

Recruit Holdings

FY2025 Full-year Consolidated Results 2026年3月期 通期決算説明

May 15, 2026

FY2025 is the fiscal year from April 1, 2025 to March 31, 2026. FY2026 is the fiscal year from April 1, 2026 to March 31, 2027.

All comparisons during this conference call are year over year unless otherwise stated.

Unless otherwise specified, numbers shown to the first decimal place are rounded down to the second decimal place, and numbers shown as integers are rounded down to the first decimal place.



Please refer to the QR code below for the transcript.

書き起こしは下記 QRコードをご参照ください



English



日本語

いで こ ば ひさ ゆき

出木場 久征

Hisayuki "Deko" Idekoba

Recruit Holdings Co., Ltd.

株式会社リクルートホールディングス

Representative Director, President and Chief Executive Officer

代表取締役社長 兼 Chief Executive Officer

Head of HR Technology Business

HRテクノロジー事業担当

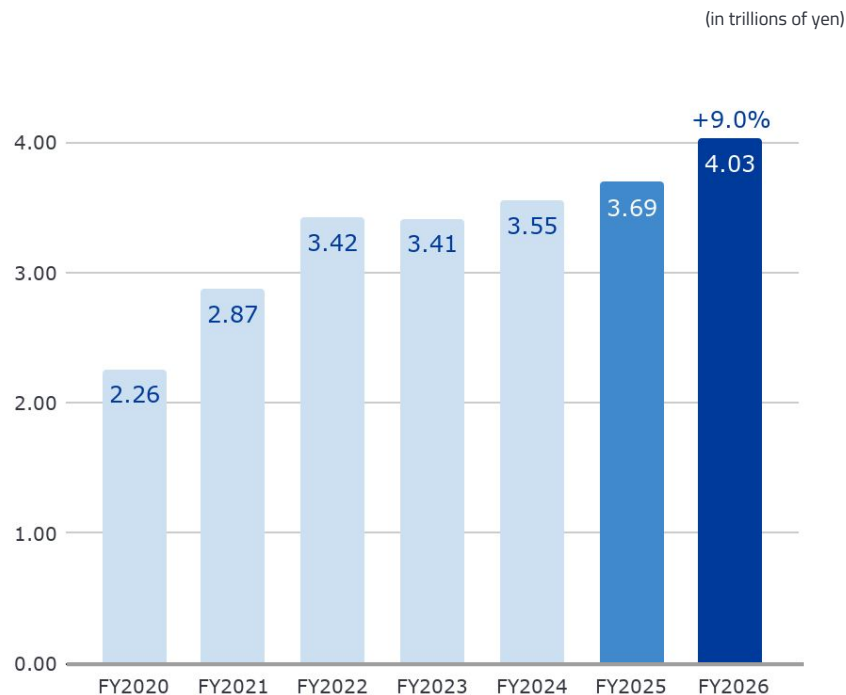
Indeed, Inc.

President and CEO

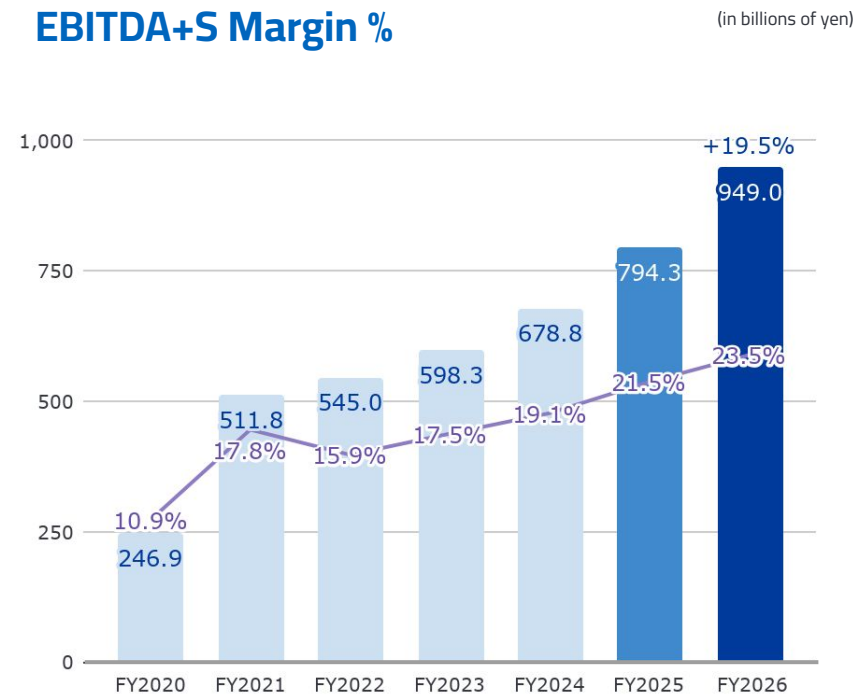


Results and Guidance for Consolidated Financials

Revenue



EBITDA+S and EBITDA+S Margin %



Under \$1000
\$1000 - \$5000



\$1,499



\$799



\$199

Sort by: Featured ▾

\$1000 - \$5000



Free



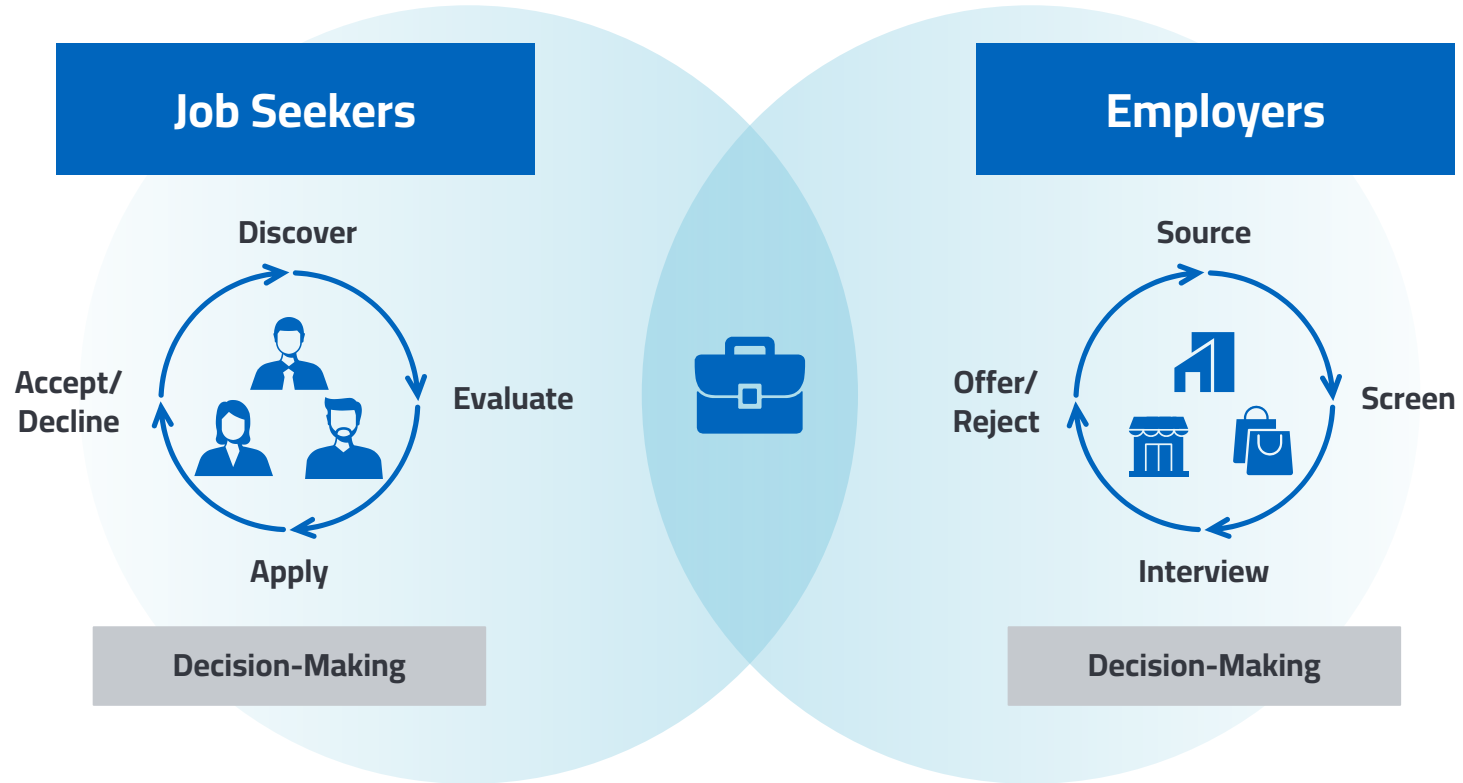
Free



Free

Recruit Holdings | FY2025 Q4 Results 6

Two-Sided “Decision-Making” Marketplace



Talent Scout gives you superpowers

+

📁

🔍

👤

👤

📁

≡

📁

indeed

?

 Help

🔔

 Notifications

✉️

 Messages

3

👤

 jSmith23434@

Add pay and benefits

Pay

Review the pay we estimated for your job and adjust as needed. Check your local minimum wage.

Show pay by

Range

Minimum

\$ 24

to

Maximum

\$ 32

Rate

per hour

✦

 Your range (\$24–\$32/hr) falls below the market median of \$45.50/hr for Property Managers in Denver. For a hybrid role requiring both property management and maintenance skills, this may narrow your qualified candidate pool.

Use market median

👍

🗨️

↔️ Compare pay

Benefits

+ Signing bonus

+ Differential pay

+ Bonus opportunities

+ Overtime pay

+ Completion bonus

← Back

Continue →

Chat

Here's the full pay landscape for Property Manager roles in Denver, CO:

Percentile	Pay	Notes
90th	\$62/hr	Top tier
75th	\$53/hr	
50th	\$46/hr	Median
25th	\$39/hr	
10th	\$32/hr	Your range

Based on 340+ active and recent Property Manager postings within 25 miles of Denver, CO. Updated April 2026.

Sources

👤 Indeed

Your range (\$24–\$32/hr) falls below the market median of \$46/hr. For this hybrid role, candidates with both property management and maintenance skills are in higher demand — and more likely to have competing offers at or above the median.

👍 🗨️

Ask about your job posting

⬆️

Compare pay

Here's the full pay landscape for Property Manager roles in Denver, CO:

Percentile	Pay	Notes
90th	\$62/hr	Top tier
75th	\$53/hr	
50th	\$46/hr	Median
25th	\$39/hr	
10th	\$32/hr	Your range

Based on 340+ active and recent Property Manager postings within 25 miles of Denver, CO. Updated April 2026.

Sources

👤 Indeed

📄

Your range (\$24–\$32/hr) falls below the market median of \$46/hr. For this hybrid role, candidates with both property management and maintenance skills are in higher demand — and more likely to have competing offers at or above the median.

👍 🗨️



For illustrative purposes only.

The screenshot displays the Indeed job search results for 'French chef' in Austin, TX. The search bar at the top shows the query 'French chef' and the location 'austin, tx'. Below the search bar, there are various filters including 'Pay', 'Remote', 'Within 25 miles', 'Job type', 'Shift and schedule', 'Shift', 'License', 'Encouraged to apply', 'Location', 'Company', 'Posted by', 'Experience Level', 'Education', and 'Date posted'. The results are sorted by 'relevance - date' and show 570 jobs.

The first job result is a 'Sponsored Job' for 'Chef de Partie' at Wavewood in Austin, TX. The job details include a salary range of '\$95,000-\$125,000 a year', 'Full time' status, and '401(k) matching'. It also lists 'Health insurance' and 'Disability insurance' as benefits. A blue arrow points from the 'Sponsored Job' label to this job listing.

The second job result is a 'Free Job' for 'Sous Chef (Resort)' at Champion Solutions in Austin, TX. The job details include a salary range of '\$70,000-\$110,000 a year', 'Full time' status, and 'Parental leave'. It also lists '401(k) matching' and 'Disability insurance' as benefits. A blue arrow points from the 'Free Job' label to this job listing.

The third job result is a 'Free Job' for 'Banquet Executive Chef' at Fiesta Burger in Austin, TX. The job details include a salary range of '\$85,000-\$100,000 a year', 'Full time' status, and '401(k) matching'. It also lists 'Parental leave' as a benefit. A blue arrow points from the 'Free Job' label to this job listing.

The detailed view of the 'Chef de Partie' job at Wavewood is shown on the right. It includes the job title, company name, location, salary range, and an 'Apply now' button. Below the job details, there is a section for the 'Full job description' which includes a 'Job Description' and 'Responsibilities'.

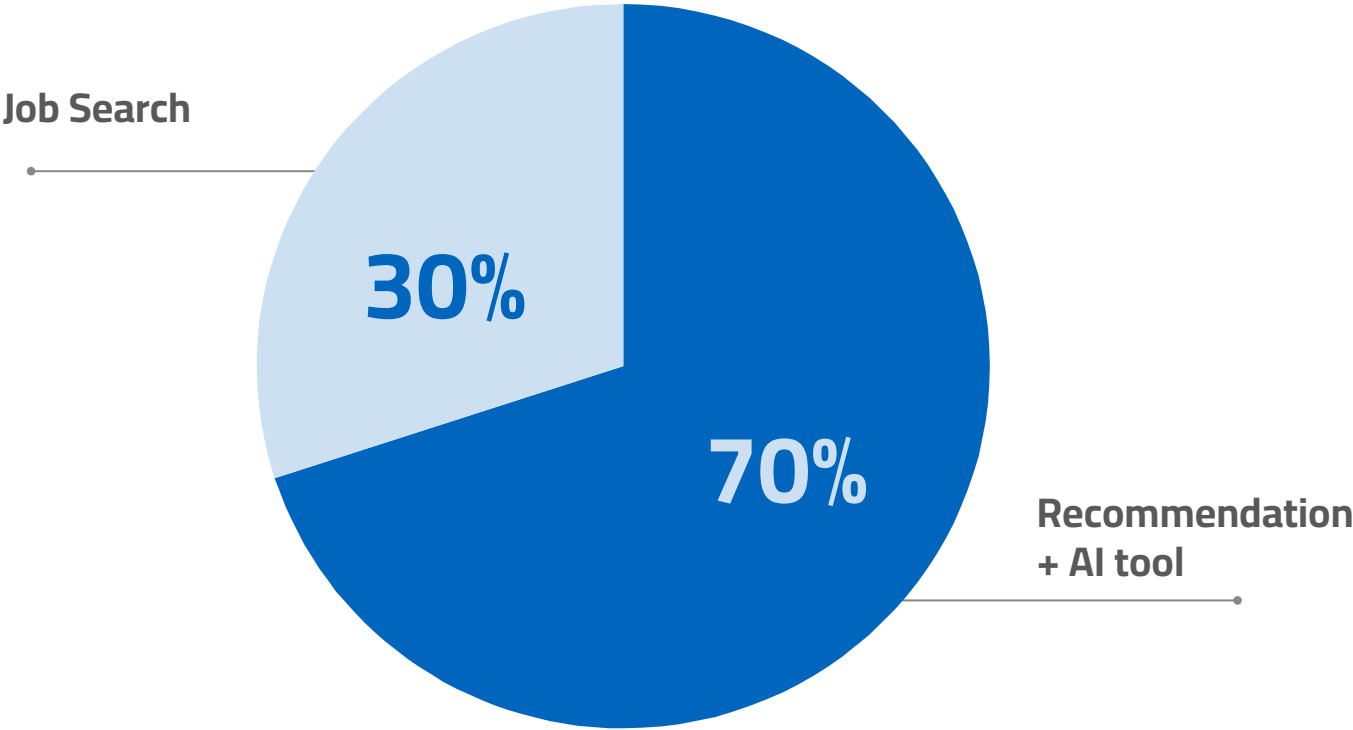
Full job description

Job Description

Responsibilities:

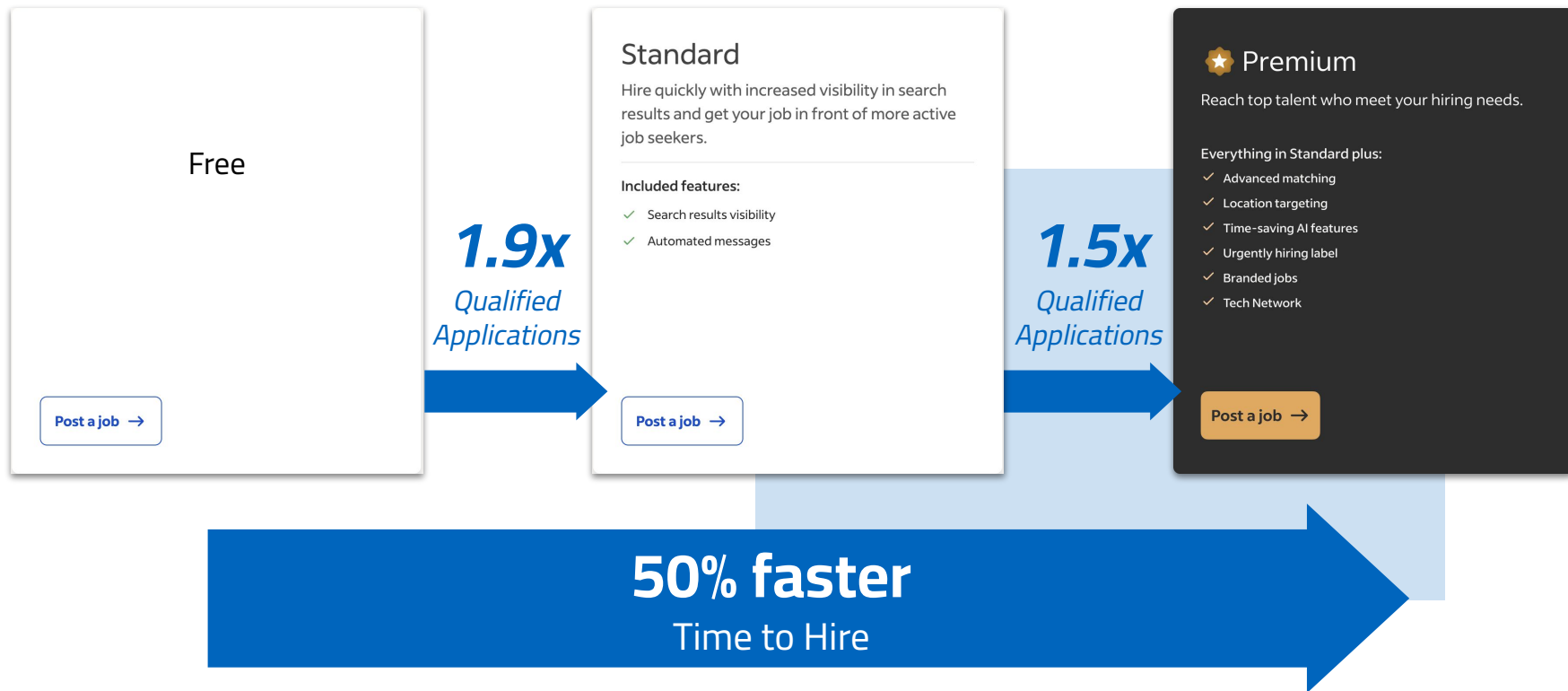
- Oversee and manage a specific section of the kitchen, ensuring all dishes are prepared and presented to the highest standard onboard the cruise ship
- Work closely with the Head Chef and Sous Chef to create and execute menus
- Train and supervise junior chefs and kitchen staff
- Monitor and maintain food quality, portion control, and presentation standards
- Communicate effectively in German (BL4) to:
- Understand and carry out simple instructions.
- Label food items correctly.
- Report issues to supervisors.
- Interact with team members during service

US Sponsored Job Apply Start



March 2026

Higher Value AI Products





Response Time of Sponsored Job vs Free Job

A woman with long dark hair, wearing a white lab coat over a black top, is sitting at a desk and looking at a laptop. The background is dark with some bokeh lights.

