



IR DAY 2026

Mid-term Management Plan FY2028: SBU Strategy

PERSOL HOLDINGS CO., LTD.

July 6, 2026

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IR DAY 2026

**Mid-term Management Plan
FY2028**

Taro Mineo

Executive Officer CSO

July 6, 2026

PERSOL HOLDINGS

Executive Officer CSO

Taro Mineo

Career profile

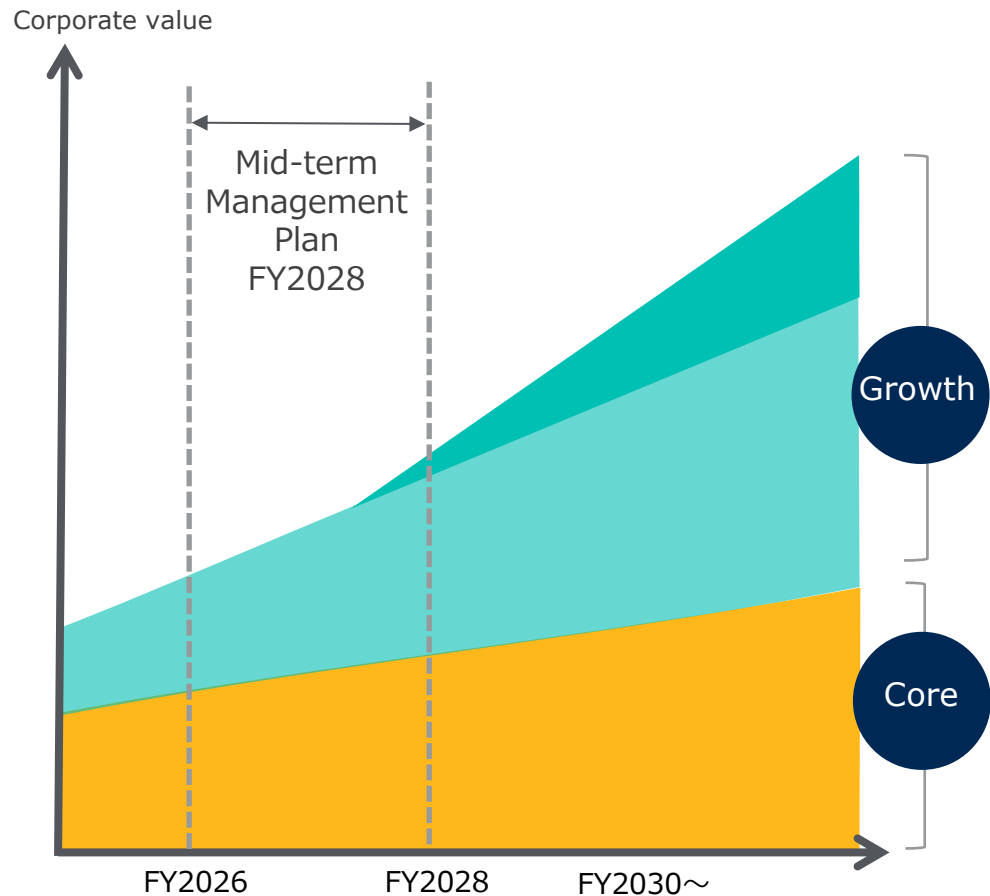
- 1994: Joined Intelligence, Ltd. (current PERSOL CAREER CO., LTD.)
Driving growth in businesses such as IT consulting, outsourcing, placement, and job recruitment media
- 2016: Appointed Representative Director and President at Intelligence, Ltd. (current PERSOL CAREER CO., LTD.)
While driving business expansion and leading the management of more than 10 companies, he also contributed to the healthy development of the market as a board member of an industry association
- 2022: Appointed Executive Officer CSO at PERSOL HOLDINGS CO., LTD.
Leading management strategy development, sustainability promotion, and branding enhancement



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

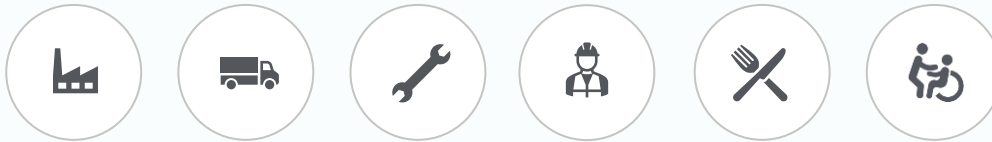
* The optimization of the business portfolio is a priority for the **Asia Pacific SBU**.

The Frontline Worker Market as PERSOL Group's Next Growth Portfolio

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

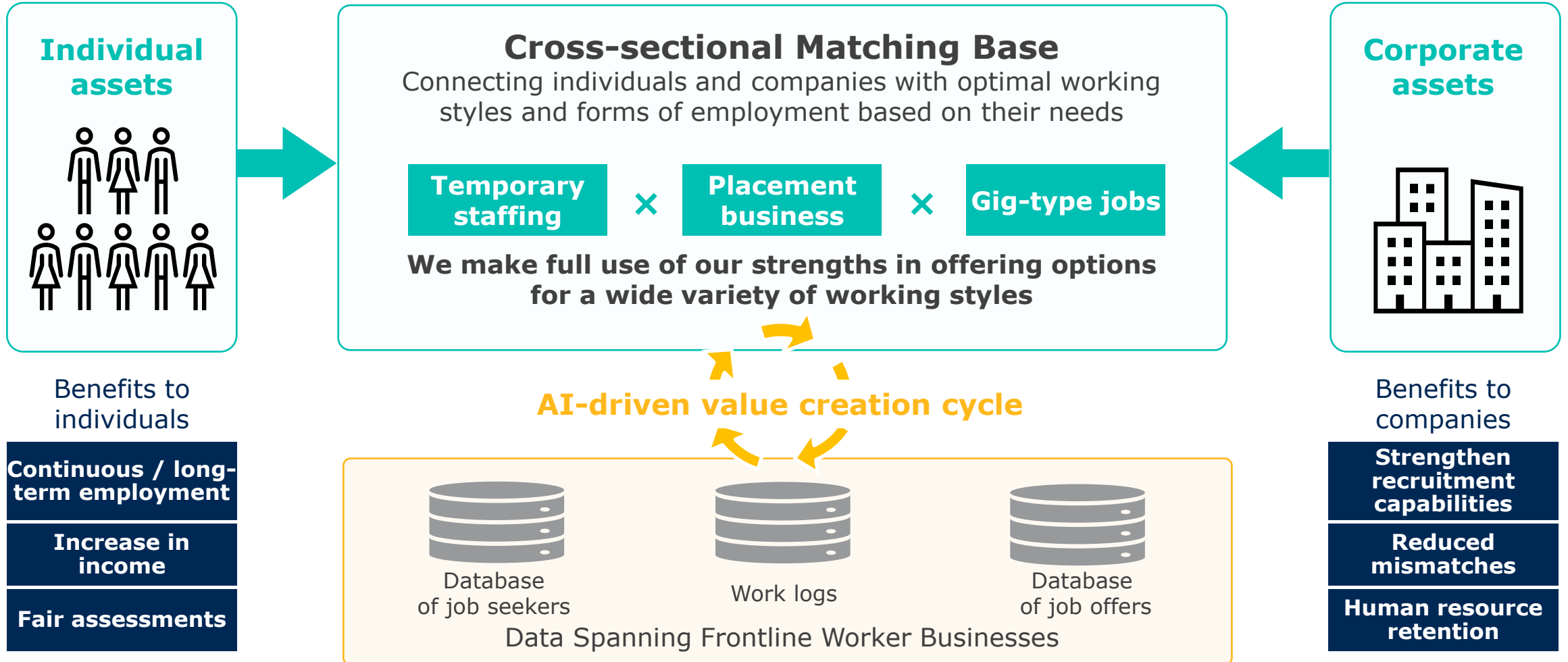
* Sum of the workforce shortage in relevant industries, drawn from the approx. 3.84 million shortfall for all industries projected in PERSOL RESEARCH AND CONSULTING'S "Future Projections of the Labor Market 2035"

A Frontline Worker Platform Leveraging PERSOL's Strengths



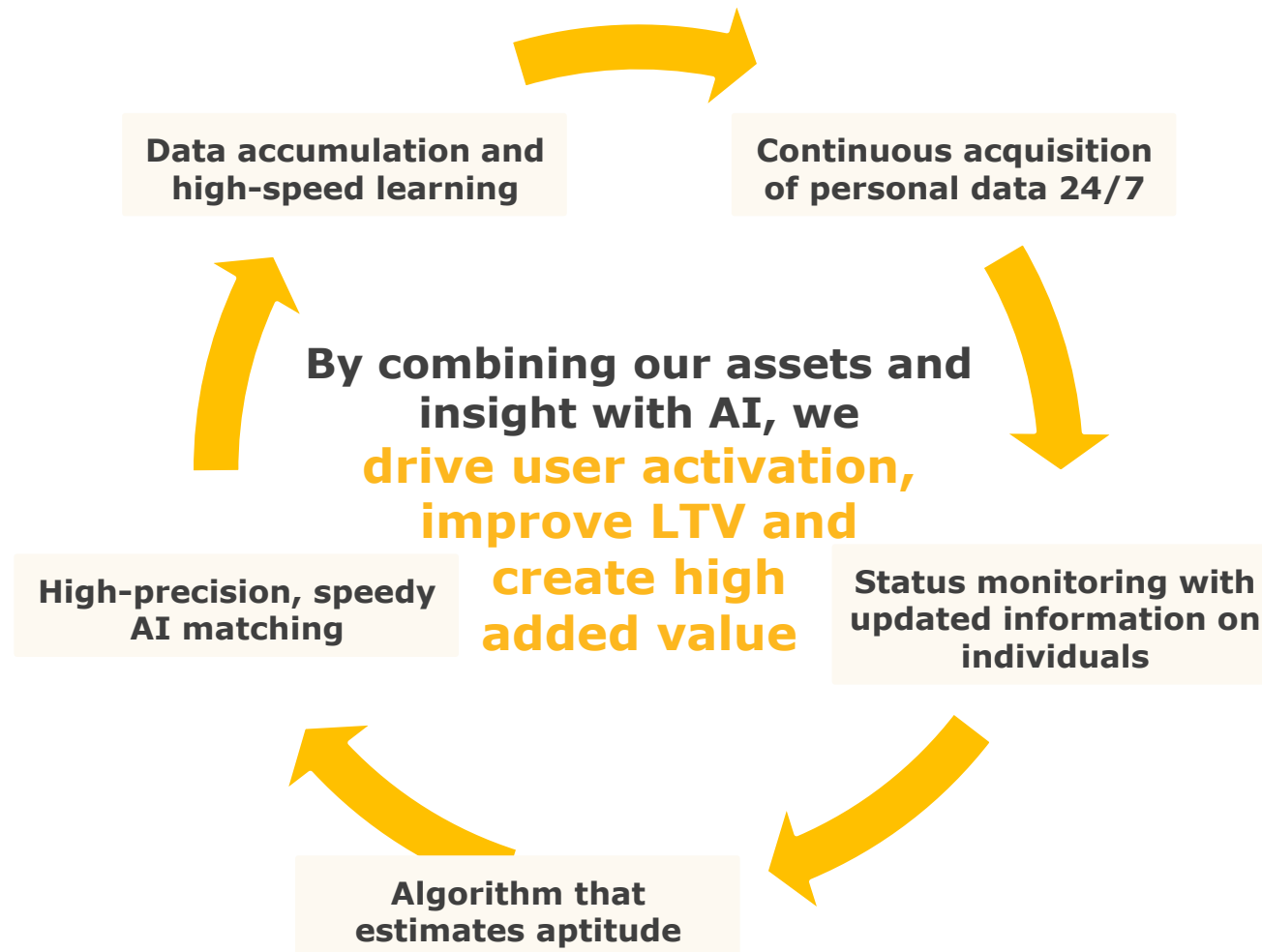
We integrate our existing customer and talent bases, deep on-site insights and multiple HR service functions with AI and data to expand the value we deliver.

In addition to short-term talent acquisition, we provide value by supporting workforce planning for companies while creating career opportunities for individuals.



AI-driven value creation cycle

AI continuously collects individual data and monitors real-time situations, enabling automated and continuous delivery of optimal career-aligned recommendations without human involvement.



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Career SBU

Yu Senoo

Executive Officer Career SBU Lead

July 6, 2026

PERSOL HOLDINGS

Executive Officer Career SBU Lead

Yu Senoo

Career profile

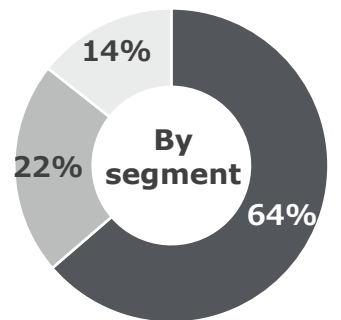
- 2000: Joined Intelligence, Ltd. (current PERSOL CAREER CO., LTD.)
- 2010: Executive Officer at Intelligence, Ltd. (current PERSOL CAREER CO., LTD.)
- 2015: Director at Tempstaff Technologies Co., Ltd. (current PERSOL CROSS TECHNOLOGY CO., LTD.)
- 2016: Director at Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2017: Representative Director and President at PERSOL TECHNOLOGY STAFF CO., LTD. (current PERSOL CROSS TECHNOLOGY CO., LTD.)
Executive Officer at Temp Holdings Co., Ltd. (current PERSOL HOLDINGS CO., LTD.)
- 2018: Director and Executive Officer at PERSOL CAREER CO., LTD.
- 2022: Executive Officer Career SBU Lead at PERSOL HOLDINGS CO., LTD.
Representative Director and President at PERSOL CAREER CO., LTD.



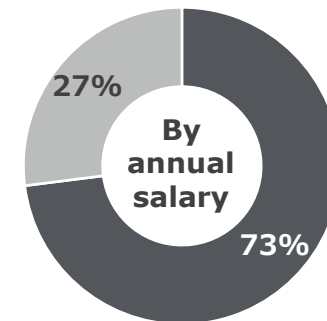
Basic Information About the Career SBU

	Placement	Job recruitment media	Others
Main business	Placement business for experienced personnel (junior, mid-career, high-income and executive-level personnel)	<ul style="list-style-type: none"> Job postings Direct recruiting 	Side job, freelancer support
Main brands	doda ⁺ doda X	doda ⁺ doda ダイレクト	HiPRO by doda ⁺
Revenue model	Revenue is generated based on the theoretical annual income and rate when a job seeker has joined a company (performance-based compensation)	<ul style="list-style-type: none"> Job postings: Revenue is generated based on the plan when a job ad has been posted (pre-billing) Direct recruiting: Multiple billing systems (subscription, performance-based, usage-based) 	When a company recruits (contracts) professional human resources, part of the monthly compensation or a certain amount determined based on the duration of the contract is earned as a fee (recurring-type billing)

Revenue composition (FY2025 results)



- Placement
- Job recruitment media
- Others



- Below 6 million yen
- 6 million yen and above

*Annual salary ranges are based solely on the placement business and internal database.

Our Market View and Competitive Advantages

Our understanding of the market

- Over the next two to three years, the tendency of companies' **selective hiring will continue**
- **Human resources in the high-income group** who can be immediately useful **will continue to be in high demand**
- Over the mid- to long-term, in addition to the insufficient working population, **there will be an increase in job transition and career support demand**, reflecting rising job turnover rates and an increase in job transitions through private sector employment agencies
- **Mobility of human resources** between industries and between job types **will accelerate** due to the progress of AI utilization.

■ Our Analysis of the Impact of AI

Q: With matching and other tasks becoming automated due to AI advances, won't the value of placement business agents as intermediaries be diminished?

A: While the use of AI will help streamline recruitment processes, only human can provide decision-making support for both job seekers and hiring companies, and we believe the value in being an intermediary will shift accordingly. In addition to amassing a huge volume of matching data to date, we leverage proprietary data such as career aspirations and insight into corporate culture to achieve advanced matching powered by "Human × AI".

Q: With advancements in AI, won't there be a decline in demand for white-collar job offers, and lead to a particular decline in the placement market for the majority group, which is the core market for PERSOL?

A: While demand for white-collar hiring will continue to vary by occupation, industry, and company size, overall demand in the talent market is expected to expand over the medium to long term, supported by structural talent shortages. Against this backdrop, we will capture strong hiring demand, particularly in the high-income group.

Competitive advantages

- doda's high **visibility and ability to attract individuals**
- **A multi-layered service structure** combining the placement, job recruitment media, and side jobs/freelancers
- Insight data obtained through human involvement and **proprietary data** developed across services

Things to Be Achieved under Mid-term Management Plan FY2028

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

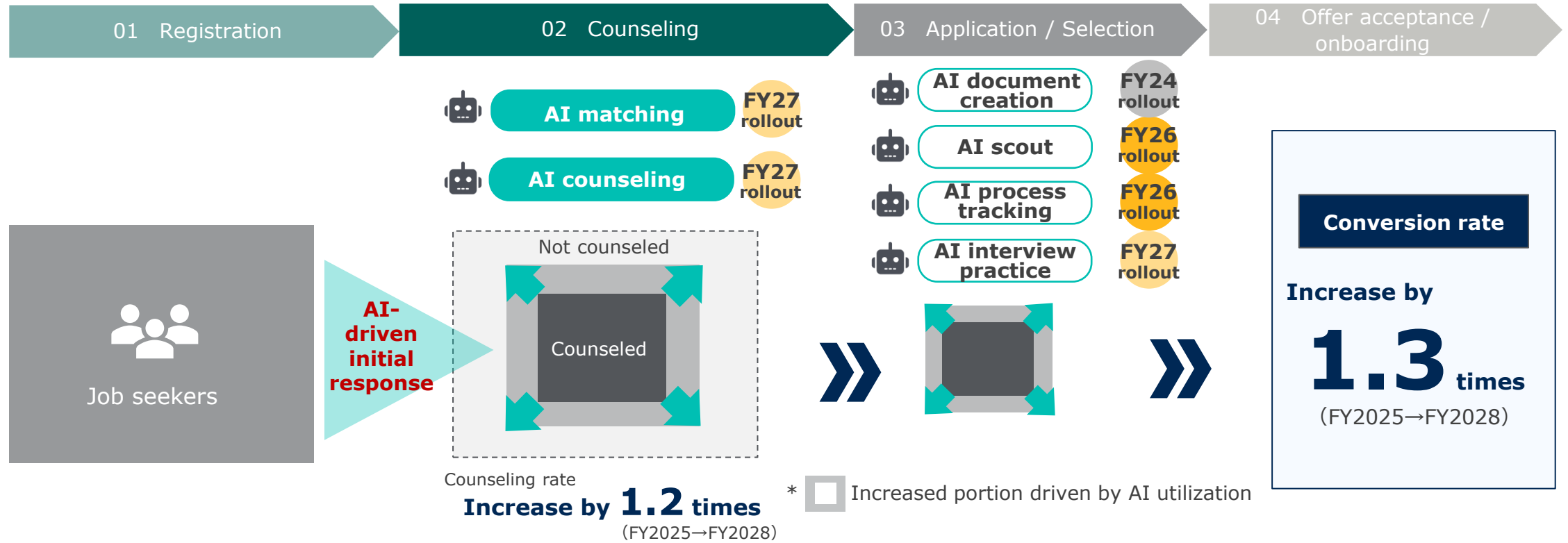
<p>KGI (FY2028)</p>	<p>Revenue +7-10% YoY Adjusted EBITDA margin of 20% or more</p>
<p>How Strategies</p>	<ul style="list-style-type: none"> • Shift to a highly productive placement business model that accommodates diverse needs and is not solely dependent on the number of personnel, by increasing the sophistication of the matching process with "Human x Proprietary data x AI" • Strengthen business in areas with high growth rates, namely the placement for the high-income group and side jobs / freelancers (HiPro)
<p>When Feasible timing</p>	<ul style="list-style-type: none"> • Transition to an AI-driven model: Phased implementation into the matching process by FY2028. The effects will gradually emerge during FY2028 • Strengthening business for high-income group: Revenue growth of over 10% CAGR from FY2025 to FY2028
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> • Possession of proprietary data including the insights acquired by consultants, and business characteristics that are highly compatible with AI implementation • A business structure that boosts job seekers engagement through multiple concurrent services, while simultaneously enhancing matching accuracy and operational productivity by leveraging accumulated data

