

2021

Interim

Securities Code: 2429

Business Report 2021

Interim Business Report to Our Stakeholders

January 1 ▶ June 30, 2021

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Creating the “Ways We Live”

Our operations are guided by the basic philosophy of using our businesses to contribute to people and culture worldwide. We are firmly committed to being a source of diverse workplace environments that enable people to lead fulfilling lives. All our activities are centered on our social mission of creating the “ways we live.”



Through various forms of collaboration, World Holdings aims to create further diversity in the “ways we live.”

Chairman and President Eikichi Iida talks about World Holdings' initiatives for a sustainable growth born from the creation of new “ways we live,” including strengthening seamless collaboration among all staffing segments, collaboration between the Human Resources and Education Business and the Real Estate Business, and collaboration with various companies.

The six months ended June 30, 2021(1H): Overview of Business Activities

Amid the COVID-19 pandemic, the track of economic recovery continues to differ greatly based on industry and region. However, demand for semiconductors and 5G, two areas in which World Holdings has placed a strategic focus, has been strong. We enjoyed a large increase in profits in our core Human Resources and Education Business, driving overall results. In addition to strengthening seamless, cross-segment collaboration in this core business, during the first half we realized collaboration between the Human Resources and Education Business and the Real Estate Business segments, which we had developed separately before.

In the Real Estate Business, prices of property in Japan remain high. While maintaining a cautious stance, using our strong development know-how in business sites, we steadily acquired prime properties in our mainstay development business and took other actions to prepare for the next period onward.

In the Information and Telecommunications Business, the mobile phone retail industry is again experiencing major reform, with new rate plans being introduced in response to requests from the Ministry of Internal Affairs and Communications. We aim to establish a superior market position after these reforms. To do so, we are making investments to implement new sales promotion activities and to train store personnel and enacting other measures to build a superior store network.

Our Other Businesses (operation and management of

agricultural parks) faced various restrictions amid the COVID-19 pandemic, but we are continuing business investment from a medium- to long-term perspective. We are excited about the future of this business from the standpoint of building a recycling-oriented society and revitalizing local communities.

The following is a report on our main initiatives centered on our core businesses.

Overview of the Human Resources and Education Business

In the production-related human resources services industry, the market is segmented by categories including manufacturing and technology. Since our founding, World Holdings has organized operating divisions by production field. The operating divisions had run their businesses independently. However, in recent years, as each operating division has grown competitive, we started initiatives that seamlessly connect multiple production fields. Two to three years ago, we became able to offer real comprehensive services, leading to favorable results in the first half.

Looking at demand trends by industry, we expect further growth for the semiconductor industry, with added demand for advanced driver-assistance systems (ADAS). In the global market, a move to rebuild the supply chains for semiconductor manufacturing is appearing by country or region, and there are signs of returning to domestic production for Japanese manufacturers. We believe that this trend will be a tailwind for our company, which is focused on cooperation with customer manufacturers to win international competition.

Demand for electric vehicles (EVs) and fuel cell vehicles (FCVs)



Eikichi Iida

Chairman and President

is growing in the automotive industry. However, because the industry uses mainly temporary workers and fixed-term workers, we have not been very active in this industry in the past as we are focused on the subcontracting business. However, in recent years, with the electrification of vehicles, we believe that our subcontracting business could become a strength.

Furthermore, in logistics-related businesses, for which the market is growing due to a boom in e-commerce, the new logistics base that we opened at the end of the last period is progressing smoothly, contributing greatly to growth in our financial results.

In every category in the staffing business, we saw an overall strong recovery from the COVID-19 downturn. We have prioritized maintaining employment during the pandemic and enhanced the on-site capabilities of our workforce through training programs and other activities. As a result, we have been able to respond to various demands with speed and flexibility.

Overview of the Real Estate Business

Due to transfers of large-scale properties in the first half of 2020, sales and profits fell year on year. However, we expect orders to

be concentrated in the fourth quarter, and the performance of this business has been progressing compared to our initial plans.

The “real estate bubble” is becoming more prolonged than expected. As such, while maintaining a cautious stance, we steadily acquired properties with earnings potential, resulting in an increase trend in both real estate for sale and real estate for sale in process.

We are also implementing our strategy to strengthen our stock business for long-term holding, including real estate liquidation and securitization. As part of this strategy, we are using established commitment lines to make steady preparations to invest in real estate financial services.

become the leading brand. In the human resources service industry, we expect personnel shortages to become even more pronounced. As such, we believe that an important theme will be how we increase individual productivity. We plan to strengthen our human resources development system, which has always been a focus, to achieve higher prices by enhancing productivity and to build a high-value-added cycle.

Thus far, World Holdings has in principle not pursued M&A only for the purpose of expanding scale, instead focusing on organic growth. However, to supplement the required parts for our future growth strategy, we conducted several M&As with IT companies. To strengthen our “outsourced software development,” two strong outsourcing companies, SAINS and Creation View Co., Ltd., joined the Group in 2018 and 2021, respectively. Furthermore, in 2020, Wakrak inc joined the Group to add “the development and operation of recruitment matching applications,” a capability that World Holdings did not previously have.

