# Business Results for the First Half of Fiscal Year ending December 31,2008

August 21,2008

WORLD INTEC CO.,LTD.



**JASDAQ(2429)** 

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Business Results Summary of First Half, FY12/08



### Consolidated Business Results of 1HF, FY12/08 (Year-on-Year)

#### **Net Sales**

Semiconductor- and Precision Instruments-related Businesses, along with Information Technology & Telecommunication Services, performed well.

## Operating Income

Lower cost of sales and containment of SG&A expenses combined for a significant improvement in operating income.

## Ordinary Income

Spurred by growth in operating income, ordinary income also improved.

## Interim Net Income

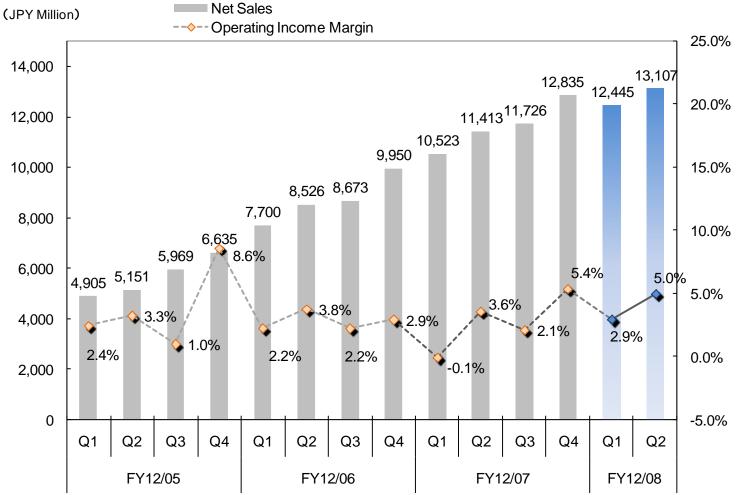
Interim net income growth proceeded as expected, with a decrease in earnings tax a key contributing factor.

(Consolidated)		FY6/07	FY6/08	Year-on-	Year
	(JPY Million)	1HF Actual	1HF Actual	Amount	Ratio
Net sa	ales	21,936	25,552	3,616	16.5%
Opea	rating income	404	1,017	612	151.2%
	Operating income margin	1.8%	4.0%		
Ordin	ary income	773	1,230	456	59.0%
	Ordinary income margin	3.5%	4.8%		
Interim Net Income		256	564	308	120.4%
	Net income margin	1.2%	2.2%		



## Consolidated Net Sales and Operating Income Margin

Lower SG&A expenses were a major contributor in the improvement of consolidated net sales and income margins from the last quarter of FY12/07.





## Summary of Business Results by Business Segment (Year-on-Year)

By business segment	FY6/07	FY6/08	Year-on-Year	· Change	
	(JPY Million)	1HF Actual	1HF Actual	Amount	Ratio
Manufacturing Temporary	Net sales	14,269	15,777	1,507	10.6%
Placement/Contracting	Operating income	758	1,207	449	59.3%
	Operating income margin	5.3%	7.7%		
Technology Oriented	Net sales	3,356	3,732	375	11.2%
Placement	Operating income	144	259	114	78.9%
	Operating income margin	4.3%	6.9%		
R&D Placement	Net sales	741	900	158	21.4%
	Operating income	87	75	(12)	-13.9%
	Operating income margin	11.8%	8.4%		
Information Technology &	Net sales	3,038	4,472	1,433	47.2%
Telecommunications	Operating income	0	54	53	-
Services	Operating income margin	0.0%	1.2%		
Marketing Sales Services	Net sales	530	671	141	26.6%
	Operating income	(84)	(29)	55	-
	Operating income margin	-15.8%	-4.4%		
Total	Net sales	21,936	25,552	3,616	16.5%
	Elimination	(501)	(549)	(48)	-
	Operating income	404	1,017	612	151.2%
	Operating income margin	1.8%	4.0%		



