



Create a Sustainable World.

FY2022 Financial Results

Full Year

February 22, 2023 (Wed.)
WORLD HOLDINGS CO., LTD.
TSE Prime Market (2429)

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Summary of Financial Results

Overall summary	Strong performance in the core Human Resources and Education Business drove overall growth	Net sales ¥183.6 billion +18.7% YoY	Operating profit ¥8.9 billion +19.3% YoY
Human Resources and Education Business	Strong performance due to the optimization of a business portfolio driven by precise marketing and other business strategies	Net sales ¥132.8 billion +26.6% YoY	Segment profit ¥5.1 billion +29.4% YoY
Real Estate Business	Sales and earnings rose as sales and deliveries exceeded the initial plan with accurate timing of sales	Net sales ¥38.0 billion +2.9% YoY	Segment profit ¥3.1 billion +6.8% YoY
Information and Telecommunications Business	Fee income down as major changes take place in Japan's mobile phone shop sector	Net sales ¥8.3 billion -10.3% YoY	Segment profit ¥0.12 billion +6.3% YoY
Agricultural Park Business	Sales and earnings rose as visitor numbers recovered to pre-Covid levels due to appropriate measures taken to attract visitors	Net sales ¥4.3 billion +28.1% YoY	Segment profit ¥0.15 billion - YoY

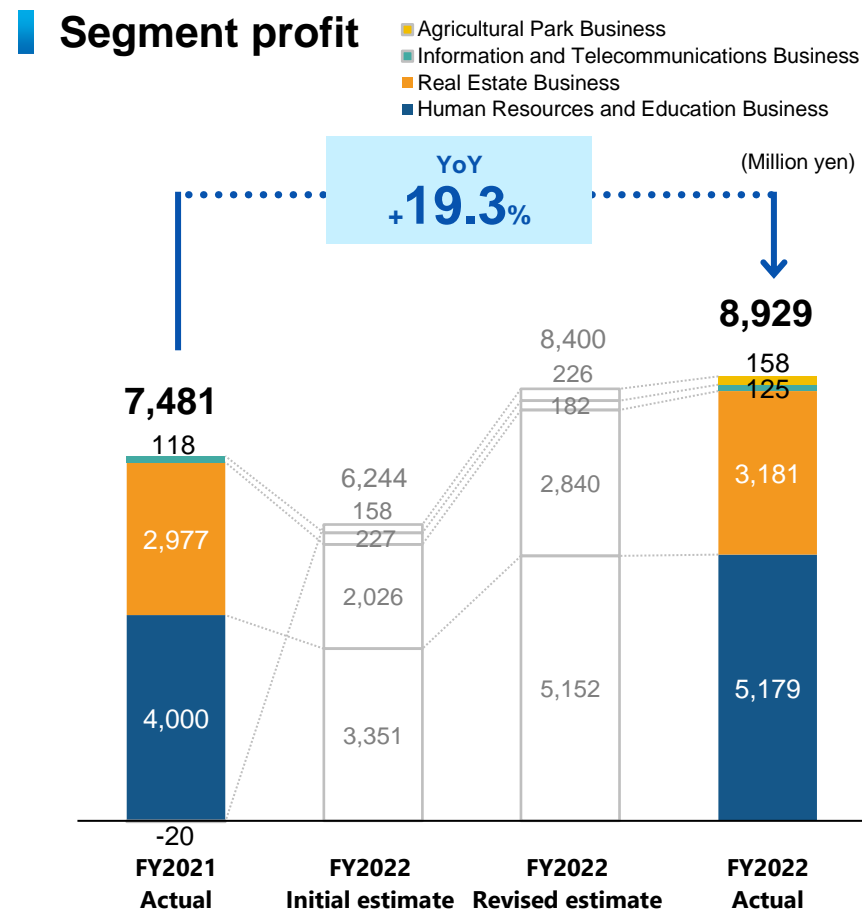
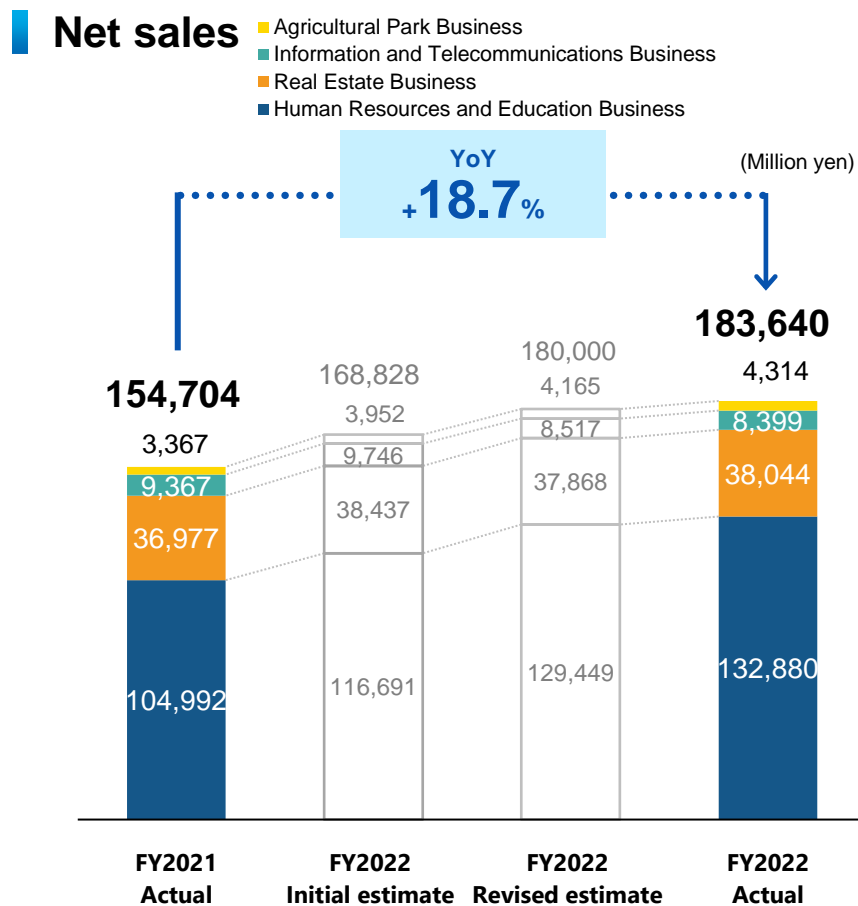
Overview of Business Results

- Sales and earnings increased year-on-year. Sales, operating profit and ordinary profit reached record levels.
- Sales and earnings also surpassed the higher estimates announced in the 2Q 2022.
- Steady growth was backed by the benefits of a diverse business portfolio in terms of World Holdings' businesses and the industries of client companies.

(Million yen)	FY2021 Actual	FY2022 Initial estimate	FY2022 Revised estimate	FY2022 Actual	Against revised estimate		YoY	
					Change	Pct. change	Change	Pct. change
					Net sales	154,704	168,828	180,000
Operating profit	7,481	6,244	8,400	8,929	529	6.3%	1,447	19.3%
Ordinary profit	7,738	6,053	8,200	8,933	733	8.9%	1,195	15.4%
Profit attributable to owners of parent	4,626	3,862	4,600	5,341	741	16.1%	715	15.5%

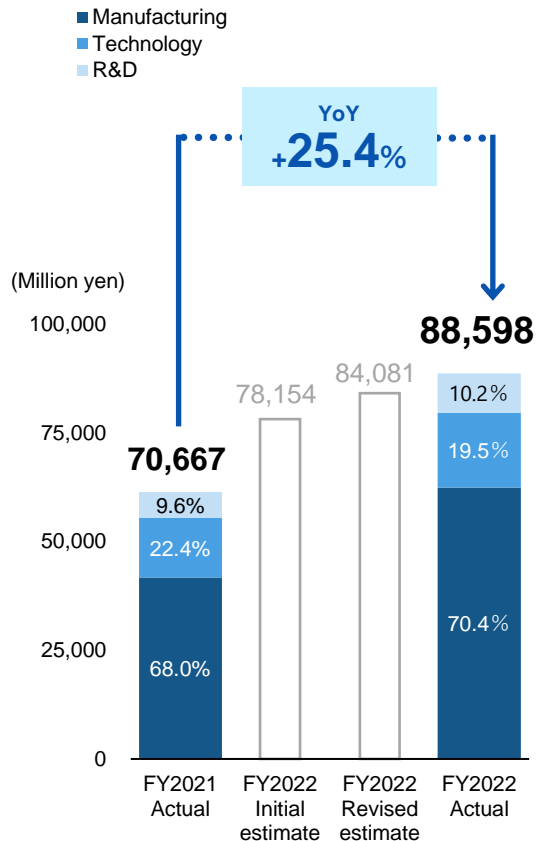
Overview of Business Results by Segment

- A strong start for the Medium-term Management Plan 2026, far exceeding the goals (initial estimates) for the plan's first year.
- The core Human Resources and Education Business was the primary source of growth because both Products HR and Services HR businesses performed well.
- The Real Estate Business significantly exceeded the initial estimate, especially in terms of profit, due to seizing the right timing for sales.

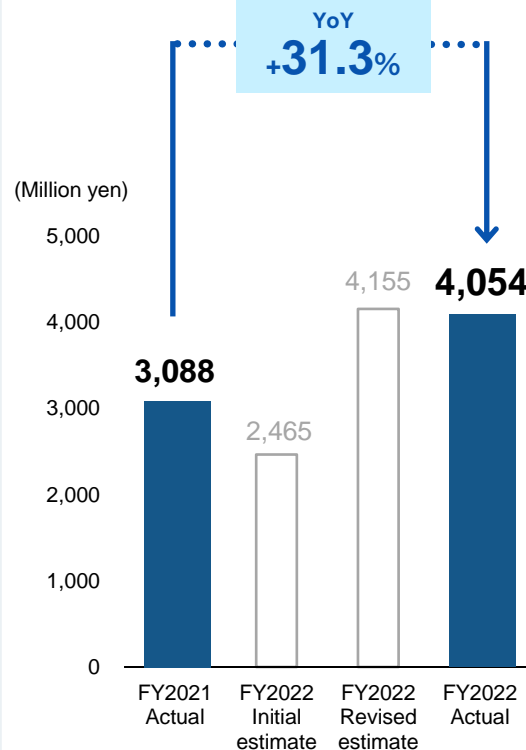


- Sales and earnings growth despite the pandemic and geopolitical risk because of an optimized business portfolio spanning multiple industries.
- Strong sales of semiconductor-related and FA equipment-related products in addition to new advances into the automotive sector led to an upturn in business performance.
- Enhanced profit by increasing production volume through its strengths of contracting and team dispatching, acquiring large-scale projects, shifting to high-unit price projects, and reducing SG&A expenses through digital transformation.

