

Respond, Exceed



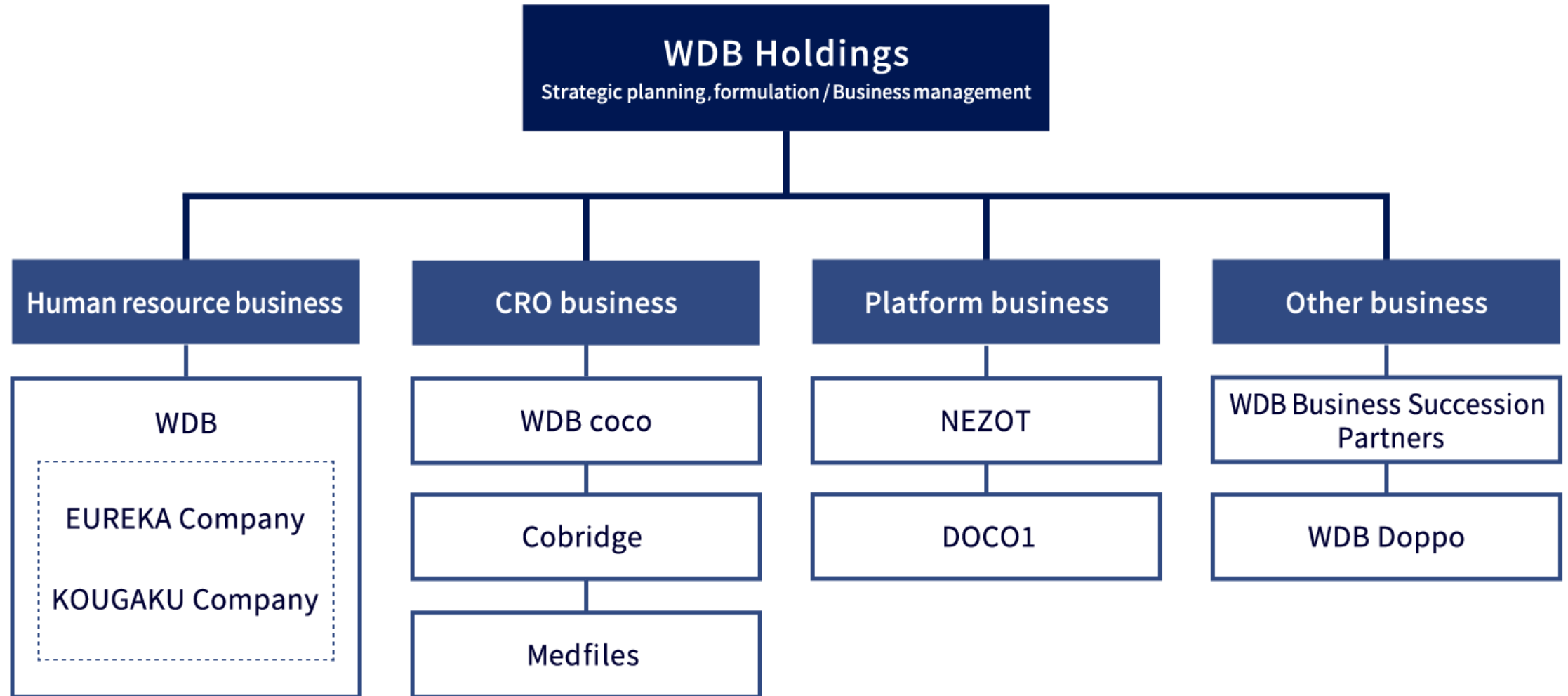
WDB Holdings Co., Ltd.

FY2025 Financial Report

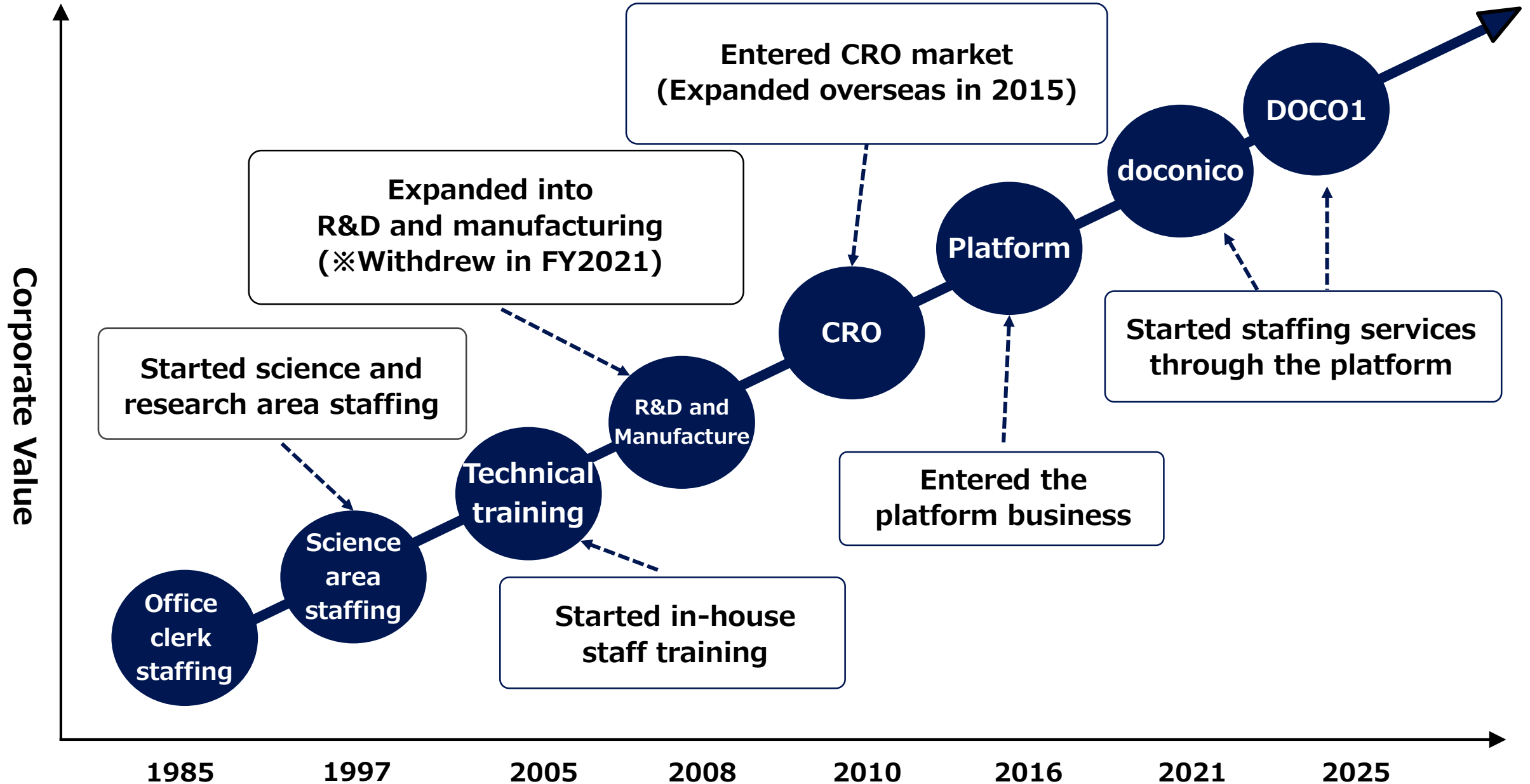
~New Business Strategy~

Company Overview (May, 2026)

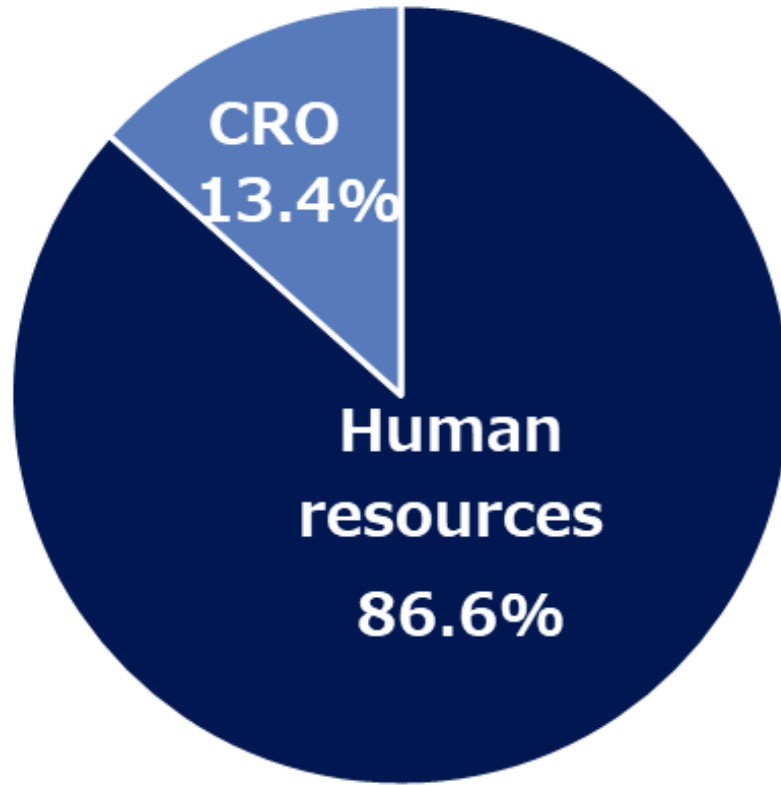
Company Name	WDB Holdings Co., Ltd.
Incorporation	July 6, 1985
Capital	¥1 billion
Stock Listing	Prime Market of Tokyo Stock Exchange (Code 2475)
President and CEO	Toshimitsu Nakano
Head Office	101 Edomachi, Chuo-ku, Kobe-shi, Hyogo ※We relocated our head office from Himeji-shi, Hyogo, to Kobe-shi, Hyogo, on October 1, 2025.
Number of Employees	992 (temporary staff and others / 9,914) ※The number of employees is calculated on a different base from that in the financial report.
Sales	¥50.3 billion (FY2025)
Ordinary Income	¥4.5 billion (FY2025)
Business Domain	<ul style="list-style-type: none">• Human Resources Business• CRO business• Platform and Other Business