Strategy (1) Shifting to a "Human × Proprietary Data × AI" Model for Higher Productivity and Outcomes

<p>Why The significance of efforts</p>	<ul style="list-style-type: none">• The strong compatibility of the matching business and AI• Against the backdrop of advancements in AI, we will work to achieve business growth by creating new value driven by human involvement
<p>How Measures</p>	<ul style="list-style-type: none">• Utilize AI to integrate and enhance proprietary data including the insights acquired by consultants to strengthen matching accuracy and support for decision making• AI handles processes such as matching, scheduling and document creation, enabling human to focus on high value-added areas of decision-making and support
<p>When Feasible timing</p>	<ul style="list-style-type: none">• FY2026 - FY2027: Gradually expand the adoption of AI in processes, prioritizing improvements to conversion rate and productivity• FY2028: Complete the implementation of AI in overall processes, delivering personalized candidate and hiring experiences powered by "Human × AI"
<p>Why Achievable Probability</p>	<ul style="list-style-type: none">• Proven track record of AI adoption in recruitment processes, including creation of job postings• A business model where AI handles process-intensive tasks while human focus on high-value-added work such as decision-making and consulting, driving both productivity and outcomes simultaneously

The Placement Business Model Realized with AI Utilization

- AI agents, including AI counseling, deliver broader, higher-quality career support
- Increasing the counseling rate enables outreach to previously untapped candidates, driving higher conversion rates



AI counseling

24/7 real-time counseling enables outreach to previously underserved users and **faster follow-up**

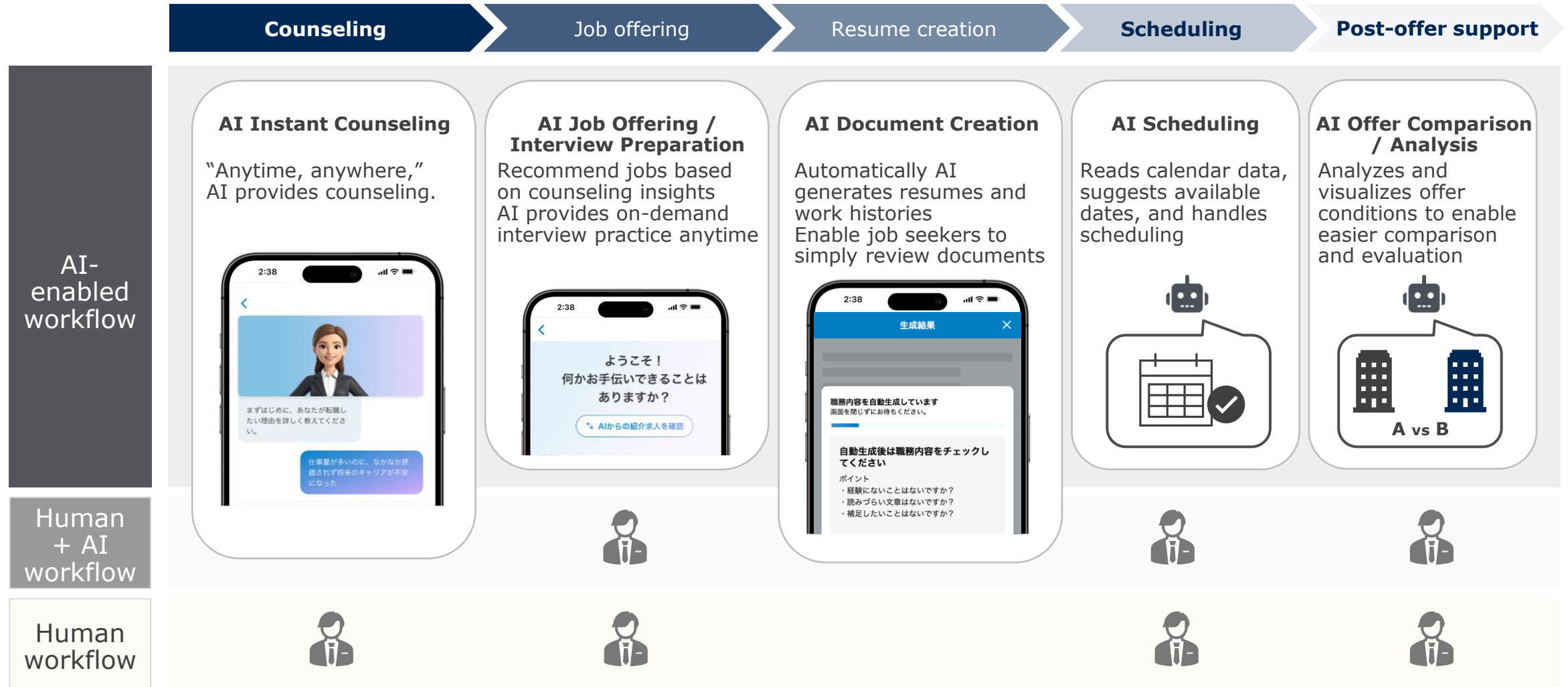
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AI matching

High-precision matching leveraging proprietary data supports **well-informed decision-making**, balancing candidate preferences with hiring likelihood

AI-driven Transformation of the Hiring Process: Job Seekers

Scale up our candidate support capacity through AI, driving higher placement counts and conversion rates



* : Consultant (Career advisor)

Strategy (2) Strengthening High-Income Segment

<p>Why The significance of efforts</p>	<ul style="list-style-type: none"> For the high-income group, we have achieved high revenue growth in the past three years, and relatively high market growth is expected to continue in the future
<p>How Measures</p>	<ul style="list-style-type: none"> Enhance touchpoints with both clients and job seekers through the concurrent provision of multi-layered services, driving both sales expansion and improved candidate acquisition Strengthen organizational capabilities and optimize brand strategy <ul style="list-style-type: none"> ✓ Establish a 360-degree recruitment consultant organization focused on the high-income group ✓ Enhance marketing communication targeted at the high-income group
<p>When Feasible timing</p>	<ul style="list-style-type: none"> Placement of high-income group: Over 10% CAGR revenue growth (FY2025–FY2028) HiPro: Over 20% CAGR revenue growth (FY2025–FY2028)
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> Proven capabilities in integrating multiple customer touchpoints — placement, job recruitment media, and direct recruiting. A multi-layered service model that maximizes business opportunities by addressing diverse needs of both client companies and job seekers

High-income Segment Expansion and Revenue Growth Targets

Expansion of services for high-income segment

Demand for highly skilled talent is increasing in line with the growing complexity of management challenges

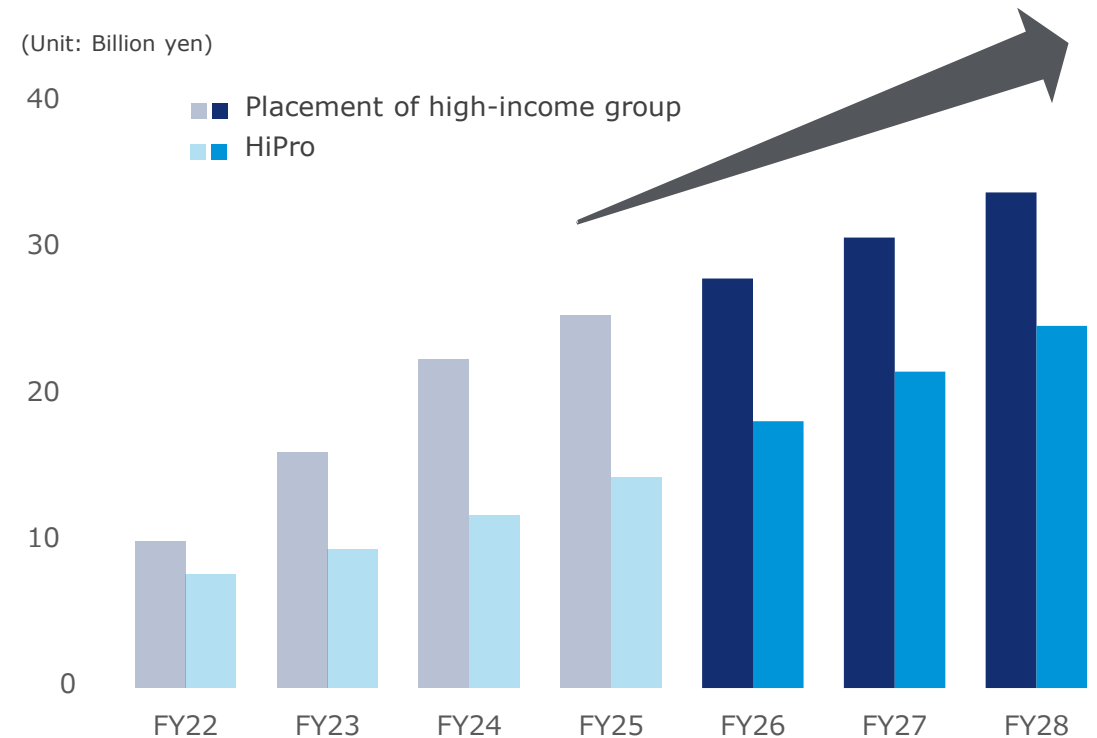
Placement of high-income group		HiPro
Strengthening organizational capabilities	Purpose	Solving specific business challenges
Permanent, full-time, long-term employment	Model	side-job/freelance project engagements
Mid- to long-term growth and cultural development	Benefit	Flexible, on-demand access to highly specialized talent



By leveraging growth in both areas, we will expand market share in the high-income segment

Revenue growth target

Placement of high-income group: CAGR over 10%
HiPro: CAGR over 20% (CAGR from FY2025 to FY2028)



*Placement of high-income group:
 Revenue from placement businesses for candidates with annual income of 6 million yen or more registered in the doda/doda X database

Initiatives for Placement of High-income Segment

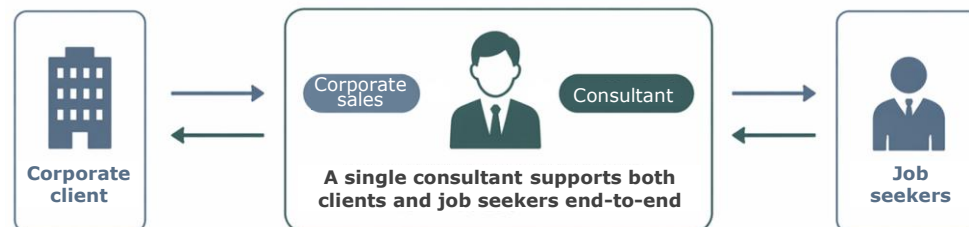
- In response to strong hiring demand in the high-income segment, established a 360-degree recruitment consultant organization capable of deep understanding of needs
- Optimize the brand strategy of doda/doda X and strengthen marketing communication targeting the high-income segment

■ Strengthen organizational capabilities in the high-income segment

- Previously: 180-degree model (separate handling of clients and job seekers)



- From FY2026: 180-degree model + 360-degree consultants specialized in the high-income segment



■ Strengthen marketing for the high-income segment

- Previously

	← Early career to mid-level	Mid- to senior-level →
Above 8 million yen		doda X
6 – 8 million yen		doda X
4 – 6 million yen	doda	
Below 4 million yen		

- From FY2026: Optimize the doda/doda X brand strategy

	← Early career to mid-level	Mid- to senior-level →
Above 8 million yen	doda X	doda X
6 – 8 million yen	doda X	doda X
4 – 6 million yen	doda	doda
Below 4 million yen		

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Technology SBU

Shinji Masaki

Executive Officer Technology SBU Lead

July 6, 2026

PERSOL HOLDINGS

Executive Officer Technology SBU Lead

Shinji Masaki

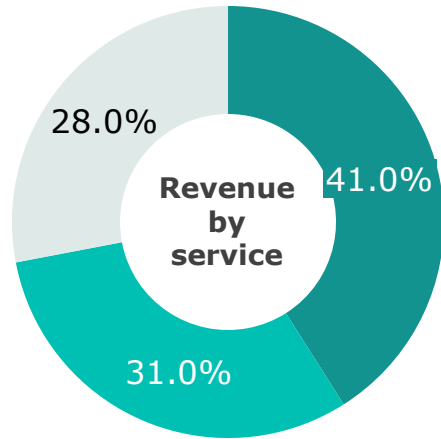
Career profile

- 1997: Joined Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2011: Head of Biomedical Business Division
- 2012: Executive Officer, Head of East Japan Business Division
- 2015: Director at Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2016: Executive Officer at Temp Holdings Co., Ltd.(current PERSOL HOLDINGS CO., LTD.)
- 2020: Executive Officer Professional Outsourcing SBU Lead at PERSOL HOLDINGS CO., LTD. (current Technology SBU Lead)
Representative Director and President at PERSOL TECHNOLOGY STAFF CO.,LTD. (current PERSOL CROSS TECHNOLOGY CO., LTD.)

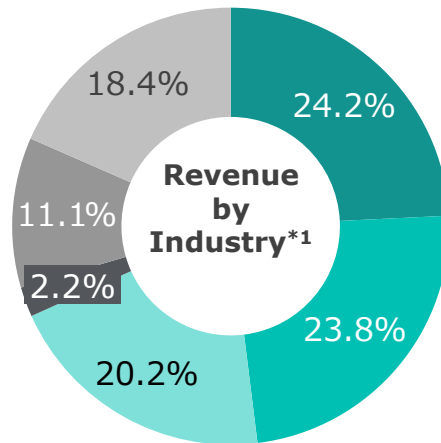


Basic Information About Technology SBU

Diverse Service Models and Business Domains



- IT/DX solution
- Engineering
- Registered temporary staffing/Freelancers



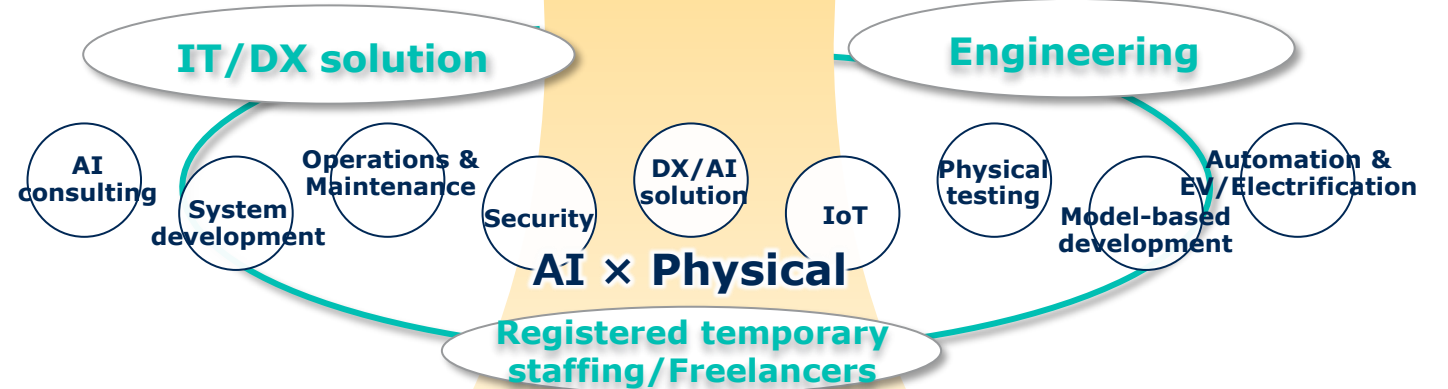
- Information, IT & Telecommunications
- Automotive
- Machinery & Electrical Equipment
- Aerospace & Defense
- PERSOL Group
- Others*2

Value Delivered

Creating better work opportunities for engineers



Improving productivity for individuals and organizations



Business from a wide range of companies brought together

Nissan Diesel Technical Research Institute



PERSOL Group
PERSOL

PERSOL AVC Technology



PERSOL & Server Works



Top-tier talent from leading companies brought together

Major SIers



Major manufacturers



Consulting firms



*1 : Aggregated based on revenue by customer of PERSOL Cross Technology Co., Ltd. and PERSOL AVC Technology Co., Ltd.

*2 : Includes healthcare/medical, construction/real estate, energy, and public sector, among others

Case Studies

Engineering



Autonomous driving bus demonstration in the Oki Islands

End-to-end initiatives covering on-site verification, 3D mapping, operation management, and driver training
Identification of issues and development of solutions based on driving data

AI-related Initiatives



Development of our original electric tractor (AI Designed)



Development of AI tools to improve sales operations efficiency and enhance sales skills



Implementation of robotics utilizing Physical AI



For manufacturer: Transforming veteran know-how in manufacturing processes into explicit knowledge using AI



Development and operation of PERSOL's internal GPT and AI agent development environment "CHASSU"

Our Market View and Competitive Advantages

Our understanding of the market

- Strong demand for productivity improvement continues to drive **a shortage of engineers, with the engineering dispatch and outsourcing market expected to grow over the medium to long term.**
- Advancements in AI drive **demand for more advanced traditional engineering**, while rapid technological change requires **flexible capabilities** beyond specific skill sets.

■ Our Analysis of the Impact of AI

Q: Is there a risk of demand for engineers shrinking due to AI advances? What are the risks of companies internalizing engineering tasks and reducing outsourcing?

A:

- We believe that any decline in demand due to AI advancement and client in-sourcing will be limited.
- As companies accelerate AI adoption, demand for standardized midstream processes (design, development, operations) may decrease, while demand for upstream (planning, concept design) and downstream (on-site and real-world implementation) processes is expected to grow.
- We aim to capture market growth opportunities by strategically accelerating our shift toward these upstream and downstream domains.

Q: Will the shift toward AI-driven development commoditize engineers' value and put downward pressure on pricing?

A:

- Midstream processes such as design, development, and implementation are expected to become commoditized, but efficiency gains from a more selective, high-performing workforce will outweigh pricing pressure, creating opportunities for profit growth.
- Upstream and downstream processes requiring on-site capabilities and tacit knowledge are less prone to commoditization and remain key drivers of value creation.

Competitive advantages

- **Execution capabilities based on deep customer understanding**
Delivering digital implementation value rooted in clients' on-site business processes, which cannot be fully addressed by IT vendors or consultants alone.
- **A diverse pool of highly specialized engineers**
Leveraging our recruitment and development capabilities as a human resource service company to secure top-tier engineers in advanced fields, both in quality and quantity
- **AI × Physical Integration**
Possessing a proven track record and organizational capabilities to integrate and leverage both hardware and software across manufacturing DX, AX (AI transformation), and IoT.

