FY2027

Supplementary Materials for the First Quarter of Fiscal Year Ending March 31, 2027

Aug 7, 2026

WILL GROUP, INC.

Tokyo Stock Exchange, Prime Market / Stock code: 6089

https://willgroup.co.jp/en/

Agenda

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In parts of these materials, “Domestic Working Business” and “Overseas Working Business” are abbreviated as “Domestic W” and “Overseas W,” respectively.

Agenda

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Financial Highlights – Consolidated –

- The first-half earnings forecast was revised upward, reflecting the strong start in Q1.
- Revenue increased by 14.6%, driven primarily by the steady growth in talent solutions business for permanent employees and foreign workers in the essential domains*1 of the Domestic Working Business, year-on-year increases in both temporary staffing and permanent placement in the Overseas Working Business, and positive forex effects (¥2.63 billion). Revenue reached a new record high on a quarterly basis.
- Operating profit increased significantly by 135.6% year on year primarily driven by improved profitability in the Domestic Working Business stemming from realignment of the business portfolio, as well as an increase in gross profit in the Overseas Working Business backed by higher permanent placement revenue.

Revenue	Operating profit	EBITDA *2
¥ 40.35 billion	¥ 0.93 billion	¥ 1.52 billion
(vs Q1 FY2026 +14.6%)	(vs Q1 FY2026 +135.6%)	(vs Q1 FY2026 +72.3%)
	Normalized operating profit*1 ¥0.91 billion (vs Q1 FY2026 +135.9%)	

*1 Essential domains: Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.
*2 Normalized operating profit : Operating profit excluding temporary gains/losses (government subsidy income in "Overseas Working Business")
*3 EBITDA : Operating profit + depreciation and amortization + impairment losses

Financial Highlights – Segment Performance –

Domestic Working Business

- Revenue increased by 10.3% driven by steady performance in permanent employee staffing/outsourcing, particularly in the construction and sales sectors, as well as contributions from permanent placement revenue at HR CAREER, Inc., which became a consolidated subsidiary in Q3 FY2026.
- Segment profit increased significantly by 50.5% year on year, driven by an increase in gross profit attributable to a focus on the talent solutions business for permanent employees and foreign workers in the Essential domains*1

Revenue	Segment profit
¥ 23.37 billion (vs Q1 FY2026 +10.3%)	¥ 0.87 billion (vs Q1 FY2026 +50.5%)

*1 Essential domains: Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

Overseas Working Business

- Revenue increased by 21.2% driven by positive forex effects (¥2.63 billion) resulting from the yen's year-on-year depreciation, as well as year-on-year increases in both temporary staffing revenue and permanent placement revenue due to a favorable business environment particularly in Singapore.
- Segment profit increased significantly by 49.4% year on year, primarily driven by the expansion of gross profit resulting from higher revenue, as well as the relatively strong growth of the higher-margin permanent placement business.

Revenue	Segment profit
¥ 16.96 billion (vs Q1 FY2026 +21.2%)	¥ 0.70 billion (vs Q1 FY2026 +49.4%) (Normalized segment profit*1 : vs Q1 FY2026 +47.8%)

*1 Normalized segment profit: Segment profit excluding temporary gains/losses (government subsidy income)

Quarterly Results – Consolidated Revenue –

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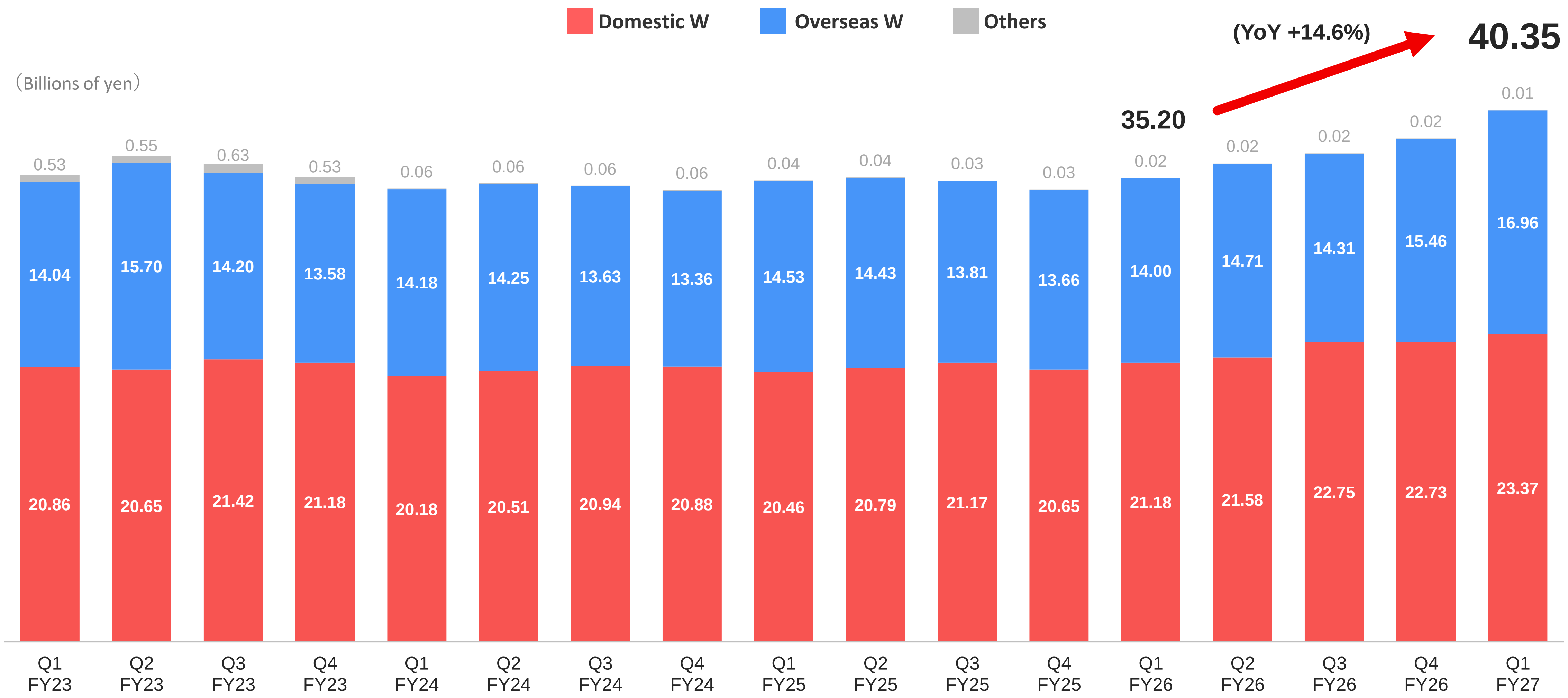
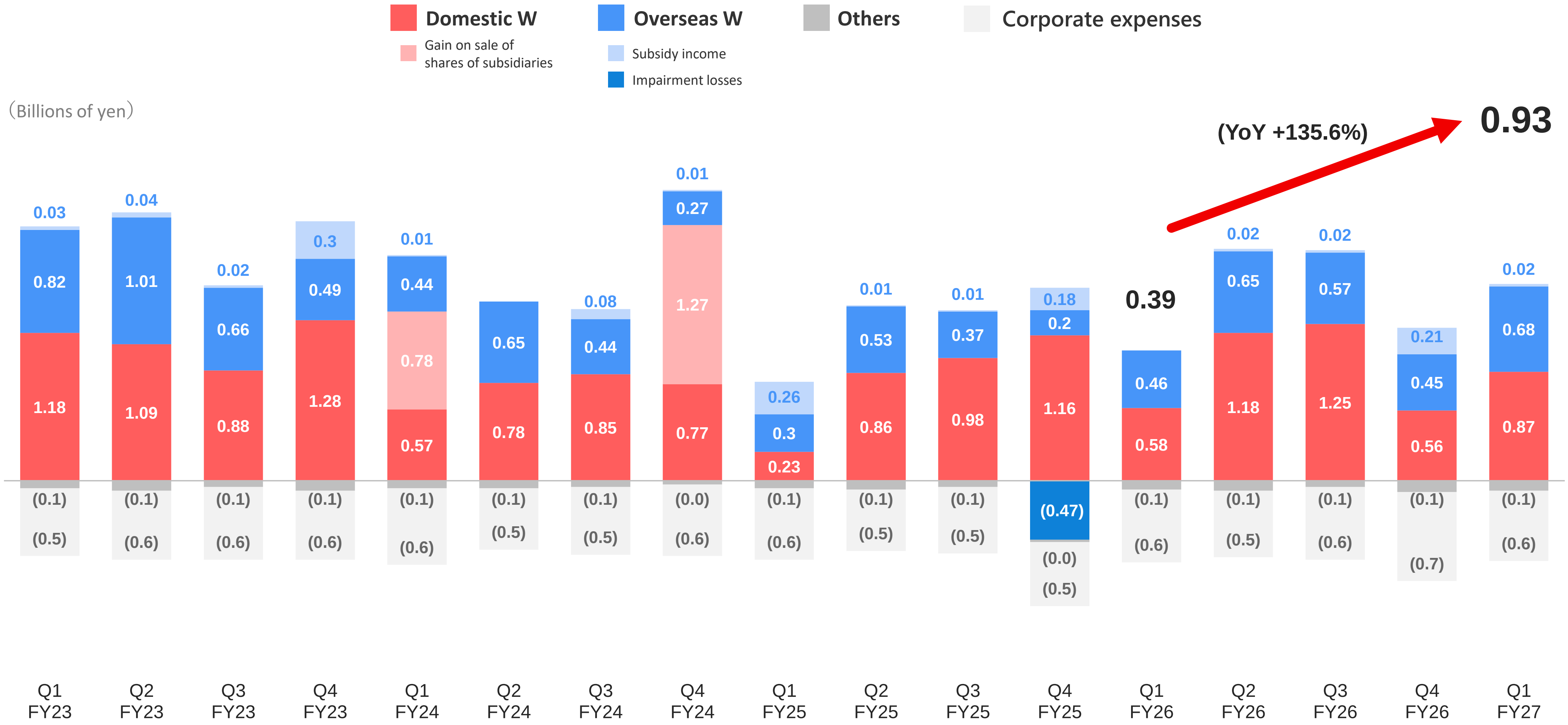
- Q1 revenue increased by ¥5.15 billion compared to Q1 FY2026 (of which, forex impact: +¥2.63 billion). On a quarterly basis, revenue reached a new record high.



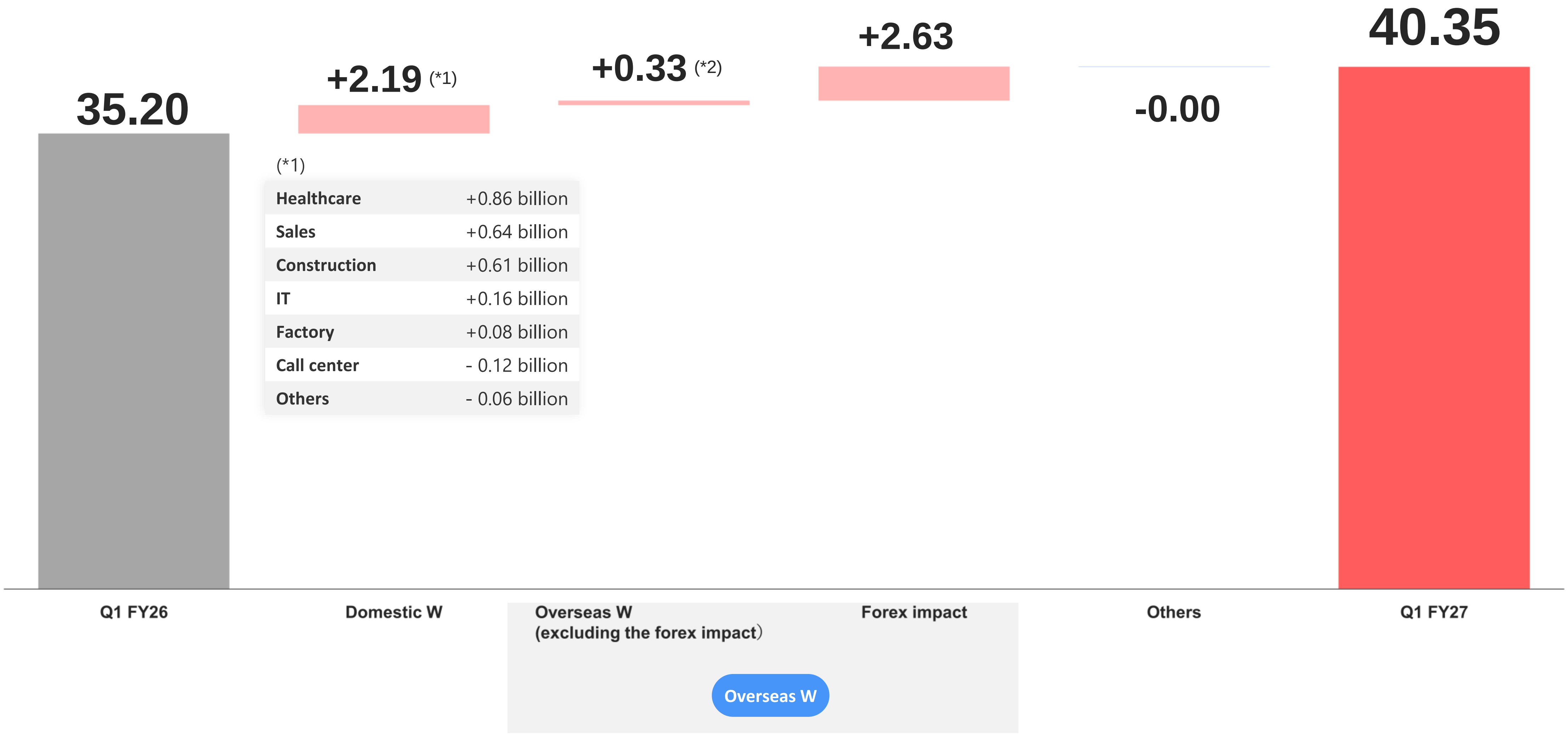
Quarterly Results – Consolidated Operating Profit –

