



2025

The “Ways We Live” Report

INTEGRATED REPORT

World Holdings Co., Ltd.

PURPOSE

Our Purpose

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

If everyone around the world could live and work with more vitality, the world would be a happier, more developed, and better place.

Our mission is to create such a livable society full of vitality.

Human Resources and Education Business

— Shaping ways of working —

Contributing to the development of industry by helping people find the right job, allowing them to feel the joy of working with vitality, and by bringing out people's latent potential through education



Real Estate Business

— Shaping the way we live through home creation —

Contributing to society by designing the communities that are the basis of people's lives to be more comfortable, livable, and respectful of the environment and natural resources



Creating the “Ways We Live”

Information and Telecommunications Business

— Shaping convenience, safety, and security —

Contributing to the enrichment of society by creating a safe and secure living environment for all through the convenience provided by the spread of new IT infrastructure



Agricultural Park Business

— Shaping the future —

Supporting the sustainable development of society by conserving the environment and natural resources and providing the nurturing environment necessary for the growth of the children who are our future



CONTENTS

Introduction

Portfolio Strategy P.3

Interview with the President P.5

Aiming to Contribute to Society by Creating the “Ways We Live” Through Sustainability Management that Values Harmony

Value Creation Story P.9

Value Creation Process P.9

Material Issues and Promotion Framework P.11

Initiatives in Each Business Segment P.13

● Human Resources and Education Business P.13
● Initiatives for Human Capital and Diversity P.19

● Real Estate Business P.21

● Information and Telecommunications Business P.25

● Agricultural Park Business P.27

● Initiatives on Climate Change and Response to TCFD P.31

Topics P.32

Foundation of Value Creation P.33

Corporate Governance P.33

Executives P.35

Financial and Non-Financial Highlights P.37

Main Group Companies P.39

Company Information / Stock Information P.40

Editorial Policy

The “Ways We Live” Report 2025 is a communication tool published to deepen our stakeholders' understanding of the World Holdings Group's efforts to sustainably enhance corporate value. This report aims to clearly convey the Group's medium- to long-term growth strategies and sustainability management from both financial and non-financial perspectives.

We hope this report serves as a resource for understanding the Group's purpose to “Contribute to happiness and a sustainable society through the creation of a variety of ‘ways we live’ worldwide.”

Reporting Period

Fiscal year ended December 2024
(January 1, 2024–December 31, 2024)
(Some information outside the reporting period is also included.)

Scope of Reporting

World Holdings Co., Ltd. and Group companies

Reference Guidelines

- Guidance for Collaborative Value Creation (Ministry of Economy, Trade and Industry)
- International Integrated Reporting Framework (IFRS Foundation)

Positioning of the Integrated Report

Financial Information

IR Investor Information

<https://en.world-hd.co.jp/ir/>

Securities Report (in Japanese only)

<https://world-hd.co.jp/ir/library/report/>

Financial Results Presentation Materials

<https://en.world-hd.co.jp/library/2024/>

Sustainability Website

<https://en.world-hd.co.jp/sustainability/>

SDGs Project Dedicated Page (in Japanese only)

<https://world-hd.co.jp/sdgs/>

Corporate Governance Report (in Japanese only)

https://world-hd.co.jp/app/wp-content/themes/world-hd/assets/pdf/WHD_governance-report.pdf

Non-Financial Information

The “Ways We Live” Report 2025

Caution Regarding Forward-Looking Statements

This report includes forward-looking statements regarding the plans, outlook, strategies, and performance of the World Holdings Group. These statements are based on judgments made using currently available information. Please be aware that actual results may differ significantly from these statements due to various risks and uncertainties in the future.

Achieving Sustainable Growth Through Stable Management by Building a Strong Balance with a Diversified Business Portfolio

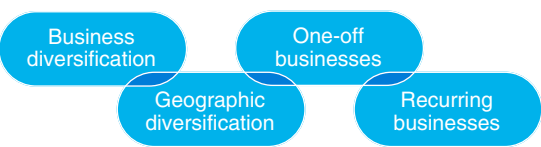
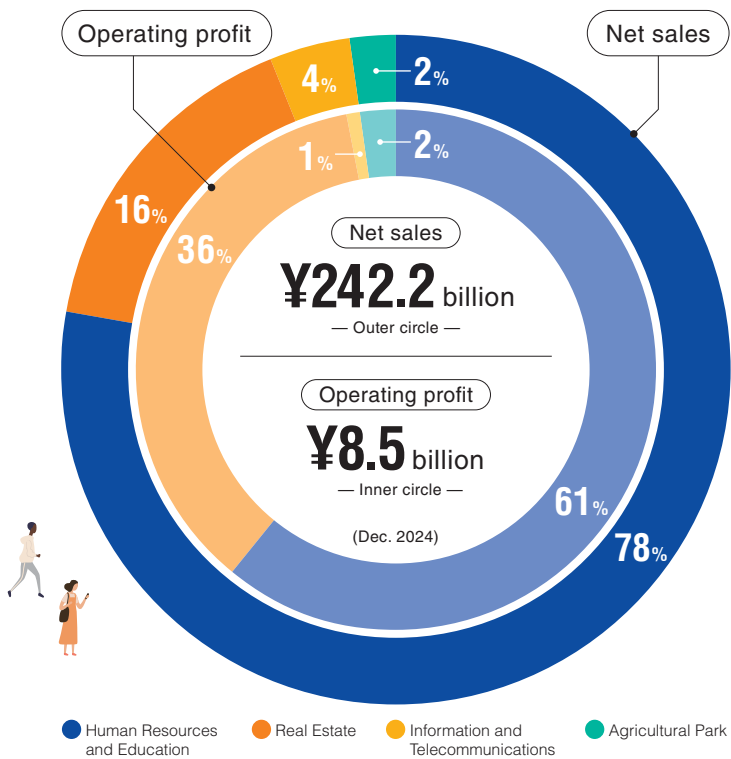
World Holdings Co., Ltd. has built a portfolio resilient to economic fluctuations by operating diverse businesses, including Human Resources and Education, Real Estate, Information and Telecommunications, and Agricultural Park, through diversification across industries and regions.

This portfolio strategy originated from the end of Japan's bubble economy, which deeply impacted the Company's founding business—real estate—launched in 1981. While many surrounding real estate companies exited the market, we firmly believed that sustaining the Company, protecting our employees, and continuing to contribute to society would require diverse business pillars. Based on this conviction, in 1993, we established WORLD INTEC Co., Ltd., and launched the Human Resources and Education Business as our Group's first business. Starting in the manufacturing domain, this business expanded into the engineering, R&D, and sales

domains, further diversifying within the business itself to enhance risk dispersion and stability.

Grounded in this diversification, we were listed on the JASDAQ market in 2005 and simultaneously launched our Information and Telecommunications Business. This forward-looking move, made before smartphones became widespread, later developed into a recurring business that provided a stable earnings base and enabled us to weather the global financial crisis.

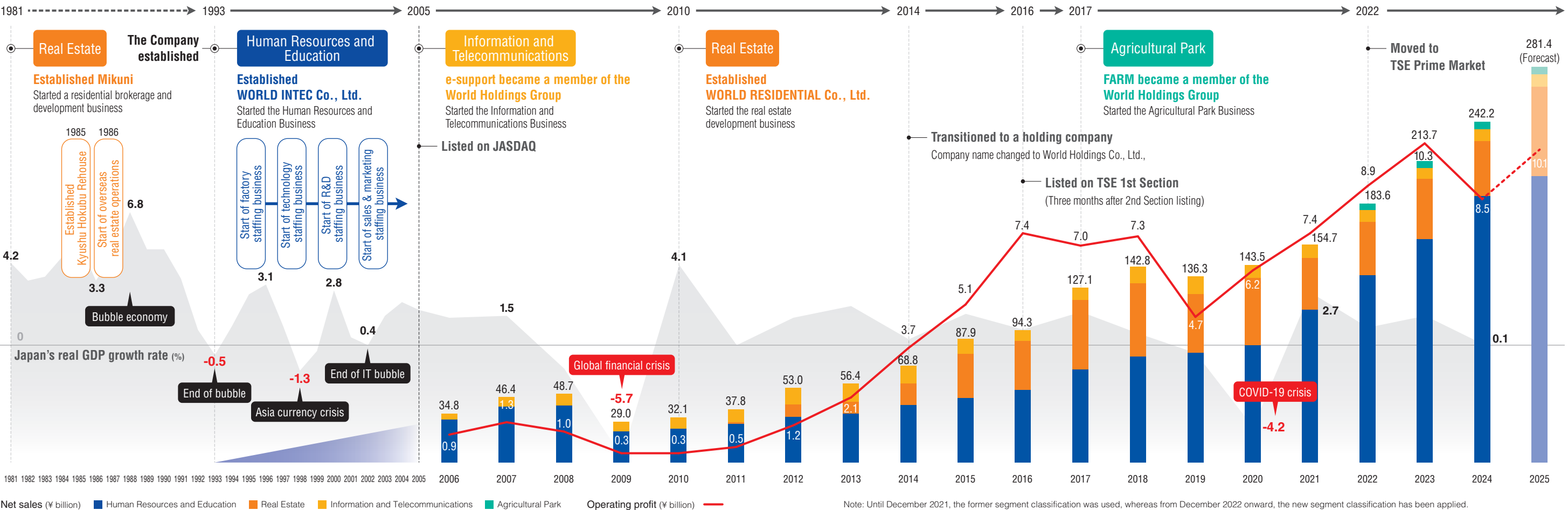
Moreover, amid the severe impact of the financial crisis on the real estate industry, we turned crisis into opportunity by boldly reentering the real estate development business in Tokyo in 2010. This contrarian decision proved highly successful, and today, our Real Estate Business—characterized as a one-off business—has grown into one of our core profit drivers.



A diversified business portfolio forms a robust management foundation that is resilient to economic fluctuations through risk dispersion. In addition, the stable cash flow generated by the recurring-type Human Resources and Education Business has earned the trust of financial institutions and facilitated smooth financing, thereby supporting the growth of the one-off real estate business. The synergy created through this distinctive portfolio strongly drives the sustainable growth of the World Holdings Group.

Leveraging this diverse business foundation, World Holdings remains flexible in responding to changes in the economic environment. We will continue to deliver value to all stakeholders through stable management while paving the way toward a sustainable future.

We Have Flexibly Responded to Economic Changes and Achieved Sustainable Growth.



Note: Until December 2021, the former segment classification was used, whereas from December 2022 onward, the new segment classification has been applied.



Aiming to Contribute to Society by Creating the “Ways We Live” Through Sustainability Management that Values Harmony

Eikichi Iida
Representative Director,
Chairman and President

In today’s increasingly uncertain business environment, our portfolio comprising diverse businesses—which is both a defining characteristic and a strength of World Holdings—has entered a phase where it can truly demonstrate its value on the global stage. We spoke with Eikichi Iida, Representative Director, Chairman and President of World Holdings Co., Ltd., about the current state of business activities and the strategies for sustainable growth.

Overview of Major Segments for the Fiscal Year Ended December 2024

Human Resources and Education Business Segment Manufacturing HR

Aiming to Be the Best Assist Company in the *Monozukuri* (Manufacturing) Industry by Providing Solutions to Industry Challenges

Since its founding, our Company has embraced co-sourcing as an evolved form of outsourcing. Co-sourcing is not just a temporary approach to providing labor as a subcontractor, but a way of working together with customers to solve their problems as a true business partner.

These initiatives have borne fruit, leading to business partnerships, joint ventures, and collaborative projects with leading companies representing various industries. For example, TOHO WORLD Corporation, a joint venture established in 2020 through co-investment with TOHO TITANIUM CO., LTD., has been progressing smoothly. Building on that relationship, we have recently welcomed TOHO TECHNICAL SERVICE CO., LTD. (TOHO TEC)—a former subsidiary of TOHO TITANIUM—into our Group. TOHO TEC is a basic material manufacturer of processed metal parts made of titanium. The Group is focusing on the materials sector, which underpins Japan’s *monozukuri* industry, and we intend to further strengthen this area going forward.

In addition, we jointly established SUBARU nw Sight Co., Ltd., a human resource services provider, through a three-company joint venture with SUBARU Corporation and NISSO CORPORATION. By leveraging each company’s strengths and transcending organizational boundaries, we are committed to building a framework that enables Japan’s manufacturing industry to remain competitive on the global stage.

The World Holdings Group, rather than simply pursuing scale in the amount of staffing we provide, has worked to enhance the quality of labor through human resource development, strengthening our contract (outsourcing) business to address client challenges and improve their profitability. Our entrusted contract business, which plays a central role in our clients’ manufacturing processes, is less susceptible to economic fluctuations and offers significant advantages in terms of developing our own employees.

As a human resources company, the World Holdings Group will continue to support the manufacturing industry as the best assist company through human resource development and delivering solutions to a wide range of challenges faced by the manufacturing business.

Human Resources and Education Business Segment Service HR

Aiming for Further Growth by Advancing and Deepening Focus on the Logistics Field and Collaborating with Leading Companies

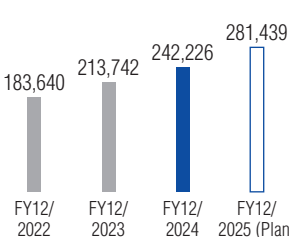
The Service HR business began in the logistics field, supporting e-commerce, and has since expanded into tourism and customer service and sales. At the core of the Service HR business is also the concept of co-sourcing. As an extension of this concept, we have strengthened each field through collaborations with major corporations. In the tourism field, we established JW SOLUTION CO., LTD. as a joint venture with the JTB Group. In the customer service and sales field, we welcomed Dimples Co., Ltd., previously a subsidiary of J. FRONT RETAILING Co., Ltd., into our Group. In the logistics field, we formed a business alliance with YAMATO HOLDINGS CO., LTD. and welcomed Yamato Staff

Summary of Financial Results (Fiscal year ended December 2024 results / Fiscal year ending December 2025 plan)

Net sales

¥242,226 million

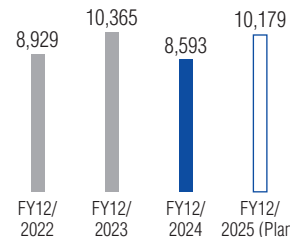
YoY change +13.3% vs. plan -3.9%



Operating profit

¥8,593 million

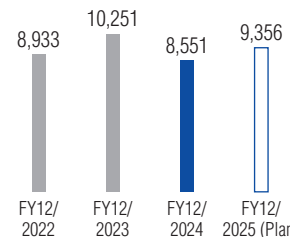
YoY change -17.1% vs. plan -4.6%



Ordinary profit

¥8,551 million

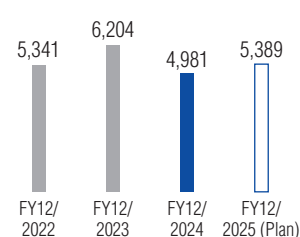
YoY change -16.6% vs. plan -0.8%



Profit attributable to owners of parent

¥4,981 million

YoY change -19.7% vs. plan +5.1%



Supply Co., Ltd. into our Group.

