May 14, 2026

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Representative: Takao Wada
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Notice Concerning the Formulation of the "Mid-term Management Plan FY2028"

PERSOL HOLDINGS CO., LTD. (the Company) hereby announces that it has formulated the "Mid-term Management Plan FY2028," covering the three-year period from April 2026 to March 2029, with the fiscal year ending March 31, 2027 as the first year.

Please refer to the attached materials for details.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Mid-term Management Plan FY2028

PERSOL HOLDINGS CO., LTD.

May 14, 2026

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PERSOL's Vision Structure

Rooted in the corporate philosophy **"Providing Opportunity" "Individual Growth" "Social Contribution"** passed down since its founding, PERSOL strives to become **a "Career Well-being" Creation Company** and aims to realize its vision of **"Work and Smile"**.

Working life is a journey of growth and creation.
We all have big dreams, and there are many different paths to success.
Thus, we need to make our own choices from a range of diversified work opportunities.
Our vision is to enrich society so that all work leads to lives of happiness.



2030

Goal for value creation

Creating better work opportunities for one million people

Toward goal for value creation in 2030, advancing initiatives under the mid-term management plan

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Review of the Previous Mid-term Management Plan(FY2023-FY2025)

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Overall Performance (FY2023–FY2025)

Adjusted EBITDA target of 100.0 billion yen was not achieved.
Capital allocation was aligned with policy, and capital efficiency was maintained as planned.

Revenue

Target	1,550.0 billion yen
Results	**1,555.8 billion yen**

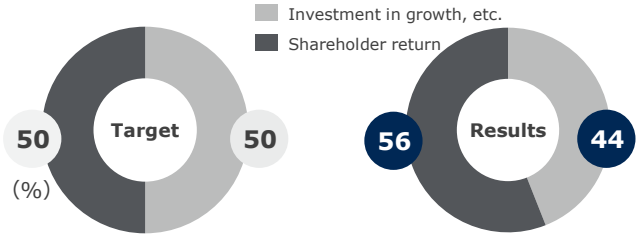
Adjusted EBITDA

Target	100.0 billion yen
Results	**88.1 billion yen**

ROIC/ROE

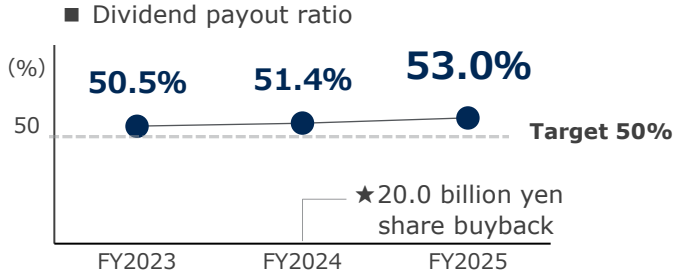
	ROIC	ROE
Target	15% or higher	20% or higher
Results	**18.2%**	**20.9%**

Capital allocation



* Total amount invested: 63.7 billion yen
Total shareholder return: 82.1 billion yen

Shareholder return



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Strategic Progress Review (FY2023–FY2025)

— Value Creation Goals, Management Direction, and Each Business —

■ Goal of value creation

Creating better work opportunities for one million people by 2030

Results

Steady progress, but **slightly behind*** the FY2025 target of 0.5 million people

*Actual figures are scheduled to be disclosed in the 18th Annual Securities Report

■ Direction of management

Evolving into a technology-driven HR service company

Results

- 2,000 **tech-oriented employees** secured; CoE* established
- **AI-enabled initiatives just getting underway,** primarily in Staffing and Career SBUs
- Gained AI-driven business model through **acquiring Gojob**, along with the technology and expertise to implement it

→ Shifting focus to tangible results in the next phase, including profitability improvement

* CoE: Center of Excellence
A Group-wide organization of highly specialized technology-oriented human resources

* Profit: Adjusted EBITDA, with CAGR from FY2022 to FY2025

Staffing

Stable profit growth (CAGR of 9%) by solid profit base
Driving further improvements in profitability

BPO

Revenue growth (CAGR of 7%) through M&As, etc.
Shifting to profitability-focused while maintaining stable growth

Technology

Revenue growth (CAGR of 11%) driven by upfront investments in human capital
Accelerating value enhancement with highly specialized talent

Career

Double-digit growth: revenue CAGR 14%; profit CAGR 20%
Establishing competitive advantage in high-income segments

Asia Pacific

Steady Profit growth, but **ROIC has not reached the 10% target**
Driving portfolio optimization as a top priority

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Key Achievements and Challenges (FY2023–FY2025)

— Progress and challenges toward the Mid-term Management Plan FY2028—

Key Achievements

Multi-polarization of profit base	Career SBU grew into a 35.0 billion yen profit* pillar alongside Staffing SBU. BPO, Technology and Asia Pacific SBUs also expanded profits to around 10.0 billion yen each, establishing multiple profit sources.
Balancing investments and returns	Under our capital allocation policy, steadily executed growth investment. The payout ratio reached 50% and a 20.0 billion yen share buyback was implemented.
Improved capital efficiency	Capital efficiency improved under our capital policy and financial leverage, with ROE reaching 20% and ROIC 18%.

Key Challenges Ahead

Ability to respond to environmental change	Enhancing adaptability and recovery capabilities, while strengthening multi scenario-based management to address changes in the business environment.
Specification and execution of strategies	Accelerating execution and translating growth strategies into action.

*Profit: Adjusted EBITDA

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Our View of the Business Environment and Direction in the Age of AI

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Changes in Japan’s HR Market in the Age of AI

With the advancement of AI utilization, Japan’s HR market is entering a phase of structural change.
Business model transformation and expansion into new markets are key to adapting to this environment.

Opportunity

- **Significant productivity improvement**
  By combining operations with AI,
  outcomes and efficiency will be maximized.
  The use of AI agents will also expand,
  leading to more advanced services.
- **Increased labor mobility and new market creation**
  Job requirements and skills will change,
  driving reallocation and mobility.
  New employment opportunities will also emerge.

Risk

- **Changes in talent demand due to AI substitution**
  In areas where AI substitution progresses,
  talent demand will be reassessed.
  Markets based on traditional demand structures will shrink.
- **Changes in the competitive environment and business models**
  With the spread of AI, the competitive environment and business models will change.
  Without progress in AI implementation and value enhancement, companies risk being phased out.

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PERSOL's Measures in the Age of AI

Viewing changes in the HR market as growth opportunities,
PERSOL will drive business model transformation through the full use of AI.

Business model transformation with AI

Focusing on value creation by leveraging AI for operational efficiency

Employees focus on activities that directly contribute to competitive advantage, such as customer relations, staff follow-up, proposal development, and resolving issues.

