



# Create a Sustainable World.

FY2025 Financial Results

Full Year

Friday, February 13, 2026

WORLD HOLDINGS CO., LTD.

TSE Prime Market (2429)

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## Summary of Consolidated Financial Results

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# Summary of Financial Results

FY2025 Actual

## Overall summary

[Sales and profits increased] Activities benefited from a diversified business portfolio covering many industries, a key strength of World Holdings, as the business climate remained uncertain due to U.S. tariffs and other factors. Sales and operating profit increased as generally planned mainly in the core Human Resources and Education Business.

## Human Resources and Education Business

[Sales and profits increased] In the Manufacturing HR Business, performance remained steady in the semiconductor sector mainly for AI. Despite negative effects of U.S. tariffs, this business used its strength in covering many market sectors to diversify risk exposure. Sales and profits were up generally as planned. Many activities for a sound base for future growth, including more co-sourcing and alliances and partnerships with many types of companies.

[Sales and profits increased] In the Services HR Business, sales and profits were up and exceeded the plan, due to the strong performance of the logistics sector, including subcontracted warehouse operations for e-commerce firms and Yamato Staff Supply. Another company owned and operated warehouse started operations as the horizontal expansion of warehouse subcontracting, a key strength of this business, continues.

## Real Estate Business

[Sales and profits increased] Sales were below the plan partly due to decision to postpone some sales. Profits were higher than planned mainly because of BIZIA KOKURA and other large properties, higher real estate prices, the use of suitable selling prices at properties based on highly accurate marketing activities. Larger than anticipated cost reductions also improved profits. Sales and profits were much higher than in 2024.

## Information and Telecommunications Business

[Sales and profits increased] Sales and profits increased YoY and exceeded the plan. The performance of mobile phone shops, the largest component of this segment, has improved due to the benefits of using a scrap-and-build approach. In addition, measures to strengthen marketing activities raised the sales volume of these shops.

## Agricultural Park Business

[Sales increased but profits decreased] The number of park visitors decreased because of heavy snow in February, many rainy days during the peak spring period, and record-setting summer heat. In addition, the Osaka Expo drew visitors away from agricultural parks. Fewer visitors and higher expenses resulted in a loss as profitability fell below the plan. Sales were below the plan but increased YoY due to the larger number of parks managed, higher sales per visitor resulting from renovations and other improvements at existing locations and upgrades to park appearance and attractions.

# Overview of Business Results

FY2025 Actual

- Activities benefited from a diversified business portfolio covering many industries, a key strength of World Holdings, as the business climate remained uncertain due to U.S. tariffs and other factors. Sales and profits were generally as planned mainly in the core Human Resources and Education Business. Ordinary profit and net income were higher than planned because of subsidy income and other reasons.
- Sales and profits increased. One reason is growth in the semiconductor and logistics categories of the Human Resources and Education Business. In addition, 2024 included one-time expenses for moving people to different jobs and there were large property sales in 2025 in the Real Estate Business.

(Million yen)	FY2024	FY2025	FY2025	Against plan		YoY	
	Actual	Plan	Actual	Change	Pct. change	Change	Pct. change
Net sales	242,226	281,439	<b>284,350</b>	2,911	1.0%	42,124	17.4%
Operating profit	8,593	10,179	<b>10,820</b>	641	6.3%	2,227	25.9%
Ordinary profit	8,551	9,356	<b>10,867</b>	1,511	16.2%	2,316	27.1%
Profit attributable to owners of parent	4,981	5,389	<b>6,620</b>	1,231	22.9%	1,639	32.9%
EBITDA*	10,701	12,384	<b>13,099</b>	288	2.3%	2,398	18.3%
Depreciation	1,026	-	<b>1,165</b>	-	-	139	12.0%
Amortization of goodwill	1,082	-	<b>1,113</b>	-	-	31	2.9%

# Overview of Business Results by Segment (1)

FY2025 Actual

(Million yen)		FY2024	FY2025	FY2025	Against plan		YoY		
		Actual	Plan	Actual	Change	Pct. change	Change	Pct. change	
<b>Human Resources and Education Business</b>	Net sales	189,201	203,498	<b>211,785</b>	8,286	4.1%	22,584	11.9%	
	Segment profit	5,003	5,943	<b>6,707</b>	764	12.9%	1,704	34.1%	
	Profit margin	2.6%	2.9%	<b>3.2%</b>					
	<b>Manufacturing Human Resources Business</b>	Net sales	110,347	119,611	<b>121,232</b>	1,621	1.4%	10,884	9.9%
		Segment profit	3,308	4,402	<b>4,414</b>	12	0.3%	1,106	33.4%
		Profit margin	3.0%	3.7%	<b>3.6%</b>				
	<b>Services Human Resources Business</b>	Net sales	78,853	83,887	<b>90,552</b>	6,665	7.9%	11,699	14.8%
		Segment profit	1,695	1,540	<b>2,293</b>	752	48.8%	597	35.3%
		Profit margin	2.1%	1.8%	<b>2.5%</b>				
<b>Real Estate Business</b>	Net sales	38,863	63,259	<b>57,128</b>	-6,130	-9.7%	18,265	47.0%	
	Segment profit	3,001	3,587	<b>3,654</b>	66	1.8%	652	21.7%	
	Profit margin	7.7%	5.7%	<b>6.4%</b>					
<b>Information and Telecommunications Business</b>	Net sales	8,703	8,991	<b>9,783</b>	792	8.8%	1,079	12.4%	
	Segment profit	101	120	<b>157</b>	37	31.6%	56	55.9%	
	Profit margin	1.2%	1.3%	<b>1.6%</b>					
<b>Agricultural Park Business</b>	Net sales	5,457	5,690	<b>5,652</b>	-37	-0.7%	195	3.6%	
	Segment profit	169	181	<b>-40</b>	-221	-122.1%	-209	-123.6%	
	Profit margin	3.1%	3.2%	<b>-0.7%</b>					
<b>Total</b>	Net sales	242,226	281,439	<b>284,350</b>	2,911	1.0%	42,124	17.4%	
	Elimination or corporate	317	347	<b>340</b>	-6	-1.8%	23	7.4%	
	Operating profit	8,593	10,179	<b>10,820</b>	641	6.3%	2,227	25.9%	
	Profit margin	3.5%	3.6%	<b>3.8%</b>					

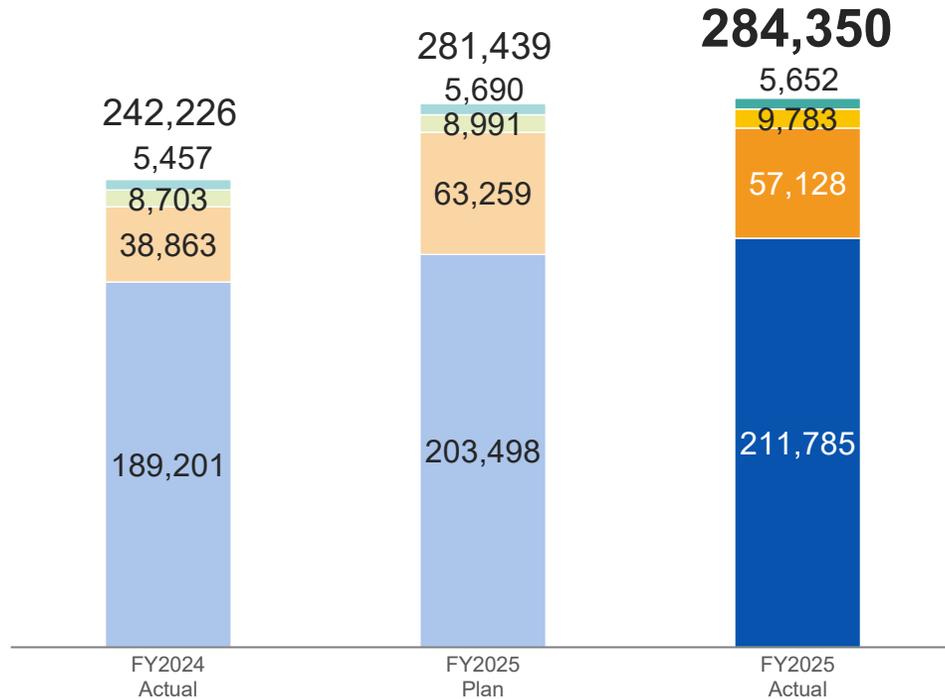
# Overview of Business Results by Segment (2)

FY2025 Actual

## Net sales (Million yen)

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

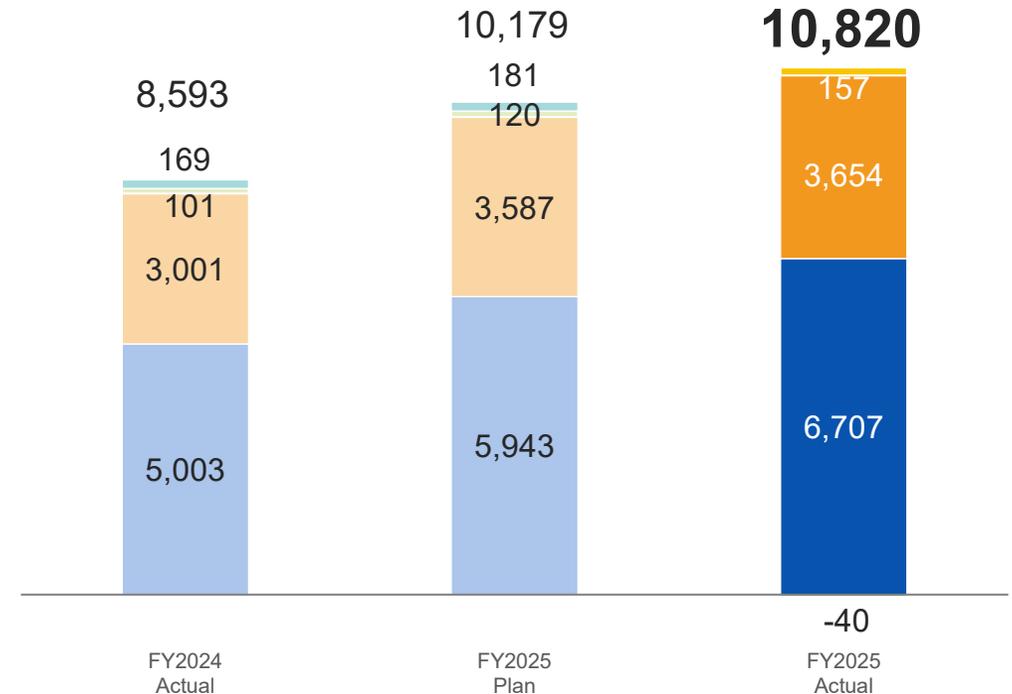
YoY  
**+17.4%**  
Against plan  
**+1.0%**



## Segment profit (Million yen)

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

YoY  
**+25.9%**  
Against plan  
**+6.3%**



\*Total operating profit includes adjustments.

# Medium-term Management Plan Progress

- During the first two years of the plan, sales and profits were higher than planned but profits were below the plan in the third and fourth years.
- Although changes in the economy affect performance, growth is steady due to the strength of diversified portfolio of business operations.

## ■ First year (FY2022)

**Strong growth backed by the HR and Education Business**

- ▶ Much higher than planned performance of Manufacturing HR and Services HR
- ▶ Semiconductor and automobile industries contributed to growth
- ▶ Successfully started a new logistics facility
- ▶ Contribution from Dimples which became a consolidated subsidiary in Feb.
- ▶ Real Estate profits higher than planned too

## ■ Second year (FY2023)

**HR and Education weakness offset by higher Real Estate profits**

- ▶ Manufacturing HR profits impacted by semiconductor industry downturn
- ▶ Higher expenses due to reassigning Manufacturing HR employees
- ▶ Nippon Gijutsu Center became a consolidated subsidiary in May
- ▶ Logistics volume declined, causing difficulties in the first half, but recovered in the latter half.
- ▶ Face-to-face sales personnel staffing growth due to high demand due to foreign tourists
- ▶ Contribution from Yamato Staff Supply (YSS) which became a consolidated subsidiary in Sep.
- ▶ Real Estate surpassed profits goal earlier than planned

## ■ Third year (FY2024)

**Steady growth despite a challenging business climate**

- ▶ 2024 started with the devastating Noto Peninsula Earthquake
- ▶ Semiconductor downturn continued until Sep.
- ▶ Higher expenses due to reassigning Manufacturing HR employees
- ▶ Significant Services HR growth due to first year of including YSS
- ▶ Opened the company's Ogori warehouse in Sep.
- ▶ Real estate sales were brought forward last year, resulting in a significant year-on-year decline.
- ▶ Recognition of BIZIA KOKURA sale pushed back to 2025

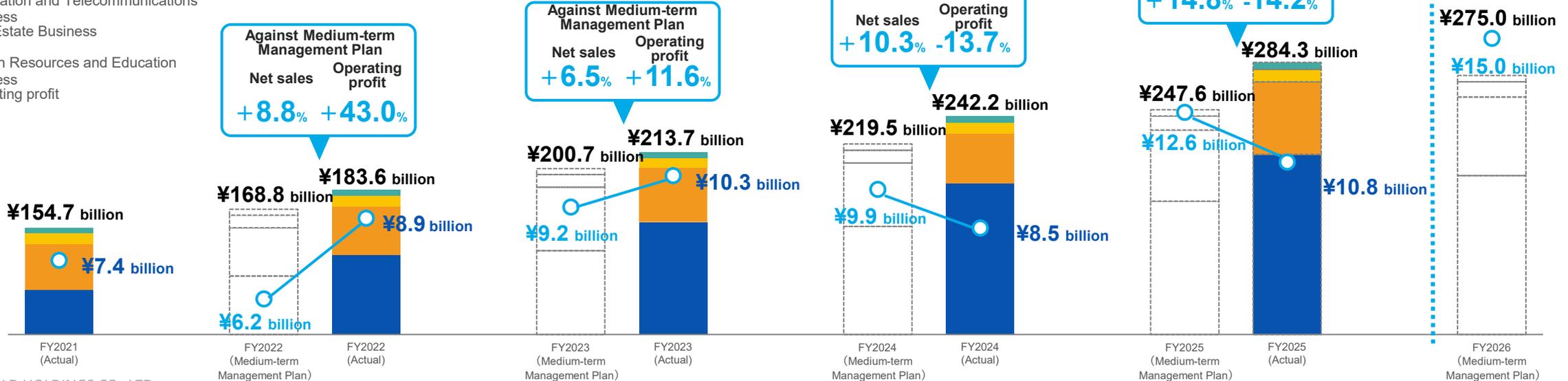
## ■ Fourth year (FY2025)

**A cautious stance due to the impact of U.S. tariffs**

- ▶ Sales growth and profit recovery despite U.S. tariffs due to the strength of a diversified business portfolio
- ▶ Consistent growth of Manufacturing HR, mainly in the semiconductor industry, while diversifying risk exposure.
- ▶ In Services HR, a solid performance of logistics, including warehouse subcontracting and YSS.
- ▶ Real Estate business maintained a cautious stance, amid persistently high real estate prices.

## ■ Fifth year (FY2026)

Initial plan



# Business Climate and Goals

Uncertainty about the economy is likely to remain high due to the possibility of a downturn because U.S. tariffs may create even more challenges for exports and geopolitical risk may become even greater.



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



**Anticipate the continuation of a high level of uncertainty due to potential causes of an economic downturn**



**Aiming for consistent growth while using a diverse business portfolio to adapt with flexibility to changes in market conditions**



### Corporate

- The goal is steady growth in today's very uncertain economic environment by using a diversified business portfolio, a key strength of the World Holdings Group, to adapt with flexibility to changes in market conditions.
- Sales growth for consistent growth, a competitive edge and an even more prominent position in targeted markets.

### Human Resources and Education Business

#### Manufacturing HR

- Use coverage of many business sectors, a key strength, for executing a seamless strategy for differentiation from competitors.
- Use co-sourcing to build stronger and deeper ties with clients.
- Invest in people (recruiting, retention, new career goals, etc.) and increase workforce productivity.
- Powerful DX initiatives for higher productivity.

#### Services HR

- Continue strengthening logistics operations; use company-owned warehouse operation skills for growth and new activities in peripheral market sectors.
- For face-to-face sales personnel staffing, stronger ties with current clients and use outsourcing/short-term staffing, a key strength, for growth.

### Real Estate Business

- Operate cautiously due to the risk created by consistently high prices of real estate.
- Aim for steady growth by using land development expertise for adapting with flexibility to changes in market conditions.

### Information and Telecommunications Business

- Use advantage of being one of the few remaining operators of phone stores and increase profitability of stores.
- Shift the business model from phone sales to consulting centered on ICT services.

### Agricultural Park Business

- Self-reliant growth of company parks by creating highly appealing destinations.
- Receive more park manager designations.
- More activities with communities to develop and sell unique food products that use local ingredients.

- We will retain a cautious stance for business operations because the business climate is expected to remain uncertain. Our goal is steady growth by taking full advantage of our diversified business portfolio, which is one of our greatest strengths.
- In the core Human Resources and Education Business, the goal is sales and profit growth while using activities that span many business sectors, a major strength of this business, for risk diversification. In the Real Estate Business, the plan is profit growth backed by land development expertise, a core strength of this business, and an increase in recurring revenue from leases and other sources, as well as sales of new condominiums.

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

# Outlook by Business Segment

FY2026 Plan

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

# FY2026 Quarterly Outlook

FY2026 plan

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

## Quarterly Net Sales and Operating Profit (Million yen)

FY2026 Plan

		FY2025 1Q	FY2025 1H	FY2025 First nine months	FY2025 Full year	FY2026 1Q	FY2026 1H	FY2026 First nine months	FY2026 Full year
Net sales	Manufacturing HR	28,135	58,395	89,166	121,232	29,584	62,297	96,325	133,375
	Services HR	19,203	40,599	64,200	90,552	21,499	45,497	71,288	99,493
	Human Resources and Education	47,339	98,995	153,366	211,785	51,084	107,794	167,614	232,869
	Real Estate	12,522	24,803	35,565	57,128	9,329	19,084	30,637	50,692
	Information and Telecommunications	2,528	5,115	7,472	9,783	2,743	5,546	8,128	10,877
	Agricultural Park	1,103	2,871	4,196	5,652	1,128	2,977	4,451	5,887
	Total	63,493	131,785	200,600	284,350	64,286	135,402	210,831	300,326
Operating profit	Manufacturing HR	750	1,715	3,250	4,414	427	1,242	2,789	5,106
	Services HR	103	684	1,348	2,293	96	782	1,502	2,538
	Human Resources and Education	854	2,400	4,599	6,707	523	2,024	4,292	7,644
	Real Estate	1,507	2,089	2,347	3,654	526	922	1,575	4,102
	Information and Telecommunications	90	197	246	157	77	150	132	175
	Agricultural Park	-117	61	-44	-40	-133	80	70	90
	Total	2,499	4,975	7,568	10,820	1,160	3,530	6,593	12,500



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# 02

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## Segment Information

**P.14**

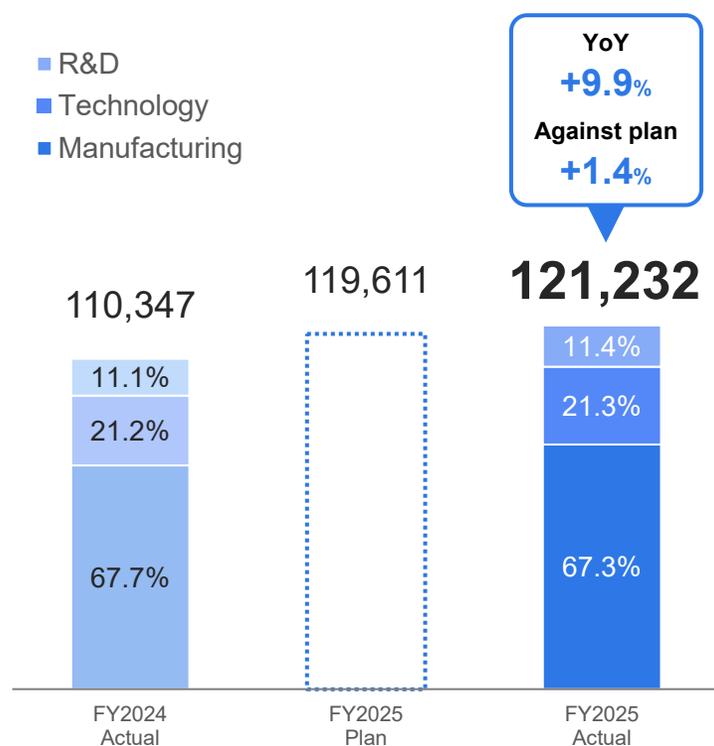
- P.15 Manufacturing Human Resources Business**
- P.19 Services Human Resources Business**
- P.23 Real Estate Business**
- P.27 Information and Telecommunications Business**
- P.29 Agricultural Park Business**
- P.31 Consistent Growth Supported by a Diversified Business Portfolio**
- P.32 Shareholder Distributions**

# Manufacturing Human Resources Business

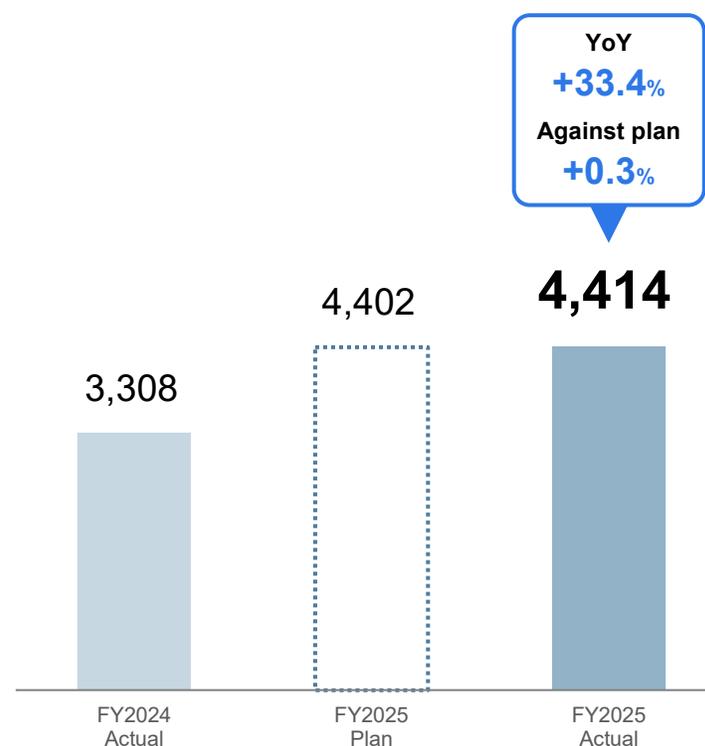
FY2025 Actual

- Due to uncertainty about the potential effects of U.S. tariffs, this business is operating cautiously while diversifying risk exposure by leveraging its strength in covering many market sectors.
- Sales and profits increased and were as planned. Performance in the semiconductor sector was strong, mainly involving AI and data centers.
- One-time expenses for shifting personnel that held down profits in 2024 have ended. The efficiency of recruiting activities increased due to the improvement of recruiting methods and the extensive use of recruiting sites operated by World Holdings and other reasons.
- Many activities for a sound base for future growth, including more co-sourcing, a major initiative of this business, and alliances and partnerships with many types of companies.

