

Investor Update FY2023

Day 1

Simplify Hiring

Recruit Holdings Co., Ltd.



Recruit Holdings

Investor Update FY2023

March 27 - 29, 2024 (JST)

FY2023 stands for the period ending on March 31, 2024.

FY2023は2024年3月期を意味します。



Introduction

Matthew Kolby

Head of Institutional Investor
Strategy, Recruit Holdings

Vice President of Investor Relations and
Strategic Planning, Indeed



Recruit Investor Update

Three strategic pillars combining our historical strengths with future opportunities

1

**Simplify
Hiring**

March 26 (US) / March 27 (JP)

2

**Help Businesses
Work Smarter**

March 28

3

**Prosper
Together**

March 29

1

Simplify Hiring

Make it easier and faster for
people to get jobs



2

Help Businesses Work Smarter

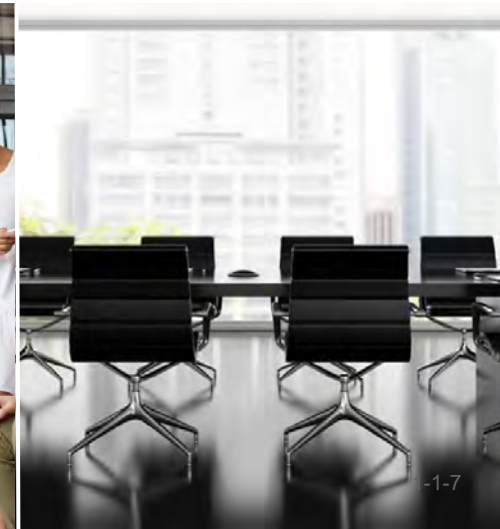
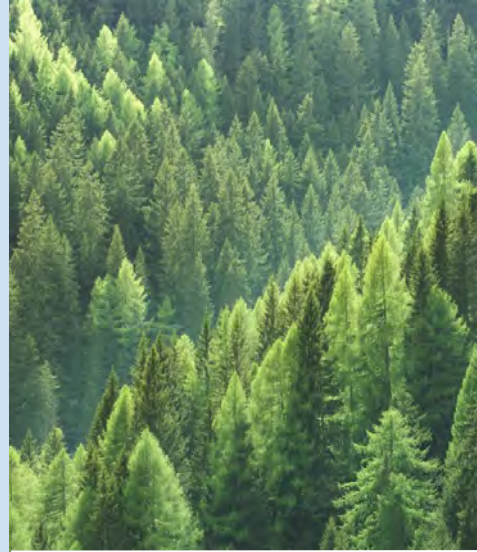
Improve performance and
productivity for business clients
in Japan



3

Prosper Together

Our commitment to sustainability and environmental, social and governance (ESG) goals



Recruit Holdings: Simplify Hiring: Agenda - Day 1



Simplify Hiring: Strategic Overview **Hisayuki "Deko" Idekoba** - *President and CEO Recruit Holdings*

Simplify Hiring with Indeed: Strategy and Vision **Chris Hyams** - *CEO, Indeed*

› **Product Highlight - Job Seeker** **Maggie Hulce** - *EVP and GM, Job Seeker, Indeed*

› **Product Highlight - Employer** **Raj Mukherjee** - *EVP and GM, Employer, Indeed*

› **Monetization** **Chris Hyams**

Simplify Hiring in Japan **Yoshihiro "Yoshi" Kitamura** - *EVP and Head of Matching & Solutions Business, Recruit Holdings*

› **Product Highlight - Indeed PLUS** **Masamichi Yamaguchi** - *SVP of Product for HR Solutions, Recruit Co.*

Simplify Hiring in Staffing: Innovation **Rob Zandbergen** - *EVP and Head of Staffing Business, CEO, RGF Staffing*

Break

Executive Q&A **Deko, Chris, Maggie, Raj, Rob**

Disclaimer

Forward-Looking Statements

This material contains forward-looking statements, which reflect the Company's assumptions, estimates and outlook for the future based on information available to the Company and the Company's plans and expectations as of the date of this material unless the context otherwise indicates. There can be no assurance that the relevant forward-looking statements will be achieved. Please note that significant differences between such forward-looking statements and actual results may arise due to various factors, many of which are outside the Company's control, including changes in economic conditions, changes in individual users' preferences and business clients' needs, competition, changes in the legal and regulatory environment including changes in laws and regulations or guidance, interpretation, enforcement or practice relating to laws and regulations, fluctuations in foreign exchange rates, climate change or other changes in the natural environment, the impact of the spread of COVID-19, the occurrence of large-scale natural disasters, and other factors. Accordingly, readers are cautioned against placing undue reliance on any such forward-looking statements. The Company has no obligation to update or revise any information contained in this material based on any subsequent developments except as required by applicable law or stock exchange rules and regulations.

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Notes Of This Material

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Limitation of Key Metrics

The numbers for our key metrics, which include our "monthly Unique Visitors" and Job Seeker Profile claims are calculated using internal company data based on the activity of user accounts or website visitors. We define "monthly Unique Visitors" as the number of unduplicated (counted only once) visits to an Indeed website on a device over the course of a specified time period. The Unique Visitor counts referenced are an average of each month's total of distinct cookie IDs visiting Indeed's site between April-September 2023. Unique Visitors may not be an accurate representation of actual users of Indeed. Indeed measures Unique Visitors based on its own internal methodology, which may not be comparable with similarly reported metrics by other companies or third-parties. For more information, please visit: [indeed.com/about/methodology](https://www.indeed.com/about/methodology). Glassdoor's "Unique Visitors" is based on data received via Google Analytics, and represents the peak monthly number of distinct cookie IDs visiting Glassdoor's site between October-December 2023. An Indeed "Job Seeker Profile" is defined as an account identified as a job seeker with a unique email address which has been confirmed by our validation process. Job Seeker Profiles can create and upload resumes to Indeed, and can be set to viewable to employers on Indeed.

While these numbers are based on what we believe to be reasonable estimates of our user base for the applicable period of measurement, there are inherent challenges in measuring usage of our products across large online and mobile populations around the world. In addition, we are continually seeking to improve our estimates of our user base, and such estimates may change due to improvements or changes in technology or our methodology.

免責条項

将来見通しに関する注意事項

本資料には、将来の見通しに関する記述が含まれています。将来の見通しに関する記述には、別段の記載がない限り本資料の発表日現在における当社が入手可能な情報並びに当社の計画及び見込みに基づいた当社の想定、将来の見通し及び推測が含まれますが、これらが達成される保証はありません。経済状況の変化、個人ユーザーの嗜好及び企業クライアントのニーズの変化、他社との競合、法令、ソフトウェア又は実務慣行の変化を含む法規制の変化、為替レートの変動、気候変動を含む地球環境の変化、新型コロナウイルス感染症の拡大による影響、大規模自然災害の発生その他の様々な要因により、将来の予測・見通しに関する記述は実際の業績と大幅に異なる場合があります。したがって、将来見通しに関する記述に過度に依拠することのないようお願いします。当社は、適用ある法令又は証券取引所の規則により要求される場合を除き、本資料に含まれるいかなる情報についても、今後生じる事象に基づき更新又は改訂する義務を負うものではありません。

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指標に関する注意事項

「月間ユニークビジター数」や「求職者プロフィール」を含むIndeedの主要指標の数値は、ユーザーアカウントまたはウェブサイト訪問者のアクティビティに基づく社内データを使用して計算されています。当社では、「月間ユニークビジター数」を、指定された期間中にIndeedのウェブサイトのあるデバイスで閲覧した重複のない（1回のみカウントされる）数と定義しています。参照したユニークビジター数は、2023年4月から9月の間にIndeedのサイトを訪問した個別のクッキーIDの各月の合計の平均値です。ユニークビジター数はIndeedの実際のユーザーを正確に表しているとは限りません。Indeedは独自の方法に基づいてユニークビジターを測定しており、他社または第三者が報告した指標と比較できない場合があります。詳細はindeed.com/about/methodologyをご覧ください。Glassdoorの「ユニークビジター数」は、Googleアナリティクスを通じて入手したデータに基づき、2023年10月から12月の間にサイトを訪問したクッキーIDの月間ピーク数を示しています。Indeedの「求職者プロフィール」とは、当社の検証プロセスによって確認された固有のメールアドレスを持つ求職者のアカウントと定義しています。Indeedでは、求職者プロフィールとして、経歴書を作成およびアップロードすることができ、更に求人企業が閲覧できるように設定することができます。

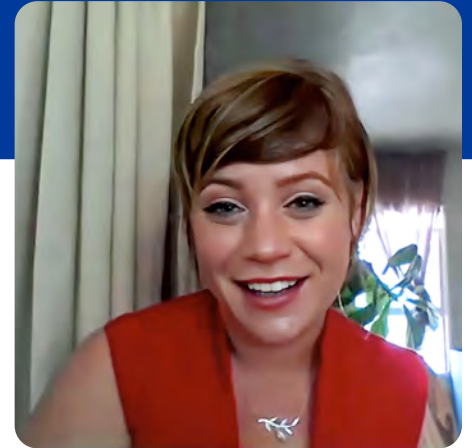
これらの数値は、該当する測定期間における当社のユーザーベースの合理的な推定値であると当社が考えているものに基づいていますが、世界中の大規模なオンラインおよびモバイル集団における当社製品の利用状況を測定することには固有の課題があります。加えて、当社は継続的にユーザーベースの推定値を改善するよう努めており、技術や手法の改善や変更により推定値が変更される可能性があります。

Simplify Hiring

Hisayuki "Deko" Idekoba
Representative Director,
President and CEO
Recruit Holdings Co., Ltd.



Connecting people to jobs



Finding a job can be
easier and more efficient



**Technology can bring
the touch of a personal
recruiter to everyone**





**There's still a lot of
manual work**

Significant opportunity to simplify hiring with AI



Simplify hiring across all Strategic Business Units

HR Technology SBU






Matching & Solutions SBU








Staffing SBU



Simplify Hiring with Indeed

Strategy and Vision

Chris Hyams
CEO
Indeed



**We help
people
get
jobs.TM**





Indeed is the #1 job site in the world¹

Founded

2004

Headquarters

Austin

Employees²

~12,500

Unique Monthly Visitors³

350M+

Employers⁴

3.5M+

Hires per Minute⁵

23

Revenue⁶
(LTM)

\$7.19B

Adjusted EBITDA⁶
(LTM)

\$2.47B

Adjusted EBITDA Margin⁶
(LTM)

34.4%

Indeed job sites

60+ countries

28 languages

Source: ¹ Comscore, Total Visits, June 2023; ² As of December 31, 2023; ³ Indeed internal data, average monthly Unique Visitors April – July 2023; ⁴ Indeed data, 2023; ⁵ Indeed data, 2023 average; ⁶ HR Technology for the 12 months ended December 31, 2023. USD Adjusted EBITDA = USD Revenue x Adjusted EBITDA Margin (JPY)





Search

Click

Apply

Interview

Hire



2004

Online job search state of the art – *Classified Ads*

Key Challenges

- ▶ **Job Seeker**
Only see jobs that are advertised
- ▶ **Employer**
Pay regardless of results

Classified Ads → Search Engine



what

job title, keywords or company name

where

city, state or zip *(optional)*

Remember this location

Find Jobs

[Advanced Search](#)

[Indeed is hiring](#)

[855,901](#) new jobs in the last 7 days

searching job sites, newspapers, associations and company career pages.

Indeed's founding principles answer key challenges

Key Challenges

Indeed

Job Seeker

Only see jobs that are advertised



Job Seeker First

Employer

Pay regardless of results



Pay for Performance

Marketplace question:
Who comes first?

We put **job seekers** first

“What’s best for the job seeker?”

Job Boards

Dozens of sites to find jobs

Contact information shared

Fake jobs

Indeed

One search, all jobs

Protect job seeker privacy

Trust and safety

**What's best for
job seekers is
best for employers**



Pay for Performance

**We get paid when
we deliver value**

Sponsored Jobs: Pay Per Click job advertising

indeed one search. all jobs. [Advanced Job Search](#)

google jobs Jobs 1 to 10 of 17,614

[Get new jobs for this search by email](#)

Salary Estimate
\$40,000+ (14856)
\$60,000+ (10397)
\$80,000+ (5934)
\$100,000+ (3218)
\$120,000+ (1534)

Title
Phone Sales to h
Sales (296)
Media Consultan
Hiring Sales Rep
Media Consultan
[more »](#)

Company
Google (3525)
Unlisted Company (893)
CyberCoders (617)
Elance (380)
Sales Team 1 (348)
[more »](#)

Location
Mountain View, CA (2300)
New York, NY (1721)
San Francisco, CA (857)
Atlanta, GA (371)
Chicago, IL (369)
[more »](#)

Job Type
Full-time (14523)
Part-time (1358)
Contract (1375)
Internship (226)

Sponsored Jobs

[Software Engineer in Test - Seattle/Kirkland](#)
Google - Seattle, WA
Test Engineering **Google** Test Engineers guarantee... that can explore various use cases and scenarios. **Google's** large variety of products offers an amazing...
From Google - 1 day ago

[Software Engineer - Seattle/Kirkland](#)
Google - Seattle, WA
MA ; New York, NY ; and Pittsburgh, PA . The area: Software Engineering **Google's** software engineers develop the next-generation technologies for which we've...
From Google - 3 days ago

[Enterprise Lead Generation Associate \(Spanish and Portuguese... - new](#)
Google - Austin, TX
In cloud computing, **Google's** Enterprise division... businesses that are becoming front-and-center for **Google** as it enters its second decade as a company. The...
From Google - 3 days ago - [save job](#) - [block](#) - [email](#) - [more...](#)

[Google Data Center Opportunities](#)
Google - The Dalles, OR - [+5 locations](#)
Google Data Center Opportunities Simply put, **Google** engineers make computers do amazing things. Populated... people. We're driven by **Google's** mission to organize...
From Monster - 8 days ago - [save job](#) - [block](#) - [email](#) - [more...](#)

[Google Enterprise Opportunities](#)
Google - Austin, TX - [+6 locations](#)
Google Enterprise Opportunities The **Google**... selling **Google** Enterprise's solutions portfolio (**Google** Apps, **Google** Search and **Google** Earth/Maps) into...
From Monster - 8 days ago - [save job](#) - [block](#) - [email](#) - [more...](#)

Sponsored Links

[Credit Scores!](#)
Employers look at your
Find out yours TODAY!
CreditReport.com

[Hiring Here](#)
Available in Your City
it Your Profile & Resume- Free
Job.com

[Google](#)
Get your credit report and score
your next interview
CreditScore.com

Google
Find 45,000 jobs that pay
over \$100,000. Search now.
[www.TheLadders.com](#)

Ads by Google

Cummins Jobs
From day 1 you are taking charge of
your own projects. Apply today!
[www.cummins.com](#)

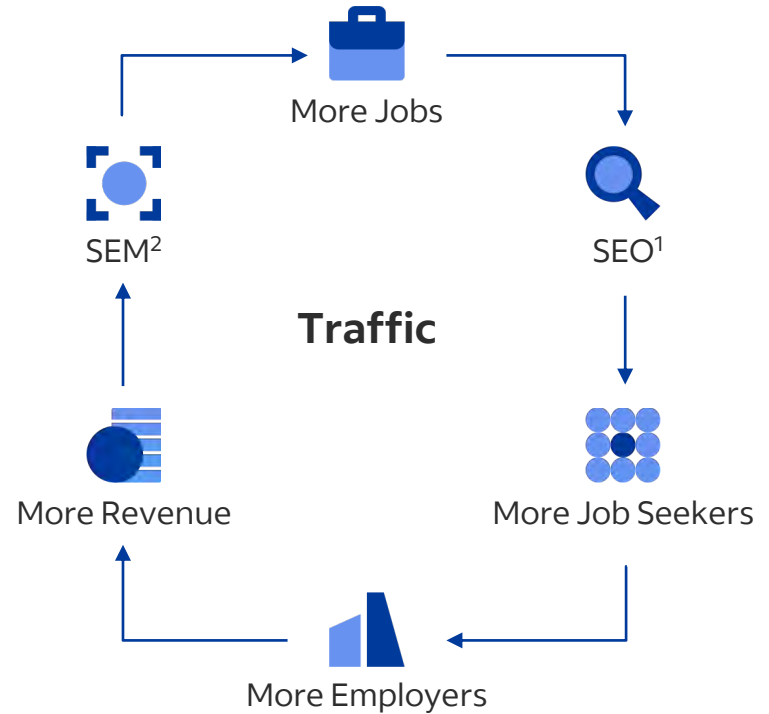
Make Google Your Homepage
Get Quickest Access To **Google** By
Setting It As Your Homepage!
[Google.com](#)

Lists of Careers
Find Schools that Train You For the

**Aligned with
our customers**

**Aligned with
job seekers**

Indeed's growth was driven by an SEO flywheel



¹ Search Engine Optimization; ² Search Engine Marketing

SEO flywheel drove Indeed to #1 in traffic



TC

Indeed Slips Past Monster, Now Largest Job Site By Unique Visitors

Erick Schonfeld

@erickschonfeld / 12:39 PM CST • November 17, 2010



Comment



In October, Job search engine [Indeed.com](#) slipped past [Monster.com](#) to become the largest job site in the U.S. According to comScore, 12.3 million people visited Indeed in October, up 19.6 percent. [Monster.com](#) attracted 12.1 million people, and [CareerBuilder.com](#) came in third with 11.3 million job seekers. It is still pretty close, with Indeed just barely edging out Monster. But this could very well be a turning point for leadership of the online job search category.

Next step of our strategy evolution began in 2011



Job Seeker Journey



Search

Click

Apply

Interview

Hire



Simple, fast, and relevant search for job seekers driven by aggregation

Job Seekers



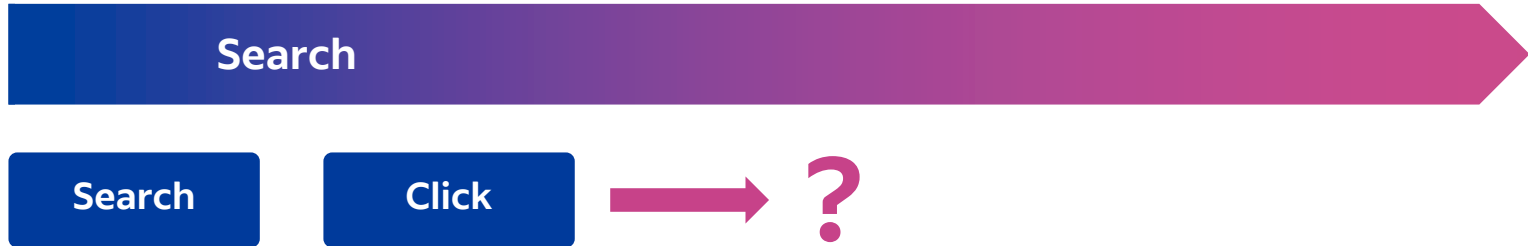
Indexed

Career Sites

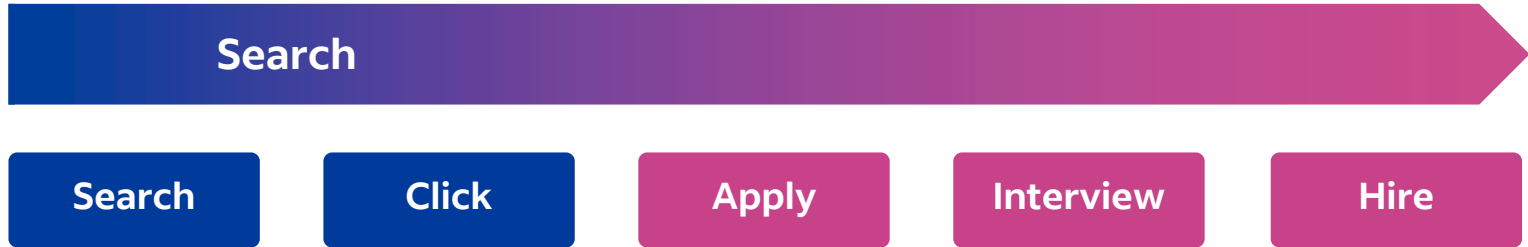
Agencies

Job Boards

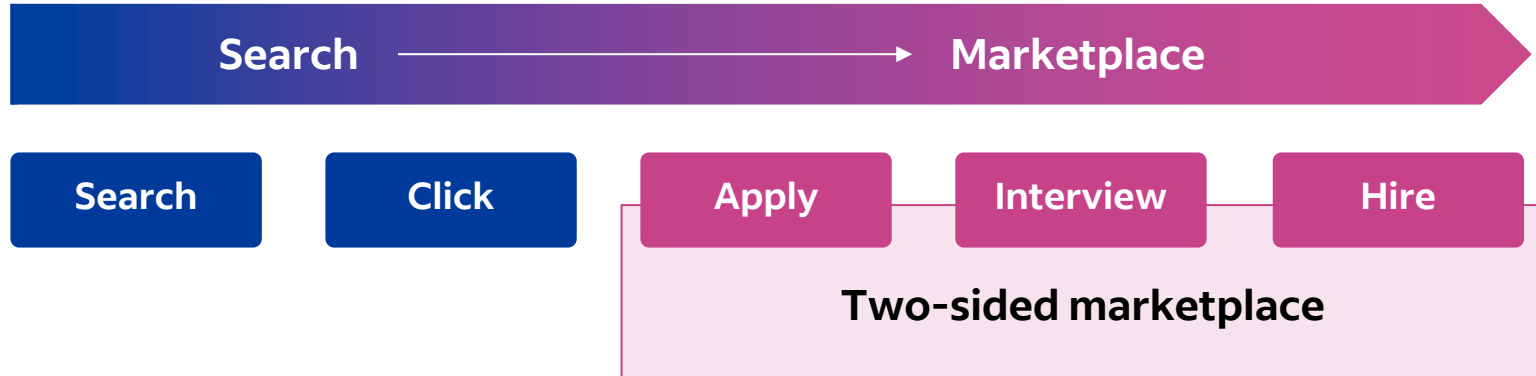
Search engine – job seeker journey



Search engine – job seeker journey → most important steps off platform



Transform from search engine to marketplace



Job Seekers

indeed

ATS
Applicant Tracking System

Indexed
Career Sites
Agencies
Job Boards

ATS

Applicant Tracking System

- ▶ Post jobs
- ▶ Message and manage candidates
- ▶ Track status and outcomes

My ATS

myats.com/candidates

My ATS

Manage Applicants Add New Applicant Manage Positions

Applicants

300 Active 10 New 90 Leads 50 Screens 30 Phone 15 On-Site 10 Offers

	Name	Position	Status	Phone	Email
1	Justin Duck	Warehouse Associate	NEW!	512-123-1233	justinduck@indeedmail.com
2	Ellen Lu	Customer Service	NEW!	512-123-1234	ellen.lu@mail.com
3	David Altuve	Warehouse Associate	Interview Sched...	512-123-1235	davidaltuve@indeedmail.com
4	Sam Kirwan	Customer Service	Contacted	512-123-1236	samkirwan@indeedmail.com
5	Alisa Pazos	N/A	Contacted	512-123-1237	alisapazos@indeedmail.com

Hosted jobs enabled employers to post jobs directly on Indeed

Job Seekers

indeed

Indexed

Career Sites

Agencies

Job Boards

Hosted

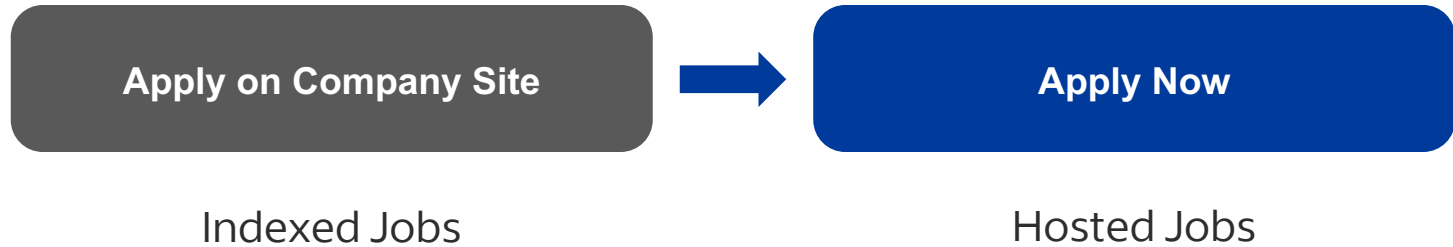
Direct

Hosted Jobs – Simple Indeed ATS

The screenshot displays the Indeed ATS interface for a job titled "Registered Nurse" in Austin, TX. The interface includes a sidebar with navigation options like "Home", "Jobs", "Search resumes", "Candidates", "Interviews", "Analytics", and "Tools". The main content area shows a list of candidates with columns for "Candidate", "Matches to job post", "Activity", and "Interested?".

Candidate	Matches to job post	Activity	Interested?
<input type="checkbox"/> Ellen Lindeman Pediatric Registered Nurse Austin, TX Contacting Applied: Nov 27 Transferred to iKIMS	<ul style="list-style-type: none">✓ EMR systems✓ Nursing✓ Vital signs	<input checked="" type="checkbox"/> Shortlisted Set up interview	<input checked="" type="checkbox"/> ? X ⋮
<input type="checkbox"/> Claire Thompson Reviewed Applied: Nov 15 Transferred to iKIMS	<ul style="list-style-type: none">✓ EMR✓ Urgent care	<input checked="" type="checkbox"/> Shortlisted Set up interview	<input checked="" type="checkbox"/> ? X ⋮
<input type="checkbox"/> Miranda Moon RN Labor and Delivery Austin, TX Reviewed Applied: Nov 12 Transferred to iKIMS	<ul style="list-style-type: none">✓ EHR systems✓ Urgent care✓ Vital signs	<input checked="" type="checkbox"/> Shortlisted Set up interview	<input checked="" type="checkbox"/> ? X ⋮

Indeed Apply simplified the job seeker experience on Indeed



Indeed Apply became the conversion point for getting job seeker resumes

Add a resume for the employer

Recommended
 **Indeed Resume** 
Created more than a week ago

Timothy Polyakov

timothypolyakov@indeedmail.com


+1 512 555 4321

Austin, TX 78731

Engineer III, Copper Mill Software

Back End Developer, Wavewood

Rice University, Master's - Computer Science

 **Edit resume**

or

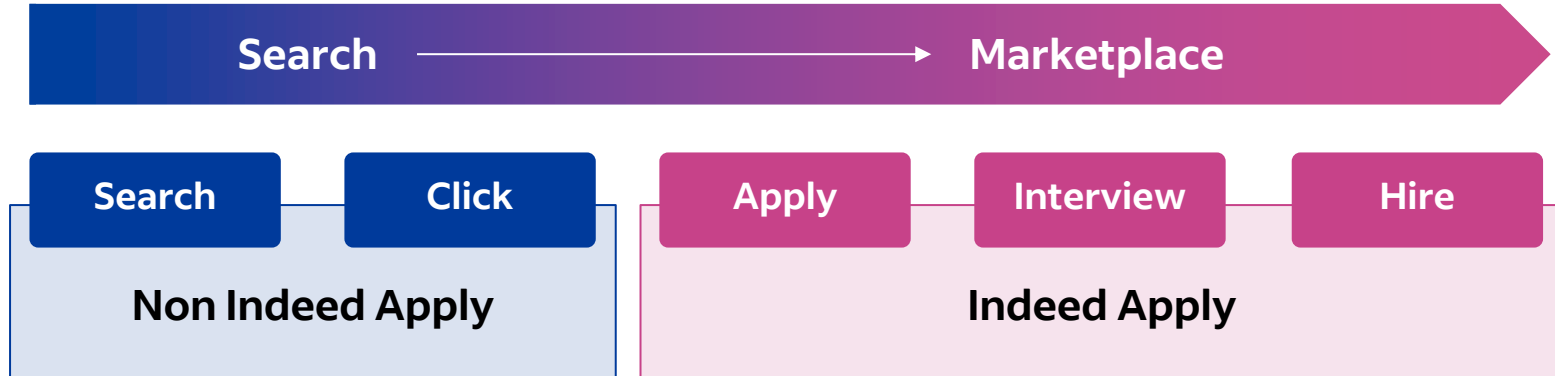


Upload a resume

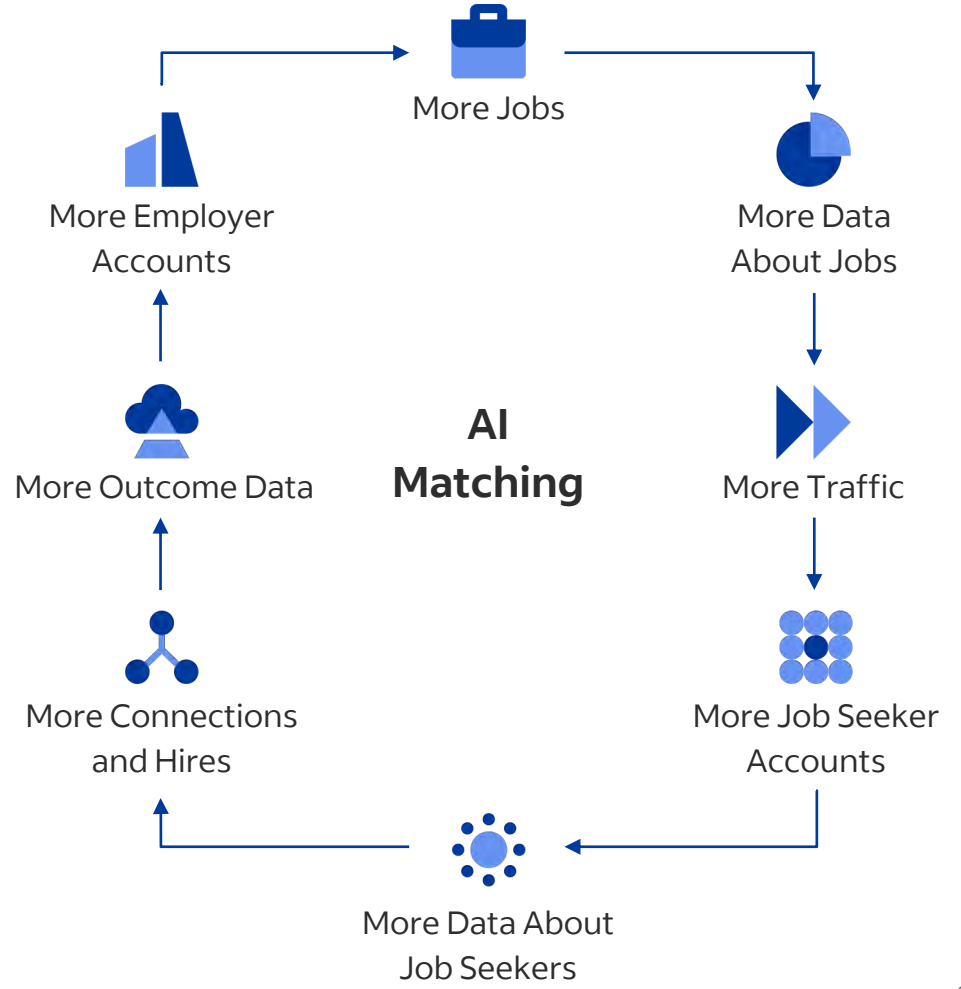
Accepted file types are PDF, DOCX, RTF, or TXT.

