

Company Report

November 26, 2025

Strategy Advisors Inc.
Kenichi Ito



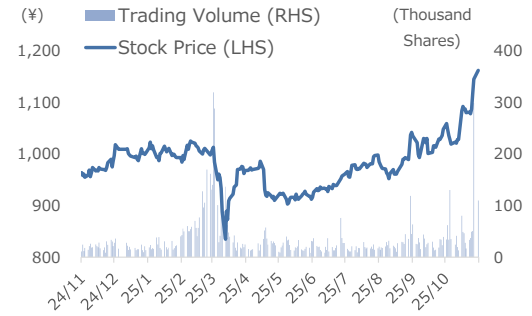
Stock Option Exercise Condition Set at ¥5.5 Bn Operating Profit Level, Suggesting Mid-Term Performance Targets

Will Group disclosed its FY3/26 1H (April–September) results on November 7, reporting revenue of ¥71.53 bn (+1.7% YoY) and operating profit of ¥1.63 bn (+62.4% YoY). This performance significantly exceeded the revised 1H company's plan (announced on September 22) of ¥70.50 bn in revenue and ¥1.10 bn in operating profit. This success was attributed to the continued growth in the Construction Management Engineer domain, improved gross profit margin resulting from a focus on permanent employee staffing and foreign worker employment management support, plus effective cost control in underperforming areas, including the Overseas Working Business. The Company also announced an upward revision to its full-year earnings forecast, suggesting a return to a growth trajectory.

Key highlights of the 1H results include: 1) the resolution of standby personnel issues in the Construction Management Engineer domain, which had arisen following the completion of construction demand related to the Osaka/Kansai Expo, 2) a recovery trend in the Australian Permanent Placement business and 3) quarterly revenue in the Domestic Working Business reached a record high. In addition, it is noteworthy that, on the same day as the earnings announcement, the Company disclosed stock option exercise conditions that require achieving consolidated operating profit of ¥5.5 bn in any one of the fiscal years from FY3/29 to FY3/31.

The company plans to announce its new medium-term management plan at the same time as the full-year results, scheduled for May 2026. Despite the continued challenges, such as weak Domestic Working Businesses outside the Construction Management Engineer domain and a slowdown in the Australian business due to changes in government policy, Strategy Advisors notes that the results of structural reforms pursued under these conditions are gradually becoming apparent.

Stock Price & Trading Volumes (Past 1-Year)



Source: Strategy Advisors

Key Indicators

Stock Price (11/25/25)	1,162
52-Week High (11/25/24)	1,162
52-Week Low (4/7/25)	835
Historical High (2/2/18)	2,122
Historical Low (5/21/14)	184
Shares on Issue (mn)	22.9
Market Capitalization (¥ bn)	26.6
EV (¥ bn)	26.3
Equity Ratio (3/25 Actual, %)	34.8
PER (3/25 Actual, Times)	19.3
PBR (3/25 Actual, Times)	1.3
Dividend Yield (3/26 CoE, %)	4.5

Source: Strategy Advisors

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Since the Q1 earnings announcement, the stock price has turned around, showing signs of a recovery and reached this year's high at the time of the Q2 results. However, the Company's forecast PER is 11.8x and the most recent actual PBR is 1.4x, indicating that the stock remains relatively undervalued. If consolidated operating profit of ¥5.5 bn is achieved at any point between FY3/29 and FY3/31, net income is estimated at approximately ¥3.85 bn (assuming a 30% tax rate). If the same PER of 12x were applied at that time, the market capitalization could potentially double. Attention will focus on whether the new medium-term management plan can outline a path toward record-high profits.

IFRS Consolidated FY	Revenue (¥ mn)	YoY (%)	Operating Profit (¥ mn)	YoY (%)	Profit Before Tax (¥ mn)	YoY (%)	Net Profit (¥ mn)	YoY (%)	EPS (¥)	DPS (¥)
FY3/25 1H	70,323	1.5	1,009	-50.0	867	-58.4	503	-66.1	506.0	-
FY3/26 1H	71,530	1.7	1,638	62.4	1,556	79.4	1,137	125.7	1,147.0	-
FY3/23	143,932	9.8	5,318	-2.8	5,146	-2.8	3,236	-1.5	143.2	44.0
FY3/24	138,227	-4.0	4,525	-14.9	4,417	-14.2	2,778	-14.2	122.4	44.0
FY3/25	139,705	1.1	2,338	-48.3	2,177	-50.7	1,155	-58.4	50.6	44.0
FY3/26 Previous CoE	140,400	0.5	2,750	17.6	2,580	18.5	1,720	48.9	75.5	44.0
FY3/26 CoE	143,500	2.7	3,100	32.6	2,940	35.0	2,000	73.1	87.3	44.0

Source: Company Data. Compiled by Strategy Advisors.

1. Results Summary for FY3/26 Q2

Will Group Q2 Results Significantly Exceeded Forecast

WILL GROUP disclosed its FY3/26 Q2 results for on November 7, reporting revenue of ¥36.3 bn (+3.0% YoY) and operating profit of ¥1.2 bn (+49.4% YoY). This represented a significant increase in profit. Following Q1's momentum, the core growth driver, the Construction Management Engineer domain within the Domestic Working Business, continued to drive profit growth. This strong performance was further supported by an increase in gross profit resulting from a strategic focus on Permanent Employee Staffing and Foreign Talent Management Services. Additionally, cost control measures proved successful in the Domestic Working Business's Call Center Outsourcing domain and the Overseas Working Business. A major positive surprise in these results was the stronger-than-expected performance in both the Permanent Placement and Temporary Staffing services of the Overseas Working Business. Among these, the Australian Permanent Placement business notably turned around to an increase in revenue.

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Domestic Working Business Profit Driven by Construction Management Engineers

The Domestic Working Business achieved revenue of ¥21.5 bn (+3.8% YoY) and operating profit of ¥1.1 bn (+37.2% YoY), marking a significant increase in profit. The Construction Management Engineer domain led this growth, with revenue increasing by 21.5% YoY, while the Factory Outsourcing domain also sustained strong performance. Furthermore, a large order targeting a major telecommunications company was recorded in the Sales Outsourcing domain. Conversely, the Call Center Outsourcing domain continued to be sluggish, with revenue declining 12.3%. However, on the profit front, improved SG&A efficiency led to higher earnings, and the segment is progressing in line with the company's conservative plan.

