



Progress of Medium- to Long-Term Management Policy

We are a company that continually seeks to discover the value underlying yet untapped and continuously strives to create new value



**Creating New Standards,
Transforming Society**

At WDB Group, we challenge what has long been taken for granted and create new standards.



Human Resources

Pursue value as a staffing agency



CRO

Establish a highly productive CRO business model



Platform

Expand into new business domains as a platform company

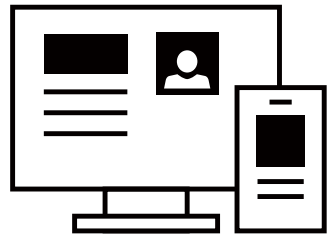


Human Resources Business

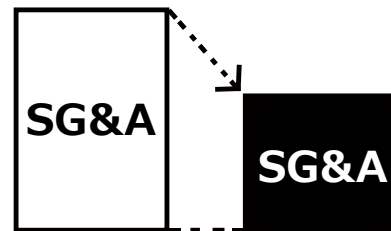


Mid-term Strategy

① Platform



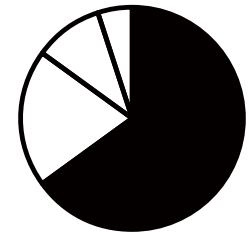
② SG&A cost reduction



③ Higher staff compensation



④ Market share Growth



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 there by [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, and secure more workers from the labor market and [expand market share](#).

Building a Staffing Business Model That Competitors Cannot Replicate

Digital

doconico

- AI-driven client consultation
- Order placement/Contracting/
Time & attendance/Billing
- AI-driven candidate registration
- Job applications/Contracting/
Time & attendance /Payroll
- AI-driven automated matching