In the logistics field, we are exploring the horizontal expansion of the expertise we have cultivated in comprehensive logistics warehouse contracting. In September 2024, we established a Company-operated warehouse in Ogori City, Fukuoka Prefecture. As the business has progressed favorably, we are planning a second warehouse in 2025. We aim to further enhance logistics warehouse operations by leveraging our strengths in labor management and operational expertise.

Furthermore, in the customer service and sales as well as tourism fields, we are expanding into more advanced operations, such as pavilion staff for Expo 2025 Osaka, Kansai, Japan and reception and information services at museums and art galleries. Through these efforts, we are promoting the deepening and advancement of the entire Service HR business.

Real Estate Business Segment

Aiming for Stable Growth by Leveraging Strengths in Land Development and Expanding One-Off and Recurring Revenue

This business is maintaining a cautious stance while carefully identifying the optimum timing for both purchasing and sales, amid continued elevated price levels in real estate. In

addition, construction costs have risen significantly in urban areas. Given that our condominium business primarily targets first-time homebuyers, we recognize the associated risks and are proceeding with development cautiously. Meanwhile, the World Holdings Group excels in securing development sites for commercial premises, and our resale-based business model has contributed to lifting overall performance.

Although both revenue and profit declined in the fiscal year ended December 2024 due to a limited number of properties sold—partly because some deliveries were brought forward in the previous fiscal year—we achieved profit results that exceeded our plan. This was driven by improved profit margins per property based on meticulous marketing, as well as rental income from the strategic retention of in-progress properties. In addition to one-off revenue, we are also working to expand recurring revenue, such as rental income, aiming to achieve stable growth.

▶ For detailed information on each segment, please refer to pages 13–31.

The World Holdings Group’s Medium- to Long-Term Outlook for Achieving Sustainable Growth

Contributing to the Sustainable Development of Society Through Sustainability Management that Values Harmony

This marks the second publication of our integrated report. Rather than being bound by “format,” we intend this report to serve as a medium for communicating the direction, social role, and purpose of the World Holdings Group to our stakeholders. We hope it will not only inform external stakeholders but also provide an opportunity for officers and employees within our Group to reaffirm our purpose.

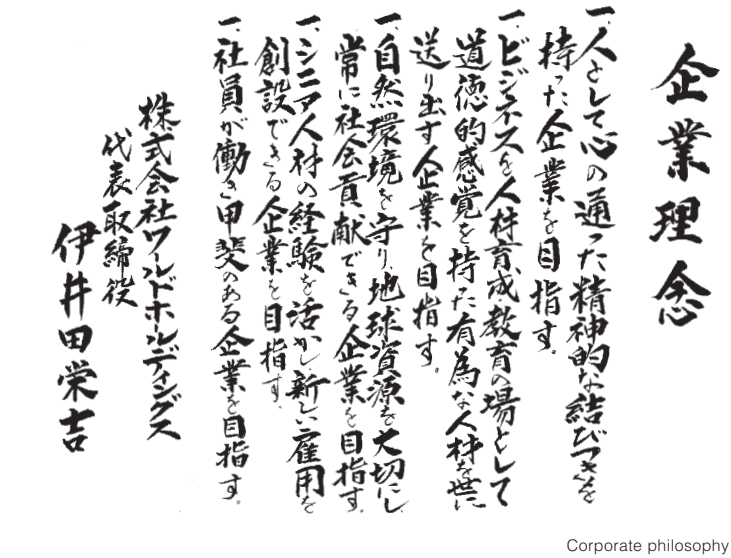
Our business has been conducted with a deep respect for our corporate philosophy, Company precepts, and purpose. At the foundation of these lies the concept of “harmony.” I believe that by valuing harmony and having each employee put into practice our corporate philosophy, Company precepts, and purpose, we can realize sustainability management in our own way.

In recent years, human capital management has gained increasing attention. For our Group, which positions the human resources business as a core segment, this is a

crucial perspective. Moving forward, we will continue to reinforce investments in human capital through education, training, and reskilling initiatives. Without knowledge of the work at hand, one cannot transform it into wisdom. By converting knowledge into wisdom, each individual becomes stronger. However, there is a limit to what one person can achieve alone. By valuing harmony and transforming individual wisdom into that of the organization—a unified team—we can grow into an even stronger corporate group. Business inherently involves competition. However, winning in this context does not mean defeating others. Rather, it means achieving the outcomes we envisioned through our work.

At the March 2025 executive appointments, we welcomed three new outside directors with extensive knowledge and experience. By enhancing the diversity of our corporate management and strengthening our governance, we aim to build an environment where both individuals and the Company can grow, embody that growth, and continue to win.

Within the Company, awareness of sustainability is steadily rising. Various subcommittees under the Sustainability Committee are now actively engaged. Through these activities, addressing social challenges such as a declining birthrate and aging population, labor shortages,



disaster response, the digital divide, child development, and environmental protection constitutes our materiality, and working to resolve them represents the social role of the World Holdings Group.

The Nature of Business Itself Leads to Sustainability

The World Holdings Group is committed to shaping ways of working through the Human Resources and Education Business; shaping the way we live through home creation through the Real Estate Business; shaping convenience, safety, and security through the Information and Telecommunications Business; and shaping the future through the Agricultural Park Business. Through the creation of the “Ways We Live,” we contribute to society. Each of our businesses is directly linked to sustainability. Furthermore, by leveraging and enhancing our current resources and capabilities to adapt to social changes and address emerging challenges, we aim to realize sustainability for both the Group and society as a whole.

For that reason, we do not believe that our business will remain limited to the current four segments in the future. We believe that to continue growing and contributing more to society, including through changes to our core businesses, we must pursue business development aligned with the needs of the times. Within the World Holdings Group, we have companies at various stages of development, including the startup phase, growth phase, and maturity phase. However, as a Group overall, we believe we are still in the period between the early stage and the first growth phase. With a continued venture spirit, we will strive for further growth.

Overcoming Increasing Uncertainty Through a Business Portfolio and Pursuing the “Scale” Needed to Compete Globally

There are concerns over the economic uncertainty caused by U.S. tariff policies and other factors. In my experience as a corporate executive, this is the first time I have seen politics

exert such a significant influence over the economy, and I feel that steering the Company now requires prudent judgment. Our Medium-Term Management Plan 2026 is currently in progress. However, the assumptions made at the time of its formulation differ greatly from the current global and economic environment. That said, it is precisely under these conditions of heightened uncertainty that the diversified business portfolio the World Holdings Group has built comes into play. As we have done in the past, we will continue working toward stable growth by complementing our performance across segments in response to economic fluctuations.

The current trend of global fragmentation under “my country first” policies has had a major impact on corporate activities worldwide. Still, there is only one earth, and we believe that this fragmented situation will not persist indefinitely. Without wavering, we will continue to pursue stable growth based on sustainability management that values harmony. As our name, World Holdings, implies, we fully intend to compete on the global stage. To do so, we believe it is essential to have a business scale that enables us to exert influence internationally. Accordingly, expanding net sales over the medium term is now a key priority.

Toward Creating a Vibrant Future Where Everyone Can Live, Play an Active Role, and Shine

While the World Holdings Group operates a diverse range of businesses, they are all united in the mission of creating the “Ways We Live.” We take pride in the vital role we play in building a foundation that may serve as essential infrastructure for the society of the future. The mission of the Group is to provide more opportunities for people to live, play an active role, and shine, and to help create a vibrant and dynamic society. By continuing to create the “Ways We Live” and driving further stable expansion and sustainable growth, we will remain committed to contributing to society. I sincerely ask for the continued support of our stakeholders with a long-term perspective as we pursue these initiatives.

Creating a Sustainable Society by Achieving Stable Management with a Diversified Business Portfolio and Resolving Various Social Issues

Modern society faces numerous complex and interconnected challenges. In Japan, in particular, issues such as a declining birthrate and aging population, population decline, and increasing disaster risks have emerged as critical concerns. As such, companies are increasingly expected to address these pressing social issues.

World Holdings contributes to the realization of a sustainable society by offering solutions to these challenges through its diverse portfolio of businesses, including Human Resources and Education, Real Estate, Information and Telecommunications, and Agricultural Park.

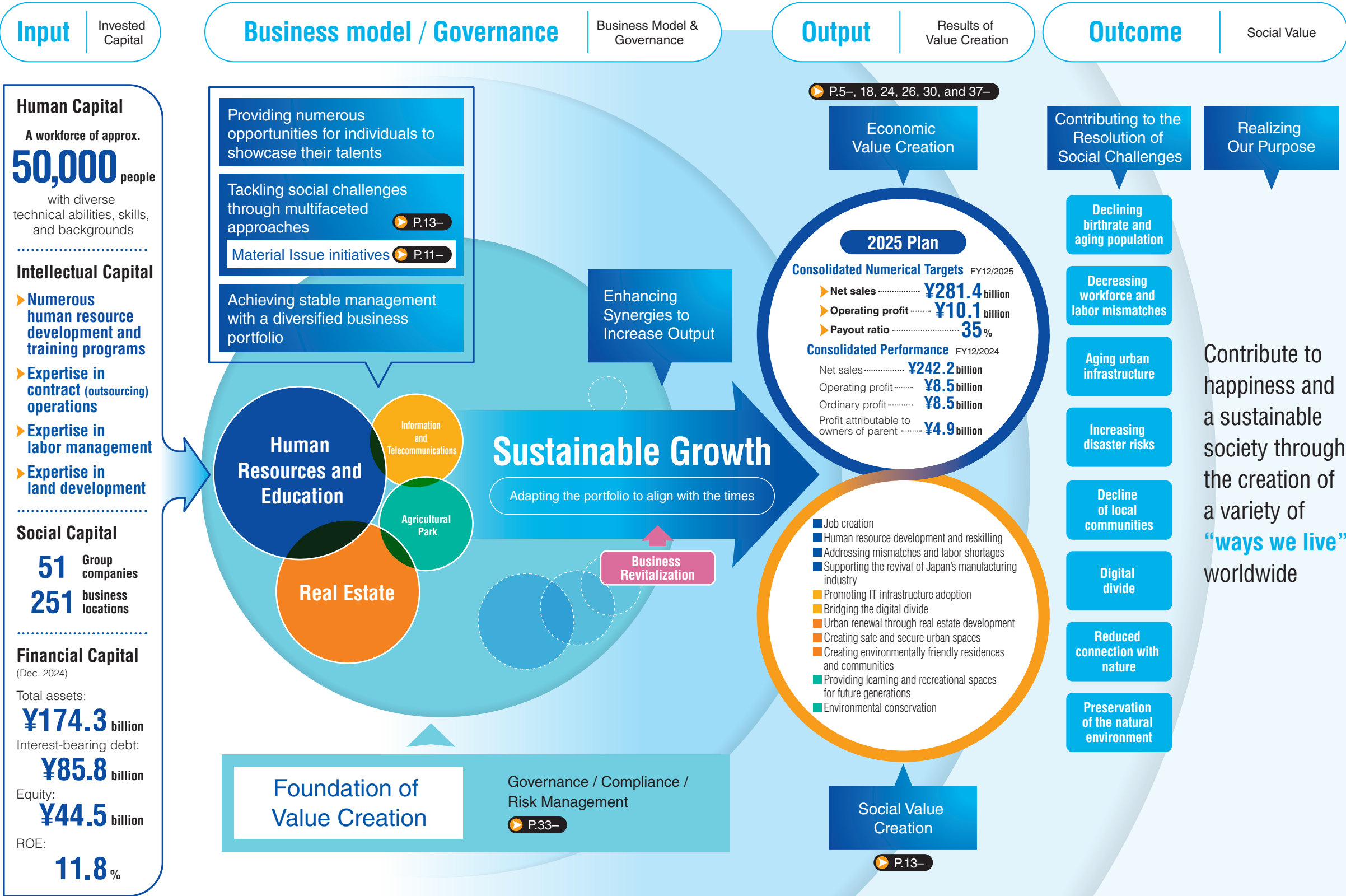
Social Challenges and World Holdings' Role

Challenges Facing Japanese Society

Japanese society is confronting national-scale challenges, including a rapidly declining birthrate, an aging population, and overall population decline. These issues are impacting society in various ways, such as a shrinking labor force, rising social security costs, and the decline of local communities. Additionally, the risks of natural disasters driven by climate change are increasing, and in some areas, urban infrastructure is aging. As a result, disaster preparedness has become an urgent priority, even in metropolitan areas.

World Holdings' Social Mission

The World Holdings Group is committed to providing concrete solutions to these social challenges through its various businesses. In the Human Resources and Education Business, we are shaping ways of working by supporting and cultivating talent for Japan's manufacturing and service industries. Through the Real Estate Business, we are shaping the way we create communities through home creation by promoting safe and sustainable urban development. In the Information and Telecommunications Business, we are shaping convenience, safety, and security by advancing ICT technology adoption and bridging the digital divide. In the Agricultural Park Business, we are shaping the future by preserving and offering spaces for nurturing the next generation, revitalizing local communities, and promoting environmental conservation. Overall, the World Holdings Group takes a sincere, multifaceted approach to tackling various social challenges. By creating diverse "Ways We Live," we aim to bring happiness to people and contribute to the sustainable development of society.



Building on Our Value Creation Process to Address Material Issues and Contribute to Resolving Social Challenges

In today’s world, which faces complex and diverse social challenges, World Holdings is taking concrete steps toward the realization of a sustainable society through its various business segments. To address Japan’s pressing issues—such as a declining birthrate, aging population, population decline, and disaster risks—the Company provides effective and practical

solutions. These include stabilizing the labor supply and fostering talent through the Human Resources and Education Business, creating safe and comfortable urban environments through the Real Estate Business, bridging the digital divide through the Information and Telecommunications Business, and nurturing the future of children and revitalizing local communities through the Agricultural Park Business. And we will go beyond our current business segments, continuing to adapt flexibly to changing times to address new social challenges and achieve further sustainable growth.

These initiatives are not merely about pursuing short-term profits but are aimed at achieving the sustainable development of society as a whole, directly aligning with our corporate social responsibility (CSR). Moving forward, World Holdings will continue to contribute to resolving social challenges by creating diverse “Ways We Live” through its multifaceted business activities.

The value creation story envisioned by World Holdings will become increasingly important in the coming era, making the Company an indispensable presence for society as a whole. Building on this value creation story, World Holdings will continue to provide solutions to social challenges and strive to meet the expectations of its stakeholders.

Material Issues of the World Holdings Group

Process for Identifying Material Issues

1 | Identifying Issues

Comprehensive analysis and verification are conducted based on international guidelines such as the Global Reporting Initiative (GRI) Standards and the Sustainable Development Goals (SDGs) to identify potential material issues.

2 | Determining the Significance of Each Issue

The 27 identified material issue candidates are evaluated and mapped based on stakeholder expectations, their contribution to a sustainable society, and their relevance to the business, to determine their significance.

3 | Specifying Material Issues

After deliberation and approval by the Board of Directors, the material issues are refined and expressed to align with the characteristics of each business segment.

