Timee

FY25/10 3Q
Financial Results

September 11, 2025

Timee, Inc. (215A)

FY25/10 3Q Financial Results Highlight

Timee

24.8bn JPY

/ +30.5% YoY

Net Sales(1) / Growth Rate
(FY25 3Q YTD)

5.0bn JPY

/ +82.5% YoY

Operating Profit / Growth Rate
(FY25 3Q YTD)

29.1%

Average Take Rate(2)
(FY25 3Q YTD)

86.1%

Fill Rate(3)
(FY25 3Q YTD)



84.9bn JPY

Transaction Volume(4)
(FY25 3Q YTD)

623k

Active Client Accounts (AA) (5)
(FY25 3Q YTD)

136k JPY

Transaction Volume per Active Client Accont
(FY25 3Q YTD)

*1 Net revenue basis (transaction volume × take rate) / Nearly all of our net sales are the net sales from Timee business which is calculated by multiplying total transaction volume by take rate
*2 Take rate is charged to employer / Calculated by dividing total net sales from Timee business by total transaction volume
*3 Matching rate / Calculated by dividing # of job positions filled by # of job openings posted by clients
*4 Wages + transportation costs paid to workers (unless otherwise indicated, "workers" refers to "spot workers") by employers
*5 # of registered client accounts that posted at least one job opening in a given month. It represents the sum of active client accounts for the 9 months, which may result in the figures being higher than the # of unique registered client accounts that posted at least one job opening on our platform during the 9 months.

FY25/10 3Q Results and 4Q Forecast Summary

Timee

PL 3Q

- Net sales increased to 8.36 billion yen (+27.3% YoY), and operating profit increased to 1.83 billion yen (+70.6% YoY, OPM 21.9%).
- As in 2Q, the impact of cost containment and countermeasures against unauthorized use, primarily in the food industry, continued. On the other hand, due to solid growth in the logistics industry, the company's 3Q net sales as a whole saw an increase YoY. In terms of costs, although a large amount of client marketing and BPO costs were recorded in 3Q of the previous year on a trial basis, the ratio of these costs to net sales shrank in this quarter due to the expansion of net sales and disciplined investments in light of the impact of countermeasure against unauthorized use resulting in a significant YoY increase in operating profit.

PL 3Q YTD

- Net sales increased to 24.82 billion yen (+30.5% YoY) and operating profit to 5.09 billion yen (+82.5% YoY, OPM 20.5%).
- Net sales are progressing around the lower limit of the full-year forecast range due to sluggish usage in the food industry, etc. On the other hand, operating profit increased significantly due to continued disciplined investment and improved sales productivity, exceeding the upper limit of the full-year forecast range.

KPI 3Q

- Transaction volume increased significantly to 28,367 million yen (+27.9% YoY), mainly due to an increase in the number of AAs.
- The average take rate remained high at 29.3%. The logistics industry, which fell sharply in 1Q due to volume discounts, recovered as initially expected.
- The fill rate was 85.9% (▲0.6 pt YoY). Decreased YoY due to an increase in qualified jobs in the elderly care industry, etc.
- The number of AAs steadily expanded to 215.2 thousand locations (+26.5% YoY), primarily in the logistics industry.
- The total transaction volume per AA was 131.7 thousand yen. In addition to the YoY negative growth rate improving across all industries, the proportion of the logistics industry, which has a relatively large total transaction volume per AA, increased, resulting in an overall turnaround to positive growth of +1.1% YoY.

FY25/10 4Q Forecast

- Net sales are expected to be 9.31 - 9.47 billion yen (+18.5% - +20.6% YoY), and operating profit is expected to be 1.67 - 2.03 billion yen (+15.3% - +40.1% YoY, OPM 18.0% - 21.5%). Although steady expansion in usage is expected, particularly in the logistics industry, the food and retail industries are expected to perform weakly, resulting in a further slowdown in net sales YoY growth QoQ. As for operating profit, since it progressed better than expected up until 3Q, we will make upfront investments for the next fiscal year. Thus, a slight improvement in profit margin is expected.

FY25/10 3Q Difference Between Forecast and Actual Results

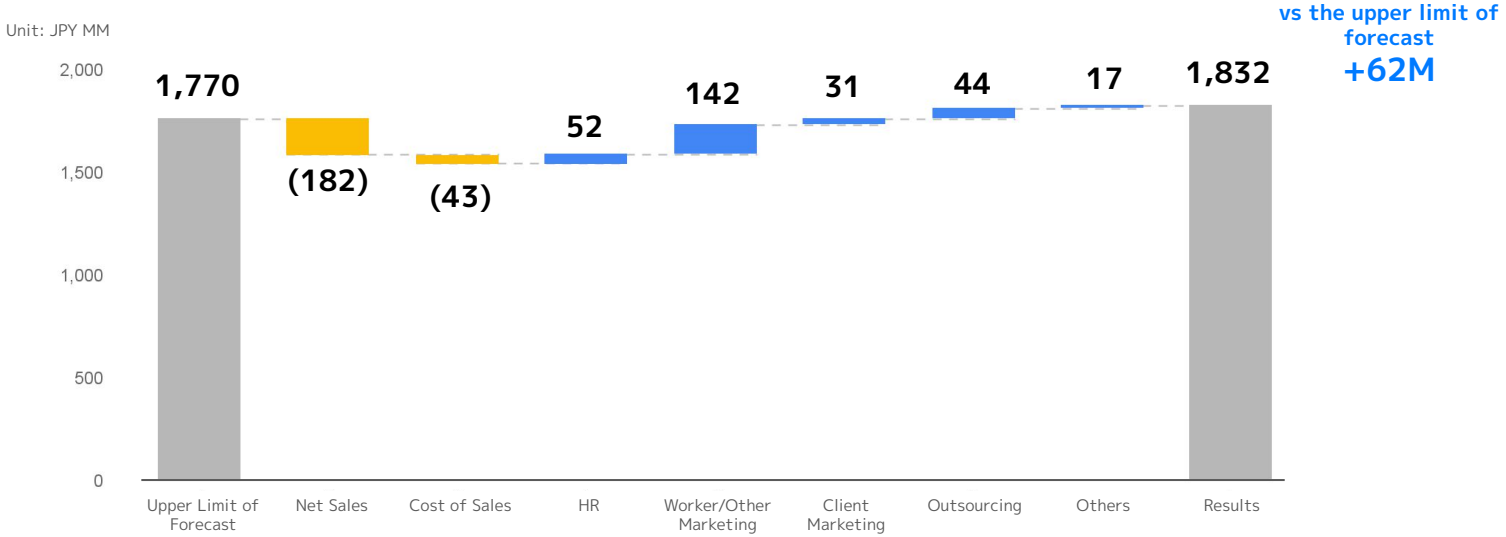
JPY MM

	FY25/10 3Q Forecast	FY25/10 3Q Results	Reasons
Net Sales	**8,400 — 8,550**	**8,367**	**Net sales were 8,367 million yen (+27.3% YoY), 32 million yen below the lower limit of the 3Q range.** As in 2Q, the impact of cost containment and countermeasures against unauthorized use continued, particularly in the food industry. Although the decline is showing signs of stopping, it has not recovered enough to reverse and has landed below the lower limit of the range.
YoY	27.8% — 30.0%	27.3%	
Operating Profit	**1,730 — 1,770**	**1,832**	**Operating profit was 1,832 million yen, 62 million yen above the upper limit of the 3Q range (+70.6% YoY, OPM 21.9%).** Although net sales fell below the range, variable costs such as worker marketing decreased in line with the decrease in the number of job openings. In addition, by continuing to make disciplined investments, improving sales productivity, and implementing appropriate cost management related to countermeasures against unauthorized use, we were able to achieve overall cost improvements, resulting in an operating profit that significantly exceeded the upper limit of the range.
YoY	61.1% — 64.8%	70.6%	
Operating Profit Margin	20.6% — 20.7%	21.9%	

Factors Affecting Changes in Operating Profit（vs 3Q Forecast）

Although net sales fell below the range, variable costs such as worker marketing decreased in line with the decrease in the number of job openings. In addition, by continuing to make disciplined investments, improving sales productivity, and implementing appropriate cost management related to countermeasures against unauthorized use, we were able to achieve overall cost improvements, resulting in an operating profit that significantly exceeded the upper limit of the range.

