



**Consolidated Financial Results
for the Fiscal Year Ended
March 31, 2024 (FY2023)**

PERSOL HOLDINGS CO., LTD.
May 13, 2024

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PERSOL HOLDINGS CO., LTD.

Held from 16:00 to 16:45 on Monday, May 13, 2024

Script of Financial Results Presentation for FY2023

Highlights



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Summary of FY2023

- Revenue was 1,327.1 billion yen (+6.8% year on year). Operating profit was 52.0 billion yen (+21.8% year on year). Adjusted EBITDA stood at 72.2 billion yen (−4.0% year on year).
- The results exceeded the revised forecasts announced in February 2024.

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FY2024 financial forecasts

- Revenue is forecast to be 1,417.0–1,429.0 billion yen (+6.8%–+7.7% year on year). Operating profit is forecast to be 52.0–55.0 billion yen (±0%–+5.6% year on year). Adjusted EBITDA is forecast to be 73.0–76.0 billion yen (+1.0%–+5.1% year on year).
- Achieving adjusted EBITDA target of 100.0 billion yen for FY2025, as soon as possible in FY2026 or thereafter.

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Importance attached further to capital efficiency and shareholder return

- Decided to acquire treasury shares worth 20.0 billion yen, attaching importance to capital cost and efficiency
- Annual dividends for FY2023 will be 8.6 yen, and the payout ratio was 50.5%.
- Forecast of annual dividends for FY2024 will be 9.0 yen pursuant to the policy under the Mid-term Management Plan (payout ratio to adjusted EPS: approx. 50%).

*1 FY2023 is the fiscal year ended March 31, 2024 (the same applies hereinafter).

*2 IFRS is applied from FY2023, and financial figures for FY2022 are also presented in accordance with IFRS. (the same applies hereinafter)

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[President and CEO Wada]

Hello, I am Takao Wada, CEO of PERSOL Holdings. Thank you very much for joining us today.

To begin with, I would like to present the highlights of today's presentation, including the summary of FY2023 financial results, FY2024 financial forecasts, and a brief mention of the Mid-term Management Plan. I will also focus on capital efficiency and shareholder returns.

First of all, let me give you the summary of the financial results. Revenue was 1 trillion 327.1 billion yen, year on year growth of 6.8%. Operating profit was 52 billion yen, up 21.8%, and Adjusted EBITDA was 72.2 billion yen, down 4% from last year. The results exceeded the revised forecasts announced in February. I am very pleased to report that our financial results have improved including SG&A expenses and gross profit.

For FY2024, revenue is forecast to be 1 trillion 417 billion yen to 1 trillion 429 billion yen, or 6.8% to 7.7% increase year on year. Operating Profit is forecast to be 52 billion yen to 55 billion yen, and Adjusted EBITDA is to be 73 billion yen to 76 billion yen. We hope to achieve our FY2025 target of 100 billion yen in Adjusted EBITDA as soon as possible after FY2026.

At the previous board meeting, we passed a resolution to buy back 20 billion yen of our own shares, in line with our management's firm understanding of the importance of capital efficiency and emphasis on the cost of capital. We set the annual dividend for FY2023 at 8.6 yen, with a payout ratio of 50.5%. We plan to increase the annual dividend for FY2024 by more than 4% to 9.0 yen. As such, we would like to give more returns to our shareholders while continuing with growth investments. I will reiterate that this buy back will be done once we create an environment that will enable us to do so.

Now, CFO Tokunaga, will explain the summary and the details of the financial results. CFO Tokunaga, please.

Summary of the Consolidated Financial Results for FY2023

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[CFO Tokunaga] I am Tokunaga, CFO in charge of finance. I will now give an overview of the financial results.

Financial Results for FY2023 (Consolidated) Steady growth in both revenue and gross profit



| (Million yen) | FY2022 Full Year | FY2023 Full Year | YoY | Forecasts(announced in Feb. 2024) |
|------------------------------|---------------------|---------------------|--------|--------------------------------------|
| Revenue | 1,242,611 | 1,327,123 | +6.8% | 1,314,000 |
| Gross profit | 281,859 | 301,161 | +6.8% | - |
| Operating profit *1 | 42,754 | 52,065 | +21.8% | 49,000 |
| OP margin | 3.4% | 3.9% | +0.5pt | 3.7% |
| EBITDA | 73,069 | 81,700 | +11.8% | - |
| EBITDA Margin | 5.9% | 6.2% | +0.3pt | - |
| Adjusted EBITDA | 75,277 | 72,287 | -4.0% | 69,000 |
| Adjusted EBITDA margin | 6.1% | 5.4% | -0.6pt | 5.3% |
| Profit *2 | 22,761 | 29,971 | +31.7% | 29,400 |
| Adjusted profit | 39,544 | 38,839 | -1.8% | 38,400 |
| EPS (Yen) *3 | 9.94 | 13.22 | +33.0% | 12.89 |
| Adjusted EPS (Yen) *3 | 17.22 | 17.03 | -1.1% | 16.83 |

*1 Impairment loss of 12.9 billion yen in FY2022 and 2.5 billion yen in FY2023 *2 Profit attributable to owners of parent

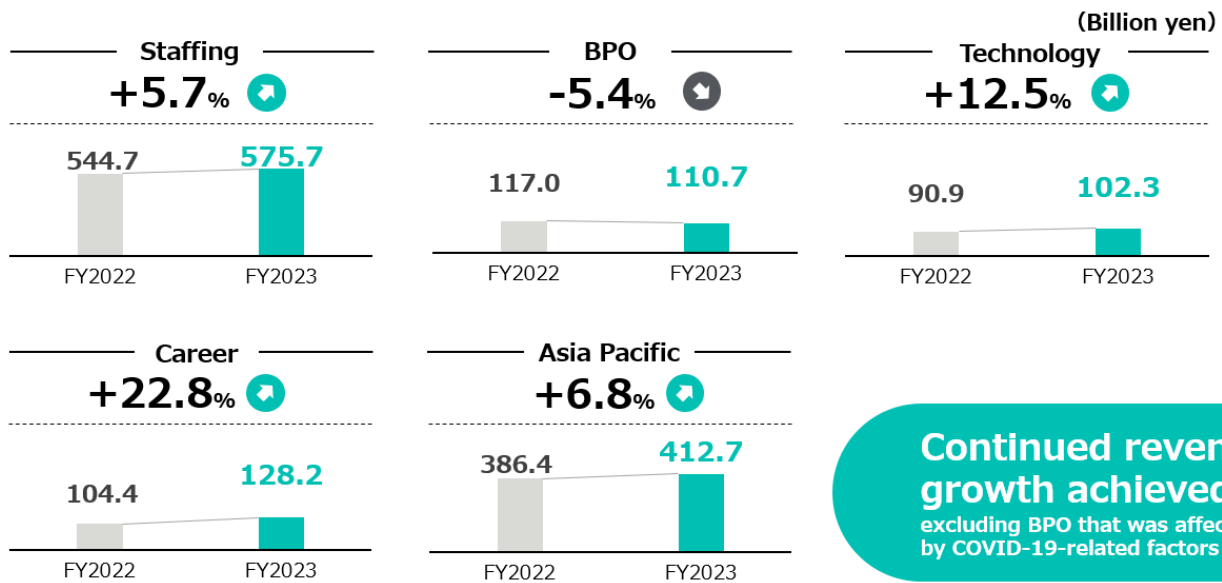
*3 Values reflecting the stock split effective on October 1, 2023

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First of all, as CEO Wada mentioned earlier, there was an upside compared to the announcement in February. Specifically, Operating Profit was 52 billion yen, 3 billion yen higher than the revised forecast. Our important KPI, Adjusted EBITDA, was 72.2 billion yen, up 3.2 billion yen. Adjusted EPS, which is the basis for dividends, was 17.03 yen.

FY2023 Revenue by SBU

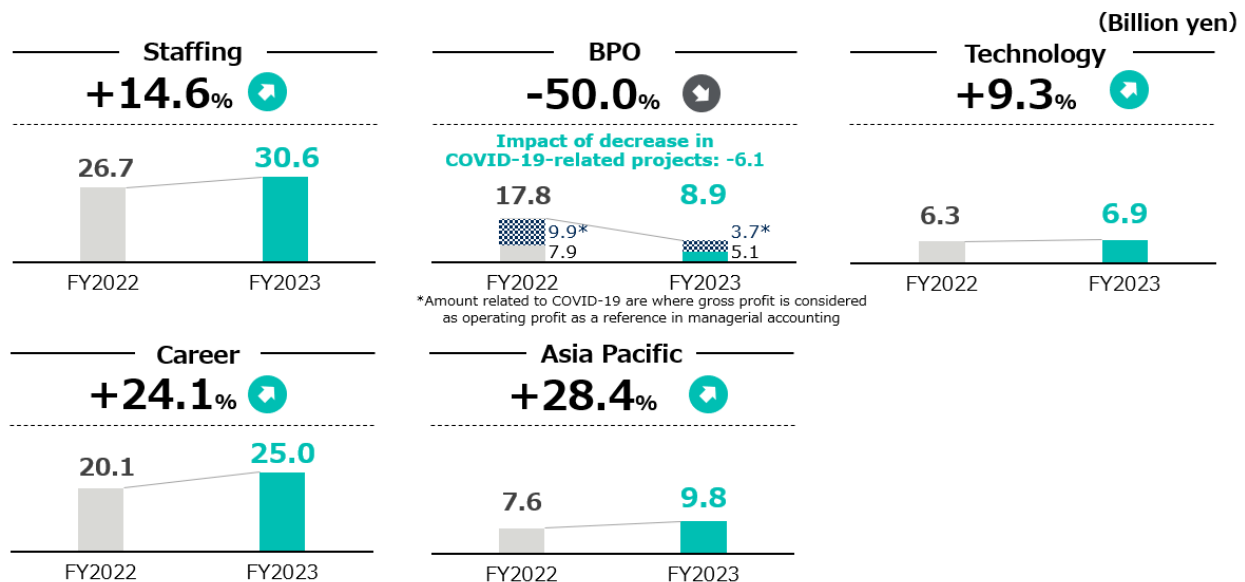


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This is revenue by SBU. Except for BPO SBU, which was affected by COVID-19 related factors, all SBUs achieved revenue growth. In particular, the Career SBU, which was the main pillar of growth in the previous fiscal year and current fiscal years, achieved revenue increase of approx. 23%.