Things to Be Achieved under Mid-term Management Plan FY2028

Enhancing profitability through sustained high revenue growth and expansion into high value-added domains

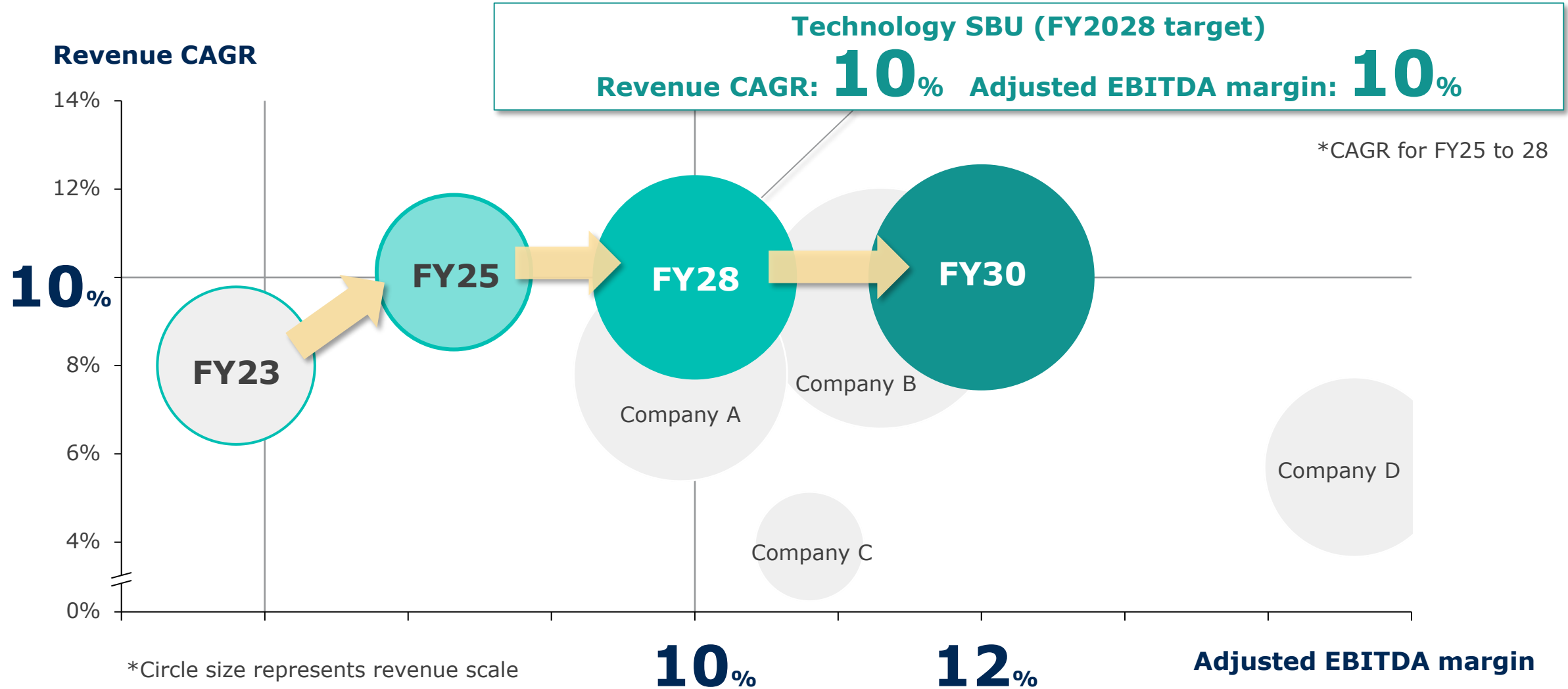
<p>KGI (FY2028)</p>	<p>Revenue CAGR: 10% Adjusted EBITDA margin: 10%</p>
<p>How Strategies</p>	<ul style="list-style-type: none"> • Improve profitability in a sustainable manner by shifting to a solution-based contract business model • Deliver high added value through synergies of “AI × Physical” • Enhance productivity by advancing AI capabilities within the engineering workforce
<p>When Feasible timing</p>	<ul style="list-style-type: none"> • Toward FY2030: +3pt in gross profit margin and -3pt in SG&A ratio (upper-end targets) • FY2028: Progressively improve adjusted EBITDA margin to 10%, using both metrics (gross profit margin and SG&A ratio) as interim milestones while closely monitoring market conditions • FY2026: Improve internal operational efficiency, including SG&A functions, in parallel with advancing AI-driven development and building training environments for AI-native engineers
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> • We already have the operating foundations and customer base, including the human resources and systems to handle contracting, and possess the capabilities to strengthen our value proposition in upstream domains and expand our contracting business • We maintain a business model that allows us to gradually accumulate fee hikes and profitability improvements by becoming deeply engaged with solutions to customer issues through involvement in upstream processes, and by delivering solution-based contracting services

Make it happen

Financial Indicators	Technology SBU Adjusted EBITDA margin	<u>10%</u> [FY2028]	<u>12%</u> [FY2030]
	Revenue CAGR	<u>10%</u> [FY2023 → FY2028]	
Non-financial Indicators	Pay increase rates (employees)	<u>Inflation rate + 1.0%</u>	

FY2028 Goals (Financial Targets)

We aim to achieve our target adjusted EBITDA margin while maintaining sales growth



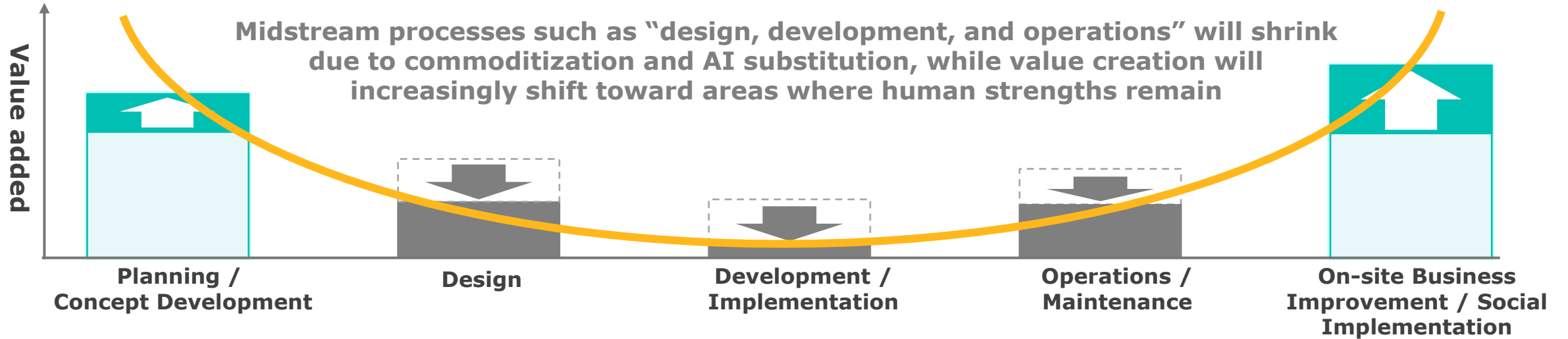
Our Market View

With the added value structure of the market shifting from "volume" to "higher sophistication and scarcity value," Technology SBU also needs to transform its portfolio in response.

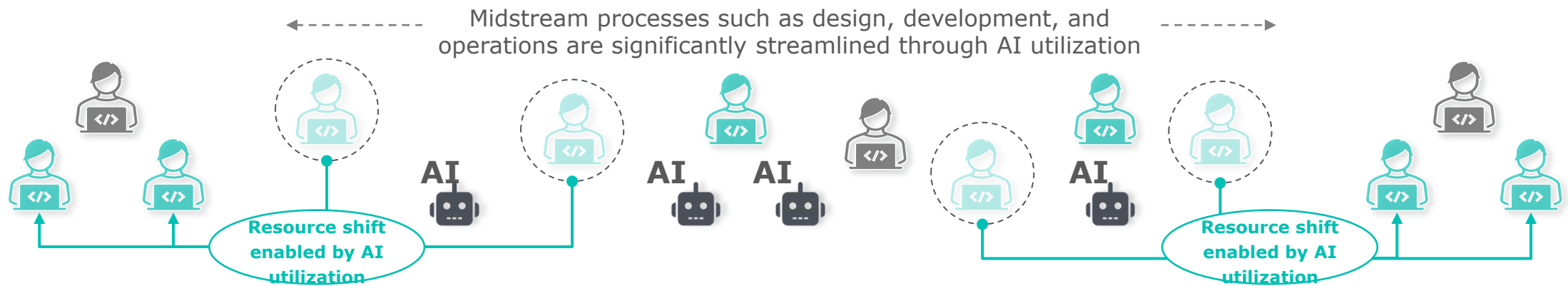
<p>Supply-demand tightness</p>	<p>Sustained growth in demand for engineers in Japan</p> <ul style="list-style-type: none"> • Against a backdrop of growing needs for AX, DX and productivity improvements, the demand for engineers will continue to grow. • In 2030, the shortage of IT talent is projected to reach up to approximately 790,000 (Source: the Ministry of Economy, Trade and Industry)
<p>Qualitative change</p>	<p>Increasingly severe shortages of high-level talent</p> <ul style="list-style-type: none"> • Demand is surging for high-level AI-empowered engineers who are proficient in the thorough utilization of AI as a tool • As technological changes develop rapidly, adaptability - the ability to flexibly adapt without being limited to specific skills - is a necessary quality
<p>Increased scarcity</p>	<p>Increasing scarcity of the value created by combining "AI × Physical"</p> <ul style="list-style-type: none"> • Due to autonomous driving and the widespread adoption of physical AI, the ability to digitize tacit knowledge and coordination from the field will command the highest scarcity value • Due to differences in technical expertise, this is an area with extremely high barriers to entry for IT vendors and hardware manufacturers

Shift in Business Model Driven by Expected AI Impact

Based on the view that value will increase in upstream and downstream processes due to AI impact, we execute business activities aligned with this shift in value



- Improve productivity through AI utilization, accelerating the reallocation of resources toward “planning / concept development,” “on-site business improvement,” and “social implementation”



Competitive Advantages

Integration of "AI × Physical" enabled by a diverse pool of engineers and strong on-site execution capabilities backed by deep customer understanding

On-site execution capabilities based on deep customer understanding

Engineers with manufacturing and SI backgrounds combine deep customer understanding with strong on-site execution



Integration of "AI × Physical"

Transforming Japan's industries from "labor-intensive" to "knowledge- and value-driven"

Supporting ©SkyDrive's challenge to lead the future of urban air mobility



Last-mile delivery demonstrations using autonomous delivery robots



A diverse pool of highly specialized engineers

Attracting talent

High rankings in new graduate employer surveys (PERSOL CROSS TECHNOLOGY)

No.1 in the "Human Resources & Education" industry*1, ranked No.10 overall
No.1 in the "IT & Engineering" category*2

Developing talent

80 employees, including those with no prior experience, obtained AWS certifications
 (PERSOL & Serverworks)



Retaining talent

Turnover rate: 8.7% (FY2025)

Demonstration projects for labor-saving and automation of snowplows



AI みぞみるくん® "AI Mizomiru-kun"®



*1 "Minshu New Graduate Popular Employer Ranking (Class of 2027)"

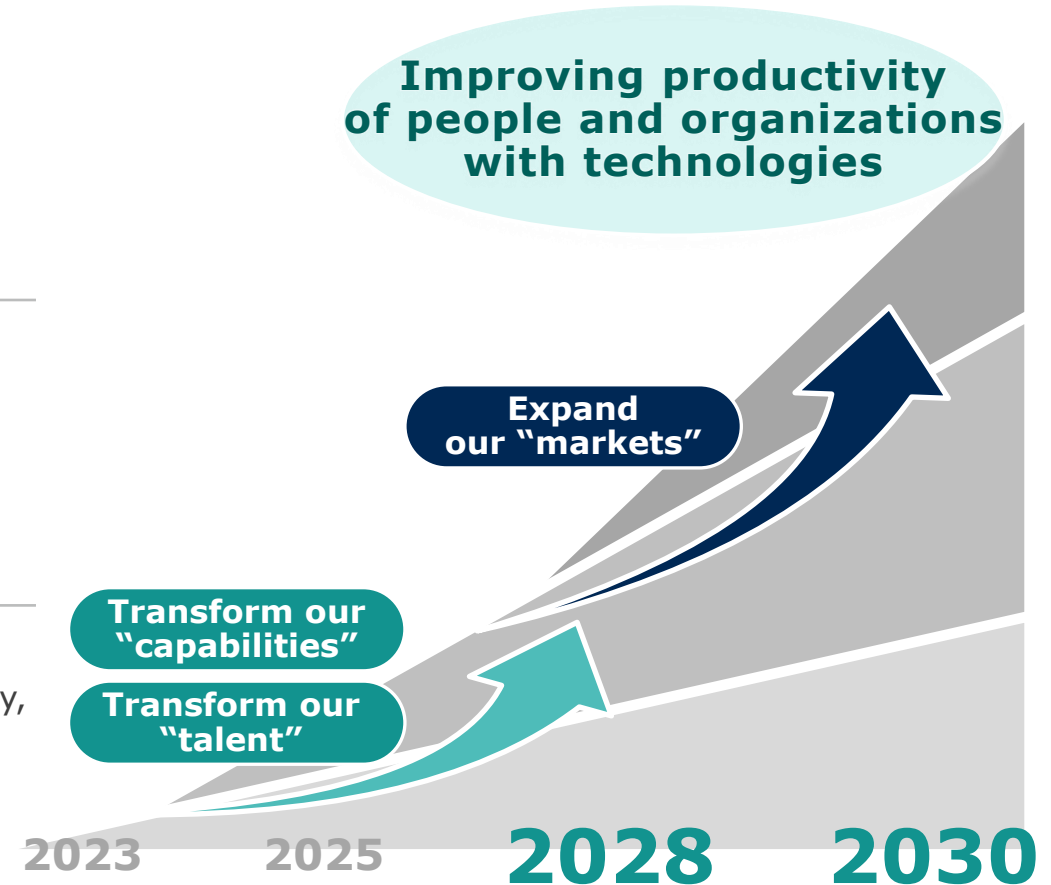
*2 "Minshu IT Industry New Graduate Popular Employer Ranking (Class of 2027)"

Policy on Strategies for Growth toward 2030

Capturing structural market changes driven by AI adoption, we will advance and expand our solution business while entering new industries and domains to establish a high-growth trajectory toward 2030

Strategic Initiatives

Further shift toward a solution-driven business	Transform our "capabilities"	<ul style="list-style-type: none"> Raising the level of generative AI and physical AI implementation capabilities company-wide (putting solutions into practice within the PERSOL Group before rolling them out externally) Evolving into an outcome-based model through AI-driven development Expand solutions combining "AI × Physical"
	Transform our "talent"	<ul style="list-style-type: none"> Reskilling human resources tasked with routine work into AI utilizers Further strengthening of high-level human resources handling consulting, PMO and upstream design as the talent needed in the AI era
Expansion into new industries and domains	Expand our "markets"	<ul style="list-style-type: none"> We will continue to develop deeper insight into the productivity improvement market (SI, AI, IoT, security, automation, EV/electrification) In addition, explore further expansion into high-growth domains such as defense, aerospace, and semiconductors



Strategy (1) Shift to a Solution-driven Business

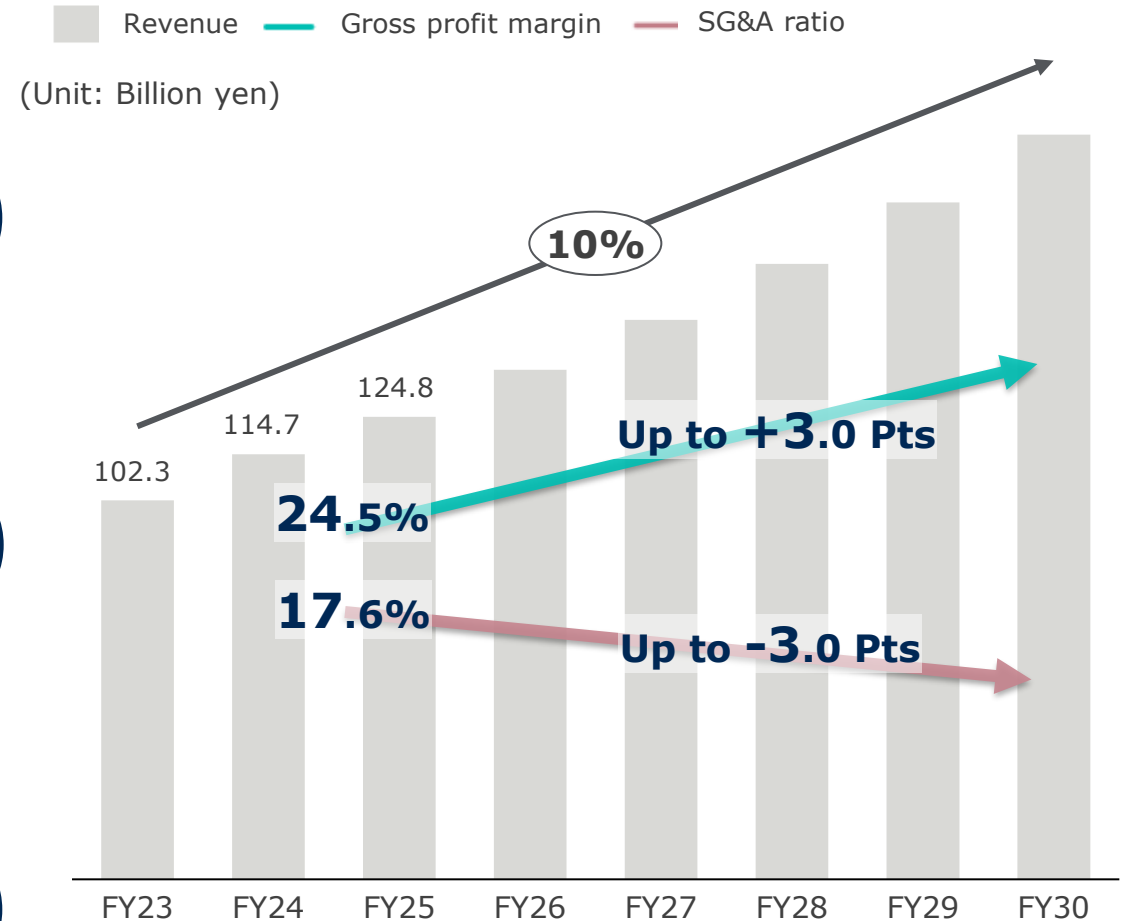
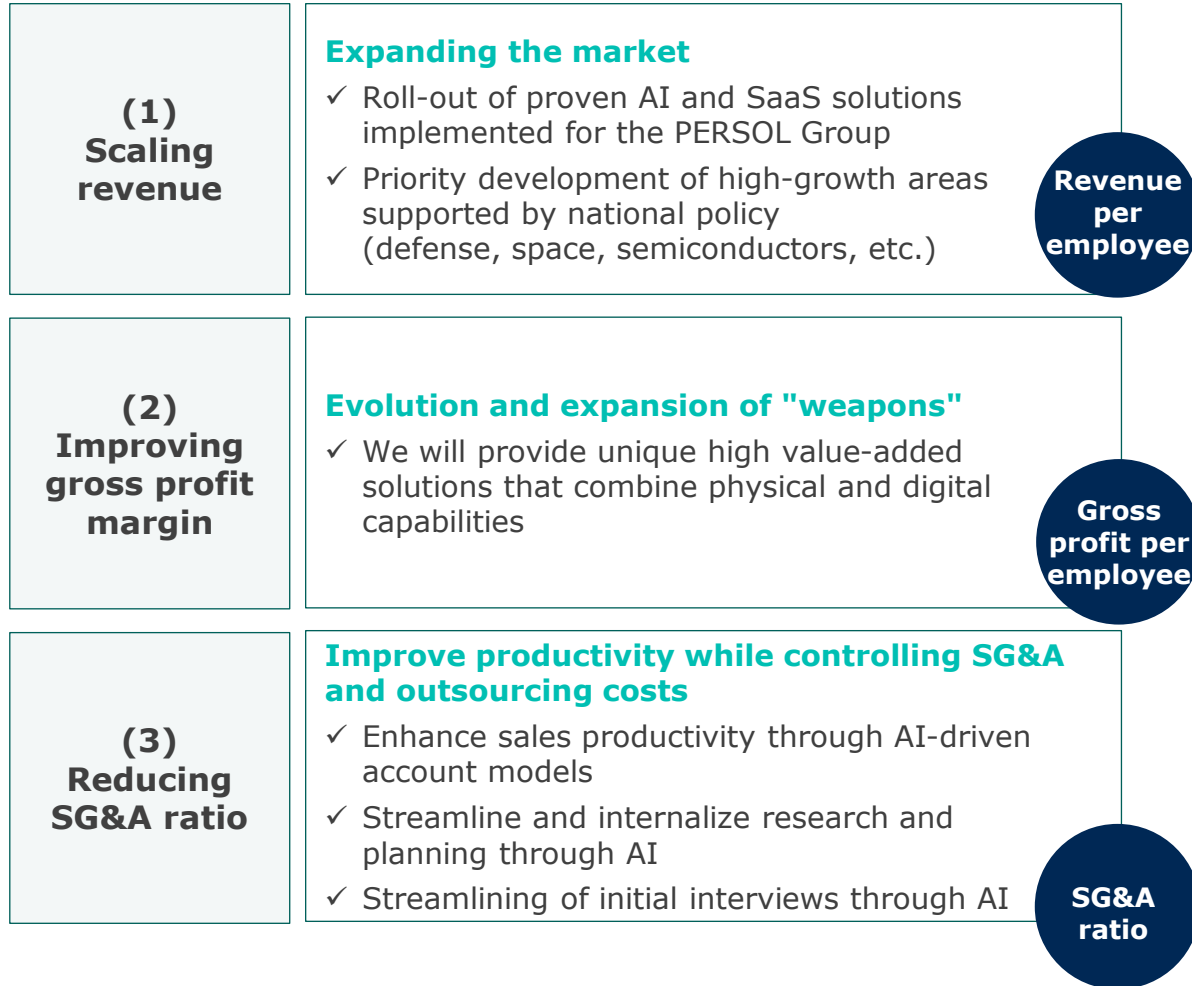
<p>Why The significance of efforts</p>	<ul style="list-style-type: none"> • Market value is shifting from “volume” to “higher value-added,” and delays in AI adoption represent the greatest risk • Transition from a “labor-based” model to a “high value-added solution-driven” model is essential
<p>How Measures</p>	<ul style="list-style-type: none"> • Expand services by combining “AI × Physical” to drive the growth of our solution business
<p>When Feasible timing</p>	<ul style="list-style-type: none"> • FY2026 - FY2027: Expand projects utilizing generative and physical AI and establish an outcome-based model, while strengthening solutions (including in-organic growth and alliances) • FY2028: Full-scale expansion of high value-added projects
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> • Proven track record in high value-added projects, particularly in manufacturing AX • By combining a diverse pool of engineers with on-site execution capabilities in “AI × Physical” and AI training initiatives, the Technology SBU is well positioned to deliver solution-based services