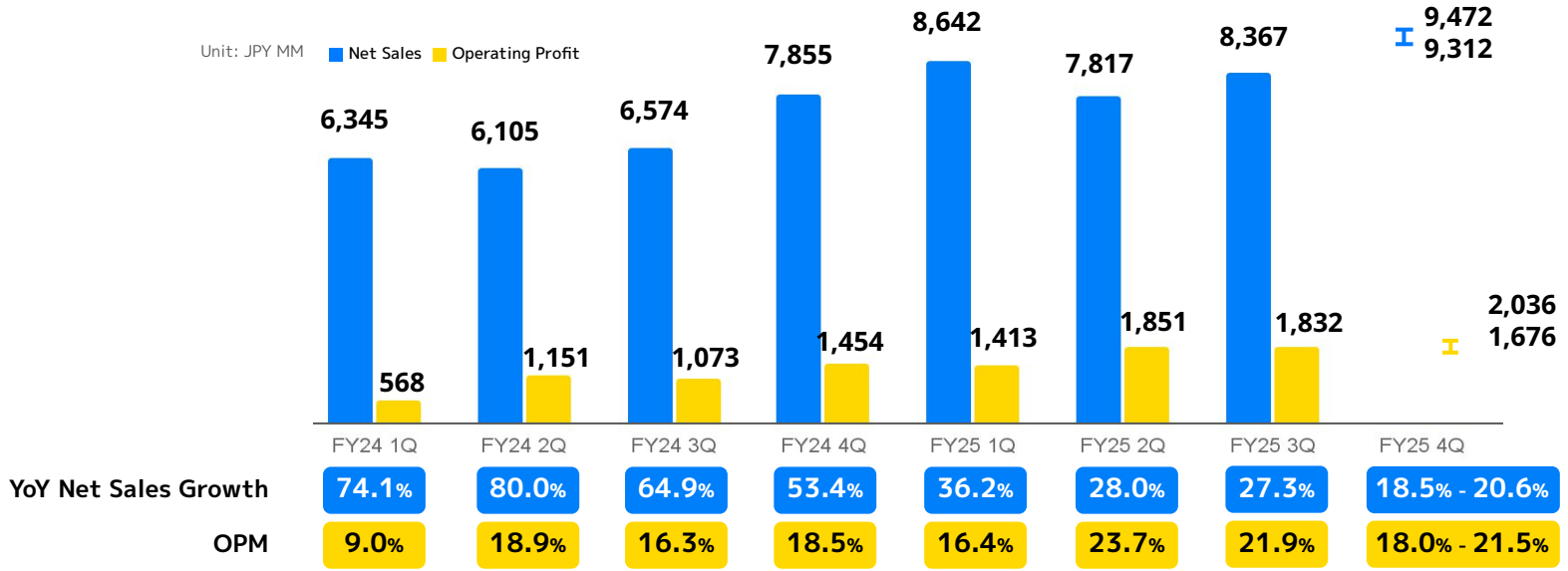
Factors Affecting Changes in Operating Profit（vs Forecast）(1)



*1 Breakdown of SG&A costs is a non-GAAP item. HR costs include salaries for sales team, back office, and hiring costs etc. Worker marketing costs and client marketing costs include ad costs (mostly digital) to acquire workers or clients. Other marketing includes promotional expenses. Others include commissions, fees paid to third-party sales agents, and other fees and commissions.

FY25/10 4Q Forecast

Net sales are expected to be 9,312 - 9,472 million yen (+18.5% - +20.6% YoY), with an operating profit of 1,676 - 2,036 million yen (+15.3% - +40.1% YoY, OPM 18.0% - 21.5%). Although the logistics industry is making progress in the onboarding burden reduction project, the effects will be realized from the next fiscal year. In addition, cost containment in the food and retail industries is continuing, and there is no clear outlook for a recovery in 4Q. As a result, the YoY growth rate of net sales is expected to slow further QoQ. As for operating profit, although we will continue to implement disciplined cost management, since it progressed better than expected up until 3Q, we will make upfront investments for the next fiscal year. Thus, a slight improvement in profit margin is expected.



Revision of FY25/10 Full-year Forecast

Based on the results up to 3Q and the outlook for 4Q, the full-year forecast range for FY25/10 has been revised as follows. The main reason for this is that cost containment continues, particularly in the food and retail industries, and there is no clear outlook for a recovery in 4Q. As a result, YoY net sales growth rate for 4Q is expected to slow further QoQ, and the full-year net sales forecast range has been revised downward. On the other hand, for operating profit and below, the forecast range has been revised upward based on progress made up to 3Q and continued disciplined cost management in 4Q.

JPY MM

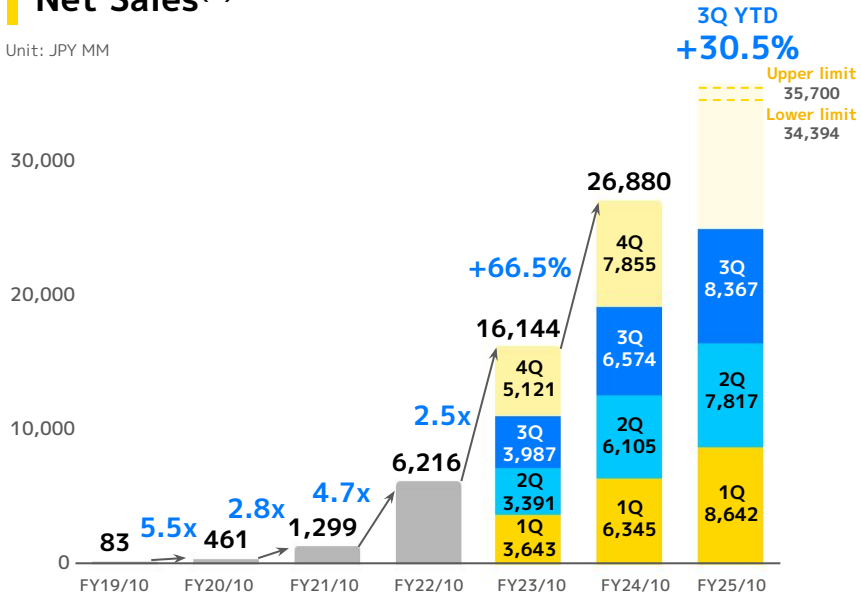
	FY24/10 (Actual)	FY25/10 (Previous Forecast)	FY25/10 (Revised Forecast)	Difference	Difference(%)
Net Sales	**26,880**	**34,394 — 35,700**	**34,139 — 34,300**	**▲254 — ▲1,399**	***▲0.7% — ▲3.9%***
% Growth	*+66.5%*	*+28.0% — +32.8%*	*+27.0% — +27.6%*		
Operating Profit	**4,247**	**6,000 — 6,710**	**6,773 — 7,134**	**+773 — +423**	***+12.9% — +6.3%***
Operating Profit Margin	*15.8%*	*17.4% — 18.8%*	*19.8% — 20.8%*		
Ordinary Profit	**3,924**	**5,943 — 6,653**	**6,697 — 7,058**	**+754 — +405**	***+12.7% — +6.1%***
Ordinary Profit Margin	*14.6%*	*17.3% — 18.6%*	*19.6% — 20.6%*		
Profit	**2,797**	**4,382 — 4,932**	**4,833 — 5,141**	**+450 — +208**	***+10.3% — +4.2%***
Profit Margin	*10.4%*	*12.7% — 13.8%*	*14.2% — 15.0%*		

FY25/10 3Q
Financial Results Summary

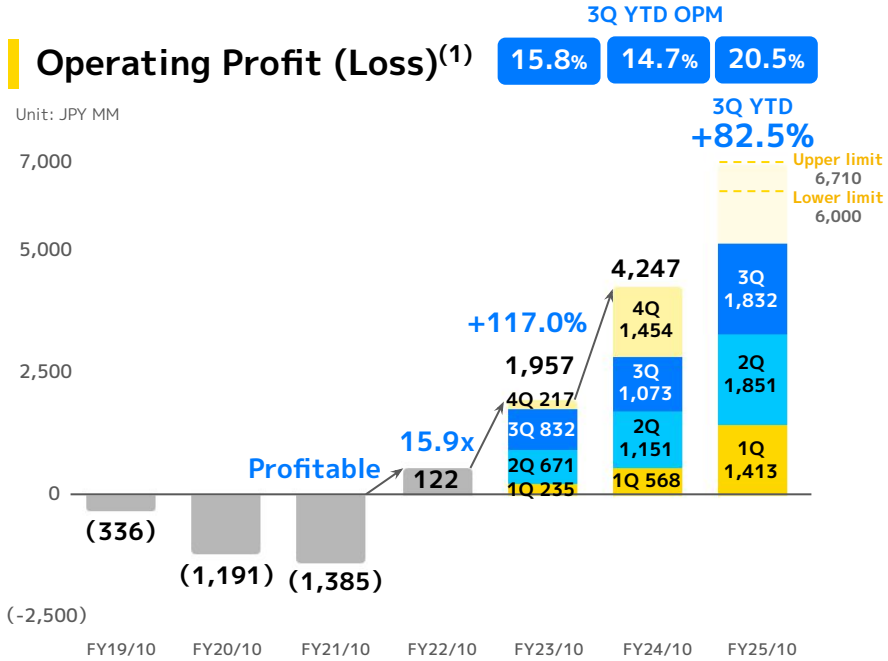
Yearly Trends (Net Sales, Operating Profit)

FY25/10 3Q YTD net sales were 24.82 billion yen (+30.5% YoY), and operating profit was 5.09 billion yen (+82.5% YoY, OPM 20.5%). Net sales are progressing around the lower limit of the full-year forecast (previous) range due to sluggish usage, mainly in the food industry. On the other hand, operating profit increased significantly due to continued disciplined investment and improved sales productivity, exceeding the upper limit of the full-year forecast (previous) range.

Net Sales(1)



Operating Profit (Loss)(1)



*1 The full-year forecast range for FY25/10 is the previous figure

FY25/10 3Q YTD and 3Q Financial Results

FY25/10 3Q YTD net sales were 24.82 billion yen (+30.5% YoY), operating profit was 5.09 billion yen (+82.5% YoY, OPM 20.5%), and profit was 3.82 billion yen (+160.5% YoY, profit margin 15.4%). As in 2Q, the impact of cost containment and countermeasures against unauthorized use, primarily in the food industry, continued. On the other hand, due to solid growth in the logistics industry, the company's 3Q net sales as a whole saw an increase YoY. In terms of costs, although a large amount of client marketing and BPO costs were recorded in 3Q of the previous year on a trial basis, the ratio of these costs to net sales shrank in this quarter due to the expansion of net sales and disciplined investments in light of the impact of countermeasure against unauthorized use resulting in a significant YoY increase in operating profit.

