



November 6, 2025

To whom it may concern

Company name: Timee, Inc.
Representative: President Ryo Ogawa
(Code Number: 215A Tokyo Stock Exchange Growth Market)
Contact Information: Executive Director, CFO Tomoaki Yagi
TEL. +81-3-6822-3013

Frequently Asked Questions and Answers (November 2025)

Thank you for your continued interest in our company. We would like to disclose the main questions we received from investors recently and the answers to them as follows.

This disclosure is made for the purpose of enhancing information dissemination to investors and for fair disclosure. Although there may be some discrepancies in the content of responses due to time differences, the most recent responses are presented as Timee's most current policy.

Q1. How do you view the termination of competitor's service (Mercari's Mercari Hallo will be terminated in December 2025)?

We see this as a reaffirmation of our competitive advantage.

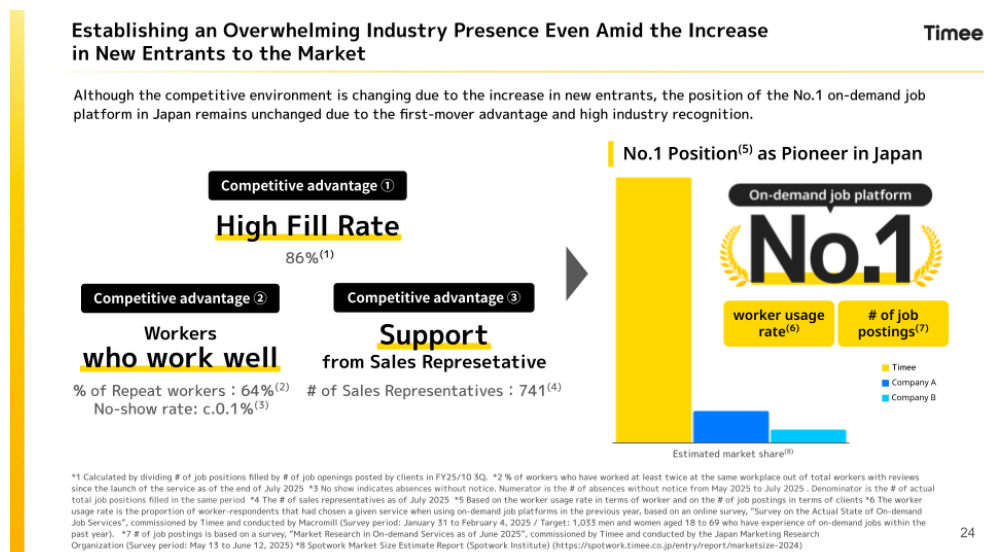
We believe that the spot work business model is a first-mover advantage business model with network effects, in which we have established the No. 1 position in Japan (*1). On top of that, we have three competitive advantages: (1) high fill rate, (2) workers with good performance, and (3) support from sales representatives.

Spot work is a worker-centered service that was not previously available in HR solutions. However, we do not believe that simply introducing a spot work system is an easy way to secure manpower. We need more jobs to attract more workers, and to do so, we must encourage our clients to update their business processes to accommodate spot workers. Our sales staff actually visits the client's site to understand the business process and propose a cut-out of the work that the spot worker can handle. This BPR (Business Process Re-engineering) know-how has enabled many of our clients to offer spot work positions, which in turn has allowed many workers with good performance to choose Timee (realizing a high fill rate).

We recognize that we already have a dominant presence in the spot work industry. So, we do not anticipate a significant change in market share in the industry as a result of the termination of a competitor's service. On the other hand, since we do not easily discount our take rates due to our policy, there were cases in which a competitor's service was mentioned at a business meeting with clients. Therefore, we believe that we will be able to support the introduction of our services with greater speed in the future.

We will continue to engage with our customers and strive to deliver services that meet their expectations.

[Presentation for FY2025.10 3Q Financial Results P24](#)



*1 Based on the worker usage rate in terms of workers and # of job postings in terms of clients. 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). # 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)

【Frequently Asked Questions and Answers (Past FAQs)】

Please refer to the following website.

<https://timee.notion.site/ir-faq-en>