WORLD HOLDINGS

2026 INTEGRATED REPORT

The “Ways We Live” Report

World Holdings Co., Ltd.

PURPOSE

Our Purpose

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

If everyone around the world could live and work with more vitality, the world would be a happier, more developed, and better place. Our mission is to create such a livable society full of vitality.

Purpose of Our Four Businesses

Human Resources and Education Business

Shaping ways of working

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

Real Estate Business

Shaping the way we live through home creation

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

Information and Telecommunications Business

Shaping convenience, safety, and security

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

Agricultural Park Business

Shaping the future

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

企業理念

一、人として心の通った精神的な結びつきを持った企業を目指す。
一、ビジネスを人材育成・教育の場として道徳的感覚を持った有為な人材を世に送り出す企業を目指す。
一、自然環境を守り、地球資源を大切にし常に社会貢献できる企業を目指す。
一、シニア人材の経験を活かし、新しい雇用を創設できる企業を目指す。
一、社員が働き甲斐のある企業を目指す。

株式会社ワールドホールディングス
代表取締役
伊井田栄吉

Corporate philosophy

社訓

嘘をつかない。
約束を守る。
努力をする。

Company precepts

CONTENTS

Editorial Policy

The “Ways We Live” Report 2026 is a communication tool published to deepen our stakeholders’ understanding of the World Holdings Group’s efforts to sustainably enhance corporate value. This report aims to clearly convey the Group’s medium- to long-term growth strategies and sustainability management from both financial and non-financial perspectives.

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

Reporting Period

Fiscal year ended December 2025 (January 1, 2025–December 31, 2025)
(Some information outside the reporting period is also included.)

Scope of Reporting

World Holdings Co., Ltd. and Group companies

Reference Guidelines

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

Positioning of the Integrated Report

Financial Information

IR Investor Information
https://world-hd.co.jp/ir/

Securities Report (in Japanese only)
https://world-hd.co.jp/ir/library/report/

Financial Results Presentation Materials
https://world-hd.co.jp/ir/library/explain/

Non-Financial Information

Sustainability Website
https://en.world-hd.co.jp/sustainability/

SDGs Project Dedicated Page (in Japanese only)
https://world-hd.co.jp/sdgs/

Corporate Governance Report (in Japanese only)
https://world-hd.co.jp/app/wp-content/themes/world-hd/assets/pdf/WHD_governance-report.pdf

The “Ways We Live” Report2026

Caution Regarding Forward-Looking Statements

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

Introducing Our Promotional Video

At World Holdings, we are creating a wide variety of “Ways We Live” through diverse businesses, including human resources and education, real estate, information and telecommunications, and agricultural parks. Our newly updated promotional video portrays the growth story of a female employee, expressing the World Holdings Group’s values and initiatives to “nurturing people, building lifestyles, and staying by their side throughout life.” We invite you to watch this promotional video and experience the passion behind our challenges and aspirations.

For our promotional video, please visit our website.

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

A Multi-Business Structure That Generates "Resilience to Economic Fluctuations" and a "Capital Circulation Model"

With the Human Resources and Education Business at its core, World Holdings Co., Ltd. operates a range of businesses with distinct earnings profiles, including the Real Estate Business, the Information and Telecommunications Business, and the Agricultural Park Business. The Group is distinguished not by business diversification alone, but by the way it combines these businesses to organically integrate "resilience to economic fluctuations" with its "capital circulation model."

Even during periods of major change in the economic environment, each business has created earnings opportunities at different times and in different fields, enabling the Group as a whole to maintain a robust and stable earnings base.

Furthermore, the stable cash-generating capacity and creditworthiness of recurring businesses support the agile expansion of one-off businesses, with the profits generated through those businesses then channeled back into the growth of recurring businesses. Through this two-way circulation, the Group has created a powerful flywheel and built a distinctive "capital circulation model" that underpins the sustained enhancement of corporate value.

Origin and History of the Multi-Business Structure

The origins of this multi-business structure lie in the Group's founding real estate business, which began in 1981. As we witnessed one real estate company after another exit the market following the collapse of Japan's bubble economy, we came to believe that "we need multiple business pillars if we are to sustain the Company, protect our employees, and continue contributing to society regardless of changes in the economic environment." Based on this conviction, in 1993, we established WORLD INTEC Co., Ltd. and launched the "Human Resources and Education Business," a recurring business, as a pillar of the Group's growth.

The Human Resources and Education Business began in manufacturing and subsequently expanded into engineering, R&D, and sales. The Group has also pursued diversification within the business itself to disperse risk and enhance stability.

With the Human Resources and Education Business as its foundation, the Group was listed on the JASDAQ market in 2005 and also launched the "Information and Telecommunications Business." This forward-looking initiative, undertaken before smartphones became widespread, subsequently established a stable earnings base as a recurring business and became a major driving force in weathering the global financial crisis.

Amid the severe impact of the global financial crisis on the real estate industry, the Group turned crisis into opportunity by establishing WORLD RESIDENTIAL Co., Ltd. in Tokyo in 2010 and entering the real estate development business in earnest. This contrarian decision subsequently delivered significant results, and the "Real Estate Business," a one-off business, has now grown into a powerful driver of the Group's profit growth.

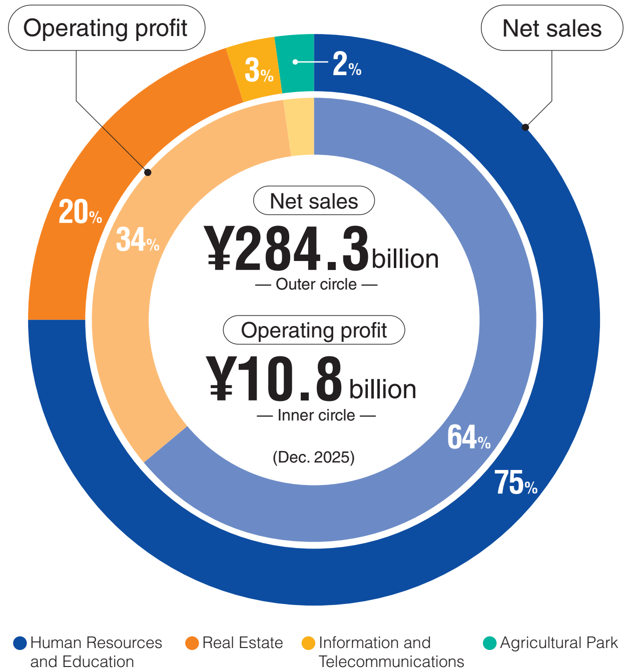
An Evolving, Distinctive "Capital Circulation Model"

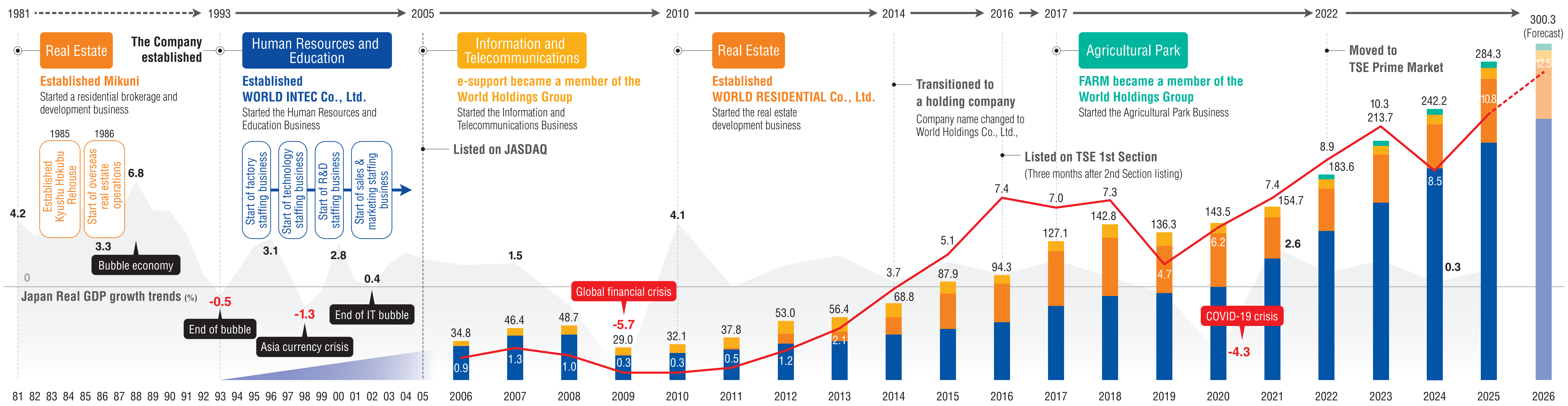
In parallel with establishing a multi-business structure in which different businesses demonstrate their strengths at different stages of the economic cycle, the Group has continued to evolve its distinctive "capital circulation model" by combining recurring and one-off businesses.

The stable cash flow and creditworthiness generated by the recurring Human Resources and Education Business enable flexible financing and sustained investment in growth, while supporting the agile expansion of the one-off Real Estate Business.

The Group reinvests the profits generated by the Real Estate Business in M&A, new businesses, and the Human Resources and Education Business, thereby cultivating new earnings bases and positioning the Group for its next stage of growth.

"Resilience to economic fluctuations" provided by a multi-business structure forged through a history of economic crises, and a distinctive "capital circulation model" that continues to evolve. The mechanism through which these two drivers work together organically is the unwavering force behind the Group's sustainable growth, enabling it to remain resilient to any change in the business environment.





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

We Will Hone Our Foundation Businesses, Create a Virtuous Cycle of Earnings Power, and Build a Solid Management Foundation for Next-Generation Growth

Amid an increasingly uncertain business environment, the World Holdings Group is building a management foundation for the next 10 years, underpinned by the "resilience to economic fluctuations" generated by its multiple businesses and its unique "capital circulation model." We spoke with Eikichi Iida, Representative Director, Chairman and President, about the current state of the Group's business activities and its business strategy for the next generation.

TOP INTERVIEW

Eikichi Iida
Representative Director,
Chairman and President

Business Activities Supported by Strengths Built into Our Systems

The fiscal year ended December 2025 was marked by repeated instances in which politics directly affected the economy, most notably through U.S. tariff policy. Even in my long career as a corporate executive, I can recall few years in which uncertainty in the external environment has risen to this extent. Even so, the Group as a whole achieved growth in both net sales and profit that exceeded our plan, and, frankly, I feel we "weathered the year well."

Underlying this performance is the structural strength of operating multiple businesses. The core Human Resources and Education Business generates recurring earnings based on monthly operating performance, while the Real Estate Business generates substantial profits depending on the timing of sales of development properties. These two pillars, with their different earnings structures, work in tandem to combine stability with powerful earnings potential that a single business cannot provide. In addition, the systems we have carefully developed across every aspect of recruitment, sales, and risk response proved effective even amid these challenging conditions. I sense that we are becoming an organization capable of acting on established scenarios even when faced with unpredictable events such as earthquakes and geopolitical risks, while the executive teams on the ground manage risk autonomously. I see it as a testament to the growth of many talented individuals beyond me.

I also see changes in our relationships with customers. The concept of a partnership in which both sides share in the outcomes, which I have described as "co-sourcing," has taken root in a variety of markets. In the past, the relationship between customers and human resource service providers was often one-sided, with the former seen as the "user" and the latter as the "party being used." Today, however, a steadily growing number of customers recognize that partnering with the Group can also help their own companies grow. The shift in mindset from "placing" people to "solving challenges together" is also steadily translating into higher contract renewal rates with customers.

Further Evolution as the "Best Assist Company in the *Monozukuri* (Manufacturing) Industry"

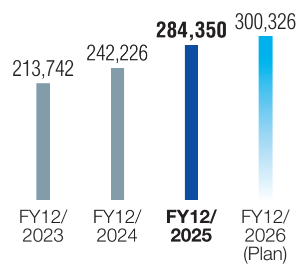
Although we have traditionally pursued a growth strategy that did not rely heavily on M&A, following the capital and business alliance formed in 2025, we announced a tender offer (TOB) for nms Holdings Corporation (hereinafter, "nms") in May 2026. Our collaboration with nms, which provides end-to-end services globally from manufacturing worker dispatching and contract work to electronic equipment design and contract manufacturing (EMS), is a strategic step toward realizing a true "Best Assist Company in the *Monozukuri* (Manufacturing) Industry." It will establish a structure capable of providing integrated support from equipment conceptual design through mass-production line setup, operation, and maintenance, rather than merely supplying personnel.

nms will bring to the Group its proven manufacturing expertise and global reach in its EMS Business and PS (Power Supply) Business, as well as its track record in contract manufacturing in high-value-added fields such as semiconductors, electronic components, and medical devices. This will bring together our long-cultivated "strength in mobilizing people" and nms's "strength in manufacturing." From a global perspective as well, nms's nearly 20 years of overseas business experience can

Summary of Financial Results (Fiscal year ended December 2025 results / Fiscal year ending December 2026 plan)

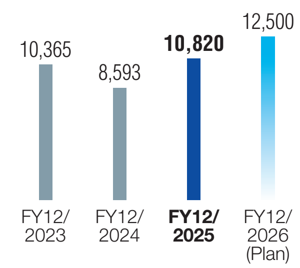
Net sales

¥284,350 million
YoY change +17.4%
vs. plan +1.0%



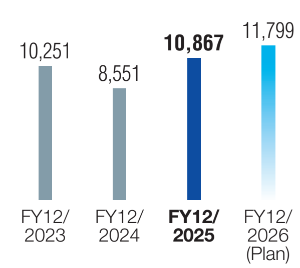
Operating profit

¥10,820 million
YoY change +25.9%
vs. plan +6.3%



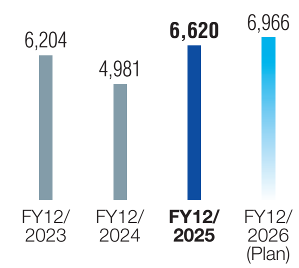
Ordinary profit

¥10,867 million
YoY change +27.1%
vs. plan +16.2%



Profit attributable to owners of parent

¥6,620 million
YoY change +32.9%
vs. plan +22.9%



accelerate our global expansion by the equivalent of 10 years. nms's experience operating manufacturing bases, particularly in Southeast Asia, is an invaluable asset as we move to expand our overseas operations in earnest.

Taking "Co-Sourcing" to a Higher Level

Our collaboration with nms will also drive a fundamental evolution of co-sourcing. In 2023, we welcomed NICHIGI WORLD Co., Ltd., which excels in conceptual design, into the Group; however, we still do not fully cover the scope needed to handle every stage of manufacturing on an integrated basis. nms is precisely the company that fills this gap. By combining NICHIGI WORLD's role in "conceptual design and prototyping," nms's role in "production line setup and mass-production operations," and our existing strength in "staffing and maintenance," we will for the first time complete a structure capable of providing one-stop services across every stage of the manufacturing value chain.

This will transform co-sourcing itself, advancing it from "providing personnel" to "running manufacturing operations together with customers." Our aim is to become the first choice as a true partner that customers can entrust with everything from design through operation and maintenance when they are considering launching a new production line or improving the efficiency of factory operations. This is the culmination of the co-sourcing vision we seek to realize through this integration.

