WORLD HOLDINGS

Create a Sustainable World.

FY2025 Financial Results

Third Quarter

Friday, November 7, 2025
WORLD HOLDINGS CO., LTD.
TSE Prime Market (2429)

CONTENTS

WORLD HOLDINGS

01

Summary of FY2025 Third Quarter Financial Results

P.3

Summary of Financial Results

Overall summary	Activities benefited from a diversified business portfolio covering many industries, a key strength of World Holdings, as the business climate remained uncertain due to U.S. tariffs and other factors. Sales and profits increased in the core Human Resources and Education Business and in the Real Estate Business. These increases far exceeded the plan.
Human Resources and Education Business	Sales and profits were up YoY and higher than planned. In the Manufacturing HR Business, performance remained steady in the semiconductor sector mainly for AI. Profits increased significantly YoY and were far above the plan. The main reasons are rigorous cost controls due to uncertainty about the effects of U.S. tariffs and measures to recruit people more efficiently, including improvements to recruiting methods. In the Services HR Business, sales were up and profits increased significantly, largely exceeding the plan, due to the strong performance of the logistics sector, including subcontracted warehouse operations for e-commerce firms and Yamato Staff Supply. Performance in the face-to-face sales and tourism sectors also contributed to sales and profits growth due to temporary staffing orders at Expo 2025 in Osaka.
Real Estate Business	Sales and profits increased significantly YoY. In addition to an increase in the number of projects compared to 2024, the main reasons include higher real estate prices and the use of accurate marketing activities to sell properties with the best timing. Land development expertise and higher rental and other recurring revenue also contributed to the strong performance of this business. Sales were lower than planned because the sale of BIZIA KOKURA and other properties were pushed back to the fourth quarter of 2025. But profits were higher than planned as selling expenses were below the plan.
Information and Telecommunications Business	Sales and profits increased YoY and exceeded the plan. Profitability improved at all mobile phone shops due to the use of a scrap-and-build approach. Strengthened marketing activities raised the number of phones sold. Strong performances of the corporate solutions and call center categories also contributed to sales and profits growth.
Agricultural Park Business	The number of park visitors decreased because of heavy snow in February, many rainy days during the peak spring period, and record-setting summer heat. In addition, the Osaka Expo drew visitors away from agricultural parks. Fewer visitors and higher expenses resulted in a loss as profitability fell below the plan. Sales were below the plan but increased YoY due to higher sales per visitor resulting from major renovations and other improvements at existing locations and upgrades to park appearance and attractions.

Overview of Business Results

WORLD HOLDINGS

- Activities benefited from a diversified business portfolio covering many industries, a key strength of World Holdings, as the business climate remained uncertain due to U.S. tariffs and other factors. . Sales and profits increased in the core Human Resources and Education Business and in the Real Estate Business. These increases far exceeded the plan.
- In the Human Resources Education business, Products HR for the semiconductor-related field and Services HR for the logistics-related field continued to perform solidly. In the Real Estate business, success was achieved by selling properties at an optimal timing and keeping selling-related costs below plan.

	FY2024 1Q-3Q	FY2025 1Q-3Q	FY2025 1Q-3Q	Against plan		YoY	
(Million yen)	Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Net sales	171,533	197,779	**200,600**	2,821	1.4%	29,066	16.9%
Operating profit	4,390	5,829	**7,568**	1,738	29.8%	3,177	72.4%
Ordinary profit	4,293	5,242	**7,544**	2,301	43.9%	3,251	75.7%
Profit attributable to owners of parent	1,958	2,786	**4,422**	1,635	58.7%	2,463	125.8%
EBITDA*	5,959	-	**8,898**	-	-	2,939	49.3%
Depreciation	757	-	**486**	-	-	- 271	- 35.8%
Amortization of goodwill	811	-	**843**	-	-	32	3.9%

* EBITDA ＝ Operating profit + Depreciation + Amortization of goodwill

Overview of Business Results by Segment (1)

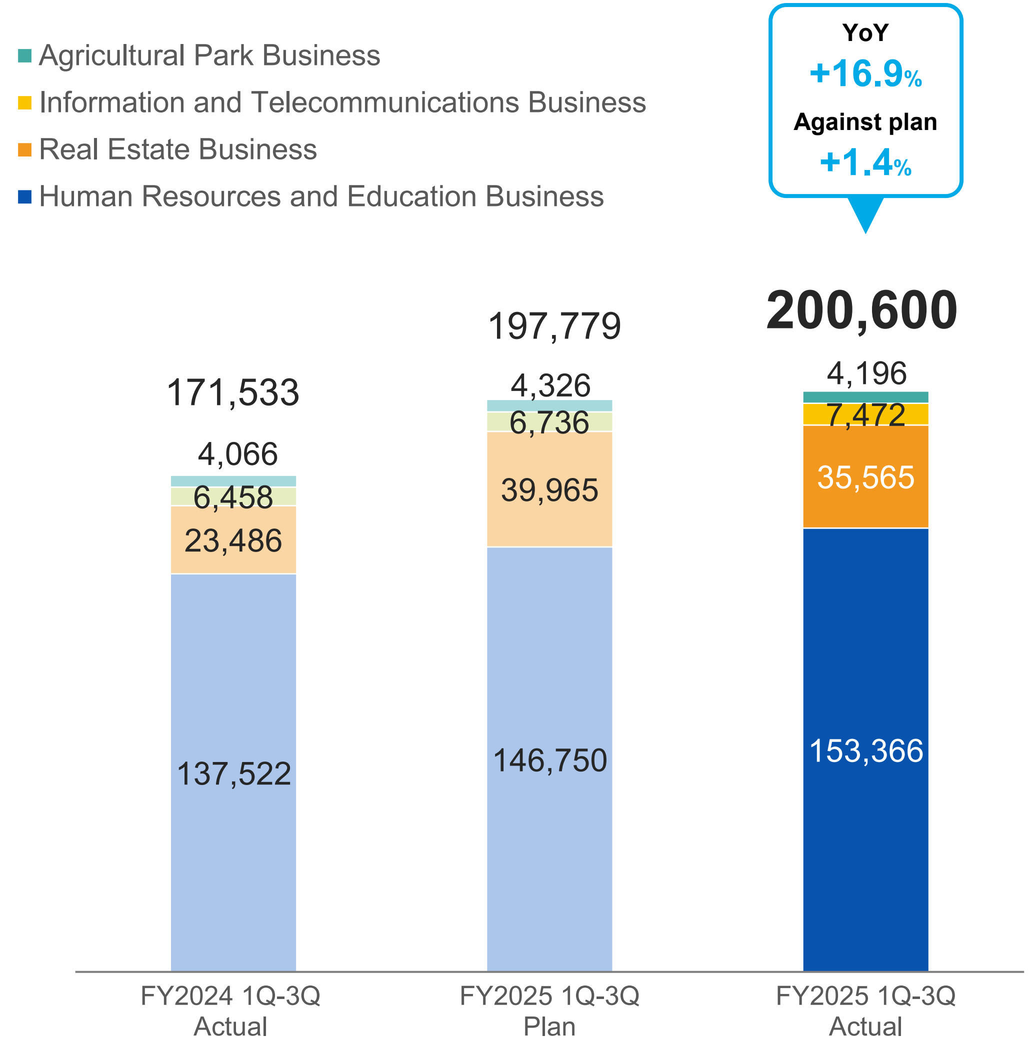
WORLD HOLDINGS

(Million yen)		FY2024 1Q-3Q Actual	FY2025 1Q-3Q Plan	FY2025 1Q-3Q Actual	Against plan Change	Against plan Pct. change	YoY Change	YoY Pct. change
Human Resources and Education Business	Net sales	137,522	146,750	**153,366**	6,615	4.5%	15,843	11.5%
	Segment profit	3,229	3,242	**4,599**	1,357	41.9%	1,369	42.4%
	Profit margin	2.3%	2.2%	**3.0%**				
Manufacturing Human Resources Business	Net sales	80,963	86,445	**89,166**	2,720	3.1%	8,202	10.1%
	Segment profit	2,348	2,502	**3,250**	748	29.9%	901	38.4%
	Profit margin	2.9%	2.9%	**3.6%**				
Services Human Resources Business	Net sales	56,558	60,304	**64,200**	3,895	6.5%	7,641	13.5%
	Segment profit	881	739	**1,348**	608	82.3%	467	53.1%
	Profit margin	1.6%	1.2%	**2.1%**				
Real Estate Business	Net sales	23,486	39,965	**35,565**	-4,400	-11.0%	12,079	51.4%
	Segment profit	618	2,046	**2,347**	300	14.7%	1,728	279.3%
	Profit margin	2.6%	5.1%	**6.6%**				
Information and Telecommunications Business	Net sales	6,458	6,736	**7,472**	735	10.9%	1,013	15.7%
	Segment profit	131	86	**246**	160	185.6%	115	87.5%
	Profit margin	2.0%	1.3%	**3.3%**				
Agricultural Park Business	Net sales	4,066	4,326	**4,196**	-130	-3.0%	130	3.2%
	Segment profit	159	159	**-44**	-203	-127.7%	-203	-127.8%
	Profit margin	3.9%	3.7%	**-1.1%**				
Total	Net sales	171,533	197,779	**200,600**	2,821	1.4%	29,066	16.9%
	Elimination or corporate	251	294	**419**	125	42.5%	168	66.8%
	Operating profit	4,390	5,829	**7,568**	1,738	29.8%	3,177	72.4%
	Profit margin	2.6%	2.9%	**3.8%**				

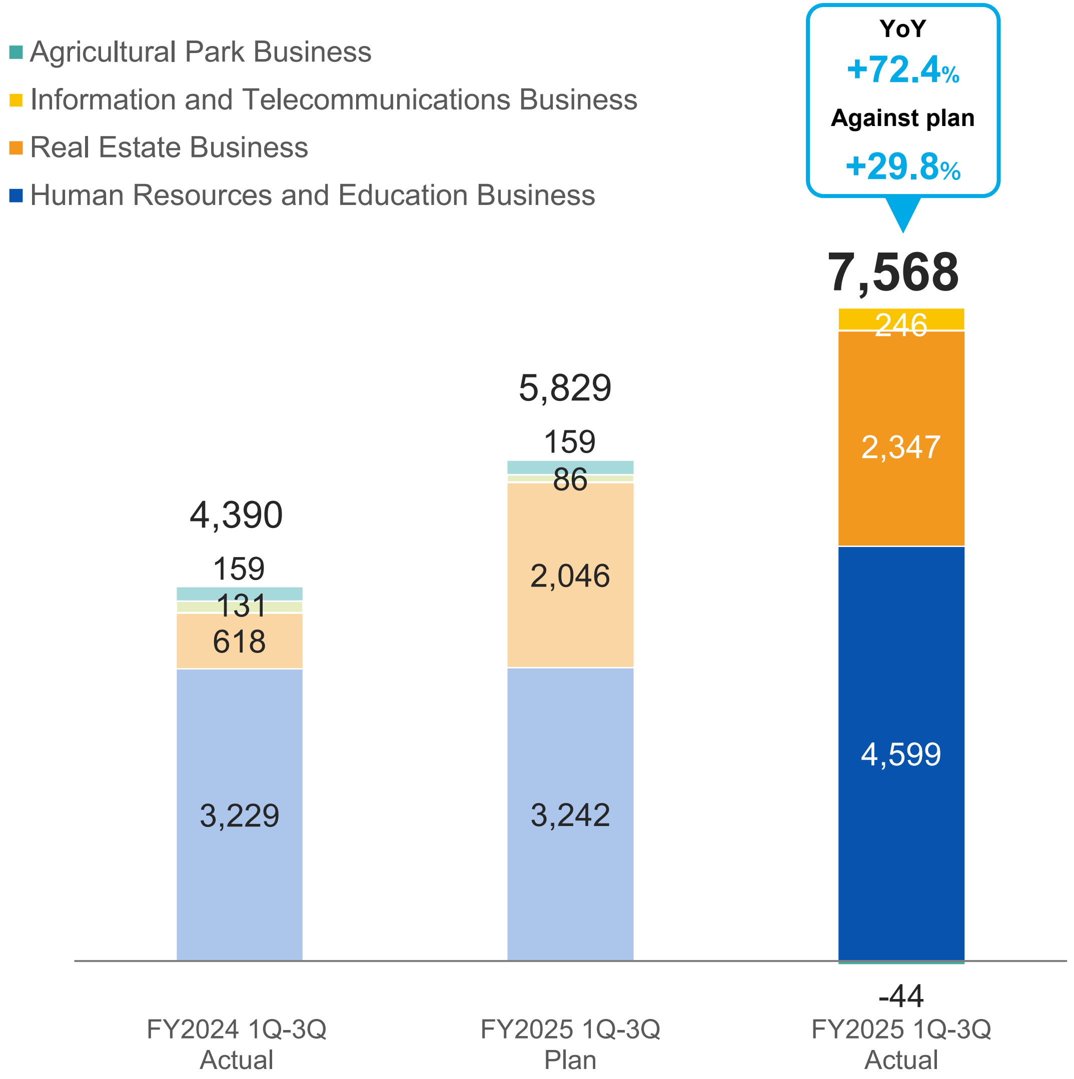
Overview of Business Results by Segment (2)

WORLD HOLDINGS

Net sales (Million yen)



Segment profit (Million yen)



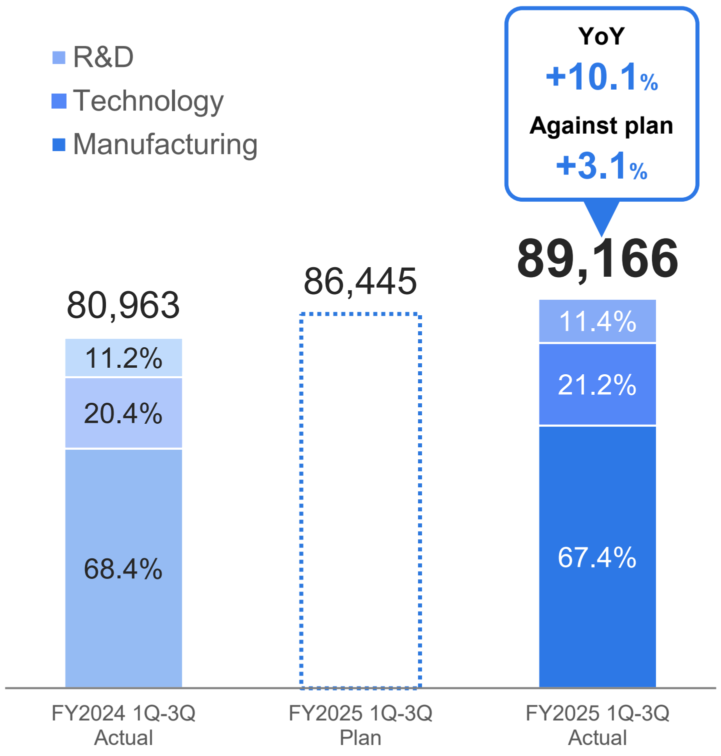
*Total operating profit includes adjustments.

Manufacturing Human Resources Business

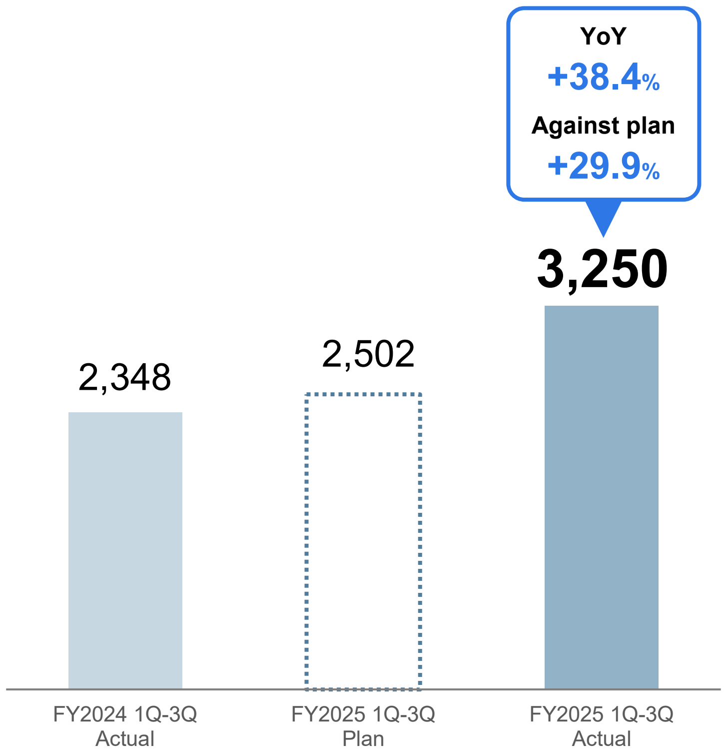
WORLD HOLDINGS

- Sales and profits increased. Performance in the semiconductor sector was strong, mainly involving AI and data centers, and one-time expenses for shifting personnel that held down profits in 2024 have ended.
- Expenses were rigorously managed and the efficiency of recruiting activities increased due to the improvement of recruiting methods and the extensive use of internal recruiting websites and other reasons. As a result, profits were higher than planned.
- Due to uncertainty about the potential effects of U.S. tariffs, this business is operating cautiously while diversifying risk exposure by leveraging its strength in covering many market sectors.
- World Holdings signed a joint agreement with Fukuoka Financial Group and three other organizations for the hiring and placement of Indonesians. This further increases our capabilities involving people in other countries.

