

Financial Results for the Fiscal Year Ended March 31, 2021 and Medium-term Management Plan

May 26, 2021

WILL GROUP, INC. (Tokyo Stock Exchange, First Section / Stock code: 6089)



Contents

I . FY3/21 Results

II . Medium-term Management Plan (WILL-being 2023)

III. FY3/22 Earnings and Dividend Forecasts



I . FY3/21 Results

1

The negative impact of COVID-19 on business operations is decreasing

2

Investments for recruiting and other activities restarted slowly in 3Q

3

All financial indicators are improving

FY3/21 Highlights

Operating profit was far above the forecast because of the success of measures to minimize the impact of the COVID-19 pandemic and due to government subsidies and other reasons.

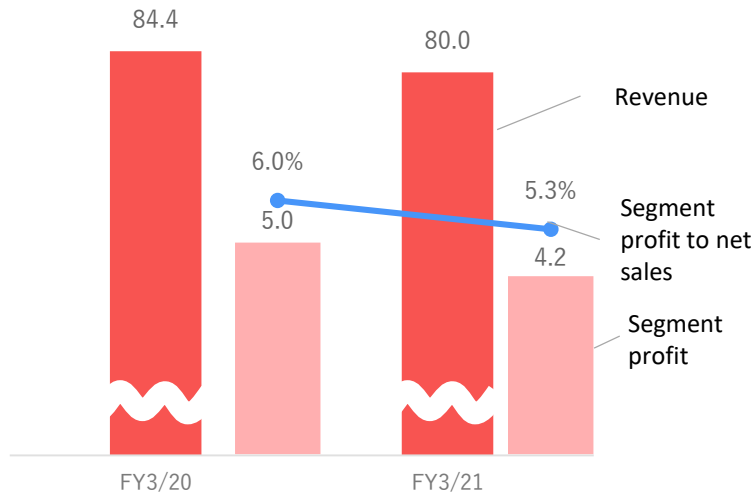
(Billions of yen)	FY3/20	FY3/21 (Forecast as of Nov. 9, 2020)	FY3/21	Vs. FY3/20		Vs. FY3/21 Forecast	
				Change	% change	Change	% change
Revenue	121.91	116.00	118.24	-3.66	-3.0%	+2.24	+1.9%
Gross profit (Gross margin)	25.40 (20.8%)	-	24.05 (20.3%)	-1.34 (-0.5pt)	-5.3%	-	-
Operating profit (Operating margin)	4.14 (3.4%)	3.40 (2.9%)	4.03 (3.4%)	-0.11 (+0.0pt)	-2.8%	+0.63	+18.5%
Profit before tax	4.05	3.25	3.78	-0.26	-6.6%	+0.53	+16.6%
Profit attributable to owners of parent	2.38	1.75	2.36	-0.01	-0.7%	+0.61	+35.1%
EBITDA (Operating profit + Depreciation and amortization)	6.13	5.40	6.25	+0.12	+2.0%	+0.85	+15.9%

Number of employees: 4,845
(+357 from the end of FY3/20)

Consolidated Segment Results

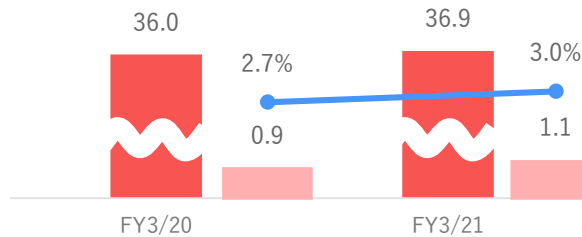
(Billions of yen)

Domestic WORK Business



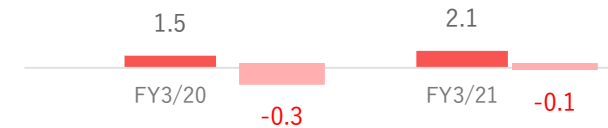
- Revenue was lower in the sales outsourcing (apparel, sales promotions) and factory sectors because of COVID-19 but increased in other sectors.

Overseas WORK Business



- With COVID-19 under control in Australia and Singapore, permanent placement service demand is slowly recovering. Temporary staffing performed well.
- Received an employment support subsidy (approx. ¥700 million) as a countermeasure against COVID-19 in Singapore.

Others✕

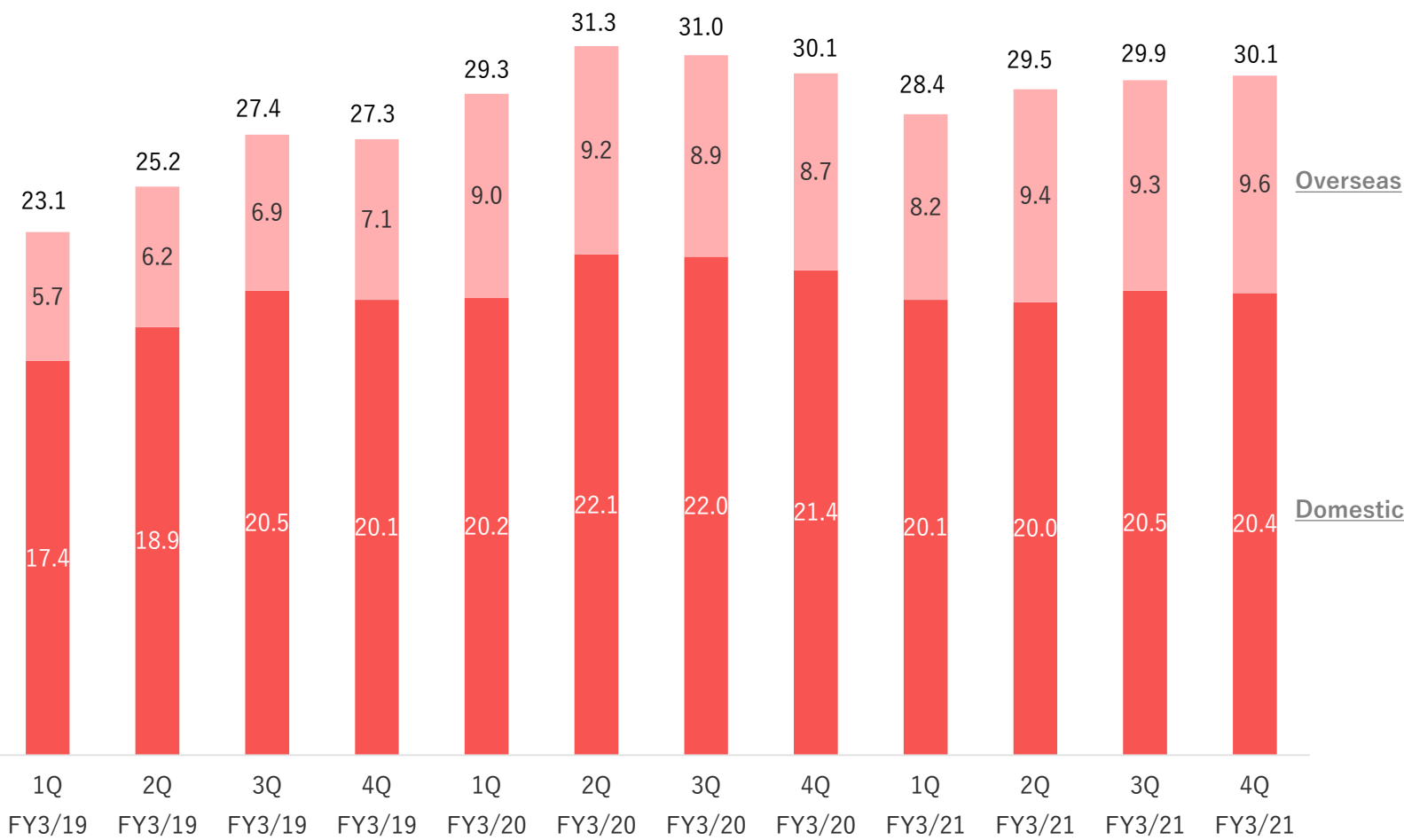


- Upfront investments (¥400 million) in new business domains (HRTech field and ENPORT).
- Daywak, an app for using small amounts of free time during the day for part-time work, was shut down in April 2021 because the initially planned use of existing assets of Will Group for this business was not possible.

*In Others, there was revenue of ¥850 million and segment profit of ¥250 million from the sale of real estate for sale and a gain on the sale of shares owned by our investment funds. This revenue and income was eliminated by IFRS adjustments.

Consolidated Revenue

(Billions of yen)



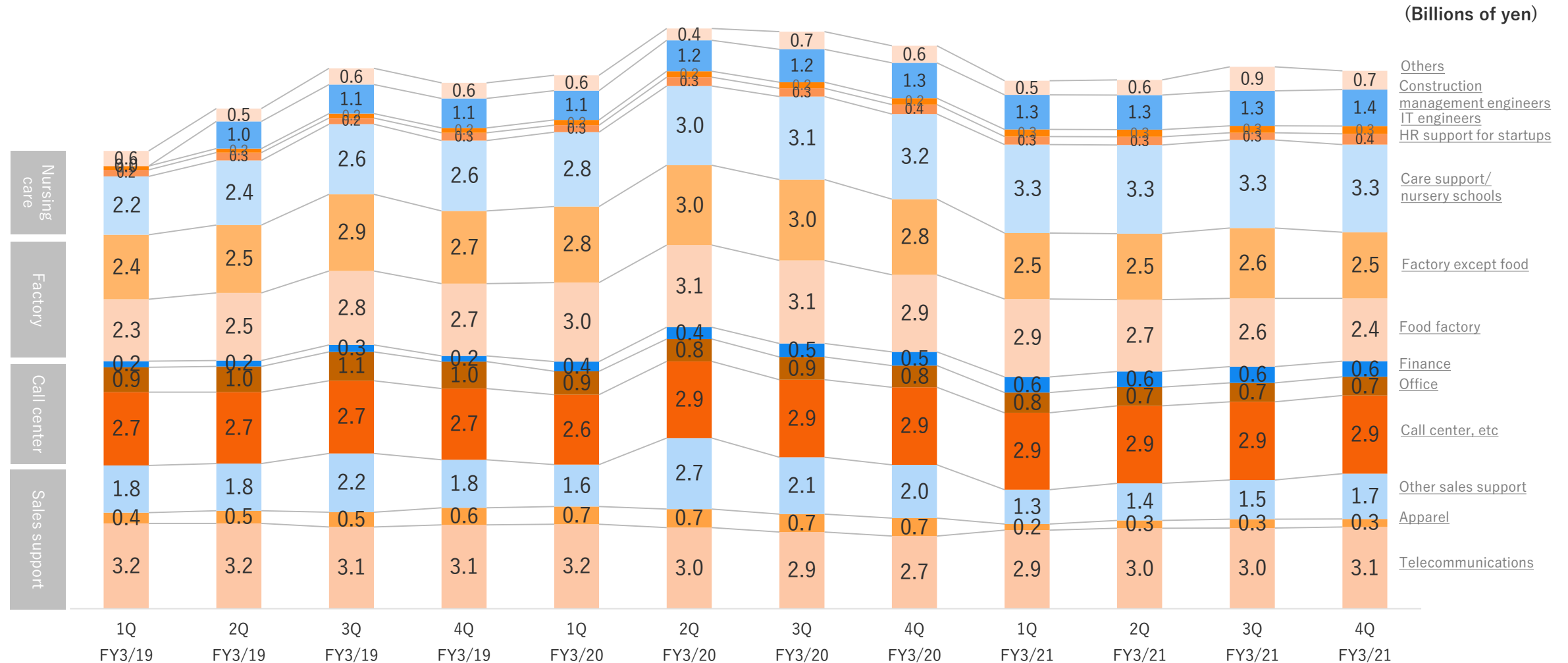
4Q FY3/21 revenue was
¥200 million above the 3Q

→ The negative impact
of COVID-19 on business
operations is decreasing

*The revenue in FY3/21 is based on adjusted figure that excludes overseas subsidy income.