Continue

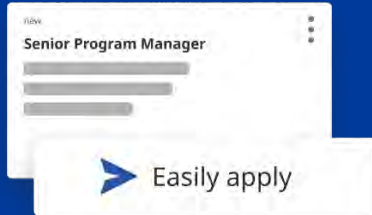
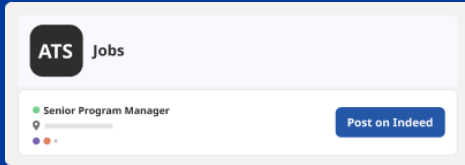
Indeed Apply enabled the first step in the transformation to a marketplace



AI is accelerating our marketplace flywheel, creating more value for all stakeholders



With Indeed Apply Sync API, every job can be a marketplace job

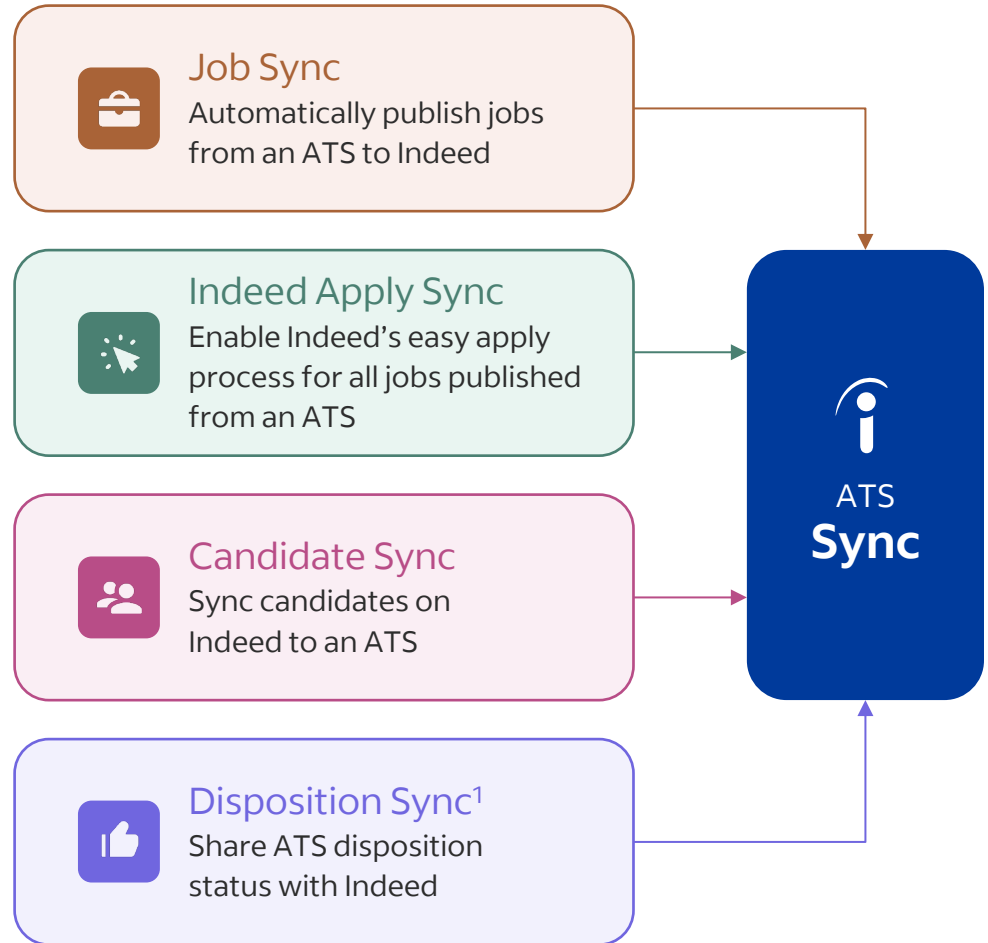


- Syncs jobs from ATS → Indeed, including screener and EEO¹ questions
- Simplifies job application experience for indexed jobs
- Syncs completed applications from Indeed → ATS

300+
applicant tracking systems

¹ Equal Employment Opportunity

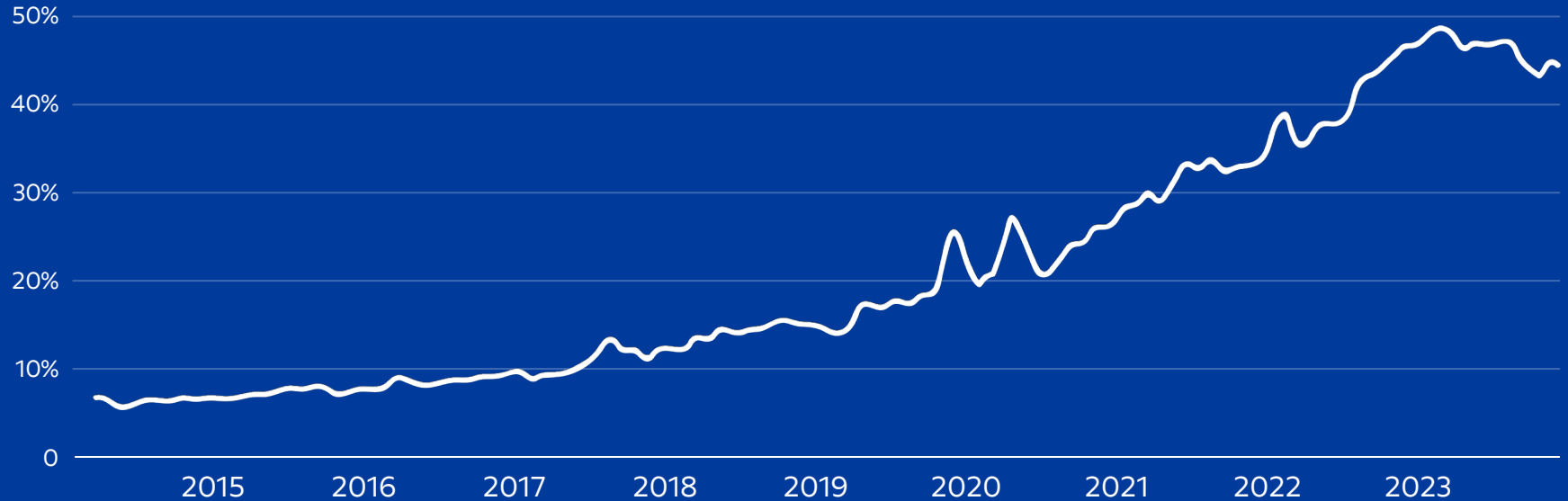
The ATS Sync API brings
ATS jobs, candidates, and
disposition data into the
Indeed platform to
improve AI matching



¹Disposition provides insights into how job applications and applicants are advancing through the hiring funnel from apply to phone screen to interview to offer to hire

Less than 50% of jobs are Indeed Apply-enabled

Indeed Apply %



Source: Percent of all jobs on Indeed that have the Indeed Apply feature enabled, allowing job seekers to apply to the job directly on Indeed, 2014-2023

Indeed Apply grows hires and revenue

5X¹
applies

2.5X¹
hires

2X²
\$/job

Source: ¹ Indeed data (worldwide), Tracking on non Indeed Apply applications may be limited;

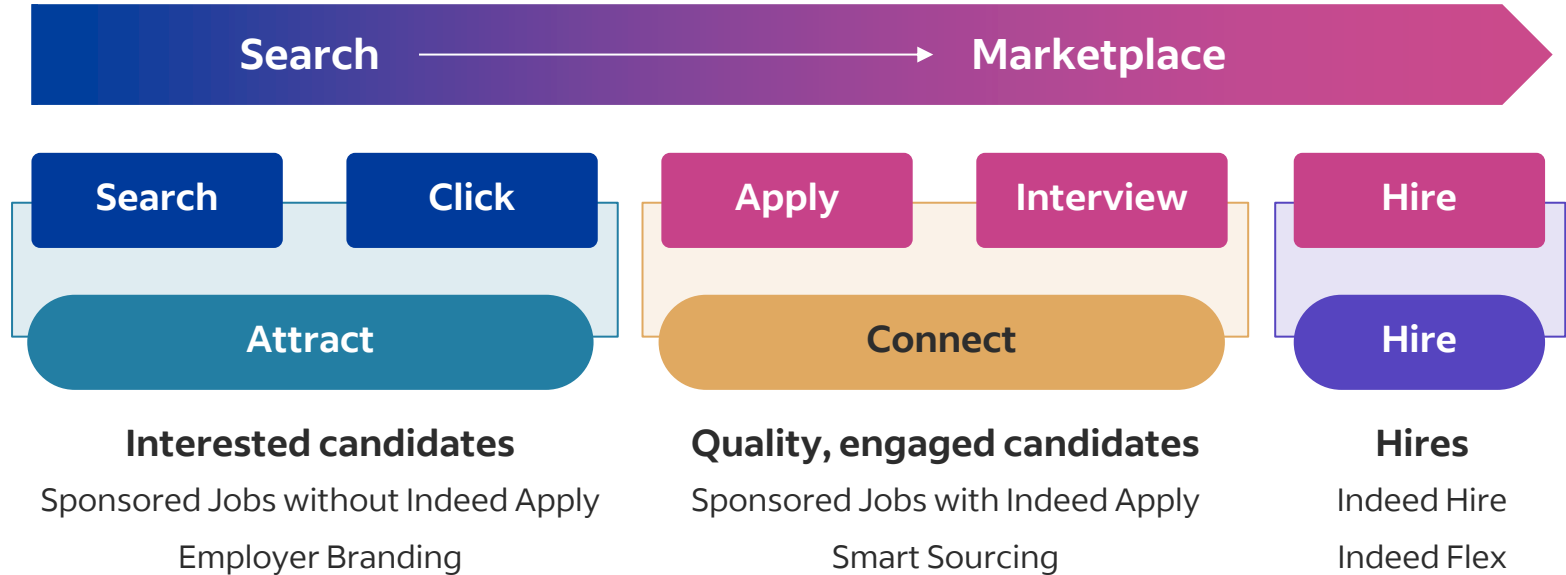
² Indexed Indeed Apply enabled compared to Indexed Indeed Apply not enabled

Leading global two-sided talent marketplace

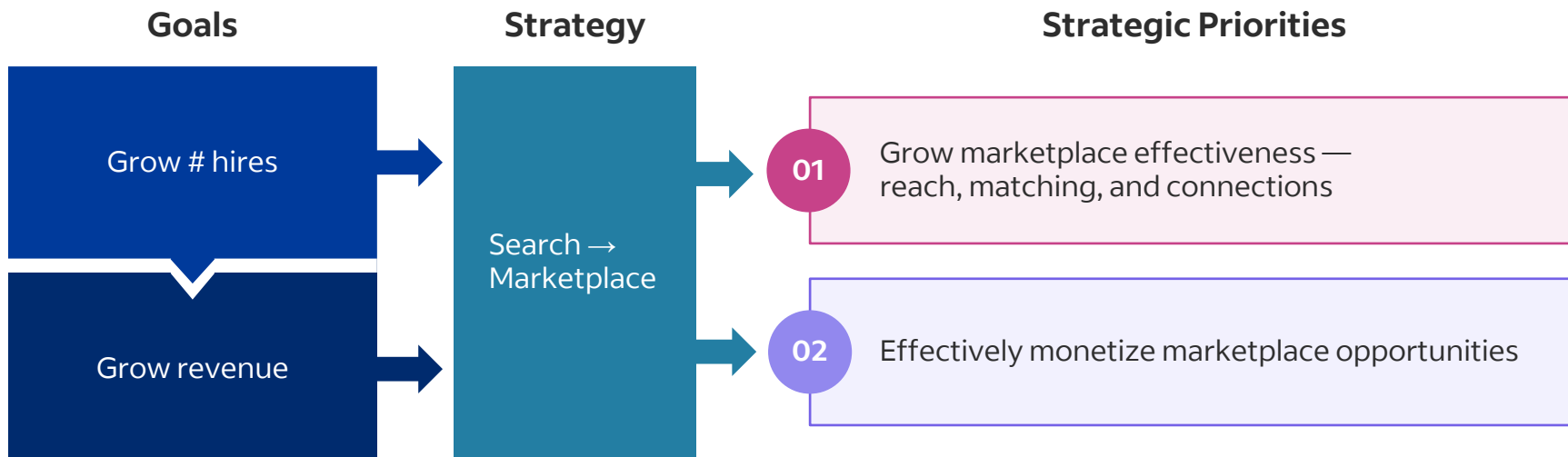


Source: ¹ Comscore, Total Visits, June 2023; ² Indeed Internal Data, average monthly Unique Visitors April - July 2023; ³ Based on data received via Google Analytics and represents the peak monthly number of distinct cookie IDs visiting Glassdoor's site between October-December 2023; ⁴ Indeed data, 2023 average. See P19 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for calculation methodology; ⁵ Indeed data, 2023. Please see disclaimer for definition of Unique Visitors

Product offering aligned to marketplace opportunity



Clear strategic framework



Grow marketplace effectiveness

01

Broad Reach

02

Best Matching

03

Faster Connections



Maggie Hulce

EVP and General Manager,
Job Seeker



Raj Mukherjee

EVP and General Manager,
Employer

Indeed Product Highlight

Job Seeker

Make getting a job simpler,
faster, and more human

Maggie Hulce

EVP and General Manager, Job Seeker
Indeed



**We help
people
get
jobs.™**

**Job Seeker First
is our keystone value**



Job Seeker First



Pay for Performance

We want to help job seekers find better work so they can live better lives

76%

“Better work results in
having a better life”

66%

“There is a better job
out there for me”

Source: Indeed Survey, 2023, US, CA, UK, FR, DE, NL, AU, IN, IT, n=22,564

Our Vision

Every worker's
trusted career
companion



indeed

1-4-63



Job seekers are clear about what they want

Explore

Understand my options for jobs and companies

Apply

Find jobs that fit my skills and preferences

Interview

Connect with a real person and be seen for what I can do

Job seekers encounter many pain points

Explore

~50%

of US jobs are still missing salary¹

Apply

~50%

are looking for for 2+ different types of jobs²

Interview

~80%

have applied and never heard back³

Source: ¹ Indeed data, US; ² Indeed survey, 2022, n=708; ³ Harris Poll on behalf of Indeed, 2023, n=2,053

Our three-part strategy

01

Broad Reach

All the jobs in one place, along with authentic company reviews, career guides and salary info

02

Best Matching

03

Faster Connections

We are a leading job site by traffic in 20+ countries

#1

Canada
United States
Mexico
United Kingdom
France
Ireland
Belgium
Netherlands
Sweden
Italy
South Africa
Japan
Singapore



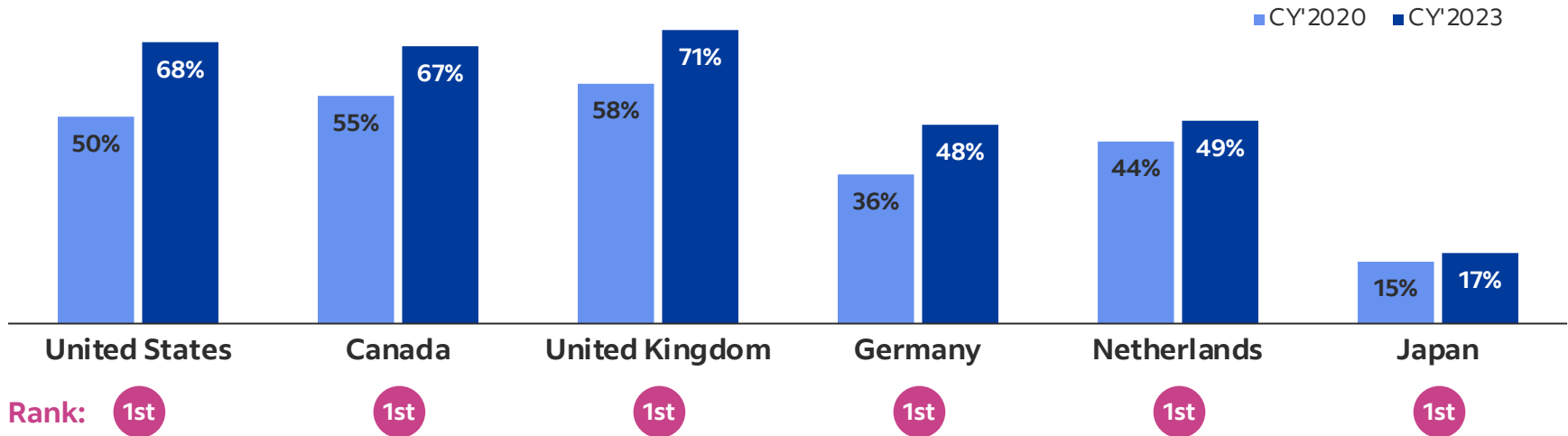
#2

Brazil
Poland
Austria
Spain
Germany
Switzerland
Hong Kong
Vietnam
Australia

Source: #1 job site rank measured by traffic as determined by SimilarWeb, Comscore or Médiamétrie depending on the market, October 2023.
#2 job site rank measured by traffic as determined by SimilarWeb, Comscore or Médiamétrie depending on the market, October 2023.

Indeed is top of mind for job seekers in our key markets

Global Indeed Labor Force Unaided Consideration



Source: Based on Indeed Brand Awareness Surveys, 2020 & 2023.

Unaided Consideration (UAC) = The percentage of people who would consider using Indeed when searching for a new job.

UAC Questions in survey = "Imagine that you're in the process of searching for a new job. If you could only use one job site or online source, which would you use?" + "What other job sites or online resources would you consider using?" Responses are open-ended

And this holds for all major Industries

US Unaided Consideration Rates by Industry, CY 2023



Labor Force

68%



Healthcare

78%



Finance and Banking

67%

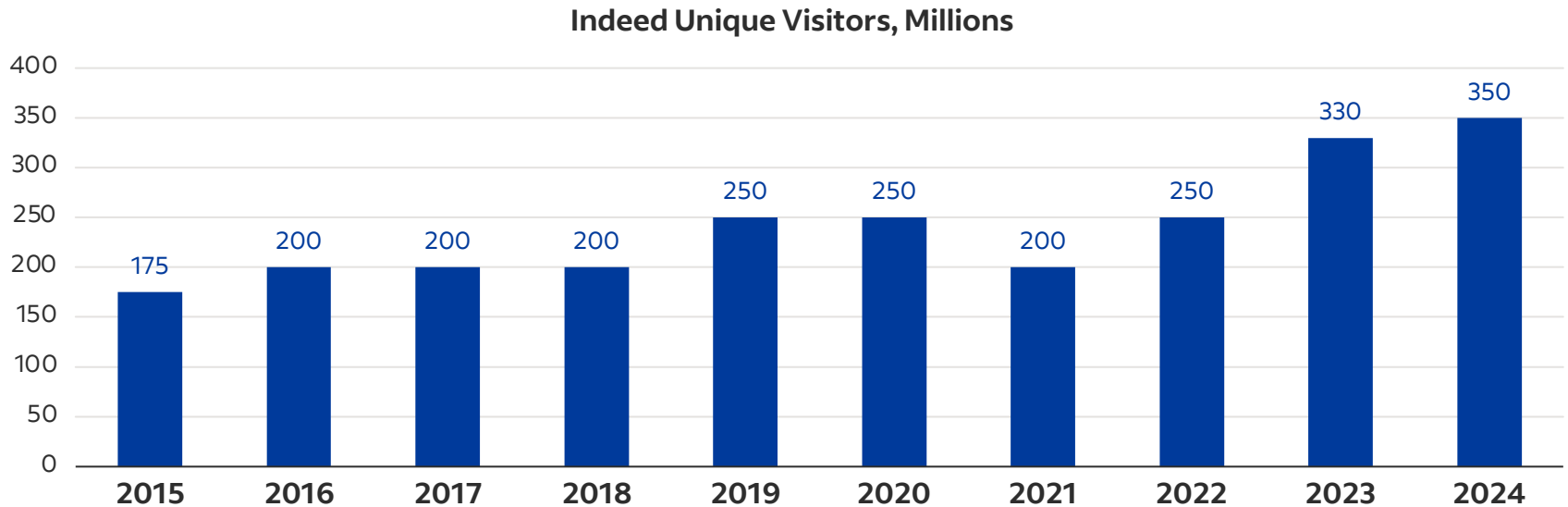


Technology

64%

Source: Based on Indeed Brand Awareness Survey, 2023

We've **doubled** our monthly Unique Visitors over the last 10 years

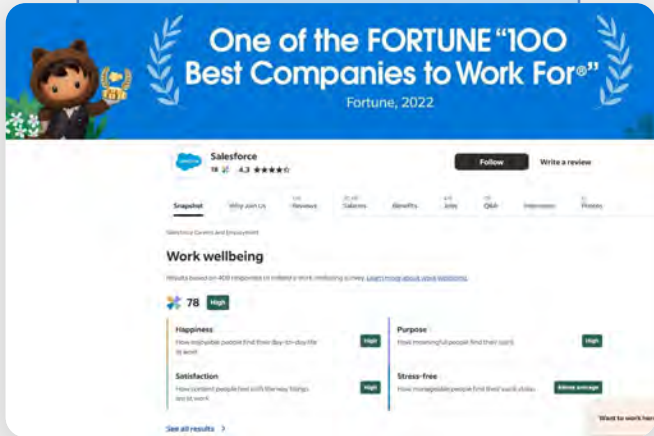


Source: 2015 - 2023: Indeed Internal Data, average monthly Unique Visitors October - March 2014-2023, respectively; 2024: Indeed Internal Data, average monthly Unique Visitors June - December 2023. Please see disclaimer for definition of Unique Visitors.

While most visitors come to Indeed to explore jobs, our depth in company and salary insights drives additional engagement

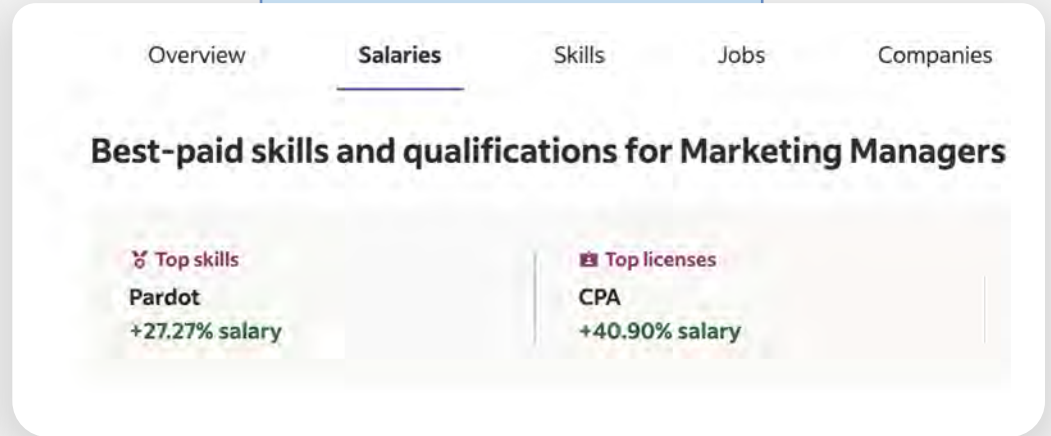
~1B

company ratings



~1B

salary insights



Source: Indeed data (worldwide)

Beyond exploring jobs and company insights, job seekers start applications on Indeed

+20%

Number of job seekers who started an application on Indeed 2023 vs. 2022¹

Source: ¹ Indeed data (worldwide); ² Top occupations in order of started applications on Indeed, 2023

Top 10 Occupations²

- 01 Sales and Retail
- 02 Food and Beverage
- 03 Operations and Management
- 04 Supply Chain and Logistics
- 05 Healthcare
- 06 Technology
- 07 Transportation
- 08 Manufacturing and Utilities
- 09 Finance and Accounting
- 10 Community and Human Services

Job seekers share skills and preferences through profiles that help us tailor their experience on Indeed

525M+

Global job seeker profiles

Source: Indeed data (worldwide), job seeker accounts that have a unique, verified email address

The image shows a user profile for Miranda Moon on the Indeed platform. The profile includes a name, a circular profile picture with the initials 'MM', and a 'Resume' section. The resume section features an 'Indeed Resume' card with a sub-header 'Indeed Resume', an update date of 'Updated Aug 6, 2023', and a status of 'Not searchable'. Below this is a promotional banner that says 'Get a resume that keeps employers calling' with a '→' arrow and an 'Improve your resume' link. A pink box highlights the 'Improve your job matches' button. Below the resume section are several other sections: 'Qualifications' (with a sub-header 'Tune the qualifications we'll use to match you'), 'Job preferences' (with a sub-header 'Save specific details like minimum desired pay'), 'Hide jobs with these details' (with a sub-header 'Manage the qualifications or preferences used'), 'Skills tests' (with a sub-header 'Take assessments to showcase your top skills'), and 'Ready to work' (with a sub-header 'Let employers know that you're available to st...'). To the right, a separate window titled 'Qualifications' is shown, containing a list of skills and education details. The 'Education' section lists 'Bachelor's degree' and 'MBA'. The 'Skills' section lists various skills including Analytics, Branding, Budgeting, Care plans, Coffee experience, Customer Segmentation, Economic Development, Management, Marketing, Performance Management, Pricing, Process Improvement, Profit & Loss, and Program Development.

Job seekers are increasingly allowing employers to view their profiles and reach out on Indeed

Job seekers who receive an outreach are

2X more likely

to connect with an employer than those that apply on their own



indeed



Miranda Moon



✉ mirandamoon@indeedmail.com

☎ (555) 555-0123

📍 Seattle, WA 98122

👁 Employers can find you

Resume



Miranda_M_resume.pdf

Added Jan 21, 2021



1-4-74

Our three-part strategy

01

Broad Reach

All the jobs in one place, along with authentic company reviews, career guides and salary info

02

Best Matching

Personalized job and career recommendations based on understanding of your skills and preferences

03

Faster Connections

Excellent personalized matching requires understanding, collecting and validating skills and preferences from both sides

Understand skills and attributes

Collect from job seekers and jobs

Validate and suggest skills

Personalize matches

Use feedback loop

Our industry-leading understanding of occupations powers our AI/ML models for better matching

We understand 10K unique attributes (skills, licenses, settings, schedules, benefits, pay) across ~900 occupations

■ Occupation

■ Shift

■ Job Type

■ Skill

■ Credential

■ Benefit

[RN \(Registered Nurse\)](#) - [Night Shift](#)

We have an immediate [full-time](#) opening for a Registered Nurse (RN) on Night Shift. Attendance Bonus Offered- \$75.00 per pay period! Must have the flexibility to work [every other weekend](#) and [holidays](#). Positions are 12 hour shifts.

You'll be responsible for:

[Nursing care](#) delivery, such as [IV therapy](#), treatments, [med administration](#), and other clinical needs according to physician's orders and patient plan of care. Performs [comprehensive assessments](#) within the scope of the nursing practice and respond to patient change in conditions. Oversees the activities of the nursing assistants.

You'll need to have:

Current Ohio [RN license](#), strong documentation skills, experience with [Point Click Care \(PCC\)](#) is a plus, instructor-led [CPR certification](#) or willing to obtain upon hire, solid work history with excellent attendance and punctuality, and ability to respect all members of the healthcare team.

