Timee

FY26/4 Full-Year
Financial Results

June 11, 2026

Timee, Inc. (215A)

From Defense to Offense

Spreading Spot Work More Deeply and Widely

To further increase market penetration for spot work, we will resolve organizational bottlenecks arising from rapid growth and transition to a scalable structure.

Logistics | Retail | Food | Social Care | Other

Client size	Sales organization	Initiative
Large	Sales teams specialized by client size and industry	**Maximizing average client spend** ・Responsible only for companies with the potential to generate 100M yen in monthly net sales. ・By limiting the number of clients per sales representative, we have been gaining better on-site insight into key clients. ・Coupled with enhancements to solutions and functions, we are providing more in-depth and frequent proposals.
Mid-sized		**Maximizing client touchpoints** ・Client touchpoints have been increasing through diligent sales activities, including standardizing new-feature proposals and sessions to study utilization methods, etc. ・Net sales have been recovering by transferring some clients from a large client team and increasing the number of touchpoints.
Small		**Establishing an efficient follow-up system by utilizing AI** ・No sales organization for small clients has ever existed before. ・Having established a new organization, we have doubled our productivity YoY through AI utilization (e.g., AI-automated calling).*1

*1 As of April, 2026

Initiatives for Extensive Client Support through AI

Drafting attractive job postings

Job posting know-how x AI

Through past BPR initiatives, we have created a wide range of tasks tailored for spot workers. By incorporating extensive job-posting expertise tailored to each case into our AI, the system can instantly generate drafts that attract applicants, from creating new listings to improving existing ones.

Creating business manuals

Manual creation expertise x AI

By leveraging our expertise in creating manuals for spot workers, we can now easily generate them using AI.

Proposing new tasks to spot workers

Vast database of job listings x AI

By referencing an enormous amount of spot work job data across various industries, the AI suggests additional tasks that can be handled through spot work.

AI-Generated Operations Manual (Sample)

-Strawberry harvesting work-

Data that Empowers Workers' Efforts

of jobs worked

Repeat rate

Qualifications

Reviews

Total hours worked

Badge

# of company favorites

Membership

Experienced job categories

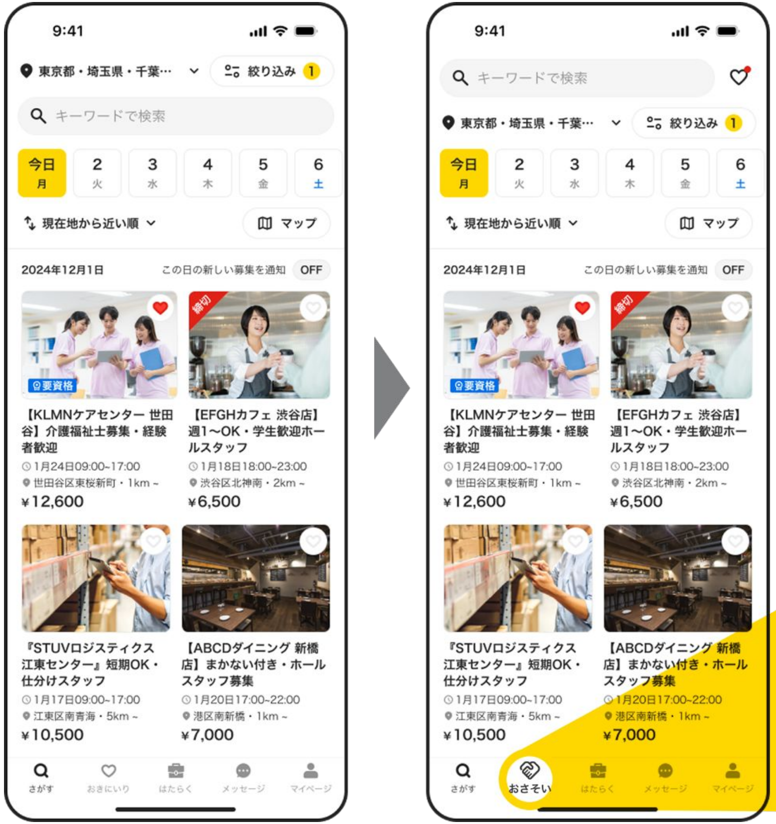
Perfect attendance

Positive ratings

Track record of difficult jobs

Timee Resume

Expanding Possibilities, Evolving Products



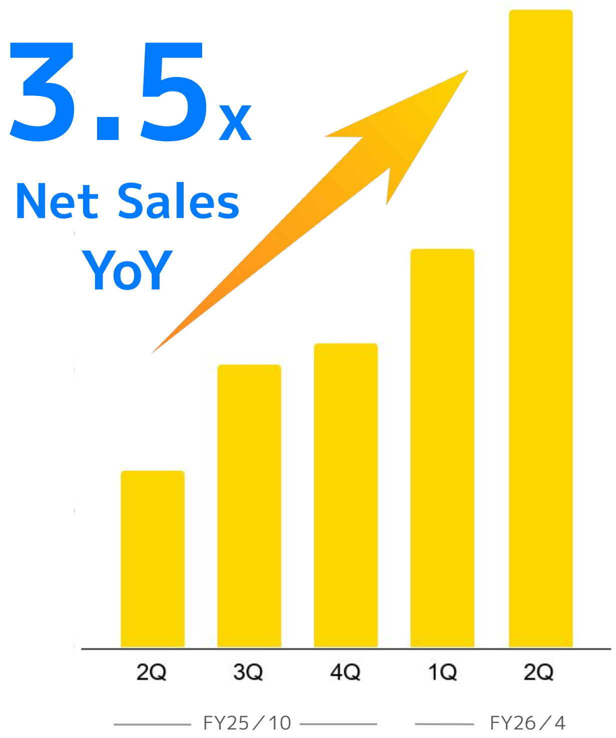
Just by working through Timee, you will receive offers for various types of work.(1)

(Spot work, long-term part-time, and full-time)

*1 Images shown are for illustrative purposes and represent the current implementation concept. Scheduled for release after late June 2026

Full-scale Business Expansion Leveraging Accumulated "Trust"

Timee Career Plus



Long-term Part-time Hiring Support Plans

The Evolution of Timee Career Plus

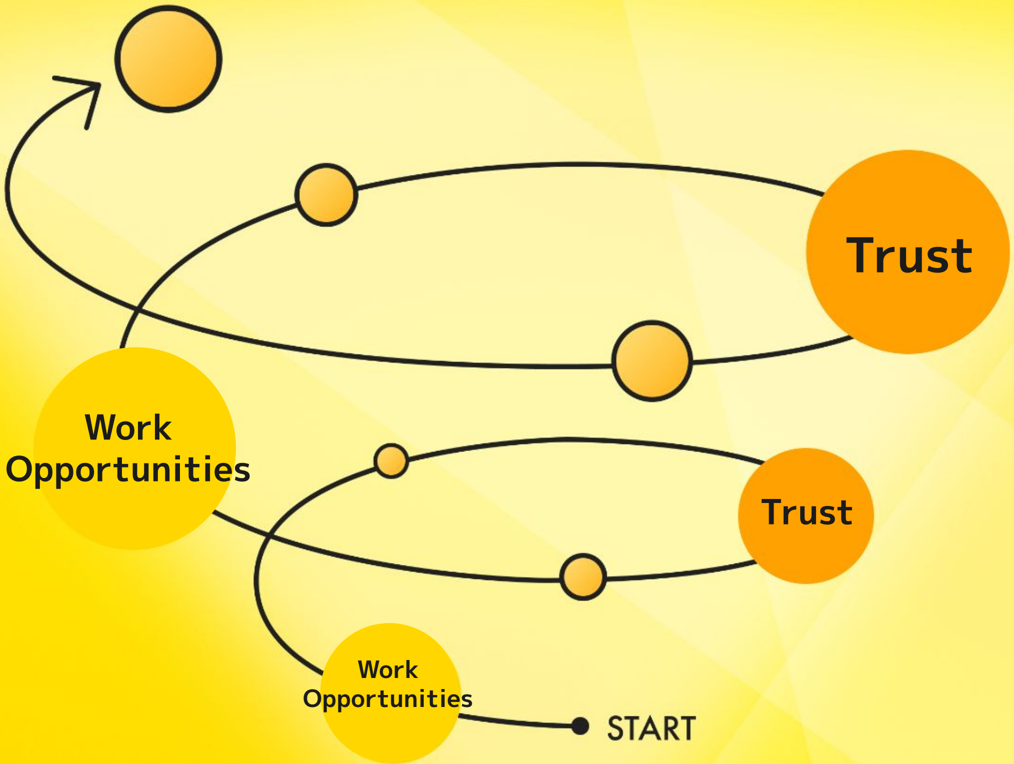
Timee

By adding a direct recruiting (DR) platform that promises high scalability and profitability, Timee Career Plus is moving into a new stage.

Three Support Models

Career Advisor	Hybrid	Direct Recruiting Platform
A Career Advisor (CA) will guide workers through the entire process, from introducing them to job openings to accepting a job offer.	A hybrid of CA and DR. Workers can find job openings, and CA will support them from applying for a job to accepting an offer.	Workers and companies handle the entire process directly, from job posting to offer acceptance.

Society Where Earned Trust Is Rewarded



FY26/4 Full-Year & 2Q Financial Results Summary

Consolidated Operating Results: FY26/4 Full-Year(6 Months)*1

Unit: JPY MM

	FY26/4 Revised Forecast	FY26/4 Actual	vs Forecast	vs Last year
Net Sales	20,503 — 20,913	21,006	503 — 93	+27.6%
Operating Profit	3,746 — 4,137	3,812	66 — ▲324	+16.8%
Operating Profit Margin	*18.3% — 19.8%*	*18.1%*		*▲1.6pt*
Ordinary Profit	3,706 — 4,097	3,760	54 — ▲336	+16.7%
Ordinary Profit Margin	*18.1% — 19.6%*	*17.9%*		*▲1.6pt*
Profit Attributable to Owners of the Parent	2,754 — 3,021	2,439	▲314 — ▲582	▲4.9%
Profit Margin	*13.4% — 14.4%*	*11.6%*		*▲3.9pt*

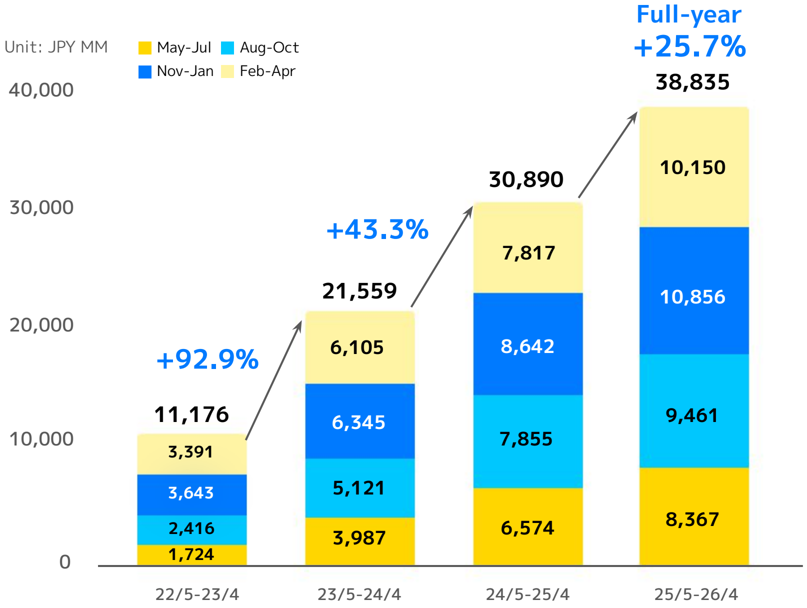
- Net sales exceeded the upper end of the forecast range, while operating profit came in within the forecast range.
- Net sales exceeded the forecast, remaining strong across both spot work and non-spot work. In spot work, the logistics and retail industries continued to drive overall performance, while social care maintained high growth. The food industry continued to see negative YoY growth, but the decline narrowed. Growth in spot-work fees accelerated YoY. In non-spot work, both Timee Career Plus and Timee Solutions (formerly SukimaWorks) exceeded their forecasts.
- Operating profit was in line with the forecast, although the profit margin decreased by 1.6pt YoY. We have positioned the one-year period from FY26/4 through the first half of FY27/4 as a preparation phase for accelerating growth, and will actively implement strategic investments.
- As stated above, while the core business remained strong following 1Q, profit fell below the forecast range due to an impairment loss (0.35B yen) on Needer, a South Korean company in which we invested last year.

*1 Due to a change in the fiscal year-end, FY26/4 was an irregular 6-month fiscal period from November 2025 to April 2026.

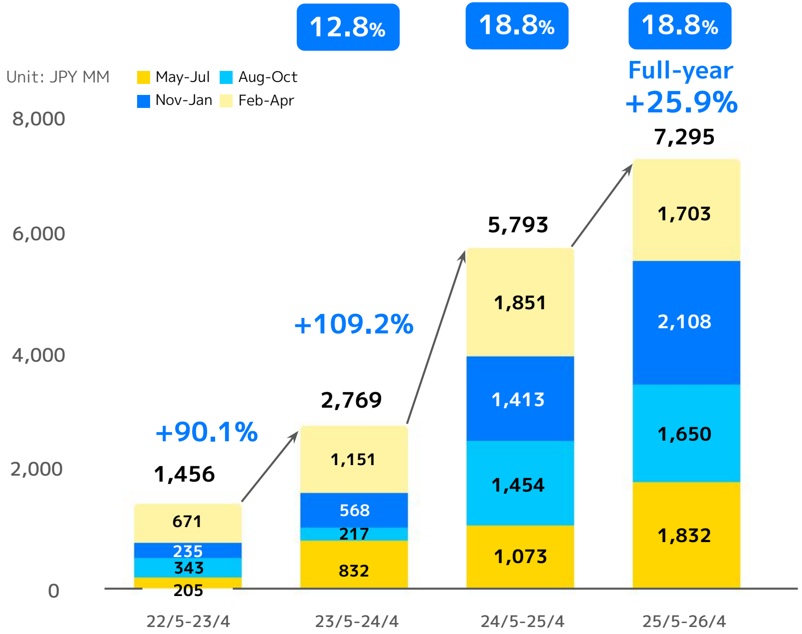
Consolidated Net Sales and Operating Profit Trends - 12-month conversion from May to the following April -(1)

Net sales for the last 12 months (May 2025 – April 2026) were 38.83 billion yen (+25.7% YoY), and operating profit was 7.29 billion yen (+25.9% YoY, OPM 18.8%). In particular, net sales for the six-month period of FY26/4 exceeded the forecast, as both spot work and non-spot work remained strong. Despite strategic investments to accelerate growth, the OPM remained unchanged from the previous year.

Net Sales



Operating Profit

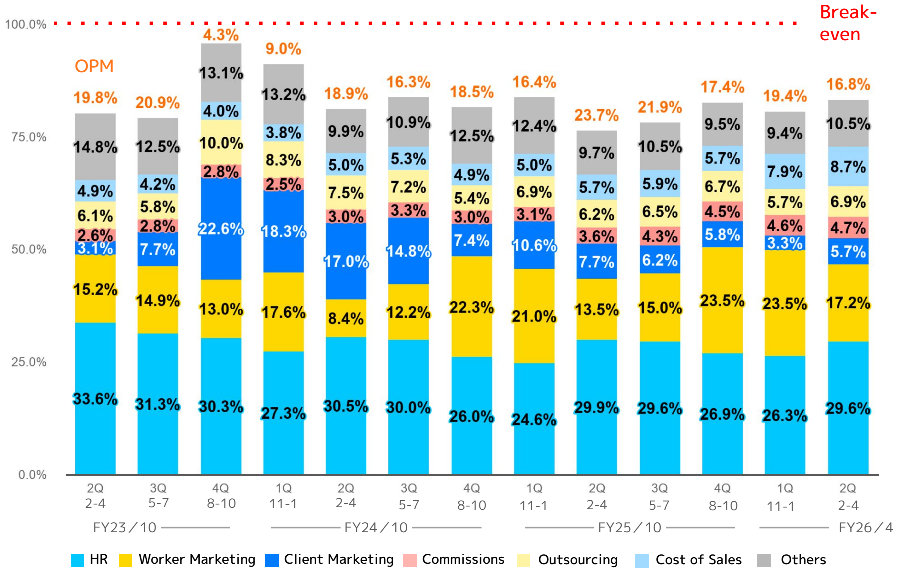


*1 Due to a change in the fiscal year-end, FY26/4 was an irregular 6-month fiscal period from November 2025 to April 2026. The aggregate figures for the 12-month period from May to the following April (reference values) have not been audited or reviewed by an auditing firm.