Overseas Working Business Shows Steady Recovery and Profit Increase

The Overseas Working Business saw revenues of ¥14.7 bn (+1.9% YoY) and operating profit of ¥679 mn (+24.8% YoY), returning to growth at both revenue and profit levels. This success was attributed to the yen weakening against the Company's planned exchange rate, alongside the stronger-than-anticipated performance in both Permanent Placement and Temporary Staffing. The increase in both revenue and profit was supported by accelerated cost control measures, including reviewing the consultant staffing structure and compensation, combined with the recovery trend in top-line revenues.

Figure 1. Segment Performance Trends (¥ mn)

	FY3/25				FY3/26	
	Q1	Q2	Q3	Q4	Q1	Q2
Revenue	35,052	35,270	35,030	34,351	35,207	36,322
YoY	1.8%	1.2%	1.1%	0.1%	0.4%	3.0%
Domestic Working	20,468	20,794	21,179	20,656	21,182	21,585
YoY	1.4%	1.4%	1.1%	-1.1%	3.5%	3.8%
Ratio to revenue	58.4%	59.0%	60.5%	60.1%	60.2%	59.4%
Overseas Working	14,534	14,435	13,815	13,662	14,001	14,716
YoY	2.5%	1.2%	1.4%	2.3%	-3.7%	1.9%
Ratio to revenue	41.5%	40.9%	39.4%	39.8%	39.8%	40.5%
Others	48	41	35	32	24	20
	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Operating profit	177	832	782	546	394	1,243
YoY	-84.4%	-6.1%	0.9%	-68.4%	122.6%	49.4%
OP margin	0.5%	2.4%	2.2%	1.6%	1.1%	3.4%
Domestic Working	238	861	983	1,167	583	1,181
YoY	-82.6%	10.2%	15.6%	-42.8%	145.0%	37.2%
OP margin	1.2%	4.1%	4.6%	5.6%	2.8%	5.5%
Overseas Working	573	543	392	-76	471	678
YoY	25.7%	-18.6%	-25.3%	-	-17.8%	24.9%
OP margin	3.9%	3.8%	2.8%	-0.6%	3.4%	4.6%
Others	-60	-77	-59	-25	-74	-80
Adjustment	-574	-495	-533	-518	-586	-535

Source: Company Data. Compiled by Strategy Advisors.

2. Domestic Working Business

Domestic Working Business Profitability Improves

The Domestic Working Business saw revenue increases in all domains except for the Call Center Outsourcing domain. Furthermore, efforts to enhance labor productivity have been successful, resulting in improved profitability compared to previous periods. A key highlight in Q2 was the resolution of the temporary standby personnel issue that occurred in the Construction Management Engineer domain, following the conclusion of construction demand such as the Osaka-Kansai Expo, which improved the utilization rate to 93.3%. Considering that the utilization rate of its competitor, Open Up Group (TSE Prime, 2154), in the most recent quarter was 92.5% and slightly declined from the previous quarter, the swift resolution of the standby personnel issue is noteworthy.

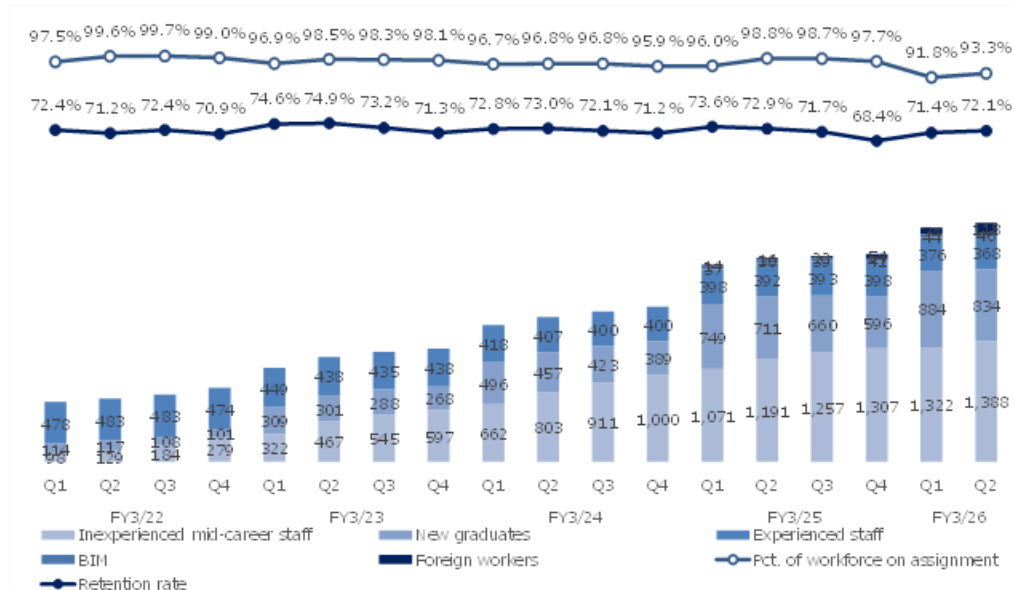
Construction Management Engineer Domain Improves Utilization Rate and Profitability

The Construction Management Engineer domain reported revenue of ¥4.35 bn (+21.5% YoY) and operating profit of ¥429 mn (+53.8% YoY). As mentioned, this significant increase in profit resulted from the resolution of the standby personnel issue, alongside progress in unit price negotiations. The Company hired 313 new/mid-career employees (+29 employees YoY) during the quarter. The cumulative number of hires for the first half reached 1,127 employees, demonstrating steady progress towards the full-year target of 1,500 employees.

Improved Retention Rates & Enhanced Engagement

The challenging retention rate improved to 72.1% in Q2 from a low of 68.4% in the previous Q4, exceeding this term's plan of 71.5%. The company is advancing placement assessments and follow-up interviews, offering qualification incentive payments; and reviewing the evaluation system and compensation structure, with the intention of raising the retention rate to the high 70% range over the mid-term through enhanced employee engagement.