Hillandale offers an impressive collection

[Holiday pay](#), [Shift Pick-Up bonus pay](#), [Night Shift differential pay](#), [Employee Referral bonus pay](#), Extra Differential on Friday and Saturday nights

Occupation-specific understanding delivers customized job seeker experiences

Registered Nurse Seattle Search

Date posted Remote Within 35 miles Pay Job type Specialty License Shift and schedule

Work setting Location Company Posted by Experience level Education

Work Setting

Hospital (1,134)
Clinic (505)
Acute care (438)
In-person (430)
Outpatient (360)
Inpatient (308)

Specialty

Medical-Surgical (838)
Critical and Intensive Care (726)
Surgery(595)
Home Health (555)
Cardiology (535)
Pediatrics (406)

License

RN License (3,755)
LPN (336)
CNA (82)
LVN (31)
Certified Nurse Practitioner (17)
APRN (4)

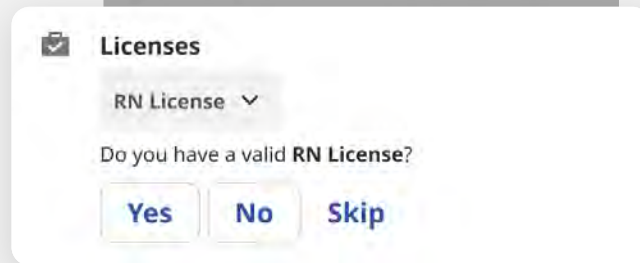
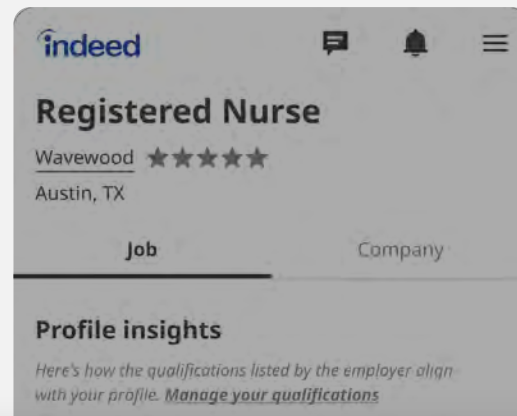
Shift

On call (242)
Evening shift (231)
3x12 (184)
PRN (174)
Per diem (157)
No weekends (128)

Job seekers share qualifications and preferences not only while updating their profile, but also during the job search process

Across both qualifications and preferences, we collected **2B** unique data points in 2023

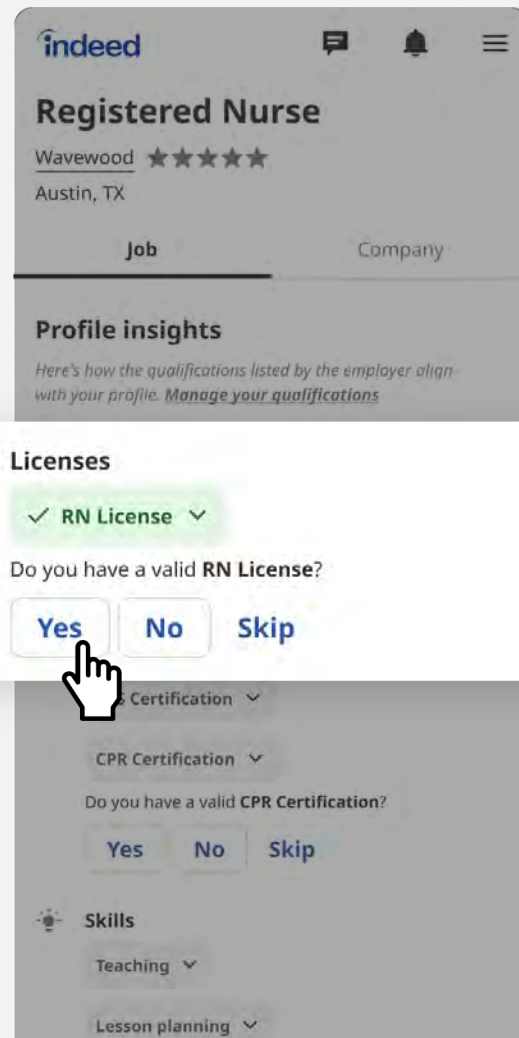
Source: Indeed data (worldwide). Qualifications can include skills, certifications, licenses, degrees, fields of study, and other facts that describe the job seeker's capabilities and experiences. Preferences are sentiment data about job details, like job title, company, pay, location, remote type, job type (employment type), work schedule, and industry.



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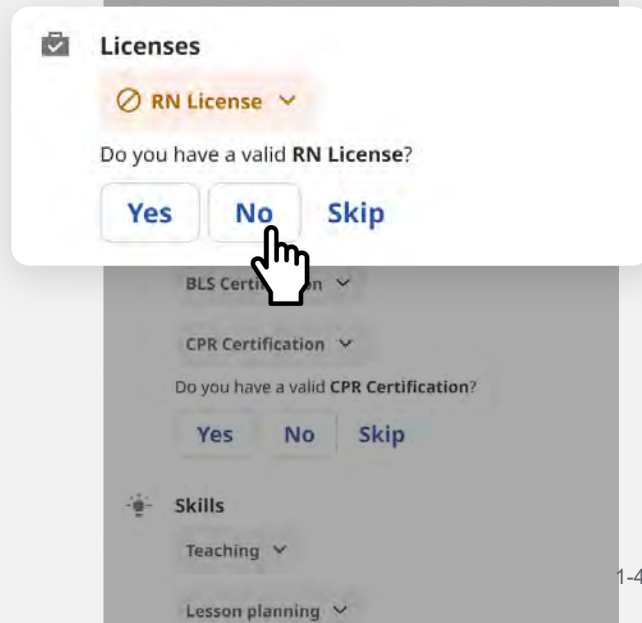
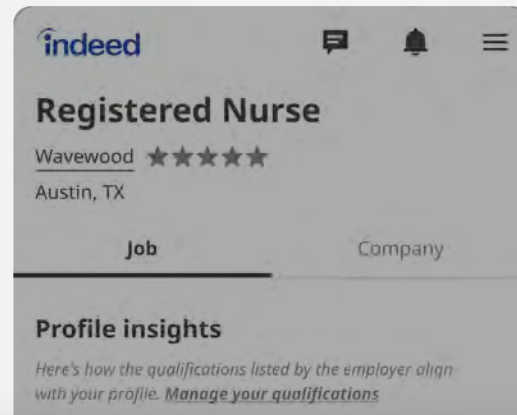
Source: Indeed data (worldwide). Qualifications can include skills, certifications, licenses, degrees, fields of study, and other facts that describe the job seeker's capabilities and experiences. Preferences are sentiment data about job details, like job title, company, pay, location, remote type, job type (employment type), work schedule, and industry.



Job seekers share qualifications and preferences not only while updating their profile, but also during the job search process

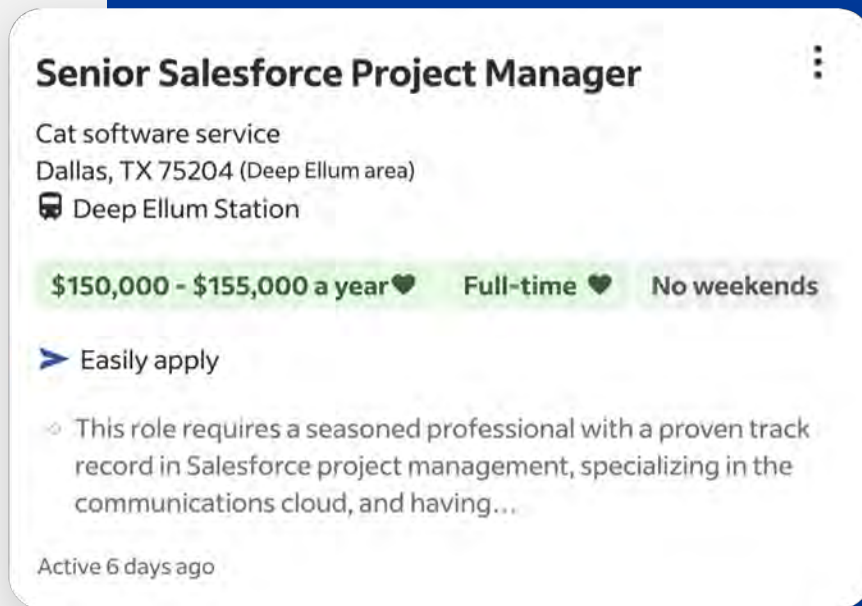
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Pay information on jobs is a priority for job seekers

Jobs with pay get 30% more started applications per impression¹. We have pay from the employer for ~50% of US jobs.



Senior Salesforce Project Manager

Cat software service
Dallas, TX 75204 (Deep Ellum area)
🚗 Deep Ellum Station

\$150,000 - \$155,000 a year ❤️ **Full-time** ❤️ **No weekends**

➤ Easily apply

◇ This role requires a seasoned professional with a proven track record in Salesforce project management, specializing in the communications cloud, and having...

Active 6 days ago

We help validate skills to demonstrate job seekers' capabilities to employers

1B+ assessments taken on 900+ types of skills

Indeed Assessments

Assessments

Your completed assessments:

Business math
Proficient
[View full score report](#)
March 2020

Show to employers: Yes

Retail customer service
Proficient
[View full score report](#)
August 2022

Show to employers: Yes

Management & leadership skills: Impact & influence
Proficient
[View full score report](#)
August 2022

Show to employers: Yes

Years in skill

Add skill

Skill name *

Years of experience
Round to the nearest year. Example: 3

Skill connect

What are some of your skills?

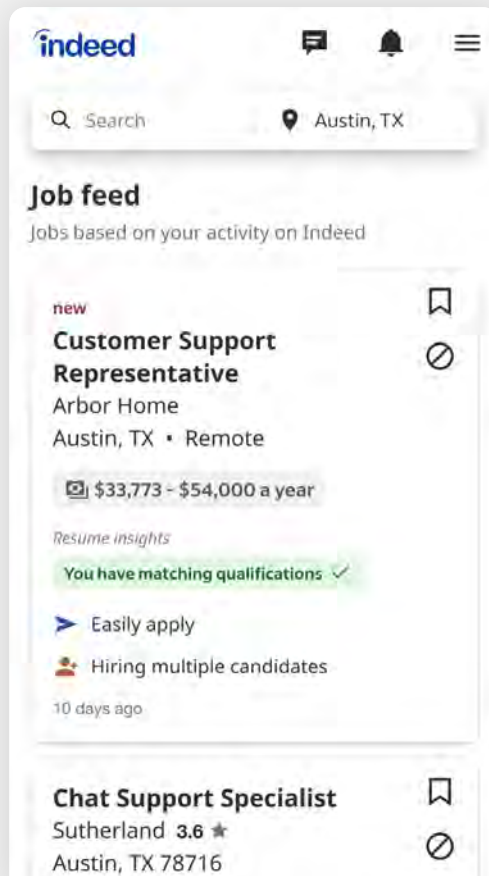
PER SCHOLAS

We've added new skills
Confirm the Per Scholas recommended skills.

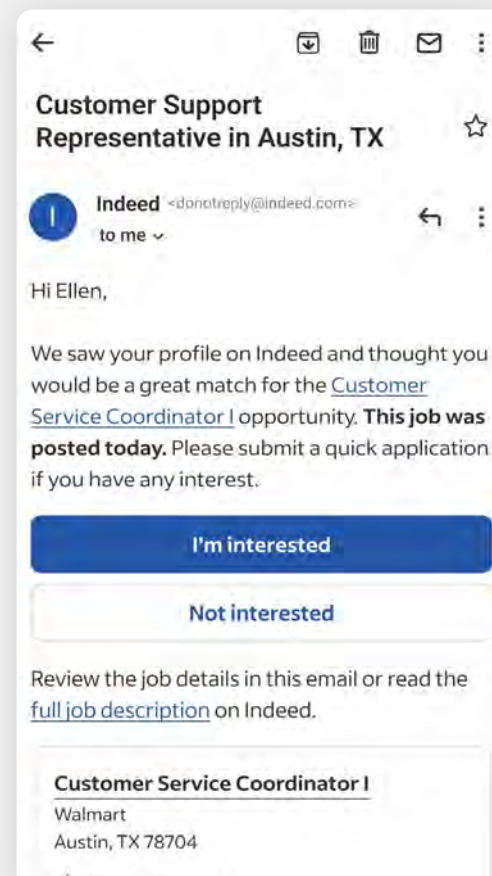
- Linux
- Network administration
- Threat management
- Cyber incident response

AI-driven personalized job recommendations now drive 60% of sponsored started applications and help job seekers find relevant jobs faster

Homepage Feed



Invite to Apply



Source: Indeed data (worldwide)

New Generative AI
job exploration showing a
**17% increase in
started applications**



Conversation Starters

Help me find a job based on my skills and experience...

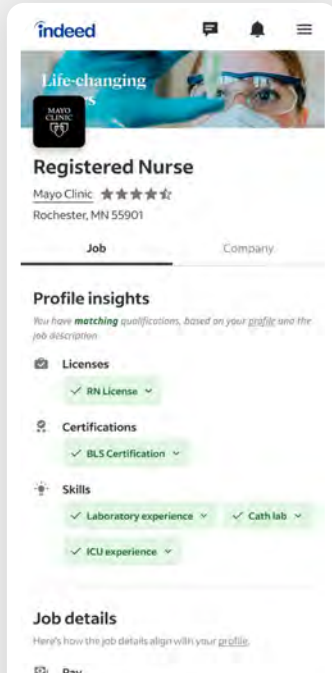
Help me make a career change...

Help me figure out what career to pursue...

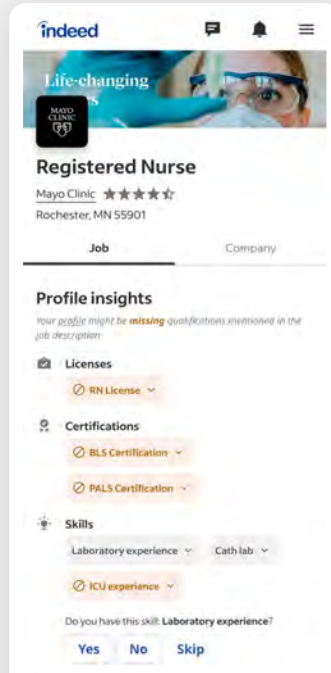
Help me find jobs based on my copy & pasted resume...

We use the information we have collected to steer job seekers to jobs where they are more likely to get hired

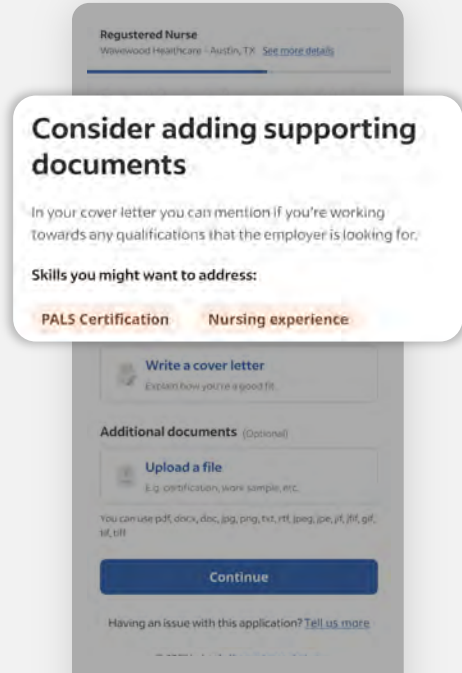
Qualified



Unqualified



Recommendations to improve quality





We use all this data about job seekers to feed our AI models and improve our match recommendations

Our three-part strategy

01

Broad Reach

All the jobs in one place, along with authentic company reviews, career guides and salary info

02

Best Matching

Personalized job and career recommendations based on understanding of your skills and preferences

03

Faster Connections

Tools to help you showcase your skills, apply, interview and ultimately get hired faster on Indeed

Four critical elements to enabling faster connections on Indeed



Mobile App



Indeed Apply



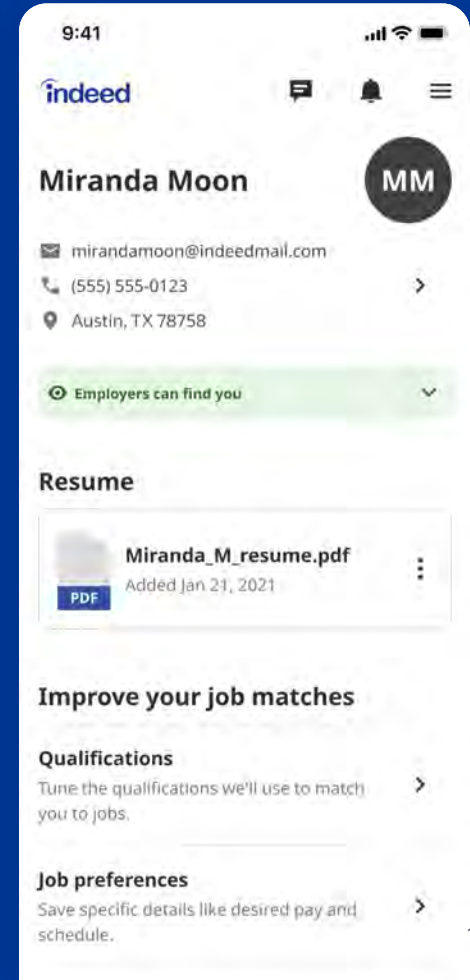
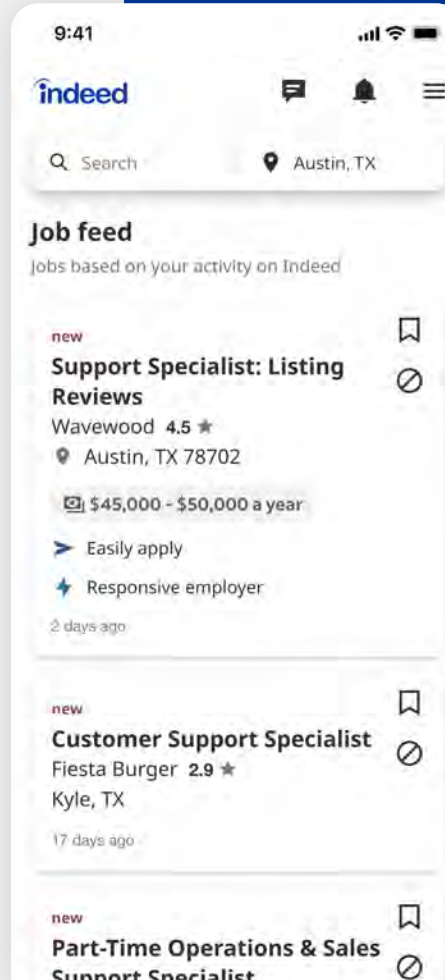
Indeed Messaging



Indeed Interview

The mobile app is our best surface for engagement

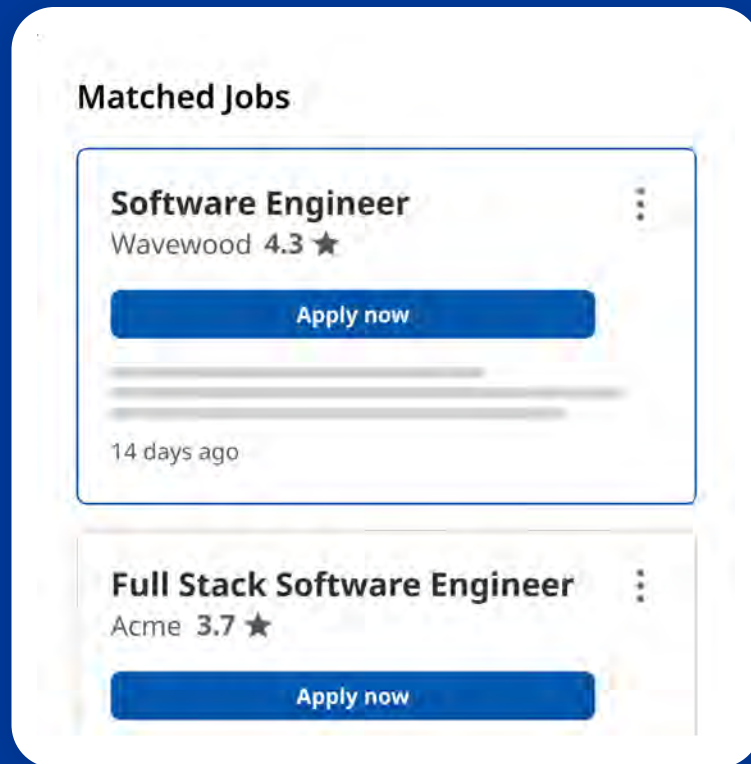
- Better personalization (always logged in)
- Support workers throughout their career
- Lower our job seeker acquisition costs



Indeed Apply enables mobile-optimized applications

• **75%**

of applications are submitted on Indeed via mobile devices



Which translates to a simpler, faster experience

Barista job on
career site



8 minutes

Barista job with
Indeed Apply



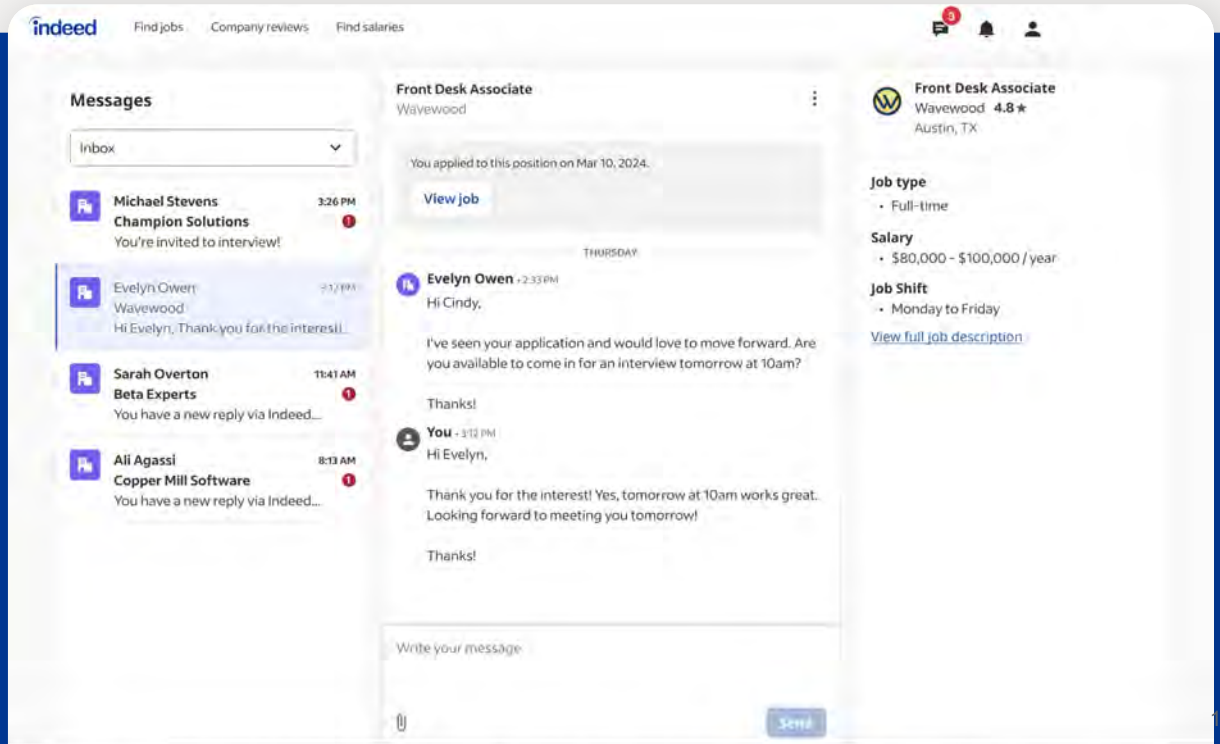
20 seconds

24X
faster

Messaging is usually the first human connection post-apply

**25%
increase**
in job seekers who
sent a message on
Indeed YoY

Source: Indeed data (worldwide),
YoY 2023 vs 2022

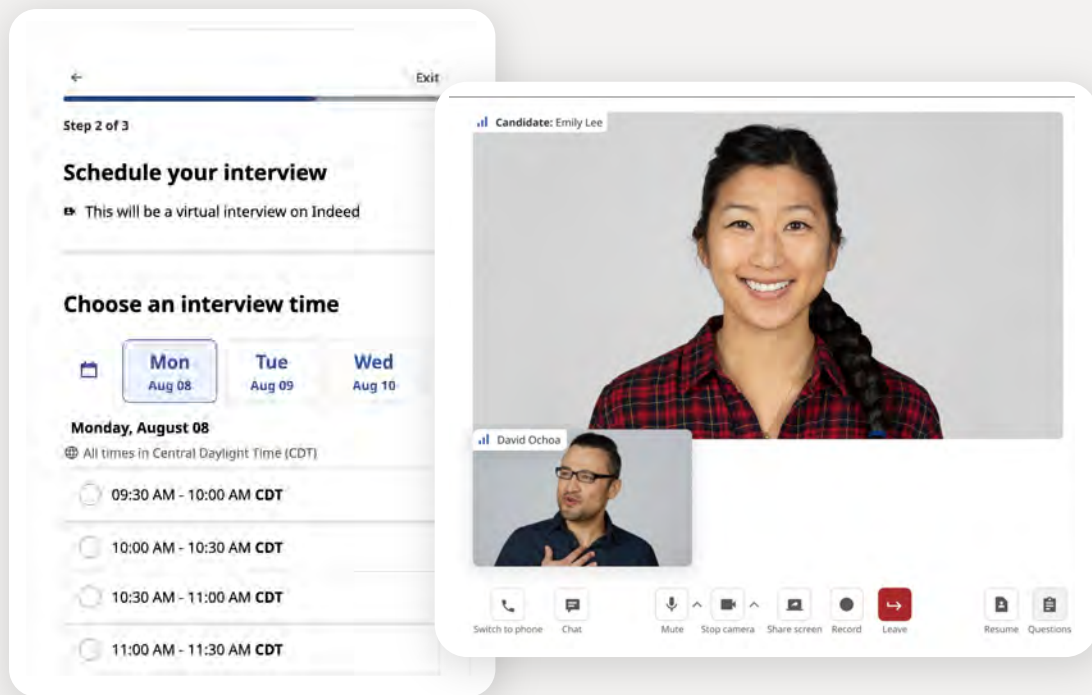


AI prompts in messaging help both job seekers and employers connect faster

The diagram illustrates a workflow for AI-assisted messaging. On the left, a message notification from Sarah at Stanford Health Care is shown. The message text is: "Good morning Ana, I came across your profile and thought you would be a good...". Below the message is a profile card for Stanford Medicine Health Care, featuring the Stanford logo and a background image of a modern building. An arrow points from the message to a panel on the right titled "Start a conversation". This panel contains the text "Here are some ways to get started." followed by three suggested response prompts, each with a pencil icon:

- Thanks for reaching out Sarah, I'd love to learn more about the com..
- Hello! Yes, I'd like to learn more. I've enjoyed working in healthcare at my previous job with El Camino...
- "Thanks for reaching out. However, I am no longer looking for work..."

