



**Consolidated Financial Results
for the 3rd Quarter of the
Fiscal Year Ending March 31,
2024 (FY2023 Q3)**

PERSOL HOLDINGS CO., LTD.
February 14, 2024

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PERSOL HOLDINGS CO., LTD.

Held from 16:00 to 16:45 on Wednesday, February 14, 2024

Script of Financial Results Presentation for the 3rd Quarter of FY2023

We deeply grieve to express our deepest sympathies to all those affected by the Noto Peninsula earthquake.

We send our heartfelt condolence to those who lost their lives due to the 2024 Noto Peninsula earthquake and express our deepest sympathies to all those affected by the disaster and their families.

Further, with deep respect for those working on rescue, recovery, and reconstruction efforts and other activities in the disaster-stricken area, we made a monetary donation to the Japanese Red Cross Society for use in support rescue activities and reconstruction efforts. We are also soliciting donations from Group employees for the same purpose.

We sincerely hope that local residents will stay safe and that the affected areas will recover as quickly as possible.

[President and CEO Wada]

Hello, I am Wada, CEO of PERSOL Holdings. Thank you very much for your time despite your busy schedule.

First of all, we send our heartfelt condolence to those who lost lives due to the 2024 Noto Peninsula (an area in Japan) earthquake and express our deepest sympathies to all those affected by the disaster and their families. Furthermore, with deep respect to those working on rescue, recovery, and reconstruction efforts and others in the disaster-stricken area, we made a monetary donation to the Japanese Red Cross Society for use in support and rescue activities and reconstruction efforts. We are also soliciting donations from Group employees for the same purpose. We sincerely hope that local residents will stay safe and that the affected areas will recover as quickly as possible.

Highlights



1

Summary of FY2023* Q3 (IFRS) * FY2023 is the fiscal year ending March 31, 2024 (the same applies hereinafter).

- Revenue was 990.6 billion yen (up 7.2% year on year). Operating profit was 40.9 billion yen (down 4.7% year on year). Adjusted EBITDA stood at 53.4 billion yen (down 17.8% year on year).
- Gross profit remained strong, up 5.7% year on year.

2

FY2023* full-year financial forecasts

- The demand for human resources, which had been heating up significantly in the aftermath of the COVID-19 convergence, is calming down.
- Based on the above, we have revised our full-year forecasts for operating profit from 54.5 billion yen to 49.0 billion yen and for adjusted EBITDA from 75.5 billion yen to 69.0 billion yen.

3

FY2023* year-end dividend forecast

- The year-end dividend forecast remained unchanged at 4.3 yen per share.
- The dividend policy (dividend payout ratio: approx. 50% of adjusted EPS) under 'the Mid-term Management Plan 2026' has been maintained.
 - The payout ratio based on adjusted EPS is expected to be at approx. 50%.
 - The payout ratio based on EPS (unadjusted) is forecast to stand at approx. 65%.

Now, there are 3 highlights for today. The First is Summary of FY2023 Q3. The Second is full year financial forecasts. The Third is year-end dividend forecast.

Let me start with Q3 results. Revenue was 990.6 billion yen, up 7.2% year on year as is described. Operating profit was 40.9 billion yen, and adjusted EBITDA stood at 53.4 billion yen. Both gross profit and revenue grew year on year but profit was below last year.

Based on this, we are announcing the full year financial forecast for FY2023 today. Demand for placement business which had been heating up significantly in the aftermath of the COVID19 convergence, is calming down. Reflecting such trend, we revised our full-year forecasts for operating profit from 54.5 billion yen to 49 billion yen and adjusted EBITDA from 75.5 billion yen to 69 billion yen.

The third is the year-end dividend forecast. Year-end dividend forecast remains to be unchanged at 4.3 yen per share. The dividend policy with dividend payout ratio of approximately 50% of adjusted EPS, under the Mid-term Management Plan 2026, will be maintained. Payout ratio, based on unadjusted EPS, is forecast to stand at approximately 65%.

From here on, I'd like to ask our CFO Tokunaga to explain the summary of the consolidated financial results for Q3.

Summary of the Consolidated Financial Results for FY2023 Q3

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Hello, I'm Tokunaga, CFO. I will explain the summary of the financial results for Q3.

Financial Results for FY2023 Q1-Q3 (Consolidated)

Steady growth in both revenue and gross profit



(Million yen)	FY2022 Q1-Q3*3	FY2023 Q1-Q3	YoY
Revenue	924,042	990,627	+7.2%
Gross profit	212,199	224,359	+5.7%
Operating profit	42,955*4	40,921	-4.7%
<i>OP margin (%)</i>	4.6%	4.1%	-0.5pt
EBITDA	65,516	62,753	-4.2%
<i>EBITDA margin (%)</i>	7.1%	6.3%	-0.8pt
Adjusted EBITDA	65,009	53,443	-17.8%
<i>Adjusted EBITDA margin (%)</i>	7.0%	5.4%	-1.6pt
Profit*1	23,812	25,209	+5.9%
Adjusted profit	35,223	28,298	-19.7%
Adjusted EPS (yen)*2	15.30	12.41	-18.9%

*1 Profit attributable to owners of parent

*2 Values reflecting the stock split effective on October 1, 2023

*3 Based on IFRS

*4 FY2022: Impairment loss of approx. 8.9 billion yen in Asia Pacific SBU

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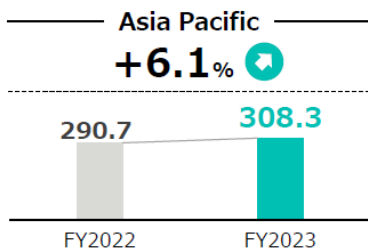
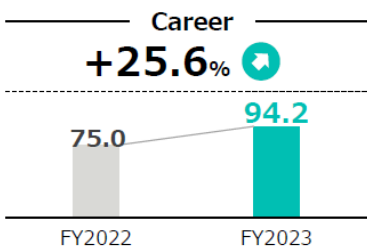
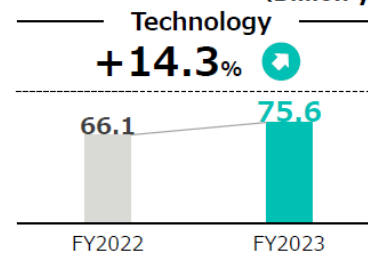
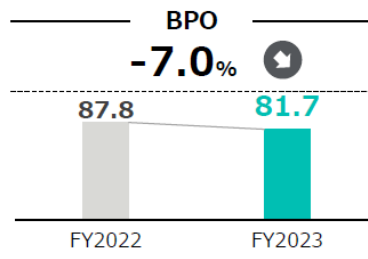
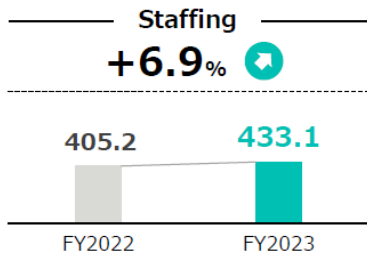
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First, on a consolidated basis, revenue increased 7.2% to 990.6 billion yen. Gross profit increased 5.7% to 224.3 billion yen. Our important profit indicator adjusted EBITDA decreased 17.8% to 53.4 billion yen.

