

Financial Results for the Fiscal Year Ending March 31, 2023 and Medium-term Management Plan

May 25, 2023

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

Change of Representative Director

WILL GROUP will transition to a new management structure under the new Medium-Term Management Plan.

Name (Date of birth)	Career summary, position and responsibility		Number of the Company's shares owned (As of March 31, 2023)
<p data-bbox="453 486 647 586">Yuichi Sumi October 6, 1980 (42 years old)</p> 	Apr. 2003	Joined SAINT MEDIA, INC. (currently WILLOF WORK, Inc.)	30,700 shares
	Apr. 2006	Joined Will Holdings, Inc. (currently the Company)	
	Apr. 2009	Joined SAINT MEDIA FIELD AGENT, INC. (currently WILLOF WORK, Inc.)	
	Apr. 2014	General Manager of Sales Division of SAINT MEDIA FIELD AGENT, INC. (currently WILLOF WORK, Inc.)	
	Apr. 2016	Director of SAINT MEDIA FIELD AGENT, INC. (currently WILLOF WORK, Inc.)	
	July 2018	Executive Officer, General Manager of Human Resources Division of the Company	
	June 2019	Director of SAINT MEDIA, INC. (currently WILLOF WORK, Inc.)	
	Apr. 2021	Representative Director of WILLOF CONSTRUCTION, Inc	
	June 2022	Director of the Company (current position)	

*The decision will be officially made at the annual general meeting of shareholders scheduled to be held in June 2023 and at a meeting of the Board of Directors to be held after the general meeting of shareholders.



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With the launch of the new Medium-term Management Plan “WILL-being 2026” in April 2023, starting in FY2024 Q1, we have changed the names of the Domestic WORK Business and the Overseas WORK Business to the Domestic Working Business (abbreviated as: Domestic W) and the Overseas Working Business (Overseas W), respectively. We have unified with the new segment names in these materials.

FY2023 Results



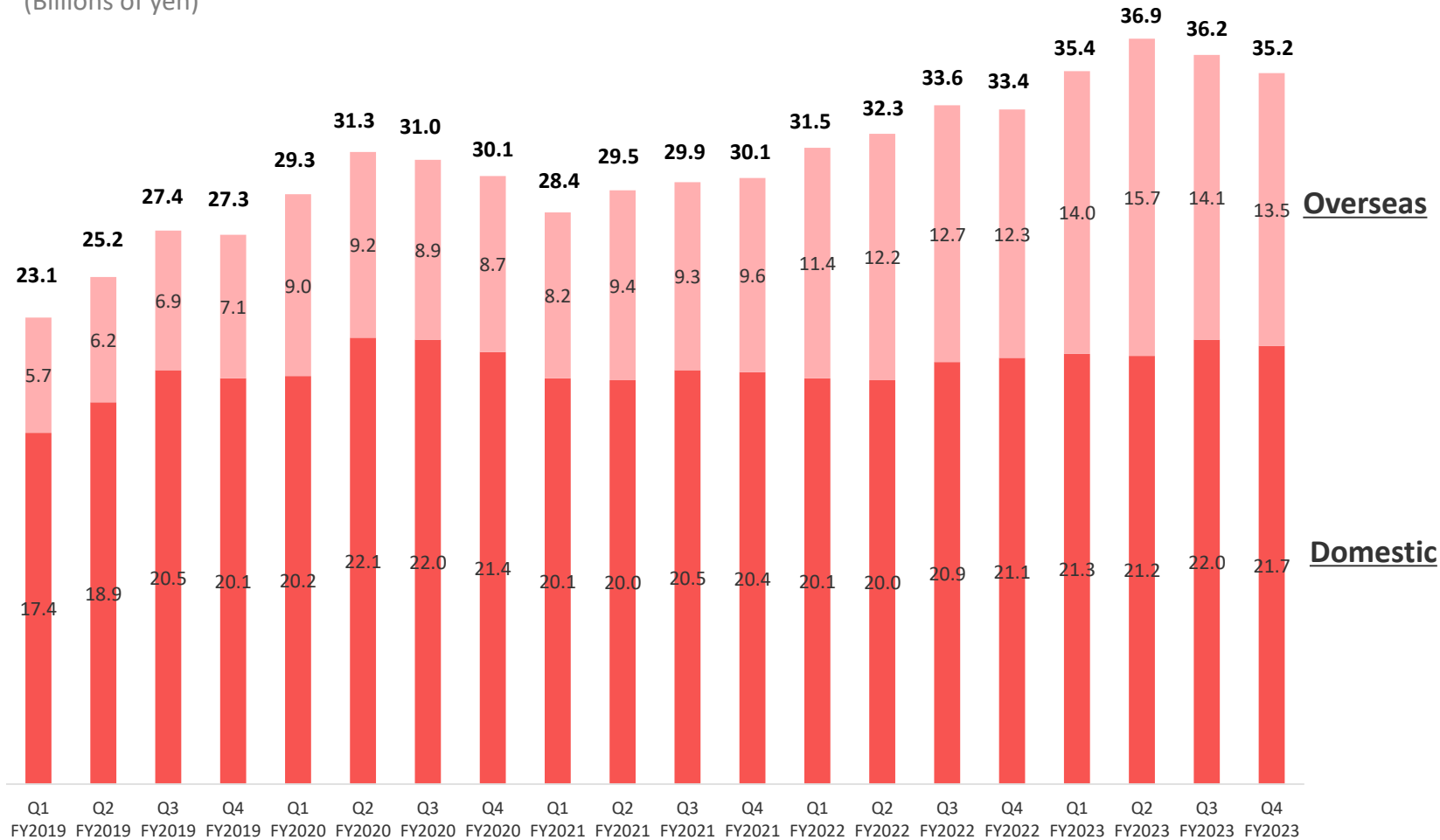
Operating profit decreased due to the effect of adjustments to prior fiscal year financial results of the consolidated subsidiary (-¥0.4 billion).

	FY2023	Vs. FY2022
(Billions of yen)		
Revenue	143.93	+9.8% (+12.85 billion) Forex impact:+6.40 billion
Gross margin	22.1%	+0.1pt
Operating profit	5.31	-2.8% (-0.15 billion) Forex impact:+0.40 billion

1. FY2023 Results

Consolidated Revenue

(Billions of yen)



Q4 FY2023 revenue was -¥1.0 billion below Q3 FY2023

(The effects of foreign exchange rate: - ¥0.0 billion)

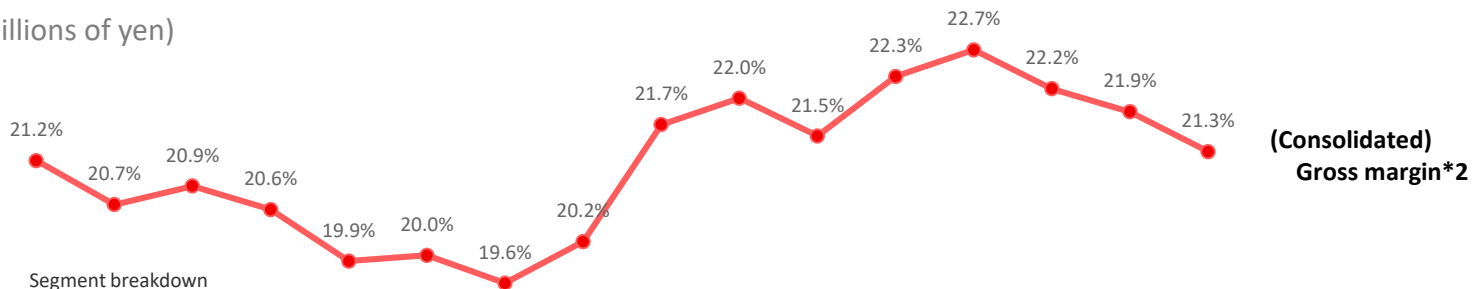
**Domestic, revenue was flat.
Overseas, temporary staffing revenue decreased.**

*The revenue figures shown are after adjustments, excluding the impact of overseas subsidy income.

1. FY2023 Results

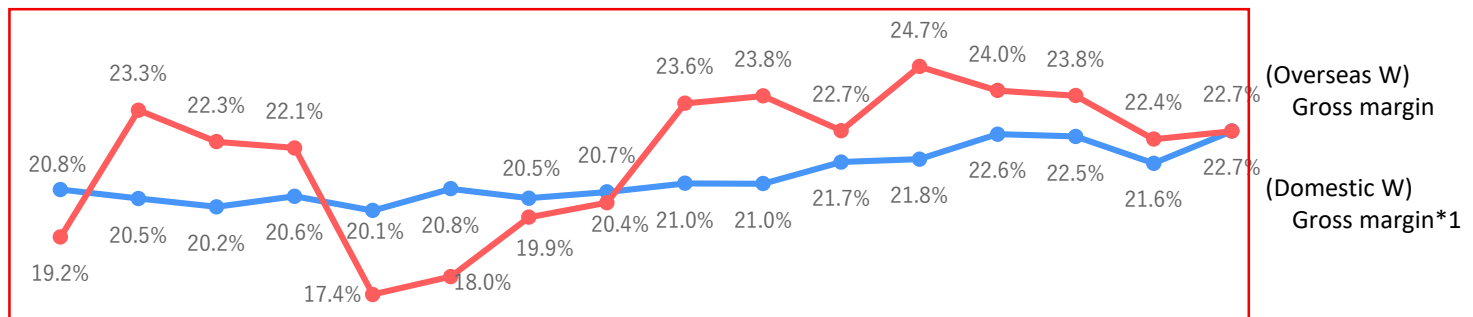
Consolidated Gross Margin

(Billions of yen)