Indeed Interview enables faster time to interview



Average time to interview:

4 days


Source: Indeed data (worldwide)


Allowing job seekers to immediately schedule interviews makes time to interview even faster

Community Associate

Wavewood 3.1 ★

Austin, TX

 \$50 an hour ✓

 Full-time



Directly schedule interview

➤ Apply with your Indeed resume

⚡ Responsive employer

Our three-part strategy

01

Broad Reach

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02

Best Matching

Personalized job and career recommendations based on understanding of your skills and preferences

03

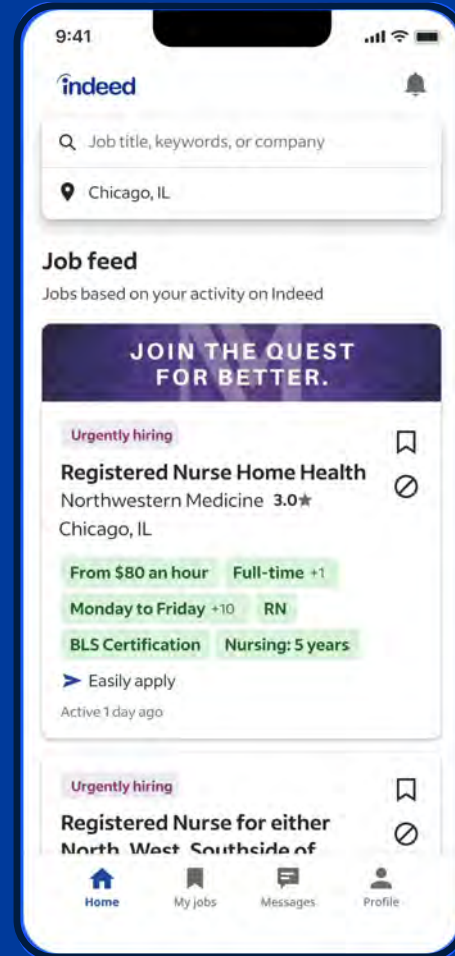
Faster Connections

Tools to help you showcase your skills, apply, interview and ultimately get hired faster on Indeed

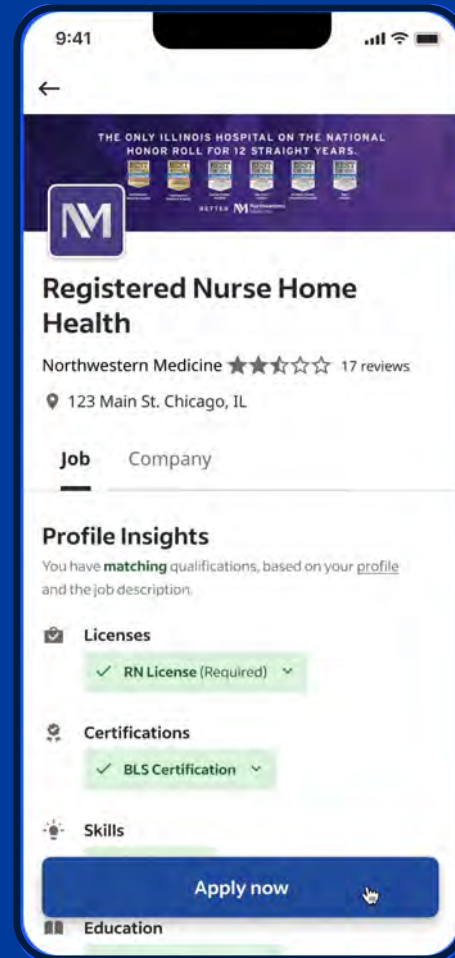
Getting a job on Indeed **today**



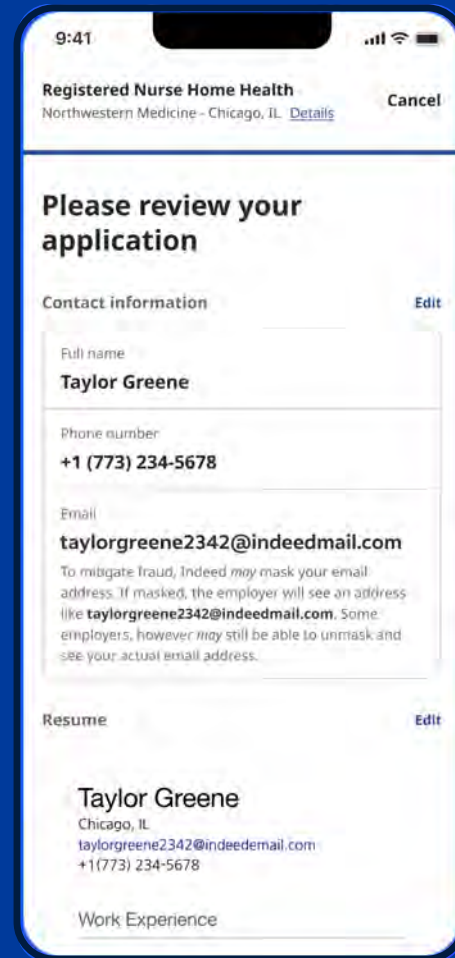
Getting a job on Indeed today



Getting a job on Indeed **today**



Getting a job on Indeed **today**



Getting a job on Indeed **today**

BLS Certification
ACLS Certification

Employer questions Edit

How many years of nursing do you have?
9


Do you have a valid BLS Certification?
Yes

Are you authorized to work in the United States?
Yes

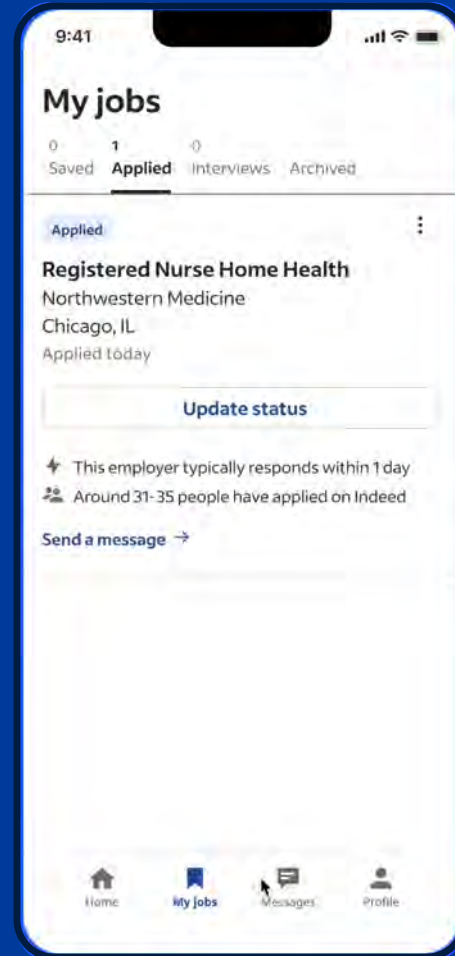
Get email updates for the latest Customer Service jobs in Seattle, WA

By creating a job alert, you agree to our [Terms](#). You can change your consent settings at any time by unsubscribing or as detailed in our terms.

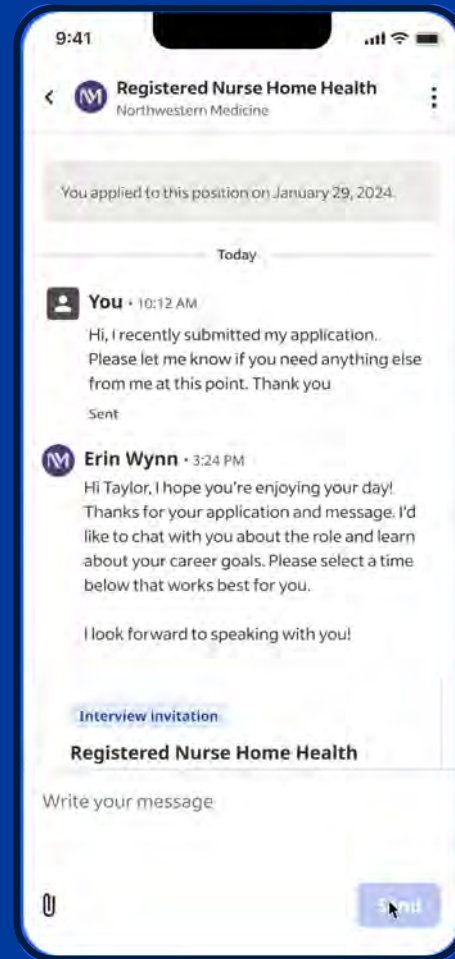
By pressing apply: 1) you agree to our [Terms, Cookie & Privacy Policies](#); 2) you consent to your application being transmitted to the Employer (Indeed does not guarantee receipt), & processed & analyzed in accordance with its & Indeed's terms & privacy policies; & 3) you acknowledge that when you apply to jobs outside your country it may involve you sending your personal data to countries with lower levels of data protection.

Submit your application 

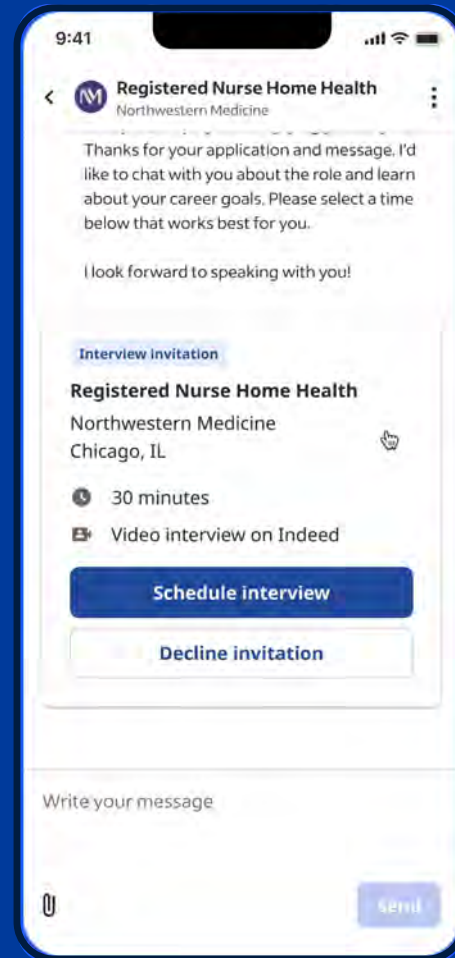
Getting a job on Indeed **today**



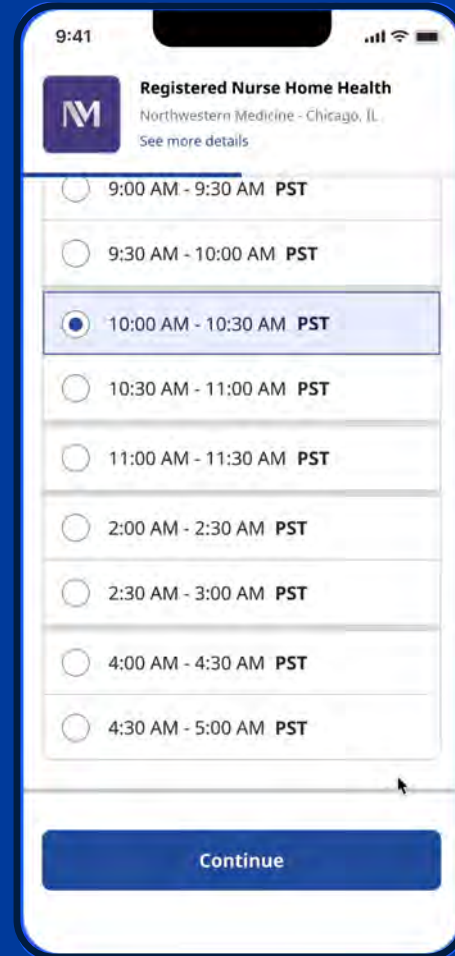
Getting a job on Indeed **today**



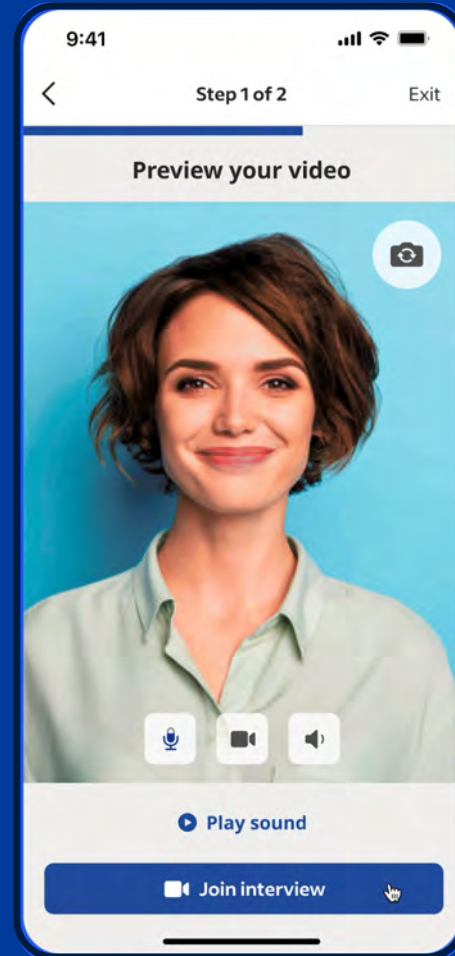
Getting a job on Indeed **today**



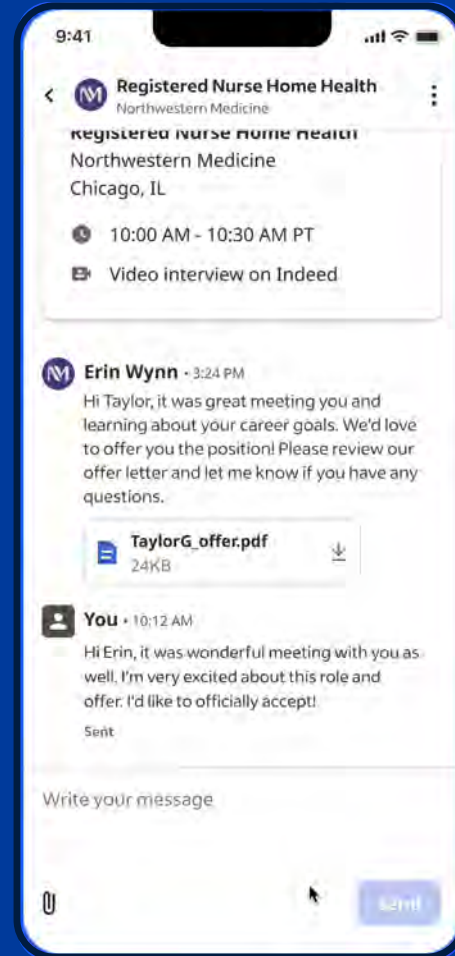
Getting a job on Indeed **today**



Getting a job on Indeed **today**



Getting a job on Indeed **today**



Hear from millions of job seekers who have found a job on Indeed

Job success stories like yours matter

Your job search may be over, but there are thousands of people still looking. Inspire them to keep going by sharing your story.

[Share your story](#)

623
Job stories today

19,800,662
Total job stories

[Explore more stories](#)

Austin, TX

↑ ↓

“ Indeed helped me find a job within 2 weeks of signing up. The process, from applying to interviewing to being hired, was quick and easy.”

Alicja
Guest Services Supervisor

New Glasgow
Feb 11, 2024

gotajob.indeed.com

By 2030, we will help
100M people get hired

Key takeaways

- **01** We want workers everywhere to think of Indeed as their **trusted career companion**, connecting them to better work
- **02** Our focus on **broad reach, best matching, and faster connections** aims to solve core pain points in the job search process
- **03** With the use of AI and ML, we're creating **personalized experiences** based on our deep understanding of job seeker skills and preferences
- **04** We will help **100M people get hired by 2030**

Indeed Product Highlight

Employer

Make hiring simpler, faster,
and more human

Raj Mukherjee

EVP and General Manager, Employer
Indeed



**We help
people
get
jobs.™**

Indeed is becoming the hiring partner of choice for employers



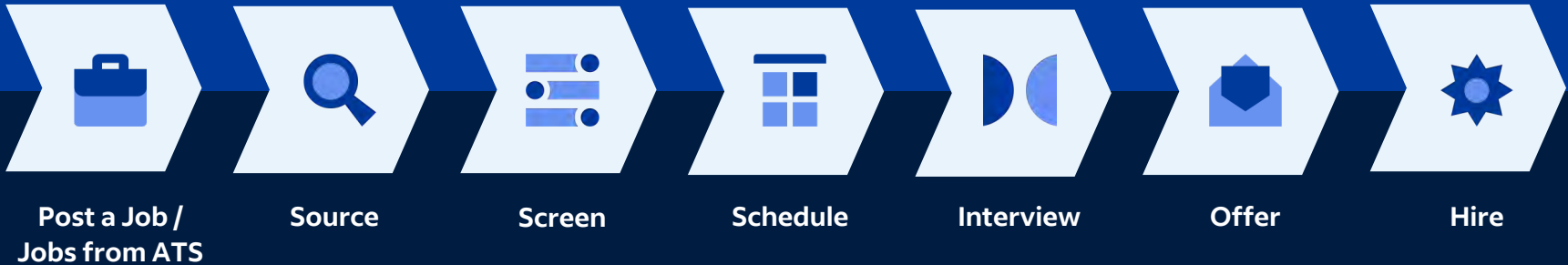
Job Seeker First



Pay for Performance

We're focused on building solutions to simplify each step of the hiring process

Hiring Process



Throughout the world, employers need help addressing a hiring process that is highly inefficient and impersonal

Complex

16+

HR systems used by an HR team, on average¹

Slow

50+

days to fill an open position, on average²

Impersonal

78%

of job seekers say they've ghosted an employer³

Source: ¹HR systems: Sapient Insights Group; ²SHRM Benchmarking: Talent Access, 2022; ³Indeed Survey with Censuswide, 2023

Our hiring solutions powered by AI and automation address employers' hiring challenges

Simpler

Easy job posting functionality and seamless

Faster

Dramatic reduction in time to hire with the help of AI and automation

More Human

Enabling meaningful conversations between employers and job seekers

Our Vision

Primary hiring partner for all employers



Our three-part strategy

01

Broad Reach

Reach all employers, small and large, and have their jobs on Indeed

02

Best Matching

03

Faster Connections

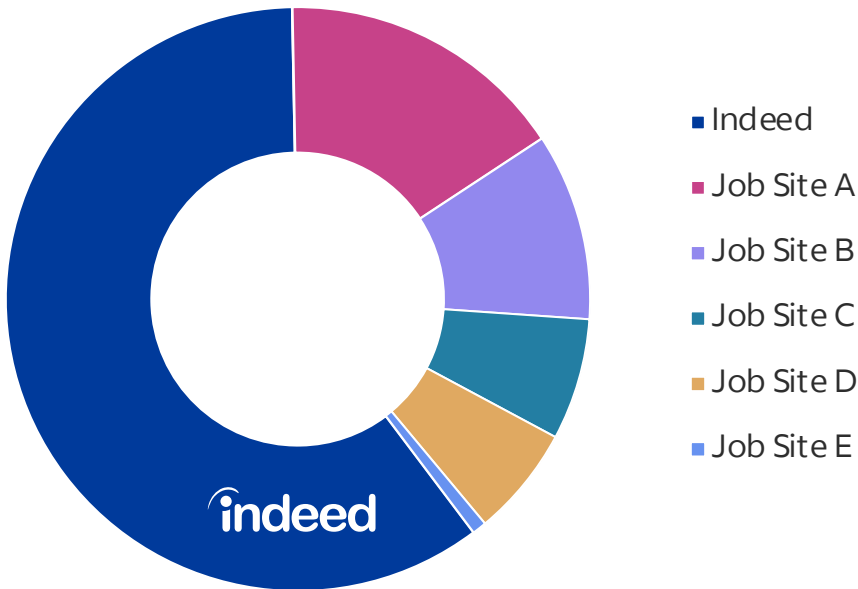
More than
3.5 million

employers worldwide turn
to Indeed's marketplace
to help them hire

Source: Indeed data, 2023

Indeed delivers over
3X more hires
than any other job site
among BreezyHR clients in the US and EU

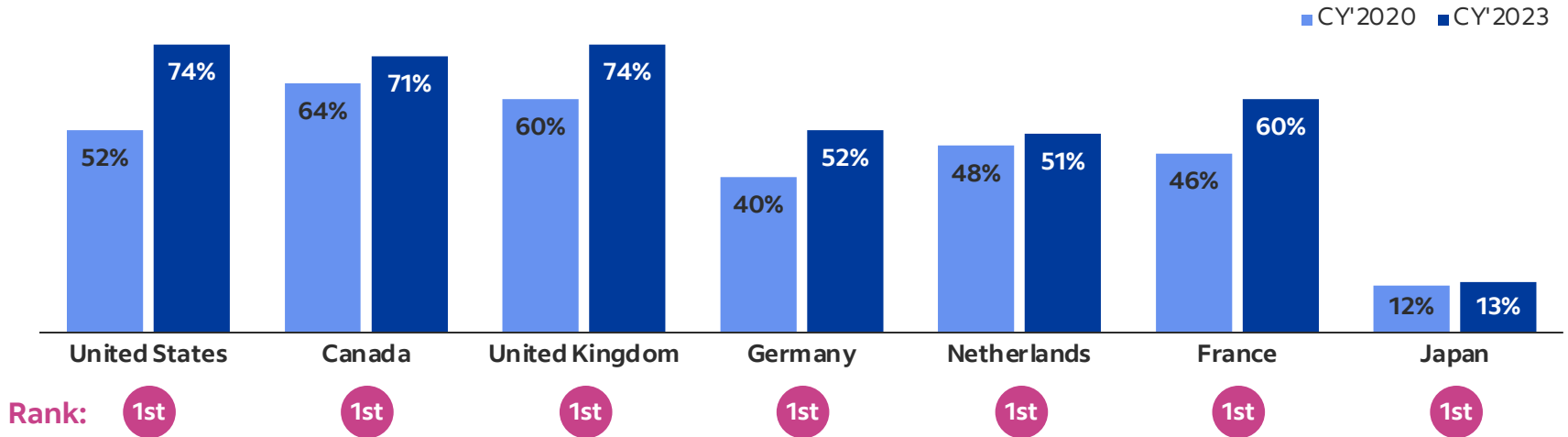
Volume of hires by hiring source
among BreezyHR clients (US, EU)



Source: BreezyHR Sources of Hire Report 2022 (EU, US). Indeed is compared to other leading job sites.

SMBs around the world choose Indeed when they need to hire

Global Indeed SMB Unaided Consideration



Source: Based on Indeed Brand Awareness Surveys, 2020 & 2023.

Unaided Consideration (UAC) = The percentage of people who would consider using Indeed when searching for a new job.

UAC Questions in survey = "Imagine that you're in the process of searching for a new job. If you could only use one job site or online source, which would you use?" + "What other job sites or online resources would you consider using?" Responses are open-ended



Get Up and Go Kayaking

Indeed delivered **95%+** of
all new hires to meet demand



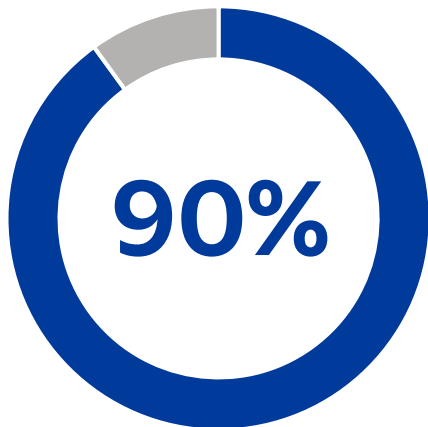
I tried out several different hiring sites but always found that **Indeed's candidates were more qualified and better suited** for the roles that we were looking for.”

Justin Buzzi

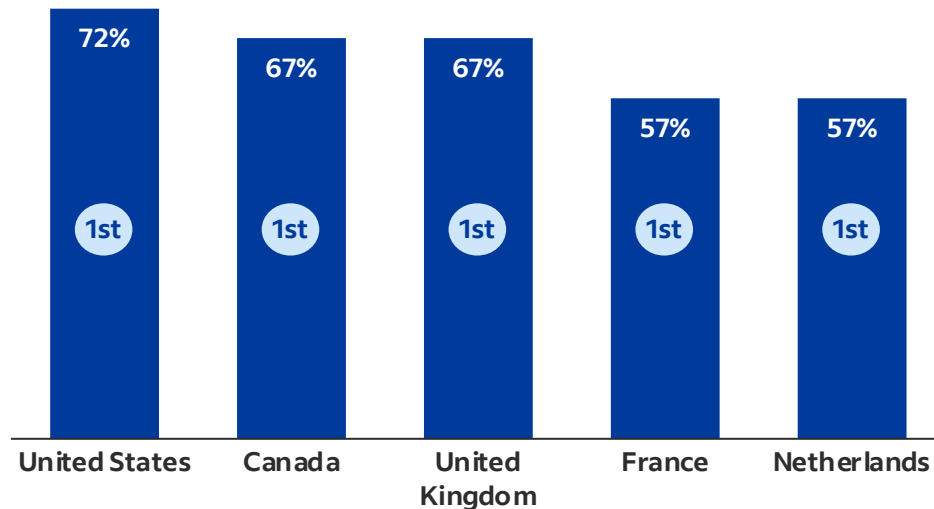
Founder of Get Up And Go Kayaking

Large enterprises also turn to Indeed for their hiring needs

Fortune 500 companies using Indeed¹

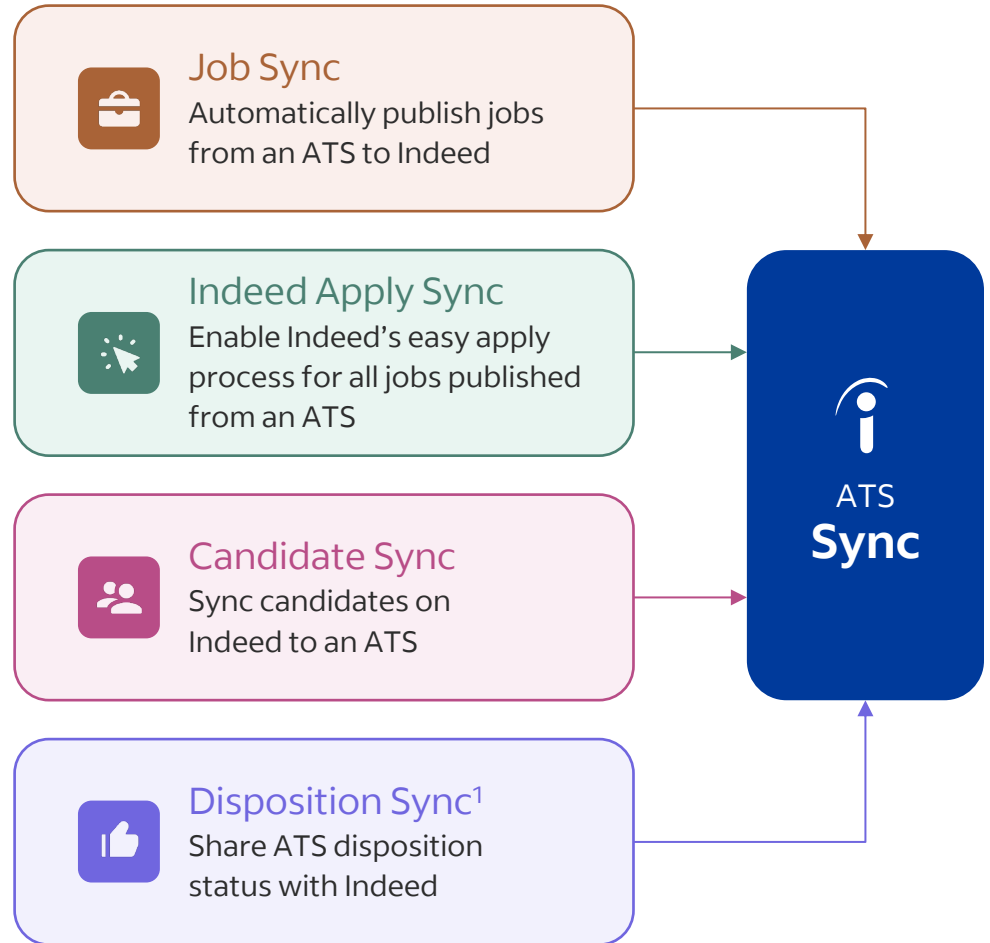


Leader in unaided consideration with large enterprises²



Source: ¹ Global Indeed internal data as of Jan 2024; ² Indeed Brand Tracker Survey

We collaborate with
300+ ATS partners to
help large enterprises
connect essential tools



¹Disposition provides insights into how job applications and applicants are advancing through the hiring funnel from apply to phone screen to interview to offer to hire



TRUGREEN

By leveraging Indeed Apply and integrating its ATS with Indeed, TruGreen is seeing:

➤ Up to **95%**
faster time to interview

➤ **85%** reduction in
candidate drop-off



Indeed is the #1 sourcing platform for us at TruGreen... It used to take us a little bit over 2 to 3 weeks to just get someone to fill out the application and start interviewing them and getting them into the background checks. Now, after using Indeed Apply Sync, **that process can be done within 1 to 2 days.**"

Veronica Caraballo

Talent Acquisition Operations Manager at TruGreen

Our three-part strategy

01

Broad Reach

Reach all employers, small and large, and have their jobs on Indeed

02

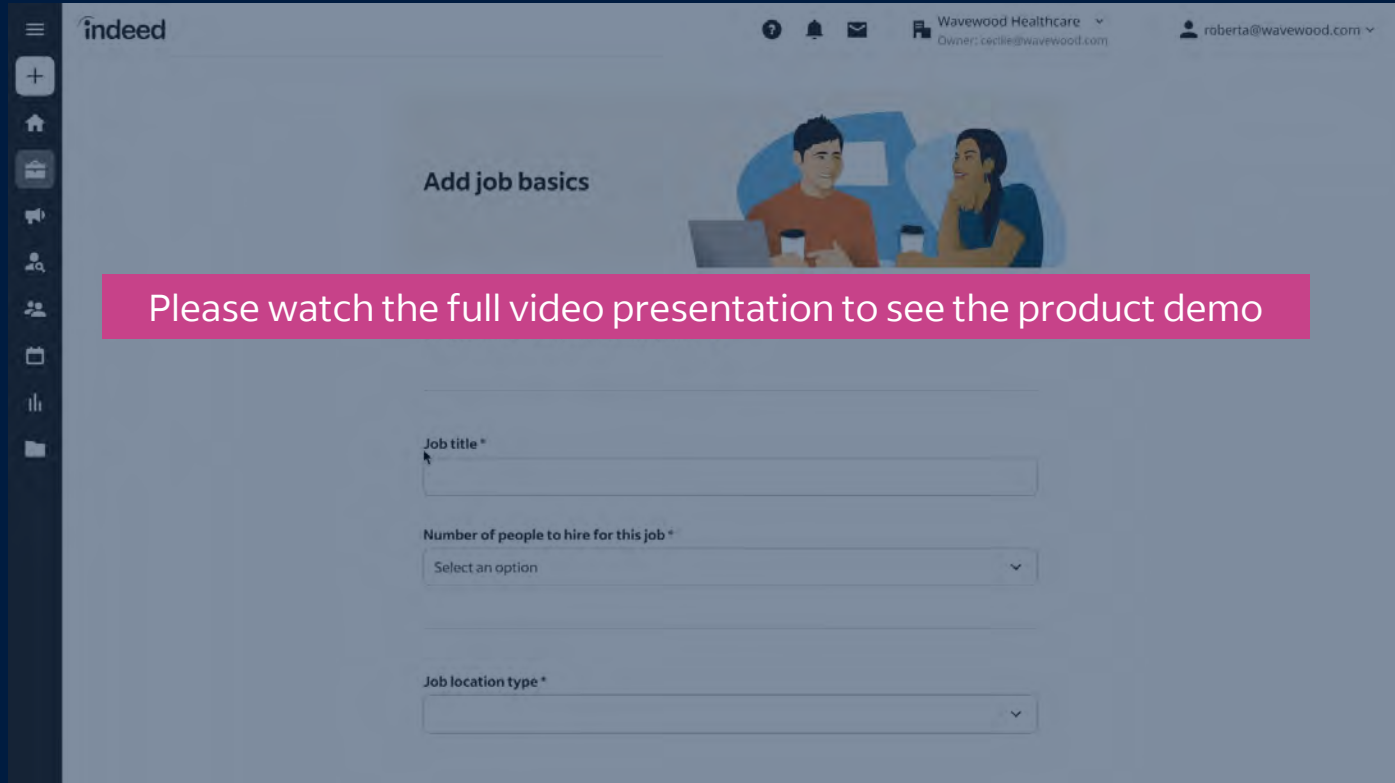
Best Matching

Deliver quality candidates for all jobs to make hires by understanding job requirements