Domestic WORK Business (Business sector sales)

COVID-19 negatively affected the apparel, other sales support and factory sectors



Overseas WORK Business (Business sector sales)

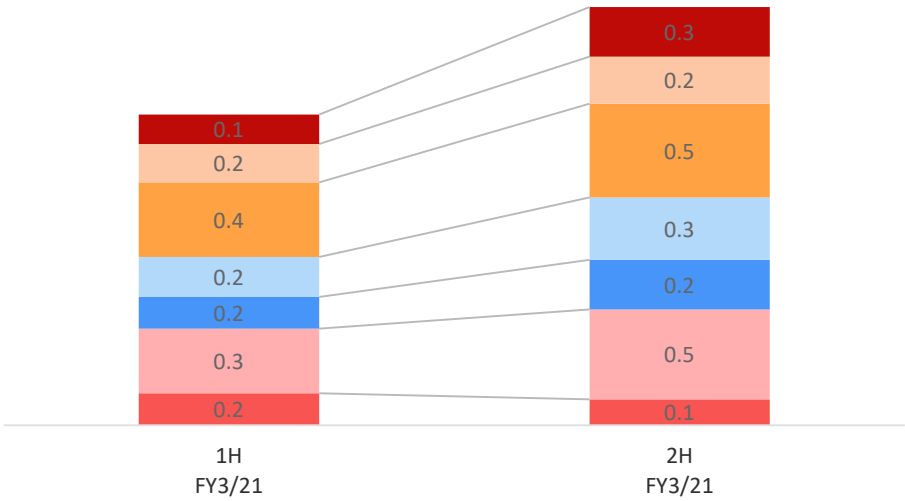
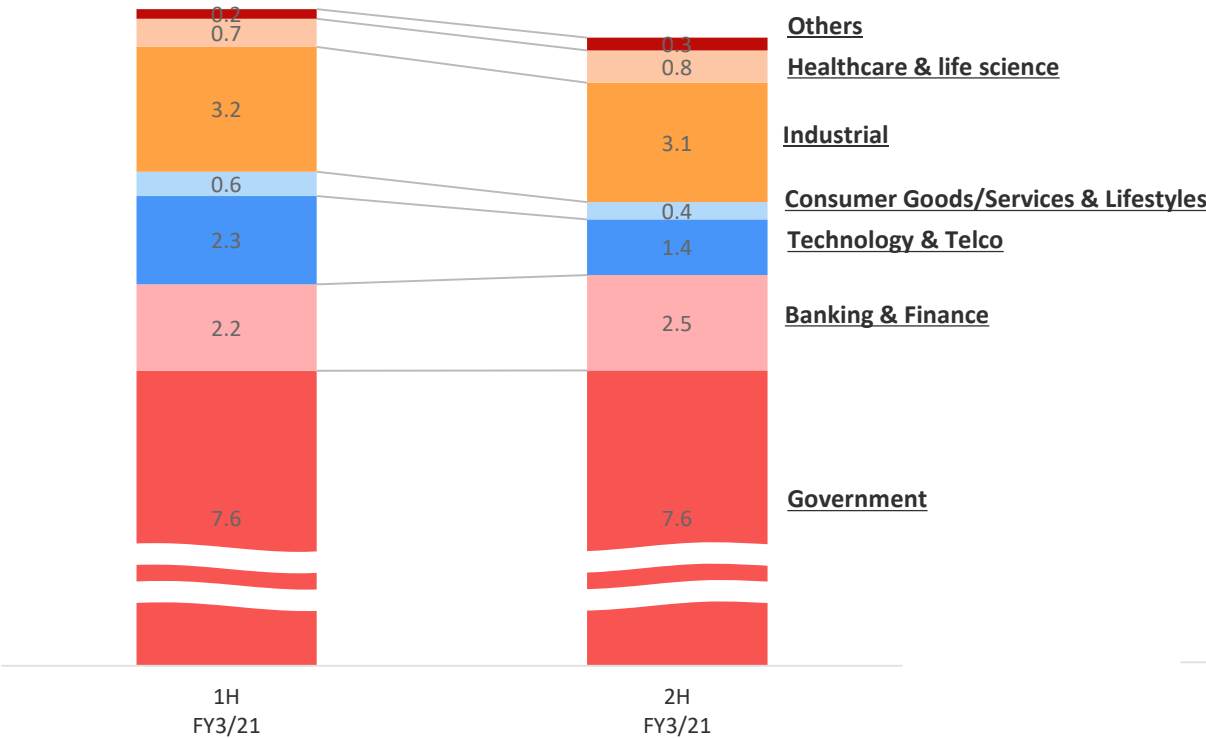
Temporary staffing business remained stable during the fiscal year, mainly for public-sector contracts.

In the permanent placement business, demand started to recover in all market sectors in the second half of the fiscal year.

(Billions of yen)

■ Temporary staffing

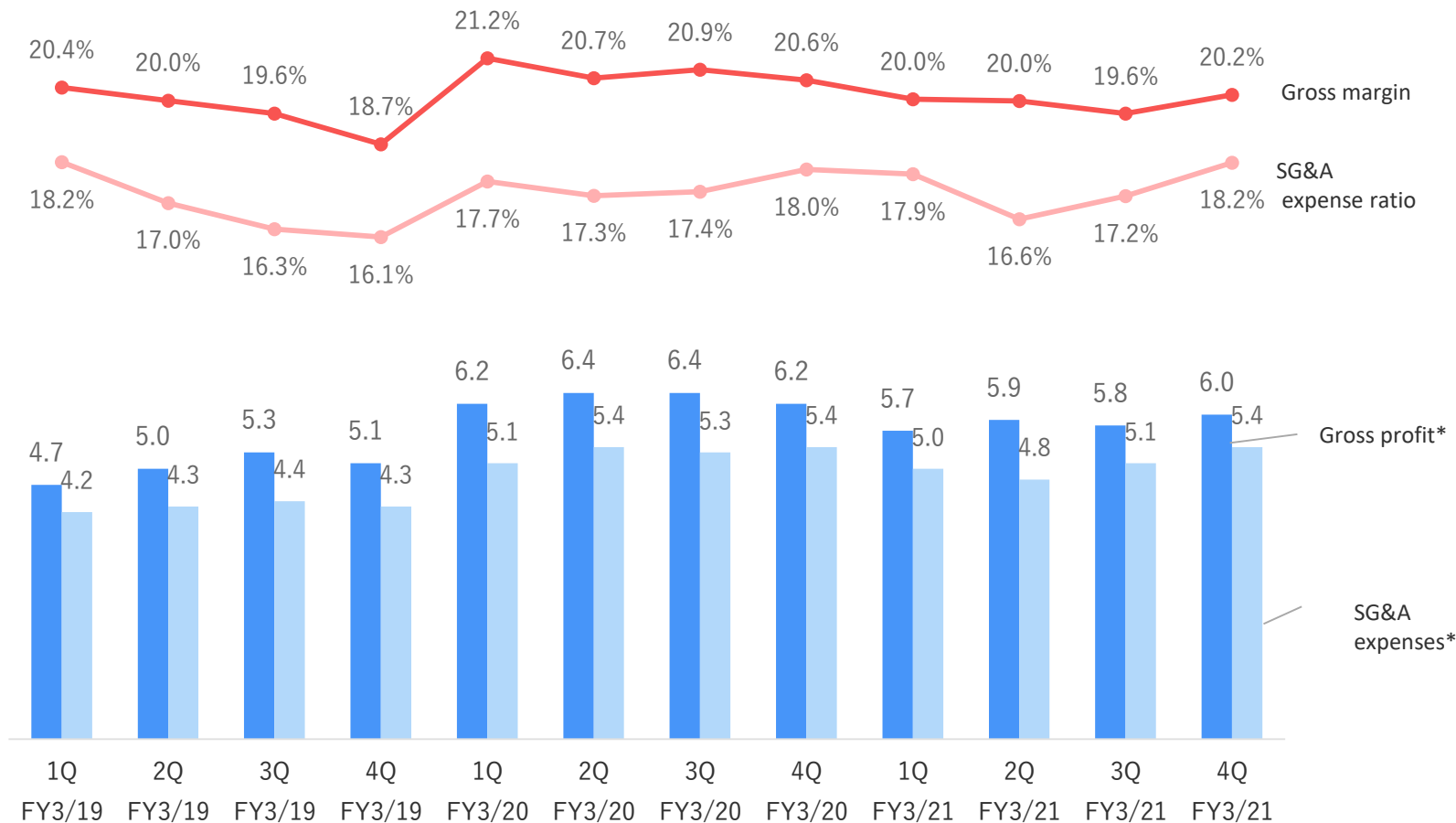
■ Permanent placement



Note: Converted to yen at the rates of ¥78/SGD and ¥76/AUD

Consolidated Gross Margin and SG&A Expense Ratio

(Billions of yen)

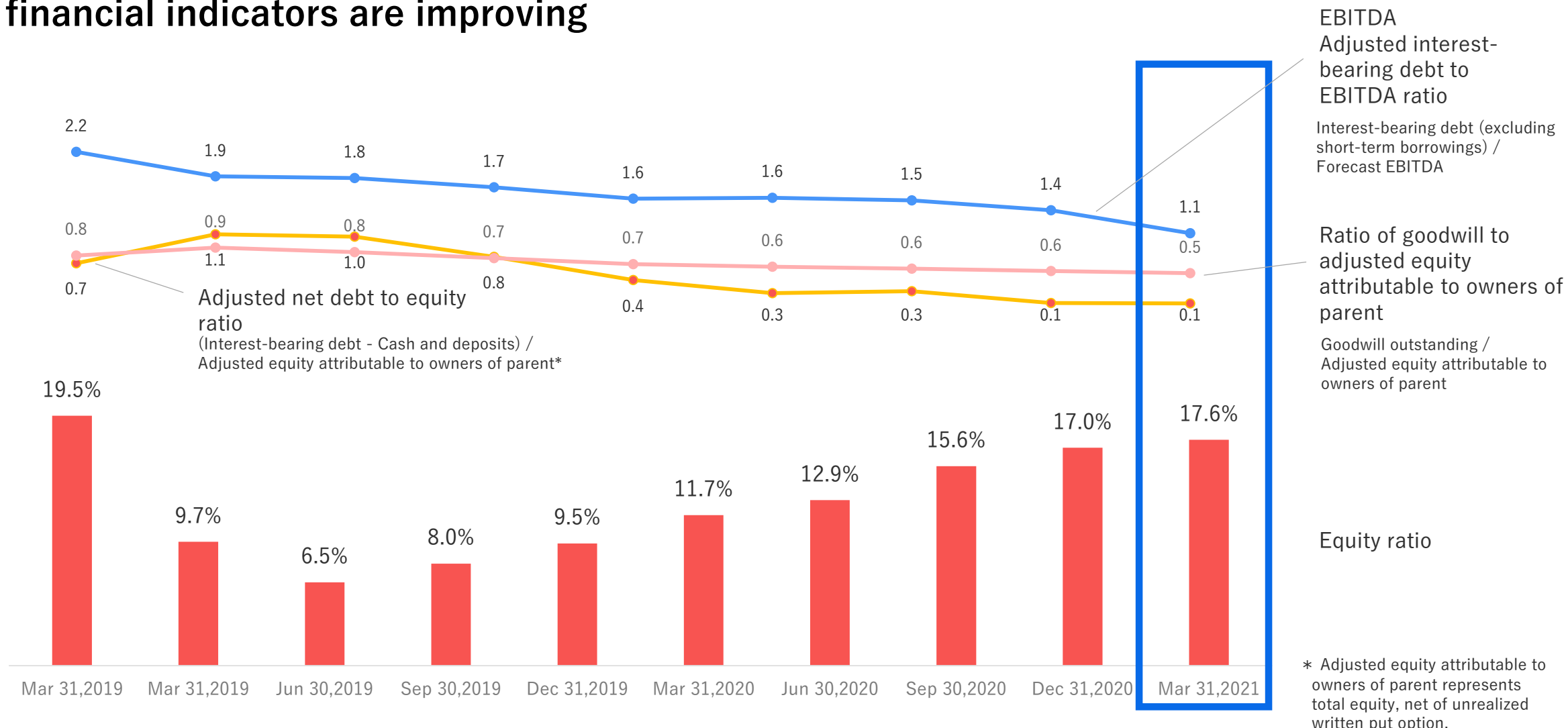



The gross margin is improving and investments for recruiting and other activities restarted slowly in 3Q

*The gross profit and SG&A expenses in FY3/21 is based on adjusted figure that excludes overseas subsidy income.