Revenue by SBU (Q1-Q3)



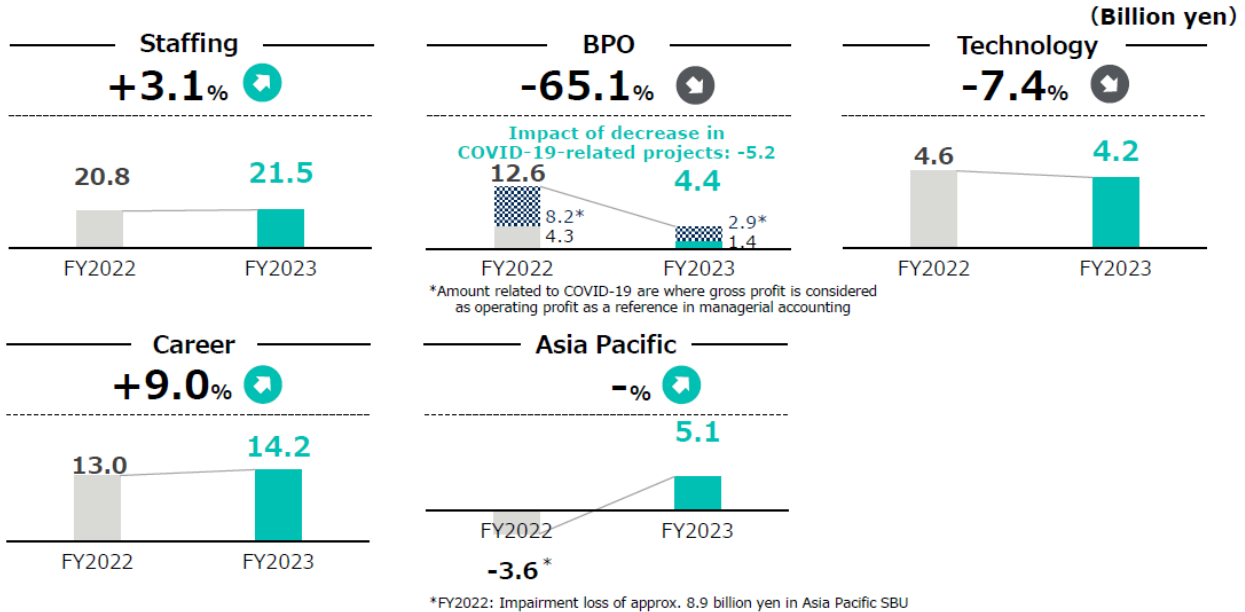
(Billion yen)



Continued revenue growth achieved in SBUs excluding BPO that was affected by COVID-19-related factors

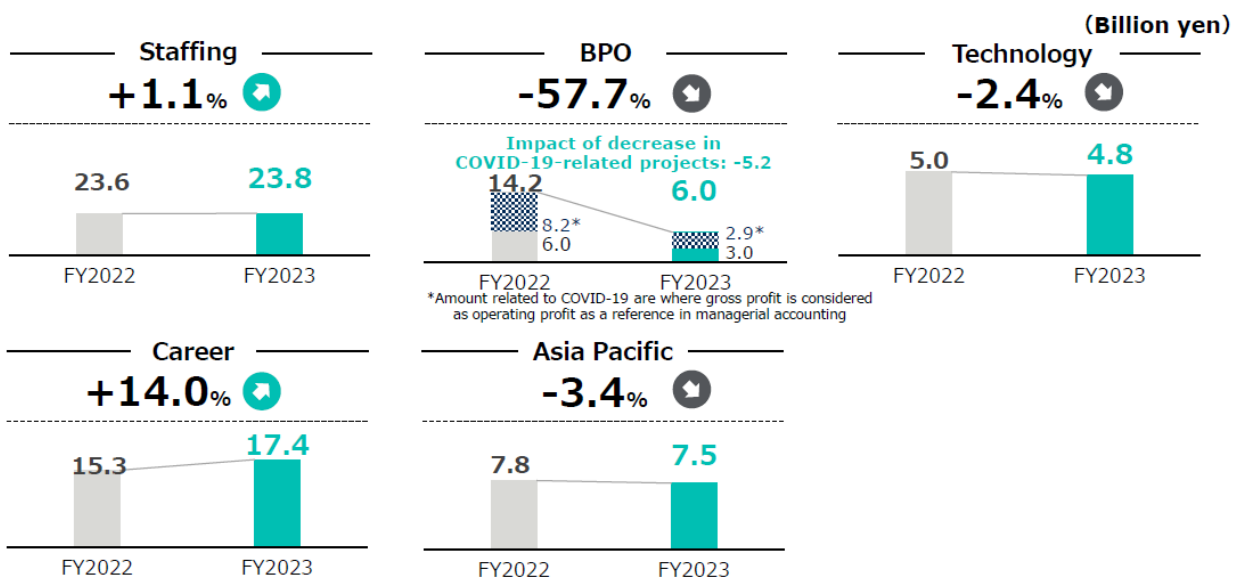
This is revenue by SBU. Because of the decline due to COVID19 related factors, BPO revenue decreased year on year. However, other SBUs including our core Staffing SBU and Career SBU, which is the pillar of growth this fiscal year, continued to achieve revenue growth.

Operating Profit by SBU (Q1-Q3)



This is operating profit by SBU. Here again, we saw decrease in BPO as we have the impact of decrease in COVID 19 related projects. As I will explain later, there was also a 7.4% decrease in operating profit in Technology, where we are strengthening recruitment of new graduates and mid-career. On the other hand, Career, the pillar of growth this fiscal, and Asia Pacific achieved growth as is shown.

Adjusted EBITDA by SBU (Q1-Q3)

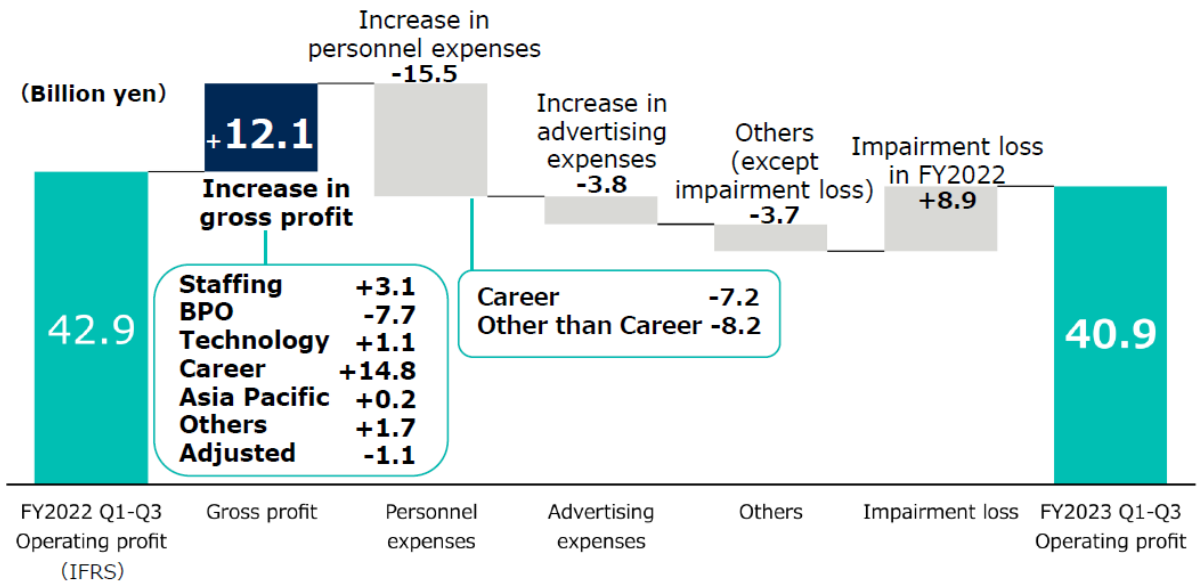


This is adjusted EBITDA by SBU. I will omit explaining as the trend is similar to operating profit.

