3 Years' Mid-term New Business Plan Strategic move to become a 100 billion yen company with "scientific approach to implement businesses" (from FY12/07 to FY12/09)

> May 30, 2007 World Intec Group



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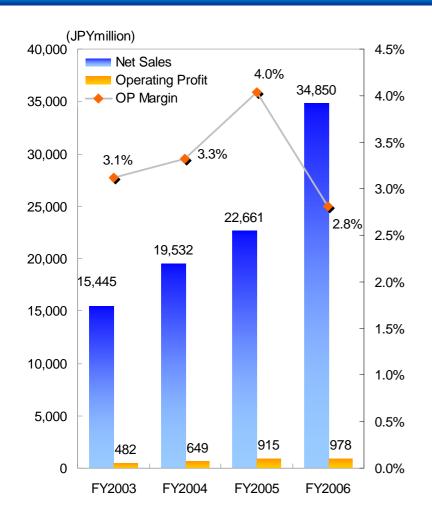
## What is our Business? What shall we attain?

We shall improve the quality of people working at manufacturing sites in Japan and their organization as well as create the manufacturing industry that can succeed in international competition.

As a job agent for the people working at manufacturing sites we fulfill the each person's value for working; we maintain the environment to work joyfully; we evaluate the people's business career adequately; and we assure the stability and safety of current and future employment.



## Consolidated business results (from FY12/03 to FY12/06)



#### [Net Sales]

(JPY million)	FY12/03	FY12/04	FY12/05	FY12/06
Manufacturing Temporary Placement/Contracting	11,286	16,627	20,485	26,996
R&D Placement	1,276	1,451	1,808	2,554
Information Technology & Telecommunications Services	-	ı	ı	4,544
Marketing Sales Services	2,883	1,453	367	754
Total	15,445	19,532	22,661	34,850

#### [Operating Profit]

(JPY million)	FY12/03	FY12/04	FY12/05	FY12/06
Manufacturing Temporary Placement/Contracting	411	721	734	814
(OP Margin)	( 3.6%)	( 4.3%)	( 3.6%)	( 3.0%)
R&D Placement	71	57	224	121
(OP Margin)	( 5.6%)	( 3.9%)	( 12.4%)	( 4.7%)
Information Technology & Telecommunications Services	-	-	-	128
(OP Margin)	ı	-	-	( 2.8%)
Marketing Sales Services	2	128	43	86
(OP Margin)	( 0.1%)	( 8.8%)	( 11.7%)	( 11.4%)
Total	482	649	915	978
(OP Margin)	( 3.1%)	( 3.3%)	( 4.0%)	( 2.8%)



## Reviews of each business segment and problems

#### Manufacturing Temporary Placement/Contracting

- Order inflows increased due to good implementation of compliance with our code of contract work.
- Profit margins deteriorated with the incidence of temporary costs related to large-scale transfer projects.
- Profit margins deteriorated as we couldn't claim the supervisors' costs at the transition of contract from contract work to temporary placement.

#### Research and Technology

- Rigid growth attained with the focus on R&D placement business field.
- Unsuccessful entry into technology oriented placement business field with delayed expansion of job lines.
- Profit margins deteriorated with slower sales growth despite the expansion of sales branches.
- Sales didn't grow corresponding to the market growth.

#### Information Technology & Telecommunications Services Business

- OA business accumulated aggressive investments while the sales were below the plan.
- The sales of call center business exceeded the plan and its proper profitability was maintained.
- The profits of shop business were below the plan while the sales exceeded it as investments in Softbank new outlets were large.
- In total the sales grew properly, however, the profits were below the plan.

#### Marketing Sales Service

- Too much diversified business areas seeking for integrated manpower businesses.
- Entry into new business fields without successful business models.
- Business scale expanded with no acquirement of potential revenues, and profits not attained in short-term time horizon.

#### Two Major Problems

We expanded our businesses without business portfolio design. We expanded our businesses without winning patterns.

As a result

**WORLD INTEC** 

our profitability deteriorated.

