

PERSOL Technology Overview

— The Group's Initiatives Based on AI and DX and Future Direction —

22 July 2025
PERSOL HOLDINGS CO., LTD.

PERSOL HOLDINGS
Executive Officer CIO/CDO
Tsuge Yuta

Career profile:

- 2006: Joined Persol Career Co., Ltd. (former Intelligence, Ltd.), where he was in charge of **corporate sales**
- 2011: In charge of drawing up and implementing business strategies at **Business Planning/Sales Planning**
(*Placed in charge of **IT/Technology department** as well)
- 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 Group Executive Officer and **CIO/CDO** at PERSOL Holdings Co., Ltd.



1

Direction of PERSOL Group

2

Examples of technology initiatives

3

Towards the future

This section is positioned as a functional strategy, and does not include details on the impact on individual business performance.

Social Issues on *Working* in Japan

Changes in social and business environments have resulted in **labor shortages** and have made **transfer of labor** necessary.



Types of work/workers in declining demand (examples)

Types of work/workers in growing demand (examples)

Post office workers

Bank tellers

Accounting, bookkeeping, and payroll calculation

Factory line operations

⋮

AI-/big data-related work

Security-related work

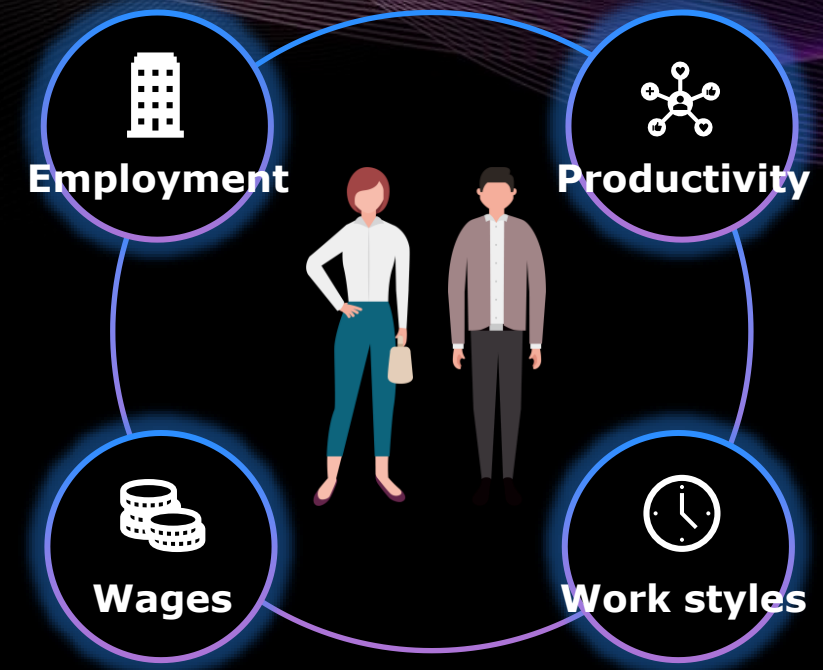
Sustainability- and ESG-related work

Nursing and care

⋮

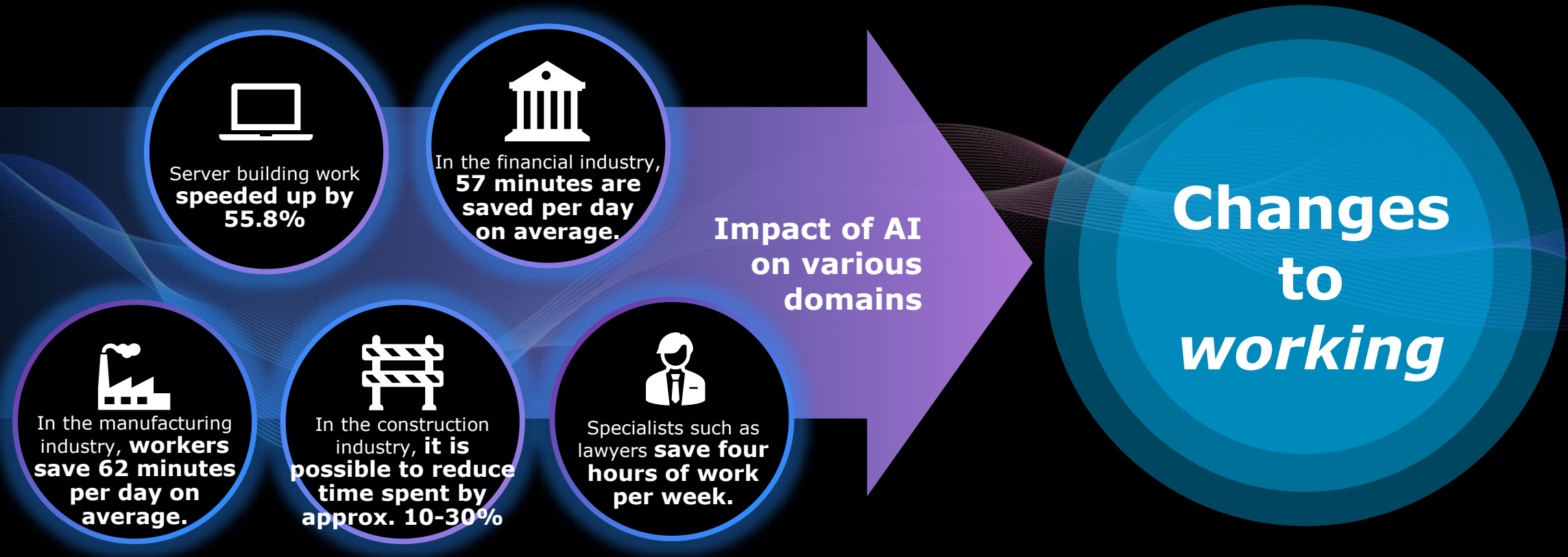


Given changes in society, **changes in working itself** are required.



Social Issues on *Working* in Japan

Above all, changes to *working* are taking place with the **rapid evolution and popularization of AI**.

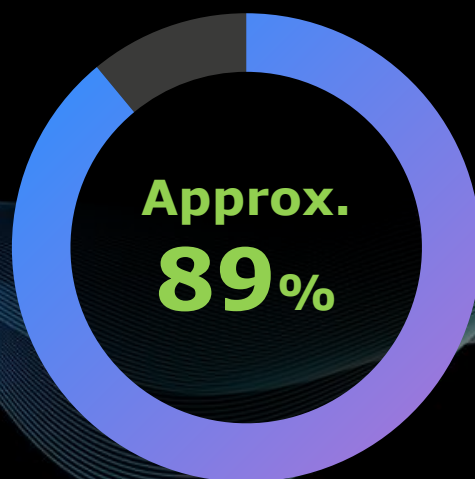


AI may be able to help eliminate labor shortages and contribute to the transfer of labor and **solve various problems with *working***.

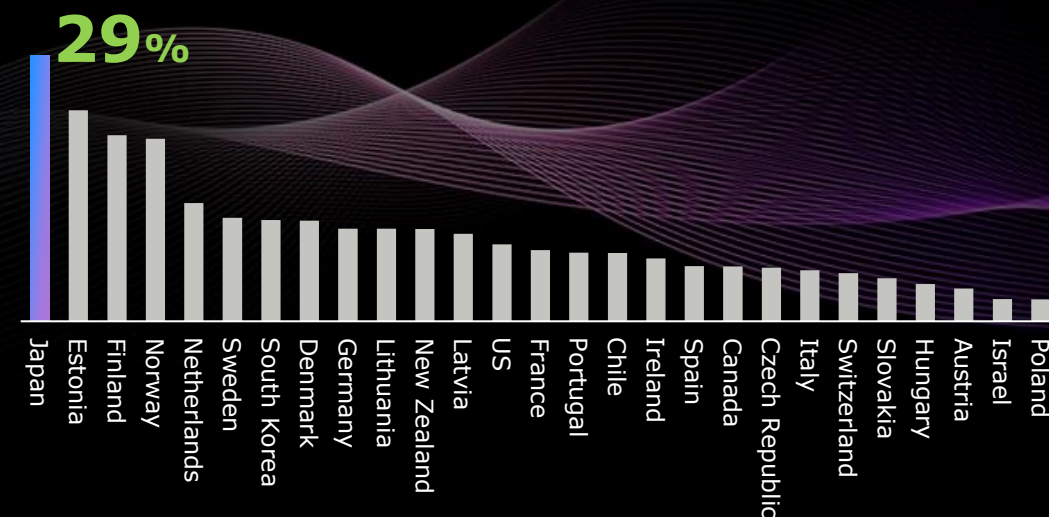
Issues in *Working* Faced by Individuals in Japan

Approx. 90% of Japanese people feel that **they have not achieved career autonomy.**

Japanese people feel that they **lack the skills** needed for their work.



