Timee

FY27/4 1Q

Financial Results

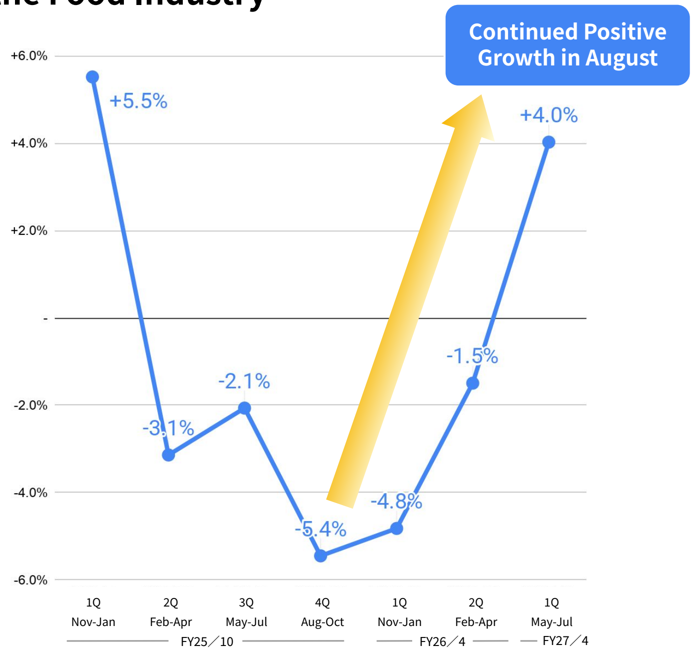
September 10, 2026

Timee, Inc. (215A)

Spot Work Net Sales Growth in the Food Industry Turned Positive

Spot work net sales in the food industry turned negative in FY25/10 2Q (Feb–Apr 2025). However, by identifying the primary cause of the growth slowdown—usage restrictions led by clients' management and headquarters—and implementing targeted countermeasures, net sales growth steadily improved. It rebounded to positive growth in FY27/4 1Q, and we aim to sustain further stable growth by expanding our long-term part-time hiring support plans.

Spot Work Net Sales YoY Growth Trend in the Food Industry



Background of Growth Slowdown and Negative Growth

Impact of Cost Control Measures Led by Management and Headquarters

Although frontline demand remains strong, management and headquarters of certain client companies have imposed cost control measures due to rising expenses. As a result, these clients have significantly restricted their use of Timee, currently limiting primarily to peak weekend demand.

Recent Initiatives and Key Drivers of Growth Recovery

Strengthening Proposals to Clients' Management and Headquarters and Expanding into New Verticals

- **Strengthening Solution-Based Proposals:** We communicate directly to clients' management that our value lies in providing a solution that drives their revenue growth, rather than simply being a cost associated with securing labor. We have also launched problem-solving joint projects with some of our major clients to improve customer turnover rates and address other key operational goals.
- **Rollout into New Verticals:** Expansion into contract services, such as institutional catering and cafeteria operations, is accelerating.
- **Lower Growth Hurdle:** More than a year of negative growth has created an easier comparison base for YoY growth.

Reversing the Traditional Hiring Process

Supporting the creation of touchpoints that allow workers to transition into long-term part-time roles through mutual understanding gained via Pre-part-time.

Traditional Hiring Process: Interview → Joining the company → Mutual understanding (Working)

Our Plans: Mutual understanding (Pre-part-time) → Joining the company

Work with minimal mismatch!

Long-Term Part-Time Hiring Support Plans: Pricing

Timee

We offer three plans tailored to how clients wish to build relationships with workers. In addition to the spot work fee (30%), the monthly usage fee starts at ¥20,000 per location.

Three Customizable Plans

Monthly Fee: From ¥20,000 / location

*Fees are set based on the plan, number of targeted workers, and scale.

Light Plan: Approach

Companies can approach workers previously engaged through spot work who are interested in long-term part-time employment.

Light Plan: Connect

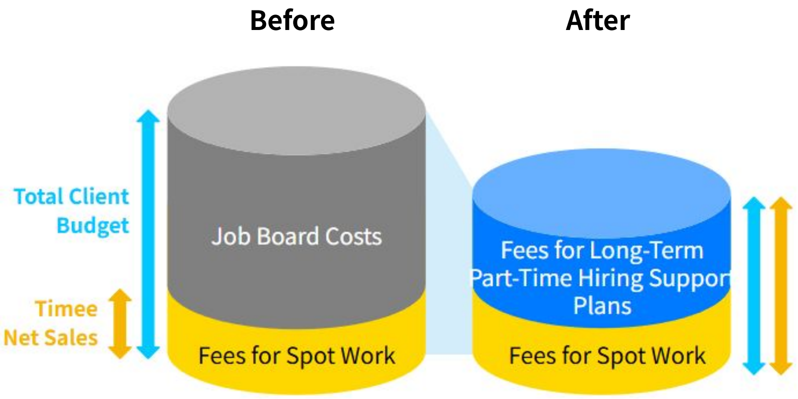
Companies can post Pre-part-time job listings for workers interested in long-term part-time employment and increase contact points.

Basic Plan

Companies can benefit from end-to-end support, from candidate engagement and relationship-building to recruitment management.

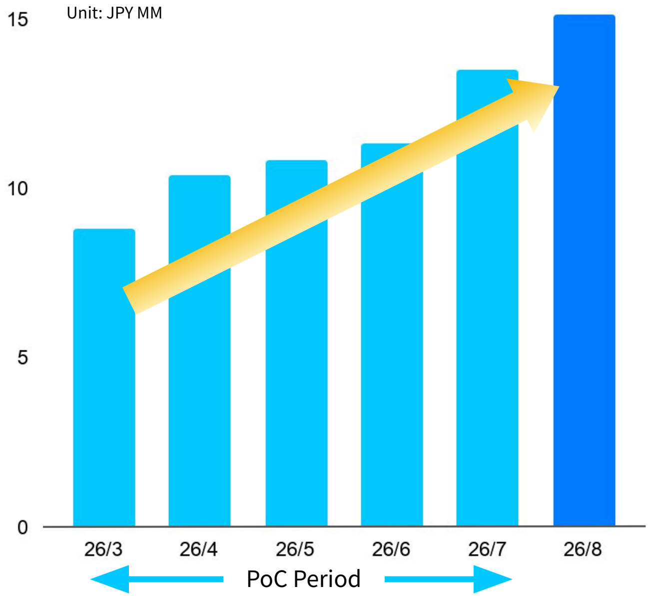
Budget Acquisition Strategy

By directly addressing long-term part-time hiring needs, we aim to capture a significant share of recruitment advertising budgets. Furthermore, this plan will accelerate the acquisition of new locations that currently rely solely on traditional job boards and have not yet adopted spot work, thereby expanding overall use of spot work.



Long-Term Part-Time Hiring Support Plans: Early Adopters

A wide range of businesses, primarily in the food and retail industries, have adopted the plans ahead of full rollout.
Initial momentum remains strong following the official launch.



Long-Term Part-Time Hiring Support Plans Net Sales

Timee

Initiatives for the Physical AI Era Move into Full Swing

Timee has entered into a co-creation partnership with ZEALS Co., Ltd., the developer of the semi-domestic compact humanoid "D1," to create new spot work opportunities needed in the Physical AI era. The two companies will jointly explore new models of spot work that collect and organize the real-world data necessary to train and improve Physical AI.

Key Initiatives

Designing Spot Work for Physical AI

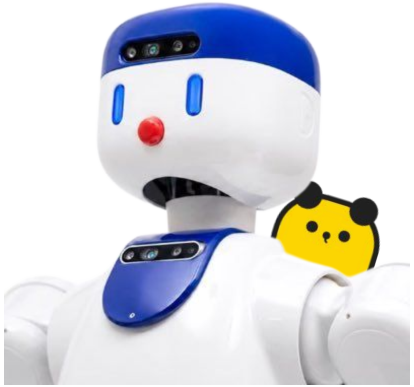
We are exploring a framework for collecting the data robots need to operate in the real world through spot work. This includes capturing data on indoor guidance routes, reception tasks, item handovers, responding to user inquiries, and supportive actions by frontline staff.

Exploring Operational Systems to Ensure Data Quality

We are reviewing work procedures, training, quality control, safety management, and reporting structures for data collection operations. This includes not just data collection but also operational design, covering recording formats, evaluation criteria, and methods to ensure reproducibility and protect privacy.

Designing Spot Work in Robot Deployment and Operational Support

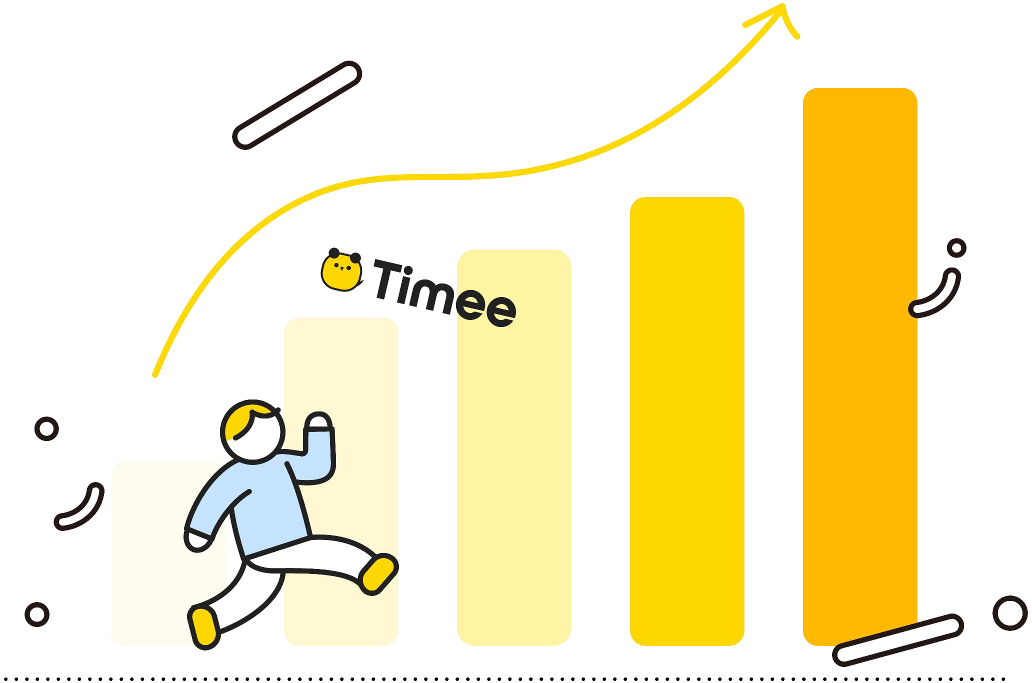
We are exploring the use of spot work across peripheral tasks that support the social implementation of robots when deploying D1 to companies and facilities—such as assistance with delivery and setup, initial operational support, user guidance, monitoring operational status, and onsite reporting.



ZEALS' Semi-Domestic Compact Humanoid "D1"

Preparations to Apply for Market Segment Change to the Prime Market

At the Board of Directors meeting held on September 10, 2026, the Board resolved to commence preparations to apply for a change in market segment to the Prime Market of the Tokyo Stock Exchange(1). We aim to achieve growth over medium to long term and further enhance our corporate value.



*1 The date of application for the change and the approval date are TBD at this time.

From Defense to Offense

FY27/4 1Q
Financial Results Summary

FY27/4 1Q Operating Results Summary

Consolidated PL

- Net sales reached JPY 10.44 billion (+24.8% YoY), and operating profit stood at JPY 1.93 billion (+5.8% YoY, OPM 18.6%).
- Net sales for FY27/4 1Q progressed in line with plan. While spot work started somewhat weaker than planned due to a combination of macro factors and a factor specific to a single client, non-spot work businesses progressed smoothly and exceeded plan.
- Both operating profit and OPM progressed smoothly against plan. In FY27/4 1H, OPM declined YoY, reflecting continued active strategic investments in spot work alongside losses from multiple non-spot work businesses currently in their launch phase.

Spot Work

- Retail industry was sluggish from late June as cool summer weather delayed seasonal demand. In addition, net sales growth of logistics industry slowed down in July due to the combined impact of cool summer weather, the situation in the Middle East, and lower volumes handled at a major client. Meanwhile, food industry achieved a return to positive sales growth ahead of schedule. Social care, a focus industry, progressed smoothly and maintained high growth.
- Transaction volume increased to JPY 33,687 million (+18.8% YoY), primarily driven by an increase in Active Accounts (AA).
- Average take rate remained high at 28.7%.
- Fill rate improved by 0.4 pt YoY to 86.3%. While it declined QoQ, this was in line with plan due to seasonality (off-peak season).
- The number of AAs was driven by logistics, retail, and social care, while growth momentum in food industry gradually recovered. The growth of transaction volume per AA turned positive in social care, following retail and logistics.

Non-Spot Work

- Timee Career Plus progressed smoothly, driven by productivity gains among career advisors.
- Timee Solutions also made steady progress, expanding the client portfolio of its contract services by leveraging expanded sales channels post-integration.
- Fully launched the Long-term part-time hiring support plans from August 1.

FY27/4 Forecast Progress

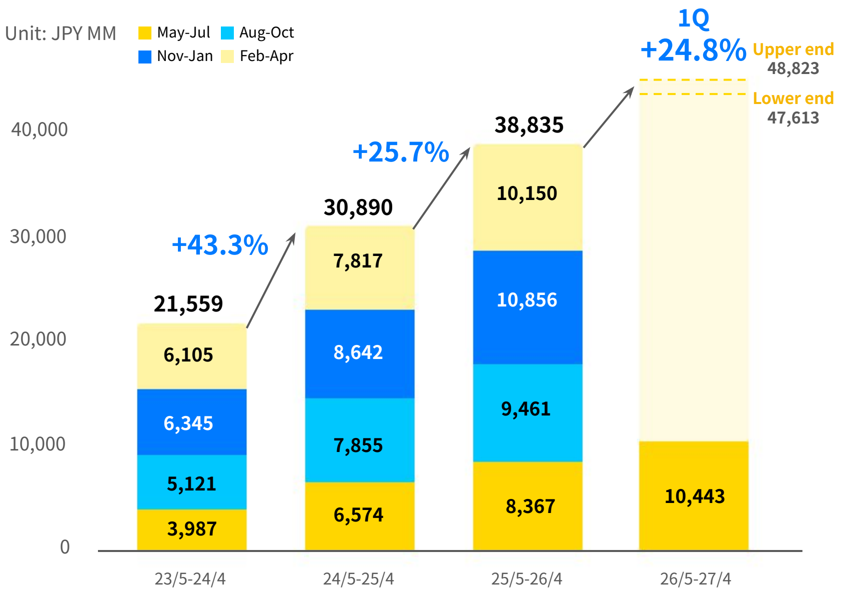
- While FY27/4 1Q net sales for spot work started off slightly weaker than planned, we have identified the underlying factors (weather, Middle East situation, and a factor specific to a single client) and implemented countermeasures. Non-spot work businesses performed well, exceeding plan. Operating Profit progressed smoothly in line with plan, and we will continue disciplined and strategic investments. Supported by these measures and cost control, we continue to expect both net sales and operating profit to land within the forecast range.