When a company joins the Group, we do not view the relationship in terms of "the acquiring side and the acquired side." We have consistently maintained that we invited such companies to join us as partners because they possess capabilities that we do not. We will approach nms from the same perspective, and I hope the chemistry between our two companies will broaden the opportunities for employees of both companies to thrive.

Deepening the Capital Circulation Model and Laying the Groundwork for the Next Medium-Term Management Plan

The current Medium-Term Management Plan, covering the fiscal years ending December 2022 through December 2026, has spanned five years marked by heightened geopolitical risks and unexpected natural disasters, but my honest assessment is that we have "weathered them well." Our most significant advance during this period has been the establishment of the "capital circulation framework."

We refine our foundational recurring businesses, invest the stable cash they generate in profit-generating one-off businesses, and reinvest the resulting earnings to strengthen our foundation businesses. This cycle is the fundamental strength of the Group. As the first step, stable earnings generated by the recurring business base of the Human Resources and Education Business have supported development investment in the Real Estate Business, while profits from that investment have been reinvested to expand the recurring business base, creating a cycle that has operated across the Group. Earnings generated strengthen the base for the next round of investment, and that base in turn generates even greater earnings. The greatest achievement of the current five-year plan is the steady expansion in the scale of this cycle.

The next step is to embed within each business segment a "capital circulation model" powered by the twin engines of foundation businesses and profit-generating businesses. The Real Estate Business Segment has already established a structure in which the Development Business, a one-time revenue business, is built on the recurring business base provided by the Renovation Business. In the Human Resources and Education Business Segment, the addition of nms to the Group will enable us to build a structure that layers the one-time revenue business of equipment development and comprehensive contract manufacturing on top of the recurring business base of manufacturing worker dispatching and contract work. Enabling each segment to operate its own cycle independently is the biggest task for the next Medium-Term Management Plan, and we position the final fiscal year ending December 2026 as a transition year for putting that structure in place.

Personal Ownership by Approximately 60,000 People: The Essence of Sustainability Management

As of December 31, 2025, the Group had 60,880 employees, of whom 15.1% were of foreign nationality and 21.9% were senior employees aged 65 or older. I regard the fact that people from diverse backgrounds are thriving at workplaces throughout the Group as evidence that our

mission to "create places where people can thrive" is steadily being embodied.

This is our third integrated report, but what we want to convey through it has not changed. We of course want it to reach people outside the Group, but we also want every Group employee to pick it up and read it. We want it to provide an opportunity to reflect anew on what the Group accomplishes in society and why it exists.

For us, the essence of sustainability management is having approximately 60,000 officers and employees across about 50 companies take personal ownership of our corporate philosophy, Company precepts, and purpose and put them into practice. We still have a great deal left to do, but we have made steady progress in areas such as employment of persons with disabilities, promoting the participation and advancement of women, and creating opportunities for senior employees to remain active in the workforce.

For example, we are also strengthening investment in human resource development, and with initiatives such as the establishment of the Kumamoto Technical Center, the number of participants in leadership training has reached approximately 7,400 annually. Going forward, we will further deepen investment in human capital through reskilling highly skilled talent, including AI engineers, and developing a cyclical human capital model in which senior employees who have stepped back from frontline roles help train the next generation.

Looking Beyond ROE of 14.1% to "Scale" and the "World"

ROE for the fiscal year ended December 2025 was 14.1%, remaining above the cost of equity, estimated at 9% to 11%. We also raised the dividend payout ratio from 30% to 35% and delivered a substantial increase in the dividend per share to ¥129.5. Backed by the stable earnings generated by the capital circulation model, we intend to pursue the sharing of profits with shareholders in a sustainable and optimal manner.

How can we balance growth investment, shareholder returns, and financial soundness? The answer is to make the capital circulation model larger and stronger. We will expand the base of recurring businesses and reinvest earnings from one-off businesses to build the next platform for growth. As this cycle grows in scale, our financing capacity will increase, profit margins will improve, and the balance sheet will strengthen. It is true that we are currently in an upfront investment phase, but I am confident that corporate value will change markedly once this structure begins to function.

Beyond that, we have our sights set on the "world." The human resources services industry already includes several companies with net sales exceeding ¥1 trillion, while we are still on the way to our target of ¥300 billion. Scale is essential to compete on the global stage. We will continue to flexibly explore partnerships and capital alliances that can accelerate our global expansion.

Valuing the Present Creates a Better Future

This year, I turned 70. Throughout my 45 years as an entrepreneur, the desire to "enable the people working with me today to do work of greater value than they do now" has always been my source of motivation. Through the Human Resources and Education Business, we shape ways of working; through the Real Estate Business, we shape the way we live through home creation; through the Information and Telecommunications Business, we shape convenience, safety, and security; and through the Agricultural Park Business, we shape the future. All four are connected by their shared purpose of providing the "Ways We Live" to society. In a sense, we take pride in being a company entrusted with responsibilities akin to those of social infrastructure, and we devote our full management efforts to continuing to provide stable employment and value regardless of economic cycles.

Formulation of the next Medium-Term Management Plan is moving forward with unprecedented energy and commitment. The strategies articulated in the next generation of executives' own words are far more powerful than anything I could devise alone. Valuing the present creates a solid past and a better future. I hope our stakeholders will follow this steady accumulation of progress from a long-term perspective. I sincerely ask for your continued support.

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

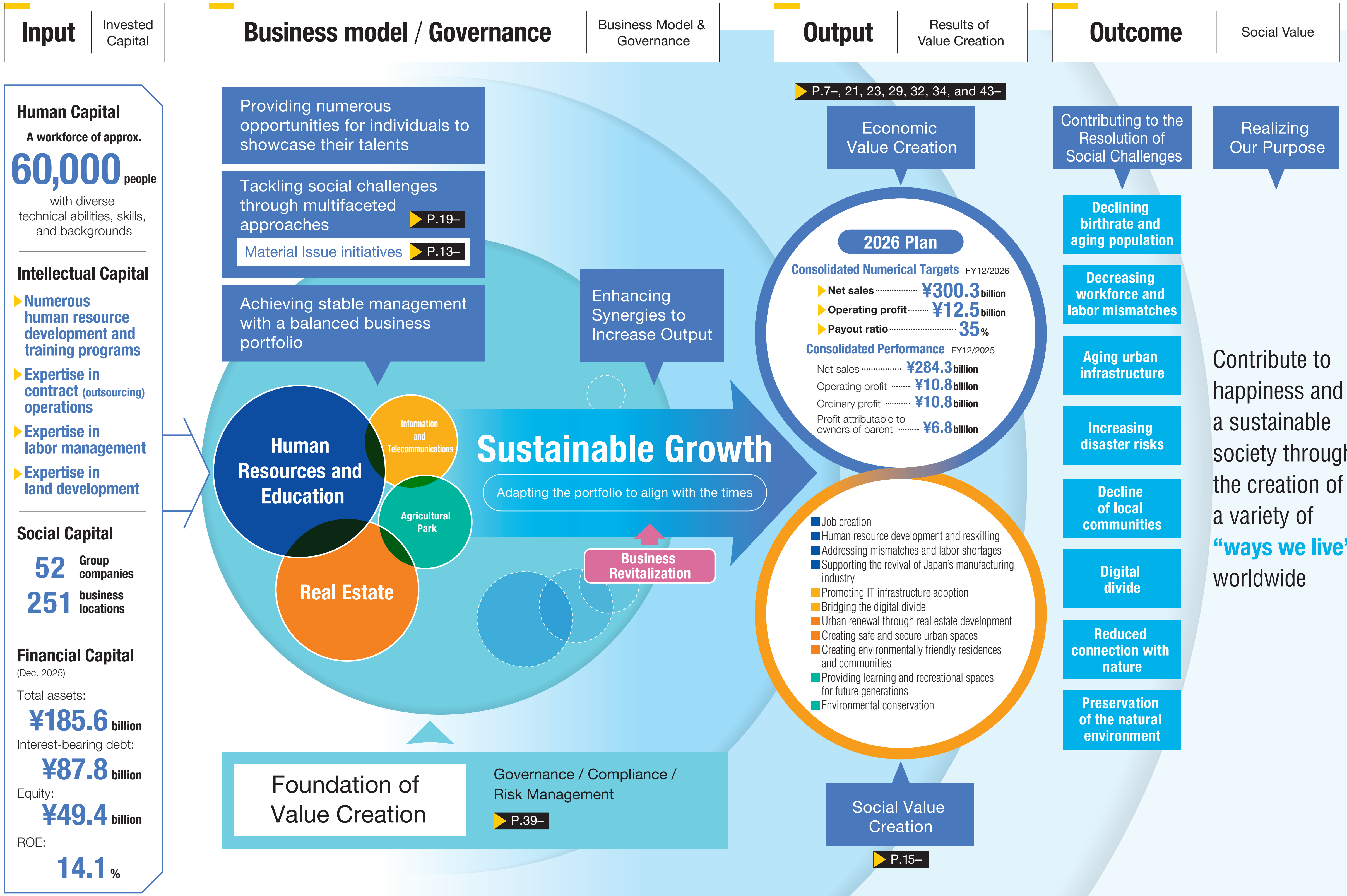
Social Challenges and World Holdings’ Role

Challenges Facing Japanese Society

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

World Holdings’ Social Mission

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



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

In today's world, which faces complex and diverse social challenges, World Holdings is taking concrete steps toward the realization of a sustainable society through its various business segments. To address Japan's pressing issues—such as a declining birthrate, aging population, population decline, and disaster risks—the Company provides effective and practical solutions. These include stabilizing the labor supply and fostering talent through the Human Resources and Education Business, creating safe and comfortable urban environments through the Real Estate Business, bridging the digital divide through the Information and Telecommunications Business, and nurturing the future of children and revitalizing local communities through the Agricultural Park Business. And we will go beyond our current business segments, continuing to adapt flexibly to changing times to address new social challenges and achieve further sustainable growth.

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

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

Material Issues of the World Holdings Group

Process for Identifying Material Issues

1 Identifying Issues

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

2 Determining the Significance of Each Issue

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

3 Specifying Material Issues

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

Material Issues

Human Resources and Education

- Create many jobs to contribute to the sustainable development of society
- Bring out people's latent potential through human resources development and quality education to create job satisfaction for individuals, and lead to economic growth of society as a whole
- Support the world's manufacturing and service industries in terms of human resources and create a foundation for technological innovation by cultivating outstanding human resources
- Create workplaces where everyone can play an active role, regardless of gender

Real Estate

- Develop communities where all people can live with peace of mind by providing comfortable living facilities
- Protect the natural environment and conserve the earth's resources to create communities in harmony with the region
- Promote sustainable land development to help protect local environments
- Leverage our development capabilities to revitalize urban areas and address the increasing disaster risks caused by aging infrastructure

Information and Telecommunications

- Bridge the digital divide to create a foundation for technological innovation and promote safe and secure community development by making accessible equipment such as IT infrastructure more widespread in the world

Agricultural Park

- Protect nature and conserve the earth's resources to maintain an environment where children of the future can grow up in good health
- Find ways to create renewable energy by using large areas of land to help tackle climate change and protect the earth's resources

Business Revitalization

- Avoid bankruptcy and liquidation to protect the Company, employees, and families
- Increase added value through business revitalization, creating a good employment environment to contribute to economic growth, and realize the notion of responsible production and consumption
- Give entrepreneurs a sense of security and opportunities to try again if not successful

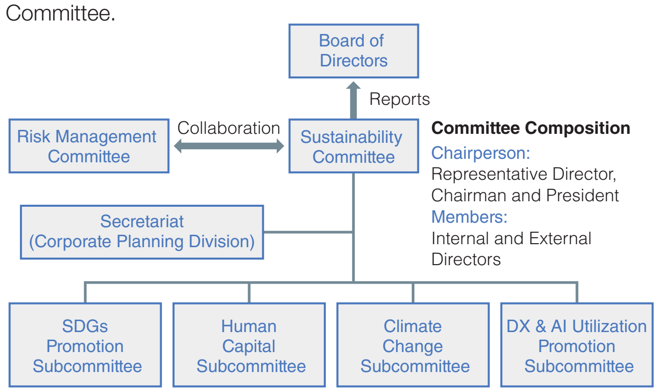
Sustainability Promotion Framework

Under the Basic Policy for Sustainability, we are further advancing our sustainability initiatives

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

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

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



Basic Policy for Sustainability (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2023/08/4dc706e00fddd11d0804156b5c73fcbe.pdf

Human Rights Policy (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2023/08/6c3c18b71f304e6010f358ef90eaac76.pdf

Initiatives for Human Capital and Diversity

In accordance with the Basic Policy for Sustainability and the Human Rights Policy of the World Holdings Group, the Group places priority on initiatives related to human capital—including human resource development, respect for human rights, and the promotion of diversity—as key management issues. The Human Capital Subcommittee, which operates under the Sustainability Committee, promotes initiatives related to human capital. The task force discusses the formulation of plans and policies related to human capital, monitors relevant indicators, facilitates information sharing on human resource strategies and initiatives of each Group company, and promotes initiatives aimed at addressing issues.

Strengthening Human Capital Management and Promoting Diversity Management

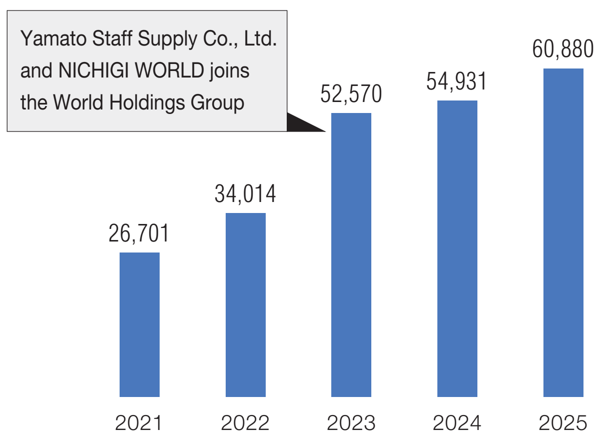
The World Holdings Group is working to strengthen human capital management through the creation of diverse forms of the "Ways We Live" for its employees.

We now have over 50,000 employees across our four business segments—Human Resources and Education, Real Estate, Information and Telecommunications, and Agricultural Park. As a diverse and highly distinctive organization, we recognize that to fully leverage the capabilities of our 60,000-plus employees and realize well-being, it is essential to ensure appropriate opportunities to change jobs within the Group and retain highly skilled human resources. Accordingly, we have formulated policies on human resource development and workplace environment enhancement. Furthermore, in anticipation of changes in needs of client companies for personnel and shifts in the working preferences of employees, the Company is promoting diversity management with the aim of becoming a company where people from a variety of backgrounds can realize their full potential.