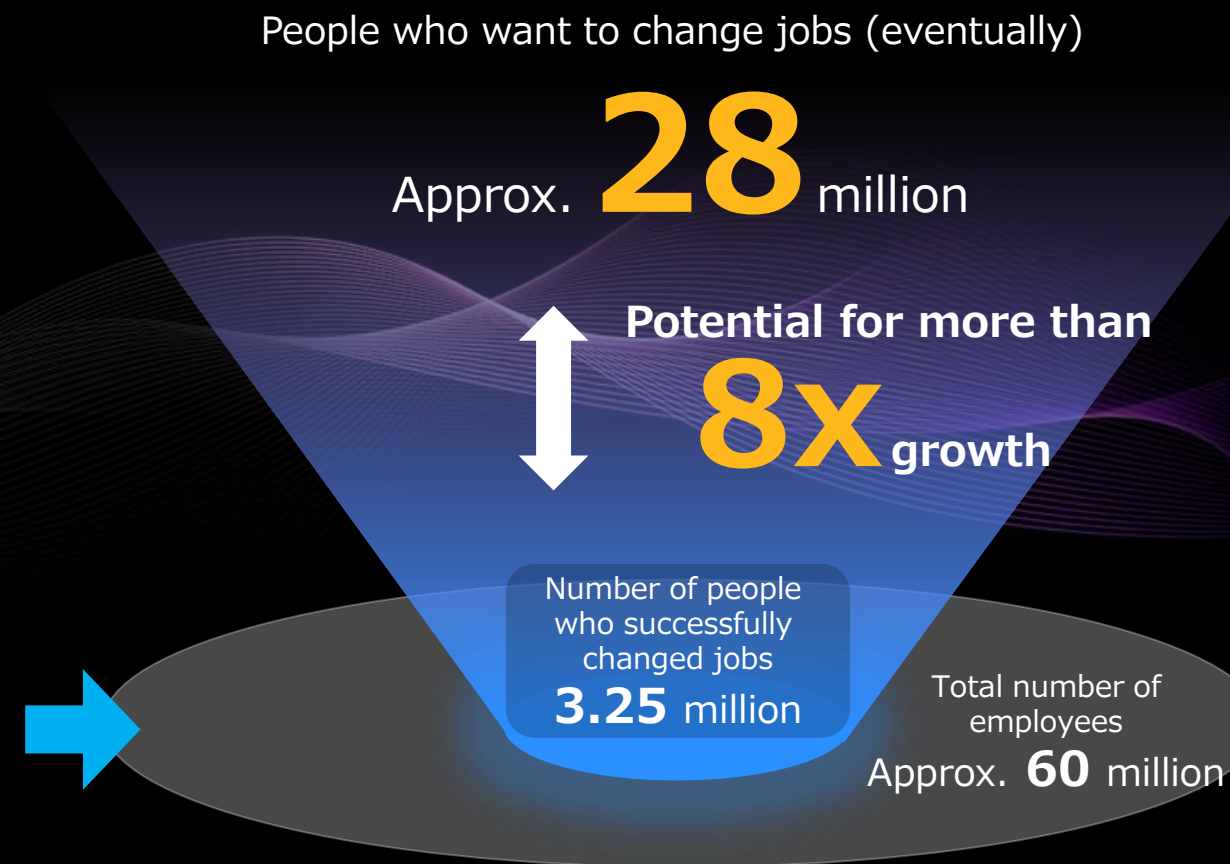
Percentage of human resources who think that they cannot choose careers on their own or that they are not responsible for building their own career



Percentage of workers who answered "Some of my skills are below the level of those required for my job"

In Japan, many people feel that it is difficult to **proactively take control of their work.**

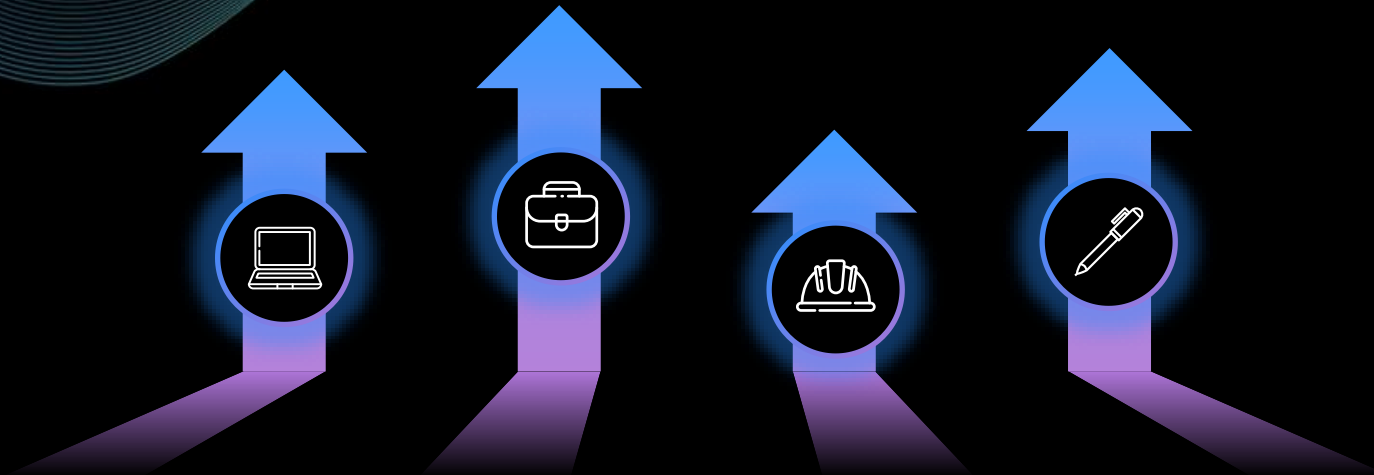
Solving Individual and Societal Challenges



Expanding the freedom to work by increasing the number of individuals who can grow and choose their own careers.

A “Career Well-being” Creation Company

Expanding the possibilities of each individual
and the freedom of working,
and increasing the happiness of both individuals and society.



Who We Want to Be



Please refer to [the on-demand video](#) from approximately 4:18 to 7:00.

A “Career Well-being” Creation Company

Expanding the possibilities of each individual
and the freedom of working,
and increasing the happiness of both individuals and society.



A “Career Well-being” Creation Company

Expanding the possibilities of each individual
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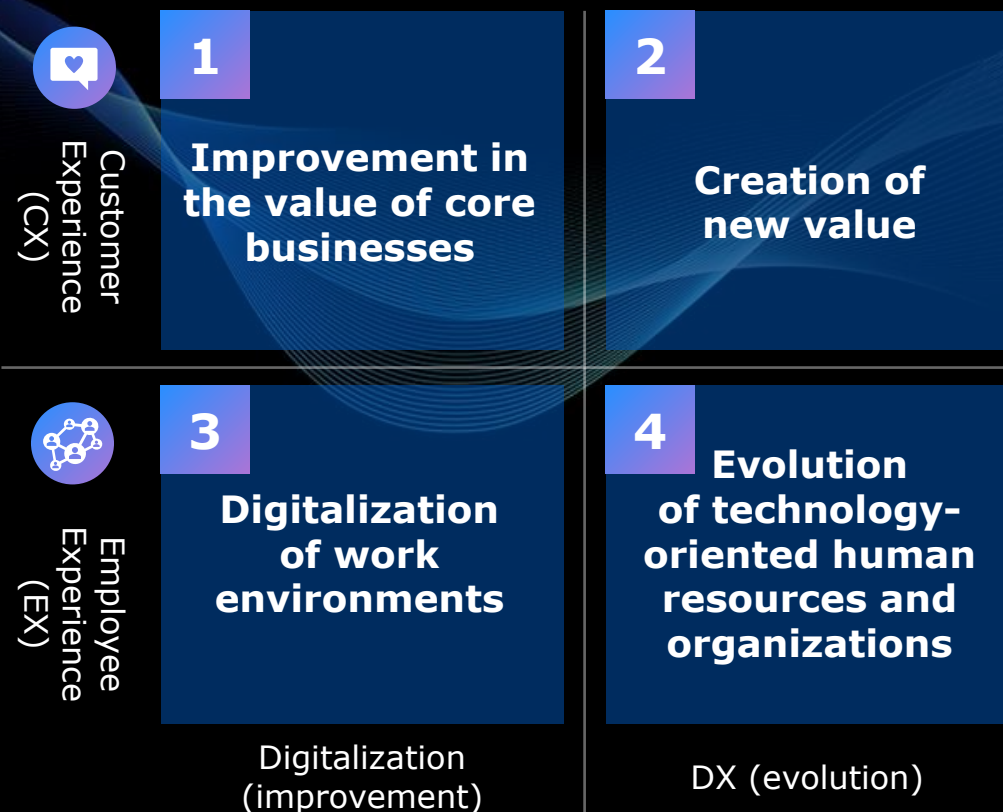
Technologies



Technologies are essential means of becoming a “Career Well-being” Creation Company.