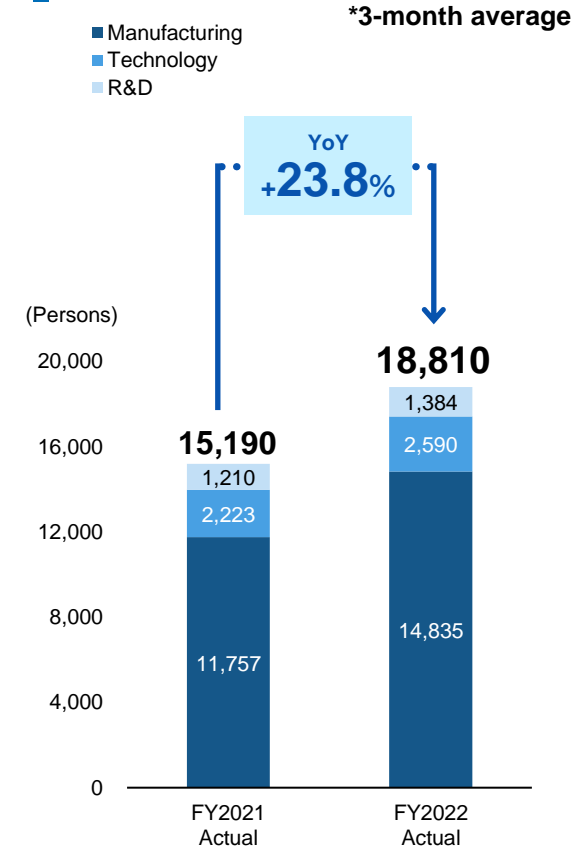
Net sales



Segment profit



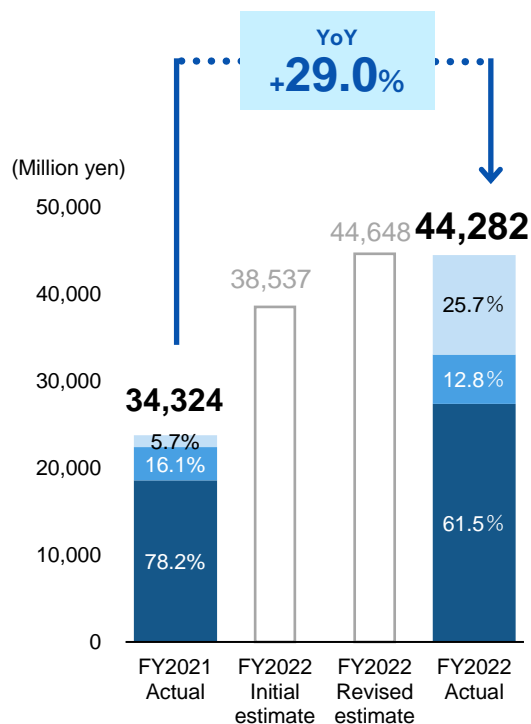
Temporary placement workforce



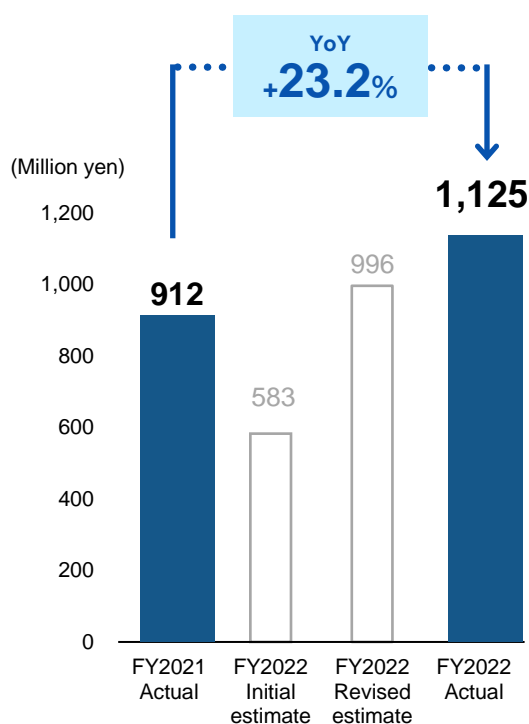
- In the mainstay logistics sector, orders and launches of new bases progressed smoothly.
- In the tourism sector, projects in collaboration with the JTB Group made steady progress.
- The vertical launch of customer service sales-related projects progressed with the inclusion of Dimple Inc. in the Group.
- Special government-related demand in the first half of 2022 contributed to the significant growth.

Net sales

- Sales directly to customers/tourism
- Call centers/light-duty jobs
- Logistics

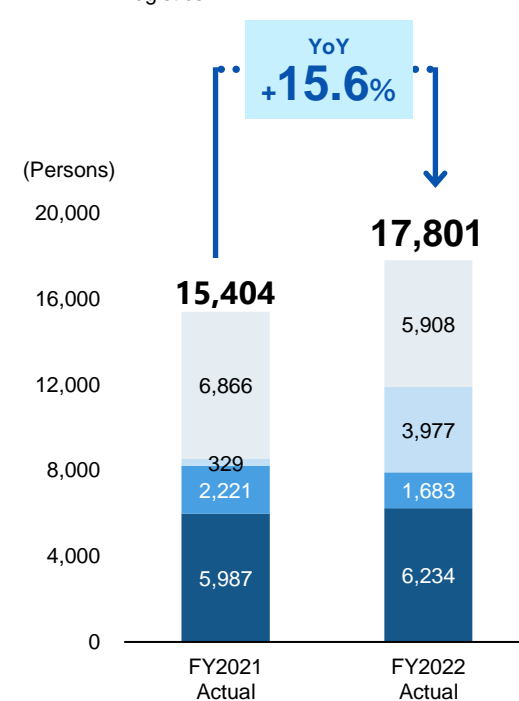


Segment profit



Temporary placement workforce *3-month average

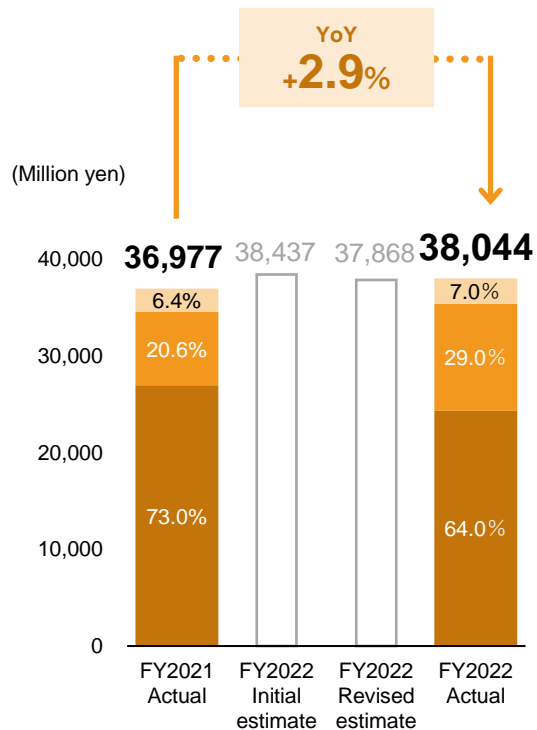
- Consortium
- Sales directly to customers/tourism
- Call centers/light-duty jobs
- Logistics



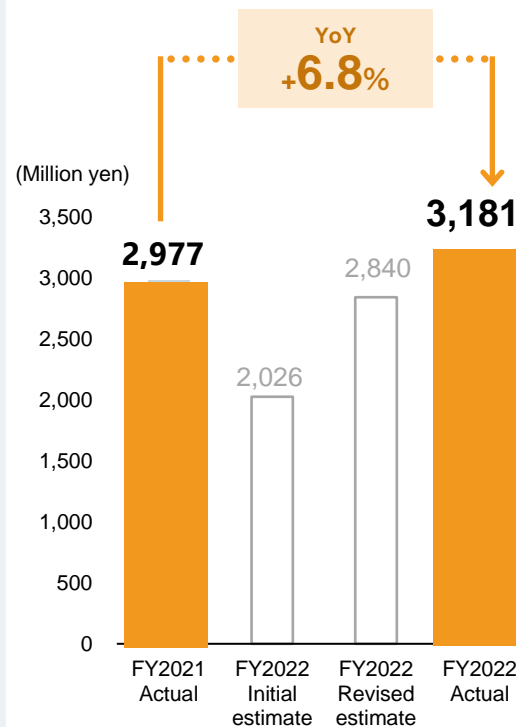
- Retaining a cautious stance in this business due to consistently high prices of real estate, but sales and earnings increased because of more than expected sales and delivery of properties in the development sector by targeting opportunities for sales at the right timing.
- Steady progress with purchasing properties, while monitoring changes in the business climate, by using the core strengths of real estate M&A and the ability to create commercial properties.