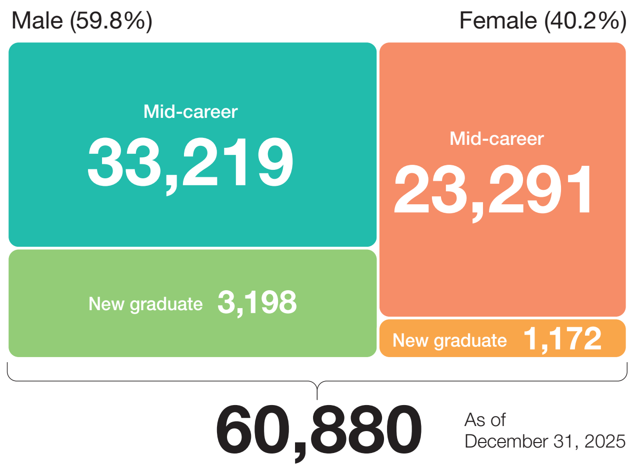
The World Holdings Group hires, evaluates, and develops diverse human resources without distinction based on gender, nationality, age, or career background. By ensuring the opportunity to change to different jobs within the Group, we aim to secure and retain highly marketable talent and build an optimal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

With respect to opportunities to move to different jobs within the Group, the World Holdings Group believes that enabling personnel to move across divisions and Group companies promotes the effective utilization of human capital and supports individual growth and skill enhancement, thereby contributing to overall corporate value enhancement. To this end, we are working to actively promote job rotation by welcoming diverse human resources through new graduate and mid-career hiring at each Group company, promoting the use of the internal job application program, and encouraging transfers from frontline to administrative divisions, as well as intercompany transfers within the Group. We are also strengthening our engineering talent pool by expanding training that supports new career path from manufacturing positions to engineering positions. In addition, the introduction of the Brother-Sister System has helped improve retention among new graduate employees.

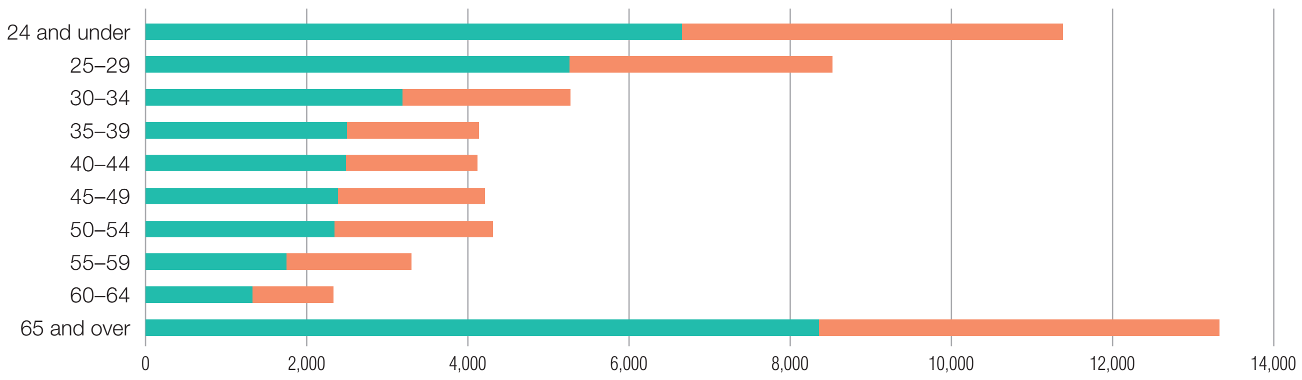
Number of Enrolled Employees in the Group (persons)



Group Employee Composition



Groupwide Age Composition by Gender

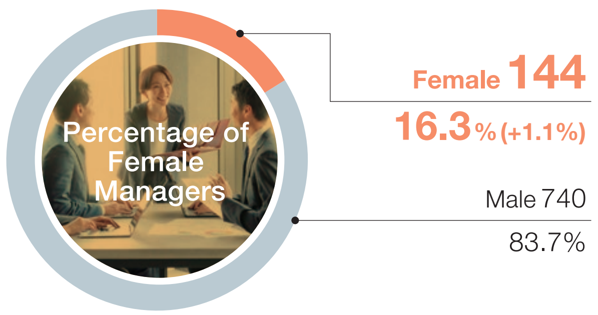


As of December 31, 2025

Category	24 and under	25–29	30–34	35–39	40–44	45–49	50–54	55–59	60–64	65 and over
Male	10.9%	8.6%	5.2%	4.1%	4.1%	3.9%	3.8%	2.9%	2.2%	13.7%
Female	7.8%	5.4%	3.4%	2.7%	2.7%	3.0%	3.2%	2.5%	1.6%	8.2%
Age Composition Ratio	18.7%	14.0%	8.7%	6.8%	6.8%	6.9%	7.1%	5.4%	3.8%	21.9%

Percentage of Female Managers in the Group (Figures in parentheses indicate year-on-year change)

Female managers = Employees in positions at section manager level or above



Percentage of Foreign National Employees in the Group

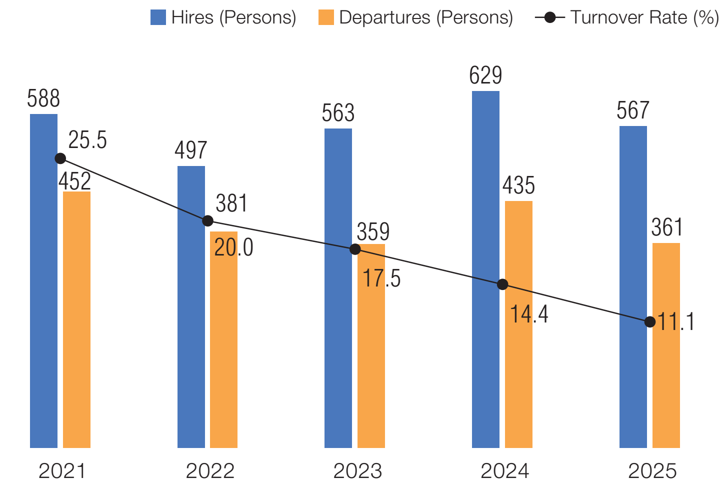
(Figures in parentheses indicate year-on-year change)

As of December 31, 2025

Promoting Diversity in Work Styles and Careers

To enable employees to choose work styles suited to their life stages, the World Holdings Group has introduced a range of flexible work arrangements, including flextime, remote work, measures to encourage the use of childcare leave, refresh leave, and casual office attire. Some Group companies have also introduced programs that allow employees to opt for reduced working hours or working from home until their children reach the third grade of elementary school. The World Holdings Group is promoting cross-organizational initiatives to unlock untapped workforce potential and is focusing on creating diverse forms of the "Ways We Live" at various life stages for people whose work options are constrained by childcare or caregiving responsibilities, as well as senior talent seeking opportunities for secondary employment.

Trends in Management Staff Hires, Departures, and Turnover Rate



Human Resources and Education Policy

To foster talent capable of playing active roles across organizational boundaries, the World Holdings Group has established a structured training framework by identifying the core competencies required commonly across the Group's four business segments and applying them to a diverse range of personnel. Under the Groupwide training system, we provide several training sessions annually tailored to each career stage—new graduates, mid-level employees, and management. In addition, we offer Group mindset training for mid-career hires and frontline employees, and enable access to e-learning program that covers roughly 600 subjects. We also support employees in expanding their potential by subsidizing costs associated with obtaining professional qualifications. Furthermore, we promote the penetration of our purpose and corporate philosophy and enhance engagement by delivering regular messages from top management, hosting lectures by senior executives during group training sessions, and sharing personal stories from management who joined the Company as new graduates. Furthermore, we are focused on developing executive candidates who will lead the Group in the future and conduct a next-generation management talent development program.

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

World Holdings Training Framework (Groupwide)

Training Type	Target Participants	Purpose
Online Next Generation Leader Training	Managers and Above	Developing next-generation leaders
Chairman's Lecture	Years 4–10	Promoting understanding of the founder's mindset, Promoting understanding of group companies, Creating the future, and fostering "bonds"
Follow-up Training	Years 1–3	Career design support * Helps employees clarify where they are now and where they want to be, and encourages them to create a career plan
	All employees	Developing contextual application skills * The ability to adapt everyday information to one's own circumstances and apply it with a clear sense of purpose
		Developing fundamental competencies for working persons an era of the 100-year life ◎ Ability to work in teams ◎ Ability to step forward ◎ Ability to think through
WHD Mindset Training	Mid-career hires and frontline employees	Promote corporate understanding Enhancing engagement
WHD Mindset Training Mindset Follow-up Training		Performance review
Implementation Training	New employees	Shifting from a student to a professional mindset ◎ Promoting corporate understanding ◎ Acquiring business etiquette ◎ Foster compliance awareness ◎ Developing a professional mindset ◎ Developing reporting, communication, and consultation skills ◎ Fostering a teamwork mindset

Metrics and Targets

Category	Item	FY12/2023 (Results)	FY12/2024 (Results)	FY12/2025 (Results)	FY12/2026 (Plan)	FY12/2027 (Target)
Training	Number of training participants (Persons) (Note 1)	19,863	19,863	20,598	23,936	—
	Of whom, R&D personnel	1,100	1,069	1,109	1,240	—
Engagement	Employee engagement (Note 2)	64.1%	65.3%	66.4%	68.0%	70.0%
Recruitment	Key position fill rate (Note 3)	52%	50%	51%	54%	58%

Notes 1: Total for the principal companies related to the Human Resources and Education Business (WORLD INTEC Co., Ltd., WORLD STAFFING CO., LTD., and Dimples Co., Ltd.)
2. Average for 26 principal consolidated subsidiaries in Japan. The same questions were used in a Groupwide survey, and the average for each company was calculated from the responses.
3. Proportion of positions at general manager level or above at the Company and its consolidated subsidiaries that are filled by dedicated appointees

Manufacturing HR

Examples of Human Resource Development Programs in Manufacturing HR

- Examples from Manufacturing HR
- Training is provided at each career stage, from new hires to engineers (specialists)
- We also promote "new career paths" from manufacturing positions to engineering positions, enabling employees to advance or change their careers

Training Process

◎ Pre-assignment training
◎ Follow-up training

◎ Support training and qualification acquisition assistance
◎ Technology online-based training

◎ Specialist development program

Technology Course Trainees

Pre-assignment Training

Instructors with experience at major manufacturers provide highly practical training

Technology Course Members

Acquisition of technical skills on the manufacturing front

Assigned to an actual manufacturing engineering position. Acquisition of technical skills through on-the-job experience

Engineer (domestic manufacturer)

Work as an engineer

As key personnel in the line, they work to stabilize and improve production lines.

Specialist

Equipment Manufacturer Engineer (Field Engineering / Design and Development), Japan and Overseas

Expert in a Specific Area of Specialization

Utilizing advanced production equipment technologies, they work in Japan and overseas across a wide range of areas, from equipment troubleshooting and improvements to the installation and startup of new equipment.

Device Manufacturer Engineer (Equipment / Process / Development)

Expert in a More Advanced Area of Specialization

Drawing on their knowledge and experience of manufacturing processes, they analyze problems and challenges across a broad range of production engineering fields. Engaged in work to enhance productivity

Manufacturing HR

Development of Leaders and Engineers

See p. 22 for details.

Number of training participants

2025	7,400
2026 Plan	9,500

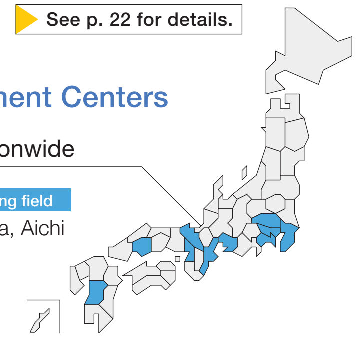
Human Resource Development Centers

11 training centers established nationwide

R&D field
Tokyo, Chiba, Kyoto, Osaka

Engineering field
Kanagawa, Aichi

Manufacturing field
Saitama, Aichi, Mie, Hiroshima, Kumamoto



Measures Against Compliance Violations, Harassment, and Other Problems

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

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

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

Basic Policy for Sustainability (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2023/08/4dc706e00fddd11d0804156b5c73fcbe.pdf

Human Rights Policy (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2023/08/6c3c18b71f304e6010f358ef90eaac76.pdf

Human Resources and Education Business

Shaping ways of working

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

Value Creation Story

Contributing to Industrial Development by Addressing Labor Shortages and Mismatches

Social Challenges

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

World Holdings Group Initiatives

The World Holdings Group's human resources and education business is one of the leading creators of employment opportunities in Japan. By addressing labor shortages and mismatches, and through initiatives in human resource development and reskilling, we provide numerous opportunities for individuals to thrive and contribute.

Furthermore, as a best assist company supporting *monozukuri* sought by society, we provide human solutions necessary for manufacturers' global expansion and domestic globalization. We also support the transfer of technical skills and the retention of talent, underpinning Japan's manufacturing industry. By doing so, we enable the delivery of higher-quality and more productive manufacturing, helping to resolve labor shortages and mismatches faced by companies while aiming to maintain and enhance the competitiveness of domestic industries. In recent years, we have expanded beyond the manufacturing sector into the service sector, addressing a variety of challenges. These include creating more employment opportunities, human resource development, reskilling to adapt to diverse working styles, and developing the workforce needed to support Japan's evolution as a tourism-oriented nation.

Challenges and Future Initiatives

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

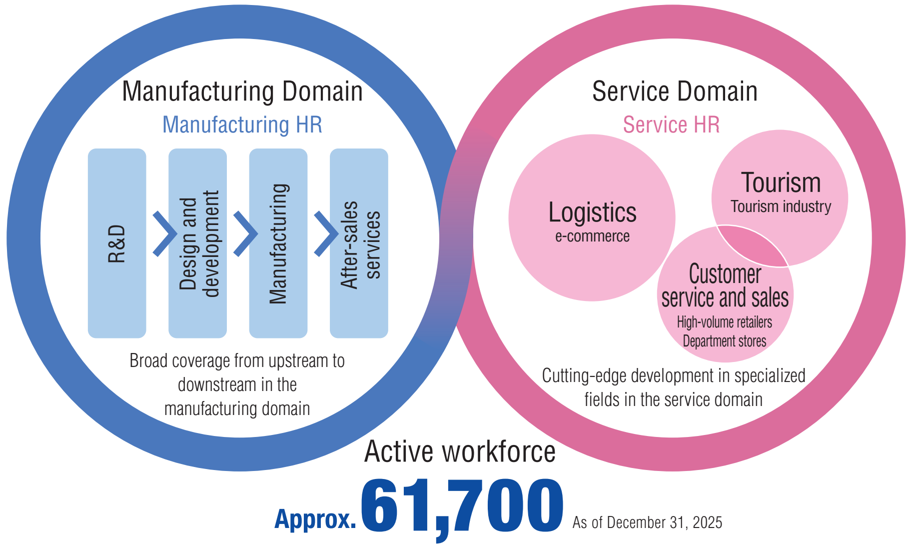
HUMAN RESOURCES AND EDUCATION BUSINESS

Strengths and Characteristics

Seamlessly Covering a Broad Range of Domains

Expertise in Contracted Work (Subcontracting) and Labor Management

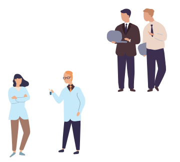
We offer human resource services through the Manufacturing HR business in the manufacturing domain and the Service HR business in the service domain. These services support a wide variety of industries from a human resource perspective. Approximately 61,700 employees are currently active in diverse fields such as R&D, design and development, manufacturing, logistics, tourism, and customer service and sales.