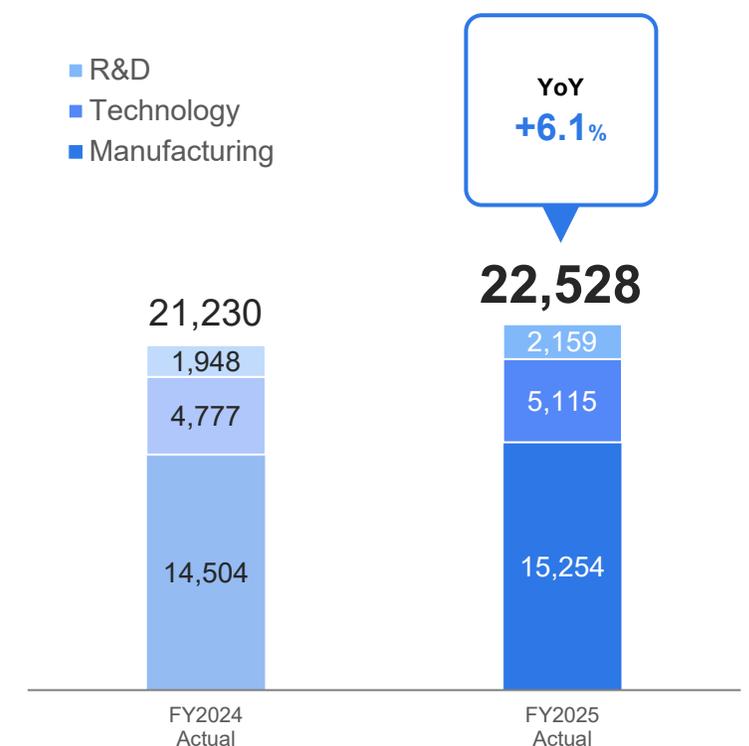
Net sales (Million yen)



Segment profit (Million yen)



Temporary placement workforce <sup>\*3-month average</sup> (Persons)

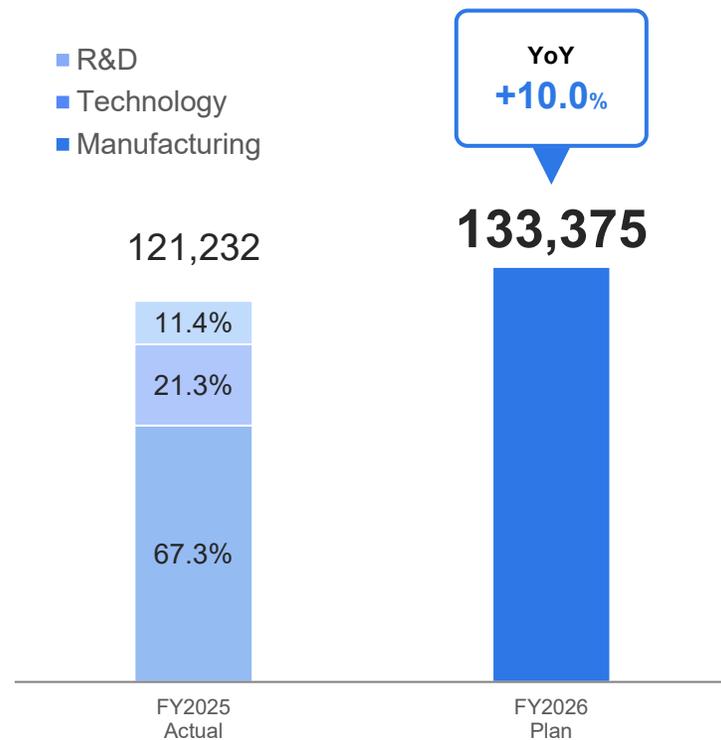


# Manufacturing Human Resources Business

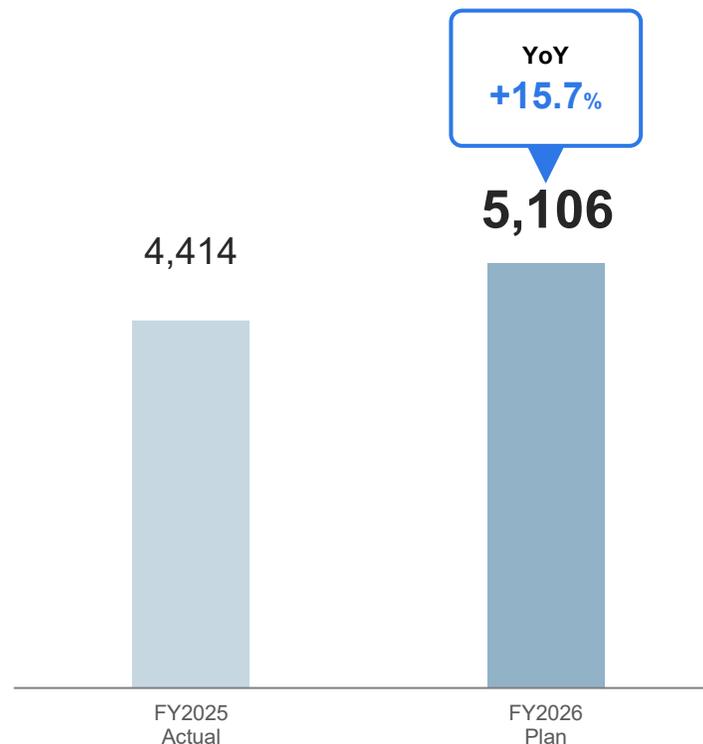
FY2026 Plan

- Forecast sales up 10.0% to ¥133.3 billion and operating profit up 15.7% to ¥5.1 billion.
- Consistently strong demand for data center semiconductors and recoveries in the manufacturing equipment, machinery and automobile sectors.
- On the other hand, uncertainties are expected to continue including U.S. tariffs and international conflicts. Overall, anticipate higher sales and profits by leveraging its strength in covering multiple sectors, while diversifying risk exposure.
- More investments in people and training programs at centers nationwide using many types of programs. Goals are higher employee skills and a more powerful position in the markets of this business.
- Continue upgrading co-sourcing for working with clients to enable them to overcome challenges with significant uncertainties.

## Net sales (Million yen)



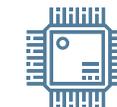
## Segment profit (Million yen)



## Business climate

### Overall

- Consistent strength in the semiconductor sector and recoveries in major client industries like machinery and automobiles
- Many uncertainties due to the inability to predict global events



Semiconductor, electric/electronic components

- Consistently strong demand for memory devices, primarily semiconductor devices for AI and data center applications
- Recovery in demand for semiconductors used in electric vehicles and other applications



Semiconductor manufacturing equipment/machinery

- Increasing orders in the semiconductor manufacturing equipment sector due to strong demand for semiconductor devices. Machine tool sector is recovering too.



Automobile

- Still negative effects of U.S. tariffs, but recovering slowly because of firm demand for automobiles in Japan.

# Manufacturing Human Resources Business

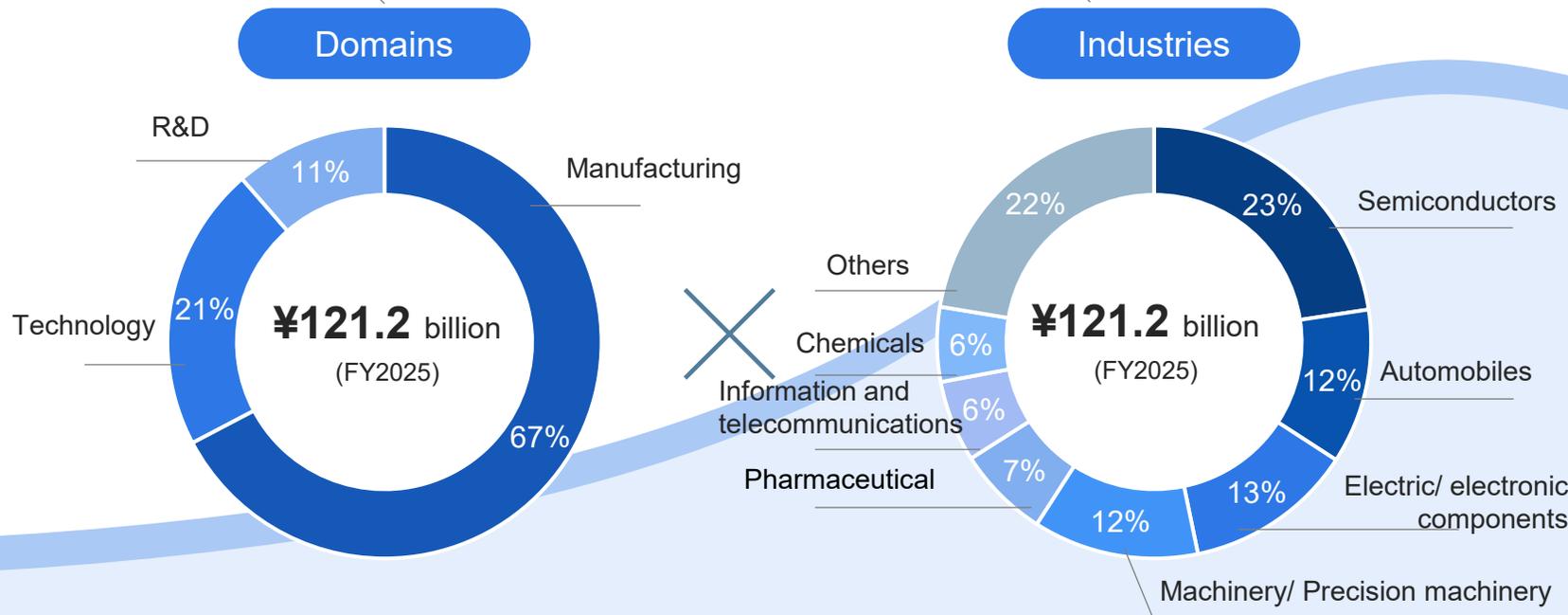
## Stable Growth Due to Coverage of Many Market Sectors and Industries

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

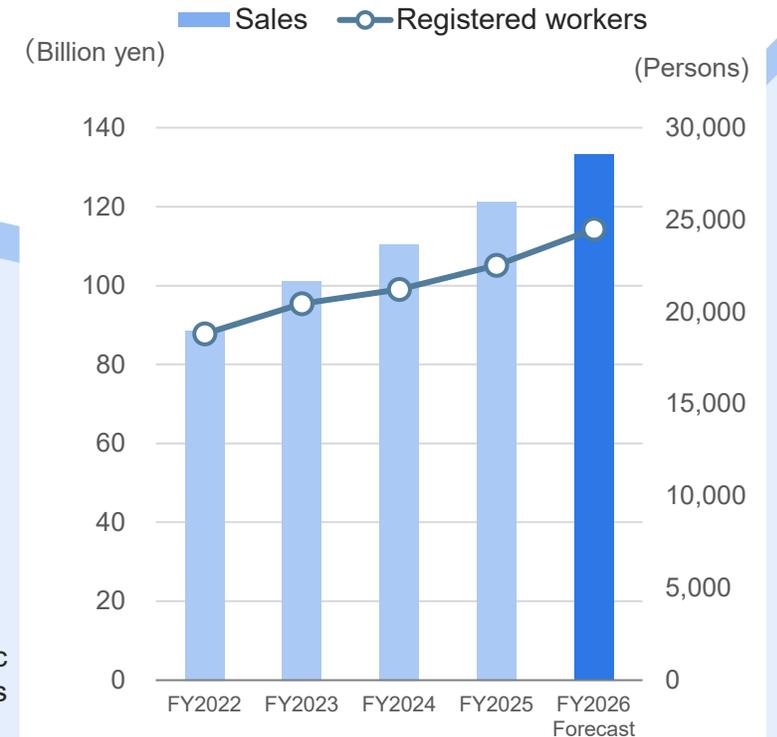
### Growth backed by coverage of many market sectors and industries

• Seamless coverage extending from upstream to downstream tasks for manufacturing

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



### Sales and registered workers are increasing steadily



# More Co-sourcing Activities

## Co-Sourcing

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

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

Sustainable growth backed by collaboration with prominent companies

### Materials industry



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

### Automotive industry



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

### Tire/Chemical products industry



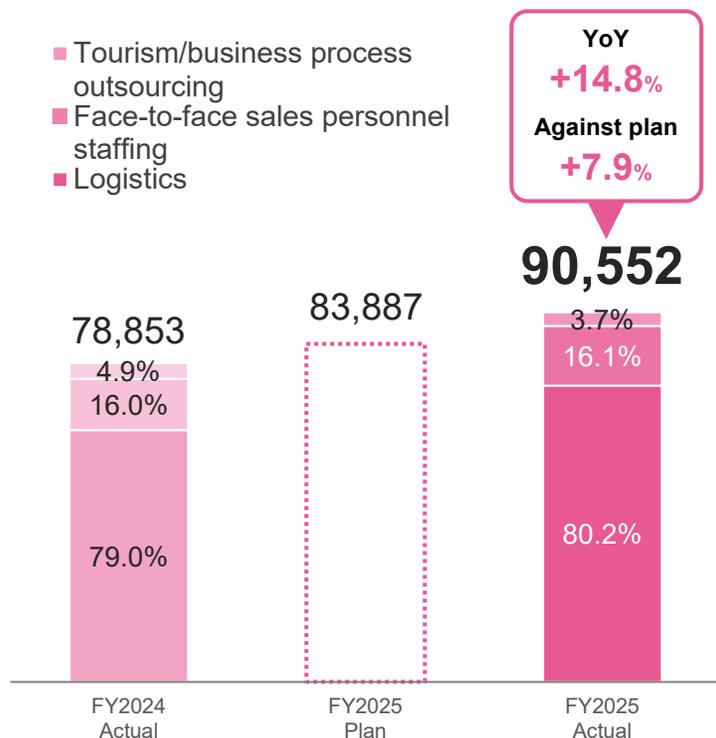
World Holdings acquired the product development/testing support and subcontracting businesses of Bridgestone Plant Engineering.

# Services Human Resources Business

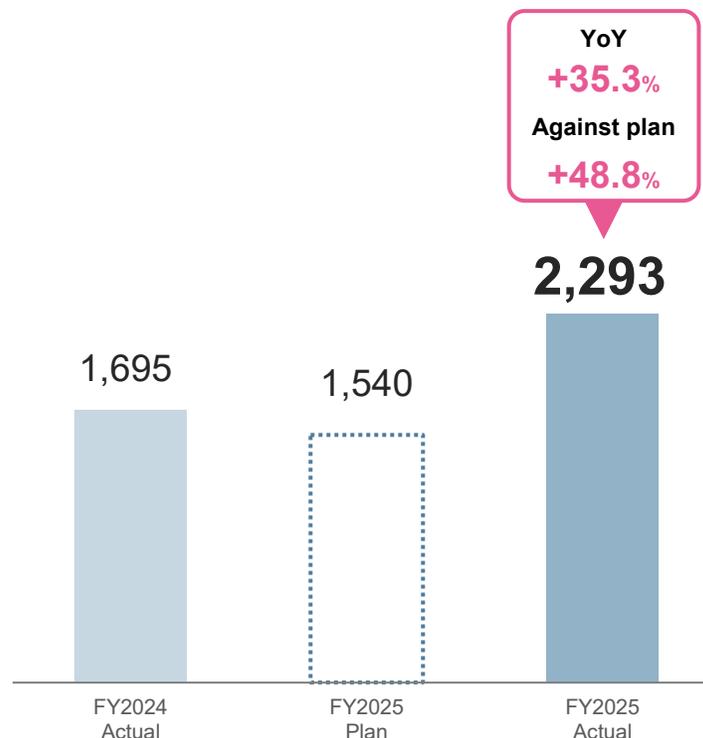
FY2025 Actual

- Sales and profits increased and were higher than planned as performance remained steady in the core logistics sector.
- Steady growth as the volume of merchandise at subcontracted e-commerce warehouses increased and accurate labor management allowed meeting demand during the fourth quarter peak in business volume. Higher warehouse productivity and consistent operation of HR support services also contributed to profits growth.
- The subcontracting operations of Yamato Staff Supply Co., Ltd. and the foreign worker temporary staffing business also contributed to growth of sales and profits.
- In September 2025, operations started at a warehouse in Hisayama-machi, Fukuoka prefecture that is owned and operated by World Holdings. World Holdings also owns and operates a warehouse in the city of Ogori in Fukuoka prefecture that started operating in 2024. The new warehouse made a contribution to sales and profit growth and speeds up the horizontal expansion of warehouse subcontracting, a key strength of this business.

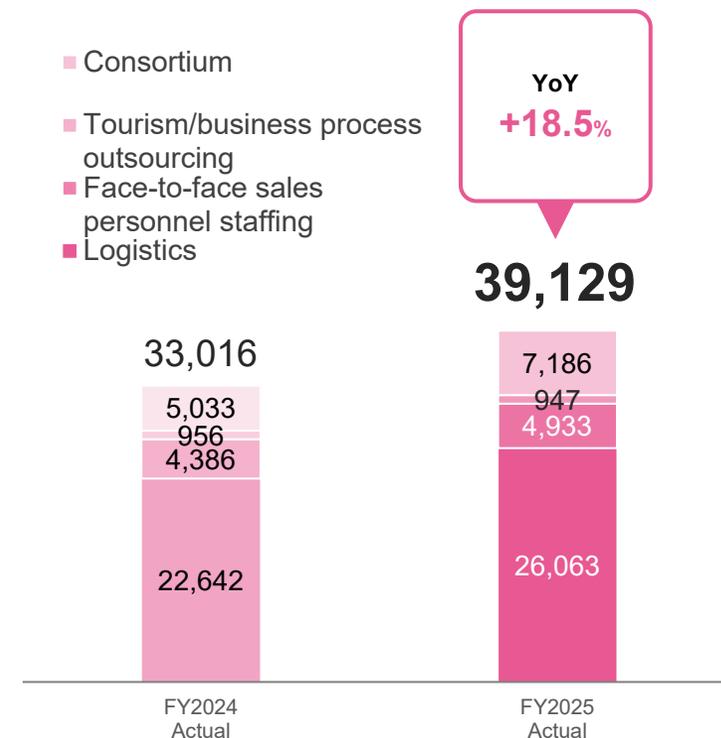
## Net sales (Million yen)



## Segment profit (Million yen)



## Temporary placement workforce <sup>\*3-month average</sup> (Persons)



# Services Human Resources Business

FY2026 Plan

- Forecast sales up 9.9% to ¥99.4 billion and operating profit up 10.7% to ¥2.5 billion.
- In the logistics category, profits contribution from company owned warehouses and upgrading and horizontal expansion of labor management and operational know-how acquired from distribution warehouse subcontracting.
- In face-to-face sales personnel staffing, expect growth to continue due to more business with current clients and more outsourcing orders for information centers and other facilities.
- Planning on substantial training expenditures for sales growth accompanied by higher profits.