Consolidated Cost Trends

Following 1Q, we continued to strictly implement our policy of making strategic investments in focus areas while maintaining disciplined investment in existing areas. Strategic investments in the logistics and social care industry exceeded the initial plan. Regarding cost items, worker marketing increased by 3.7pt YoY due to Field Manager initiatives and strategic investments in social care. The YoY increase in the Cost of Sales, following the trend from 1Q, was primarily due to the consolidation of Timee Solutions (formerly SukimaWorks).

Cost Breakdown as % of Net Sales (Quarterly Trends) (1)



Status of Strategic Investments

Reinvesting the surplus profit generated in Q1 into further strategic investments in the logistics (Field Manager initiatives) and the social care industries.

Field Manager initiatives

Continuing from 1Q, FM hiring in 2Q also exceeded the plan. As a measure to address the fill rate of locations where FMs are assigned, where the # of job openings is surging, we actively invested in worker marketing.

Social care industry

Following 1Q, we continued to actively invest in worker marketing during 2Q to improve the fill rate.

*1 Breakdown of SG&A costs is a non-GAAP item. HR costs include salaries for the sales team and back office, as well as hiring costs. Worker marketing costs and client marketing costs include ad costs (mostly digital) to acquire workers or clients. Cost of sales includes FM costs, career advisor costs, engineering costs for product improvements, and other costs. Others include other marketing (incl. promotional expenses), rent, fees paid to third-party sales agents, and other costs/commissions.

FY26/4 Full-year (6-Month) Consolidated Operating Results by Service

Timee

Unit: JPY MM

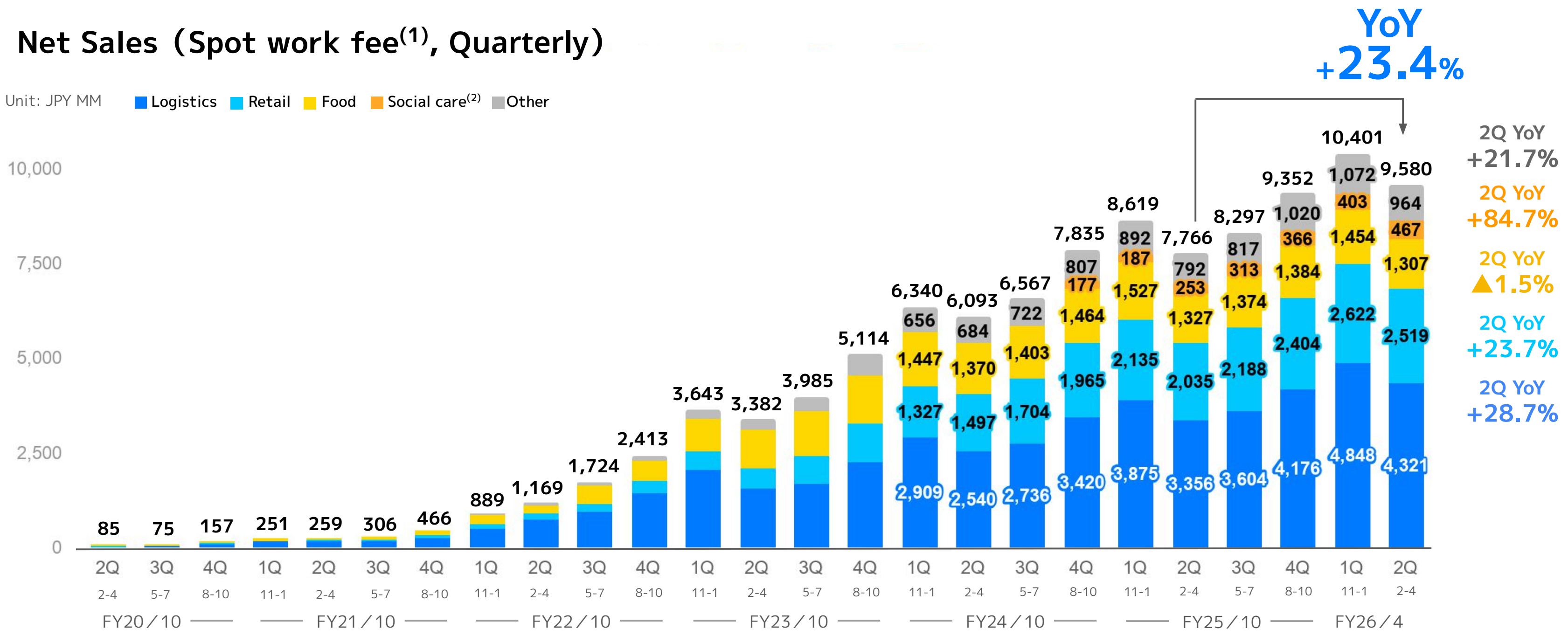
	FY25/10 1H	FY26/4 Full-Year	Difference	YoY	vs Forecast[1]
Net Sales	**16,460**	**21,006**	**4,546**	**+27.6%**	**100.4% – 102.5%**
Spot Work[2]	16,406	20,192	3,786	+23.1%	100.3% – 102.4%
Non-Spot Work	54	882	827	+1,526.6%	106.1%
(Timee Career Plus)	53	187	134	+254.3%	101.1%
(Timee Solutions)[3]	NA	638	NA	NA	108.6%
Consolidation Adjustments[4]		▲68			
Operating Profit	**3,264**	**3,812**	**547**	**+16.8%**	**92.2% – 101.8%**
Spot Work	3,388	4,259	**870**	+25.7%	91.5% – 99.9%
Non-Spot Work	▲123	▲421	▲298	–	–
Consolidation Adjustments[4]		▲24			

*1 The achievement rate for the full-year forecast is the achievement rate relative to the revised forecast. *2 Includes spot work fees, as well as FM dispatch fees, net sales from long-term part-time hiring support plans, and others. *3 The "Others" category in the segment information of the financial results (kessan tanshin) includes only "Timee Solutions" from the "Non-Spot Work" category mentioned above; all other services are aggregated under the "Timee business." *4 The primary adjustments are Timee Solutions spot work fee (net sales and cost of sales) and amortization of goodwill (SG&A).

Steady Expansion of Net Sales Due to Severe Labor Shortage

Overall, the strong performance from 1Q continued into 2Q. The logistics and retail industries drove overall performance, with YoY growth accelerating from the previous quarter. The food industry continued to see negative YoY growth, but the decline narrowed. Social care also maintained a high growth. The QoQ decline is due to seasonality (1Q is the peak season, while 2Q is the off-season).

Net Sales（Spot work fee[1], Quarterly）

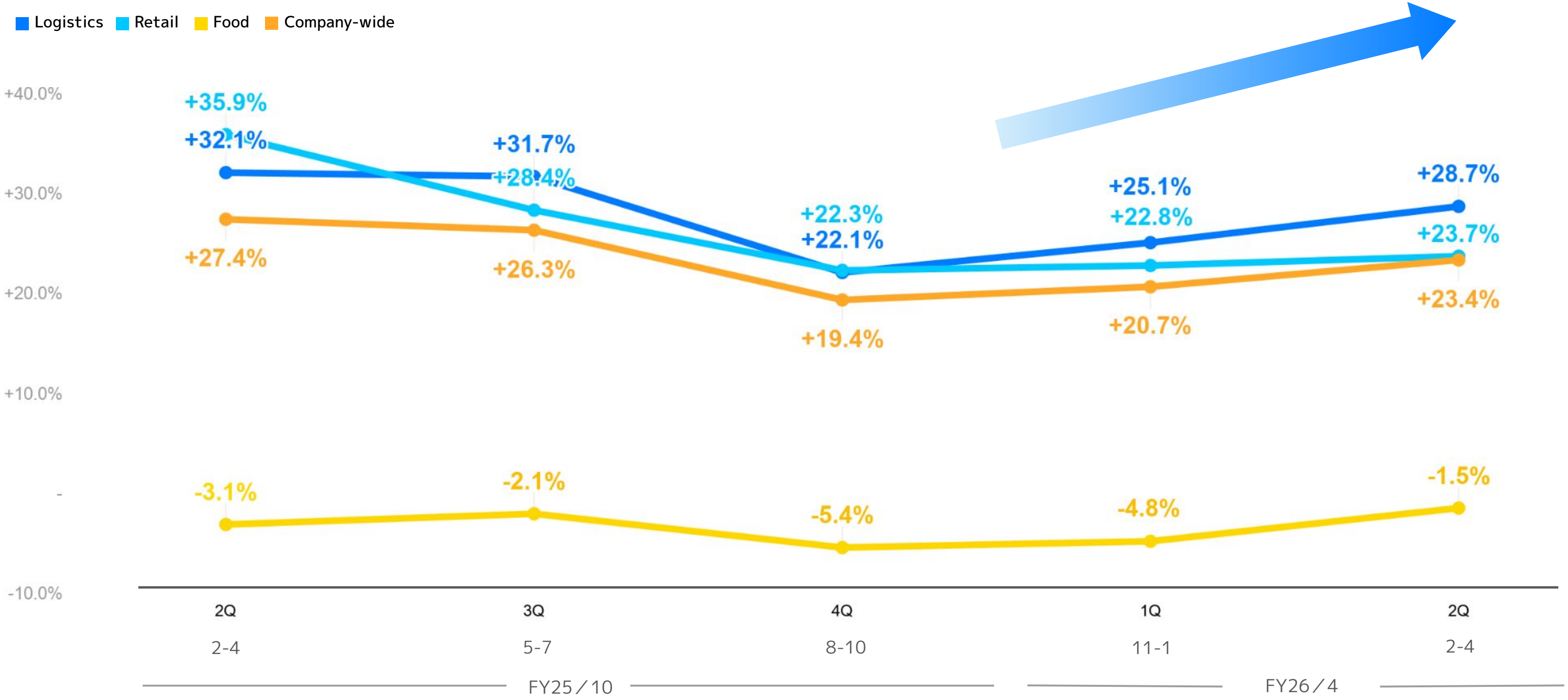


*1 Net revenue basis (transaction volume × take rate). Includes the amount for spot work used by Timee Solutions (cumulative total from November 2025 onwards was 55M yen, before consolidation adjustments).
*2 The"Social care" industry is separated from the "Other" industry and disclosed from FY24/10 4Q

Spot Work

Spot Work Fee Growth Accelerated YoY

Net Sales YoY Growth Rate（Spot work fee, Quarterly）



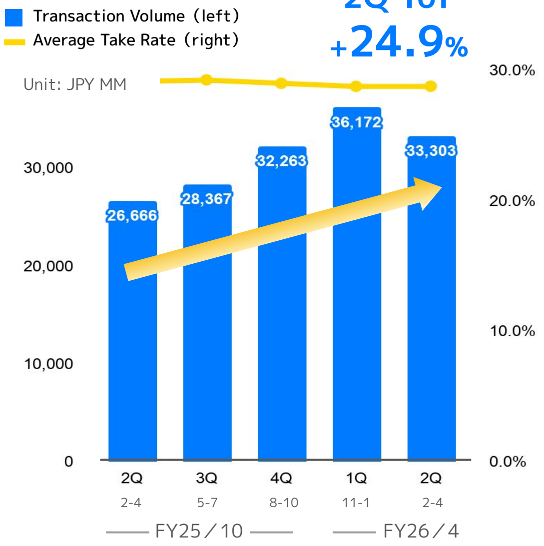
Spot Work

Key KPIs: Company-wide Basis(1)

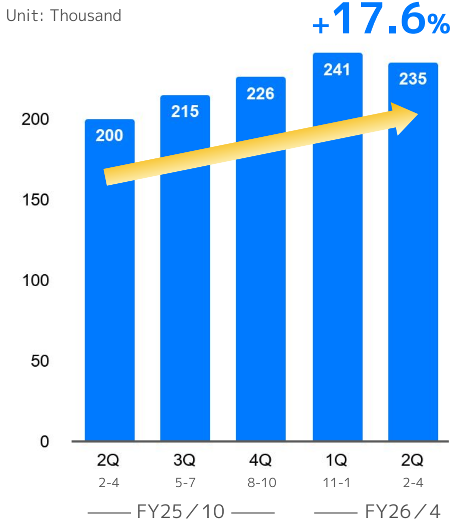
Timee

YoY growth in transaction volume, AAs, and transaction volume per AA accelerated QoQ. Logistics and retail are driving the overall growth in AAs. Transaction volume per AA increased steadily as our relationships with large clients deepened. The average take rate decreased slightly due to strategic discounts aimed at increasing transaction volume. The QoQ decreases in transaction volume, AAs, and transaction volume per AA were due to seasonal factors (Q1 is the peak season, while Q2 is the off-season).

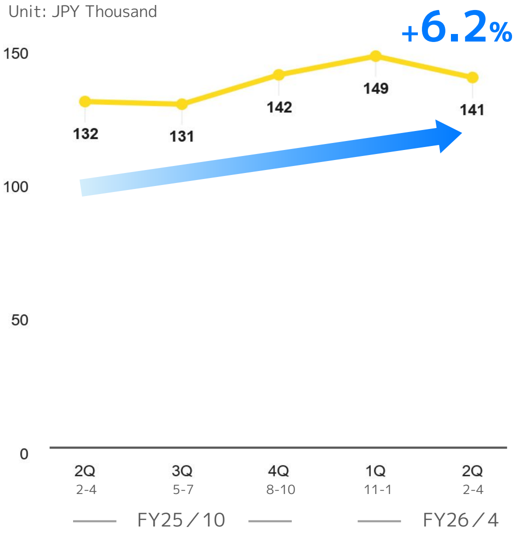
Transaction Volume(2)/ Average Take Rate(3)



of Active Client Accounts(4)



Transaction Volume per AA

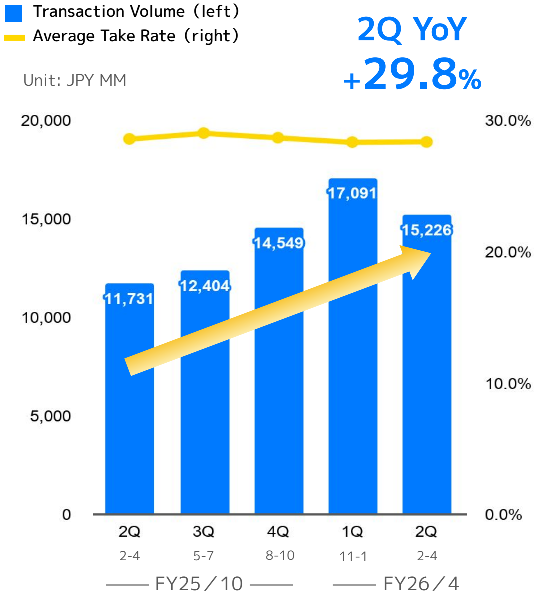


*1 Includes the amount for spot work used by Timee Solutions (cumulative transaction volume from November 2025 onwards was 198M yen, before consolidation adjustments). *2 Wages + transportation costs paid to workers (unless otherwise indicated, "workers" refers to "spot workers") by employers *3 The take rate refers to the commission rate charged to clients. The average take rate is calculated by dividing total net sales from Timee platform by total transaction volume *4 # 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.

Key KPIs: Logistics Industry[1]

We concentrated sales resources on existing large clients with significant sales potential. In addition to deploying Field Managers, we have also enhanced solutions aimed at improving the productivity of spot workers. The YoY growth rate of transaction volume per AA has turned positive, and the YoY growth rate of total transaction volume has recovered to nearly +30%.