Staffing | BPO | Technology | Career | Asia Pacific

Maximizing matching opportunities through collaboration with AI

A drastic increase in the accuracy, speed, and scale of matching, driven by combining our accumulated expertise, human insights, proprietary data, and AI

Staffing | Career

Capturing new demand in areas less exposed to AI substitution

Focusing on Frontline Worker domain* with strong growth potential to address workforce challenges in the age of AI.

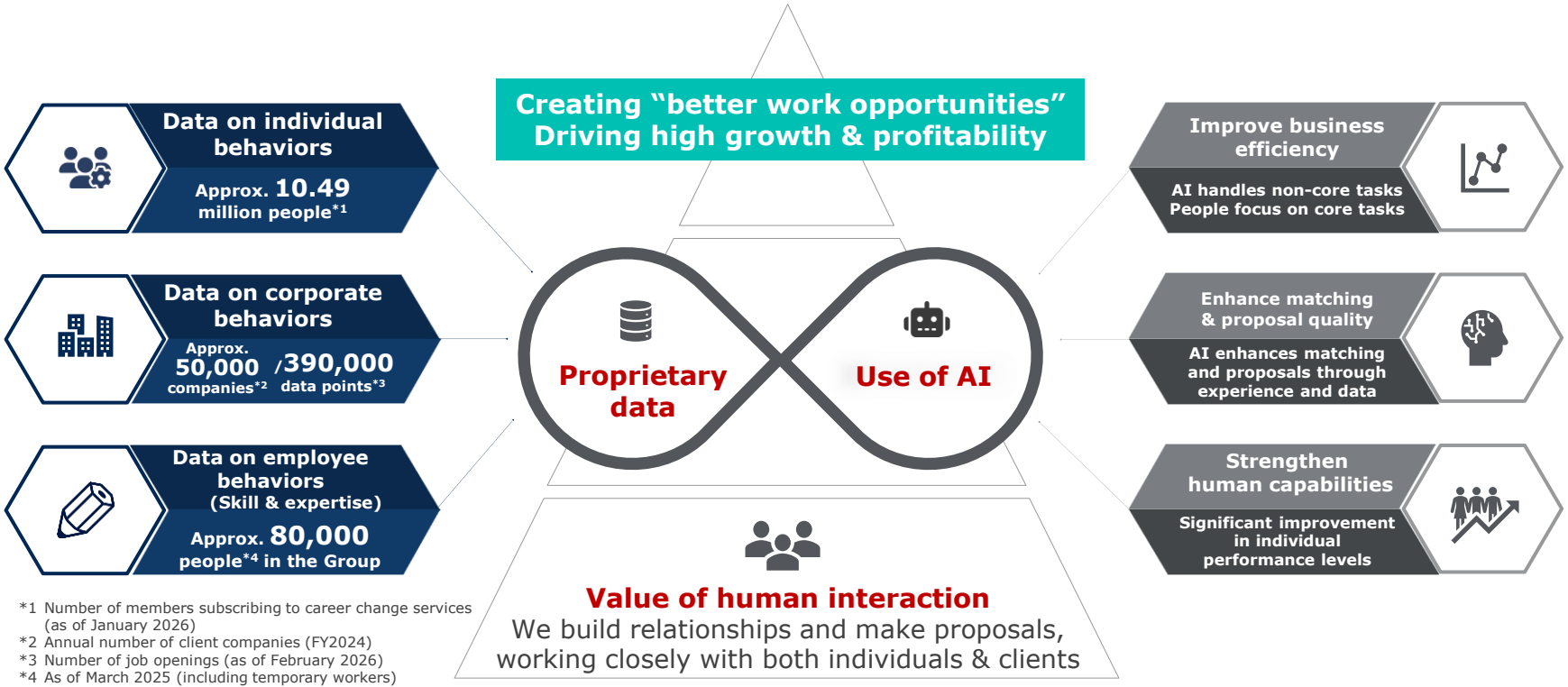
Others

*Details are explained on page 15, "Concept of the Frontline Worker Domain"

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PERSOL's Winning Strategy in the age of AI

By integrating PERSOL's **proprietary data** and **AI** with **the value of human interaction, we will create "better work opportunities" and achieve high growth and profitability.**



*1 Number of members subscribing to career change services (as of January 2026)
*2 Annual number of client companies (FY2024)
*3 Number of job openings (as of February 2026)
*4 As of March 2025 (including temporary workers)

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Mid-term Management Plan FY2028

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Mid-term Management Plan FY2028

Direction of management

Evolving into a technology-driven HR service company

Basic policies

Using AI as a starting point to improve profitability and transform business models

Numerical targets

Growth	Capital efficiency	Shareholder return
Adjusted EBITDA 10% growth (CAGR)	ROIC ≧ 18% ROE ≧ 20%	Dividend payout ratio ≧ 50%

- Diversifying the profit base
- Building a technology-driven transformation foundation

Deliver profitability improvement and drive business transformation for the next stage of growth

Achieving high growth and high profitability

FY2023 -FY2025 Previous Mid-term Management Plan

FY2026 -FY2028 Mid-term Management Plan FY2028

- FY2030

Beyond FY2030

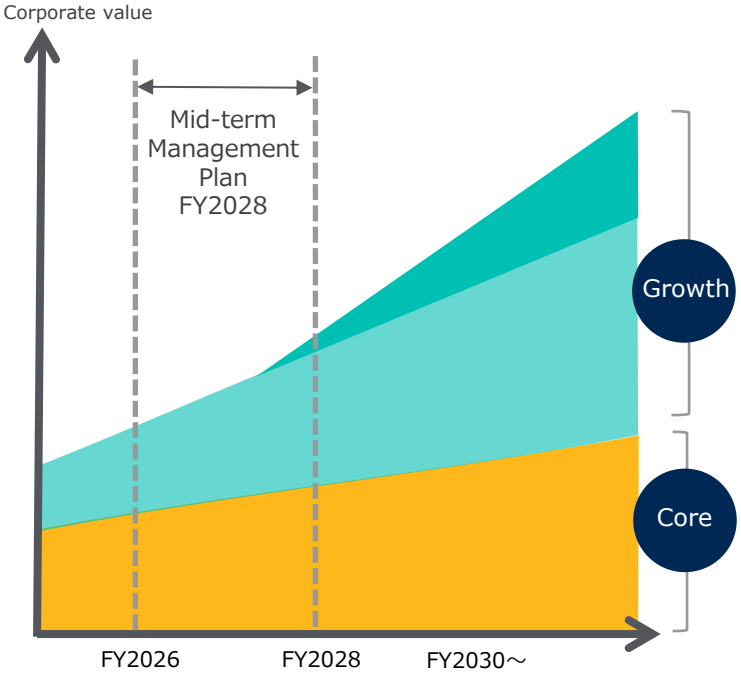
Direction of management: Evolving into a technology-driven HR service company

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Business Positioning to Enhance Corporate Value

Redefining business positioning toward 2030 and beyond,
based on market growth potential and competitive advantage in the AI era

Mid- to long-term corporate value trends (Conceptual Diagram)



Positioning and direction of each business in the Mid-term Management Plan FY2028

R&D FU
Gojob

New domains with strong growth potential

Focusing on the Frontline Worker domain,
leveraging synergies with Gojob and domestic businesses

Career
Technology

Domains with sustained market growth and leverage-enabled transformation upside

Advancing AI model implementation and shifting toward higher value-added domains to drive a high-growth, high-profitability business

Staffing
BPO
Asia Pacific

Domains with moderate market growth

Enhancing a strong profit base through productivity improvements while maintaining stable revenue growth

* The optimization of the business portfolio is a priority for the **Asia Pacific SBU**.