## Net sales (Million yen)

- Tourism/business process outsourcing
- Face-to-face sales personnel staffing
- Logistics

90,552

3.7%  
16.1%

FY2025  
Actual

YoY  
**+9.9%**

**99,493**

FY2026  
Plan

## Segment profit (Million yen)

2,293

FY2025  
Actual

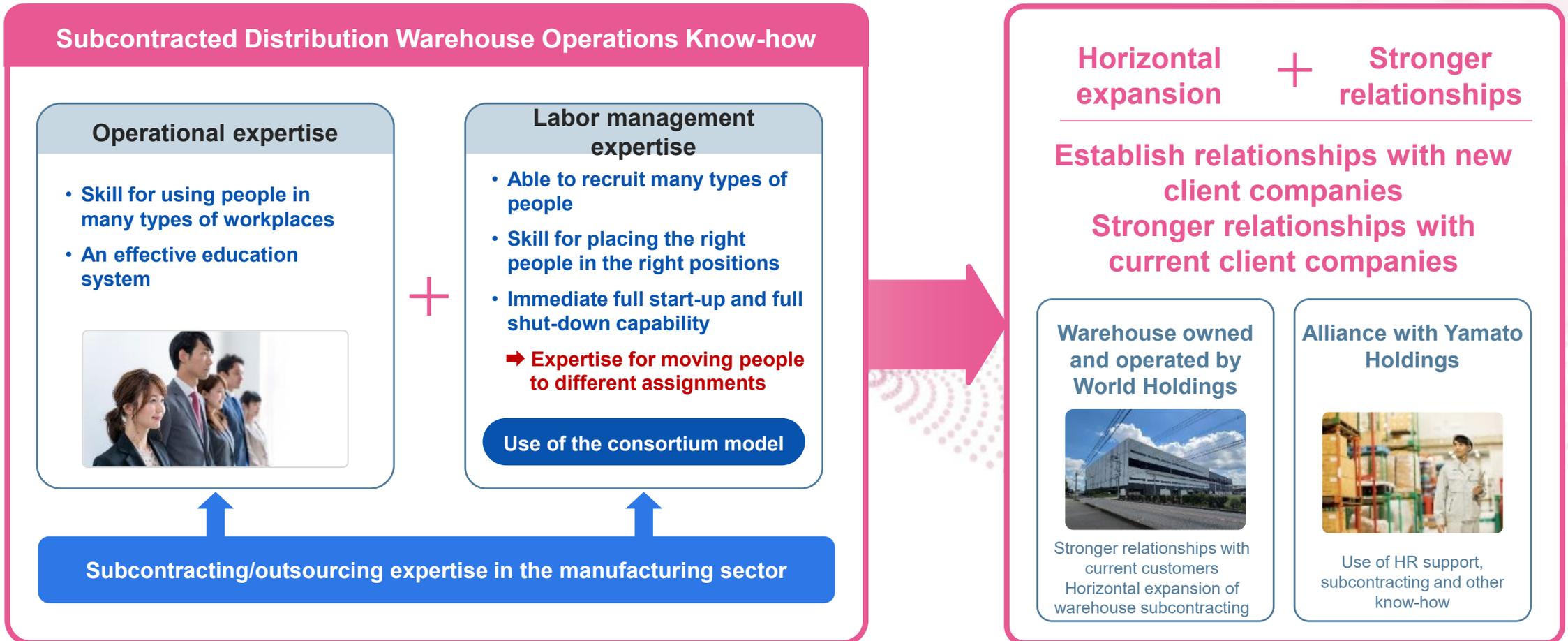
YoY  
**+10.7%**

**2,538**

FY2026  
Plan

## Wider Use of Know-how Involving Warehouse Operation Subcontracting

- The goal is more growth by using the horizontal expansion of know-how acquired in the logistics sector involving the full warehouse operation subcontracting and labor management.
- The World Holdings warehouses in Fukuoka prefecture – city of Ogori that opened in 2024 and Hisayama-machi that opened in 2025 – are operating at full capacity as the relationship with Yamato Holdings becomes even stronger.



# Services Human Resources Business Growth for Face-to-Face Sales Personnel Staffing Industry

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

## Dimples



## Combining sales and information outsourcing for growth + events

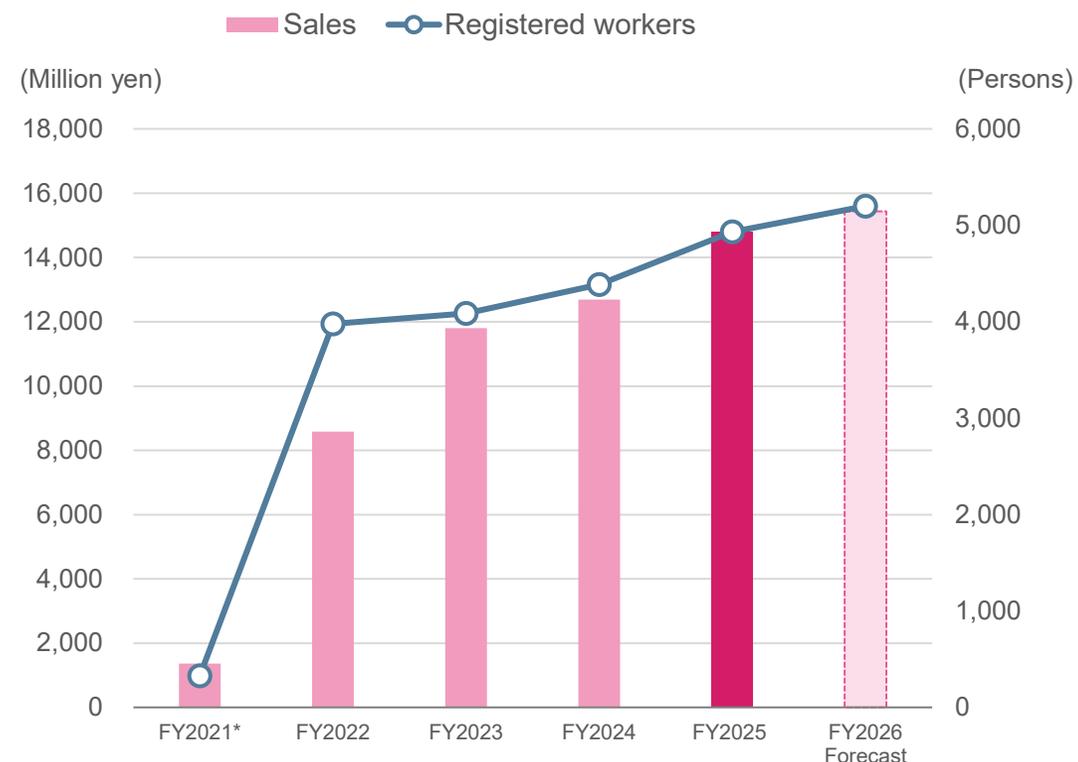
### [Outsourcing of information and other items]

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

### [Special event skills]

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

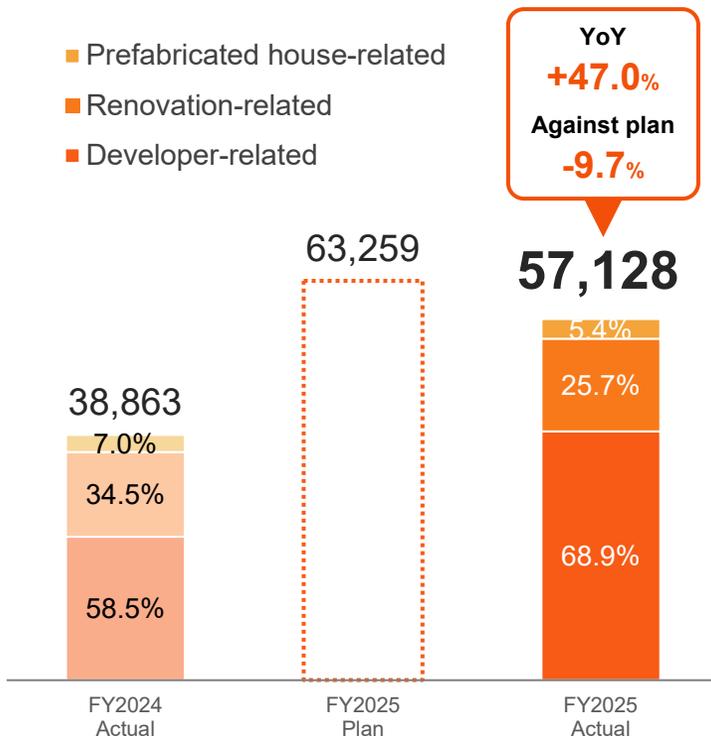
## Face-to-Face Sales Personnel Staffing Sales and Registered Workers



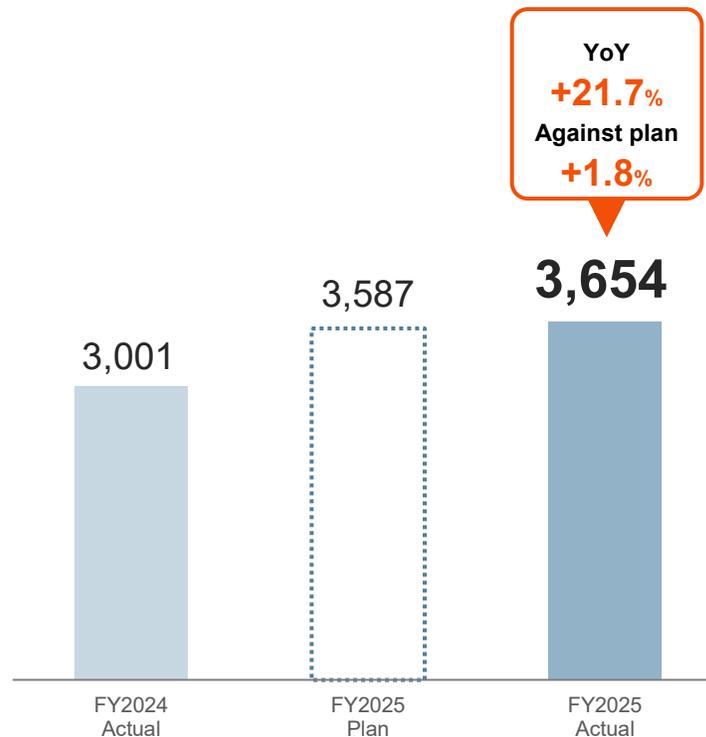
\* The FY2022 acquisition of Dimples made a big contribution to growth.

- A cautious stance because of risk factors including high property prices, the division of the real estate market into two categories, and rising interest rates.
- Sales were below the plan partly due to decision to postpone some sales. Profits were higher than planned mainly because of BIZIA KOKURA and other large properties, higher real estate prices, the use of suitable selling prices at properties based on highly accurate marketing activities, and larger than anticipated cost reductions. Sales and profits were much higher than in 2024.
- Stability is increasing by generating sales from one-time sales as well as from the increasing volume of recurring revenue from the strategic leasing of properties developed by this business, rent and building management businesses, and other activities.
- Opened the Residential Yaesu Gallery in the Nihonbashi district of central Tokyo as a location for selling newly constructed condominiums and raising the awareness and strength of the World Holdings brands used for residential developments.

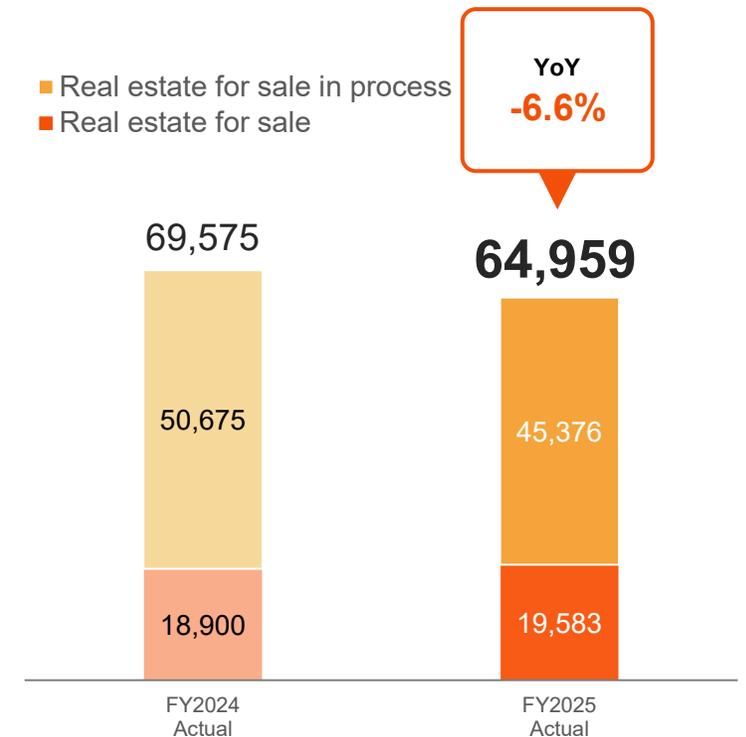
### Net sales (Million yen)



### Segment profit (Million yen)



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



- Sales are expected to decrease 11.3% to ¥50.6 billion in FY2026, with profits up 12.3% to ¥4.1 billion.
- Continuing a cautious stance because of risk factors including high property prices, the division of the real estate market into two categories, and rising interest rates. Existing real estate for sale will be sold with the best possible timing.
- Sales are expected to decrease because FY2025 included the BIZIA KOKURA sale, but planning on higher profits due to sales of properties with high profit margins.
- Major condominium sales of FY2026 include Residential Koenji, Residential Shinagawa Ebara machi and Residential Nakano Saginomiya.

**Net sales** (Million yen)

**Segment profit** (Million yen)

- Prefabricated house-related
- Renovation-related
- Developer-related

57,128

5.4%

25.7%

68.9%

FY2025  
Actual

YoY

-11.3%

50,692

FY2026  
Plan

3,654

FY2025  
Actual

YoY

+12.3%

4,102

FY2026  
Plan

# Topics: The New Residential Yaesu Gallery

- Residential Yaesu Gallery opened in July 2025 in central Tokyo for the sale of newly constructed condominiums.



Entrance hall



Concept room



Theater room



Concept room



## <Access>

- 2F Yaesu-dori Building, 3-4-15 Nihonbashi, Chuo-ku, Tokyo
- 3 minutes walk from JR Tokyo Station, Yaesu Central Exit
- 3 minutes walk from Nihonbashi Station on Tokyo Metro Ginza Line/Tozai Line

- The numerous facilities of the gallery are used for efficient and high-quality sales activities.
- The gallery started by selling condominiums in buildings that are expected to be completed in 2026.

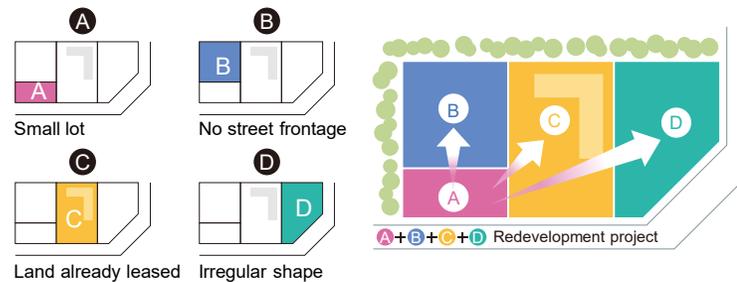
# Real Estate Business

## Land Development Skill and Measures for More Recurring Revenue

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

### Using land development skill to create safe and pleasant urban environments

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



#### Examples of development projects

#### 1 Redevelopment of a dense site with old buildings

##### Residential Ikebukuro-honcho

(Toshima-ku, Tokyo)



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

#### 2 Revitalization of an aging housing project

##### Residential Hara BRANCHERA

(Sawara-ku, Fukuoka City, Fukuoka)



