WORLD HOLDINGS

Create a Sustainable World.

FY2026 Financial Results

Second Quarter

Friday, August 7, 2026

WORLD HOLDINGS CO., LTD.

TSE Prime Market (2429)

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Summary of Consolidated Financial Results

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Summary of Financial Results

FY2026 2Q Actual

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Overall summary	[Sales increased but profits decreased] First half performance surpassed the initial plan despite geopolitical risk and other sources of uncertainty. The main reason is the ability of the core Manufacturing HR Business to meet the strong demand for people. First half profits were down from one year earlier as planned because the delivery of properties in the Real Estate Business is expected to be concentrated in the second half of 2026. No change in the plan for growth of 2026 consolidated sales and profits.
Human Resources and Education Business	[Sales and profits increased] In the Manufacturing HR Business, performance surpassed the plan because of strong demand in the semiconductor sector, mainly involving AI and data centers, and the ability to meet demand for staffing in a broad range of other industries. As a result, sales and profits in this business were higher than one year earlier . Recruiting and upfront investments for business operations in the second half are also supporting growth. [Sales and profits increased] In the Services HR Business, sales and profits were higher than one year earlier. Although profits were below the plan mainly because of upfront expenditures for expansion to more business sectors, sales were as planned because of the high volume of operations in the core logistics sector.
Real Estate Business	[Sales and profits decreased] First half sales and profits were down from one year earlier and sales were below the plan. The main reasons are the plan for most completions of property sales in the second half and the shift of some property sales from the first to the second half of 2026. Profits were higher than planned because of sales activities with priority on profitability based on carefully planned marketing activities. No change in the 2026 plan due to the outlook to complete planned property sales in the second half.
Information and Telecommunications Business	[Sales decreased but profits increased] Sales were below the plan because of shortages of some major smartphone models and were down from one year earlier. Profitability was supported by the current end of inventory shortages and cost control measures. As a result, profits were higher than planned and are expected to be higher than in 1H 2025.
Agricultural Park Business	[Sales and profits increased] Although the weather was unfavorable at times in some locations, the number of visitors and sales per visitor were high because of strong demand primarily during the Golden Week holiday period and the popularity of numerous events. As a result, sales and profits increased and exceeded the plan. Progress is continuing with preparations for operating newly contracted parks.

Overview of Business Results

FY2026 2Q Actual

WORLD HOLDINGS

- First half performance surpassed the initial plan despite geopolitical risk and other sources of uncertainty. The main reason is the ability of the core Man ufacturing HR Business to meet the strong demand for people.
- First half profits were down from one year earlier as planned because the delivery of properties in the Real Estate Business is expected to be concentrat ed in the second half of 2026.
- No change in the plan for growth of 2026 consolidated sales and profits.

(Million yen)	FY2025 2Q Actual	FY2026 2Q Plan	FY2026 2Q Actual	Against plan Change	Against plan Pct. change	YoY Change	YoY Pct. change
Net sales	131,785	135,402	**138,366**	2,963	**2.2%**	6,580	**5.0%**
Operating profit	4,975	3,530	**4,249**	718	**20.4%**	-726	**-14.6%**
Ordinary profit	4,824	3,421	**4,094**	672	**19.7%**	-730	**-15.1%**
Profit attributable to owners of parent	2,650	1,497	**1,903**	406	**27.1%**	-746	**-28.2%**
EBITDA*	6,009	-	**5,585**	-	**-**	-424	**-7.1%**
Depreciation	493	-	**766**	-	**-**	273	**55.4%**
Amortization of goodwill	540	-	**569**	-	**-**	29	**5.4%**

* EBITDA ＝ Operating profit + Depreciation + Amortization of goodwill

Overview of Business Results by Segment (1)

FY2026 2Q Actual

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(Million yen)

Segment	Item	FY2025 2Q Actual	FY2026 2Q Plan	FY2026 2Q Actual	Against plan Change	Against plan Pct. change	YoY Change	YoY Pct. change
Human Resources and Education Business	Net sales	98,995	107,794	**113,656**	5,862	5.4%	14,661	14.8%
	Segment profit	2,400	2,024	**2,543**	519	25.7%	143	6.0%
	Profit margin	2.4%	1.9%	**2.2%**				
Manufacturing Human Resources Business	Net sales	58,395	62,297	**67,233**	4,936	7.9%	8,838	15.1%
	Segment profit	1,715	1,242	**1,856**	614	49.5%	141	8.2%
	Profit margin	2.9%	2.0%	**2.8%**				
Services Human Resources Business	Net sales	40,599	45,497	**46,422**	925	2.0%	5,823	14.3%
	Segment profit	684	782	**687**	-95	-12.1%	2	0.3%
	Profit margin	1.7%	1.7%	**1.5%**				
Real Estate Business	Net sales	24,803	19,084	**16,674**	-2,409	-12.6%	-8,129	-32.8%
	Segment profit	2,089	922	**963**	41	4.5%	-1,125	-53.9%
	Profit margin	8.5%	4.8%	**5.8%**				
Information and Telecommunications Business	Net sales	5,115	5,546	**5,040**	-506	-9.1%	-75	-1.5%
	Segment profit	197	150	**198**	47	31.6%	1	0.5%
	Profit margin	3.9%	2.7%	**3.9%**				
Agricultural Park Business	Net sales	2,871	2,977	**2,994**	17	0.6%	123	4.3%
	Segment profit	61	80	**131**	51	63.5%	69	112.1%
	Profit margin	2.2%	2.7%	**4.4%**				
Total	Net sales	131,785	135,402	**138,366**	2,963	2.2%	6,580	5.0%
	Elimination or corporate	226	352	**411**	59	16.8%	184	81.7%
	Operating profit	4,975	3,530	**4,249**	718	20.4%	-726	-14.6%
	Profit margin	3.8%	2.6%	**3.1%**				

Overview of Business Results by Segment (2)

FY2026 2Q Actual

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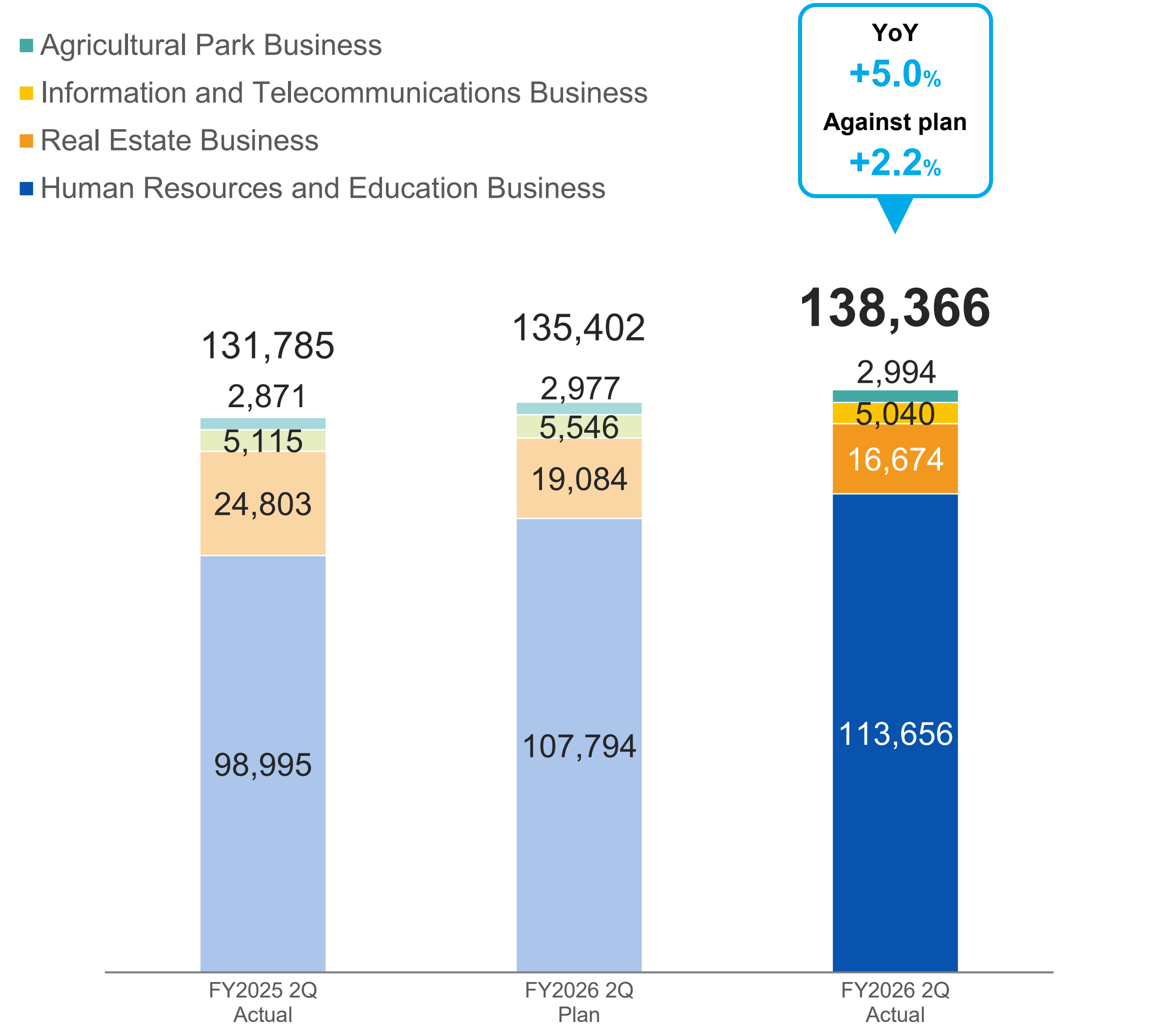
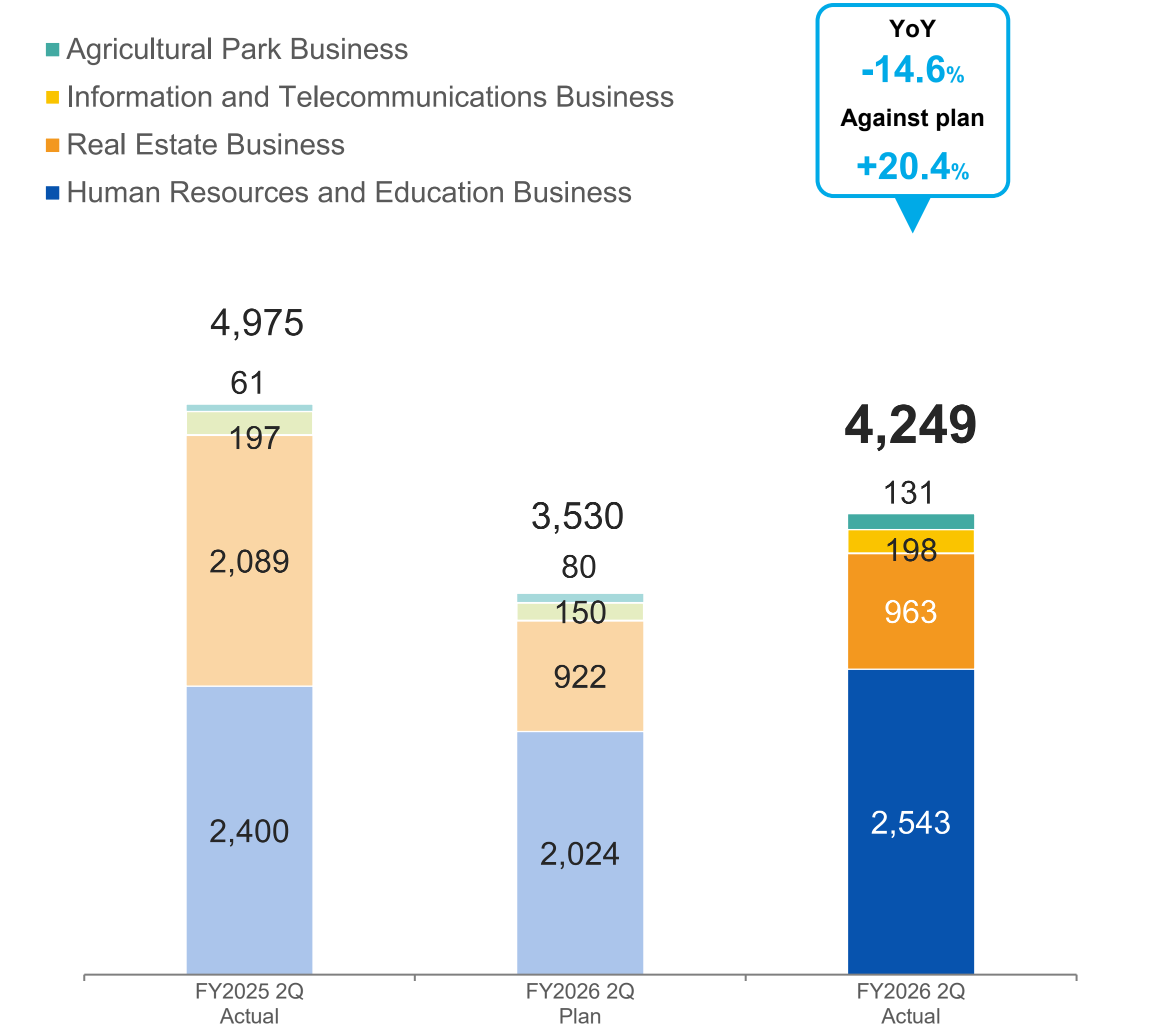
Net sales (Million yen)



Segment profit (Million yen)



*Total operating profit includes adjustments.

FY2026 Outlook

FY2026 Plan

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- We will retain a cautious stance for business operations because the business climate is expected to remain uncertain.
- The goal is steady growth backed by resistance to changes in the economy due to operations that cover many business sectors, which is the core strength of the World Holdings Group.
- The effects of the inclusion of nms Holdings Co., Ltd. in 2026 results of operations will be announced when a series of procedures and the examination to determine the effects have been completed.

	FY2025	FY2026	YoY	
(Million yen)	Actual	Plan	Change	Pct. change
Net sales	284,350	**300,326**	15,976	**5.6%**
Operating profit	10,820	**12,500**	1,680	**15.5%**
Ordinary profit	10,867	**11,799**	931	**8.6%**
Profit attributable to owners of parent	6,620	**6,966**	345	**5.2%**
EBITDA	12,672	**-**	-	**-**
Net income per share (Yen)	369.98	**389.29**	19.31	**5.2%**
Dividend per share (Yen)	129.50	**136.30**	6.80	**5.3%**

Outlook by Business Segment

FY2026 Plan

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(Million yen)

Segment		FY2025 Actual	FY2026 Plan	YoY Change	YoY Pct. change
Human Resources and Education Business	Net sales	211,785	**232,869**	21,084	10.0%
	Segment profit	6,707	**7,644**	937	14.0%
	Profit margin	3.2%	**3.3%**		
Manufacturing Human Resources Business	Net sales	121,232	**133,375**	12,143	10.0%
	Segment profit	4,414	**5,106**	692	15.7%
	Profit margin	3.6%	**3.8%**		
Services Human Resources Business	Net sales	90,552	**99,493**	8,940	9.9%
	Segment profit	2,293	**2,538**	244	10.7%
	Profit margin	2.5%	**2.6%**		
Real Estate Business	Net sales	57,128	**50,692**	-6,436	-11.3%
	Segment profit	3,654	**4,102**	448	12.3%
	Profit margin	6.4%	**8.1%**		
Information and Telecommunications Business	Net sales	9,783	**10,877**	1,093	11.2%
	Segment profit	157	**175**	17	10.8%
	Profit margin	1.6%	**1.6%**		
Agricultural Park Business	Net sales	5,652	**5,887**	235	4.2%
	Segment profit	-40	**90**	130	-
	Profit margin	-0.7%	**1.5%**		
Total	Net sales	284,350	**300,326**	15,976	5.6%
	Elimination or corporate	340	**488**	148	43.4%
	Operating profit	10,820	**12,500**	1,680	15.5%
	Profit margin	3.8%	**4.2%**		

FY2026 Quarterly Outlook

FY2026 plan

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- [Most profits in 4Q] Most Real Estate Business sales and deliveries of condominium and other property ownership will be in the fourth quarter. In the HR and Education Business, many 1H recruiting and training activities expected to cause a decline in operating profit in the first to third quarters. Planning on a higher operating profit in FY2026 due to profits growth in the fourth quarter.

Quarterly Net Sales and Operating Profit

(Million yen)

FY2026 — Outlook

		FY2025 1Q	FY2025 1H	FY2025 First nine months	FY2025 Full year	**FY2026 1Q**	**FY2026 1H**	**FY2026 First nine months**	**FY2026 Full year**
Net sales	Manufacturing HR	28,135	58,395	89,166	121,232	**32,497**	**67,233**	**96,325**	**133,375**
	Services HR	19,203	40,599	64,200	90,552	**22,585**	**46,422**	**71,288**	**99,493**
	Human Resources and Education	47,339	98,995	153,366	211,785	**55,083**	**113,656**	**167,614**	**232,869**
	Real Estate	12,522	24,803	35,565	57,128	**7,679**	**16,674**	**30,637**	**50,692**
	Information and Telecommunications	2,528	5,115	7,472	9,783	**2,465**	**5,040**	**8,128**	**10,877**
	Agricultural Park	1,103	2,871	4,196	5,652	**1,192**	**2,994**	**4,451**	**5,887**
	Total	63,493	131,785	200,600	284,350	**66,420**	**138,366**	**210,831**	**300,326**
Operating profit	Manufacturing HR	750	1,715	3,250	4,414	**993**	**1,856**	**2,789**	**5,106**
	Services HR	103	684	1,348	2,293	**139**	**687**	**1,502**	**2,538**
	Human Resources and Education	854	2,400	4,599	6,707	**1,132**	**2,543**	**4,292**	**7,644**
	Real Estate	1,507	2,089	2,347	3,654	**540**	**963**	**1,575**	**4,102**
	Information and Telecommunications	90	197	246	157	**79**	**198**	**132**	**175**
	Agricultural Park	-117	61	-44	-40	**-79**	**131**	**70**	**90**
	Total	2,499	4,975	7,568	10,820	**1,884**	**4,249**	**6,593**	**12,500**

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Segment Information

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Manufacturing Human Resources Business FY2026 2Q Actual

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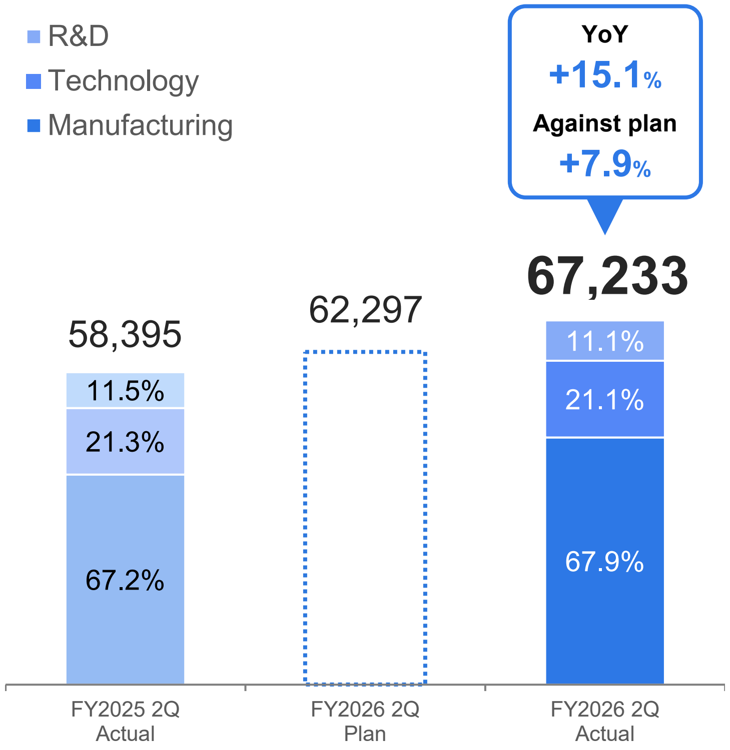
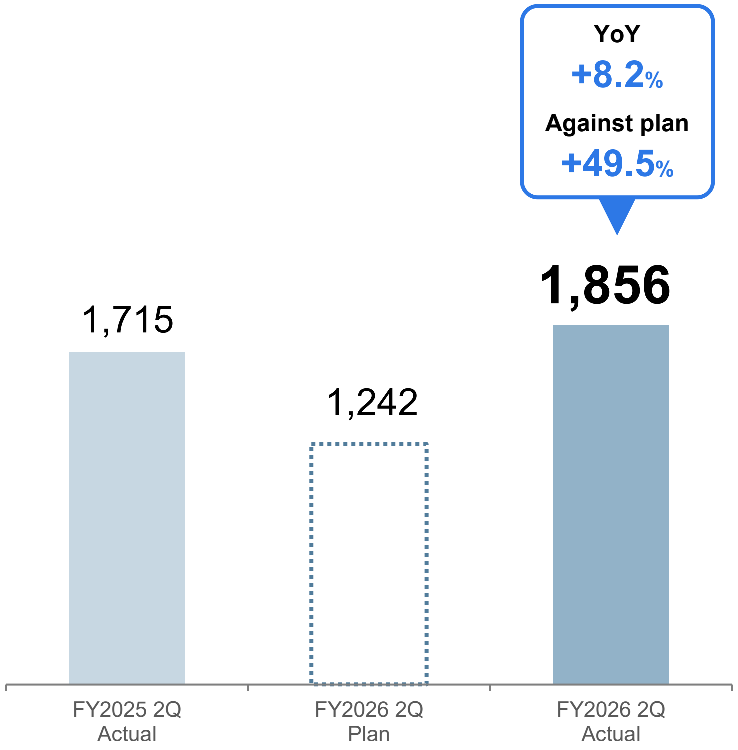
- Sales and profits were surpassed the plan and were higher than one year earlier. Main at World Intec, this business met the demand for staffing by seamlessly covering a broad range of manufacturing activities from upstream to downstream operations and a diverse array of industries.
- A large volume of orders from companies in many industries, including semiconductors, especially involving AI and data centers, electric/electronic component, machinery, and other sectors contributed to first half growth.
- Progress with raising recruiting efficiency and controlling expenses as recruiting processes were reexamined, the internal recruiting websites were used effectively and other measures continued.
- To meet the very strong demand for manufacturing personnel, this business is making upfront investments to speed up recruiting activities, upgrade training operations, improve working conditions and take many other actions. A sound base is in place for more growth in the second half and following years.