Consolidated Net Sales and Operating Profit Trends[1]

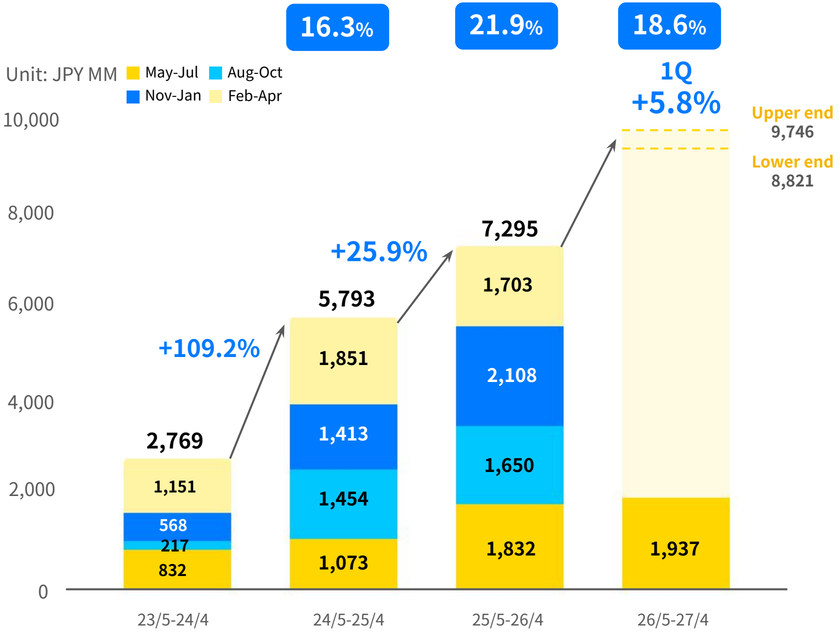
Timee

Net sales reached JPY 10.44 billion (+24.8% YoY), and operating profit stood at JPY 1.93 billion (+5.8% YoY, OPM 18.6%).
In FY27/4 1H, OPM declined YoY, reflecting continued active strategic investments in spot work alongside losses from multiple non-spot work businesses currently in their launch phase, yet progressed in line with plan.

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 audit firm.

FY27/4 1Q Consolidated Operating Results

Timee

FY27/4 1Q net sales reached JPY 10.44 billion (+24.8% YoY), gross profit stood at JPY 9.36 billion (+19.0% YoY, gross profit margin 89.7%), operating profit was JPY 1.93 billion (+5.8% YoY, OPM 18.6%), and profit attributable to owners of the parent reached JPY 1.27 billion (+1.3% YoY, profit margin 12.2%). Gross profit margin decreased by 4.4 pt YoY, primarily reflecting the consolidation of Timee Solutions, while OPM dropped by 3.3 pt YoY due to ongoing active strategic investments through FY27/4 1H and losses from multiple non-spot work businesses currently in their launch phase.

Unit: JPY MM

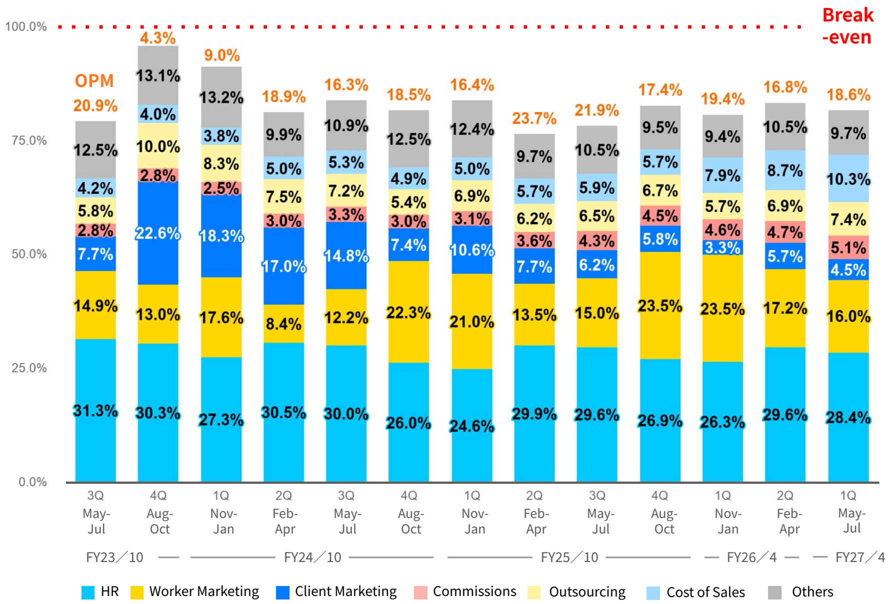
	Same Period LY (FY25/10 3Q)	FY27/4 1Q	Difference	YoY
Net Sales	**8,367**	**10,443**	**2,075**	**+24.8%**
Gross Profit	**7,871**	**9,363**	**1,492**	**+19.0%**
Gross Profit Margin	94.1%	89.7%	–	**▲4.4pt**
Operating Profit	**1,832**	**1,937**	**105**	**+5.8%**
Operating Profit Margin	21.9%	18.6%	–	**▲3.3pt**
Profit Attributable to Owners of the Parent	**1,256**	**1,273**	**16**	**+1.3%**
Profit Margin	15.0%	12.2%	–	**▲2.8pt**

Consolidated Cost Trends

Timee

While continuing strategic investments in focus areas, we remain committed to disciplined spending in existing domains. Improved efficiency through AI adoption and other initiatives have reduced traditional costs, enabling a gradual reallocation of resources toward "offense", growth-oriented investments.

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



	FY23/10 3Q May-Jul	FY23/10 4Q Aug-Oct	FY24/10 1Q Nov-Jan	FY24/10 2Q Feb-Apr	FY24/10 3Q May-Jul	FY24/10 4Q Aug-Oct	FY25/10 1Q Nov-Jan	FY25/10 2Q Feb-Apr	FY25/10 3Q May-Jul	FY25/10 4Q Aug-Oct	FY26/4 1Q Nov-Jan	FY26/4 2Q Feb-Apr	FY27/4 1Q May-Jul
OPM	20.9%	4.3%	9.0%	18.9%	16.3%	18.5%	16.4%	23.7%	21.9%	17.4%	19.4%	16.8%	18.6%
Others	12.5%	13.1%	13.2%	9.9%	10.9%	12.5%	12.4%	9.7%	10.5%	9.5%	9.4%	10.5%	9.7%
Cost of Sales	4.2%	4.0%	3.8%	5.0%	5.3%	4.9%	5.0%	5.7%	5.9%	5.7%	7.9%	8.7%	10.3%
Outsourcing	5.8%	10.0%	8.3%	7.5%	7.2%	5.4%	6.9%	6.2%	6.5%	6.7%	5.7%	6.9%	7.4%
Commissions	2.8%	2.8%	2.5%	3.0%	3.3%	3.0%	3.1%	3.6%	4.3%	4.5%	4.6%	4.7%	5.1%
Client Marketing	7.7%	22.6%	18.3%	17.0%	14.8%	7.4%	10.6%	7.7%	6.2%	5.8%	3.3%	5.7%	4.5%
Worker Marketing	14.9%	13.0%	17.6%	8.4%	12.2%	22.3%	21.0%	13.5%	15.0%	23.5%	23.5%	17.2%	16.0%
HR	31.3%	30.3%	27.3%	30.5%	30.0%	26.0%	24.6%	29.9%	29.6%	26.9%	26.3%	29.6%	28.4%

- **HR: ▲1.2 pt YoY**

  Decreased by 1.2 pt YoY, driven by efficiency achieved in existing operations through AI adoption and product development.

- **Worker Marketing: +1.0 pt YoY**

  Despite strategic investments in the Field Manager initiative (logistics industry) and the social care industry, the increase remained at +1.0 pt YoY, driven by improvements in unit economics in existing domains and disciplined control aligned with the number of job openings.

- **Cost of Sales: +4.4 pt YoY**

  Increased by 4.4 pt YoY, primarily due to the consolidation of Timee Solutions (from FY26/4 1Q). In addition, the number of Field Managers deployed at client locations grew as part of our strategic investments.

- **Outsourcing +0.9 pt YoY**

  While BPO costs gradually increased to support small- and medium-sized client acquisition, the increase was held to +0.9 pt YoY as achieving efficiency in existing operations by AI adoption and product development.

*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.

Timee

FY27/4 1Q Consolidated Operating Results (by Service)

Unit: JPY MM

	Same Period LY (FY25/10 3Q)	FY27/4 1Q	Difference	YoY	Progress Rate Towards FY27/4 Forecast
Net Sales	**8,367**	**10,443**	**2,075**	**+24.8%**	**21.4% – 21.9%**
Spot Work	8,297	9,653	1,355	+16.3%	21.2% – 21.7%
Non-Spot Work	70	857	787	12.2x	25.9%
(Timee Career Plus)	51	137	86	+169.3%	22.8%
(Timee Solutions[1])	11	638	627	56.8x	27.6%
Consolidation Adjustments[2]		▲66			
Operating Profit	**1,832**	**1,937**	**105**	**+5.8%**	**19.9% – 22.0%**
Spot Work	2,051	2,355	**304**	+14.8%	20.3% – 22.1%
Operating Profit Margin	24.7%	24.4%	–	▲0.3pt	–
Non-Spot Work	▲219	▲405	▲186	–	–
Operating Profit Margin	▲312.9%	▲47.3%	–	+265.6pt	–
Consolidation Adjustments[2]		▲12			

*1 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."

*2 The primary adjustments are Timee Solutions spot work fee (net sales and cost of sales) and amortization of goodwill (SG&A).

Outlook for Consolidated Full-Year Forecasts

Net sales for FY27/4 1Q progressed in line with plan. While spot work started off slightly weaker than planned, we have identified the underlying factors (weather, Middle East situation, and a factor specific to a single client) and implemented countermeasures. Non-spot work businesses performed well, exceeding plan. Operating profit progressed smoothly in line with plan, and we will continue disciplined and strategic investments. Supported by these measures and cost control, **we continue to expect both net sales and operating profit to land within the forecast range.**

Spot Work: Conditions and Strategies by Industry

Logistics

- Net sales growth rate of logistics industry slowed due to cooler summer weather and the situation in the Middle East (macro factors), combined with lower volumes handled at a major client (a factor specific to a single client). While reducing dependence on specific clients by continuing to deepen relationships with existing major clients, in line with our strategy to date, we are also accelerating our approach to untapped major clients where initiatives are already underway.

Retail/Food

- Food industry achieved a return to positive net sales growth ahead of schedule.
- In the retail industry, the increase in the number of AAs was insufficient to offset the impact of reduced budgets for outsourced labor (macro factor) caused by the cool summer and the reactionary fall from a surge in the demand for stockpiled rice last year. The disproportionate allocation of resources to consulting proposals such as BPR, aimed at increasing the transaction volume per AA, was another factor.
- While no major shift from our existing strategy is necessary, given the primary influence of temporary factors such as weather, we will use the full-scale launch of the long-term part-time hiring support plans as an opportunity to strengthen our approach to expanding AAs.

Social Care

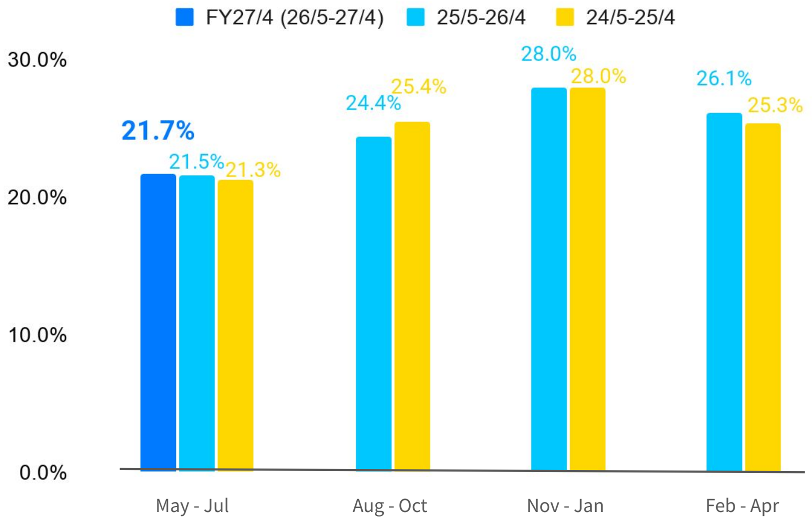
- Social care progressed smoothly, exceeding our baseline plan.
- Initiatives with Benesse Careeros and the development of dedicated products for the social care industry are making steady progress, laying a solid foundation for a YoY turnaround in net sales growth in 2H.

FY27/4 1Q Progress Rate Towards Consolidated Full-Year Forecast

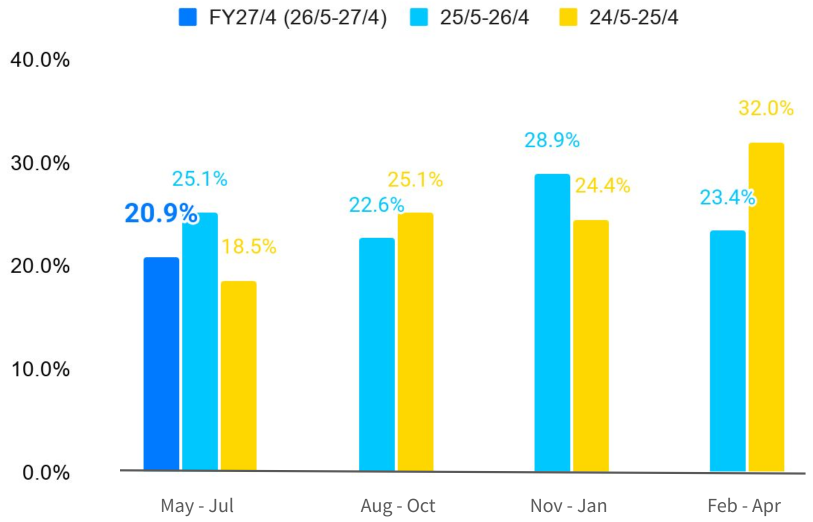
Timee

Progress toward the median of the full-year forecast range stood at 21.7% for net sales and 20.9% for operating profit. Net sales progressed at a pace comparable to the previous two periods. Although operating profit tracked behind last year, this is mainly due to strategic investments in 1H and new business launches, and progress remains in line with plan when taking into account the expected profit expansion toward 2H.

Net Sales Progress Rate(1)



Operating Profit Progress Rate(1)



*1 Figures for FY27/4 represent 1Q progress against the mid-point of the full-year forecast range. Figures for May 2025–Apr 2026 and May 2024–Apr 2025 represent the ratio of 1Q actuals to full-year actuals for each respective period.