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SBU Strategies under Mid-term Management Plan FY2028

Advancing AI model implementation and shifting toward higher value-added domains to drive a high-growth, high-profitability business

Career

Implementing AI-driven models to leverage the strengths of the placement business

- Enhancing matching quality and productivity through human expertise, proprietary data and AI
- Shifting resources to higher-value (high-income) domains
- Expanding monetization through multi-layered services

Technology

Leveraging advanced technical expertise to accelerate the shift to upstream contract work

- Strengthening upstream domains including AI solutions to increase fees
- Increasing the contract-based business to enhance profitability
- Driving scalable growth, including inorganic expansion

Enhancing a strong profit base through productivity improvements while maintaining stable revenue growth

Staffing

Increasing profitability and market share using human expertise and digital/AI capabilities

- Enhancing staff LTV through optimal human–digital matching
- Improving profitability by solving issues anchored in customer touchpoint data
- Expanding into new domains (e.g., construction, light industrial)

BPO

Enhancing operations and profitability through Human–AI collaboration

- Automating operations and improving productivity through AI
- Enhancing efficiency via business process redesign
- Value enhancement of human resources

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Approach to Frontline Worker Domain

Focusing on the Frontline Worker domain by leveraging and scaling existing assets and models, including R&D FU and GoJob
Capturing new employment demand in the AI era of increasing workforce mobility to achieve strong mid- to long-term growth

Targeted business domain

Frontline Worker domain

Frontline jobs where workers are in charge of onsite operations and contact with customers/users

Why this domain

1 Structural labor shortages

Persistent shortages due to low AI substitution and a declining workforce
(approx. 1.50 million shortage projected by 2035*).

2 Increasing workforce mobility driven by AI

Supporting talent mobility from white-collar domains through infrastructure development

* Sum of the workforce shortage in relevant industries, drawn from the approx. 3.84 million shortfall for all industries projected in PERSOL RESEARCH AND CONSULTING's "Future Projections of the Labor Market 2035"

Resource and model of existing businesses

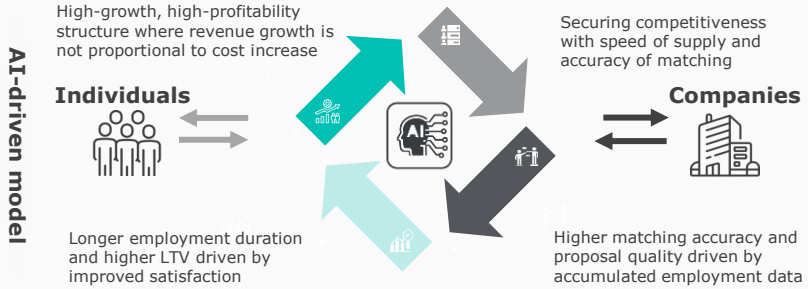
■ **Proprietary assets held by PERSOL**

- Over 10 million individual data and strong brand recognition
- Diverse employment channels (staffing, placement, gig work)

×

■ **Gojob's platform and technology**

AI-driven staffing platform with a proven track record of delivering speed, accuracy, and high customer satisfaction



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FY2028 Targets by SBU

(Billion Yen)

		FY2025 Results	FY2028 Targets	Strategic policy
Staffing	Revenue	**608.0**	**CAGR of around +4%**	Increasing active staff by slightly below 2% through market share expansion Raising prices by slightly above 2% through staff development
	Growth rate	+3.5%		
	Adjusted EBITDA	**34.8**	**Margin of just over 6%**	Improving productivity by transforming business processes by using of AI
	Margin	5.7%		
BPO	Revenue	**143.0**	**CAGR of around +7%**	Expanding revenue through cross-selling and complex projects
	Growth rate	+22.1%		
	Adjusted EBITDA	**10.3**	**Margin of 8%**	Improving gross profit margins by applying AI in contracted operations
	Margin	7.2%		
Technology	Revenue	**124.8**	**CAGR of around +10%**	Sustain double-digit growth through engineer expansion and a shift toward contract-based business
	Growth rate	+8.8%		
	Adjusted EBITDA	**10.1**	**Margin of 10%**	Improve margins by focusing on high-fee domains and contract mix upgrade
	Margin	8.1%		
Career	Revenue	**152.8**	**FY28 YoY+7~10%**	Accelerate revenue growth by lifting conversion with AI models and shifting mix toward the high-income domain
	Growth rate	+5.7%		
	Adjusted EBITDA	**34.9**	**Margin of over 20%**	Improving productivity with AI and optimize marketing efficiency through multi-layered services
	Margin	22.9%		
Asia Pacific	Revenue	**496.3**	The business portfolio is under review	
	Growth rate	+4.3%		
	Adjusted EBITDA	**10.5**		
	Margin	2.1%		
Others	Revenue	**74.6**	Sustain a high revenue growth rate (annual rate slightly above 30%) for Gojob and Sharefull Focusing on Frontline Worker domain and drive segment profitability through portfolio rationalization and monetization of non-core assets	
	Growth rate	+41.8%		
	Adjusted EBITDA	**-0.9**		
	Margin	—		

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Financial Strategy

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Overview of Financial Strategy