Unit: JPY MM

	FY24/10 3Q YTD	FY25/10 3Q YTD	Difference	YoY	FY24/10 3Q	FY25/10 3Q	Difference	YoY
Net Sales[(1)]	**19,025**	**24,827**	**5,802**	**+30.5%**	**6,574**	**8,367**	**1,792**	**+27.3%**
Gross Profit	**18,136**	**23,452**	**5,315**	**+29.3%**	**6,228**	**7,871**	**1,642**	**+26.4%**
Gross Profit Margin	95.3%	94.5%	—	**▲0.8pt**	94.7%	94.1%	—	**▲0.6pt**
Operating Profit	**2,793**	**5,097**	**2,303**	**+82.5%**	**1,073**	**1,832**	**758**	**+70.6%**
Operating Profit Margin	14.7%	20.5%	—	**+5.8pt**	16.3%	21.9%	—	**+5.6pt**
Profit	**1,446**	**3,821**	**2,354**	**+160.5%**	**502**	**1,256**	**754**	**+150.3%**
Profit Margin	7.7%	15.4%	—	**+7.7pt**	7.6%	15.0%	—	**+7.4pt**

*1 Nearly all of our net sales are the net sales from Timee business which is calculated by multiplying total transaction volume by take rate. FY25/10 3Q YTD net sales excluding the Timee business were 144 million yen (Timee Career Plus, Timee Travel, etc.)

FY25/10 3Q Trends by Industry

Timee

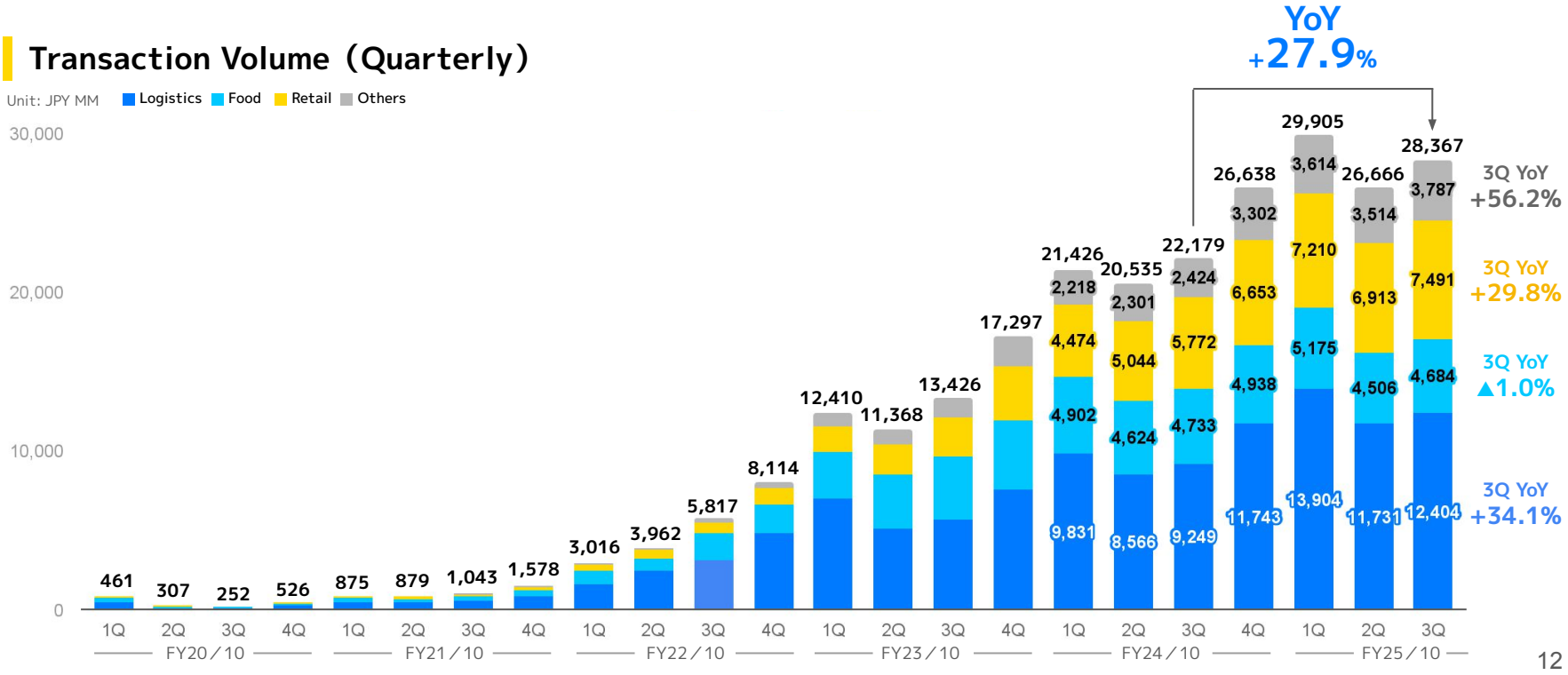
Logistics	● The industry utilizes "dispatch," which makes it easy to compare Timee's cost advantage, resulting in more pronounced net sales growth under the current environment of increased cost pressure. The onboarding burden reduction project, a key focus area, has seen a steady increase in both # of job openings at implemented locations and # of locations that have agreed to implementation. The negative YoY growth rate of total transaction volume per AA is also steadily shrinking (YoY growth is steadily improving). ● The average take rate, which fell sharply in 1Q but recovered in 2Q, remained at a high level even in 3Q, a busy season due to the mid-summer gift season.
Food	● Although the YoY negative growth rate of net sales has improved on a quarterly basis, it continues to be one step forward, one step back on a monthly basis. ● In 3Q, we expanded our business to include contract work, such as catering and cafeteria management, which are not typically restaurant services. ● To re-accelerate growth, we have begun PoC for some clients using a new pricing model.
Retail	● BPR(1) is progressing smoothly in supermarkets where a wide range of tasks (Cash register, stocking, prepared dishes, fresh fish, fruits and vegetables, etc.) are performed . ● Horizontal expansion and penetration into sub-industries, such as drug stores, are also progressing smoothly. ● On the other hand, due to cost containment efforts by some major retail groups, the YoY growth rate of net sales decreased QoQ.
Others	● In the hotel industry, we continue to make proposals for the busy season. In addition, similar to logistics locations, we have begun implementing an onboarding burden reduction project in anticipation of the banquet season (year-end and New Year holidays), which requires a large number of staff at a single location. ● The elderly care industry continues to experience high growth rates. As a key focus area, we are developing vertical strategies across sales, marketing, and product development. ● Among industries other than hotels and elderly care, food manufacturing remains a strong performer. At the same time, we also aim to achieve PMF(2) in other manufacturing industries.

*1 BPR indicates Business Process Re-engineering. Consulting services such as analyzing, breaking down, and restructuring the client's business operation processes, and redesigning them so that even spot workers can work immediately
*2 PMF indicates Product-market Fit

Steady Expansion of Transaction Volume Due to Serious Labor Shortage

As in 2Q, the impact of cost containment and countermeasures against unauthorized use continued, and the food industry continued to experience negative growth. On the other hand, due to solid growth in the logistics industry, etc., the company as a whole saw an increase YoY.

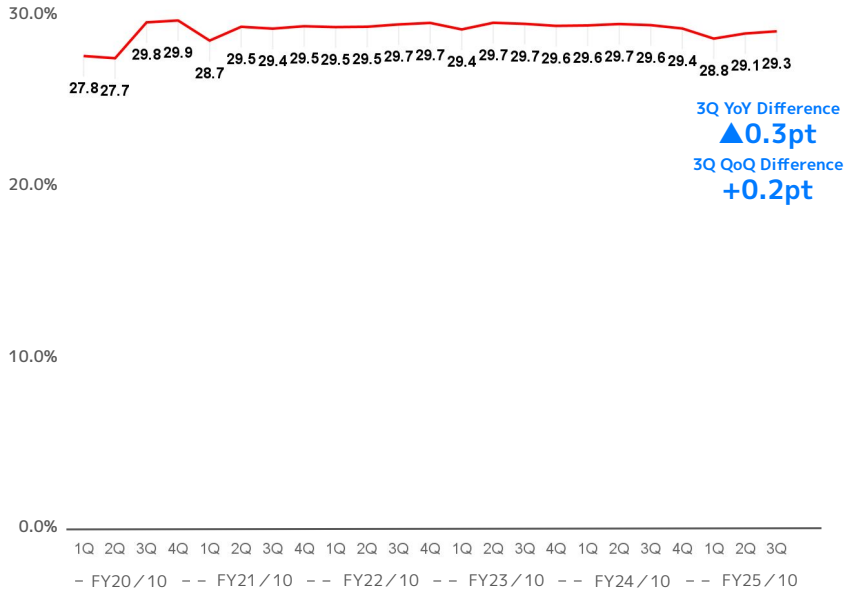
Transaction Volume（Quarterly）

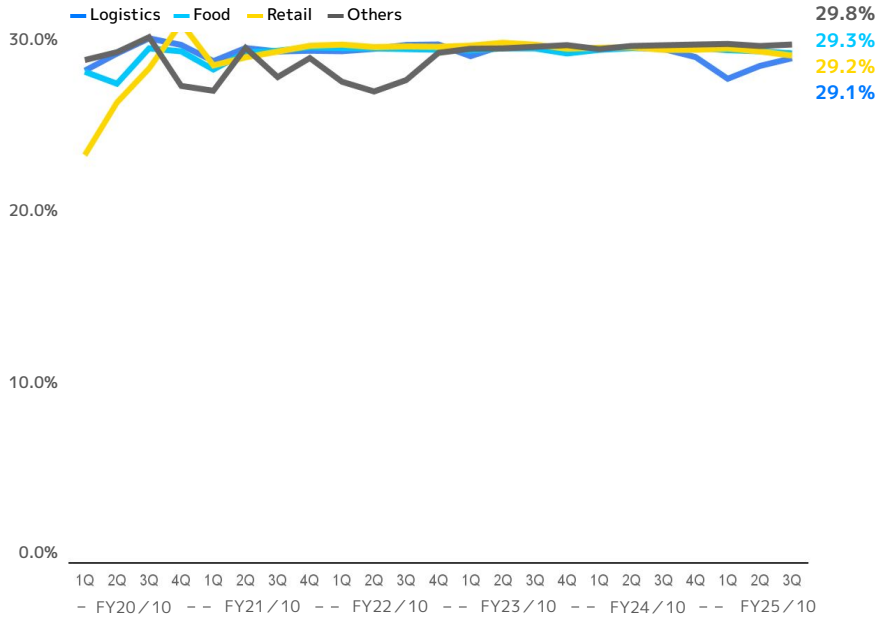


Average Take Rate Remains High at Around 29%

The average take rate remained high at 29.3%. The food, retail, and other industries remained almost flat at around 30% QoQ. The logistics industry, which fell sharply in 1Q but recovered in 2Q, remained at a high level even in 3Q, a busy season due to the mid-summer gift season.

