



IR-DAY

**Presentation Materials
R&D Function Unit**

Day1

2024.7.2

Excerpts from the "Mid-Term Management Plan 2026" announced in May 2023

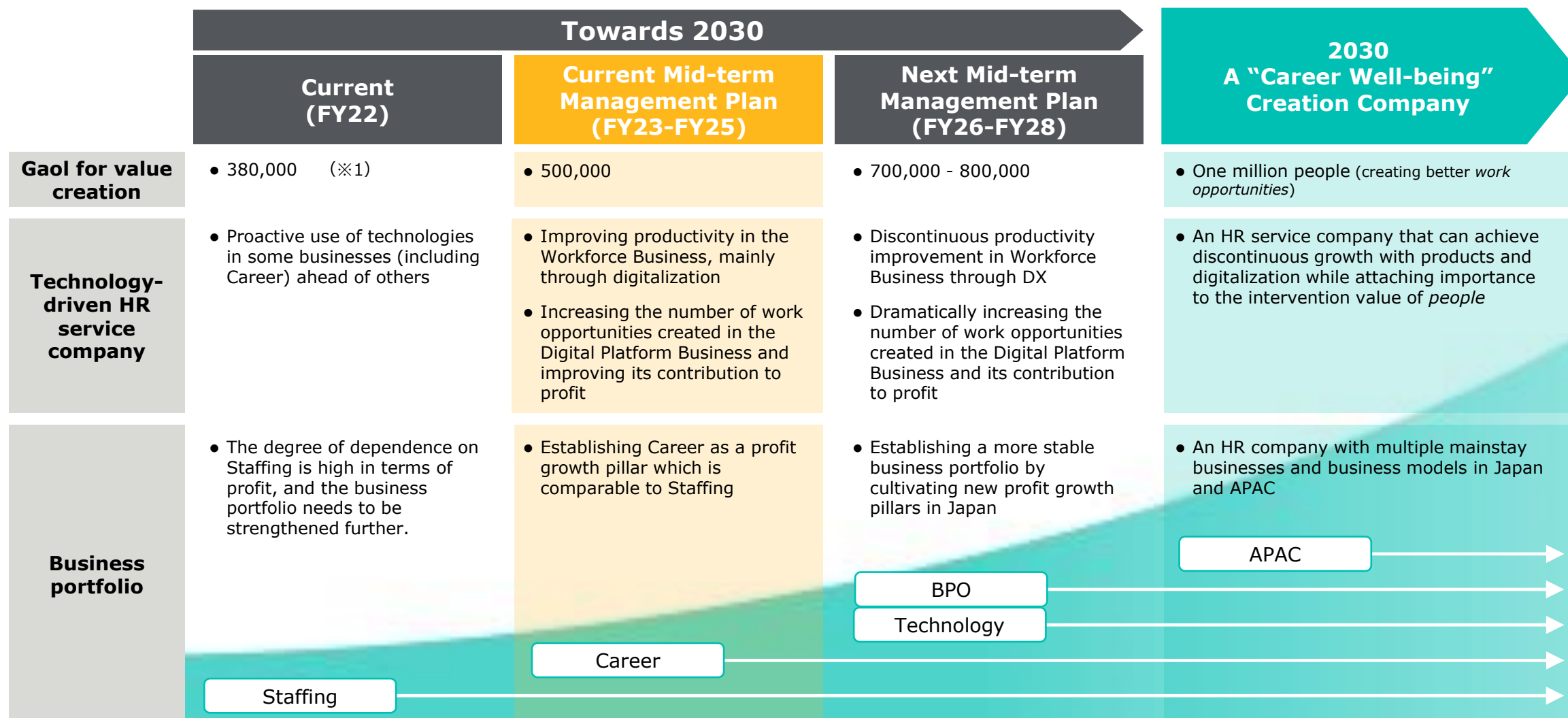
Positions of businesses and management policy

The position of each business and management policy are as follows. In particular, under this Mid-term Management Plan, we position Career, BPO, and Technology as the domains of focus and invest proactively in them.

The Group's foundation Continue to be the foundation of the Group's growth.	Staffing	<ul style="list-style-type: none"> – Aim to achieve growth by increasing market share despite the possibility of a shrinking the clerical and administrative staffing market over the long term. – Contribute to the Group's growth by strengthening relations with customers.
Pillars of profit growth Proactive business investments, for the sake of significant profit growth in the medium to long term	Career	<ul style="list-style-type: none"> – Aim to achieve growth exceeding market growth while the career-change-related market continues to expand. – Continue to make investments that contribute to medium- to long-term business growth and the acquisition of competitive advantages.
	BPO	<ul style="list-style-type: none"> – Aim to achieve growth exceeding market growth by taking advantage of the customer base of temporary staffing. – Make large-scale investments, mainly to acquire the ability to achieve a business transformation.
	Technology	<ul style="list-style-type: none"> – Reinforce the foundations for large-scale recruitment and the development of high value-added human resources and improve sales capabilities, in an attempt to increase billing rates. – Continue large-scale recruitment to derive medium- to long-term competitive advantages.
Reinforce the foundations for a breakthrough. Improve earnings to enable large-scale investment for growth in FY2025 and beyond.	APAC	<ul style="list-style-type: none"> – Achieve earnings improvement at a level that will contribute to improving shareholder value. – Invest in a quantitative expansion after improving earnings.
Investments toward the future Implement R&D after achieving an investment quota at a certain level.	R&D	<ul style="list-style-type: none"> – Achieve an investment quota at a certain level to explore and create businesses related to Career Well-being.

Towards 2030

Aim for value creation of 500,000 people by the final fiscal year of the current Mid-term Management Plan (FY2025) and one million people by 2030.



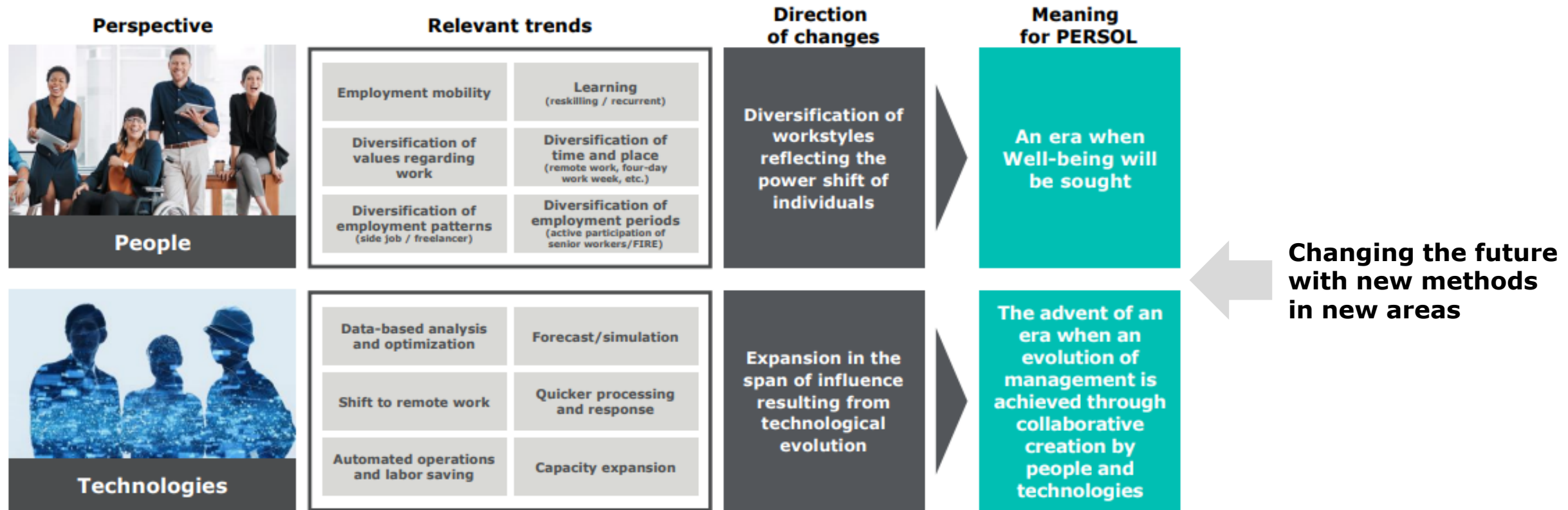
Overview of the Function Unit

**Changing the future
with new methods
in new areas**

Changes in the market environment and its overall picture

The advent of "an era when workers seek well-being" and "an era when management evolves through collaborative creation by people and technologies".

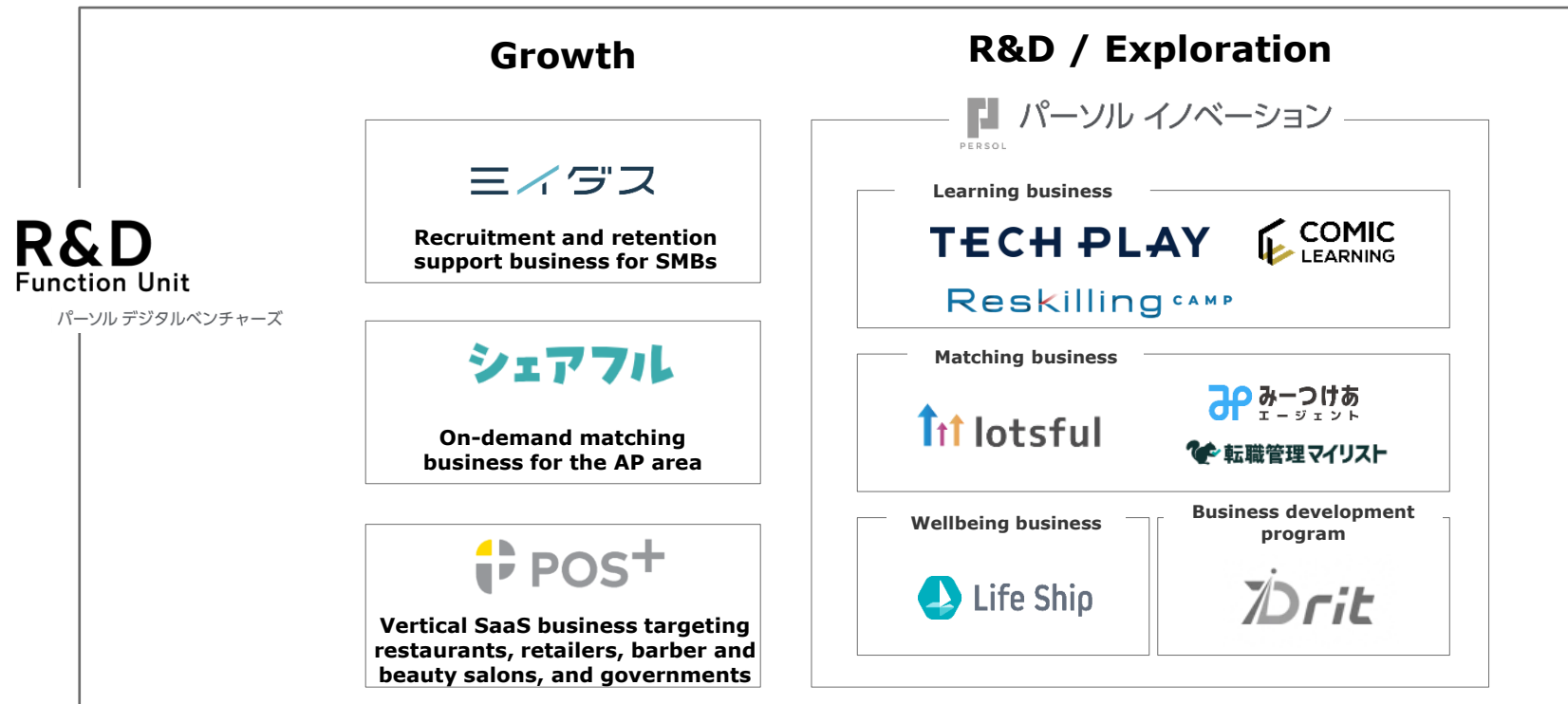
Based on this outlook, the R&D Function Unit was established as "a unit in charge of exploring and creating businesses".