- Q1 operating profit Increased by ¥0.53 billion compared to Q1 FY2026. (of which, forex impact: +¥0.08 billion; government subsidy income in Overseas Working Business +¥0.01 billion)



Breakdown of Year-on-Year Changes – Consolidated Revenue –

(Billions of yen)



(*1)

Healthcare	+0.86 billion
Sales	+0.64 billion
Construction	+0.61 billion
IT	+0.16 billion
Factory	+0.08 billion
Call center	- 0.12 billion
Others	- 0.06 billion

(*2)

Permanent placement	+0.21 billion
Temporary staffing	+0.14 billion

Breakdown of Year-on-Year Changes – Consolidated Operating Profit –

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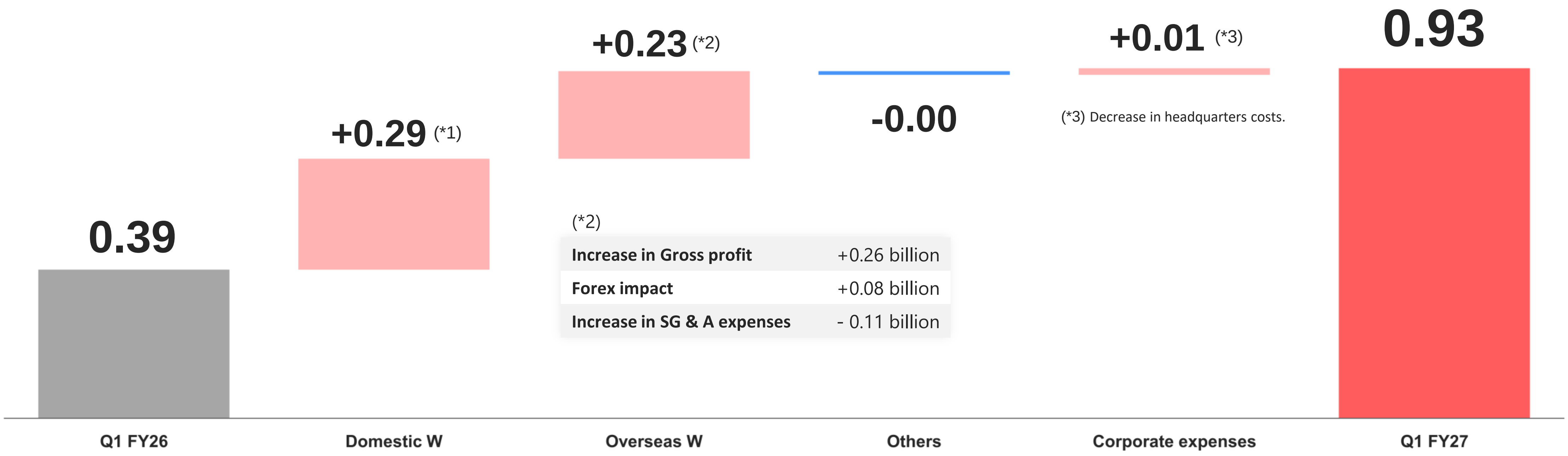
(Billions of yen)

(*1)

Construction	+0.19 billion
Sales	+0.14 billion
Healthcare	+0.13 billion
Factory	- 0.06 billion
Call center	- 0.04 billion
Others	- 0.06 billion



(*2)

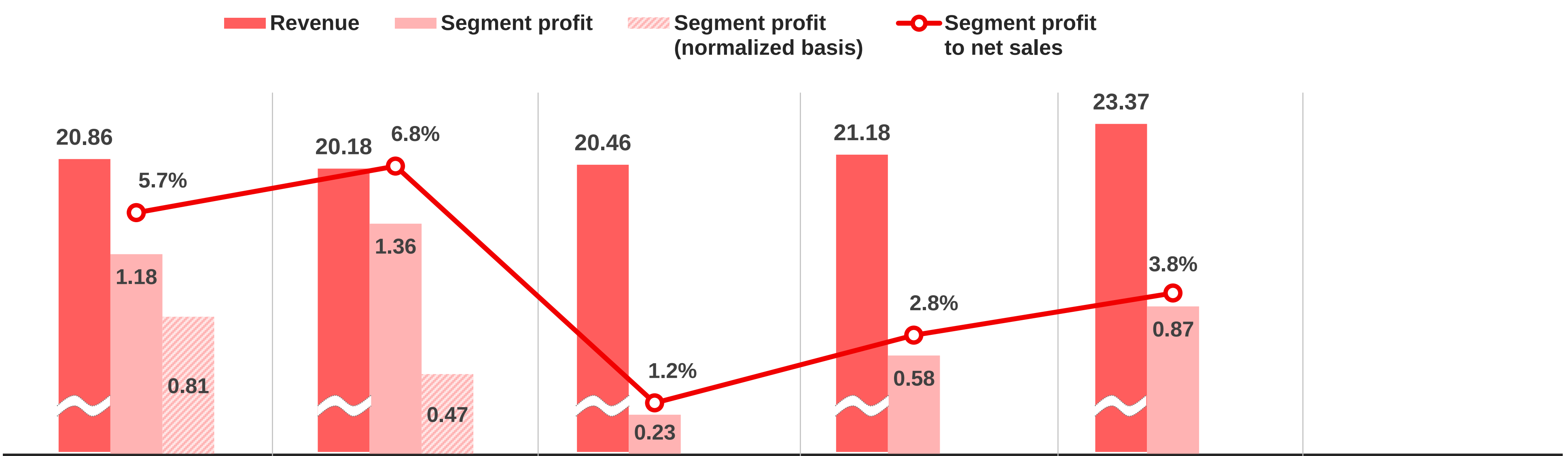
Increase in Gross profit	+0.26 billion
Forex impact	+0.08 billion
Increase in SG & A expenses	- 0.11 billion

(*3) Decrease in headquarters costs.

Domestic Working Business – Overall –

- Revenue increased year on year for the third consecutive year, marking the highest Q1 revenue in the past five years.
- Segment profit and segment profit margin have continued to improve since hitting a low in Q1 FY2025. In Q1 FY2027, profit growth (+50.5% year on year) significantly outpaced revenue growth (+10.3%), demonstrating steady improvement in profit-generating capability.

(Billions of yen)



	Q1 FY23	Q1 FY24	Q1 FY25	Q1 FY26	Q1 FY27	vs Q1 FY26
Revenue	20.86	20.18	20.46	21.18	23.37	+10.3%
Segment profit (Normalized Segment profit*1)	1.18 (0.81)	1.36 (0.47)	0.23	0.58	0.87	+50.5%
Segment profit margin	5.7%	6.8%	1.2%	2.8%	3.8%	+1.0pt

*1 Normalized segment profit: Segment profit excluding temporary gains/losses (gain on sale of shares of subsidiaries and the effects of deconsolidation)

Domestic Working Business – Strategic Themes –

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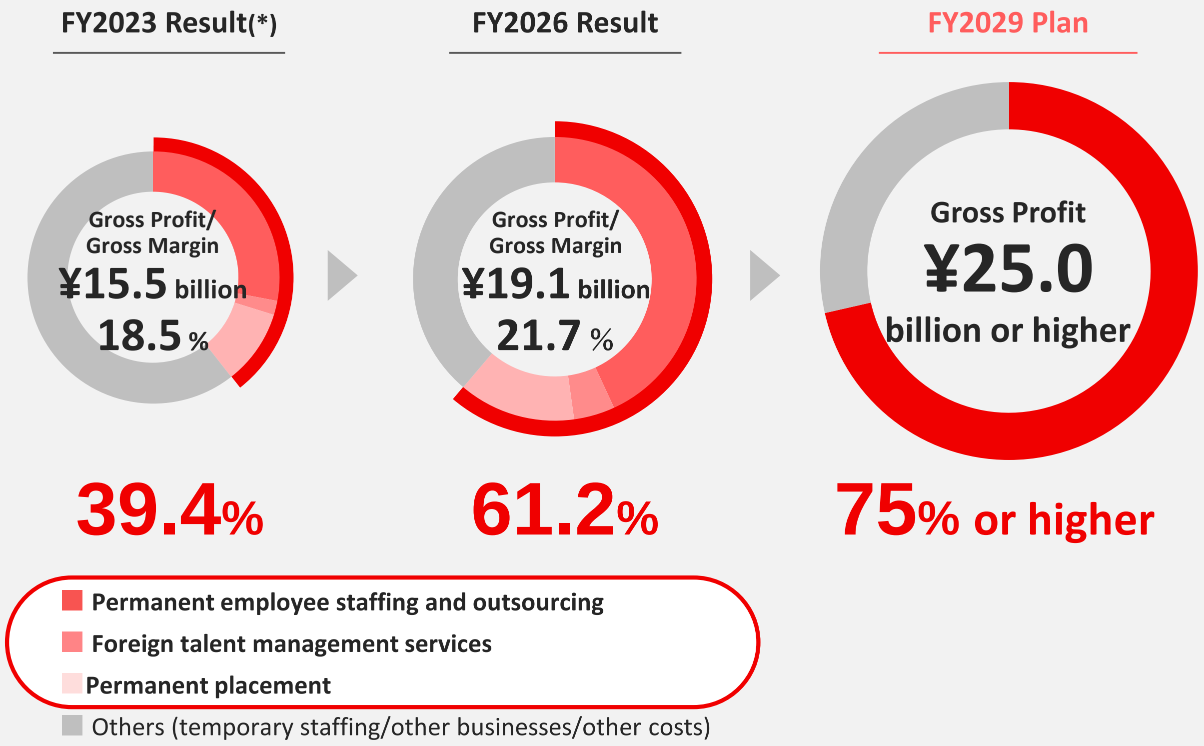
- The strategic theme of the Domestic Working Business under the WILL-being 2029 medium-term management plan is to "expand our talent solutions business for permanent employees and foreign workers."
- We aim to increase the proportion of gross profit generated by highly profitable permanent employee staffing/outsourcing, foreign talent management services, and permanent placement with a primary focus on the essential domains*1. By FY2029, we aim for these businesses to account for a share of 75% or more of the ¥25.0 billion in gross profit generated by the Domestic Working Business.

Domestic Working Business

Expand our talent solutions business for permanent employees and foreign workers

- Permanent employee staffing and outsourcing
- Foreign talent management services
- Permanent placement

Change in share of gross profit by service

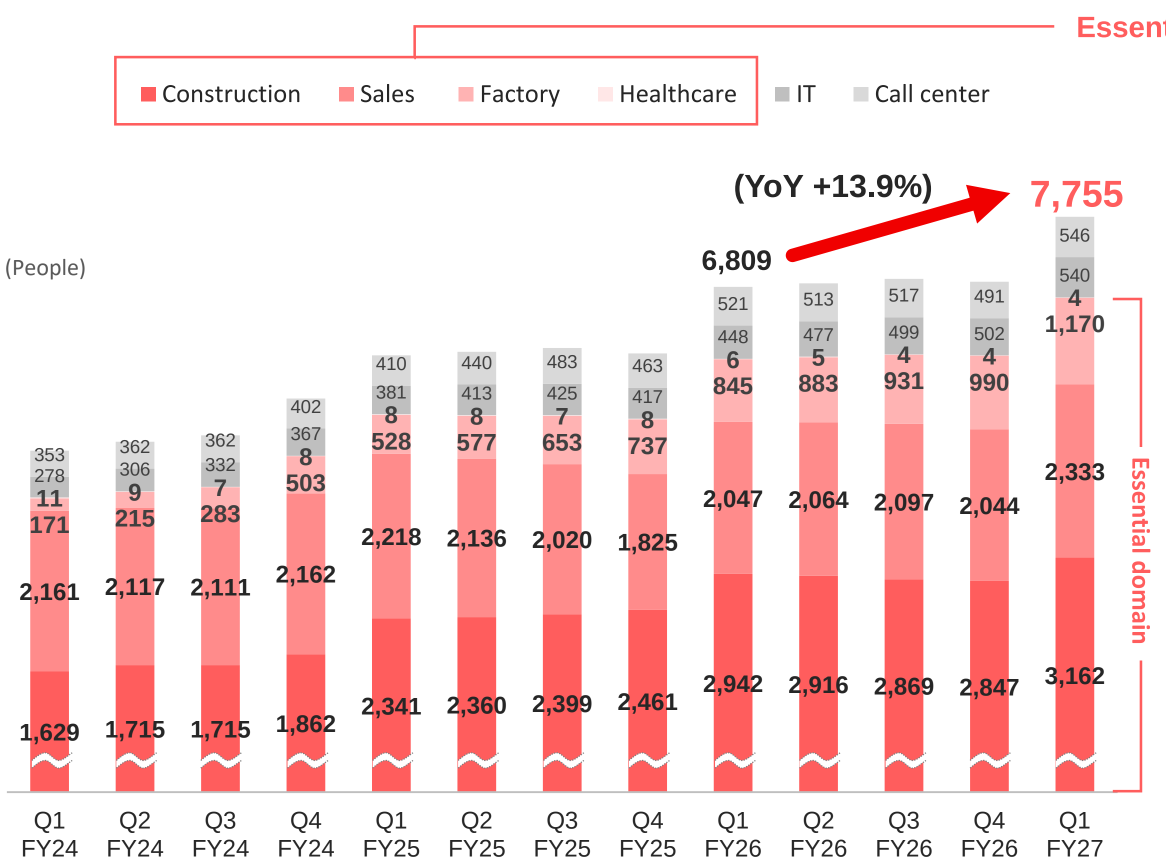


*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.
*2 Excluding impact of exclusion from consolidation due to sale of subsidiaries.