Figure 2. Trends in Major KPIs



Source: Company Data. Compiled by Strategy Advisors.

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Domestic Working Business Excluding Construction Engineer Domain Stabilizes

Revenue for the Domestic Working Business excluding the Construction Management Engineer domain increased marginally by 0.1% YoY, maintaining a mostly flat trend, similar to the previous quarter. The Call Center Outsourcing domain has been a drag on overall performance, with double-digit revenue declines continuing in Q2. However, the recovery trend is becoming clearer compared to previous periods, driven by factors such as the continuous acquisition of projects in the focused Factory Outsourcing domain, steady revenue growth in the IT Engineer domain (included in 'Others') and the recording of a large order in the Sales Outsourcing domain.

Fundamental Reform Awaited in Call Center Outsourcing Segment

Notably, the Call Center Outsourcing domain secured operating profit of ¥121 mn in Q2 despite the double-digit decline in revenue. The company is implementing cost control measures, including revising personnel placement, in addition to strengthening high-margin areas such as Consignment Services and Finance. Although the impact on overall profit is currently minor, fundamental reforms will need to be urgently implemented if the double-digit revenue decline continues into the next fiscal year and beyond.

Growth Accelerates Driven by Industrial Products Manufacturing Sector

The Factory Outsourcing domain achieved a 0.9% YoY revenue increase, with growth primarily driven by the Factory except food sector. Demand from the Industrial Products Manufacturing Sector remains strong, and unit price negotiations appear to be progressing smoothly. This sector presents a significant market size and ample opportunities for actively upselling Foreign Talent Management Services and Permanent Employee Staffing, which is expected to support business expansion while ensuring profitability. Furthermore, the number of foreigners supported through the Foreign Talent Management Services in the Factory Outsourcing domain for Q2 remained robust at 2,336 people (+525 people YoY). Additionally, the number of workers on assignment for Permanent Employee Staffing reached 868 people (+309 people YoY). This business progress aligns with the Company's strategic shift from quantity to quality emphasized in the Medium-Term Management Plan. This domain is anticipated to emerge as a key growth pillar second to the Construction Management Engineer domain.

Acquisition Of 'HR Career' Raises Expectations for Permanent Placement Business

The Company announced the acquisition of HR CAREER, a permanent placement company specializing in the healthcare and welfare sectors, making it a consolidated subsidiary on October 1st. HR CAREER operates a permanent placement business specializing in nurses, care workers, dietitian and childcare workers, and has a client base of approximately 900 companies. The healthcare and welfare industry is a field where future increases in manpower demand are anticipated and is a defensive sector less susceptible to economic downturns. In addition, its business model, centered on placement fees, results in high profitability. The affinity with the Company's care business support domain is high, suggesting future positive expectations.

Figure 3. Performance Trends by Business Area for Domestic Working Business (¥ mn)

	FY3/24				FY3/25				FY3/26	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Revenue										
Domestic Working	20,186	20,514	20,940	20,886	20,468	20,794	21,179	20,656	21,182	21,585
Sales outsourcing	4,866	4,867	4,968	5,130	5,187	5,042	5,108	5,078	5,046	5,214
Call center outsourcing	3,883	3,753	3,720	3,482	3,387	3,296	3,278	2,986	2,986	2,891
Factory outsourcing	4,448	4,473	4,630	4,435	4,586	4,634	4,774	4,543	4,693	4,675
Care support	3,311	3,338	3,398	3,339	3,379	3,442	3,448	3,366	3,442	3,516
Construction management engineers	2,346	2,586	2,709	2,823	3,159	3,585	3,727	3,818	4,094	4,357
Others	599	614	687	689	767	792	841	862	919	929
Operating profit	-	-	-	-	-	-	-	-	-	-
Domestic Working	663	808	712	847	259	909	1,153	945	643	1,314
Sales outsourcing	281	284	337	405	375	293	357	338	294	370
Call center outsourcing	152	114	143	97	103	96	143	85	134	121
Factory outsourcing	221	180	229	134	139	195	289	179	245	276
Care support	77	48	54	46	59	82	84	91	92	119
Construction management engineers	-273	-59	-20	-47	-369	279	275	198	-129	429
Others	101	36	52	32	-49	-39	3	52	5	-2

Source: Company Data. Compiled by Strategy Advisors.

3. Overseas Working Business

Australia Permanent Placement Revenue Increased on Local Currency Basis, A Surprise

The Overseas Working Business reported revenue of ¥14.71 bn (+1.9% YoY) and operating profit of ¥679 mn (+24.9% YoY), reverting to increases in both revenue and profit. A positive surprise was that the Australian Permanent Placement business, which the Company had conservatively projected, returned to revenue growth on a local currency basis. The Company has been working on sharing customer orders across its subsidiaries to ensure no opportunities are missed, implementing cost controls within a range that does not erode business value, and reviewing its operational structure. These efforts are finally starting to yield results. On the other hand, the company does not appear to be overly optimistic about the outlook for its Australian recruitment business. While government and public sector recruitment is driving growth, there is a possibility that the current increase is a temporary rebound following previous hiring restrictions, making it necessary to carefully monitor the trend.

Australia Temporary Staffing Declined, but Growth is Expected from New Sector Expansion

In Australia, Temporary Staffing revenue slightly declined on a local currency basis in Q2. While the finance and industrial sectors are driving growth, the government and administration sector continues to decline with the impact of the federal government's policy shift on outsourcing expected to be prolonged. Strategy Advisors expects a profitability-focused management centered on Permanent Placement services and simultaneously, for Temporary Staffing, anticipates expansion into new sectors such as construction and nursing care.

