



**Consolidated Financial Results
for the Fiscal Year
Ended March 31, 2023
(FY2022)**

PERSOL HOLDINGS CO., LTD.

May 15, 2023

Highlights

1

Financial Results for FY2022* (Japanese GAAP)

- Significant growth with net sales of 1,223.9 billion yen (up 15.4% year on year) and operating profit of 53.0 billion yen (up 10.2% YoY).
- Current net profit after adjustment, on which dividends are based, was 40.9 billion yen (up 3.7% YoY).
- Annual dividends increased to 61 yen per share, rising from 42 yen per share for FY2021. The payout ratio rose to approx. 35%, up from approx. 25% for FY2021. PERSOL acquired treasury shares worth approx. 10.0 billion yen by March 31, 2023 and completed cancellation of all acquired treasury shares in April 2023.

2

Changing Segments, Adopting IFRS

- Changes have been made in the SBUs, including the establishment of the BPO SBU in FY2023.
- IFRS to be applied in FY2023 Q1.

3

Financial Forecasts for FY2023*, Mid-term Management Plan 2026 (IFRS)

- Revenue and adjusted EBITDA are forecast to be 1,340.0 billion yen (up 7.8% YoY) and 75.5 billion yen in FY2023.
- Annual dividends are forecast to be 86 yen (up 25 yen YoY), and the payout ratio is expected to be approx. 50%.
- Mid-term Management Plan 2026 (from April 2023 to March 2026) has been formulated.

* FY2022 is the fiscal year ended March 31, 2023, and FY2023 is the fiscal year ending March 31, 2024 (the same applies hereinafter).

Summary of the Consolidated Financial Results for FY2022

FY2022 Consolidated Financial Results (Full Year)

Significant growth in both net sales and operating profit

	(million yen)			
	FY2021 Full Year	FY2022 Full Year	YoY	(Reference) FY2022 Full-Year Forecasts (announced in April 2023)
Net sales	1,060,893	1,223,967	+15.4%	1,210,000
Operating profit	48,143	53,061	+10.2%	53,000
OP margin (%)	4.5%	4.3%	-0.2pt	4.4%
EBITDA	67,150	76,417	+13.8%	75,200
EBITDA margin (%)	6.3%	6.2%	-0.1pt	6.2%
Net profit before income taxes	50,043	40,716	-18.6%	-
Net profit*	31,906	20,578	-35.5%	20,400
Adjusted items	7,622	20,416	+167.8%	20,600
Adjusted net profit	39,529	40,995	+3.7%	41,000
Adjusted EPS (yen)	171.60	178.51	+4.0%	178.36

The main items are extraordinary gains/losses and amortization of goodwill

Notes 1: Effective in the three months ended December 31, 2021, the accounting process was changed for SaaS in the Australian business in APAC SBU. Accordingly, the change was applied retroactively to the financial results for the 1st half of FY2021. (The same applies hereinafter.)

2: Effective in the three months ended June 30, 2022, accounting method of asset retirement obligations was changed. Accordingly, these changes were applied retroactively to the financial results for FY2021. (The same applies hereinafter.)

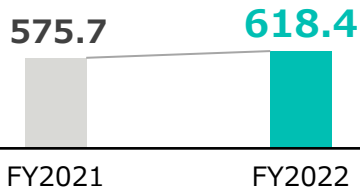
* Net profit attributable to owners of parent company

FY2022 Net Sales by SBU (Full Year)

(billion yen)

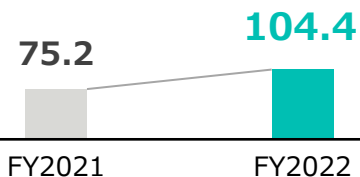
Staffing

+7.4% 



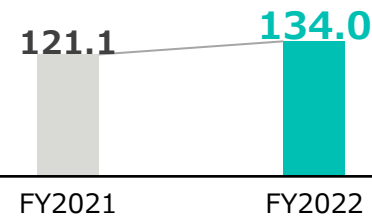
Career

+38.8% 



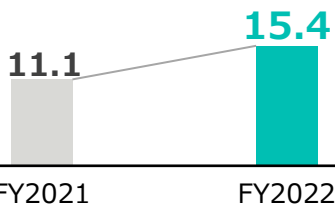
Professional Outsourcing

+10.7% 



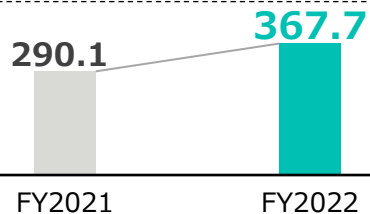
Solution

+38.2% 



Asia Pacific

+26.8% 




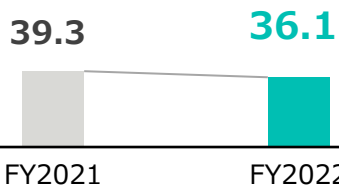
**Net sales increased
in all SBUs**

FY2022 Operating Profit by SBU (Full Year)

(billion yen)

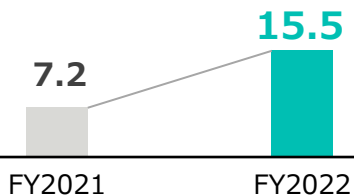
Staffing

-8.1% 



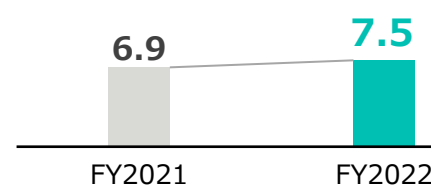
Career

+113.8% 



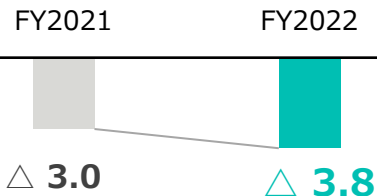
Professional Outsourcing

+8.4% 



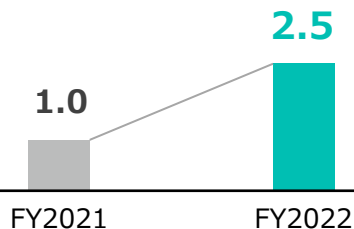
Solution

Investment phase 



Asia Pacific

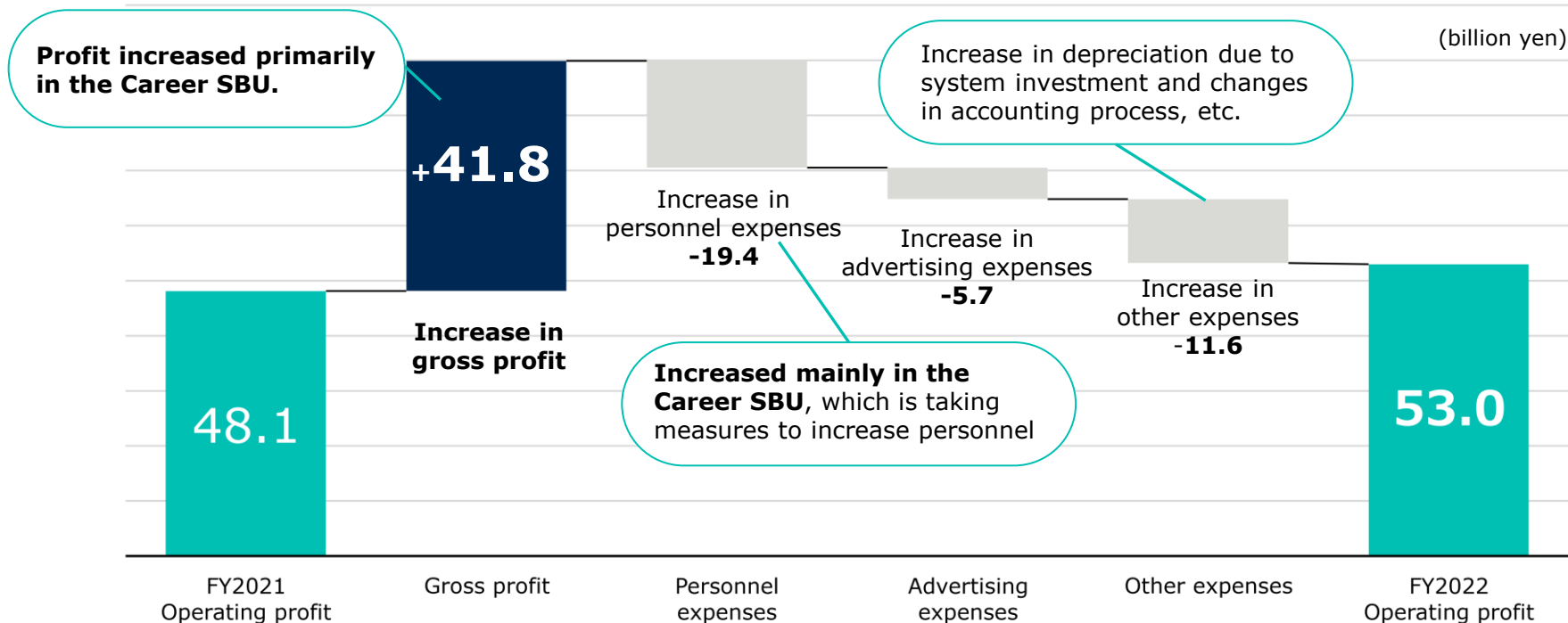
+141.5% 



An increase in profit was driven by Career, which achieved high growth throughout the year.

Analysis of Increase/Decrease in Operating Profit in FY2022

Gross profit grew steadily. Personnel expenses and advertising expenses continued to be allocated to strengthen the competitiveness needed to achieve growth.



(Reference) FY2022 Net Sales by SBU (Full Year)

(million yen)

	FY2021 Full Year	FY2022 Full Year	YoY	(Reference) FY2022 Full Year Forecasts (announced in November 2022 ^{*1})
Consolidated	1,060,893	1,223,967	+15.4%	1,210,000
Staffing	575,743	618,481	+7.4%	615,000
Career	75,279	104,467	+38.8%	103,000
Professional Outsourcing	121,109	134,085	+10.7%	133,500
Solution	11,169	15,434	+38.2%	15,500
Asia Pacific	290,138	367,779	+26.8%	360,000
Others	13,755	16,904	+22.9%	16,000
Adjusted	-26,302	-33,186	-	-33,000

*1 The latest forecast was announced in April 2023, although sales figures remain unchanged from those announced in November 2022, therefore, the relevant figures are stated.

