

Financial Results for the Third Quarter of the Fiscal Year Ending March 31, 2025

February 14, 2025

WILL GROUP, INC. (Tokyo Stock Exchange, Prime Market / Stock code: 6089)



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- 1. Q3 (Cumulative) FY2025 Results
- 2. FY2025 Earnings Forecast and Shareholder Return

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



Q3 (Cumulative) FY2025 Results

Consolidated

- Revenue growth was driven by the continued expansion of strategic investment domains, led by the construction management engineer domain of Domestic W.
- Operating profit decreased according to plan due to the absence of temporary gain on sale of shares of subsidiaries and the impact of the consolidation exclusion of that subsidiary.
- Despite decreases in temporary staffing gross profit and permanent placement gross profit of Overseas W, normalized operating profit rose 9.5% due to the construction management engineer domain of Domestic W starting to make profit in line with the plan.

Revenue	Operating profit	EBITDA *2
105.35	1.79	3.32
(vs Q3 FY2024 +1.4%)	(vs Q3 FY2024 – 35.9%) (Normalized operating profit ^{*1} : vs Q3 FY2024 +9.5%)	(vs Q3 FY2024 – 24.8%)

*1 Normalized operating profit: Operating profit excluding the impacts of the corresponding previous period's temporary gain on sale of shares of subsidiaries and the impact of the consolidation exclusion of that subsidiary.

*2 EBITDA: Operating profit + depreciation and amortization + impairment losses



(Billions of yen)

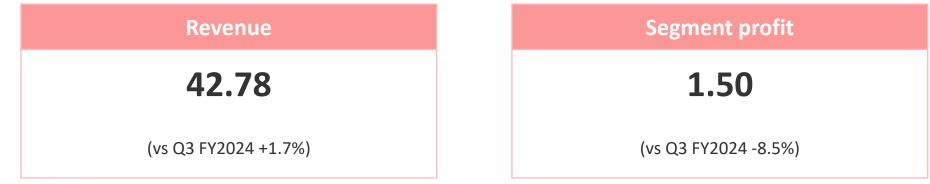
Domestic Working Business

- Although the call center outsourcing domain remained sluggish, revenue grew 1.3% due to steady expansion of the strategic investment domains, led by the growth in the construction management engineer domain.
- While segment profit decreased due to the absence of temporary gain on sale of shares of subsidiaries and the impact of the consolidation exclusion of that subsidiary, normalized segment profit increased 13.3% as a result of the construction management engineer domain starting to make profit. (Billions of ven)



Overseas Working Business

- The recovery in market conditions and customer demand has been slower than anticipated, and market conditions in both Australia and Singapore remain challenging.
- Despite positive foreign exchange effects from the weak yen and government subsidy income from Singapore in Q1, operating profit decreased 8.5%.
 (Billions of yen)





Q3 (Cumulative) FY2025 Results

- Although Overseas W growth remained weak in Q3, Domestic W's strategic investment domains, led by the construction management engineer domain, delivered strong performance, allowing the normalized operating margin to be maintained.
- We achieved all major KPI targets and made steady progress in the basic strategy "Renewed growth in Domestic Working Business" of the Medium-term Management Plan.

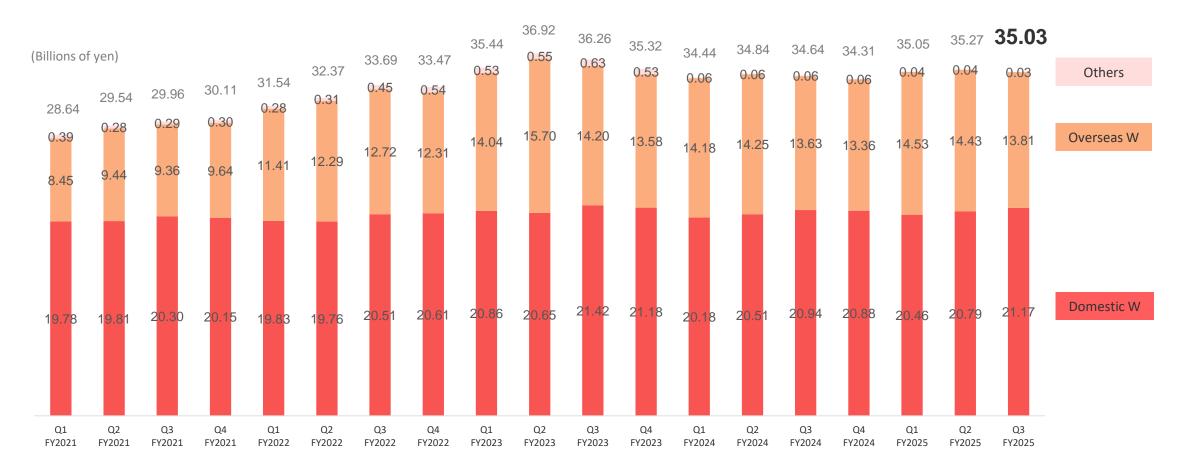
(Billions of yen)	Q3 FY2024	Q3 FY2025	Vs. Q3 FY2024 (Change)	Vs. Q3 FY2024 (% change)
Revenue	103.91	105.35	+1.43	+1.4 %
Gross profit	23.10	22.09	-1.01	-4.4 %
(Gross margin)	(22.2 %)	(21.0 %)	(-1.2 pt)	
Operating profit	2.79	1.79	-1.00	-35.9 %
(Operating margin)	(2.7 %)	(1.7 %)	(-1.0 pt)	
Normalized Operating profit	1.63	1.79	+0.15	+9.5 %
(Operating margin)	(1.6 %)	(1.7 %)	(+0.1 pt)	
Profit attributable to owners of parent	1.56	1.11	-0.44	-28.6 %
(KPI)	Q3 FY2024	Q3 FY2025	FY2025	Progress rate
Number of hires/year (construction management engineer domain)	1,424	1,382	1,200	115.1 %
Retention rate (construction management engineer domain)	71.2 %	71.7 %	71.3 %	+0.4 pt
Increase in number of workers on assignment for permanent employee staffing (Domestic W [excluding the construction management engineer domain])	3,254 (Vs. end of previou	3,487 us fiscal year : +233)	3,274	106.5 %
Increase in number of foreign workers under consigned	2,341	2,942	2,900	101.4 %
management (Domestic W)	(Vs. end of previo	us fiscal year : +601)		



Number of Employees : **7,927** (Vs.as end of previous fiscal year + **923**)