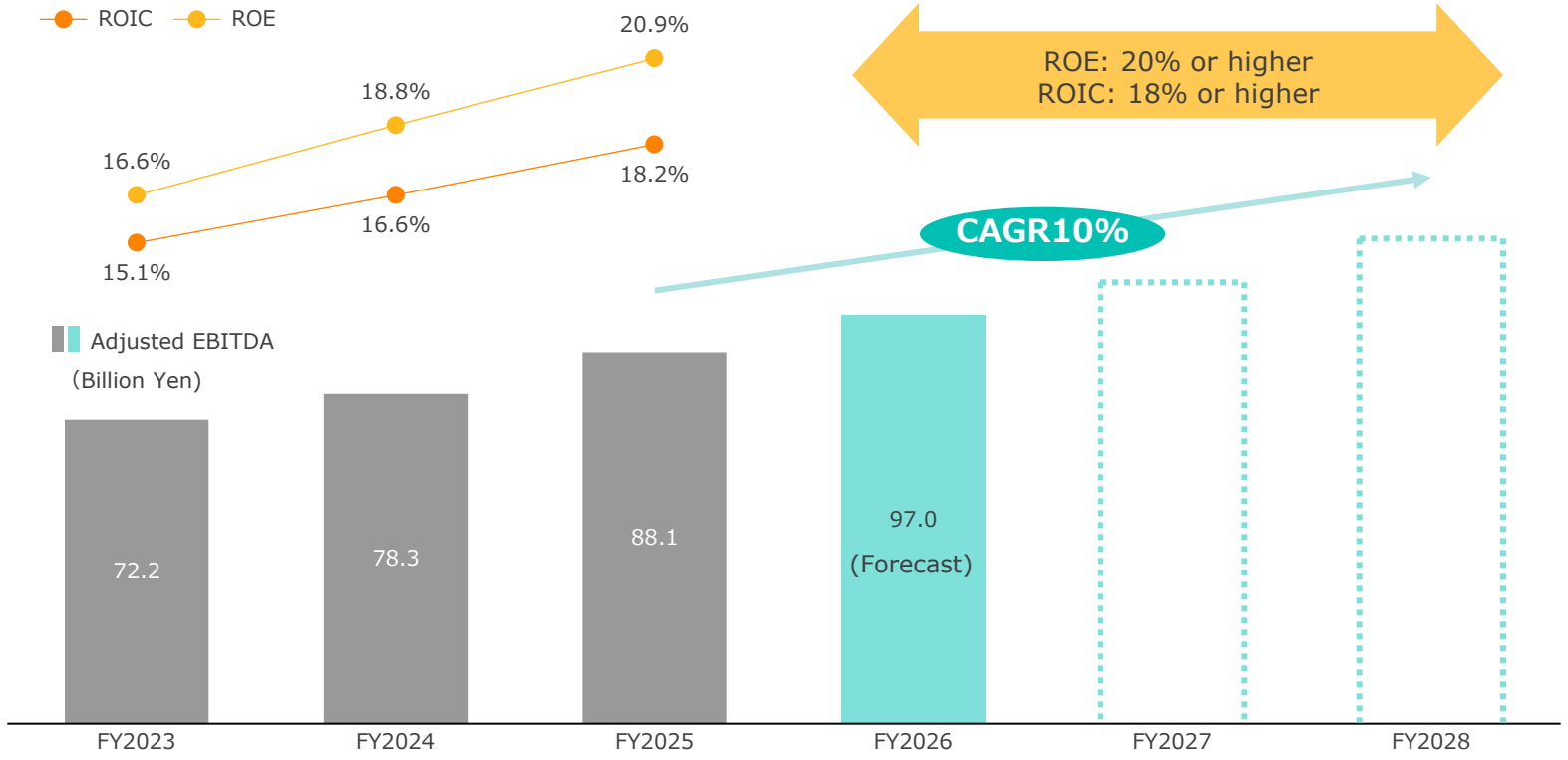
10% adjusted EBITDA growth with improving ROIC and ROE,
supported by balanced capital allocation between growth investment and shareholder returns

Financial Strategy	**Financial indicators**	**Profit growth potential**	**Adjusted EBITDA CAGR of 10%** (10% growth every year, in principle)
		Capital efficiency	**ROIC of 18% or higher, and ROE of 20% or higher** * Assumed cost of capital: 7% to 8% ROIC exceeding the cost of capital is a criterion for the business portfolio
		Financial soundness (normal times)	Net Debt/Equity ratio: 1 or below Net Debt/EBITDA ratio: 2 or below
	Capital allocation		**50:50* allocation between growth investment and shareholder return** * Allocating approx. 180.0 billion yen (3-year total) from after-tax adjusted EBITDA less existing IT investments (Capex)
	Shareholder return		• **Payout ratio: 50% or higher** (of adjusted EPS) Dividends as the primary form of shareholder return **No dividend reduction** in principle, supported by sustained profit growth • **Flexible share buybacks,** considering capital efficiency and investment opportunities

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Financial Indicators

Maintaining both growth and capital efficiency through 10% adjusted EBITDA growth and improved ROIC/ROE

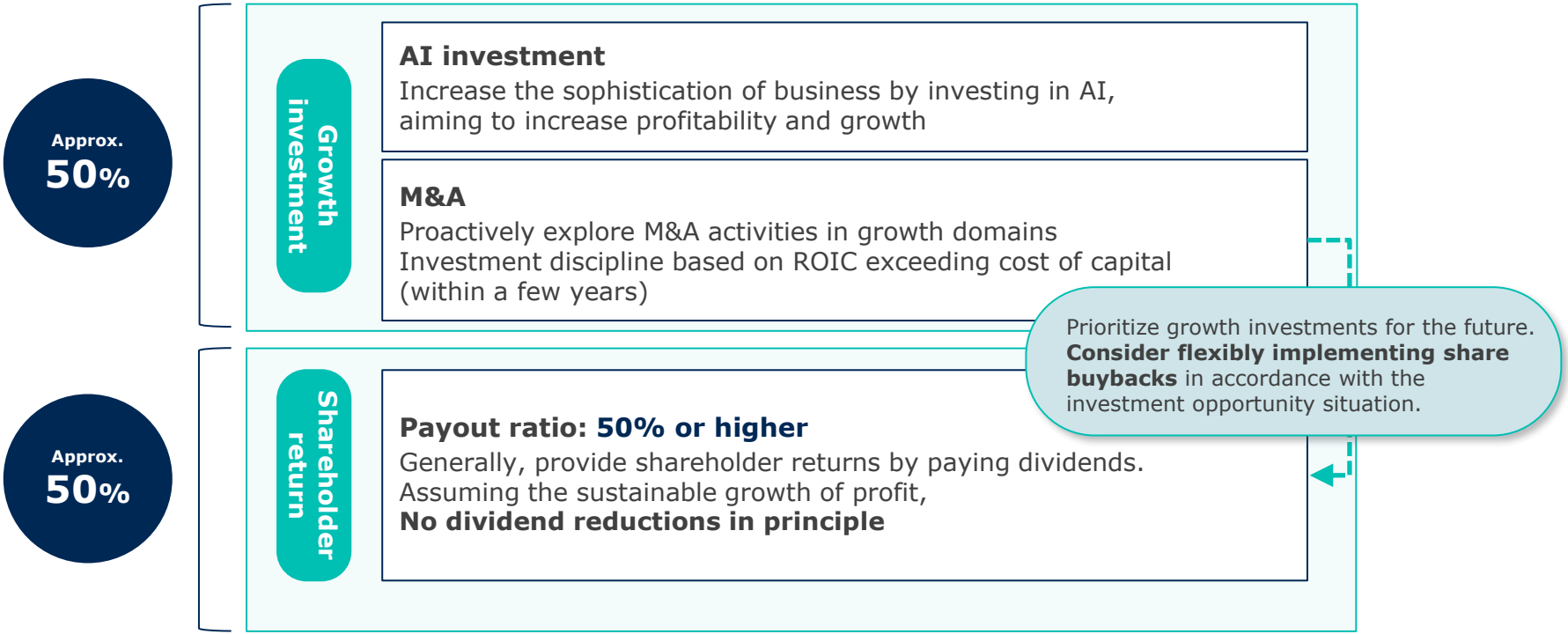


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Capital Allocation Policy

Enhancing shareholder returns through disciplined, return-focused growth investment