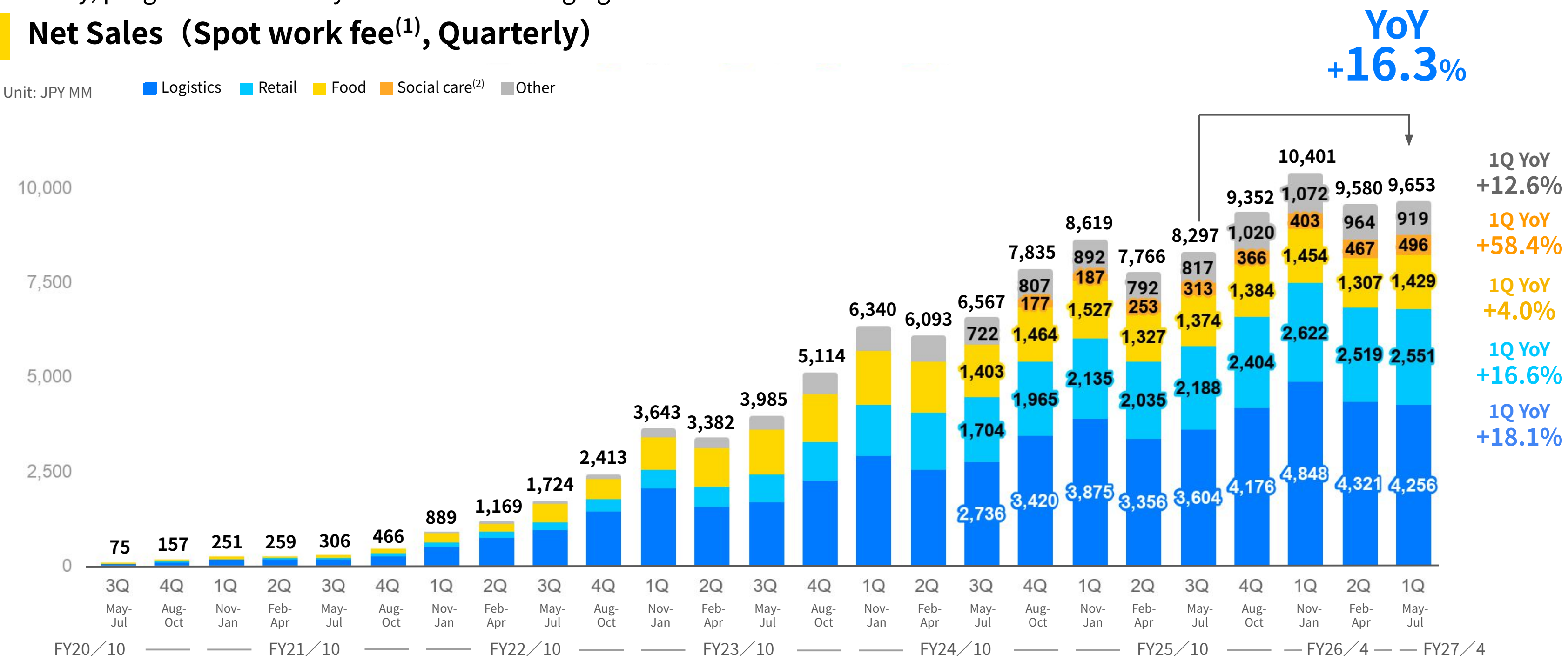
Spot Work

Steady Expansion of Net Sales Due to Serious Labor Shortage

Timee

Retail industry was sluggish from late June as cool summer weather delayed seasonal demand. In addition, net sales growth of logistics industry slowed down in July due to the combined impact of cool summer weather, the situation in the Middle East, and lower volumes handled at a major client. Meanwhile, food industry achieved a return to positive sales growth ahead of schedule. Social care, a focus industry, progressed smoothly and maintained high growth.

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 98M yen, before consolidation adjustments).
*2 The“Social care" industry is separated from the "Other" industry and disclosed from FY24/10 4Q

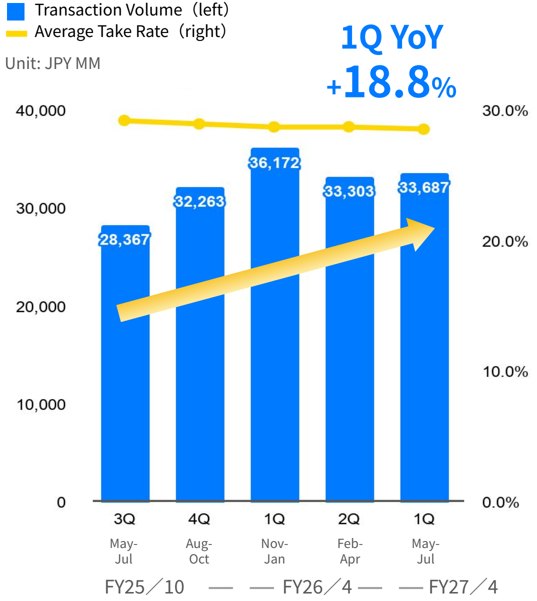
Spot Work

Key KPIs: Company-wide Basis(1)

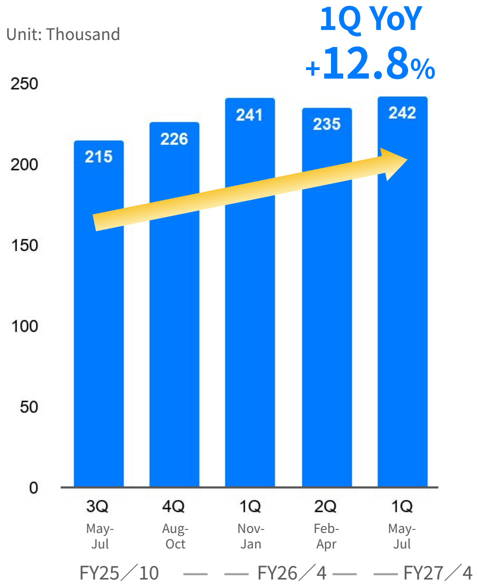
Timee

Transaction volume grew by +18.8% YoY, primarily driven by an increase in AAs. The average take rate remained high at 28.7%. While AA growth was led by logistics, retail, and social care, growth momentum in food industry gradually recovered. In terms of transaction volume per AA, growth turned positive in social care, following retail and logistics.

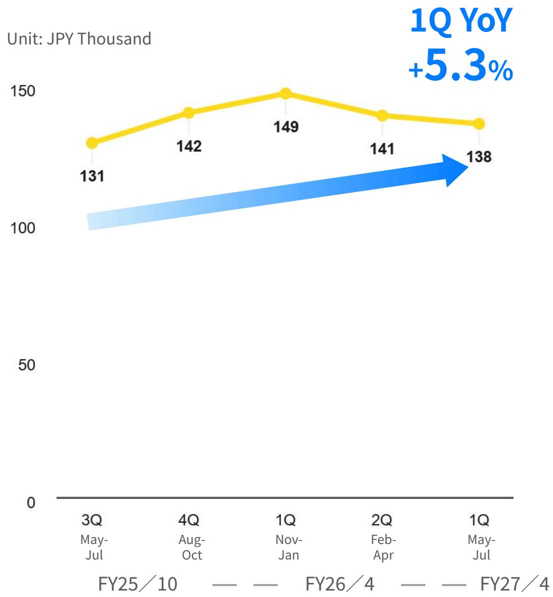
Transaction Volume(2)/ Average Take Rate(3)



of Active Client Accounts(4)



Transaction Volume per AA



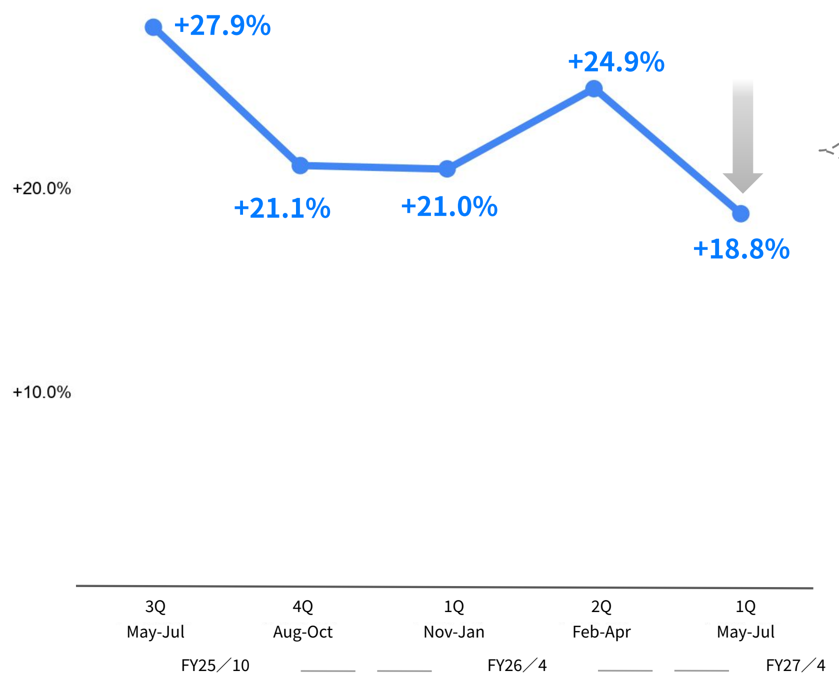
*1 Includes the amount for spot work used by Timee Solutions (cumulative transaction volume from November 2025 onwards was 416M yen, before consolidation adjustments). *2 Wages + transportation costs paid to workers (unless otherwise indicated, "workers" refers to "spot workers") by employers *3 The 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.

Recent Macro and Industry Environment

Timee

Growth in transaction volume declined QoQ due to the impact of cool summer weather and the situation in the Middle East (macro factors), combined with lower volumes handled at a major client (a factor specific to a single client). While macro factors are temporary, we continue to monitor them closely. We are accelerating measures to mitigate the impact of the client-specific factor.

Transaction Volume YoY Growth Rate (Quarterly Trend)



Logistics/Retail — Cool Summer Weather (Macro Factor)

Due to lower temperatures compared to last year, seasonal demand failed to pick up.

Logistics — The Middle East Situation (Macro Factor)

While some major clients saw demand brought forward into the April–June period, this was followed by a reactionary decline from July onward. Negative impacts were particularly pronounced among small and medium-sized clients downstream in the supply chain.

Logistics — Client-Specific Factor (Countermeasures Already Underway)

- A decline in volumes handled at a major client in the logistics sector (and its subcontractors) led to lower usage of spot work.
- **While reducing dependence on specific clients by continuing to deepen relationships with existing major clients, in line with our strategy to date, we are also accelerating our approach to untapped major clients where initiatives are already underway.**

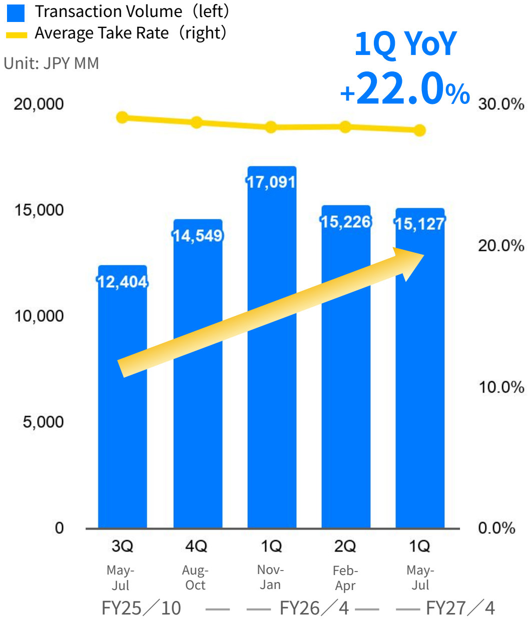
Spot Work

Key KPIs: Logistics Industry[1]

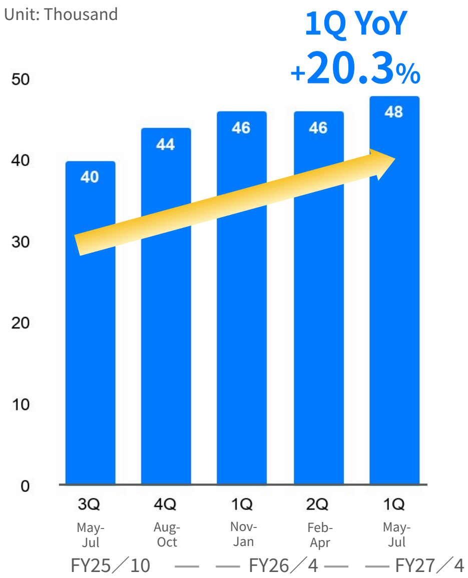
Timee

Despite a combination of macro and client-specific factors, transaction volume maintained a growth rate above 20%. In addition, transaction volume per AA continued to grow following the previous quarter, driven by deeper client engagement through Field Manager initiatives and the Smart Group feature.

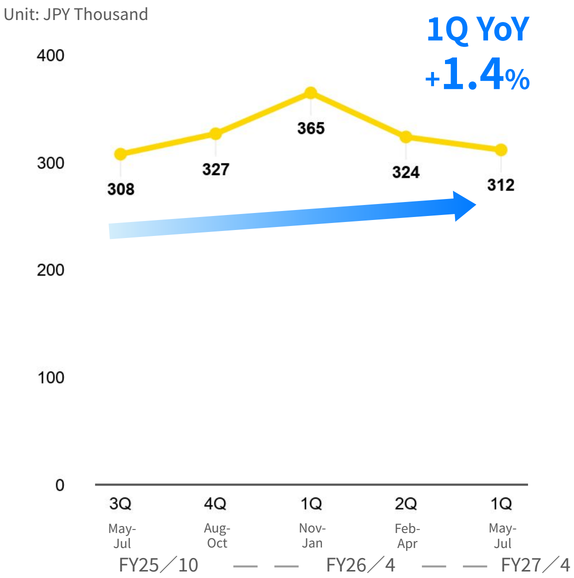
Transaction Volume/ Average Take Rate



of Active Client Accounts



Transaction Volume per AA



*1 Includes the amount for spot work used by Timee Solutions (cumulative transaction volume from November 2025 onwards was 416M yen, before consolidation adjustments).

Spot Work

Logistics: Deepening Client Engagement Through Diverse Solutions Progressing Smoothly

Timee

Despite temporary impacts of macro and client-specific factors, our core strategy remains largely unchanged. Strong demand continues for our Field Manager initiative and Smart Group feature, driving ongoing deeper engagement with existing major clients. Locations that use the Smart Group feature are expanding rapidly, prompting numerous clients to switch from traditional dispatch to Timee.