Consolidated Revenue

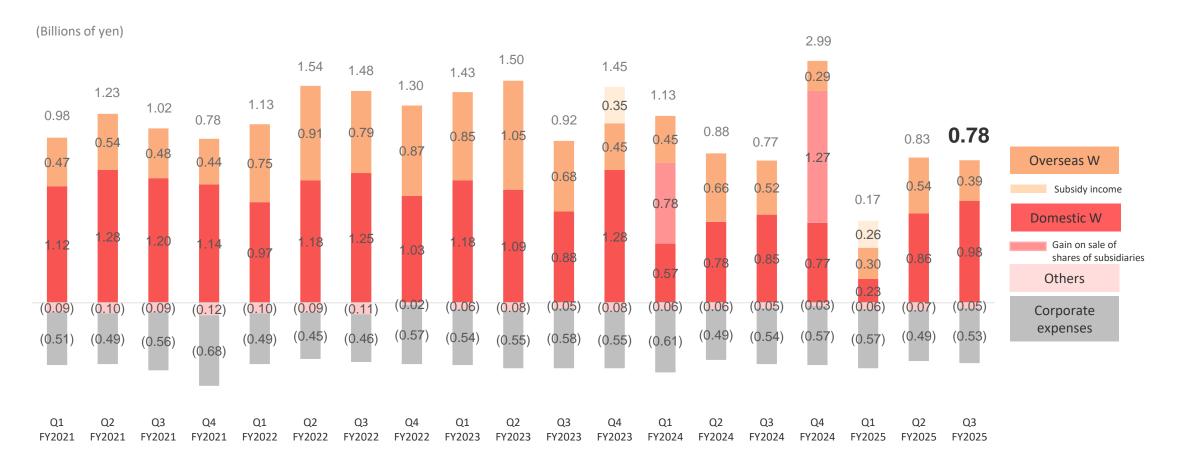
- Q3 revenue decreased ¥0.24 billion compared to Q2 FY2025 (of which, forex impact: -¥0.5 billion)
- Revenue in Overseas W remained flat in both permanent placement and temporary staffing, but revenue in Domestic W was robust.



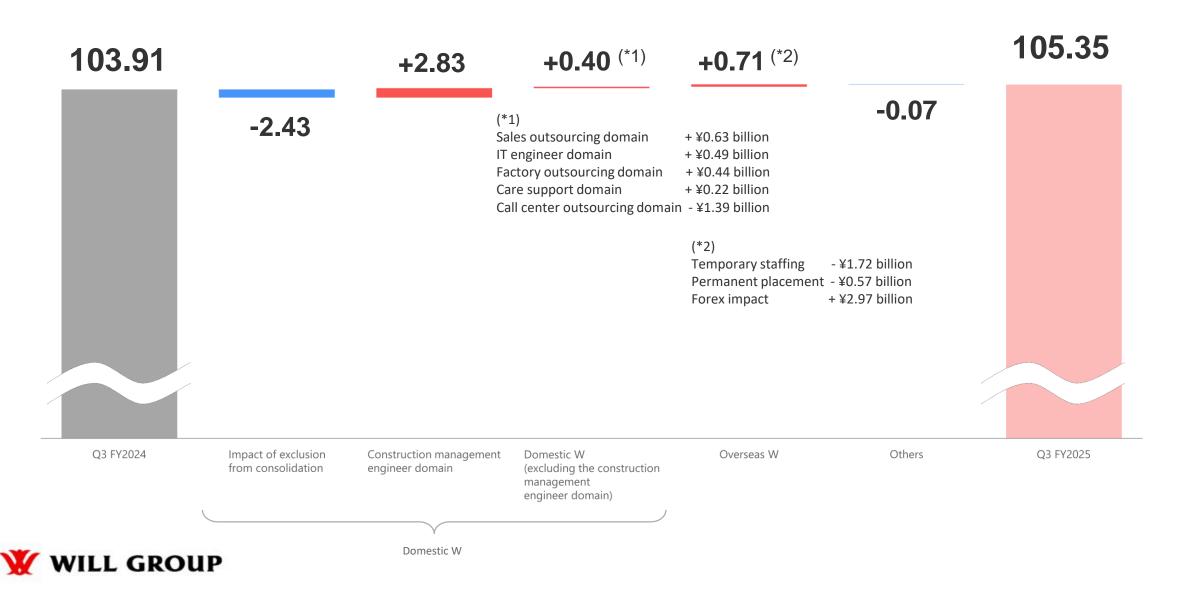


Consolidated Operating Profit

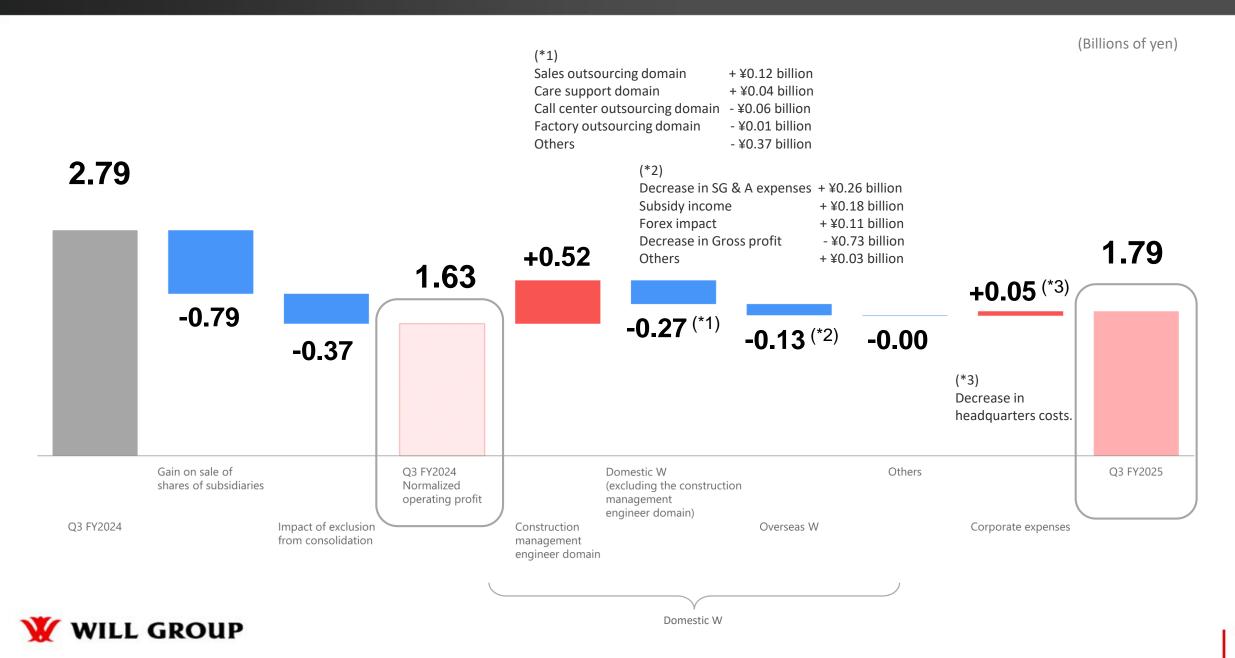
- Q3 operating profit decrease ¥0.05 billion compared to Q2 FY2025 (of which, forex impact: -¥0.00 billion)
- Although operating profit in Overseas W continued to decline year on year, operating profit in Domestic W achieved a solid increase with a contribution from the construction management engineer domain, which began to generate profit.
- Q3 year-to-date promotional activity expenses in Domestic W, amounted to ¥0.38 billion (Q1: ¥0.17 billion, Q2: ¥0.18 billion, Q3: ¥0.02 billion)