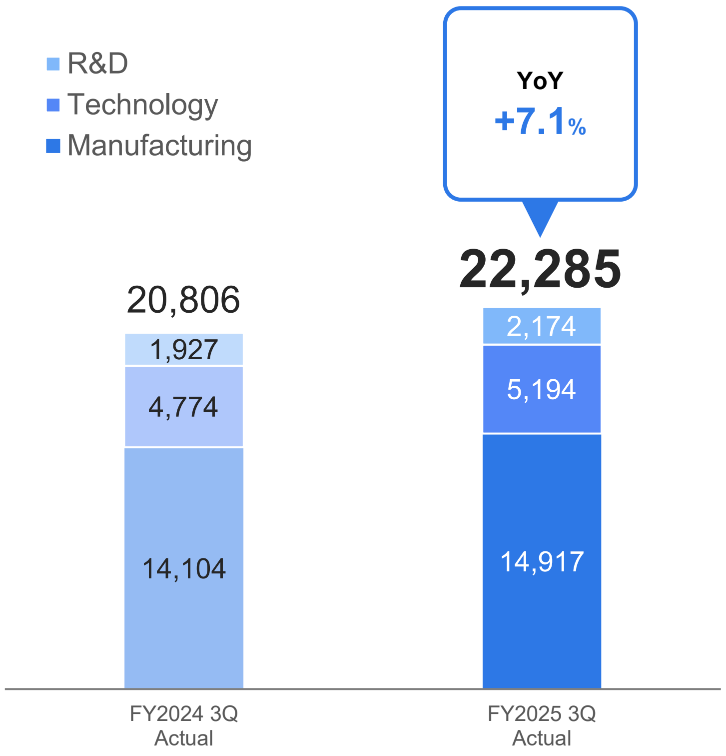
Net sales (Million yen)



Segment profit (Million yen)



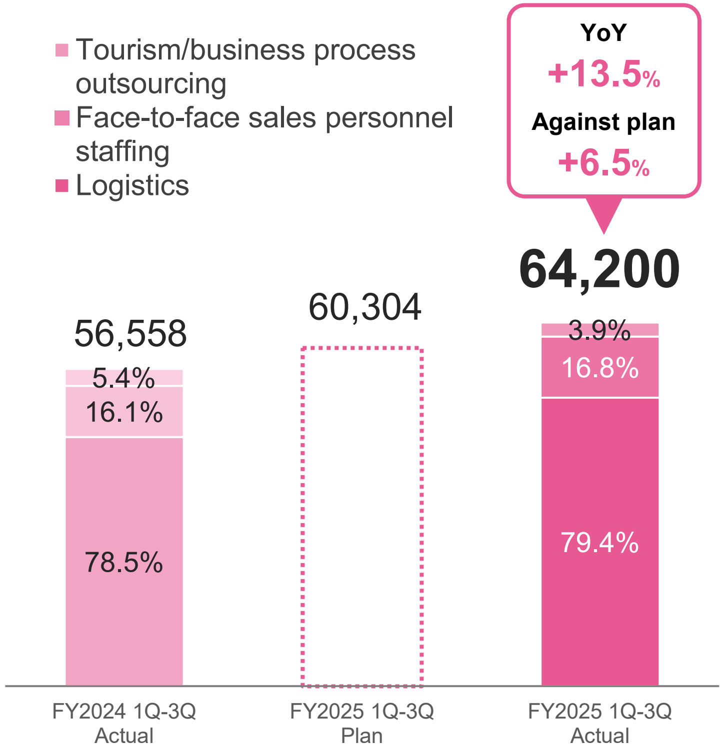
Temporary placement workforce *3-month average (Persons)



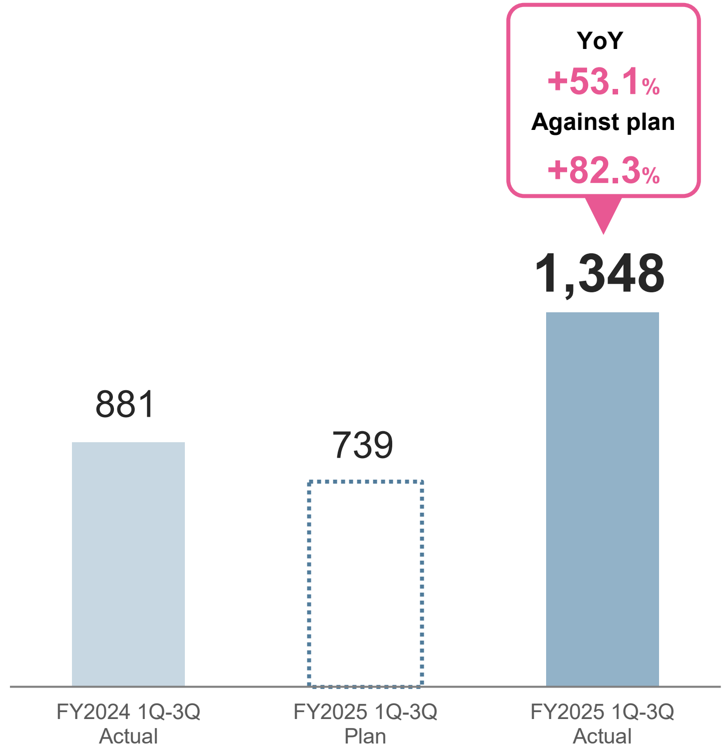
Services Human Resources Business

- Sales and profits increased due to the strong performance of subcontracted warehouse operations for e-commerce, Yamato Staff Supply and other operations in the logistics sector. Profits far exceeded the plan.
- One reason for this growth is the strong performance of the Yamato Staff Supply subcontracting business, the result of a higher volume of business, higher warehouse staff productivity and the steady performance of the HR Support service.
- The warehouse owned and operated by World Holdings in Ogori City, Fukuoka prefecture that started operations in September 2024 is performing well. Operations of a new warehouse in Hisayama-machi started in September 2025.
- In the face-to-face sales and tourism sectors, performance remained steady in services involving Expo 2025 in Osaka that started in April.

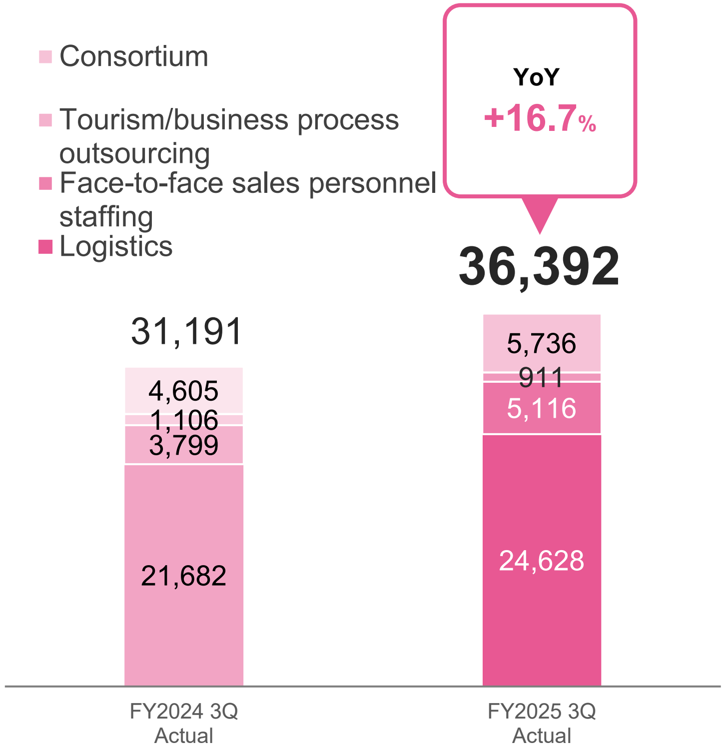
Net sales (Million yen)



Segment profit (Million yen)



Temporary placement workforce *3-month average (Persons)



Topics

Human Resources and Education Business

WORLD HOLDINGS

Indonesia human resources agreement signed with Fukuoka Financial Group and others

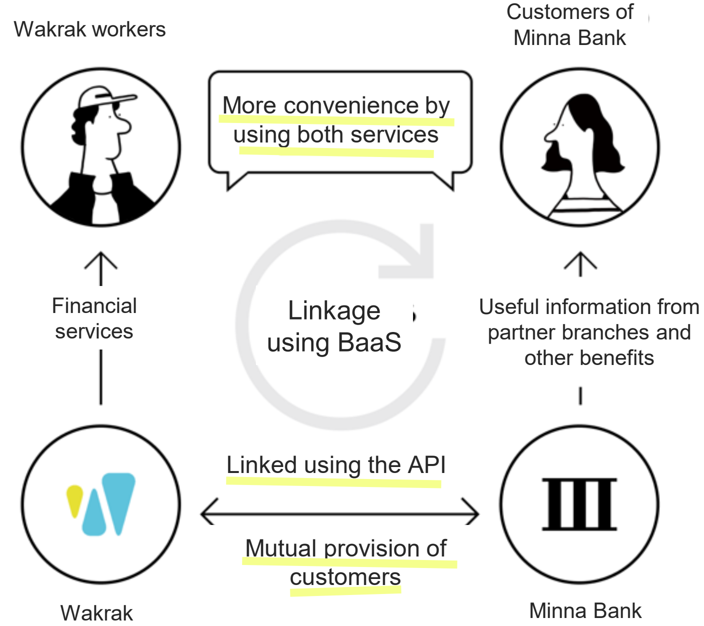
- To support the establishment of New Silicon Island Kyushu, WORLD INTEC signed an Indonesian human resources agreement with Fukuoka Financial Group, two foundations that operates schools in Indonesia, and a foundation that supports the education and advancement of people in Indonesia.
- Indonesia is currently enjoying a demographic dividend (rising share of the working-age population). This agreement will help give young people in Indonesia the opportunity to acquire technological skills in Japan.
- Giving Indonesians employment opportunities in Kyushu will help solve the labor shortage in the manufacturing sector (mainly in the semiconductor industry).

(1) WORLD INTEC CO., LTD.
(2) PT WORLD HORENSO INDONESIA
 (Overseas employment company certified by the gov't of Indonesia)
(3) Yayasan Mitra Industri Mandiri
 (Foundation operating vocational high schools in Indonesia)
(4) Yayasan Mitra Global Mandiri
 (Foundation operating vocational universities in Indonesia)
(5) Fukuoka Financial Group, Inc.

The signing ceremony on October 15, 2025

Agreement with Minna Bank for the use of finance for the co-creation of value

- WORLD STAFFING has signed an agreement with Minna Bank, Ltd., a subsidiary of Fukuoka Financial Group, concerning the co-creation of value by using finance.
- The two companies will study the feasibility of using the banking functions and services of Minna Bank as part of the Wakrak flexible part-time work service operated by WORLD STAFFING.
- The goal is to increase the efficiency of Wakrak by providing financial services at reduced rates to individuals participating in this part-time work service and by using the API for transfers of money.



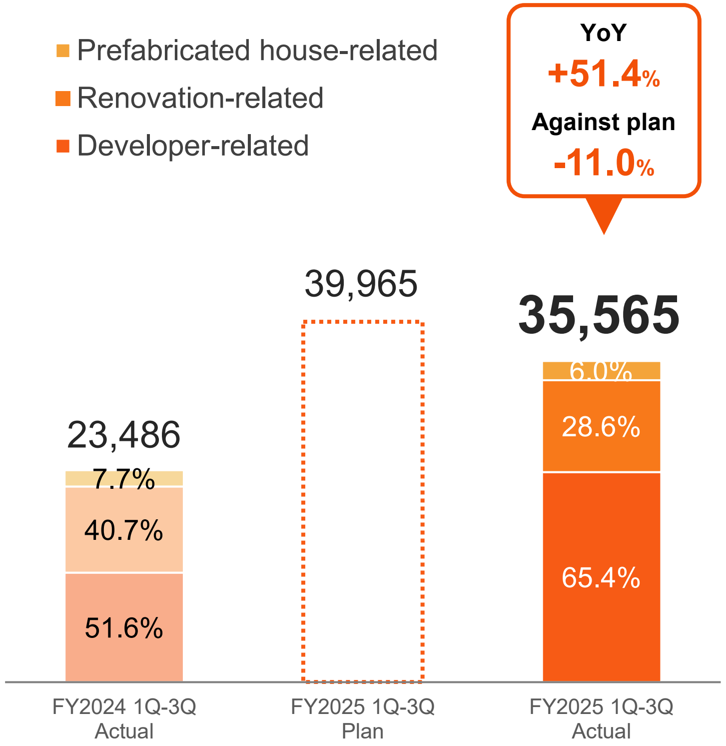
The creation of new forms of value for society pursued by WORLD STAFFING and Minna Bank

- API: An Application Programming Interface facilitates the seamless exchange of data between different applications.
- BaaS: Banking as a Service is a service that uses an API to provide financial functions.

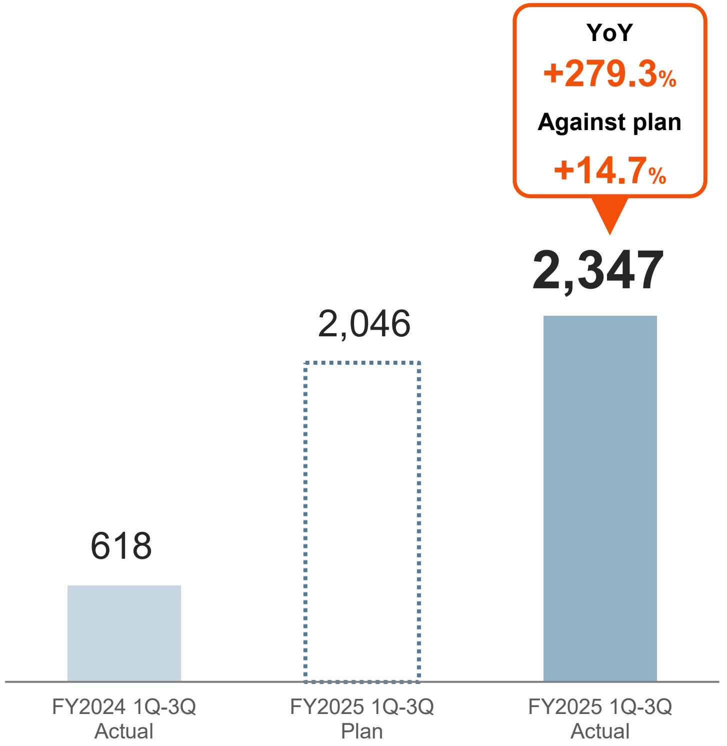
Real Estate Business

- This business maintained a cautious stance, amid persistently high real estate prices due to rising cost of construction and labor.
- Sales and profits increased significantly because of the higher number of properties sold compared to 2024, rising real estate prices and the use of suitable selling prices at properties based on highly accurate marketing activities.
- Sales were below the plan because the sale of BIZIA KOKURA and some other properties were pushed back to the fourth quarter of 2025. But profits exceeded the plan as selling expenses were below the plan.
- Stability is increasing by generating sales from one-time sales as well as from the increasing volume of recurring revenue from the strategic leasing of properties developed by this business, rent and building management businesses, and other activities.