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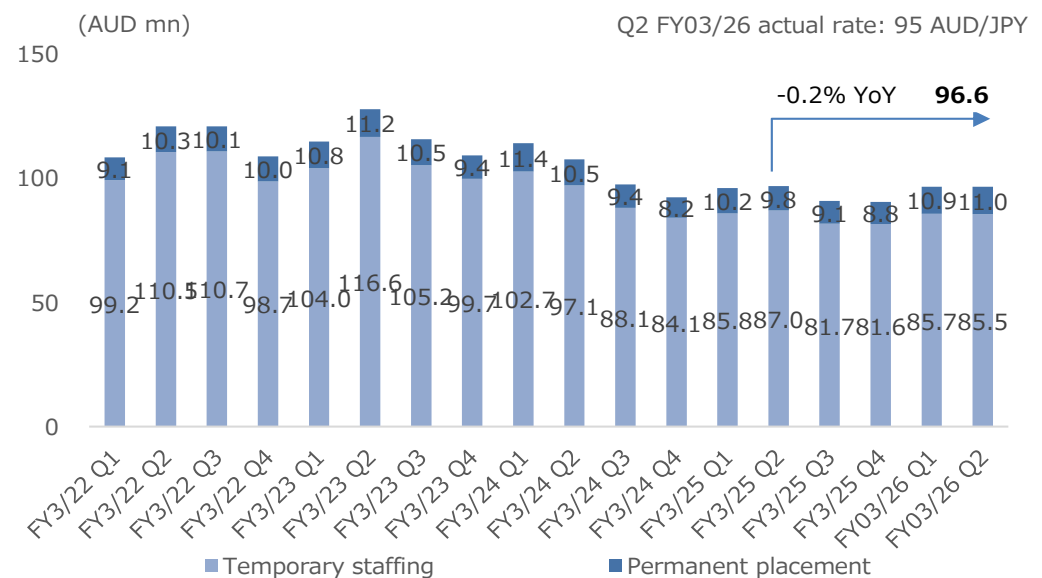
Singapore Temporary Staffing Growth Driven by Government and Administration Demand

Actual Exchange Rates Trended Weaker Than Company Plan

Singapore showed solid performance primarily focused on temporary staffing, with revenue increasing by 13.7% on a local currency basis. Growth continues to be driven by the government and administration sector. Furthermore, considering that government subsidy income may be recorded this fiscal year (typically recorded in Q4), further upside for the Overseas Working Business is expected.

Exchange rates trended toward a stronger yen compared to the same period last year, resulting in a foreign exchange impact in 1H of a ¥1.40 bn decrease in revenue and a ¥0.4 bn decrease in segment profit. However, the rates trended toward a weaker yen compared to the company plan rate (AUD=¥91, SGD=¥104).

Figure 4. Australia Business Revenue on a Local Currency Basis



Source: Company Data. Compiled by Strategy Advisors.

4. Future Catalysts and Stock Price Trends

Paid Stock Options Issuance Announced

Concurrent with the earnings announcement, the company disclosed the issuance of Stock Acquisition Rights (Paid Stock Options). The exercise of these Stock Acquisition Rights is conditional upon the Company's consolidated operating profit exceeding ¥5.5 bn in any fiscal year from FY3/29 to FY3/31. This target suggests the performance objectives for the new Medium-Term Management Plan, which is scheduled to be announced in May 2026 alongside the FY3/26 financial results. The Company's record high operating profit was ¥5.47 bn achieved in FY3/22. Therefore, achieving this performance implies setting a record high profit.

Expectations Rise for Next Mid-Term Plan Focusing on Domestic/Overseas Growth and Shareholder Returns

Strategy Advisors anticipates 3-points in the next Medium-Term Management Plan: 1) Clarification of the growth story for the Domestic Working Business excluding the Construction Management Engineer domain, 2) Presentation of fundamental structural reform proposals, such as the reorganization of the Overseas Working Business and the 3) Strengthening of shareholder returns and setting a new capital policy (Current status: Progressive dividends and a total payout ratio of 30% or higher).

Stock Price Rises but Undervaluation Persists

The stock price has turned toward recovery after the Q1 earnings announcement and updated this year's high alongside the Q2 earnings announcement, but the company's projected PER is 11.8x and the latest actual PBR is 1.4x, remaining at a relatively undervalued level. If consolidated operating profit of ¥5.5 bn, set as the exercise condition for the stock options, is achieved sometime between FY3/29 and FY3/31, net profit attributable to owners of parent is estimated to be approximately ¥3.85 bn (assuming a tax rate of 30%) and if the same PER of 12x as the current level is applied at that time, the market capitalization would have room to increase by approximately double. Attention will be focused on whether the new Medium-Term Management Plan can present a path toward achieving a record high profit.

Chairman Ikeda Transfers 1% of His Holding

Furthermore, Chairman of the Board Ryosuke Ikeda sold a portion of his shares to Nezu Engagement Fund on September 29. This amounted to approximately 1% of the total number of issued shares, with no major change in major shareholders, but it strongly suggested the Company's commitment to enhancing corporate value, based on constructive dialogue with investors.

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Figure 5. Valuation Overview

Company name	Stock code	Stock price (Nov 25) (¥)	Mkt cap (Nov 25) (¥ mn)	PER CoE (Times)	PBR Actual (Times)	ROE Actual (%)	Dividend Yield CoE (%)	1-Year Return (%)	3-Year of Return (%)
WILL GROUP	6089	1,162	26,864	13.3	1.5	11.5%	3.8%	16.1%	-19.6%
World HD	2429	2,625	47,280	8.7	1.1	12.2%	4.0%	34.1%	0.5%
UT Group	2146	2,729	108,909	17.2	3.7	21.4%	6.0%	1.5%	13.3%
Nisso HD	9332	663	22,558	9.0	1.3	14.5%	3.8%	-20.7%	-
Open Up Group	2154	1,780	163,428	13.1	2.0	15.0%	4.8%	-10.3%	-8.7%
Copro HD	7059	914	36,560	14.1	2.1	14.9%	2.7%	28.6%	300.9%
Human HD	2415	1,906	19,780	7.9	1.1	13.8%	3.8%	31.9%	104.9%
Career	6198	251	2,165	-	1.2	-	0.0%	-32.0%	-28.9%
SMS	2175	1,325	116,019	15.6	2.4	15.3%	-	-21.1%	-62.6%
HITO-Communications HD	4433	1,050	18,794	14.5	1.1	7.5%	3.6%	25.4%	-36.5%
Like	2462	1,497	30,636	10.4	1.6	15.5%	4.0%	7.2%	-25.9%
S-pool,	2471	287	22,675	11.8	2.3	19.6%	3.5%	-19.6%	-69.0%
CRG HD	7041	329	1,828	18.2	0.6	3.4%	0.0%	-28.0%	-32.2%
CareerLink	6070	2,495	31,451	16.0	2.0	12.5%	4.8%	-2.3%	5.1%
Average				13.1	1.7	13.6%	3.4%	0.8%	10.9%

Note: Will Group, Open Up Group, and Spool use IFRS accounting standards; others use Japanese standards.