## **Summary of Consolidated Balance Sheets**

(Consolidated)	FY6/07	FY6/08	Year-on-Year	
(JPY Million)	1HF Actual	1HF Actual	Amount	
Total Assets	11,841	12,780	938	
Current assets	10,178	10,567	388	
Cash and deposits	4,163	3,947	(215)	
Trade notes and accounts receivable	5,258	5,541	283	because FY12/07 closed on a holiday
Inventories	331	493	161	at the end of June.
Others	425	584	158	
Fixed assets	1,662	2,213	550	
Total property and equipment	481	849	368	
Total intangible assets	343	397	53	
Total investments and other assets	837	965	128	
Total Liabilities	7,747	7,712	(34)	
Current liabilities	7,138	6,884	(253)	
Trade notes and accounts payable	513	627	113	
Short-term borrowings	923	720	(202)	
Accured expenses	3,904	3,763	` '	← The same as Cash and deposits.
Income taxes paybable	447	612	165	•
Accrued consumption taxes	411	389	(22)	
Others	937	771	(165)	← The same as Cash and deposits.
Long-term liabilities	608	828	219	
Long-term debt	494	611	116	
Liability for retirement benefits	98	196	98	
Accrued retirement benefits for directors and corporate auditors	16	18	2	
Others	_	2	2	
Total Net Assets	4,094	5,067	973	
Common stock	696	696	0	
Capital surplus	859	859	0	
Retained earnings	2,038	3,014	975	
Treasury stock	-	(70)	(70)	
Valuation, translation adjustments and other	4	(0)	(4)	
Minority interests	495	567	72	
Total Liabilities and Net Assets	11,841	12,780	938	



## Summary of Consolidated Statements of Cash Flows

(Consolidated)		FY6/07	FY6/08	Year-on-Year	
	(JPY Million)	1HF Actual	1HF Actual	Amount	
Cash flows from operating activities		284	61	(222)	
Income before income taxes and minority interests		763	1,223	459	
Depreciation		50	79	28	
(Increase)/Decrease in trade accounts receivable		(1,090)	(389)	701	
(Increase)/Decrease in inventories		(218)	(98)	120	
Increase/(Decrease) in trade accounts payable		294	124	(170)	
Increase/(Decrease) in accrued expenses		496	253	(243) ←	Due to payment arrangements being made in July because FY12/07 closed on a holiday at the end of June.
Increase/(Decrease) in accrued consumption taxes		(109)	(268)	(158)	
Others		357	(175)	(533) ←	The same as Increase/(Decrease) in accured expenses.
Interest and dividend income		1	6	5	
Interests paid		(5)	(6)	(1)	
Income taxes paid		(259)	(686)	(426)	
Cash flows from investing activities		(259)	(108)	150	
Payments into time deposits		(42)	(42)	0	
Purchase of property and equipment		(169)	(38)	131	
Purchases of investment securities		-	(107)	(107)	
Net increase/(decrease) in guarantee deposits		(52)	(29)	22	
Others		4	108	104	
Cash flows from financing activities		526	(201)	(727)	
(Increase)/Decrease in short-term borrowings		(340)	166	506	
Proceeds from long-term debt		1,000	-	(1,000)	
Repayments of long-term debt		(62)	(296)	(234)	
Others		(71)	(71)	0	
Foreign currency translation adjustments on cash and cash	equivalents	1	1	0	
Increase/(Decrease) in cash and cash equivalents		552	(247)	(800)	
Cash and cash equivalents, beginning of year		3,568	4,152	584	
(Decrease) in cash and cash equivalents due to exclusion of co subsidiaries	nsolidated	_	0	0	
Cash and cash equivalents, end of year		4,120	3,905	(215)	



Full-Year Business Forecast for FY12/08



## Summary for Consolidated Business Forecast of FY 12/08

Although corporate uncertainty over economic prospects began to deepen from the second half of FY12/08, we see the oncoming shakeout in the manufacturing outsourcing industry as an opportunity for business growth and believe we can achieve the projected goals in our initial forecast for the fiscal year by micro-targeting growth industries and sub-sectors.