FMs Deployed at Client Locations

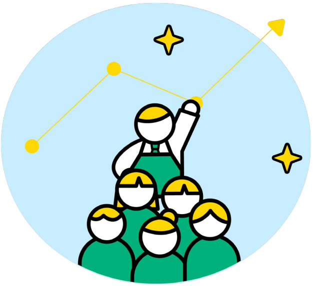
about 100 FMs

Continuing steady recruitment to meet robust demand

YoY Transaction Volume at Locations with FM Deployed

over 2x

Maintaining high effectiveness after the deployment even as the number of deployed FMs increases

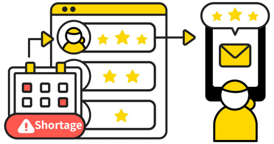


Locations Utilizing Smart Group Feature

Over 2,000 locations

The number of client locations posting jobs via Smart Group is growing rapidly

Visualization of highly skilled workers



Spot-on recruitment of individuals with specific skills required

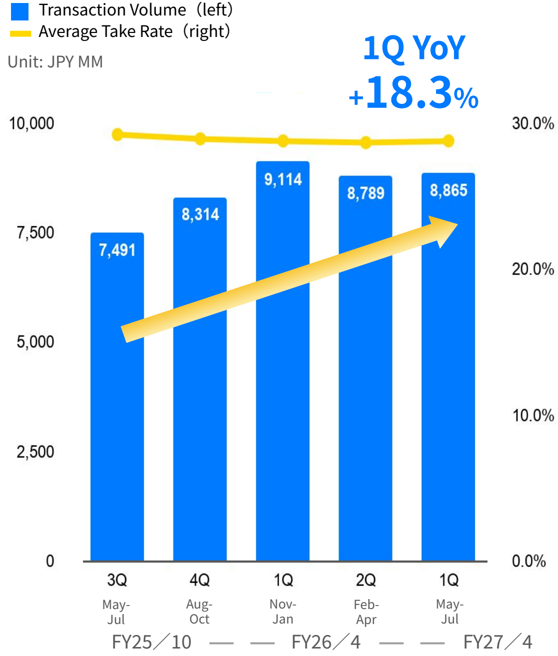
Spot Work

Key KPIs: Retail Industry

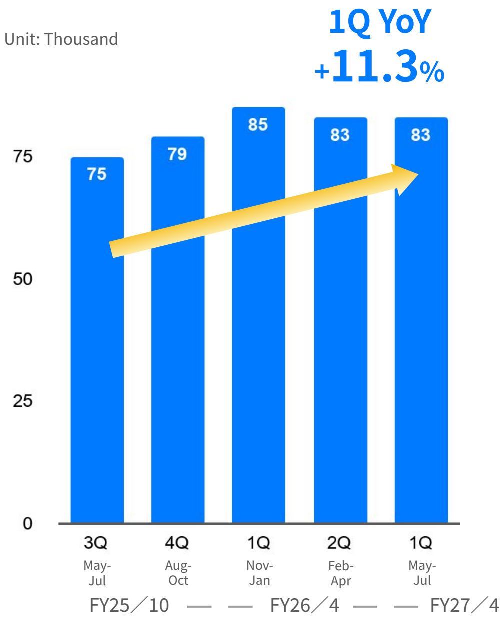
Timee

AA growth was weaker than expected as clients reduced their outsourced labor budgets due to the cool summer weather and the reactionary fall from a surge in the demand for stockpiled rice last year. Transaction volume per AA continued to achieve stable positive growth.

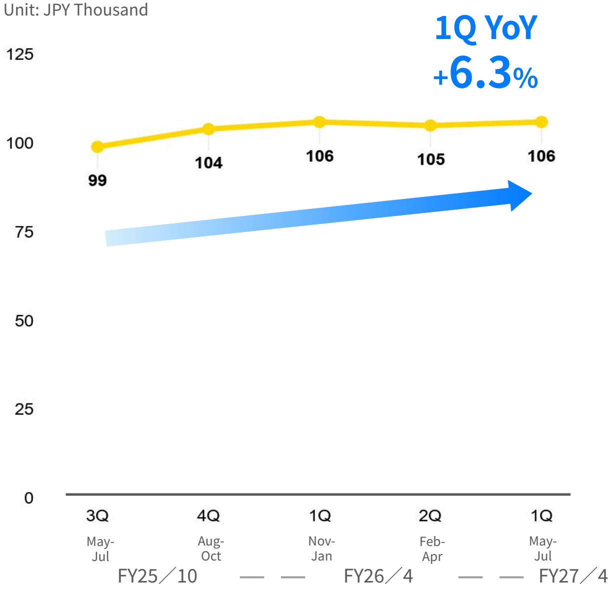
Transaction Volume/ Average Take Rate



of Active Client Accounts



Transaction Volume per AA



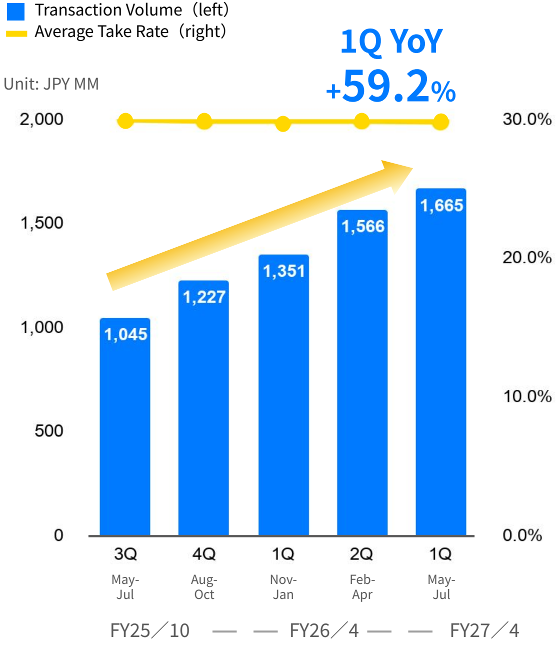
Spot Work

Key KPIs: Social Care Industry

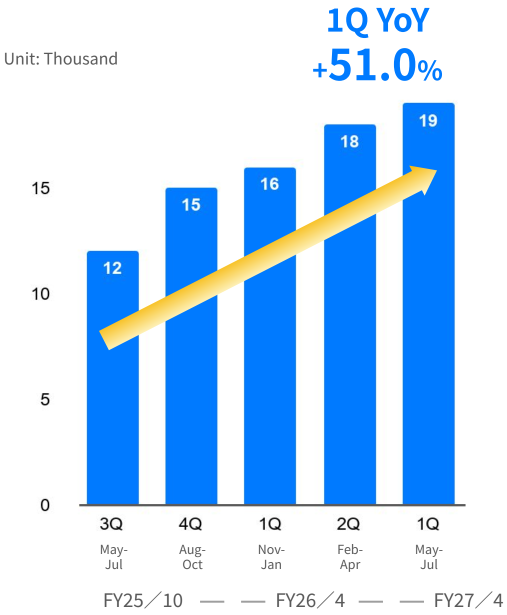
Timee

Transaction volume maintained high growth. While AA growth slowed due to the concentration of sales resources on large clients, transaction volume per AA turned positive.

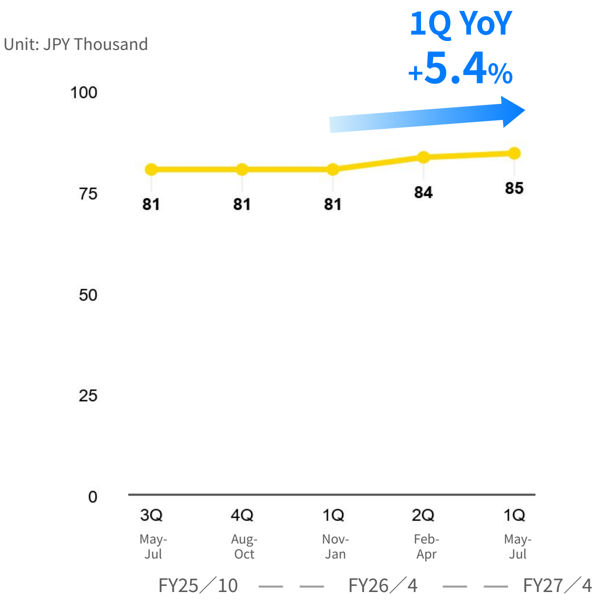
Transaction Volume/ Average Take Rate



of Active Client Accounts



Transaction Volume per AA



Social Care: Recent Initiatives

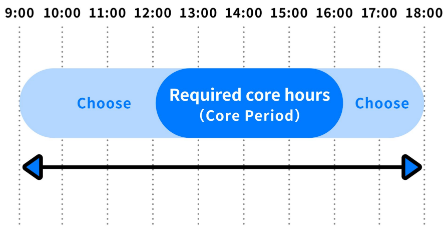
Net sales in the social care industry progressed smoothly, outpacing our baseline plan. In our partnership with Benesse Careeros, full-scale Timee adoption across Benesse Group facilities drove sales growth, while client referrals via Benesse Careeros also gradually commenced. The continuous release of new features specialized for the social care industry has rapidly enhanced product value, laying a solid foundation for a YoY turnaround in net sales growth in 2H.

Continuous Rollout of Industry-Specific Features

Improving Fill Rates

Flexible Time Slot

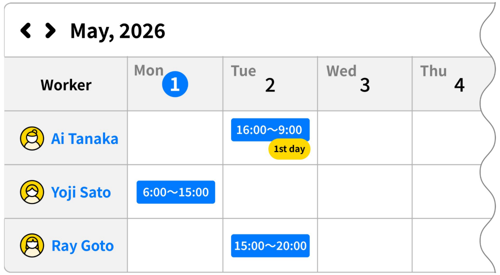
By setting required core hours, clients allow workers to flexibly choose their start and end times when applying, provided the shift covers the designated core period.



Enhancing Client Convenience

Shift Schedule

This feature displays "who is coming, on which date, and at what time" at a glance using a worker-by-date matrix familiar to social care facility managers.



Enhancing Client Convenience

Onboarding Training

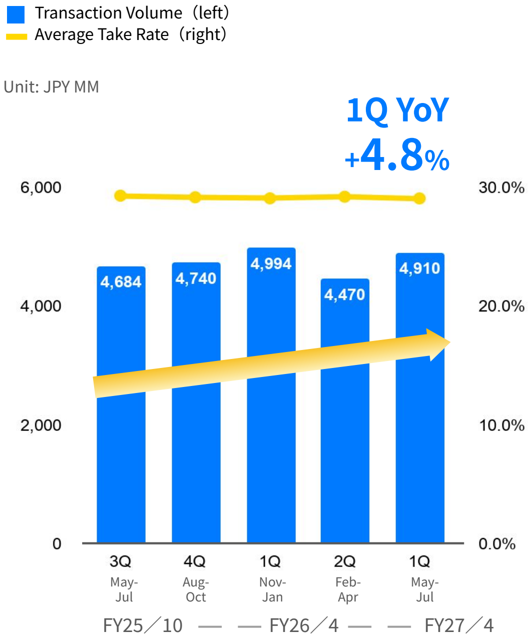
This feature automatically conducts statutory worker training within the app while enabling real-time tracking and management of completion status.

Key KPIs: Food Industry

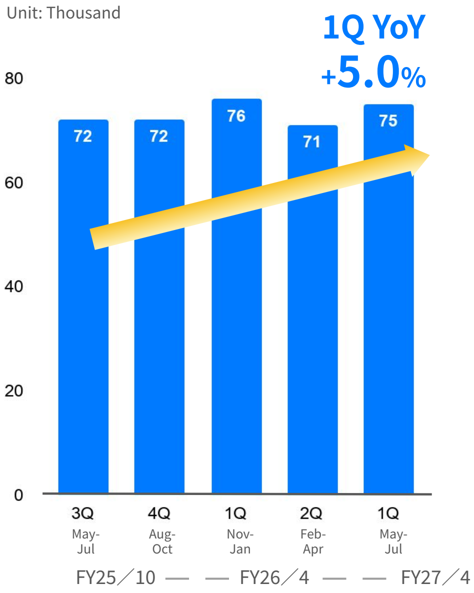
Timee

Transaction volume achieved positive growth. While AA growth accelerated QoQ, growth in transaction volume per AA also recovered to flat levels. Joint projects with certain major clients got off to a smooth start, and rollouts to contract services, such as institutional catering and cafeteria operations, progressed steadily.

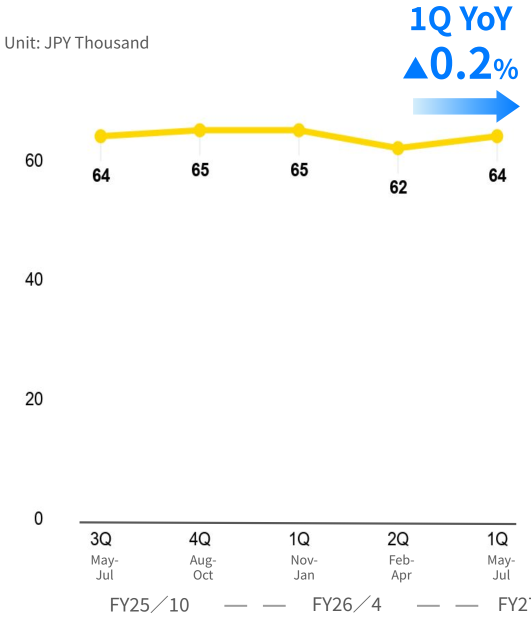
Transaction Volume/ Average Take Rate



of Active Client Accounts



Transaction Volume per AA

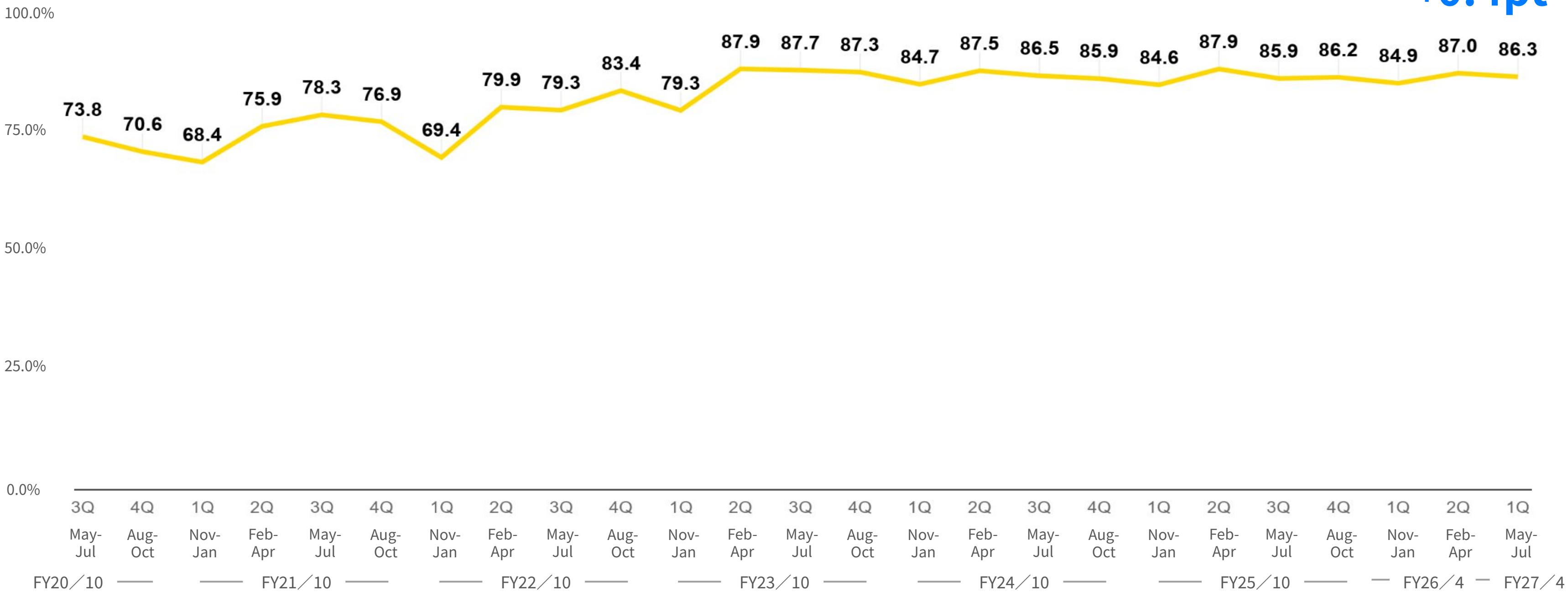


Achieving a Stable and High Fill Rate

Fill rate remained high at 86.3%. While it declined QoQ due to seasonality (off-peak season), it improved by 0.4 pt YoY.

