issue is as they work, and we hope to help our regional businesses expand as much as possible.

Shimoshiba: To further revitalise the regions going forwards, I think the independent initiatives that we are undertaking in the various regional areas need to be shared more widely. I believe it would be good to focus more on these different initiatives and get everyone more excited about them. This can help our regional offices to further improve all the various abilities that will help them with their key mission of working closely with and contributing to the regions: negotiation skills, ability to break open new fields, management abilities and so on.

Oishi: After all, there is a stronger desire to improve the situation and revitalise in local cities compared with the major urban areas. When doing business in regional areas, we at JAC must never forget that we are there to fulfil these visions. What’s more, by doing our utmost to support regional firms, JAC itself can grow too, as a company that Japan needs. I believe that pursuing these possibilities is the mission of our Japanese office network.

JAC Recruitment UK

1 London
Beyond (6th Floor) Aldgate Tower
2 Leman Street, London E1 8FA
Established: May 1975
Number of employees: 20

JAC Recruitment Singapore

2 Singapore
1 Raffles Place #42-01, One Raffles Place
Tower 1, Singapore 048616
Established: March 1987
Number of employees: 43

JAC Recruitment Malaysia

3 Kuala Lumpur
BO2-A-12-1, Level 12 Menara 3, KL Eco City,
No. 3 Jalan Bangsar 59200 Kuala Lumpur
Established: April 1994
Number of employees: 40

6 Penang
Unit 12-05, Level 12 Menara IJM Land Lebu
Tunku Kudin 3 11700 Gelugor, Penang
Established: June 2007
Number of employees: 5

7 Johor
Suite No.23A.06A, Level 23A, Johor Bahru
City Square, Jalan Wong Ah Fook, 80000
Johor Bahru, Johor
Established: November 2007
Number of employees: 4

JAC Recruitment Indonesia

4 Jakarta
Millennium Centennial Center, 6th Floor
Unit A and H Jl. Jend. Sudirman Kav. 25,
Jakarta Selatan 12920
Established: July 2002
Number of employees: 75

JAC Recruitment Thailand

5 Bangkok
10F Emporium Tower 622 Sukhumvit Soi
24, Klongton, Klongtoey, Bangkok 10110
Established: May 2004
Number of employees: 44

8 Eastern Seaboard (Chonburi)
5F Harbor Mall, 4/222 Moo 10, Sukhumvit
Road, Tungsukla, Sriracha, Chonburi 20230
Established: January 2011
Number of employees: 16

JAC Recruitment Korea

9 Seoul
#615, East Wing Hanshin Intervalley 24,
Teheran-ro 322, Gangnam-gu Seoul 06211
Established: September 2011
Number of employees: 11

JAC Recruitment Vietnam

10 Ho Chi Minh City
19th Floor, Doji Tower 81-83-83B-85 Ham
Nghi District 1, Ho Chi Minh City
Established: June 2013
Number of employees: 29

12 Hanoi
15th Floor, Prime Center 53 Quang Trung,
Hai Ba Trung District, Hanoi
Established: July 2015
Number of employees: 6

JAC Recruitment India

11 Delhi NCR (Gurugram)
502A, 5th Floor, Global Foyer, Golf Course
Road, Gurugram, Haryana, 122002
Established: March 2014
Number of employees: 21

16 Bengaluru
WeWork Galaxy, 43 Residency Road
Shanthala Nagar, Ashok Nagar Bengaluru,
Karnataka 560025
Established: February 2023
Number of employees: 3

JAC Recruitment Germany

13 Düsseldorf
Berliner Allee 47, 40212 Düsseldorf
Established: January 2019
Number of employees: 9

14 Frankfurt
Mainzer Landstrasse 1 60325
Frankfurt am Main c/o Tribes Frankfurt
Marienforum
Established: January 2023
Number of employees: 3

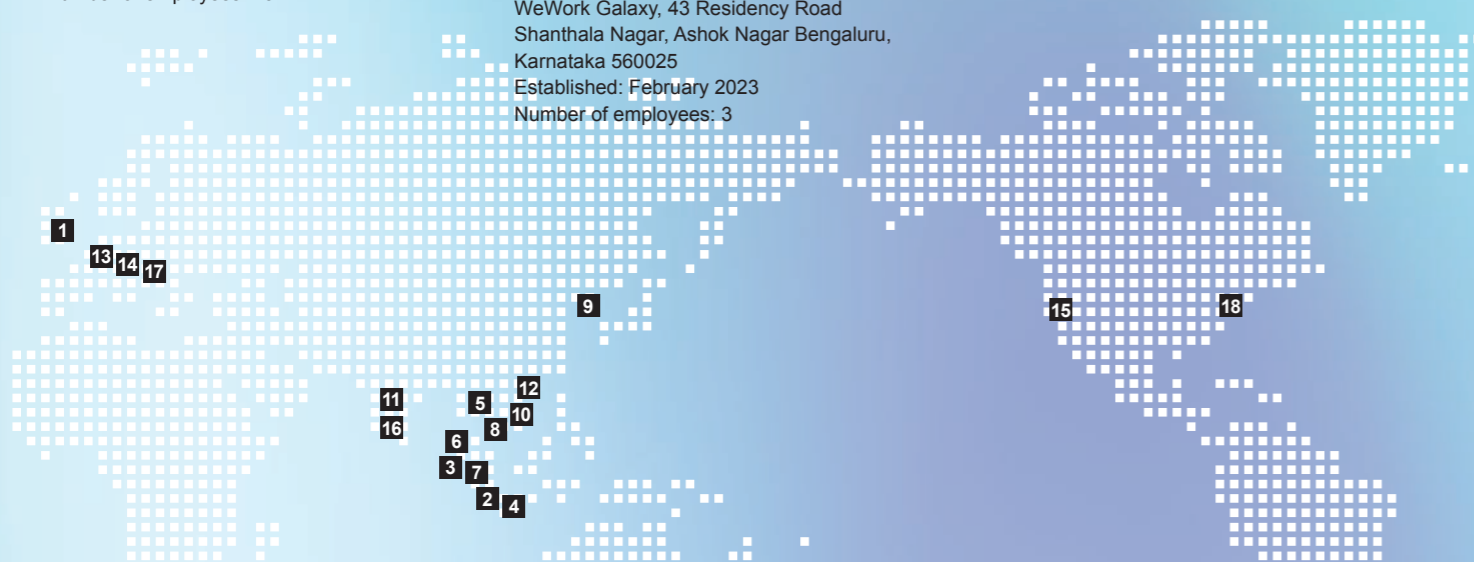
17 Munich
Blütenstr. 15, 80799 München, c/o BASE
Established: October 2023
Number of employees: 4 (including 1 in
Stuttgart)

JAC Recruitment USA

18 New York
230 Park Ave, 3rd Floor West
New York, NY 10169
Established: January 2024
Number of employees: 5

15 Los Angeles
360 N. Pacific Coast Highway, Suite 2000,
El Segundo, CA 90245 USA
Established: January 2023
Number of employees: 8

*Number of employees as of March 2025.
*Numbers indicate order of establishment.



JAC Recruitment GLOBAL NETWORK

Development of Our Offices Overseas



Building the Foundation for the Recruitment Business in London

JAC Recruitment
UK
Since 1975

The expansion of Japanese companies into the United Kingdom began prior to the Second World War. Initially, only a small number of financial, insurance, and trading firms established branches. However, from the 1960s, a growing number of Japanese companies began full-scale operations in the UK. This movement accelerated during the 1980s due to the Thatcher administration's policies to attract foreign investment and the appreciation of the yen following the Plaza Accord in 1985. Japanese companies began setting up automotive manufacturing plants in the UK, while electronics and electrical equipment firms also started building local production and sales networks. As this rapid expansion unfolded, many Japanese companies faced a pressing challenge: securing qualified human resources. To succeed in the UK market, it was essential to hire human resources capable of understanding both Japanese and British business cultures and communicating effectively across them. However, many Japanese firms were unfamiliar with the UK labour market and recruitment practices, making it difficult to find suitable candidates. In response to the growing local demand for human resources, Tazaki Group, which had been operating in the UK since 1975, made a strategic decision to fully enter the recruitment business. The group actively promoted its services and worked to expand its operations.

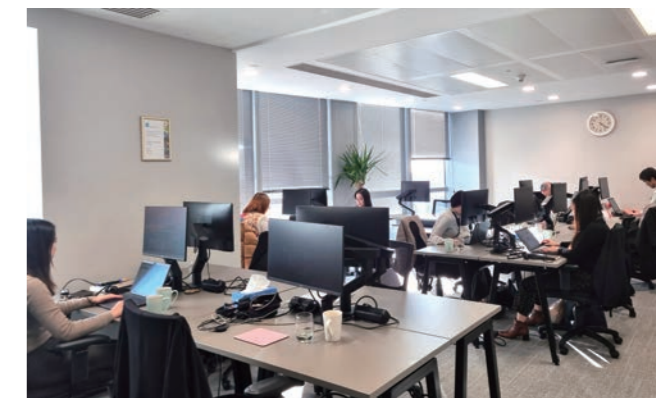
A key strength of Tazaki Group in the recruitment business was its established network with Japanese companies, cultivated through its existing real estate leasing business and other dealings. The deregulation of the labour market under the Thatcher administration in the 1980s further fuelled the development of this business. Once fully operational, the

recruitment business began to show results almost immediately. Within six months, the office was relocated to the City, the centre of London, and staff numbers were increased.

Following the move to London's financial district, JAC's primary customers became Japanese financial institutions. With London thriving as a global financial hub, a significant number of financial firms from Japan had entered the market. By introducing human resources that matched these needs, JAC established a strong position as a trusted recruitment partner in the finance sector.

Over time, JAC Recruitment UK expanded its coverage beyond the financial and insurance industries to include trading houses, service industries, manufacturing, and digital sectors. Today, the London office handles recruitment not only within the UK but also across the EMEA (Europe, Middle East, and Africa) region, including countries such as the Netherlands and Italy.

JAC will continue to expand its industry and regional reach, supporting Japanese companies operating across Europe.



JAC Recruitment UK office located in the City of London

First Overseas Office Grows into an Asia Hub

JAC Recruitment

SINGAPORE

Since 1987



JAC Recruitment Singapore office. On the office wall are written messages to employees.

In 1987, JAC, headquartered in London, United Kingdom, opened its first overseas office in Singapore, marking the beginning of its global expansion. As in the UK, the initial focus was to support Japanese expatriates and Japan-affiliated companies operating locally. The business began with property services, followed by the launch of recruitment businesses. Unlike later-established offices, which started exclusively with recruitment, the dual approach adopted in Singapore was a distinctive feature inherited from the UK head office. The company was launched under the name JAC Property and Employment Ltd. with five members.

Singapore was chosen as the first overseas location partly because it had once been a British colony. Having been founded and grown in the UK, JAC judged that conducting business in another English-speaking, British-influenced country like Singapore would be comparatively straightforward. The legal and administrative systems followed British models, and there were few barriers to entry. Another contributing factor was that during a preliminary visit to the country, Hiromi Tazaki saw strong signs that Singapore would continue to grow and develop rapidly.

Although the business in Singapore began with high hopes, the property division soon faced challenges, particularly the difficulty of managing real estate remotely. These operational inefficiencies led to the decision to withdraw from property services after around two years. The company then changed its name to Japan Agency & Consultancy, in line with the UK office, and refocused entirely on recruitment. Thereafter, performance was reviewed every six months, and the operational structure was adjusted accordingly. In the first half of FY1989, the office posted a loss of 150,000 Singapore dollars. However, with the appointment of Japanese national Masaharu Ochiai as Managing Director, efforts were made to improve the situation. In the second half of the year, the team strategically concentrated its resources on sales activities, leading to a return to profitability. Operating activities also expanded to the Jurong area, located within an hour of the city centre, where many Japanese manufacturers had established operations. This helped to capture a growing number of customer needs. The roles in highest demand were not management positions, but rather local human resources who could handle accounting and HR functions. When consultants received customer requests,

they would return to the office immediately and lay out stacks of CVs on their desks, sorted by job category and area. From these, they would identify suitable candidates and promptly arrange customer meetings for introductions. This speed-driven approach led to more successful placements. At the time, recruitment consultancies were still relatively unknown in the region, and most customers had no background in HR. As a result, JAC's approach was to carefully explain its services on a case-by-case basis, ensuring each customer understood the process before moving forwards with business discussions.

Following the establishment of a solid foundation in the recruitment industry, the company began to branch out into related fields. The Business Centre Division was launched to provide one-stop solutions for essential services required by Japanese companies expanding overseas, such as consulting, research, and interpretation/translation. In this way, the company supported customers across three areas: recruitment, temporary staffing, and business centre services. As a result, the business in Singapore grew steadily during its initial years. A small second office was opened in the Jurong district to accommodate expansion, and by the time of the global financial crisis in 2008, the number of staff had reached 165 (including about 20 Japanese nationals).

At the time, a wide range of industries from Japan—including manufacturing, trading houses, general contractors, telecommunications, and finance—were establishing operations in Singapore. With many multinational corporations also entering the market, JAC began offering recruitment services not only to Japan-affiliated companies but also to international firms. By supporting the hiring needs of companies across various industries, the company earned recognition as a reliable recruitment partner, receiving praise from organisations such as the Singapore Ministry of Manpower and leading recruitment publications.

Subsequently, Singapore's economy developed rapidly, gaining international recognition and strengthening its position as the hub of Southeast Asia. As JAC firmly established its presence in Singapore, it began receiving more opportunities from Japanese companies planning to expand into neighbouring Southeast Asian countries. At the time, Japanese companies looking to venture overseas would typically first set up operations in Singapore. Once successful, they would use Singapore as a base to expand into nearby Asian markets such

as Malaysia. In response, JAC Recruitment Singapore gathered talent information not only from within Singapore but also from surrounding countries such as Malaysia and Indonesia, helping Japanese companies secure human resources as they entered these new markets. Taking into account the pace and direction of Japanese corporate expansion across the region, JAC

itself also began expanding into neighbouring countries. As its business extended throughout Southeast Asia, the Singapore office assumed the role of regional hub, supporting growth in adjacent countries and continuing to drive the global expansion of JAC Group to this day.

Column My Experience of JAC Group

The Future of JAC Group, Connected by Employees Who Have Grown Through Challenges

Masaharu Ochiai Former Director and COO, JAC Recruitment Asia (now JAC Recruitment International)

My career with JAC Group began in 1989 at the Singapore office. At the time of my joining, the company was operating at a loss, but by deepening our understanding of the local market and strengthening our operating activities, we were able to turn the business around and achieve profitability in around six months. This experience remains a great source of pride for me and served as a driving force in the subsequent expansion of our overseas offices. Following this, we established offices one after another in Malaysia, Indonesia and Thailand, building strategies tailored to each country's culture and business environment, and ensuring their successful implementation.

At the time, when expanding into new countries, our approach was to have consultants from JAC's Japan office gain experience in the Singapore office. From this group, we would select individuals to take on leadership roles in each new location. For employees who wished to work at a particular overseas office, we respected their personal aspirations and supported their moves accordingly. This not only enabled staff to gain valuable international business experience, but also provided meaningful opportunities for personal growth. Starting a business from scratch in a completely foreign environment is no small feat. As a company, we placed our trust in each individual while strengthening support systems in the countries we entered, creating an environment where employees could take on new challenges with confidence. In doing so, we helped bring

out their full potential and promoted their growth. It is this very structure, still in place today, that has enabled JAC to continue expanding globally and growing its business across the world.