FY2023 Adjusted EBITDA by SBU

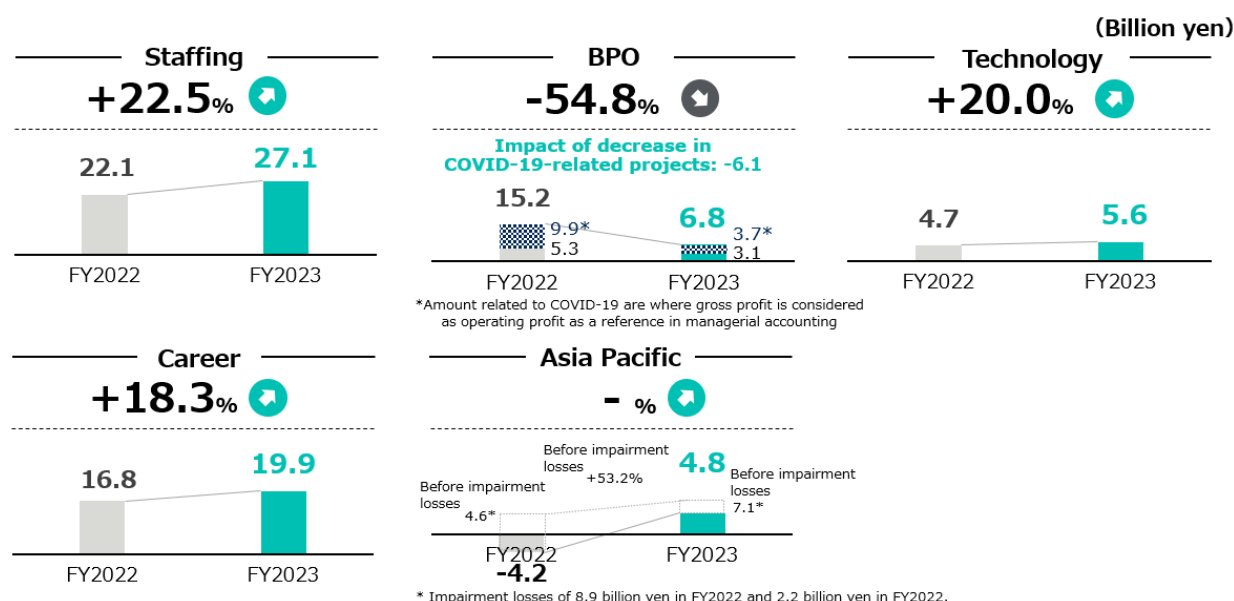


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This is Adjusted EBITDA by SBU. Again, BPO SBU had impact of decrease in COVID-19 related projects, and saw Adjusted EBITDA fall from 17.8 billion yen to 8.9 billion yen, but other SBUs saw an increase. In particular, the Staffing SBU, which is the pillar of our business, increased by 4 billion yen to 30.6 billion yen, and the Career SBU, which is the pillar of our growth, increased by about 5 billion yen to 25 billion yen.

FY2023 Operating Profit by SBU

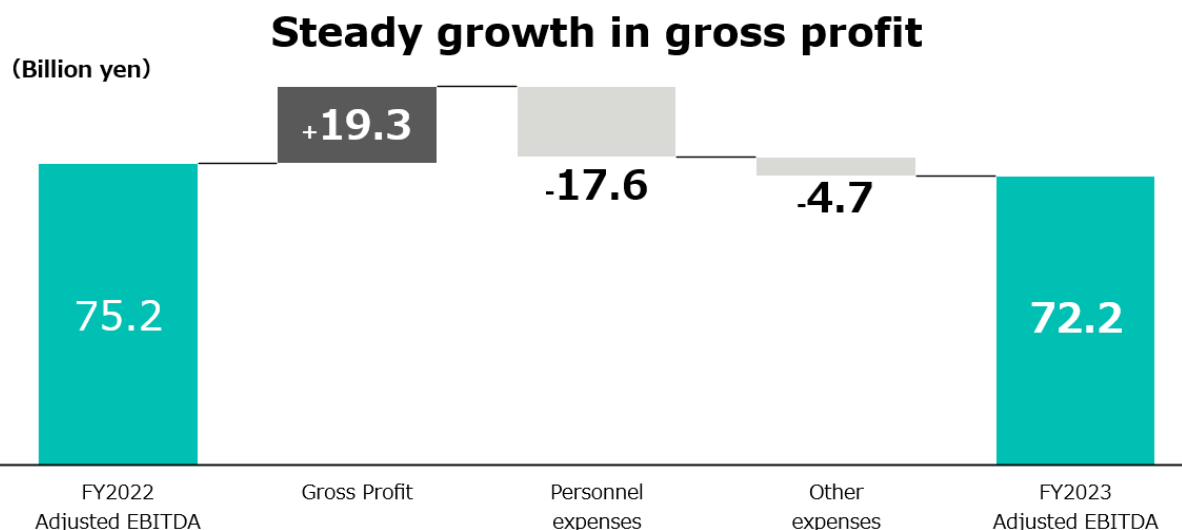


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Next is Operating Profit by SBU. The trend is similar to that of Adjusted EBITDA, so I will omit the explanation.

FY2023 Analysis of Increase/Decrease in Adjusted EBITDA (YoY)



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This is the analysis of change in Adjusted EBITDA in FY2023 compared to FY2022.

First, Gross Profit increased by 19.3 billion yen. On the other hand, personnel expenses increased by 17.6 billion yen due to the strong investment in human resources under the current Mid-term Management Plan.

FY2023 Adjusted EBITDA and IFRS based operating profit breakdown



* 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 shows the changes in IFRS based Operating Profit from Adjusted EBITDA. Although Adjusted EBITDA was 72.2 billion yen, depreciation cost was 12.5 billion yen, accrued paid leave were 3.7 billion yen, share-based payment expenses were 2.2 billion yen, and impairment loss of 2.5 billion yen was posted mainly in APAC, resulting in an IFRS-based Operating Profit of 52 billion yen. We have revenue, Adjusted EBITDA, and Operating Profit by SBU on the following pages. Please refer to them by yourself when you have time.

FY2023 Consolidated Statement of Financial Position



| (Million yen) | FY2022 Results | FY2023 Results | Change | | FY2022 Results | FY2023 Results | Change |
|-----------------------------|-------------------|-------------------|---------|---|-------------------|-------------------|---------|
| Current assets | 301,445 | 312,690 | +11,244 | Current liabilities | 249,552 | 257,416 | +7,863 |
| (Major breakdown) | | | | (Major breakdown) | | | |
| Cash and cash equivalents | 101,233 | 108,369 | +7,136 | Trade and other payables | 93,688 | 95,270 | +1,582 |
| Trade and other receivables | 162,853 | 169,008 | +6,155 | Bonds and borrowings | 21,174 | 14,144 | -7,030 |
| Non-current assets | 187,283 | 206,040 | +18,757 | Accrued paid leave | 46,505 | 50,859 | +4,354 |
| (Major breakdown) | | | | Non-current liabilities | 55,647 | 52,996 | -2,650 |
| Goodwill | 58,465 | 59,019 | +554 | (Major breakdown) | | | |
| Intangible assets | 35,250 | 39,655 | +4,404 | Bonds and borrowings | 30,117 | 20,000 | -10,117 |
| Right-of-use assets | 28,168 | 35,973 | +7,804 | Total liabilities | 305,199 | 310,412 | +5,213 |
| Total assets | 488,728 | 518,730 | +30,001 | Total equity | 183,529 | 208,317 | +24,788 |
| | | | | Total equity attributable to owners of parent | 169,670 | 192,349 | +22,679 |
| | | | | Total liabilities and equity | 488,728 | 518,730 | +30,001 |

I will continue with a brief explanation of the balance sheet. Current assets increased by 11.2 billion yen. Non-current assets, or in other words, fixed assets increased by 18.7 billion yen. In terms of liabilities, we repaid about 17 billion yen for bonds and borrowings, both current and non-current. On the other hand, total equity increased by 24.7 billion yen.

FY2023 Consolidated Cash Flow Statement

Operating CF and Free CF increased



| (Million yen) | FY2022 Results | FY2023 Results | YoY |
|---|----------------|----------------|---------|
| Cash flows from operating activities | 68,980 | 77,753 | +8,773 |
| (Major breakdown) | | | |
| Profit before tax | 41,249 | 48,926 | +7,677 |
| Depreciation and amortization | 30,315 | 29,634 | -680 |
| Income taxes refund (paid) | -25,262 | -21,523 | +3,738 |
| Cash flows from investing activities | -22,787 | -19,000 | +3,787 |
| (Major breakdown) | | | |
| Purchase of property, plant and equipment | -3,257 | -3,279 | -21 |
| Payments for acquisition of intangible assets | -9,440 | -12,207 | -2,767 |
| Free cash flow | 46,193 | 58,753 | +12,560 |
| Cash flows from financing activities | -41,779 | -53,803 | -12,023 |
| (Major breakdown) | | | |
| Redemption of bonds | - | -10,000 | -10,000 |
| Purchase of treasury shares | -10,000 | -0 | +10,000 |
| Dividends paid | -9,907 | -18,921 | -9,014 |
| Cash and cash equivalents | 101,233 | 108,369 | +7,136 |

*Includes rent equivalents (12,716 million yen in FY2022 and 17,079 million yen in FY2023).

