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Summary of Financial Results



Overall summary

Human Resources and Education Business

Real Estate Business

Information and Telecommunications
Business

Agricultural Park Business

The core Human Resources and Education Business made contribution to growth as some segments performed better than others. In the Manufacturing HR Business, performance remained steady in the semiconductor sector. The Real Estate Business also contributed to earnings steadily due to an increase in the number of projects compared to 2Q 2024. As a result, sales and profits increased YoY and exceeded the plan.

Sales and profits were up YoY and higher than planned.

In the Manufacturing HR Business, performance remained steady in the semiconductor sector mainly for Al. Profits increased significantly YoY and were far above the plan. The main reasons are the end of temporary expenses incurred in 2024 for shifting people to different job categories and an increase in recruiting efficiency.

In the Services HR Business, sales and profits increased and exceeded the plan due to the strong performance of the logistics sector, including e-commerce and Yamato Staff Supply.

Sales and profits increased significantly YoY. In addition to an increase in the number of projects compared to 2024, the main reasons include higher real estate prices, the use of accurate marketing activities to sell properties with the best timing, and lower than expected expenses.

Sales were lower than planned because the sale of BIZIA KOKURA and other properties were pushed back to the second half of 2025. But profits were higher than planned as expenses were below the plan.

Sales and profits increased YoY and exceeded the plan. Profitability improved at all mobile phone shops due to the use of a scrap-and-build approach. Strengthened marketing activities raised the number of phones sold. Strong performances of the corporate solutions and call center categories also contributed to sales and profits growth.

Heavy snowfall in February and unfavorable weather during the peak season from April to May led to a decline in visitor numbers, making it a particularly challenging period. Sales were below the plan but increased YoY due to the addition of the new facility and higher sales per visitor resulting from major renovations and other improvements at directly operated locations and upgrades to park appearance and attractions. Profit was lower than planned due to rising costs and other factors, in addition to a decline in visitor numbers.

Overview of Business Results



- The core Human Resources and Education Business made contribution to growth as some segments performed better than others. In the Manufacturing
 HR Business, performance remained steady in the semiconductor sector. The Real Estate Business also contributed to earnings steadily due to an
 increase in the number of projects compared to 2Q 2024. As a result, sales and profits increased YoY.
- Sales were largely in line with the plan and profits were higher than planned. In the Real Estate Business, although some real estate projects were pushed back to later in 2025, the Human Resources and Education Business exceeded expectations, keeping overall sales roughly in line with projections. Profits were higher than planned due to the strong performance of the Human Resources and Education Business and the Real Estate Business.

	EV2024.20	EV2025 20	EV2025 20					
	FY2024 2Q	FY2025 2Q	FY2025 2Q	Against plan		Yo	YoY	
(Million yen)	Actual	Plan	Actual	Change	Pct. change	Change	Pct. change	
Net sales	110,805	130,628	131,785	1,157	0.9%	20,979	18.9%	
Operating profit	2,358	3,543	4,975	1,432	40.4%	2,617	111.0%	
Ordinary profit	2,381	3,183	4,824	1,641	51.6%	2,443	102.6%	
Profit attributable to owners of parent	737	1,555	2,650	1,095	70.3%	1,912	259.2%	
EBITDA*	3,401	-	6,009	-	-	2,607	76.7%	
Depreciation	501	-	493	-	-	-9	-1.8%	
Amortization of goodwill	541	-	540	-	-	0	-0.1%	



Overview of Business Results by Segment (1)



		FY2024 2Q	FY2025 2Q	FY2025 2Q	Again	st plan	Y	ΌΥ
fillion yen)		Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Human Resources	Net sales	90,092	93,913	98,995	5,082	5.4%	8,902	9.9%
and Education	Segment profit	1,721	1,359	2,400	1,040	76.5%	679	39.5%
Business	Profit margin	1.9%	1.4%	2.4%				
Manufacturing	Net sales	53,121	55,284	58,395	3,111	5.6%	5,274	9.9%
Human Resources	Segment profit	1,175	1,005	1,715	710	70.6%	540	45.9%
Business	Profit margin	2.2%	1.8%	2.9%				
Services	Net sales	36,971	38,628	40,599	1,970	5.1%	3,628	9.8%
Human	Segment profit	545	354	684	330	93.1%	139	25.5%
Resources Business	Profit margin	1.5%	0.9%	1.7%				
	Net sales	13,634	29,186	24,803	-4,382	-15.0%	11,169	81.9%
Real Estate Business	Segment profit	308	1,709	2,089	380	22.3%	1,781	578.4%
Dusiness	Profit margin	2.3%	5.9%	8.4%				
Information and	Net sales	4,353	4,624	5,115	490	10.6%	762	17.5%
Telecommunications	Segment profit	97	107	197	90	83.8%	100	102.6%
Business	Profit margin	2.2%	2.3%	3.9%				
	Net sales	2,724	2,904	2,871	-33	-1.1%	146	5.4%
Agricultural Park Business	Segment profit	171	153	61	-91	-59.6%	-109	-63.9%
T drk Basilioss	Profit margin	6.3%	5.3%	2.2%				
	Net sales	110,805	130,628	131,785	1,157	0.9%	20,979	18.9%
Total	Elimination or corporate	60	213	226	13	6.2%	166	276.9%
	Operating profit	2,358	3,543	4,975	1,432	40.4%	2,617	110.0%
	Profit margin	2.1%	2.7%	3.8%				

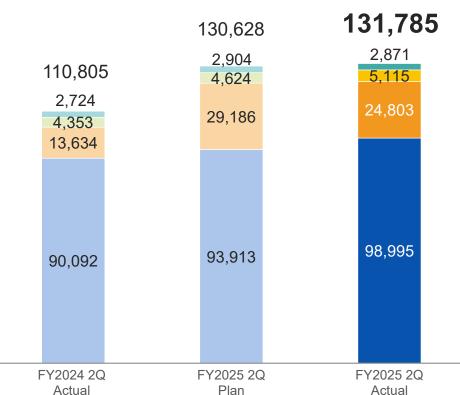
Overview of Business Results by Segment (2)



Net sales (Million yen)

- Agricultural Park Business
- Information and Telecommunications Business
- Real Estate Business
- Human Resources and Education Business





Segment profit (Million yen)



Information and Telecommunications Business

3,543

153

107

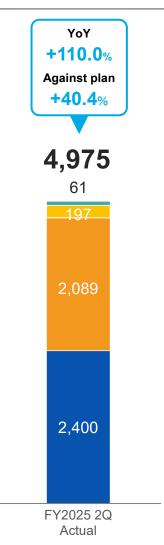
1,709

1,359

FY2025 2Q

Plan

- Real Estate Business
- Human Resources and Education Business



2,358 171

> 97 308

1,721

FY2024 2Q

Actual

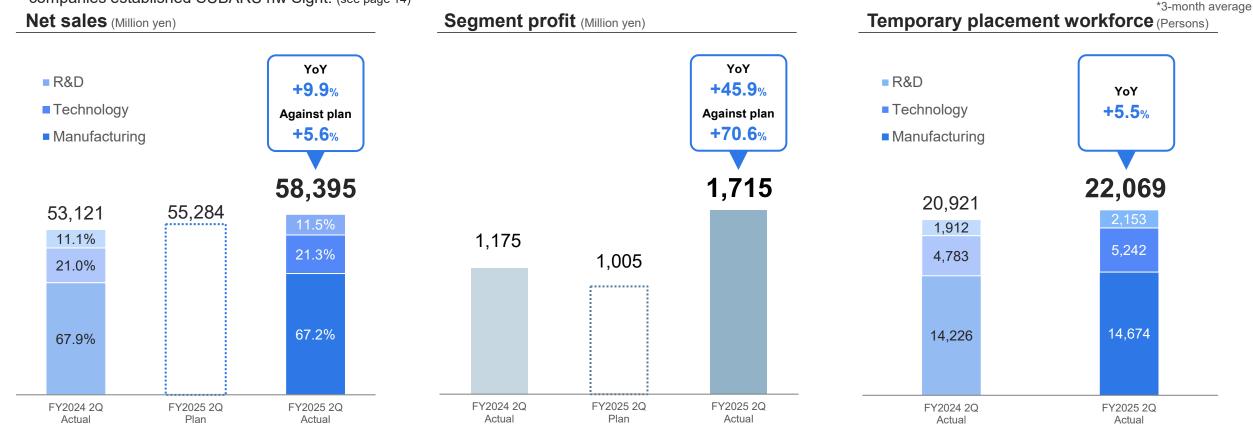


^{*}Total operating profit includes adjustments.

Manufacturing Human Resources Business



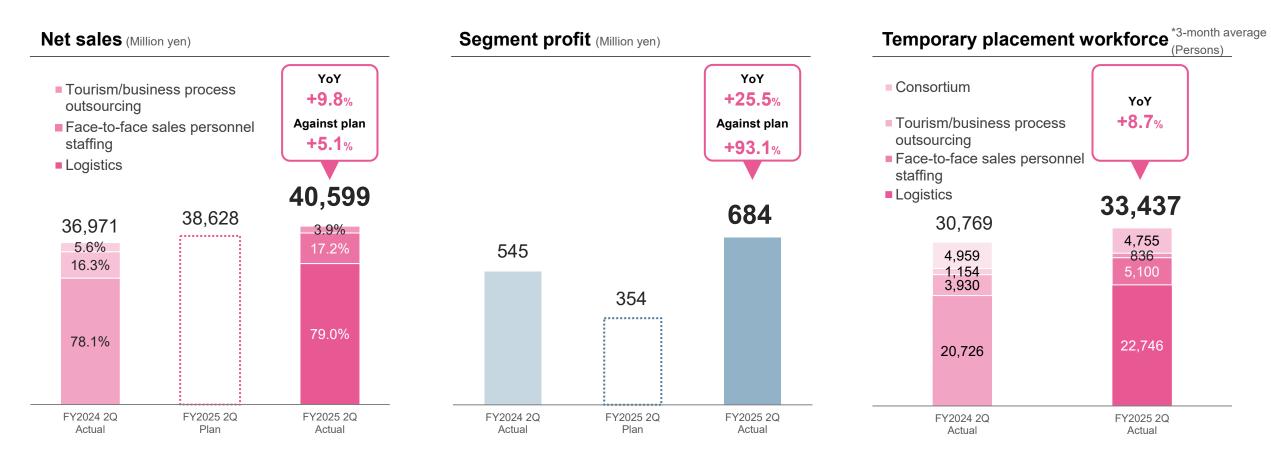
- Sales and profits increased. Performance in the semiconductor sector was strong, mainly involving AI, and one-time expenses for shifting personnel that held down
 profits in 2024 have ended.
- Expenses were rigorously managed and the efficiency of recruiting activities increased due to the extensive use of internal recruiting websites and other reasons.
 As a result, profits were higher than planned.
- Due to uncertainty about the potential effects of U.S. tariffs in the second half of 2025, this business is operating cautiously while diversifying risk exposure by
 leveraging its strength in covering many market sectors to increase the volume of business with companies that rely mainly on domestic demand.
- The Kumamoto Technical Center, which specializes in semiconductor technology training, started operating in April 2025. Also, an academia-industry alliance was
 established with Kaishin Gakuen in Kumamoto. The goal is to give students semiconductor technology skills. (see page 15)
- TOHO TECHNICAL SERVICE CO., LTD., a manufacturer of titanium processed products, joined the World Holdings Group. Also, World Holdings and two other companies established SUBARU nw Sight. (see page 14)