Domestic Working Business – KPI (Permanent employee staffing and outsourcing) –

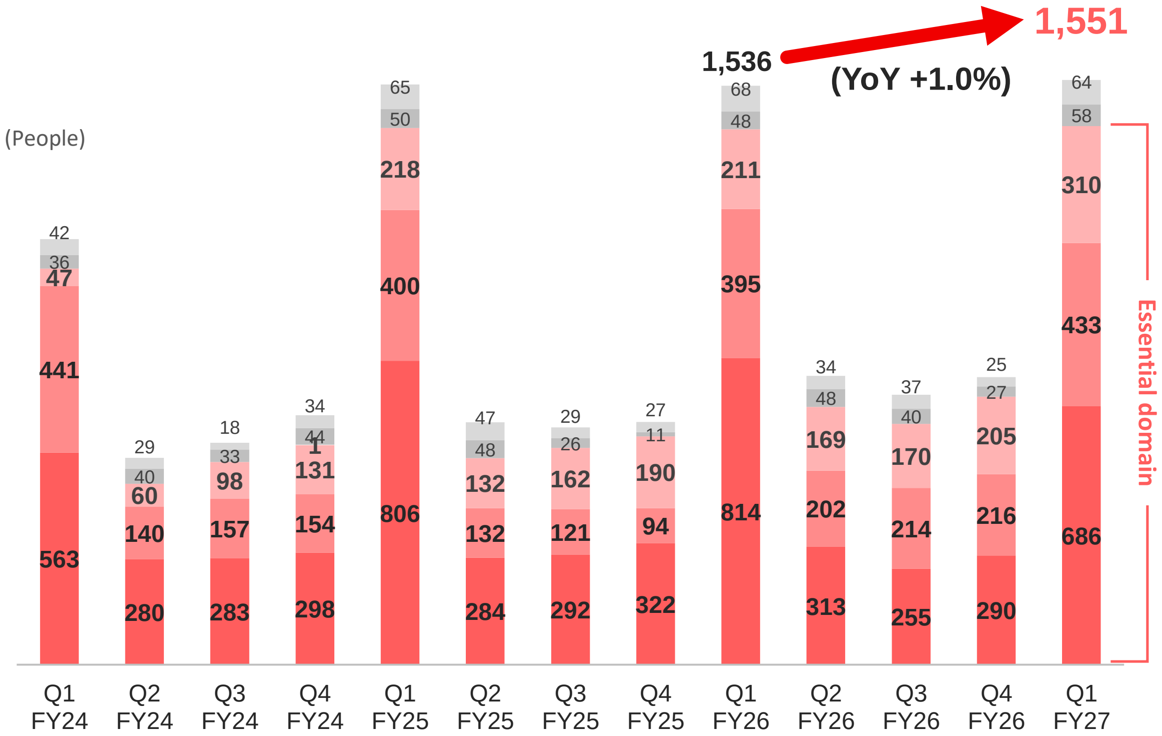
- The number of employees on assignment for permanent employee staffing/outsourcing increased by 946 compared to Q1 FY2026, expanding to 7,755. Growth of the essential domains*1 drove the overall business.
- The number of permanent employee staffing/outsourcing hires remained at the level of Q1 FY2026, thereby maintaining a stable supply of talent. (Q1 FY2027 includes a headcount of 599 new graduates. (construction: 348, sales: 228, factory: 8, IT: 13, call-center: 2))

Permanent employee staffing/outsourcing Number of employees



	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
Call center	353	362	362	402	410	440	483	463	521	513	517	491	546
IT	278	306	332	367	381	413	425	417	448	477	499	502	540
Healthcare	11	9	7	8	8	8	7	8	6	5	4	4	4
Factory	171	215	283	503	528	577	653	737	845	883	931	990	1,170
Sales	2,161	2,117	2,111	2,162	2,218	2,136	2,020	1,825	2,047	2,064	2,097	2,044	2,333
Construction	1,629	1,715	1,715	1,862	2,341	2,360	2,399	2,461	2,942	2,916	2,869	2,847	3,162

Permanent employee staffing /outsourcing Number of hires

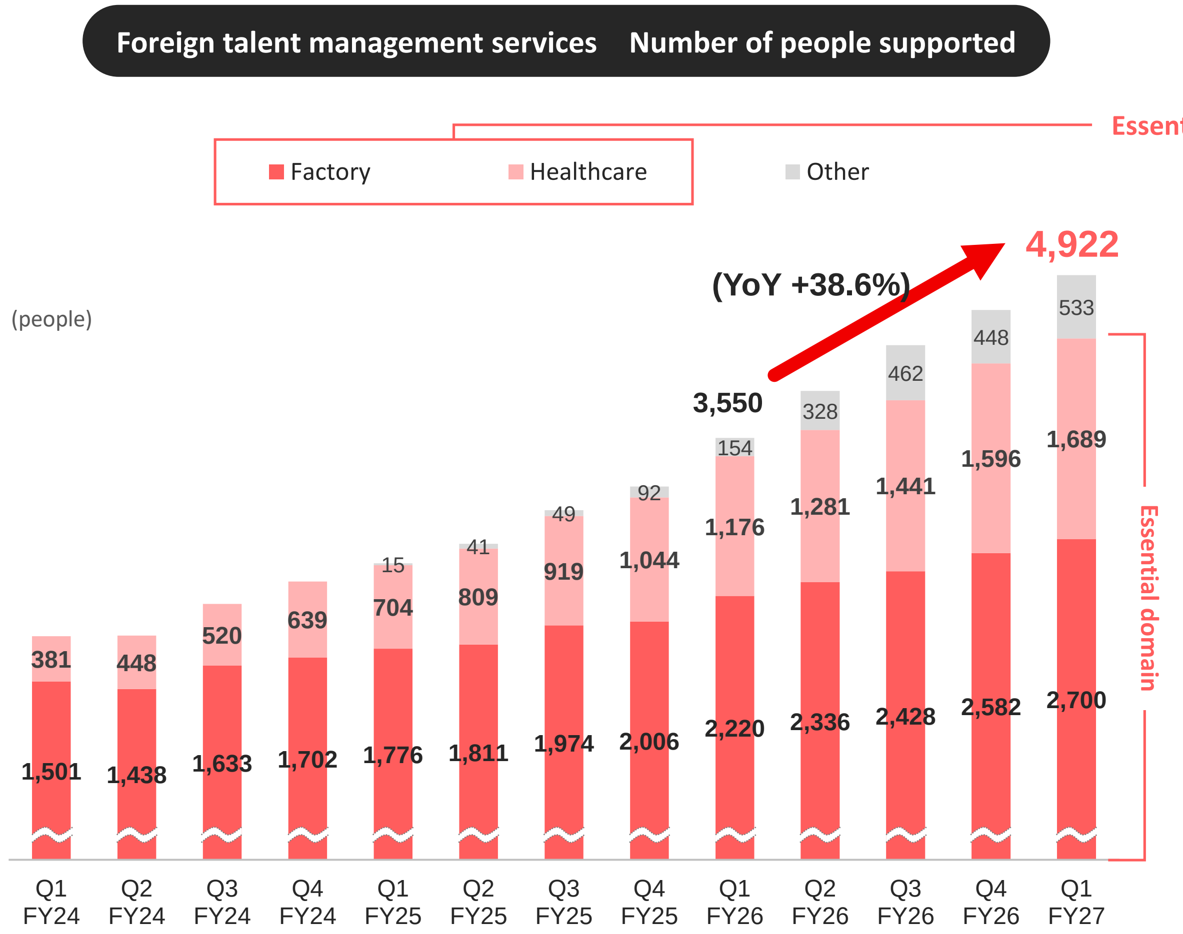


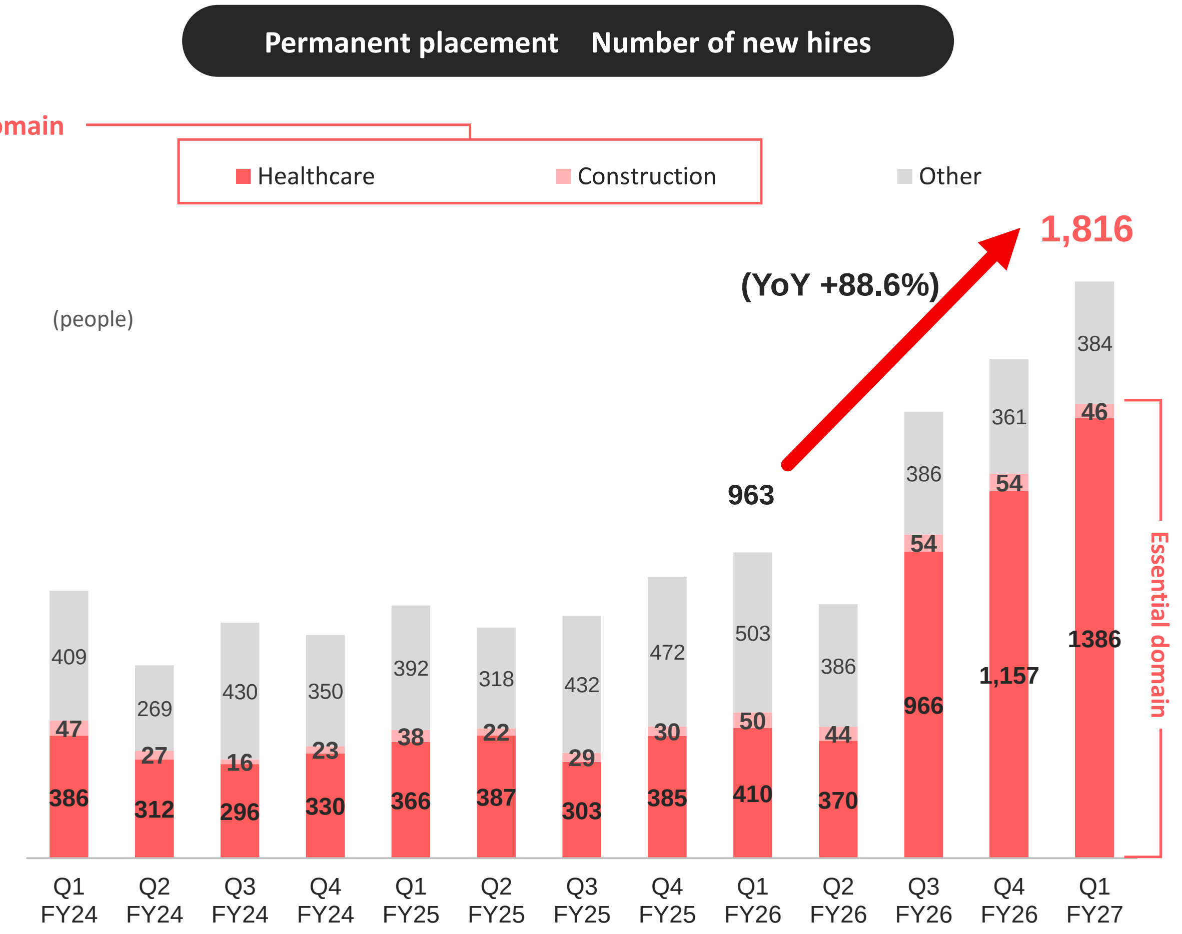
	Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Q3 FY26	Q4 FY26	Q1 FY27
Call center	42	29	18	34	65	47	29	27	68	34	37	25	64
IT	36	40	33	44	50	48	26	11	48	48	40	27	58
Healthcare				1									
Factory	47	60	98	131	218	132	162	190	211	169	170	205	310
Sales	441	140	157	154	400	132	121	94	395	202	214	216	433
Construction	563	280	283	298	806	284	292	322	814	313	255	290	686

*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

Domestic Working Business – KPI (Foreign talent management services) –

- The number of foreign talent supported through the foreign talent management services increased by 1,372 compared to Q1 FY2026, expanding to 4,922. Focus on the essential domains*1 drove growth.
- The number of placements increased by 853 compared to Q1 FY2026, expanding to 1,816. Growth was driven primarily by the contribution of HR CAREER, Inc., which joined the Group in Q3 FY2026.