Financial Indicators

All financial indicators are improving





II . Medium-term Management Plan (WILL-being 2023)



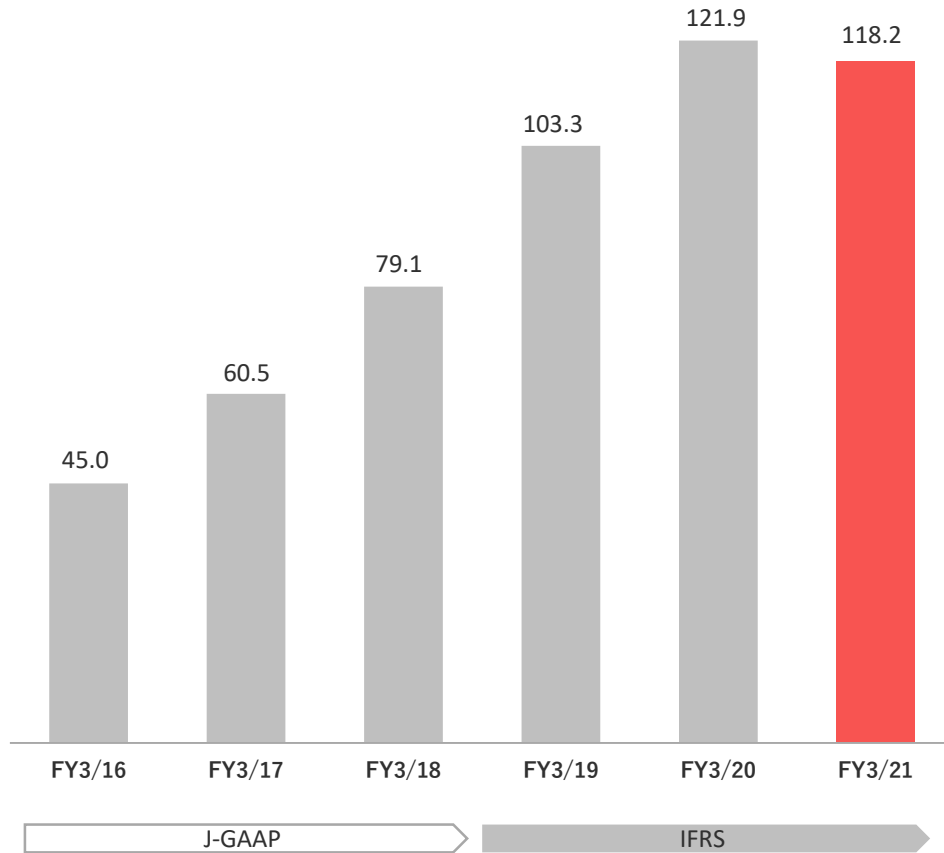
II. Medium-term Management Plan (WILL-being 2023)

1. FY3/21 Overview and Plans For Medium/Long-term Growth

1-1. FY3/21 Revenue and Operating Profit

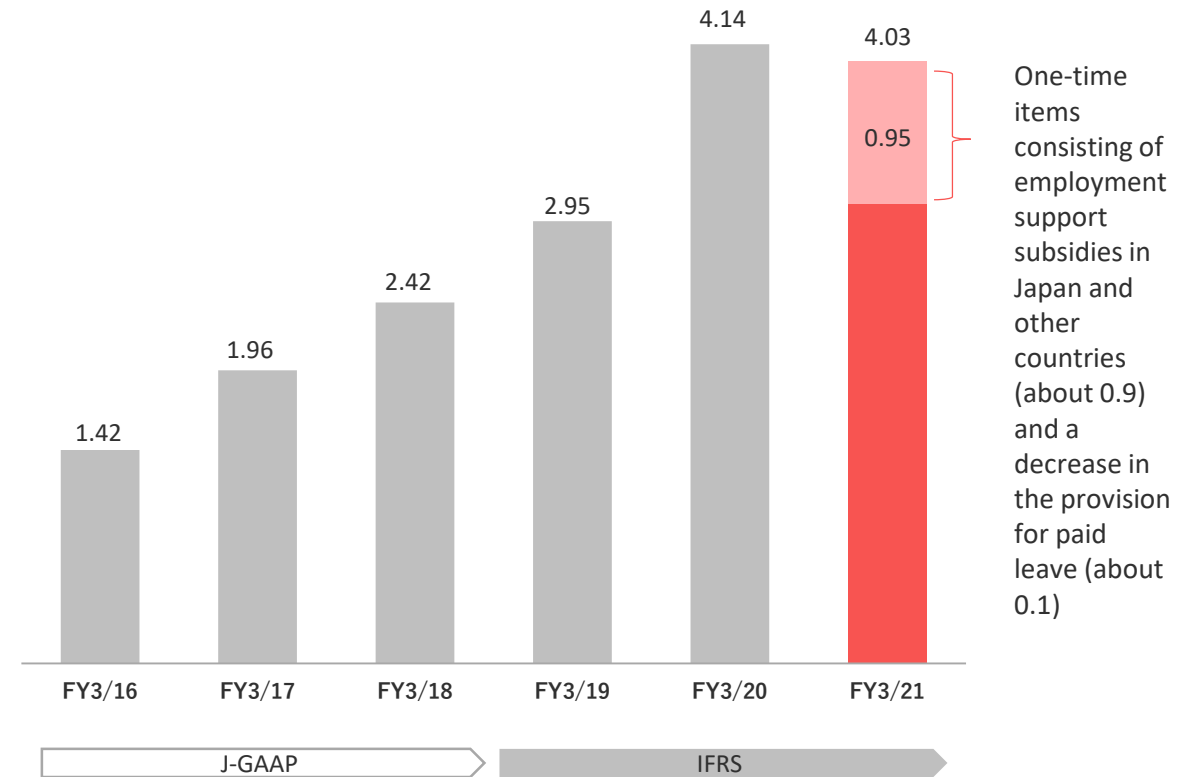
Will Group was unable to achieve a tenth consecutive year of sales and earnings growth because of COVID-19. But the downturn has ended and sales and earnings are slowly recovering.

■ Revenue



■ Operating profit

(Billions of yen)



1-2. Reasons For Medium-term Plan Revisions

The plan reflects the following items based on the recent change in the business climate.

- The current outlook for a recovery in revenue and earnings
- A revised linkage of the scenario for medium/long-term growth and the positioning of the medium-term plan that has a target year of FY3/23
- More clearly define measures for the portfolio shift

1-3. Changes in The Business Climate

Business climate	Society	<ul style="list-style-type: none">• Global population growth, aging populations in affluent countries• Political instability• Emphasis on the SDGs for a sustainable society
	Business	<ul style="list-style-type: none">• Growth of outsourcing demand after the COVID-19 crisis ends• Dramatic shifts in how people work due to technological progress• More investments in people to achieve sustained growth
	Job seekers	<ul style="list-style-type: none">• Many people want a job with priority on their life styles, using telework to do jobs at any place and time• As life expectancy continues to increase, the number of senior workers is climbing in order to extend the number of years that people work



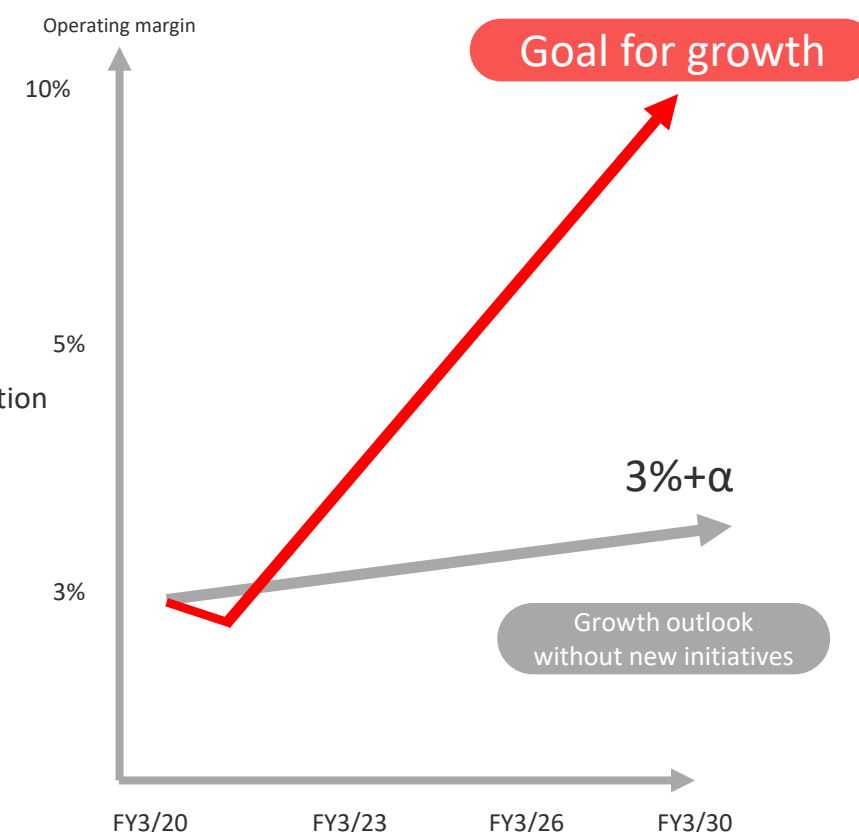
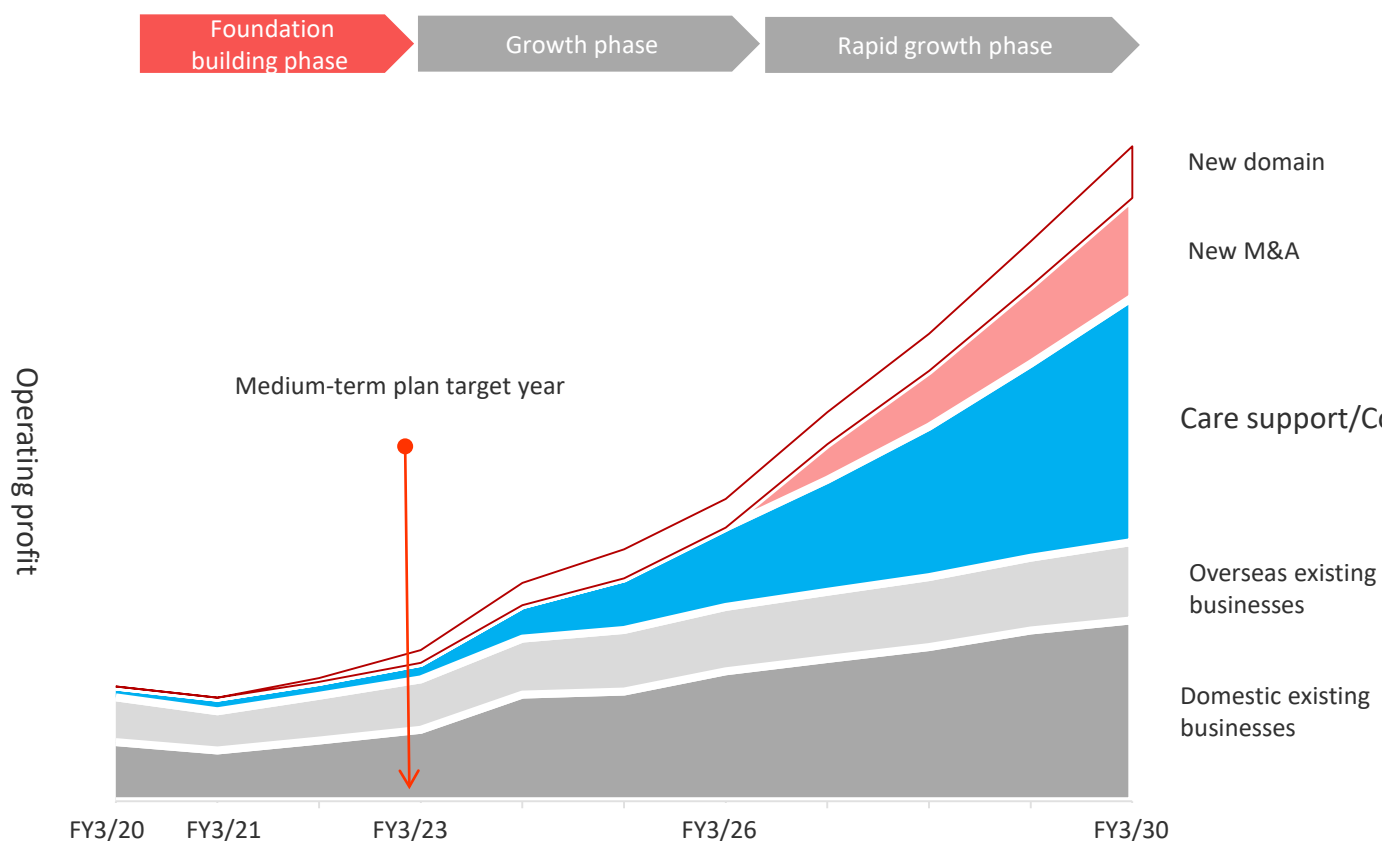
No change in the forecast for shifts in how people do their jobs, but the pace of these changes has become even faster because of the COVID-19 crisis

The future of working styles will arrive several years sooner than originally expected

1-4. Medium/Long-term Growth Scenario

Alter the profit structure for rapid growth in the years ahead

■ Medium/Long-term Growth Scenario



1-5. Clearly Demarcate the Business Portfolio

Priority will be placed on building a business portfolio consisting of the following five domains to achieve a high level of profitability in the future.

