

Simplify Hiring

RGF Staffing

Rob Zandbergen

Executive Vice President
Head of Staffing Business
CEO, RGF Staffing B.V.



Our Mission: Employing Made Easy!



RGF Staffing is a global leader in staffing



275,000

Temps on assignment working in various industry segments



19,300

Employees working in all RGF staffing entities



11

Countries, with presence on the continents of Asia, Australia, Europe, North America



1,585

JPY billion revenue

- *Portfolio of local brands* -



102⁽¹⁾

JPY billion Adj. EBITDA

- *Delivery of profitable growth* -



36%⁽²⁾

Adj. EBITDA conversion ratio

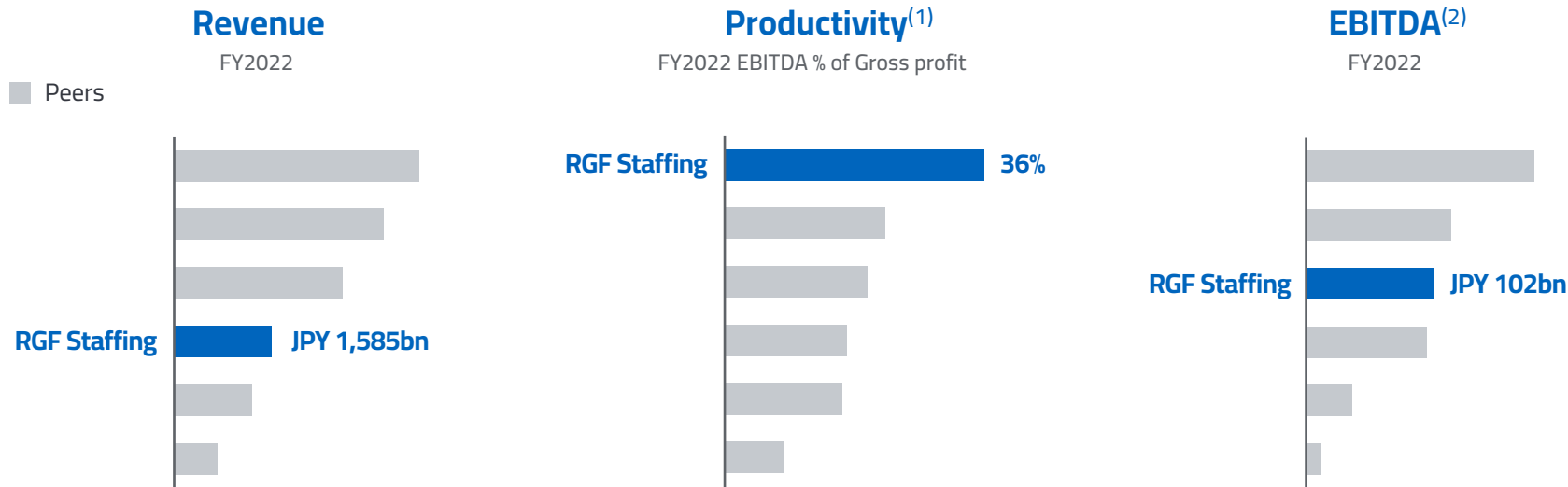
- *Highest productivity in industry* -

Note: All numbers FY2022

1. Adj. EBITDA = Operating income + depreciation and amortization (excluding depreciation of right-of-use assets) + share-based payment expenses ± other operating income/expenses