Material Issues	
Human Resources and Education	<div><div><div>■ Create many jobs to contribute to the sustainable development of society</div><div>■ Bring out people’s latent potential through human resource development and quality education to create job satisfaction for individuals, and lead to economic growth of society as a whole</div><div>■ Support the world’s manufacturing and service industries in terms of human resources and create a foundation for technological innovation by cultivating outstanding human resources</div><div>■ Create workplaces where everyone can play an active role, regardless of gender</div></div><div><div>1 NO POVERTY</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div></div>
Real Estate	<div><div><div>■ Develop communities where all people can live with peace of mind by providing comfortable living facilities</div><div>■ Protect the natural environment and conserve the earth’s resources to create communities in harmony with the region</div><div>■ Promote sustainable land development to help protect local environments</div><div>■ Leverage our development capabilities to revitalize urban areas and address the increasing disaster risks caused by aging infrastructure</div></div><div><div>3 GOOD HEALTH AND WELL-BEING</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>15 LIFE ON LAND</div></div></div>
Information and Telecommunications	<div><div><div>■ Bridge the digital divide to create a foundation for technological innovation and promote safe and secure community development by making accessible equipment such as IT infrastructure more widespread in the world</div></div><div><div>3 GOOD HEALTH AND WELL-BEING</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div></div>
Agricultural Park	<div><div><div>■ Protect nature and conserve the earth’s resources to maintain an environment where children of the future can grow up in good health</div><div>■ Find ways to create renewable energy by using large areas of land to help tackle climate change and protect the earth’s resources</div></div><div><div>3 GOOD HEALTH AND WELL-BEING</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>15 LIFE ON LAND</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div></div>
Business Revitalization	<div><div><div>■ Avoid bankruptcy and liquidation to protect the Company, employees, and families</div><div>■ Increase added value through business revitalization, creating a good employment environment to contribute to economic growth, and realize the notion of responsible production and consumption</div><div>■ Give entrepreneurs a sense of security and opportunities to try again if not successful</div></div><div><div>1 NO POVERTY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div></div>

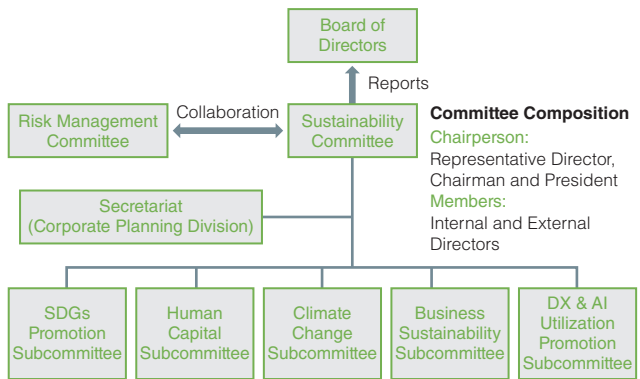
Sustainability Promotion Framework

On July 20, 2023, we established the Basic Policy for Sustainability to further advance our sustainability initiatives.

The Sustainability Committee is chaired by the Chairman and President and comprises internal and external directors as members. The committee is responsible for formulating and periodically reviewing the Basic Policy on Sustainability, selecting and evaluating risks and opportunities in business activities, deliberating on sustainability-related issues, monitoring the progress of these matters, and submitting proposals and reports to the Board of Directors. The secretariat is managed by the Corporate Planning Division, and the committee convenes in principle twice a year.

The Board of Directors provides overarching guidance for the Group’s purpose and medium- to long-term management strategies. It also oversees sustainability management, deliberates on key matters, and makes decisions based on reports from the Sustainability Committee. For sustainability issues deemed particularly critical, subcommittees are established to promote initiatives across the organization.

Additionally, matters related to the selection and evaluation of risks are closely tied to the management risks of the Group. As such, we address these issues in collaboration with the Risk Management Committee.



Human Resources and Education Business

Shaping ways of working



Value Creation Story

Contributing to Industrial Development by Addressing Labor Shortages and Mismatches

Social Challenges

Japan's manufacturing industry, with its long history, is globally renowned for its high quality and technological expertise. However, labor shortages caused by the falling birthrate and aging population, along with mismatches in the labor market, have become critical issues. In particular, the manufacturing industry faces a growing risk of reduced productivity and difficulty maintaining quality due to a shortage of skilled workers. Similarly, the service industry is grappling with labor shortages, the need to adapt to more diverse working styles, and the challenges of further advancing Japan as a tourism-oriented nation.

World Holdings Group Initiatives

The World Holdings Group's human resources and education business is one of the leading creators of employment opportunities in Japan. By addressing labor shortages and mismatches, and through initiatives in human resource development and reskilling, we provide numerous opportunities for individuals to thrive and contribute. Furthermore, as a best assist company supporting *monozukuri* sought by society, we provide human solutions necessary for manufacturers' global expansion and domestic globalization. We also support the transfer of technical skills and the retention of talent, underpinning Japan's manufacturing industry. By doing so, we enable the delivery of higher-quality and more productive manufacturing, helping to resolve labor shortages and mismatches faced by companies while aiming to maintain and enhance the competitiveness of domestic industries. In recent years, we

have expanded beyond the manufacturing sector into the service sector, addressing a variety of challenges. These include creating more employment opportunities, human resource development, reskilling to adapt to diverse working styles, and developing the workforce needed to support Japan's evolution as a tourism-oriented nation.

Challenges and Future Initiatives

As the labor market continues to shrink, securing additional labor and addressing workforce diversity are becoming increasingly important. Strategies to adapt to changes in the labor market—such as utilizing older and foreign national workers and promoting greater participation of women—are essential. Our Group leverages its strength in covering a wide range of fields to provide various working environments. We will also meet diverse needs through human resource development and reskilling, and by introducing appropriate labor management and digital transformation (DX), we will increase productivity and create more efficient working styles. Through these efforts, we aim to flexibly adapt to the changing labor market and create sustainable working environments.

HUMAN RESOURCES AND EDUCATION BUSINESS



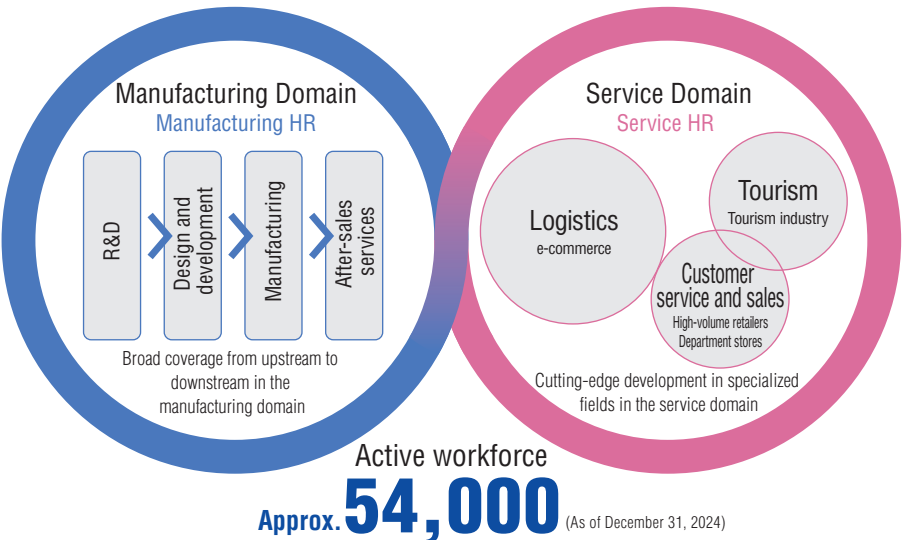
PURPOSE

Contributing to the development of industry by helping people find the right job, allowing them to feel the joy of working with vitality, and by bringing out people's latent potential through education

Strengths and Characteristics

Seamlessly Covering a Broad Range of Domains Through Two Segments

We offer human resource services through the Manufacturing HR business in the manufacturing domain and the Service HR business in the service domain. These services support a wide variety of industries from a human resource perspective. Approximately 54,000 employees are currently active in diverse fields such as R&D, design and development, manufacturing, logistics, tourism, and customer service and sales.



We offer a comprehensive human resources business that spans the entire production process in the manufacturing domain, from upstream to downstream. Client companies, mainly major multinational manufacturers, are in the semiconductor, electrical/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, design and development production, repairs, and all other processes involving manufacturing.



Manufacturing HR

Katsuhiko Kuriyama

Director
In charge of Human Resources Business



Service HR

Shinji Honda

Director
In charge of Human Resources Business

Partnering with Customers Through Co-Sourcing to Achieve Growth, Resolve Social Challenges, and Foster Industry Development

Since our founding, we have embraced the concept of co-sourcing, striving to grow together with our customers while contributing to the resolution of social challenges and the development of the industries we serve.

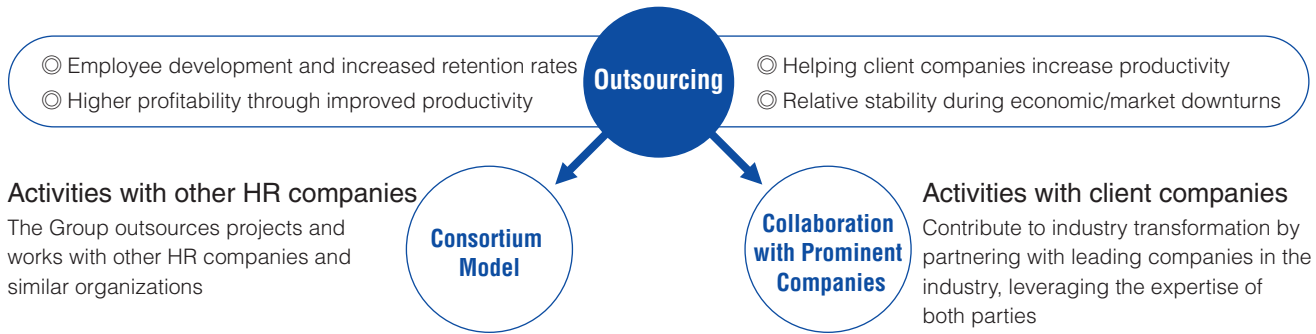
Co-Sourcing

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

Co-Sourcing

Developing the Consortium Model and Collaboration with Prominent Companies Centered on Contract Work

Under the concept of co-sourcing, we have taken on the challenge of resolving various issues and advancing the industry by leveraging our strength in contract work (outsourcing) as a core, while promoting the development of consortium models and forming business alliances and joint ventures with leading companies across different industries.



Examples of Collaboration with Prominent Companies

For Tourism Industry Progress and Dealing with Labor Shortages



Assistance Concerning the Shortage of Face-to-Face Salespeople



Support for Optimization of Logistics Operations

Established a strategic business alliance with YAMATO HOLDINGS CO., LTD. Yamato Staff Supply Co., Ltd. (YSS) joins the World Holdings Group

- Optimization of use of human resources by HR Support for Yamato Transport
- Providing opportunities for YSS personnel to work in new fields and receive reskilling training
- Support for second careers for postal service personnel of Yamato Transport
- Use of outsourced distribution warehouse operation know-how to raise the productivity of warehouse tasks



Assist with Passing on Basic Materials Technologies and Skills to Younger People and with Progress in this Industry



Manufacturing HR

Co-Sourcing TOPICS

Further Deepening of Co-Sourcing

By further deepening co-sourcing, our collaborative efforts with manufacturers and industry peers have advanced the framework that supports Japanese manufacturing.

First materials manufacturer

March 24, 2025

Titanium Processing Manufacturer TOHO TEC Joins the Group



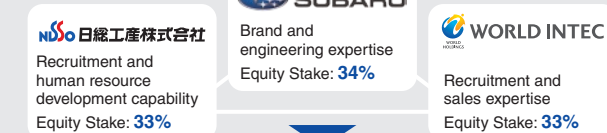
トーホーテック

- WORLD INTEC acquired 65% of the issued shares in TOHO TEC, a subsidiary of TOHO TITANIUM that is a leading titanium metal manufacturer, and made it a subsidiary.
- TOHO TEC is a basic material manufacturer of processed metal parts made of titanium.
- This is the first time a manufacturing company has joined the Human Resources and Education Business segment.
- We aim to generate synergies including human resource development and further strengthen our initiatives in the materials industry.

The industry's first joint venture co-creation

June 2, 2025

Established SUBARU nw Sight Jointly with SUBARU and NISSO



New joint venture company SUBARU nw Sight Co., Ltd.

- Established SUBARU nw Sight, a new human resource services provider, through a three-company joint venture with SUBARU Corporation, NISSO CORPORATION, and WORLD INTEC.
- We will leverage the strengths of all three companies to provide human resource services, etc., to SUBARU.
- We aim to build a human resource scheme that supports the evolving production activities of the manufacturing industry as a whole.

TOPICS

April 1, 2025

Kumamoto Technical Center Semiconductor Training Facility Officially Launched in April

To respond to the growing demand for semiconductor talent, WORLD INTEC has established a new training facility in Ozu Town, Kumamoto Prefecture. Equipped with cutting-edge semiconductor manufacturing equipment, the facility provides practical training through both classroom-based training and hands-on training using real machines to develop skilled engineers capable of equipment maintenance, assembly, and evaluation. The aim is to produce 500 semiconductor personnel annually.



March 6, 2025

Signed an Academia-Industry Alliance Agreement for Semiconductor Education Program with Kaishin Gakuen

WORLD INTEC signed an academia-industry alliance agreement with Kaishin Gakuen in Kumamoto Prefecture. In April of the same year, Kaishin Gakuen established a new department related to semiconductors. In addition to developing educational materials and dispatching instructors, the initiative utilizes the Kumamoto Technical Center to provide practical learning using cutting-edge semiconductor manufacturing equipment.



