

FAQ on the Acquisition of Gojob Shares

October 1, 2025

Q1 What is the strategic intent behind this acquisition, and what is the potential for expansion into the European and the U.S. markets? Why was a French company selected?

- A1 Anticipating rapid advancements in AI and DX, as well as sustained growth beyond 2030, our current mid-term management plan positions “technology-driven” initiatives as a key strategic direction. We have been exploring new business opportunities leveraging technology. Within this framework, we identified AI-driven staffing as a business opportunity. Our search for a business model combining growth potential and profitability led to the collaboration opportunity with Gojob.
- Gojob is a rapidly growing, high-profile company within France. It has already deployed its AI model in the U.S., demonstrating its scalability across borders. This positions Gojob for further business expansion in the U.S. market in the future.

Q2 What kind of company is Gojob, and how does it excel compared to traditional staffing firms?

- A2 Gojob is a French AI-driven staffing platform company that has experienced rapid growth since its founding in 2015. Its revenue CAGR over the past four years has reached approximately 40%, and in FY2024, it ranked first in revenue growth among HR service companies in France.
- Gojob’s AI instantly assesses multifaceted aptitudes based on vast personal data and automatically matches candidates to optimal jobs. Compared to traditional staffing, which typically takes 1–2 days, Gojob achieves matching in an average of 24 minutes, maximizing customer experience through both speed and accuracy. Its strength lies in the ability to instantly supply large volumes of talent, particularly in blue-collar sectors. KPIs such as low cancellation rates and high fulfillment rates significantly exceeding industry averages.
- Gojob has established an AI-based operational model that enables cost control during business expansion and ensures high profitability. It also offers SaaS products that integrate its AI technology and expertise, further enhancing platform scalability and profitability.

Q3 What will be the management structure at Gojob and the governance framework from PERSOL after the acquisition?

A3 Gojob's current management team possesses extensive experience in both business and technology and will continue to lead the company post-acquisition. A dedicated division will be established within the PERSOL Holdings to oversee Gojob directly, and some executive officers from PERSOL Holdings will join the board to hold a majority of voting rights for key decision-making. This structure will balance group-wide management policies with local autonomy.

Q4 What specific synergies are expected with existing domestic and international businesses?

A4 By deploying Gojob's core technologies—such as AI matching, aptitude estimation, demand forecasting models, high-frequency data model learning and acceleration—we aim to strengthen existing business operations and explore opportunities to enhance profitability. Considering differences in temporary staffing regulations and operational practices across countries, including Japan, the applicable scope of the Gojob model is expected to be defined more concretely going forward.

Q5 How was the appropriateness of the acquisition price verified?

A5 Based on Gojob's business plan, we carefully verified the price using valuation methods like DCF, incorporating potential risks.

Q6 What is the strategy for further business expansion in Europe and the U.S.? Are there established criteria for investment decisions?

A6 In Europe, Gojob's existing strengths will remain focused on the French market. In the U.S., we plan to cautiously evaluate multiple strategies and expand by accumulating successful models through PoC initiatives. Investment decisions will be made within the framework of our existing financial strategy, maintaining discipline in profitability, safety, soundness, and cash allocation.

Q7 Regarding the business portfolio, is the policy to increase the proportion of overseas operations going forward?

A7 Our current mid-term management plan aims to expand the digital platform domain, and the “AI-driven staffing model” is one area within that domain. Domestic operations remain our core business. Building on this foundation, we will challenge ourselves to create new value using technology. The direction of our business portfolio will be explained in the next mid-term management plan.

Q8 Will this acquisition affect the cash allocation policy or financial strategy outlined in the mid-term management plan? Will it impact FY25 ROE or ROIC forecasts?

A8 There are no changes to the outlook for cash allocation and financial strategy outlined in the mid-term management plan, as presented in the May 2025 earnings announcement. The impact on ROE and ROIC is also minimal, with no significant items to note.