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This shows the cash flow. The cash flow for the year ended Mar 31, 2024 was higher than the previous year because the last day of March was a holiday. Specifically, cash flows from operating activities were 77.7 billion yen, cash flows from investing activities were negative 19 billion yen, resulting in free cash flows of 58.7 billion yen. However, please note that the 29.6 billion yen in depreciation and amortization includes 17 billion yen equivalent to rent, which is based on IFRS. As a result, cash and cash equivalents totaled 108.3 billion yen at the end of March.

Financial Results by SBU for FY2023

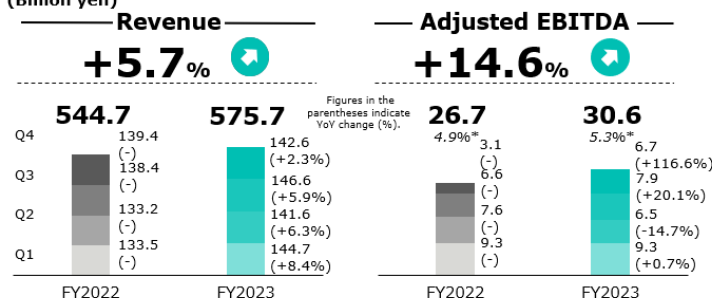
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I will now give a brief overview of the financial results by SBU and the current operating conditions.

Staffing SBU (P/L Analysis)

Both revenue and profit increased. Revenue increased, reflecting an increase in the number of persons employed and a rise in the average billing rates. Profit increased, partly due to contribution of cost optimization.

(Billion yen)



* Italic figures (%) indicate adjusted EBITDA margin.

Comments on the quarter (January to March 2024)

- Revenue increased 2.3% YoY, reflecting an increase in the number of persons employed and a rise in the average billing rates.
- Adjusted EBITDA rose 116.6% YoY due to an increase in gross profit, which resulted from higher revenue and a decline in the SG&A expense.

Gross profit margin (FY2022) 16.3% → (FY2023) 16.4%

SG&A expense ratio 12.2% → 11.7%

| Analysis of increase/decrease in revenue | % | FY2023 Quarterly result | | | |
|--|-------------------|-------------------------|------|------|------|
| | YoY | Q1 | Q2 | Q3 | Q4 |
| Revenue | | +8.4 | +6.3 | +5.9 | +2.3 |
| Revenue from temporary staffing | | | | | |
| Number of persons employed | Contribution rate | +6.4 | +5.1 | +3.5 | +2.9 |
| Average billing rates | Contribution rate | +2.6 | +2.7 | +2.9 | +2.7 |
| Working days | Contribution rate | +1.5 | - | +1.5 | -2.9 |
| Working hours | Contribution rate | -0.1 | +0.3 | -0.2 | +0.5 |
| Other revenue changes, etc. | Contribution rate | -2.0 | -1.8 | -1.8 | -0.9 |
| Revenue from outsourcing | Contribution rate | -0.5 | -0.6 | -0.6 | +0.0 |
| Others | Contribution rate | -1.5 | -1.2 | -1.2 | -0.9 |

| KPI | Unit | FY2022 | | | | FY2023 | | | |
|----------------------------|-----------------|--------|-------|-------|-------|--------|-------|-------|-------|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Staffing KPI | | | | | | | | | |
| Number of persons employed | Thousand people | 113 | 116 | 119 | 121 | 121 | 122 | 124 | 125 |
| Average billing rates | Yen | 2,201 | 2,202 | 2,204 | 2,215 | 2,263 | 2,267 | 2,274 | 2,284 |
| Working days | Day | 61 | 59 | 60 | 60 | 62 | 59 | 61 | 58 |

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: 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.

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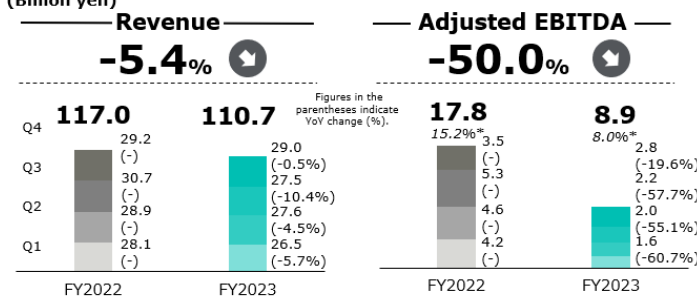
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First is Staffing SBU, which is our core SBU. It showed a solid performance, with a 5.7% increase in revenue and a 14.6% increase in Adjusted EBITDA. As for the Q4 from Jan. to Mar., the number of working days was 58, so the growth rate was a little less than other quarters. However, the number of workers increased by close to 3% to 125,000, and the unit billing rate increased by about 3%.

BPO SBU (P/L Analysis)

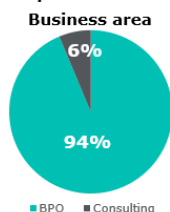
Revenue on an organic basis continued to increase, despite the decrease of COVID19-related projects YoY.

(Billion yen)

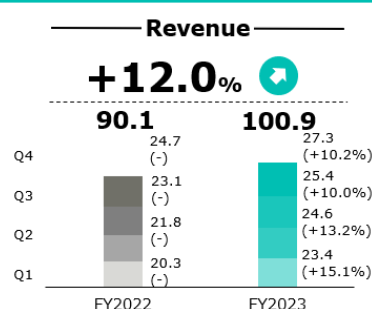


* Italic figures (%) indicate adjusted EBITDA margin.

Composition of sales



Results on an organic basis (excluding COVID-19-related projects)



| Organic business performance | Unit | FY2022 | | | | FY2023 | | | |
|------------------------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Revenue | M.JPY | 28,132 | 28,931 | 30,777 | 29,244 | 26,520 | 27,617 | 27,569 | 29,088 |
| Organic* | M.JPY | 20,378 | 21,802 | 23,178 | 24,769 | 23,461 | 24,685 | 25,485 | 27,307 |

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

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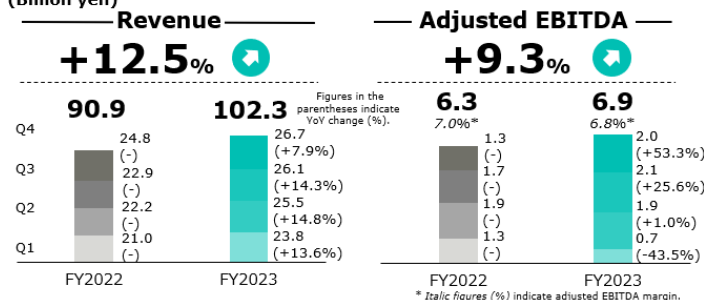
The 2nd SBU is BPO SBU. As I explained at the beginning, because of the absence of COVID-19 related projects, both revenue and profit declined. However, organic revenue, excluding COVID-19 related projects, increased by 12% for the year, the same as in the previous 3 quarters, and the situation is favorable.

Technology SBU (P/L Analysis)

Revenue increased due to an increase in the number of engineers in service and a rise of billing rates.

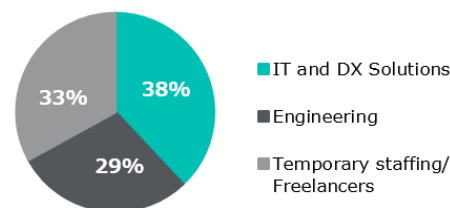


(Billion yen)



Composition of sales

FY2023



Comments on the quarter (January to March 2024)

IT and DX Solutions

- The performance was strong due to brisk demand for DX.
- No. of engineers (end of the quarter): 3,200 (up 13.8% YoY)
- Operating rate (end of the quarter): 90.1%
- Q4 average unit price/month (including BP*): 1,118 thousand yen

Temporary staffing/Freelancers

- Despite weakness in number of dispatched engineers, whose employment periods are fixed-term, both in IT and engineering areas, but steady increase in billing rate.
- Number of dispatched engineers whose employment periods are fixed-term (employed, end of the quarter): 4,780 (down 1.5% YoY)
- Q4 average billing rate (hour): 3,936 yen

* Business partner

Engineering

- Demand remains strong.
- No. of engineers (end of the quarter): 3,310 (up 8.2% YoY)
- Operating rate (end of the quarter): 94.0%
- Q4 average unit price/month (including BP*): 820 thousand yen

Hiring of engineers (overall SBU)

- The number of persons hired for FY2023 was 1,114 (up 48.7% YoY; including 481 new graduates).
- Hiring of new graduates for FY2024 was 632 (up 31.4% YoY).

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The 3rd is the Technology SBU. We achieved 12.5% increase in revenue and 9.3% increase in Adjusted EBITDA for the year. Allow me to explain the 3 sub segments.

The 1st is the IT sub segment. The number of engineers increased by 14% year on year. The operating rate improved from Q3 to approx. 90%, but we recognize that there is still room for improvement.

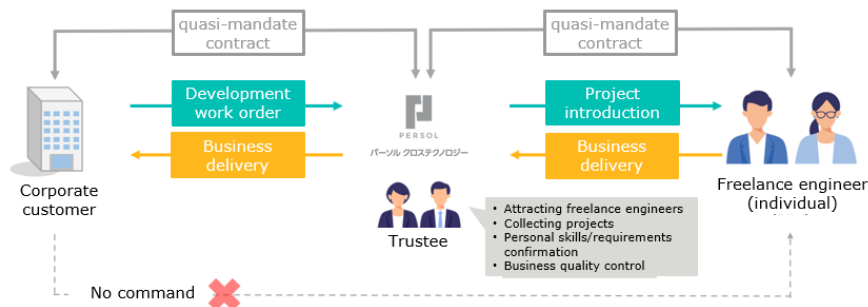
The number of engineers in the mechanical and electric engineering, which is the 2nd sub segment, increased by about 8%. The operating rate was 94%, which I understand is generally a good figure. The 3rd sub segment, temporary staffing, decreased by approx. 1.5% year on year. Although the number of dispatched engineers itself decreased, the hourly billing rate was 3,936 yen, an increase of approx. 7% from the previous year. As described at the bottom right, we are enhancing recruiting of engineers. In FY2023, we hired more than 1,100 engineers including mid-career engineers and 481 were new graduates. In April, we hired 630 new employees, 30% increase over the previous year.

