



Speaker

Aron Cramer

External member of Sustainability Committee, Recruit Holdings President and CEO, BSR



Speaker

Keiko Honda

Independent Director and external member of Sustainability Committee, Recruit Holdings



Speaker

Yves Serra

External member of Sustainability Committee, Recruit Holdings Chairman of the Board, Georg Fischer



Moderator

Ayano "Sena" Senaha

Director, Executive Vice President and COO, Recruit Holdings

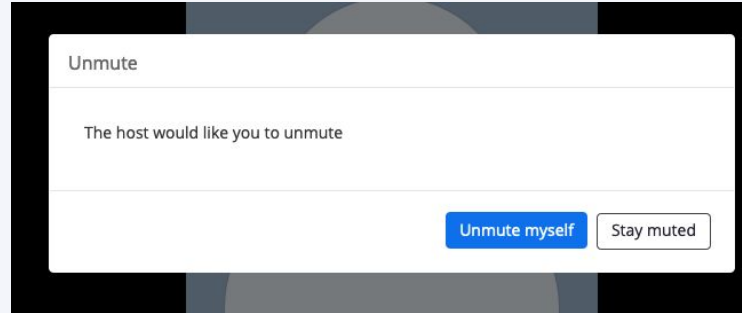
Q&A: For those participating via live streaming from our web page

Access Our Google Form from the following
URL / QR code and submit your question.
When answering, name/company name will not be disclosed.



<https://forms.gle/uvAqjVC9Rt1i3Ucz9>

**Please press the "raise hand" button if you wish to ask a question.
Use your device's microphone when you speak.**



How to request your question be taken

- The MC will ask you to press the "raise hand" button.
- If you would like to ask a question, please press the "raise hand" button at the bottom of the screen.
- If you are logged in from multiple devices, please "raise hand" from one of them.

How to ask your question

- The MC will call out your name in turn.
- If your name is called, a message to "unmute" your microphone will appear on your screen. Please click "unmute myself" to speak.
- After unmuting, please ask your question.
- We will accept up to two questions at a time.

Our Strategy

We set three strategic pillars that combine our strengths and future opportunities.

1

Simplify Hiring

Connect people with jobs,
Faster and easier

2

Help Businesses Work Smarter

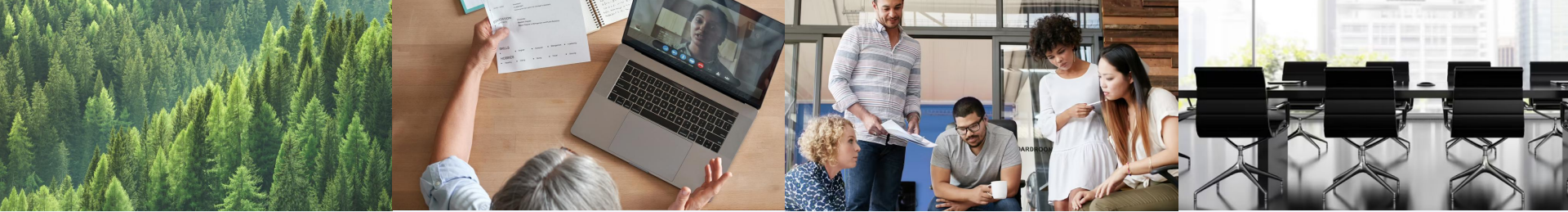
Improve the productivity and
performance of clients' businesses
through SaaS solutions in Japan

3

Prosper Together

Sustainable growth shared by
stakeholders

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.

