WILL GROUP

FY2027

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

November 9, 2026

WILL GROUP, INC.

Tokyo Stock Exchange, Prime Market / Stock code: 6089

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

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Agenda

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2. FY2027 Full-Year Earnings Forecast and Shareholder Return P. 25

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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.

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Agenda

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2. FY2027 Full-Year Earnings Forecast and Shareholder Return P. 25

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Financial Highlights – Consolidated –

- In the consolidated results, revenue growth and improved profitability led to a significant increase in profit. The full-year earnings forecast has been revised upward to reflect strong 1H performance.
- In the Domestic Working Business, we continued to reform our earnings structure by expanding the talent solutions business for permanent employees and foreign workers. Gross profit increased and profitability improved, driven by an increase in the number of employees on assignment through strengthened recruitment for permanent employee staffing/outsourcing, an increase in the number of people supported through the strengthening of the foundation for foreign talent management services, and growth in permanent placement at HR CAREER, Inc.
- In the Overseas Working Business, sales productivity improved as a result of optimizing personnel allocation and recruitment plans based on profitability by country and sector. Gross profit increased against the backdrop of the acquisition of high-value-added orders and steady growth of permanent placement services. Profit increased significantly, partly driven by positive forex effects (¥0.17 billion).

Revenue

¥81.73billion

(vs 1H FY26 +14.3%)

Gross profit

¥18.88billion

(vs 1H FY26 +23.0%)

Gross margin 23.1%
(vs 1H FY26 +1.6pt)

Operating profit

¥2.49billion

(vs 1H FY26 +52.0%)

Operating margin3.0%
(vs 1H FY26 +0.7pt)

Domestic Working Business

Revenue

¥46.98billion

(vs 1H FY26 +9.9%)

Segment profit

¥2.21billion

(vs 1H FY26 +25.6%)

Overseas Working Business

Revenue

¥34.70billion

(vs 1H FY26 +20.9%)

Segment profit

¥1.55billion

(vs 1H FY26 +35.5%)

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Progress on key strategies

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Domestic Working Business

Expand our talent solutions business for permanent employees and foreign workers

- The expansion of permanent employee staffing/outsourcing and foreign talent management services as well as growth of permanent placement contributed to an increase in gross profit. We are working to improve productivity to increase medium- to long-term growth potential.

Initiatives implemented	Changes in businesses	Achievements/challenges
✓ Strengthening recruitment in permanent employee staffing/outsourcing ✓ Enhancement of the foundation for foreign talent management services ✓ Expansion of the permanent placement services business for healthcare and welfare domains through HR CAREER	[Year-on-year comparison] ✓ Gross margin: +2.7pt ✓ Number of employees on assignment for permanent employee staffing/outsourcing: +15.1% ✓ Number of foreigners supported through the foreign talent management services: +24.7% ✓ Number of new hires through permanent placement services: +96.4%	[Achievements] Expansion of key services contributed to an increase in profit. [Challenges] Improvement of productivity

Overseas Working Business

Strengthening profitability with a focus on productivity

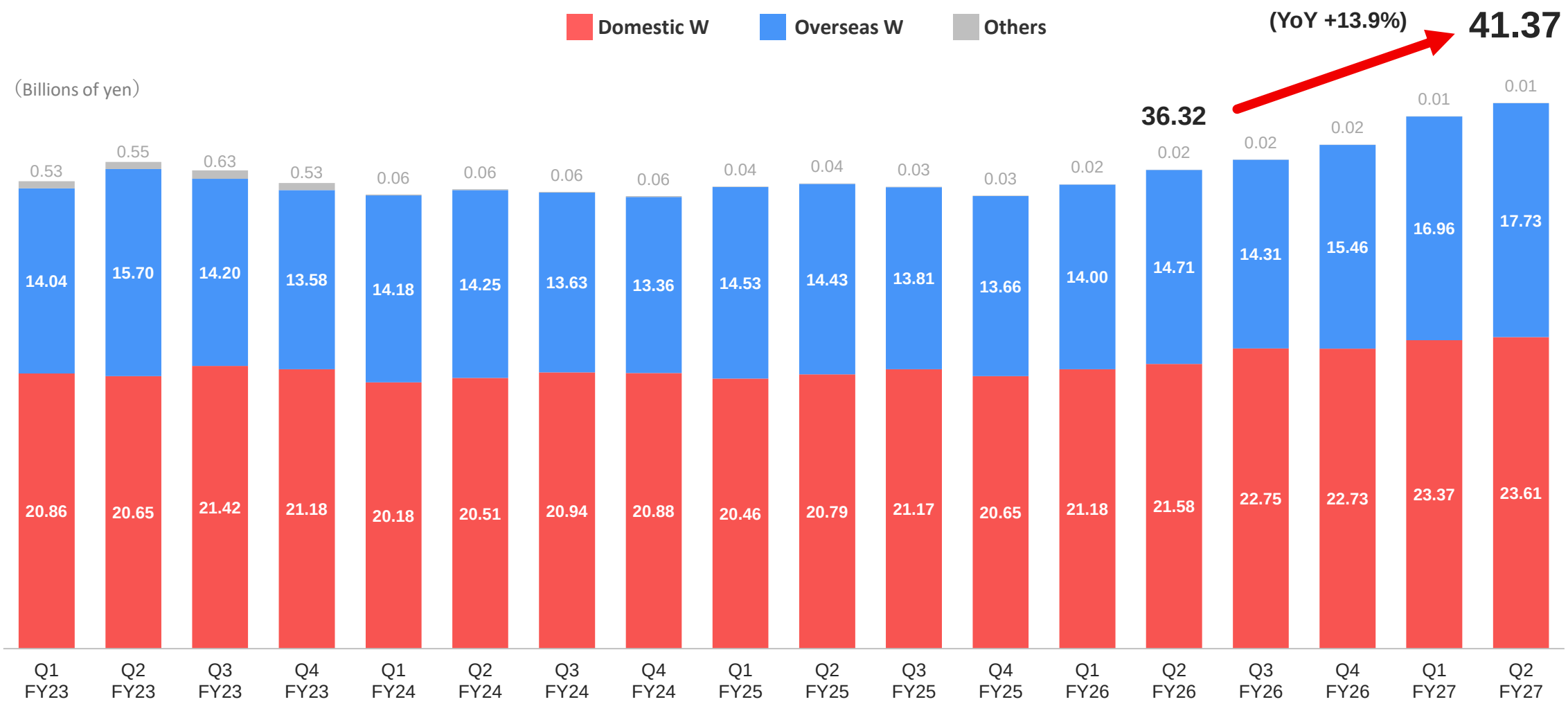
- Revenue efficiency is on a recovery trend due to resource allocation focused on profitability. We will continue to work on optimizing personnel allocation and cost management based on the demand environment.

Initiatives implemented	Changes in businesses	Achievements/challenges
✓ Optimization of sales personnel allocation and recruitment plans based on profitability ✓ Focus on sales activities for high-fee permanent placements	[Year-on-year comparison] ✓ Gross profit to SG&A expenses ratio: 1.23 times → 1.26 times ✓ Number of successful placements in Singapore and others: +12.6%	[Achievements] Improvement of productivity [Challenges] Personnel allocation/cost management based on demand in Australia

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Quarterly Results – Consolidated Revenue –

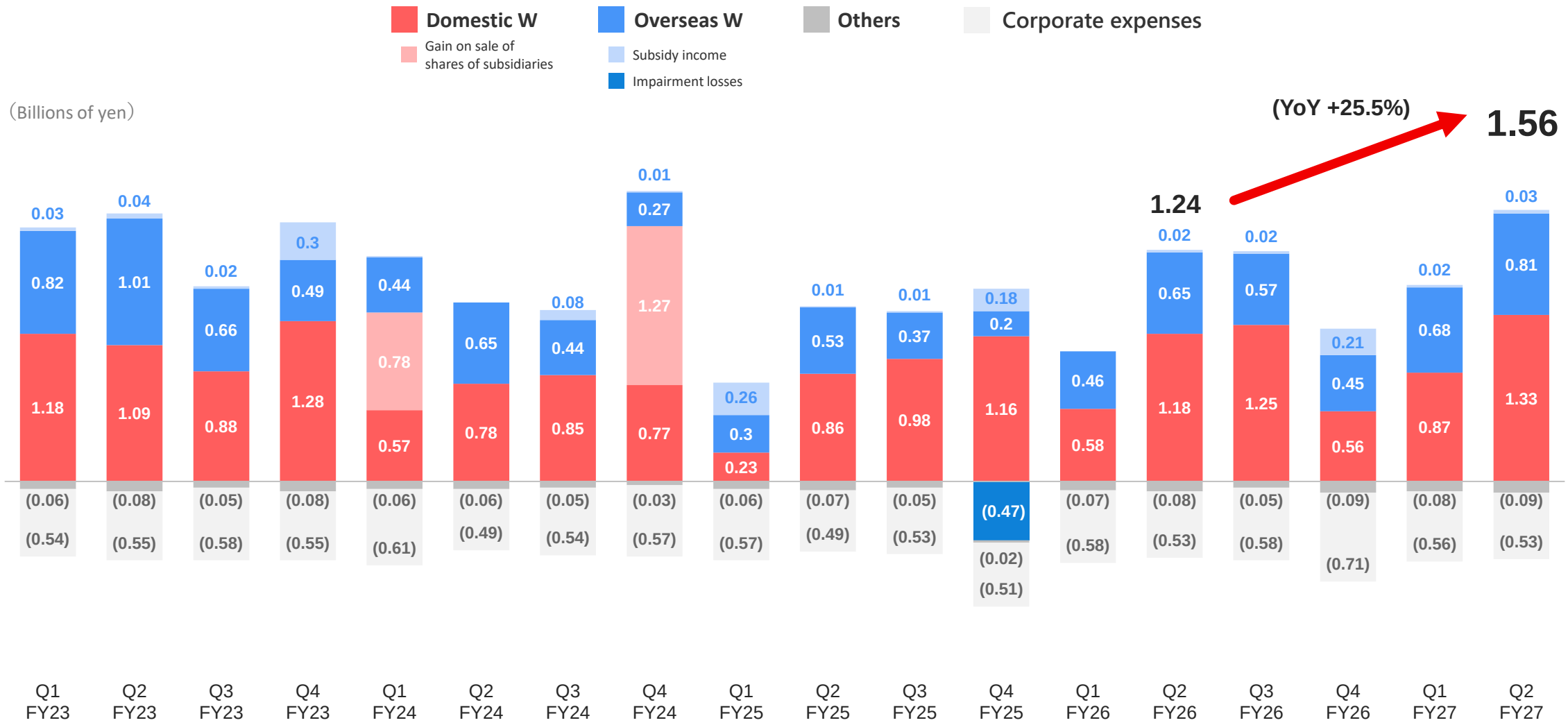
- Q2 revenue increased by ¥5.05 billion compared to Q2 FY2026 (of which, forex impact: +¥2.38 billion). Quarterly revenue continued to reach new record highs.