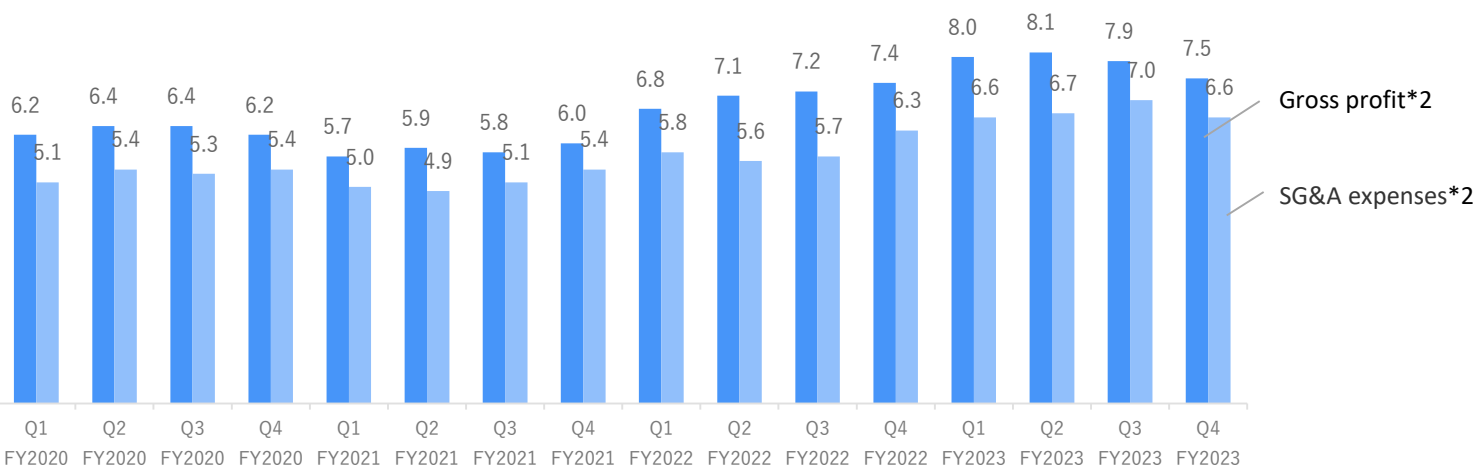
(Consolidated) Gross margin*2

Segment breakdown



(Overseas W) Gross margin

(Domestic W) Gross margin*1



Gross profit*2

SG&A expenses*2

Although gross margin increased in Japan and overseas, it decreased on a consolidated basis due to provisions including allowance for paid leave.

Upfront investments in strategic growth businesses (construction, startups, nursing care)
 FY2023 plan : ¥0.83 billion
 FY2023 results: ¥0.82 billion (-¥0.01 billion)

*1 Intersegment consolidation adjustments are not included. The amounts for FY2020 are based on the previous accounting policy.

*2 Gross profit and SG&A expenses are based on adjusted figure that excludes overseas subsidy income.

2

Review of the Previous Medium-Term Management Plan (Will-being 2023, FY2021–FY2023)

2. Review of the Medium-Term Management Plan (WILL-being 2023)

Comparison of performance with FY2020

Steady growth in both sales revenue and operating profit.

Billions of yen	FY 2020	FY 2023	Vs FY2020
Revenue	121.9	143.9	+6% _(CAGR)
Gross margin	20.8 %	22.1 %	+1.3 pt
Operating profit	4.14	5.31	+9% _(CAGR)
Operating margin	3.4 %	3.7 %	+0.3 pt
ROIC	14.0 %	16.6 %	+2.6 pt
Profit attributable to owners of parent	11.7 %	26.6 %	+14.9 pt

2. Review of the Medium-Term Management Plan (WILL-being 2023)

Results against management plan

The operating margin target, a basic policy of the previous medium-term plan, was not achieved.

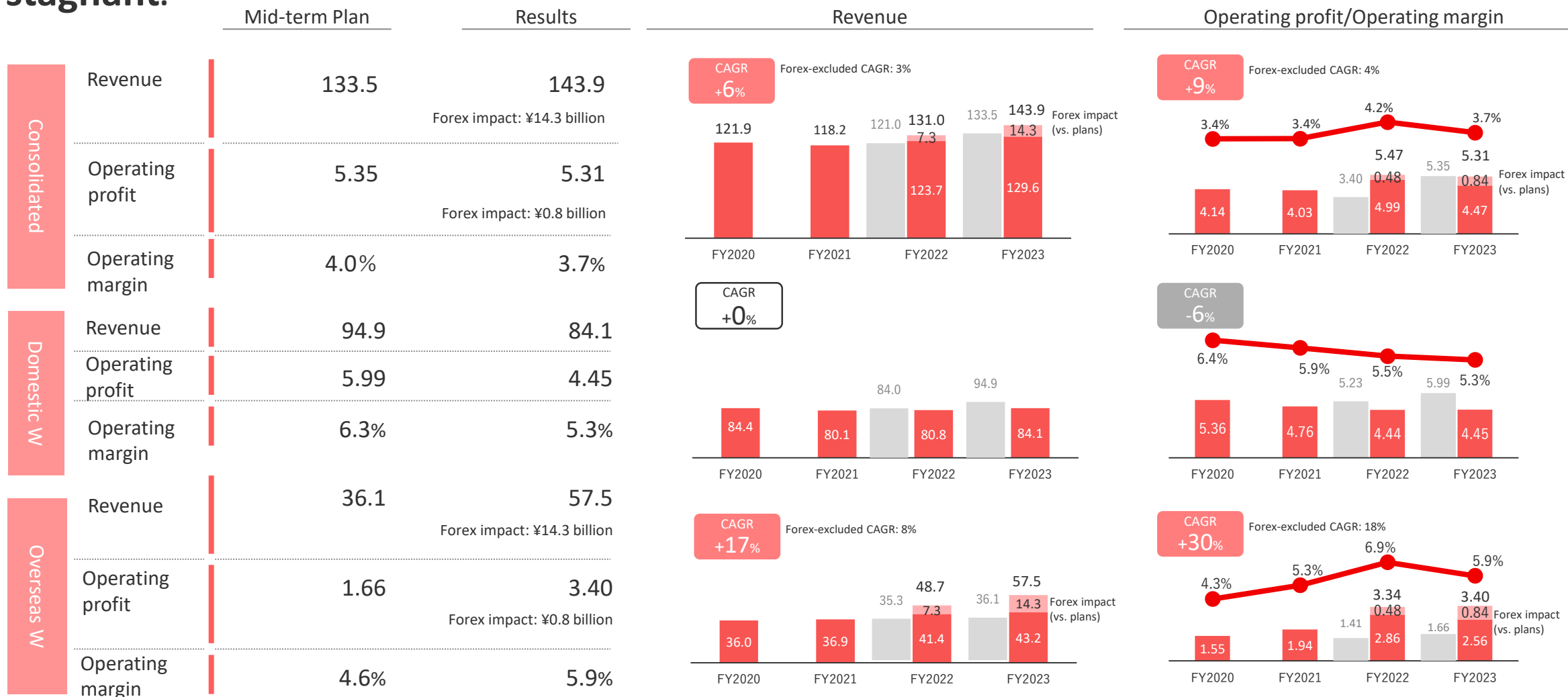
Billions of yen	FY2023 (Medium-Term Management Plan)	FY 2023	Vs. FY023 (Medium-Term Management Plan)
Revenue	133.5	143.9	+10.4
Gross margin	22.6 %	22.1 %	(0.5) pt
Operating profit	5.35	5.31	(0.03)
Operating margin	4.0 %	3.7 %	(0.3) pt
ROIC	20.0 %	16.6 %	(3.4) pt
Profit attributable to owners of parent	20.0 %	26.6 %	+6.6 pt

2. Review of the Medium-Term Management Plan (WILL-being 2023)

Revenue and Operating Profit Trends by Segment

Although Overseas W grew excluding the impact of foreign exchange, Domestic W was stagnant.

(Billions of yen)



2. Review of the Medium-Term Management Plan (WILL-being 2023)

Key Strategies

Although the impact of COVID-19 was initially expected, our key strategies still largely missed their plans.

Key strategies		Details	Evaluation	
Strategy I	Improving profitability through the portfolio shift	<ul style="list-style-type: none"> Expansion of Perm area (“Perm” refers to permanent placement, and temporary staffing for highly specialized fields). In particular, we will focus on the areas of nursing care, construction management engineers, and HR support for startups. [Indicators] <ul style="list-style-type: none"> Strategic investment domain: Revenue growth rate Profit maximization domain: Operating margin 	△	[Strategic investment domains] <ul style="list-style-type: none"> Construction: △ (although the number of hires steadily expanded, we are one year behind our initial plans) Nursing: × (due to insufficient expansion in people hired in the temp-to-hire category, we changed our strategy mid-term) HR support for startups: ○ (trending strongly despite adjustments to prior fiscal year financial results)
			△	[Profit maximization domain] <ul style="list-style-type: none"> Domestic W: × (the number of people on assignment decreased amid increased COVID-19 cases, a reduction in orders from existing customers, and a reduction in the number of people recruited. Operating margin also declined due to a decline in gross margin.) Overseas W: ○ (although the sharp increase in permanent placement demand post-COVID-19 has run its course, the base steadily increased even excluding the forex impact)
Strategy II	Improving productivity through the digital shift	<ul style="list-style-type: none"> Improve per-capita productivity through the digital shift. 	×	<ul style="list-style-type: none"> Even though we have strengthened the functions of the WILLOF smartphone app (facilitating online applications) and integrated the construction management engineer domain core system (temporary staffing management) with existing systems, it has not yet led to improving per-capita productivity.
Strategy III	Searching for the next strategic investment domains	<ul style="list-style-type: none"> Expand services for foreigners in Japan. Expand services for IT personnel. In HR Tech, we are exploring opportunities in sectors adjacent to our main businesses. 	×	<ul style="list-style-type: none"> Even though Japan reopened for technical interns and specified skilled foreign workers in May 2022, services for foreigners in Japan missed initial forecasts. In services for IT personnel, both temporary staffing and permanent placement grew steadily. In March 2023, we withdrew from existing HRTech products (business management, foreign lifestyle support services). Products under development for services, etc. to be provided to construction management engineer domain.
Strategy IV	Financial strategy	<ul style="list-style-type: none"> Ratio of equity attributable to owners of parent: 20% or higher ROIC: 20% or higher (cost of capital at around 10%) Total payout ratio: 30% or higher 	○	<ul style="list-style-type: none"> Ratio of equity attributable to owners of parent was 26.6% at the end of FY2023. ROIC was 16.6% Missed due to missed operating profit targets. Total payout ratio for FY2023: 31.2%.

Issues and Policies in Creating the New Medium-Term Management Plan

**Based on issues in the previous Medium-Term Management Plan, we have organized the policies in the next Medium Term Management Plan as follows.
Rebuilding growth in our Domestic Work business will be the priority.**



Challenges

Operating margin remains unchanged overall in the 3% zone.
(Operating margin FY2020: 3.4% → FY2023: 3.7%)

Domestic W

The hiring environment is deteriorating in our Domestic W focus areas (sales, call centers, factories).

Overseas W

Overseas W has further accelerated.



Policies for the next Medium-Term Management Plan

While there are no changes in our policy of increasing our operating margin from the previous Medium-Term Management Plan, the priority is to increase our ability to grow (especially in Domestic W).