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

### Balance between one-time sales and recurring revenue

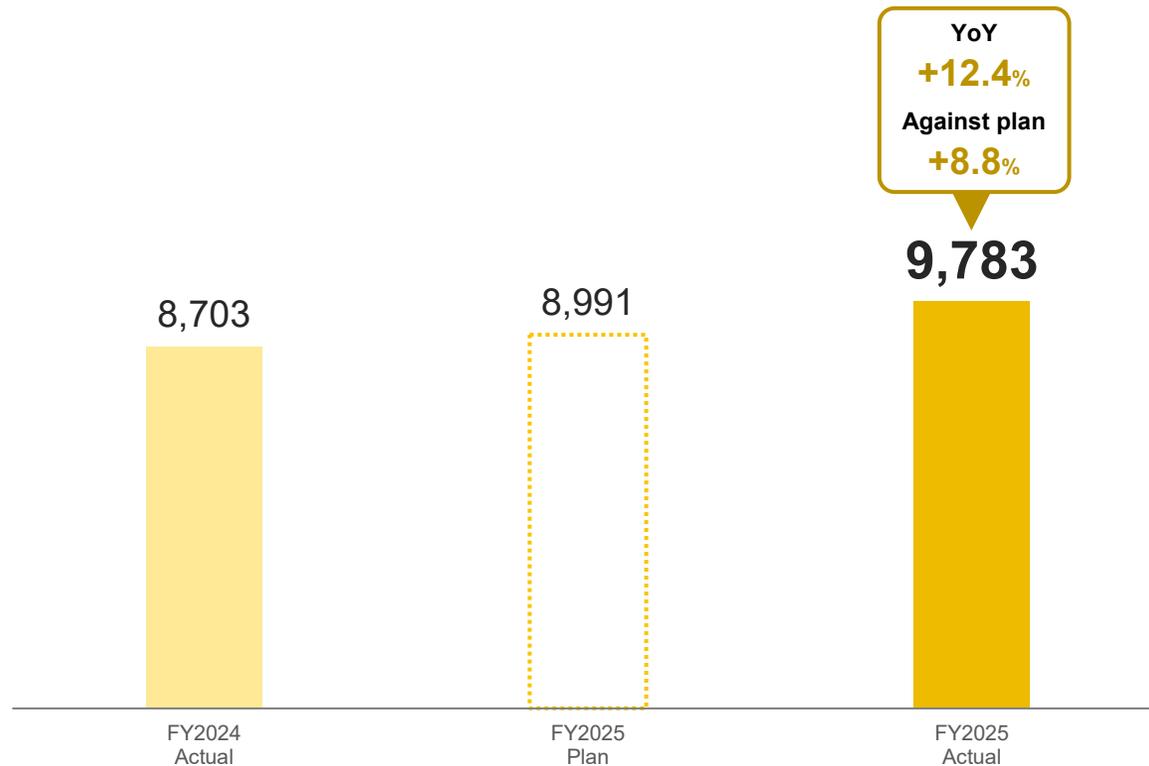


# Information and Telecommunications Business

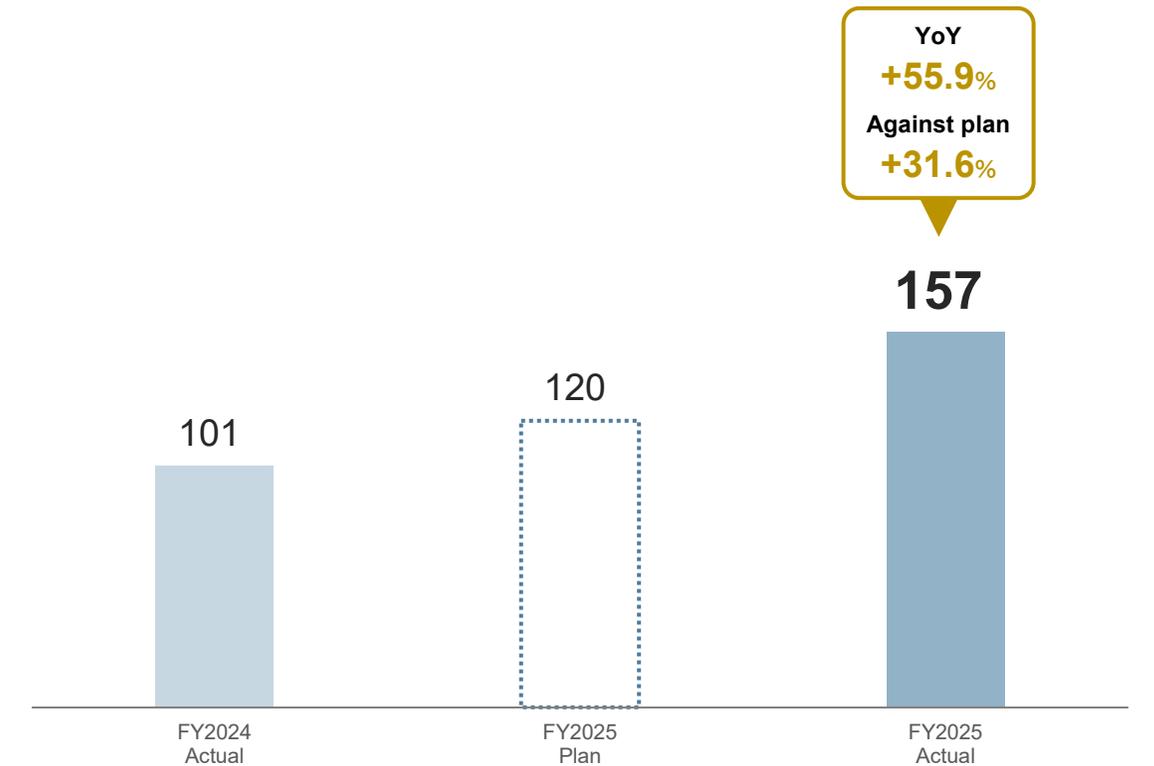
FY2025 Actual

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

## Net sales (Million yen)



## Segment profit (Million yen)

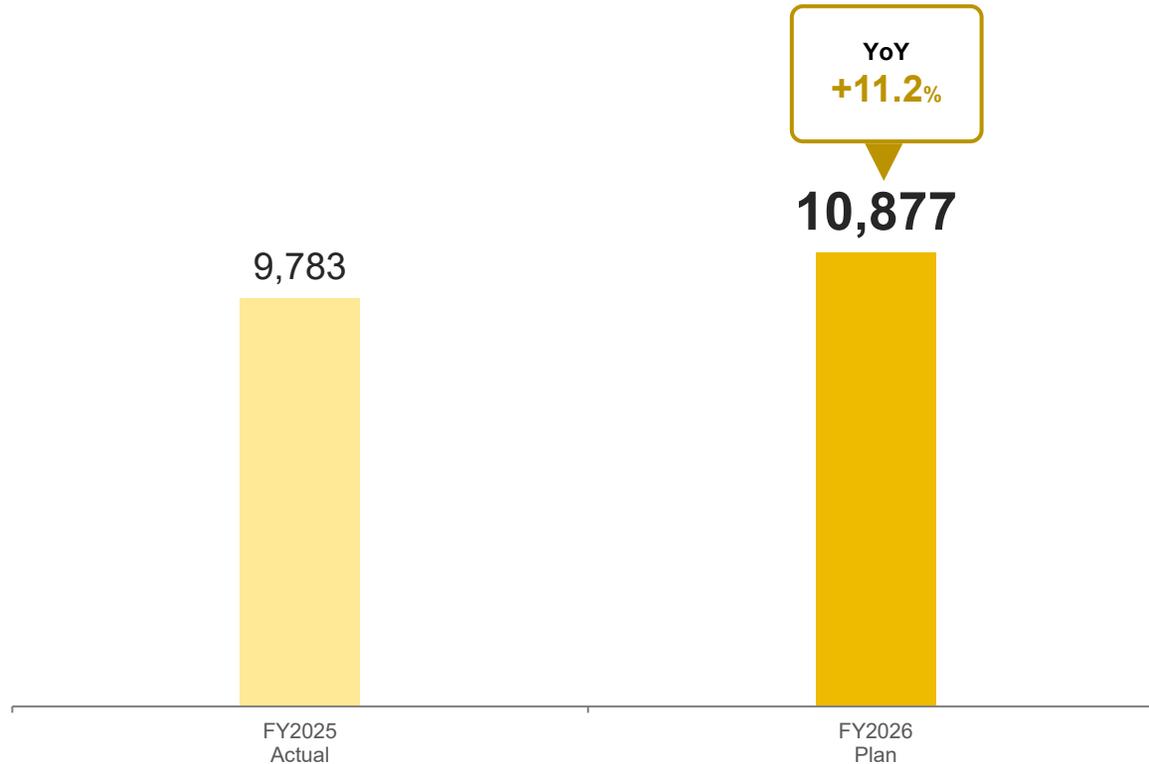


# Information and Telecommunications Business

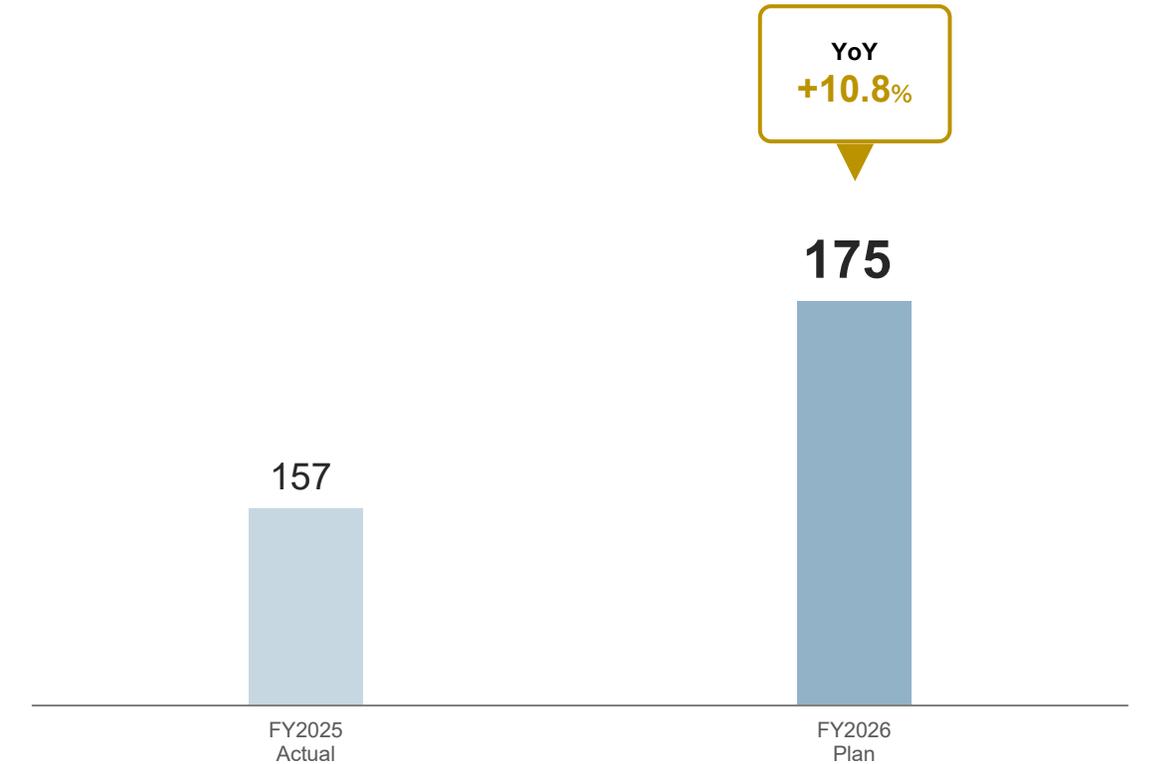
FY2026 Plan

- Forecast sales up 11.2% to ¥10.8 billion and operating profit up 11.5% to ¥0.17 billion.
- Planning on higher sales and profits. Profitability at all mobile phone shops, the largest component of this segment, has improved due to the benefits of using a scrap-and-build approach and measures to strengthen marketing activities.
- Planning on growth as a comprehensive consulting business with close local relationships while working with the corporate business that supports local businesses.

Net sales (Million yen)



Segment profit (Million yen)

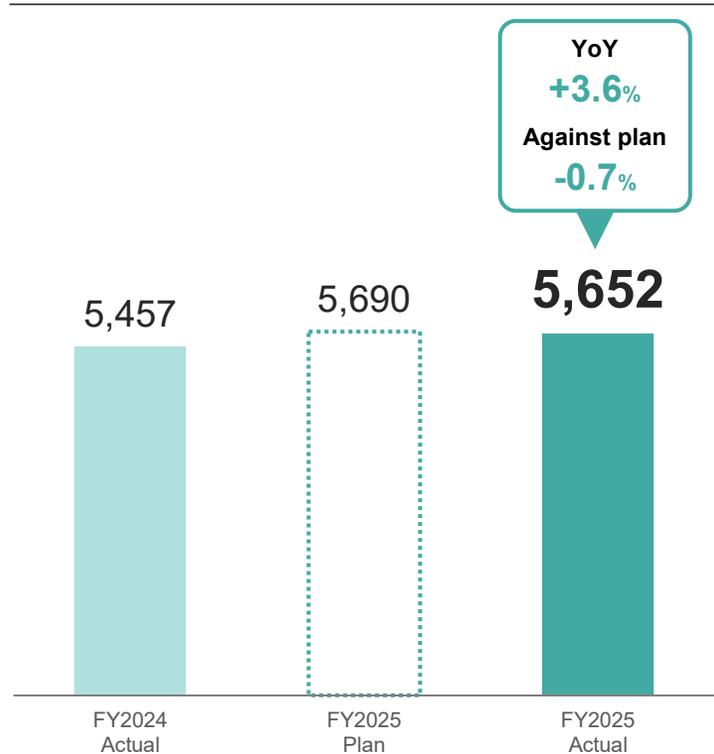


# Agricultural Park Business

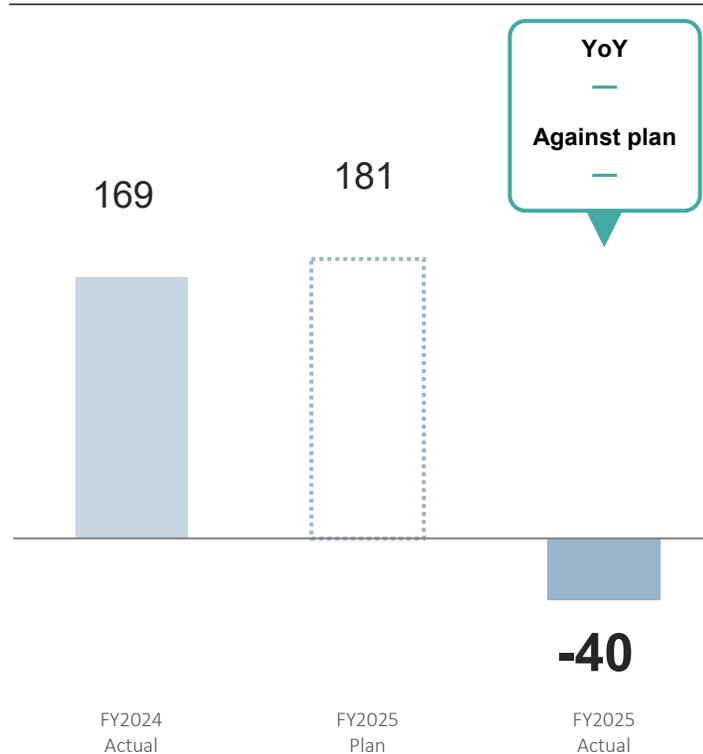
FY2025 Actual

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

Net sales (Million yen)

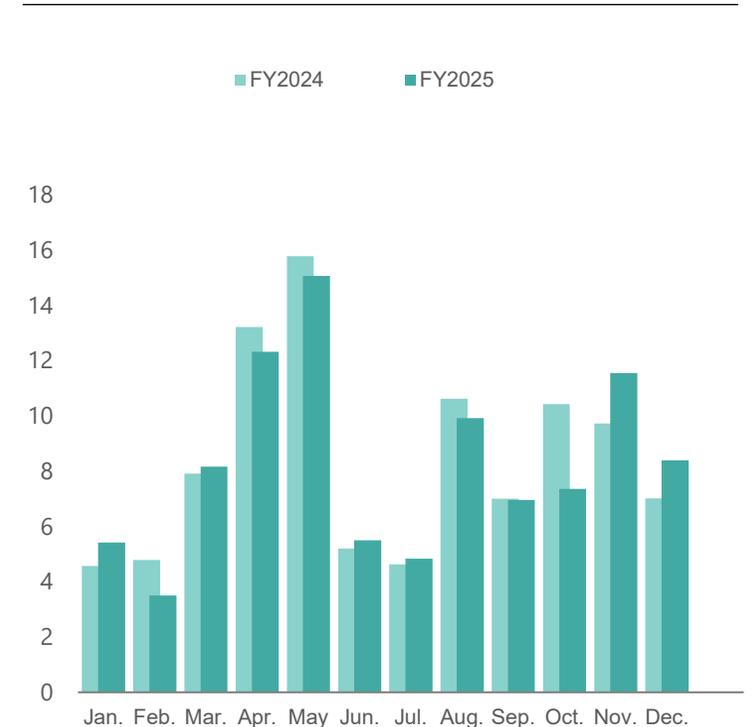


Segment profit (Million yen)



Number of visitors

Total number of visitors in the directly-operated facilities (Ten thousand)

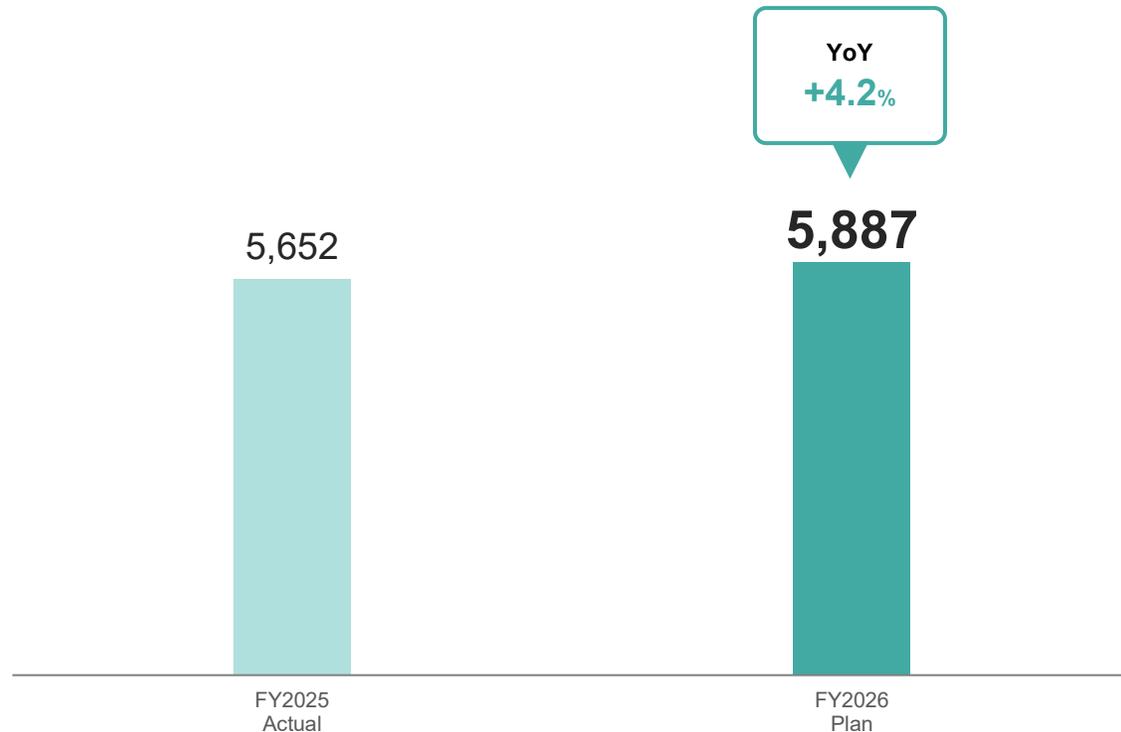


# Agricultural Park Business

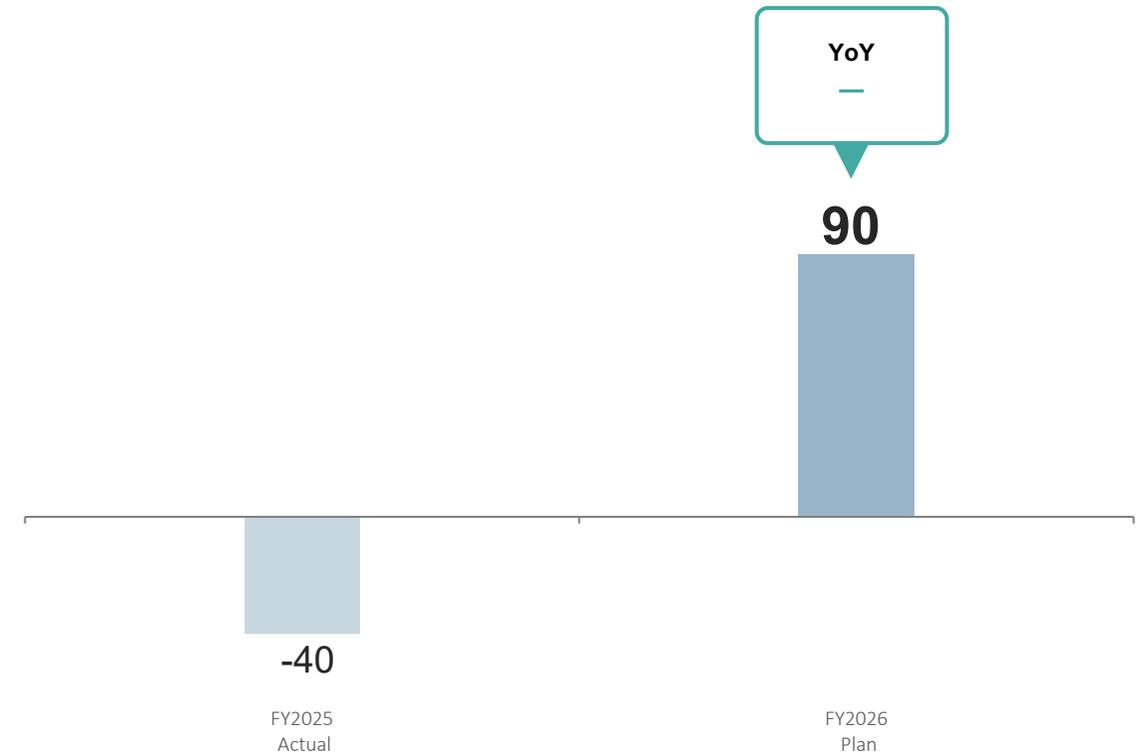
FY2026 Plan

- Sales per visitor have been increasing steadily despite unfavorable weather due to the benefits of major upgrades and measures to improve the appearance and attractions of parks. Planning on higher sales and a return to profitability as the number of visitors recovers.
- More activities to develop and sell unique food products by using closer relationships with areas where parks are located to utilize local ingredients.
- Selected as the operator of the Kakogawa City Hiokayama Park Local Reinvigoration Base Creation and Management Project in January 2026, which is expected to start operating in April 2029.