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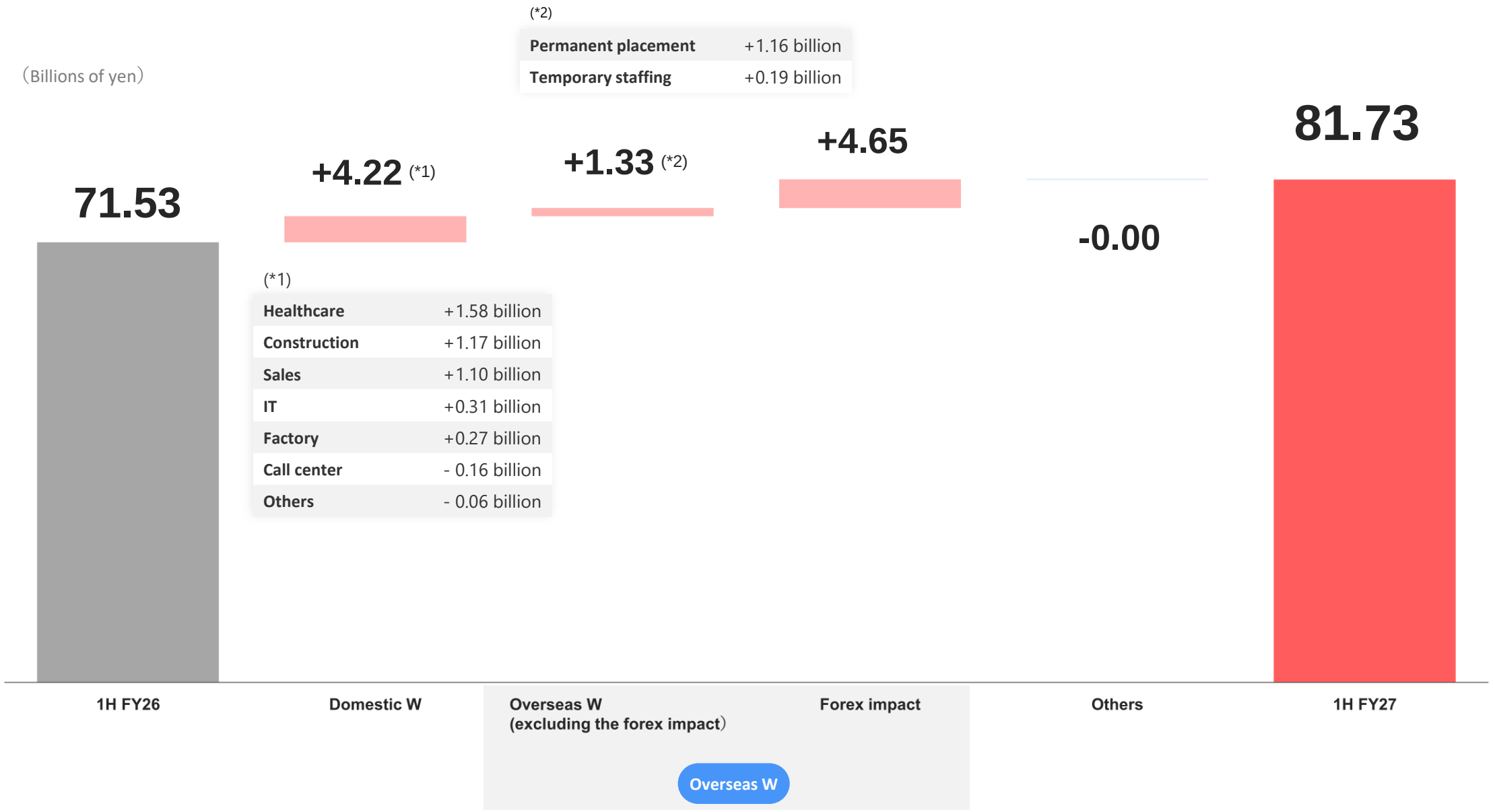
Quarterly Results – Consolidated Operating Profit –

- Q2 operating profit Increased by ¥0.31 billion compared to Q2 FY2026. (of which, forex impact: +¥0.10 billion, government subsidy income in Overseas Working Business +¥0.01 billion)



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



(*1)

Healthcare	+1.58 billion
Construction	+1.17 billion
Sales	+1.10 billion
IT	+0.31 billion
Factory	+0.27 billion
Call center	- 0.16 billion
Others	- 0.06 billion

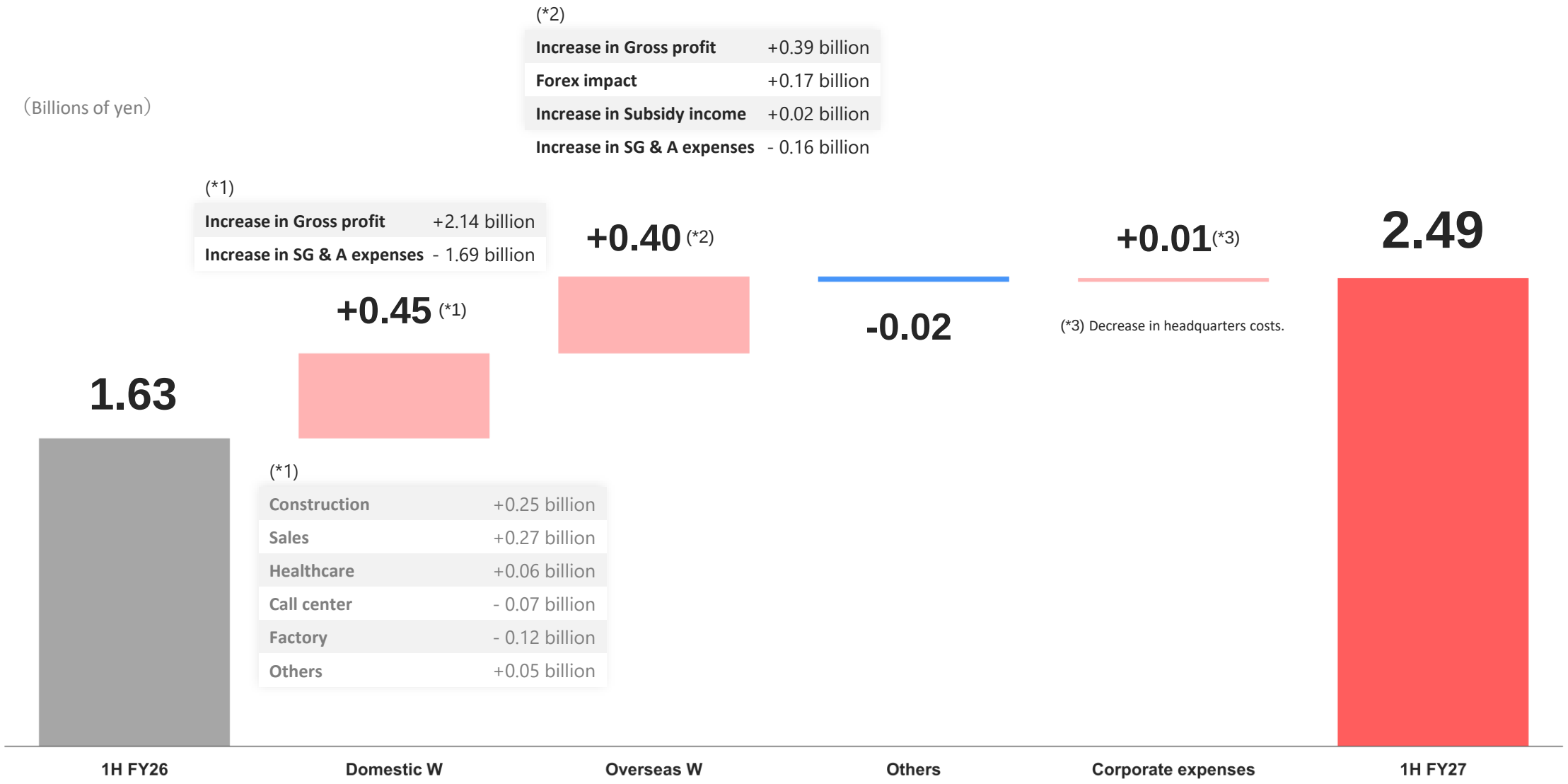
(*2)

Permanent placement	+1.16 billion
Temporary staffing	+0.19 billion

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

(Billions of yen)

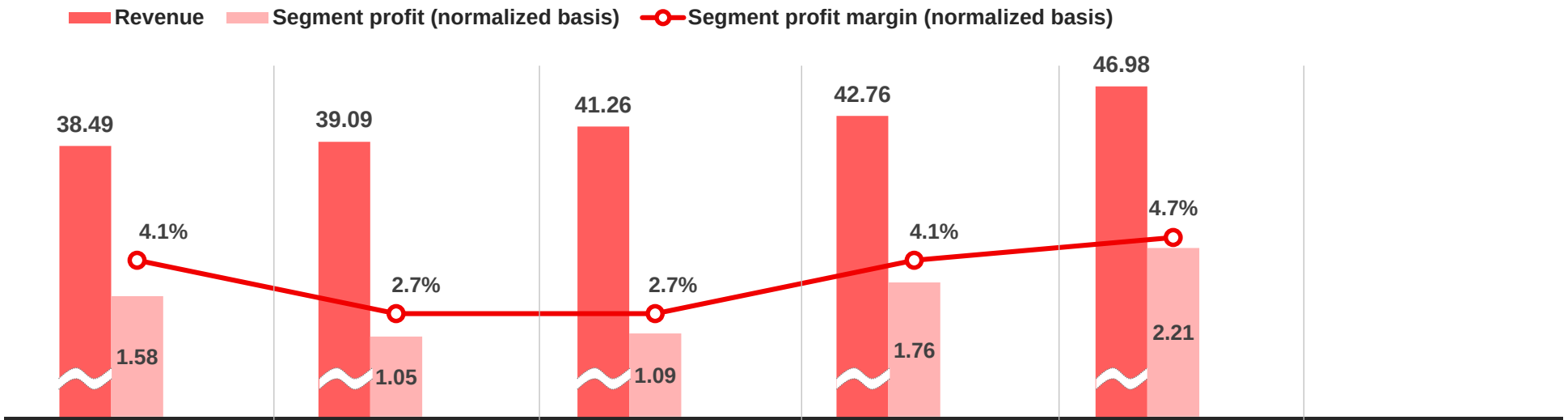


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Domestic Working Business – Overall –

- Revenue reached a record high for 1H.
- Segment profit and segment profit margin (normalized basis) have continued to improve since hitting a low in FY2025. Profit growth (+25.6% year on year) significantly outpaced revenue growth (+9.9%), demonstrating steady progress in earnings structure reforms.

(Billions of yen)



	1H FY23	1H FY24	1H FY25	1H FY26	1H FY27	vs 1H FY26
Normalized Revenue[*1] (Revenue)	**38.49** (41.52)	**39.09** (40.70)	**41.26** (41.26)	**42.76** (42.76)	**46.98** (46.98)	**+9.9%**
Normalized Segment profit[*2] (Segment profit)	**1.58** (2.27)	**1.05** (2.14)	**1.09** (1.09)	**1.76** (1.76)	**2.21** (2.21)	**+25.6%**
Normalized Segment profit margin	**4.1%**	**2.7%**	**2.7%**	**4.1%**	**4.7%**	**+0.6pt**

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

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Domestic Working Business – Strategic Themes –

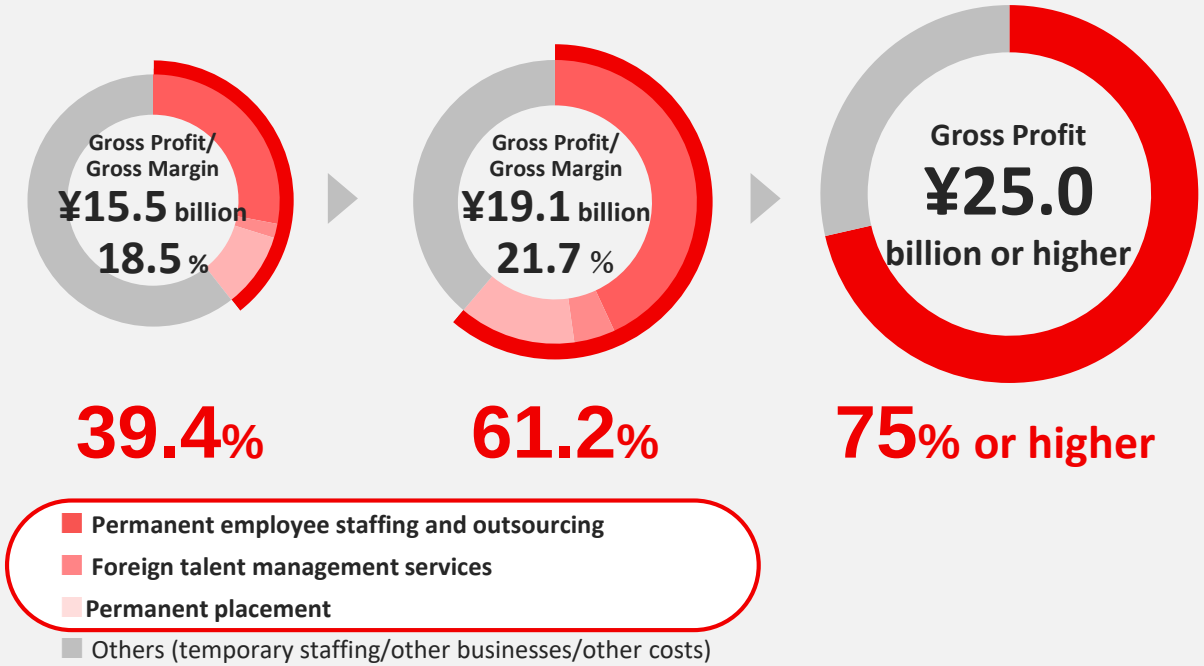
- The strategic theme of the Domestic Working Business under the WILL-being 2029 medium-term management plan is to “expand our talent solutions business for permanent employees and foreign workers.”
- We aim to increase the proportion of gross profit generated by highly profitable permanent employee 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.