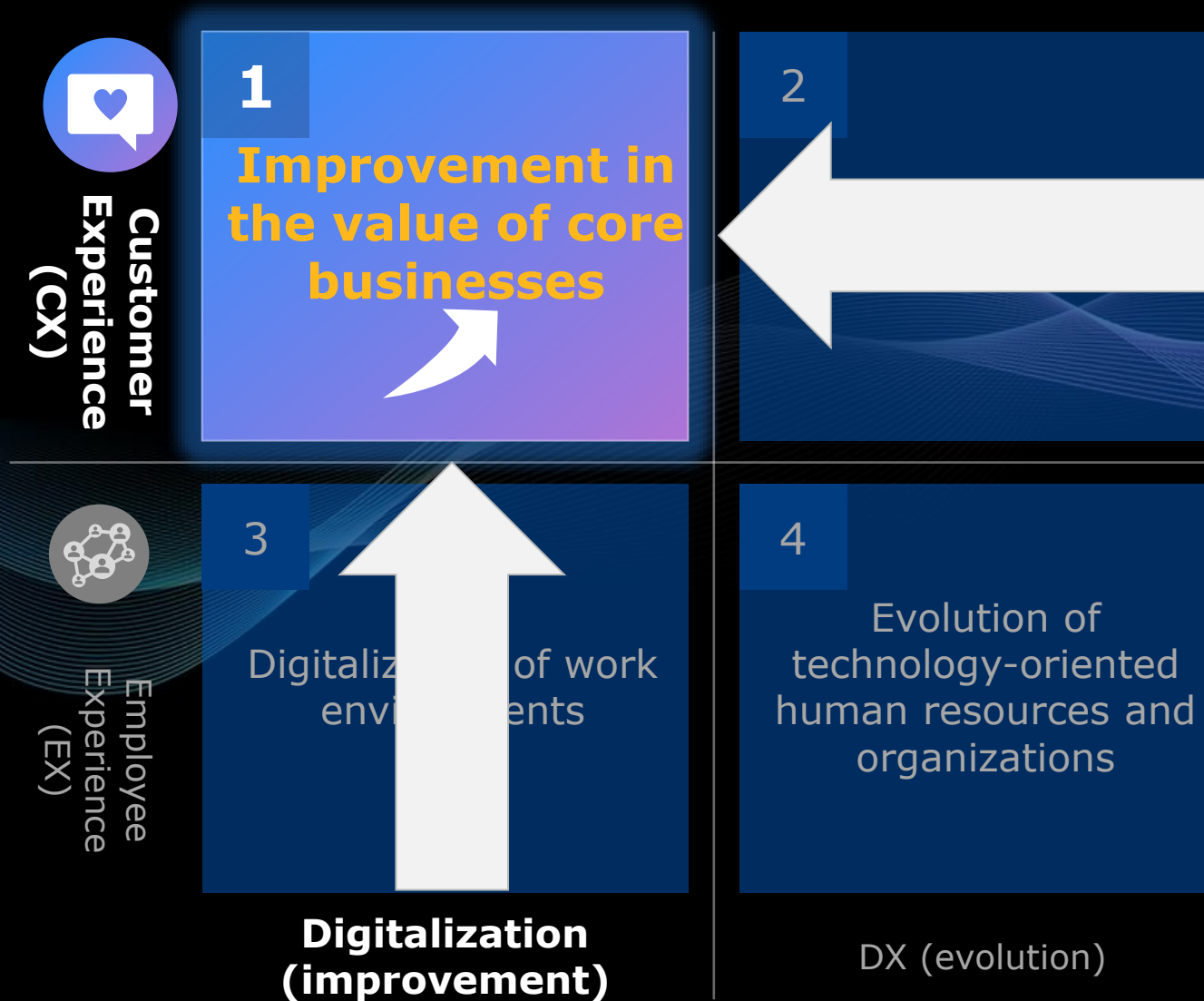
Strategic policy

Using technologies to improve and evolve the *customer experience* and *employee experience*



- 1** Improving customer experience and the business value of core businesses with increasingly sophisticated matching, data utilization, etc.
- 2** Creating new functions, products, and platforms based on technologies
- 3** Improving work environments by digitalizing infrastructure, corporate systems, etc.
- 4** Evolution of people and organizations through Group recruitment, CoE organizations, specialist system, workstyle improvement, etc.

[1] Improvement in the Value of Core Businesses



■ doda×AI Matching (1/2)

Improvement in the
value of core businesses

Promoting the digitalization
of environments

Creation of new value

Evolution of technology-oriented
human resources and organizations

AI matching

Competitive advantage of data provided by the network effect



In-house production and evolution of AI matching

Evolution continued since the commencement of in-
house development (in 2019)

Implementation of AI for
application forecasting

Implementation of AI for
document screening
success prediction

Extraction of
matching tags

Recommendation to
appropriate positions

Dynamic supply-demand
matching

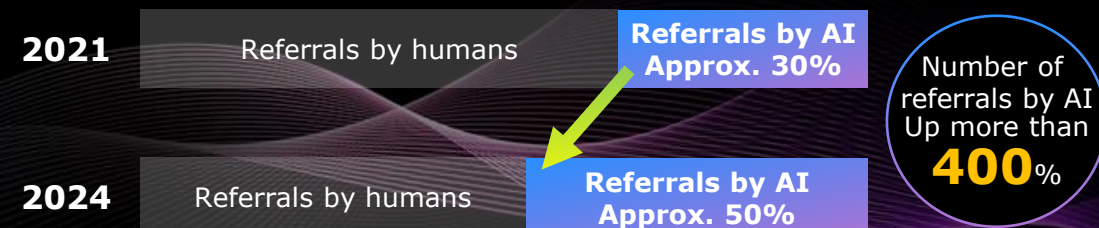
Finding potential needs



Continuing initiatives to “**expand career possibilities**” through AI matching.

Achievements from AI matching

Rapid increase in the ratio of referrals by AI



Increase in the per-capita number of application documents which pass screening



■ doda×AI Matching (2/2)

Improvement in the
value of core businesses

Promoting the digitalization
of environments

Creation of new value

Evolution of technology-oriented
human resources and organizations

Difficulty in matching that is peculiar to permanent placement

In Japan, definitions of skills and jobs are vague. This makes it impossible to stylize them and necessary to interpret the context.

Gap between the ideal and the reality

There is a gap between the ideal and the reality, especially in the early stage of career change activities.

Changes in the minds of users

Users' thinking continually evolves as they experience various things through their career change activities.

Matching is always fluid

Matching between individuals' desires and job requirements keep changing with the supply-demand balance.

Situations and timings need to be considered for filling in the gap between individuals and companies.

Highly
accurate
matching



N-to-N matching

+

Creative
measures
to lead
individuals/
companies
to make
decisions



Situation

+



Timing

Having AI do what typically
requires many years of
experience



Repeating shift from
humans to AI

Wealth of
data



Accumulated
expertise

×



Guiding successful career transitions by reproducing personalized matching **through AI**,
beyond simple data matching

■ TEMPSTAFF x App for Temporary Staff

Improvement in the
value of core businesses

Promoting the digitalization
of environments

Creation of new value

Evolution of technology-oriented
human resources and organizations

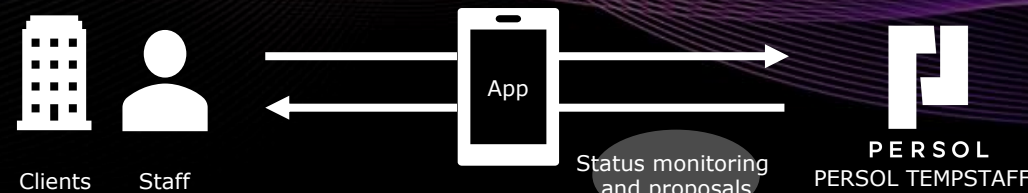
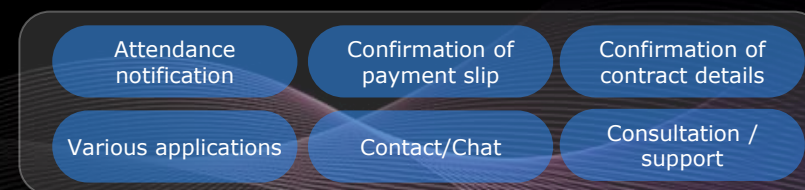


Temp App, an app for temporary staff



Vision we aim to achieve concerning points of contact with staff

Strengthening engagement by using digital touchpoints



Cumulative total
number of users*1
**Over
300,000**

Rate of app usage*1
Over 70%
* Those currently
employed

**More than
Double**
the number of
inquiries from staff*2

Staffing
company overall
satisfaction ranking*3
No. 1
(Six consecutive
years)

- Improving psychological safety, which makes it possible to continue working with a sense of security
- Reducing staff turnover rate by strengthening staff engagement

**Improve
LTV**

- Data-driven, real-time status monitoring and proposals tailored to individuals
- Increasing the number of contact points to boost the percentage of staff who remain active and that of staff who are employed again

Enhancing service quality and expanding staff potential through the use of data and technology.