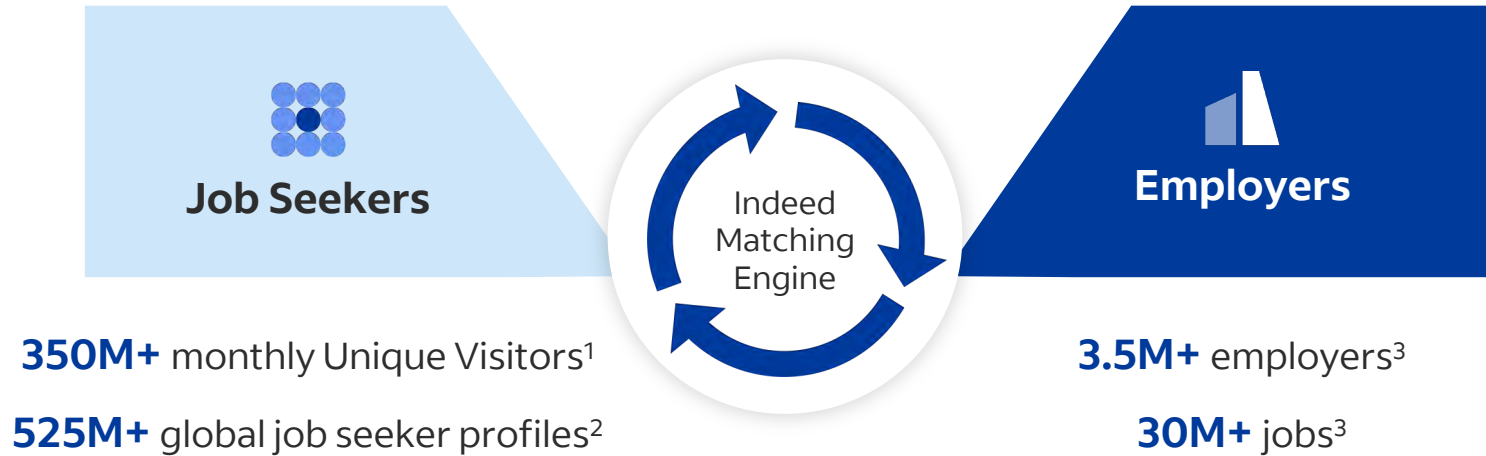
03

Faster Connections

We make it easy to post a job on Indeed



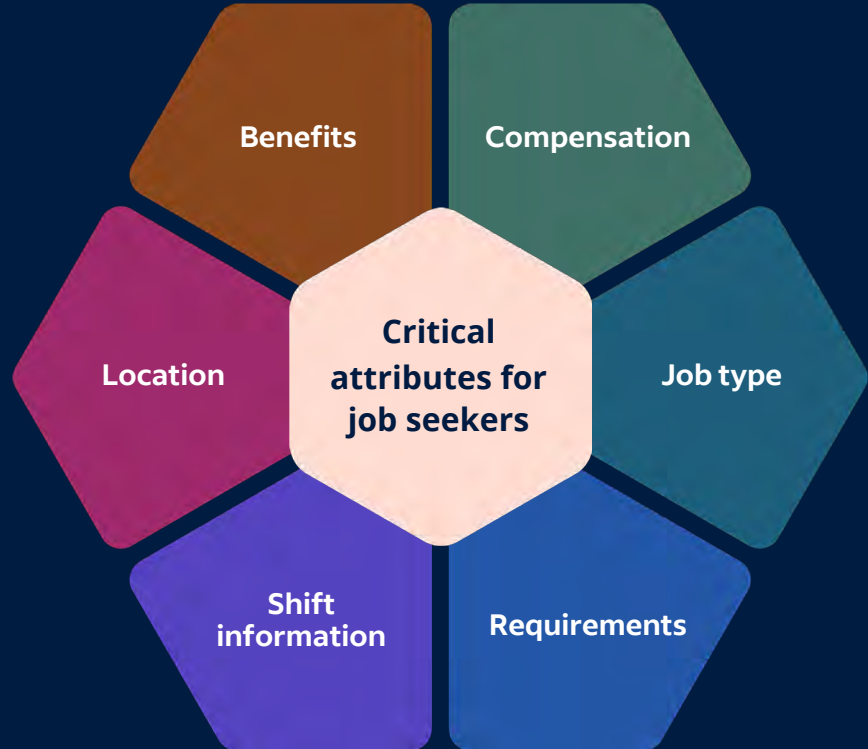
Our matching engine is driven by the scale of our job seeker and employer data



Source: ¹ Indeed Internal Data, average monthly Unique Visitors April–July 2023; ² Indeed data (worldwide), job seeker accounts that have a unique, verified email address; ³ Indeed data 2023. Please see disclaimer for definition of Unique Visitors



We help employers ensure their job postings have the right data to attract quality candidates



3X more started applications

Source: Indeed data, US

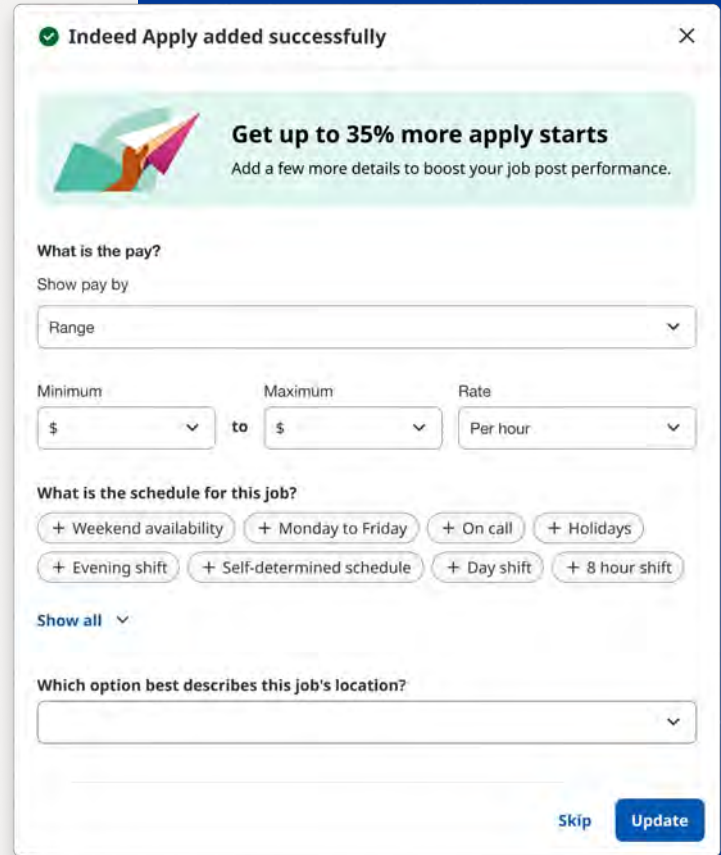


We're driving improvements for indexed jobs to deliver more applications and hires

➤ On average, indexed jobs with Indeed Apply enabled receive **5x** more completed applications per job.¹

➤ Indexed Jobs with pay and location are **+180%** more likely to get a hire.²

Source: ¹ Indeed data (worldwide), tracking on non Indeed Apply applications may be limited; ² Indeed data (US), see P19 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for calculation methodology



Indeed Apply added successfully

Get up to 35% more apply starts
Add a few more details to boost your job post performance.

What is the pay?
Show pay by
Range

Minimum \$ to Maximum \$ Rate Per hour

What is the schedule for this job?
+ Weekend availability + Monday to Friday + On call + Holidays
+ Evening shift + Self-determined schedule + Day shift + 8 hour shift

Show all

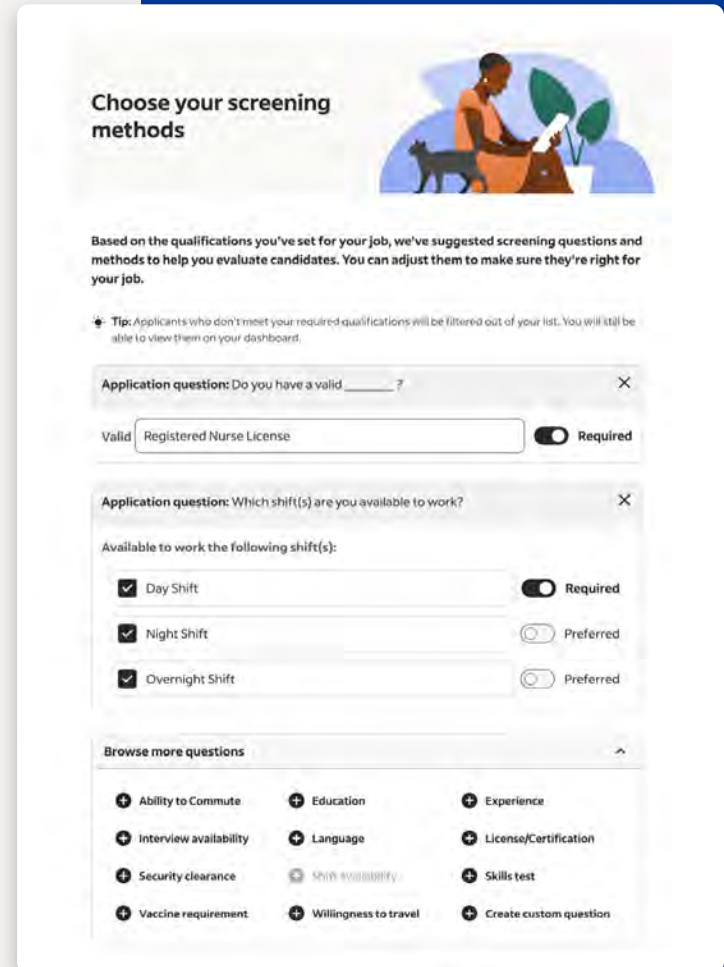
Which option best describes this job's location?

Skip Update

Our recommended screener questions improve candidate quality and matching

➤ Jobs with screener questions result in **50%** more hires on average.

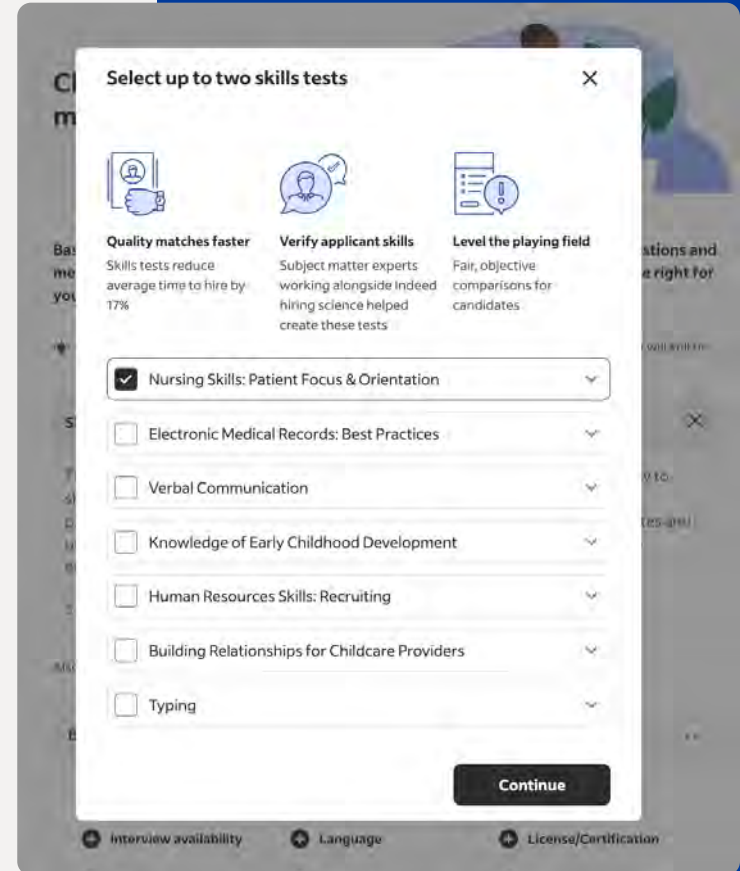
Source: Indeed data (worldwide), average over March-May 2023. See P19 of “Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)” for calculation methodology



Assessments help employers easily screen for qualified candidates, reducing time to hire

- Jobs using Indeed Assessments made a hire **49%** more often (US).¹
- Reduced employer time to hire by **16%**.²

Source: ¹ Indeed data (US); ² Indeed data (CA, FR, UK, US)



We help employers discover and recruit the best candidates among millions of active job seekers in our HR Technology marketplace



Resume Search

Employers search Indeed resumes and decide who to contact



Matched Candidates

Indeed AI recommends quality candidates



Automated Sourcing

Indeed does the work of matching and sends outreach on employer's behalf

Increasing level of automation

Resume Search offers employers control to find the right candidates for their jobs

What are you hiring for?

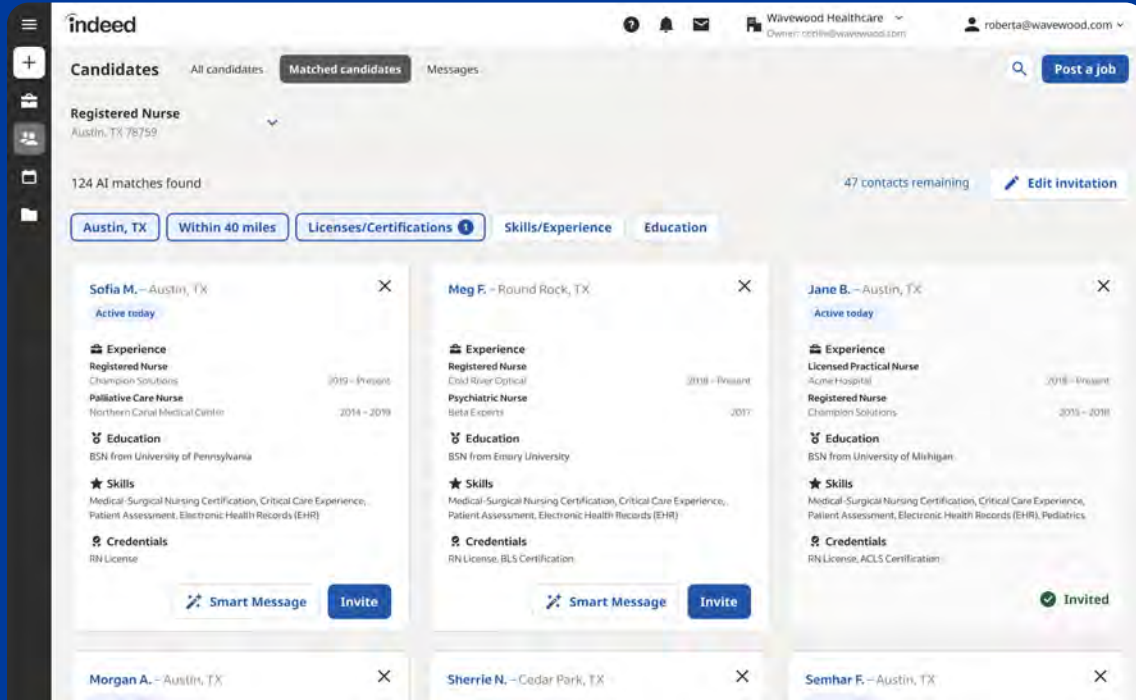
Where are you hiring?

The screenshot shows the Indeed job search interface. At the top, there are search fields for 'What' (customer service) and 'Where' (scottsdale, az). Below the search bar, there are filters for 'Distance' (set to 25 miles), 'Resume last updated' (within last 6 months), 'Candidate last active' (show all), and 'Exclude contacted candidates' (within last 30 days). The search results show 216,878 resumes matching the criteria, sorted by relevance. The first result is for Carolyn Davis in Mesa, AZ, with a 'Recently updated: Feb 7 2024' timestamp. Other results include Morgan Alsworth in Phoenix, AZ (Feb 16 2024) and Lisa Boibears in Mesa, AZ.

Job seekers who receive an outreach are **2X more likely** to connect with an employer than those that apply on their own

Source: Indeed data (worldwide)

AI-powered Matched Candidates delivers recommendations based on qualifications and responsiveness



Matched candidates employers invite to apply are **17X more likely** to apply than job seekers who only see it in search¹

Median job seeker response time: **<5 hours**²

Source: ¹ Indeed data (US), August 2023; ² Indeed data (worldwide)

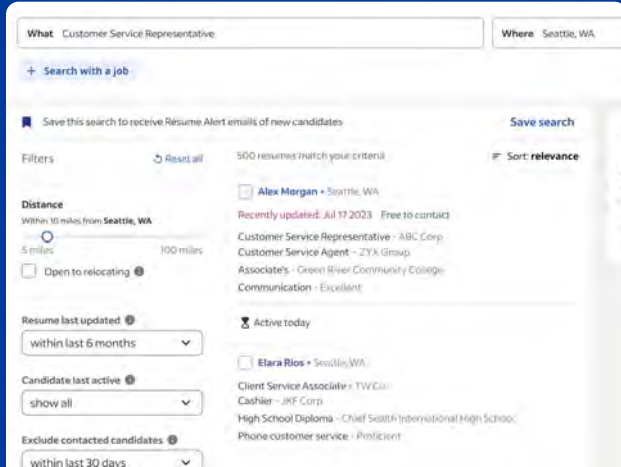
Smart Sourcing will combine Resume Search and Matched Candidates in one seamless experience

(Coming Soon)

Smart Sourcing

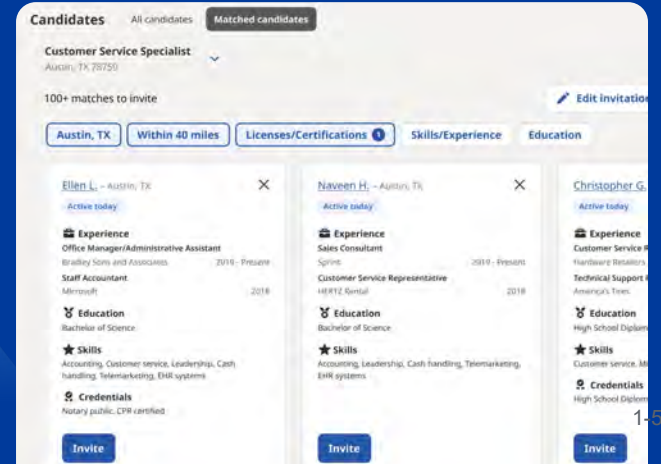
Resume Search

Search resumes and contact candidates



Matched Candidates

Invite recommended candidates to apply for jobs



Smart Sourcing leverages GenAI to help employers evaluate and contact qualified candidates faster and easier

Candidate Highlights

Sofia Mackersey ✕

Candidate highlights Beta Powered by AI ⓘ

- **Standout:** The candidate's resume highlights their provision of compassionate and skilled nursing care, indicating a focus on delivering care with empathy and expertise. Several jobs also mention addressing emotional, medical, and cultural requirements, promoting a holistic approach to patient care.
- **Added bonus:** The candidate's resume consistently emphasizes collaborating with interdisciplinary teams (physicians, social workers, chaplains, and other specialists) and specialists to ensure comprehensive and well-rounded patient care.
- **Potential gap:** You've reached out to candidates with ACLS Certification. This resume does not mention ACLS Certification or related foundation of lifesaving BLS skills or continuous, high-quality CPR.

Smart Message Invite

Smart Messages

← **Smart Message** Beta ✕

To: Sofia Mackersey
From: Roberta Morris
Subject: Wavewood might have a job for you!

Message
Send a note to the candidate. Use generative AI to assist you in crafting a personalized outreach message. You are solely responsible for the content.

Hi Sofia,

I hope this email finds you well! My name is Roberta Morris and I'm a recruiter at Wavewood Healthcare. I recently came across your resume and noticed your experience as a Nurse at Northern Canal Medical Center. If you also have ACLS Certification or related high-quality CPR skills, you might be a great fit for the role we're currently applying. Just be sure to mention that in your application.

We currently have an opening for a Registered Nurse at Wavewood. As a Wavewood employee, you'll have the opportunity to apply your skills and expertise to a new challenge.

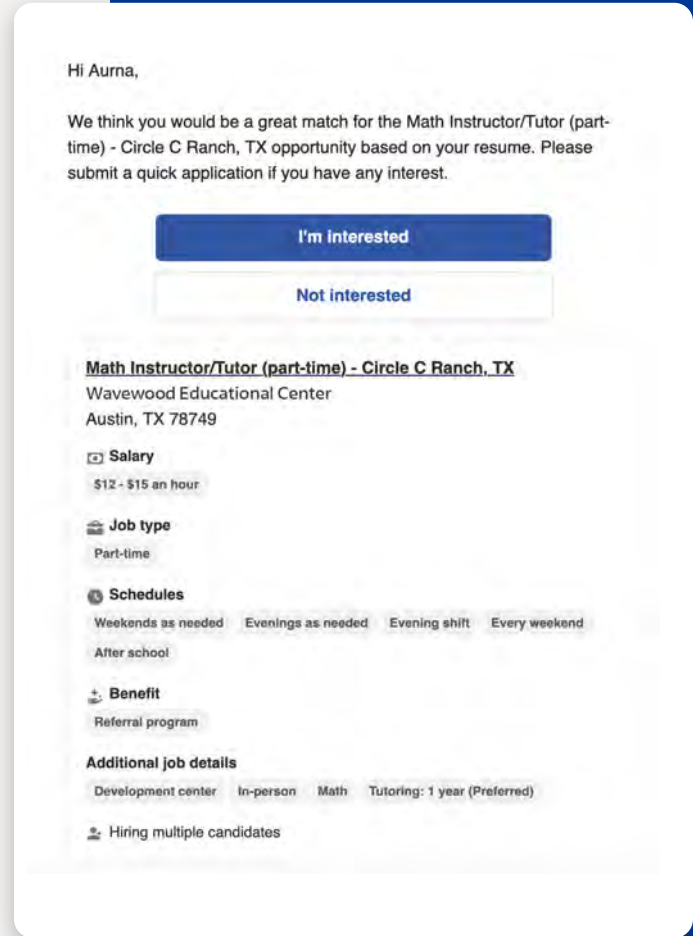
Shorten
Elaborate
More Formal
More Casual
List Bullets

Regenerate ... ⓘ

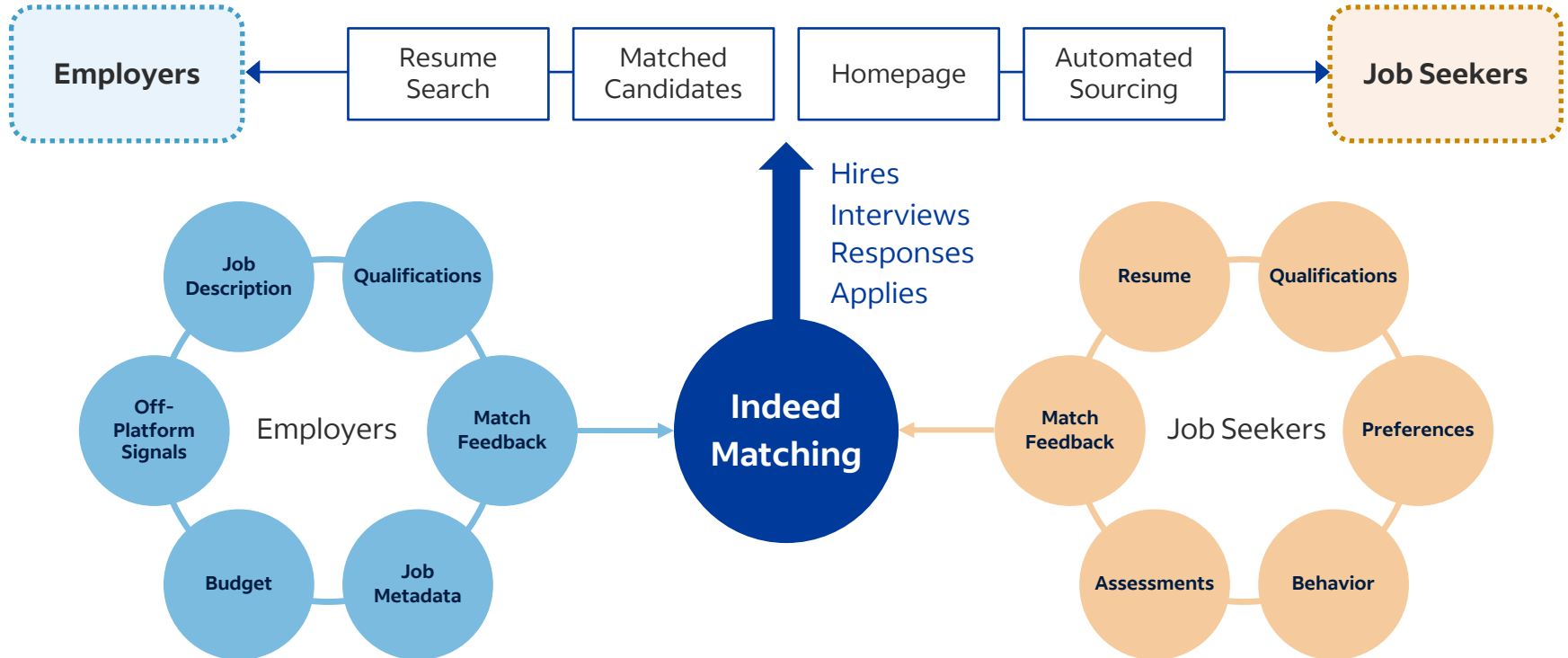
Automated outreach drives applications by automatically recommending relevant jobs to job seekers

- Over **40%** growth in applications from automated sourcing last year.¹
- Job seekers are **2.5X** more likely to apply if they receive automated sourcing outreach.²

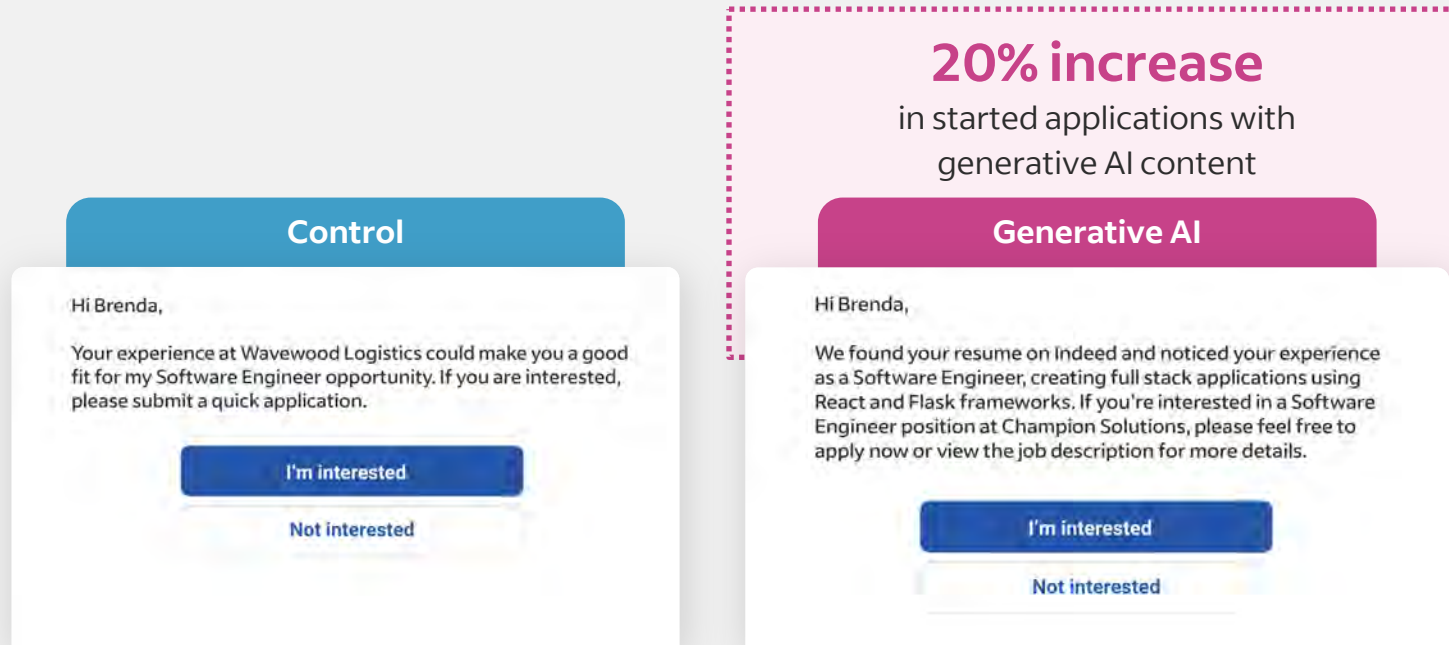
Source: ¹ Indeed data (worldwide); ² Indeed data (US)



Our AI-powered matching engine fuels solutions across Indeed to connect employers and job seekers



AI and ML optimize the automated sourcing experience on Indeed



20% increase

in started applications with generative AI content

Control

Hi Brenda,

Your experience at Wavewood Logistics could make you a good fit for my Software Engineer opportunity. If you are interested, please submit a quick application.