Services Human Resources Business



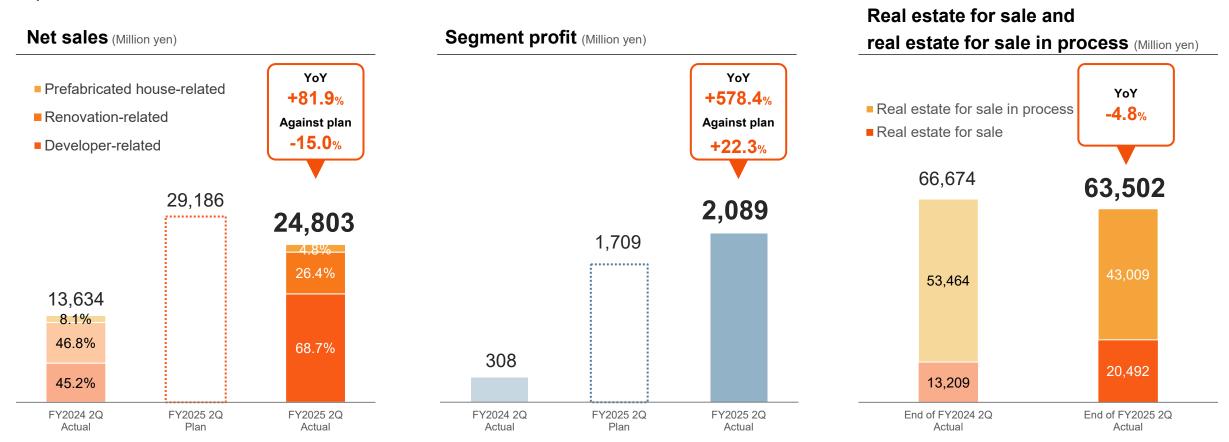
- Sales and profits increased due to the strong performance of e-commerce, Yamato Staff Supply and other operations in the logistics sector.
- Profits were higher and exceeded the plan. An increase in merchandise volume, higher productivity at warehouses, consistent HR Support performance, and other factors contributed to improved profits.
- The warehouse owned and operated by World Holdings in Ogori City, Fukuoka prefecture that started operations in September 2024 is performing well. A second company warehouse is expected to start operating in September 2025. (see page 24)
- In the face-to-face sales and tourism sectors, performance remained steady in services involving Expo 2025 in Osaka that started in April.



Real Estate Business



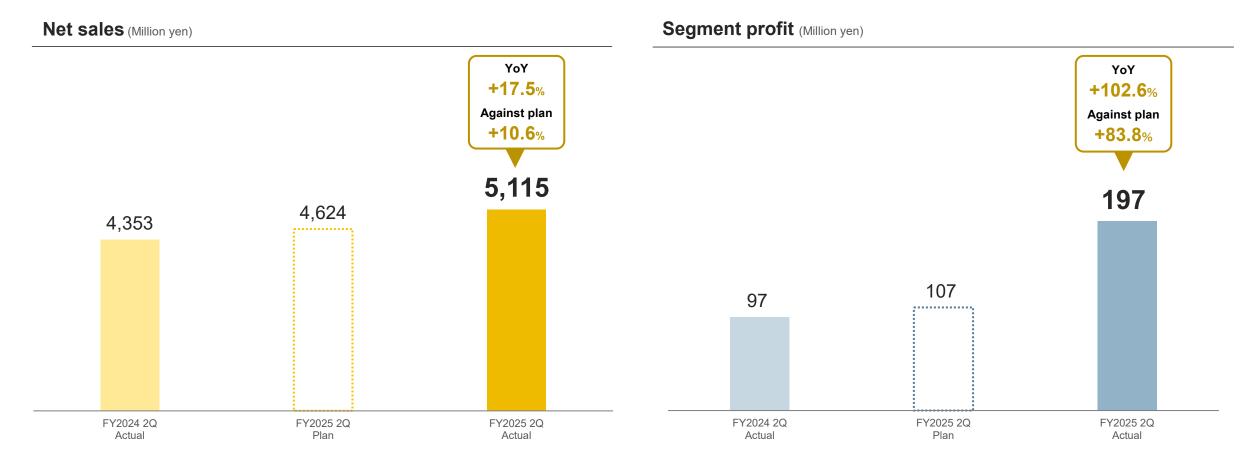
- This business maintained a cautious stance, amid persistently high real estate prices.
- Sales and profits were up sharply. The number of sales increased, real estate prices are higher, and properties were sold with the best possible timing by using accurate marketing activities. Larger than anticipated cost reductions also contributed to profits.
- Sales were below the plan because the sale of BIZIA KOKURA and some other properties were pushed back to the second half of 2025 and
 afterward. But profits exceeded the plan as many highly profitable properties were sold during the first half and expenses were lower than
 planned.



Information and Telecommunications Business



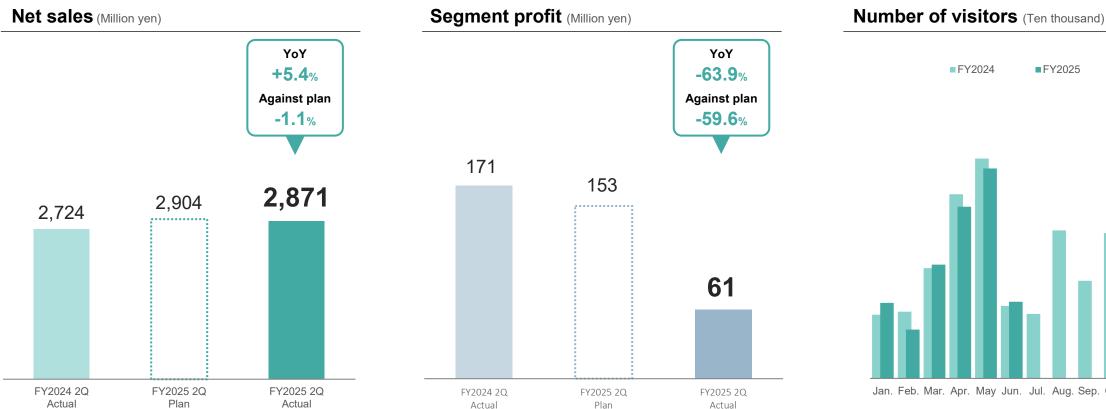
- Sales and profits increased YoY and exceeded the plan. The performance of mobile phone shops has improved due to the benefits of using a scrap-and-build approach, and measures to strengthen marketing activities raised the sales volume of these shops.
- The strong performance of small and midsize company energy consulting service of the corporate solutions sector and the call center sector contributed to strong profit growth.

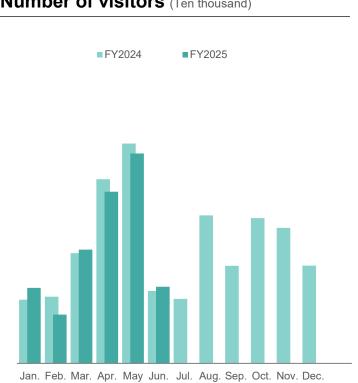


Agricultural Park Business



- Heavy snowfall in February and unfavorable weather during the peak season from April to May led to a decline in visitor numbers, making it a particularly challenging period. Sales were below the plan but increased YoY due to the addition of the new facility and higher sales per visitor resulting from major renovations and other improvements at directly operated locations and upgrades to park appearance and attractions. Profit was lower than planned due to rising costs and other factors, in addition to a decline in visitor numbers.
- The grand opening of Shiojiri Tirolean Forest Park took place on April 26. This is the fifth directly operated park (see page 16). In addition, in April this business started the operation of Akaiwa City Yoshii Ryuten Auto Campground and Akaiwa City Ryuten Astronomical Observatory Park as a new designated manager.





Co-sourcing Strategy

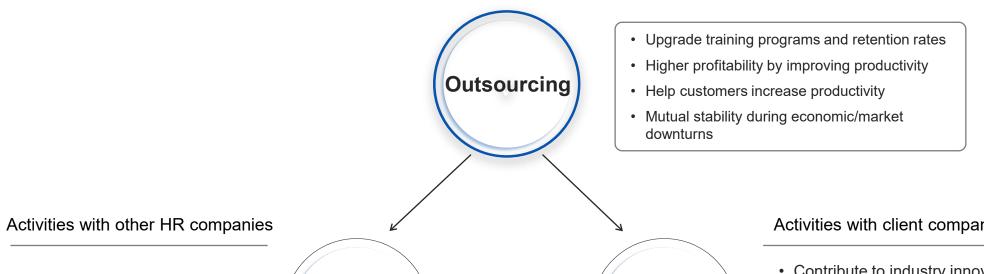
Human Resources and Education Business



Our goal is sustainable growth by using collaboration with other human resources companies and partnerships with clients, all centered on outsourcing (subcontracting).

Co-sourcing

A higher level of outsourcing by working even more closely with customers as a good partner and receiving the benefits of joint activities together



 World Holdings outsources projects and works with other HR and other companies

Consortium model

Collaboration with prominent companies

Activities with client companies

· Contribute to industry innovations and advances by using partnerships with leading companies in various industries and leveraging the knowhow of World Holdings and client companies

Topics (1): More Co-sourcing Activities





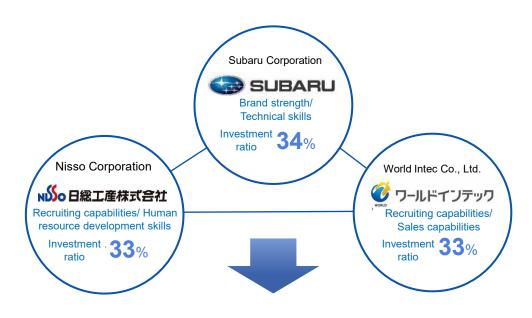
TOHO TECH, a manufacturer of titanium processed products, joined the World Holdings Group

- World Intec purchased 65% of issued shares of TOHO TECHNICAL SERVICE (TOHO TECH), a subsidiary of TOHO TITANIUM, a leading manufacturer of titanium metals, to make it a subsidiary in March 2025.
- TOHO TECH, which specializes in titanium processed products, is the first manufacturer to become part of the Human Resources and Education Business.
- This acquisition is expected to yield synergies with our training programs and other activities and contribute to the growth of Japan's basic materials industry.



