# Business Results For the six months ended June 30, 2009

August 19, 2009 WORLD INTEC CO., LTD.



**JASDAQ(2429)** 

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Summary of Business Results for the 2nd Quarter of Fiscal Year Ending December 31, 2009



# Summary of Consolidated Business Results for the 2Qof FY12/09 (Year-on-Year Change)

### **Net Sales**

Significant decline in the number of onsite workers due to production cutbacks by client-manufacturers

# Operating Income

Results from adopted structural reforms

## Ordinary Income

Increase due to employment adjustment subsidy

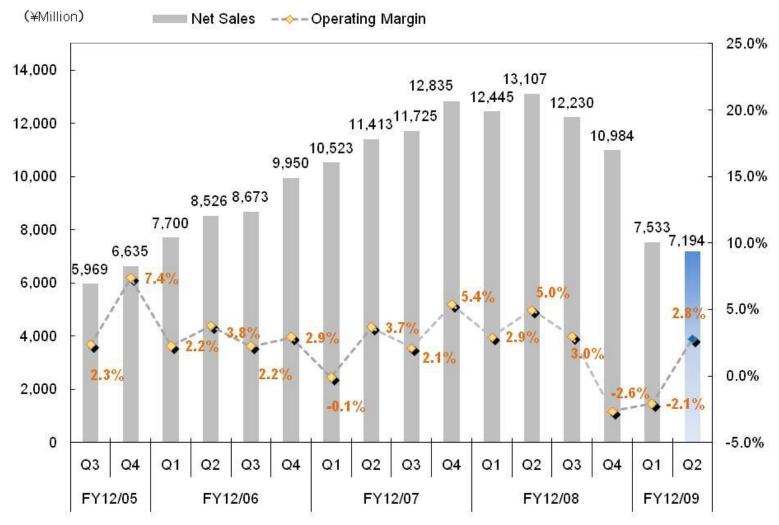
# Quarterly Net Income/Loss

Loss due mainly to corporate income tax and minority shareholders' interest

Consolidated	FY12/08 2Q	FY12/09 2Q	Year-on-Year Change		
(¥Million)	Actual	Actual	Amount	Ratio	
Net Sales	25,552	14,728	△10,824	Δ42.4%	
Operating income	1,017	56	△961	<b>△</b> 94.5%	
Operating margin	4.0%	0.4%	_	_	
Ordinary income	1,230	111	△1,118	Δ90.9%	
Ordinary margin	4.8%	0.8%	_	_	
Net income	564	△11	△576	_	
Net margin	2.2%	△0.1%	_	_	

## Consolidated Net Sales and Operating Margin (FY12/05 3Q – FY12/09 2Q)

Both hit hard by the recession up to March 2009





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

		FY12/08 2Q	FY12/09 2Q	Year-on-Yea	ar Change
(¥Million)		Actual	Actual	Amount	Ratio
Manufacturing temporary	Net Sales	15,777	6,759	△9,018	Δ57.2%
Placement/Contracting	Operating income	1,207	237	△970	△80.3%
	Operating margin	7.7%	3.5%	_	_
Technology Oriented	Net Sales	3,732	2,936	△795	Δ21.3%
Placement	Operating income	259	138	Δ 121	Δ46.8%
	Operating margin	6.9%	4.7%	_	_
R&D Placement	Net Sales	900	1,002	102	11.3%
	Operating income	75	76	0	1.0%
	Operating margin	8.4%	7.6%	_	
Information Technology	Net Sales	4,472	3,533	△938	Δ21.0%
& Telecommunications Services	Operating income	54	112	58	107.2%
	Operating margin	1.2%	3.2%	_	
Marketing Sales	Net Sales	670	497	△173	Δ25.8%
Services	Operating income	△29	Δ27	2	_
	Operating margin	Δ4.4%	△5.4%	_	_
Total	Net Sales	25,552	14,728	Δ 10,824	Δ42.4%
	Elimination	△549	∆480	68	_
	Operating income	1,017	56	Δ 961	△94.5%
	Operating i margin	4.0%	0.4%	_	_