Net sales (Million yen)



Segment profit (Million yen)

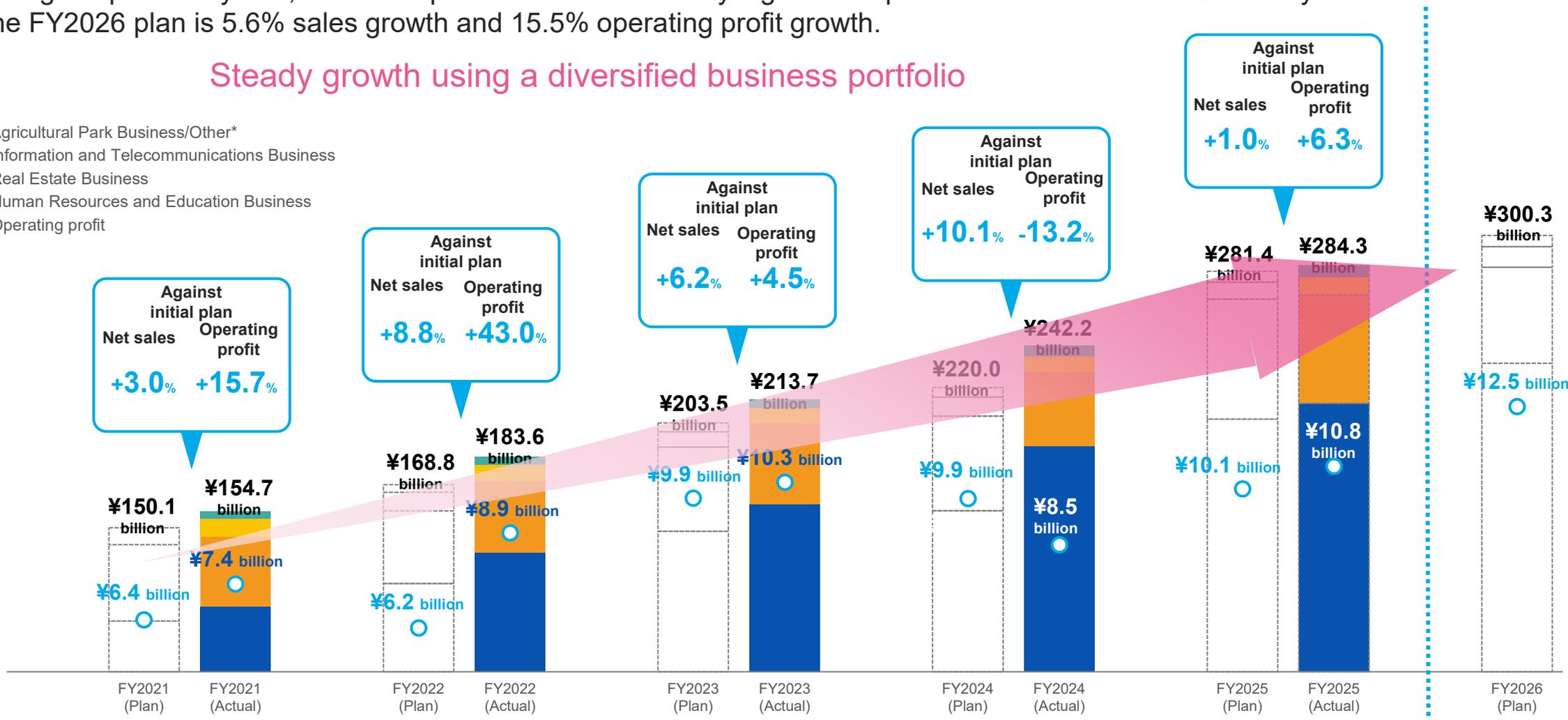


# Consistent Growth Supported by a Diversified Business Portfolio

- During the past five years, sales and profits have been mostly higher than planned as both increased steadily.
- The FY2026 plan is 5.6% sales growth and 15.5% operating profit growth.

## Steady growth using a diversified business portfolio

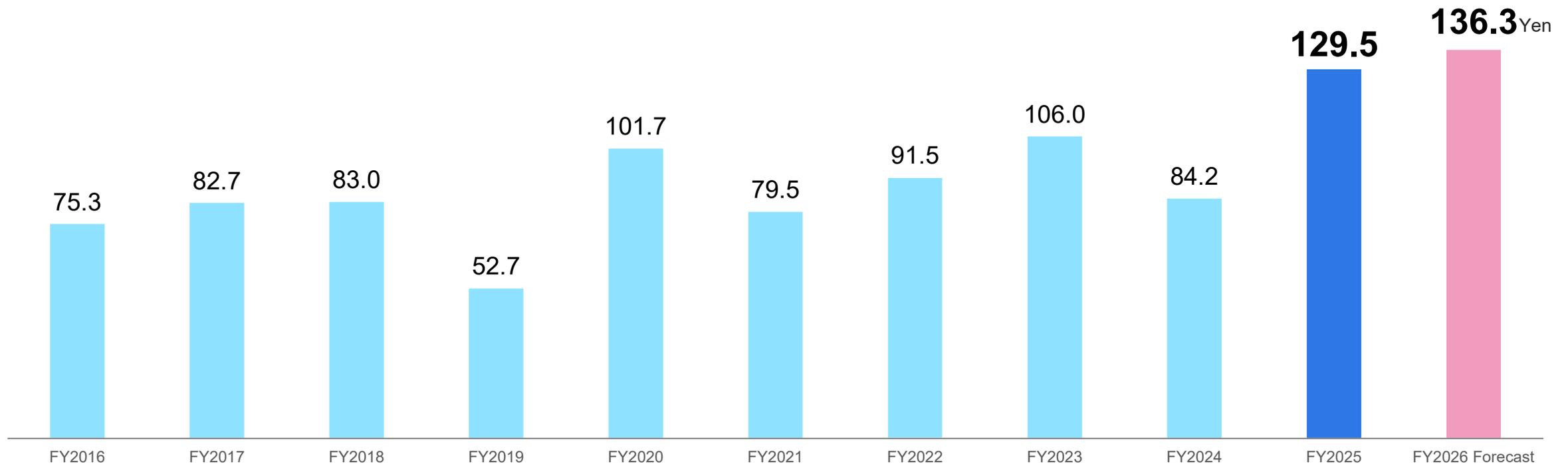
- Agricultural Park Business/Other\*
- Information and Telecommunications Business
- Real Estate Business
- Human Resources and Education Business
- Operating profit



\*This business was "Other" until FY2021 and became "Agricultural Park" in FY2022.

# Shareholder Distributions

- World Holdings' basic policy is to distribute profits according to business performance while securing the necessary internal reserves for future business development and strengthening its management structure. However, in order to further enhance returns to shareholders, World Holdings **will change its dividend payout ratio from the previous 30% to a target of 35%** from FY2025, aiming for stable and continuous dividend growth.
- Dividend for FY2025 raised to ¥129.5 from the initial forecast of ¥106.2 per share due to profit exceeding the initial forecast.
- Planning on another dividend increase for FY2026, raising the dividend per share by ¥6.8 to ¥136.3.





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# 03

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## Appendix

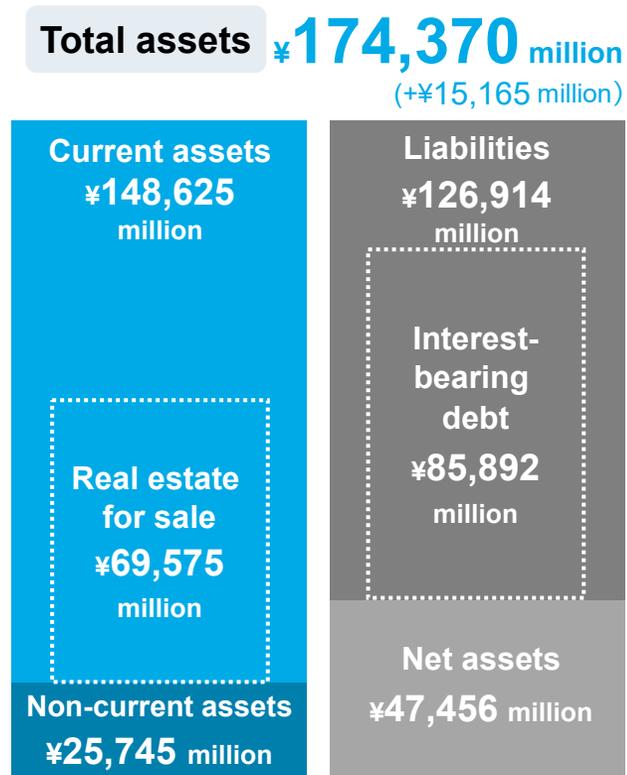
**P.33**

- P.34** Financial Condition B/S
- P.35** Cash Flows
- P.36** Actions for Management with Priority on the Cost of Equity
- P.38** The Purpose of the World Holdings Group
- P.40** History
- P.41** Main Group Companies
- P.42** Business Portfolio and Segment Information
- P.57** World Holdings Value Creation Process
- P.58** Sustainability Initiatives
- P.59** Workforce Diversity
- P.61** Quarterly Performance and Forecasts
- P.63** Inquiries

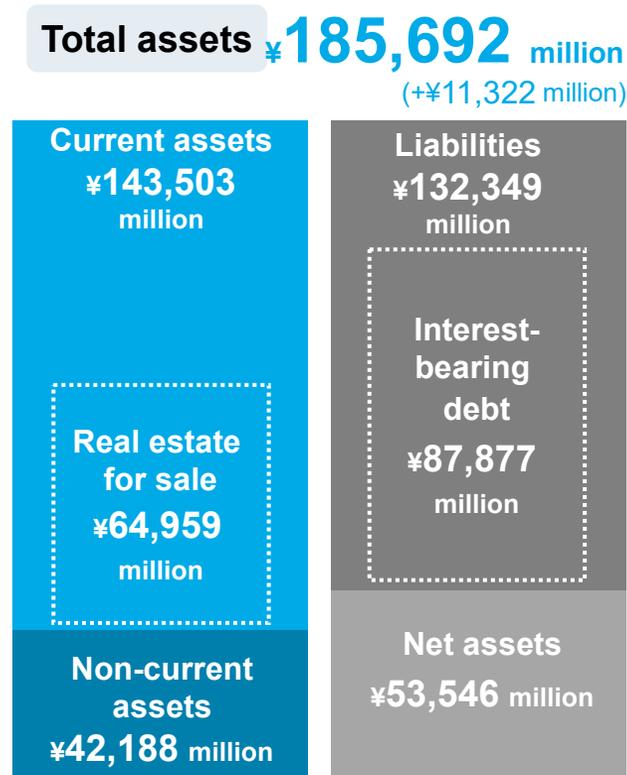
# Financial Condition B/S

- Real estate for sale/real estate for sale in process down ¥4.6 billion due to the well-timed sales of these properties.
- Property, plant and equipment increased ¥13.2 billion due to an increase in real estate properties that World Holdings has developed. These developments were mainly funded internally and by using debt.
- The equity ratio was 26.6%, up 1.1 point from the end of 2024 as net assets increased ¥6.0 billion due to the recording of profits and other reasons.

## End of December 2024



## End of December 2025

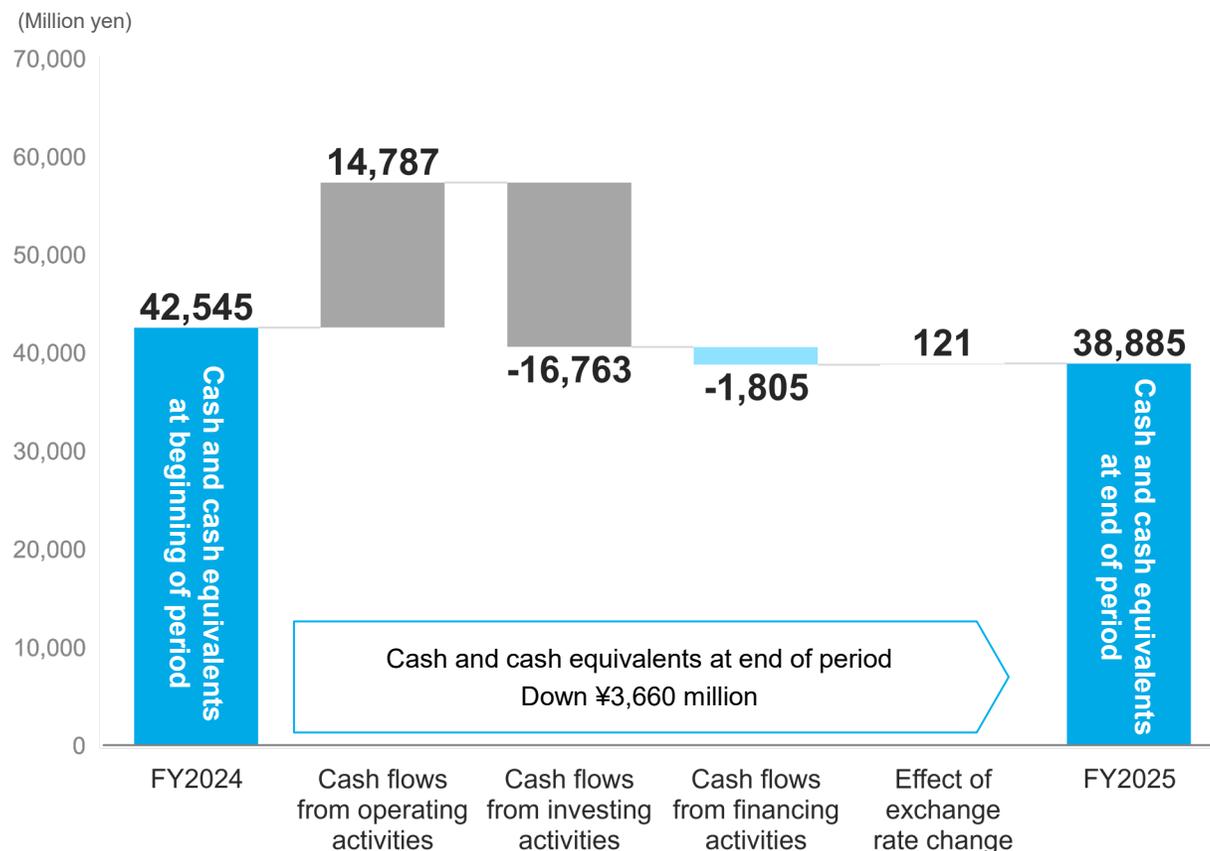


## Major Components

Current assets	(Million yen)	
Cash and deposits	42,739	→ 39,419
Notes and accounts receivable-trade	26,562	→ 29,980
Real estate for sale	69,575	→ 64,959
Non-current assets		
Property, plant and equipment	10,911	→ 24,204
Goodwill	8,126	→ 7,044
Investment securities	1,437	→ 4,756
Liabilities		
Interest-bearing debt	85,892	→ 87,877

# Cash Flows

- Net income and loans were the main sources of funds for real estate for sale/real estate for sale in process, and purchases of property, plant and equipment
- Positive operating cash flows of ¥14,787 million mainly because of an increase in profit before income taxes and a decrease in real estate for sale
- Negative investing cash flows of ¥16,763 million because of purchase of property, plant and equipment and purchase of investment securities
- Negative financing cash flows of ¥1,805 million resulting from long-term borrowings



## Summary of FY2025 cash flows

### Cash flows from operating activities

(Million yen)

Profit before income taxes	10,929
Depreciation/Amortization of goodwill	2,276
Decrease in real estate for sale	5,392
Increase in trade receivables	-2,815
Decrease in trade payables	-1,299
Decrease in advances received	-878
Increase in accrued consumption taxes	1,712

### Cash flows from investing activities

Purchase of property, plant and equipment	-11,389
Purchase of investment securities	-3,551
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-916
Net increase in lease and guarantee deposits	-502

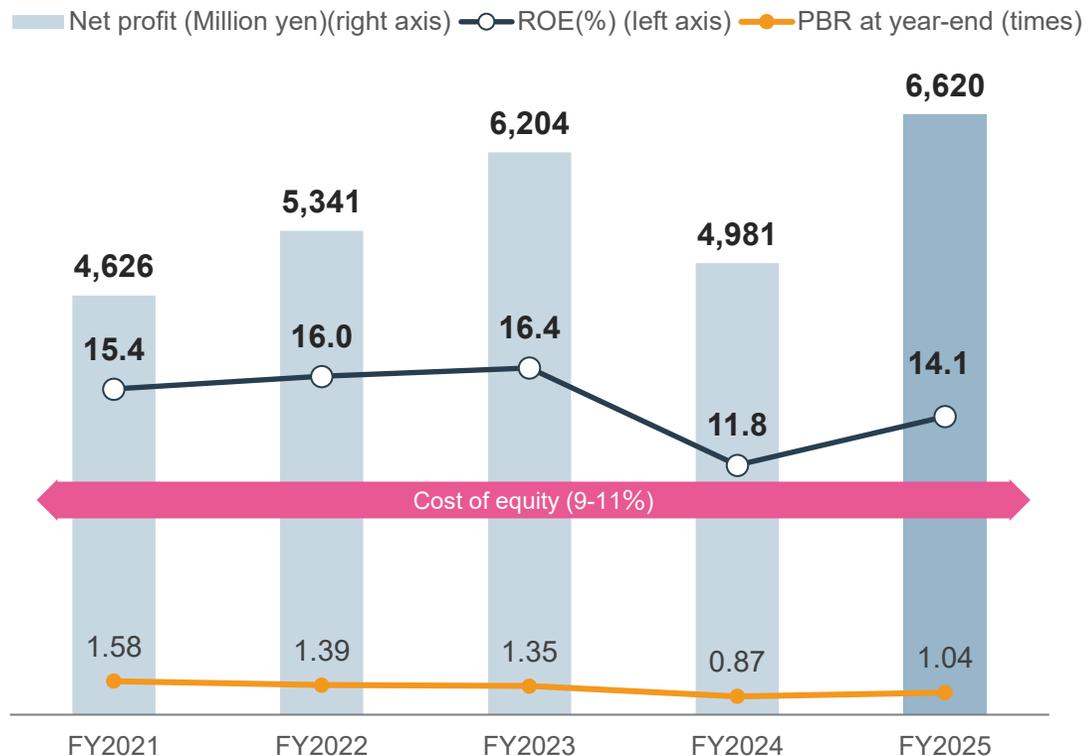
### Cash flows from financial activities

Net decrease in short-term borrowings	-1,829
Proceeds from long-term borrowings	11,750
Repayments of long-term borrowings	-9,935
Dividends paid	-1,506

# Cost of Equity

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

## ROE



## Cost of equity

### CAPM (Capital Asset Pricing Model) approach

$$\text{Cost of equity} = \text{Risk-free rate} + \text{Beta} \times \text{Equity risk premium}$$

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

### Expected return approach (reciprocal of PER)

$$\text{Cost of equity} = \frac{1}{\text{PER}}$$

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

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

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

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

### Maintain/increase net profit margin

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

- Operating profit for FY2026 is expected to increase by 15.5% YoY, but the net profit margin is expected to be 2.3%, about the same level as one year earlier. However, over the medium term, we aim to increase profit and improve net profit margin, particularly in the Human Resources and Education Business.
  - ▶ Sustainable growth of Manufacturing Human Resources Business by adding more outsourcing clients and further diversifying many industries of client companies, and improving profit margin by strengthening areas of upstream processes for manufacturing.
  - ▶ In the Services Human Resources Business, sales and profits growth with higher profitability due to growth of company-owned warehouse operations in the logistics sector and further strengthening labor management operations.
  - ▶ Sustainable growth of the Real Estate Business by carefully managing risk, while maintaining profit margin by leveraging land development skill.