May 28, 2025

Signed a Collaboration Agreement with Naruto City on Corporate Attraction and Job Creation

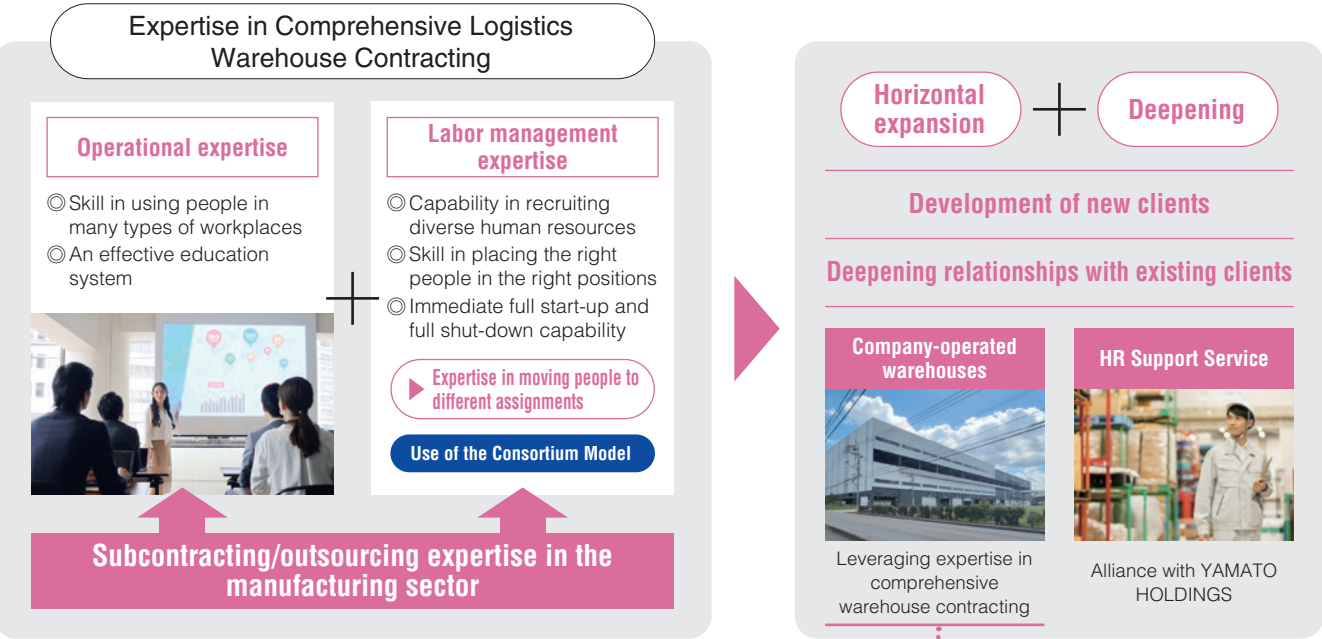
WORLD INTEC signed a collaboration agreement with Naruto City in Tokushima Prefecture and established a business site and education and training facility within the city. The initiative aims to attract manufacturing and IT companies, create employment opportunities, foster talent in battery-related fields, and promote relocation, exchange, and community engagement. Beginning in June of the same year, approximately 150 employees relocated to the area to support the revitalization of local industries.



Service HR

Horizontal Expansion of Comprehensive Logistics Warehouse Contracting Expertise

World Holdings' logistics business specializes in comprehensive logistics warehouse contracting (3PL) that supports e-commerce. Leveraging our strong operational and labor management expertise developed over time, we aim to achieve further growth through the strategic deployment of this expertise.

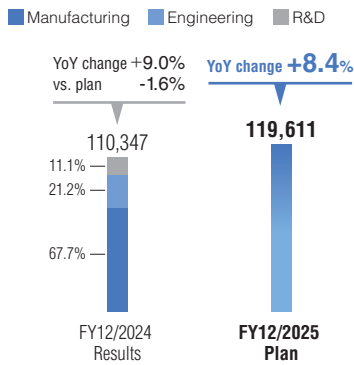


Overview of Business Results

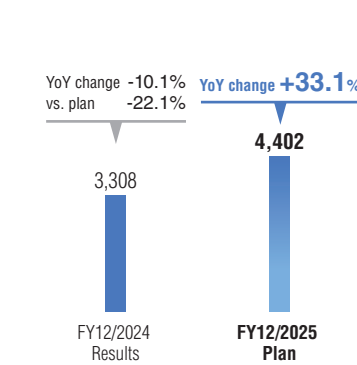
Manufacturing HR

Providing human resource services that broadly cover the entire production process, from upstream to downstream, supporting Japan's manufacturing industry

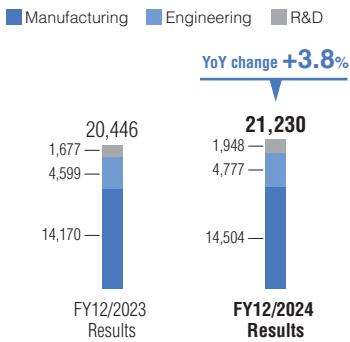
Net sales (¥ million)



Segment profit (¥ million)



Temporary placement workforce * 3-month average (Persons)



In the fiscal year ended December 2024, the business environment remained challenging through the third quarter due to multiple factors, including the Noto Peninsula Earthquake at the beginning of the year, operational suspensions in the automotive industry, and a semiconductor sector slowdown that persisted longer than initially expected. However, by leveraging our strength in covering diversified fields and accurately reallocating personnel across various industries, we secured revenue growth, despite falling short of the previous fiscal year and initial plan in terms of profit.

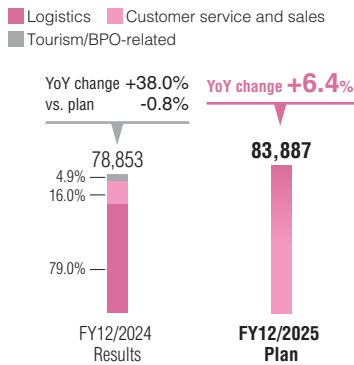
From October 2024 onward, the semiconductor, manufacturing equipment, and machinery sectors have been showing signs of recovery. While the outlook remains uncertain due to factors such as the global economy and tariff policies, we are planning for both revenue and profit growth in the fiscal year ending December 2025 by continuing to utilize our strength in covering diverse sectors.

We will also further reinforce investment in human resource development, including the development of semiconductor personnel. Through initiatives such as the newly established Kumamoto Technical Center, along with training facilities and programs across Japan, we aim to strengthen our presence in the industry.

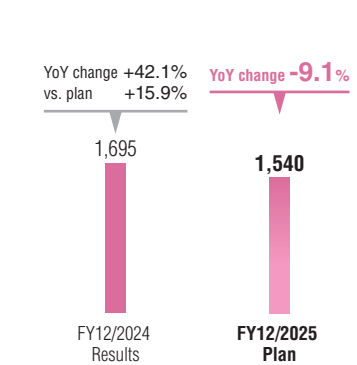
Service HR

Providing specialized human resource services focused on logistics, customer service and sales, and tourism

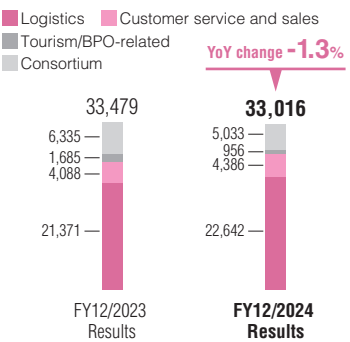
Net sales (¥ million)



Segment profit (¥ million)



Temporary placement workforce * 3-month average (Persons)



In the fiscal year ended December 2024, profit was driven by several factors, including the full-year contribution from Yamato Staff Supply, which joined the Group in 2023; enhanced productivity in comprehensive logistics warehouse contracting (3PL) within the logistics division; and steady progress in the newly launched "HR Support" business. Additionally, the customer service and sales division successfully captured seasonal demand, translating it into strong performance. The Company-operated Fukuoka Ogori Warehouse, established in September 2024, also secured profitability shortly after the start of operations. As a result, the segment achieved significant increases in both revenue and profit.

In the fiscal year ending December 2025, we plan to enhance productivity in the core logistics division, secure contributions from Company-operated warehouse operations, and expand Yamato Staff Supply. Revenue is also expected to increase through orders for customer service operations at Expo 2025 Osaka, Kansai, Japan in the customer service, sales, and tourism fields. However, due to upfront investments in a new Company-operated warehouse, operating profit is expected to decline.

Establishment of Company-Operated Warehouses

In September 2024, with a view to further deepening and horizontally expanding our comprehensive logistics warehouse contracting (3PL) capabilities, we established a Company-operated warehouse by leasing the third and fourth floors of a logistics warehouse in Ogori City, Fukuoka Prefecture.



Advancing the Deepening and Horizontal Expansion of 3PL Through Company-Operated Warehouses



Following the launch of operations, the Fukuoka Ogori Warehouse quickly recovered its investment costs and has been operating smoothly. Building on this success, we are planning to establish a new company-operated warehouse in September 2025.

Initiatives for Human Capital and Diversity

In accordance with the Basic Policy for Sustainability and the Human Rights Policy of the World Holdings Group, which were established in 2023, the Group places priority on initiatives related to human capital—including human resource development, respect for human rights, and the promotion of diversity—as key management issues. We established the Sustainability Committee and, under its umbrella, launched the Human Resources Task Force, which has commenced its activities. The task force discusses the formulation of plans and policies related to human capital, monitors relevant indicators, facilitates information sharing on human resource strategies and initiatives of each Group company, and promotes initiatives aimed at addressing issues.

Promoting Diversity Management

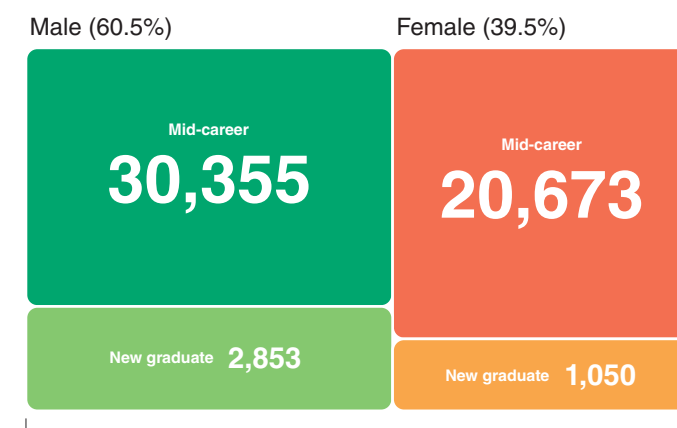
The World Holdings Group is working to strengthen human capital management through the creation of diverse forms of the “Ways We Live” for its employees. We now have over 50,000 employees across our four business segments—Human Resources and Education, Real Estate, Information and Telecommunications, and Agricultural Park. As a diverse and highly distinctive organization, we recognize that to fully leverage the capabilities of our 50,000-plus employees and realize well-being, it is essential to ensure appropriate opportunities to change jobs within the Group and retain highly skilled human resources. Accordingly, we have formulated policies on human resource development and workplace environment enhancement. Furthermore, in anticipation of changes in needs of client companies for personnel and shifts in the working preferences of employees, the World Holdings Group is promoting diversity management with the aim of becoming a company where people from a variety of backgrounds can realize their full potential.

The World Holdings Group hires, evaluates, and develops

diverse human resources without distinction based on gender, nationality, age, or career background. By ensuring the opportunity to change to different jobs within the Group, we aim to secure and retain highly marketable talent and build an optimal talent portfolio. These efforts not only enhance the Group’s competitiveness but also contribute to the improvement of corporate value over the medium to long term.

With respect to opportunities to move to different jobs within the Group, the World Holdings Group believes that enabling personnel to move across divisions and Group companies promotes the effective utilization of human capital and supports individual growth and skill enhancement, thereby contributing to overall corporate value enhancement. To this end, we are working to actively promote job rotation by welcoming diverse human resources through new graduate and mid-career hiring at each Group company, promoting the use of the internal job application program, and encouraging transfers from frontline to administrative divisions, as well as intercompany transfers within the Group.

Group Employee Composition



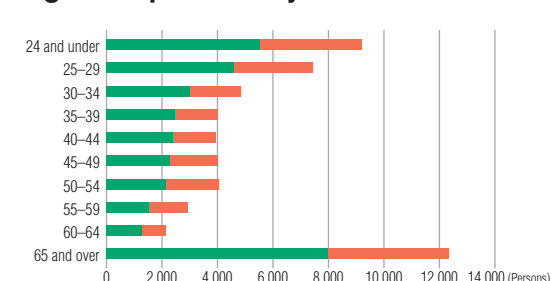
54,931

Number of Foreign National Employees

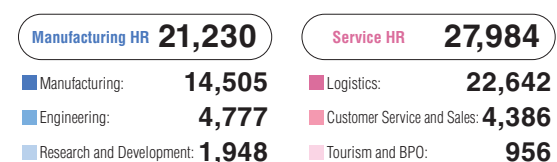


As of December 31, 2024

Age Composition by Gender



Number of Employees by Job Type in the Human Resources and Education Business



Human Resources and Education Policy

To foster talent capable of playing active roles across organizational boundaries, the World Holdings Group has established a structured training framework by identifying the core competencies required commonly across the Group’s four business segments and applying them to a diverse range of personnel. Under the Groupwide training system, we provide several training sessions annually tailored to each career stage—new graduates, mid-level employees, and management. In addition, we offer Group mindset training for mid-career hires and frontline employees, and enable access to e-learning program that covers roughly 600 subjects. We also support employees in expanding their potential by subsidizing costs associated with obtaining professional qualifications. Furthermore, we promote the penetration of our purpose and corporate philosophy and enhance engagement by delivering regular

messages from top management, hosting lectures by senior executives during group training sessions, and sharing personal stories from management who joined the Company as new graduates.

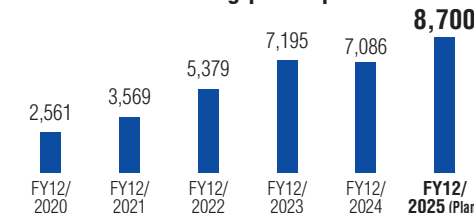
With respect to training systems by business segment, we are working to build frameworks specialized in the acquisition of the expertise, creativity, knowledge, and skills required by each business. For example, in the upstream manufacturing domain of the Products HR business, where many R&D professionals are employed—a key strength of the Group—we are focusing on providing training programs and opportunities aimed to enhance the skills of R&D personnel. These initiatives not only strengthen this core capability and help establish a strong brand presence in the industry, but also contribute to the creation of diverse forms of the “Ways We Live” for our employees.

Development of Leaders and Engineers

Enhancing the Leadership and Technical Training System

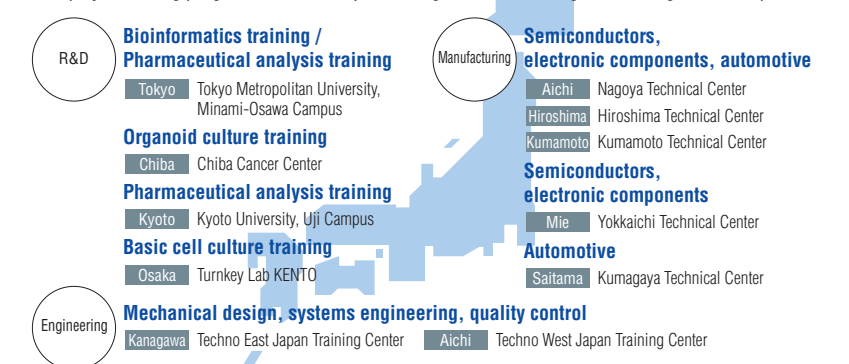
- Leadership training and future branch manager training
- Training for future leaders
- Project manager training
- Mechanical design and production engineering training
- IT engineer technical training, etc.

Number of training participants



Human Resource Development Centers

- 11 training centers established nationwide
- Employee training programs and on-the-job training at subcontracting/outsourcing client companies



Measures Against Compliance Violations, Harassment, and Other Problems

The World Holdings Group takes a firm stance against factors that deteriorate the workplace environment, such as compliance violations, legal infringements, harassment, and human rights abuses. Our efforts include formulating internal standards and regulations, conducting in-house training programs, and promoting awareness of the internal reporting system. We also work diligently to prevent such incidents and their recurrence.