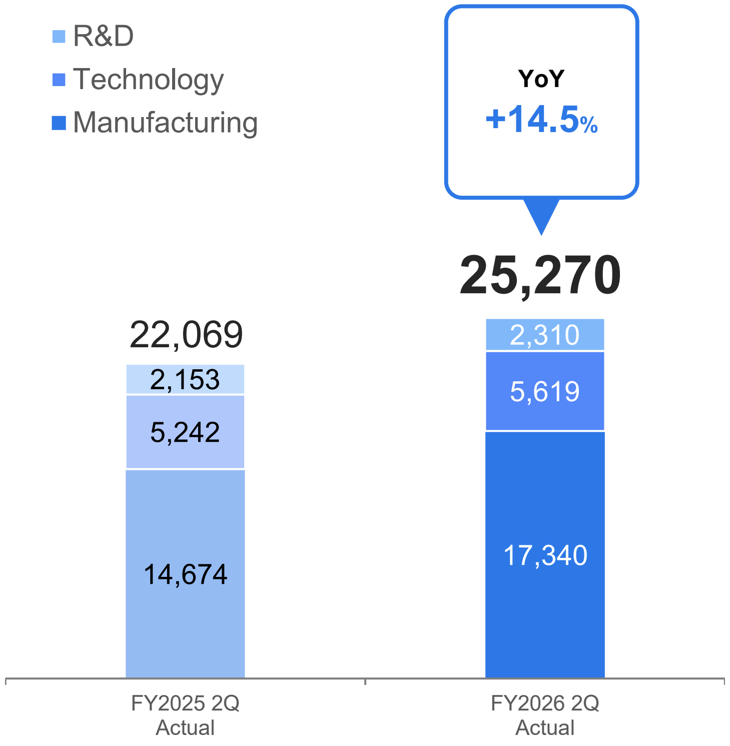
Net sales (Million yen)



Segment profit (Million yen)



Temporary placement workforce *3-month average (Persons)



Manufacturing Human Resources Business

FY2026 Plan

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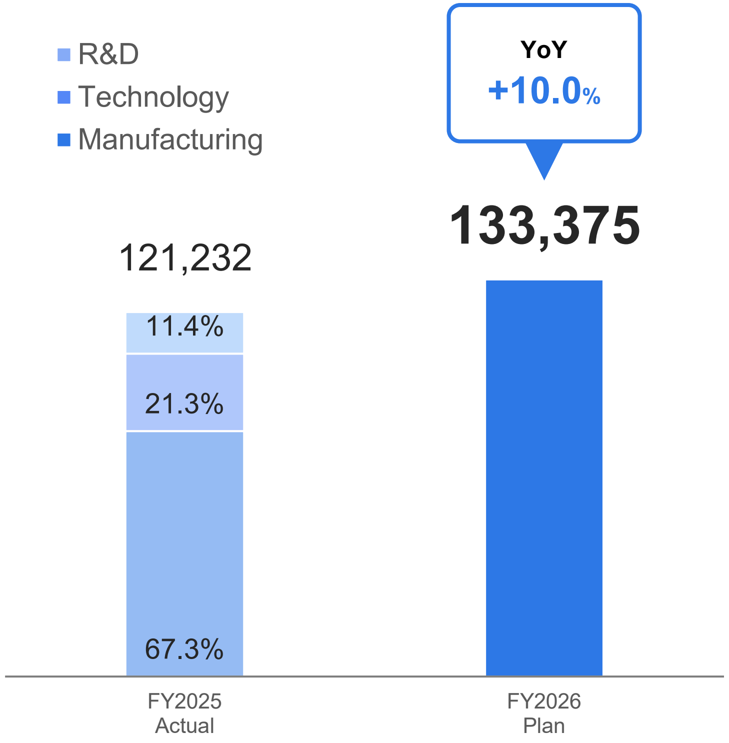
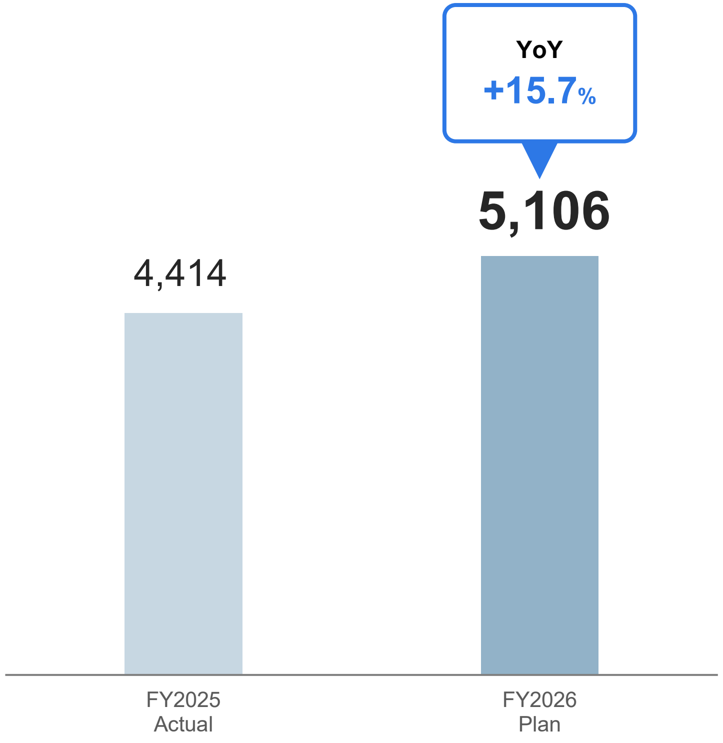
- Concerns about geopolitical risk and other risk factors continue. Overall, anticipate higher sales and profits by leveraging its strength in covering multiple sectors, while diversifying risk exposure.
- Consistently strong demand for data center semiconductors and recoveries in the electric/electronic component, manufacturing equipment and machinery and many other categories of manufacturing.
- Further increasing investments in people to meet very strong demand. A large volume of training programs are under way at facilities throughout Japan that provide training in a wide range of fields.
- At nms Holdings, a new member of the World Holdings Group, the goal is to combine the strengths of this company and World Holdings for more growth.

Net sales (Million yen)



Segment profit (Million yen)



Business climate

Overall	The entire manufacturing sector is recovering backed primarily by capital expenditures and higher output associated with growth in the AI and semiconductor sectors.
Semiconductor, electric/electronic components	A big increase in demand associated with rapid growth of orders for memory and logic semiconductor devices due to surging demand involving AI and data centers
Semiconductor manufacturing equipment/machinery	Large volume of orders for advanced manufacturing equipment as semiconductor manufacturers make large capital expenditures to meet demand in the AI sector. Demand for this equipment/machinery is strong due to capital expenditures in many other sectors too.
Automobile	The business climate is up and down as electric car sales decline and sales of hybrid cars are firm worldwide.

Services Human Resources Business

FY2026 2Q Actual

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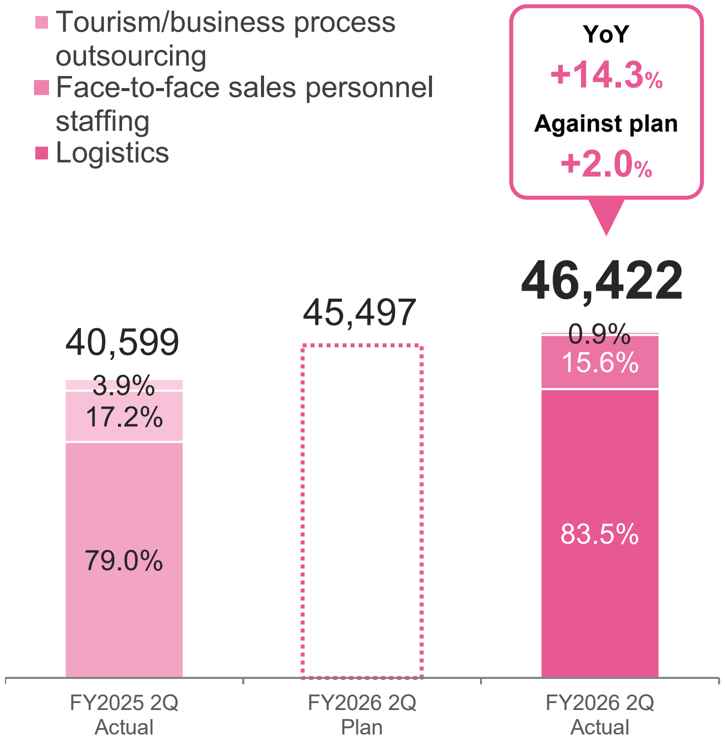
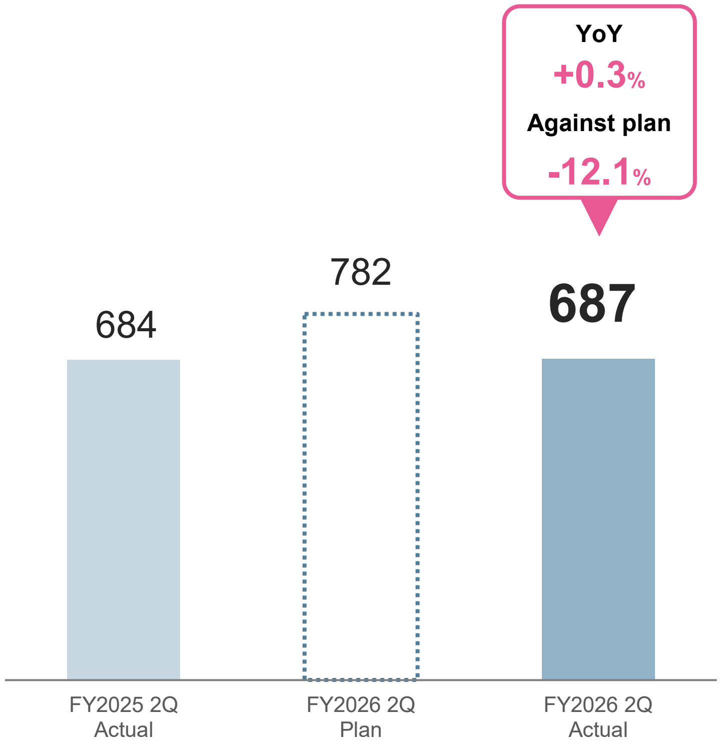
- Profits were below the plan mainly because of upfront expenditures for expansion to more business sectors. Sales were generally as planned as performance in the core logistics sector was as planned and the face-to-face sales personnel category performed well. Sales and profits were higher than one year earlier.
- Logistics: Labor management expertise was used to handle the growing volume of shipments at e-commerce subcontracted warehouses operated by World Staffing. Warehouses owned and operated by World Holdings and the expanding range of markets served by the subcontracting and staffing services of Yamato Staff Supply also contributed to growth.
- Face-to-face sales personnel: Steady sales growth continues as Dimples Co., Ltd. meets staffing demand involving special events, the information operations category expands, and sales activities add more customers.

Net sales (Million yen)

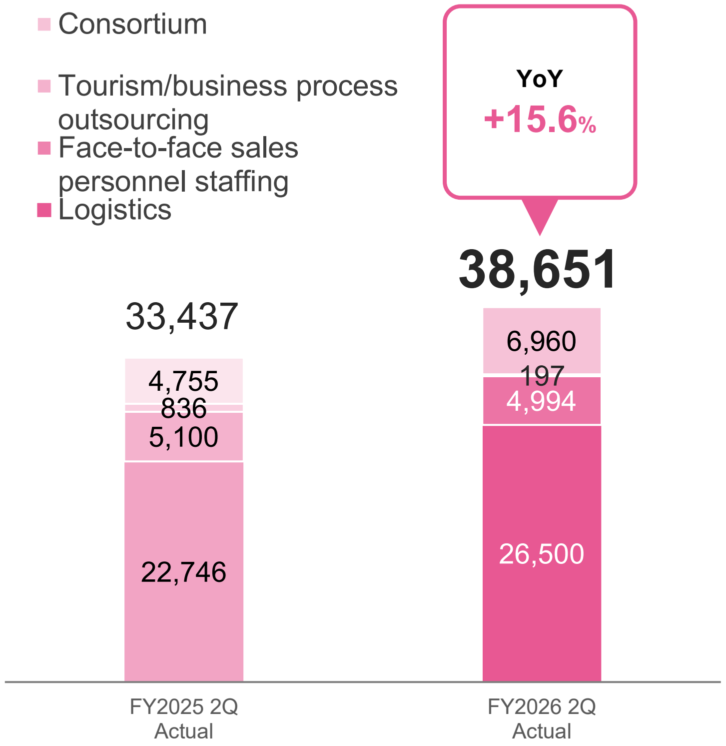


Segment profit (Million yen)



*3-month average

Temporary placement workforce (Persons)

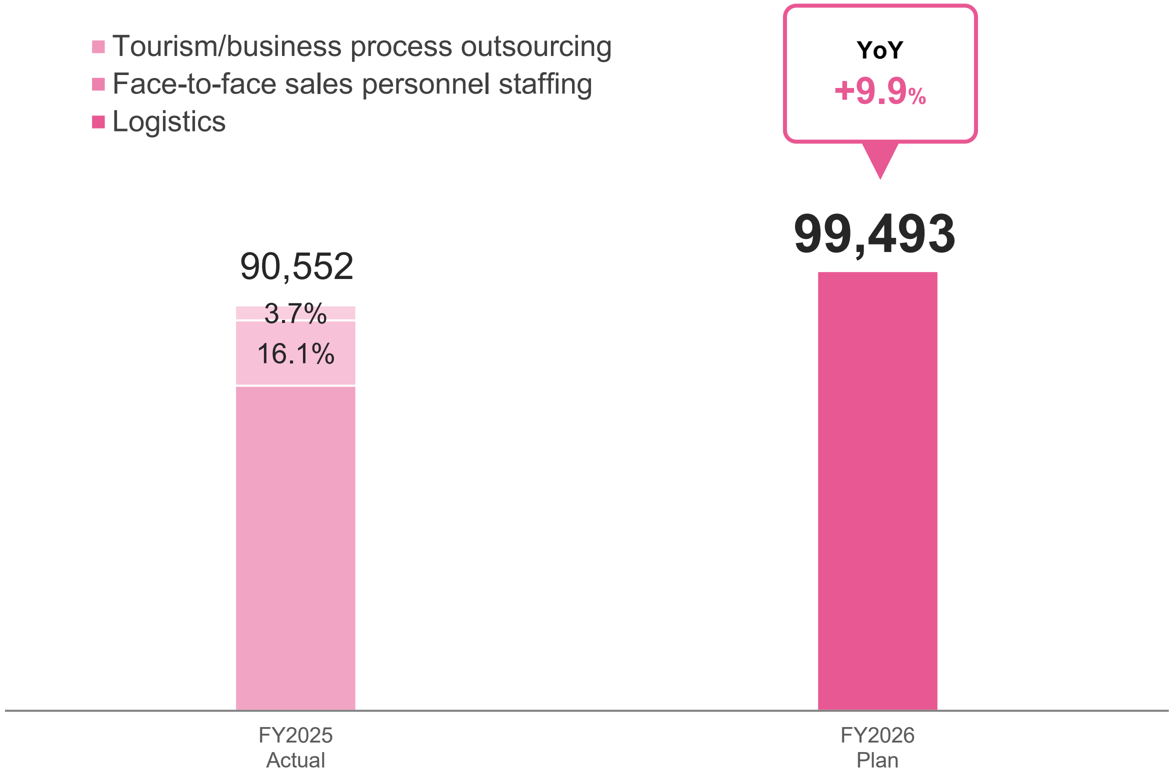


Services Human Resources Business

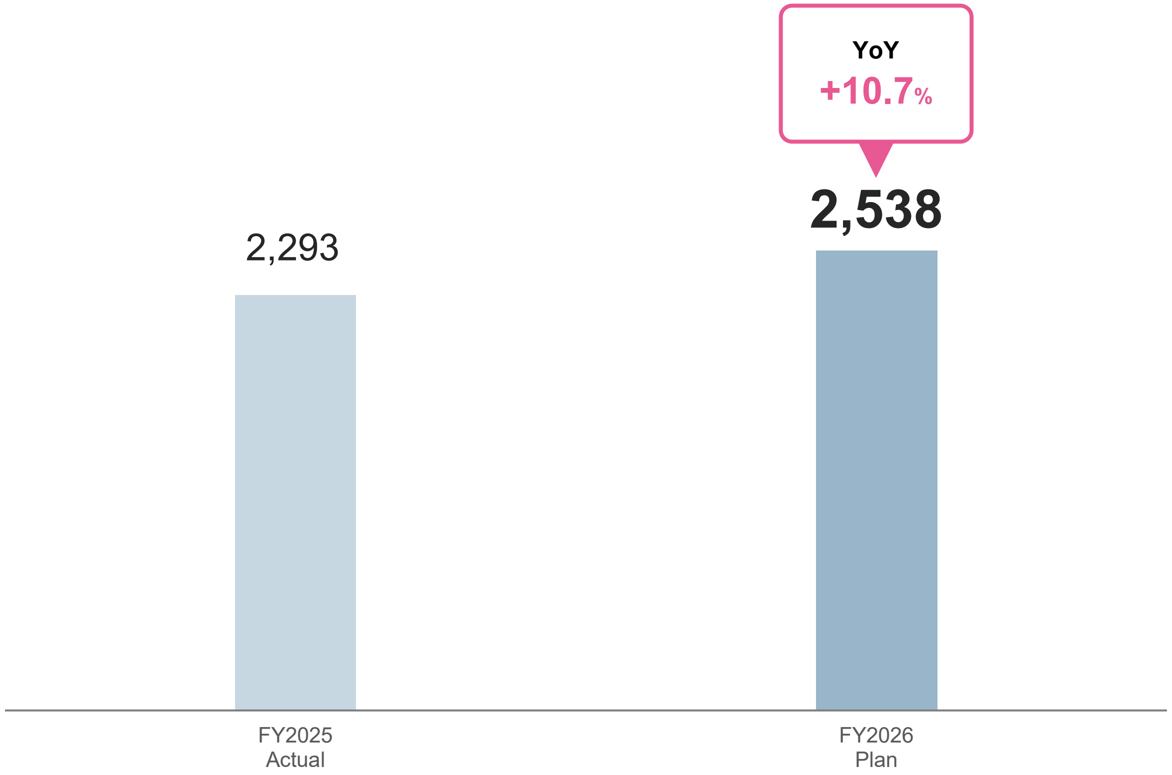
FY2026 Plan

- The goal is more sales and profits growth as activities continue for the expansion of market coverage in every business category.
- In the logistics category, profits contribution from company owned warehouses in the city of Ogori, Fukuoka Prefecture, in 2024 and Hisayama-machi, Fukuoka Prefecture, in 2025 and upgrading and horizontal expansion of labor management and operational know-how acquired from distribution warehouse subcontracting.
- In the face-to-face sales personnel staffing, more growth is expected due to measures to increase business with current customers, expand in the information operations sector, which is a priority for growth, and add new customers.