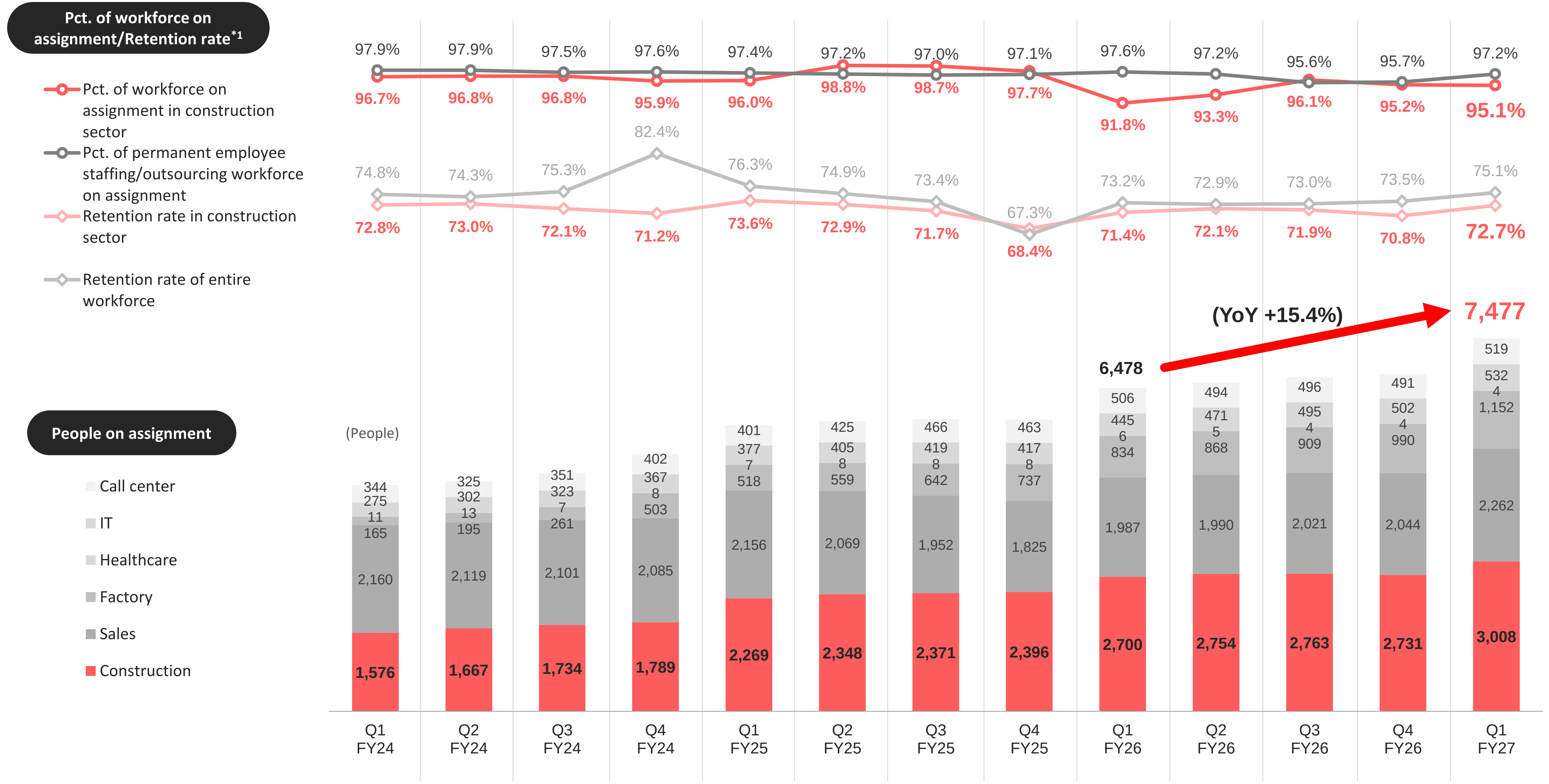




*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

Domestic Working Business – Permanent employee staffing/outsourcing

(People on assignment/Pct. of workforce on assignment/Retention rate)

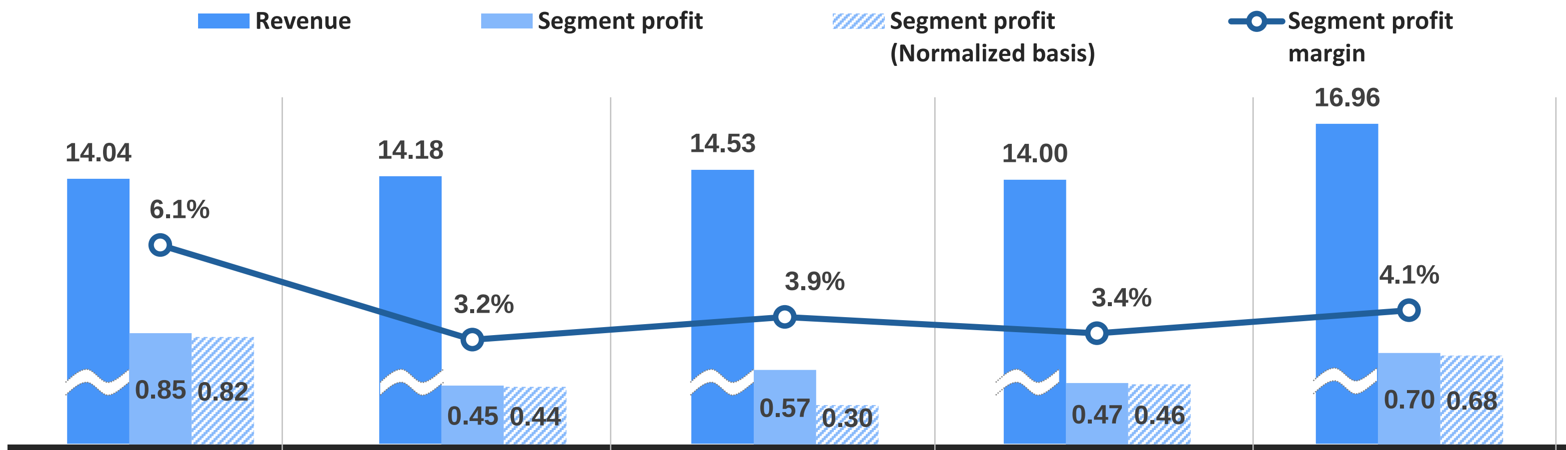


*1 The Q1 percentage of workforce on assignment for the construction sector is based on the June figure that excludes the impact of the new graduate training period.

Overseas Working Business – Overall –

- Revenue increased by 21.2% year on year to ¥16.96 billion, significantly exceeding the previous five-year high for first-quarter revenue.
- Segment profit increased by 49.4% year on year to ¥0.7 billion. The segment profit margin also increased by 0.7pt year on year, indicating a steady improvement in profitability.

(Billions of yen)



	Q1 FY23	Q1 FY24	Q1 FY25	Q1 FY26	Q1 FY27	vs Q1 FY26
Revenue	14.04	14.18	14.53	14.00	16.96	+21.2%
Segment profit (Normalized Segment profit[*1])	0.85 (0.82)	0.45 (0.44)	0.57 (0.30)	0.47 (0.46)	0.70 (0.68)	+49.4%
Segment profit margin	6.1%	3.2%	3.9%	3.4%	4.1%	+0.7pt

[*1] Normalized segment profit : Segment profit excluding impairment losses and government subsidy income

Forex sensitivity	FY2027 Plan	Q1 FY2027 Results	Q1 FY2026 Results	Annual impact of a ¥1 change	
				Revenue	Profit
AUD	¥105	¥113	¥93	¥373 million	¥12 million
SGD	¥121	¥125	¥111	¥184 million	¥10 million

Overseas Working Business – Strategic Themes –

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- The strategic theme of the Overseas Working Business under the WILL-being 2029 medium-term management plan is to “strengthen profitability with a focus on productivity.”
- We aim to return to the stable profit levels achieved before the post-COVID-19 demand surge. To achieve this, we will improve productivity by leveraging our existing customer base and expertise, while rigorously managing earnings in light of exchange rate and policy fluctuation risks. We will also consider expansion into other countries and new business domains based on market potential and profitability, with the aim of establishing a stable earnings base that is less susceptible to changes in the market environment.

Overseas Working Business

Strengthen profitability with a focus on productivity

- Focus on productivity
- Allocate resources to domains with high growth potential
- Explore new markets and domains

Overseas Working Business – KPI (Temporary staff on assignment (people)/Permanent placement with successful placement (people)) –

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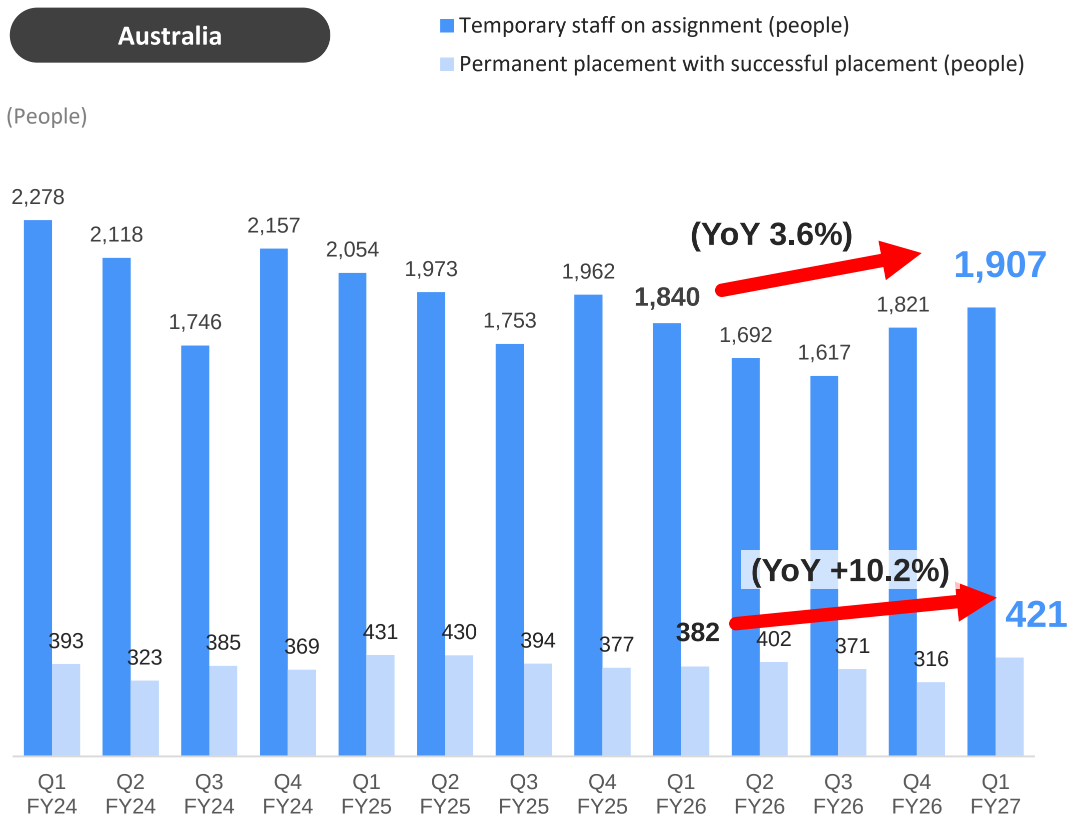
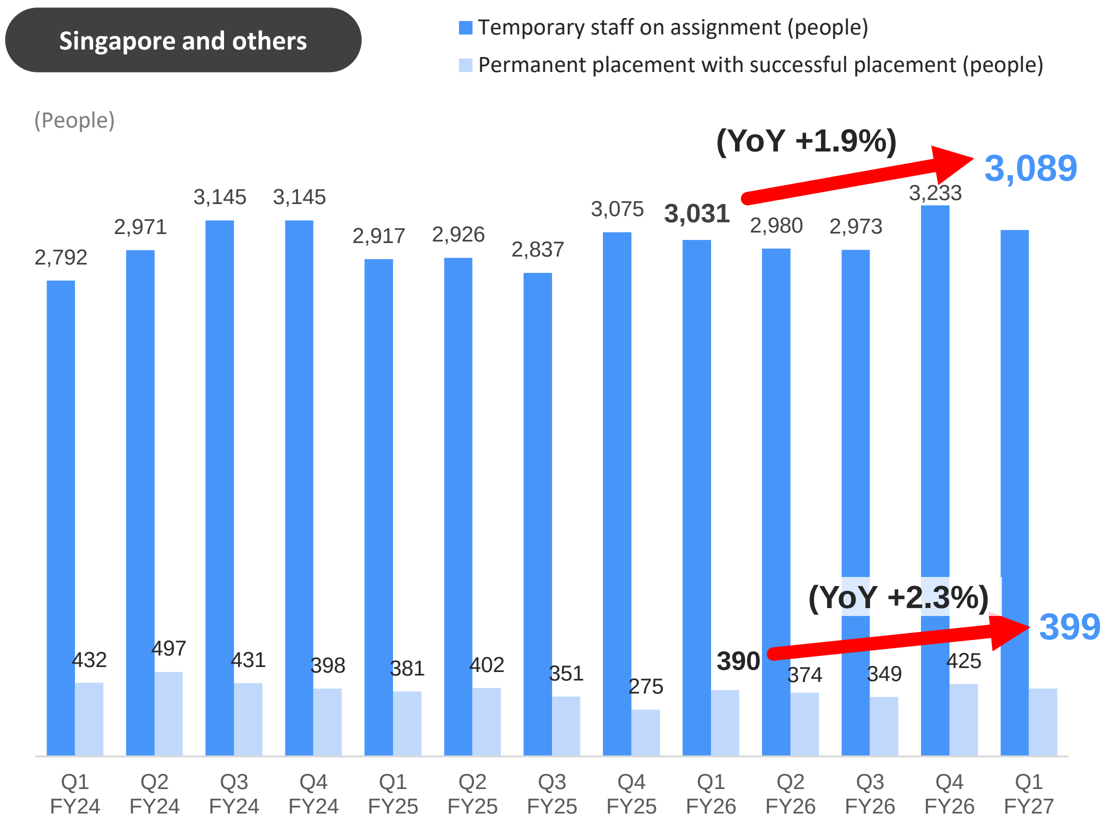
- In Australia, while affected by the downturn in recruitment process outsourcing demand from the federal government, the number of temporary staff on assignment and the number of successful placements have both remained steady.
- In Singapore and other regions, while the number of temporary staff on assignment and the number of successful placements remained generally unchanged, high-fee permanent placements contributed to improvement of profitability.