Fill Rate(1)

1Q YoY
+0.4pt

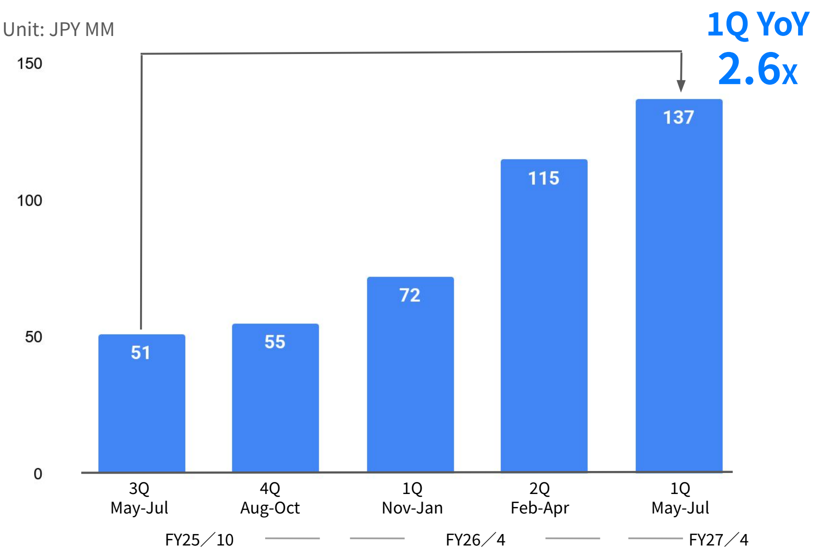


*1 The fill rate refers to the matching rate, which is calculated by dividing # of job positions filled by # of job openings posted by clients

Timee Career Plus, Timee Solutions

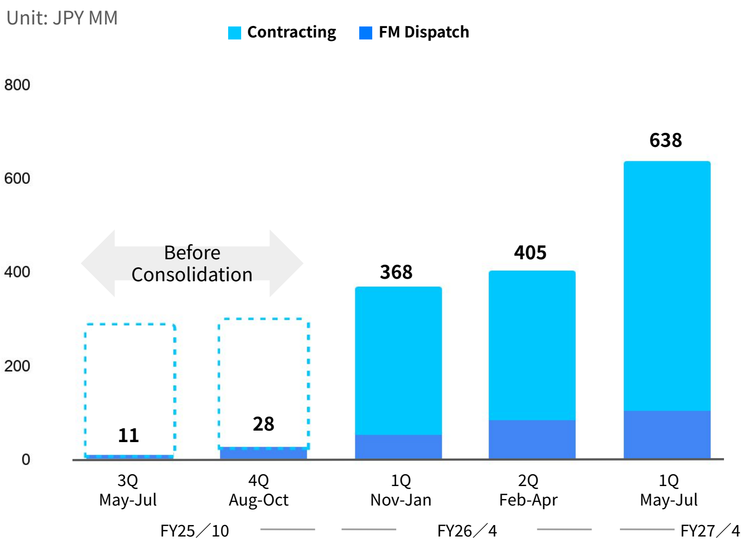
Both Timee Career Plus (full-time employee placement) and Timee Solutions (contracting) progressed smoothly relative to plan.

Timee Career Plus



- Development of the direct recruiting platform progressed solidly
- Career Advisor productivity (interview placement rate) improved steadily through the diligent execution of initiatives, such as role-playing exercises

Timee Solutions



- Sales channel expansion resulting from the business integration broadened the client portfolio for contracting services
- The Field Manager business (FM dispatch), which succeeded in August 2026, continued to maintain steady FM recruitment(1)

*1 For disclosure purposes, Timee Solutions' figures include FM dispatch fees incurred prior to August 2026.

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)
1,416 regular employees, in addition to 6 Directors, 3 Auditors, and 617 temp staff

Vision

Helping individuals create more valuable time

Mission

Building infrastructure for expanding life's possibilities through work

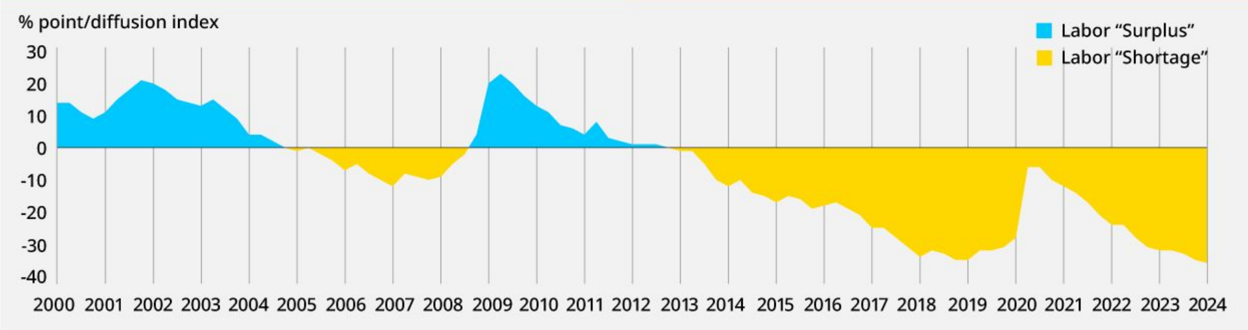
*1 As of July, 2026. The number of regular employees and temp staff is on a consolidated basis, while the number of directors and auditors is for Timee, Inc. on a non-consolidated basis.

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

Timee

Labor Market[1]

Labor "Surplus" | Labor "Shortage"

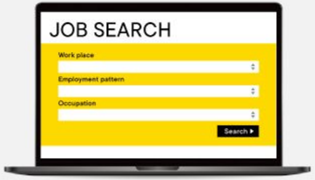


Solutions[2]

"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 Timee Resume(1)

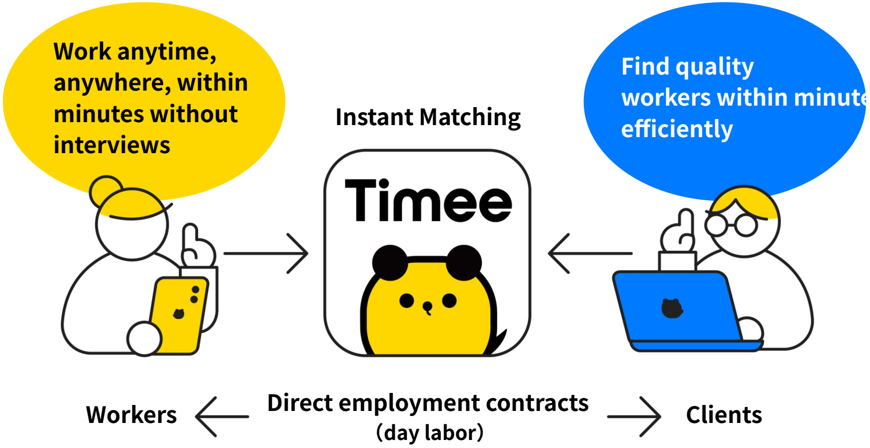
Timee Solutions

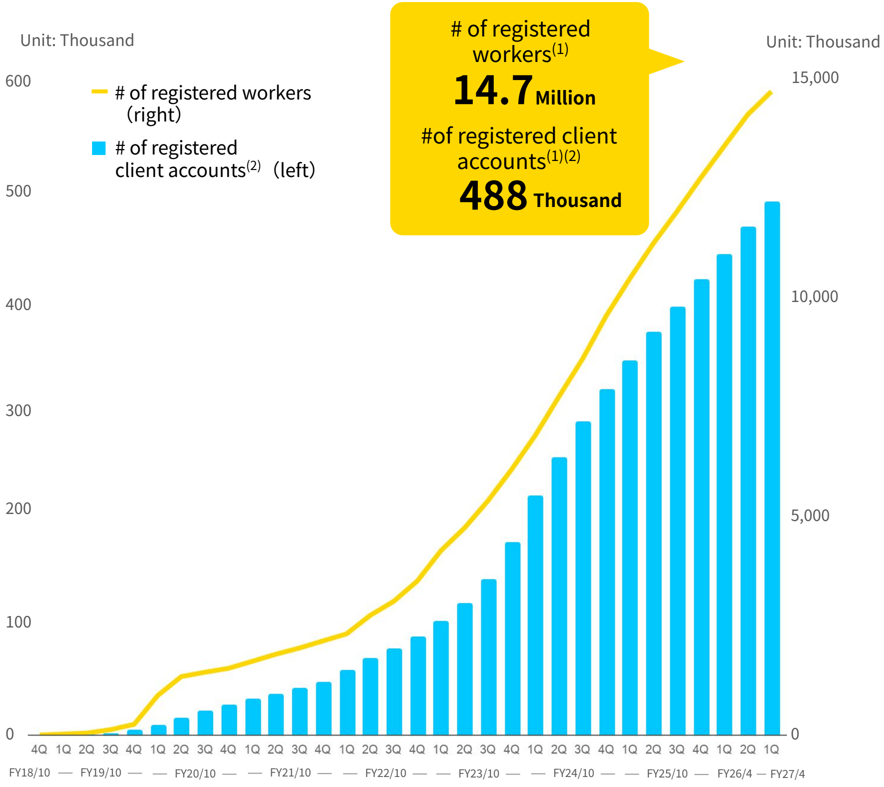
Contracting business of logistics warehouse operations, etc. utilizing spot work

*1 Resume automatically generated based on spot worker’s performance data. This feature is enabled only upon the candidate's request and is not applied automatically without explicit opt-in.

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”.



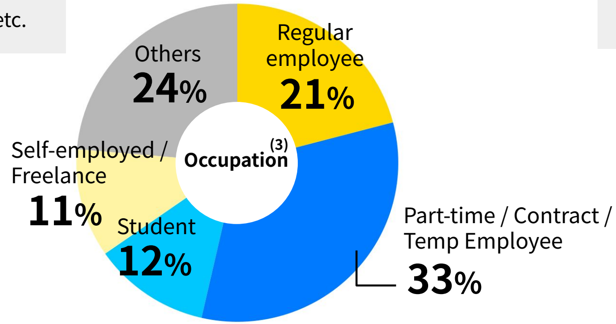


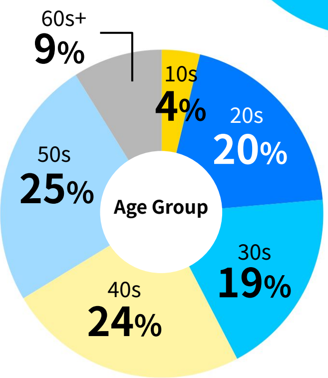
*1 As of the end of July 2026. Accumulated figures since the launch of the service. *2 Each registered client account generally corresponds to one client work location

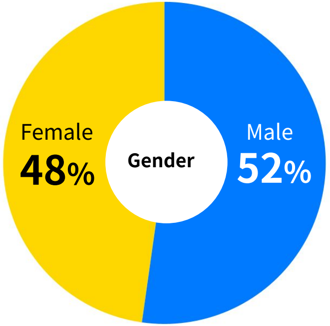
Timee

Profile of Workers (1) and Clients (2)

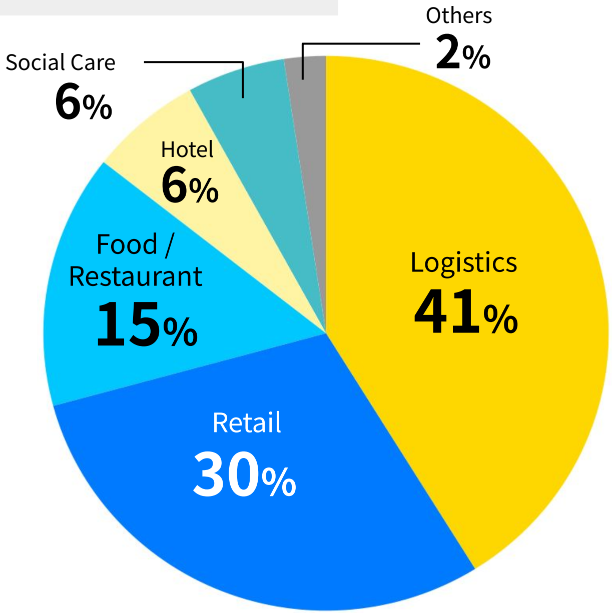
Others include
- Unemployed (13%)
- Homemaker (7%), etc.







