



Briefing on Interim Financial Results for the Fiscal Year ending March 31, 2013

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

Contents

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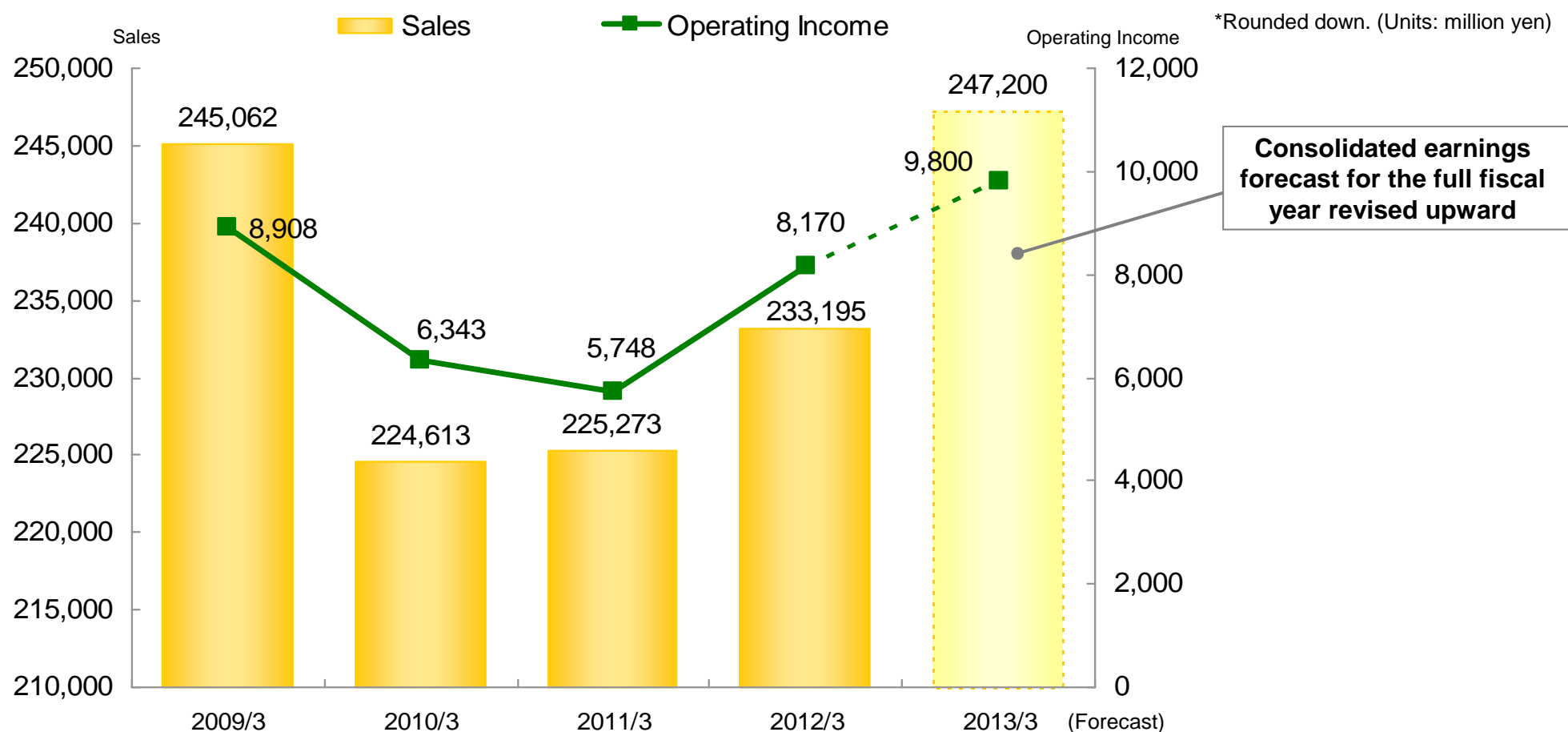
Part 1 : Outline of Consolidated Interim Financial Results

Part 2 : Marketing Strategy

Reference Material

Summary of Interim Financial Results Announcement for FY March 2013

Record highs in both sales and profits for any first half since the establishment of Temp Holdings





