

Recruit Holdings

ESG Fireside Chat

06. 28. 2022



Prosper Together



Our Commitment to Sustainability¹

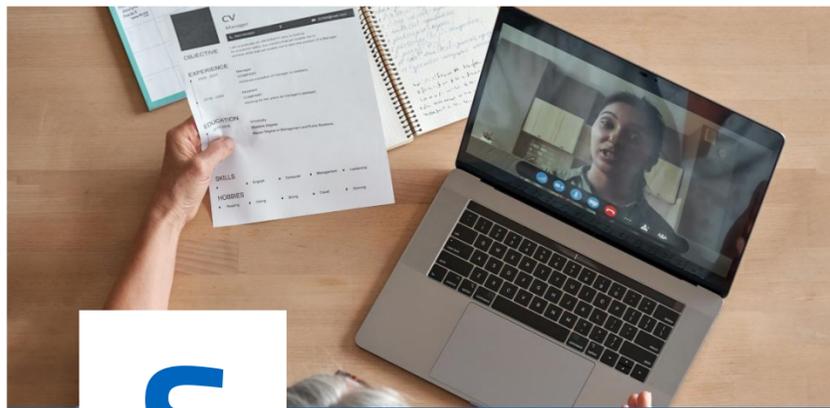


E

Environmental

Climate Action

Become carbon neutral throughout our business activities by FY2021 and our entire value chain by FY2030²



S

Social

Social Impact

Shorten the time it takes to get hired by half by FY2030³
 Help 30 million people facing barriers get hired by FY2030⁴



S

Social

Our People

Achieve gender parity across all employee levels by FY2030⁵



G

Governance

Corporate Governance

Reach gender parity of the Board of Directors members including Audit & Supervisory Board members by FY2030⁶

1: The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.
 2: Carbon neutrality includes reducing greenhouse gas (GHG) emissions as well as offsetting the remaining emissions. GHG emissions throughout business activities are the sum of direct emissions from the use of fuels in owned or controlled sources (Scope 1) and indirect emissions from the use of purchased electricity, heat, or steam in owned or controlled sources (Scope 2). GHG emissions from the value chain are indirect emissions other than Scope 1 and 2 (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.
 3: The period from the time a user starts an active job search on the Indeed job platform to the time the users confirm receipt of a job offer.
 4: The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.
 5: All employee levels refer to the following three groups including all employees, managerial positions, and senior executives. Senior executive positions are defined as Corporate Executive Officers and Corporate Officers of Recruit Holdings and Media & Solutions Strategic Business Unit (SBU), and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU. Managerial positions mean all of those that have subordinate employees.
 6: The Board of Directors members are defined as Directors of the Board and Audit & Supervisory Board members.

Shorten the time it takes to get jobs¹ by half



1/2 by FY2030



1: The period from the time a user starts an active job search on the Indeed job platform to the time the users confirms receipt of a job offer. The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Why does it matter?

Nearly
40%

of people in OECD countries would fall below the poverty line if they lack income for three months¹



1: The figure is based on data compiled in 28 countries (source: OECD (2020), How's Life? 2020: Measuring Well-Being).