Strategy (2) Expansion into New Industries and Domains

<p>Why The significance of efforts</p>	<ul style="list-style-type: none"> • In addition to deepening our presence in productivity improvement markets, entering new high-growth domains will further accelerate growth toward 2030
<p>How Measures</p>	<ul style="list-style-type: none"> • Expand into new industries and domains • Continue to expand productivity improvement markets (SI, AI, IoT, automation, and EV/electrification) • Additionally, pursue further expansion into high-growth domains such as defense, aerospace, and semiconductors
<p>When Feasible timing</p>	<ul style="list-style-type: none"> • FY2026 - FY2027: Continue deepening productivity improvement markets while entering high-growth domains and building a track record • FY2028: Achieve full-scale profit contribution from high-growth domains
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> • Established customer relationships in defense, aerospace (with three TSE Prime-listed companies), and semiconductors (with six TSE Prime-listed companies), providing a foothold in new domains • Solutions developed through manufacturing DX/AX and PERSOL Group AI initiatives can be leveraged and expanded into new domains

The Path to Achieving Our Targets (Financial Figures)

Through (1) scaling revenue, (2) improving gross profit margin and (3) reducing SG&A ratio, we will achieve a revenue CAGR of 10% and an adjusted EBITDA margin of 10% by FY2028



Make it happen

Financial Indicators	Technology SBU Adjusted EBITDA margin	<u>10%</u> [FY2028]	<u>12%</u> [FY2030]
	Revenue CAGR	<u>10%</u> [FY2023 → FY2028]	
Non-financial Indicators	Pay increase rates (employees)	<u>Inflation rate + 1.0%</u>	

IR DAY 2026

BPO SBU

Kazuyuki Ichimura

Executive Officer BPO SBU Lead

July 6, 2026

PERSOL HOLDINGS

Executive Officer BPO SBU Lead

Kazuyuki Ichimura

Career profile

- 2000: Joined Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
In charge of sales for temporary staffing business
- 2003: Special Corporate Sales Department
In charge of solution sales to major corporate clients
- 2009: General Manager of Financial Services Department
Enhanced customer satisfaction through new business development based on market analysis and service innovation
- 2015: Head of Human Resources Division
Led HR for 39 group companies as the responsible executive
Directed HR system development, work style reform, and group reorganization
- 2021: Appointed Director and Executive Officer (in charge of BPO Business)
- 2023: Executive Officer BPO SBU Lead at PERSOL HOLDINGS CO., LTD.
Representative Director and President at PERSOL PROCESS & TECHNOLOGY CO., LTD. (current PERSOL BUSINESS PROCESS DESIGN CO., LTD.)



Basic Information About BPO SBU

Sales Composition by Business

Professional business

HR consulting

- Supporting action on all kinds of issues related to people and organizations

Technology consulting

- End-to-end support from conceptualization to implementation and adoption

CX business (Communication)

Sales and marketing

- We help customers improve sales and marketing process performance and provide support for process automation

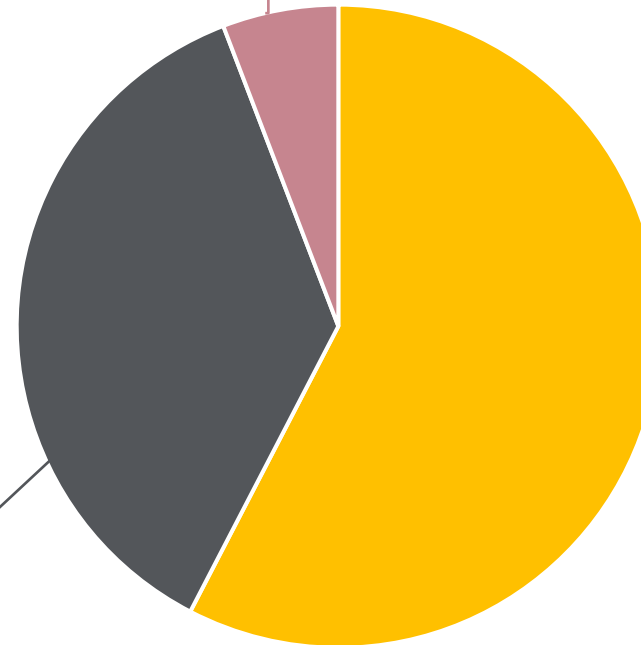
Customer service

- We help clients handle inbound inquiries from customers and provide support for enhancing the customer experience through omni-channel engagement

Technical support

- We help improve user satisfaction, from technical support for client products to in-house service desks

Ratio of voice to non-voice - 1:1



BPO business (Operations)

Core business support services

- We provide total support that covers all processes, from business process design in the commercialization phase through to actual operation during the operational and expansion phases

Back office support services

- We provide business improvement support and contracted operations for all or part of the business processes in back office departments including HR, general affairs, accounting and information systems

PMO/BPR

- Project management proxy services
- BPR support for customer operations

Ratio of private sector to public sector - 2:1

Our Market View and Competitive Advantages

Our understanding of the market

- Against a backdrop of labor shortages, the demand for BPO has continued to rise as a means to supplement resources
- At the same time, advances in technology have accelerated business transformation, and the role of BPO continues to expand, evolving from simple business outsourcing to a medium- to long-term partner supporting a company's business transformation and enhanced competitiveness

■ Our Analysis of the Impact of AI

Q: Will advances in AI diminish demand in the BPO market?

A: Demand for routine and simple tasks will partially decline as they are replaced with AI. However, as a result of expanding business design and operating needs premised on AI adoption and operation, instead of shrinking, demand is expected to continue to expand in step with structural transformation.

Q: How will advances in AI shift the competitive landscape of the BPO market?

A: It will become more difficult to differentiate on the basis of labor-intensive models, and price competition will intensify. However, demand will be concentrated in companies with business design and digital technology utilization capabilities. High value-added business capabilities will be the source of competitive advantages.

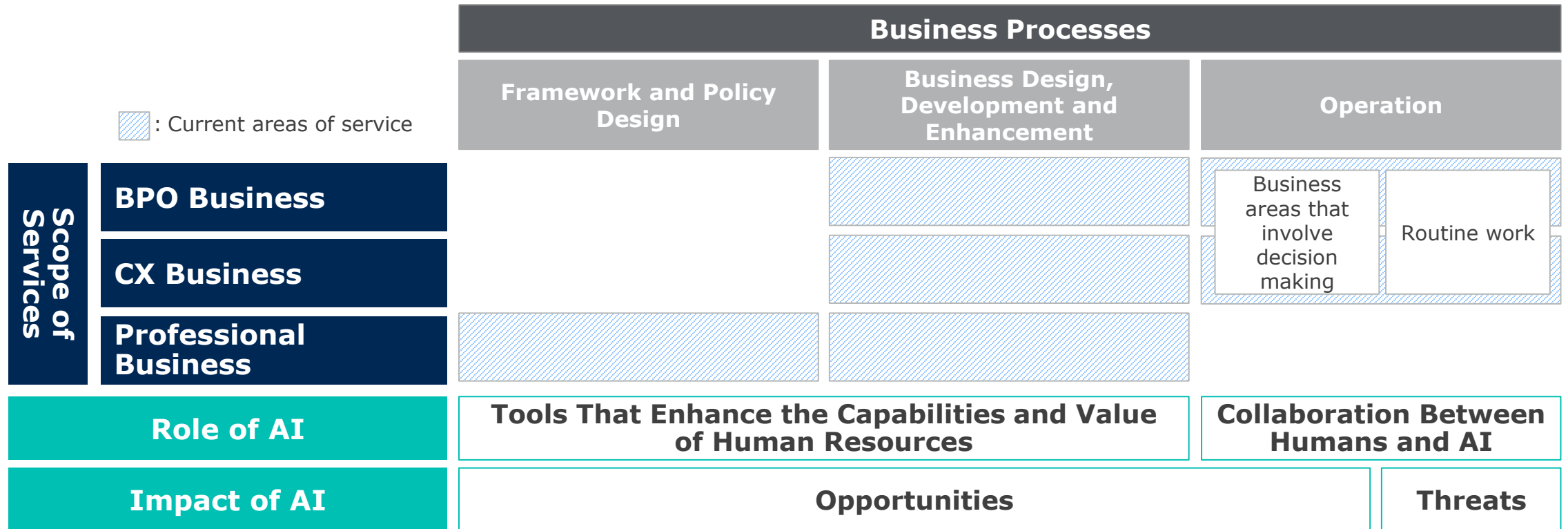
Competitive advantages

- Ability to achieve highly accurate automation through a deep understanding of customer processes
- A workforce of approx. 5,000 specialized human resources* able to handle high value-added operations such as business design, development and enhancement
- Ability to drive continuous business transformation and create value through long-term involvement in customer business processes

* Specialized human resources: human resources who can be tasked with business activities that require specialized knowledge, such as business design, development and enhancement

The Positioning of AI in Business Processes and its Impact on PERSOL's Business

Capabilities in human-driven domains remain our strongest asset, and the shift to AI serves as a tailwind



We have a workforce of approx. 5,000 specialized human resources engaged in operations enhanced by AI

The evolution of AI represents an opportunity for business growth and the creation of high added value

Things to Be Achieved under Mid-term Management Plan FY2028

Human × AI: Transitioning from a labor-intensive model to enhance profitability

<p>KGI (FY2028)</p>	<p>Adjusted EBITDA margin: 8%</p>
<p>How Strategies</p>	<ul style="list-style-type: none"> Promote business automation and significantly enhance the productivity of business processes by implementing AI-integrated operations Drive an AI-first redesign of business processes, shifting the value of human role from "execution" to "design and enhancement"
<p>When Feasible timing</p>	<ul style="list-style-type: none"> FY2026 - FY2027 (Foundation Building and Investment Phase): In-house PoC for AI utilization, service implementation, acquisition of AI skills FY2028 (Outcome Realization Phase): Achieve revenue CAGR of around 7% and adjusted EBITDA margin of 8%
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> The PERSOL Group's recruitment, training and management capabilities × business knowledge and customer insight as a BPO provider AI adoption improves productivity per employee, enabling additional project acquisition through freed-up resources

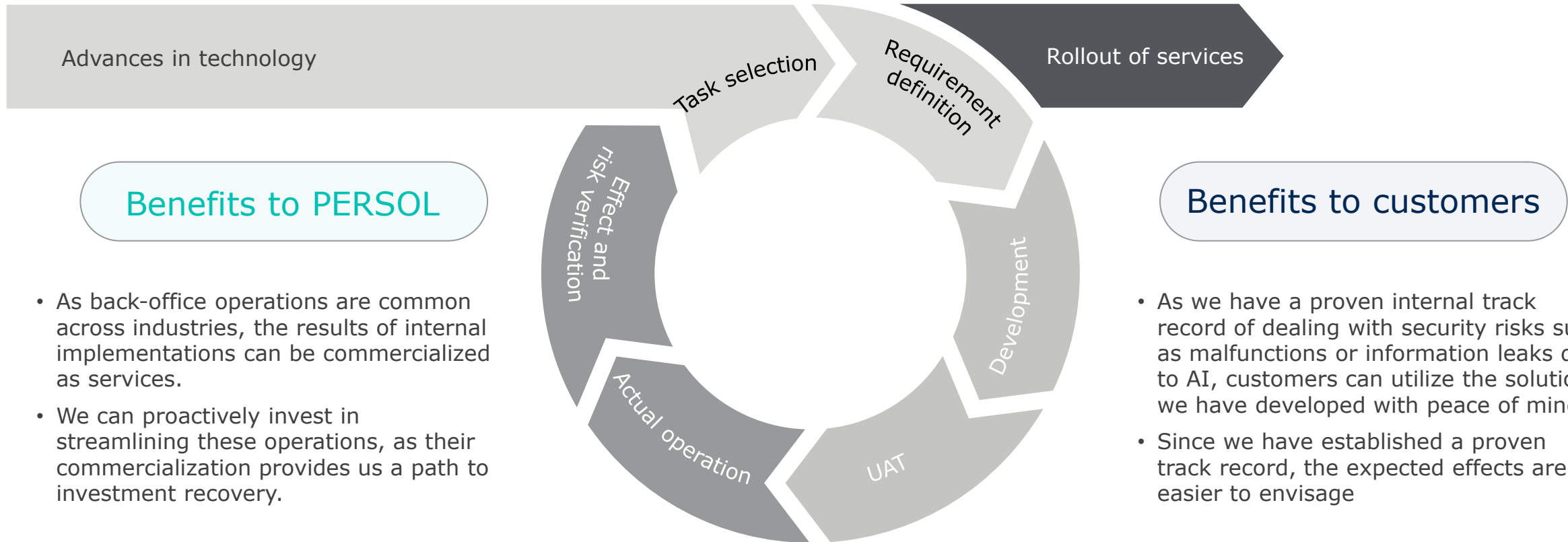
Strategy (1) Implementing AI-driven Operations to Enhance Productivity



<p>Why The significance of efforts</p>	<ul style="list-style-type: none">• Leveraging deep business and customer insight along with business design and enhancement capabilities as strengths, we have established the foundations needed to drive AI utilization
<p>How Measures</p>	<ul style="list-style-type: none">• Demonstrate the effectiveness, safety and reproducibility of AI utilization in internal operations before rolling out solutions to customers• Launch business process automation services and incorporate automation into existing services
<p>When Feasible timing</p>	<ul style="list-style-type: none">• FY2026 - FY2027: Perform PoC and verify effects internally, create AI use cases, and phase in service adoption• FY2028: Full-scale launch of AI-driven services
<p>Why Achievable Probability</p>	<ul style="list-style-type: none">• Proven track record of helping customers with AI adoption and driving many AI utilization projects following practical implementation internally• Drive efficient AI utilization by accumulating use cases, codifying them into knowledge, and replicating the solutions elsewhere

Rollout of Services Based on Our In-house AI Track Record

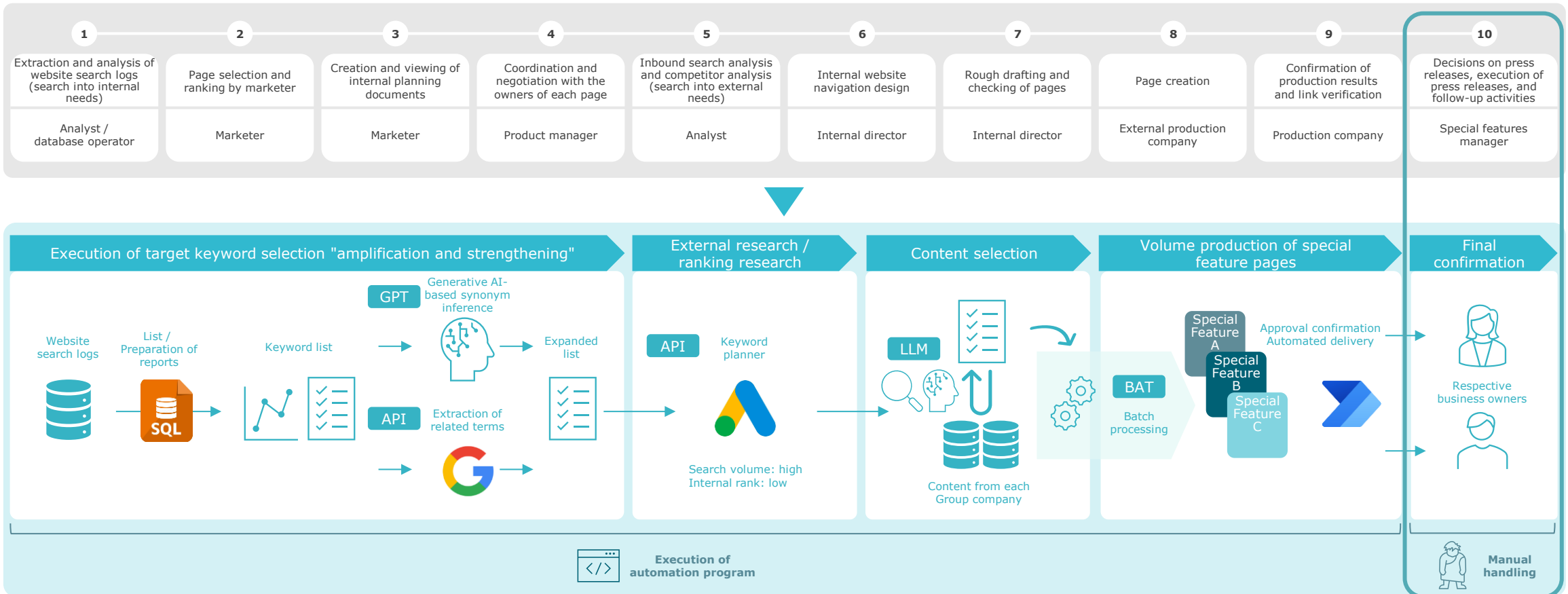
Our internal operations serve as a proving ground, simultaneously driving both operational improvements and new service development



Examples of Business Process Automation Services

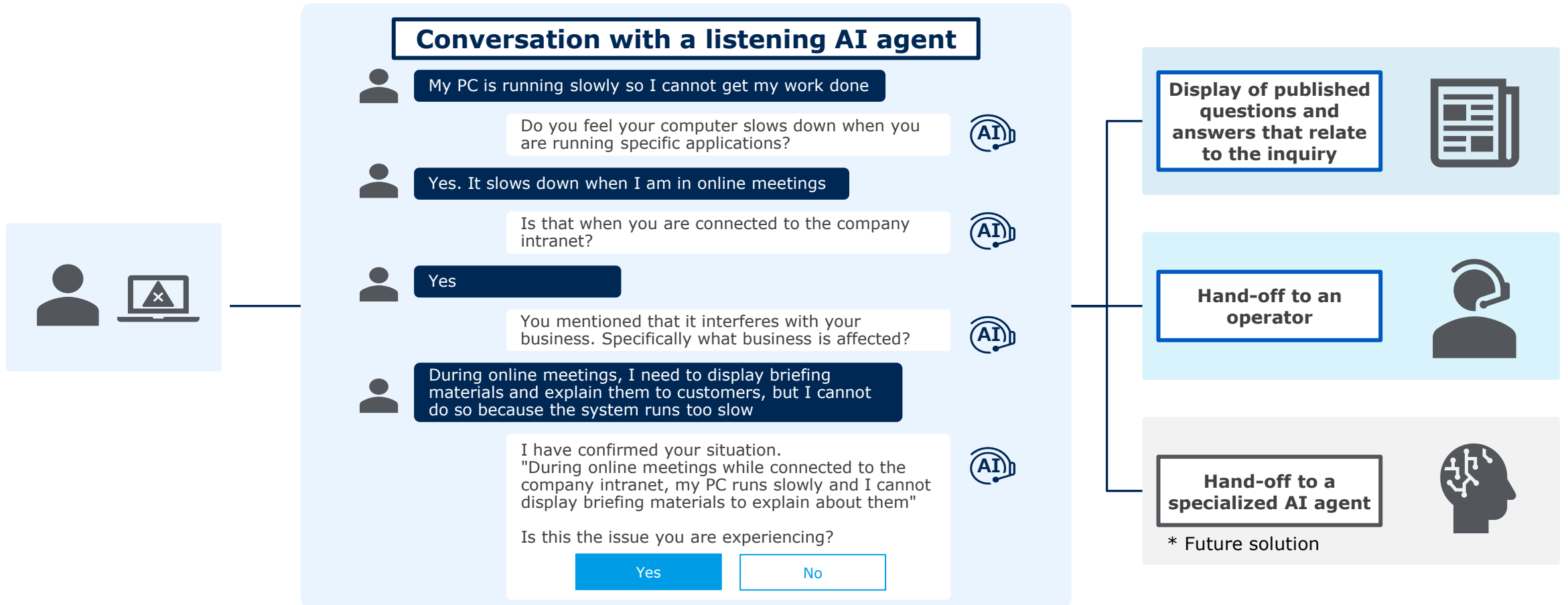
Using AI and technology, we provide overall process automation for operations that have traditionally been handled by people.