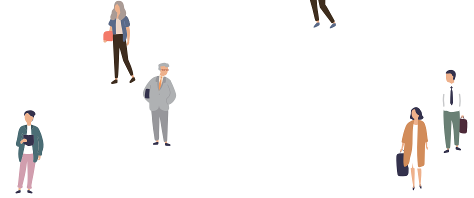


Broad Business Domains Delivering Best-in-Class Assistance Across the Manufacturing Value Chain

A Single Point of Contact for Manufacturers Facing Diverse Manufacturing Challenges ▷ **Delivering seamless end-to-end assistance**

Manufacturing processes	Japan		Overseas
Research and development	WORLD INTEC R&D	**Biotechnology and Chemical Research / Clinical Trials** Dispatches personnel to R&D operations at private-sector companies, materials R&D at universities and national research institutions, and clinical trial sites	
Design and development	WORLD INTEC ITS WORLD SYSTEM SERVICE CreationView Co.,Ltd.	**IT** Dispatches specialists in areas including AI development, DX implementation support, contracted software and systems development, IT department operations support, server administration, and the defense industry	
Design and development	NICHIGI WORLD	**Industrial Machinery and Equipment Development / Design and Engineering Support** Provides contracted work and personnel dispatch services covering everything from equipment development to engineering support at manufacturing sites	
Maintenance and repair manufacturing	WORLD INTEC Techno	**Mechanical, Electrical and Electronic / SI Design and Development** Dispatches personnel to design and development, evaluation, production engineering, quality assurance, and manufacturing engineering functions across technology fields	**Global** (Overseas affiliates) **Overseas Expansion Support** Provides on-site support from site visits through operations
Maintenance and repair manufacturing	WORLD INTEC Factory	**Production Lines / Maintenance and Safety** Provides contracted work and team dispatch for production-line work and maintenance inspections at manufacturing sites	WORLD GLOBAL SUPPORT **Employment of Foreign Nationals** Support for Technical Intern Training, Specified Skilled Worker, and Engineer / Specialist in Humanities / International Services
Office logistics	株式会社クリエイライフ	**HR BPO / Contract IT Development / Contract Design / Creative Production / Staffing** Provides contracted BPO services ranging from printing and copying brochures and other materials to systems development and payroll processing	
Office logistics / Sales	WORLD STAFFING DIMPLES	**Logistics Warehouse / 3PL** Provides end-to-end contracted operations and management for all warehouse processes through human resource services specializing in the logistic field **Sales / Call Centers** Human resource services specializing in the service and logistics industries dispatch personnel and provide temp-to-perm staffing for commercial facilities and other sites	
After-sales services	WORLD RETECH	**Repair / Maintenance / BPO** Provides contracted work and personnel dispatch for all after-sales services for digital devices	





Manufacturing HR | Business Performance and Future Outlook

Thriving in Uncertain Times Through "Strength in Covering Diverse Industries" and "Seamless Contracting Capabilities"

— Our True Value as the Best Assist Company Supporting *Monozukuri* —

Katsuhiro Kuriyama
Director, In Charge of the Human Resources and Education Business (Manufacturing HR)
President, Representative Director, Executive Officer of WORLD INTEC Co., Ltd.

The global economy is currently in an extremely unstable state, with its outlook difficult to predict due to geopolitical risks, including U.S. tariff policy and developments in the Middle East. However, we believe that it is precisely in times of such rapid change in the business environment that the strengths we have cultivated through Manufacturing HR demonstrate their true value.

With WORLD INTEC Co., Ltd. at its core, the segment's greatest strength lies in its coverage of a broad range of fields and diverse industries across the manufacturing value chain, from upstream to downstream. By diversifying risk through our "coverage of a broad range of industries and fields," which reduces our exposure to fluctuations in any specific industry, we have built a stable foundation for growth that is less susceptible to economic cycles, even in times of high uncertainty.

This strength was clearly demonstrated by our results for the fiscal year ended December 2025. Despite uncertainty in the external environment, we achieved planned increases in both net sales and profit by fully capitalizing on favorable conditions in our focus area of semiconductors (particularly for AI and data centers), while our broad coverage of other fields effectively diversified risk. The non-recurrence of temporary expenses incurred in the previous fiscal year and improved recruitment efficiency through the use of Company-operated websites also contributed to a substantial increase in profit. This momentum of stable growth continued into the first half of fiscal year ended December 2026, as we steadily secured orders from a diverse range of industries, including the electrical/electronics and machinery fields, and delivered solid performance above plan.

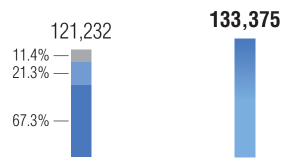
At the heart of our aim to be the "best assist company supporting *monozukuri*" is a "seamless" framework that goes beyond merely supplying personnel, enabling us to undertake contracted operations on an end-to-end basis from R&D and technology development through manufacturing and after-sales services. Our strategy is to deepen co-sourcing, through which we become closely involved in customers' frontline operations as a trusted partner, and expand the scope of these seamless contracted operations, thereby increasing our share of business at customer companies and pursuing sustainable growth "together" with our customers.

In the fiscal year ended December 2025, this strategy produced numerous tangible results. Initiatives such as our acquisition of TOHO TECHNICAL SERVICE CO., LTD. (TOHO TEC) from TOHO TITANIUM CO., LTD. and its addition to the Group, the establishment of a joint venture with SUBARU Corporation and NISSO CORPORATION, and the acquisition of a business from Bridgestone Plant Engineering Co., Ltd. are prime examples of the co-sourcing approach we have long advocated bearing fruit.

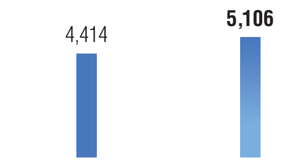
Furthermore, this "coverage of a broad range of fields" also delivers significant value to our employees. The variety of career paths available within the Company greatly expands employees' opportunities for career advancement as well as reskilling and career changes suited to the changing times. Coupled with enhanced human resource development through the launch of the Kumamoto Technical Center training facility and academia-industry collaboration with Kaishin Gakuen and Sasebo Jitsugyo High School, the environment we provide for employees to continue growing with confidence over the long term is creating a virtuous cycle of greater engagement and, ultimately, higher service quality.

Precisely because the future is difficult to foresee, we will remain steadfast and continue making an unwavering contribution to the development of Japan's manufacturing industry by leveraging our robust business foundation supporting diverse industries and our investment in people.

Net sales (¥ million)

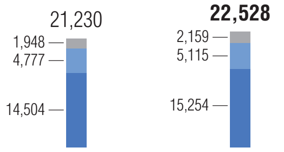


Segment profit (¥ million)



Temporary placement workforce

*3-month average (Persons)



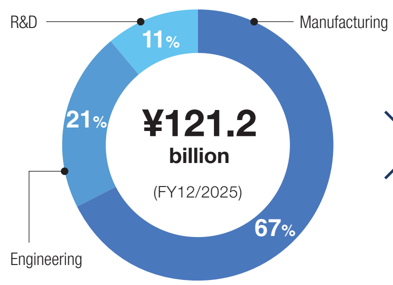
Strengths | Achieving Stable Growth Through Coverage of Diverse Fields and Industries

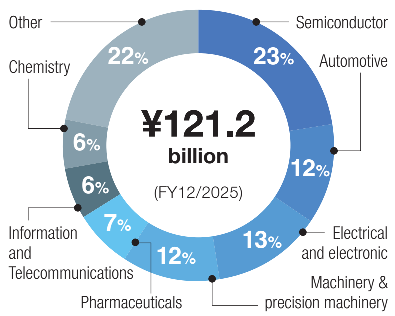
- Diversify risk by covering a broad range of fields and industries, thereby building a stable foundation for growth that is less susceptible to economic cycles
- Seamlessly undertake contracted operations from R&D through technology development, manufacturing, and after-sales services to increase our share of business at customer companies and achieve growth in net sales and profit
- Strengthen human resource development and cover a broad range of fields to expand employees' opportunities for career advancement and career changes and enhance engagement

Driving Growth by Leveraging Our Strength in Covering Diverse Fields and Industries

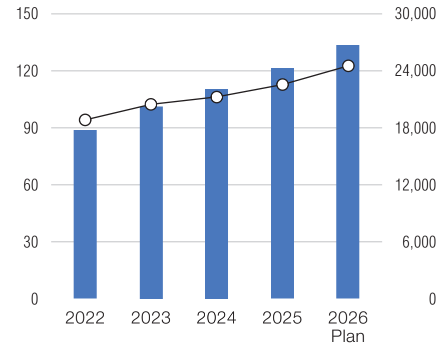
- Seamlessly cover a broad range of fields in *monozukuri* from "upstream to downstream"

- Cover diverse industries
- Reallocate personnel to high-performing industries when specific industries enter an adjustment phase





Steady Growth in Net Sales and the Temporary Placement Workforce



Focusing on Human Resource Development and Promoting Reskilling, Primarily in the Semiconductor Field

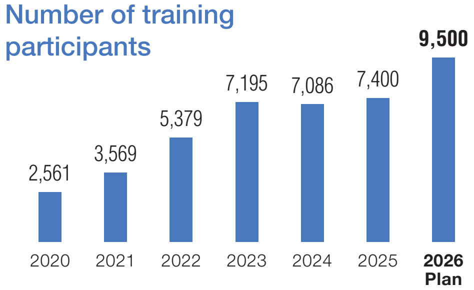
- Enhancing various training programs, including leadership and technical training, to provide numerous opportunities for reskilling and enable career advancement and career changes
- 11 training centers nationwide to help employees improve their engineering and technical skills
- In the semiconductor sector, a key area of strength, we established a new Kumamoto Technical Center in Ozu Town, Kumamoto Prefecture, to prepare for expanded contract work and focus on cultivating semiconductor talent

Enhancing the Leadership and Technical Training System

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

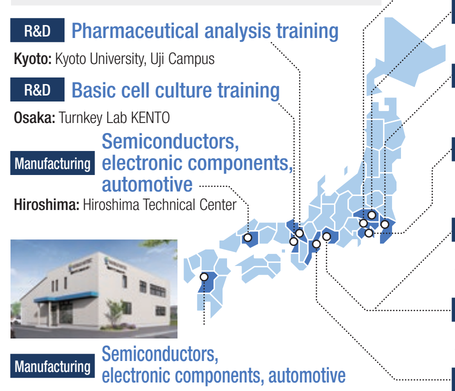
etc.

Number of training participants



Human Resource Development Centers

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



Service HR **Business Performance and Future Outlook**

Leveraging "Labor Management Expertise" and "Operational Expertise" to Establish a Unique Growth Model in Logistics and Customer Service and Sales

Shinji Honda
Director, In charge of Human Resources and Education Business (Service HR)
President of WORLD STAFFING CO., LTD.

The expertise in shaping "ways of working" that the Group has developed primarily in the manufacturing field since its founding is also driving significant innovation in the service industry, which faces severe labor shortages. Through the Service HR business, we are working to solve social challenges through the creation of diverse employment opportunities and human resource development in areas directly linked to economic infrastructure, including logistics, customer service and sales, and tourism.

In the fiscal year ended December 2025, WORLD STAFFING's core logistics division (3PL division) performed well, achieving revenue and profit growth above plan. This was the result of our proprietary labor management and operational expertise, honed by undertaking all aspects of operating logistics warehouses for a major foreign e-commerce operator, including workforce provision and in-warehouse operations. This expertise enabled us to respond effectively to growing shipment volumes and peak periods. Our expertise in recruiting and optimally allocating a diverse workforce, our expertise in ensuring smooth on-site operations, and our education system enable seamless end-to-end operations. Recent performance also continues to show stable growth, with both revenue and profit increasing year on year.

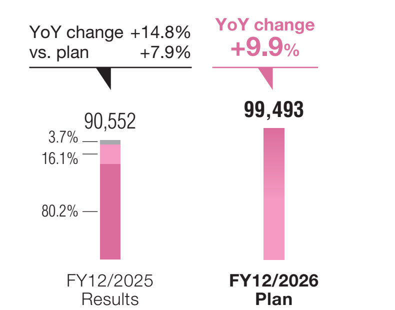
Another key pillar for further enhancing the value we provide in logistics is our strategic business alliance with YAMATO HOLDINGS CO., LTD., together with the addition of Yamato Staff Supply Co., Ltd. to the Group. Through this strong partnership, we will combine the strengths of both parties and contribute significantly to improving productivity and efficiency across Japan's logistics infrastructure.

To drive future growth, we aim to generate profit by expanding into adjacent business areas through "deepening," which further develops relationships with existing clients to drive sales growth, and the "horizontal expansion" of the expertise and services we have developed. As part of our efforts to deepen relationships with existing clients, we opened a new "Company-operated warehouse" in Hisayama Town, Fukuoka Prefecture, in September 2025, after establishing a warehouse in Ogori City in the same prefecture in 2024. This initiative enabled us to further develop our 3PL capabilities and establish stable operations. We are also building a track record in developing and launching new application tools (HR Tech business) that support diverse work styles, such as on-demand work, in the logistics and distribution markets, while cultivating new markets by expanding the scope of our comprehensive logistics warehouse contracting expertise.

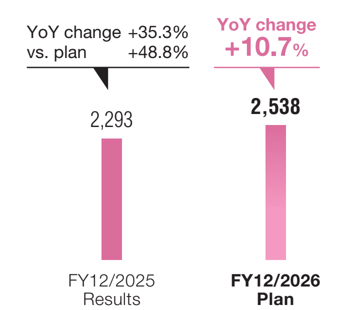
Another pillar of the segment is the customer service and sales division, centered on Dimples Co., Ltd. The division has an extensive client base spanning department stores, information desk services, and other fields, and continues to perform solidly by reliably capturing seasonal demand.

As we advance, we will combine the organizational management expertise honed in the logistics division with the high value added human resource development expertise of the customer service and sales division to reinforce our unique position. As the labor market continues to shrink, we will also provide an environment where people from diverse backgrounds, including senior human resources, foreign nationals, and women, can thrive through reskilling, thereby contributing to the sustainable development of the service industry as a whole.

Net sales (¥ million)

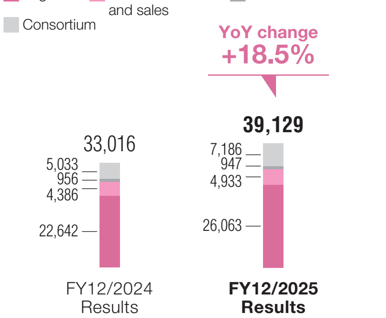


Segment profit (¥ million)



Temporary placement workforce

*3-month average (Persons)



Strengths

Comprehensive Logistics Warehouse Contracting Expertise

- Aim for further growth by horizontally expanding expertise in comprehensive warehouse contracting and labor management developed in the logistics sector
- Company-operated warehouses opened in Ogori City, Fukuoka Prefecture, in 2024 and Hisayama Town, Fukuoka Prefecture, in 2025 and now fully operational; alliance with YAMATO HOLDINGS further deepened

Expertise in Comprehensive Logistics Warehouse Contracting

"Labor Management Expertise"

- ◎ Capability in recruiting diverse human resources
- ◎ Expertise in optimal personnel allocation
- ◎ Immediate full start-up and full shut-down capability

▶ Expertise in moving people to different assignments

Use of the Consortium Model

＋

"Operational Expertise"

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

Subcontracting/outsourcing expertise in the manufacturing sector

Horizontal expansion ＋ Deepening

Development of new clients

Deepening relationships with existing clients

Company-operated warehouses

Deepening Relationships with Existing Clients

Horizontal Expansion of Comprehensive Warehouse Contracting

Alliance with YAMATO HOLDINGS

Deployment of Expertise in "HR Support," "Contract Work," and Other Areas

Expansion of Coverage: Growth in Customer Service and Sales

- Led by Dimples Co., Ltd., which possesses sophisticated customer service and sales expertise developed over many years in the department store industry
- Relationships with more than 9,700 companies involving face-to-face retail operations, the provision of information, and other sales activities
- Transactions with major department stores other than Daimaru and Matsuzakaya have also increased since Dimples joined the Group

Dimples Co., Ltd.