	Positioning	Performance indicator
Profit maximization domain	Businesses where the operating margin is increased by placing priority on improving the gross profit margin and productivity rather than revenue and market share growth.	Operating margin
Strategic investment domain	Businesses that are to become core activities of Will Group from a medium/long-term perspective and receive substantial investments for growth.	Revenue growth rate
Exploratory domain	Businesses that may become future core activities of Will Group (businesses with good prospects for an operating profit or margin of at least a certain level) and where decisions need to be made about making investments.	Selected for each business
Assessment and decision domain	Businesses in the exploratory domain that were not able to achieve the KPI and, as a result, a decision must be made about whether to continue or terminate operations.	Selected for each business
Termination domain	Businesses where preparations to stop operations must begin quickly because there are no prospects for achieving the necessary level of operating profit or operating cash flows in the future.	-

UPDATE

II. Medium-term Management Plan (WILL-being 2023)

2. Medium-term Management Plan (WILL-being 2023) Basic Policy and Key Strategies

2-1. Basic Policy

WILL-being 2023: Use the WORK SHIFT Strategy* to be highly profitable

*The WORK SHIFT Strategy has the goal of using a portfolio shift and digital shift to raise the operating margin.

- Portfolio shift: Use the Perm SHIFT to maximize and optimize growth opportunities.
("Perm" is permanent placement and temporary staffing in highly specialized job categories.)
- Digital shift: Use digital technologies in the Temp domain and maximize and optimize employment opportunities with actions centered on productivity improvement and stability of this business category.
("Temp" is temporary staffing and business process outsourcing.)

Will Group in prior years

- Business activities in many categories.
- Temporary staffing services using personnel having no experience and no professional certifications.

**WORK
SHIFT
Strategy**

■ Our goal

Growth of the Perm domain, which is highly profitable, and an improvement in the productivity of the Temp domain in order to raise overall profitability and establish a highly profitable business portfolio.

2-2.WILL-being 2023 Numerical Targets

FY3/23 Numerical targets

(Billions of yen)

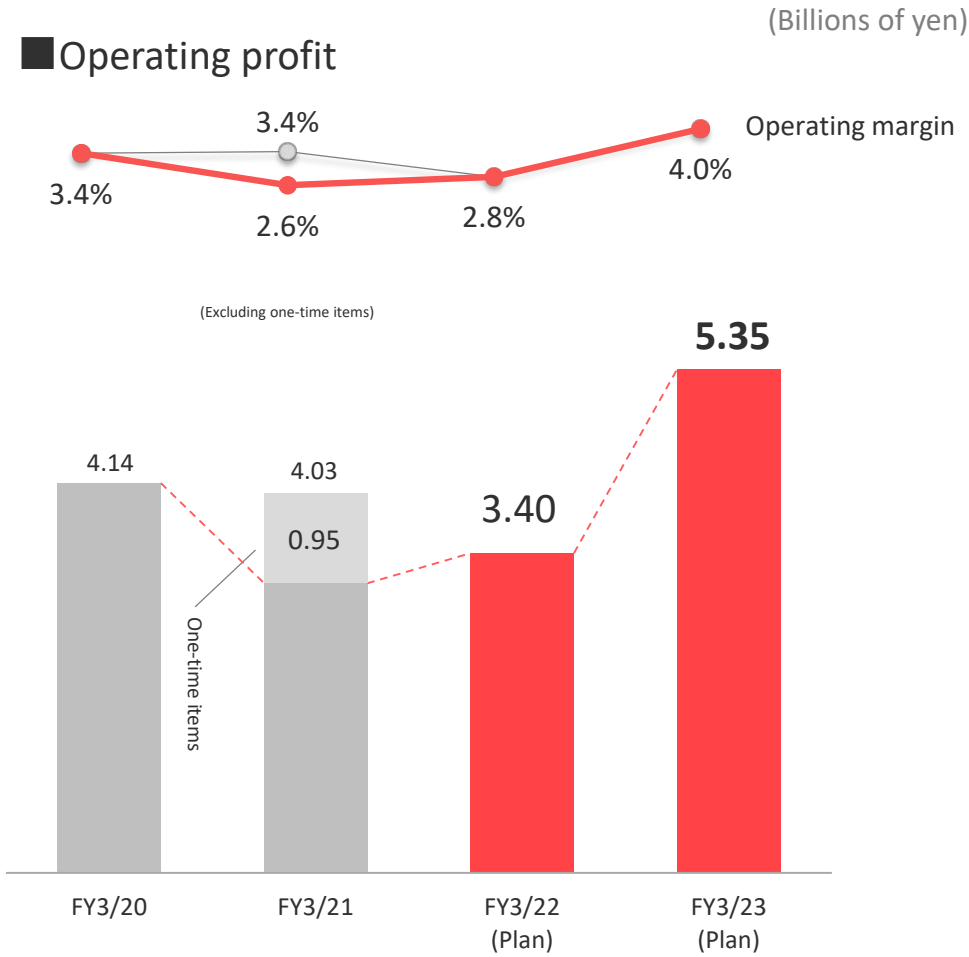
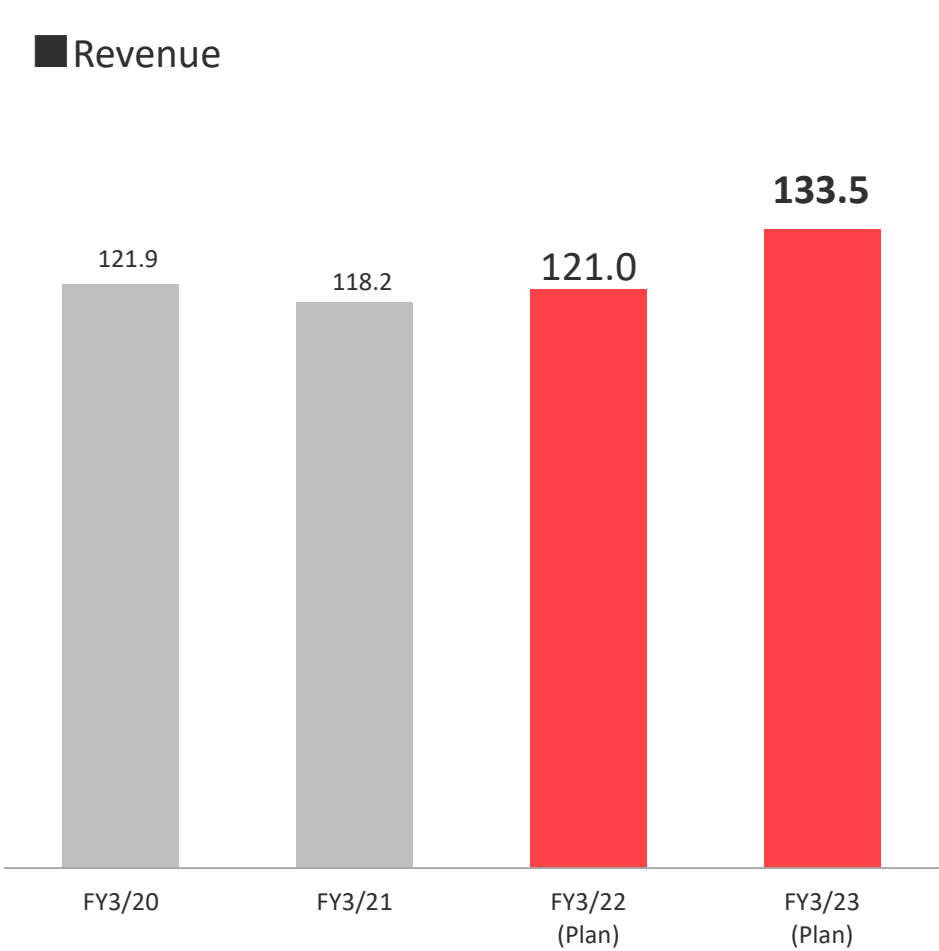
Revenue **133.5** (CAGR: 6%)

Operating profit **53.5** (CAGR:15%)

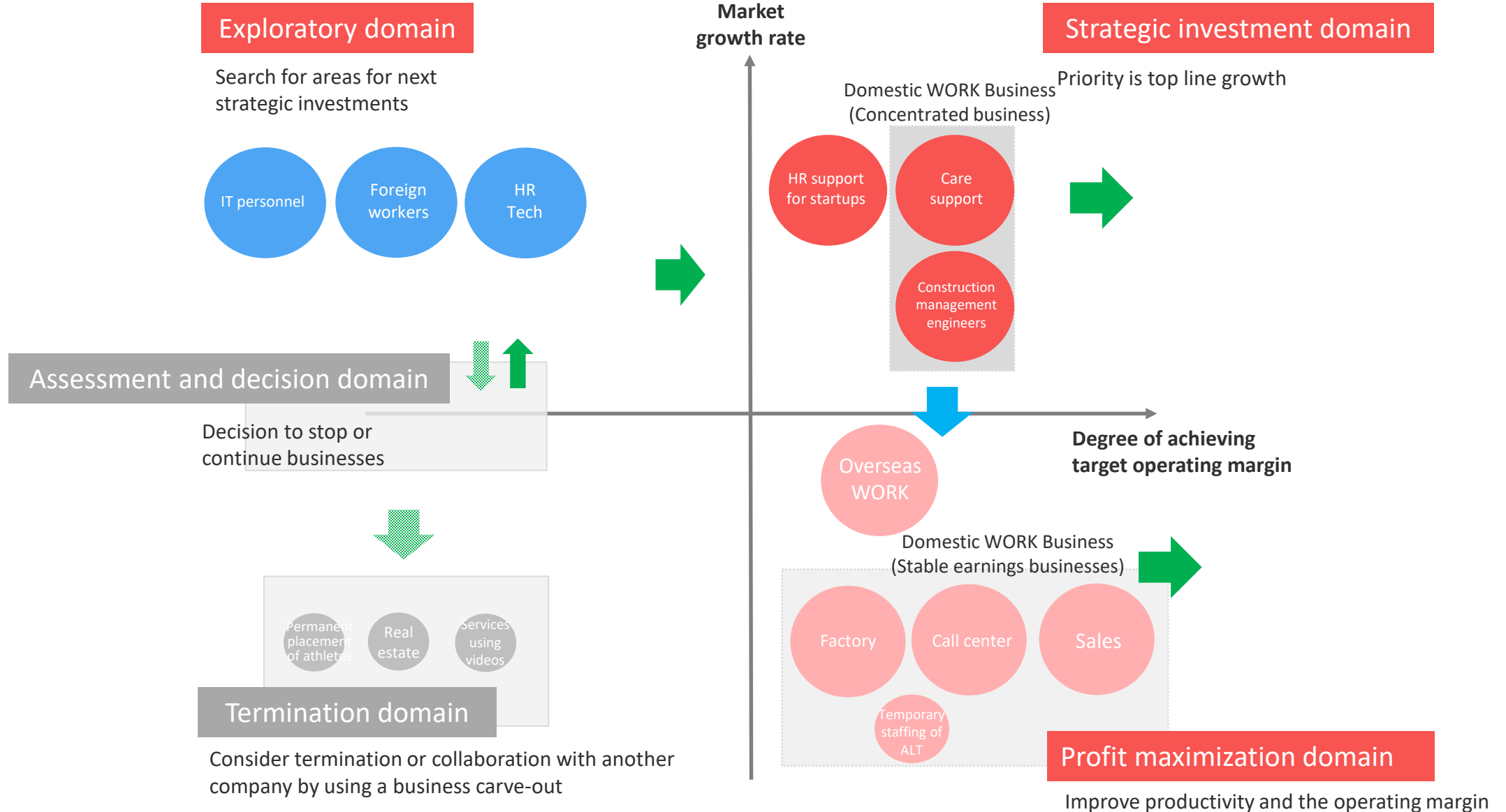
Operating margin **4.0%** (+0.6pt vs. FY3/20)