Establishment of "SUBARU nw Sight" jointly funded by Subaru, Nisso, and World Intec

- Subaru, Nisso and World Intec established a human resource services company to be called SUBARU nw Sight in June 2025.
- The new company will draw on the strengths of its three owners to provide human resource and other services to Subaru and other companies.
- The main goal is to build a human resources framework capable of supporting manufacturing activities as this sector continues to change.



New company SUBARU nw Sight Co., Ltd.

Topics (2): Semiconductor Engineering Training Center and Local Economy Support

Human Resources and Education Business



The Kumamoto Technical Center officially opened in April 2025

- The new center in Kumamoto prefecture will help meet the growing demand for people with skills involving semiconductor production processes.
- Classroom lessons as well as practical training using state-of-the-art equipment will produce many engineers with maintenance, assembly and assessment skills.
- The plan is to train 500 people every year at this center to produce skilled semiconductor engineers.



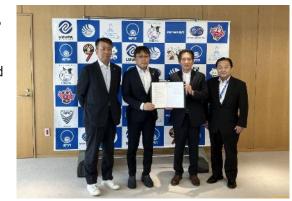
Alliance with Kaishin Gakuen for a semiconductor education program

- In March 2025, World Holdings signed an academia-industry collaboration agreement with Kaishin Gakuen, which operates Kaishin High School and Kumamoto Technical School. Kaishin Gakuen used this partnership to start courses about semiconductor technologies in April 2025.
- World Holdings is assisting with the creation of teaching materials and providing instructors. In addition, students taking semiconductor courses will have the opportunity to use the state-of-the-art semiconductor manufacturing equipment at the Kumamoto Technical Center to gain hands-on knowledge about semiconductor processes.



Cooperation agreement with city of Naruto in May 2025 supports the local economy

- In the city of Naruto in Tokushima prefecture, World Holdings will build a business facility and a training center. These investments are expected to invigorate the local economy and create jobs.
- The main objectives are to bring manufacturing and IT companies to Naruto and use training programs to create jobs.
- Training and other activities will contribute to accomplishing the goals of the Tokushima Battery Valley Concept.





Topics (3): Reopening of Directly Operated Shiojiri Tirolean Forest Park



- The grand opening of Shiojiri Tirolean Forest Park took place on April 26, 2025. This is the fifth directly operated park.
- Following the reopening of this park, a vineyard and winery and large solar sharing facility will be added.
- Expect this to help achieve "The ways we look to the future," part of World Holdings sustainability, and contribute to sales and profits.
- The ways we look to the future: Maintain an environment that protects nature, conserves resources and enables children to grow up in a sound and healthy manner.



5050 Aiyoshi, Kitaono, Shiojiri, Nagano

















02

Outlook for the Term Ending December 2025

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	Business Portfolio for Consistent Growth
P.27	Shareholder Distributions



FY2025 Outlook



- The level of uncertainty will probably remain high during 2025 and this environment will require a continuation of a cautious stance concerning business operations. We will maximize the benefits of our diversified business portfolio, which is one of our group's greatest strengths, to aim for steady growth. The core Manufacturing HR Business will operate with flexibility due to uncertainty about the potential effects of U.S. tariffs while diversifying risk exposure by using the key strength of coverage of many market sectors.
- Although first half operating profit was much higher than planned, the 2025 forecast is unchanged because of uncertainty about the business climate in the second half.

	Actual for the term	Plan for the term	YoY		
(Million yen)	ended Dec. 2024	ending Dec. 2025	Change	Pct. change	
Net sales	242,226	281,439	39,213	16.2%	
Operating profit	8,593	10,179	1,586	18.5%	
Ordinary profit	8,551	9,356	805	9.4%	
Profit attributable to owners of parent	4,981	5,389	408	8.2%	
EBITDA	10,701	12,384	1,683	15.7%	
Net income per share (Yen)	280.39	303.35	22.96	8.2%	
Dividend per share (Yen)	84.2	106.2	22.0	26.1%	

Outlook by Business Segment

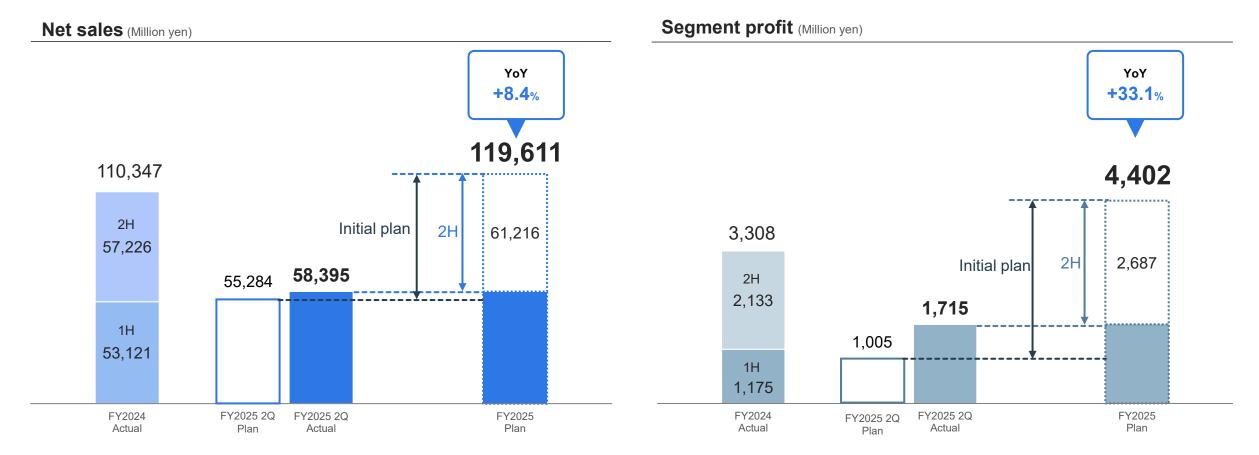


Million yen)		Actual for the term	Plan for the term	YoY		
		ended Dec. 2024	ending Dec. 2025	Change	Pct. change	
Hum	nan Resources	Net sales	189,201	203,498	14,597	7.6%
and	Education	Segment profit	5,003	5,943	940	18.8%
Business		Profit margin	2.6%	2.9%		
		Net sales	110,347	119,611	9,264	8.4%
	Manufacturing Human Resources Business	Segment profit	3,308	4,402	1,094	33.1%
	Recourses Business	Profit margin	3.0%	3.7%		
		Net sales	78,853	83,887	5,034	6.4%
	Services Human Resources Business	Segment profit	1,695	1,540	-155	-9.1%
	Nesources Dusiness	Profit margin	2.1%	1.8%		
		Net sales	38,863	63,259	24,396	62.8%
Real	l Estate Business	Segment profit	3,001	3,587	586	19.5%
		Profit margin	7.7%	5.7%		
Infor	rmation and	Net sales	8,703	8,991	288	3.39
Tele	communications	Segment profit	101	120	19	18.89
Busi	iness	Profit margin	1.2%	1.3%		
		Net sales	5,457	5,690	233	4.39
	cultural Business	Segment profit	169	181	12	7.19
i aik Dusiliess		Profit margin	3.1%	3.2%		
		Net sales	242,226	281,439	39,213	16.29
Tota	ıl	Elimination or corporate	317	347	30	9.5%
		Operating profit	8,593	10,179	1,586	18.5%
		Profit margin	3.5%	3.6%		

Outlook for the Manufacturing Human Resources Business



- First half sales and profits exceeded the plan mainly due to the strong performance in the semiconductor sector.
- In the second half, the outlook is for a further improvement because of additional orders in the semiconductor sector, the recovery of orders involving machinery and manufacturing, and the start of contributions to sales and profits from recently hired new graduates.
- As uncertainty about U.S. tariffs and other aspects of the business climate increase, this business is continuing to aim for the initial sales and profits goals for 2025 while using coverage of many market sectors, a key strength, to diversify risk exposure.



Manufacturing Human Resources Business **Growth Backed by Coverage of Many Market Sectors and Industries**

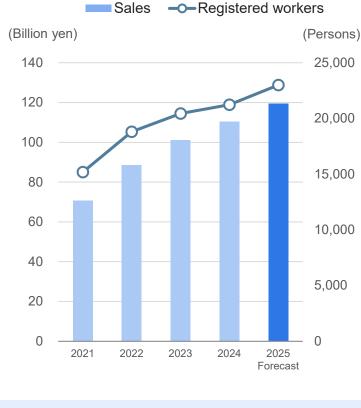


- Building a stable base for growth that is not vulnerable to changes in the economy while using coverage of many market sectors and industries to diversify risk exposure.
- By receiving a larger share of the HR orders of client companies due to the seamless coverage of HR needs extending from R&D and technology development to manufacturing and after-sales services, this business is aiming for more growth of sales and profits.

 This business uses its coverage of a broad array of markets and industries to give registered workers many opportunities to advance or change their careers as well as to increase engagement.