In fact, back in 1988, when JAC Japan (now JAC Recruitment) was first established, I happened to see a job advert in the Nikkei newspaper reading

"Seeking Managing Director for Japan Office—Annual Salary: 10 Million Yen". I was interviewed by Mrs Tazaki. Although I also received an offer from JAC Property in London as I was then seeking to build a career overseas, I ultimately declined for various personal reasons. One year later, I happened to run into Mr and Mrs Tazaki in the lobby of a hotel in Singapore. It was there that I received an offer to become a Director of JAC Singapore, and that moment set me on a 30-year journey fully dedicated to JAC in Singapore.

I retired in 2019, but I continue to hope that each and every employee of JAC Group will grow and thrive, and that the organisation will achieve even greater development as a global company.



Mr Ochiai, who oversaw the offices overseas and led business expansion, at the JAC Japan 30th anniversary celebration

JAC Recruitment MALAYSIA

Since 1994

Integrating with Local Business Culture and Driving Growth

In the early days of JAC Recruitment's business in Malaysia, customer support was handled by staff from the Singapore office, who would respond to enquiries and travel on business trips as needed. However, as the number of customers gradually increased, we began considering the establishment of a local office. In 1994, Kuala Lumpur became our second base in Southeast Asia. The office launched with four founding members.

At the time, the company's primary customers were Japanese SMEs—mainly in the manufacturing sector—that had expanded into Malaysia via Singapore. We gathered local candidates and organised interview sessions to welcome these new Japanese entrants. In 1994, Malaysia had no specific laws regulating the recruitment industry. However, a few years later, the Malaysian government enacted legislation requiring recruitment consultancies to be majority-owned by Malaysian citizens or companies. To comply with these new regulations, JAC Group acquired a local company. Rather than hindering



The Kuala Lumpur office of JAC Recruitment Malaysia

the business, this regulatory shift actually helped to expand the company's network of business partners and deepen its understanding of local business customs and culture. Around the same time, the pace of Japanese company expansion into Malaysia accelerated, especially among manufacturing and service companies. As local demand for human resources increased, the recruitment industry itself grew. This created a positive cycle: improved access to local human resources further facilitated Japanese business expansion, which in turn contributed to Malaysia's continued economic development. At its peak, JAC Recruitment Malaysia grew to a team of over 100 staff.

The company later expanded its presence further, opening a Penang office in June 2007 and a Johor Bahru office in November of the same year. This allowed the company to provide even more direct and responsive support to Japanese companies operating in those regions.



The Jakarta office of JAC Recruitment Indonesia

In 2002, JAC entered the Indonesian market, starting with a team of six in a small office in central Jakarta. The business was led by Mariko Asmara—who is of both Japanese and Indonesian heritage and a graduate of Kyoto University. With her deep familiarity with Indonesia's business landscape, including its culture, customs, and geography, the company developed smoothly. In 2005, JAC opened branches in the Bekasi region and in Surabaya on the island of Bali (Mariko Asmara continues to support the local operation as



JAC Recruitment INDONESIA

Since 2002

Establishing Unique Services and Expanding One-Stop Solutions

an advisor to this day).

During the early 2010s, when there was a surge of new Japanese company entries into Indonesia, the company scaled up by offering a multi-service approach. This included not only recruitment, but also local entity establishment, acquisition of business permits, and operational start-up support via its Business Centre and Consulting services, along with Outsourcing solutions that handled back-office functions on behalf of customers. At its peak in 2014, the company had more than 180 employees.

Even after the wave of new Japanese market entries subsided, JAC Recruitment Indonesia remains the only overseas office within the Group that continues to provide all three services—Recruitment, Consulting, and Outsourcing—to both Japanese and foreign companies in the region.

JAC Recruitment THAILAND

Since 2004

A Late Entrant That Quickly Rose to No. 1 in the Market



JAC Recruitment Thailand office with the group's Philosophy & Policy displayed on the wall

JAC expanded into Thailand in 2004, establishing an office in Bangkok to begin operations. At the time, more than 1,000 Japanese companies had already entered the Thai market, with the majority belonging to the manufacturing sector. Consequently, the company's primary customers were also in manufacturing, and it grew by responding to recruitment needs, particularly from companies operating factories.

In 2011, to strengthen support for manufacturing customers outside Bangkok, JAC opened an office in Chonburi on Thailand's eastern seaboard—a region densely populated with factories, including many owned by Japanese companies. The new office served as a local hub for recruitment support. By 2013, the company had also begun providing recruitment services to multinational companies outside the Japanese sphere, allowing it to broaden its customer base and respond to a more diverse range of corporate needs. By this time, the

team had grown to 130 employees. Also in 2011, JAC opened an office in Ayutthaya, located north of Bangkok, to support automotive-related companies concentrated in that area. However, later that year, the region was struck by a major flood, severely impacting local factories and prompting the withdrawal of many Japanese companies. In response to this situation, JAC closed the Ayutthaya office.

Despite entering the Thai market later than others, JAC quickly earned high recognition and established a strong presence. This was made possible by cultivating close relationships with customers in the manufacturing sector and maintaining the agility to respond swiftly. By monitoring market changes and rapidly opening offices in regions with rising demand, the company has continually met corporate hiring needs with flexibility. Today, while maintaining its position in the Thai market, it remains committed to further expansion.



The Seoul office of JAC Recruitment Korea, adorned with numerous award plaques

In the 2000s, major South Korean conglomerates were accelerating their global expansion, increasing their presence in international markets. This trend also led to a steady rise in transactions between Japanese and Korean companies, creating growing demand for recruitment services within South Korea. In response, JAC established its Korean office in 2011. At the time, however, South Korea's recruitment market was already home to several competitors, making JAC a late entrant. To build brand recognition in such a market, it needed a unique strategy and robust business development efforts.

From the outset, the focus was on strengthening team capabilities and cultivating the JAC culture. The initial team consisted of five members, most of whom were new to the recruitment industry. Therefore, the team prioritised the development of both fundamental business skills and the ability to ensure not only the "quantity" but also the "quality" of consulting services. To unlock the team's full potential, it also

JAC Recruitment KOREA

Since 2011

A Select Team Committed to Consultant Quality

emphasised defining a clear organisational orientation and shared values within the local office.

What further sets the South Korean market apart is the unique nature of its human resource pool. Japanese companies operating in Korea are staffed almost entirely by Korean nationals who speak Japanese. Few Japanese nationals or English-speaking professionals are employed in these firms. As a result, JAC adopted a distinctive approach: introducing Korean professionals fluent in Japanese. A key factor in this success was hiring Japanese-speaking Korean consultants to work at JAC itself—a structure that continues to this day.

By maintaining close communication with customer companies and operating in step with local market dynamics, JAC Korea continues to function with a lean but highly effective team of ten members as of 2025—currently the smallest headcount within JAC Group.

JAC Recruitment VIETNAM

Since 2013

Targeting the High-class Market

Around 2011, the recruitment industry in Vietnam was still in its infancy. Nevertheless, JAC proceeded based on a clear criterion: if a sufficient number of companies were registered with the local Japanese Chamber of Commerce and Industry, then the market would be viable. Once this condition was confirmed, the company moved forwards and established its Ho Chi Minh City office in 2013. At the same time, JAC Group adopted a new overseas strategy: “targeting high-class professionals”, “setting a minimum fee rate of 25%”, and “focusing exclusively on managerial-level positions and above”. This fee rate significantly exceeded those at other JAC overseas offices. While local competitors typically charged around 15%, JAC’s service was limited to specialists and managerial-level placements and priced accordingly at 25%. Naturally, winning contracts under these conditions was challenging. Still, the



JAC Recruitment Vietnam's Ho Chi Minh office

company remained committed to its vision: “to help shape a vital market for Vietnamese society” and “to deliver high-quality recruitment services”.

The company also launched distinctive initiatives not found among local competitors. For example, it hosted a wide range of seminars to support customer companies' growth. By inviting prominent speakers and offering learning opportunities for executives and managers, the company was able to deepen its relationships with customers beyond recruitment services. These efforts were well received and ultimately helped it establish a firm market position. In 2015, it expanded further with a new office in Hanoi. By 2018, its Vietnam operations had grown to include around 30 employees in Ho Chi Minh City and about 25 in Hanoi.

JAC Recruitment GERMANY

Since 2019

Taking On the Challenge of Germany's Unique Labour Market

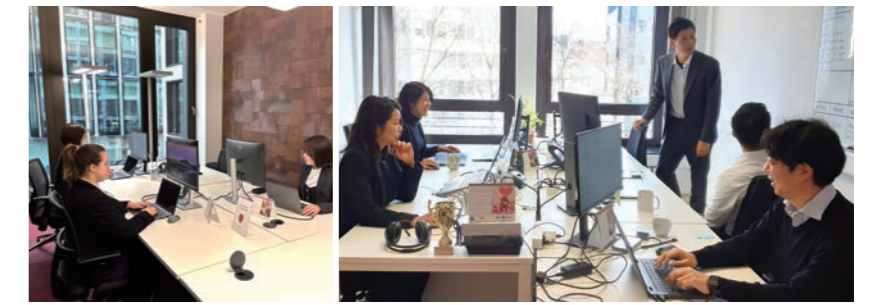
Germany has a decentralised economic structure, and Japanese companies are scattered across the country. To meet the diverse needs of these companies, JAC Recruitment Germany currently operates offices in three German cities, focusing on introducing highly specialised human resources.

The first office was opened in Düsseldorf in January 2019. This city is a major commercial hub with thriving trade,



JAC Recruitment Germany's Munich office

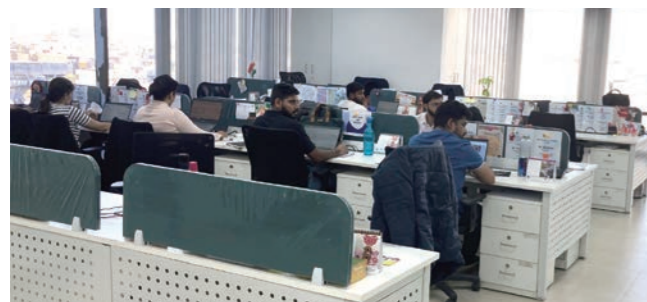
finance, and manufacturing industries. It also hosts the largest Japanese community in Germany and plays a critical role as a European base for many Japanese companies. In January 2023, a branch was opened in Frankfurt, Germany's largest financial



JAC Recruitment Germany's Frankfurt office (left) and Düsseldorf office (right)

city, home to the European Central Bank and a cluster of international banks and consulting firms. It is also a key hub for aviation and logistics and has strong demand for global human resources. Then, in October 2023, another branch was launched in Munich, the centre of Germany's automotive industry and a growing region in IT, healthcare, and biotechnology. From these three offices, JAC also covers Eastern European countries.

The company's main competitors are not major foreign or local recruitment consultancies, but smaller consultancies founded by Japanese individuals or Japanese-speaking locals. Amidst this competitive environment, JAC stands out with its strength in introducing high-class human resources, regardless of whether they are Japanese or local candidates, and is steadily establishing a solid presence. As a trusted partner supporting the growth of Japanese companies in Germany, it will continue expanding its services moving forwards.



JAC Recruitment India's office

The India office was established in 2014. The headquarters in Gurugram is located about an hour's drive from New Delhi, in an emerging city where companies in manufacturing, trading, and service industries are concentrated. At the time, India was attracting attention as a country with strong economic growth potential. However, during a visit around 2010, cows were still roaming the streets near the office, and the roads were underdeveloped. Despite this, the company foresaw the future potential and decided to set up its base there.

India has a unique business culture and customs, making it a country where daily life is not easy. On the other hand, in terms of business, it was more dynamic than any other developing country, and due to its large population, it was clearly a nation with major growth potential. Being an English-speaking country, many British and American firms had already entered the market, and the recruitment business was more advanced than in other Asian countries. There were already many recruitment agencies operating, and most of them offered services at a

JAC Recruitment INDIA

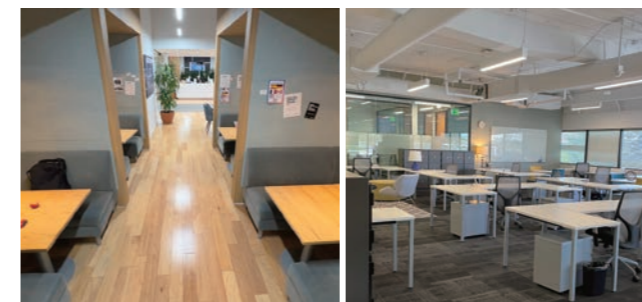
Since 2014

Building a Solid Foundation Despite Culture and Custom Differences

commission rate of 8% to 10% of the candidate's annual salary. In this competitive landscape, JAC boldly decided to operate with a fee rate of 25% or higher. As a result, it went through a period where even after visiting nearly 200 companies, it was unable to receive a single job order.

However, experienced consultants with a strong track record across Asia patiently engaged with customers, persistently explaining how JAC was different from other recruitment consultancies. Eventually, it began to secure one job order at a time, steadily achieving successful deals closed and gradually expanding the business.

Japanese companies had been actively entering the Indian market since the 2000s, particularly in manufacturing, trading, and IT. To respond to the increasing demand for hiring by these expanding Japanese companies, the company opened a new office in Bengaluru in 2023. Given India's vast size, it is difficult to cover the entire country from a single location, so it plans to continue expanding its offices in the future.



JAC Recruitment USA's NY office (left) and LA office (right)

To meet the human resource needs of Japanese companies expanding into the United States, JAC Recruitment USA established its Los Angeles (LA) office in 2023, followed by a New York (NY) office in 2024. Of the approximately 6,700 Japanese companies operating in the United States, around 1,700 are located in California and 657 in New York. In LA, retail, wholesale, and manufacturing industries are prominent, while NY is a hub for IT, finance, and consulting sectors. The company tailors its recruitment services to match those demands.

At the time of JAC Recruitment USA's establishment, the Japanese recruitment market in the United States was almost entirely dominated by two companies. However, the company steadily built a track record and increased its visibility among Japanese firms through active participation in events and networking activities, such as those held by the Japan Chamber

JAC Recruitment USA

Since 2023

Leveraging Industry Expertise to Support Japanese Companies Across the United States

of Commerce and Industry of New York (JCCI). Unlike the two aforementioned firms that operate on a regional basis, JAC Recruitment USA differentiates itself by adopting a sector-based model that spans the entire United States. By forming dedicated teams for each industry sector, the company delivers highly specialised recruitment services. This approach—a core strength of JAC Group—enables a broad and strategic understanding of human resource flows and hiring trends within each sector, allowing the company to provide higher value to customers. Industry specialisation also fosters stronger networks, improving the precision of matching between companies and job applicants.

With continued growth potential in the Japanese business market in the United States, JAC Recruitment USA will further expand its presence going forwards.