Temporary staff on assignment (people)/Permanent placement with successful placement (people)

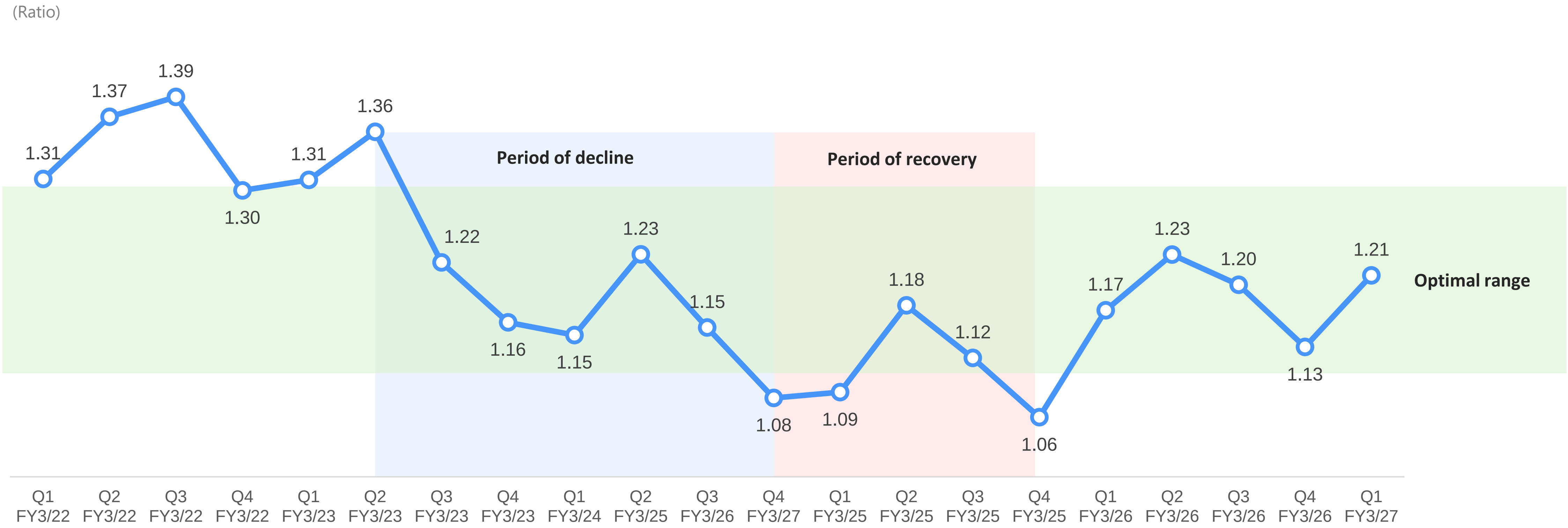




Overseas Working Business – KPI (Gross profit to SG&A expenses ratio) –

- The gross profit to SG&A expenses ratio declined from FY2023 to FY2024 due to the waning of post-COVID-19 talent demand and the impact of accelerating inflation. However, due to resource allocation focused on profitability, control of SG&A expenses, and improvement in productivity, the ratio has been on a recovery trend since FY2025 and has remained within an appropriate range.

Gross profit to SG&A expenses ratio



Consolidated Financial Results

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- Profitability is gradually improving due to promotion of the strategic themes for the Medium-Term Management Plan (WILL-being 2026).

Billions of yen	Q1 FY26	Q1 FY27	Vs. 1Q FY26 (Change)	Vs. 1Q FY26 (% change)
Revenue	**35.20**	**40.35**	**+5.15**	**+14.6%**
Domestic Working Business	21.18	23.37	+2.19	+10.3%
Overseas Working Business	14.00	16.96	+2.96	+21.2%
Others	0.02	0.01	-0.00	-20.2%
Gross profit	**7.39**	**9.34**	**+1.95**	**+26.4%**
(Gross margin)	(21.0 %)	(23.1 %)	+2.1pt	
Operating profit	**0.39**	**0.93**	**+0.53**	**+135.6%**
(Operating margin)	(1.1 %)	(2.3 %)	+1.2pt	
Domestic Working Business	0.58	0.87	+0.29	+50.5%
Overseas Working Business	0.47	0.70	+0.23	+49.4%
Others	(0.07)	(0.08)	-0.00	–
Adjustments	(0.58)	(0.56)	+0.01	–
Profit attributable to owners of parent	**0.28**	**0.50**	**+0.22**	**+78.3%**
EBITDA	**0.88**	**1.52**	**+0.64**	**+72.3%**

Consolidated Balance Sheet

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- Total assets decreased by ¥1.05 billion (mainly -¥1.48 billion in cash and cash equivalents and +¥0.46 billion in trade and other receivables).
- Total liabilities decreased by ¥0.82 billion (mainly -¥0.73 billion in borrowings and -¥0.56 billion in trade and other payables).
- Total equity decreased by ¥0.22 billion (mainly +¥0.50 billion in profit, and -¥1.00 billion in retained earnings due to dividends paid).

(Billions of yen)	March 31, 2025	June 30, 2026	Change
Current assets	**29.94**	**29.07**	**-0.86**
Of which cash and cash equivalents	7.97	6.48	-1.48
Of which Trade and other receivables	20.30	20.77	+0.46
Non-current assets	**26.60**	**26.42**	**-0.18**
Of which Goodwill	9.85	9.96	+0.10
Of which Other intangible assets	6.38	6.31	-0.06
Total assets	**56.55**	**55.50**	**-1.05**
Ratio of equity attributable to owners of parent to total assets	**35.8%**	**36.0%**	**+0.2pt**
Net debt to equity ratio※	**0.1 times**	**0.2 times**	**–**
Ratio of goodwill to equity attributable to owners of parent	**0.5 times**	**0.5 times**	**–**
Interest-bearing debt to EBITDA ratio※	**2.0 times**	**1.8 times**	**–**

(Billions of yen)	March 31, 2025	June 30, 2026	Change
Current liabilities	**28.20**	**28.03**	**-0.17**
Of which Trade and other payables	20.10	19.53	-0.56
Of which Borrowings	3.35	3.00	-0.35
Of which Other financial liabilities	1.45	1.96	+0.51
Non-current liabilities	**8.17**	**7.52**	**-0.65**
Of which Borrowings	2.62	2.24	-0.38
Of which Other financial liabilities	3.87	3.70	-0.16
Total liabilities	**36.38**	**35.55**	**-0.82**
Total equity	**20.16**	**19.94**	**-0.22**
Of which total of equity attributable to owners of parent	20.24	19.99	-0.24
Total liabilities and equity	**56.55**	**55.50**	**-1.05**

* The method for calculating interest-bearing debt has been changed effective from Q1 FY2027.

Consolidated Statement of Cash Flows

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- Net cash provided by operating activities was ¥0.61 billion (mainly due to +¥0.87 billion in profit before tax and -¥0.67 billion in income taxes paid).
- Net cash used in investing activities was ¥0.09 billion (mainly due to -¥0.08 billion in purchases of property, plant and equipment, and intangible assets).
- Net cash used by financing activities was ¥2.06 billion (mainly due to -¥1.00 billion in dividends paid and -¥1.09 billion in net increase (decrease) in interest-bearing debt).

(Billions of yen)	Q1 FY2026	Q1 FY2027
Profit before tax	0.32	0.87
Depreciation and amortization	0.49	0.59
Income taxes paid	(0.39)	(0.67)
Other	(0.12)	(0.17)
Net cash provided by (used in) operating activities	**0.29**	**0.61**
Purchase of property, plant and equipment, and intangible assets	(0.11)	(0.08)
Other	(0.00)	(0.00)
Net cash provided by (used in) investing activities	**(0.12)**	**(0.09)**
Free cash flows (Operating activities + Investing activities)	**0.17**	**0.52**

(Billions of yen)	Q1 FY2026	Q1 FY2027
Net increase (decrease) in interest-bearing debt	(0.79)	(1.09)
Dividends paid	(0.99)	(1.00)
Government subsidy income	0.01	0.03
Other	0.00	0.00
Net cash provided by (used in) financing activities	**(1.76)**	**(2.06)**
Effect of exchange rate changes	**0.03**	**0.05**
Net increase (decrease) in cash and cash equivalents	**(1.55)**	**(1.48)**
Cash and cash equivalents at beginning of period	**6.93**	**7.97**
Cash and cash equivalents at end of period	**5.38**	**6.48**

Agenda

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FY2027 Consolidated Earnings Forecasts

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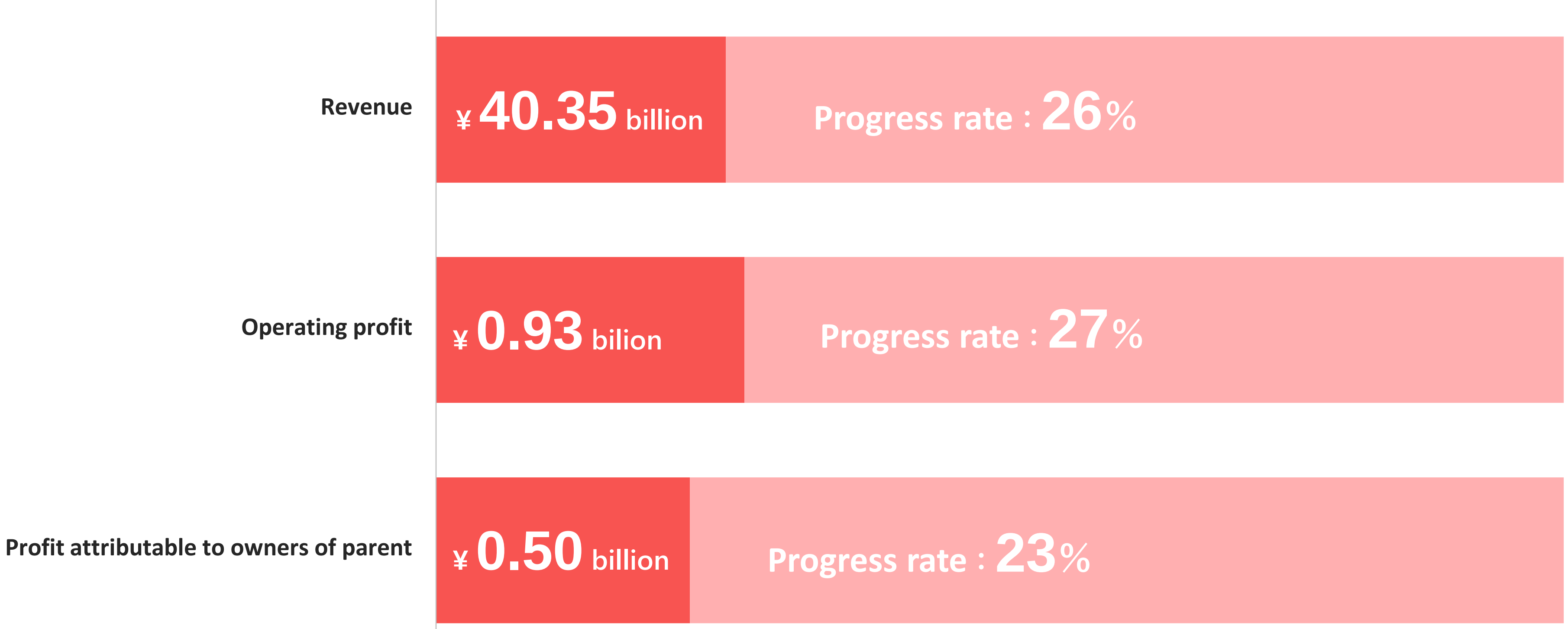
- The first-half earnings forecast was revised upward, reflecting the strong start in Q1.
- Regarding revenue, the forecast has been revised upward, primarily reflecting growth in the talent solutions business for permanent employees and foreign workers in the essential domains*1 of the Domestic Working Business, as well as the positive impact of yen depreciation in the Overseas Working Business. Regarding profit, the forecast has been revised upward, primarily reflecting higher revenue driven by focused efforts on the talent solutions business for permanent employees and foreign workers in the Domestic Working Business, as well as robust performance in both temporary staffing and permanent placement in the Overseas Working Business.
- On the other hand, the Company has decided to maintain its full-year forecast, primarily taking into account its policy of actively pursuing growth investments in line with earnings growth, as well as foreign exchange trends.