+45%

Faster

March 2026

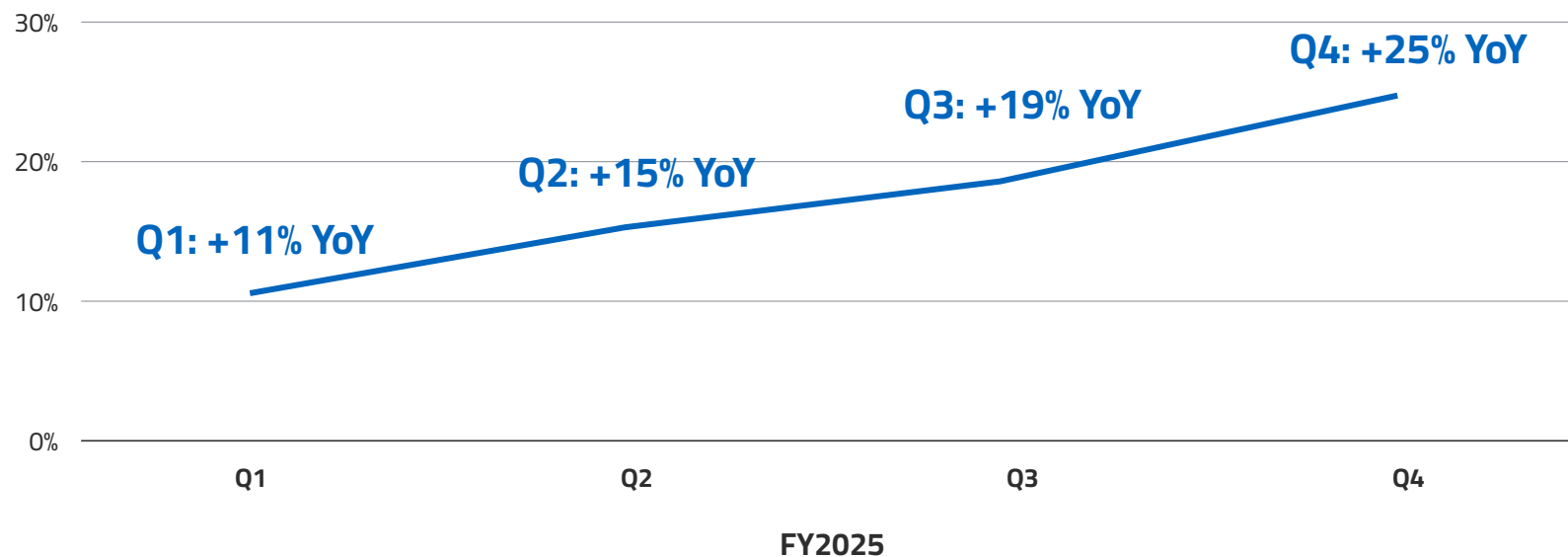


Monthly Active Job Seekers on Indeed



+18% YoY
March 2026

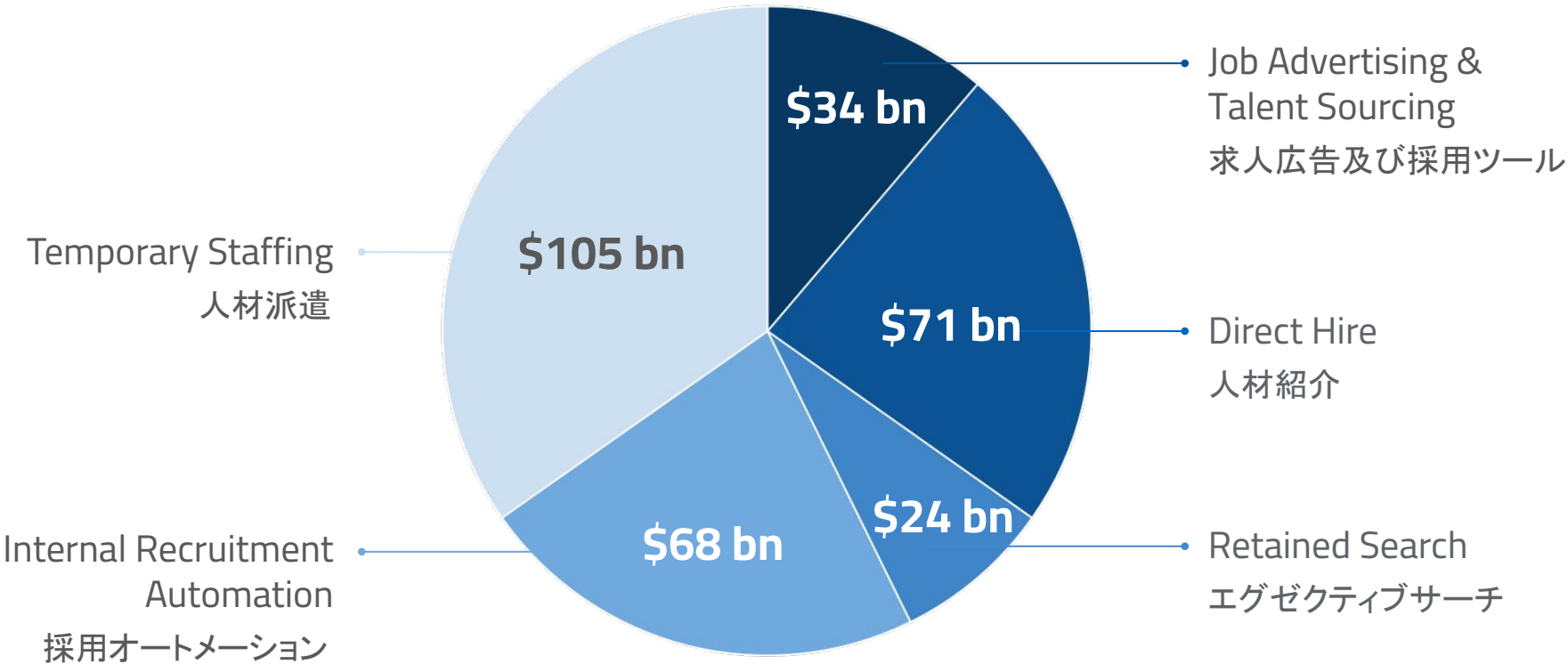
US ARPJ Growth Rate



Global HR Matching TAM in 2025

Total: \$302 bn

(in billions of USD)



Please see footnotes in the appendix.

Fee Spent on HR Matching

Indeed

<1%

Spend on Job Advertising on Indeed /
Estimated Salary

Pay per Click &
Pay per Started Application

Direct Hire

20-25%
of salary

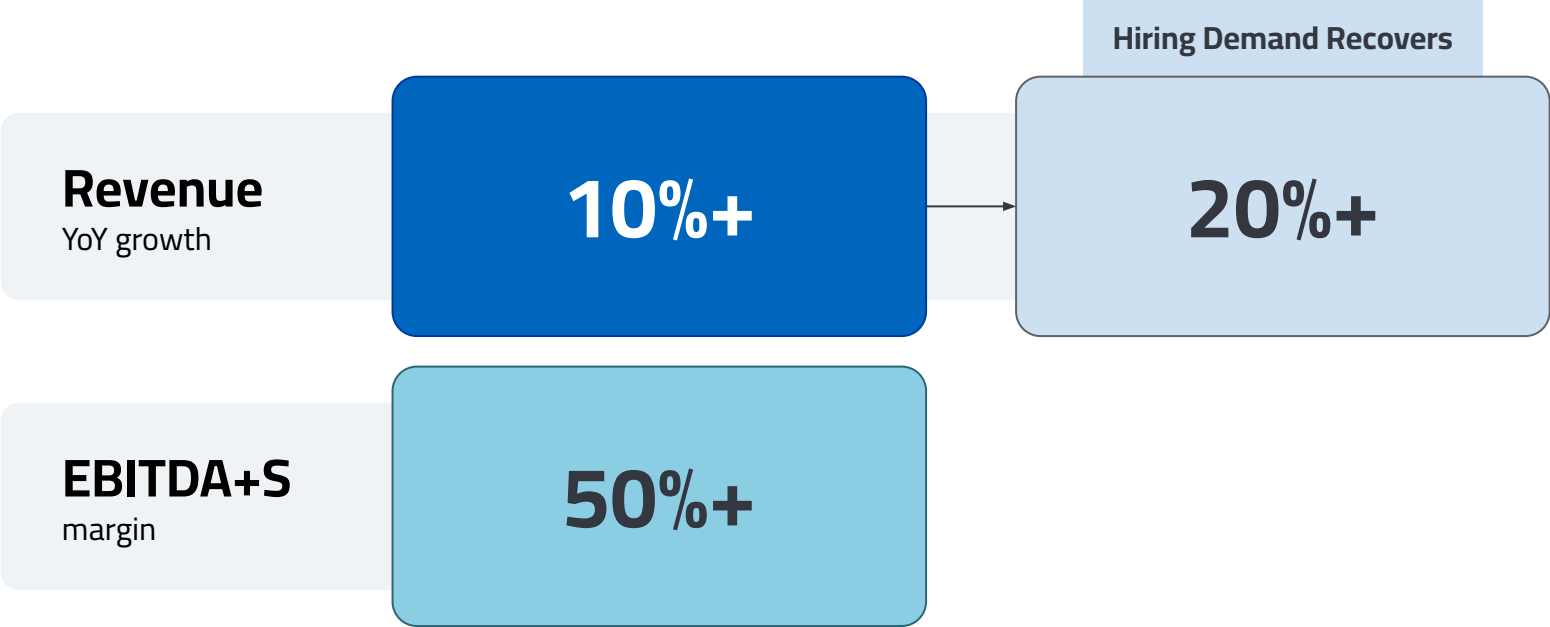
Retained Search

up to **40%**
of salary

Simplify Hiring



HR Technology Mid-term Growth Ambition





31 hires
per minute

あら い じゅん いち

荒井 淳一

Junichi Arai

Recruit Holdings Co., Ltd.
株式会社リクルートホールディングス

Executive Vice President and Chief Financial Officer
常務執行役員 兼 Chief Financial Officer

Financial Management Division
ファイナンシャル・マネジメント本部



FY2025 Annual Results and FY2026 Full-year Guidance

1. **Executive Summary**
2. **Consolidated FY2025 Financial Results and FY2026 Full-year Guidance**
2026年3月期通期連結実績と2027年3月期通期 連結予想
3. **Capital Allocation Strategy**
キャピタルアロケーション
4. **Overview of Three Segment Results and Full-year Outlook**
セグメント別 2026年3月期通期実績と2027年3月期通期業績見通しサマリー
5. **HR Technology Segment Results and Full-year Outlook**
HRテクノロジー事業 2026年3月期通期実績と2027年3月期通期業績見通し
6. **Staffing Segment Results and Full-year Outlook**
人材派遣事業 2026年3月期通期実績と2027年3月期通期業績見通し
7. **Marketing Matching Technologies (“MMT”) Segment Results and Full-year Outlook**
MMT事業 2026年3月期通期実績と2027年3月期通期業績見通し

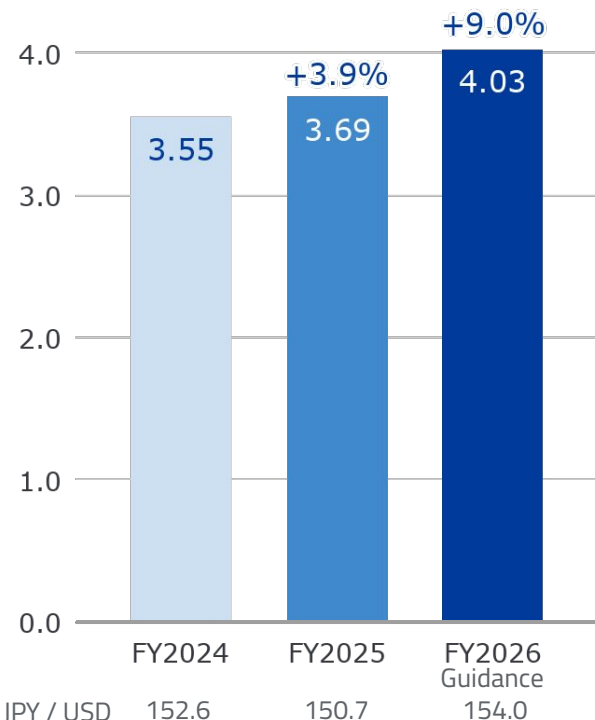
1. Executive Summary

1. Executive Summary

Consolidated FY2025 Results and FY2026 Full-year Guidance

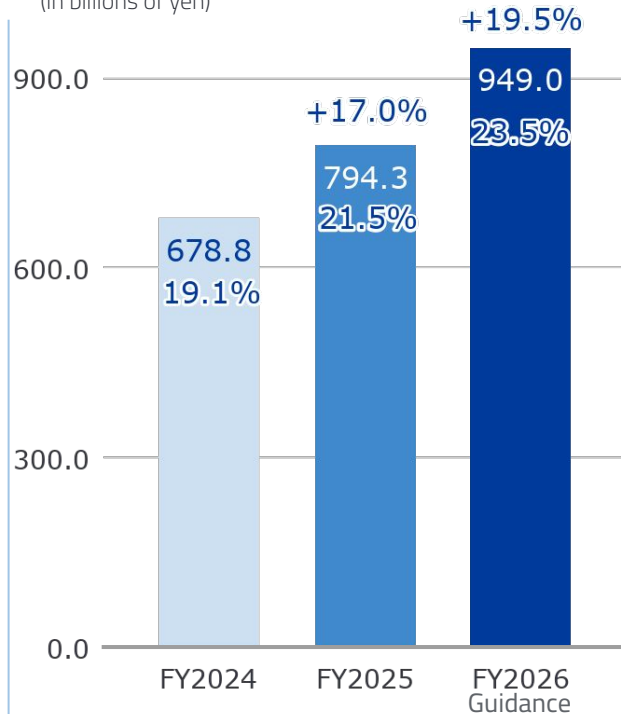
Revenue

(in trillions of yen)



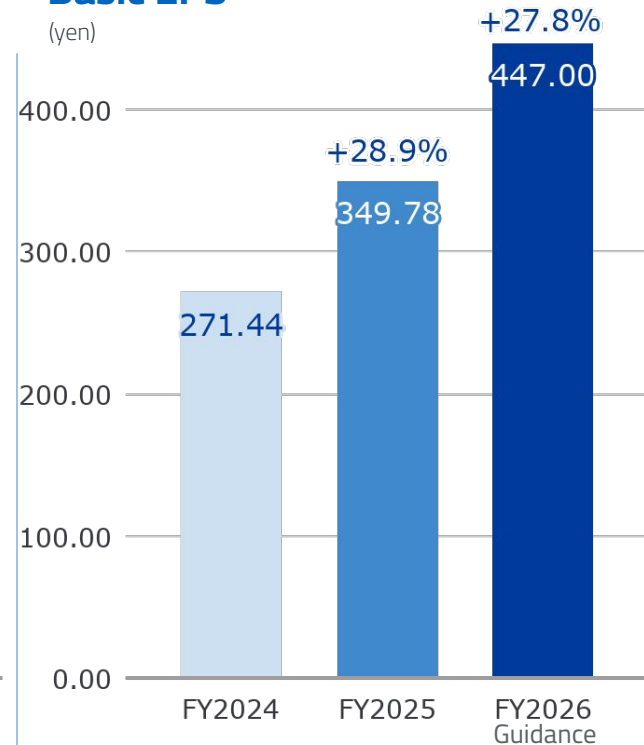
EBITDA+S and Margin %

(in billions of yen)



Basic EPS

(yen)

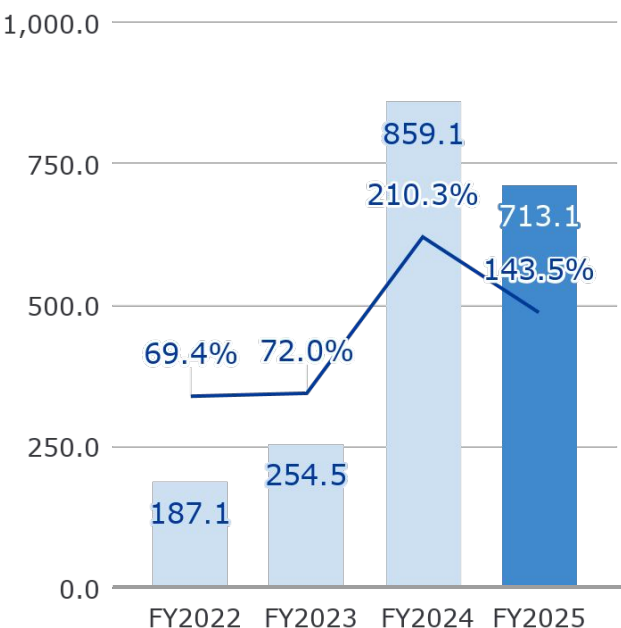


1. Executive Summary

Capital Allocation Strategy FY2025

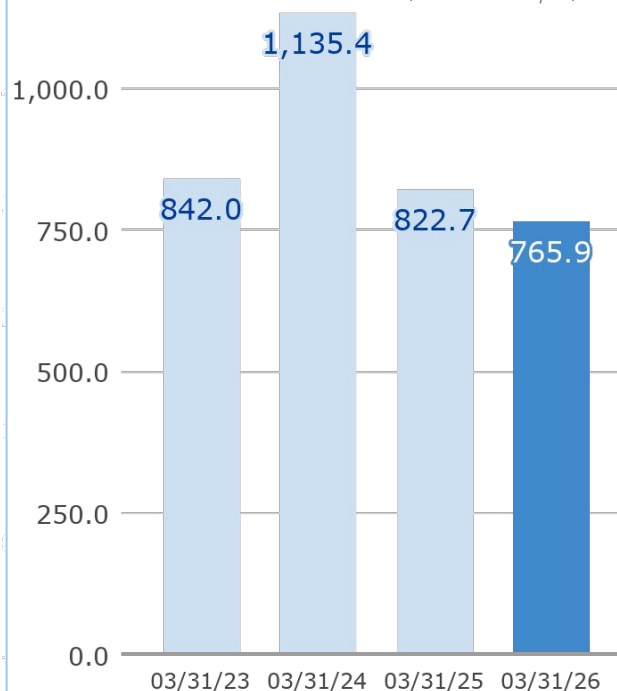
Total payouts to shareholders¹
Total payout ratio² %

(in billions of yen)



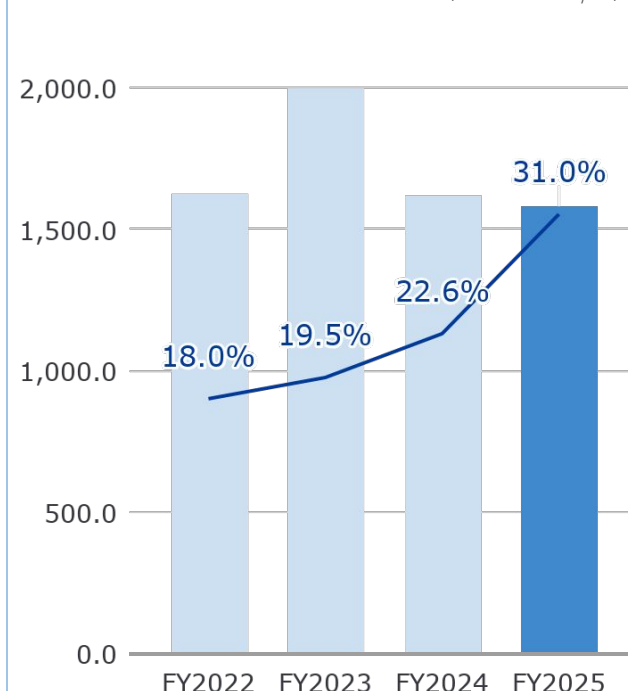
Year end net cash and cash equivalents³

(in billions of yen)



Equity attributable to owners of the parent and ROE⁴

(in billions of yen)



1. Executive Summary

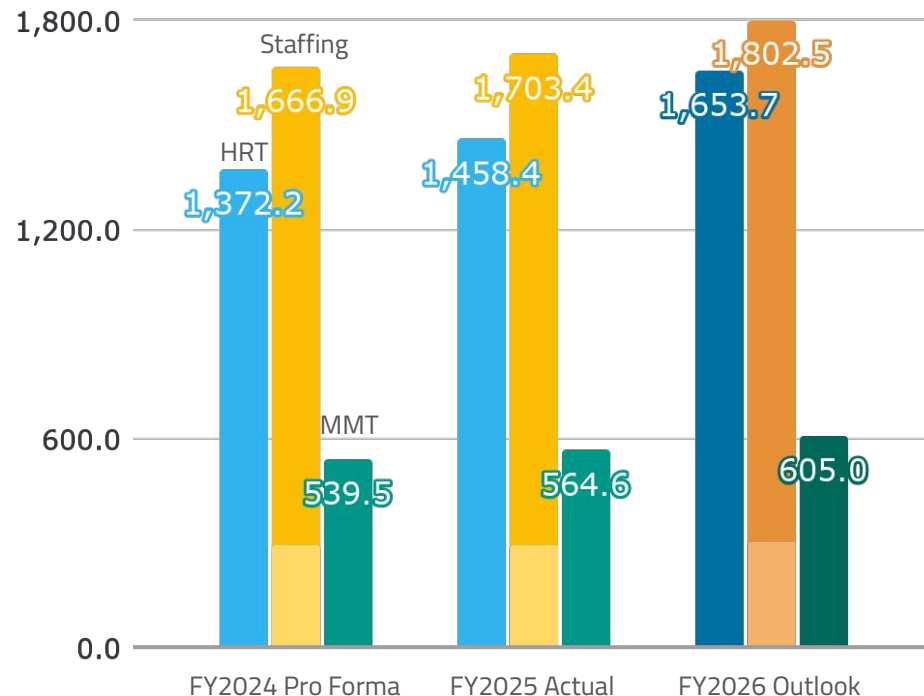
Capital Allocation Strategy FY2026 - FY2028

- Capital allocation policy remains unchanged
キャピタルアロケーション方針に変更なし
 1. Investments for continuous growth of existing businesses
既存事業の継続的な成長に資する投資
 2. Dividends per share for FY2026 total ¥26.0: 1H ¥13.0 and 2H ¥13.0
2027年3月期の株式配当は、1株当たり上半期 13.0円、下半期 13.0円、通期では26.0円
 3. Strategic M&A focused on HR Technology
HRテクノロジー事業の成長に資する戦略的 M&A
 4. Share Repurchase program of ¥350 billion has been ongoing since April 1, 2026
4月1日に開始した上限 3,500億円の自己株式取得プログラムが進行中
- Maintain ¥750 billion of gross cash and cash equivalent at fiscal year ends
年度末の現預金 (グロス) を7,500億円程度に維持

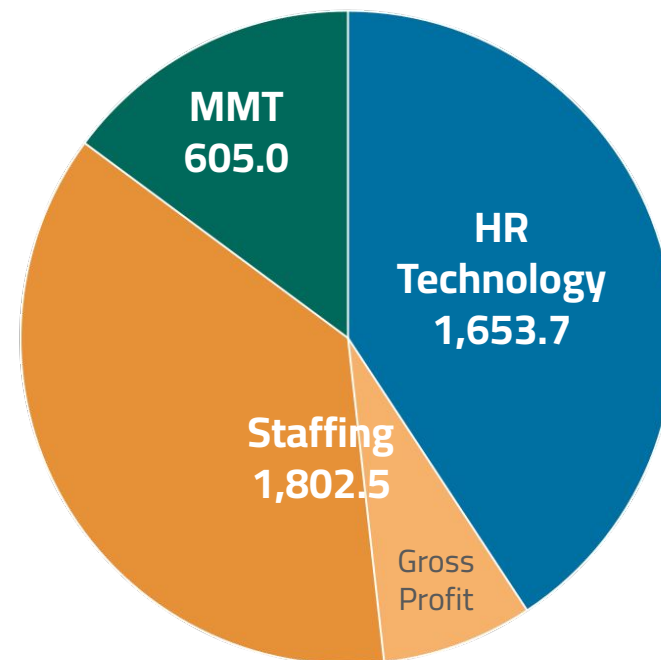
1. Executive Summary

Overview of Segment Results and Full-year Outlook: Revenue

(in billions of yen)