Net sales

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

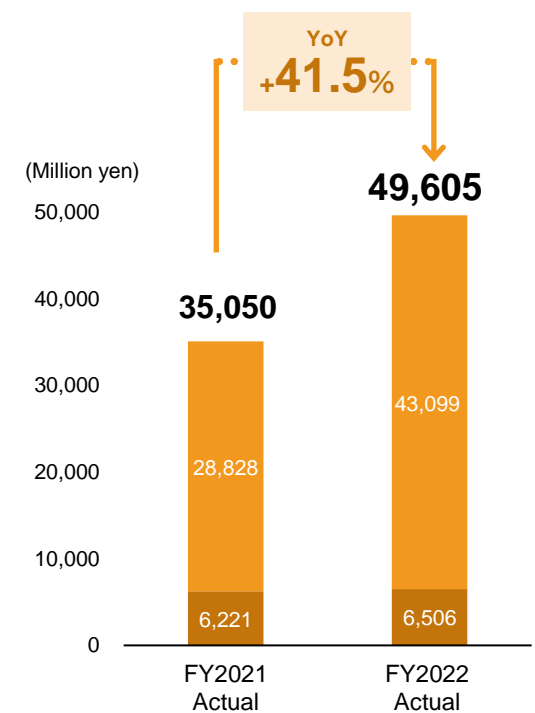


Segment profit



Real estate for sale

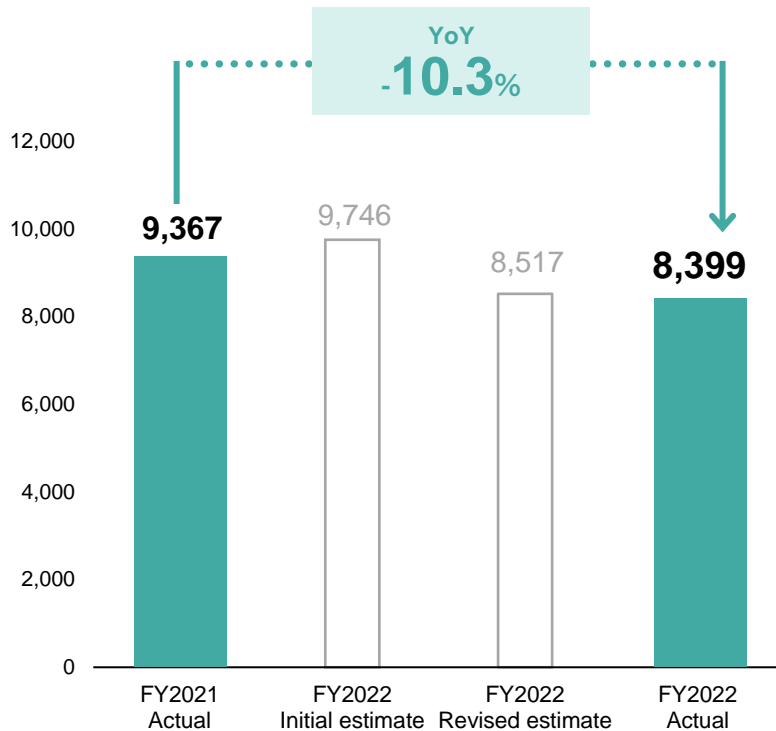
- Real estate for sale in process
- Real estate for sale



- Fee income decreased because of lower rates and downward revisions of terms for fees due to mobile phone plan fee cuts and additions of new plans by all mobile phone carriers.
- To receive benefits as one of the surviving mobile phone shop operators, this business is building a network of competitive stores with close ties to the areas they serve and creating a powerful portfolio of businesses.

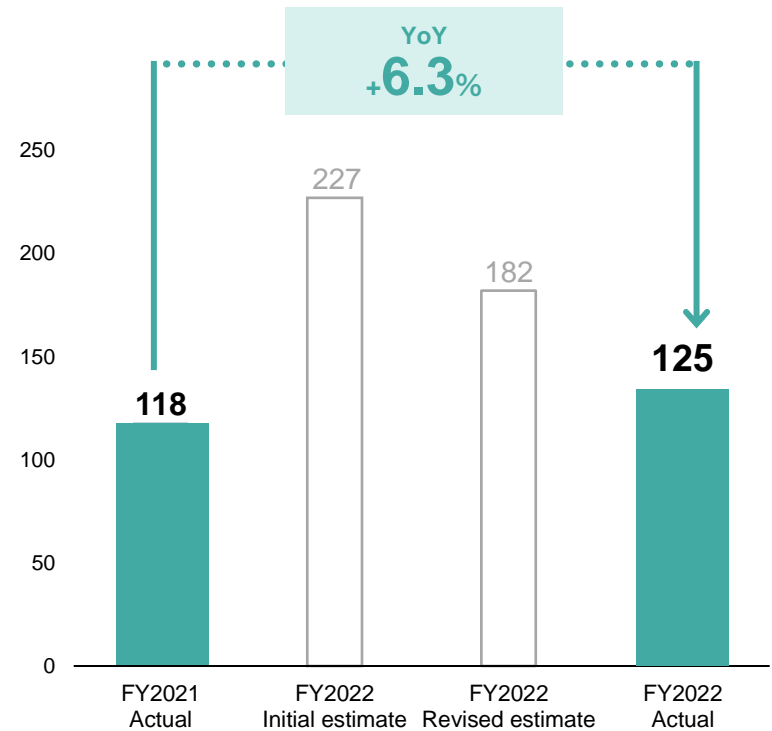
Net sales

(Million yen)



Segment profit

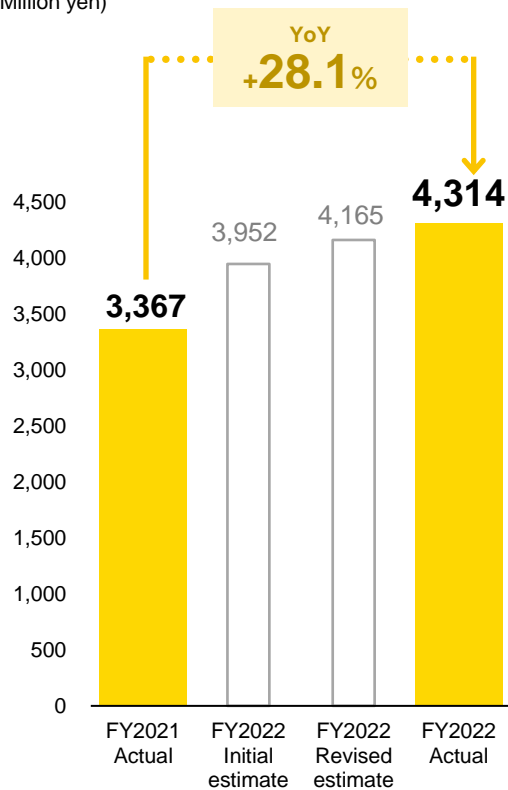
(Million yen)



- Returned to profit as visitor numbers recovered to pre-Covid levels.
- In addition to the impact of the Covid crisis, the Agricultural Park Business was affected by bad weather, mainly during holidays, and the soaring price of resources. Nevertheless, sales and earnings both rose as the Group enhanced its presence by exploiting its great strength as a non-dense outdoor park facility and implemented appropriate measures to attract visitors.

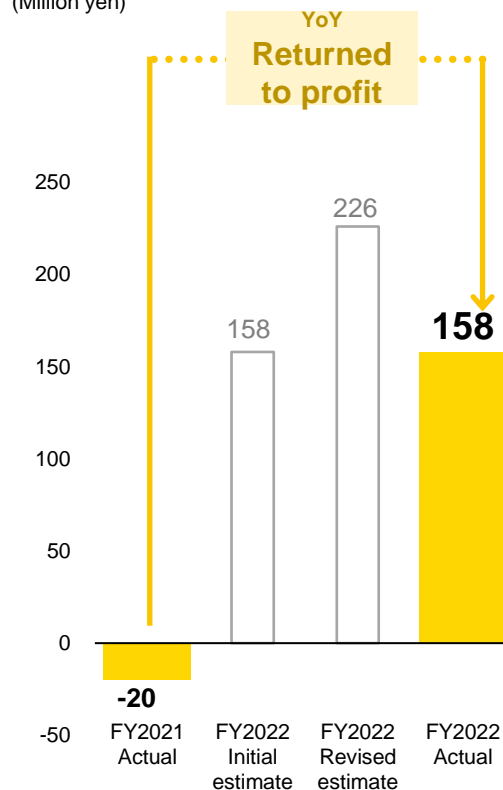
Net sales

(Million yen)



Segment profit

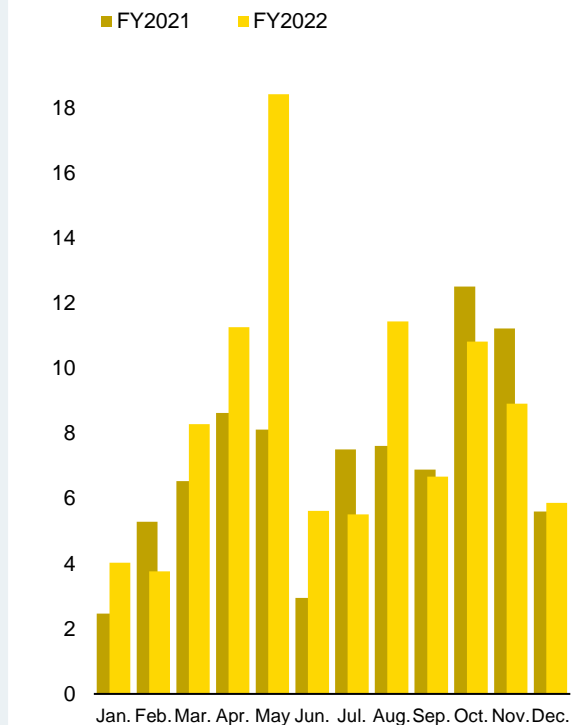
(Million yen)



Number of visiting customers

*Total of four direct managed facilities

(Ten thousand)





Outlook for the Term Ending December 2023

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P.15 Shareholder Distributions

- The business environment is expected to become more difficult due to the slowdown in the global economy. We will proceed with formulating a cautious business plan.
- Forecast record-high sales and earnings because of activities to achieve stable growth of the core Human Resources and Education Business and steady progress in sales in the Real Estate Business.

