



Create a Sustainable World.

New Medium-term Management Plan 2026

Contribute to happiness and a sustainable society through the creation of a variety of **ways we live** worldwide

Enabling people worldwide to enjoy even more energetic and fulfilling lives will create happiness and contribute to progress in many ways, thereby helping to make the world better.

Our mission is to play a role in the creation of an energetic and stimulating society where people can enjoy their lives.



The ways we work

Human Resources and Education

We want to help people of all kinds find jobs that best match their skills and goals in order to enable them to experience the joy and satisfaction of work. By providing training, we give people the skills to achieve their full potential, which supports the growth and advancement of businesses.



The ways we create communities

Real Estate

Pleasant communities are essential for people to lead enjoyable and fulfilling lives. By designing these communities, we provide an environment for vibrant and satisfying lifestyles. Activities place priority on preserving the environment and natural resources in order to be a responsible member of society.



The ways we provide convenience and safety

Information and Telecommunications

We are dedicated to creating the use of today's advanced information technology infrastructure for being a source of convenience and for establishing an environment where people can enjoy their lives with convenience and confidence.



The ways we look to the future

Agricultural Parks

Agricultural parks help protect the environment and conserve the earth's resources while giving children a place where they can grow. By operating these parks, we are playing a role in sustainable social progress.



World Holdings Activities for Sustainability

Real Estate	Agricultural Parks	Provide products that make houses environmentally responsible and pleasant as well as play a role in creating communities where people can live with confidence	11 SUSTAINABLE CITIES AND COMMUNITIES	Environment E
Real Estate	Agricultural Parks	Help protect the environment and conserve the earth's resources and give children a place where they can grow while enjoying healthy and educational outdoor activities	15 LIFE ON LAND	

Human Resources and Education		Reduce poverty by establishing a stable base for people's lives by providing suitable jobs for people of all kinds	1 NO POVERTY	Society S
Human Resources and Education		Enable people of all kinds to achieve their full potential by providing training and high-quality educational programs	4 QUALITY EDUCATION	
Human Resources and Education		Maintain workplaces where everyone, regardless of gender, can perform their jobs to the best of their ability	5 GENDER EQUALITY	
Human Resources and Education		Provide jobs that match the characteristics of each individual and create workplace environments where people can experience the joy and satisfaction of work; realizing the full potential of people contributes to economic growth too	8 DECENT WORK AND ECONOMIC GROWTH	
Human Resources and Education	Information and Telecommunications	Use education as a foundation for progress in the manufacturing sector and expand the utilization of the IT infrastructure as a base for technological innovation	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	
Human Resources and Education	Real Estate	Information and Telecommunications	Play a role in the constant advancement of society by using ties with a broad spectrum of industries, the consortium model and other activities	

Stronger governance	Upgrade the fairness, transparency and speed of governance of the World Holdings Group Rigorous compliance program/Even stronger risk management	Governance G
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Review of the Previous Medium-term Management Plan (Qualitative)

Business climate
(2017-2021)

- Continuation of high level of M&A and the real estate bubble due to **an unexpectedly large volume of surplus capital**
- Global spread of COVID-19

World Holdings strategies

- **Focused measures for sound and steady growth rather than business expansion**
- **Stability of the real estate business while maintaining a suitable scale of operations**
- **Executed business plans while reviewing goals as needed, including the use of rolling plans**

Established **a sound foundation through internal growth** with no reliance on large M&A deals

Human Resources and Education

- **Recruiting and education expenditures** were higher than planned due to priority on employee retention
- Acquired IT companies needed for the **internal IT strategy** based on the overall growth strategy (Acquired World System Service, Creation View and Wakrak)
- Built seamless links among business units, started using **comprehensive (all-inclusive) contracts** and **subcontracting**, and made progress with **co-sourcing** to be a true partner of client companies