Conceptual Image of Marketing Process Automation



Examples of Business Process Automation Services

The process for determining the content of inquiries is automated **through a "listening AI agent."**



Strategy (2) Shifting the Value of Human Role from "Execution" to "Design and Enhancement"



<p>Why The significance of efforts</p>	<ul style="list-style-type: none"> • With many routine tasks being replaced with AI, the value of BPO is shifting to high value-added domains such as business design and enhancement • By shifting human resources currently spending time on labor-intensive work to high value-added operations, we can enhance the value of our human resources
<p>How Measures</p>	<ul style="list-style-type: none"> • Leveraging our strengths in human resource development, process design and organizational management, we will drive the development of specialized human resources* • We will accelerate the transition to a human expertise × AI model through AI-based process design training for specialized human resources*
<p>When Feasible timing</p>	<ul style="list-style-type: none"> • FY2026 – FY2027: Phased implementation of specialized human resource* development and AI utilization training • FY2028: Development of additional 1,000 specialized human resources* and completion of AI utilization training
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> • We will provide specialized human resources* with AI skills to enable the development of qualities directly linked to actual work • We will codify the results of AI utilization as knowledge for ongoing skill enhancement

* Specialized human resources: human resources who can be tasked with business activities that require specialized knowledge, such as business design, development and enhancement

Characteristics and Strengths

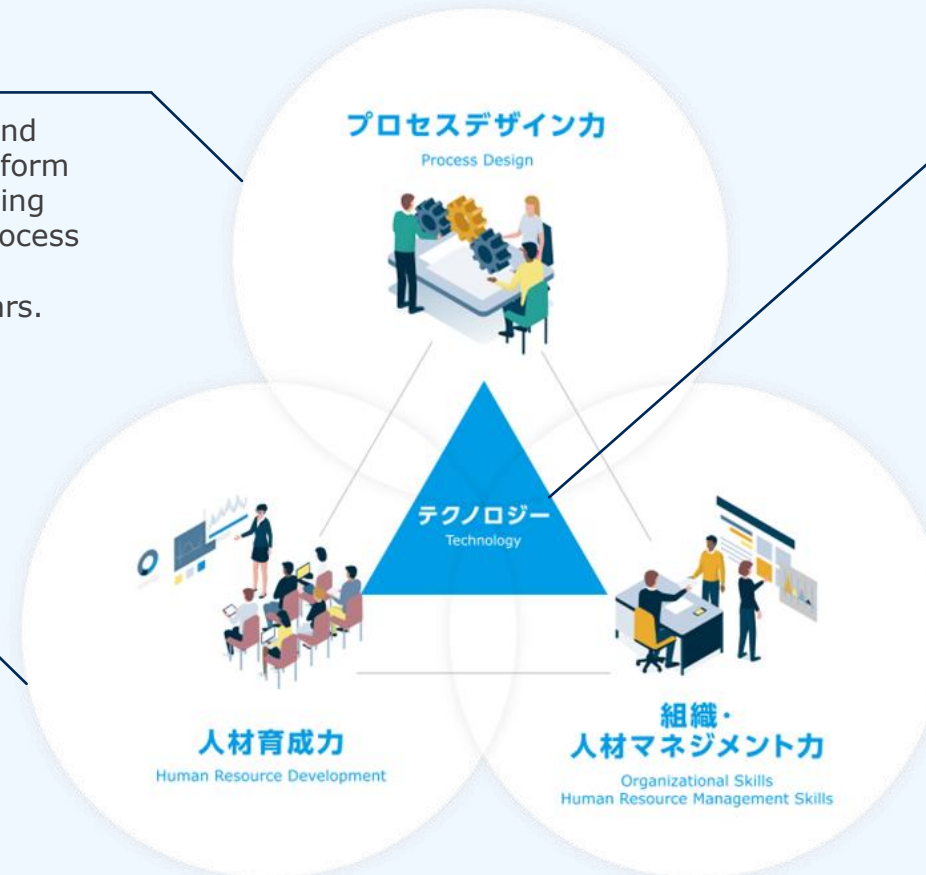
We will maximize the value of human resources by creating a cycle of three capabilities - process design, human resource development, as well as organizational and human resources management skills - and combining them with technology

Process Design

By working together with clients to discover and identify fundamental challenges, we will transform their operations into business processes allowing anyone to deliver results by leveraging the process creation capabilities and process optimization capabilities we have cultivated over many years.

Human Resource Development

We will contribute to enhanced corporate competitiveness by newly acquiring or updating industry and business knowledge to execute highly specialized work, and by supporting the growth of our clients and all those we work with.



Technology

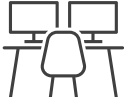
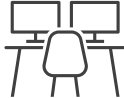



Leveraging the knowledge we have cultivated in outsourcing in the IT sector, we will use cutting-edge AI and IoT technologies to driven initiatives that create new processes, develop transformation approaches, and enhance or optimize processes.

Organizational and Human Resource Management Skills

We will maximize performance in any front line environment through the management capabilities to manage teams efficiently and effectively while enabling stable operation on the quality front, combined with the human resource recruitment capabilities to bring together a diverse range of talent and place them in the right roles to suit business needs.

Enhancing the Added Value of Human Resources through the Acquisition of AI Utilization Skills

We will systematically enhance AI utilization skills with a fully-integrated program spanning conceptualization to organizational adoption

Concept phase	Base phase	Individual adoption phase		Organizational adoption phase
<p style="text-align: center;">Conceptual alignment</p>  <ul style="list-style-type: none"> ● Definition of post-training target outcomes ● Prior-confirmation of trainee skills ● Setting of difficulty levels ● Revisions to content 	<p style="text-align: center;">Lecture and hands-on training</p>  <ul style="list-style-type: none"> ● Lecture and hands-on training <ul style="list-style-type: none"> * Implemented in real time ● Questionnaires ● Initial counseling 	<p style="text-align: center;">Accompanied 1-on-1 support</p>  <ul style="list-style-type: none"> ● Partnered boot camp training <ul style="list-style-type: none"> * Standard training: conducted as eight weekly 1-on-1 sessions of one hour each ● Preparation of evaluation sheets 	<p style="text-align: center;">Evaluation and measurement</p> 	<p style="text-align: center;">Community and guideline development</p>  <ul style="list-style-type: none"> ● Running of results sharing sessions ● Sharing of tips ● Development of guidelines ● Development of a community for sharing best practices

IR DAY 2026

Staffing SBU

Kazunari Kimura

Executive Officer Staffing SBU Lead

July 6, 2026

PERSOL HOLDINGS CO., LTD.

Executive Officer Staffing SBU Lead

Kazunari Kimura

Career profile

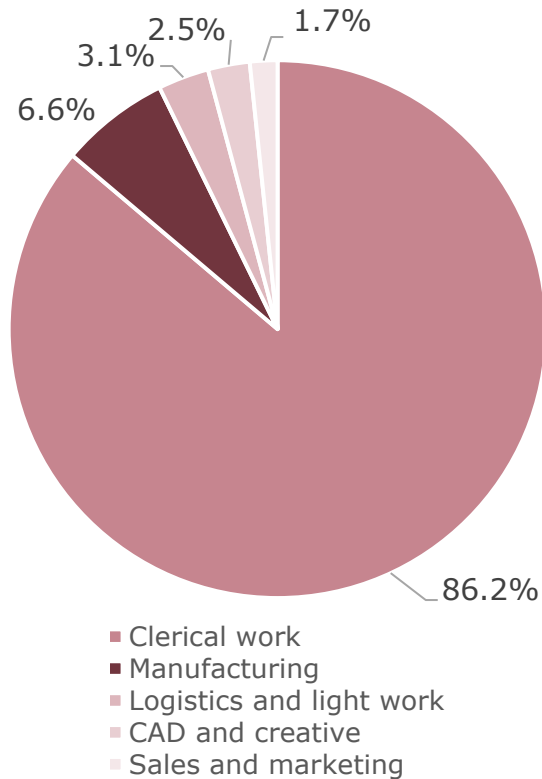
- 1991:** Joined Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2006:** Representative Director and President at TEMPSTAFF CAREER Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2012:** Executive Officer at Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2015:** Director (Part-time) at Tempstaff Co., Ltd. (current PERSOL TEMPSTAFF CO., LTD.)
- 2016:** Executive Officer at Temp Holdings Co., Ltd. (current PERSOL HOLDINGS CO., LTD.)
- 2020:** Director, Deputy President and Executive Officer at PERSOL TEMPSTAFF CO., LTD.
- 2021:** Executive Officer Staffing SBU Lead at PERSOL HOLDINGS CO., LTD.
Representative Director and President at PERSOL TEMPSTAFF CO., LTD.



Basic Information About Staffing SBU

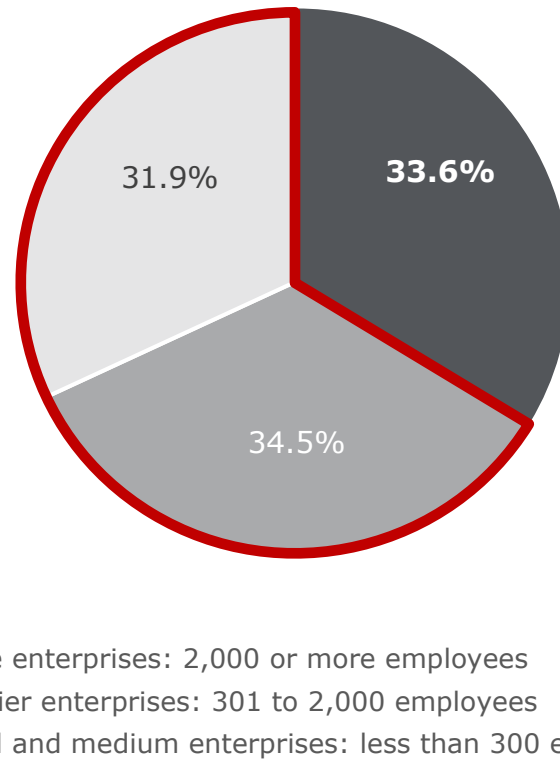
Breakdown of Revenue by Job Type

Clerical staffing is the primary revenue driver, led by our core operating company PERSOL TEMPSTAFF.



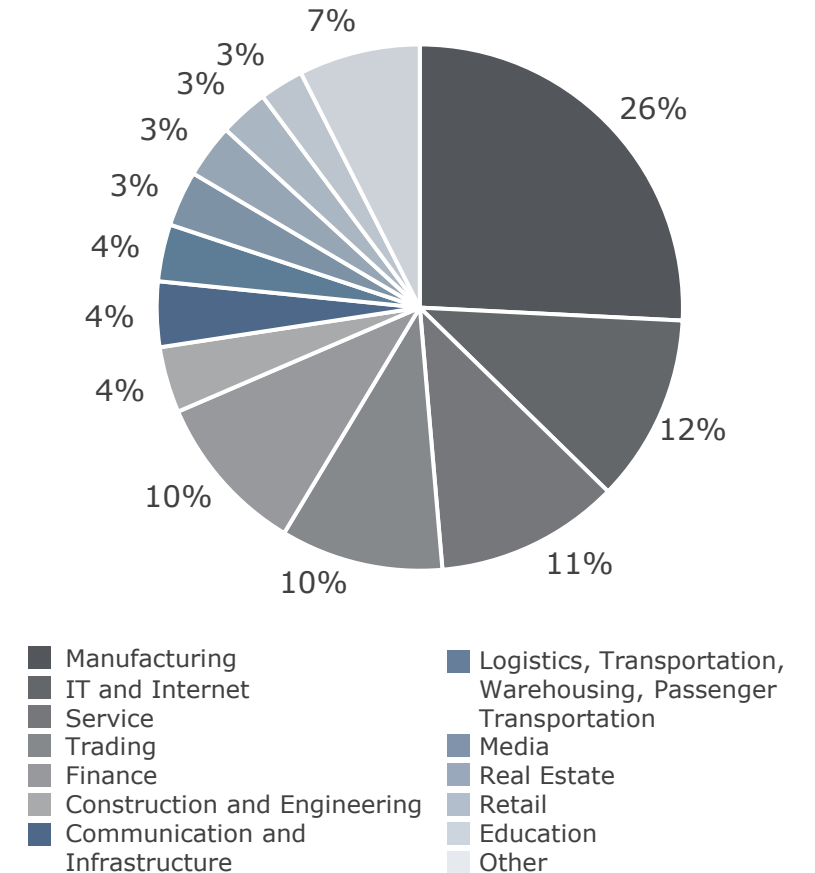
Breakdown of Revenue by Company Size* 1

The Staffing SBU does business with companies of all sizes, from SMEs and mid-tier enterprises to large enterprises, with SMEs and mid-tier enterprises accounting for 66.4% of business.



Breakdown of Revenue by Industry* 1

The Staffing SBU has built a client portfolio spanning a wide range of industries and has a solid operating base that is less susceptible to economic fluctuations.



*1 Only core company PERSOL TEMPSTAFF
 *2 FY2025 results of Staffing SBU

Our Market View and Competitive Advantages

Our understanding of the market

- In the temporary staffing market for clerical work, **there is growing demand for staff who are able to use high-level digital skills to generate results.**
- The market has shifted to an environment where **the ability to enhance value through continuous engagement-driven staff development and the design of job roles** determines competitiveness.
- In fields where it is **difficult to attract enough workers**, including those responsible for social infrastructure such as construction and other physical work, **labor shortages have become increasingly serious.**

■ Our Analysis of the Impact of AI

Q: Will the field of temporary staffing for clerical work in particular shrink due to the advancement of AI?

A: We recognize that there is a risk of market contraction, and we have formulated a hypothesis that the temporary staffing market for clerical work may shrink from its current size by 2035. However, we believe that by enhancing added value through continuous engagement-driven staff development and the design of job roles, we can expand our market share even within that shrinking market and achieve sustained growth.

Q: Are AI opportunities in the Staffing SBU only related to efficiency improvements?

A: In terms of the opportunities for us, in addition to efficiency improvements, we see potential in developing more sophisticated matching that leverages our accumulated customers, staff and data as extensive business resources. Furthermore, in terms of market opportunities, we project expanded demand for staff who are able to use high-level digital skills to generate results, such as utilizing RPA, BI and AI to drive internal DX initiatives at clients.

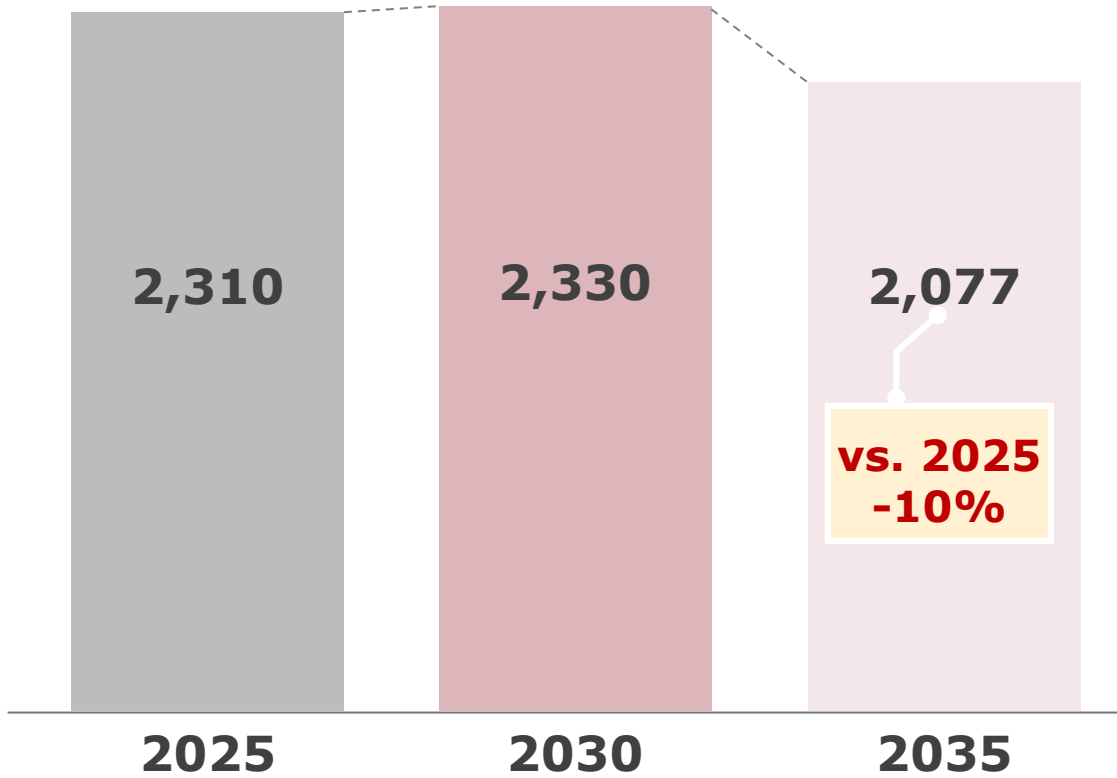
Competitive advantages

- TEMPSTAFF's strong **brand power** (high customer satisfaction and brand recall among both individual and corporate customers)
- **A wealth of business resources** (accumulated customers, staff, data, and nationwide network) backed by a track record spanning over 50 years
- **Provision of value through ongoing involvement**, including extensive follow-ups of currently placed staff, and the provision of feedback to companies

Environment Surrounding the Staffing SBU

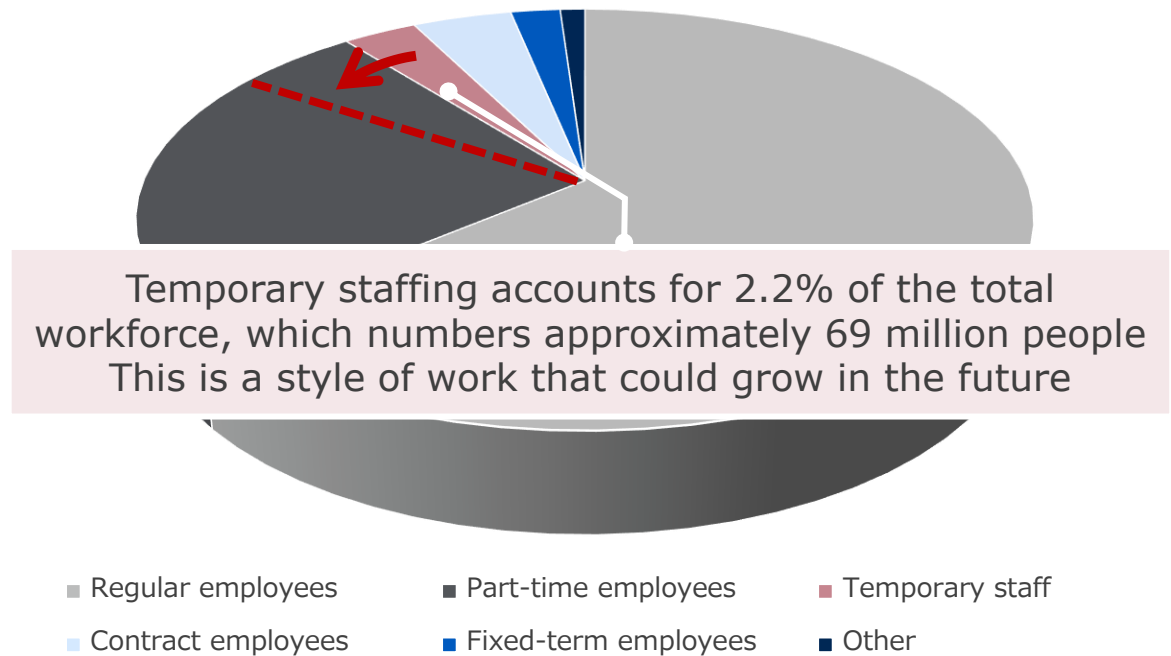
We need to change as a leading company in the market we serve