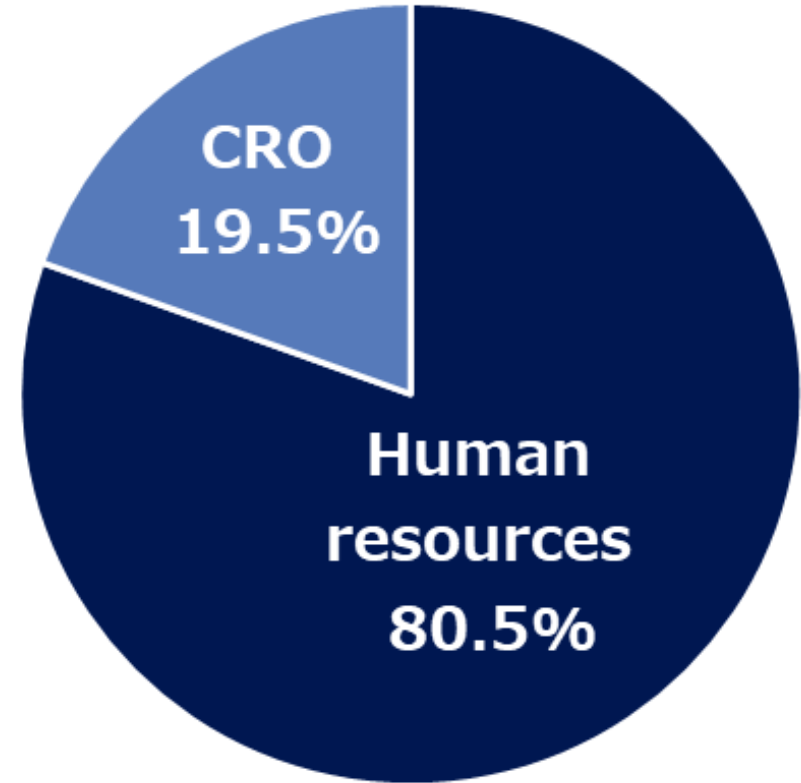
History and Business Expansion



Sales composition



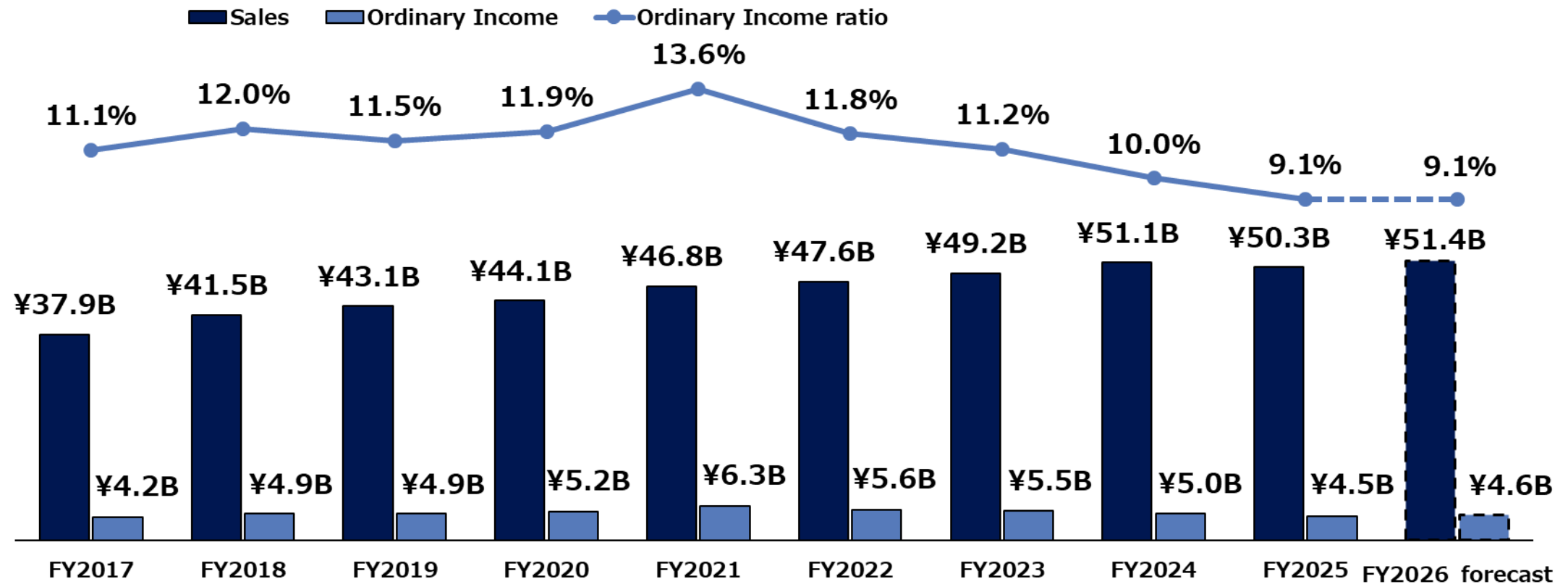
Profit composition



Financial Results & Forecast (Consolidated)

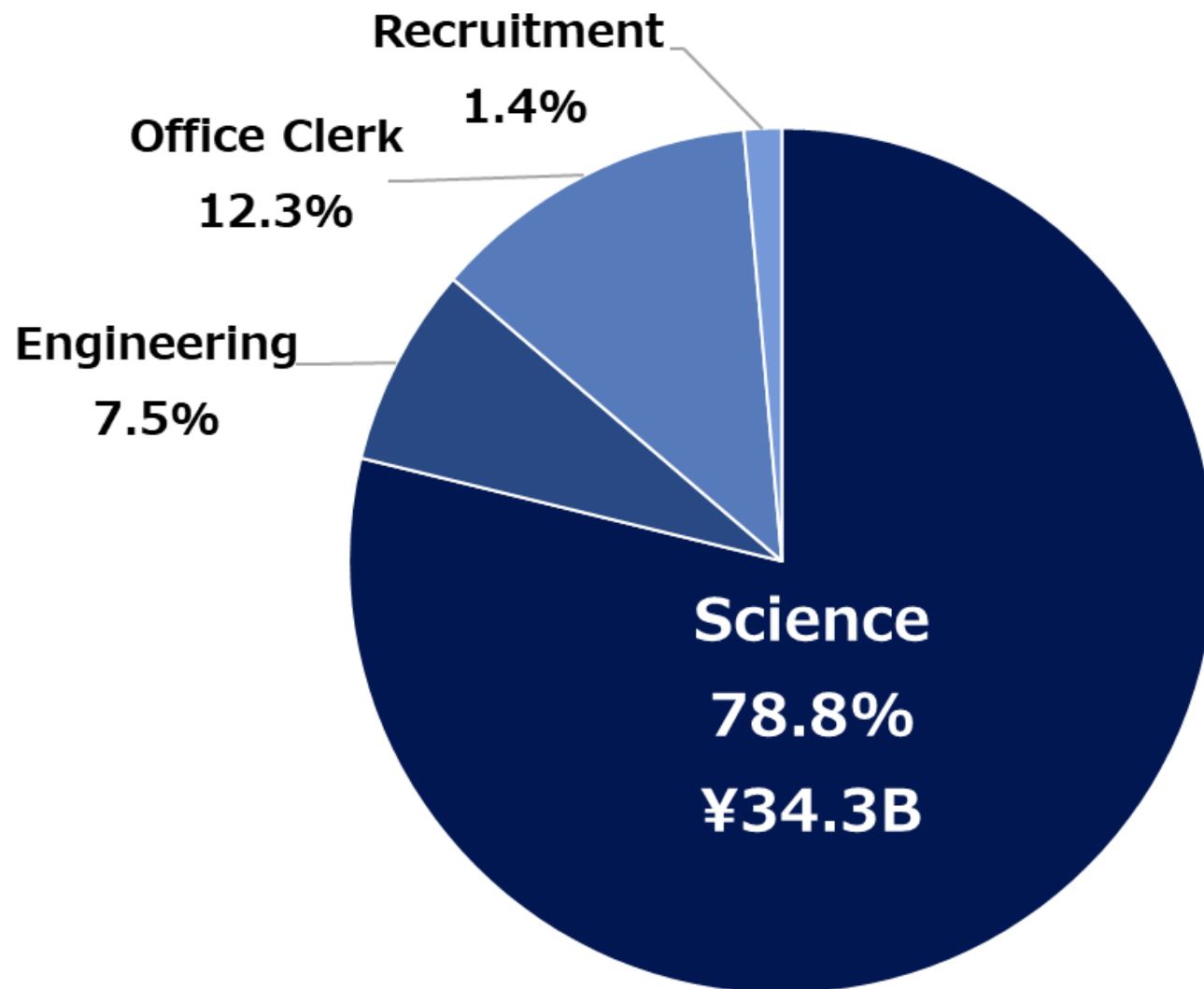
Sales and profits are generally growing for the past 10 years.

In addition, although ordinary income has not shown significant growth since the FY 2022, this is primarily due to our ongoing investments in areas such as increased compensation for temporary staff and the development of our platform, aimed at ensuring continued growth over the long term.

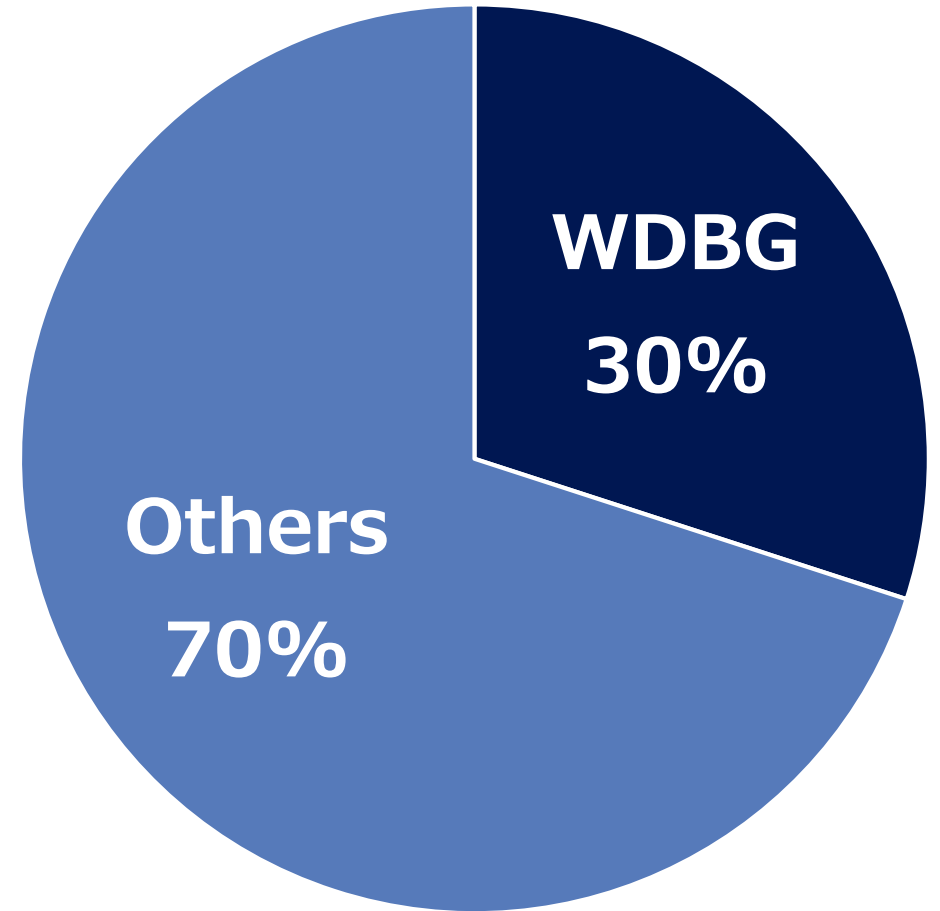


Human Resources Business

Our staffing business is mainly focusing on the science and research field. This field accounts for approx. 80% of the revenue of our staffing business.



**Our company accounts for approx.
1/3 of the science-related
temporary staffing market
(110 billion yen) . This makes us the
Market leader.**



We dispatch scientific researchers, research assistants, and technicians in the science and research related fields.

