

Issues to be Addressed

Mid-term Management Strategy



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**CEO, President,
and Representative Director of the Board
Recruit Holdings Co., Ltd.**



June 22, 2020

Contents

- 1. Progress of Mid- to Long-term Business Strategy**
- 2. FY2020 Consolidated Financial Guidance**
- 3. Introduction of the Board of Directors**

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1. Progress of Mid- to Long- term Business Strategy

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What's Happening Now

Facing rapid change to our way of life

Social and behavioral changes are essential

Temporary Change

Avoid closed and crowded spaces, and close contact

Increasing demand for large spaces

Expansion of non-face-to-face services and interviews

Complete Transformation

Eliminate inefficiency caused by old habits

Acceleration of work style reform

In-person services to online services

Mid- to Long- term Business Strategies

Demand for some of our services increased due to COVID-19
Accelerate actions to execute mid- to long-term strategies

**Aim to become global leader
of HR Matching market**

by HR Technology segment

indeed **glassdoor**

**Improve productivity of
clients' businesses through
expansion of our services**

by *Air BusinessTools*

Air BusinessTools

Aim to become Global Leader in HR Matching Market

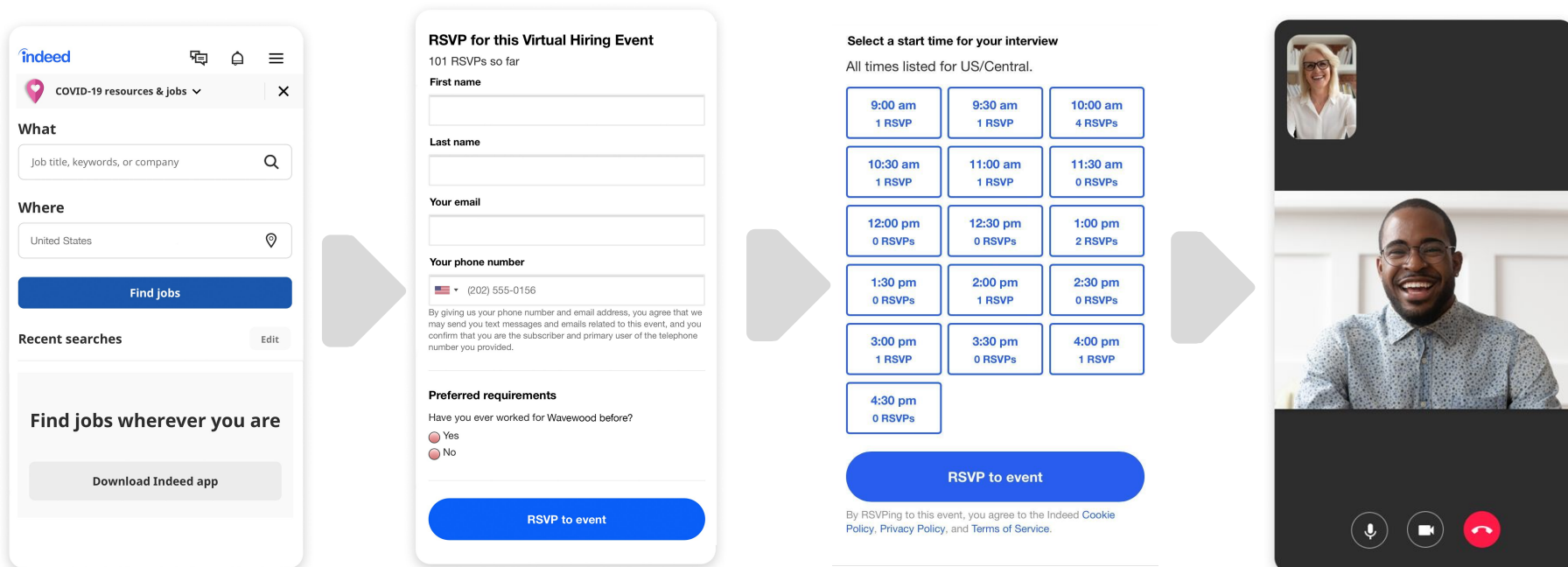
Simple and easy for job seekers and employers

Indeed operates in more than 60 countries



Online Hiring Tool by indeed

Accelerated development and launch Leading digitalization of hiring activity globally



search
for a job

apply and arrange an interview

conduct
an interview

Get hired

Indeed Virtual Hiring Events

Productivity Improvement through *Air BusinessTools*

Air BusinessTools

Cloud-based solutions to support management and operations
Helps enterprises run their business in a safe, secure and simple way

AirREGI



AirPAY



AirWAIT



Point of Sale Terminal

Visualize sales and profit
Manage sales and inventory online
Easily manage the reduced tax rate

