Recruit Holdings

FY2022 Consolidated Results

2023年3月期　通期決算説明

05. 15. 2023

FY2022 stands for the period ending on March 31, 2023.
All comparisons during this conference call are year over year unless otherwise stated.
New definition is applied for Adjusted EBITDA, adjusted EBITDA margin, and adjusted EPS, from FY2022, and the new definition is applied retrospectively to FY2019 through FY2021 for the comparison purpose.

2022年度は2023年3月期を意味します。
本日言及する数値の比較は、特段の断りがない限り、すべて前年同期との比較です。
調整後EBITDA及び調整後EBITDAマージン、調整後EPSについては、2022年度から新計算式を適用しているため、前年同期比較の計算のために2019年度から2021年度に新計算式を適用しています。

いで　こ　ば　ひさ　ゆき

出木場 久征

Hisayuki “Deko” Idekoba

Recruit Holdings Co., Ltd.
株式会社リクルートホールディングス

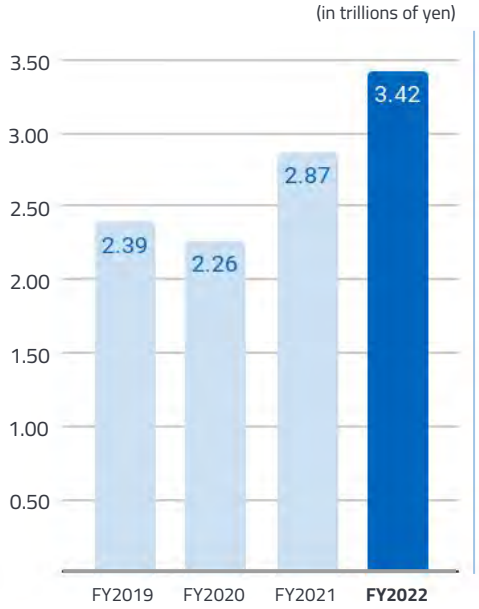
Representative Director, President and CEO
代表取締役社長 兼 CEO

Head of HR Technology Business
HRテクノロジー事業担当

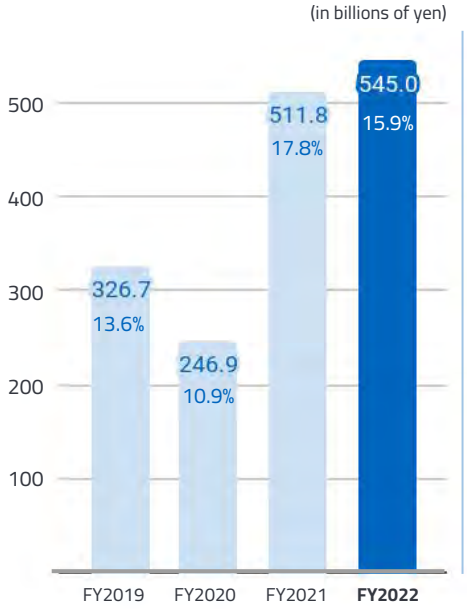


FY2022 Consolidated Financial Results

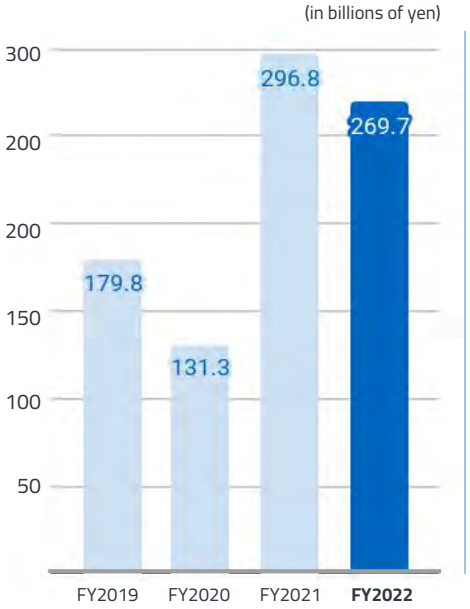
Revenue



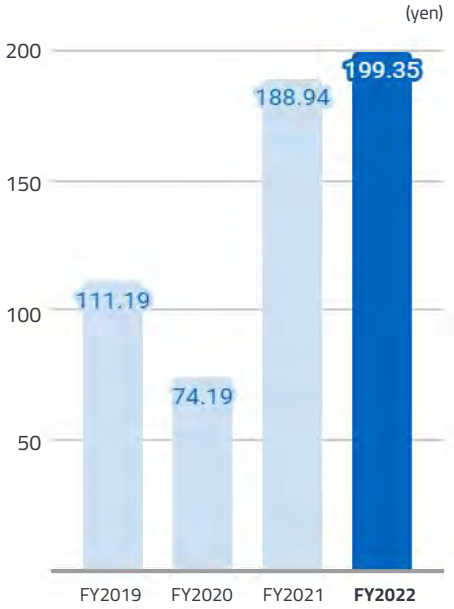
Adjusted EBITDA[1] and Adjusted EBITDA Margin



Profit attributable to owners of the parent



Adjusted EPS[1]



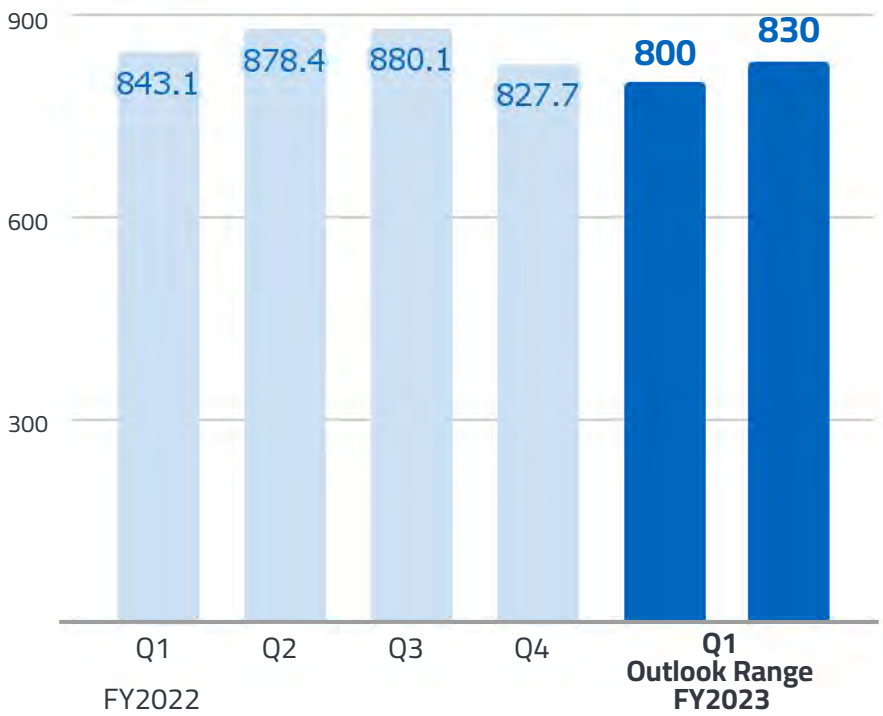
1 From FY2022, the Company changed the adjustment items for adjusted EBITDA and adjusted EPS respectively. New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2019 through FY2021.
Adjusted EBITDA : Operating income + depreciation and amortization (excluding depreciation of right-of-use assets) + share-based payment expenses ± other operating income/expenses
Adjusted EPS : (Profit attributable to owners of the parent ± non recurring income/losses± tax reconciliation regarding the non-recurring income/losses)/(number of issued shares at the end of the period - number of treasury stock at the end of the period)

1 2022年度より、調整後EBITDA及び調整後EPSの調整項目をそれぞれ以下のとおり変更しました。2019年度から2021年度にも新計算式を適用しています。
調整後EBITDA: 営業利益＋減価償却費及び償却費(使用権資産の減価償却費を除く)+株式報酬費用±その他の営業収益・費用
調整後EPS: (親会社の所有者に帰属する当期利益±非経常的な損益±非経常的な損益の一部に係る税金相当額)/((期首発行済株式総数＋期末発行済株式総数)/2ー(期首自己株式数＋期末自己株式数)/2)

FY2023 Q1 Outlook

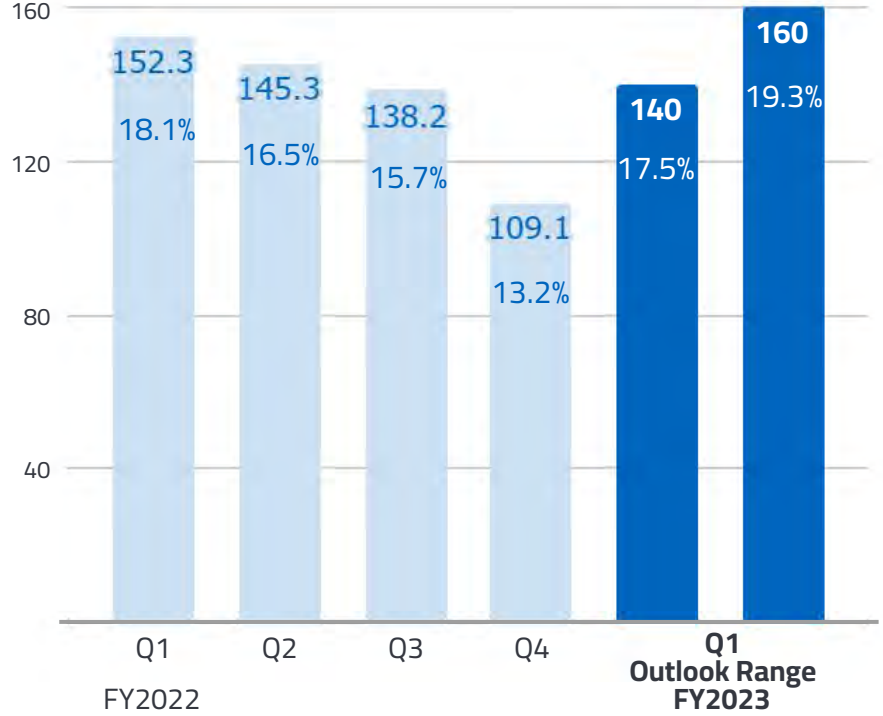
Revenue

(in billions of yen)



Adjusted EBITDA and Adjusted EBITDA Margin

(in billions of yen)



あら　い　　じゅん　いち

荒井 淳一

Junichi Arai

Recruit Holdings Co., Ltd.
株式会社リクルートホールディングス

Senior Vice President
執行役員

Corporate Strategy and Investor Relations
経営企画本部　経営戦略、IR



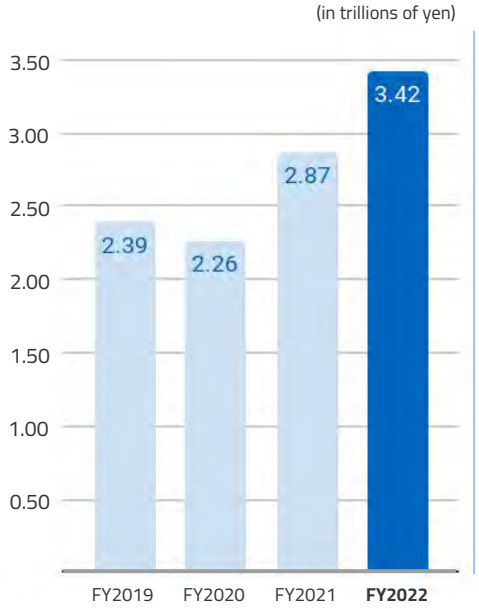
FY2022 Consolidated Financial Results

(in billions of yen, unless otherwise stated)	FY2021	FY2022	
	Actual	Actual	YoY
Revenue / 売上収益	2,871.7	3,429.5	+19.4%
Adjusted EBITDA[1] / 調整後EBITDA[1]	511.8	545.0	+6.5%
Operating income / 営業利益	378.9	344.3	-9.1%
Profit before tax / 税引前利益	382.7	367.7	-3.9%
Profit for the period / 当期利益	297.7	271.6	-8.8%
Profit attributable to owners of the parent / 親会社の所有者に帰属する当期利益	296.8	269.7	-9.1%
Adjusted EPS[1] (yen) / 調整後EPS[1] (円)	188.94	199.35	+5.5%

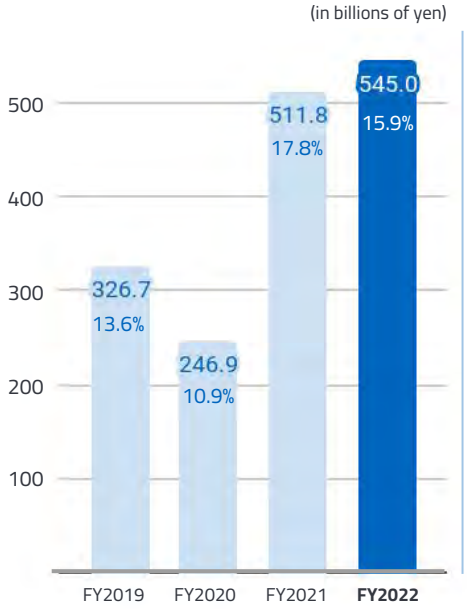
1 New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2021.
1 2021年度に新計算式を適用しています。

FY2022 Consolidated Financial Results

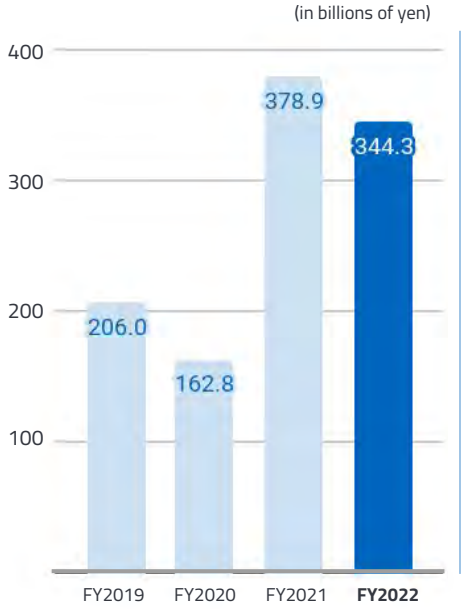
Revenue



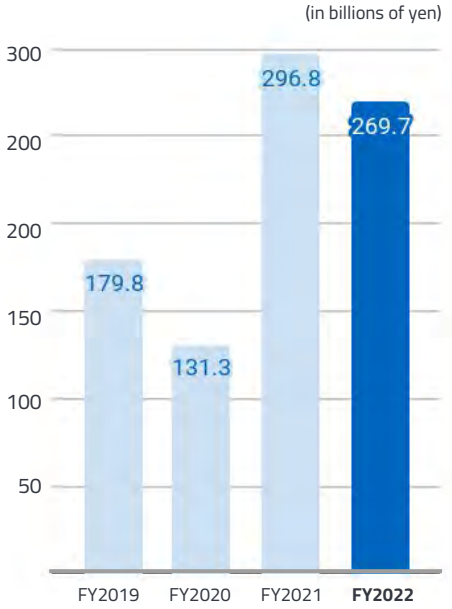
Adjusted EBITDA[1] and Adjusted EBITDA Margin



Operating Income



Profit attributable to owners of the parent



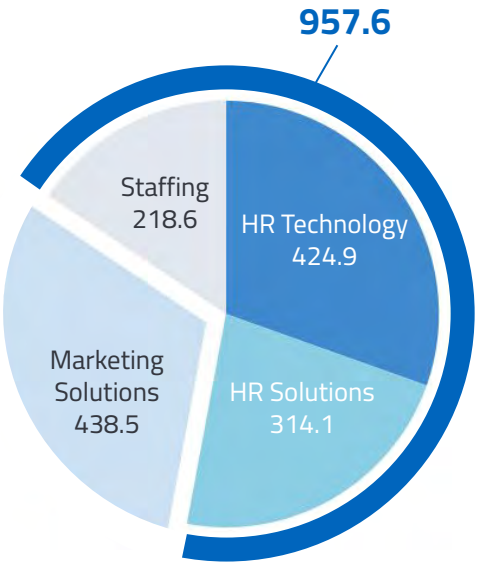
1 New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2019 through FY2021.