*2 Exchange rates [USD (PERSOLKELLY)] FY2021: 109.9 yen, FY2022: 131.6 yen/ [AUD (Programmed)] FY2021: 82.5 yen, FY2022: 91.1 yen



(Reference) FY2022 Operating Profit and OP Margin by SBU (Full Year)

(million yen)

	FY2021 Full Year	FY2022 Full Year	YoY	(Reference) FY2022 Full Year Forecasts (announced in November 2022*1)
Consolidated	48,143	53,061	+10.2%	53,000
	4.5%	4.3%	-0.2pt	4.4%
Staffing	39,359	36,180	-8.1%	36,600
	6.8%	5.8%	-1.0pt	6.0%
Career	7,264	15,532	+113.8%	15,200
	9.6%	14.9%	+5.2pt	14.8%
Professional Outsourcing	6,934	7,518	+8.4%	8,000
	5.7%	5.6%	-0.1pt	6.0%
Solution	-3,058	-3,837	-	-3,950
	-27.4%	-24.9%	+2.5pt	-25.5%
Asia Pacific	1,042	2,517	+141.5%	1,850
	0.4%	0.7%	+0.3pt	0.5%
Others	-801	-708	-	-600
Adjusted	-2,598	-4,140	-	-4,100

*1 The latest forecast was announced in April 2023, although profits figures remain unchanged from those announced in November 2022, therefore, the relevant figures are stated.

*2 Exchange rates [USD (PERSOLKELLY)] FY2021: 109.9 yen, FY2022: 131.6 yen/ [AUD (Programmed)] FY2021: 82.5 yen, FY2022: 91.1 yen

(Reference) FY2022 EBITDA and EBITDA Margin by SBU (Full Year)

(million yen)

	FY2021 Full Year	FY2022 Full Year	YoY	(Reference) FY2022 Full Year Forecasts (announced in November 2022* ¹)
Consolidated	67,150	76,417	+13.8%	75,200
	6.3%	6.2%	-0.1pt	6.2%
Staffing	43,354	41,004	-5.4%	41,100
	7.5%	6.6%	-0.9pt	6.7%
Career	11,034	19,913	+80.5%	19,600
	14.7%	19.1%	+4.4pt	19.0%
Professional Outsourcing	8,453	9,320	+10.3%	9,800
	7.0%	7.0%	+0.0pt	7.3%
Solution	-1,513	-1,965	-	-2,100
	-13.5%	-12.7%	+0.8pt	-13.5%
Asia Pacific	7,691	10,149	+32.0%	9,400
	2.7%	2.8%	+0.1pt	2.6%
Others	-344	-2	-	-0
Adjusted	-1,524	-2,002	-	-2,600

*1 The latest forecast was announced in April 2023, although profits figures remain unchanged from those announced in November 2022, therefore, the relevant figures are stated.

*2 Exchange rates [USD (PERSOLKELLY)] FY2021: 109.9 yen, FY2022: 131.6 yen/ [AUD (Programmed)] FY2021: 82.5 yen, FY2022: 91.1 yen



FY2022 Consolidated Balance Sheet

A strong financial position was maintained, and the Long-term Issuer Rating was kept at A (positive).

	FY2021 Results	FY2022 Results	Change
Current assets	286,897	304,281	+17,384
(Details)			
Cash and deposits	107,545	99,757	-7,788
Accounts receivable - trade	150,073	160,879	+10,806
Non-current assets	138,213	137,877	-336
(Details)			
Goodwill	61,674	52,344	-9,329
Software	16,787	18,081	+1,293
Investments and other assets	29,670	36,707	+7,037
Total assets	425,110	442,159	+17,048

	FY2021 Results	FY2022 Results	Change
Current liabilities	167,893	195,421	+27,527
(Details)			
Borrowings	11,466	11,422	-44
Accounts payable - other	81,813	91,934	+10,121
Non-current liabilities	52,850	46,005	-6,844
(Details)			
Bonds payable and borrowings	40,000	30,116	-9,883
Total liabilities	220,743	241,426	+20,683
Net assets	204,367	200,732	-3,634
Total liabilities and net assets	425,110	442,159	+17,048

Balance of Goodwill

(million yen)

SBU	As of March 31, 2023
Staffing SBU	7,216
Career SBU	15,192
Professional Outsourcing SBU	6,539
Asia Pacific SBU	21,930
PERSOLKELLY	1,445
Programmed Staffing	5,407
Programmed Property Services	1,281
Programmed Facility Management	10,871
Programmed Others	1,087
Others	1,835
Other than the above	1,464
Total	52,344

- PERSOL clarified priority fields of the Maintenance business of Programmed and divided the business into Facility Management and Property Services for impairment tests.
- Goodwill in Property Services was reduced by approx. 8.3 billion yen due to the impairment losses disclosed on April 11, 2023.

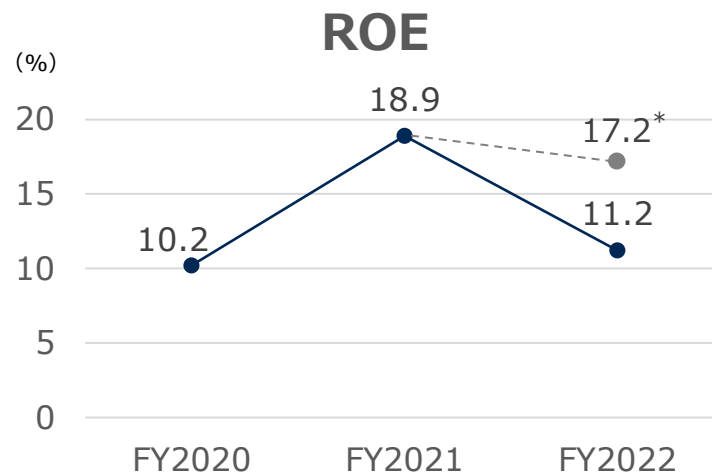
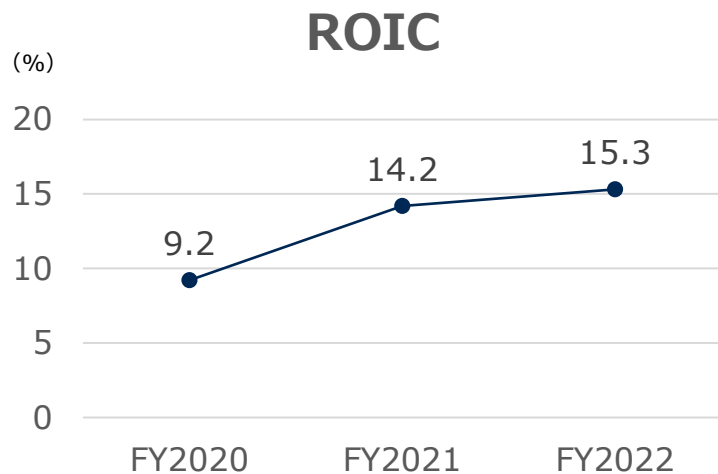
FY2022 Consolidated Cash Flow Statements

Cash flows from investing activities increased in expenditures compared to the previous year, due to the purchase of intangible fixed assets, etc.

Free cash flows decreased from the previous year as the increase in cash flows from investing activities exceeded the increase in cash flows from operating activities.

	(million yen)		
	FY2021 Results	FY2022 Results	YoY
Cash flows from operating activities	50,692	52,796	+2,103
Cash flows from investing activities	-7,057	-22,504	-15,446
Free Cash flows	43,634	30,291	-13,343
Cash flows from financing activities	-21,145	-38,268	-17,123
Cash and cash equivalents at end of period	106,558	99,658	-6,899

Capital Efficiency Index: ROIC and ROE Trends



**Financial Results by SBU
for the Fiscal Year
Ended March 31, 2023
(FY2022)**

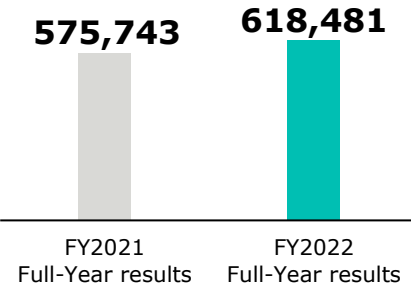
Financial Results by SBU –Staffing SBU–

Net sales rose 7.4% year on year, and gross profit increased steadily.
Operating profit declined due to a decrease in orders related to COVID-19 (-3.5 billion yen, a temporary factor) and the adverse effect of the revision of the Act on Social Insurance Premiums (-2.0 billion yen), etc.

Net sales


(million yen)

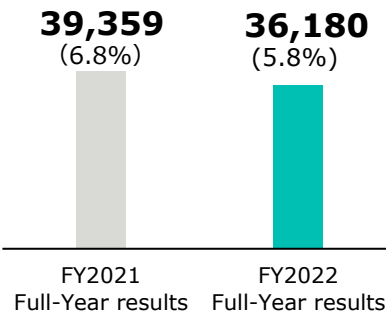
+7.4% 



Operating profit

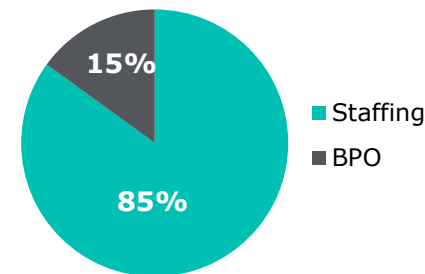
Impact of decrease in COVID-19 related projects -3.5 billion yen

-8.1% 



Composition of sales

FY2022



* Percentage figures in parentheses indicate OP Margin.

Comments on the quarter (January to March 2023)

Staffing Demand from companies for temporary staffing was firm. The number of active staff hit a record high.

- No. of orders: Increased approx. 0.2% YoY (Impact mainly from COVID-19 related projects)
- No. of confirmed contracts: Decreased approx. 2.8% YoY (Impact mainly from COVID-19 related projects)
- No. of contract terminations: The ratio of the no. of contract terminations to the no. of active staff remained almost equivalent to the pre-COVID-19 level.

BPO Orders for ordinary projects went well. Orders related to COVID-19 fell significantly from the year-ago level (-57% YoY).

Analysis of increase/decrease in sales

1) Staffing: Up 7.6%

Number of active staff: +7.8% Unit price: +1.2%
Operating hours, etc. (per staff member): -3.1%
No. of operating days: +1.7% (-1 day YoY)

2) BPO: Down 12.3%

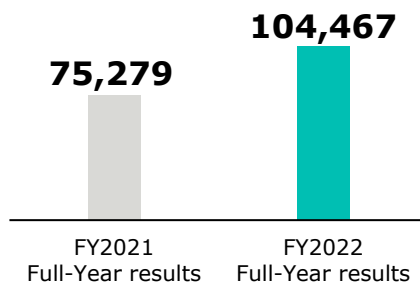
The rate of increase in sales excluding sales related to COVID-19 was **15%**.

Financial Results by SBU –Career SBU–

(million yen)

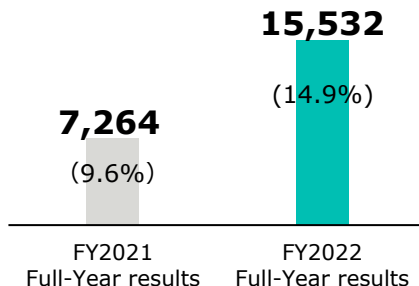
Net sales

+38.8% 



Operating profit

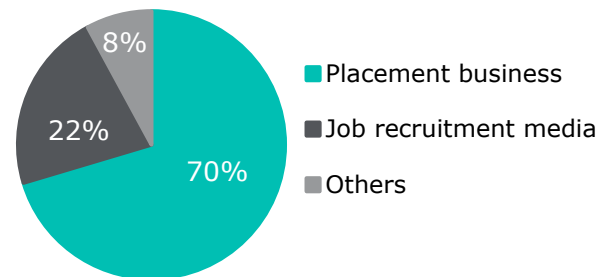
+113.8% 



* Percentage figures in parentheses indicate OP Margin.