J. FRONT RETAILING ＋ WORLD HOLDINGS

DIMPLES

Strengths	Sales + Contracted Information + Events

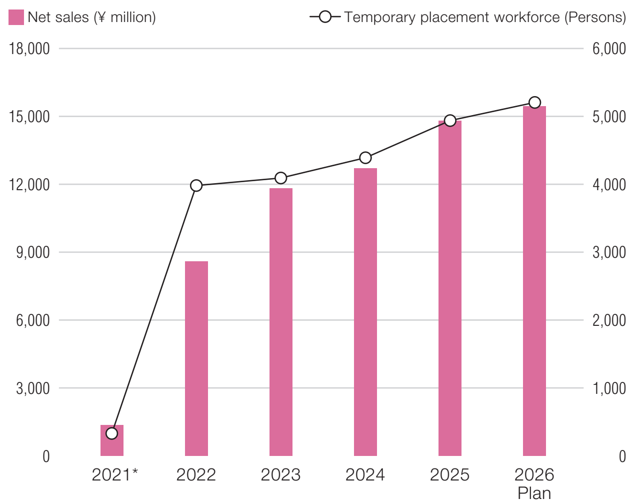
Contracted Information and Others

- Strengthening "contracted information desk services" in addition to sales positions, a traditional strength
- Began undertaking contracted operations at museums, shopping malls, and commercial facilities in underground areas and airports, among other locations
- Number of contracts increased 172% after joining the Group

Strength in Events

- Undertook operations for multiple pavilions at Expo 2025 Osaka, Kansai, Japan
- Strong capabilities in meeting demand for Valentine's Day and other events

Service HR "Customer Service and Sales" Trends



* Net sales increased significantly after Dimples Co., Ltd. joined the Group in 2022

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

By Further Deepening the Co-Sourcing Concept We Have Embraced Since Our Founding, We Pursue Stable Growth Together with Clients Even amid Highly Uncertain Conditions

Toward Sustainable Growth Through Collaboration with Prominent Companies

Logistics Industry

Strategic Business Alliance

YAMATO HOLDINGS + WORLD HOLDINGS

Leader in Last-Mile Logistics

Leader in Logistics Warehouse Contracting

YAMATO・STAFF・SUPPLY — Temporary staffing mainly for Yamato Transport

Contributing to sustainable growth in the logistics industry

Materials Industry

東邦チタニウム株式会社 + WORLD INTEC

TOHO WORLD

Handling outsourced manufacturing and other activities through the centralization of the external resources of TOHO TITANIUM

東邦チタニウム株式会社 + WORLD INTEC

トーホーテック

Titanium processing business (Manufacturer)

Materials Industry

三井金属 + WORLD INTEC

三金開発

Providing HR support services to Mitsui Kinzoku

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

Customer Service and Sales Industry

J. FRONT RETAILING + WORLD HOLDINGS

DIMPLES

Relationships with more than 9,700 companies involving face-to-face sales and retail operations, the provision of information, and other sales activities

Tires and Chemicals Industry

BRIDGESTONE Solutions for your journey — WORLD INTEC

Equity Stake: 100%

Bridgestone Plant Engineering Co., Ltd. — Acquired Certain Business Operations

Acquired Bridgestone Plant Engineering's "Contract Business Supporting New Product Development and Testing Operations"

Automotive Industry

SUBARU

NISSO 日総工産株式会社 — WORLD INTEC

SUBARU nw Sight Co., Ltd.

SUBARU, NISSO, and WORLD INTEC established a new company to provide human resource services

TOPICS

2025 March — Signed an Academia-Industry Alliance Agreement for Semiconductor Education Program with Kaishin Gakuen

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

2025 March — First materials manufacturer — Titanium Processing Manufacturer TOHO TEC Joins the Group

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

2025 April — Kumamoto Technical Center Semiconductor Training Facility Officially Launched in April

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

2025 May — Signed a Collaboration Agreement with Naruto City on Corporate Attraction and Job Creation

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

2025 June — The industry's first joint venture co-creation — Established SUBARU nw Sight Jointly with SUBARU and NISSO

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

2025 September — Established Second Company-Operated Logistics Warehouse in Hisayama Town, Fukuoka Prefecture

Following the Fukuoka Ogori Warehouse established in 2024, a second company-operated warehouse was established in Hisayama Town, Fukuoka Prefecture. Exploring further expansion of business with existing customers and the development of new customers through the horizontal expansion of expertise.

2025 October — Collaboration Agreement with Fukuoka Financial Group and Others on the Utilization of Indonesian Personnel

A collaboration agreement on the "utilization of Indonesian personnel" was signed with five organizations, including Fukuoka Financial Group. The initiative aims to address Indonesia's employment challenges as the country enters a demographic dividend period and to realize a revitalized Silicon Island Kyushu.

2026 January — Acquired Certain Business Operations from Bridgestone Plant Engineering

Acquired the "subcontracting business for new product development and test support" from Bridgestone Plant Engineering Co., Ltd., a wholly owned subsidiary of Bridgestone Corporation.

Businesses

New product development and testing support, primarily including product testing (measurement and inspection), product measurement (certification tests, etc.), development support (tires, new materials, etc.), and chemical product operations (prototyping and testing), among other activities

2026 May — Launch of Tender Offer for nms Holdings Corporation

A tender offer was launched for nms Holdings Corporation, with which the Group entered into a capital and business alliance in March 2025. As of July 10, the number of shares tendered exceeded the minimum number scheduled to be purchased, and nms Holdings Corporation is expected to become a wholly owned subsidiary.

Piece of Innovation. nms Holdings

Real Estate Business

Shaping the way we live through home creation

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

Value Creation Story

Contributing to Safe and Comfortable Urban Development

Social Challenges

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

World Holdings Group Initiatives

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

Challenges and Future Initiatives

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

REAL ESTATE BUSINESS

Characteristics

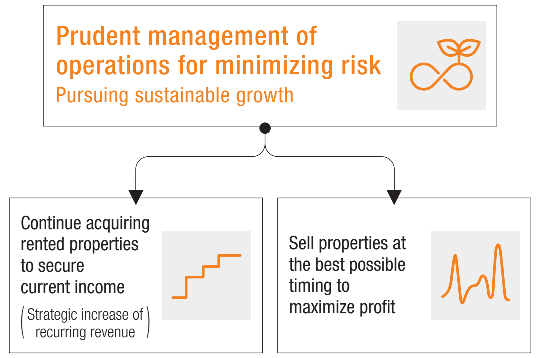
Building an Infrastructure Able to Adapt to Any Change in the Business Climate

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

Pursuing Stable Growth Through Thorough Risk Management

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

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



Taking on the Challenge of Creating Sustainable Residences and Communities

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

An Example of Our Initiatives

Project plan to preserve existing trees

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

Residential Ohanajaya

Contributing to the community by developing public squares and greenways

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

Residential Nakanosakaue

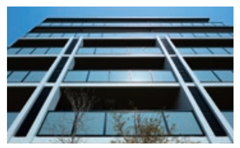
Greening ratio exceeding legal standards

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

Residential Oji Kamiya

Use of exterior wall materials that purify the air

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



Residential Ikegami

Business Performance and Future Outlook

Leveraging “Prudent Management” Enabled by the Group’s Foundation and “Advanced Land Development Capabilities” to Achieve Sustainable, Stable Growth Resilient to Changes in the Business Environment

Shinichiro Kuwahara
Director: In charge of Real Estate Business
Vice Chairman of WORLD RESIDENTIAL CO., LTD.

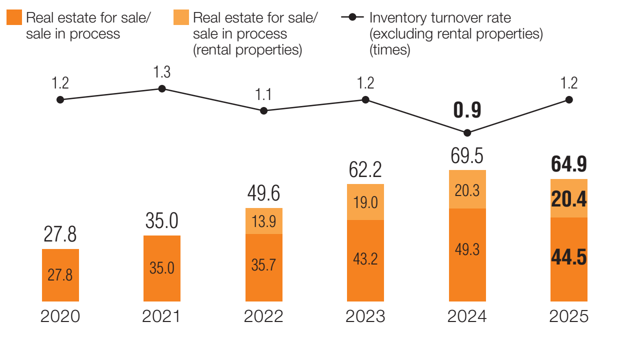
The current business environment is fraught with risk, as real estate prices remain elevated due to rising land prices and soaring construction and labor costs. In this environment, one of the strengths of our Real Estate Business is our policy of “prudent management,” made possible precisely because the Group’s core business is the Human Resources and Education Business. Our distinctive stance of carefully identifying the optimum timing for both purchasing and sales, without taking excessive risks simply to keep pace with economic trends, has become an even stronger competitive advantage that sets us apart from other companies, particularly now that rising interest rates and other factors are slowing property sales.

Under this management stance, net sales for the fiscal year ended December 2025 fell short of plan because we deferred the sale of certain properties. Nevertheless, contributions from major properties, including BIZIA KOKURA, pricing based on meticulous marketing, and measures to keep costs below expectations bore fruit. As a result, profit exceeded plan, and we achieved significant year-on-year increases in both net sales and profit. In the fiscal year ending December 2026, property deliveries will be concentrated in the second half. Sales contracts are being signed at a steady pace for major properties developed by WORLD RESIDENTIAL, including Residential Koenji and Residential Shinagawa Ebara-machi, and performance remains solid as we work toward achieving the full-year plan.

Our Real Estate Business has built a structure capable of responding flexibly to changes in the external environment by diversifying operations within the segment across Development, which primarily handles the development of condominiums and commercial premises, and Renovations, which focuses on real estate revitalization. Our core strength lies in our “expertise in commercial site development,” which enables us to enhance the value of land through statutory redevelopment and rights adjustments. We possess the expertise to acquire high-quality land at optimal cost by avoiding competitive bidding and similar acquisition methods wherever possible and taking the time to untangle complex rights relationships, an approach that has earned us a high level of trust from major developers.

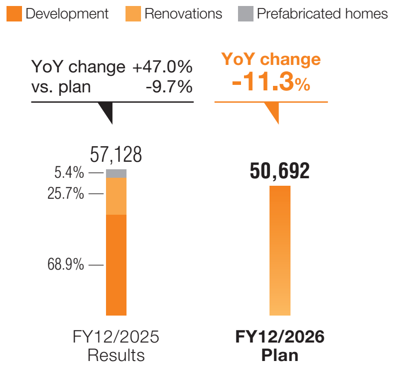
Going forward, we will continue contributing to safe and comfortable “ways of shaping communities” through disaster preparedness and urban regeneration, while maintaining high asset efficiency, as demonstrated by inventory turnover of approximately 1.2 times. We will also step up efforts to expand recurring revenue, including by continuing to lease properties we develop, as we aim for stable growth through a balanced mix of one-off and recurring revenue.

Real Estate for Sale, Real Estate for Sale in Process, and Inventory Turnover Trends (¥ billion)

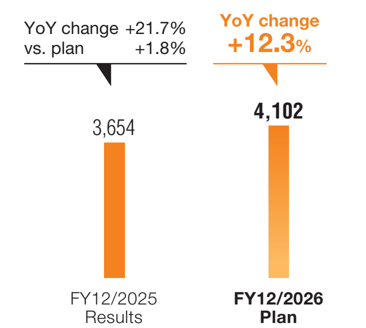


Inventory turnover rate = Real Estate Business net sales ÷ real estate for sale and real estate for sale in process at the end of the previous fiscal year (excluding rental properties)

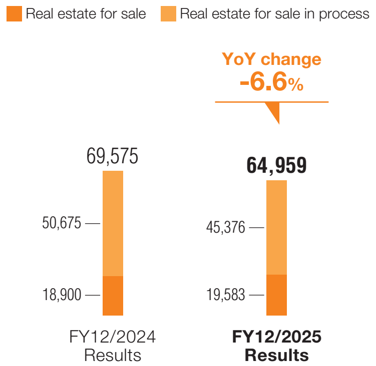
Net sales (¥ million)



Segment profit (¥ million)



Real estate for sale (¥ million)

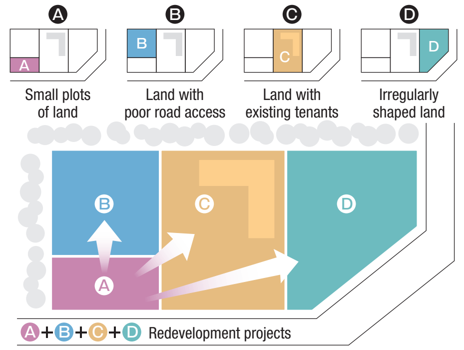


Strengths

Value Creation Through Outstanding Land Development Capabilities

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

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



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

Development Example 1: Promoting Redevelopment of Aging, Densely Built Wooden Housing Areas with Local Authorities

Residential Ikebukuro Honcho (Toshima-ku, Tokyo)

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

Development Example 2: Revitalizing Aging Housing Complexes to Create New Residences and Communities

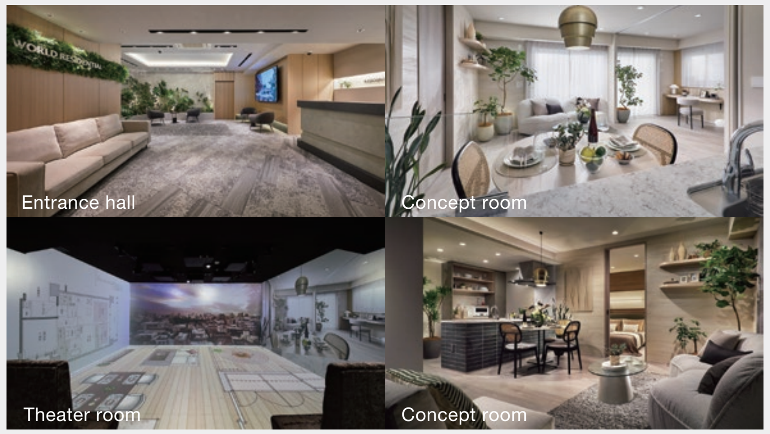
Residential Hara Branchera (Sawara-ku, Fukuoka City, Fukuoka Prefecture)

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

TOPICS: Opening of the “Residential Yaesu Gallery”

In July 2025, we opened the “Residential Yaesu Gallery” to serve as a centralized sales gallery for newly constructed condominiums.