Average Take Rate（Left:Company-wide、Right:By Industry(1)）



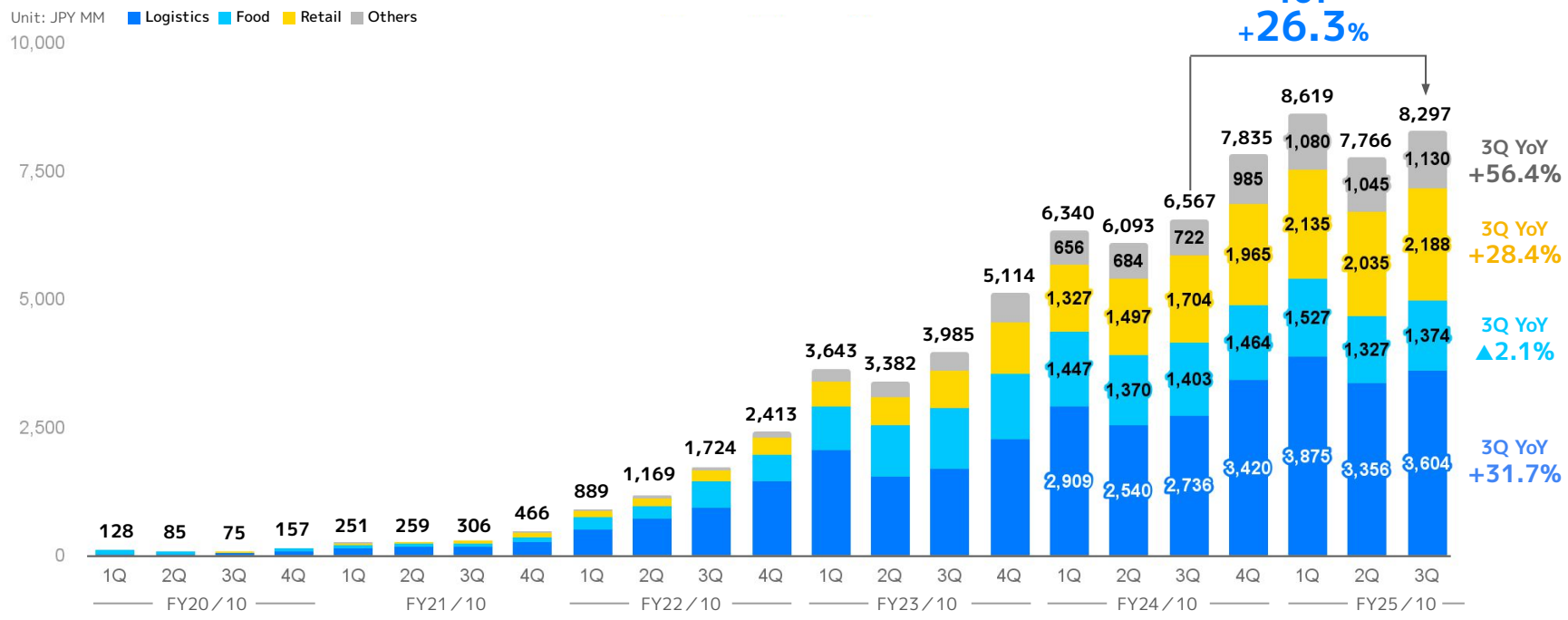


*1 The take rate exceeding 30% in the second half of FY20/10 and the first half of FY21/10 is due to factors such as the impact of changes in accounting standards for net sales

Steady Expansion of Net Sales Backed by a Stable Average Take Rate

Average take rates are high and stable across all three industries, resulting in net sales that increased in line with the expansion of transaction volume.

Net Sales（Timee business[1], Quarterly）



*1 Nearly all of our net sales are the net sales from Timee business which is calculated by multiplying total transaction volume by take rate

The Slowdown in Net Sales Growth in Each Industry Is Easing, and Initiatives Are Being Strengthened to Re-accelerate Growth

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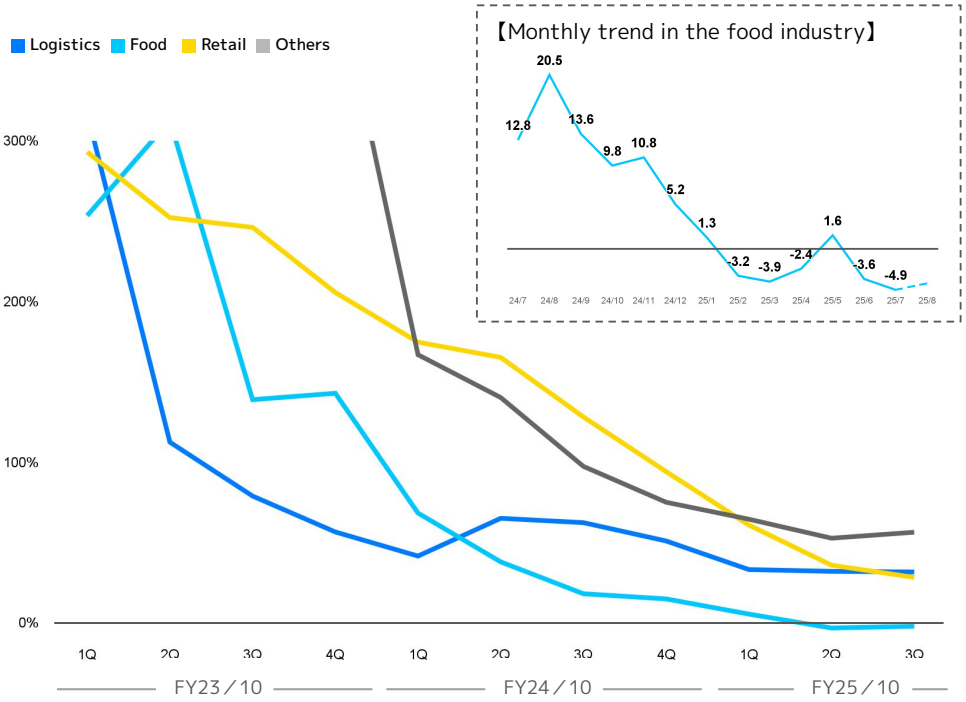
YoY Net Sales Growth (Quarterly)



Logistics

The industry utilizes "dispatch," which makes it easy to compare cost advantages, and the growth rate has remained high and stable over the long term. Additionally, we are currently accelerating penetration per location through the onboarding burden reduction project.

Food

Due to the backlash from the reopening in 2023 and the impact of cost inflation, the growth rate began to slow rapidly from around the summer of 2024. PoC has already started with a new pricing model.

Retail

High growth is maintained thanks to a relatively large TAM, but the impact of cost containment continues. Focusing on BPR in supermarkets and developing new sub-industries such as drug stores.

Others

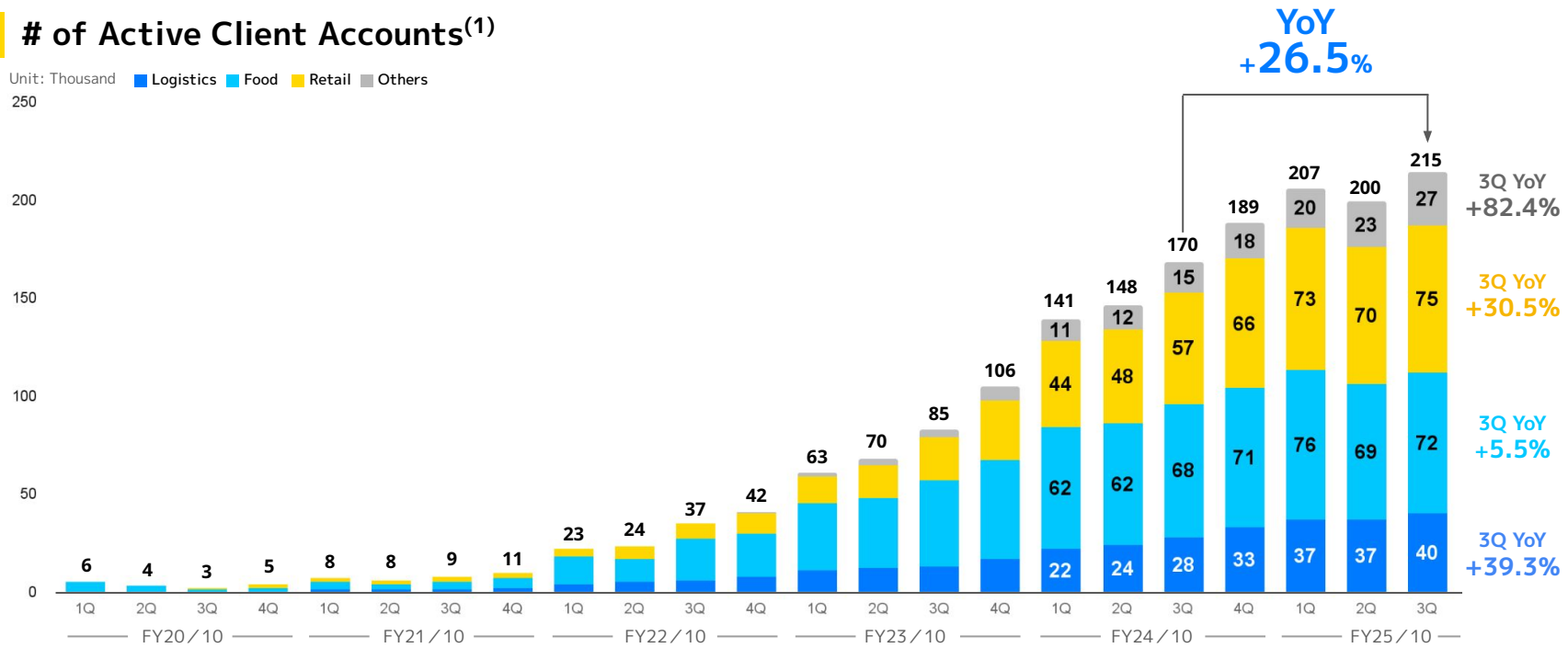
We continue to develop new industries, including hotels, elderly care, and food manufacturing. Recently, the elderly care industry has maintained a high growth rate while expanding in size, and we will continue to invest significant resources.