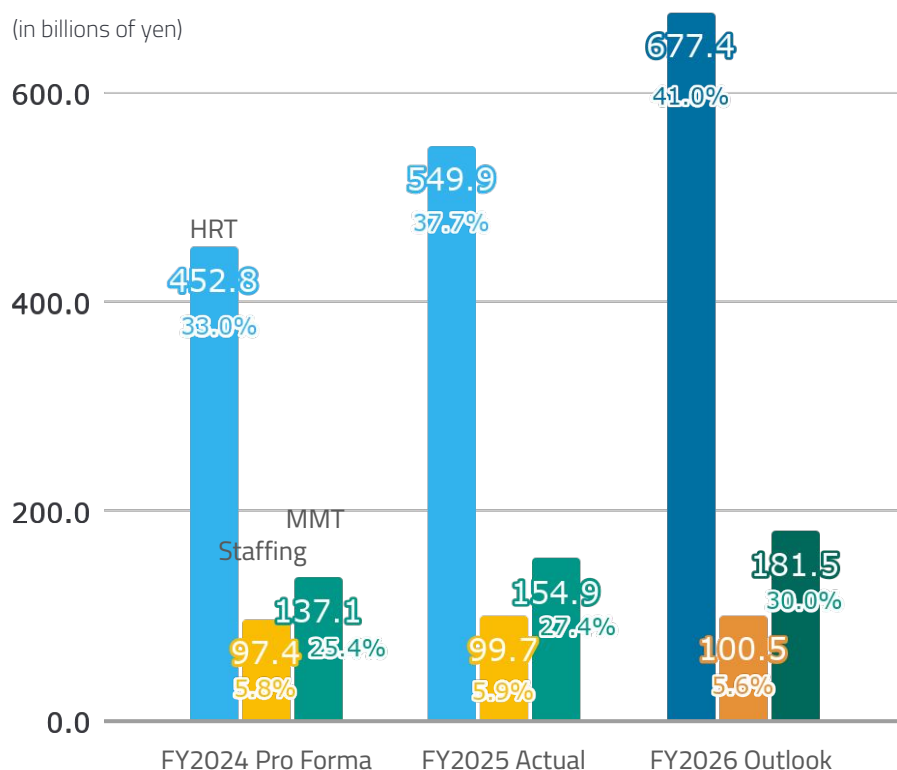
FY2026 Outlook Revenue Breakdown



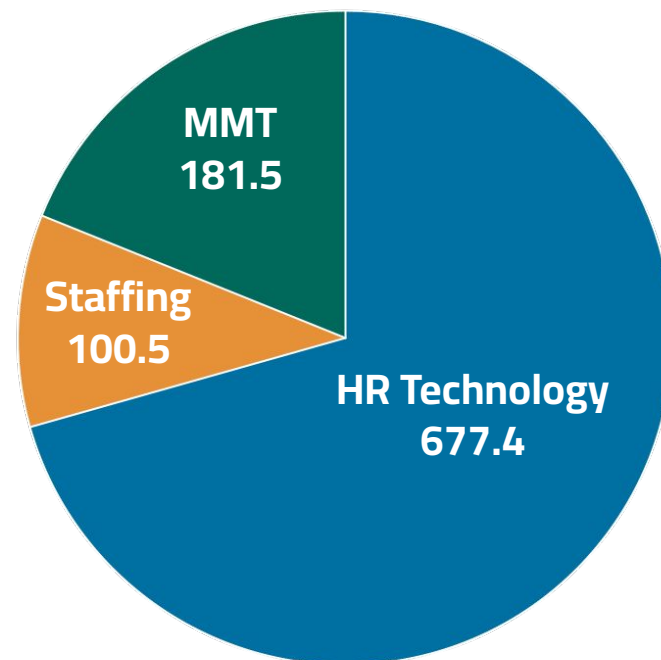
1. Executive Summary

Overview of Segment Results and Full-year Outlook: EBITDA+S and Margin %

(in billions of yen)



FY2026 Outlook
Pre-corporate EBITDA+S Breakdown

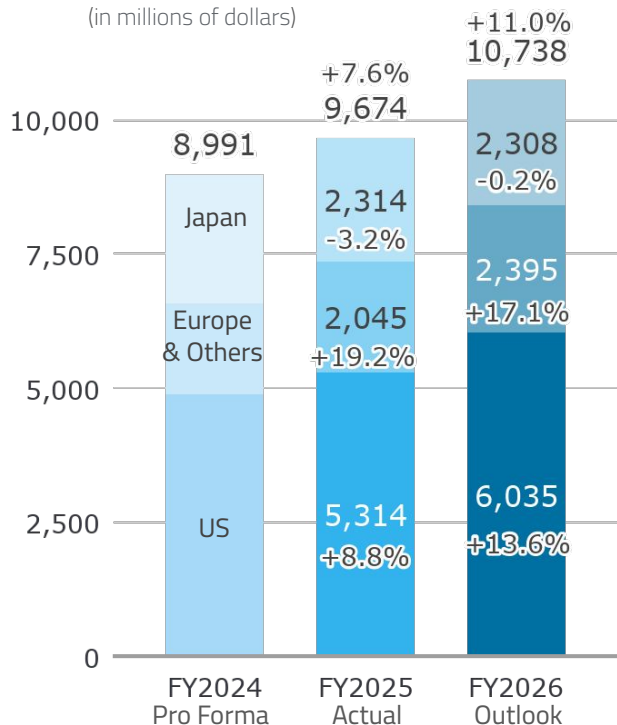


1. Executive Summary

HR Technology Segment

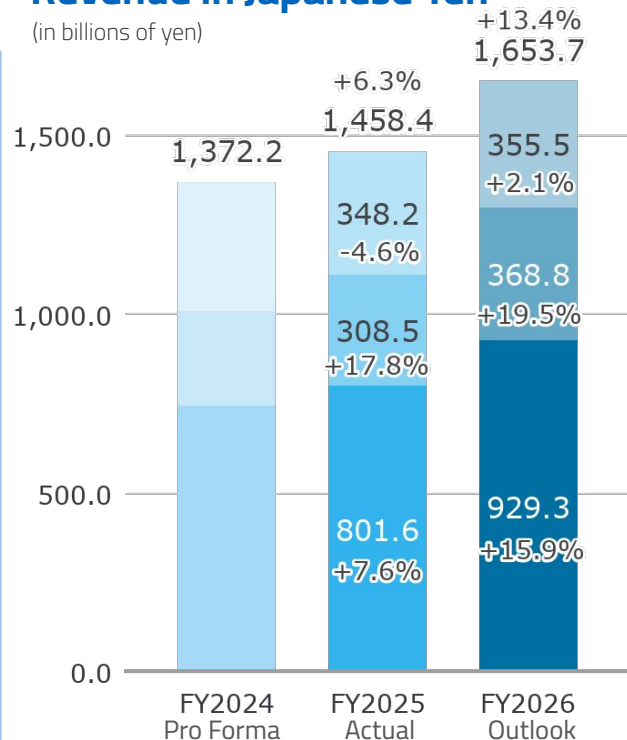
Revenue in US dollar

(in millions of dollars)



Revenue in Japanese Yen

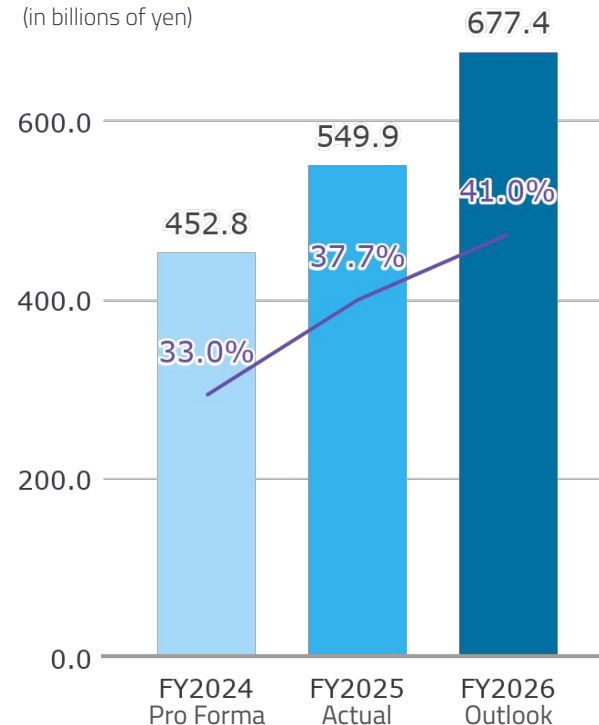
(in billions of yen)



JPY / USD 152.6 150.7 154.0

EBITDA+S and Margin %

(in billions of yen)



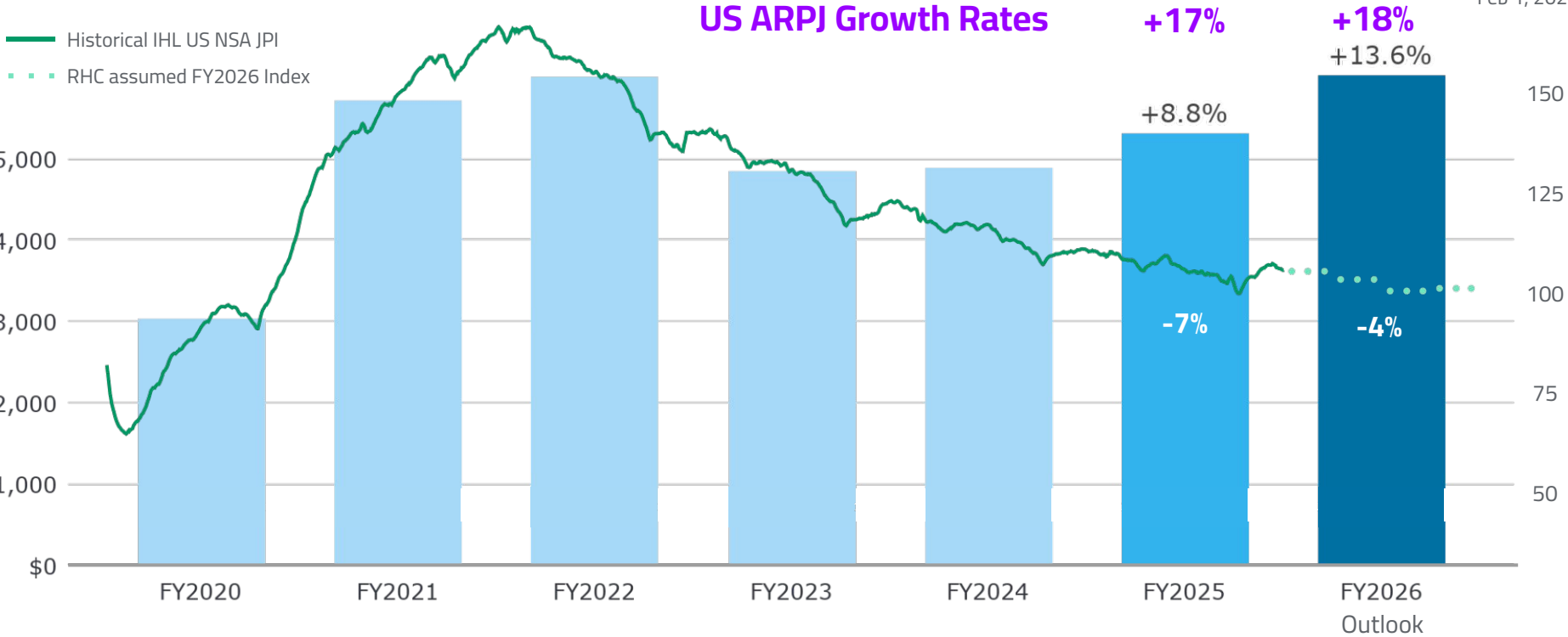
1. Executive Summary

HR Technology Segment

US Revenue, IHL US NSA JPI and US ARPJ Growth Rates

(in millions of dollars)

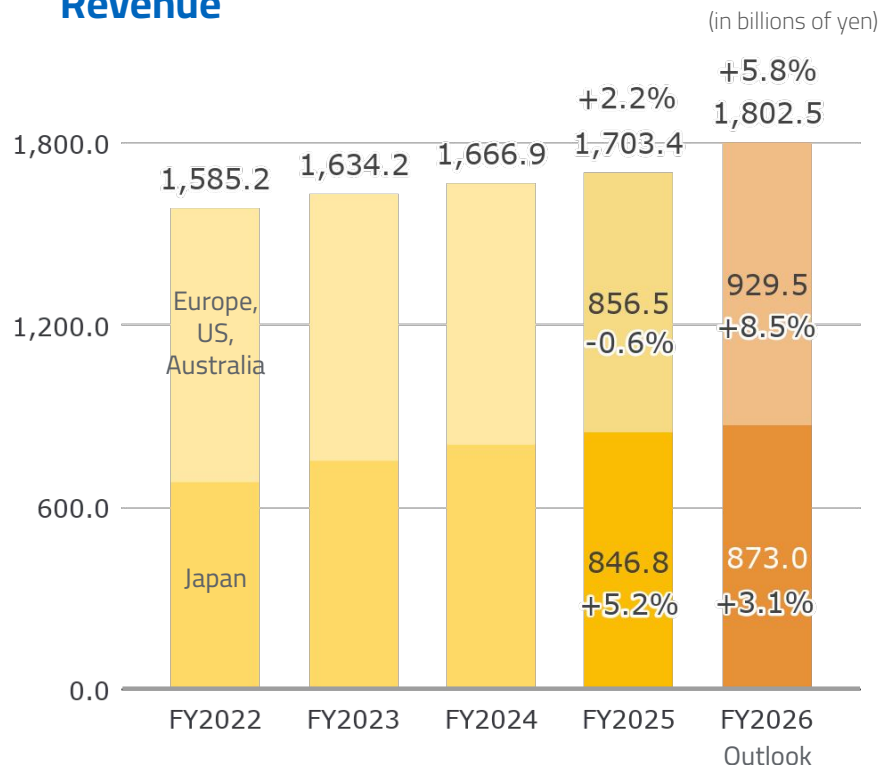
(Index to 100 on Feb 1, 2020)



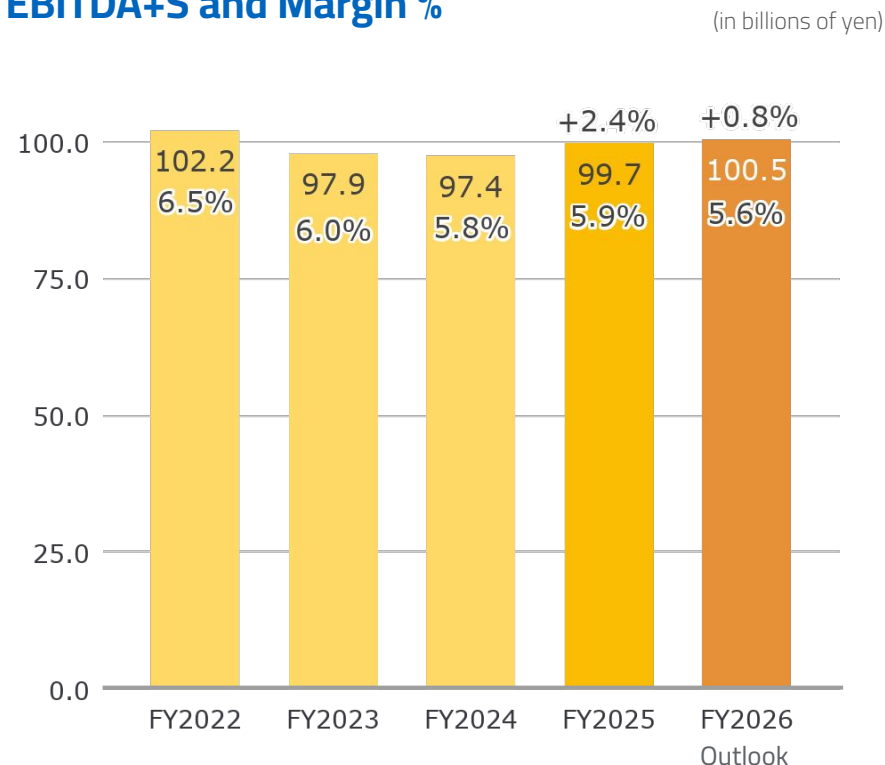
1. Executive Summary

Staffing Segment

Revenue



EBITDA+S and Margin %

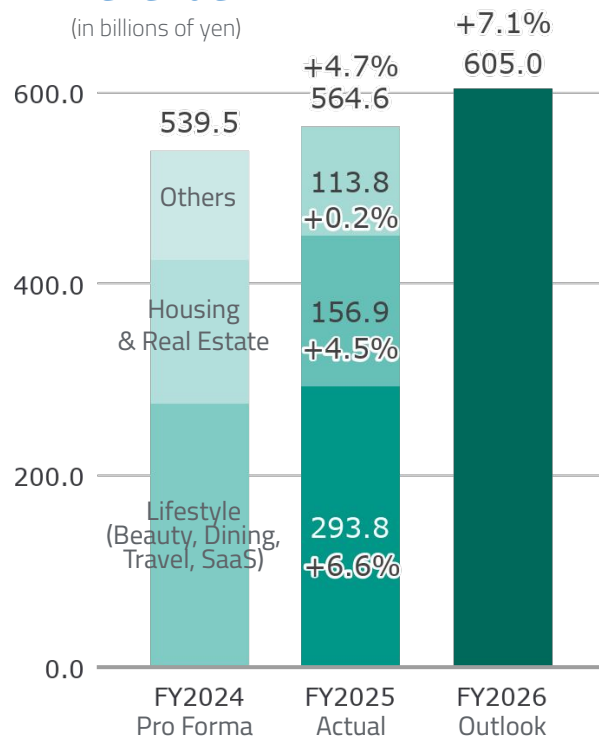


1. Executive Summary

MMT Segment

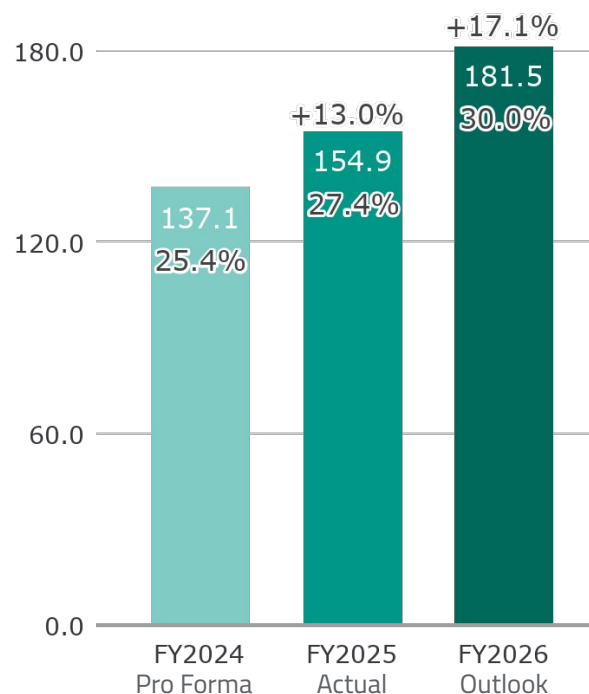
Revenue

(in billions of yen)



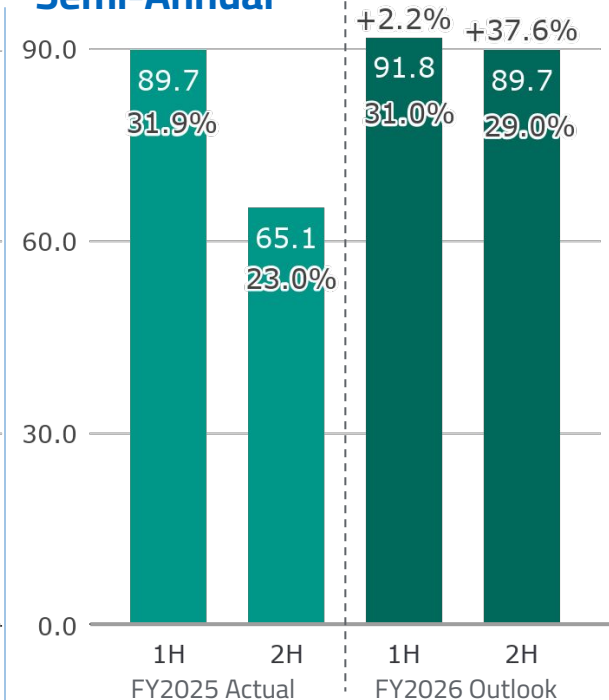
EBITDA+S and Margin %

(in billions of yen)



EBITDA+S and Margin % Semi-Annual

(in billions of yen)



Sell side analysts follow-up Meeting

2. Consolidated FY2025 Financial Results and FY2026 Full-year Guidance

2. Consolidated FY2025 Results and FY2026 Full-year Guidance

	FY2024	FY2025			FY2026		FY20 - 26
	Actual	02/09/26 Guidance	Actual	YoY	05/15/26 Guidance	YoY	6-year CAGR %
(in billions of yen, shares in millions, unless otherwise stated)							
Exchange rate per US Dollar (Yen)	152.6	150.0	150.7	-	154.0	-	-
Revenue	3,557.4	3,664.7	3,697.3	+3.9%	4,030.0	+9.0%	+10.0%
EBITDA+S	678.8	763.8	794.3	+17.0%	949.0	+19.5%	+25.1%
<i>EBITDA+S margin %</i>	19.1%	20.8%	21.5%	-	23.5%	-	-
EBITDA	598.4	699.1	730.5	+22.1%	869.0	+19.0%	+23.8%
<i>EBITDA margin %</i>	16.8%	19.1%	19.8%	-	21.6%	-	-
Profit attributable to owners of the parent	408.5	480.9	496.9	+21.6%	623.0	+25.4%	+29.6%
Return on Equity %	22.6%	-	31.0%	-	-	-	-
Basic EPS (yen)	271.44	335.00	349.78	+28.9%	447.00	+27.8%	+33.3%

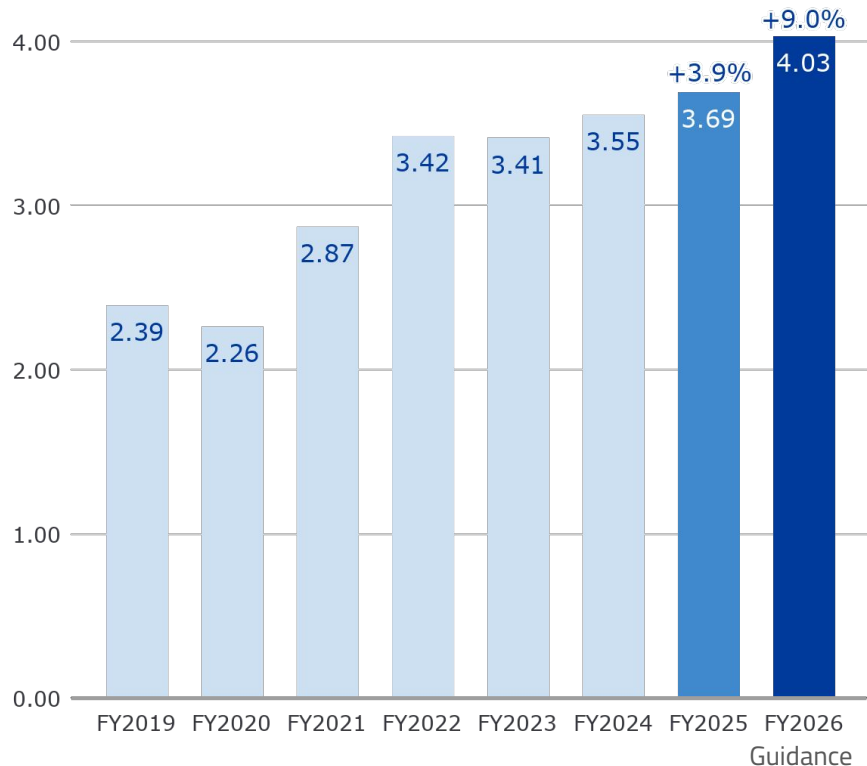
Please see footnotes in the appendix.