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Q3 (Cumulative) FY2025 Operating Profit (Breakdown of Year-on-Year Changes)



Domestic Working Business

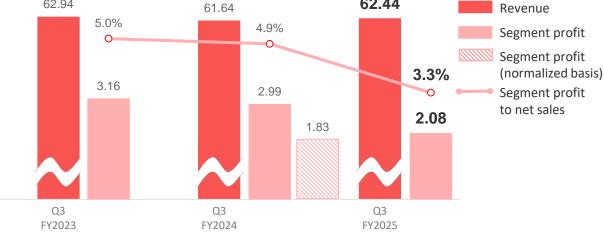
Because the construction management engineer domain started to generate profit in line with plans, normalized operating profit increased 13.3%.

62.94

Looking at business sector revenue, the construction management engineer and IT engineer domains have progressed steadily.

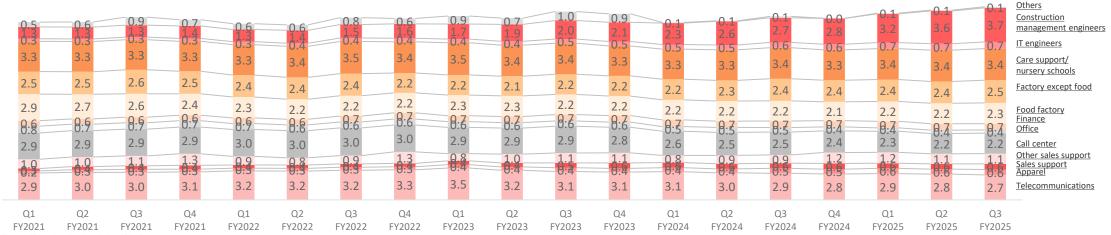


-Revenue and segment profit (Billions of ven)-



62.44

-Business sector revenue(Billions of yen)-



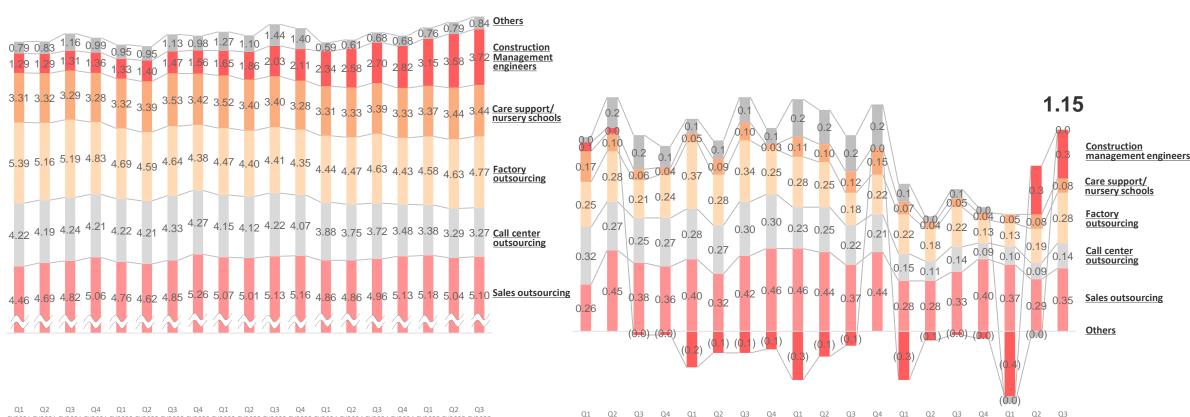


Domestic Working Business (Revenue and operating profit by sector)

- Revenue was robust, excluding the call center outsourcing domain. Operating profit increased as a result of a steady rise in gross profit compared to Q2 FY2025, as well as a decrease in promotional expenses.
- Q3 year-to-date promotional activity expenses in Domestic W, amounted to ¥0.38 billion (Q1: ¥0.17 billion, Q2: ¥0.18 billion, Q3: ¥0.02 billion)

21.17

-Revenue by sector (Billions of yen)-



-Operating profit by sector (Billions of yen)-

FY2021 FY2021 FY2021 FY2021 FY2022 FY2022 FY2022 FY2022 FY2023 FY2023 FY2023 FY2023 FY2024 FY2024 FY2024 FY2024 FY2024 FY2025 FY2025 FY2025

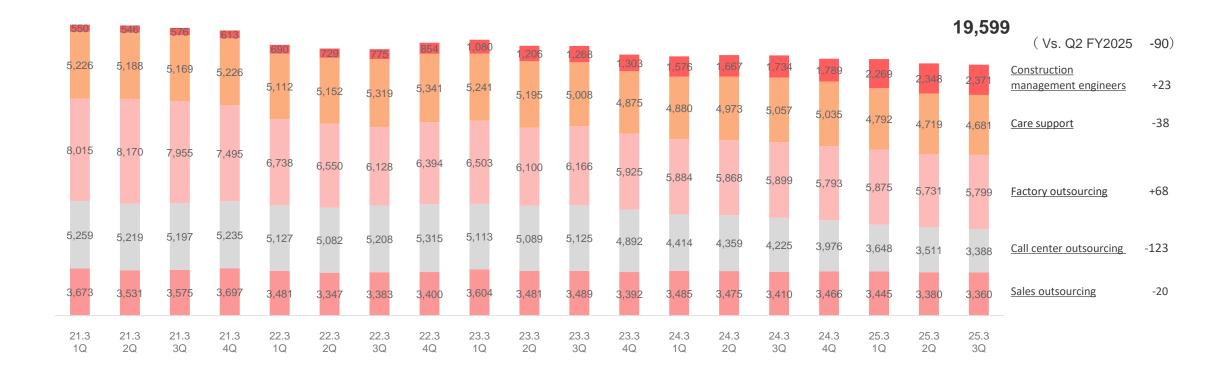
*Intra-segment consolidation adjustments are not included.