Achieving Steady Growth in the Number of Active Client Accounts in Each Major Industry

Timee

After 2Q, the off-season, all industries increased QoQ. Usage was sluggish in the food industry. On the other hand, the logistics industry, etc., led the overall trend.

of Active Client Accounts(1)



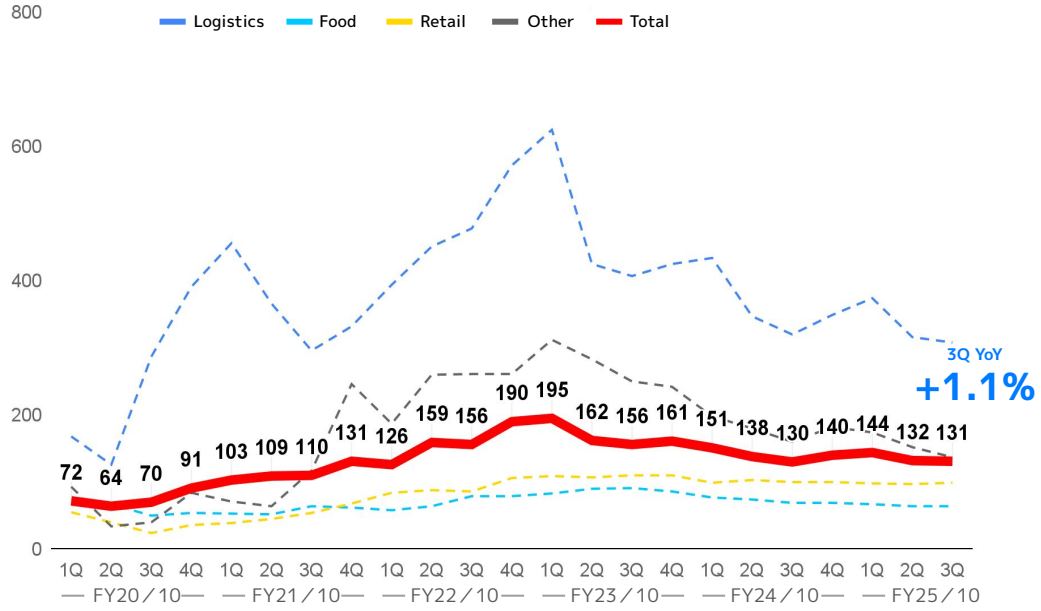
*1 # of registered client accounts that posted at least one job opening in a given month. Quarterly figures correspond to the sum of active client accounts for each of the three months in the quarter, which may result in the figures being higher than the # of unique registered client accounts that posted at least one job opening on our platform during the quarter

Continuously Strengthening Sales Follow-up Has Resulted in a Positive YoY Growth Rate in Transaction Volume Per AA

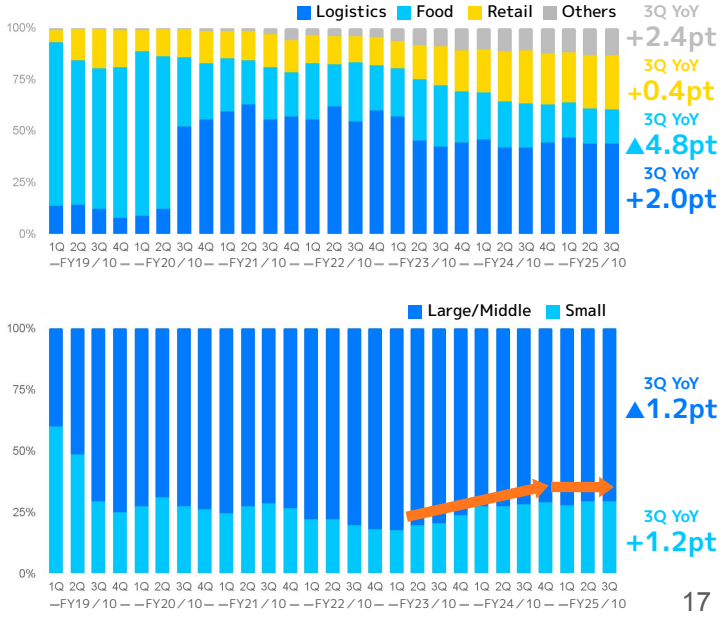
The total transaction volume per AA is 131.7 thousand yen. In addition to the YoY negative growth rate improving across all industries, the proportion of the logistics industry, which has a relatively large total transaction volume per AA, increased, resulting in an overall turnaround to positive growth of +1.1% YoY. We aim to further improve by continuously strengthening our sales follow-up, including the onboarding burden reduction project in the logistics industry.

Transaction Volume per AA by Industry

Unit: JPY thousand yen



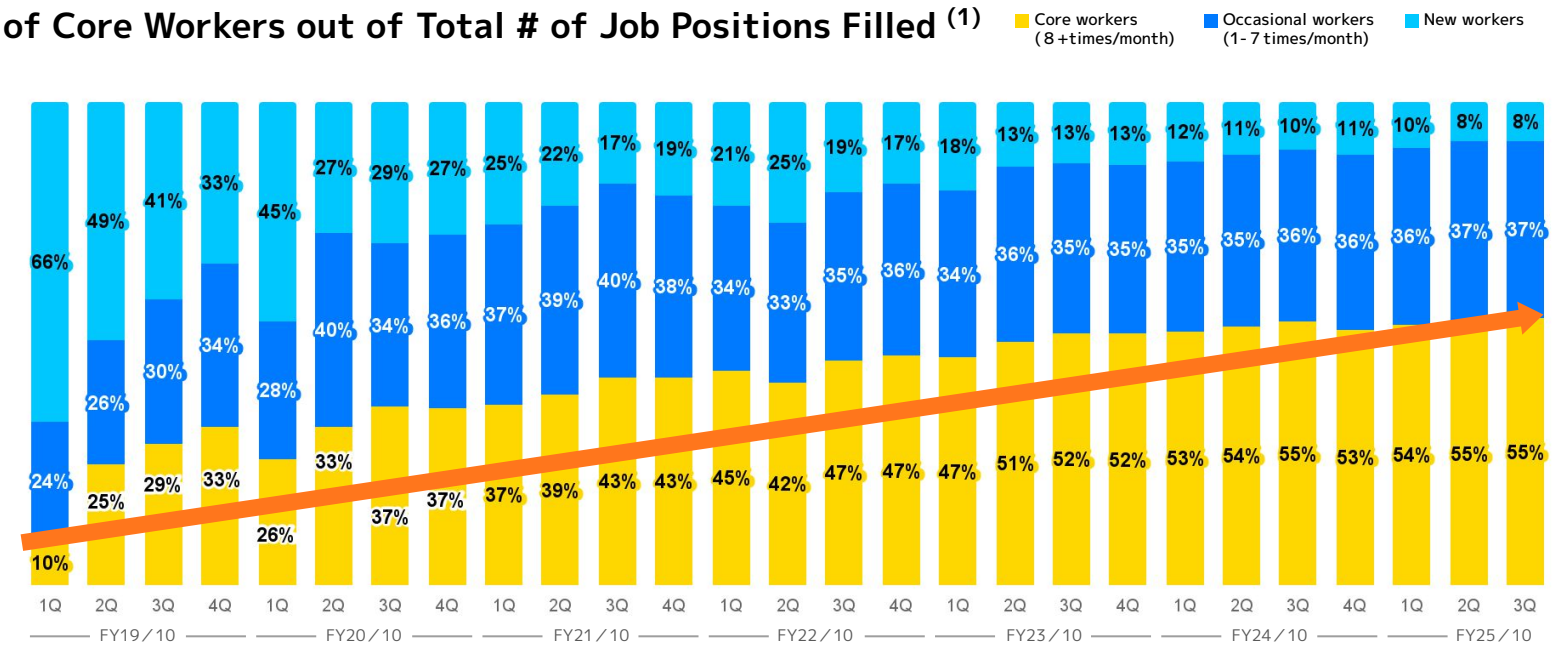
Ratio of Transaction Volume by industry (Top) Ratio of AAs by client size (Bottom)



Achieving a Stable Operation Through the Expansion of Core Workers

The core worker ratio is at its highest level ever. Going forward, we will continue to maintain a high ratio of core workers while maintaining a balance with new workers.