## Summary of Consolidated Statements of Cash Flows

(Consolidated) (¥Million)	FY12/08 2Q Actual	FY12/09 2Q Actual	Year-on-Year Change Value	
Cash flows from operating activities	61	△541	Δ603	
Income before income taxes and minority interests	1,223	111	Δ1,111	
Depreciation	79	63	△15	
Amortization of goodwill	46	47	1	
Decrease (increase) in notes and accounts receivable-trade	△389	987	1,376	* Impact by reduced number
Decrease (increase) in inventories	△98	131	229	of employees
Increase (decrease) in notes and accounts payable-trade	124	123	0	
Increase (decrease) in accrued expenses	253	△1,285	△1,538	* Impact by reduced number
Increase (decrease) in accrued consumption taxes	△268	∆345	Δ77	of employees
Others	△222	△202	19	
Interest and dividends income received	6	3	Δ2	
Interest expenses paid	Δ6	Δ17	△10	
Income taxes paid	△686	△159	526	
Cash flows from investing activities	Δ108	104	213	
Purchase of short-term investment securities	_	△64	Δ64	
Proceeds from sales of short-term investment securities	_	164	164	
Purchase of property, plant and equipment	∆38	△18	20	
Purchase of investment securities	△107	Δ2	104	
Others	36	25	Δ11	
Cash flows from financing activities	Δ201	837	1,038	
Net increase (decrease) in short-term loans payable	166	873	706	* To secure liquidity on hand
Proceeds from long-term loans payable	_	400	400	* Internal control expenses
Repayment of long-term loans payable	△296	∆333	∆37	
Others	Δ71	△101	∆30	
Effect of exchange rate change on cash and cash equivalents	1	4	3	•
Net increase (decrease) in cash and cash equivalents	△247	405	652	
Cash and cash equivalents, beginning of term	4,152	3,717	△435	
Cash and cash equivalents, end of term	3,905	4,122	217	

## Summary of Consolidated Balance Sheets

(Consolidated)	FY6/08 2Q	FY6/09 2Q	Year-on-Year Change	
(¥Million)	Actual	Actual	Amount	
Total Assets	12,780	10,442	Δ2,337	
Current assets	10,567	8,142	Δ2,425	
Cash and deposits	3,947	4,154	207	
Notes and accounts receivable-trade	5,541	3,156	Δ2,384	* Impacted by
Inventories	493	414	∆78	net sales decline
Others	584	415	△168	
Noncurrent assets	2,213	2,300	87	
Property, plant and equipment	849	715	Δ134	
Intangible assets	397	186	△210	
Investments and other assets	965	1,398	432	
Total liabilities	7,712	5,816	Δ1,895	
Current liabilities	6,884	4,973	Δ1911	
Notes and accounts payable-trade	627	539	Δ88	
Short-term loans payable	720	1,628	908	* To secure liquidity on hand
Accrued expenses	3,763	1,853	△1,909	* Impacted by net sales decline
Income taxes payable	612	144	△467	
Accrued consumption taxes	389	179	△209	
Others	771	626	△145	
Noncurrent liabilities	828	843	15	
Long-term loans payable	611	616	5	
Provision for retirement benefits	196	203	6	
Provision for directors' retirement benefits	18	21	3	
Others	2	2	0	
Total net assets	5,067	4,626	△441	
Capital stock	696	697	0	
Capital surplus	859	860	0	
Retained earnings	3,014	2,558	△455	
Treasury stock	△70	△100	∆30	* Acquired 1,172 shares
Valuation and translation adjustments	_	∆8	Δ8	
Subscription rights to shares	_	_	0	
Minority interests	567	618	50	
Total liabilities and net assets	12,780	10,442	Δ2,337	

# Earnings Forecast for Fiscal Year Ending December 31,2009

## Consolidated Earnings Forecast Outline for FY12/09

Given the manufacturing industry's environment and outlook, our earnings forecast was revised on July 31.

