FY2015 Third Quarter Financial Results

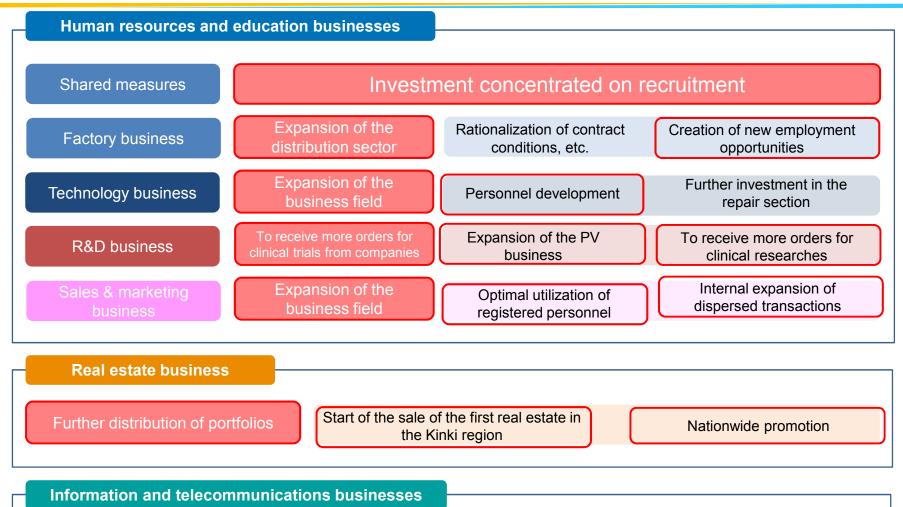
November 9, 2015 (Mon.) WORLD HOLDINGS CO., LTD. JASDAQ (2429)



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Intensive Measures in 2015 and Their Progress





Differentiation from competitors

To stop depending on the sale of cell phones

To sell more cell phones





- I. Summary of FY2015 Third Quarter Financial Results
- **II. FY2015 Business Forecasts**



I. Summary of FY2015 Third Quarter Financial Results





Unit: Million yen, %

- Sales, operating income, ordinary income, and net income reached the record high.
- In the third quarter of FY2015, operating income, ordinary income, and net income have already exceeded the full-year budget for FY2015.
- Quarterly financial results indicate that sales and operating income have increased for 6 consecutive terms.

	FY2014/3Q actual	FY2015/3Q actual	Yo Y Change Pct. Change		Full-year forecast*	Ratio to full- year forecast	
Netsales	49,815	69,736	19,920	40.0	87,752	79.5	
Operating income	2,627	4,943	2,315	88.1	4,700	105.2	
Ordinary income	2,595	4,912	2,316	89.3	4,624	106.2	
Net income	1,202	3,556	2,353	195.7	3,445	103.2	

*Announced on May 7, 2015



Sales by Business Segment



• Significant increase in sales and profit for human resources and education business and real estate business.

ι	Jnit: Million yen, %		FY2014/3Q actual*	FY2015/3Q actual	Yo Change	Y Pct. Change	Full-year forecast for 4Q of fiscal 2015	Ratio to full year forecas
	Factory business	Net sales	18,217	19,860	1,643	9.0	28,597	69.4
		Segment income	1,432	1,324	∆107	∆ 7.5	2,196	60.3
		Profit margin	7.9%	6.7%	_	_	7.7%	-
		Net sales	6,282	7,075	793	12.6	9,260	76.4
	Technology business	Segment income	494	775	280	56.6	769	100.
		Profit margin	7.9%	11.0%	_		8.3%	
Human		Net sales	2,945	3,442	496	16.9	4,850	71.
resources and education	R&D business	Segment income	52	362	309	591.4	447	80.
business		Profit margin	1.8%	10.5%	_	_	9.2%	-
		Net sales	1,898	2,762	863	45.5	4,100	67.
	Sales & Marketing business	Segment income	38	153	114	296.7	169	90.
		Profit margin	2.0%	5.5%	_	_	4.1%	-
	Others	Net sales	444	344	∆99	∆ 22.3	636	54.
		Segment income	21	12	∆8	⊿ 41.8	18	65.
		Profit margin	4.7%	3.5%	_	_	2.9%	-
	Real estate business	Net sales	10,291	27,535	17,244	167.6	29,321	93.
Real estate business		Segment income	1,146	3,412	2,265	197.7	2,557	133.
Dusiness		Profit margin	11.1%	12.4%	_	_	8.7%	
Information &	Information & telecommunications business	Net sales	9,736	8,714	∆1,021	∆ 10.5	10,987	79.
elecommunications		Segment income	247	Δ47	∆294	⊿ 119.0	2	-
business		Profit margin	2.5%	_	_	_	_	-
		Net sales	49,815	69,736	19,920	40.0	87,752	79.
		Elimination or corpor	∆805	∆1,049	∆244	30.3	∆1,459	-
	Total	Operating income	2,627	4,943	2,315	88.1	4,700	105.
			5.3%	7.1%	_	_	5.4%	
							*Announced or	n May 7, 201