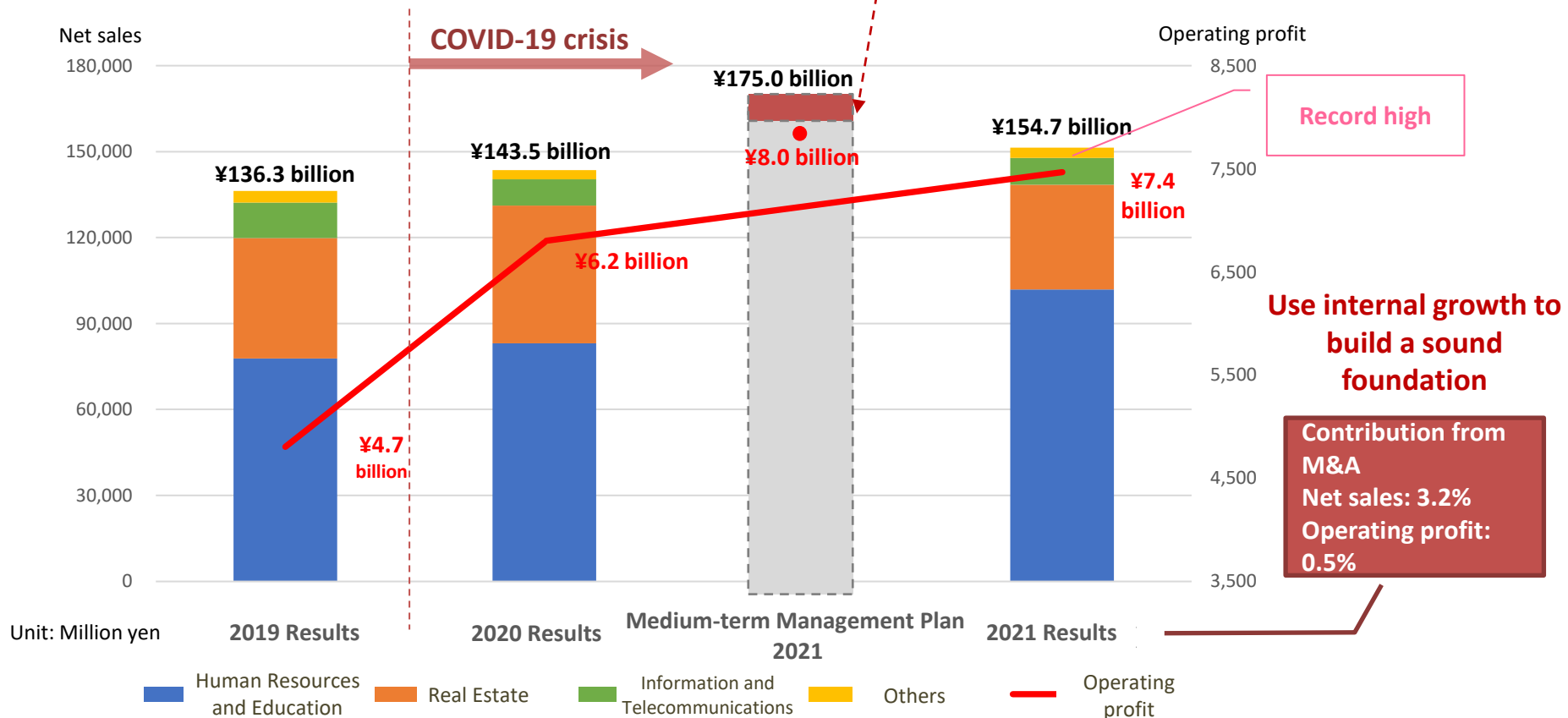
Real Estate

- While retaining a cautious stance in this business with no signs of the end of Japan's real estate bubble, expanded operations to new market domains such as by, in addition to **property transactions, buying and selling beneficiary rights** (also asset management, specified joint real estate ventures, servicer business)

Review of the Previous Medium-term Management Plan (Quantitative)

Shifted emphasis to building a framework to withstand risk caused by the unexpected surplus of capital in the economy. Sales and operating profit were below the targets as a result but record-highs as growth continued even during the pandemic.

- ✓ **Profit:** We revised the Human Resources and Education Business plan, resulting in priority on **training programs for employees and making expenditures for education**, which caused earnings to fall short of the plan.
- ✓ **Sales:** Sales were below the plan because of a cautious stance in the real estate business because the real estate bubble was longer than expected and due to the **sale of a subsidiary**.