Now that World Holdings is in a stronger position, in addition to our own capabilities, we would like to pursue methods to incorporate seeds through M&A and accelerate growth together with our external capabilities.

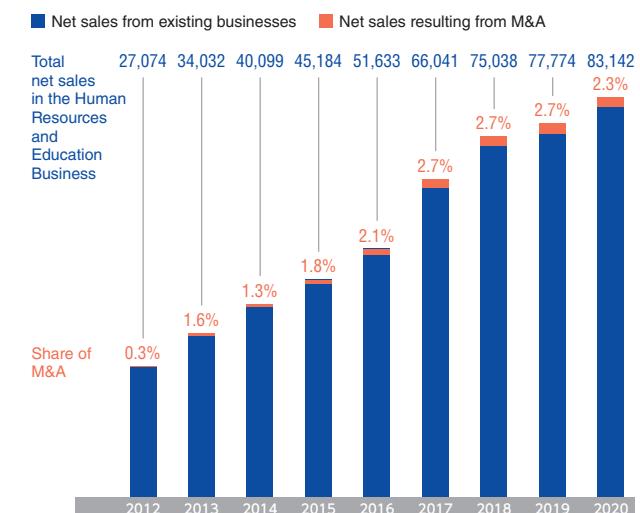
Growth Strategy in the Human Resources and Education Business

We aim to differentiate ourselves by providing human resources services that seamlessly cover a broad range of sectors, from research and development to light work and services, and to

FY12/2021 (1H) Overview of Consolidated Financial Results

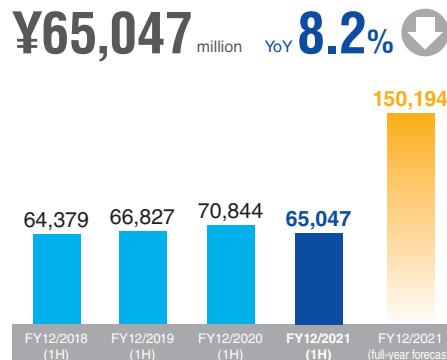
	FY12/2020 (1H)		FY12/2021 (1H)			FY12/2021 (1H) (plan)	
	Actual (¥ million)	Profit margin (%)	Actual (¥ million)	Profit margin (%)	YoY (%)	Plan (¥ million)	vs. Plan (¥ million)
Human Resources and Education Business	Segment sales	38,922	48,002		+23.3	45,166	+2,835
	Segment profit	2,228 5.7	3,036 6.3		+36.3	2,106	+930
Real Estate Business	Segment sales	25,541	10,481		-59.0	11,669	-1,187
	Segment profit	1,835 7.2	400 3.8		-78.2	98	+302
Information and Telecommunications Business	Segment sales	5,252	4,944		-5.9	4,734	+210
	Segment profit	275 5.2	93 1.9		-65.9	200	-106
Others	Segment sales	1,126	1,619		+43.7	2,087	-468
	Segment loss	(369) —	(83) —		—	100	-183
Total	Segment sales	70,844	65,047		-8.2	63,657	+1,390
	Elimination or corporate	(1,196)	(994)		—	(1,202)	+207
	Operating profit	2,773 3.9	2,452 3.8		-11.6	1,302	+1,149

Organic growth trajectory and share of M&A (¥ million)

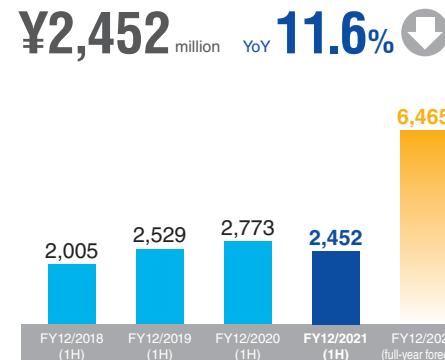


Financial Highlights (1H FY12/2021)

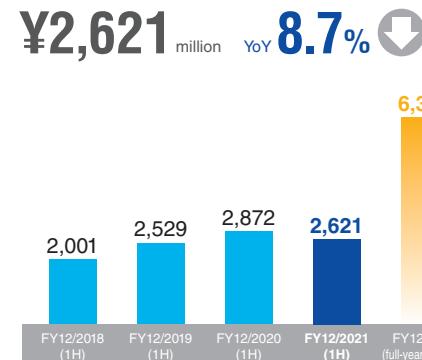
Net sales



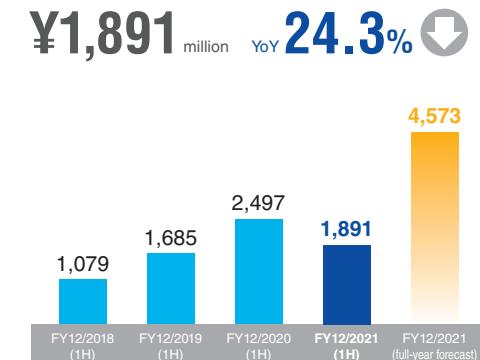
Operating profit



Ordinary profit



Profit attributable to owners of parent



Creating New “Ways We Live” through Collaboration among Operating Companies

During the first half, in response to social issues that emerged during the COVID-19 pandemic, through collaboration among business segments that we had previously grown independently and cooperation with business partners from diverse industries, we challenged ourselves to create new “ways we live” (for details, please see the Topics section on P. 7–8).