Progress toward FY2027 earnings forecasts



Full-Year Earnings Forecast (As announced on May 14)

¥157.00 billion

¥ 3.40 billion

¥ 2.20 billion

*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

FY2027 Consolidated Earnings Forecasts

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Billions of yen	1H (Revision planned)				Full year (Forecast announced on May 14, 2026)			
	1H FY26	1H FY27 (Forecasts)	Vs. 1H FY26 (Change)	Vs. 1H FY26 (% change)	FY26	FY27 (Forecasts)	Vs. FY26 (Change)	Vs. FY26 (% change)
Revenue	**71.53**	**81.88**	**+10.35**	**+14.5%**	**146.85**	**157.00**	**+10.14**	**+6.9%**
Domestic Working Business	42.76	47.08	+4.30	+10.1%	88.26	93.85	+5.59	+6.3%
Overseas Working Business	28.71	34.77	+6.05	+21.1%	58.50	62.94	+4.44	+7.6%
Others	0.04	0.03	-0.00	-16.2%	0.09	0.19	+0.10	+112.2%
Gross profit	**15.36**	**18.88**	**+3.52**	**+22.9%**	**32.39**	**37.20**	**+4.80**	**+14.8%**
(Gross margin)	(21.5 %)	(23.1 %)	+1.6pt		(22.1 %)	(23.7 %)	+1.6pt	
Operating profit	**1.63**	**2.13**	**+0.49**	**+30.0%**	**3.27**	**3.40**	**+0.12**	**+3.7%**
(Operating margin)	(2.3 %)	(2.6 %)	+0.3pt		(2.2 %)	(2.2 %)	±0.0pt	
Domestic Working Business	1.76	2.05	+0.29	+16.6%	3.57	4.29	+0.71	+19.9%
Overseas Working Business	1.15	1.42	+0.27	+24.0%	2.42	2.18	-0.24	-10.2%
Others	(0.15)	(0.20)	-0.04	–	(0.30)	(0.41)	-0.10	–
Adjustments	(1.12)	(1.15)	-0.03	–	(2.42)	(2.66)	-0.24	–
Profit attributable to owners of parent	**1.14**	**1.34**	**+0.19**	**+17.3%**	**2.31**	**2.20**	**-0.10**	**-4.6%**
EBITDA	**2.61**	**3.31**	**+0.70**	**+27.0%**	**5.63**	**6.44**	**+0.81**	**+14.4%**

			Change for ¥1 difference/y	
Exchange rate			Revenue	Profit
AUD	**¥100**	**¥105**	**¥3.6** billion	**¥0.1** billion
SGD	**¥117**	**¥121**	**¥1.6** billion	**¥0.1** billion

Shareholder Return

- We will aim for improvement of corporate value through profit growth while maintaining our long-standing progressive dividend policy.
- The FY2027 dividend forecast is set at the same level as the previous fiscal year (¥44 per share).

Shareholder return policy in the Medium-term Management Plan (FY2027–FY2029)

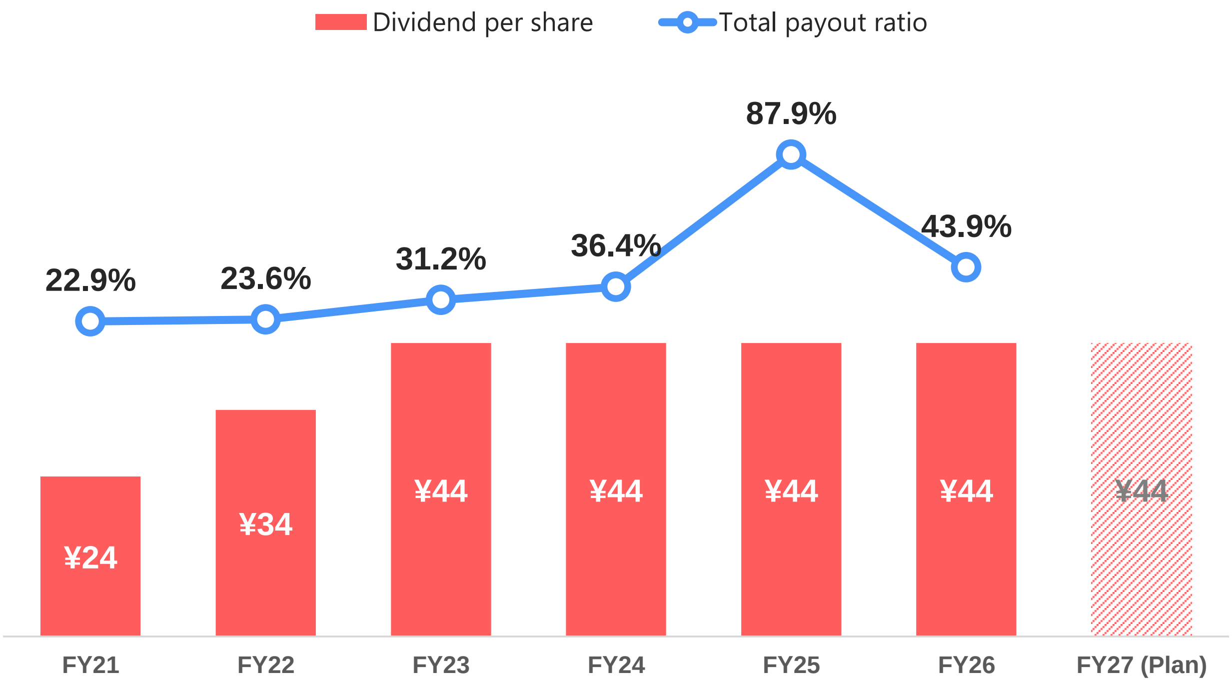
Progressive dividends

Maintain or increase dividends, with no reductions in principle

Total payout ratio of 30% or higher

Evaluate flexible treasury share acquisitions as needed based on performance progress during the period

Dividend per share and total payout ratio



Shareholder Benefits Plan

- In November 2025, we announced a revision to our shareholder benefit program to further enhance the investment appeal of our shares.
- Under the new system, shareholders will be awarded shareholder benefit points, which can be exchanged for gift certificates, electronic money, points, and more, through the "WILL GROUP Premium Benefit Club."

Details of the plan

Number of shares held	Benefits	Preferential yield*2	Dividend yield*2
300 shares or more but less than 500 shares	Shareholder benefit points*1 5,000 points	1.6%	4.1%
500 shares or more	Shareholder benefit points*1 10,000 points	1.9%	

In addition to gift certificates, electronic money, and points, these can be exchanged for over 3,000 types of benefit items, including gourmet foods, sweets, food and beverages, premium sake, home appliances, and selectable experience gifts.

(Examples of gift certificates, electronic money, and points available for exchange)

Gift certificates ： QUO card

Electronic money & points ： Point@Gift (PayPay Money Lite, d POINT, V POINT)

Amazon gift card, etc.

*1 Number of shareholder benefit points (1 point is approximately equal to ¥1)

*2 Shareholder benefit yield and dividend yield are calculated based on the closing share price of ¥1,068 on August 6, 2026.

WILL GROUP Premium Benefit Club

*3 The photograph is for illustrative purposes only. In addition, the shareholder benefit products may be subject to change.

Agenda

WILL GROUP

Q1 FY2027 TOPICS – Brand Promotions (Broadcast of New Television Commercial) –

- We have been running WILLOF brand promotions since July 2023. In June 2026, we began airing a new television commercial featuring actress and model Mai Shiraishi, who has been appointed as special career advisor of the WILLOF brand.
- We aim to increase brand awareness and strengthen our recruitment capabilities in Japan under the communication concept "Why not talk to WILLOF?"

Campaign Overview

Starring: **Mai Shiraishi**

Campaign Period: **June 30 – July 13, 2026**
Broadcast Area: **Kanto area (Tokyo and six surrounding prefectures) and the Kansai area (Kyoto and Osaka and four surrounding prefectures)**
Media platforms: **Television, YouTube, Instagram**

Campaign Objectives

- **Increase awareness of the WILLOF brand**
- **Strengthen recruitment capabilities for the talent solutions business for permanent employees**

Commercial Storyline

The campaign is built around the communication concept of "Why not talk to WILLOF?"
The commercial portrays WILLOF career advisors gently and reassuringly encouraging job seekers who are unsure about what kind of work they want to do or wondering whether they need to have clear career goals by asking, "Why not talk to WILLOF?"
It is designed to provide viewers with a simulated consultation with a WILLOF career advisor and encourage them to book a consultation.

Visit the WILLOF website to view the commercial.
https://willof.jp/

About Will Group – Representative Profile –

WILL GROUP

2003 | 2016 | 2018 | 2021 | 2022 | 2023 | 2025

April 2003 (Age 22)
Joined SAINT MEDIA, INC. (currently WILLOF WORK, Inc.) as a new graduate

April 2016 (Age 35)
Appointed as Director of FAJ, INC.(currently WILLOF Work, Inc.) specializing in the manufacturing industry

July 2018 (Age 37)
Executive Officer, General Manager of Human Resources Division of the Company

April 2021 (Age 40)
Appointed as Representative Director of WILLOF WORK CONSTRUCTION, Inc., which operates a construction management engineer staffing service

June 2022 (Age 41)
Appointed as Director of the Company

June 2023 (Age 42)
Appointed as third Representative Director of the Company (current position)

January 2025 (Age 44)
Completed acquisition of approximately 300 million yen worth of company shares.
Appointed as Director of WILL GROUP Asia Pacific Pte. Ltd., an overseas intermediate holding company (current position)

President and Representative Director Yuichi Sumi

"I am fully committed to the Company's success!!"

After serving as the Chief Human Resources Officer and as the representative director of a subsidiary, I succeeded the 'first generation' of management, including the actual founding owner, and assumed the role of President and CEO in June 2023.

About Will Group – Company Overview –

WILL GROUP

- A comprehensive talent solutions company primarily engaged in temporary staffing, business process outsourcing, permanent placement, and foreign talent management services, with a focus on the essential domains[*1].
- Operates in 45 companies across 11 countries, primarily in Japan, Australia, and Singapore.

Mission

Becoming a Change Agent Group that Brings Positive Change to Individuals and Organizations

Vision

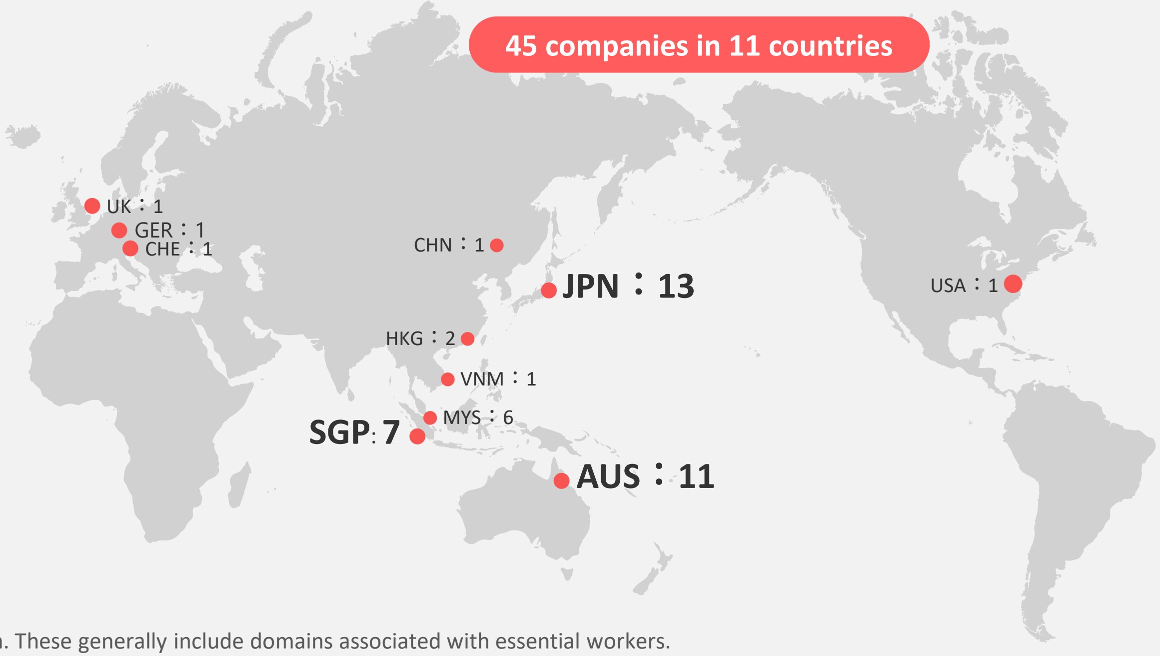
Creating a Strong Brand with High Expected Value and Becoming No. 1 in the Business Fields of Working, Interesting, Learning and Living. This Is Our Vision.