Composition of sales

FY2022



Comments on the quarter (January to March 2023)

Placement business

- Sales increased in the high 40% range year on year.
- Recruitment of Career Advisor (CA) was also steady.

Job recruitment media

- Sales increased more than 30% YoY.

Conditions of the career-change market

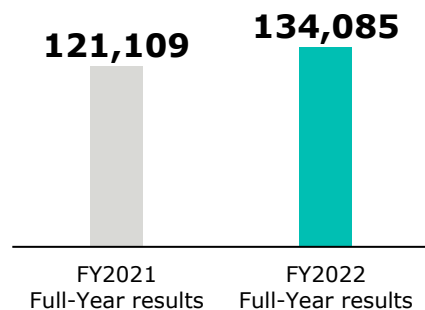
- The entire market continued to be booming.
- Demand continued to be strong in the service industry (particularly in the hotel industry and tourism industry).
- Significant signs of macro impacts, such as the impacts of the international situation, rising commodity prices, and credit uncertainty have yet to emerge.

Financial Results by SBU – Professional Outsourcing SBU–

(million yen)

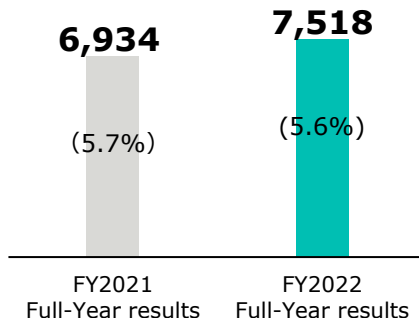
Net sales

+10.7% 



Operating profit

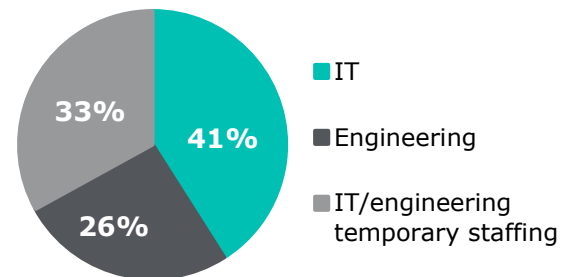
+8.4% 



* Percentage figures in parentheses indicate OP Margin.

Composition of sales

FY2022



Comments on the quarter (January to March 2023)

IT

- Sales increased by 9%, with demand remaining at a high level.
- Operating rate: Approx. 95%
- No. of engineers: Approx. 5,200 (Up 9.4% YoY)

IT/engineering temporary staffing

- Sales increased by 8% with strong results in both the IT area and engineering area.
- No. of active engineers*: Approx. 6,300 (Up 5.1% YoY)

Engineering

- Sales increased by 10% due to strong demand.
- Operating rate: Approx. 96%
- No. of engineers: Approx. 3,500 (+7.4% YoY)

Hiring of engineers (overall SBU)

- Despite fierce competition to acquire engineers, the number of engineers hired increased to 131% of the previous year's total due to strengthened recruitment efforts.

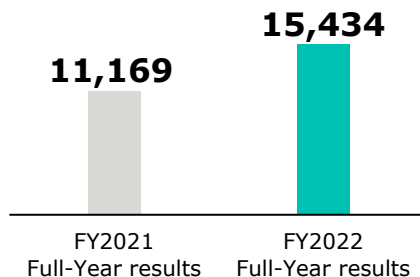
* The number of active engineers include registered engineers.

Financial Results by SBU –Solution SBU–

(million yen)

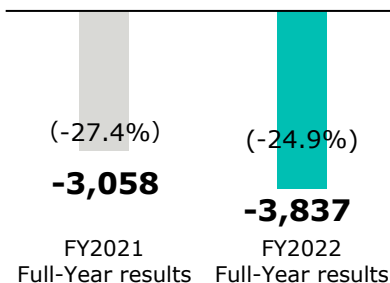
Net sales

+38.2% 



Operating profit/loss

- % 



* Percentage figures in parentheses indicate OP Margin.

Outline of services

MIIDAS job search application

Japan's first* job search application featuring a unique Possibility Diagnosis, with which users receive job offers from companies where they are highly likely to demonstrate their capabilities

* Japan's first free smartphone application diagnosis service that enables to hire, allocate, and develop human resources by using Bias Diagnosis Game and competency diagnosis (based on research by ESP Research Institute)

POS+ cloud POS

Cloud POS cash register is offered mainly to restaurants and retailers to help them improve operating efficiency and increase sales.

Comments on the quarter (January to March 2023)

MIIDAS

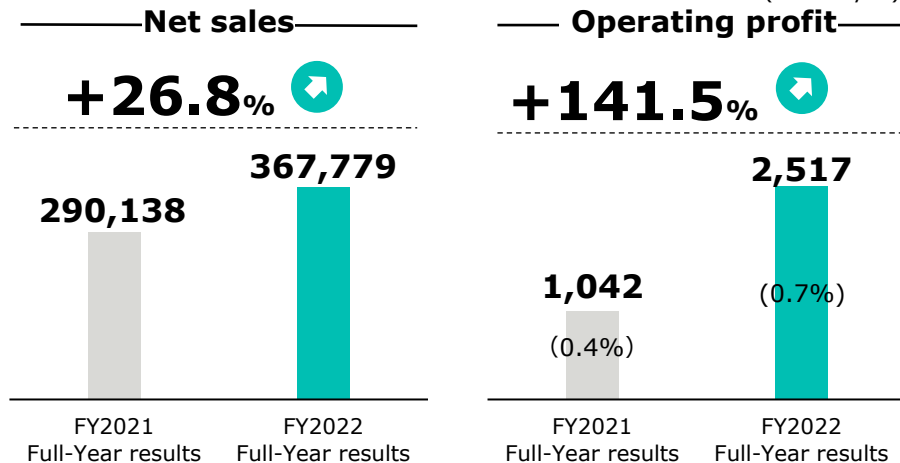
- Sales increased YoY.
- The cumulative number of account companies, mainly SMEs, increased approx. 1.2 times YoY.

POS+

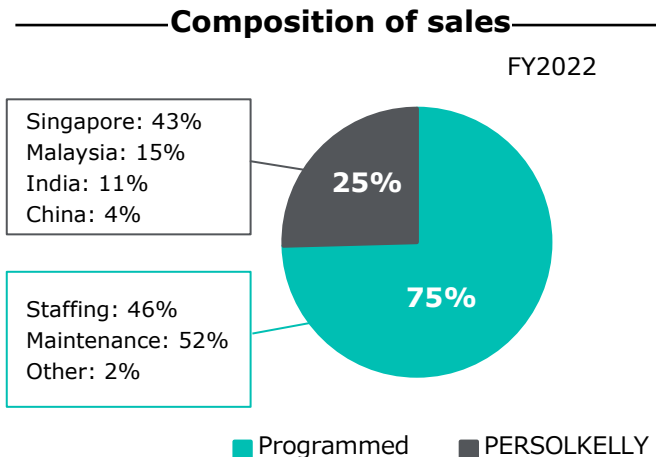
- Sales increased YoY with an increase in orders for public related projects in addition to restaurants, retailers, and hairdressing salons.
- As a result of strengthened sales activities, the cumulative total number of stores that introduced the service increased approx. 1.2 times YoY.

Financial Results by SBU –Asia Pacific SBU–

* Actual values in Q1-Q4 (January to December 2022) in the region (million yen)



* Percentage figures in parentheses indicate OP Margin.



Comments on the quarter (October to December 2022)

PERSOLKELLY

- Sales increased by 16.4% due to steady growth achieved by the placement business and the effects of exchange rates.
- Profit was adversely affected by the COVID-19 policy in China but rose due to high growth in emerging countries.

Programmed

- Sales increased by 31.4% due to high growth achieved by the Maintenance business and the strong Australian dollar.
- Profit grew mainly due to the effect of increased sales

* Exchange rates [USD (PSK)] FY2021: 109.9 yen, FY2022: 131.6 yen [AUD (PRG)]FY2021 : 82.5 yen, FY2022: 91.1yen

Comments on the quarter (January to March 2023)

Status of the overall SBU

- While the impact from the COVID-19-related policy in China persisted, the SBU enjoyed steady growth mostly in other regions.

(Reference) Breakdown of Asia Pacific SBU Results

Breakdown of financial results of PERSOLKELLY and Programmed in Asia Pacific SBU is as follows.

(million yen)

	FY2021 Q4	FY2022 Q4	YoY	FY2021 Full Year	FY2022 Full Year	YoY
Net sales	77,451	99,020	27.8%	290,138	367,779	26.8%
PERSOLKELLY	20,816	24,231	16.4%	75,398	91,137	20.9%
Programmed	56,634	74,440	31.4%	214,739	276,293	28.7%
Operating profit	737	1,705	131.3%	1,042	2,517	141.5%
PERSOLKELLY	148	390	162.9%	977	1,543	57.8%
Programmed	851	1,862	118.8%	667	2,318	247.3%
EBITDA	2,340	3,681	57.3%	7,691	10,149	32.0%
PERSOLKELLY	317	589	85.7%	1,651	2,253	36.5%
Programmed	2,281	3,629	59.1%	6,633	9,218	39.0%