Growth backed by coverage of many market sectors and industries · Operations encompassing many industries Seamless coverage extending from upstream to downstream tasks for • When demand in some industries decline, people can be (Billion yen) shifted to other industries where demand is still strong manufacturing 140 **Domains** Industries 120 R&D 100 11% Manufacturing Semiconductors 23% 24% Others **¥110.3** billion ¥110.3 billion Technology Chemicals **Automobiles** (FY2024) (FY2024) Information and telecommunications 68% Electric/ electronic Pharmaceutical components 10% 2021 2022 Machinery/ Precision machinery

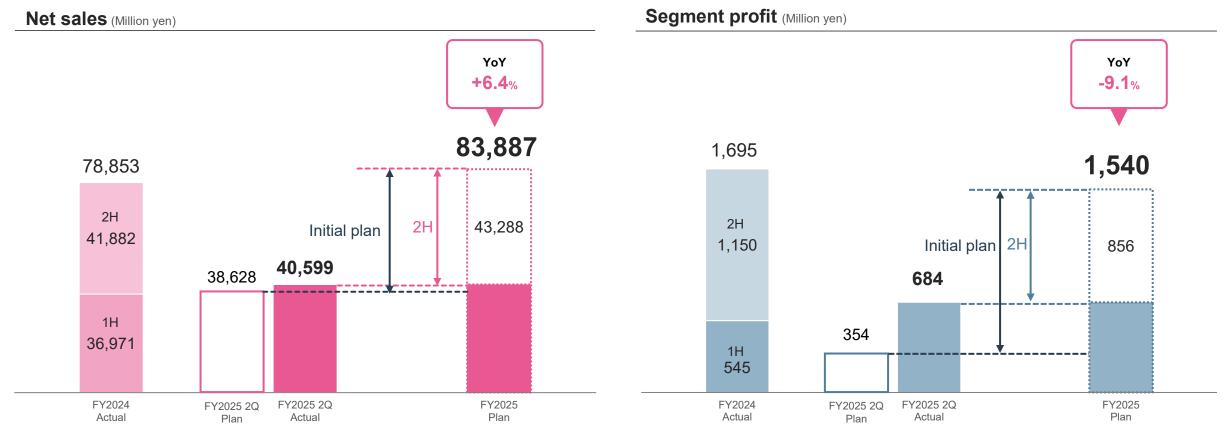
Sales and registered workers are increasing steadily



Outlook for the Services Human Resources Business



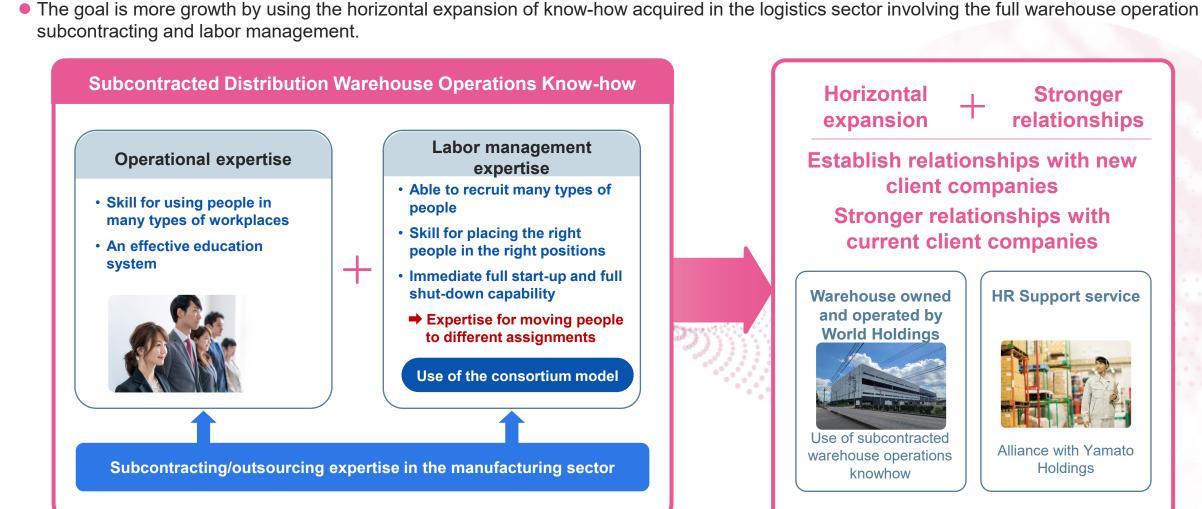
- First half sales and profits were higher than planned as performance remained steady in the core logistics sector.
- The goal is sales and profits as initially planned for 2025 by meeting the demand for people during the busy year-end period for logistics
 companies and generating sufficient sales and profits to offset expenses required to start operations at a new warehouse owned and operated
 by World Holdings.
- In the face-to-face sales and tourism sectors, a contribution to sales and profits growth is expected due to additional temporary staffing orders at Expo 2025 in Osaka and other activities.



Services Human Resources Business



Wider Use of Know-how Involving Warehouse Operation Subcontracting



Horizontal Stronger relationships expansion **Establish relationships with new** client companies

Stronger relationships with current client companies



Use of subcontracted warehouse operations knowhow

HR Support service



Alliance with Yamato Holdings

Services Human Resources Business Operation of Company Owned Warehouse



- Subcontracted full warehouse operations using a warehouse owned and operated by World Holdings
- Fukuoka Ogori Warehouse, the first company owned warehouse, started operating in September 2024 and has already recovered the cost of
 this investment and become profitable. This warehouse is expected to contribute to earnings in 2025.
- Fukuoka Hisayama Warehouse, the second company owned warehouse, plans to start operating in September 2025.

Fukuoka Ogori Warehouse		Fukuoka Hisayama Warehouse		
Name	Fukuoka Ogori Warehouse	Name	Fukuoka Hisayama Warehouse	
Start	September 2024	Start	September 2025 (tentative)	
Location	923-12, Ogori, Fukuoka (About 2.7 km from Tosu IC)	Location	2761-41, Yamada, Hisayama-machi, Fukuoka (About 4.4km from Fukuoka IC)	
Leased area About 39,305m ² (3rd and 4th floors of a 4-story building)		Leased area	About 32,740m ² (2nd and 3rd floors of a 3-story building)	



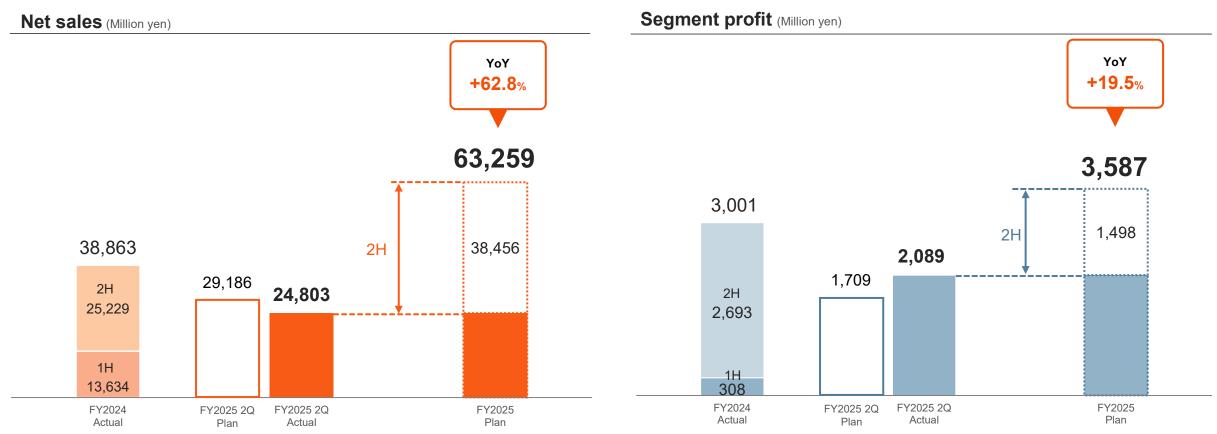




Outlook for the Real Estate Business



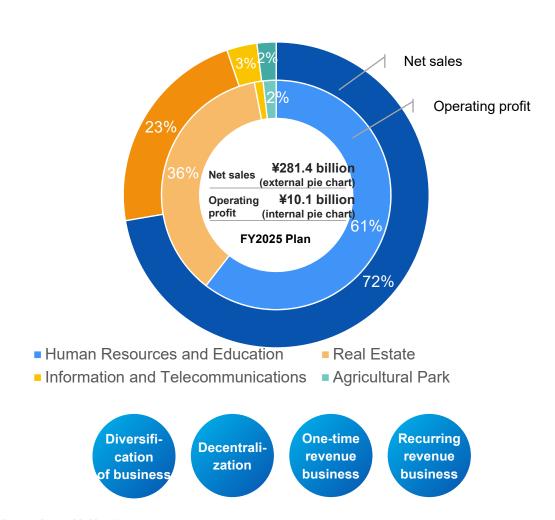
- First half sales were below the plan because the sale of BIZIA KOKURA and some other properties were pushed back, but there are no
 revisions to the 2025 plan.
- Profits exceeded the plan. Properties were sold at higher prices due to accurate marketing activities, cost reductions were larger than
 anticipated, and many highly profitable properties were sold in the first half as this business purchased and sold properties.
- Sales and profits are expected to match the initial plan because of progress as planned with contracts for second half property sales and other reasons.



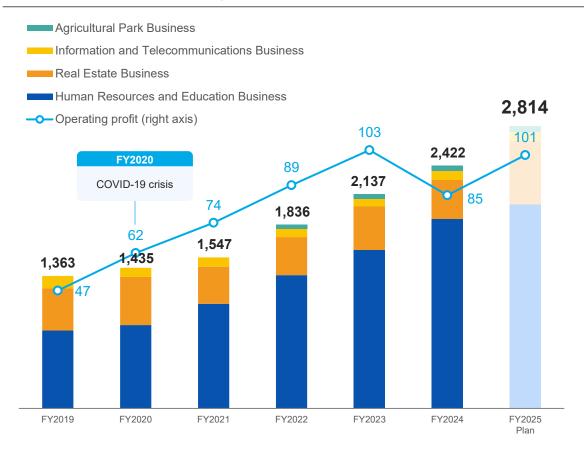
Using the Strengths of a Diversified Business Portfolio for Consistent Growth



During the current unstable and uncertain business climate, our goal is consistent growth by using a diversified business portfolio, our group's greatest strength, while diversifying risk exposure.



Net Sales and Operating Profit (Million yen)



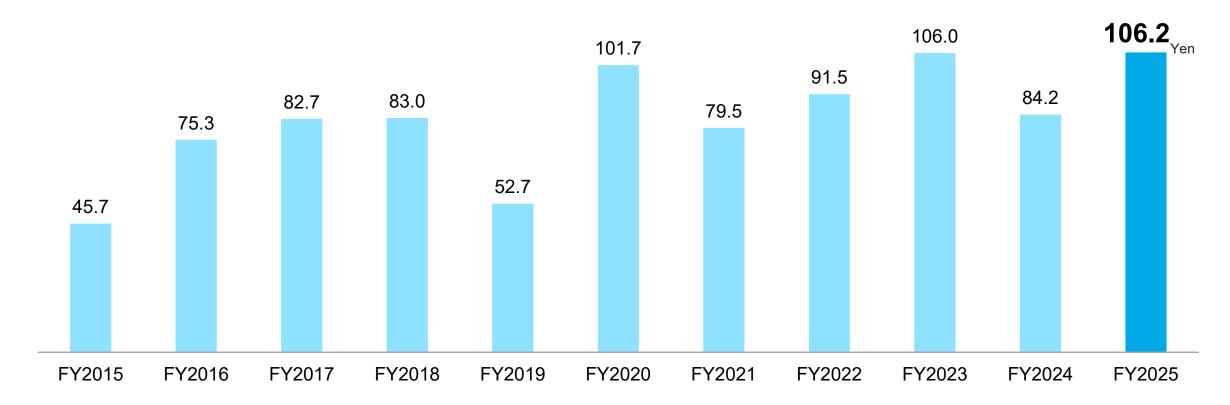
^{*}Segments were revised in FY2022 and prior years are restated for consistency



Shareholder Distributions Increase Dividend Payout Ratio to 35%



- The dividend payout ratio will be increased from 30% to 35%. The company's basic policy is to distribute profits according to business performance while securing the necessary internal reserves for future business development and strengthening its management structure. However, in order to further enhance returns to shareholders, the company will change its dividend payout ratio from the previous 30% to a target of 35% from 2025, aiming for stable and continuous dividend growth.
- For 2025, by raising the dividend payout ratio to 35%, its dividend forecast increased to ¥106.2.