I'm interested

Not interested

Generative AI

Hi Brenda,

We found your resume on Indeed and noticed your experience as a Software Engineer, creating full stack applications using React and Flask frameworks. If you're interested in a Software Engineer position at Champion Solutions, please feel free to apply now or view the job description for more details.

I'm interested

Not interested

Source: Indeed data (worldwide)

Our three-part strategy

01

Broad Reach

Reach all employers, small and large, and have their jobs on Indeed

02

Best Matching

Deliver quality candidates for all jobs to make hires by understanding job requirements

03

Faster Connections

Tools to help you screen, message, schedule and interview to make hiring faster

**Speed to respond
leads to more hires**

Outreach within
4 hours

95%

more likely to lead to a hire

Source: Indeed data (worldwide)



Enabling more same-day connections on Indeed



Video



Phone to Phone

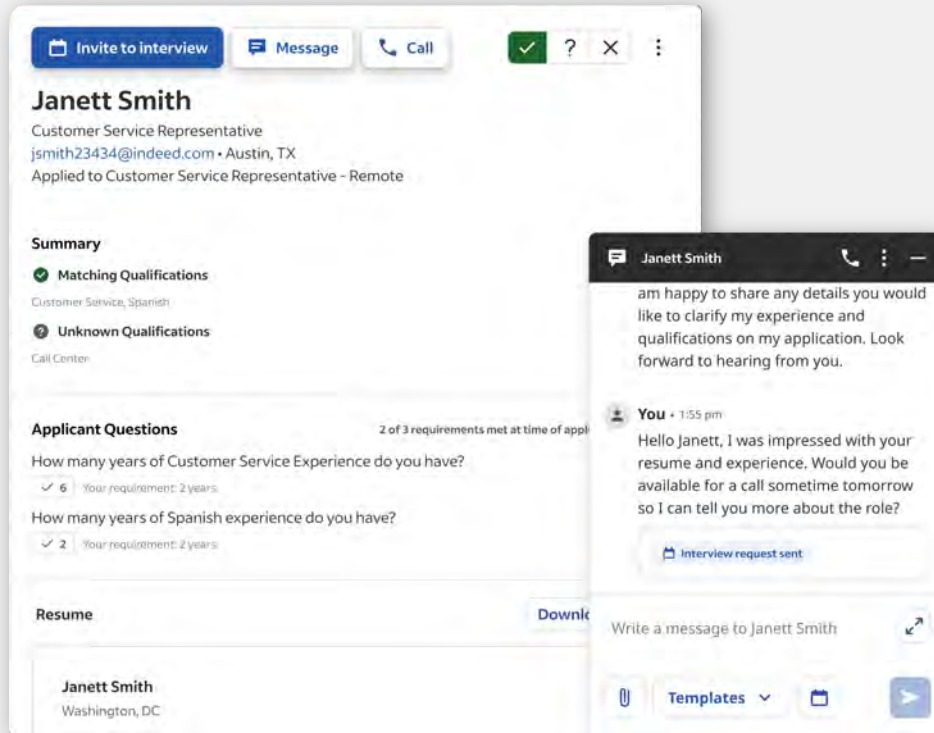


Click to Call



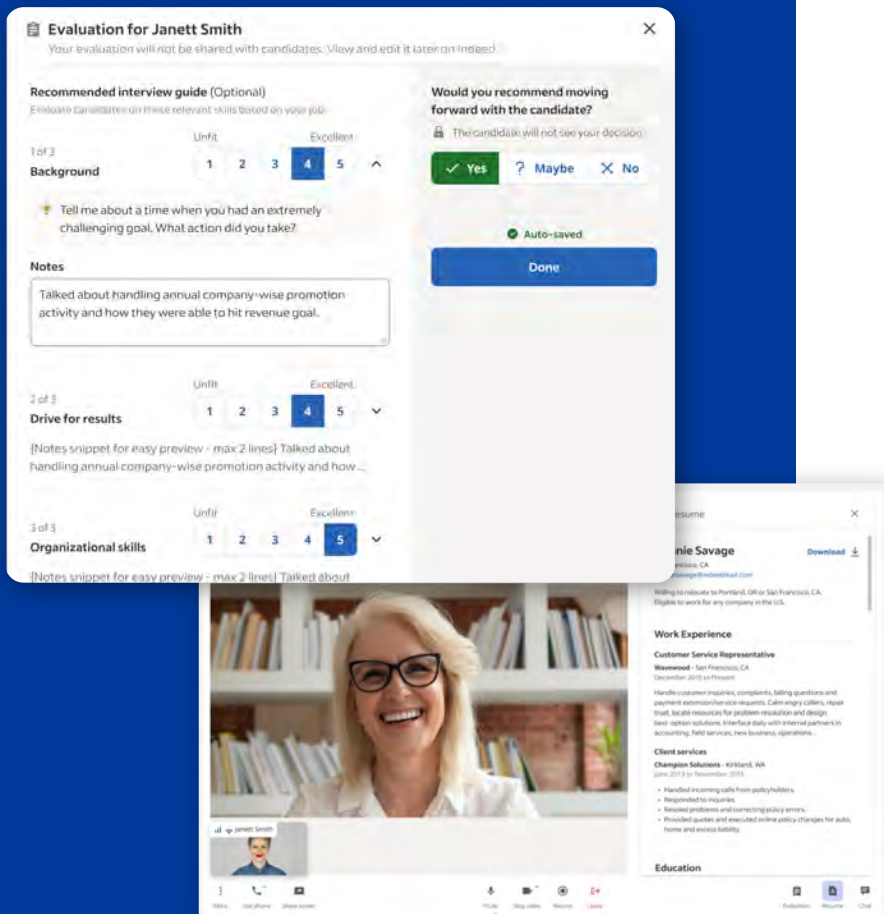
Messaging

Built-in messaging drives faster connections between employers and job seekers on Indeed



<2 hours
Job seeker response time

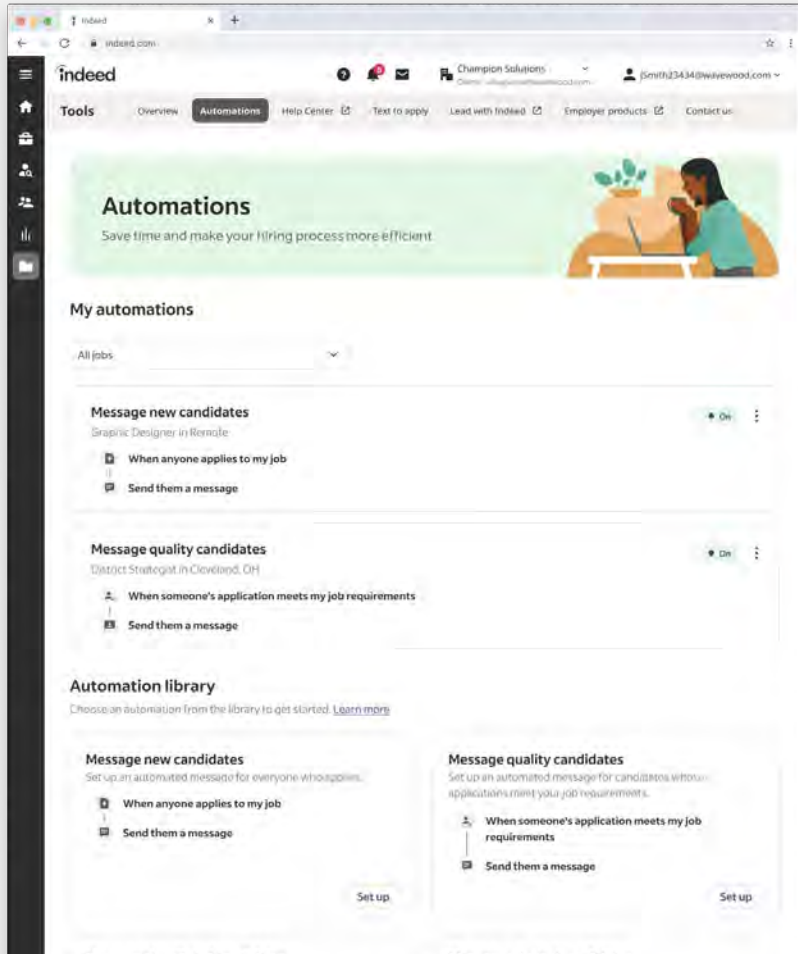
Source: Median job seeker response time, Indeed data (worldwide)



On-platform virtual interviews accelerate connection, evaluation, and hiring

- 8M interviews on Indeed last year¹
- Average time to hire is **44% faster** for employers who interview on Indeed²
- **74%** positive ratings for Job Seekers

Source: 1 Indeed data (worldwide); 2 Indeed data (worldwide)



Automated messaging saves time and enables faster outreach

20X

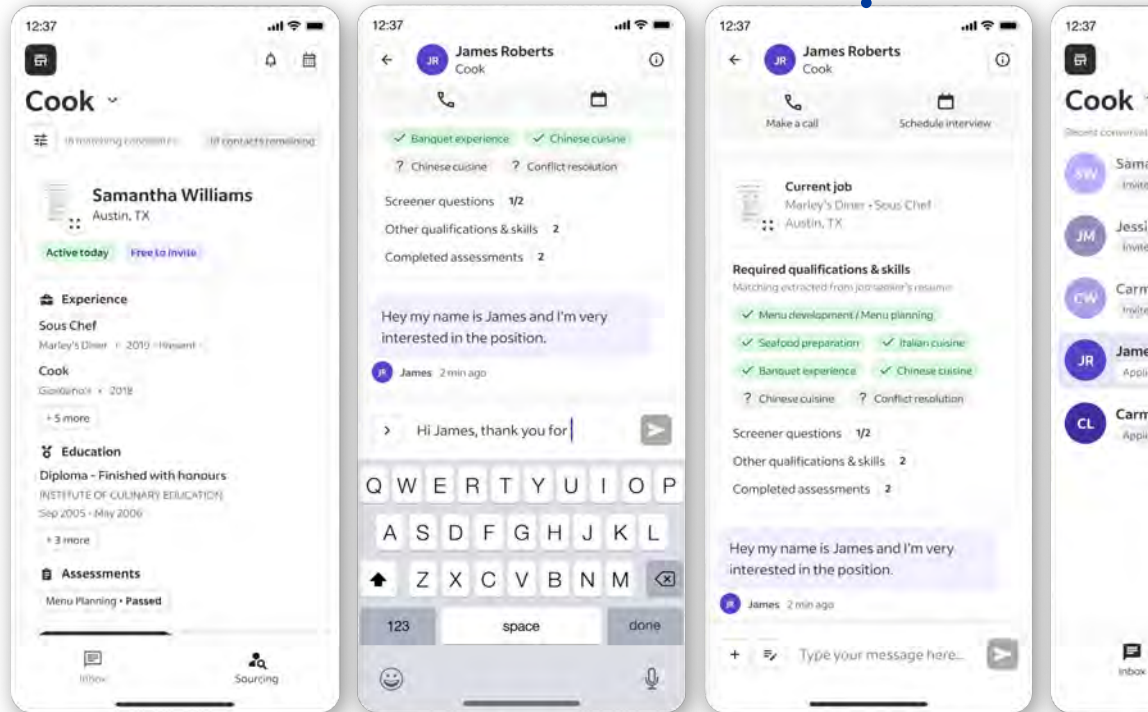
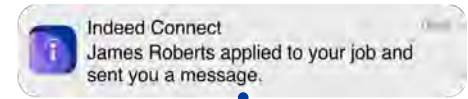
growth in connections facilitated by automation this year

Source: Indeed data (worldwide), January 2024 compared to January 2023. Connections facilitated by automation: Automated messages leading to positive two-way interactions between employers and job seekers on Indeed.

Our employer mobile app facilitates faster connections

- iOS app rating of **4.8**¹
- Employers receiving push notifications connect with job seekers **20% faster**²
- Employer user growth **tripled** in first 6 months³

Source: ¹ As of February 2024; ² Indeed data (worldwide); ³ Indeed data, May 2023 – October 2023



Our three-part strategy

01

Broad Reach

Reach all employers, small and large, and have their jobs on Indeed

02

Best Matching

Deliver quality candidates for all jobs to make hires by understanding job requirements

03

Faster Connections

Tools to help you screen, message, schedule and interview to make hiring faster

By 2030, we will help
100M people get hired

Key takeaways

- **01** By scaling our reach, we strive to be the **primary hiring partner** for all employers
- **02** Our **AI and automation solutions** address employer hiring challenges and simplify the hiring process
- **03** We help employers get **matched to the best candidates** among millions of job seekers in our active marketplace
- **04** Scale and depth of our data fuels the matching engine, **driving better and faster connections** between job seekers and employers

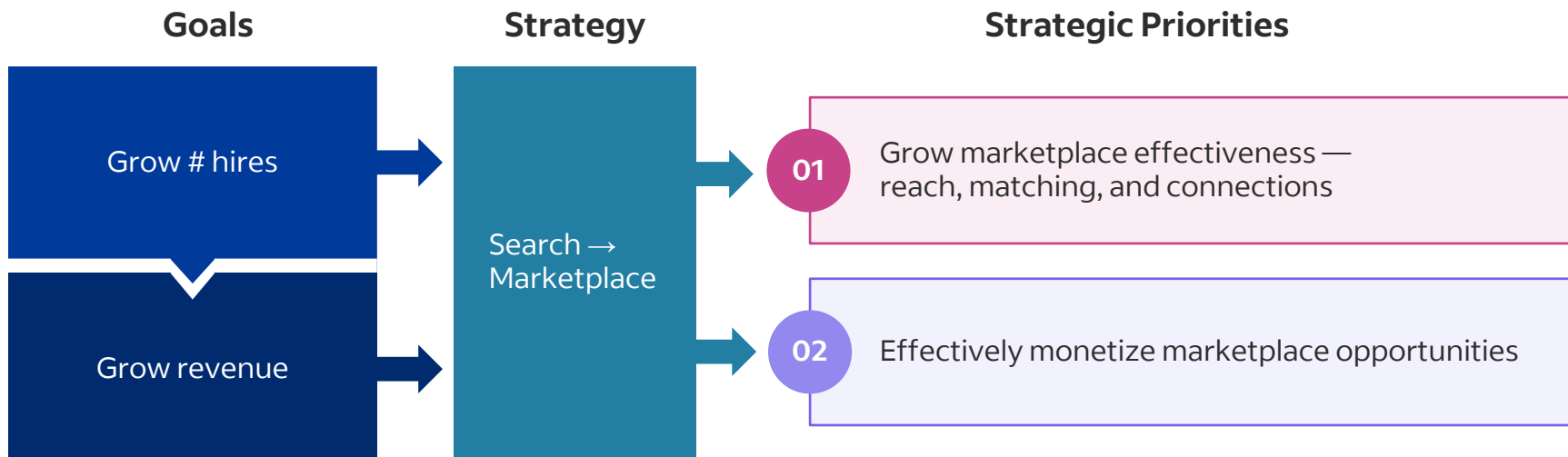
Simplify Hiring with Indeed

Monetization

Chris Hyams
CEO
Indeed



Clear strategic framework

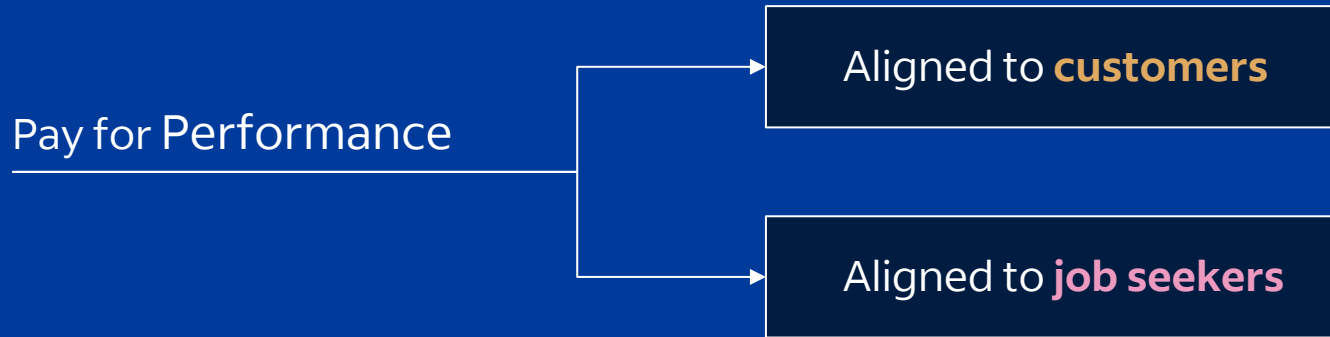


02

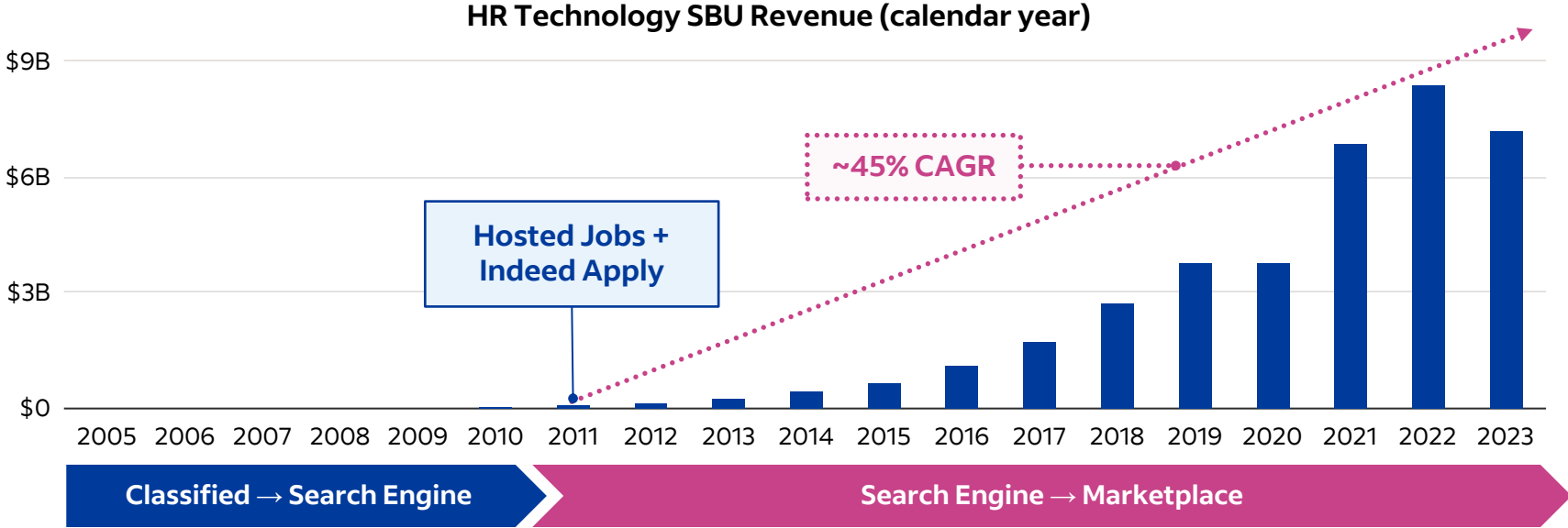
Effectively monetize marketplace opportunities

“Why don’t you just raise prices?”

Significant monetization opportunities by capturing the value we already deliver

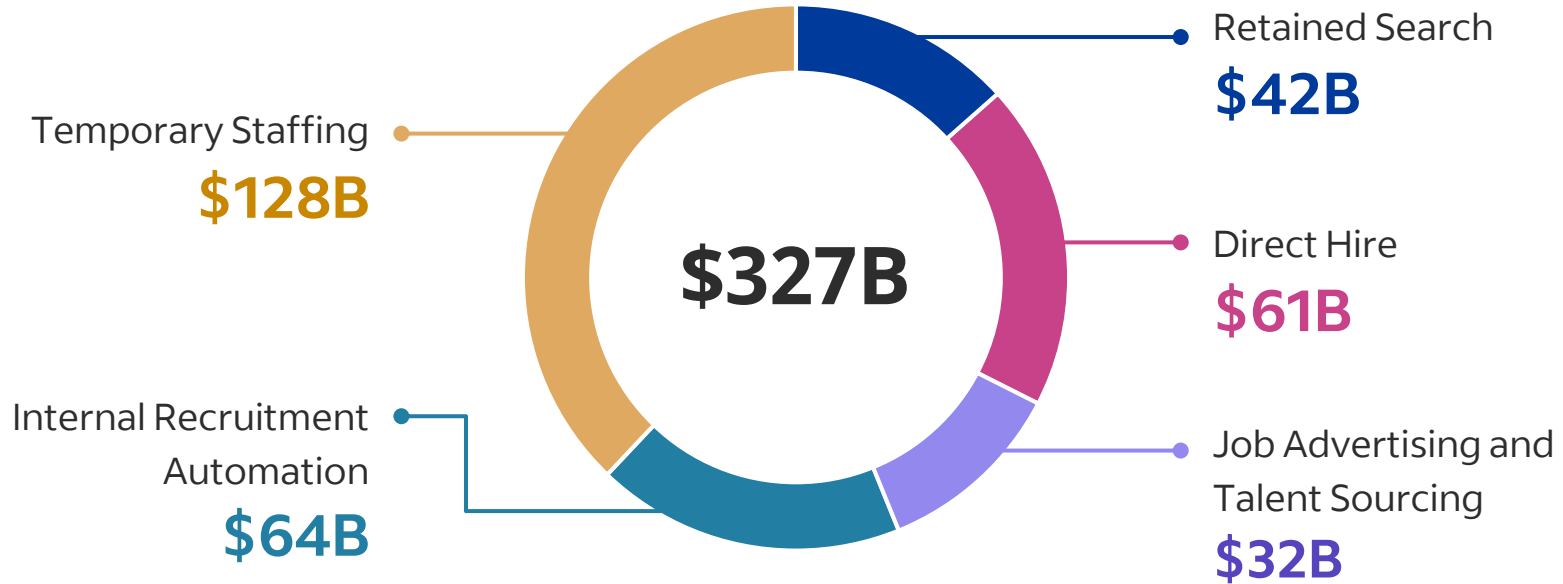


From search engine to marketplace: Evolution of our strategy since 2011 and beyond



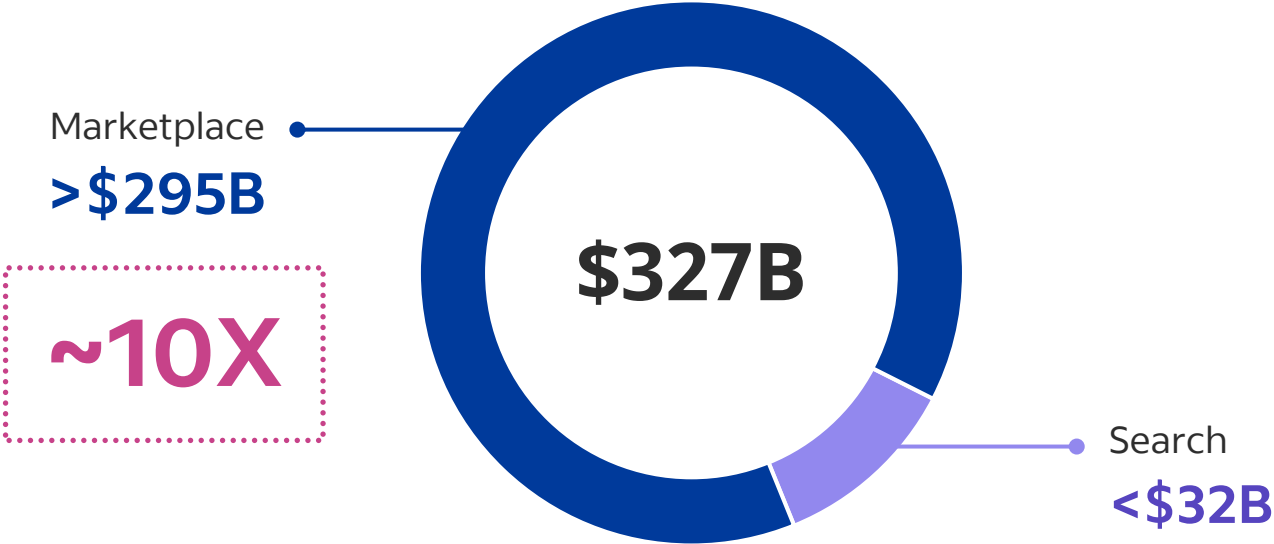
Source: Indeed revenue 2005 - 2016, HR Technology SBU revenue 2017 - 2023 (calendar year). CAGR = Compound Annual Growth Rate 2011 to 2023.

Large and growing global HR Matching market



Source: See P20 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for more detailed information.

10X larger opportunity from marketplace vs. search



Source: See P20 of “Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)” for more detailed information. Marketplace TAM defined as the total of the Direct Hire, Retained Search, Internal Recruitment Automation and Temporary Staffing markets.

Marketplace monetization strategy

01

Grow take rate of
existing customers

02

Grow new customers

01

**Grow take rate of
existing customers**

**Take rate =
cost per hire as %
of first year salary**

e.g.:

Salary: \$100k

Cost per Hire: \$10k

Take rate is $\$10k/\$100k = 10\%$

Indeed's take rate is < 1%, well below market pricing

	Take Rate
Indeed	<1% ¹
Staffing	~20% ²
Placement	~20-25% ³
Executive Recruitment	up to 40%

Source: ¹ Take rate calculated based on avg. spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2023; ² Equal to gross profit margin/(1 - gross profit margin) based on the weighted gross profit margin of the top 3 publicly traded global staffing companies in terms of revenue in 2021; ³ Staffing Industry Analysts: North America Staffing Company Survey 2021 Direct hire fees trend over time.

01: Grow take rate of existing customers

Free → Paid

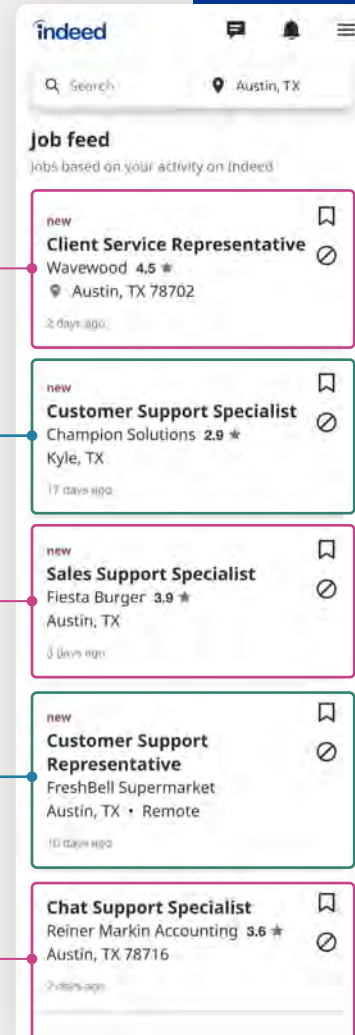
Free

Paid

Free

Paid

Free



Sponsored jobs are
40%
more likely to lead to a hire

Grow Indeed Apply adoption for Enterprise clients

Source: ¹ Indeed data (worldwide), Tracking on non Indeed Apply applications may be limited; ² Indexed Indeed Apply enabled compared to Indexed Indeed Apply not enabled; ³ Percent of all jobs on Indeed that have the Indeed Apply feature enabled, allowing job seekers to apply to the job directly on Indeed.