Staff and talent

- **Knowledge/skills in genetics**
- **Knowledge/skills in animal anatomy**
- **PCR testing capabilities**
- **Experience in chemical analysis, etc.**

Staffing requests

- **Research assistance in laboratories
(Universities, research institution as well as private sector)**
- **Quality control work for factory**



Observation with a microscope



Reagent injection by pipette



**Reagent concentration
by evaporator**

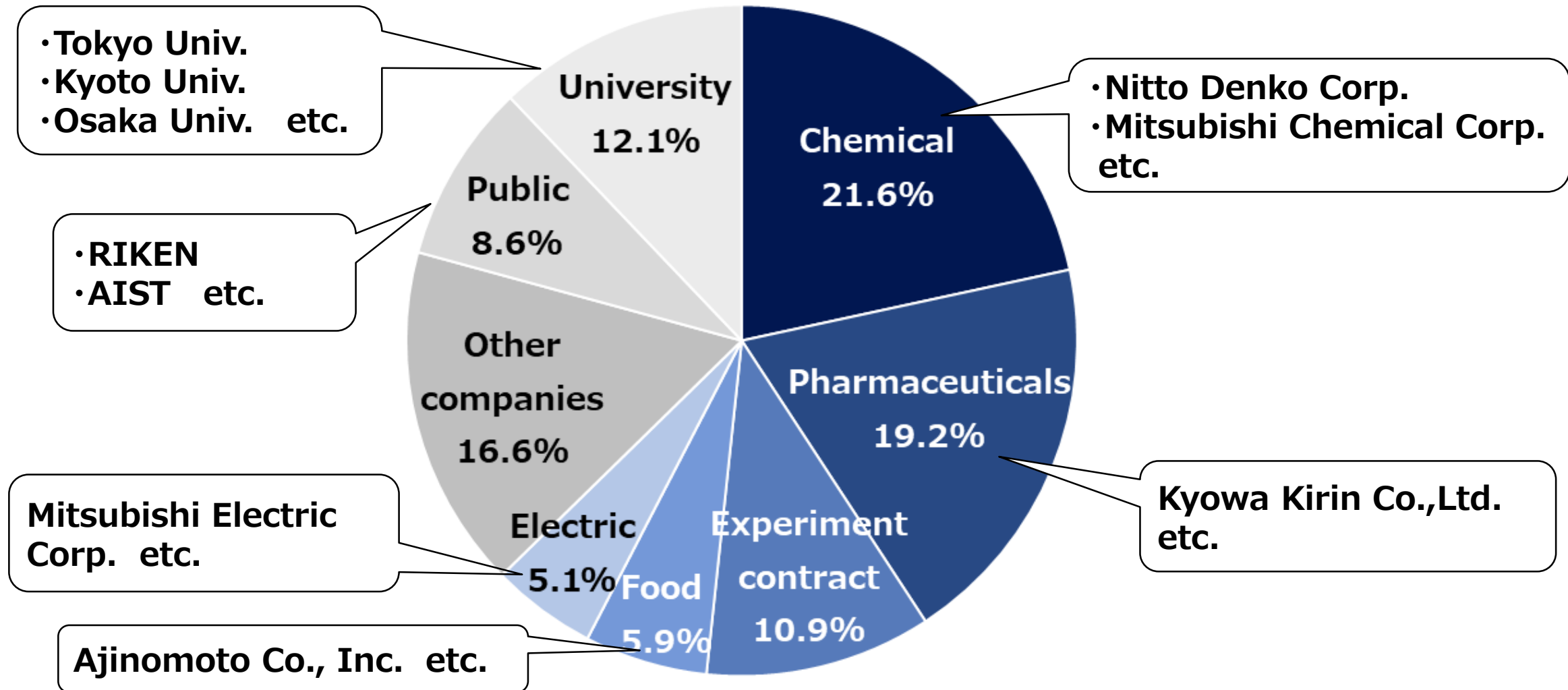


Component analysis by HPLC

Sales Composition Ratio by Industry Segment (FY2025)



We have business with most major chemicals manufacturers, pharmaceuticals, food manufacturers, public laboratories, and universities.



Three elements to source high-quality staff

- 1. We provide necessary skills and techniques for our staff at our in-house training centers nationwide.**
- 2. We attract good staff because of our name value in the science field.**
- 3. We deal with both registration type and full-time employee type. This is advantageous compared to one type only staffing companies.**

In addition to these factors, we aim to become a staffing agency of choice for a broader range of candidates by offering industry-leading compensation to temporary staff.

How we keep high level of satisfaction for customer and staff both

1. Best Matching

With many years of experience in the sciences field, we understand our clients' work requirements well. For candidates, we conduct a one-day skills test to understand their abilities accurately. Using this information and our own methods, we match candidates with the best possible jobs.

2. Maintaining Satisfaction During Employment

We have regular meetings with clients and temporary staff, and we have a system to discuss any issues anytime. This lets us solve problems quickly during employment. We also pay high-performing temporary staff well according to their work quality, keeping them satisfied.

3. Providing Services Through the Platform

We provide temporary staffing services through our proprietary system (details below).

We call the mechanism which enhances the convenience and visualization of services that used to be done manually as a "platform".

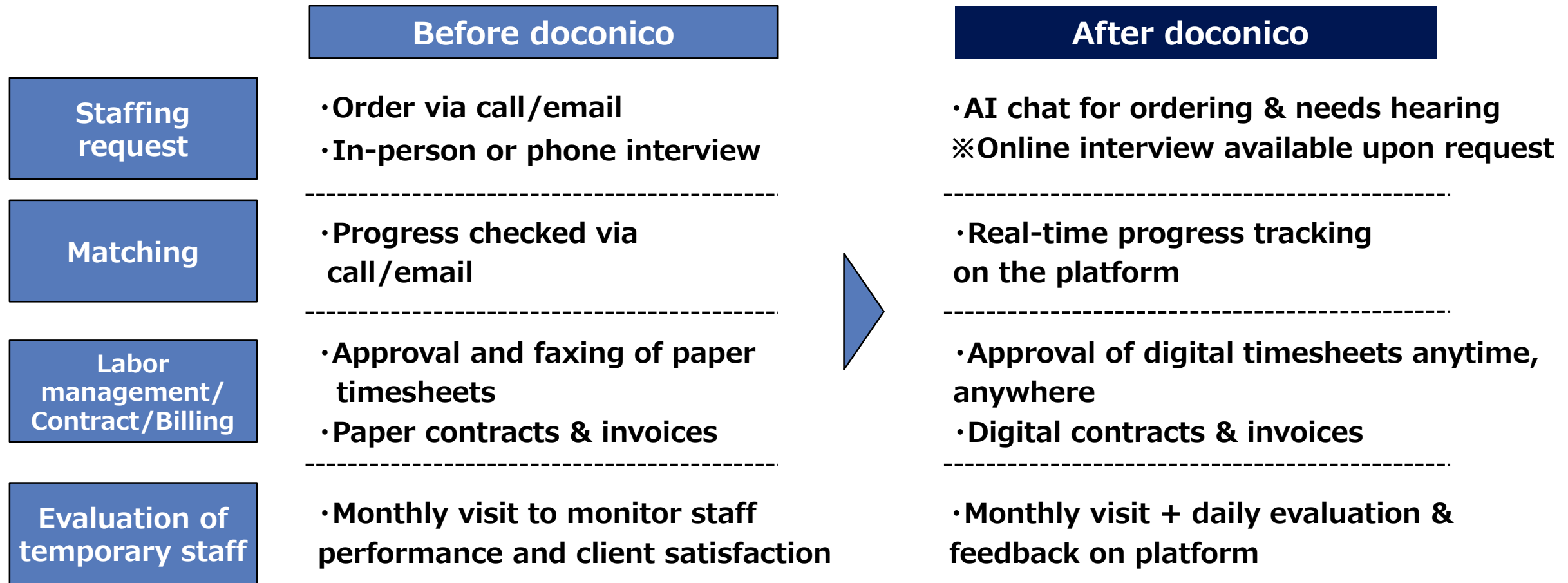
The basic development concept is that “the platform will streamline, automate, and visualize operations, and customers will be able to receive our services 24/7, and will be able to check the progress of services in real time.”

Our human resources service platform “doconico” was released in April 2021, and “DOC01” followed in May 2025. Both platforms are currently in active operation and have been continuously improved since their release.

We also released a platform for CRO services and started operation during FY2023.

Staffing Service Using “doconico”

Most of the staffing services procedures that were previously provided through our staff, can now be provided online.



Staffing Platform “doconico” & “DOC01”



Enabling to complete requests, procedures, and management of staffing personnel on the Web. Various labor procedures and documents can be made paperless and efficient, as well as dispatched staff information can be centrally managed. Information sharing between related parties will be smoother, and improve business efficiency.

“doconico” is our staffing management system designed for clients using our staffing services. To address client needs to also manage staff dispatched from other agencies, we launched “DOC01” in May 2025, enabling centralized management across multiple staffing vendors.

“DOC01” allows users to manage all communication with different staffing agencies online. It also enables simultaneous job order dispatch to multiple agencies, while centralized visibility into each worker’s contract, time records, and billing status.

doconico



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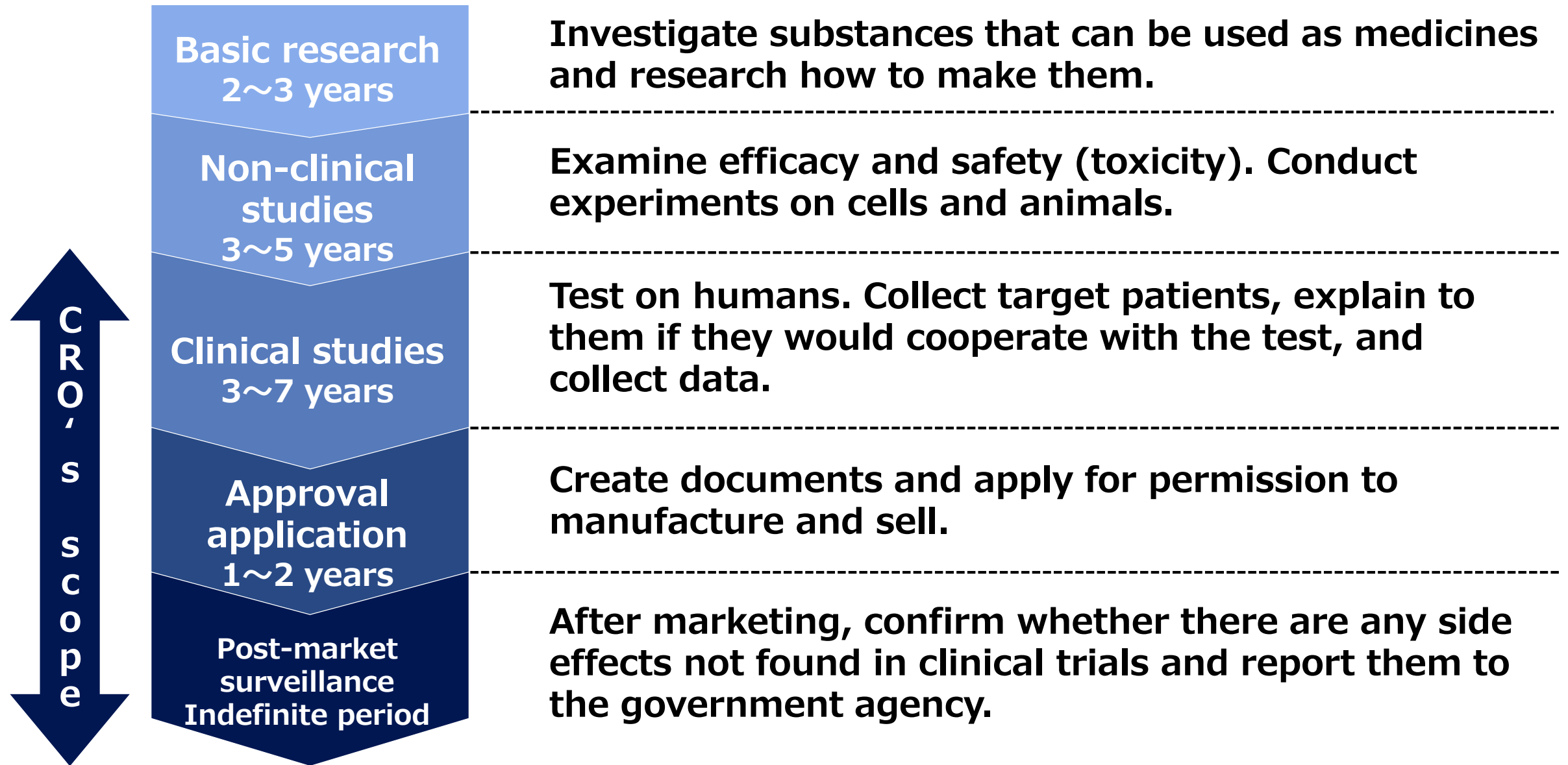
CRO Business

CRO (Contract Research Organization) is a company that supports the drug development of pharmaceutical manufacturers.