New Medium-term Management Plan 2026 Targets

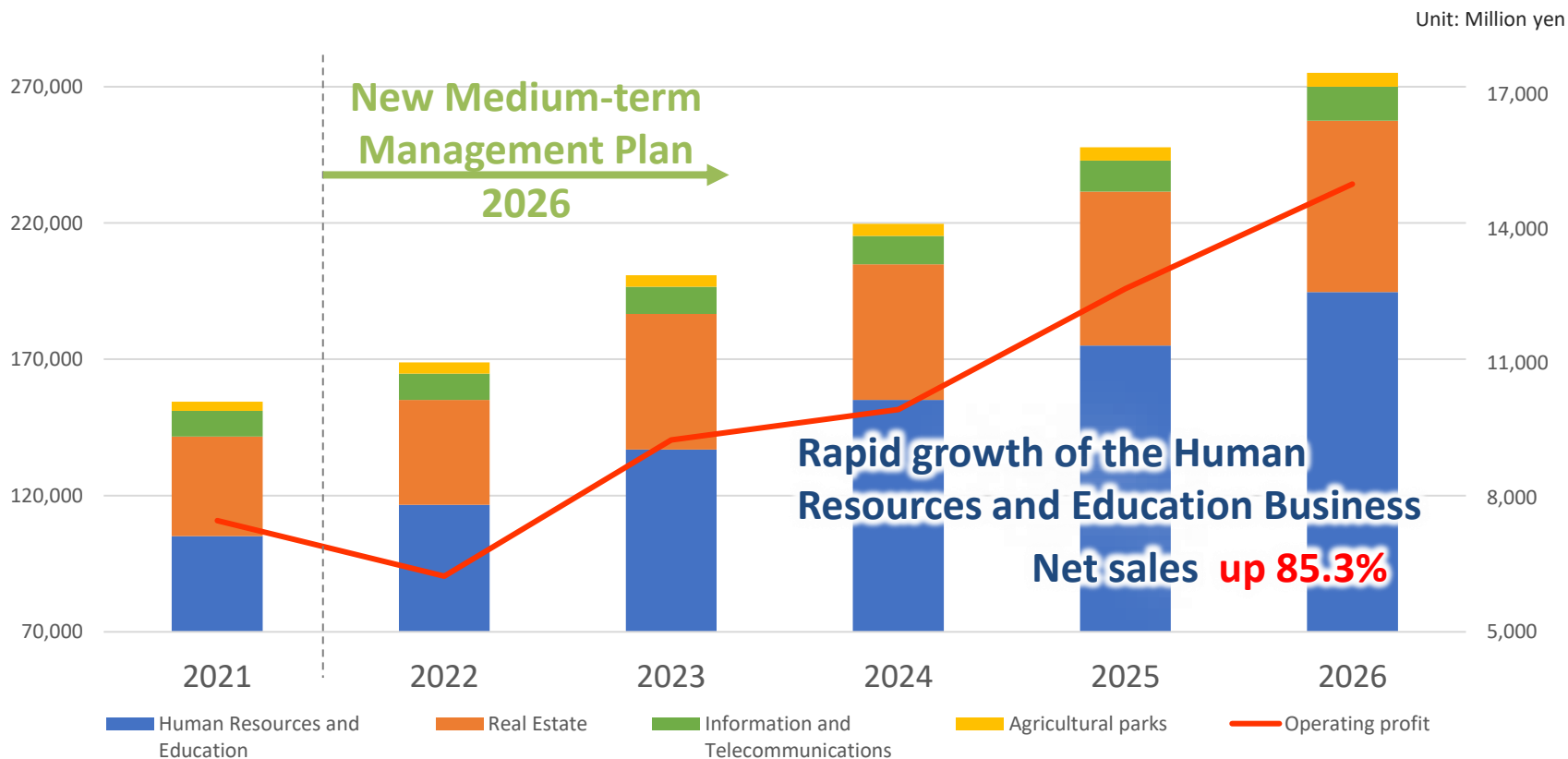
2021 Results

Net sales: ¥154.7 billion
 Operating profit: ¥7.4 billion
 Payout ratio: 30%

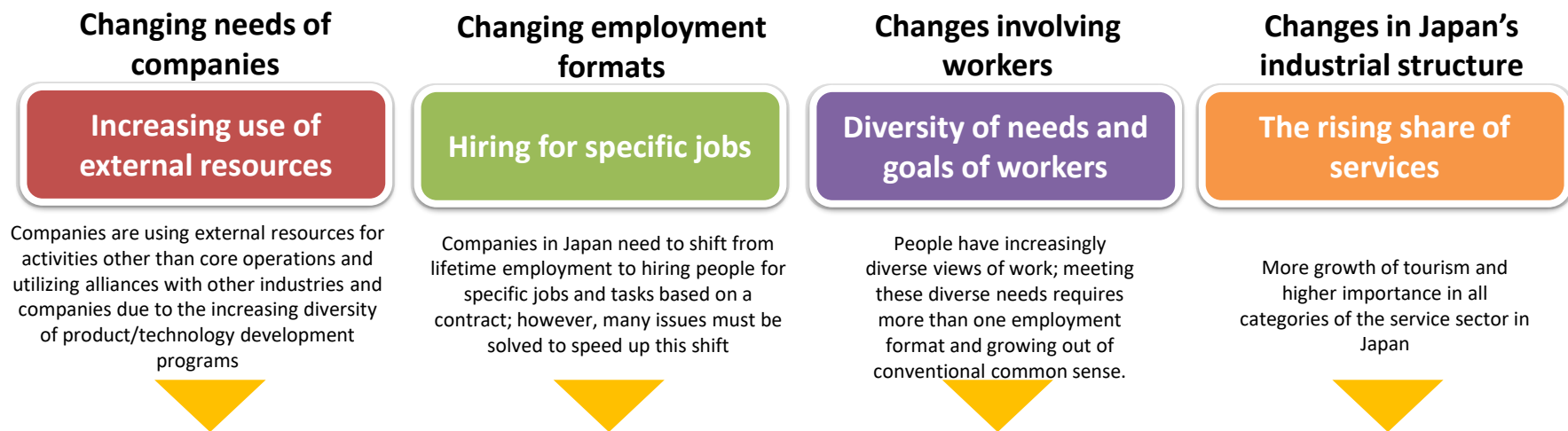
2026 Targets

Net sales: ¥275.0 billion (up 77.8%)
 Operating profit: ¥15.0 billion (up 100.5%)
 Payout ratio: 30%