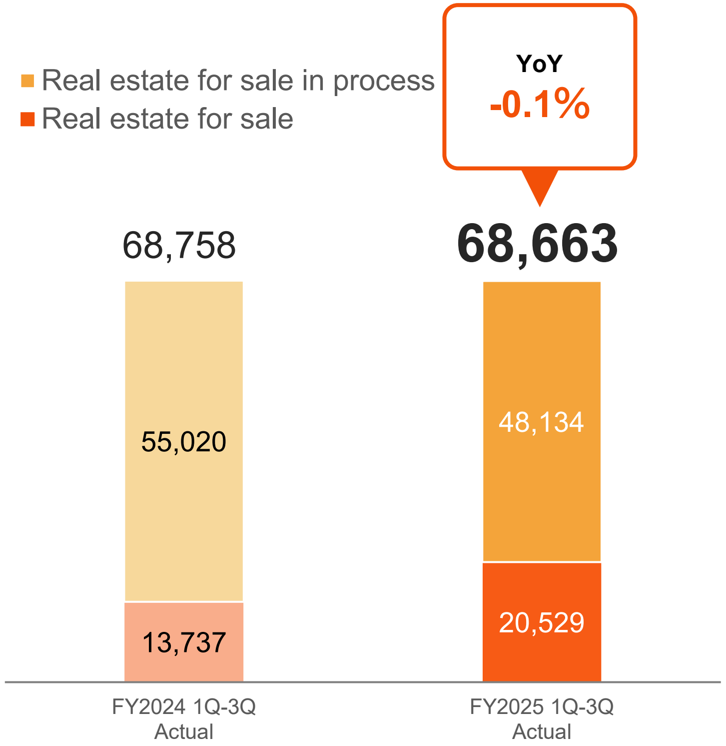
Net sales (Million yen)



Segment profit (Million yen)



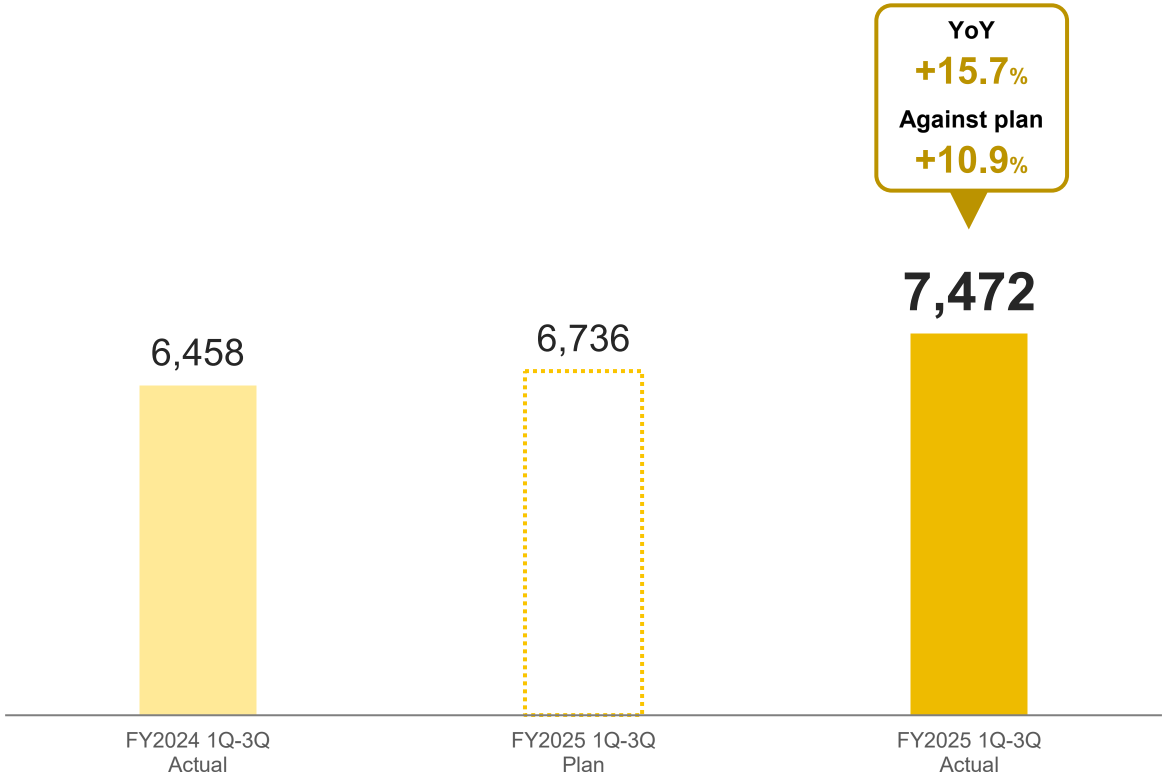
Real estate for sale and real estate for sale in process (Million yen)



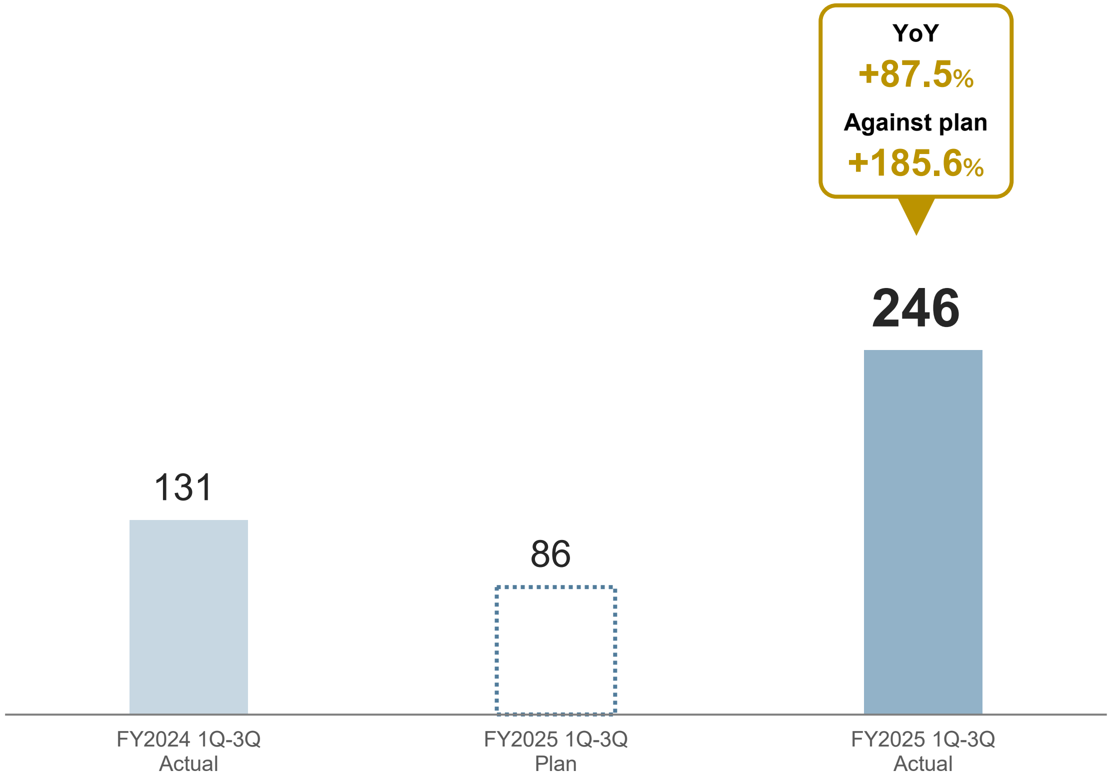
Information and Telecommunications Business

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

Net sales (Million yen)



Segment profit (Million yen)

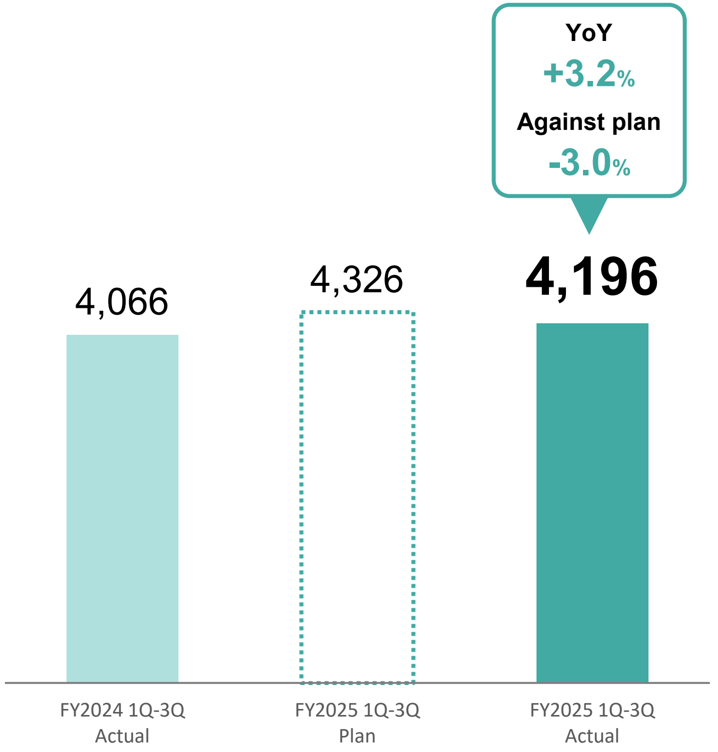


Agricultural Park Business

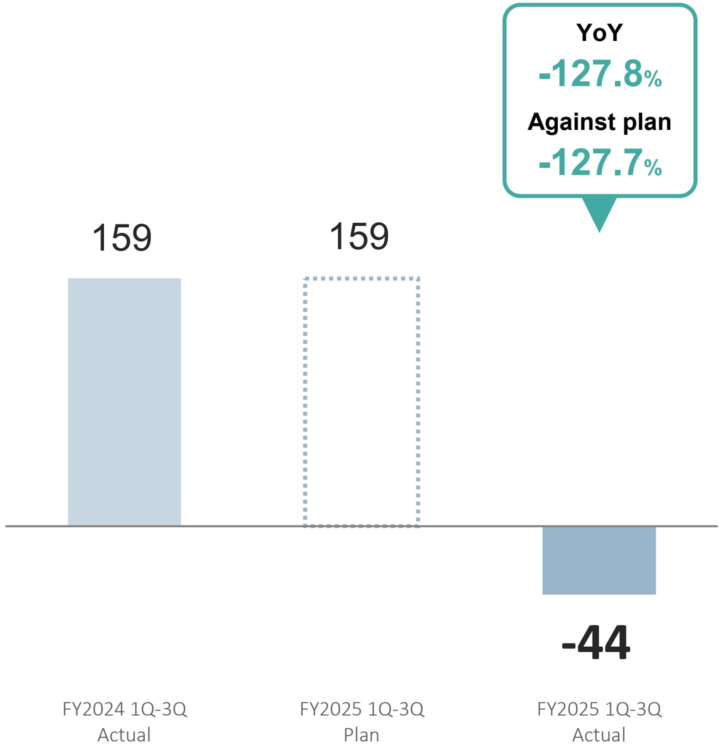
WORLD HOLDINGS

- A challenging business climate as the number of park visitors decreased because of heavy snow in February, many rainy days during the peak spring period, and record-setting summer heat. In addition, the Osaka Expo drew visitors away from agricultural parks.
- Fewer visitors and higher expenses resulted in a loss as profitability fell below the plan. Sales increased YoY due to higher sales per visitor resulting from major renovations and other improvements at existing locations and upgrades to park appearance and attractions.
- The grand opening of Shiojiri Tirolean Forest Park took place on April 26. This is the fifth directly operated park. In addition, in April this business started the operation of Akaiwa City Yoshii Ryuten Auto Campground and Akaiwa City Ryuten Astronomical Observatory Park as a new designated manager.

Net sales (Million yen)

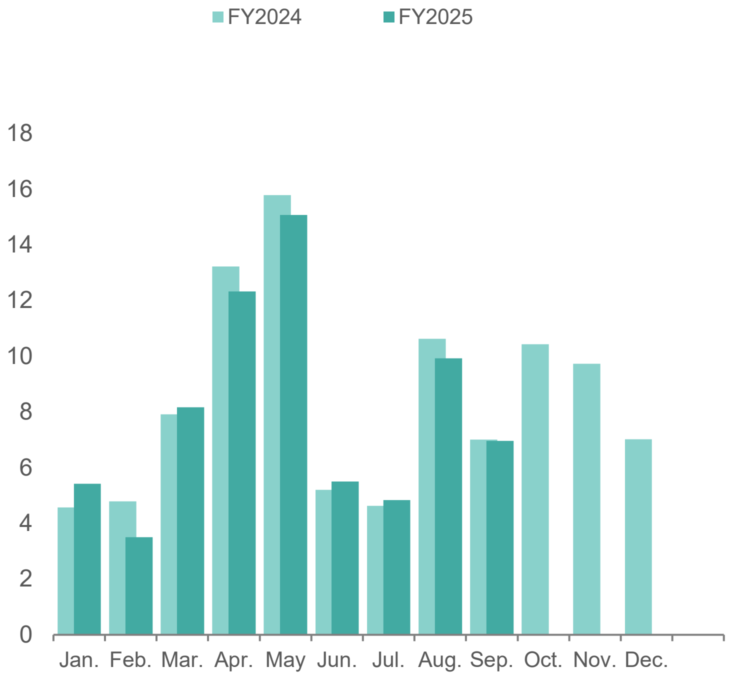


Segment profit (Million yen)



*Total number of visitors in the directly-operated facilities

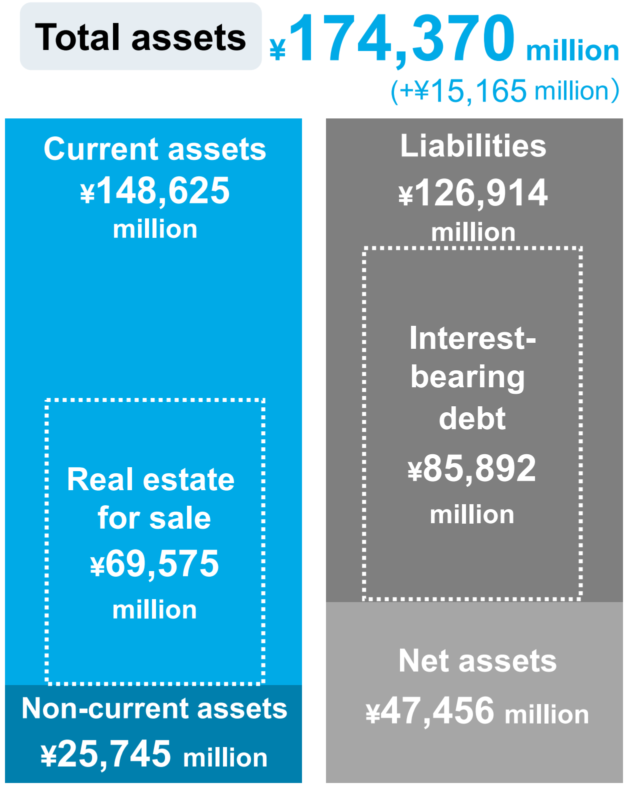
Number of visitors (Ten thousand)



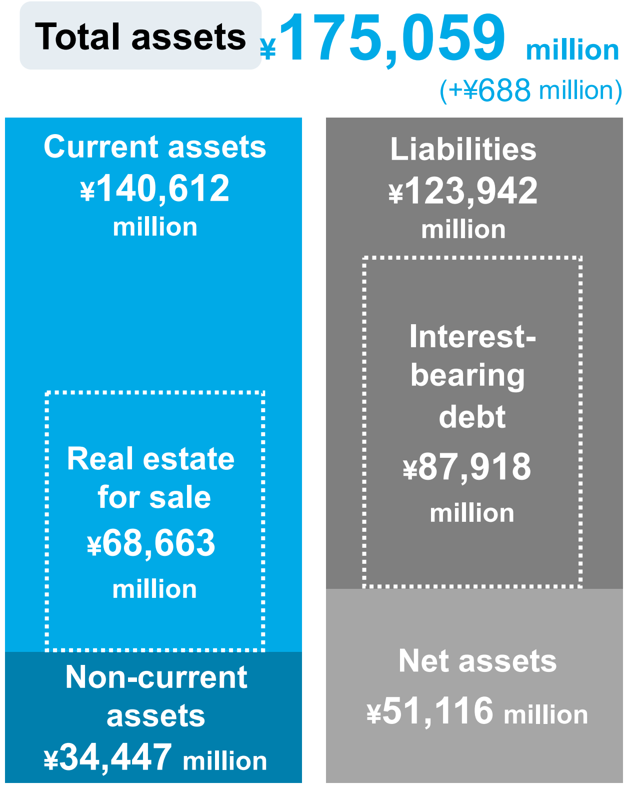
Financial Condition B/S

- Property, plant and equipment increased ¥7.2 billion due to an increase in real estate properties that World Holdings has developed. These developments were mainly funded internally and by using debt.
- The equity ratio was 27.1%, up 1.6 points from the end of 2024 as net assets increased ¥3.6 billion due to the recording of earnings and other reasons.

End of December 2024



End of September 2025



Major Components

Current assets			(Million yen)
Cash and deposits	42,739	→	36,764
Notes and accounts receivable-trade	26,562	→	27,208
Real estate for sale	69,575	→	68,663
Non-current assets			
Property, plant and equipment	10,911	→	18,210
Goodwill	8,126	→	7,315
Investment securities	1,437	→	3,197
Liabilities			
Interest-bearing debt	85,892	→	87,918

*Real estate for sale is the sum of real estate for sale and real estate for sale in process.

02

Outlook for the Term Ending December 2025

P.15

FY2025 Outlook

WORLD HOLDINGS

- We will retain a cautious stance for business operations because the business climate is expected to remain uncertain. Our goal is steady growth by taking full advantage of our diversified business portfolio, which is one of our greatest strengths. In the core Human Resources and Education Business, the goal is sales and profit growth while using activities that span many business sectors, a major strength of this business, for risk diversification. In the Real Estate Business, the plan is sales and profit growth backed by land development expertise, a core strength of this business, and an increase in recurring revenue from leases and other sources.
- Sales and profits in the third quarter were higher than planned. Although there are currently no significant negative events in the fourth quarter, there is no change in the 2025 plan because the business climate is still uncertain.