Source: PERSOL Holdings "Mid-term Management Plan 2026"

Function Unit's Business Portfolio

- The main areas of Function Unit are (i) overcoming the issue of a shortage of human resources (with a focus on support for recruitment and procurement) and (ii) solving problems with productivity (with a focus on DX).
- We target a wide range of business opportunities and carry out exploration activities by using an internal new business development program as well.
- We regularly review the business portfolio to assess business feasibility before taking initiatives such as withdrawal and sale.



Expanding Our Business Area as the Group

Experience Less

New methods and areas



R&D-like investment made in light of future outlook by taking risks, aiming to acquire the core position

Business development investment for generating future cash flow (BizDev)

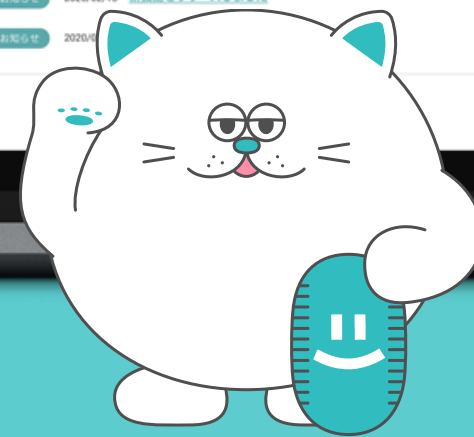
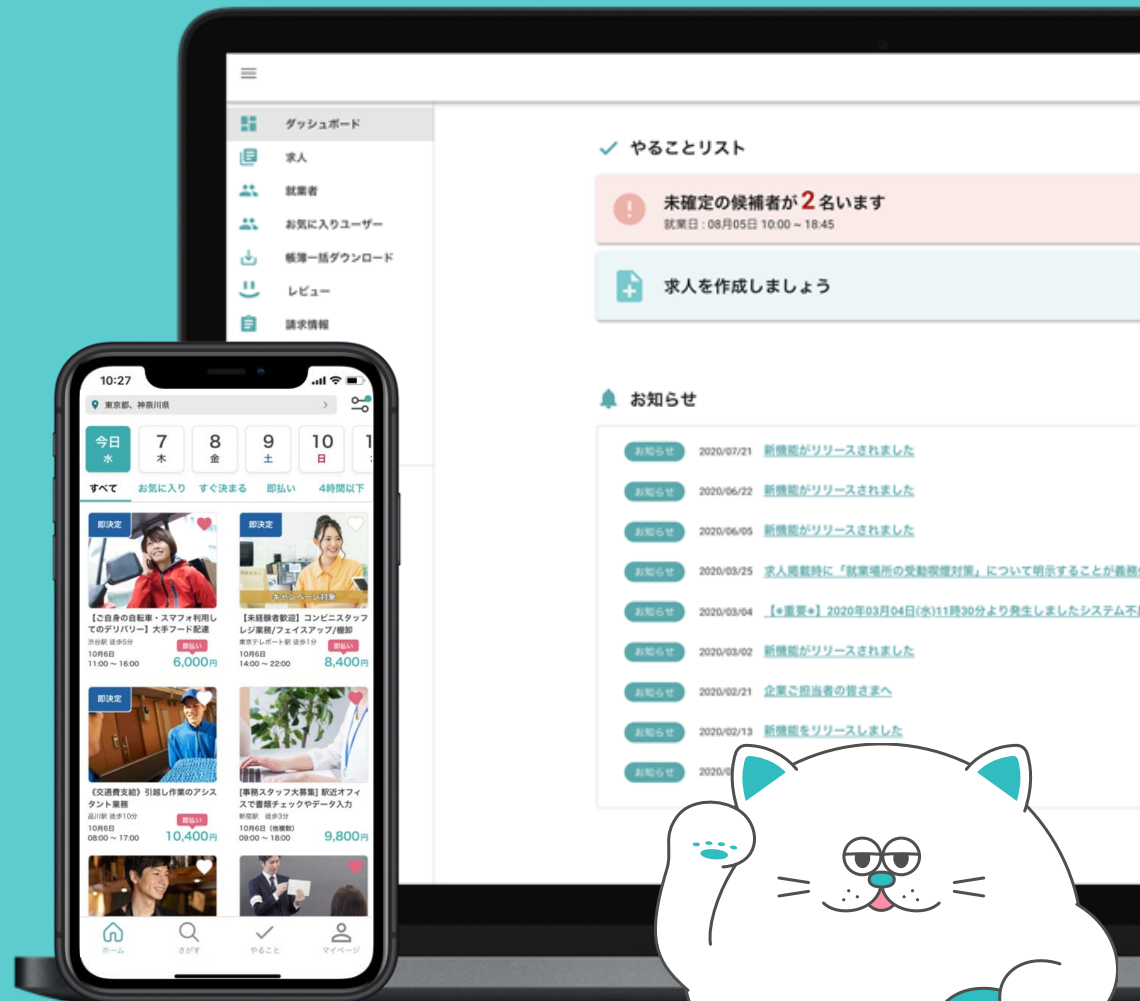
Making investment for maintaining and increasing cash flow.

Time it takes before monetization

Long

シェアフル

by PERSOL



Management Philosophy

- Technology has greatly increased the number of “work” options for some occupations, which are not restricted by time, location or other conditions. However, for many jobs, the options are still very limited due to various constraints such as time, location and past experience.
- We want to expand the possibilities for everyone to “work” by using technology to create the conditions for anyone to try different types of “work”, or to create new types of “work” that never existed before.

PERSOL Corporate Philosophy

Providing Opportunity

Individual Growth

Social Contribution

Sharefull Mission

**Expanding Everyone's
“Work”**

**Creating a New Way of
“Working”**

What is “Sharefull” Freelance Gig-type Job App?

- Sharefull is a freelance gig-type job app that enables matching starting in “one-day increments”. A platform that enables users to work and get paid immediately.
- The service was launched in 2019 and has grown as a forerunner in the field to become one of the leading operators by number of job listings and users.
- A model under which matching commissions (daily wage x commission rate) from recruiting companies are the main source of income. Free of charge for job seekers.



Operation on Existing Media for Recruiting Part-time Workers

Recruiting companies



Creating and posting job listings

Lacks speed and flexibility of the process up to recruitment

Human resources cannot be recruited when they are needed because it takes time and effort to post the job listing and interview candidates (including adjustment of schedule).

Cost can be relatively high

Because fees are charged for posting, there is a risk that the cost will be wasted if no worker is recruited.

Recruitment mismatches occur

A mismatch may be revealed after time-consuming, costly recruitment because long-term employment is assumed.

Part-time job recruitment media

Interview

Recruitment

Working

Compensation payment

Application

Search

Job seekers (Users)



Hard to find jobs

It is hard to find jobs which allow them to start working immediately because many jobs involve long-term and fixed shifts.

Takes time to start working

It takes time and effort to create a resume, apply for a job, attend interview, and become employed. (And it is not known whether the application will be successful or not.)

Lacks flexibility of work styles

Flexible work style may be difficult because there are many long-term, fixed shifts.

Takes time to get paid

Payments are made on a monthly basis, in principle, which means it takes time before a user can receive payment.

Freelance Gig-type Jobs Enable Flexible Operations That Meet Needs

Recruiting
companies



Creating and
posting job listings

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Application

Search

Job seekers
(Users)



Quick, flexible process up to recruitment

Companies can post job listings on their own 24 hours a day, 365 days a year, with no interview and with matching taking place on the same day at the earliest. They can recruit as many workers as they want whenever they are needed. They can respond flexibly to unexpected vacancies and in peak periods.

Optimal cost management

Cost will not be wasted because billing is results-based, in which a cost is generated only when employment takes place. Recruitment operations are streamlined, without the trouble of interviewing candidates and screening application materials.

Preventing recruitment mismatches

Conversion to long-term employment can be made through consideration made based on how they work in freelance gig-type jobs, which makes it possible to prevent mismatches.

Compensation payment on behalf of employers

Sharefull consistently handles attendance, payroll, and compensation payment

Interview

Recruitment

Working

Compensation
payment

It is easy to find jobs that suit their schedules

Abundant one-off/short-time jobs are available, permitting users to find jobs that suit their schedules.

Users can work right away

They can start work as early as the same day, with no need for a resume or interview. This means they can work when there is unexpected spare time and in the event of unexpected spending.

Flexible work styles

Many one-off/short-time jobs are available, permitting users to work whenever they want and to balance work and private life or other jobs. If they like the job after working there, they can repeat the job or work for a long period of time.

Immediate payment of compensation

Get paid on the same day you work and meet urgent expenses.

Feedback from Customers

- **Unexpected flood of applications in an area that normally does not receive any applications.**

The most shocking thing was that **we received more applications than we expected in an area where we had never received any applicants for part-time jobs** in the first place. Also, even though we were hiring a driver, we did not want to remove the requirement of a person with hospitality, but we found that we could hire very good people even for a one-time job. we felt that this service had great potential, and decided to use it to recruit for other positions as well.