Approximately **15 weeks**¹



Search



Click



Apply



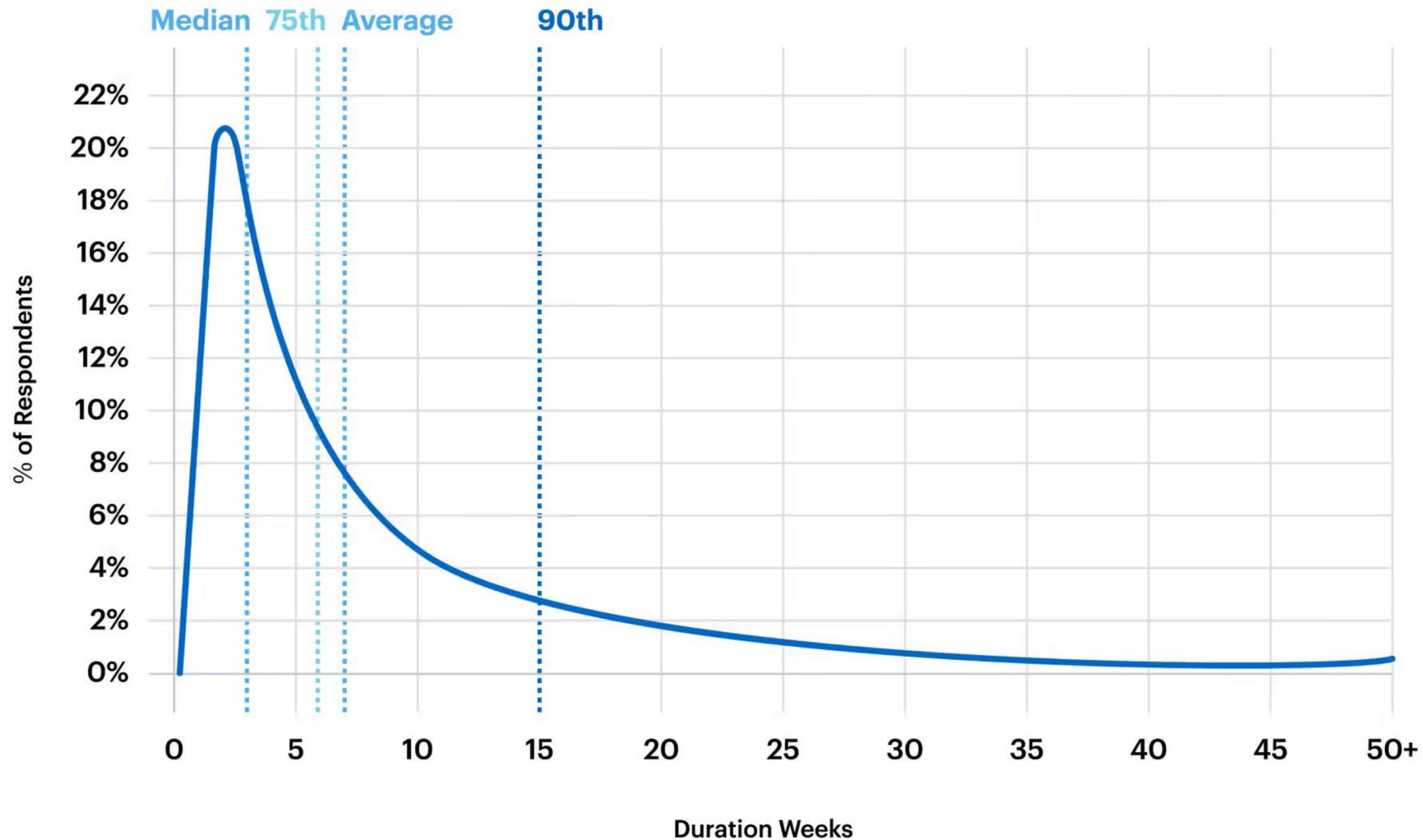
Interview



Hire

¹: Baseline job search duration calculated as of March 31, 2022. Calculated as the period from the time users started an active job search on the Indeed job platform to the time that 90% of such users had received a job offer (assuming for this purpose that the period it takes for 90% of users to receive a job offer represents a statistically significant value). The job search duration is calculated based on surveyed user data collected between September 2021 and March 2022.

Duration of hired Indeed users' job search (as of FY2021)



1: Baseline job search duration calculated as of March 31, 2022. Calculated as the period from the time users started an active job search on the Indeed job platform to the time that 90% of such users had received a job offer (assuming for this purpose that the period it takes for 90% of users to receive a job offer represents a statistically significant value). The job search duration is calculated based on surveyed user data collected between September 2021 and March 2022.

2: The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Help 30 million people facing barriers¹ get hired by FY2030



Using technology and partnerships to promote inclusive hiring



Race & Ethnicity



Disability



Age



Criminal Record²

1: The initiative as of today includes providing assistance through the Company's online job platform, and through partnerships with NPOs and other organizations with whom the Company collaborates. The Company may also aim to reduce other various barriers, including newly emerging issues in the labor market by FY2030.

2: In the United States, approximately 70 million people (source: The Sentencing Project) have a criminal record, and the unemployment rate of job seekers with a criminal record is approximately five times higher than the US average (source: Prison Policy Initiative). However, recidivism rates have been found to drop significantly if an individual finds a job that pays above minimum wage within two months of release (source: The Urban Institute).