Business Topics: Technology SBU

To realize the group vision "Work and Smile", Responding to the needs of both engineers with diverse career options and companies facing a shortage of engineers and other issues

Launches the Recommission-type Freelance Service

- The company signs quasi-mandate contracts with a company and a freelance engineer, respectively.
- Benefits are provided to both the corporate customer and the engineer.



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

Let me introduce a topic about Technology SBU.

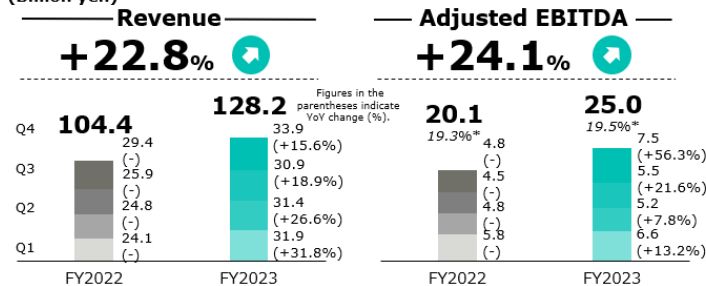
Our mission and vision is to provide a wide range of jobs to our permanent and registered staffs, and in addition to that, we want to provide various career opportunities to freelancers. In order to provide them with a variety of career opportunities, we have started a subcontracting service in April. Specifically, our clients sign a quasi-mandate contract with us, and we in turn sign a quasi-mandate contract with the freelancers to ensure the quality of the work.

Career SBU (P/L Analysis)

Steady increases in revenue and profit were achieved amid easing demand for human resources, which had been overheated.

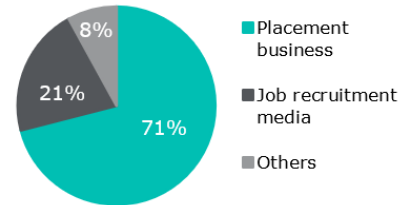


(Billion yen)



Composition of sales

FY2023



Comments on the quarter (January to March 2024)

Placement business

- Revenue increased 14% YoY.
- The Head Count (HC)* was 2,355 on average in the Q4 (+23.3% YoY).
- Productivity (revenue/HC) was 2,732 thousand yen on average in the Q4 (-9.5% YoY).

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

Job recruitment media

- Revenue increased 15% YoY.

Trends in the job-change market

- Demand for human resources has started to ease again following its remarkably overheated level after the COVID-19 pandemic subsided, and those looking to change jobs are taking a cautious approach against a backdrop of wage increases and other factors

| Increase/decrease in sales | % | FY2022 | | | | FY2023 | | | |
|----------------------------|-----|--------|-----|-----|-----|--------|-----|-----|-----|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Placement business | YoY | +47 | +55 | +51 | +46 | +35 | +29 | +17 | +14 |
| Job recruitment media | YoY | +33 | +42 | +36 | +31 | +27 | +21 | +20 | +15 |

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Next, we have Career SBU. Revenue increased approximately 23% in a year. Adjusted EBITDA increased by 24%. In Q4 from Jan. to Mar., the market changed slightly and revenue increased by about 15%, year on year. On the other hand, by controlling SG&A expenses, we were able to increase profits in Q4. The headcount of Career Advisors increased by 23% year on year. On the other hand, productivity declined by approx. 10%, and this is a challenge to be addressed in FY2024.

Business Topics: Career SBU

We help human resources realize diverse careers through the improved use of technology and data.



Making it possible to create a resume in as little as one minute using generative AI

- Starting April 24, 2024, the doda career transition service is equipped with an automated job description generating feature in the first use of generative AI for the service
- By simply answering three questions (job title, position, work duties) using keywords, a resume can be completed.
- With one-stop support from AI and career transition professionals, users can develop the career they want.



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

Launch of doda X and doda Direct integration

- Starting April 1, 2024, integration between the doda X high-end career transition service and doda Direct scouting service was launched.
- The integration enables doda X registered users to take advantage of the scouting service, and for doda Direct client companies to reach out to doda X human resources.
- This development will expand the choices available for job transition and recruitment.



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

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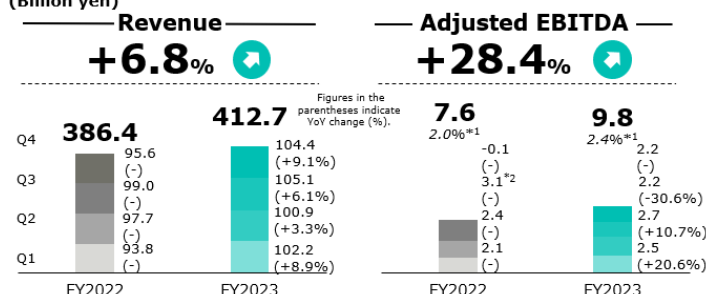
We have 2 topics for the SBU and I will explain about the topic on the right. We are pleased to announce that doda X, targeting the high class, and doda Direct will be linked starting this April to better serve our clients.

Asia Pacific SBU (P/L Analysis)

Profitability was improved through steady implementation of key initiatives under the Mid-term Management Plan.



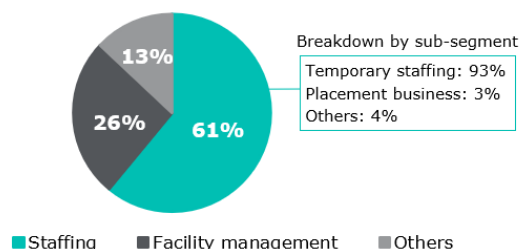
(Billion yen)



Composition of sales

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

FY2023



Comments on the quarter (January to March 2024)

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 1,145 on average in the Q4.

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.

*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 [AUD (Programmed)] FY2022 : 92.7 yen, FY2023 : 95.1 yen, [USD (PERSOLKELLY)] FY2022 : 135.5 yen, FY2023 : 144.6 yen

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The last SBU is the Asia Pacific SBU. We announced a Mid-term Management Plan for this SBU in advance in 2022, and we are currently making steady progress. Specifically, we achieved 7% increase in revenue and approx. 30% increase in Adjusted EBITDA. As for the situation in each country and geography, China and Vietnam have not yet recovered to their pre-Covid levels, but other countries and geography are generally recovering well. The 2nd sub segment, facility management services, maintenance services for airports, water systems, schools, etc., is also doing well here.

(Reference) Breakdown of Asia Pacific SBU Results

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



| (Million yen) | FY2022 Q4 | FY2023 Q4 | YoY | FY2022 Q1-Q4 | FY2023 Q1-Q4 | YoY |
|-------------------------|-----------|--------------------|--------|----------------------|---------------------|--------|
| Revenue | 95,660 | 104,406 | +9.1% | 386,410 | 412,770 | +6.8% |
| PERSOLKELLY | 23,137 | 27,913 | +20.6% | 93,848 | 106,971 | +14.0% |
| Programmed | 72,142 | 75,630 | +4.8% | 291,827 | 303,066 | +3.9% |
| Operating profit | -666 | -315 ^{*3} | - | -4,281 | 4,841 ^{*3} | - |
| PERSOLKELLY | -136 | 866 | - | 2,483 | 2,606 | +4.9% |
| Programmed | -83 | 1,328 | - | -5,503 ^{*4} | 5,900 | - |
| Adjusted EBITDA | -176 | 2,266 | - | 7,659 | 9,832 | +28.4% |

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 [AUD (Programmed)] FY2022 : 92.7 yen, FY2023 : 95.1 yen, [USD (PERSOLKELLY)] FY2022 : 135.5 yen, FY2023 : 144.6 yen

*3 Includes 2.2 billion yen impairment loss on Helpster, which operates Workmate, an on-demand staffing platform in Southeast Asia and so forth.

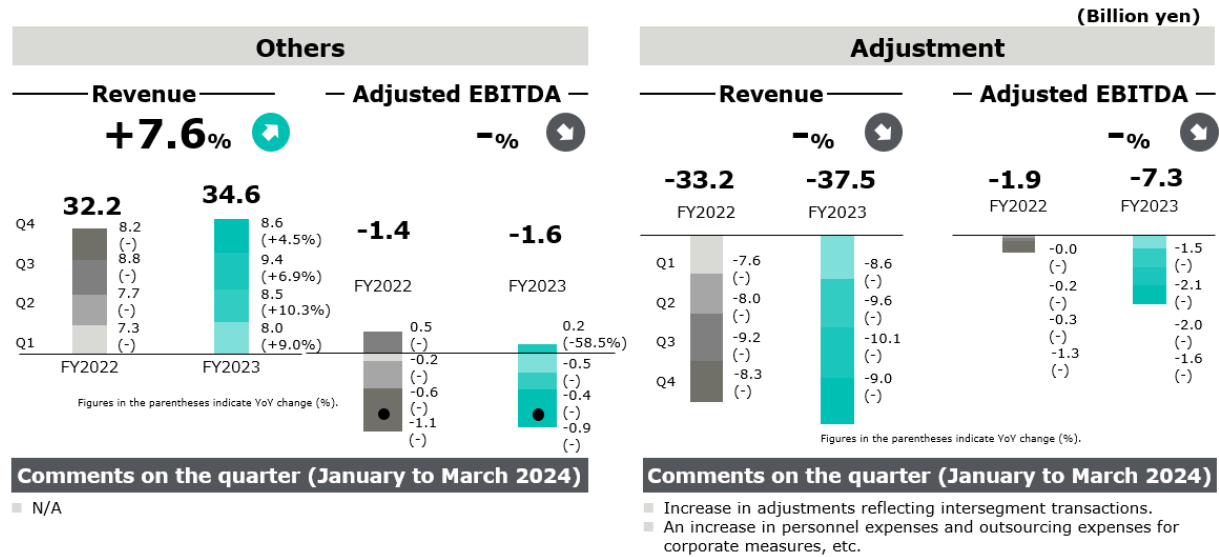
*4 Includes impairment loss of 8.9 billion yen

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We have revenue, etc. for PERSOLKELLY and Programmed respectively. We posted impairment loss of more than 2 billion yen on Workmate, a HR tech service in Asia, and the figures reflect this loss.