Access
2F Yaesu-dori Building, 3-4-15 Nihonbashi, Chuo-ku, Tokyo
- 3-minute walk from the Yaesu Central Exit of JR Tokyo Station
- 3-minute walk from Nihombashi Station on the Tokyo Metro Ginza and Tozai Lines



- Aim to conduct efficient, high-quality sales activities through the centralized gallery
- Began using the facility as a sales gallery for new condominium developments scheduled for completion in 2026

Information and Telecommunications Business

Shaping convenience, safety, and security

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

Value Creation Story

Contributing to the Realization of a Digital Society

Social Challenges

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

World Holdings Group Initiatives

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

Challenges and Future Initiatives

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

INFORMATION AND TELECOMMUNICATIONS BUSINESS

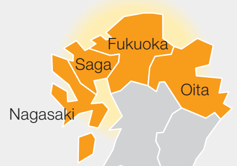
Promoting IT Infrastructure Through Mobile Phone Shops

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

Mobile Phone Shops

Largest Network of Stores in Kyushu

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



SoftBank shops
au shops
Repair shops

28 stores
As of March 31, 2026

Corporate solutions

Comprehensive Cost Reduction Solutions

Provide corporate clients with proposals for reducing electricity and communication expenses through the sale of various products and services

Call Centers

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

Growing with Communities

Supporting Regional Safety and Security Through Our Business

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

Business Performance and Future Outlook

Becoming the "No. 1 Distributor" Through Strong Community Ties

Shuji Iwaihara **Executive Officer in Charge of Information and Telecommunications Business**
Representative Director and President, e-support, Inc.

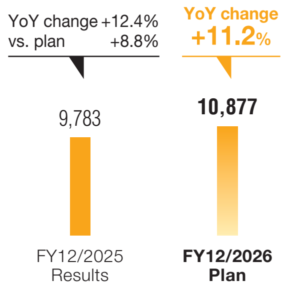
In today's rapidly digitalizing society, bridging the information gap (digital divide) is an urgent priority. With a strong commitment to local communities, our Information and Telecommunications Business aims to establish local service hubs where everyone can benefit from ICT conveniently, safely, and securely.

In the fiscal year ended December 2025, our mainstay mobile shop operations improved profitability through store scrap-and-build initiatives, while increased sales volume resulting from local collaboration and enhanced sales promotion activities enabled us to achieve growth in both revenue and profit that exceeded the plan. The corporate solutions sector also delivered solid performance, contributing significantly to lifting the segment's overall profit.

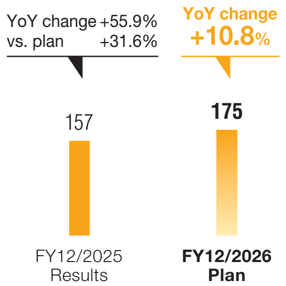
The segment's greatest strength lies in its "market dominance strategy," through which it has established solid market shares in specific regions, and in its "strong partnerships" with telecommunications carriers and business partners, underpinned by its ability to develop highly effective sales proposals. The telecommunications industry is now evolving beyond traditional device sales to become a channel for delivering AI and a diverse range of digital services to local residents, businesses, and municipalities. We view this transformation and the growing need to put such technologies and services into practical use in local communities as a major opportunity, and aim to become the "No. 1 distributor working alongside local communities" by delivering a diverse range of services that people can use with confidence in the communities they call home.

We will establish our position as the "most accessible point of contact" that local residents turn to first when they need help with digital technology or telecommunications, thereby contributing to the realization of a sustainable and prosperous society.

Net sales (¥ million)



Segment profit (¥ million)



Agricultural Park Business

Shaping the future

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

Value Creation Story

Contributing to the Future of Children and Local Communities

Social Challenges

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

World Holdings Group Initiatives

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

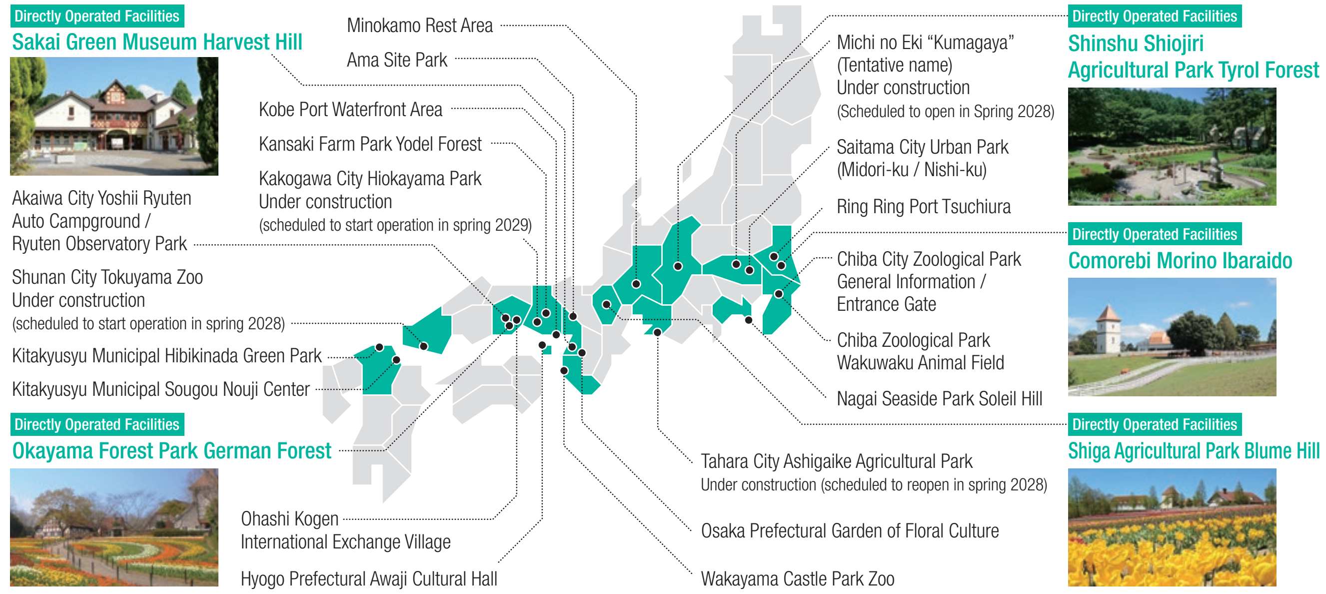
Challenges and Future Initiatives

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

AGRICULTURAL PARK BUSINESS

Agriculture Parks at 26 Sites Across Japan

Operation of 5 Directly Operated Facilities and 21 Designated Management/Subcontracted Facilities



Business Performance and Future Outlook

Shaping a Future Where People Can Thrive as a Platform Connected with Local Communities

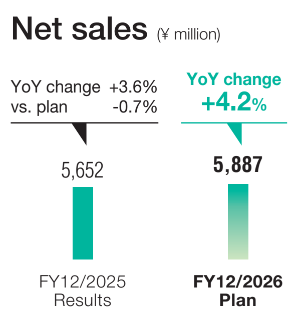
Takahiro Morikawa
In Charge of Agricultural Park Business
Director, Managing Executive Officer of WORLD INTEC CO., LTD.

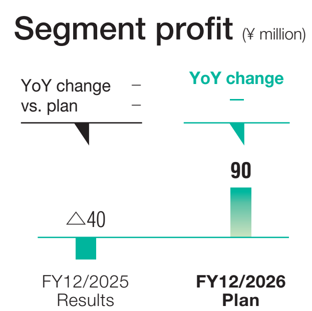
By conserving the environment and natural resources and providing the nurturing environment necessary for the growth of the children who are our future, we support the sustainable development of society. This is the purpose of our Agricultural Park Business. As a platform rooted in local communities, we are taking on the challenge of shaping a future where people can thrive.

Although the Agricultural Park Business recorded a loss in fiscal year ended December 2025 due to the combined effects of extreme heat accompanied by frequent heatstroke alerts and the diversion of visitors to Expo 2025 Osaka, Kansai, Japan, net sales increased year on year, reflecting higher average customer spending from enhancements to attractions and other offerings, as well as the reopening of Tirolean Forest, Shinshu-Shiojiri Agricultural Park. As evidence of our ability to compete in public tenders for designated management projects, we have also been selected to operate multiple facilities, including Hiokayama Park in Kakogawa City, steadily laying the groundwork for the next stage of growth. In the fiscal year ended December 2026, we have been strengthening measures to attract visitors during winter, including expanding illumination events and operating them in-house, to offset the decline in visitor numbers at directly operated facilities during periods of extreme heat.

These efforts have helped restore visitor numbers, and recent performance has improved markedly, with both net sales and profit increasing year on year. Given that this business is particularly susceptible to weather conditions, we will establish a stable management foundation by strengthening our area strategy and pursuing "geographic diversification."

We will continue to expand contracts for designated management and other services by leveraging our expertise in directly operating park facilities. By establishing a new, sustainable model for agricultural parks, we aim to build our brand as an industry frontrunner.





Strengths

Leveraging Agricultural Park Management Expertise for Public Facilities Nationwide

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

Revitalization Know-How Acquired at Four Directly Operated Facilities

New mindset for employees

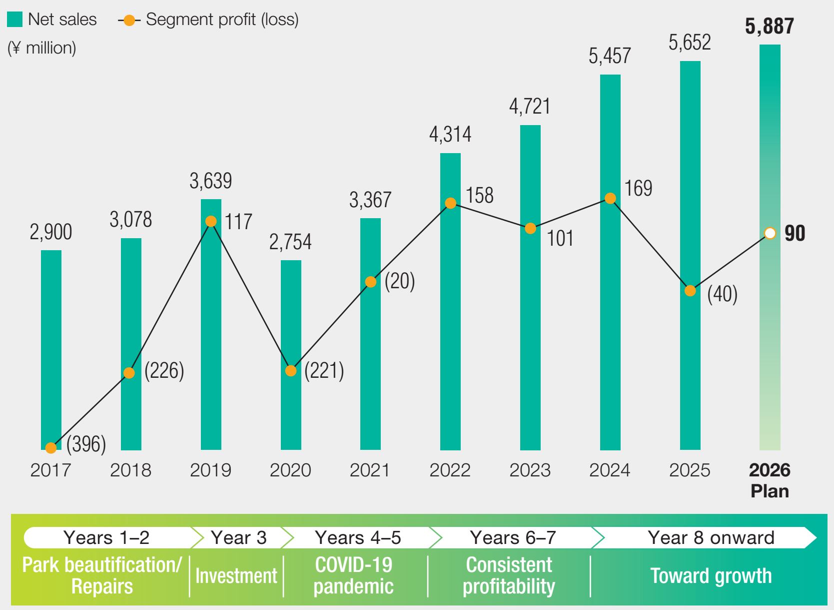
◎ Making facilities more attractive
◎ Treating visitors with sincerity

Increase in visitors

◎ Making facilities profitable

Investments for profit growth

◎ New attractions and other activities
◎ Larger selections of food and souvenirs



Environmental Initiatives

Taking on the Challenge of Creating Sustainable Residences and Communities

Tirolean Forest 信州塩尻農業公園 チロルの森

Example of “Tirolean Forest, Shinshu-Shiojiri Agricultural Park”

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

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

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

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

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

Creating a Future for Children Through Nature-Rich Park Facilities

Initiatives on Climate Change and Response to TCFD

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

Governance

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

Strategy

Based on the TCFD recommendations, the World Holdings Group identified climate-related risks and opportunities and conducted a scenario analysis to assess the impact of climate change on its business activities and financial position. The review process and an overview of the scenarios adopted are provided below.

Review Process

Step 1	Step 2	Step 3	Step 4
Identification of significant risks and opportunities	Scenario selection	Business impact assessment	Examination and formulation of countermeasures

Recruitment scenario overview

Recruitment scenarios	Assumed Developments	Main References
1.5°C scenario	This scenario assumes that climate change policies are implemented and sustainable development advances. It is consistent with the Paris Agreement and assumes that carbon neutrality will be achieved around 2050. The rise in global temperatures is assumed to be limited to 1.5°C or less by 2100. Countries around the world introduce carbon pricing, and carbon taxes rise globally. Carbon taxes are assumed to reach USD140/t-CO_2 in 2030 and USD250/t-CO_2 in 2050. Consumer behavior and preferences may become more environmentally conscious, while environmentally friendly buildings and homes (ZEBs, ZEHs, etc.) may become widely adopted.	IEA World Energy Outlook 2023 (NZE2050) IPCC Sixth Assessment Report (SSP1-1.9)
4.0°C scenario	This scenario assumes that no climate change policies are implemented and that natural disasters become more severe. The scenario assumes that global temperatures will rise by 4.4°C by 2100. Carbon pricing is assumed to see little further adoption worldwide and remain at approximately current levels. As global warming progresses, extreme weather events (typhoons, floods, etc.) become more frequent. As extreme weather events become more severe, the Group's business locations and client sites to which it dispatches personnel may sustain damage, and disruptions to procurement-related supply chains may occur frequently.	IEA World Energy Outlook 2023 (Pre-Paris/STEPS) IPCC Sixth Assessment Report (SSP5-8.5)

The following table presents the impacts of climate-related risks and opportunities on the World Holdings Group's businesses, strategy, and financial plans, as identified through the scenario analysis.

Assumptions for Scenario Analysis

Target Business Sectors	Time frame	Financial Impact
All Domestic Businesses Listed Below ● Human Resources and Education Business ● Real Estate Business ● Information and Telecommunications Business ● Agricultural Park Business	**Short-term:** Single year to two years **Mid-term:** to 2030 **Long-term:** to 2050	**Large:** Significant impact on business/financial planning **Medium:** Some impact on business/financial planning **Small:** Limited impact on business/financial planning

List of Risks and Opportunities

* Target business sectors: HRE: Human Resources and Education / RE: Real Estate / IT: Information and Telecommunications / AP: Agricultural Parks / All: All businesses listed above