(Consolidated)	FY12/08	FY12/09 1HF	FY12/09 2HF	FY12/09	Year-on-Year Change	
(¥Million)	Actual	Actual	Forecast	Forecast	Amount	Ratio
Net Sales	48,767	14,728	13,571	28,300	Δ20,467	Δ42.0%
Operating income	1,089	56	283	340	<b>∆</b> 749	Δ68.8%
Operating income margin	2.2%	0.4%	2.1%	1.2%		
Ordinary income	1,278	111	248	360	△918	△71.8%
Ordinary income margin	2.6%	0.8%	1.8%	1.3%		_
Net income	192	△11	61	50	△142	△74.0%
Net income margin	0.4%	Δ0.1%	0.4%	0.2%	_	_



## Summary for Business Forecast by Business Segment

	FY12/08 FY12/09 1HF FY12/0		FY12/09 2HF	Y12/09 2HF FY12/09		Year-on-Year Change	
(¥Million)	Actual	Actual	Forecast	Forecast	Amount	Ratio	
Manufacturing	Net Sales	29,380	6,759	5,644	12,403	Δ16,977	<b>△</b> 57.8 <b>%</b>
Temporary Placement/	Operating income	1,920	237	339	576	△1,344	△70.0%
Contracting	Operating margin	6.5%	3.5%	6.0%	4.6 <b>%</b>	_	_
Technology	Net Sales	8,021	2,936	3,116	6,052	∆1,969	Δ24.5%
Oriented Placement	Operating income	468	138	245	383	△85	<b>△</b> 18.2 <b>%</b>
ridodilon	Operating margin	5.8%	4.7%	7.9%	6.3%	_	_
R&D Placement	Net Sales	1,905	1,002	1,110	2,112	207	10.9%
	Operating income	139	76	116	192	53	38.1 <b>%</b>
	Operating margin	7.3%	7.6%	10.5%	9.1 <b>%</b>	_	_
Information	Net Sales	8,202	3,533	3,193	6,726	∆1,476	Δ18.0%
Technology & Telecommunications	Operating income	178	112	94	206	28	15.7 <b>%</b>
Services	Operating margin	2.2%	3.2%	2.9%	3.1%	_	_
Marketing Sales	Net Sales	1,257	497	510	1,007	<b>∆</b> 250	Δ19.9%
Services	Operating income	Δ132	Δ 27	△20	△47	85	_
	Operating margin	<b>△</b> 10.5 <b>%</b>	△5.4%	<b>△</b> 3.9 <b>%</b>	Δ4.7%	_	_
Total	Net Sales	48,767	14,728	13,572	28,300	∆20,467	Δ42.0%
	Elimination	<b>△</b> 1,485	Δ 480	△490	△970	515	_
	Operating income	1,089	56	284	340	∆749	∆68.8 <b>%</b>
	Operating margin	2.2%	0.4%	2.1%	1.2%	_	_



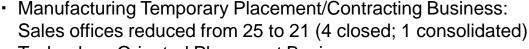
Progress Report on Emergency Measures



## Progress Report on Emergency Measures

The emergency measures announced at the end of last year are proving effective.