	• WORLD HOLDS
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Appendix About Us

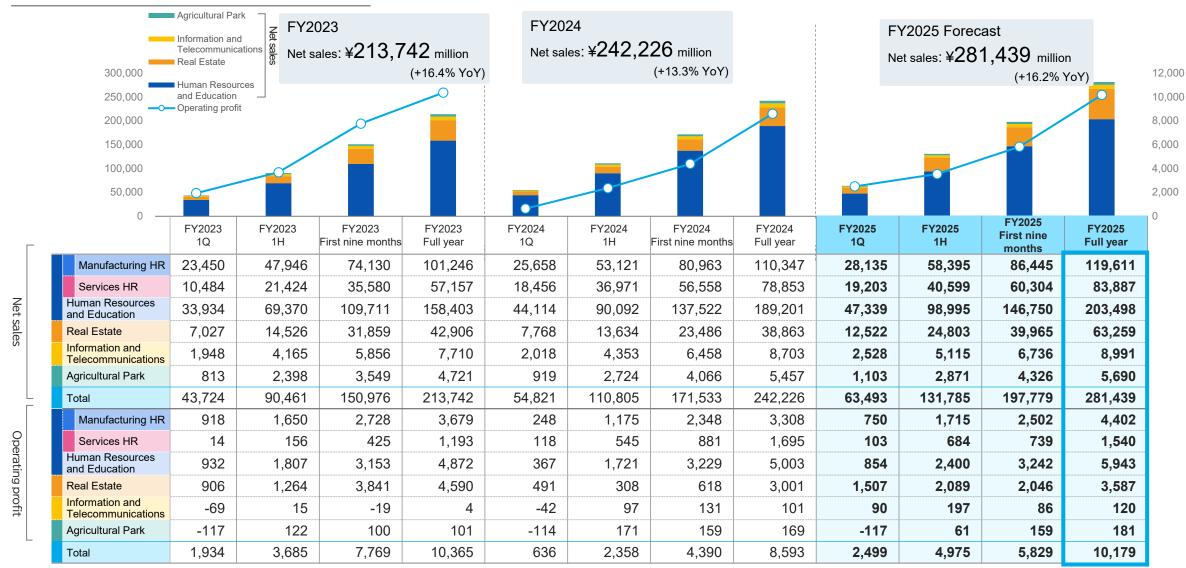
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FY2023-FY2025 Quarterly Performance and Forecasts



Net Sales and Operating Profit (Million yen)



Financial Condition B/S



- Total assets decreased ¥5.5 billion due to a decrease in real estate for sale resulting from the sale and a decrease in cash and deposits, while liabilities also decreased by ¥ 7.4 billion due to the repayment of interest-bearing debt. Property, plant and equipment increased ¥7.0 billion due to an increase in real estate properties that World Holdings has developed.
- The equity ratio was 27.1%, up 1.6 points from the end of 2024 as net assets increased ¥1.8 billion due to the recording of earnings and other reasons and total assets decreased.

End of June 2025 **End of December 2024** Total assets ¥168,801 million Total assets ¥174,370 million (-¥5,569 million) (+¥15.165 million)**Current assets** Liabilities **Current assets** Liabilities ¥134,283 ¥148,625 ¥126.914 ¥119,510 million million million million Interest-Interestbearing bearing debt debt Real estate ¥85,892 ¥81,480 Real estate for sale million for sale million ¥63.502 ¥69.575 million million **Net assets Net assets** Non-current ¥49,290 million Non-current assets ¥47,456 million assets ¥25,745 million ¥34,518 million

Major Components					
Current assets		(1	Million yen)		
Cash and deposits	42,739	\rightarrow	35,724		
Notes and accounts receivable-trade	26,562	>	27,202		
Real estate for sale	69,575	\rightarrow	63,502		
Non-current assets					
Property, plant and equipment	10,911	→	17,881		
Goodwill	8,126	\rightarrow	7,617		
Investment securities	1,437	\rightarrow	3,355		
Liabilities					
Interest-bearing debt	85,892	\rightarrow	81,480		

^{*} SPC:Special Purpose Company

Actions for Management with Priority on the Cost of Capital and Stock Price



- We recognize that the cost of equity is 10%-11% and the ROE is expected to exceed the cost of equity, with an actual ROE of 11.8% for 2024 and a
 forecast of 11.7% for 2025.
- The goal is to achieve an even higher PBR by increasing profits while maintaining a ROE that exceeds the cost of equity over the medium term.

Maintain and increase the ROE

Increase profit and improve net profit margin through profit growth mainly in the Human Resources and Education Business

- Maintain/increase net profit margin
- Operating profit for 2025 is expected to increase by 18% YoY, but the net profit margin is expected to decline slightly to 1.9%. However, over the medium term, we aim to increase profit and improve net profit margin, particularly in the Human Resources and Education Business.
 - Sustainable growth of Manufacturing Human Resources Business by adding more outsourcing clients and further diversifying the industries of client companies, and improving profit margin by strengthening areas of upstream processes for manufacturing.
 - Use consortiums and collaboration involving Services Human Resources Business to achieve growth. In addition, improve profit margin by strengthening company owned warehouse and labor management operations.
 - Sustainable growth of the Real Estate Business by carefully managing risk, while maintaining profit margin by leveraging land development skill.

High or even higher asset turnover

Use sales growth in the Human Resources and Education Business to increase the overall asset turnover

- Increase company-wide total asset turnover through sales growth in the asset-efficient Human Resources and Education Business
- Continue to thoroughly manage risk exposure in the Real Estate Business and manage operations with emphasis on inventory turnover

Maintain a sound level of financial leverage

Maintain financial soundness with risk management that includes monitoring the debt/equity ratio

- Increase the dividend payout ratio from 30% to 35% starting in 2025 to strengthen the distribution of profits to shareholders and increase equity.
- Maintain an equity ratio of 25-30% while ensuring both financial soundness and sound financial leverage
- Base real estate operations on thorough risk management that includes the debt/equity ratio and avoid excessive leverage due to loans

31

The Purpose of the World Holdings Group



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.



Purposes of the Four Businesses



The ways we work

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.

Human Resources and Education



The ways we provide convenience and safety

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.

Information and Telecommunications



The ways we create communities

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.

Real Estate



The ways we look to the future

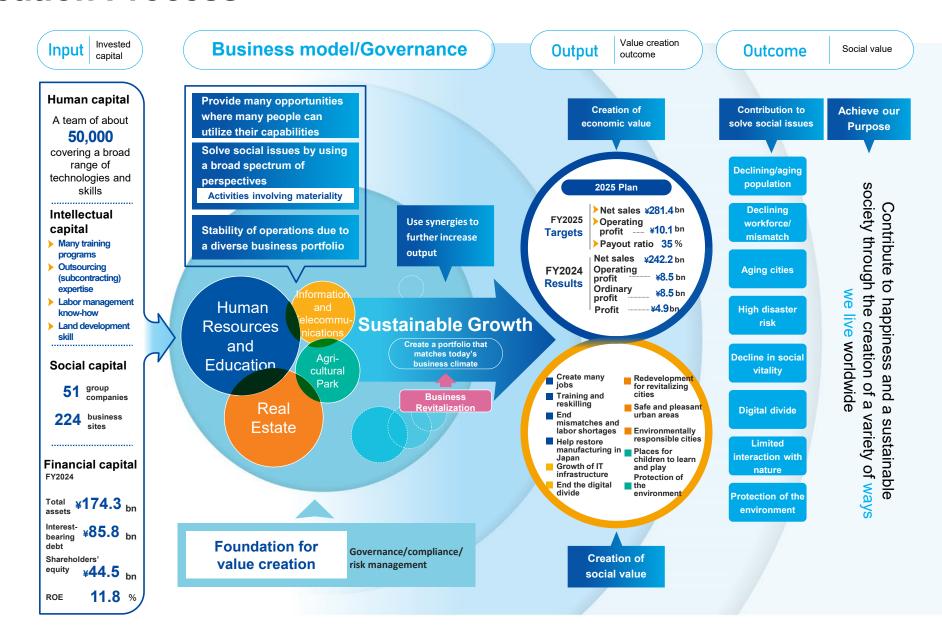
Agricultural parks help protect the environment and conserve the earth's resources while giving children a place where they can grow. By operating these parks, we are playing a role in sustainable social progress.

Agricultural Park



Value Creation Process





Sustainability Initiatives



Human Resources and Education

Estate

Revitalization

Materiality (important issue)

- Support the sustainable advancement of society by providing many jobs.
- Use high-quality training programs to develop the skills of employees in order to enable people to realize their full potential, increase motivation and contribute to economic growth.
- Support the manufacturing and service sectors worldwide by providing human resources and create a base for technological progress by maintaining a workforce of highly skilled people.
- Provide workplaces where all employees, regardless of gender, can perform their jobs to the best of their ability.
- Provide products and home facilities where people can enjoy their lives and play a role in creating communities where people can live with confidence.
- Create communities that are environmentally responsible, conserve resources and prosper together with the areas where they are located.
- Use the sustainable development of land to contribute to protecting the environment of regions where projects are located.
- Use development capabilities to revitalize cities in response to the increasing risk of disasters caused by the aging of cities.
- End the digital divide, build a base for technological progress, and create safe and pleasant communities by increasing the use of IT infrastructure and other sources of convenience in society.
- Maintain an environment that protects nature, conserves resources and contributes to enable children to grow up in a sound and healthy manner.
- Combat climate change and protect natural resources by utilizing land responsibly and seeking more ways to create and utilize renewable energy.
- Protect companies, employees and their families by maintaining financial soundness in order to prevent bankruptcies.
- Increase added value by revitalizing businesses, create rewarding employment opportunities, and contribute to economic growth. Responsible production and consumption.
- Encourage people to have an entrepreneurial spirit and give people opportunities to take on new challenges as entrepreneurs after a failure.