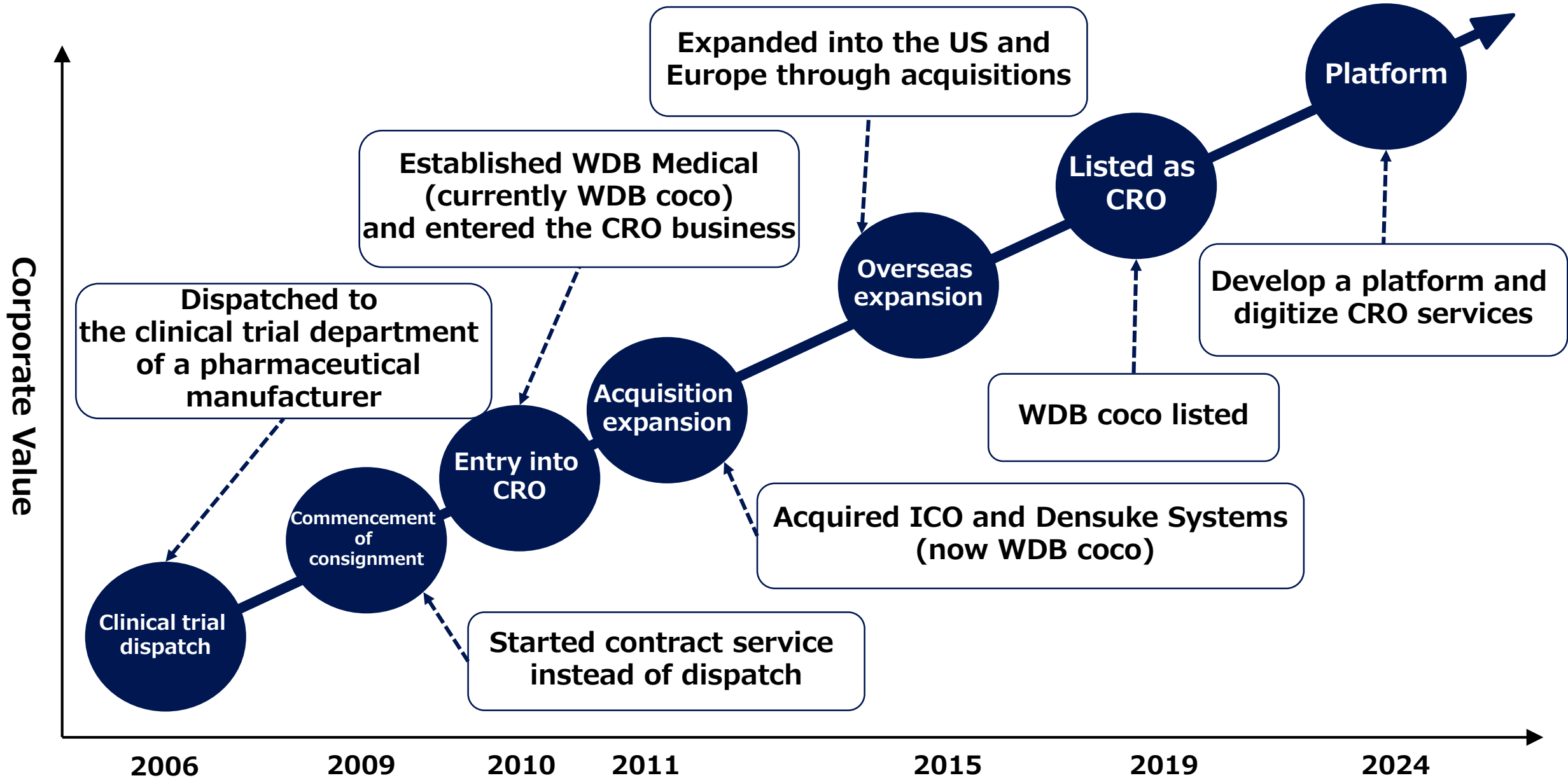
It takes 10 to 20 years and 100 billion yen for a pharmaceutical manufacturer to develop a new drug.

For this reason, pharmaceutical manufacturers place orders for various ancillary tasks related to drug development to CROs so that researchers can concentrate on their research.

We will explain specifically what kind of work the CRO will undertake on the next page.



History of WDBG CRO Business



Japan

WDB coco

- Pharmacovigilance
- Document support
- Data management
- Statistical analysis
- Clinical research support

Cobridge

- Regulatory affairs

Europe

Medfiles

- Regulatory affairs
- Clinical trial
- Data management
- Statistical analysis
- Pharmacovigilance

FY2025 Result

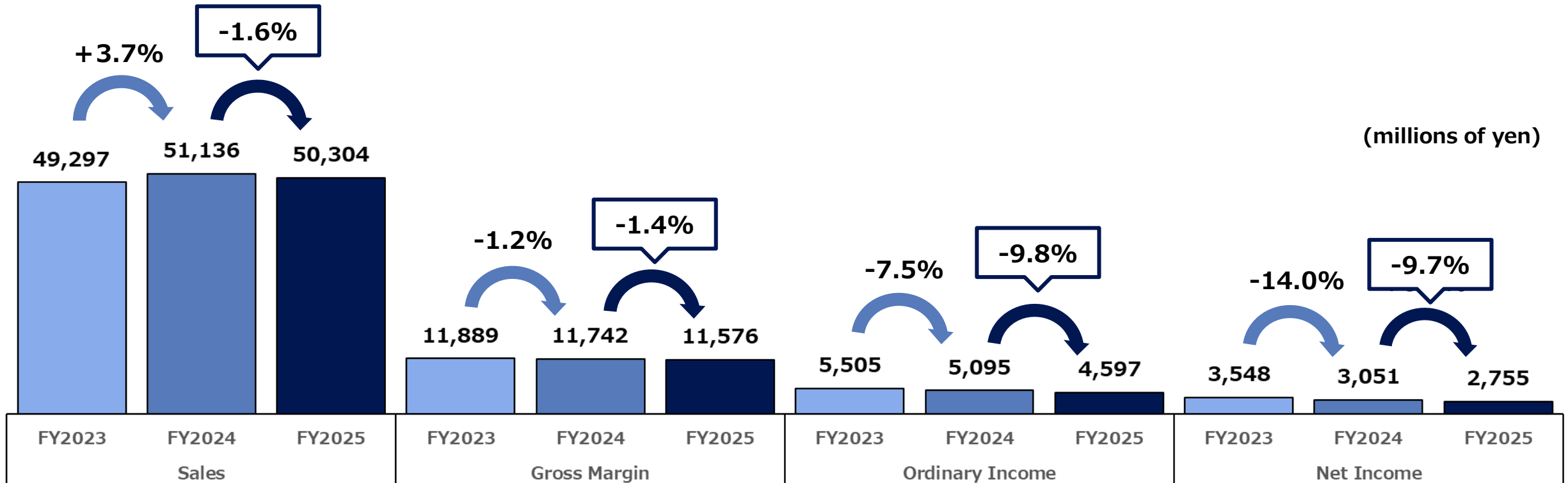
Summary (Consolidated)

Sales : Sales decreased by 1.6% YoY due to lower sales in the CRO business.

Gross Margin : Gross margin decreased by 1.4% YoY due to lower profitability in the CRO business.

Ordinary Income : Ordinary income decreased by 9.8% YoY due to a decline in gross margin and an increase in SG&A expenses.

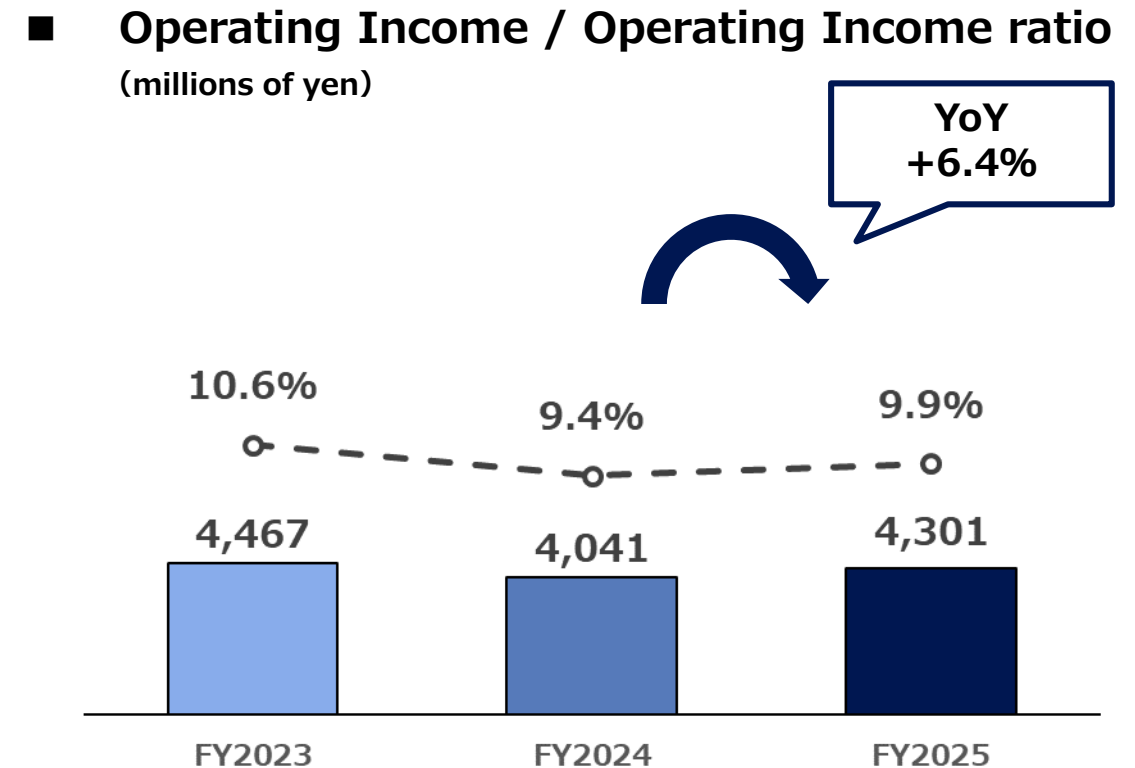
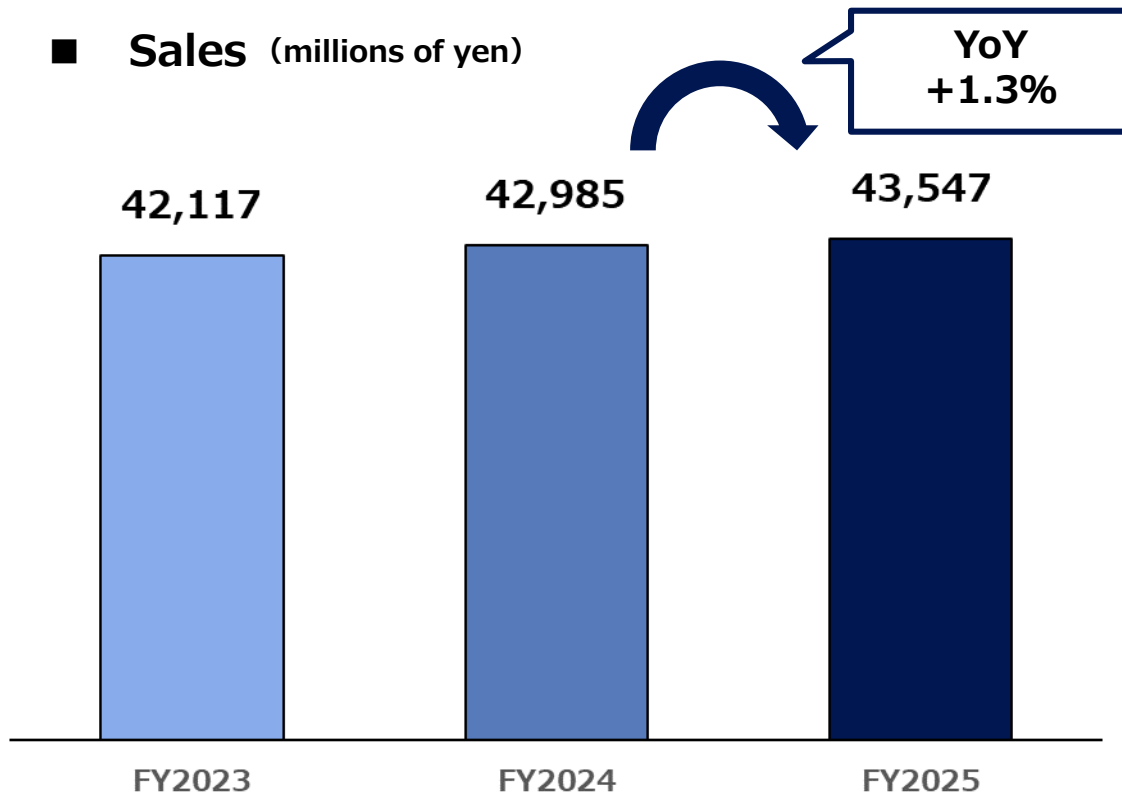
Net Income : Net income decreased by 9.7% YoY due to a decrease in ordinary income.