1 2019年度から2021年度に新計算式を適用しています。

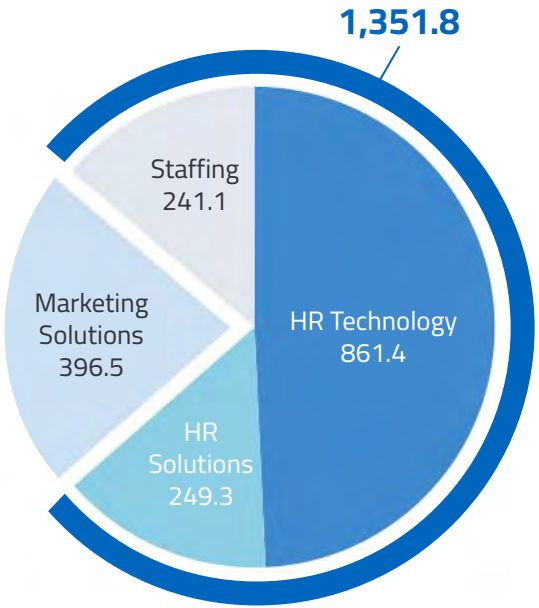
Global HR Matching Businesses: 3-year CAGR of 20.9%
Marketing Solutions Business in Japan: Stable Growth

(in billions of yen)

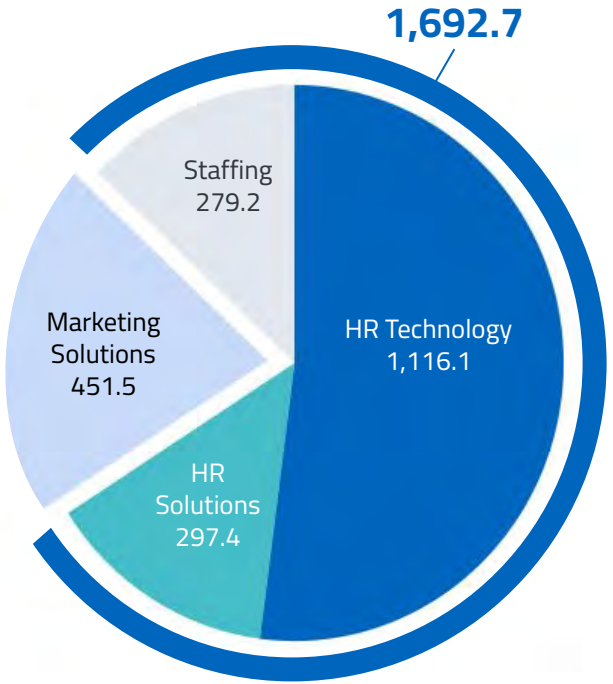
FY2019



FY2021



FY2022



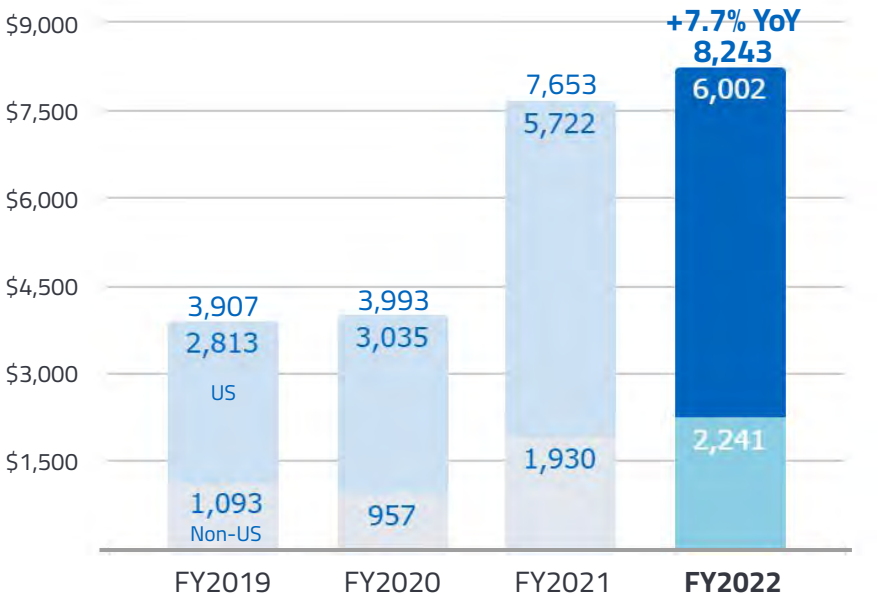
1 Revenue for HR Technology and Matching & Solutions and gross profit for Staffing as their business scale.

1 事業規模を示すため、HRテクノロジー事業及びマッチング&ソリューション事業は売上収益、人材派遣事業は売上総利益

FY2022 Results by Segment
HR Technology

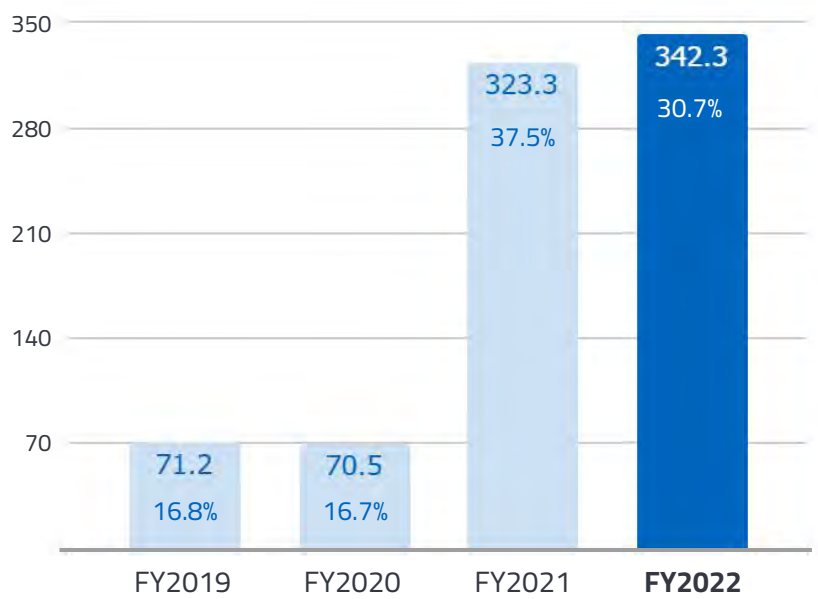
Revenue in US Dollar

(in millions of dollars)



Adjusted EBITDA[1] and Adjusted EBITDA Margin

(in billions of yen)

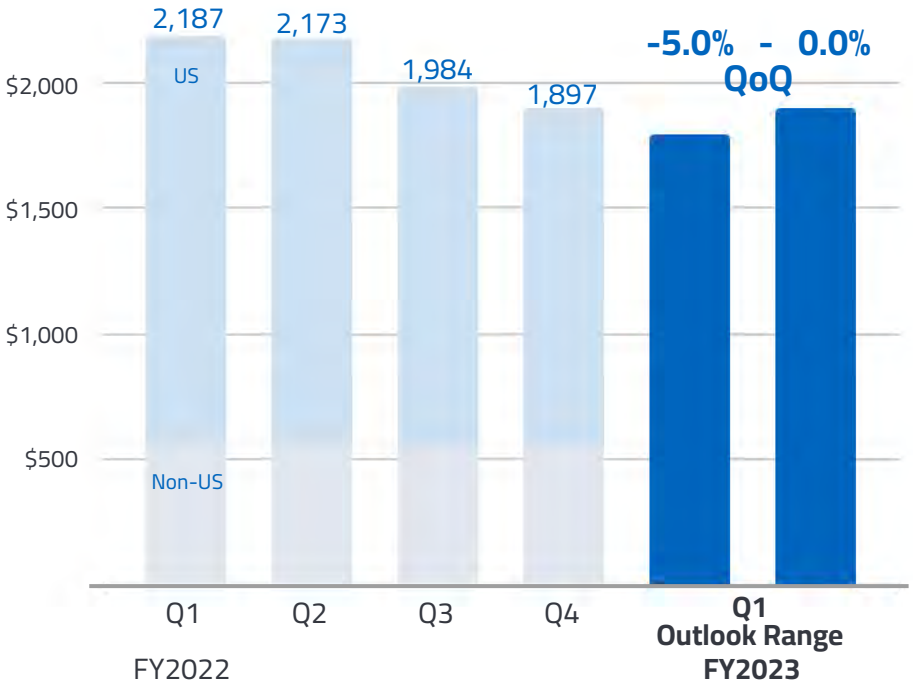


1 New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2019 through FY2021.
1 2019年度から2021年度に新計算式を適用しています。

FY2023 Q1 Outlook by Segment
HR Technology

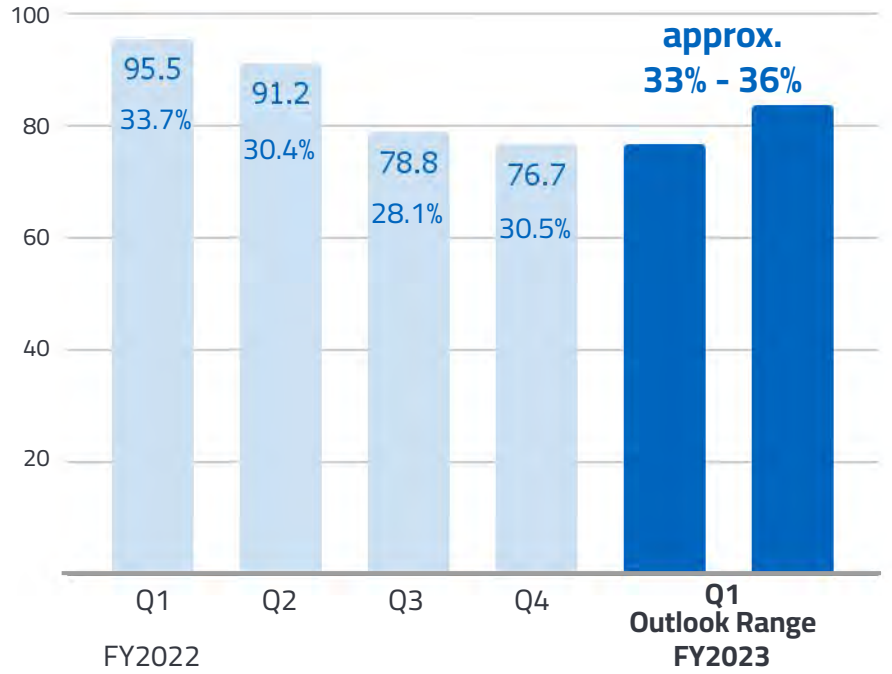
Revenue in US Dollar

(in millions of dollars)



Adjusted EBITDA and Adjusted EBITDA Margin

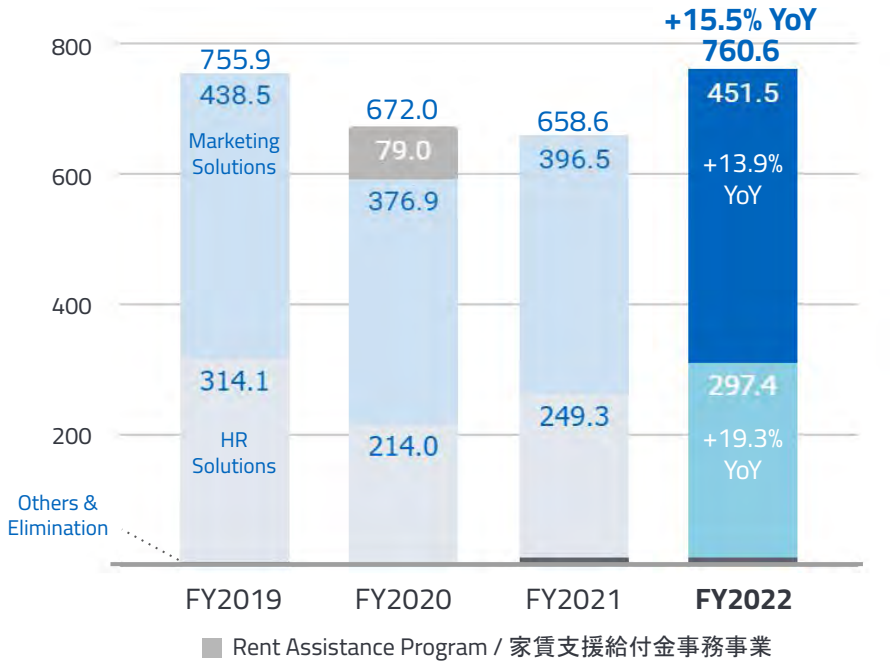
(in billions of yen)



FY2022 Results by Segment
Matching & Solutions

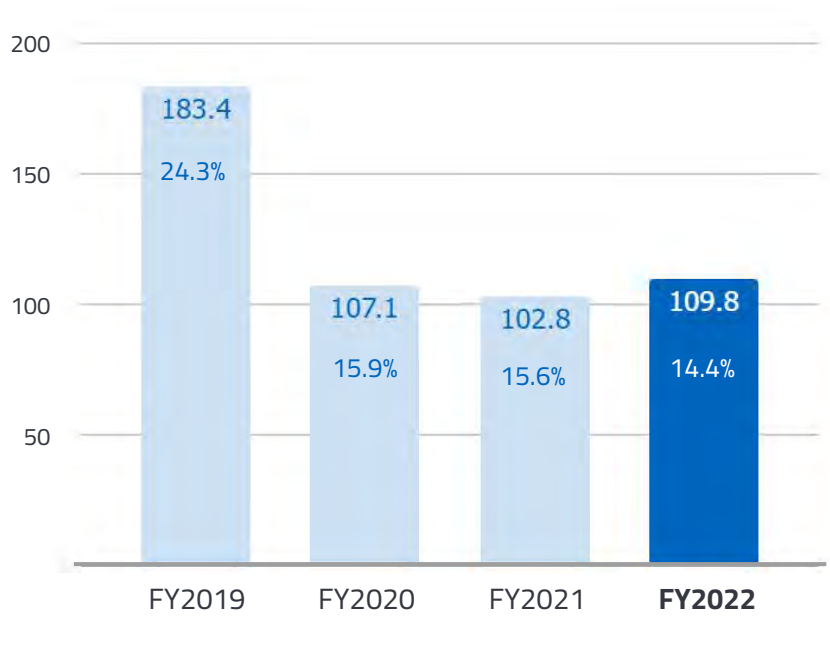
Revenue

(in billions of yen)



Adjusted EBITDA[1] and Adjusted EBITDA Margin

(in billions of yen)



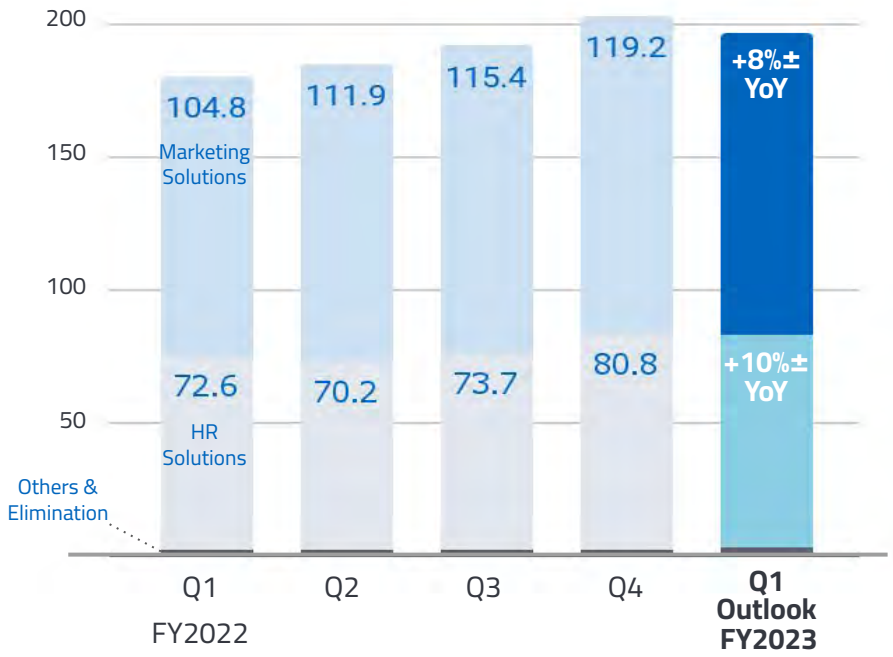
1 New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2019 through FY2021.