(Million yen)	Actual for the term ended Dec. 2022	Estimates for the term ending Dec. 2023	YoY	
			Change	Pct. change
Net sales	183,640	201,354	17,714	9.6%
Operating profit	8,929	9,916	987	11.1%
Ordinary profit	8,933	9,453	520	5.8%
Profit attributable to owners of parent	5,341	6,045	703	13.2%
Net income per share (Yen)	305.50	344.84	39.34	12.9%
Dividend per share (Yen)	91.50	103.50	12.00	13.1%

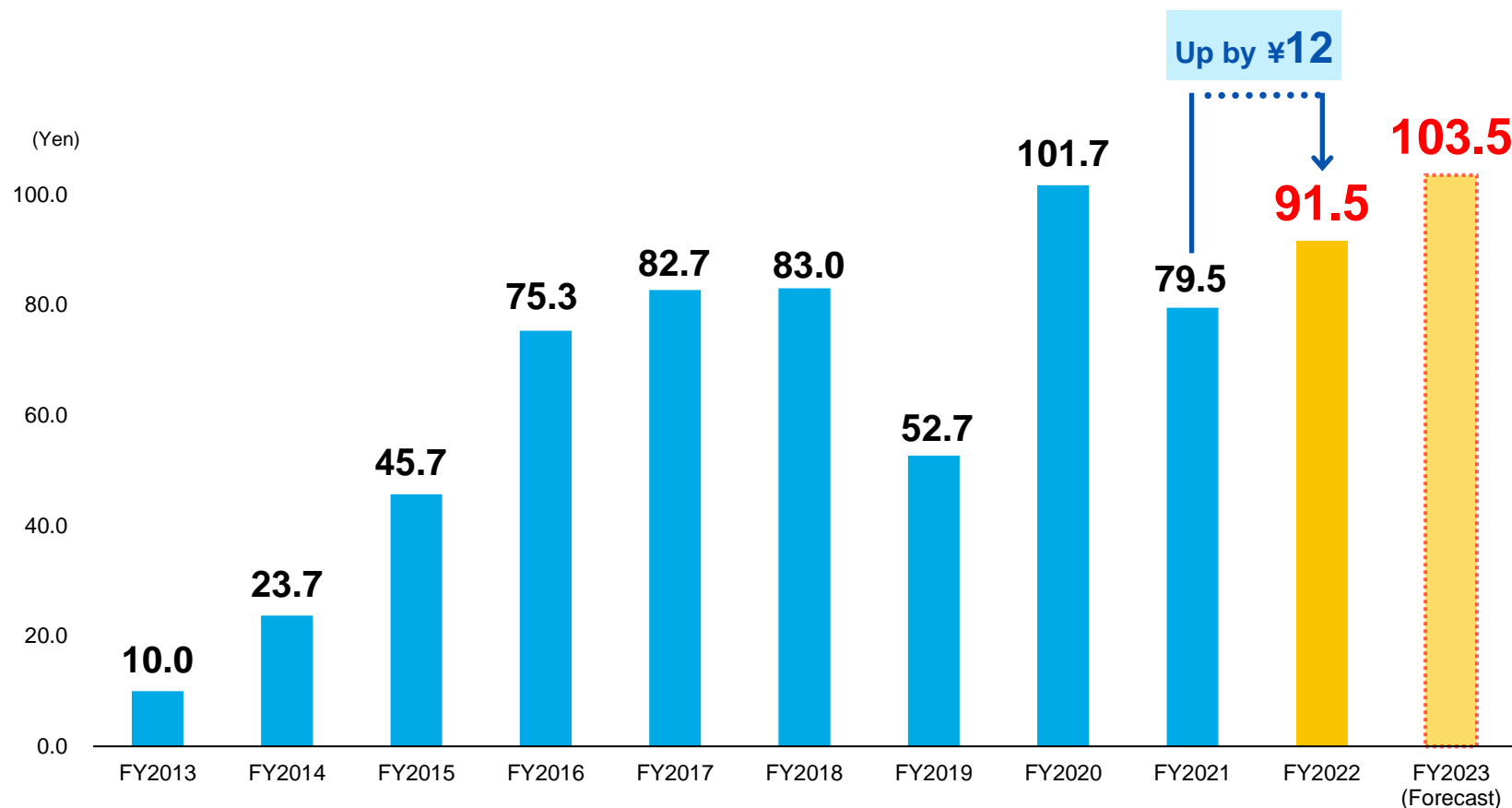
Outlook by Business Segment

- In the Human Resources and Education Business, based on a plan that reflects concerns about a possible slowing of global economic growth, there will be substantial recruiting expenditures to add people with a view to handling large orders and for more growth of this business. Using the DX to cut SG&A expenses.
- The Real Estate Business will retain a cautious stance but sales and earnings growth is expected because of sales of development projects scheduled for delivery in fiscal 2023.

		FY2022		FY2023		YoY	
(Million yen)		Actual	(Profit margin)	Estimate	(Profit margin)	Change	Pct. change
Human Resources and Education Business	Net sales	132,880		144,104		11,223	8.4%
	Segment profit	5,179	(3.9%)	5,409	(3.8%)	230	4.4%
Products Human Resources Business	Net sales	88,598		94,732		6,133	6.9%
	Segment profit	4,054	(4.6%)	4,265	(4.5%)	211	5.2%
Services Human Resources Business	Net sales	44,282		49,371		5,089	11.5%
	Segment profit	1,125	(2.5%)	1,144	(2.3%)	19	1.7%
Real Estate Business	Net sales	38,044		44,511		6,466	17.0%
	Segment profit	3,181	(8.4%)	3,728	(8.4%)	547	17.2%
Information and Telecommunications Business	Net sales	8,399		8,074		-325	-3.9%
	Segment profit	125	(1.5%)	214	(2.7%)	88	70.7%
Agricultural Park Business	Net sales	4,314		4,664		349	8.1%
	Segment profit	158	(3.7%)	208	(4.5%)	49	31.4%
Total	Net sales	183,640		201,354		17,714	9.6%
	Elimination or corporate	284		354		70	24.8%
	Operating profit	8,929	(4.9%)	9,916	(4.9%)	987	11.1%

Shareholder Distributions

- The dividend for 2022 was raised by ¥12 to ¥91.5 and the 2023 forecast is a record-high dividend of ¥103.5.
- 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 stably and consistently increase the dividend while using a consolidated payout ratio of 30% as the guideline for dividends.





Progress in the Medium-term Management Plan

- P.17 Medium-term Management Plan**
- P.18 Progress in the Human Resources and Education Business**
- P.19 Progress in the Real Estate Business**
- P.20 Progress in the Agricultural Park Business**

A strong first year of the plan

- Growth backed by a diversified business portfolio
- The Human Resources and Education Business drove overall growth