Value

Believe in Your Possibility

WILL GROUP

Company Name	WILL GROUP, INC.
Established	2006 (Founded in 1997)
President, Representative Director	Yuichi Sumi
Headquarters	Nakano-ku,Tokyo
Capital	2,200 million yen (as of March 31, 2026)
Stock Exchange	Tokyo Stock Exchange, Prime Market (Stock code: 6089)
Number of subsidiaries	44 (Domestic: 12 companies, Overseas: 32 companies)
Number of employees	9,005 (As of March 31, 2026)

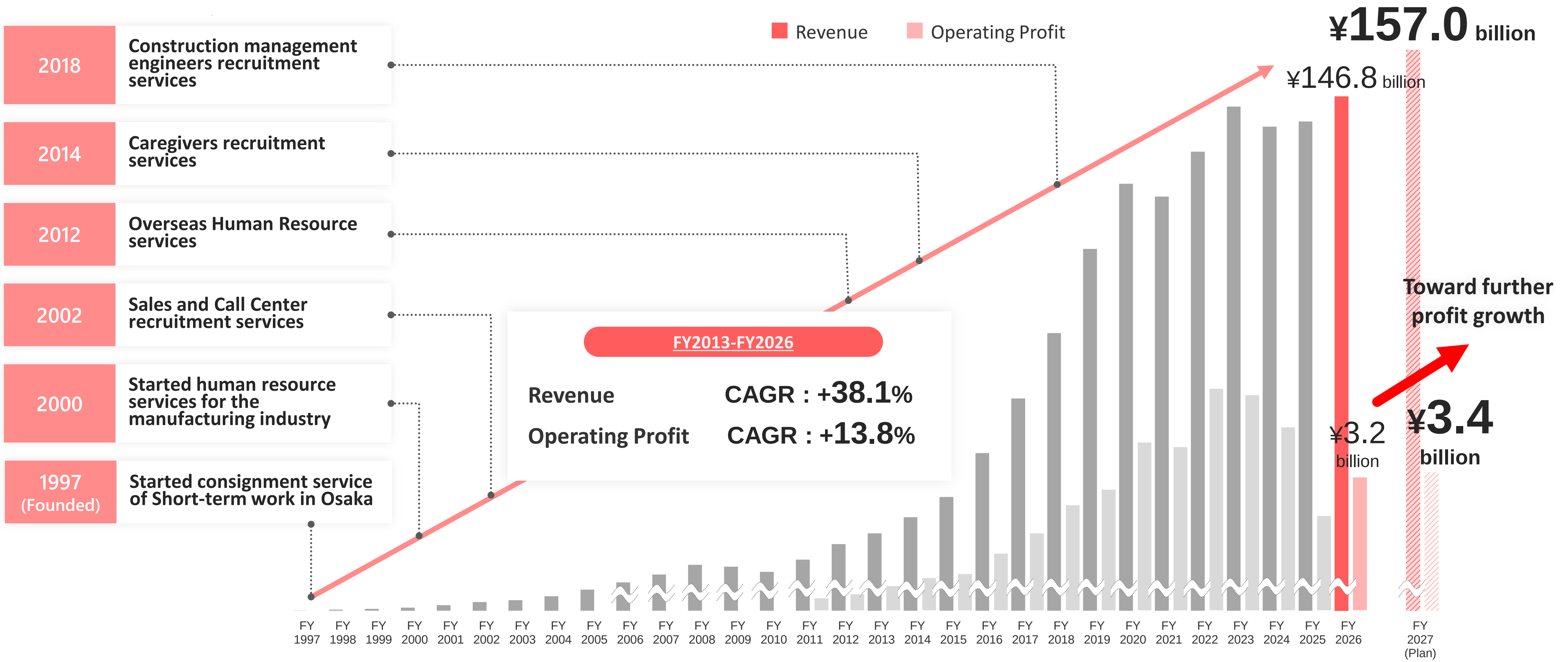


*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

About Will Group – History and Growth Trajectory –

WILL GROUP

- Since we began providing human resource services for the manufacturing industry in 2000, we have cultivated our sustainable growth potential by consistently entering new business sectors.
- In the period from the fiscal year of our listing, FY2013, until FY2026, our CAGR for revenue is +38.1% and our CAGR for operating profit is +13.8%.



About Will Group – Business Overview and Revenue Composition –

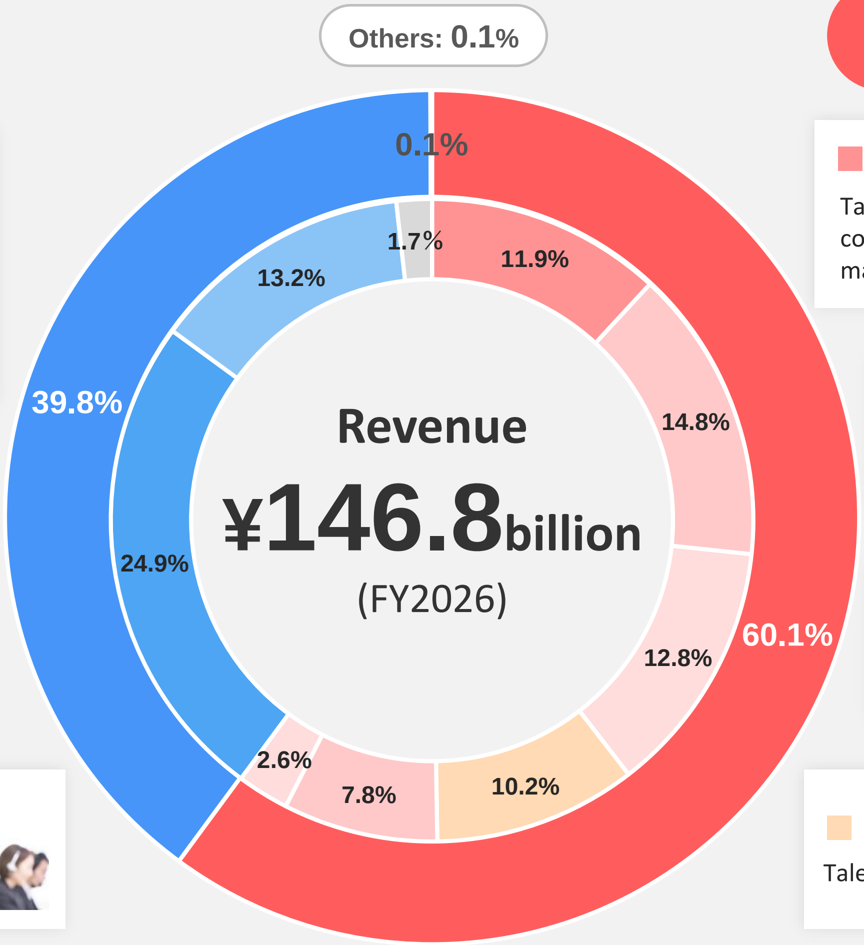
WILL GROUP

- The consolidated revenue composition is 60% from Japan and 40% from overseas.
- One of the Group's strengths lies in its diversified portfolio, which enables consistent and sustainable growth even in the face of rapidly changing economic conditions and markets, without an excessive focus on specific business sectors.

Overseas W : 39.8%

AUSTRALIA	24.9%
SINGAPORE	13.2%
Other Overseas WORK	1.7%

Talent solutions services in ASEAN and Oceania regions



Domestic W: 60.1%

Construction 11.9%

Talent solutions services, specialized in providing construction engineers such as construction management engineers

Sales 14.8%

Talent solutions services for telecommunications and apparel

Factory 12.8%

Talent solutions services for Food manufacturing

Healthcare 10.2%

Talent solutions services for nursing home facilities

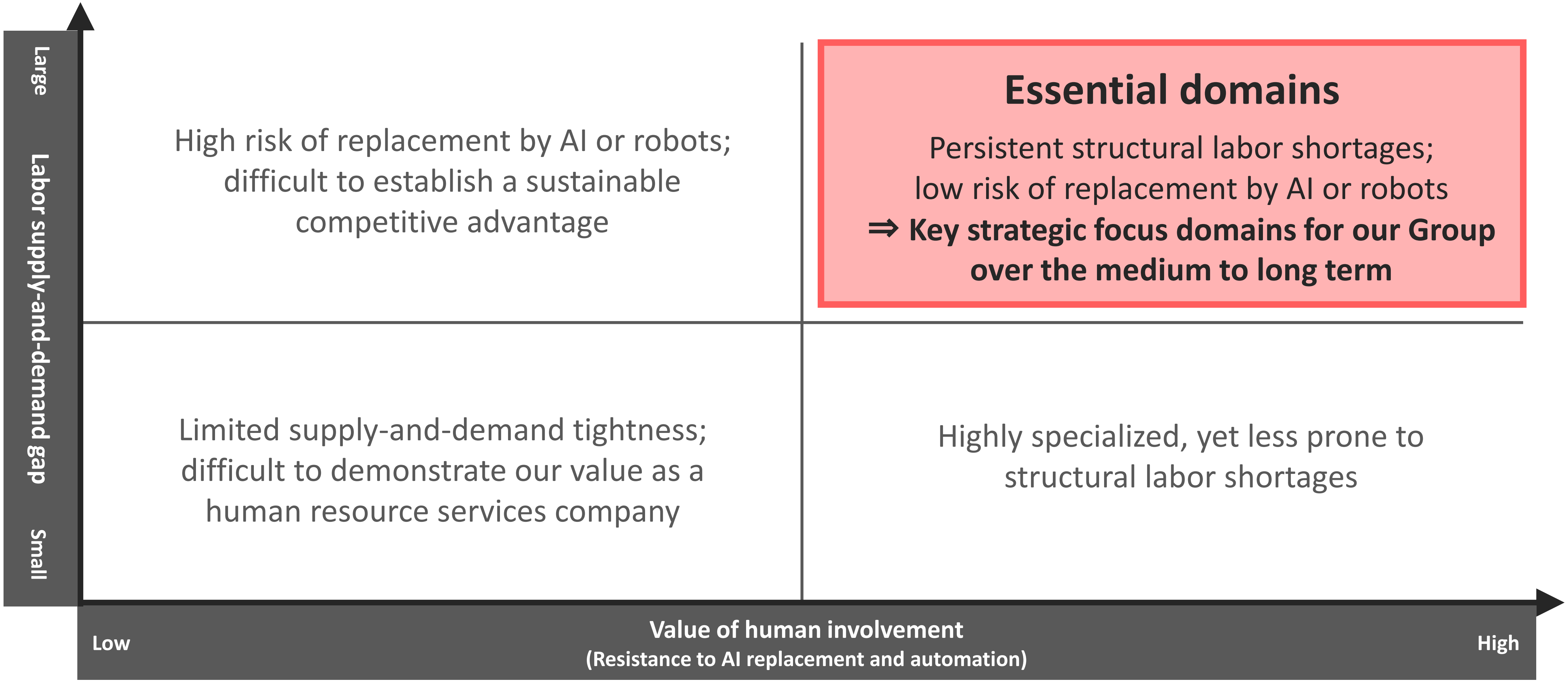
Other Domestic WORK 3.2%

Call Center 7.8%

Talent solutions services for call centers and offices

About Will Group – Structure of the Labor Market –

- Our Group will continue to focus on domains with significant labor supply-demand gaps and low risk of replacement by AI or robots (i.e., essential domains(*)), such as construction and care support, which have been our key business domains to date.

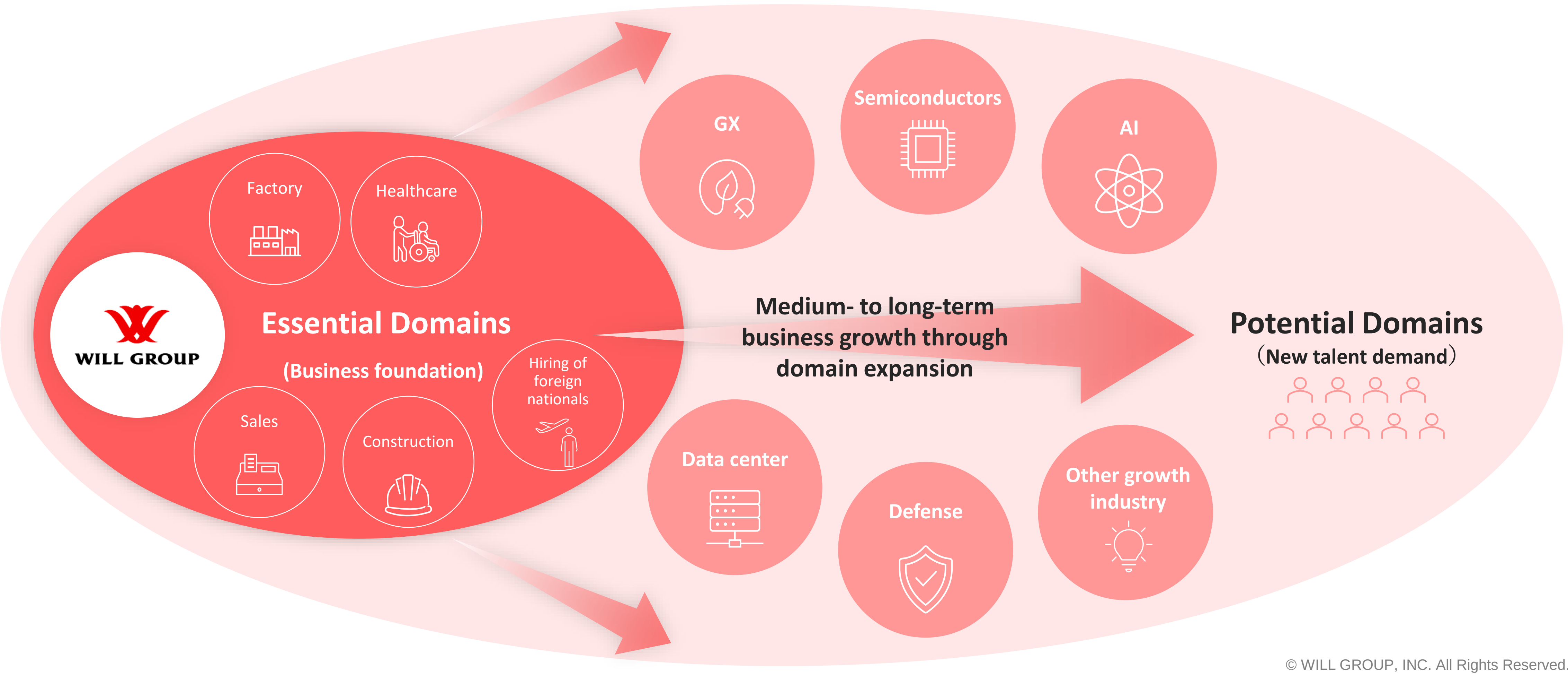


(*) Essential domains: Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

About Will Group – Essential × Potential –

WILL GROUP

- We position the essential domains, where labor supply-demand gaps are significant and human involvement is highly valued, as our business foundation. By leveraging our existing customer base and recruitment, placement, and retention know-how, we are making efforts to capture the diverse talent demands of industries with growth investments in the medium to long term.
- We will expand permanent employee staffing/outsourcing, foreign talent management services, and permanent placement to transition to a more profitable business structure and achieve sustainable profit growth.