Segment Performance (Human Resources Business)

Sales : Sales increased by 1.3% YoY due to an increase in temporary staffing fees and a decrease in the number of permanent-type temporary employees who could not be dispatched to clients.

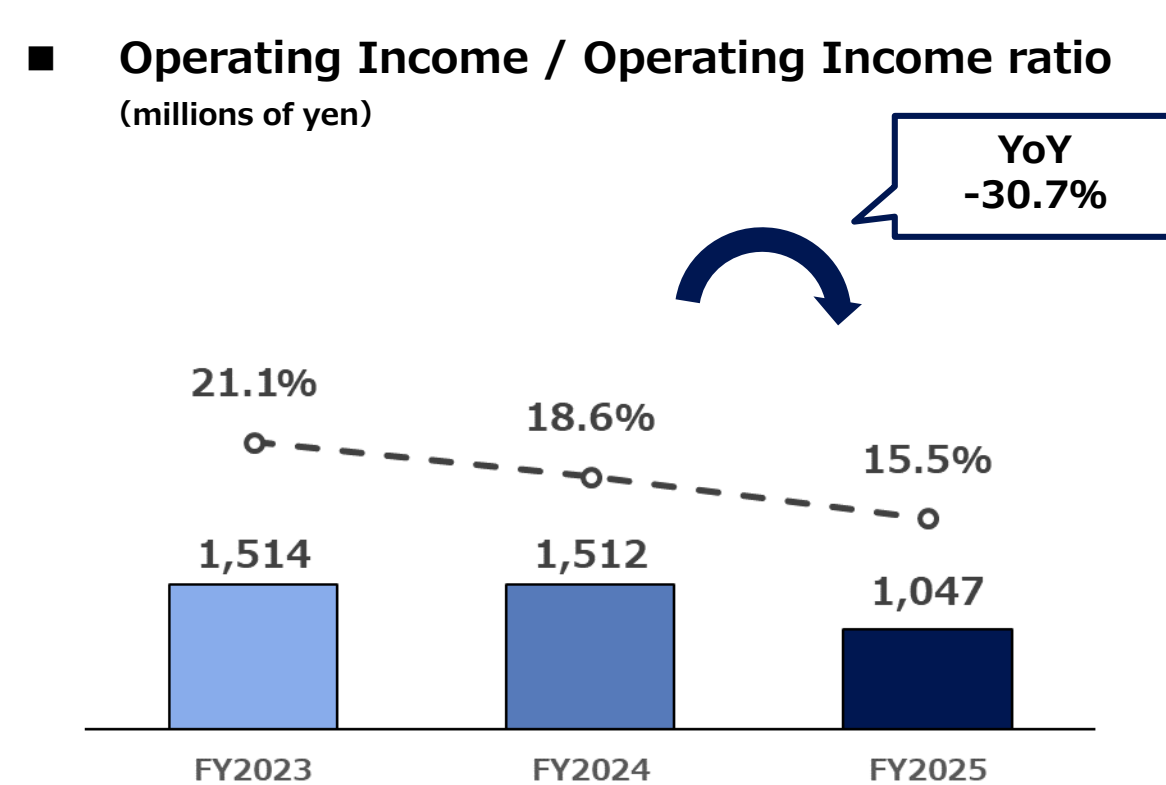
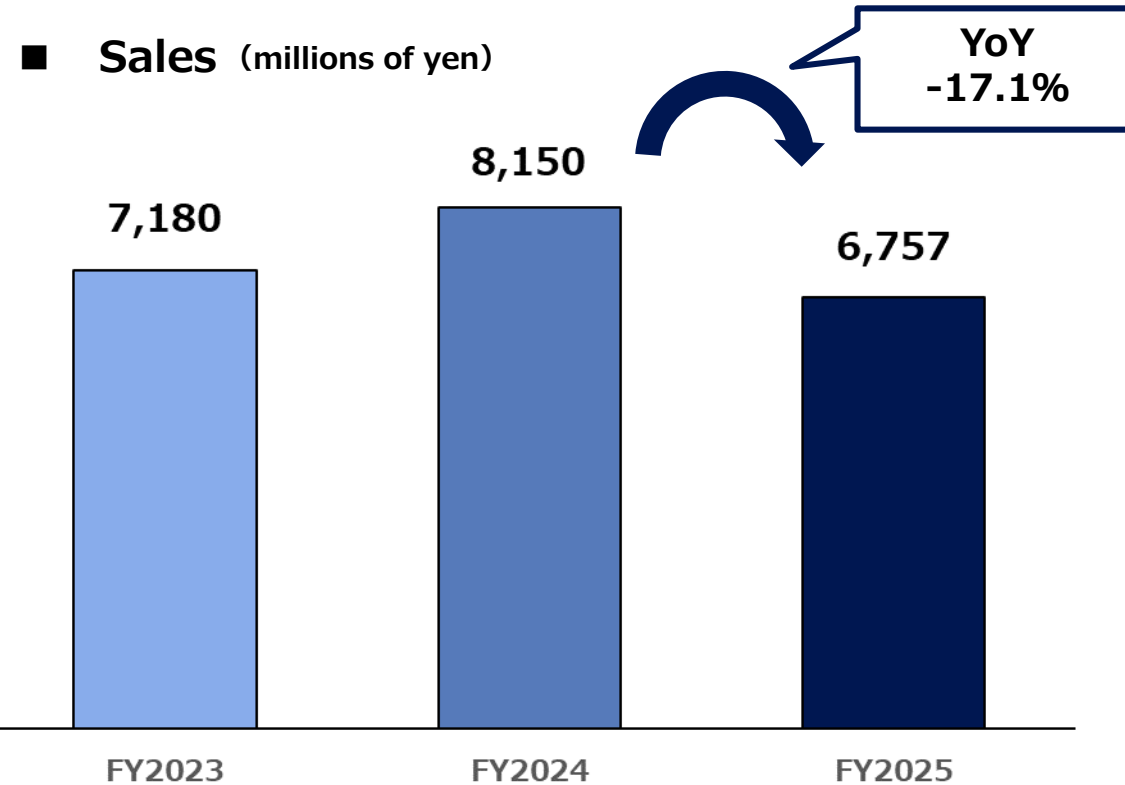
Operating Income : Operating income increased by 6.4% YoY due to the offset of increased in SG&A expenses, while increasing compensation for temporary staff.



Segment Performance (CRO Business)

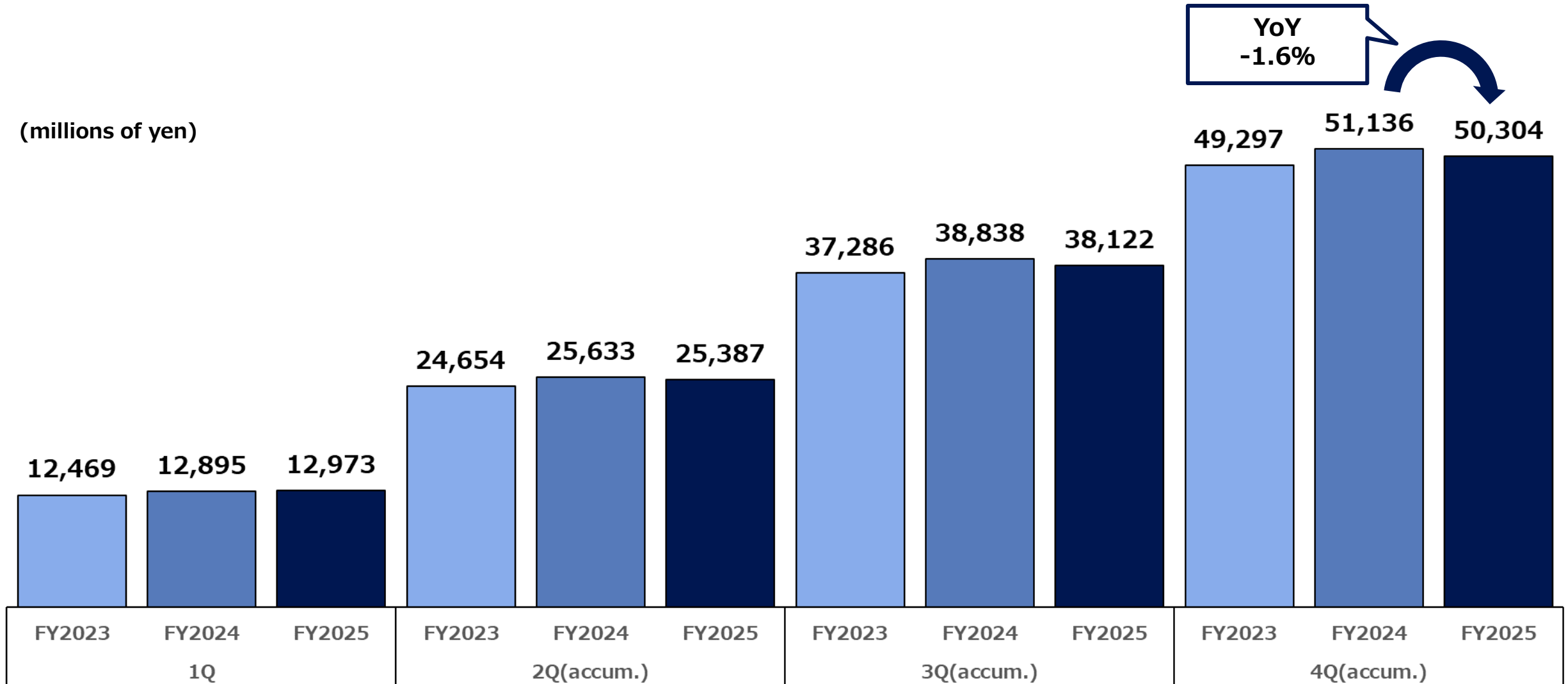
Sales : Sales decreased by 17.1% YoY due to the impact of the internalization of operations previously outsourced to our company by a major client and the divestiture of unprofitable overseas business.

Operating Income : Operating income decreased by 30.7% YoY because we retained the workforce responsible for contract operations in anticipation of future orders, despite a decrease in sales.