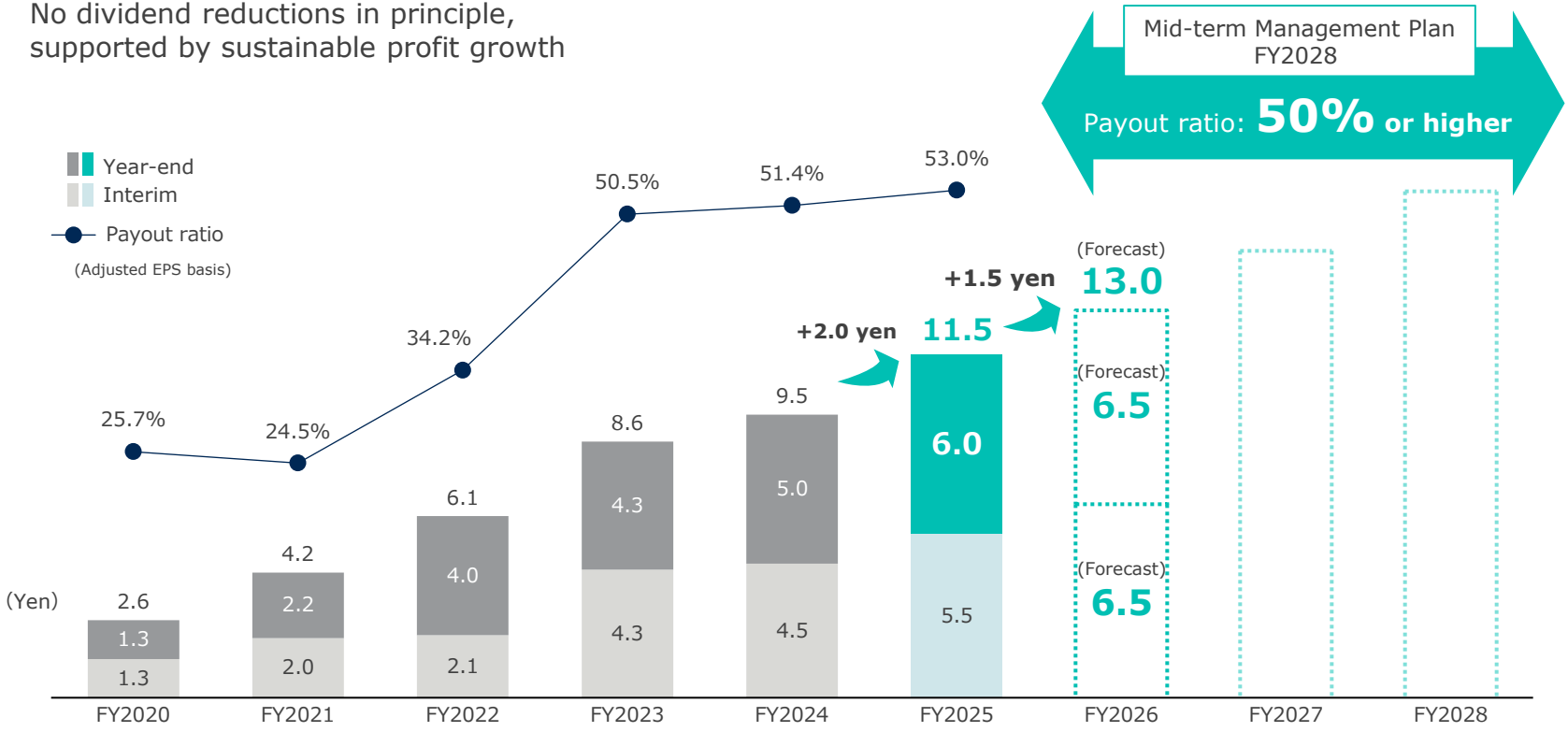
Approx. 180.0 billion yen over three years allocated from after-tax adjusted EBITDA (excluding existing IT Capex of approx. 50.0 billion yen), with a 50:50 split between growth investment and shareholder returns



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Dividend Policy

No dividend reductions in principle,
supported by sustainable profit growth



* Because the Company implemented a 10-for-1 split of its common stock, effective October 1, 2023, values for the amount of dividend per share and adjusted EPS, including values for past fiscal years, were converted by assuming that stock split has been implemented.
* Dividend payout ratio based on earnings per share (EPS) for FY2026 will be 66.3% (forecast).

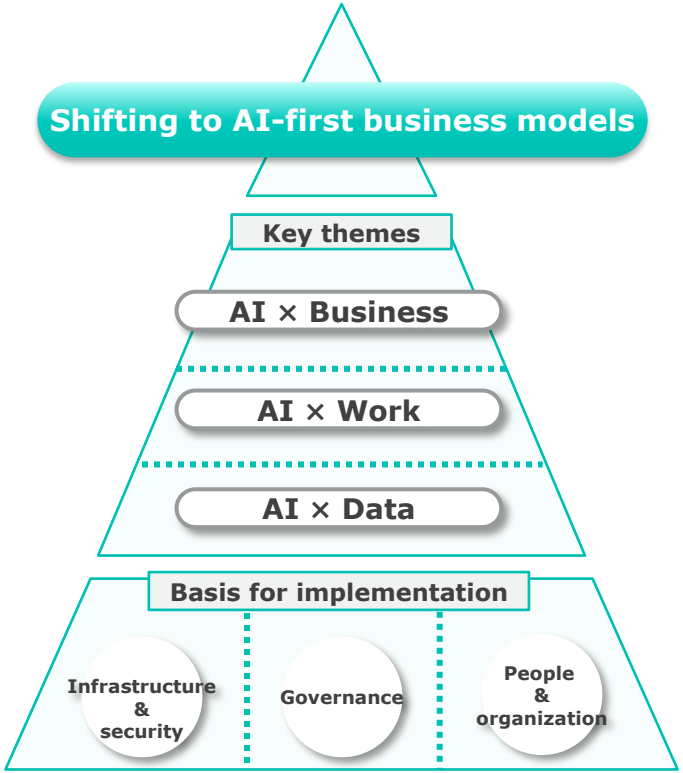
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Technology Strategy

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Technology Strategy

Advancing AI-centric business and operating models (transitioning to an AI-first business model) in response to rapid AI adoption



	Our Approach	Key Success Factors
AI × Business	**Transforming businesses with an AI-first principle** using PERSOL-like AI	● Building a PERSOL-like AI agent ● Linking human resource plans with AI initiatives
AI × Work	**Updating workstyles** by freeing people from non-essential tasks	● Converting AI gains into value-creation time ● Building a culture of working with AI
AI × Data	**Identifying and accumulating differentiated data** as the source of AI agents	● Identifying differentiated data assets ● Enabling both utilization and governance of data
Basis for implementation	Building and updating **basis for supporting priority themes**	● Ensuring both security and convenience ● Promoting global collaboration ● Enhancing talent management

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How AI Transforms Our Business

Using three lenses—automation, competitive advantage, and unique quality—to accelerate AI agent deployment across all processes, tailored to each SBU (The image below applies to Staffing SBU.)