Create new recruitment models, diversify recruitment channels, and strengthen own brand.

We will further accelerate growth while conducting necessary investments (expanding the workforce).

3

Medium-term Management Plan (WILL-being 2026)

3. Medium-Term Management Plan (WILL-being 2026)

Basic Policies, Management Targets



Basic policies

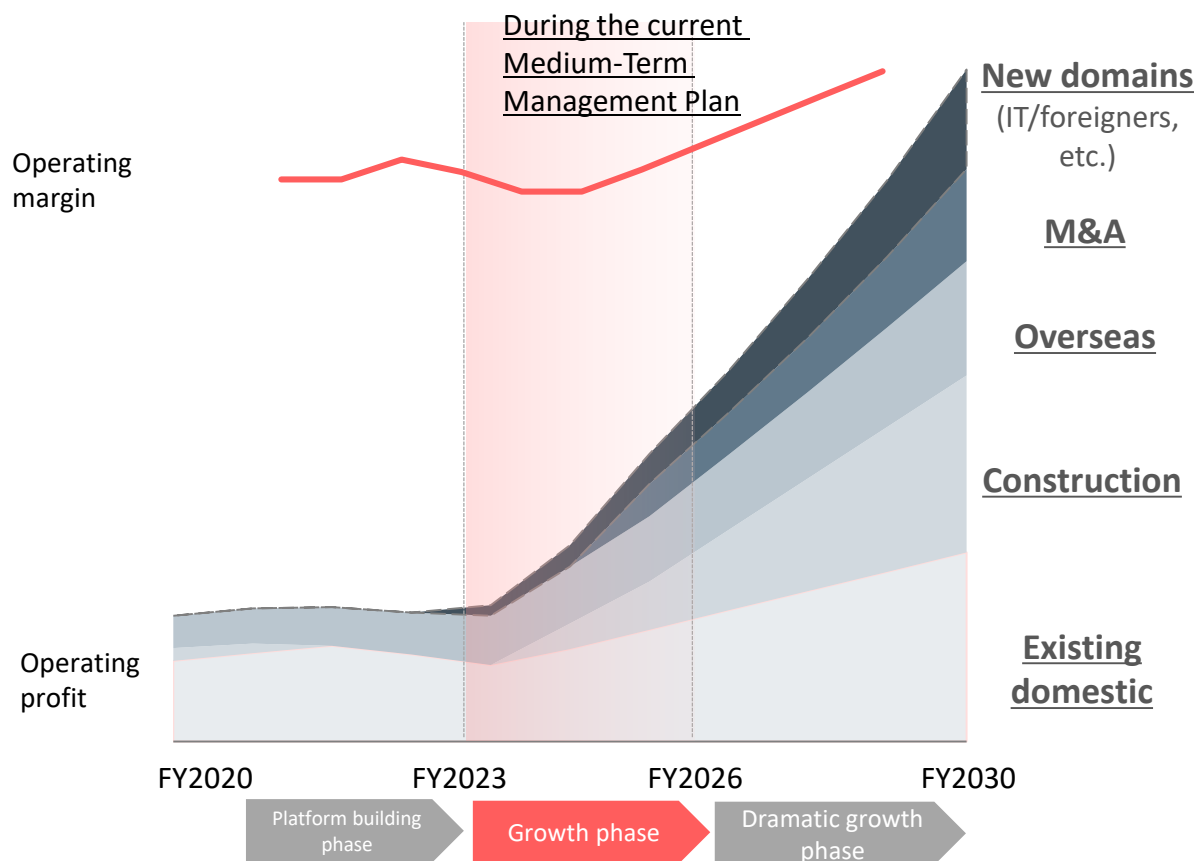
Renewed growth in Domestic W

(Billions of yen)

		FY2023	FY2026(Plan)	FY2023→FY2026
Targets	Revenue *New M&A not included	143.9	170.0	CAGR +6%
	Operating profit (Operating margin)	5.31 (3.7%)	6.50 (3.8%)	CAGR +7% (+0.1pt)
KPI	Number of hires/year (construction management engineer domain)	1,000	2,000	+1,000
	Retention rate (construction management engineer domain)	71%	73%	+2pt
	Number of workers on assignment for regular employee staffing (Domestic W [excluding the construction management engineer domain])	2,450	4,700	+2,250
	Number of foreigners for whom employment was supported (Domestic W [excluding the construction management engineer domain])	1,750	6,800	+5,050
	Permanent placement revenue composition (Overseas W)	14%	17%	+3pt

We changed our profit structure in the current Medium-Term Management Plan to realize dramatic growth in the future.

■ Profit growth scenario



Refresh exploratory domains

Constantly search for new domains and identify potential and winning strategies.

Non-continuous growth

Narrow down targets and pursue after creating financing rules.

Stable growth

To minimize downside risk, enhance governance.

Creating new pillars

Aiming to be the industry leaders, we will expand our topline through upfront investment and create new pillars.




Rebuild into a stable foundation

Recapture our ability to grow and maximize profits from FY2027.

Key Strategy Targets

To achieve management targets in the current Medium-Term Management Plan, we have established the following three key strategies.

We aim to invest around ¥3.5 billion as upfront investment in Domestic W (FY2024: ¥1.1 billion, FY2025: ¥2.5 billion)

Strategies	Domestic W	Strategy I	Realizing further growth and monetization in the construction management engineer domain 	Double the recruitment of people with no experience, including new graduates			
				1,000 (FY2023)	▶	2,000 (FY2026)	
	Strategy II	Renewed growth in Domestic W (excluding the construction management engineer domain) 	POINT1	Double the number of workers on regular employee staffing	2,450 (FY2023)	▶	4,700 (FY2026)
			POINT2	Triple the number of foreign workers under consigned management	1,750 (FY2023)	▶	6,800 (FY2026)
			POINT3	Implementing brand promotions			
	Overseas W	Strategy III	Stable growth in Overseas W 	Enhance the stability of existing businesses			

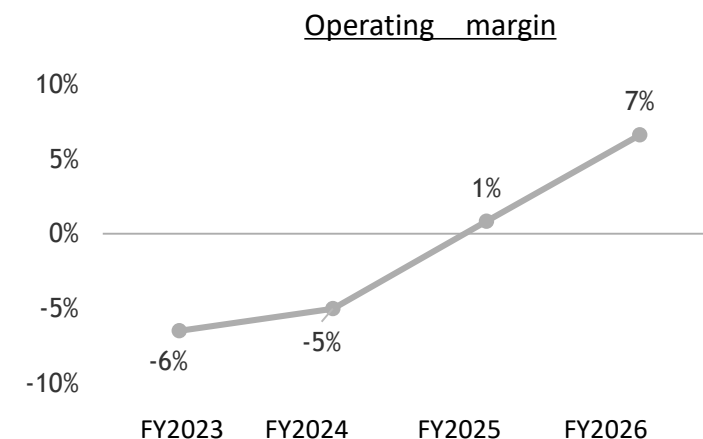
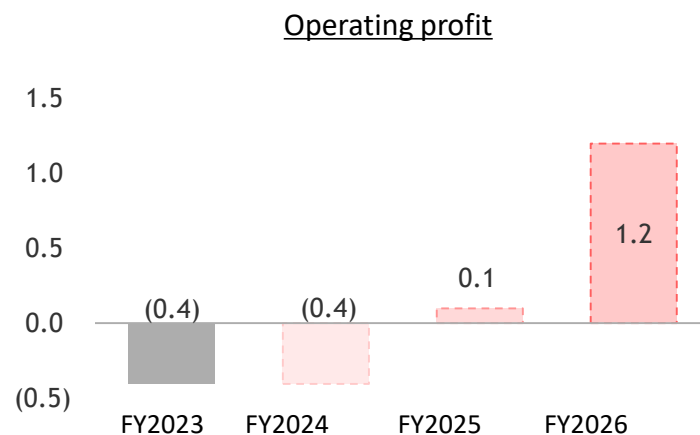
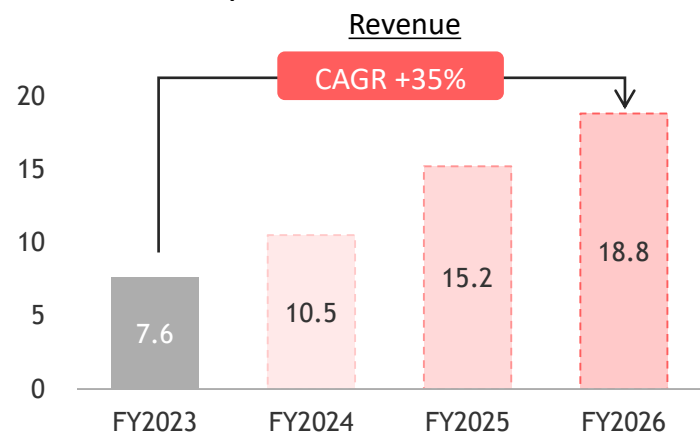
3. Medium-Term Management Plan (WILL-being 2026)

Strategy I Realize further growth and monetization in the construction management engineer business

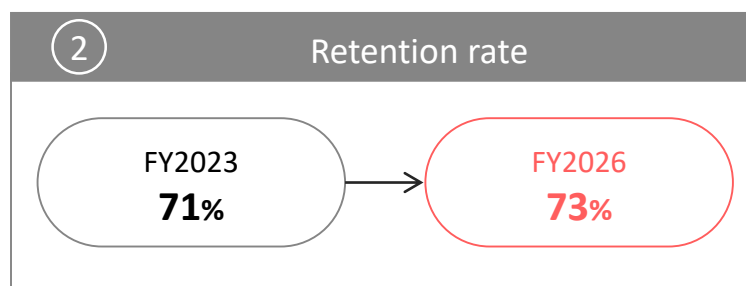
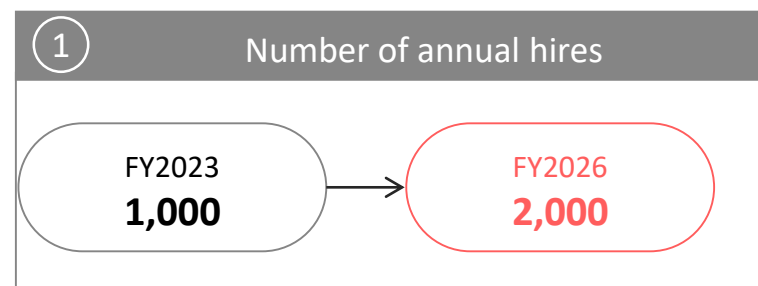
Key strategies

Double the number of hires in three years (compared to FY2023) Realize further growth and monetization.