Outlook for the Clerical Temporary Staffing Market (Unit: Billion Yen)



* PERSOL estimates

Breakdown by Type of Employment



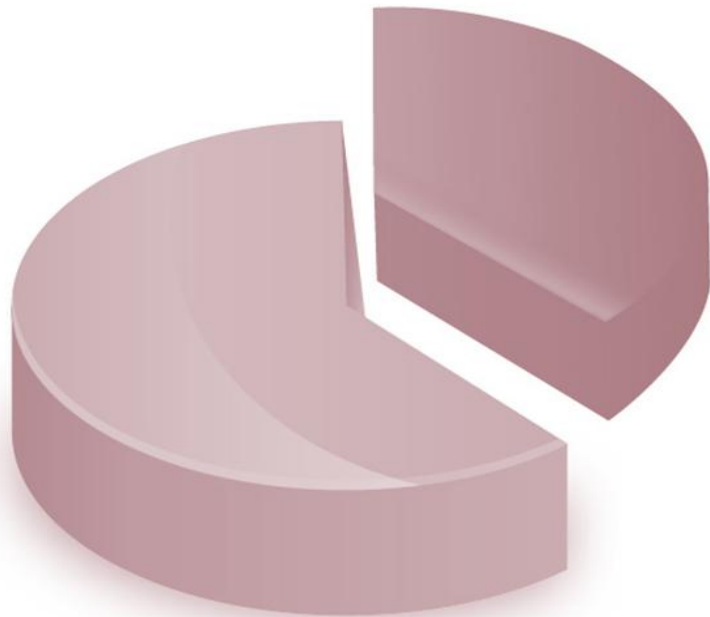
*Prepared based on official statistics (Ministry of Internal Affairs and Communications, Ministry of Health, Labour and Welfare)

Strategic Framework of the Staffing SBU

Driving business growth by addressing social issues and creating changes in the way of working

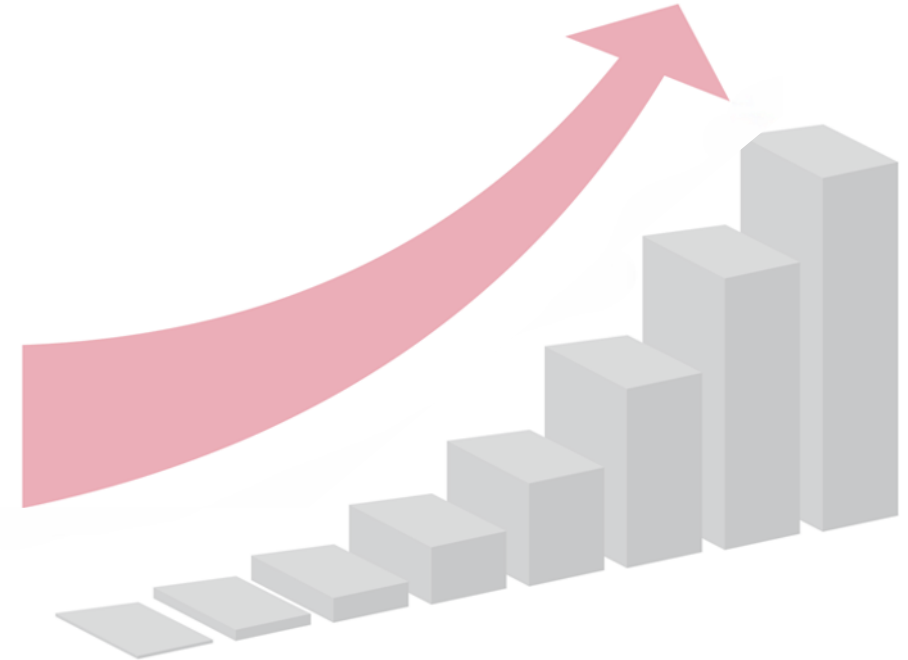
Expand Market Share

Expand market share by providing choices for a wide range of employment opportunities



Improve Profitability

Improve profitability by maximizing the value provided through a combination of human and digital technologies

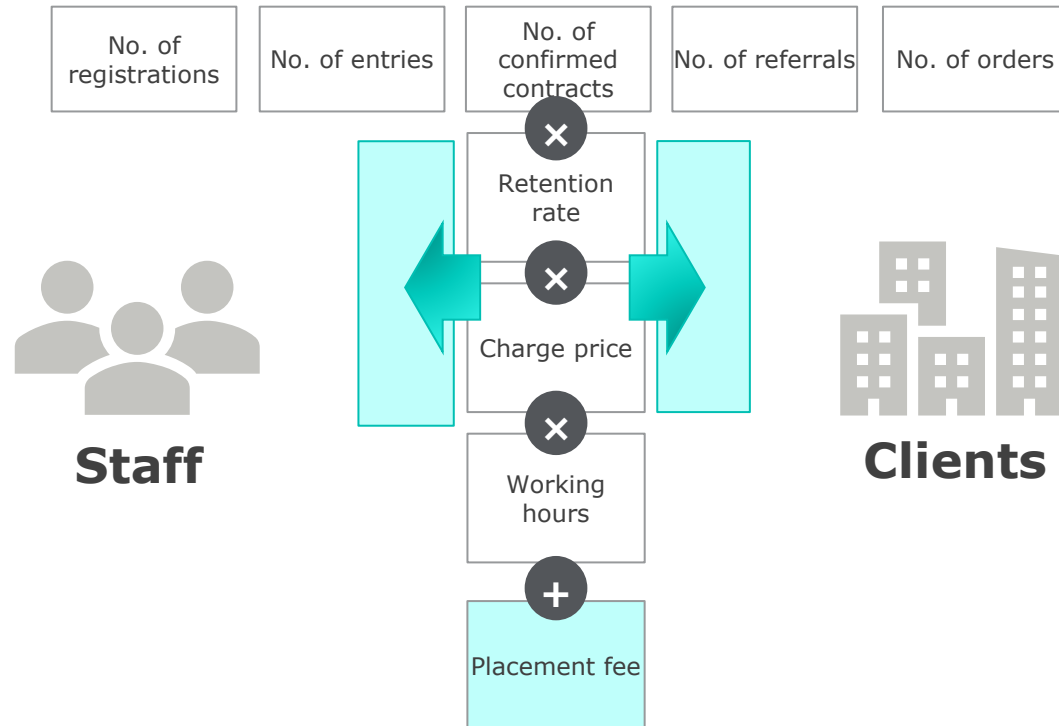


Strategic Framework of the Staffing SBU: Expand Market Share

Driving share growth by offering a wide range of employment choices

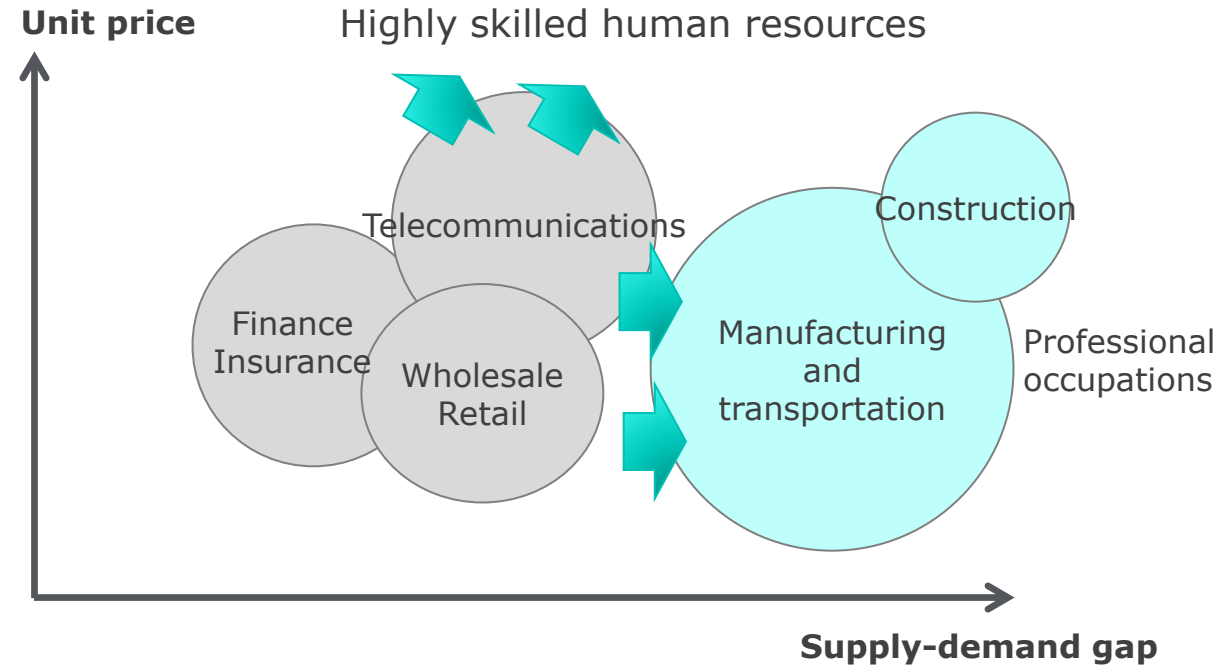
Evolution of Business

- Maximization of LTV through optimal matching by human combined with digital technology
- Higher unit prices through customer data-driven human resource development and problem solving



Expansion of Growth Areas

- Strengthening the development of staff with high-level digital skills
- Stepped up efforts in areas in which human resource demand is expected, such as construction and light work



Strategic Framework of the Staffing SBU: Improve Profitability Maximizing value provided through "Human × Digital" to drive profitability

Value of Human Involvement

- Contextual insight (deep, fundamental perspective built on customer understanding)
- Individual optimization (personalized proposals)
- Building relationships (the trust to support customer progress)



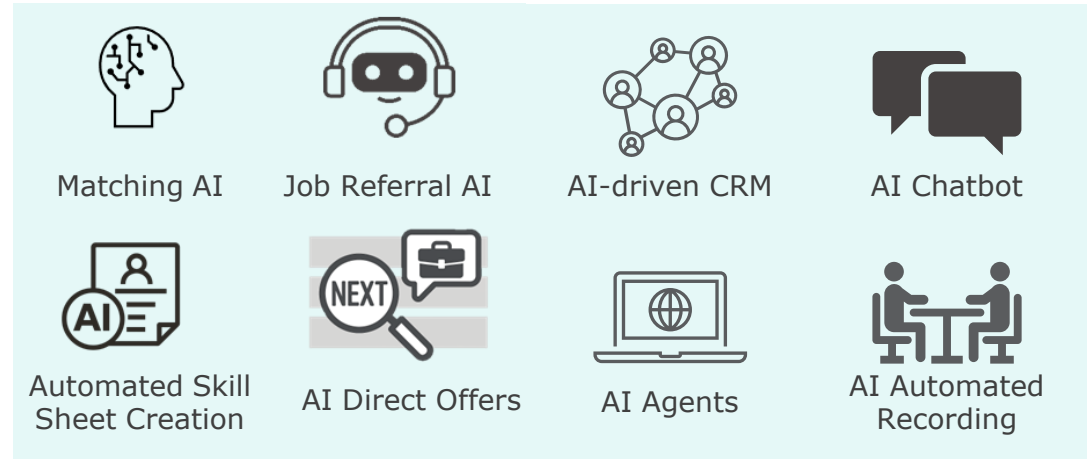
Enhanced Capabilities and Automation through Digitalization

- Comprehensiveness (extensive customer touchpoints)
- Speed (fast processing and decision making)
- Stability (minimal human variation)

Process Transformation

through Group-wide Operational Improvement and AI Adoption

Turning tacit knowledge into explicit knowledge



Standardization and Streamlining

Things to Be Achieved under Mid-term Management Plan FY2028

We will achieve expanded market share and improved profitability with a business model transformation that combines human and digital technologies.

<p>KGI (FY2028)</p>	<p>Adjusted EBITDA margin: over 6%</p>
<p>How Strategies</p>	<ul style="list-style-type: none"> • Through optimum matching that combines the strengths of people with digital technologies, we will increase LTV by matching staff to higher-paying positions and job types in their next assignment. • We will boost profitability through human resource development based on information gained from customer contact points (staff evaluations, sales information), and the provision of solutions to client issues • We will expand market share by developing markets in new fields such as construction and other fields involving physical work
<p>When Feasible timing</p>	<ul style="list-style-type: none"> • FY2027: Generate results from improved productivity through the implementation of digital technologies and AI, achieving an adjusted EBITDA margin of 6% • FY2028: Achieve an adjusted EBITDA margin of over 6%
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> • Through TEMPSTAFF's strong brand power, we can continue to consistently secure registrations and orders from both individual and corporate customers • By utilizing our accumulated information on customers and staff to train AI, we will establish the foundations for a highly effective matching model • By combining our existing temporary staffing business and construction design-related business*, it is highly likely that we can expand market share in new areas

* In December 2025, we acquired Aoyama Geijutsu Co., Ltd., which operates a matching platform for the architectural design industry, making it a subsidiary.

Strategy (1) Optimum matching combining human strengths with digital technologies

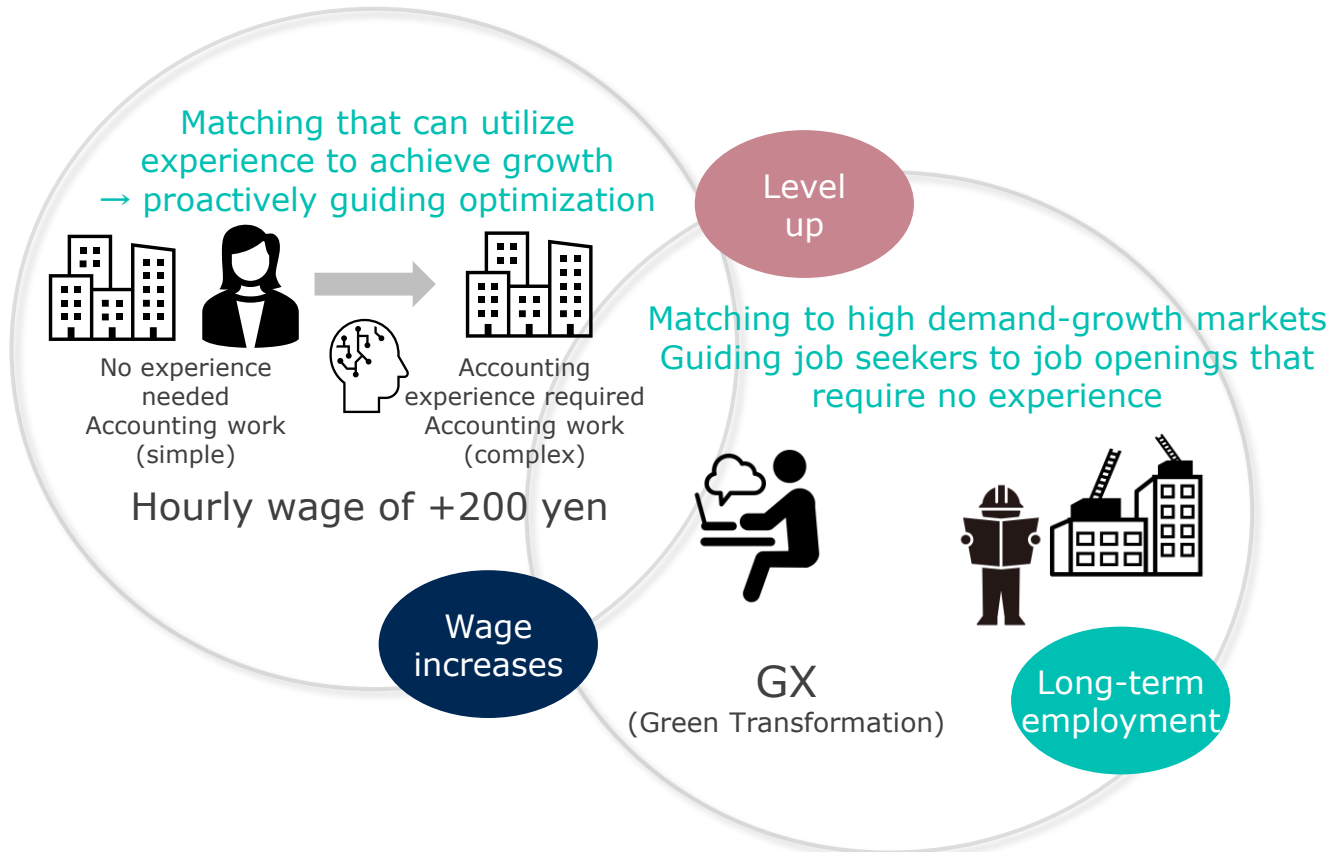
<p>Why The significance of efforts</p>	<ul style="list-style-type: none">• To enable the sustained growth of staff and companies by walking alongside individuals on their career journey and cultivating the talent businesses need
<p>How Measures</p>	<ul style="list-style-type: none">• Rather than simply matching job seekers to job openings as a one-time transaction, we partner with them throughout their career journey to enhance their long-term market value, leveraging digital technologies for optimal recommendations and personalized support.
<p>When Feasible timing</p>	<ul style="list-style-type: none">• FY2027: Create the foundations of digital matching that integrates digital technologies and AI with the matching process• FY2028 and beyond: Implement growth matching algorithms that utilize staff data
<p>Why Achievable Probability</p>	<ul style="list-style-type: none">• A wealth of business resources (accumulated customers, staff, and data) backed by a track record spanning over 50 years• Provision of value through ongoing involvement, including extensive follow-ups of currently placed staff, and the provision of feedback to companies

Strategy (1) Optimum matching combining human strengths with digital technologies

Rather than simply matching job seekers to job openings at a certain point in time, we utilize digital technologies to achieve matching that enhances the market value of job seekers over the long term.

