

Dialogues with Shareholders and Investors in FY2022

PERSOL HOLDINGS CO., LTD.

1. Overview

Our Board set forth the "Policy for Constructive Dialogue with Shareholders and Investors" and is actively promoting dialogue with shareholders and investors with the aim of driving sustainable growth and enhancing our corporate value in the medium- to long-term .

Throughout FY2022, we exchanged opinions with shareholders and investors by individually visiting analysts and institutional investors, in addition to the General Meeting of Shareholders and financial results briefings (held quarterly). The contents of these discussions were conveyed to the Board and the Headquarters Management Committee (the "HMC") on a quarterly basis to discuss measures for enabling management focusing on capital cost and share price.

2. Main points of contact involved in dialogue with shareholders and investors

A contact point was set up within the Group Finance Division, and directors (including independent directors), executive officers, and the Head of the Finance Division attended meetings with shareholders and investors.

Among others, the Representative Director, President and CEO was the main speaker at the General Meeting of Shareholders and at the quarterly financial results briefings. In response to requests from shareholders and investors, he also routinely gave individual interviews.

The CFO, the executive officer in charge of finance, together with the Head of the Finance Division communicated continuously not only with institutional analysts and fund managers, but also with ESG officers and proxy voting officers to gain their trust in the Company and their justified evaluation of the Company.

3. Overview of shareholders and investors with whom dialogue was held

In FY2022, we mainly engaged in dialogue with domestic and overseas institutional investors. Although most of the dialogue was with active (fund) managers, we plan to increase opportunities for dialogue with passive (fund) managers via the provision of ESG information and other means. There was no difference in dialogue opportunities by investment style (growth/value/dividend-oriented, etc.).

On the institutional investors side, the main responders have been analysts and fund managers, but opportunities for dialogue with ESG officers and proxy voting officers are also increasing. We also plan to promote more in-depth discussions in cooperation with our internal department specializing in ESG.

In FY2023, we also plan to participate in events for individual shareholders and investors. We intend to increase opportunities for dialogue with individual shareholders and investors by participating in large-scale events such as the Nikkei IR Individual Investor Fair 2023 and briefings for individual investors hosted by securities companies and the media.

4. Main themes of the dialogue and issues of interest to shareholders and investors

We received many questions from shareholders and investors about our growth potential in light of the changes in the working environment, such as the “prolonged working period due to the arrival of the ‘100-years of life era’” and “the evolution of technology and AI.” In response to these questions, we explained that we will design a cycle of corporate activities and social contribution as our value creation story to provide more value than ever before and achieve business growth.

Given that our business model tends to have a high level of liquidity on hand, we have received suggestions and advice from several shareholders and investors regarding the importance of cash allocation, shareholder returns, and capital efficiency.

5. Feedback of shareholder and investor opinions and concerns identified through dialogue

We minute and record the results of interviews and meetings with shareholders and investors. The content of the dialogue is conveyed to the Board and the HMC on a quarterly basis and discussed at meetings as needed. Matters of high importance or those that require a prompt response are reported to the Representative Director, President and CEO and other executive officers in charge on a case-by-case basis for appropriate action without having to await the next reporting opportunity.

6. Items incorporated based on dialogue and subsequent feedback

In particular, the Board and the HMC discussed the comments received from several shareholders and investors regarding the importance of cash allocation, shareholder returns, and capital efficiency.

Specifically, in order to increase our corporate value, we have decided to adopt the coexistence of growth and capital efficiency as our basic management policy, and to pursue an optimal capital structure and enhance the sophistication of investment decision-making, as well as to emphasize the diversification of our shareholders and improve share liquidity. In addition, we have decided to increase dividends because we believe it is possible to balance investment in growth and shareholder returns, given that the business environment has recovered more quickly than expected since the COVID-19 epidemic and we expect strong demand for hiring human resources in Japan and overseas in the future, and our current financial situation is stable. Furthermore, we

have deepened our discussions on capital efficiency and decided to make ROIC one of the KPIs in the financial strategy of the “PERSOL Group Mid-term Management Plan 2026.”

We will continue to promote constructive dialogue with our shareholders and investors with the aim of driving sustainable growth and enhancing our corporate value over the medium to long term. We will also proactively disclose the specific details of such dialogue.

End