Note: NISSO Holdings listed on October 2, 2023; SMS has not disclosed its dividend forecast.

Source: SPEEDA. Compiled by Strategy Advisors.

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Figure 6. Consolidated Statement of Income (¥ mn)

	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025	FY3/2026		
							New CoE	CoE as of Sep
								CoE as of May
Revenue	118,249	131,080	143,932	138,227	139,705	143,500		
YoY	-3.0%	10.9%	9.8%	-4.0%	1.1%	2.7%		-3.7%
Cost of sales	94,192	102,314	112,194	107,781	110,321			
Gross profit	24,056	28,765	31,737	30,446	29,383			
Gross profit margin	20.3%	21.9%	22.0%	22.0%	21.0%			
Selling, general and administrative expenses	20,463	23,585	27,169	28,314	27,270			
SG&A ratio to sales	17.3%	18.0%	18.9%	20.5%	19.5%			
Other income	519	387	842	2,412	732			
Other expenses	82	95	91	18	506			
Operating profit	4,030	5,472	5,318	4,525	2,338	3,100	2,750	2,500
YoY	-2.8%	35.8%	-2.8%	-14.9%	-48.3%	32.6%	17.6%	6.9%
Operating profit margin	3.4%	4.2%	3.7%	3.3%	1.7%	2.2%	2.0%	1.9%
Equity method investment gains and losses	-5	-18	-21	-24	24			
Financial income	11	52	161	128	53			
Finance expenses	247	212	311	211	239			
Profit before tax	3,788	5,293	5,146	4,417	2,177	2,940	2,580	2,380
YoY	-6.6%	39.7%	-2.8%	-14.2%	-50.7%	35.0%	18.5%	9.3%
Pretax profit margin	3.2%	4.0%	3.6%	3.2%	1.6%	2.0%	1.8%	1.8%
Income tax expense	1,110	1,439	1,686	1,539	1,035			
Tax rate	29.3%	27.2%	32.8%	34.8%	47.5%			
Profit	2,678	3,854	3,459	2,878	1,141			
Non-controlling interests	314	568	223	99	-13			
Owners of parent profit (loss)	2,363	3,286	3,236	2,778	1,155	2,000	1,730	1,560
YoY	-0.7%	39.1%	-1.5%	-14.2%	-58.4%	73.2%	49.8%	35.1%
Owners of parent profit margin	2.0%	2.5%	2.2%	2.0%	0.8%	1.4%	1.2%	1.2%
EBITDA	6,259	7,556	7,456	6,810	4,896	5,150		4,560
EBITDA margin	5.3%	5.8%	5.2%	4.9%	3.5%	3.6%		-6.9%

Source: Company Data. Compiled by Strategy Advisors.

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Figure 7. Key Indicators

	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025
Stock indicators					
Number of shares outstanding at year-end ('000 shares)	22,555	22,852	22,944	23,000	23,095
Number of treasury shares at year-end ('000 shares)	290	285	285	213	213
EPS (¥)	106.4	147.0	143.2	122.4	50.6
EPS (Diluted, ¥)	104.6	144.8	142.0	121.6	50.4
DPS (¥)	24	34	44	44	44
Payout ratio (%)	22.6%	23.1%	30.7%	36.0%	86.9%
DOE (%)	7.9%	7.8%	7.6%	6.2%	5.8%
BPS (¥)	370.1	505.1	646.0	768.4	760.1
Profitability indicators					
Gross profit margin (%)	20.3%	21.9%	22.0%	22.0%	21.0%
EBITDA (¥ mn)	6,259	7,556	7,456	6,810	4,896
EBITDA margin (%)	5.3%	5.8%	5.2%	4.9%	3.5%
Operating profit margin (%)	3.4%	4.2%	3.7%	3.3%	1.7%
Owners of parent profit margin (%)	2.0%	2.5%	2.2%	2.0%	0.8%
Financial indicators					
Ratio of pretax profit to total asset (%)	8.3%	10.7%	9.6%	8.3%	4.3%
Ratio of profit to equity attributable to owners of parent (%)	35.1%	33.5%	24.9%	17.3%	6.6%
Ratio of equity attributable to owners of parent to total asset (%)	17.6%	21.8%	26.6%	34.0%	34.8%
Cash and cash equivalents (¥ mn)	7,455	8,973	9,590	7,106	6,936
Interest-bearing debt (¥ mn)	15,194	15,448	17,091	5,930	6,605
Net Debt (¥ mn)	7,739	6,475	7,501	-1,176	-331
Net DE ratio	0.94	0.57	0.51	-0.07	-0.02
Net Debt/operating EBITDA	1.24	0.86	1.01	-0.17	-0.07
Total Short & Long-Term Debt	8,788	7,988	10,146	5,930	6,605
Net Debt (¥ mn)	1,333	-985	556	-1,176	-331
Net DE Ratio	0.2	-0.1	0.0	-0.1	0.0
Net Debt/EBITDA	0.2	-0.1	0.1	-0.2	-0.1
Invested capital (¥ mn, gross IC)	17,028	19,386	24,784	23,438	23,997
NOPAT (NOPLAT, ¥ mn)	2,849	3,984	3,576	2,948	1,226
ROIC (% , gross IC)	17.8%	21.9%	16.2%	12.2%	5.2%
ROIC (% , company disclosed)	13.8%	17.9%	16.6%	13.4%	5.7%
Efficiency indicators					
Working capital (¥ mn)	934	2,161	1,777	1,027	1,180
Working capital turnover (Times)	126.6	60.7	81.0	134.6	118.4
Current ratio (%)	95.1%	92.9%	100.9%	106.4%	105.3%
Quick ratio (%)	92.1%	90.5%	97.3%	101.0%	100.3%

Source: Company Data. Compiled by Strategy Advisors.