2. Consolidated FY2025 Results and FY2026 Full-year Guidance

Consolidated Operating Performance

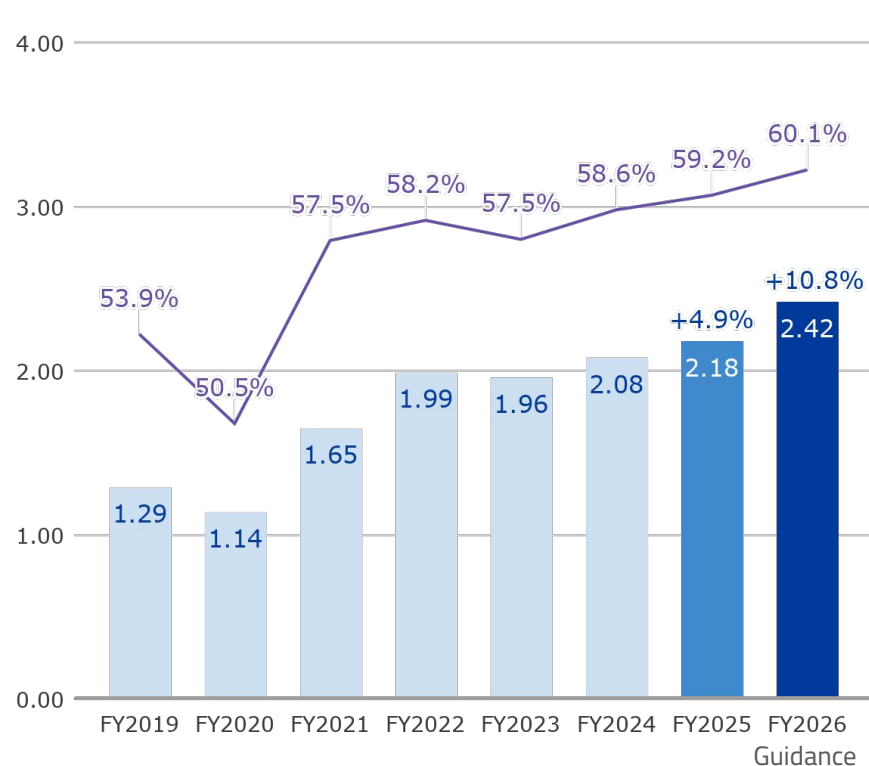
Revenue

(in trillions of yen)



Gross Profit and % of Revenue

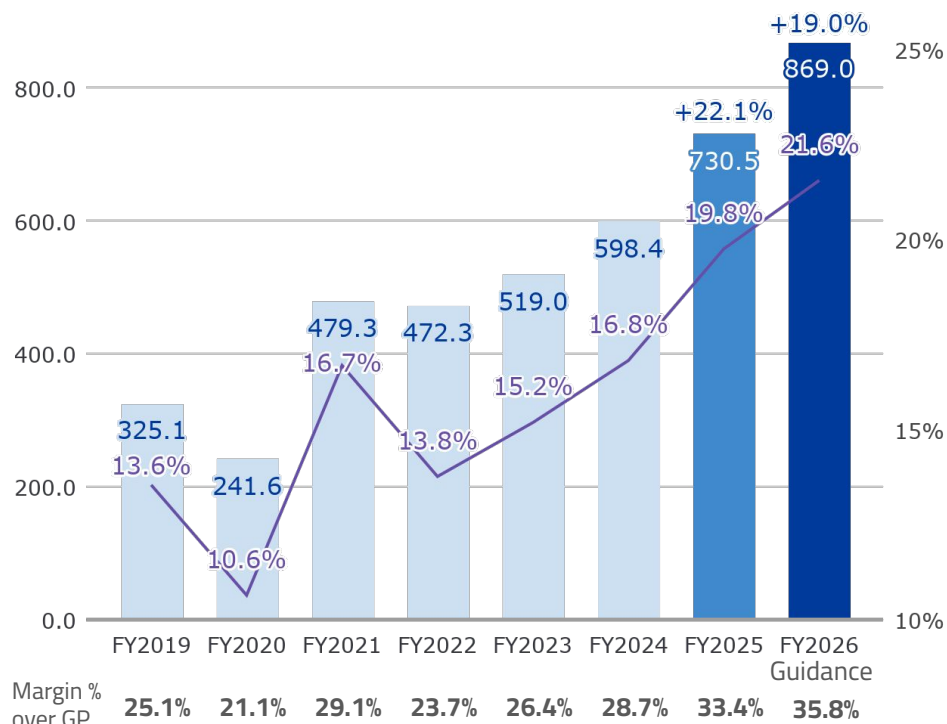
(in trillions of yen)



2. Consolidated FY2025 Results and FY2026 Full-year Guidance Consolidated Operating Performance

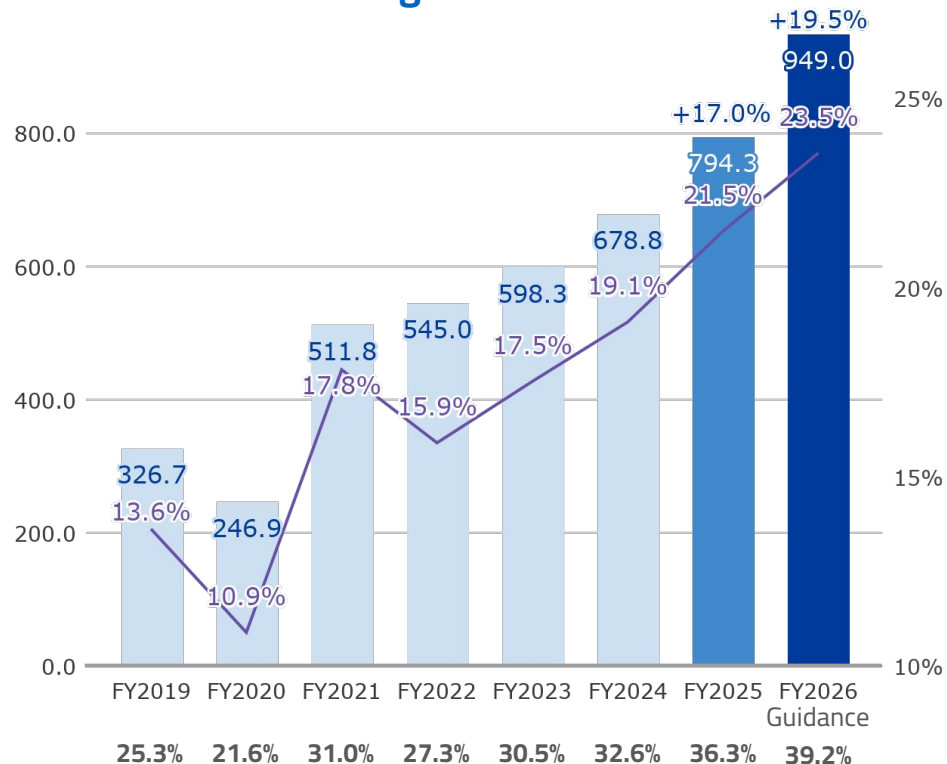
EBITDA and Margin %

(in billions of yen)



EBITDA+S and Margin %

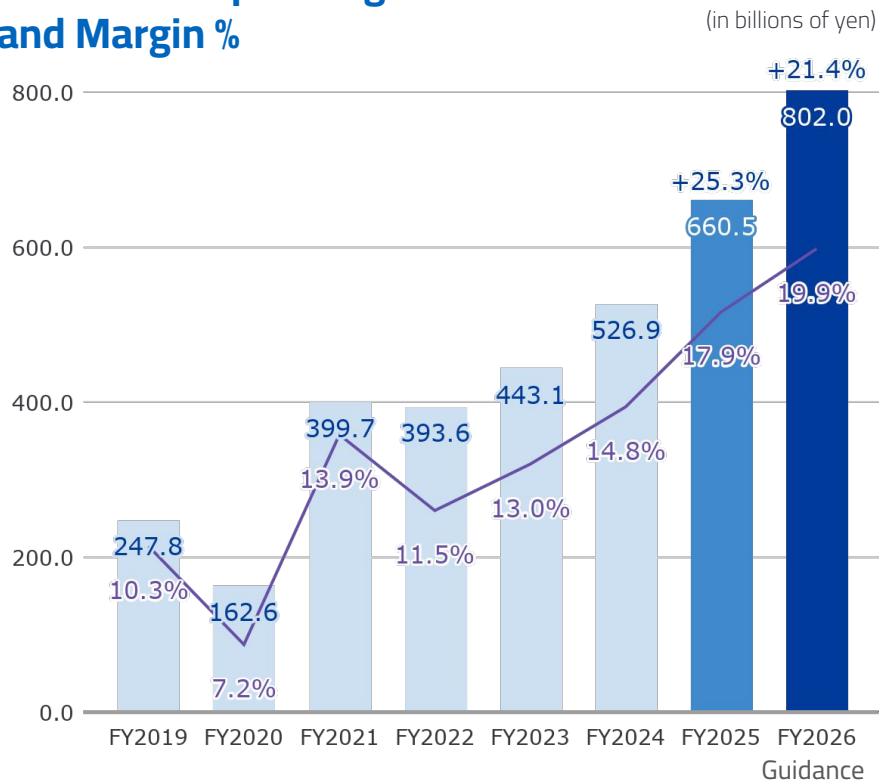
(in billions of yen)



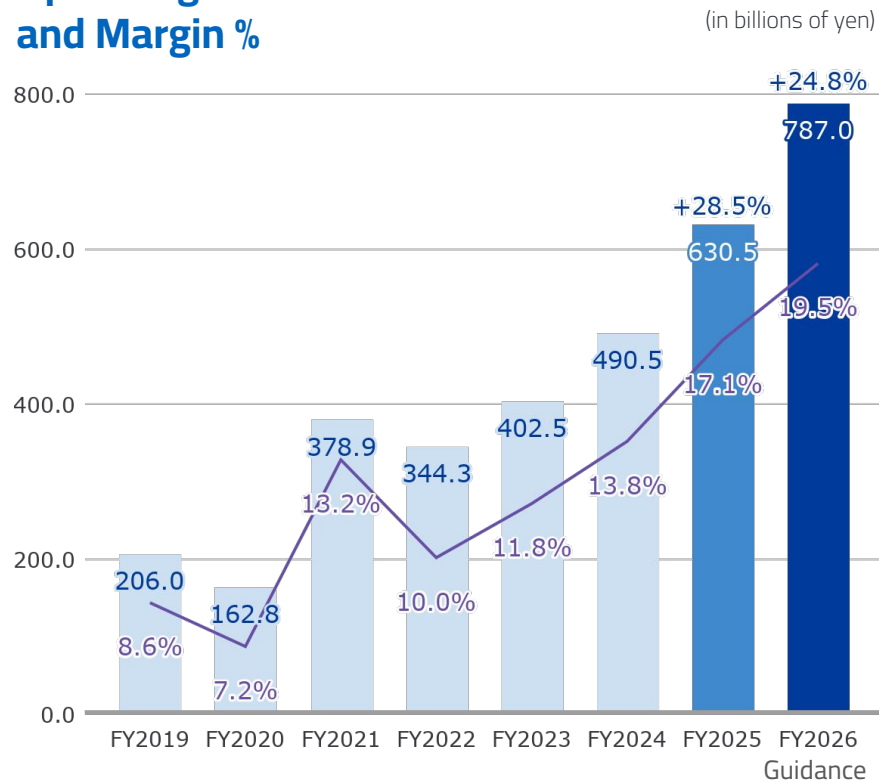
2. Consolidated FY2025 Results and FY2026 Full-year Guidance

Consolidated Operating Performance

Non-GAAP Operating Income and Margin %



Operating Income and Margin %

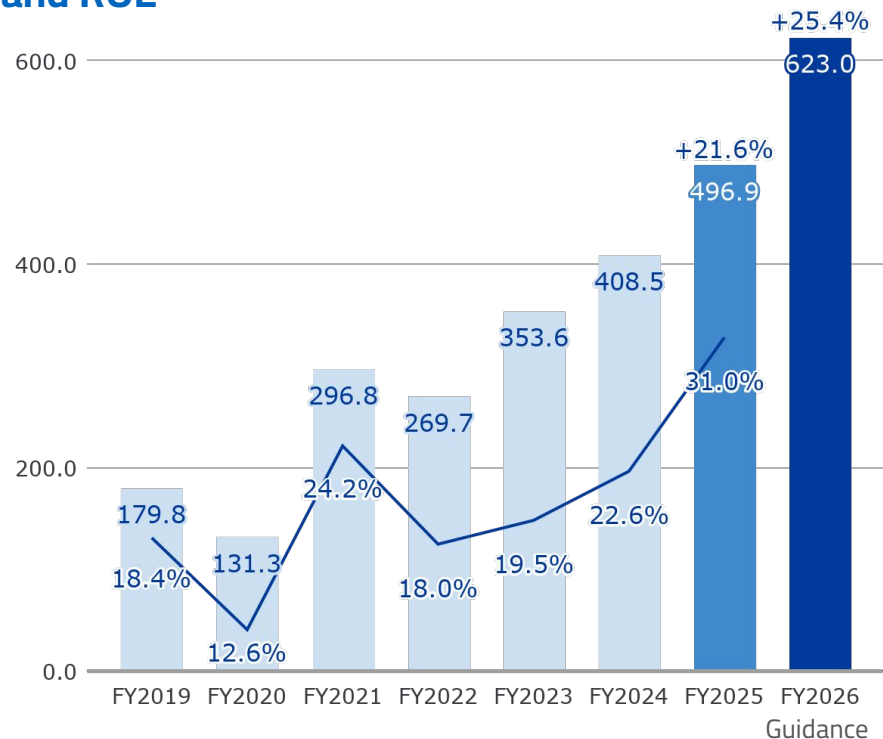


2. Consolidated FY2025 Results and FY2026 Full-year Guidance

Consolidated Operating Performance

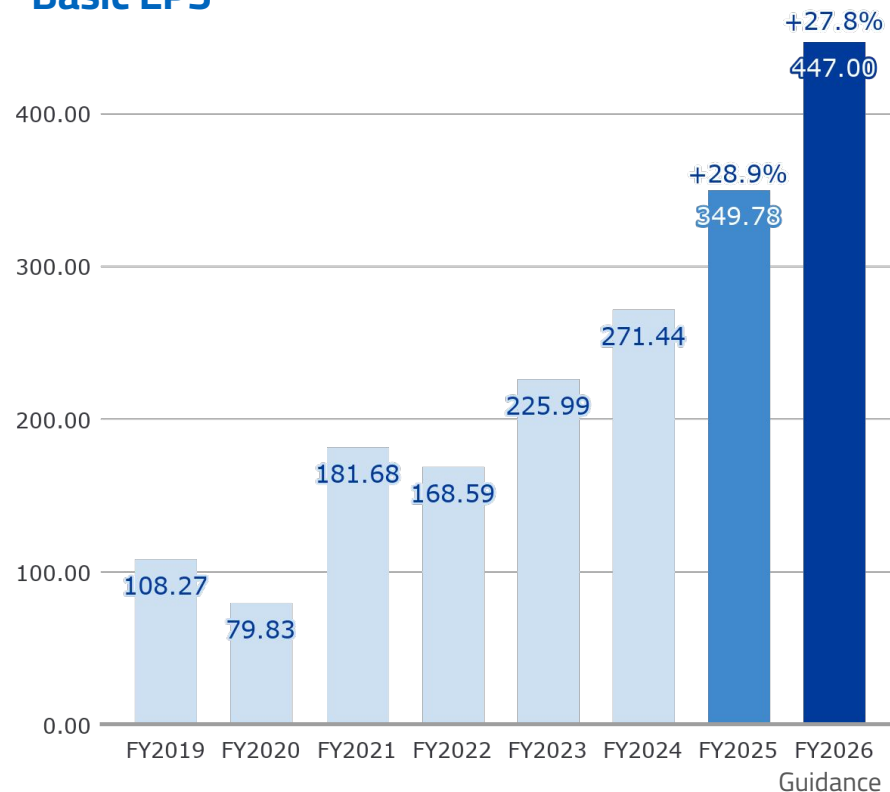
Profit attributable to owners of the parent and ROE⁴

(in billions of yen)



Basic EPS

(yen)



3. Capital Allocation Strategy

3. Capital Allocation Strategy FY2025 Results Summary

(in billions of yen, shares in millions)	FY2024	FY2025	Variance
Total payouts to shareholders	859.1	713.1	(146.0)
Total payout ratio %	210.3%	143.5%	-
Gross cash and cash equivalents	823.8	767.9	(55.8)
Net cash and cash equivalents	822.7	765.9	(56.8)
Number of issued shares, Net	1,466.7	1,396.2	(70.5)

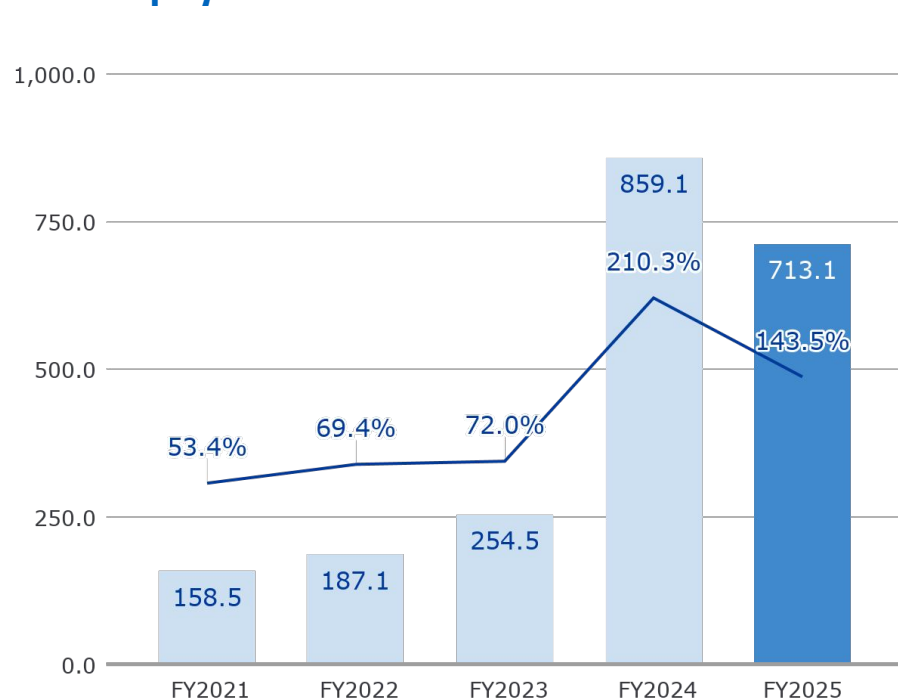
3. Capital Allocation Strategy

FY2025 Results: Total Payouts to Shareholders and Net Cash and Cash Equiv.