Analysis of Increase/Decrease in Operating Profit in FY2023 Q3



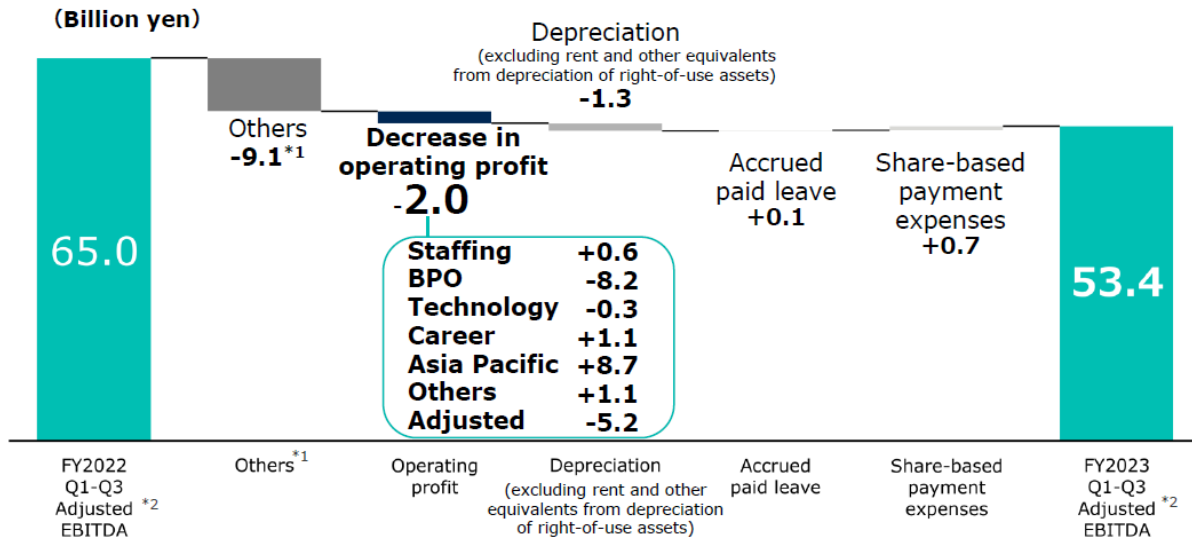
Gross profit grew steadily.



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This is the analysis of change in operating profit year on year. First, gross profit grew 12.1 billion yen year on year. This was mainly driven by Career SBU. On the other hand, in the Mid-term Management Plan that started this fiscal year, personnel expenses increased by 15.5 billion yen as we decided to make solid investment in human capital, including salary increases for Career consultants and others. Additionally, advertising expenses increased by 3.8 billion yen as we are making solid marketing investments centering on Career SBU. Also, impairment loss in APAC in October to December period last fiscal year, has no impact this fiscal year, so profit increased by 8.9 billion yen to 40.9 billion yen.

Analysis of Increase/Decrease in Adjusted EBITDA in FY2023 Q3



*1 other revenues and expenses as well as other non-recurring profit/loss (including approximately 8.9 billion yen in impairment losses incurred in FY2022)

*2 Adjusted EBITDA = operating profit + depreciation (excluding rent and other equivalents from depreciation of right-of-use assets) + (-) increase (decrease) in accrued paid leave + share-based payment expenses - (+) other revenues (expenses) - (+) other non-recurring profit (loss)

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This is analysis of change in adjusted EBITDA year on year. There was an impact of approximately 11 billion yen due to the impairment loss mentioned earlier and operating profit. Other than that, there was an impact of depreciation, accrued paid leave and share-based payment expenses but it is my understanding that there was no major impact year on year.

On the following 3 pages, we have revenue, operating profit, adjusted EBITDA by SBU. Please refer to them later.

Financial Results by SBU for FY2023 Q3

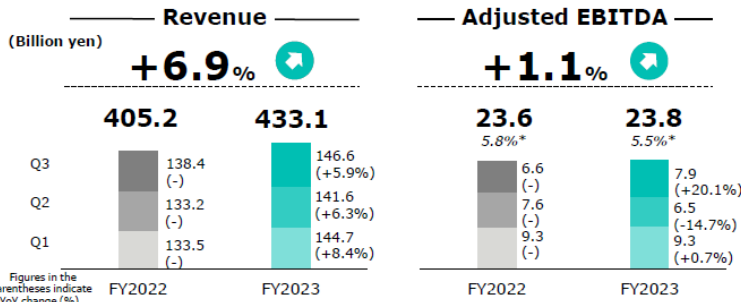
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Next, I will explain the current status of each SBU and the business topics.

Q3 Financial Results by SBU –Staffing SBU–



Both revenue and profit increased. Higher GPM that resulted from the revenue increase and cost optimization also contributed.



Analysis of increase/decrease in sales	%	FY2023 Quarterly result			
		Q1	Q2	Q3	Q4
Revenue	YoY	+8.4	+6.3	+5.9	
Revenue from temporary staffing					
Number of persons employed	contribution rate	+6.4	+5.1	+3.5	
Average billing rates	contribution rate	+2.6	+2.7	+2.9	
Working days	contribution rate	+1.5	-	+1.5	
Working hours*1	contribution rate	-0.1	+0.3	-0.2	
Other revenue changes, etc.	contribution rate	-2.0	-1.8	-1.8	
Revenue from outsourcing	contribution rate	-0.5	-0.6	-0.6	
Others	contribution rate	-1.5	-1.2	-1.2	

Comments on the quarter (October to December 2023)

- Revenue increased 5.9% YoY, reflecting an increase in the number of persons employed and a rise in the average billing rates.
- Adjusted EBITDA rose 20.1% YoY due to an increase in gross profit and a decline in the SG&A expense ratio, which resulted from higher revenue.

Gross profit margin FY2022 16.2% → FY2023 16.6%
 SG&A expense ratio 12.2% → 11.9%

KPI	Unit	FY2023				FY2022 (Reference)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staffing KPI									
Number of persons employed	Thousand people	121	122	124		113	116	119	121
Average billing rates	Yen	2,263	2,267	2,274		2,201	2,202	2,204	2,215
Working days	Day	62	59	61	58	61	59	60	60

Number of persons employed: Average number of long-term temporary workers as of the first business day of each month. *Long-term: Contract over 3 months
 Average billing rates: Average billed unit price of the dispatch contract during the respective period (long term/short term/one-off)
 Working days: (Common across Staffing SBU) No. of operating days - No. of planned paid days
 Working hours*1: Average actual hours worked (total number of hours including hours worked overtime) under dispatch contracts (long term/short term/one-off) in the subject months at PERSOL TEMPSTAFF CO., LTD.

I will start with our core SBU, Staffing SBU. Revenue increased 6.9%, and adjusted EBITDA increased 1.1%. The number of persons employed increased 3.5% year on year. Average billing rate improved 2% plus.
 Looking at the October to December quarter, gross profit decreased as there was an increase in social insurance cost since last October, but since it's been a year since then, as you can see at the left bottom of the slide, gross profit ratio improved from 16.2% in October to December period last year to 16.6% now.

Business Topics: Staffing SBU 1/2



Ranked 1st for Five Consecutive Years in the Satisfaction Level Ranking of Staffing Companies

▶ **PERSOL ranked 1st in overall satisfaction level for five consecutive years in the satisfaction level ranking of staffing companies for 2023 determined by temporary staff**

-- First double crown won, ranked 1st also in the level of intention to continue working --

On December 26, 2023, PERSOL TEMPSTAFF won the double crown, **ranking 1st in overall satisfaction level for five consecutive years and ranking 1st in the level of intention to continue working for the first time**, in the satisfaction level ranking of staffing companies for 2023 determined by temporary staff, which was announced by the institute to research the way temporary staff work, operated by en Japan Inc.