Factory Business



<< Sales composition by business segment and the number of staff>>

- The brand as a top company attracted various requests from various enterprises, and so sales have been healthy.
- The electric, electronic, and semiconductor segments have been growing, thanks to the favorable performance of smartphone- and car electronics-related businesses.

Factory

•Customer situation ••••••The number of customers is increasing. (up 15.7% from the same period of the previous year)

•No. of back orders: over 1,000

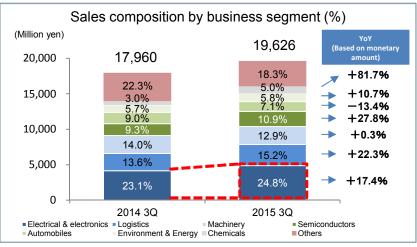
• Ratio of undertaking: Expanding with over 50% (up 9.3% from the same period of the previous year)

•Recruitment situation •••The number of workers has increased, but it is still not sufficient. The number of workers registered via "JOB PAPER (<u>http://www.jobpaper.net/</u>)" has increased.

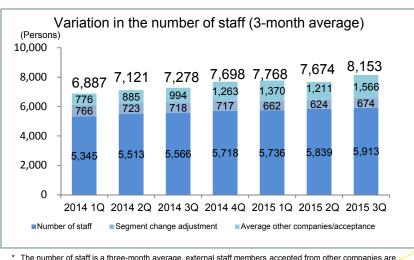
Logistics section

• Customer situation ••••••Thanks to the 2-year accumulation of know how and experience, we received large-scale orders.

Increase of new job vacancies in cooperation with the OCS section



* The graph indicates domestic sales excluding Taiwan.



included. Number of staff includes only staff members who are engaged in on-site operational work.



Technology Business



<< Sales composition by business segment and the number of staff >>

- Design and development engineers have increased in the information & telecommunications, electric/electronic, and automobile fields.
- Production technology engineers have increased considerably in the semiconductor field.

Design and development

• Customer situation: Through negotiations, we increased business partners with favorable conditions (improving costs).

• Recruitment situation: Recruitment of personnel a few years after graduation and personnel development through team dispatch

Production technology

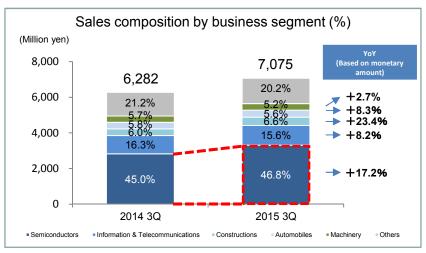
• Customer situation: In cooperation with the factory section, we increased customers mainly in the semiconductor field.

•Recruitment situation: The number of employees increased steadily (up 115 from the same period of the previous year).

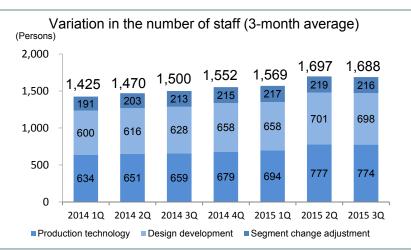
Repair section

Customer situation: Steady sales in the busy season for the repair of a broad range of home appliances

• Expansion of target fields: Prior investment in skill improvement training for acquiring new customers in cooperation with the distribution section



* Retroactive adjustments have been made for segment changes in the graph.