### High or even higher asset turnover

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

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

### Maintain a sound level of financial leverage

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

- Increase the dividend payout ratio from 30% to 35% starting in FY2025 to strengthen the distribution of profits to shareholders and increase equity.
- Maintain an equity ratio of 25-30% while ensuring both financial soundness and sound financial leverage
- Base real estate operations on thorough risk management that includes the debt/equity ratio and avoid excessive leverage due to loans

# The Purpose of the World Holdings Group

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

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

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



## The ways we work

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

Human Resources  
and Education



## The ways we provide convenience and safety

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

Information and  
Telecommunications



## The ways we create communities

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

Real Estate



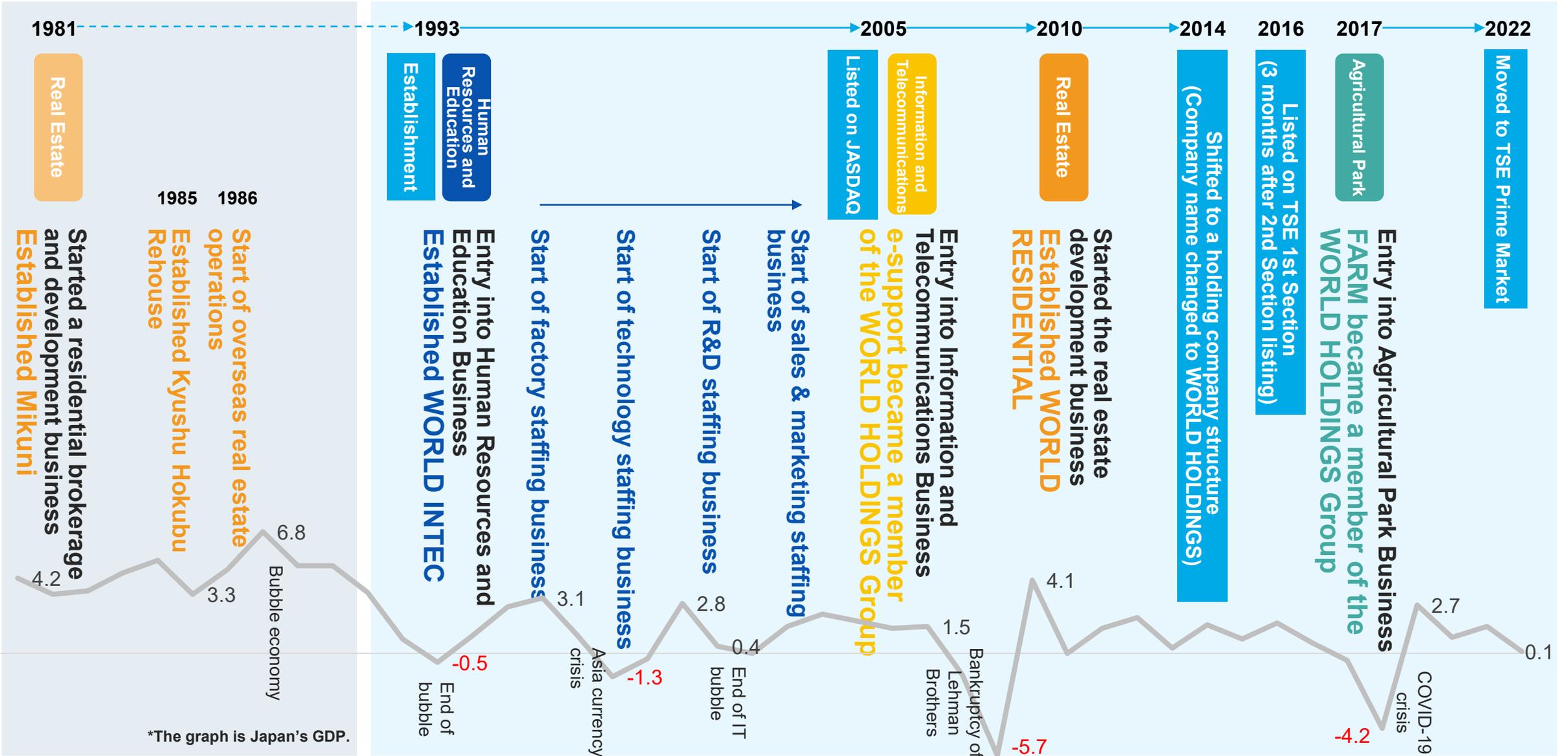
## The ways we look to the future

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

Agricultural Park



# History



# Main Group Companies



52 affiliated companies



## Create a Sustainable World.

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

### Human Resources and Education Business

#### Manufacturing Human Resources Business

##### Manufacturing domain

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

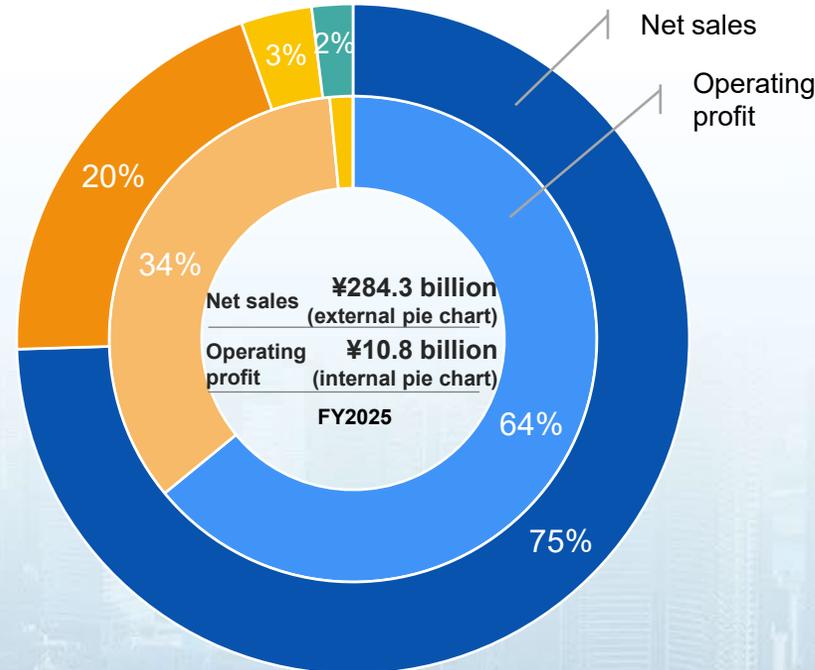
This business provides services concerning human resources for all manufacturing processes from upstream to downstream. Client companies, mainly major multinational manufacturers, are in the semiconductor, electric/electronic components, automobile, machinery, IT systems, pharmaceutical, biotechnology,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

#### Services Human Resources Business

##### Service domain

##### Logistics, face-to-face sales and tourism

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



■ Human Resources and Education    ■ Real Estate  
■ Information and Telecommunications    ■ Agricultural Park

Diversification of business

Decentralization

One-time revenue business

Recurring revenue business

### Real Estate Business

#### Development and renovation

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

### Information and Telecommunications Business

#### Operation of mobile phone stores

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

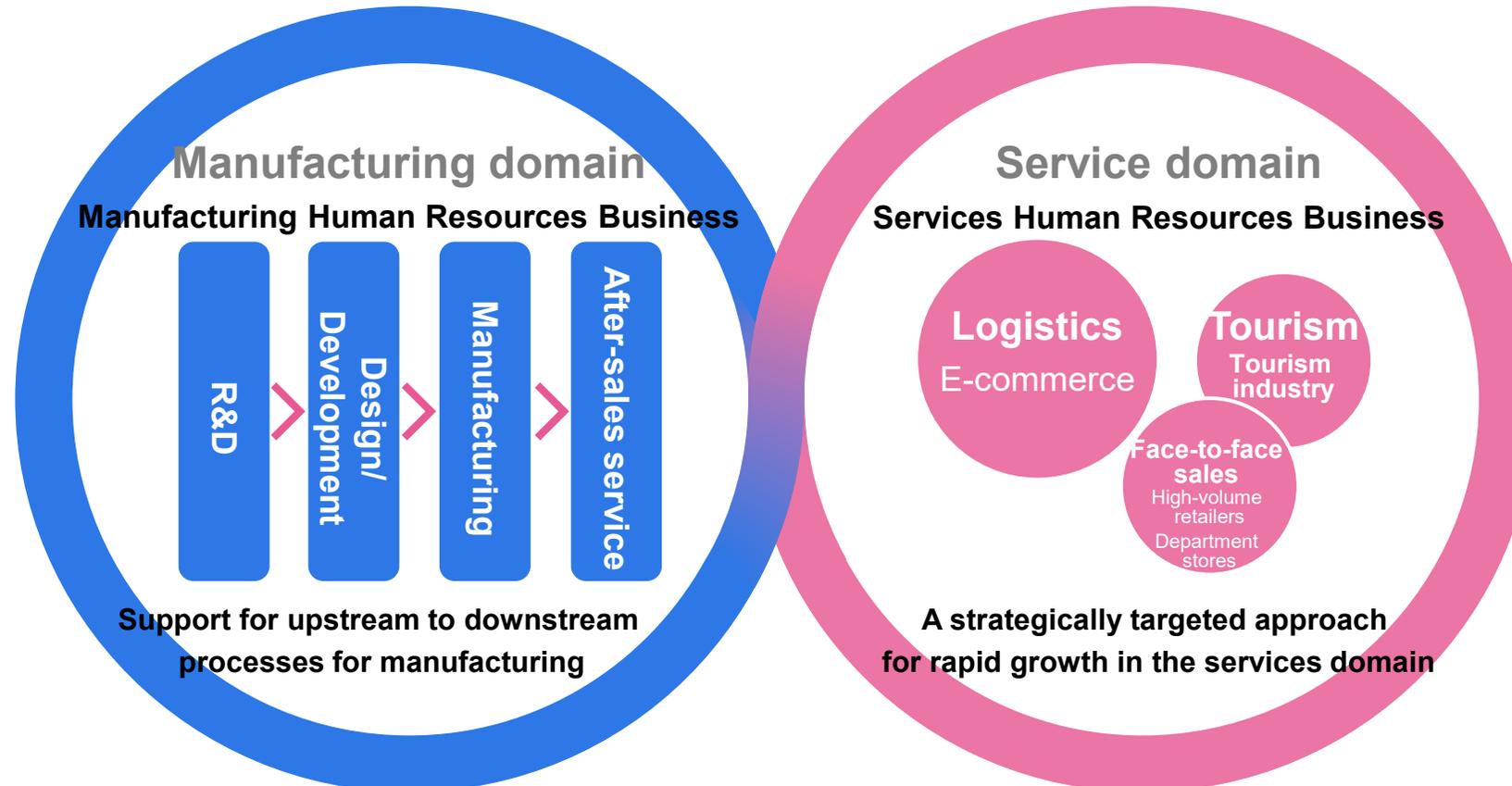
### Agricultural Park Business

#### Operation and management of Agricultural Parks

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

# Human Resources and Education Business

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



About **61,700** workers in service \*As of the end of December 2025 (3-month average)

# The Best Support for Upstream to Downstream Manufacturing in Many Industries

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

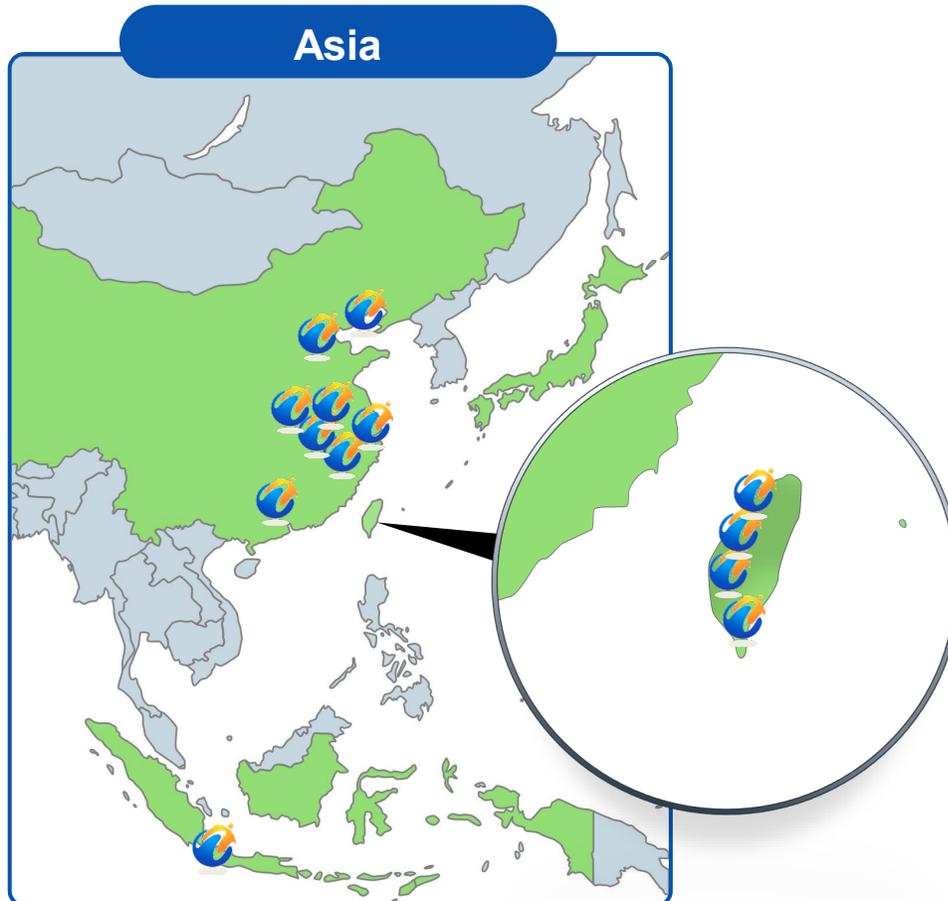
**Comprehensive and seamless support for manufacturers**

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

# Global Location

Total:  
**251** locations

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

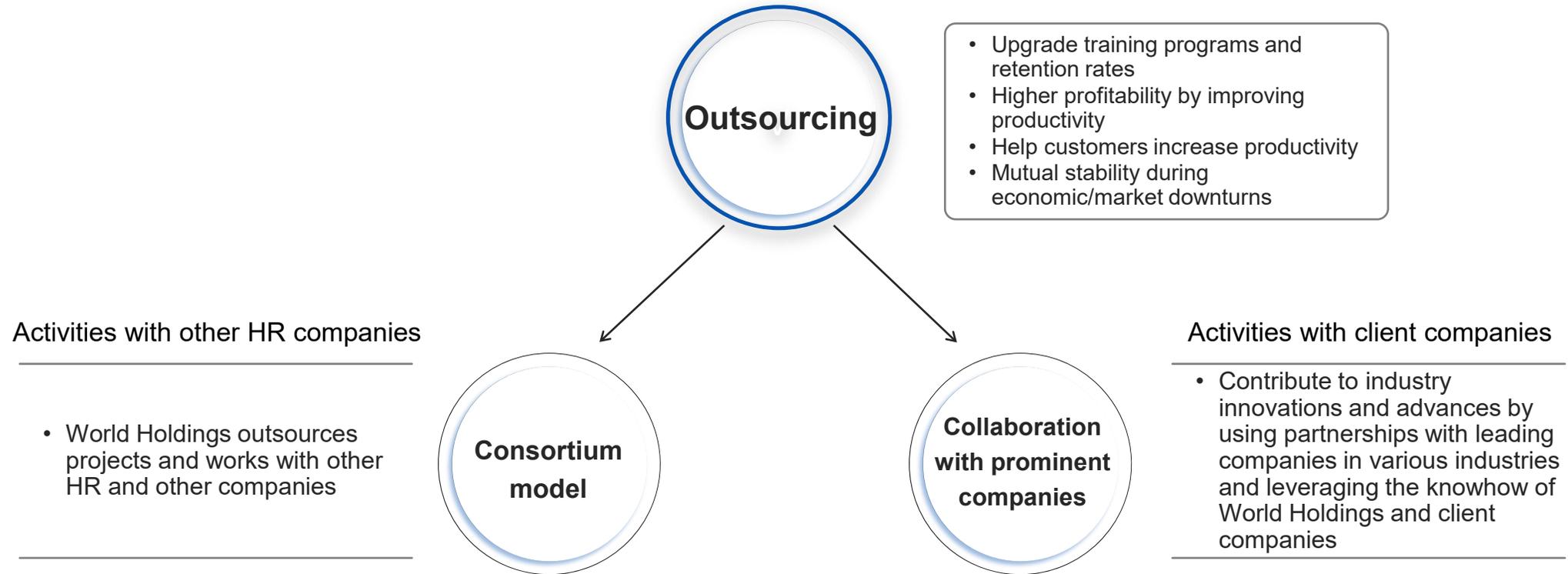


# Consortium Collaboration Centered on Outsourcing

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

## Co-sourcing

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



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

# More Training Programs

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

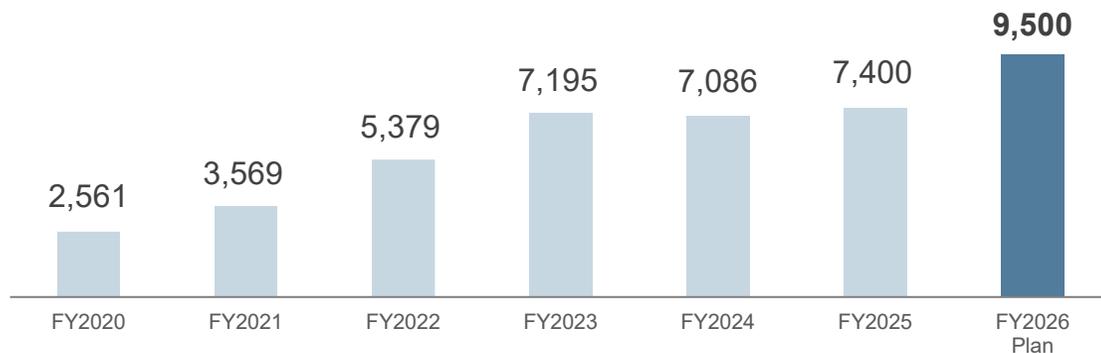
## Upgrade leadership training and technology training

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



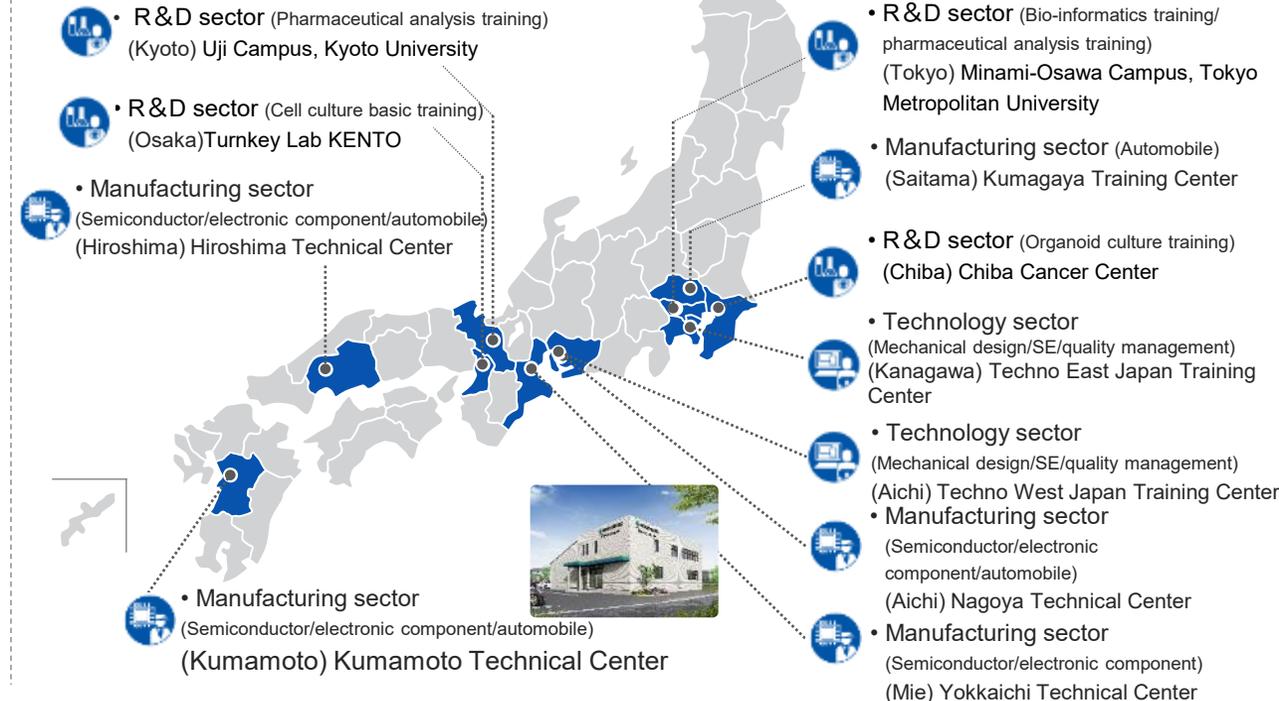
etc.