2. Conversion Ratio = Adjusted EBITDA / Gross Profit

RGF Staffing has the highest productivity versus peers



#4 in revenue

#1 in productivity

#3 in EBITDA

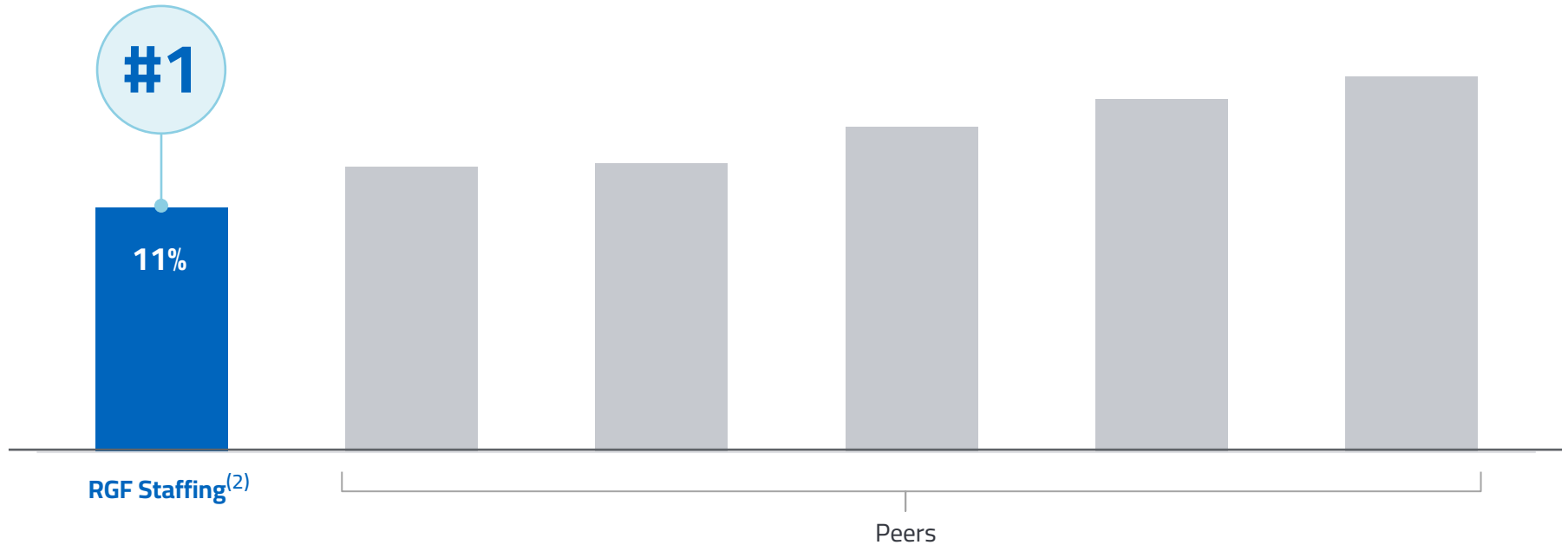
Note: Peers include in alphabetical order (Adecco, Hays, Kelly, Manpower, Randstad); Financial data as reported FYE December 2022 disclosure; Hays reported FYE June 2023
 Note: Bars in charts are shown in same currency – average FX rate per respective reporting period assumed

1. The percentage of RGF Staffing is calculated based on adjusted EBITDA. The percentages of the peers are calculated based on estimated EBITDA as shown in reported FYE December 2022 disclosure of respective peers; Hays reported FYE June 2023.