Strengthening the Global Brand

Expansion of JAC Group

Since 2010, three companies—JAC International Co., Ltd., CareerCross Co., Ltd., and VantagePoint K.K.—have joined JAC Group.

As JAC continues to reinforce its identity as a global brand, the company has brought under its umbrella a group of distinctive service providers that specialise in foreign companies and multilingual global human resources. This strategic alignment has further enriched the Group's overall service offerings.



Location: 1-105 Kanda Jimbocho, Chiyoda-ku, Tokyo
Number of employees: 56



Location: 1-105 Kanda Jimbocho, Chiyoda-ku, Tokyo
Number of employees: 21



Location: 6-2-31 Roppongi, Minato-ku, Tokyo
Number of employees: 23

JAC International Co., Ltd.

Formed as company 2011

Bilingual Consultants Supporting Foreign Companies

JAC International originated in 1998 as a department within JAC Japan, specialising in foreign companies. The founding team comprised two British nationals who had completed JET*. They were hired in London and dispatched to Japan. As the market evolved, the service model and organisational structure were adjusted accordingly. With growing demand for bilingual consultants specialising in recruitment for foreign companies, the unit was spun off in 2011 to become a wholly owned subsidiary of JAC Group. Since then, it has operated as a recruitment consultancy dedicated to serving foreign companies within Japan and globally operating Japanese enterprises. The company focuses particularly on supporting bilingual and multilingual jobseekers, while also assisting customers with the recruitment of global and bilingual human resources. Its core strength lies in mid-class to high-class recruitment, with a particular emphasis on executive and specialist roles.



All of the company's consultants are bilingual or multilingual, offering in-depth understanding of global and bilingual candidates. This enables them to provide smooth and effective consulting services to foreign-affiliated customers regardless of language. Moreover, the consultants bring specialised expertise across a wide range of industries—including manufacturing, automotive, chemicals, IT, healthcare, consumer goods, finance, and insurance—as well as functions such as HR, accounting, sales, and marketing. As with JAC Recruitment, consultants are well-versed in industry-specific insights, emerging trends, and required human resource specifications, ensuring the introduction of candidates with the appropriate skills and experience to meet customer needs.

Building on the 50-year track record and know-how of JAC Group, which originated in the United Kingdom, the company continues to expand its presence in global recruitment markets.

*Japan Exchange and Teaching Programme

CareerCross Co., Ltd.

Since 2000, Joined JAC Group 2013

Becoming the Largest Platform in Global Recruitment

CareerCross, originally C.C. Consulting, was established by a British national as Japan's pioneering bilingual job platform. In 2013, JAC Group acquired the company to strengthen its presence in the bilingual recruitment market and expand its business with foreign companies—creating strong synergy with JAC Recruitment's expertise in global and bilingual human resources. Since joining the Group, the number of foreign companies posting jobs on CareerCross has grown to over 1,000, making it one of the largest job search platforms in Japan and surpassing many competitors in the industry.

Today, CareerCross is undergoing a significant transformation. It now supports recruitment activities for both foreign and globally operating Japanese companies through a direct recruiting model. By operating one of Japan's largest foreign company job platforms—CareerCross—the company has built a rich database of approximately 370,000 global and bilingual candidates. This enables employers to identify and directly



connect with candidates that match their hiring needs. The quality of the candidate pool contributes to CareerCross's high response rate to scout emails, for which the platform is widely recognised. In addition, CareerCross offers scouting support services, directly sourcing candidates on behalf of customer companies.

By collaborating with other services within JAC Group, CareerCross is also able to deliver more comprehensive recruitment solutions. For instance, it works alongside JAC RPO (Recruitment Process Outsourcing) and JAC IPS (Interim Professional Solutions) to provide flexible resource strategies tailored to each customer's specific hiring needs.

Going forwards, the company aims to enhance its current business model, expand its scouting support services, and further strengthen synergies with JAC Recruitment. Through these efforts, CareerCross strives to become the leading platform provider in the global recruitment domain.

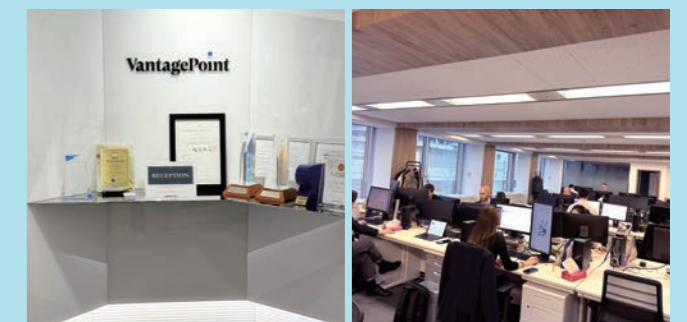
VantagePoint K.K.

Since 2012, Joined JAC Group 2020

Providing Custom-made Executive Search Services

VantagePoint K.K. is a boutique executive search firm specialising in consulting, established in Tokyo in 2012. At the time of its founding, although JAC Group had begun shifting its strategic focus towards the high-level recruitment market, it did not yet have a dedicated executive search function. As VantagePoint primarily targets strategy consultants, it represented a highly attractive prospect for JAC, which acquired the company in 2020.

Executive search firms play a key role in connecting companies with experts who can support their long-term organisational growth. VantagePoint contributes to global business strategies by sourcing senior executives across sectors such as professional services and private equity. Around 40% of the candidates it places are senior management executives, and approximately 10% are presidents or CxOs. The firm also excels in sourcing up-and-coming executive



candidates.

The defining feature of the business is its fully custom-made approach to executive searching. The team consists of seasoned career consultants who have backgrounds in global corporations, including management consulting firms, banks, and securities companies. These consultants work collaboratively as a team to deliver highly customised executive search solutions. Because they come from professional services themselves, they are well equipped to assess executive human resources from a business perspective and introduce candidates who are truly aligned with a company's strategic and operational needs.

Looking ahead, VantagePoint will continue to collaborate with other JAC Group companies to provide more comprehensive recruitment solutions and meet the evolving talent needs of global businesses.

Sustainability Initiatives

JAC is promoting initiatives to make society more sustainable through its core business of recruitment services.



DE&I

To enable all employees to demonstrate their abilities

Culture Passed Down Since Our Foundation

In Japan, the term “diversity” has begun to gain traction in recent years. As Japan continues to globalise, the concept of DE&I (Diversity, Equity, and Inclusion), which is already widely accepted in developed countries, is now being actively discussed in Japanese companies as a way to incorporate these principles into organisational management. The United Kingdom, where JAC was founded, has long been a society that is tolerant of minorities, with legal reforms progressing early on, including the legalisation of same-sex marriage. Having been founded in such a country, our company naturally had a diverse workplace from the very beginning. It is part of

our culture for people of different races, religions, genders, and backgrounds to work together. As a result, JAC Group has created a workplace where everyone, regardless of gender, nationality, or age, can thrive. This has enabled many talented female employees to achieve remarkable results. However, within Japan’s social environment, there were also female employees who left the company upon marriage or childbirth. We recognised that it is essential to create a company where these talented female employees can continue to work long-term, leveraging their abilities, without having to leave due to childbirth or other reasons.

A Company Where Women Can Thrive

In order to retain female employees for the long term, the first initiative we implemented was support for childcare. Losing skilled employees who leave the company due to marriage or childbirth is a significant loss for both our company and society. Therefore, we introduced childcare support systems, which resulted in many women choosing to remain with the company after giving birth. On the other hand, many

employees who had previously worked as consultants began to prefer working in back-office roles, where they could adjust their schedules more easily and were less affected by client schedules. However, unless employees can work in a way that leverages their individual strengths, we cannot truly say that we are making the most of our human capital.

Concerned about this situation, Hiromi thought that a place

where women could share their concerns and solutions with each other was necessary, and in 2010, she launched the Working Mothers Committee. At this committee, female employees exchanged opinions with their colleagues about their situations and relationships with the company, found solutions to balance their careers and childcare, and made recommendations to the company to create a more working-mother-friendly workplace. As a result, childcare support systems were enhanced, and a more supportive work environment was established. Through discussions with peers in similar situations and objective self-reflection, motivation to pursue careers with greater enthusiasm grew, leading to an increase in the number of women continuing their careers as



Roundtable discussion between the CEO and female leaders

consultants after returning from childbirth leave. Since then, the committee's activities have expanded to include male employees with children, and it continues to operate actively today as the Working Parents Committee.

Through these efforts, female consultants have been able to continue their careers and achieve high performance, with more than half of the members of the 300+ Club, which signifies professional consultant status, now being women. To further evolve the environment where female employees can fully utilise their abilities and thrive, we established the Women's Empowerment Committee in 2021 as part of our DE&I activities and have been working to increase the ratio of female managers. Currently, the ratio of female managers at JAC (domestic) is approximately 25%, which is lower than the ratio of female employees (approximately 40%). At JAC's overseas offices, female employees account for 70% and female managers account for 62%, demonstrating the strong presence of women in the company. This ratio is the same across Southeast Asia, Europe, and the USA, which shows that Japan is significantly behind in terms of women's advancement. We will continue to provide ongoing support to enable female employees in Japan to pursue careers as managers. Additionally, the Women's Empowerment Committee facilitates information exchange among client companies committed to promoting women's advancement and hosts seminars for female management candidates, contributing to broader societal efforts to advance women's participation.

An LGBTQ+ Inclusive Workplace

Hiromi believed that workplaces should be places where not only women, but also sexual minorities can work with a sense of fulfilment. In the UK, coming out at work is a very natural thing, but in Japan, the environment is still being developed. Due to a lack of understanding of LGBTQ+ issues, some employees choose not to disclose their identity at work, which can lead to mental stress for some individuals. Hiromi felt a growing desire to change this situation.

Therefore, as part of our DE&I activities in 2021, we established the LGBTQ+ Committee to take the lead in implementing concrete improvements. This committee is made up of volunteers who share the same vision and works to promote understanding of LGBTQ+ issues in the workplace by soliciting ideas, holding seminars and study sessions for employees, and conducting regular internal surveys. Additionally, we participate in Tokyo Pride, compile support tips for LGBTQ+ candidates, and make a list of LGBTQ+ friendly client companies. There are also colleagues who have

come out and are working openly within the company, and the recognition that LGBTQ+ individuals are a familiar presence among JAC's Japanese employees is gradually spreading.



Participating in Tokyo Pride, an event promoting a society free of discrimination

Working with People with Challenges

Another goal Hiromi had been pursuing was employment for people with disabilities. While the Ministry of Health, Labour and Welfare requires companies to hire people with disabilities, our company has been actively promoting the employment of people with disabilities from an early stage, with the aim of creating a workplace where everyone has equal opportunities to work. However, this has not been an easy task, with a continuous cycle of hiring and resignations. It was then that we learned about Work Happiness Farm, a farm rental service for companies. This initiative involves renting the farm from the operating company and using it to create new agricultural jobs for people with disabilities. This provides employment



Signboard of JAC Work Happiness Farm

opportunities for people who find it difficult to work in an office environment. We immediately rented the farm, named it JAC Work Happiness Farm, and launched the initiative in 2013.



Selling vegetables harvested from our farm at the company

Currently, approximately 40 employees work at four locations in Ichihara City, Kashiwa City, and Noda City in Chiba Prefecture, and Yokohama City in Kanagawa Prefecture. The crops harvested at the farm are delivered to the office, where employees can purchase them at a direct sales event. This creates a positive cycle where employees share in the joy of the harvest and the contributions of those with disabilities.

Column Health Management Initiatives

Promoting Activities to Protect Employee Health, Including a 0% Smoking Rate

JAC Group believes that in order to be a meaningful presence that supports the growth of our client companies and job seekers, we must first be healthy in both mind and body and always act with a calm state of mind. To this end, we have established key themes to promote health management, enabling all employees to proactively work towards maintaining and improving their health. Specifically, we have set the themes of "preventing productivity losses due to poor health or illness" and "enhancing employee satisfaction", and are implementing various measures and activities to address these themes. Additionally, we have established systems to support employees in maintaining healthy habits, such as subsidies for sports club membership fees and support for in-house club activities.

Among our health management initiatives, we place particular emphasis on smoking cessation. Smoking harms not only the individual but also the health of those around them, therefore we have prioritised this initiative. At JAC Group, we encourage all employees to be aware of their role as professionals and to provide services in a healthy state. Since April 2018, we have been encouraging all employees to quit smoking with the goal of achieving a smoking rate of 0%. To help employees

who smoke quit without undue hardship, the company subsidises the cost of smoking cessation treatment upon request. Currently, during the hiring process, we confirm that new employees are non-smokers, and if they do smoke, only those who express a willingness to quit smoking are hired. As a result, the smoking rate, which was approximately 23% before the initiative began, has decreased to 4.1% as of the 2024 fiscal year.

These company-wide ongoing efforts related to health management have been highly evaluated by society, and JAC has been certified as a KIH (KENKO Investment for Health) Outstanding Organization for eight consecutive years since 2018.



A plate displaying a 0% smoking rate installed at the company

Environmental Conservation

Expansion of business also leads to nature conservation

How Tree Planting Activities Began

In response to growing international environmental awareness, efforts to protect the environment have become increasingly active in Japan in recent years. With the establishment of numerical targets for reducing greenhouse gas emissions, many Japanese companies have begun to take serious measures to combat global warming and reduce CO₂ emissions. Preceding these social trends, JAC Group has consistently upheld its position of fulfilling its responsibility to the environment based on the belief that “wealth generated through economic development should be returned to the earth” since its foundation. This originates from Hiromi Tazaki’s extraordinary interest in animals and nature, as well as the significant influence she received from the UK, a country with pioneering ideas on environmental conservation.

The tree-planting initiative that is now one of our main activities began in 2008, our 20th year in Japan. It was inspired by a Japanese man who engaged in tree planting in Indonesia. Rinji Miyazaki, who had worked for a Japanese housing manufacturer and was involved in logging in Indonesia, saw an orangutan looking at him sadly from the treetops, which made him question his work. He asked himself, “What am I doing this for?”, “Does destroying forests and taking away orangutans’ homes have any value?”. Driven by these feelings, he quit his job and established the

Asian Green Forest Network, a non-profit organisation, to restore forests destroyed by Japanese people. Hiromi Tazaki learned about him through the media, deeply sympathised with his cause, and decided to support his activities through JAC Group. However, simply providing financial support was not sustainable. She realised that a system was needed, and came up with the concept of planting one tree for every job placement made by a consultant. This would allow the company to pursue business growth and environmental protection at the same time, and involve job seekers, client companies, and JAC employees in activities to protect the earth. This initiative was named One Placement creates One Plant to save the Planet, and its initials were used to create the name PPP Project. Each successful placement results in a sapling being planted to protect the Earth. Since then, we have become deeply involved in Mr Miyazaki’s tree-planting activities and continue to support them as the largest sponsor.



PPP project signboard (Indonesia)

Expanding Tree Planting Activities to Malaysia

Concurrently, JAC has also supported tree planting activities conducted by the Japan-Malaysia Association. In Malaysia, Japanese companies are expanding palm oil plantations to harvest palm oil, but palm forests are not suitable habitats for animals, and endangered species such as pygmy elephants and orangutans cannot live in them. In Africa, the Middle East, and China, the loss of forests has also led to desertification. The worsening of yellow dust in the surrounding areas is also due to the increase in barren land caused by human deforestation. Losing forests also means losing places for people to live. To put a stop to this situation, JAC Group is promoting forest regeneration in various locations.