## Participants in Training Programs (Persons)



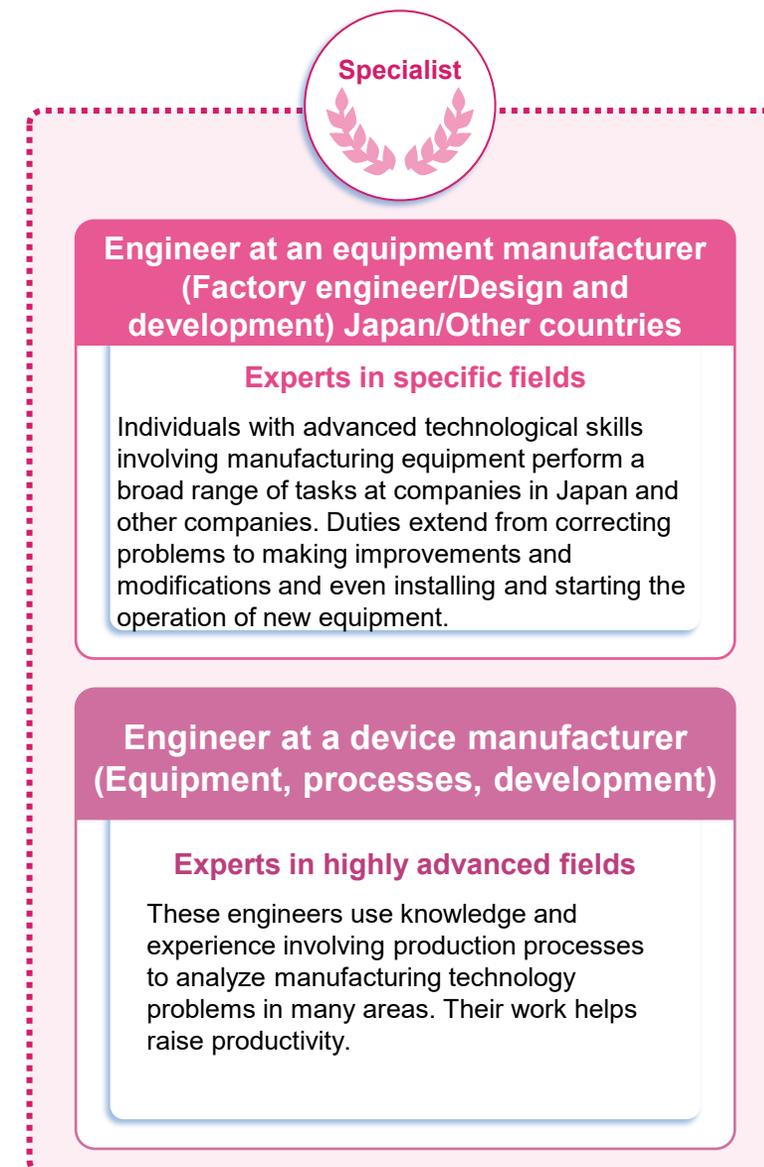
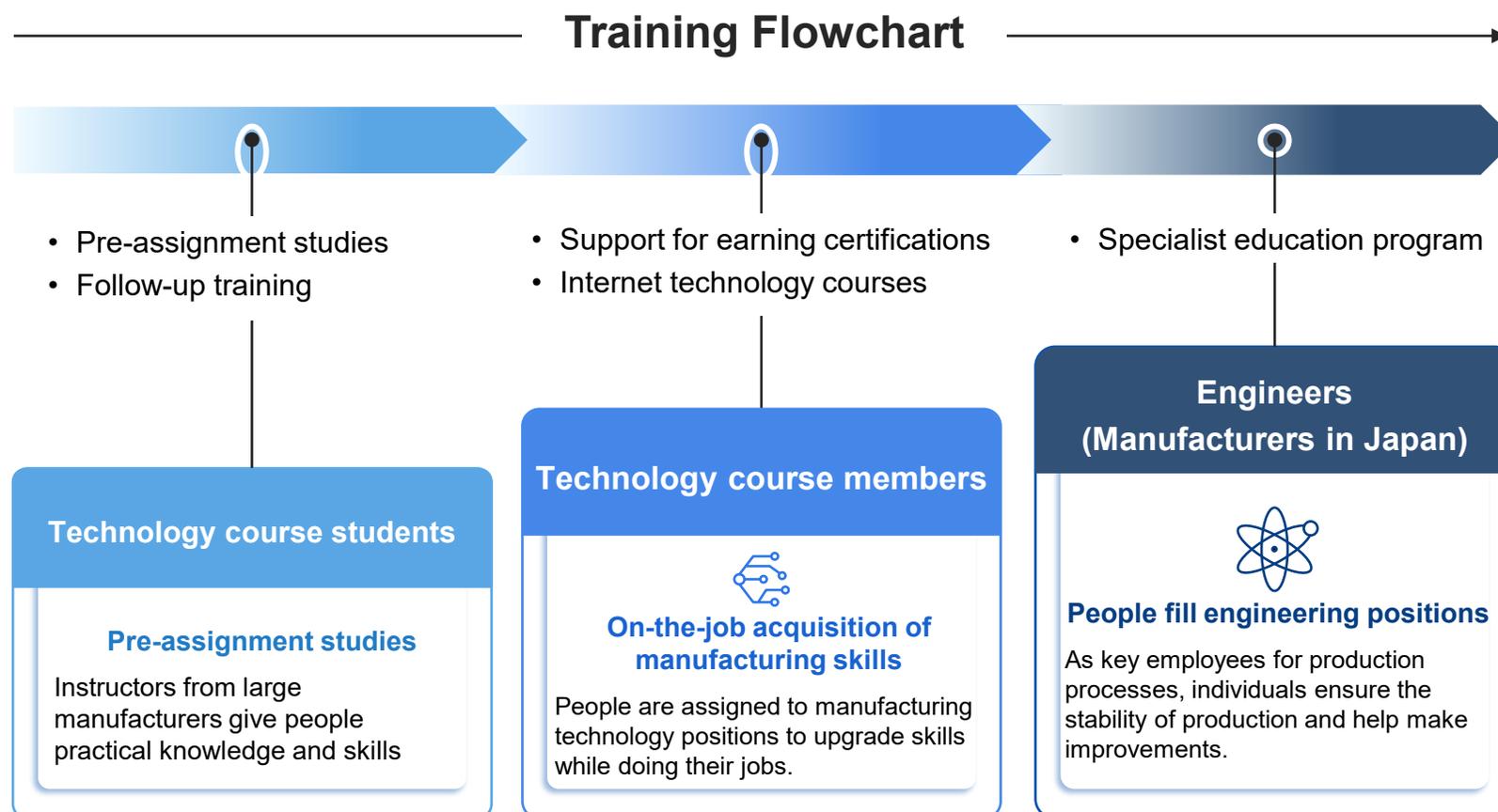
## Training locations

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



# Example of a Training Program

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



# Topics: Semiconductor Engineering Training Center and Local Economy Support

## The Kumamoto Technical Center officially opened in April 2025

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



## Alliance with Kaishin Gakuen for a semiconductor education program

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



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

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



# Services Human Resources Business

## Operation of Company Owned Warehouse

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

### Fukuoka Ogori Warehouse

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

### Fukuoka Hisayama Warehouse

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



### Fukuoka Prefecture



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

### Real estate for investment

### Real estate fund management

#### Development

##### Condominiums/Detached houses Commercial land development

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



Residential Aoba Hirosegawa (Sendai, Miyagi)

#### Real estate revitalization

##### Renovation Conversion

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



Examples of renovation

#### Real estate finance

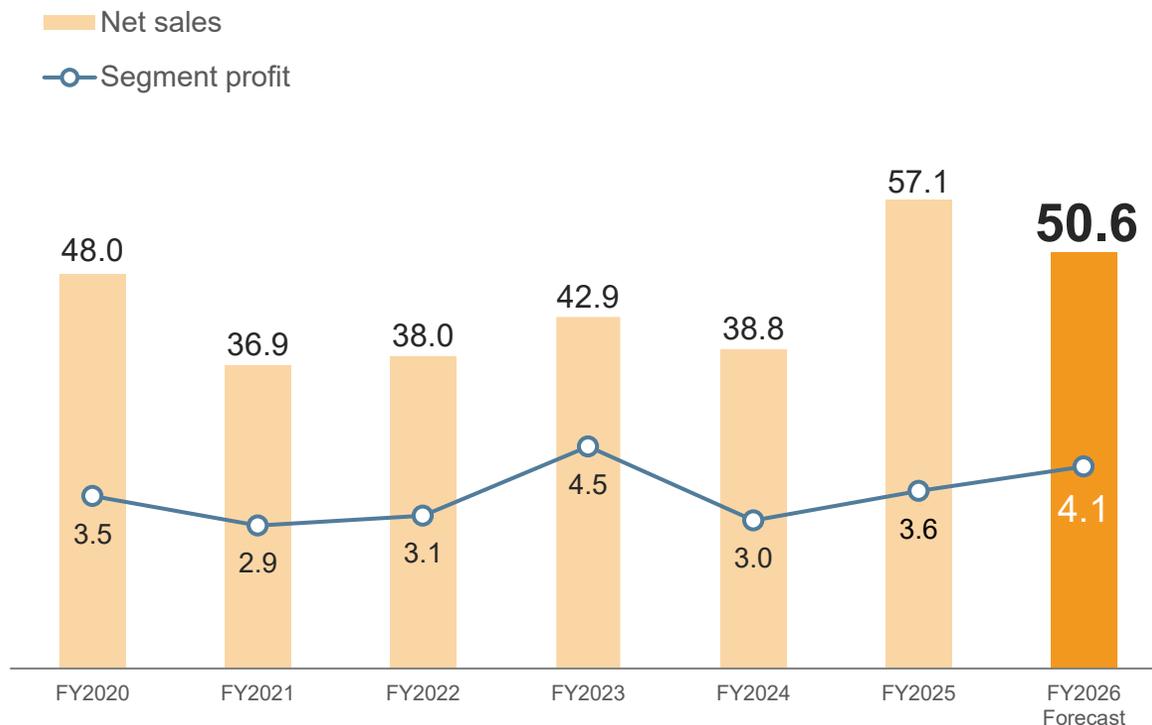
##### Asset management



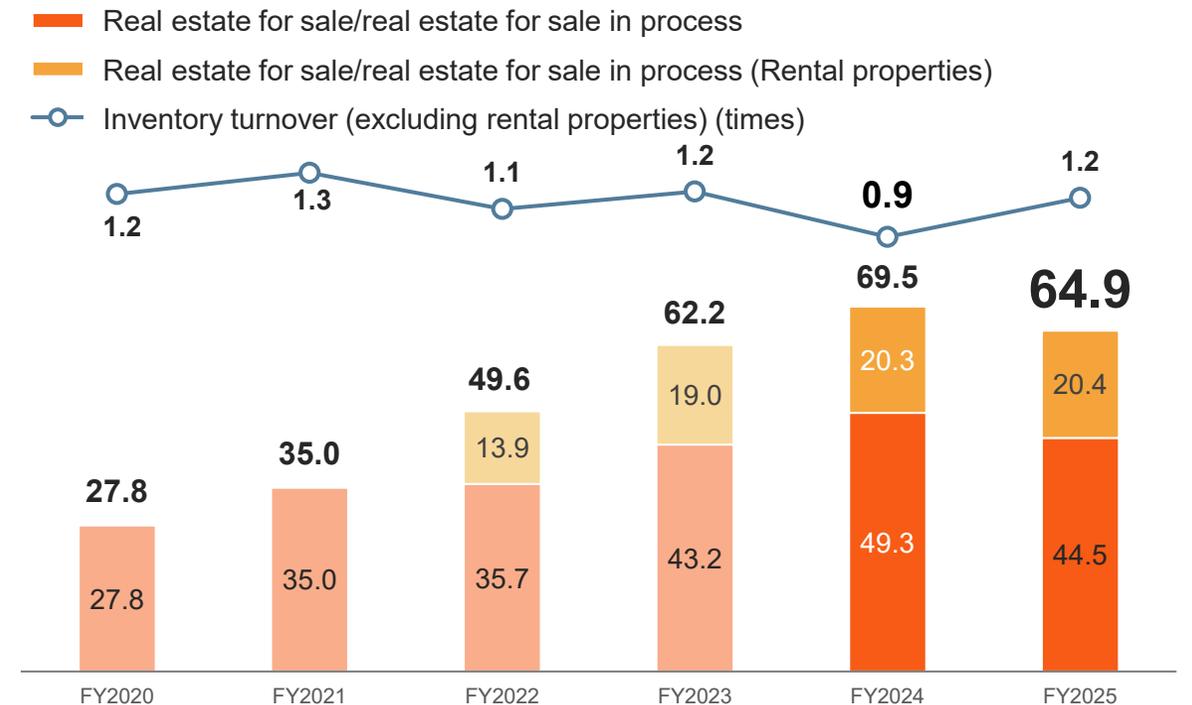
# Operations with Emphasis on High Inventory Turnover

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

**Net sales and segment profit** (Billion yen)



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

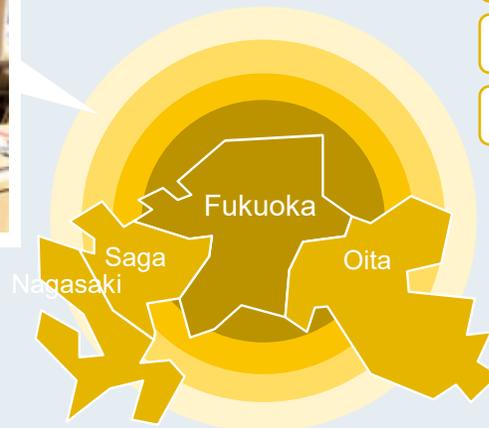


Inventory turnover = Real Estate Business sales / Real estate for sale and real estate for sale in process (excluding rental properties) at the end of the previous year

## Mobile phone shop

### The largest network of stores in Kyushu

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



Softbank Shops

au Shops

Repair shops

**28** stores

As of the end of December 2025

## Growing with communities

### Using business activities for the vitality and safety of communities

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



Solve problems of local companies

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



For children

- Drone classes
- Programming classes
- Community environmental preservation activities

Support healthy development of children

Roles of mobile shops



End the digital divide

For seniors

- Lessons at community centers and other locations

Communities

## Corporate solutions

### Comprehensive cost reduction solutions

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

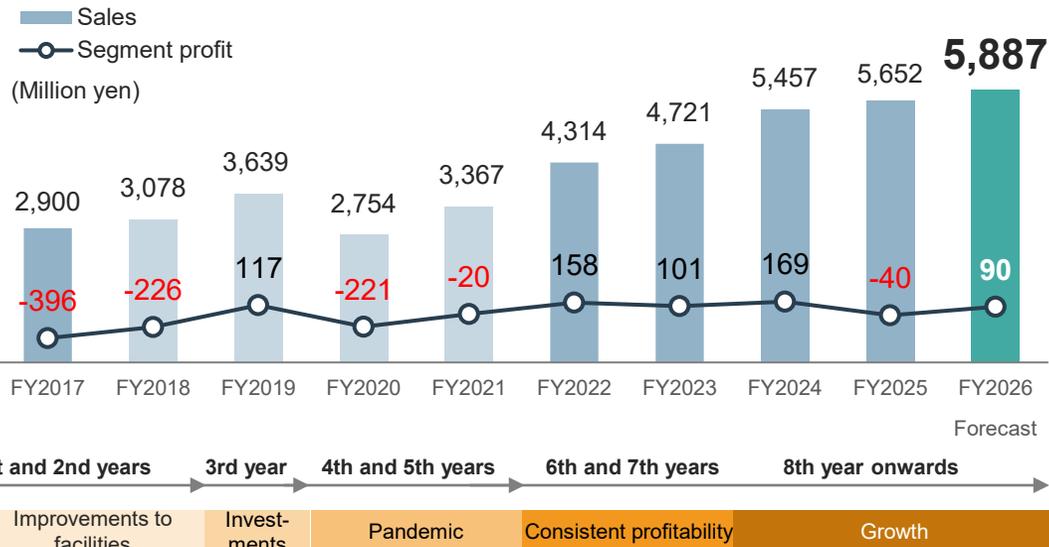
### Call centers

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

# Agricultural Park Business

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

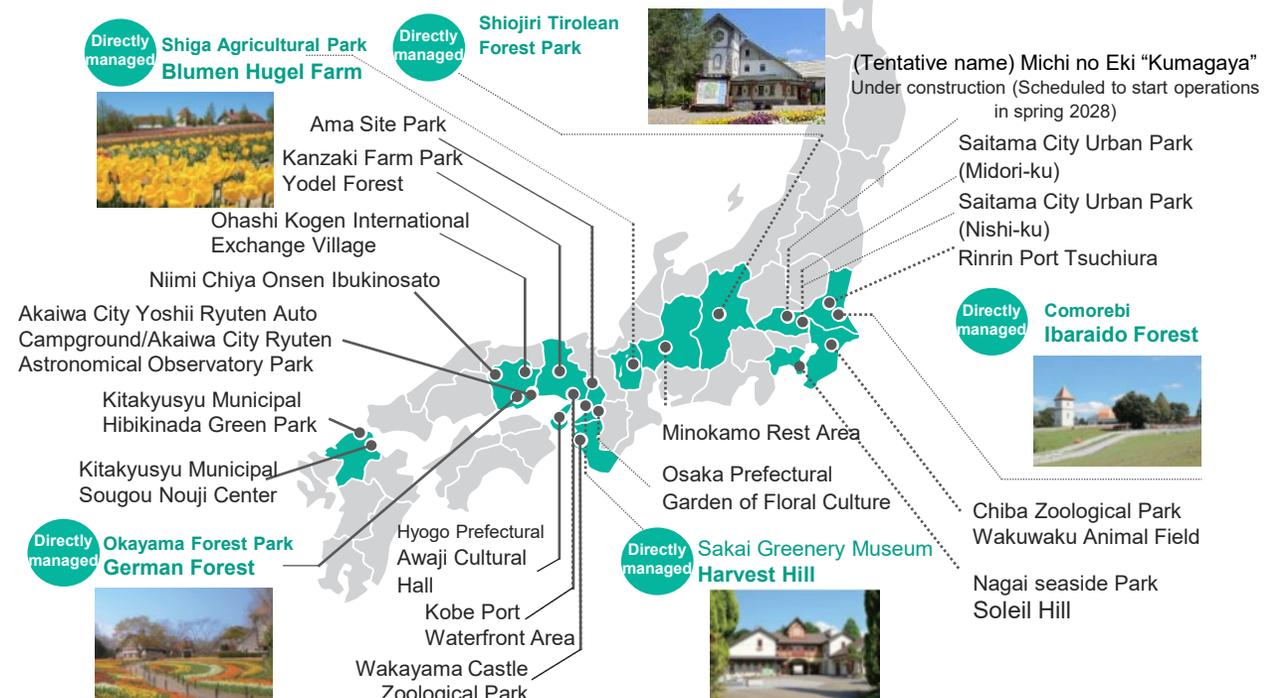
## Revitalization know-how acquired at 5 directly managed facilities



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

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

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



# Parks Combining Enjoyment and Education about Nature for Children



Map of Harvest Hill in Osaka

# Reopening of Directly Operated Shiojiri Tirolean Forest Park

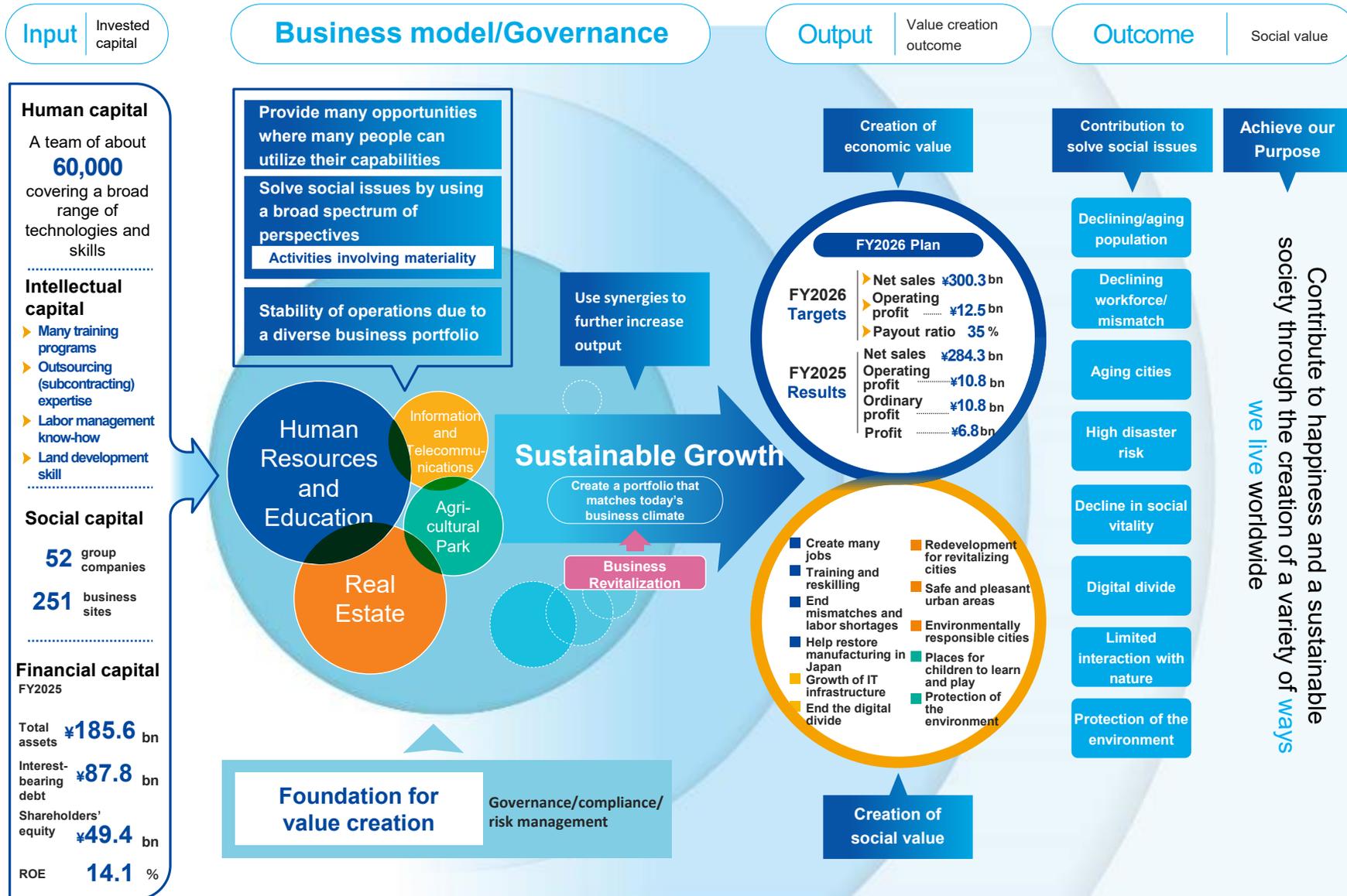
- The grand opening of Shiojiri Tirolean Forest Park took place on April 26, 2025. This is the fifth directly operated park.
- Following the reopening of this park, a vineyard and winery and large solar sharing facility will be added.
- Expect this to help achieve “The ways we look to the future,” part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