Transaction Volume/ Average Take Rate



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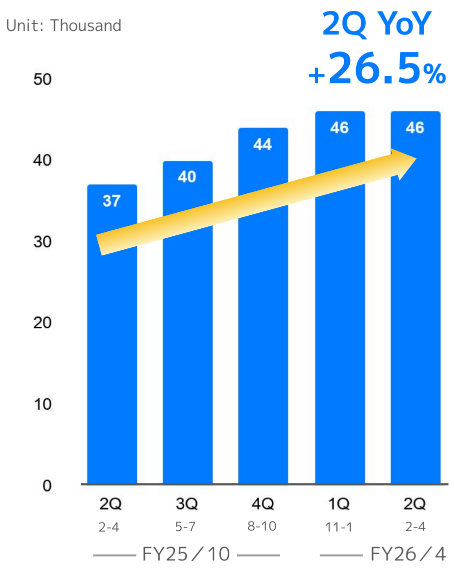
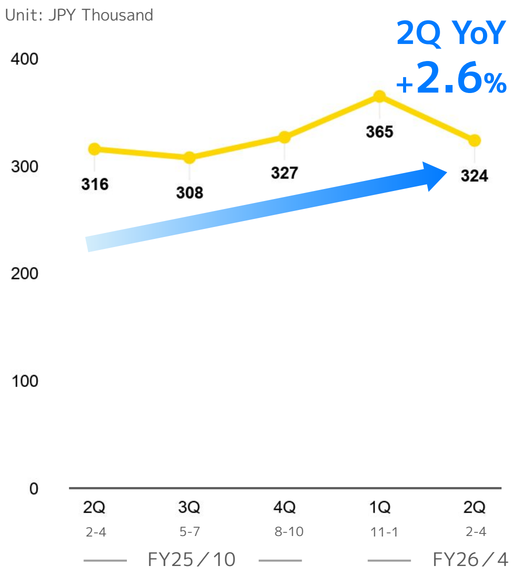


Transaction Volume per AA



*1 Includes the amount for spot work used by Timee Solutions (cumulative transaction volume from November 2025 onwards was 198M yen, before consolidation adjustments).

Solutions for Reducing the Burden of Onboarding Spot Workers and Increasing Productivity

The logistics industry is seeing an accelerated shift from dispatch to spot work. While spot work offers cost advantages over traditional staffing, the burden of onboarding spot workers and their productivity levels have been bottlenecks for further adoption. However, in addition to Field Manager, we have created multiple solutions through product development to address these issues.

Solutions for Reducing Onboarding Burden and Improving Productivity

Reduction of onboarding burden

- **Field Manager**
- **Supporter in charge of onboarding**

Visualization of proficiency levels

- **Smart Groups Feature**

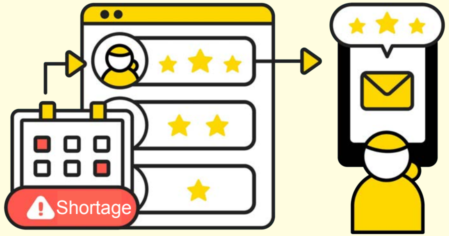
Removal of work restrictions for experienced workers

- **Lifting the work limit with annual salary※1**

Smart Groups Feature

This automatically creates groups of favorite workers based on pre-set conditions (such as their performance record at that location).

Visualization of highly skilled workers



Recruiting individuals with specific required skills with pinpoint accuracy

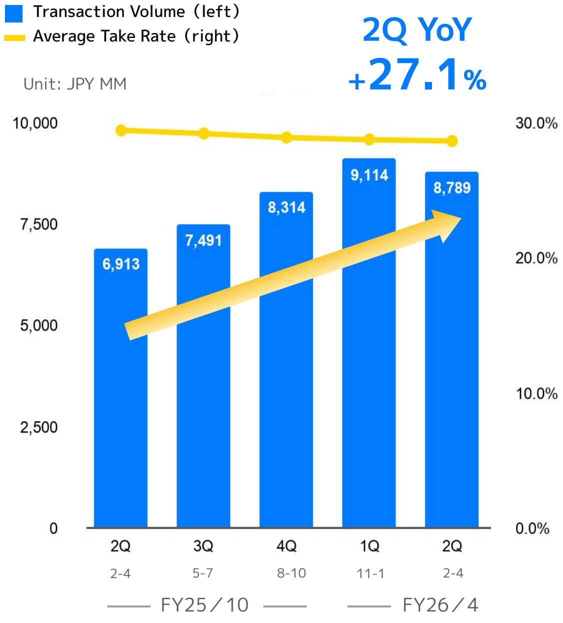
*1 A feature that allows clients to lift work restrictions caused by a worker's maximum annual salary limit by completing the prescribed procedures.

Key KPIs: Retail Industry

Timee

Each KPI is progressing steadily. In addition to deepening daily usage through BPR, spot work is now being strategically integrated into major initiatives at company-wide level such as large-scale sales. Within sub-industries, drugstores in the expansion phase are performing well.

Transaction Volume/ Average Take Rate



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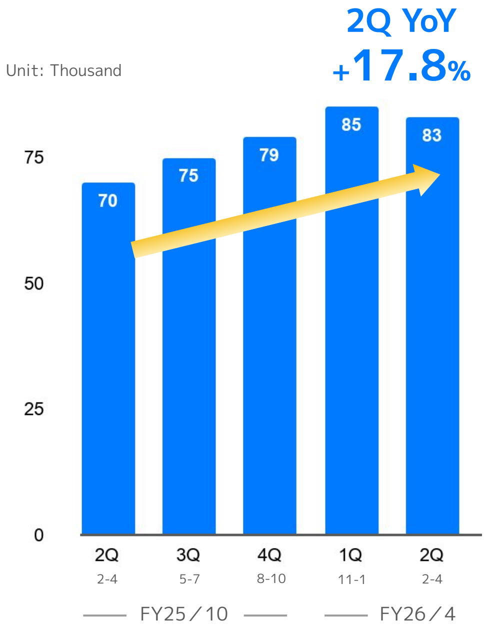
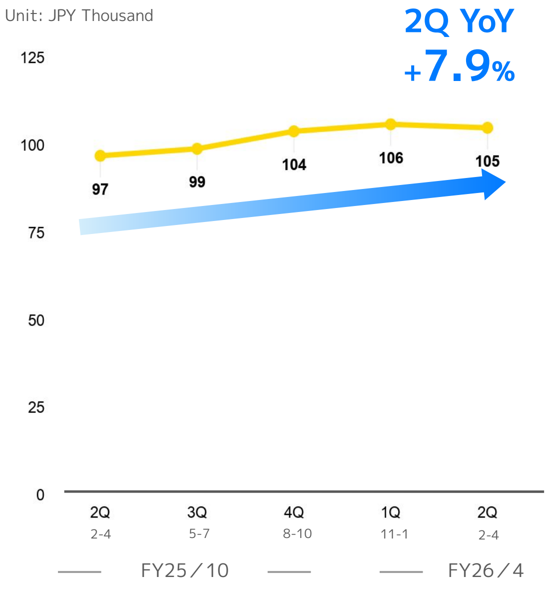


Transaction Volume per AA

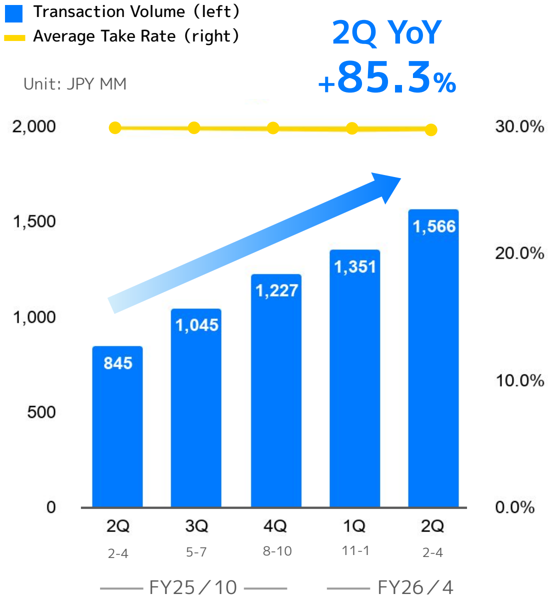


Spot Work

Key KPIs: Social Care Industry

Both transaction volume and AA maintained high YoY growth. While transaction volume per AA saw negative growth, this was driven by a shift in the client size mix due to an influx of small clients. Product development aimed at improving fill rate is progressing smoothly. Workers willing to work in the social care industry can now find social care jobs more easily on the app.

Transaction Volume/ Average Take Rate



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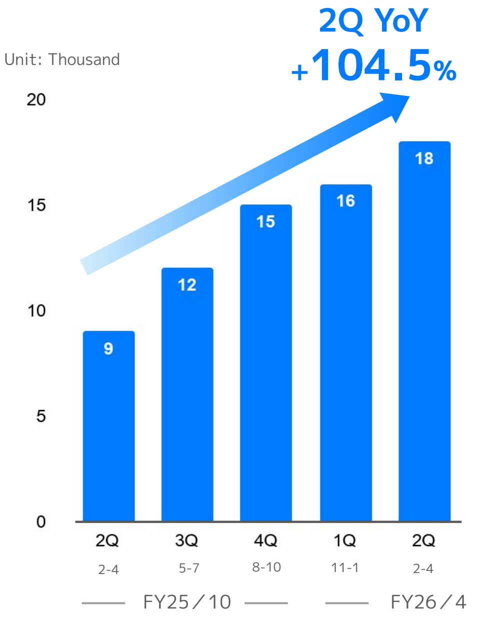
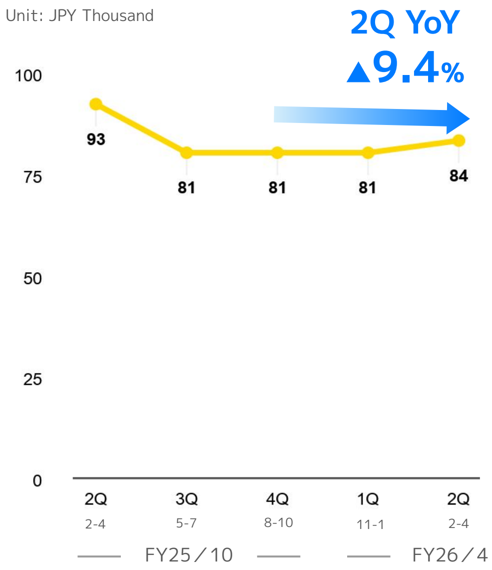


Transaction Volume per AA



Strategic Business Alliance with Benesse Careeros (Social Care Industry)

We have concluded an MOU for a strategic business alliance with Benesse Careeros, which operates an HR business specializing in elderly and medical care within the Benesse Style Care Group, a provider of elderly care and related services. By integrating the resources and expertise of both parties, we will accelerate the use of Timee in the elderly care industry.

Timee

Benesse

ベネッセキャリオス

Details of Alliance

For Businesses

- Timee Implementation Support
  - We provide comprehensive customer support and consultation, including manual creation and task breakdown proposals, leveraging know-how in nursing care business operations.

For Workers

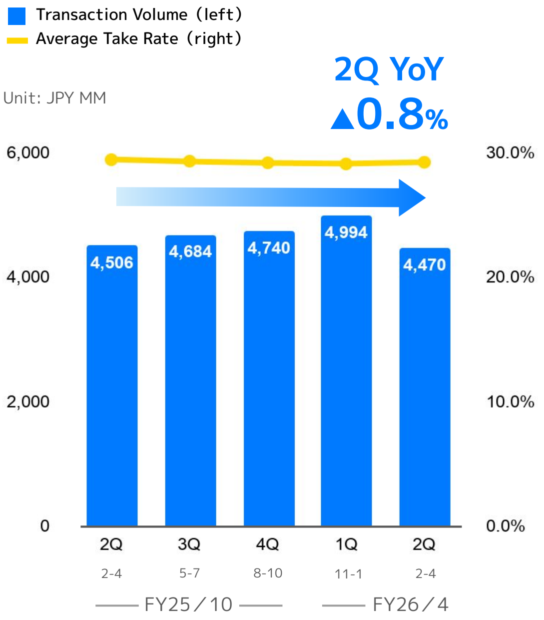
- Providing opportunities for certification and skill development
  - We provide Benesse's e-learning services and conduct online training for practical caregiving techniques that can be applied in the field.
- Provision of recruitment services
  - Supporting long-term employment within the industry by providing Benesse Careeros' recruitment and dispatch services.

Spot Work

Key KPIs: Food Industry

While each KPI continues to fluctuate, the YoY negative growth in transaction volume has recovered to nearly flat levels. By proposing solutions to management and corporate headquarters, we launched joint projects to address management challenges specific to each company, such as customer turnover rates and wait times. We have evolved to provide deeper solutions that are not affected by cost inflation.

Transaction Volume/ Average Take Rate



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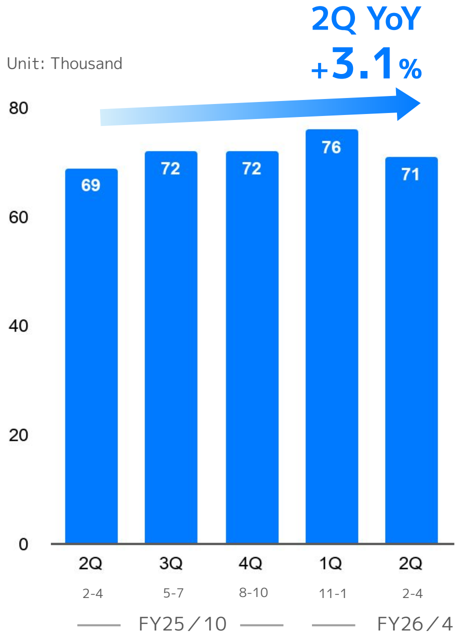
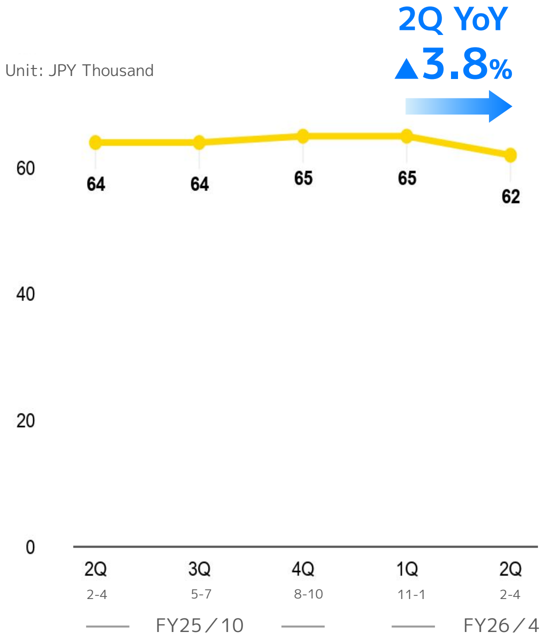


Transaction Volume per AA



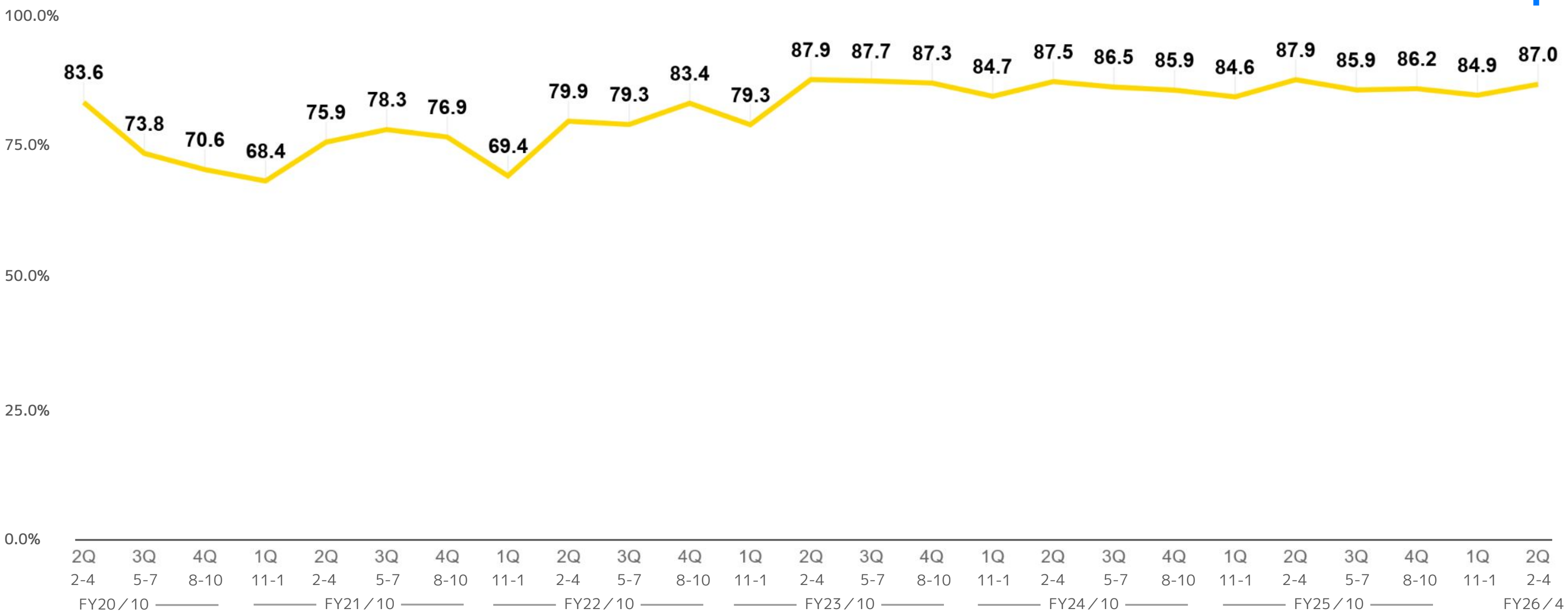
Achieving a Stable and High Fill Rate

Timee

The fill rate remained high at 87.0%. While the fill rate increased QoQ because 2Q is an off-season, it declined by 0.9pt YoY, primarily due to the number of job openings exceeding our forecast.