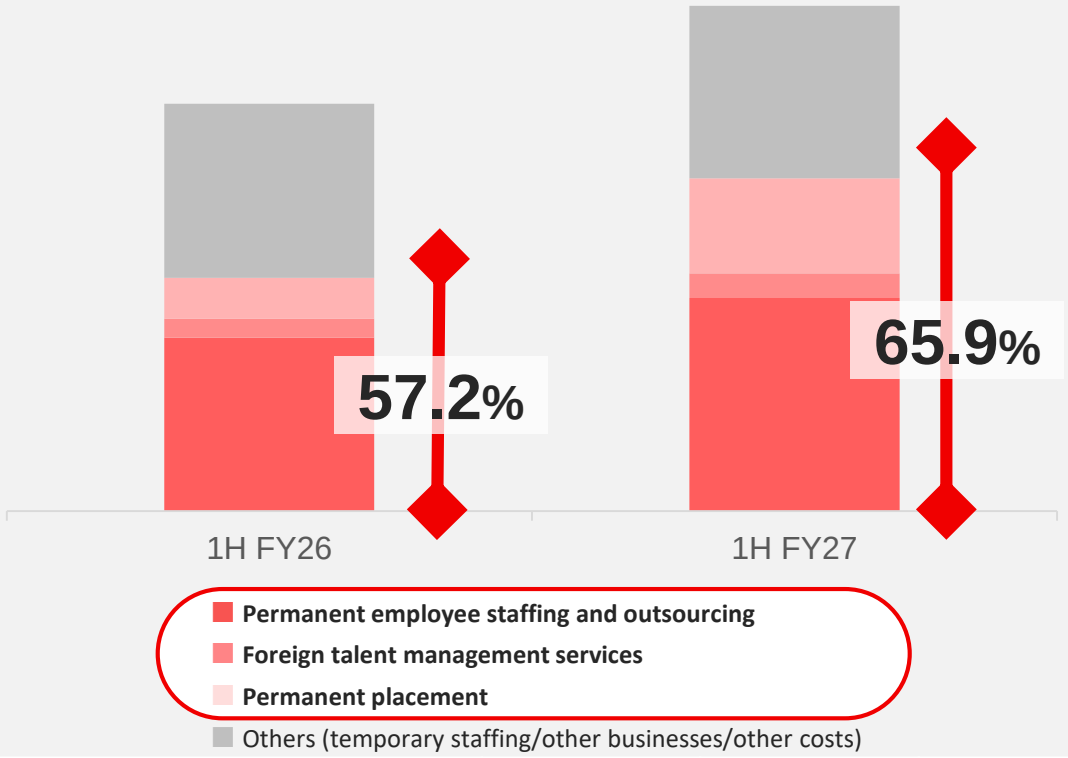
*2 Excluding impact of exclusion from consolidation due to sale of subsidiaries.

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Domestic Working Business - Changes in gross profit -

- The expansion of permanent employee staffing/outsourcing and foreign talent management services as well as growth of permanent placement resulting from HR CAREER, Inc. joining the Group contributed to an increase in gross profit.

Change in share of gross profit by service



Indicators	1H FY26	1H FY27	vs 1H FY26
Gross profit of the Domestic Working Business	¥8.91 billion	¥11.06 billion	+¥2.14 billion
Gross margin of the Domestic Working Business	20.8%	23.5%	+2.7pt
Proportion of gross profit generated by talent solutions business for permanent employees and foreign workers	57.2%	65.9%	+8.7pt

Permanent employee staffing and outsourcing

Gross profit ⇒ vs 1H FY26 +¥0.86billion

Strengthening of recruitment and development ⇒ Increase in the number of employees (See page 13)

Foreign talent management services

Gross profit ⇒ vs 1H FY26 +¥0.12billion

Enhancement of the support system ⇒ Increase in the number of people supported (See page 15)

Permanent placement

Gross profit ⇒ vs 1H FY26 +¥1.18billion

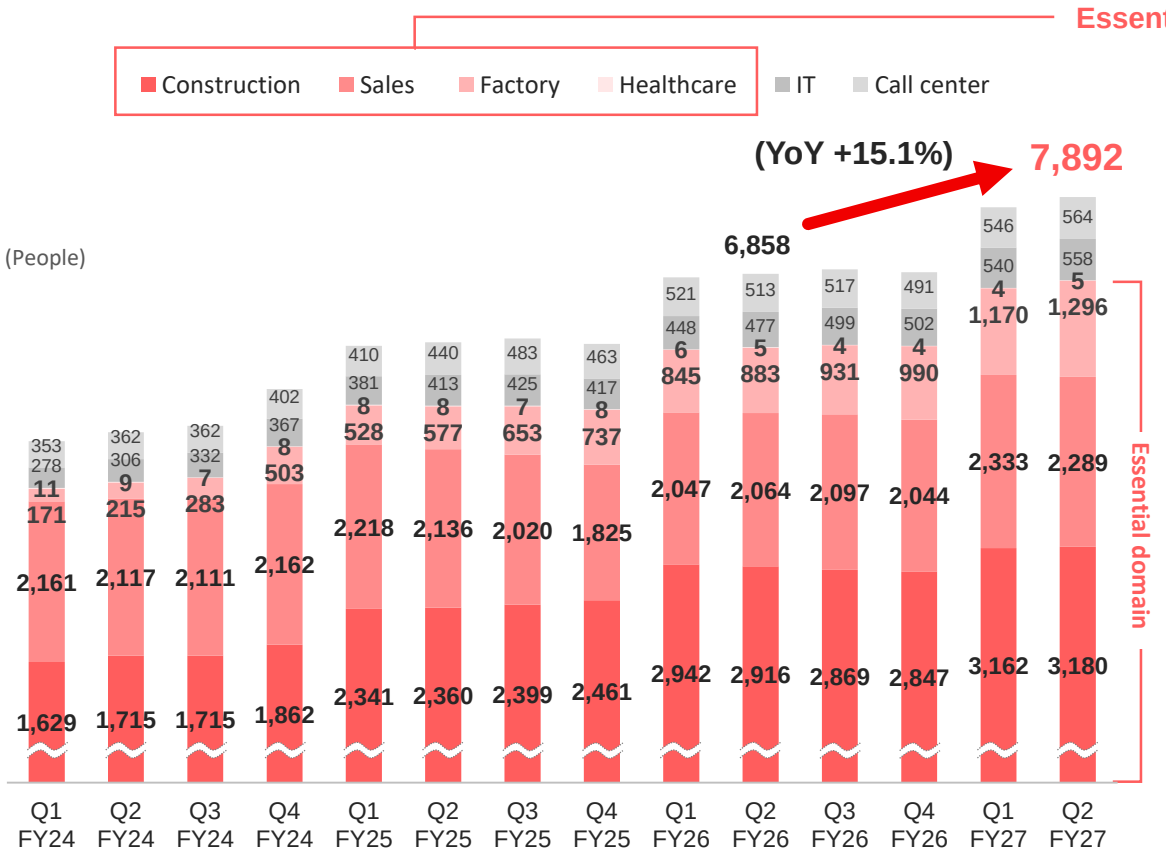
Enhancement of the permanent placement system ⇒ Increase in the number of placements (See page 15)

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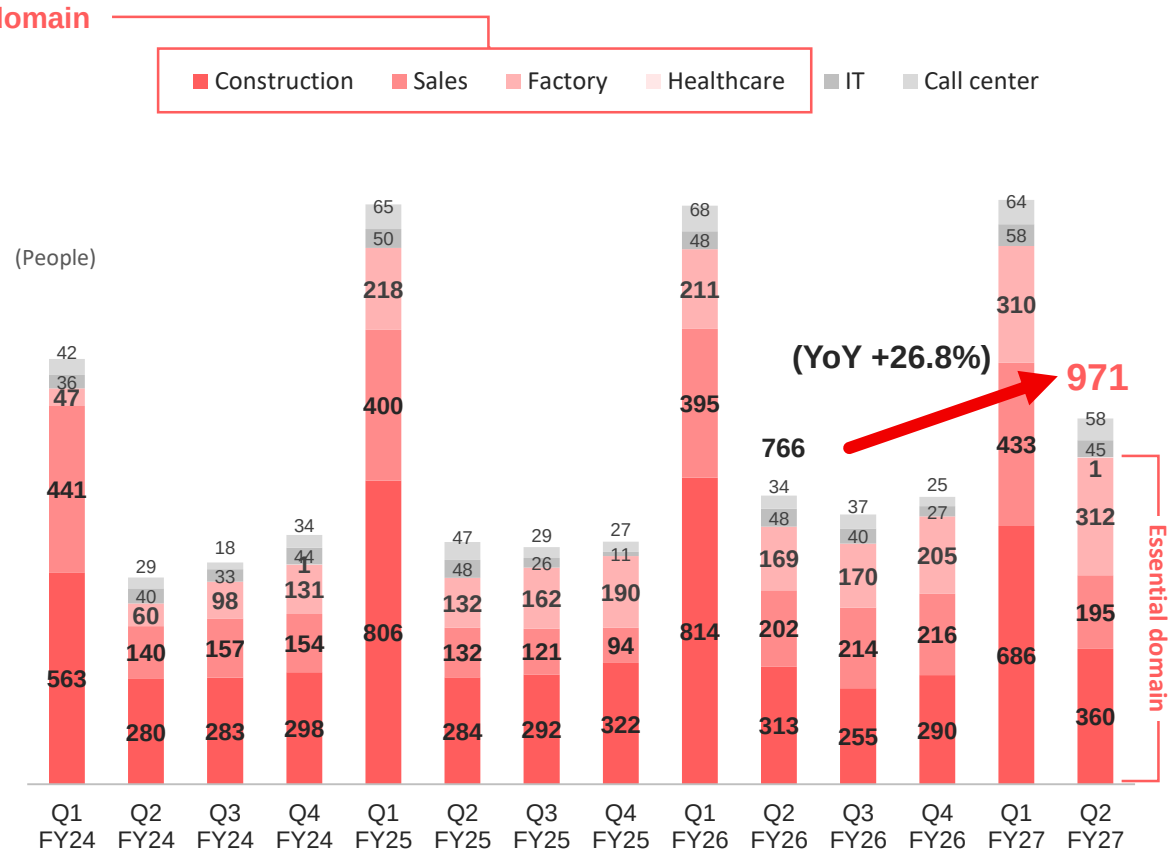
Domestic Working Business – KPI (Permanent employee staffing and outsourcing) –

- The number of employees on assignment for permanent employee staffing/outsourcing has steadily increased mainly in the essential domains*1 (+1,034 year on year).
- The number of hires for permanent employee staffing/outsourcing remained strong, supported by increased brand awareness resulting from ongoing brand promotions and stronger recruitment capabilities developed through the accumulation and enhancement of recruitment know-how. The number of hires in Q1 FY2027 includes 599 new graduates (construction: 348; sales: 228; factory: 8; IT: 13; call center: 2).