Net sales (Million yen)



Segment profit (Million yen)

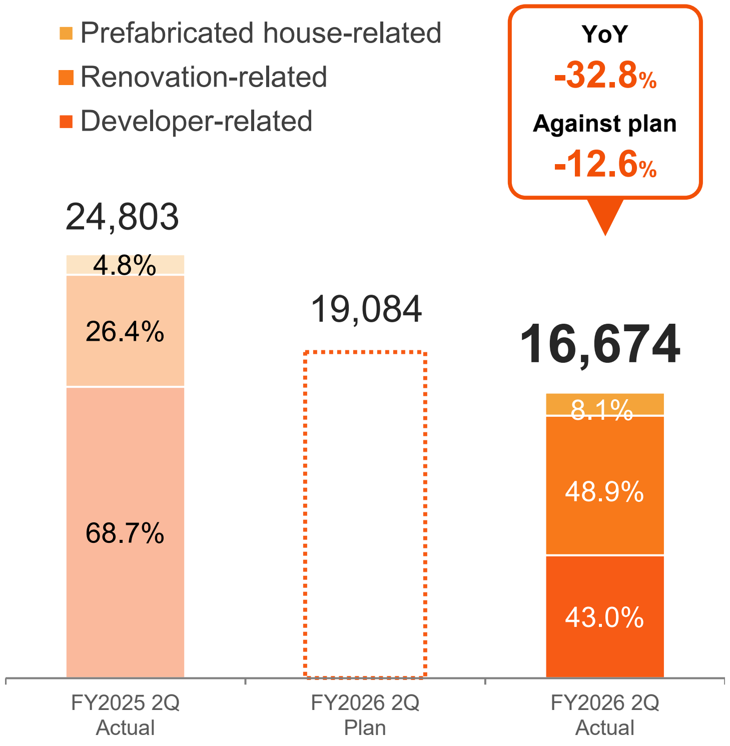


Real Estate Business

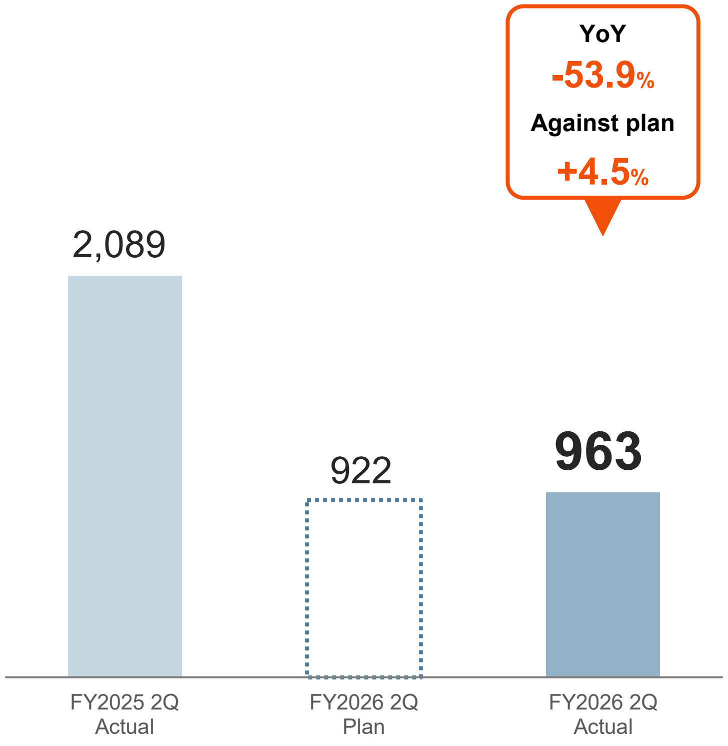
FY2026 2Q Actual

- Sales and profits were down from one year earlier and sales were below the plan because the majority of property sales will be completed in the second half of 2026 and some sales were delayed to the second half. Profits exceeded the plan due to sales activities with strict priority on profitability. The delayed property sales are expected to be completed in the second half. No change in the plan for sales and profits growth.
- Focusing on steady growth of recurring earnings through the strategic leasing of development properties until the appropriate time for sale, as well as through building management businesses. Establishing a balanced earnings structure comprising transaction-based and recurring earnings that is less susceptible to economic fluctuations.
- World Residential is making progress with sales and other activities for the sale of its condominiums during 2026.

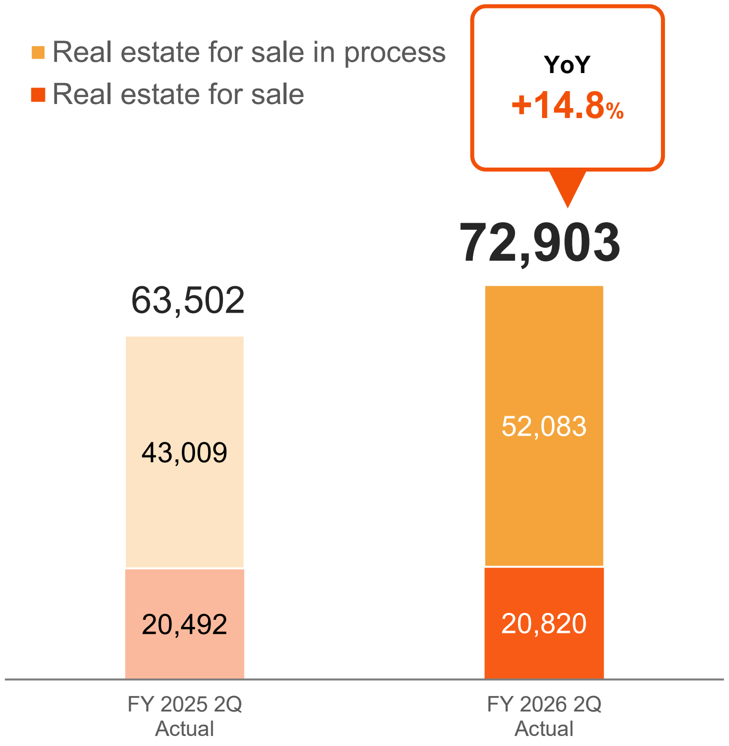
Net sales (Million yen)



Segment profit (Million yen)



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

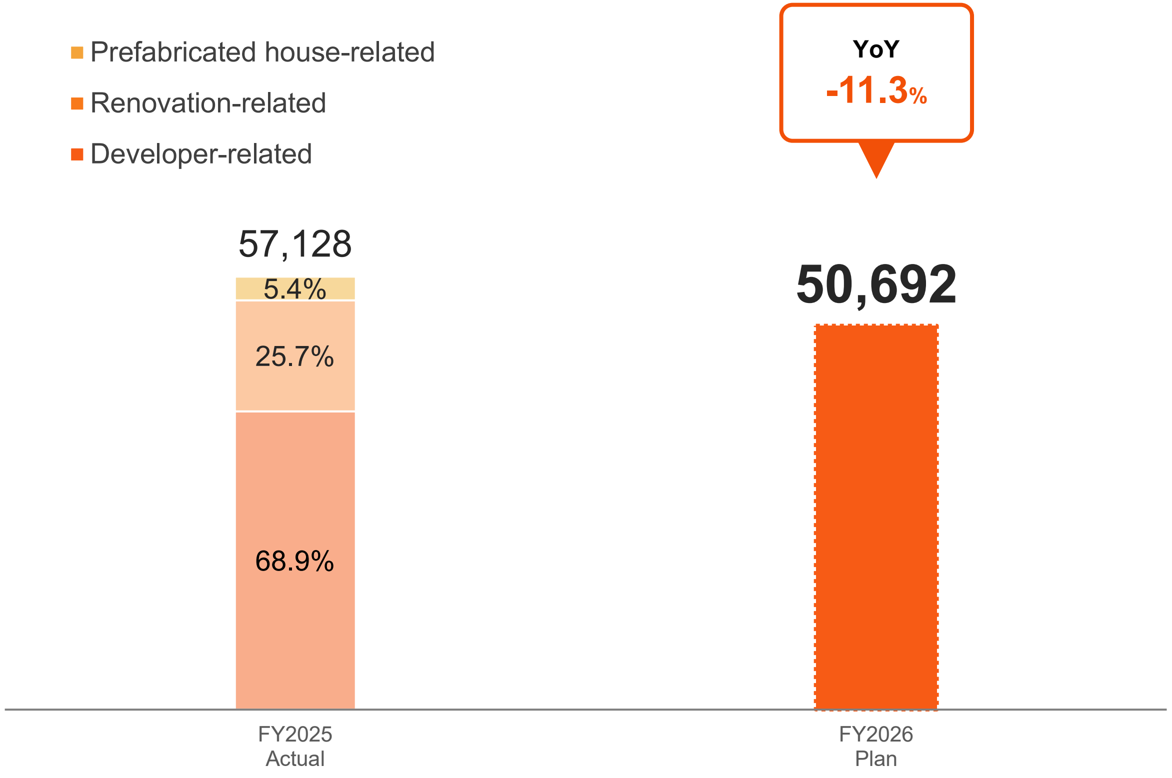


Real Estate Business

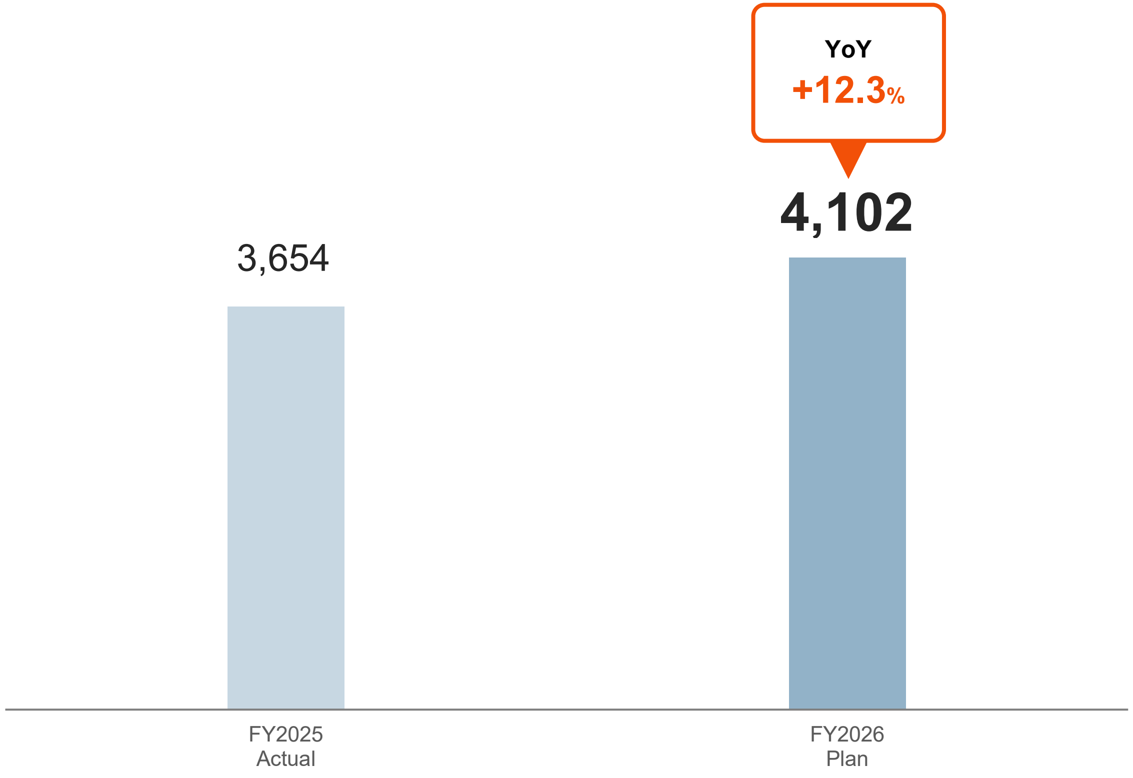
FY2026 Plan

- Planning on lower sales because 2025 includes the sale of BIZIA KOKURA. Furthermore, most sales completions are expected in the second half, especially the fourth quarter. As a result, 1Q-3Q sales are expected to be below 2025. The goal is higher profits in 2026 due to the sale of highly profitable properties.
- Continuing a cautious stance because of risk factors including high property prices, the division of the real estate market into two categories, and rising interest rates. Existing real estate for sale will be sold with the best possible timing.
- Use the strategic leasing of properties and other measures to continue establishing a balanced earnings structure comprising transaction-based and recurring earnings that is less susceptible to economic fluctuations.

Net sales (Million yen)



Segment profit (Million yen)

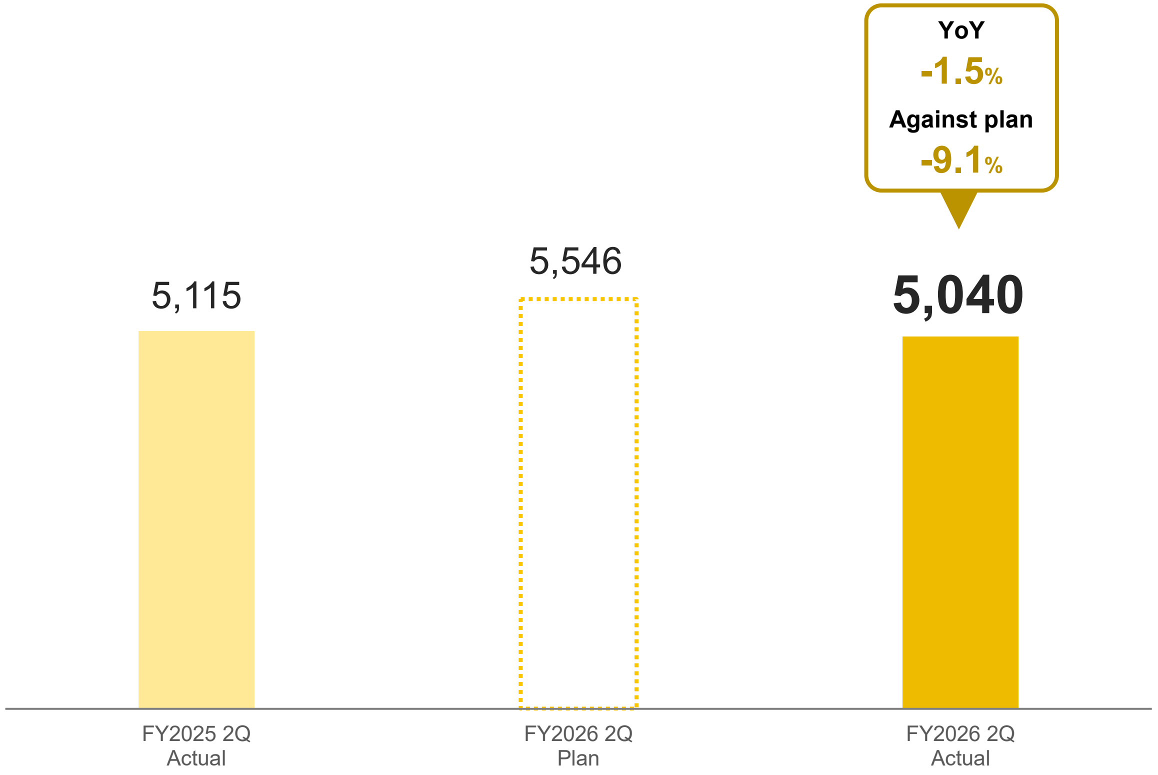


Information and Telecommunications Business

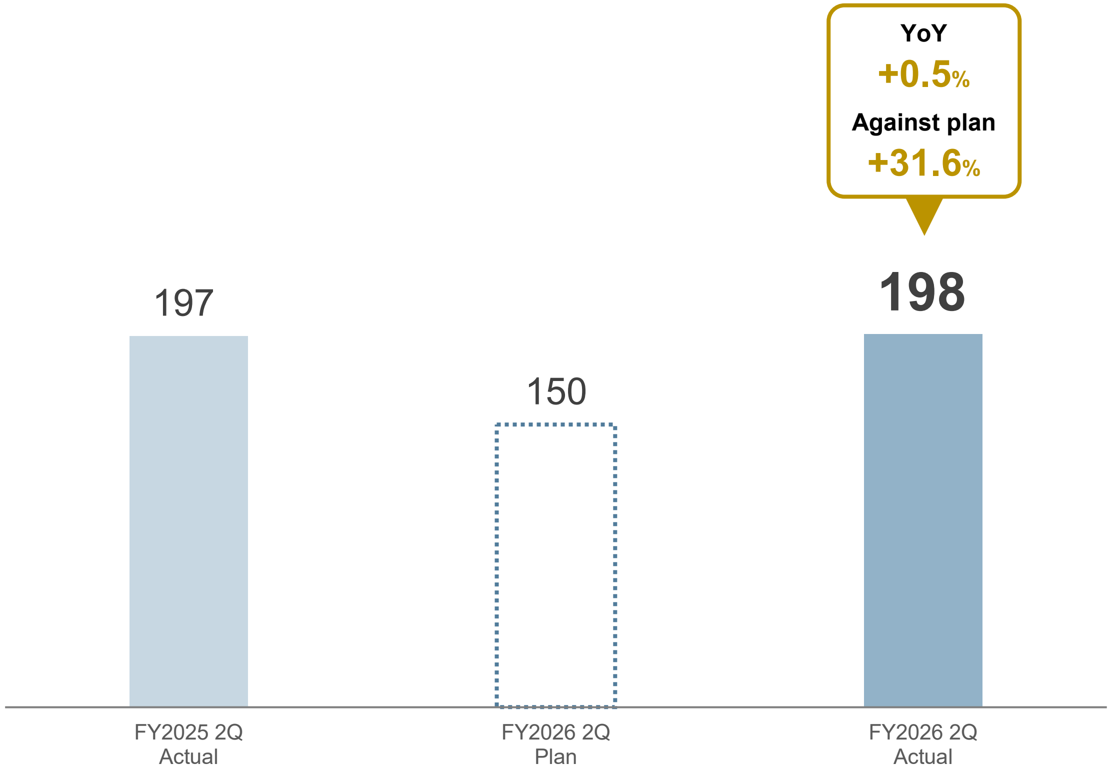
FY2026 2Q Actual

- Sales were below the plan and less than one year earlier because of inventory shortages in the mobile phone shop and corporate solutions sectors. profits exceeded the plan and were higher than one year earlier.
- In the core mobile phone shop sector, shortages of some mainstay products began to ease in the second quarter. Profits also benefited from measures to optimize costs , including reductions in head office expenses.