2026 Targets

Net sales

¥275.0 billion

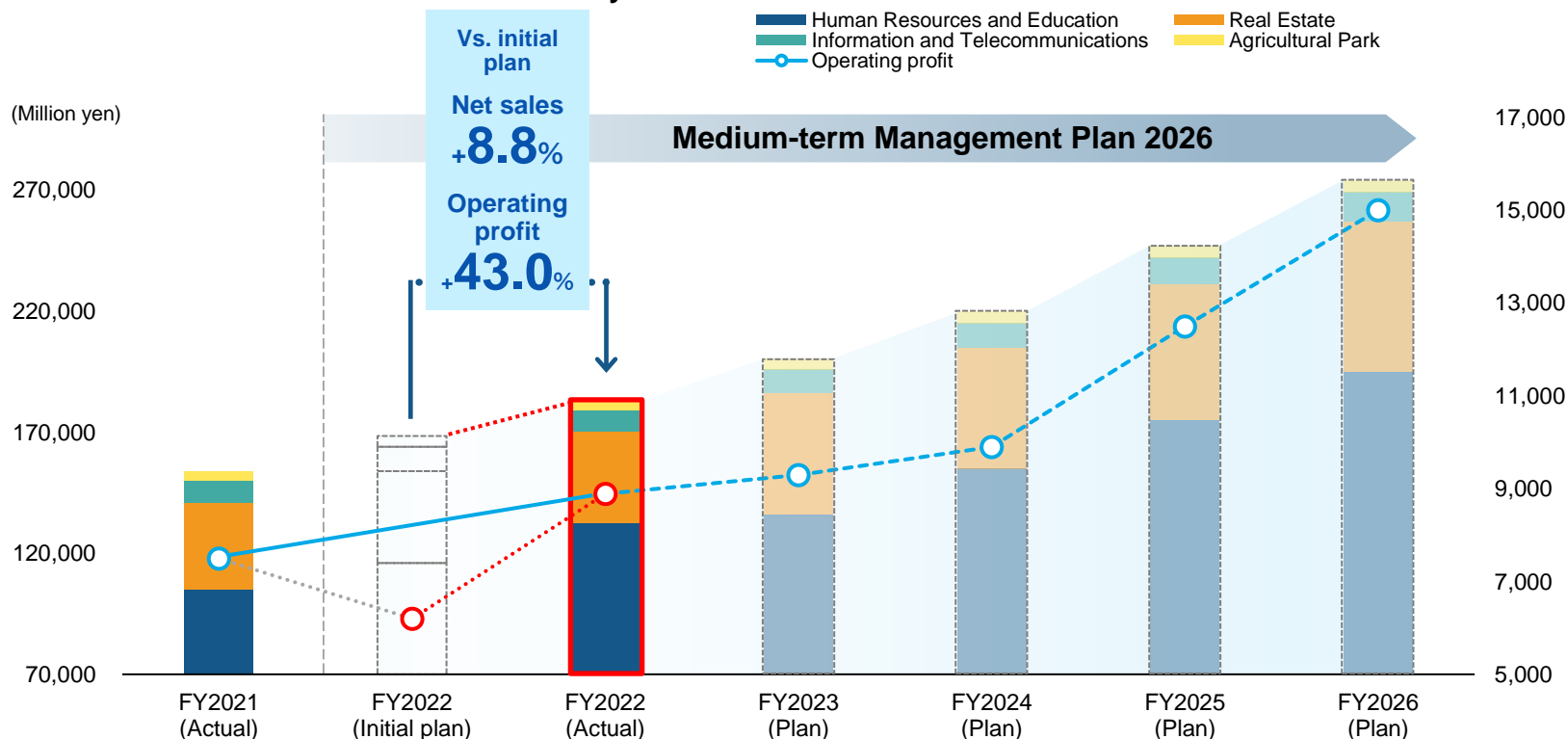
Operating profit

¥15.0 billion

Payout ratio

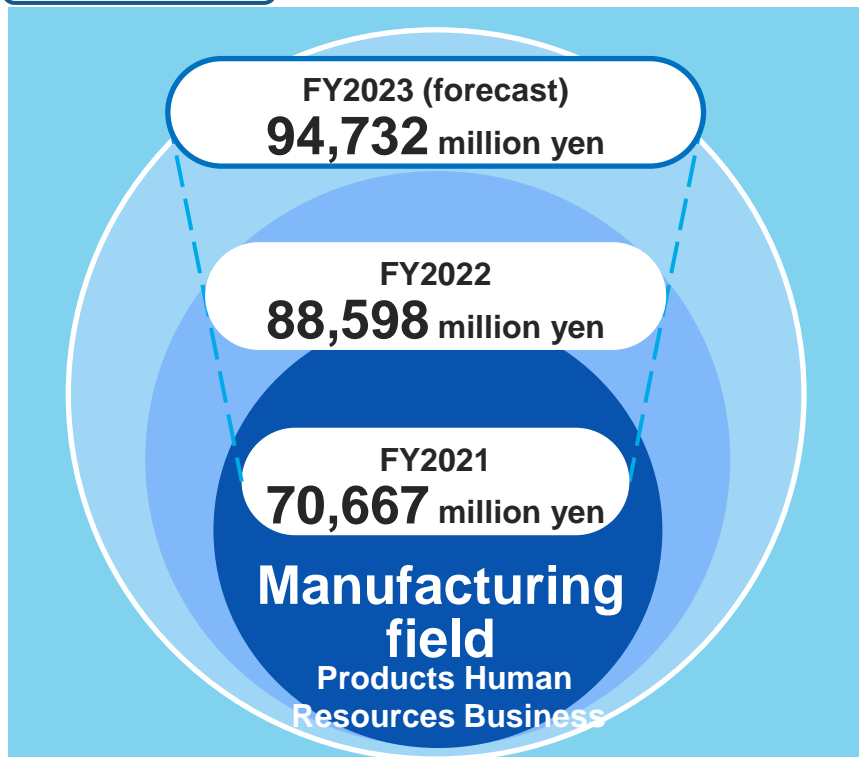
30%

Results of the first year

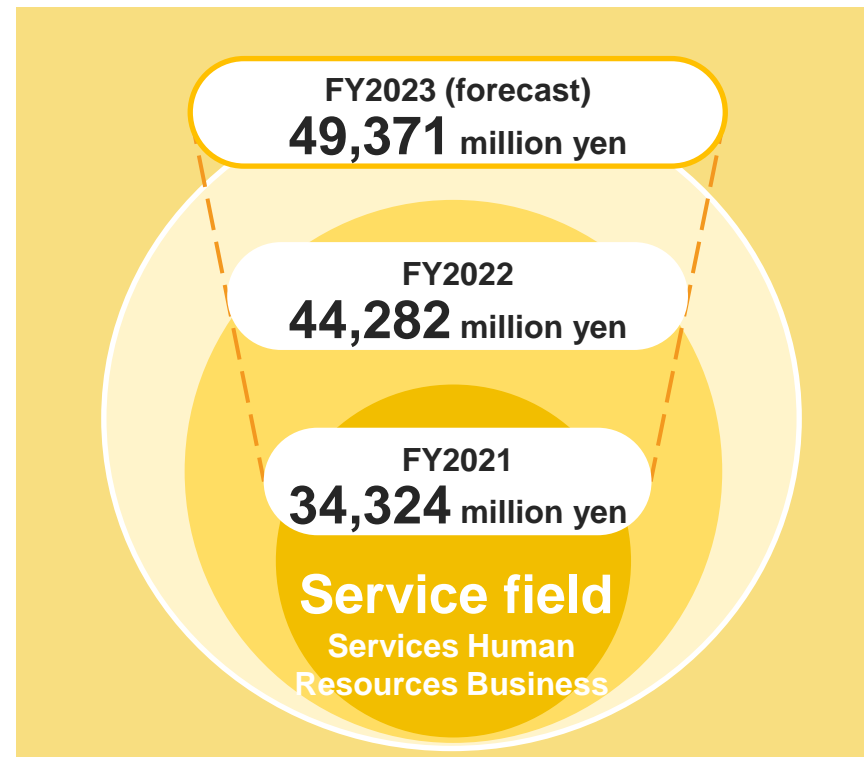


Human Resources
and Education
Business

Steady growth of both Products HR and Services HR businesses



The goals are to maintain steady growth supported by the semiconductor and FA equipment sectors, two core strengths for many years, and portfolio optimizing using growth in the automotive and other sectors and to differentiate services by using subcontracting and team dispatching services.



The goals are more horizontal expansion in the logistics sector, a core strength in the service field, growth in the tourism and customer service sales categories following the end of the pandemic, and the consistent use of HR tech for adding more business domains.

Human Resources and Education Business

FY2023 forecast for pct. of total sales

71.6%

Real Estate Business

- Using core strengths of real estate M&A and creation of commercial properties while retaining a cautious stance; aiming for a steady performance by increasing real estate for sale for generating earnings.
- Strong sales due to plans for many condominium sales during 2023. (1, 2 and 3)
- Steady progress with joint community creation projects with public-sector partners. (3 and 4)

Main projects

1. **Condominium** Residential Aoba Hirosegawa (Joint venture with Mitsubishi Estate Residence Co., Ltd.)
2. **Condominium** Residential Hara Branchera (Joint venture with Haseko Real Estate Development, Inc.)
3. **Condominium** Residential Ikebukuro Honcho (a disaster-prevention block development project to eliminate areas with dense wooden housing)
4. **Office building** BIZIA Kokura (The first project of the Kokura-Kurosaki Rebitation (Rebuild+Invitation) initiative of the city of Kitakyushu)



Residential Aoba Hirosegawa



Residential Ikebukuro Honcho



BIZIA Kokura
(to be completed in 2024)

Agricultural Park Business

- Aiming for steady growth supported by the four directly managed parks and an increase in designated management agreements for agricultural parks
- Building a base for consistently high attendance by diversifying locations and the formats used for agricultural parks
- Started operation of Ohashi Kogen International Exchange Village in 2022
- Will start operating the Osaka Prefectural Garden of Floral Culture in April 2023 as the designated manager

Osaka Prefectural Garden of Floral Culture

2292-1 Tako, Kawachinagano City, Osaka

With an area of about 10 hectares (almost 25 acres), this garden has a large greenhouse, rose garden, clematis garden, Christmas rose garden and many other places to enjoy flowers. There is also a restaurant, store, a building for exhibits, workshops and other events, and a meeting room. Visitors can see a variety of flowers in all seasons and learn about flowers and other subjects.

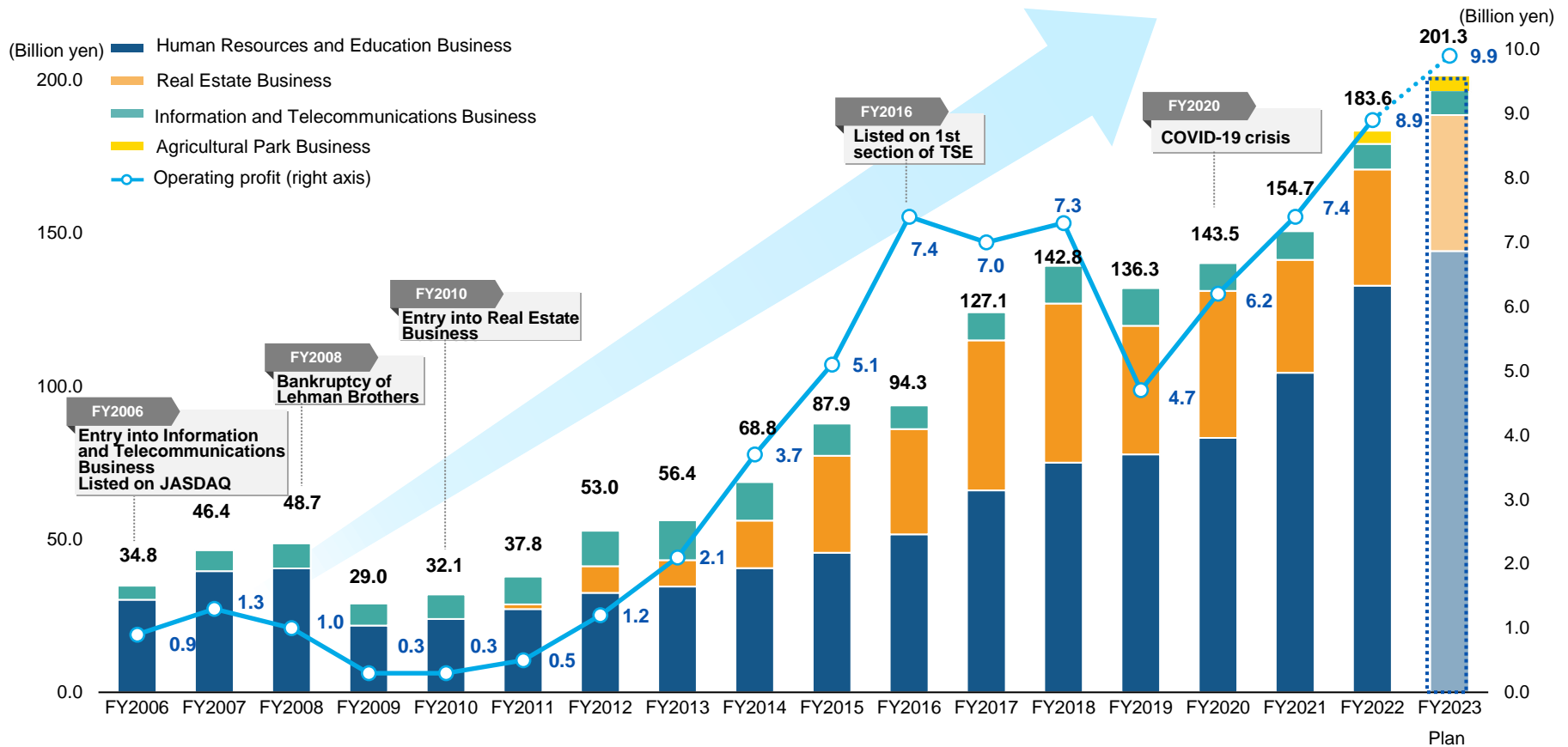


IV

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- P.23 Overview of Business Results by Segment**
- P.24 Overview of Quarterly Business Results**
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Business Performance Trend



Note: The former segments had been used until FY2021, and the new segments are used for FY2022 and the plan for FY2023.