2-3. Revenue / Operating Profit

Use the WORK SHIFT strategy to improve the operating margin



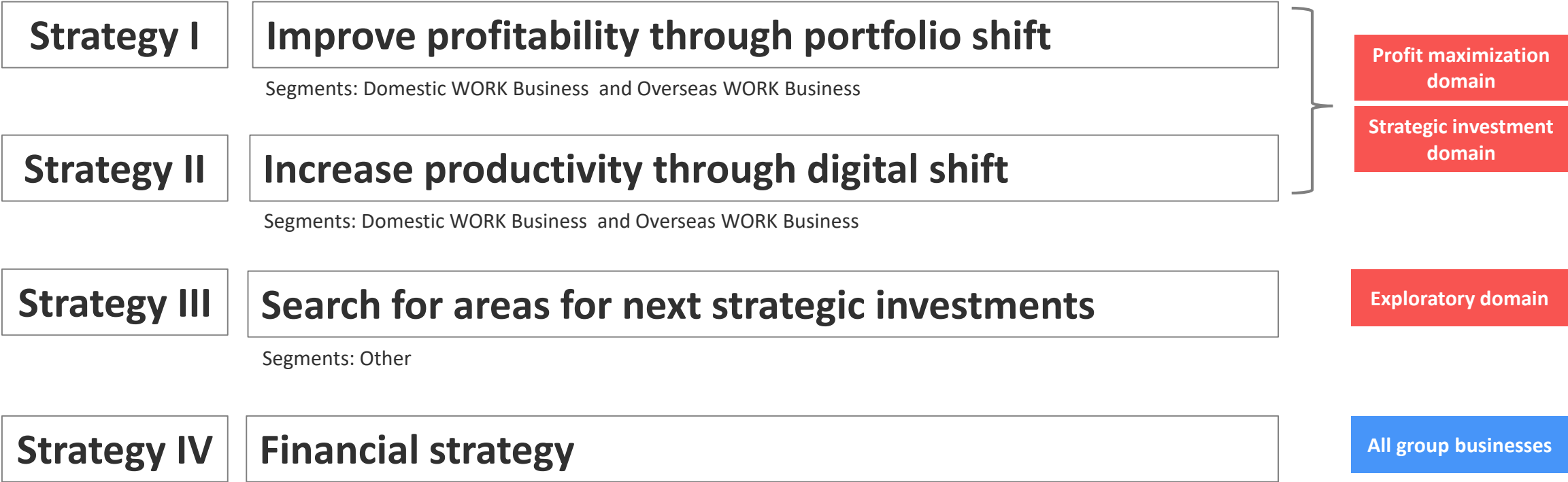
2-4. Business Portfolio Management



2-5. WILL-being 2023 Key Strategies

(Key strategies)

(Business domain)



Use the Perm SHIFT to Improve the Gross Margin

Increase permanent placements and temporary staffing in highly specialized job categories in Japan and other countries. Focus on care support professionals and construction management engineers.

- Shift in Temp/Perm Composition -

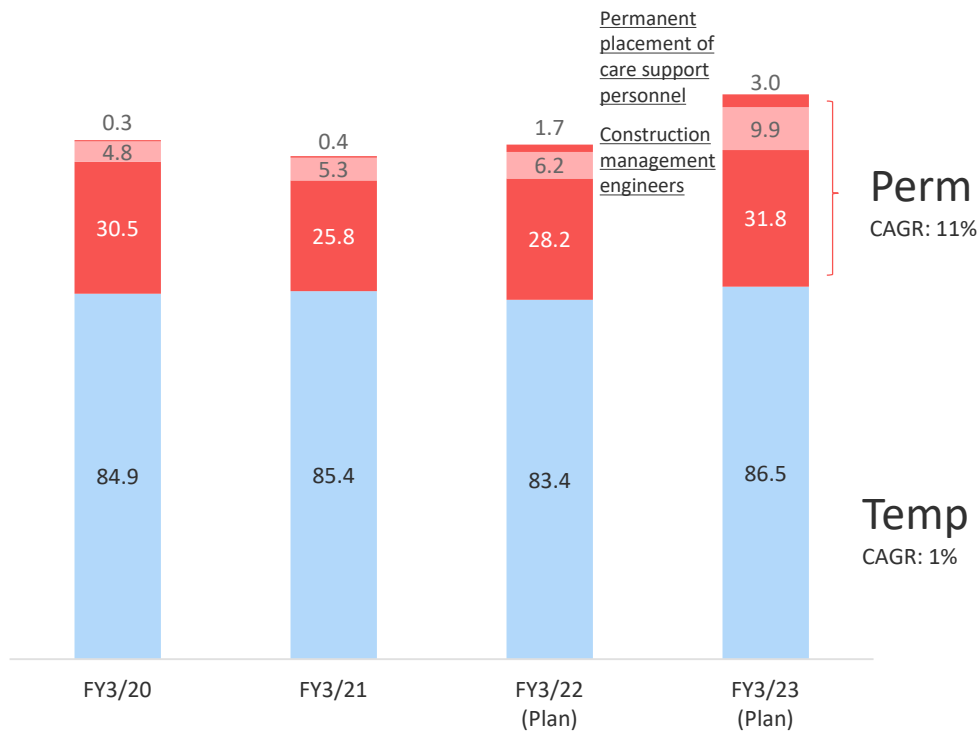


Use the Perm SHIFT to Improve the Gross Margin

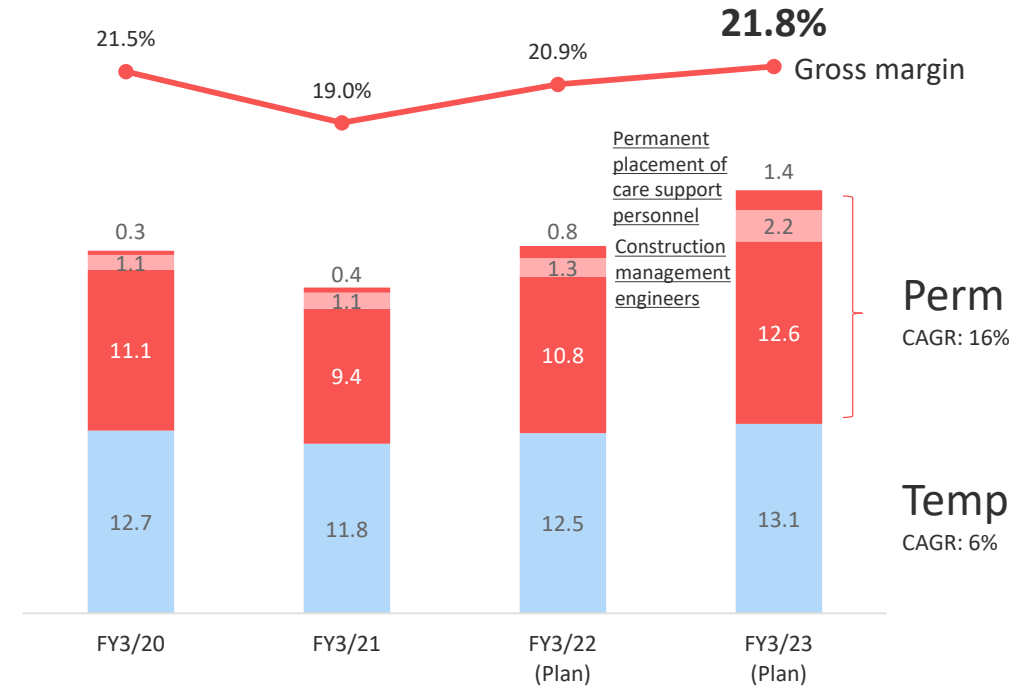
Raise the gross margin by expanding operations in the Perm domain.

(Billions of yen)

- Temp/Perm Revenue Growth Plan -



- Temp/Perm Gross Margin Plan -



*The gross profit and gross margin in FY3/21 is based on adjusted figure that excludes overseas subsidy income.

Strategy for Construction Management Engineer Temporary Staffing

Focus on recruiting people with no experience, unlike in prior years.

Reduce the high attrition rate in the construction industry and become the construction management engineer temporary staffing market leader.

- Construction Management Engineer

Revenue Growth Plan -

(Billions of yen)

10.0

5.2

People with no prior
experience now on
assignments: 90

People with prior
experience now
on assignments:
460

FY3/21

People with
no prior
experience
now on
assignments:
1,000

People with
prior
experience
now on
assignments:
500

FY3/23
(Plan)

-Strategy for the Construction
Management Engineer Business-

More
customers

Recruiting

Retention
rate

- In addition to maintaining strength in civil engineering, a key category where Will Group supplies experienced personnel, focus on the private-sector housing, industrial plant and subcontracting, categories where inexperienced personnel can be placed with greater ease. Also hire more sales personnel for growth in these market categories.

- Build a framework for recruiting 400 people every year, both new graduates and people who currently have jobs but no prior experience in the targeted job category. (Hired 131 new graduates in April 2021)

- Increase training prior to starting work at Will Group in order to eliminate the gap in know-how after beginning a job.
- Reinforce the infrastructure for follow-up support for individuals on assignments.

Budget for upfront investments
(more people, recruiting expenses)

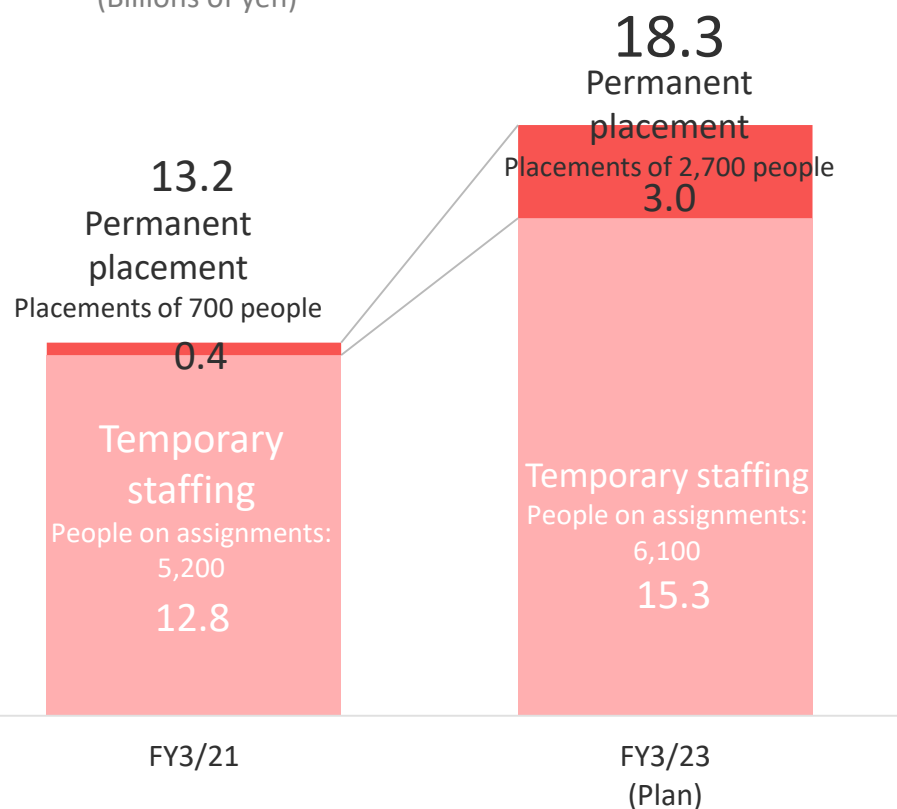
- FY3/22: ¥0.6 billion
- FY3/23: ¥0.6 billion

Strategy for Care Support Personnel

Boost profitability by raising the permanent placement revenue ratio from 3% in FY3/21 to 16% in FY3/23.