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

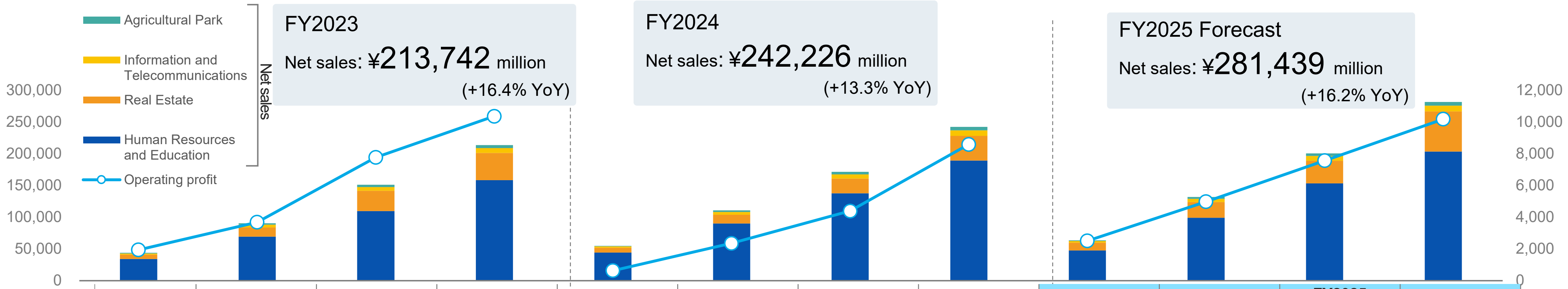
Outlook by Business Segment

(Million yen)			Actual for the term ended Dec. 2024	Plan for the term ending Dec. 2025	YoY Change	YoY Pct. change
Human Resources and Education Business		Net sales	189,201	**203,498**	14,597	7.6%
		Segment profit	5,003	**5,943**	940	18.8%
		Profit margin	2.6%	**2.9%**		
	Manufacturing Human Resources Business	Net sales	110,347	**119,611**	9,264	8.4%
		Segment profit	3,308	**4,402**	1,094	33.1%
		Profit margin	3.0%	**3.7%**		
	Services Human Resources Business	Net sales	78,853	**83,887**	5,034	6.4%
		Segment profit	1,695	**1,540**	-155	-9.1%
		Profit margin	2.1%	**1.8%**		
Real Estate Business		Net sales	38,863	**63,259**	24,396	62.8%
		Segment profit	3,001	**3,587**	586	19.5%
		Profit margin	7.7%	**5.7%**		
Information and Telecommunications Business		Net sales	8,703	**8,991**	288	3.3%
		Segment profit	101	**120**	19	18.8%
		Profit margin	1.2%	**1.3%**		
Agricultural Park Business		Net sales	5,457	**5,690**	233	4.3%
		Segment profit	169	**181**	12	7.1%
		Profit margin	3.1%	**3.2%**		
Total		Net sales	242,226	**281,439**	39,213	16.2%
		Elimination or corporate	317	**347**	30	9.5%
		Operating profit	8,593	**10,179**	1,586	18.5%
		Profit margin	3.5%	**3.6%**		

FY2023-FY2025 Quarterly Performance and Forecasts

WORLD HOLDINGS

Net Sales and Operating Profit (Million yen)

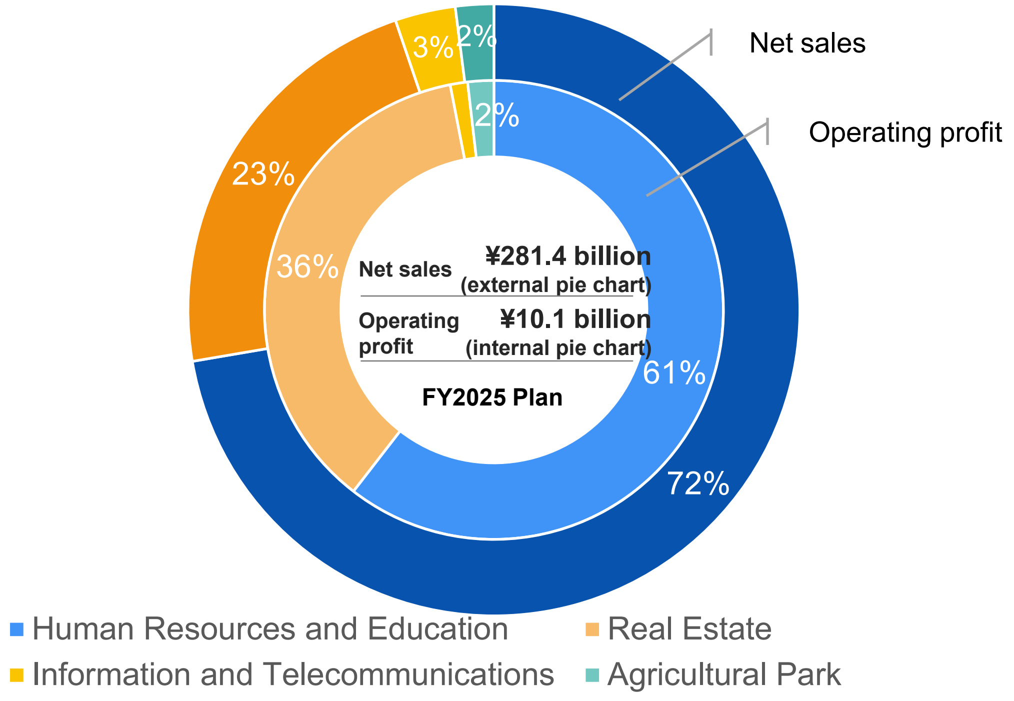


		FY2023 1Q	FY2023 1H	FY2023 First nine months	FY2023 Full year	FY2024 1Q	FY2024 1H	FY2024 First nine months	FY2024 Full year	**FY2025 1Q**	**FY2025 1H**	**FY2025 First nine months**	**FY2025 Full year**
Net sales	Manufacturing HR	23,450	47,946	74,130	101,246	25,658	53,121	80,963	110,347	**28,135**	**58,395**	**89,166**	**119,611**
	Services HR	10,484	21,424	35,580	57,157	18,456	36,971	56,558	78,853	**19,203**	**40,599**	**64,200**	**83,887**
	Human Resources and Education	33,934	69,370	109,711	158,403	44,114	90,092	137,522	189,201	**47,339**	**98,995**	**153,366**	**203,498**
	Real Estate	7,027	14,526	31,859	42,906	7,768	13,634	23,486	38,863	**12,522**	**24,803**	**35,565**	**63,259**
	Information and Telecommunications	1,948	4,165	5,856	7,710	2,018	4,353	6,458	8,703	**2,528**	**5,115**	**7,472**	**8,991**
	Agricultural Park	813	2,398	3,549	4,721	919	2,724	4,066	5,457	**1,103**	**2,871**	**4,196**	**5,690**
	Total	43,724	90,461	150,976	213,742	54,821	110,805	171,533	242,226	**63,493**	**131,785**	**200,600**	**281,439**
Operating profit	Manufacturing HR	918	1,650	2,728	3,679	248	1,175	2,348	3,308	**750**	**1,715**	**3,250**	**4,402**
	Services HR	14	156	425	1,193	118	545	881	1,695	**103**	**684**	**1,348**	**1,540**
	Human Resources and Education	932	1,807	3,153	4,872	367	1,721	3,229	5,003	**854**	**2,400**	**4,599**	**5,943**
	Real Estate	906	1,264	3,841	4,590	491	308	618	3,001	**1,507**	**2,089**	**2,347**	**3,587**
	Information and Telecommunications	-69	15	-19	4	-42	97	131	101	**90**	**197**	**246**	**120**
	Agricultural Park	-117	122	100	101	-114	171	159	169	**-117**	**61**	**-44**	**181**
	Total	1,934	3,685	7,769	10,365	636	2,358	4,390	8,593	**2,499**	**4,975**	**7,568**	**10,179**

Forecast

Using the Strengths of a Diversified Business Portfolio for Consistent Growth

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



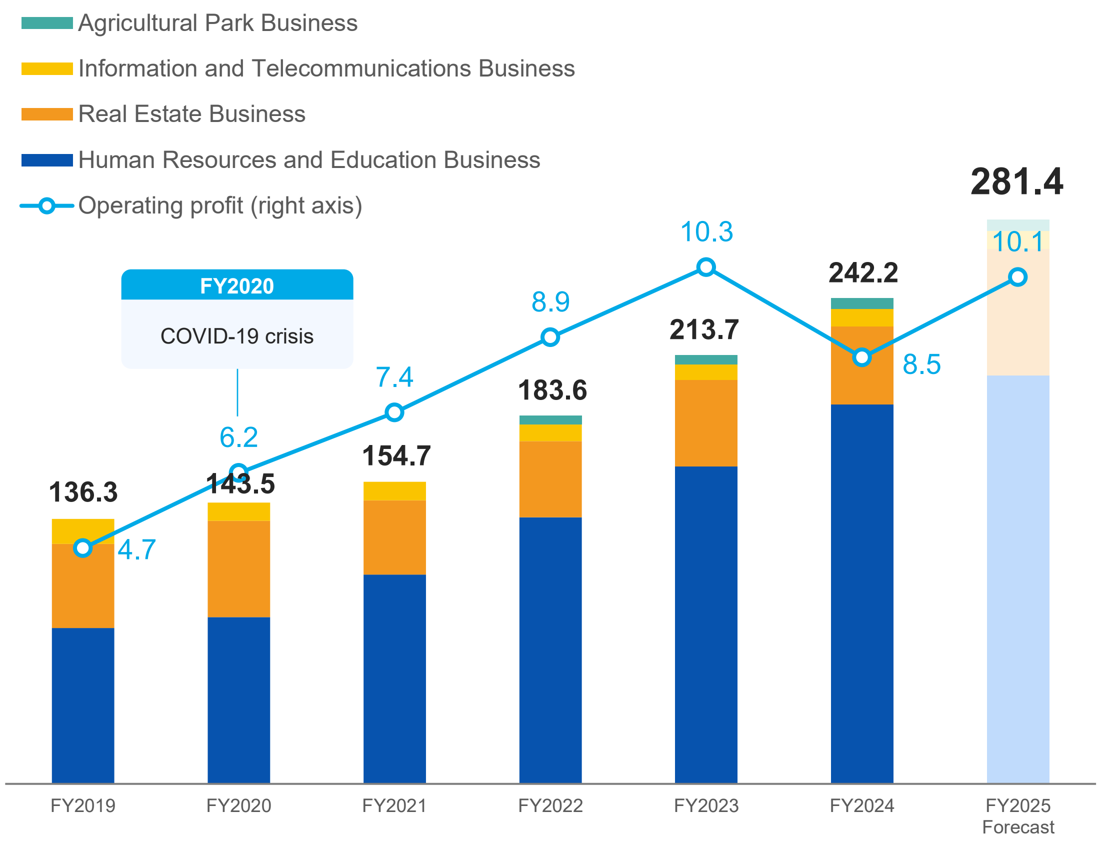
Diversification of business

Decentralization

One-time revenue business

Recurring revenue business

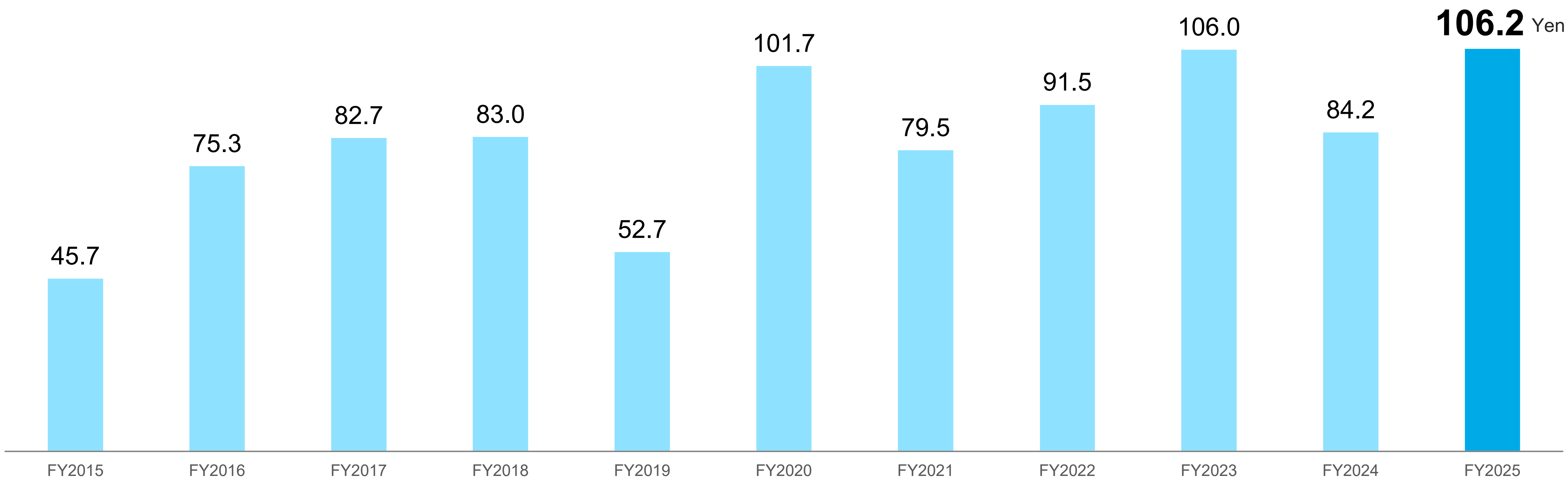
Net Sales and Operating Profit (Billion yen)



*Segments were revised in FY2022 and prior years are restated for consistency.

Shareholder Distributions
Increase Dividend Payout Ratio to 35%

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



03

Appendix

P.21

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

WORLD HOLDINGS

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

Maintain and increase the ROE

Maintain/increase net profit margin	**Increase profit and improve net profit margin through profit growth mainly in the Human Resources and Education Business** • Operating profit for 2025 is expected to increase by 18% YoY, but the net profit margin is expected to decline slightly to 1.9%. However, over the medium term, we aim to increase profit and improve net profit margin, particularly in the Human Resources and Education Business. ▸ Sustainable growth of Manufacturing Human Resources Business by adding more outsourcing clients and further diversifying the industries of client companies, and improving profit margin by strengthening areas of upstream processes for manufacturing. ▸ Use consortiums and collaboration involving Services Human Resources Business to achieve growth. In addition, improve profit margin by strengthening company owned warehouse and labor management operations. ▸ Sustainable growth of the Real Estate Business by carefully managing risk, while maintaining profit margin by leveraging land development skill.
High or even higher asset turnover	**Use sales growth in the Human Resources and Education Business to increase the overall asset turnover** • Increase company-wide total asset turnover through sales growth in the asset-efficient Human Resources and Education Business • Continue to thoroughly manage risk exposure in the Real Estate Business and manage operations with emphasis on inventory turnover
Maintain a sound level of financial leverage	**Maintain financial soundness with risk management that includes monitoring the debt/equity ratio** • Increase the dividend payout ratio from 30% to 35% starting in 2025 to strengthen the distribution of profits to shareholders and increase equity. • Maintain an equity ratio of 25-30% while ensuring both financial soundness and sound financial leverage • Base real estate operations on thorough risk management that includes the debt/equity ratio and avoid excessive leverage due to loans