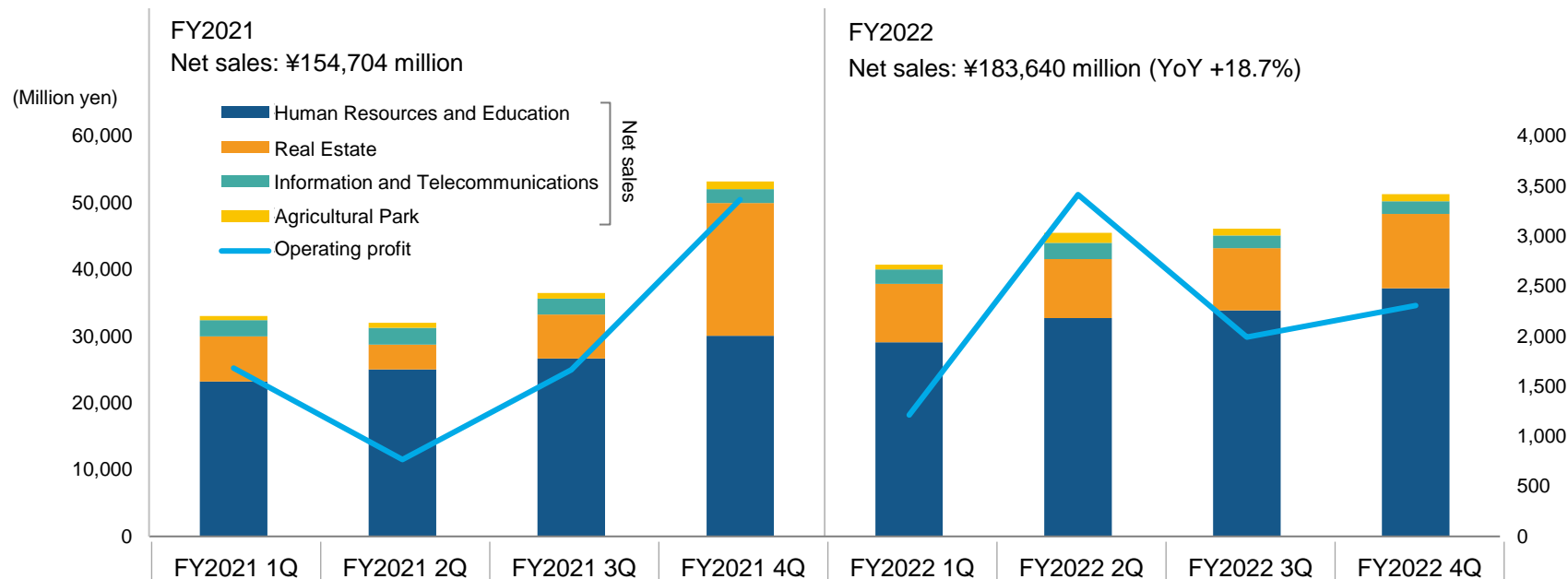
Overview of Business Results by Segment

- Higher sales and earnings backed by the benefits of a business portfolio with several types of businesses.
- Growth in both Products HR and Services HR categories; performance of the core Human Resources and Education Business surpassed the plan.
- Sales and earnings increased in the Real Estate Business as property sales were higher than planned, the result of using opportunities for sales at the right timing.

(Million yen)		FY2021 Actual	FY2022 Initial estimate	FY2022 Revised estimate	FY2022 Actual	Against initial estimate		YoY		
						Change	Pct. change	Change	Pct. change	
Human Resources and Education Business	Net sales	104,992	116,691	129,449	132,880	16,189	13.9%	27,888	26.6%	
	Segment profit	4,000	3,351	5,152	5,179	1,828	54.6%	1,178	29.4%	
	Profit margin	3.8%	2.9%	4.0%	3.9%					
	Products Human Resources Business	Net sales	70,667	78,154	84,801	88,598	10,444	13.4%	17,931	25.4%
		Segment profit	3,088	2,465	4,155	4,054	1,589	64.5%	966	31.3%
		Profit margin	4.4%	3.2%	4.9%	4.6%				
	Services Human Resources Business	Net sales	34,324	38,537	44,648	44,282	5,745	14.9%	9,957	29.0%
		Segment profit	912	583	996	1,125	542	92.9%	212	23.2%
		Profit margin	2.7%	1.5%	2.2%	2.5%				
Real Estate Business	Net sales	36,977	38,437	37,868	38,044	-393	-1.0%	1,067	2.9%	
	Segment profit	2,977	2,026	2,840	3,181	1,155	57.0%	203	6.8%	
	Profit margin	8.1%	5.3%	7.5%	8.4%					
Information and Telecommunications Business	Net sales	9,367	9,746	8,517	8,399	-1,347	-13.8%	-967	-10.3%	
	Segment profit	118	227	182	125	-102	-44.6%	7	6.3%	
	Profit margin	1.3%	2.3%	2.1%	1.5%					
Agricultural Park Business	Net sales	3,367	3,952	4,165	4,314	362	9.2%	947	28.1%	
	Segment profit	-20	158	226	158	0	0%	179	-	
	Profit margin	-	4.0%	5.4%	3.7%					
Total	Net sales	154,704	168,828	180,000	183,640	14,812	8.8%	28,935	18.7%	
	Elimination or corporate	405	481	0	284	-197	-41.0%	-121	-30.0%	
	Operating profit	7,481	6,244	8,400	8,929	2,685	43.0%	1,447	19.3%	
	Profit margin	4.8%	3.7%	4.7%	4.9%					

Overview of Quarterly Business Results

Net sales and operating profit

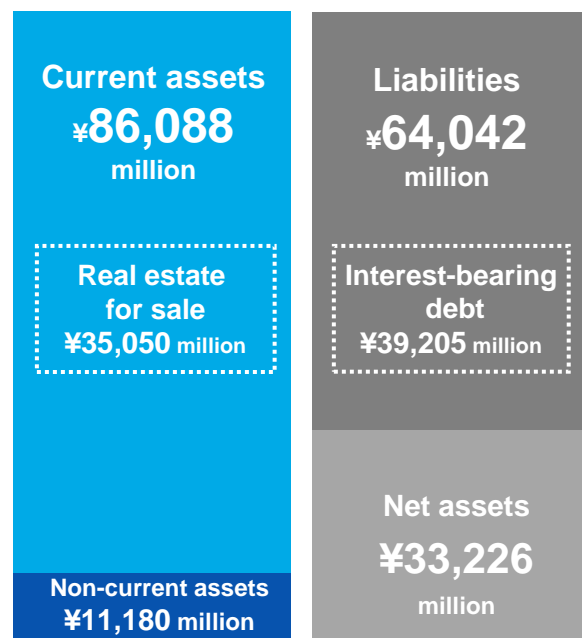


		FY2021 1Q	FY2021 2Q	FY2021 3Q	FY2021 4Q	FY2022 1Q	FY2022 2Q	FY2022 3Q	FY2022 4Q
Net sales	Human Resources and Education	23,199	25,042	26,684	30,066	29,113	32,741	33,861	37,164
	Real estate	6,783	3,697	6,587	19,908	8,735	8,815	9,337	11,155
	Information and Telecommunications	2,443	2,501	2,351	2,070	2,157	2,436	1,882	1,923
	Agricultural Park	605	773	863	1,124	704	1,502	1,056	1,050
Segment profit	Human Resources and Education	888	982	1,009	1,119	1,280	1,317	1,490	1,091
	Real estate	740	-340	513	2,063	-57	1,644	491	1,102
	Information and Telecommunications	4	89	39	-14	-37	113	-23	72
	Agricultural Park	-68	-26	-28	102	-89	273	-39	13
	Operating profit	1,682	769	1,663	3,366	1,214	3,415	1,992	2,307

- Current assets increased ¥22,168 million to ¥108,257 million mainly because of an increase in real estate for sale.
- Non-current assets increased mainly because of a ¥3,467 million increase in goodwill.
- Liabilities increased ¥22,353 million to ¥86,395 million mainly because of a ¥16,743 million increase in interest-bearing debt.

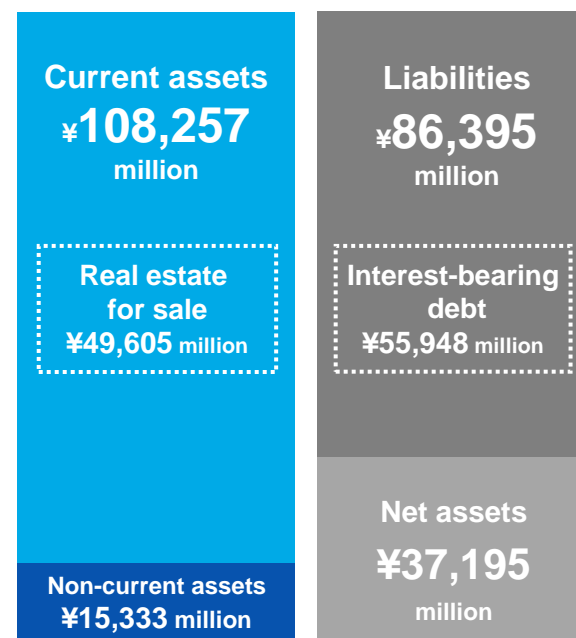
End of December 2021

Total assets **¥97,269 million**



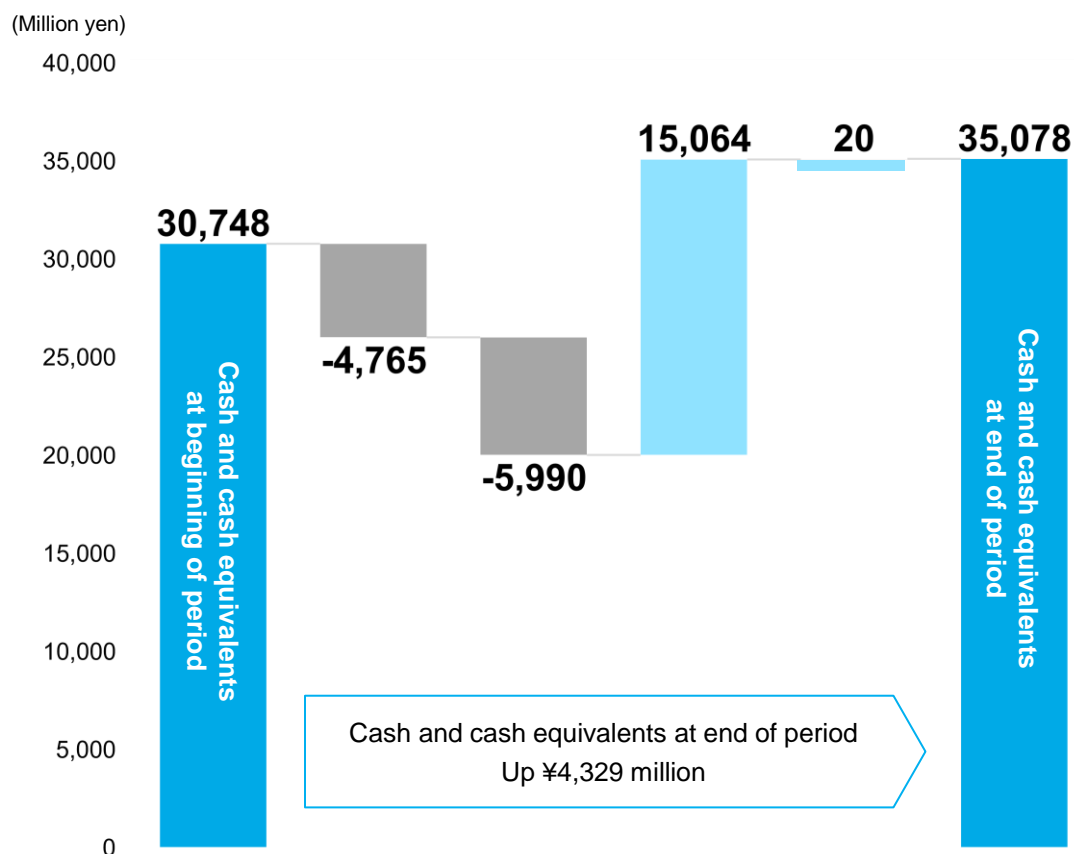
End of December 2022

Total assets **¥123,591 million**
(+¥26,322 million)



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

- Negative operating cash flows because of an increase in real estate for sale.
- Negative investing cash flows resulting from purchase of shares of subsidiaries resulting in change in scope of consolidation.
- Positive financing cash flows because of long-term borrowings.