With regard to compliance, we have established the Compliance Committee and are promoting awareness among executives and employees and improving compliance awareness through measures such as the development of the Compliance Manual, which compiles the Code of Corporate Conduct, Compliance Regulations, and related materials, as well as through internal training programs.

In addition, regarding human rights violations, including

harassment and discrimination, we have publicly stated both internally and externally, through our Basic Policy for Sustainability and Human Rights Policy, that we do not tolerate any form of discrimination or harassment based on gender, age, nationality, race, ideology, creed, religion, disability, gender identity, or sexual orientation, and that we respect the human rights of all individuals involved with the Group, including throughout the supply chain. Furthermore, as an internal policy applicable to the entire Group, we have established the Basic Policy for the Prevention of Harassment, which clearly states examples of specific behaviors constituting power or sexual harassment, as well as harassment related to pregnancy, childbirth, childcare, or nursing care leave; the availability of consultation services; and a commitment that no disadvantage will result from seeking consultation or cooperating in fact-finding related to harassment.



Basic Policy for Sustainability (in Japanese only)

<https://world-hd.co.jp/app/wp-content/uploads/2023/08/4dc706e00fdd11d0804156b5c73fcbef.pdf>

Human Rights Policy (in Japanese only)

<https://world-hd.co.jp/app/wp-content/uploads/2023/08/6c3c18b71f304e6010f358ef90eac76.pdf>

Real Estate Business

Shaping the way we live through home creation



Value Creation Story

Contributing to Safe and Comfortable Urban Development

Social Challenges

In the real estate industry, the increasing risk of natural disasters has become a critical issue. In Japan, frequent natural disasters such as earthquakes and typhoons pose significant challenges. Urgent issues include areas with dense clusters of aging wooden houses that remain untouched, and areas where the passage of emergency vehicles is difficult, raising concerns about safety and disaster preparedness. Additionally, improving deteriorating buildings and aging urban infrastructure is an immediate priority.

World Holdings Group Initiatives

The World Holdings Group's Real Estate Business addresses these risks by promoting urban regeneration and sustainable town planning with urban development. For example, we focus on creating safe and comfortable urban spaces through statutory redevelopment and rights adjustments. In particular, we are advancing the redevelopment of aging buildings in high-risk disaster areas and improving urban infrastructure to provide residents with a safe and secure living environment. Additionally, we contribute to the realization of a sustainable society by adopting environmentally conscious designs that utilize natural environments and introducing energy-efficient systems.

Challenges and Future Initiatives

One challenge for the Group's Real Estate Business is the limited track record in independently undertaking condominium reconstruction projects. Moving forward, it will be essential to strengthen our capability to execute larger-scale projects on our own. To achieve this, we believe it is important to enhance our planning and operational capabilities for redevelopment projects while refining our methods for fundraising and risk management.



PURPOSE

Contributing to society by designing the communities that are the basis of people's lives to be more comfortable, livable, and respectful of the environment and natural resources

Characteristics

Building an Infrastructure Able to Adapt to Any Change in the Business Climate

We focus on development, including condominiums and commercial premises, as well as real estate revitalization through renovations. In recent years, we have also been placing significant emphasis on real estate finance, including asset management, establishing a stable system that can flexibly adapt to changes in the external environment.



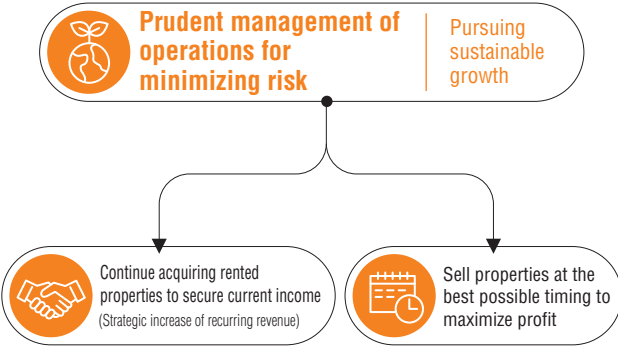
The main activities of this business are real estate development, renovations, brokerage, rental management, the production, sale, and rental of prefabricated houses, and other operations. As a developer for midsize family-type condominiums, its activities are deeply rooted in each area where this business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

Shinichiro Kuwahara Director
In charge of Real Estate Business

Pursuing Stable Growth Through Thorough Risk Management

The World Holdings Group's Real Estate Business is guided by a policy of prudent management, achieving stable business operations through thorough risk management. While the core Human Resources and Education Business provides a strong foundation, the Real Estate Business deploys flexible strategies tailored to market conditions—adopting a cautious stance during challenging market phases to maintain financial soundness.

In addition to one-off revenue business, we are proactively building recurring revenue through rental income, ensuring stable cash flow even amid economic fluctuations. Through this diversified revenue structure and prudent management policies, we pursue sustainable growth and conduct business in a manner that earns the trust of stakeholders.

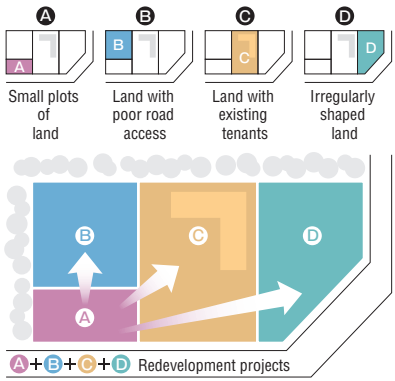


Strengths

Value Creation Through Outstanding Land Development Capabilities

By leveraging its unique land development capabilities as a strength, the World Holdings Group simultaneously creates value and contributes to local communities. We strategically acquire small plots of land and expand their scale through complex rights adjustments and statutory development. Through meticulous planning and specialized expertise, we enhance the value of land by maximizing its potential. This approach enables us to keep acquisition costs low while delivering high-value-added real estate to the market.

Furthermore, we go beyond mere development by placing emphasis on the creation of safe and comfortable residences and communities. By conducting development that reflects the characteristics and needs of each region, we contribute to the creation of sustainable urban environments. This outstanding land development capability is a distinctive strength of the World Holdings Group—enabling us to realize both enhanced economic value and the building of social trust.



Leveraging Strengths in Land Development to Create Safe and Comfortable Urban Spaces

Development Example 1

Promoting Redevelopment of Aging, Densely Built Wooden Housing Areas with Local Authorities

Residential Ikebukuro Honcho (Toshima-ku, Tokyo)

We became a member of the council organized for a disaster prevention district improvement project in a designated area and played a leading role in advancing the project. Currently, this has become the first example of a disaster prevention district improvement project in Toshima Ward, and as a participating member, our Group is involved in sales of condominium units on reserved floors.



Development Example 2

Revitalizing Aging Housing Complexes to Create New Residences and Communities

Residential Hara Branchera (Sawara-ku, Fukuoka City, Fukuoka Prefecture)

BEFORE

AFTER

We worked with stakeholders to revitalize a housing complex that was built nearly half a century ago and had deteriorated over time. This project honored the wishes of the property owners, addressed residents' concerns, and responded to new needs, such as creating a safe environment suitable for raising children.



Taking on the Challenge of Creating Sustainable Residences and Communities

We are working to create residences and communities that are vibrant and inclusive, where people of diverse backgrounds can live together—by respecting the history and culture of each region and cooperating with local communities. In addition to providing safe, comfortable, and high-quality housing and building disaster-resilient urban environments that support residents' lives, we also contribute to a sustainable future by minimizing environmental impact, conserving resources through nature-friendly design, and harmonizing with the natural environment.

An Example of Our Initiatives

Project plan to preserve existing trees

To carry forward the land's memory within the local community, we preserved a long-below existing cherry tree on-site, maintaining it within a self-managed open space.

Contributing to the community by developing public squares and greenways

To help revitalize the community, we set back the building as much as possible and developed public squares and greenways within the premises. The square also serves as an evacuation area in the event of a disaster.

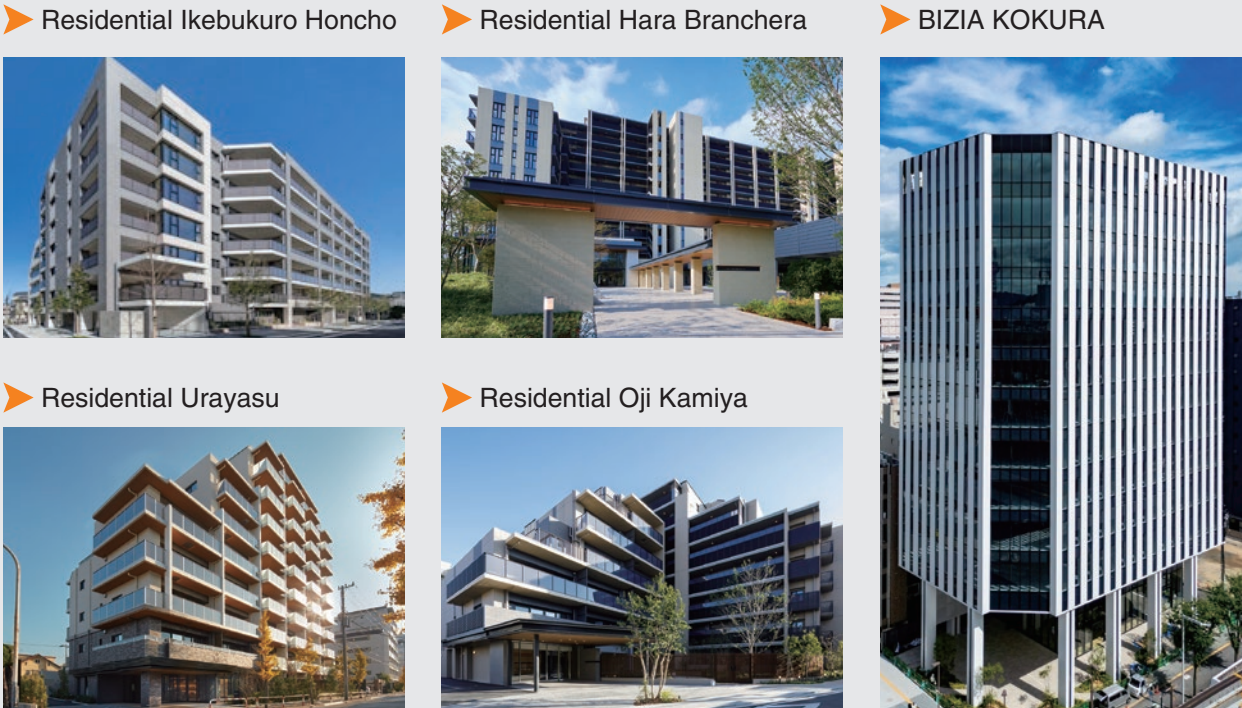
Greening ratio exceeding legal standards

Respecting the memory of the local landscape, the development was guided by the concept centered on cherry blossoms and theatrical expression. A refined and elegant impression is achieved through the planting of cherry trees and a variety of other species throughout the site.

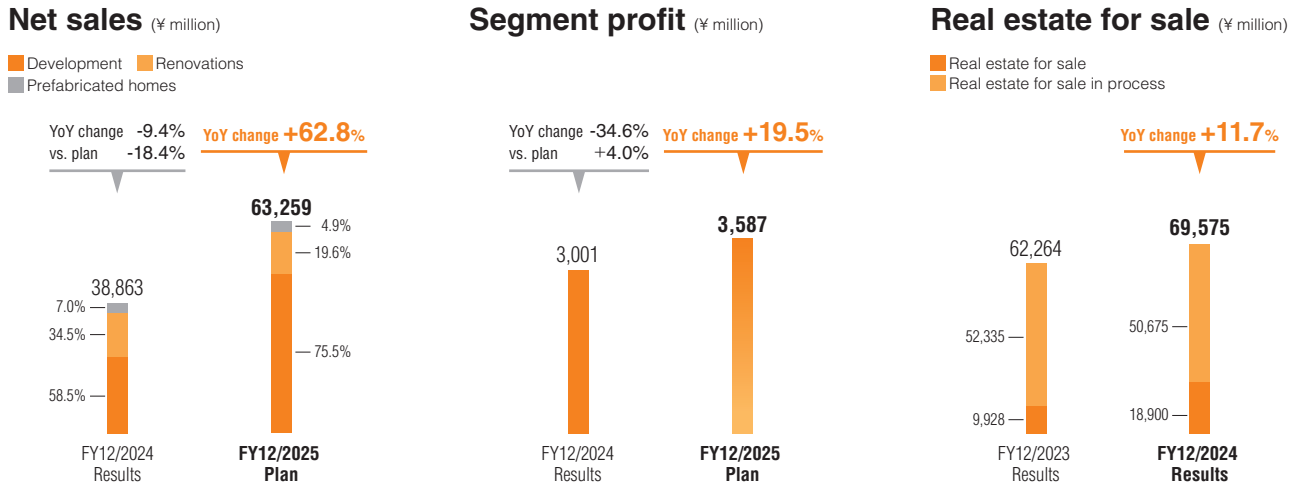
Use of exterior wall materials that purify the air

By using photocatalytic paint, the building breaks down nitrogen oxides and sulfur oxides—key contributors to air pollution and global warming—helping to purify the surrounding air.

Real Estate Project Examples



Overview of Business Results



In the fiscal year ended December 2024, this business maintained a cautious stance while carefully identifying the optimum timing for both purchasing and sales, given the risk associated with persistently high real estate prices. Although both revenue and profit declined due to a limited number of properties sold—partly because some deliveries were brought forward in the previous fiscal year—we achieved profit results that exceeded our plan. This was driven by improved profit margins per property based on meticulous marketing, as well as rental income from the strategic retention of in-progress properties.

In the fiscal year ended December 2024, we steadily advanced the delivery of condominium properties, including Residential Oji Kamiya in Tokyo, ASUTO RESIDENTIAL THE TOWER in Miyagi Prefecture (a joint venture project with Nomura Real Estate Development Co., Ltd.), and Residential Midosuji Abiko in Osaka Prefecture. (BIZIA KOKURA, an office building, is scheduled to be recorded in the fiscal year ending December 2025.)

In the fiscal year ending December 2025, while continuing our cautious stance, we expect significant increases in both revenue and profit, driven by an increase in the number of properties for sale.

Information and Telecommunications Business

Shaping convenience, safety, and security



Value Creation Story

Contributing to the Realization of a Digital Society

Social Challenges

With the rapid advancement of technology and the progress of digitalization, the adoption of ICT is accelerating. However, this has also highlighted the issue of the digital divide, where certain segments of the population—particularly the elderly and those with low digital literacy—continue to face difficulties accessing and benefiting from ICT advancements.

World Holdings Group Initiatives

To address these challenges, the World Holdings Group's Information and Telecommunications Business aims to contribute to an enriched society by promoting the adoption of emerging IT infrastructure and bridging the digital divide to create a convenient, safe, and secure environment. For example, we provide the latest digital devices, such as smartphones and tablets, to facilitate easier access to the information society for consumers. In particular, for elderly people and individuals with low digital literacy, we focus on offering user-friendly products and enhancing post-purchase support, ensuring they can use these devices with confidence and ease.