(Consolidated)	FY12/07	FY6/08	FY6/08	FY12/08	Year-on-Year	r Change
(JPY Million)	Actual	1HF Actual	2HF Forecast	Forecast	Amount	Ratio
Net sales	46,497	25,552	25,523	51,075	4,578	9.8%
Opearating income	1,345	1,017	1,058	2,075	730	54.3%
Operating income margin	2.9%	4.0%	4.1%	4.1%		
Ordinary income	1,772	1,230	992	2,222	450	25.4%
Ordinary income margin	3.8%	4.8%	3.9%	4.4%		
Net income	741	564	518	1,083	341	46.0%
Net income margin	1.6%	2.2%	2.0%	2.1%		



## Summary for Business Forecast by Business Segment

By business segment		FY12/07	FY6/08	FY6/08	FY12/08	Year-on-Year C	Change
	(JPY Million)	Actual	1HF Actual	2HF Forecast	Forecast	Amount	Ratio
Manufacturing Temporary	Net sales	29,974	15,777	16,984	32,761	2,787	9.3%
Placement/Contracting	Operating income	1,959	1,207	1,327	2,534	574	29.3%
	Operating income margin	6.5%	7.7%	7.8%	7.7%		
Technology Oriented	Net sales	7,069	3,732	4,316	8,048	978	13.8%
Placement	Operating income	402	259	219	478	76	19.0%
	Operating income margin	5.7%	6.9%	5.1%	5.9%		
R&D Placement	Net sales	1,576	900	1,200	2,100	523	33.2%
	Operating income	167	75	96	171	4	2.4%
	Operating income margin	10.6%	8.4%	8.0%	8.2%		
Information Technology &	Net sales	6,852	4,472	2,546	7,018	165	2.4%
Telecommunications	Operating income	(90)	54	92	146	237	-
Services	Operating income margin	-1.3%	1.2%	3.6%	2.1%		
Marketing Sales Services	Net sales	1,024	671	476	1,147	123	12.0%
	Operating income	(150)	(29)	63	34	184	-
	Operating income margin	-14.7%	-4.4%	13.2%	3.0%		
Total	Net sales	46,497	25,552	25,523	51,075	4,578	9.8%
	Elimination	(942)	(549)	(740)	(1,289)	347	-
	Operating income	1,345	1,017	1,058	2,075	730	54.3%
	Operating income margin	2.9%	4.0%	4.1%	4.1%		



Changes in the Environment Surrounding the Manufacturing Outsourcing Market



## **Industry Sub-Segment**

#### White-Color

Market size: JPY 3.3 trillion

#### Temporary Staffing

- Staff Service Holdings
- Tempstaff Co., Ltd.
- Pasona Group Inc.
- Adecco Ltd.
  - CB Business Division (sales staff dispatching)
  - WITH COMMUNICATION CO., LTD.

#### Placement of Engineers

- MEITEC CORPORATION
- Altech Corporation
- JAPAN TECSEED CO., LTD.
- VSN
- R&D Placement
- Technology Oriented Placement

Market siz<mark>e:</mark> JPY 725 billion

Short-term

## Light Duty /

#### Short-term Staffing

- •The Goodwill Group, Inc.
- •Fullcast Co., Ltd.

## Manufacturing Temp Placement / Contracting

- United Technology Holdings Co., Ltd.
- Out-Sourcing Inc.
- Nippon Manufacturing Service Corporation
- •FREE WORK Co., Ltd.

Market size: JPY 5 trillion

Long-term

- Manufacturing Temporary Placement/Contracting
- WORLD INTEC TAIWAN CO., LTD.
- WORLD EXPERTS CO., LTD.