1 2019年度から2021年度に新計算式を適用しています。

FY2023 Q1 Outlook by Segment
Matching & Solutions

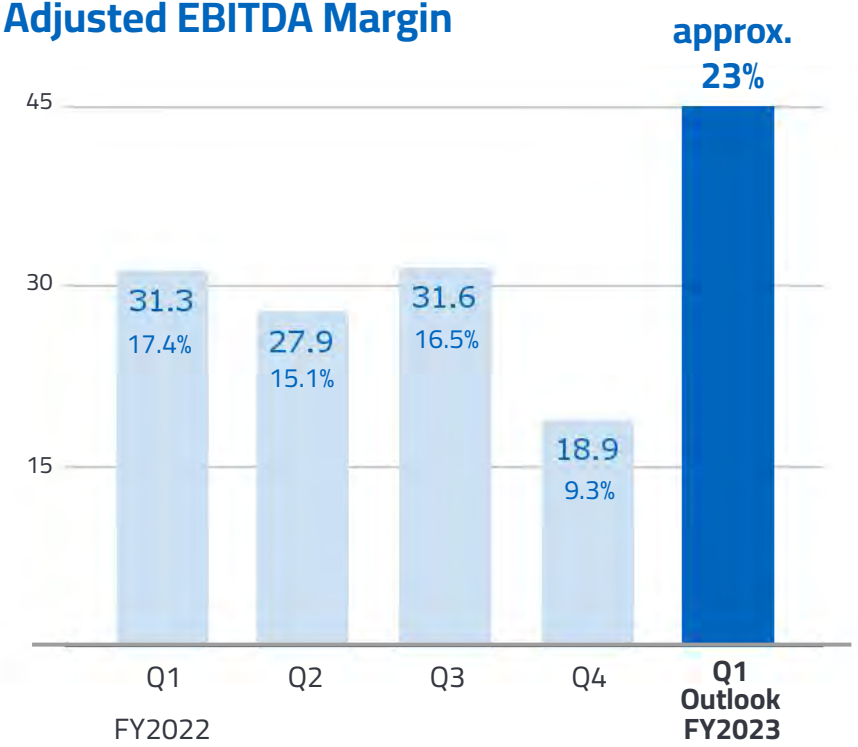
Revenue

(in billions of yen)



Adjusted EBITDA and Adjusted EBITDA Margin

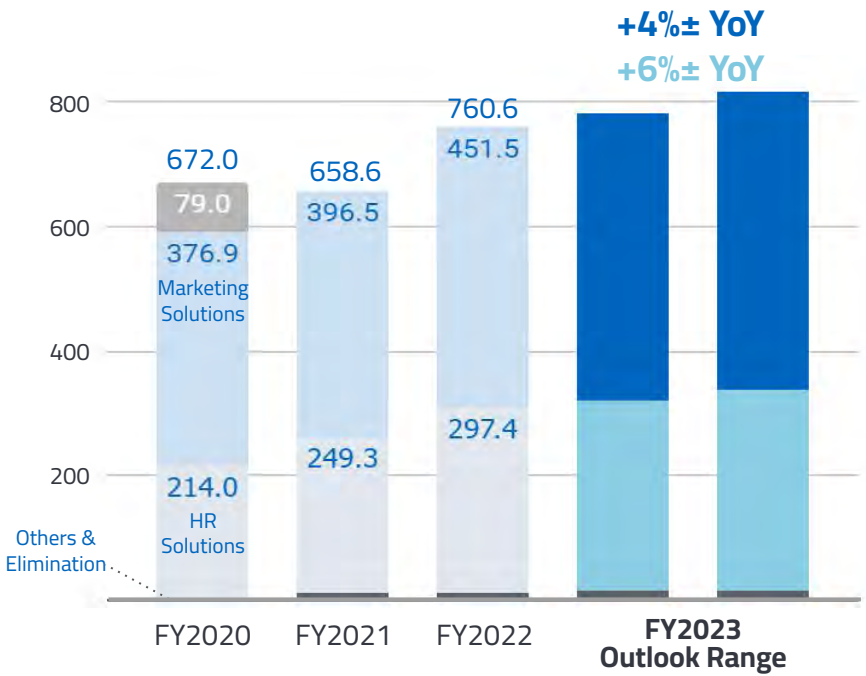
(in billions of yen)



FY2023 Outlook by Segment
Matching & Solutions

Revenue

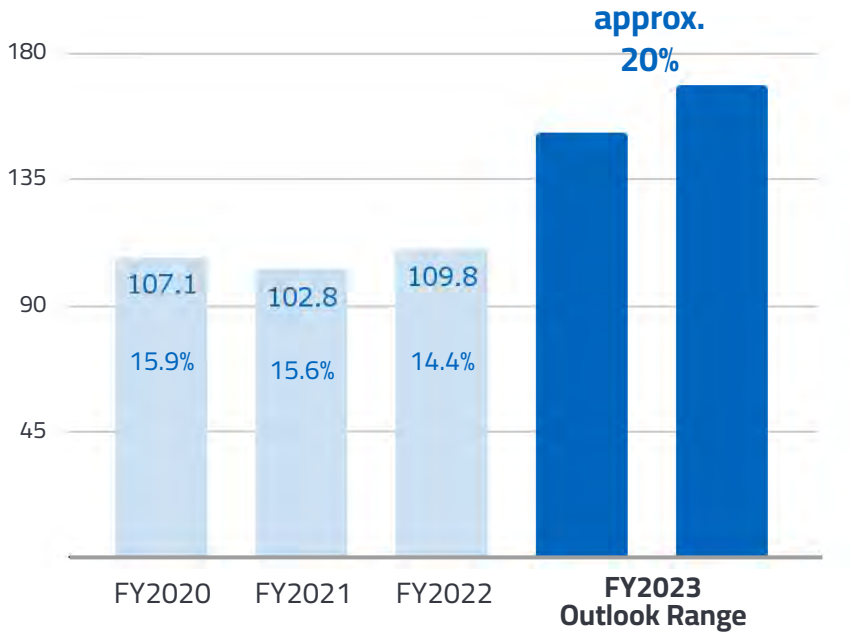
(in billions of yen)



Rent Assistance Program / 家賃支援給付金事務事業

Adjusted EBITDA[1] and Adjusted EBITDA Margin

(in billions of yen)



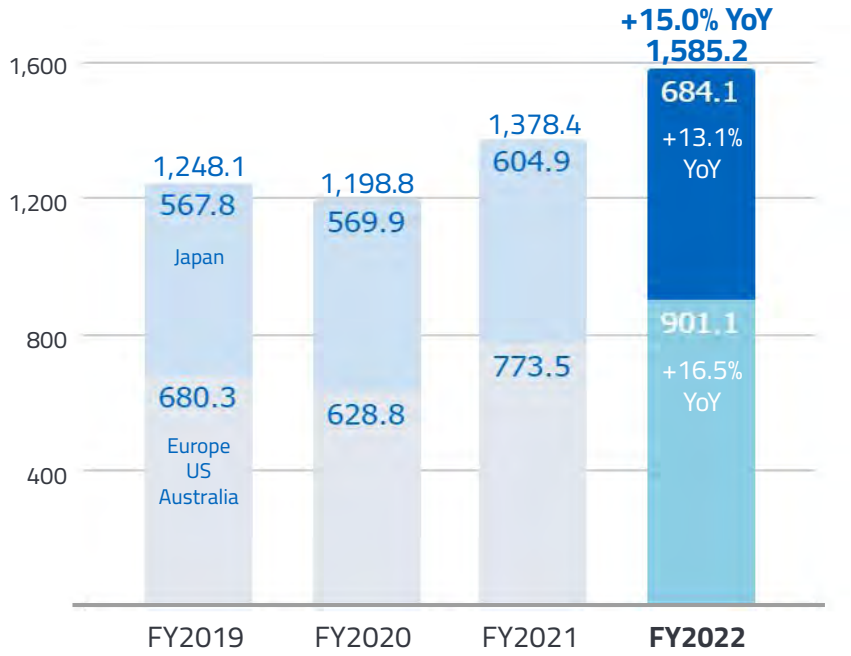
1 New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2020 through FY2021.

1 2020年度と2021年度に新計算式を適用しています。

FY2022 Results by Segment
Staffing

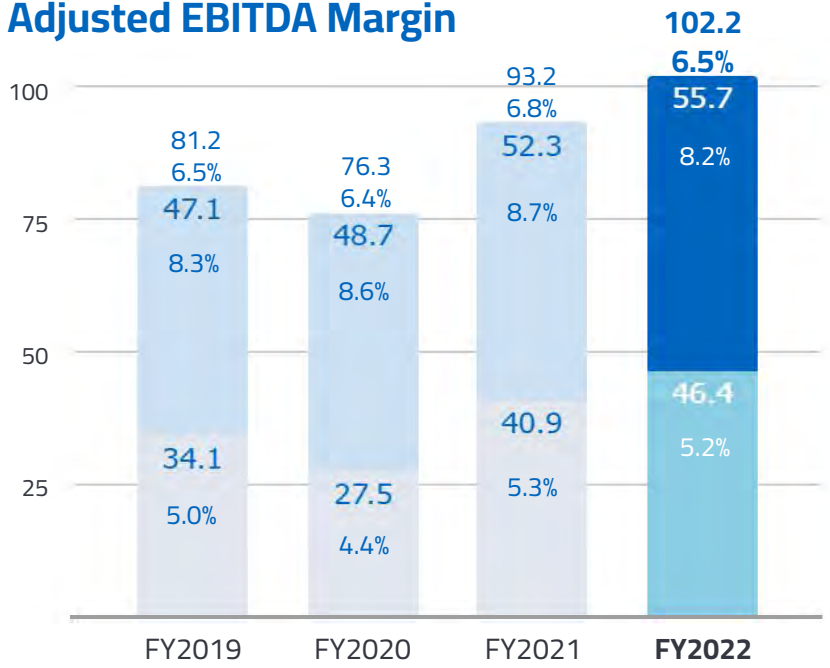
Revenue

(in billions of yen)



Adjusted EBITDA[1] and Adjusted EBITDA Margin

(in billions of yen)



1 New definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2019 through FY2021.

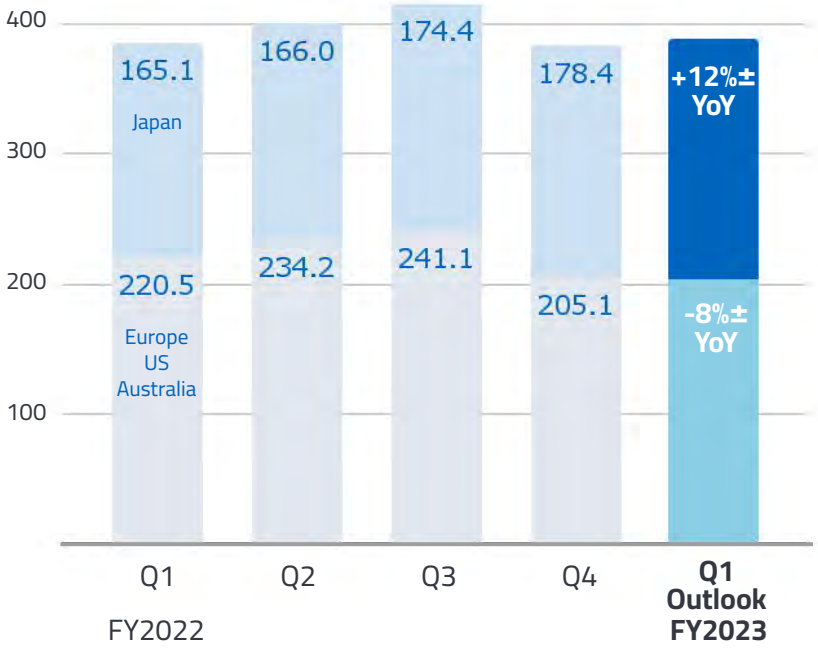
1 2019年度から2021年度に新計算式を適用しています。

FY2023 Q1 Outlook by Segment

Staffing

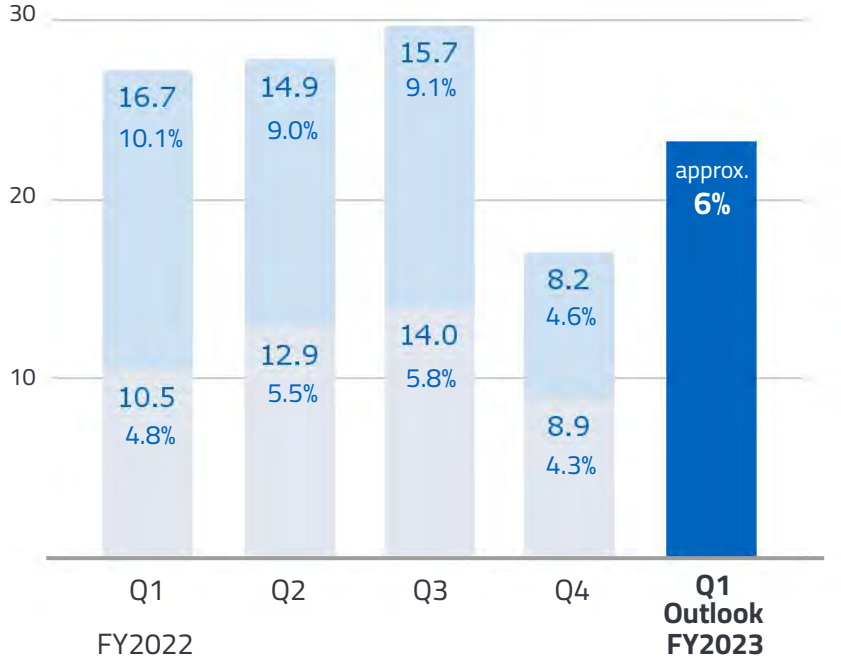
Revenue

(in billions of yen)



Adjusted EBITDA and Adjusted EBITDA Margin

(in billions of yen)



Follow Your Heart



Opportunities for Life.

Faster, simpler and closer to you.

RECRUIT



Business Strategies / 経営戦略

01

Simplify Hiring

Connect people with jobs, faster and easier

人材マッチング市場における
採用プロセスの効率化

02

Help Businesses Work Smarter

Improve the productivity and performance of clients' businesses through SaaS solutions in Japan

SaaSによる
日本国内企業クライアントの
生産性及び業績向上

03

Prosper Together

Sustainable growth shared by all stakeholders

ステークホルダーとの共栄を
通じた持続的な成長

Appendix: FY2022 Result by Segment

(in billions of yen)		FY2021	FY2022	YoY
Revenue 売上収益	HR Technology	861.4	1,116.1	+29.6%
	Matching & Solutions	658.6	760.6	+15.5%
	Staffing	1,378.4	1,585.2	+15.0%
	Consolidated[1]	**2,871.7**	**3,429.5**	**+19.4%**
Adjusted EBITDA[2] 調整後EBITDA[2]	HR Technology	323.3	342.3	+5.9%
	Matching & Solutions	102.8	109.8	+6.8%
	Staffing	93.2	102.2	+9.6%
	Consolidated[1]	**511.8**	**545.0**	**+6.5%**
Adjusted EBITDA Margin 調整後EBITDAマージン	HR Technology	37.5%	30.7%	-
	Matching & Solutions	15.6%	14.4%	-
	Staffing	6.8%	6.5%	-
	Consolidated	**17.8%**	**15.9%**	-

1 The sum of the three segments does not correspond with consolidated revenue and adjusted EBITDA due to adjustments, such as intra-group transactions.
2 From FY2022, the Company changed the adjustment items for adjusted EBITDA. The new definition of adjusted EBITDA and adjusted EPS has been applied retroactively to FY2021, and year over year % change of adjusted EBITDA is calculated under the new definition.

1「調整額」認識後の数値を記載しているため、各セグメントの金額合計と一致していません。
2 2022年度より、調整後EBITDAの調整項目を変更しています。2021年度にも新計算式を適用しており、調整後EBITDAの対前期増減率は、新計算式を適用した数値を基に算出しています。

Appendix: Adjustment Items of Adjusted EBITDA for FY2022

(in billions of yen)	Consolidated
Operating Income	**344.3**
Depreciation and amortization (excluding depreciation of right-of-use assets)	78.7
Share-based payment	72.7
Other operating income/expenses	
One-time restructuring charges of HR Technology	17.6
Impairment loss	31.0
Others	0.5
Adjusted EBITDA	**545.0**

Appendix: Balance Sheet as of March 31, 2023

(in billions of yen)	As of March 31, 2022	As of March 31, 2023	Variance	YoY
Assets				
Total current assets	1,182.0	1,465.3	+283.2	+24.0%
Total non-current assets	1,241.4	1,327.9	+86.4	+7.0%
Total assets	**2,423.5**	**2,793.2**	**+369.7**	**+15.3%**
Liabilities				
Total current liabilities	695.5	782.7	+87.1	+12.5%
Total non-current liabilities	351.6	369.5	+17.8	+5.1%
Total liabilities	**1,047.2**	**1,152.3**	**+105.0**	**+10.0%**
Equity				
Total equity attributable to owners of the parent	1,363.7	1,627.0	+263.2	+19.3%
Non-controlling interests	12.5	13.9	+1.4	+11.3%
Total equity	**1,376.2**	**1,640.9**	**+264.6**	**+19.2%**

Recruit Holdings

Simplify Hiring

05. 15. 2023

FY2022 stands for the period ending on March 31, 2023.
All comparisons during this conference call are year over year unless otherwise stated.
2022年度は2023年3月期を意味します。
本日言及する数値の比較は、特段の断りがない限り、すべて前年同期との比較です。