Net sales (Million yen)



Segment profit (Million yen)



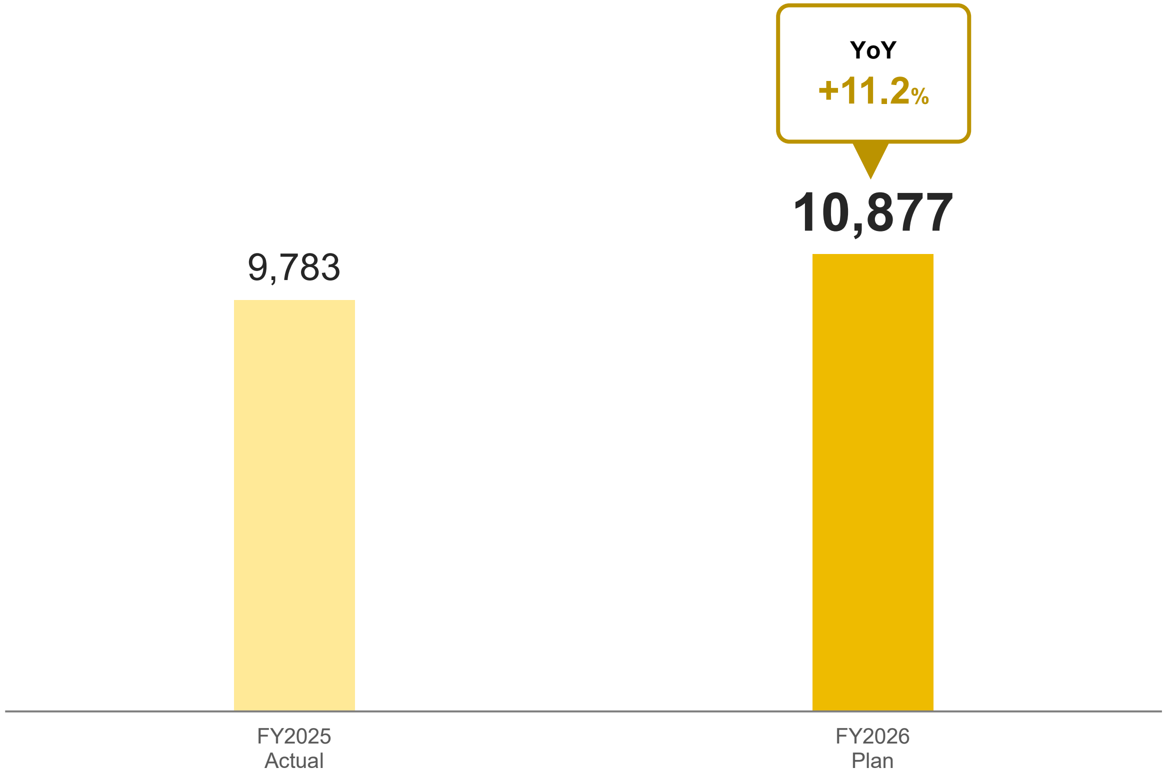
Information and Telecommunications Business

FY2026 Plan

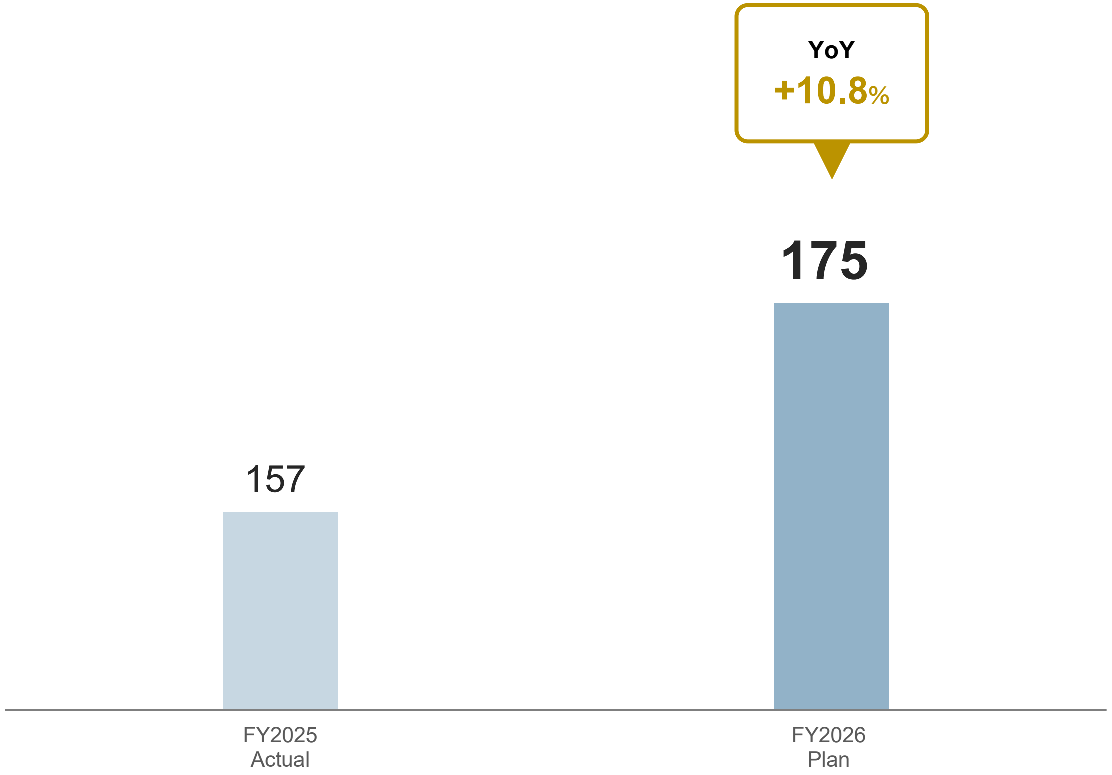
WORLD HOLDINGS

- The goal is sales and profits growth. Inventory shortages that occurred in the first quarter have mostly ended and cost reduction measures are continuing.
- Profitability at all mobile phone shops, the largest component of this segment, has improved due to the benefits of using a scrap-and-build approach and measures to strengthen marketing activities.
- Using strengths of the corporate solutions business to start a comprehensive consulting business with close local relationships.

Net sales (Million yen)



Segment profit (Million yen)



Agricultural Park Business

FY2026 2Q Actual

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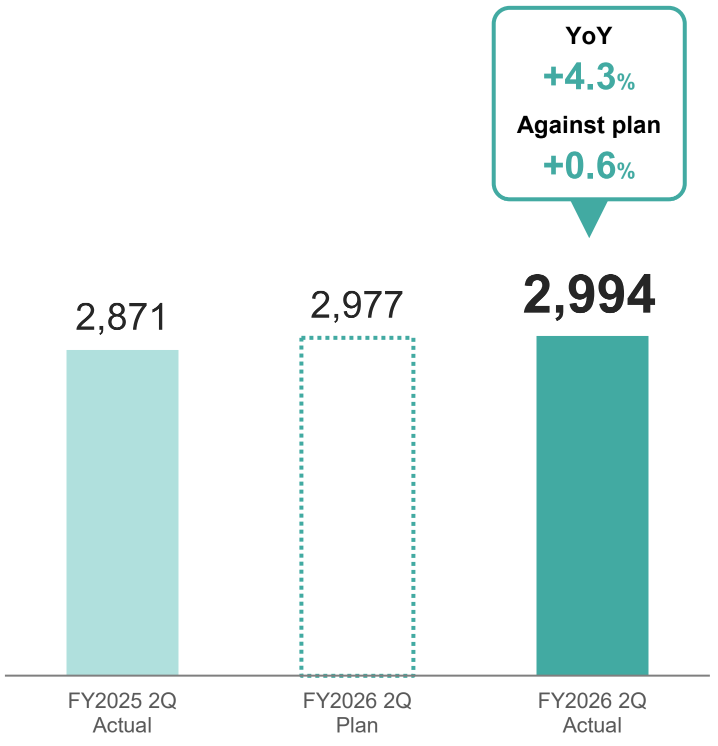
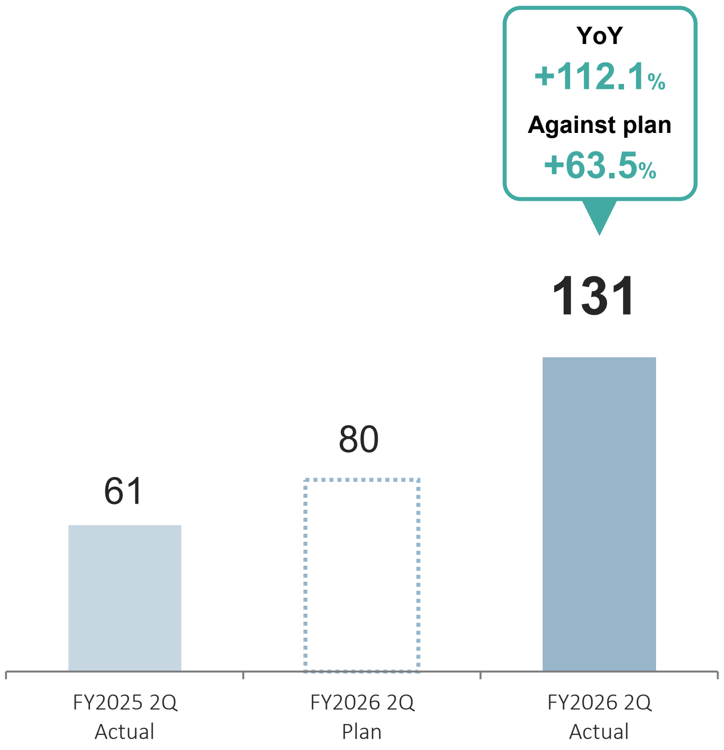
- Negative effects of snow early in the year and typhoons and rain in June. Very strong demand for outings, especially during the May Golden Week holiday, and the success of numerous events brought in many visitors and raised sales per visitor. As a result, performance surpassed the plan and sales and profits were higher than one year earlier.
- Visitor information, entrance gate and other activities have started at Chiba Zoological Park, a new outsourcing contract in 2026, and preparations are moving forward at locations where this business was selected as the new designated manager: Ashigaike Agricultural Park, Tokuyama Zoo, Hiokayama Park, and others. Preparations for the start of these operations are steadily progressing, further strengthening the foundation for future growth.

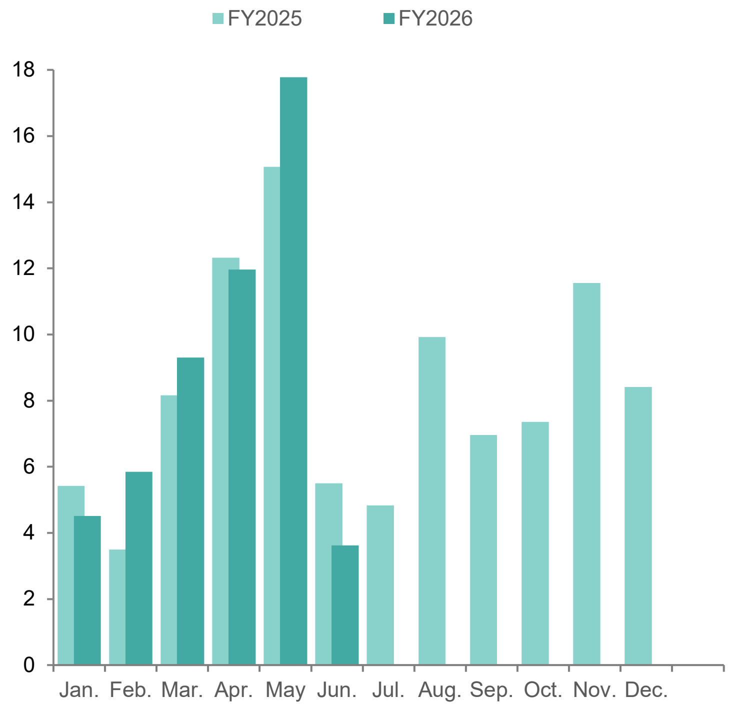
Net sales (Million yen)



Segment profit (Million yen)



Number of visitors (Ten thousands)



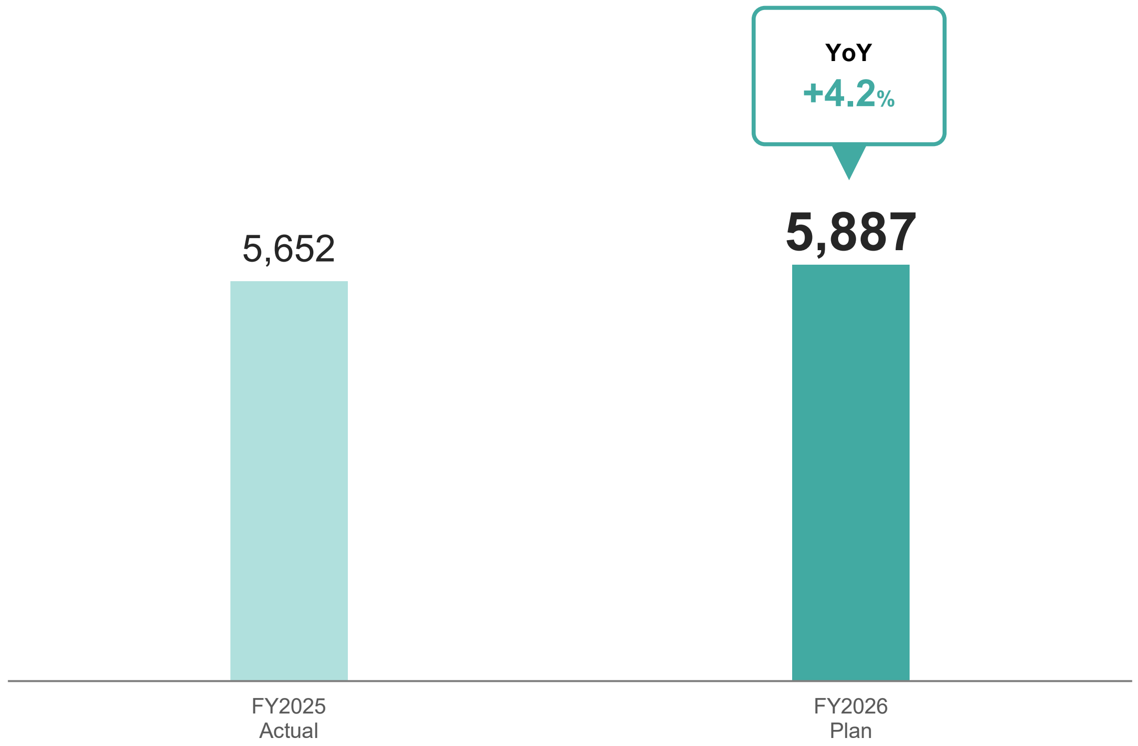
Agricultural Park Business

FY2026 Plan

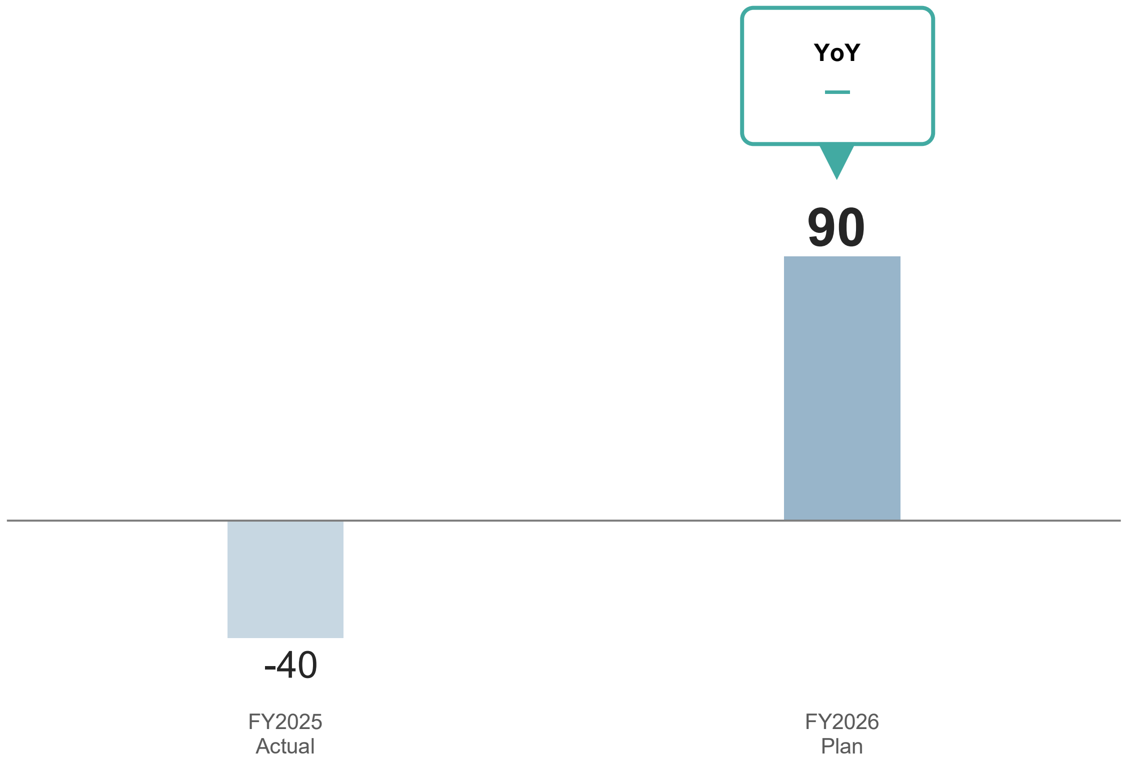
WORLD HOLDINGS

- Sales per customer are increasing due to price revisions to reflect activities for park upgrades and beautification and measures to improve many types of content at parks. Although there is a risk of unfavorable weather, the plan is for sales growth and a return to profitability backed by a recovery in the number of visitors.
- Activities to bring in more visitors and increase profitability by using flexible operations for the safety and convenience of visitors. For example, parks are opening earlier during the summer to allow people to visit when temperatures are lower, parks are operating at night, and there are events held only during certain seasons.

Net sales (Million yen)



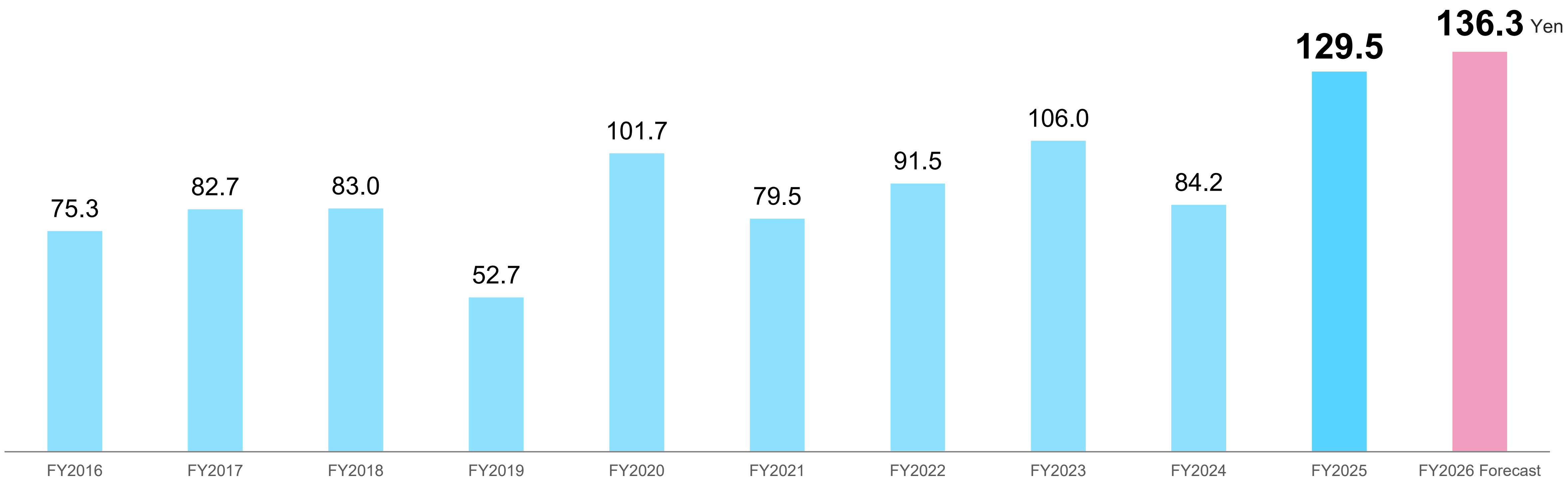
Segment profit (Million yen)



Shareholder Distributions

WORLD HOLDINGS

- 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 changed its dividend payout ratio from the previous 30% to a target of 35% from FY2025.
- Aiming for stable and continuous dividend growth.
- Planning on another dividend increase for FY2026, raising the dividend per share by ¥6.8 to ¥136.3.



Tender Offer for nms Holdings Stock

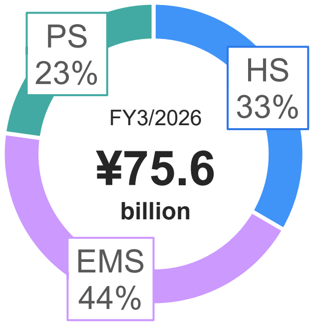
WORLD HOLDINGS

- On May 29, 2026, World Holdings started a tender offer for the stock of nms Holdings Co., Ltd., which was an equity method affiliate at that time.
- As of the closing date of July 10, more than the minimum planned number of shares had been submitted, raising World Holdings' ownership to 94.5% and making this company a consolidated subsidiary. World Holdings plans to use a squeeze out to make nms Holdings a wholly owned subsidiary on September 1.
- The impact of making nms Holdings a subsidiary on full-year results will be announced upon the completion of the relevant procedures and a detailed assessment.