- **New media that provide opportunities to meet human resources and develop the relationship into employment.**

With job-placement agencies and temporary staffing companies, there were cases where a posting fee or commission was costly and cases of mismatch, for instance when an applicant did not turn up for the interview or where a worker soon left their job. In such circumstances, **we felt that Sharefull is effective because posting is free, we can find people who work only when they are needed, and we can employ them as regular workers.** This is why we are using it. We use freelance gig-type jobs as **new media that provide opportunities to meet human resources and develop the relationship into employment**, thus tackling the shortage of human resources in the restaurant industry.

- **We solved the shortage of human resources, and that's not all! It leads to a reduction in recruitment cost, and freelance gig-type jobs have become a method of long-term employment.**

With conventional job recruitment media, posting of job listings itself generates cost. Accordingly, cost-effectiveness was poor at branches that could not attract applications and recruit human resources. Since we began to post job listings at Sharefull, we have been receiving many applications. Because no **additional cost is generated even if we recruit long-term part-time workers, the cost of recruitment has been reduced** compared with conventional job recruitment media. So we are satisfied!

- **Man-hours for recruitment could be reduced! It enables speedy recruitment activities!**

In recruitment activities with conventional job recruitment media, the process of creating job listings, soliciting applicants, interviewing them, and actually employing them takes about one month in total. With Sharefull, however, **we can post a job listing on the day when we want to hire someone. In addition, we can offer employment to people who have actually worked for us and whom we want to work for a long term. We can therefore reduce time spent on the overall recruitment.**

Market Size

- The market for freelance gig-type jobs is expanding rapidly due to (i) aggravation of the labor shortage, (ii) diversification of work styles, (iii) rising cost of living, and (iv) increased visibility of freelance gig-type jobs.
- It is expected that this trend will remain unchanged and the market will be expanded significantly.

Background to the expansion of the market of freelance gig-type jobs

(i) Aggravation of labor shortage

Since the end of the COVID-19 pandemic, the labor shortage has been growing serious in a number of industries, and it has been difficult to secure staff with long-term employment alone.

(ii) Diversification of work styles

The moves to recommend side jobs has led to an increase in the number of people who desire to have freelance gig-type jobs as their side jobs. Thus, freelance gig-type jobs have also spread to company employees.

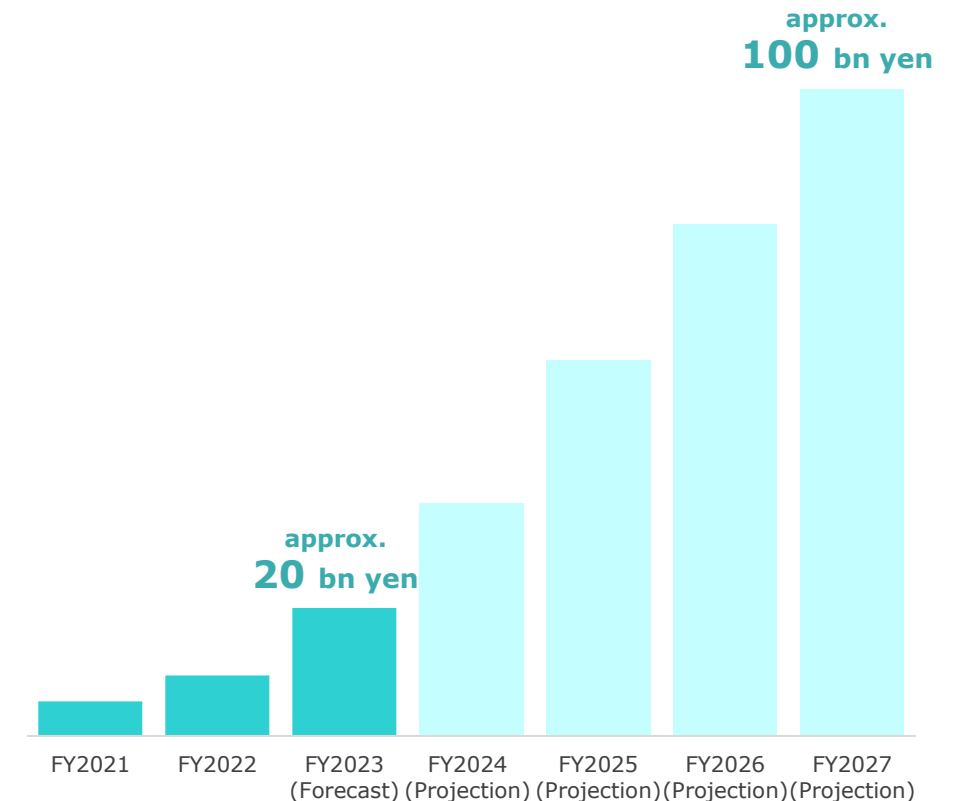
(iii) Rising cost of living

Reflecting the rising cost of living attributed to the price surge, there have also been people who need to supplement their income with freelance gig-type jobs.

(iv) Increased visibility of freelance gig-type jobs

No need for resume and interview, freedom to work any shift you want, and immediate payment of compensation have been recognized as benefits of freelance gig-type jobs. They have also been known widely as a new way of meeting companies.

Market size of freelance gig-type jobs

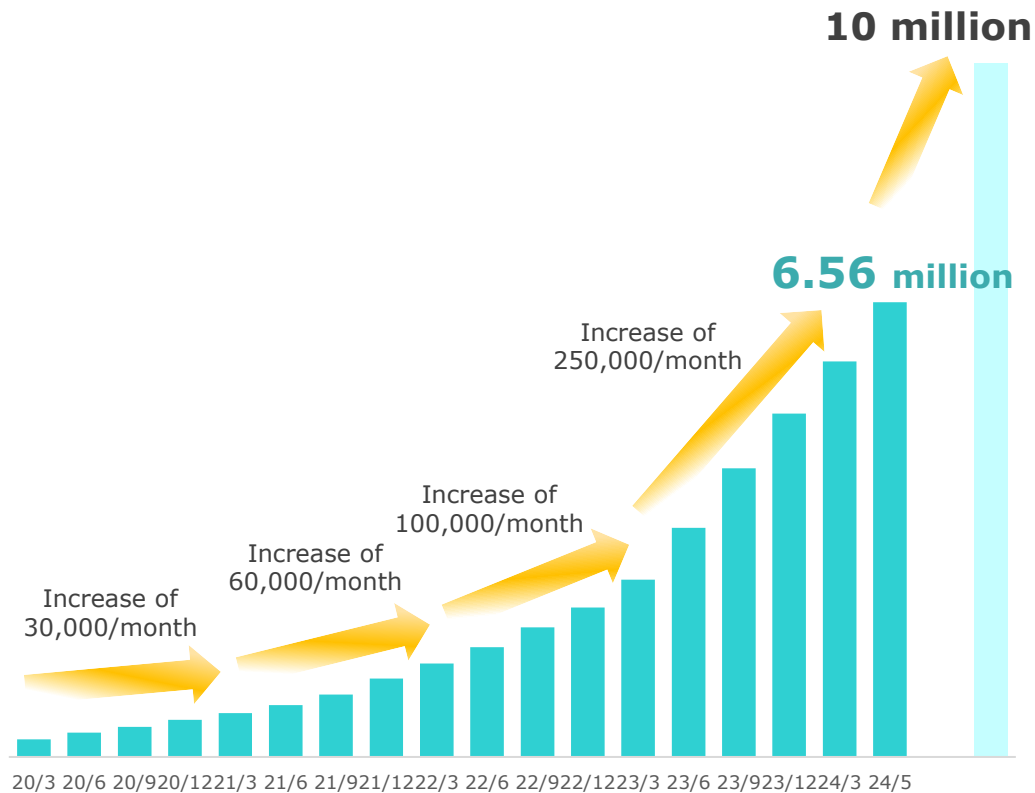


Source: Estimated by us based on third-party market research

Job Seekers (Users)

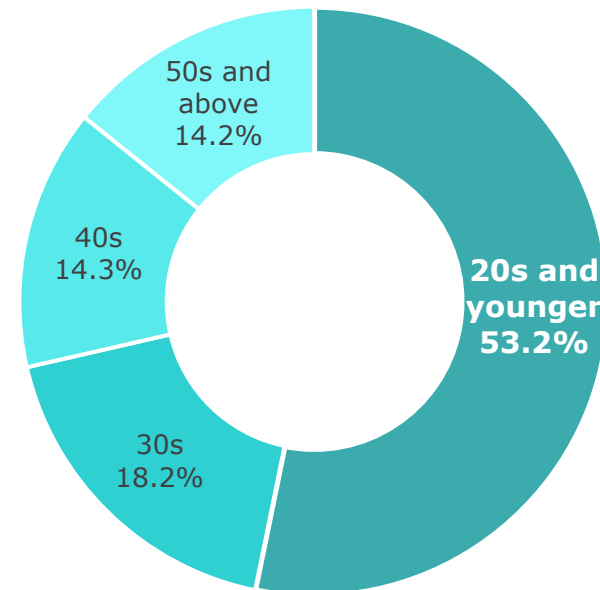
- Cumulative downloads exceeded 6.56 million as of May 2024. The rate of increase is accelerated year by year. We aim to increase the number to more than ten million as soon as possible.
- Young people aged 29 or younger constitute the majority. Users include not only students but also many company employees, who use it to get side jobs or change their jobs after experiencing freelance gig-type jobs.

Cumulative Downloads

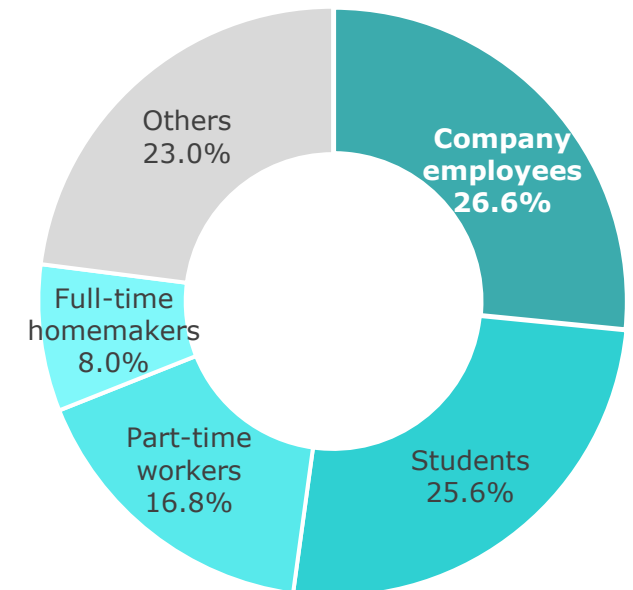


User Attributes

Generation



Occupation



*As of May 2024

Growth Strategy

- Increasing both job listings and users by increasing stickiness with the provision of multitiered services, including shift management service and reward points, and overall support from the PERSOL Group (including cooperation in sales activities, transfer of staff, and financing), thus increasing the number of matches dramatically.