Payment

Cashless payment service for stores
Compatible with a variety of payment methods

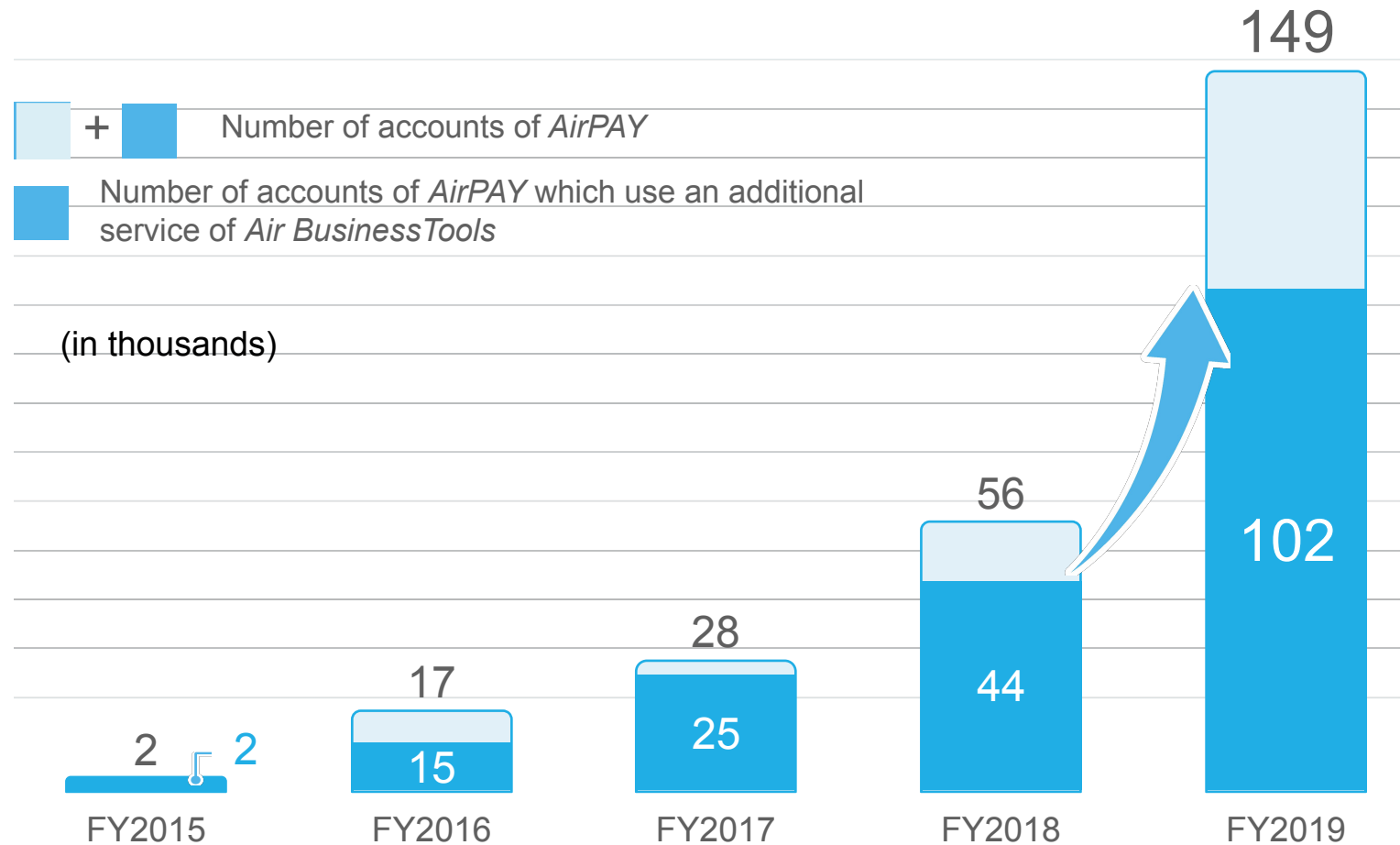
Reception

Minimize wait time
Prevent secondary infection at hospitals

Expansion of *Air BusinessTools*

***Air PAY* number of accounts: 149,000 ⁽¹⁾ (+167% YoY)**

***Air BusinessTools* number of potential accounts: 2.9 million ⁽²⁾**



(1) As of March 2020. Accounts refers to the number of stores and business locations that have registered for the relevant service, which include both active and non-active accounts.

(2) For the detail of estimation method, please refer to Page 26 of Consolidated Financial Results for the Year Ended March 31, 2020.

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Consolidated Financial Guidance for FY2020

**No Consolidated Financial Guidance at this time
due to significant uncertainty**

No annual dividend forecast for FY2020

Strong Consolidated Financial Position

Cash and cash equivalents⁽¹⁾: 421.2 billion yen

Net cash amount⁽¹⁾: 284.5 billion yen

as of the end of March 2020

Approximately 400 billion yen commitment line agreement

As of June 22, 2020, no loan outstanding

under this commitment line agreement

(1) Net cash amount = cash and cash equivalents - interest bearing debt⁽²⁾

(2) Interest bearing debt includes bonds and borrowings, excluding lease liabilities.

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Introduction of the Board of Directors

Six Directors of the Board after the approval of AGM on June 30, 2020

- Two Outside Directors

- Candidate for new Director of the Board
Ayano Senaha ⁽¹⁾



(1) Regarding detailed profile, please refer to Page 11 of Notice of the 60th Annual Meeting of Shareholders

Our Mission

Achieve our mission by executing mid- to long- term strategy

Opportunities for Life. Faster, simpler and closer to you.

Since our foundation, we have connected individuals and businesses offering both a multitude of choices.

In this era of search, where information has become available anytime anywhere, we need to focus more on proposing the optimal choice. We seek to provide “Opportunities for Life” much faster, surprisingly simpler and closer than ever before.

Disclaimer

Disclaimer for forward-looking statements

This document contains forward-looking statements, which reflect the Company's assumptions and outlook for the future and estimates based on information available to the Company and the Company's plans and expectations as of the date of this document or other date indicated. There can be no assurance that the relevant forecasts and other forward-looking statements will be achieved. Please note that significant differences between the forecasts and other forward-looking statements and actual results may arise due to various factors, including changes in economic conditions, changes in individual users' preferences and enterprise clients' needs, competition, changes in the legal and regulatory environment, fluctuations in foreign exchange rates, and other factors. Accordingly, readers are cautioned against placing undue reliance on any such forward-looking statements. The Company has no obligation to update or revise any information contained in this document based on any subsequent developments except as required by applicable law or stock exchange rules and regulations.

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