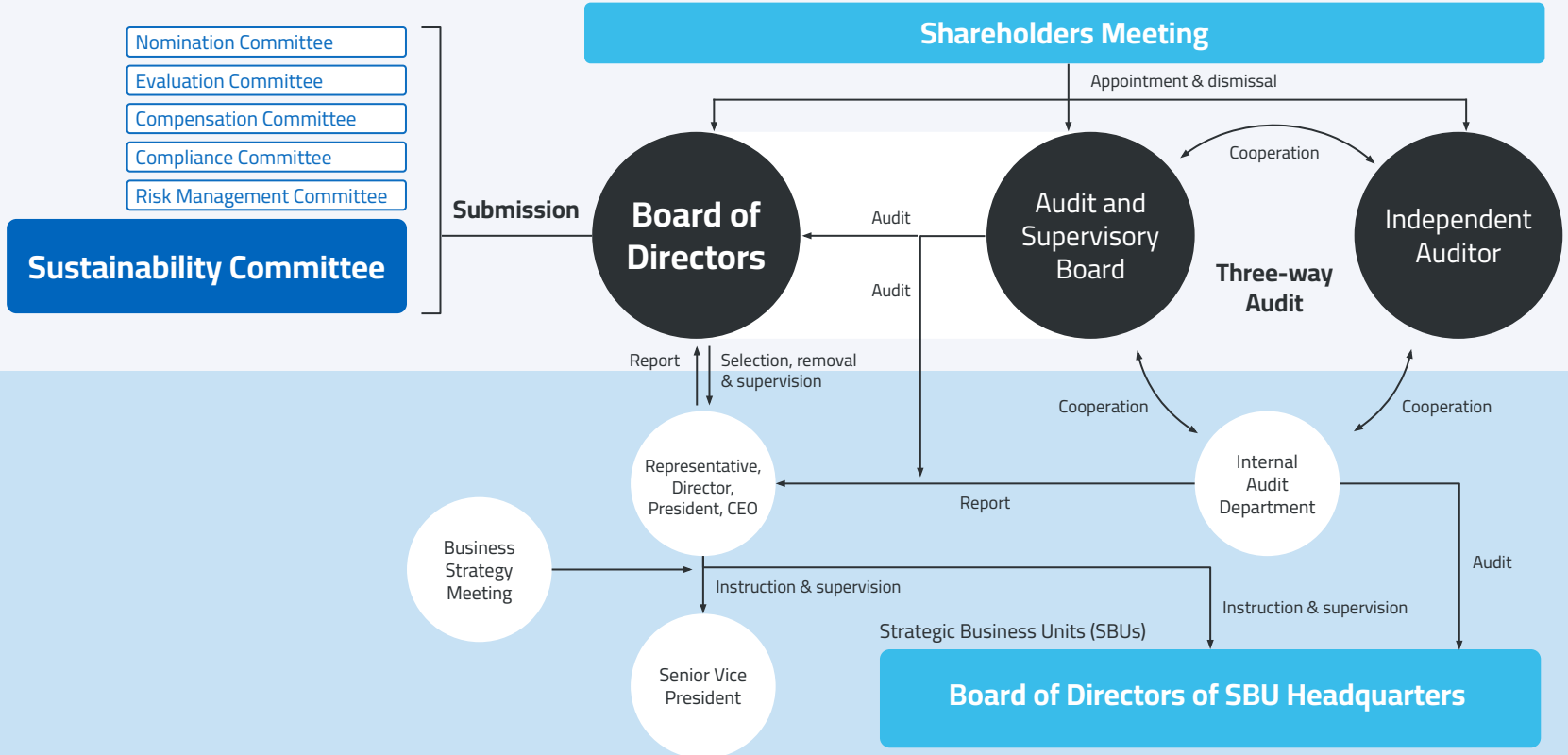
² Carbon neutrality includes reducing greenhouse gas (GHG) emissions as well as offsetting the remaining emissions. GHG emissions throughout business activities are the sum of direct emissions from the use of fuels in owned or controlled sources (Scope 1) and indirect emissions from the use of purchased 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 Senior Vice Presidents and Corporate Officers of Recruit Holdings and Matching & 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.



Sustainability Committee Members*



Aron Cramer

External member of Sustainability Committee, **Recruit Holdings**
President and CEO, **BSR**



Keiko Honda

Independent Director and external member of Sustainability Committee, **Recruit Holdings**



Yves Serra

External member of Sustainability Committee, **Recruit Holdings**
Chairman of the Board, **Georg Fischer**



Masumi Minegishi

Chairperson and Representative Director of the Board



Hisayuki Idekoba

President, CEO and Representative Director of the Board, and Head of HR Technology Business



Ayano Senaha

Chair of the Sustainability Committee
COO, Executive Vice President, and Director of the Board



Yoshihiro Kitamura

Executive Vice President, Head of Matching & Solutions Business, and President and Representative Director, Recruit Co., Ltd.



Rob Zandbergen

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

*As of March, 2024

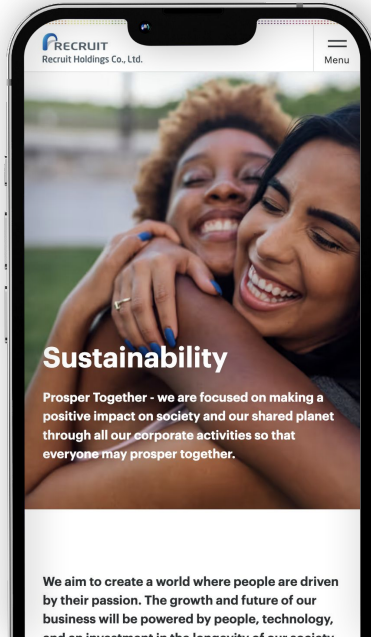
FY2023 Sustainability Committee Agenda

Progress on Our Commitment to Sustainability		1st Committee	2nd Committee
E	Achieve carbon neutrality across our entire value chain	✓	
S	Halve the time it takes for job seekers to get hired	✓	✓
S	Help 30M job seekers facing barriers get jobs	✓	✓
S&G	Realize gender parity among the Board of Directors and Audit & Supervisory Board, senior executives, those in managerial positions, and all employees	✓	
	3 year progress		✓
Update on Sustainability Strategy		1st Committee	2nd Committee
	Update on sustainability issues in response to social trends	✓	
	Sustainability disclosure standards	✓	✓
	Responsible AI		✓

Information about Our Sustainability Initiatives can be found on Our Website and LinkedIn Account

Website / Sustainability TOP

More detailed information on the sustainability initiatives reported today is available



LinkedIn Account

Follow us and get the latest news of Recruit Group.



Recruit Holdings Co., Ltd.

お問い合わせ先

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