

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



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

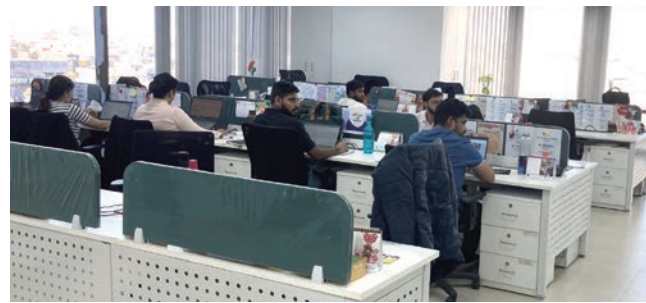
Around 2011, the recruitment industry in Vietnam was still in its infancy. Nevertheless, JAC proceeded based on a clear criterion: if a sufficient number of companies were registered with the local Japanese Chamber of Commerce and Industry, then the market would be viable. Once this condition was confirmed, 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 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 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

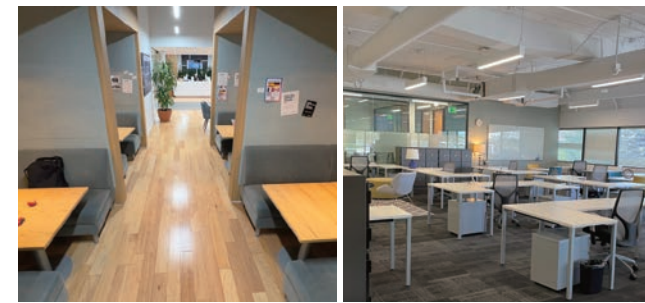
finance, and manufacturing industries. It also hosts the largest Japanese community in Germany and plays a critical role as a European base for many Japanese companies. In January 2023, a branch was opened in Frankfurt, Germany's largest financial



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 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 U S A

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.