Piece of Innovation. nms Holdings

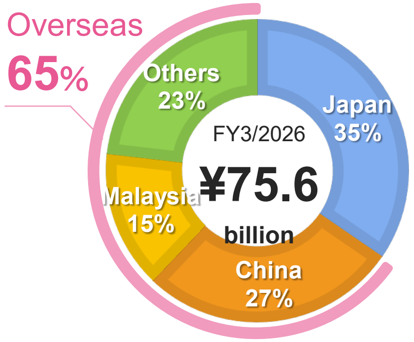
Profile of nms Holdings

Business Segment Sales

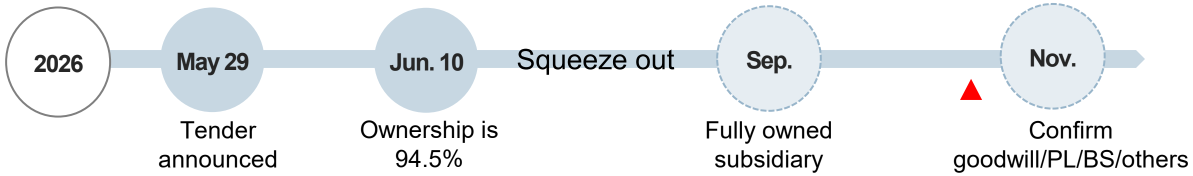


HS Human resource solutions	[Human resources] Temporary staffing and other services mainly for manufacturing
EMS Electronics manufacturing services	[Outsourced production of electronic devices and other products] Circuit board assembly, pressing, resin molding, assembly, other activities
PS Power supply	[Power supply manufacturer] Development, design and manufacturing of custom power supply and other products

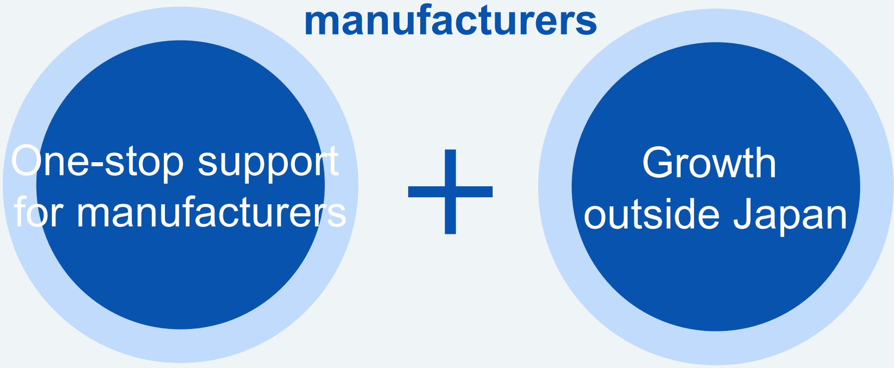
Net Sales by Region



China/Hongkong	HS	EMS	PS
Malaysia		EMS	PS
Vietnam	HS	EMS	
Thailand/Laos	HS		PS
US/Mexico		EMS	



Become the best source of assistance for manufacturers



The goal is to become one-stop services across the entire manufacturing value chain. Services for customers will combine the personnel, maintenance and conceptual design strengths of World Holdings with the production line, mass production and other expertise of nms Holdings. Furthermore, World Holdings plans to grow even faster outside Japan by using the overseas operation skills of nms Holdings. The combined strengths of the two companies create a sound base for their growth.

03

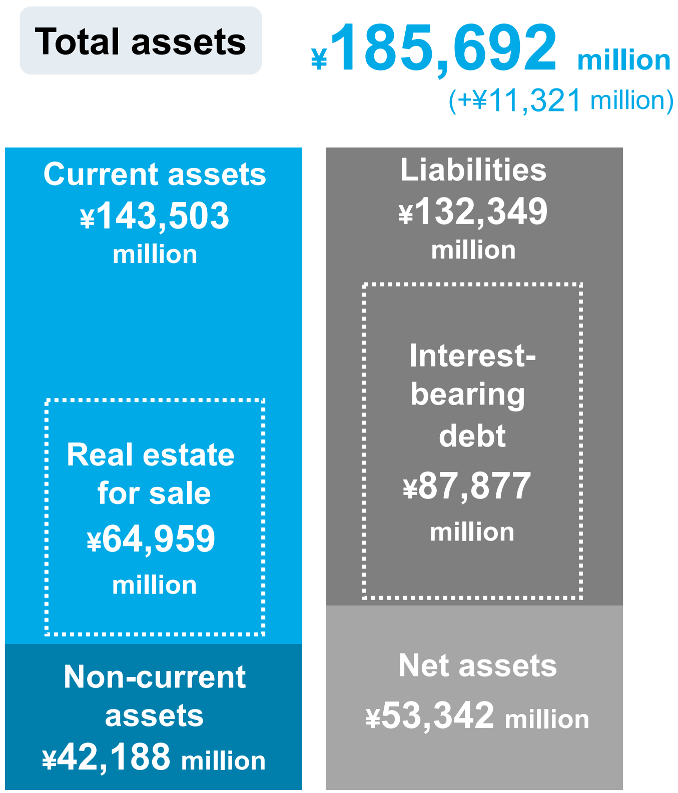
Appendix

P.24

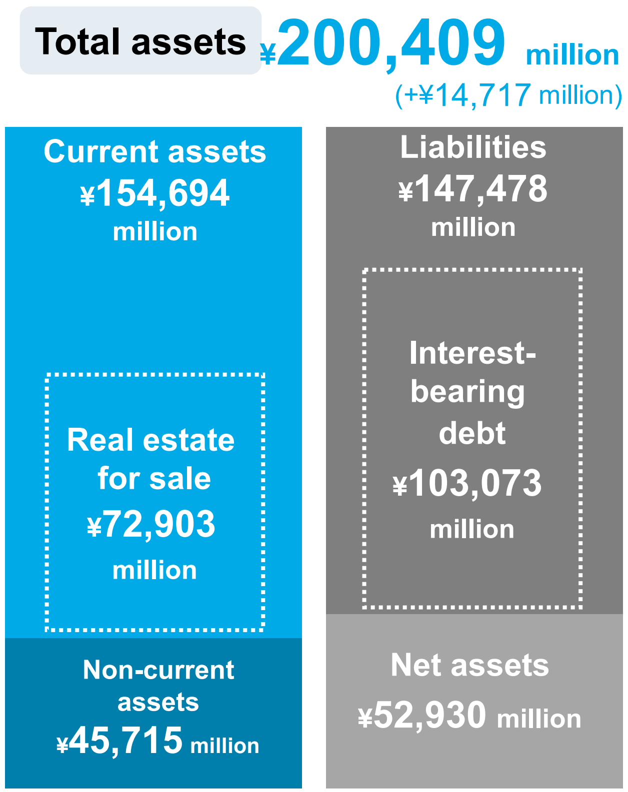
Financial Condition B/S

- Current assets increased mainly because of a ¥7.9 billion increase in real estate for sale.
- Non-current assets increased mainly because of a ¥2.9 billion increase in property, plant and equipment caused by the larger number of leased and other income-producing properties in the real estate business.
- Interest-bearing debt increased ¥15.1 billion mainly due to loans to procure funds for purchasing real estate for sale and for the nms Holdings tender offer.

End of December 2025



End of June 2026



Major Components

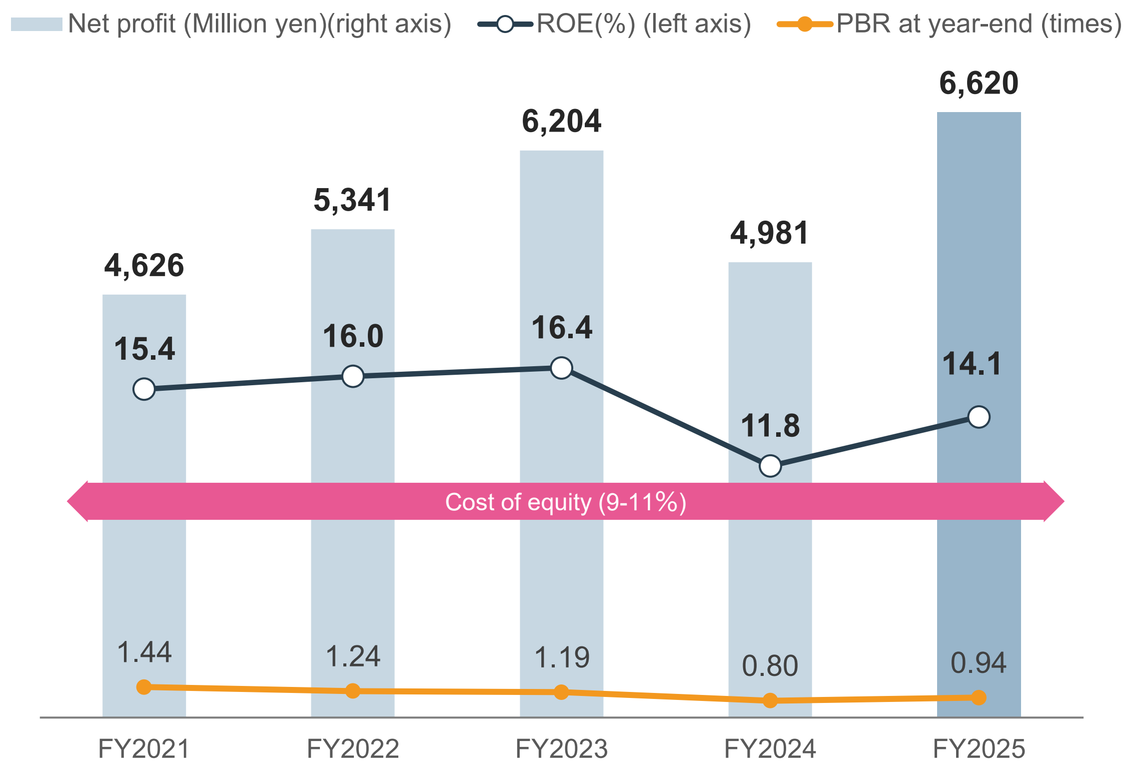
Current assets	(Million yen)		
Cash and deposits	39,419	→	43,018
Notes and accounts receivable-trade	29,980	→	30,336
Real estate for sale	64,959	→	72,903
Non-current assets			
Property, plant and equipment	24,204	→	27,150
Goodwill	7,044	→	7,079
Investment securities	4,756	→	4,996
Liabilities			
Interest-bearing debt	87,877	→	103,073

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

Cost of Equity

- Based on the capital asset pricing model (CAPM) and expected return, we estimate that our cost of equity is about 9% to 11%. In FY2025, the ROE increased due to higher profits.
- The ROIC and WACC are used for monitoring the performance of business segments. In the Real Estate Business, project profitability and the IRR are also used for real estate development operations.
- While taking steps to maintain profitability and capital use efficiency at suitable levels for individual business units, the goal is an ROE higher than the cost of capital based on the policy explained on the next page.

ROE



*PBR= Year-end stock price divided by year-end book-value per share

Cost of equity

CAPM (Capital Asset Pricing Model) approach

Cost of equity = Risk-free rate + Beta × Equity risk premium

9.7-11.6% | 2.0% | 0.96%(60-month β) | 8-10%

Expected return approach (reciprocal of PER)

Cost of equity = 1 ÷ PER

10.2-14.0% | 1 | 7.1-9.8x (past 5 years)

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

WORLD HOLDINGS

- While placing priority on maintaining an ROE higher than the cost of equity, the goal is to use investments for growth to increase profits consistently for the medium to long-term growth of corporate value.

Maintain an ROE that exceeds the cost of equity and increase profits

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 FY2026 is expected to increase by 15.5% YoY, but the net profit margin is expected to be 2.3%, about the same level as one year earlier. 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 many industries of client companies, and improving profit margin by strengthening areas of upstream processes for manufacturing. ▸ In the Services Human Resources Business, sales and profits growth with higher profitability due to growth of company-owned warehouse operations in the logistics sector and further strengthening 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 FY2025 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

WORLD HOLDINGS

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

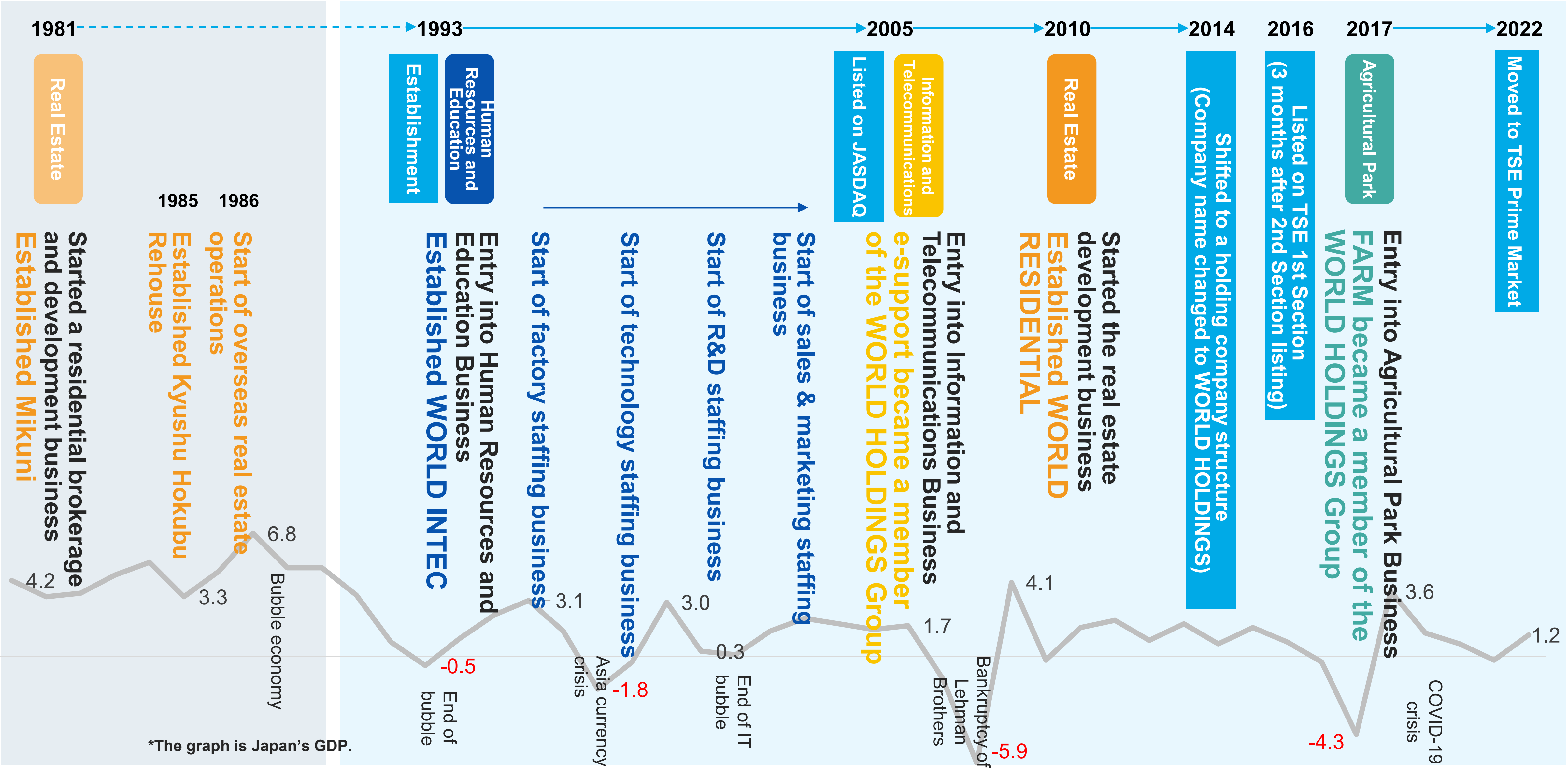
The ways we look to the future

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

History

WORLD HOLDINGS



*The graph is Japan's GDP.

Main Group Companies

WORLD HOLDINGS

52 affiliated companies

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.** Semiconductor engineering services (Taiwan)
- **WORLD INTEC SHANGHAI CO., LTD.** Human resources services (China) (Non-consolidated)
- **EngmaIntec** Human resources services (China)
- **WORLD INTEC AMERICA, INC.** Semiconductor engineering 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
- **CreationView Co.,Ltd.** Outsourced software development
- **Advan** PC schools/ Produces websites
- **Creative Inc.** Human resources services (Manufacturing/ Plant)
- **NICHIGI WORLD CO., LTD.** Human resources services (Technology services outsourcing service/ Temporary staffing for manufacturing)
- **Sankin Kaihatsu** Human resources services (Materials)
- **Toho Technical Service Co., Ltd.** Design, manufacture and sale of titanium processed products
- **NIKKEN ECHNO FRANCE** Repair of cameras and digital equipment (France) (Non-consolidated)
- **WORLD HORENSO INDONESIA** Human resources services (Indonesia) (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)

Real Estate Business

WORLD RESIDENTIAL CO., LTD.
Development (Kanto)

MIKUNI
Comprehensive real estate business

- **WORLD RESIDENTIAL EAST 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)
- **RENOVE MIKUNI CO., LTD.** Renovation
- **WORLD RESIDENTIAL HOKKAIDO 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)

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

Agricultural Park Business

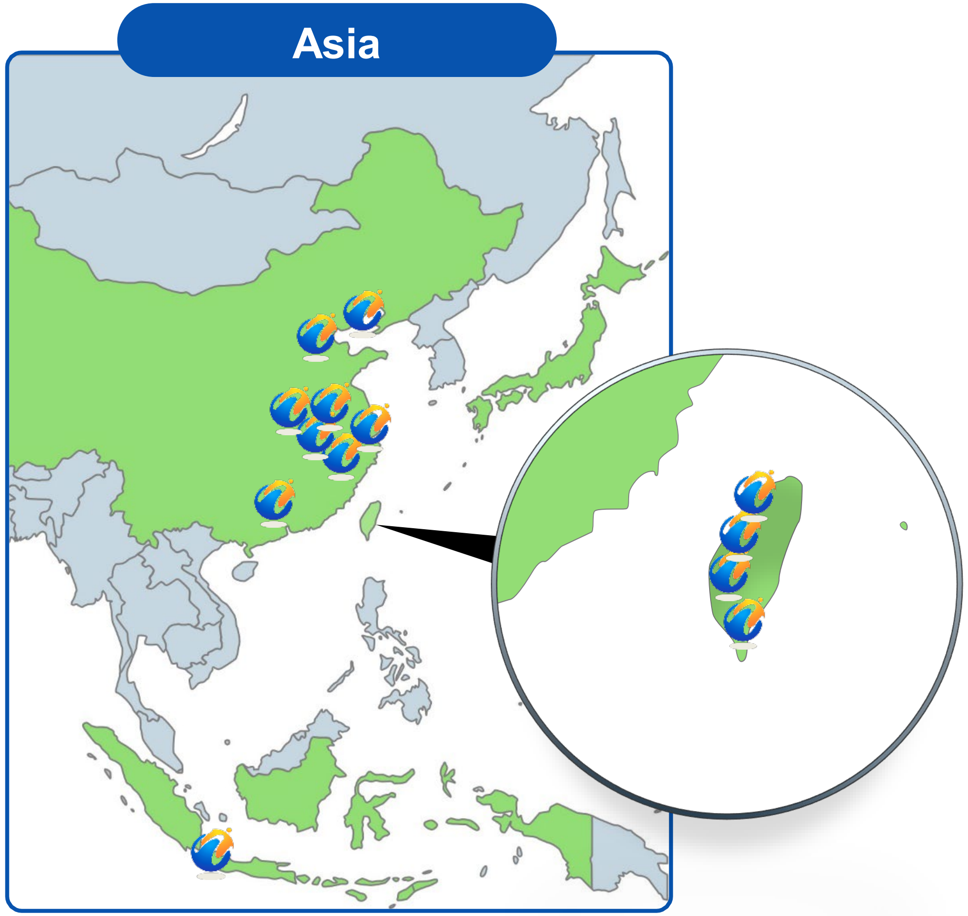
WORLD INTEC CO., LTD.
Management and operation of agricultural parks

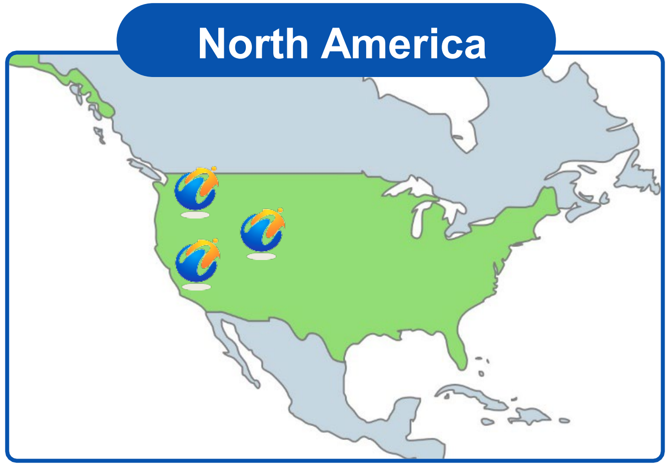
- **CROWDWEIGHT CO.,LTD.** Management and operation of agricultural parks