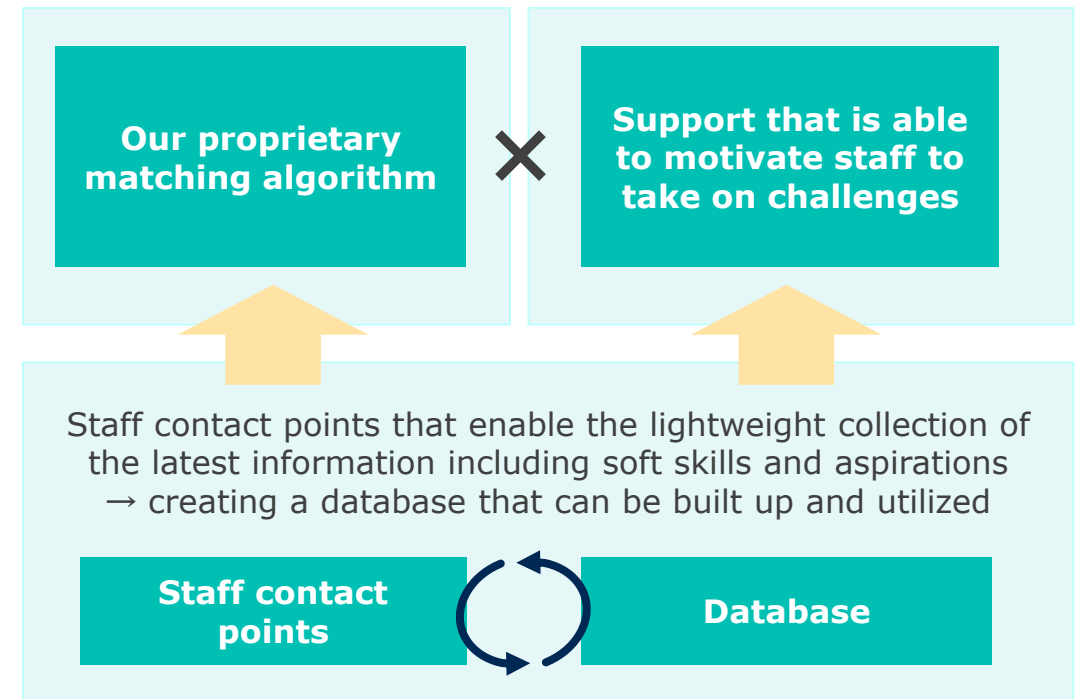
Growth-oriented matching that enhances customer LTV

A job guide utilizing past experiences that lead to future growth



Career optimization combining human with digital technologies

Original matching that leverages staff contact points and data



Strategy (2) Solving Problems Based on Customer Contact Point Data

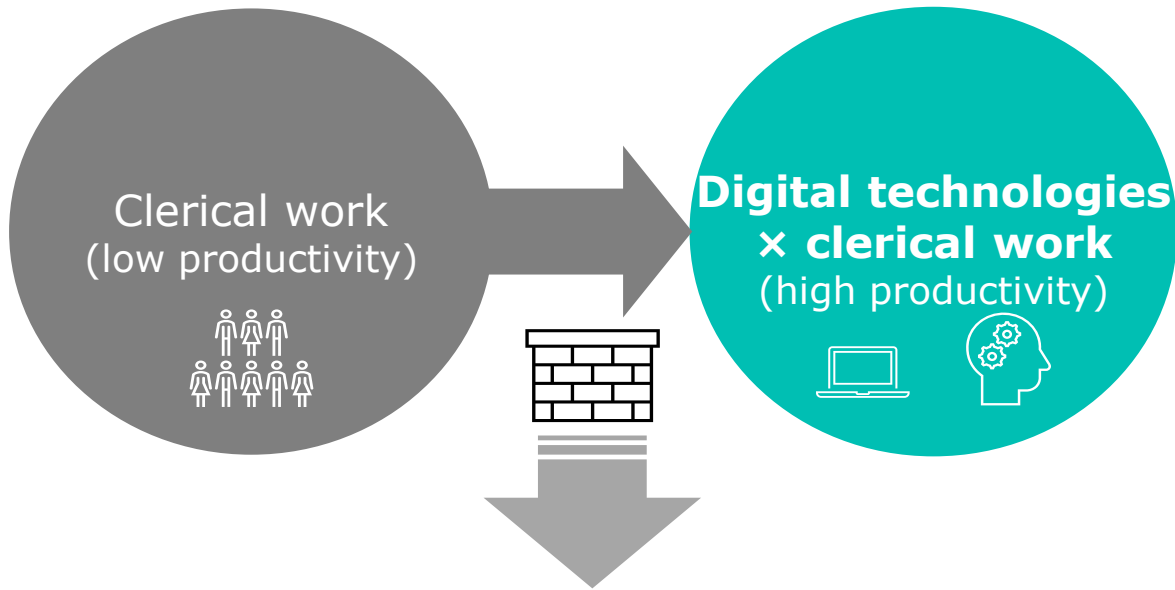
<p>Why The significance of efforts</p>	<ul style="list-style-type: none"> To build new service models and organizational/training structures to realize solutions to customer issues, and create value beyond the traditional staffing supply model.
<p>How Measures</p>	<ul style="list-style-type: none"> Solve the human resources issues faced by customers in their frontline operations in a practical and phased manner, dealing with both the work itself and the training of human resources
<p>When Feasible timing</p>	<ul style="list-style-type: none"> FY2027: Build the foundations of fundamental sales practices by implementing digital technologies and AI in sales activities FY2028 and beyond: Implement problem solving-focused sales activities based on customer contact point data
<p>Why Achievable Probability</p>	<ul style="list-style-type: none"> A wealth of business resources (accumulated customers, staff, and data) backed by a track record spanning over 50 years Provision of value through ongoing involvement, including extensive follow-ups of currently placed staff, and the provision of feedback to companies

Strategy (2) Solving Problems Based on Customer Contact Point Data

Solve the human resources issues faced by customers in their frontline operations in a practical and phased manner, dealing with both the work itself and the training of human resources.

Client issues in the AI era

It is necessary to overcome the "digital implementation barriers" to boost productivity

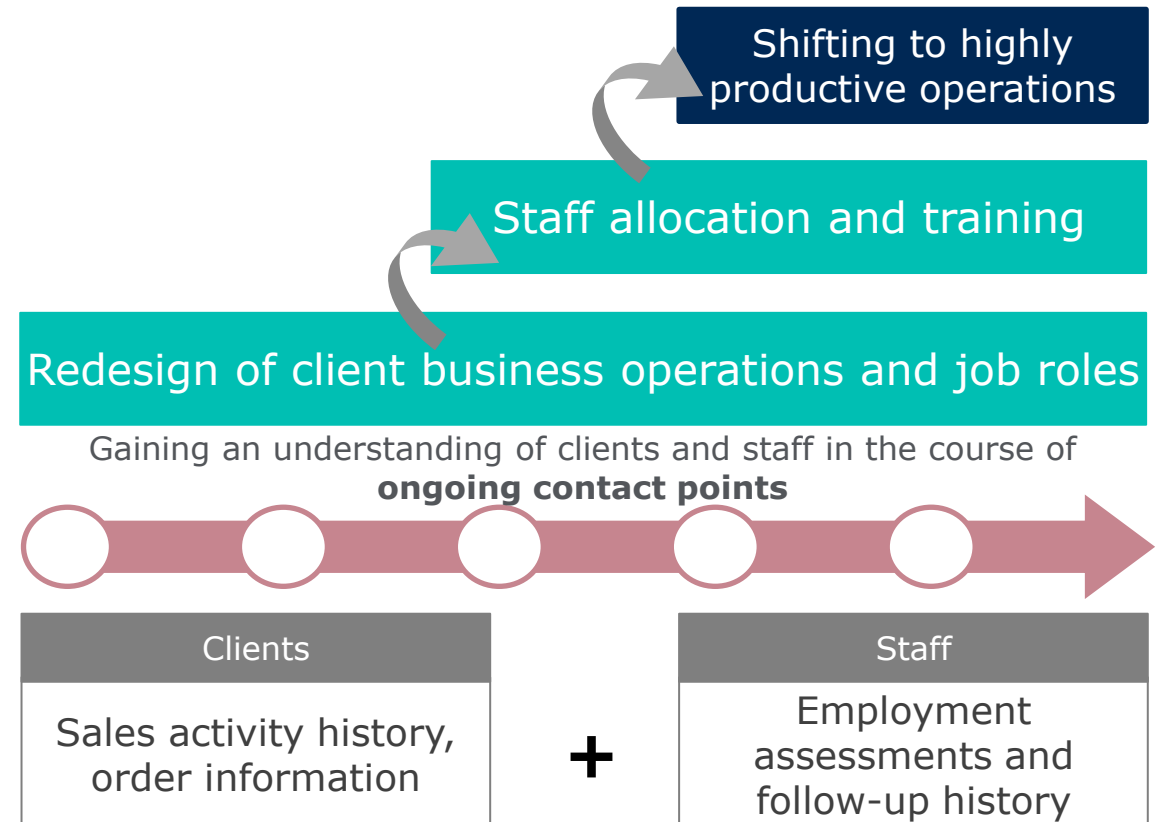


The "digital implementation barriers" hindering structural change

1. Membership-based job design alone is insufficient to drive DX
2. Shortage of human resources capable of delivering results using AI relative to demand

Problem solving that leverages the unique strengths of PERSOL TEMPSTAFF

Phased problem solving utilizing ongoing contact points with customers

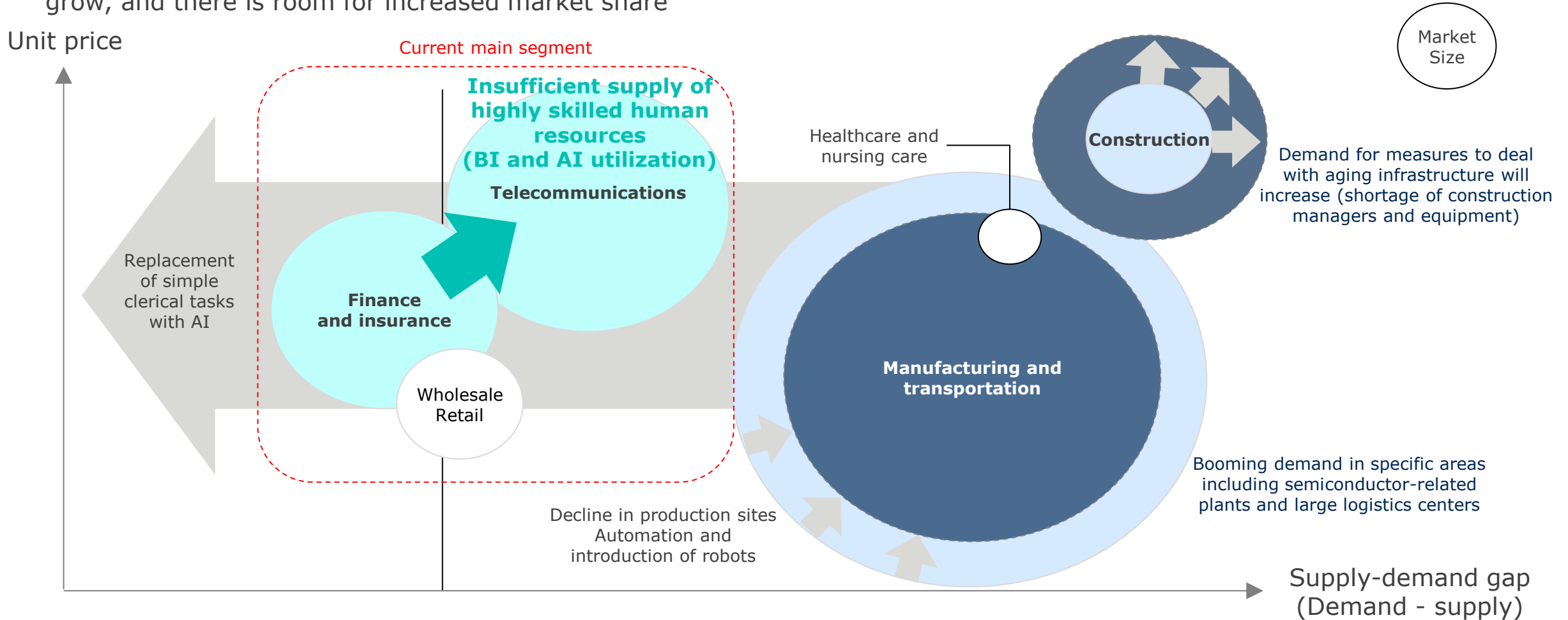


Strategy (3) Developing Markets in Construction and Other Fields Involving Physical Work Where Demand Is Growing

<p>Why The significance of efforts</p>	<ul style="list-style-type: none">• To resolve a supply-demand gap in the labor market by developing and expanding a labor market that will face human resource supply issues even as AI and digitalization advance
<p>How Measures</p>	<ul style="list-style-type: none">• With an expansion in construction investment, including measures to deal with aging infrastructure, address the increasingly serious shortage of construction workers by providing end-to-end services catering to customer needs across all construction processes, from design to execution• Enhance the provision of services in the production process and light work areas which employ more than 600,000 temporary staff
<p>When Feasible timing</p>	<ul style="list-style-type: none">• FY2026: Develop detailed resource allocation policies and business plans• FY2027 and beyond: Implementation of plans
<p>Why Achievable Probability</p>	<ul style="list-style-type: none">• TEMPSTAFF's strong brand power (high customer satisfaction and brand recall among both individual and corporate customers)• A wealth of business resources (accumulated customers, staff, and data) backed by a track record spanning over 50 years

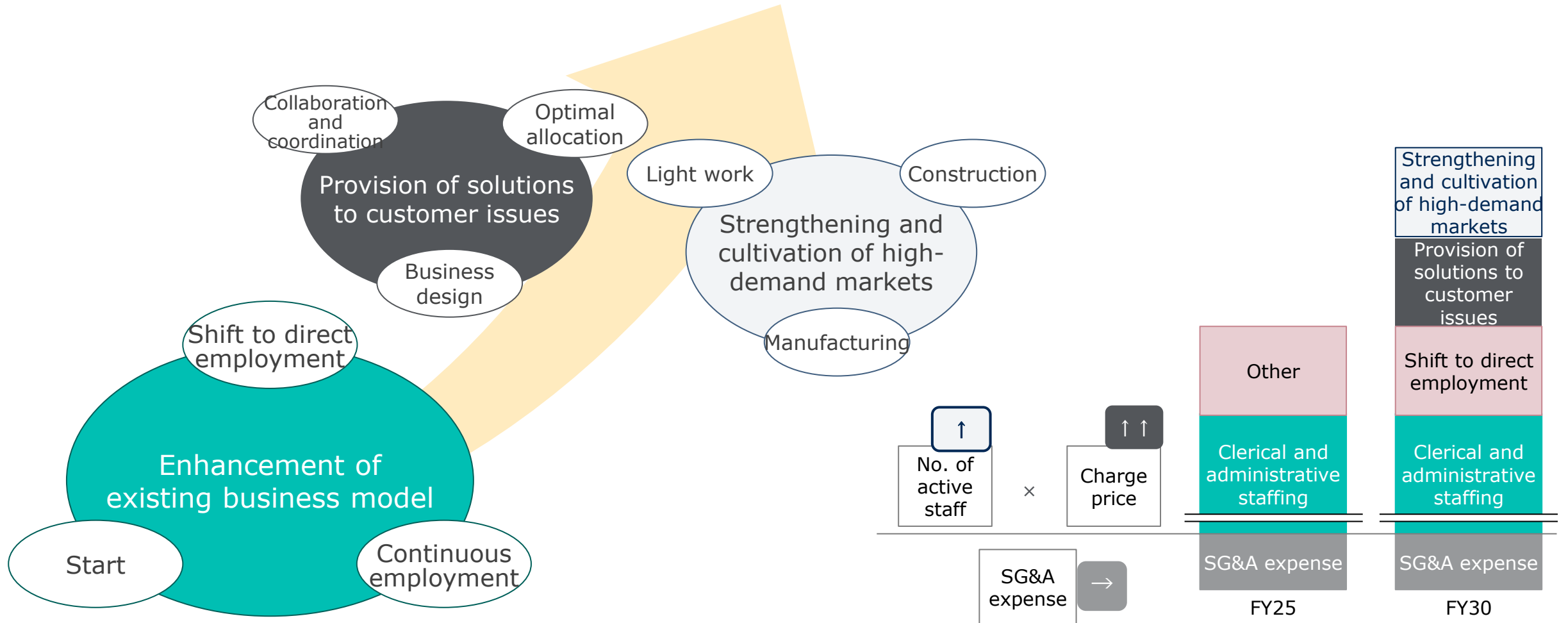
Strategy (3) Developing Markets in Construction and Other Fields Involving Physical Work Where Demand Is Growing

- In the clerical and administrative staffing market, our core market, we will expand our market share by cultivating human resources with high-level digital skills, for which demand is expected to grow
- In addition, we will proceed with efforts to develop the construction and light work areas where demand is expected to grow, and there is room for increased market share

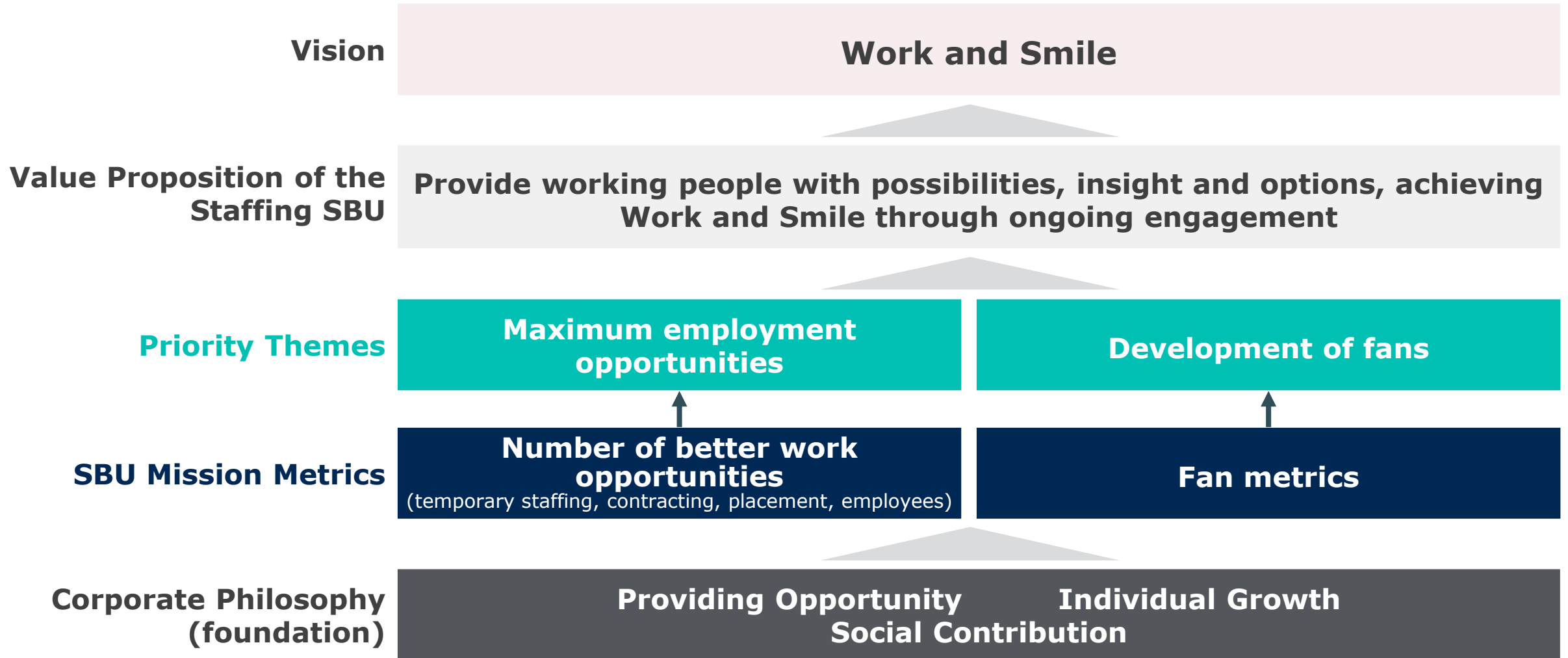


Grand Design for FY2030

While ensuring profit in existing markets, we will expand growth by solving customer issues and cultivating new areas of operation.