Blue-Color

Source: WORLD INTEC CO., LTD.



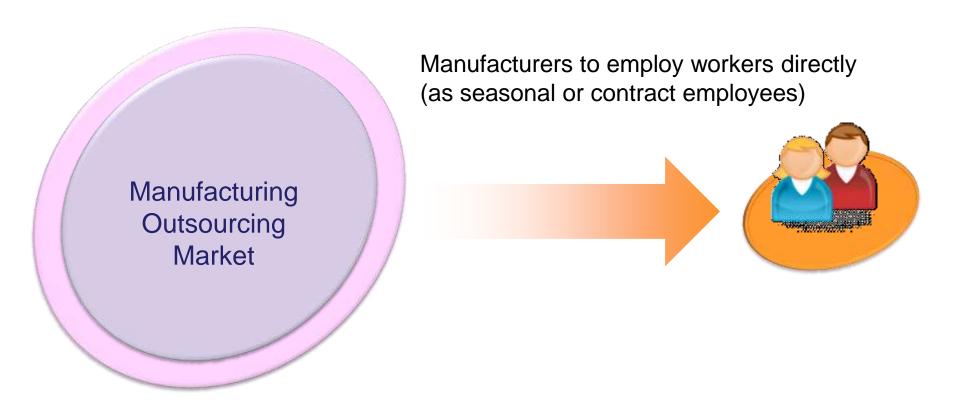
## The 2009 Issue and Its Outlook

Contracts for dispatching of temporary worker effective for three years

The client-manufacturer then has four options Temporary worker dispatching after the third year: contract Contract Outsourced Year Three Year One Year Two Initiated contracting **Directly hired** workers (seasonal or contract employees) The largest number of three-year Cooling off period contracts is set to conclude between 2009 and 2010. Manufacturers must then Cancellation choose among the four options.

## **Projected Market Changes**

The 2009 Issue to trigger major market changes



Market contraction is expected to accelerate temporarily with the increase in directly hired workers (seasonal and contract employees).



## Mid-term Outlook for Manufacturing Outsourcing Market

Providers that meet regulatory standards and have adopted outsourced contracting business models will retain their competitive superiority.

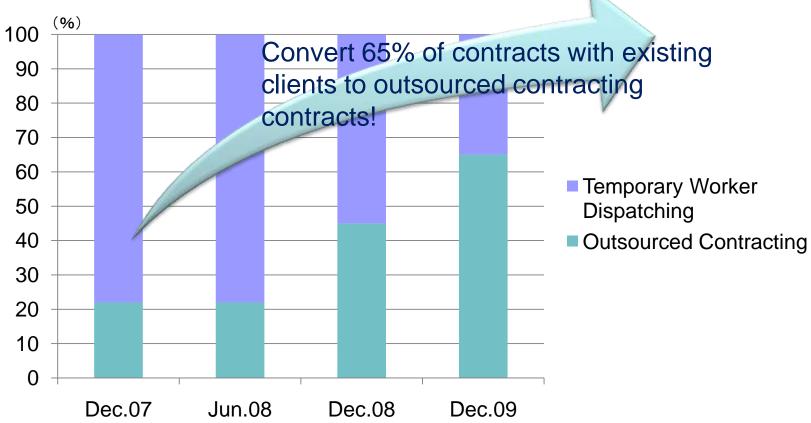


Manufacturers are hiring personnel directly, primarily with seasonal or contract employees, yet the law mandates that these employees must be upgraded to permanent positions after three years. We project that these companies will introduce outsourced contracting or temporary dispatching staff before the three-year deadline, which we see as a window of major opportunity for us.



#### Our Initiatives

- Outsourced contracting to be strategically promoted through *UKEOI* (manufacturing contracting) Statements, which are based on a business model that comply fully with government regulations.
- Convert 65% of our contracts with client-manufacturers to outsourced contracting contracts by the end of 2009.