FY2021 FY2021 FY2021 FY2022 FY2022 FY2022 FY2022 FY2023 FY2023 FY2023 FY2023 FY2024 FY2024 FY2024 FY2024 FY2025 FY2025 FY2025 FY2025



Domestic Working Business (Number of workers on assignment (headcount))

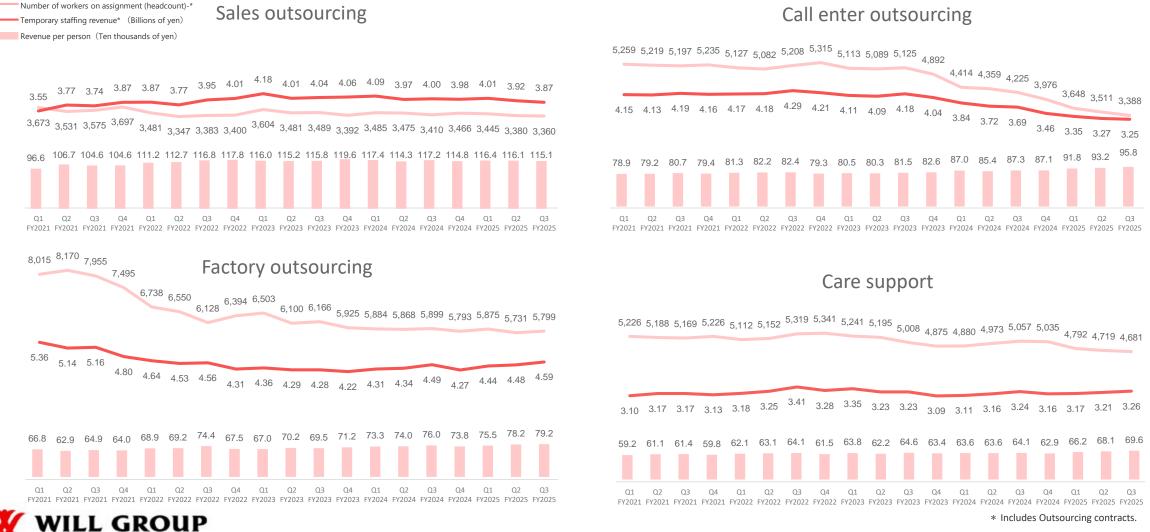
- The total number of workers on assignment decreased by approximately 90 workers compared to Q2 FY2025. Although the number of workers on assignment continued to decline due to increasing difficulty to secure human resources, we implemented initiatives to raise productivity such as by securing orders that offer higher unit prices and increasing utilization of long-hour working staff members.
- The number of workers on assignment for permanent employee staffing in the strategic investment domains increased steadily, mainly in the construction management engineer domain.





(Reference) Domestic Working Business : (Quarterly trends in the number of workers on assignment and revenue in the existing four domains)

- In our existing four business areas, while the number of workers on assignment has decreased, revenue per person increased steadily as a result of higher productivity.
- We are committed to achieving stable revenue generation, even in a challenging environment in securing manpower



^{*} Includes Outsourcing contracts.

• Steady progress in all KPIs.

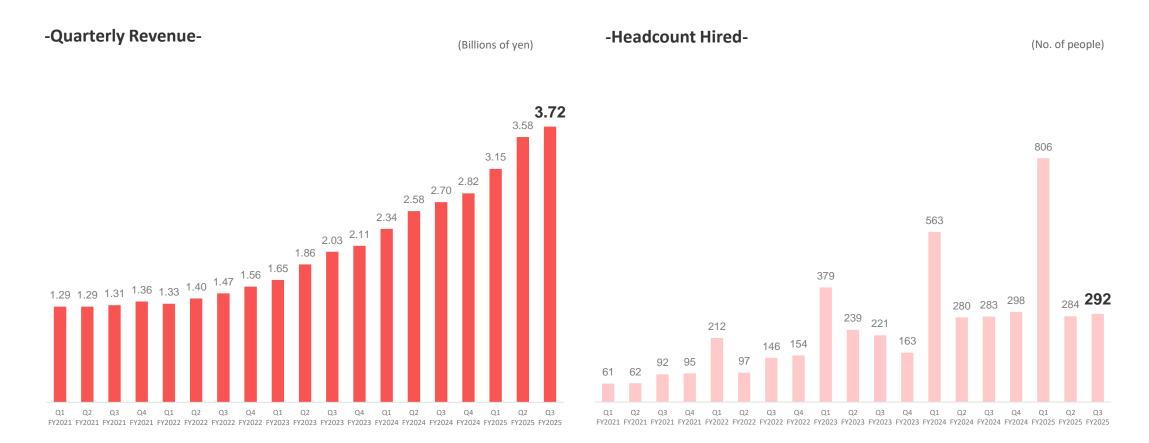
• We made steady progress in the basic strategy "Renewed growth in Domestic Working Business" of the Medium-term Management Plan.

		Key strategies	KPI	Plan	Results	Vs. Plan	Evaluation
	Realizing further growth an	Realizing further growth and	Number of hires/year	1,200	1.382	115.1 %	Good
D		monetization in the construction management engineer domain	Retention rate	71.3 %	71.7 %	+0.4 pt	Good
Domestic W	Strategy II Renewed growth in Domestic W (excluding the construction management engineer domain)	Number of workers on assignment for permanent employee staffing	3,274 (Vs. end of previous fiscal year:	3,487 + 233)	106.5 %	Good	
			Number of foreign talent supported through the Foreign Talent Management Services	2,900 (Vs. end of previous fiscal year:	2,942 + 601)	101.4 %	Good



Medium-Term Management Plan (WILL-being 2026) Strategy I (Domestic W) Realize further growth and monetization in the construction management engineer business (Progress in the Construction Management Engineer Temporary Staffing Business (1))

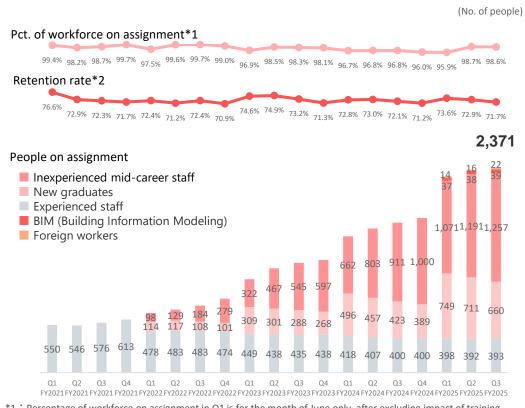
- Revenue is steadily increasing due to the rise in the contract unit price, resulting in a new record for consecutive quarterly revenue growth.
- Headcount hired hit the full-year target of 1,200 employees ahead of plan, reaching 1,362 people in the first nine months. (Q1 includes a headcount of 453 new graduates (previous fiscal year: 260 headcount))





Medium-Term Management Plan (WILL-being 2026) Strategy I (Domestic W) Realize further growth and monetization in the construction management engineer business Progress in the Construction Management Engineer Temporary Staffing Business (2)

- The retention rate fell 1.2pt compared to Q2 FY2025, due to an increase in unexpected resignations among inexperienced staff. We will work to increase the retention rate by monitoring companies to which staff are assigned, and conducting follow-up interviews and other measures.
- Average contract unit price for new graduates and inexperienced staff rose approximately 6% compared to Q3 FY2024 as a result of negotiations with customers.