- Care Support Personnel Revenue Growth Plan -

(Billions of yen)



-Strategy for the Care Support Personnel-

Temporary staffing

- Add four more offices by the end of FY3/23
- Recruit a large number of foreign workers (specified skilled interns and workers)

Retention rate

- Improve follow-up support and job matching accuracy in order to raise the retention rate

Permanent placement

- Increase the number of agents (from 38 in FY3/21 to 93 in FY3/23)
- Use the temporary staffing customer base to receive new orders
- Strengthen activities for temp-to-hire assignments

Budget for upfront investments
(more people, recruiting expenses)

- FY3/22: ¥0.2 billion
- FY3/23: ¥0.2 billion

Categories Other Than Care Support and Construction

In the profit maximization domain, where moderate sales growth is anticipated, the goal is to increase the gross margin by shifting activities to projects that are more profitable.



Enhance productivity by promoting digitalization.

Use online and automated processes to improve efficiency



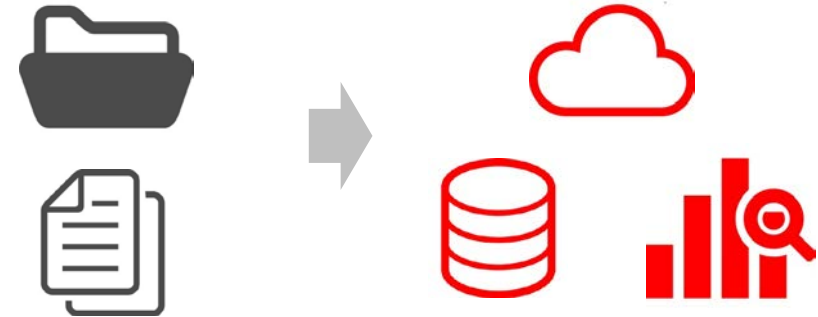
- Use smartphone apps to shift face-to-face and paper procedures to digital formats
- Build a database in order to use fewer people

Use telework and online interviews to improve efficiency



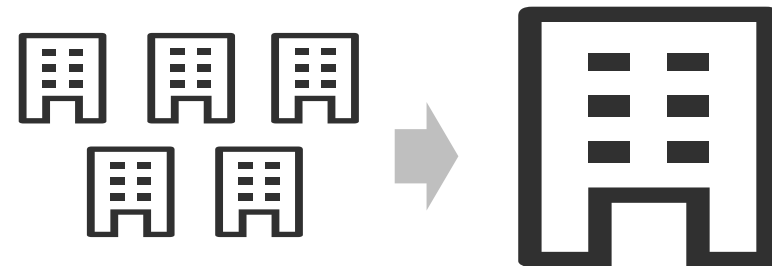
- Expand the use of programs that allow working from home

Use centralized data management to improve efficiency



- Integrate IT systems for the consolidation of administrative tasks (overseas)

Merge consolidated subsidiaries to improve efficiency



- Consolidate sales offices
- Consolidate administrative tasks

HRTech

Use a trial-and-error process to explore opportunities for new strategic investment businesses. Seek businesses that have high operating margins and can contribute to increasing the consolidated operating margin in the future.



Services for Foreign Workers in Japan

- Domestic -

■ Services for companies (factory, care support, construction)



Employment
services for
foreign
workers



Support
services for
foreign
workers

ビザマネ
Visamane

■ Services for foreign workers



ENPORT
mobile

Telecommunications



ENPORT
estate

Real estate
broker



ENPORT
insure

Rent
guarantees



ENPORT
Japan

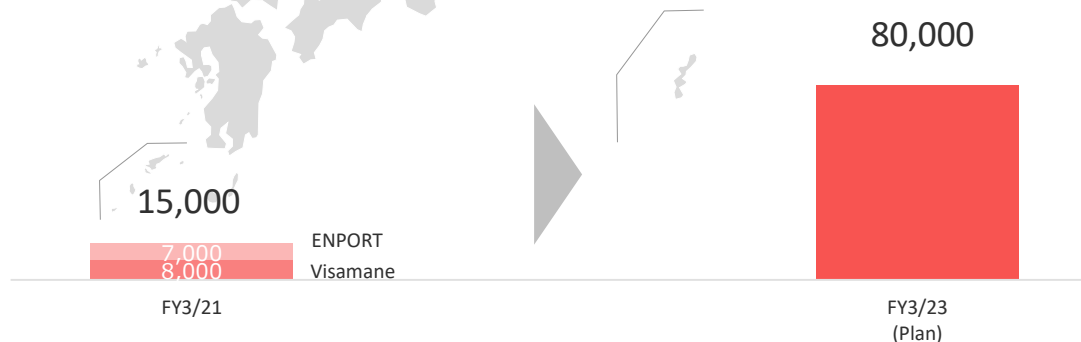
Job finding
support



ENPORT

Travel
agency

■ Planned Growth of Support for Foreign Workers



- Overseas -



Myanmar

People going to
Japan

26,000 (1% of all foreigners entering Japan)

Subsidiary

Dream Job Myanmar



Vietnam

People going to
Japan

443,000 (26% of all foreigners entering Japan)

Subsidiary
Alliance partner

WILL OF VIETNAM
Industrial University of Ho Chi Minh City,
Industrial University of Vinh



Indonesia

People going to
Japan

5,3000 (3% of all foreigners entering Japan)

Alliance partner

PT. MINORI / LPK MINORI (sends people to
other countries)

Source: Foreign Workers in Japan (October 2020), Ministry of Health, Labour and Welfare

→ Planning on 80,000 users of
these services in FY3/23

Financial soundness

Ratio of equity attributable to
owners of parent to total assets

At least 20%

- Goal is a ratio of equity attributable to owners of parent to total assets of at least 20% in order to support future investments for growth and increase financial soundness (FY3/21 equity ratio: 18%)

Capital efficiency

ROIC

At least 20%

- Goal is a ROIC of at least 20% by improving profitability and using capital more efficiently (FY3/21 ROIC: 14%)

Weighted average cost of capital is about 11%

Shareholder returns

Total payout ratio

At least 30%

- To increase shareholder distributions while making investments for growth, the goal is distributions that use as the guideline a total payout ratio of 30% based on the earnings forecast at the beginning of each fiscal year.

2-6. Summary of WILL-being 2023

The goal is increasing the operating margin along with sales growth and up-front investments
(about ¥1.3 billion in FY3/22 and in FY3/23)

(Billions of yen)

		Plan			
KPI		FY3/20	FY3/21	FY3/22	FY3/22
Profitability indicators	Revenue	121.9	118.2	121.0	133.5
	(change)	(+18%)	(-3%)	(+2%)	(+10%)
	Gross margin	20.8%	20.3%	21.2%	22.6%
	SG&A expenses (up-front investments included)	21.4	20.4	22.2 (1.3)	24.8 (1.3)
Financial indicators	Operating profit (Operating margin)	4.14 (3.4%)	4.03 (3.4%)	3.40 (2.8%)	5.35 (4.0%)
	ROIC	14%	14%	12%	20%
	Ratio of equity attributable to owners of parent to total assets	11.7%	17.7%	19%	22%
	Total payout ratio	25.1%	22.9%	30.6%	30.0%



III. FY3/22 Earnings and Dividend Forecasts

FY3/22 Forecast

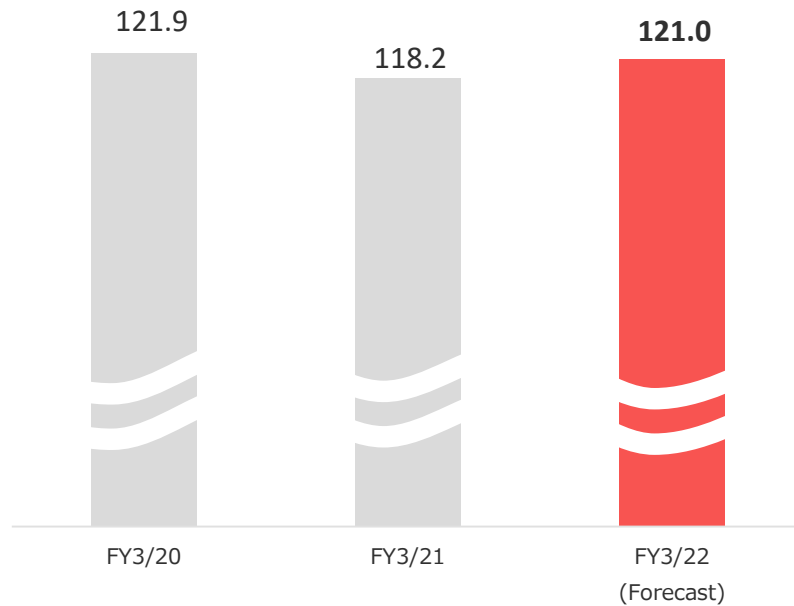
(Billions of yen)	FY3/20	FY3/21	FY3/22 (Forecast)	Vs.FY3/21	
				Change	% change
Revenue	121.91	118.24	121.00	+2.75	+2.3%
Domestic WORK Business	84.43	80.05	84.05	+4.00	+5.0%
Overseas WORK Business	36.07	36.92	35.37	(1.54)	(4.2%)
Others	1.54	2.12	1.57	(0.55)	(26.0%)
IFRS adjustments	(0.14)	(0.84)	0.00	+0.84	-
Gross profit(Gross margin)	25.40 (20.8%)	24.05 (20.3%)	25.64 (21.2%)	+1.58 (+ 0.8pt)	+6.6%
Operating profit (Operating margin)	4.14 (3.4%)	4.03 (3.4%)	3.40 (2.8%)	(0.63) (△0.6pt)	(15.6%)
Domestic WORK Business	5.06	4.25	4.50	+0.24	+5.9%
Overseas WORK Business	0.97	1.10	0.86	(0.24)	(22.3%)
Others	(0.35)	(0.16)	(0.28)	(0.11)	-
Adjustments	(1.86)	(2.07)	(2.24)	(0.16)	-
IFRS adjustments	0.33	0.90	0.56	(0.34)	(38.1%)
Profit attributable to owners of parent	2.38	2.36	1.84	(0.52)	(22.2%)
EBITDA	6.13	6.25	5.20	(1.05)	(16.9%)

	Initially assumed	FY3/21 Results	Change for ¥1 difference/y	
			Revenue	Profit
AUD	¥68	¥76	¥380 mIn	¥10 mIn
SGD	¥72	¥78	¥90 mIn	¥0 mIn

Assumptions Used for the FY3/22 Forecast

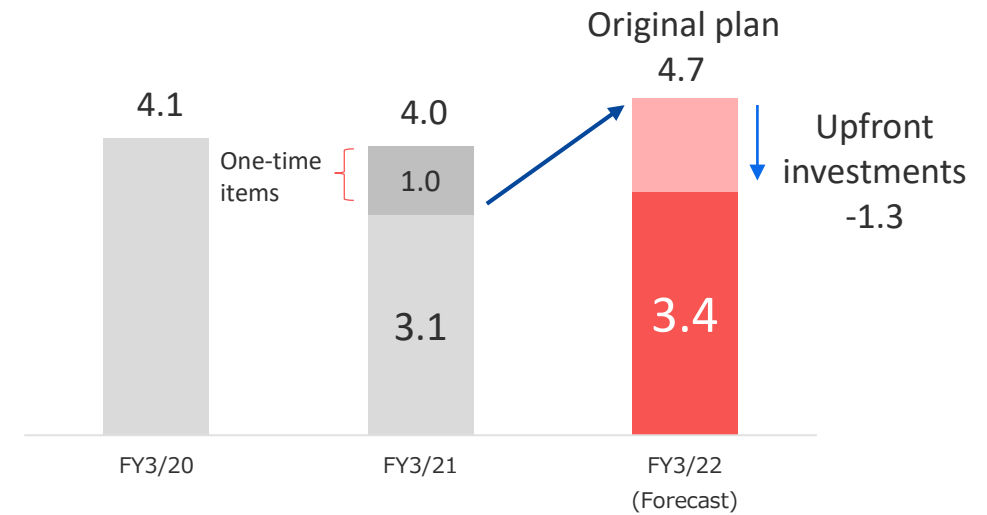
- The effects of the COVID-19 pandemic on business operations are expected to eventually end during FY3/22, resulting in an original plan for operating profit that is higher than in FY3/20, which is before this crisis.
- However, we have established a budget of ¥1.3 billion for upfront investments, including ¥600 million for recruiting construction management engineers and strengthening sales operations and ¥700 million for hiring more permanent placement recruiting consultants for the personnel in the care support, IT and start-up company sectors.