Permanent employee staffing/outsourcing Number of employees



Permanent employee staffing /outsourcing Number of hires



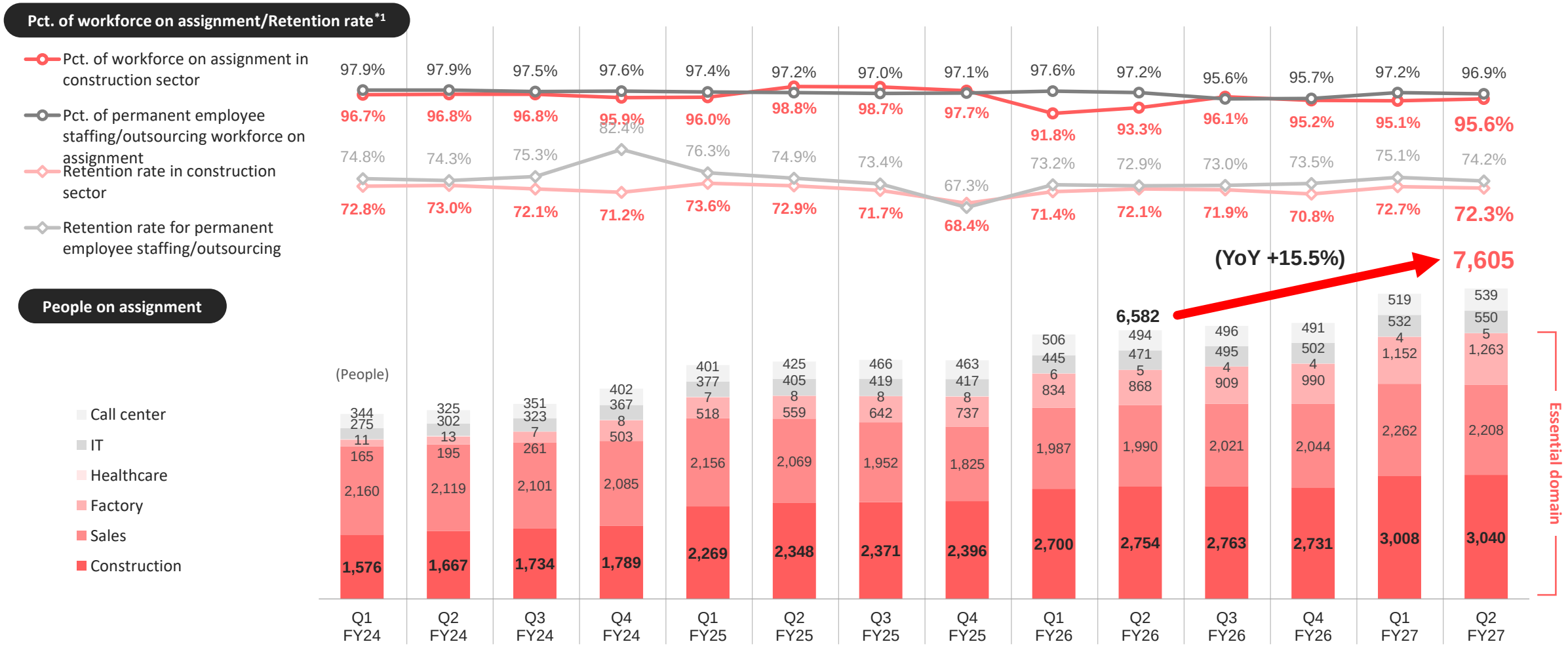
*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

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Domestic Working Business – Permanent employee staffing/outsourcing

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

- In each domain, we implemented initiatives to improve the retention rate such as appropriate assignment matching and regular follow-up interviews after employment. The retention rate was higher than that in the same period of the previous fiscal year.
- In all domains, the percentage of workforce on assignment remained at a high level in the high-90% range. We continue initiatives for early assignment, such as increasing placement options including acquisition of new customers.



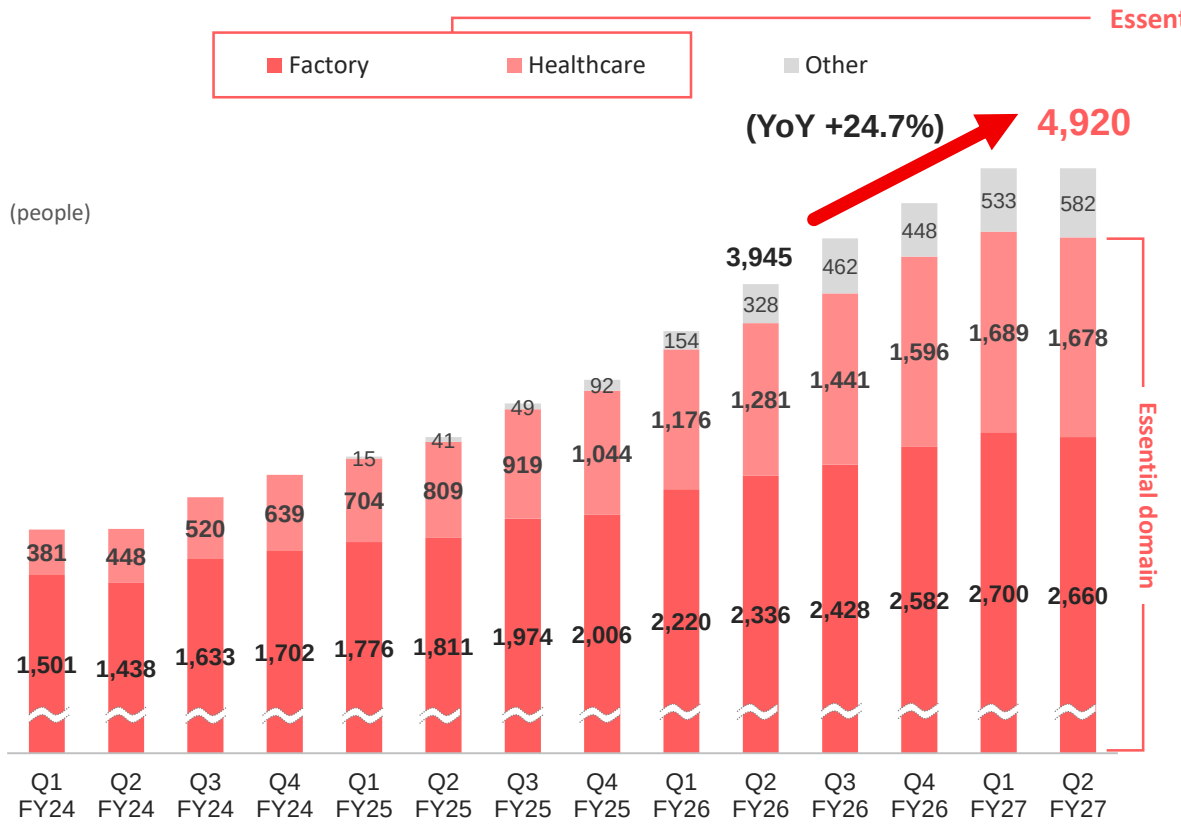
*1 The Q1 percentage of workforce on assignment for the construction sector is based on the June figure that excludes the impact of the new graduate training period.

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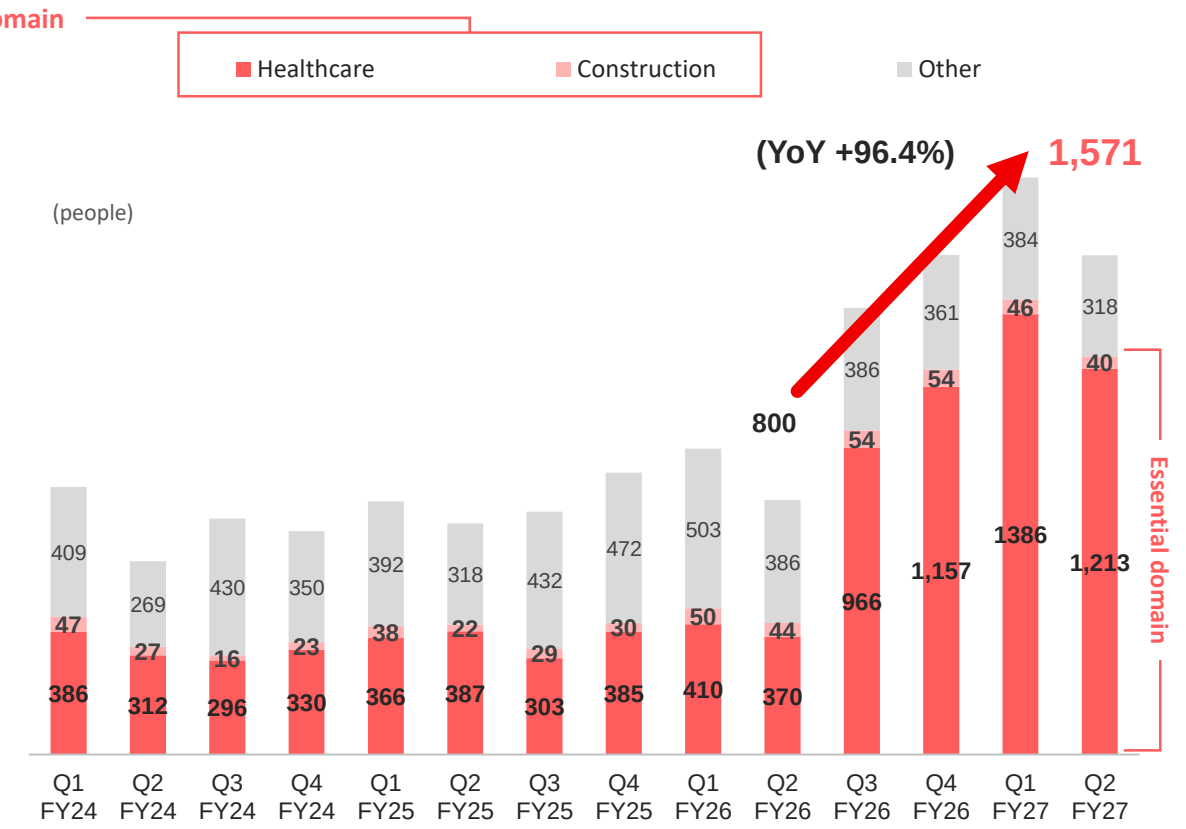
Domestic Working Business – KPI (Foreign talent management services) –

- For foreign talent management services, a focus was placed on sales activities for existing customers as well as support for daily life and employment after onboarding in the factory and healthcare domains. In both domains, the number of people supported remained at record-high levels, which strengthened the foundation for generating sustainable earnings.
- In the permanent placement services business, the healthcare domain performed strongly, with contributions by HR CAREER, which joined the Group in Q3 FY2026. Although the number of new hires decreased from Q1 due to seasonal factors, it continues to show a steady upward trend.

Foreign talent management services　Number of people supported



Permanent placement　Number of new hires



*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.

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Domestic Working Business - Brand promotions for strengthening recruitment capabilities -

- Amid ongoing competition for talent acquisition, we continued brand promotions to strengthen recruitment capabilities, and pushed for improving brand awareness and increasing touchpoints with applicants.
- The overall recognition rate of “WILLOF” rose significantly compared with the level before the launch of the promotions, and the number of applications through our own media also showed a rising trend.

Past initiatives

From July 2023	Launched brand promotions of “WILLOF”
↓	Continuously implement the promotion strategy utilizing TV commercials, social media, etc.
From June 2026	Broadcast new TV commercial “Why not talk to WILLOF?”

Effects of the brand promotions

Recognition rate of WILLOF*1

FY23 (prior to promotion) ⇒ Q2 FY27

Up approx. 285%

*1 Aided recall rate of men and women aged 20 to 59 in the broadcasting regions



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

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Domestic Working Business – Regarding Group Reorganization –

(Merger between Consolidated Subsidiaries, Changes in Trade Names, and Change in Representative Director)

- To pursue the Domestic Working Business's strategic goal of expanding our talent solutions business in the permanent employment and foreign worker segments, we have decided on a merger between consolidated subsidiaries, changes in trade names and a change in Representative Director.
- The reorganization aims to further integrate the Group and make better use of its resources to improve operational efficiency and productivity. It will also help the Working Business adapt to changes in hiring conditions and cost structures, strengthening its competitiveness and business foundation.

Purpose of the Group Reorganization

Pursing the Domestic Working Business's Strategy to Expand Talent Solutions in the Permanent Employment and Foreign Worker Segments.

Merger of Consolidated Subsidiaries, Changes in Trade Names, and Change in Representative Director

Improving recruitment, retention and productivity through a unified management structure

Merger Parties	WILLOF WORK, Inc. WILLOF CONSTRUCTION, Inc.
Post-Merger Trade Name	WILLOF, Inc.
Representative Director	Hiroshi Tanaka (Currently the Director of WILLOF WORK, Inc., President and Representative Director of WILLOF CONSTRUCTION, Inc.)
Effective Date	April 1, 2027 (scheduled)

Change in Trade Name of a Consolidated Subsidiary

Attracting more candidates through a unified service brand

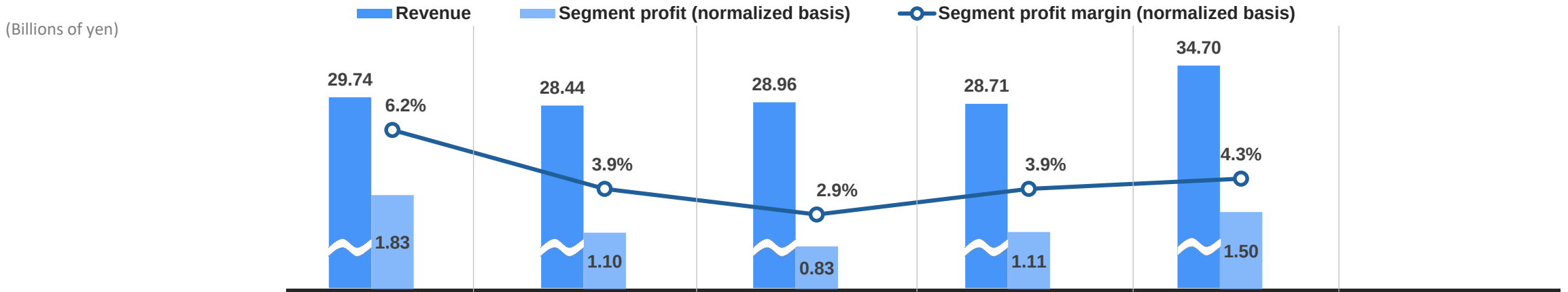
Current Trade Name	HR CAREER, Inc.
New Trade Name	WILLOF CAREER, Inc.
Effective Date	April 1, 2027 (scheduled)

Timely Disclosure Document (October 27, 2026) "Notice Regarding Group Reorganization"

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Overseas Working Business – Overall –

- Revenue increased by 20.9% year on year to ¥34.70 billion, surpassing the 1H FY2023 level and reaching a record high for 1H.
- Segment profit margin (normalized basis) was 4.3% (+0.4pt year on year). Although the margin remained below the 6.2% recorded in 1H FY2023, profitability steadily improved due to the stable performance of the permanent placement services, as well as improved gross profit per contract staff member.