Our Outsourced Contracting Strategy and Expertise



## Four Main Outsourced Contracting Principles and Their Implementation

Establish appropriate payment contracts for leased facilities and equipment, etc., and conclude contracts for associated maintenance

1. Resident controllers deployed

As stipulated in the Guidelines for Notification #37, resident controllers positioned onsite will be selected.

4. Contract of leased facilities and equipment, etc.

Internally
Certified UKEOI
(manufacturing
contracting)
Facilitator

2. Establishing outsourced manufacturing operations service parameters

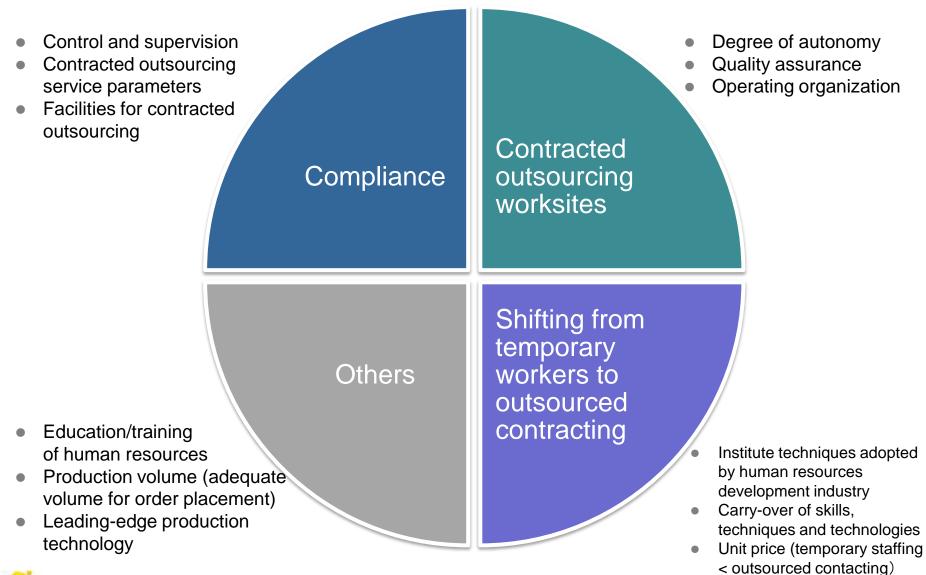
Carry out manufacturing operations only with workers that we are legally allowed to supervise

3. Prohibit overlapping activities in contracting service parameters

Need to establish parameters of outsourced manufacturing contracting service with client-manufacturer, hire and assign the outsourced contracting workers, and prepare segmentation zone diagrams (based on proprietary standards) that third parties can readily acknowledge



## Major Challenges for Outsourced Contracting



## Sources for Competitiveness, Overcoming Challenges

## Skills and aptitude for outsourced contracting

- Four definitive outsourced contracting principles and their practice by *UKEOI* Facilitators
- Clearly-defined operating procedures and administrative processes based on *UKEOI* Statements

Outsourced contracting design diagram

Outsourced contracting unit map

Charts to control flow process for outsourced contracting

Administrative flows

- Flows for production control
- Flows for unit price setting
- Flows to schedule outsourced contracting conversion

Our outsourced contracting service is customized to meet the individualized needs of the client-manufacturer and field of service.



## **Outsourced Contracting Conversion Process**

Convert from temporary workers to outsourced contracting

Our project team develops contracting plans and proposes them to our field office.

Negotiations with client-manufacturer

Lateral development

Upon launch of an outsourced contracting site, extend outsourced contracting services laterally to other production phases and fields

Temporary workers dispatched at manufacturing site

Outsourced contracting (Commencement Phase)

Outsourced contracting (Year One)

Outsourced contracting (Year Two)

#### Start up field office

*UKEOI* Facilitator starts up outsourced contracting field office.

- Regulatory compliance ensured through UKEOI Statements
- ② Based on Contract Work Code at Manufacturing Sites, propose startup plan.