Figure 8. Performance Trends by Segment (¥ mn)

		FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025	FY3/2026 CoE
Revenue		118,249	131,080	143,932	138,227	139,705	143,500
	YoY	-3.0%	10.9%	9.8%	-4.0%	1.1%	2.7%
Domestic Working		80,050	80,726	84,135	82,528	83,099	87,870
	YoY	-	0.8%	4.2%	-1.9%	0.7%	5.7%
	Ratio to revenue	67.7%	61.6%	58.5%	59.7%	59.5%	61.2%
Overseas Working		36,920	48,746	57,537	55,432	56,448	55,550
	YoY	-	32.0%	18.0%	-3.7%	1.8%	-1.6%
	Ratio to revenue	31.2%	37.2%	40.0%	40.1%	40.4%	38.7%
Others		1,278	1,607	2,258	267	157	70
	Ratio to revenue	1.1%	1.2%	1.6%	0.2%	0.1%	0.0%
Operating profit		4,030	5,472	5,318	4,525	2,338	3,100
	YoY	-2.8%	35.8%	-2.8%	-14.9%	-48.3%	32.6%
	OP margin	3.4%	4.2%	3.7%	3.3%	1.7%	2.2%
Domestic Working		4,763	4,448	4,451	5,038	3,251	4,140
	YoY	-	-6.6%	0.1%	13.2%	-35.5%	27.3%
	OP margin	6.0%	5.5%	5.3%	6.1%	3.9%	4.7%
Overseas Working		1,942	3,348	3,406	1,946	1,432	1,730
	YoY	-	72.4%	1.7%	-42.9%	-26.4%	20.8%
	OP margin	5.3%	6.9%	5.9%	3.5%	2.5%	3.1%
Others		-413	-342	-296	-225	-223	-300
Adjustment		-2,262	-1,982	-2,243	-2,234	-2,122	-2,460

Source: Company Data. Compiled by Strategy Advisors.

Figure 9. Domestic Working Business Details (¥ mn)

		FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025
Domestic Working		80,050	80,726	84,135	82,528	83,099
Sales outsourcing		19,046	19,517	20,395	19,832	20,416
	YoY	-17.7%	2.5%	4.5%	-2.8%	2.9%
Call center outsourcing		16,866	17,041	16,582	14,840	12,949
	YoY	2.5%	1.0%	-2.7%	-10.5%	-12.7%
Factory outsourcing		20,585	18,316	17,639	17,988	18,540
	YoY	-13.3%	-11.0%	-3.7%	2.0%	3.1%
Care support		13,218	13,677	13,620	13,388	13,637
	YoY	9.6%	3.5%	-0.4%	-1.7%	1.9%
HR support for startups		1,273	2,348	2,998	3,420	-
	YoY	0.8%	84.4%	27.7%	14.1%	-
Construction management engineers		5,273	5,785	7,665	10,466	14,291
	YoY	9.7%	9.7%	32.5%	36.5%	36.5%
IT engineers		3,789	4,042	5,234	2,594	3,266
	YoY	329.1%	6.7%	29.5%	-50.4%	25.9%
Domestic Working		4,710	4,823	4,734	3,032	3,268
Sales outsourcing		1,468	1,614	1,717	1,308	1,365
Call center outsourcing		1,130	1,175	935	507	429
Factory outsourcing		1,000	1,258	947	765	803
Care support		381	295	497	227	319
HR support for startups		158	603	267	400	-
Construction management engineers		38	-559	-496	-400	384
Others		535	437	867	225	-32
Domestic Working		5.9%	6.0%	5.6%	3.7%	3.9%
Sales outsourcing		7.7%	8.3%	8.4%	6.6%	6.7%
Call center outsourcing		6.7%	6.9%	5.6%	3.4%	3.3%
Factory outsourcing		4.9%	6.9%	5.4%	4.3%	4.3%
Care support		2.9%	2.2%	3.6%	1.7%	2.3%
HR support for startups		12.4%	25.7%	8.9%	11.7%	-
Construction management engineers		0.7%	-9.7%	-6.5%	-3.8%	2.7%
Others		14.1%	10.8%	16.6%	8.7%	-1.0%

Source: Company Data. Compiled by Strategy Advisors.

WILL GROUP, INC. | 6089 (TSE Prime)

Figure 10. Consolidated Balance Sheet (¥ mn)

	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025
Assets					
Cash and cash equivalents	7,455	8,973	9,590	7,106	6,936
Trade and other receivables	14,694	17,458	17,928	17,512	18,136
Other financial assets	690	129	138	171	213
Other current assets	729	728	1,009	1,338	1,265
Current assets	23,570	27,289	28,666	26,129	26,551
Property, plant and equipment	1,082	1,223	1,139	1,275	1,109
Right-to-use assets	5,715	6,809	6,349	5,071	4,391
Goodwill	6,155	6,514	8,120	8,737	8,166
Other intangible assets	6,049	6,154	5,996	6,109	5,605
Investment accounted for using equity method	495	477	456	431	-
Other financial assets	1,151	1,208	1,475	1,158	2,160
Deferred tax assets	1,678	1,850	1,953	1,888	1,851
Other non-current assets	863	822	782	741	86
Non-current assets	23,190	25,061	26,272	25,413	23,371
Total assets	46,760	52,350	54,939	51,543	49,923
Liabilities					
Trade and other payables	13,760	15,297	16,151	16,485	16,956
Short-term borrowings	4,865	5,786	6,761	2,490	4,003
Other financial liabilities	3,600	5,245	1,364	2,115	1,426
Income taxes payable	514	1,195	1,027	1,005	523
Other current liabilities	2,048	1,836	3,109	2,437	2,297
Current liabilities	24,790	29,361	28,414	24,553	25,208
Long-term borrowings	3,923	2,202	3,385	3,440	2,602
Others financial liabilities	6,563	6,285	5,950	4,837	3,636
Deferred tax liabilities	1,289	1,202	1,127	1,006	935
Other non-current liabilities	166	177	184	206	181
Non-current liabilities	11,943	9,867	10,648	9,490	7,354
Total liabilities	36,733	39,228	39,062	34,024	32,563
Net assets					
Share capital	2,089	2,163	2,187	2,198	2,217
Capital surplus	-1,786	-2,266	-1,923	-2,045	-2,068
Retained earnings	8,559	11,310	13,758	15,528	-204
Treasury shares	-279	-274	-274	-204	1,912
Other components of equity	-343	464	890	2,032	15,536
Equity attributable to owners of parent	8,240	11,398	14,638	17,508	17,392
Non-controlling interests	1,786	1,723	1,238	10	-32
Total equity	10,027	13,121	15,877	17,518	17,359
Total liabilities and equity	46,760	52,350	54,939	51,543	49,923