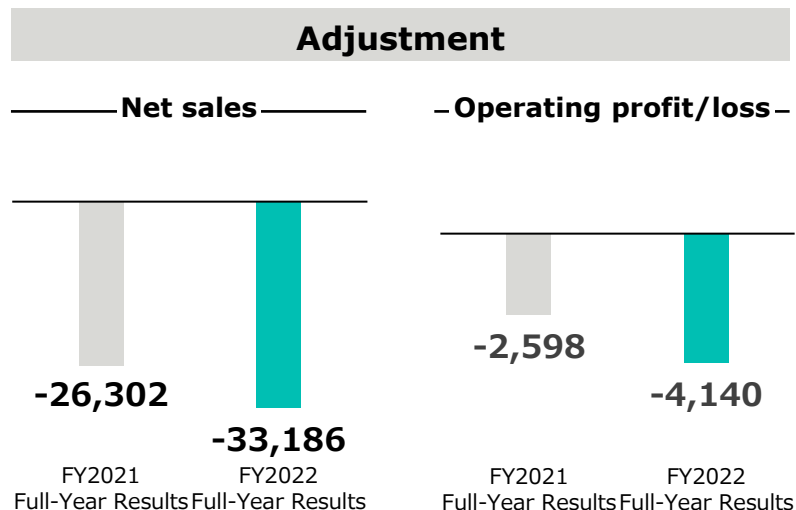
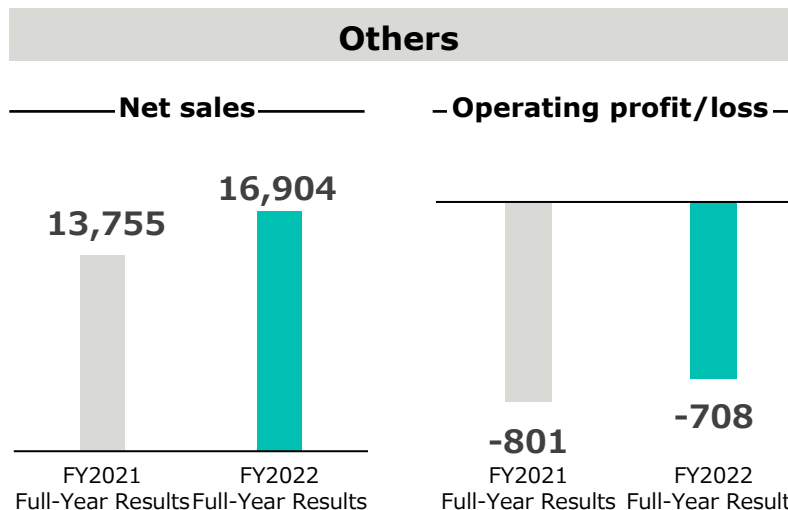
Notes 1: This SBU consists of an administrative department overseeing businesses and other organizations in addition to PERSOLKELLY and Programmed. Results of the said department, etc. are not included in the above, so the total values for each item differ from the sum of PERSOLKELLY and Programmed.

2: Exchange rates [USD (PERSOLKELLY)] FY2021: 109.9 yen, FY2022: 131.6 yen/ [AUD (Programmed)] FY2021: 82.5 yen, FY2022: 91.1 yen

3: The above results for Q4 and FY2022 are actual values in the Q4 (October to December 2022) and full year (January to December 2022) in the region, and results for Q4 and FY2021 are actual values in Q4 (October to December 2021) and full year (January to December 2021) in the region.
All of the values were calculated based on Japanese GAAP.

Financial Results of Others and Adjustment

(million yen)



Comments on the quarter (January to March 2023)

- Net sales increased YoY due to an increase in internal transactions within the Group in the disabled persons hiring business of special subsidiaries.
- Operating loss increased mainly due to an increase in personnel expenses, despite the increase in revenues mentioned above.

Comments on the quarter (January to March 2023)

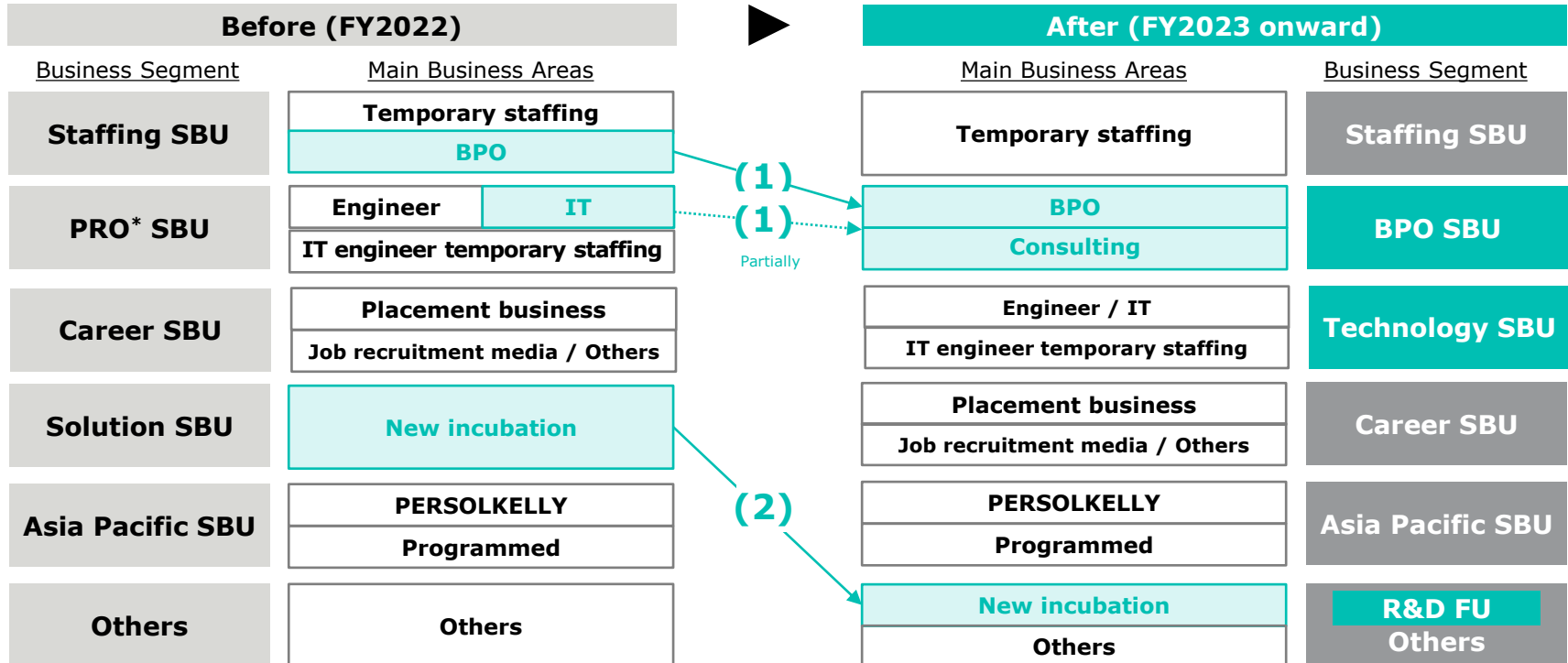
- Cost increased, primarily in the cost of outsourcing, including outsourcing for corporate measures, and an increase in depreciation expenses related to changes in accounting processes.

Note: For details of Others and Adjustment, please refer to notes on segment information, etc. in the Consolidated Financial Results.

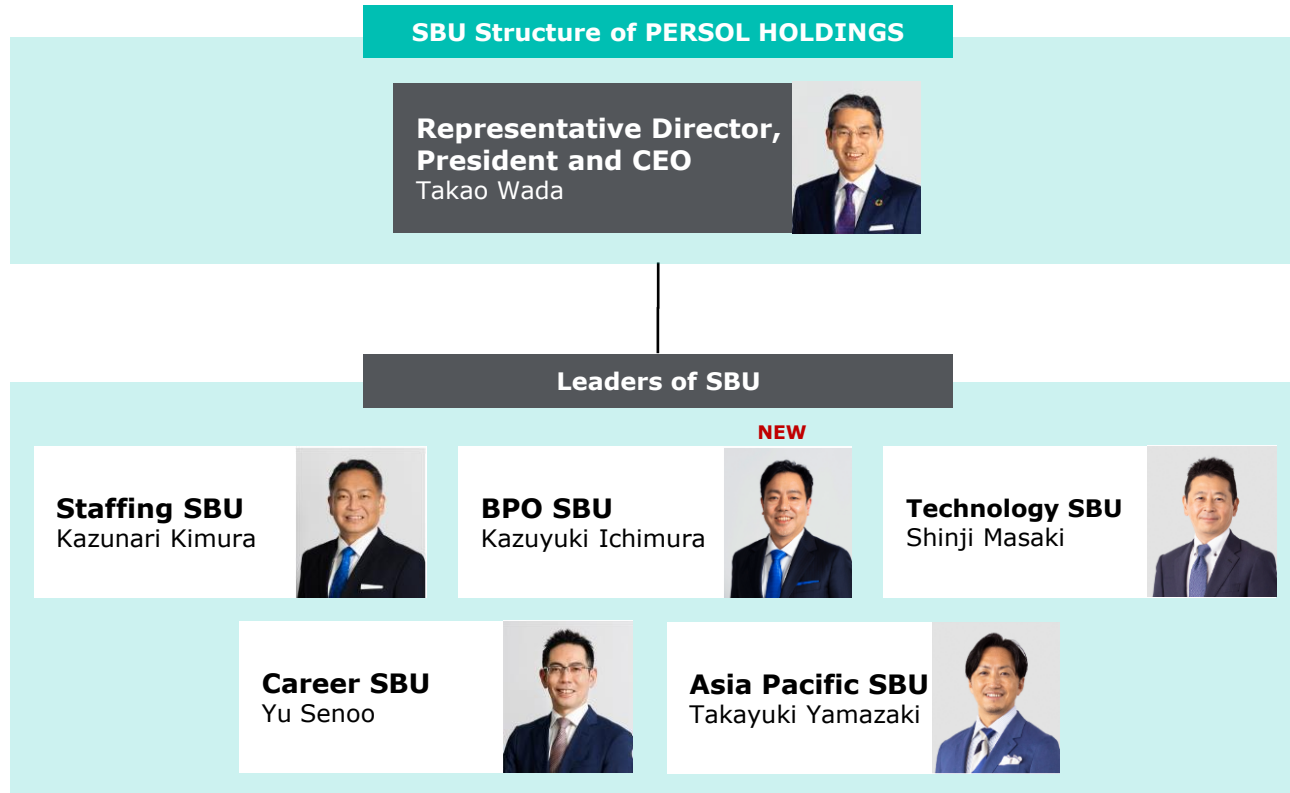
Changes in Segments

Changes in Segments

- Effective on April 1, 2023, the SBU structure was changed based on the business strategy under the Mid-term Management Plan 2026.
- (1) The BPO business was separated from Staffing SBU and PRO* SBU, and established as a new SBU.
- (2) Solution SBU was changed to R&D Function Unit (FU).
- PRO SBU was renamed to Technology SBU.



New SBU Structure (Apr. 1, 2023 and Onward)



Transition to IFRS

Schedule of IFRS Application

- The International Financial Reporting Standards (IFRS) will begin to be **applied in the 1st quarter of FY2023** to respond to globalization.
- Fiscal year-end of Asia Pacific SBU has been changed from December 31 to **March 31 as with all the others.**

(Financial data to be reported in the consolidated financial statements is changed from a three-month lag to the same time frame.)