Strengthening the sales system

3 Nationwide coordination with PERSOL Group companies

- Acceleration of mid-career hiring, expansion of sites, transfer from PERSOL Group



Recruiting Companies

Increase in job listings

2 Coordination with Sync Up shift management service

- Coupons (helping send customers to shops/restaurants and having them visit shops/restaurants before working there)

Acquiring client companies by offering multitiered value

Increased variety of job listings leads to an increase in repeat users.

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Improving the quality of matches further by accumulating data

4 Using data to access services other than the one for freelance gig-type jobs (e.g.: Sharefull Agent)

An increase in applications leads to an increase in the rate of matching of posted job listings.

Overwhelming capability to attract users

- Large-scale investment for attracting users
- Measures to increase visibility, such as TV commercials (July -)



Users

Increase in MAU*

1 Use of the app for Sharefull members, a reward point service

A device for attracting visitors regardless of presence or absence of job listings

*MAU: Monthly Active Users (number of users who used the Sharefull app in a month)

Differentiating Factor (Multitiered Value)

1 Sharefull members

- This is a reward point service in the Sharefull app. The more you use Sharefull, the more points you earn, and saved points can be exchanged for electronic money.
- You can get points based on the number of steps you walked that day, your work performance at Sharefull, the daily scratch-off lottery, and your responses to surveys.
- MAU is maintained by leading users to access the Sharefull app even when there is no job they want to apply for or when they cannot work.



- It is a SaaS-type shift management service that makes it possible to collect information about desired shifts from part-time staffs, create work shifts, and coordinate mutual help among multiple shops/restaurants in the case of staff shortage.
- We have launched functional coordination that enables us to offer freelance gig-type jobs automatically where mutual help does not fill in all vacancies.
- This permits companies, shops, and restaurants, both internal and external, to secure human resources efficiently.



当社が提供するSaaS型シフト管理サービス『Sync Up』と、スキマバイトアプリ『シェアフル』の機能連携を『TOHOシネマズ』にて導入を開始しました。

『Sync Up』は、シフト管理業務を行う中で人材が足りない店舗に他店からのヘルプを自動募集できる機能を提供しており、『Sync Up』で埋まらないシフト枠について、当社のサービスである『シェアフル』を利用して自動でスキマバイト募集が行える機能を『TOHOシネマズ』でご利用いただくことになりました。

Differentiating Factor (Group Coordination)

3 Coordination within PERSOL Group

- We plan to expand the sales system through coordination with PERSOL Group companies in addition to the acceleration of mid-career hiring and operation at sites by Sharefull alone.
- As the first initiative, we will strengthen coordination with five companies* of the Staffing SBU with a focus on PERSOL TEMPSTAFF.
* PERSOL TEMPSTAFF, PERSOL MARKETING (in the areas of sales and customer services), PERSOL TEMPSTAFF KAMEI (Tohoku area), Tempstaff Forum (Niigata, Hokuriku, Shikoku, Sanin, and Okinawa areas), and PERSOL EXCEL HR PARTNERS (Kansai area)

Sales coordination

- Sales coordination at sites of PERSOL TEMPSTAFF and others in 44 prefectures
- It will make it possible to provide companies struggling with shortages of workers with meticulous Sharefull services, including nationwide services and services for locally-based companies.
- Through this collaboration, we aim to increase the number of Shareful's business partners by 3,000 by the end of 2026.

Coordination for sending users

- Sharefull will send young users as its strength to TEMPSTAFF, etc. that have challenges in attracting young people.
- This will result in an increase in office work job listings and enable users to work as temporary employees if they want.

Nationwide coordination in sales

- **Operating on site**
(Sapporo, Nagoya, Osaka, Fukuoka)
- **Operating on site in coordination with Staffing SBU in 44 prefectures**

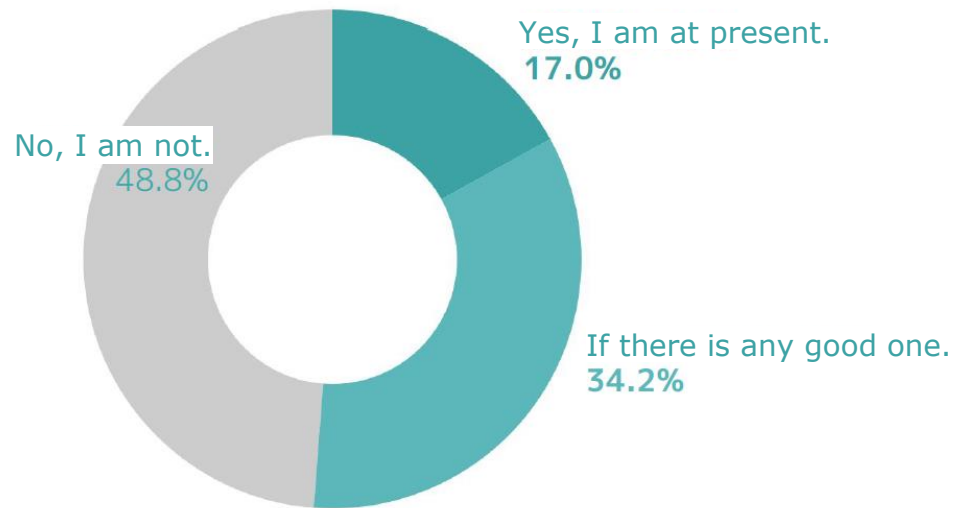


Differentiating Factor (Data Utilization)

4 Sharefull Agent

- More than half of Sharefull users are looking for long-term employment offers. This service was launched to cater to those needs.
- Sharefull Agent supports users who have worked using Sharefull and been evaluated highly and who desire long-term employment, recommending them to client companies by using their work log.
- As a service that can only be provided by us, who have abundant work logs accumulated since 2019, it will expand career options of users.

Are you looking for long-term employment offers?



Questionnaire on the Sharefull app (n=61,213 conducted during Jul. to Oct. 2023)

Comments of people who found employment via Sharefull Agent.



I had long wanted to be a regular employee, but time just passed while I had no idea what to do.
I am happy because I could strive to be a regular employee while being supported.



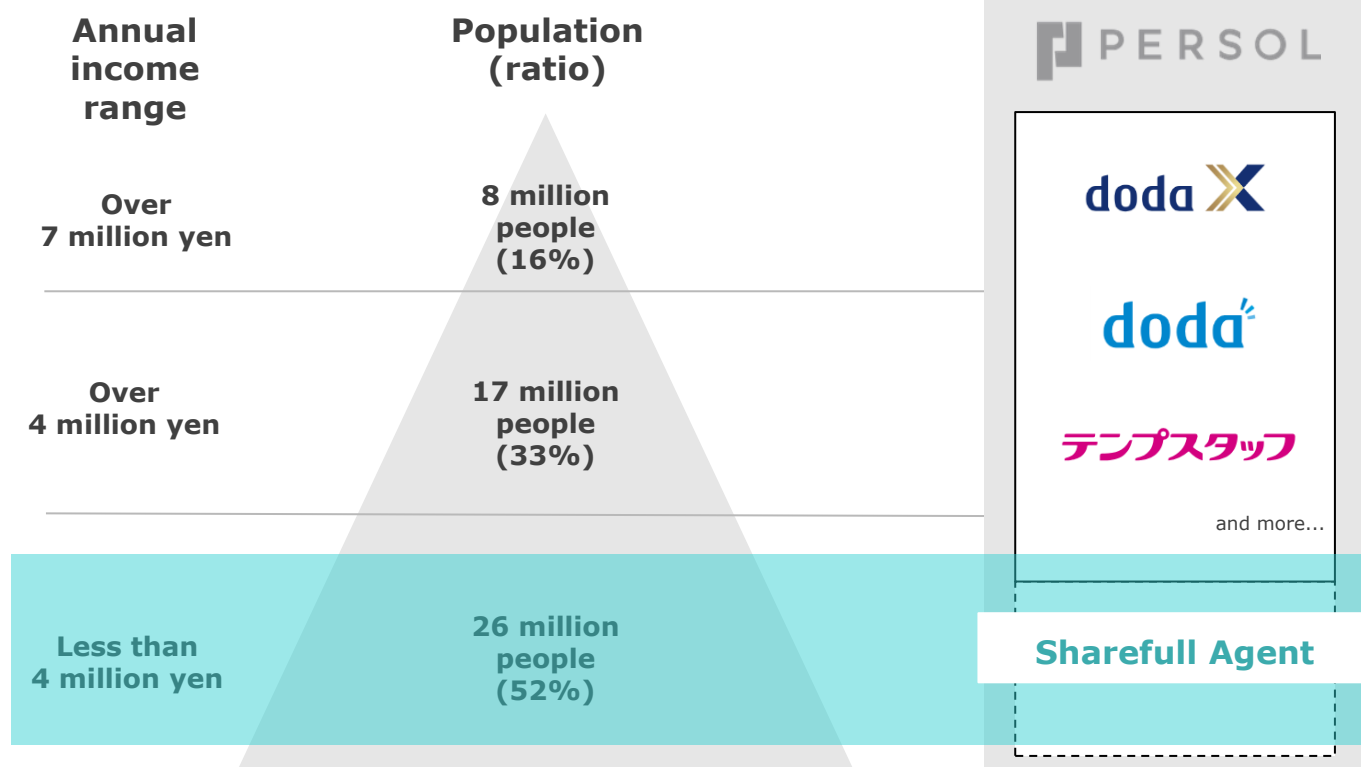
I didn't expect to be hired so soon. (The hiring decision was made two weeks after she started career-change activities.) I could not pass the applicant screening when I applied for jobs on my own. However, **the probability of passing the applicant screening increased because Sharefull recommended me with a high valuation. I am glad I found a job thanks to working in a lot of Sharefull.**



When I was interviewed before, I said "I was doing one-off jobs" during the gap in my employment, but I feel I could not make myself properly understood.
Thanks to Sharefull, who told them my activities during the period, **I could prove that there was no period during which I did not work at all.**

Differentiating Factor (Data Utilization)

4 Sharefull Agent



[Features]

- Traditionally, recruitment is mainly done through job media.
- Labor-intensive work regardless of age/experience

[Company Needs]

- The effectiveness of recruitment media has been declining year by year, and companies are struggling to recruit new employees.
- Labor-intensive work, therefore, mass hiring and low standards for hiring.
(≡ Large companies with a well-developed training system)

[Personas of job seekers]

- Have never used a recruiter before.
- Cannot write a resume or curriculum vitae.
- Want to be a professional in the industry, but have no experience in the industry.
- Want to be stable (want to become a full-time employee)

* The National Tax Agency
"Statistical Survey of Private Sector Salaries, 2022"

Market Potential

We will have our services used in more types of business by client companies and expand our product lineup, thus entering the area of part-time jobs in addition to one-time gigs, aiming for further expansion.