We will continue to go side by side with temporary staff and provide career support for them so that they can continue working with peace of mind. At the same time, we will continue to provide better staffing services for client companies.

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

I will introduce 2 business topics from Staffing SBU. The first is the ranking of temporary staffing business conducted by en Japan. In addition to ranking 1st in overall satisfaction level, we were also able to rank 1st in the intention to continue working. Improving the satisfaction level of our staffs is a pillar of our ability to increase corporate value over the mid to long term. We will continue to make efforts to further improve the satisfaction level.

Business Topics: Staffing SBU 2/2

Development of Bioengineers

▶ Training to develop biopharmaceutical engineers started

-- Collaborating with BCRET, which provides the only training programs on biopharmaceuticals in Japan --

In collaboration with Biological Center for Research and Training (BCRET), which provides the only training programs on biopharmaceuticals in Japan, PERSOL TEMPSTAFF began to provide training to develop engineers specializing in biopharmaceuticals in August 2023.



The company will contribute to the development of human resources in the advanced bio-DX industry in Japan and to the development of the bio-manufacturing industry.

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

Development of and Career Support for Scientific Human Resources

▶ Regularly holding a session for experiencing food analysis work

-- Collaborating with SUNATEC, aiming to improve food analysis skills --

In collaboration with Food Analysis Technology Center (SUNATEC), PERSOL TEMPSTAFF will begin to hold work experience sessions featuring basic chemical experiments related to food analysis on February 20, 2024 and will discover, develop, and offer career development support to scientific human resources through the sessions.



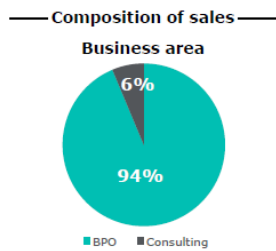
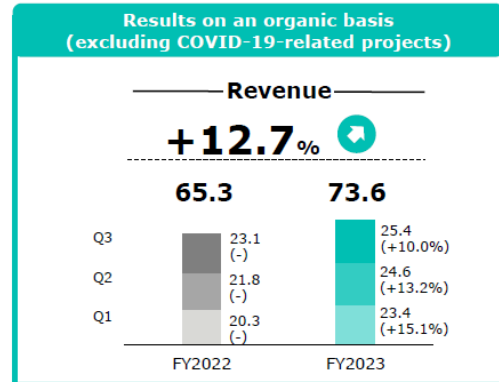
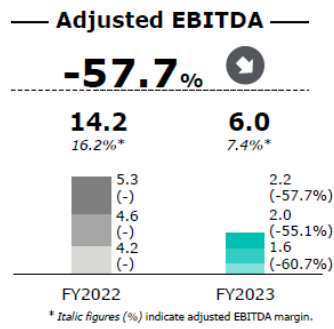
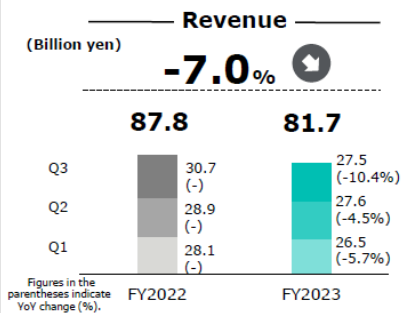
Details are available [here](#) (Only available in Japanese)

The Second business topic of staffing SBU is that we have a Corporate Philosophy of a mission to provide opportunities. As is shown here, we are engaged in development of bioengineers and development of career support for scientific human resources. We will continue with this effort in the future as well.

Q3 Financial Results by SBU –BPO SBU–



Revenue on an organic basis continued to increase, despite the absence of COVID19-related projects.



Organic business performance	Unit	FY2022				FY2023			
		Q1	Q2	Q3	Q4 ^{*1}	Q1	Q2	Q3	Q4
Revenue	M.JPY	28,132	28,931	30,777	29,244	26,520	27,617	27,569	
Organic ^{*2}	M.JPY	20,378	21,802	23,178	24,769	23,461	24,685	25,485	

*1 FY2022 Q4 Unaudited

*2 Calculated by subtracting estimated values for COVID-19-related projects

The second SBU is BPO SBU. Because of the absence of COVID 19 related projects, revenue declined 7%, adjusted EBITDA decreased as much as 57%. The trend has not changed from Q1 and Q2. However, excluding the impact of COVID 19, on an organic basis, performance was strong with revenue growth of 12.7%, as is shown.

Business Topics: BPO SBU



Coordination with local governments

▶Opening of Kobe Sannomiya BPO Center, a new base with 364 seats that revitalizes the economy in Kobe City and creates employment

~We will contribute to the development of local communities by driving various workstyles~



We plan to engage in operations commissioned by companies and local governments, including personnel and general affairs, settlement of expenses, sales clerical work, and clerical operations related to public administration at the Kobe Sannomiya BPO Center. We will aim for high-quality BPO operations while move ahead with the introduction of digital technologies from the viewpoint of BPR.

Award granted in recognition of regional revitalization initiatives

▶Award of Minister of State for the Promotion of Overcoming Population Decline and Vitalizing Local Economy in Japan granted at the Local Revitalization Telework Award hosted by the Cabinet Office



(Photo provided by the Office for Promotion of Regional Revitalization, Cabinet Office)

At the Local Revitalization Telework Award, the company was granted the award of Minister of State for the Promotion of Overcoming Population Decline and Vitalizing Local Economy in Japan in recognition of its track record of providing programs for companies which contribute to promoting workations, for instance, in the Local Revitalization Telework Promotion Support category, where companies, groups, local governments, and other organizations working to promote telework for local revitalization among companies, etc. are commended.

Operations commissioned by a local government

▶In Nasu Town, Tochigi, the company improved the efficiency of empty house survey operations with the use of technologies.



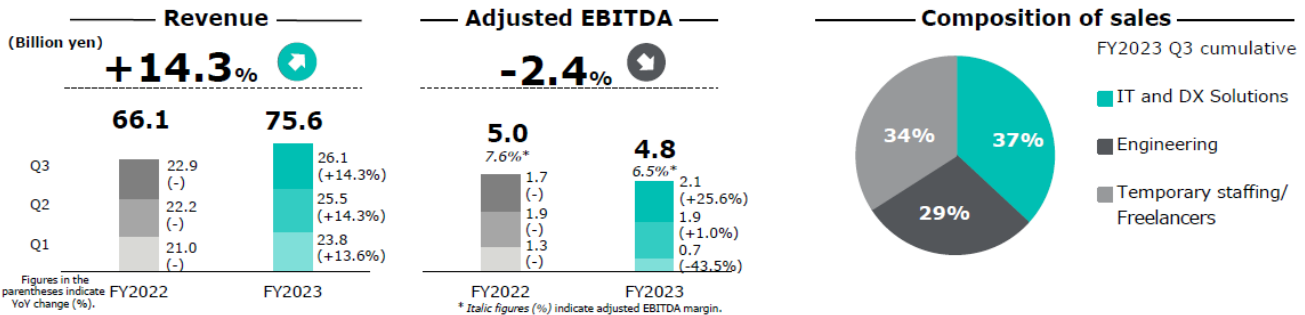
The company conducted demonstration experiments in which it used drones to identify empty houses and conduct visual surveys of such houses, with the aim of improving the operating process and saving manpower in empty house surveys in Nasu Town, Tochigi. Analyzing and summarizing data obtained through the demonstration experiments, the company will organize the operating process and develop a manual to improve the efficiency of empty house survey operations and build a system for the early discovery of empty houses.