Disclosure schedule (plan) associated with the voluntary application of IFRS

Fiscal year-end		Disclosure documents	GAAP
FY2022	Full Year	Consolidated financial results	JGAAP
		Consolidated financial statements required under the Companies Act	JGAAP
		Securities report	JGAAP
FY2023	Q1 to Q3	Quarterly consolidated financial results	IFRS
		Quarterly report	IFRS
	Full Year	Consolidated financial results	IFRS
		Consolidated financial statements required under the Companies Act	IFRS
		Securities report	IFRS



From Operating Profit (Japanese GAAP) to adjusted EBITDA (IFRS)

GAAP bridge of operating profit

Amortization of goodwill: 7.4 billion yen

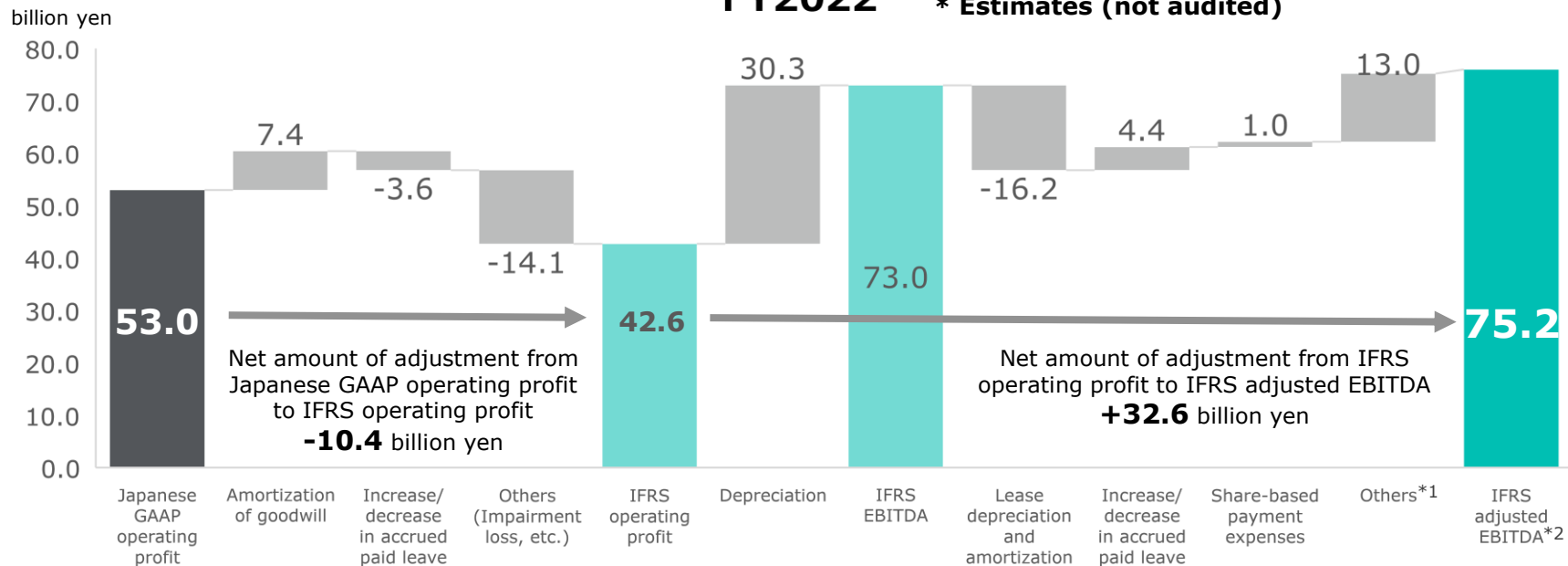
Increase/decrease in accrued paid leave: -3.6 billion yen

7.4 billion yen

-3.6 billion yen

FY2022

* Estimates (not audited)



*1 ± other revenues and expenses as well as other non-recurring profit/loss (including impairment loss)

*2 IFRS adjusted EBITDA = operating profit + depreciation (excluding lease depreciation and amortization) ± increase/decrease in accrued paid leave + share-based payment expenses ± other revenues and expenses ± other non-recurring profit/loss

FY2023 Financial Forecasts (IFRS basis)

Full Year Financial Forecasts for FY2023 (Consolidated)

Adjusted EBITDA has been made a **key performance indicator (KPI)**.

(billion yen)	FY2022 Results*1	FY2023 Forecasts	YoY
Revenue	1,242.6	1,340.0	+7.8%
Operating profit (IFRS)	42.6	54.5	+27.7%
Adjusted EBITDA*2	75.2	75.5	+0.4%
Profit*3	23.5	33.5	+42.2%
Current net profit after adjustment*4	40.5	39.0	-3.9%
Adjusted EPS*5 (yen)	176.73	171.41	-3.0%
Dividend per share (yen)	61	86	+25

*1 Estimate (not audited)

*2 Adjusted EBITDA = operating profit + depreciation (excluding lease depreciation and amortization) ± adjusted items(1)

Adjusted items(1): ± increase/decrease in accrued paid leave + share-based payment expenses ± other revenues and expenses ± other non-recurring profit/loss

*3 Net profit attributable to owners of the parent company

*4 Current net profit after adjustment = Profit ± adjusted items(2) ± tax reconciliation related to certain adjustment items(2)

Adjusted items(2): [± increase/decrease in accrued paid leave + share-based payment expenses ± non-recurring profit/loss + amortization of intangible assets except goodwill by acquisitions] (including those attributable to non-controlling interests)

*5 Adjusted EPS = Current net profit after adjustment / (average number of shares issued during the period - average number of treasury shares during the period)

Full Year Financial Forecasts for FY2023 (by SBU) Revenue

(billion yen)

	FY2022 Results* ¹	FY2023 Forecasts	YoY
Consolidated	1,242.6	1,340.0	+7.8%
Staffing	544.7	597.0	+9.6%
BPO	114.6	104.0	-9.3%
Technology	93.5	102.0	+9.0%
Career	104.4	137.0	+31.1%
Asia Pacific*²	386.4	399.0	+3.3%
Others	32.2	39.0	+21.1%
Adjusted	-33.4	-38.0	—

*1 Estimate (not audited)

*2 FY2023 financial forecast is based on the period after change in the fiscal year end (April 2023-March 2024).

Exchange rates [USD (PERSOLKELLY)] FY2022: 131.6 yen, FY2023: 130.0 yen/ [AUD (Programmed)] FY2022: 91.1 yen, FY2023: 90.0 yen

Full Year Financial Forecasts for FY2023 (by SBU)

Operating Profit & OP Margin

(billion yen)

	FY2022 Results* ¹	FY2023 Forecasts	YoY
Consolidated	42.6	54.5	+27.7%
	3.4%	4.1%	+0.6pt
Staffing	22.2	26.8	+20.4%
	4.1%	4.5%	+0.4pt
BPO	14.7	7.2	-51.2%
	12.9%	6.9%	-6.0pt
Technology	5.0	5.2	+2.7%
	5.4%	5.1%	-0.3pt
Career	16.8	21.8	+29.5%
	16.1%	15.9%	-0.2pt
Asia Pacific*²	-4.4	6.8	—
	-1.1%	1.7%	+2.8pt
Others	-7.9	-2.9	—
Adjusted	-3.9	-10.4	—

*1 Estimate (not audited)

*2 FY2023 financial forecast is based on the period after change in the fiscal year end (April 2023-March 2024).

Exchange rates [USD (PERSOLKELLY)] FY2022: 131.6 yen, FY2023: 130.0 yen/ [AUD (Programmed)] FY2022: 91.1 yen, FY2023: 90.0 yen

Full Year Financial Forecasts for FY2023 (by SBU)

Adjusted EBITDA & Adjusted EBITDA Margin

(billion yen)

	FY2022 Results* ¹	FY2023 Forecasts	YoY
Consolidated	75.2	75.5	+0.4%
	6.1%	5.6%	-0.4pt
Staffing	26.5	31.1	+17.0%
	4.9%	5.2%	+0.3pt
BPO	17.4	9.6	-45.1%
	15.2%	9.2%	-6.0pt
Technology	6.7	6.8	+0.7%
	7.2%	6.2%	-0.6pt
Career	20.1	27.1	+34.5%
	19.3%	19.8%	+0.5pt
Asia Pacific*²	7.6	10.2	+33.2%
	2.0%	2.6%	+0.6%
Others	-1.4	-0.6	—
Adjusted	-1.9	-8.6	—

*1 Estimate (not audited)

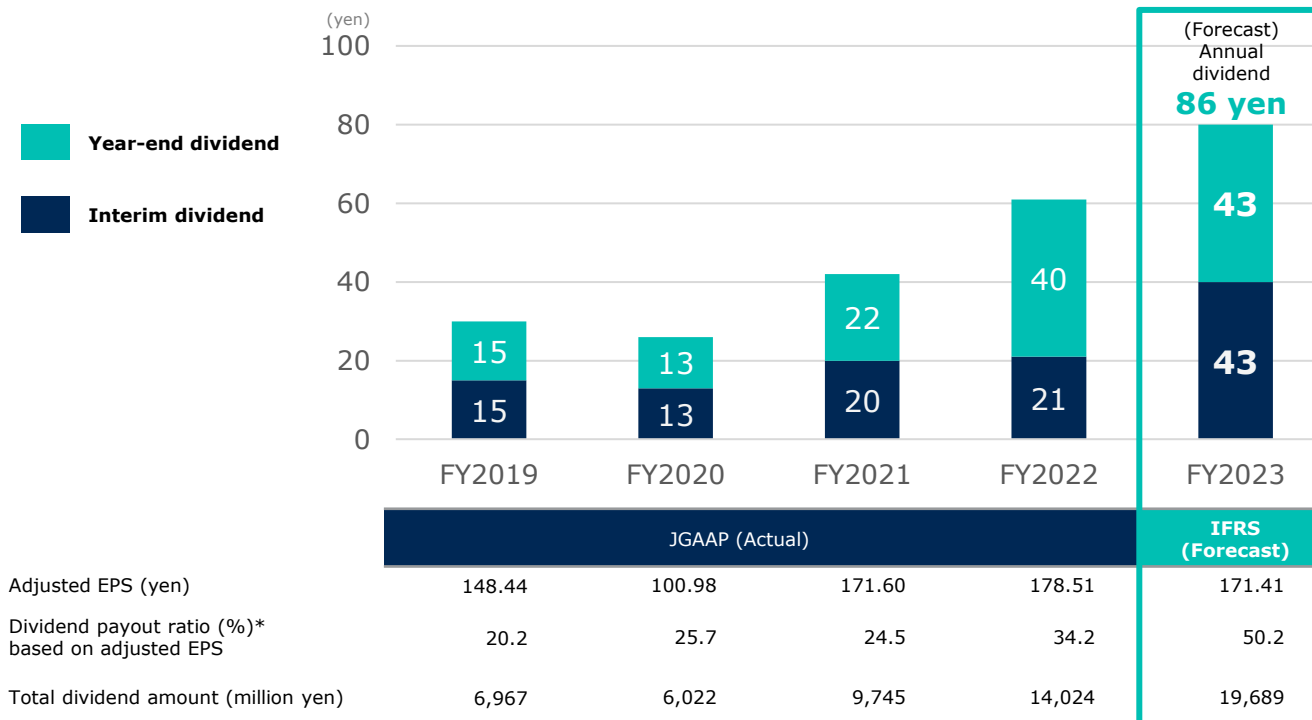
*2 FY2023 financial forecast is based on the period after change in the fiscal year end (April 2023-March 2024).