Numerical plan (Billions of yen)



Important KPI



3. Medium-Term Management Plan (WILL-being 2026)

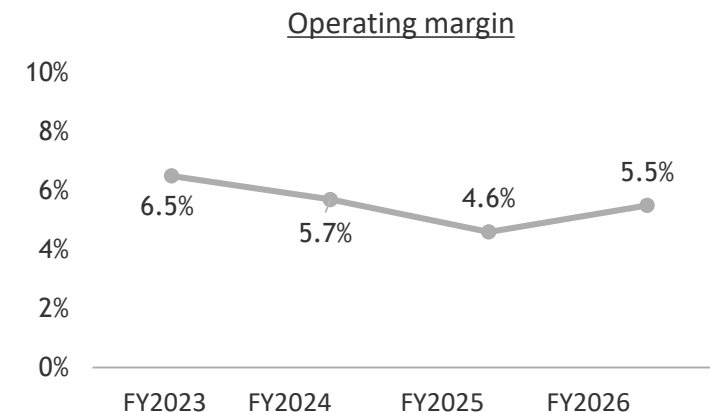
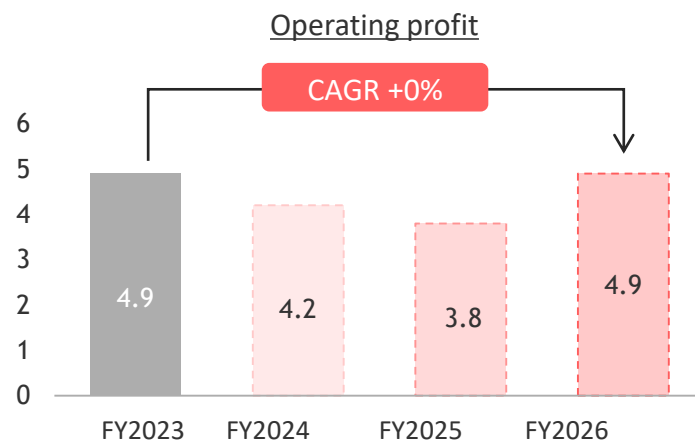
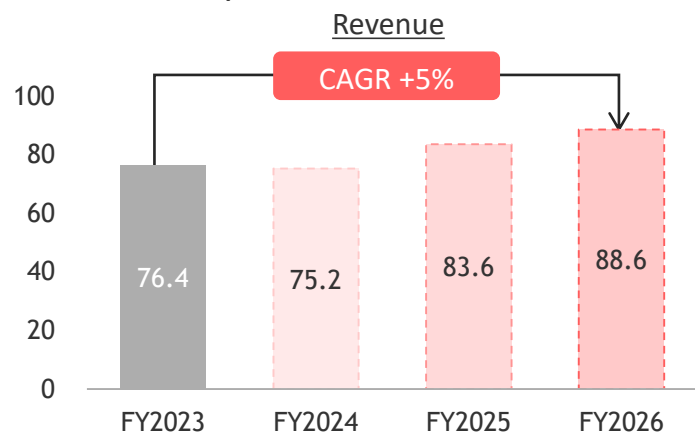
Strategy II Renewed growth in Domestic W (excluding the construction management engineer domain)

Key strategies

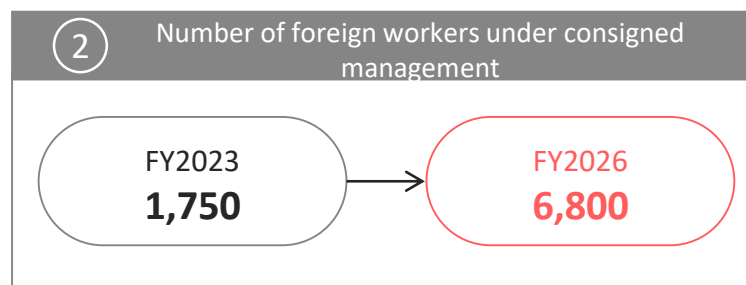
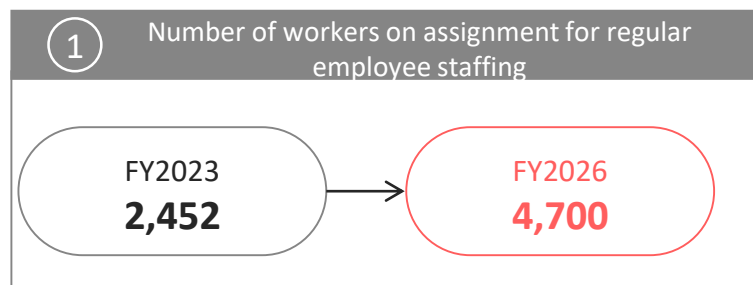
Expand foreign workers under consigned management and permanent employee staffing.

Numerical plan

(Billions of yen)



Important KPI

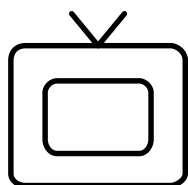


We will execute brand promotions to strengthen our brand.

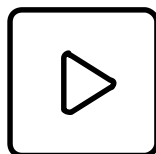
■ Brand vision (our vision)

Chance-Making Company

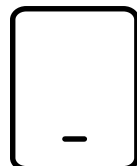
Envisioned promotional media



Television commercials with limited broadcast regions



WebCM



SNS

Expected effects of the promotions

Increased brand recognition



Increased search queries for WILLOF



Increased hiring through our own media

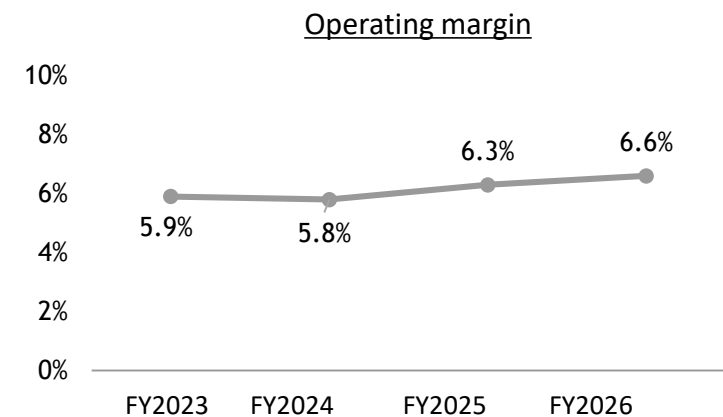
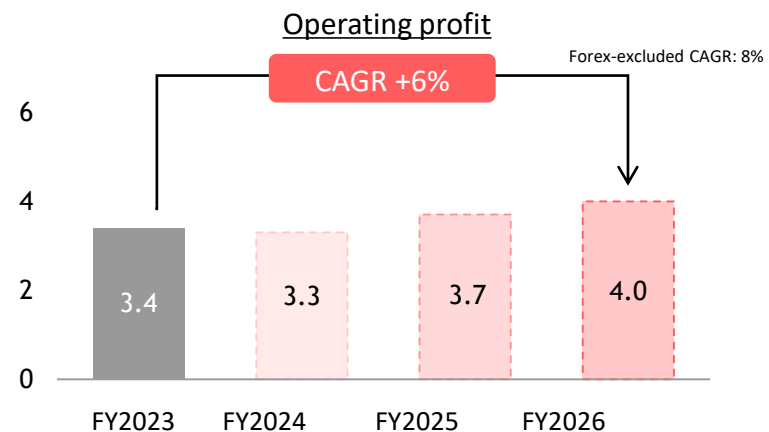
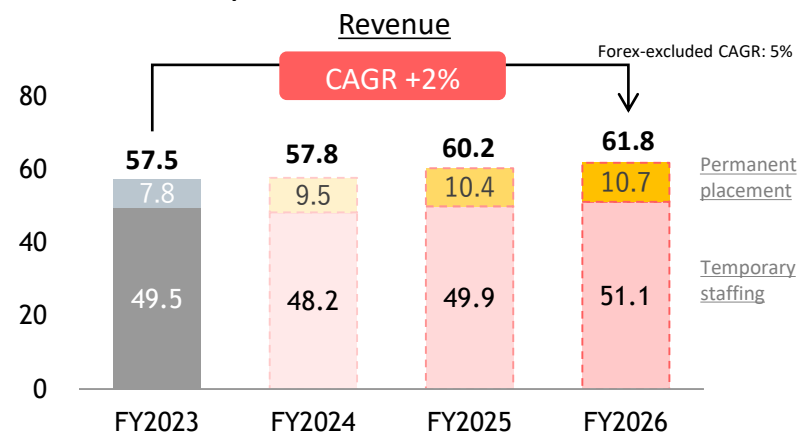
3. Medium-Term Management Plan (WILL-being 2026)

Strategy III Stable growth in Overseas W

Key strategies

While temporary post-COVID-19 personnel demand has run its course, we are realizing stable growth.