	1H FY23	1H FY24	1H FY25	1H FY26	1H FY27	vs 1H FY26
Revenue	**29.74**	**28.44**	**28.96**	**28.71**	**34.70**	**+20.9%**
Normalized Segment profit[*1] (Segment profit)	**1.83** (1.91)	**1.10** (1.12)	**0.83** (1.11)	**1.11** (1.15)	**1.50** (1.55)	**+34.4%**
Normalized Segment profit margin	**6.2%**	**3.9%**	**2.9%**	**3.9%**	**4.3%**	**+0.4pt**

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

Forex sensitivity	FY2027 Plan	1H FY2027 Results	1H FY2026 Results	Annual impact of a ¥1 change	
				Revenue	Profit
AUD	¥105	¥113	¥95	¥379 million	¥12 million
SGD	¥121	¥125	¥113	¥193 million	¥13 million

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Overseas Working Business – Strategic Themes –

- 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**

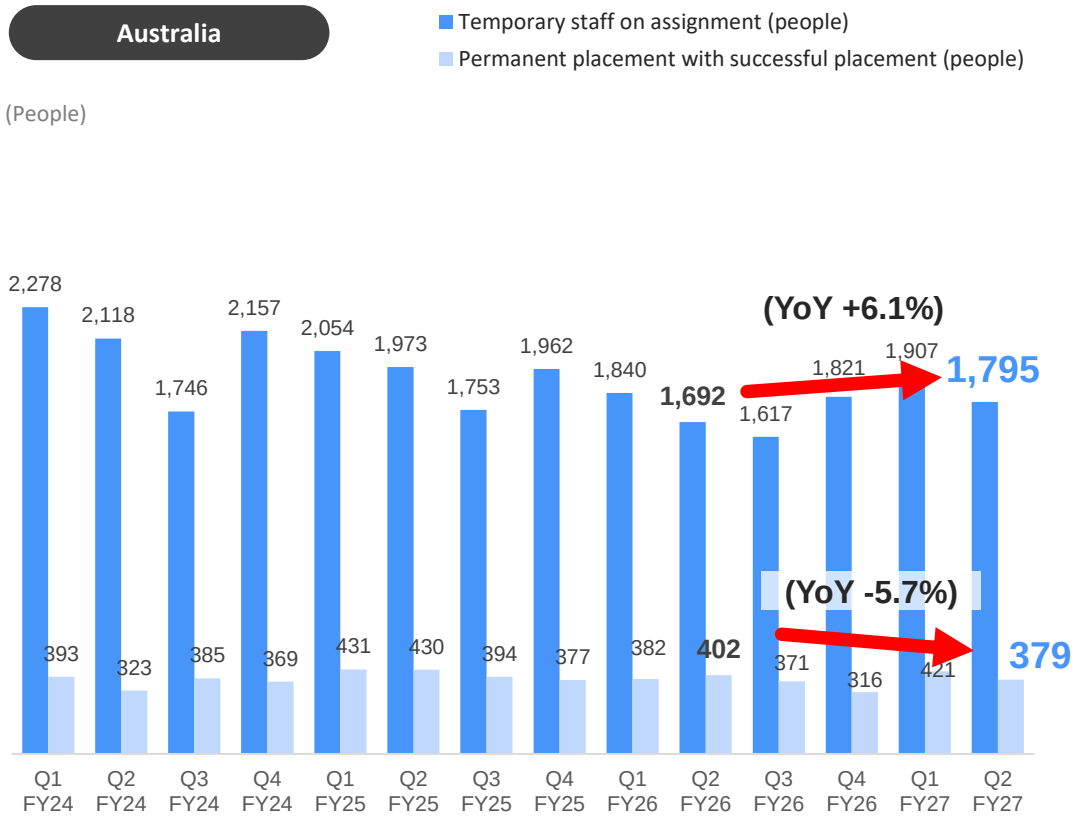
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Overseas Working Business – KPI (Temporary staff on assignment (people)/Permanent placement with successful placement (people)) –

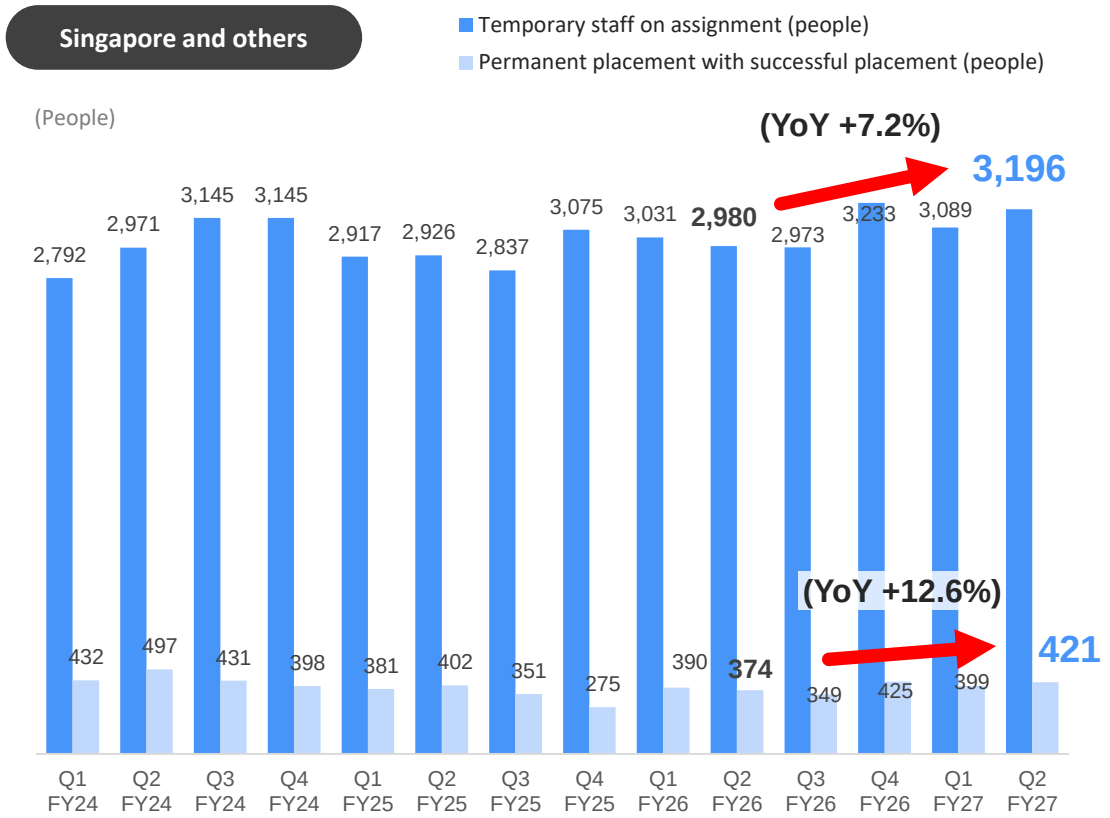
- In Australia, while the number of successful placements was sluggish due to continued weak demand for federal government-related recruitment process outsourcing services, sales productivity improved due to the optimization of personnel allocation and recruitment plans based on profitability.
- In Singapore and other regions, we focused on public-sector and IT-related projects, and both the number of temporary staff on assignment and the number of successful placements remained steady. Securing high-fee permanent placements and improving gross profit per contract staff member contributed to improvement of profitability.

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

Australia



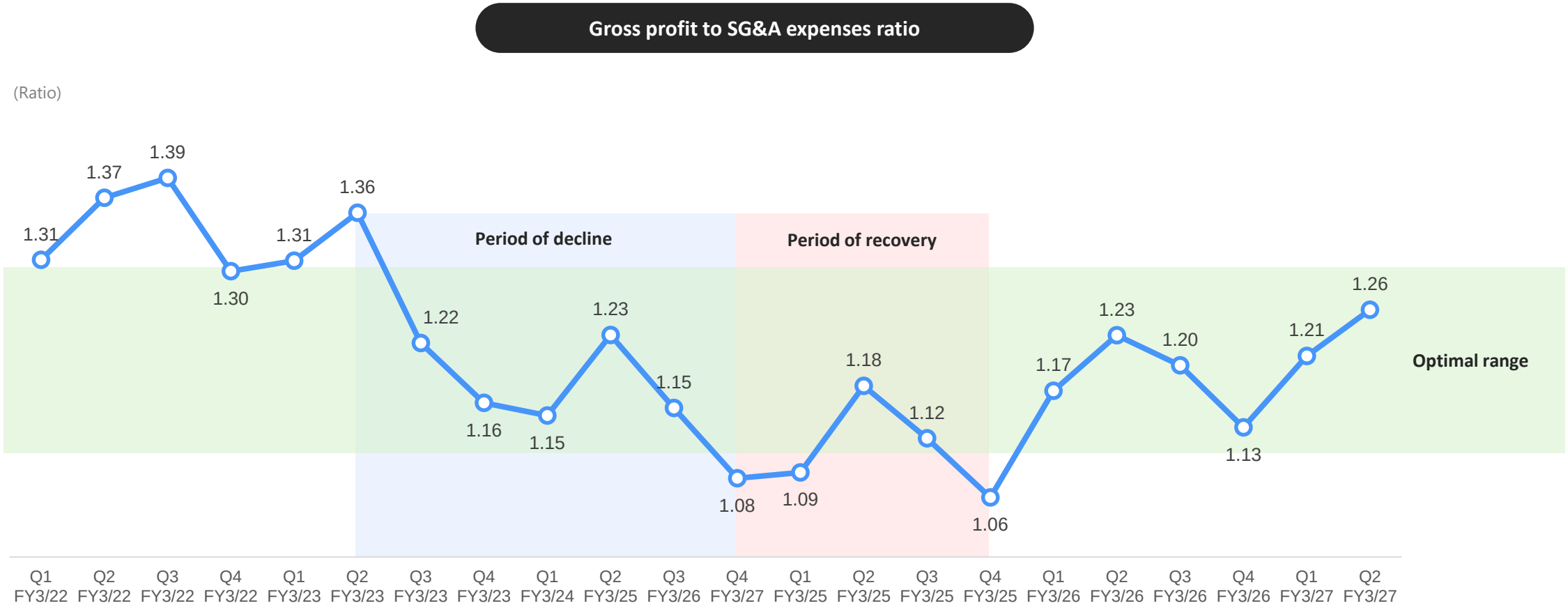
Singapore and others



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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.



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Consolidated Financial Results

- By advancing the strategic themes of the Medium-Term Management Plan “WILL-being 2029,” we achieved both revenue growth and improved profitability, driving further profit growth.