Others and Adjustment (P/L Analysis)



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

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This is Others and Adjustment. There were no major changes compared to up to Q3. However, there is an increase in intersegment trades from FY2023. Also, as corporates enhanced their IT resources, Adjusted EBITDA fell to negative 7.3 billion yen.

I have given the financial results summary and the current status by SBU.

FY2024 Financial Forecasts

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[President and CEO Wada]

Now, I would like to explain the full-year earnings forecast.

FY2024 Market environment and Our business Outlook



■ Temporary Staffing/Technology Development Outsourcing/BPO, etc. (Staffing, BPO, Technology, a part of APAC)

Market environment has not changed significantly since the mid-term management plan was first formulated, and business is expected to remain generally firm.

■ Placement Business (Career)

Demand for hiring continues to be high relatively, but there are uncertainties from the second half of the fiscal year.

Aiming to achieve the forecast by being more sensitive to changes in the market environment and responding appropriately with speed and flexibility.

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First, I would like to share our view of the market with you.

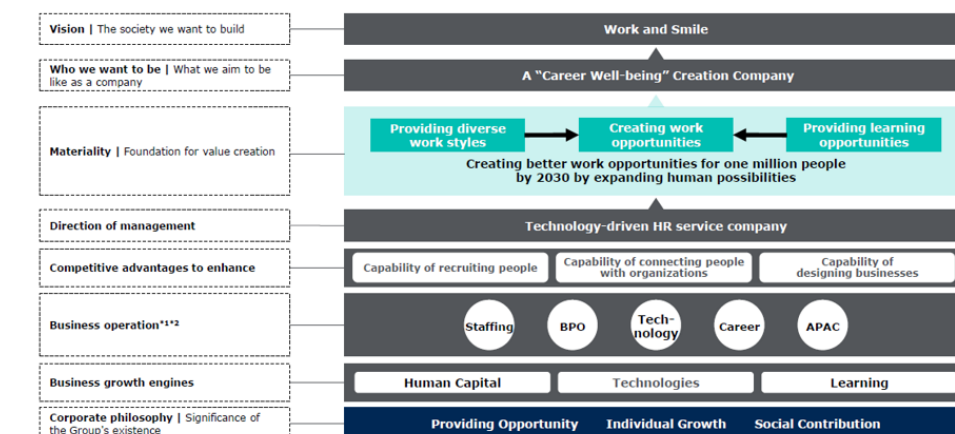
First of all, we do not perceive that the market environment for temporary staffing, technology development outsourcing, and BPO which are the areas covered by our Staffing SBU, BPO SBU, and Technology SBU, changed significantly since the time when we first formulated our Mid-term Management Plan. We expect the business itself to remain very strong, and that we can expect stable growth in this area as well. On the other hand, in the placement business, we continue to see strong market demand, however, we recognize that the market is very sensitive to various changes in the environment, such as selective hiring and a sense of lull in hiring. In particular, we expect that the market will be very susceptible to geopolitical issues and economic fluctuations overseas in the future. Under such circumstances, we are aware that it will be very difficult to predict the speed at which companies will increase or slow down their hiring. As such, we will manage business to be able to fulfill various needs. Against such a backdrop, we are presenting our earnings forecasts including revenue and Adjusted EBITDA for Career SBU with a range, so that we can ensure more flexible business development over a relatively long period.

Become a Technology-driven HR Service Company



Reiterated from the Mid-term Management Plan 2026 disclosed in May 2023

Overview of the PERSOL Group Mid-term Management Plan 2026



^{*1} Former Professional Outsourcing SBU; Renamed to Technology SBU

^{*2} Former Solution SBU; Not listed because it will not be positioned as an SBU but as an R&D FU (Function Unit)

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The reason why we are taking this approach is because our vision is to become a technology-driven human resource (HR) service company, as stated in our Mid-term Management Plan. We also uphold a vision of "Work and Smile". In order to realize this "Work and Smile" vision, we need to provide more work opportunities, a variety of work styles, and learning opportunities, and need to do so in a stable manner and with a high level of satisfaction for the people who utilize these opportunities. Therefore, we are determined to steadily build up our efforts to achieve these goals. Especially nowadays, human capital management has become very important, and we hope to support the companies that employ human capital, as well as the workers, based on the understanding of the thoughts and efforts of each of the companies.

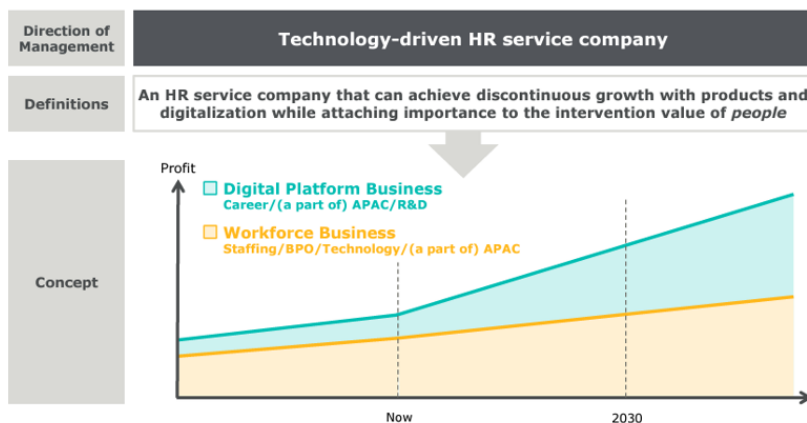
Become a Technology-driven HR Service Company



Reiterated from the Mid-term Management Plan 2026 disclosed in May 2023

Direction of Management

The direction the PERSOL Group should take is set as follows.



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In our approach to business, we are trying to constantly change the ratio of value provided by HR, and value provided by technology. We would like to shift from a position in which our services are provided almost exclusively through HR to one in which the greatest value can be provided by technology and HR, even if human intervention is minimized through the use of digital technology.

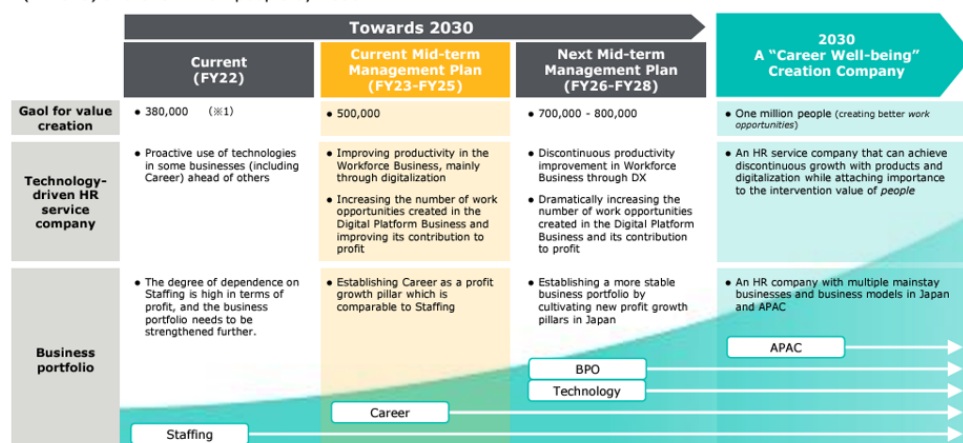
Become a Technology-driven HR Service Company



Reiterated from the Mid-term Management Plan 2026 disclosed in May 2023

Towards 2030

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



※1 temporarily number and subject to change

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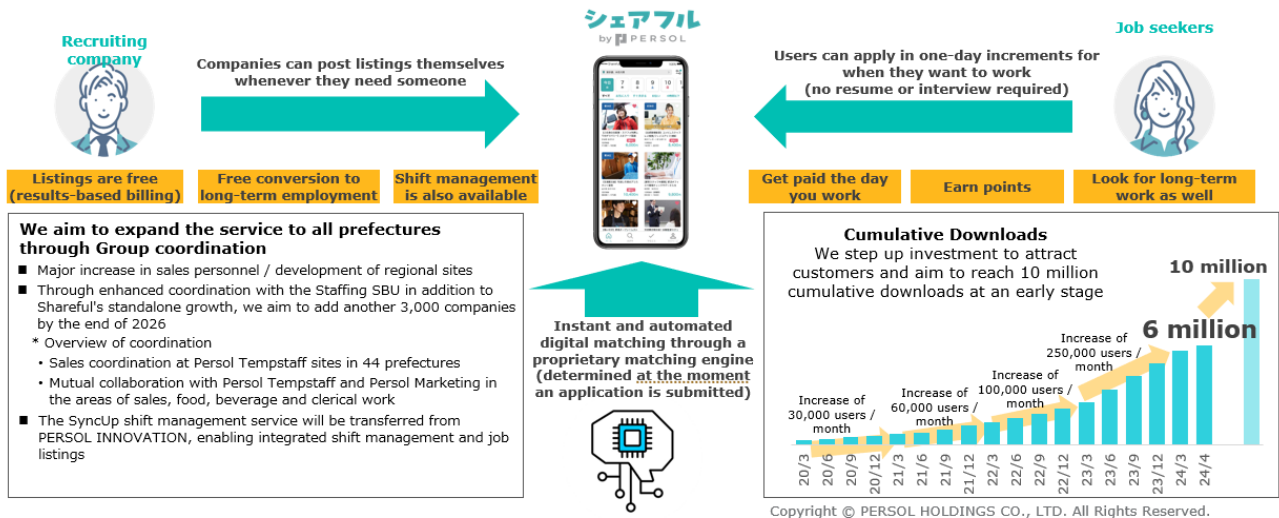
In 2025, we would like to provide better work opportunities for about 500,000 people, and continue to grow steadily, to be able to offer such opportunities to around 1 million people by 2030, which will become a big swell for the Group and spread the work well-being concept throughout the world. This is the kind of world I want to realize.