Market for job listings for regular, temporary, and contract employment



Market of part-time job listings



Market of freelance gig-type jobs



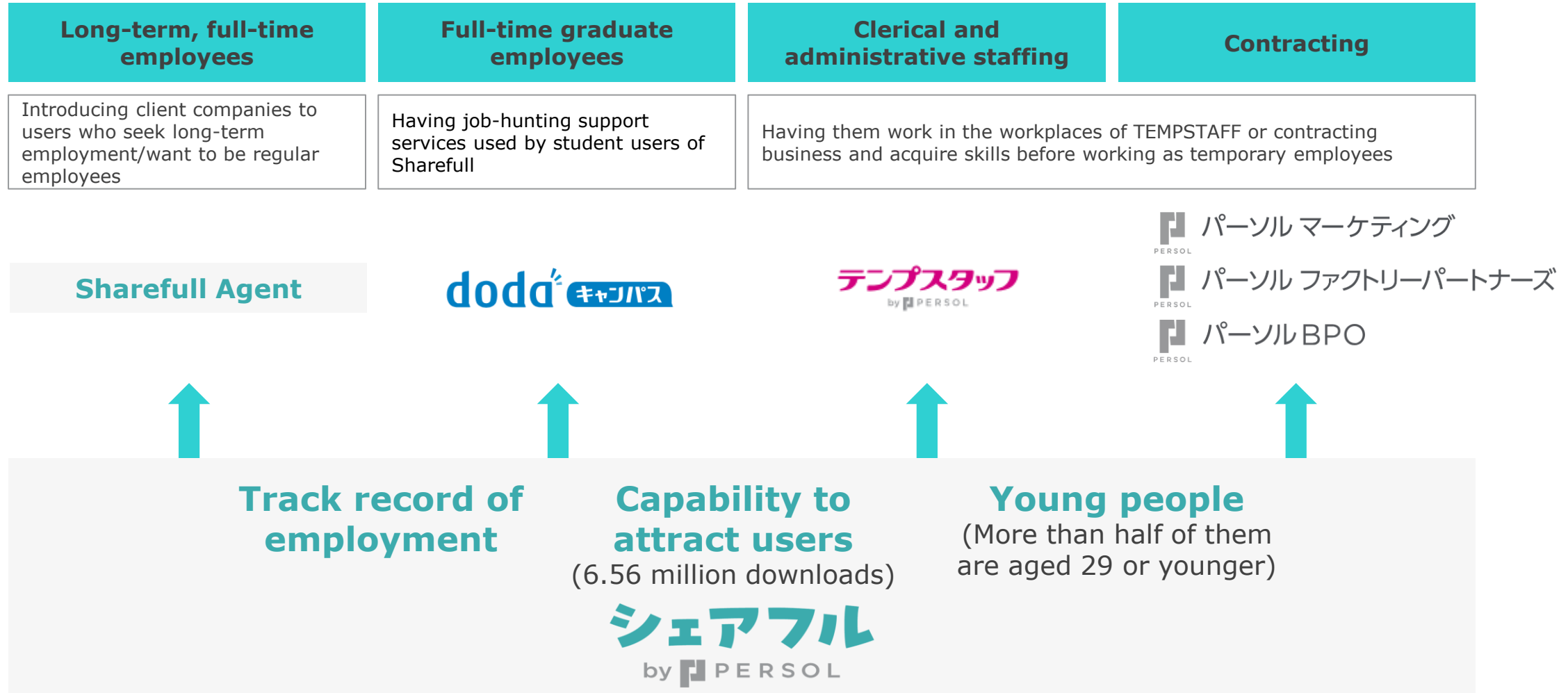
approx. 200 billion yen
(FY2023 forecast)

Approx. 100 billion yen
(FY2027 projection)

Approx.
20 billion yen
(FY2023 forecast)

As the Entrance to Services of PERSOL Group

Sharefull enables to reach groups of people who were not covered by existing businesses. It connects points of contact with users to various services from PERSOL Group and provides users with career options other than freelance gig-type jobs.



Management Team



Satoshi Yokoi

Representative Director, President and CEO

After a period as executive officer in charge of development and CTO at Lancers, Inc., he took part in the founding of Sharefull, Inc. He then served as Vice President and COO at Sharefull, Inc. and later became Representative Director, President and CEO of the company in April 2023.

Since the foundation of Sharefull, Inc., he has been driving the building of development systems, product technology strategies, and DX of the overall company, including the use of generative AI.



Masato Nakamura

Executive Officer

In 2005, he joined Intelligence (now Persol Career Co., Ltd.), where he was responsible for the sales organization of "an" (part-time job recruiting domain) and "doda" (mid-career recruiting domain) in the Tokyo metropolitan area as the head of sales for the job advertising media business. In 2015, he took charge of all divisions including sales, planning, production, and agency as a branch manager of Kyusyu, Chugoku, Shikoku and Okinawa.

In October 2019, he was appointed General Manager of Shareful, Inc. He has been serving as a Executive Officer at Sharefull, Inc. since April 2023.



Naohito Oshiro

Director, Vice President and Executive Officer

Joined Intelligence, Ltd. (current Persol Career Co., Ltd.) in 2002.

He engaged in sales and planning in the area of engineer temporary staffing. When he was engaged in planning, he worked as PM for the company's mission-critical system and later developed his career at the sales department and as the manager of business supervision department. He has been serving as an Executive Officer and General Manager at PERSOL CROSS TECHNOLOGY CO., LTD. since January 2023.

He has been serving as a Director, Vice President and Executive Officer at Sharefull, Inc. since April 2023.

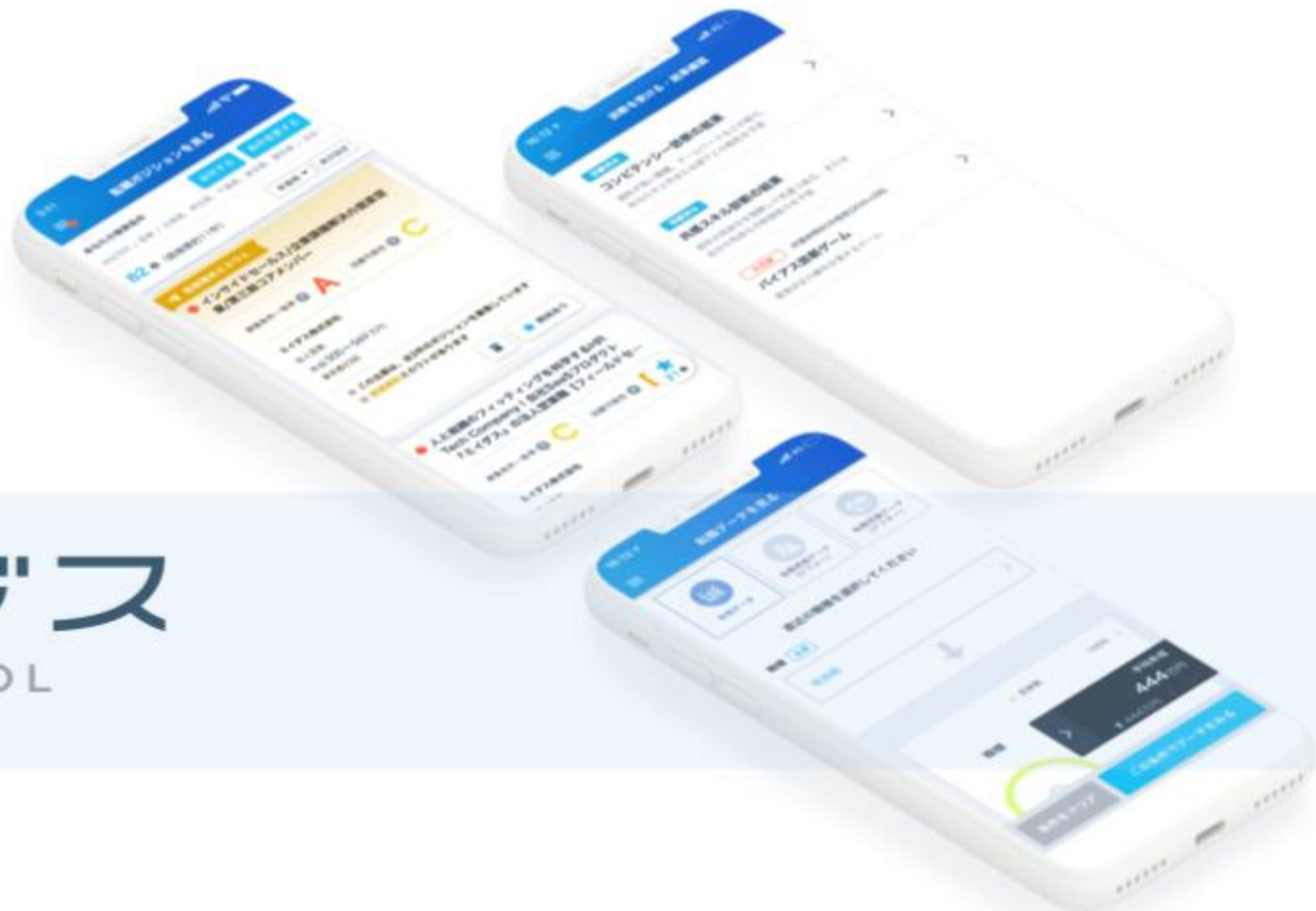


Ryo Katayama

Corporate Strategy Division President's Office

Joined Recruit Co., Ltd. in 2015, where he was in charge of the investment management department and executed M&A after working for securities firms and other companies. He then worked at Recruit Co., Ltd. and Recruit MUFG Business Co., Ltd. where he was involved in the planning and business management of the settlement and financial business.

After joining the corporate strategy division of PERSOL Holdings Co., Ltd. in February 2023, he assumed his current position in April 2024.



メイダス
by PERSOL

メイダス

Finding the "can" and creating the "try"

I want all people and organizations to be aware of the "can".
Once you realize the "can," you will want to "try".
When "want to try" is born, "what I want to do" and "what I should do" will be born.