## Business environment and keywords for future business designing

#### Business Environment

- Business environmental change due to amendment of Worker Dispatch Law
- Actualization of manufacturing temporary placement market
- Deterioration of manufacturing sites
- Problem of socially uninsured workers
- Competitive flexible labor at manufacturing sites
- Expansion of manufacturers' needs for flexible labor
- Short-lived product cycles
- Expansion of needs for high-mix low-volume manufacturing
- Social anxiety and criticism for manufacturing quality

- Scandal of camouflage manufacturing contracting
- Problem of working poorly
- Decreasing younger-age workers at manufacturing sites
- Increased tendency to hire permanent employees
- Decreasing workforce due to the aging population combined with the diminishing number of children
- Shortage of engineers due to large number of retirements of baby-boom generation workers
- Shift from manufacturing utility oriented to workers oriented
- Increased uncertainties over stable employment
- Weakening willingness to work among youngerage generation workers



Keywords for business designing

"Selective focus"

"Competitive superiority"

"Winning business formats"

"Cast-oriented"

"Corporate brand"

"Compliance"

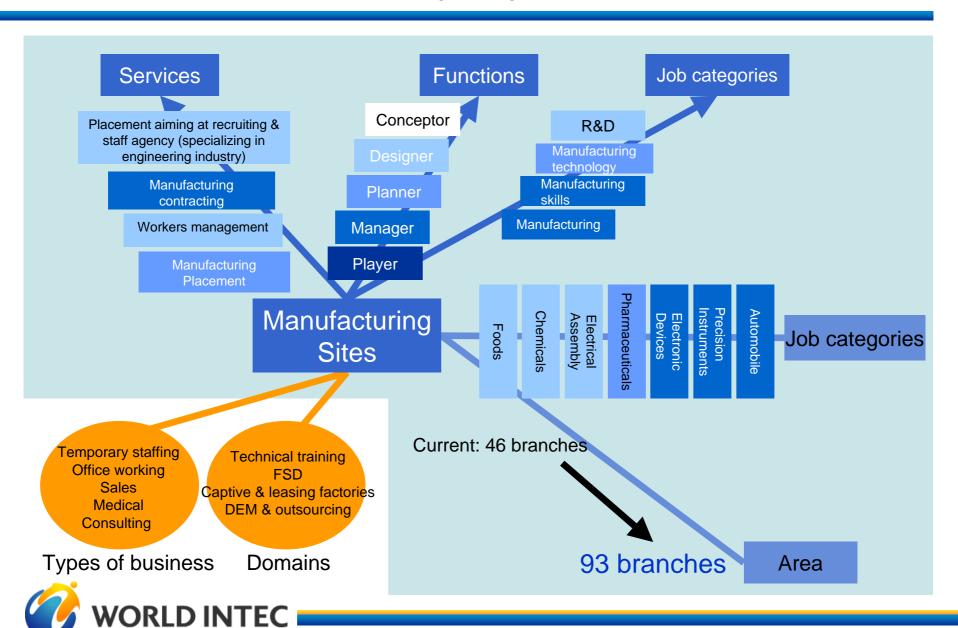
We call the workers at sites as casts.



## Selective focus on manufacturing sites

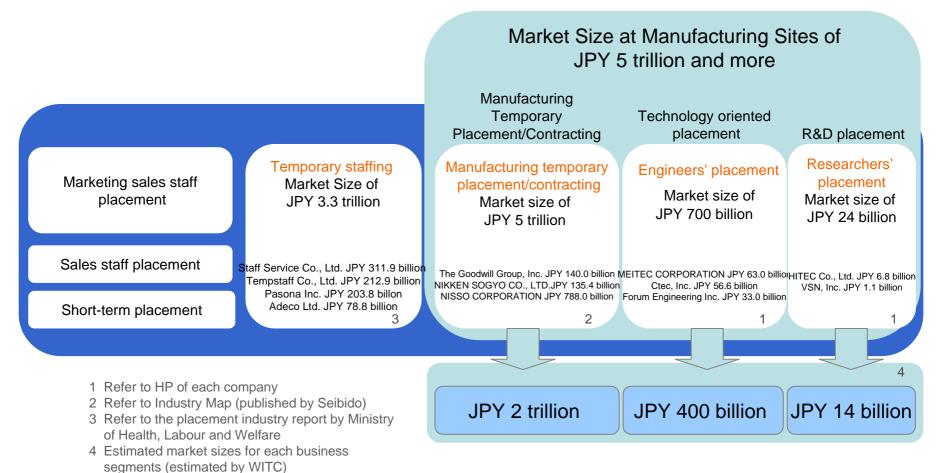


## "Selective focus" Roadmap for growing businesses



### "Selective focus" What is the outsourcing market size at manufacturing sites?

There is a huge potential market at manufacturing sites estimated for JPY 5 trillion and more.