Indeed Apply

2.5X hires¹

2X \$/job²

<50% of jobs³

**High salary job monetization;
Industry take rate increases
as salary increases**

Examples from the HR industry

	Salary	Average Cost per Hire	Take Rate
Hospitality	\$30,850	\$1,070	3.5%
Technical / Scientific	\$91,200	\$6,464	7.1%
Tech / Scientific Executive	\$150,820	\$39,193	26%

Indeed take rate decreases as salary increases

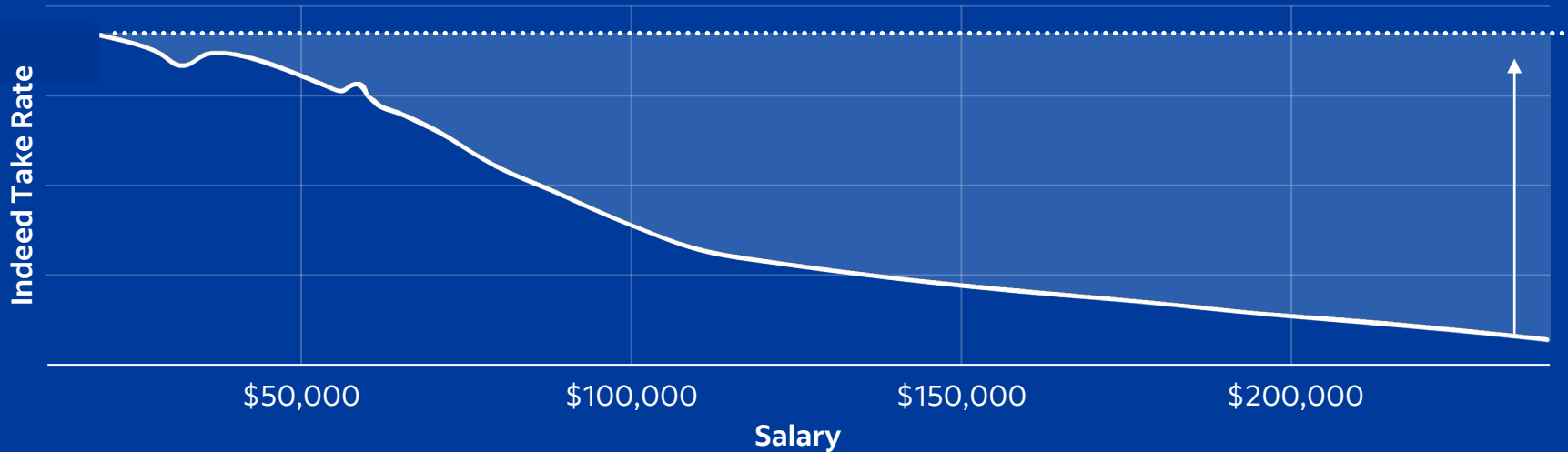
Value based pricing can grow take rate



Source: Indeed data, 2023. Take rate calculated based on avg. spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2023

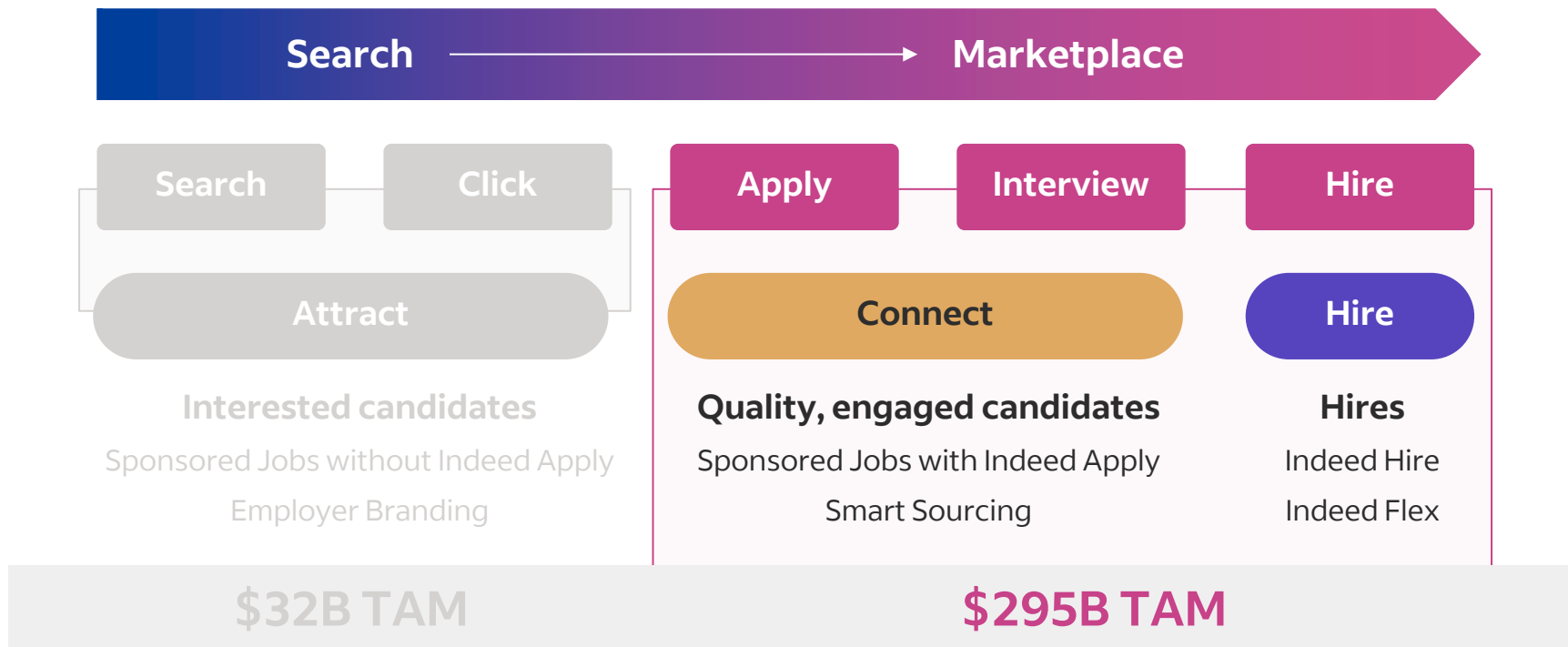
Indeed take rate decreases as salary increases

Value based pricing can grow take rate



Source: Indeed data, 2023. Take rate calculated based on avg. spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2023

“Closer to the hire” offerings



See P20 of “Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)” for more detailed information.
Marketplace TAM defined as the total of the Direct Hire, Retained Search, Internal Recruitment Automation and Temporary Staffing markets.

02

Grow new customers

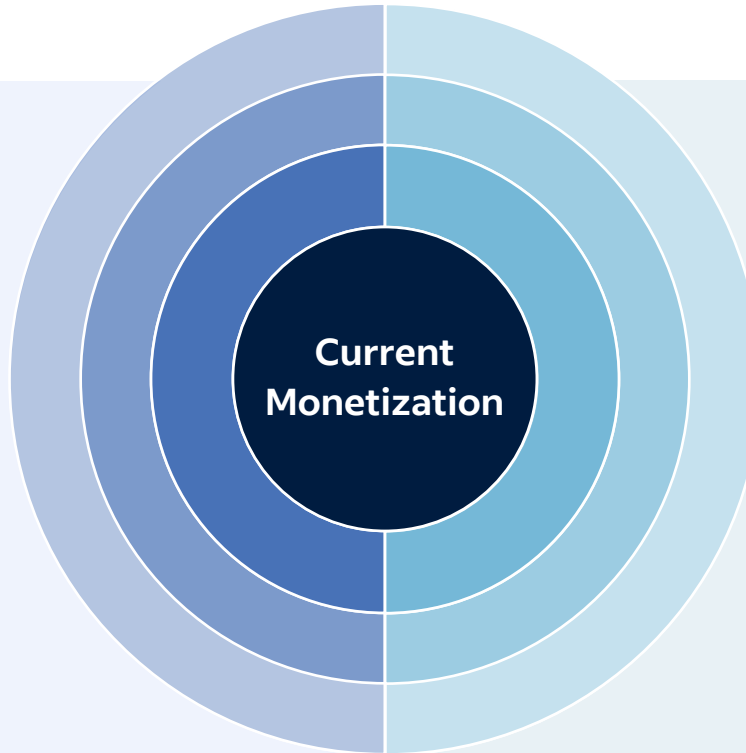
- **Expand in markets outside the US**
~70% of revenue from the US¹,
but ~70% of the HR Matching
TAM is **outside** the US²
- **Grow SMB customers**
Simplify the job posting
monetization process
- **Grow Enterprise customers**
Invest in Indeed Apply
integrations

Source: ¹ See HR Technology SBU revenue on P6 of "Consolidated Financial Results for the Nine Months Ended December 31, 2023 (IFRS, Unaudited)" for more detailed information; ² 2021 SIA Global Staffing Market Estimates and Forecast: November 2021 Update and internal Indeed estimates

Marketplace monetization strategy with multiple layers of growth

01 Grow take rate of existing customers

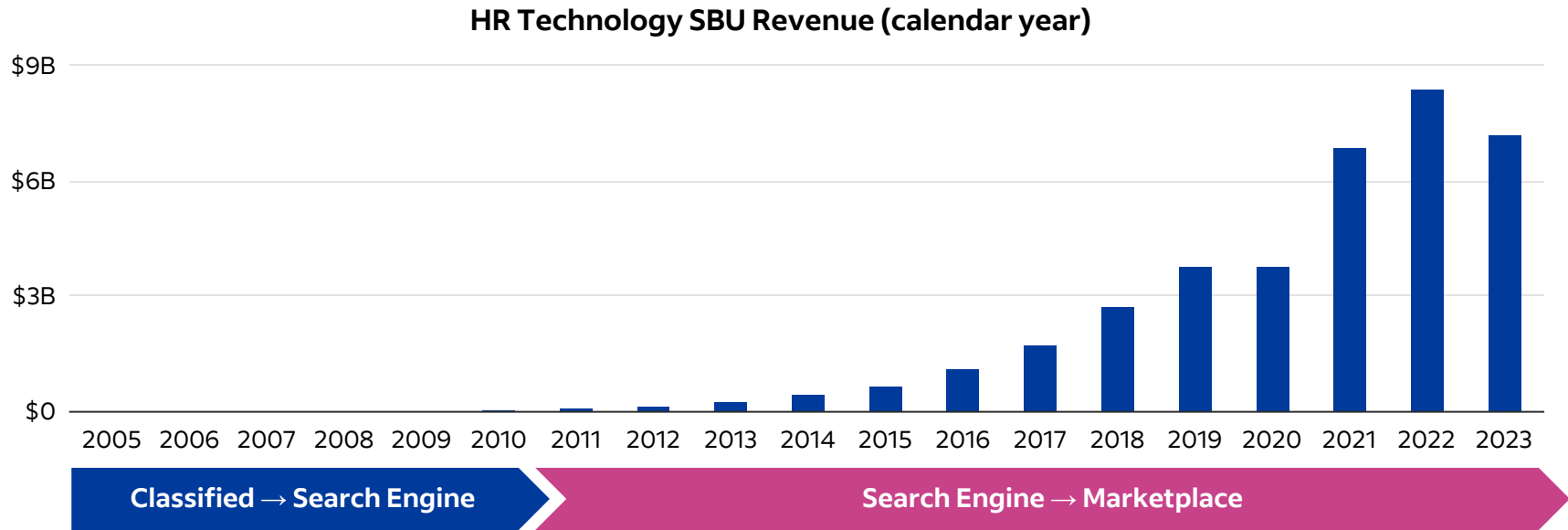
- ▶ Grow free to paid matches
- ▶ Grow Indeed Apply for Enterprise
- ▶ Grow value-based pricing for high salary jobs
- ▶ Grow adoption of “closer to the hire” solutions



02 Grow new customers

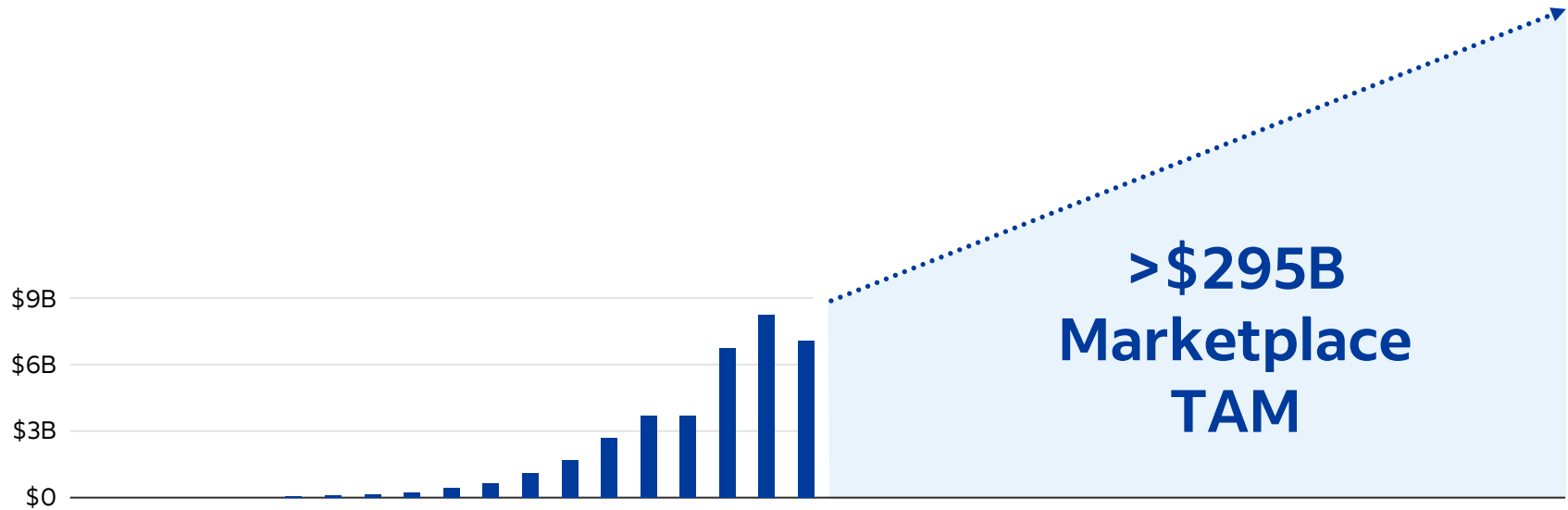
- ▶ Expand in markets outside the US
- ▶ Grow SMB customers
- ▶ Grow Enterprise customers

Evolution from search engine to marketplace unlocks significant opportunities ahead



Source: Indeed revenue 2005 - 2016, HR Technology SBU revenue 2017 - 2023 (calendar year). Future growth trajectory for illustrative purposes only.

Evolution from search engine to marketplace unlocks significant opportunities ahead



Source: Indeed revenue 2005 - 2016, HR Technology SBU revenue 2017 - 2023 (calendar year). Future growth trajectory for illustrative purposes only. Marketplace TAM defined as the total of the Direct Hire, Retained Search, Internal Recruitment Automation and Temporary Staffing markets.

Key takeaways

- **01** Our core principles of **Job Seeker First** and **Pay for Performance** have fueled our position as the global leader in hires
- **02** Ongoing AI innovation is fueling our progress to transform from a job search engine into a matching and hiring marketplace
- **03** We have significant levers to grow our take rate and customer base to effectively monetize our marketplace, and address a much larger HR Matching TAM

@indeed.com>

Thu, Nov 4, 2010, 12:08 PM

The move approaches!

Here is a reminder of the schedule for the next few days:

Saturday - November 6

- Starting at 9 am we'll be serving breakfast and coffee and working on assembling the office, getting the computer cables set up and organized for desks, unpacking the kitchen, etc.
- ***Please bring an electric screwdriver if you have one!***





We are just getting started

Simplify Hiring in Japan

Yoshihiro Kitamura
Executive Vice President and Head of
Matching & Solutions Business



Japan has the 2nd largest TAM of HR Matching Market¹

日本の人材マッチング市場規模は世界第2位¹

Global HR Matching Market
Total Addressable Market

\$327 billion²

(2022)

No.1

U.S.

No.2

Japan

¹ HR Matching Market includes Job Advertising and Talent Sourcing, Direct Hire, Retained Search, Temporary Staffing, and Internal Recruitment Automation.

¹ 人材マッチング市場は、求人広告及び採用ツール市場、人材紹介市場、エグゼクティブサーチ市場、人材派遣、採用オートメーション市場を含みます。

² See P20 of "Consolidated Financial Results for the Year Ended March 31, 2023 (IFRS, Unaudited)" for more detailed information.

² 詳細については、2023年3月期 決算短信(IFRS)(連結)の P20をご覧ください。

Unique Japan Labor Market

日本の労働市場の特徴

Serious Labor Shortage
深刻な人手不足



Less Experience Changing Jobs
低い転職経験率

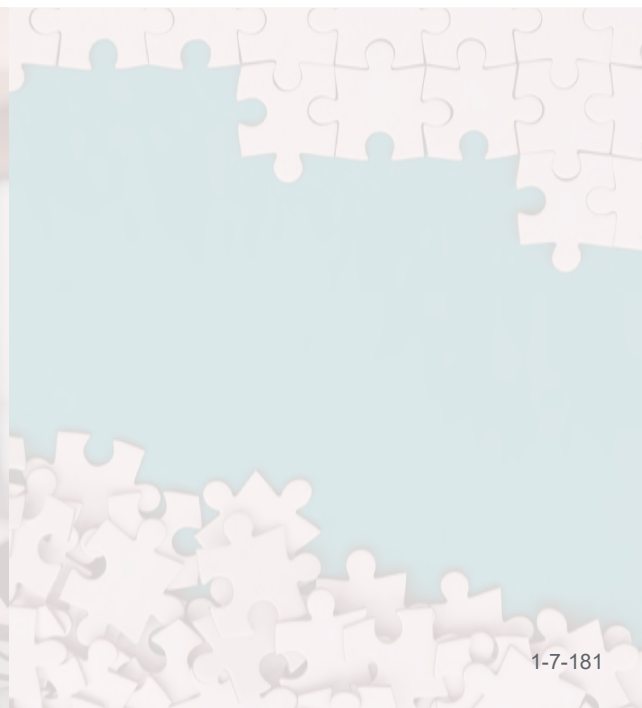


Fragmented Market
市場の細分化



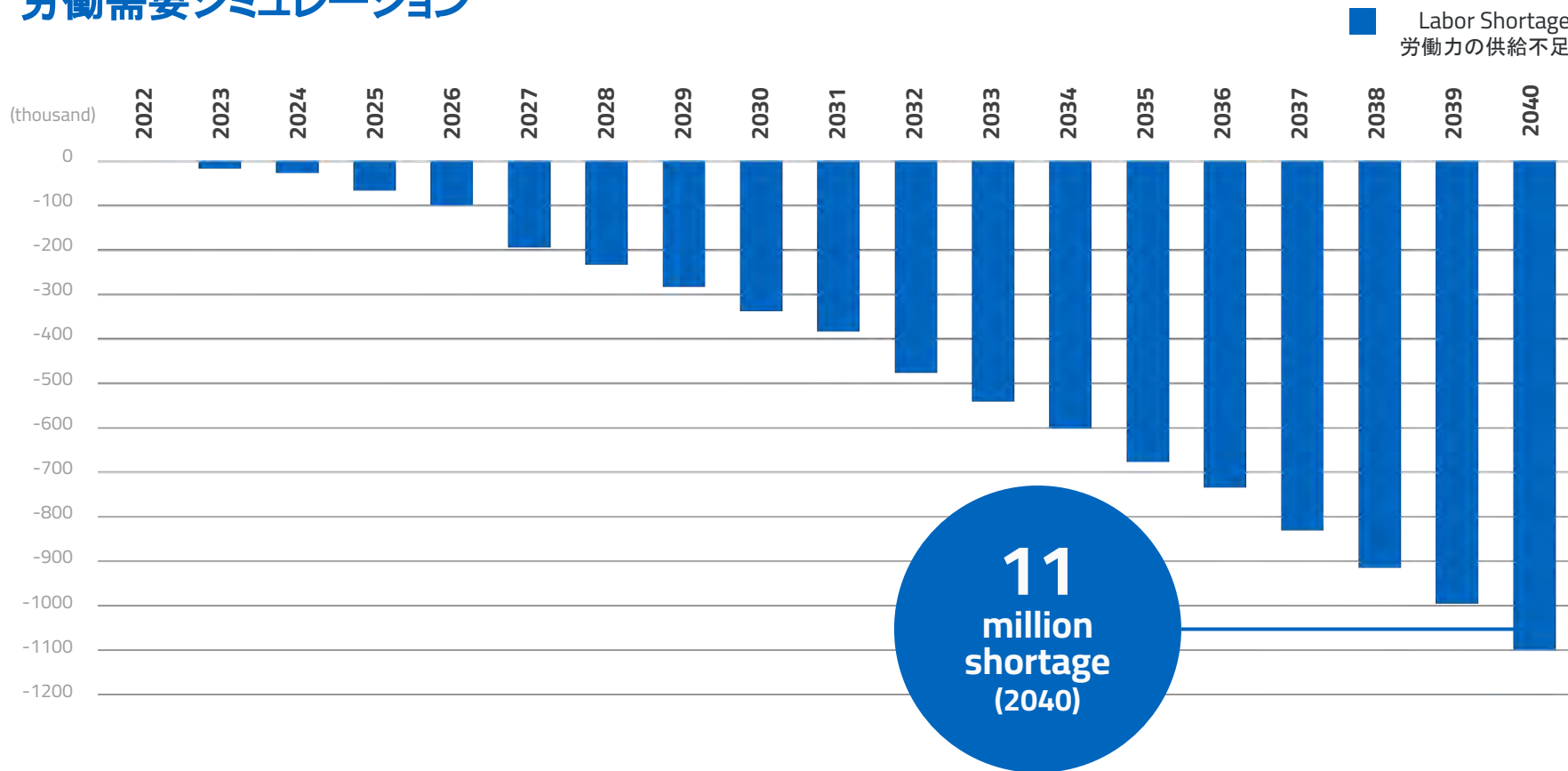
Unique Japan Labor Market 日本の労働市場の特徴

Serious Labor Shortage 深刻な人手不足



Labor Demand and Supply Simulation

労働需要シミュレーション

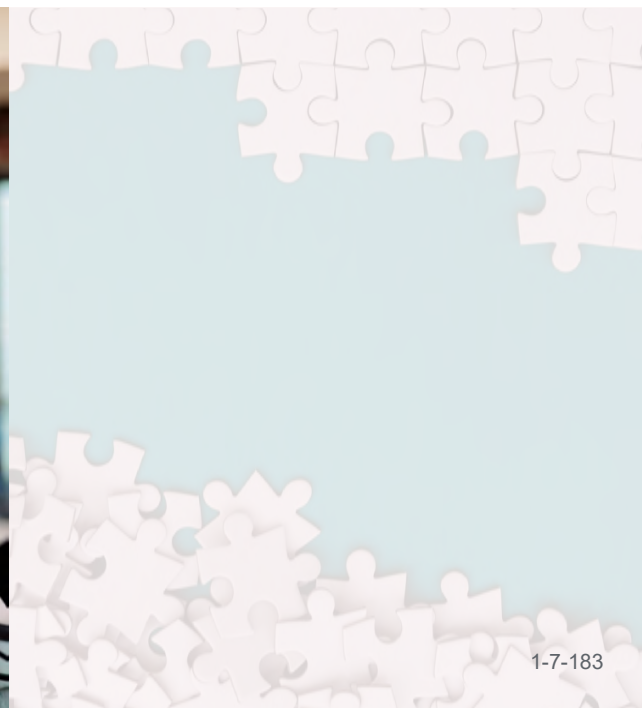


Unique Japan Labor Market

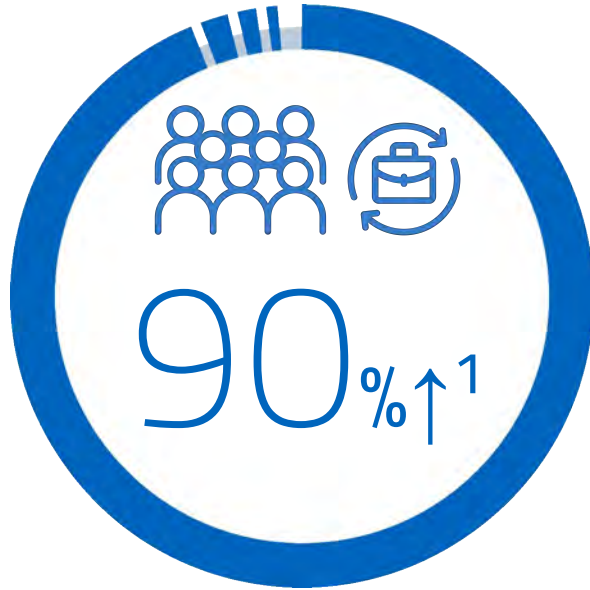
日本の労働市場の特徴

Less Experience Changing Jobs

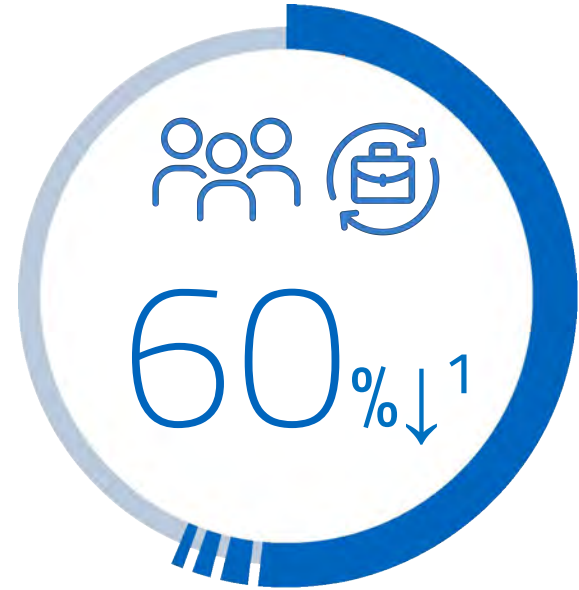
低い転職経験率



US and UK



Japan



rate of job seekers changing jobs
 転職経験率

Unique Japan Labor Market

日本の労働市場の特徴

Fragmented Market

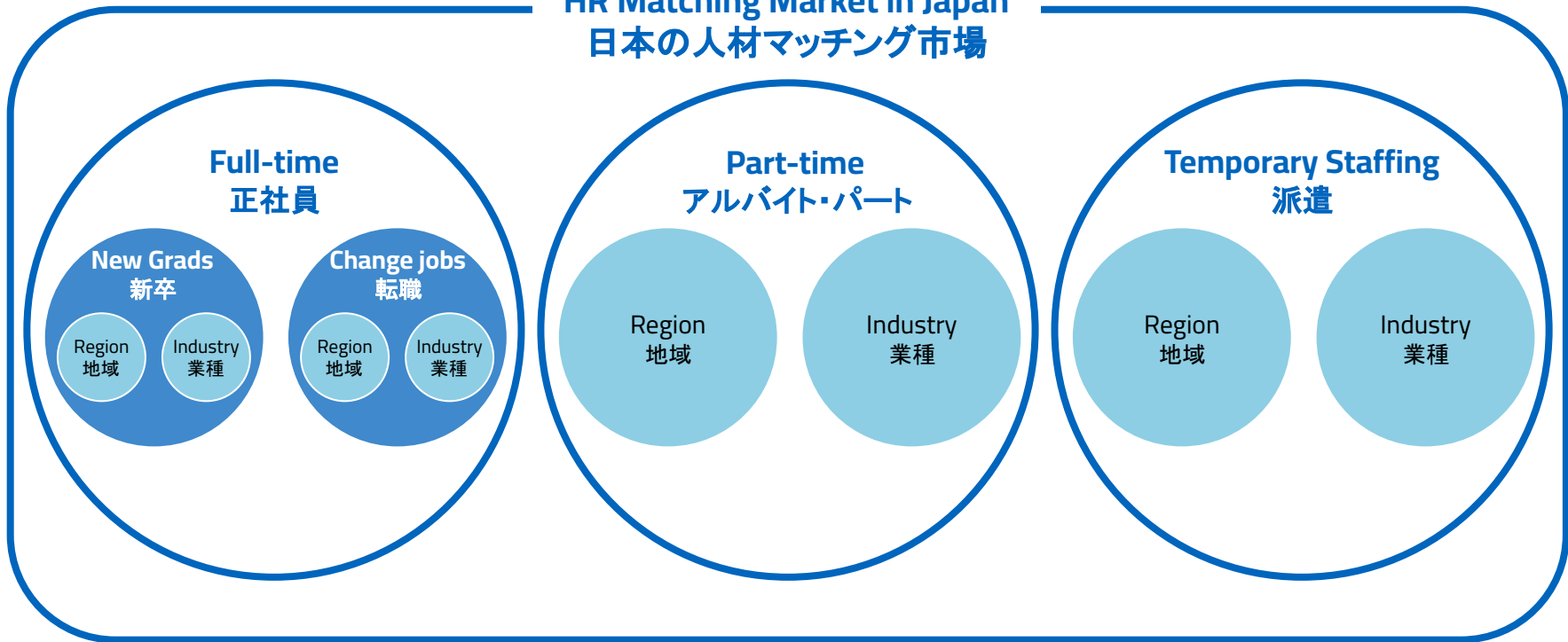
市場の細分化



Fragmented Market Has its Pros and Cons

細分化された市場にはメリットもデメリットもある

HR Matching Market in Japan 日本の人材マッチング市場



Continued to Disrupt Ourselves to Transform 自らをディスラプトして常に新しく



Paper-based Media



Online Media



Matching Platform
Distribution Platform

1960s

2020s

indeed PLUS 

Transparency to Cost Efficiency

Pay-per-Post

Pay for Performance Model

Pay-per-Click

Revenue in Japan for CY2023

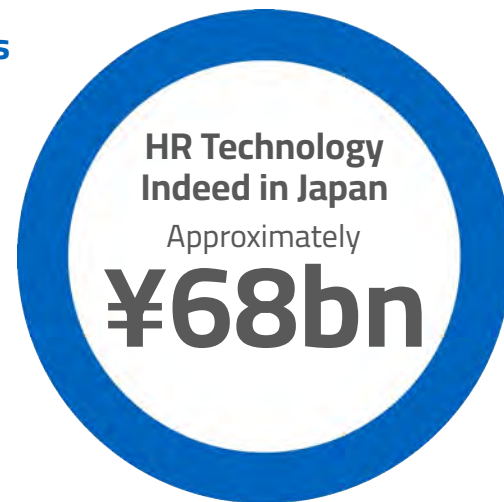
2023年1月～12月上実績



**Job Advertising Business for
Full-time and Part-time Job Seekers**
転職、アルバイト・
パート採用領域広告事業

Approximately

¥115bn



Indeed PLUS

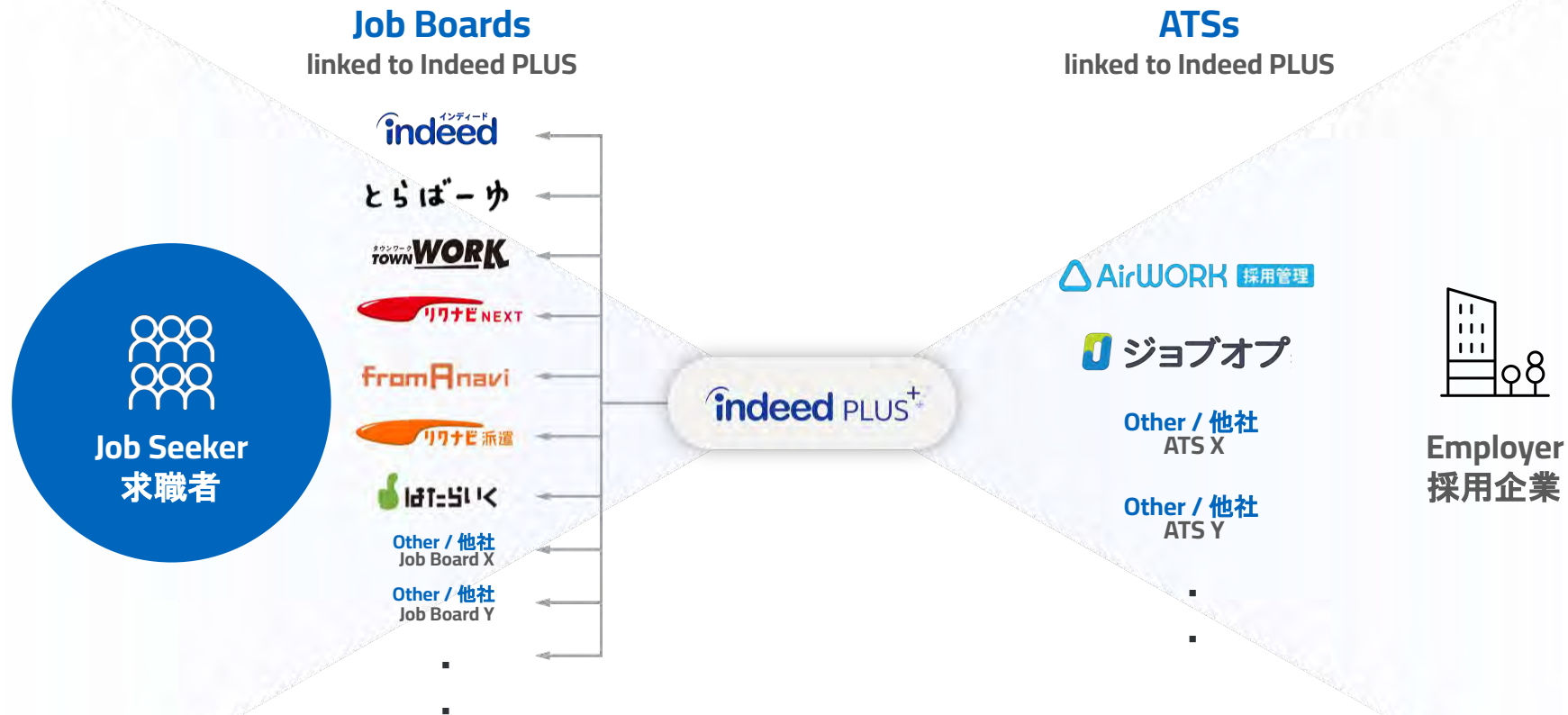
Masamichi Yamaguchi
Senior Vice President of Recruit Co., Ltd.,
Product Management of HR Solutions