*1 : As of July 2025, based on actual results from PERSOL TEMPSTAFF *2 : Comparison between May 2025 and September 2021

*3 : "The Satisfaction Level Ranking of Staffing Companies Determined by Temporary staff" from 2019 to 2024 (Source: The Institute to Research the Way Temporary Staff Work)

■ TEMPSTAFF x BtoB Digital Platform

Improvement in the value of core businesses

Promoting the digitalization of environments

Creation of new value

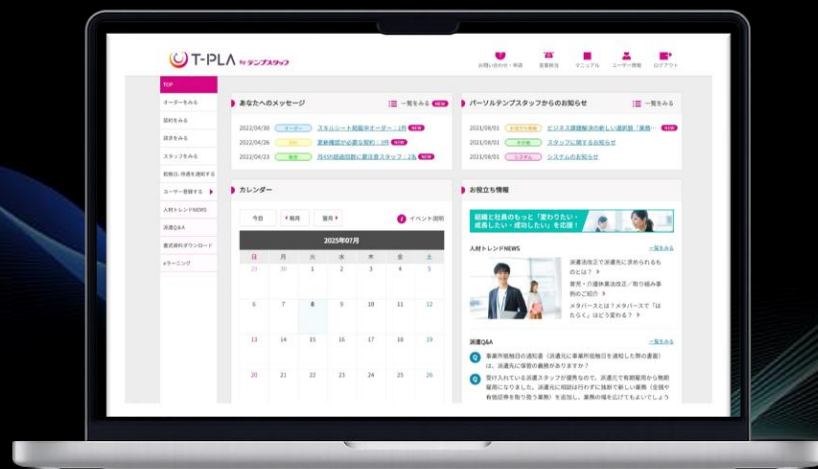
Evolution of technology-oriented human resources and organizations



T-PLA, an operation platform for clients

Vision we aim to achieve concerning points of contact with clients

A digital touchpoint that enables *early detection of new projects*



Management of basic information about temporary staffing

Visualization of the status of personnel selection

Provision of HR-related information

Management of notifications required by law

Downloading of format data

Q&A about temporary staffing



Clients



Temporary Staff Management Platform



PERSOL
PERSOL TEMPSTAFF

Acquiring information/eliminating concerns

All completed

All operations of clients, including contract details, confirmation of contract details, and sharing of information across multiple departments, are completed entirely on this system.

An increase in the probability of the early detection of new projects reflects an increase in touchpoints

Project detection

Winning new projects

The *first* BtoB platform in the temporary staffing industry

Number of companies using the service*1
Approx. **22,000** companies

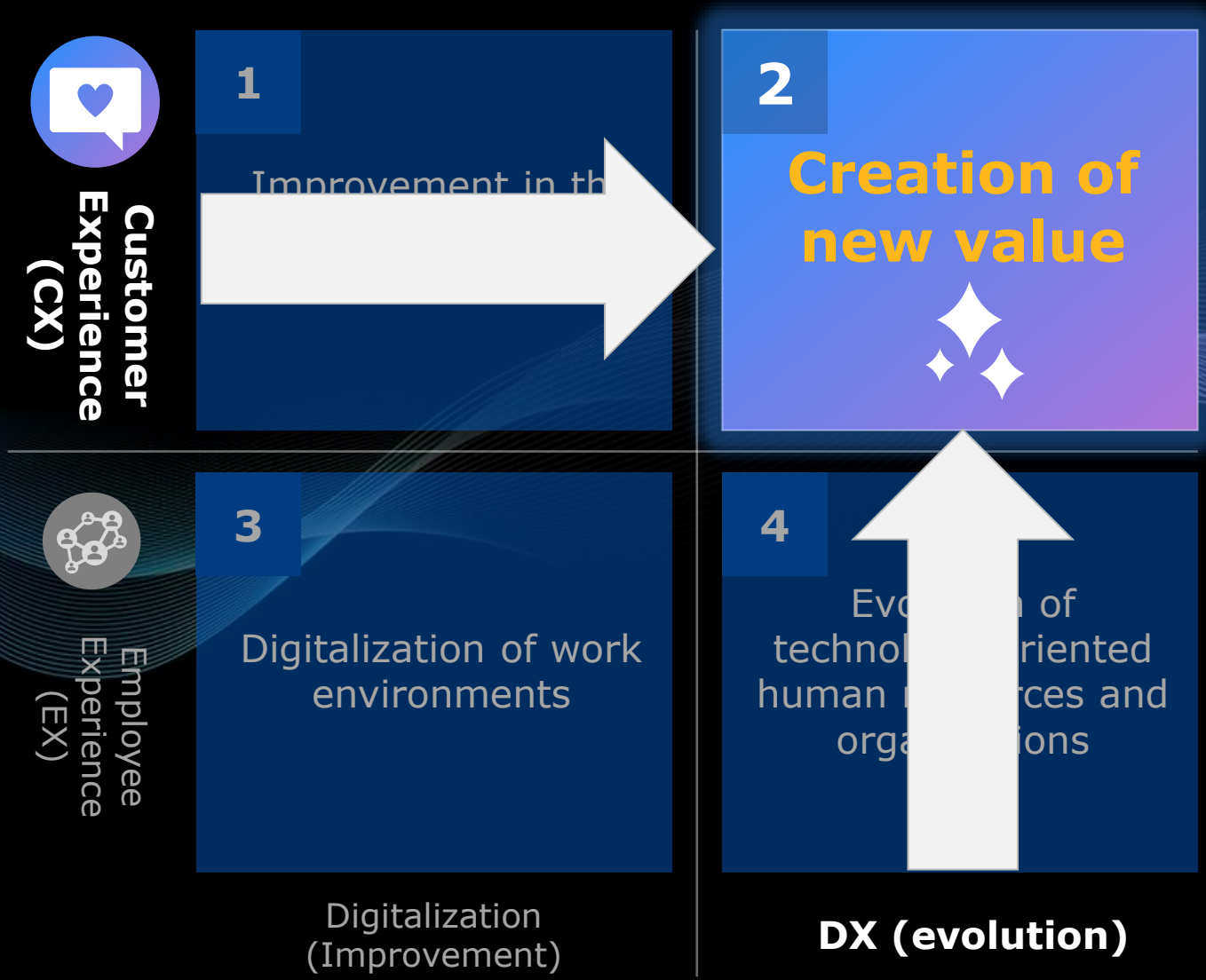


FY2024
Granted the Information Technology Award
(Customer and Business Function Area)

Leveraging data and technology to further enhance service quality and expand the potential of our clients.

*1 : As of July 2025, based on actual results from PERSOL TEMPSTAFF

[2] Creation of New Value



■ A Digital Platform Business that Eliminates Constraints on Working

Improvement in the value of core businesses

Creation of new value

Promoting the digitalization of environments

Evolution of technology-oriented human resources and organizations

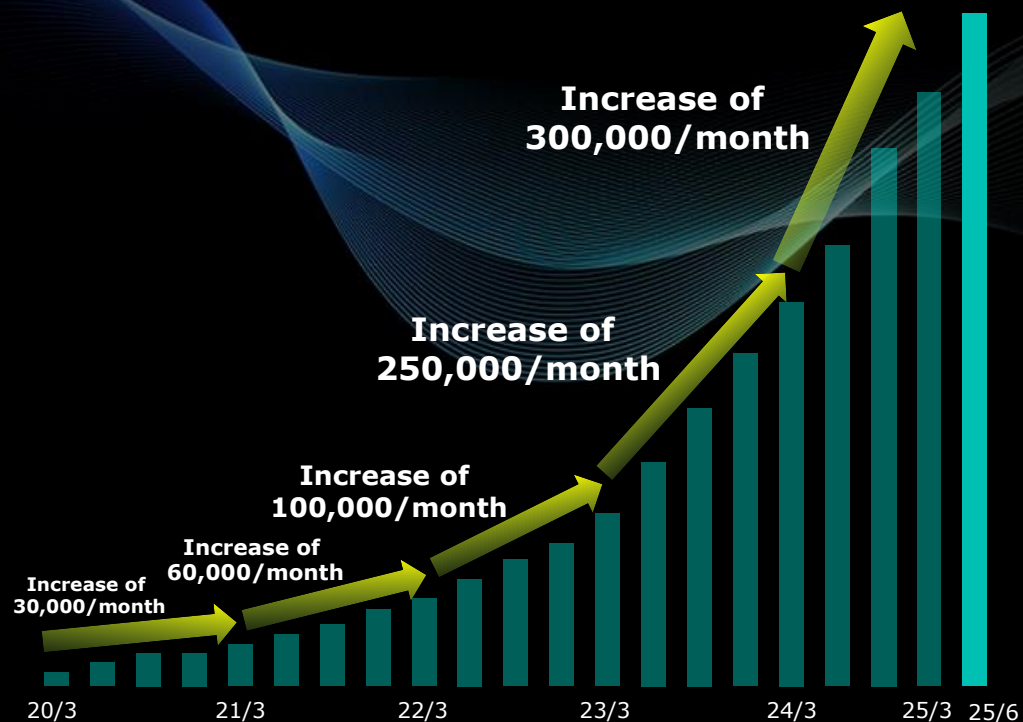


シェアフル (Sharefull)

by PERSOL

10 million

downloads (cumulative)