Part 1 :
Outline of Consolidated
Financial Results

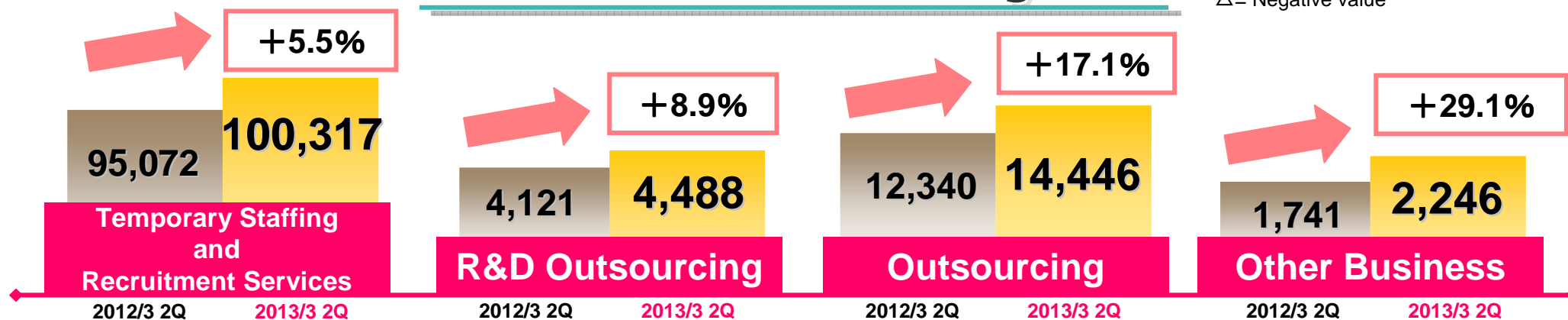
TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

