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To whom it may concern:

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**Notice Regarding Group Reorganization (Merger between Consolidated Subsidiaries,  
Changes in Trade Names of Two Consolidated Subsidiaries, and  
Change in Representative Director of a Consolidated Subsidiary)**

WILL GROUP, INC. (the “Company”) hereby announces that the Board of Directors, at its meeting held today, has resolved to merge its consolidated subsidiaries WILLOF WORK, Inc. (“WILLOF WORK”) and WILLOF CONSTRUCTION, Inc. (“WILLOF CONSTRUCTION”), with a scheduled effective date of April 1, 2027 (the “Merger”). In connection with the Merger, WILLOF WORK, the surviving company, is scheduled to change its trade name to WILLOF, Inc. and change its Representative Director on the effective date of the Merger. As the Merger is between consolidated subsidiaries, certain disclosure items and details have been omitted.

The Company also announces that its consolidated subsidiary HR CAREER, Inc. will change its trade name on April 1, 2027.

**1. Purpose of the Group Reorganization**

Under the Medium-Term Management Plan (WILL-being 2029) announced in May 2026, the Group is working to reform its profit structure under the strategic themes of “Expansion of talent solutions business for permanent employees and foreign workers” for the Domestic Working Business and “Strengthening profitability with a focus on productivity” for the Overseas Working Business.

The Company will undertake this group reorganization to further integrate and unify the Group, improve operational efficiency and productivity through the effective use of management resources, and thereby respond promptly and appropriately to changes in the business environment and enhance business competitiveness.

**2. The Merger**

**(1) Purpose**

By establishing a unified business management structure, the Company will strengthen its ability to recruit personnel amid labor shortages and intensifying competition for talent, and support the career development of both fixed-term and permanently employed staff assigned to clients in more diverse ways and at a faster pace. It will also optimize its organizational structure in response to changes in the business environment to ensure efficient business operations. Through these initiatives, the Company aims to strengthen its business foundation and enhance corporate value by steadily advancing the Domestic Working Business strategic theme of “Expansion of talent solutions business for permanent employees and foreign workers.”

## (2) Summary

### (i) Merger schedule

|                                                                                     |                               |
|-------------------------------------------------------------------------------------|-------------------------------|
| Date of resolution at the meeting of the Company's Board of Directors on the Merger | October 27, 2026              |
| Date of conclusion of the merger agreement                                          | November 19, 2026 (scheduled) |
| Date of the Merger (effective date)                                                 | April 1, 2027 (scheduled)     |

### (ii) Merger method

An absorption-type merger in which WILLOF WORK will be the surviving company and WILLOF CONSTRUCTION will be the absorbed company.

### (iii) Allotment in connection with the Merger

No shares, cash or other consideration will be allotted in connection with the Merger, as it is a merger between the Company's consolidated subsidiaries.

### (iv) Treatment of stock acquisition rights and bonds with stock acquisition rights in connection with the Merger

Not applicable.

## (3) Overview of the companies involved in the Merger

|                                                                                                                 | Surviving company                                       | Absorbed company                                        |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|
| (i) Trade name                                                                                                  | WILLOF WORK, Inc.                                       | WILLOF CONSTRUCTION, Inc.                               |
| (ii) Location                                                                                                   | 3-1-24, Shinjuku, Shinjuku-ku, Tokyo                    | 2-1-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo               |
| (iii) Name and job title of representative                                                                      | Hideo Murakami<br>President and Representative Director | Hiroshi Tanaka<br>President and Representative Director |
| (iv) Principal business activities                                                                              | Human resources services                                | Human resources services                                |
| (v) Share capital                                                                                               | ¥99 million                                             | ¥98 million                                             |
| (vi) Date of establishment                                                                                      | January 1997                                            | May 2011                                                |
| (vii) Number of issued shares                                                                                   | 3,200 shares                                            | 1,982,400 shares                                        |
| (viii) Fiscal year-end                                                                                          | March 31                                                | March 31                                                |
| (ix) Major shareholder and shareholding ratio                                                                   | The Company: 100.0%                                     | The Company: 100.0%                                     |
| (x) Financial position and operating results for the most recent fiscal year (fiscal year ended March 31, 2026) |                                                         |                                                         |
| Net assets                                                                                                      | ¥1,392 million                                          | ¥1,394 million                                          |
| Total assets                                                                                                    | ¥11,996 million                                         | ¥4,007 million                                          |
| Net assets per share                                                                                            | ¥435,262.50                                             | ¥703.30                                                 |
| Net sales                                                                                                       | ¥65,153 million                                         | ¥17,407 million                                         |
| Operating profit                                                                                                | ¥422 million                                            | ¥1,055 million                                          |
| Ordinary profit                                                                                                 | ¥381 million                                            | ¥1,043 million                                          |
| Profit                                                                                                          | ¥201 million                                            | ¥715 million                                            |
| Basic earnings per share                                                                                        | ¥62,931.94                                              | ¥360.75                                                 |

(4) Status after the Merger

WILLOF WORK, the surviving company, is scheduled to change its trade name to WILLOF, Inc. and change its Representative Director on April 1, 2027, the effective date of the Merger.

There will be no changes to its location, business activities, share capital, fiscal year-end, major shareholder, and shareholding ratio.

(i) Change in trade name: April 1, 2027 (scheduled)

| Before change     | After change |
|-------------------|--------------|
| WILLOF WORK, Inc. | WILLOF, Inc. |

(ii) Change in Representative Director: April 1, 2027 (scheduled)

| Name           | New position                          | Current position                      | Significant concurrent positions                                                                                       |
|----------------|---------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Hiroshi Tanaka | President and Representative Director | Director                              | President and Representative Director of WILLOF CONSTRUCTION, Inc.                                                     |
| Hideo Murakami | Director                              | President and Representative Director | Director, COO of the Company<br>Director of WILLOF CONSTRUCTION, Inc.<br>Director of WILL GROUP Asia Pacific Pte. Ltd. |

3. Change in Trade Name of a Consolidated Subsidiary

(1) Purpose

The trade name of HR CAREER, Inc., which became a consolidated subsidiary of the Company in October 2025, will be changed to unify service brands, thereby enhancing the subsidiary's name recognition and improving the quality of its services.

(2) Overview of the subsidiary

|                                            |                                                      |
|--------------------------------------------|------------------------------------------------------|
| (i) Trade name                             | HR CAREER, Inc.                                      |
| (ii) Location                              | 4-20-3, Ebisu, Shibuya-ku, Tokyo                     |
| (iii) Name and job title of representative | Sosuke Mori<br>President and Representative Director |
| (iv) Principal business activities         | Human resources services                             |
| (v) Share capital                          | ¥20 million                                          |

(3) New trade name

WILLOF CAREER, Inc.

(4) Date of change in trade name

April 1, 2027 (scheduled)

4. Outlook

As this reorganization is among consolidated subsidiaries, its impact on the Company's consolidated financial results will be minor.