Development of Digital Platform Business



Sharefull

Sharefull is a freelance gig-type job app that enables matching starting in one-day increments. The service was launched in 2019 and has grown as a forerunner in the field to become one of the leading operators by number of job listings. **Sharefull is a digital matching platform that takes all the manual work out of the process. The moment a personnel shortage occurs a listing can be instantly posted. Applicants are then immediately gathered and automatically matched.**



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A case of a digital platform type business is shown here. As you may already know Sharefull, as media often report about it, they are often expressed as "spare time job" or "spot job". In this model, for example, if a restaurant manager says at midnight that he or she is in need of 1 or 2 more workers for tomorrow's shift, he or she can input the information, and by 1, 2 or 3 o'clock midnight, a matching is done and the next day's shift can be scheduled. Of course, since it is 1 or 2 o'clock in the morning, there is no human intervention, but the system will automatically match the workers. This will be a support to the companies and for the worker, tomorrow's schedule can be fixed. And if needed, the worker can receive the wage in the same day. This is the Sharefull model. We believe that this service will grow substantially, and that it will meet the needs of many people who want to work in a variety of different ways. 6 million people have already downloaded Sharefull App and we believe that the app will be used much more going forward. We also believe that by utilizing Sharefull, we will be able to support companies by making shift management much easier, reducing the workload of store managers and those in charge of staffing, and increasing the productivity of the workforce.

Full-Year Financial Forecasts for FY2024 (Consolidated)^{*1}



Increase revenue and profit while continuing to invest in growth

| (Billion yen) | FY2023 Results | | | FY2024 Forecasts | | | YoY | | |
|---------------------------|----------------|-------|-----------|------------------|-------------------------------|-----------------------------------|--------|--------------|-------------|
| | 1H | 2H | Full Year | 1H | 2H | Full Year | 1H | 2H | Full Year |
| Revenue | 654.8 | 672.2 | 1,327.1 | 696.0 | 721.0 -733.0 | 1,417.0 -1,429.0 | +6.3% | +7.3-+9.0% | +6.8-+7.7% |
| Operating profit | 26.3 | 25.6 | 52.0 | 24.4 | 27.6-30.6 | 52.0-55.0 | -7.5% | +7.4-+19.1% | -0.1-+5.6% |
| OP margin | 4.0% | 3.8% | 3.9% | 3.5% | 3.8-4.2% | 3.7-3.8% | -0.5pt | +0.0-+0.4pt | -0.3--0.1pt |
| Adjusted EBITDA | 35.0 | 37.2 | 72.2 | 35.1 | 37.9-40.9 | 73.0-76.0 | +0.2% | +1.8-+9.8% | +1.0-+5.1% |
| Adjusted EBITDA Margin | 5.4% | 5.5% | 5.4% | 5.0% | 5.3-5.6% | 5.2-5.3% | -0.3pt | -0.3-+0.0pt | -0.3--0.1pt |
| Profit*2 | 16.7 | 13.2 | 29.9 | 15.2 | 17.3-19.3 | 32.5-34.5 | -9.4% | +31.0-+46.2% | +8.4-+15.1% |
| Adjusted profit | 18.9 | 19.8 | 38.8 | 17.9 | 20.4-22.4 | 38.3-40.3 | -5.7% | +2.7-+12.8% | -1.4-+3.8% |
| EPS (Yen) | 7.41 | 5.81 | 13.22 | 6.66 | 7.58-8.46 | 14.24-15.12 | -10.1% | +30.5-+45.6% | +7.7-+14.4% |
| Adjusted EPS (Yen) | 8.33 | 8.69 | 17.03 | 7.84 | 8.95-9.82 | 16.79-17.66 | -5.9% | +2.9-+12.9% | -1.4-+3.7% |

*1 Exchange rates [AUD (Programmed)] FY2023 Results : 95.1 yen, FY2024 Forecast :95 yen, [USD (PERSOLKELLY)] FY2023 Results : 144.6 yen

*2 Profit attributable to owners of parent

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We are hoping that we will be able to achieve increases in both revenue and profit while continuing to invest in growth.

Our full-year forecast is affected by our forecast of Career business which is shown with a range. We also need to show the forecast with range for the overall business.

For the full year, we are disclosing revenue forecast in the range of 1 trillion 417 billion yen to 1 trillion 429 billion yen, Operating Profit in the range of 52 billion yen to 55 billion yen, and Adjusted EBITDA in the range of 73 billion yen to 76 billion yen. As shown in the table, the first half has some visibility, and the range of market fluctuation in the second half is shown in this table based on the first half forecast.

Driving the disability employment proactively as part of initiatives to achieve the Group Vision: Work and Smile



Change points

- **Change in the proportion of expenses allocated to each SBU to reflect the change in the statutory employment rate of persons with disabilities from FY24 (to a method in which expenses for persons with disabilities are allocated proportionally based on the points of each SBU)**
- **No change in total company-wide expenses due to the change in the method of prorating (no impact on consolidated PL)**

[Reference]

Trends in the percentage of employees with disabilities and the total cost for employing them

| | Statutory employment rate of persons with disabilities (%) | Cost of employment of people with disabilities at the Company (Billion yen) |
|--------------------|--|---|
| FY2023 | 2.3 | 10.9 |
| FY2024 (Scheduled) | 2.5 | 12.2 |

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I would like to share one more topic with you, which is about disability employment. We are very big in terms of hiring of people with disabilities. We believe we are the 4th largest employer of people with disabilities in Japan, and we need to actively promote such employment in the future, as requested by the government and also to realize our vision. In order to create more work opportunities within our group, we have special subsidiaries to be able to secure maximum and optimal number of employment. Thus, it was important for each SBU to request work to the special subsidiaries or to create work to request the special subsidiaries.

However, going forward, we need to prepare an environment where people with disabilities will be able to work not only at the special subsidiaries but together at SBUs. In order to realize this, each SBU needs to be able to calculate how many employment is needed. Therefore a new initiative is introduced to drive this effort.

Full-Year Financial Forecasts for FY2024 (by SBU) Revenue



| (Billion yen) | FY2023 Results (After change in allocation ratio of employment expenses for persons with disabilities) | | | FY2024 Forecasts | | | YoY | | |
|----------------------|---|-------|-----------|------------------|-------------------------------|-----------------------------------|--------|-------------|-------------|
| | 1H | 2H | Full Year | 1H | 2H | Full Year | 1H | 2H | Full Year |
| Consolidated | 654.8 | 672.2 | 1,327.1 | 696.0 | 721.0 -733.0 | 1,417.0 -1,429.0 | +6.3% | +7.3-+9.0% | +6.8-+7.7% |
| Staffing | 286.4 | 289.3 | 575.7 | 300.0 | 307.0 | 607.0 | +4.7% | +6.1% | +5.4% |
| BPO | 54.1 | 56.6 | 110.7 | 54.0 | 58.0 | 112.0 | -0.3% | +2.4% | +1.1% |
| Technology | 49.4 | 52.9 | 102.3 | 56.0 | 62.0 | 118.0 | +13.3% | +17.1% | +15.3% |
| Career | 63.3 | 64.8 | 128.2 | 71.0 | 67.0-79.0 | 138.0-150.0 | +12.0% | +3.2-+21.7% | +7.6-+16.9% |
| Asia Pacific* | 203.2 | 209.5 | 412.7 | 215.0 | 224.0 | 439.0 | +5.8% | +6.9% | +6.4% |
| Others | 16.5 | 18.1 | 34.6 | 20.0 | 25.0 | 45.0 | +20.8% | +38.1% | +29.9% |
| Adjusted | -18.2 | -19.2 | -37.5 | -20.0 | -22.0 | -42.0 | — | — | — |

*Exchange rates [AUD (Programmed)] FY2023 Results : 95.1 yen, FY2024 Forecast :95 yen, [USD (PERSOLKELLY)] FY2023 Results : 144.6 yen

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As you can see, the figures are different compared to the ones you have seen until now. They are pro forma figures for FY2023, which are based on the new prorated cost of hiring people with disabilities, and the comparison is shown. The top line will not change but the cost allocation will change. To be more concrete, cost will increase for Staffing SBU and BPO SBU but on the other hand, Career SBU's burden will decrease. This is the overview.