More than double
 operating profit

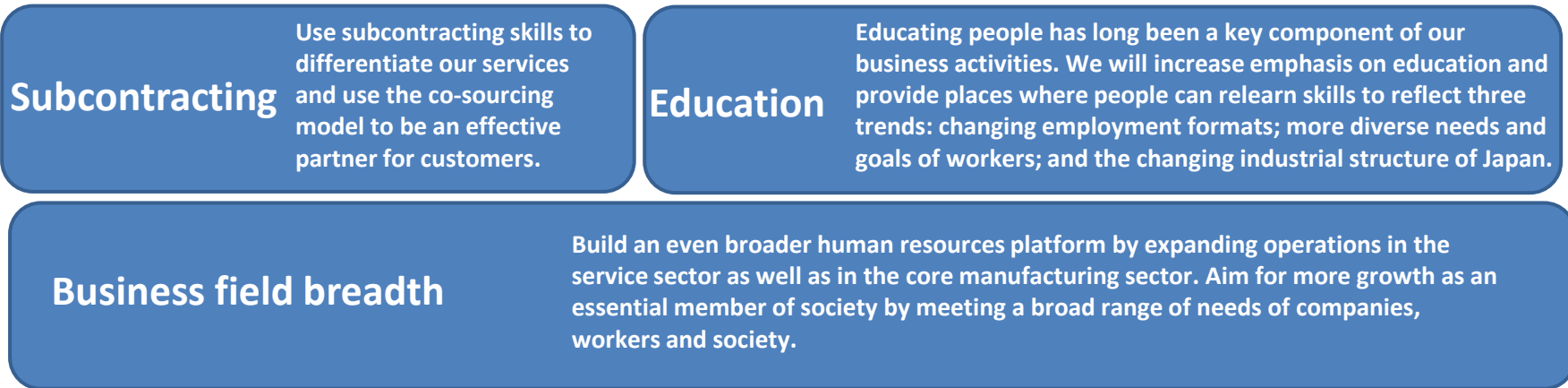


Business Climate and Goals of the Human Resources and Education Business

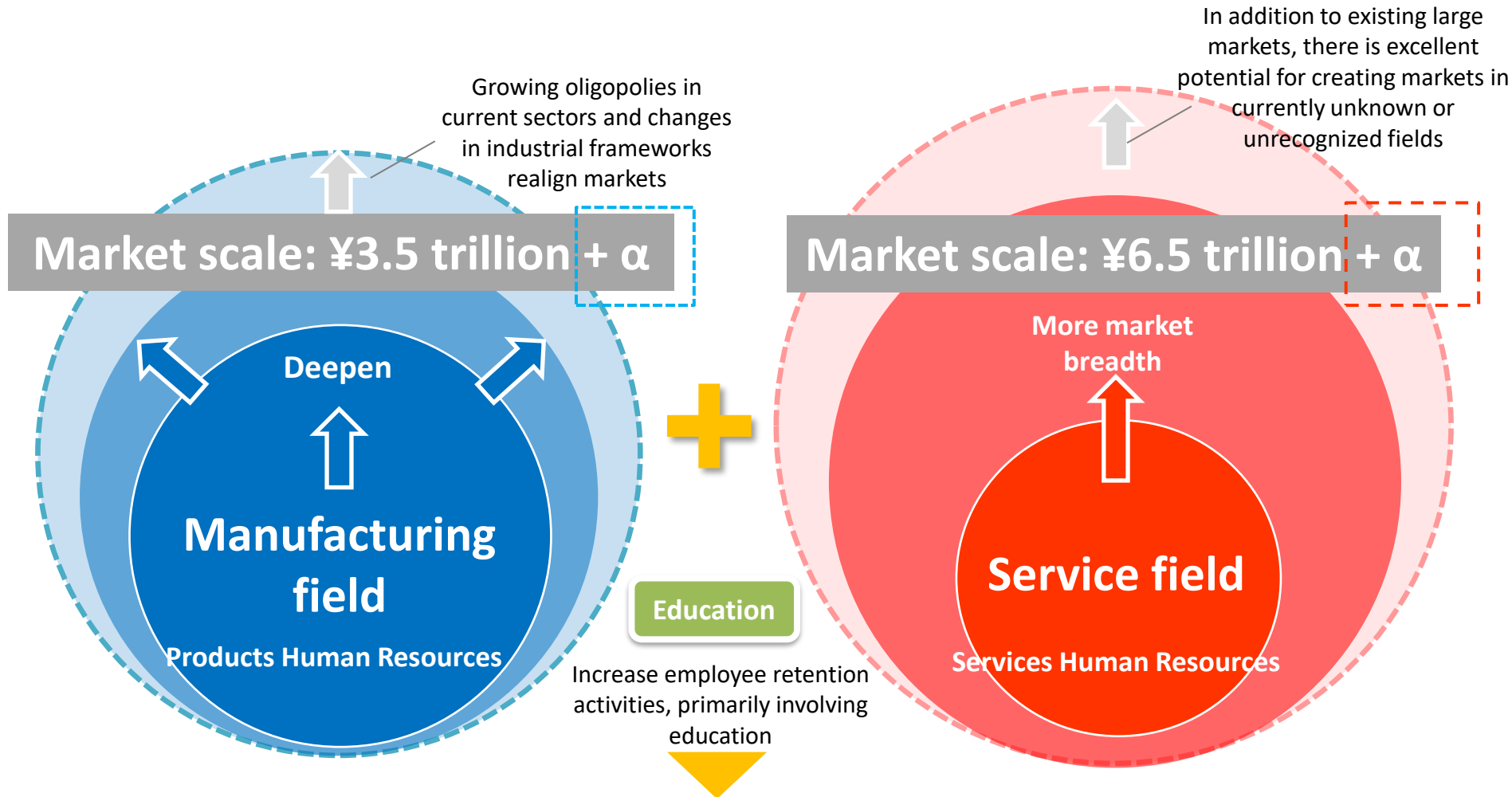


The human resources industry, which facilitates the mobility of people for placing the right people in the right place, plays a significant social role

Goals of the World Holdings Group