Challenges and Future Initiatives

To keep up with technological advancements, it is essential to improve the skills of sales staff and ensure they acquire knowledge of new technologies. To address this, we provide continuous training and education programs for our employees, enhancing their understanding of the latest technologies and market trends. In particular, we focus on supporting elderly people and customers unfamiliar with technology by offering clear explanations on how to use devices and troubleshooting assistance, helping prevent isolation in the digital society.

INFORMATION AND TELECOMMUNICATIONS BUSINESS

PURPOSE

Contributing to the enrichment of society by creating a safe and secure living environment for all through the convenience provided by the spread of new IT infrastructure

Promoting IT Infrastructure Through Mobile Phone Shops

Our mobile phone shop business operates SoftBank and au shops, primarily in northern Kyushu. Additionally, we run corporate solutions and call centers to assist small and medium-sized businesses with cost reduction. These efforts are part of our regionally focused business development.

Mobile Phone Shops

Largest Network of Stores in Kyushu
Mobile phone shops in Fukuoka, Saga, Oita, and Nagasaki prefectures

SoftBank shops

au shops

Repair shops

29 stores
As of March 31, 2025

Growing with Communities

Supporting Regional Safety and Security Through Our Business
Fulfilling a vital role in the lives of residents by providing a variety of products and opportunities

Energy solutions

DX support

Proposals for various solutions

Solutions for local businesses

Our mobile phone shops

Supporting healthy development of children

Bridging the digital divide

For children

For seniors

Shuji Iwaihara
Executive Officer
In charge of Information and Telecommunications Business

Mobile phone stores are the main operation of this business. It operates 29 stores, including SoftBank and au shops, in the northern Kyushu region centered on Fukuoka. Operations also include cost reduction solutions for corporate clients and other services.

Overview of Business Results

Net sales (¥ million)

YoY change +12.9% vs. plan

8,703

FY12/2024 Results

YoY change +3.3%

8,991

FY12/2025 Plan

Segment profit (¥ million)

YoY change +2,267.6% vs. plan

101

FY12/2024 Results

YoY change +18.8%

120

FY12/2025 Plan

In the fiscal year ended December 2024, despite the mobile phone sales store industry undergoing major structural changes, our mobile phone shop operations achieved higher revenue and profit, exceeding the plan. This performance was driven by improved profitability at individual stores as a result of our ongoing scrap-and-build initiatives, as well as increased sales volume through enhanced sales promotion activities.

We will continue to leverage the segment's existing strengths in the corporate solutions sector and connect them to strengthen the corporate sales team within the mobile shop. In so doing, the Group aims to enhance its presence and grow once more as a regional problem-solving base for both individuals and corporate clients.

25

2025 INTEGRATED REPORT | 26

Agricultural Park Business

Shaping the future



Value Creation Story

Contributing to the Future of Children and Local Communities



Social Challenges

In modern society, while urbanization progresses and technology advances, there is a simultaneous decline in natural environments and fewer opportunities for people to connect with nature. A particularly significant challenge is the diminishing availability of natural spaces essential for children—the future generation—to grow up healthy and thrive.

World Holdings Group Initiatives

The World Holdings Group's Agricultural Park Business plays a vital role in providing spaces for learning and play for the next generation, while promoting the revitalization of local communities and the spread of sustainable agriculture. Through the operation of nature-rich park facilities, we provide nurturing environments essential for children's growth, supporting the sustainable development of society. In addition to helping create regional brands by serving as a hub for processing and selling local products, we work closely with local governments and stakeholders, fulfilling our role as a platform for regional collaboration that is deeply rooted in the community.

Challenges and Future Initiatives

In the Agricultural Park Business, further deepening and advancing the agricultural sector remains a key challenge. Specifically, we aim to promote the adoption of smart agriculture alongside the circular agriculture practices already in place. We will also strengthen our role as a hub for processing and selling local agricultural products with the aim to develop regional brands. Furthermore, leveraging the expansive land and rich natural environment of our parks, we plan to introduce renewable energy while maintaining harmony with the park's landscape and surrounding environment. The electricity generated will be used within the park and will support local energy production and consumption, helping to actively address environmental issues and climate change.

AGRICULTURAL PARK BUSINESS

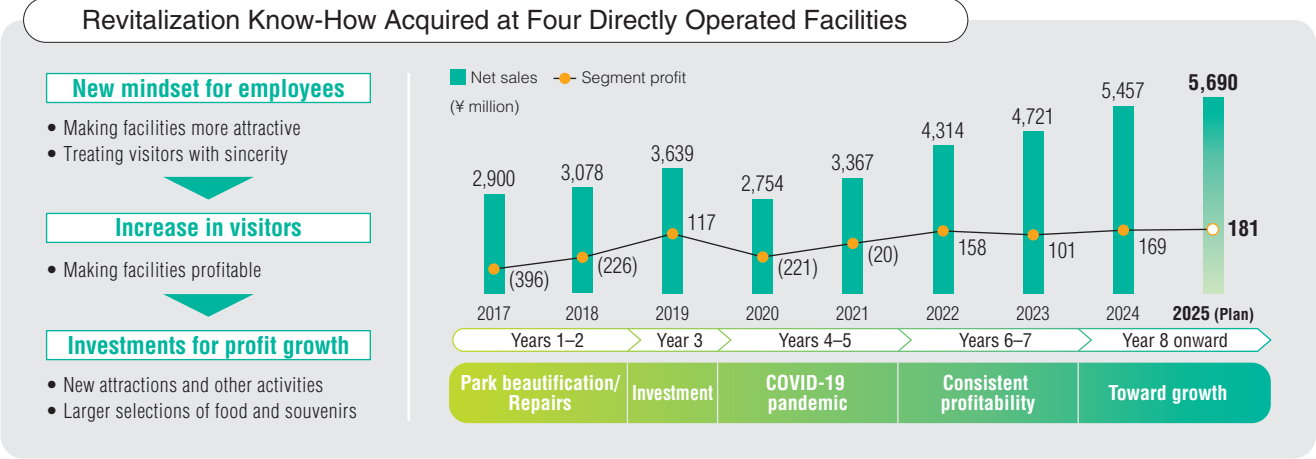
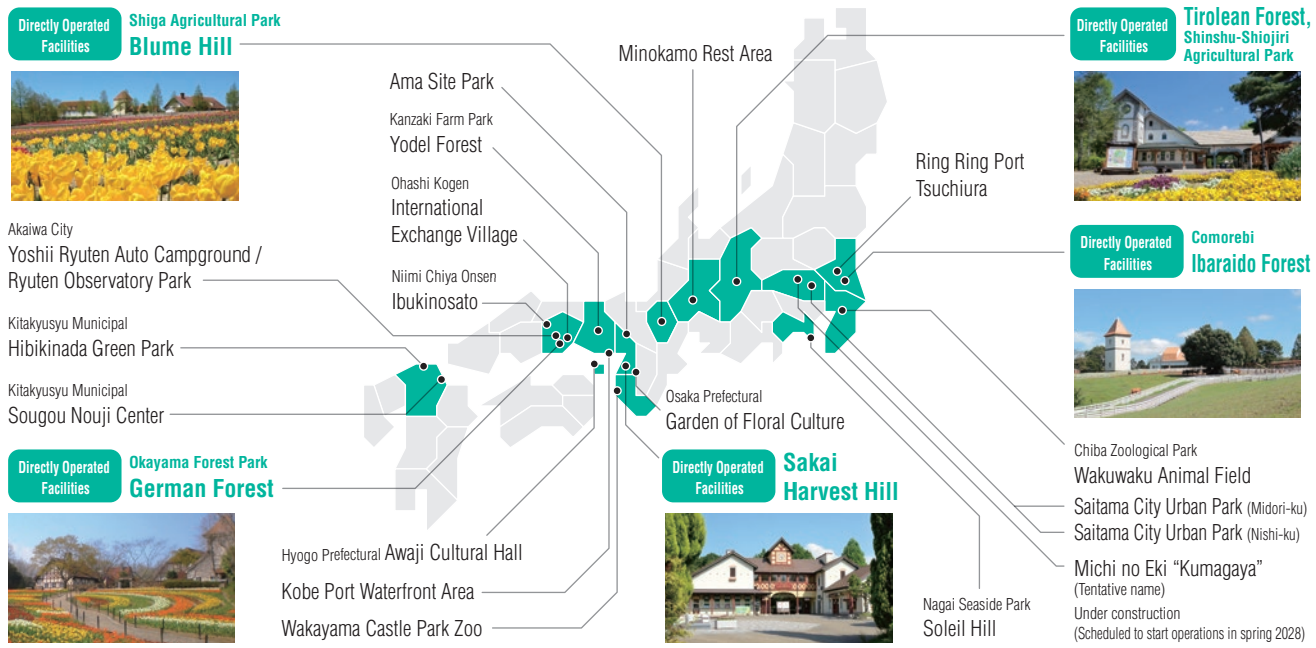
PURPOSE

Supporting the sustainable development of society by conserving the environment and natural resources and providing the nurturing environment necessary for the growth of the children who are our future

Leveraging Agricultural Park Management Expertise for Public Facilities Nationwide

World Holdings plans to increase profits of managed facilities by utilizing revitalization and profitability know-how acquired at the five directly operated facilities in the designated management business. Operating more facilities as the designated manager for the owners, we create win-win relationships with local governments and other organizations that own these facilities. This also enables the Company to help invigorate regional economies and create jobs.

24 Locations Nationwide: Operation of 5 Directly Operated Facilities and 19 Designated Management/Contracted Facilities



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. This business uses knowledge acquired from managing these parks to manage 19 urban parks, hot springs, and other public-sector facilities.

Yuji Takai
Executive Officer
In charge of Agricultural Park Business

TOPICS

Directly Operated Facility “Tirolean Forest, Shinshu-Shiojiri Agricultural Park” Reopens!

On April 26, 2025, Tirolean Forest, Shinshu-Shiojiri Agricultural Park, located in Shiojiri City, Nagano Prefecture, reopened. Following its closure in November 2020 due to the COVID-19 pandemic, the facility has been relaunched as the fifth directly operated facility of the World Holdings Group, backed by strong calls for its revival and support from the local community.

Tirolean Forest is a nature-rich park facility themed after the Tyrol region of Austria. Located at an elevation of 1,000 meters, the park offers a wide range of sensory experiences through activities that allow visitors to see, touch, and taste, enabling them to enjoy nature with all five senses. The park not only provides enriching experiences for its visitors, but also contributes to regional revitalization by promoting local job creation through its operation and related business development.



Creating a Future for Children Through Nature-Rich Park Facilities



Environmental Initiatives

Taking on the Challenge of Creating Sustainable Residences and Communities

Leveraging the cool climate of Shiojiri City, we are planning to launch grape cultivation and a winery business. By producing wine made from high-quality grapes—a regional specialty—we aim to further advance the sixth industrial revolution while also supporting the promotion of local agriculture.

In addition, we plan to introduce solar sharing* in the vineyard. Electricity generated by solar panels installed above the farmland will not only be used for grape cultivation but also supplied to the local community, thereby realizing local production and local consumption of energy. Power generation is scheduled to begin in 2027, with the goal of building a sustainable future in harmony with the region's natural environment.

These efforts embody the World Holdings Group's sustainability management, which balances measures to address global warming with regional sustainability.

In operating the facility, we are establishing a highly transparent management system that emphasizes dialogue with the local community. With environmental and social contributions as its foundation, Tirolean Forest will continue to grow with the community as a key site for putting sustainability management into practice.



* Solar sharing: A system in which solar panels are installed above farmland to enable the coexistence of agriculture and power generation. This approach allows for effective land use, reduces environmental impact, supports grape quality by providing moderate shade, and contributes to stable operations through revenue from power generation.

Overview of Business Results



In the fiscal year ended December 31, 2024, although there were some regional and seasonal variations, weather conditions were generally favorable throughout the year. In addition to this, large-scale renovations, park beautification efforts, and enhancements to various attractions at existing facilities led to an increase in visitor numbers and average customer spending. The increase in designated management contracts also contributed to higher revenue and profit, resulting in performance that exceeded the plan. New designated management projects—including the Saitama City Urban Park Group 8 and 10, the Hyogo Prefectural Awaji Cultural Hall, the Kobe Port Waterfront Area (Meriken Park to Harborland Square), and Ring Ring Port Tsuchiura—were successfully launched. Preparations for new facility development in the next fiscal year also progressed steadily.

In the fiscal year ending December 2025, we aim to further contribute to performance by ensuring the steady operation of the newly designated management facilities, as well as the directly operated facility Tirolean Forest, Shinshu-Shiojiri Agricultural Park.



Initiatives on Climate Change and Response to TCFD



The World Holdings Group positions environmental issues, including climate change, as one of its material issues. In accordance with the Basic Policy for Sustainability, we are working to address environmental issues such as climate change and biodiversity, with the aim of realizing a sustainable global environment. We also conduct analysis and disclosure of the impacts related to climate change based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Governance

Initiatives related to climate change are promoted by the Climate Change Subcommittee, which operates under the Sustainability Committee. The subcommittee regularly monitors risks related to climate change and identifies and assesses risks and opportunities that may impact corporate management. Matters discussed and decided by the subcommittee are reported to the Board of Directors at least once a year through the Sustainability Committee.

Strategy

Based on the TCFD recommendations, the World Holdings Group evaluates the impact of climate change on its business activities and financial position by referring to scenario analyses published by external organizations such as the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC). Specifically, we reference the 1.5°C scenario (a scenario in which climate change policies are implemented and sustainable development advances) and the 4°C scenario (a scenario in which no climate change policies are implemented and natural disasters become more severe).

According to the results of the scenario analysis, under the 1.5°C scenario, transition risks such as a decline in business transactions due to delayed climate change response were identified. Under the 4°C scenario, physical risks such as reduced sales due to disasters affecting client companies and decreased labor productivity due to rising temperatures were assumed to a certain extent. However, due to the nature of the World Holdings Group's core Human Resources and Education Business, it was confirmed that direct financial risks and impacts on business operations stemming from climate change are currently limited.

We will continue to conduct scenario analyses and implement necessary measures to enhance our resilience to climate change and strive for sustainable growth and the enhancement of corporate value.



For details on the impacts of climate-related risks and opportunities on the World Holdings Group's businesses, strategies, and financial plans identified through scenario analysis, please visit our website.

<https://en.world-hd.co.jp/climate-change/>



Risk Management

The Climate Change Subcommittee identifies climate change-related risks that may affect business activities and evaluates those risks based on their likelihood of occurrence and potential impact. The identified risks are reported to the Board of Directors through the Sustainability Committee to ensure appropriate management and oversight. The information related to these risks are also shared with the Risk Management Committee and the risks are managed in an integrated manner as comprehensive risks for the entire World Holdings Group.