Total payouts to shareholders¹

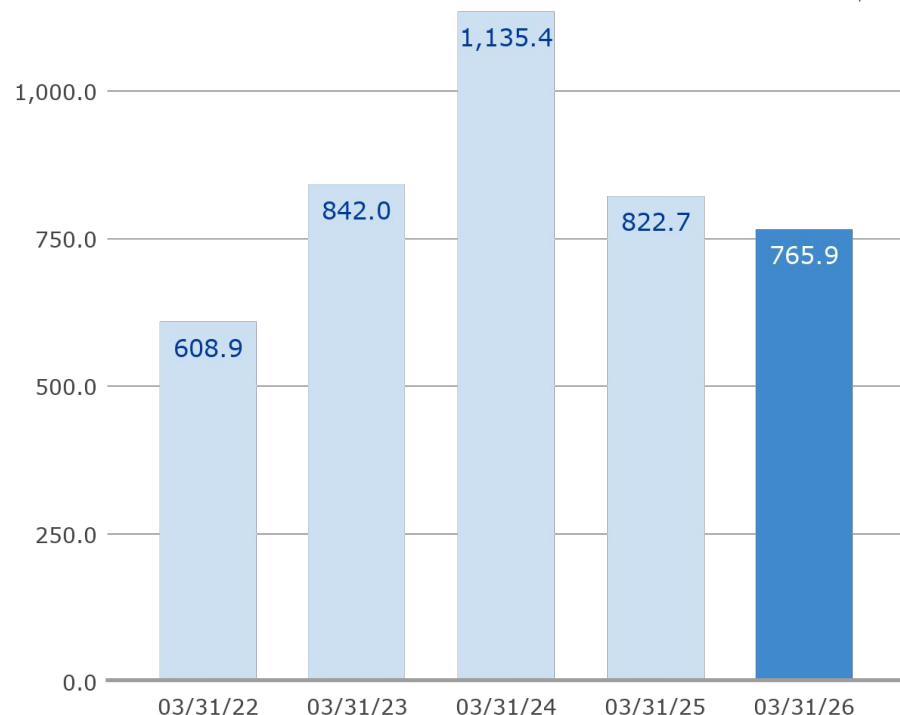
Total payout ratio² %

(in billions of yen)



Net cash and cash equivalents³

(in billions of yen)

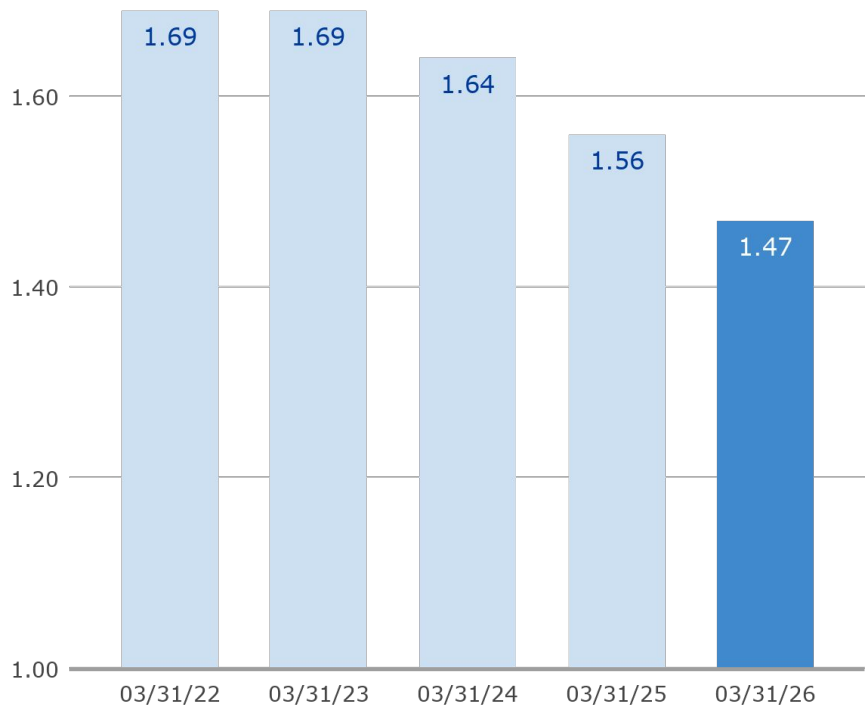


3. Capital Allocation Strategy

FY2025 Results: Total Shares Outstanding

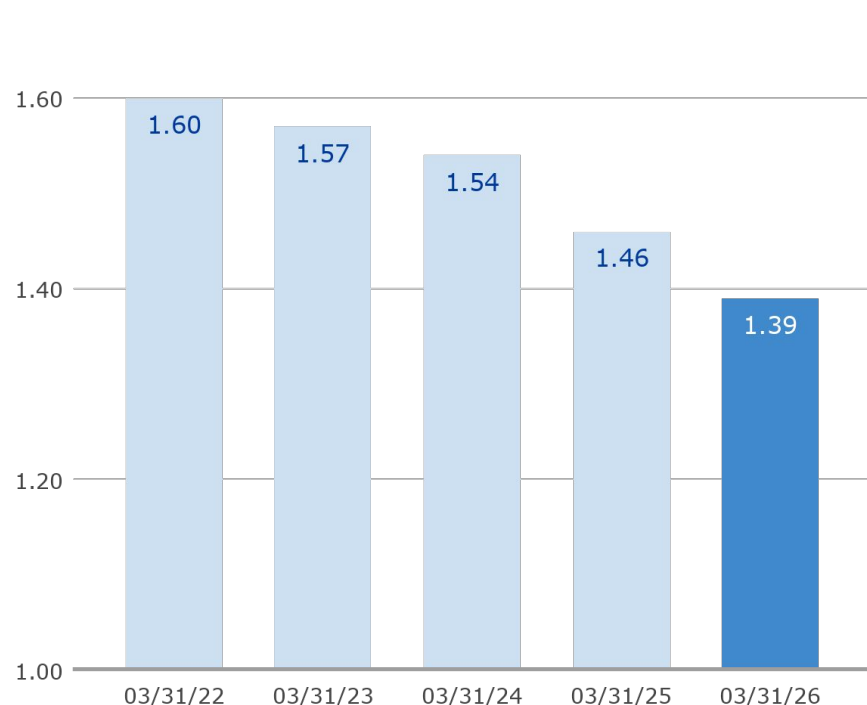
TSO

(in billions of shares)



TSO, Net of Treasury Stock

(in billions of shares)



3. Capital Allocation Strategy FY2026 - FY2028

- Capital allocation policy remains the same
キャピタルアロケーション方針に変更なし
 1. Investments for continuous growth of existing businesses
既存事業の継続的な成長に資する投資
 2. Dividends per share for FY2026 total ¥26.0: 1H ¥13.0 and 2H ¥13.0
2027年3月期の株式配当は、1株当たり上半期 13.0円、下半期 13.0円、通期では26.0円
 3. Strategic M&A focused on HR Technology
HRテクノロジー事業の成長に資する戦略的 M&A
 4. Share Repurchase program of ¥350 billion has been ongoing since April 1, 2026
4月1日に開始した上限 3,500億円の自己株式取得プログラムが進行中
- Maintain ¥750 billion of gross cash and cash equivalent at fiscal year ends
年度末の現預金 (グロス) を7,500億円程度に維持

4. Overview of Three Segment FY2025 Financial Results and FY2026 Full-year Outlook

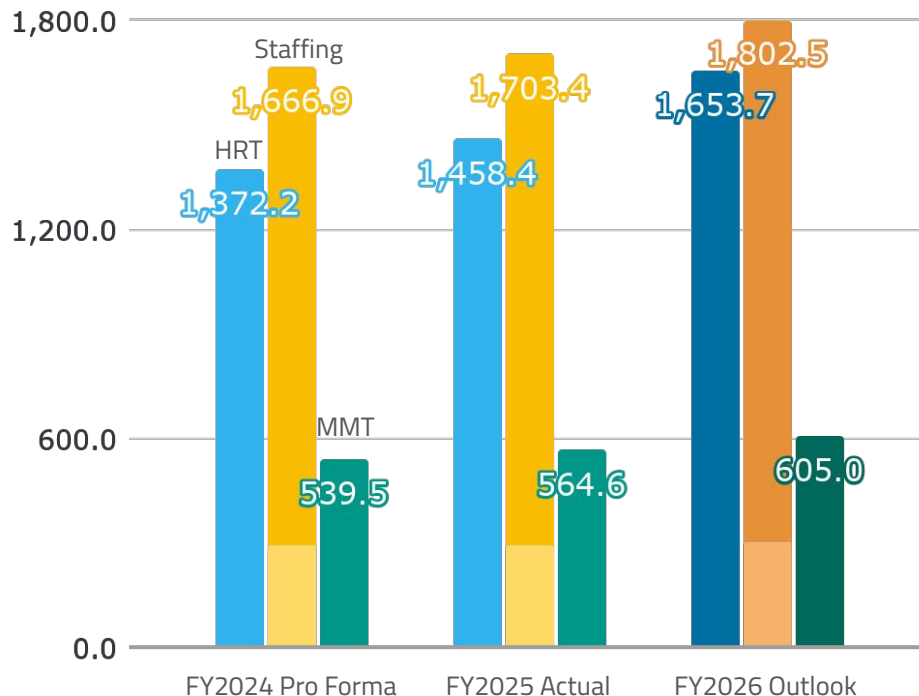
4. Overview of Segment FY2025 Financial Results and FY2026 Full-year Outlook

(in billions of yen)		HR Technology	Staffing	MMT	Consolidated
FY2026 Outlook	Revenue	1,653.7	1,802.5	605.0	4,030.0
	YoY Growth %	+13.4%	+5.8%	+7.1%	+9.0%
	EBITDA+S	677.4	100.5	181.5	949.0
	EBITDA+S Margin	41.0%	5.6%	30.0%	23.5%
FY2025 Actual	Revenue	1,458.4	1,703.4	564.6	3,697.3
	EBITDA+S	549.9	99.7	154.9	794.3
	EBITDA+S Margin	37.7%	5.9%	27.4%	21.5%
FY2024 Pro Forma	Revenue	1,372.2	1,666.9	539.5	3,557.4
	EBITDA+S	452.8	97.4	137.1	678.8
	EBITDA+S Margin	33.0%	5.8%	25.4%	19.1%

4. Overview of Segment FY2025 Financial Results and FY2026 Full-year Outlook

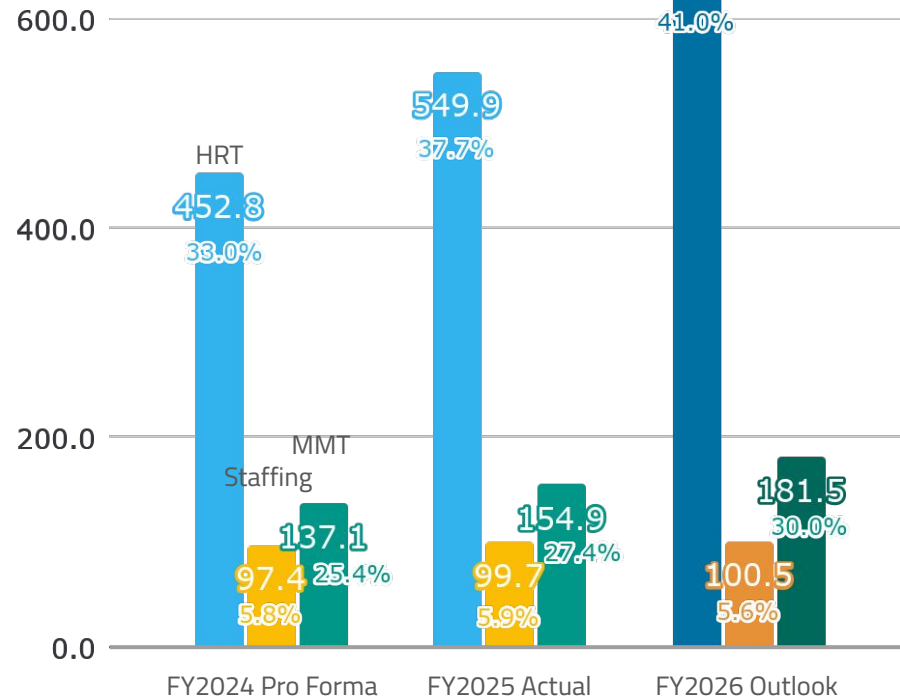
Revenue

(in billions of yen)



EBITDA+S and Margin %

(in billions of yen)



5. HR Technology Segment

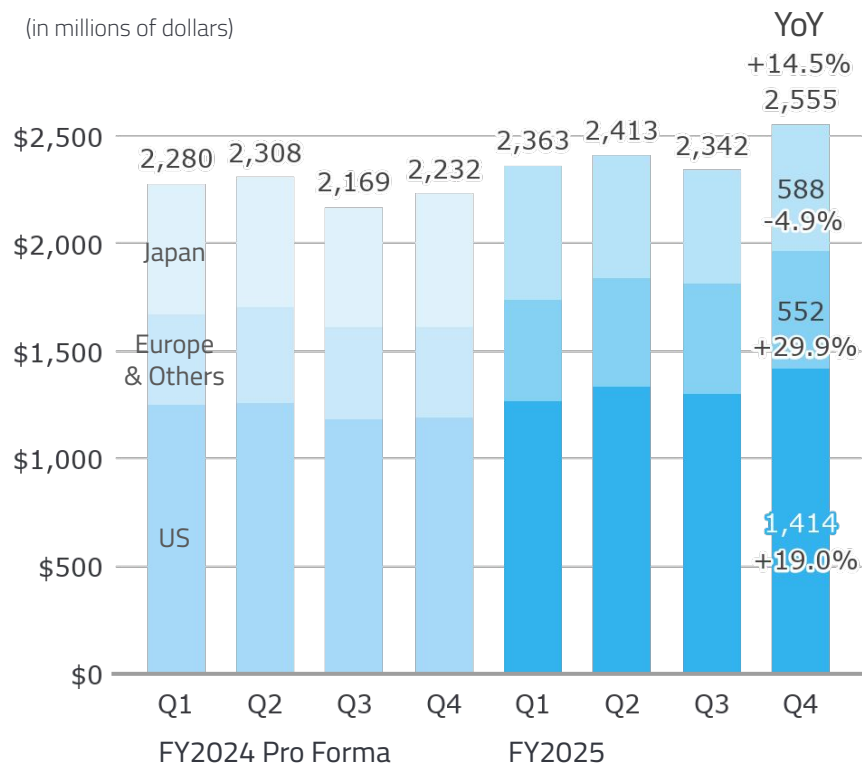
FY2025 Financial Results and FY2026 Full-year Guidance

5. HR Technology Segment

Segment Revenue - Quarterly Results

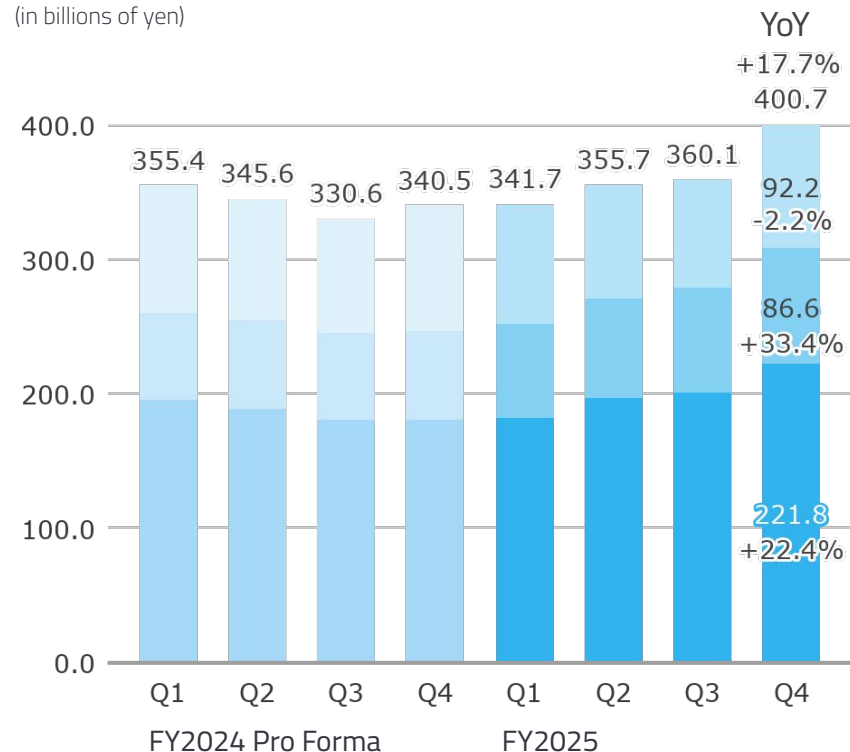
In US dollar

(in millions of dollars)



In Japanese Yen

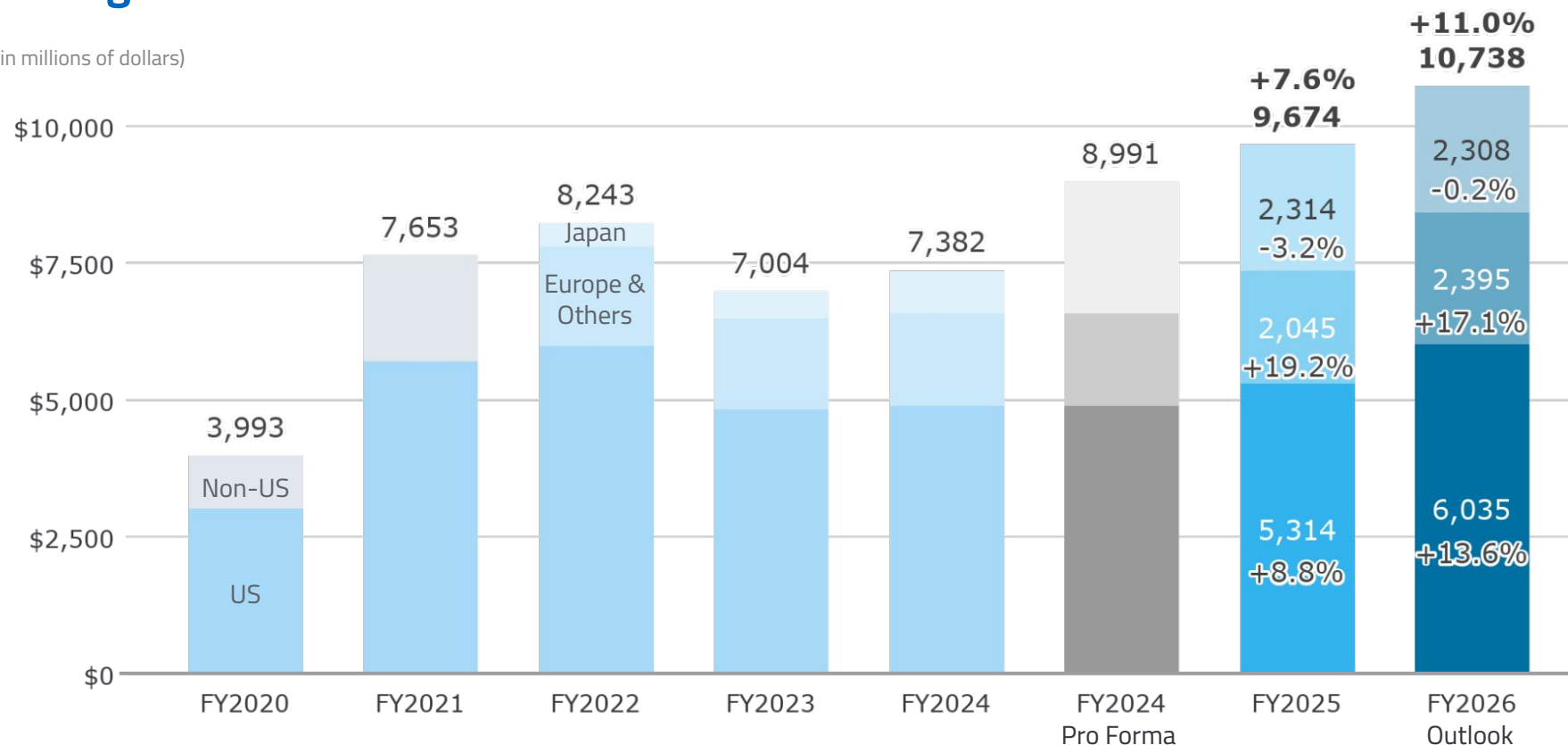
(in billions of yen)



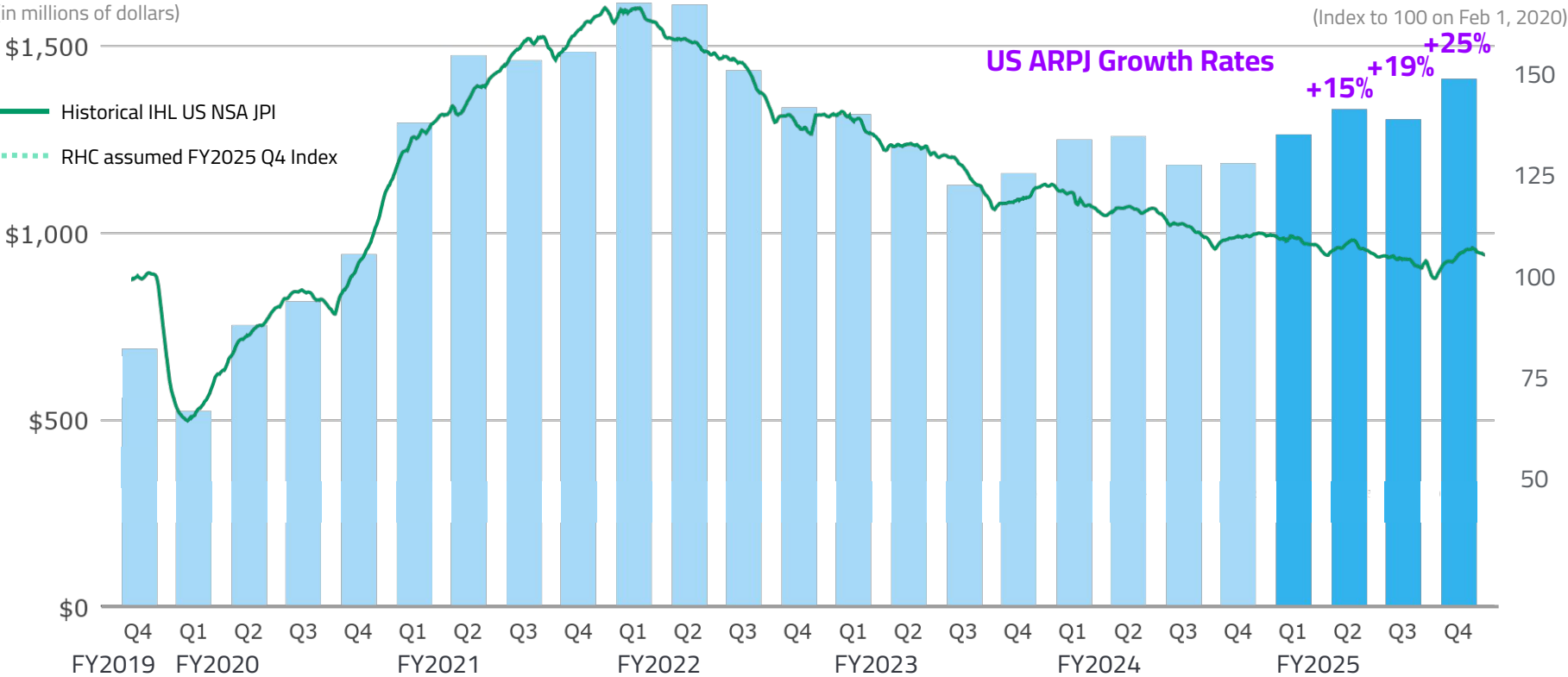
5. HR Technology Segment

Segment Revenue - Annual Results and Outlook

(in millions of dollars)



5. HR Technology Segment Revenue - US Quarterly Results IHL US NSA JPI: Historical (Feb. 2020 - Mar. 2026)

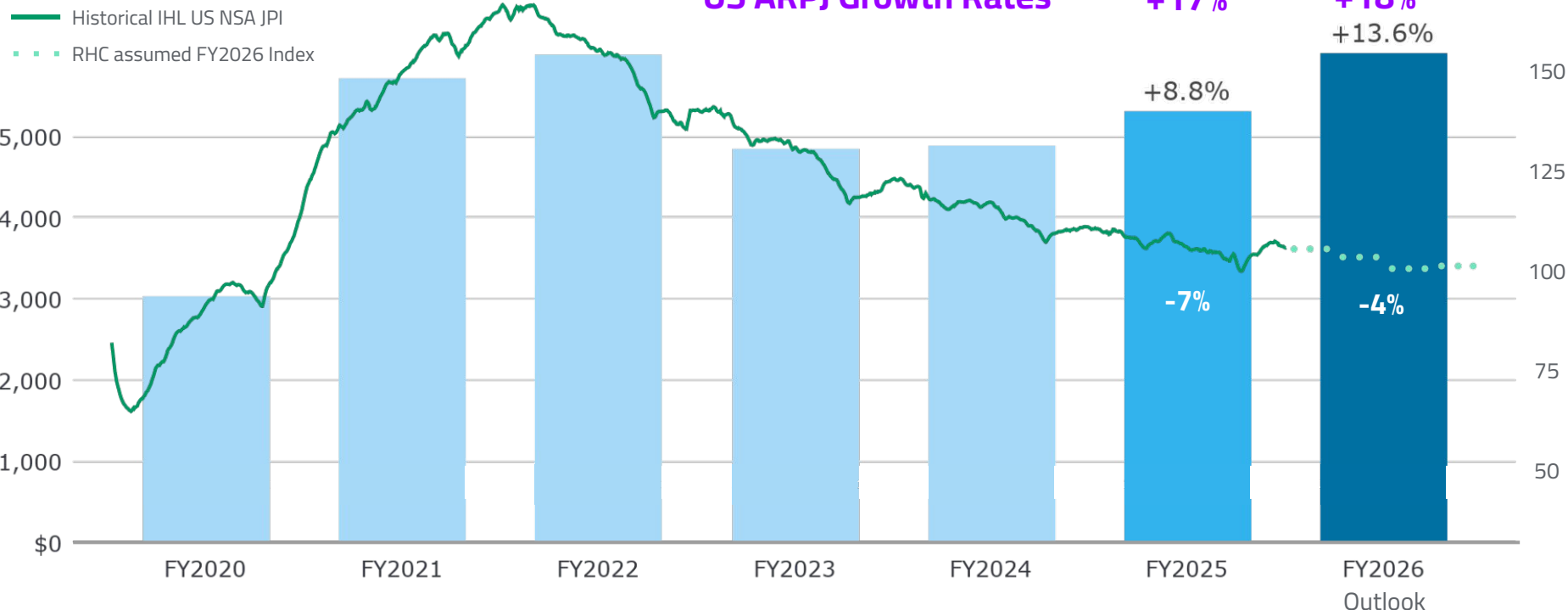


Please see footnotes in the appendix.