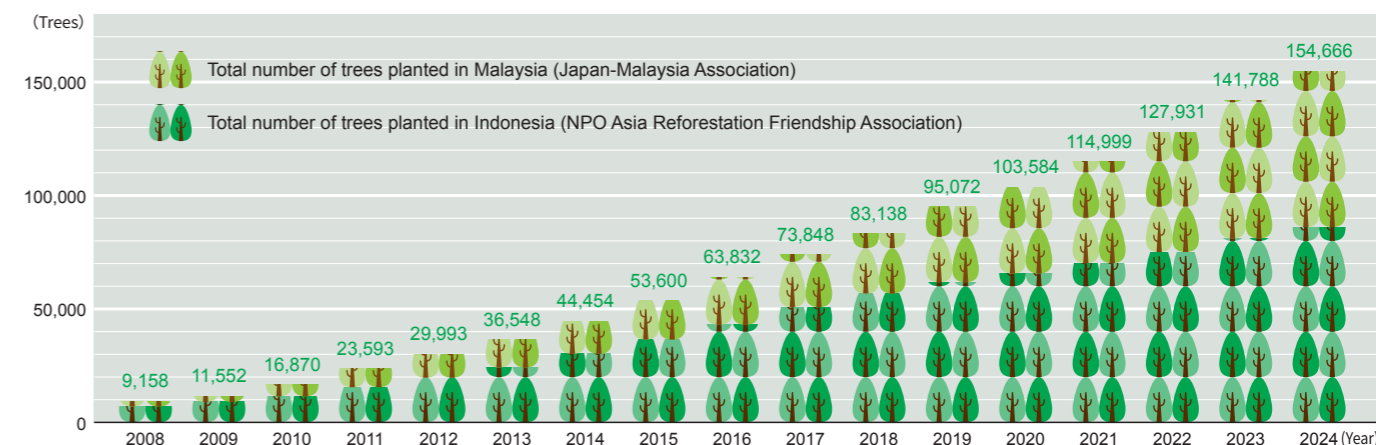
In addition, in order to help our employees learn about such local situations, we organise annual PPP tours where they

visit the sites, plant trees themselves, and interact with local students.



JAC employees planting trees with local staff

Number of trees planted by JAC Group (cumulative) JAC has planted a total of 154,666 trees in Southeast Asia by the end of 2024.



Further Development to the Moringa Forest

The Japanese government has set a target of achieving carbon neutrality (net zero) in 2020. Currently, many companies are promoting CO₂ reduction initiatives in their business activities to achieve this goal. However, JAC, which is not a manufacturing company, does not have much room to reduce CO₂ emissions in its own operations. Rather than purchasing emission credits to achieve net-zero CO₂ emissions, as other companies have done, we decided to accelerate CO₂ absorption by increasing the amount of greenery on Earth and aiming for carbon neutrality, believing that this approach better reflects JAC’s corporate culture. This led us to consider planting moringa trees.

Moringa is a plant typically cultivated as a food source, making it different from our previous efforts to regenerate natural forests. However, due to its extremely high CO₂ absorption capacity, we determined that it could have a significant impact on the environment and decided to pursue this initiative. We named this project the JAC Moringa Forest Project. We initially attempted to grow moringa in Indonesia

and Malaysia, but faced challenges in getting it to thrive. As a result, we relocated and began planting moringa on Miyakojima Island in 2024. Miyakojima is an island formed by the uplift of coral reefs, meaning it has no mountains. This project aims to create a forest using moringa on this land devoid of forests. Additionally, moringa is known as a “miracle plant” due to its nutrient-rich properties, and we are currently processing its leaves locally into food products for sale, thereby contributing to local employment.



July 2024: The moringa tree planting event held in Miyakojima



Signboard of the JAC Moringa Forest Project

Column Promotion of 3R (Reduce, Reuse, and Recycle)

Reducing Waste and Creating a Recycling-Oriented Society that Balances the Environment and the Economy

JAC Group is actively promoting activities to eliminate resource waste in its business operations. Business cards used in Japan since June 2019 are made from LIMEX, a new material primarily composed of limestone, which serves as an alternative to paper and plastic. Internal meeting materials have been made paperless, and where paper is

necessary, we have switched to FSC-certified eco-friendly paper. Clear files are made from recycled PP whenever possible. Additionally, in 2020, we removed PET bottle products from all vending machines at domestic locations and switched to aluminum can products, further advancing our commitment to the 3Rs (Reduce, Reuse, Recycle).








External Evaluation

JAC's proactive sustainability initiatives are widely recognised across society.

Evaluation and Certification		
 <p>'MSCI ESG Ratings' Acquired 'AA'</p>	 <p>'Eruboshi Accreditation' Acquired '3 stars', the highest rating</p>	 <p>Certified as 'KENKO Investment for Health (KIH) Outstanding Organization' (Certified for eight consecutive years since 2018)</p>
 <p>4 service brands are certified as an 'Excellent job placement company' "JAC Recruitment", "JAC Digital", "JAC Executive", and "JAC Career"</p>	 <p>'PRIDE Index 2024' Certified as 'Gold' (Certified for three consecutive years since 2022)</p>	 <p>'D&I AWARD 2024' Certified as 'Best Workplace' (Certified for two consecutive years since 2023)</p>
Inclusion in the index		
 <p>Selected as a JPX-Nikkei Index 400</p>	 <p>Selected as a FTSE Blossom Japan Sector Relative Index</p>	

Signing and Participating in Initiatives

In order to solve global issues, it is important for various organisations to collaborate without barriers. JAC signs and participates in initiatives both in Japan and overseas.

 <p>Signed the United Nations Global Compact</p>	<p>In support of</p>  <p>Signed the Women's Empowerment Principles (WEPs)</p>	 <p>Endorsed Business for Marriage Equality, which promotes marriage equality</p>	 <p>Endorsed the Task Force on Climate-related Financial Disclosures (TCFD) of the Financial Stability Board (FSB)</p>
 <p>Joined the Keidanren Nature Conservation Council</p>	 <p>Endorsed the Ministry of Justice's Declaration of Human Rights</p>	 <p>Published a Partnership of Partnership Building</p>	

For the Future of Japan

Public interest incorporated foundations

The Tazaki Foundation

JAC Environmental & Animal Protection Foundation

Tadayoshi Tazaki and Hiromi Tazaki, who are committed to making Japan's future better, have established two foundations with their own funds: one to support young people studying abroad and the other to support environmental conservation, animal protection, and welfare activities.

They are actively engaged in activities aimed at shaping Japan's future.



The Tazaki Foundation Developing Young Japanese People into Truly Global Leaders by Supporting Their Study Abroad

As Japan continues to internationalise at a rapid pace in line with economic growth, there has been a tremendous rise in the number of Japanese companies expanding their office networks across the world. However, at a stage where Japan must aim towards the next round of growth, a human resource challenge has become apparent: the lack of global leaders who can powerfully promote business across national, cultural and value boundaries. It is believed that at the heart of these challenges lie issues with Japan's educational system, which over-emphasises textbook learning and is poorly suited to developing the kind of individuality that enables people to make breakthroughs. Having studied at a UK university and started up a several businesses overseas, Tadayoshi Tazaki has felt that he, as a pioneer in this kind of internationalisation, should play a leading role in efforts to resolve these issues of Japanese education. What Japan needs now is not just people who can speak English fluently, but the kind of human resources who could be described as "truly global leaders". On 1 August 2016, based on this sense of mission, Tadayoshi established the Tazaki Foundation, which provides support to young people who aim to study abroad at the world's best UK universities such as Oxford and Cambridge and to succeed as global leaders in a variety of industries in the future.

Aiming to Cultivate Truly Global Leaders

After going to the UK at age 19 in 1962, Tadayoshi spent some time at a British "public school" (private boarding school) before entering the University of Cambridge. After graduating, Tadayoshi set up a number of businesses independently, including JAC, and established Tazaki Group. As he expanded his various businesses overseas, he began to feel that there were many things he had learned in the UK which he wanted to bring back to Japan. This was because, looking back on the first half of his life, he felt that his success was based on the fact that he received the world's best education in the UK, where he studied hard and gained a lot of experience while engaging in friendly competition with his local peers, and he felt that all this had laid the foundations for his later life. Based on his own experiences, he felt convinced that cultivating the young Japanese people who would carry the future forwards, by developing them within a global environment, was essential for the future of Japan, and that it was his personal mission to carry out this work. It was in 1985 that Tadayoshi moved from ideas to action, by starting up a grand new project of establishing an English-style all-boarding secondary school (junior high and high school) in Japan. He succeeded in getting the cooperation of University of Cambridge, one of the most prestigious universities in the UK, and the UK government for the establishment of a

school in Japan. However, just at the point where the project's future prospects looked bright, the Japanese Ministry of Education of the time declared that they would not authorise the establishment of the school, making it clear that instruction at schools had to follow Ministry-authorized textbooks as an absolute condition. Even after this, Tadayoshi continued to negotiate tenaciously with the government for relaxation of these regulations, but after spending six years or so battling with the situation, he was ultimately forced to give up on his project of establishing the school.

Yet Tadayoshi continued to feel in his heart that it was essential to cultivate young Japanese people who could compete at the global level. Twenty-five years after his experience with the school project, with Japanese companies now starting to achieve success on the global stage, it was becoming evident that the movement of young people overseas for study was going in the opposite direction, with the numbers of such students declining year after year. Feeling alarmed about this situation, Tadayoshi tried to think of a new method for turning out the leaders who could achieve global success; hoping to try one more time to transform this vision into action, he created a plan to develop a five-year scholarship system, with repayment not required. Finally, in 2016, he established the Tazaki Foundation as an organisation providing scholarships to outstanding young Japanese people for study abroad in the UK.



Farewell party for the first group of scholarship students in 2017



Farewell party for the sixth group of scholarship students in 2022



The first group of scholarship students during their study abroad in the UK

Full Scholarships Covering Study Abroad Expenses, with Repayment Not Required

The Tazaki Foundation provides support in the form of the full sum of expenses of five years of study, comprising two years in a "public school" (private secondary school) and three years at a UK university, for 16-year-old high school students. Covering the actual expenses of study abroad, this financial support amounts to around ¥60 million to ¥70 million in total per person, including tuition and accommodation fees and the like. Applications from high school students hoping to study abroad are accepted once a year, with successful applicants being selected based on document screenings and several interviews. A significant feature of this scholarship is that only first-year high school students (aged 16 and under) are eligible. This limitation comes from Tadayoshi's personal sense that "19 was already too late for me when studying abroad". It is an indisputable fact that it is better for people to study English when they are young, as they will be quicker to pick it up. However, junior high school students would be too young to go overseas alone to study abroad, because this age group falls under mandatory education in Japan. Moreover, it is now no longer possible for students to enter British public schools at 19 after graduating from a Japanese high school. Tadayoshi therefore decided on 16—the first year of high school—as the year when students were still just about young enough to benefit from this programme.

The Tazaki Foundation places a strong emphasis not only on students' studying abroad at a UK university, but also on living and learning at public school for two years from age 16 to 18. This system—providing a cohesive package of support from public school through university—is a unique and practical assistance programme that is only to be found at the Tazaki Foundation. Furthermore, the provision of such a generous scholarship with no need for repayment originates in Tadayoshi's belief that above all, it is vital to create an environment in which students can dedicate themselves entirely to their studies in the UK and lead a full and rich student life with their peers without worrying about economic aspects as Tadayoshi himself did during his time studying abroad.

In addition to the scholarship programme for study abroad, the Tazaki Foundation also provides assistance with English language study for those students who pass the initial round of screening, as these studies will lay the foundation for the students' success internationally. The Foundation also delivers entrusted scholarships to support Japanese university students to study in the UK. These provide support to Japanese students for study abroad in the UK or provide scholarships for designated subjects within postgraduate education at Cambridge University. The Foundation is also extending its support activities across a wider range of areas, such as starting assistance for an organisation that runs English debating tournaments for Japanese junior high and high school students, with the aim of cultivating "truly global leaders".

Prospects for the Future

Creating a Global Network That Is One of a Kind

As of March 2025, the Tazaki Foundation has dispatched and provided support to a cumulative total of 61 students studying abroad in the UK since its establishment in 2016. When the recipients of language study support, entrusted scholarships and the like are included, the number of students supported rises to 416 in total. The Foundation started by selecting five students in its first year, but this has risen to nine students as of 2023. Moreover, with students supported through the Foundation now having graduated from prestigious UK universities including Cambridge, Oxford and the University of London, these budding global leaders are now taking up positions in ministries, agencies, major companies and research institutions both inside and outside Japan. The Foundation has high hopes for the success of these young people as leaders both in Japan and across the world in the future.

One aim of the Tazaki Foundation in providing this wide-ranging support is to build a global network. Going forwards, as more and more young people supported by the Tazaki Foundation achieve success in the world and come together as one body, they are set to form a global human resource network that will be a source of strength when they become active in the wider world in the future. Tadayoshi firmly believes that by not only supporting the development of individual abilities but also building up relationships between global leaders, the Tazaki Foundation can transform the relationship between Japan and the rest of the world.

Track Record of Support

•Unit: No. of people

Fiscal year	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total
Students studying abroad	5	5	8	7	9	8	10	9	10	71
Language study students	20	22	22	22	24	24	30	30	30	224
TOPS* participants	8	14	10	-	Online	15	15	13	Unspecified	75
Study abroad scholarship recipients who engage in language study	-	-	-	-	1	2	-	-	2	5
Entrusted scholarship programmes	University of Tokyo	-	-	-	-	-	11	7	6	24
	Institute of Science Tokyo	-	-	-	-	-	2	4	11	17
	Hitotsubashi University	-	-	-	-	-	-	5	2	7
Postgraduate study at Cambridge University (Computer Science)	-	-	-	-	-	-	2	1	-	3
Total	33	41	40	29	34	49	70	69	61	426

*TOPS: Tokyo Oxford Programme of Summer. A summer program lasting approximately two weeks where students can experience classes and individual instruction given by the instructors who teach actual students at the universities of Oxford and Cambridge.

As of June 2025



JAC Environmental & Animal Protection Foundation

Making Japan a Developed Nation for Animal Welfare

In Japan, activities to protect wild animals threatened with extinction began to be carried out in the early 1970s, and since 1990, they have been addressed with a heightened sense of urgency as part of efforts to create a more sustainable society. However, the tendency to give priority to economic development and other human-centred aspects of society remains unchanged, and Japan still has a number of challenges in the area of animal protection in comparison to other developed countries. In 2022, Hiromi Tazaki, who has been involved in volunteer activities for animal protection and animal welfare in the UK and Japan at the same time as driving forwards growth at JAC Group, invested her own private money in the establishment of the JAC Environmental & Animal Protection Foundation based on her powerful desire to bring Japanese standards of animal protection and protection of the natural environment up to the global standard.