Fill Rate(1)

2Q YoY
▲0.9pt



*1 The fill rate refers to the matching rate, which is calculated by dividing # of job positions filled by # of job openings posted by clients

Long-term Part-time Hiring Support Plans: Official Release This Summer

Timee

The full-scale release is scheduled for this summer. During the PoC stage, the service received high expectations as a new strategy for hiring long-term part-time workers, with particularly notable results at stores where recruitment has been difficult.

Comments from Clients

The stores were located at major terminal stations, making recruitment a significant challenge. We had been spending money on referrals from part-time staff and even closing some stores. However, by using the long-term part-time hiring support plans, we successfully hired 24 people in three months.

Located in office districts, many locations received zero applications for three consecutive months. The stores had no choice but to just hire rare applicants whenever they came along, yet leading to mismatches and high turnover. After implementing the long-term part-time hiring support plans, we successfully hired 10 people in about one month.

The opening of the new facility was fast approaching, and I was anxious about whether we could open successfully, given a noticeable staff shortage. After implementing the long-term part-time hiring support plans, we hired two people, and the cost per hire was significantly lower than current levels.

Even though we weren't receiving any applications for part-time positions, we had no choice but to just keep paying the recruitment advertising cost, because if we stopped the ads, we would have faced complaints from the field. I was looking for other strategies for hiring long-term part-time employees.

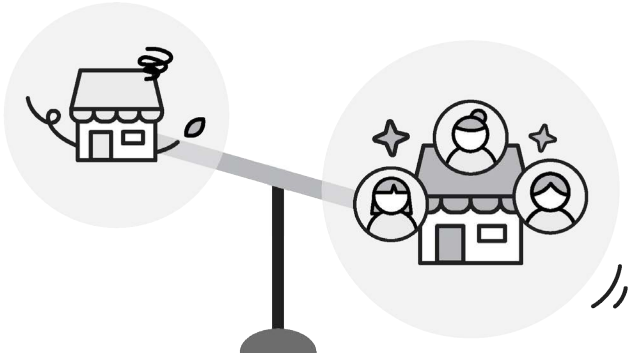
We had been unable to hire part-time staff and relying on foreign nationals with Specified Skilled Worker status, but the vacancy left in case any of them were to quit would be significant, so we have been exploring ways to resume part-time hiring.

Long-term Part-time Hiring Support Plans: Prioritizing Stores Facing Recruitment Difficulties

By leveraging a spot-work platform that attracts people across Japan, we will first prioritize stores that have struggled to hire workers and have had almost no success with traditional recruitment advertisements.

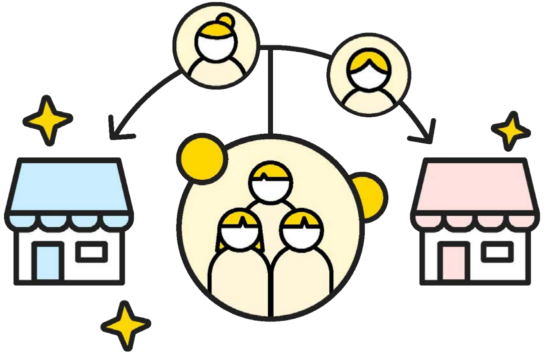
What Makes It Possible to Hire Workers at Stores That Struggled to Do So?

Job Boards
(Advertising Model)



Popular job openings attract more applications than necessary, while unpopular ones attract none.

Timee
(Performance-based)



Since applications are processed on a first-come, first-served basis, if a popular position is filled, applicants will apply for other positions. This prevents stores from struggling to recruit.

Progress of New Business: Stage-Gate System

We have already launched multiple new businesses to achieve non-linear growth. To accelerate this momentum, we have introduced a stage-gate system for new business creation, enabling us to "rapidly" launch new businesses that **can further scale spot work**.

Stage-Gate System

- We have introduced a stage-gate system for the process from idea generation to commercialization.
- We have established criteria for resource allocation and exit strategies for each tier, thereby promoting bold, focused investment.

Tier3
Verification of client needs and challenges

Tier2
Business model validation

Tier1
Business expansion

Progress of New Business: Fintech

An MOU has been signed with NTT DOCOMO, INC. and SBI Sumishin Net Bank, Ltd. regarding a business alliance in the financial sector. We will begin full-scale considerations to develop financial services for workers who use Timee and others. The trust accumulated through spot work will also be utilized in the financial field. A subsidiary[1] is scheduled to be established in July 2026 to commercialize financial solutions and other services.

Timee

More than 14 million registered workers[2]
Over 460 thousand registered clients

Over 55 million records of trust data[3]
(accumulated daily)

A salary payment touchpoint with an annual transaction volume of 130 billion yen[4]

✖

NTT docomo / d NEOBANK 住信SBIネット銀行

A membership base of approximately 100 million people, serving as a lifestyle infrastructure

Client touchpoints closely integrated into daily life
Telecommunications, reward points (d point), payment services (d payment, d card), etc.

Advanced financial solutions, including BaaS

*1 The establishment of the subsidiary is an independent initiative by Timee, Inc. *2 As of April 2026. Accumulated since the service began. *3 Accumulated since the service launch up to the end of April 2026. A worker can receive multiple reviews if the worker has multiple work experiences. *4 Total transaction volume from May 2025 to April 2026

FY27/4 Forecast

FY27/4 Consolidated Forecast(1)

Timee

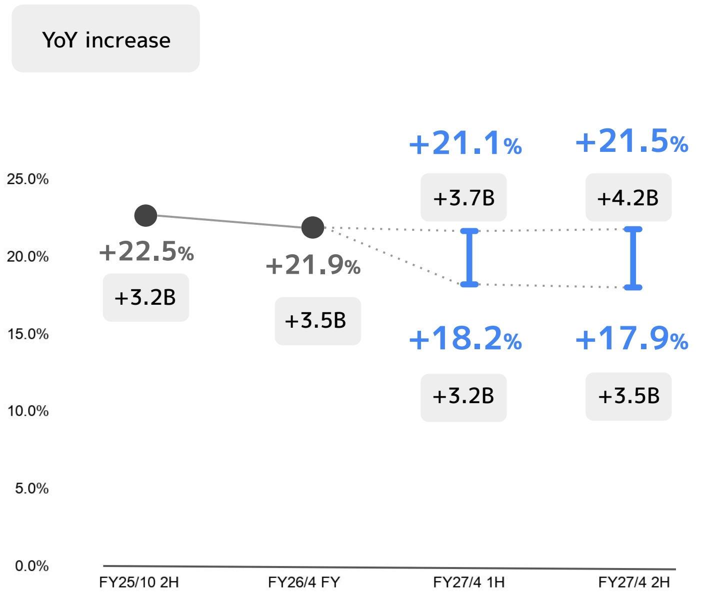
Unit: JPY MM	1H	YoY	FY	YoY
Net Sales	22,056 - 22,560	+23.7% - +26.5%	47,613 - 48,823	+22.6% - +25.7%
Spot Work	20,864 - 21,368	+18.2% - +21.1%	44,429 - 45,639	+18.1% - +21.3%
Non-Spot Work	1,239	+592.0%	3,305	+159.9%
(Timee Career Plus)	205	+92.7%	603	+104.9%
(Timee Solutions)	901	+2,173.8%	2,310	+183.9%
Consolidation Adjustments(2)	▲47	NA	▲121	-
Operating Profit	3,997 - 4,388	+14.8% - +26.0%	8,821 - 9,746	+20.9% - +33.6%
Spot Work	4,925 - 5,317	+25.8% - +35.8%	10,675 - 11,600	+27.0% - +38.0%
Non-Spot Work	▲904	+119.9%	▲1,803	-
Consolidation Adjustments(2)	▲24	NA	▲49	-
Operating Profit Margin	*18.1% - 19.5%*	*▲1.4pt - ▲0.0pt*	*18.5% - 20.0%*	*▲0.2pt - +1.1pt*
Ordinary Profit	3,986 - 4,377	+15.6% - +27.0%	8,806 - 9,731	+22.2% - +35.0%
Profit Attributable to Owners of the Parent	2,797 - 3,188	+1.9% - +16.1%	6,002 - 6,927	+15.8% - +33.6%

*1 All net sales and profits previously included in "Spot Work," other than spot work fees, have been moved to "Non-Spot Work." From May 2025 to April 2026, FM dispatch fees accounted for 175 million yen in net sales and ▲33 million yen in operatingprofit, while the long-term part-time hiring support plans accounted for 57 million yen in net sales and ▲0 million yen in operating profit. A resolution was passed for an absorption-type split, effective August 1, 2026 (scheduled), to transfer the FM business and the Logi Hero sales business to Timee Solutions (formerly SukimaWorks). Regarding the breakdown of the earnings forecast, the 12 months of FM dispatch fees starting from the period's beginning, May 2026, will be recorded under net sales for "Timee Solutions" in the "Non-Spot Work" category, rather than under "Spot Work." *2 The primary adjustments are Timee Solutions' spotwork fees (net sales and cost of sales) and the amortization of goodwill (SG&A).

Spot Work: Net Sales Forecast

While the overall outlook is relatively conservative, **the YoY increase, which has been in a downward trend, is expected to turn upward in both the first and second halves of the year in the base scenario.** Even following the strong performance in the previous fiscal year's November–April period, **the YoY growth rate is expected to accelerate, and the YoY increase is expected to expand in the second half (November–April) of FY27/4.**

Net Sales YoY Growth Rate (Semi-annually)



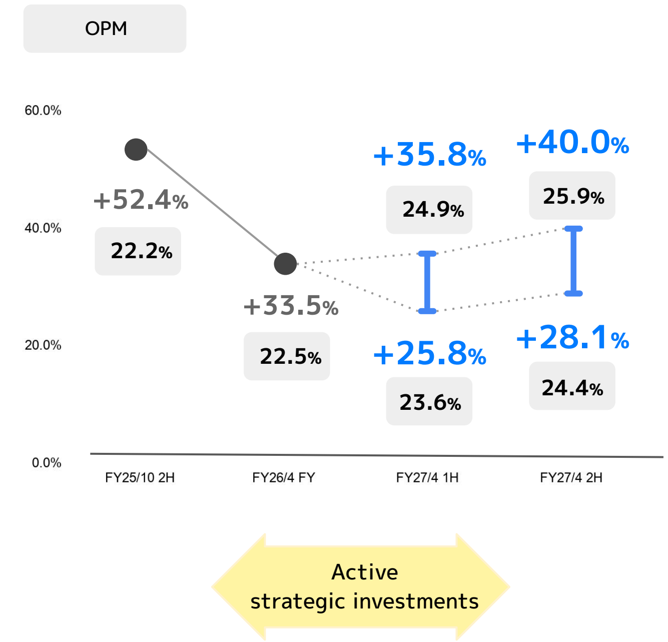
Scenarios for the Range

	1H	2H
Upper	**An optimistic scenario where the effects of key measures exceed expectations.** **Logistics:** Further deepening relationships with large clients (incl. FM initiatives)	**An optimistic scenario where the effects of key measures exceed expectations.** **Logistics:** Further deepening relationships with large clients (incl. FM initiatives) **Social care:** Fill rate improvement **Retail/Food:** Solution proposals and joint projects for large clients, increased spot work usage through long-term part-time hiring support plans
Base	**Logistics/Retail:** YoY growth rate will remain stable, with no significant drop from current levels **Social care:** Maintaining high growth, but the growth rate is slowing down **Food:** Negative growth continues but is gradually improving	**Logistics/Retail:** YoY growth rate will remain stable, with no significant drop from current levels **Social care:** Growth will accelerate due to strategic investments to date and the business alliance with Benesse Careeros **Food:** Positive turnaround in YoY growth rate in 4Q
Lower	**A pessimistic scenario considering the situation in the Middle East** Sluggish consumer sentiment (decrease in logistics volume) A decrease in the # of job openings due to supply constraints (e.g., trays and packaging materials for food retail), etc.	

Spot Work: Operating Expense Forecast

Due to the change in the fiscal year-end, FY26/4 was an irregular six-month fiscal period; therefore, active strategic investments will continue through the first half of FY27/4 as originally planned. Spot work will steadily improve its OPM, contributing to the maintenance and improvement of the company-wide OPM (FY27/4 OPM +1.6pt - +3.0pt YoY).

OP YoY Growth Rate (Semi-annually)



Strategic Investments

The focus areas will remain unchanged for FY27/4.
We will continue to invest in logistics (Field Manager initiatives) and the social care industry.

Field Manager initiatives

Worker marketing: actively investing in worker marketing to maintain a high fill rate at locations where job openings are rapidly increasing due to FMs (FMs will continue to be actively recruited by Timee Solutions).

Social care industry

Worker marketing: actively investing in worker marketing to acquire qualified personnel and to encourage acquired qualified workers to begin working in the social care industry.

Industry-specific Strategies for Spot Work

There are no major changes in strategy across industries, and we will steadily implement the strategies from FY26/4. In the logistics industry, we will focus on deepening relationships with existing clients. In the retail and food industries, we will work to solve fundamental management challenges. In the social care industry, we are focusing on achieving an early improvement in the fill rate.

Logistics

- We aim to maximize net sales from existing major clients. We concentrate sales resources to thoroughly capture sales potential, improve understanding of on-site operations, and propose solutions for BPR, onboarding burden reduction, and productivity improvement (such as Field Manager initiatives), as well as cross-selling contracting business (Timee Solutions).

Retail/Food

- For large clients, we develop solution proposals and joint projects to resolve management challenges unique to each company, such as lost sales opportunities, persistently high ratio of full-time employees, and decreased franchise openings due to a labor shortage.
- Starting this summer, we will get the cross-sell of our long-term part-time hiring support plans into full swing.
- We will continue to expand promising sub-industries (drugstores, contract food services) and develop new sub-industries (car rentals, gas stations, etc.).

Social Care

- We will focus on improving the fill rate. By shifting our focus from "acquiring qualified workers" to "ensuring acquired qualified workers are active within the social care industry," we aim to improve fill rates through both marketing and product development initiatives.
- Through the business alliance with Benesse Careeros, we will accelerate brand awareness and client acquisition in the elderly care industry.

Non-Spot Work[1] : Timee Career Plus, Timee Solutions, etc.

This primarily includes Timee Career Plus, a new business, and Timee Solutions (formerly SukimaWorks), a company that has been consolidated into the group. Timee Career Plus significantly increased its number of career advisors (CAs) in FY26/4. In FY27/4, we will not hire additional CAs but instead concentrate our resources on the Direct Recruiting (DR) platform currently under development. Timee Solutions is expected to continue making steady progress. The Field Manager business was succeeded by Timee Solutions through an absorption-type company split.

Unit: JPY MM

	FY26/4 (12-month) [2]	FY27/4 (Forecast)
Net Sales	**1,271**	**3,305**
Timee Career Plus	294	603
Timee Solutions	813	2,310
Consolidation Adjustments	▲68	▲121
Growth Rate	*+1,144.7%*	*+159.9%*
Operating Profit	**▲1,062**	**▲1,803**
Consolidation Adjustments	▲46	▲49
Operating Profit Margin	*▲83.5%*	*▲54.6%*

Net Sales Forecast

Timee Career Plus	In FY27/4, although resources will be concentrated on Direct Recruiting (DR), net sales will grow steadily through improvements in career advisor productivity.
Timee Solutions	We expect to expand sales channels for contracting business of logistics warehouse operations (synergies from becoming a group company).