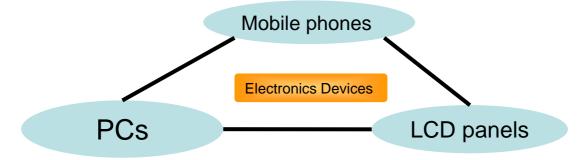




"Selective focus" Focusing on industry and job categories, taking advantages of our current core competence

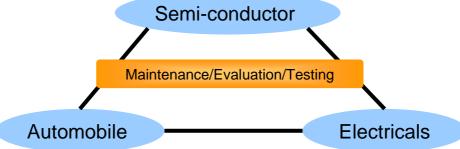
#### Manufacturing temporary placement/contracting business

 Focusing on manufacturing electronics devices related to PC, mobile phones and LCD panels, judging from CAPEX plans of client manufacturers, and expanding businesses.



#### Technology oriented placement business

 Expanding the range of operational processes to cover maintenance, evaluation and testing for semiconductor, automobile and electric manufacturing sites.





## Establishing competitive superiority

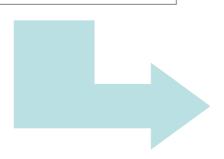
based on our engagement management skills, proposing skills on manufacturing labor system and good compliance implementation



## "Competitive superiority" Providing high-value added services

#### **Existing Business Model**

Casting Skills
Low-cost operations
Flexible Labor



What is Engagement
Management Skills?
Our company dispatches various
messages to each cast on
his/her talents as well as values
to create an united and active
work sites, where each cast
realizes his/her own my address
(the site where he/she works).

#### **Future Business Model**

Casing Skills, Low-cost Operations, Flexible Labor

#### Compliance

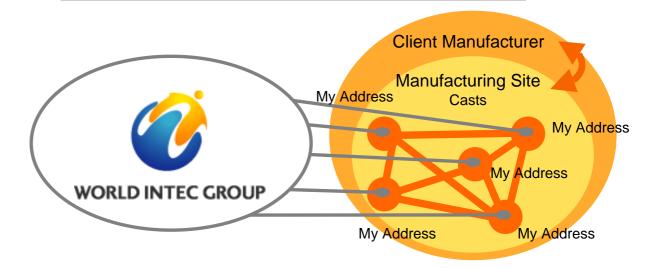
··· a company with good implementation of compliance (equipped with code of contract work at manufacturing sites and full coverage of social insurance for casts at sites)

#### Proposals on manufacturing labor system

••• Efficient casting, designing of proper job category, manufacturing skills, manufacturing technology, management skills at manufacturing sites

Provision of Highly motivated and skilled work sites with higher retention rate of casts

··· My address, cast-oriented, engagement management skills





## Creating winning business formats



## "Winning business formats" Creating "formats" which anyone can practice with

## secure implementation

#### **Packaging activities**

- Package for sales activities
- Package for resident administrators' activities
- Package for traveling administrators' activities
- Package for activities by people in charge of recruiting casts (

#### Packaging business models

- Package for new branch opening
- Package for starting-up large-scale projects
- Package for taking over transfer projects (
- Package for contract work with good implementation of compliance

#### Packaging formats on skills

- Conversation package for recruitment
- Conversation package for sales
- Impression package for recruitment ads

#### **Packaging organizations**

- Organization package for business establishment model
- Organization package for branch model
- Organization package for division model

#### Packaging management skills

- Meeting package for nationwide heads of business establishments per each business division
- Package for managing casts (
- Package for managing branches
- Evaluation package for branch carte
- Package for market management

#### Packaging administrative accounting

- KPI package for branches
- Monthly PL management package for minimum administrative unit, i.e. branch
- Weekly business sales management package

Packaging = Winning Formats

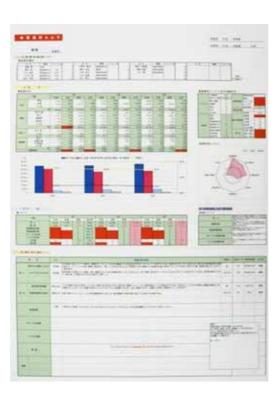
Scheduled to finalize by the end of December 2007.