2. RGF Staffing reporting as adjusted EBITDA (FY2022); peers based on estimated EBITDA

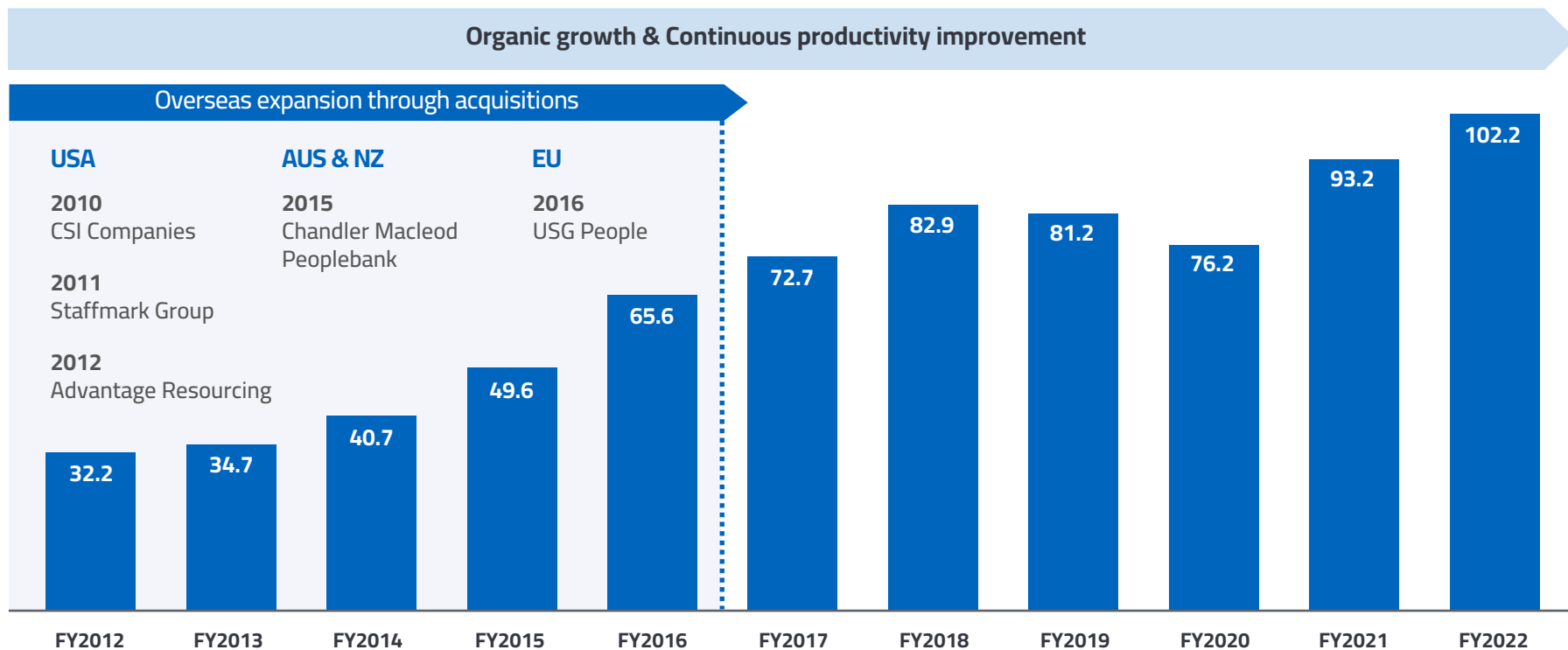
RGF Staffing has the most competitive industry cost levels

FY2022 Est. SG&A as percentage of revenue⁽¹⁾



RGF Staffing productivity improvements contribute to Recruit's Adj. EBITDA growth

● Adj. EBITDA in JPY Billion



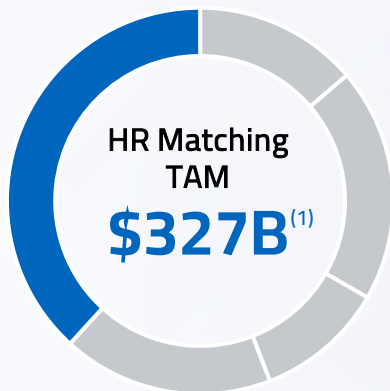
Our Vision

Be the world's most
innovative staffing platform

Temporary staffing is the largest segment in the HR Matching market

The temporary staffing market is highly fragmented and has many inefficient players — out-innovating competitors will enable RGF Staffing to win market share

Temporary Staffing TAM
\$128B⁽¹⁾



RGF Staffing is in markets that cover **76%** of the temporary staffing TAM⁽²⁾⁽³⁾