The Quest to Normalise Respect for Animals

Visiting zoos when she was young, Hiromi Tazaki had often wondered why the animals were kept confined in spaces that were so unlike their true natural habitats. The questions about animal welfare that she harboured from an early age—"Is it really acceptable for humans and animals to interact like this?"—grew stronger after she went to the UK and saw with her own eyes how different the human-animal relationship was there. For example, pet shops are almost unknown in the UK, so those wanting to get a pet will usually need to purchase or adopt an animal after an interview of some kind, by going to a breeder who breeds animals in their home. Because pet shops, which treat animals like commodities, are unable to provide proper living environments for animals, the British, who tend to value animals a great deal, prefer to get animals from breeders (which in the UK means individuals breeding animals in their home, very different to the commercial breeders found in Japan). From the British perspective, the practice seen in Japan of keeping dogs outdoors all the time, chained up outside houses, is considered animal cruelty. The UK also has a robust framework in place for protecting animal welfare, with more than 70 laws on the books regulating the keeping, usage and sale of animals. Hiromi was impressed by the social mechanisms that were in place to protect animals. As she learned about how the UK's approach to animal protection and animal welfare extended not only to wild animals and to pets but also to zoo administration and livestock-raising environments, she found herself longing to bring Japan's

animal protection standards in line with other developed nations.

What really activated Hiromi's ideas was the Great Hanshin-Awaji Earthquake that struck Kobe and its surrounding region in 1995. While staying in Tokyo, Hiromi served as a volunteer with an animal welfare organisation, assisting with the office activities. The idea of volunteer activity had not yet become well-established in Japanese society at this time; there was also little knowhow, and few organisations devoted to the protection of animals. Without knowing much about what she should be doing, Hiromi worked with a variety of people to contribute to rescue activities for animals affected by the disaster, including vets, zoos, local governments, non-profit organisations (NPOs) and volunteer organisations, driven by her sense of passion and mission.

Having discovered answers to some of the questions she had harboured since childhood by taking part in these hands-on activities, in March 2022 Hiromi went on to establish the JAC Environmental & Animal Protection Foundation (authorised as a public interest incorporated foundation in February 2023). Based on the belief that "Wealth created through the development of the economy returns to the earth", the Foundation began to provide financial assistance for the conservation of rare species of animal, the improvement of animal welfare in research institutions and zoos as well as cats and dogs, and the protection and welfare improvement of livestock and retired racehorses, through funding amounting to around ¥160 million per year as of 2024. The Foundation is Japan's largest foundation in terms of financial assistance sums dispersed for animal protection and welfare.



The Iriomote cat, an endangered species found on Iriomote Island, a World Heritage site



NPO Animal Hospital Okinawa
On-site observations of conservation activities for the Okinawa rail



At the symposium marking the launch of the One Welfare Endowed Class

Activating Animal Protection and Welfare Through Financial Assistance

The JAC Environmental & Animal Protection Foundation engages in activities aimed at bringing about the sustainable coexistence of humans and animals through providing financial assistance to organisations engaged in animal protection, animal welfare and protection of the natural environment in line with this, as well as grants for the reform of zoos and financial assistance for promoting the welfare of livestock. In the first round of selection (to select recipients of assistance) following the certification of the Foundation as a public interest incorporated foundation in February 2023, applications were received from around 200 organisations located all over Japan (from Hokkaido in the north of Japan to Okinawa in the south), with 59 of these being selected to receive assistance. A total of ¥82 million in assistance was dispersed to these targets in April. The following year, around ¥130 million was dispersed to 108 organisations. The activities of the Foundation are not limited to financial assistance to activity groups, but cover a wide range of activities, including holding endowed classes, and carrying out observations of organisations and awareness-raising activities. In addition to paying out ¥15 million to endowed classes at Nippon Veterinary and Life Science University (NVLU) in FY2024 and making the decision to provide support amounting to ¥75 million over a five-year period, the Foundation is also making efforts to share examples of best activities via its network of numerous organisations and research institutions.

1. Financial assistance to activity groups
The Foundation provides support to activity groups which aim at "conservation of rare wild animals" and "improving animal welfare". The organisations which are to receive financial

assistance are determined through resolutions by the board of directors following an initial screening carried out by a screening committee composed of experts.

[Spheres of activity eligible for financial assistance]
•Conservation of rare wild animals •Improving the welfare of companion animals and household pets •Improving the welfare of animals in zoos and aquariums •Improving the welfare of livestock and farm animals •Protection of the natural environment •Financial assistance for the protection of retired racehorses

2. Financial assistance for endowed classes
Based on a "one welfare" concept which believes that "animal welfare improvement, the well-being of people, biodiversity, environmental conservation and the sustainability of society are all integrated", the Foundation carries out activities, education and human resource development aimed at improving animal welfare.

[Examples of endowed classes]
•JAC Environmental & Animal Protection Foundation One Welfare Endowed Class at NVLU

3. Observations and awareness-raising activities
The Foundation visits on-site activities carried out by organisations in receipt of financial assistance and communicates the status and results of the activities via various media, including its website. These communications foster greater understanding and promotion of the protection of natural environments and animals.

[Examples of organisations receiving financial assistance]
•Japan Tiger and Elephant Fund: Iriomote cat patrols by the Iriomote Island Office/Conservation activities for the Iriomote cat
•NPO Animal Hospital Okinawa: Conservation activities for the Okinawa rail
•Institute for Raptor Biomedicine Japan: Activities aimed at preventing bird strike by rare birds of prey

Future Prospects Aiming to Expand Activities to Include All of JAC Group

In Japan, activities for animal conservation and animal welfare are still in the development process. Based on this reality, the JAC Environmental & Animal Protection Foundation is working to bring about a fundamental transformation of basic assumptions about protection of the natural environment, animal protection and welfare, and environmental protection in Japan. Going forwards, the Foundation will work to ensure that a sustainability-oriented mindset permeates JAC Group as a whole, including having JAC Group employees participate as volunteers in activities for the conservation of the global environment being carried out by the recipients of the Foundation's financial assistance, aiming to support the creation of a society and environment where humans can coexist with animals and nature.



Mr Etsuo Narushima, Adviser to the Japanese Association of Zoos and Aquariums (JAZA) (left) and Paul Littlefair, Head of International, Royal Society for the Prevention of Cruelty to Animals (RSPCA) (third from the left), at a seminar hosted by the Foundation



JAC Professional 100+ Club Members
 100名以上の方の転職を成功させたコンサルタントを、JACでは「100+ Club」メンバーと称しています。
 The following consultants having made more than 100 placements are:

- 2010-3 Tomoyuki Hamada
- 2010-10 Sachiko Kanemoto
- 2011-8 Atsushi Doi
- 2011-9 Tokuji Hayakawa
- 2012-9 Hiroyuki Hirayama
- 2013-11 Shinya Nozaki
- 2014-10 Junko Kurosawa
- 2014-12 Naoyasu Sawada
- 2015-1 Takashi Wakabayashi
- 2015-1 Yasuhito Saito
- 2015-3 Yosei Yatani
- 2015-6 Kana Ogawa
- 2015-10 Takahiro Kunimoto
- 2016-3 Yoshihiko Nakayama
- 2016-3 Masao Dohi
- 2016-4 Keita Saito
- 2016-6 Yuji Kishimoto
- 2016-6 Naoyuki Haruno
- 2016-8 Chie Suzuki
- 2016-9 Tomohide Ikeda
- 2016-11 Eiji Inaoka
- 2016-12 Makoto Yokoyama

Together with JAC

For 50 years, JAC Group has built a worldwide network of recruitment businesses. What have those 50 years been like for the JAC employees who have been with the company along the way? We asked 12 long-serving employees about their most memorable stories at JAC.

- 2019-7 Hirokazu Sakaguchi
- 2019-7 Yusuke Homma
- 2019-8 Ai Yoshizaki
- 2019-8 Masahiko Aoi
- 2019-8 Kazuhiro Yamaji
- 2019-10 Eri Tomikubo
- 2020-3 Keiko Kamiichi
- 2020-3 Keisuke Tsunoda
- 2021-7 Akihisa Yoshida
- 2021-8 Katsuyoshi Sano
- 2021-8 Ryuta Kato
- 2021-9 Yohei Wanaka
- 2021-10 Yosuke Ogawa
- 2021-11 Azusa Takahashi
- 2021-11 Tadashi Omuta
- 2021-12 Kazuhiro Togashi
- 2023-2 Yuka Kuwada
- 2023-2 Yuko Kohashi
- 2023-3 Takumi Hasegawa
- 2023-3 Sho Nittono
- 2023-3 Tomonori Saito
- 2023-4 Atsuki Sako
- 2023-4 Kento Katsu
- 2023-5 Sojiro Yamamoto

Encouraged by a corporate culture that allows challenges of any kind

I am very blessed to be able to celebrate the 50th anniversary of JAC Group with many colleagues. I joined the Osaka Office in December 1995. At the time, the office had six desks and three small interview rooms next to them, and the total number of employees, including those in Tokyo, was still around 15. Today, the branch has two floors and 270 employees. When the number of consultants started to increase, we held our first job fair to attract new registrants. I have good memories of handmade events that we organised together, such as handing out leaflets and remodelling the office. We were able to do those things

because we were encouraged by Mr and Mrs Tazaki who always told us "The only thing that's wrong is breaking the law. Anything else is a challenge!" their encouragement and Freedom & Discipline have always been a constant source of support for us.
 In the history of the company, there have sometimes been major difficulties, but we have been able to overcome them with flexibility and reach this milestone. Let us be grateful to our colleagues who have paved the way with us up to now, and continue to cherish our people-to-people connections as we move towards our next milestone!

Michi Yamasaki
 JAC Recruitment
 Osaka Office West Japan
 Business Administration
 Division Administration Team
 Manager



Junko Kiryu
 JAC Recruitment Malaysia
 Associate Director



Deeply resonates with Freedom & Discipline

I would like to extend my warmest congratulations to JAC Group on its 50th anniversary. I started working for JAC shortly after I arrived in Malaysia (1997) and have now been with the company for over 27 years. During these long years, I have had countless encounters and memories, and my experience at JAC has been a very important part of my life. Two phrases sum up why I have been able to continue working at JAC: "Freedom & Discipline" and "Love". Firstly, as for Freedom & Discipline, my upbringing (family and the high school I attended) has always taught me that with freedom comes self-responsibility and discipline, and I share many of JAC's philosophies. In addition, there are many wonderful, loving people

at JAC, starting with Mr & Mrs Tazaki, and working alongside people from other countries has made me realise that a spirit of love and respect is deeply rooted in the organisation.
 Throughout my 27 years of service, I have had the opportunity to work with colleagues of many nationalities and cultural backgrounds, and in this I have learnt and developed different perspectives and values. The diversity and inclusiveness of JAC is the foundation on which we work together as one team and achieve success together.
 I am proud to be working for JAC at this major milestone of its 50th anniversary and sincerely wish the Group further development and continuity in the future.

Grateful for the days when I was looked after, not rebuked

I have been with JAC for 25 years, exactly half of its 50-year history. The most memorable experience was when I set up the Global Recruitment Support. In 2011, when the impact of the Lehman Brothers collapse was still very much in evidence, I, as manager of the Osaka Executive Team, set out a selfish policy that disregarded company-wide policies. The policy was to focus our sales efforts on "manufacturing companies that are expanding overseas" and "executives with experience in managing overseas subsidiaries".
 Apart from approaching individual companies, the team also began working with financial institutions, local authorities and other organisations that support companies' overseas expansion, and this became the basis for the

later activities of the Global Recruitment Support Office. However, these activities had no immediate effect and the team's sales remained stagnant. One day, Takeshi Matsuzono, the Managing Director who was also responsible for the Executive Division, called me in. I was prepared for a strong rebuke, but to my surprise he said, "If that's what you like, specialise in that".
 He swallowed down the bitter words and anger at my failure to follow the policy and achieve results. His positive words of encouragement to make a fresh start have supported me for a long time since. In the support office, I had many practical connections with overseas offices, and this was definitely the opportunity that led me to my current post.

Kenji Sahara
 JAC Recruitment Indonesia
 Managing Director



Masumi Shibui
 JAC Recruitment UK
 Consumer & Services
 Division Senior Principal
 Consultant



Never be afraid of change, see it as an opportunity

Having joined the company in October 2000 and now celebrating 25 years (a quarter of life assuming a life of 100 years), it is truly moving to look back on the reasons why Mr & Mrs Tazaki founded the group 50 years ago. After graduating from Cambridge University, Mr Tazaki thought about what he could do for the Japanese community living in the UK. "Everyone misses Japanese food, don't they?" From this realisation, Tazaki Foods, an importer of Japanese food, was born! "People need places to live in the UK". Then JAC Strattons, a property rental business, was born! "People need jobs to survive". And this was how JAC Recruitment UK, a recruitment agency, was

born! And by today, JAC Recruitment Japan has been established, expanding not only in Asia but also in Germany and the USA. JAC Group is growing rapidly on an international level! I am truly proud of this.
 Many things have happened during my time with the company. Lehman Brothers collapse, Brexit, the war in Ukraine when many people grew up without knowing about war, and the pandemic. But I'm all for the positive attitude and zooming out that Mr Tazaki always emphasises. As he always tells us, "Change is opportunity!" Never be afraid of change but change it into an opportunity. Happy 50th Anniversary!

Value the feeling that no two recruitment stories are the same

"This is the Freedom & Discipline that JAC embraces". After the informal ceremony on 1 October 2003, Mr Tazaki gave us a copy of a book "Freedom & Discipline" (by Kiyoshi Ikeda), with his own handwritten message, as the first assigned book before joining the company. At the time, the company was aiming for an IPO on the JASDAQ, taking the helm for expansion. I felt empathy with the Win-Win-Win / Triple Win business model and thought I could grow together with the company. And I decided to knock on the door of JAC, which was a performance-based company. In the finance team to which I was assigned (later promoted to the first division within the company), there were only two computers for four of us. The company was also small enough that every Monday morning meeting was held at the Tokyo head office where all the employees shared about their performances.

Over the next 20 years, I was blessed with many good colleagues. I am grateful that I have been able to continue to work with JAC. During the course of my career, I faced some challenging situations, such as the Lehman Brothers collapse, which brought us into a management crisis, and we had to invite people to voluntary retirement and to withdraw job offers. I also had to make ruthless decisions as a manager, and even experienced standing in court. I have spent all of my working life, almost half of my life, at JAC, gaining a wide range of experiences. I would like to continue to keep in mind how I felt when I joined the company and the original intention of Philosophy & Policy. Every recruitment story is different. I am determined to continue providing tailor-made individual "connections", which in turn will lead to a contribution to society.

Yasuki Shigekuni

JAC Recruitment
Executive Search Division
Executive Search Team
Senior Principal



Grateful to have found a job that contributes to Japan!

I joined the company in 2006 when I was 35 years old and have been with the company for 19 years. I was initially assigned to the Service Division, where all team members were in their first to fourth years after graduation except me. Seeing me confused by the different environment from what I expected, people around me thought I would leave the company soon, and when I didn't quit, the team members called me a miracle worker. We were busy developing new business every day, and I still vividly remember how all the members came to stay at my home on weekends.