For BPO SBU, we have 3 topics. BPO is providing services for public sector and for private sector. Here, we have 3 cases where we are collaborating with local governments. Because of time constraints, I will touch on just one of them. We opened a BPO Center in Kobe Sannomiya (an area in Japan) and plan to bolster BPO services mainly for public services.

Q3 Financial Results by SBU –Technology SBU–



Due to the start of operation of new graduates, etc., overall SBU operating rate improved to 91.7% at the end of Q3 (QoQ +2.2%)



Comments on the quarter (October to December 2023)

IT and DX Solutions

- The performance was strong due to brisk demand for DX.
- No. of engineers (end of the quarter): 3,160 (Up 15.5% YoY)
- Operating rate (end of the quarter): 89.1%
- Q3 average unit price/month (including BP, 3 months): 1,065,000 yen
- More selectively receive orders aiming at increasing price tag of engineers

Engineering

- Demand remains strong.
- No. of engineers (end of the quarter): 3,310 (up 7.9% YoY)
- Operating rate (end of the quarter): 94.1%
- Q3 average unit price/month (including BP, 3 months): 815,000 yen

Temporary staffing/Freelancers

- Despite strong results in both IT area and engineering area, the number of dispatched engineers decreased slightly YoY due to the impact of the allocation of resources for measures to increase the unit price.
- Number of dispatched engineers (employed, end of the quarter): 4,780 (down 0.3% YoY)
- Q3 average billing rate/hour (3 months): 3,890 yen

Hiring of engineers (overall SBU)

- During FY2023 from Q1 to Q3, the number of persons hired was 955 (up 51.8% YoY; including 481 new graduates).
- Hiring of new graduates for FY2025 has started, making steady progress against the plan.

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The third is Technology SBU. As shown in the pie chart on the right, it consists of 3 services, namely IT & DX Solutions, the second service is Mechanical and electrical Engineering, and the third, is Engineer Temporary Staffing / Freelancers. The 3 main KPIs for this business are increasing the number of engineers hired, increasing their operating rate and increasing their unit price. As is shown at the right bottom, we increased the number of engineers in FY2023 from Q1 to Q3, by hiring 955 engineers. To be specific, for IT Solutions, we increased the number of engineers by 15% year on year to 3,160. Mechanical and electrical engineers increased by 7.9% to 3,310. Its operating rate was 89%, and engineers 94%. As of the end of Q3, average was 91.7%, which is an improvement by 2% Q on Q. Increase in operation rate is leading to improvement of adjusted EBITDA, pushing up profit much higher year on year in Q3.

Business Topics: Technology SBU



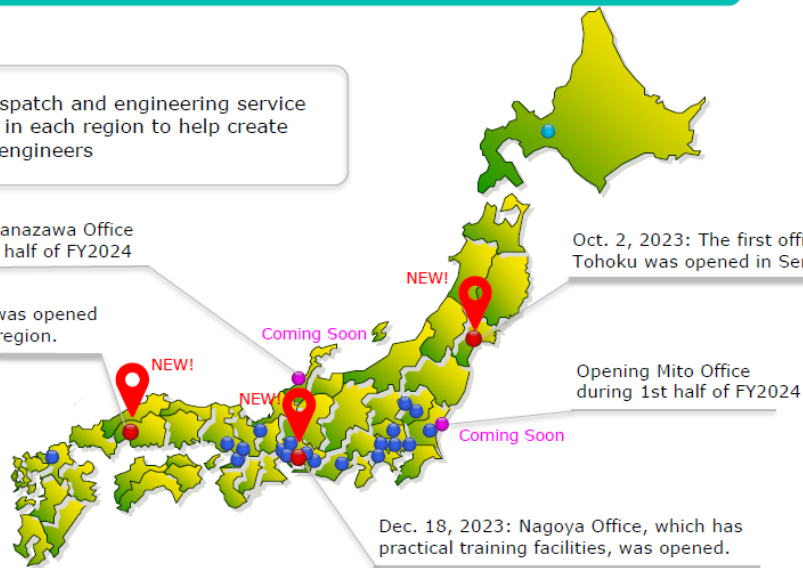
Persol Cross Technology opened 3 new offices, increasing the number of sites of Technology SBU to 24 all over Japan.

Enhancing engineer dispatch and engineering service support for customers in each region to help create Career Well-being for engineers

Opening Kanazawa Office during 1st half of FY2024

Nov. 10, 2023: Hiroshima Office was opened as the first office in the Chugoku region.

Oct. 2, 2023: The first office in Tohoku was opened in Sendai City.



Opening Mito Office during 1st half of FY2024

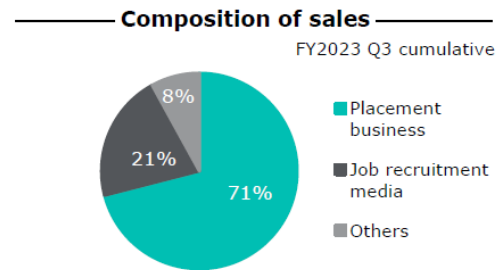
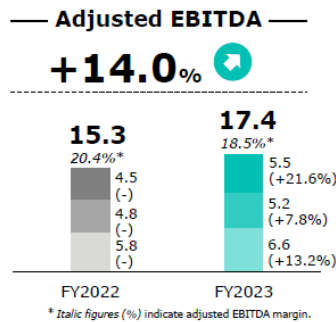
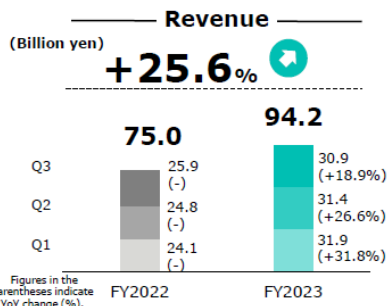
Dec. 18, 2023: Nagoya Office, which has practical training facilities, was opened.

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I will share 1 topic about Technology SBU. For this SBU, we recognize that it is extremely important to increase the number of offices in order to connect with corporate customers and recruit engineers. We are now opening new offices in places like Sendai and Hiroshima where we did not have presence before, to increase the touchpoints with customers and engineers.

Q3 Financial Results by SBU –Career SBU–



Comments on the quarter (October to December 2023)

Placement business

- Revenue increased approx. 15% YoY.
- The Head Count (HC)* remained strong, up 25% YoY to 2,304 on average in the Q3 under review.
- Productivity (revenue ÷ HC) decreased 6% YoY to at 2,574 thousand yen on average in the Q3.

Job recruitment media

- Revenue increased approx. 20% YoY.

* Total number of Career Advisors, Recruiting Advisors, and Project Agents.

Trends in the job-change market

- The demand for human resources, which had been heating up significantly in the aftermath of the COVID-19 convergence, is calming down, and the moves of job seekers have also been slowing, mainly reflecting an increase in wages.

Next is Career SBU, the growth pillar of this fiscal year. At the left top of the slide, you can see our revenue increased 25% year on year. Growth slowed a bit entering into Q3, but still, revenue is continuing to grow over 18%. Adjusted EBITDA increased 14% year on year and achieved 17.4 billion yen.

This year's Career SBU measures include increasing the number of Career consultants and investing in marketing. Compared to the end of Q3 last fiscal year, the number of consultants increased 25% to more than 2,300. On the other hand, productivity of consultants decreased a little by 6%, so we will continue to take measures to improve productivity.

Business Topics: Career SBU



Selected as one of "Best Workplaces" for the 2nd year in a row

▶ Selected as one of the Best Workplaces 2024

Best Workplaces are certified by Great Place to Work® Institute Japan based on results of questionnaire survey of workers. The company was selected again, after being selected last year, recognized for the point that employees are considerate of each other.