About Will Group – Business Foundation with Strengths in Essential Domains –

WILL GROUP

- Many areas in which the Domestic Working Business operates are classified as essential domains.

Construction

Talent solutions services, specialized in providing construction engineers such as construction management engineers

Temporary staff for construction management engineering

Industry 6 *

Sales

Talent solutions services and sales support services for telecommunications and apparel

Temporary staff for sales

Industry 2 *

Factory

Talent solutions services for Food manufacturing

Temporary staff for food and light work

Industry 6 *

Healthcare

Talent solutions services for nursing home facilities

Temporary staff for nursing care

Industry 6 *

Call Center

Talent solutions services for call centers and offices

Temporary staff for work as operators

Industry 1 *

We have successfully gained top-level market share by specializing in specific categories (occupations) and developing our expertise and know-how.

* According to our research

About Will Group – The "Strengths" That Allow Us to Gain Market Share Even as a Late Entrant –

WILL GROUP

The Group's three strengths

1 Pursuit of results

- High management ability by specializing in categories.
- Respond to client needs and work as a partner of our clients to pursue results

2 Talent development ability

- Our "Hybrid temporary staffing" model (system in which our full-time employees are stationed on site to provide support) and on- the-job training program enable us to transform new starters to excel at an early stage

3 Retention rate improvement

- For industries with high turnover rate, our hybrid temporary staffing model enables us to improve our retention rate by enhancing the communication on-site with a robust follow-up system.

Hybrid temporary staffing with managers stationed on site

By implementing the PDCA (Plan-Do-Check-Act) cycle to achieve results, we contributed to both our contract staff and client companies

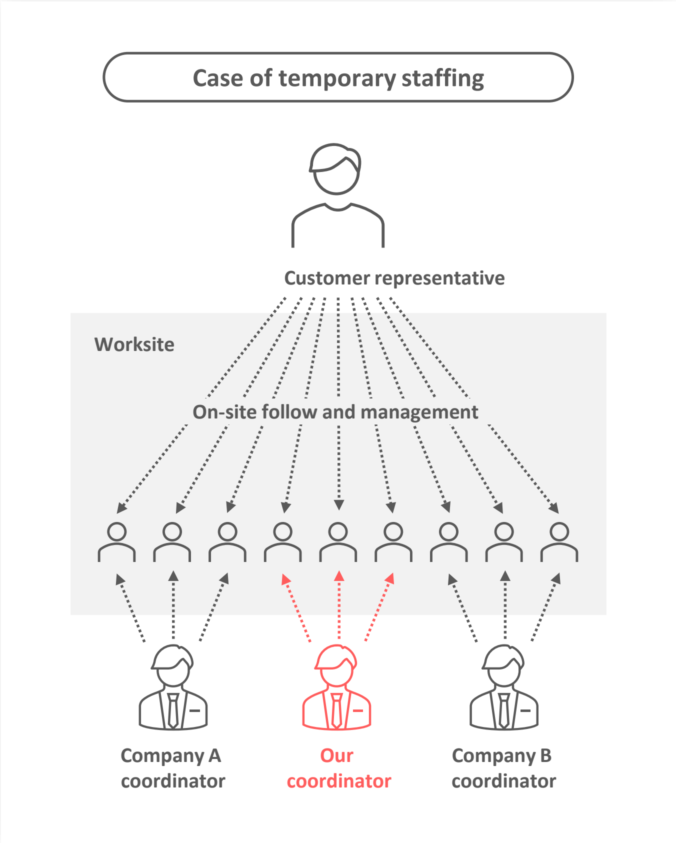
About Will Group – Hybrid temporary staffing –

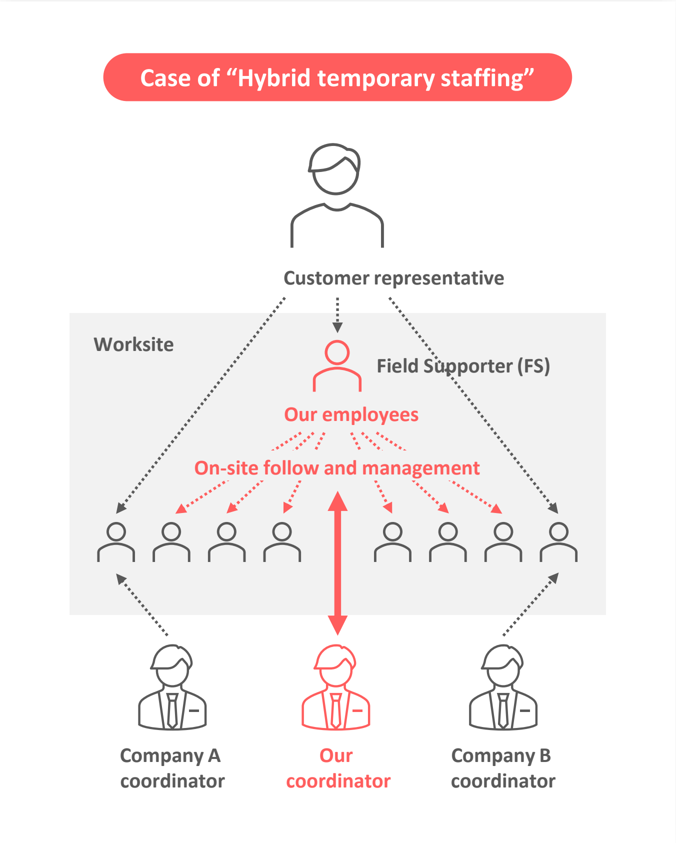
WILL GROUP

Hybrid temporary staffing

Full-time employees called FS (Field Supporter) work on-site to support client and contract staff.
Above system is compatible with the hiring foreign workers.
(Foreign FS who graduated from Japanese universities work on-site where foreign contract staff are assigned.)

temporary staffing		Hybrid temporary staffing
Low	**Loyalty to business execution**	High
Low	**Teamwork**	High
Complex	**Command**	Smooth
Diffcult	**Information sharing**	Easy

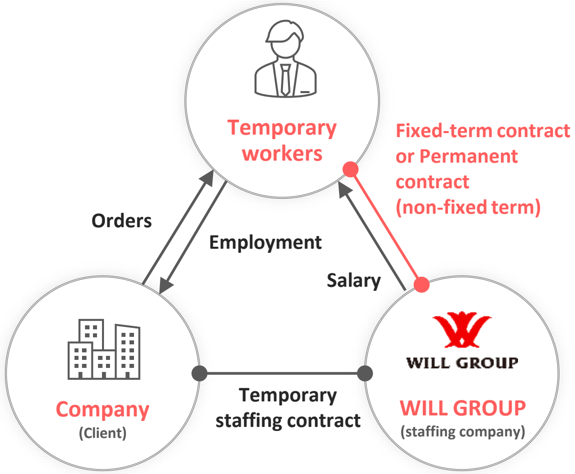




About Will Group – Our Business Model and Profit Structure –

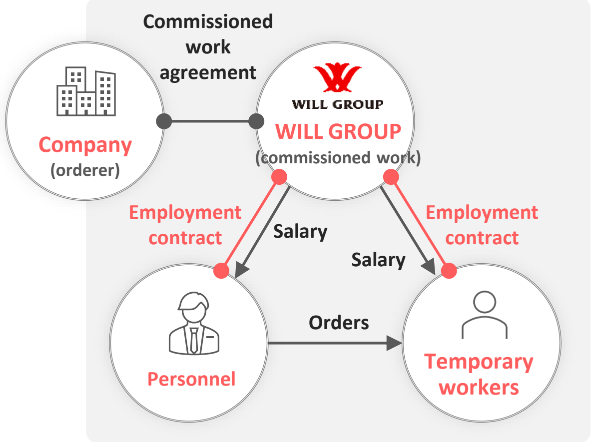
Temporary staffing
(Fixed term staffing, Permanent employee staffing)

Overview	Dispatch human resources who are enrolled in or employed by a dispatching company to a company
Revenue Model	Customer billing unit price-Payment unit price to temporary staff
Revenue Composition*1	75%
Gross Margin	Fixed term staffing : 14-17% Permanent employee staffing : 21-28%



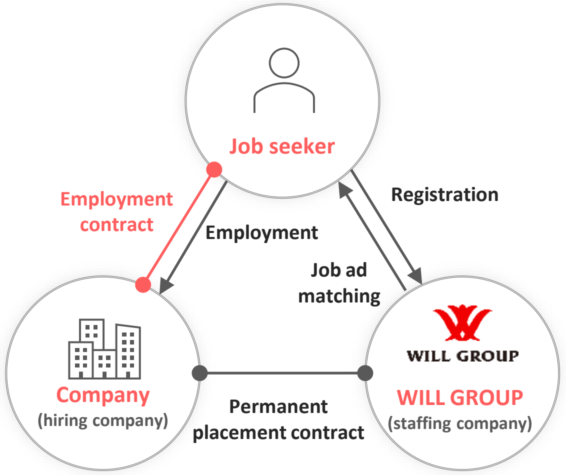
Outsourcing

Overview	Provide operational outsourcing services to client companies
Revenue Model	Outsourcing fees
Revenue Composition*1	13%
Gross Margin	14～17%



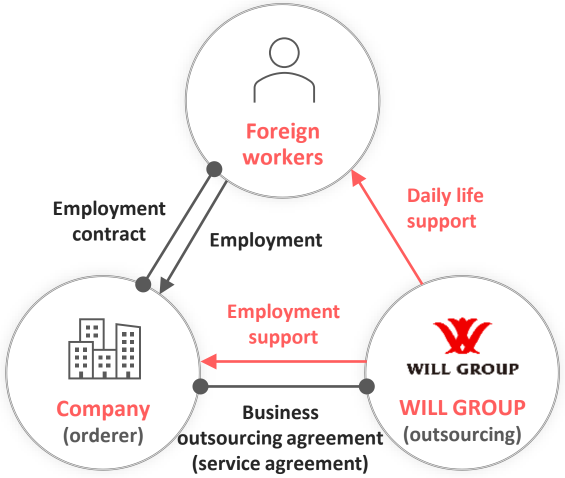
Permanent placement

Overview	Mediate between job seekers and companies to make matching successful.
Revenue Model	Permanent placement fee (Annual income x 25-40%)
Revenue Composition*1	7%
Gross Margin	90% or higher



Foreign Talent Management Services

Overview	Provide employment and daily-life support to foreign workers
Revenue Model	Outsourcing fees (¥20,000-¥30,000 per person per month)
Revenue Composition*1	1% or less
Gross Margin	90% or higher



*1 For FY2026

About Will Group – Major Group Companies –

	Business Segment	Major Service	Industry
WILLOF WORK, Inc.	Domestic Working Business	Temporary staffing Outsourcing Permanent placement Foreign Talent Management Services	Telecommunications, apparel, Food manufacturing and other manufacturing sector and logistics, call center, nursing care facilities and nursery school, etc.
WILLOF CONSTRUCTION, Inc.	Domestic Working Business	Temporary staffing	Construction industry (construction management)
DFP Recruitment Holdings Pty Ltd (Australia)	Overseas Working Business	Temporary staffing	Government agencies and telecommunications sectors, etc.
Ethos BeathChapman Australia Pty Ltd (Australia)	Overseas Working Business	Temporary staffing	Government agencies and Banking & Finance, etc.
u&u Holdings Pty Ltd (Australia)	Overseas Working Business	Temporary staffing Permanent placement	Government agencies and major firms, etc.
Scientec Consulting Pte. Ltd. (Singapore)	Overseas Working Business	Temporary staffing Permanent placement	Government agencies, IT sectors, etc.
The Chapman Consulting Group Pte. Ltd. (Singapore)	Overseas Working Business	Permanent placement	HR related personnel, etc.

About Will Group – Board Members (Directors and Audit & Supervisory Board Members) –

WILL GROUP

Chairman

Ryosuke Ikeda

President and Representative Director, CEO

Yuichi Sumi

Director, COO

Hideo Murakami

Outside Director (Independent)

Kunihiro Koshizuka

Outside Director (Independent)

Masato Takahashi

Outside Director (Independent)

Yuko Ichikawa

Full-time Outside Audit &Supervisory Board Member (Independent)

Sachie Ikeda

Audit &Supervisory Board Member (Independent)

Shizuka Sawada

Audit & Supervisory Board Member (Independent)

Katsumi Nakamura

About Will Group – Board Members (Executive Officers) –

Executive Officer,
Administration

Satoshi Takayama

Executive Officer,
Business Design

Hironobu Takeda

Executive Officer,
Human Resources

Kumi Kogahara

Executive Officer, Overseas
Strategy / Corporate Planning

Hiroshi Kitamura

Executive Officer,
IT Strategy

Kentaro Katayama

Reference Information and Links

Medium-term Management Plan (WILL-being 2029)

https://willgroup.co.jp/en/ir/management/strategy/

Integrated Report 2025

https://willgroup.co.jp/en/ir/library/integrated_report/

Annual Securities Report

https://willgroup.co.jp/en/ir/library/

Sustainability

https://willgroup.co.jp/en/sustainability/

IR News

https://willgroup.co.jp/en/ir/news/

Stock Information

https://willgroup.co.jp/en/ir/stock_info/basic_info/

Forecasts of future performance in this report are based on assumptions judged to be valid and information available to the Will Group's management at the time the materials were prepared, but are not promises by the Will Group regarding future performance. Actual results may differ significantly from these forecasts for a number of reasons.
This report is an English translation of the original Japanese document and is only for reference purposes. In the event of any discrepancy between the original Japanese version and this translated version, the Japanese version shall prevail.

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WILL GROUP