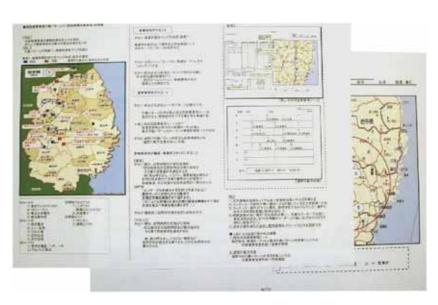
#### **Branch Carte**

#### Management items

- Composition of staff
- Administration of financial data
- Checks for markets
- Analysis
- Instructions, etc.



#### Pattern of Activities

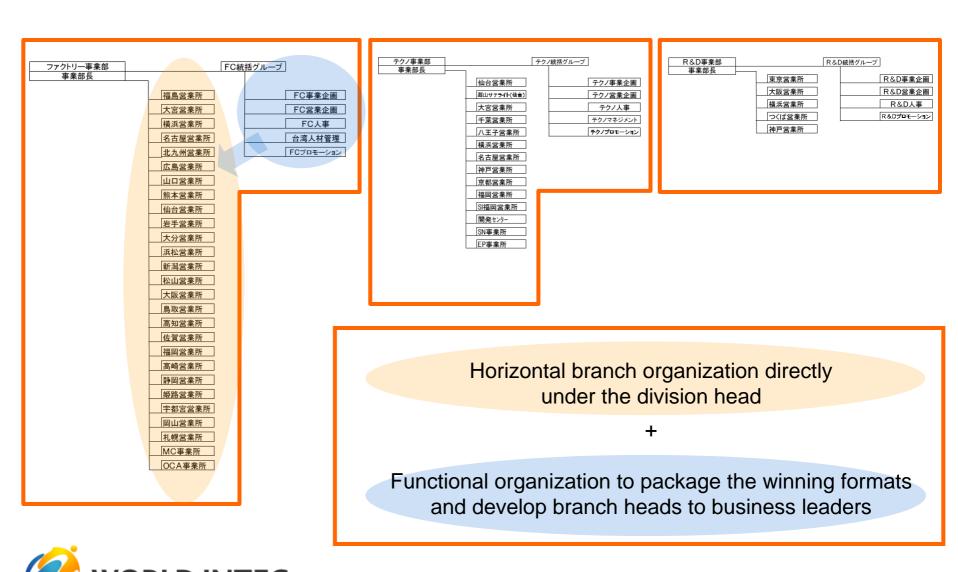


#### Management items

- Route of actions
- Purpose of activities
- Information of targets within area, etc.



## "Winning formats" Organization package for division model for implementing strategy



"Winning formats" Organization package for branch model to implement tactics and pursue profits



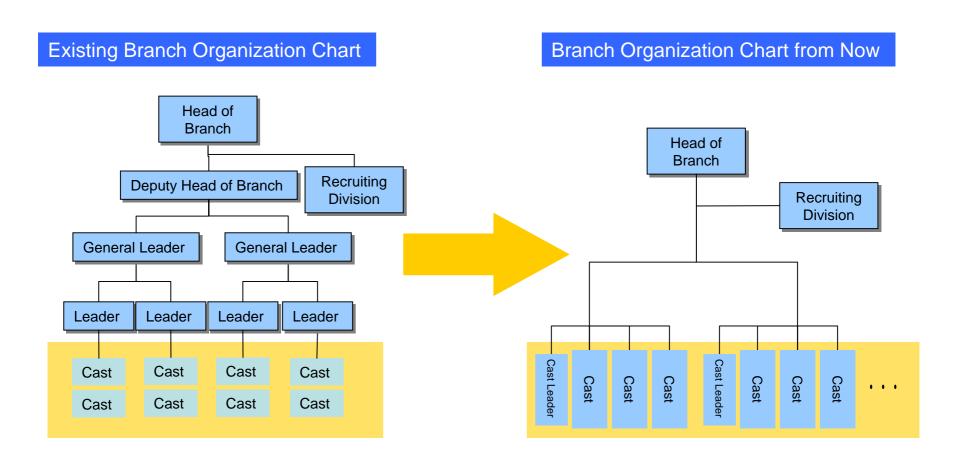


**Power Balance Sheet** 



"Winning formats" Organization package for business establishment model to improve the quality of manufacturing sites and reduce costs