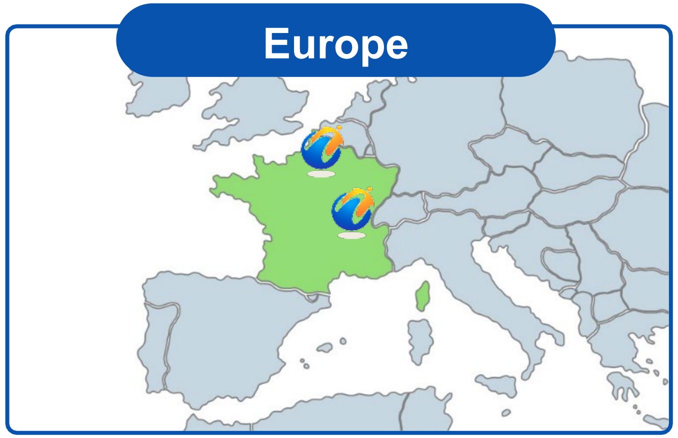
Global Location

Total:
251 locations

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







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

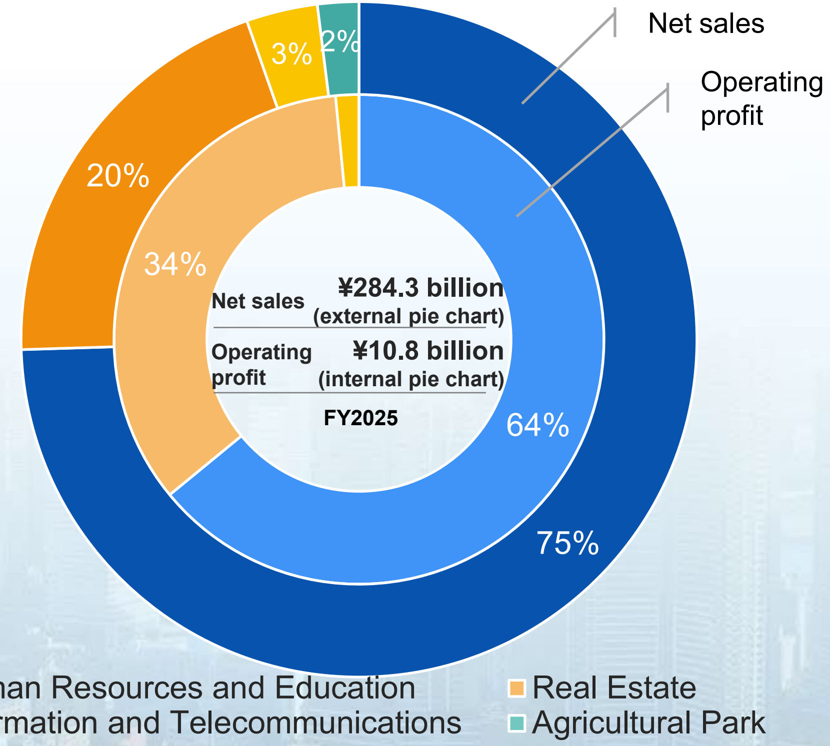
This business provides services concerning human resources for all manufacturing processes from upstream to downstream. Client companies, mainly major multinational manufacturers, are in the semiconductor, electric/electronic components, automobile, machinery, IT systems, pharmaceutical, biotechnology, 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

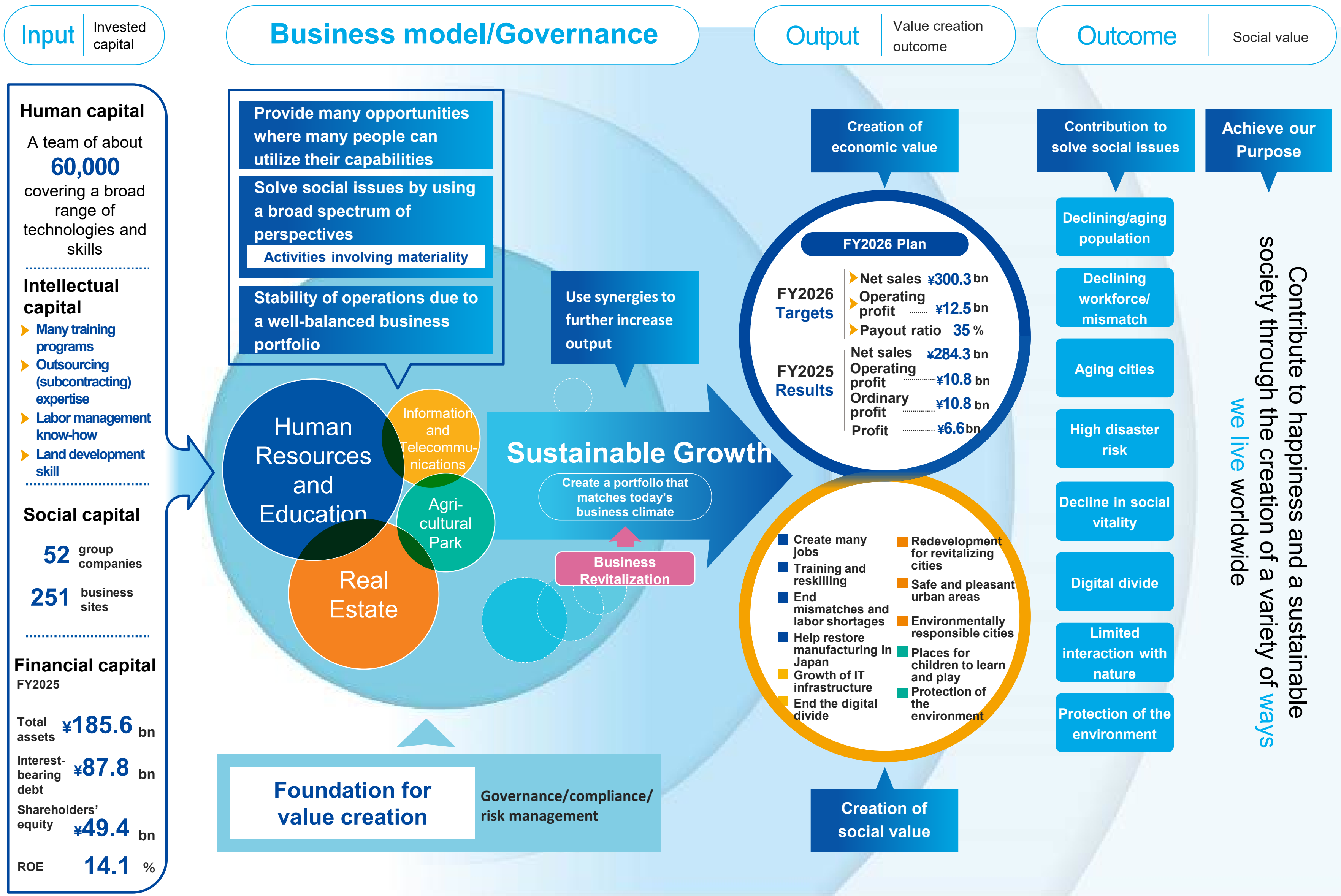
Mobile phone stores are the main operation of this business, which operates 29 SoftBank, au and other shops in northern Kyushu, primarily Fukuoka. Operations also include cost reduction solutions for companies and other services.

Agricultural Park Business

Operation and management of Agricultural Parks

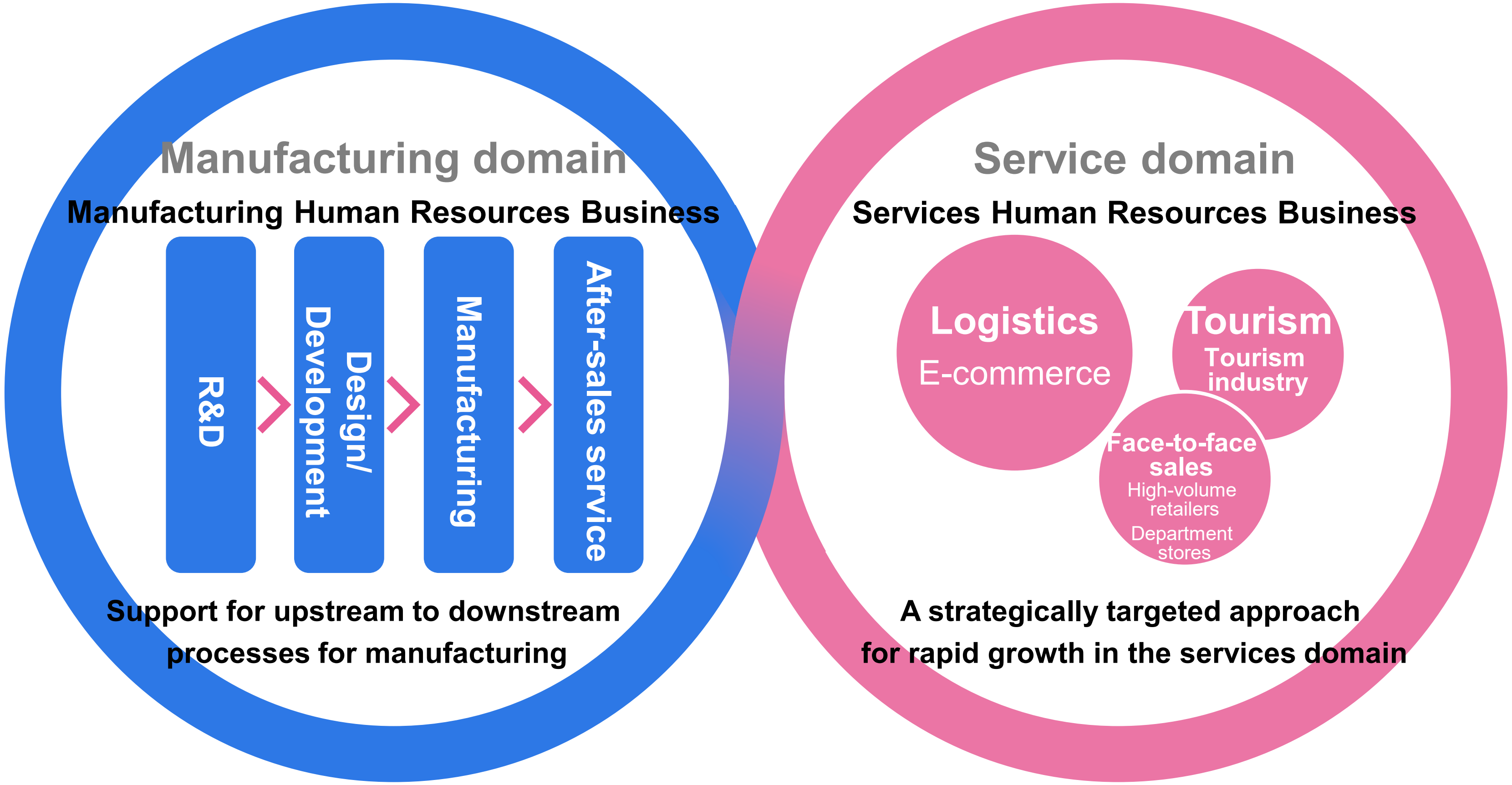
This business manages 24 agricultural and other parks and facilities in Japan. The five locations that are directly operated give visitors the opportunity to interact with nature and learn about the local culture too. This business uses knowledge acquired from managing these parks to manage 17 urban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

Value Creation Process



Human Resources and Education Business

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



About **63,900** workers in service *As of the end of June 2026 (3-month average)

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		
Design and development	WORLD INTEC CO., LTD. ITS Division WORLD SYSTEM SERVICE CO., LTD. CreationView Co.,Ltd.	**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		
	NICHIGI WORLD.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		
Maintenance and preservation Manufacturing	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	Global (Overseas subsidiaries and associates)	**Support for starting overseas operations** All steps from locating suitable sites to starting operations
	WORLD INTEC CO., LTD. Factory Division	**Manufacturing line/Maintenance and preservation** Subcontracting and provision of teams for production lines and maintenance and inspection activities	WORLD GLOBAL SUPPORT CO., LTD.	**Workers from other countries** Support for companies hiring non-Japanese trainees, people with special skills and other technicians and for technologies, cultural knowledge and international business operations
Administration Logistics	株式会社 クリエイティブ 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		
Sales	WORLD STAFFING CO., LTD Dimples 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** HR services specializing in services and logistics; provision of people to stores and other businesses including temporary and temp-to-perm personnel		

Stable Growth Due to Coverage of Many Market Sectors and Industries

Manufacturing Human Resources Business

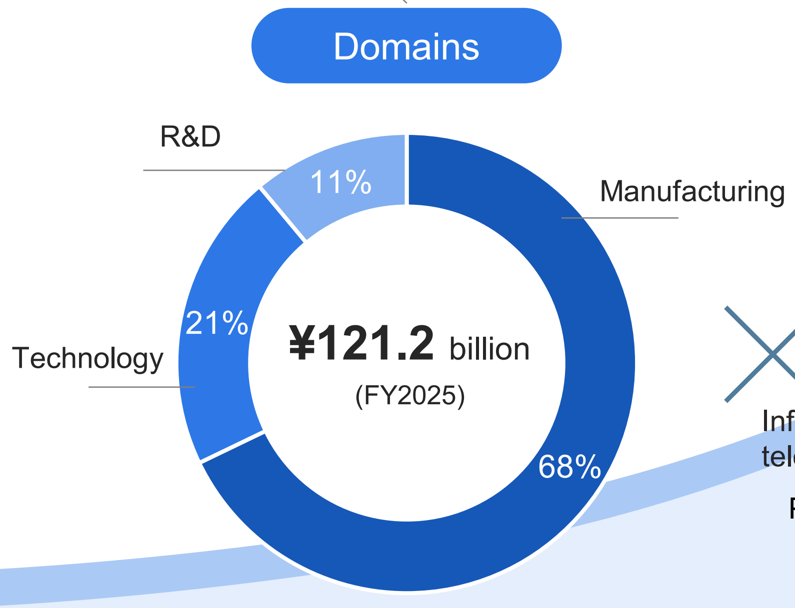
WORLD HOLDINGS

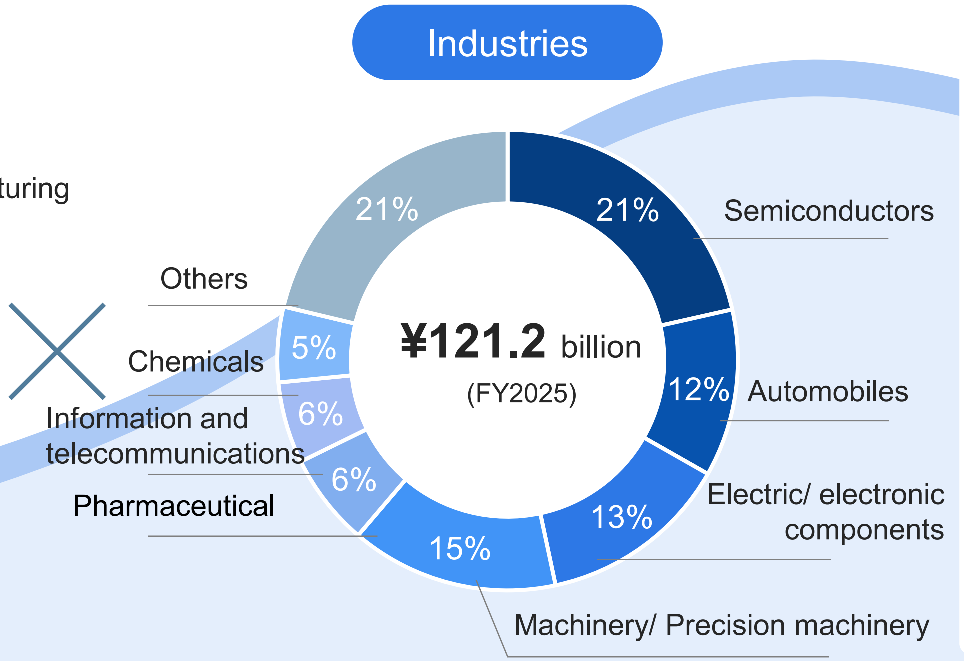
- Building a stable base for growth that is not vulnerable to changes in the economy while using coverage of many market sectors and industries to diversify risk exposure.
- By receiving a larger share of the HR orders of client companies due to the seamless coverage of HR needs extending from R&D and technology development to manufacturing and after-sales services, this business is aiming for more growth of sales and profits.
- More career advancement and change opportunities for employees and more engagement by upgrading training activities and covering a broad array of markets and industries.

Growth backed by coverage of many market sectors and industries

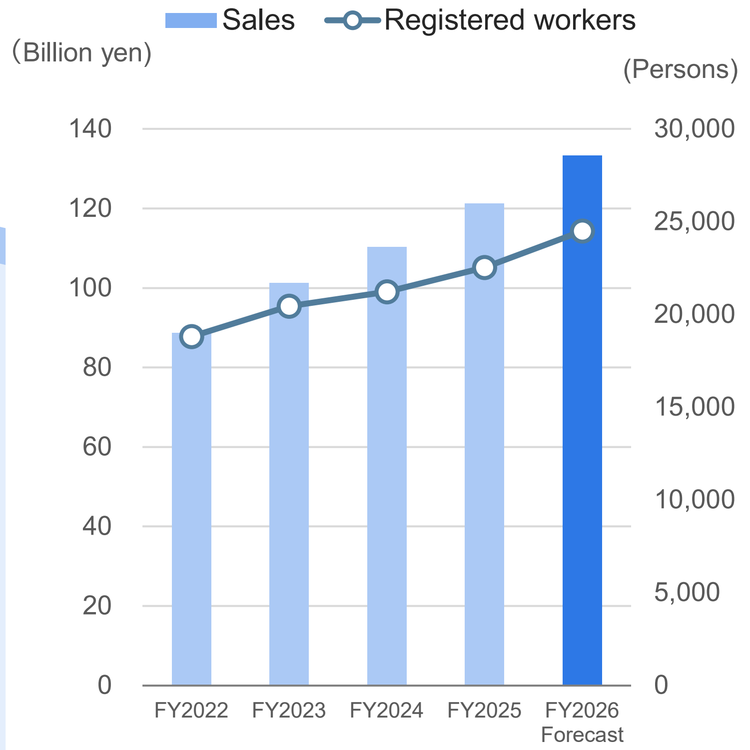
- **Seamless coverage extending from upstream to downstream tasks for manufacturing**

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





Sales and registered workers are increasing steadily



More Training Programs

Manufacturing Human Resources Business

WORLD HOLDINGS

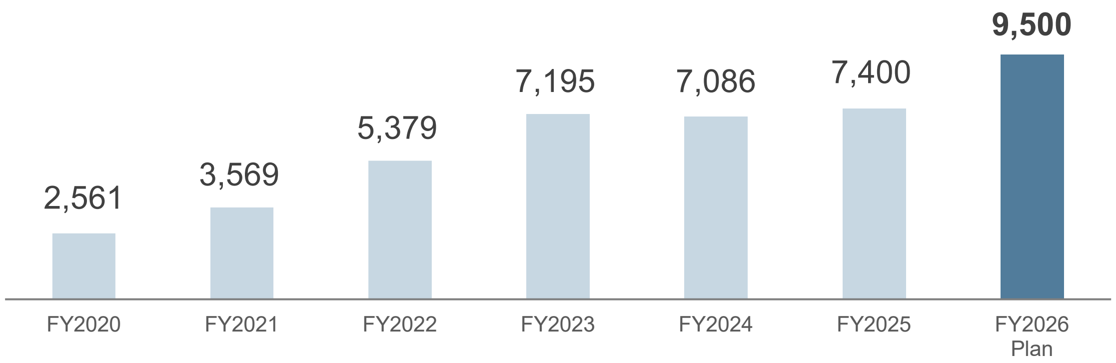
- Continue upgrading and expanding leadership, technology and other training programs and provide opportunities to receive reskilling training and support for employees to advance their careers or change career paths.
- Established a nationwide network of 11 training centers for upgrading technological 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

Example of a Training Program

Manufacturing Human Resources Business

WORLD HOLDINGS

- The training program structure in the Manufacturing Human Resources Business
- Training is provided for specific stages of careers extending from new employees to engineers and others.
- To advance and change their careers, employees have opportunities to switch from manufacturing jobs to technical jobs.

Training Flowchart

- Pre-assignment studies
- Follow-up training

- Support for earning certifications
- Internet technology courses

- Specialist education program

Technology course students

Pre-assignment studies

Instructors from large manufacturers give people practical knowledge and skills

Technology course members

On-the-job acquisition of manufacturing skills

People are assigned to manufacturing technology positions to upgrade skills while doing their jobs.

Engineers (Manufacturers in Japan)

People fill engineering positions

As key employees for production processes, individuals ensure the stability of production and help make improvements.