1 Automation

Streamlining **non-core operations** with AI

2 Competitive advantages

Enhancing **core operations** using large-scale data

3 Unique quality

Differentiating PERSOL with AI that reflects **PERSOL-like** behaviors

Scheduling

Shifting people to value-added work only humans can do

"Adjustment of interview schedule has been completed."

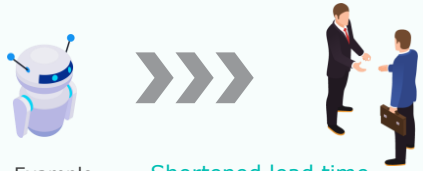


Example impacts
- Labor-saving
- Higher rate of interviews

Matching

Optimal matching at scale and speed

"Compatibility between Mr. A and Company X is 92%."



Example impacts
- Shortened lead time
- Higher contract conversion

Follow-up support for staff

Improving customer satisfaction through proactive needs identification

"Follow-up support is recommended to be provided for Ms. A tomorrow."



Example impacts
- Higher retention
- Improved performance

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Human Resources Strategy

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Human Resources Strategy

Enhancing Career Well-being for employees and temporary staff, while strengthening human and organizational capabilities to enable value creation with AI

Human resource portfolio reform	● Using AI to improve labor productivity ● Building the human resource portfolio in response to the transformation of business
Employee skill development	● Defining the roles of managers and the capabilities of employees who collaborate with AI ● Supporting managers' and employees' ownership of their careers and their development of skills
Improving Career Well-being	● Continuing efforts to improve employee engagement ● Continuing to support our temporary staff* to enhance their loyalty to PERSOL ● Supporting diverse human resources in playing active roles

* Temporary staff employed via PERSOL

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Announcement of IR Day 2026

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Announcement of IR Day 2026

Event overview	**Date & time**	■**Monday, July 6, 2026, 10:00 a.m.–12:00 p.m. (JST)** Presentation and Q&A
	Theme	■Mid-term Management Plan FY2028: SBU Strategy
	Event format	■Online (simulcast in Japanese and English)
	To whom	■Institutional investors and analysts (To be disclosed on our website at a later date)
	Speakers	Taro Mineo, Executive Officer CSO Yuta Tsuge, Executive Officer CIO/CAIO Kazunari Kimura, Executive Officer Staffing SBU Lead Kazuyuki Ichimura, Executive Officer BPO SBU Lead Shinji Masaki, Executive Officer Technology SBU Lead Yu Senoo, Executive Officer Career SBU Lead

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Strategies by SBU

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Staffing SBU

Key objectives under Mid-term Management Plan FY2028:

Achieving market share growth and improved profitability through business model transformation that integrates human and digital technology

Strategy	• Improving staff LTV through the proposals for high-paying positions by leveraging **optimal matching that combines human strengths with digital technology** • Improving profitability through **staff development and resolving customer issues** based on information from customer interactions (staff evaluations and sales activity data) • Expanding market share by **developing new sector** such as construction and light industrial
KGI (FY2028)	**Adjusted EBITDA margin of just over 6%**
Our view of the market	• Demand for staff **with advanced digital skills** such as AI is growing • Competitive advantage will depend on enhancing value **by staff development and job design** • **Intensifying labor shortages** in sectors such as construction and light industrial
Competitive advantages	• **Strong brand power** of TEMPSTAFF (high satisfaction and brand recognition across individuals and corporate clients) • **Trusted business** base built over 50 years (accumulated customers, staff, data) • **Ongoing value creation** through comprehensive staff support and corporate feedback

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BPO SBU

Key objectives under Mid-term Management Plan FY2028:

Shifting from labor-intensive models by combining human expertise with AI to improve profitability

Strategy	• **Driving business automation** through AI-powered operations, significantly improving process productivity • Redesigning business processes with AI, **shifting human value from "execution" to "design and improvement."**
KGI (FY2028)	**Adjusted EBITDA margin of 8.0%**

Our view of the market	• Demand for productivity improvement and **labor-saving solutions will increase in BPO** • AI substitution will expand in routine tasks, and **labor-intensive models will shrink** • Demand for BPO providers **leading business transformation** will increase	**Competitive advantages**	• Deep understanding of customer processes enables **highly accurate automation** • Workforce of approx. **5,000 professionals** covering process design, implementation, operations, and improvement • Continuous business transformation and value creation enabled through **long-term engagement in client processes**

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Technology SBU

Key objectives under Mid-term Management Plan FY2028:

Sustaining high growth while improving profitability through a shift to high-value-added domains

Strategy	• Driving higher value through **"manufacturing × digital" synergy** • Improving productivity with an **AI-enabled engineering workforce** Advancing both to sustain high growth and improve profitability
KGI (FY2028)	**Revenue growth rate (CAGR) of +10%** **Adjusted EBITDA margin of 10%**

Our view of the market	• The engineer staffing and contract market will continue to grow, supported by **structural engineer shortages** • As AI adoption advances, demand is shifting from downstream to upstream processes, **driving demand for high value-added solution services**	**Competitive advantages**	• **Broad portfolio** covering manufacturing design and testing to IT, IoT, and security • **End-to-end capabilities** from consulting to implementation • **Strong domain expertise** rooted in on-site experience and industry specialization

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Career SBU

Key objectives under Mid-term Management Plan FY2028:

Implementing an AI model in the placement business to shift to a high growth and profitability business structure

Strategy	• Upgrading matching with **human expertise, proprietary data, and AI** to deliver high productivity and reduce headcount dependence • Deepening customer relationships through **multi-layered services and strengthening the high-income segment**
KGI (FY2028)	**Revenue growth rate of 7-10% YoY** **Adjusted EBITDA margin of 20% or higher**
Our view of the market	• **Selective hiring is expected to continue** over the next 2–3 • **Demand for high-income** talent will remain strong • Mid- to long-term **demand for job transition and career support will grow** amid labor shortages, higher job mobility, and increasing agency-led job changes
Competitive advantages	• doda's **high brand recognition** and ability to attract customers • **Multi-layered model** spanning placement, media, and side jobs/freelancers • Differentiated insight and **proprietary data** built through human-in-the-loop operations across services