For example, even amid the COVID-19 pandemic, the logistics category experienced significant growth together with the changes in society, supported by growth in e-commerce. Our collaboration with Tokyu Land Corporation represents a new differentiation initiative in this field. Using our know-how in the Real Estate Business and the Human Resources and Education Business, we provided all-in-one packages including the acquisition of candidate sites to build logistics facilities, providing human resources to operate the facilities, and efficient business operations.

A large issue that surfaced during the pandemic was business succession in local communities. We are extremely appreciative to be able to participate in activities to maintain companies necessary to local communities through a consortium with Shinkin Central Bank. World Holdings is a corporate group born from the local community. We would like to do what we can to avoid companies disappearing because business succession is not possible in local communities. We plan to extend these activities nationwide and contribute to revitalizing local communities by creating jobs in local communities.

Message to Our Stakeholders

The World Holdings Group covers diverse industries and engages in business in various segments and sectors. We have always prioritized being a corporate group that can endure even significant external factors such as economic crises. We believe that this strategy has made us a corporate group that can grow even amid the COVID-19 pandemic.

We would like to apply the knowledge that we have accumulated

in the manufacturing industry to outside the industry, including improving human resource education and development and knowhow in general contracting. We would also like to create a new corporate culture that creates new “ways we live.”

We aim to connect these initiatives to further profit increase to achieve sustainable growth. I ask for your continued support for the World Holdings Group from a medium- to long-term perspective.

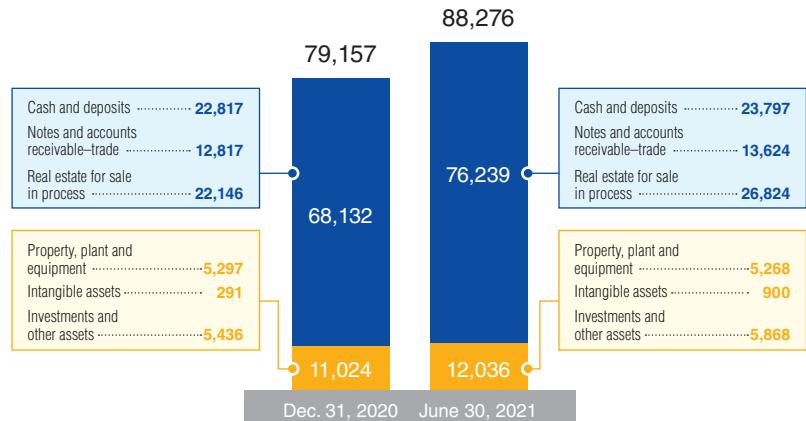


Consolidated Financial Results

Consolidated Balance Sheet (¥ million)