■ Revenue



■ Operating profit

(Billions of yen)



FY3/22 Forecasts (Segments and Sectors)

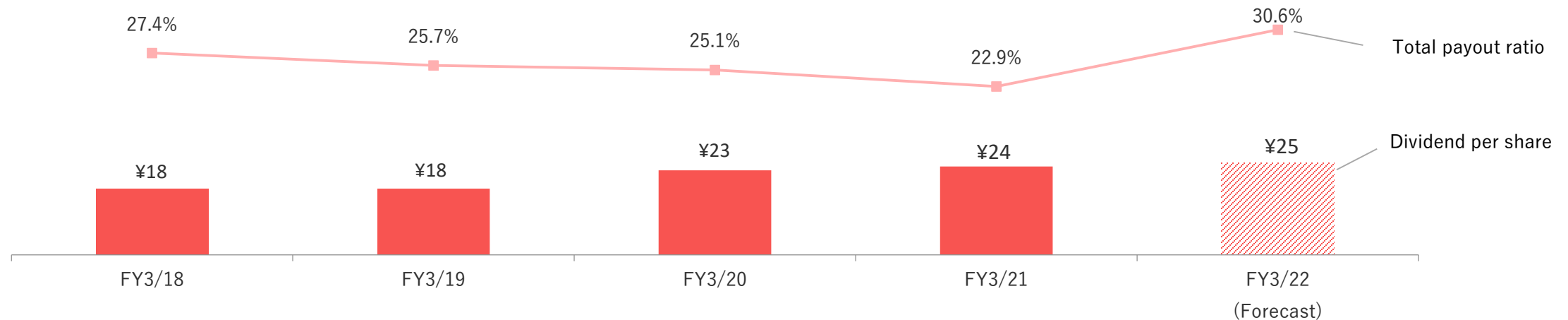
Segments	Sectors	FY3/20	FY3/21	FY3/22 (Forecast)	Change (%)	
(Billions of yen)		Upper: Net sales Lower: Operating profit	Upper: Net sales Lower: Operating profit	Upper: Net sales Lower: Operating profit	Upper: Net sales Lower: Operating profit	Assumptions Used for the FY3/22 Forecast
Domestic WORK Business	Sales support	23.14	19.04	20.10	+5.5%	<ul style="list-style-type: none"> More growth in the stable telecommunications sector Hire more full-time personnel for growth of the sales agent and other highly profitable services
		1.79	1.41	1.68	+18.8%	
	Call center	16.46	16.86	16.87	+0.0%	<ul style="list-style-type: none"> Continue expansion of financial service sector business, which has a high profit margin Increase the share of services provided at each location and shift from temporary staffing to consignment contracts
		0.99	1.12	1.11	-1.2%	
	Factory	23.74	20.58	19.45	-5.5%	<ul style="list-style-type: none"> Increase market share in the stable food sector and in other sectors, focus on increasing orders involving electrical machinery and electronics, which are more profitable than the logistics and consumer products sectors Merger between consolidated subsidiaries in July 2021 to improve profitability by combining administrative operations and business sites
		1.34	1.00	1.14	+14.5%	
	Care support	12.05	13.21	15.63	+18.2%	<ul style="list-style-type: none"> Aim for temporary staffing sales growth by adding another business site Increase care personnel placement sales by hiring more consultants and increasing the number of people placed in temporary positions who plan to switch to permanent positions
		0.36	0.38	0.70	+85.3%	
	HR support for startups	1.26	1.27	1.78	+40.2%	<ul style="list-style-type: none"> The number of recruiting projects has returned to the pre-COVID level and, although caution is still needed, the outlook is for the number of these projects to increase. Foresee more recruiting demand from startup companies providing innovative services that reflect upcoming changes in the business climate, such as the faster pace of the DX due to the COVID-19 crisis. Also continue recruiting more sales personnel in anticipation of higher recruiting market activity once this crisis ends.
		0.30	0.15	0.18	+13.9%	
	Construction management engineers	4.80	5.27	6.18	+17.2%	<ul style="list-style-type: none"> Upfront expenditures to hire more people for upgrading sales and follow-up operations in order to increase temporary placements of people with no prior experience: Forecast ¥600 million (was ¥200 million in FY3/21)
		0.01	(0.18)	(0.65)	-	
	Others	2.96	3.78	4.02	+6.4%	<ul style="list-style-type: none"> Expect more growth in temporary staffing of assistant language teachers and growth of temporary staffing and permanent placements of IT personnel
		0.24	0.35	0.33	-6.6%	
Overseas WORK Business	Singapore, etc. Australia	36.07	36.92	35.37	-4.2%	<ul style="list-style-type: none"> Expect the recovery in permanent placement sales to offset the absence of government subsidy income (about ¥700 million in FY3/21). Forecast growth of temporary staffing. Forecast uses conservative assumptions for foreign exchange rates
		0.97	1.10	0.86	-22.3%	

FY3/22 Dividend Forecast

The dividend forecast for FY3/22 is based on a total payout ratio target of 30% and the initial FY3/22 forecast for results of operations





	FY3/21	FY3/22 (forecast)
Year-end dividend	¥24 per share	¥25 per share
Total payout ratio	22.9%	30.6%

■ Dividend per share and total payout ratio



No Risk of Impairment Losses

COVID-19 is affecting the performance of subsidiaries, but this impact is only temporary. No risk of impairment losses at this time.

(Billions of yen)	Primary location	Business activities	Start of consolidation since (WILL GROUP ownership)	Investment *1
 WILLOF CONSTRUCTION	Metropolitan areas and Tohoku	Construction management engineer temporary staffing and permanent placements mainly in the Tohoku region of Japan. A large number of highly skilled people are registered for assignments. Strong position in the market for temporary staffing of engineers for large building and civil engineering projects.	Jun. 2018 (100%)	2.67
	Singapore	Providing permanent placement and consulting services focused on HR primarily in Singapore, through wholly-owned subsidiaries in Hong Kong, Japan, U.S., China, Australia and UK.	Jan. 2019 (51%)	1.54
	Brisbane	Providing temporary staffing and permanent placement services to government agencies and major corporations in Australia	Apr. 2019 (60%)	1.59
	Melbourne	Providing temporary staffing and permanent placement services for office work and call center operations to agencies and companies in various sectors such as the government, telecommunications, resources and appliance manufacturing in Australia.	Jan. 2018 (80%)	0.91

*2	FY3/20	FY3/21	YoY change
Sales	4.80	5.27	+9.7%
Profit*3	0.32	0.12	-60.5%
Sales	1.45	1.14	-21.4%
Profit*3	0.45	0.34	-25.2%
Sales	6.60	6.47	-2.0%
Profit	0.60	0.63	+4.7%
Sales	11.99	12.78	+6.6%
Profit	0.34	0.34	-1.0%

Investment balance (above 4 companies: ¥6.7 billion
Investment balance (consolidated): ¥8.1 billion

*1 The investment in each company includes goodwill and identifiable intangible assets.

*2 Sales and profit are for the April-March consolidated fiscal year regardless of the timing of consolidated disclosures.

Converted to yen at the rates of ¥75/SGD and ¥75/AUD in order to eliminate the effects of foreign exchange rate movements.

*3 Profit is profit before tax after the amortization of identifiable intangible assets, internal transactions and one-time expenses.



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

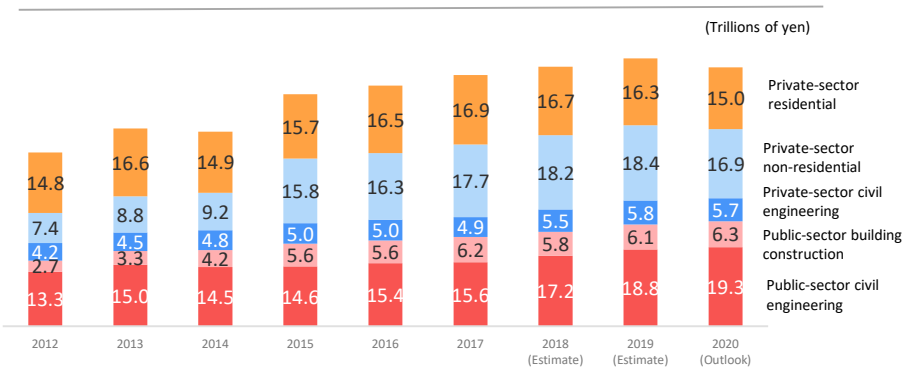
Tel: +81-3-6859-8880

Appendix

Construction Industry Business Climate

Demand for construction services and personnel is strong in Japan. But the hiring suspension during the global financial crisis has resulted in an aging construction workforce and fewer construction workers. Recruiting difficulties and working style reforms are expected to further increase the gap between the construction worker supply and demand.

Construction Investments in Japan



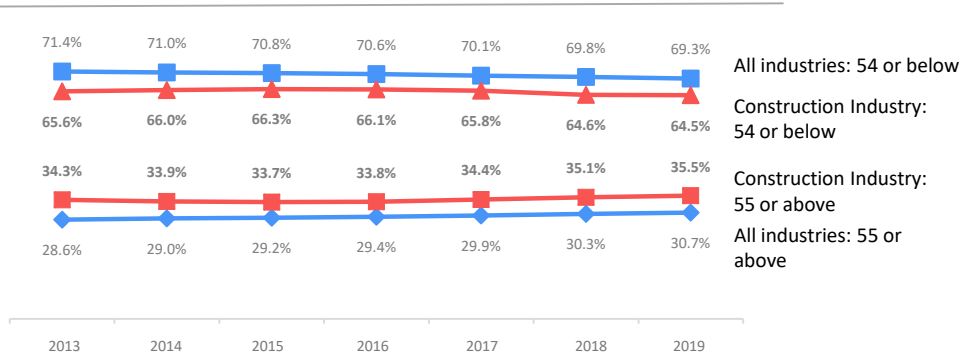
Source: Construction Investment Outlook (2020) by the Ministry of Land, Infrastructure, Transport and Tourism

Employment in the Japanese Construction Industry



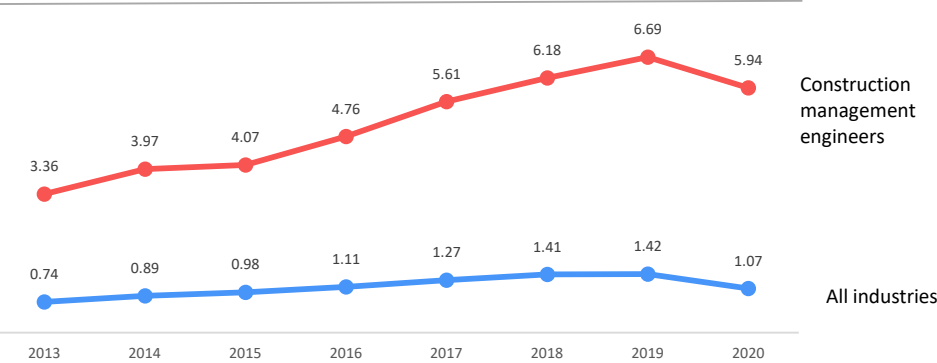
Source: Labor Force Survey, Statistics Bureau, Ministry of Internal Affairs and Communications

Employment by Age in the Japanese Construction Industry



Source: Labor Force Survey, Statistics Bureau, Ministry of Internal Affairs and Communications

Job Openings-to-applicants Ratio in the Japanese Construction Industry



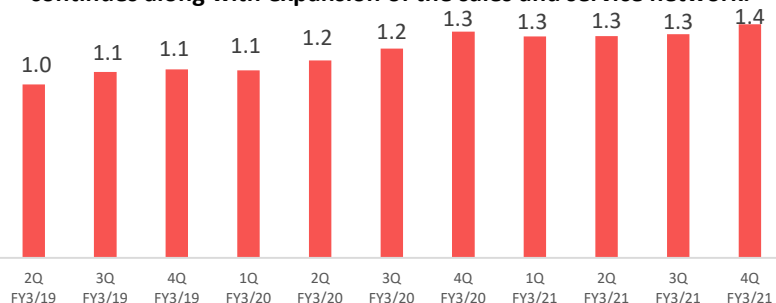
Source: General Employment Placement Services Report, Statistic Bureau, Ministry of Internal Affairs and Communications

The Will Group Construction Management Engineer Temporary Staffing Business

Quarterly Revenue

(Billions of yen)

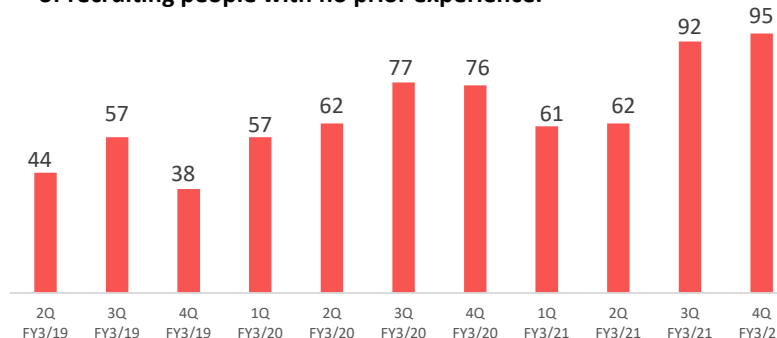
Demand associated with recovery work following the March 2011 earthquake and tsunami has decrease, but growth continues along with expansion of the sales and service network.