Numerical plan (Billions of yen)



Important KPI

① Permanent placement revenue composition

FY2023
14%

FY2026
17%

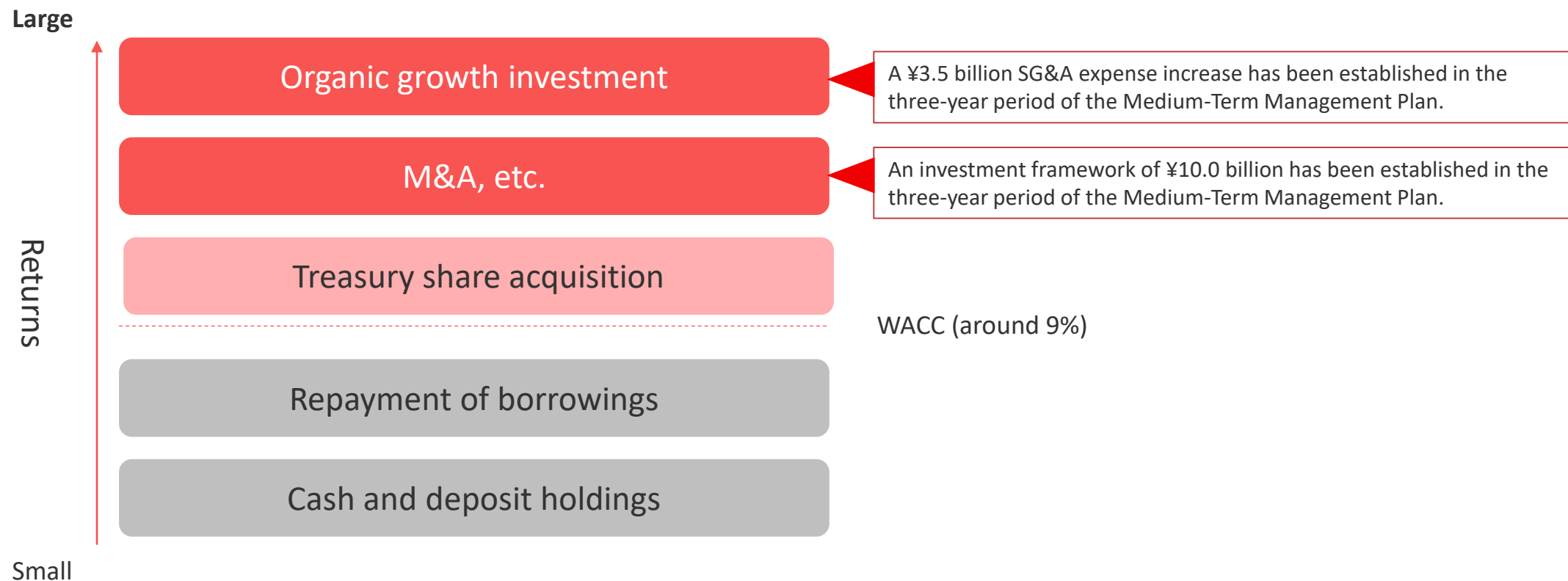
② Temporary staffing revenue

FY2023
¥49.5 billion

FY2026
¥51.1 billion








Exchange rate	Plan rate	FY2023 Rate	Change for ¥1 difference/y	
			Revenue	Profit
AUD	¥94	¥93	¥460 million	¥30 million
SGD	¥86	¥98	¥110 million	¥10 million

Prioritize organic growth investment and investment into M&A.



In the current Medium-Term Management Plan, we have established targets and financing rules and reopened M&A. An investment framework of ¥10.0 billion.

■ M&A policy

 <p>Targets</p>	<p>While focusing on compatibility with our policy of “Maximizing and Optimizing Career Paths to Transform Workers into Experts,” we have identified target companies in domains that can accelerate the growth of the WILL GROUP and contribute to our future operating margin targets.</p> <div data-bbox="738 592 879 678"><p>IT, construction and manufacturing and engineer human resources business</p></div> <div data-bbox="1401 592 1528 678"><p>Placement business for which occupations are expected to expand into experts</p></div> <div data-bbox="2051 585 2178 706"><p>Education and training business</p></div>
 <p>Process</p>	<ul style="list-style-type: none">• Person responsible for the domain or for the PMI is involved from the initial stages.• We ensure transparency by implementing the Company’s past M&A process.
 <p>Financing rules</p>	<ul style="list-style-type: none">• M&A funding comes in order from free cashflow to borrowings.• We achieve at minimum an ROIC that exceeds the Company’s capital costs (WACC: 9%). (setting appropriate prices at the time of acquisition)
 <p>Governance</p>	<ul style="list-style-type: none">• By strengthening management to create synergies and monitoring of acquisition plans at the time of investment, we implement appropriate governance.

Shareholder Return

We have changed our shareholder return policy in the current Medium-Term Management Plan to “progressive dividends and a total payout ratio of 30% or higher.”

Shareholder return policy in the previous Medium-Term Management Plan

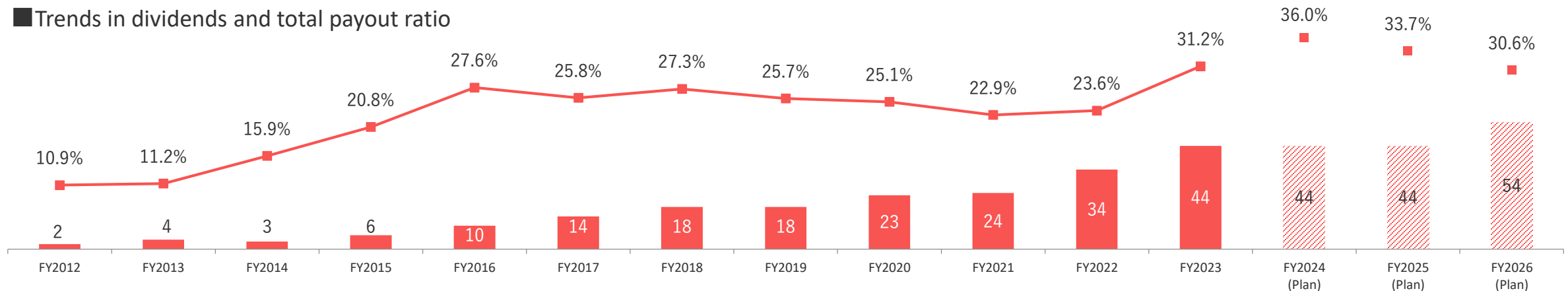
- Target total payout ratio of 30% (versus results forecasts at the start of the fiscal year)



Shareholder return policy in the current Medium-Term Management Plan

- **Progressive dividends**
In principle, increase or maintain and do not decrease dividends
- **Total payout ratio of 30% or higher**
Consider flexible treasury share acquisitions as needed based on financial results progress during the fiscal year

■ Trends in dividends and total payout ratio



FY2024 Earnings

4. FY2024 Earnings

FY2024 Consolidated Earnings Forecasts

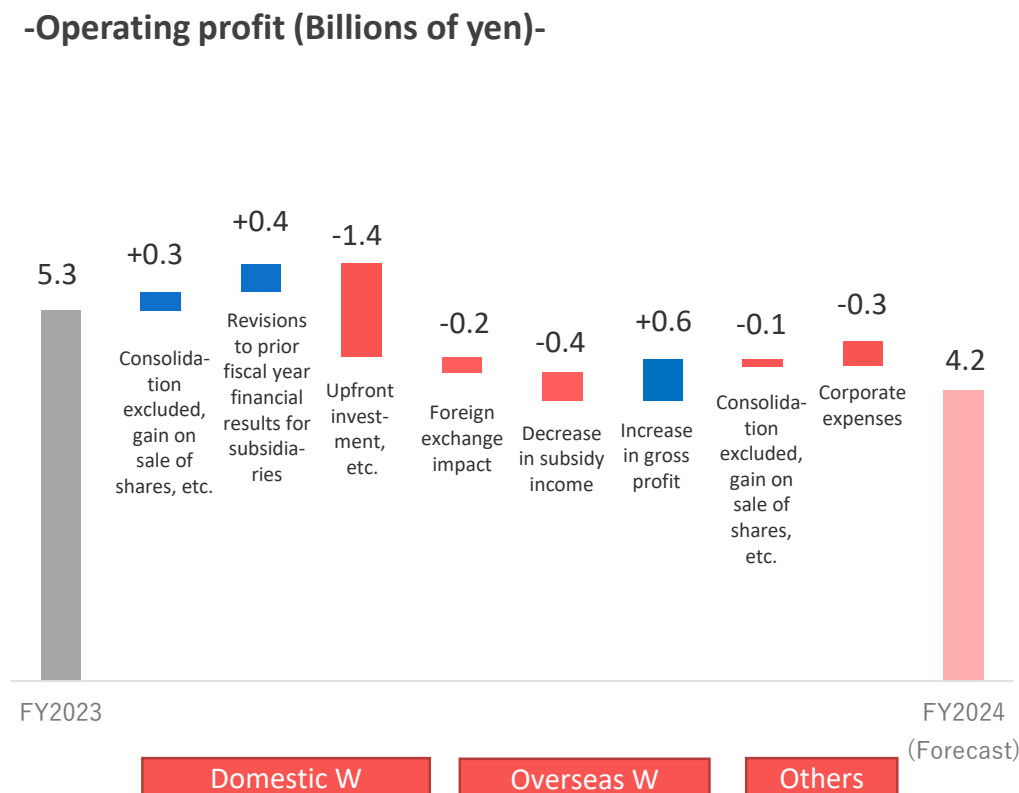
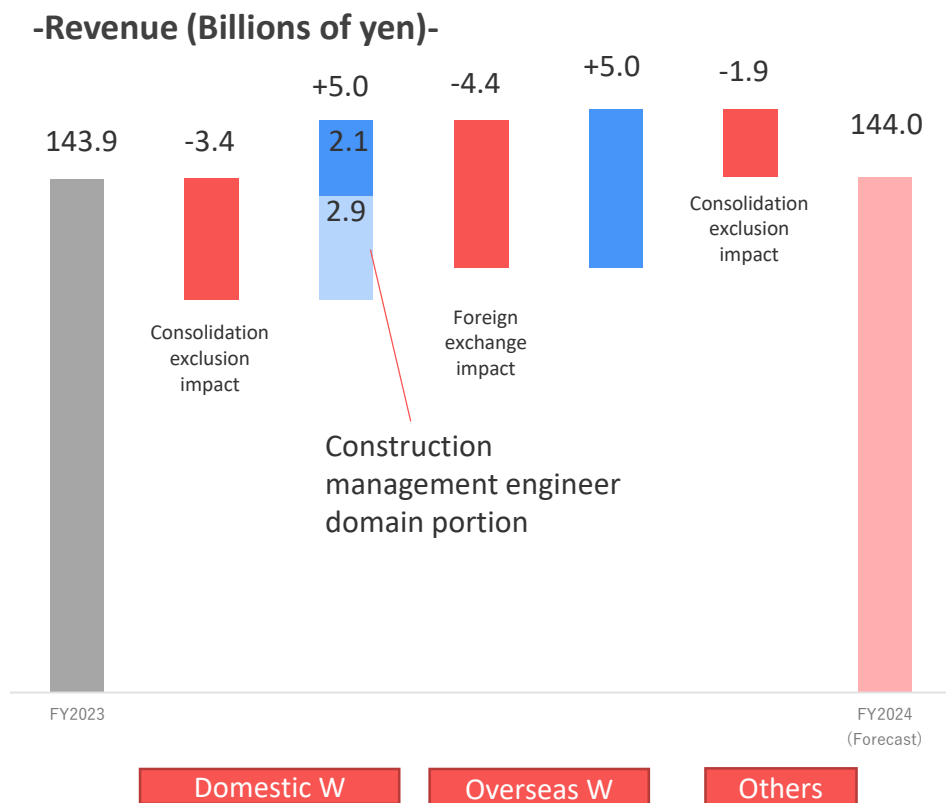
The Domestic W is planning ¥1.1 billion in upfront investment. Planned Overseas W appreciation of the yen.