Vision for the Staffing SBU



IR DAY 2026

A New Technology Strategy for AI-First Business Transformation

Yuta Tsuge

Executive Officer CIO/CAIO

July 6, 2026

PERSOL HOLDINGS

Executive Officer CIO/CAIO

Yuta Tsuge

Career profile

- 2006: Joined Intelligence, Ltd. (current PERSOL CAREER CO., LTD.), where he was in charge of corporate sales
- 2011: In charge of drawing up and implementing business strategies at Business Planning/Sales Planning
(*Also responsible for the IT and Technology departments)
- 2017: In charge of drawing up and driving medium- to long-term strategies at Corporate Planning
- 2019: In charge of Technology Division and New Business Development Division as an Executive Officer
- 2022: Appointed Executive Officer CIO/CDO at PERSOL HOLDINGS CO., LTD.
Leading Group-wide technology utilization



Key Messages in Today's Presentation

1

Overview of Our New Technology Strategy

2

AI Investment Priorities Across the Group

3

Execution Framework Supporting Our AI Strategy

Key Messages in Today's Presentation

1

Overview of Our New Technology Strategy

2

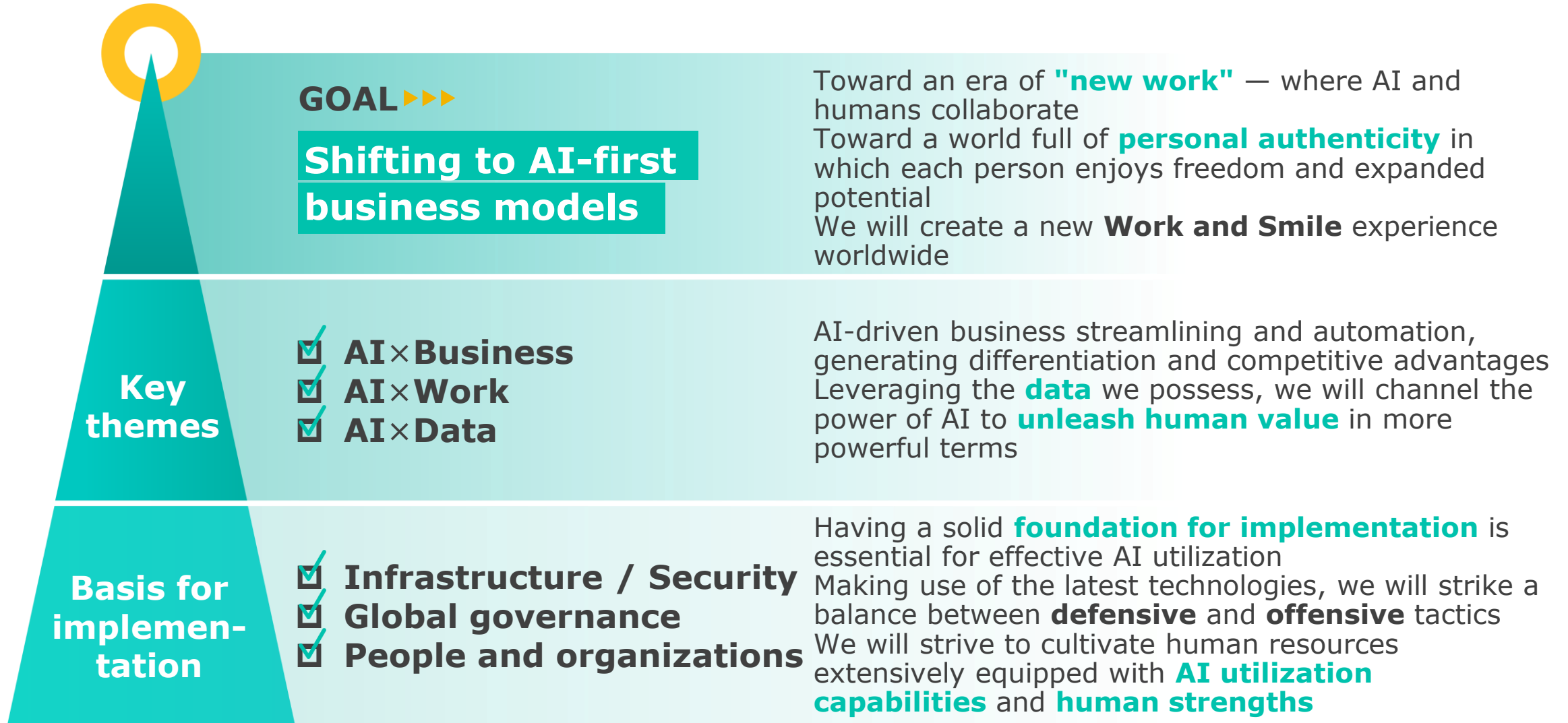
AI Investment Priorities Across the Group

3

Execution Framework Supporting Our AI Strategy

Overview of Our New Technology Strategy

Aiming to realize an AI-first business transformation, we have formulated a new technology strategy centered on three key themes



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Execution Framework Supporting Our AI Strategy

Group-wide AI Investment Policy

Our policy is to combine assessments along the two axes of "impact" and "time to realization" with SBU characteristics to make AI investments from areas with a high likelihood of investment returns



Staffing

AI adoption focused in the **sales and matching fields**

BPO

Accelerate the **AI x BPO service development**

Technology

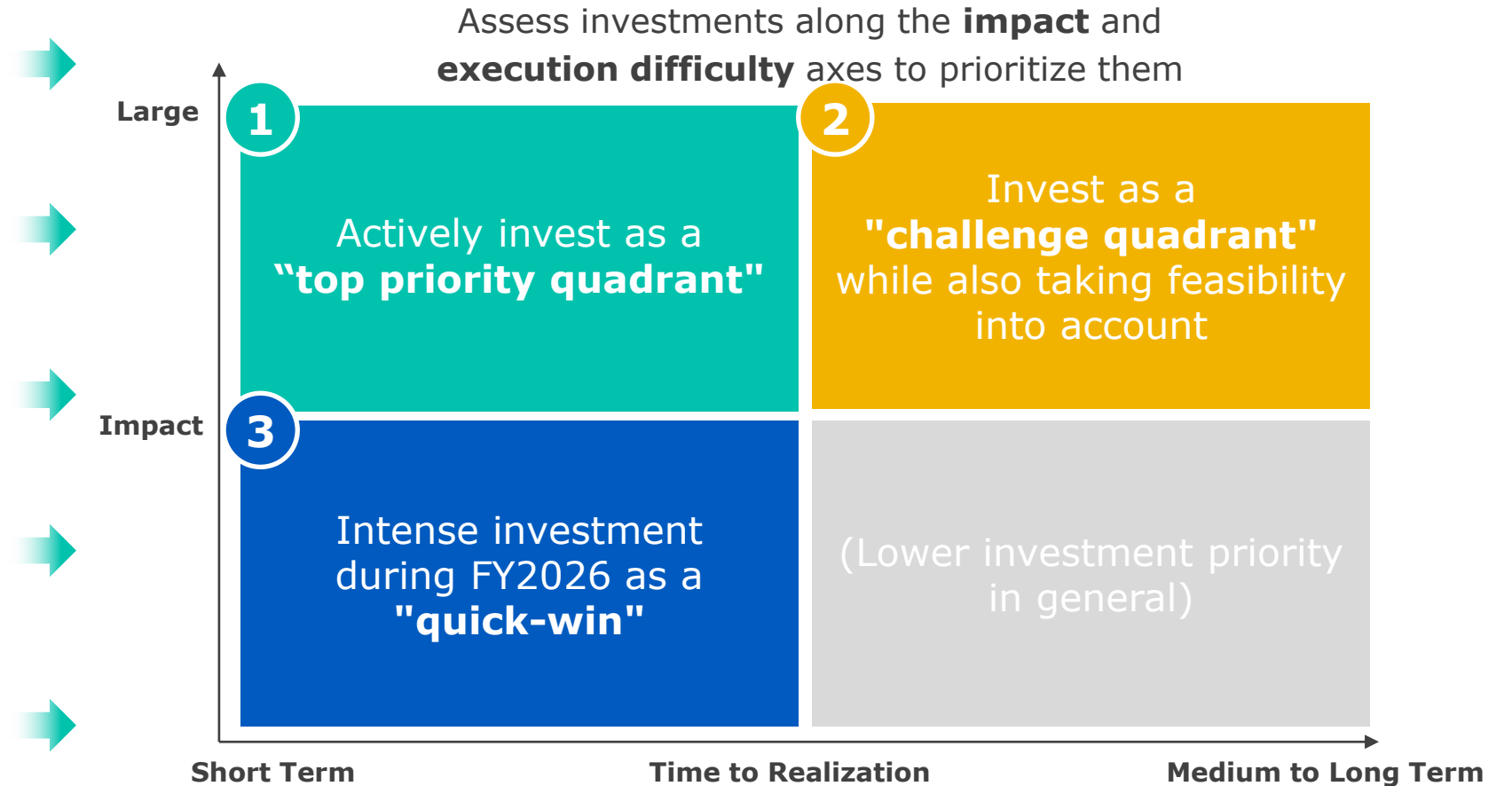
Utilize AI primarily for **IT engineer development work**

Career

Full-scale AI adoption for both individual and corporate sides

Asia Pacific

Promote AI utilization with a focus on the **temporary staffing and placement** areas



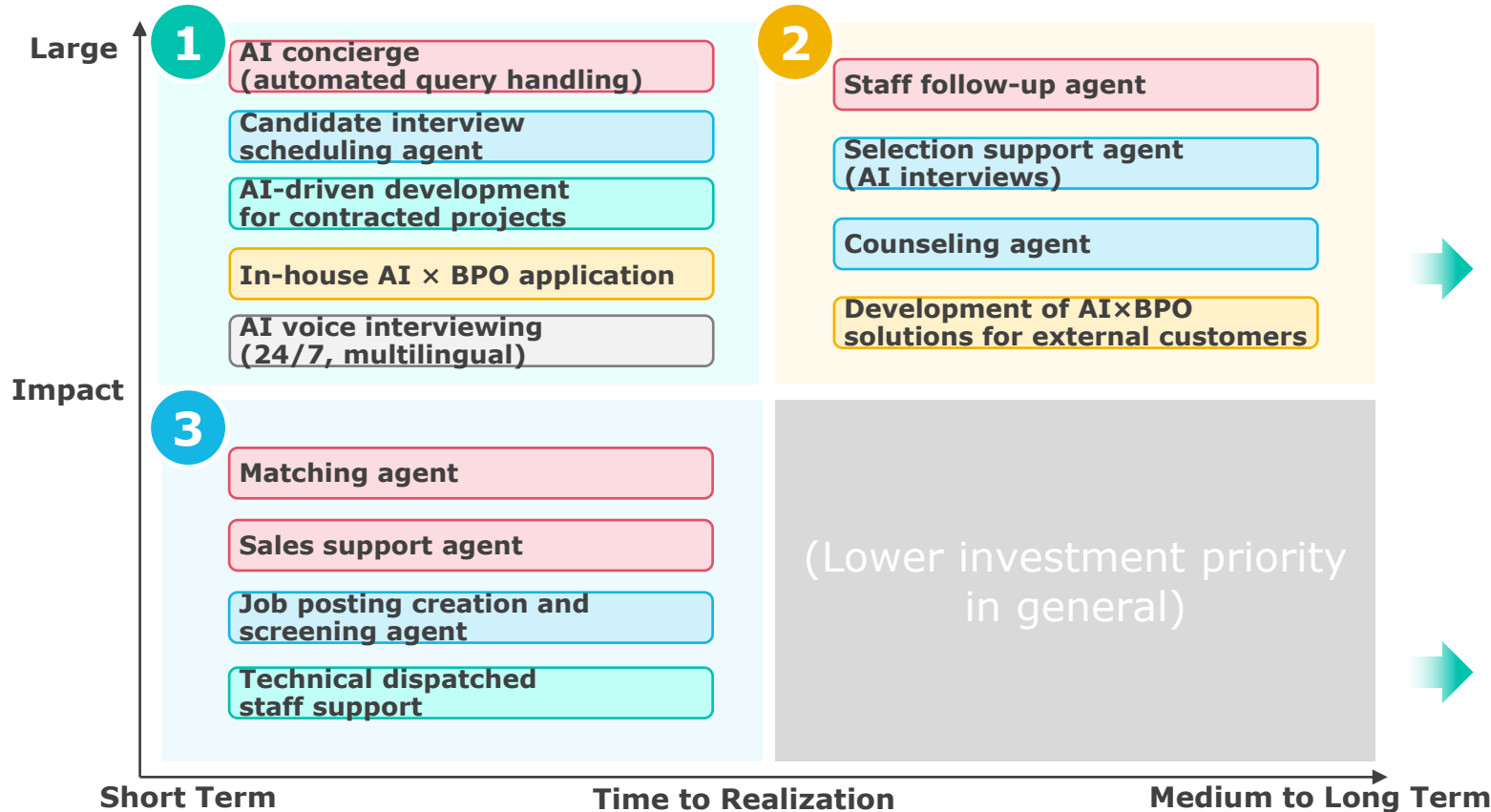
Key AI Initiatives in Each SBU

For the Staffing and Career SBUs, we will actively invest across all areas, while in the BPO, Technology and Asia Pacific SBUs, we will focus on top-priority areas to secure reliable returns.



Key AI Investment Initiatives for Each SBU (partial list)

Staffing Career BPO Technology Asia Pacific



Staffing Career

Aggressive investment across all Areas (①②③)

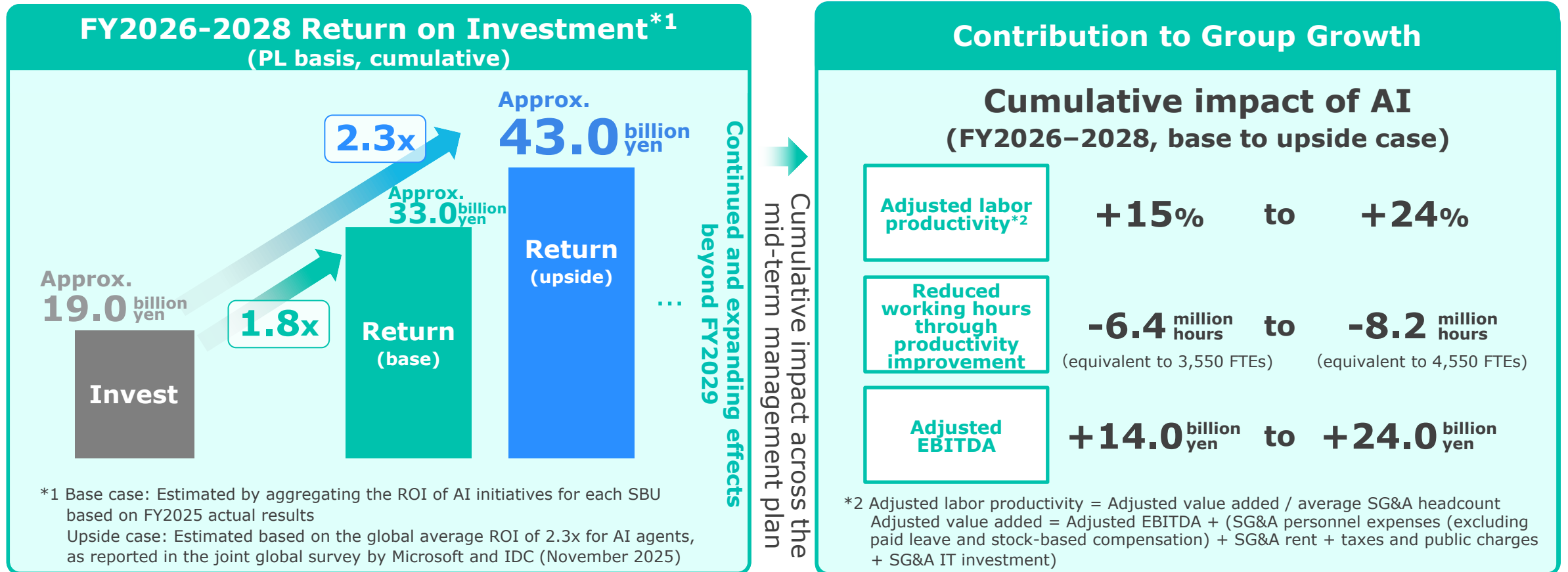
BPO Technology Asia Pacific

Investment focused on Area ①

AI-related Investments and Returns

Under the current mid-term management plan, we expect total investments of approx. 19.0 billion yen, generating returns of approx. 33.0 billion yen (base case) and approx. 43.0 billion yen (upside case). AI investments will be reviewed annually based on technological, market, and strategic changes.

● AI Investments and Returns (FY2026–2028)



Key Messages in Today's Presentation

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AI Investment Priorities Across the Group

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Execution Framework Supporting Our AI Strategy

Initiatives for Implementation of an AI-First Strategy: Strengthening Human Resource and Organizational Capabilities

Enhance the execution of the AI strategy through a workforce of 2,000 technology professionals and the establishment of a Group AI Division

Technology-oriented human resources

Technology-oriented human resources
within the Group

Over 2,000

Accelerating AI transformation through the capabilities of technology talent essential for the AI era

- 1 Deploying technology talent with deep business understanding within each business
- 2 Building the foundation for AI advancement through AI and data talent
- 3 Establishing a unified, end-to-end in-house development structure across the Group

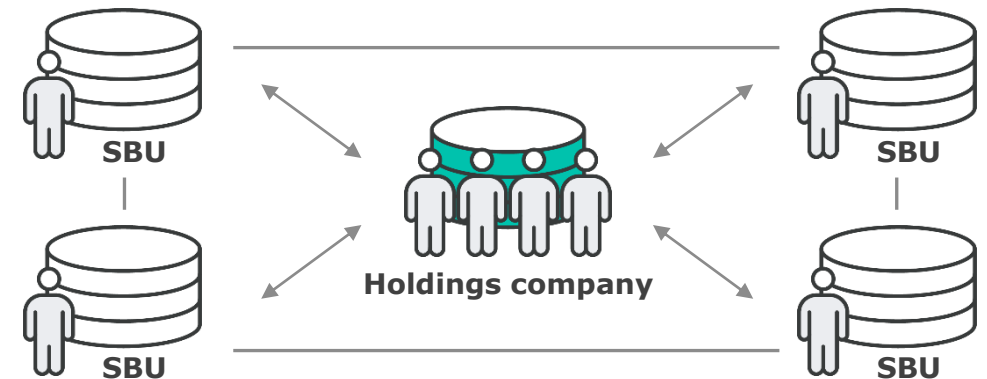
Building a Group-wide AI execution structure

(April 1, 2026)

New establishment of a Group AI Division

Driving, supporting, and scaling AI initiatives across all SBUs

- Centralize AI and data engineers within Holdings to enable Group-wide optimization
- Successful use cases from each SBU will be shared and leveraged across the Group (e.g., Extending doda's AI matching to staffing business, etc.)

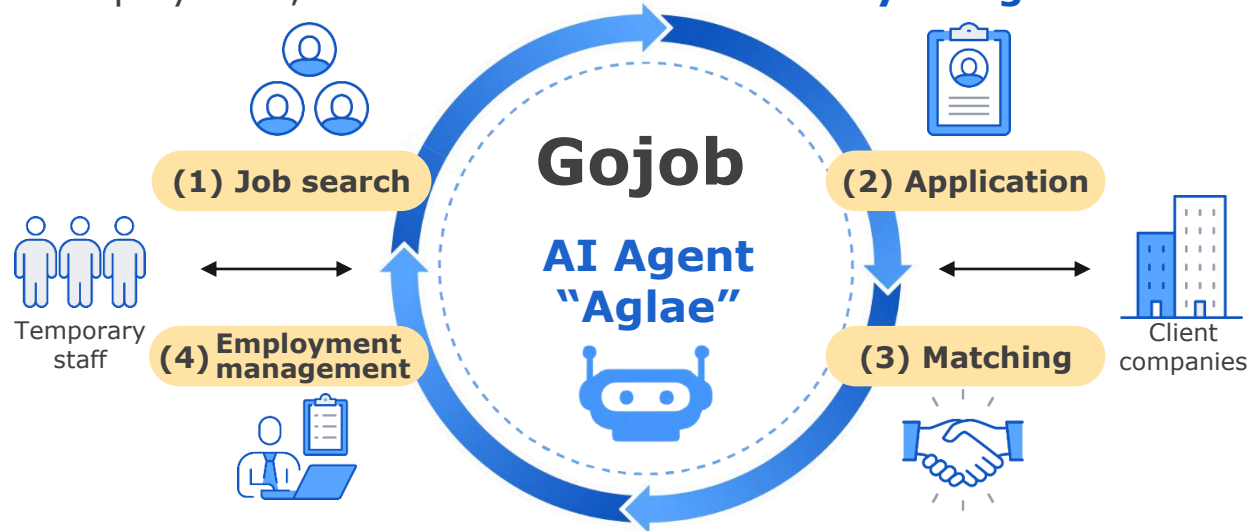


Initiatives for Implementation of an AI-First Strategy: Acquisition of Global Advanced AI Technologies

Leveraging Gojob's industry-leading AI technologies to deliver superior quality and drive step-change growth

• Overview of the Gojob Platform

- **A temporary staffing SaaS platform** operating in France and the United States
- The entire frontline worker process, from job search to employment, **is automated end-to-end by AI agents**



Sustained high growth with a CAGR of over 30% through 2030

• Integration into PERSOL's Business (Plan)

Combined with PERSOL's strengths, accelerating the Group's step-change growth

Evolution of Existing Businesses

1 Deployment of AI agents in domestic temporary staffing businesses

Maintaining PERSOL's strengths while significantly accelerating the entire matching process

Acceleration of Growth in New Domains

2 Expansion into the domestic frontline worker market

Integrate Gojob's frontline worker technologies and expertise into services such as Sharefull to rapidly capture share in new markets



“Work and Smile”

“A new way of working”
where AI and human collaborate

Expanding individual freedom
and potential, toward a world
where individuality thrives

Disclaimer



The statements concerning PERSOL HOLDINGS's future business performance in this materials such as earnings forecasts are based on information currently available and certain assumptions deemed to be reasonable by PERSOL HOLDINGS, and do not guarantee that these figures will be achieved. 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 of business results and financial status of PERSOL Group. Please note that not all the figures and indicators have been subjected to audit or review by external auditors.

Work and Smile