Exchange rates [USD (PERSOLKELLY)] FY2022: 131.6 yen, FY2023: 130.0 yen/ [AUD (Programmed)] FY2022: 91.1 yen, FY2023: 90.0 yen



Trend and Forecast of Dividend Per Share

- Adjusted EPS for the fiscal year ended March 31, 2023 is 178.51 yen. According to the change in dividend forecast we announced in April 2023 (approx. 25% of adjusted EPS → approx. 35%), the amount of year-end dividend per share will be 40 yen, up 19 yen from the initial forecast amount of 21 yen, resulting in the amount of annual dividend at 61 yen (the largest ever amount).
- The annual dividend for the fiscal year ending March 31, 2024 is forecast to be 86 yen in accordance with the dividend policy (approx. 50% of adjusted EPS) under the new Mid-term Management Plan.



* The dividend payout ratio for FY2019 was calculated by converting the base profit to adjusted EPS.



Adjusted EPS (~FY2022 JGAAP)

In the Mid-term Management Plan 2023, we shifted to a dividend policy that focuses on dividend payout ratio (approx. 25% of adjusted EPS).

Adjusted EPS is calculated excluding the effects of goodwill amortization and extraordinary income/loss amounts, etc.

Adjusted EPS	=	Current net profit after adjustment	÷	Average number of shares issued during the period – Average number of treasury shares during the period
Current net profit after adjustment	=	Current net profit attributable to owners of parent company	±	Adjusted items (excluding those attributable to non-controlling interests) ± Tax reconciliation related to certain adjustment items

(million yen)	FY2021 Full Year	FY2022 Full Year
Current net profit attributable to owners of parent company	31,906	20,578
Adjusted items	7,841	21,970
Tax reconciliation related to certain adjustment items	-218	-1,554
Current net profit after adjustment	39,529	40,995
Number of shares (share)*	230,361,358	229,655,261
Adjusted EPS (yen)	171.60	178.51

Details of adjusted items

- Amortization of intangible assets except goodwill by acquisitions
- Amortization of goodwill
- Extraordinary income/losses

* Number of shares = average number of shares issued during the period - average number of treasury shares during the period



Adjusted EBITDA, Adjusted EPS (FY2023~ IFRS)

- In the Mid-term Management Plan 2026, adjusted EBITDA is a key performance indicator (KPI). More emphasis is placed on shareholder return, and the payout ratio will be approx. 50% of adjusted EPS.
- Adjusted EPS is calculated by excluding the impacts of increase/decrease in accrued paid leave, share-based payment expenses, etc.

Adjusted EBITDA	=	Operating profit	+	Depreciation (excluding lease depreciation and amortization)	±	Adjustment Item (1)
Adjusted EPS	=	Current net profit after adjustment	÷	Average number of shares issued during the period - Average number of treasury shares during the period		
Current net profit after adjustment	=	Net profit	±	Adjustment Item (2)	±	Tax reconciliation related to certain adjustment items

	(million yen)
	FY2022 (IFRS)
Profit	23,561
Adjustments	20,166
Tax reconciliation related to certain adjustment items	-3,139
Current net profit after adjustment	40,587
Number of shares (share)*	229,655,261
Adjusted EPS (yen)	176.73

Contents of adjusted item (2)

- Increase/decrease in accrued paid leave
- Share-based payment expenses
- Non-recurring profit/loss
- Amortization of intangible assets except goodwill by acquisitions

* Including items attributable to non-controlling interests

Contents of adjusted item (1)

- Increase/decrease in accrued paid leave
- Share-based payment expenses
- Other revenues and expenses
- Other non-recurring profit/loss

Total Shareholder Return in Mid-term Management Plan Period (April 1, 2020 to March 31, 2023)

We attach importance to shareholder returns, so total shareholder return is one of the important indexes that we track.

Total shareholder return at PERSOL in the past three years are approx. **120 percentage points** higher than Nikkei 225 and TOPIX.

	Nikkei 225	TOPIX	PERSOL
% change of share price*¹	155.2%	148.3%	257.9%
Dividend yield*²	-	-	12.5%
Total shareholder return*³	155.2%	148.3%	270.5%

*1. % change of share price = (Closing stock price as of March 31, 2023 / Closing stock price as of April 1, 2020) x 100

*2. Dividend yield = (Cumulative amount of dividend per share during the period/Closing stock price as of April 1, 2020) x 100

*3. Shareholder total return = % change of share price + Dividend yield






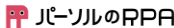
















Mid-term Management Plan 2026

Mid-term Management Plan 2026

- Details of the Mid-term Management Plan 2026 are available [here](#).

Appendix

Overview of Each SBU's Business

Staffing SBU	BPO SBU	Technology SBU	Career SBU	Asia Pacific SBU
<ul style="list-style-type: none"> ■ Temporary staffing (clerical work, research, clinical development, sales, light work, factory occupations, etc.) ■ Temporary job placement ahead of permanent employment/permanent placement ■ Outsourcing/Contracting (clinical development, sales, light work, factory occupations) <div style="display: flex; flex-direction: column; align-items: center; gap: 10px; margin-top: 20px;">      </div>	<ul style="list-style-type: none"> ■ BPO (clerical work, government, recruitment, sales, digital marketing, call center, ICT areas) ■ IT and business consulting ■ Health care services <div style="display: flex; flex-direction: column; align-items: center; gap: 10px; margin-top: 20px;">      </div>	<ul style="list-style-type: none"> ■ Engineering (design and experiment) ■ Temporary staffing (IT and engineering) <div style="display: flex; flex-direction: column; align-items: center; gap: 20px; margin-top: 20px;">  </div>	<ul style="list-style-type: none"> ■ Permanent placement (mid-career, new grad recruitment) ■ Career change media, direct recruiting ■ Side job, multiple job, freelancer support ■ Outplacement support ■ Employment support for foreigners <div style="display: flex; flex-direction: column; align-items: center; gap: 10px; margin-top: 20px;">      </div>	<ul style="list-style-type: none"> ■ Temporary staffing ■ Permanent placement ■ Facility management & maintenance ■ Outsourcing ■ Human resource management consulting ■ Education, training ■ Digital solutions ■ Home care <div style="display: flex; flex-direction: column; align-items: center; gap: 10px; margin-top: 20px;">       </div>

Workplace Well-being AWARDS 2023 by PERSOL

- On March 7, we granted awards to five people from four groups, who have envisioned and selected their own careers proactively, took actions, and as a result, materialized Workplace Well-being (happiness felt by a worker through their own work) most remarkably in the past year and changed the smiles lying ahead into the power of society.

Details are available [here](#) (Only available in Japanese).

Thinking about the Future of Japan Seriously with Working Women, a special event for International Women's Day

- We took the International Women's Day in March as an opportunity to hold a special online event, Thinking about the Future of Japan Seriously with Working Women. The event was held to think about the workstyles of various individuals, including the promotion of active participation of women. We held discussions with specialists on various themes on March 13 and 14.

Details are available [here](#) (Only available in Japanese).

Business Topics: Staffing SBU

Persol Tempstaff Co., Ltd. will celebrate the 50th anniversary of its founding on May 24, 2023.



A 50th anniversary special website has been launched.

Details are available [here](#) (Only available in Japanese).

Business Topics: Technology SBU

G7 Digital and Tech Ministers' Meeting in Takasaki, Gunma

Ran a Booth at the Digital and Tech Exhibition

- Persol Cross Technology Co., Ltd. ran a booth at the Digital and Tech Exhibition to demonstrate advanced technologies in Japan to the G7 countries.
- Persol Cross Technology Co., Ltd. exhibited robots and mobility vehicles, which are keys to solving the labor shortage problem, and presented solutions and services using digital transformation to improve productivity.



Details are available [here](#). (Only available in Japanese)

Joint Development of a New Type of Mobility Participated in Next-Generation Mobility Town Experience

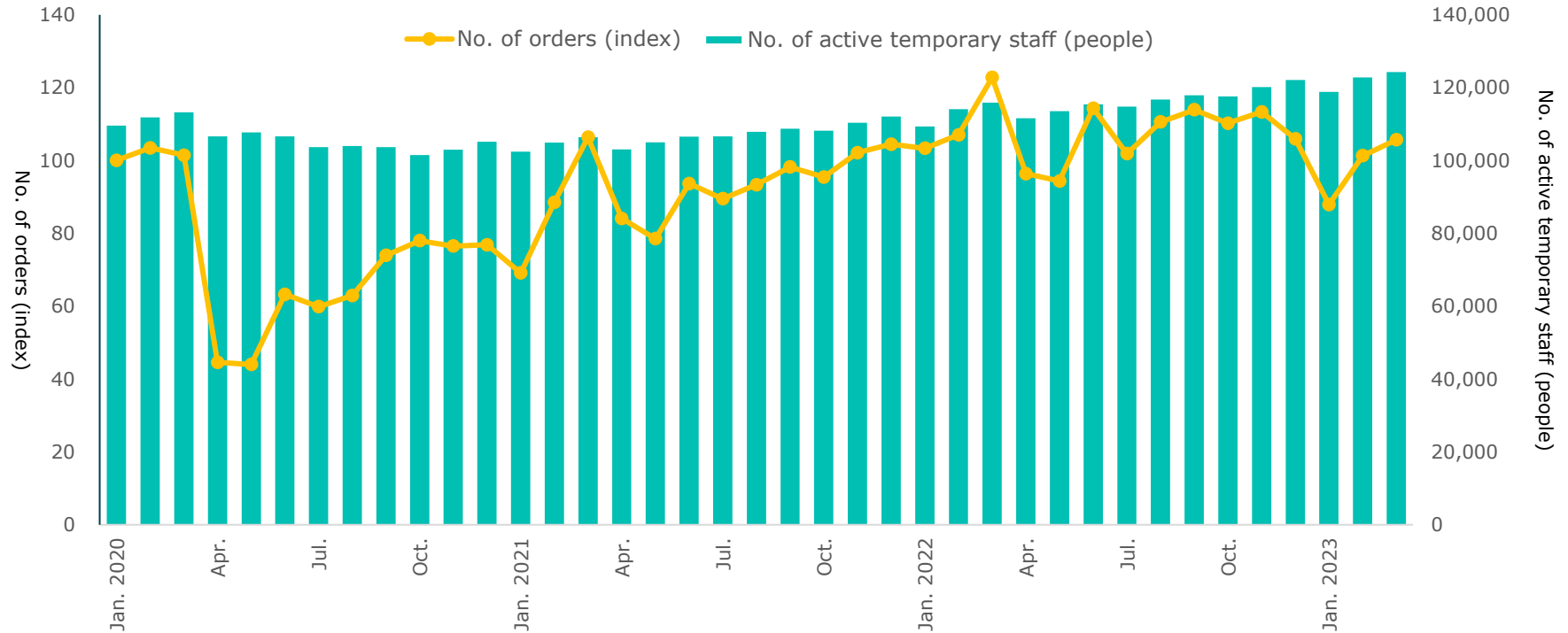
A test-ride event was held at the National Museum of Emerging Science and Innovation for Partner Mobility One, a small, self-driving vehicle developed jointly by the Intelligent Mobility Lab of the Kurume Institute of Technology, Le DESIGN, a venture from the Kurume Institute of Technology, and Persol Cross Technology Co., Ltd.