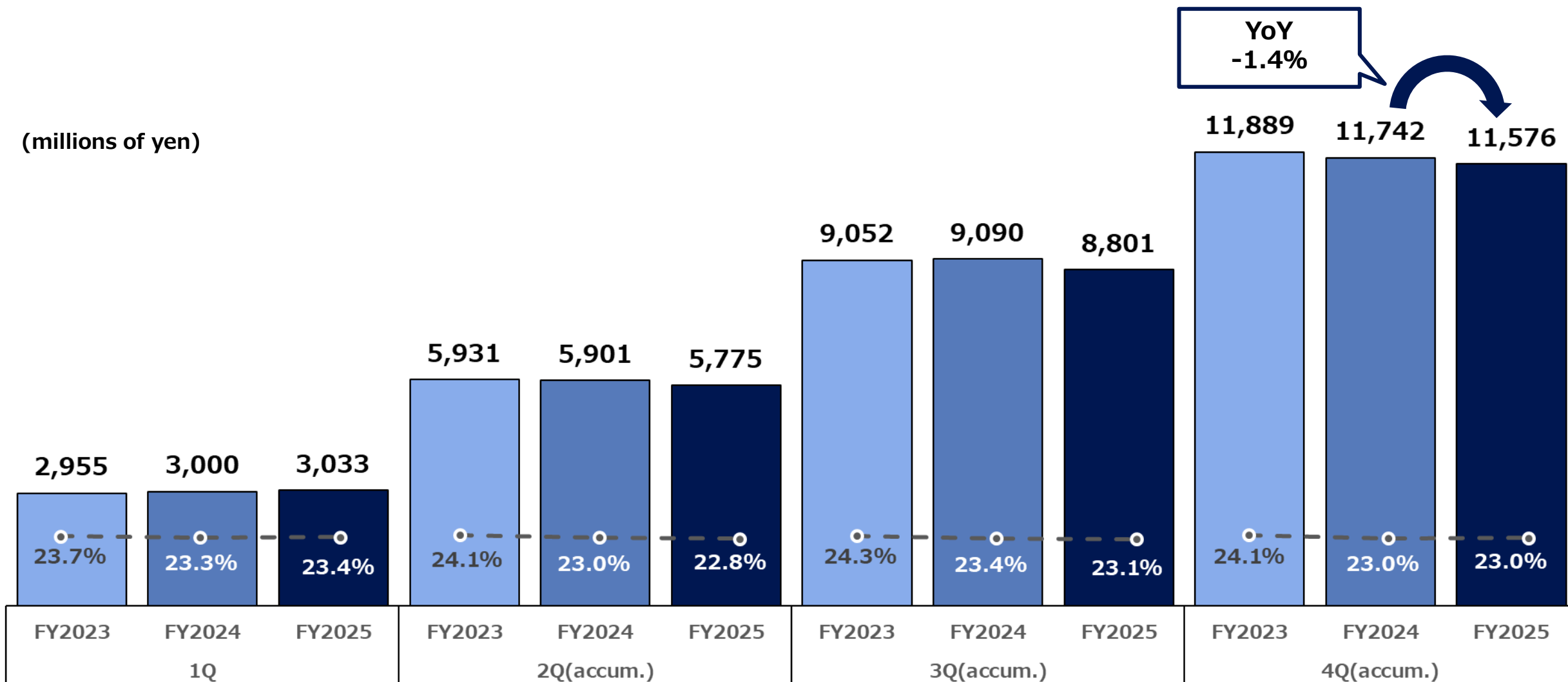
Consolidated Financial Statements (Sales)

(millions of yen)



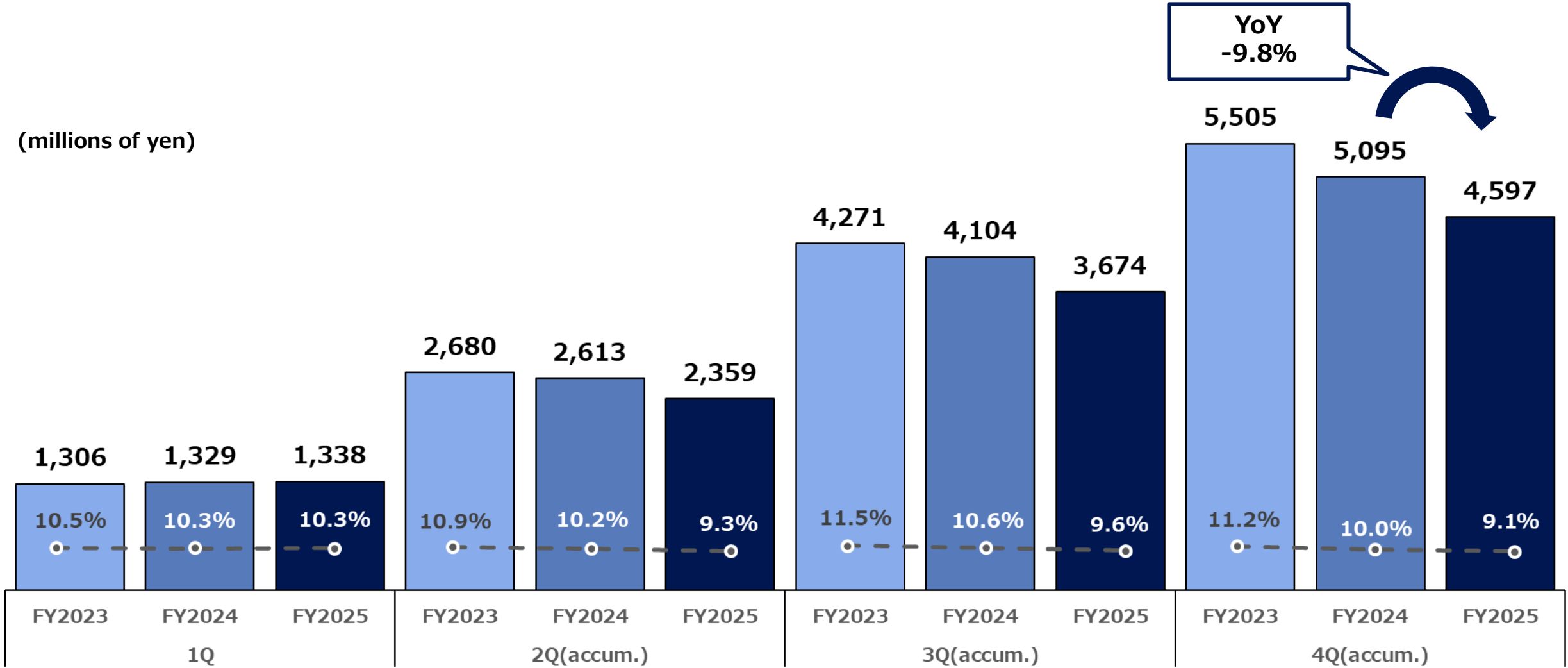
✓ Sales decreased by 831 million yen YoY to 50,304 million yen (-1.6%).

(millions of yen)



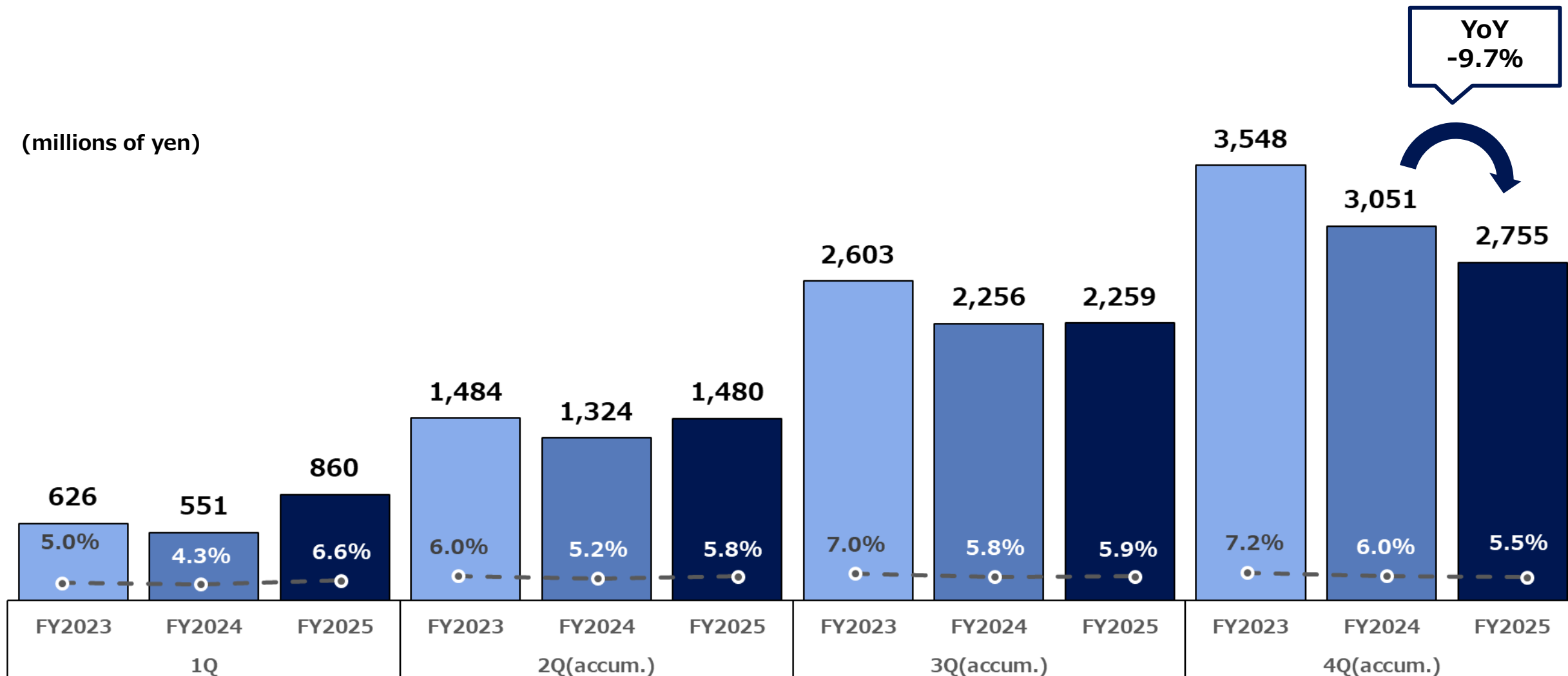
- ✓ Gross margin decreased by 165 million yen YoY to 11,576 million yen (-1.4%).
- ✓ Gross margin ratio remained unchanged YoY at 23.0%.

(millions of yen)



- ✓ Ordinary income decreased 498 million yen YoY to 4,597 million yen (-9.8%).
- ✓ Ordinary income ratio decreased by 0.8 point YoY to 9.1%.

(millions of yen)



- ✓ Net income decreased by 296 million yen YoY to 2,755 million yen (-9.7%).
- ✓ Net income ratio decreased by 0.5 point YoY to 5.5%.

Human resources

- In April 2025, we raised staff compensation and increased temporary staffing fees to maintain profit margins.
- By strengthening sales and selection systems, our acceptance rate for staffing requests improved.
- By increasing compensation and providing better support during employment, the turnover rate was slightly reduced.
- In the area of permanent-type temporary staffing, we worked to strengthen our recruitment capabilities by localized recruitment of new graduates.

CRO

- We worked on automating and standardizing processes, and improved the accuracy of automation tools by creating prototypes.
- Our work efficiency was improved by introducing an AI-powered document creation support tool.
- We refined our process operations initiatives, redefined the customer value proposition as a new document support service, and advanced these efforts.
- We completed the sale of unprofitable overseas operations.

FY2026 Forecast

(millions of yen)

	FY2024			FY2025			FY2026 (Forecast)		
	Amount	Sales ratio	Growth rate	Amount	Sales ratio	Growth rate	Amount	Sales ratio	Growth rate
Net Sales	51,136	100.0%	3.7%	50,304	100.0%	-1.6%	51,439	100.0%	2.3%
Gross Margin	11,742	23.0%	-1.2%	11,576	23.0%	-1.4%	12,178	23.7%	5.2%
SG(&)A	6,673	13.1%	3.9%	7,112	14.1%	6.6%	7,539	14.7%	6.0%
Operating Income	5,068	9.9%	-7.3%	4,464	8.9%	-11.9%	4,639	9.0%	3.9%
Ordinary Income	5,095	10.0%	-7.5%	4,597	9.1%	-9.8%	4,663	9.1%	1.4%
Net Income	3,051	6.0%	-14.0%	2,755	5.5%	-9.7%	2,772	5.4%	0.6%

Based on our “Medium-to-Long Term Management Policy 2025,” we are operating our business under the following three policies.