USA	30%
Japan	15%
Australia	5%
Europe	26%
Total	76% ≈ \$100B



Today's staffing processes
are inefficient and complex,
primed for innovation

Data driven and AI supported processes will drive further efficiency improvement

Accelerating the process from job opening to employment

Improve speed and quality of matching

Increase retention of workers

Opening

Source

Candidate

Assess

Match

Onboard

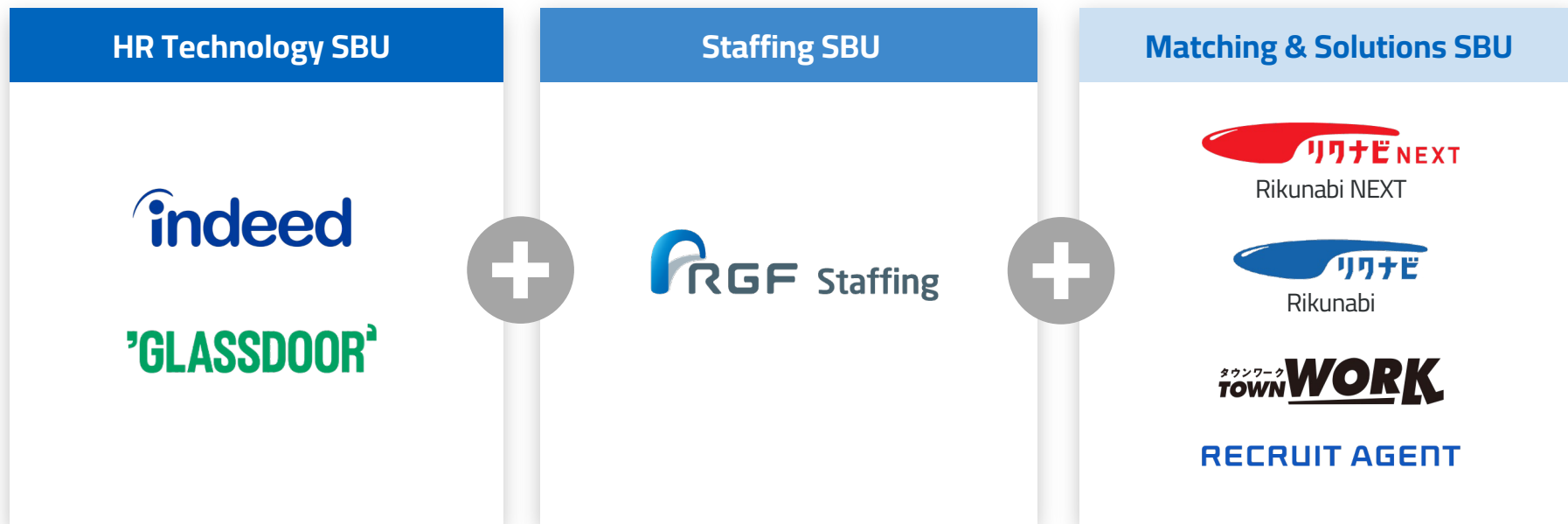
Fill

Employment

Automate manual processes

Recruit well positioned to innovate HR Matching market

We have the advantage of being part of a larger organization with billions of insights to draw upon to bring temp workers and companies together



Advancing cross SBU collaboration and innovation

HR Technology SBU

Staffing SBU

Matching & Solutions SBU

01

Development of a full marketplace model

02

Leverage best matching technology

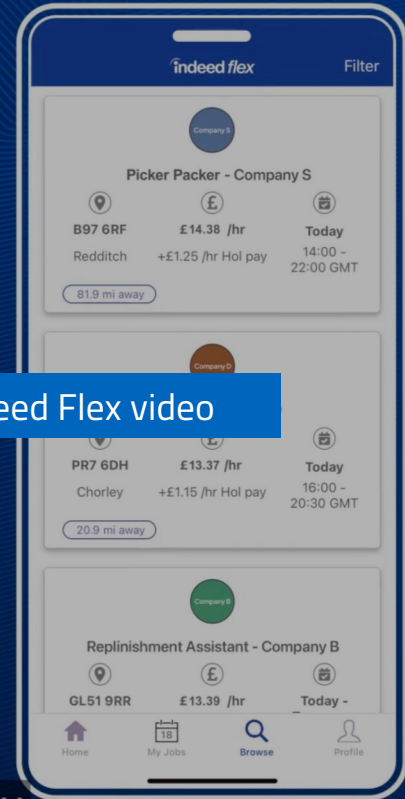
03

Workflow automation



Please watch the full video presentation to see the Indeed Flex video

and my friend suggested Indeed Flex



Advancing cross SBU collaboration and innovation

HR Technology SBU

Staffing SBU

Matching & Solutions SBU

01

Development of a full marketplace model

02

Leverage best matching technology

03

Workflow automation

Leverage best matching technology

Initial test in staffing operating company in Japan



• Matching Engine

Implementing Recruit's AI-based matching engine to increase efficiency

+90%

increase in
of applications⁽¹⁾

Key Takeaways

- **01** Our growth has been driven by our commitment to operational excellence and increased productivity
- **02** The large, highly fragmented temporary staffing market covers only a very small part of the working population and is prime for growth and disruption from a tech-led provider
- **03** We are uniquely positioned to transform temporary staffing with the use of technology and collaboration across Recruit
- **04** Our initial cross-Recruit initiatives have shown promise, and we see many opportunities to further increase productivity and temp work efficiency