% of Core Workers out of Total # of Job Positions Filled (1)



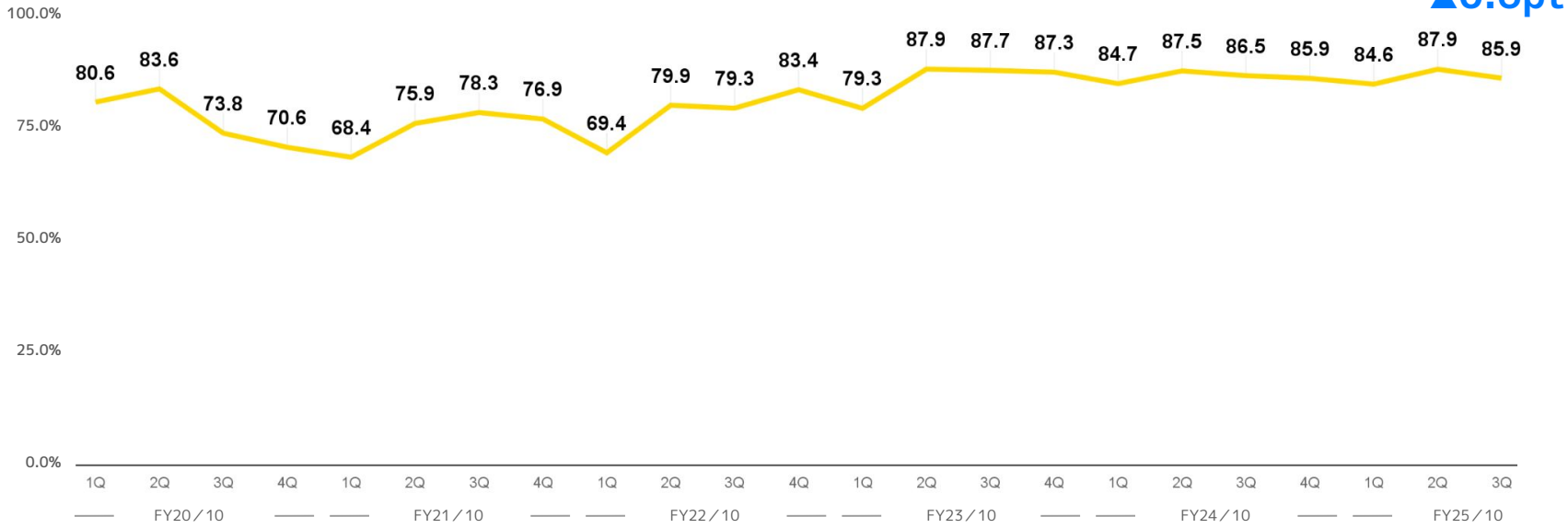
*1 Core workers are existing workers who work eight times or more a month. Occasional workers are existing workers who work fewer than eight times a month. New workers are workers who started working during the period regardless of the # of times worked. Calculated by dividing the total # of job positions filled by each worker group for the three months by the total # of job positions filled for the three months. The status of each worker as a core worker, occasional worker or new worker is determined on a month-by-month basis for each of the three months in each quarter

Achieving a Stable and High Fill Rate

The fill rate remains stable at a high level. Although it was down 0.6 points YoY, the main reason for this was an increase in job openings limited to qualified workers in the elderly care industry and other areas. We will promote our strengths in work breakdown (separating work for unqualified workers) and marketing measures for qualified workers.

Fill Rate

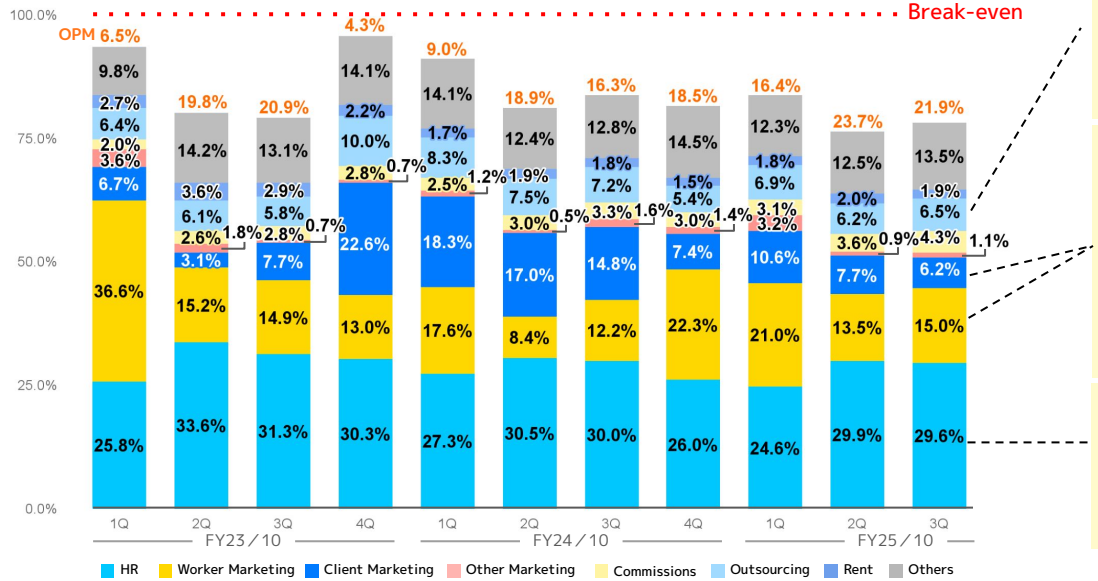
3Q YoY
▲0.6pt



Achieving Stable Operating Profit by Improving the Cost Ratio YoY

While the previous year's 3Q saw a significant amount of client marketing and outsourcing fees (mainly BPO costs) on a trial basis, in FY25/10 3Q, the ratio of these costs to net sales decreased due to the expansion of net sales and disciplined investment. In addition, the operating profit margin improved significantly from 16.3% to 21.9% YoY due to improved sales productivity and appropriate cost management related to countermeasures against unauthorized use.

Cost Breakdown as % of Net Sales[(1)](Quarterly)



Outsourcing ▲0.7pt YoY

The ratio to net sales decreased due to a partial review of several BPO initiatives that have increased since FY23/10 4Q and a focus on investments in initiatives that are effective, such as strategic commercial areas.

Worker Marketing +2.8pt YoY
Client Marketing ▲8.6 pt YoY

Aggressive investment in worker marketing to increase worker activation. Continued to make disciplined investments for client marketing since FY25/10 1Q, considering the impact of countermeasures against unauthorized use, and the ratio to net sales decreased YoY.

HR ▲0.4pt YoY

The number of employees increased by 251 YoY, including 155 in sales; however, the ratio to net sales improved YoY due to steady sales growth.

*1 Breakdown of SG&A costs is a non-GAAP item. HR costs include salaries for sales team, back office, and hiring costs etc. Worker marketing costs and client marketing costs include ad costs (mostly digital) to acquire workers or clients. Other marketing includes promotional expenses. Others include cost of sales (incl. engineering costs for product improvements, etc.), costs for outsourcing, and fees paid to third-party sales agents.

Changes in Service Operation Policy

Changes (from September 1, 2025)

1 A labor contract is concluded when a worker completes an application for a job offer.

"Timee" had been operated based on the concept that a labor contract was concluded when a worker checked in by scanning a QR code(1) on the day of work. Now, it is operated based on the concept that a labor contract with the right to terminate(2) is concluded when a worker completes an application for a job offer.

[Excerpt from a leaflet for workers from the MHLW(3)]
With spot work, spot workers use an app to apply for jobs posted by employers, and the job and application are typically matched in a short amount of time, without going through an interview or other process. In the case of job offers where employment is determined on a first-come, first-served basis without an interview or other procedure, **unless otherwise agreed**, it is generally considered that an employment contract is concluded as if there is an agreement between both labor and management at the time a spot worker applies for a job offer posted by an employer.

2 In principle, termination by the client is not allowed. The client is required to pay absence allowance unless a terminable event is applicable.

For example, in the event of force majeure or other unforeseen circumstances, such as natural disasters like earthquakes and typhoons, or if the worker does not meet the recruitment criteria and conditions, including the absence of necessary qualifications for the job, the case will fall under terminable events. It will not be eligible for payment of absence allowance. In addition, from 24 hours before the start of work, the client is not allowed to terminate the employment in case of cancellation of business not caused by force majeure such as natural disasters, change of number of job openings due to significant changes in workload, or errors in job description, date and time, and payment of absence allowance is required.

Impact on Future Business Performance

- This change strengthens worker protection, a crucial aspect to spread spot work throughout society, and we hope to see further expansion of the spot work industry.
- On the other hand, clients may refrain from using the service due to this change; however, the proportion of cancellations requiring absence allowance to the total number of matches to date is limited.

*1 QR code is a registered trademark of DENSO WAVE INCORPORATED. *2 A labor contract includes a provision that allows both the worker and the client to terminate the contract as prescribed.
*3 Points to note about "spot work" (Ministry of Health, Labour and Welfare) (https://www.mhlw.go.jp/content/11202000/001512367.pdf) Japanese to English translation by Timee, Inc.

Mid- to Long-Term Growth Strategy

The Strategy for FY25/10 (Repost)



Establishing an Overwhelming Industry Presence Even Amid the Increase in New Entrants to the Market

Timee

Although the competitive environment is changing due to the increase in new entrants, the position of the No.1 on-demand job platform in Japan remains unchanged due to the first-mover advantage and high industry recognition.