Representation of Women¹

Approximately **50%** by FY2030

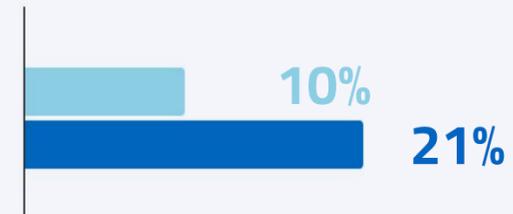


Representation of Women

Gender Parity

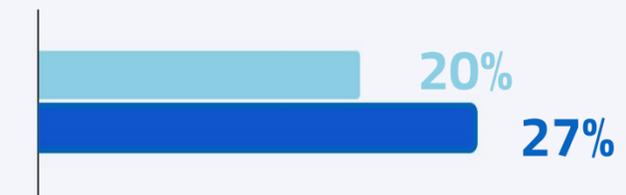
- April 1, 2021
- April 1, 2022

Senior Executives²



- July 1, 2021
- July 1, 2022

Members of the Board³



50%

1: Senior executive positions are defined as Corporate Executive Officers and Corporate Officers of Recruit Holdings and Media & Solutions SBU, and CEOs of the Company's major subsidiaries and heads of key functions in the HR Technology and Staffing SBUs. Figures for managerial positions and employees are calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU.

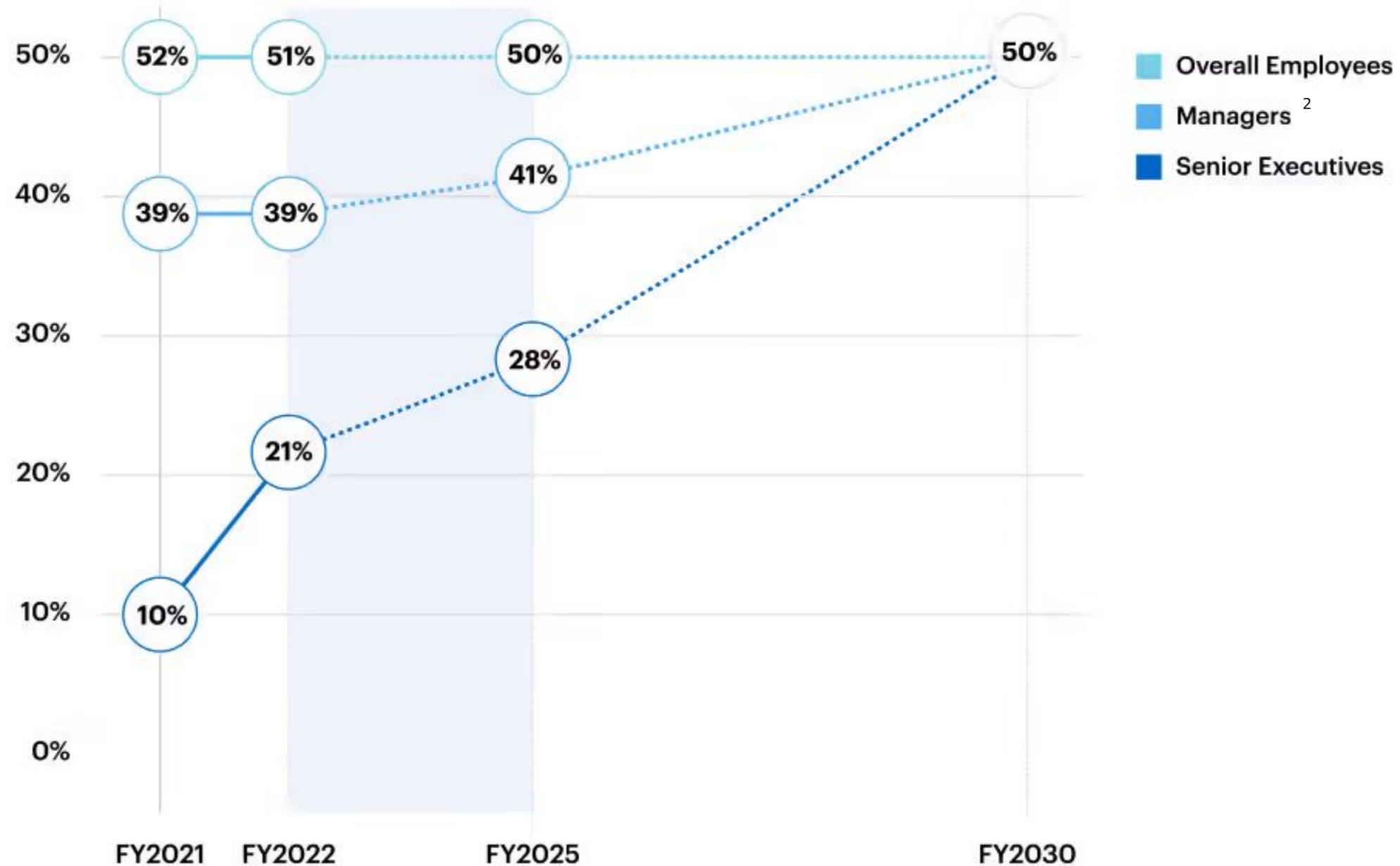
"Managerial positions" mean all of those that have subordinate employees. "Members of the Board" is defined as Directors of the Board and Audit & Supervisory Board members.