## **《Reduction in Offices》**



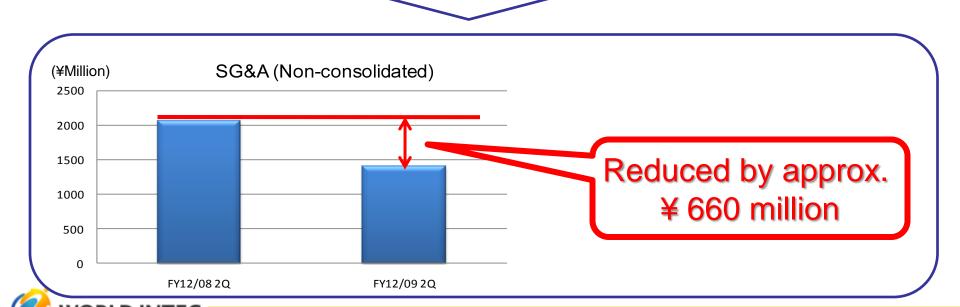
Technology Oriented Placement Business:
 Sales offices reduced from 17 to 14 (3 closed)

R&D Placement Business:
 Sales offices reduced from 8 to 7 (1 closed)

## 《 Reduction of Expenses》

 Expenses cut back, including cost of labor, advertisement, travelling, fuel and rent





Impact from External Environment Changes (Addendum)



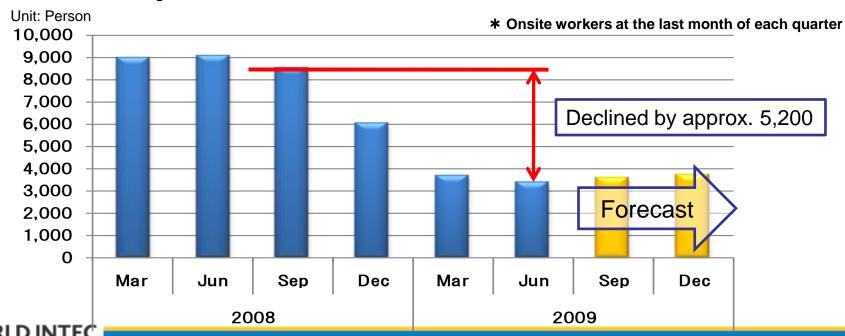
# Manufacturing Temporary Placement/Contracting Business Trends in Onsite Workers and Outlook on the Future

### 《1Q/2Q Trends》

While the number of onsite workers was significantly reduced, we believe labor adjustments resulting from the recession ended in March. Since then, cancellations of worker contracts have tapered off, but a rebound has yet to occur as order placements have been postponed. From March, we focused our sales effort on specific industries and manufacturers, and project that order inflows will increase from the 2<sup>nd</sup> half and beyond. As for our PL, the fundamentals have already shown improvement in the 1<sup>st</sup> half.

#### 《 Outlook 》

We expect client orders will be concentrated on outsourcing providers that are fully compliance capable and have sound financials. We are confident that we can secure orders from the 2<sup>nd</sup> half by further emphasizing the superiority of outsourced contracting versus other placement services and by creating a framework that takes legal revisions into full account.



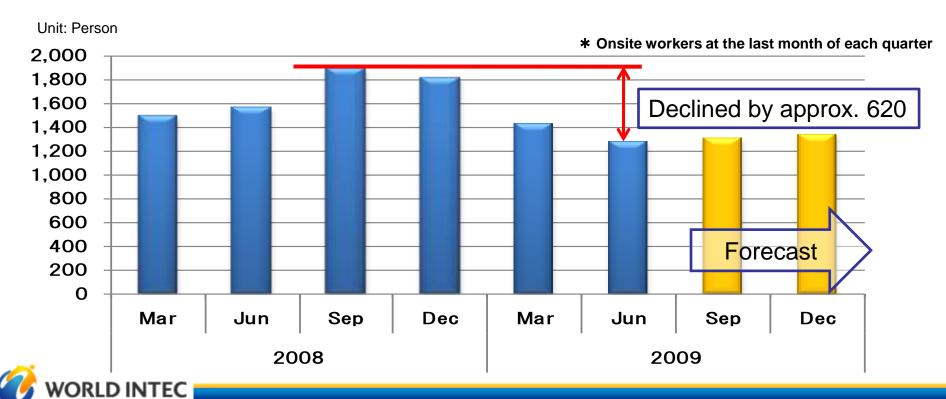
## Technology Oriented Placement Business Trends in Onsite Workers and Outlook on the Future

### 《1Q/2Q Trends》

We reduced 30% of our onsite workers in the wake of contract cancellations from the start of the year to the end of March, at which time we focused on earnings over sales growth. We also streamlined our organization and reduced costs to improve profitability.