Operating Expense Forecast

Timee Career Plus	Worker marketing to secure interview slots for career advisors will decrease YoY. The amount of deficit will also narrow.
Timee Solutions	We will continue to actively hire FM.

*1 All net sales and profits previously included in "Spot Work," other than spot work fees, have been moved to "Non-Spot Work." A resolution was passed for an absorption-type split, effective August 1, 2026 (scheduled), to transfer the FM business and the Logi Hero sales business to Timee Solutions (formerly SukimaWorks). Regarding the breakdown of the earnings forecast, the 12 months of FM dispatch fees starting from the period's beginning, May 2026, will be recorded under net sales for "Timee Solutions" in the "Non-Spot Work" category, rather than under "Spot Work."
*2 Due to a change in the fiscal year-end, FY26/4 was an irregular 6-month fiscal period from November 2025 to April 2026. The aggregate figures for the 12-month period from May to the following April (reference values) have not been audited or reviewed by an auditing firm.

All Net Sales Other Than Spot Work Fee Is Disclosed As "Non-Spot Work"

Timee

Up to FY26/4

Spot Work	Spot work fee
	Others ・Field Manager（FM dispatch fee） ・L-T part-time hiring support plans ・Local government consulting, etc.
Non-Spot Work	Timee Career Plus
	Timee Solutions (formerly SukimaWorks) ・Contracting business
	Others ・Timee BPO, etc.

From FY27/4

Spot Work	Spot work fee
Non-Spot Work	Timee Career Plus
	Timee Solutions (formerly SukimaWorks) ・Contracting business ・Field Manager（FM dispatch fee）
	Others ・Timee BPO ・L-T part-time hiring support plans ・Local government consulting, etc.

Appendix

About Timee

Company Profile

Company name
Timee, Inc.

Established
August 2017

Business operations
Timee
Timee Career Plus
Timee Solutions

Address
Shiodome City Center 35th Flr.
1-5-2 Higashi-shinbashi,
Minato-ku, Tokyo

Founder & President
Ryo Ogawa

Service Launched
August 2018

HQ & Branch
Tokyo (HQ), Osaka, Nagoya, Fukuoka, Sendai,
Hiroshima, Hokkaido, and Ishikawa

# of employees(1)
1,367 regular employees, in addition to 6 Directors,
3 Auditors, and 637 temp staff

Vision

Helping individuals
create more valuable time

Mission

Building infrastructure for expanding
life's possibilities through work

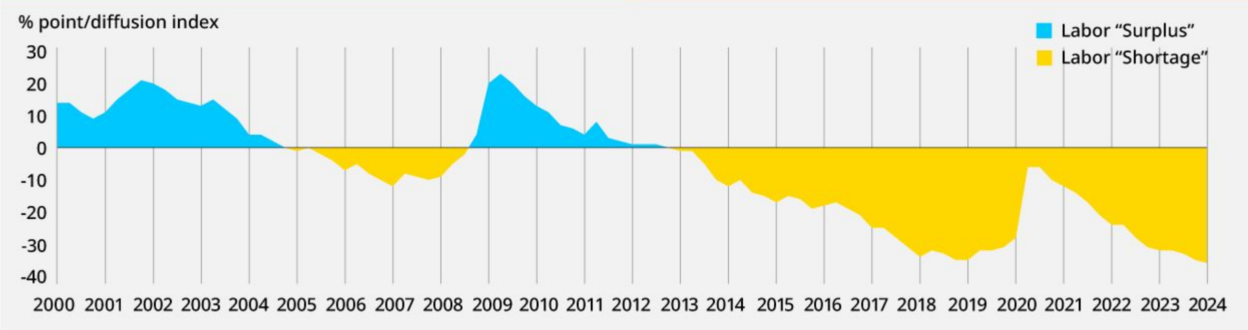
*1 As of April, 2026. The number of regular employees and temp staff is on a consolidated basis, while the number of directors and auditors is for Timee, Inc. on a non-consolidated basis.

Potential to Redefine "Work" — Solutions for Securing Human Resources are Now "Employee"- oriented Services

Timee

Labor Market[1]

Labor "Surplus" | Labor "Shortage"

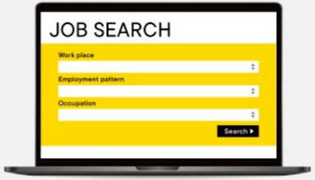


Solutions[2]

"Employer"- oriented Service
with selection process (resumes & interviews) and shifts

"Employee"- oriented Service
without selection process or shifts

Job magazine (Paper)



Job board (Internet)

On-demand job

*1 Based on the judgment of employment conditions of all industries of all sizes from "Short-Term Economic Survey of Enterprises in Japan (Tankan)" (index of "Excessive employment" minus "Insufficient employment")
*2 For illustrative purposes only

Service List

Timee

On-demand job platform that matches "the time when someone wants to work" and "the time when workers are needed"

Timee Career Plus

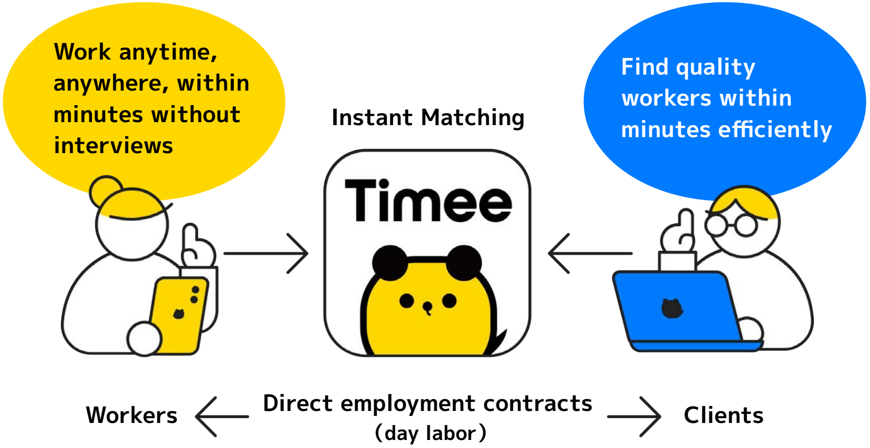
Full-time employee placement service utilizing extensive spot worker performance data

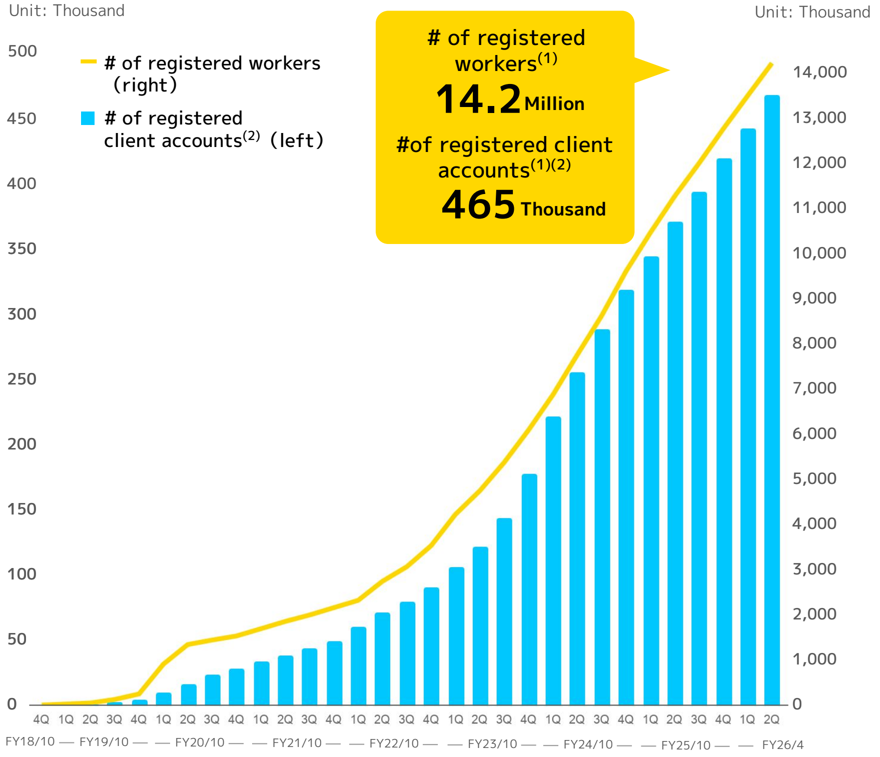
Timee Solutions

Contracting business of logistics warehouse operations, etc. utilizing spot work

On-Demand Job Platform "Timee"

Timee is an on-demand job platform that matches "the time when someone wants to work" and "the time when workers are needed".

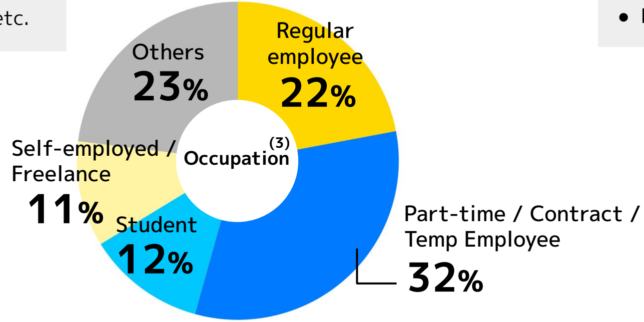


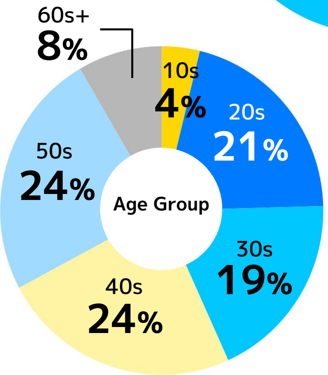


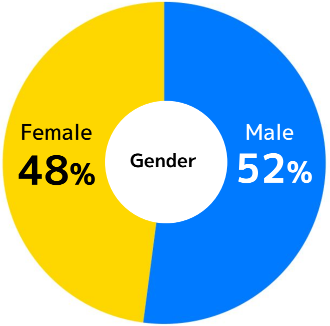
*1 As of the end of April 2026. Accumulated figures since the launch of the service. *2 Each registered client account generally corresponds to one client work location

Profile of Workers (1) and Clients (2)

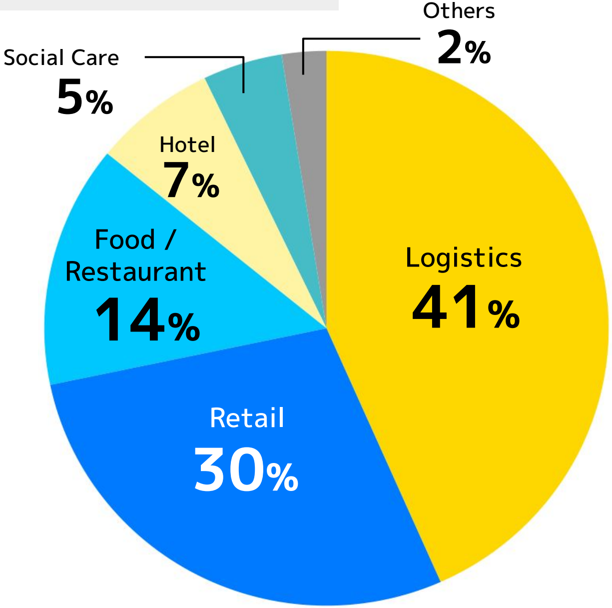
Others include
- Unemployed (13%)
- Homemaker (7%), etc.







Others include
- Cleaning
- Building Maintenance
- Food Manufacturing, etc



*1 Calculated based on App registration information and # of job positions filled (App registration information is as of the end of April 2026 and # of job positions filled is for the month of April 2026)
*2 Calculated based on # of job openings posted by clients by industry (FY26/4 2Q)
*3 Excluding the job positions filled by workers who have not provided occupation as of the end of April 2026, which accounts for c.26% of total job positions filled

Providing Value to Both Workers and Clients

Service design chosen by workers and clients

Work anytime

No interview or resume

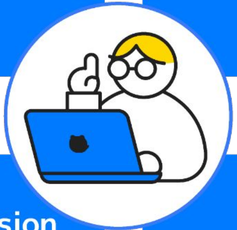
Fast payment

No special skills or experience required

Workers

Quick access to available talent

Pool of proven, high-performing workers



Free conversion of high-performing spot workers [1] to long-term staff

Dedicated Support

Clients

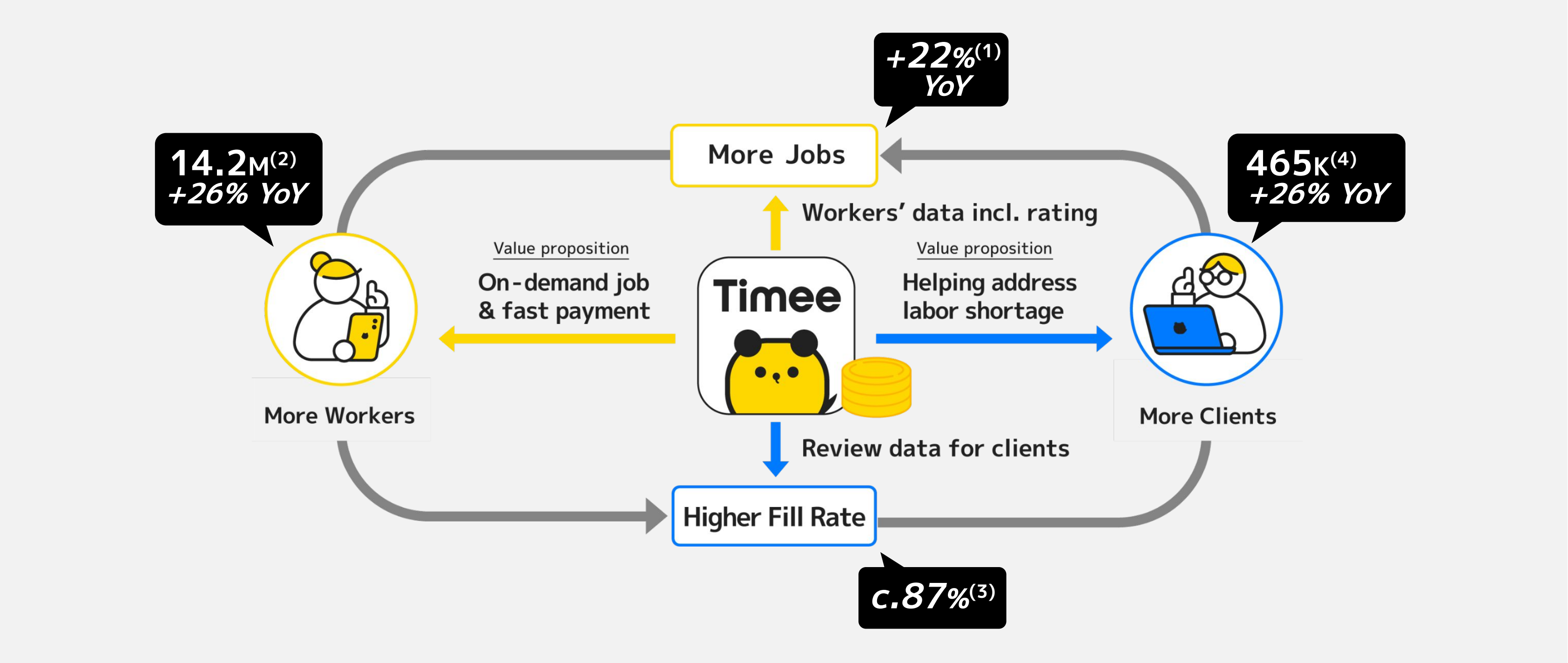
*1 Excluding the long-term part-time hiring support plans

No More Resumes & Interviews. The World of Work Made Simple

Timee

Worker	User Flow	Client
	Recruitment	① Create the job description
② Apply for the job	Application	
④ Check the details and notes in advance	③ Automatic matching in order of application	
⑤ Workers can work w/o interview with the support of mutual evaluation system	Work	
⑥ Evaluation of Client	Mutual Review	⑥ Evaluation of Worker
⑦ Remittance of wages/ transportation costs as advance e.g. 5,000 Transaction Vol.	Payment	⑧ Payment of wages/transportation costs + Fee paid to Timee (Transaction volume × c.30%) e.g. 6,500 (5,000+1,500) Timee's Net Sales