Details are available [here](#). (Only available in Japanese)

Staffing SBU: Changes in the No. of Orders and the No. of Active Temporary Staff

The number of active temporary staff rose steadily, up 7.8% YoY.

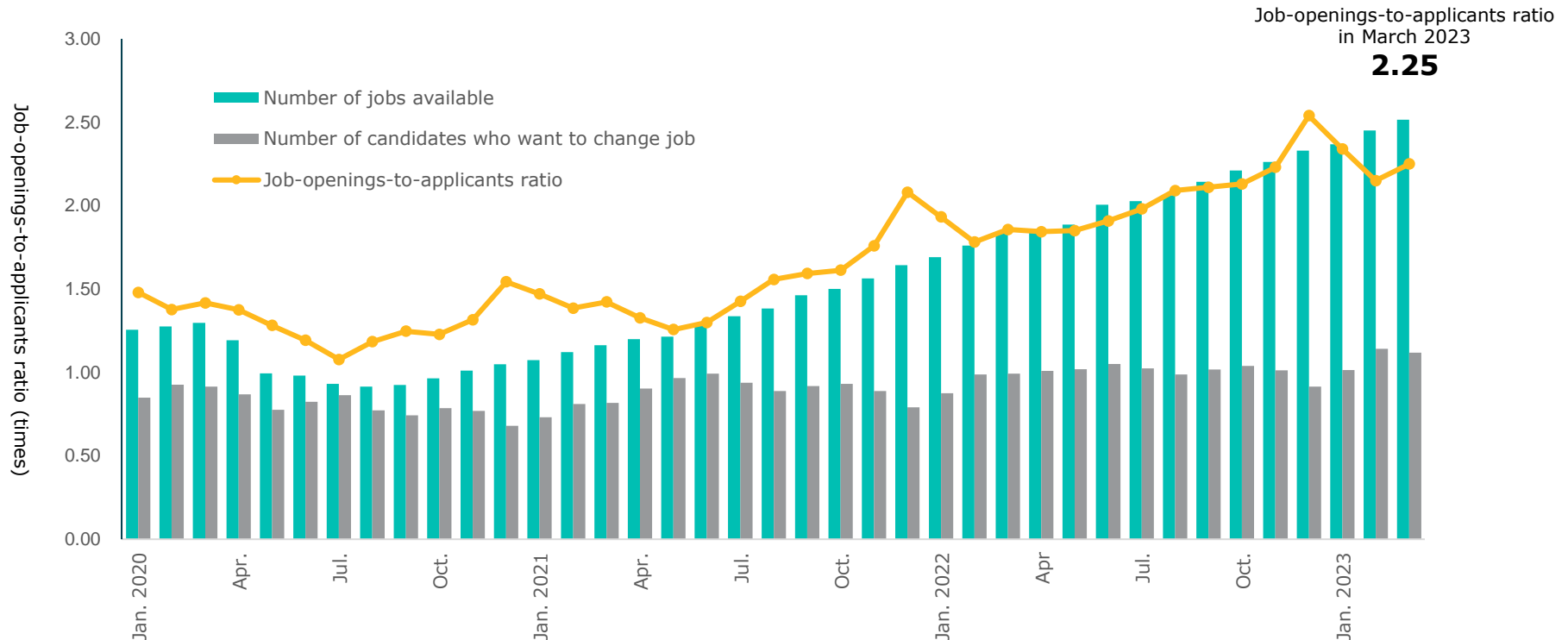


(Research by PERSOL Holdings) Each value for the No. of orders was indexed by assuming that the value for January 2020 is 100.

Career SBU: Changes in Job-Openings-to-Applicants Ratio of “doda”



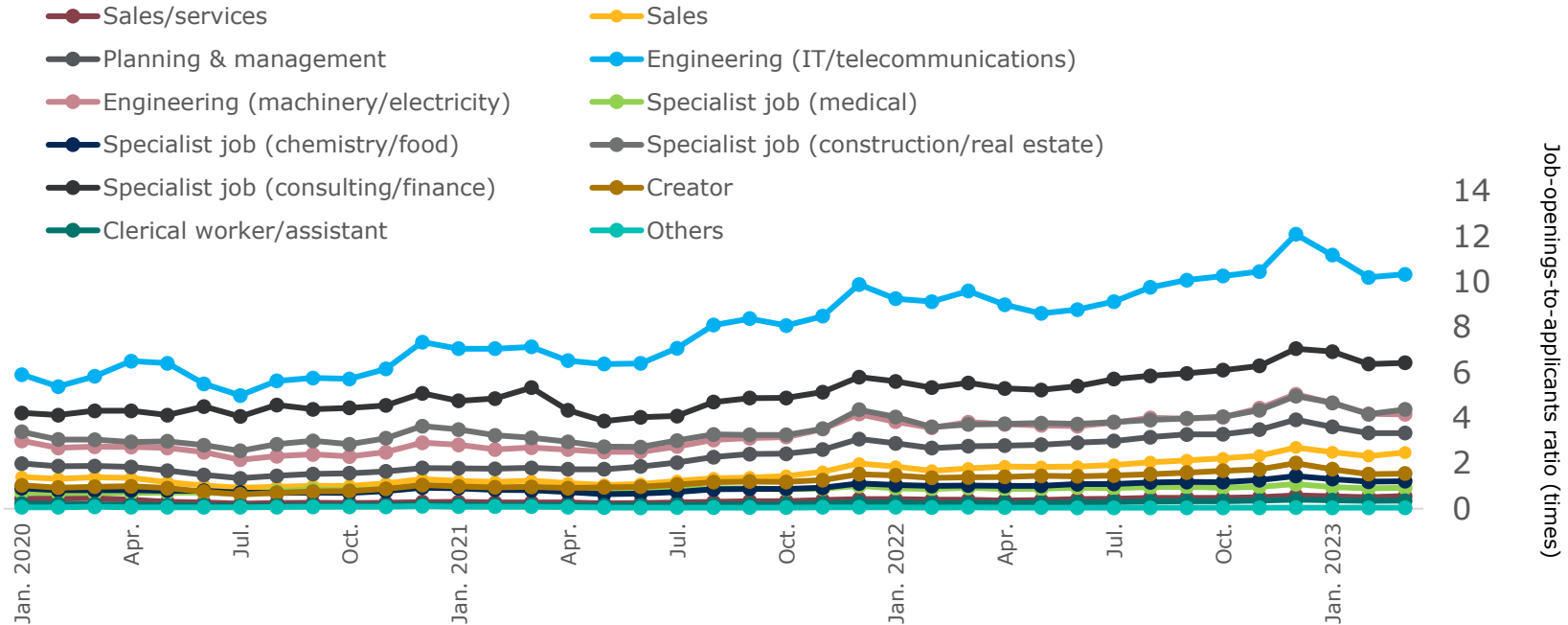
The number of jobs available has increased for 31 consecutive months since September 2020.
It has been hitting a record high since April 2019.



Source: “doda”, *Tenshoku kyujin bairitsu report* (report on job-openings-to-applicants ratio) (March 2023)
 Calculated based on the number of jobs available for each registrant (job seeker) in the “doda”

Changes in Job-Openings-to-Applicants Ratio of “doda” by Job Type

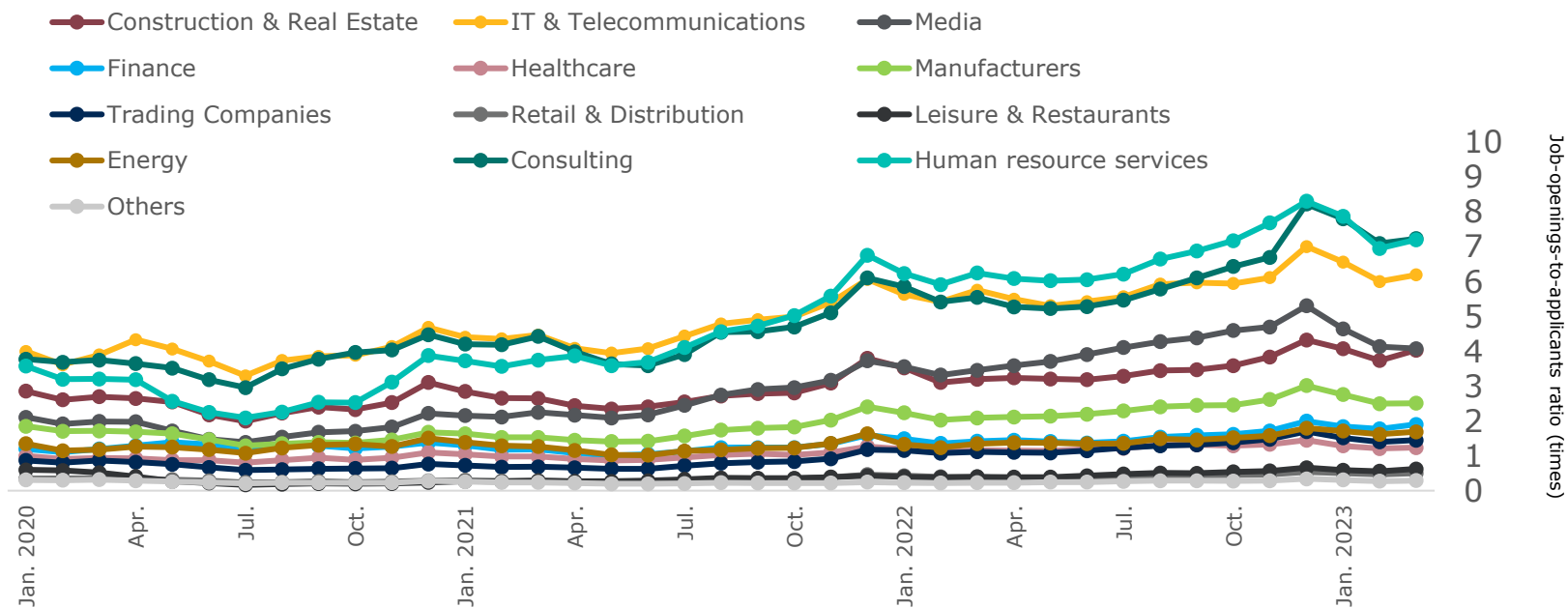
By job type, the job-openings-to-applicants ratio is high especially in **engineering (IT/telecommunications)**.



Source: “doda”, Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (March 2023)

Changes in Job-Openings-to-Applicants Ratio of "doda" by Business Type

By business type, the job-openings-to-applicants ratio is high, especially in **HR services, consulting, and IT/telecommunications**.