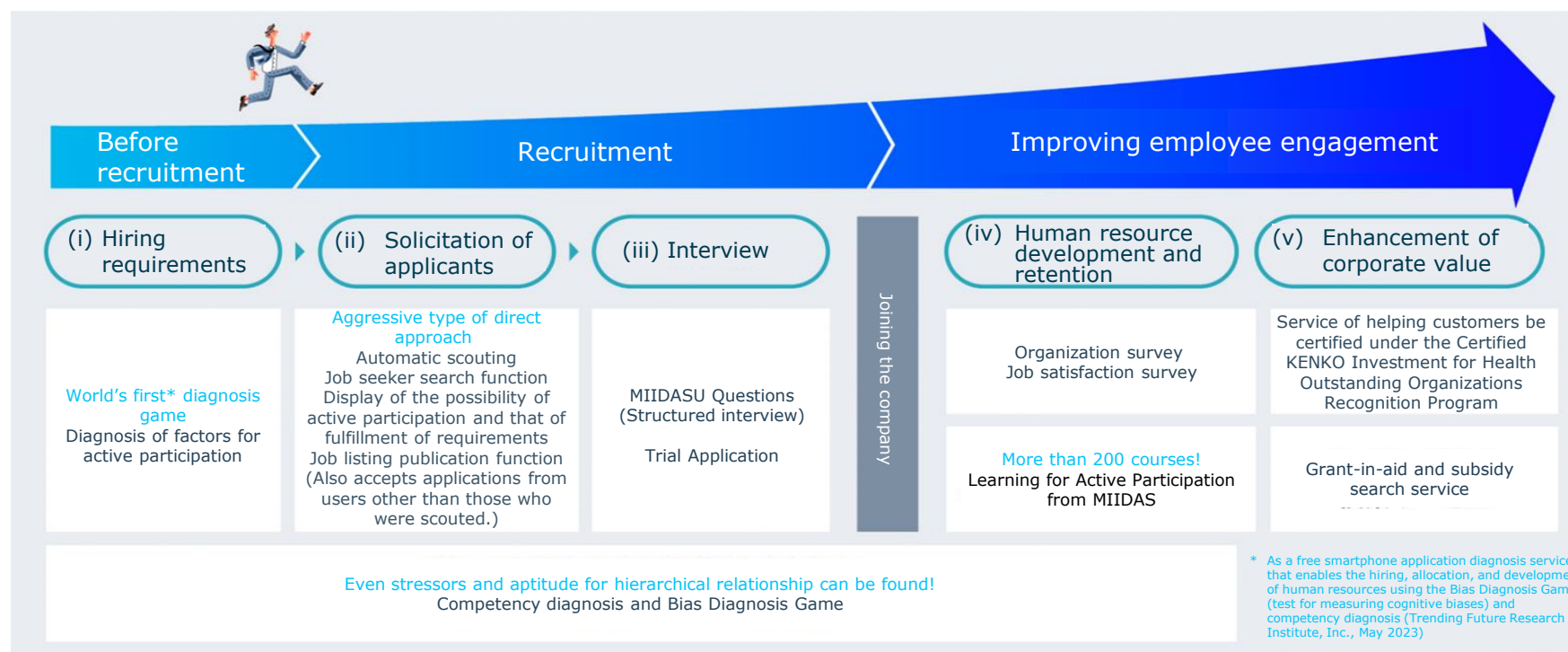
Therefore, we "discover" the "potential (can)" that lies dormant in people and organizations.

Service Overview

- A tool for creating active participation that can be used throughout the process from recruitment to development
- One-stop services, including human resource matching and the development of recruited human resources, which are provided mainly to small and medium-sized enterprises using AI and big data
- It reduces mismatches in recruitment, helping customers improve their recruitment capability and supporting the active participation of recruited employees

It can be used throughout the process from recruitment to development. This is why you won't make a loss.

MIIDAS utilization map



Market value assessment

Finding your true market value.

登録時の入力データをもとに、現在の市場価値として「あなたに類似したユーザーの年収実績」「あなたに 興味がある企業数」を算出します。



Competency diagnosis

Finding your competencies.

あなたにとって適性が高い職種、マネジメント資質、相性の良い上司・部下など、ビジネスパーソンとしてのコンピテンシー（行動特性）を分析します。



Issues Related to Recruitment Faced by Companies and Individuals

Providing a service of showing the possibility of active participation based on data, for highly transparent recruitment and support for it

Corporations

Labor shortage/mismatch

- Difficulty of recruiting human resources associated with a decline in the working-age population
- There are many cases where human resources recruited do not match the company and quickly leave the company, resulting in the cost of recruitment being wasted.



Direct recruiting function
×
Prevention of mismatches with diagnosis of possibility of active participation



Improving recruitment capabilities and visibility

- Have no idea how to recruit good human resources.
- The visibility of the company is not increased due to a lack of knowledge about PR methods and insufficient opportunities.



Expertise in recruitment (structured interview and support for design of questions)
Workers First Award
Helping customers be certified under the Certified KENKO Investment for Health Outstanding Organizations Recognition Program



Individuals

Appropriate evaluation and matching

- They are not evaluated appropriately due to unified criteria, such as educational background and the number of times they changed their career.
- They don't know if a company matches them or not until they join it.

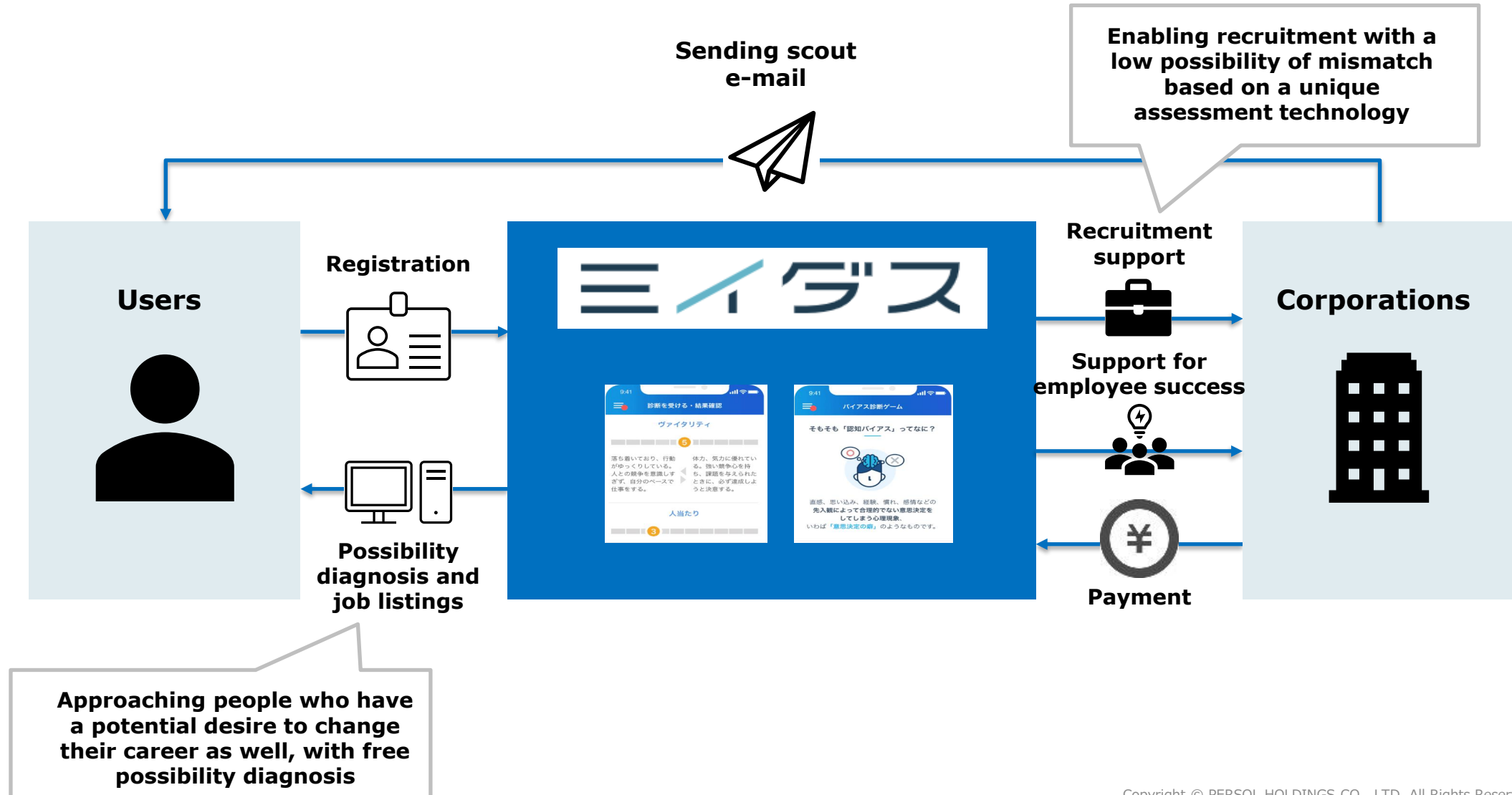


They can discover companies where they are highly likely to participate actively.



Business Model

- Ongoing billing model that provides multiple services to improve employee engagement while developing clients with recruiting services



Features/Strengths

1

Unique
assessment
technology

- Instead of conventional assessment based on open-ended interviews and the number of years of work experience, we use a unique technology for diagnosing the possibility of active participation, freeing client companies and individuals from bias and realizing highly precise matching between companies and users (reducing mismatches)

2

Productive
non face-to-face
sales force

- Establish a highly productive sales system for small and medium enterprises (SMEs) across the country by building a stylized operation model and onboarding mechanism.

3

PR capability

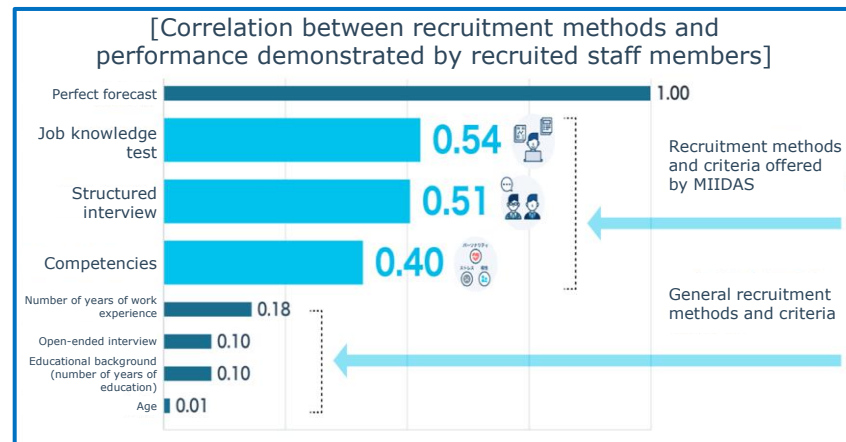
- With Workers First Award, we increase the visibility of MIIDAS and also help promote the appeal of client companies and enhance their presence, thus increasing the possibility of successful recruitment.