The Purpose of the World Holdings Group

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

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

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

Purposes of the Four Businesses

WORLD HOLDINGS

The ways we work

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

Human Resources and Education

The ways we provide convenience and safety

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

Information and Telecommunications

The ways we create communities

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

Real Estate

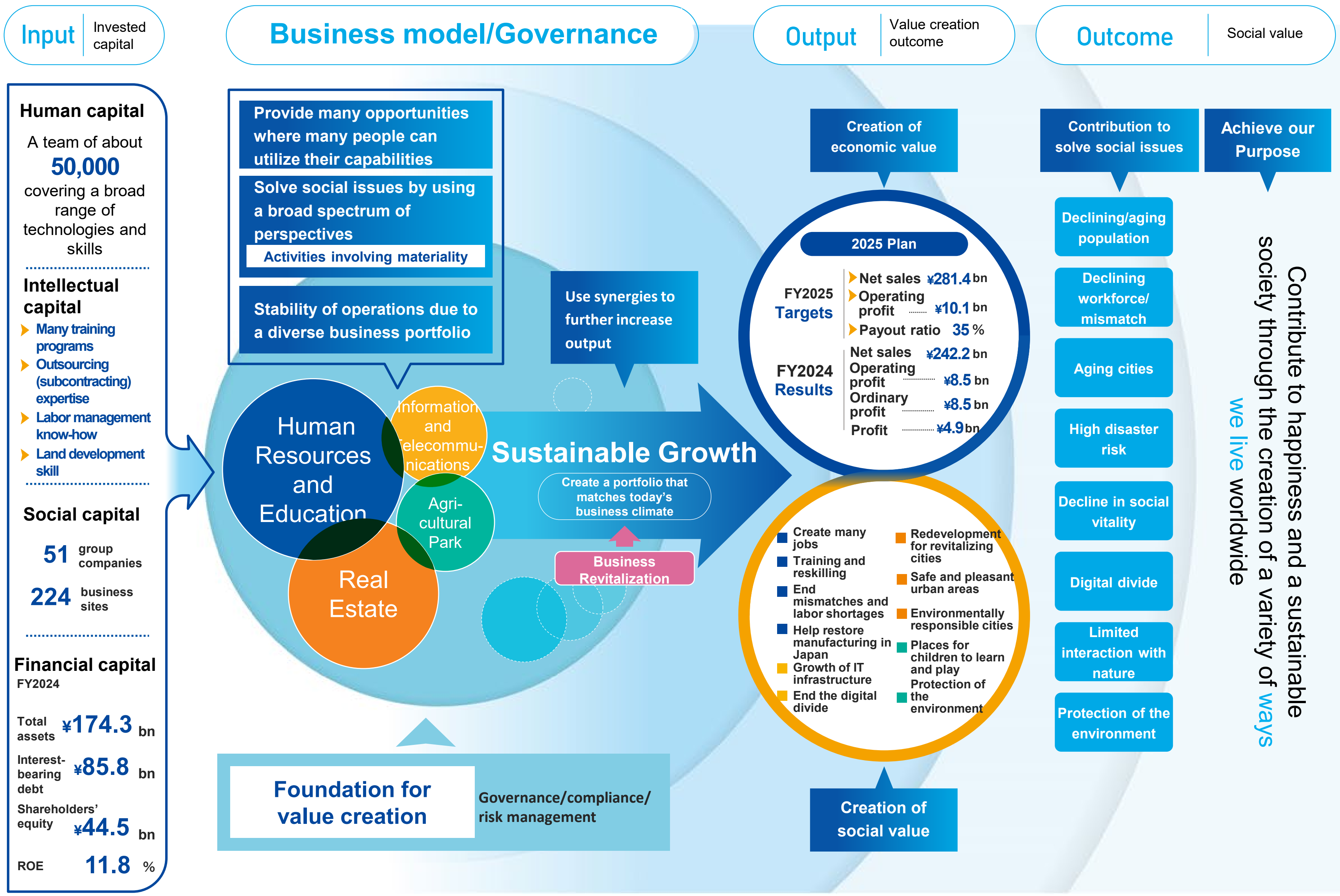
The ways we look to the future

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

Agricultural Park

Value Creation Process

WORLD HOLDINGS



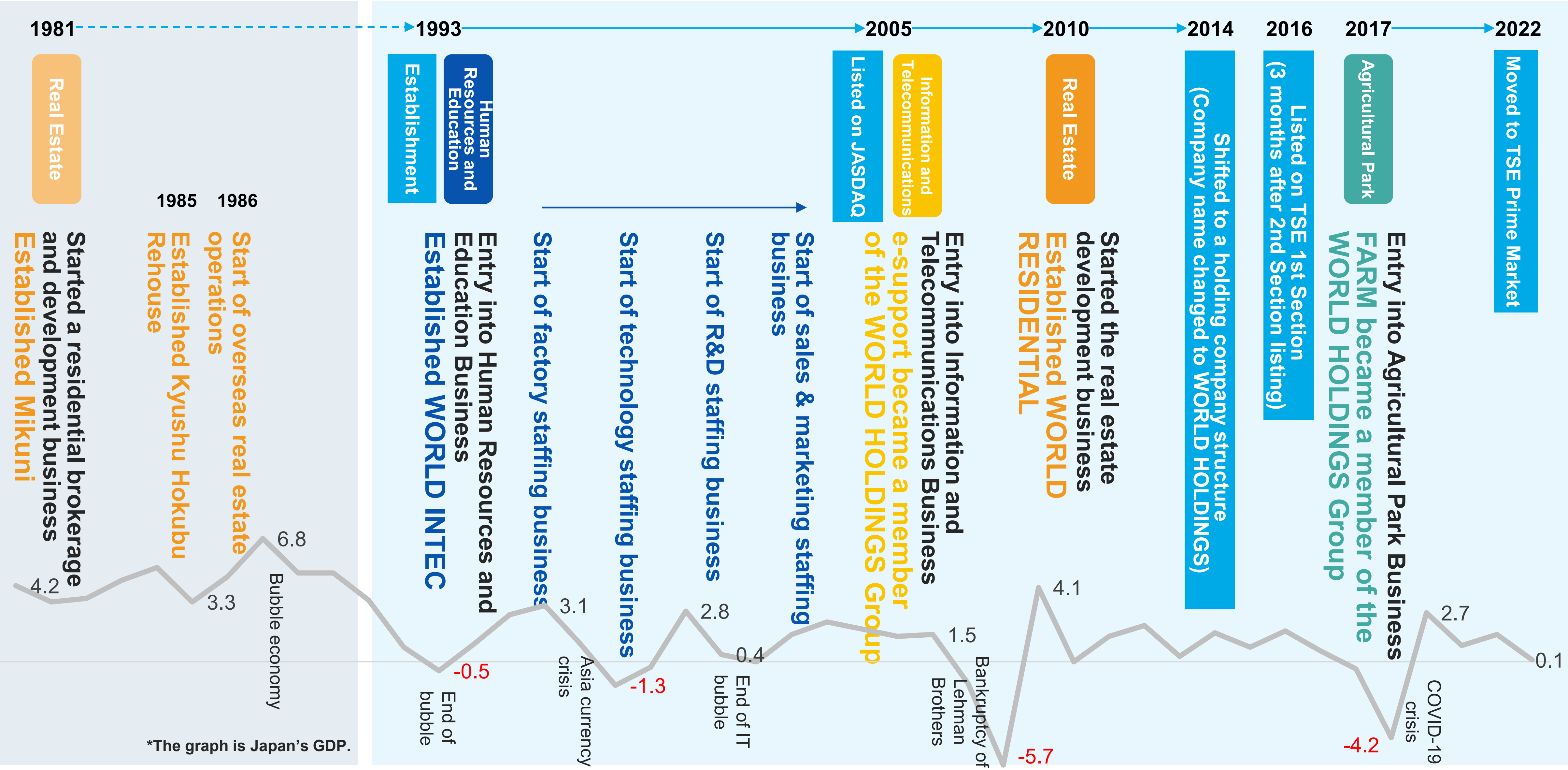
Sustainability Initiatives

WORLD HOLDINGS

Materiality (important issue)		Value creation	Purpose
Human Resources and Education	● Support the sustainable advancement of society by providing many jobs. ● Use high-quality training programs to develop the skills of employees in order to enable people to realize their full potential, increase motivation and contribute to economic growth. ● Support the manufacturing and service sectors worldwide by providing human resources and create a base for technological progress by maintaining a workforce of highly skilled people. ● Provide workplaces where all employees, regardless of gender, can perform their jobs to the best of their ability.	**Create the ways we work** We want to help people of all kinds find jobs that best match their skills and goals in order to enable them to experience the joy and satisfaction of work. By providing training, we give people the skills to achieve their full potential, which supports the growth and advancement of businesses.	Contribute to happiness and a sustainable society through the creation of a variety of ways we live worldwide
Real Estate	● Provide products and home facilities where people can enjoy their lives and play a role in creating communities where people can live with confidence. ● Create communities that are environmentally responsible, conserve resources and prosper together with the areas where they are located. ● Use the sustainable development of land to contribute to protecting the environment of regions where projects are located. ● Use development capabilities to revitalize cities in response to the increasing risk of disasters caused by the aging of cities.	**Create the ways we create communities** Pleasant communities are essential for people to lead enjoyable and fulfilling lives. By designing these communities, we provide an environment for vibrant and satisfying lifestyles. Activities place priority on preserving the environment and natural resources in order to be a responsible member of society.	
Information and Telecommuni-cations	● End the digital divide, build a base for technological progress, and create safe and pleasant communities by increasing the use of IT infrastructure and other sources of convenience in society.	**Create the ways we provide convenience and safety** We are dedicated to creating the use of today's advanced information technology infrastructure for being a source of convenience and for establishing an environment where people can enjoy their lives with convenience and confidence.	
Agricultural Park	● Maintain an environment that protects nature, conserves resources and contributes to enable children to grow up in a sound and healthy manner. ● Combat climate change and protect natural resources by utilizing land responsibly and seeking more ways to create and utilize renewable energy.	**Create the ways we look to the future** Agricultural parks help protect the environment and conserve the earth's resources while giving children a place where they can grow. By operating these parks, we are playing a role in sustainable social progress.	
Business Revitalization	● Protect companies, employees and their families by maintaining financial soundness in order to prevent bankruptcies. ● Increase added value by revitalizing businesses, create rewarding employment opportunities, and contribute to economic growth. Responsible production and consumption. ● Encourage people to have an entrepreneurial spirit and give people opportunities to take on new challenges as entrepreneurs after a failure.	**Create the ways we operate businesses** Revitalize businesses in order to maintain the soundness of society and increase added value with the objective of being a company that contributes to providing pleasant and rewarding employment opportunities.	

History

WORLD HOLDINGS



Main Group Companies

WORLD HOLDINGS

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

Human Resources and Education Business

Manufacturing Human Resources Business

WORLD INTEC CO., LTD.
Human resources services
(Manufacturing/ Technology/ R&D)

- **WORLD CONSTRUCTION CO., LTD.** Human resources services (Construction technology)
- **TOHO WORLD CO., LTD.** Human resources services (Materials)
- **WORLD INTEC TAIWAN CO., LTD.** Human resources services (Taiwan)
- **WORLD INTEC SHANGHAI CO., LTD.** Human resources services (China) (Non-consolidated)
- **EngmaIntec** Human resources services (China)
- **WORLD INTEC AMERICA, INC.** Human resources services (U.S.)
- **WORLD GLOBAL SUPPORT CO., LTD.** Support services for foreign intern training programs (Non-consolidated)
- **DOT WORLD Co., Ltd.** Clinical research (CRO)
- **WORLD RETECH** Repair of cameras and digital equipment
- **GEOGRAPHIC INFORMATION OF KYUSHU, INC.** Geographic information system development
- **WORLD SYSTEM SERVICE CO., LTD.** Outsourced software development
- **CreationViewCo.,Ltd.** Outsourced software development
- **Advan** 株式会社アドバン PC schools/ Produces websites
- **クリエイティブ Creative Inc.** Human resources services (Manufacturing/ Plant)
- **Nippon Gijutsu Center Co., Ltd.** Human resources services (Technology services outsourcing service/ Temporary staffing for manufacturing)
- **TECHNOLINK** Design and development of industrial machinery
- **Sankin Kaihatsu** Human resources services (Materials)
- **トーホーテック Toho Technical Service Co., Ltd.** Design, manufacture and sale of titanium processed products
- **NIKKEN TECHNO FRANCE** Repair of cameras and digital equipment (France) (Non-consolidated)

Services Human Resources Business

WORLD STAFFING CO., LTD
Human resources services
(Logistics/ Light-duty jobs/ Call centers)

- **JW SOLUTION CO., LTD.** Human resources services (Tourism)
- **Dimples' Co., Ltd.** Human resources services (Face-to-face sales personnel staffing)
- **Yamato Staff Supply Co., Ltd.** Human resources services (Logistics/ Educational training)
- **Dimples' Realty Staff Co., Ltd.** Human resources services for the real estate industry (Non-consolidated)

■ Human Resources and Education Business
Manufacturing HR: 20 companies; Services HR: 5 companies

Real Estate Business

WORLD RESIDENTIAL CO., LTD.
Development (Kanto)

- **World iCity Co., Ltd.** Development (Tohoku)
- **WORLD RESIDENTIAL KANSAI CO., LTD.** Development (Kansai)
- **Nichimo Real Estate Co, Ltd.** Real estate consulting
- **WORLD LIFE PARTNER CO., LTD.** Rental property, condominium and building management
- **WORLD DEVELOPMENT INDONESIA** Development (Indonesia) (Non-consolidated)
- **OMACHI WORLD Co., Ltd.** Manufacture/sale/rental of prefabricated houses
- **World Share Selling Co., Ltd.** Sales of prefabricated house/ Geotechnical survey (Non-consolidated)
- **RC RESIDENTIAL WORLD Co., Ltd.** Sales of detached houses (Hokkaido)

MIKUNI
Comprehensive real estate business

- **RENOVE MIKUNI CO., LTD.** Renovation
- **M'S WORLD CO., LTD.** Renovation (Hokkaido)

Finance Business

- **WORLD ASSET MANAGEMENT CO., LTD.** Real estate fund management (Financial Instruments and Exchange Act) (Non-consolidated)
- **World Capital Solutions** Real estate fund management (Act on Specified Joint Real Estate Ventures)
- **Mirai Servicing Co, Ltd.** Collection of receivables (Non-consolidated)

■ Real Estate Business: 16 companies

Information and Telecommunications Business

E-SUPPORT, INC.
Operation of call centers and stores

- **NETWORK SOLUTION CO., LTD.** Operation of mobile phone stores (Softbank)
- **WORLD STYLE CO., LTD.** Operation of mobile phone stores (au)
- **Best IT Business Co., Ltd.** Corporate solutions

■ Information and Telecommunications Business: 4 companies

Agricultural Park Business

WORLD INTEC CO., LTD.
Management and operation of agricultural parks

- **CROWDWEIGHT CO.,LTD.** Management and operation of agricultural parks

■ Agricultural Park Business: 7 companies

Business Portfolio

WORLD HOLDINGS

Create a Sustainable World.

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

Human Resources and Education Business

Manufacturing Human Resources Business

Manufacturing domain

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

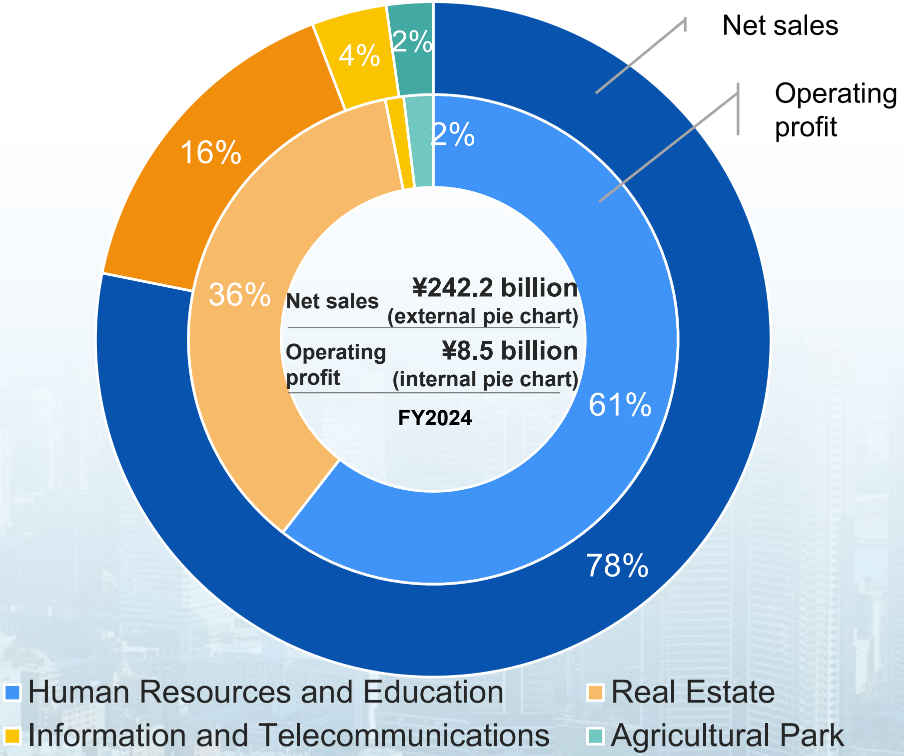
This business provides services concerning human resources for all manufacturing processes from upstream to downstream. Client companies, mainly major multinational manufacturers, are in the semiconductor, electric/electronic components, automobile, machinery, IT systems, pharmaceutical, biotechnology,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

Services Human Resources Business

Service domain

Logistics, face-to-face sales and tourism

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



Diversification of business · **Decentralization** · **One-time revenue business** · **Recurring revenue business**

Real Estate Business

Development and renovation

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

Information and Telecommunications Business

Operation of mobile phone stores

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

Agricultural Park Business

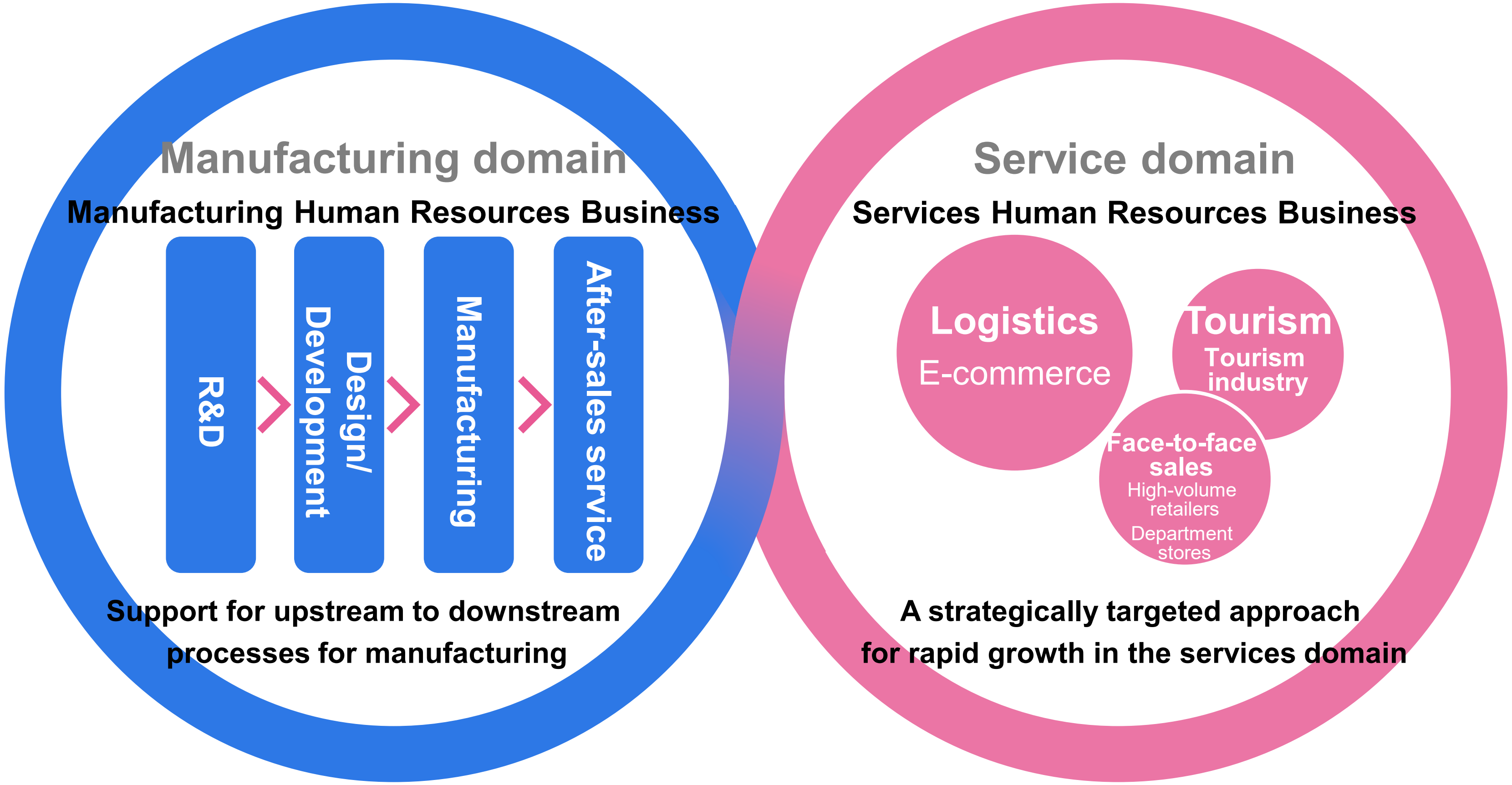
Operation and management of Agricultural Parks