5. HR Technology Segment Revenue - US Annual Results and Outlook IHL US NSA JPI: Historical (Apr. 2020 - Apr. 2026) and Assumed FY2026

(in millions of dollars)

(Index to 100 on
Feb 1, 2020)



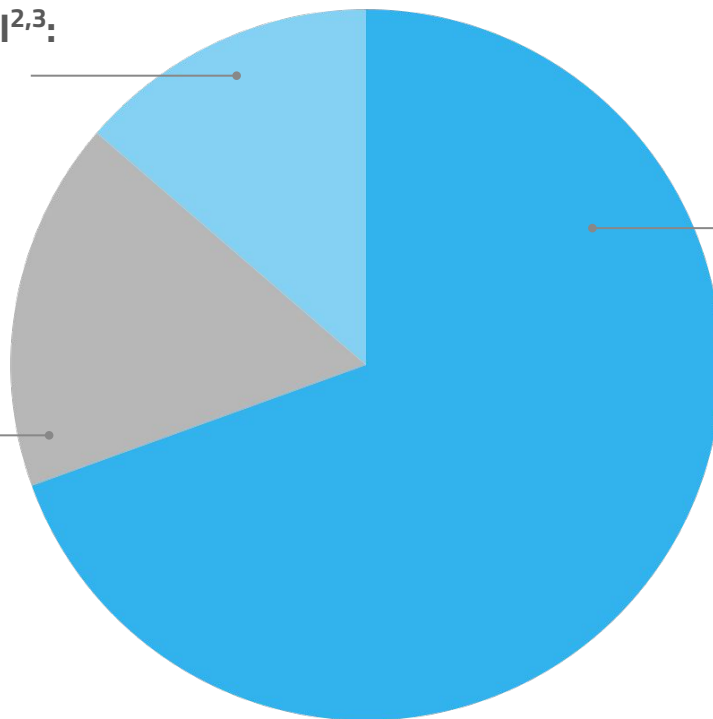
5. HR Technology Segment

Revenue - US: FY2025 US Sponsored Jobs revenue on Indeed by Occupation

Occupations exposed to Gen AI^{2,3}:

- Finance & Accounting
- Technology
- Marketing, Advertising & Public Relations, etc.

- Management
- Project Management, etc.



In-Person Economy Occupations¹:

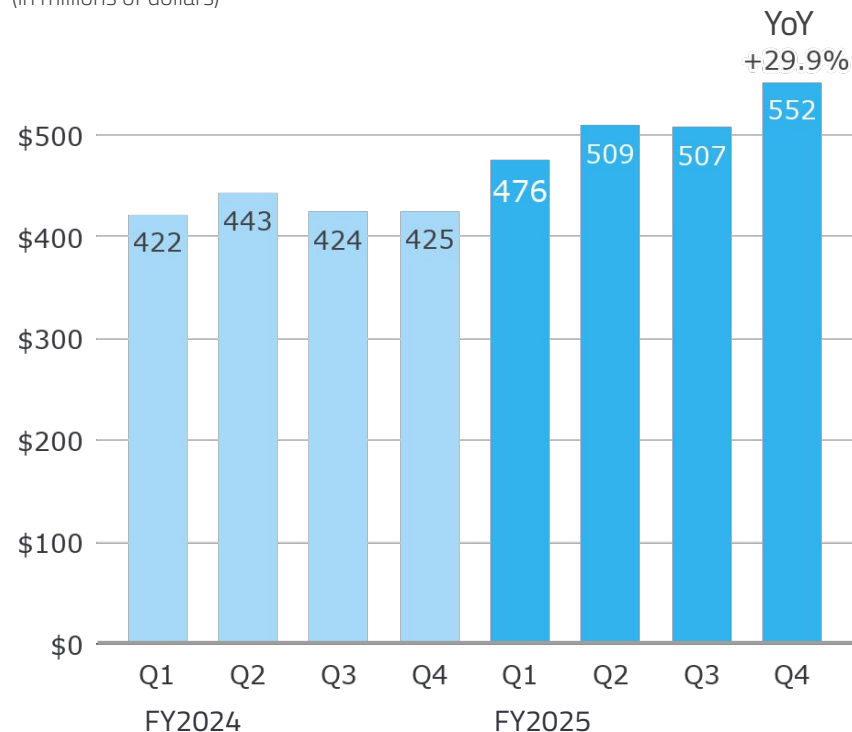
- Healthcare
- Repair, Maintenance & Installation
- Transportation
- Food & Beverage, etc.

5. HR Technology Segment

Revenue - Europe and Others (Including Canada)

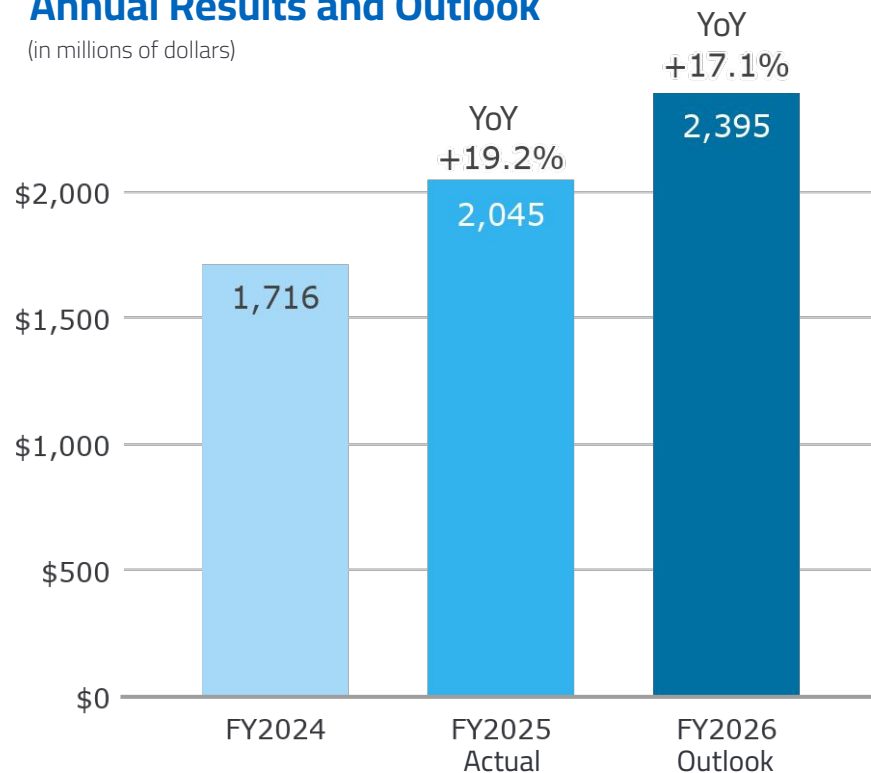
Quarterly Results

(in millions of dollars)



Annual Results and Outlook

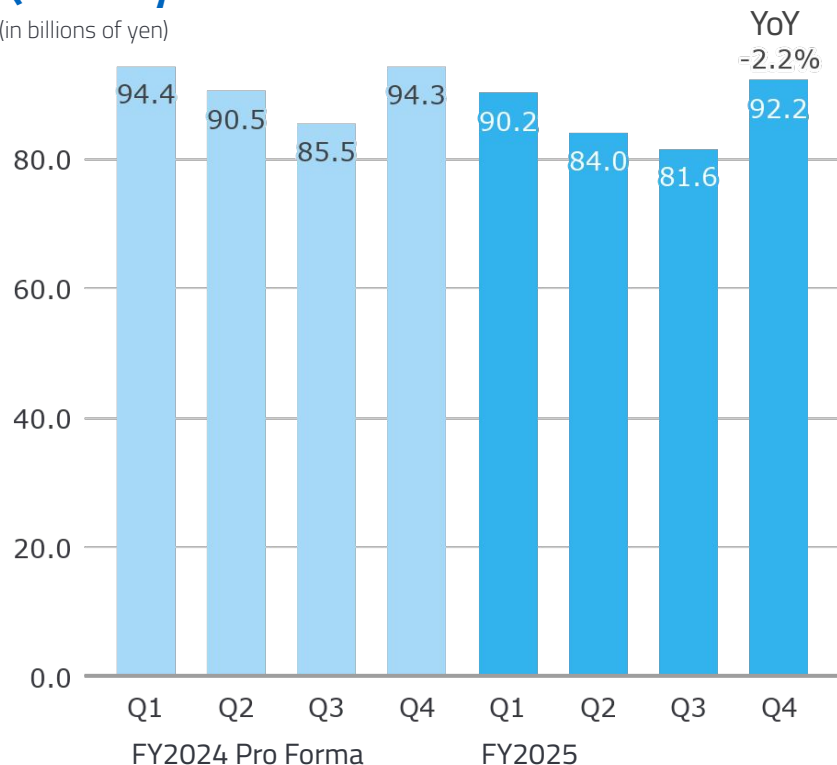
(in millions of dollars)



5. HR Technology Segment Revenue - Japan

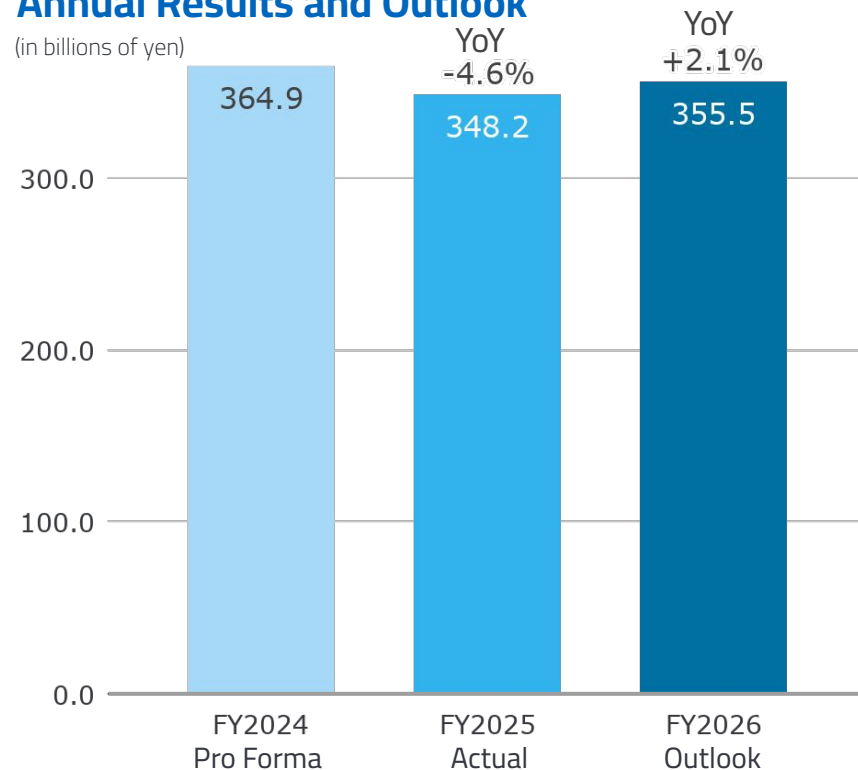
Quarterly Results

(in billions of yen)



Annual Results and Outlook

(in billions of yen)

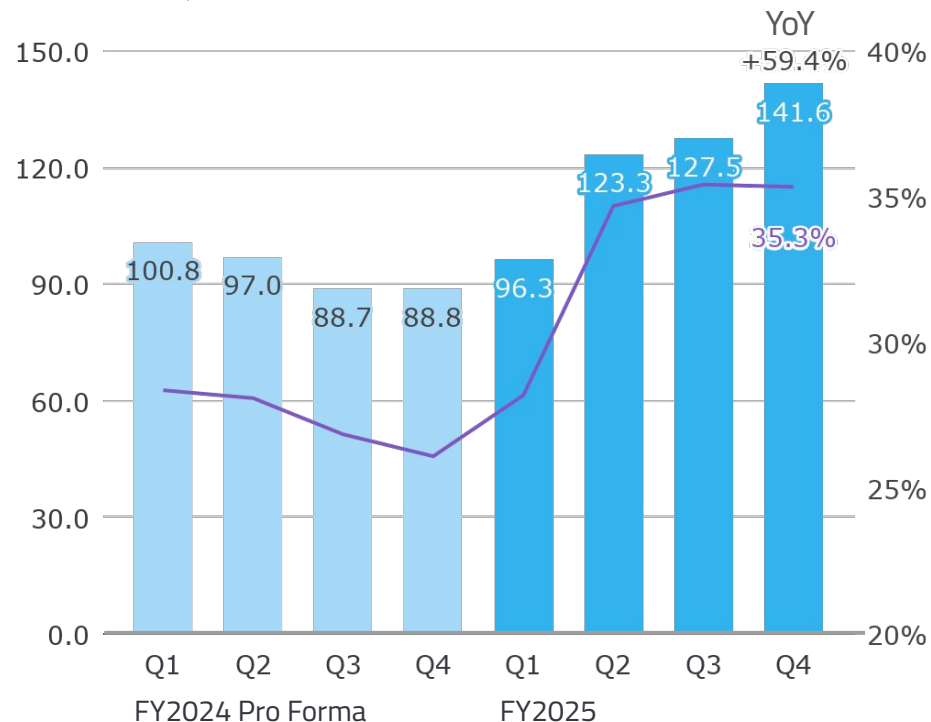


5. HR Technology Segment

Segment EBITDA, EBITDA+S and Margins % - Quarterly Results

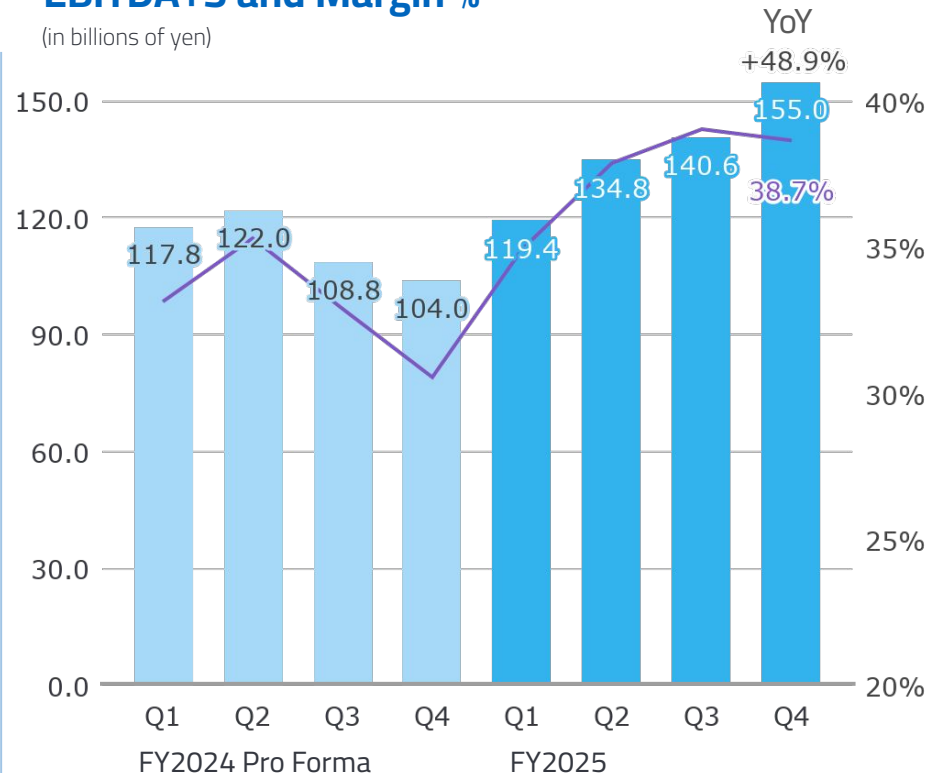
EBITDA and Margin %

(in billions of yen)



EBITDA+S and Margin %

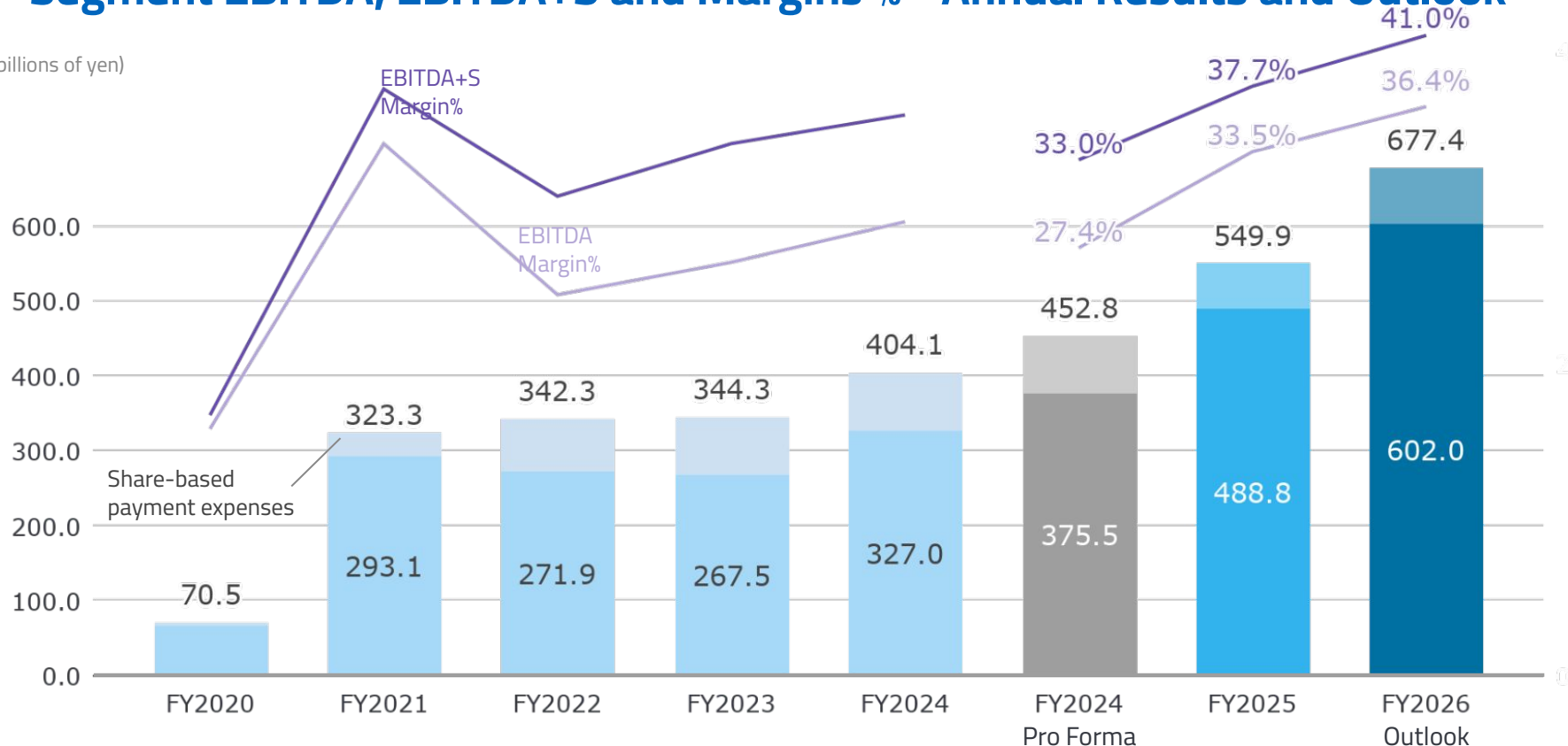
(in billions of yen)



5. HR Technology Segment

Segment EBITDA, EBITDA+S and Margins % - Annual Results and Outlook

(in billions of yen)



5. HR Technology Segment

FY2026 Segment Revenue Growth % and EBITDA+S Margin %

(in billions of yen)