Reducing Mismatches in Recruitment Using Unique Measurement Technologies

- Assessment with conventional recruitment interviews and number of years of work experience are barely correlated with the performance demonstrated by recruited staff members, which makes mismatches likely to occur.
- MIIDAS provides individual users with competency diagnosis. For companies, MIIDAS analyzes the abilities and behaviors of high performers at each company and identifies their characteristics, thus contributing to ensuring culture fit and preventing mismatches. It also helps verbalize and unify selection criteria.

Mismatches are likely to occur with conventional recruitment interviews.

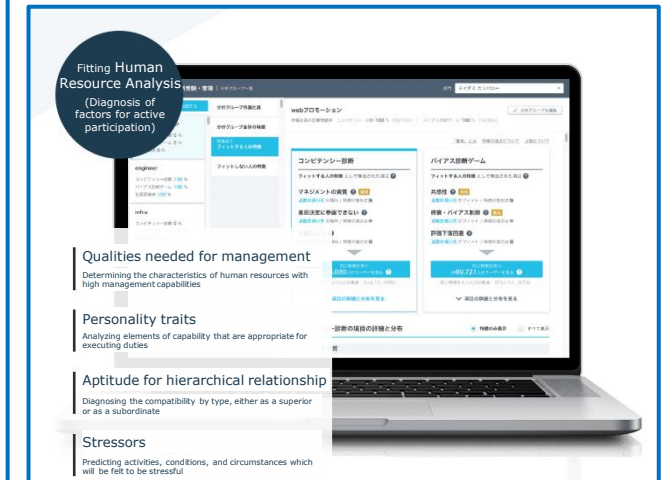
Providing a diagnosis of the possibility of active participation



Individuals



Corporations



Key points

1

Cognitive bias eases decision-making or affects the quality of decision-making.

- Cognitive bias is generated due to other people's words and actions, evaluations, and the emotion that stems from them, among other things, negatively impacting the quality of decision-making.
- Cognitive bias could interfere with important decisions.



A good example of a case where decision-making became easy
There are so many types of shampoo that I wonder what to do. I will buy this because this brand is my usual choice and so is reliable.
* Bias toward maintaining the status quo



An example of a case where decision-making was distorted
Because everyone else agreed in the meeting, I could not state my opinion and so agreed.

Examples of cognitive bias that can be analyzed

Framing effect

Whether a judgment is unlikely to differ according to the means of expression

Maintaining the status quo

Whether you are reluctant to accept something you don't know or you have never experienced due to your desire to maintain the status quo

Sunk cost effect

Continuing to invest even if you have found that you won't be able to recover the resources that you have invested

Present orientation

Whether you attach more value to immediate profit than future profit

Inhibitory control

Whether you can control your impulses and keep your concentration

Manner of prediction

Whether you try to judge the regularity even in an uncertain situation with poor visibility

Risk tolerance

Tolerance to risk taking

Cooperative behavior

Policy on profit taken when you behave in a group

Overall attention

Making a decision from a higher perspective when you select the necessary pieces of information from a large volume of information

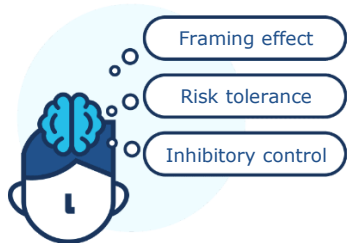
Focused attention

Making a decision by adhering to detailed information rather than the total picture when selecting necessary pieces of information from a large amount of information

Negative emotions

Likelihood to have negative emotions against things

Analysis can be made about 22 items in total including the above.



Key points

2

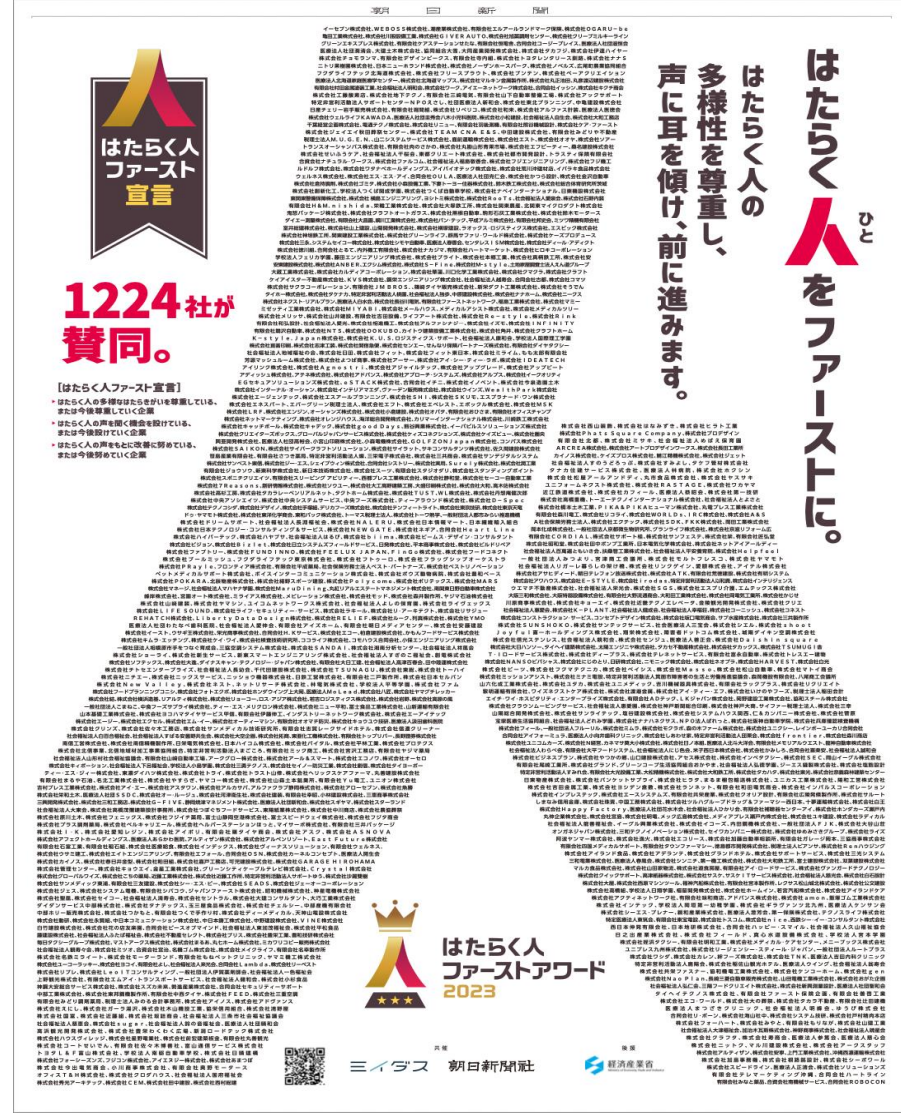
Improve productivity by knowing the strength of your cognitive bias and controlling it.

- Visualize the strength of your cognitive biases by using the Bias Diagnosis Game from MIIDAS.
- Have an objective understanding of your own cognitive biases, and you can quickly become aware of your cognitive distortions when making an important decision. This will improve the quality of decision-making and lead to achievements in work.

- **Supported by: 1,224 companies**
- **Co-sponsor: Asahi Shimbun**
- **Supporter: Ministry of Economy, Trade and Industry**

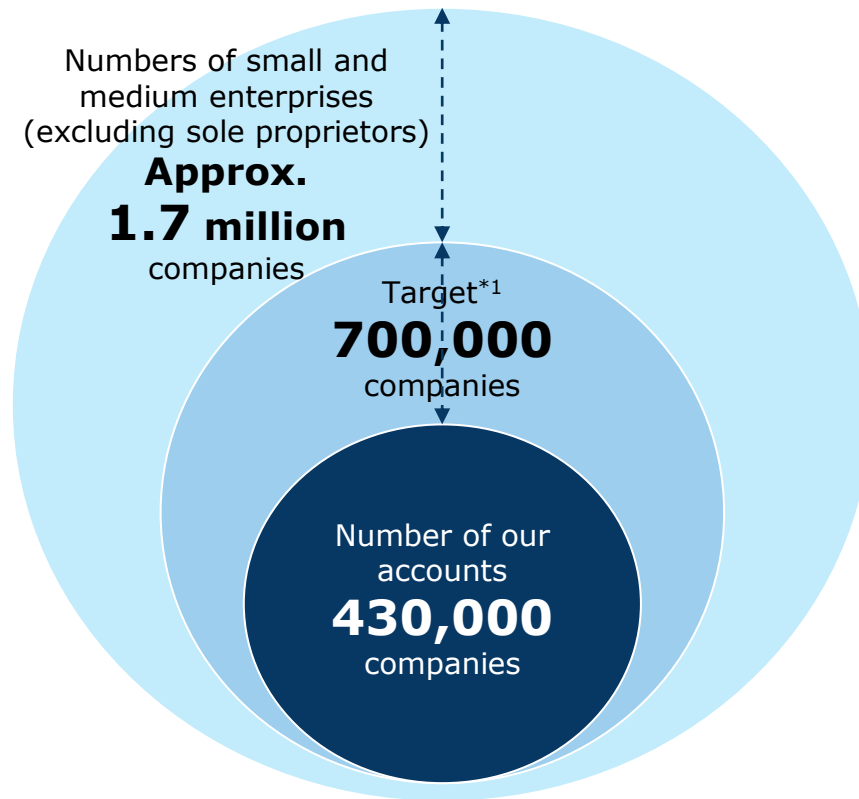
Use of the Award

- Under the award program, we select companies which are **highly evaluated as a result of** engagement survey from among 1,224 companies and interview them.
- We grant the award in recognition of effective initiatives to enhance engagement, which are revealed through the interviews, and deliver information about them, thus helping enhance engagement in Japan.