### 《 Outlook 》

While we do not see contract cancellations on the scale of that which occurred during the 1<sup>st</sup> half, the placement pace remains sluggish; aggressive measures will be needed to maintain the situation as it exists now. Instead, we see the present as a step to prepare for a recovery from next fiscal year.



#### **R&D Placement Business**

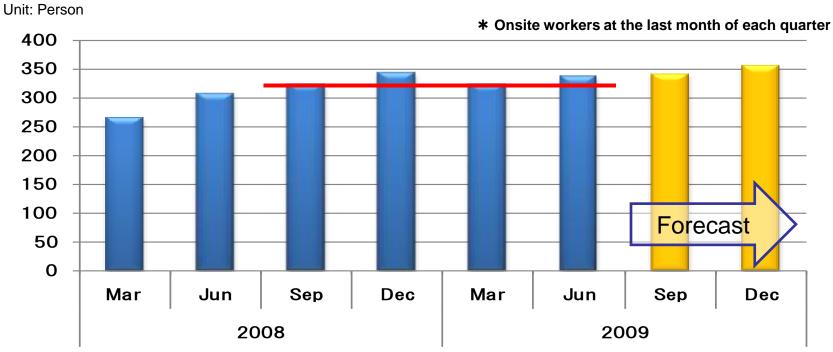
#### Trends in Onsite Workers and Outlook on the Future

#### 《 1Q/2Q Trends 》

Because we specialize in placement services for researchers, we were spared from adverse impact. Pharmaceutical manufacturers were also spared from the recession, while chemical companies were less fortunate. Given the situation, we redirected our workers to work sites where their skills were compatible. As a result, the reallocation of employees on standby proceeded smoothly.

#### 《 Outlook 》

Compared to the 1<sup>st</sup> half, demand from chemical manufacturers is on the rise. Manufacturers that previously refrained from hiring graduates are now starting to hire them, and our R&D Placement Division is moving aggressively to meet our clients' needs.



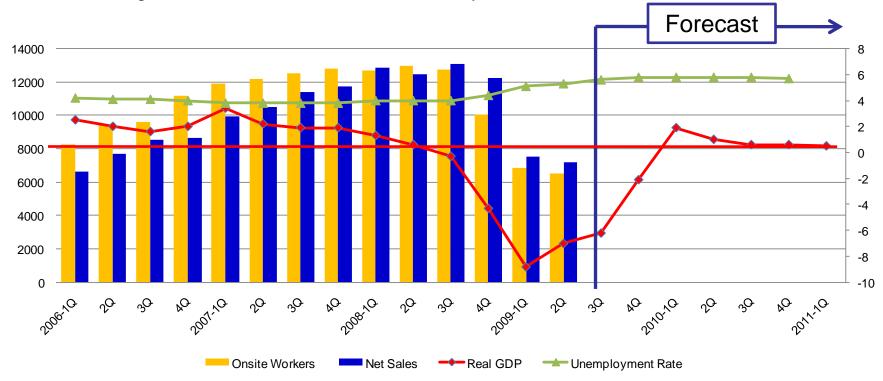
**Outlook and Industry Trends** 



## Outlook

**GDP**: Expecting a major recovery in January-March 2010 as specific industries rush to meet demand in advance. The key will be what production methodologies manufacturers will adopt at that time.

**Unemployment Rate**: Shifting from stagnant to recovery. Employment had been stable as companies shifted from permanent to non-permanent workers and offered varied compensation packages. But the collapse of Lehman Brothers and its aftermath led to a rapid deterioration. We expect the jobless rate to recover at a gradual rate in line with the GDP recovery.