Full-Year Financial Forecasts for FY2024 (by SBU) Adjusted EBITDA & Adjusted EBITDA Margin



| (Billion yen) | FY2023 Results (After change in allocation ratio of employment expenses for persons with disabilities) | | | FY2024 Forecasts | | | YoY | | |
|----------------------|---|-------|-----------|------------------|-------------------|-------------------|--------|-------------|--------------|
| | 1H | 2H | Full Year | 1H | 2H | Full Year | 1H | 2H | Full Year |
| Consolidated | 35.0 | 37.2 | 72.2 | 35.1 | 37.9-40.9 | 73.0-76.0 | +0.2% | +1.8-+9.8% | +1.0-+5.1% |
| | 5.4% | 5.5% | 5.4% | 5.0% | 5.3-5.6% | 5.2-5.3% | -0.3pt | -0.3-+0.0pt | -0.3-+0.1pt |
| Staffing | 15.1 | 13.4 | 28.5 | 14.8 | 13.5 | 28.3 | -2.2% | +0.3% | -1.0% |
| | 5.3% | 4.7% | 5.0% | 4.9% | 4.4% | 4.7% | -0.4pt | -0.3pt | -0.3pt |
| BPO | 3.4 | 4.9 | 8.4 | 1.8 | 4.4 | 6.2 | -48.1% | -11.8% | -26.7% |
| | 6.4% | 8.8% | 7.6% | 3.3% | 7.6% | 5.5% | -3.1pt | -1.2pt | -2.1pt |
| Technology | 3.0 | 4.6 | 7.7 | 2.0 | 6.2 | 8.2 | -35.2% | +33.0% | +5.8% |
| | 6.2% | 8.8% | 7.6% | 3.6% | 10.0% | 6.9% | -2.7pt | +1.2pt | -0.6pt |
| Career | 12.4 | 13.6 | 26.1 | 15.7 | 13.9-16.9 | 29.6-32.6 | +26.0% | +1.6-+23.5% | +13.3-+24.7% |
| | 19.7% | 21.1% | 20.4% | 22.1% | 20.7-21.4% | 21.4-21.7% | +2.5pt | -0.3-+0.3pt | +1.1-+1.4pt |
| Asia Pacific* | 5.3 | 4.4 | 9.8 | 5.4 | 6.1 | 11.5 | +1.0% | +36.0% | +17.0% |
| | 2.6% | 2.1% | 2.4% | 2.5% | 2.7% | 2.6% | -0.1pt | +0.6pt | +0.2pt |
| Others | -0.7 | -0.8 | -1.6 | -1.7 | 0.2 | -1.5 | — | — | — |
| Adjusted | -3.6 | -3.1 | -6.8 | -2.9 | -6.4 | -9.3 | — | — | — |

*Exchange rates [AUD (Programmed)] FY2023 Results : 95.1 yen, FY2024 Forecast :95 yen, [USD (PERSOLKELLY)] FY2023 Results : 144.6 yen

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We have the Adjusted EBITDA and EBITDA margin as shown here, and we expect to achieve a level of 73 billion yen to 76 billion yen for the full year, with a margin of 5.2% to 5.3%.

Full-Year Financial Forecasts for FY2024 (by SBU) Operating Profit & OP Margin



| (Billion yen) | FY2023 Results (After change in allocation ratio of employment expenses for persons with disabilities) | | | FY2024 Forecasts | | | YoY | | |
|----------------------|---|-------|-----------|------------------|------------|------------|--------|-------------|--------------|
| | 1H | 2H | Full Year | 1H | 2H | Full Year | 1H | 2H | Full Year |
| Consolidated | 26.3 | 25.6 | 52.0 | 24.4 | 27.6–30.6 | 52.0–55.0 | -7.5% | +7.4–+19.1% | -0.1–+5.6% |
| | 4.0% | 3.8% | 3.9% | 3.5% | 3.8–4.2% | 3.7–3.8% | -0.5pt | +0.0–+0.4pt | -0.3–-0.1pt |
| Staffing | 13.6 | 11.5 | 25.1 | 12.7 | 10.8 | 23.5 | -6.8% | -6.3% | -6.6% |
| | 4.8% | 4.0% | 4.4% | 4.2% | 3.5% | 3.9% | -0.5pt | -0.5pt | -0.5pt |
| BPO | 2.3 | 4.0 | 6.4 | 0.4 | 3.3 | 3.7 | -83.2% | -18.8% | -42.6% |
| | 4.4% | 7.2% | 5.8% | 0.7% | 5.7% | 3.3% | -3.7pt | -1.5pt | -2.5pt |
| Technology | 2.7 | 3.8 | 6.5 | 1.6 | 5.2 | 6.8 | -41.0% | +36.8% | +4.4% |
| | 5.5% | 7.2% | 6.4% | 2.9% | 8.4% | 5.8% | -2.6pt | +1.2pt | -0.6pt |
| Career | 10.1 | 10.8 | 21.0 | 13.1 | 11.5–14.5 | 24.6–27.6 | +28.5% | +5.8–+33.4% | +16.8–+31.1% |
| | 16.1% | 16.7% | 16.4% | 18.5% | 17.2–18.4% | 17.8–18.4% | +2.4pt | +0.4–+1.6pt | +1.4–+2.0pt |
| Asia Pacific* | 3.4 | 1.3 | 4.8 | 3.8 | 4.5 | 8.3 | +9.7% | +226.9% | +71.4% |
| | 1.7% | 0.7% | 1.2% | 1.8% | 2.0% | 1.9% | +0.1pt | +1.4pt | +0.7pt |
| Others | -0.7 | -2.7 | -3.4 | -3.2 | -1.1 | -4.3 | — | — | — |
| Adjusted | -5.2 | -3.1 | -8.4 | -4.0 | -6.6 | -10.6 | — | — | — |

*Exchange rates [AUD (Programmed)] FY2023 Results : 95.1 yen, FY2024 Forecast : 95 yen, [USD (PERSOLKELLY)] FY2023 Results : 144.6 yen

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We also expect Operating Profit to be 52 billion yen to 55 billion yen, and Operating Profit margin to be 3.7% to 3.8%.

CFO Tokunaga will explain again about capital efficiency and shareholder returns, please.

Enhance Capital Efficiency and Shareholder Returns

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[CFO Tokunaga]

I will now explain capital efficiency and shareholder returns.

Promoting Management with Awareness of Capital Cost and Capital Efficiency



I. Analysis and evaluation of present state

- Our cost of capital is calculated within a certain range based on CAPM and set based on investor expectations.
- The level of capital cost as of March 2024 is around 8% (8% as the base value during the period of the current mid-term management plan)
- Monitoring of capital cost and capital efficiency and oversight of executives' improvement actions by the Board of Directors
- ROIC results for FY23 achieved 15.1%, well above 8% of capital cost.

II. Considering and disclosing initiatives

- Set ROIC and ROE targets to maximize "ROIC- Capital cost" over the medium to long term.
- Implement to reduce capital cost by taking initiatives that include deploying proactive IR and adopting an appropriate capital structure.
- Achievement of capital efficiency targets has been introduced into the system of remuneration for directors
- Returns to shareholders in consideration of capital cost and capital efficiency

III. Dialogues with shareholders and investors

- Talk proactively about target and improvement actions of capital cost and capital efficiency with shareholders and investors.
- Provide regular feedback to the Board of Directors on the content of the dialogue and consider measures for improvement

Details are provided in the Corporate Governance Report published on May 13, 2024.

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First of all, we have always promoted management with an awareness of cost of capital and capital efficiency, and now that TSE has issued new guidance, I would like to reiterate our approach to cost of capital and capital efficiency. Regarding our analysis and evaluation of the current situation, we determine our cost of capital target through communication and dialogue with our investors based on a certain formula. Specifically, as of March 2024, we understand and recognize that the cost of capital is around 8%. For the period from FY2023 to FY2025, we would like to create a plan based on this 8% of the cost of capital. The Board of Directors also monitors the cost of capital and capital efficiency, and oversees the actions taken by the executives to improve the cost of capital and capital efficiency. Our ROIC results are now at over 15%, well above 8% of the cost of capital.

Regarding the second point, we have set ROIC and ROE targets based on the understanding that increasing the spread between ROIC and cost of capital is the key to increasing our corporate value. We also intend to reduce the cost of capital over the medium to long term through more proactive investor relations activities and an appropriate capital structure. In addition, we have already introduced LTI as a measure of achievement of the capital efficiency target in the compensation system for directors. As I will explain later, we considered shareholder return measures in a timely manner while taking into account the cost of capital and capital efficiency.

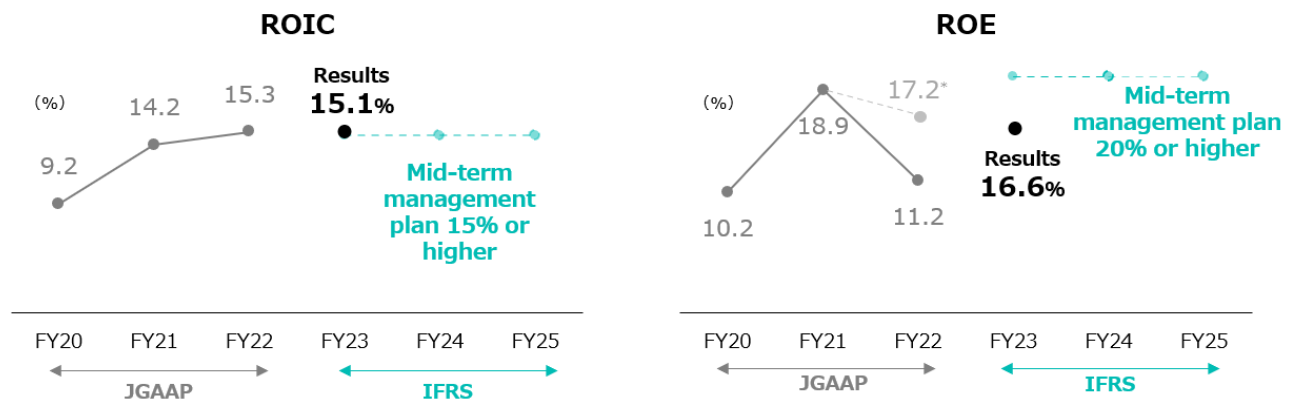
The third point is dialogue with shareholders and investors. We would like to have more active dialogues with our shareholders and investors not only on the cost of capital and capital efficiency targets, but also on how we can improve these figures, and we would like to regularly feedback the content of these dialogues to our Board of Directors and implement improvement measures and PDCA cycles.

ROIC and ROE under the Mid-term Management plan and FY2023 Results



Achieved ROIC in FY2023, but did not achieve ROE against the Mid-term Management Plan 2026 target.

Aim to generate target level through profit margin improvement, shareholder returns, etc.