Competitive advantage ①

High Fill Rate

86%(1)

Competitive advantage ②

Workers who work well

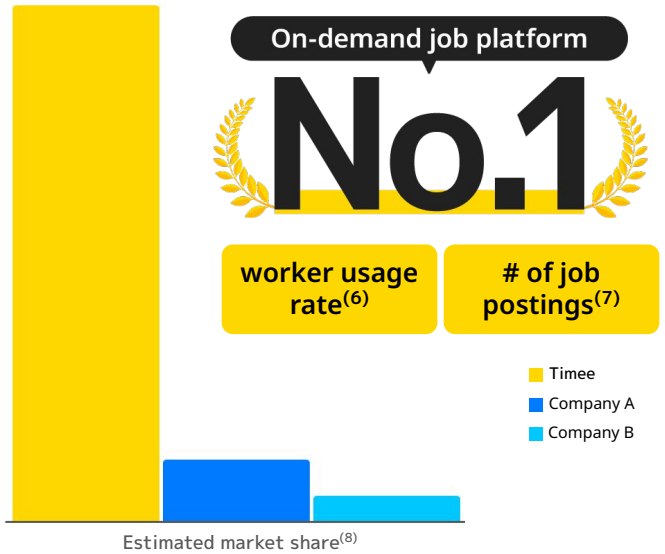
% of Repeat workers：64%(2)
No-show rate: c.0.1%(3)

Competitive advantage ③

Support from Sales Represetative

of Sales Representatives：741(4)

No.1 Position(5) as Pioneer in Japan



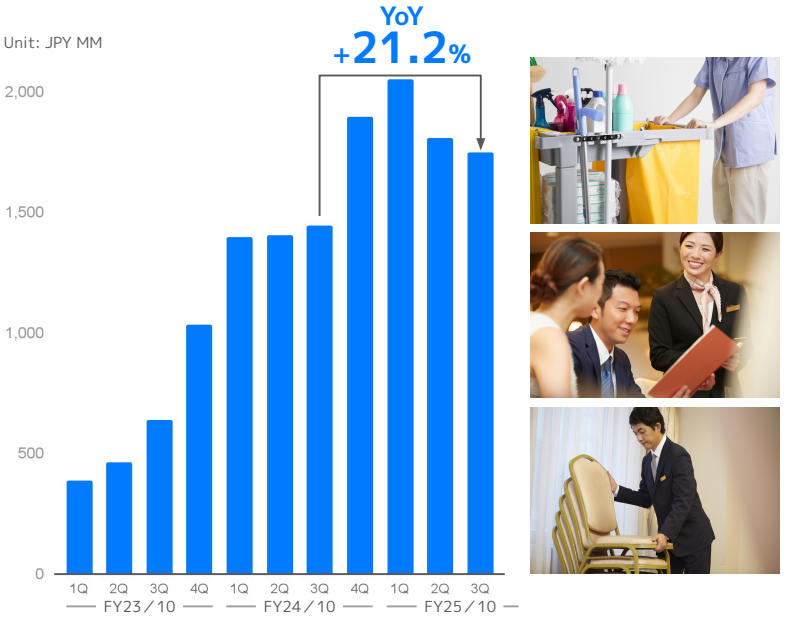
*1 Calculated by dividing # of job positions filled by # of job openings posted by clients in FY25/10 3Q. *2 % of workers who have worked at least twice at the same workplace out of total workers with reviews since the launch of the service as of the end of July 2025 *3 No show indicates absences without notice. Numerator is the # of absences without notice from May 2025 to July 2025 . Denominator is the # of actual total job positions filled in the same period *4 The # of sales representatives as of July 2025 *5 Based on the worker usage rate in terms of worker and on the # of job postings in terms of clients *6 The worker usage rate is the proportion of worker-respondents that had chosen a given service when using on-demand job platforms in the previous year, based on an online survey, “Survey on the Actual State of On-demand Job Services”, commissioned by Timee and conducted by Macromill (Survey period: January 31 to February 4, 2025 / Target: 1,033 men and women aged 18 to 69 who have experience of on-demand jobs within the past year). *7 # of job postings is based on a survey, “Market Research in On-demand Services as of June 2025”, commissioned by Timee and conducted by the Japan Marketing Research Organization (Survey period: May 13 to June 12, 2025) *8 Spotwork Market Size Estimate Report (Spotwork Institute) (https://spotwork.timee.co.jp/entry/report/marketsize-2024)

AAs

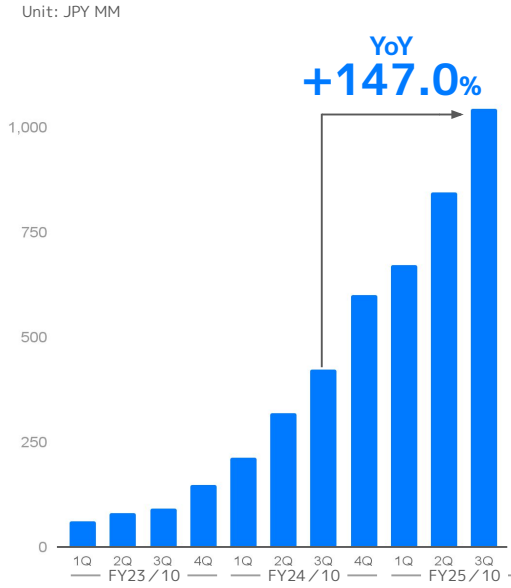
Hotel and Elderly Care Industries: Steady Progress Toward the 4th Pillar

The hotel industry transaction volume grew by 21.2% YoY. We continue to make proposals for the busy season. In addition, similar to logistics locations, we have begun implementing an onboarding burden reduction project in anticipation of the banquet season (year-end and New Year holidays), which requires a large number of staff at a single location. The elderly care industry saw transaction volume grow by 147.0% YoY. As a key focus area, we are developing vertical strategies across sales, marketing, and product development.

Hotel Industry Transaction Volume



Elderly Care Industry Transaction Volume









AAs Elderly Care Industries: Developing Vertical Strategies

In addition to the severe labor shortage, the elderly care industry is also required to comply with staffing standards(1). With policy support(2), there is a huge potential for utilizing spot work. Positioning this industry as a key focus area, we are developing vertical strategies across sales, marketing, and product development. We aim to expand rapidly by leveraging Timee's strength in matching both unqualified and qualified workers (with a license).

Developing Sales, Marketing, and Product Strategies Specialized for the Elderly Care Industry

Area	Strategy
Sales (Client Acquisition)	● Expand the dedicated team through flexible resource allocation ● Propose operations that utilize spot work by breaking down tasks into small pieces (inexperienced/experienced x unqualified/qualified) ● Approach major facilities-related companies first
Marketing (Worker Acquisition)	● Implement marketing measures focused on acquiring qualified workers, an area that has not been emphasized until now ● Aim for a high fill rate by matching unqualified and potentially qualified workers(3)
Product Development	● The released features to publish job openings only to qualified workers and to check a license make recruiting qualified workers easier than ever ● Prioritize the development of functions specialized for the elderly care industry

Use Case: Bathing Assistance (Unqualified Worker)

- Filling the bath
- Bathing clothes preparation
- Calling for movement (Unqualified experienced worker)
- Monitoring (Unqualified experienced worker)
- Hair dryer assistance (Unqualified experienced worker)
- Prepare for hydration
- Bathroom cleaning, Replenishment of supplies







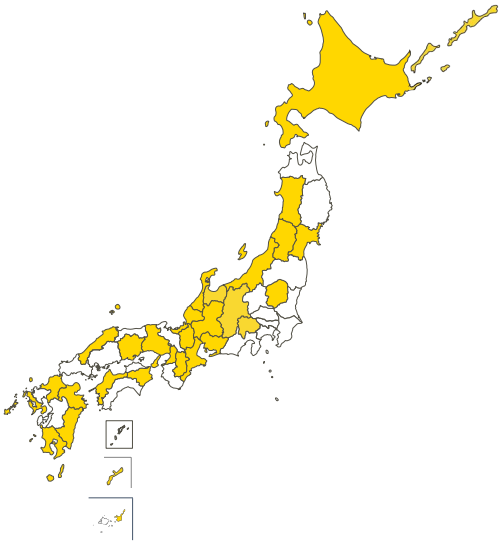
*1 Contributions to staffing standards can be made by switching spot workers matched through the Timee app from a spot worker employment contract to a long-term employment contract. *2 The Ministry of Health, Labour and Welfare announced support for the use of matching apps, such as on-demand job platforms, for unqualified work in elderly care facilities. *3 Workers who hold qualifications but are not working in the elderly care industry.

Area / Small-sized Client Strategy: Collaboration with Local Governments

Timee

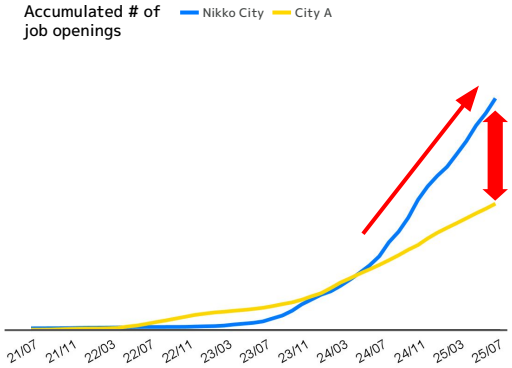
Continue to strengthen cooperation with local governments, chambers of commerce, and other relevant organizations. Information sessions for businesses held by local governments and the introduction of Timee in public relations magazines were also carried out to efficiently raise awareness, contributing to a significant increase in the number of job openings posted by clients. We aim to expand our reach further by utilizing the connections we have built in various regions.