* The number of staff is a three-month average.

* Number of staff includes only staff members who are engaged in on-site operational work.

R&D Business



<< Sales composition by business segment and the number of staff >>

- Recruitment of personnel a few years after graduation, and personnel with expertise, for meeting the increased demand in chemical and pharmaceutical fields
- DOT International received clinical trials for large companies from pharmaceutical companies.

R&D

 $\boldsymbol{\cdot}$ Customer situation: Growth of sales due to the favorable results in the chemical field

Also for PV*, we increased business partners based on collaboration.

Recruitment situation: Improvement in recruitment by revising methods widely from various aspects

Increase of new employees, due to the recruitment of personnel a few years after graduation (who joined our company in Sep.) (up 600% from the same period of the previous year)

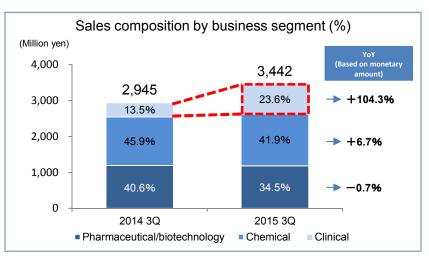
The number of new graduates employed increased considerably (up 160% from the same period of the previous year).

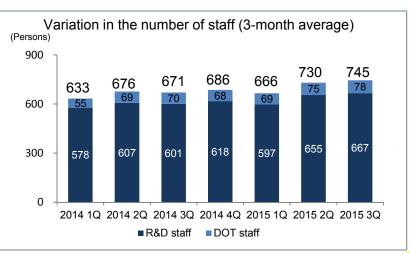
DOT

• Customer situation: We have undertaken clinical trials for large companies since the beginning of the term.

The number of entrusted clinical researches is increasing (up about 20 times from last year).

Recruitment situation: OJT-based personnel development, including the increase of skilled workers, accompanying workers to hospitals, and utilization of assistant staff





 The number of staff is a three-month average. Number of staff includes only staff members who are engaged in on-site operational work.

* PV=Abbreviation of Pharmacovigilance

To appropriately and swiftly collect and analyze safety information, such as the side effects of pharmaceutical products.





<< Sales composition by business segment and the number of staff >>

- CB (dispatching sales staff) business: Considerable improvement in profit due to strategic increase of business partners and index management
- OCS (dispatching operators to places such as call centers) business: Steady growth through large transactions

CB

Customer situation: Expansion of our business fields, including the direct contracts with department stores and mass retailers

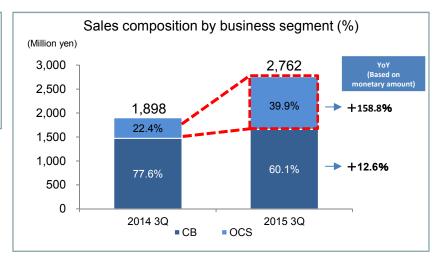
• Recruitment situation: As customers have changed, employment opportunities are increasing.

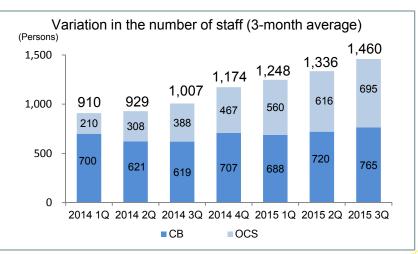
OCS

•Customer situation: The number of customers is increasing steadily. (The number of transactions increased 44.5% from the same period of the previous year.)

•Recruitment situation: Both the number of registrations and the number of recruitments have been healthy.

• System development: We are increasing and training proper staff who can deal with large projects.





The number of staff is a three-month average.

* Number of staff includes only staff members who are engaged in on-site operational work.