Use two core business fields to cover many market domains for more growth

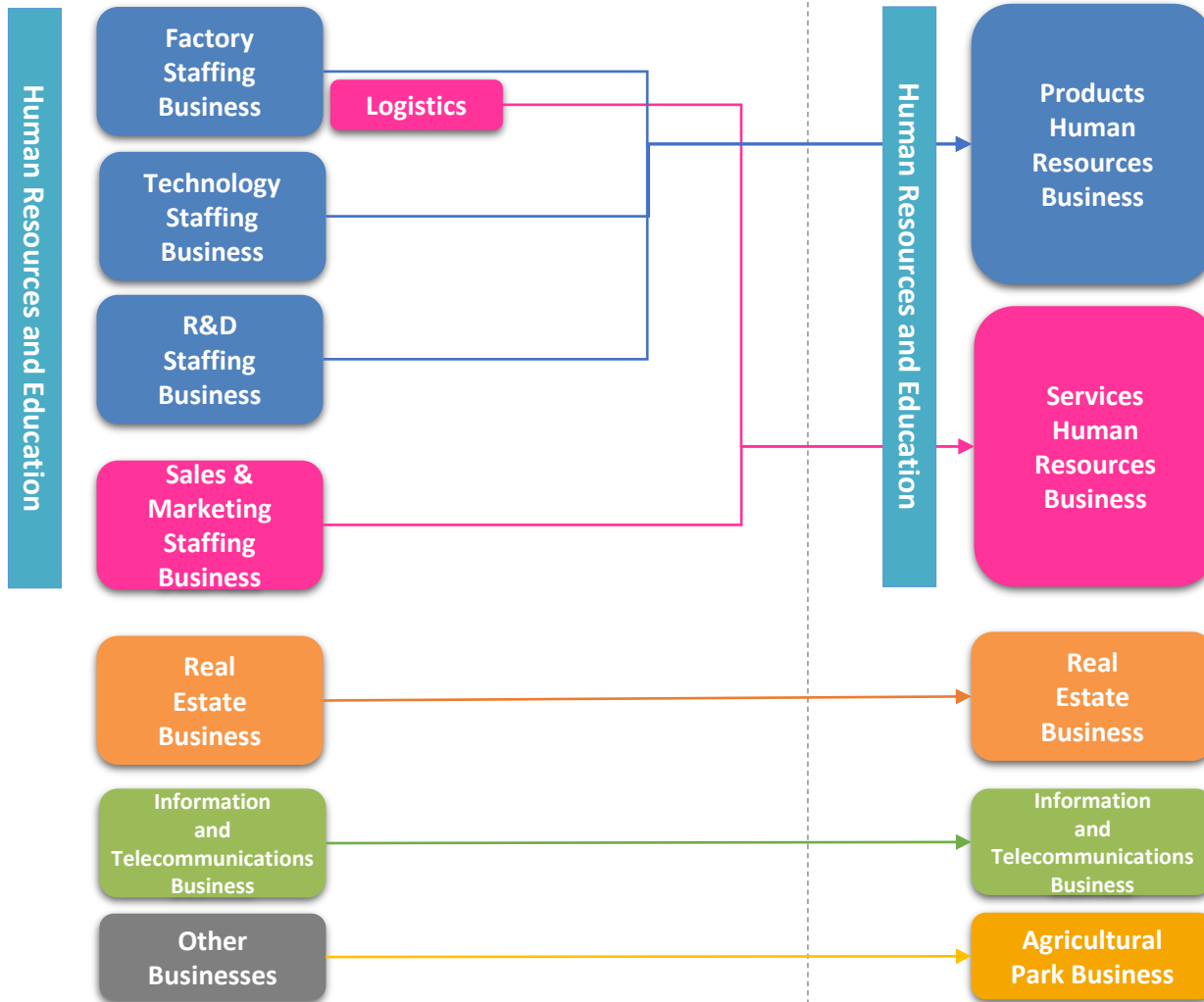


Become the leading human resources platformer

Changes in Segment Classification Based on Strategies

Previous segments

New segments



The goal is to become the preeminent brand for staffing services involving every step of the manufacturing process, from R&D to development of technologies and production.