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

Certified as an excellent provider of employment placement services

▶ doda Agent Service certified as an excellent provider of employment placement services

In October 2023, doda Agent Service was certified as an excellent provider of employment placement services under the program of certifying excellent providers of employment placement services, a project commissioned by the Ministry of Health, Labour and Welfare that aims at promoting sound competition in the employment placement service business and appropriate matching of employers with candidates who want to change jobs.



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

Received "Excellence Award" at Tokyo Metropolitan Women's Achievement Promotion Awards

▶ Efforts to balance life events and improve health literacy were recognized.

Received the "Excellence Award" in the business category of the "2023 Tokyo Metropolitan Women's Achievement Promotion Awards". The award recognized our welcome back system for maternity leave, childcare experience for managers, and efforts to improve women's health literacy.



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

We are introducing 3 business topics for Career SBU here but because of time, I will just touch on the very right one, our receipt of Tokyo Metropolitan Women's Achievement Promotion Award. At Career SBU, more than half of the employees are women, so we have been creating an environment that is comfortable for women to work in. And this time, we were recognized for it and won the Excellence Award from the Tokyo Metropolitan government. We would like to continue to create an environment where women can thrive.

Q3 Financial Results by SBU –Asia Pacific SBU–



(Billion yen)

Revenue

+6.1%

Adjusted EBITDA

-3.4%

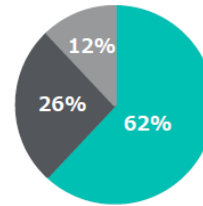
Composition of revenue

* Changed from revenue by company to revenue by business from FY2023

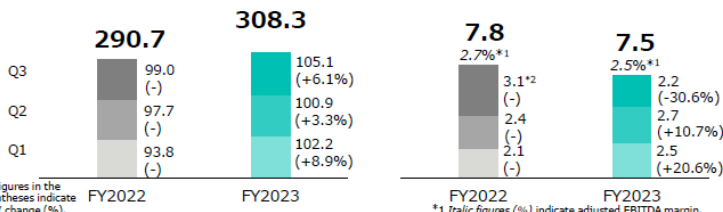
FY2023 Q3 Cumulative

Breakdown by sub-segment

Temporary staffing: 93%
Placement business: 4%
Others: 3%



■ Staffing ■ Facility management ■ Others



Figures in the parentheses indicate YoY change (%).

*1 Italic figures (%) indicate adjusted EBITDA margin.
*2 There was a one-time gain in FY2022 Q3.

Comments on the quarter (October to December 2023)

Staffing

- While the placement business was sluggish in some countries, temporary staffing basically remained strong in all countries.
- HC (number of consultants) in the placement business was 1,167 on average in the Q3 under review.

Others

- The cost was reduced steadily in accordance with the Mid-term Management Plan 2026, partly reflecting progress in the use of the shared services center in Malaysia.

Facility management

- Steady growth was achieved in the facility management business, in which we manage, maintain, and repair a wide range of facilities including airports, waterworks facilities, and schools.

Notes 1. The previously three-month lag in the incorporation of consolidated financial statements was changed to the same timing in FY2023, taking the opportunity of the transition to IFRS.
2. Exchange rates
[USD (PERSOLKELLY)] FY2022 Q3: 136.5 yen, FY2023 Q3: 143.3 yen
[AUD (Programmed)] FY2022 Q3: 93.3 yen, FY2023 Q3: 94.3 yen

The last is Asia Pacific SBU. Asia Pacific SBU, as is shown in the pie chart on the right, is approximately 60% Staffing service, and 26% Facility Management service, which is mainly in Australia. Revenue increased 6.1% year on year and is performing strongly. Regarding adjusted EBITDA, there was one-off revenue in Australia in October to December quarter last year, so adjusted EBITDA is slightly negative this year, but overall, we are performing strongly.

(Reference) Breakdown of Asia Pacific SBU Results by PERSOLKELLY and Programmed



(Million yen)	FY2022 Q3	FY2023 Q3	YoY	FY2022 Q1-Q3	FY2023 Q1-Q3	YoY
Revenue	99,099	105,139	+6.1%	290,749	308,363	+6.1%
PERSOLKELLY	24,224	26,983	+11.4%	70,711	79,057	+11.8%
Programmed	74,525	77,366	+3.8%	219,685	227,435	+3.5%
Operating profit	-5,790 ^{*3}	1,692	-%	-3,615 ^{*3}	5,156	-%
PERSOLKELLY	1,182	340	-71.3%	2,619	1,738	-33.6%
Programmed	-6,517 ^{*3}	1,760	-%	-5,420 ^{*3}	4,571	-%
Adjusted EBITDA	3,196	2,218	-30.6%	7,835	7,565	-3.4%

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)] FY2022 Q3: 136.5 yen, FY2023 Q3: 143.3 yen
[AUD (Programmed)] FY2022 Q3: 93.3 yen, FY2023 Q3: 94.3 yen

3: Including approximately 8.9 billion yen in impairment losses

We have FY2022 Q3 revenue, operating profit, and adjusted EBITDA and Q1-Q3 cumulative revenue, operating profit, and adjusted EBITDA of PERSOLKELLY and Programmed whose business is mainly in Australia and New Zealand. As mentioned at the beginning, since there was an impairment loss of 8.9 billion yen in Australia in October to December period last year, operating profit decreased. But please note that there are no major issues this fiscal year.

Business Topics: APAC SBU



APAC Industry Awards

► A recognized leader across the Staffing and Recruitment industry.

PERSOLKELLY Singapore has been awarded the **Gold Supplier Award from Huawei**, a global leader in information and communications technology (ICT). The award recognizes our outstanding performance in delivering high-quality HR services to Huawei. We have been a trusted partner of Huawei for over 10 years.

PERSOLKELLY Singapore has also been awarded the **COVID-19 Resilience Award**. This award recognizes workplaces that made a direct and significant contribution to Singapore's fight against COVID-19.

PERSOLKELLY Hong Kong has been recognised at the HR Vendors of the Year 2023 Awards. We won the **Best People-focused CXO Award, Premium Service Agency Award and Recruitment Agency of the Year!**

This award acknowledges PERSOLKELLY's comprehensive approach, enabling us to offer complete services for companies of all sizes, industries, and job levels.



PERSOLKELLY Korea achieved a significant milestone, winning the **top award in the social sector** at the '2023 Republic of Korea Sustainable Management Awards'. We were recognised for our innovative approach to executing Diversity, Equity, and Inclusion values, especially in revamping our disability employment system, and collaborations with global entities for tailored education and recruitment programs.

P-Serv has been awarded more than 12 **Changi's Extra Mile Awards** for the first half of 2023. This award is presented by Changi Airport Group (CAG) to employees who have gone above and beyond to provide excellent customer service.

Programmed Skilled Workforce is delighted to have achieved industry-wide recognition at the 2023 SEEK Annual Recruitment Awards as **Large Recruitment Agency of the Year** and for **Outstanding Progress in Diversity, Equity & Inclusion**.