DOC01

- Agency portal

Other

- AI-powered internal
business support
- Digitalized operations



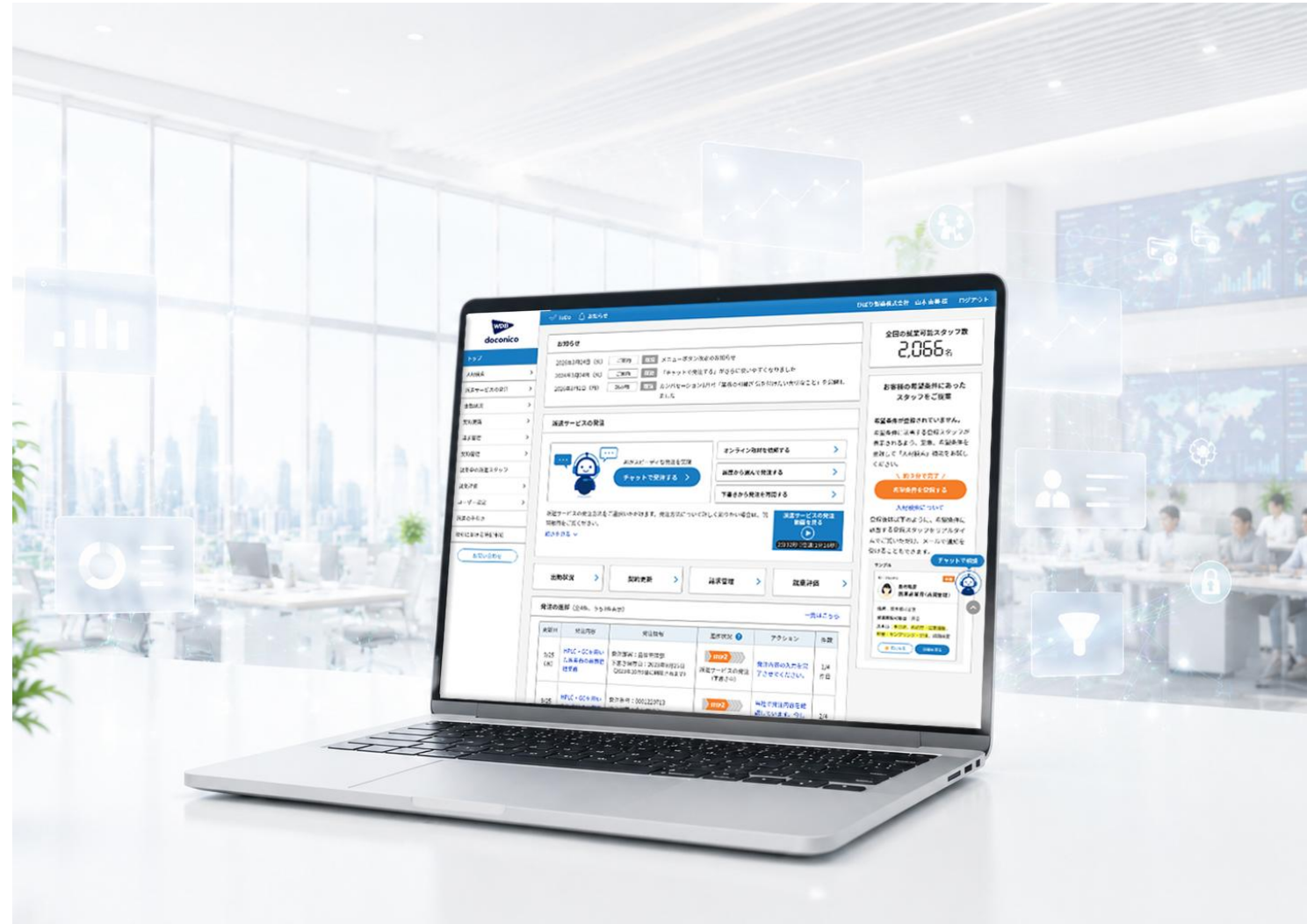
Hospitality

- Job Support
- Status Reporting
- 80 Local Offices
- Human-assisted needs
assessment
- Skill-based training
- Human-led Interviews

This system secures highly skilled workers through competitive compensation and comprehensive training, and introduces and dispatches only carefully screened personnel.



Platform Business



Vision

Utilizing the know-how gained from “doconico” and “DOCO1,” we will expand into new business domains as a platform company



HR PF
doconico



Agency Portal PF

DOCO1

2016

2021

2025

Digitizing our staffing services.

Digitizing staffing services across the industry.

Building a platform for new services in the emerging fields.

We take full responsibility for every stage of platform development. By handling everything from business model design to system development internally, we can quickly adapt to changing circumstances and make adjustments as needed. This speed and flexibility are what sets us apart from other companies.

Process		WDB Group	Platform Management Company	Typical Company	
1	Business Model	<h2 style="color: #0070C0;">In-House Development</h2>	In-house	In-house	
2	Planning			In-house + Outsourced Development	In-house + Outsourced Development
3	Requirements				Outsourced Development
4	Basic Design				Outsourced Development
5	Detailed Design		In-house + Outsourced Development	Outsourced Development	
6	Development				
7	Coding				
8	Unit Test				
9	Integration Test				
10	System Test				
11	Implementation				
12	Training				
13	Operations				