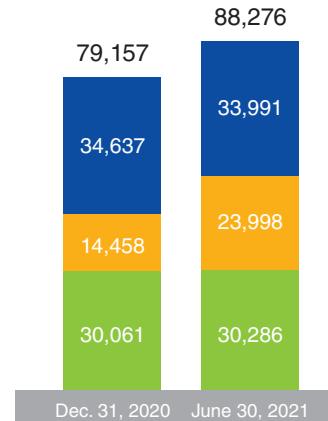
Assets

■ Current assets ■ Non-current assets

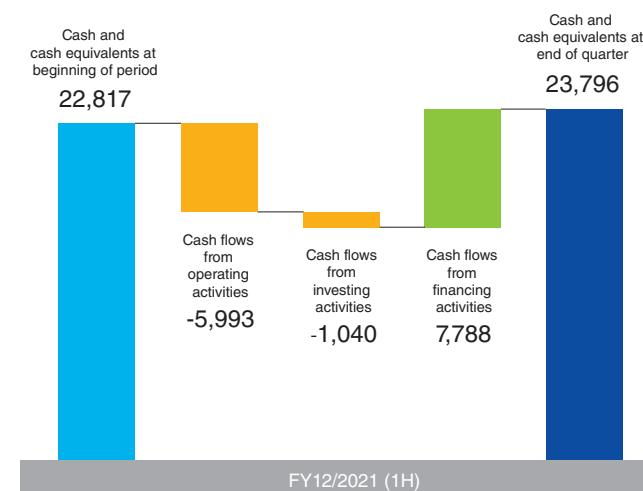


Liabilities and net assets

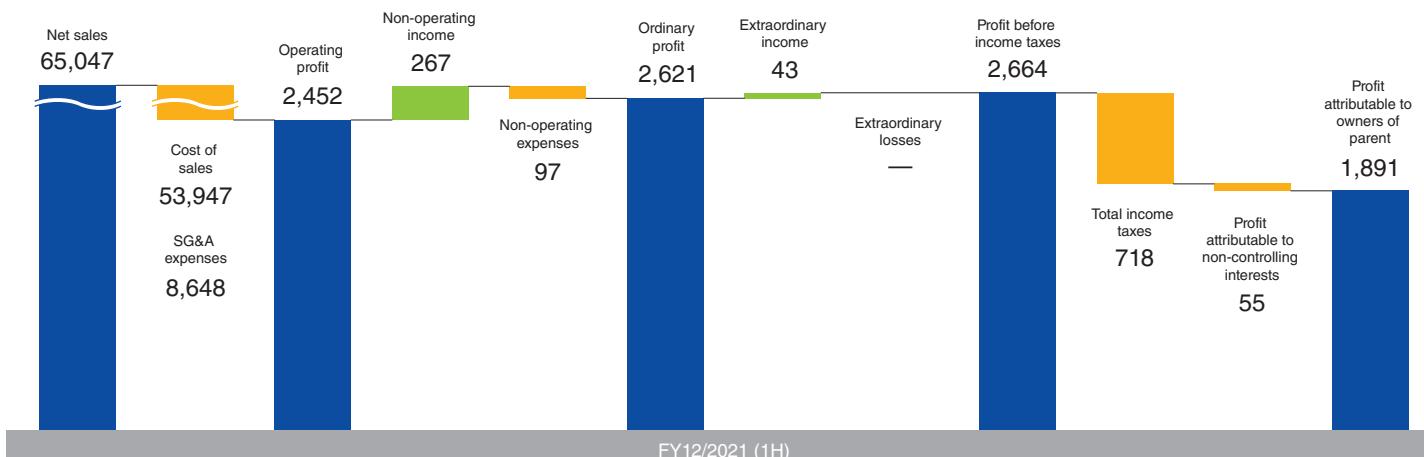
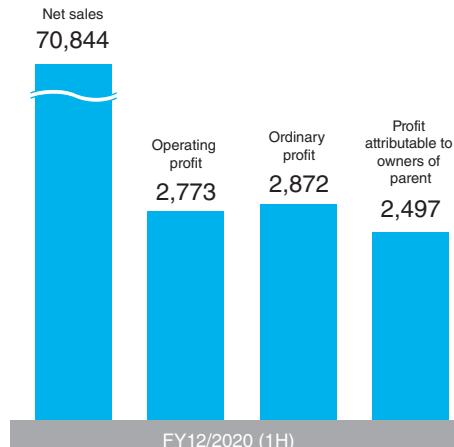
■ Current liabilities ■ Non-current liabilities
■ Net assets



Consolidated Statement of Cash Flows (¥ million)



Consolidated Statement of Income (¥ million)





Human Resources and Education Business

Business Overview

We provide human resources services including subcontracting and temporary staffing capabilities that offer broad coverage extending from upstream to downstream processes in the manufacturing sector, such as research, design, and production, as well as the services sector including logistics, sales, and call centers. By seamlessly linking these fields, we are responding to a wide range of corporate needs and providing ample opportunities for our workforce to advance their skills and careers.

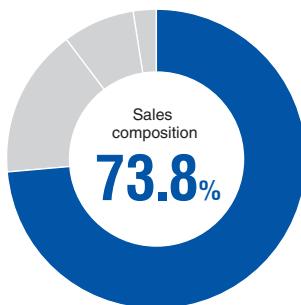


Segment sales

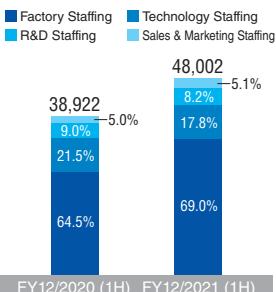
¥48,002 million **YoY 23.3% UP**

Segment profit

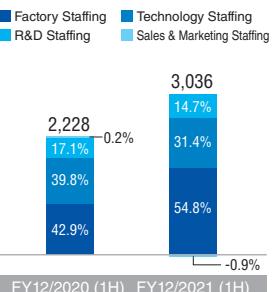
¥3,036 million **YoY 36.3% UP**



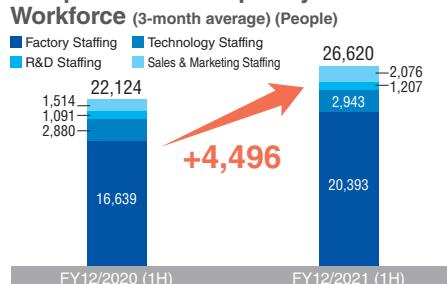
Segment sales



Segment profit



Composition of Temporary Placement Workforce (3-month average) (People)



- The workforce increased significantly in our mainstay Factory Staffing Business.
- Establishment of new business sites for logistics and other activities contributed to a sizable increase in the temporary placement workforce.
- The temporary placement workforce increased in the semiconductor and machinery sectors due to strong 5G-related demand.