Category	Item	Cause	Impact on financial planning	Target Business Sectors*	Time frame	Financial Impact 1.5°C scenario	Financial Impact 4.0°C scenario	Actions/Strategies
Physical risk	Acute	More serious typhoons, floods and other weather-related disasters	Higher expenses due to damage to buildings, equipment, inventory and other assets caused by increasingly severe natural disasters	All	Medium to long	Small	Small	• Assessments to determine risk of water and other damage to buildings and other facilities; risk assessments for newly leased business sites • Risk management by using BCP and upgrading continuity plans • Reduce vulnerability to weather-related losses by protecting properties against wind, rain and other weather-related damage and using adequate insurance
			Lower sales due to damage caused by natural disasters and suspension of operations mainly at mobile phone shops and agricultural parks, as well as other group properties	IT/AP	Medium to long	Small	Small	
			Lower sales as the need for people declines at client companies where facilities were damaged by natural disasters	HRE	Medium to long	Small	Medium	• Reduce downturn in sales by including work suspension compensation provisions in contracts and using other measures • Risk diversification measures, such as the diversification of companies using group staffing services to prevent the concentration of operations on a particular region of Japan
		Rainfall pattern shift and extreme weather pattern shift	Higher expenses involving natural disasters, higher expenses for protecting properties against disasters and for required measures concerning BCP	All	Medium	Small	Small	• Periodic risk assessments and BCP reexaminations to implement effective countermeasures starting with the highest priorities
	Chronic	Increase in avg. temperature	Higher expenses due to more use of air conditioning	All	Short to medium	Small	Small	• Promote the introduction of high-efficiency air conditioning systems and energy-saving initiatives • Consider relocation to offices with high air conditioning efficiency and the adoption of smart technologies • Installation and expansion of solar power generation systems (Agricultural Parks)
			Lower sales due to negative effect of higher temperatures on workplace environments and productivity; possibility of disruptions of work	All	Medium to long	Small	Medium	• Supervise workplace environment for temporary staffing personnel, safety measures for people working outside in hot weather • For hot weather safety, continuously study actions involving equipment (cooling and other systems) and how people do their work
Transition risks	Policy and Legal	Prices for GHG emissions (carbon pricing)	Higher cost of operations due to a carbon tax on GHG emissions	All	Medium to long	Small	—	• Establish target for GHG emission reductions and take actions to lower emissions • Increase use of solar panels and buy electricity from renewable energy sources
			Higher procurement expenses as suppliers raise prices to reflect the rising cost of carbon taxes and carbon credits	RE	Medium to long	Small	—	• Diversify risk by using more than one supplier, switching to alternate materials and taking other actions • Use dialogues with suppliers to encourage them to cut GHG emissions
	Reputation	Change in consumer preferences	Lower sales due to rising demands from client companies and others to cut emissions and associated rising risk of a decline in new contracts	All	Short to medium	Medium	—	• Use TCFD and other methods to disclose climate change countermeasure activities and provide information about sustainability programs of group companies • Promote GHG emission reduction efforts
	Markets	Rising cost of raw materials	Higher cost of electricity including shift to renewable energy and of manufacturing and procurement as suppliers raise prices to reflect rising prices of raw materials	All	Medium to long	Small	—	• Use energy conservation measures to reduce the cost of energy • Diversify risk by using more than one supplier, switching to alternate products and taking other actions
Opportunity	Resource efficiency	Efficient production and distribution processes	Lower cost of business activities by raising production and energy efficiency, conserving energy and using other measures	All	Short to medium	Small	Small	• Promote energy conservation measures at all group locations and upgrade energy management
	Products and services	Development / increased use of low-emission products and services	Increase market share by requiring zero-emission buildings / houses and expanding the market for environmentally responsible structures	RE	Medium	Small	Small	• Make the corporate brand more powerful by developing environmentally responsible structures and making the public aware of these activities • More and stronger partnerships with construction companies that have advanced environment protection technologies
	Markets	Target new market sectors	Raise demand for human resource services through the growth of markets involving clean energy and low-carbon products and services	HRE	Short to medium	Medium	Small	• More recruiting of new technology specialists and development of training programs for these people • More activates to add new temporary staffing clients in fields related to decarbonization

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

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

Risk Management

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

Metrics and Targets

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

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

Scope 1 and 2 emissions results

(t-CO_2)

Indicator	2023	2024	2025
Scope1	3,353	3,383	**3,261**
Scope2	5,069	6,170	**7,022**
Total	8,422	9,553	**10,283**
Emissions per ¥100 million in net sales	3.94	3.94	**3.62**

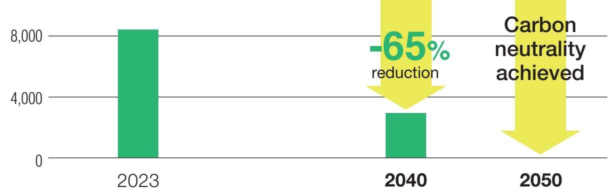
* Scope 2 uses market-based figures.

Reduction Targets and Initiatives

Main reduction measures for Scope 1 and 2

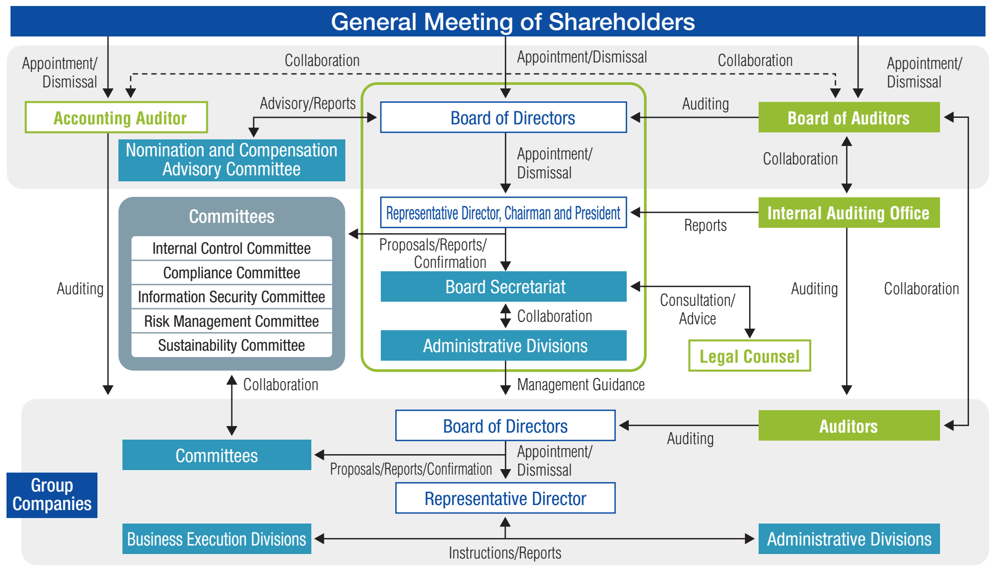
- Consideration of introducing energy-saving equipment at each facility and thorough implementation of energy conservation activities
- Introduction of renewable energy sources (such as solar power generation)
- Promotion of replacing Company vehicles with next-generation vehicles (EVs, FCVs, etc.)

Scope 1 and 2 emissions (t-CO_2)



Basic Approach to Corporate Governance

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



The Board of Directors is composed of directors responsible for clarifying and monitoring the objectives of each business subsidiary to enable swift and appropriate management decision-making, as well as outside directors who utilize their extensive experience and broad insights to provide oversight and advice on management.

To ensure the effective functioning of monitoring and oversight in business execution, we have adopted a governance structure as a company with a Board of Auditors, which includes outside auditors with specialized knowledge.

Board of Directors, Committees, and Board of Auditors

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

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

Appointment of Senior Management, Directors, and Auditors

Senior Management and Directors

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

Auditors

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

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

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

Analysis and Evaluation of the Effectiveness of the Board of Directors

To ensure the continuous improvement of the Board of Directors' effectiveness, we conduct regular analyses and evaluations to identify its strengths and challenges. Based on the results, we implement improvements as necessary.

For the evaluation of the Board's effectiveness in the fiscal year ended December 2025, an anonymous survey covering a wide range of Board-related matters was conducted.

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

On the other hand, the need to further enhance discussions from the perspective of optimizing the Group as a whole continued to be identified as a challenge (including a review of the criteria governing matters to be submitted to the Board of Directors and of the Board's agenda). Accordingly, we will continue working to improve the functioning of the Board of Directors, including by addressing these issues.

Business Risks

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

1 Strategic Risks

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

2 Operational Risks

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

1 2 Details on risks in sections 1 and 2
(Refer to "Business Risks" in the Securities Report) (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2026/03/202603_Release-1.pdf

Internal Control System

Compliance

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

Risk Management Framework

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

System to Ensure the Proper Operations of Subsidiaries

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

I believe a defining feature of the Group's corporate governance is the balance it strikes between unity and cohesion across the Group and the autonomy of each business.

Operating across business fields with distinct characteristics, namely Human Resources and Education, Real Estate, Information and Telecommunications, and Agricultural Park, we have designated a core operating company for each business segment under our holding company structure. World Holdings sets the overall direction for the Group and supports management of the Group from the perspective of optimizing the Group as a whole in areas such as the business portfolio, resource allocation, and risk management. Meanwhile, each segment and operating company manages its operations swiftly in line with its own business characteristics and frontline realities.

Outside directors, who account for approximately half of all directors, draw on their diverse experience and expertise to provide opinions and advice during deliberations by the Board of Directors.

For our many and diverse Group companies to advance together in the direction the Group aims to take, I believe it is most important that all officers and employees across the Group share the Group's purpose, Company precepts, corporate philosophy, and values. Building on this, we are also strengthening governance through mechanisms such as officers holding concurrent positions across the holding company, core operating companies, and major Group companies, as well as day-to-day monitoring.

As the Group expands in scale and business scope, I believe an important priority going forward will be to evolve toward a more transparent and objective approach to management while leveraging the strengths we have developed to date.

Director
General Manager of Corporate Planning Division and Deputy General Manager of Business Management Division
Ichiro Okamoto

Executives (As of June 30, 2026)

Detailed profile of executive officers (Refer to the Securities Report) (in Japanese only)
https://world-hd.co.jp/app/wp-content/uploads/2026/03/202603_Release-1.pdf

Directors

Significant concurrent positions are as of June 30, 2026.

Eikichi Iida
Representative Director, Chairman and President
Chief Executive Officer

Since December 2011

Significant Concurrent Positions
- Representative Director and Chairman of GEOGRAPHIC INFORMATION OF KYUSHU, INC.
- Chairman of WORLD RESIDENTIAL CO., LTD.
- Director of WORLD INTEC TAIWAN CO., LTD.
- Chairman of WORLD RESIDENTIAL KANSAI CO., LTD.
- Chairman of WORLD RESIDENTIAL EAST CO., LTD.
- Chairman of Best IT Business Co., Ltd.
- Chairman of OMACHI WORLD Co., Ltd.
- Chairman of RENOVE MIKUNI Co., Ltd.
- Chairman of WORLD INTEC Co., Ltd.
- Director of WORLD CAPITAL SOLUTION CO., LTD.
- Director of Nichimo Real Estate Co., Ltd.
- Chairman of WORLD STAFFING CO., LTD.
- Director of Dimples Co., Ltd.
- Director of DOT WORLD Co., LTD.
- Chairman of NICHIGI WORLD CO., LTD.
- Chairman of WORLD RESIDENTIAL HOKKAIDO CO., LTD.
- President, Member of the Board of MIKUNI Co., Ltd.

Katsuhiro Kuriyama
Director
Human Resources and Education (Manufacturing HR)

Since March 2022

Significant Concurrent Positions
- Vice Chairman of ENGMAINTEC CO., LTD.
- Chairman of WORLD INTEC TAIWAN CO., LTD.
- Director of TOHO WORLD Corporation
- President, Representative Director, Executive Officer of WORLD INTEC Co., Ltd.
- Representative Director of Creative Inc.
- Director of NICHIGI WORLD CO., LTD.
- Director of Sankin Kaihatsu Co., Ltd.
- Representative Director of CREATION VIEW CO., LTD.
- Representative Director of WORLD RETECH CO., LTD.
- Director of WORLD CONSTRUCTION CO., LTD.
- Representative Director of Advan Co., Ltd.
- Director of TOHO TECHNICAL SERVICE CO., LTD.
- Representative Director of DOT WORLD Co., LTD.
- Director of WORLD SYSTEM SERVICE CO., LTD.

Shigeru Nakano
Director
Director, General Manager of Corporate Planning and Management Division and General Manager of Business Management Division

Since July 2014

Significant Concurrent Positions
- Audit & Supervisory Board Member of DOT WORLD Co., LTD.
- Audit & Supervisory Board Member of WORLD INTEC TAIWAN CO., LTD.
- Director, Executive Officer of WORLD INTEC Co., Ltd.

Shinji Honda
Director
Human Resources and Education (Service HR)

Since July 2014

Significant Concurrent Positions
- Representative Director of WORLD STAFFING CO., LTD.
- Director, Executive Officer of WORLD INTEC Co., Ltd.
- Director of Dimples Co., Ltd.

Masaaki Shiomi
Director
Deputy General Manager of Corporate Planning and Management Division and General Manager of Business Development Division

Since July 2014

Significant Concurrent Positions
- Director of OMACHI WORLD Co., Ltd.
- Director of Dimples Co., Ltd.

Shinichiro Kuwahara
Director
In charge of Real Estate Business

Since March 2024

Significant Concurrent Positions
- Director of WORLD RESIDENTIAL EAST CO., LTD.
- Director of WORLD RESIDENTIAL KANSAI CO., LTD.
- Director of WORLD LIFE PARTNER CO., LTD.
- Director of WORLD RESIDENTIAL HOKKAIDO CO., LTD.
- Vice Chairman of WORLD RESIDENTIAL CO., LTD.

Tomoharu Hamachi
Director
Manager of Finance & Accounting Planning Division

Since March 2025

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

Ichiro Okamoto
Director
General Manager of Corporate Planning Division and Deputy General Manager of Business Management Division

Since March 2026

Outside Directors

Soichi Kawamoto
Outside Director

Since March 2022

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

Kappei Isomata
Outside Director

Since March 2025

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

Kazuyoshi Kimura
Independent Outside Director

Since March 2023

Kozo Ogino
Independent Outside Director

Since March 2025

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

Kazumi Ono
Independent Outside Director

Since March 2022

Significant Concurrent Positions
- Visiting professor at Graduate School of Engineering Sciences, Kyushu University

Hiroshi Hoshino
Independent Outside Director

Since March 2024

Significant Concurrent Positions
- Emeritus professor at Kyushu University
- Distinguished professor at Department of Business, Marketing and Distribution of Nakamura Gakuen University

Yoshi Kubo
Independent Outside Director

Since March 2025

Significant Concurrent Positions
- Outside Director of Kinliser Co.,Ltd.
- Outside Director of GiG Works Inc.

Auditors

Haruo Tanaka
Full-time Auditor

Since March 2024

Mitsuo Koga
Outside Auditor

Since March 2012

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

Tetsuo Kato
Outside Auditor

Since March 2006

Significant Concurrent Positions
- Director of Kato Law and Accounting Firm
- Lawyer, Certified Public Accountant

Skills Matrix

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

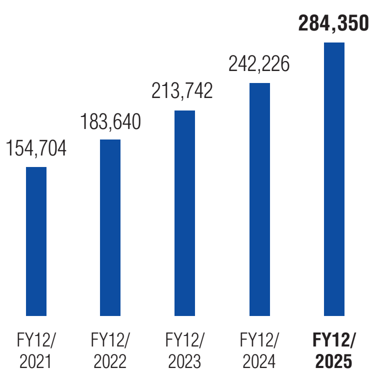
Note: "Roles Particularly Expected by the Board of Directors" are limited to a maximum of three per officer.
These represent the roles particularly expected of each officer and do not encompass all the knowledge, skills, and experience they possess.