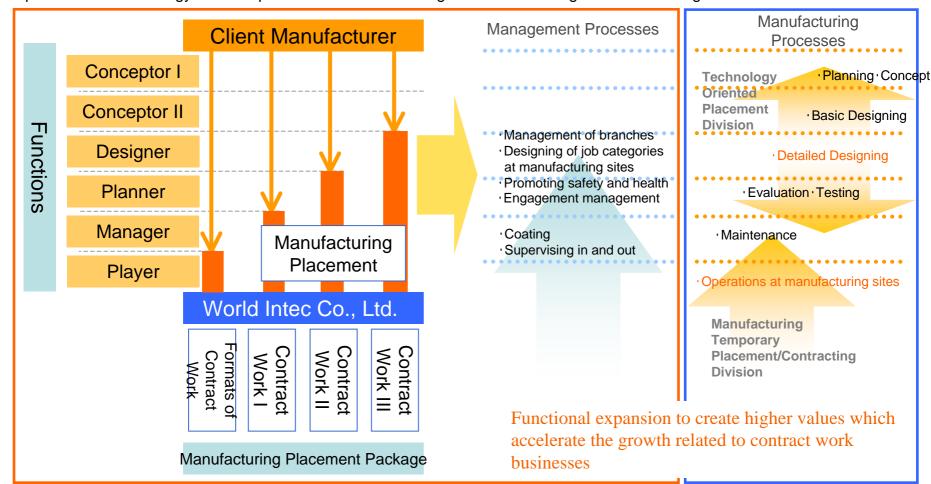
Shift from vertical organization structure to horizontal, flat one





## "Wining formats" Package for realizing contract work

- Manufacturing Temporary Placement/Contracting Division: To expand the business towards upstream of manufacturing processes and to promote contract work businesses
- Technology Oriented Placement Division: To expand the business towards the both upstream and downstream and to promote the technology oriented placement business with good understanding of manufacturing





Shifting from client-oriented business model to cast-oriented business model and acquire a job agent position as "My address at working site, i.e. World Intec"



## "Cast-oriented" Implementation of client-oriented policy towards the casts, our clients

- Cast-oriented recruitment: shifting from casting in the areas outside the region to that within the region
- Web construction
- Building individual database for casts to grasp values of work among casts
- Introducing the evaluation scheme for casts ,
- Organization of casts with introduction of cast leader scheme





Enhancing our corporate brand



## "Corporate Brand"

- Aiming at enhancement of casting skills, improvement of retention ratio and reduction of recruitment costs, we enhance our corporate brand.
- As of April 2007, we set up the PR division to enhance our corporate brand and to implement the brand management.



Job agent for the people working at manufacturing sites



Operating businesses with complete control of compliance



## "Compliance"

- Introduction of the code of contract work at manufacturing sites
- Full coverage of social insurance for casts at sites

The code of contract work at manufacturing sites





We implement selective focus on businesses;

We utilize management assets efficiently;

We create the winning business formats to clarify our competitive superiority;

We package the models leading to maximum outcomes from minimum efforts;

We realize the management culture to communicate with concrete data and corporate culture with secure and continuous execution; And therefore we do businesses with sales expansion and higher profitability.

( ) To enhance our business infrastructure we plan to implement aggressive investments in our new mid-term business plan.