<< Sales composition by business segment and the numbers of units supplied and to be transferred>>

- The first real estate in the Kinki region to be transferred.
- "Branz Yokohama-bashamichi Residential," which is the joint project with a leading real estate developer, received the Good Design Award.
- Entry to the prefabricated house and rental business fields through M&A

Situation of activities

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Procurement: 17 pieces of real estate (12 pieces in the Tokyo Metropolitan) Area, 4 pieces in the Tohoku region, and 1 piece in the Kinki region)

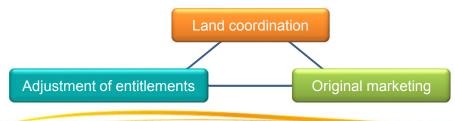
 Supply: 129 units (52 units in the Tokyo Metropolitan Area, 44 units in the Tohoku region, and 33 units in the Kinki region)

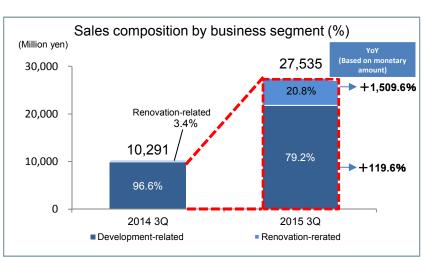
 Transfer: Apartments: 300.4 units (104.4 units in the Tokyo Metropolitan Area, 184 units in the Tohoku region, and 12 units in the Kinki region)

Lot sale: 1 lot (in the Tokyo Metropolitan Area)

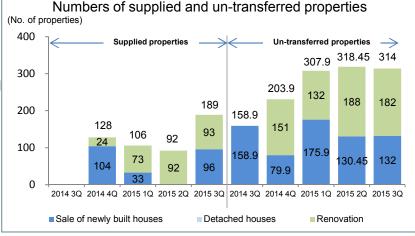
Brokerage: 17 pieces (7 pieces in the Tokyo Metropolitan Area, and 10 pieces in the Tohoku region)

Land: 7 pieces (in the Tokyo Metropolitan Area) [Advantages in procurement]





* Renovation is newly included from the 4Q of FY2014, in association with acquiring Mikuni Sangyo Co., Ltd as a subsidiarv

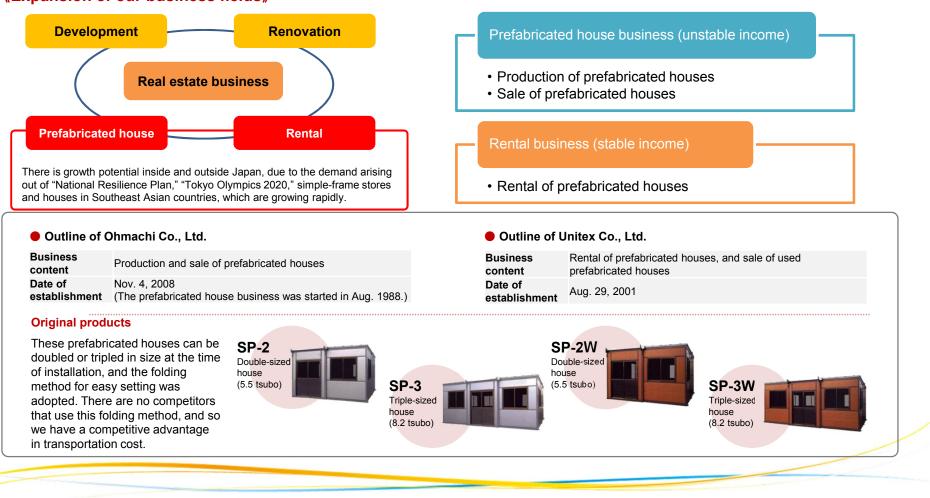


* The supplied properties were included at the time when their sales began. The un-transferred properties include the already-contracted ones. For JV projects, proportionally distributed number was used



Acquisition of the shares of Ohmachi Co., Ltd. and Unitex Co., Ltd.

In order to start "rental business" for the purpose of expanding our real estate business field, we acquired the shares of Ohmachi Co., Ltd., which had the 27-year history of producing and selling prefabricated houses, and Unitex Co., Ltd., which rents prefabricated houses. We will make efforts to respond to the growth of demand for infrastructure, including the "Olympic demand."



«Expansion of our business fields»

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Information & Telecommunications Business



<<Variations in sales and the number of stores>>

- In the middle of industrial restructuring, we dismantled and rebuilt stores strategically, and prepared for future expansion.
- We cultivate new needs with the original shop "Window for Cell Phones."