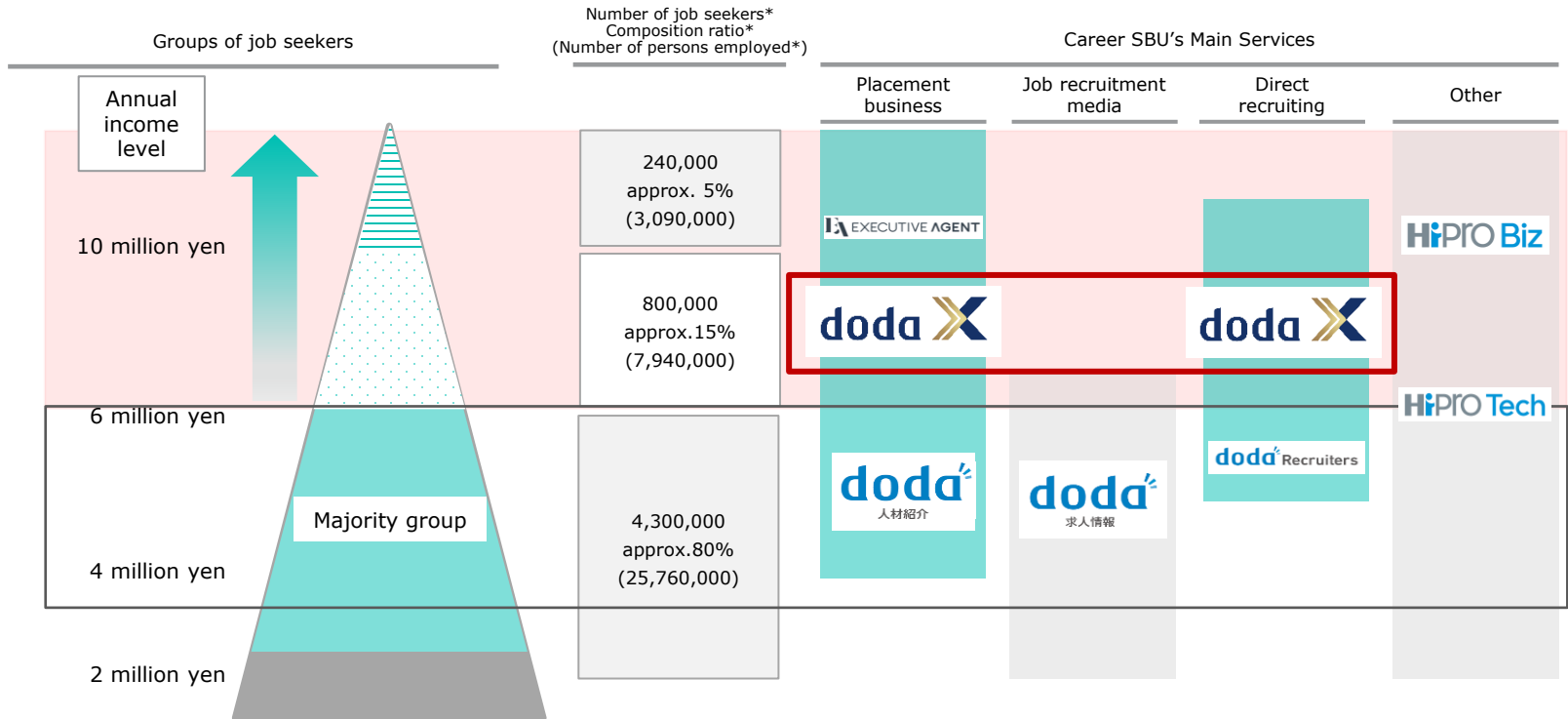


Source: "doda," Tenshoku kyujin bairitsu report (report on job-openings-to-applicants ratio) (March 2023)

Targeted Annual Income Group of Career SBU's Main Services



- The main target of *doda*, our representative brand, is the majority group with annual income range of 4 to 6 million yen.
- In addition, PERSOL will aim to broaden the base to the high-class domain with new services, including *doda X*, which has been rebranded in October 2022.



* Calculated based on a market survey of corporate employees, including temporary staff and contract employees, and corporate officers, which was conducted by Persol Career Co., Ltd. in 2022

Consolidated Quarterly Results

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	246,883	250,432	262,415	267,342	280,703	284,100	302,649	315,317	321,900
YoY	-1.0%	+5.1%	+15.3%	+12.3%	+13.7%	+13.4%	+15.3%	+17.9%	14.7%
Operating profit	3,842	12,973	13,474	14,363	7,332	16,495	14,221	14,718	7,626
OP margin	1.6%	5.2%	5.1%	5.4%	2.6%	5.8%	4.7%	4.7%	2.4%
EBITDA	8,496	17,638	18,121	19,116	12,274	21,978	19,992	20,692	13,753
EBITDA margin	3.4%	7.0%	6.9%	7.2%	4.4%	7.7%	6.6%	6.6%	4.3%
Quarterly net profit attributable to owners of parent company	2,816	8,383	7,001	8,517	8,004	10,301	8,487	8,372	-6,583

Staffing SBU

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	135,870	137,846	141,507	146,728	149,660	151,432	151,424	158,006	157,618
YoY	+3.8%	+5.5%	+9.2%	+9.4%	+10.1%	+9.9%	+7.0%	7.7%	5.3%
Operating profit	4,452	10,428	11,433	10,606	6,892	11,670	10,204	9,808	4,496
OP margin	3.3%	7.6%	8.1%	7.2%	4.6%	7.7%	6.7%	6.2%	2.9%
EBITDA	5,387	11,370	12,395	11,596	7,991	12,890	11,390	10,985	5,738
EBITDA margin	4.0%	8.2%	8.8%	7.9%	5.3%	8.5%	7.5%	7.0%	3.6%
No. of operating days	60	61	58	61	59	61	59	60	60
No. of active staff YoY	-	-1.7%	+4.0%	+6.9%	+8.1%	+8.2%	+8.1%	+8.8%	+7.8%
Billing rates YoY	-	+0.4%	+0.5%	+0.5%	+0.7%	+0.9%	+1.1%	+1.1%	+1.2%
Operating hours, etc. YoY	-	+5.1%	+1.4%	-0.3%	+0.1%	-1.1%	-2.8%	-1.4%	-3.1%

Career SBU

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	16,258	17,602	17,339	18,702	21,635	24,198	24,872	25,996	29,400
YoY	-16.7%	+4.6%	+34.5%	+37.6%	+33.1%	+37.5%	+43.4%	+39.0%	35.9%
Operating profit/loss	660	2,063	1,129	1,960	2,110	4,795	3,696	3,422	3,617
OP margin	4.1%	11.7%	6.5%	10.5%	9.8%	19.8%	14.9%	13.2%	12.3%
EBITDA	1,538	3,002	2,047	2,894	3,089	5,806	4,808	4,519	4,779
EBITDA margin	9.5%	17.1%	11.8%	15.5%	14.3%	24.0%	19.3%	17.4%	16.3%
No. of newly registered job seekers YoY	-	+18.7%	+14.2%	+13.0%	+23.8%	+3.9%	+0.3%	+10.7%	+8.4%

Professional Outsourcing SBU

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	30,718	28,222	29,526	30,830	32,530	31,177	32,912	33,994	36,000
YoY	+6.5%	+6.8%	+8.2%	+7.5%	+5.9%	+10.5%	+11.5%	10.3%	10.7%
Operating profit	1,556	1,214	1,590	2,320	1,809	1,461	2,212	2,188	1,655
OP margin	5.1%	4.3%	5.4%	7.5%	5.6%	4.7%	6.7%	6.4%	4.6%
EBITDA	1,958	1,589	1,968	2,701	2,193	1,897	2,648	2,627	2,146
EBITDA margin	6.4%	5.6%	6.7%	8.8%	6.7%	6.1%	8.0%	7.7%	6.0%
No. of engineers (thousand people)	-	13.5	13.6	13.7	13.9	14.5	14.7	15.0	15.0

Solution SBU

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	1,918	2,181	2,773	2,966	3,248	3,502	3,764	3,799	4,368
YoY	-2.5%	+129.0%	+124.1%	+86.1%	+69.3%	+60.5%	+35.7%	+28.1%	34.5%
Operating profit/loss	-1,016	-883	-681	-708	-785	-860	-1,216	-725	-1,035
OP margin	-53.0%	-40.5%	-24.6%	-23.9%	-24.2%	-24.6%	-32.3%	-19.1%	-23.7%
EBITDA	-663	-527	-314	-304	-366	-433	-777	-233	-521
EBITDA margin	-34.6%	-24.2%	-11.3%	-10.3%	-11.3%	-12.4%	-20.7%	-6.2%	-11.9%

Asia Pacific SBU

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	64,657	67,306	74,198	71,183	77,451	77,521	93,622	97,615	99,020
YoY	-8.2%	2.0%	26.4%	14.6%	19.8%	15.2%	26.2%	37.1%	27.8%
Operating profit/loss	-828	-164	459	9	737	40	251	519	1,705
OP margin	-1.3%	-0.2%	0.6%	0.0%	1.0%	0.1%	0.3%	0.5%	1.7%
EBITDA	832	1,492	2,139	1,719	2,340	1,734	2,166	2,567	3,681
EBITDA margin	1.3%	2.2%	2.9%	2.4%	3.0%	2.2%	2.3%	2.6%	3.7%
AU GDP growth*	-1.1%	1.1%	9.6%	3.9%	4.2%	3.3%	3.6%	5.9%	2.7%
USD/JPY	106.8	106.1	107.8	108.6	109.9	116.3	123.1	128.3	131.6
AUD/JPY	73.7	81.9	83.1	82.4	82.5	84.2	88.5	90.6	91.1

* Preliminary results

Others

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	3,015	3,314	3,028	3,980	3,431	3,897	3,987	5,075	3,943
YoY	+7.5%	+40.2%	+14.0%	+16.1%	+13.8%	17.6%	31.7%	27.5%	14.9%
Operating profit/loss	-558	-55	-497	229	-477	-41	-189	460	-936
OP margin	-18.5%	-1.7%	-16.4%	5.8%	-13.9%	-1.1%	-4.8%	9.1%	-23.8%
EBITDA	-462	54	-381	344	-361	101	-34	687	-756
EBITDA margin	-15.3%	1.7%	-12.6%	8.7%	-10.5%	2.6%	-0.9%	13.5%	-19.2%

Adjusted

(million yen)

	FY2020	FY2021				FY2022			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net sales	-5,555	-6,041	-5,958	-7,047	-7,254	-7,629	-7,933	-9,170	-8,452
YoY	-	-	-	-	-	-	-	-	-
Operating profit/loss	-423	371	41	-55	-2,955	-570	-737	-956	-1,875
OP margin	-	-	-	-	-	-	-	-	-
EBITDA	-96	657	266	164	-2,613	-18	-208	-461	-1,313
EBITDA margin	-	-	-	-	-	-	-	-	-

Disclaimer



The statements concerning PERSOL HOLDINGS's future business performances in this material such as earnings forecasts are based on information available as of May 15, 2023 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, including actual figures on an IFRS basis, have been subjected to audit and review by external auditors.