Number of People Hired

(People)

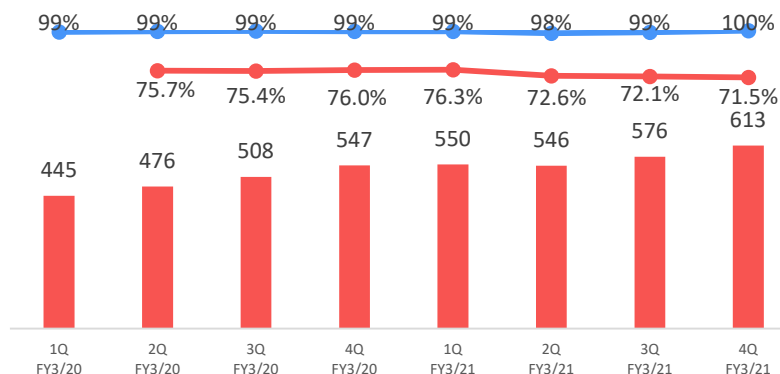
The number of people hired increased following the start in FY3/21 of recruiting people with no prior experience.



People on Assignments, Pct. of Workforce, Retention Rate

(People)

Pct. of workforce remains high due to the focus on hiring experienced staff. We will increase the retention rate through training and follow-up systems.



Pct. of Workforce

Retention Rate

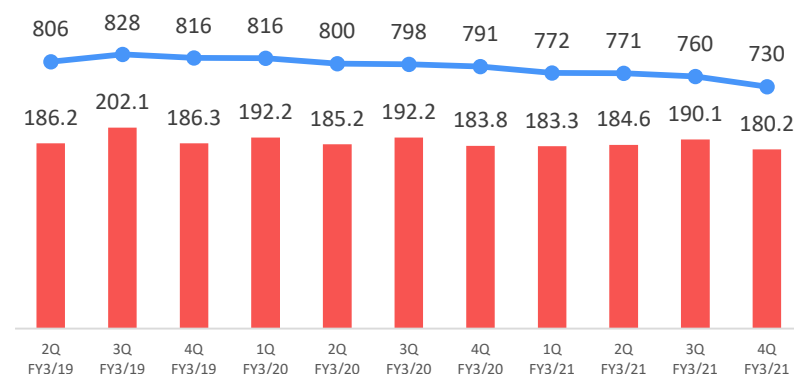
Retention rate = Total workforce divided by the sum of the workforce one year earlier and people hired during the past year

People on Assignments

Temporary Placement Staff Working Time and Rates

(Hours; thousands of yen)

Working time and rates are decreasing because of a decline in overtime work but are still high.



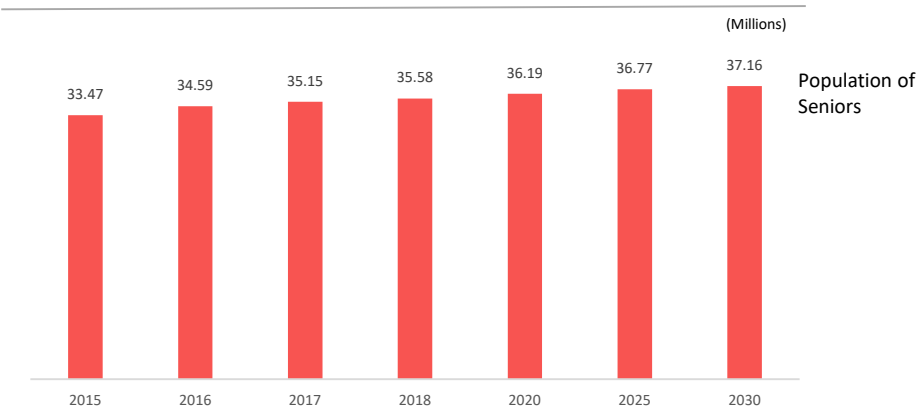
Average working rate

Average working time

Care Support Business Climate

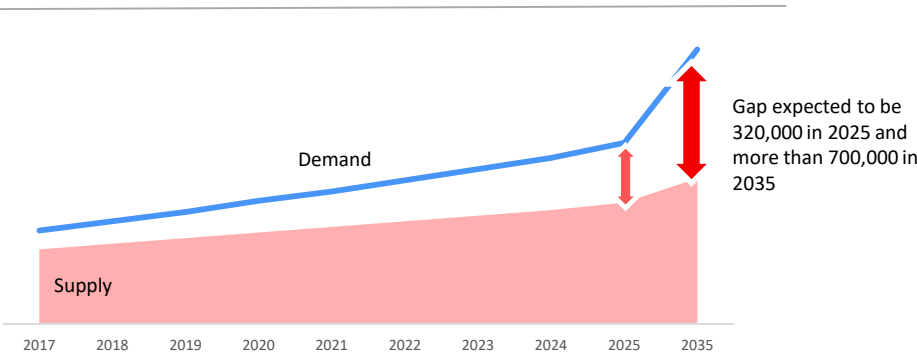
There is a chronic shortage of care support people in Japan as the demand for these people continues to climb. This market will continue to grow, including the use of foreign workers to meet demand.

Population of Seniors in Japan



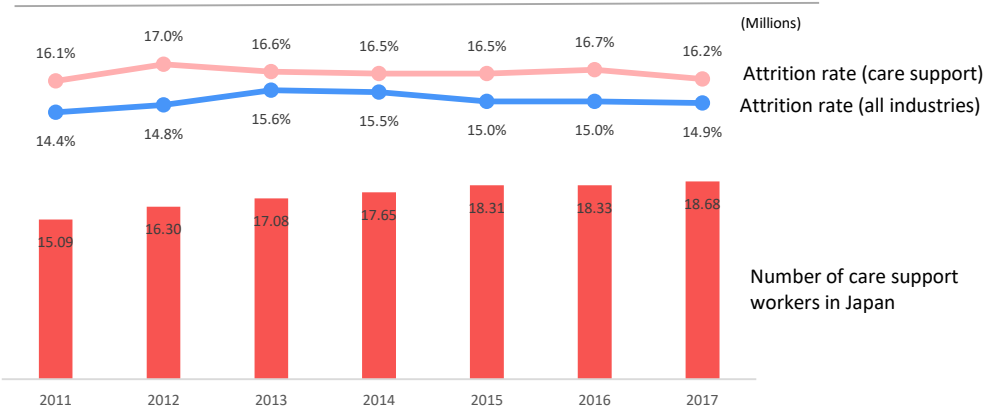
Source: Recruiting Senior Care Workers and Innovations at Senior Care Facilities (July 2019), Ministry of Health, Labour and Welfare (Reference)
Population Estimate, Ministry of Internal Affairs and Communications

Supply/Demand Forecast for Care Support Workers



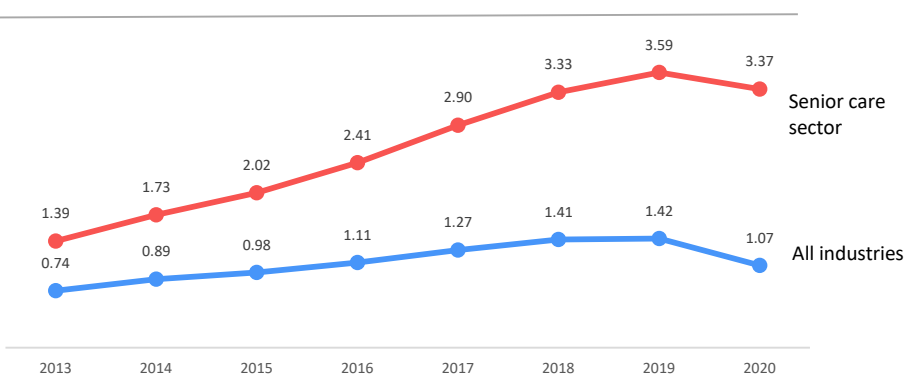
Source: Study Report concerning the Senior Care System in relation to Future Senior Care Supply and Demand (April 2018), Ministry of Economy, Trade and Industry

Care Support Workers and Attrition Rate



Source: Recruiting Senior Care Workers and Innovations at Senior Care Facilities (July 2019), Ministry of Health, Labour and Welfare (Reference)

Senior Care Support Personnel Job-to-Applicants Ratio



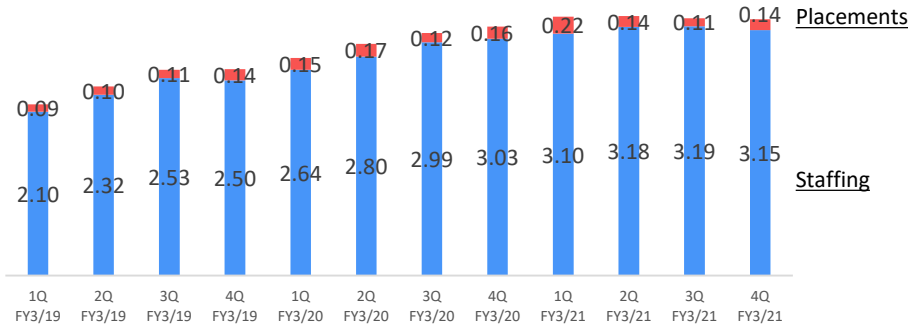
Source: General Employment Placement Services Report, Statistic Bureau, Ministry of Internal Affairs and Communications

The Will Group Care Support Personnel Business

Quarterly Revenue

(Billions of yen)

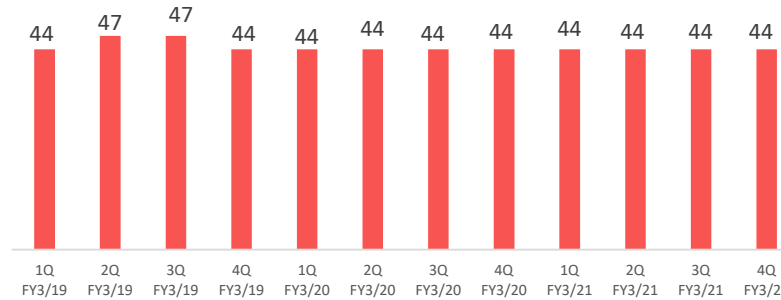
Temporary staffing is increasing consistently due to the addition of many new sales and service offices



Number of Sales and Service Offices

(Offices)

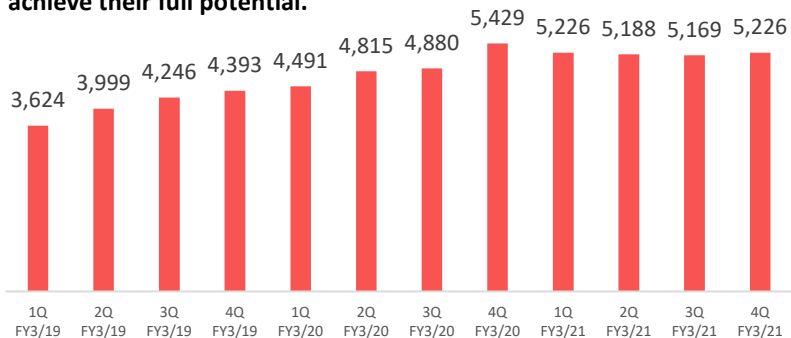
No more offices are needed in major areas of Japan. Plan to open four offices during FY3/22 and FY3/23.



Number of People on Assignments

(People)

The number of people on assignments is increasing as more offices pass the three-year mark after opening, when locations typically achieve their full potential.



Number of Permanent Placement Agents

(People)

There were up-front investments in FY3/21 for hiring consultants in order to increase the number of people placed in permanent positions.