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 July 2026 and # of job positions filled is for the month of July 2026)
*2 Calculated based on # of job openings posted by clients by industry (FY27/4 1Q)
*3 Excluding the job positions filled by workers who have not provided occupation as of the end of July 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

Workers

- Work anytime
- No interview or resume
- Fast payment
- No special skills or experience required

Clients

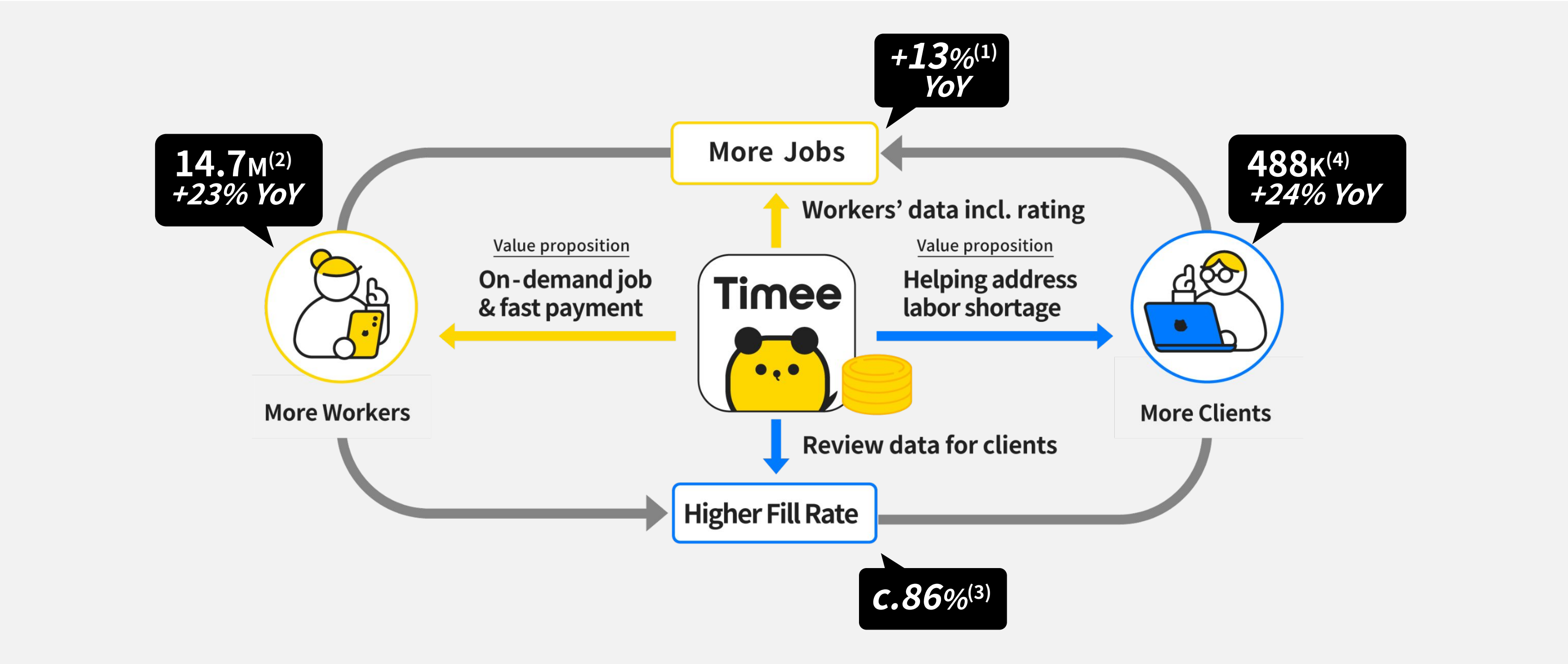
- Quick access to available talent
- Pool of proven, high-performing workers
- Free conversion of high-performing spot workers (1) to long-term staff
- Dedicated Support

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

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

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 Growth rate of the # of job openings posted by clients from May-Jul 2025 to May-Jul 2026
*2 Cumulative # of registered workers as of the end of July 2026 since the launch of the service and compared to that as of the end of July 2025
*3 Calculated by dividing # of job positions filled by # of job openings posted by clients in FY27/4 1Q
*4 Cumulative # of registered client accounts as of the end of July 2026 since the launch of the service and compared to that as of the end of July 2025

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

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

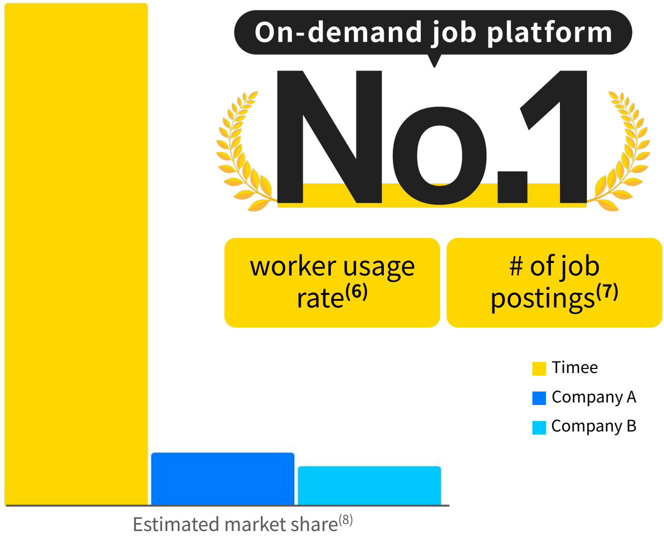
% of Repeat workers：65%[(2)]
No-show rate: c.0.3%[(3)]

Competitive advantage ③

Support from Sales Representative

of Sales Representatives：823[(4)]

No.1 Position[(5)] as Pioneer in Japan

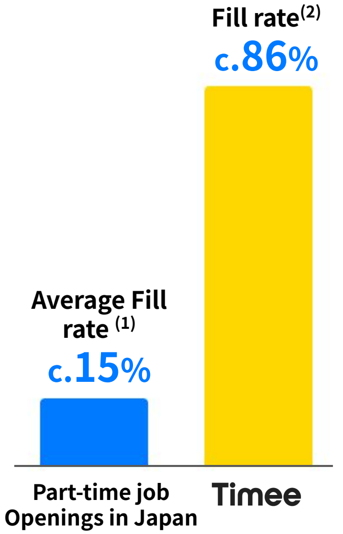


*1 Calculated by dividing # of job positions filled by # of job openings posted by clients in FY27/4 1Q. *2 % of workers who have worked at least twice at the same workplace out of total workers with reviews since the launch of the service as of the end of July 2026 *3 No show indicates absences without notice. Numerator is the # of absences without notice from May 2026 to July 2026 . Denominator is the # of actual total job positions filled in the same period *4 The # of sales representatives as of July 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: July 10 to July 14, 2026 / Target: 1,034 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 July 2026”, commissioned by Timee and conducted by the Japan Marketing Research Organization (Survey period: June 8 to July 8, 2026) *8 Spotwork Market Size Estimate Report (Spotwork Institute) (https://spotwork.timee.co.jp/entry/report/marketsize-2025)

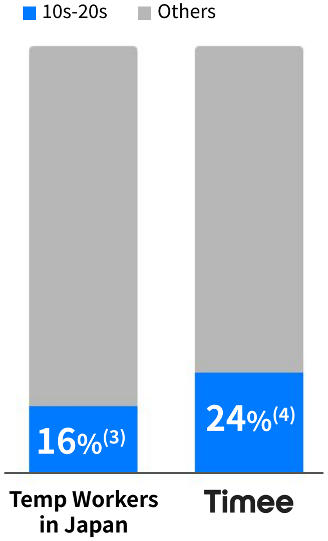
Multiple Benefits of Using Timee

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

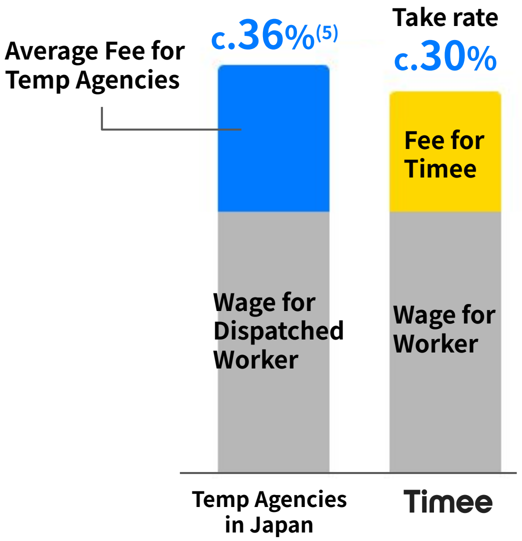
Easy to Secure Workers Necessary for Clients



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 May 2026 to July 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 FY27/4 1Q *3 % of 10s-20s workers out of total temp workers dispatched from temp agencies in Japan based on "Labor Force Survey" (July 2026), Statistics Bureau of Japan *4 % of job positions filled by 10s-20s workers in July 2026, based on App registration information (respondents only) *5 Calculated as (average dispatch fee-average wage for dispatch workers between April 2024 and March 2025)/average dispatch fee, which shows the margin level for temp agencies. Based on "Labor Dispatch Business Report" (2024), Ministry of Health, Labor and Welfare

Long-term Part-time Hiring Support Plans: Service Concept and Value Proposition

Timee

We have added the long-term part-time hiring plans to our existing spot work services. Clients can efficiently approach spot workers for long-term part-time employment, aiming to re-accelerate growth in the food and retail industries.

Service Concept

Traditional Hiring Process: Interview → Joining the company → Mutual Understanding (Working)

Our Plans: Mutual Understanding (Pre-part-time) → Joining the company

Reversing the Traditional Hiring Process

Supporting the creation of touchpoints that allow workers to transition into long-term part-time roles through mutual understanding gained via Pre-part-time

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

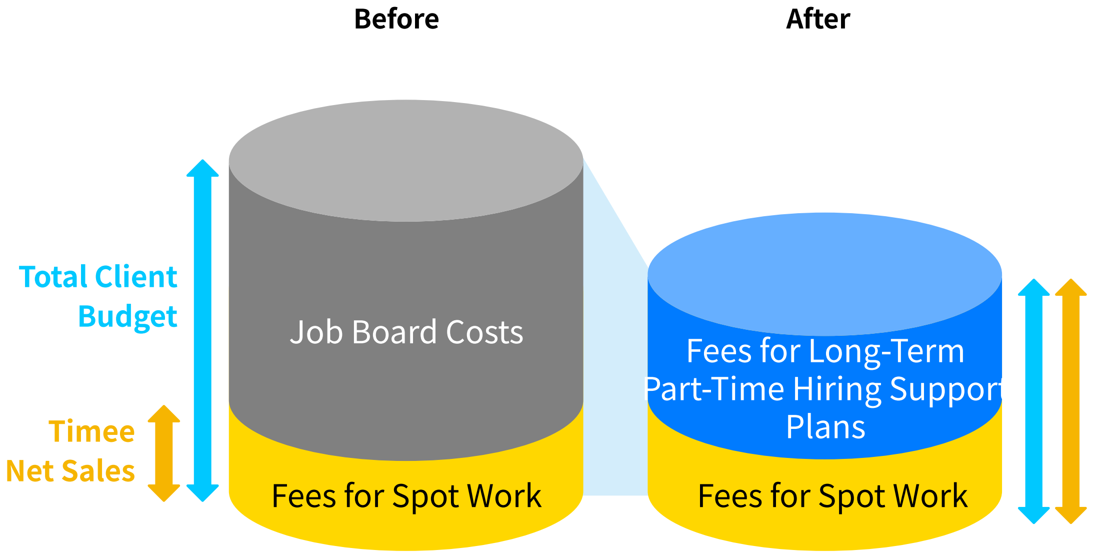
Long-term Part-time Hiring Support Plans: Aiming to Secure Budget Spent on Job Boards

Timee

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.

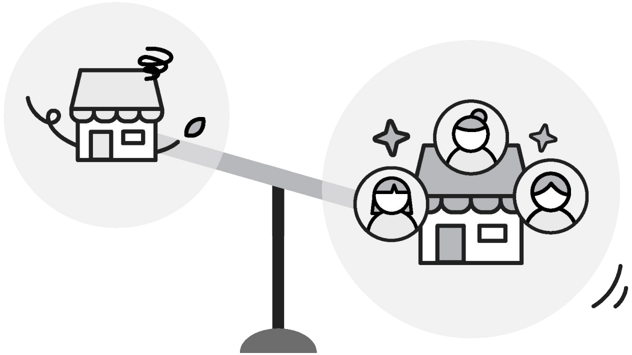


Long-term Part-time Hiring Support Plans: Prioritizing Stores Facing Recruitment Difficulties

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.

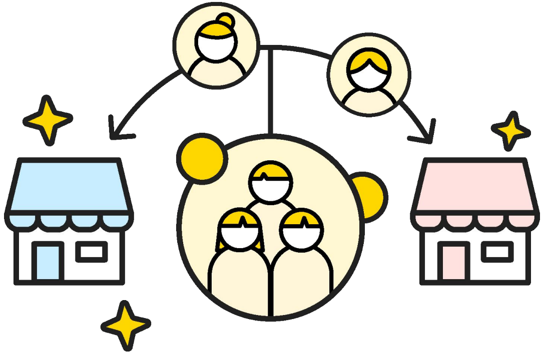
What Makes It Possible to Hire Workers at Stores That Struggled to Do So?

Job Boards
(Advertising Model)



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

Timee
(Performance-based)

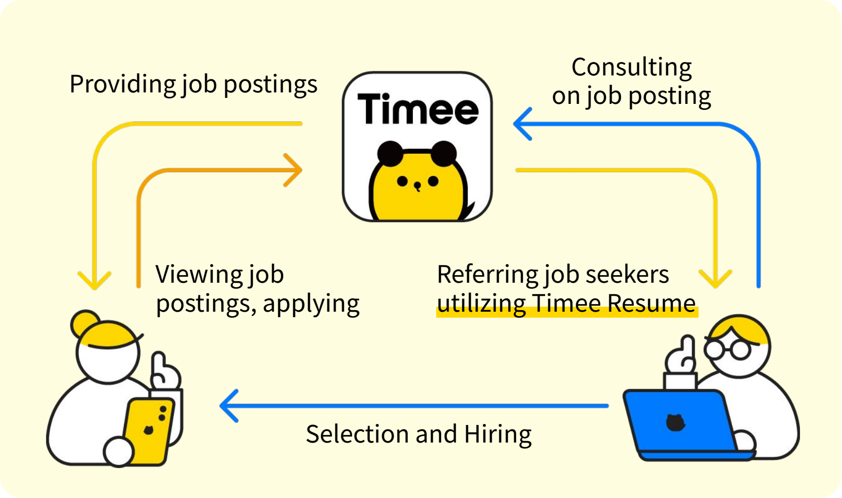


Since applications are processed on a first-come, first-served basis, if a popular position is filled, applicants will apply for other positions. This prevents stores from struggling to recruit.

Timee Career Plus (Full-Time Employee Placement)

A full-time placement service for deskless workers. Timee Resume[1] dramatically streamlines the traditional hiring process of full-time employees.

Service Overview



Features

The Timee Resume enables highly accurate matching while dramatically streamlining the traditional hiring process of full-time employees.

Timee Resume

Resume automatically generated based on work performance data

【Information listed】

- Employer evaluations (Positive ratings)
- Work reliability (Last-minute cancellation rate)
- Specialized skills for specific tasks (Badges earned), etc.

Fee Structure

30% of annual salary per new hire

*1 This feature is enabled only upon the candidate's request and is not applied automatically without explicit opt-in. Image is for illustrative purposes only.

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.
We are creating a world where strong work performance opens the door to the next career opportunity.

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 past work performance.
- **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

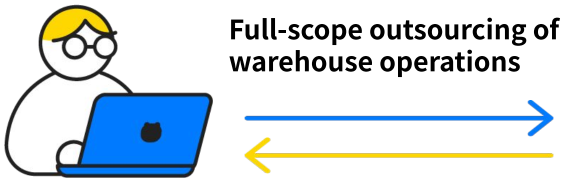
- Numerous placements for construction management roles—a category previously not covered by spot work.
- Obtained an offer from a company where a previous application was unsuccessful.
- Primary Hiring Positions
  - Construction management
  - Logistics driver
  - Logistics warehouse （On-site management, 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.

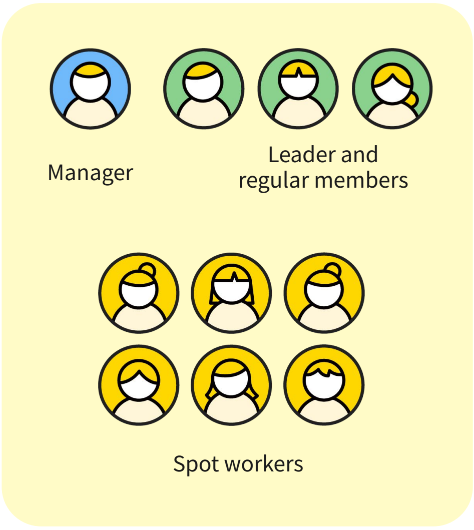
Timee Solutions (Contracting Business, etc.)