(Billions of yen)	FY2023	FY2024 (Forecasts)	Vs. FY2023	
			Change	% change
Revenue	143.93	144.00	+0.06	+0.0%
Domestic Working Business	84.13	85.80	+1.66	+2.0%
Overseas Working Business	57.53	57.85	+0.32	+0.6%
Others	2.25	0.33	-1.91	-85.0%
Gross profit	31.73	33.45	+1.71	+5.4%
Gross margin	22.1%	23.2%	+1.2pt	-
Operating profit	5.31	4.20	-1.11	-21.0%
Operating margin	3.7%	2.9%	-0.7pt	-
Domestic Working Business	4.45	3.78	-0.66	-15.0%
Overseas Working Business	3.40	3.33	-0.07	-2.1%
Others	(0.29)	(0.31)	-0.02	-
Adjustments	(2.24)	(2.59)	-0.35	-
Profit attributable to owners of parent	3.23	2.80	-0.43	-13.5%
EBITDA	7.45	6.29	-1.16	-15.6%
Exchange rate			Change for ¥1 difference/y	
			Revenue	Profit
AUD	¥93	¥86	¥460 million	¥30 million
SGD	¥98	¥94	¥110 million	¥10 million

4. FY2024 Earnings

Factors for change in revenue and operating profit in FY2024 consolidated earnings forecasts (YoY change)

Revenue was flat amid revisions to our business portfolio conducted last fiscal year and the exchange rate assumptions (yen appreciation). Although revenue increased, operating profit in the Domestic Working Business is expected to decrease due to upfront investment.





Long-term Vision



System of corporate philosophy



Continue to deliver positive choices to working people



- ✓ Changes in economic activities caused by COVID-19
- ✓ Uncertainty in the future of the global economy
- ✓ Overseas expansion and development of companies and personnel



- ✓ Increasing social awareness of sustainability
- ✓ Progress in diversity and inclusion
- ✓ Polarization of cities
- ✓ Increasing geopolitical risk

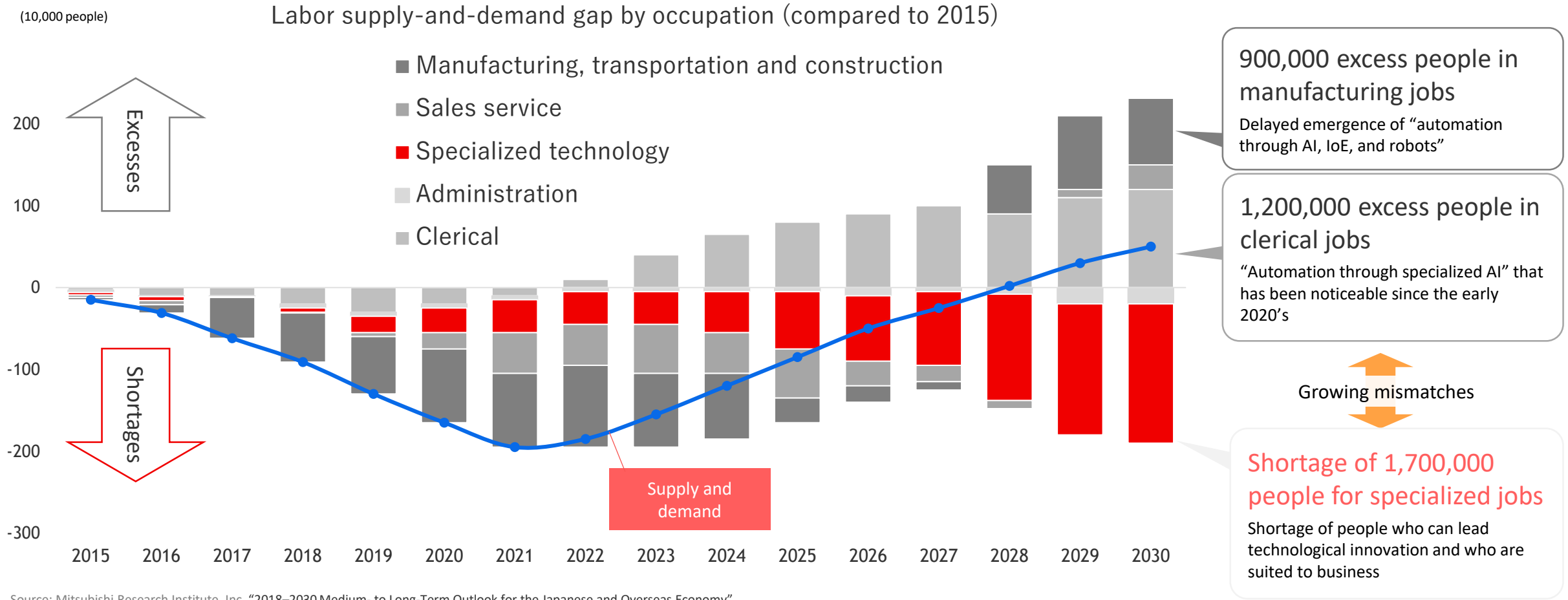


- ✓ Declining working population, unprecedented aging society
- ✓ Structural shortages of engineer human resources
- ✓ Changes in values toward work
- ✓ Diversification of workstyles



- ✓ Acceleration of technological innovation
- ✓ Changes in staffing industry business models caused by technological progress
- ✓ Shortage of personnel that can realize the digital shift
- ✓ Changes in employment caused by technological development

“Job mismatches” began in the second half of 2020.





With the development of technology, fewer jobs will require workers in the future

Job mismatches
(increasing gap between required skills and possessed skills)

Growing disparities in society
(regional workers, the elderly, and young people becoming impoverished)

**Social issues
to be resolved**

What will we focus on?



What will we focus on?



**Realizing the “maximization” and “optimization”
of careers that transform workers into experts.**

Realizing the “maximization” and “optimization” of careers that transform workers into experts.

1 Increasing career paths

2 Enhance careers

3 Increased job satisfaction



The stance we wish to realize



Regular Employee staffing

FY2023
3,500



FY2026
More than double



Fixed-term → Specialist employee

FY2023
98/year



FY2026
500/year



Annual rate of increase in applicants

FY2026
5% or more/year



Growth support score¹

Improve our growth support score every year

¹ Percentage of respondents who answered “Yes” to the question “Do you feel that WILLOF played a role in your growth?”



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.

■ IR Contact:

WILL GROUP, INC. Financial Department

Tel: +81-3-6859-8880

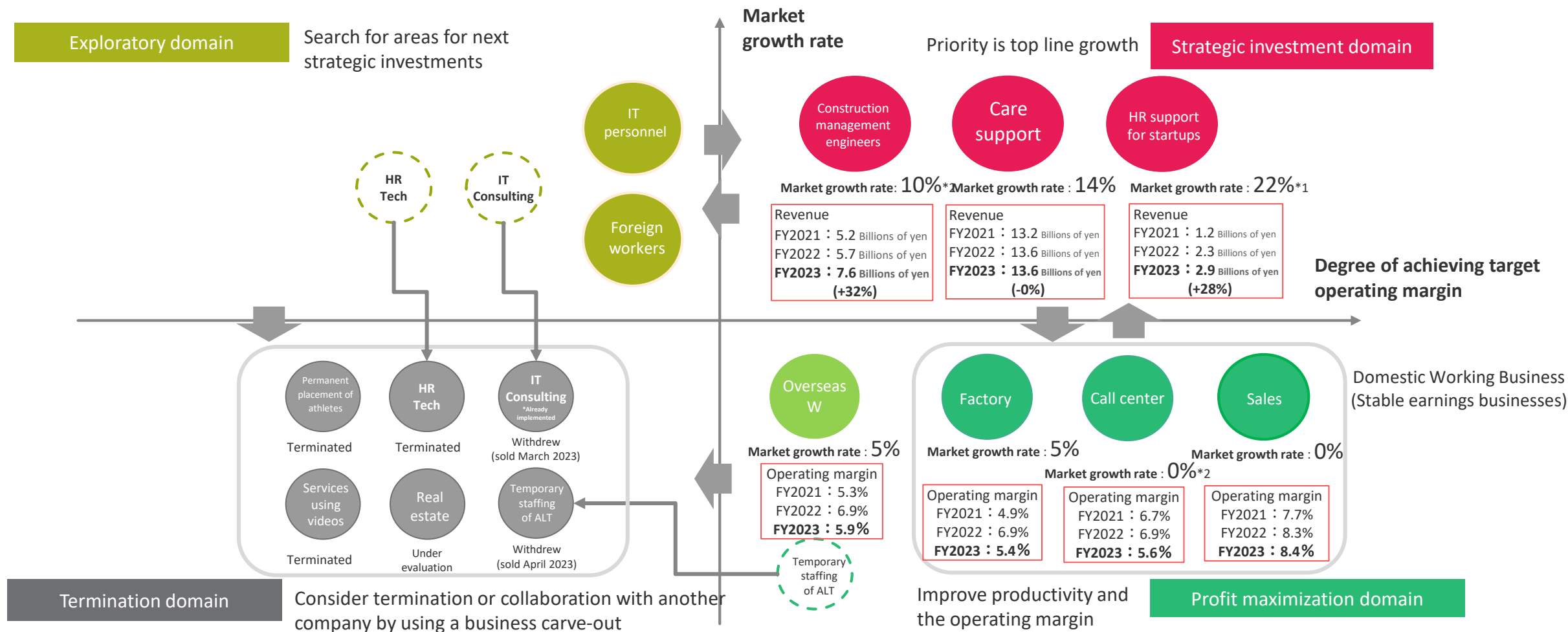
Appendix

Revenue and Operating Profit Trends by Segment

(Billions of yen)

Segments	Sectors		FY2020	FY2021	FY2022	FY2023 results	Mid-term Plan	Vs. Plan % change	Factor analysis	
Domestic W	Sales outsourcing	Revenue	23.14	19.04	19.51	20.39	21.95	-1.55	Revenue was stagnant due to a decline in orders from certain existing customers in the telecommunications field and a reduction in the number of events held, due to the COVID-19 pandemic.	
		Operating profit	1.86	1.46	1.61	1.71	1.97	-0.25		
	Call center outsourcing	Revenue	16.46	16.86	17.04	16.58	18.03	-1.44	The decline in orders from existing customers led to a decline in the number of people on assignment.	
		Operating profit	0.99	1.13	1.17	0.93	1.33	-0.39		
	Factory outsourcing	Revenue	23.74	20.58	18.31	17.64	19.62	-1.98	Amid the COVID-19 pandemic, the number of people on assignment declined due to deterioration in the hiring environment, including foreign workers living in Japan.	
		Operating profit	1.40	1.00	1.25	0.94	1.43	-0.48		
	Care support	Revenue	12.05	13.21	13.67	13.62	18.36	-4.74	We changed our strategy mid-term due to insufficient demand for people hired in the temp-to-hire category.	
		Operating profit	0.36	0.38	0.29	0.49	1.06	-0.56		
	HR support for startups	Revenue	1.26	1.27	2.34	2.99	2.33	+0.66	Although demand for permanent placement has remained strong, we recorded ¥0.4 billion in SG&A expenses with adjustments to prior fiscal year financial results in FY2023.	
		Operating profit	0.30	0.15	0.60	0.26	0.28	-0.02		
	Construction management engineers	Revenue	4.81	5.27	5.78	7.66	9.90	-2.23	Due to deterioration in the hiring environment, recruitment of people with no experience is one year behind plans.	
		Operating profit	0.24	0.03	(0.55)	(0.49)	0.07	-0.57		
	Overseas W		Revenue	36.07	36.92	48.74	57.53	36.11	+21.42	Permanent placement has experienced rapid growth due to the positive forex impact and the sharp rise in permanent placement demand post-COVID-19.
			Operating profit	1.55	1.94	3.34	3.40	1.66	+1.74	

We are withdrawing from three fields for which future growth is not expected.