いで　こ　ば　ひさ　ゆき

出木場 久征

Hisayuki “Deko” Idekoba

Recruit Holdings Co., Ltd.
株式会社リクルートホールディングス

Representative Director, President and CEO
代表取締役社長 兼 CEO

Head of HR Technology Business
HRテクノロジー事業担当

RECRUIT





Simplify Hiring

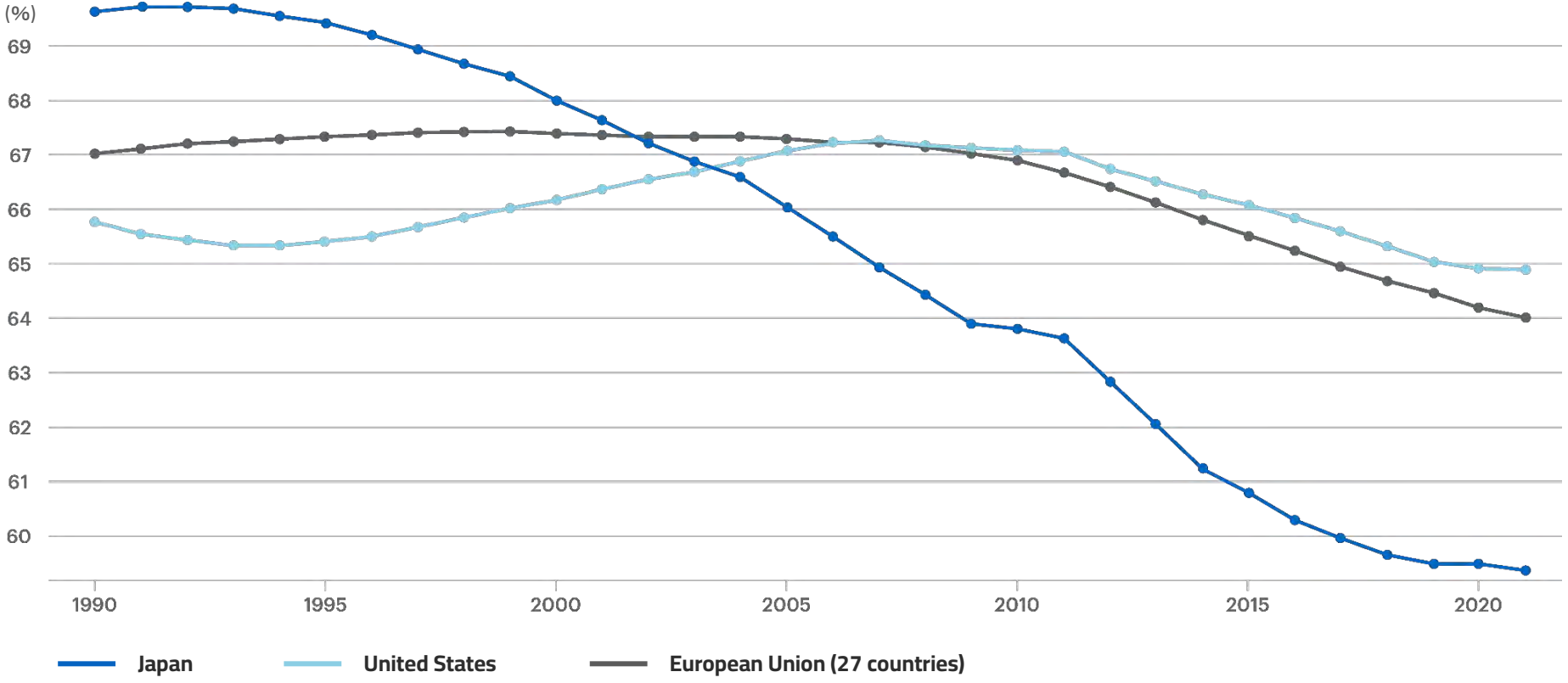


Job Openings in the US from 2000[1]
2000年以降のアメリカにおける求人件数[1]



1 Source:U.S. Bureau of Labor Statistics. Gray bars indicate recessionary periods.
1 出典: 米国労働統計局。グレーの棒は景気後退期を示します。

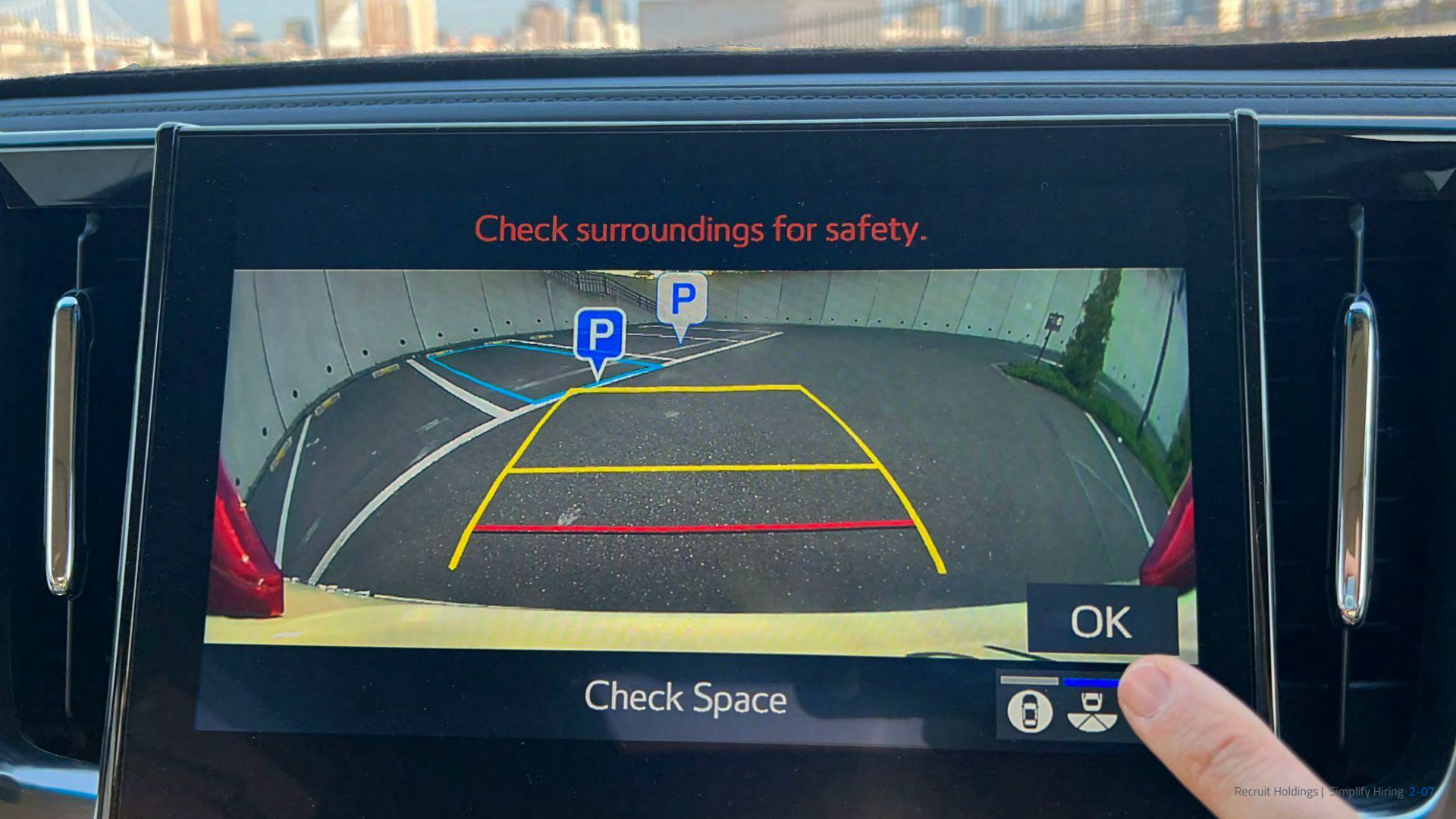
Percentage of Working Age Population[1]
生産年齢人口の割合[1]



1 Source: OECD data, "Working Age Population"
1 出典: OECD "Working Age Population"

Simplify Hiring




Check surroundings for safety.
P
P
OK
Check Space


RESUME
PROFESSIONAL PROFILE
EDUCATION
WORK EXPERIENCE
SKILLS







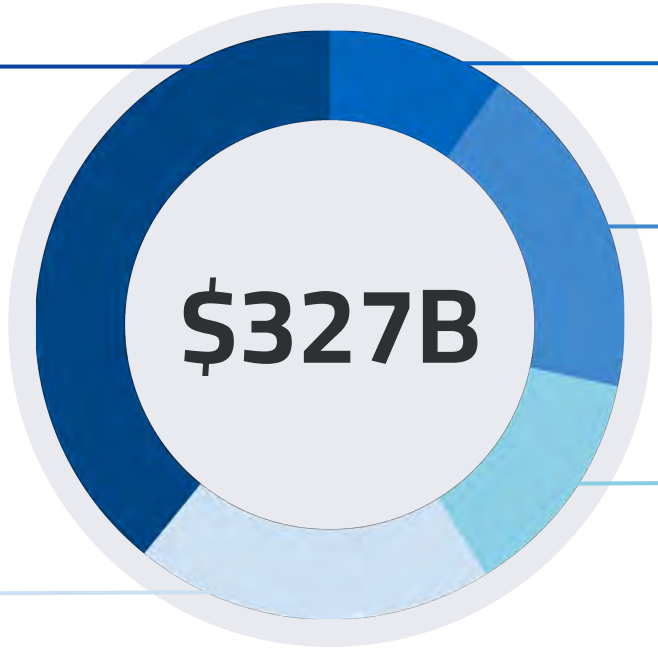
23

hires 採用 / minute 分

approx. +30 % YoY

1 Hires per minutes increased from approx. 18 in 2021 to approx. 23 in 2023 (approx. 30% increase). See P19 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for calculation methodology.
1 1分当たりの採用者数は、2021年の約18人から、2022年の約23人へ増加しました（増加割合は約30%）。算出方法については、2023年3月期 決算短信〔IFRS〕(連結)の P19をご覧ください。

HR Matching TAM[1] in 2022
人材マッチング市場規模[1] (2022年)



Temporary Staffing
人材派遣

Job Advertising and Talent Sourcing
求人広告及び採用ツール

Direct Hire
人材紹介

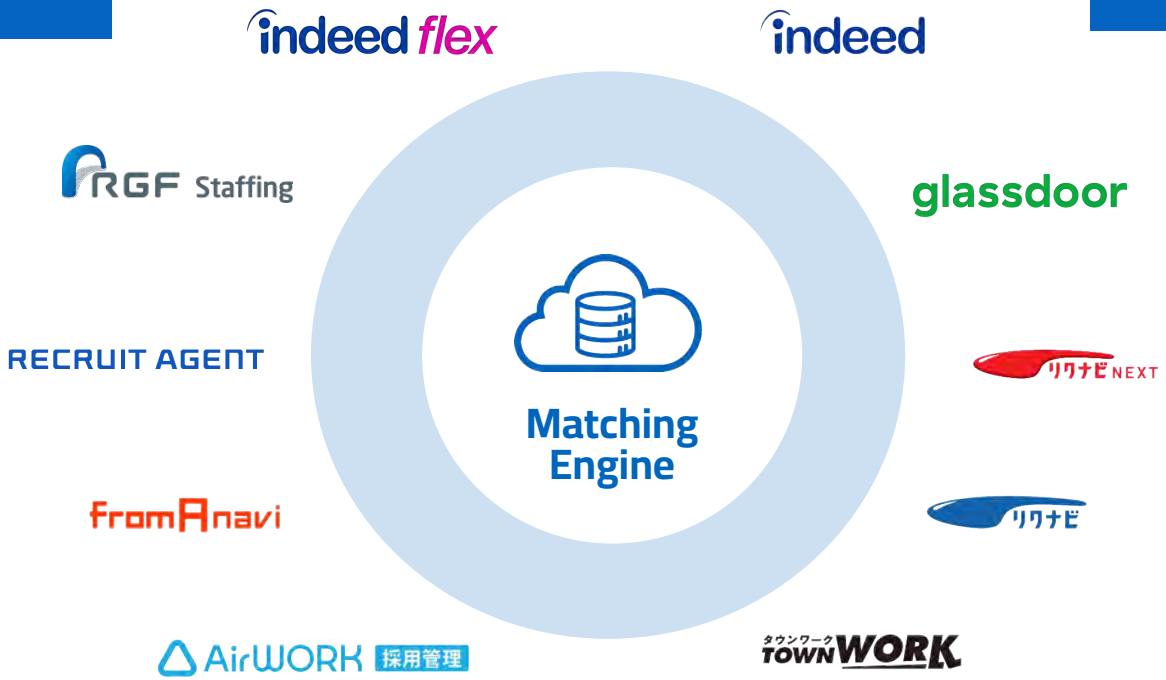
Retained Search
エグゼクティブサーチ

Internal Recruitment Automation
採用オートメーション

1 See P20 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for more detailed information.
1 詳細については、2023年3月期 決算短信〔IFRS〕(連結)の P19をご覧ください。

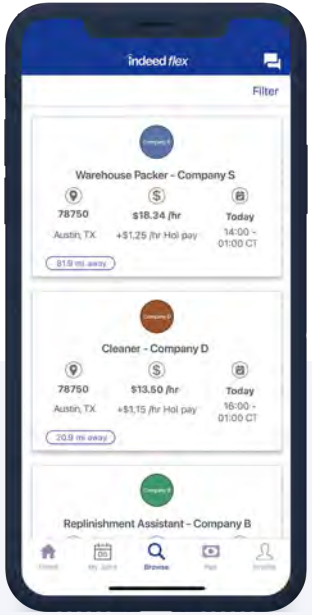
Staffing

HR Technology

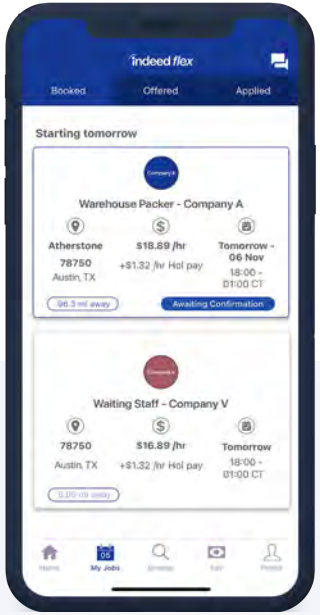


Matching & Solutions

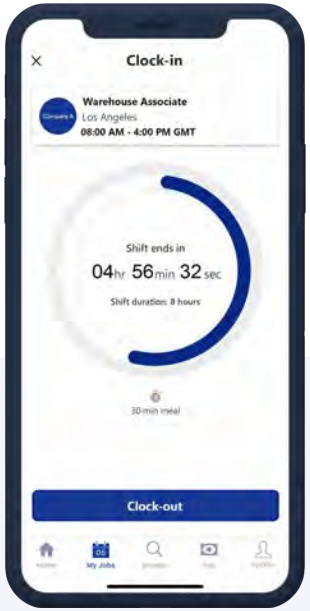
Indeed Flex: Staffing and HR Technology Collaboration / 協業



