Recruit Holdings Co., Ltd.

59th Ordinary General Meeting of Shareholders
59th Fiscal Year
Consolidated Operating Results
<table>
<thead>
<tr>
<th>Consolidated Operating Results</th>
<th>58th Fiscal Year</th>
<th>59th Fiscal Year</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Results</td>
<td>Results</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>2,173.3</td>
<td>2,310.7</td>
<td>+6.3%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>258.4</td>
<td>293.2</td>
<td>+13.5%</td>
</tr>
<tr>
<td>EBITDA margin</td>
<td>11.9%</td>
<td>12.7%</td>
<td>+0.8pt</td>
</tr>
<tr>
<td>Operating income</td>
<td>191.7</td>
<td>223.0</td>
<td>+16.3%</td>
</tr>
<tr>
<td>Profit attributable to owners of the parent</td>
<td>151.6</td>
<td>174.2</td>
<td>+14.9%</td>
</tr>
<tr>
<td>Adjusted EPS (JPY)</td>
<td>86.74</td>
<td>107.10</td>
<td>+23.5%</td>
</tr>
</tbody>
</table>
EBITDA

Operating income + depreciation and amortization ± other operating income/expenses

Adjusted profit

Profit attributable to owners of the parent ± adjustment items(excluding non-controlling interests) ± tax reconciliation related to certain adjustment items

Adjusted EPS

Adjusted profit/(number of shares issued at the end of the period – number of treasury stock at the end of the period)
Business Segments

HR Technology

Media & Solutions

Staffing
Revenue by Segment

( hydront Bn)

58th FY  |  59th FY
--- | ---
2,173.3 | 2,310.7

HR Technology
+49.6%
+6.3%

Media & Solution
+6.1%

Staffing
-0.7%

Corporate expenses/ eliminations
EBITDA by Segment

(JPY Bn)

58th FY:
- Staffing: 72.7 (+14.1%)
- HR Technology: 156.1 (+55.0%)
- Media&Solutions: 172.4 (+10.4%)
- Corporate expenses/eliminations: 30.6 (-1.0)

59th FY:
- Staffing: 82.9 (+14.1%)
- HR Technology: 293.2 (+13.5%)
- Media&Solutions: 172.4
- Corporate expenses/eliminations: 47.4
Results of Operations by Segment
HR Technology Revenue and EBITDA

<table>
<thead>
<tr>
<th></th>
<th>58th FY</th>
<th>59th FY</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (JPY Bn)</td>
<td>218.5</td>
<td>326.9</td>
<td>+49.6%</td>
</tr>
<tr>
<td>EBITDA (JPY Bn)</td>
<td>30.6</td>
<td>47.4</td>
<td>+55.0%</td>
</tr>
</tbody>
</table>
Media & Solutions Revenue and EBITDA

### Revenue

- **58th FY**: 679.9 Bn (378.5 + 294.4)
- **59th FY**: 721.4 Bn (400.4 + 316.8)
- **Change**: +6.1%

### EBITDA

- **Marketing Solutions**: 156.1 Bn (95.2 + 60.9)
  - 58th FY: +5.8%
  - 59th FY: +15.3%
- **HR Solutions**: 74.5 Bn (79.2 + -4.7)
  - 58th FY: +6.3%
  - 59th FY: +6.3%
- **Corporate expenses/eliminations**: +10.4%

(C) Recruit Holdings Co., Ltd. All rights reserved.
Revenue in Marketing Solutions

(JPY Bn)

<table>
<thead>
<tr>
<th>Service</th>
<th>58th FY</th>
<th>59th FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing and Real Estate</td>
<td>98.1</td>
<td>104.1</td>
</tr>
<tr>
<td>Bridal</td>
<td>55.4</td>
<td>54.9</td>
</tr>
<tr>
<td>Travel</td>
<td>58.8</td>
<td>61.6</td>
</tr>
<tr>
<td>Dining</td>
<td>37.3</td>
<td>38.8</td>
</tr>
<tr>
<td>Beauty</td>
<td>63.8</td>
<td>72.0</td>
</tr>
<tr>
<td>Others</td>
<td>64.8</td>
<td>68.7</td>
</tr>
</tbody>
</table>

+5.8%

+6.1%

-0.9%

+4.7%

+4.0%

+12.9%

+6.0%
Revenue in HR Solutions

(JPY Bn)

58th FY

23.7

270.6

59th FY

32.8

283.9

+7.6%

Recruiting in Japan

+4.9%

Others

+38.3%
Staffing Revenue and EBITDA

Revenue

(JPY Bn)

58th FY: 1,298.8
- Overseas: 789.5
- Japan: 509.2

59th FY: 1,290.2
- Overseas: 747.7
- Japan: 542.5

EBITDA

(JPY Bn)

58th FY: 72.7
- Overseas: 38.9
- Japan: 33.8

59th FY: 82.9
- Overseas: 39.8
- Japan: 43.0

Japan: +6.5% (+27.3%)
Overseas: -5.3% (+2.5%)

Japan: +14.1%
Overseas: +2.5%
Consolidated Financial Position

**Assets**
- 1,748.9 billion yen (+174.9 billion yen)

**Liabilities**
- 776.7 billion yen (+43.3 billion yen)

**Equity**
- 972.2 billion yen (+131.5 billion yen)

**Change in Assets**
- Current assets: +38.0 billion yen
- Non-currents assets: +136.9 billion yen

**Change in Liabilities**
- Current liabilities: +49.8 billion yen
- Non-current liabilities: -6.4 billion yen

**Change in Equity**
- +131.5 billion yen
Year-end dividend for 59th Fiscal Year
Year-end dividend for 59th Fiscal Year
14.5 yen per share

Dividend Policy
✓ Approximately 30% of profit attributable to owners of the parent excluding non-recurring income/losses

Total Dividend Payout
✓ 24.2 billion yen