Value creation

Purpose

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Contribute

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society through

Create the ways we work

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.











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.















Create the ways we provide convenience and safety

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.

Create the ways we look to the future

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.

Create the ways we operate businesses

Revitalize businesses in order to maintain the soundness of society and increase added value with the objective of being a company that contributes to providing pleasant and rewarding employment opportunities.





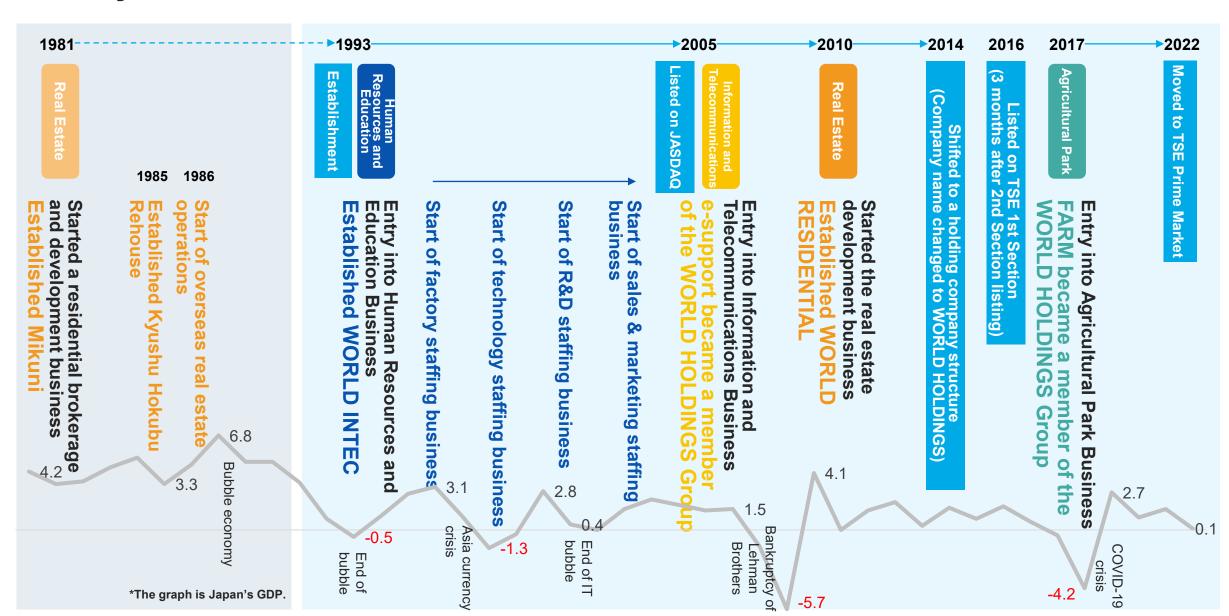






History





Main Group Companies





52 affiliated companies (44 consolidated subsidiaries, 8 non-consolidated subsidiaries)



Business Portfolio



Create a Sustainable World.

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

Human Resources and Education Business

Manufacturing Human Resources Business

Manufacturing domain

R&D, design/development, manufacturing and after-sales service

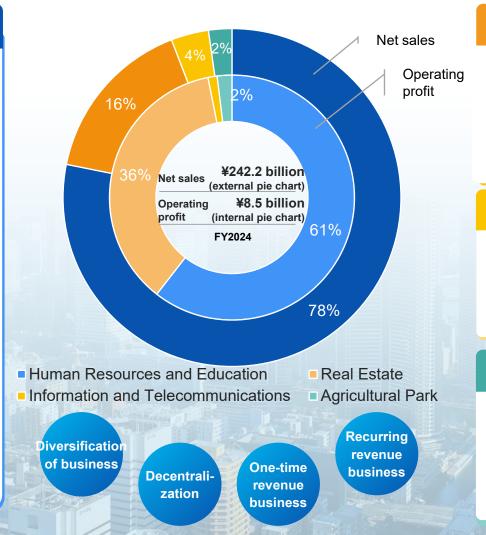
This business provides services concerning human resources for all manufacturing processes from upstream to downstream. Client companies, mainly major multinational manufacturers, are in the semiconductor, electric/electronic components, automobile, machinery, IT systems, pharmaceutical, biotechnology, chemicals and many other industries. Companies can rely on this business for subcontracting, temporary staffing, HR consulting and other services involving R&D, product design/development, production, repairs and all other processes involving manufacturing.

Services Human Resources Business

Service domain

Logistics, face-to-face sales and tourism

This business provides services concerning human resources for companies in the service sector. Core strengths are services involving logistics, tourism and face-to-face sales. Operations include distribution warehouses for major e-commerce companies, and face-to-face sales at department stores and high-volume retailers as well as for tourism operations such as hotels and sightseeing locations. Companies use this business for subcontracting business tasks, temporary staffing, HR consulting and other services.



Real Estate Business

Development and renovation

The main activities of this business are real estate development, renovations, brokerage, rental management, the production, sale and rental of prefabricated houses, and other operations. As a developer for midsize family-type condominiums, its activities are deeply rooted in each area where this business operates: Tokyo, Tohoku, Kinki and Kyushu. Renovation operations cover all areas of Japan.

Information and Telecommunications Business

Operation of mobile phone stores

Mobile phone stores are the main operation of this business, which operates 29 SoftBank, au and other shops in northern Kyushu, primarily Fukuoka. Operations also include cost reduction solutions for companies and other services.

Agricultural Park Business

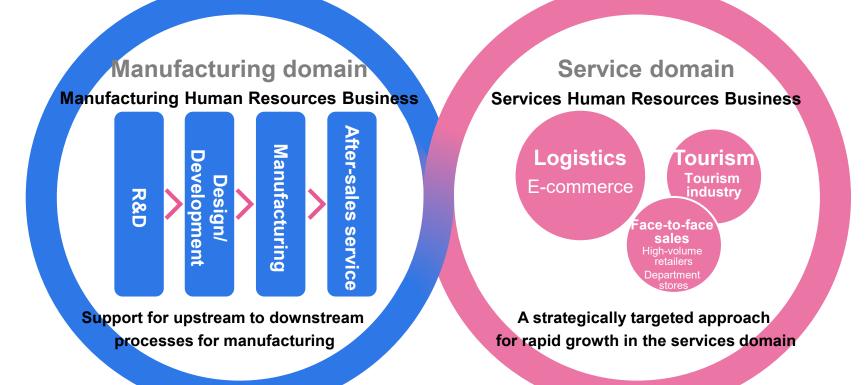
Operation and management of Agricultural Parks

This business manages 24 agricultural and other parks and facilities in Japan. The five locations that are directly operated give visitors the opportunity to interact with nature and learn about the local culture too. This business uses knowledge acquired from managing these parks to manage 17 urban parks, hot springs and other public-sector facilities.

Human Resources and Education Business



Business process outsourcing and staffing services that seamlessly cover a broad range of business domains Labor management is a key strength



The Best Support for Upstream to Downstream Manufacturing in Many Industries



A unified point of contact for manufacturers allows quickly meeting a variety of needs concerning manufacturing processes.

Comprehensive and seamless support for manufacturers

Processes		Japan			Overseas	
R&D	WORLD INTEC CO., LTD. R&D Division	Biotechnology/Chemical research/Clinical research People required for R&D at companies, basic material R&D at university and national	 ₩ORLD INTEC			
	WORLD INTEC CO., LTD. People with specialized skills required for AI development, digital transformation support, outsourced software and system development, support for IT system departments, server management, the defense industry, and other needs.				CO., LTD. **Co., LTD. CreationViewCo.,Ltd.	
Design and development	© WORLD INTEC CO., LTD Machinery/Electricity/Electronics/System integration design and development People with technology skills required for design, assessment, production technology, quality assurance operations and manufacturing technology and manufacturing technology					
Maintenance and preservation Manufacturing Administration Logistics Sales	Nippon Gijutsu	Support for the development of industrial machinery and equipment and for design and technology activities Subcontracting and staffing services extending from manufacturing and equipment development to support involving technologies		Global (Overseas subsidiaries and associates)	Support for starting overseas operations All steps from locating suitable sites to starting operations	
	world intec co., Ltd Factory Division	Manufacturing line/Maintenance and preservation Subcontracting and provision of teams for production lines and maintenance and inspection activities		WORLD GLOBAL SUPPORT CO., LTD.	Workers from other countries Support for companies hiring non-Japanese trainees, people with special skills and other technicians and for technologies, cultural knowledge and international business operations	
	רבאלונים. Creative Inc.					
	WORLD STAFFING					
After-sales service	WORLD RETECH	Repairing/Maintenance/BPO Subcontracting and personnel for all after-sales services for digital equipment				

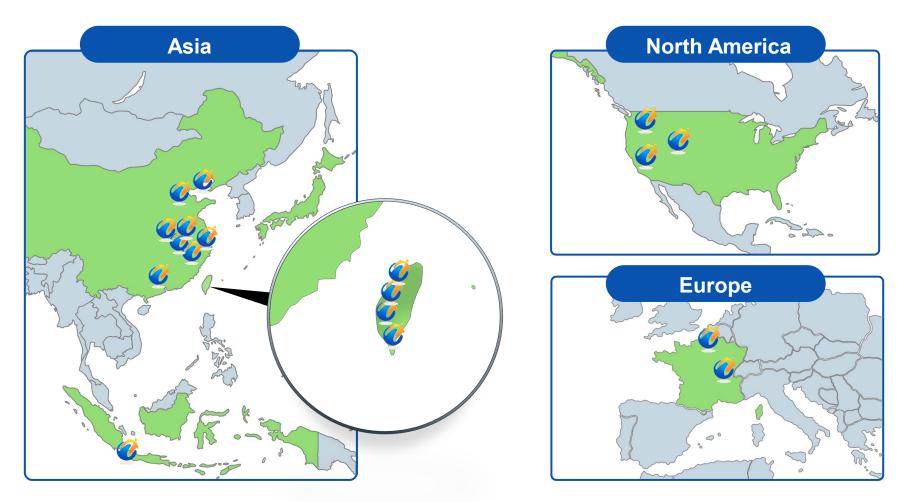
Global Location



Total:

• Japan 229 business sites

251 locations • Overseas 22 business sites (China, Taiwan, Indonesia, France and U.S.)