*ROE excluding the impact of impairment losses announced on April 11, 2023

This is the results of ROIC and ROE for FY2023. ROIC was 15.1%, exceeding the target of 15%. On the other hand, ROE was 16.6%, falling short of the target of 20%. Based on these results, we considered measures to return profits to shareholders, as Wada explained earlier.

Financial Strategy



Continue to adhere financial strategy while maintaining balance between investment in growth and shareholder returns
(Red text : partly revised)

| | | Previous Mid-term Management Plan (until FY2022) | Current Mid-term Management Plan (until FY2025) | | |
|---------------------------|------------|--|---|---|--|
| ① Financial Indicators | Growth | Operating profit ¥45.0 billion | Adjusted EBITDA (IFRS) | ¥75.2 billion (FY22) → ¥100.0 billion or more (FY25) | ¥100.0 billion or more (Aim to achieve it as soon as possible in FY26 or thereafter.) |
| | Efficiency | ROIC: 10% or higher (JGAAP) | ROIC | 15% or higher, in principle (IFRS) | Unchanged |
| | | | ROE | 20% or higher, in principle (IFRS) | Capital cost: Around 8% Unchanged |
| | Soundness | If net cash exceeds 1.0 time of EBITDA, measures for strengthening shareholder returns will be considered. | Net D/E | Up to 1.0 | Unchanged |
| | | | Net Debt/EBITDA | Up to 2.0 | Unchanged |
| ② Cash allocation | | A total of ¥130.0 billion, including surplus cash, will be allocated as follows. • M&A: ¥80.0 billion • Capital investment: ¥30.0 billion • Dividend: ¥20.0 billion | EBITDA after tax | ¥200.0 billion (estimate) will be allocated to IT investment, including investment in software, shareholder returns (dividends), investment in growth, and other areas. | The target amount, which is ¥200.0 billion, is expected to be unachieved due to short-term revisions to results. However, the policy of attaching importance to shareholder returns remains unchanged. |
| ③ Shareholder return | | Dividend payout ratio: Approx. 25% (of adjusted EPS) | Dividend payout ratio | Approx. 50% (of adjusted EPS) | Unchanged |

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Next, I would like to discuss our financial strategy. Our financial strategy consists of three financial indicators, cash allocation, and shareholder returns. Of these, the growth potential of the financial indicators, specifically the target of achieving Adjusted EBITDA of 100 billion in FY2025, as explained earlier by Wada, is something we hope to achieve as soon as possible from FY2026 onward. As for the cash allocation, we will allocate 50 billion yen for software investment, which is about the same amount as our 3-year depreciation and amortization cost, out of the after tax EBITDA of 200 billion yen. For the remaining 150 billion yen, we used to allocate half, which is 75 billion yen to shareholder returns and for growth M&As respectively. However, with a downward revision this time, EBITDA after tax will be reduced from 200 billion yen, shareholder return is expected to increase during the current Mid-term Management Plan. There are also no changes for Adjusted EPS of approx. 50% as dividends.

Acquisition of Treasury Shares (totaling 20.0 billion yen)



1. Reason for the acquisition of treasury shares

To enhance shareholder return in light of the Company's financial situation and the status of Company's share price, etc.

2. Details of the acquisition

| | |
|---|--|
| (1) Type of shares to be acquired | Ordinary shares in the Company |
| (2) Total number of shares to be acquired | 123,700,000 shares (maximum) (5.41% of the total number of shares outstanding (excluding treasury shares)) |
| (3) Total share acquisition price | 20.0 billion yen (maximum) |
| (4) Method of acquisition | Market purchases on the Tokyo Stock Exchange |
| (5) Acquisition period | June 3, <u>2024</u> to May 31, 2025 |
| (6) Others | One-third of the treasury stock obtained through this acquisition will be retained for use in future restricted stock compensation, while the remaining shares will be cancelled by resolution of the Board, pursuant to the provisions of Article 178 of the Companies Act. |

(Reference) Status of treasury shares held as of March 31, 2024

| | |
|--|----------------------|
| Total number of shares outstanding (excluding treasury shares) | 2,285,777,971 shares |
| Number of treasury shares | 46,220,639 shares |

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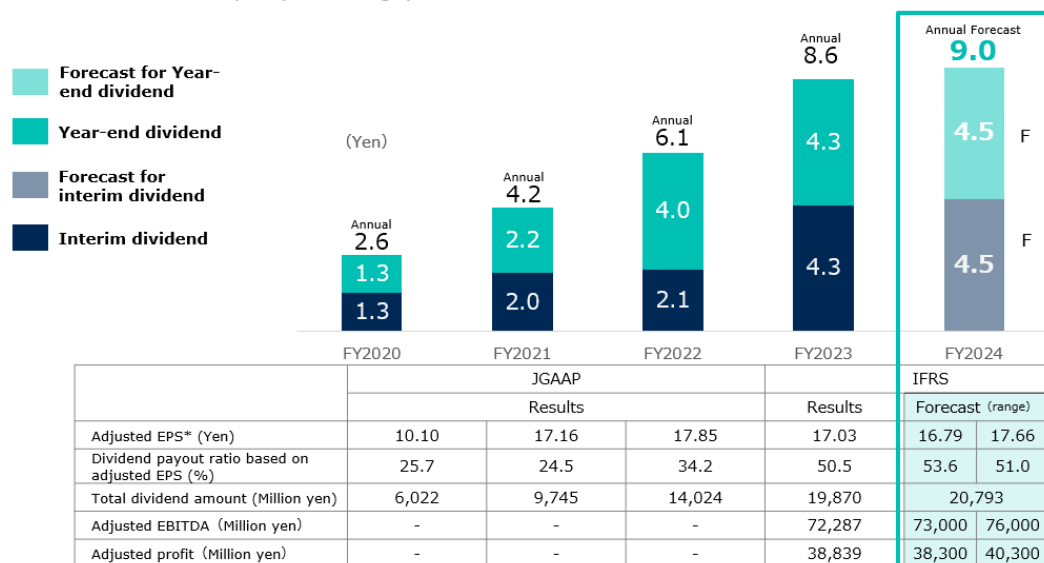
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This is an overview of acquisition of treasury shares. Our policy is to repurchase shares as a means of returning profits to shareholders in a timely manner, taking into consideration our financial situation and stock price. This time, we would like to purchase up to 20 billion yen of our own shares between June 3 and the end of March next year. We plan to write off two-thirds of the shares purchased. As for the remaining one-third of the shares, we have a stock compensation plan for employees with a value of approximately 3 billion yen per year, and we would like to leave one-third, or over 6 billion yen, equivalent to two years of the stock compensation plan as it is.

Forecast of Dividend Per Share

FY2024 adjusted EPS forecast is 16.79–17.66yen.

In accordance with the dividend policy (approx. 50% of adjusted EPS), we expect to raise the dividend by 0.4 yen from FY2023 to 9.0 yen (record high).



* Due to a 10-for-1 stock split of shares of common stock effective October 1, 2023, the dividend per share and adjusted EPS are calculated as if the stock split had taken place, including those for prior periods.

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Finally, as for dividends, we will pay a total of 8.6 yen per share for FY2023, consisting of 4.3 yen per share of interim dividend and 4.3 yen per share of year-end dividend, as we have already disclosed. For FY2024, in accordance with our dividend policy, we will pay dividends of 9.0 yen for the full year, 4.5 yen of interim dividend, and 4.5 yen of year-end dividend. I have now explained about shareholder returns, cost of capital, and capital.

Group Topics

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[President and CEO Wada]

Finally, I would like to share something with you.

METI and TSE Select PERSOL as a Nadeshiko Brand (FY2023)



PERSOL was selected for the first time as one of the FY2023 Nadeshiko Brands, recognized as a company that is outstanding in terms of encouraging women's empowerment in the workplace. Nadeshiko Brands are selected jointly by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE).



- The Nadeshiko Brand is an initiative aimed at introducing certain TSE-listed companies that are outstanding in terms of encouraging women's empowerment in the workplace as attractive stocks for investors who place emphasis on improving corporate value over the medium to long term, thereby further encouraging investments in such companies and accelerating corporate initiatives.
- PERSOL earned high marks for the subcommittee activities of the Gender Diversity Committee, an organization under the direct control of management, targets set for each SBU, meticulously set items of monitoring, and the disclosure of its initiatives on career ownership, among other measures.

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

Last year, in 2023, PERSOL Group was designated as one of the Nadeshiko Brands. Of the listed companies on the Tokyo Stock Exchange, only 27 were selected for the Nadeshiko Brands, and we are very proud that we were selected. In order to create a field where women can play an active role, it is necessary to take care of men as well, and we are committed to providing care for men who are raising children together with women, supporting men's childcare leave, and providing information about men's experiences in childcare and what women go through when they are raising children. I believe that our efforts to create a more inclusive environment, while incorporating such systems and mechanisms to allow men to experience what it is like to raise children, were highly evaluated overall. In the future, we will of course continue to increase the number of female managers, but we will not stop there. In doing so, we hope to create an environment where employees with high engagement in our group are able to provide services with high engagement, regardless of gender, nationality or age. I am very grateful to be chosen as one of Nadeshiko Brands.

Schedule for Business Briefing for Investors (IR Day)



We plan to brief institutional investors and analysts on the business activities of each SBU and FU

Time: July or later

Agenda: Presentations from the heads of each SBU and FU
+ Q&A session

SBU / FU

Staffing SBU

BPO SBU

Technology SBU

Career SBU

Asia Pacific SBU

R&D FU

Finally, we would like to provide you with an opportunity to deepen your understanding of our diverse business activities in the five segments and many other areas, as well as the current status of our business, through direct dialogue with the heads of our SBUs. In July or after, we will setup a forum where presentation by each SBU head will be made so that you can listen and ask questions. Please consider joining this forum. If you are able to attend, you will be able to get a better sense of the advantages and strengths of the PERSOL Group, as well as its future appeal.

That is all from me. Thank you.