Metrics and Targets

The World Holdings Group uses the GHG Protocol as a metric for assessing climate-related risks and opportunities, and accounts for greenhouse gas (GHG) emissions (Scope 1 and 2) associated with its business activities.

Note: The scope of accounting is World Holdings and domestic consolidated subsidiaries. A cloud-based GHG emissions accounting and reduction support service is used for the accounting.

Scope 1 and 2 emissions results (t-CO₂)

	FY12/2023	FY12/2024
Scope 1	3,353	3,383
Scope 2*	5,069	6,170
Total	8,422	9,553

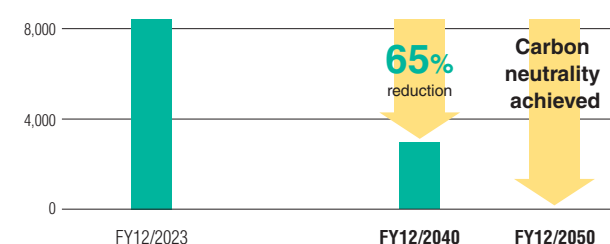
* Scope 2 uses market-based figures.

Reduction Targets and Initiatives

Main reduction measures for Scope 1 and 2

- Consideration of introducing energy-saving equipment at each facility and thorough implementation of energy conservation activities
- Introduction of renewable energy sources (such as solar power generation)
- Promotion of replacing Company vehicles with next-generation vehicles (EVs, FCVs, etc.)

Scope 1 and 2 emissions (t-CO₂)



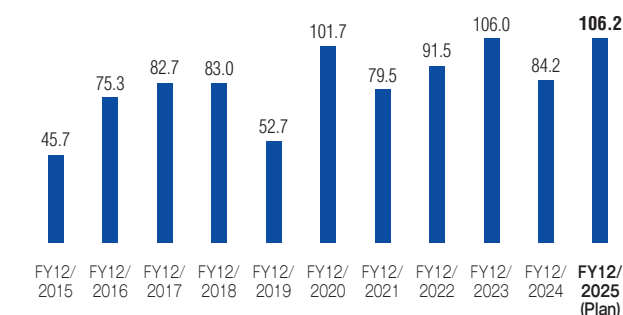
TOPICS



Dividend Payout Ratio Revised

We consider the return of profits to shareholders as one of our most important management issues, and provide continuous profit returns to shareholders while comprehensively considering the earnings and financial position. In line with this, we have decided to **increase the dividend payout ratio from the previous 30% to 35%**, with the aim of further enhancing returns to our shareholders. For the fiscal year ending December 2025, we plan to pay a year-end dividend of ¥106.20 per share, based on the above policy. Going forward, we will continue to strengthen our earnings base and stabilize our financial position while striving to improve our corporate value by consistently returning profits to shareholders.

Dividend payout ratio trends (%)



Promotional Video Renewed

At World Holdings, we are creating a wide variety of "Ways We Live" through diverse businesses, including human resources and education, real estate, information and telecommunications, and agricultural parks. Our newly updated promotional video portrays the growth story of a

female employee, expressing the World Holdings Group's values and initiatives to "nurturing people, building lifestyles, and staying by their side throughout life." We invite you to watch our new promotional video and experience the passion behind our challenges and aspirations.



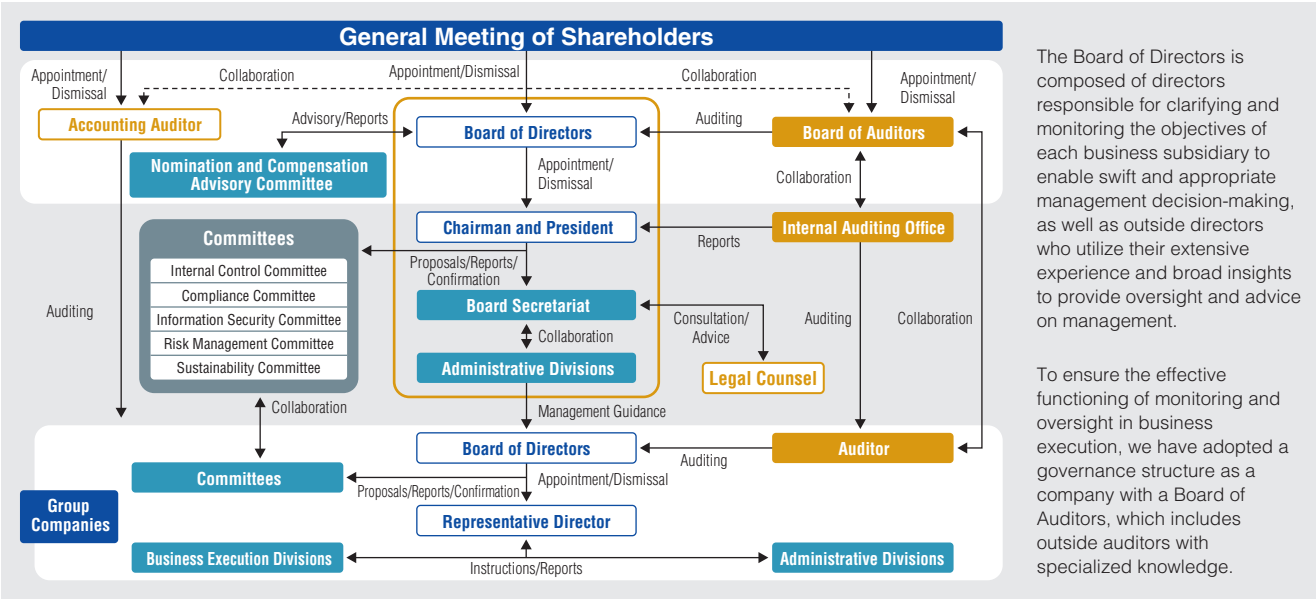
For our updated promotional video, please visit our website.

<https://en.world-hd.co.jp/ir/library/movie/>

Corporate Governance (As of March 31, 2025)

Basic Approach to Corporate Governance

We recognize corporate governance as a critical management issue in fulfilling our corporate responsibility to contribute to society by creating the “Ways We Live” and delivering returns to stakeholders. To respond effectively to changes in the business environment surrounding our Company and enhance corporate value through continued growth and progress, we aim to clarify the authority and responsibility structures within each business division. This approach seeks to improve management efficiency and agility, enabling prompt and flexible decision-making. Additionally, we are committed to fostering transparency in decision-making and cultivating a strong sense of ethics, continuously working to enhance our corporate governance framework.



Board of Directors, Committees, and Board of Auditors

The Board of Directors is positioned as the highest decision-making body in management after the General Meeting of Shareholders. It resolves critical matters related to the Company's management policies and the execution of operations across the Group, while supervising the performance of duties by directors. In addition to holding monthly Board meetings, extraordinary Board meetings and committee meetings are convened as needed. This ensures a structure that allows for swift decision-making on key management issues, reporting on business execution, and supervisory activities.

Auditors attend Board meetings to audit the legality of directors' execution of duties. They also exchange views with the representative director on significant audit issues, fostering mutual understanding.

Appointment of Senior Management, Directors, and Auditors

Senior Management and Directors

Senior management and directors are appointed with consideration for ensuring that the Board of Directors, as a whole, has the knowledge, experience, and abilities required

to appropriately supervise management and make swift and sound decisions on critical business execution. This includes balancing the skills and diversity needed by the Board of Directors in alignment with the Company's management strategies. In addition, individual candidates are assessed for their reputation, commitment to compliance with laws and corporate ethics, and other personal attributes. To strengthen the Board's supervisory function, multiple independent outside directors are appointed, with a target of having at least one-third of the Board composed of independent outside directors.

Auditors

Auditors are appointed based on their advanced expertise in areas such as business operations, finance, accounting, law, and risk management, as well as their broad-ranging experience. As a company with a Board of Auditors, we ensure that more than half of our auditors are outside auditors.

Details on reasons for appointing outside executives (Corporate Governance Report) (in Japanese only)
https://world-hd.co.jp/app/wp-content/themes/world-hd/assets/pdf/WHD_governance-report.pdf

Criteria for determining the independence of outside directors
https://world-hd.co.jp/app/wp-content/uploads/2021/12/Independence_criteria_for_outside_officers_202111.pdf

Analysis and Evaluation of the Effectiveness of the Board of Directors

To ensure the continuous improvement of the Board of Directors' effectiveness, we conduct regular analyses and evaluations to identify its strengths and challenges. Based on the results, we implement improvements as necessary. For the evaluation of the Board's effectiveness in the fiscal year ended December 2023, an anonymous survey covering a wide range of Board-related matters was conducted among directors and auditors. The results were used to analyze and evaluate the effectiveness of the Board of Directors.

The design of the survey questions, the aggregation of results, and their analysis were conducted with the assistance of a third-party organization. As a result, we confirmed that the overall effectiveness of our Board of Directors is being maintained.

Additionally, regarding the issue identified last year of “enhancing discussions on DX-related topics,” we confirmed that certain improvements have been made.

Policy and Procedure for Determining Senior Management and Director Compensation

Director compensation consists of base compensation and stock-based compensation in the form of stock options.

Base Compensation

Determined and paid based on individual evaluations, reflecting each director's abilities and contributions.

Stock-Based Compensation (Stock Options)

Granted to motivate and raise morale, with the aim of improving the consolidated performance of the Group as a whole.

Business Risks

The key risks that we recognize as potentially having a significant impact on the financial position, operating results, and cash flow of our consolidated Group are as follows:

1 Strategic Risks

- 1 Risks related to the Human Resources and Education Business
- 2 Risks related to the Real Estate Business
- 3 Risks related to the Information and Telecommunications Business
- 4 Risks related to the Agricultural Park Business
- 5 Risks related to M&A and Capital Alliances
- 6 Risks related to the Recruitment and Development of Diverse Talent
- 7 Risks related to Finance

2 Operational Risks

- 1 Risks related to Natural Disasters
- 2 Risks related to Geopolitical and Country Risks
- 3 Risks related to Legal and Compliance Issues
- 4 Risks related to Information Security and Cybersecurity
- 5 Risks related to Infectious Diseases
- 6 Risks related to Climate Change

Details on risks in sections 1 and 2
(Refer to “Business Risks” in the Securities Report) (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2025/03/32TH_Annual-Securities-Report-1.pdf

Internal Control System

Compliance

We have established the Compliance Committee to enhance awareness and develop various regulations. In addition, we take a firm stance against factors that deteriorate the workplace environment, such as compliance violations, legal infringements, harassment, and human rights abuses. Our efforts include formulating internal standards, conducting in-house training programs, and promoting awareness of the internal reporting system. We also work diligently to prevent such incidents and their recurrence.

Risk Management Framework

We have established the Risk Management Committee to assess the level and likelihood of various risks of potential losses. To mitigate or minimize these risks, appropriate countermeasures are implemented. The committee works in collaboration with auditors, the Internal Auditing Office, and other committees, and attends management meetings as necessary to develop concrete action plans and ensure an effective risk management structure.

System to Ensure the Proper Operations of Subsidiaries

To ensure the proper operations of subsidiaries, directors or operational managers of each subsidiary attend Board of Directors' meetings and key management meetings as necessary. Additionally, the Business Administration Division and the internal audit department manage and supervise the entire corporate group based on the Affiliated Company Management Rules, Internal Audit Rules, and the Internal Audit Plan, thereby establishing a system to ensure the appropriateness of operations.

Executives (As of March 31, 2025)

Directors

Significant concurrent positions are as of December 31, 2024.



Eikichi Iida
Chairman and President / Chief Executive Officer

Since December 2011

Significant Concurrent Positions

Director of MIKUNI Co., Ltd.
Representative Chairman of GEOGRAPHIC INFORMATION OF KYUSHU, INC.
Chairman of WORLD RESIDENTIAL Co., Ltd.
Director of WORLD INTEC TAIWAN CO., LTD.
Chairman of WORLD RESIDENTIAL KANSAI CO., LTD.
Chairman of World iCity Co., Ltd.
Chairman of Best IT Business Co., Ltd.
Chairman of OMACHI WORLD Co., Ltd.
Chairman of REMOVE MIKUNI Co., Ltd.
Chairman of WORLD INTEC Co., Ltd.
Director of WORLD CAPITAL SOLUTION CO., LTD.
Director of Nichimo Real Estate Co., Ltd.
Chairman of WORLD STAFFING CO., LTD.
Director of Dimples Co., Ltd.
Director of DOT WORLD Co., LTD.
Chairman of Nippon Gijutsu Center Co., Ltd.



Shigeru Nakano
Director: Manager of Business Management Division

Since July 2014

Significant Concurrent Positions

Audit & Supervisory Board Member of WORLD RESIDENTIAL Co., Ltd.
Audit & Supervisory Board Member of DOT WORLD Co., LTD.
Audit & Supervisory Board Member of WORLD INTEC Co., Ltd.
Director, Executive Officer of WORLD INTEC Co., Ltd.
Audit & Supervisory Board Member of WORLD CONSTRUCTION CO., LTD.



Masaaki Shiomi
Director: Manager of Management Development Division

Since March 2020

Significant Concurrent Positions

Director of OMACHI WORLD Co., Ltd.
Director of Dimples Co., Ltd.
Director of Nippon Gijutsu Center Co., Ltd.



Shinji Honda
Director: In charge of Human Resources Business

Since July 2014

Significant Concurrent Positions

Representative Director of WORLD STAFFING CO., LTD.
Director, Executive Officer of WORLD INTEC Co., Ltd.
Representative Director of Dimples Co., Ltd.
Director of JW SOLUTION CO., LTD.



Shinichiro Kuwahara
Director: In charge of Real Estate Business

Since March 2024

Significant Concurrent Positions

Representative Director of WORLD RESIDENTIAL Co., Ltd.
Director of Nichimo Real Estate Co., Ltd.
Director of World iCity Co., Ltd.
Director of WORLD RESIDENTIAL KANSAI CO., LTD.
Director of WORLD LIFE PARTNER CO., LTD.



Katsuhiko Kuriyama
Director: In charge of Human Resources Business

Since March 2022

Significant Concurrent Positions

Vice Chairman of ENGMAINTEC CO., LTD.
Chairman of WORLD INTEC TAIWAN CO., LTD.
Director of TOHO WORLD Corporation
President, Representative Director, Executive Officer of WORLD INTEC Co., Ltd.
Representative Director of Creative Inc.
Director of Nippon Gijutsu Center Co., Ltd.
Director of Sankin Kaihatsu Co., Ltd.
Representative Director of WORLD SYSTEM SERVICE CO., LTD.
Representative Director of CREATION VIEW CO., LTD.
Representative Director of WORLD RETECH CO., LTD.
Director of WORLD CONSTRUCTION CO., LTD.
Representative Director of Advan Co., Ltd.