Further Platform Expansion through Clear Value Proposition and Network Effects



*1 # of job openings posted by clients as of FY26/4 2Q and compared to that as of FY25/10 2Q
*2 Cumulative # of registered workers as of the end of April 2026 since the launch of the service and compared to that as of the end of April 2025
*3 Calculated by dividing # of job positions filled by # of job openings posted by clients in FY26/4 2Q
*4 Cumulative # of registered client accounts as of the end of April 2026 since the launch of the service and compared to that as of the end of April 2025

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

87%(1)

Competitive advantage ②

Workers
who work well

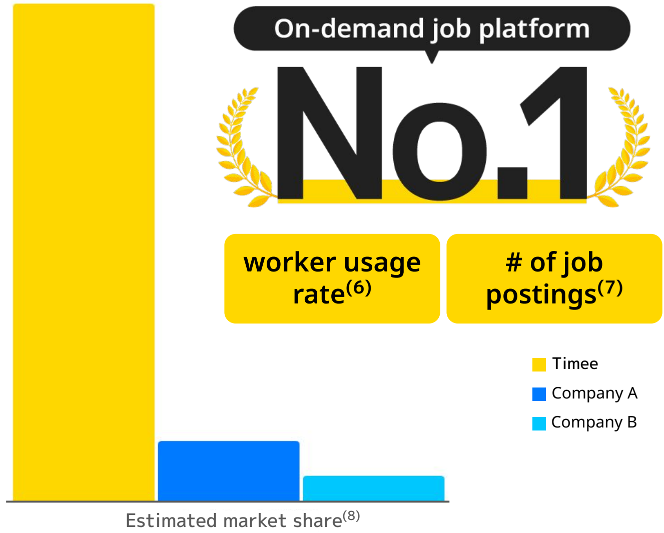
% of Repeat workers : 65%(2)
No-show rate: c.0.2%(3)

Competitive advantage ③

Support
from Sales Representative

# of Sales Representatives : 791(4)

No.1 Position(5) as Pioneer in Japan

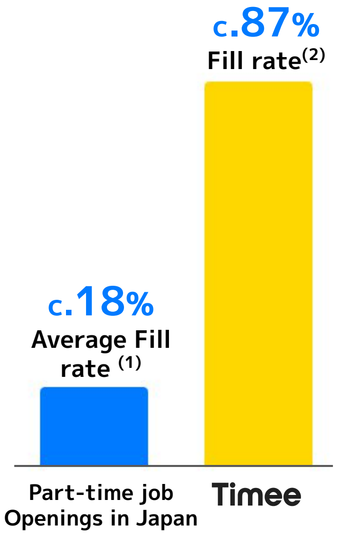


*1 Calculated by dividing # of job positions filled by # of job openings posted by clients in FY26/4 2Q. *2 % of workers who have worked at least twice at the same workplace out of total workers with reviews since the launch of the service as of the end of April 2026 *3 No show indicates absences without notice. Numerator is the # of absences without notice from February 2026 to April 2026 . Denominator is the # of actual total job positions filled in the same period *4 The # of sales representatives as of April 2026 *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)

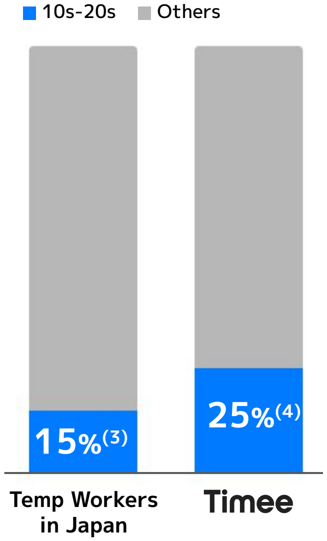
Multiple Benefits of Using Timee

Clients can secure young and ample workers in minutes at a low cost with Timee.

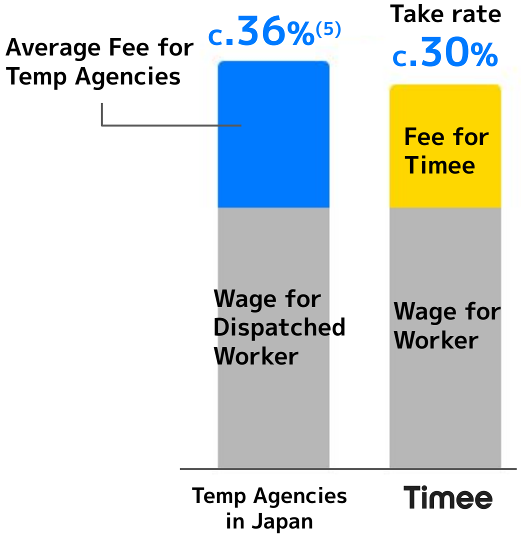
Easy to Secure Workers Necessary for Clients



Easy to Secure "Young Workers"



"Low" Staffing Cost for Clients



*1 Fill rate of part time job openings is calculated by dividing # of employment by # of new job openings in Japan, from February 2026 to April 2026, from "Employment Security Business Statistics", Ministry of Health, Labor and Welfare *2 Timee's fill rate is calculated by dividing # of job positions filled by # of job openings posted by clients during FY26/4 2Q *3 % of 10s-20s workers out of total temp workers dispatched from temp agencies in Japan based on "Labor Force Survey" (April 2026), Statistics Bureau of Japan *4 % of job positions filled by 10s-20s workers in April 2026, based on App registration information (respondents only) *5 Calculated as (average dispatch fee-average wage for dispatch workers between April 2023 and March 2024)/average dispatch fee, which shows the margin level for temp agencies. Based on "Labor Dispatch Business Report" (2023), Ministry of Health, Labor and Welfare

Development of the Long-term Part-time Hiring Support Plans

We will add the long-term part-time hiring plans to existing spot work services. Clients will be able to efficiently approach spot workers for long-term employment, aiming to re-accelerate growth in the food and retail industries.

Service Concept

Job Boards: Interview → Hire → Work (Understand)

Timee: Work (Understand) → Hire

Work First, Be Confident.

Find Your Perfect Match

Value Proposition: Long-Term Part-Time Hiring Support From Spot Work

Worker

- **Work and earn while you search**
  Find the right fit via spot work
- **Pre-screening**
  Confirm the workplace culture before committing
- **High starting hourly wages**
  Performance on Timee reflected in hourly wages

Client

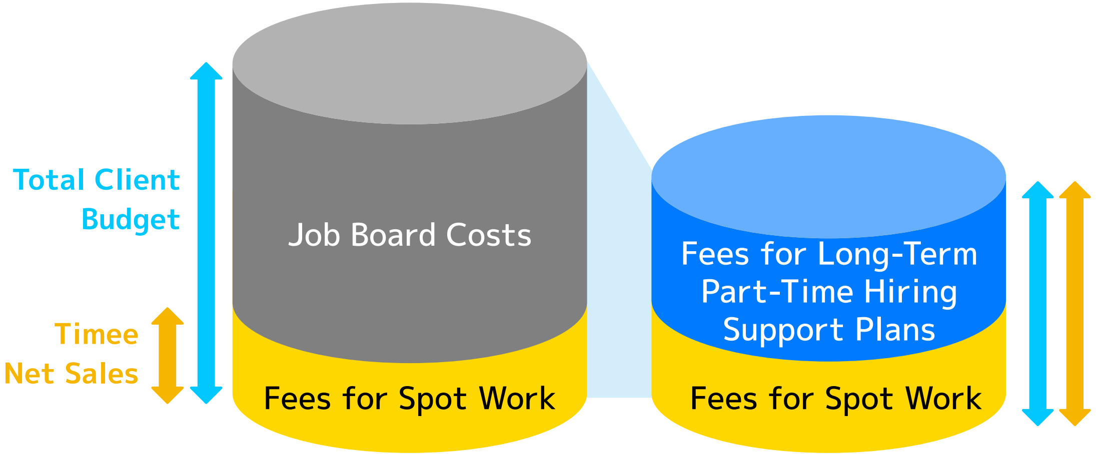
- **High worker attraction, even for hard-to-staff locations**
  High fill rates, even in rural areas
- **Prevention of hiring mismatches**
  Hiring based on "actual performance" uncoverable in interviews or resumes
- **Reducing the burden on the ground**
  Recruit from a pool of high-performing workers
  Manage both daily staffing needs and long-term part-time hiring

Development of the Long-term Part-time Hiring Support Plans

Significant budgets remain for job boards. By directly addressing clients' long-term part-time employment needs, we aim to secure job board posting budgets that have been struggling to be spent on spot work.

Budget Acquisition Strategy

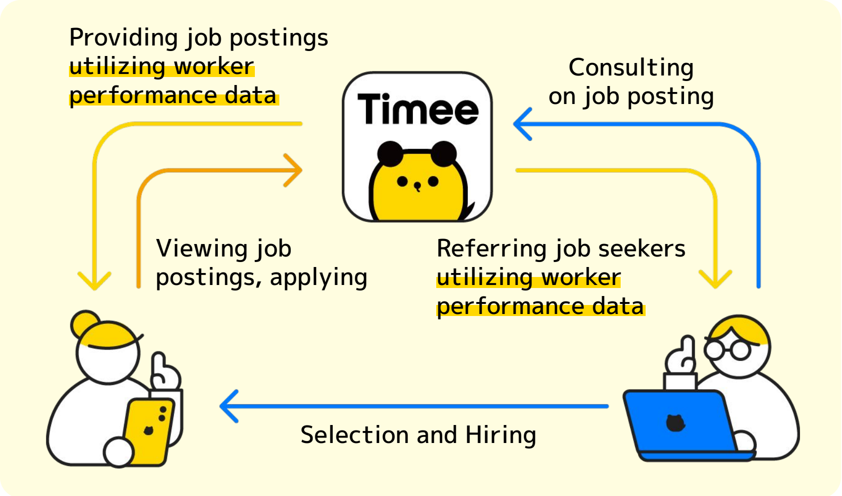
- Budgets for spot work are tending to be constrained by cost inflation.
- Conversely, significant budgets remain for job board costs to hire long-term part-time staff.
- We aim to secure budgets by addressing clients' total talent acquisition needs, including not only spot work but also long-term part-time hiring.



Timee Career Plus (Full-Time Employee Placement)

A full-time employee placement that leverages vast worker performance data accumulated through spot work. Dramatically streamlines the traditional full-time employee hiring process.

Service Overview



Fee Structure

30% of annual salary per new hire

Features

Vast worker performance data

- This is data exclusively held by Timee, the leading player in spot work.
- Leveraging this data enables dramatic efficiency gains in the full-time employee placement process and achieves highly accurate matching.

Timee Resume

Resume automatically generated based on work performance data

【Information listed】
- Badges held
- # of operations through Timee, total hours worked
- Industries worked in through Timee
- Employer evaluations (Positive ratings, review comments, etc.)

Timee Career Plus (Full-Time Employee Placement) - Timee Resume

Timee

Skip document screening and interviews with the Timee Resume. Clients see increased referrals and reduced hiring workload.
Workers see a higher success rate in receiving job offers and a shorter time-to-hire.
A world where work performance is fairly evaluated.

Value Proposition: Timee Resume

	Timee	Client		
Traditional services	Referral	Document screening	Interview	Job offer
Timee Resume	Referral	No Document screening	No Interview	Job offer

Client

- **Increase in referrals**
  Reducing the burden on workers when applying for jobs leads to an increases in the referrals.
- **Reduction in recruitment workload**
  Effectively grasping "work performance" - something difficult to assess through interviews and resumes.

Worker

- **Higher job offer rate**
  Effectively showcasing worker achievements.
- **Shorter time-to-hire**
  Skip document screening and interviews and get job offers immediately after a career advisor's referral.

Hiring Results via Timee Resume

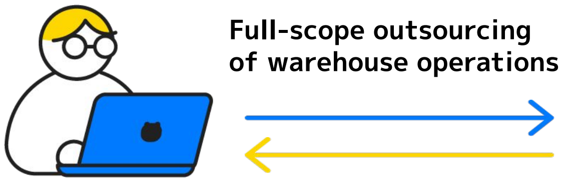
- In the construction industry, where spot work cannot penetrate, many construction management positions are available.
- Obtained an offer from a company where a previous application was unsuccessful.
- Primary Hiring Positions
  - Construction management
  - Logistics driver
  - Logistics warehouse (On-site management, etc.), Branch manager candidate
  - Food service operations, Store manager candidate
  - General supermarket operations
  - Retail chain (Store renovation, Display setup)
  - Hotel (Front desk, etc.)
  - Facility inspections for commercial facility, hotel, office building, etc.

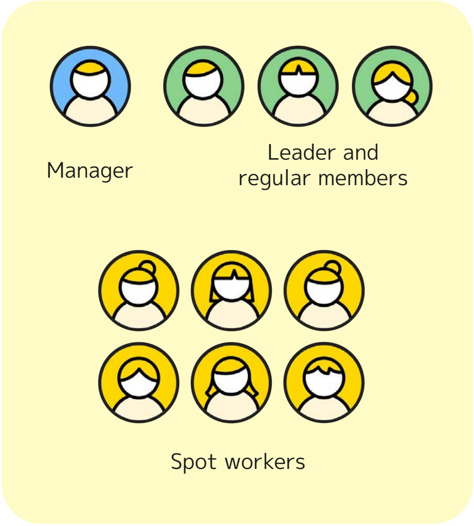
Timee Solutions (Contracting Business, etc.)

Contracting business of logistics warehouse operations utilizing spot work, aimed at maximizing # of job openings per location.
In addition, Timee Solutions succeeded the Field Manager business through an absorption-type company split[1].

Service Overview

Full-scope outsourcing of warehouse operations





- **Operations design (productivity improvement)**
- **Staffing (personnel securing and optimal allocation)**

Features

- **Operational Design**

  Design warehouse layouts and work processes that maximize productivity. Collaborate with the on-site management staff daily to optimize operations.

- **Workforce Management**

  Assign experienced management staff who oversee on-site operations and personnel based on business manuals optimized for operational efficiency. Further refine operations through KPI management.

- **On-Demand Staffing**

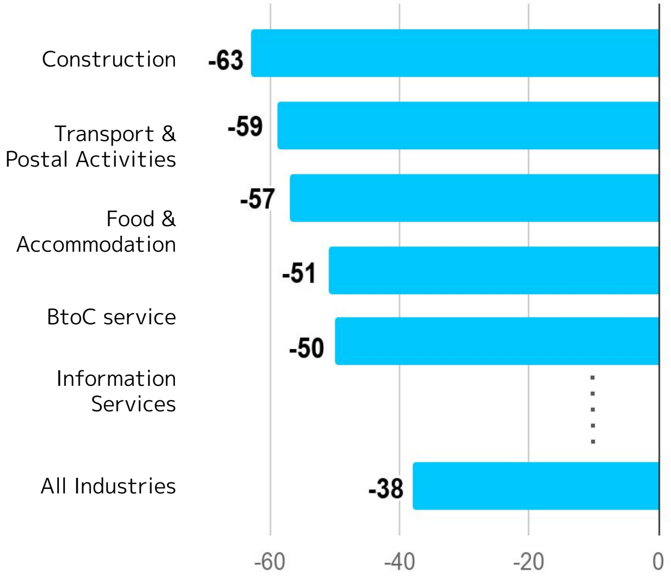
  Utilize the Timee platform, which boasts a high fill rate across Japan, to secure labor flexibly.

*1 Resolution of an absorption-type company split for Timee Solutions (formerly SukimaWorks) to succeed the Field Manager and LogiHero sales businesses, with an expected effective date of August 1, 2026.