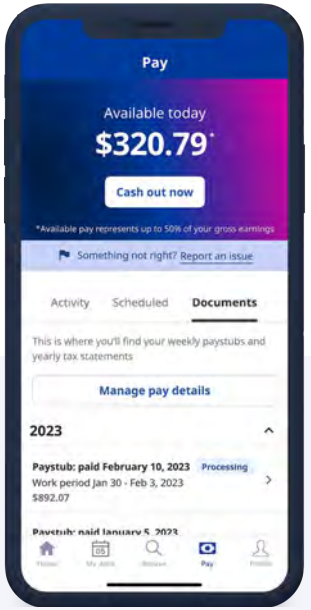
Browse
検索



Book
予約



Work
実働



Get paid Instantly
すぐに支払い

Fragmented HR Matching Market in Japan
細分化された国内の人材マッチング市場



Matching & Solutions and HR Technology Collaboration / 協業

Automatically post jobs on the most appropriate matching platform

自動で最適なマッチングプラットフォームに掲載

indeed インディード　タウンワークWORK　リクナビNEXT　FromAnavi

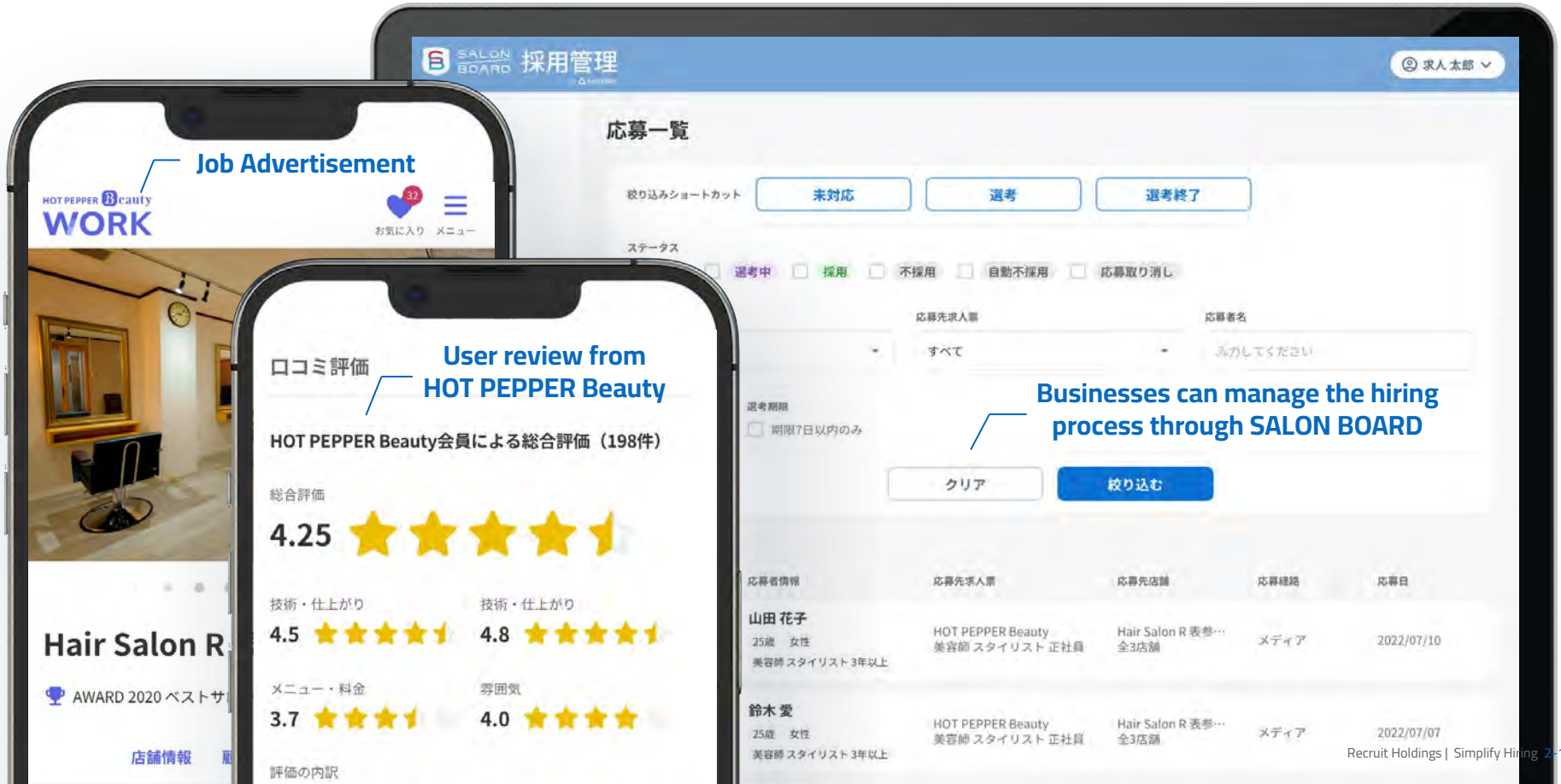
Matching Engine

AirWORK ATS / AirWORK 採用管理

Job Advertisement

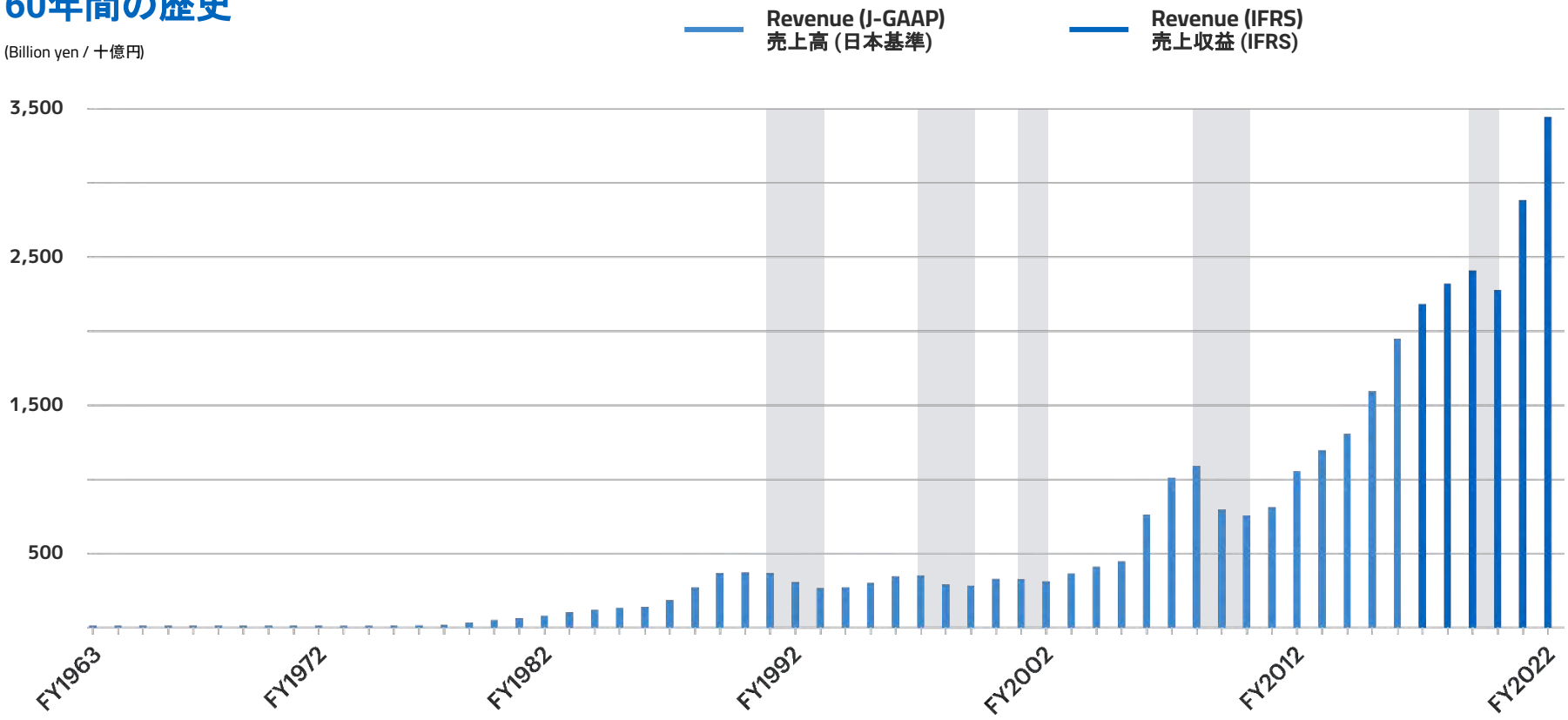


HOT PEPPER Beauty WORK



60 years of our History
60年間の歴史

(Billion yen / 十億円)



1 Revenues for the year in which a change in fiscal year was made are added to the previous years' revenues.
2 Adopted International Financial Reporting Standards ("IFRS") from the beginning of the Fiscal Year 2017.
1 決算期変更があった年度の売上は、前年度に加算して表示しています。
2 2018年3□期(FY2017)より国際会計基準("IFRS")を適□しています。

Recruit Holdings

Help Businesses Work Smarter

05. 15. 2023

FY2022 stands for the period ending on March 31, 2023.

All comparisons during this conference call are year over year unless otherwise stated.

Yoshihiro Kitamura

Recruit Holdings Co., Ltd.

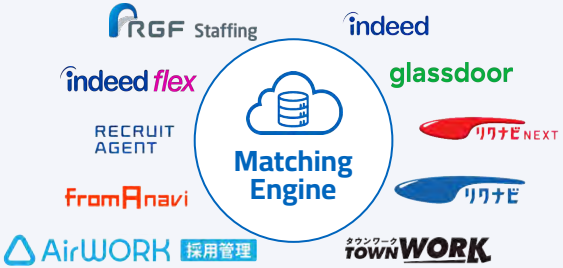
Executive Vice President and
Head of Matching & Solutions Business



Overview of Matching & Solutions SBU

RECRUIT

HR Matching Services



Business Support SaaS

Air BusinessTools

Marketing Matching Platforms & Vertical-Specific Business Support SaaS

Housing & Real Estate	Beauty	Travel	Bridal	Dining	
SUUMO	HOT PEPPER Beauty	じゃらん	ゼクシィ	HOT PEPPER グルメ	Others
	SALON BOARD			Restaurant BOARD	

One of the Largest Matching Platforms in Japan

Help Businesses Work Smarter



FY2022 KPI Results

of Actions[1]

YoY +34%

420M[4]

of SaaS Accounts[2]

GPV[3]

1 The total of the number of applications on Rikunabi NEXT, TOWNWORK, and RECRUIT AGENT, the number of individual users who were referred to our business clients at SUUMO Counter, the number of online reservation on Hot Pepper Beauty, the number of hotel bookings on Jalan, the number of seats reserved on Hot Pepper Gourmet, and the number of payments through AirPAY during the period from April 1, 2022 to March 31, 2023.
2 Cumulative number of registered accounts of paid and unpaid SaaS solutions provided by Matching & Solutions SBU in Japan as of March 31, 2023. Registered accounts refer to the number of stores and business locations that have registered for each relevant service including both active and non-active accounts.
3 Total gross payment volume of offline payments through AirPAY terminals, including QR code payments through AirPAY QR, and online payments through AirPAY ONLINE. (Since the revenue generated from the payment processing fee we collect is based on a very small percentage basis of total gross payment volume, changes in total gross payment volume are not necessarily proportional to changes in our total revenue)
4 Rounded down to the whole number.

Increasing Number of Actions[1]



1 The total of the number of applications on Rikunabi NEXT, TOWNWORK, and RECRUIT AGENT, the number of individual users who were mediated to our business clients at SUUMO Counter, the number of online reservation on Hot Pepper Beauty, the number of hotel bookings on Jalan, the number of seats reserved on Hot Pepper Gourmet, the number of payments through AirPAY.
2 During the period from April 1 to March 31 for each year.
3 Rounded down to the whole number.

FY2022 KPI Results

of Actions[1]

YoY +34%

420M[4]

of SaaS Accounts[2]

YoY +30%

3.18M[5]

GPV[3]

1 The total of the number of applications on Rikunabi NEXT, TOWNWORK, and RECRUIT AGENT, the number of individual users who were referred to our business clients at SUUMO Counter, the number of online reservation on Hot Pepper Beauty, the number of hotel bookings on Jalan, the number of seats reserved on Hot Pepper Gourmet, and the number of payments through AirPAY during the period from April 1, 2022 to March 31, 2023.
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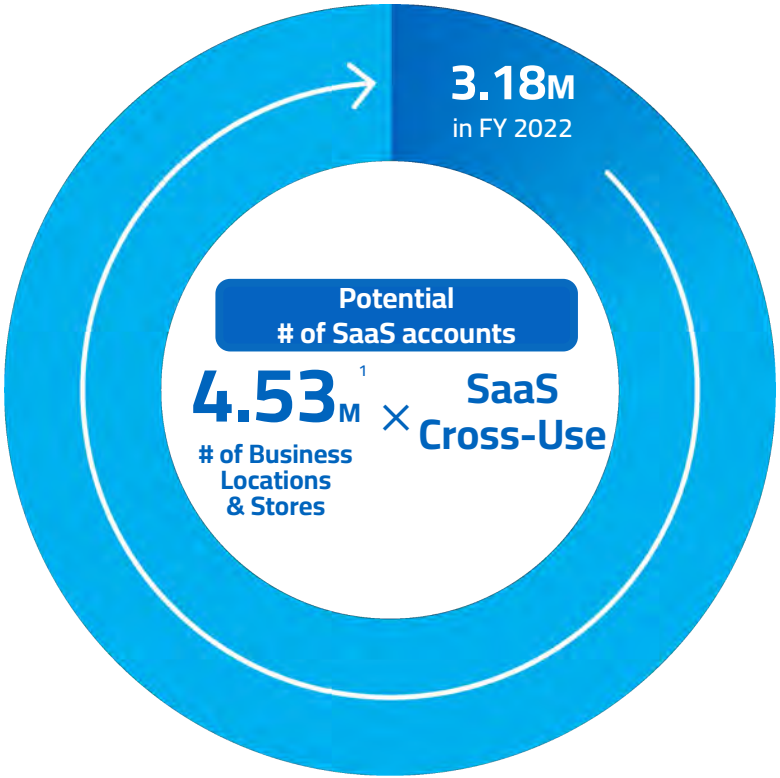
3 Total gross payment volume of offline payments through AirPAY terminals, including QR code payments through AirPAY QR, and online payments through AirPAY ONLINE. (Since the revenue generated from the payment processing fee we collect is based on a very small percentage basis of total gross payment volume, changes in total gross payment volume are not necessarily proportional to changes in our total revenue)
4 Rounded down to the whole number.
5 Rounded down to the third decimal place.

The Number of SaaS Accounts Opportunity



1 The Company estimated the number of business locations and stores that can be potential users of SaaS solutions provided by Matching & Solutions SBU as of June 30, 2022 in Japan by identifying the total number of business locations and stores of small and medium-sized enterprises in Japan (using the definition used by Small and Medium Enterprise Agency) based on the 2016 Economic Census for Business Activity conducted by the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry. Considering the solutions (including AirWORK ATS) provided by Matching & Solutions SBU in Japan as of June 30, 2022, the Company now believes it is possible to provide its SaaS solutions to all business locations and stores of small and medium-sized businesses regardless of the industry. Accordingly, the Company decided to count all such business locations and stores as potential users of its SaaS solutions. Matching & Solutions SBU continues to target potential users among small and medium-sized businesses as defined by Small and Medium Enterprise Agency based on the current major target for potential users of SaaS solutions.

Improving Operational Efficiency with AirREGI

Reduction in Labor[1]

19.85

Million hours / year

Labor Cost Savings[2]

21.0

Billion yen / year

"Reduction in labor" and "Labor cost savings" are calculated based on the formula below.

1 Time reduction per"AirREGI"unit using the cash register closing function x number of units using the cash register closing function of "AirREGI" + Time reduction per store using the sales tally function of "AirREGI" x number of stores using the sales tally function of "AirREGI"

2 Reduction in labor x Estimated hourly wage (1,059 yen per hour for food category in the national average hourly wage for part-time job applicants as of January 2023)

FY2022 KPI Results

of Actions[1]

YoY +34%

420M[4]

of SaaS Accounts[2]

YoY +30%

3.18M[5]

GPV[3]

YoY +69%

1.3trl[6] yen

1 The total of the number of applications on Rikunabi NEXT, TOWNWORK, and RECRUIT AGENT, the number of individual users who were referred to our business clients at SUUMO Counter, the number of online reservation on Hot Pepper Beauty, the number of hotel bookings on Jalan, the number of seats reserved on Hot Pepper Gourmet, and the number of payments through AirPAY during the period from April 1, 2022 to March 31, 2023.
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4 Rounded down to the whole number.
5 Rounded down to the third decimal place.
6 Rounded down to the second decimal place.

Online Payment by AirPAY



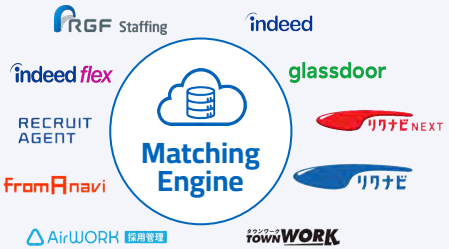


Greater Lifetime Value by increasing Engagement with Business Clients

Fintech Services	AirCASH/AirINVOICE
Personnel Labor Management SaaS	AirWORK ATS/AirSHIFT
Business Support SaaS	AirWAIT/AirRESERVE

Air BusinessTools

HR Matching Services



Marketing Matching Platforms & Vertical-specific business support SaaS

Housing & Real Estate	Beauty	Travel	Bridal	Dining	
SUUMO	HOT PEPPER Beauty	じゃらん	ゼクシィ	HOT PEPPER グルメ	Others
	SALON BOARD			Restaurant BOARD	

One of the Largest Matching Platforms in Japan

Increasing # of New Business Clients

Increase Lifetime Value



Restaurant

HOT PEPPER グルメ

Restaurant BOARD
PRODUCED BY RECRUIT

AirPAY

AirPAY QR

AirREGI

Smart Payment

AirMATE

Expansion of Business Clients

Travel

×

Air BusinessTools



Expansion of Fintech Services

AirCASH

Future Sales

↓

Convert to Cash in advance

AirINVOICE



AirWORK 給与支払

Thank you!

Payroll Payments

Employers

↓

Received!

Apply for Salary Advance

Employees

Our Targeted Ecosystem

Help Businesses Work Smarter

Marketing Matching Platforms

SUUMO
HOT PEPPER Beauty
じゃらん
ゼクシィ
HOT PEPPER グルメ

Simplify Hiring

HR Matching Services

RGF Staffing
indeed
indeed flex
glassdoor
RECRUIT AGENT
リクナビNEXT
Matching Engine
fromAnavi
リクナビ
AirWORK 採用管理
タウンワークWORK

Air BusinessTools (Business Support SaaS Solutions)

Payment: AirPAY / AirPAY QR / AirPAY ポイント	Financial Assistance: AirCASH	Invoice Management: AirINVOICE	ATS: AirWORK 採用管理
Cloud-based POS System: AirREGI	Corporate Card: AirCARD	Reception Management: AirWAIT	Payroll: AirWORK 給与支払
Order Entry System: AirREGI オーダー	Business Analysis: AirMATE	Reservation Management: AirRESERVE	Shift & Attendance Management: AirSHIFT

Recruit Holdings

Prosper Together

05. 15. 2023

FY2022 stands for the period ending on March 31, 2023.
All comparisons during this conference call are year over year unless otherwise stated.

Ayano “Sena” Senaha

Recruit Holdings Co., Ltd.