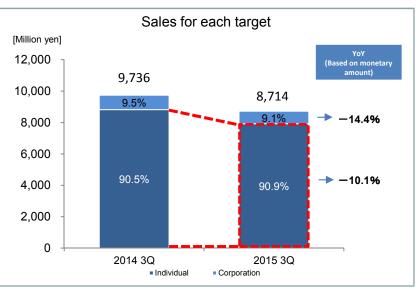
For individuals

- Cell phone shops: To enhance scrapping & building To close unprofitable shops systematically
- Development of new business models (Window for Cell Phones)
 - Provision of information on how to utilize cell phones
 - Purchase and sale of used cell phones
 - Planning of the sale of products of MVNO*

For corporations

•We enhanced the sale of LEDs, OA devices, etc. to corporations. The sales volume of LEDs increased 364% from the same period of the previous year.

•Market environment: Fluorescent and incandescent lamps are to be discontinued in 2017. All lamps will be replaced by LEDs.

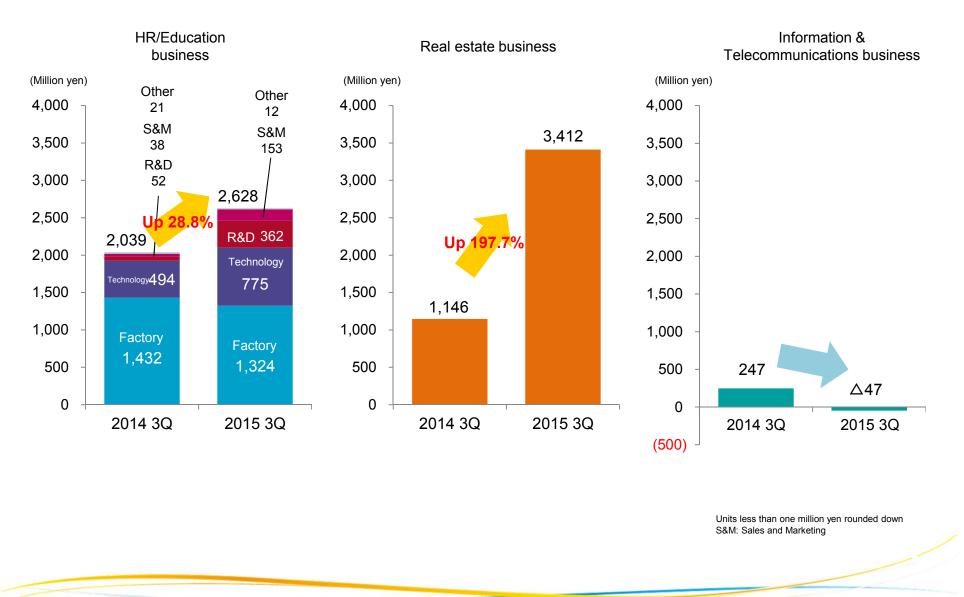




^{*}MVNO=Abbreviation of Mobile Virtual Network Operator Operators that rent the lines for mobile communications, and offer their services as their brands





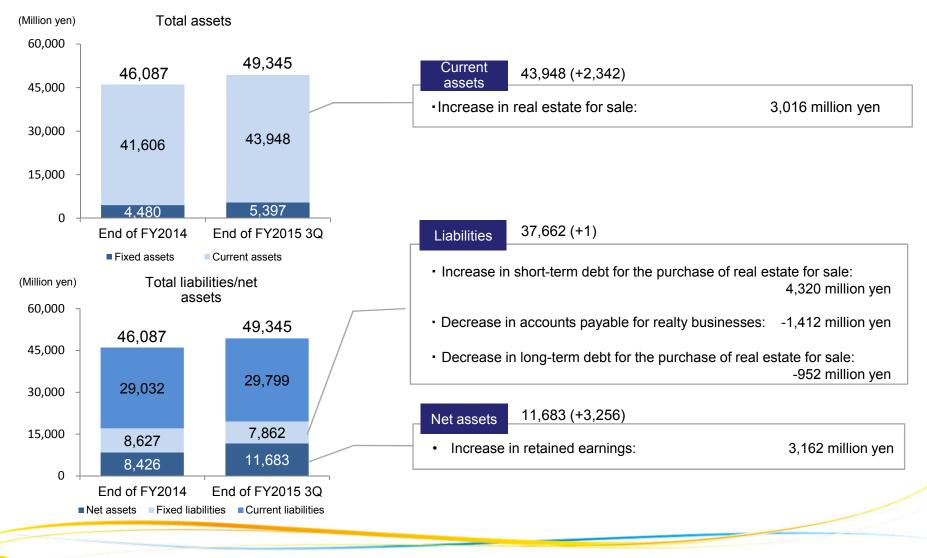




Financial Condition B/S



Total assets increased by 3,258 million yen, mainly because of the acquisition of real estate for sale (3,016 million yen increase).