Mid to Long-Term Growth Strategy

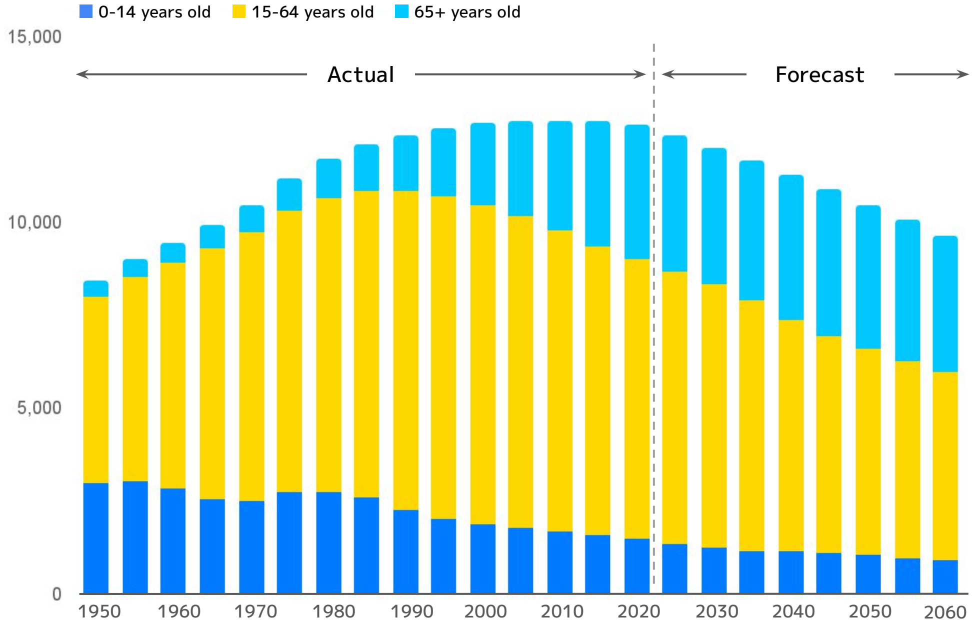
Social Issues Behind Timee ― Severe Labor Shortage

Japan Is Suffering From a Labor Shortage(1)



Further Shortage Expected Due to Shrinking Working Population(2)

Unit: 10 Thousand



*1 Sourced from "Short-term Economic Survey of Enterprises in Japan" by the Bank of Japan. Actual diffusion index of "Excessive employment" minus "Insufficient employment" in April 2026
*2 Data until 2020 is based on the Ministry of Internal Affairs and Communications' "National Census". Estimates for 2025 and beyond are based on the National Institute of Population and Social Security Research's "Future Population Projections for Japan (2023 estimates)"

In This Era of Labor Shortages, Many Workers Are Eagerly Waiting for Work

The # of monthly active workers is still small compared to the # of registered workers.
About eight times as many workers as active workers are opening the app to look for work.
In this era of severe labor shortage, many workers are eagerly waiting for work.
There is plenty of room for the expansion of active workers.

Unit: Million

*1 # of non-regular employees and regular employees are based on "Labor Force Survey" (April 2026), Statistics Bureau of Japan . # of regular employees (intent with side job) is calculated by multiplying # of regular employees × the percentage of employees who have indicated interest in a side job based on " The Third Quantitative Survey of the Actual Situation and Attitude about Side Jobs" (2023), PERSOL RESEARCH AND CONSULTING CO., LTD
*2 As of the end of April 2026. Accumulated figures since the launch of the service
*3 # of registered workers who launched the app at least once per month, for the month of April 2026
*4 # of workers who worked at least once per month, for the month of April 2026

Turning all work into Spot Work Shifts, creating "Accessible Opportunities to Work."

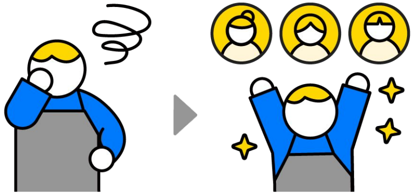
Timee

Importance of BPR

BPR (Business Process Re-engineering) is indispensable for effective spot work, as it transforms on-site business processes so spot workers can hit the ground running. BPR can create job openings for many spot workers, and clients can resolve the labor shortage. In addition, this accumulated BPR know-how is a significant competitive advantage.

Client

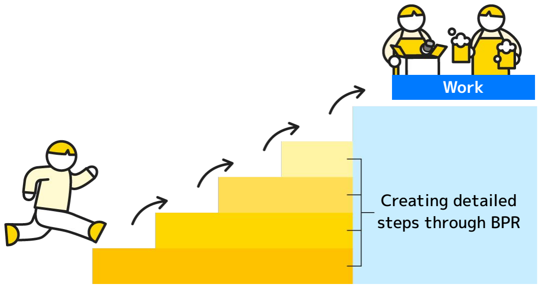
Resolving the severe labor shortage



BPR creates jobs where spot workers can hit the ground running

Worker

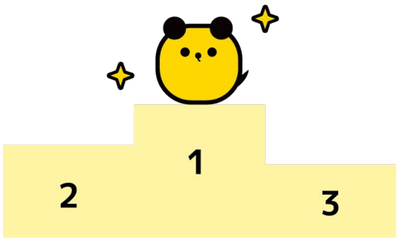
A bridge to a new way of working



BPR generates detailed steps (jobs) that enable spot workers to embark on a new way of working

Competitor

Overwhelming competitive advantage

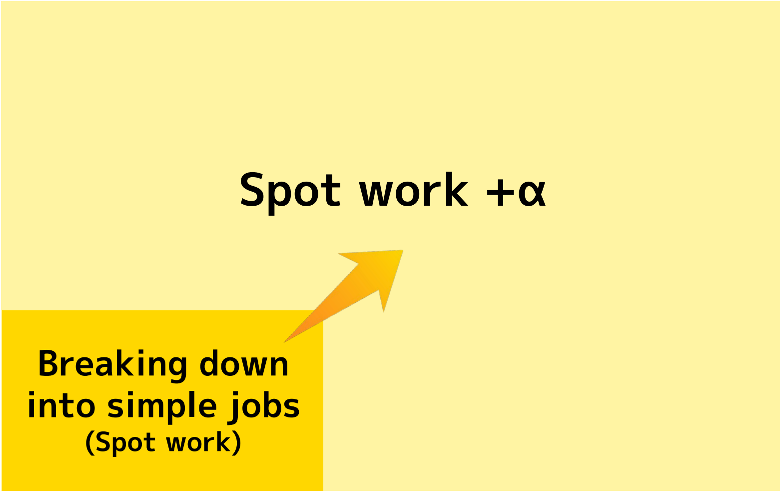


BPR-capable sales teams and massive know-how create an overwhelming competitive advantage

Further Evolution of Solutions

Spot work has permeated society through the accumulation of BPR across various industries and companies. As demonstrated by the onboarding burden reduction project in the logistics industry, creating "Spot Work + α" solutions that transcend conventional boundaries will lead to a dramatic increase in their adoption. As a pioneer in spot work, we will continue to evolve our solutions to better meet the essential needs of our clients.

Exponential Growth of Spot Work Through Evolving Solutions



Industry-specific "+α" Solutions

- **Reducing the onboarding burden for spot workers and improving productivity**

  Spot work +

  Field Manager | Supporters in charge of onboarding | Contracting business

- **Hiring long-term part-time employees and improving retention rates**

  Spot work +

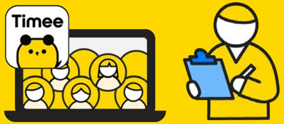
  Long-term part-time hiring support plans

- **Handling tasks requiring specific qualifications/skills**

  Spot work +

  Qualifications

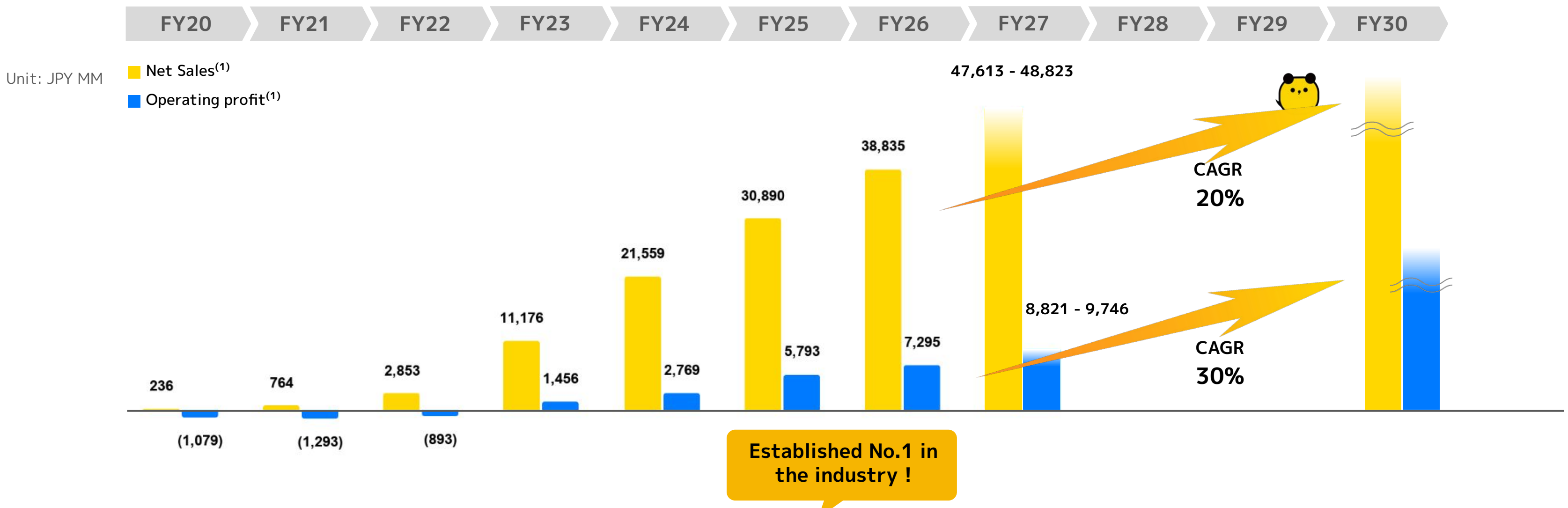
Timee's Exclusive Lineup of Solutions

	Non-regular employee		Regular employee
	Spot	Short to long Term	
Dispatch Area Part-time Area	**Timee + Field Manager / Qualifications** 	**Timee + Field Manager Contracting business**  **Timee + Long-term part-time hiring**	**Timee Career Plus** 

Leveraging our spot work platform and vast accumulated data, we are creating Timee's exclusive solutions in new domains

From Defense to Offense: Further Pioneering the Spot Work Market and Becoming the Infrastructure for "Work"

Timee



	Building the Foundation	Offense	Defense	Preparation for scaling	Scaling (New offense)
Phase	Building the Foundation	Offense	Defense	Preparation for scaling	Scaling (New offense)

Focus

Building the Foundation / Preparation
- **Refining the value proposition**
- **Pioneering the logistics industry amid the COVID-19 pandemic**
- **Building the foundation for the company**

Offense
- **Expanding the market share by investing all resources, especially in sales and marketing**
- **Rapid expansion of the spot work market**

Defense
- **Entry of competitors**
- **Strengthening countermeasures against unauthorized use**
- **Establishment of industry rules**

*Investing resources in defense, including product development

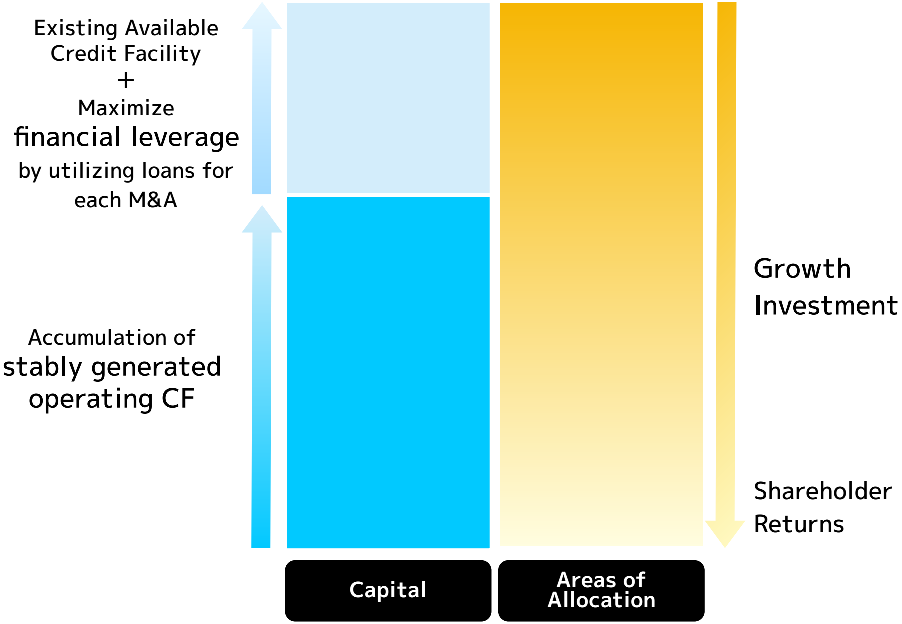
Scaling (New offense)
- **Industry-specific deep dives and solution development**
- **Developing new industries with a focus on social care**
- **Profit generation through productivity improvements that enable strategic investments**
- **Launching and scaling multiple new businesses and services**
- **Driving an inorganic growth strategy**

*1 FY26/4 figures represent the 12-month period from May 2025 to April 2026. FY20-FY25 are calculated on the same basis.The aggregate figures for the 12-month period from May to the following April (reference values) have not been audited or reviewed by an auditing firm.

Capital Allocation

Spotwork has grown into a business that consistently generates cash flow. Cash allocation is directed toward further growth investments, such as M&A. Meanwhile, to prevent the excessive accumulation of internal reserves, any cash not utilized for growth investments is to be returned to shareholders.

Capital Allocation Policy



Strategic investments have already been executed, encompassing high operating costs such as HR and marketing expenses. Building on this foundation, we are targeting further non-linear growth.

Growth Investments（M&A, capital contributions, etc.）

- Top priority for cash allocation
- Focus on strengthening core business （Spot work） and highly synergistic adjacent areas （Contracting business, etc.）
- Expected deal size ranging from hundreds of millions JPY to several billions JPY per case

Shareholder Returns

- Consider shareholder returns on unused cash from growth investments on an annual basis, basically taking into account financial soundness and cash on hand level
- Current preference for agile share buybacks

M&A Target Area: Vertical Spot Work

There are many industry-specific spot work platforms in Japan. We will accelerate our expansion into other industries through M&A.

Examples of Vertical Spot Work

Medical, Elderly Care, and Welfare

■Elderly Care & Nursing
Bathing assistance, cleaning, and monitoring

■Doctors & Pharmacists
Outpatient consultation coverage, night duty, medication guidance, dispensing duties

Beauty and Healthcare

■Hair Stylists / Nail Technician
Treatment assistance (shampooing, color preparation), nail treatment / manicuring

■Physical Therapist
Rehabilitation, Functional training assistance

Skilled Workers / Others

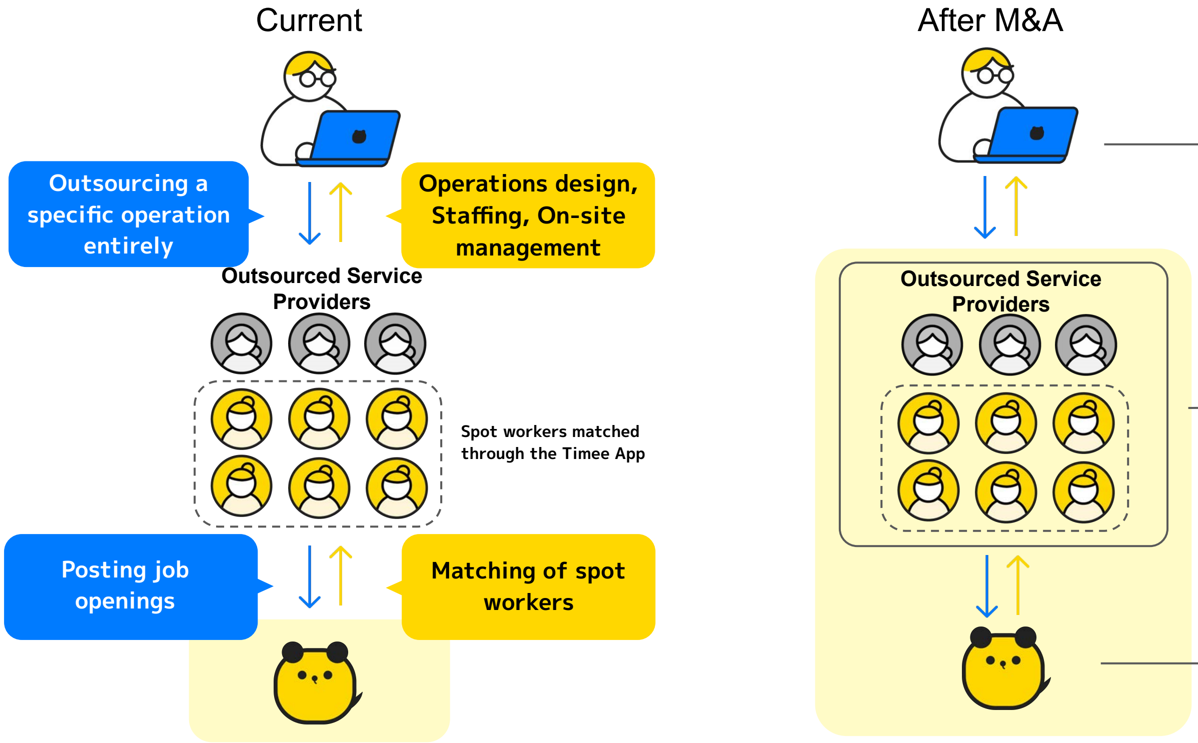
■Chefs / Nutritionists
Private chef services, menu planning

■Agriculture
Harvesting of crops, sowing seeds, packing work

M&A Target Area: Contracting Business

We will achieve synergy by vertically integrating outsourced operations, an upstream part of the supply chain that utilizes spot work for staffing.