- 1. Pursue value as a staffing agency**
- 2. Expand into new business domains as a “platform company”**
- 3. Establish a CRO business model that coexists with AI**

Please refer to the URL below for details of the “Medium-to-Long Term Management Policy 2025,”

<https://www.wdbhd.co.jp/assets/pdf/ir/about/management-policy250514.pdf>

The following section outlines its specific details and current progress.

Mid-to-Long Term Policy 2025

- In Japanese society, wages are rising due to a decline in the working population and intensifying competition for jobs. Securing human resources is becoming more challenging every year.
 - The average hourly wage of temporary workers is rising almost every month.
 - Recruitment costs for job seekers are also rising.
- As a result, the profit margins of temporary staffing agencies are under significant pressure and are on a downward trend. There is a growing possibility that Japanese-style temporary staffing may no longer be a viable business in the future. Other companies have also recognized this and are trying to find alternative business avenues, such as placement/recruiting, contract work, and job advertising, to ensure survival.



Current Status

The situation described above is becoming increasingly severe, making it more challenging and costly to secure job seekers. Furthermore, in the field of administrative work, the business automation driven by AI is advancing, and the number of temporary staffing job opportunities is also on a declining trend. These conditions are expected to accelerate further, forcing staffing agencies, regardless of their sector, to re-evaluate their business strategies.

→ Based on this environment, we have formulated and are executing the strategies outlined on the following pages.

■ Mid-Term Strategy

- By providing services through our platform, we automate the process of connecting job seekers with Employers and eliminate as much of the work traditionally performed by people as possible and thereby reducing SG&A expenses. By allocating these reduced SG&A expenses to the compensation of our temporary staff to improve their compensation, we aim to become the staffing agency offering the highest compensation in the industry.
- For operations that should be performed by people, we will further strengthen our sales, staff matching, and support for working staff to increase orders, improve placement rates, and reduce turnover of temporary staff.
- For permanent-type temporary staff, we will significantly strengthen our recruitment capabilities by localized recruitment across the country and also enhancing mid-career recruitment.

■ Long-Term Strategy

- As market conditions become even more severe and staffing agencies face an environment where they cannot secure profits, our company will further evolve its platform and automate intermediary functions to the utmost, thereby lowering SG&A costs to the limit. By utilizing reduced SG&A expenses, we will raise compensation for temporary staff to industry-leading levels, attract a larger workforce from the labor market, and expand temporary staffing placements. Furthermore, by leveraging our strengths since our founding "support throughout the employment period" and our digitized intermediary functions and other management services, we aim to gain the support of both clients and temporary staff, becoming one of the few staffing companies that can generate high profits.

In addition, through our in-house developed "one-stop staffing management system," we will increase our presence in markets beyond research staff and resume growth within the staffing market.

■ FY2025 Results

- In April 2025, we raised staff compensation and increased temporary staffing fees to maintain profit margins.
- By strengthening sales and selection systems, our acceptance rate for staffing requests improved.
- By increasing compensation and providing better support during employment, we were able to slightly reduce the turnover rate.
- In the area of permanent-type temporary staff, we worked to strengthen our recruitment capabilities by localized recruitment of new graduates.
- We launched the centralized staffing operations management platform “DOC01” in May 2025, the number of customers is steadily increasing.

■ FY2026 Initiatives

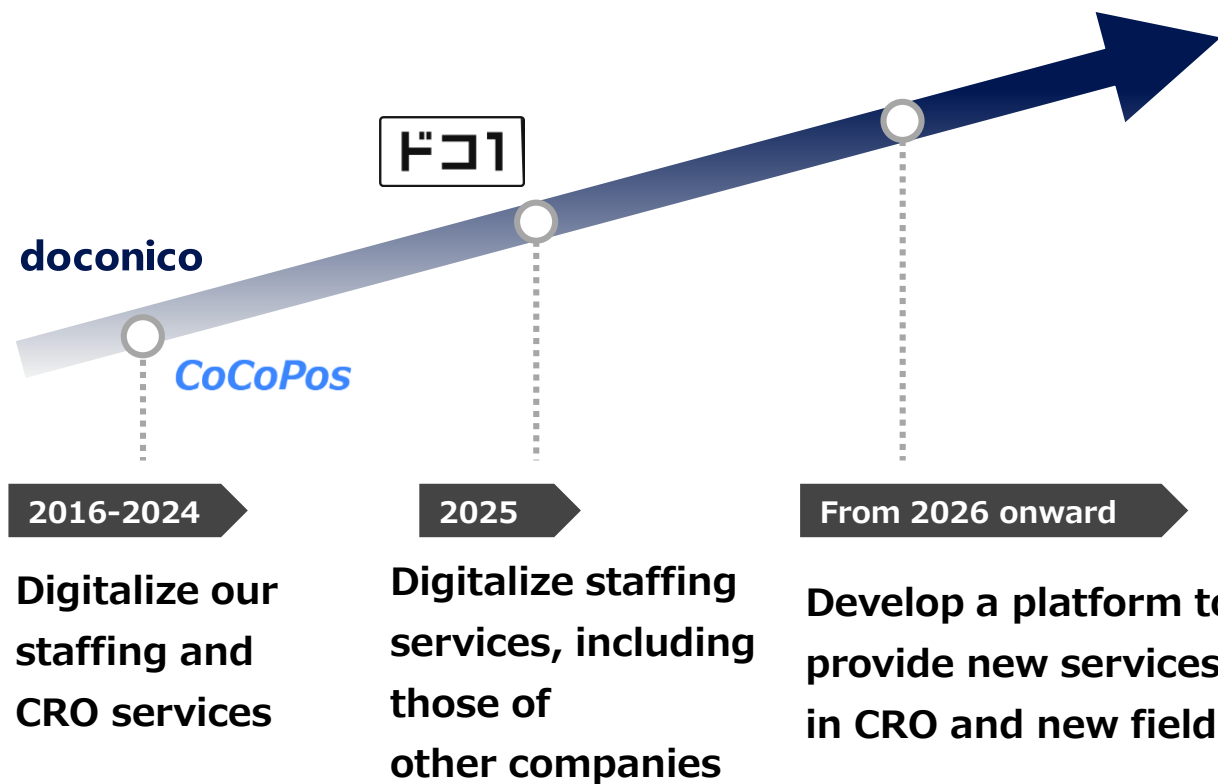
- We will work to steadily increase the compensation of our temporary staff to create a clear competitive advantage over other companies.
- We will upgrade our sales, selection, and follow-up support systems to reinforce our operational structure, increase orders, improve order acceptance rates, and reduce employee turnover.
- In the area of permanent-type temporary staff, will also focus on mid-career recruitment and strive to increase the number of hires.
- Through continuous improvements to “DOC01”, we will further enhance usability and strengthen efforts to acquire new customers.

■ Our Vision

Utilizing the know-how gained from “doconico” and “DOC01,” we will expand into new business domains as a platform company.

■ Our Platform Development Record

- The human resources service platform : [doconico](#)
- CRO contract management platform : [CoCoPos](#)
- Centralized staffing management platform : [DOC01](#)



doconico



CoCoPos



DOC01



■ FY2025 Results

- We launched the centralized staffing operations management platform “DOC01” in May 2025. As a result of our sales activities aimed at acquiring new customers, the number of customers is steadily increasing.
- We have made improvements and added new features to “doconico”. We have also made corresponding improvements to our internal systems.
- We have developed a new platform to further strengthen our human resources business, as well as a platform for new business ventures.

■ FY2026 Initiatives

- We will continue system improvements and our sales activities for “DOC01” and work to make it available to even more customers.
- We will continue to improve “doconico” and advance the improvements we are currently working on to our internal systems, thereby achieving cost reductions through increased operational efficiency.
- We will continue development on the new platform, aiming to launch the service in one to two years.

Furthermore, we are undertaking the following initiatives regarding CRO business.

Mid -to- Long Term Policy 2025

- As with the temporary staffing business, rising wage levels are putting pressure on profit margins.
- With advancements in generative AI, routine operations are highly likely to be automated, which is expected to reduce the demand for outsourcing to CROs.
→The entire industry needs to redefine the value it provides and transform its business structure.



Current Status

The situation described above is progressing further, and changes in business operations that do not rely on automation or outsourcing due to technological advancements are becoming apparent in some major pharmaceutical companies. There is a need to re-evaluate the value proposition of CROs and transform the business structure by structuring operations to cope with rising costs and eliminating reliance on individual expertise.

■ Our Vision

- We will face head-on the change in which routine manual work is being replaced by advances in generative AI and automation technology, and in addition to automating and standardizing processes, we will steadily strengthen center operations to achieve both operational stability and efficiency.
- On that basis, we will focus our resources on practical value areas that should be handled by people, such as judgment, customer service, quality assurance, and multitasking, and establish a new CRO business model that coexists with AI.
- In the medium to long term, we will also work to create new businesses in the medical and pharmaceutical fields. To address the fragmented practical issues that existing services are unable to address, we will build a support model that is tailored to the actual situation on the ground by combining digital technology, and provide new value that combines high expertise and profitability in specific fields.

■ Our Strategy

- In the areas of document support, PMS, and clinical research support, we will standardize operations, develop tools, and digitize processes to improve reproducibility and productivity.
- In the field of advanced medical devices, where domestic demand is expected to grow in the future, we aim to evolve into a system capable of providing comprehensive support for business expansion both in Japan and overseas. This will be achieved through an integrated support system that spans from development to regulatory registration and post-marketing activities, leveraging digital technologies and data, and in collaboration with overseas group companies.

■ FY2025 Results

- We worked on automating and standardizing processes, and improved the accuracy of automation tools by creating prototypes.
- We improved work efficiency by introducing an AI-powered document creation support tool.
- We refined our existing document support services and process operations, redefined the customer value proposition as a new document support service, and moved forward with our initiatives.