FY12/2021 (1H) Overview

Factory Staffing

- 5G-related demand and the recovery in the automotive sector led to overall strength in our mainstay semiconductor and semiconductor manufacturing sectors, resulting in a large increase in both sales and earnings.
- In the logistics sector, the opening of new locations progressed smoothly at the end of the last fiscal year, leading to the expansion of business.
- As a result of continued human resources development and other efforts to maintain employment as a top priority even amid the COVID-19 pandemic, on-site capabilities improved and production volumes of our various subcontracted work performed on-site increased.



Technology Staffing

- All categories of this business are recovering from the COVID-19 downturn, leading to growth in the semiconductor sector due to seamless cooperation with the factory staffing business.
- In addition to revising our hiring methods, we worked to enhance the skills and careers of our engineers through training, working on providing customer companies with engineering capabilities of an even higher quality.



R&D Staffing

- The research personnel staffing business enjoyed increased sales and earnings through strength in all categories including biotechnology, chemicals, and analytics in the medical field.
- We also captured special demand arising from the COVID-19 pandemic including PCR testing, vaccine development, and other activities.
- Moreover, we provided technologies for activities even more closely linked to our clients' core operations and worked to expand new business areas, preparing for further growth in 2022.



Sales & Marketing Staffing

- While COVID-19 is still affecting the tourism industry, we worked to expand the existing office and call center segments and to capture special demands arising from COVID-19 and the Olympics.
- We established new call centers and shifted staffing service contracts to subcontracting agreements for personnel performing light-duty tasks and sales people at stores, expanding our business categories.



Real Estate Business

Business Overview

This comprehensive real estate business encompasses real estate development, renovations, prefabricated houses, and other activities directly related to properties, and focuses on the recently started real estate finance business.



Information and Telecommunications Business

Business Overview

The main activities are the operation of SoftBank, au, and other mobile phone stores having close ties with the markets they serve, the provision of solutions for corporate clients, and telemarketing.

Segment sales

¥10,481 million YoY 59.0% DOWN

Segment profit

¥400 million YoY 78.2% DOWN

Segment sales

¥4,944 million

5.9%

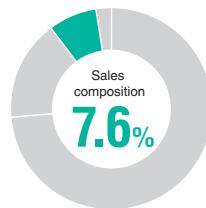
DOWN

Segment profit

¥93 million

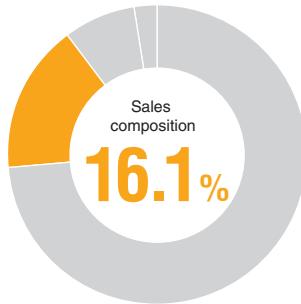
65.9%

DOWN



FY12/2021 (1H) Overview

The industry is again experiencing a period of major reform with the introduction of new rate plans such as service plans for internet-only access by telecommunications carriers. Amid these conditions, we made investments to implement a scrap-and-build strategy pursuing sales promotions, training store personnel, and other measures to build a superior store network, resulting in a large, temporary drop in earnings.



Segment sales

25,541

FY12/2020 (1H) FY12/2021 (1H)

Segment profit

1,835

FY12/2020 (1H) FY12/2021 (1H)

FY12/2021 (1H) Overview

Since property prices in Japan remain high, we are engaging in cautious business development. Against this backdrop, due to transfers of large-scale properties in the first half of 2020, sales and earnings fell year on year. However, we expect projects to be concentrated in the fourth quarter of the current fiscal year, and the performance of this business has been making steady progress compared to our plans. We also made progress in creating new synergies through the alliance between Tokyu Land Corporation and World Holdings' Human Resources and Education Business.



Other Businesses

Business Overview

This category includes the operation and management of 13 agricultural parks with the theme of harmony among nature, people, and society, as well as personal computer schools, website production, and other services.

Segment sales

¥1,619 million

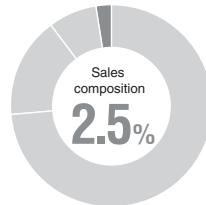
43.7%

UP

Segment loss

¥83 million

**Previous 1H
¥369 million**



FY12/2021 (1H) Overview

In the operation and management of agricultural park facilities, in addition to the government asking people to stay home with the issuance of state of emergency declarations, our flagship facility, "Harvest Hill, Sakai Green Museum" in Osaka was forced to temporarily close, dealing a big blow to the business. We will continue to work toward the social recognition of outdoor facilities where people can avoid close contact with others, drawing on the strengths of our agricultural parks through appropriate marketing activities to boost their awareness.