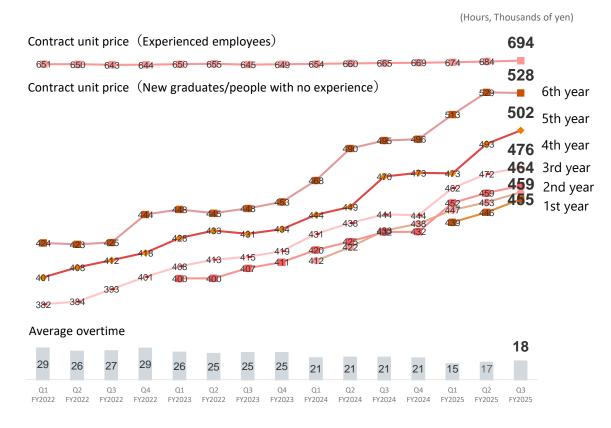


- People on Assignment, Pct. of Workforce on Assignment, and Retention Rate -

*1 : Percentage of workforce on assignment in Q1 is for the month of June only, after excluding impact of training for new graduates.

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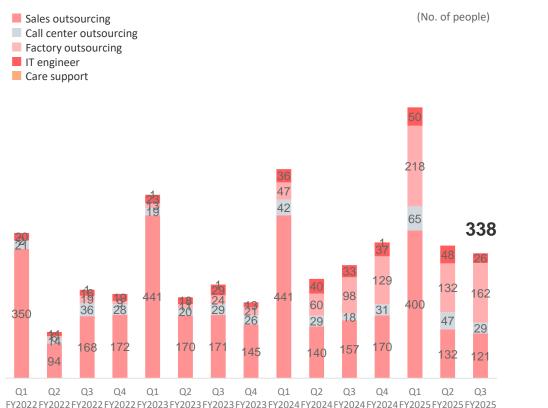
*2: (Total workforce divided by the sum of the workforce one year earlier and people hired during the past year) / 100



- Average contract unit price, average overtime (monthly) -

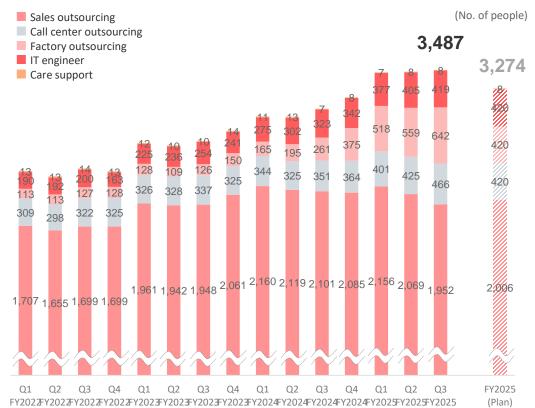
Medium-Term Management Plan (WILL-being 2026) Strategy II Renewed growth in Domestic W (excluding the construction management engineer domain) Progress of Permanent Employee Staffing

- Although there was a slowdown in the sales outsourcing domain, both in the number of permanent employee staffing hires and the
 net increase in workers on assignment for permanent staffing, the results remained solid in other domains, notably the factory
 outsourcing domain.
- In each domain as well as overall, the number of workers on assignment for permanent employee staffing is on track to meet the fullyear target.



- Number of permanent employee staffing hires -

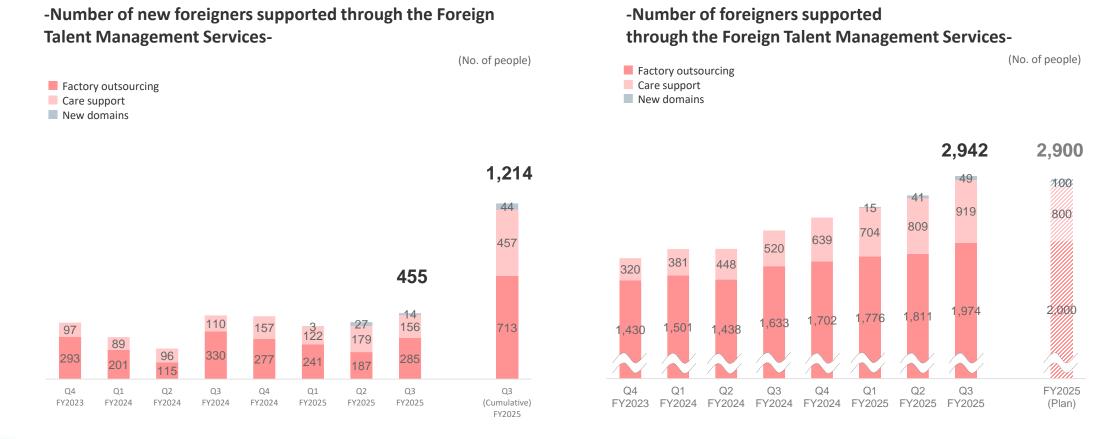
- Number of workers on assignment for permanent employee staffing -





Medium-Term Management Plan (WILL-being 2026) Strategy II Renewed growth in Domestic W (excluding the construction management engineer domain) Progress of Foreigners Supported Through the Foreign Talent Management Services

- Although it has been difficult to meet the internal targets in each domain for the number of new foreigners supported through the Foreign Talent Management Services, the number of foreigners supported through the Foreign Talent Management Services has steadily built up as a result of efforts to improve the retention rate.
- While focusing on securing overseas orders with higher conversion rates and strong customer appeal in each domain, in the factory
 outsourcing domain, we will also aim to focus on securing orders from industries other than the food manufacturing industry that
 have large market sizes and strong demand for manpower.