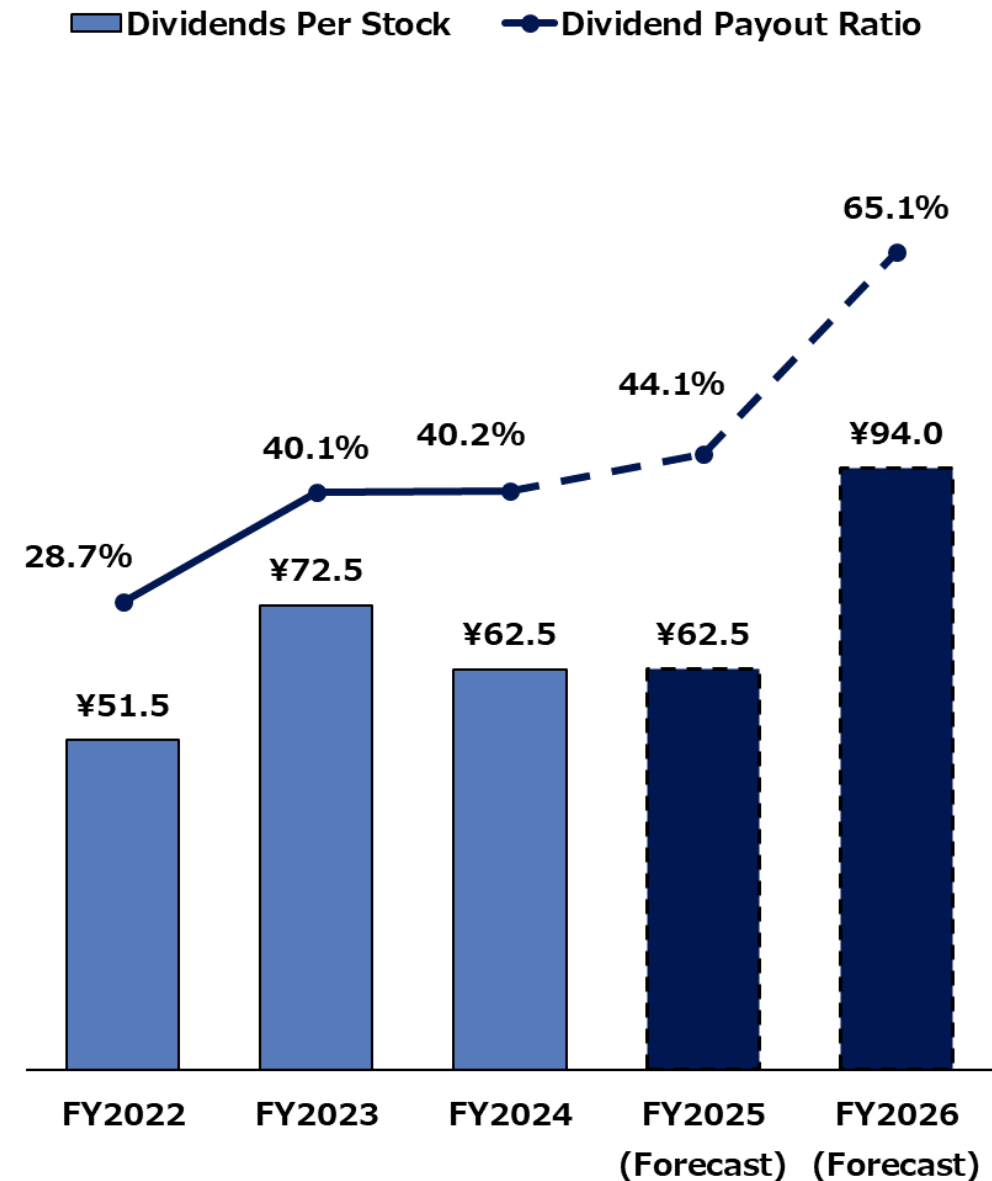
■ FY2026 Initiatives

- We will further standardize our processes to improve the reproducibility and stability of our quality.
- In addition to the automation tools we are currently developing, we will further advance our standardization efforts with automation in mind, thereby developing new automation tools.

Our goal is to increase profits by enhancing corporate value and to achieve continuous dividend increases. To this end, we are striving to grow our business and achieve continuous revenue and profit growth.

However, within the temporary staffing industry, our dividend payout ratio remains relatively low, and we are unable to fully meet the expectations of our shareholders. Therefore, we have decided to revise our dividend payout ratio criteria and strengthen shareholder returns. Backed by a strong financial foundation, we will balance business investments and dividends, aiming for a dividend payout ratio of 65%, and maintain a stable state where we can continue to pay dividends.

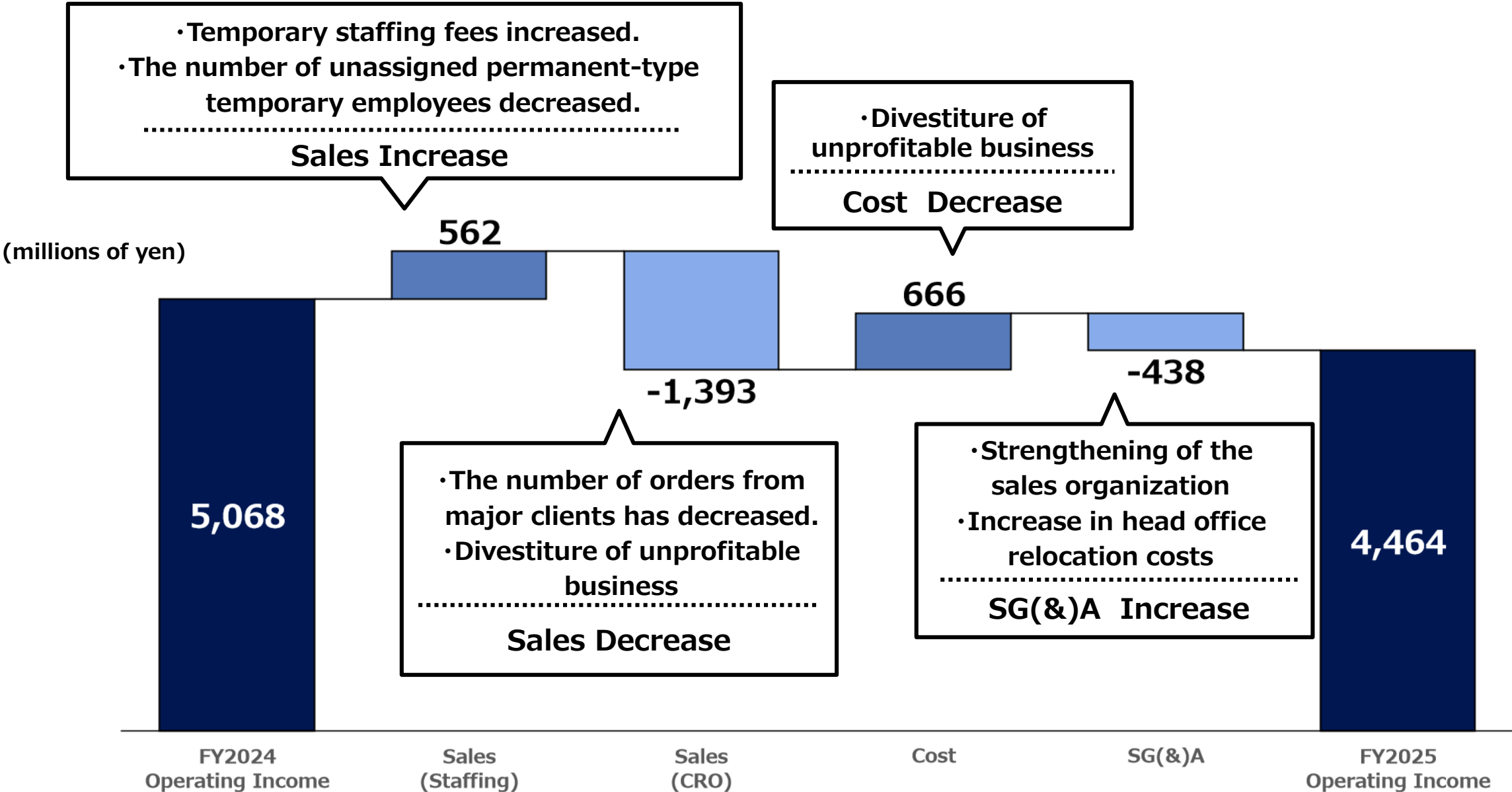
As for share repurchases, our basic policy is not to conduct them, primarily due to the liquidity ratio standards set by the Tokyo Stock Exchange.



Appendix: Business Performance (Consolidated)



4Q(accum.) (millions of yen)	FY2023		FY2024		FY2025		
	Amount	Sales ratio	Amount	Sales ratio	Amount	Sales ratio	Increase ratio
Sales	49,297	100.0%	51,136	100.0%	50,304	100.0%	-1.6%
Cost	37,408	75.9%	39,394	77.0%	38,728	77.0%	-1.7%
Gross Margin	11,889	24.1%	11,742	23.0%	11,576	23.0%	-1.4%
SG(&)A	6,420	13.0%	6,673	13.1%	7,112	14.1%	6.6%
Operating Income	5,468	11.1%	5,068	9.9%	4,464	8.9%	-11.9%
Ordinary Income	5,505	11.2%	5,095	10.0%	4,597	9.1%	-9.8%
Net Income	3,548	7.2%	3,051	6.0%	2,755	5.5%	-9.7%



Appendix: Business Performance (Consolidated, Quarterly)



Unit: Million yen () indicates YoY comparison.	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Sales	12,895 (3.4%)	12,738 (4.5%)	13,204 (4.5%)	12,297 (2.4%)	12,973 (0.6%)	12,413 (-2.5%)	12,734 (-3.6%)	12,182 (-0.9%)
Cost	9,894 (4.0%)	9,837 (6.8%)	10,016 (5.3%)	9,645 (5.1%)	9,940 (0.5%)	9,671 (-1.7%)	9,709 (-3.1%)	9,407 (-2.5%)
Gross Margin	3,000 (1.5%)	2,901 (-2.5%)	3,188 (2.2%)	2,652 (-6.5%)	3,033 (1.1%)	2,742 (-5.5%)	3,025 (-5.1%)	2,775 (4.6%)
SG(&)A	1,680 (0.8%)	1,618 (0.8%)	1,710 (11.6%)	1,665 (3.1%)	1,712 (1.9%)	1,729 (6.9%)	1,805 (5.6%)	1,864 (12.0%)
Operating Income	1,320 (2.5%)	1,282 (-6.3%)	1,478 (-6.9%)	986 (-19.2%)	1,320 (0.0%)	1,012 (-21.1%)	1,220 (-17.5%)	910 (-7.7%)
Ordinary Income	1,329 (1.8%)	1,284 (-6.6%)	1,490 (-6.3%)	990 (-19.7%)	1,338 (0.7%)	1,020 (-20.5%)	1,315 (-11.8%)	922 (-6.9%)
Net Income	551 (-11.9%)	772 (-9.9%)	932 (-16.8%)	794 (-15.9%)	860 (55.9%)	620 (-19.7%)	778 (-16.4%)	495 (-37.7%)

FY2024		FY2025	
4Q(accum.)	Sales ratio	4Q(accum.)	Sales ratio
51,136 (3.7%)	100.0%	50,304 (-1.6%)	100.0%
39,394 (5.3%)	77.0%	38,728 (-1.7%)	77.0%
11,742 (-1.2%)	23.0%	11,576 (-1.4%)	23.0%
6,673 (3.9%)	13.1%	7,112 (6.6%)	14.1%
5,068 (-7.3%)	9.9%	4,464 (-11.9%)	8.9%
5,095 (-7.5%)	10.0%	4,597 (-9.8%)	9.1%
3,051 (-14.0%)	6.0%	2,755 (-9.7%)	5.5%

Appendix: Business Performance (By Segment)



4Q(accum.) (millions of yen)		FY2023		FY2024		FY2025		
		Amount	Sales ratio	Amount	Sales ratio	Amount	Sales ratio	Increase ratio
Human resources	Sales	42,117	—	42,985	—	43,547	—	1.3%
	Segment profit	4,467	10.6%	4,041	9.4%	4,301	9.9%	6.4%
CRO	Sales	7,180	—	8,150	—	6,757	—	-17.1%
	Segment profit	1,514	21.1%	1,512	18.6%	1,047	15.5%	-30.7%

Appendix: Business Performance (By Segment , Quarterly)



Unit: Million yen () indicates YoY comparison.		FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Human resources	Sales	10,905 (1.2%)	10,683 (2.2%)	11,177 (3.4%)	10,219 (1.4%)	11,105 (1.8%)	10,814 (1.2%)	11,096 (-0.7%)	10,530 (3.0%)
	Segment profit	1,029 (-8.9%)	990 (-15.1%)	1,187 (-3.8%)	834 (-11.0%)	1,184 (15.1%)	954 (-3.6%)	1,222 (3.0%)	939 (12.6%)
CRO	Sales	1,989 (17.7%)	2,055 (18.4%)	2,027 (11.2%)	2,078 (7.6%)	1,868 (-6.1%)	1,599 (-22.2%)	1,638 (-19.2%)	1,651 (-20.5%)
	Segment profit	417 (45.0%)	399 (25.0%)	414 (-13.2%)	280 (-34.8%)	262 (-37.2%)	171 (-57.0%)	298 (-28.1%)	315 (12.5%)

FY2024		FY2025	
4Q(accum.)	Sales ratio	4Q(accum.)	Sales ratio
42,985 (2.1%)	—	43,547 (1.3%)	—
4,041 (-9.5%)	9.4%	4,301 (6.4%)	9.9%
8,150 (13.5%)	—	6,757 (-17.1%)	—
1,512 (-0.2%)	18.6%	1,047 (-30.7%)	15.5%

The purpose of this material is to provide information about business performance. It is not intended to solicit investment in our stock.

The predictions given in this material are judgments at the time the material was created. Forecasts are subject to change without notice.

<Contact information>

Corporate Planning Department

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