Creating new “ways we live” with our business partners

Using the strength of our Group synergies across multiple businesses, the World Holdings Group is working to build a foundation for people to enjoy fulfilling lives. To expand these possibilities, we are proactively cooperating and collaborating with other companies to realize diverse “ways we live,” aiming to revitalize local economies and make social contributions in various fields.

Topic 1

We concluded a comprehensive business alliance agreement with Tokyu Land Corporation to integrate real estate and human resources expertise.

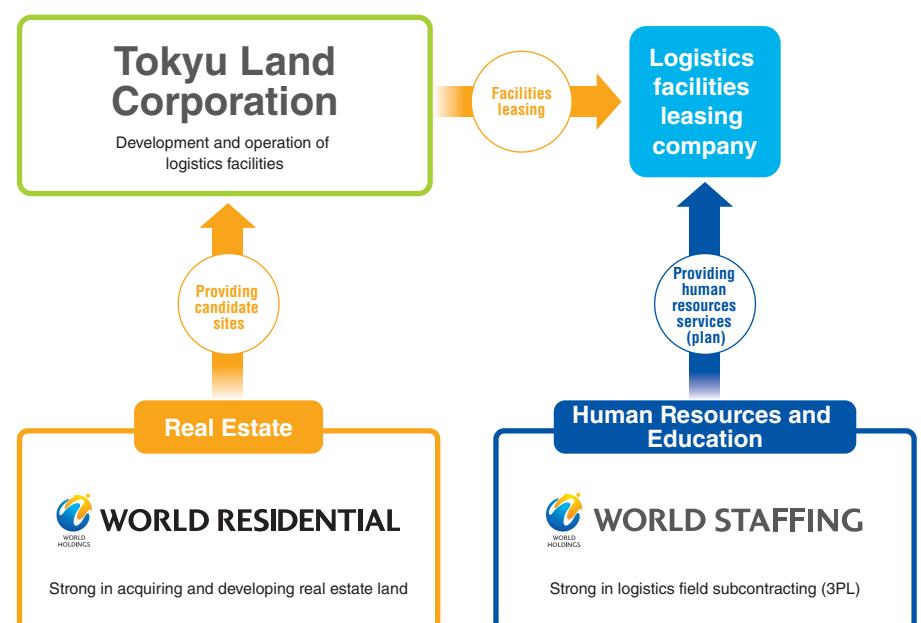
In July 2021, World Residential Co., Ltd., the core real estate company of the Group and World Staffing Co., Ltd., which runs the Group's human resources service business, concluded a comprehensive business alliance agreement with Tokyu Land Corporation, a major integrated real estate company, to create new businesses and services for logistics facilities.

Specializing in the acquisition and development of real estate land plots, World Residential has developed many commercial land plots mostly in the Kanto area. Using the strength of its expertise in enhancing the productivity of logistics warehousing, World Staffing, which specializes in the logistics field, has been expanding its business scale every year.

Based on this agreement, World Residential and World Staffing will share information, cooperate in sales activities, and conduct joint R&D efforts in the development, sales, management, and operation of logistics facilities built by Tokyu Land Corporation. By leveraging the strengths of each of the two companies, we will create new businesses and services and enhance added value. Using World Holding's know-how in utilizing real estate and human resources, in addition to the business growth of the three partner companies, we aim to develop and revitalize local communities.



Realizing synergies between the Real Estate Business and the Human Resources and Education Business that each company has been developing on its own



Topic**2**

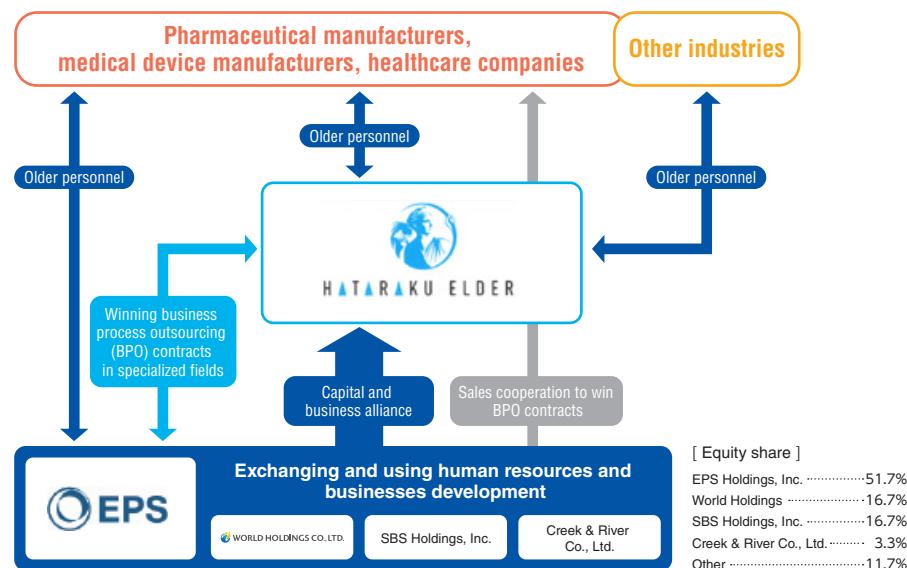
Established a joint venture to plan and realize diverse workstyles for older personnel

In August 2021, World Holdings, EPS Holdings, Inc., a pioneer in clinical research organization (CRO), SBS Holdings, Inc., a logistics-related services provider, and Creek & River Co., Ltd., a professional agency active in diverse sectors, established the joint investment company Hataraku Elder Co., Ltd.