Summary of FY2022 cash flows

Cash flows from operating activities

Increase in real estate for sale	¥-12,075 million
Decrease in trade payables	¥-692 million
Decrease in advances received	¥-373 million
Increase in accrued expenses	¥1,596 million
Increase in trade receivables	¥-1,615 million

Cash flows from investing activities

Purchase of property, plant and equipment	¥-1,670 million
Purchase of shares of subsidiaries resulting in change in scope of consolidation	¥-4,165 million
Loan advances	¥-122 million

Cash flows from financing activities

Net increase in short-term borrowings	¥1,254 million
Proceeds from long-term borrowings	¥24,583 million
Repayments of long-term borrowings	¥-9,316 million
Dividends paid	¥-1,388 million



About Us

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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

Human Resources
and Education

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.



The ways we create communities

Real Estate

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.



The ways we provide convenience and safety

Information and
Telecommunications

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.



The ways we look to the future

Agricultural Park

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>Real Estate Agricultural Park</p>	<p>Provide products that make houses environmentally responsible and pleasant as well as play a role in creating communities where people can live with confidence</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>E Environment</p>
<p>Real Estate Agricultural Park</p>	<p>Help protect the environment and conserve the earth's resources and give children a place where they can grow while enjoying healthy and educational outdoor activities</p>	<p>15 LIFE ON LAND</p>	

<p>Human Resources and Education</p>	<p>Reduce poverty by establishing a stable base for people's lives by providing suitable jobs for people of all kinds</p>	<p>1 NO POVERTY</p>	<p>S Society</p>
<p>Human Resources and Education</p>	<p>Enable people of all kinds to achieve their full potential by providing training and high-quality educational programs</p>	<p>4 QUALITY EDUCATION</p>	
<p>Human Resources and Education</p>	<p>Maintain workplaces where everyone, regardless of gender, can perform their jobs to the best of their ability</p>	<p>5 GENDER EQUALITY</p>	
<p>Human Resources and Education</p>	<p>Provide jobs that match the characteristics of each individual and create workplace environments where people can experience the joy and satisfaction of work; realizing the full potential of people contributes to economic growth too</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	
<p>Human Resources and Education Information and Telecommunications</p>	<p>Use education as a foundation for progress in the manufacturing sector and expand the utilization of the IT infrastructure as a base for technological innovation</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	
<p>Human Resources and Education Information and Telecommunications Real Estate</p>	<p>Play a role in the constant advancement of society by using ties with a broad spectrum of industries, the consortium model and other activities</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	

<p>Stronger governance</p>	<p>Upgrade the fairness, transparency and speed of governance of the World Holdings Group Rigorous compliance program/Even stronger risk management</p>	<p>G Governance</p>
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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



Products Human Resources Business

Services Human Resources Business



私たちは持続可能な開発目標(SDGs)を支援しています

The “Ways We Live”