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.

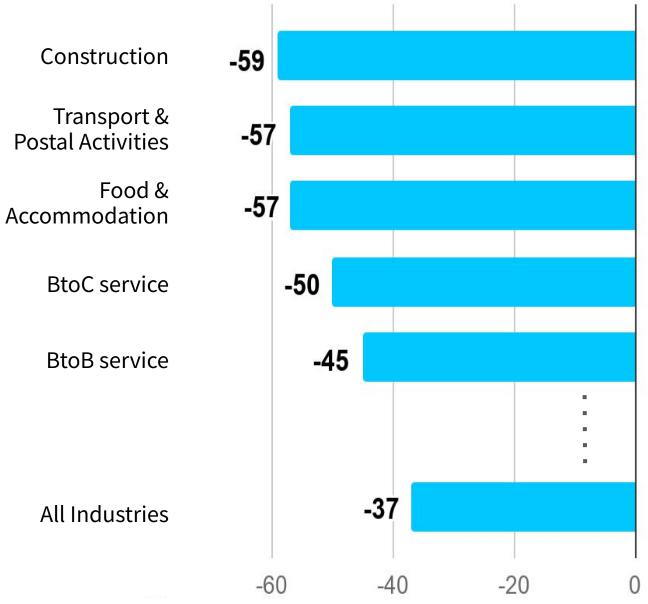
*1 Implementation of an absorption-type company split, effective August 1, 2026, to transfer the Field Manager and LogiHero sales businesses to Timee Solutions (formerly SukimaWorks).

Mid to Long-Term Growth Strategy

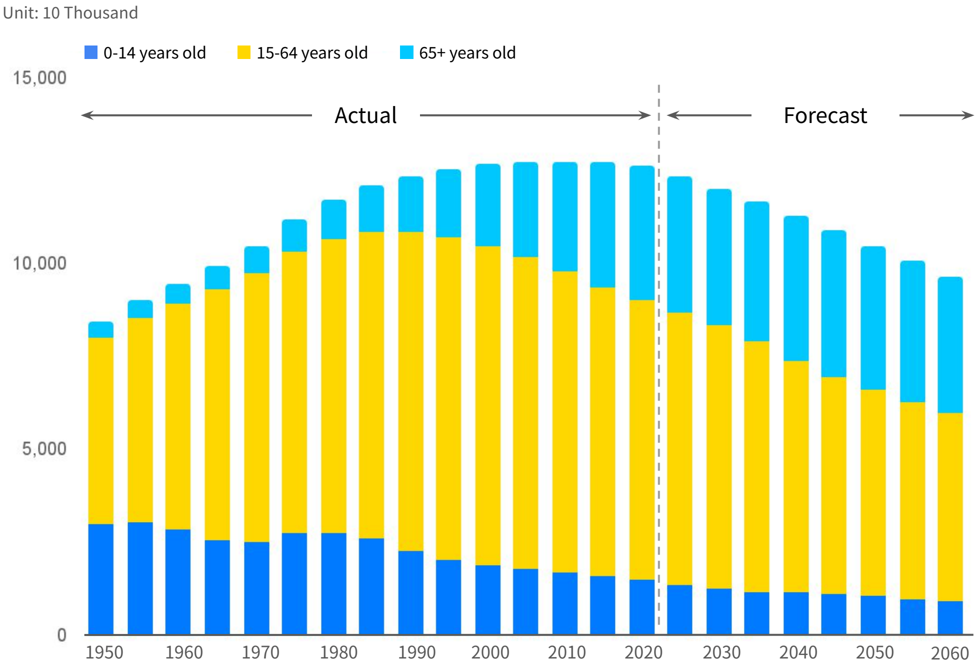
Social Issues Behind Timee ― Severe Labor Shortage

Timee

Japan Is Suffering From a Labor Shortage(1)



Further Shortage Expected Due to Shrinking Working Population(2)



*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 June 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

Timee

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” (July 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 July 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 July 2026
*4 # of workers who worked at least once per month, for the month of July 2026

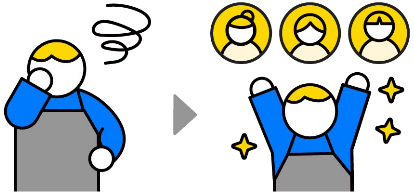
Turning all work into Spot Work Shifts, creating "Accessible Opportunities to Work."

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

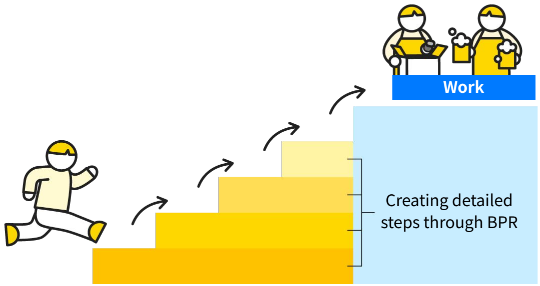
Resolving the severe labor shortage



BPR creates jobs where spot workers can hit the ground running

Worker

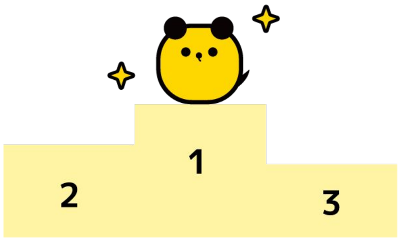
A bridge to a new way of working



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

Competitor

Overwhelming competitive advantage

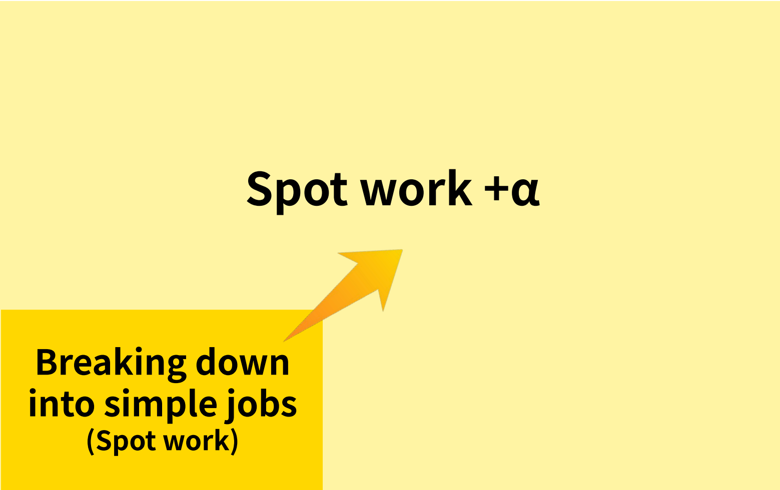


BPR-capable sales teams and massive know-how create an overwhelming competitive advantage

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

Timee

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

As the leading player in spot work, we are developing exclusive solutions in new domains that only Timee can deliver.

Spot Work

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

Timee

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**

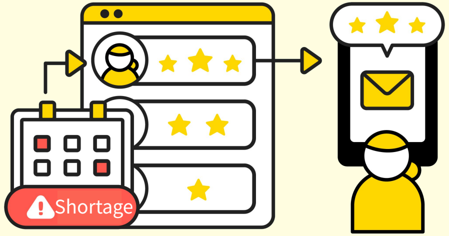
Removal of work restrictions for experienced workers

- **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



Spot-on recruitment of individuals with specific skills required

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

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.

Progress of New Business: Stage-Gate System

Timee

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

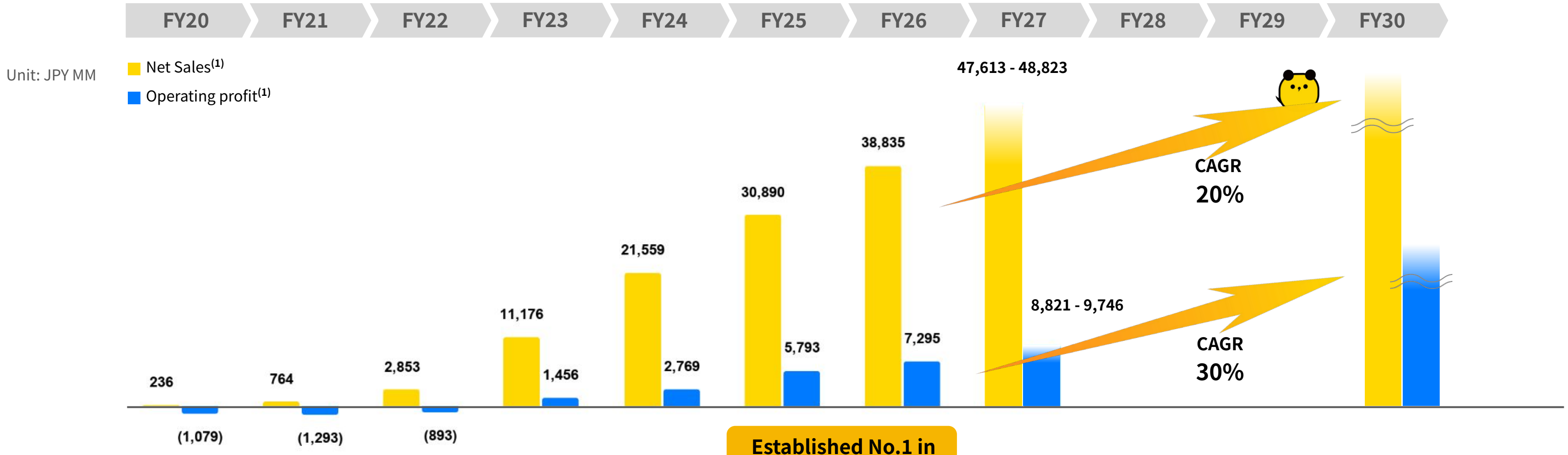
An MOU has been signed with NTT DOCOMO, INC. and DOCOMO SMTB Net Bank, Inc. (formerly SBI Sumishin Net Bank, Ltd.) regarding a business alliance in the financial sector. We will begin full-scale considerations to develop financial services for workers who use Timee and others. A subsidiary(1) is scheduled to be established in July 2026 to commercialize financial solutions and other services, aiming to launch the services in 2027.

Timee		NTT docomo / NTT docomo ドコモSMTBネット銀行
More than 14 million registered workers(2) Over 480 thousand registered clients	✖	A membership base of approximately 100 million people, serving as a lifestyle infrastructure
Over 60 million records of trust data (accumulated daily)(3)		Client touchpoints closely integrated into daily life Telecommunications, reward points (d point), payment services (d payment, d card), etc.
A salary payment touchpoint with an annual transaction volume of 130 billion yen(4)		Advanced financial solutions, including BaaS

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

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

Timee



Established No.1 in the industry !

Phase

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

Focus

Building the Foundation:
- 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 / Preparation for scaling:
- Entry of competitors
- Strengthening countermeasures against unauthorized use
- Establishment of industry rules

*Investing resources in defense, including product development

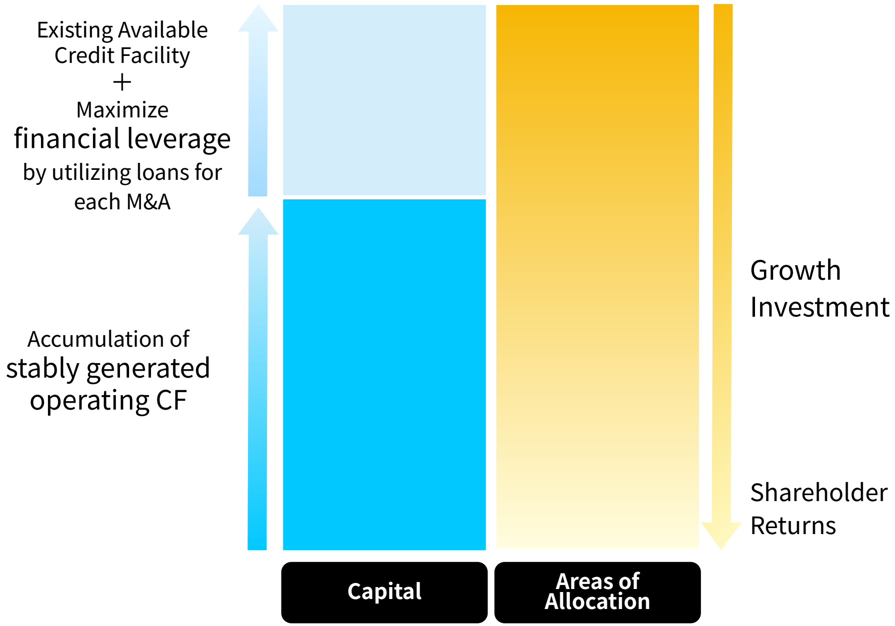
Scaling (New offense):
- Industry-specific deep dives and solution development
- Developing new industries with a focus on social care
- Profit generation through productivity improvements that enable strategic investments
- Launching and scaling multiple new businesses and services
- Driving an inorganic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

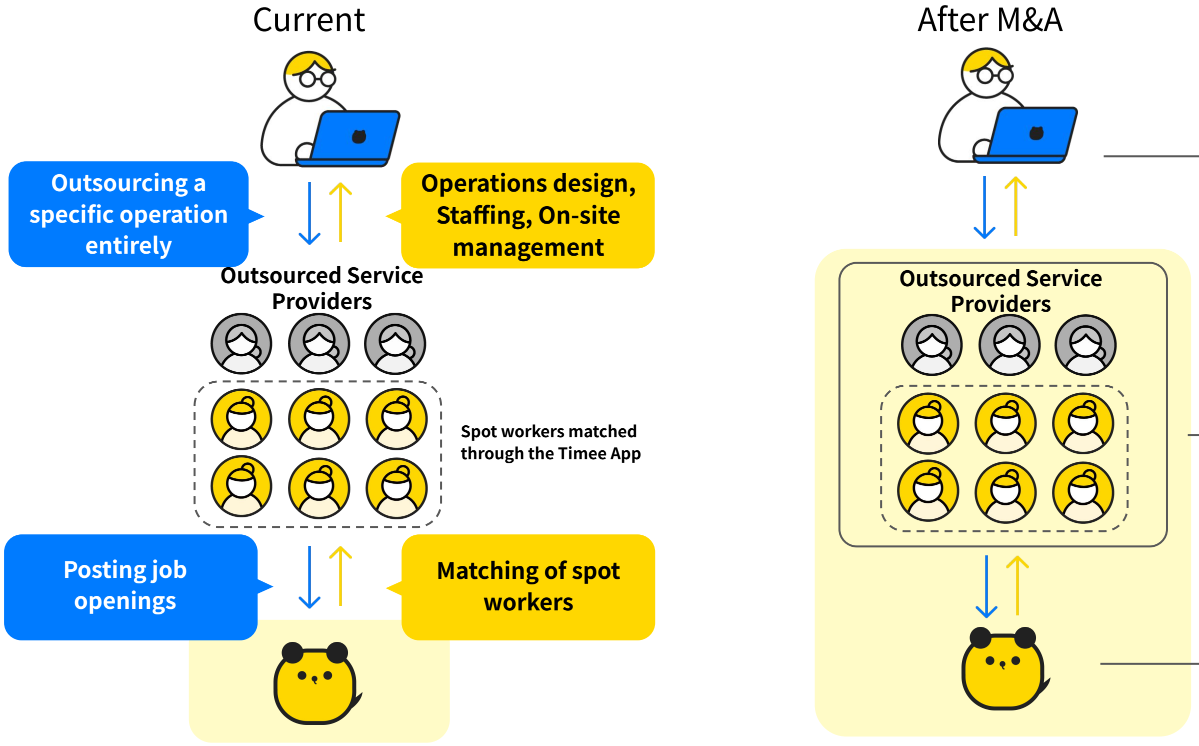

■Chefs / Nutritionists
Private chef services, menu planning

■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.