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

Human Resources and Education Business

WORLD HOLDINGS

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



About **58,700** workers in service *As of the end of September 2025 (3-month average)

Consortium Collaboration Centered on Outsourcing

WORLD HOLDINGS

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

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

Outsourcing

- Upgrade training programs and retention rates
- Higher profitability by improving productivity
- Help customers increase productivity
- Mutual stability during economic/market downturns

Activities with other HR companies

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

Consortium model

Collaboration with prominent companies

Activities with client companies

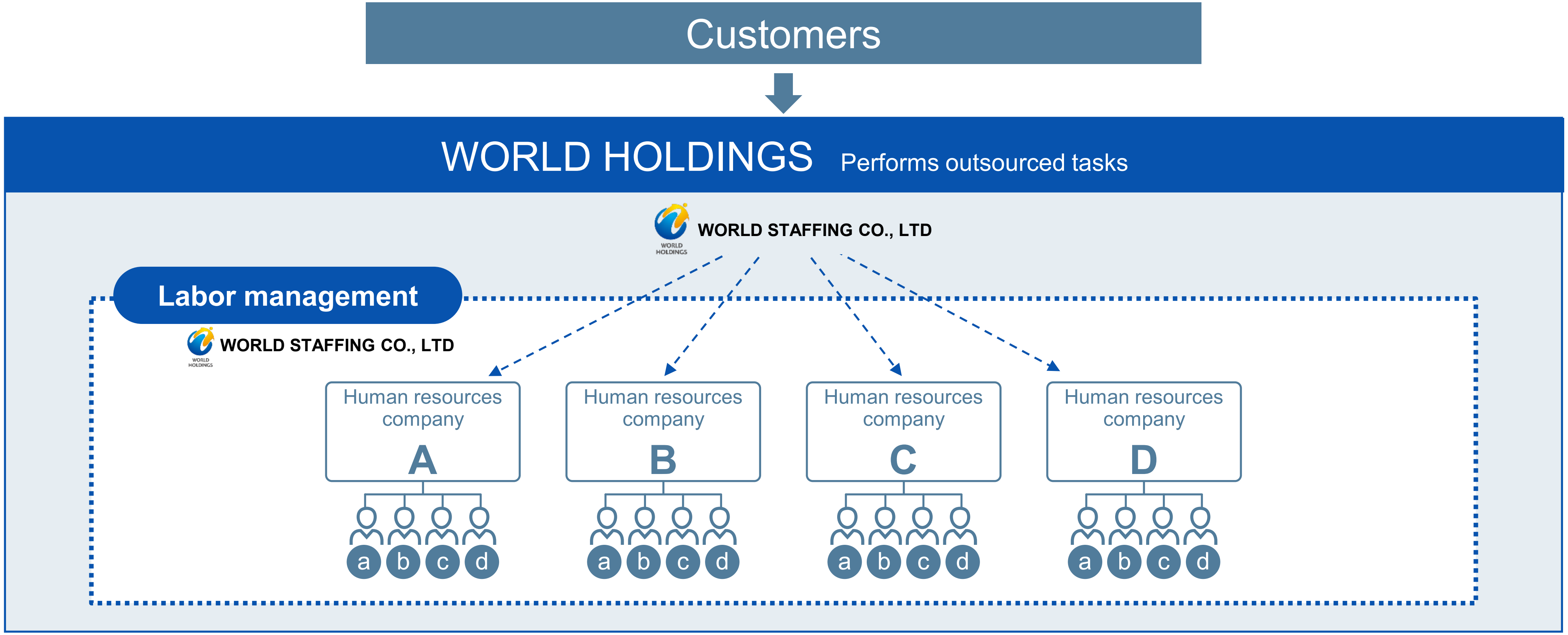
- Contribute to industry innovations and advances by using partnerships with leading companies in various industries and leveraging the knowhow of World Holdings and client companies

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

Use of the Consortium Model

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

Collaboration with local human resources companies	(Example) WORLD STAFFING CO., LTD (logistics sector)	Received contract to operate several logistics warehouses of a large foreign e-commerce company



Collaboration with Prominent Companies (1)

WORLD HOLDINGS

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

Materials industry

Toho Titanium + WORLD INTEC

▼

TOHOWORLD

Handling outsourced manufacturing and other activities through the centralization of the external resources of Toho Titanium

Toho Titanium + WORLD INTEC

▼

トーホーテック

TOHO TECHNICAL SERVICE CO., LTD.

World Holdings owns 65% of TOHO TECHNICAL SERVICE, a manufacturer of titanium processed products. This is the first manufacturer that became part of the Human Resources and Education Business.

Automotive industry

Subaru Corporation

SUBARU

Nisso Corporation

NISSO 日総工産株式会社

WORLD INTEC

▼

SUBARU nw Sight Co., Ltd.

Subaru, Nisso and World Intec established a human resource services company to be called SUBARU nw Sight.

Materials industry

三井金属

MITSUI MINING & SMELTING CO.,LTD. + WORLD INTEC

▼

Sankin Kaihatsu

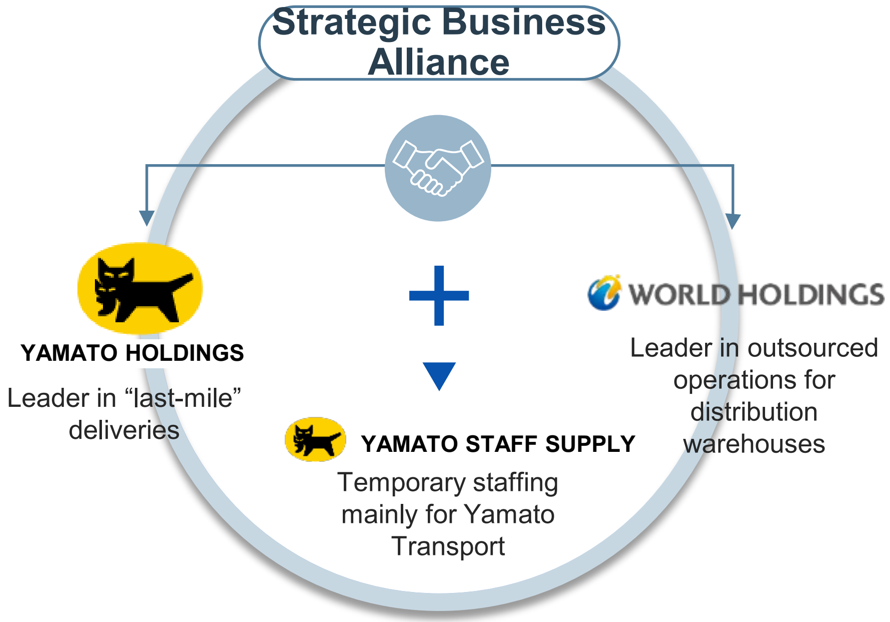
World Holdings purchased a majority of the equity of Sankin Kaihatsu, which provides HR Support services to Mitsui Mining & Smelting.

Collaboration with Prominent Companies (2)

WORLD HOLDINGS

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

Logistics industry



- Optimization of use of human resources by HR Support Service for Yamato Transport
- Use of outsourced distribution warehouse operation knowhow to raise the productivity of warehouse tasks
- Horizontal expansion of outsourced distribution warehouse tasks can contribute to sustainable growth of the logistics industry

Tourism industry

JTB 感動のそばに、いつも。 + WORLD HOLDINGS

JW SOLUTION

Outsourcing and temporary staffing services for hotels, tourism destinations, venues for large events and other locations

Face-to-face sales personnel staffing industry

J. FRONT RETAILING + WORLD HOLDINGS

Dimples' Co., Ltd.

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

Manufacturing Human Resources Business
Stable Growth Due to Coverage of Many Market Sectors and Industries

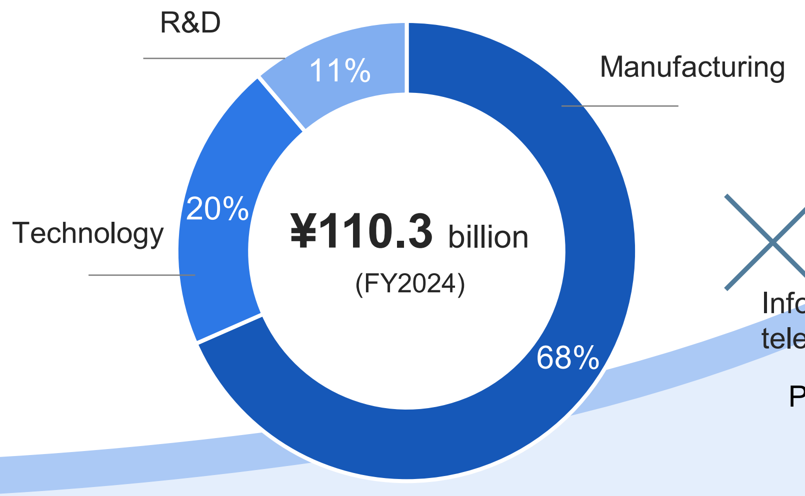
- Building a stable base for growth that is not vulnerable to changes in the economy while using coverage of many market sectors and industries to diversify risk exposure.
- By receiving a larger share of the HR orders of client companies due to the seamless coverage of HR needs extending from R&D and technology development to manufacturing and after-sales services, this business is aiming for more growth of sales and profits.
- This business uses its coverage of a broad array of markets and industries to give employees many opportunities to advance or change their careers as well as to increase engagement.

Growth backed by coverage of many market sectors and industries

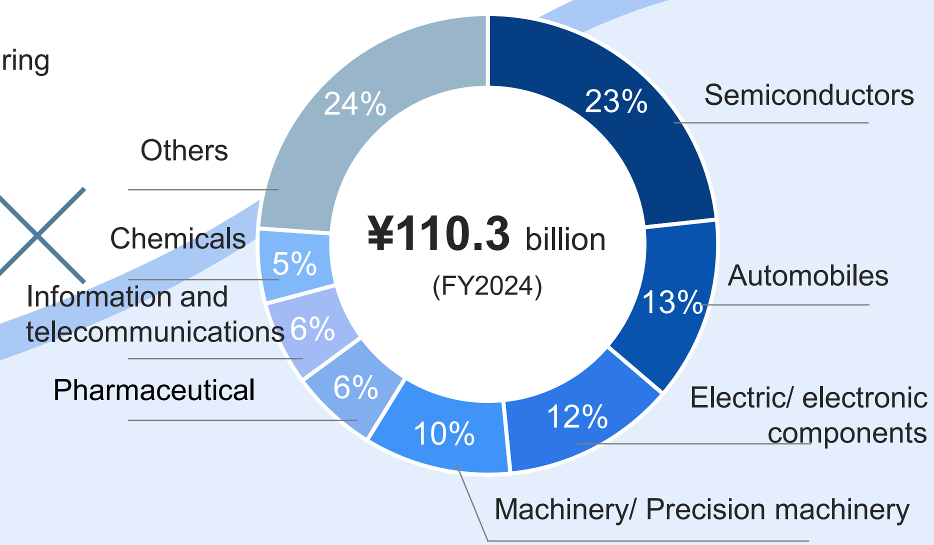
- **Seamless coverage extending from upstream to downstream tasks for manufacturing**

- **Operations encompassing many industries**
- **When demand in some industries decline, people can be shifted to other industries where demand is still strong**

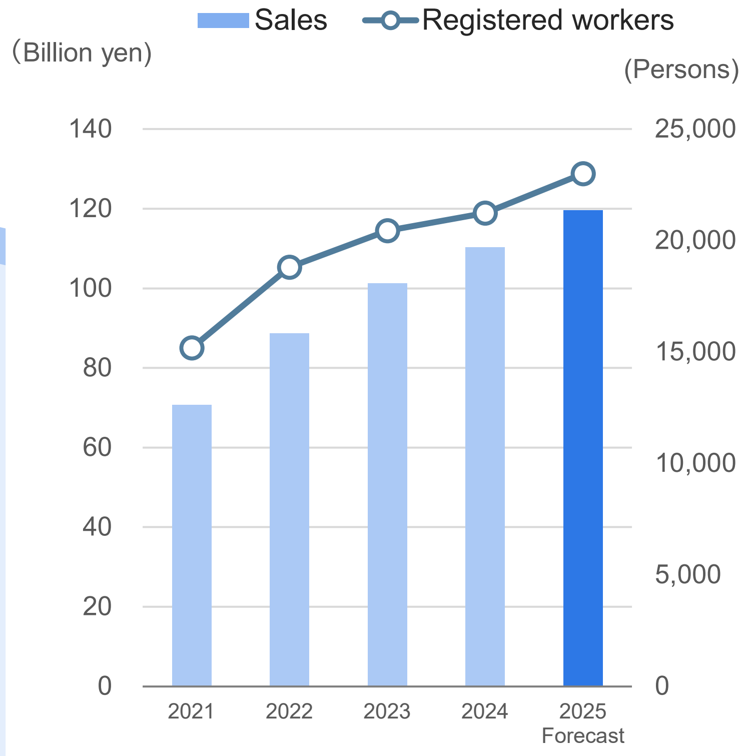
Domains



Industries



Sales and registered workers are increasing steadily



The Best Support for Upstream to Downstream Manufacturing in Many Industries

WORLD HOLDINGS

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

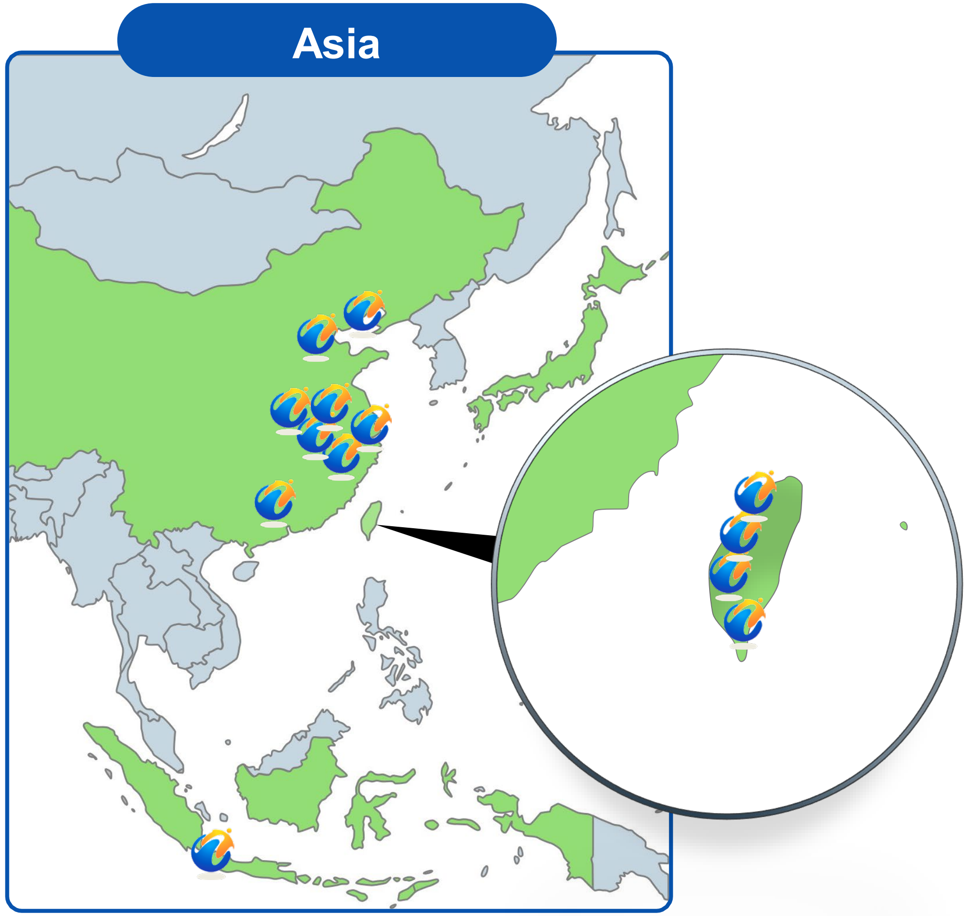
Comprehensive and seamless support for manufacturers