indeed PLUS 

Distributing Jobs to the Job Boards Where Indeed PLUS Judges Most Appropriate

Indeed PLUSが最適と判断したジョブボードに求人を配信



01

Standardization
標準化

02

Reach
リーチ

03

Matching
マッチング

Standardized Documents Allow Easier Comparison

標準化された応募書類で比較がより簡単に

Before

The 'Before' section displays three distinct job application forms from different companies, illustrating a lack of standardization. The first form (left) has a 'プロフィール' (Profile) section with fields for name, birth date, gender, and contact information. The second form (middle) is for 'townWORK' and includes fields for name, address, and phone number. The third form (right) is for 'とらばーか' and features a progress bar at the top and fields for name, address, and phone number. Each form has its own unique layout and field labels, making it difficult to compare applications across different companies.

After

The 'After' section shows a standardized job application form. At the top right, there is a '中止する' (Cancel) button. The main heading is '応募内容の確認' (Check application content). Below this, there is a section for 'あなたのプロフィール' (Your profile) with a '編集' (Edit) button. The form includes fields for '氏名' (Name), 'ふりがな' (Kana name), 'メールアドレス' (Email address), '都道府県・市区町村・番地' (Prefecture, city/town/village, and address), and '電話番号' (Phone number). The layout is clean and consistent, making it easier to compare applications across different companies.

"Resume" Standardizes the Format of Resumes

『レジューメ』で職務経歴書機能を標準化



01

Standardization
標準化

02

Reach
リーチ

03

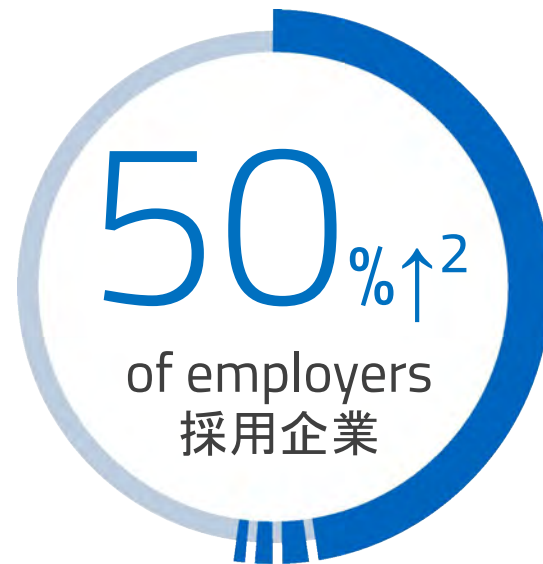
Matching
マッチング

Job Seekers and Employers are Looking for More Choices

求職者も採用企業も選択肢が不足している



Looking for More Appropriate Jobs
もっと自分にあった求人情報があるのではないか



Use Multiple Job Boards to Reach Enough Candidates
複数の求人サイトを利用しないと
応募者数が足りない

¹ The total of "Strongly agree," "Agree," and "Rather agree" (Question on a 6-scale)

¹ 「とても思う」「やや思う」「どちらかといえば思う」の合計（選択肢は6スケールで聴取）

² The total of "Strongly agree," "Agree," (Question on a 4-scale)

² 「とても思う」「やや思う」の合計（選択肢は4スケールで聴取）

Source: "Subject survey on business clients' recruiting processes and job seekers' job searching activities" by Indeed (implemented in Sep., 2023)

出典: Indeedによる「企業の採用活動および求職者の仕事探しにおける課題調査」(2023年9月実施)

More Choices for Job Seekers and Employers 求職者にも採用企業にもより多くの選択肢を



indeed PLUS



01

Standardization

標準化

02

Reach

リーチ

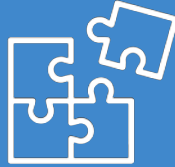
03

Matching

マッチング



Data



Know-how



**Matching
Technology**



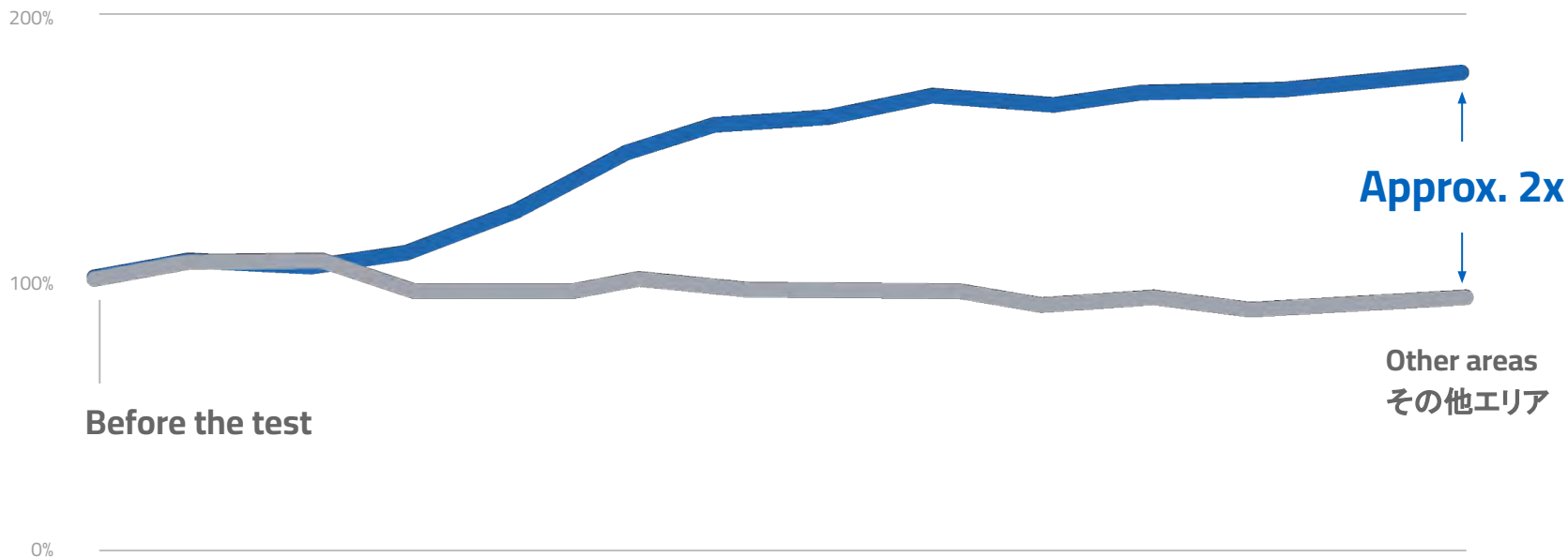
AI

indeed PLUS⁺

Testing Indicates the Number of Job Listings Increases with “Indeed PLUS” 『Indeed PLUS』試験運用エリアで求人数増加の兆し

Growth rate of job postings
求人数の伸び率

Indeed PLUS test areas
Indeed PLUS試験運用エリア



Before the test

Other areas
その他エリア

01



Register Resume

レジュメ登録

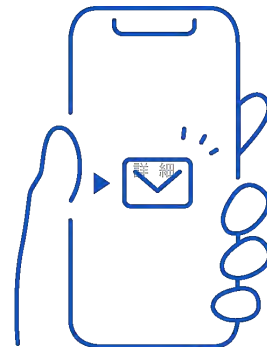
02



**AI automatically picks up
an appropriate job**

希望に近い求人を
AIがピックアップ

03

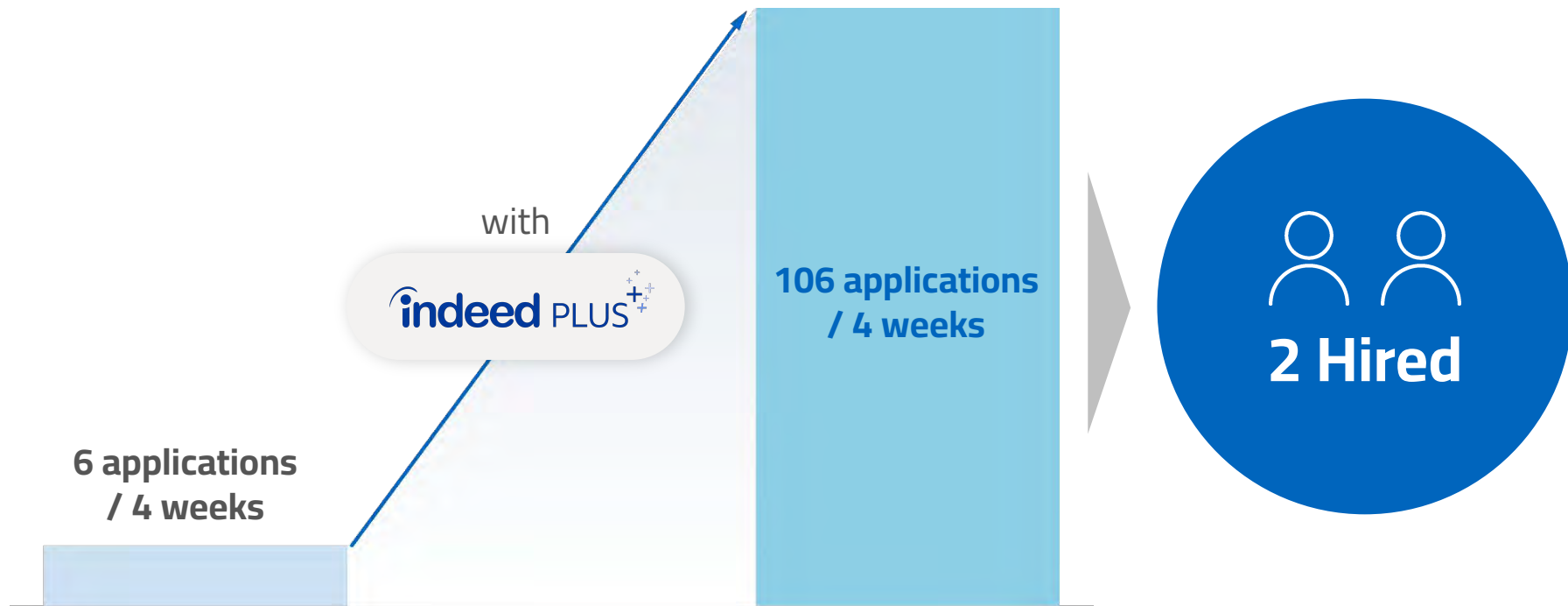


Send a recommendation email

メールで求人をおすすめ

More Applies, Greater Efficiency and an Optimized Budget with “Indeed PLUS”

『Indeed PLUS』で応募件数が増加、採用業務を効率化、予算を最適化



- **01** HR Matching market in Japan faces demographic challenges and is highly fragmented
日本の人材マッチング市場はグローバル同様の課題に直面している上に、細分化という特徴もある
- **02** We are uniquely positioned to Simplify Hiring in Japan due to our diverse offering of services
日本国内で多様なサービスを展開している私たちだからこそできるSimplify Hiringを迅速に進めていく
- **03** Indeed PLUS aims to streamline the hiring process while maintaining the benefits of specialized targeted job boards
Indeed PLUSは細分化したジョブボードのメリットを維持しながらより採用プロセスを効率化する
- **04** We expect the simplicity and efficiency of Indeed PLUS to drive revenue growth in HR Technology in Japan
Indeed PLUSが採用プロセスを簡単にするにより、HRテクノロジー事業の日本における売上収益は更に増大する見込み

Appendix: Job Boards in HR Solutions of Matching & Solutions SBU

Brand Logo	Brand Name	Overview
	Rikunabi NEXT	Website for full- time job seekers 正社員向け転職・求人サイト
	Travail	Website for female job seekers 女性向け転職・求人サイト
	Hataraiiku	Website for local job seekers 地域別転職・求人サイト
	Rikunabi Temporary	Website for temporary staff 派遣求人サイト
	TOWNWORK	Website for part-time job seekers パート・アルバイト求人サイト
	from A navi	Website for local part-time job seekers 地域別パート・アルバイト求人サイト

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

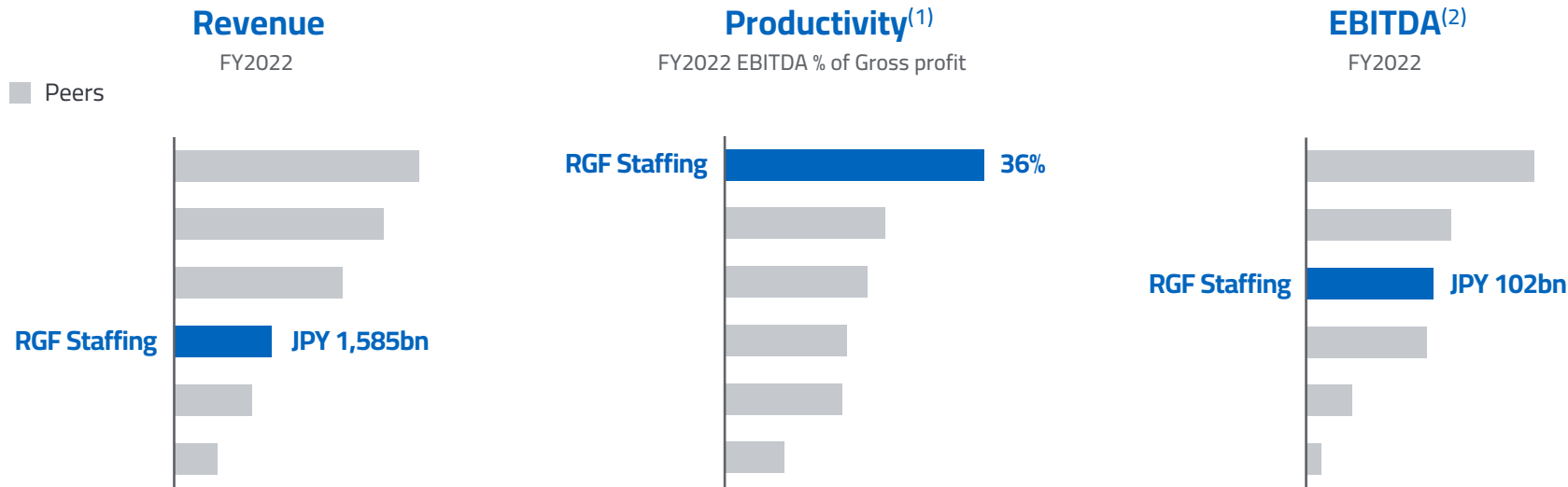
- *Highest productivity in industry* -

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

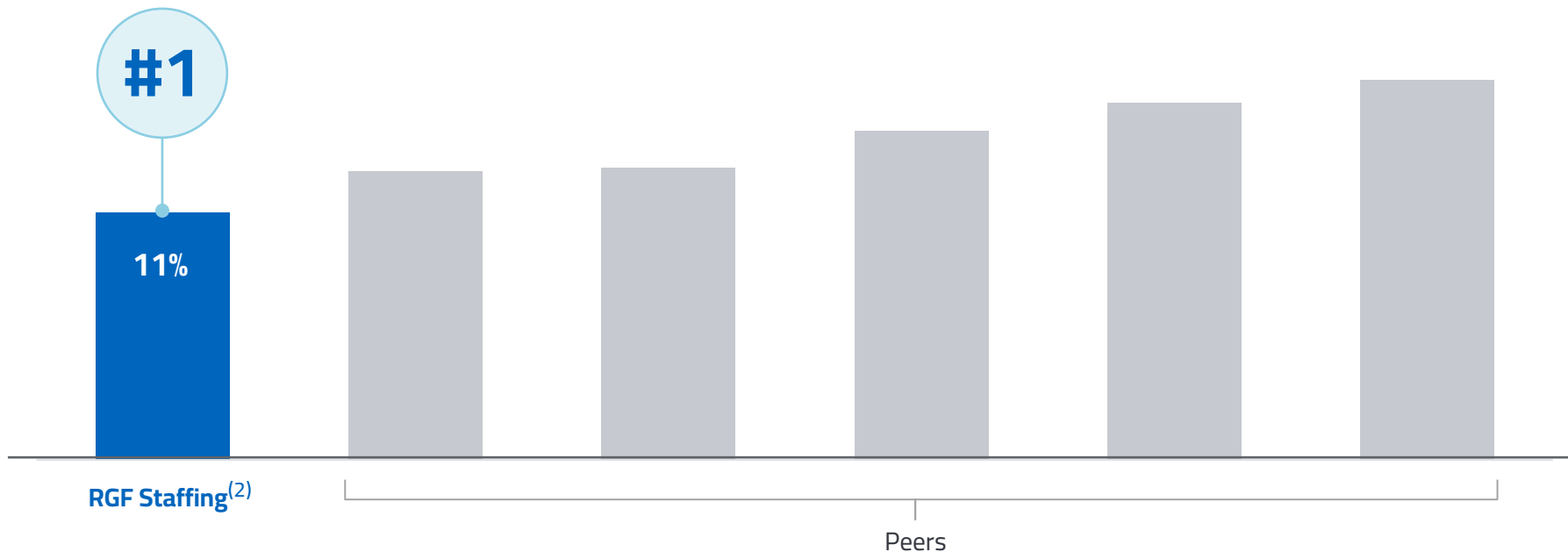
Note: Peers include in alphabetical order (Adecco, Hays, Kelly, Manpower, Randstad); Financial data as reported FYE December 2022 disclosure; Hays reported FYE June 2023
 Note: Bars in charts are shown in same currency – average FX rate per respective reporting period assumed

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

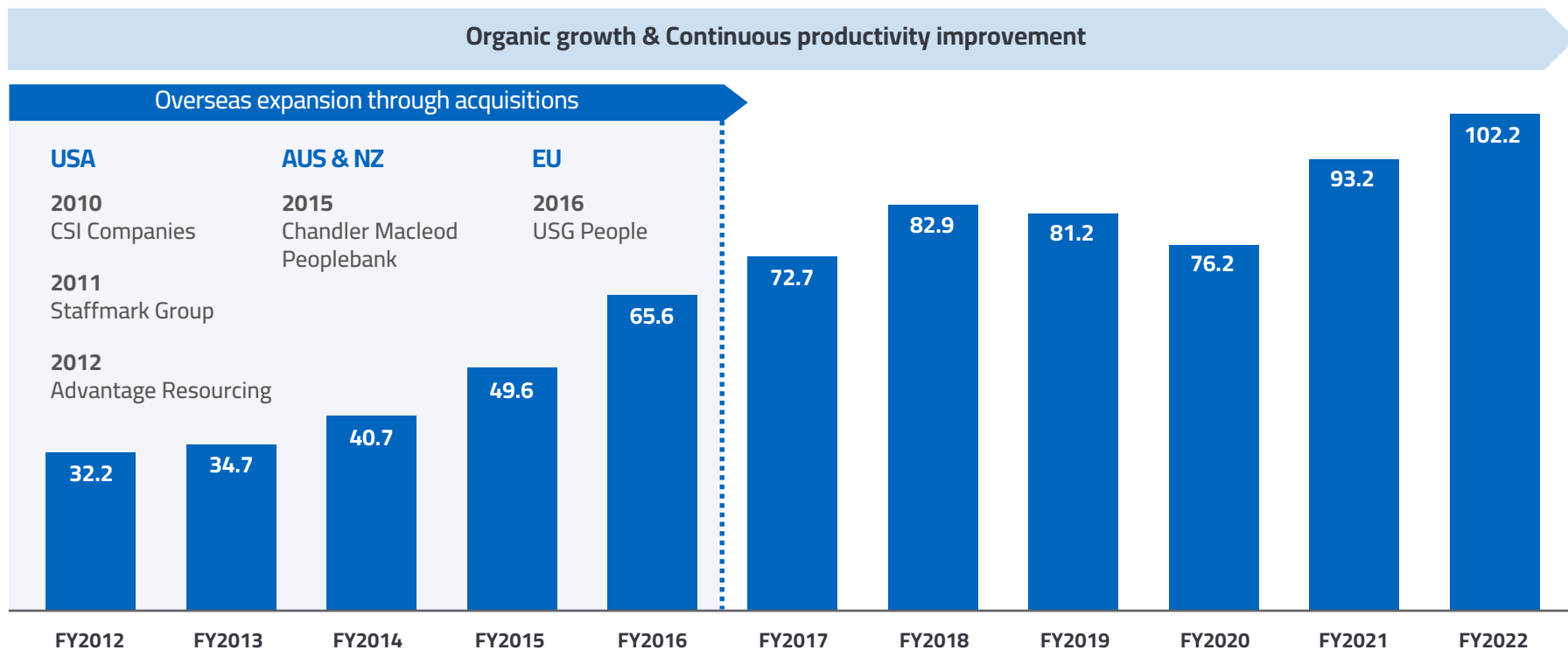
RGF Staffing has the most competitive industry cost levels

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



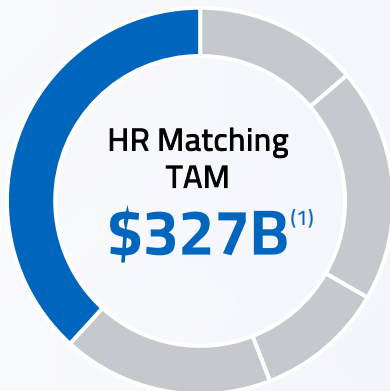
Our Vision

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

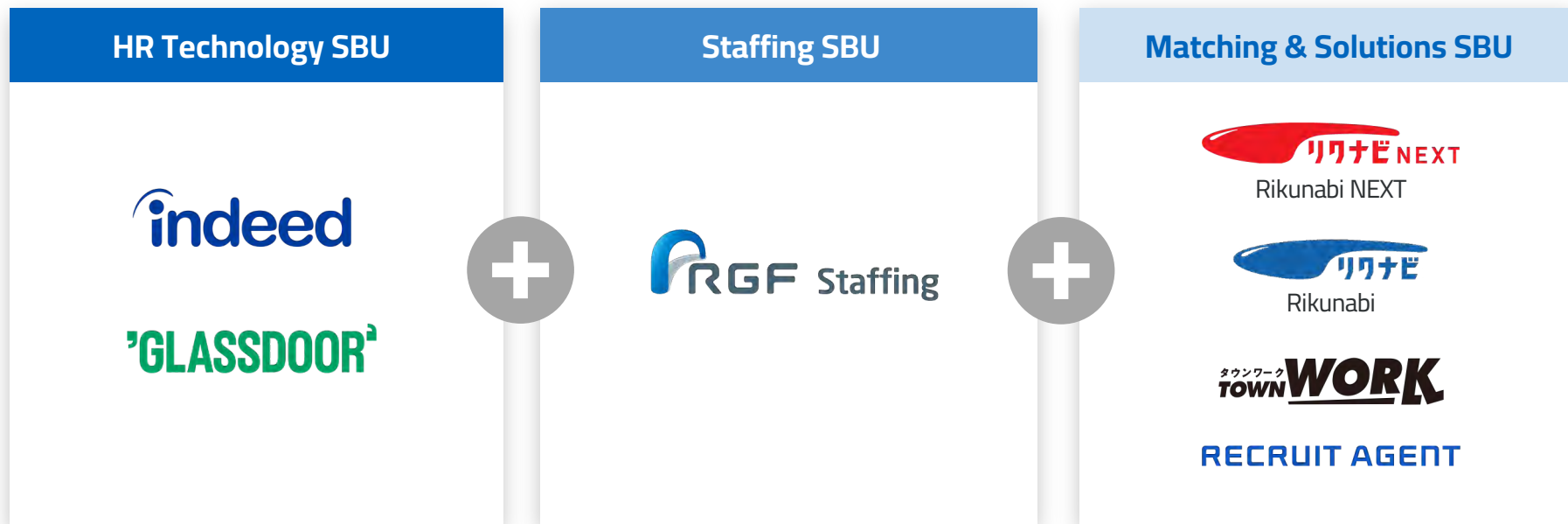
Fill

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

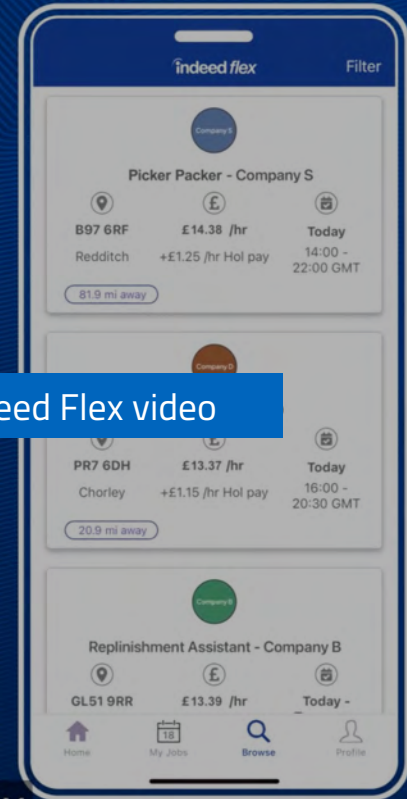
Leverage best matching technology

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



Watch the full presentation at

<https://investorupdate-fy23.recruit-holdings.com/en/>



For more information please visit

<https://recruit-holdings.com/en/ir/>