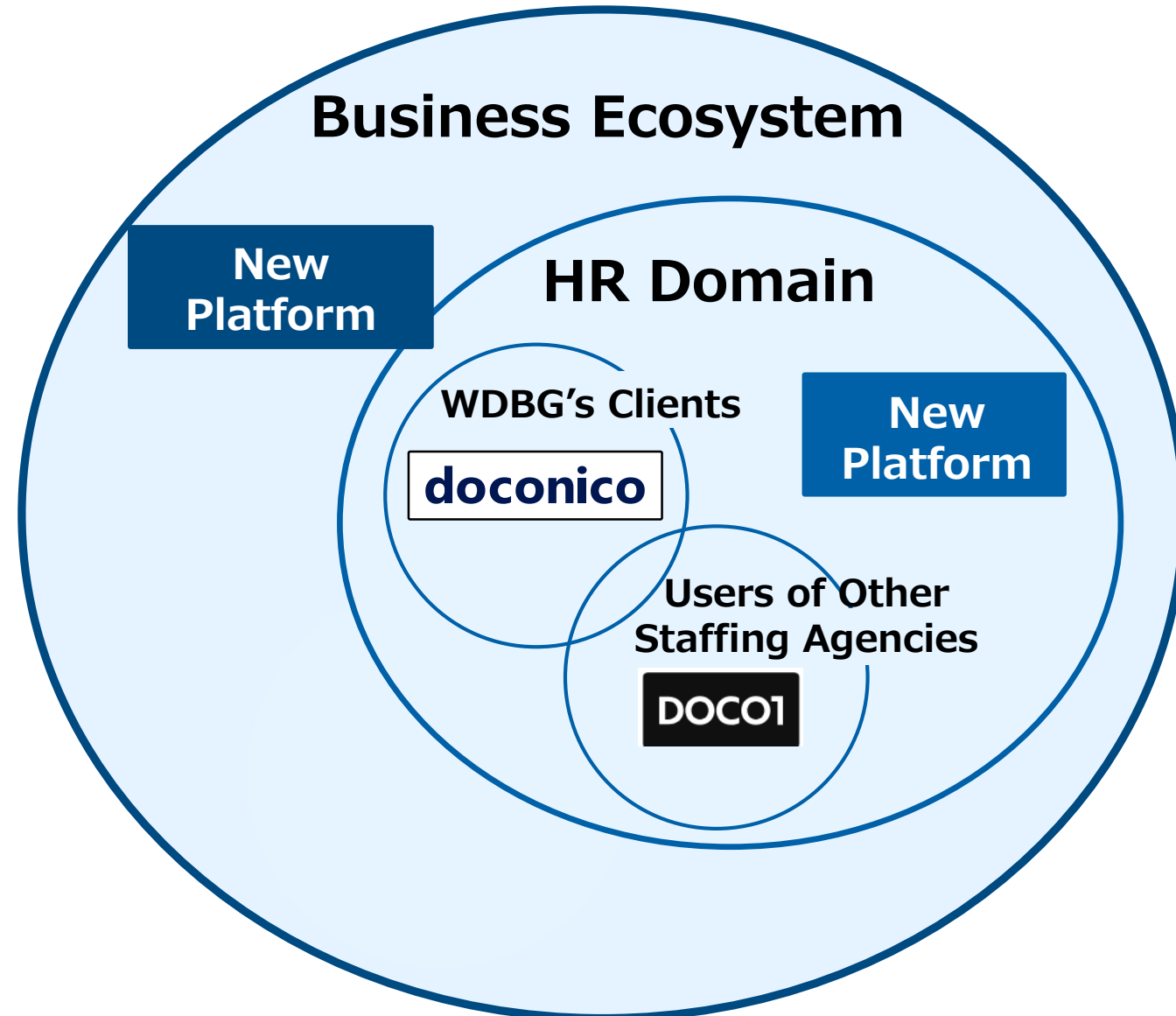
Future Prospects



Creating New Business Domain

Leveraging the expertise cultivated through the development and operation of "doconico," and "DOCO1," we will create new value as a platform operating company.

We aim to be a corporate group that contributes to the advancement of the entire business ecosystem in the staffing industries through a new platform that leverages our unique strengths.



