Issues to be Addressed

Mid-term Management Strategy

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

June 22, 2020
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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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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

Improve productivity of clients’ businesses through expansion of our services

by *Air BusinessTools*

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*indeed*  *glassdoor*  *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

Indeed Virtual Hiring Events

search for a job
apply and arrange an interview
conduct an interview
Get hired

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

**AirPAY**
- Cashless payment service for stores
- Compatible with a variety of payment methods

**AirWAIT**
- 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)

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(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.
1. Progress of Mid-term Business Strategy

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3. Introduction of the Board of Directors
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

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