Cooperation with Local Governments
(56 local governments in 28 prefectures)(1)

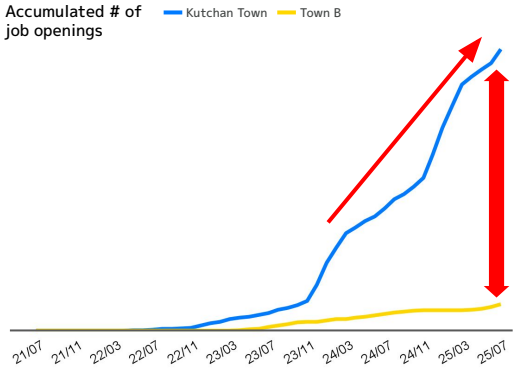


Significant Increase in # of Job Openings through Collaboration

Nikko City, Tochigi (signed: May 2024)



Kutchan Town, Hokkaido (signed: October 2023)



Comparison of the # of job openings posted by clients within the region between "municipalities with partnership agreements" and "municipalities without partnership agreements"(2)

Significant increase in # of job openings in partner municipalities

*1 As of September 11, 2025.
*2 The municipalities used for comparison were selected based on the following criteria: "Similar # of job openings trends before the agreement," "Being in the same prefecture," and "Being in the same category in the Municipal Financial Indicators by Similar Organization (Ministry of Internal Affairs and Communications)."

Onboarding Burden Reduction Project: Huge Potential

Timee

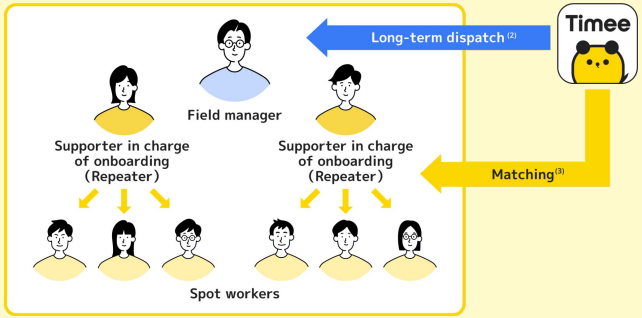
Offering various solutions to reduce the burden of worker onboarding, including the placement of field managers(1) and supporters in charge of onboarding, mainly in the logistics and food manufacturing industries. Many sites have a limited # of job openings due to the burden of worker onboarding, and the penetration rate of Timee per location is low. There is considerable room to increase the transaction volume per AA significantly by expanding penetration.

Onboarding burden reduction project

【Current Issues】**Increased Burden**

- Preparing necessary items
- Guiding spot workers to their work locations
- Instructions to spot workers
- Roll call of spot workers
- Guide of the workplace, etc

【Solutions】



Room for Higher Penetration Per Location

Potential of roughly 1 billion yen (or more) per month per major company(4) (based on transaction volume)

low → high

Strengthening and stabilizing the management system

Field managers
*Onboarding support, on-site education for spot workers, etc.

Reduction of workload

Supporters in charge of onboarding (Spot workers)
*Onboarding support, etc.

Further Utilization

Utilization of repeaters

Repeaters (Spot workers)

Now

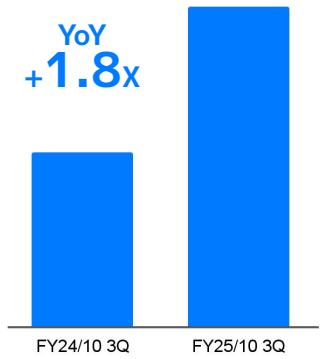
Spot work	Short-term dispatch Spot dispatch	Long-term dispatch

*1 The name was changed from "leader employee" to "field manager."
*2 Licensed for worker dispatch business *3 Matching through the Timee app. The employer is the client. *4 Based on interviews with major logistics clients

Onboarding Burden Reduction Project: Progressing smoothly

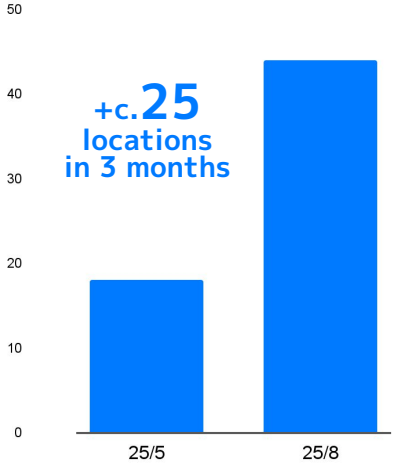
The number of job openings at locations where the project is being implemented, as well as the number of locations where the project has been agreed upon for implementation, are both steadily increasing. The results have been highly praised by companies that have implemented the project early on, and the project is spreading to other locations at an accelerated pace. We will continue to aim to maximize the # of job openings during the busiest period in December (1Q).

The Total # of Job Openings among Implemented Locations Has Increased Significantly(1)



- The # of job openings increased significantly at almost all of the locations with field managers, resulting in an overall growth of 1.8 times YoY.
  - Nearly half of the locations had field managers assigned in July (the last month of 3Q), which is the mid-summer gift season.
  - Even at a location where YoY was negative, the reason was a one-off special demand last year, but MoM was steadily increasing. It is approaching the highest level ever recorded for a single month.

The # of Agreed Locations



- The number of locations agreed upon for this project had increased to approximately 45 locations as of the end of August.
- Companies that have already implemented the project on a trial basis at multiple locations are also accelerating the expansion of the number of locations within the same company.

*1 Total # of job openings at all locations where field managers are assigned

Onboarding Burden Reduction Project: Further Promotion through Product Development and M&A

Feature to Publish Job Openings Only to New Workers

A function that allows clients to post job openings only for new workers at a location



- In order to get through the busy season with more experienced workers, it is essential to expand the worker pool in advance.
- The onboarding burden reduction project enables clients to hire new workers without worrying about the onboarding burden. In conjunction with this feature, we aim to attract new workers and efficiently expand the worker pool.

Acquisition of All Shares of SukimaWorks Inc.

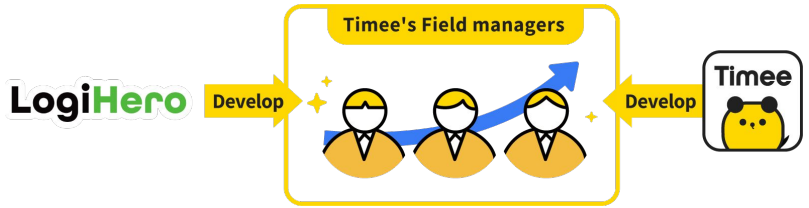
SukimaWorks Inc.

Utilizing the know-how of its original business, "Sukima Works," a one-time part-time job matching platform, it operates "LogiHero," a staffing platform for logistics warehouses that addresses human resource issues in the logistics warehouse field. Strengths in business process outsourcing (BPO) operations in the logistics warehouse field.

【Main financial information(1) and Acquisition costs】
Total assets: 198,148 thousand yen, shareholders' equity: 5,871 thousand yen, net profit: 1,674 thousand yen, acquisition costs: 300,837 thousand yen

Purpose of the Acquisition

It has approximately 30 staff members with work experience equivalent to that of field managers in the onboarding burden reduction project. In addition, it is implementing BPO-type operations at more than 10 locations of major logistics companies, and we expect to develop field managers through high-level on-site experience quickly.



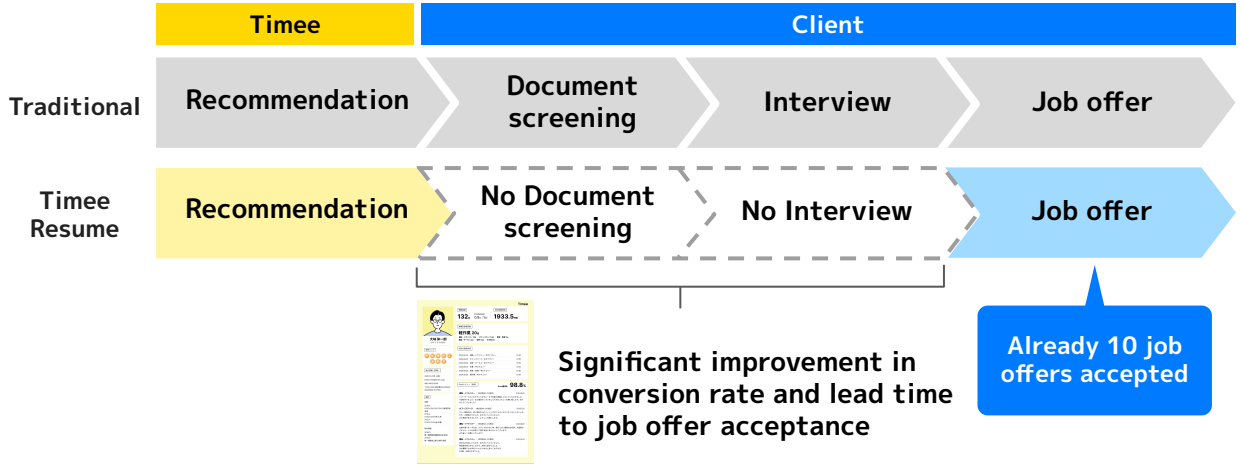
*1 For the fiscal year ended March 2025 (kanpo information)

Timee Career Plus: Utilizing Proprietary Data to Streamline the Recruitment Process Dramatically

Timee Resume(1)

Automatically generate a resume based on work history data at Timee





- Full-time employee placement service that utilizes the skills and work performance data accumulated on Timee.
- Developed a unique resume (Timee Resume) of workers to more effectively appeal to clients.
- In addition to traditional employee placement services, we have also launched a PoC for direct recruiting without the involvement of a career advisor. Recommendations based on accumulated data encourage workers to apply. We aim to further improve efficiency by utilizing Timee Resume.

*1 Tentative name as of September 11, 2025

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