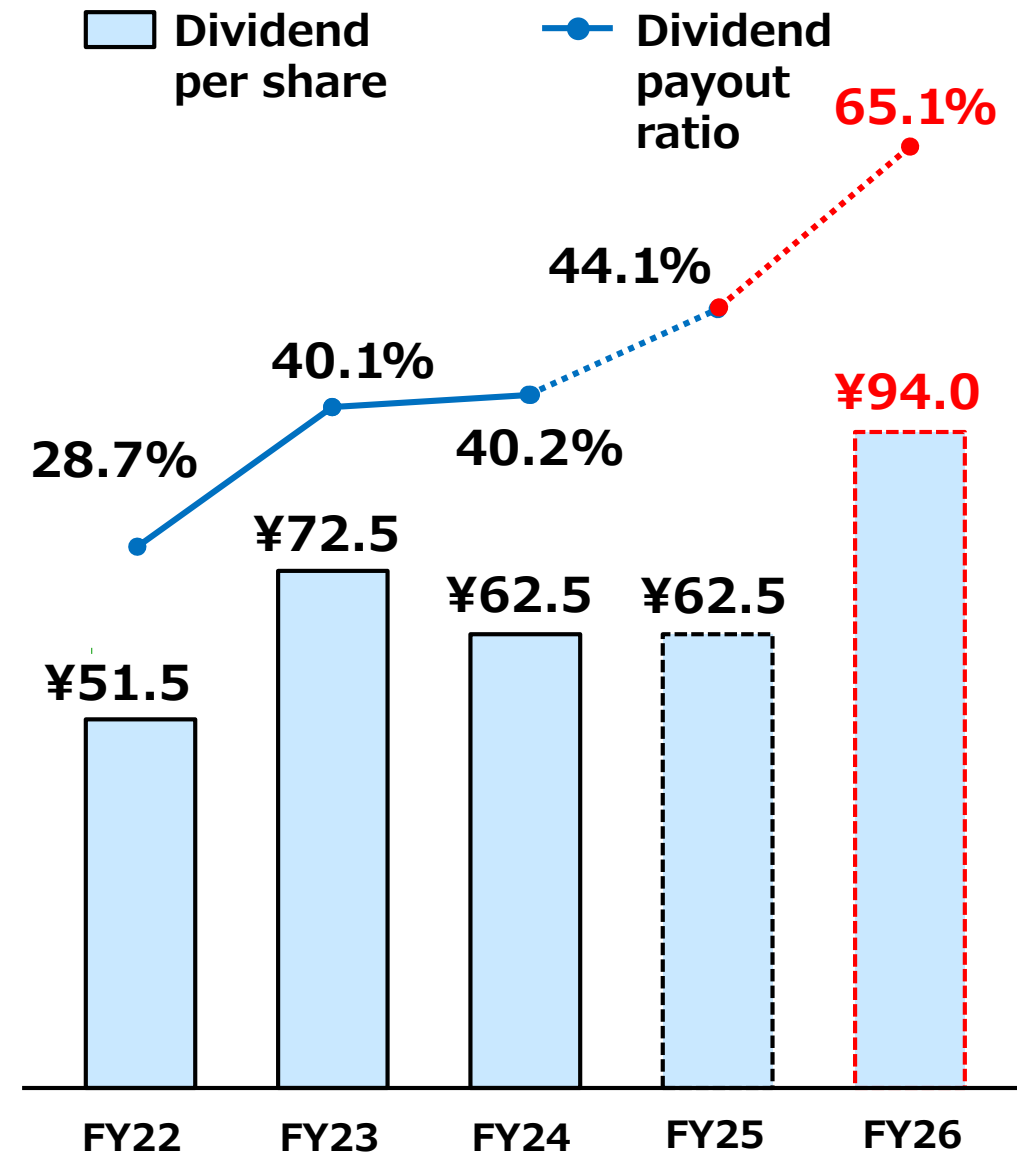
Dividend Status and Future Policy

Our goal is to increase profits by increasing our corporate value and achieve continuous increases in dividends. To achieve this, we aim to grow our business and achieve continuous revenue and profit growth.

On the other hand, our dividend payout ratio remains relatively low within the temporary staffing industry, and we are unable to fully meet the expectations of our shareholders. Therefore, we have decided to review 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 maintaining a stable dividend payment structure.

As for share buybacks, we have a policy of not doing so as this is in line with the float ratio standards set by the Tokyo Stock Exchange.





The business environment surrounding our company continues to become increasingly challenging, Nevertheless, we will continue to pursue a variety of initiatives aimed at enhancing corporate value by executing business strategies that are aligned with these changing circumstances.

This concludes our report.

We sincerely appreciate the continued support of our shareholders and respectfully ask for your continued support and encouragement.