Director, Executive Vice President and COO





Prosper Together

Our Commitment to Sustainability by FY2030[1]






E Environmental
Climate Action

Become carbon neutral throughout our business activities by FY2021 and our entire value chain by FY2030[2]

S Social
Social Impact

Shorten the time it takes to get hired by half by FY2030[3]

Help 30 million people facing barriers get hired by FY2030[4]

S Social
Our People

Achieve gender parity across all employee levels by FY2030[5]

G Governance
Corporate Governance

Reach gender parity of the Board of Directors members including Audit & Supervisory Board members by FY2030[6]

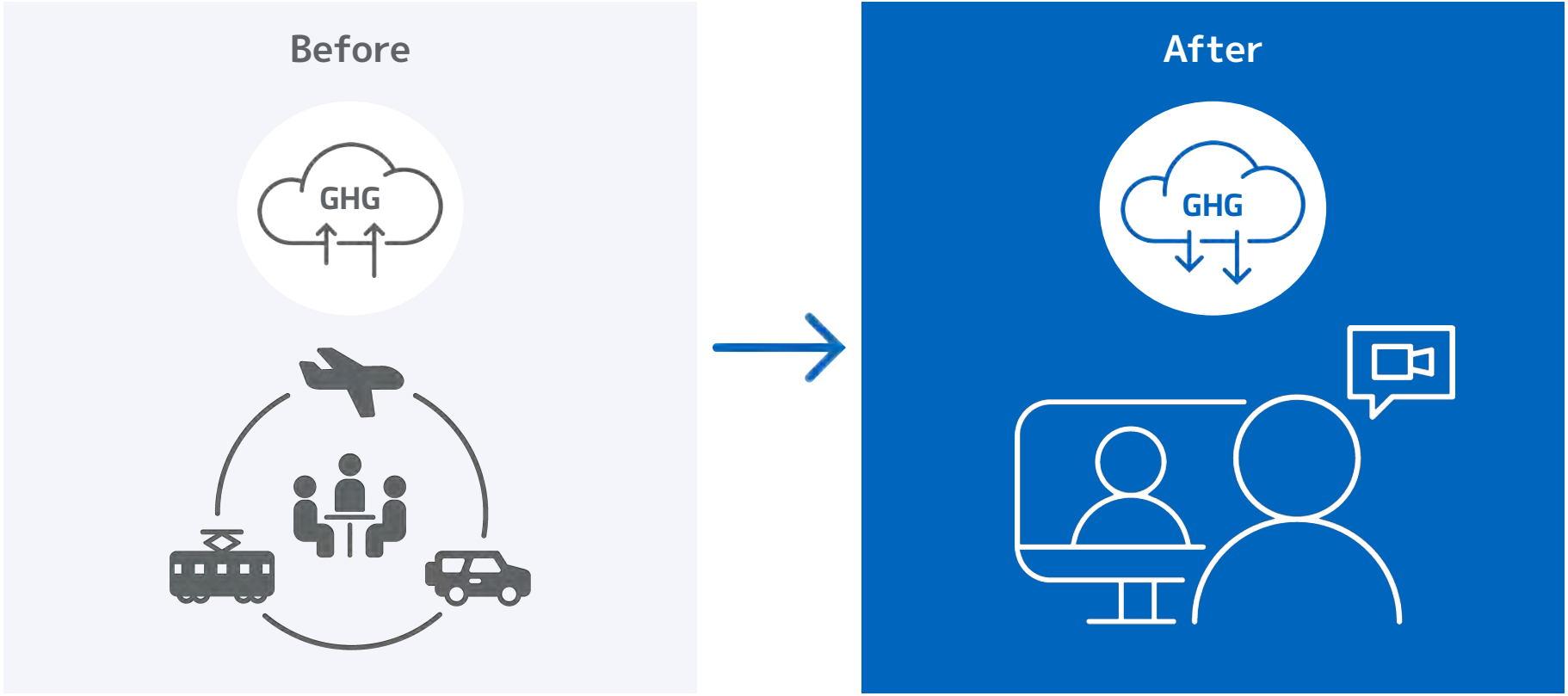
1 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.
2 Carbon neutrality includes reducing greenhouse gas (GHG) emissions as well as offsetting the remaining emissions. GHG emissions throughout business activities are the sum of direct emissions from the use of fuels in owned or controlled sources (Scope 1) and indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources (Scope 2). GHG emissions from the value chain are indirect emissions other than Scope 1 and 2 (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.
3 The period from the time a user starts an active job search on the Indeed job platform to the time the users confirm receipt of a job offer.
4 The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.
5 All employee levels refer to the following three groups including all employees, managerial positions, and senior executives. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions Strategic Business Unit (SBU), and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. Managerial positions mean all of those that have subordinate employees.
6 The Board of Directors members are defined as Directors of the Board and Audit & Supervisory Board members.

Achieved Carbon Neutral throughout Our Business Activities in FY2022[1]



1 GHG emissions throughout our business activities are the sum of direct emissions from the use of fuels in owned or controlled sources and are referred to as Scope 1. Indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources are referred to as Scope 2. GHG emissions from the value chain are referred to as Scope 3, and comprise indirect emissions other than Scope 1 and 2. The entire value chain represents the sum of Scopes 1, 2 and 3 GHG emissions. The Company aims to achieve carbon neutrality upon completion of the following steps: measurement of GHG emissions, obtaining an accredited third-party assurance on the amount of GHG emissions, and offsetting of those emissions.

Avoidance of GHG Emissions through Our Products[1]



1 The amount of GHG emissions avoided (more than approximately 13,000t-CO2) through the Indeed Interview is a contribution beyond the Group's value chain mitigation, so it is not included in the calculation of the Group's Scope 1, Scope 2 or Scope 3 GHG emissions.
2 All GHG emissions figures are approximate.

Avoidance of GHG Emissions through Our Products[1]



1.5 Billion[1, 2]

Smartphones

1 The amount of GHG emissions avoided (more than approximately 13,000t-CO2) through the Indeed Interview is a contribution beyond the Group's value chain mitigation, so it is not included in the calculation of the Group's Scope 1, Scope 2 or Scope 3 GHG emissions. Sample figures based on the results of converting the amount of GHG emissions avoided; using Greenhouse Gas Equivalencies Calculator of United States Environmental Protection Agency available at https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator#results. This is equivalent to the daily charging capacity of 1.5 billion smartphones.
2 All GHG emissions figures are approximate.





Shorten the time it takes to get hired by half[1] by FY2030

Help 30 million[2] People Facing Barriers Get Hired by FY2030

1 The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer.
2 The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.
3 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

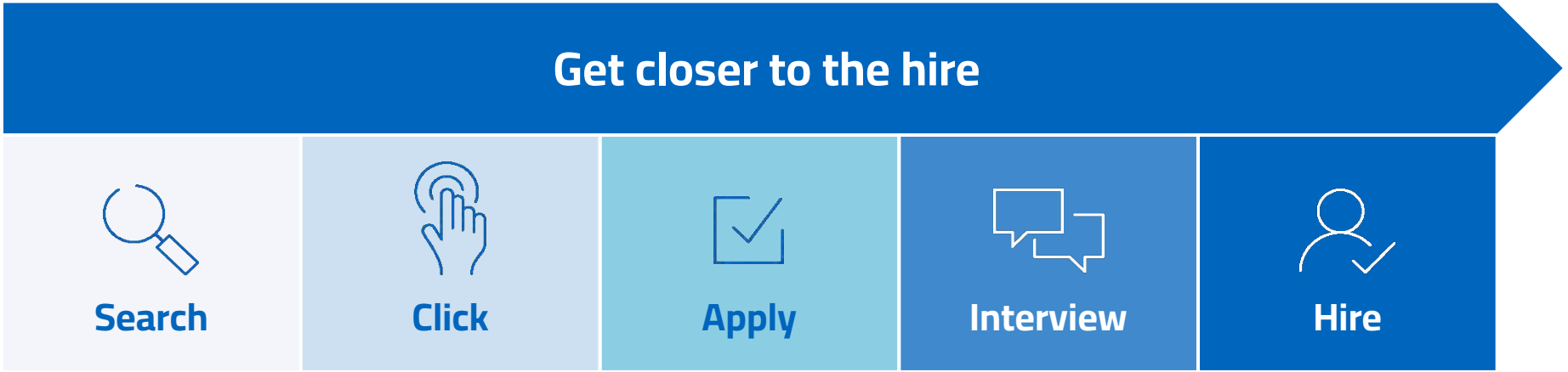
Shorten the time it takes to get hired by half[1]

1/2 by FY2030



1 The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer. The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Shorten the Time it Takes to Get Hired by Half by FY2030[1]



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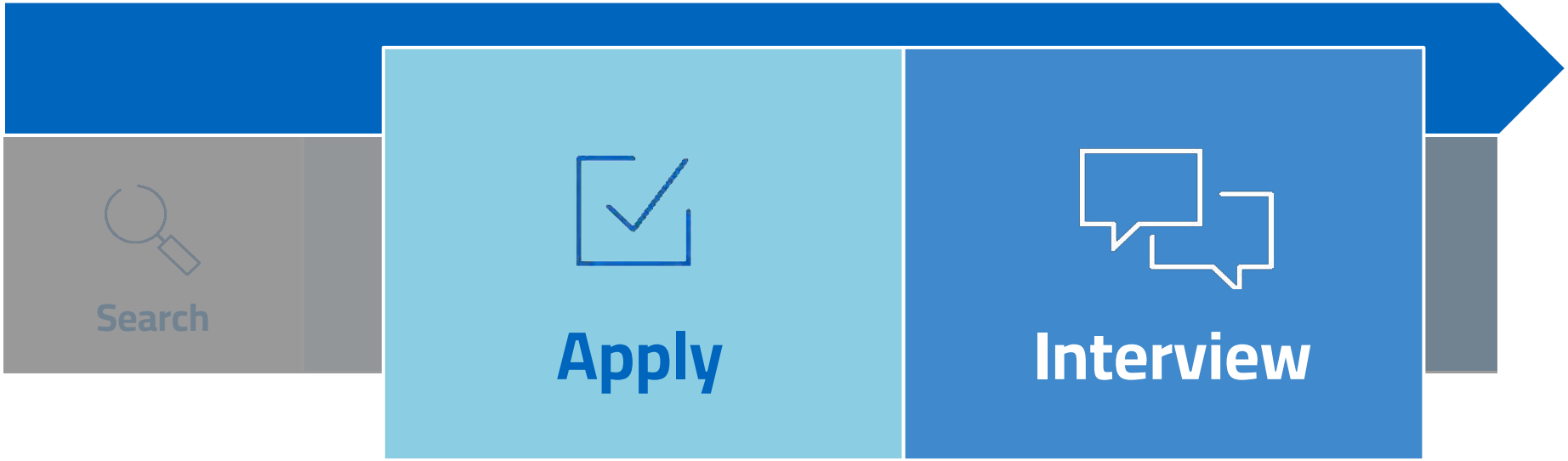
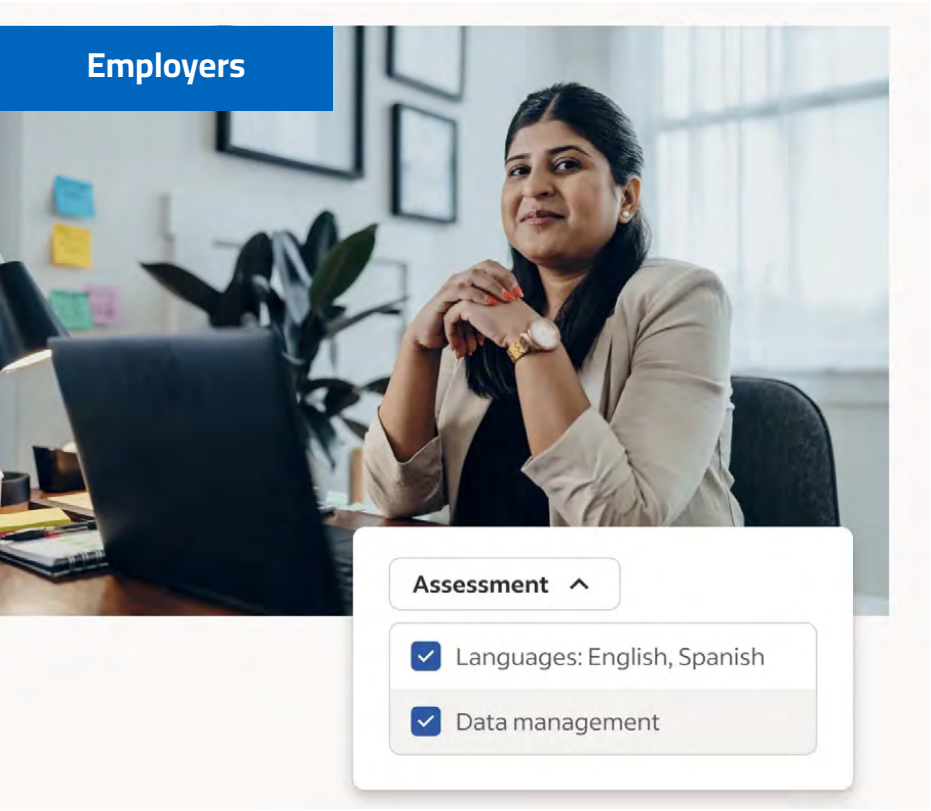
Shorten the Time it Takes to Get Hired by Half by FY2030[1]



1 The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer. The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Indeed Assessments Enabled 16%[1] Faster Hiring



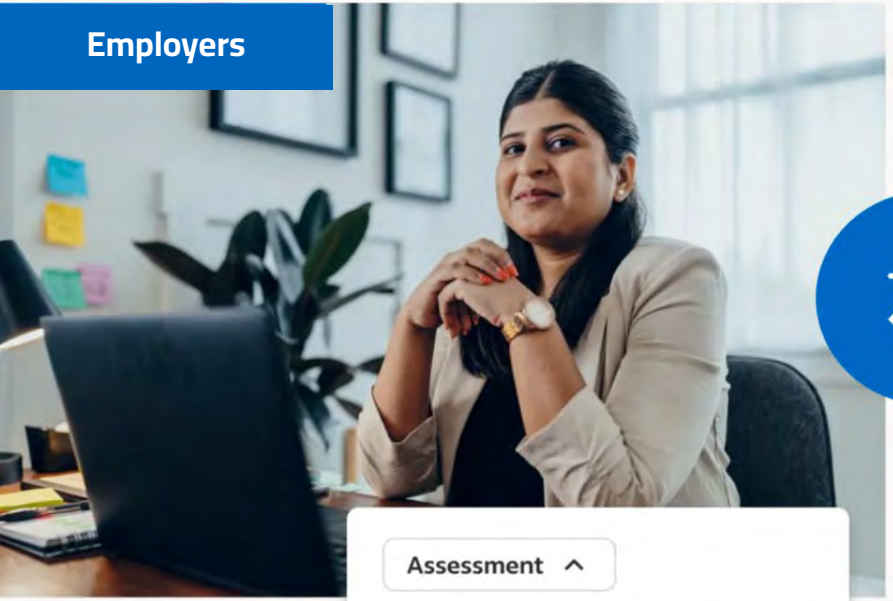
16%
Faster Hiring

1 For jobs on Indeed that (a) were less than 14 days old and (b) had applications between 1st November 2022 through 31st December 2022, an analysis revealed statistically significant difference in the number of days for an employer to make a hire on Indeed between jobs that use Assessments and those that did not. Time to hire was defined as the difference between the day the job was posted on Indeed to the day that the job was closed by the employer with the reason that the employer hired a candidate on Indeed.