Financial Highlights

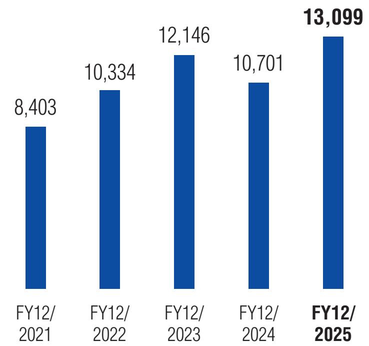
(¥ million)

(¥ million)

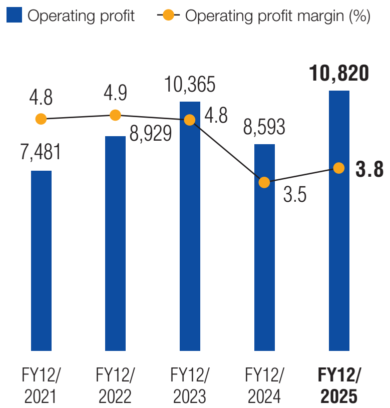
Net sales



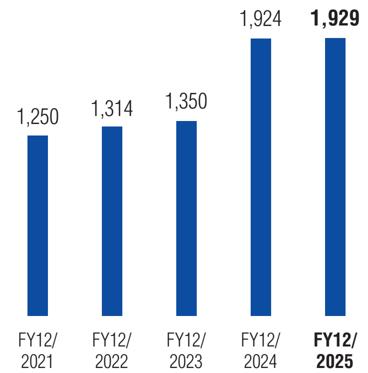
EBITDA



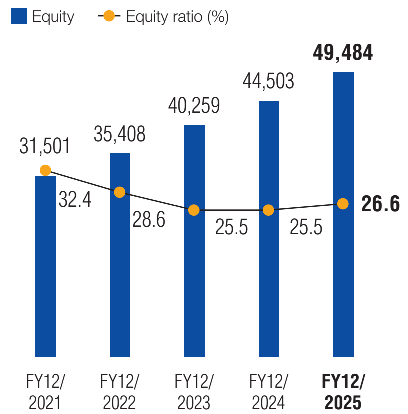
Operating profit / Operating profit margin



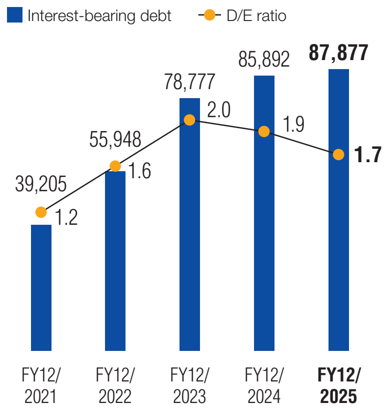
Share capital



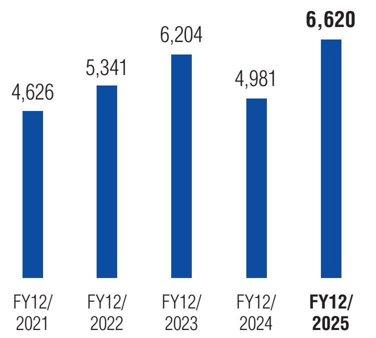
Equity / Equity ratio



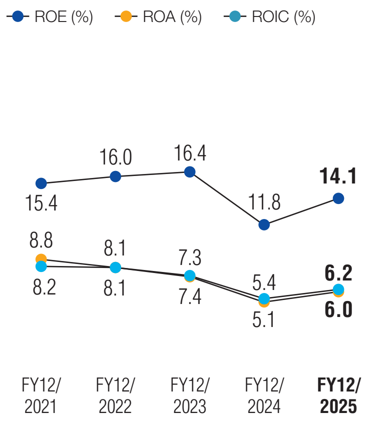
Interest-bearing debt / D/E ratio



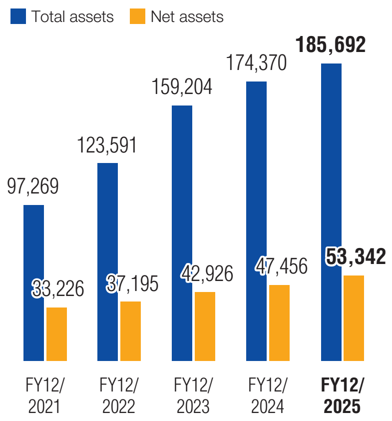
Profit attributable to owners of parent



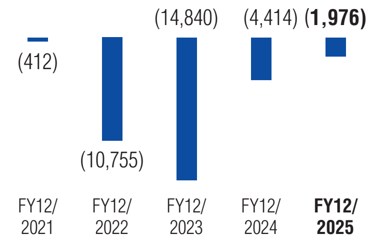
ROE / ROA / ROIC



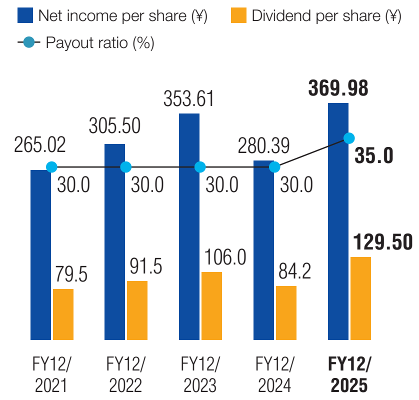
Total assets / Net assets



Free cash flow



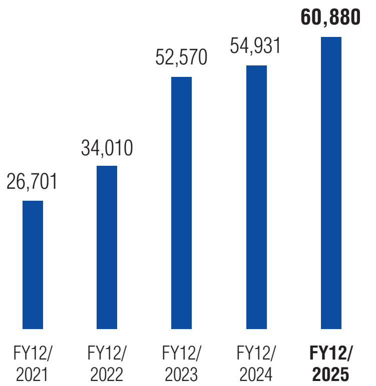
Net income per share / Dividend per share / Payout ratio



Non-Financial Highlights

(t-CO_2)

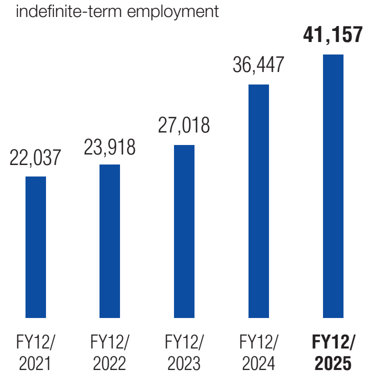
Number of employees



Number of new employees*

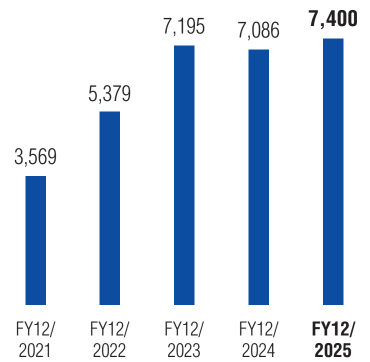
* Total for the seven major human resources companies only

• Includes fixed-term and indefinite-term employment



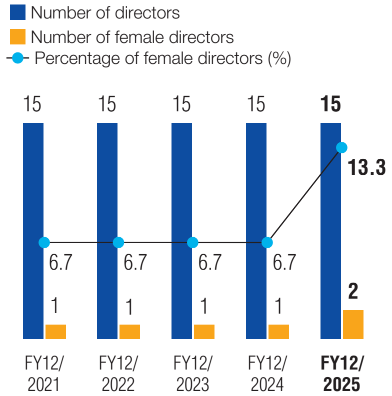
Number of training participants (Leadership training and technical training)

* WORLD INTEC only



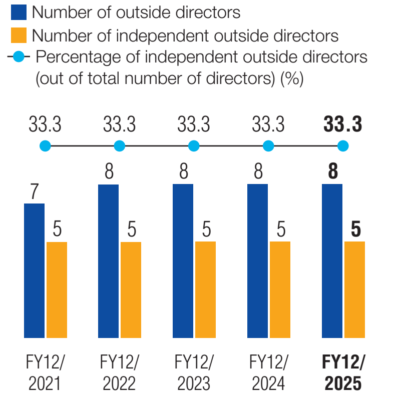
Number of directors / Number of female directors / Percentage of female directors

World Holdings



Number of outside directors / Number of independent outside directors / Percentage of independent outside directors

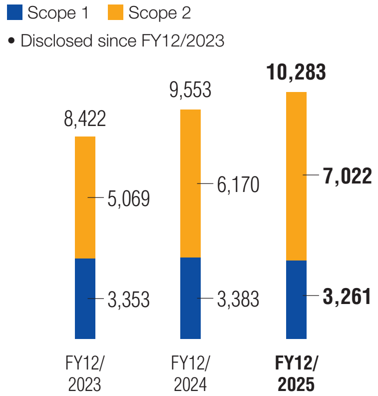
World Holdings



CO_2 emissions by scope

World Holdings and domestic consolidated subsidiaries

• Disclosed since FY12/2023



WORLD HOLDINGS | 52 Major Affiliated Companies

Human Resources and Education Business

Manufacturing HR

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

WORLD CONSTRUCTION
Human resources services (Construction technology)

TOHOWORLD
Human resources services (Materials)

台湿英特科
Human resources services (Taiwan)

悟路德商務諮詢
Human resources services (China) (Non-consolidated)

EngmaIntec
Human resources services (China)

WORLD INTEC AMERICA
Human resources services (U.S.)

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

DOT WORLD
Clinical research (CRO)

WORLD RETECH
Camera and digital equipment repair

九州地理情報株式会社
Geographic information system development

WORLD SYSTEM SERVICE
Outsourced software development

CreationViewCo.,Ltd.
Outsourced software development

Advan 株式会社アドバン
PC schools and website production

株式会社クリエイティブ
Human resources services (Manufacturing, Plant)

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

三金開発
Human resources services (Materials)

トーホーテック
Design, manufacturing, and sales of titanium processed products

NIKKEN TECHNO FRANCE
Camera and digital equipment repair (France) (Non-consolidated)

WORLD HORENSO INDONESIA
Human resource services (Indonesia) (Non-consolidated)

Service HR

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

JW SOLUTION
Human resources services (Tourism)

DIMPLES
Human resources services (Customer service and sales)

YAMATO・STAFF・SUPPLY
Human resources services (Logistics, Education and training)

Real Estate Business

WORLD RESIDENTIAL
Development (Kanto)

mikuni
Comprehensive real estate business

WORLD RESIDENTIAL EAST
Development (Tohoku)

WORLD RESIDENTIAL KANSAI
Development (Kansai)

ニチモリアルエステート
Real estate consulting

WORLD RESIDENTIAL PARTNER
Rental property, condominium, and building management

WORLD DEVELOPMENT INDONESIA
Development (Indonesia) (Non-consolidated)

OMACHI WORLD
Manufacture, sale, and rental of prefabricated houses

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

RC RESIDENTIAL WORLD
Detached housing sales (Hokkaido)

RENOVE MIKUNI
Renovation

WORLD RESIDENTIAL HOKKAIDO
Renovation (Hokkaido)

Finance-related

WORLD ASSET MANAGEMENT
Real estate fund management (Non-consolidated)

MIRAI SERVICING
Debt management and collection (Non-consolidated)

WORLD CAPITAL SOLUTION
Real estate fund management

Information and Telecommunications Business

E-SUPPORT
Call centers and store operation

NETWORK SOLUTION
Corporate solutions

WORLD STYLE
Mobile phone shop operation (au)

ベストITビジネス
Mobile phone shop operation (SoftBank)

Agricultural Park Business

WORLD INTEC
Agricultural park management and operation

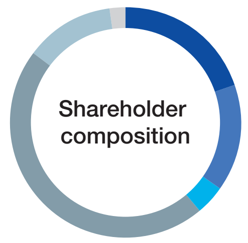
株式会社 クラウデイト
Agricultural park management and operation

Corporate Data

Name	World Holdings Co., Ltd.
Established	February 12, 1993
Share capital	¥1,931 million
Representative	Eikichi Iida, Representative Director, Chairman and President
Number of employees	60,880 (Consolidated) *As of December 31, 2025
Locations	Fukuoka Head Office: 6F, Fukuoka Asahi Building, 2-1-1 Hakata Ekimae, Hakata-ku, Fukuoka-shi, Fukuoka 812-0011, Japan Phone: +81-92-474-0555 Fax: +81-92-474-0777 Kitakyushu Head Office: 11-2 Otemachi, Kokurakita-ku, Kitakyushu-shi, Fukuoka 803-0814, Japan Tokyo Head Office: 4F, NBF COMODIO Shiodome, 2-14-1 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021, Japan
Businesses	Businesses related to the entire Group including the formulation of management policies for the holding company and Group companies as well as management of the Group's business operations (Human Resources and Education Business, Real Estate Business, Information and Telecommunications Business, and Agricultural Park Business)
Listed stock exchange	Tokyo Stock Exchange, Prime Market
Securities code	2429
Business year	January 1 to December 31
Annual General Meeting of Shareholders	March
Shareholder registry administrator	Mitsubishi UFJ Trust and Banking Corporation

Stock Information

Number of authorized shares — 54,000,000
Number of shares outstanding — 18,014,200
Number of shareholders — 6,839

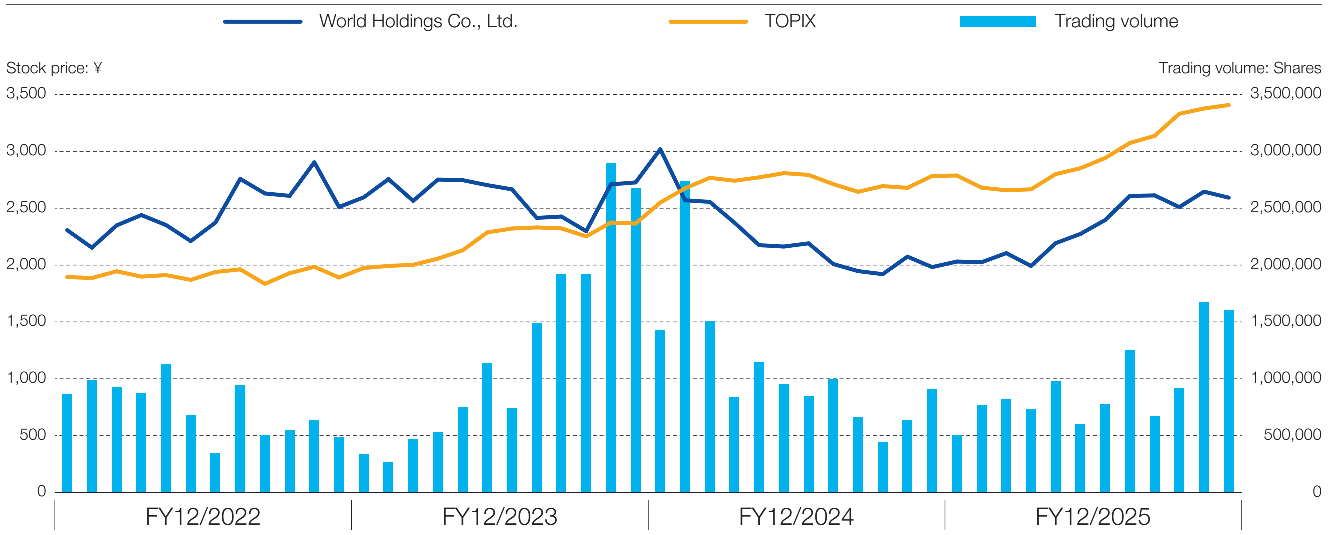


Major Shareholders

Name of shareholder	Number of shares held	Shareholding ratio
Mirai Research Institute, Limited	7,965,000	45.18
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,104,300	6.26
Eikichi Iida	796,500	4.51
The Kitakyushu Bank, Ltd. Standing proxy: The Master Trust Bank of Japan, Ltd.	709,200	4.02
STATE STREET BANK AND TRUST COMPANY 505044 Standing proxy Mizuho Bank, Ltd. Settlement Sales Department	551,776	3.12
THE NISHI-NIPPON CITY BANK, LTD.	300,000	1.70
SBI SECURITIES Co., Ltd.	275,750	1.56
Tokai Tokyo Securities Co., Ltd.	249,700	1.41
Custody Bank of Japan, Ltd. (Trust Account)	227,200	1.28
MORGAN STANLEY & CO. LLC Standing proxy Morgan Stanley MUFG Securities Co., Ltd.	216,241	1.22

Note: The shareholding ratio is calculated after deducting treasury shares (363,779 shares).

Stock Price & Trading Volume



WORLD
HOLDINGS

Contact

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Corporate Planning Division,
Public and Investor Relations Office

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