Manufacturing Human Resources Business **More Training Programs**



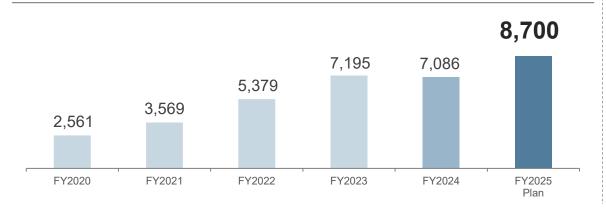
- Continue upgrading and expanding leadership, technology and other training programs and provide opportunities to receive reskilling training and support for employees to advance their careers or change career paths.
- Established a nationwide network of 11 training centers for upgrading technological skills of employees.
- In the semiconductor sector, a major strength of World Holdings, the Kumamoto Technical Center opened in Ozu, Kumamoto Prefecture to focus on increasing the number of skilled semiconductor workers.

Upgrade leadership training and technology training

- · Leadership training, training for people to become the next office managers
- Training for people to become the next leaders
- Project manager training
- Mechanical design/production technology training
- IT engineering technology training



Participants in Training Programs (Persons)



Training locations Training centers in 11 locations nationwide Employee training programs and on-the-job training at subcontracting/outsourcing client companies R&D sector (Pharmaceutical analysis training) R&D sector (Bio-informatics training) (Kyoto) Uji Campus, Kyoto University pharmaceutical analysis training) (Tokyo) Minami-Osawa Campus, Tokyo • R&D sector (Cell culture basic training) Metropolitan University (Osaka)Turnkev Lab KENTO Manufacturing sector (Automobile) (Saitama) Kumagaya Training Center Manufacturing sector (Semiconductor/electronic component/automobile) • R&D sector (Organoid culture training) (Hiroshima) Hiroshima Technical Center (Chiba) Chiba Cancer Center • Technology sector Mechanical design/SE/quality management) (Kanagawa) Techno East Japan Training Technology sector (Mechanical design/SE/quality management) (Aichi) Techno West Japan Training Center Manufacturing sector (Semiconductor/electronic component/automobile) (Aichi) Nagoya Technical Center Manufacturing sector (Semiconductor/electronic component/automobile) Manufacturing sector (Semiconductor/electronic component) (Kumamoto) Kumamoto Technical Center

(Mie) Yokkaichi Technical Center

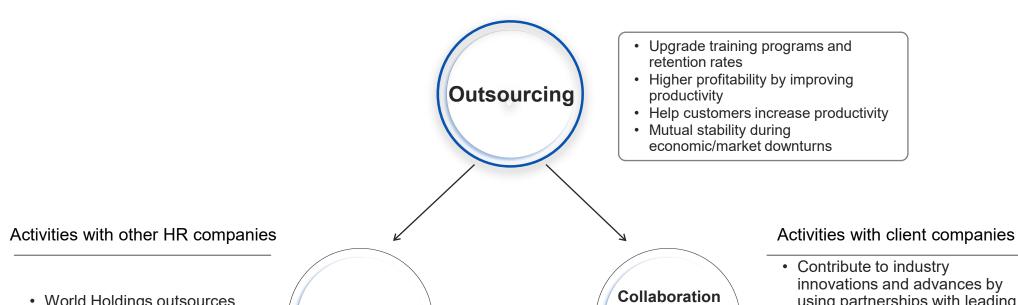
Consortium Collaboration Centered on Outsourcing



Our goal is sustainable growth by using collaboration with other human resources companies and partnerships with clients, all centered on outsourcing.

Co-sourcing

A higher level of outsourcing by working even more closely with customers as a good partner and receiving the benefits of joint activities together



 World Holdings outsources projects and works with other HR and other companies

Consortium with prominent model companies

innovations and advances by using partnerships with leading companies in various industries and leveraging the knowhow of

World Holdings and client companies

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

Use of the Consortium Model

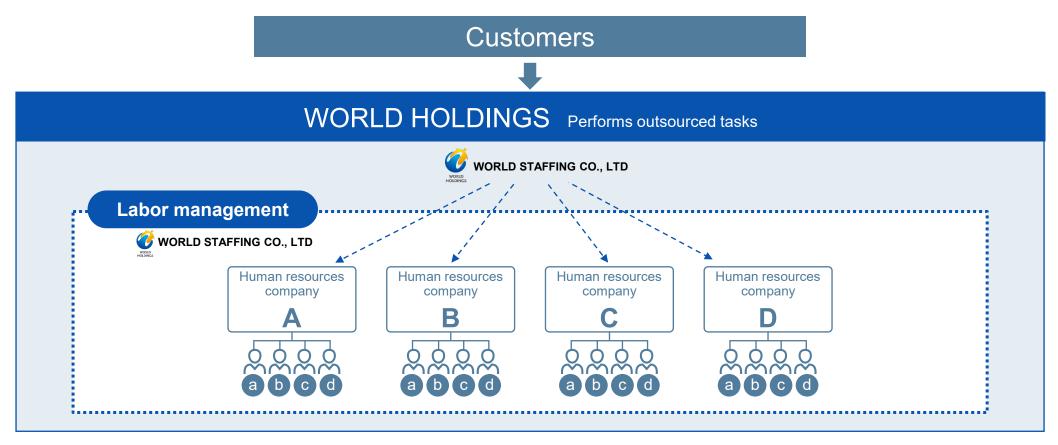


- Customers outsource tasks to World Holdings, which then performs work jointly with local human resources companies and by collaborating with partner companies of client companies.
- Horizontal utilization of knowhow in the logistics sector

Collaboration with local human resources companies



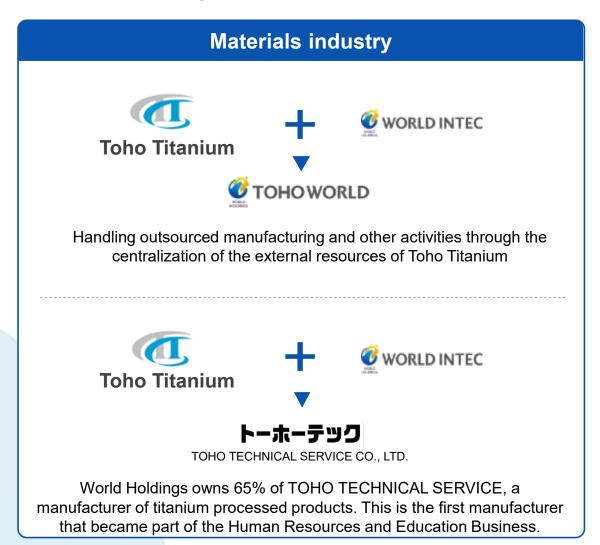
Received contract to operate several logistics warehouses of a large foreign e-commerce company

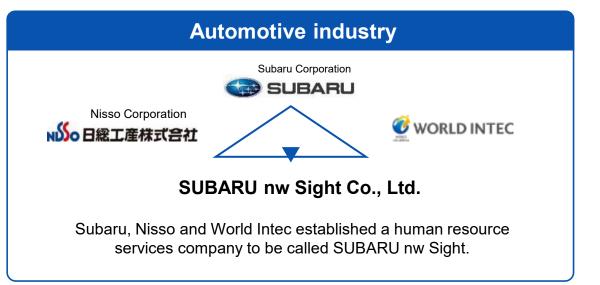


Collaboration with Prominent Companies (1)



Alliances with prominent companies in other industries are used to play a role in industry reforms and innovation, in building a human resources
framework and in making improvements at alliance partners. Growth of World Holdings is another goal.



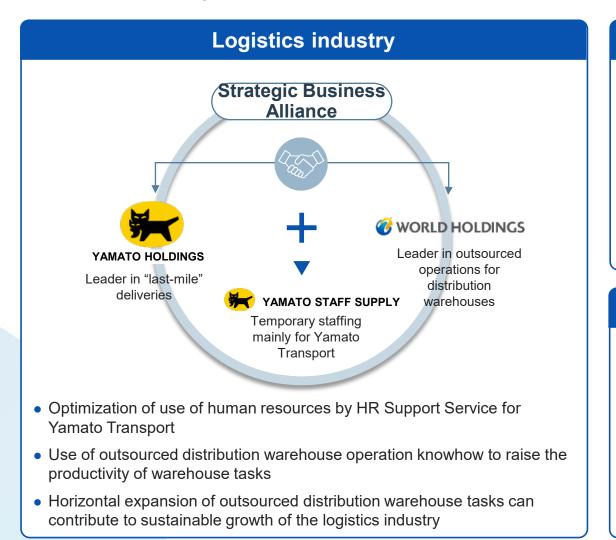




Collaboration with Prominent Companies (2)



Alliances with prominent companies in other industries are used to play a role in industry reforms and innovation, in building a human resources
framework and in making improvements at alliance partners. Growth of World Holdings is another goal.







Relationships with more than 7,500 companies involving face-to-face retail operations, the provision of information and other sales activities

Real Estate Business



Building an infrastructure able to adapt to any change in the business climate

Real estate for investment

Real estate fund management

Development

Condominiums/Detached houses Commercial land development

Conduct business mainly in major cities of the Tohoku, Tokyo Metropolitan, Kinki and Kyushu areas



Residential Aoba Hirosegawa (Sendai, Miyagi)

Real estate revitalization

Renovation Conversion

Conduct real estate revitalization business, such as renovation, around Japan



Examples of renovation

Real estate finance

Asset management



REZIA KOKURA



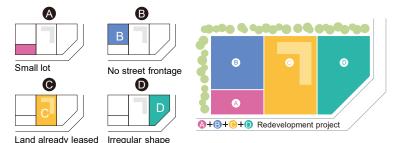


Real Estate Business Land Development Skill and Measures for More Recurring Revenue

- Dedicated to creating safe and pleasant urban environments by using urban development expertise
- Leasing instead of selling some properties that were purchased in order to wait for the best time to sell these properties

Using land development skill to create safe and pleasant urban environments

Creating safe and pleasant neighborhoods using many types of lots by utilizing redevelopment, restructuring of rights and other skills for adding value





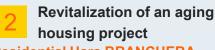


Residential Ikebukuro-honcho

(Toshima-ku, Tokyo)



World Holdings became a member of the neighborhood association of this fire prevention district project. Taking leadership of this project, the World Holdings Group constructed a condominium building with ownership divided between original property owners and World Holdings.