Planning on the growth of the services business as another core component of the World Holdings Group. Activities include logistics (light-duty jobs), tourism, sales directly to customers, contact centers and other types of services.



Synergies from cooperation and linkage among the activities of multiple segments

Greater depth for our core existing business

Deepen

Use **subcontracting skill** to maximize the performance of teams

- Use the **co-sourcing approach** as a true partner of client companies, where quality has priority over the ability to simply supply the required workforce; **seamless** cooperation among businesses differentiates services in terms of project size and the use of **all-inclusive contracts**
- Use **collaboration with big companies** to create new markets
- A human resources system centered on education that allows employees to determine their own career roadmaps

Manufacturing

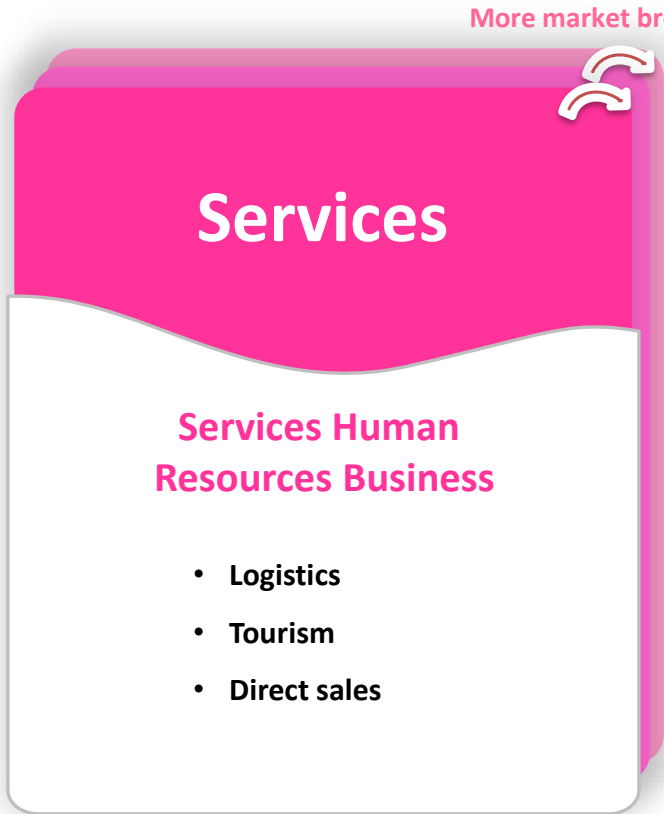
Products Human Resources Business

- Production
- Mechanical/electrical designs
- System designs
- Medical/biotech R&D

The best company for assisting manufacturers in Japan

Aiming to Be Number One



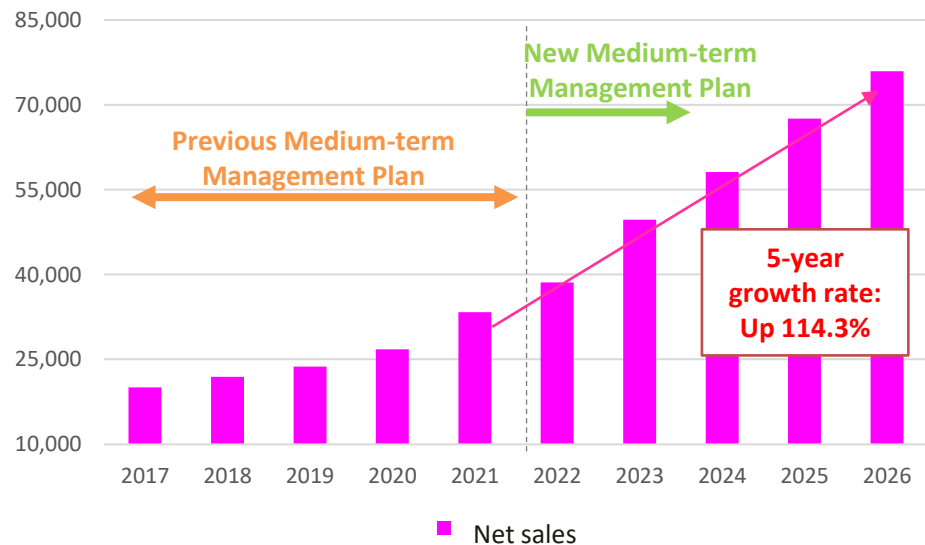


Building a Second Core Business

- Three key elements: **logistics, tourism, direct sales**
- Differentiate with quality by using outstanding hospitality skills
- Horizontal applications of exclusive knowhow acquired in the logistics field, such as the **consortium model**, to speed up growth in the service sector
- Use **collaboration with big companies** to create new markets