Specialist

Engineer at an equipment manufacturer (Factory engineer/Design and development) Japan/Other countries

Experts in specific fields

Individuals with advanced technological skills involving manufacturing equipment perform a broad range of tasks at companies in Japan and other companies. Duties extend from correcting problems to making improvements and modifications and even installing and starting the operation of new equipment.

Engineer at a device manufacturer (Equipment, processes, development)

Experts in highly advanced fields

These engineers use knowledge and experience involving production processes to analyze manufacturing technology problems in many areas. Their work helps raise productivity.

Wider Use of Know-how Involving Warehouse Operation Subcontracting

Services Human Resources Business

WORLD HOLDINGS

- 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.
- The World Holdings warehouses in Fukuoka prefecture – city of Ogori that opened in 2024 and Hisayama-machi that opened in 2025 – are operating at full capacity as the relationship with Yamato Holdings becomes even stronger.

Subcontracted Distribution Warehouse Operations Know-how

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

＋

Operational expertise

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

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

Stronger relationships with current customers
Horizontal expansion of warehouse subcontracting

Alliance with Yamato Holdings

Use of HR support, subcontracting and other know-how

Services Human Resources Business
Operation of Company Owned Warehouse

Services Human Resources Business

WORLD HOLDINGS

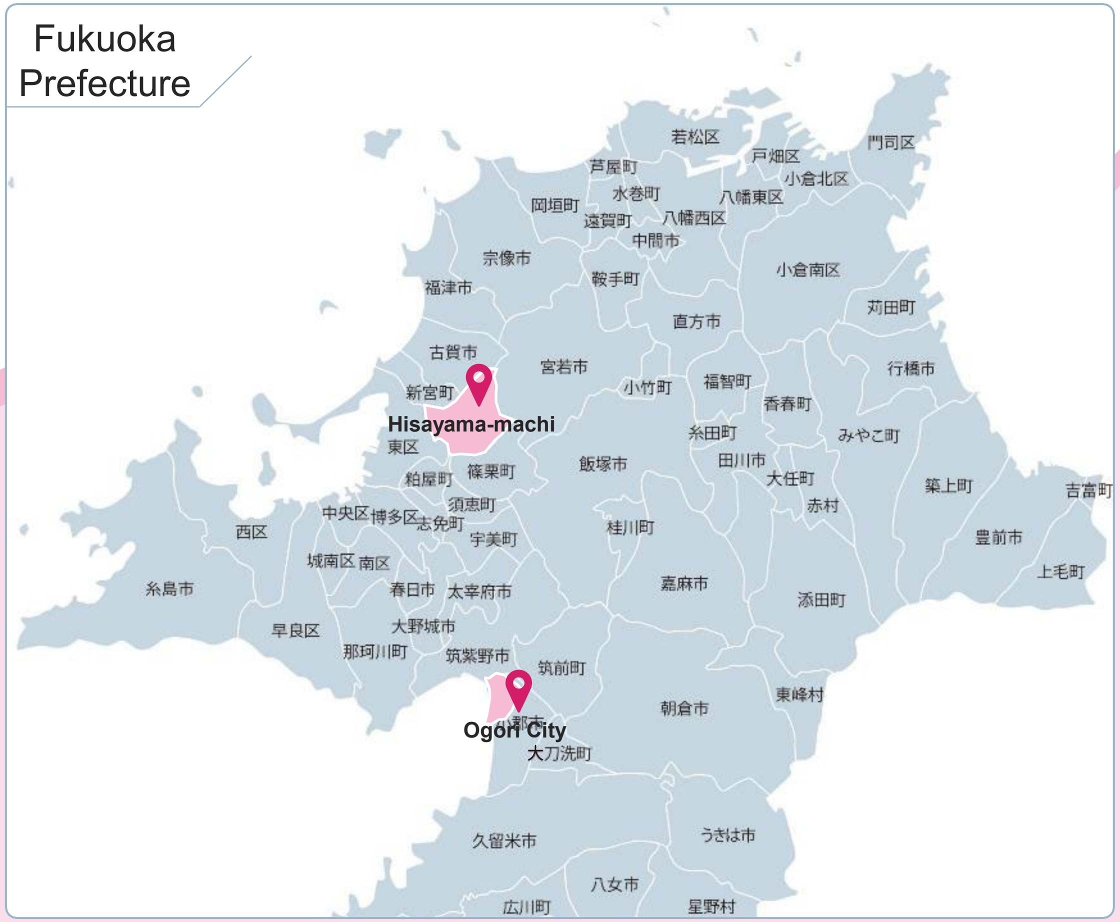
- Subcontracted full warehouse operations using a warehouse owned and operated by World Holdings. Goals are more growth of business with current customers and the use of horizontal expansion of know-how in this field to add new customers.
- Fukuoka Ogori Warehouse, the first company owned warehouse, started operating in September 2024 and has already recovered the cost of this investment and become profitable. This warehouse contributed to sales and profits in FY2025.
- Fukuoka Hisayama Warehouse, the second company owned warehouse, started operating successfully in September 2025. Studies are under way for the addition of more of these warehouses.

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)



Growth for Face-to-Face Sales Personnel Staffing Industry

Services Human Resources Business

WORLD HOLDINGS

- Face-to-face sales personnel staffing services are provided by Dimples Co., Ltd., which has sales and service expertise backed by many years of relationships with department stores.
- Relationships with more than 9,700 companies involving face-to-face retail operations.
- After joining the World Holdings Group, Dimples operations grew to include major department stores other than its current relationships with Daimaru and Matsuzakaya.

Dimples

J. FRONT RETAILING + WORLD HOLDINGS

▼

ディンプル
Dimples Co.,Ltd.

Combining sales and information outsourcing for growth + events

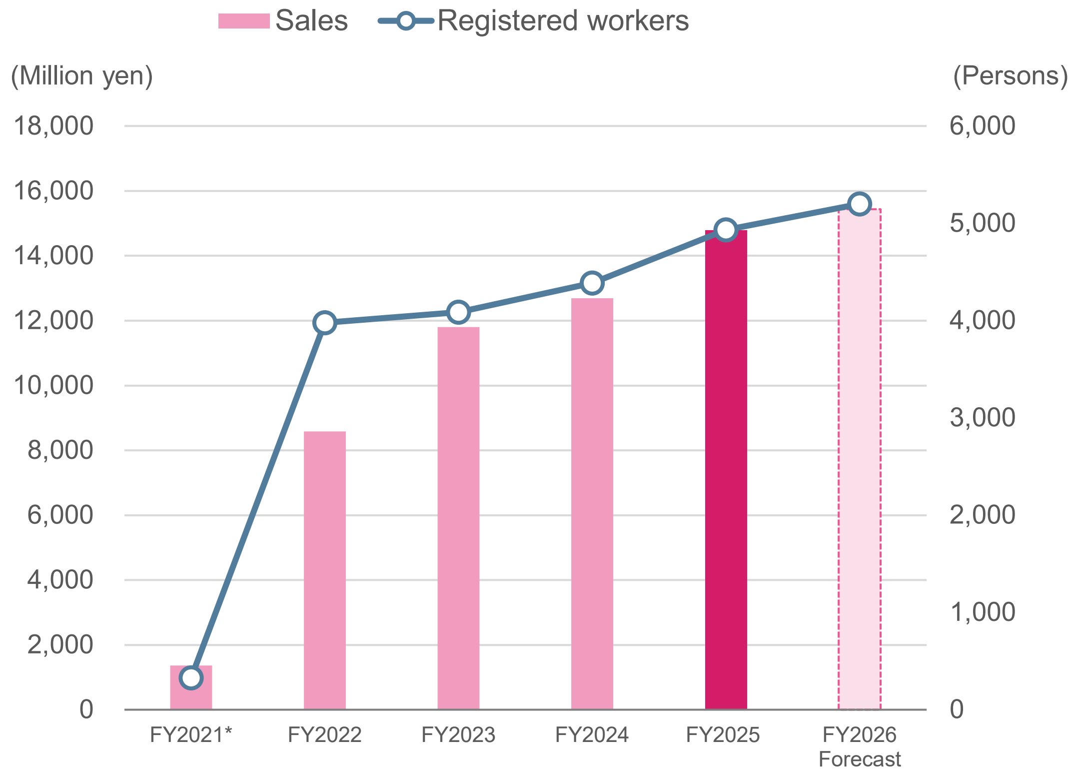
[Outsourcing of information and other items]

- In addition to the current core strength of sales personnel staffing, increase capabilities involving the outsourcing of business processes for information
- Start performing outsourced business processes for art museums, shopping malls, underground and airport shopping centers, and other facilities
- The number of outsourcing contracts has increased 172% since Dimples joined the World Holdings Group

[Special event skills]

- Received orders for salespeople who were assigned to stores at Expo 2025 in Osaka
- Very competitive and skilled at providing people required for special events, such as events for Valentine's Day

Face-to-Face Sales Personnel Staffing Sales and Registered Workers



* The FY2022 acquisition of Dimples made a big contribution to growth.

More Co-sourcing Activities

WORLD HOLDINGS

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

An even higher level of co-sourcing, a central theme since the inception of World Holdings, for steady growth with clients even in a highly uncertain business climate

Sustainable growth backed by collaboration with prominent companies

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.

A manufacturer of titanium processed products

三井金属 + WORLD INTEC

MITSUI MINING & SMELTING CO.,LTD.

▼

Sankin Kaihatsu

World Holdings provides HR Support services to Mitsui Mining & Smelting

Automotive industry

Subaru Corporation

SUBARU

Nisso Corporation

NISSO 日総工産株式会社

WORLD INTEC

▼

㈱ SUBARU nw Sight

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

Tire/Chemical products industry

BRIDGESTONE

Investment ratio 100%

▼

WORLD INTEC

Acquisition of some businesses

Bridgestone Plant Engineering Co., Ltd.

World Holdings acquired the product development/testing support and subcontracting businesses of Bridgestone Plant Engineering.

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

Strategic Business Alliance

YAMATO HOLDINGS

Leader in "last-mile" deliveries

+

WORLD HOLDINGS

Leader in outsourced operations for distribution warehouses

YAMATO STAFF SUPPLY

Temporary staffing mainly for Yamato Transport

Contribution 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 9,700 companies involving face-to-face retail operations, the provision of information and other sales activities

Real Estate Business

WORLD HOLDINGS

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 Tokyo Metropolitan, Tohoku, 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

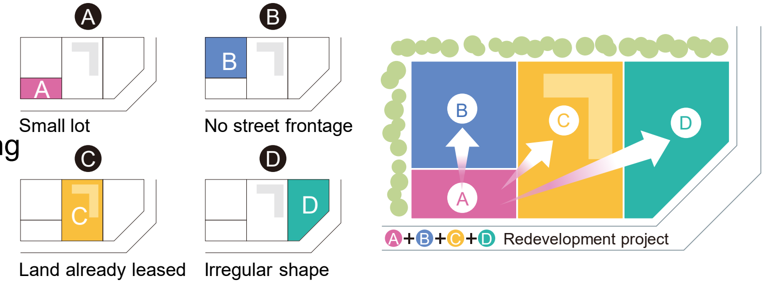
Land Development Skill and Measures for More Recurring Revenue

WORLD HOLDINGS

- 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

(Sawara-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)

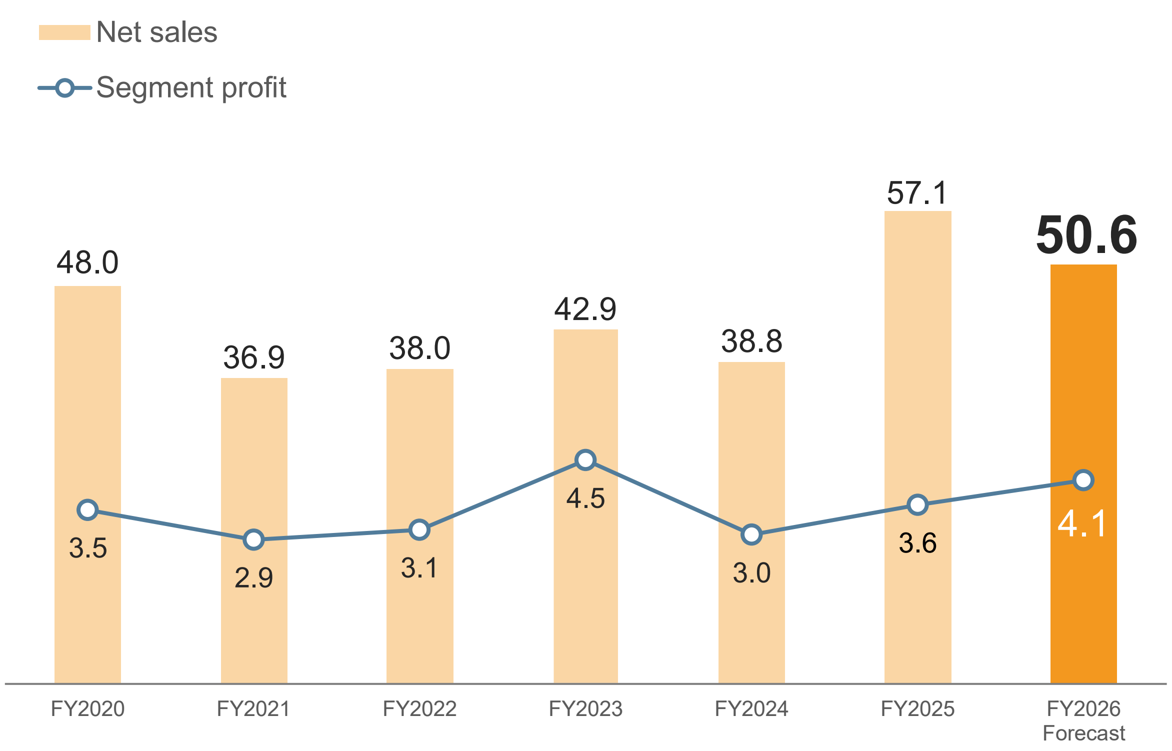
Sell properties with the best possible timing to maximize profit

Operations with Emphasis on High Inventory Turnover

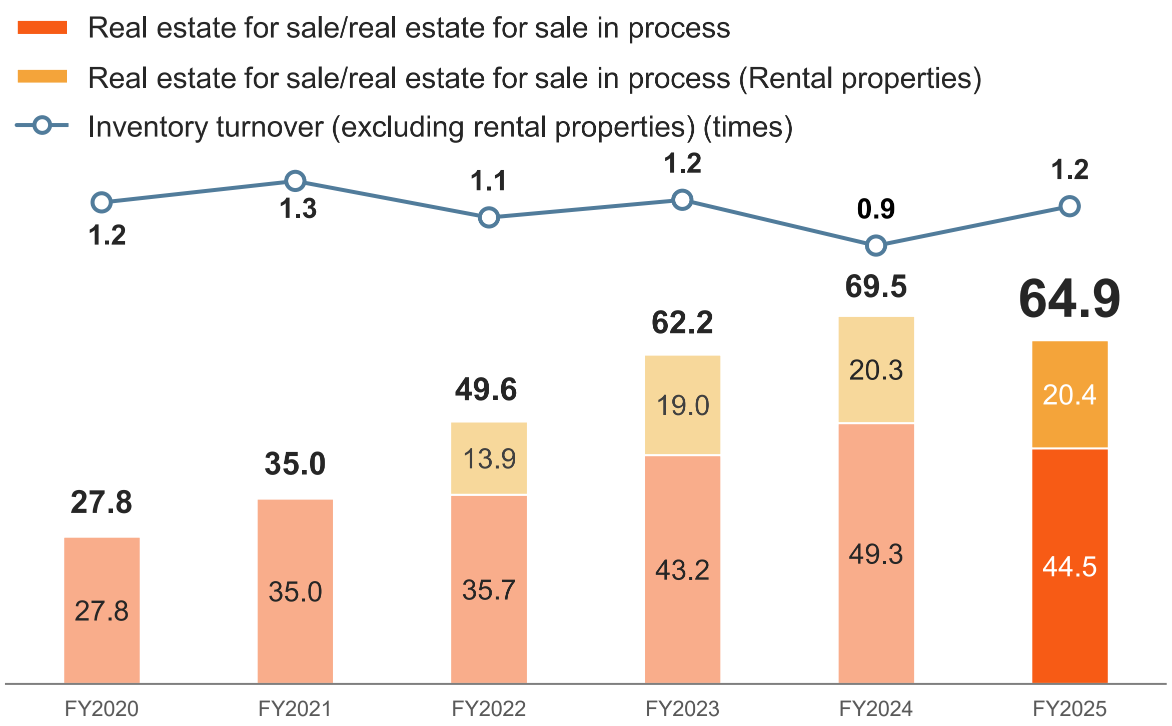
WORLD HOLDINGS

- 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

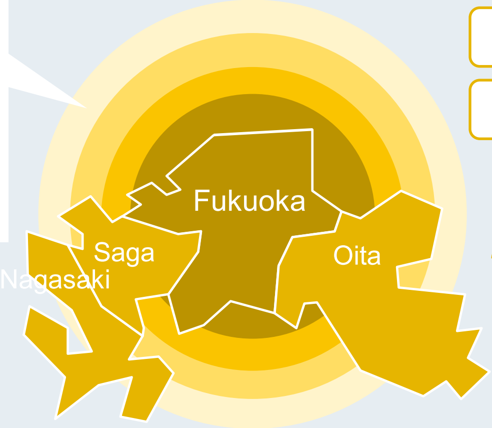
Information and Telecommunications Business

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 June 2026

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

WORLD HOLDINGS

- 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.

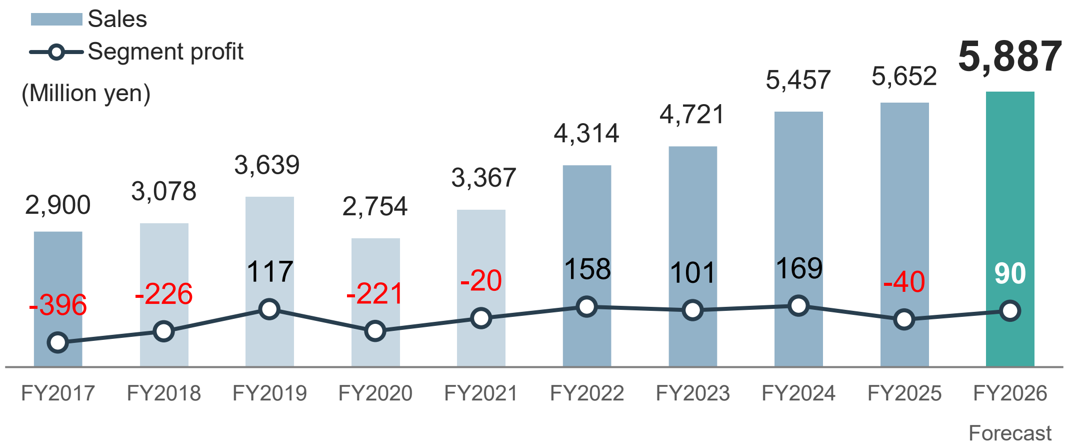
Revitalization know-how acquired at 5 directly managed facilities