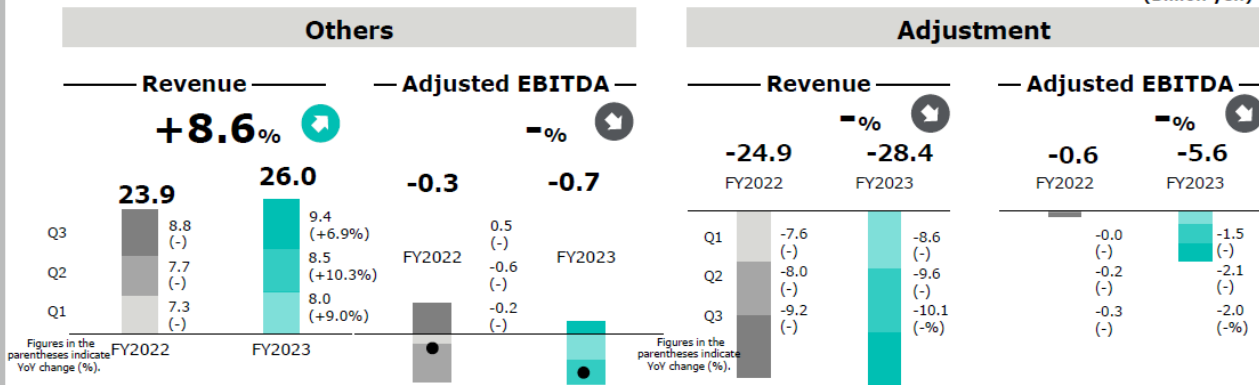
This is excellent recognition of our commitment to customer service and progressing the industry through technology and our continued work in diversity and inclusion. We look forward to building on this **moving forward**.

We received various awards in Singapore and others but I will omit explaining because of time constraints.

Q3 Financial Results by SBU -Others and Adjustment-



(Billion yen)



Comments on the quarter (October to December 2023)

- In R&D FU, revenue from core businesses increased basically.
- The operating loss increased slightly due to aggressive investment in R&D FU and an increase in expenses in other businesses.

Comments on the quarter (October to December 2023)

- Increase in adjustments reflecting intersegment transactions with SBUs
- An increase in personnel expenses and outsourcing expenses for corporate measures, etc.

Note: For details of Others and Adjustment, please refer to notes on segment information, etc. in the Consolidated Financial Results.
* FU stands for Function Unit.

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The last is non SBU, Others. Revenue increased 8.6% year on year mainly at R&D FU. On the right, you see adjusted EBITDA of negative 5.6 billion yen. This was explained already in Q2 briefing. This is an increase in adjustments reflecting intersegment transactions with SBUs. It is not that there was a significant increase in spending.

Business Topics: R&D FU



MIIDAS

ミイダス

- **Workers First Award held**
(Co-sponsor: Miidas, Asahi Shimbun / Sponsor: Ministry of Economy, Trade and Industry)
- **Supported by: 1,224 companies**
- This award is granted to praise companies which seek to put each *worker first*. Through this award, the company provides information about initiatives taken by companies which value employees, aiming to lead all companies to advance *Workers First* workstyles.



Shareful

シェアフル

- A job placement app that enables to look for one-off and short-term part-time jobs, fulfilling a desire to work in spare time **Over 5 million downloads!**
- Business integration with **Sync Up, a SaaS-type shift management service** that was launched within the Group
- Combining the service as a solution to staffing shortages with shift management, thus helping improve business efficiency further



We have 2 business topics for R&D FU. One is Miidas, a HR service for medium sized and small to medium sized companies. The other is Shareful, a spare time part time jobs. We are promoting these 2 and especially of note is that Shareful's number of downloads exceeded 5million. We would like to continue to bolster one off and short term part time jobs using spare time.

Business Topics: PERSOL RESEARCH AND CONSULTING



It published its 10th book in Feb. The company operates businesses including HR/organizational consulting and HR/organizational development, with a focus on "Think tank" services. For "Think tank" services, the company also focuses its efforts on spreading info. about its achievements from surveys & research.

2024年2月新著 発刊



罰ゲーム化する管理職
バグだらけの職場の修正法

小林祐児 著

高い自殺率、離職給与差、育たぬ後任、辞めていく女性と若手……。社会問題ともいえる日本の管理職の異常な「罰ゲーム化」を、国際比較を含む多数のデータで分析。背景と原因を描き出し、解決策を提案します。経営課題として「管理職の活性化」に悩む経営層にも、増え続ける負荷に耐える現場の管理職にも役に立つ、今日から使える知恵とヒントにあふれた一冊です。

集英社インターナショナル 2024/2/7発行

パーソル総合研究所の書籍



やる気

個人の仕事のやりかた

小林祐児 著

日経BP 日本経済新聞出版
2023/2/17発行



日本の人的資本

強みを活かした経営の戦略

佐々木聡 著

中央公論新社
2023/2/10発行



人事ガチャの秘密

人事異動の未来

藤井薫 著



幻を金新書
2022/3/30発行
小林祐児 著



日本的ジョブ型
雇用

日本経済新聞出版
2021/11/9発行
湯元 健治、
パーソル総合研究所 著・編集



CAREER CHANGE
転職学

KADOKAWA
2021/4/1発行
中原 淳、小林 祐児、
パーソル総合研究所 著



会社人生を悔しない
40代からの仕事術

ダイヤモンド社
2018/12/20発行
石山 恒貴、
パーソル総合研究所 著



残業学

光文社新書
2018/12/12発行
中原 淳、
パーソル総合研究所 著



アルバイトパート
採用・育成入門

ダイヤモンド社
2016/10/28発行
中原 淳、
パーソルグループ 著

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Last of all, our think tank, PERSOL Research and Consulting operates business including HR development and various types of consulting associated with human capital investment. I hope you will take a look at it.

This is all from me, explaining about performance by SBU and business topics.

FY2023 Full-Year Financial and Year-End Dividend Forecasts

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【Wada】 Now, I will explain about the full year financial and year-end dividend forecast.

FY2023 Full-Year Financial Forecasts (Consolidated)^{*1}



Revised full-year financial forecasts due to lull in special demand after COVID-19 convergence

(Million yen)	FY2022	FY2023		FY2023	
	Results ^{*2}	Previous Forecast	YoY	Revised Forecast	YoY
Revenue	1,242,611	1,340,000	+7.8%	1,314,000	+5.7%
Operating profit	42,754	54,500	+27.5%	49,000	+14.6%
<i>OP margin (%)</i>	3.4%	4.1%	+0.6pt	3.7%	+0.3pt
Adjusted EBITDA	75,277	75,500	+0.3%	69,000	-8.3%
<i>Adjusted EBITDA Margin (%)</i>	6.1%	5.6%	-0.4pt	5.3%	-0.8pt
Profit^{*3}	22,761	33,500	+42.2%	29,400	+29.2%
Adjusted profit	39,544	39,000	-1.4%	38,400	-2.9%
EPS (yen)	9.94	-	-	12.89	+29.7%
Adjusted EPS (yen)	17.22	17.14	-0.5%	16.83	-2.3%

Notes 1: Exchange rates [USD (PERSOLKELLY)] FY2022 results: 135.5 yen, FY2023 previous forecasts: 130 yen, FY2023 revised forecasts: 143 yen
[AUD (Programmed)] FY2022 results: 92.7 yen, FY2023 previous forecasts: 90 yen, FY2023 revised forecasts: 94 yen
2: Approximate values (not audited)
3: Profit attributable to owners of parent

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We revised full year financial forecasts. Revenue was revised to 1 trillion 314 billion yen. Operating profit to 49 billion yen, adjusted EBITDA to 69 billion yen and adjusted profit to 38.4 billion yen, and adjusted EPS to 16.83 yen.