Source: Estimates based on the Health, Labour and Welfare Ministry's "Trends and Features of the Labour Economy" and annual real growth rates announced by the Cabinet Office.

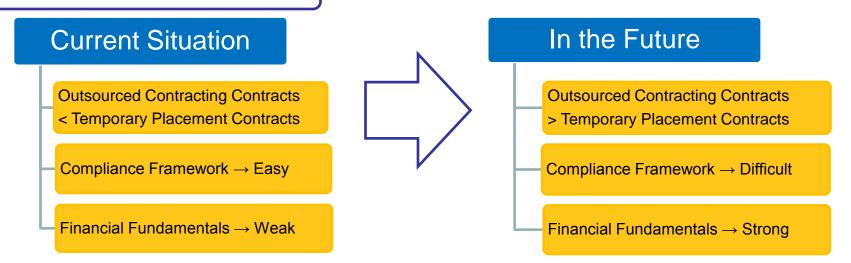


## Developments Brought on by Environmental Changes

Key to outsourced contracting services for clients is whether the provider is fully compliant with regulations

- Providers with weak financial fundamentals are losing orders as they cannot afford the investment to fulfill their outsourced contracting contract
- The larger the client-manufacturer, the more demanding they are for confirmation of a provider's financial fundamentals and compliance framework when a new outsourced contracting contract is about to be concluded or when transitioning to such a contract
- The provider that offers fully compliant services, which reduces risks to the client, has the competitive edge and will see higher order inflows

#### **Reasons for Increased Orders**



Providers with weak financial fundamentals cannot afford to fulfill outsourced contracting contract. Clients clearly assume risks with such providers.



## Legal Revisions (Risk Factor)

When the law is revised, the manufacturing outsourcing industry will evolve even further.

• Divided between providers that can cope with the legal revision and those that cannot, the latter will be incurring a major risk. Providers that can cope will enhance their competitive edge.

#### 《Political Parties》

- Prohibition of manufacturing temporary placement
- Prohibition of per diem placement

# «Supervising Ministries and Agencies»

Promoting outsourced contracting

《Outsourcing providers who can't cope with legal changes》

- Decreased sales from temp placement services
- Decreased sales from outsourced contracting services

Shakeout will worsen

- Outsourced contracting expertise
- Financial strength to invest in human resources development, regulatory compliance and tangible assets

Providers with these two strengths will further accelerate the industry's evolution



## Seminars on Outsourced Contracting

Directly instruct supervisors of client manufacturing sites—those using other providers and facing outsourced contracting issues—on outsourced contracting.

### **Clients' Needs and Major Issues**

Clients are seeking specific solutions enabling them to convert temporary placement to outsourced contracting contracts at the shop floor-level.

- Beginning with the 2009 Issue, makers want to convert to outsourced contracting but can't, fearing that it would cause too much confusion on the shop floor.
- Makers adopt outsourced contracting that abides by Notification No. 37 but it is too inflexible and unrealistic, and thus unable to meet the real-world demands of the shop floor.
- The conversion to outsourced contracting stalls, overwhelmed by a host of minor unresolved issues, and the maker resorts to direct employment as a result.

### **Main Purpose of Seminar**

The point is not to develop an outsourced contracting model that abides by Notification No. 37, but to develop one abiding by the notification together with our clients and their people on the shop floor.