Upgrading quality of manufacturing

- Establish efficient manufacturing program
- ② Kaizen (continuous innovation) activities for manufacturing operations
- ③ Kaizen activities for quality assurance
- Lateral application of kaizen case studies



## Profitability Enhancement Simulation through Outsourced Contracting

Temporary workers dispatched at manufacturing site

Outsourced contracting (Commencemen t Phase)

Outsourced contracting (Year One)

Outsourced contracting (Year Two)

Sales	100%	107%	107%	107%
Profitability	4% <b>~</b> 5%	5% <b>~</b> 6%(*)	6% <b>~</b> 7%	7% <b>~</b> 8%

Corresponding with the improvement to our existing client's worksite profitability, we seek to expand our outsourced contracting service parameters with the client from 2009 to 2010.

- Cost reduction cases following outsourced contracting commencement phase
  - Reduced administrative costs: Efficient use of redundant staff
  - Reduced operational man-hours: Lower cost of sales and other benefits achieved through improved operating efficiency
  - Superior production machinery capacity utilization ratio: Improved operator skills translates into more efficient machinery operation
    - (\*) Outsourced contracting can also be commenced with lower profitability due to insufficient productivity and skills at this stage.



## **Future Prospects for Outsourced Contracting**

#### **Cast Members**

- Provides career enhancement opportunities
- Provides higher remuneration
- Provides long-term employability





#### **WORLD INTEC**

- Locks in client-manufacturers to long-term contracts
- Improves profitability
- Ensures labor pool mobility
- Develops and enhances manufacturing knowledge base



#### Client-Manufacturers

- Transforms fixed labor costs into adaptive cost
- Enables concentration on core businesses
- Improves flexible responses to production fluctuations
- Improves situational awareness of other industries



(Reference) Our Group Strategy



# The purpose of business alliance: mutual use of management resources

- Human resources
- Marketing/sales activities
- Business operations productivity enhancement
- Business focus enhancement
- Creation of joint services
- Additional factors facilitating other business developments







### GEOGRAPHIC INFORMATION OF KYUSHU, INC.

## Purpose of merger: Provides substance to our "Shaping the Way People Live" vision

- Personnel exchanges through evolution of Geographic Information System (GIS) technologies and expertise
- Expansion of employment opportunities for disabled citizens
- Expansion of sales activities in B2B market

#### (Business Outline)

- Map information system; map data entry, other data processing, etc.
- Location survey; aerial mapping survey; digital mapping, etc.
- Construction consultancy; highway, urban planning, etc.
- Cartography; printed material; video production; birdseye-view mapping, etc.



Representative: Eikichi lida

Shareholder Composition:
WORLD INTEC CO., LTD. (51%); Fukuoka
Prefecture (12%); Fukuoka City (12%); Kyushu
Electric Power Co., Inc. (10%); THE NISHINIPPON CITY BANK, LTD. (4%); Bank of
Fukuoka, Ltd. (4%); Saibu Gas Co., Ltd. (3%);
NIPPON TELEGRAPH AND TELEPHONE WEST
CORPORATION (2%); NTT DATA NCB
Corporation (2%)



Aerial photo using GIS technologies

## Purpose of merger: 2 synergy effects

- Providing career path enhancement for engineers of Technology Oriented
   Placement Business Division
- Shifting employees of Manufacturing Temporary Placement/Contracting Business Division to engineering fields

#### (Business Outline)

- WIN Business: Operation of "Win School" PC instruction network that offers instruction in CAD and other applications at 86 schools nationwide
- CAP Business: Provides employee instruction programs for corporate clients





**HP of Pc Assist Corporation** 



#### **Contact Information**

WORLD INTEC CO., LTD.

Hiroshi Kudo (Mr.)

Corporate Spokesperson

Corporate Management Office

Phone +81-3-3516-1122

E-Mail irinfo@witc.co.jp

URL http://www.witc.co.jp/

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