Revenue Growth in US Dollar

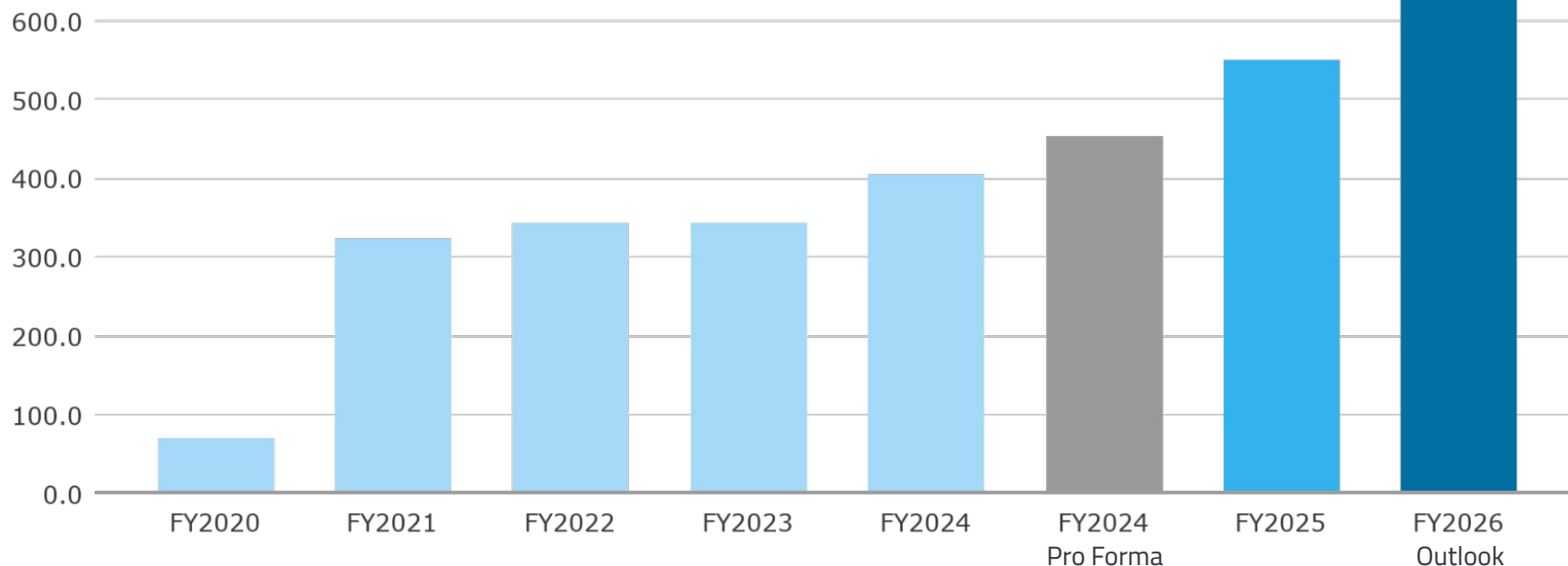
+7.6%

+11.0%

EBITDA+S Margin %

37.7%

41.0%



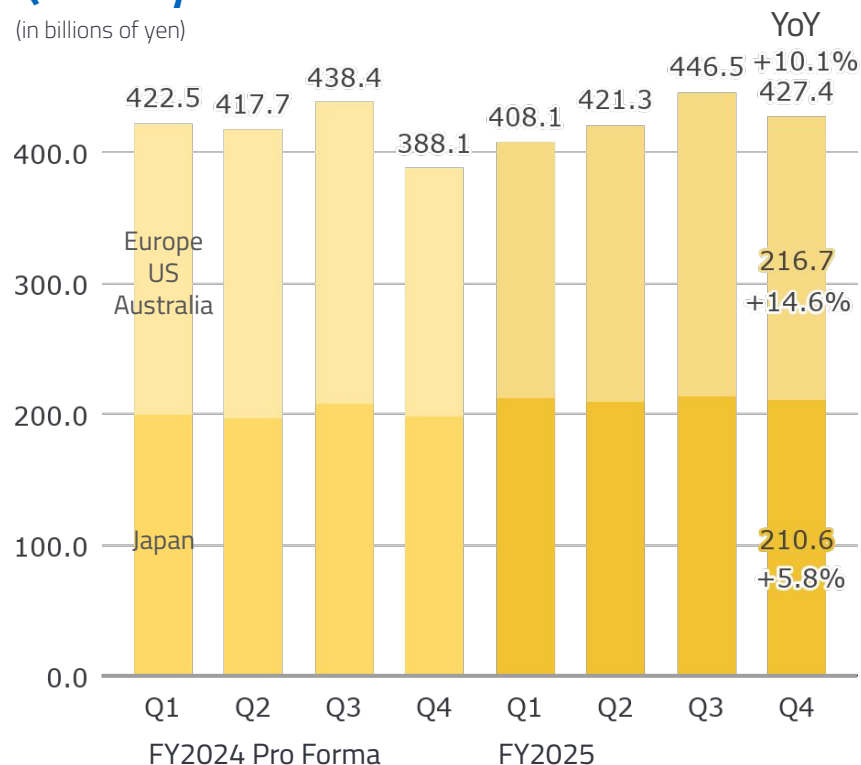
6. Staffing Segment

FY2025 Financial Results and FY2026 Full-year Guidance

6. Staffing Segment Revenue

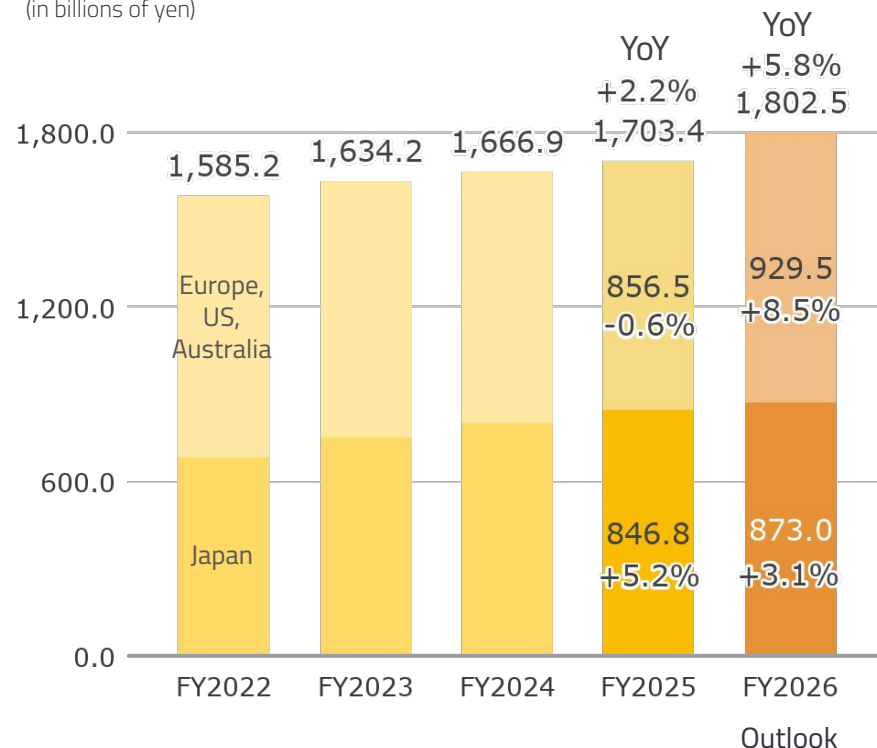
Quarterly Results

(in billions of yen)



Annual Results and Outlook

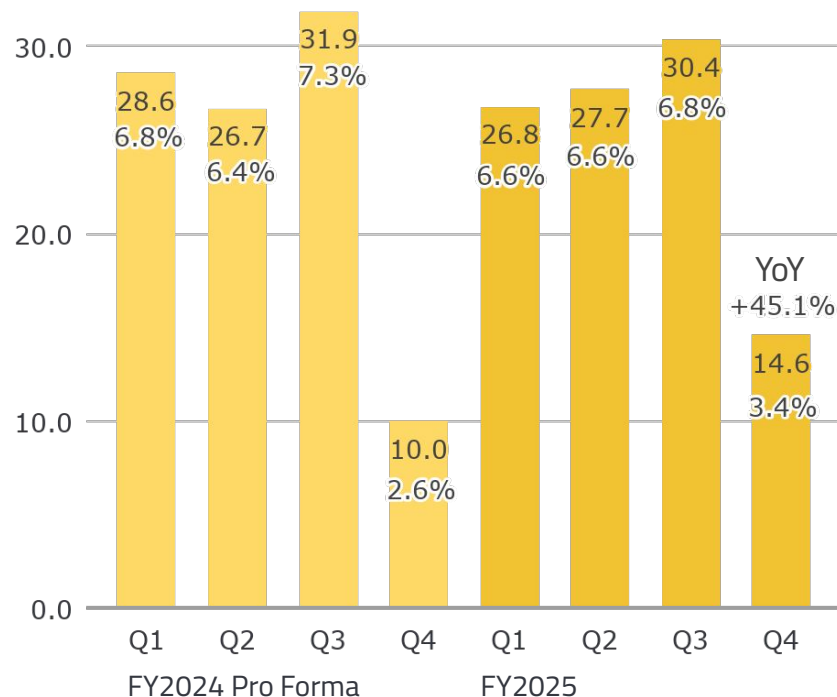
(in billions of yen)



6. Staffing Segment EBITDA+S and Margin %

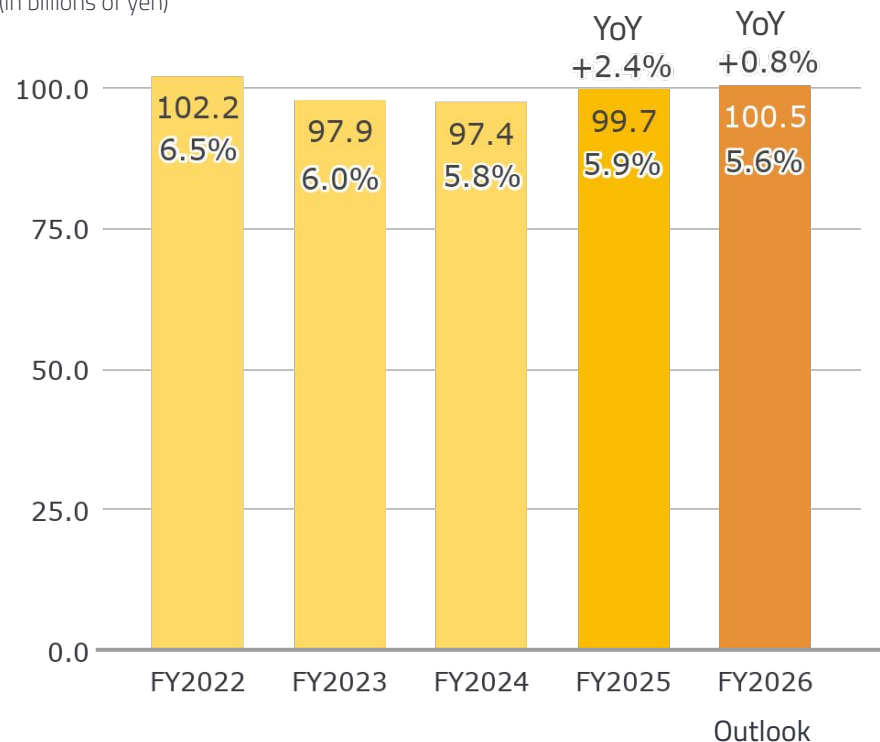
Quarterly Results

(in billions of yen)



Annual Results and Outlook

(in billions of yen)



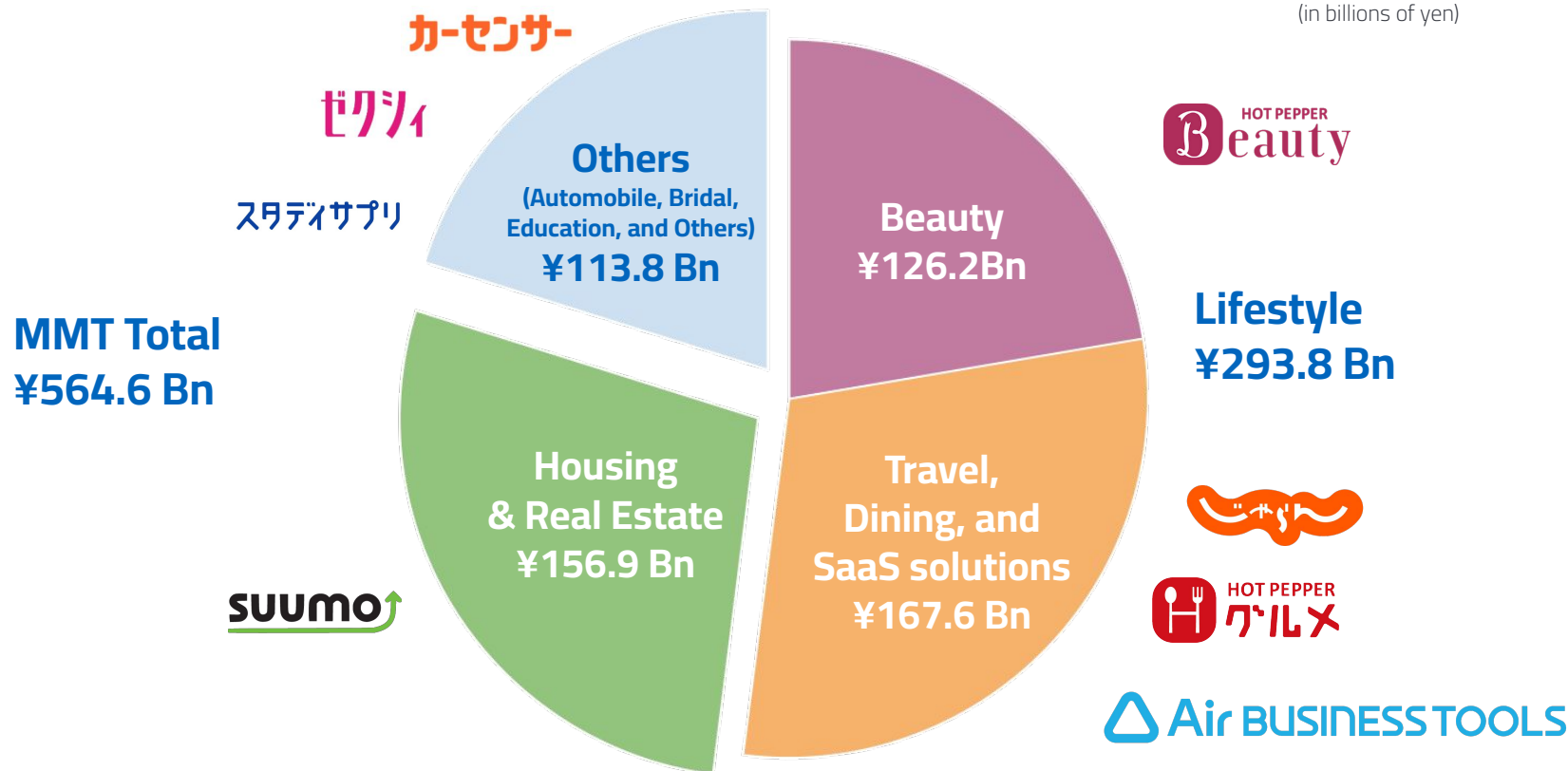
7. MMT Segment

FY2025 Financial Results and FY2026 Full-year Guidance

7. MMT Segment

FY2025 Full-year Revenue by Subsegment (¥ in Billions)

(in billions of yen)

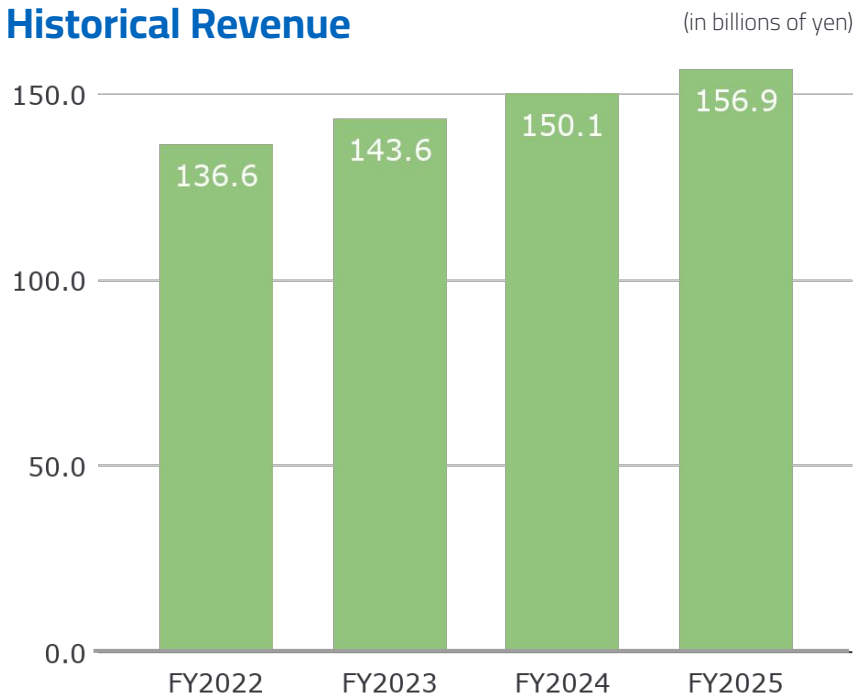


7. MMT Segment

FY2025 Full-year Revenue by Subsegment (¥ in Billions)

Housing & Real Estate Revenue and Divisions

Historical Revenue

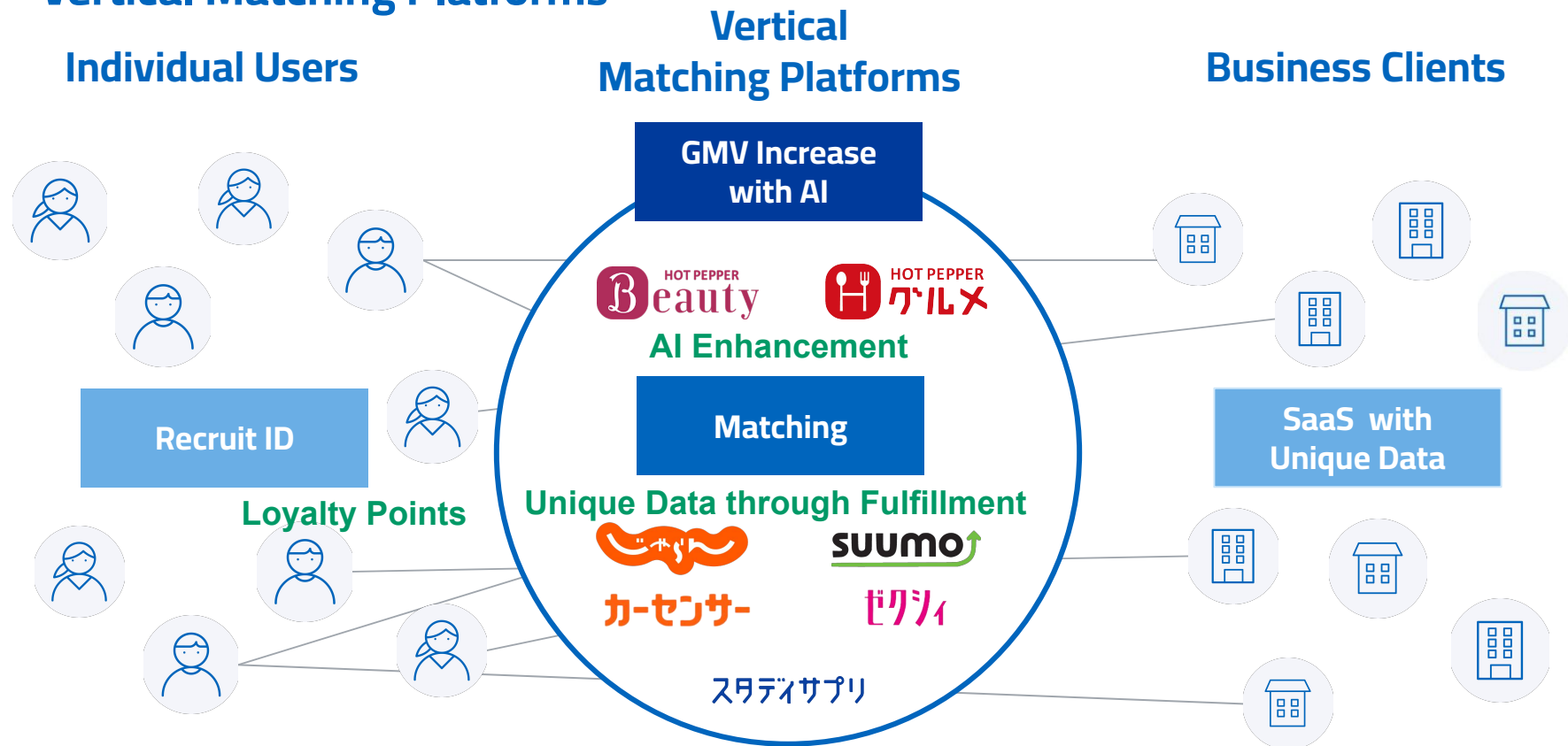


Divisions

- New Condominium
分譲マンション (新築マンション)
- Residential Resale
戸建・流通 (中古マンション含)
- Residential Leasing
賃貸
- Custom Homebuilding & Renovation
Consulting
カウンター・注文
- Others

7. MMT Segment

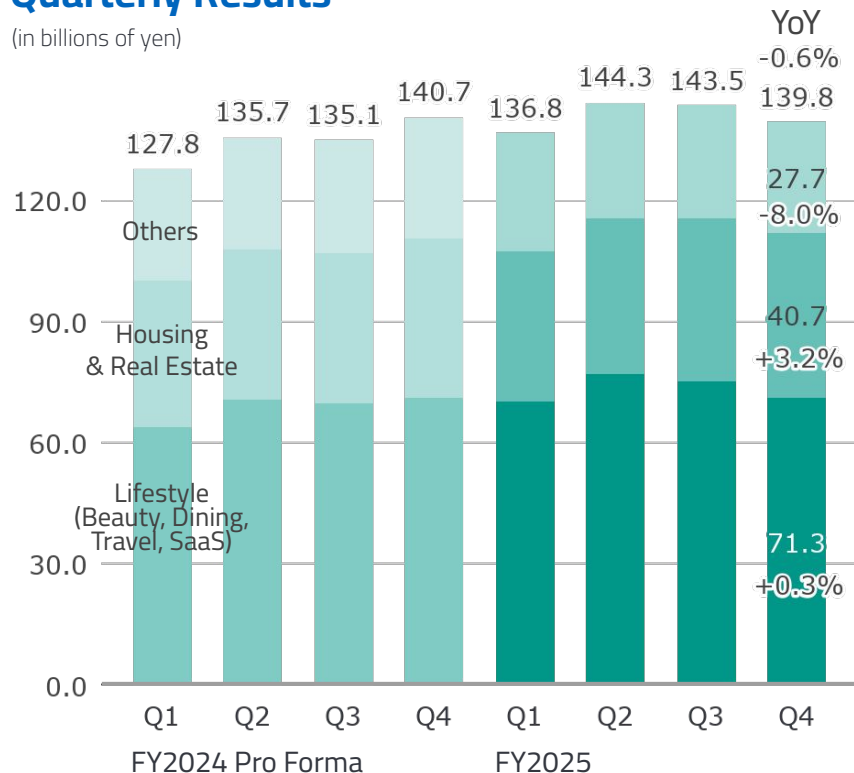
Vertical Matching Platforms



7. MMT Segment Revenue

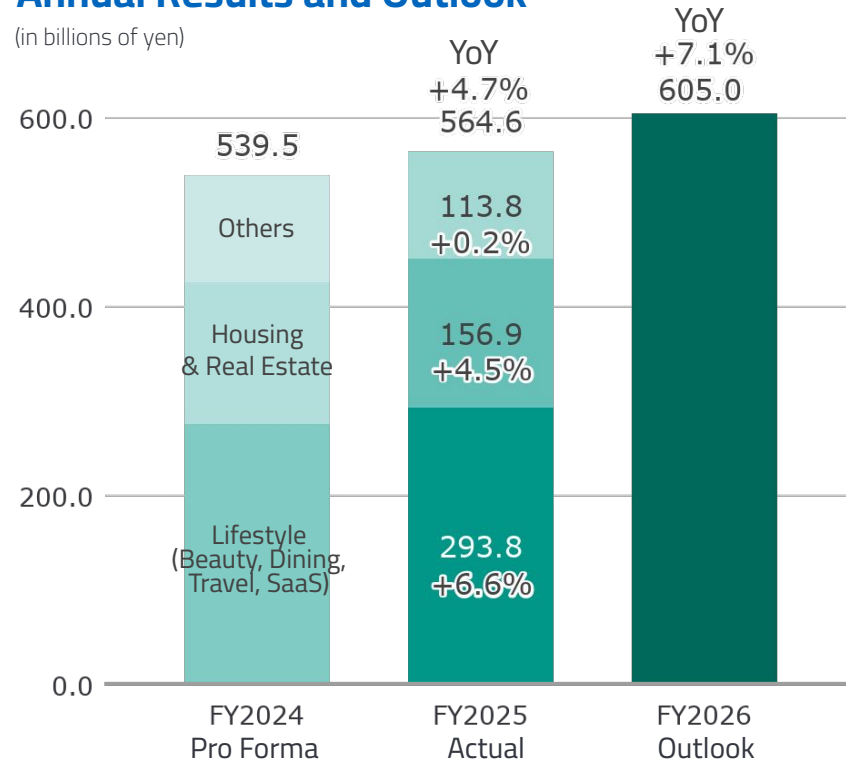
Quarterly Results

(in billions of yen)