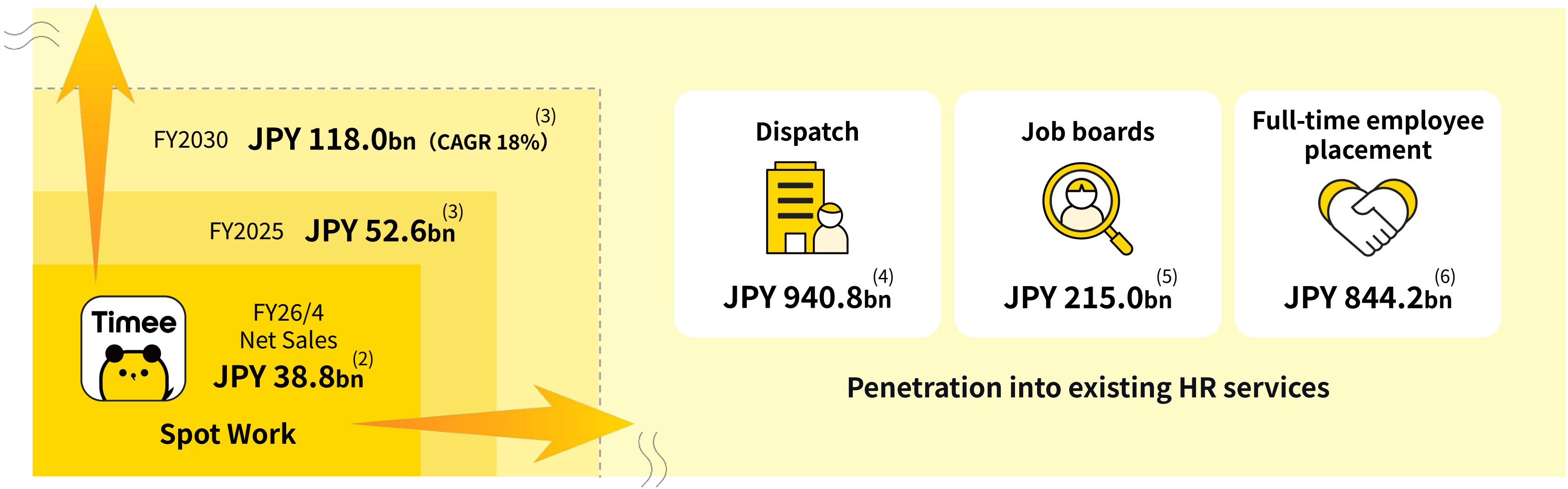
Cost synergies

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

Timee

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%)

FY27/4 Forecast (Reprinted)

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%

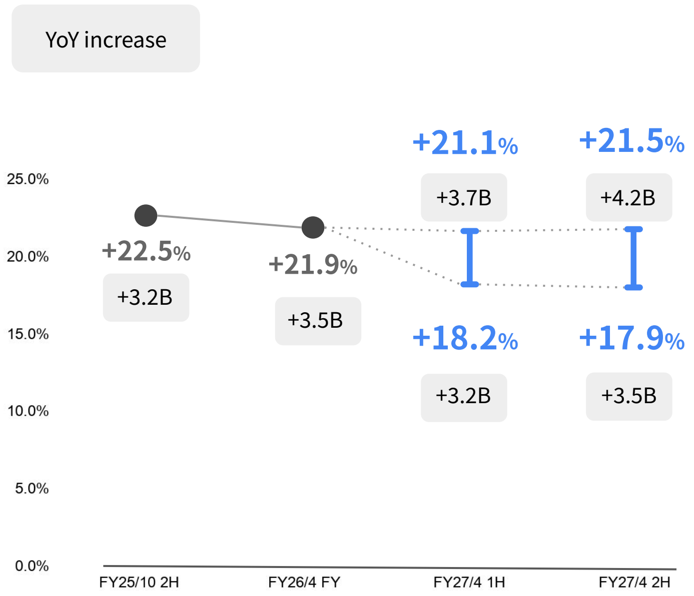
*1 All net sales and profits previously included in "Spot Work," other than spot work fees, have been moved to "Non-Spot Work." From May 2025 to April 2026, FM dispatch fees accounted for 175 million yen in net sales and ▲33 million yen in operating profit, while the long-term part-time hiring support 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, 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).

Timee

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

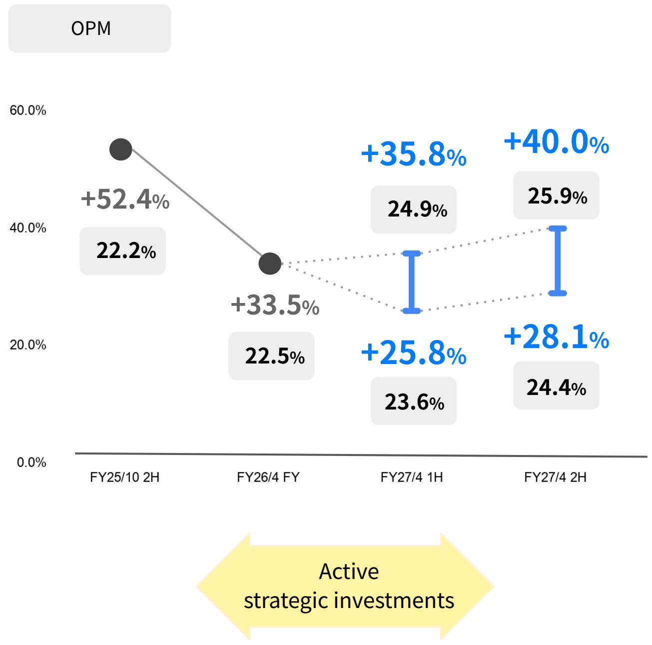
	1H	2H
Upper	**An optimistic scenario where the effects of key measures exceed expectations.** **Logistics:** Further deepening relationships with large clients (incl. FM initiatives)	**An optimistic scenario where the effects of key measures exceed expectations.** **Logistics:** Further deepening relationships 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

Timee

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.

Timee

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, 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 audit firm.

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

Timee

	Up to FY26/4	From FY27/4
Spot Work	Spot work fee	Spot work fee
Spot Work	**Others** **・Field Manager（FM dispatch fee）** **・L-T part-time hiring support plans** **・Local government consulting, etc.**	
Non-Spot Work	Timee Career Plus	Timee Career Plus
Non-Spot Work	Timee Solutions (formerly SukimaWorks) ・Contracting business	Timee Solutions (formerly SukimaWorks) ・Contracting business **・Field Manager（FM dispatch fee）**
Non-Spot Work	Others ・Timee BPO, etc.	Others ・Timee BPO **・L-T part-time hiring support plans** **・Local government consulting, etc.**

Others

Executive Directors & Officers

Timee

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)

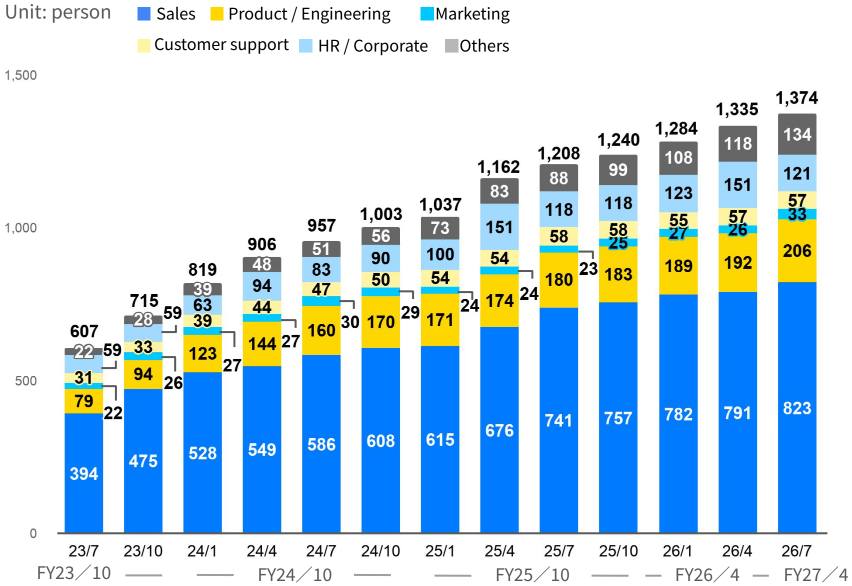
Senior Executive Officer Logistics and Manufacturing Business	Tomoyuki Shindo
Business Division 1	Takashi Teramae
Business Division 2	Kei Madama
Solution Development Division	Kenichi Hashizume
Marketing Division CMO	Ryosuke Saito
Business Development Division VPoBD	Goeun Kim
Engineering Division CTO	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)

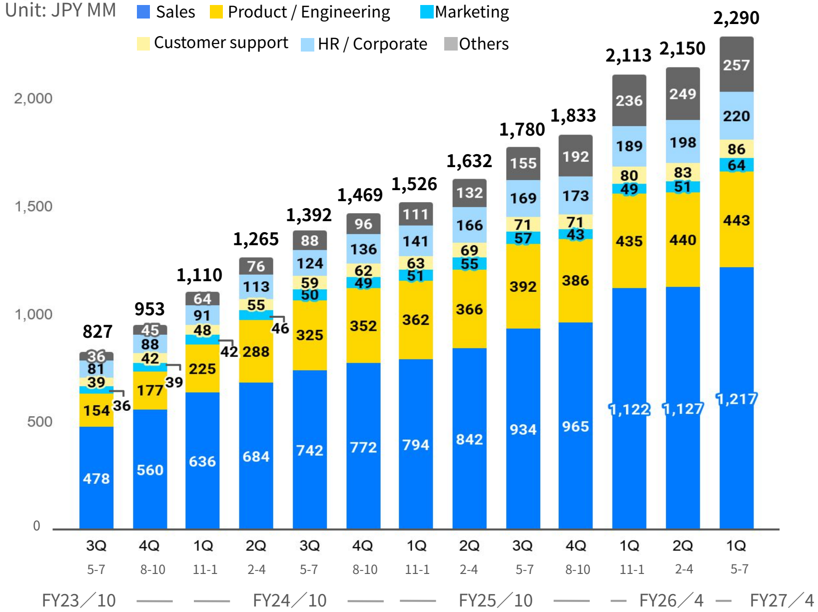
Timee

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[1]

Timee

JPY MM

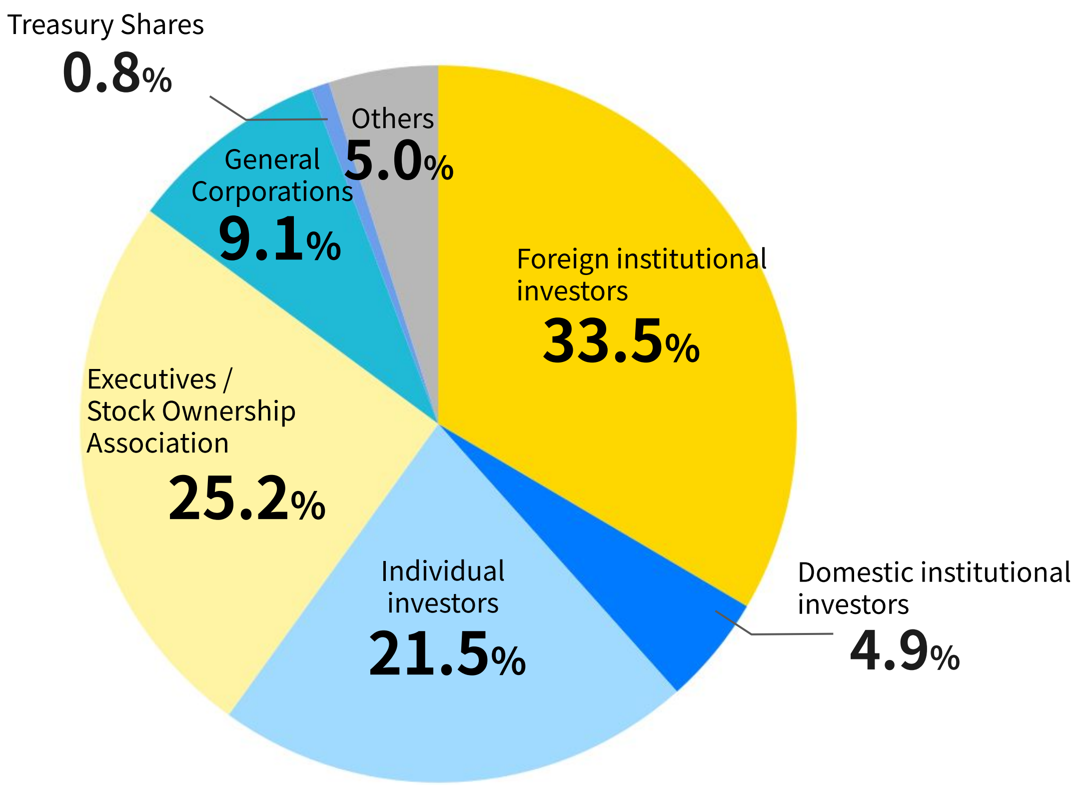
Assets	2025/10	2026/4	2026/7
Current assets	**30,528**	**34,552**	**33,081**
Cash and deposits	14,225	16,540	15,980
Accounts receivable-trade	3,859	4,203	4,102
Advances paid	11,845	12,612	12,111
Other current assets	598	1,195	887
Non-current assets	**3,080**	**3,101**	**3,406**
Property and equipment	796	963	986
Intangible assets	345	320	308
Investments and other assets	1,938	1,816	2,112
Total assets	**33,609**	**37,653**	**36,487**

Liabilities and net assets	2025/10	2026/4	2026/7
Current liabilities	**18,399**	**21,077**	**18,893**
Short-term borrowings	11,252	13,639	12,439
Accounts payable-other	2,656	2,594	2,444
Accrued expenses	2,136	2,414	2,250
Income taxes payable	1,487	1,346	626
Other current liabilities	866	1,082	1,131
Non-current liabilities	**668**	**585**	**550**
Long-term borrowings	668	585	550
Other non-current liabilities	0	0	0
Total liabilities	**19,068**	**21,662**	**19,443**
Total net assets	**14,540**	**15,991**	**17,044**
Total liabilities and net assets	**33,609**	**37,653**	**36,487**

*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

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

Timee



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

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