*1 Estimate of WILL GROUP consolidated subsidiary for Startups, Inc.

*2 According to WILL GROUP's research

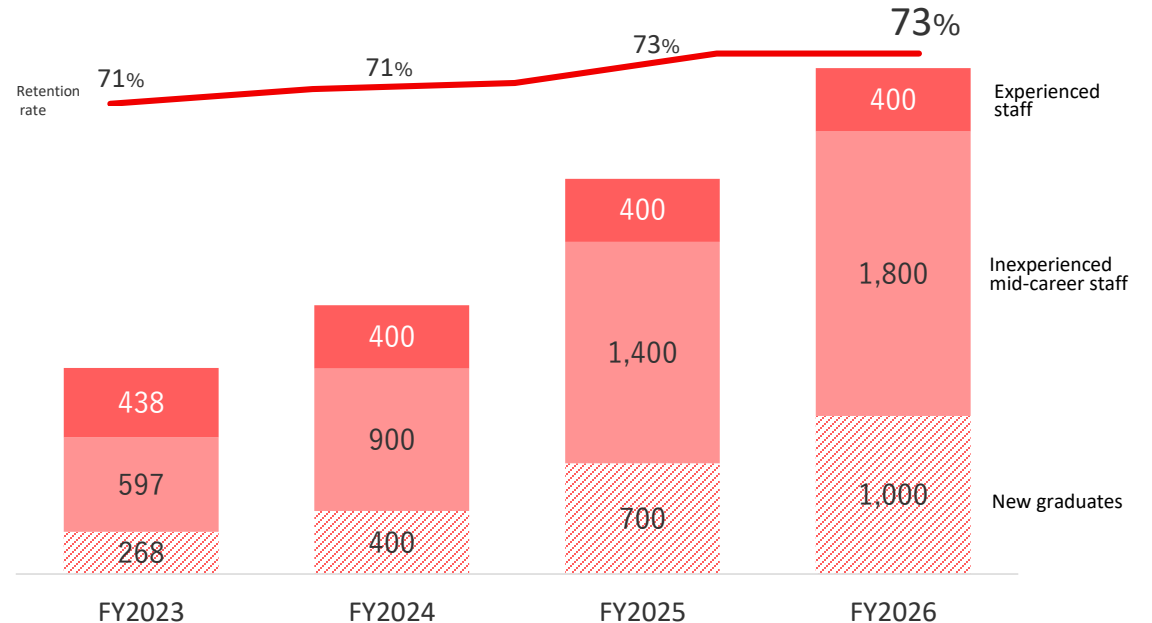
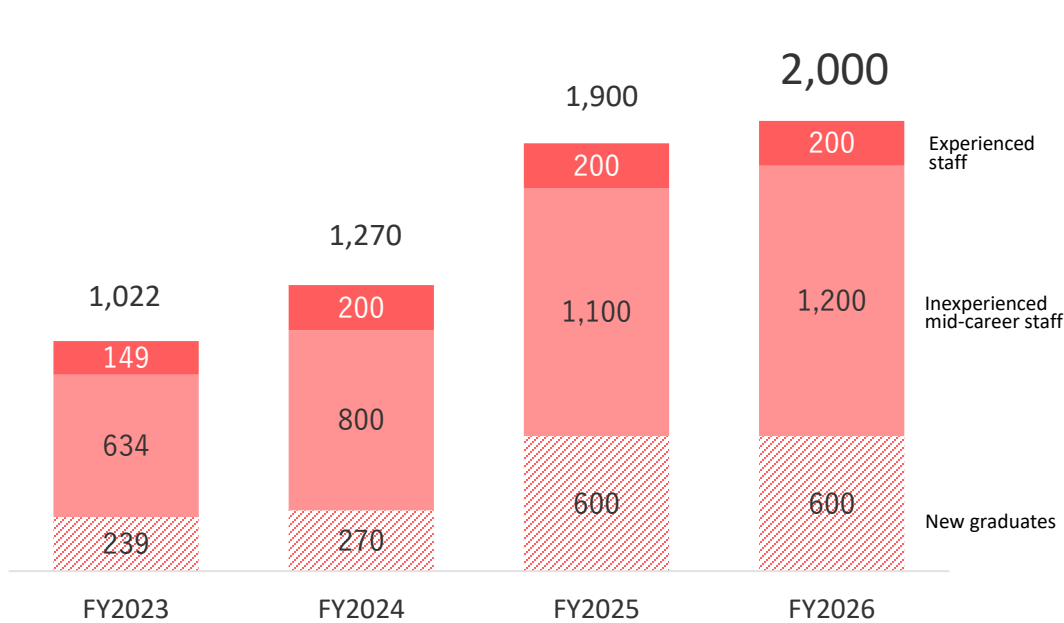
* Source: "Human Resources Business 2021," Yano Research Institute Ltd.

"Economic Report," World Employment Confederation (converted to yen at rate of ¥130/EUR because source data is denominated in euro currency)

Engage in aggressive recruiting activities to double the number of new graduates and inexperienced mid-career hires

Number of hires

Number of people on assignment + retention rate



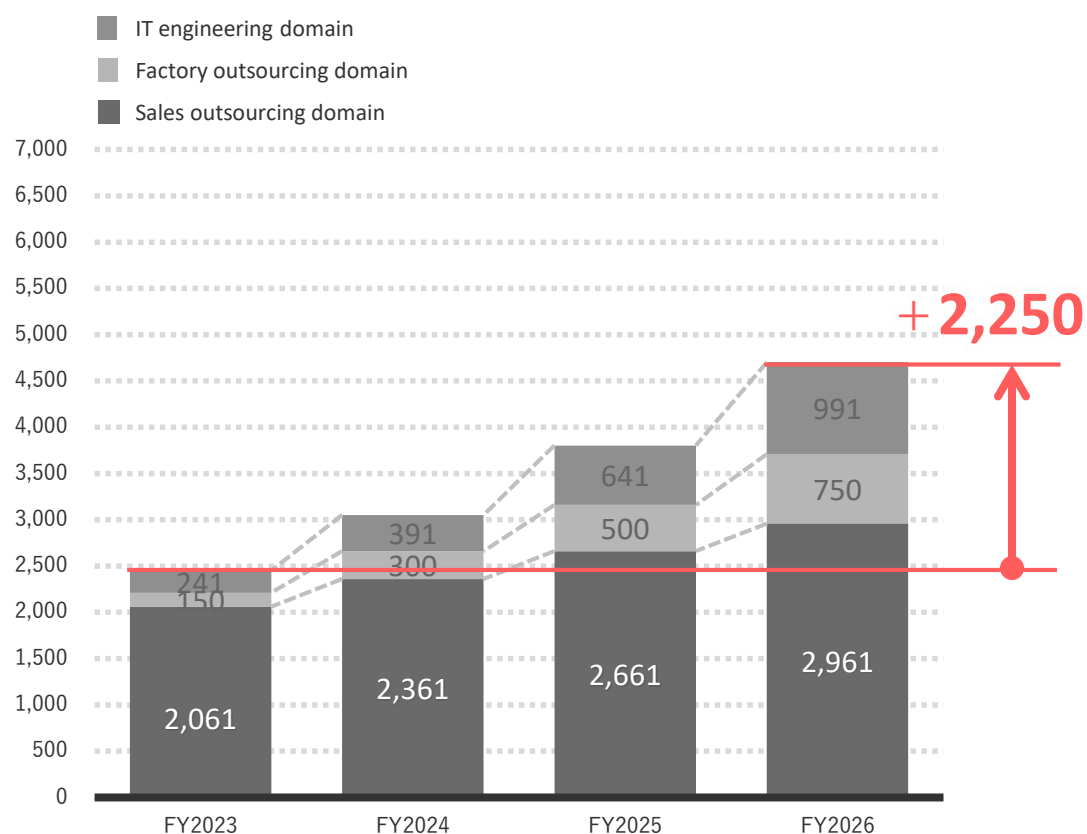
	FY2023	FY2026
Retention rate	71%	73%
New-graduate hires	239	600
Inexperienced mid-career hires	678	1,200

- Details of initiatives
- Increase staff and touchpoints**
Create a new staff follow-up team, increase opportunities for continuous training, improve the quality of contact
 - Implement new initiatives**
In addition to strengthening existing initiatives, implement new initiatives
 - Increase hiring channels**
Increase hiring channels and strengthen coordination with partner companies