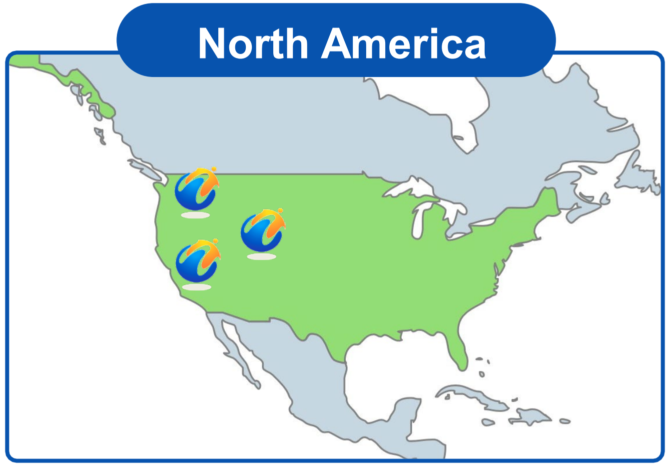
Processes	Japan		Overseas	
R&D	WORLD INTEC CO., LTD. R&D Division	**Biotechnology/Chemical research/Clinical research** People required for R&D at companies, basic material R&D at university and national labs, and clinical trials	WORLD INTEC CO., LTD. WORLD SYSTEM SERVICE CO., LTD. CreationView Co.,Ltd.	
	WORLD INTEC CO., LTD. ITS Division	**IT sector** People with specialized skills required for AI development, digital transformation support, outsourced software and system development, support for IT system departments, server management, the defense industry, and other needs		
Design and development	WORLD INTEC CO., LTD. Techno Division	**Machinery/Electricity/Electronics/System integration design and development** People with technology skills required for design, assessment, production technology, quality assurance operations and manufacturing technology and manufacturing technology		
	Nippon Gijutsu Center Co., Ltd.	**Support for the development of industrial machinery and equipment and for design and technology activities** Subcontracting and staffing services extending from manufacturing and equipment development to support involving technologies	Global (Overseas subsidiaries and associates)	**Support for starting overseas operations** All steps from locating suitable sites to starting operations
Maintenance and preservation Manufacturing	WORLD INTEC CO., LTD. Factory Division	**Manufacturing line/Maintenance and preservation** Subcontracting and provision of teams for production lines and maintenance and inspection activities	WORLD GLOBAL SUPPORT CO., LTD.	**Workers from other countries** Support for companies hiring non-Japanese trainees, people with special skills and other technicians and for technologies, cultural knowledge and international business operations
Administration	Creative Inc.	**HR BPO/Outsourced IT development/Outsourced designs/Creative production/Personnel** BPO operations extending from printing/copying pamphlets to IT system development, payroll and other tasks		
Logistics Sales	WORLD STAFFING CO., LTD	**Logistic warehouse/3PL** HR services specializing in logistics, including outsourced and direct operation of all warehouse tasks **Sales/Call centers** HR services specializing in services and logistics; provision of people to stores and other businesses including temporary and temp-to-perm personnel		
After-sales service	WORLD RETECH	**Repairing/Maintenance/BPO** Subcontracting and personnel for all after-sales services for digital equipment		

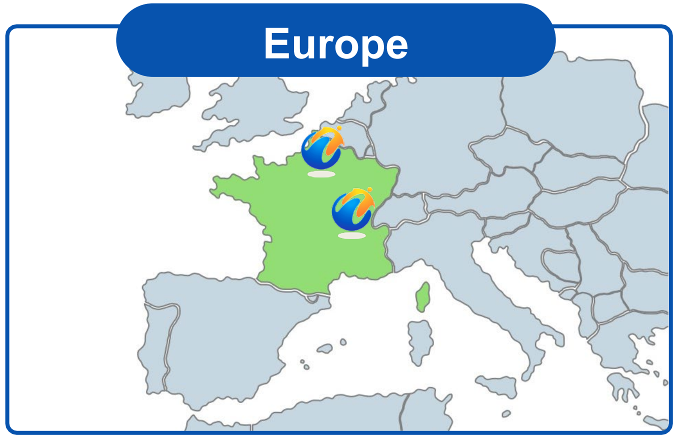
Global Location

Total: 251 locations

- Japan **229** business sites
- Overseas **22** business sites (China, Taiwan, Indonesia, France and U.S.)







More Training Programs

WORLD HOLDINGS

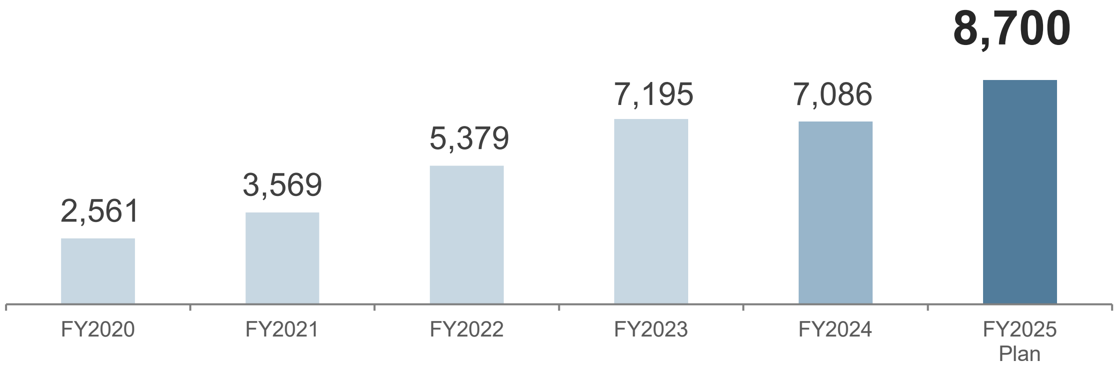
- Continue upgrading and expanding leadership, technology and other training programs and provide opportunities to receive reskilling training and support for employees to advance their careers or change career paths.
- Established a nationwide network of 11 training centers for upgrading technological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

Upgrade leadership training and technology training

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

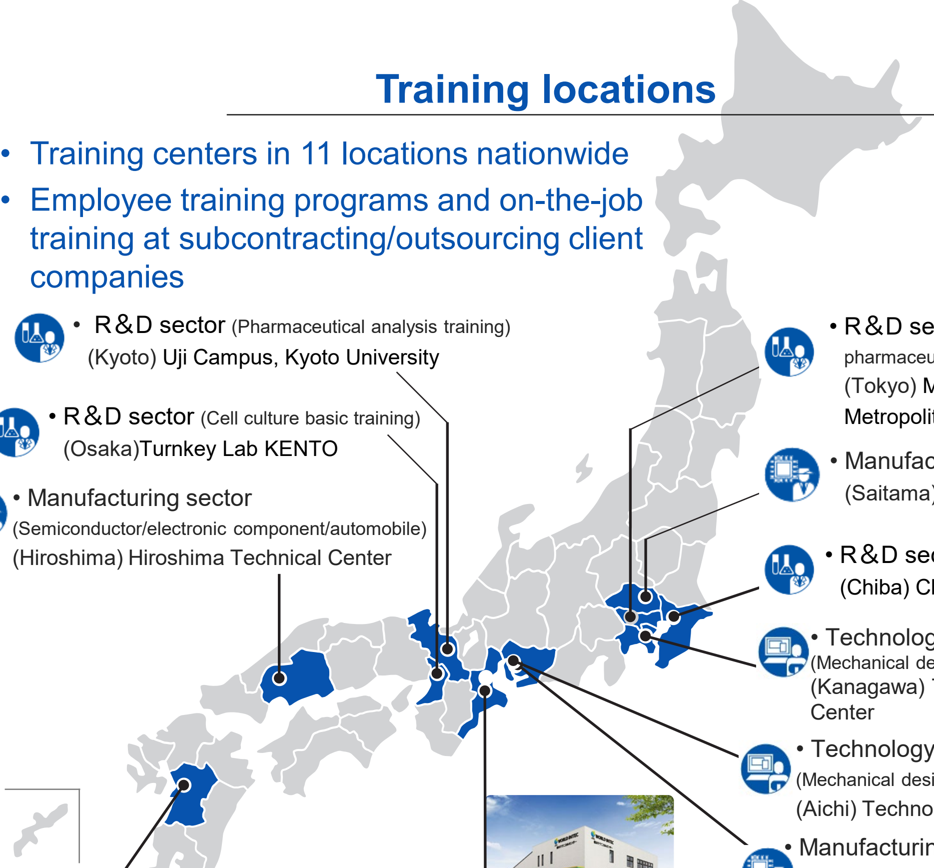
etc.

Participants in Training Programs (Persons)



Training locations

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



- R&D sector (Pharmaceutical analysis training)
  (Kyoto) Uji Campus, Kyoto University
- R&D sector (Cell culture basic training)
  (Osaka)Turnkey Lab KENTO
- Manufacturing sector
  (Semiconductor/electronic component/automobile)
  (Hiroshima) Hiroshima Technical Center
- Manufacturing sector
  (Semiconductor/electronic component/automobile)
  (Kumamoto) Kumamoto Technical Center
- R&D sector (Bio-informatics training/ pharmaceutical analysis training)
  (Tokyo) Minami-Osawa Campus, Tokyo Metropolitan University
- Manufacturing sector (Automobile)
  (Saitama) Kumagaya Training Center
- R&D sector (Organoid culture training)
  (Chiba) Chiba Cancer Center
- Technology sector
  (Mechanical design/SE/quality management)
  (Kanagawa) Techno East Japan Training Center
- Technology sector
  (Mechanical design/SE/quality management)
  (Aichi) Techno West Japan Training Center
- Manufacturing sector
  (Semiconductor/electronic component/automobile)
  (Aichi) Nagoya Technical Center

- Manufacturing sector (Semiconductor/electronic component)
  (Mie) Yokkaichi Technical Center

Semiconductor Engineering Training Center and Local Economy Support

The Kumamoto Technical Center officially opened in April 2025

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

Alliance with Kaishin Gakuen for a semiconductor education program

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

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

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

Services Human Resources Business
Wider Use of Know-how Involving Warehouse Operation Subcontracting

- The goal is more growth by using the horizontal expansion of know-how acquired in the logistics sector involving the full warehouse operation subcontracting and labor management.

Subcontracted Distribution Warehouse Operations Know-how

Operational expertise

- **Skill for using people in many types of workplaces**
- **An effective education system**

＋

Labor management expertise

- **Able to recruit many types of people**
- **Skill for placing the right people in the right positions**
- **Immediate full start-up and full shut-down capability**

➡ **Expertise for moving people to different assignments**

Use of the consortium model

Subcontracting/outsourcing expertise in the manufacturing sector

Horizontal expansion ＋ Stronger relationships

Establish relationships with new client companies

Stronger relationships with current client companies

Warehouse owned and operated by World Holdings

Use of subcontracted warehouse operations knowhow

HR Support service

Alliance with Yamato Holdings

Services Human Resources Business
Operation of Company Owned Warehouse

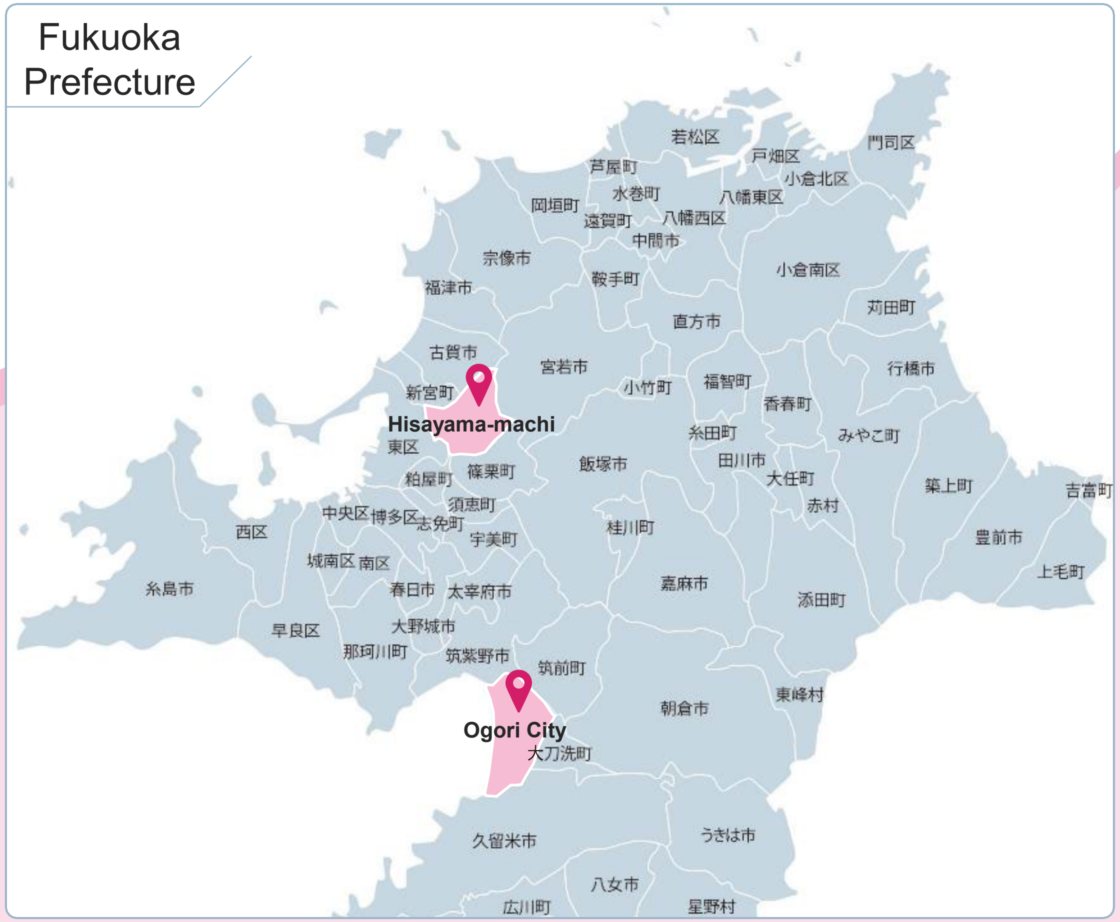
- Subcontracted full warehouse operations using a warehouse owned and operated by World Holdings. Goals are more growth of business with current customers and the use of horizontal expansion of know-how in this field to add new customers.
- Fukuoka Ogori Warehouse, the first company owned warehouse, started operating in September 2024 and has already recovered the cost of this investment and become profitable. This warehouse is expected to contribute to sales and profits in 2025.
- Fukuoka Hisayama Warehouse, the second company owned warehouse, started operating successfully in September 2025.

Fukuoka Ogori Warehouse

Name	Fukuoka Ogori Warehouse
Start	September 2024
Location	923-12, Ogori, Fukuoka (About 2.7 km from Tosu IC)
Leased area	About 39,305m^2 (3rd and 4th floors of a 4-story building)

Fukuoka Hisayama Warehouse

Name	Fukuoka Hisayama Warehouse
Start	September 2025
Location	2761-41, Yamada, Hisayama-machi, Fukuoka (About 4.4 km from Fukuoka IC)
Leased area	About 32,740m^2 (2nd and 3rd floors of a 3-story building)



Real Estate Business

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

Real estate for investment

Development

Condominiums/Detached houses
Commercial land development

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

Residential Aoba Hirosegawa
(Sendai, Miyagi)

Real estate revitalization

Renovation
Conversion

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

Examples of renovation

\+

Real estate fund management

Real estate finance

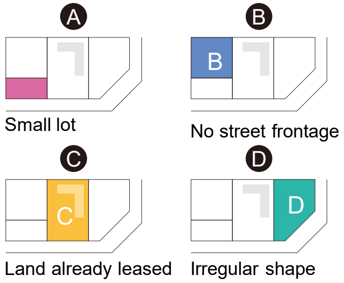
Asset management

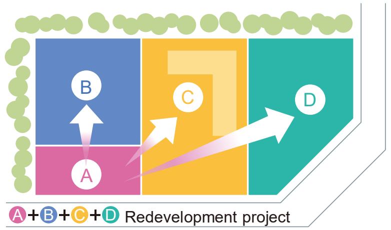
Land Development Skill and Measures for More Recurring Revenue

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

Using land development skill to create safe and pleasant urban environments

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





Examples of development projects

1 Redevelopment of a dense site with old buildings

Residential Ikebukuro-honcho

(Toshima-ku, Tokyo)

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

2 Revitalization of an aging housing project

Residential Hara BRANCHERA

(Sagara-ku, Fukuoka City, Fukuoka)

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

Balance between one-time sales and recurring revenue

Prudent management of operations for minimizing risk

Achieve sustainable growth

Continuing to purchase properties that are currently leased to generate current income (Strategic increase in recurring revenue)