Medium-Term Management Plan (WILL-being 2026) Strategy II Renewed growth in Domestic W (excluding the construction management engineer domain) Progress of Foreigners Supported Through the Foreign Talent Management Services

- WILLOF Vietnam Company Limited, which is a local subsidiary in Vietnam, won the Foreign Direct Investment Award, which is given to excellent overseas companies.
- Through education and learning support, the Group is overcoming the barriers of national borders and nationality in its continual efforts to offer support that allows everyone to build a happy future.





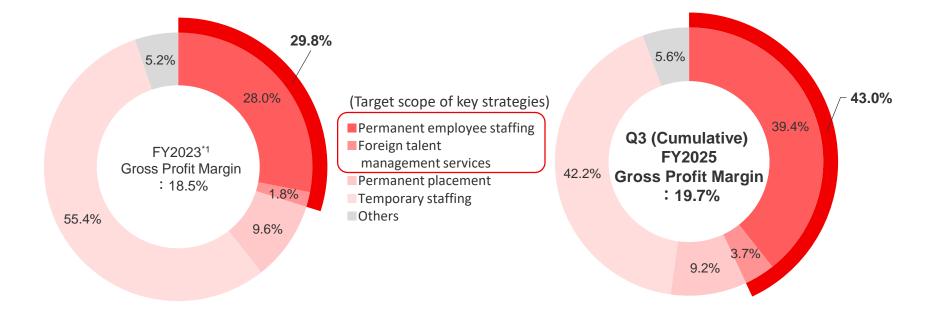
WILLOF Vietnam Company Limited was established in Vietnam in March 2020. It provides hiring support for Japanese companies and Japanese affiliate companies in Vietnam and education and employment support for people wishing to work in Japan, domestic permanent placement services in Vietnam, etc.

> Left photo: At award ceremony. Right photo: Award trophy and certificate



Medium-Term Management Plan (WILL-being 2026) : Change in share of gross profit by service

- The share of gross profit for the target scope of the key strategies (permanent employee staffing and outsourcing, and Foreign Talent Management Services) is steadily increasing from 29.8% in the final fiscal year of the previous Medium-term Management Plan (FY2023) to 43.0% in Q3 (Cumulative) FY2025.
- As a result, gross profit margin improved by 1.2pt (18.5% to 19.7%).



*1 Figures for FY2023 (full year) are calculated excluding the figures for subsidiaries that were excluded from consolidation by the end of the previous fiscal year.



Medium-term Management Plan (WILL-being 2026): Brand Promotions

- Building on our activities in June, we ran a TV commercial for WILLOF again in September across 18 prefectures, including the metropolitan area, to further enhance its brand awareness.
- Compared with FY2023 before the promotion, all of recognition rate, the number of branded search and rate of intention to use have vastly increased, demonstrating certain effects.

Expected effects of the promotions

Increased brand recognition

Recognition rate of WILLOF

* Aided recall rate of men and women aged 20 to

59 in the broadcasting regions

Increased search queries for WILLOF

Number of branded searches for

"WILLOF" (monthly)

Increased hiring through our own media

Past promotion

As promotion of "WILLOF" brand for the operation of the Domestic Working Business, we conducted terrestrial TV commercials featuring celebrity talents in the Kansai, Chukyo, Fukuoka, and Okinawa areas, and also in the Kanto area. Internet ads promotions were run on YouTube and other internet media as well.



Rate of intention to use WILLOF



* Men and women aged 20 to 59 in the broadcasting regions who have an intention to change their job



₩Vs. FY2023

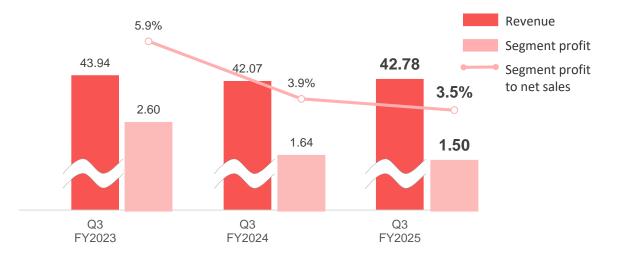
Overseas Working Business

- Both temporary staffing and permanent placement performance recorded lower revenue and lower profit due to continued reductions in hiring due to weak demand for manpower.
- Forex impact compared to Q2 FY2024 was +¥2.97 billion in revenue and +¥0.11 billion in operating profit.

	Q3 FY2025	Q3 FY2024	Vs. Q3 FY2024 % change
Revenue	42.78	42.07	+1.7%
Segment profit	1.50	1.64	-8.5%

-Major components of changes in segment profit (Billions of yen)-





-Forex sensitivity-

		FY2025	Q3 FY2025	Q3 FY2024	Change for ¥1 difference/y		
		Plan	Results	Results	Revenue	Profit	
	AUD	¥91	¥100	¥94	¥380 million	¥10 million	
	SGD	¥104	¥114	¥106	¥140 million	¥10 million	

-Revenue and segment profit (Billions of yen)-



Overseas Working Business (Revenue by contract type and operating profit)

• While we see ongoing stagnation caused by the macroeconomic downturn, we will continue investing in talent in competitive fields while maintaining cost control.

12.4% 14.7% 15.1% 14.0% 16.1% 14.3% 13.5% 11.6% 13 3% 13 5% 13 7% 8.0% 9.1% 10.6% 11.6% 13.78 Permanent placement Permanent placement Revenue composition **Temporary staffing** 13.36 12.27 11.75 12.23 12.22 11.78 11.79 12.51 12.47 11.92 12.08 9.74 10.43 ^{10.94} 10.33 8.58 8.37 8.52 01 Q3 Q4 01 Q2 Q3 Q4 01 Q2 Q3 Q4 01 Q2 Q3 Q4 01 Q2 Q3 FY2021 FY2021 FY2021 FY2021 FY2022 FY2022 FY2022 FY2022 FY2023 FY2023 FY2023 FY2023 FY2024 FY2024 FY2024 FY2024 FY2025 FY2025 FY2025 FY2025