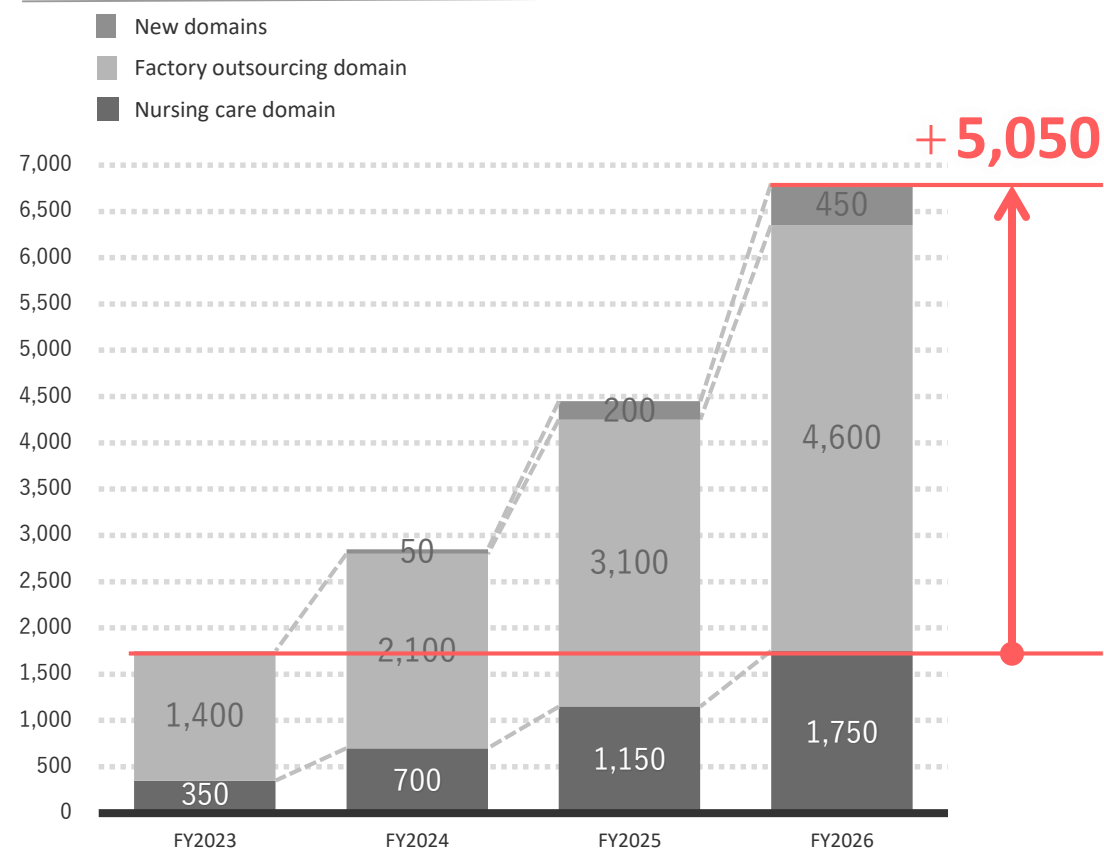
For regular employee staffing, as in the construction management engineer domain, we are actively recruiting new graduates and inexperienced workers.

For foreign consigned management, obtain orders by increasing the number of sales personnel.

Trend in number of workers on assignment for regular employee staffing

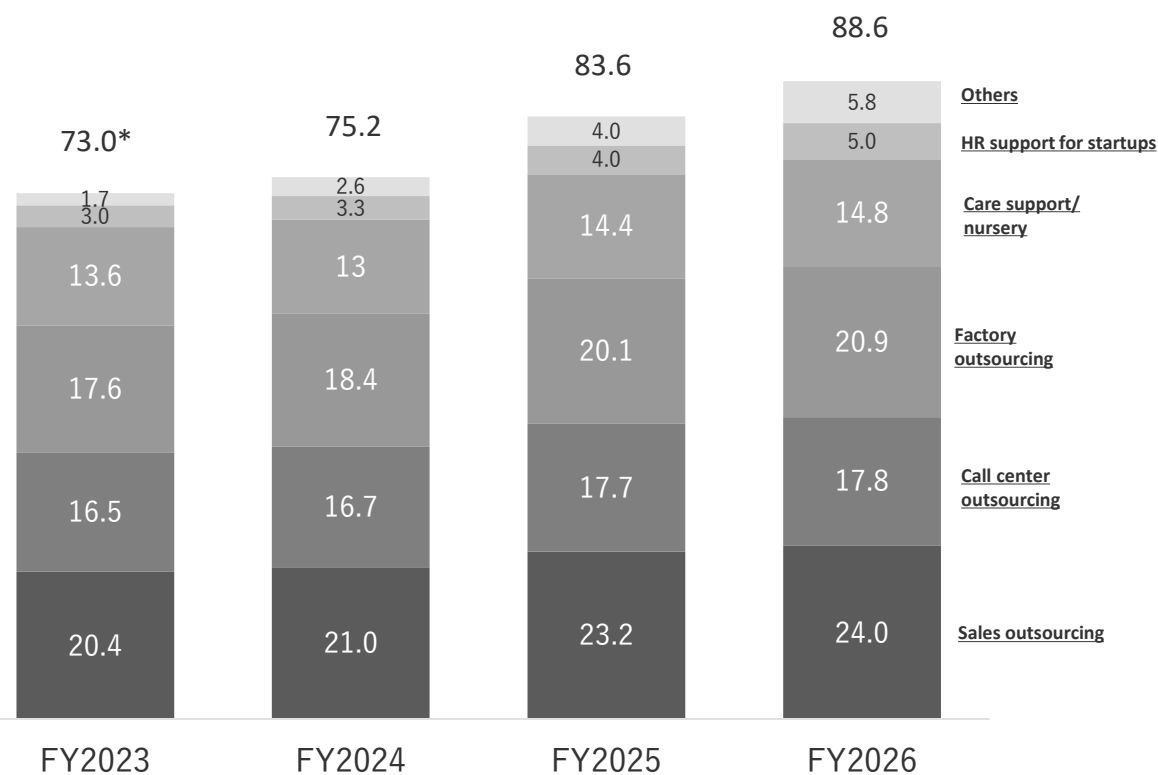


Trend in number of foreign workers under consigned management

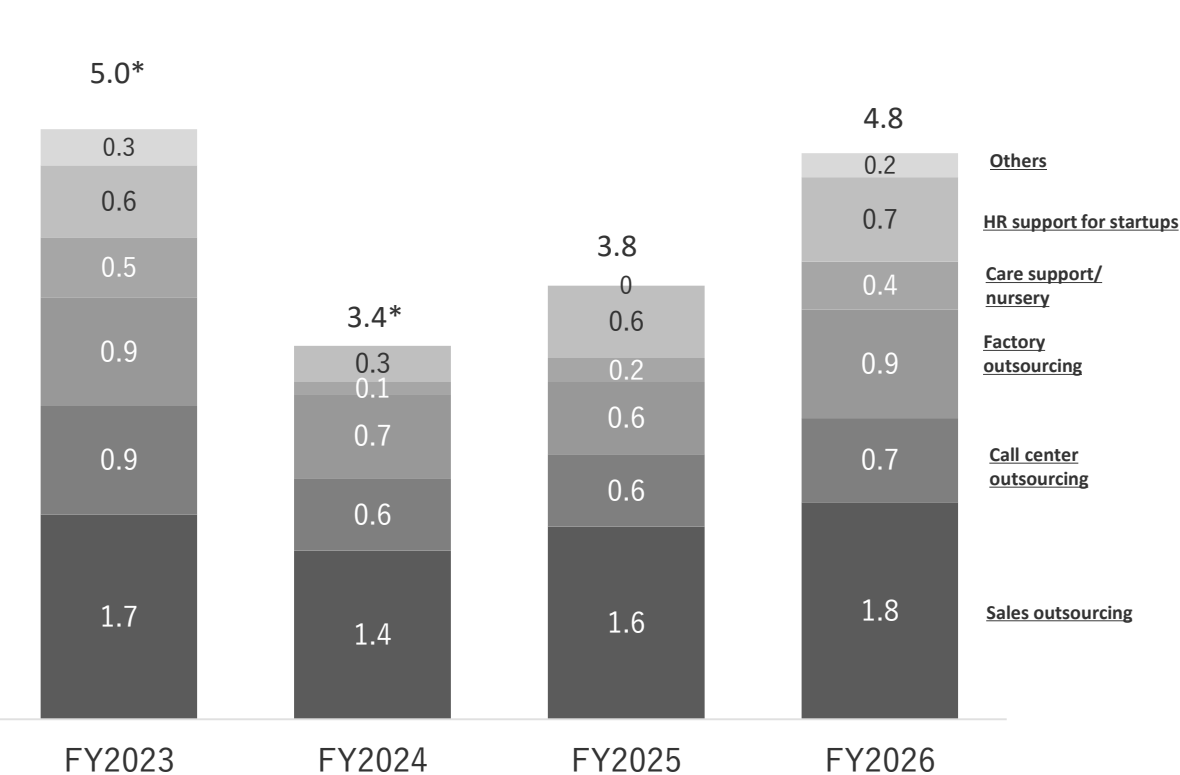


To maximize profit from FY2027, we are planning upfront investment of ¥1.1 billion in FY2024 to increase sales staff and for recruitment and advertising expenses.

-Revenue by sector (Billions of yen)-







-Operating profit by sector (Billions of yen)-



*For FY3/23, the consolidation exclusion effect of BORDERLINK, INC. (sales: ¥3.4 billion, operating profit ¥0.58 billion) and the impact of adjustments to prior fiscal year financial results for consolidated subsidiaries (operating profit: -¥0.4 billion) are listed, and for FY2024, figures excluding the gain on sale of BORDERLINK, INC. (¥0.84 billion) are listed.

While increasing permanent placement revenue composition, we will expand stable temporary staffing revenue and work to cut costs.

	Current	Focus policies	KPI	
			FY2023	FY2026
 <p>Improving gross profit</p>	The post-COVID-19 surge in permanent placement demand has run its course.	We expect the permanent placement business to trend strongly as we have created a pipeline that did not exist prior to COVID-19. We are planning to increase the number of consultants.	Number of consultants 408	Increase personnel based on progress in the results
 <p>Enhancing stability</p>	To create a strong foundation not swayed by economic fluctuations, we require temporary staffing revenue in stable domains.	We are expanding temporary staffing in defensive domains such as government and public works.	Permanent placement revenue ¥49.5 billion	¥51.1 billion
 <p>Cutting costs</p>	There are significant back-office costs as each company uses its own system, including for accounting.	We are integrating the systems of each company. (integrating the accounting system first)	Cost reductions	Planned to be established
 <p>Strengthening control</p>	There is a strong reliance on both the founder and the second-generation managers.	<ul style="list-style-type: none"> Retention plan Succession to the third generation 	<ul style="list-style-type: none"> Evaluating the introduction of an incentive plan to create motivation Formulating third-generation succession plan 	

Narrow down targets to strategic investment domains, exploratory domains, and supplementary domains.