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

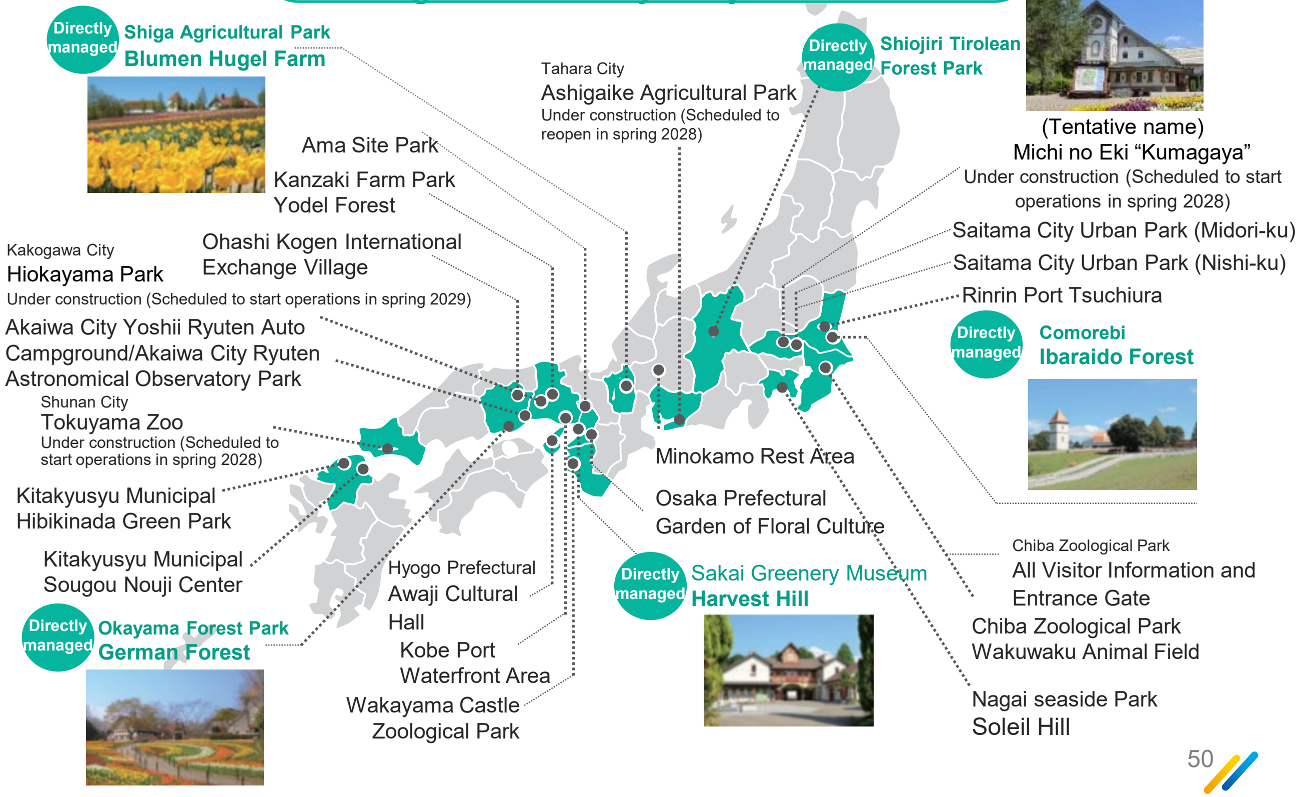


1st and 2nd years	3rd year	4th and 5th years	6th and 7th years	8th year onwards
Improvements to facilities	Invest-ments	Pandemic	Consistent profitability	Growth

Operation of nature-rich agricultural parks, etc. at 26 locations around Japan

Operation of a total of 26 facilities, including 5 directly managed facilities and other entrusted facilities

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



Parks Combining Enjoyment and Education about Nature for Children

Map of Harvest Hill in Osaka

Sustainability Initiatives

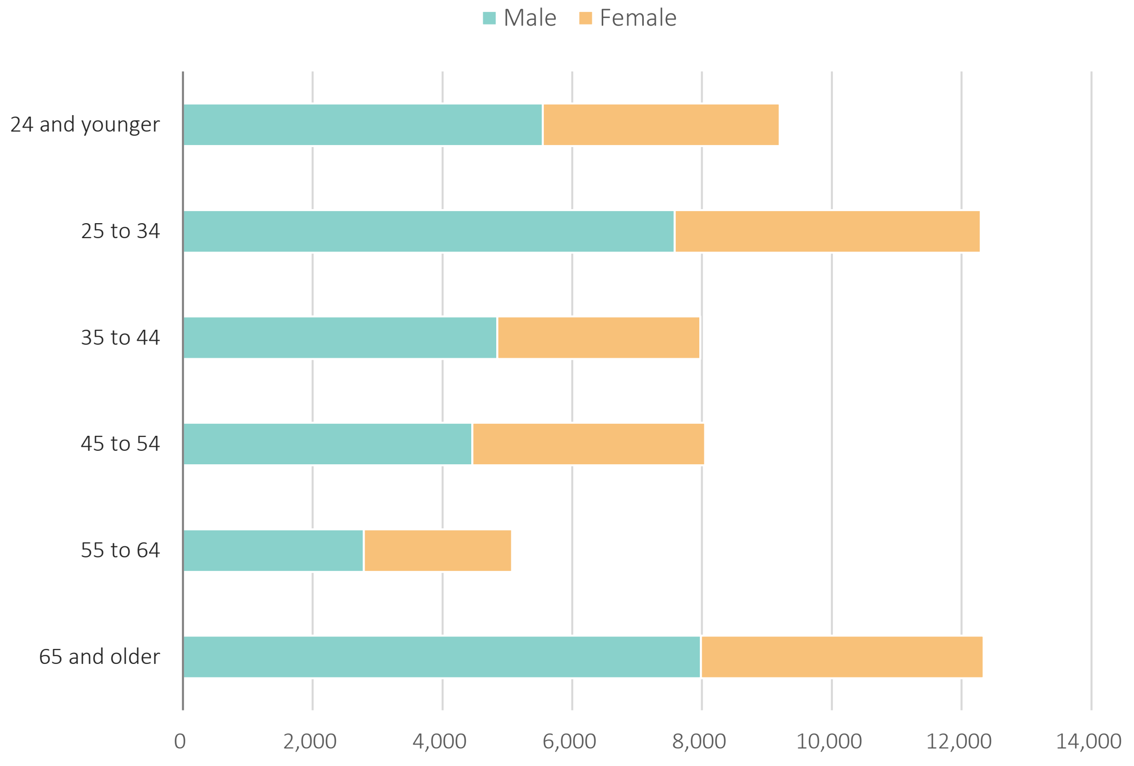
WORLD HOLDINGS

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.	

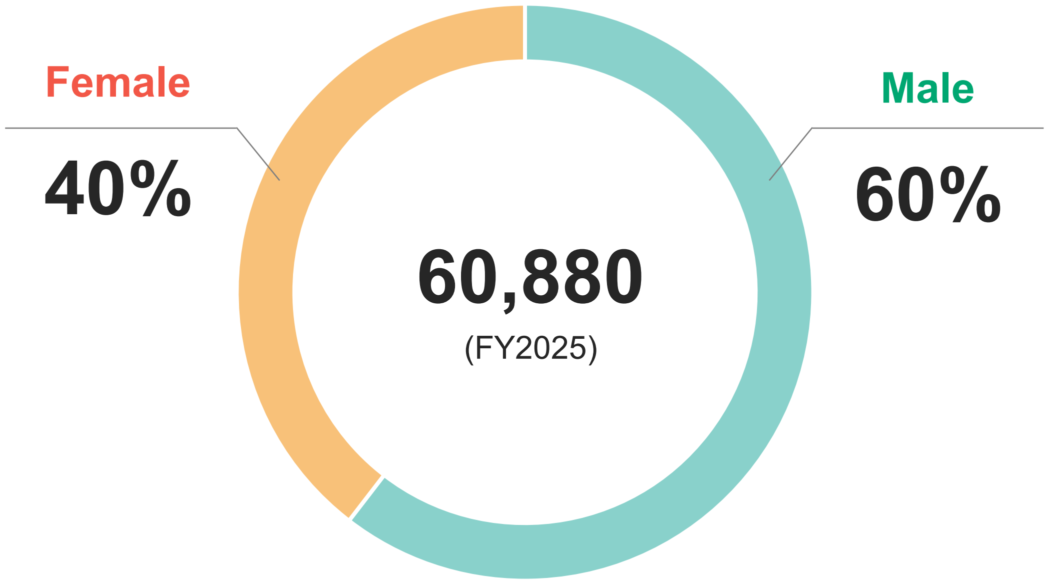
Workforce Diversity: Age and Gender

- People between the ages of 20 and 39 are 48% of the workforce, giving World Holdings the speed and flexibility to target opportunities in growing business sectors.
- Recruiting activities also include older people. Currently, 22% of the workforce is in the 65 and older category.

Age of Employees



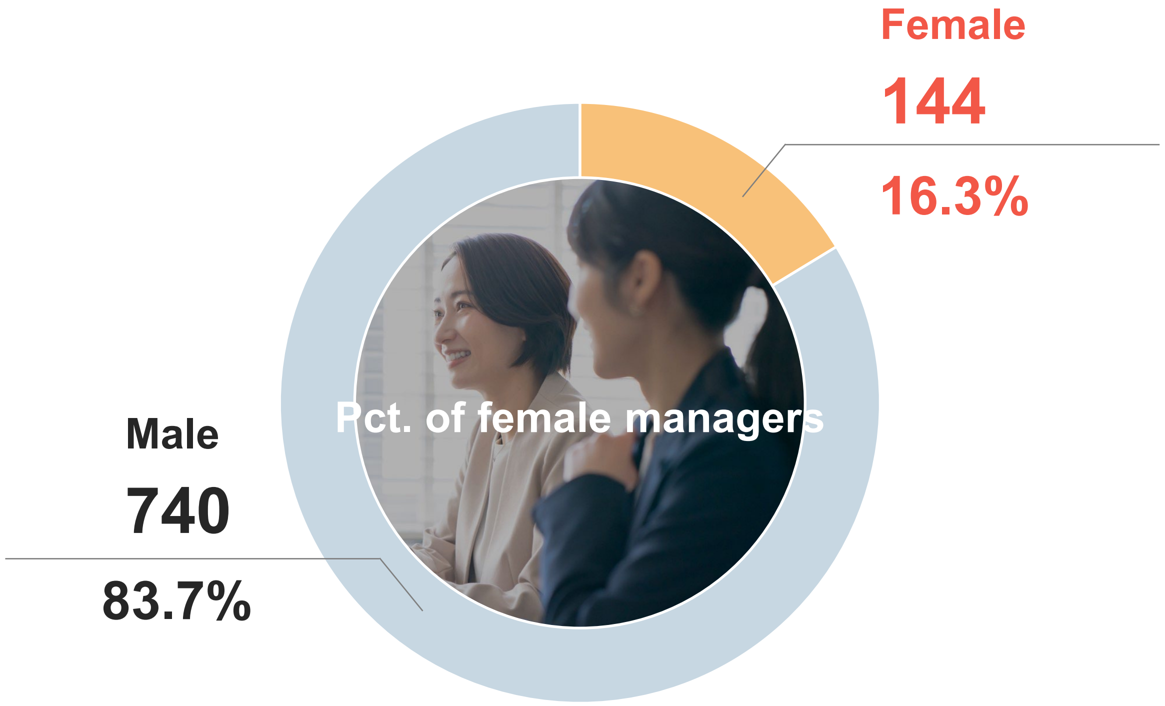
Gender of Employees



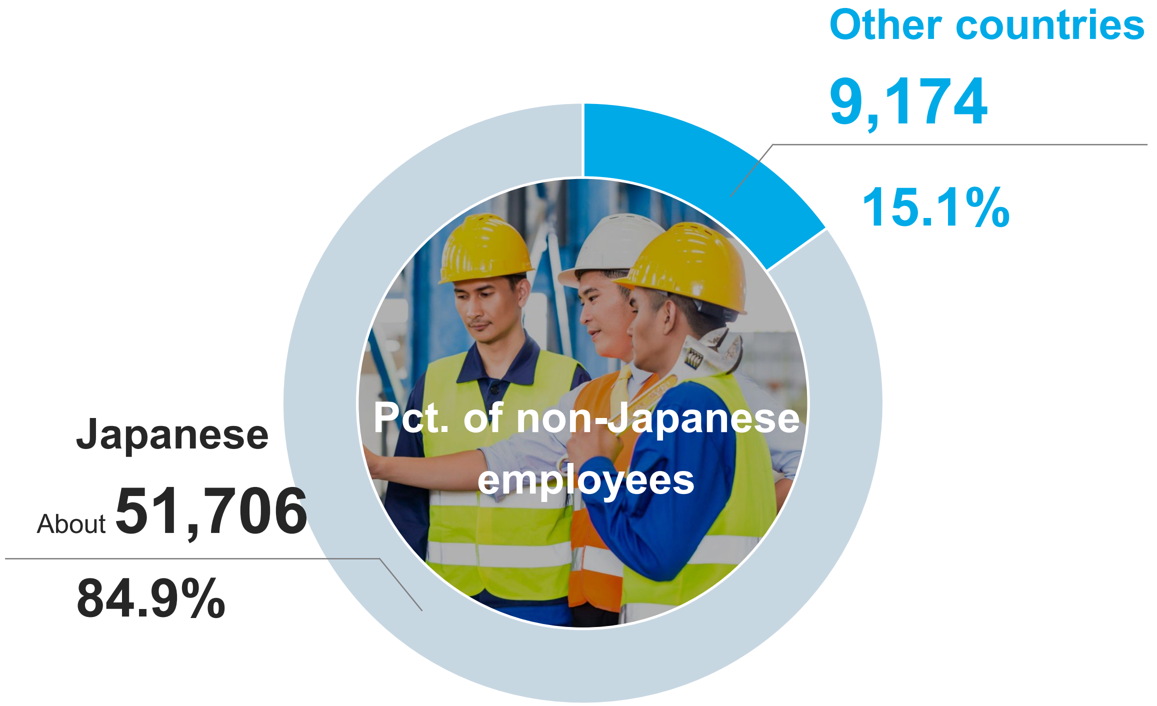
Workforce Diversity: Non-Japanese Employees and Female Managers

- The 16.3% ratio of female managers is also higher than the 13.1% average for all companies in Japan.
- At 15.1% of all employees, the pct. of non-Japanese employees is much higher than the 3.8% share of people from other companies for all workers in Japan.

Percentage of Female Managers at the World Holdings Group



Non-Japanese Employees at the World Holdings Group



* Figures for number of employees and ratios are as of end of 2025

FY2024-FY2026 Quarterly Performance and Forecasts

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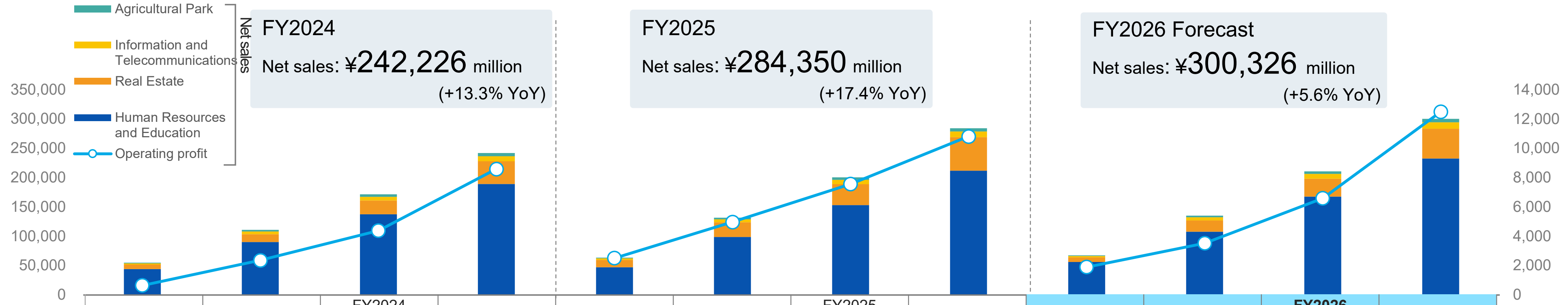
Net Sales and Operating Profit (Million yen)



		FY2024 1Q	FY2024 1H	FY2024 First nine months	FY2024 Full year	FY2025 1Q	FY2025 1H	FY2025 First nine months	FY2025 Full year	**FY2026 1Q**	**FY2026 1H**	**FY2026 First nine months**	**FY2026 Full year**
Net sales	Manufacturing HR	25,658	53,121	80,963	110,347	28,135	58,395	89,166	121,232	**32,497**	**67,233**	**96,325**	**133,375**
	Services HR	18,456	36,971	56,558	78,853	19,203	40,599	64,200	90,552	**22,585**	**46,422**	**71,288**	**99,493**
	Human Resources and Education	44,114	90,092	137,522	189,201	47,339	98,995	153,366	211,785	**55,083**	**113,656**	**167,614**	**232,869**
	Real Estate	7,768	13,634	23,486	38,863	12,522	24,803	35,565	57,128	**7,679**	**16,674**	**30,637**	**50,692**
	Information and Telecommunications	2,018	4,353	6,458	8,703	2,528	5,115	7,472	9,783	**2,465**	**5,040**	**8,128**	**10,877**
	Agricultural Park	919	2,724	4,066	5,457	1,103	2,871	4,196	5,652	**1,192**	**2,994**	**4,451**	**5,887**
	Total	54,821	110,805	171,533	242,226	63,493	131,785	200,600	284,350	**66,420**	**138,366**	**210,831**	**300,326**
Operating profit	Manufacturing HR	248	1,175	2,348	3,308	750	1,715	3,250	4,414	**993**	**1,856**	**2,789**	**5,106**
	Services HR	118	545	881	1,695	103	684	1,348	2,293	**139**	**687**	**1,502**	**2,538**
	Human Resources and Education	367	1,721	3,229	5,003	854	2,400	4,599	6,707	**1,132**	**2,543**	**4,292**	**7,644**
	Real Estate	491	308	618	3,001	1,507	2,089	2,347	3,654	**540**	**963**	**1,575**	**4,102**
	Information and Telecommunications	-42	97	131	101	90	197	246	157	**79**	**198**	**132**	**175**
	Agricultural Park	-114	171	159	169	-117	61	-44	-40	**-79**	**131**	**70**	**90**
	Total	636	2,358	4,390	8,593	2,499	4,975	7,568	10,820	**1,884**	**4,249**	**6,593**	**12,500**

Forecast

*Total operating profit includes adjustments.

Business Performance Trend

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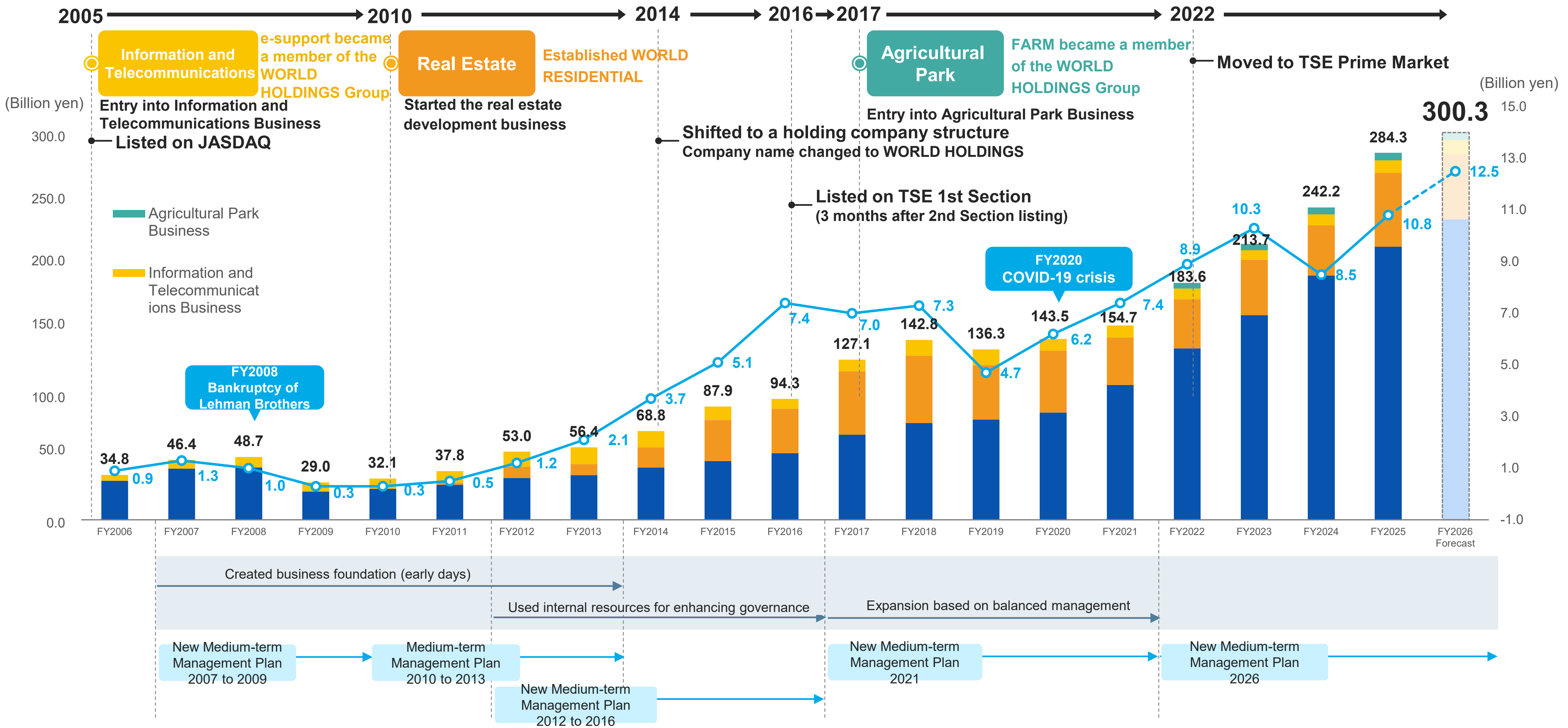

Note: The former segments had been used until FY2021, and the new segments are used for the plan for FY2022.

Inquiries

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