## New mid-term business plan

(from FY12/07 to FY12/09)



# Comparison between existing and new mid-term business plans (consolidated)

### Existing and New Mid-term Business Plan (Consolidated)

#### [Consolidated: Existing Mid-term Business Plan]

(JPY 100 million)	on) FY12/2006 FY12/2007 (Plan) (Plan)		FY12/2008 (Plan)
Net Sales	290 ~ 310	340 ~ 360	390 ~ 410
Recurring Profit	11 ~ 12	18 ~ 19	24 ~ 25
(To Net Sales)	( 3.9%)	( 5.2%)	( 6.1%)





#### [Consolidated: New Mid-term Business Plan]

(JPY 100 million)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)
Net Sales	473	583	696
Recurring Profit	17	26	35
(To Net Sales)	( 3.6%)	( 4.4%)	( 5.1%)



## Summary of new mid-term business plan (consolidated)

[Consolidated] (JPY million)	FY12/2006 (Actual)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)	% of Change from FY06
Net Sales	34,850	47,254	58,305	69,619	99.8%
Operating Profit	978	1,551	2,632	3,661	274.3%
(To Net Sales)	( 2.8%)	( 3.3%)	( 4.5%)	( 5.3%)	
Recurring Profit	1,172	1,716	2,563	3,543	202.3%
(To Net Sales)	( 3.4%)	( 3.6%)	( 4.4%)	( 5.1%)	
Net Profit	418	798	1,306	1,838	339.7%
(To Net Sales)	( 1.2%)	( 1.7%)	( 2.2%)	( 2.6%)	

[Parent]	FY12/2006 (Actual)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)	% of Change from FY06
No. of Employees	9,411	11,744	14,838	17,802	89.2%
Manufacturing Temporary Placement/Contracting	8,973	9,694	12,508	14,992	67.1%
Technology Oriented Placement	228	1,750	1,950	2,250	886.8%
R&D Placement	210	300	380	560	166.7%
No. of Branches	69	57	75	93	_
Manufacturing Temporary Placement/Contracting	51	30	43	51	-
Technology Oriented Placement	13	20	22	29	_
R&D Placement	5	7	10	13	_



# Summary of segment information of new mid-term business plan (consolidated)

(Net Sales)

	(JPY million)	FY12/2006 (Actual)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)	% of Change from FY06
	lanufacturing Temporary lacement/Contracting	26,996	31,048	39,225	46,446	72.0%
	esearch & Technology lacement	2,554	8,600	10,600	13,500	428.6%
	Technology Oriented Placement	-	7,000	8,500	10,500	-
	R&D Placement	-	1,600	2,100	3,000	-
	formation Technology & elecommunications Services	4,544	6,241	6,362	6,816	50.0%
N	larketing Sales Services	754	1,365	2,118	2,857	278.9%
	Total	34,850	47,254	58,305	69,619	99.8%

[Operating Profit]

(JPY million)	FY12/2006 (Actual)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)	% of Change from FY06
Manufacturing Temporary Placement/Contracting	814	1,351	1,850	2,332	186.5%
(OP Margin)	( 3.0%)	( 4.4%)	( 4.7%)	( 5.0%)	
Research & Technology Placement	121	126	338	530	338.0%
(OP Margin)	( 4.7%)	( 1.5%)	( 3.2%)	( 3.9%)	
Technology Oriented Placement	-	82	260	360	-
R&D Placement	-	44	78	170	-
Information Technology & Telecommunications Services	128	157	362	549	328.9%
(OP Margin)	( 2.8%)	( 2.5%)	( 5.7%)	( 8.1%)	
Marketing Sales Services	86	83	82	250	-
(OP Margin)	( 11.4%)	( 6.1%)	( 3.9%)	( 8.8%)	
Total	978	1,551	2,632	3,661	274.3%
(OP Margin)	( 2.8%)	( 3.3%)	( 4.5%)	( 5.3%)	

<sup>)</sup>The figures for Research & Technology business for FY12/06 are before segmentation change.



### Summary of group subsidiaries information in new mid-term business plan

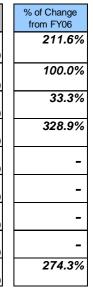
#### (Net Sales)

(JPY million)	Segment	FY12/2006 (Actual)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)
WORLDINTEC CO., LTD.	Manufacturing Placement/Contracting, Research&Technology Placement	28,726	38,600	48,600	58,500
WORLD EXPERTS CO., LTD.	Manufacturing Placement/Contracting	406	343	375	396
Taiwan Human Management Co., Ltd.	Manufacturing Placement/Contracting	594	705	850	1,050
e-support,inc	IT & Telecom Services	4,544	6,241	6,362	6,816
WORLD COORDINATOR BANK CO., LTD.	Marketing Sales Services	525	982	1,500	2,000
WORLD SEARCH & CONSULTING Co., LTD.	Marketing Sales Services	2	123	300	450
WITH COMMUNICATION CO., LTD.	Marketing Sales Services	53	247	250	250
Others	Marketing Sales Services	-	13	68	157
Total		34,850	47,254	58,305	69,619