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Appendix

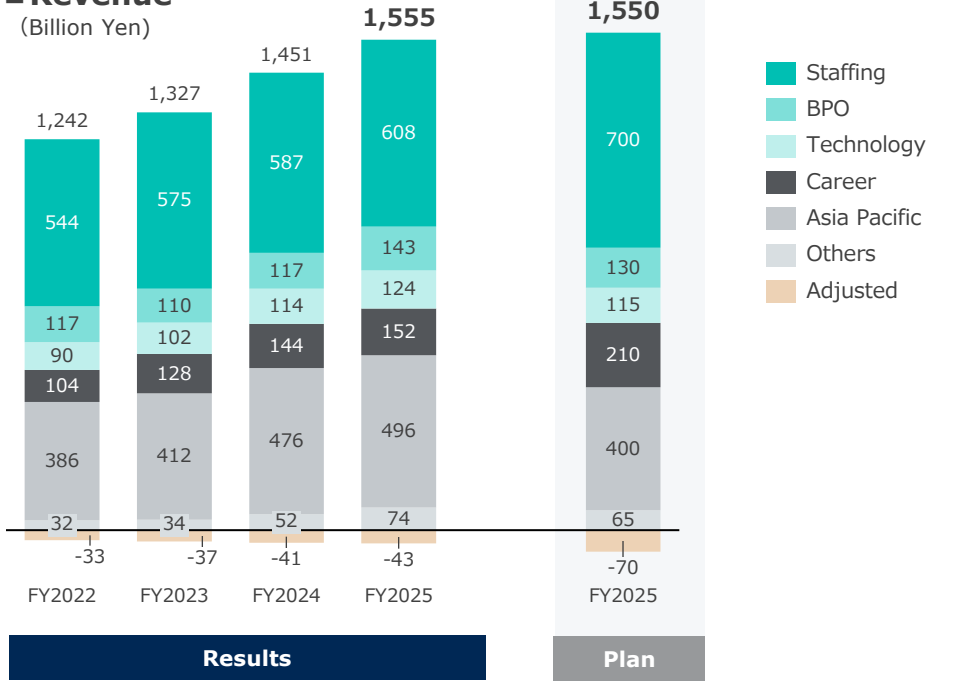
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SBU Performance of the Previous Mid-Term Plan（FY2023-FY2025）

Revenue targets achieved, supported by M&A.
Adjusted EBITDA missed the target but reached over 10% growth in the final year.
Career SBU's EBITDA grew significantly despite missing targets, becoming a key profit driver alongside Staffing SBU.

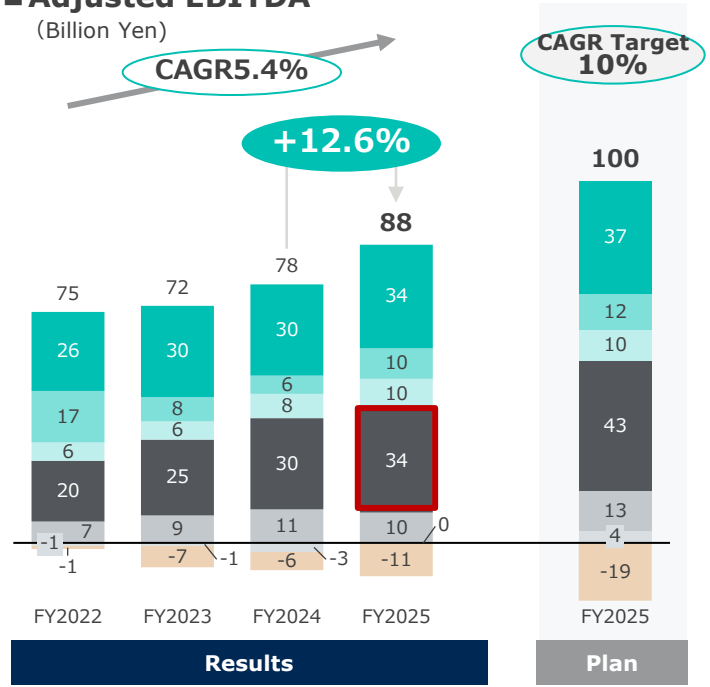
■ **Revenue**

(Billion Yen)



■ **Adjusted EBITDA**

(Billion Yen)



■Impact of M&A and Business Transfers
* Transfer of business from Staffing SBU to Others: FY2025 revenue of 12.4 billion yen, adjusted EBITDA of 0.05 billion yen
* Acquisition of CSL by BPO SBU: FY2024 revenue 4.0 billion yen, adjusted EBITDA of 0.4 billion yen; FY2025 revenue of 23.2 billion yen, adjusted EBITDA of 1.5 billion yen
* Acquisition of Gojob by Others: FY2025 revenue of 21.7 billion yen, adjusted EBITDA of 0.3 billion yen

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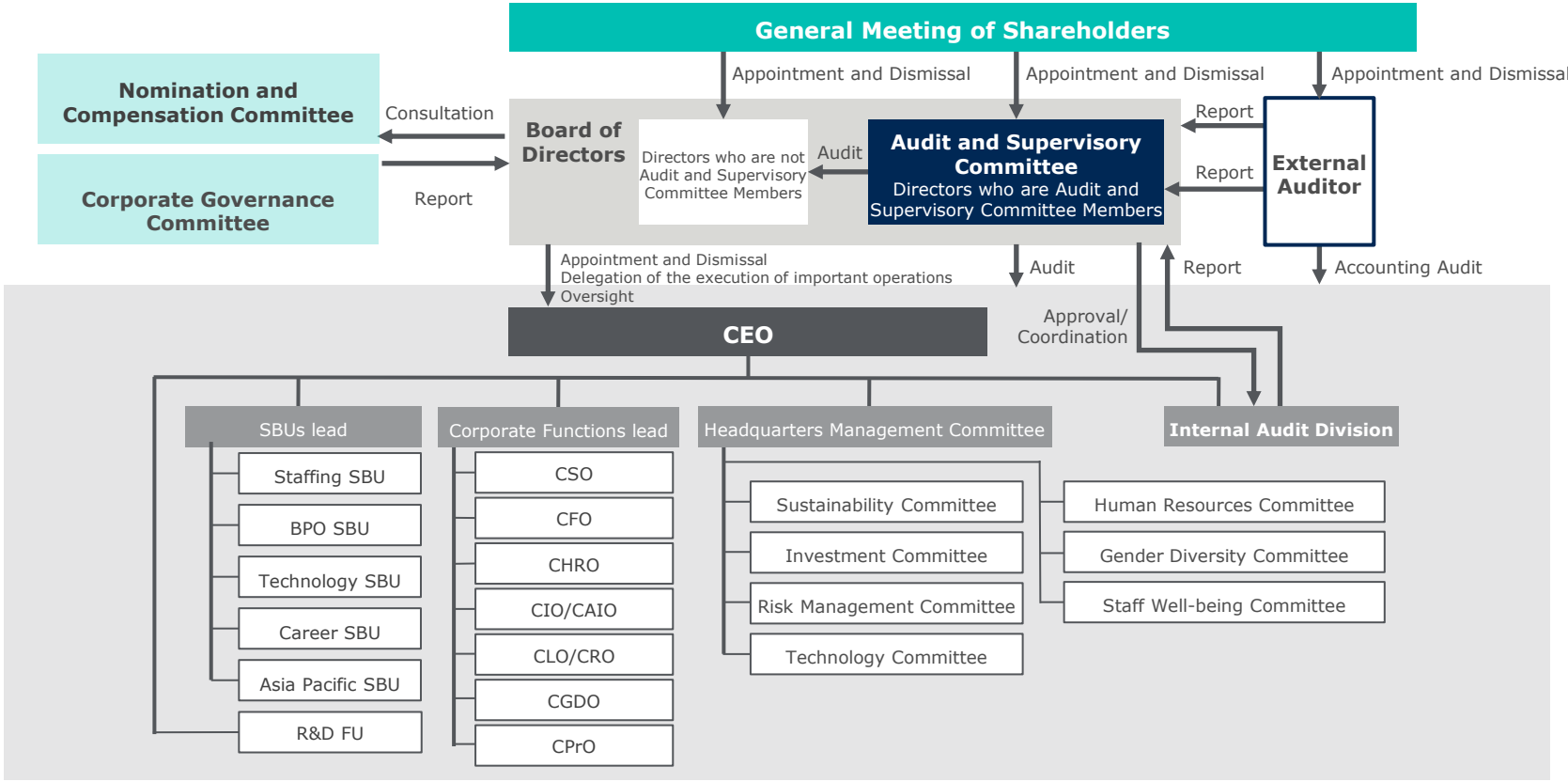
Materialities (KPIs and Targets)