Digitally completed job matching model

Individuals

Completed with the app only



Corporations

Completed with SaaS only



シェアフル

by PERSOL



Completed without human intervention



Recommendation AI



QR clock-in/ clock-out



Work tag data



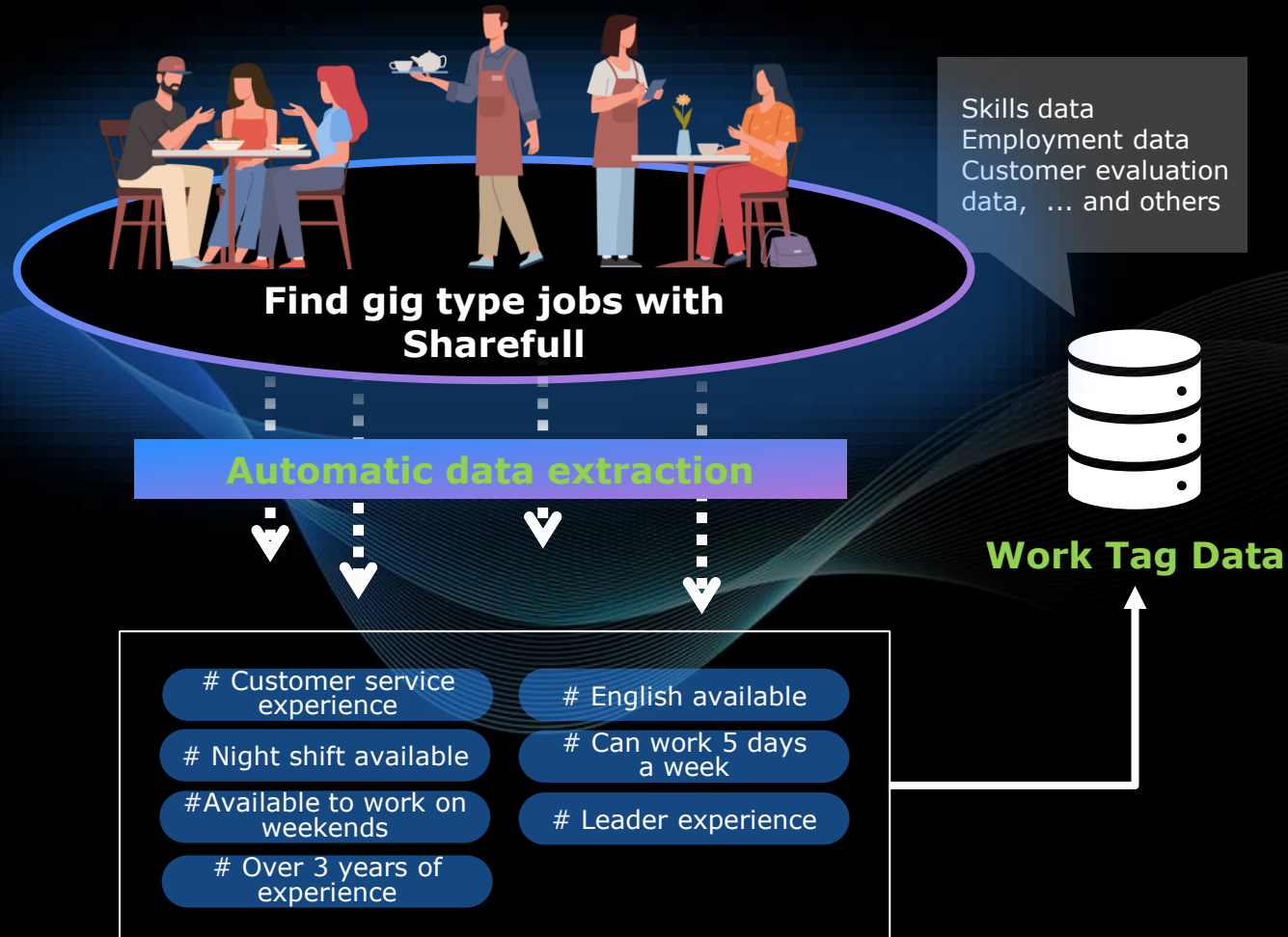
Fintech (instant payment)

■ Possibility of Career Expansion with Work Tag Data

Improvement in the value of core businesses
Promoting the digitalization of environments

Creation of new value

Evolution of technology-oriented human resources and organizations

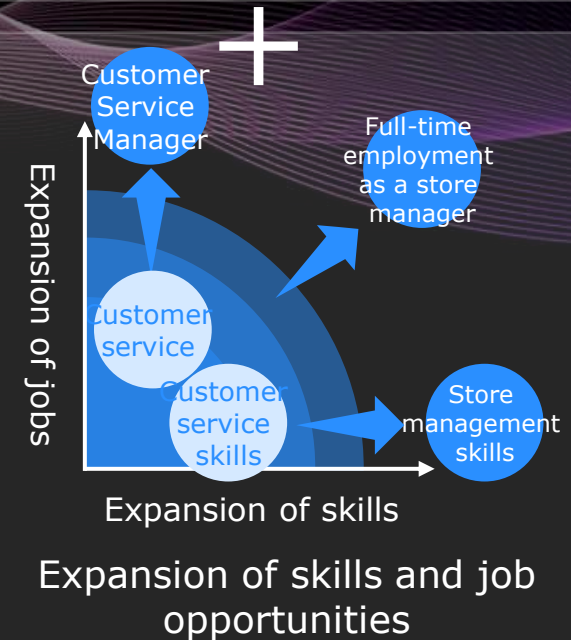


Expanding possibilities through visualization

Trust

By accumulating work records and client feedback, trust is built, leading to increased employment opportunities

Expansion of career



Automatically accumulated work tag data creates opportunities to expand new career possibilities.

■ Examples of Value Creation through the Use of AI

Improvement in the value of core businesses

Creation of new value

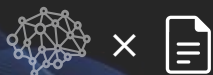
Promoting the digitalization of environments

Evolution of technology-oriented human resources and organizations



Staffing

AI skill sheet creation



Work hours
-92% maximum

Staffing

AI job matching



Work hours
-48%

Staffing

**Staff evaluation
AI comment generation**



Evaluation comment volume
+45%

Career

AI resume creation



Time required
-75%

Career

AI scout email automation



Work hours
-80%

BPO

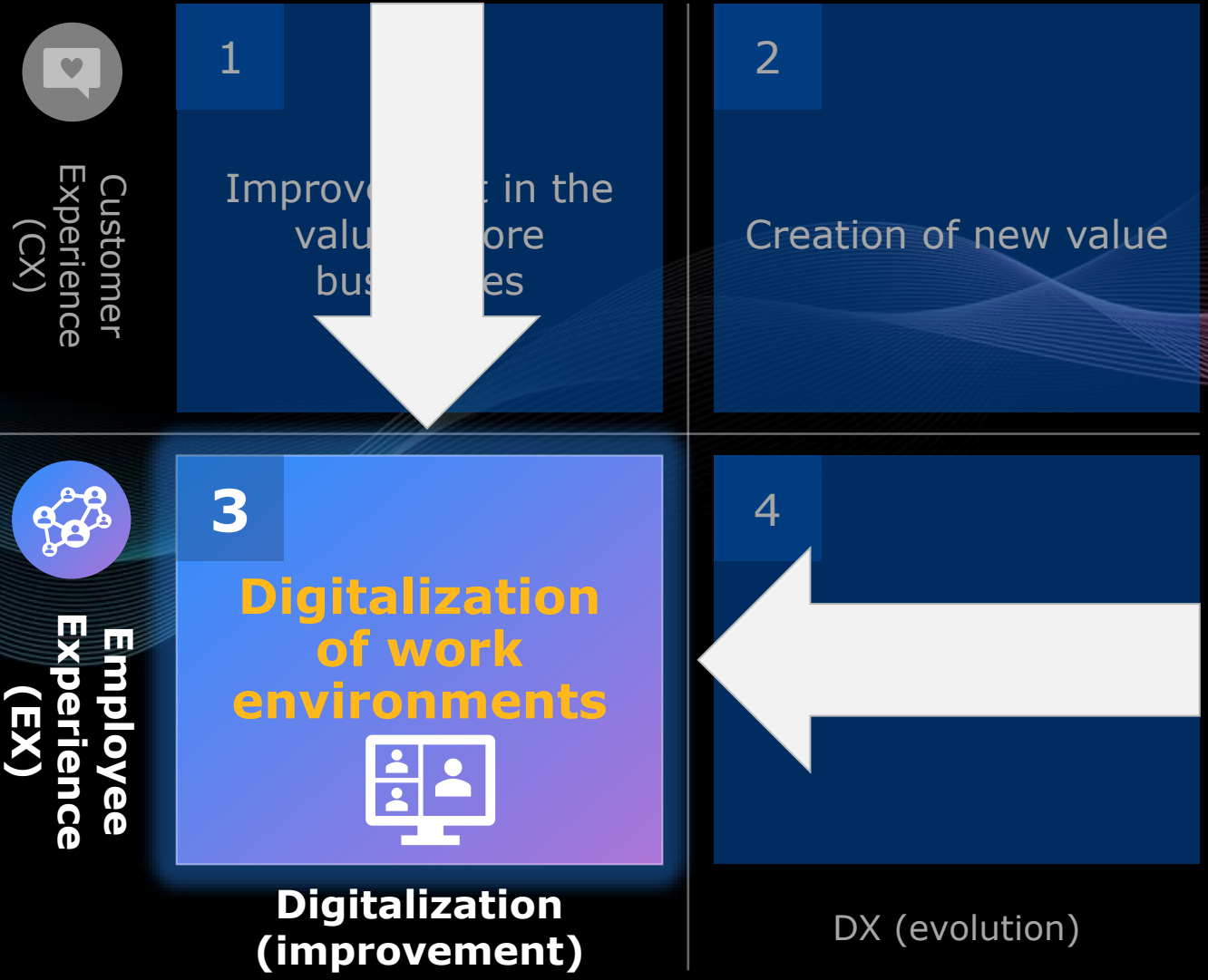
AI invoicing automation



Work hours
-26%

The entire group is driving **new value creation** through the use of AI, with some cases already delivering measurable results.