The situation changed drastically with the collapse of Lehman Brothers, and we experienced

difficult times, but under the leadership of Mr Matsuzono, who was Managing Director at the time, JAC Recruitment focused on consulting-style service, strengthening specialisation and increasing the unit price, which greatly increased productivity and helped us to overcome the difficulties, which I now fully realise and am thankful for.

In 2017, I moved to the Executive Division, and in April this year, the person I supported in his career change was selected to become the President of a prime listed company. I am very grateful to Mr & Mrs Tazaki for allowing me to join JAC and for the wonderful work we are now doing.

Asako Fukuda

JAC Recruitment
Executive Division
Consumer Goods
& Services Team 2
Manager



Touched with a business model that makes everyone happy

Nobuaki Tominaga

JAC Recruitment
Executive Search Division
Executive Search Team
Senior Principal



On the occasion of JAC's 50th anniversary, I would like to thank Mr & Mrs Tazaki for having built up this wonderful field. I would also like to say "Good job!" to myself when I made the decision to join JAC in 2004. I love JAC for mainly three reasons: (1) The business model that creates happiness, (2) The culture of Freedom & Discipline, and (3) The fulfilment of challenging big goals with others.

In my previous job, the company's expectations of my behaviour did not match the contribution I wanted to make to customers, and I was unable to feel fulfilled in my work. When I thought about changing jobs, I discovered the recruitment business and felt that it was the best business model that could contribute to clients (successful recruitment), meet company expectations

(achievement of performance targets) and bring joy to candidates (successful job change), all without contradiction. In the course of my attraction to recruitment business, I was impressed by JAC's philosophy of Freedom & Discipline as the ultimate, concise expression of my ideal style of work, and decided to join the company. I have enjoyed working for JAC for more than 20 years because I have experienced the appeal of the business and corporate culture that I felt before joining the company more than I could have imagined. On that foundation, I can take on the big goal of becoming No. 1 in the world with colleagues whose professionalism and personalities are worthy of respect. It's too good to be true! Thank you, JAC!

What I have in my heart now is gratitude to many people

Yong Sue Sin

JAC Recruitment Malaysia
Johor Branch
Manager



I had the privilege of meeting them for the first time when Mr & Mrs Tazaki visited the Johor office in 2007. I was very touched, as I thought it was very unusual for the founder and CEO to visit such a small branch. I was particularly pleased when Mrs Tazaki spoke directly to us with her glowing eyes and encouragement, and I felt that I had made the right choice in joining JAC.

I look back on our own past and thank the clients who have supported me from the day I joined the company until today. I am also very grateful to my first MD, Yasuo Onishi, who inspired me to get involved in this business. I am also honoured to have two more wonderful

MDs, Mr Hayashi and Mr Nobuaki Onishi, who both trusted me and gave me endless support, which enabled me to be promoted to Branch Manager and awarded the Best Consultant award.

Last but not least, the most important element of JAC Malaysia is the people and teamwork. I have been lucky to have met and spent time with people I can call mentors, such as Kiryusan Wendy-san, Olivia-san and Saw-san. This JAC spirit is something I treasure every day and pass on to my team members. Thank you JAC for giving me the opportunity to build a long-term career here.

No other company has such a strict and noble philosophy

My late father and I often talked about business and organisational theory after I grew up. He loved history, and my parents' bookshelves were lined with books by Ryotaro Shiba, The Three Kingdoms, Sun Tzu and others. I consulted him when I changed jobs, and sought his advice when I was stuck as a manager, and I once asked him a vague question: "What is a good company?" He thought for a moment and said, "A company with a clear philosophy". At that moment, I smiled to myself and thought that my observation was right, that our philosophy is

top-notch and incomparable.

Freedom & Discipline and Fairness - no other company in the human resources industry has such a strict and noble philosophy. I can proudly say that this is the main reason that has kept me here. I am truly blessed to have been with the same company for 20 years, and I would like to express my sincere thanks and congratulations to JAC Group on its 50 years of history. In this era of fast-paced change, it would be good for us all to take a fresh look at our Philosophy & Policy.

Tomoko Nishinohara

JAC International
Core Enterprise
Services Division
Senior Consultant



You won't find a better team than this one

Aspiring to work for a Japanese company, I applied to become a recruitment consultant after obtaining my JLPT N3 certification and started my career with JAC Recruitment Malaysia in 2003. Since then, I have specialised in the financial services industry. My successful placements range from C-Suite, senior management and executive level candidates. Throughout the years, I have earned various awards, including Best Team, Best Division, Best Consultant and Outstanding Consultant.

The most memorable story at JAC was experiencing zero sales for three consecutive months in 2021. The results were not as good as expected and there were a number of cases where we were unable to close a deal. The

pandemic also coincided with a period when recruitment activities came to a complete standstill. Nevertheless, I firmly believed that maintaining a positive attitude, resilience, and ability to overcome difficulties and bounce back from setbacks were essential qualities for our work, and I worked on them. As a result, I went from zero sales to being named the Best Consultant of the Year and becoming a member of the 500+ Club. It was truly a rollercoaster year. During my amazing 20 years at JAC Malaysia, especially during the most challenging periods, I received invaluable support from the management and team members. I love JAC Malaysia, and I cannot think of a better team anywhere else.

Saw Seow Peng

JAC Recruitment Malaysia
Corporate
Services Team
Senior Principal
Consultant



Their personalities and great love felt at the intimate dinner table

Sumiyo Ebi

JAC Recruitment
Nagoya Office
Nagoya Division 1
Executive Team
Senior Principal



Almost 20 years ago, when I was a new manager, I visited Mr & Mrs Tazaki at their home. "We don't have children, so you are our precious children. Make yourself at home". They told me, and we had a great time chatting as much as we could. "Both of us have been working for a long time, so we share the household chores", said Mrs Tazaki, who cooked efficiently, and the food was delicious, bringing out the best flavours of the ingredients. Mr Tazaki was in charge of serving, wiping dishes with a towel over his shoulder, and throwing out the rubbish. In the nicely decorated living room, Mrs's childhood calligraphy *TSUYOIKO* (Strong Child) was displayed, and it

seemed as if the strong, straight girl had become a big tree as it was. It was wonderfully relaxing and cosy. I am sure it was because everything about the two of them is true, they value things, have understanding and respect for everyone, treat each other with great love and put their thoughts into action. More than a decade later, JAC continues to grow. I am very proud and excited to think that we all employees will continue to take care of each other as a family, and that our circle of growth will spread all over the world and contribute to society through our business. I am deeply grateful to them for having founded JAC.

The trust of clients gives us the strength to move forwards

In my nine years with JAC, the most rewarding part of my role is the trust my clients have in me and my team, and the referrals they make to other companies. Receiving thank-you cards and emails from the candidates I have helped is also incredibly rewarding.

My bosses also had a big impact on me. Mr Onishi once said to me, "You have a candidate database in your head", which was a great compliment. Also, Mrs Tazaki's advice to "Strike while the iron is hot" taught us the importance of seizing every opportunity while it's available.

A few unforgettable moments include being

the only recruitment partner invited to a Japanese manufacturing client's grand opening and being entrusted to handle their positions. Another cherished memory is seeing my team members become 100+ Club members. Joining the prestigious 100+ Club is an honour, and receiving awards for team achievements, celebrated with everyone, is a memory that will stay special.

The JAC philosophy, specialist consultant approach, and quality-driven work have always inspired me.

Olivia Hussy

JAC Recruitment Indonesia
Director



What Impressed Us on Joining JAC were the Vitality and the Possibilities

Yamada: Back when you all joined JAC as first-generation new grads, I would say that the idea of “recruitment service” as a business was still not generally known. So why did you all choose to join JAC, despite this?



Sakuma: That’s right—I didn’t know much about “recruitment service” as an industry at that time. During my own job-hunting activities, I’d become interested in “consulting” as a job, and my investigations into this area ultimately led me to JAC.

The company information session for JAC was quite different from those held by other companies. The presentation about the company only lasted about 10 minutes; after this, we participants were invited to ask the employees any questions we liked. We heard from one employee that they had previously worked in overseas sales, considered changing jobs for a better work-life balance, registered with JAC as a candidate, and then were invited to join JAC itself as an

employee. The words of this employee, “There’s no other job where people express so much gratitude to you”, made a real impression on me. Another thing that really impressed me in a very positive way was the way the interviewer interacted with the candidates—creating a relaxed interview atmosphere where we talked over coffee, yet also dealing with the candidates as proper adults rather than mere students, including asking a lot of questions which were challenging for a student to answer.

Fukano: When I joined, people said it was a job market recession, and the general feeling among people I knew and those who had graduated before me was that if you could find any job, that was good enough. So when I learned there were jobs to be had in the world of job-change support/recruitment services, I felt that this kind of work had real social significance: “I could play a useful role here, if one of my friends wanted to change jobs”, I thought.

Although JAC is not a “foreign company”, the general atmosphere is like that of an overseas company. I longed to experience some working styles that would be a change from typical Japanese firms—from a more meritocratic way of working to business cards printed in English.



Kurozawa: I was fascinated by the fact that JAC has roots in both Japan and the UK. I felt that by working with JAC, I could learn both the Japanese way of doing things and how things are done in other countries. And I had high hopes that I could bring



about changes in the world—“make a difference”, you might say—through bringing together Japanese and non-Japanese working styles.

In the decades following World War II, major Japanese companies had continued to over-emphasise the hiring of new grads for regular positions; to help Japanese companies move forwards, it was now essential to increase options for the people working there, in the form of mid-career recruitment and job-switching. With the recruitment industry undergoing wide-ranging deregulation in 1999 for the first time in half a century, I felt that this industry was sure to play a major part in meeting such changing needs. JAC interested me not only because I felt that its business model was sure to grow in the years ahead, but also because working with JAC would let me get involved with and contribute to this business model.

Yamada: Although Mr Hayakawa is not actually part of the first generation, he is taking part in this round table discussion because he was the first person to become an executive officer

at JAC after starting as a new grad. You joined the company as a new graduate about four years after the company began hiring new graduates. Looking back on that time, please tell us some stories.

Hayakawa: In around 2006 when I joined JAC, the recruitment industry itself was a growing business, and was getting popular among job-seeking students. What made me interested in JAC was when I went to a company information session and an employee asserted, “Going forwards, JAC is going to become a listed company. Working for a listed firm means that you as an employee can grow too”. I thought this idea was interesting, and it spurred me on to learn about JAC in more detail. As I investigated, I was struck by JAC’s high level of contribution towards those seeking to change jobs. At other companies, I felt, you could not engage in work that had such impact on people as individuals.

Yamada: I do think that we all felt that there was something “cool” about the way JAC had started overseas and then expanded into Japan; however, listening to what everyone else here has said, it’s evident that we also had high expectations about JAC’s services and business model, which could help to build a new era going forwards.



FIRST GENERATION OF NEW GRADS

Round Table Discussion: JAC’s First Generation of New Grads

JAC’s ongoing growth has been supported by the people who were its first generation of new grads. Having grown alongside JAC, what challenges have they taken on, and what have they achieved?

JAC began to hire its first new graduates (“new grads”) in 2002. As they took their places in a business that was undergoing transformation amid some dramatic new growth strategies, what did these new grads see around them? Furthermore, what roles did they play in supporting JAC’s growth? As employees who joined JAC immediately after graduating from university and have been spending their entire career with JAC, the first generation of new grads deeply understand the company’s vision and culture and take pride in their work. We asked them and the fifth generation of new grads who is now executive officer to talk about what it was like back then and their thoughts on the future of JAC.

Hiroki Yamada
Executive Director,
Head of Sales
(Joined JAC in
2003 as a mid-
career hire)



Toshihiro Kurozawa
Principal Analyst
Corporate Planning
Division
(Joined JAC in 2002 as a
first-generation new grad)



Shoko Sakuma
Senior Manager
Executive Division
(Joined JAC in 2002 as a
first-generation new grad)



Kensuke Fukano
Head of Kobe Office
(Joined JAC in 2002 as a
first-generation new grad)



Tokuji Hayakawa
Sales Director,
East Japan, Section 2
(Joined JAC in 2006 as a
fifth-generation new grad)





A Place to Take on Challenges: That's Why We Chose to Stay With JAC



Yamada: JAC itself had no prior experience training young employees who didn't know anything. After joining the company as the first generation, did you experience any difficulties, when training systems were far from complete?

Sakuma: When I joined there was hardly any training: it was pretty much "Get stuck in and start doing sales!" from the very start. With little formal training, I would say we got our training from the pointers and feedback we received from people outside the company. Because of this, I felt quite envious of people in other companies, who got to experience fully developed induction training for new grads. I just tried to learn as fast as I could, taking my cues from the mid-career employees at the company who were already battle-hardened and had established track records when they started, and I tried to master everything they were doing.

Fukano: Among the mid-career employees, there were a lot of people who had come from major companies. In the days after I had just joined JAC, I tried to copy what I saw those people doing, as a starting point. When you are sent out to do door-to-door sales on your third day at a company, you really don't know anything at all about how to carry out business negotiations. In such circumstances, when your more-experienced colleagues are people with experience working at major Japanese companies, learning from them effectively amounts to "learning how things are done at the big firms". I felt that if I learned how these experienced colleagues worked, I would at least be able to attain the kind of standard that society expects for a working person, and so I studied not just the way they did their jobs, but their behaviour, and even the way they went out for drinks and

enjoyed their free time (laughs).

Yamada: Just to elaborate on what you've said, what kind of differences did you see between the mid-career employees and the new grads?

Kurozawa: Basically, JAC adopted a very fair approach from the time I joined JAC, with neither group being prioritised over the other. If I had to say either way, I would say that perhaps we new grads had a stronger attachment to the company.

Fukano: Yes, I agree. I never felt there was any kind of barrier between the new grads and the mid-career hires, nor did I feel there were any divisions between the two groups.

What I do feel, though, is that the new grads at JAC are "the ones who never gave up on JAC". It's a little ironic, given that I was doing recruitment service as my job, but the fact is that as a new grad, I had no experience of companies other than JAC since I'd joined. Needless to say, the idea of switching jobs did cross my mind at times, yet I've stayed the course with JAC right up to the present day. And I would say that the reason why I didn't switch jobs is because I never gave up on the job that was in front of me. I'm really proud of that.

Yamada: As Fukano-san says, you are all people who kept going with our work at JAC and never quit. Can everyone tell us their reasons for doing so?

Kurozawa: A great feature of JAC is the way you can start up your own new projects yourself, and provided these get good evaluations, you can move forwards with them as you like. I've had numerous experiences where something started off as a small project and then grew into something much bigger. When you can explore uncharted territory in this way through a process of trial and error, it helps you grow as a person and helps your company grow too, creating a real sense of motivation.

Hayakawa: For me, one attractive feature of JAC is the way



things are never "quiet", but in a good way! (laughs) You are always taking on the next new challenge in your work, and the domains you are working in, the roles you play and your responsibilities are changing all the time.



It gives you motivation and a real sense of your own personal growth. This feeling—that "There's no limits to what I can do"—is the real thrill of working at JAC and is probably the reason why I've continued to work here.

Yamada: For new grads, they felt that their own personal growth and the growth of the company were bound together in a tangible way. It was this that gave them a sense of motivation and increased their sense of attachment to the company.