Expand breadth in high-potential markets



Create a best quality cycle

The real estate industry in Japan

Prices are still high due to the real estate price bubble

- Condominium prices are rising as the supply of new units decreases
- The pandemic altered consumers' preferences about where they live
- A rise in the vacancy rate causes a decline in rents for offices
- Markets are dominated by a few big companies

The ability to identify key changes is essential as the outlook remains unclear

Goals of the World Holdings Group

Growth while maintaining a suitable scale of operations

Leverage strengths to establish a distinctive position in the real estate industry

Business site development

Expertise that no other company can match by far for the creation of business sites ranging from small lots to very large groups of lands

Growth at a prudent pace

Using the resources of other business segments makes it possible to target attractive opportunities while maintaining a suitable scale of operations for growth at a prudent pace

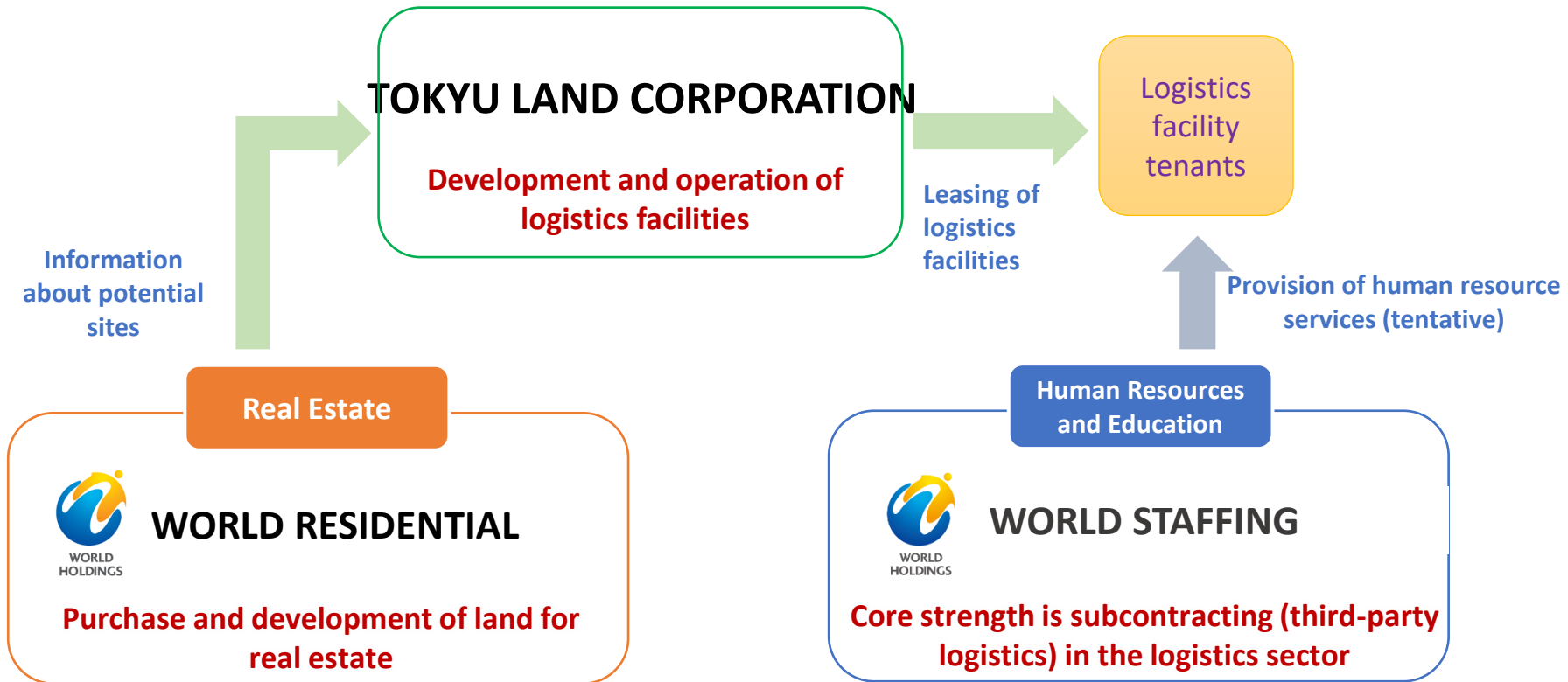
Real estate sector M&A

Working with the human resources and education business makes it possible to use M&A for various purposes, including addition to our group of employees of real estate companies unable to find a successor for a retiring owner; this allows acquiring business sites by using methods other than conventional schemes