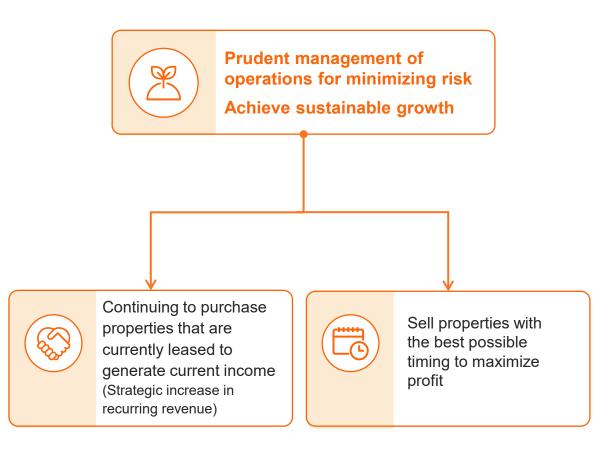
Residential Hara BRANCHERA

(Sagara-ku, Fukuoka City, Fukuoka)



A housing project constructed about 50 years ago was converted into a residential area that met the needs of residents for a safe and pleasant place for raising children.

Balance between one-time sales and recurring revenue



Real Estate Business Operations with Emphasis on High Inventory Turnover



- Purchasing carefully selected high-quality properties; continue managing operations with emphasis on high inventory turnover
- Some real estate for sale is leased in order to secure stable income. Continuing to purchase properties that are currently leased for the purpose of selling these properties later.

Net sales and segment profit (Billion yen)



Segment profit

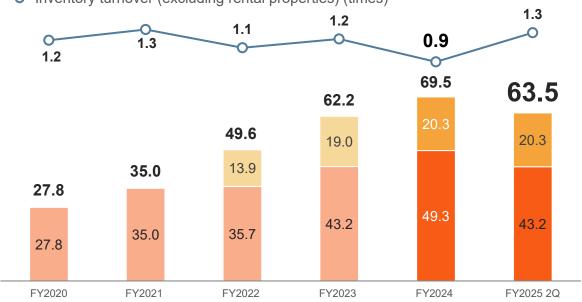


Real estate for sale / real estate for sale in process and inventory turnover (Billion yen)

Total of teal estate for sale/real estate for sale in process

Real estate for sale/real estate for sale in process (Rental properties)

Inventory turnover (excluding rental properties) (times)



Inventory turnover = Real Estate Business sales / Real estate for sale and real estate for sale in process (excluding rental properties) at the end of the previous year Real estate for sale/real estate for sale in process for FY2025 is based on actual results at the end of 2Q 2025



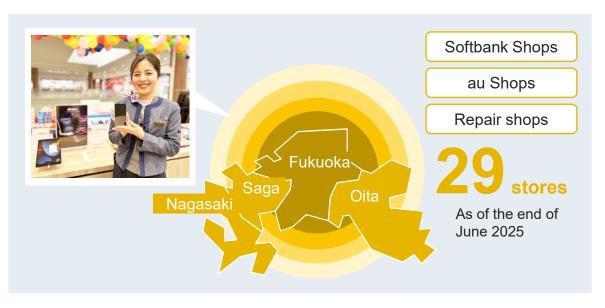
Information and Telecommunications Business



Mobile phone shop

The largest network of stores in Kyushu

Mobile phone shops in Fukuoka, Saga, Oita and Nagasaki Prefectures



Corporate solutions

 Comprehensive cost reduction solutions

We propose the reduction of costs for electric power, communications, etc. by selling our products to corporations Call centers

Call centers handle sales, marketing, customer support and many other tasks

Growing with communities

Using business activities for the vitality and safety of communities

Fulfilling a vital role in the lives of residents by providing a variety of products and opportunities



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Agricultural Park Business

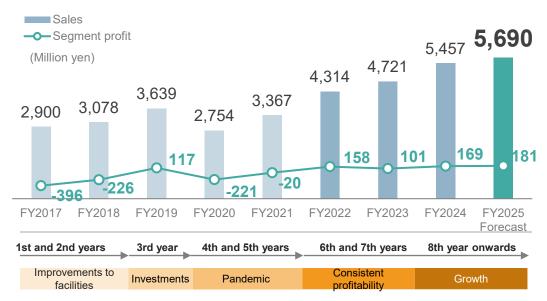


- Sales and profits growth while lowering risk through the regional and business sector diversification of operations. Using revitalization expertise acquired at directly
 managed facilities to receive more contracts to operate parks.
- Planning on more major renovations and upgrades of existing facilities and upgrades of numerous activities at parks to increase the number of visitors and sales per visitor.
- The grand opening of Shiojiri Tirolean Forest Park took place on April 26. Planning on a vineyard, winery, solar sharing system and other facilities for consistent sales and

profits.

Revitalization know-how acquired at 5 directly managed facilities

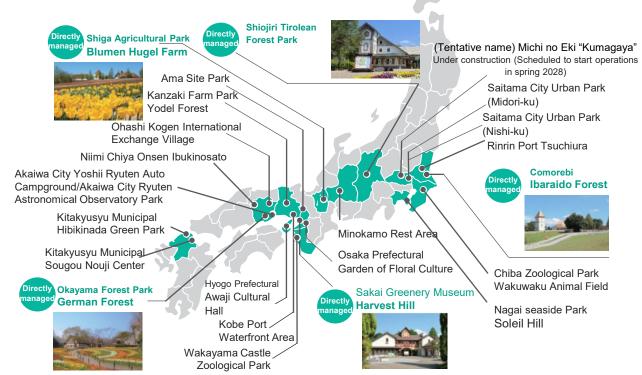




Operation of nature-rich agricultural parks, etc. at 24 locations around Japan

Operation of a total of 19 facilities, including 5 directly managed facilities and other entrusted facilities

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



Parks Combining Enjoyment and Education about Nature for Children





Map of Harvest Hill in Osaka

Reopening of Directly Operated Shiojiri Tirolean Forest Park



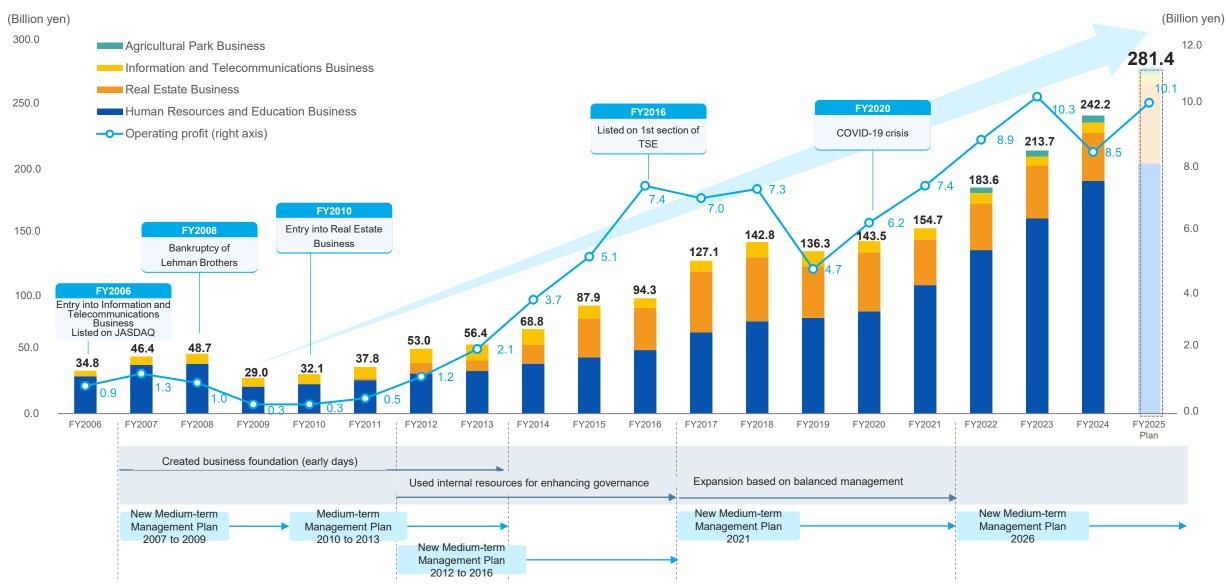
- Reopened Shiojiri Tirolean Forest park and working with the city of Shiojiri to make this a place that brings residents together
- Expect this to help achieve "The ways we look to the future," part of World Holdings sustainability, and contribute to sales and profits.
- The ways we look to the future: Maintain an environment that protects nature, conserves resources and enables children to grow up in a sound and healthy manner.



Source: "MG Press" published by The Shinano Mainichi Shimbun dated January 1, 2025

Business Performance Trend





Note: The former segments had been used until FY2021, and the new segments are used for the plan for FY2022.

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Medium-term Management Plan

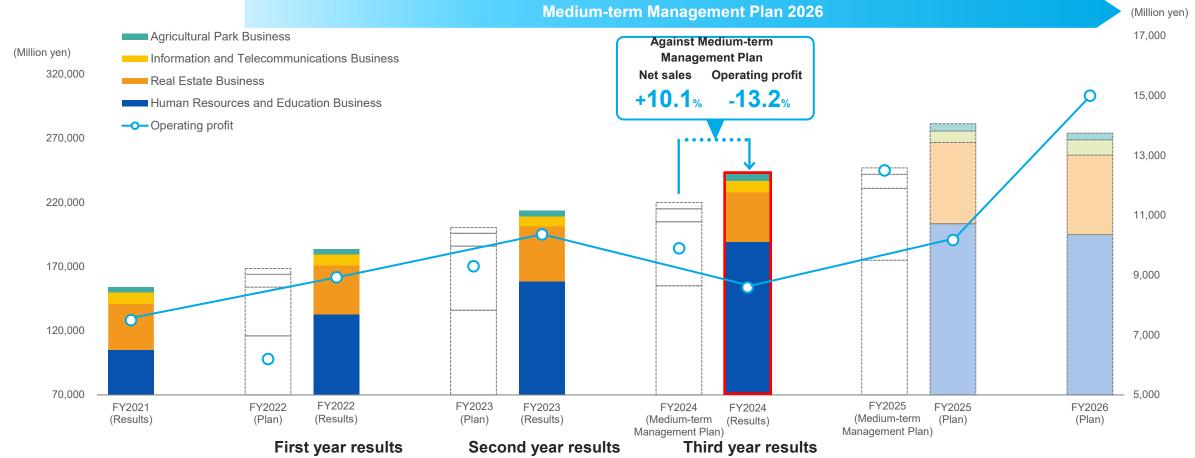


First half of the plan was building a sound base, second half is using this base for growth

 During the first two years, growth of the education business and expansion of subcontracting/outsourcing to more industries along with M&A and other activities established a sound base for growth.

During the last three years, this base will be used for the growth of sales and profits.

¥275.0 billion ¥15.0 billion 30%



Inquiries





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