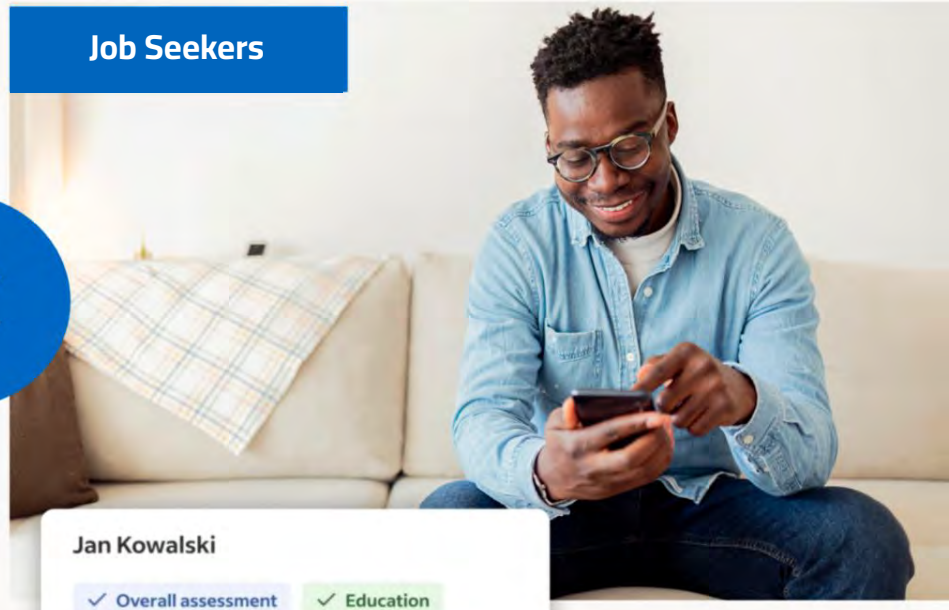
Indeed Assessments Enabled 16%[1] Faster Hiring

RECRUIT

Employers



Job Seekers



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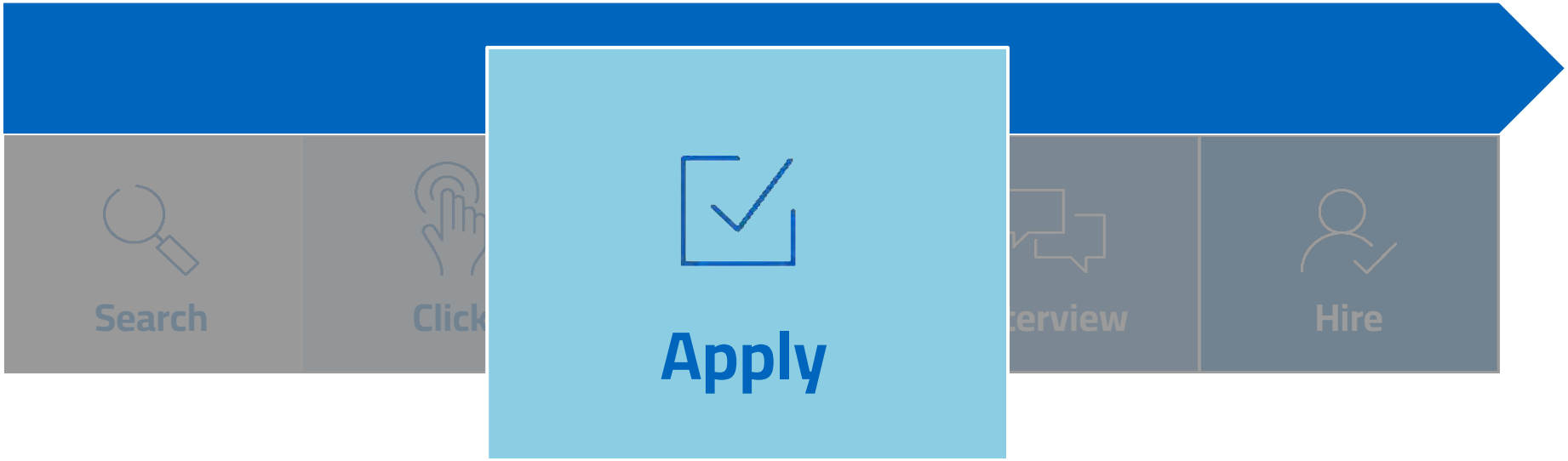
Shorten the Time it Takes to Get Hired by Half by FY2030[1]



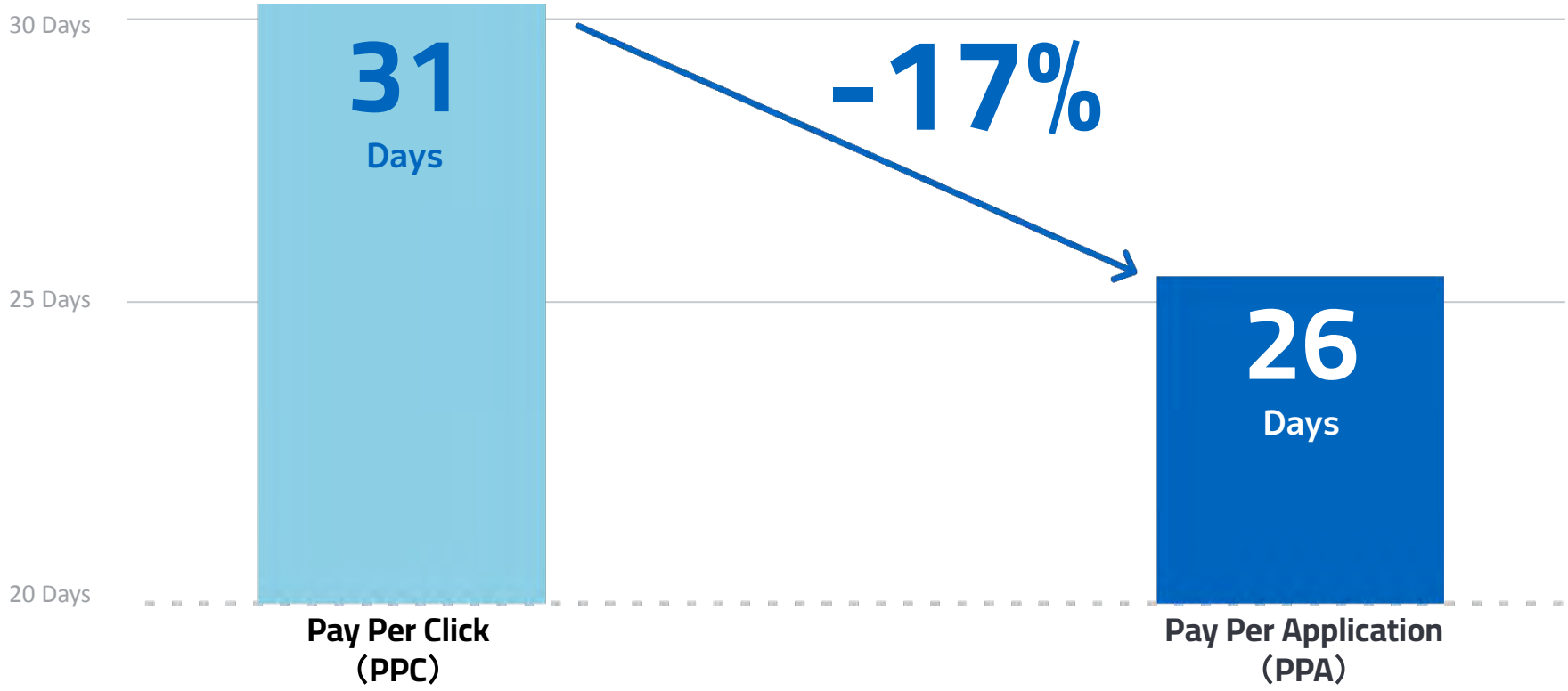
1 The period from the time a user starts an active job search on the Indeed job platform to the time the user confirms receipt of a job offer. The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Pay Per Application (PPA) Model[1]



1 Pay Per Application is a newer pricing model where employers only pay for job applicants that meet their criteria. Pay Per Click is Indeed's standard sponsored job pricing model, where employers pay when a job seeker clicks on their sponsored job listing.

PPA Enabled 17% Faster[1] Hiring



1 Difference calculated using time from a job seeker's application on Indeed (to the job for which they were ultimately hired) to the time of the hire for hires made on Indeed in the United States between January 2022 and January 2023. The data set analyzed included sponsored jobs only hosted on Indeed using one of these two pricing models: Pay Per Application and Pay Per Click.

Problem-Solving through Products Can Drive Business Growth

Job Seekers





Employers



Problem-Solving through Products Can Drive Business Growth

Job Seekers



Employers




There are barriers that
cannot be removed through
improving matching quality
and efficiency alone.

Education: A Common Barrier around the World



Education

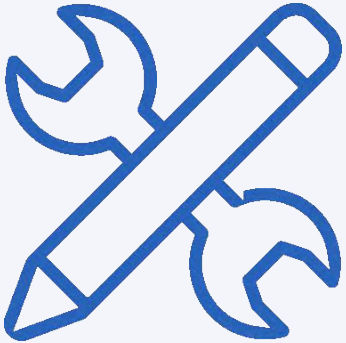


Skills & Abilities

Education: A Common Barrier around the World



Education



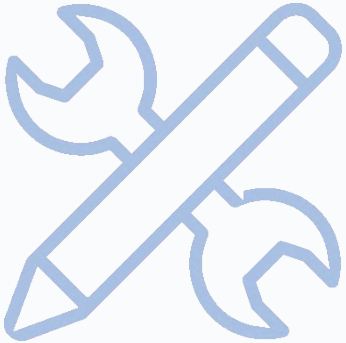
Skills & Abilities

Education: A Common Barrier around the World



Education

?



Skills & Abilities



Identified Five Common Barriers

RECRUIT

Education

Criminal Records[3]

Accessibility

Military Experienced[4]

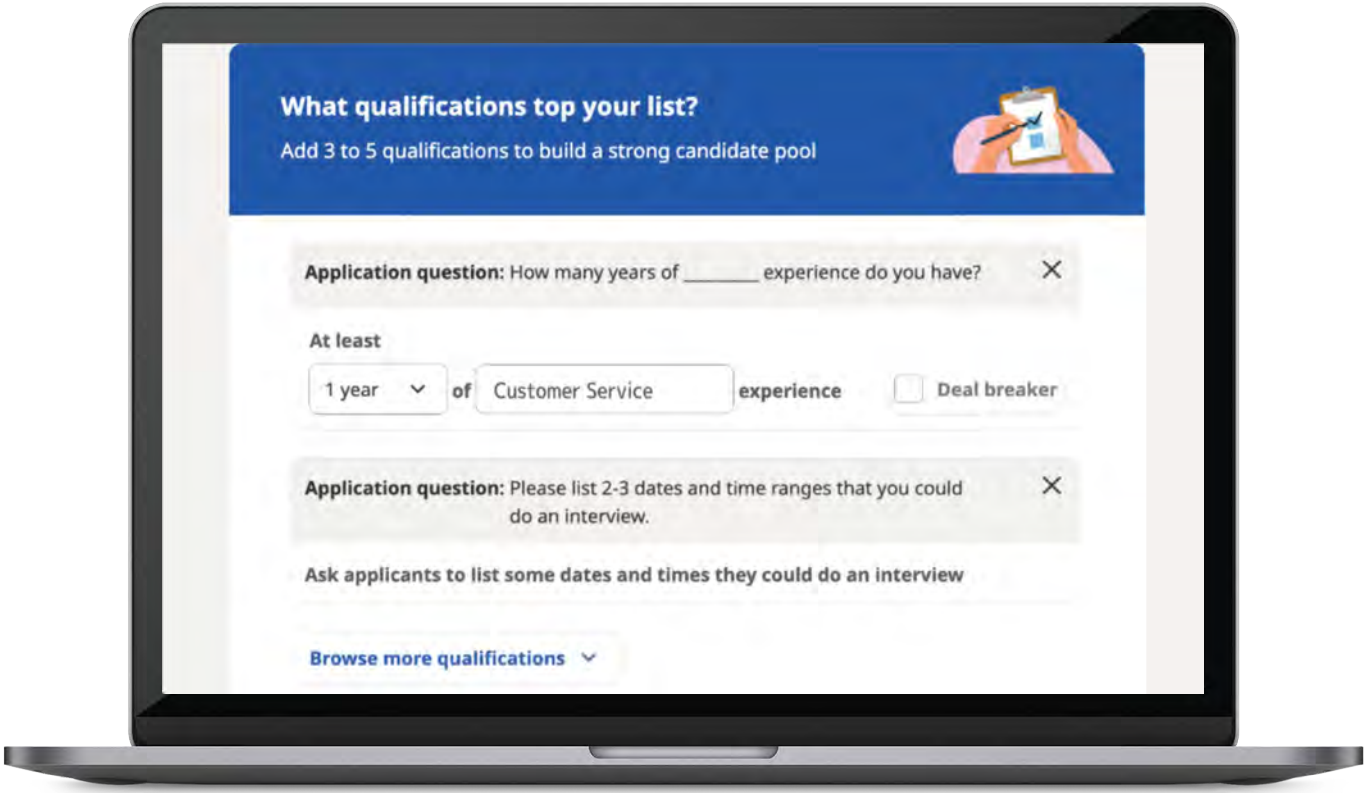
Work Essentials[5]

Help 30 million[1] People Facing Barriers Get Hired by FY2030

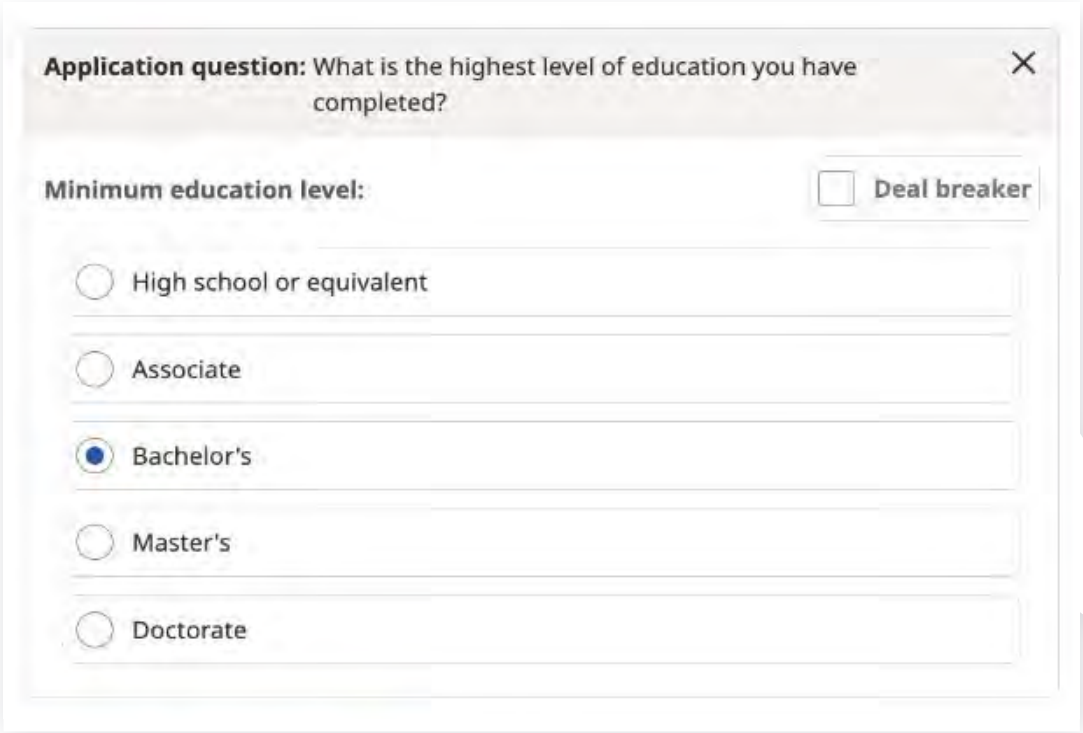
1 The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.
2 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

3 In the United States, approximately 70 million people (source: The Sentencing Project) have a criminal record, and the unemployment rate of job seekers with a criminal record is approximately five times higher than the US average (source: Prison Policy Initiative).
4 A U.S. Chamber of Commerce Foundation study from 2016 found that 53% of veterans are unemployed for four months or longer after leaving the military. Veterans who are looking for a new opportunity or transitioning from service to civilian life may have difficulty matching their skills and experience to the job market.
5 This indicates barriers that hinder job hunting, such as being unable to connect to the Internet, access to a job platform, and/or lack of transportation to interviews and work.

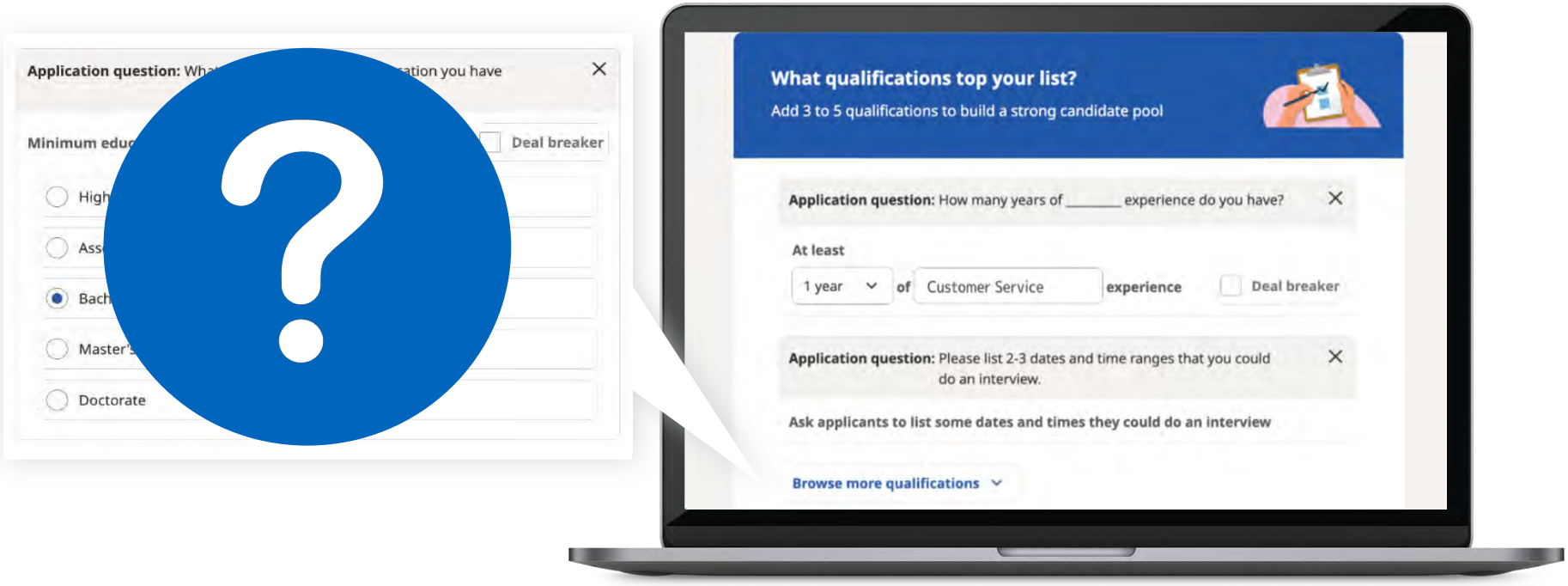
An Optimized Job Posting Form for Employers