		Overview	KPIs for Materiality Initiatives	FY28 Targets	FY30 Targets
Solving social issues through business	1. Creating Work Opportunities	Expand the possibilities of 1 million "workers" by 2030 and create flexible and sustainable "better working opportunities"	Number of people who gained access to better working opportunities	700,000 people	1,000,000 people
	2. Providing learning opportunities	By providing learning opportunities, we empower individuals to expand their potential and contribute to improving the overall quality of the workforce.	Number of participants and number of trainees	220,000 people	230,000 people
	3. Increasing Productivity at Companies	By providing services that contribute to improving productivity, we will contribute to improving the efficiency of corporate activities and solving labor shortages.	Sales of services related to "improving corporate productivity"	480 billion yen	560 billion yen
Foundation for Sustainable Growth	4. Active Roles of Diverse Personnel	Contribute to the realization of the Group Vision by fostering a corporate culture that takes advantage of diversity and improving the environment.	(1) Engagement score (2) Ratio of female executives (3) Ratio of female managers (4) Percentage of male employees taking childcare leave	(1) 73.5% (2) －　(3) 32.6% (4) 78%	(1) 75% (2) 30% (3) 34.2% (4) 85%
	5.Strengthening Data Governance	By further strengthening data governance, we aim to improve the user usage environment and strengthen competitiveness	Advance data governance (overall privacy and security) (1) Advancement of privacy governance (2) Strengthening security measures	(1) Combining AI Utilization with Privacy Protection (2) Advancement and automation of security functions using AI and other tools	－
	6. Respect for Human Rights	As a responsible company, we will promote initiatives in line with international norms to reduce human rights risks and contribute to the realization of a better society	Promotion of Human Rights Due Diligence	Establishment of human rights due diligence in priority areas	Stable operation and continuous advancement of human rights due diligence
	7. Response to Climate Change	In addition to working to achieve net zero, we will contribute to the realization of a decarbonized society through environment-related (GX) human resources services, etc.	(1) Scope 1 + Scope 2 emissions reduction rate (2) Scope3 emission reduction rate *Base year for both(1),(2): FY2024	* Set during FY26	* Set during FY26 (FY35: (1) 62% (2) 38%) (FY50: (1) 90% (2) 90%)

Materiality was consolidated into seven key areas.

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Overview of Corporate Governance



SBU＝Strategic Business Unit、FU＝Function Unit、CEO＝Chief Executive Officer、CFO＝Chief Financial Officer、CSO＝Chief Strategy Officer、CHRO＝Chief Human Resources Officer、CIO/CAIO＝Chief Information Officer/Chief AI Officer、CLO/CRO＝Chief Legal Officer/ Chief Risk Officer、CGDO＝Chief Gender Diversity Officer、CPrO＝Chief Productivity Officer

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Governance Structure and Skill Matrix

Name/Position/Gender			Composition of the Committee			Skills that members of the Board should have (knowledge, experience, and abilities)						
			Supervisory Committee	Nomination and Compensation Committee	Corporate Governance Committee	Corporate Management	Innovation / Technology	Career Well-being / Human Capital Management	Internationality	Risk Management/ Legal Affairs	Finance / Accounting	Sustainability
Masamichi Mizuta	Chairperson of the Board	Male		●	●	●		●				●
Takao Wada	Representative Director, President and CEO	Male				●		●				●
Masaki Yamauchi	Independent Director	Male		●	**Chairperson**	●	●	●				
Kazuhiro Yoshizawa	Independent Director	Male		**Chairperson**	●	●	●	●				
Debra A. Hazelton	Independent Director	Female			●			●	●		●	
Satoshi Murabayashi	Independent Director	Male		●		●	●				●	
Chisa Enomoto	Independent Director Member of Supervisory Committee	Female	●						●	●		●
Kazuhiko Tomoda	Independent Director Member of Supervisory Committee	Male	**Chairperson**		●	●				●	●	
Tomoko Sugaya	Independent Director Member of Supervisory Committee	Female	●			●		●			●	

Percentage of female directors	**33%(3/9)**

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ESG Index Inclusion and External Recognition

* As of April 2026

ESG Index Inclusion

FTSE4Good

FTSE JPX Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2026

External Recognition

DX Stocks 2026
Digital Transformation

DX Stocks 2026
(Digital Transformation Stocks)

2026
健康経営優良法人
KENKO Investment for Health
大規模法人部門

Health & Productivity Management Outstanding Organization 2026
(Large Enterprise Category)

SX Brand 2025

SX Brands 2025
(Sustainability Transformation)

Source: https://www.persol-group.co.jp/en/sustainability/evaluation/

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Disclaimer

The statements concerning PERSOL HOLDINGS’s future business performances in this material such as earnings forecasts are based on information available as of the date of this material’s disclosure and certain assumptions deemed to be reasonable by PERSOL HOLDINGS, and do not mean that PERSOL HOLDINGS promises to achieve these figures. Actual results may differ materially from the statements due to a variety of factors.

The figures and indicators included in this material have been released to facilitate an appropriate understanding for business results and financial status of PERSOL Group. Kindly note that not all the figures and indicators have been subjected to audit and review by external auditors.

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