Billions of yen	1H FY26	1H FY27	Vs. 1H FY26 (Change)	Vs. 1H FY26 (% change)	Forecast (Aug. 7, 2026)	Vs. Forecast (Change)	Vs. Forecast (% change)
Revenue	**71.53**	**81.73**	**+10.20**	**+14.3%**	**81.88**	**-0.15**	**-0.2%**
Domestic Working Business	42.76	46.98	+4.22	+9.9%	47.08	-0.08	-0.2%
Overseas Working Business	28.71	34.70	+5.98	+20.9%	34.77	-0.06	-0.2%
Others	0.04	0.03	-0.00	-14.0%	0.03	-0.00	+0.6%
Gross profit	**15.36**	**18.88**	**+3.52**	**+23.0%**	**18.88**	**+0.00**	**+0.0%**
(Gross margin)	(21.5 %)	(23.1 %)	+1.6pt		(23.1 %)	+0.0pt	
Operating profit	**1.63**	**2.49**	**+0.85**	**+52.0%**	**2.13**	**+0.36**	**+16.9%**
(Operating margin)	(2.3 %)	(3.0 %)	+0.7pt		(2.6 %)	+0.4pt	
Domestic Working Business	1.76	2.21	+0.45	+25.6%	2.05	+0.15	+7.7%
Overseas Working Business	1.15	1.55	+0.40	+35.5%	1.42	+0.13	+9.3%
Others	(0.15)	(0.18)	-0.02	–	(0.20)	+0.01	–
Adjustments	(1.12)	(1.10)	+0.01	–	(1.15)	+0.05	–
Profit attributable to owners of parent	**1.14**	**1.62**	**+0.47**	**+41.5%**	**1.34**	**+0.27**	**+20.7%**
EBITDA	**2.61**	**3.68**	**+1.07**	**+41.3%**	**3.31**	**+0.37**	**+11.2%**

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Consolidated Balance Sheet

- Total assets decreased by ¥1.09 billion (mainly -¥1.69 billion in cash and cash equivalents and +¥0.47 billion in trade and other receivables).
- Total liabilities decreased by ¥1.67 billion (mainly -¥0.65 billion in borrowings and -¥0.54 billion in trade and other payables).
- Total equity increased by ¥0.58 billion (mainly +¥1.62 billion in profit attributable to owners of parent, and -¥1.01 billion in retained earnings due to dividends paid).

(Billions of yen)	March 31, 2026	September 30, 2026	Change
Current assets	**29.94**	**29.49**	**-0.45**
Of which cash and cash equivalents	7.97	6.27	-1.69
Of which Trade and other receivables	20.30	20.77	+0.47
Non-current assets	**26.60**	**25.96**	**-0.64**
Of which Goodwill	9.85	9.85	-0.00
Of which Other intangible assets	6.38	6.09	-0.28
Total assets	**56.55**	**55.46**	**-1.09**
Ratio of equity attributable to owners of parent to total assets	**35.8%**	**37.6%**	**+1.8pt**
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, 2026	September 30, 2026	Change
Current liabilities	**28.20**	**26.63**	**-1.57**
Of which Trade and other payables	20.10	19.55	-0.54
Of which Borrowings	3.35	2.39	-0.96
Of which Other financial liabilities	1.45	1.52	+0.07
Non-current liabilities	**8.17**	**8.07**	**-0.10**
Of which Borrowings	2.62	2.93	+0.30
Of which Other financial liabilities	3.87	3.50	-0.37
Total liabilities	**36.38**	**34.70**	**-1.67**
Total equity	**20.16**	**20.75**	**+0.58**
Of which total of equity attributable to owners of parent	20.24	20.85	+0.61
Total liabilities and equity	**56.55**	**55.46**	**-1.09**

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

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Consolidated Statement of Cash Flows

- Net cash provided by operating activities was ¥0.96 billion (mainly due to +¥2.38 billion in profit before tax, -¥1.00 billion in income taxes paid, and a net change of -¥1.57 billion in other).
- Net cash used in investing activities was ¥0.33 billion (mainly due to -¥0.14 billion in purchases of property, plant and equipment, and intangible assets, and -¥0.20 billion in payments for loans receivable).
- Net cash used in financing activities was ¥2.32 billion (mainly due to -¥1.01 billion in dividends paid and -¥1.39 billion in net increase (decrease) in interest-bearing debt).

(Billions of yen)	1H FY2026	1H FY2027
Profit before tax	1.55	2.38
Depreciation and amortization	0.97	1.19
Income taxes paid	(0.11)	(1.00)
Other	(0.05)	(1.61)
Net cash provided by (used in) operating activities	**2.36**	**0.96**
Purchase of property, plant and equipment, and intangible assets	(0.20)	(0.14)
Proceeds from sale of investment securities	0.20	0.03
Payments for loans receivable	–	(0.20)
Other	(0.02)	(0.02)
Net cash provided by (used in) investing activities	**(0.03)**	**(0.33)**
Free cash flows (Operating activities + Investing activities)	**2.32**	**0.63**

(Billions of yen)	1H FY2026	1H FY2027
Net increase (decrease) in interest-bearing debt	(1.15)	(1.39)
Dividends paid	(1.01)	(1.01)
Government subsidy income	0.06	0.08
Other	0.00	0.00
Net cash provided by (used in) financing activities	**(2.09)**	**(2.32)**
Effect of exchange rate changes	**0.14**	**(0.01)**
Net increase (decrease) in cash and cash equivalents	**0.37**	**(1.69)**
Cash and cash equivalents at beginning of period	**6.93**	**7.97**
Cash and cash equivalents at end of period	**7.31**	**6.27**

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Agenda

1. 1H FY2027 Results P. 3

2. FY2027 Full-Year Earnings Forecast and Shareholder Return P. 25

Appendix P. 30

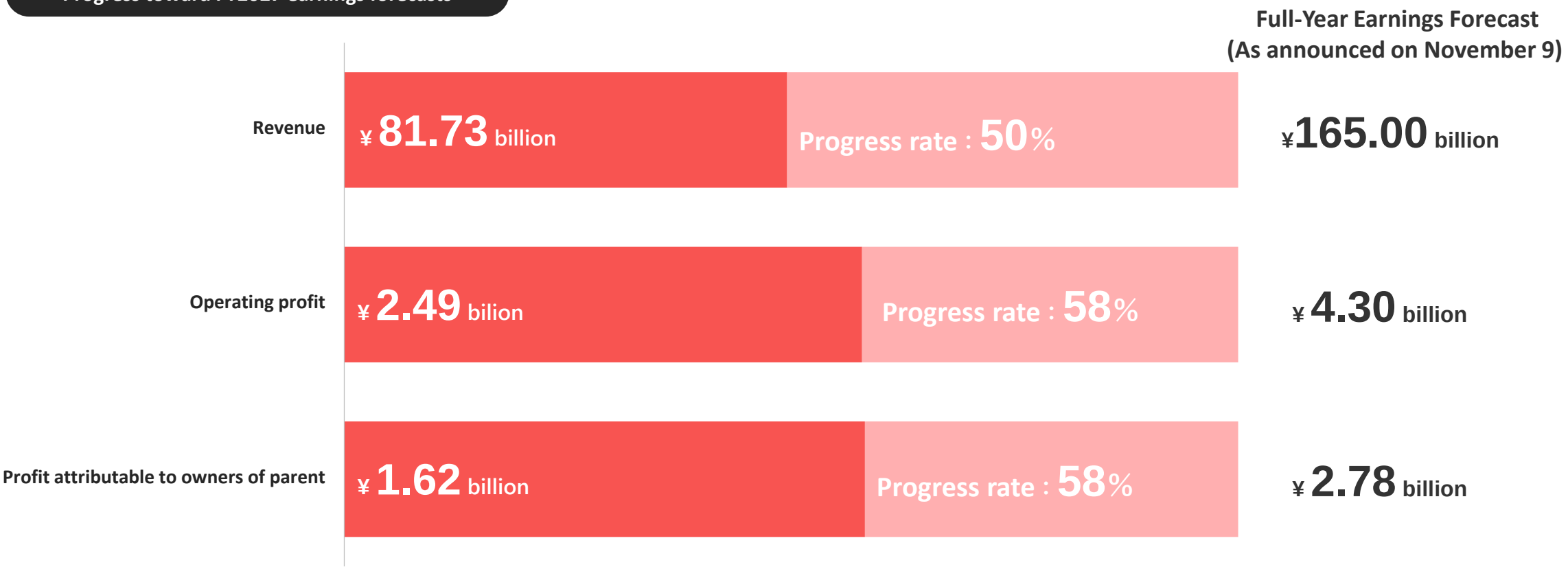
WILL GROUP

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FY2027 Consolidated Earnings Forecasts

- The full-year earnings forecast was revised upward, reflecting strong first-half earnings.
- Regarding profit, while higher costs associated with the relocation of subsidiary's head office functions and increased brand promotion costs are expected, both the Domestic Working Business and the Overseas Working Business are expected to perform steadily.

Progress toward FY2027 earnings forecasts



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Full-Year Earnings Forecasts

Billions of yen	Full year (Forecast announced on November 9, 2026) FY26	FY27 (Forecasts)	Vs. FY26 (Change)	Vs. FY26 (% change)
Revenue	**146.85**	**165.00**	**+18.14**	**+12.4%**
Domestic Working Business	88.26	95.29	+7.02	+8.0%
Overseas Working Business	58.50	69.58	+11.08	+18.9%
Others	0.09	0.12	+0.03	+35.7%
Gross profit	**32.39**	**38.29**	**+5.90**	**+18.2%**
(Gross margin)	(22.1 %)	(23.2 %)	+1.1pt	
Operating profit	**3.27**	**4.30**	**+1.02**	**+31.1%**
(Operating margin)	(2.2 %)	(2.6 %)	+0.4pt	
Domestic Working Business	3.57	4.60	+1.02	+28.6%
Overseas Working Business	2.42	2.72	+0.29	+12.3%
Others	(0.30)	(0.40)	-0.10	–
Adjustments	(2.42)	(2.61)	-0.19	–
Profit attributable to owners of parent	**2.31**	**2.78**	**+0.47**	**+20.5%**
EBITDA	**5.63**	**6.70**	**+1.07**	**+19.1%**

			Change for ¥1 difference/y	
Exchange rate			Revenue	Profit
AUD	**¥100**	**¥113**	**¥3.7** billion	**¥0.1** billion
SGD	**¥117**	**¥125**	**¥1.9** billion	**¥0.1** billion

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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).

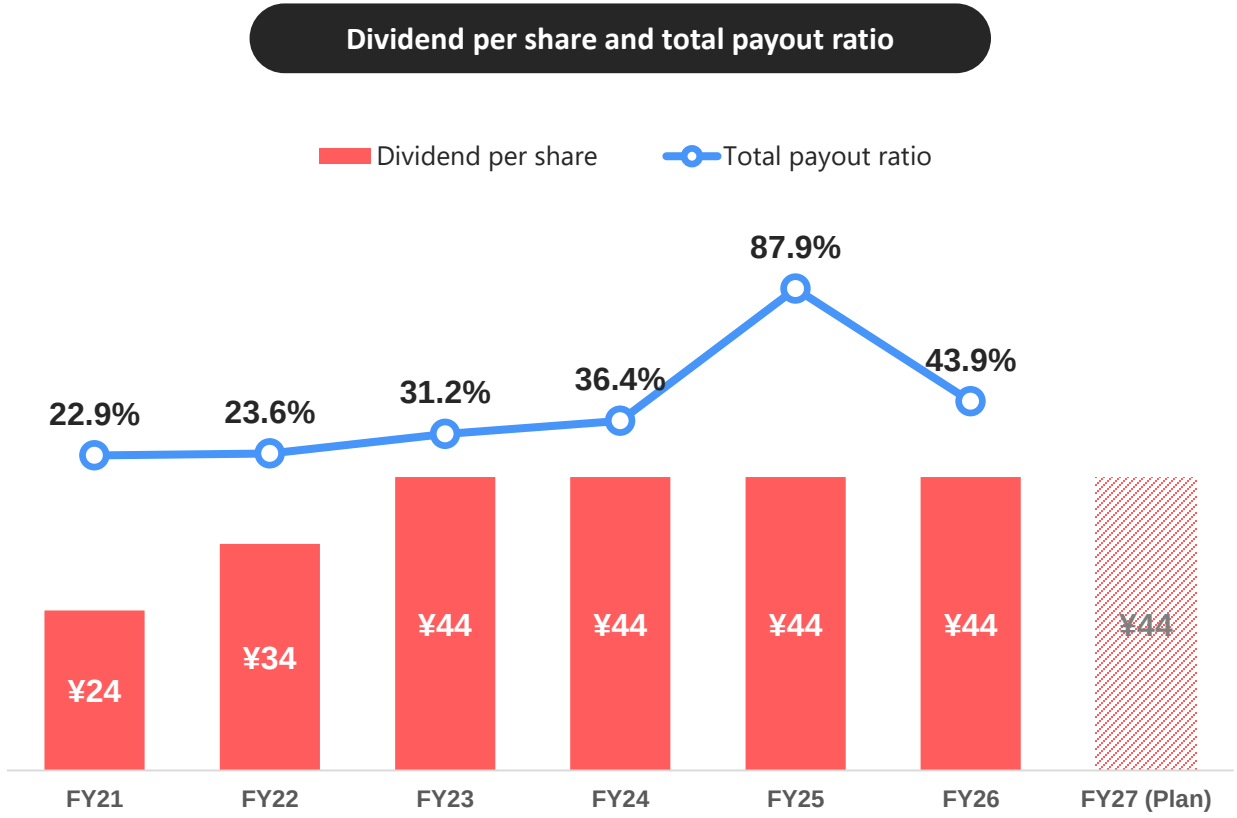
Shareholder return policy in the Medium-term Management Plan (FY2027–FY2029)

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



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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	1.5%	3.8%
500 shares or more	Shareholder benefit points*1 10,000 points	1.7%	

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 ¥1,149 on November 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.