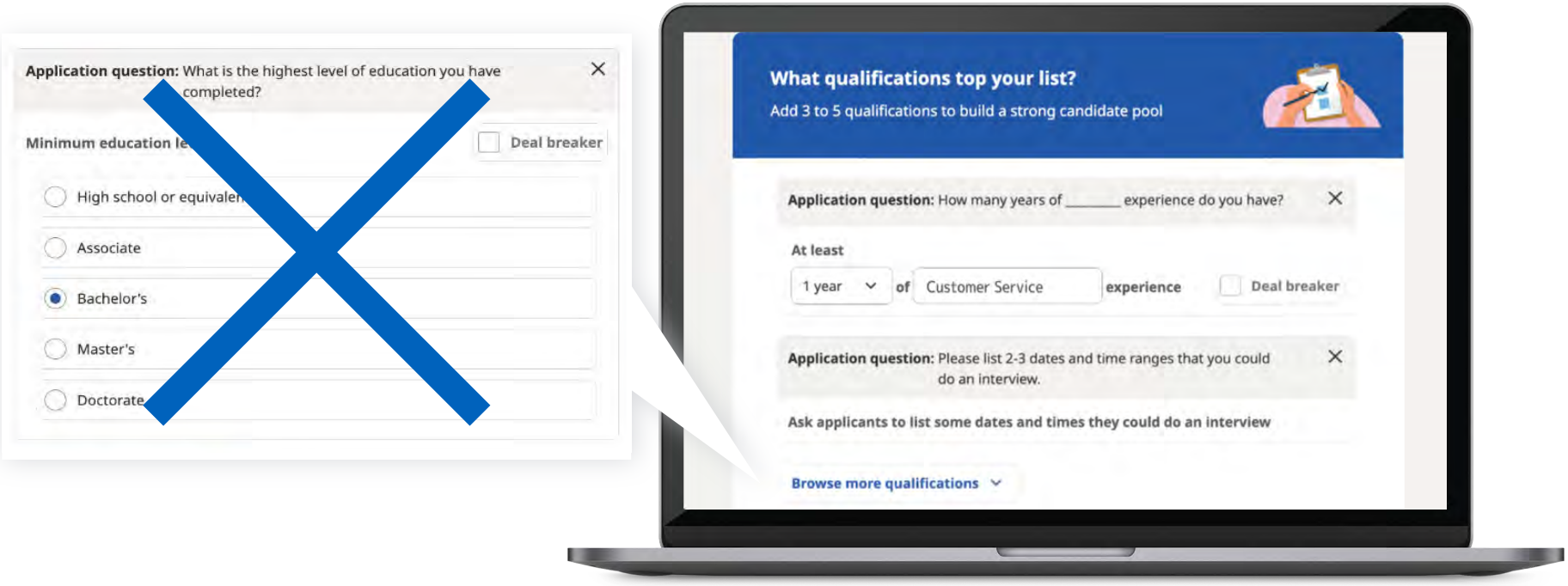
An Optimized Job Posting Form for Employers



An Optimized Job Posting Form for Employers



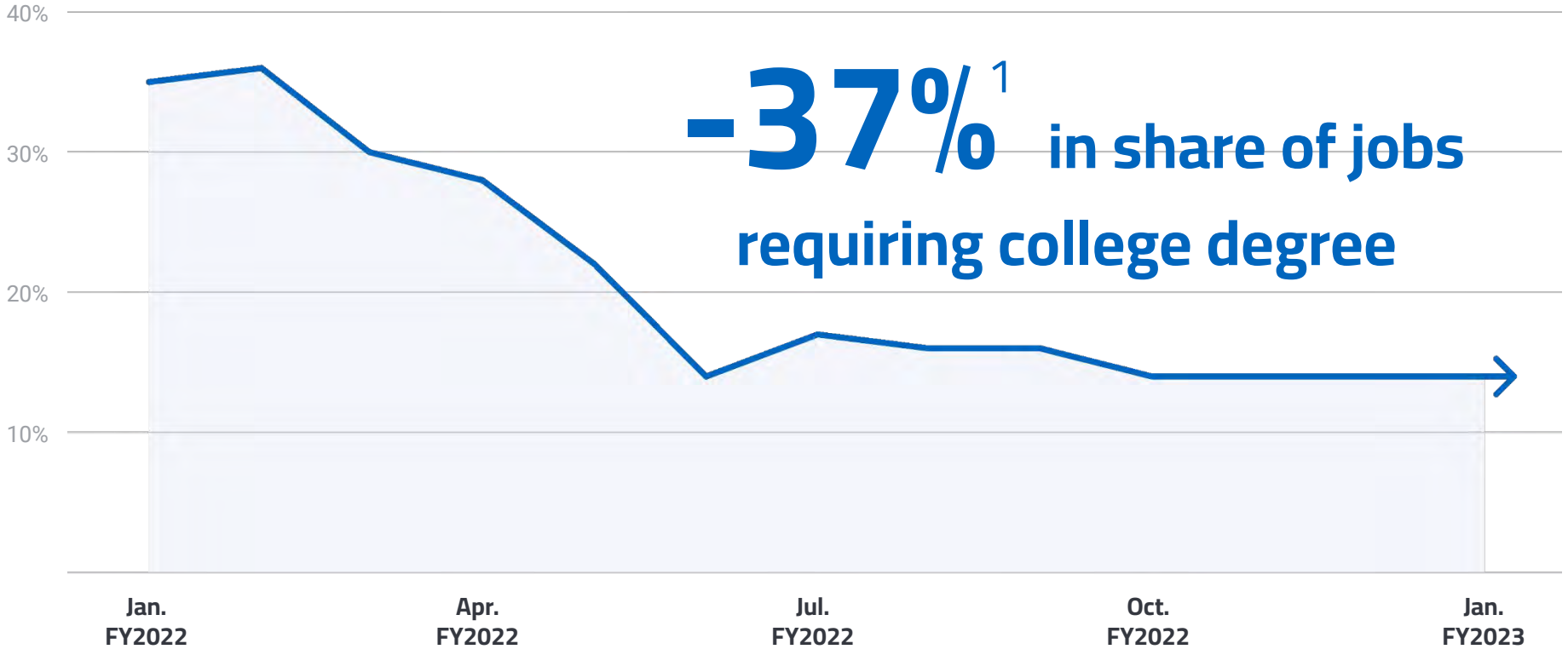
An Optimized Job Posting Form for Employers



Tested Removing “Educational Requirements” from Initial Screening Questions

- Jobs without a college degree requirement increased
- Job applications increased
- No negative impact

Percentage of Job Postings Requiring a College Degree



1 Hosted jobs on Indeed in US that included education as at least one of the screener questions decreased from 22% in May 2022 to 14% in January 2023, a 37% decrease.

Percentage of Job Postings Requiring a College Degree

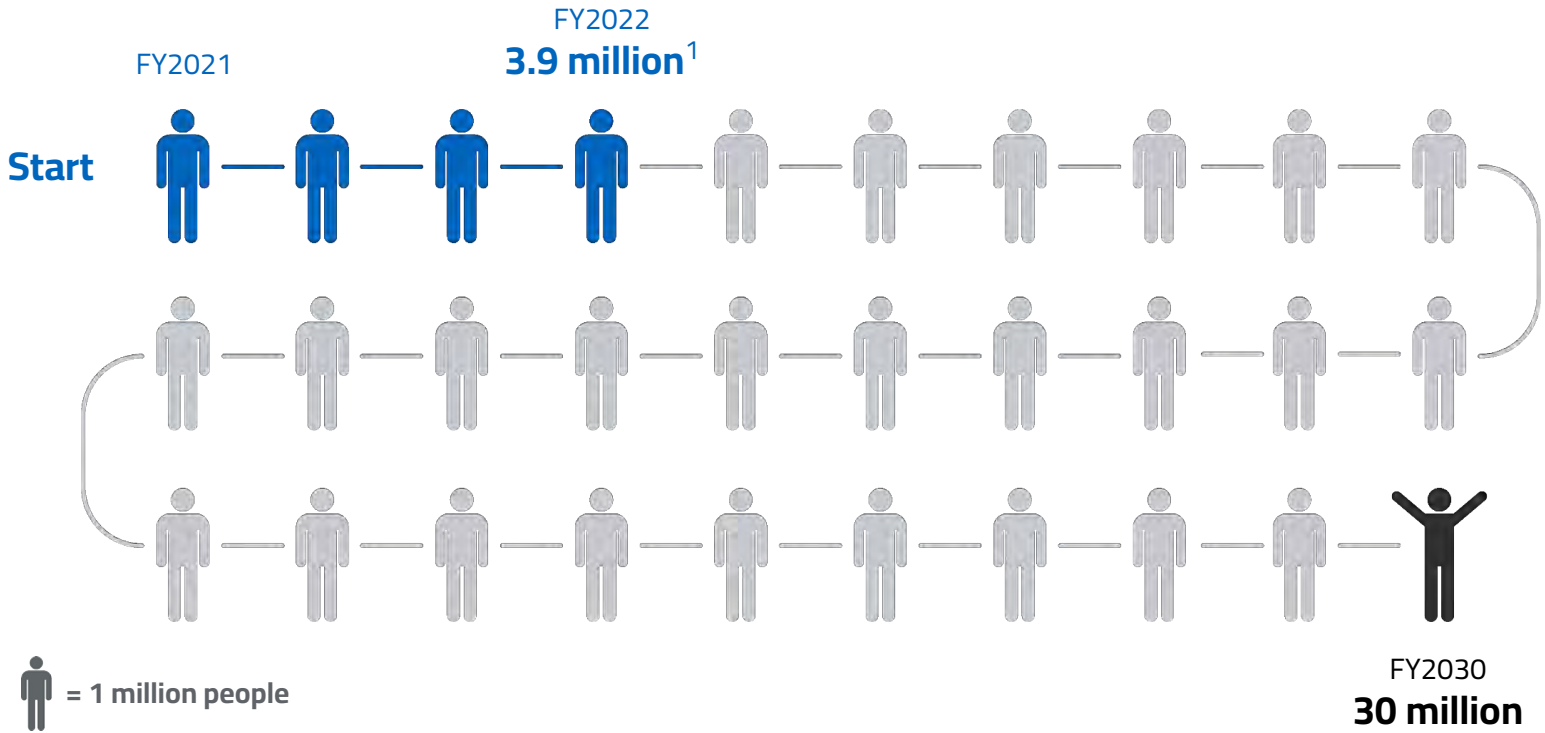


-37%[1] **in share of jobs requiring college degree**

Successful Hires ↑

1 Hosted jobs on Indeed in US that included education as at least one of the screener questions decreased from 22% in May 2022 to 14% in January 2023, a 37% decrease.

Helped 3.9 million Job Seekers Facing Barriers



1 Represents number of hires made on Indeed reported from both job seeker and employer sources through our Hired Signal measurement, from May 1, 2021 - March 31, 2023 globally for job seekers who faced at least one of the following barriers: education, criminal record, military experience, disability or lack of essential resources such as a computer or internet access.
2 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Representation of Women[1] Approximately

50%

by FY2030



1 This represents the percentage of women in the Board of Directors members, senior management, managers, and employees. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions SBU, and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. "Managerial positions" mean all of those that have subordinate employees. The Board of Directors members are defined as Directors of the Board and Audit & Supervisory Board members.

2 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.



Representation of Women[1] Approximately

50%

by FY2030

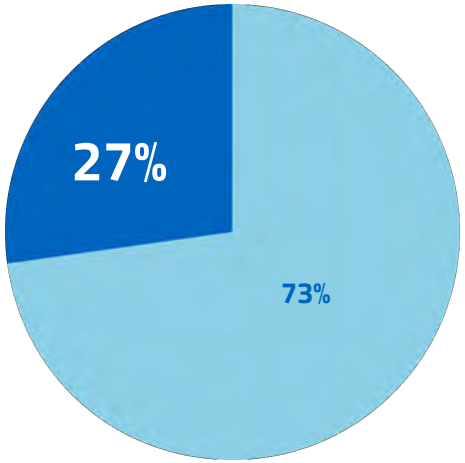
Percentage of Women in the Boardroom[2]

RECRUIT

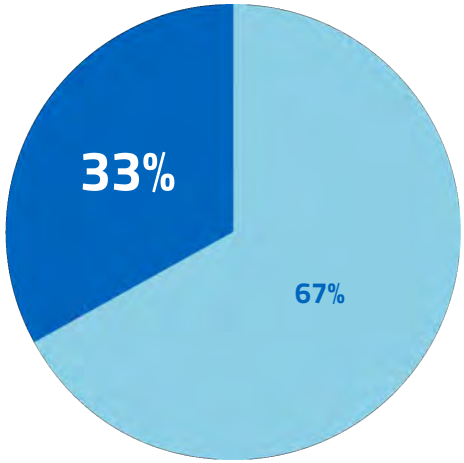
Gender

Women Men

July 2022



July 2023

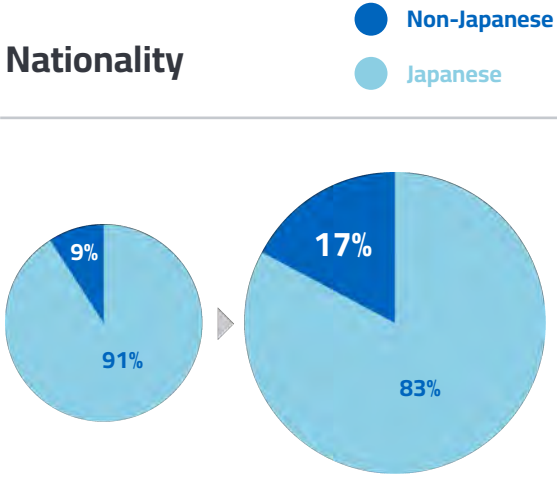


1 This represents the percentage of women in the Board of Directors members, senior management, managers, and employees. Senior executive positions are defined as Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & Solutions SBU, and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. "Managerial positions" mean all of those that have subordinate employees. The Board of Directors members are defined as Directors of the Board and Audit & Supervisory Board members.

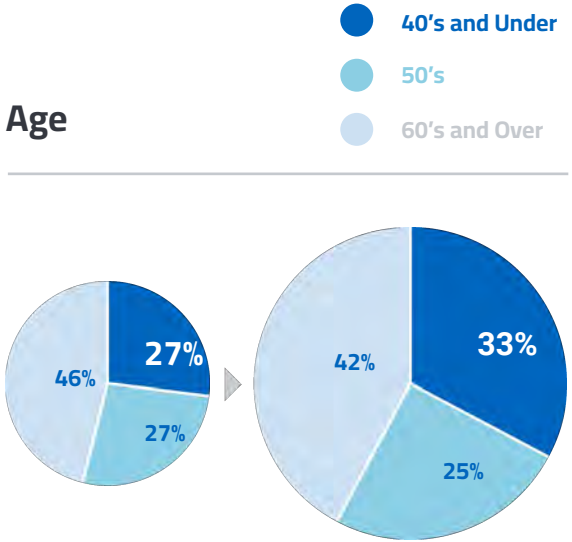
2 Percentage of women on the Board of Directors as of July 1, 2022 and 2023. The percentage will reach approximately 33% if the appointment of candidates for election at Annual General Meeting of Shareholders, to be held in June 2023, is approved.
3 The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Improved Boardroom Diversity

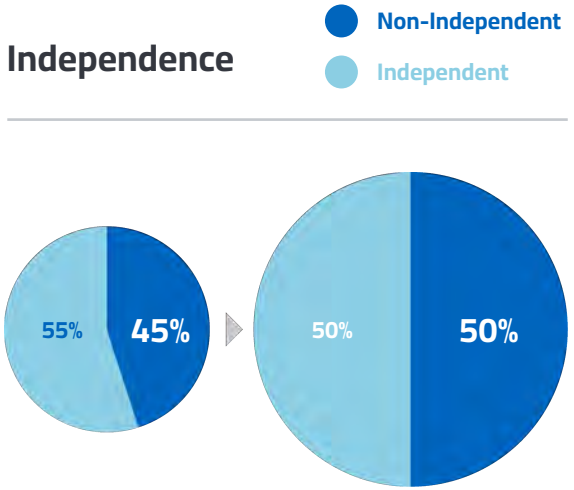
Nationality



Age



Independence



ESG Fireside Chat

Join us for the next ESG Fireside Chat on **July 4th at 4:00 PM** (JST)



Disclaimer

Forward-Looking Statements

This material contains forward-looking statements, which reflect the Company's assumptions, estimates and outlook for the future based on information available to the Company and the Company's plans and expectations as of the date of this material unless the context otherwise indicates. There can be no assurance that the relevant forward-looking statements will be achieved. Please note that significant differences between such forward-looking statements and actual results may arise due to various factors, including changes in economic conditions, changes in individual users' preferences and business clients' needs, competition, changes in the legal and regulatory environment, fluctuations in foreign exchange rates, climate change or other changes in the natural environment, the impact of the spread of COVID-19, the occurrence of large-scale natural disasters, and other factors. Accordingly, readers are cautioned against placing undue reliance on any such forward-looking statements. The Company has no obligation to update or revise any information contained in this material based on any subsequent developments except as required by applicable law or stock exchange rules and regulations.

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