Source: Company Data. Compiled by Strategy Advisors.

WILL GROUP, INC. | 6089 (TSE Prime)

Figure 11. Consolidated Cash Flow Statement (¥ mn)

	FY3/2021	FY3/2022	FY3/2023	FY3/2024	FY3/2025
Cash flows from operating activities (1)	4,316	4,350	4,816	3,828	1,806
Profit before tax	3,788	5,293	5,146	4,417	2,177
Depreciation and amortization	2,229	2,084	2,137	2,285	2,084
Depreciation losses and impairment loss reversals	-	-	-	-	473
Share-based payment expenses	85	65	107	104	59
Decrease (increase) in trade receivables	1,488	-2,494	-223	42	-591
Increase (decrease) in trade payables	72	580	969	1,031	-615
Other	-1,312	-4	-839	-2,489	127
Subtotal	6,351	5,525	7,297	5,390	3,715
Interests and dividends received	7	9	17	124	43
Interest paid	-86	-79	-88	-120	-152
Income taxes paid	-1,956	-1,104	-2,409	-1,565	-1,800
Cash flows from investing activities (2)	-433	-306	-1,761	-575	-695
Purchase of property, plant and equipment, and intangible assets	-589	-741	-396	-802	-361
Purchase of investments accounted for using equity method	-350	-	-	-	-
Purchase of investment securities	-46	-63	-	-	-299
Proceeds from sales of investment securities	374	22	-	-	-
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	-	-1,757	-	-
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	-	-	1,009	811	-
Expenditures from loans	-	-	-	-	-300
Other	179	475	-617	-584	265
Free Cash Flow (1+2)	3,883	4,044	3,055	3,253	1,111
Cash flows from financing activities	-2,646	-2,959	-2,783	-6,232	-1,233
Net increase (decrease) in short-term borrowings	1,890	1,000	1,590	-3,245	1,365
Proceeds from long-term borrowings	270	1,165	4,383	1,500	800
Repayments of long-term borrowings	-3,080	-2,965	-3,367	-2,470	-1,566
Repayments of lease liabilities	-1,302	-1,310	-1,333	-1,335	-1,324
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	-798	-1,969	-3,746	-	-
Proceeds from sale of shares of subsidiaries not resulting in change in scope of consolidation	-	1,360	-	-	-
Dividends paid to non-controlling interests	-362	-281	-373	-	-
Dividends paid	-511	-540	-776	-1,008	-1,011
Proceeds from government grants	1,273	361	524	190	539
Other	-25	222	316	137	-35
Effect of exchange rate changes on cash and cash equivalents	274	432	345	494	-46
Net increase (decrease) in cash and cash equivalents	1,511	1,517	617	-2,484	-169
Cash and cash equivalents at the beginning of the period	5,944	7,455	8,973	9,590	7,106
Cash and cash equivalents at the end of the period	7,455	8,973	9,590	7,106	6,936

Source: Company Data. Compiled by Strategy Advisors.

Figure 12. Quarterly Performance Trends (¥ mn)

	FY3/24				FY3/25				FY3/26	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Revenue	34,435	34,840	34,641	34,310	35,052	35,270	35,030	34,351	35,207	36,322
YoY	-2.8%	-5.6%	-4.5%	-2.9%	1.8%	1.2%	1.1%	0.1%	0.4%	3.0%
Cost of sales	26,883	26,984	26,942	26,971	27,792	27,741	27,722	27,064	27,813	28,356
YoY	-1.9%	-6.1%	-4.8%	-2.8%	3.4%	2.8%	2.9%	0.3%	0.1%	2.2%
Cost of sales ratio	78.1%	77.5%	77.8%	78.6%	79.3%	78.7%	79.1%	78.8%	79.0%	78.1%
Gross profit	7,552	7,856	7,698	7,339	7,260	7,528	7,307	7,286	7,394	7,965
YoY	-6.0%	-4.0%	-3.1%	-3.1%	-3.9%	-4.2%	-5.1%	-0.7%	1.8%	5.8%
Gross profit margin	21.9%	22.5%	22.2%	21.4%	20.7%	21.3%	20.9%	21.2%	21.0%	21.9%
SG&A	7,256	7,021	7,017	7,019	7,387	6,745	6,584	6,553	7,040	6,788
YoY	8.9%	3.8%	-1.0%	5.5%	1.8%	-3.9%	-6.2%	-6.6%	-4.7%	0.6%
SG&A ratio to revenue	21.1%	20.2%	20.3%	20.5%	21.1%	19.1%	18.8%	19.1%	20.0%	18.7%
Operating profit	1,132	886	775	1,729	177	832	782	546	394	1,243
YoY	-20.9%	-41.1%	-16.8%	19.2%	-84.4%	-6.1%	0.9%	-68.4%	122.6%	49.4%
OP margin	3.3%	2.5%	2.2%	5.0%	0.5%	2.4%	2.2%	1.6%	1.1%	3.4%
Profit before tax	1,195	891	632	1,698	125	742	824	484	329	1,227
YoY	-16.1%	-41.5%	-21.2%	21.6%	-89.5%	-16.7%	30.4%	-71.5%	163.2%	65.4%
Pretax profit margin	3.5%	2.6%	1.8%	4.9%	0.4%	2.1%	2.4%	1.4%	0.9%	3.4%
Profit attributable to owners of parent	723	679	161	1,214	69	437	610	38	281	866
YoY	-4.6%	-31.1%	-70.0%	27.3%	-90.5%	-35.6%	278.9%	-96.9%	307.2%	98.2%
NP margin	2.1%	1.9%	0.5%	3.5%	0.2%	1.2%	1.7%	0.1%	0.8%	2.4%

Source: Company Data. Compiled by Strategy Advisors.