Seminars leads to orders received from 10 makers for 500 workers in 6 months

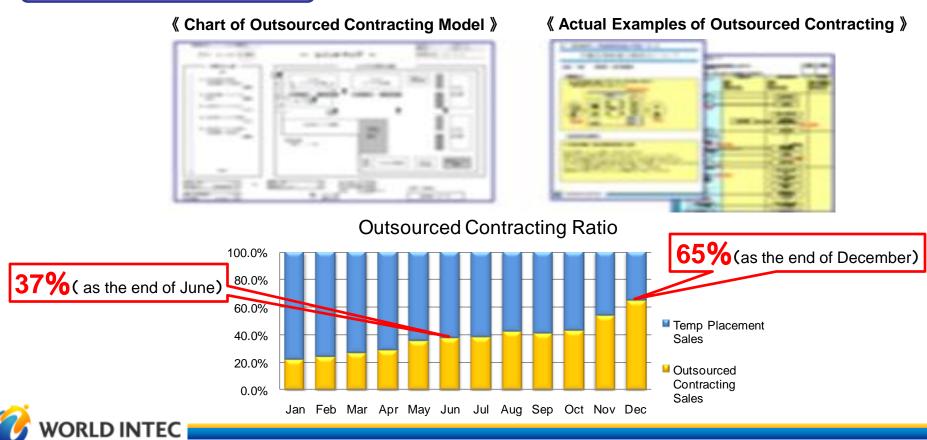


## Our Evolving Outsourced Contracting Expertise

Clients choose us because our outsourced contracting service is based on and shaped by past examples and experiences

- The outsourced contracting model that we co-developed with client-manufacturers and supervising public agencies, serves as a knowledge base to secure new contracts.
- We have a track record of success, securing regulatory verification for each and every outsourced contracting chart developed for each and every client.
- This track record not only reinforces our knowledge base, it is our core competitive strength.

Outsourced Contracting Expertise



## Our View on Human Resource Usage

## Direct Employment

- Permanent Employees: No restriction on employment period, but costly
- Seasonal employees: 3-year restriction on contract term
- Part-timers: No restriction on contract term, but employers must offer compensation similar to that given to a permanent employee if the part-timer carries out similar tasks or assignments; turnover and layoffs are a risk

# Manufacturing Temp Placement

Best as short- and medium-term solution
 Not a long-term solution due to contract term restriction

# Outsourced Contracting

- Best as mid- to long-term solution
- Allows for cost reduction and can improve production system and product quality
- · Conversion to outsourced contracting requires more time to complete
- · Providers lacking proper knowledge base cannot offer the service

		Contract Term	Cost	Production Swings Response	Hired by	Administration	Risks
	Permanent workers	No restriction	High	By Client	By client	By client	Costs are fixed
Direct employment	Seasonal workers	Up to 3 years	Medium	By Client	By client	By client	Can't extend longer than 3 years
employment	Part-time workers	No restriction	Low	By Client	By client	By client	If duties can't be separated, then equal pay for equal work
Temp staff at m	nanufacturing sites	Up to 3 years	Medium	By temp staff firms (workforce adjustment)	Temp staff agency	Temp staff agency	Retention rate volatility
Outsourced contracting		No restriction	Low	By outsourced contracting providers (production output adjustment)	Outsourcing agency	Outsourcing agency	Takes time to start up



## **Our Initiatives**



## **Human Resource Development = New Partnerships**

The business involves the government and 300 companies, including TOSHIBA CORP., TOYOTA MOTOR KYUSHU, INC., Oita Canon, Inc., Asahi KASEI MICROSYSTEMS KYUSHU CO., LTD. and NEC Corp., to develop human resources.

## 《 Projects Contracted Since 2008 》

Contracted Projects	Client
IKKAN	Kyushu Bureau of Economy, Trade and Industry
Human resource development for the semiconductor and related industries	Kitakyushu Foundation for the Advancement of Industry Science and Technology
Human resource development for manufacturing companies	Fukuoka Prefectural Government
Human resource development for companies in the Kitakyushu area	Kitakyushu City Government
Overseas alliance businesses	Kyushu Bureau of Economy, Trade and Industry
Human resource development program for local automotive electronics firms	Kitakyushu Foundation for the Advancement of Industry Science and Technology



## **IKKAN**

#### **Objective**

To develop and secure human resources for the purpose of enhancing the competitiveness of the semiconductor industry in Kyushu

The goal of the IKKAN project is to develop human resources to enhance the competitiveness of the Kyushu-area semiconductor industry. It offers training programs so that university undergraduates and graduate students can gain knowledge and firsthand experience of chip making processes in their entirety. In doing so, the hope is to recruit a steady pool of young talent for the industry at a time when Japan faces a conflicting dynamic in which the population is growing older, yet the birthrate is declining, and an increasingly number of youth are showing little interest in engineering and the sciences.