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Agenda

1. 1H FY2027 Results P. 3
2. FY2027 Full-Year Earnings Forecast and Shareholder Return P. 25

▶ **Appendix** **P. 30**



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About Will Group – Representative Profile –

2003

April 2003 (Age 22)

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

2016

April 2016 (Age 35)

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

2018

July 2018 (Age 37)

Executive Officer, General Manager of Human Resources Division of the Company

2021

April 2021 (Age 40)

Appointed as Representative Director of WILLOF WORK CONSTRUCTION, Inc., which operates a construction management engineer staffing service

2022

June 2022 (Age 41)

Appointed as Director of the Company

2023

June 2023 (Age 42)

Appointed as third Representative Director of the Company (current position)

2025

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.

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About Will Group – Company Overview –

- 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

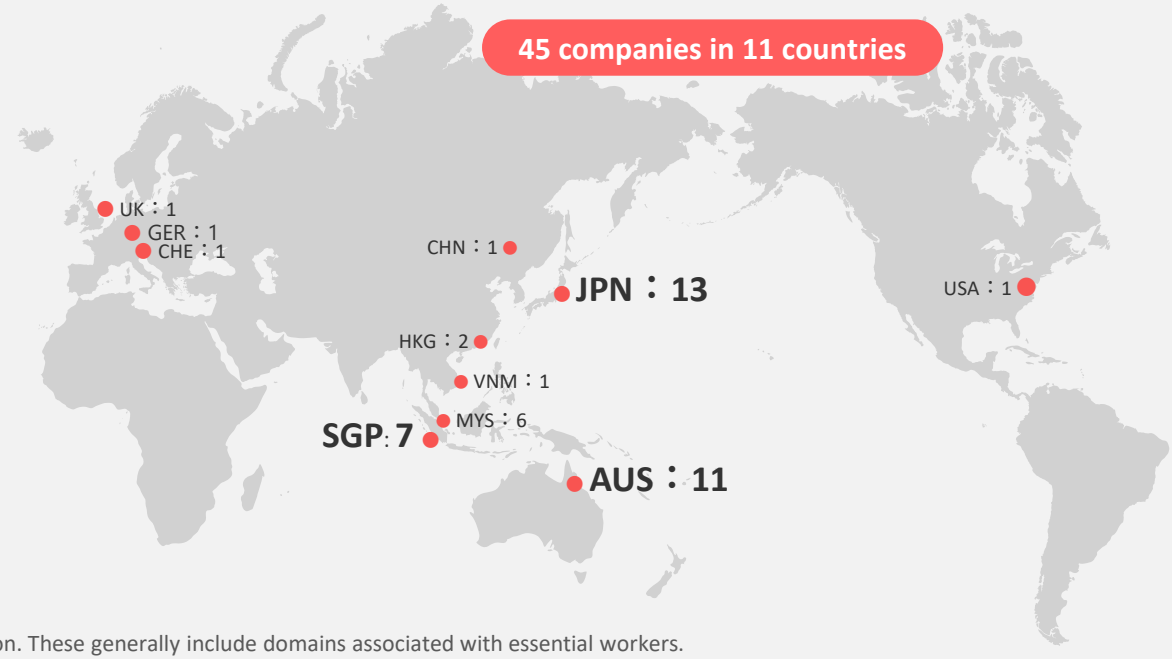
Creating a Strong Brand with High Expected Value and Becoming No. 1 in the Business Fields of Working, Interesting, Learning and Living. This Is Our Vision.

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)



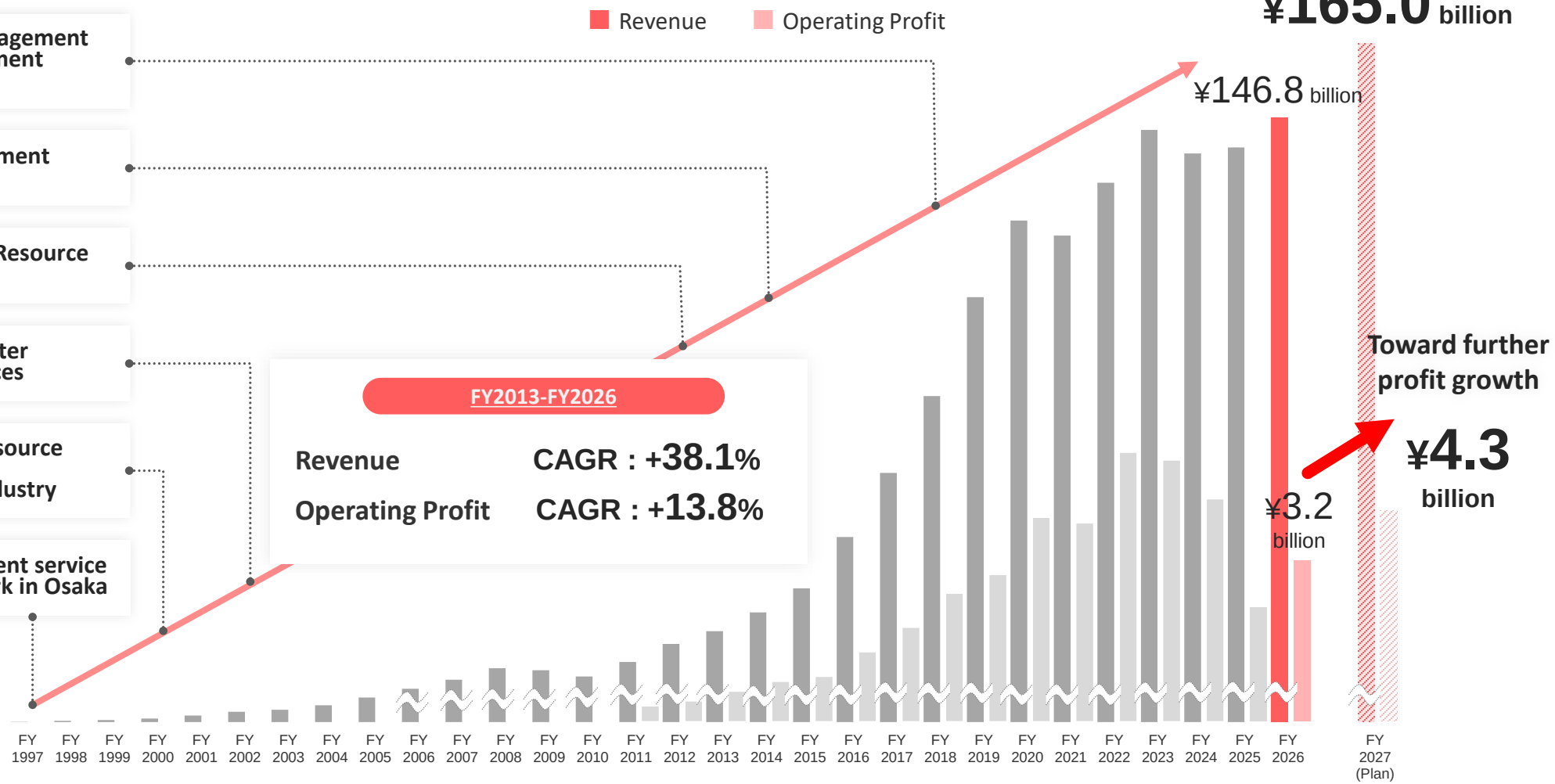
*1 Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

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About Will Group – History and Growth Trajectory –

- 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%.

2018	Construction management engineers recruitment services
2014	Caregivers recruitment services
2012	Overseas Human Resource services
2002	Sales and Call Center recruitment services
2000	Started human resource services for the manufacturing industry
1997 (Founded)	Started consignment service of Short-term work in Osaka



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About Will Group – Business Overview and Revenue Composition –

- 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%

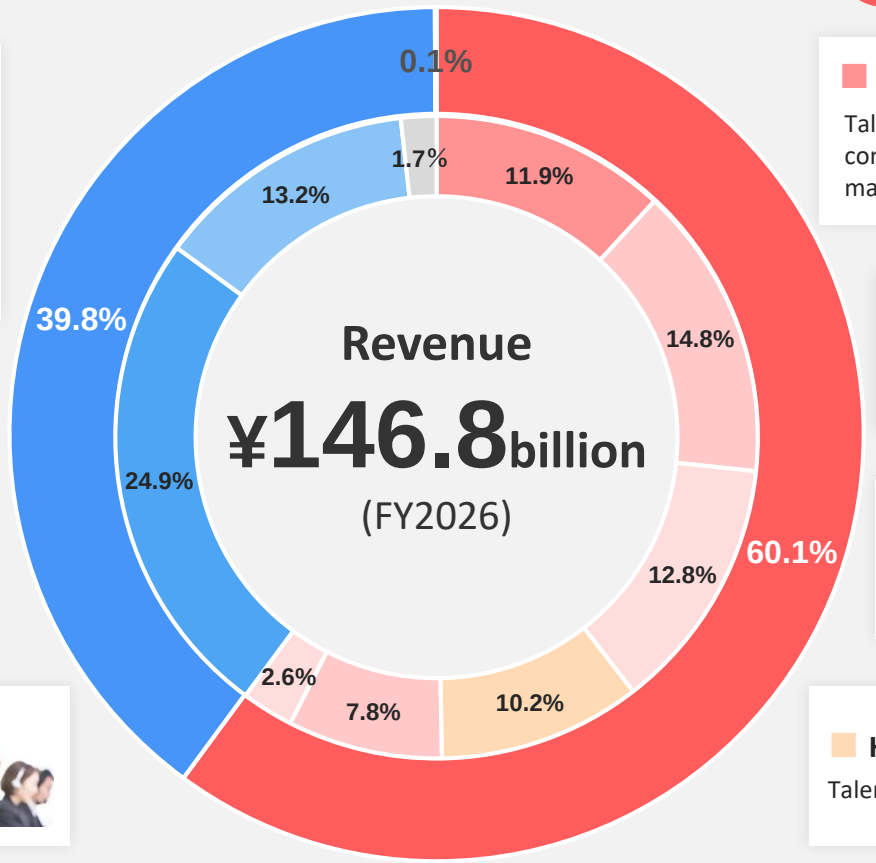
AUSTRALIA 24.9%

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



Other Domestic WORK 3.2%

Call Center 7.8%

Talent solutions services for call centers and offices



Healthcare 10.2%

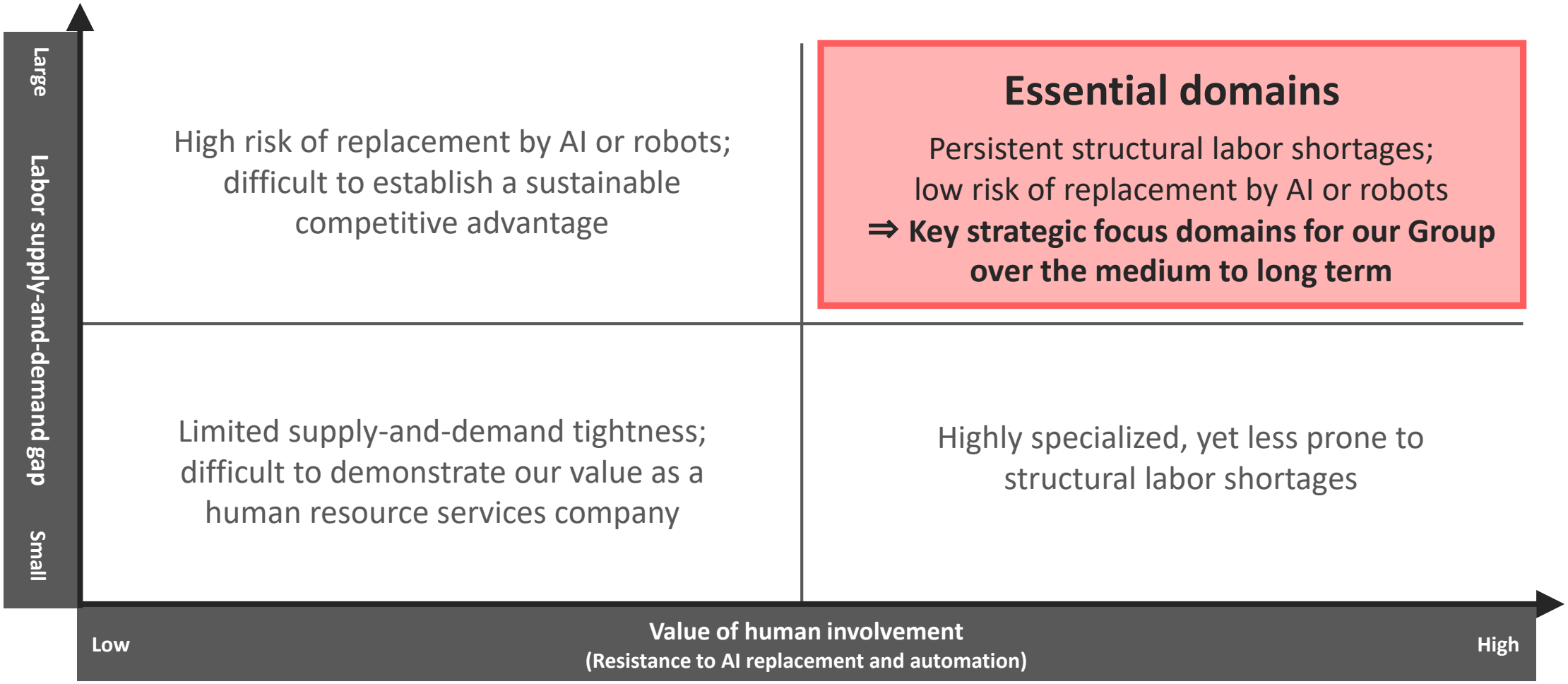
Talent solutions services for nursing home facilities



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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.