Establishment of a business model focused on the ability to respond to changes

Diversification of business

Decentralization

One-time revenue business

Recurring revenue business

Real Estate Business



Real Estate

Information and Telecommunications Business



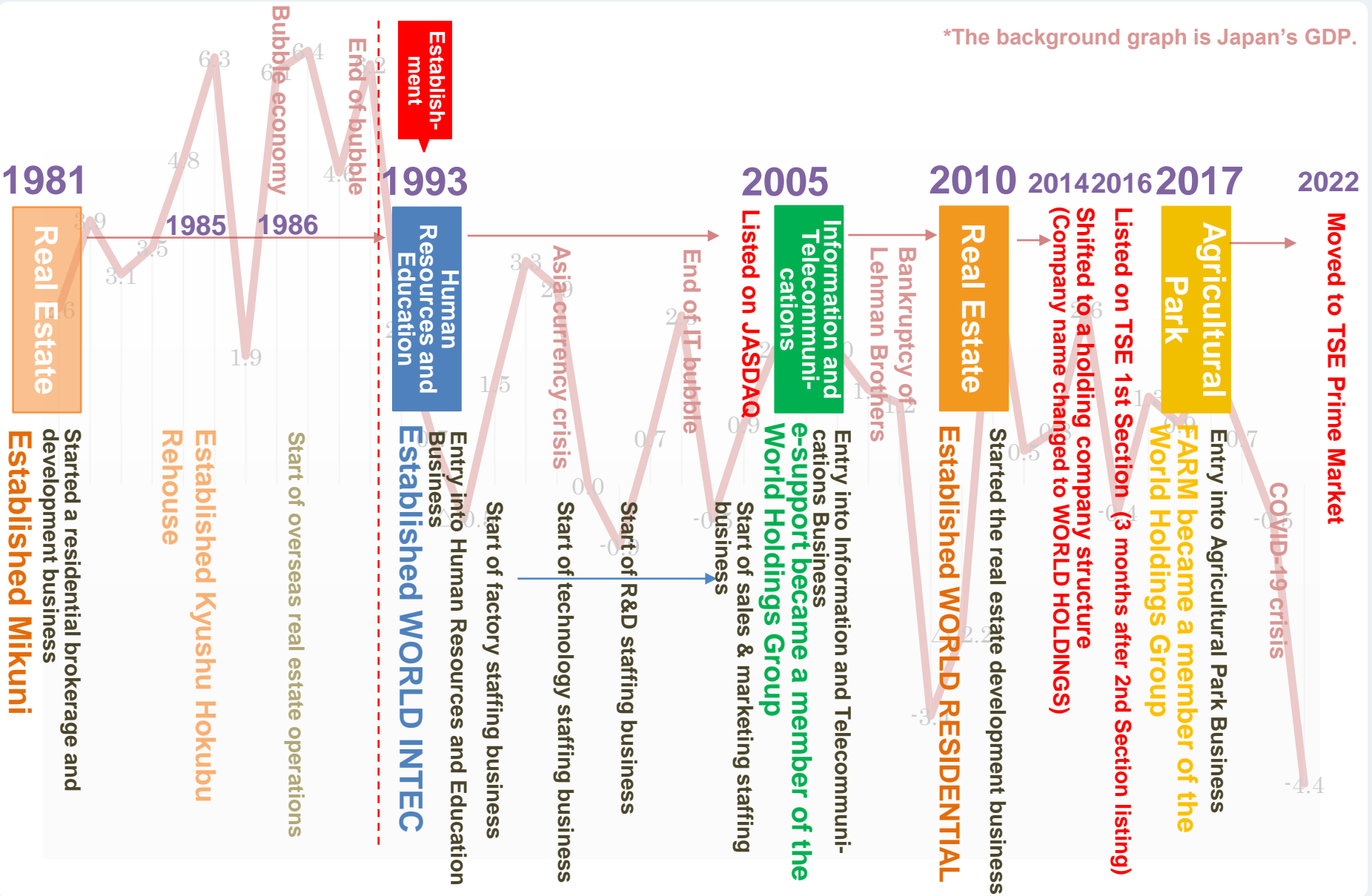
Information and Telecommunications

Agricultural Park Business

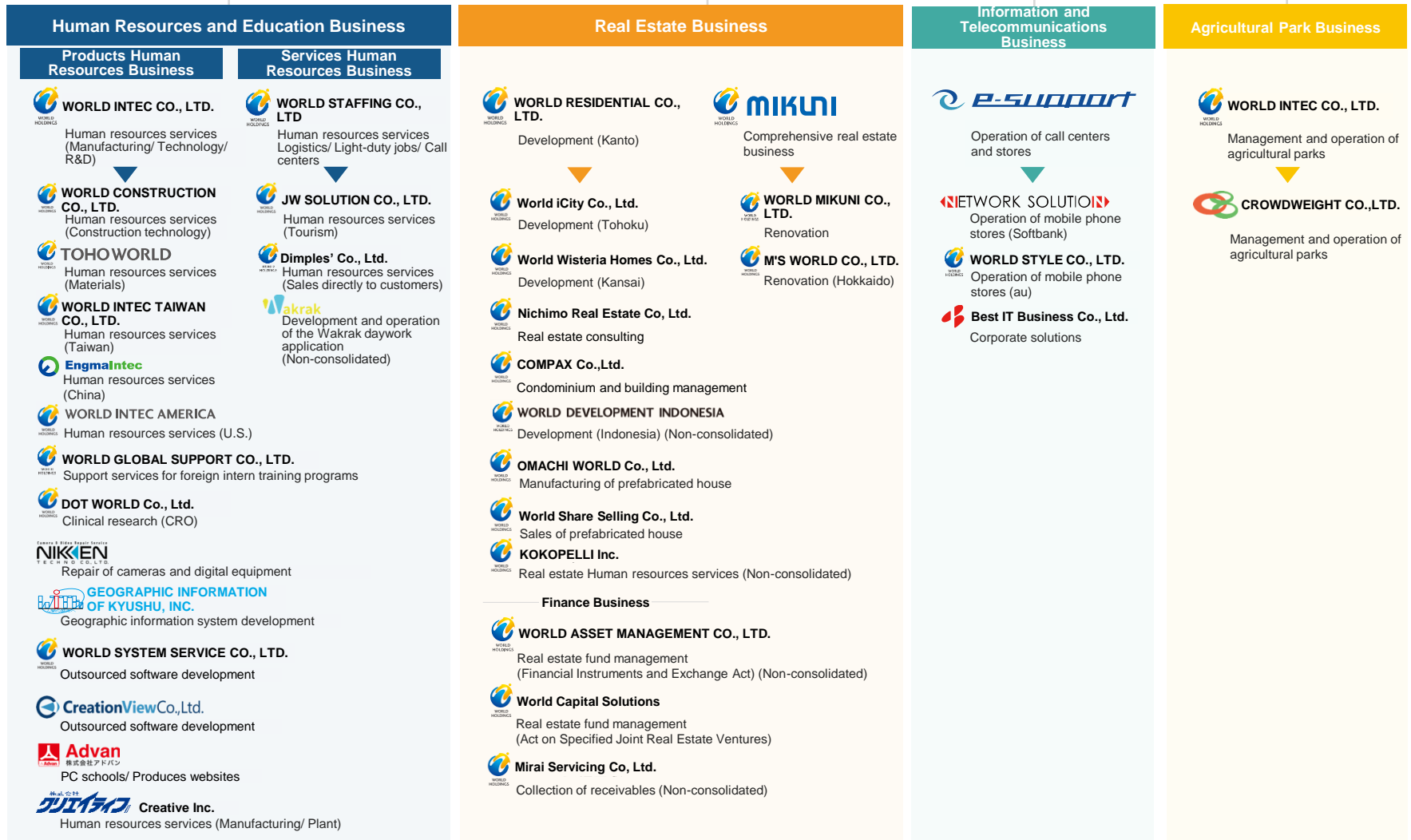


Agricultural Parks

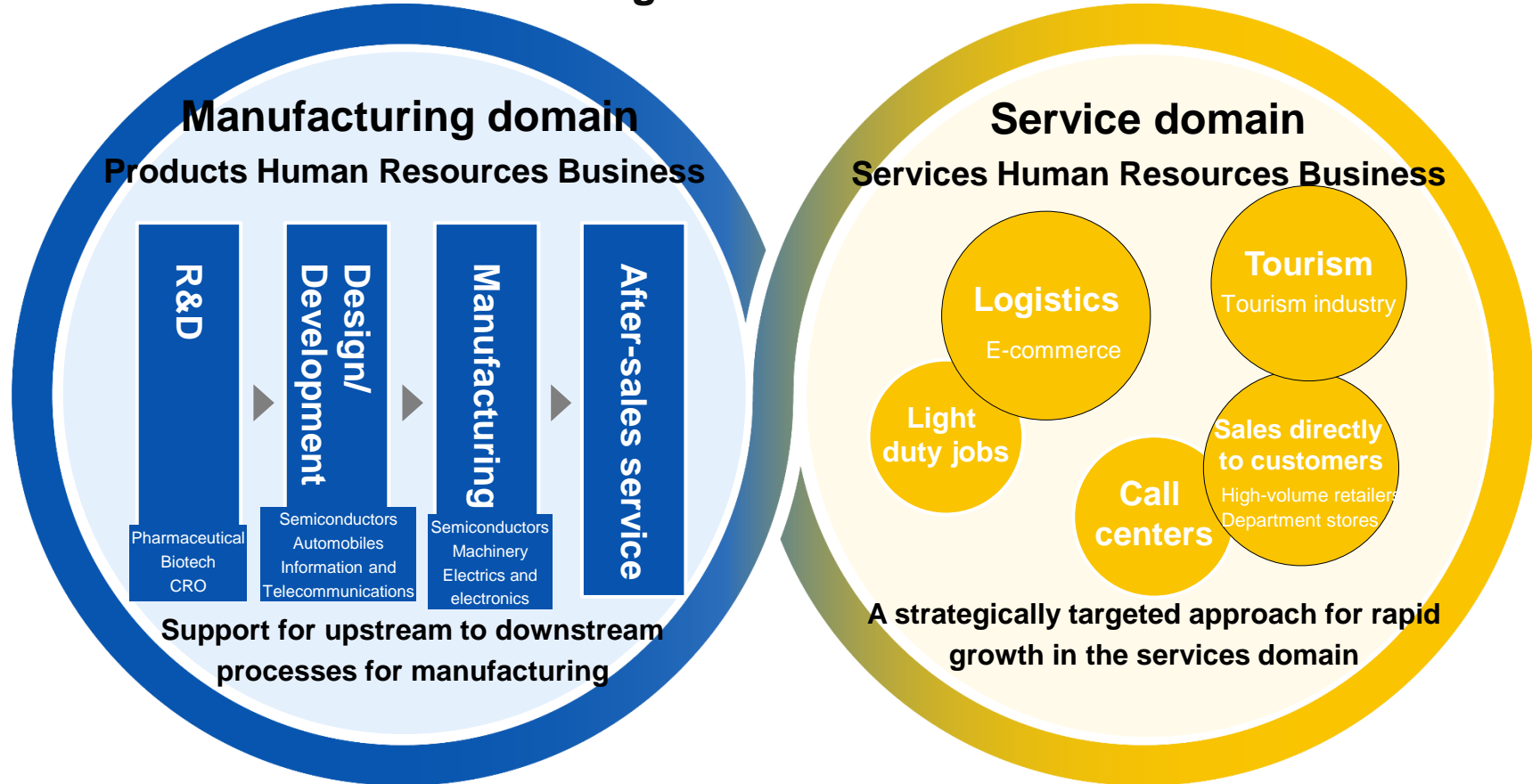
*The background graph is Japan's GDP.



WORLD HOLDINGS



Business process outsourcing and staffing services that seamlessly cover a broad range of business domains



About **36,600** workers in service

*As of December 2022

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

Real estate for investment

Development

Condominiums/Detached houses
Commercial land development

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

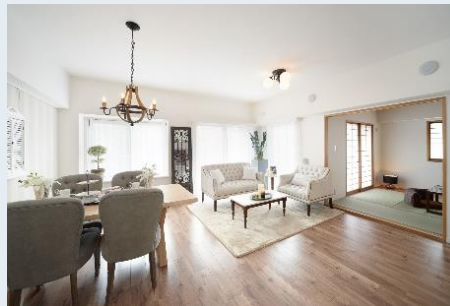


Residential Aoba Hirosegawa
(Sendai, Miyagi)

Real estate revitalization

Renovation
Conversion

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



Examples of renovation



Real estate trust beneficiary rights

Real estate finance

Asset management

Real estate fund management



BIZIA Koujimachi Building

Mobile phone shop

The largest network of stores in Kyushu

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

- Softbank Shops
- au Shops

33 stores

As of December 2022



Corporate solutions

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

Comprehensive cost reduction solutions



Call center

Sale of various products for individuals and corporations



List of Agricultural Parks

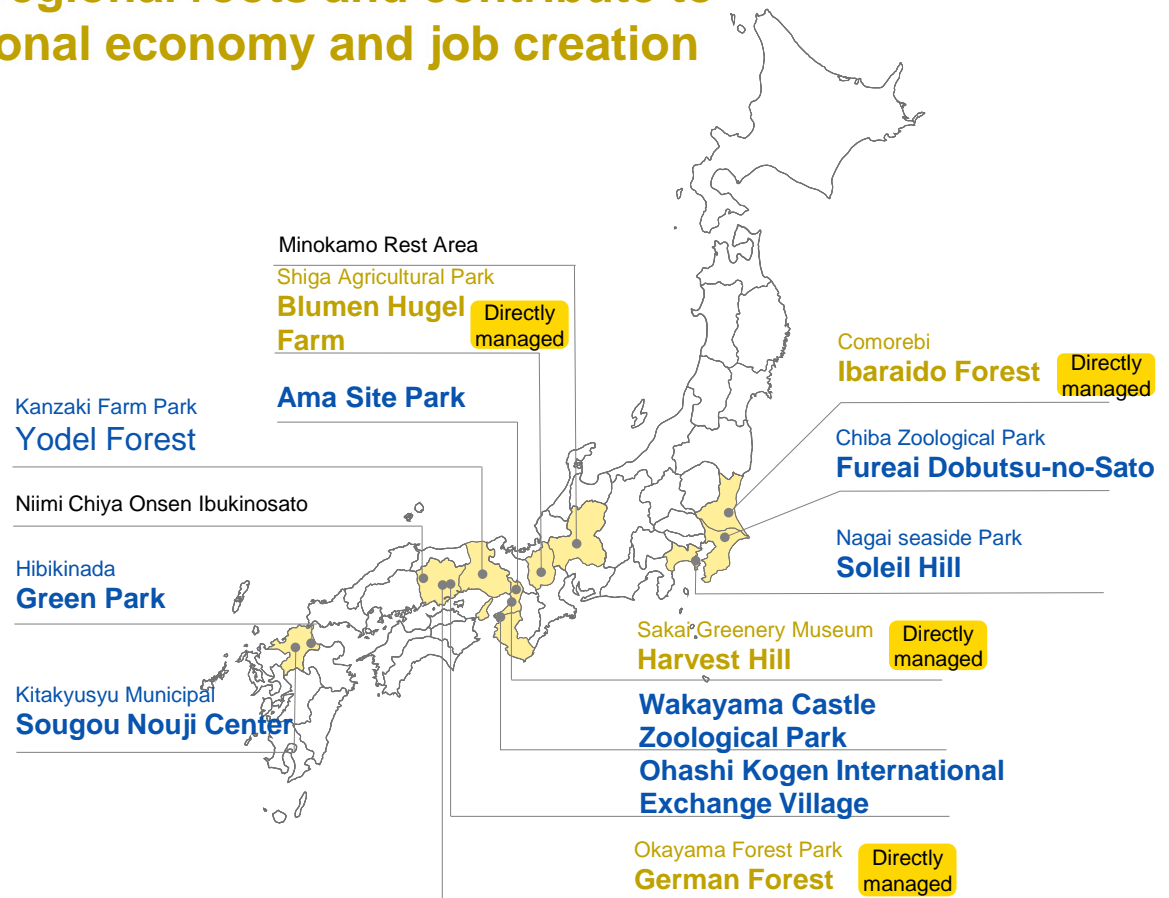
Operation of nature-rich agricultural parks, etc. at 14 locations around Japan

Operation of a total of 14 facilities, including 4 directly managed facilities and other entrusted facilities

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



We also produce and sell homemade sausages, confectionery, beers, etc.



The “Ways We Live”



No information in this presentation is provided for the purpose of soliciting purchases or sales of our stock.

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