-Revenue by contract type (Billions of yen)-

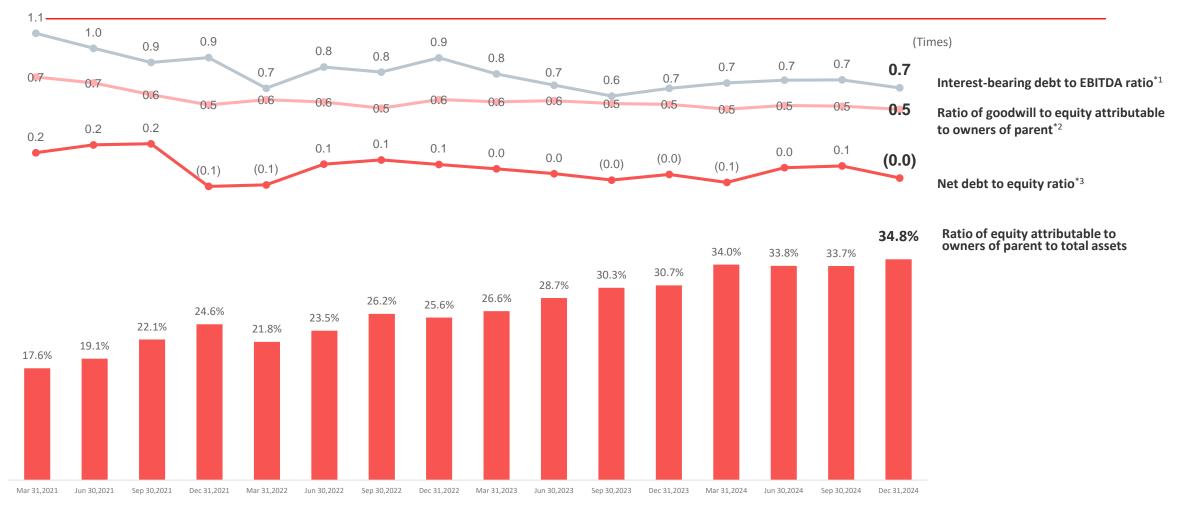
-Operating profit (Billions of yen)-





Financial Indicators

• The ratio of equity attributable to owners of parent to total assets was 34.8%. Each financial indicator is on a trend of improvement.



*1: Interest-bearing debt (excluding short-term borrowings) / EBITDA

*2: Goodwill outstanding / Equity attributable to owners of parent

*3 : (Interest-bearing debt - Cash and deposits) / Equity attributable to owners of parent



Consolidated Balance Sheet

- Total assets increased by ¥0.1 billion (mainly +¥0.3 billion in executive loans, +¥0.2 billion in goodwill, and -¥0.22 billion in other intangible assets).
- Total liabilities decreased by ¥0.35 billion (mainly +¥0.59 billion in net change in short-term borrowings, -¥0.77 billion in income taxes payable, and -¥0.63 billion in lease liabilities).
- Total equity increased ¥0.46 billion (mainly +¥1.11 billion in profit, and -¥1.01 billion in retained earnings due to dividends paid).

(Billions of yen)	March 31, 2024	Sep. 30, 2024	Change	(Billions of yen)	March 31, 2024	Sep. 30, 2024	Change
Current assets	26.12	26.28	+0.15	Current liabilities	24.53	25.40	+0.86
Of which cash and cash equivalents	7.10	6.85	-0.24	Of which Trade and other payables	16.48	17.15	+0.67
Of which Trade and other receivables	17.51	17.61	+0.09	Of which Borrowings	2.49	3.24	+0.75
Non-current assets	25.41	25.36	-0.04	Of which Other financial liabilities	2.11	2.08	-0.03
Of which Goodwill	8.73	8.94	+0.20	Non-current liabilities	9.49	8.26	-1.22
Of which Other intangible assets	6.10	5.88	-0.22	Of which Borrowings	3.44	3.02	-0.41
Total assets	51.54	51.65	+0.10	Of which Other financial liabilities	4.83	4.19	-0.64
Ratio of equity attributable to owners of parent to total assets	34.0%	34.8%	+0.8pt	Total liabilities	34.02	33.67	-0.35
Net debt to equity ratio	-0.1 times	-0.0 times	_	Total equity	17.51	17.98	+0.46
Ratio of goodwill to equity attributable to owners of parent	0.5 times	0.5 times	-	Of which total of equity attributable to owners of parent	17.50	17.96	+0.45
Interest-bearing debt to EBITDA ratio	0.7 times	0.7 times	-	Total liabilities and equity	51.54	51.65	+0.10



- Net cash provided by operating activities was ¥2.03 billion mainly due to the recording of profit before tax and changes in trade receivables and payables.
- Net cash used in investing activities was ¥1.0 billion mainly due to payments for executive loans receivable and purchase of investment securities.
- Net cash used in financing activities was ¥1.41 billion mainly due to dividends paid and net change in short-term borrowings.

(Billions of yen)	Q3 FY2024	Q3 FY2025	(Billions of yen)	Q3 FY2024	Q3 FY2025
Profit before tax	2.71	1.69	Net increase (decrease) in interest-bearing debt	(4.39)	(0.67)
Depreciation and amortization	1.62	1.53	Purchase of shares of subsidiaries not resulting in	_	(0.07)
Income taxes paid	(1.64)	(1.62)	change in scope of consolidation		(0.07)
Other	0.13	0.42	Dividends paid	(1.00)	(1.01)
Net cash provided by (used in) operating activities	2.83	2.03	Government subsidy income	0.14	0.32
			Other	0.04	0.02
Purchase and sales of property, plant and equipment	(0.32)	(0.28)	Net cash provided by (used in) financing activities	(5.21)	(1.41)
Purchase of investment securities	(0.00)	(0.29)	Effect of exchange rate changes	0.32	0.13
Other	(0.45)	(0.42)	Net increase (decrease) in cash and cash equivalents	(2.83)	(0.24)
Net cash provided by (used in) investing activities	(0.78)	(1.00)	Cash and cash equivalents at beginning of period	9.59	7.10
Free cash flows (Operating activities + Investing activities)	2.05	1.02	Cash and cash equivalents at end of period	6.75	6.85



Status of the Acquisition of the Company's Shares by the Company's Representative Director Yuichi Sumi

As announced on September 25, 2024, Representative Director Yuichi Sumi (hereinafter referred to as "Sumi") acquired the Company's issued shares up to a maximum amount of approximately ¥300 million through market purchases.

These purchases began on September 27, 2024, and were concluded at the end of January 2025.

(While providing open and fair terms and taking appropriate measures to safeguard the assets, the Company provided personal financing to Sumi for the funds for these purchases.)

As a result, Sumi owns 333,000 shares of the Company (a shareholding ratio of 1.44% of issued shares).



Comments from Representative Director Yuichi Sumi

"Although I assumed the position of Representative Director in June 2023, I decided to make these purchases as I would once again like to share with our stakeholders my strong desire to grow the Company's business. Through these purchases, I will demonstrate my commitment to management while striving to achieve growth of the Company's business and enhance mediumto long-term corporate value." To whom it may concerns:

Company name: WILL GROUP, INC. Representative name: Yuichi Sumi, President and Representative Director (Securities code: 6089, Tokyo Stock Exchange Prime Market) Contact information: Satoshi Takayama, Executive Officer and General Manager of Management Department (Telephone: +81-3-6859-8880)

September 25, 2024

Notice Concerning Acquisition of the Company's Shares by the Company's Representative Director Yuichi Sumi

WILL GROUP, INC. (the "Company") hereby announces that Representative Director Yuichi Sumi (hereinafter referred to as "Sumi") has decided to purchase the Company' issued shares up to a maximum amount of approximately ¥300 million through market purchases.