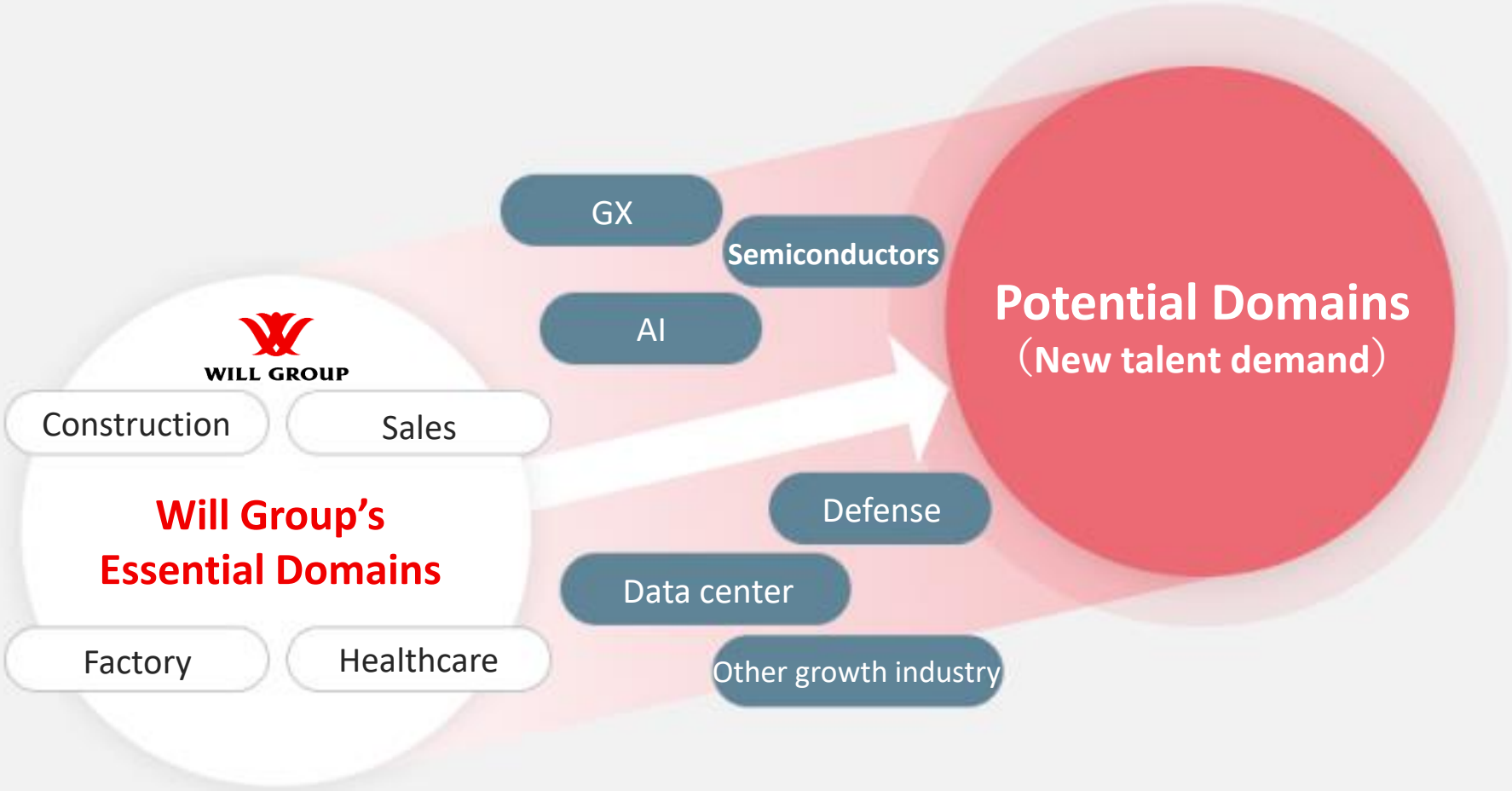


(*) Essential domains: Domains that are indispensable for sustaining daily life and are less susceptible to replacement by AI and automation. These generally include domains associated with essential workers.

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About Will Group – Essential × Potential –

- 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.



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

- 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

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

WILL GROUP

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

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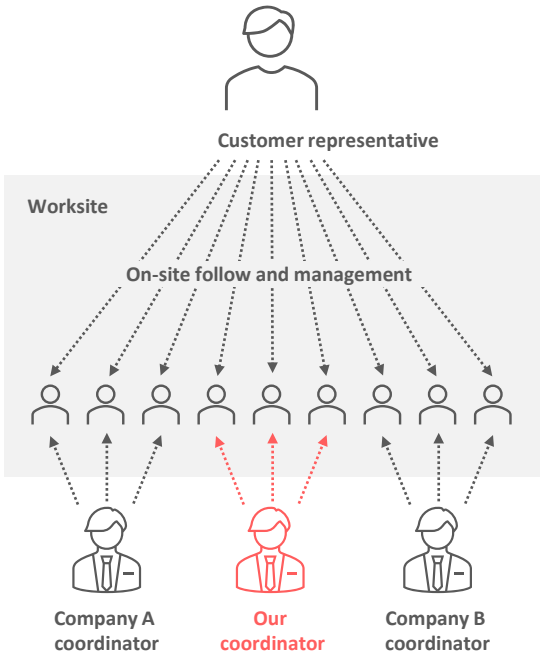
About Will Group – Hybrid temporary staffing –

Hybrid temporary staffing

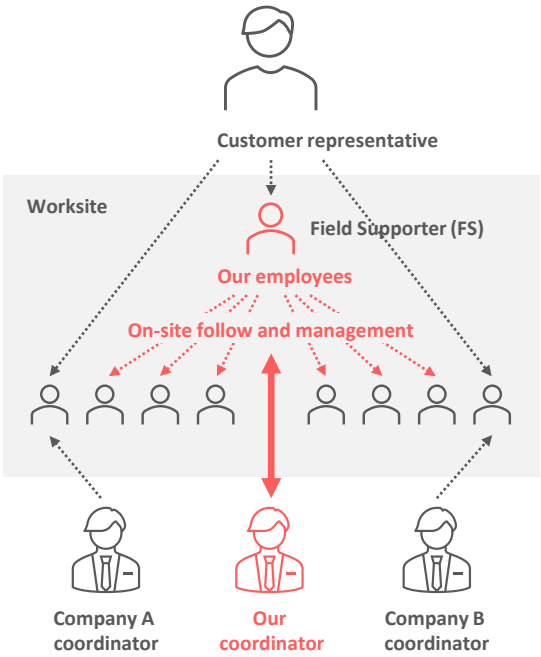
Full-time employees called FS (Field Supporter) work on-site to support client and contract staff.
Above system is compatible with the hiring foreign workers.
(Foreign FS who graduated from Japanese universities work on-site where foreign contract staff are assigned.)

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

Case of temporary staffing



Case of "Hybrid temporary staffing"

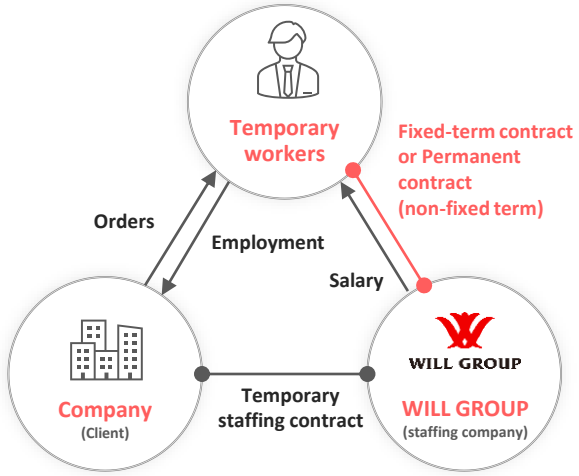


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About Will Group – Our Business Model and Profit Structure –

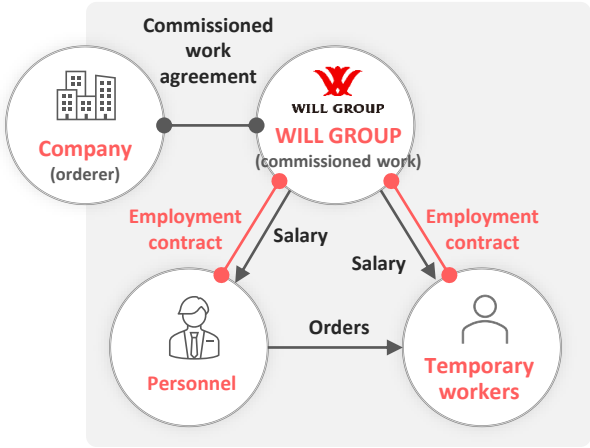
Temporary staffing
(Fixed term staffing, Permanent employee staffing)

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%



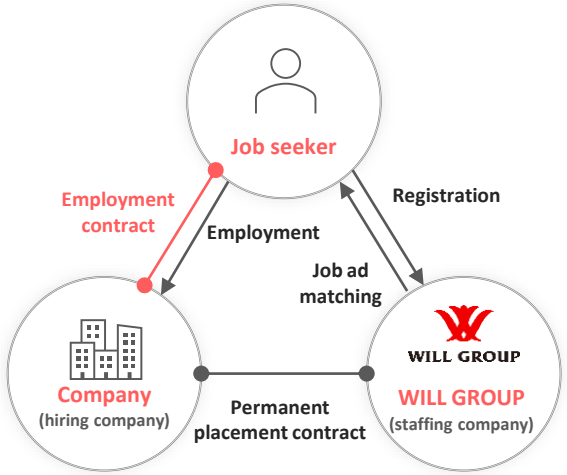
Outsourcing

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



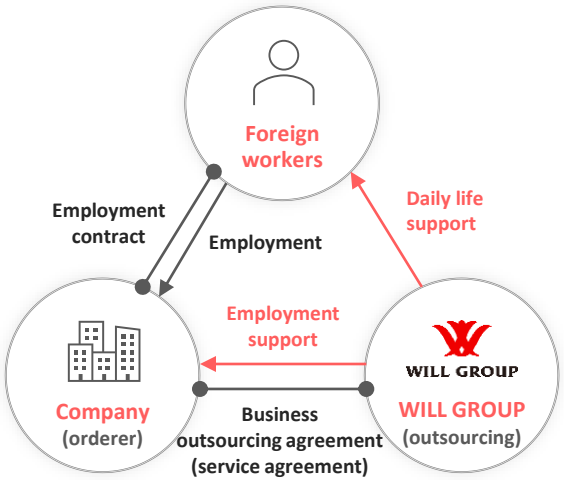
Permanent placement

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

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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.

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



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

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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

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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/



Sustainability

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

Stock Information

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

IR News

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

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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.
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