2: The representation of women in Senior Executives are as of April 1, 2021 and 2022.

3: The ratio of women on the Board is as of July 1, 2021 and 2022.

4: The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Set a three-year target as a milestone toward FY2030¹



1: The three-year women representation target is based on the results from April 1, 2022 to April 1, 2025.

2: "Managers" mean all of those that have subordinate employees.

3: The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Become carbon neutral through our business activities by FY2021¹

3



1: Carbon neutrality includes reducing the greenhouse gas (GHG) emissions as well as offsetting remaining emissions. GHG emissions through business activities are the sum of direct emissions from the use of fuels in the owned or controlled sources (Scope 1) and indirect emissions from the use of purchased electricity, heat, or steam in the owned or controlled sources (Scope 2). The Company will have achieved its FY2021 goal of carbon neutrality throughout its business activities upon completion of the following steps: Conducted measurement of FY2021 GHG emissions, obtained an accredited third-party assurance on the amount by November 2022, and offsetting of those emissions.

2: GHG emissions through the value chain are indirect emissions other than Scope 1 and 2, occurring in the value chain (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.

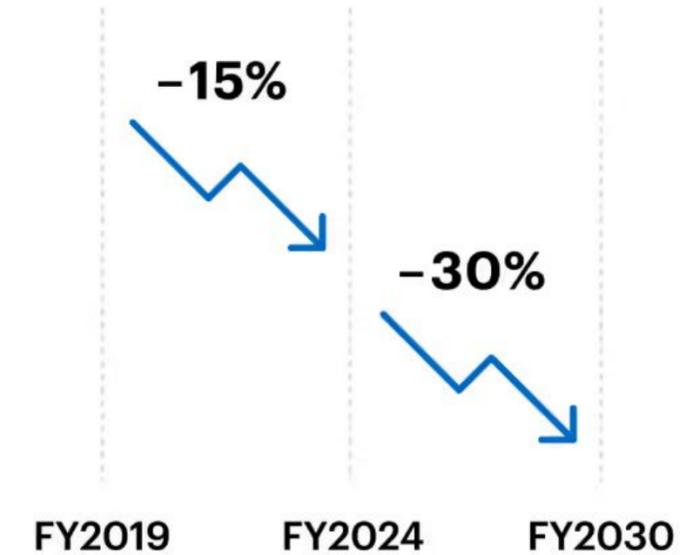
3: The GHG emission reduction target which is based on the results from FY2022 to FY2024.

4: The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

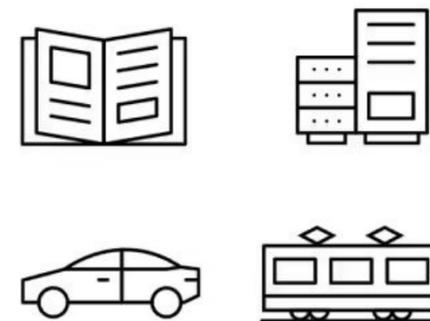
**Become carbon neutral
through our entire value
chain¹ by FY2030**

**Accelerate with three-year
reduction target²**

SCOPE 1 + 2



SCOPE 3



1. GHG emissions from the value chain are indirect emissions other than Scope 1 and 2 (Scope 3). The entire value chain represents the total of Scopes 1, 2 and 3.

2: The GHG emission reduction target is based on the results from FY2022 to FY2024.

3: The years indicated are Recruit Holdings' fiscal years (FY), which begin on April 1 each year and end on March 31 of the following year. All targeted figures displayed here are approximate.

Strengthen the Link between ESG Goals and Executive Compensation

The Board of Directors has decided to link the degree of achievement of our three-year GHG emission reduction and women's representation targets to a portion of the long-term incentive compensation¹.



¹: Compensation based on ESG target achievements is set as a part of BIP trust (stock) compensation. Eligibility to receive this award and the payout amount will depend on whether or not the three-year target is achieved.

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