Synergies between the Real Estate and Human Resources and Education Businesses

Synergies generated by Real Estate and Human Resources and Education business collaboration, which are businesses that previously operated separately

Comprehensive business alliance established by Tokyu Land, World Residential and World Staffing



Build a stable framework for operations that is resilient to change

Use business site development skills to strengthen activities involving existing buildings and enlarge operations to include real estate finance and other business sectors

Development

- Development of condominiums
- Business site development
- Detached houses
- Management of condominiums

Real estate revitalization

- Renovations
- Conversion
- Area redevelopment
- Reconstructing condominium buildings



Finance

- Asset management
- REIT

The information and telecommunications industry in Japan

The realignment of Japan's mobile phone sales agent sector is accelerating

The role of stores selling phones and service plans is changing because of market changes and the shift in the competitive landscape. For example, carriers are competing by offering lower rates and service plans exclusively for internet connections.

Shops must evolve to reflect changes in the industry

Goals of the World Holdings Group

Build a broader and stronger business portfolio and transform mobile phone sales agent shops into total solutions partners for the communities they serve

- Combine the knowledge of the mobile phone shop business and the corporate solutions business for more activities outside shops and a larger lineup of products and services at shops. The goals are more opportunities for contact with new customers and the transformation of shops into a total solutions partner for the communities they serve.
- Continue progress with establishing a dominant presence for mobile shops to receive benefits as a survivor in this market and make this business consistently profitable.

Become the leading regional mobile phone shop network as a lifestyle infrastructure services base for communities, backed by training programs to give shop personnel outstanding customer service and consulting skills.

Business Climate and Goals of the Agricultural Park Business



The agricultural park industry in Japan

People are increasingly interested in outdoor activities and local governments are outsourcing the management of parks to the private sector.

Goals of the World Holdings Group

Use business revitalization accomplishments and expertise acquired from operating our own parks to receive orders in more regions for managing

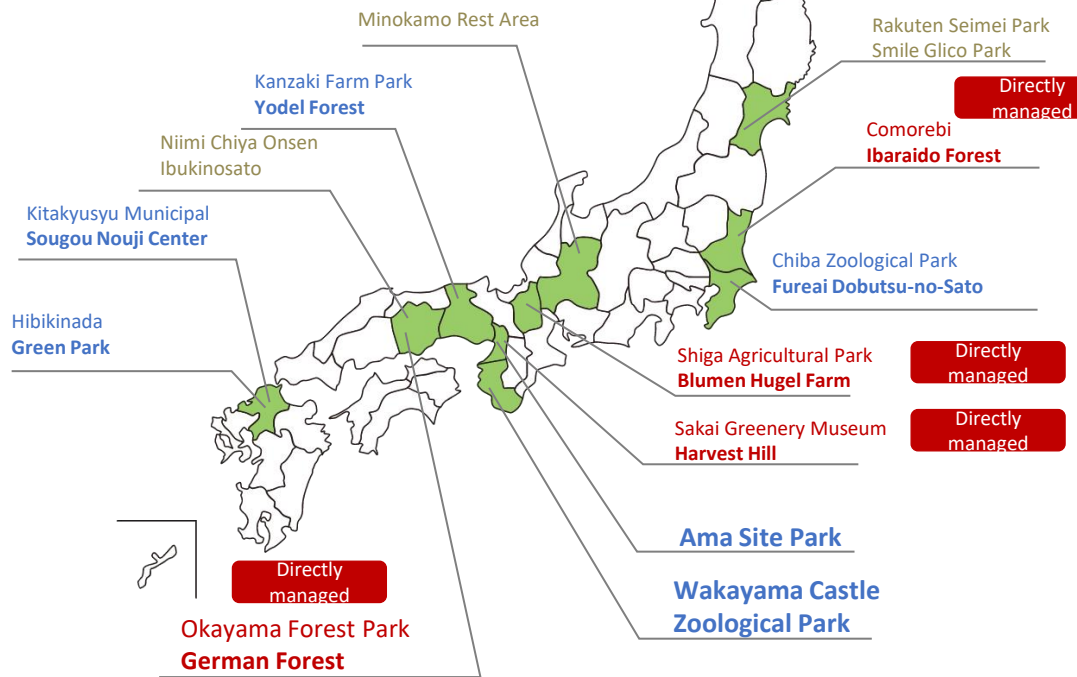
Agricultural parks, where people are not close together, are an ideal place to go during the pandemic. To attract more visitors, parks are making people aware of this advantage.

Contribute to society by helping protect the environment and conserve the earth's resources

Operation of nature-rich agricultural parks, etc. at 13 locations around Japan

Operation of a total of 13 facilities, including 4 directly managed facilities and other entrusted facilities

Deepen regional roots and contribute to the regional economy and job creation



Create a Sustainable World.

Use a well-balanced business portfolio for rapid growth and activities that help create a sustainable world



Establishment of a business model focused on the ability to respond to changes



The “Ways We Live”



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