Synergies in M&A for Outsourced Service Providers



Sales synergies

By approaching the end client directly, it becomes possible to provide more detailed proposals, including cross-selling spot work and contracting business. Sales channels can also be expanded through grouping.

Operational synergies

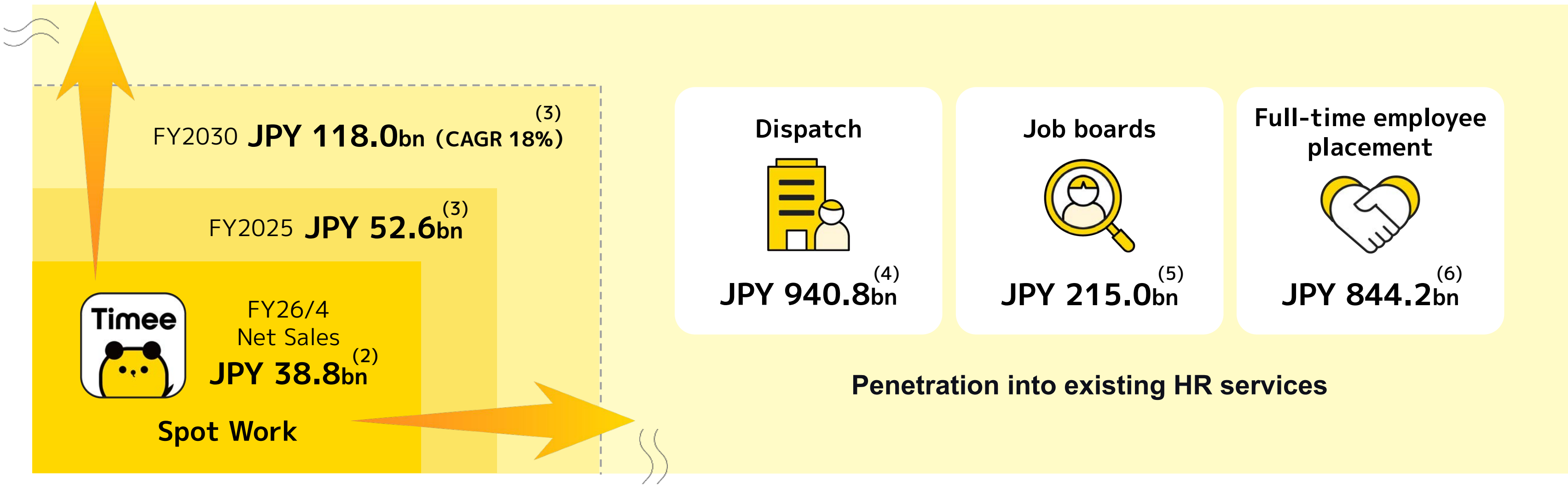
We will acquire expertise in operations of design and on-site management, and achieve deeper BPR (Business Process Re-engineering) even in spot work. Ensuring a more stable supply of human resources through accumulated know-how in job posting.

Cost synergies

Offsetting of indirect costs (spot work fees) on a consolidated basis

Huge Market Opportunities Beyond the Scope of Spot Work (1)

The spot work market is expanding rapidly, driven by Timee's growing market presence. In addition, significant budgets are still allocated to traditional HR services such as dispatch, job boards, and full-time employee placement.



*1 The actual market size may differ from the above estimates as this is calculated based on publicly available information and certain assumptions by management to indicate the potential market size. *2 FY26/4 reflects the combined figures for the 12-month period from May 2025 to April 2026 (for reference). *3 Based on “Gig Work Platform Market 2025” (Yano Research Institute), focusing on one-time part-time recruitment services. *4 Estimated market size for the dispatch industry: JPY 9.58 trillion yen (”Human Resources Business 2025” (Yano Research Institute)) ÷ Dispatch Fee: JPY 2,018 (Average dispatch fee for Social welfare professions/ General office works/ Sales and sales-related office works/ Outside office works/ Merchandise sales/ Social care services/ Sanitation services/ Customer services/ Other services/ Agriculture/ Forestry/ Fishery/ Driver/ Transportation/ Cleaning/ Packing/ Other transportation, cleaning, and packaging occupations, based on the aggregate results of the ”Labor Dispatch Business Report" (2024), Ministry of Health, Labor and Welfare × Platform Fee: JPY 355 (30% of the average hourly wage on the Timee's platform) × The estimated total % of employed persons who are engaged in relatively unskilled/low-skill jobs (55.9%). The estimated figure is the total percentage of workers engaged in the following types of jobs: Healthcare/ Sales/ Service/ Agricultural, forestry and fishery/ Manufacturing process/ Transport and machine operation/ Carrying, cleaning, and packaging, according to the “Labor Force Survey” (April 2026), Statistics Bureau of Japan. *5 Based on "Human Resources Business 2025" (Yano Research Institute), focusing on part-time, temporary, and dispatch job information services. *6 # of regular employees changing jobs: 2.2 million (Summary of results of "Survey on Employment Trends" (2024) , Ministry of Health, Labour and Welfare) × The estimated total percentage of workers employed in occupations eligible for recruitment services (65.8%). The estimated 65.8% is the total percentage of workers across all industries excluding Telecommunication/ Finance/ Insurance/ Real Estate/ Lease/ Academic Research/ Professional, Technical Service/ Learning Support/ Medical & Welfare/ according to "Survey on Employment Trends" (2024) , Ministry of Health, Labour and Welfare × % of annual salary less than JPY 4 million: 48% ("Statistical Survey of Actual Status for Salary in the Private Sector" (2024) , National Tax Agency) × Timee Career Plus Fee: JPY 1.2 million (Assumed annual income of JPY 4 million × 30%)

Others

Executive Directors & Officers

President

Ryo Ogawa

Japan Spot Work Association
(Director)

**Executive Director
CFO**

Tomoaki Yagi

Career
MUFG Bank
Mitsubishi UFJ Morgan Stanley Securities
Morgan Stanley Japan Holdings

**Executive Director
Head of Job
& Marketing Business
CPO**

Shun Ikeda

Career
Google

**Outside
Director**

Kazumasa Watanabe

Career
Recruit Holdings
(Ex-Executive Officer)

**Outside
Director**

Shohei Onishi

Career
Yahoo Japan (now LY Corporation)
Sato Sogo Law Office
Miura & Partners

**Outside
Director**

Akinori Harada

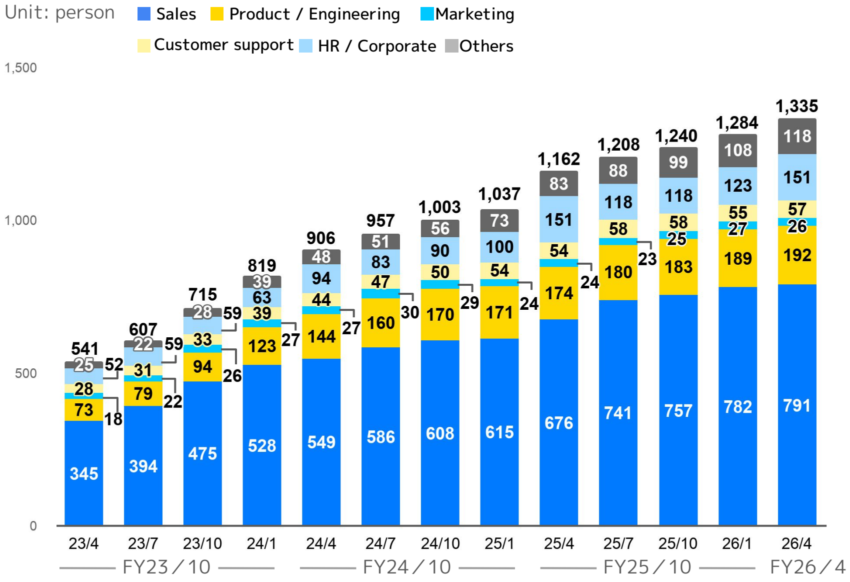
Career
NTT/NTT DOCOMO
mixi (Ex-Vice President)
DeNA (Ex-Director)

Senior Executive Officer Logistics and Manufacturing Business	Tomoyuki Shindo
Business Division 1	Takashi Teramae
Business Division 2	Kei Madama
Social Care & Welfare Services Division	Kazuto Yamaoka
Solution Development Division	Kenichi Hashizume
Marketing Division CMO	Ryosuke Saito
Business Development Division VPoBD	Goeun Kim
Engineering Division CTO	Toru Yamaguchi
Product Division VPoP	Kaoshi Otoshi
Corporate Division	Yusuke Tomura
Customer Support Division	Toshiyuki Katagiri
IT Division	Kei Kameda
President's Office	Takanori Ishibashi
Public Policy Division	Kana Nishikawa

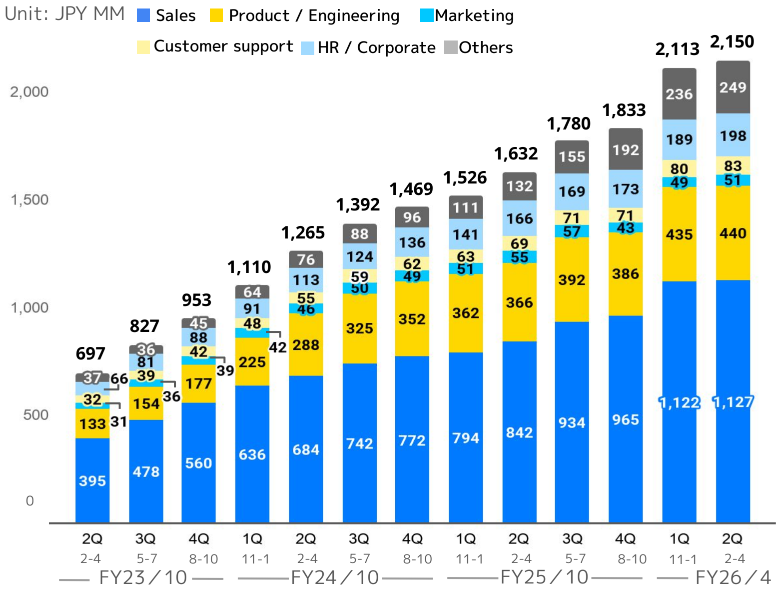
of Employees / HR Costs (1)

Sales staff make up more than half of the total number of employees. Defining focus areas and maintaining a strategic, well-balanced approach to recruitment.

of Employees by Department (Quarterly) (2)



HR Costs by Department (Quarterly) (3)



*1 Timee, Inc.(Non-consolidated) figures *2 Total number of full-time employees. FMs are counted under sales, while Timee Career Plus personnel are counted under others.
*3 Personnel expenses for full-time employees (incl. FM costs, career advisor costs, engineering costs for product improvements, etc. (cost of sales)). Excludes statutory welfare expenses. Changed the evaluation system from FY26/4 (introduction of a bonus system). Figures for FY26/4 1Q reflect the addition of the bonus to the personnel expenses (by department) disclosed on March 12, 2026.

Consolidated Balance Sheets

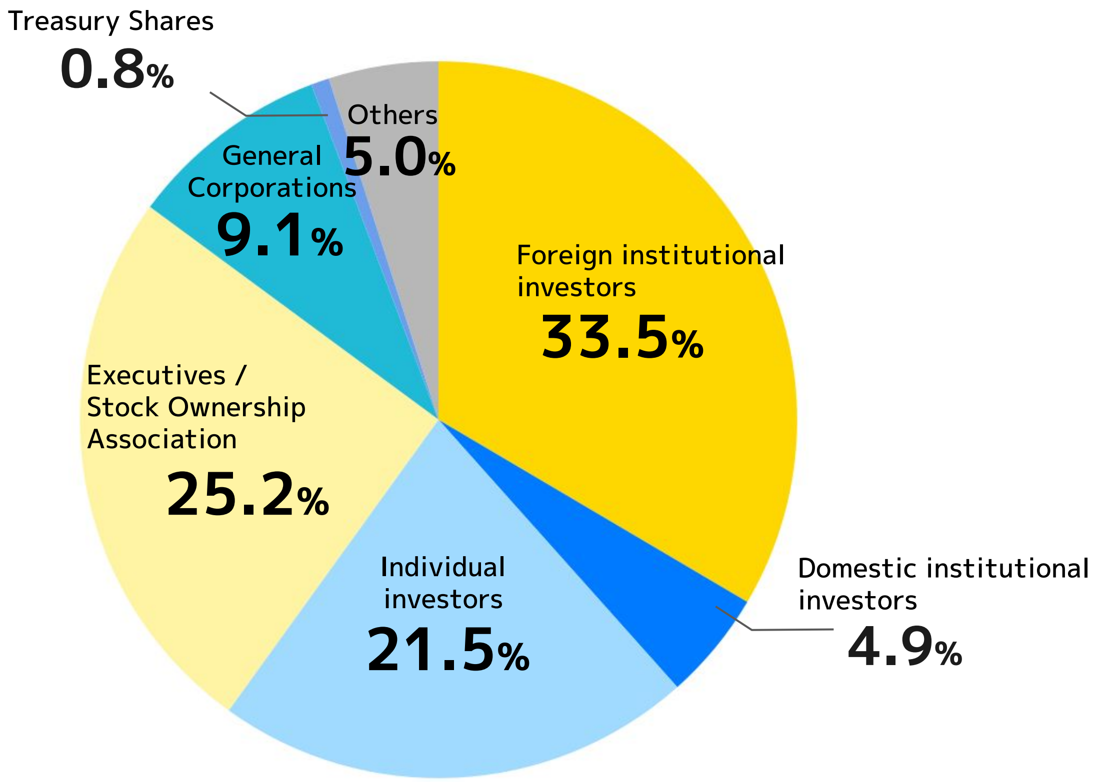
Timee

JPY MM

Assets	2024/10	2025/10	2026/4
Current assets	**25,360**	**30,528**	**34,552**
Cash and deposits	12,238	14,225	16,540
Accounts receivable-trade	3,097	3,859	4,203
Advances paid	9,747	11,845	12,612
Other current assets	276	598	1,195
Non-current assets	**1,214**	**3,080**	**3,101**
Property and equipment	507	796	963
Intangible assets	0	345	320
Investments and other assets	706	1,938	1,816
Total assets	**26,575**	**33,609**	**37,653**

Liabilities and net assets	2024/10	2025/10	2026/4
Current liabilities	**16,699**	**18,399**	**21,077**
Short-term borrowings	10,643	11,252	13,639
Accounts payable-other	2,185	2,656	2,594
Accrued expenses	1,665	2,136	2,414
Income taxes payable	1,366	1,487	1,346
Other current liabilities	838	866	1,082
Non-current liabilities	**779**	**668**	**585**
Long-term borrowings	765	668	585
Other non-current liabilities	14	0	0
Total liabilities	**17,479**	**19,068**	**21,662**
Total net assets	**9,095**	**14,540**	**15,991**
Total liabilities and net assets	**26,575**	**33,609**	**37,653**

Shareholder Structure (As of April 30, 2026)(1)



*1 Foreign institutional investors are foreign corporations residing outside Japan, and domestic institutional investors are trust banks.

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This material contains non-GAAP financial measures of us, including a breakdown of SG&A expenses. These non-GAAP financial measures should not be considered in isolation or as a substitute for the most directly comparable financial measures presented by Japanese GAAP or accounting principles generally accepted in other jurisdictions, including U.S. GAAP and IFRS. Our use, definition, and calculation of its non-GAAP measures may differ significantly from, and therefore may not be directly comparable to, similarly titled measures of other companies.

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Timee

Work in your style.