[3] Digitalization of Work Environments



■ Renovation of Internal Systems and Infrastructure

Improvement in the value
of core businesses
**Promoting the digitalization
of environments**

Creation of new value
Evolution of technology-oriented
human resources and organizations

Major overall renovation of corporate systems

~Toward Group-Wide Data-Driven Management~

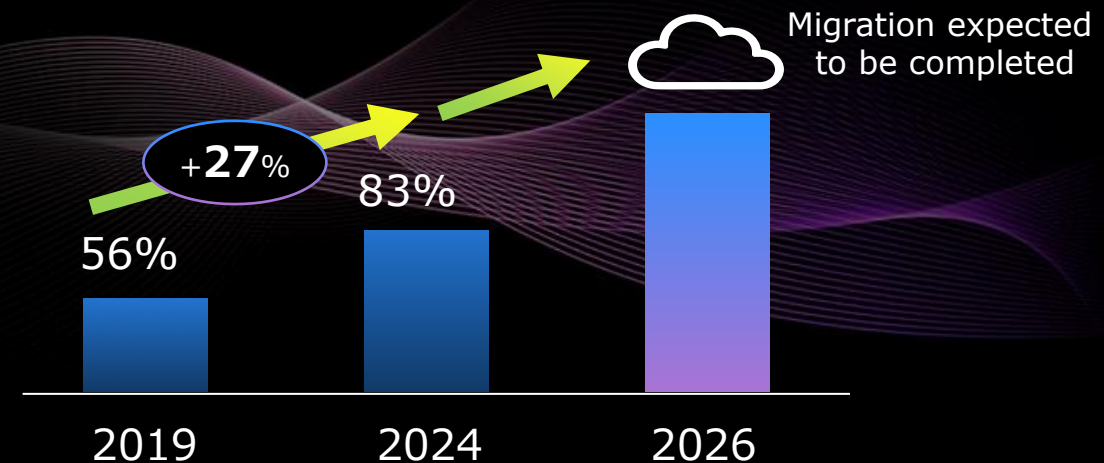


Effectiveness of measures

1. **Higher speed of decision-making** with an understanding of management indicators and KPIs
2. **Productivity improvement** with reduction in work time, efficiency improvement, and **shift to AI**
3. **Utilization of human resource data** of 36,000 Group employees
4. **Optimization achieved by using data** on finance, purchases, general affairs, and **transactions**

Migrating Existing Systems to the Cloud

~Building a Flexible and Agile Business Infrastructure~



Effectiveness of measures

1. **Competitive advantages strengthened** by increasing speed and agility
2. **Business efficiency improvement and progress in automation** achieved through the modernization of IT infrastructure
3. **Enhanced security** through the implementation of the latest measures by cloud vendors
4. **Cost optimization** through flexible resource utilization

Modernizing systems and infrastructure to establish a foundation for leveraging technology.

■ Use of Generative AI by Employees

Improvement in the value
of core businesses

Creation of new value

Promoting the digitalization
of environments

Evolution of technology-oriented
human resources and organizations

In-house development of internal version of GPT "PERSOL Chat Assistant"



Released in August 2023, or in the early days of
the popularization of generative AI
Promoting the use of generative AI through a
bottom-up manner by forming a core community
among employees

Stepping up the use of generative AI under the initiative of employees working on site

Learning community



More than **4,000**
employees
all the time

- ✓ For voluntary participation
- ✓ Participation of 20% of target employees

Bottom-up learning program



Participation of **6,000**
employees
in cumulative total

- ✓ A cumulative total of 60 opportunities for employees to actively learn AI.

Citizen development of prompts



16,000 DLs
in cumulative total

- ✓ Useful prompts created by employees are shared among employees.

Results

Number of
monthly users
12,000
people

Cumulative total
profit contribution
Over **1**
billion yen

Awards



We won a Special Award in JAPAN
HR DX AWARDS 2024, where
winners are selected by the Japan
Digital Transformation Promotion
Association.

Fostering a proactive culture and community of AI learning across the entire group, beyond individual companies.

■ Accelerating the Development of AI Agents for Internal Use

Improvement in the value
of core businesses

Promoting the digitalization
of environments

Creation of new value

Evolution of technology-oriented
human resources and organizations

Accelerating the development of **AI agents for internal use** by employees working on site



AI agent development is possible through no-code and low-code methods.



Workflow agent



Document generation agent



Research agent



Q&A agent



Examples of agents that were actually developed on site

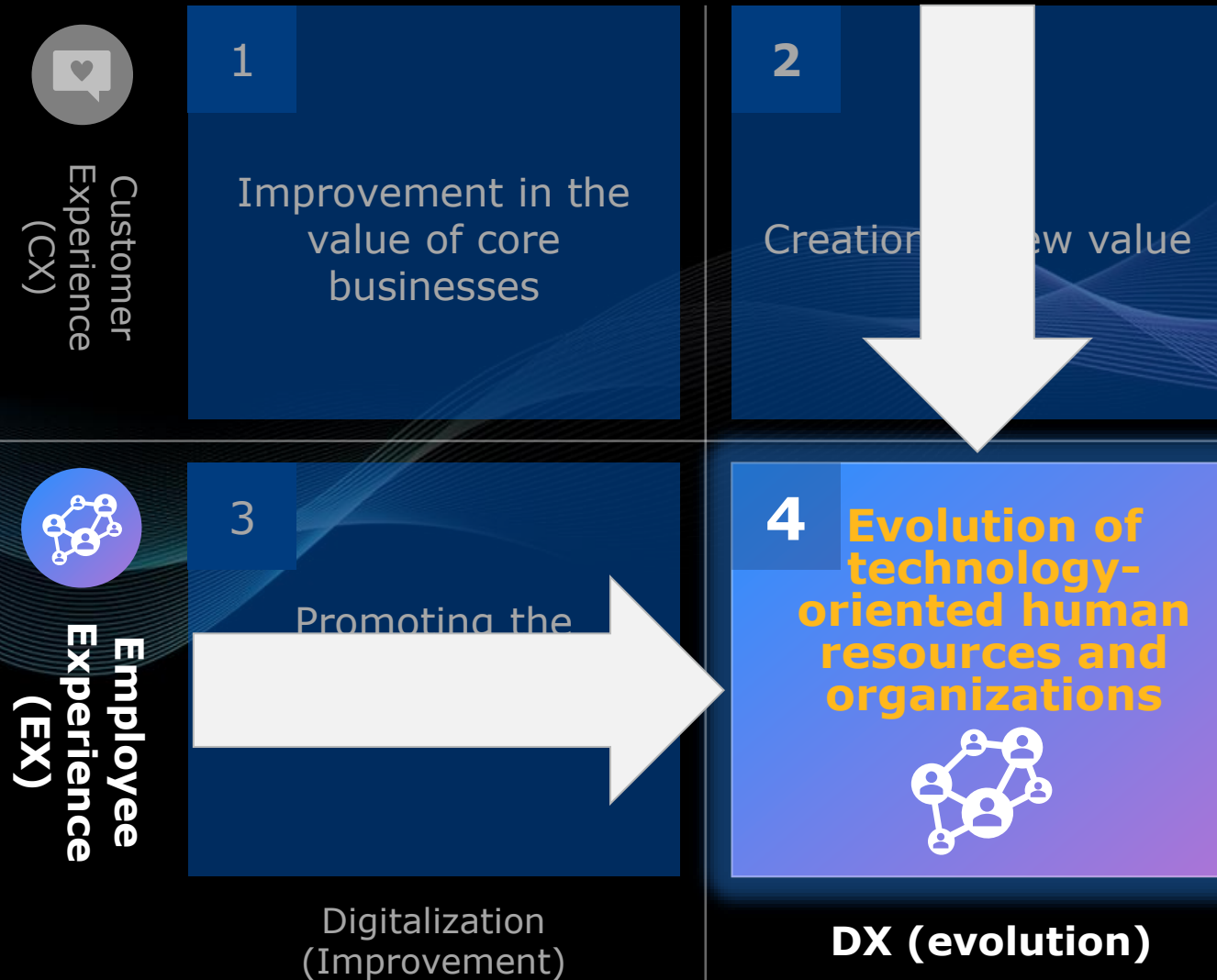
- An agent that can read files in various formats
- An agent that creates meeting minutes
- An agent that converts images into text
- Support desk agent
- IT environment FAQ agent
- An agent that searches for tool development knowledge
- An agent that assists various applications
- Attendance reporting agent
- ...

Percentage of
non-engineers
among users

99%

Non-engineer employees develop AI agents necessary for improving the efficiency of their own work.