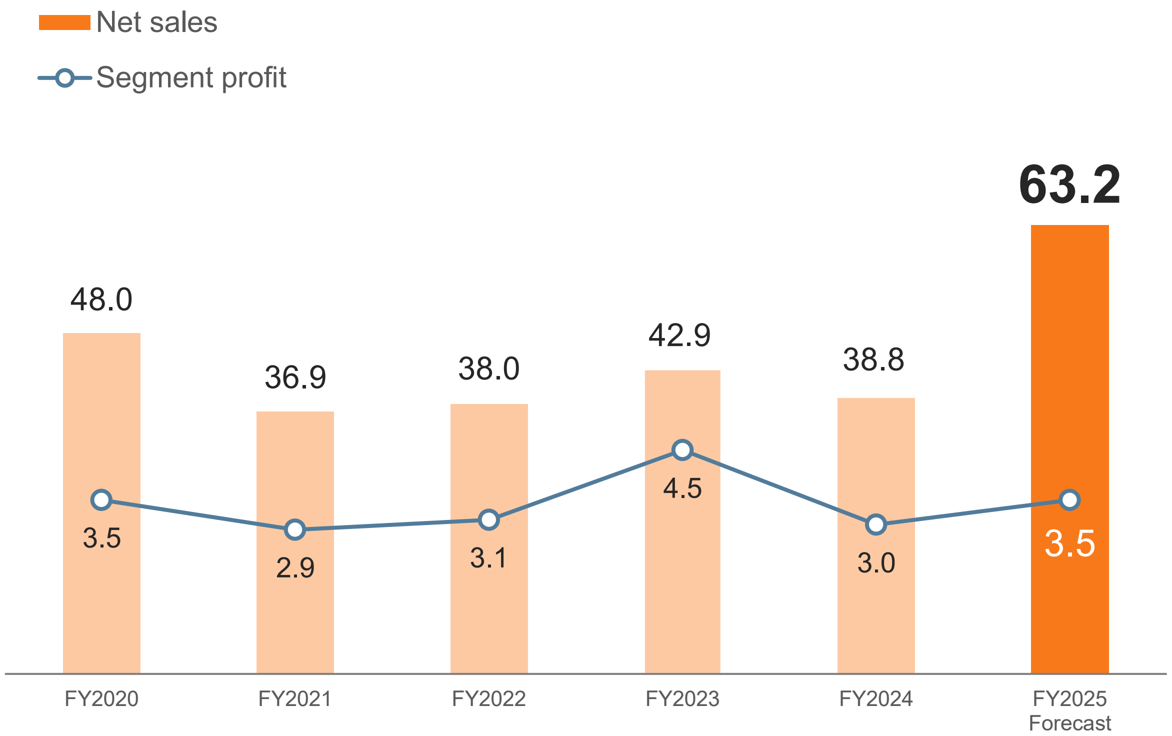
Sell properties with the best possible timing to maximize profit

Operations with Emphasis on High Inventory Turnover

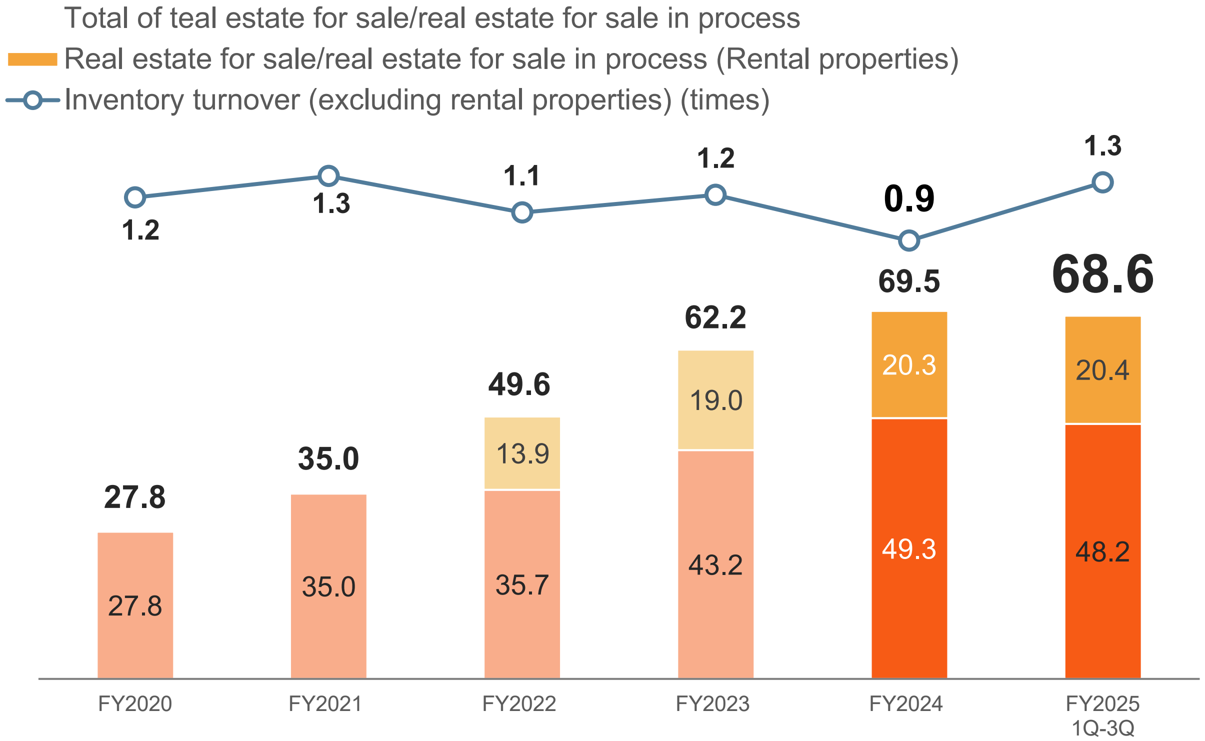
WORLD HOLDINGS

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

Net sales and segment profit (Billion yen)



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



Inventory turnover = Real Estate Business sales / Real estate for sale and real estate for sale in process (excluding rental properties) at the end of the previous year

Real estate for sale/real estate for sale in process for FY2025 is based on actual results at the end of 3Q 2025

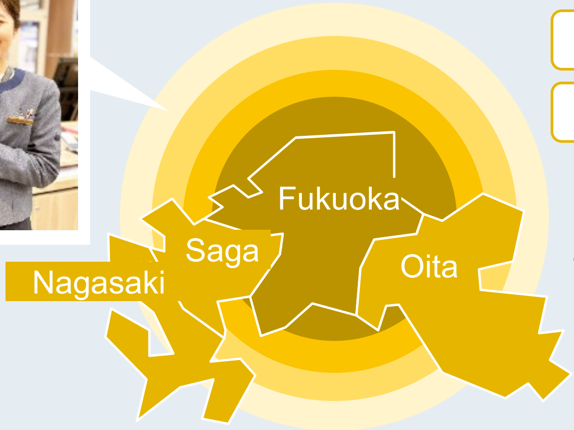
Information and Telecommunications Business

WORLD HOLDINGS

Mobile phone shop

The largest network of stores in Kyushu

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



- Softbank Shops
- au Shops
- Repair shops

28 stores

As of the end of September 2025

Corporate solutions

- **Comprehensive cost reduction solutions**

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

- **Call centers**

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

Growing with communities

Using business activities for the vitality and safety of communities

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

- Energy Solutions
- DX support
- Ideas for many types of solutions

For children

- Drone classes
- Programming classes
- Community environmental preservation activities

For seniors

- Lessons at community centers and other locations

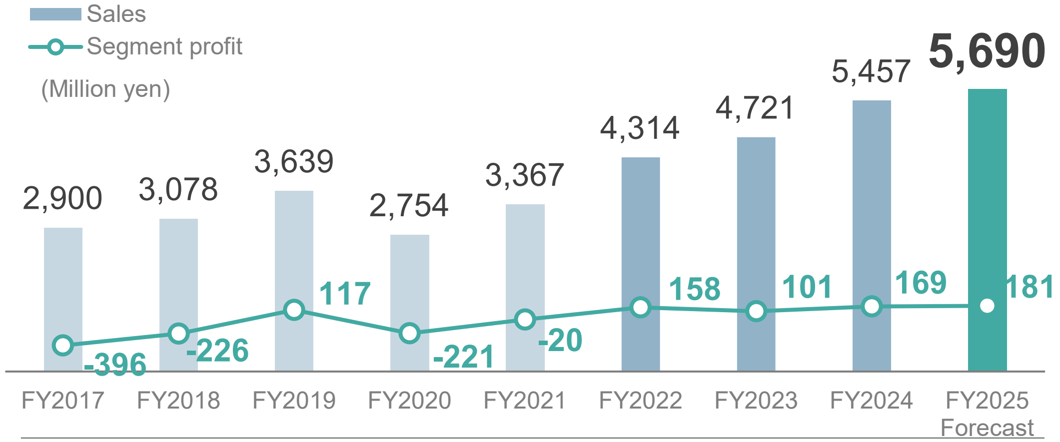
Agricultural Park Business

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

Revitalization know-how acquired at 5 directly managed facilities

New mindset for employees ▶ **Increase in visitors** ▶ **Investments for profit growth**

New mindset for employees	Increase in visitors	Investments for profit growth
•Make facilities more attractive •Treat visitors with sincerity	•Facilities become profitable	•New attractions and other activities •Larger selections of food and souvenirs



1st and 2nd years	3rd year	4th and 5th years		6th and 7th years	8th year onwards
Improvements to facilities	Investments	Pandemic		Consistent profitability	Growth

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

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

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

Parks Combining Enjoyment and Education about Nature for Children

WORLD HOLDINGS

Map of Harvest Hill in Osaka

Reopening of Directly Operated Shiojiri Tirolean Forest Park

WORLD HOLDINGS

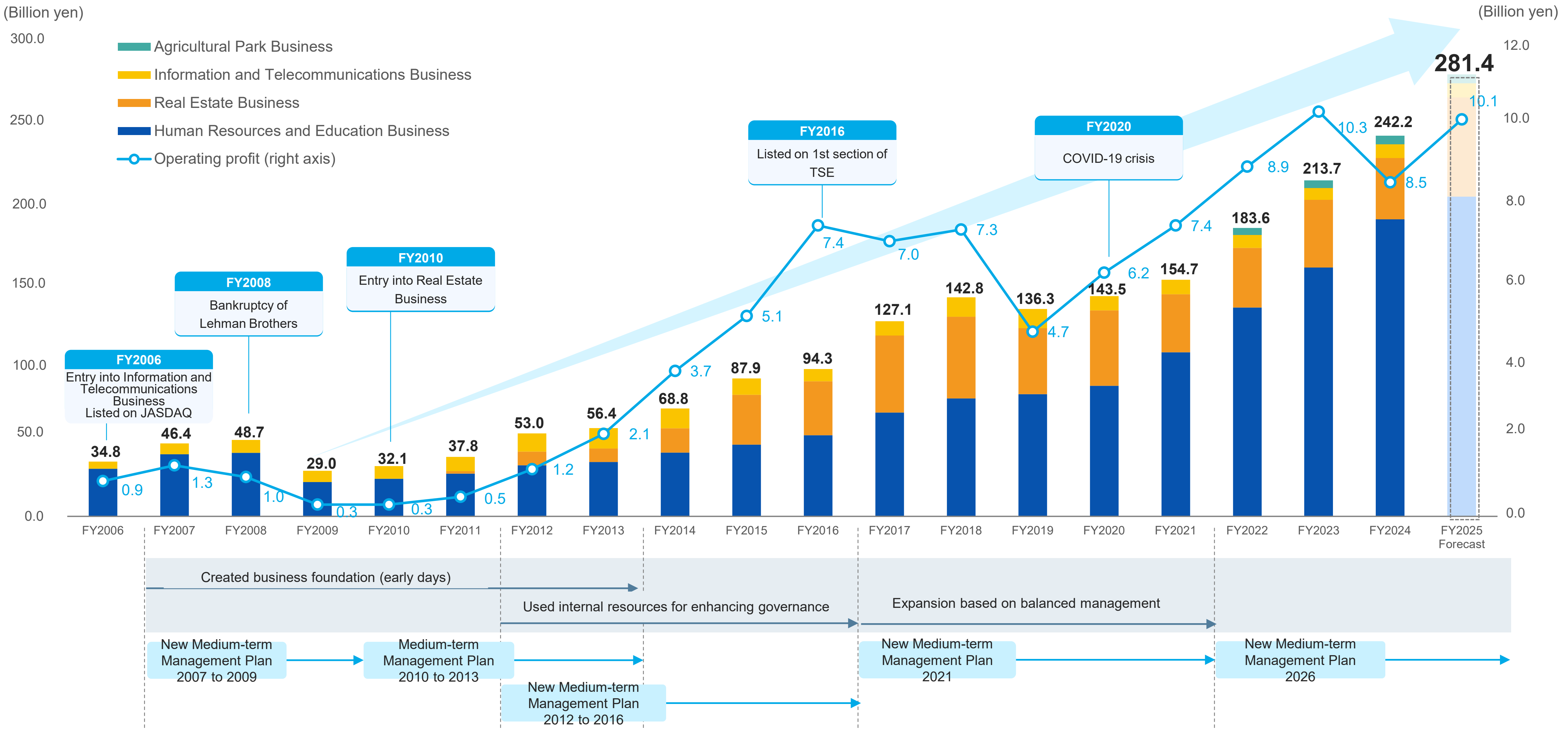
- The grand opening of Shiojiri Tirolean Forest Park took place on April 26, 2025. This is the fifth directly operated park.
- Following the reopening of this park, a vineyard and winery and large solar sharing facility will be added.
- Expect this to help achieve “**The ways we look to the future**,”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

Tirolean Forest
信州塩尻農業公園
チロルの森

5050 Aiyoshi, Kitaono, Shiojiri, Nagano

Business Performance Trend

WORLD HOLDINGS



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

Medium-term Management Plan

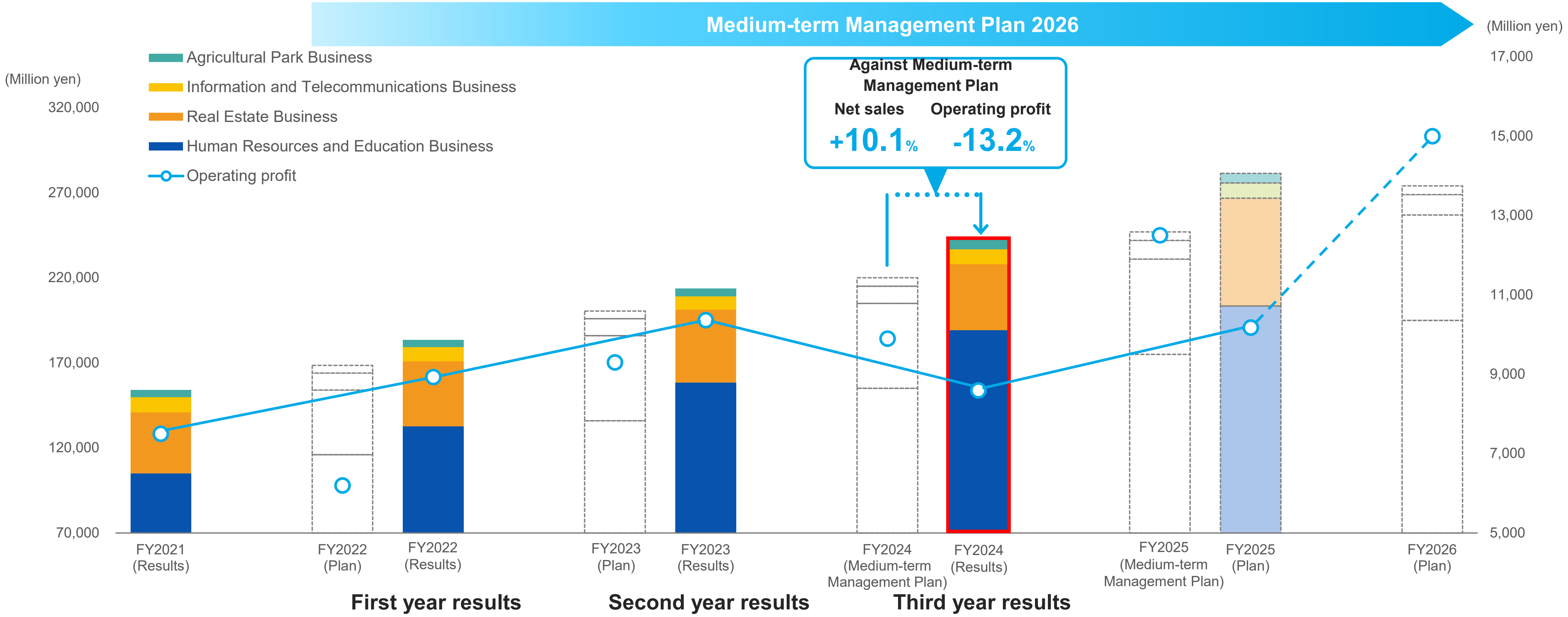
First half of the plan was building a sound base, second half is using this base for growth

- During the first two years, growth of the education business and expansion of subcontracting/outsourcing to more industries along with M&A and other activities established a sound base for growth.
- During the last three years, this base will be used for the growth of sales and profits.

FY2026 Targets

Net sales	Operating profit	Payout ratio*
¥275.0 billion	¥15.0 billion	35%

*We have revised our dividend policy to increase the payout ratio from 30% to 35% starting with 2025.



Inquiries

No information in this presentation is provided for the purpose of soliciting purchases or sales of our stock.

Furthermore, opinions, forecasts and other information not based on historical facts represent our judgments at the time this presentation was prepared. We do not guarantee the accuracy of this information and may revise this information at any time without prior notice.

We and other providers of this information assume no responsibility whatsoever for any losses incurred in association with the information in this presentation.

Norio Nishihara
Division Manager, Public and Investors Relations Office
Corporate Planning Division
WORLD HOLDINGS CO., LTD.

TEL +81(0)3-3433-6005
E-MAIL irinfo@world-hd.co.jp
URL https://www.world-hd.co.jp/