Continuing to Grow as Professionals

Yamada: Just to change the subject for a moment, do you think things have changed since then, or remained largely the same? And if some things have remained the same, what are they? Tell us what you think JAC's universal values are.

Sakuma: Although accomplishing the work given to you is important, employees at JAC are also expected to think for themselves and take on challenges. I think this is a universal value of JAC.

Fukano: JAC provides all kinds of environments where people of all kinds can take on challenges. What's more, you can take on challenges multiple times. The idea that mistakes and failures are just par for the course, and that it is fine to keep working on a challenge in pursuit of growth, is an idea you find at JAC.

At JAC, we are always told to keep growing! (laughs) You are always given many chances to try things, provided you have the motivation to do it, and the company will help to drive forwards the things that employees have tried to do. That is really important. I believe that the moment when you feel "What I've got right now is already enough" marks the start of a person's decline.

Hayakawa: JAC's goal of becoming No. 1 in the world is a reason for our ongoing spirit of challenge and is part of our corporate culture, I feel. I think one of the reasons why we have grown into such a major company is because we have always got things done by thinking together as "one team" about how to tackle things.

Yamada: A major feature of JAC is the mindset of constantly taking on new challenges and growing. I think we have got to where we are today because of our vision of offering services that are second to none, and the pride we feel in ourselves as a company with an ongoing spirit of challenge.

Fukano: If I might add something: JAC is also a company that aims for both quality and quantity. I often heard that trying to do both these things at once is an impossible task, but I believe that this strategy has helped us stand out from our competitors.



JAC makes sure that a single consultant is in charge of dealing with a company and the candidates for that company. I hear that at other companies, this is considered something that simply cannot be done. The reason we have managed this at JAC lies in our "Philosophy & Policy", JAC's management philosophy, and in the professional mindset that it thoroughly instils in its employees.

Yamada: We've been able to hear opinions that could only come from those of you who have been active in an environment that fosters growth with a balance of "Freedom & Discipline". Let's conclude by asking everyone what contributions they think they can make going forwards.



Sakuma: Given that my job actually involves giving career advice to candidates, I think I should be constantly striving to boost my own career too. I want to become the kind of person my customers will want to approach for assistance and build up their trust. I think that aiming to

do this job as well as possible and working to improve myself constantly and learn all the time, are actually the same things.

And at the same time as aiming to become a true professional myself, I want to try to help those around me to do this as well. That is actually another reason why I have continued working with JAC. When I came back to the workplace after being away for a while due to parental leave, I really noticed the comfortable way people approach exchanging views within their teams and engaging with clients. We think together about how to become true professionals, including all the concrete details. I want to learn more about this with the people around me, and push forwards with ideas that I myself have communicated to others.

Kurozawa: I am a big fan of both JAC and the recruitment industry, so I want to let the world know about the significance of this work and what a great job it is.

Fukano: I don't think JAC is quite there yet in terms of name recognition. Just going off-topic for a moment, but the other day I gave a talk on "careers" at a primary school. I introduced myself by saying that my work involves helping people to switch jobs. As you can imagine, some well-known major company names came up in the discussion. I'd love my kids to be able to think that "My dad works at JAC, a famous company!" one day.

Hayakawa: Looking ahead to the future of JAC, I want to expand our service still further. The idea of continuing to grow is an interesting prospect and will require us to bring about all sorts of changes; I believe that continuing to take on new challenges is sure to lead to growth.

Yamada: It has been most enjoyable listening to everyone's views. I learned that our participants as former "new grads" have all continued to take on new challenges together with JAC in our respective roles. This round table discussion has helped us all to understand how these efforts have assisted with the growth of the company. Based on this spirit of challenge and pride, let's continue to develop the JAC of the future.



What JAC Employees Say About the Company

I think JAC Group

is a  company!

As an employee, how do you feel about the company you work for?

For our 50th anniversary special publication, we asked all employees to respond to a questionnaire survey.

Many employees described JAC as the kind of company where they have the freedom to take on challenges and grow.

They also suggested that JAC is a company that operates in good faith and values people, by its very nature.

A dynamic company

A company of integrity

A company of sincerity, a company of integrity, which is constantly moving forwards

A company where people can grow

A company which is constantly growing, which has the capacity to grow, which can keep on growing, and where people can map out all kinds of career pathways that are right for them

A company that knows how to take on challenges

A company that takes on challenges, which is able to take on challenges, and which loves challenges

A company of diversity

A professional company

A company of freedom

A company of freedom and fairness, which gives people the freedom to use their own judgment, which has a sense of both unity and freedom, and which puts both freedom and self-discipline into practice in the true sense

A global company

A company of the "global" and the "glocal"—the space where globalisation and local issues intersect

A company with a strong sense of teamwork

A company which can beat the competitors through teamwork, and is serious about becoming global No. 1 by working as one team

A fair and flat organisation

A creative company

A company that values people

A company which is thoughtful, which brings people together, and which works hard together as a team, for the sake of all stakeholders

Other

Well established

A company that cares about the environment
A cool company
A company where even the young can take on challenges
A company which is full of great people
A company which evaluates people fairly
A company which is full of people who are good human beings
A company offering high-quality services

What JAC Employees Say About the Company

I think JAC Group is great for !

Specifically, what are the most attractive aspects of JAC?

It is hard for employees to say what they really think in everyday life, so here we have presented some of their heartfelt opinions.

JAC has 2,148* employees working at the company—and that means that they have 2,148 unique ideas about what makes JAC an attractive company. With everyone's hard work, JAC hopes to build on and improve these great features still further.

Rapid decision-making

Attitude of mutual respect

Large numbers of professionally minded people

Employees can acquire knowledge and experience of many different industries

A high level of transparency (in areas such as evaluation systems)

Strong balance between freedom and self-discipline

Home-like atmosphere

Fair ways of working, regardless of age or gender

A culture of praising and acknowledging each other's successful deals and track records

Employees can take up all kinds of challenges that are right for them, regardless of age

The culture of treating customers with integrity has permeated all aspects of the organisation

The company's "Philosophy & Policy" thoroughly permeates all aspects inside and outside the company

The customer's perspective is incorporated into all aspects of the company

Employees can work under their own steam

High-calibre employees

Evaluates people purely on how hard they have endeavoured

Employees get as many chances as they want

Spirit of mutual assistance

Provides full-fledged company benefits for age groups raising young children

Does everything as a team

*As of March 2025

Evolve every day
and be Indispensable !!

Masahiro Oishi

To become the world's No.1 recruitment consultancy!
Let's earn the top trust from our clients together!

Yuta Echura

Our essence remains unchanged.
Embrace the challenge of evolving through constancy.

Takashi Fukumoto

To become the global leader in the recruitment industry.
Let's make a great leap forward as One JAC!

Hiroki Yamada

JAC Recruitment's Standard becomes
The World's Standard

Hiroshi Matsuoka

Creating the future of
talent and organisation.

New Challenge

for the next 50 years and beyond!

Toshitoko Okino

Celebrating our past, embracing
the future - together we work
towards the next 50 years!

Stephen Blundell

JAC,
continuing to connect people,
businesses, economies,
and societies
for the next 50 years and beyond

Tateki Sasa

Providing the world's highest quality service
and Contributing to society.

SOTARO JIMBO

Strive to become a 2 trillion-yen Company
(market capitalisation)
with world-class professionalism!

Miwako Kaneko

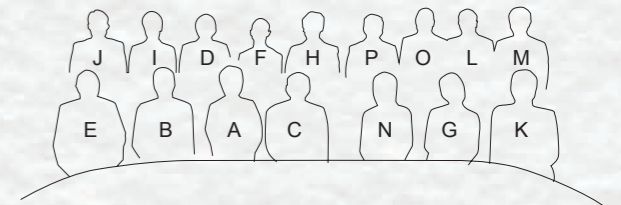


Together with our committed colleagues,
We continue to connect the aspiration of people
and companies worldwide

Tokuji Hayakawa

JAC Recruitment: 50 years of excellence,
50 more to soar!

Duncan Harrison - MD, JAC International



"One JAC"
As we carry forward the baton of
our 50 year journey, let us pass
on a legacy of excellence to
the JAC Family 50 years from now
- greater, stronger, and more united
than ever before.

Yu Sato

Let's
Continue our journey
towards connecting talent
to best possible opportunity
& improve life for humankind.
And make JAC No.1!

Sachin Deodhar

- | | | |
|---|------------------|---|
| A | Hiromi Tazaki | Co-Founder, Executive Director, Chairman & CEO |
| B | Tadayoshi Tazaki | Founder, Executive Director, and Chief Adviser |
| C | Hiroki Yamada | Executive Director, Head of Sales |
| D | Toshitoko Okino | Executive Director, Head of Administration, CFO & CHRO |
| E | Stephen Blundell | Executive Director, Head of Global Business Headquarters |
| F | Masahiro Oishi | Senior Sales Director West Japan |
| G | Yuka Kono | Sales Director East Japan, Section 1 |
| H | Tokuji Hayakawa | Sales Director East Japan, Section 2 |
| I | Tateki Sasa | Sales Director East Japan, Section 3 |
| J | Hiroshi Matsuoka | Sales Director East Japan, Section 4 |
| K | Yu Sato | Sales Director East Japan, Section 5 |
| L | Duncan Harrison | Sales Director MNC Business, Japan
JAC International Managing Director |
| M | Sotaro Jimbo | Director, Chief Strategy Officer |
| N | Miwako Kaneko | Director, Chief Communications Officer |
| O | Takashi Fukumoto | Director, Chief Marketing Officer |
| P | Sachin Deodhar | Director, Chief Technology Information Officer |

MESSAGE

for JAC Recruitment's 50th Anniversary

The company has received messages from a number of people to mark the 50th anniversary of JAC Group. These messages are from people who have known JAC well from the time it was founded, including customers who have been working with JAC throughout its history and to this day, and the executives of JAC's early days who have worked together to bring its business forwards over the years.

MESSAGE
01

Koji Nagai

Chairman of the Board of Directors,
Nomura Holdings, Inc.



JAC, as a business which started in London, has helped us build a foundation for the expansion of Nomura Holdings' office network and the growth of our operations which has followed this, by introducing so many outstanding people to us. What is more, we continue even now to use and value the company guest house in London which JAC introduced to us, and it has been warmly praised by many of our customers. I am deeply grateful to JAC for the role it has fulfilled, a role that has been extremely important for Nomura Holdings as we work to expand our operations in London.

Furthermore, seeing JAC make its initial public offering (IPO) on the JASDAQ Security Exchange on 22 September 2006 filled Nomura Holdings with great pride, knowing that our company has played a part in supporting JAC in reaching this important milestone. At the time of the IPO, I had the honour of speaking directly with Mr and Mrs Tazaki; their smiles of joy and the warm words with which they addressed me left a profound impression on me that remains in my heart to this day. Every time we see the strong progress your company has made since then, it makes me proud to know that Nomura Holdings and JAC have achieved this milestone together.

I would like to pay tribute to the tremendous contribution that JAC has made to economic and social development to date by connecting outstanding human resources to companies in various countries, based on JAC's corporate vision of "Connecting ambitions". Moreover, JAC continues today to serve as a model in leading the recruitment industry as it works to fulfil the diverse needs of today, including the need for high-end human resources and those capable of carrying out digitalisation.

I hope JAC will continue to soar to even greater heights in the 50 years to come. We at Nomura Holdings will continue to support and move forwards with JAC hand in hand, as JAC works to generate new value and build a new future that brings together people and companies.

I would like to close my message by wishing JAC joy upon the occasion of its 50th anniversary, and by expressing my best wishes for the continued health and happiness of everyone working at JAC.

Hiroyuki Nakazato

Former Auditor, JETRO / Former Deputy Director-General,
JETRO London Office



I would like to extend my heartfelt congratulations on the 50th anniversary of the founding of JAC Group.

JAC was founded in 1975 in the UK, before being established as a Japanese corporation in 1988 under the name JAC Japan (currently, JAC Recruitment). The company has continued to develop since those days, being first listed as a Japanese corporation on the JASDAQ market before achieving its transition to the Prime Market of the Tokyo Stock Exchange. I see this as a pioneering example of successful “foreign direct investment in Japan”, something that is crucial for Japan. JAC Group of today has expanded its network of offices to cover 10 countries outside Japan and is continuing to grow.

I first had the pleasure of meeting Mr Tadayoshi Tazaki, Founder, Executive Director, and Chief Advisor, around 20 years ago, when I was serving as Deputy Director-General of the JETRO London Office, and also had the privilege of working closely with Tazaki Foods, a group company at the time. I recall being consulted about sourcing sake for the “Japan Night” reception held during the World Economic Forum in Davos, and how Tazaki Foods graciously provided their assistance. Incidentally, the value of exports of sake from Japan has risen almost 10-fold in the past 20 years from 4.5 billion yen in 2004 to 43.5 billion yen in 2024, while alcoholic beverages as a whole are now the top earner in terms of export value among Japanese agricultural, forestry, and fishery products and food. I believe Tazaki Foods has contributed tremendously to the growth of this area. In April 2013, when I assumed the role of Director-General of the JETRO Hokkaido, promoting the export of Japanese agricultural, forestry, and fishery products and food was becoming an increasingly important priority. At that point, Tazaki Foods kindly agreed to purchase *kombu* (kelp) produced in Hokkaido, in northern Japan. For the producer in Hakodate, Hokkaido who supplied the *kombu*, this was the first time it had ever engaged in exports, and that the initiative was a very meaningful experience for the fishermen who harvested the *kombu*, inspiring great pride in them. I am delighted to have learned that this Hakodate producer has expanded its exports to include other countries since this time, and that it continues to have good business relations with Tazaki Foods.

JAC Group has also sought information from us when establishing offices overseas, while we in turn have benefited greatly from the Group’s expertise in the employment of highly skilled foreign professionals in Japan. I am truly grateful for our long-standing relationship.

With Japan now experiencing a falling birthrate and aging population, the active participation of human resources from overseas is becoming ever more important. Moreover, given the growing instability of the world, ensuring that Japanese companies generate local employment in their overseas offices is now extremely important in terms of boosting Japan’s international presence. JAC Group plays a vital role in relation to the precious resource known as “human capital” both inside and outside Japan. What is more, the Tazaki Foundation, which was set up in 2016 by Mr Tadayoshi Tazaki, by investing his own private money, provides continuous, across-the-board support for Japanese students studying abroad in the UK from high school through university, with the objective of producing “developing the bilingual and bicultural global leaders of the future”. I would like to express my deep respect for this initiative as one which holds the most profound significance for the future of Japan.

In closing, I would like to express my sincere gratitude for the enduring relationship I have had with Mr Tadayoshi Tazaki, Founder, Executive Director, and Chief Advisor of JAC Group, and Mrs Hiromi Tazaki, Co-Founder, Executive Director, Chairman & CEO. I wholeheartedly wish the JAC Group continued growth and success, along with the further achievements of all its employees.

I have worked with Taz and Hiromi since the early days as one of the people who helped develop the JAC Group (then the Tazaki Group) and laid the foundations for the business in London. I am proud to have contributed to the Japanese business community through the challenges we faced when JAC was still a small organisation.

When I first met Taz, he was already a great leader and entrepreneur. He had lots of energy, unique point of views and the ability to communicate his ideas to those around him and motivate others. He also had a fantastic sense of humour and not only understood British jokes, but even made some funnier jokes than I did.