FY2023 Full-Year Financial Forecasts by SBU Revenue



(Million yen)	FY2022 Results*2	FY2023 Previous Forecast	YoY	FY2023 Revised Forecast	YoY
Consolidated	1,242,611	1,340,000	+7.8%	1,314,000	+5.7%
Staffing	544,740	597,000	+9.6%	574,000	+5.4%
BPO	117,085	104,000	-11.2%	109,000	-6.9%
Technology	90,987	102,000	+12.1%	102,000	+12.1%
Career	104,467	137,000	+31.1%	128,000	+22.5%
Asia Pacific*1	386,410	399,000	+3.3%	403,000	+4.3%
Others	32,213	39,000	+21.1%	35,000	+8.6%
Adjusted	-33,295	-38,000	-	-37,000	-

Notes 1: Exchange rates [USD (PERSOLKELLY)] FY2022 results: 135.5 yen, FY2023 previous forecasts: 130 yen, FY2023 revised forecasts: 143 yen
[AUD (Programmed)] FY2022 results: 92.7 yen, FY2023 previous forecasts: 90 yen, FY2023 revised forecasts: 94 yen

2: Approximate values (not audited)

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Let me introduce the full year forecasts by SBU. Among the SBUs, Staffing SBU revenue was revised by 23 billion yen from 597 billion yen to 574 billion yen. Career SBU revenue was also revised by 9 billion yen from 137 billion yen to 128 billion yen. We also changed Others by 4 billion yen. Technology SBU and APAC SBU are progressing in line with the plan. BPO revenue was revised from 104 billion yen to 109 billion yen.

FY2023 Full-Year Financial Forecasts by SBU Adjusted EBITDA, Adjusted EBITDA Margin



(Million yen)	FY2022	FY2023		FY2023	
	Results*2	Previous Forecast	YoY	Revised Forecast	YoY
Consolidated	75,277	75,500	+0.3%	69,000	-8.3%
	6.1%	5.6%	-0.4pt	5.3%	-0.8pt
Staffing	26,727	31,100	+16.4%	28,900	+8.1%
	4.9%	5.2%	+0.3pt	5.0%	+0.1pt
BPO	17,827	9,600	-46.2%	8,600	-51.8%
	15.2%	9.2%	-6.0pt	7.9%	-7.3pt
Technology	6,343	6,800	+7.2%	6,200	-2.3%
	7.0%	6.7%	-0.3pt	6.1%	-0.9pt
Career	20,142	27,100	+34.5%	24,800	+23.1%
	19.3%	19.8%	+0.5pt	19.4%	+0.1pt
Asia Pacific*1	7,659	10,200	+33.2%	9,900	+29.2%
	2.0%	2.6%	+0.6%	2.5%	+0.5pt
Others	-1,460	-600	—	-1,700	—
Adjusted	-1,962	-8,600	—	-7,700	—

Notes 1: Exchange rates [USD (PERSOLKELLY)] FY2022 results: 135.5 yen, FY2023 previous forecasts: 130 yen, FY2023 revised forecasts: 143 yen
[AUD (Programmed)] FY2022 results: 92.7 yen, FY2023 previous forecasts: 90 yen, FY2023 revised forecasts: 94 yen

2: Approximate values (not audited)

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Next is adjusted EBITDA forecast. Staffing SBU was revised from 31.1 billion yen to 28.9 billion yen. BPO was revised from 9.6 billion yen to 8.6 billion yen, Technology SBU from 6.8 billion yen to 6.2 billion yen, Career SBU from 27.1 billion yen to 24.8 billion yen, and APAC from 10.2 billion yen to 9.9 billion yen.

Looking at the current market, we believe there is some variance in orders among large companies. In particular, demand from medium-sized and small-to-medium-sized companies in the temporary staffing business continues to be strong, but Demand from large companies appears to be patchy. Furthermore, in the placement business, we believe there is a lull in the market in the second half this year. There were a very strong hiring needs after COVID 19, and I think we are now seeing a lull from that. At the same time, I also observe that many companies are shifting from aggressive hiring to selective hiring.

On top of that, candidates are looking for higher wages seeing company's wage hikes. Other companies are actively seeking to secure human resources. As such, I think job seekers are slowing down a bit. However, we are aware that the market may fluctuate significantly, and the overall sense of demand itself continues to be strong, so we believe it is critical that we create a system that will firmly respond to future changes. When the market improves in the future, or when it rises further, we would like to proactively respond without missing the timing. To that end, we would like to proactively proceed with preparations and monitor the market closely.

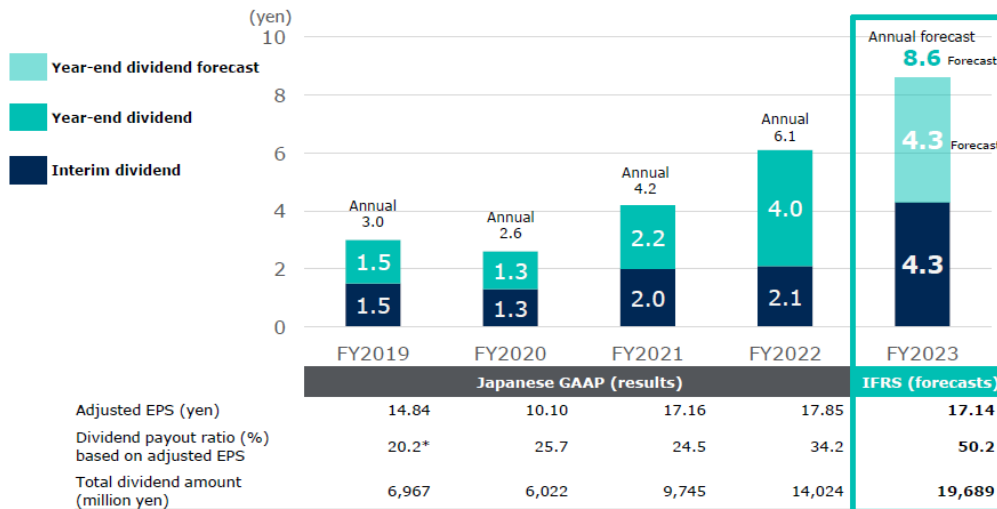
FY2023 Year-end Dividend Forecasts (Values reflecting the stock split effective on October 1, 2023)



No change in year-end dividend forecast

(Adjusted EPS forecast, which is the basis for the dividend, revised downward from 17.14 yen to 16.83 yen)

(Reference) Medium-Term Management Plan 2026 Dividend Policy: Dividend payout ratio is approx. 50% (of adjusted EPS)



Note: Since the Company implemented a 10-for-1 split of its common stock, effective October 1, 2023, values for the amount of dividend per share and adjusted EPS, including values for past fiscal years, were converted by assuming that stock split has been implemented.

(After revised financial forecasts)

17.14 → **16.83**

50.2 → **51.1**

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

Last of all, I will explain the year-end dividend forecast. As mentioned earlier, dividend forecast is in line with the full year plan. It is planned to be 8.6 yen on a full year basis, and 4.3 yen for the second half, which is the same as the first half. This is expected to be payout ratio of approximately 65% of the EPS before adjustment. We believe we will solidly return 50% of adjusted EPS.

Publication of Human Capital Report (January 2024)



PERSOL Group published its first Human Capital Report on January 31, 2024.

- PERSOL Group positions its employees and temporary staff, who constitute its human capital, as the source of value creation. Under the Mid-term Management Plan 2026, the Group positions human capital as one of its business growth engines.
- The report exhaustively describes policies and initiatives for maximizing the value of human capital toward the achievement of the value creation goal set by the Group.

The full text of the report is available [here](#)
(An English language edition is planned to be published in March 2024.)

Let me introduce a group topic. We published PERSOL Group Human Capital Report. We believe human capital is extremely important. Our group positions its employees and temporary staff, who constitute its human capital, as the source of value creation. Under the Mid-term Management Plan 2026, the Group positions human capital as one of its business growth engines. The report exhaustively describes policies and initiatives for maximizing the value of human capital toward the achievement of the value creation goal set by the Group. This is the first time we published such a report, and we hope you will take a look at it when you have time, as it will give you a good understanding of our group as a whole.

This is all from me. Thank you for your attention.