Traction Gained So Far

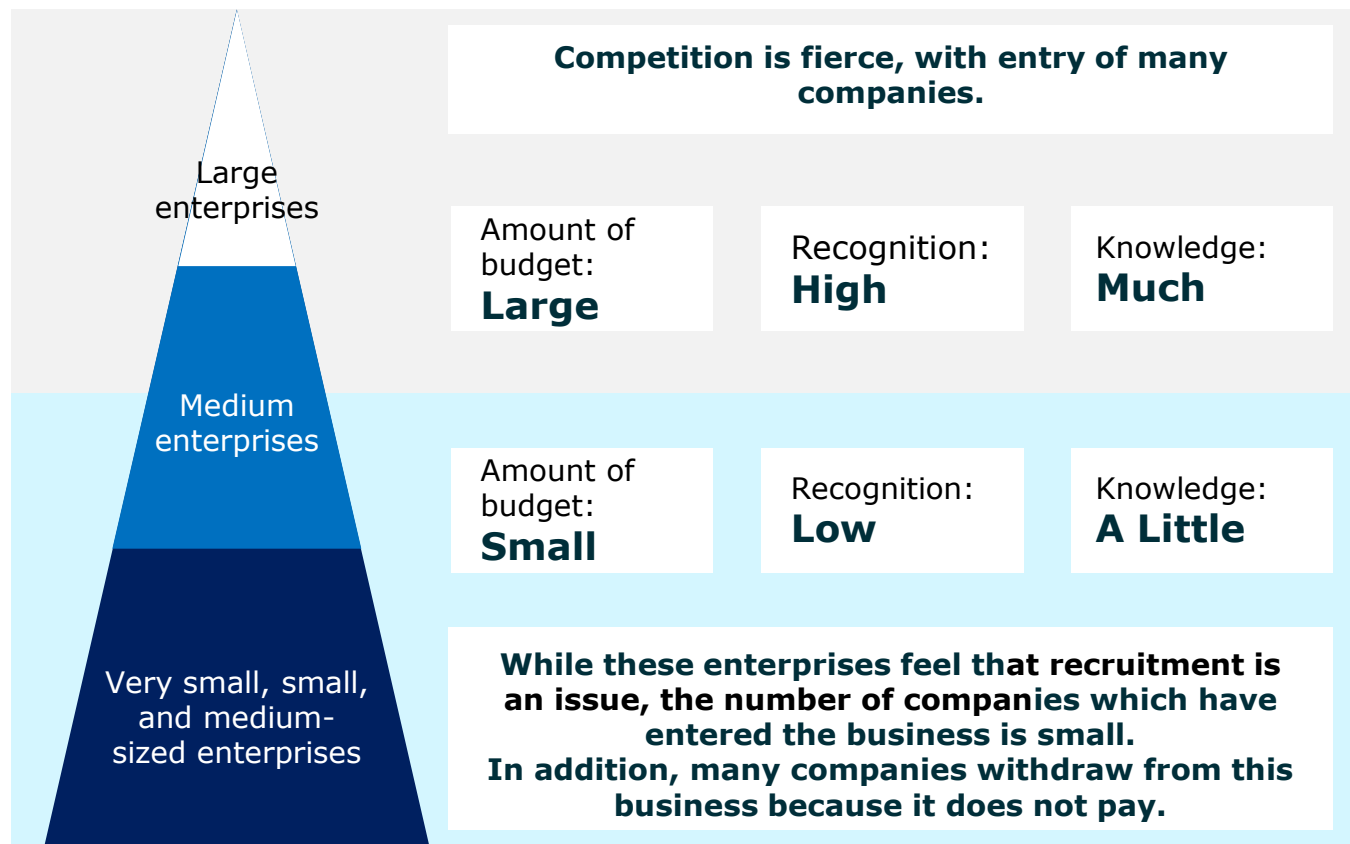
- The number of target client companies assumed by MIIDAS is approx. 700,000.
- More than half (of targets) in the market have already been acquired as accounts (including users of free services).



*1 Number of companies which recruit staff members by using Hello Work in a year

Competitive Environment

- While recruitment is a common issue to a wide range of small and medium enterprises, both human resource services and SaaS are based on products and marketing strategies that are intended for large enterprises, reflecting an economic perspective, and the number of companies which has entered this business is small.
- We have gained a unique position by differentiating the quality with the diagnosis of possibility of active participation and by providing one-stop services including ones other than recruitment-related services.



Differentiating factors

- 1 **Acquisition of new customers with high productivity**
- 2 **Diagnosis of possibility of active participation**
- 3 **One stop services ranging from recruitment to organizational diagnosis**

Support for Active Participation of Recruited Staff Members

- Learning for Active Participation provided in the first leg of Step 2 (distribution of training videos): Training videos for more than 1,100 courses on 250 themes are available.

more than 17,100 courses on 250 themes are available.

		Job class-specific training						Purpose-specific training			
		Prospective employees	New employees	1st year Follow-up	3rd year	Manager training	Managers	Management	Staff in charge of human resource development	By job type	General knowledge
Individual skills	Business	Series of new employee training programs		Streamlining and problem solution	Logical thinking	Administration, supervision, and management	Personnel and labor management	Finance	Guidance and development	Sales	Legal affairs
		Business documents		Communication	Neko-shisho Logical thinking	Coaching	Information security	Vision and innovation	Development of female employees	Marketing	DX and information literacy
		Marketing		Harassment	Autonomy and ability to get things done	Team management		SDGs	7 Habits of Leadership	Telephone appointment	Self-understanding
					Leadership and teamwork		Communication	Diversity		Nursing care	Excel
					Numerical course		Compliance and harassment			Acceptance of technical interns	NewsPicks
					7 Habits of Leadership						
Individual traits	Competencies	Understanding personalities		Stressors		Hierarchical relationship (superiors)			Understanding personalities		Understanding personalities
			Hierarchical relationship (subordinates)								Hierarchical relationship (subordinates)
	Bias				What is bias? (Learning about it with reference to framing effect)	Training on biases for improving the quality of decision-making (Bias toward maintaining the status quo, sunk cost effect, etc.)					
<p>* Among the training courses on individual traits for prospective employees to employees in their third year, select one or two courses in descending order and one or two in ascending order, respectively, according to your score in the examination.</p>											

Users' Feedback

STEP1 Recruitment

Corporations

We can check the results of competency diagnosis and bias diagnosis in advance. We also felt that **the function, with which we diagnose existing staff members internally and search matching human resources based on the results of diagnosis of outstanding staff members, is excellent. The competency diagnosis deepened mutual understanding internally** and our staff members have begun to communicate with each other more closely than before. In other words, they have begun to express their emotions. As a result, **enthusiasm has begun to be felt in discussions.**

Individuals

I was scouted by companies which match my competency although I did not assume job types, industries, and regions. **That was very good.** I felt that my career possibilities have been expanded. I later met with people from Ama Town. **I found it very appealing, so I decided to move to the town in April.**

STEP2 Various support

Corporations

Training videos in a broad array of fields intended for a wide range of targets, including security training, etiquette training, and coaching, **are available. We do not need to prepare videos on our own, which is convenient.** In addition, we find the training videos very useful for our new employee training. Since training videos in a broad array of fields, from basics to applied training, are available, this permits us to provide training appropriate for each staff member without having to create or purchase new videos. Thus, **MIIDAS is of great use in not only recruitment but also in training human resources.**

Awards

- In 2019, we won the highest award in the “category of recruitment and employment of professional human resources” in the *Nihon-no Jinjibu HR Award 2019* (personnel department of Japan HR award). We then received the award for excellence in the “personnel system service category” of HR Technology Awards 2023.
- In 2024, we won the Leader, the highest award, in the ITreview Grid Award 2024 Spring. We won the highest award in three categories for the fifth consecutive term.

A tool for creating active participation that can be used
throughout the process from recruitment to development,
featuring use of **the world’s first* Diagnosis Game**

Number of member users Approx. **1.2 million** or more (as of May 2024)

Number of corporate users Approx. **430,000 companies** (as of May 31, 2023)

- What can be done under the fixed-rate system
- Functions linked to active participation, from recruitment to development, are available at a fixed rate.
 - No additional fee is charged irrespective of the number of persons employed and types of job.
 - The number of scout emails is also unlimited.

Many awards granted



*1 BOXIL SaaS: Good Service award was granted in recognition of “No. 1 in reasonableness of fees” in the Talent Management System category of the BOXIL SaaS AWARD Spring 2024, which was hosted by SMARTCAMP Co., Ltd. Good Service award was granted in recognition of “No. 1 in reasonableness of fees” and “No. 1 in the ease of initial settings” in the Talent Management System category of the BOXIL SaaS AWARD Winter 2023 hosted by SMARTCAMP Co., Ltd.

*2 IRreview: In ITreview Grid Award, MIIDAS won Leader in Direct Recruiting, Organization Survey, Tool for Preventing Turnover, Aptitude Test, Talent Management, Online Training, and e-Learning System (LMS) categories.

Management Team



Kietsu Goto, President

After working for the former Nikko Cordial Securities (currently SMBC Nikko Securities), he joined the former Intelligence (currently PERSOL CAREER). As a founding member of doda career change media, he served as a salesperson in charge of job listings. He experienced a wide range of human resource services as a salesperson in charge of doda placement and as a salesperson in charge of temporary staffing, among other roles. In 2016, he developed MIIDAS as a new business and founded MIIDAS Co., Ltd.



Michio Ochi, CMO

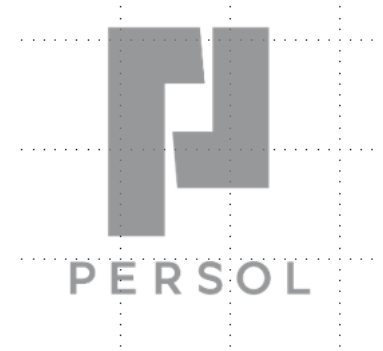
Having experienced marketing and brand management in the cosmetics industry for about 20 years, he was given responsibility of overall management of marketing as the General Manager of the Consumer Marketing Division at Lenovo Japan. He joined MIIDAS in 2021 and won various awards, including at ADFEST and Shots Awards. He serves in a wide range of roles, having served as a lecturer at Shiga University and taught in courses for companies.



Takuma Ishida, CPO

He founded a consulting firm after working for Skylight Consulting Inc., ZOZO, Inc., and other firms. He provided support for companies listed on the Prime Market in driving EC and DX. He also proposed business strategies to small and medium-sized enterprises, including those listed on the Growth Market, and helped them implement the strategies. In 2022, he was appointed Chief Product Officer at MIIDAS. He has been supervising the development of functions in the area of recruitment.

Work and Smile



Disclaimer

The statements concerning PERSOL HOLDINGS's future business performances in this material such as earnings forecasts are based on information available as of July 2, 2024 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.