The purchases will be conducted as personal transactions by Sumi at the discretion of a securities company within a certain range of share prices and conditions. The shares will be acquired in multiple purchases starting on September 27, 2024 and the purchases are planned to continue for a certain period up to January 31, 2025 at the latest.

While providing open and fair terms and taking appropriate measures to safeguard the assets, the Company decided at the meeting of the Board of Directors held today to provide personal financing to Sumi for the funds to be used for the purchases. Regarding these purchases, Sumi made the following comment.

"Although I assumed the position of Representative Director in June 2023, I decided to make these purchases as I would once again like to share with our stakeholders my strong desire to grow the Company's business. Through these purchases, I will demonstrate my commitment to management while striving to achieve growth of the Company's business and enhance medium- to long-term corporate value."

As of March 31, 2024, Sumi owned 30,700 shares of the Company (shareholding ratio of 0.13% of issued shares). After the purchases are completed, assuming the shares were purchased at the closing price on September 24, 2024, Sumi is expected to own 352,588 shares (shareholding ratio of 1.53% of issued shares).



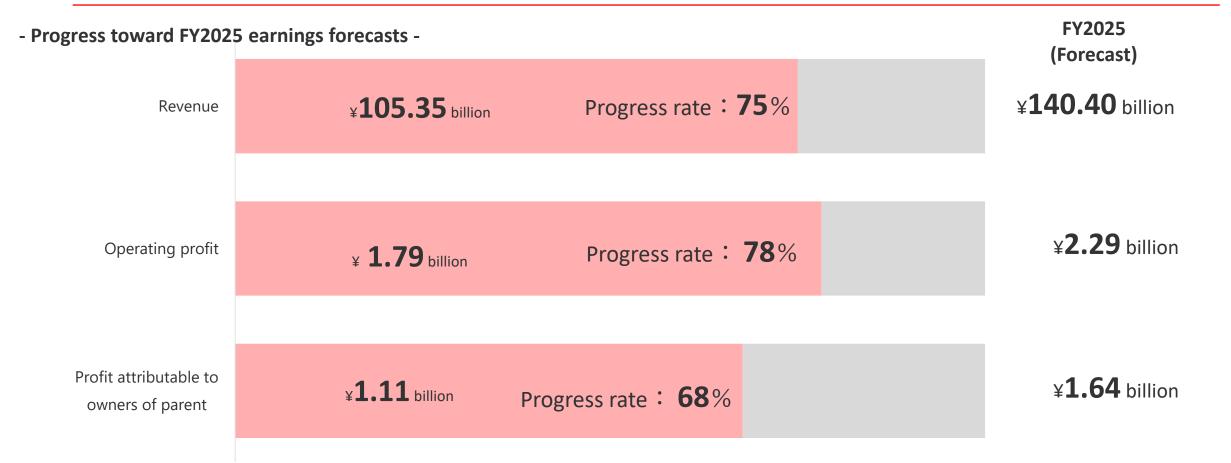
Timely Disclosure Materials (September 25, 2024) "Notice Concerning Acquisition of the Company's Shares by the Company's Representative Director Yuichi Sumi



FY2025 Earnings Forecast and Shareholder Return

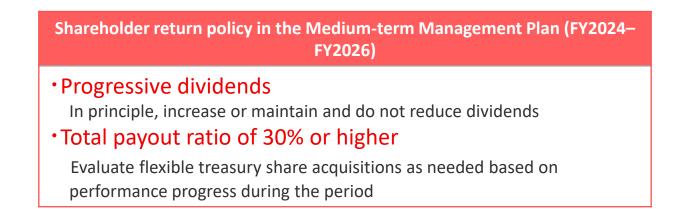
FY2025 Consolidated Earnings Forecasts

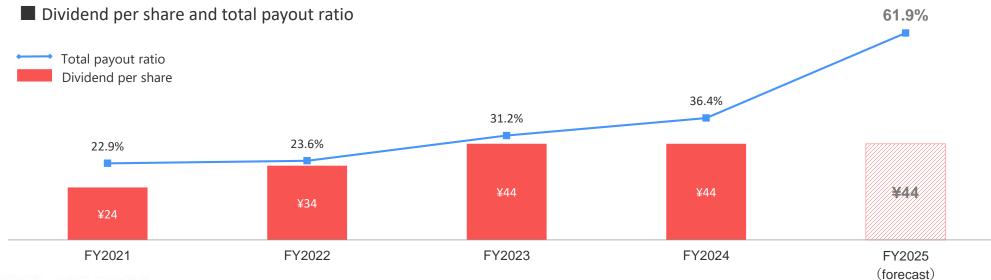
- In Q3, both revenue and operating profit made steady progress on earnings forecasts. However, Overseas W was a little behind.
- We will aim to achieve our full-year earnings forecast with the following initiative:
 - Domestic W: We will continue to work on expanding the strategic investment domain, led by the construction management engineer domain
 - Overseas W: We will implement cost control measures within a scope that will not compromise the value of the business, while continuing to attract and retain talented consultants





- The FY2025 dividend forecast is based on our shareholder return policy and set at the same as the previous fiscal year (¥44 per share).
- As a result, a forecast total payout ratio is 61.9%.







• Implementing a shareholder benefit system aimed to promote medium-to long-term holdings.

Continuous holding Period ^{*1}	100 to less than 200 shares	200 shares or more	Preferential yield ^{*2}	Dividend yield ^{*2}
Less than one year	¥500 QUO card	¥1,000 QUO card	0.5%	
Less than two years	¥1,000 QUO card	¥2,000 QUO card	1.0%	4.4%
Less than three years	¥1,500 QUO card	¥3,000 QUO card	1.5%	
Three years or more	¥2,000 QUO card	¥4,000 QUO card	2.0%	

*1 The continuous holding period is calculated starting on March 31 of each year, the record date in Japan. This applies to shareholders who have been consecutively indicated or recorded in the Company's shareholder registry as of March 31 by using the same shareholder number two times in the case of less than two years, three times in the case of less than three years, or at least four times in the case of three or more years.

 $^{\ast}2$ Preferential yield value is estimated based on the closing price on Feb. 7, 2025: ¥1,002





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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