II. FY2015 Business Forecasts





- Both operating income and ordinary income will significantly exceed the original forecast.
- Both sales and each profit will mark the record high.

	FY2014 actual	FY2015 Forecast	Change from forecast		
Unit: Million yen, %		*	Change	Pct. Change	
Net sales	68,829	87,752	18,922	27.5	
Operating income	3,748	4,700	951	25.4	
Ordinary income	3,722	4,624	901	24.2	
Net income	1,992	3,445	1,453	73.0	
EPS (yen)	118.5	206.21	87.7	_	
Dividend per share (yen)	23.7	41.3	17.6	-	

* Announced on May 7, 2015



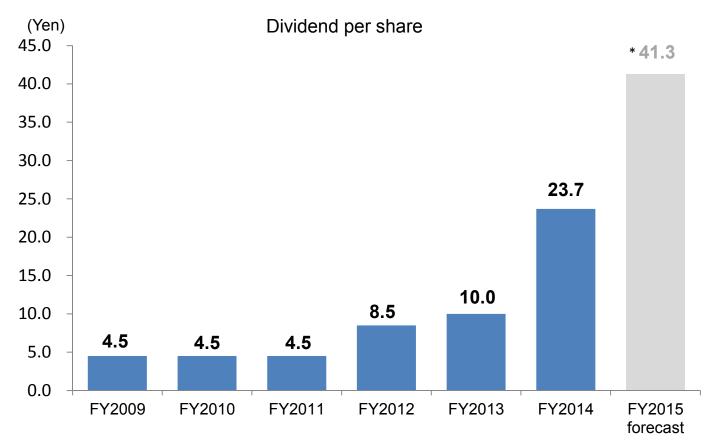


			FY2014		FY2015 forecast	Change from forecast	
Unit: Million yen, %			actual		*	Change	Pct. Change
	Factory business	Net sales	[24,928	28,597	3,668	14.7
		Segment income		1,918	2.196	277	14.5
		Profit margin		7.7%	7.7%	-	_
	Technology business	Net sales		8,430	9,260	830	9.8
		Segment income		699	769	70	10.1
Human		Profit margin		8.3%	8.3%	-	_
Resources and Education business	R&D business	Net sales		4,062	4,850	787	19.4
		Segment income	L C	159	447	287	179.9
		Profit margin		3.9%	9.2%	-	_
	Sales & Marketing business	Net sales	[[7	2,679	4,100	1,420	53.0
		Segment income	L_	72	169	96	131.6
		Profit margin		2.7%	4.1%		
	Others	Net sales		574	636	61	10.7
		Segment income		18	18	0	2.8
		Profit margin		3.2%	2.9%		_
Real	Real estate business	Net sales		15,545	29,321	13,775	88.6
Estate		Segment income	i	1,869	<u>2,557</u>	687	36.8
business		Profit margin		12.0%	8.7%		
Information & Telecommuni cations business	Information &	Net sales		12,608	10,987	∆1,621	∆ 12.9
	Telecommunication business	Segment income		172	2	∆170	∆ 98.8
		Profit margin		1.4%	0.0%		
		Net sales		68,829	87,752		27.5
	Total	Elimination or corporate		∆1,162	∆1,459		-
		Operating income		3,748	4,700		25.4
Operating margin				5.4%	5.4%	– ounced on M	- 2V 7 2015
					AUII	ounced on M	ay 1, 2015





Maintaining dividend increase in line with profit growth



*Announced on May 7, 2015

*The forecast and dividend estimates are based on the information that the Company currently has and a certain assumption that is considered reasonable. There is a possibility that the actual results may largely differ based on various factors.





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