Annual Results and Outlook

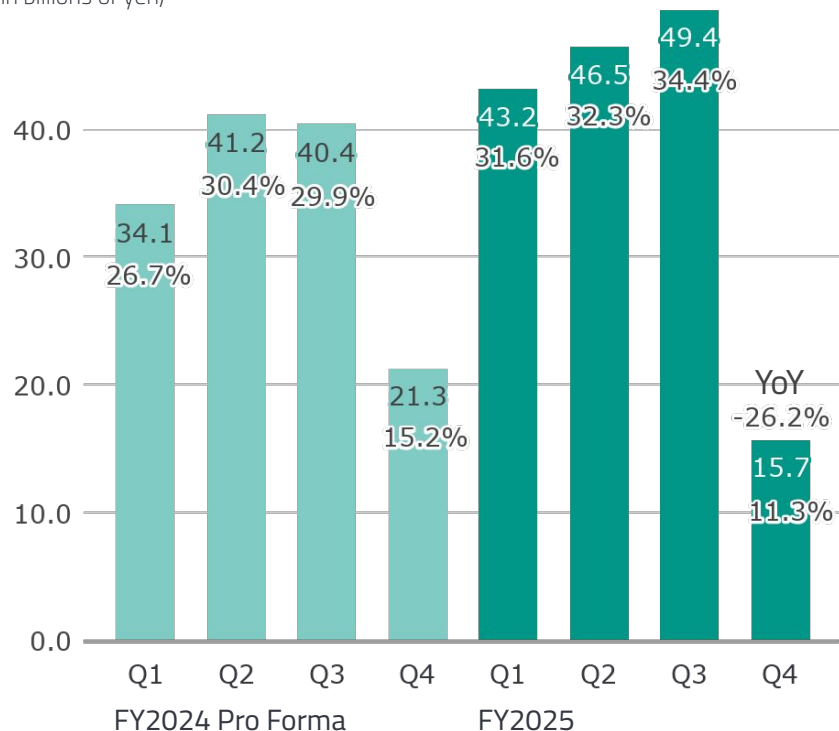
(in billions of yen)



7. MMT Segment EBITDA+S and Margin %

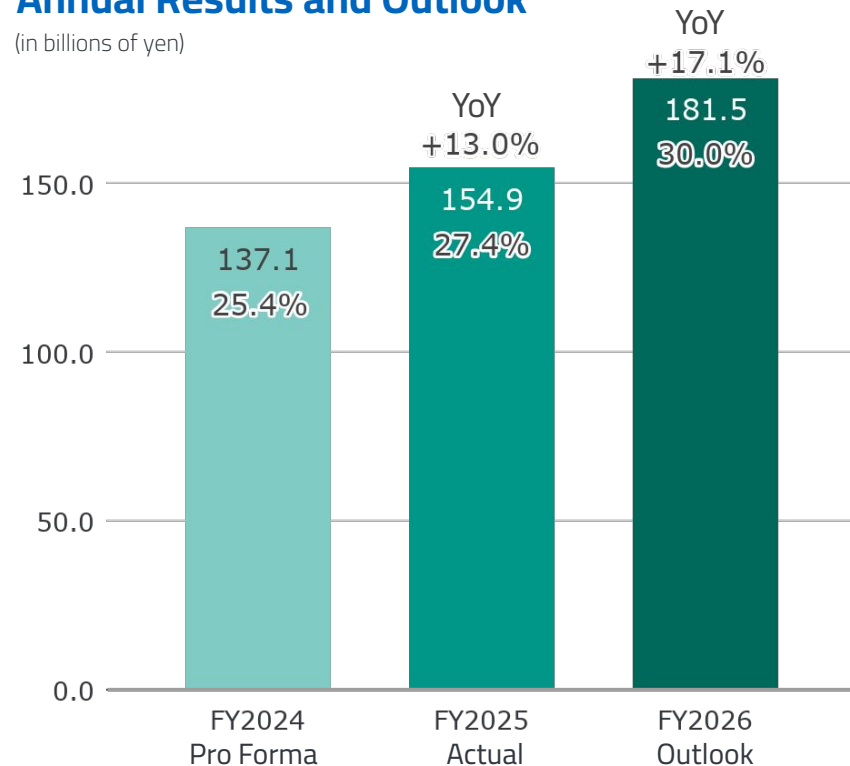
Quarterly Results

(in billions of yen)



Annual Results and Outlook

(in billions of yen)

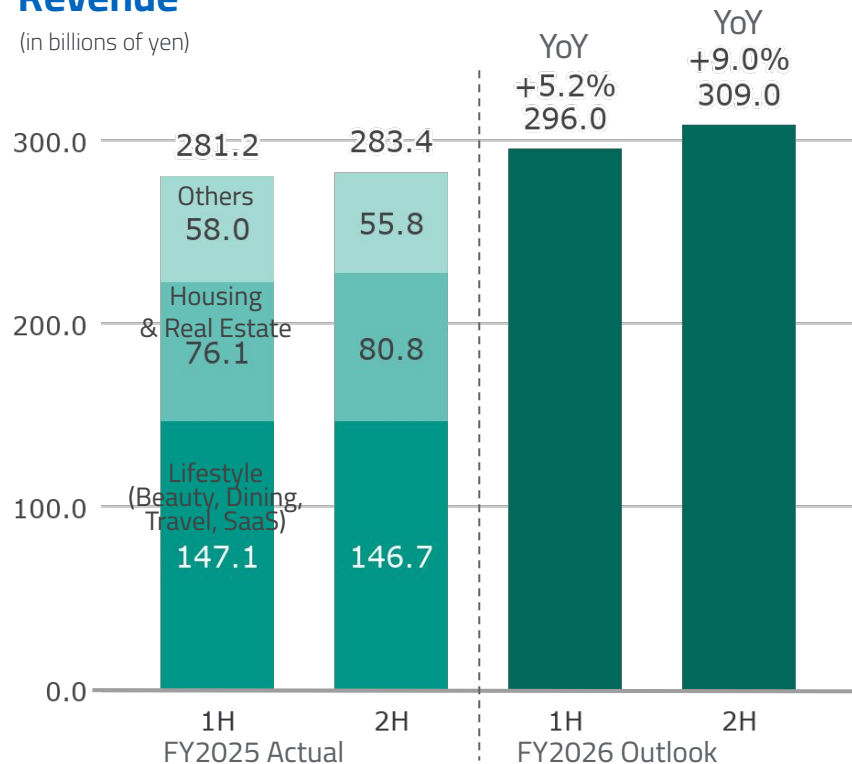


7. MMT Segment

Semi-annual Results and Outlook

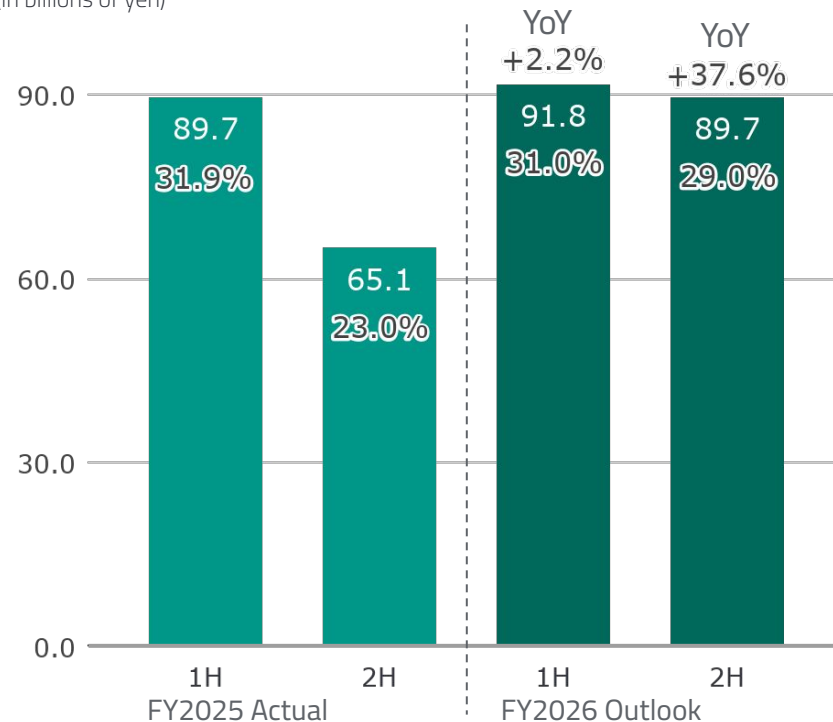
Revenue

(in billions of yen)



EBITDA+S and Margin %

(in billions of yen)



Appendices

Appendix: FY2025 EBITDA+S

(in billions of yen)	FY2024	FY2025	YoY
Operating income	490.5	630.5	+28.5%
- Other operating income / (expenses), Net	(36.4)	(29.9)	-
Non-GAAP operating income	526.9	660.5	+25.3%
+ Depreciation and amortization	71.4	70.0	-
EBITDA	598.4	730.5	+22.1%
<i>Margin % over Revenue</i>	16.8%	19.8%	-
<i>Margin % over Gross profit</i>	28.7%	33.4%	-
+ Share-based payment expenses	80.4	63.8	-
EBITDA+S	678.8	794.3	+17.0%
<i>Margin % over Revenue</i>	19.1%	21.5%	-
<i>Margin % over Gross profit</i>	32.6%	36.3%	-

Appendix: Consolidated Balance Sheet as of March 31, 2026

(in billions of yen)	As of March 31,			Variance
	2024	2025	2026	
Assets				
Cash and Cash Equivalents	1,136.8	808.6	725.5	-83.0
Total current assets (Excluding Cash and Cash Equiv.)	625.9	661.7	829.5	+167.8
Total non-current assets	1,381.9	1,301.8	1233.8	-68.0
Total assets	3,144.6	2,772.2	2789.0	+16.7
Liabilities				
Total current liabilities	758.8	802.1	875.3	+73.1
Total non-current liabilities	376.8	342.7	319.1	-23.5
Total liabilities	1,135.7	1,144.8	1194.4	+49.5
Equity				
Total equity attributable to owners of the parent	2,000.9	1,617.5	1583.3	-34.2
Non-controlling interests	7.9	9.7	11.2	+1.4
Total equity	2,008.9	1,627.3	1594.5	-32.8
Total Liabilities and Equity	3,144.6	2,772.2	2789.0	+16.7

Appendix: The Number of shares as of March 31, 2026

(in millions of shares)	As of March 31,			Variance
	2024	2025	2026	
Number of issued shares	1,649.8	1,563.9	1,472.5	-91.4
Number of treasury stock				
Shares directly held by Recruit Holdings	50.4	36.4	28.8	+7.5
Shares held by the Board Incentive Plan trust and the ESOP trust	54.7	60.7	47.4	+24.3
Total number of treasury stock	105.2	97.1	76.2	-20.9
Number of issued shares excluding treasury stock	1,544.6	1,466.7	1,396.2	-70.5

Appendix: FY2026 Consolidated Full-year Guidance

	FY2025	FY2026	
	Actual	05/15/26 Guidance	YoY
(in billions of yen, unless otherwise stated)			
Exchange rate per US Dollar (Yen)	150.7	154.0	-
Revenue	3,697.3	4,030.0	+9.0%
EBITDA+S	794.3	949.0	+19.5%
<i>EBITDA+S margin %</i>	21.5%	23.5%	-
EBITDA	730.5	869.0	+19.0%
<i>EBITDA margin %</i>	19.8%	21.6%	-
Operating income	630.5	787.0	+24.8%
Profit attributable to owners of the parent	496.9	623.0	+25.4%
Basic EPS (yen)	349.78	447.00	+27.8%
Dividends per share (yen)	25.00	26.00	-

Appendix: Net Cash

(in billions of yen)	As of March 31,		
	2024	2025	2026
Cash and cash equivalents	1,136.8	808.6	725.5
+ Investments for available funds on standby for business operations within other financial assets	-	15.1	42.3
- Interest-bearing debt (excludes lease liabilities)	1.3	1.0	2.0
Net cash	1,135.4	822.7	765.9

Appendix: Footnotes

Page 3,25,28-33,36-40,47,48,51,53,55,56,58,59,61,62,67-69,74

The foreign exchange rate assumptions for the FY2026 guidance and outlook as of May 15, 2026 are 154 yen per US dollar, 182 yen per Euro and 110 yen per Australian dollar.

Page 3,29,30,32,33,36,38,47,48,57-59,62,68,69,71,74

Adjusted EBITDA has been renamed to EBITDA+S from the fiscal year ended March 31, 2026. There is no change in the items of the calculation.

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

EBITDA = operating income + depreciation and amortization (excluding depreciation of right-of-use assets) ± other operating income/expenses

Page 11

Internal Data. % of apply starts to Sponsored Jobs that came from Search vs. Recommendations in the U.S. in March 2026.

Page 12

Qualified Applications are those who meet the requirements listed in the job description. Internal Data. U.S., in March 2026, for jobs hosted on the Indeed platform. 1.9x is the comparison of quality applications between Free Jobs and Standard Sponsored Jobs. 1.5x is the comparison of quality applications between Premium Sponsored Jobs vs. Standard Sponsored Jobs.

Time to Hire refers to the number of days from the creation of a job posting on Indeed to the reporting of the first hire for that posting. Beginning in FY2025, the methodology was revised to use the median instead of the mean. U.S. data from Jan 2026 - Mar 2026, for jobs hosted on the Indeed platform using median.

Page 14

Internal data. Indeed applicable jobs only, using median, U.S., from Jan 2026 - Mar 2026.

Page 15

Internal Data. Unique logged in users who have been active in a 30 day period. Global, YoY growth (Mar 2026 vs. Mar 2025).

Appendix: Footnotes

Page 16,31,52,53

US Average Revenue per Job Posting on Indeed (or US ARPJ) is calculated by dividing HR Technology US revenue in a given period by the average number of daily US job postings on Indeed during that period, as measured by the Indeed Hiring Lab, the economic research arm of Indeed. US ARPJ growth rate is the year over year change in US ARPJ.

The Indeed Job Postings Index (JPI) is a representation of all jobs on US Indeed, excluding those that do not meet certain Hiring Lab quality and relevancy standards, and is intended to provide a consistent and reliable measure of US job posting trends over time. Data on non-seasonally adjusted Indeed job postings are an index of the number of job postings on a given day, using a seven-day trailing average. The index is set to 100 on February 1, 2020. Data for several dates in 2021 and 2022 are missing and were interpolated. We regularly review and update our methodology of JPI for such reasons as the evolution of labor market and Indeed's platform, which may apply retrospectively to historical JPI data and US ARPJ growth rate. These figures in this presentation are based on the latest data as the date hereof.

Page 17

See "Consolidated Financial Results for the Year Ended March 31, 2026 (IFRS)" for more detailed information.

Page 18

Indeed: Calculated based on average spend on Indeed as % of average estimated salary for all jobs with a reported hire on Indeed in 2025 in the U.S.

Direct Hire: Staffing Industry analysts: North America Staffing Company Survey 2023 Direct hire fees trend over time

Retained Search: Not based on third-party research.

Page 21

Internal data, hires per minute is a calculation of hired signals per year on Indeed and Glassdoor, divided by minutes per year. A hired signal refers to the event when a specific job seeker is hired for a specific job on a specific date. Hired signals are counted either when an employer or job seeker explicitly communicates a hire occurred (e.g., via survey or web form) or when there is other clear evidence from Indeed and Glassdoor data that a hire occurred (e.g., from a resume or an Indeed message) and may not represent all hires facilitated by Indeed and Glassdoor.

Appendix: Footnotes

Page 26,40,42,43

1 Includes shares repurchased by the Board Incentive Plan (“BIP”) trust.

2 Total payout ratio = (Total amount of dividend payment + Total amount of share repurchases) / Profit attributable to owners of the parent.

3 Net cash and cash equivalent = cash and cash equivalents + Investments for available funds on standby for business operations within other financial assets - interest bearing debt (excludes lease liabilities)

4 ROE = Profit attributable to owners of the parent / average net asset for the fiscal year

5 Gross cash and cash equivalent = cash and cash equivalents + Investments for available funds on standby for business operations within other financial assets

Page 28,29,47,48

The sum of the three segments, including the pie charts, does not correspond with consolidated revenue and EBITDA+S due to adjustments, such as intra-group transactions.

Page 30,33,47,48,50,51,56-59,61,62,67,68

As of April 1, 2025, HR Solutions of Matching & Solutions was transferred to HR Technology, and Matching & Solutions was renamed Marketing Matching Technologies from FY2025. The pro forma results were calculated assuming that the above transfer had been effective on April 1, 2024, and the consolidated guidance and quarterly actual results for each segment for FY2025 are shown in comparison with the pro forma results for FY2024. The calculation of pro forma results reflects adjustments to inter-segment internal revenue and corporate overhead costs in Matching & Solutions. As a result, there are slight differences between FY2024 actual results and the pro forma results other than HR Technology Japan and Marketing Matching Technologies.

Page 71

Excluding depreciation of right-of-use assets.

Appendix: Footnotes

Page 54

FY2025 US Sponsored Jobs revenue on Indeed refers to Gross revenue from Sponsored Jobs at Indeed US during FY2025.

Sponsored Jobs on Indeed US (including those with no or minimal revenue at Indeed from Sponsored Jobs) are classified into the occupational categories based on Indeed's proprietary classification.

1 This refers to job occupations that rely on physical presence, skills, or specific certifications. This includes the following occupations in addition to (i) Healthcare, (ii) Repair, Maintenance & Installation, (iii) Transportation, and (iv) Food & Beverage:

(i) Sales & Retail Occupations, (ii) Community & Human Services Occupations, (iii) Manufacturing & Utilities Occupations, (iv) Supply Chain & Logistics Occupations, (v) Construction & Extraction Occupations, (vi) Cleaning & Grounds Maintenance Occupations, and (vii) Protective & Security Occupations.

2 The rest of job occupations other than In-Person Economy Occupations, this refers to job occupations corresponding to specific skills that were classified as being highly exposed to GenAI transformation in the Indeed Hiring Lab's report listed below, with additional consideration given to the following reports from McKinsey and the World Economic Forum and other sources:

Indeed Hiring Lab (IHL), "AI at Work Report 2025: How GenAI is Rewiring the DNA of Jobs" (September 23, 2025)

<https://www.hiringlab.org/2025/09/23/ai-at-work-report-2025-how-genai-is-rewiring-the-dna-of-jobs/>

McKinsey Global Institute, "Agents, robots, and us: Skill partnerships in the age of AI" (November 25, 2025)

<https://www.mckinsey.com/mgi/our-research/agents-robots-and-us-skill-partnerships-in-the-age-of-ai>

World Economic Forum, "The Future of Jobs Report 2025" (May 2025)

<https://www.weforum.org/publications/the-future-of-jobs-report-2025/digest/>

3 This includes the following occupations, in addition to (i) Finance & Accounting Occupations, (ii) Technology Occupations, and (iii) Marketing, Advertising & Public Relations Occupations:

(i) Legal Occupations, (ii) Administrative Assistance, (iii) Customer Service, (iv) Business Operations & Management Occupations, and (v) IT Occupations.

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、ソフトロー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、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、適用され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。

外部資料に関する注意事項

本資料には、当社が事業を行っている市場に関する情報を含む、外部の情報源に由来し又はそれに基づく情報が記述されています。これらの記述は、本資料に引用されている外部の情報源から得られた統計その他の情報に基づいており、それらの情報については当社は独自に検証を行っておらず、その正確性又は完全性を保証することはできません。

本資料の利用に関する注意事項

本資料は、一般的な参考情報の提供のみを目的に作成されたものです。本資料及びその記載内容について、第三者が、当社の書面による事前の同意なしに、その他の目的で公開し又は利用することはできません。当社は、本資料に含まれる情報の正確性又は完全性について表明するものではなく、本資料の使用から生じるいかなる損失又は損害についても責任を負いません。

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 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.

Third-Party Information

This material includes information derived from or based on third-party sources, including information about the markets in which the Company operates. These statements are based on statistics and other information from third-party sources as cited herein, and the Company has not independently verified and cannot assure the accuracy or completeness of any information derived from or based on third-party sources.

Notes Of This Material

This material has been prepared for the sole purpose of providing general reference information. Neither this material nor any of its contents may be disclosed or used by any third party for any other purpose without the prior written consent of the Company. The Company makes no representation as to the accuracy or completeness of the information contained in this material and shall not be liable for any loss or damage arising from the use of this material.