	Change n FY06
	103.6%
(	2.5%)
	76.8%
	50.0%
	281.0%
22	400.0%
	371.7%
	-
	99.8%

## [Operating Profit]

(JPY million)	Segment	FY12/2006 (Actual)	FY12/2007 (Plan)	FY12/2008 (Plan)	FY12/2009 (Plan)
WORLDINTEC CO., LTD.	Manufacturing Placement/Contracting, argin) Research&Technology Placement	887 ( 3.1%)	1,410 ( 3.7%)	2,102 ( 4.3%)	2,764 ( 4.7%)
WORLD EXPERTS CO., LTD. (OP Ma	Manufacturing Placement/Contracting	23 ( 5.7%)	32 ( 9.3%)	<b>44</b> ( 11.7%)	46 ( 11.6%)
Taiwan Human Management Co., Ltd. (OP Ma	Manufacturing Placement/Contracting	39 ( 6.6%)	35 ( 5.0%)	42 ( 4.9%)	52 ( 5.0%)
e-support,inc (OP Ma	IT & Telecom Services	128 ( 2.8%)	157 ( 2.5%)	362 ( 5.7%)	<b>549</b> ( 8.1%)
WORLD COORDINATOR BANK CO., LTD. (OP Ma	Marketing Sales Services	23 ( 4.4%)	12 (1.2%)	45 ( 3.0%)	80 ( 4.0%)
WORLD SEARCH & CONSULTING Co., LTD. (OP Ma	Marketing Sales Services	69 -	90 ( 73.2%)	6 ( 2.0%)	68 ( 15.1%)
WITH COMMUNICATION CO., LTD.	Marketing Sales Services	6 ( 11.3%)	3 ( 1.2%)	1 ( 0.4%)	1 ( 0.4%)
Others (OP Ma	Marketing Sales Services	-	2 ( 15.4%)	30 ( 44.1%)	101 ( 64.3%)
Total (OP Ma	argin)	978 ( 2.8%)	1,551 ( 3.3%)	2,632 ( 4.5%)	3,661 (5.3%)

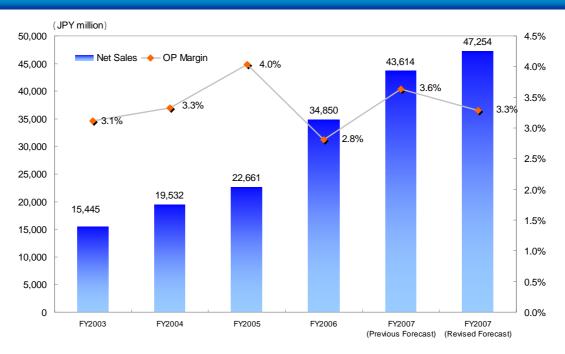




Revised business forecast for fiscal year ending December 2007



### Revised forecast for fiscal year ending December 2007 (consolidated)



(JPY million)	FY12/2006 (Actual)	FY12/2007 (Previous Forecast)	FY12/2007 (Revised Forecast)	To Previous Forecast	YoY Change	To Net Sales
Net Sales	34,850	43,614	47,254	3,640	35.6%	100.0%
Gross Profit	6,446	7,841	8,248	407	28.0%	17.5%
SG&A	5,468	6,177	6,697	520	22.5%	14.2%
Operating Profit	978	1,585	1,551	34	58.6%	3.3%
Recurring Profit	1,172	1,802	1,716	86	46.4%	3.6%
Net Profit	418	760	798	38	90.9%	1.7%



# Revised forecast for fiscal year ending December 2007 (consolidated; each segment)

- In accordance with the business field expansion of technology oriented placement business segment the engineers' related sales, i.e. approx. JPY 50 million, were moved to that segment from the manufacturing temporary placement/contracting business segment.
- As a result the sales of manufacturing temporary placement/contracting business segment based on the revised forecast for FY12/07 from JPY36,048 million to JPY 31,048 million, while those of technology oriented placement business increased from JPY 20 million to JPY 70 million.