Hataraku Elder was established to create places for older personnel to flourish mainly in the pharmaceutical manufacturing and medical device industries. We are working to spur demand for experienced older personnel mainly from pharmaceutical manufacturers and medical device developers to develop new markets in the industry.

With "Aiming be a company that creates new employment using the experiences of older personnel," as part of our corporate philosophy, World Holdings will continue to work hard to find places for older personnel to flourish and to create new "ways we live."

Promoting business models that provide older personnel with workplaces and opportunities

**Topic****3**

Participated in the Shinkin Business Succession Consortium established by Shinkin Central Bank

In June 2021, WORLD INTEC CO., LTD., the core human resources business company of the Group, participated in the Shinkin Business Succession Consortium created by Shinkin Central Bank. The consortium is a business entity in which Shinkin banks act as a hub to realize smooth business successions with banks' transaction partners, to coordinate with multiple external organizations with expertise in business succession issues, and to propose optimal solutions.

Through the participation in this consortium, WORLD INTEC will engage in the introduction of candidates for successors and management personnel, the development and training of successors, and support the development of human resources within the organization for client companies mostly in the manufacturing industry. WORLD INTEC will work on resolving business succession issues leveraging the human resources of each client company and contribute to the sustainable prosperity of local communities.

Providing solutions for business succession issues, which exploded during the COVID-19 pandemic



Sustainability management encompassing multiple business units to achieve the Group mission of creating the “ways we live”

The World Holdings Group is a pure holding company consisting of 39 major affiliated companies. For sustainable business operations, rather than relying on a single pillar, we have several main pillars: Human Resources and Education, Real Estate, and Information and Telecommunications. This diversity creates a stable and well-balanced foundation for the Group. We believe that this is the most important principle of our management. We are determined to take our mission of creating the “ways we live” to an even higher level to continue supplying workplaces where an even larger number of people can grow and achieve their goals. Our objective is building a base for business operations that is not vulnerable to changes in the economic and social environment so that we can continue to aim for consistent and sustainable growth.



Human Resources and Education Business

Subcontracting and temporary staffing services that cover a broad spectrum of market sectors primarily involving manufacturing: R&D, design and development, production, logistics, sales, after-sales services, and other activities



Factory Staffing Business



Technology Staffing Business



R&D Staffing Business



Sales & Marketing Staffing Business



Real Estate Business

Real estate development and renovation as well as the real estate finance businesses



Information and Telecommunications Business

Operation of mobile phone stores and provision of solutions for corporate clients and the telemarketing business



Other Businesses

Operation and management of agricultural parks, operation of personal computer schools, website production, and other services

Growth and Diversification

The stability and balance of the business operations of World Holdings date back to the 1981 establishment of a diversified real estate company called Mikuni Sangyo (now MIKUNI Co., Ltd.) by Eikichi Iida, the current chairman and president of World Holdings. The failure of many real estate companies after Japan's real estate bubble burst reinforced Mr. Iida's commitment to stability and balance. This led to subsequent entries into multiple businesses.



Corporate Data (As of June 30, 2021)

Name	World Holdings Co., Ltd.
Established	February 12, 1993
Share capital	¥1,246 million
Representative	Eikichi Iida, Chairman and President
Number of employees	24,839 (consolidated)
Fukuoka Head Office:	6F, Fukuoka Asahi Building, 2-1-1 Hakata Ekimae, Hakata-ku, Fukuoka-shi, Fukuoka Prefecture 812-0011, Japan Phone: +81-92-474-0555 Fax: +81-92-474-0777
Kitakyushu Head Office:	11-2 Otemachi, Kokurakita-ku, Kitakyushu-shi, Fukuoka Prefecture 803-0814, Japan Phone: +81-93-581-0540 Fax: +81-93-581-0542
Tokyo Head Office:	4F, NBF COMODIO Shiodome, 2-14-1 Higashi-Shinbashi, Minato-ku, Tokyo 105-0021, Japan Phone: +81-3-3433-6005 Fax: +81-3-3433-6003
Businesses	Businesses related to the entire group including the formulation of management policies for the holding company and group companies as well as management of the group's business operations (Human Resources and Education Business, Real Estate Business, Information and Telecommunications Business, and Other Businesses)
Executives	<p>Eikichi Iida Chairman and President Toru Iwasaki Director Hidenori Yamada Director Shigeru Nakano Director Shinji Honda Director Hitoshi Yukawa Director Toshihiko Kanno Director Masaaki Shiomi Director Masayoshi Nuki Director (Outside, Independent) Shingo Igarashi Director (Outside, Independent) Yuichi Hasegawa Director (Outside, Independent) Shigeyuki Takemura Director (Outside, Independent) Kazuyuki Yamamura Audit and Supervisory Board Member (Full-time) Mitsuo Koga Audit and Supervisory Board Member (Outside) Tetsuo Kato Audit and Supervisory Board Member (Outside)</p>

