


Performance Highlights

Three-year historical summary (FY2016 - FY2018)

Recent Achievements

 <p>Consolidated results: Adjusted EPS*¹ 3-Year CAGR 15.5%</p> <p>Greatly exceeded the FY2016-2018 target of “high single-digit growth” that we set in our mid-term strategy in May 2016.</p>	 <p>HR Technology: approximately 4x growth in revenue</p> <p>US\$2.94 billion in FY2018, compared to US\$0.77 billion in FY2015.²</p>	 <p>Global footprint: Services provided in over 60 countries</p> <p>45,000+ employees around the world.</p> <p>As of March 31, 2019</p>	 <p>19.3% ROE for FY2018</p> <p>Significantly exceeded our target of 15%.</p>	 <p>41.7% of managers globally are female</p> <p>The Group continues to promote gender diversity in our managerial positions.⁸</p> <p>As of April, 2019 Read more on p32</p>
 <p>Media & Solutions: No.1 in revenue in almost all major businesses</p>	 <p>Staffing: 5th largest in revenue globally³</p> <p>Our Staffing segment EBITDA margin increased through productivity improvements.</p>	 <p>Consolidated results for FY2018</p> <p>Revenue 2,310.7bn yen YoY growth: +6.3%</p> <p>EBITDA*⁴ 293.2bn yen YoY growth: +13.5%</p>	 <p>HR Technology Monthly Unique Visitors</p> <p>Indeed Over 250 million⁵</p> <p>Glassdoor Over 60 million⁶</p> <p>Read more on p41</p>	 <p>Almost 1,000 ideas submitted to Ring</p> <p>Recruit Group’s new business proposal system, and a symbol of a corporate culture that emphasizes the importance of innovation.</p> <p>2019 submissions, as of June 30 2019 Read more on p54</p>
			 <p>Almost 42% CO₂ reduction*⁷</p> <p>Greatly exceeded our target of 25% reduction in CO₂ emissions by FY2020 as set by our Japan-based businesses in FY2008.</p> <p>As of March 31, 2019 Read more on p84</p>	 <p>AirREGI: Over 420,000 accounts</p> <p>422,000 registered accounts for AirREGI, a cloud-based POS cash register linking with various SaaS applications to support SMEs.</p> <p>As of June 30, 2019 Read more on p50</p>

¹ Adjusted EPS = adjusted profit / (number of shares issued at the end of the period - number of treasury stock at the end of the period).
Adjusted profit = profit attributable to owners of the parent ± adjustment items (excluding non-controlling interests) ± tax reconciliation related to certain adjustment items.

Adjustment items = amortization of intangible assets by acquisitions ± non-recurring income/losses.
² The financial results of operating companies in the HR Technology segment on a US dollar basis, which differ from the consolidated financial results of Recruit Holdings.

³ SIA (Staffing Industry Analysts), “Largest Global Staffing Firms 2018”
⁴ EBITDA = operating income + depreciation and amortization ± other operating income/expenses.
⁵ Average monthly unique visitors in the three months ended June 30, 2019, based on Google Analytics service.

⁶ Peak monthly unique visitors during the three months ended June 30, 2019, based on Google Analytics service.
⁷ Compared to FY2008.
⁸ All of those in managerial positions that have subordinates, calculated from Recruit Holdings, SBU Headquarters, and primary operating companies of each SBU.