The Japanese business community in London in those days was very much centred on the City of London and in banking and finance aspects. It was very important for Taz that we were the first in what we did. It meant that we challenged and pioneered businesses in new industries, not just banking and finance—we engaged in a wide variety of businesses including JAC News, JAC Discount Service, JAC Guidebook, JAC Conference and Banqueting, JAC Catering and too many other diverse businesses to mention here.

In 1995, the UK business was consolidated into three businesses—Food, Property and Recruitment—and I spent my entire career until retirement as head of Tazaki Foods Ltd. My longevity with JAC Group was due to the environment in which I was able to face many kinds of challenges, which I enjoyed so much. We worked as a team and overcame many challenges together.

During my career, I have realised that JAC is not just a company, but an organisation with a strong philosophy of Freedom, Discipline and Fairness. It wasn’t just a corporate slogan, but was actually how we all acted in those days. And I’m sure it still is in your days.

JAC Group has grown for 50 years under the very strong and focused leadership of Mr and Mrs Tazaki. I’m sure that the company will continue its remarkable success in connecting people and businesses and thereby contributing to the growth of the world economy, shaping a very bright future. I wish I were there to join you all in watching JAC continue to grow...But I have to go and play golf instead!

Congratulations to JAC Group on its 50th anniversary. I’m sure that there’s much more that will come in the future, and you all will do very well.

*Taz is the nickname of Tadayoshi Tazaki.

Brian Young

Brian Young joined T.Tazaki & Co. Ltd. in 1975 to assist in setting up the accounting and administration functions of the company. Since then, he has been involved in the management of various businesses and was appointed Senior Director and Corporate Secretary in 1992, and engaged until 2013.



In London, with colleagues he was working with. On the right is Mr Young.

It was a hot summer 42 years ago when I was approached with the words “Mr Iizuka, do you want to come and work at this group?” A month before this, I had visited JAC Recruitment that was located in the City of London for the first time, and had asked Mrs Hiromi Tazaki, who interviewed me, if she could introduce me to any positions. This offer from her came about as a result of this interview. I said “Yes, I’d be happy to do any kind of work in your company. I look forward to getting started!”

Having offered to do “any kind of work”, I soon discovered after I joined that my job did indeed involve all kinds of different things, taking me from the Japanese Food Import Department to the Real Estate Department and the Recruitment Department. By this time, Japanese companies had made a fair amount of progress in advancing into overseas markets, and the recruitment market for human resources capable of speaking Japanese was rather slow. In such circumstances, I would describe this period as one of ferocious competition among four or five companies.

Then, on the morning of Monday, 19 October 1987, the office, normally noisy with the sound of telephone negotiations with customers, suddenly fell silent. It was the financial crisis which came to be known as “Black Monday”. As we approached the winter, we had never known things to be so quiet in the office; with projections that this situation was likely to go on for another year, we began to work on restructuring, and somehow managed to make it through this particularly harsh winter season.

Something I remember clearly even now is what Hiromi, my superior officer at that time, said to me: “I want to grow JAC Recruitment into a big company, with its own exclusive office building”. Frankly, at that time, the notion of the business being on that sort of scale felt like something beyond our wildest dreams. Yet as someone who has worked with Hiromi for a long time, I’ve never had any doubt about the company’s potential. When I look at JAC Recruitment of today, now listed on the Tokyo Stock Exchange, it feels like it was destined to happen.

Incidentally, there was a reason why I had ended up asking JAC Recruitment to introduce a position to me. I had always been interested in other countries from my high school days. After I graduated from university, I worked in sales at a foreign company, saved up money, then quit the company and went to study abroad as a language student in Brighton, a seaside town in the south of England. I had taken my wife and daughter to live with me there, so I decided to buy a second-hand car for travelling about in the UK. The car I bought was a British-made Austin Allegro, which let off terrific clouds of steam from under the bonnet when it was running; despite being a petrol-powered vehicle, it had the look of a steam locomotive and had constant engine stalls. In addition to the money I had already splurged on this car, it also cost a fortune in repair costs, and my plan for staying in the UK two years was put in jeopardy. It was in these circumstances that I made my way to London to look for a job. Had I not made this misstep of buying this ridiculous Austin Allegro without checking it out properly first, and had Hiromi not been the one who interviewed me, I think it’s fair to say that I would not be the person I am today. JAC Recruitment has overcome numerous challenges over the past 50 years. I’d like to offer my most heartfelt congratulations to everyone at JAC.

Tadaharu Iizuka

Mr Tadaharu Iizuka joined Tazaki Group in 1983, and worked at Tazaki Foods and JAC Strattons for a while, before serving as the Deputy Managing Director of Tazaki Group between 1996 and 1999. Having also served as Director of JAC Recruitment UK, he is one of the core team of managers who have supported the growth of JAC Group over the years.



The party to celebrate the accession of Hiromi Tazaki as the new Tazaki Group Managing Director. Mr Iizuka is the second figure from the right.

Hiroto Takeya

President of Professional Search Co., Ltd.

Mr Hiroto Takeya joined JAC Japan (currently JAC Recruitment) in February 2000, and served as Head of the Sales, Director, and Managing Director. Having been involved with the hiring of JAC’s first generation of new grads, he has supported JAC’s growth and expansionary phases.



A dinner at a company summit in Portugal; Mr Takeya is on the left.

“A little attitude makes a big difference”. This saying has been ascribed to Winston Churchill, former Prime Minister of the United Kingdom. When I joined JAC on 1 February 2000, I was struck by these words when I saw them for the first time, on a poster on the wall. These words really brought my attention to the fact that at JAC, the basic starting point for our jobs was not just the overinflated concept of “customer satisfaction”, but the vision of each individual employee working hard with self-awareness and personal autonomy to improve everyday services. As I worked for Mr and Mrs Tazaki over the course of four years, I saw before my very eyes how this couple themselves personally put this vision into practice.

For example, a Group summit was held annually in Portugal at this time, bringing together all the Group directors. When I arrived in Portugal, Mr and Mrs Tazaki themselves came to the airport to meet me. While I was staying with them in the same villa, they made breakfast for us all every morning. During the friendly rounds of golf after the meetings, I had the opportunity to play a round in the same group as Mr Tazaki on several occasions. Three things really surprised me. (1) Mr Tazaki did not seem to worry about his own score; his priority was to make sure that everyone was having a good time. He took his own shots very quickly as a result. (2) He himself was the first to go and look for balls that any of us had sent into the rough. You don’t often see the most senior person in the group going off into the bushes to look for a ball lost by a more junior employee. Conversely, he was happy to write off any balls he had hit out, saying “Never mind, let’s call it a lost ball!” and taking the penalty himself, rather than bringing play to a standstill for the other players. (3) He would always praise other players’ golf skills—even for people like me, and I was pretty terrible. Golf is well known for revealing a person’s character, and a single action like this can tell you a lot about a person.

Mr and Mrs Tazaki were always to be heard greeting people loud and clear, and in cheerful voices, saying “Good morning!” with a smile first thing each day, and “Thank you so much for your hard work today. See you tomorrow!” when they left the office in the evening. At mealtimes, they put other people’s preferences first, saying “What would you like to eat?”

At JAC, all employees answer the phone by saying “Thank you for calling. This is JAC Recruitment”. When our customers come to the office, the employees say “Hello, Mr/Ms XXX. We’ve been looking forward to meeting you”. When they leave the office, the employees give them a proper bow when seeing them off, and don’t rise until the elevator doors have closed. If any rubbish falls on the floor in the office, they pick it up and throw it away. Of all the companies I have worked for, I know none where these little habits are so thoroughly instilled.

With JAC now having grown into such a large company, those of you working there now have fewer opportunities to see directly what kind of people the Tazakis are, but I hope that the spirit they have shown as founders will continue to be passed down in the years ahead. I would like to close by offering my most sincere congratulations for the past 50 years since the foundation of the company!

Takeshi Matsuzono

Mr Takeshi Matsuzono joined JAC Japan (currently JAC Recruitment) as Deputy Head of the Sales in November 2008. After working as Head of the Sales and serving as Senior Director, he served as COO and Managing Director from 2011 to 2021. He has contributed to the growth and expansion of the Group, including serving as Managing Director of JAC Group subsidiaries during his time at JAC.



The ceremony to mark the company's listing on the First Section of the Tokyo Stock Exchange; Mr Matsuzono is on the left.



Congratulations to JAC Group on its 50th anniversary. The fact that JAC has been growing in the recruitment industry for half a century is proof of the trust our clients have placed in the company, and there is no doubt that JAC is an industry leader. We are all proud to have worked in this organisation.

I joined JAC as an executive officer in November 2008, in the immediate aftermath of the 2008 Global Financial Crisis. This was a time when the bankruptcy of Lehman Brothers, a major US investment bank, triggered a major recession which spread across the world all at once. With firms suddenly having no vacancies on offer, job interviews dried up in an instant and our sales suddenly halved, resulting in huge losses that persisted month after month. In these circumstances, only the healthcare sector continued to maintain profitability, but this was not sufficient to support the whole company. Having made a management decision that the company could not keep going like this, we put together some severance packages which I hoped would improve things at least a little for those who lost their jobs. And so, with heavy hearts, we embarked on a plan to restructure the company, hoping to get it back on its feet as quickly as possible. Mrs Tazaki and I worked out a basic framework for the plan, based on the heated daily discussions we had together on the kind of structure we needed to advance the business, asking ourselves afresh "What sort of company should JAC be?" We created a plan which placed the emphasis on quality, while also being mindful of the fact that we did not want to have to engage in another round of restructuring in the future. We shifted our focus away from younger employees and instead targeted the higher-earning mid-ranking and high-ranking employees who were less affected by the economic downturn. We also transitioned towards a "360 style" recruitment system in which a single consultant handles all aspects of the recruitment process, rather than having different consultants specialise in different aspects of hiring. We talked together at this time about how, based on this kind of structure, we might be able to get work done with a team of around 400 consultants. Even now, I can remember how enjoyable the brainstorming sessions were, in spite of everything, with Mrs Tazaki covering multiple sheets of paper in confident pencil strokes as she sketched out organisational charts and diagrams of how the operations might look, plus key performance indicators (KPIs) and other figures.

We spent the next three years or so switching to a "360 style" system in full, as we worked to get our business back into the black. I find it profoundly impressive that, thanks to the hard work of everyone involved, we were able to lay the foundation for JAC's unique structure and way of working—a system which we are able to operate not just over a team of 400 people but over one of 1,500 people and more. This experience—working with everyone to build the JAC of today, a company that was reborn out of this period of struggle that we all went through, and which has now won the recognition and support of the world at large—is one of the most precious experiences of my life. As we look ahead to the next half-century of growth, I hope to see JAC coexisting with AI to become a company which has no equal anywhere in the world, in terms of the level of quality it can offer to customers.

Company Overview

■ Company Overview

■ Corporate Name	JAC Recruitment Co., Ltd
■ Founded	7 March 1988
■ Capitalisation	JPY 672.26 Million
■ Number of Employees	2,148 (Consolidated)/1,716 (Non-consolidated)(As of March 2025)
■ Head Office	14F Jinbocho Mitsui Building 1-105 Kanda Jimbocho, Chiyoda-ku, Tokyo 101-0051
■ Group Offices	11 countries, 34 offices [Japan] Tokyo/Hokkaido/Tohoku(Sendai)/Kita-Kanto(Saitama)/Yokohama/Shizuoka/ Hamamatsu/Nagoya/Kyoto/Osaka/Kobe/Chugoku(Hiroshima)/Fukuoka [Outside Japan] Singapore, Malaysia (Kuala Lumpur/Johor/Penang), Indonesia (Jakarta), Thailand (Bangkok/Chonburi), Korea (Seoul), Vietnam (Ho Chi Minh City/Hanoi), India (Gurugram/ Bangalore), United Kingdom (London), Germany (Dusseldorf/Frankfurt/Munich), USA (New York/ Los Angeles CA)
■ Company Activities	Recruitment Services Ministry of Health, Labour and Welfare Licence Number 13-yu-010227

■ **Directors** (as of April 2025)

Co-Founder, Executive Director, Chairman & CEO - Hiromi Tazaki
 Founder, Executive Director, and Chief Adviser - Tadayoshi Tazaki
 Executive Director, Head of Sales - Hiroki Yamada
 Executive Director, Head of Administration, CFO & CHRO - Toshihiko Okino
 Executive Director, Head of Global Business Headquarters - Stephen Blundell
 Independent Director & Chair - Yutaka Kase
 Independent Director - Gunter Zorn
 Independent Director - Nobuhide Nakaido
 Independent Director - Akiko Toyoda
 Independent Director, Member of Audit & Supervisory Committee - Toshiaki Mukaiyama
 Independent Director, Member of Audit & Supervisory Committee - Naoto Yokoi
 Independent Director, Member of Audit & Supervisory Committee - Nodoka Nakamura

■ **Directors**

Senior Sales Director, West Japan - Masahiro Oishi
 Sales Director, East Japan, Section 1 - Yuka Kono
 Sales Director, East Japan, Section 2 - Tokuji Hayakawa
 Sales Director, East Japan, Section 3 - Tateki Sasa
 Sales Director, East Japan, Section 4 - Hiroshi Matsuoka
 Sales Director, East Japan, Section 5 - Yu Sato
 Sales Director, MNC Business, Japan - Duncan Harrison
 Director, Chief Strategy Officer - Sotaro Jimbo
 Director, Chief Communications Officer - Miwako Kaneko
 Director, Chief Marketing Officer - Takashi Fukumoto
 Director, Chief Technology & Information Officer - Sachin Deodhar

■ Operating Subsidiaries	JAC International Co., Ltd. (Japan) CareerCross Co., Ltd. (Japan) VantagePoint K.K. (Japan) JAC Recruitment International Ltd (Singapore) JAC Recruitment Pte. Ltd (Singapore) Agensi Pekerjaan JAC Sdn. Bhd. (Malaysia) PT JAC Consulting (Indonesia) JAC Personnel Recruitment Ltd (Thailand) JAC Personnel Eastern Seaboard Recruitment Ltd (Thailand) JAC Recruitment Korea Co., Ltd (Korea) JAC Recruitment Vietnam Co., Ltd (Vietnam) JAC Recruitment India Private Ltd (India) JAC Recruitment (UK) Ltd (UK) JAC Recruitment (Germany) GmbH (Germany) JAC Recruitment (US), Inc. (USA)
---------------------------------	---



“50 years is just a passage
to another 50 years ahead!”

One Team, One JAC, Forever.

50 Years of Milestones & Memories
JAC Group 50th Anniversary Commemorative Publication

Published on 1 May 2025

Published by: JAC Recruitment Co., Ltd.
14F Jinbocho Mitsui Building, 1-105 Kanda Jimbocho, Chiyoda-ku, Tokyo

Production: Corporate Communications Team, Corporate Communications & Investor Relations Division

Contact: press@jac-recruitment.jp

Production support: DNP Communication Design Co., Ltd.

Printing and binding: Dai Nippon Printing Co., Ltd.
1-1-1, Ichigaya-Kagacho, Shinjuku-ku, Tokyo