Tomoharu Hamachi
Director: Manager of Finance & Accounting Planning Division

Since March 2025

Significant Concurrent Positions

Director, Executive Officer of WORLD INTEC Co., Ltd.
Audit & Supervisory Board Member of Sankin Kaihatsu Co., Ltd.
Audit & Supervisory Board Member of TOHO WORLD Corporation



Yuji Shirakawa
Outside Director

Since March 2022



Soichi Kawamoto
Outside Director

Since March 2022

Significant Concurrent Positions

Executive Officer of Nishi-Nippon Financial Holdings, Inc.
Representative Director and President of The Kyushu Card Co., Ltd.
Representative Director and Chairman of Japan Payment Service CO., LTD.



Kappei Isomata
Outside Director

Since March 2025

Significant Concurrent Positions

Director of Seinan Gakuin
Chairman and Representative Director of Mebuku Ground Inc.
Director of my FinTech Inc.
Director of Koga Management Institute



Kazuyoshi Kimura
Independent Outside Director

Since March 2023

Outside Directors



Kozo Ogino
Independent Outside Director

Since March 2025

Significant Concurrent Positions

Outside Corporate Auditor of Toray Industries, Inc.
Special Advisor to SMBC Trust Bank Ltd.



Kazumi Ono
Independent Outside Director

Since March 2022

Significant Concurrent Positions

Visiting professor at Graduate School of Engineering Sciences, Kyushu University



Hiroshi Hoshino
Independent Outside Director

Since March 2024

Significant Concurrent Positions

Emeritus professor at Kyushu University
Distinguished professor at Department of Business, Marketing and Distribution of Nakamura Gakuen University



Yoshi Kubo
Independent Outside Director

Since March 2025

Significant Concurrent Positions

Outside Director of Kinliser Co.,Ltd.
Outside Director of GiG Works Inc.

Auditors



Haruo Tanaka
Full-time Auditor

Since March 2024



Mitsuo Koga
Outside Auditor

Since March 2012

Significant Concurrent Positions

Representative Director of Koga Management Institute Research Co. Ltd.
Audit & Supervisory Board Member of teno. Holdings Company Limited
Certified Public Accountant



Tetsuo Kato
Outside Auditor

Since March 2006

Significant Concurrent Positions

Director of Kato Law and Accounting Firm
Lawyer, Certified Public Accountant

Skills Matrix

Name	Position	Nomination and Compensation Advisory Committee	Roles Particularly Expected by the Board of Directors							
			Corporate Management	Legal Affairs/ Compliance/Risk Management	Finance/ Accounting	Governance	Human Resource Development	Sustainability/ESG	ICT/DX	Business Strategy
Eikichi Iida	Chairman and President									
Shigeru Nakano	Director									
Shinji Honda	Director									
Katsuhiko Kuriyama	Director									
Masaaki Shiomi	Director									
Shinichiro Kuwahara	Director									
Tomoharu Hamachi	Director									
Yuji Shirakawa	Director									
Soichi Kawamoto	Director	(Chairperson)								
Kappei Isomata	Director									
Kazuyoshi Kimura	Director									
Kozo Ogino	Director									
Kazumi Ono	Director									
Hiroshi Hoshino	Director									
Yoshi Kubo	Director									
Haruo Tanaka	Full-time Auditor									
Mitsuo Koga	Auditor									
Tetsuo Kato	Auditor									

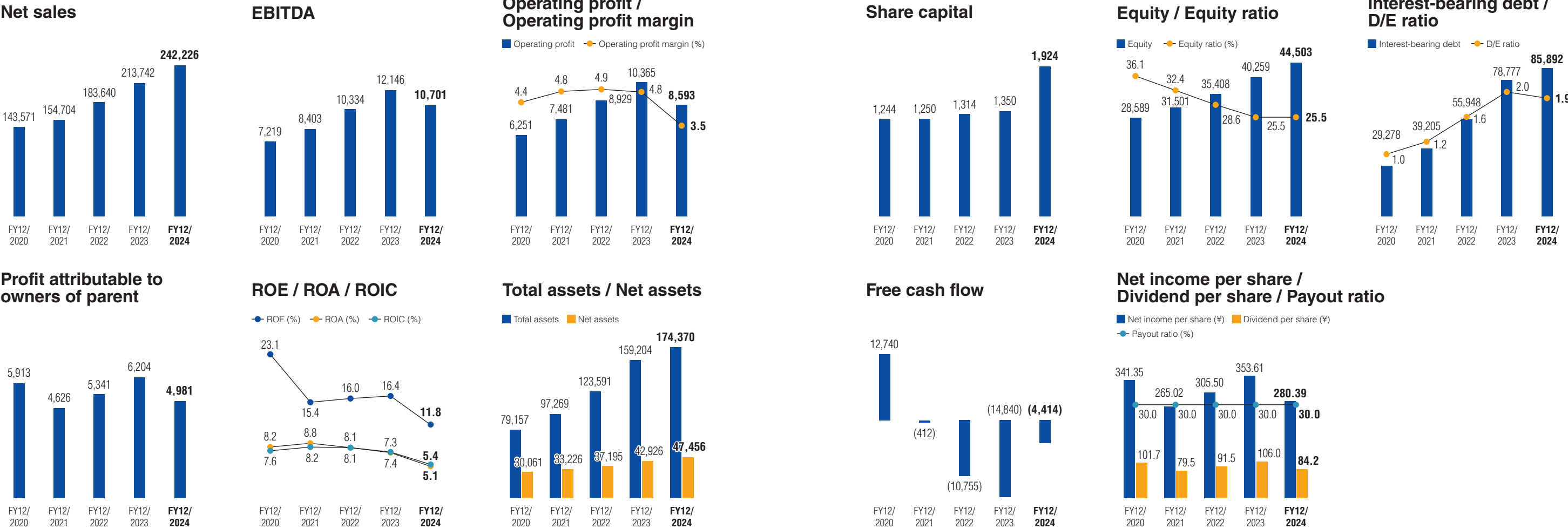
Note: "Roles Particularly Expected by the Board of Directors" are limited to a maximum of three per officer. These represent the roles particularly expected of each officer and do not encompass all the knowledge, skills, and experience they possess.

 Detailed profile of executive officers (Refer to the Securities Report) (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2025/03/32TH_Annual-Securities-Report.pdf

Financial Highlights

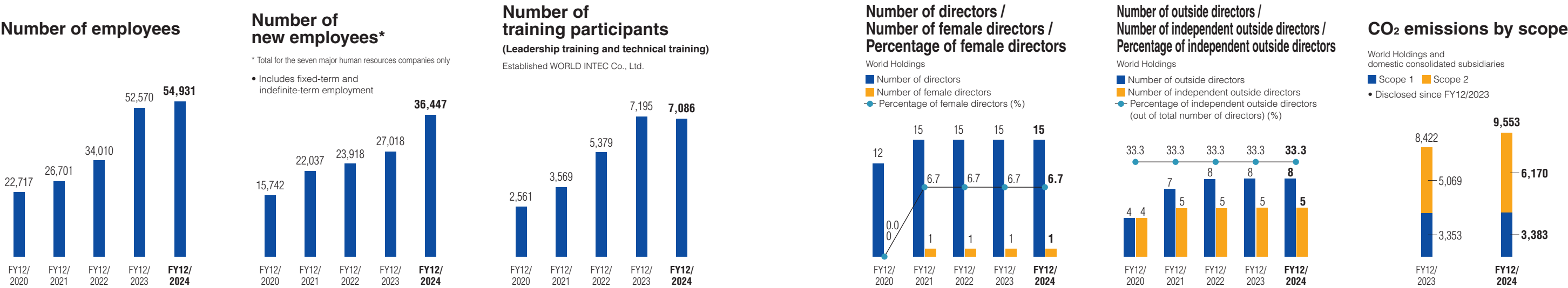
(¥ million)

(¥ million)



Non-Financial Highlights

(t-CO₂)





51 Major Affiliated Companies
43 Consolidated Subsidiaries and
8 Non-Consolidated Subsidiaries

Human Resources and Education Business

Manufacturing HR: 20 companies / Service HR: 5 companies

Manufacturing HR



Human resources services (Manufacturing, Engineering, R&D)



Human resources services (Construction technology)



Human resources services (Materials)



Human resources services (Taiwan)



Human resources services (China) (Non-consolidated)



Human resources services (China)



Human resources services (U.S.)



Support services for foreign intern training programs (Non-consolidated)



Clinical research (CRO)



Camera and digital equipment repair



Geographic information system development



Outsourced software development



Outsourced software development



PC schools and website production



Human resources services (Manufacturing, Plant)



Human resources services (Technology outsourcing service, Temporary staffing for manufacturing)



Design and development of industrial machinery



Human resources services (Materials)



Design, manufacturing, and sales of titanium processed products



Camera and digital equipment repair (France) (Non-consolidated)

Service HR



Human resources services (Logistics, Light-duty jobs, Call centers)



Human resources services (Tourism)



Human resources services (Customer service and sales)



Human resources services (Logistics, Education and training)



Human resources services for the real estate industry (Non-consolidated)

Real Estate Business

15 companies



Development (Kanto)



Comprehensive real estate business



Development (Tohoku)



Development (Indonesia) (Non-consolidated)



Renovation

Finance-related



Real estate fund management (Non-consolidated)



Development (Kansai)



Manufacture, sale, and rental of prefabricated houses



Renovation (Hokkaido)



Real estate fund management



Real estate consulting



Sales of prefabricated houses, Geotechnical surveys (Non-consolidated)



Debt management and collection (Non-consolidated)



Rental property, condominium, and building management



Detached housing sales (Hokkaido)

Information and Telecommunications Business

4 companies



Call centers and store operation



Mobile phone shop operation (SoftBank)



Mobile phone shop operation (au)



Corporate solutions

Agricultural Park Business

2 companies



Agricultural park management and operation



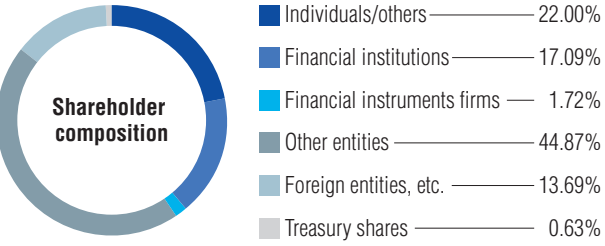
Agricultural park management and operation

Corporate Data

Name	World Holdings Co., Ltd.
Established	February 12, 1993
Share capital	¥1,924 million
Representative	Eikichi Iida, Chairman and President
Number of employees	54,931 (consolidated)
Locations	<p>Fukuoka Head Office: 6F, Fukuoka Asahi Building, 2-1-1 Hakata Ekimae, Hakata-ku, Fukuoka-shi, Fukuoka 812-0011, Japan Phone: +81-92-474-0555 Fax: +81-92-474-0777</p> <p>Kitakyushu Head Office: 11-2 Otemachi, Kokurakita-ku, Kitakyushu-shi, Fukuoka 803-0814, Japan</p> <p>Tokyo Head Office: 4F, NBF COMODIO Shiodome, 2-14-1 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021, Japan</p> <p>Businesses related to the entire Group including the formulation of management policies for the holding company and Group companies as well as management of the Group's business operations (Human Resources and Education Business, Real Estate Business, Information and Telecommunications Business, and Agricultural Park Business)</p>
Businesses	
Listed stock exchange	Tokyo Stock Exchange, Prime Market
Securities code	2429
Business year	January 1 to December 31
Annual General Meeting of Shareholders	March
Shareholder registry administrator	Mitsubishi UFJ Trust and Banking Corporation

Stock Information

Number of authorized shares	54,000,000
Number of shares outstanding	18,006,300
Number of shareholders	5,349

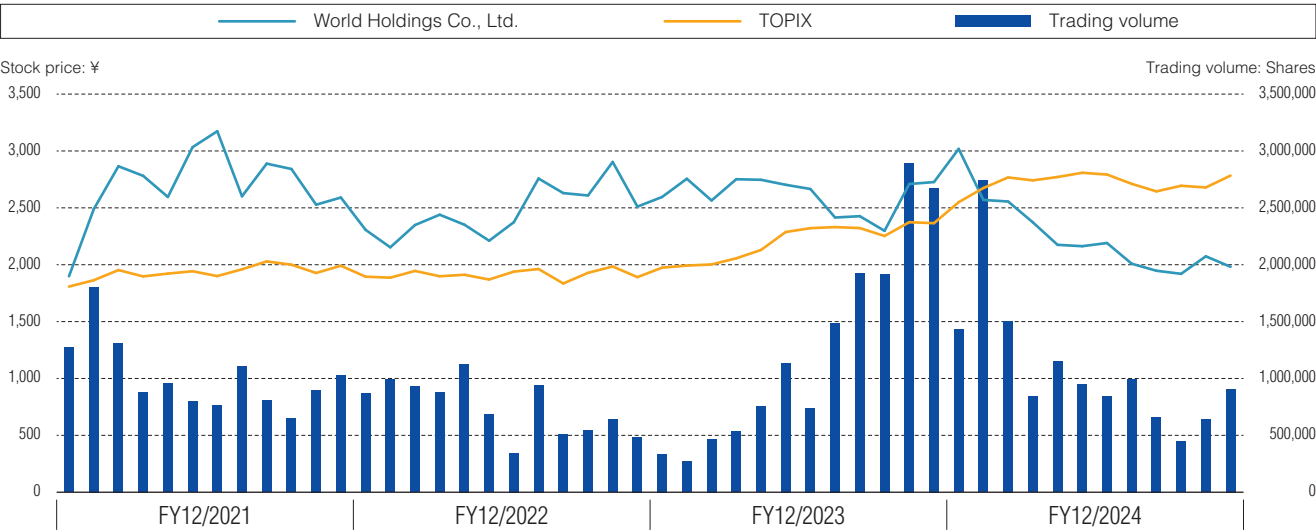


Major Shareholders

Name of shareholder	Number of shares held	Shareholding ratio
Mirai Research Institute, Limited	7,965,000	44.54
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,056,900	5.91
Eikichi Iida	796,500	4.45
The Kitakyushu Bank, Ltd. Standing proxy: The Master Trust Bank of Japan, Ltd.	709,200	3.96
BNP PARIBAS LUXEMBOURG / 2S / JASDEC / FIM / LUXEMBOURG FUNDS / UCITS ASSETS Standing proxy: The Hongkong and Shanghai Banking Corporation Limited, Tokyo Branch	630,000	3.52
Custody Bank of Japan, Ltd. (Trust Account)	570,500	3.19
Nanko Abe	500,000	2.79
STATE STREET BANK AND TRUST COMPANY 505044 Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department	351,176	1.96
THE NISHI-NIPPON CITY BANK, LTD.	300,000	1.67
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) Standing proxy: MUFG Bank, Ltd.	215,175	1.20

Note: The shareholding ratio is calculated after deducting treasury shares (113,769 shares).

Stock Price & Trading Volume






Contact

WORLD HOLDINGS CO.,LTD.

Tokyo Head Office

4F, NBF COMODIO Shiodome, 2-14-1 Higashi-Shinbashi,
Minato-ku, Tokyo 105-0021, Japan
Corporate Planning Division,
Public and Investor Relations Office

 Phone +81-3-3433-6005

 Email irinfo@world-hd.co.jp

 URL <https://en.world-hd.co.jp>