		Net Sales					Operating Profit					
(JPY million)		FY12/2006 (Actual)	FY12/2007 (Previous Forecast)	FY12/2007 (Revised Forecast)	To Previous Forecast	YoY Change	Composition Ratio	FY12/2006 (Actual)	FY12/2007 (Previous Forecast)	FY12/2007 (Revised Forecast)	To Previous Forecast	YoY Change
Manufacturing Temporary Placement/Contracting		26,996	34,140	31,048	3,092	15.0%	65.7%	814	1,164	1,351	187	66.0%
Research & Technology Placement		2,554	3,420	8,600	5,180	236.7%	18.2%	121	381	126	255	4.1%
	Technology Oriented Placement			7,000			14.8%			82		
	R&D Placement			1,600			3.4%			44		
Information Technology & Telecommunications Services		4,544	4,647	6,241	1,594	37.3%	13.2%	128	216	157	59	22.7%
Marketing Sales Services		754	1,406	1,365	41	81.0%	2.9%	86	98	83	15	-
Total		34,850	43,613	47,254	3,641	35.6%	100.0%	978	1,663	1,551	112	58.6%

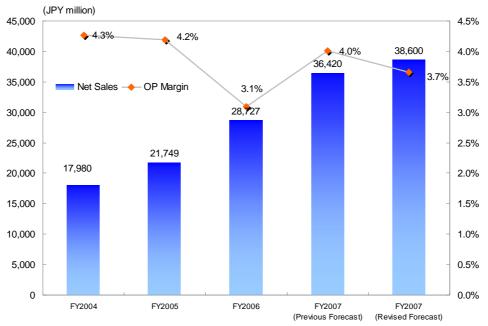


# Revised forecast for fiscal year ending December 2007 (consolidated; group subsidiaries)

	Net Sales					Operating Profit				
(JPY million)	FY12/06 (Actual)	FY12/07 (Previous Forecast)	FY12/07 (Revised Forecast)	To Previous Forecast	YoY Change	FY12/06 (Actual)	FY12/07 (Previous Forecast)	FY12/07 (Revised Forecast)	To Previous Forecast	YoY Change
WORLDINTEC CO., LTD.	28,726	36,420	38,600	2,180	34.4%	887	1,459	1,410	49	59.0%
WORLD EXPERTS CO., LTD.	406	294	343	49	( 15.5%)	23	35	32	3	39.1%
Taiwan Human Management Co., Ltd.	594	846	705	141	18.7%	39	51	35	16	( 10.3%)
e-support,inc	4,544	4,647	6,241	1,594	37.3%	128	216	157	59	22.7%
WORLD COORDINATOR BANK CO., LTD.	525	982	982	0	87.0%	23	12	12	0	-
WORLD SEARCH & CONSULTING Co., LTD.	2	182	123	59	6050.0%	69	107	90	17	-
WITH COMMUNICATION CO., LTD.	53	242	247	5	366.0%	6	2	3	1	-
Others	0	0	13	13	-	0	0	2	2	-
Total	34,850	43,613	47,254	3,641	35.6%	978	1,664	1,551	113	58.6%



# Revised forecast for fiscal year ending December 2007(Parent)



(JPYmillion)		FY12/06 (Actual)	FY12/07 (Previous Forecast)	FY12/07 (Revised Forecast)	To Previous Forecast	YoY Change	To Net Sales	
Net	Sales	28,726	36,420	38,600	2,180	34.4%	100.0%	
	Manufacturing Temporary Placement/Contracting	-	-	30,000	-	-	77.7%	
	R&D Placement	-	-	8,600	-	-	22.3%	
Ор	erating Profit	887	1,459	1,410	49	59.0%	3.7%	
	Manufacturing Temporary Placement/Contracting	-	-	1,284	-	-	3.3%	
	R&D Placement	-	-	126	-	-	0.3%	
Re	curring Profit	890	1,496	1,398	98	57.1%	3.6%	
Net Profit		434	764	720	44	65.9%	1.9%	



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A cautionary note on forward-looking statements:

This material contains forward-looking statements on the Company and its future business performance. The forecasts are developed from a broad base of information collected and collated by the Company as of the day the business results are announced. Actual results, however, may differ materially from those projected.