[4] Evolution of Technology-oriented Human Resources and Organizations



■ CoE Initiatives and Organizational Evolution

Improvement in the value
of core businesses

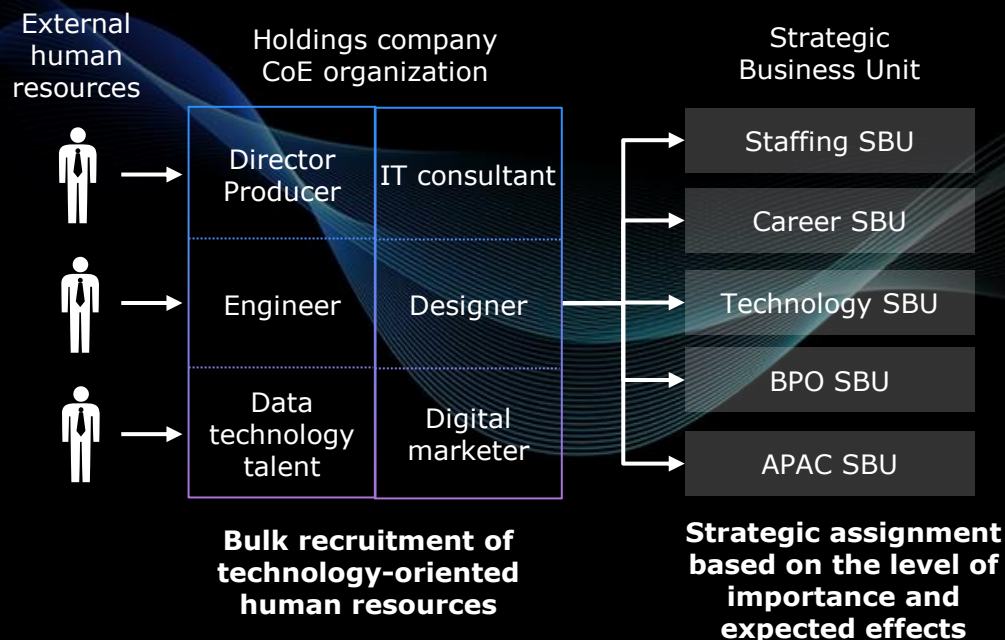
Creation of new value

Promoting the digitalization
of environments

Evolution of technology-oriented
human resources and organizations

Center of Excellence (CoE)

Image of CoE organization



Key points for success of CoE organization

Number of personnel

- ✓ Enhancing technology-oriented human resources with a high level of expertise (More than 100 human resources belong to the CoE organization.)
- ✓ A system exclusively for the recruitment of technology-oriented human resources

×

Strategic assignment

- ✓ Scrupulous alignment with operating companies
- ✓ Assignment to projects with a high level of importance and those with high effects

×

Business connection

- ✓ Started small and built a strong track record
- ✓ Given the relationship of trust and mutual understanding with operating companies, the organization has now become an essential entity.

Awards received



We won the IT Award (Management Area) in the FY2024 (42nd) Information Technology Award, where winners are selected by Japan Institute of Information Technology.

A system for **acquiring human resources with a high level of expertise** and improving the capability of **implementing business transformation.**

■ A Working Environment That Attracts Technology-oriented Human Resources

Improvement in the value
of core businesses
Promoting the digitalization
of environments

Creation of new value

Evolution of technology-oriented
human resources and organizations



**(1) A personnel system
exclusively for technology-
related positions**



**(2) Freedom to choose
workstyles (places of work)**



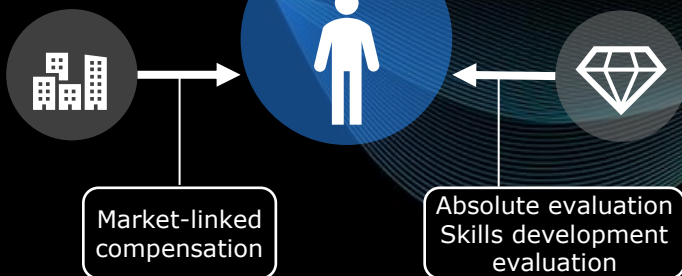
**(3) Support for career
autonomy**

Compensation rate
based on market
value



Absolute evaluation
Skills development
evaluation

**Highly specialized technology-
oriented human resources**



**Permitting them to continue honing
their expertise and ensuring a fair
evaluation of their skills**

Nationwide
recruitment



Residence free



**Not translating constraints caused
by life plans into constraints on
work opportunities**

Stepping up
transfers within
the Group



A generous system
of multiple jobs



**Increasing employees' career
autonomy by letting them make
their own choices and take on
challenges internally and externally**

**At PERSOL, expanding the possibilities of each individual and the freedom
of working for working employees as well.**

■ PERSOL's Technology-Focused Owned Media: "TECH DOOR"




PROJECT

2025.05.07

テクノロジーだけでは変わらない、「企業風土の変革」こそ本質的なDX推進のカギ。クールスプリングス三枝氏×パーソルテンプスタッフ朝比奈対談



PERSON

2024.09.26 2024.09.30

ベトナム開発拠点を常に優れたアウトプットが出せる開発組織にするために—海外ではたらく魅力とは



STRATEGY

2025.04.01

【後編】生成AIで変革を加速せよ——パーソル各社の事業をアップデートするグループAI・DX本部の挑戦



WORK STYLE

2024.12.05 2024.12.06

パーソルホールディングス・テクノロジー女子会—若手女性社員5人の本音トーク



APAC LONG Meeting

2025年2月 開催レポート

2025.03.21 2025.04.01

APAC LONG Meeting開催



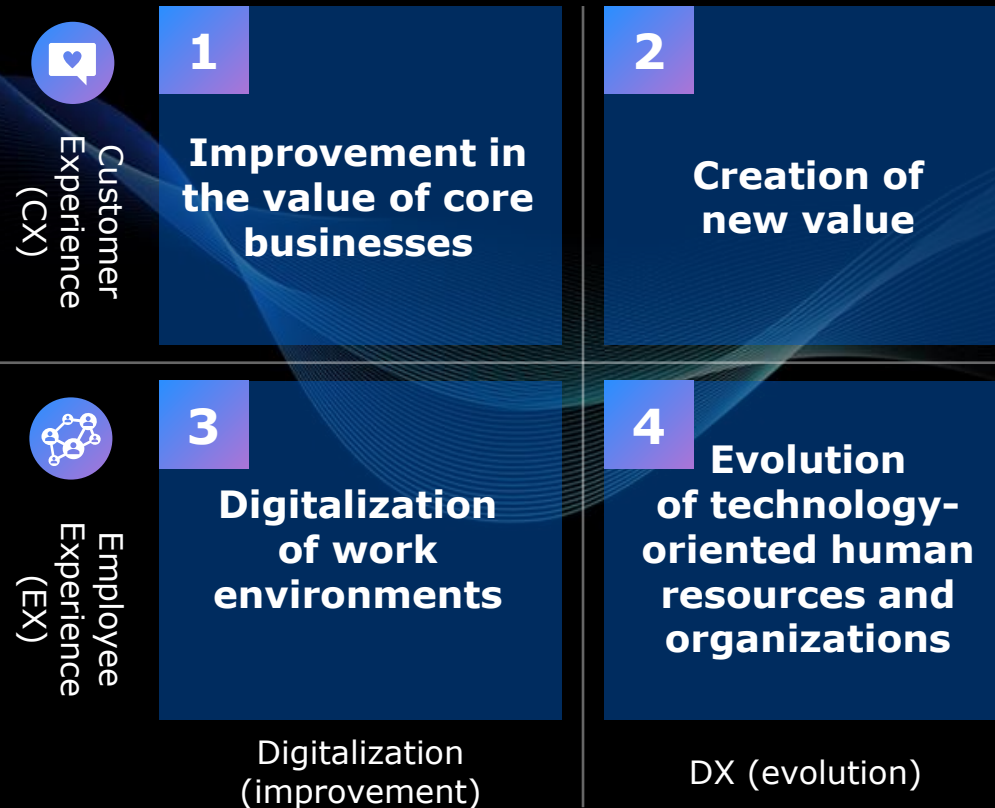
WORK STYLE

2024.10.29

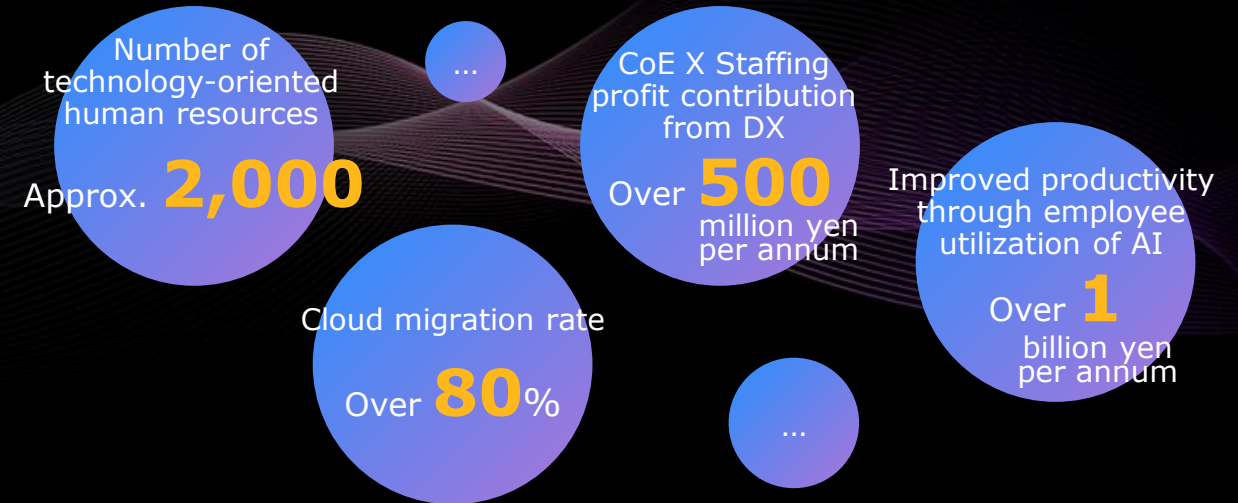
ワーケーション制度で「はたらくWell-being」を創造。ワーケーションがもたらす組織の進化

Achievements made so far with *technologies* under the Mid-term Management Plan 2026

Group-Wide Technology Strategy



Achievements (Examples)



Awards received



DX注目企業2025
Digital Transformation

In recognition of clear stories about the use of digital technologies for management, achievements from the DX of the temporary staffing business, and the development of digital human resources, among other initiatives

The core of the next technology strategy is



Among them, the use of ***AI agents*** will be the major key point.