Figure 13. Quarterly Performance Trends by Segment (¥ mn)

	FY3/24				FY3/25				FY3/26	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Revenue	34,435	34,840	34,641	34,310	35,052	35,270	35,030	34,351	35,207	36,322
YoY	-2.8%	-5.6%	-4.5%	-2.9%	1.8%	1.2%	1.1%	0.1%	0.4%	3.0%
Domestic Working	20,186	20,514	20,940	20,886	20,468	20,794	21,179	20,656	21,182	21,585
YoY	-3.3%	-0.7%	-2.2%	-1.4%	1.4%	1.4%	1.1%	-1.1%	3.5%	3.8%
Ratio to revenue	58.6%	58.9%	60.4%	60.9%	58.4%	59.0%	60.5%	60.1%	60.2%	59.4%
Overseas Working	14,182	14,258	13,630	13,361	14,534	14,435	13,815	13,662	14,001	14,716
YoY	1.0%	-9.2%	-4.0%	-1.7%	2.5%	1.2%	1.4%	2.3%	-3.7%	1.9%
Ratio to revenue	41.2%	40.9%	39.3%	38.9%	41.5%	40.9%	39.4%	39.8%	39.8%	40.5%
Others	66	68	69	62	48	41	35	32	24	20
	0.2%	0.2%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Operating profit	1,132	886	775	1,729	177	832	782	546	394	1,243
YoY	-20.9%	-41.1%	-16.9%	19.2%	-84.4%	-6.1%	0.9%	-68.4%	122.6%	49.4%
OP margin	3.3%	2.5%	2.2%	5.0%	0.5%	2.4%	2.2%	1.6%	1.1%	3.4%
Domestic Working	1,364	781	850	2,041	238	861	983	1,167	583	1,181
YoY	15.0%	-28.4%	-4.0%	58.3%	-82.6%	10.2%	15.6%	-42.8%	145.0%	37.2%
OP margin	6.8%	3.8%	4.1%	9.8%	1.2%	4.1%	4.6%	5.6%	2.8%	5.5%
Overseas Working	456	667	525	297	573	543	392	-76	471	678
YoY	-46.7%	-37.0%	-23.8%	-63.0%	25.7%	-18.6%	-25.3%	-	-17.8%	24.9%
OP margin	3.2%	4.7%	3.9%	2.2%	3.9%	3.8%	2.8%	-0.6%	3.4%	4.6%
Others	-69	-68	-53	-32	-60	-77	-59	-25	-74	-80
Adjustment	-617	-493	-546	-577	-574	-495	-533	-518	-586	-535

Source: Company Data. Compiled by Strategy Advisors.

Figure 14. Domestic Working Business Quarterly Details (¥ mn)

	FY3/24				FY3/25				FY3/26	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Revenue										
Domestic Working	20,186	20,514	20,940	20,886	20,468	20,794	21,179	20,656	21,182	21,585
Sales outsourcing	4,866	4,867	4,968	5,130	5,187	5,042	5,108	5,078	5,046	5,214
Call center outsourcing	3,883	3,753	3,720	3,482	3,387	3,296	3,278	2,986	2,986	2,891
Factory outsourcing	4,448	4,473	4,630	4,435	4,586	4,634	4,774	4,543	4,693	4,675
Care support	3,311	3,338	3,398	3,339	3,379	3,442	3,448	3,366	3,442	3,516
Construction management engineers	2,346	2,586	2,709	2,823	3,159	3,585	3,727	3,818	4,094	4,357
Others	599	614	687	689	767	792	841	862	919	929
Operating profit	-	-	-	-	-	-	-	-	-	-
Domestic Working	663	808	712	847	259	909	1,153	945	643	1,314
Sales outsourcing	281	284	337	405	375	293	357	338	294	370
Call center outsourcing	152	114	143	97	103	96	143	85	134	121
Factory outsourcing	221	180	229	134	139	195	289	179	245	276
Care support	77	48	54	46	59	82	84	91	92	119
Construction management engineers	-273	-59	-20	-47	-369	279	275	198	-129	429
Others	101	36	52	32	-49	-39	3	52	5	-2

Source: Created by Strategy Advisors using company data

Figure 15. Overseas Working Business Quarterly Details (¥ mn)

	FY3/24				FY3/25				FY3/26	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Overseas Working Revenue	14,182	14,258	13,630	13,361	14,534	14,435	13,815	13,662	14,001	14,716
YoY	1.0%	-9.2%	-4.0%	-1.7%	2.5%	1.2%	1.4%	2.3%	-3.7%	1.9%
Breakdown of Revenue by Contract Type										
Temporary staffing	12,227	12,215	11,782	11,793	12,514	12,472	12,079	12,050	12,182	12,754
Permanent placement	1,933	2,029	1,832	1,557	1,993	1,943	1,702	1,591	1,776	1,933
Other	21	13	15	10	27	18	34	21	42	28
Breakdown of Revenue by Region										
Australia	10,502	10,204	9,419	9,054	9,887	9,698	9,044	8,676	8,956	9,324
Asia	3,679	4,054	4,210	4,306	4,647	4,736	4,770	4,986	5,044	5,392
Overseas Working	456	667	525	297	573	543	392	-76	471	678
YoY	-46.7%	-37.0%	-23.7%	-63.0%	25.7%	-18.6%	-25.3%	-	-17.8%	24.9%
OP margin	3.2%	4.7%	3.9%	2.2%	3.9%	3.8%	2.8%	-	3.4%	4.6%

Source: Company Data. Compiled by Strategy Advisors.

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