《 Target Group 》
University undergrads and graduate students
《 Participants To Date 》
91 students
《 Participating Companies 》

- Asahi KASEI MICROSYSTEMS KYUSHU CO., LTD.
- NEC Corp.,
- Oita Canon, Inc.,
- Sony Semiconductor Kyushu Corp.,
- TOSHIBA CORP.,
- TOYOTA MOTOR KYUSHU, INC., (in alphabetical order)
- Through this and other initiatives, IKKAN aims to train a total of some 400 people—or 1% of the approx. 40,000 workers engaged in Kyushu's semiconductor industry—by the end of fiscal 2010.



## Human resource development for manufacturing companies

## **Objective**

To properly sustain and carry forward superior expertise by developing and securing a pool of young workers

In order to encourage the men and women who are to shoulder the future, we are conducting a series of seminars so that young people may acquire an interest in and find occupations in the manufacturing sector.

### 《 Recruitment Website 》

## Specific Initiatives >

- Seminars on manufacturing
- Company tours
- One-day courses
- Seminars on human resources development
- Company forums

\[
 \begin{aligned}
 \text{Target Group } \\
 \text{Job seekers aged in their lower 30s}
 \]

⟨Target Number of Participants⟩

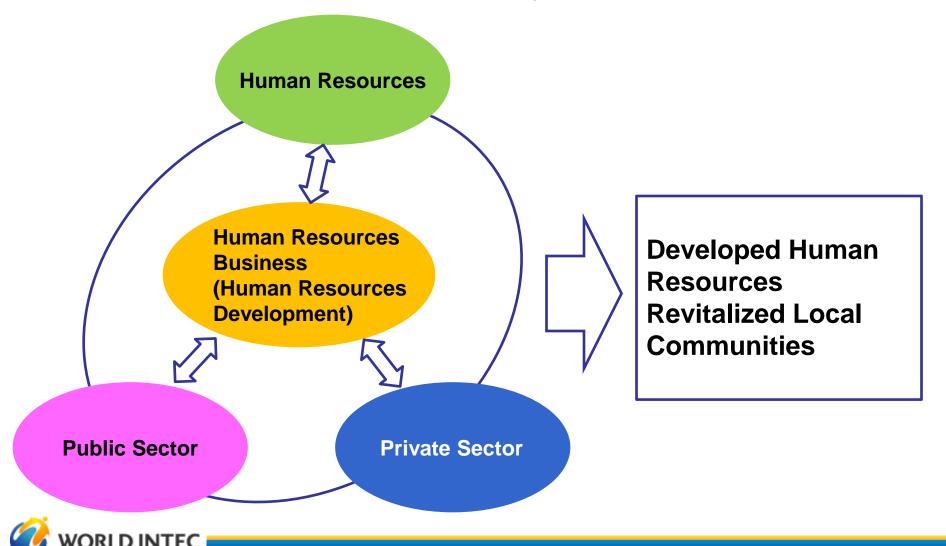
500 people



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



Rather than developing standard B2B worker placement business models, we aim to develop a new B2C business model for human resources development that specifically addresses the need of each individual over the long-term.



## **Building Trust with Clients**

Changes in the environment surrounding the industry Initiatives as a powerful partner working with client-manufacturers to ensure mutual survival and trust

Carrying forward production expertise and technologies

- Partnership with the government
- Seminars on outsourced contracting
- Programs on human resource usage



#### **Contact Information**

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