AI to Be at the Core of the Next Technology Strategy

The global HR x AI market will grow rapidly in size.

Average annual growth rate **24.4%**

2024 2025 2026 2027 2028 2029 2030 2031

With the emergence of AI agents, the HR industry is entering a new phase.

Discovery of candidates by AI

AI searches for applicants seamlessly and identifies candidates who fulfill requirements.

AI-based candidate and company matching

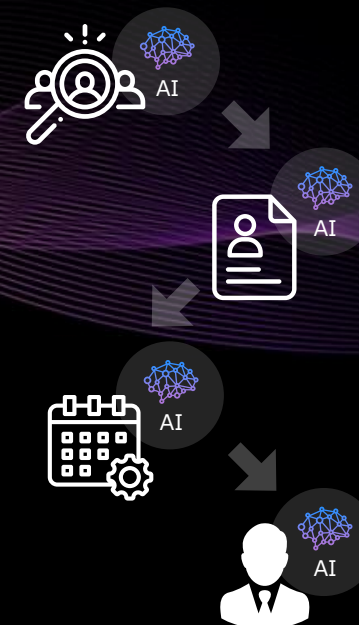
AI automatically does matching and creates a shortlist of candidates who are suited to the offered position.

Automatic schedule adjustment

Reduce communication and other work hours with automated scheduling tools

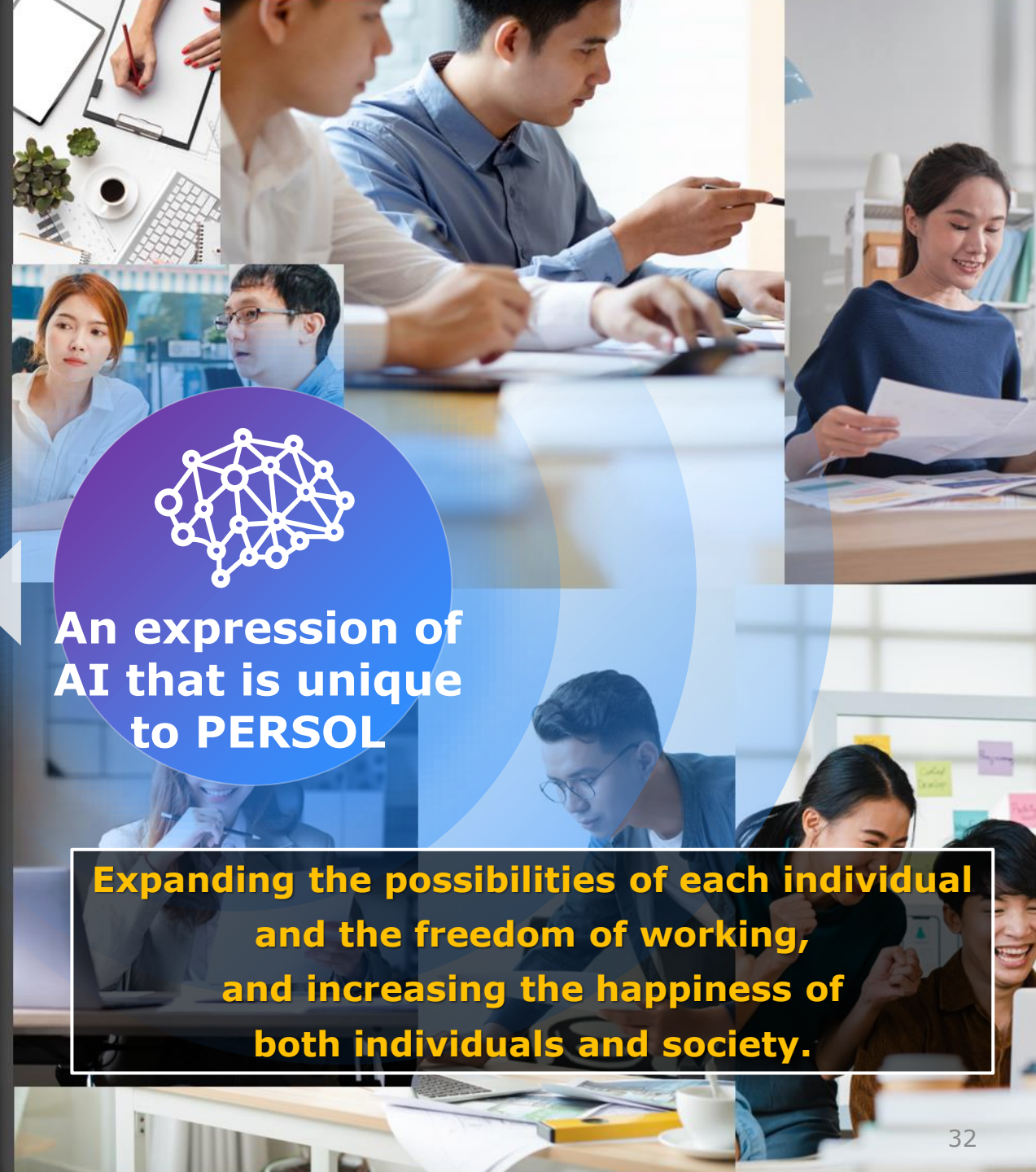
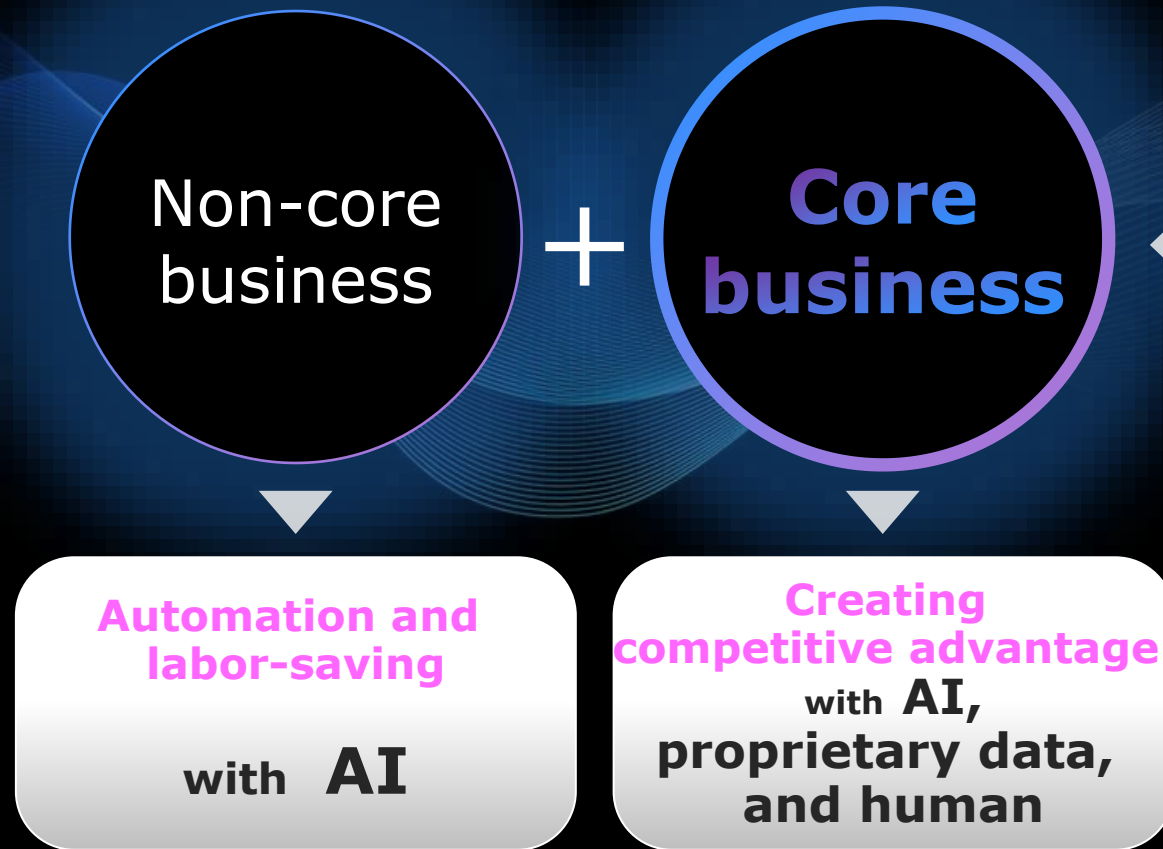
Interview with an AI interviewer

Simplify the interview process by having AI interviewers conduct interviews and evaluations



Transition toward a high-efficiency model driven by AI agents with embedded decision-making and execution capabilities.

Ideas on Use of AI Unique to PERSOL





Currently, we are considering the next medium-term strategy. We would like to achieve further growth by solving social issues and issues faced by working individuals with the power of AI and technologies.

As for our next strategy, we would like to create a separate opportunity to give you explanations.

This fiscal year is the final one of the current Mid-term Management Plan. We will strive to finish the plan on a strong note. We greatly appreciate your continued cooperation and understanding.