5050 Aiyoshi, Kitaono, Shiojiri,  
Nagano



# Value Creation Process



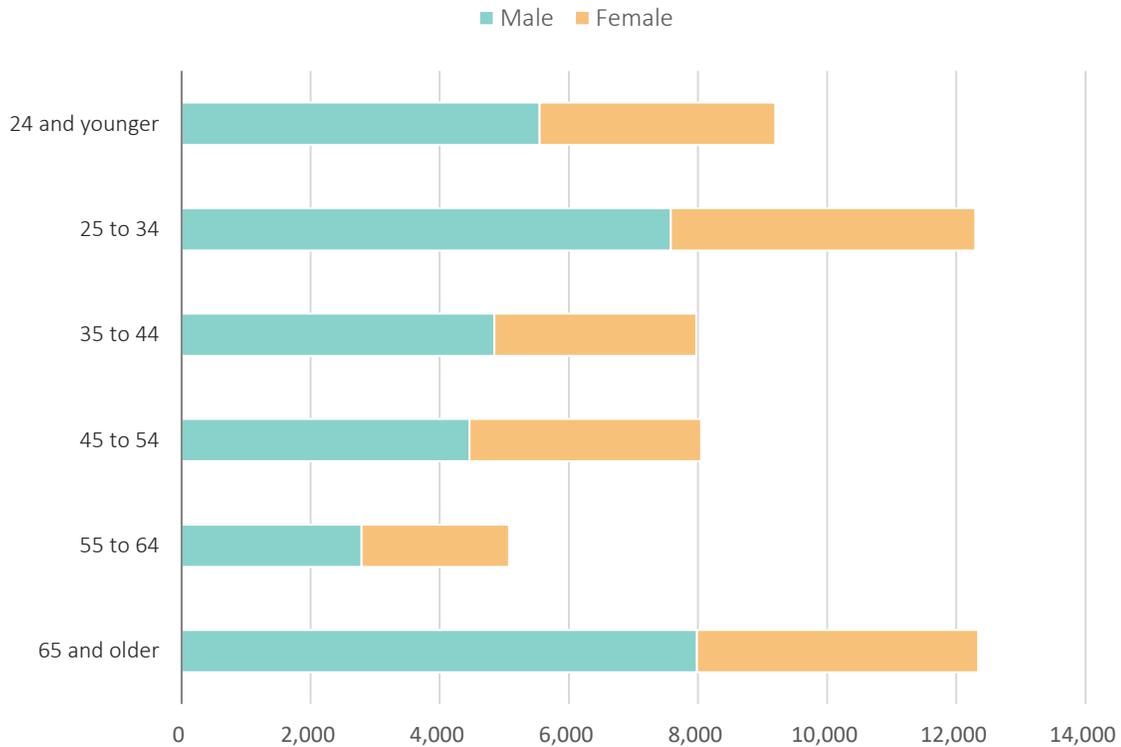
	Materiality (important issue)	Value creation	Purpose
Human Resources and Education	<ul style="list-style-type: none"> <li>Support the sustainable advancement of society by providing many jobs.</li> <li>Use high-quality training programs to develop the skills of employees in order to enable people to realize their full potential, increase motivation and contribute to economic growth.</li> <li>Support the manufacturing and service sectors worldwide by providing human resources and create a base for technological progress by maintaining a workforce of highly skilled people.</li> <li>Provide workplaces where all employees, regardless of gender, can perform their jobs to the best of their ability.</li> </ul>		<h3>Create the ways we work</h3> <p>We want to help people of all kinds find jobs that best match their skills and goals in order to enable them to experience the joy and satisfaction of work. By providing training, we give people the skills to achieve their full potential, which supports the growth and advancement of businesses.</p>
Real Estate	<ul style="list-style-type: none"> <li>Provide products and home facilities where people can enjoy their lives and play a role in creating communities where people can live with confidence.</li> <li>Create communities that are environmentally responsible, conserve resources and prosper together with the areas where they are located.</li> <li>Use the sustainable development of land to contribute to protecting the environment of regions where projects are located.</li> <li>Use development capabilities to revitalize cities in response to the increasing risk of disasters caused by the aging of cities.</li> </ul>		<h3>Create the ways we create communities</h3> <p>Pleasant communities are essential for people to lead enjoyable and fulfilling lives. By designing these communities, we provide an environment for vibrant and satisfying lifestyles. Activities place priority on preserving the environment and natural resources in order to be a responsible member of society.</p>
Information and Telecommunications	<ul style="list-style-type: none"> <li>End the digital divide, build a base for technological progress, and create safe and pleasant communities by increasing the use of IT infrastructure and other sources of convenience in society.</li> </ul>		<h3>Create the ways we provide convenience and safety</h3> <p>We are dedicated to creating the use of today's advanced information technology infrastructure for being a source of convenience and for establishing an environment where people can enjoy their lives with convenience and confidence.</p>
Agricultural Park	<ul style="list-style-type: none"> <li>Maintain an environment that protects nature, conserves resources and contributes to enable children to grow up in a sound and healthy manner.</li> <li>Combat climate change and protect natural resources by utilizing land responsibly and seeking more ways to create and utilize renewable energy.</li> </ul>		<h3>Create the ways we look to the future</h3> <p>Agricultural parks help protect the environment and conserve the earth's resources while giving children a place where they can grow. By operating these parks, we are playing a role in sustainable social progress.</p>
Business Revitalization	<ul style="list-style-type: none"> <li>Protect companies, employees and their families by maintaining financial soundness in order to prevent bankruptcies.</li> <li>Increase added value by revitalizing businesses, create rewarding employment opportunities, and contribute to economic growth. Responsible production and consumption.</li> <li>Encourage people to have an entrepreneurial spirit and give people opportunities to take on new challenges as entrepreneurs after a failure.</li> </ul>		<h3>Create the ways we operate businesses</h3> <p>Revitalize businesses in order to maintain the soundness of society and increase added value with the objective of being a company that contributes to providing pleasant and rewarding employment opportunities.</p>

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

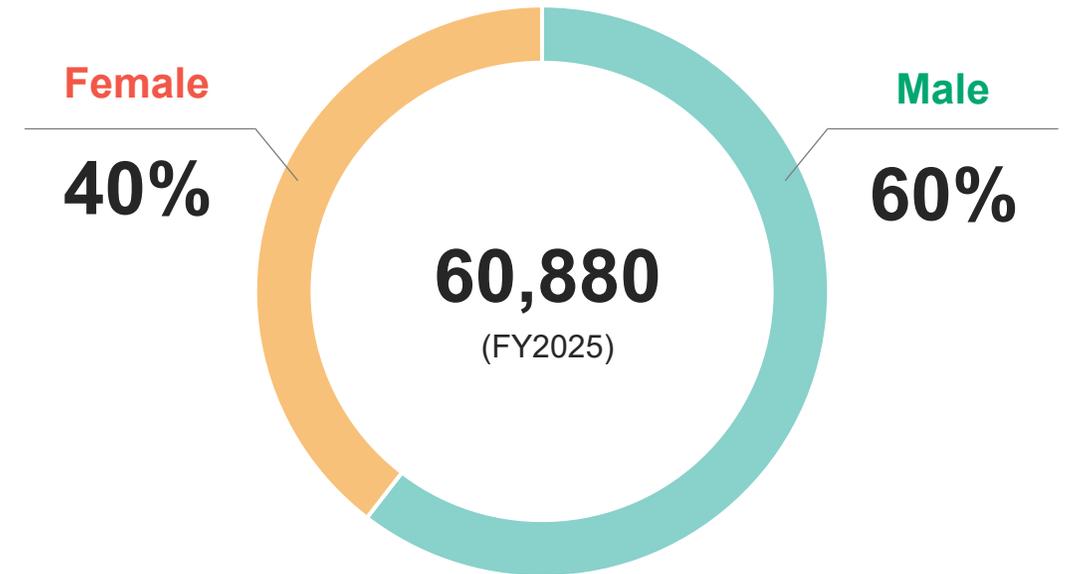
# Workforce Diversity: Age and Gender

- People between the ages of 20 and 39 are 47% of the workforce, giving World Holdings the speed and flexibility to target opportunities in growing business sectors.
- Recruiting activities also include older people. Currently, 23% of the workforce is in the 65 and older category.

## Age of Employees



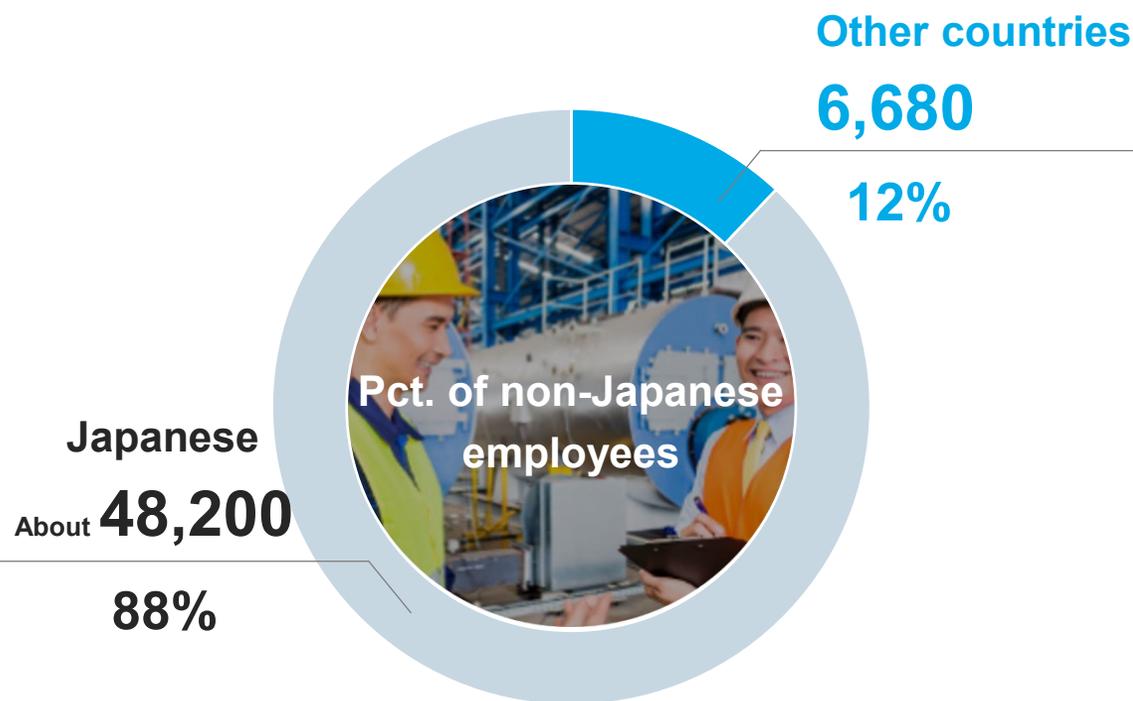
## Gender of Employees



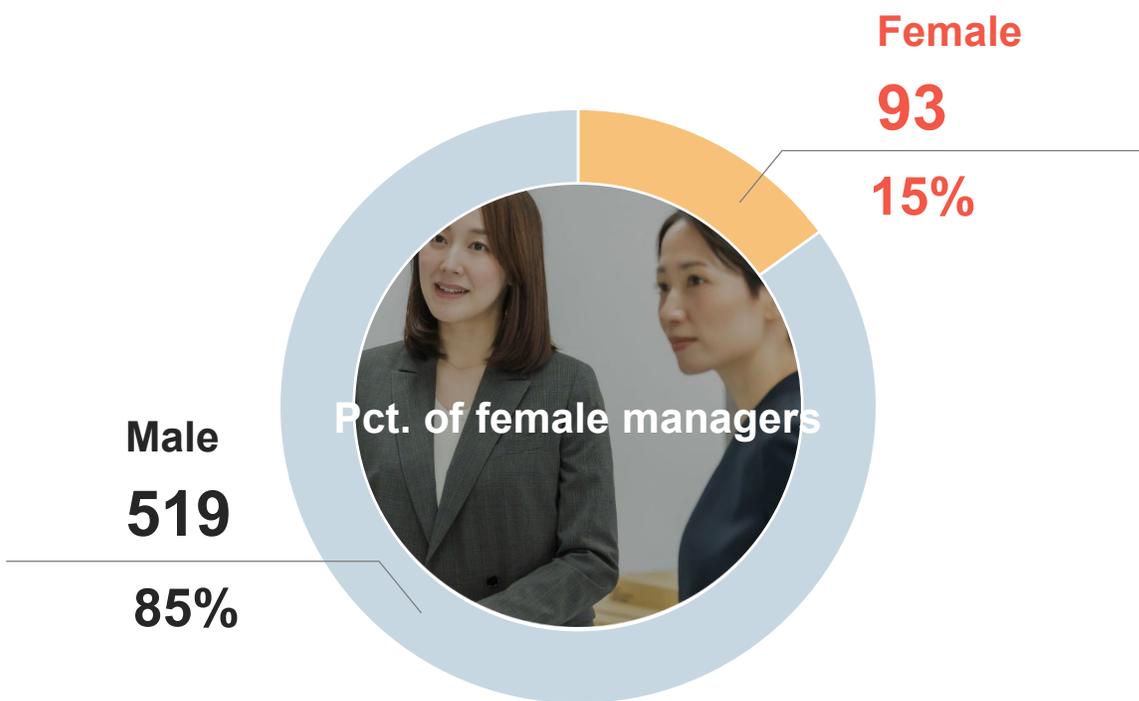
# Workforce Diversity: Non-Japanese Employees and Female Managers

- At 12% of all employees, the pct. of non-Japanese employees is much higher than the 3.3% share of people from other companies for all workers in Japan.
- The 15% ratio of female managers is also higher than the 12.3% average for all companies in Japan.

## Non-Japanese Employees at the World Holdings Group

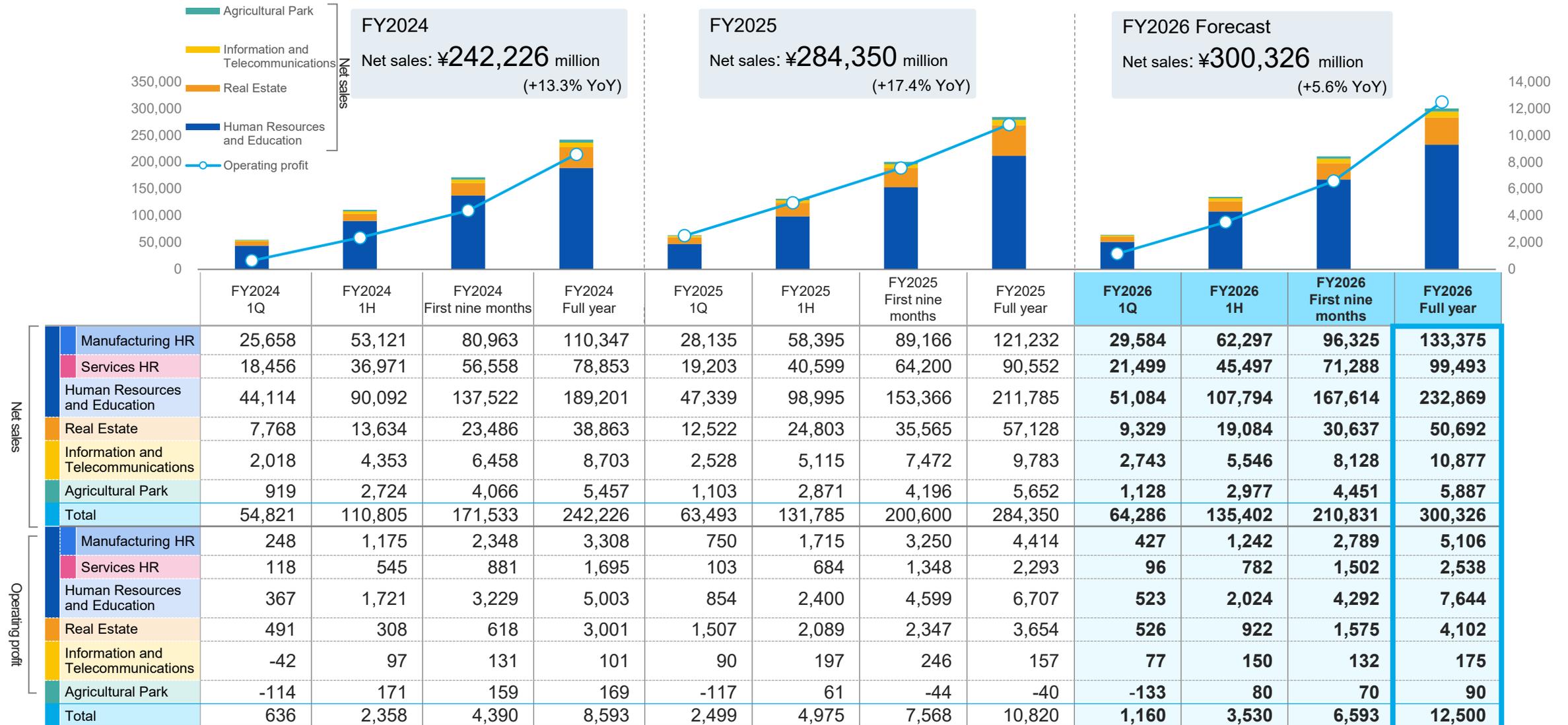


## Percentage of Female Managers at the World Holdings Group



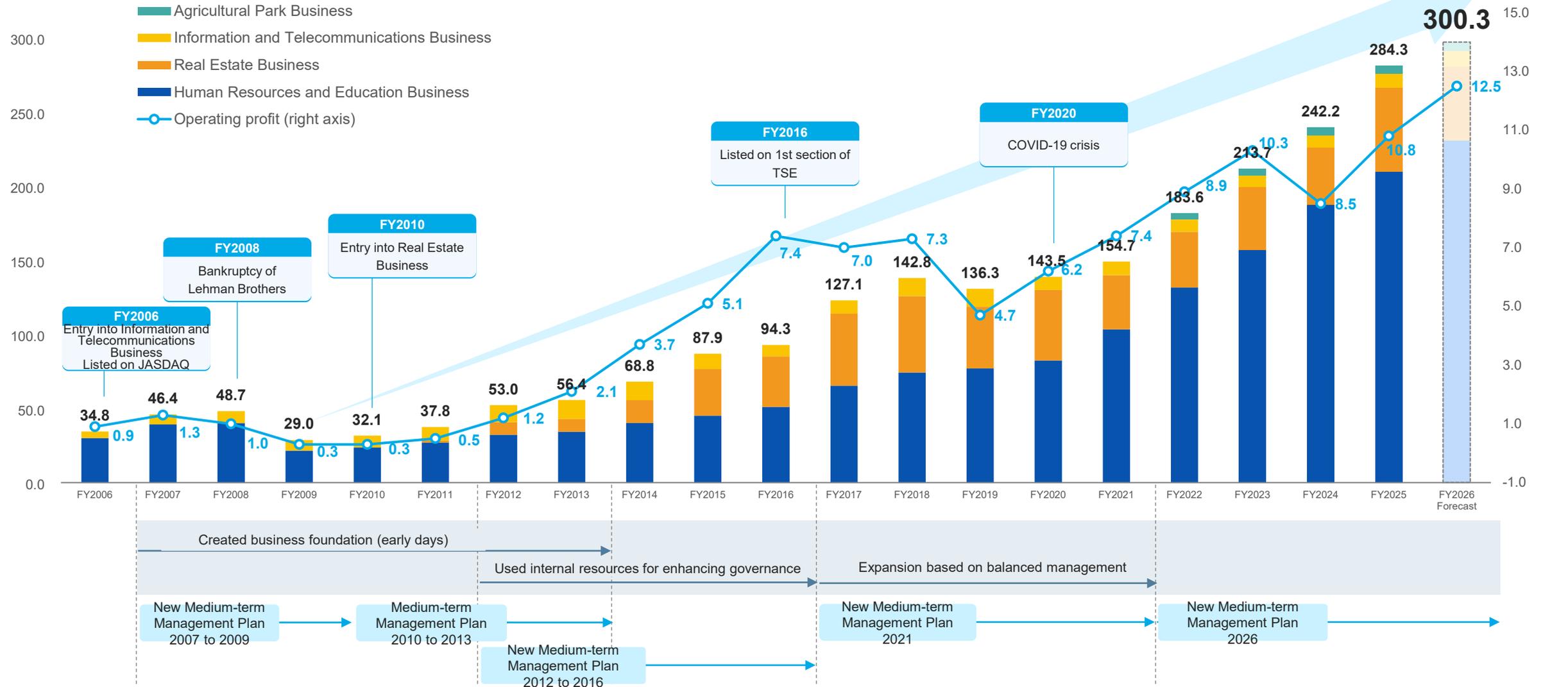
# FY2024-FY2026 Quarterly Performance and Forecasts

## Net Sales and Operating Profit (Million yen)



# Business Performance Trend

(Billion yen)



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



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