Major affiliated companies: 39

(34 consolidated subsidiaries, 5 non-consolidated subsidiaries) (As of June 30, 2021)

Human Resources and Education Business

Connecting people to jobs,
a new way of working



Information and Telecommunications Business

Bring people together through new styles of communications with information technologies



Other Businesses



Real Estate Business

Connecting people with homes shaping the way we live through home creation



Finance

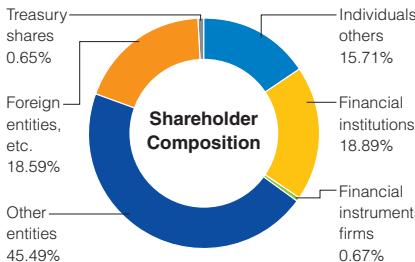


Stock Information (As of June 30, 2021)

Number of authorized shares: 54,000,000

Number of shares outstanding: 17,569,900

Number of shareholders: 2,703



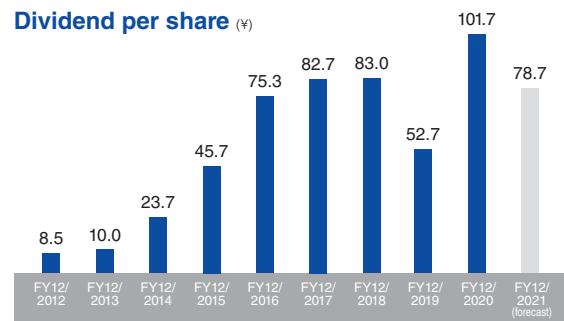
Major Shareholders

Name of shareholders	Number of shares held	Shareholding ratio
Mirai Research Institute, Limited	7,965,000	45.63%
Custody Bank of Japan, Ltd. (Trust Account)	1,093,100	6.26%
BNP PARIBAS SECURITIES SERVICES LUXENBOURG/JASDEC/FIM/LUXEMBOURG FUNDS/UCITS ASSETS	800,000	4.58%
Standing proxy: The Hongkong and Shanghai Banking Corporation Limited, Tokyo Branch		
The Kitakyushu Bank, Ltd.	709,200	4.06%
Standing proxy: The Master Trust Bank of Japan, Ltd.		
Nanko Abe	500,000	2.86%
Eikichi Iida	496,500	2.84%
The Master Trust Bank of Japan, Ltd. (Trust Account)	447,500	2.56%
THE NISHI-NIPPON CITY BANK, LTD.	300,000	1.71%
MUFG Bank, Ltd.	180,000	1.03%
THE BANK OF NEW YORK MELLON 140040		
Standing proxy: Mizuho Bank, Ltd., Settlement Sales Department	147,000	0.84%

The shareholding ratio is calculated after deducting treasury shares (113,498 shares).

Dividends

The basic policy for profit distributions is to distribute profits in a manner that reflects results of operations while retaining sufficient earnings for future business operations and for making business operations stronger. For dividends, the goal is to increase the dividend consistently while using a consolidated payout ratio of 30% as the guideline.



Memorandum for Shareholders

Business year	January 1 to December 31
Annual General Meeting of Shareholders	March
Shareholder registry and special account administrator	Mitsubishi UFJ Trust and Banking Corporation
Address	Securities Agency Division, Mitsubishi UFJ Trust and Banking Corporation, 1-1 Nikko-cho, Fuchu-shi, Tokyo, Japan Contact: 0120-232-711 (toll-free in Japan) Mailing address: Securities Agency Division, Mitsubishi UFJ Trust and Banking Corporation, P.O. Box 29, New Tokyo Post Office, 137-8081
Method of public notice	Notices will be posted in electronic format on our website (https://en.world-hd.co.jp/). However, notices will be published in the <i>Nihon Keizai Shimbun</i> when electronic notifications are not possible for unavoidable reasons.

The World Holdings Website

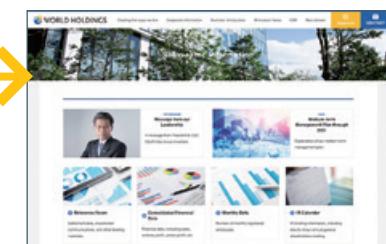
The IR Investor News section of the World Holdings website has messages from senior executives, information about new Medium-term Management Plan 2021, an IR library, financial data, and recent news.

Homepage



<https://en.world-hd.co.jp/>

IR Investor News



<https://en.world-hd.co.jp/ir/>

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