Interim of FY March 2013 : Sales by the segment

Increase in sales at all segments

*Rounded down. (Units: million yen, %)
*Δ= Negative value

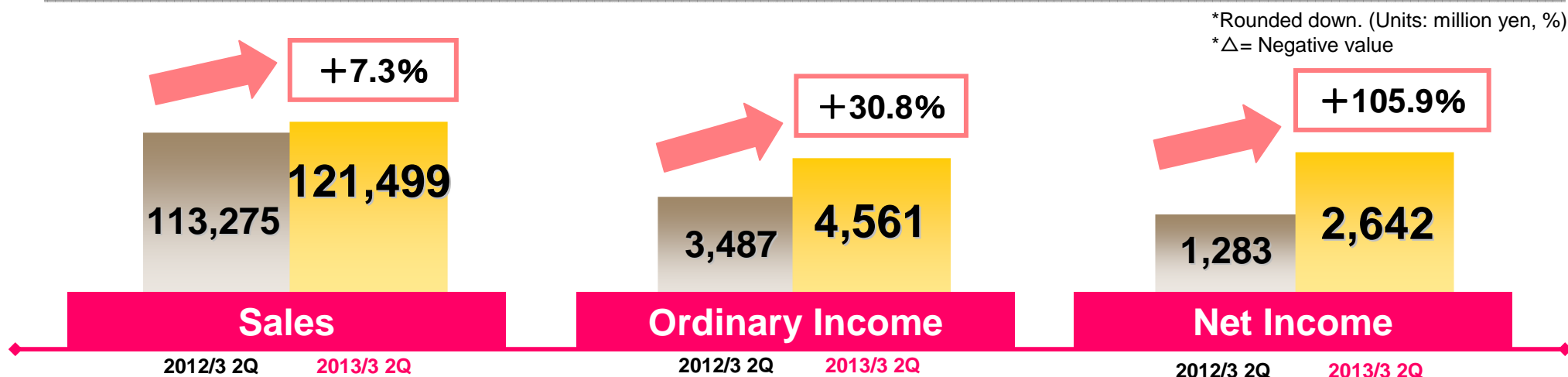


	2012/3 2Q		2013/3 2Q			
	Sales	Ratio (%)	Sales	Ratio (%)	Change	%
Temporary Staffing and Recruitment Services	95,072	83.9	100,317	82.6	5,245	105.5
Office Clerk	25,909	22.9	24,687	20.3	Δ1,221	95.3
Technical Clerk	37,374	33.0	34,853	28.7	Δ 2,520	93.3
IT Professional	8,869	7.8	9,355	7.7	486	105.5
Sales	3,725	3.3	3,570	2.9	Δ 155	95.8
Other	17,463	15.4	25,936	21.4	8,473	148.5
Recruitment Services	1,730	1.5	1,913	1.6	183	110.6
R&D Outsourcing	4,121	3.7	4,488	3.7	367	108.9
Outsourcing	12,340	10.9	14,446	11.9	2,105	117.1
Other Business	1,741	1.5	2,246	1.8	505	129.1
Total	113,275	100.0	121,499	100.0	8,224	107.3

*Beginning in the first quarter of the fiscal year ending March 31, 2013, we changed business segment classification for Tempstaff Wish Co., Ltd., which provides childcare services, and consolidated earnings results for the first half of the fiscal year ended March 31, 2012 were calculated based on the reclassification of the business segment.

Interim of FY March 2013 : Consolidated Statements of Income

Highest sales and profits posted since the establishment of Temp Holdings in October 2008

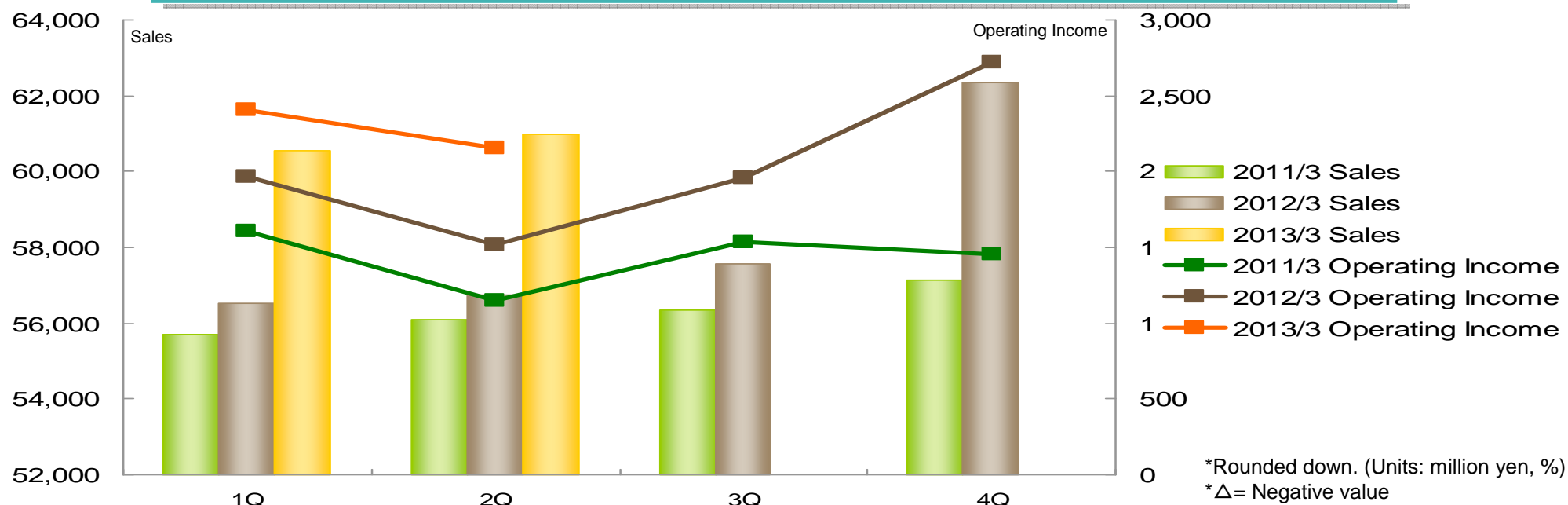


	2012/3 2Q	Ratio(%)	2013/3 2Q	Ratio(%)	Change	%	2013/3 (forecast)
Sales	113,275	100.0	121,499	100.0	8,224	107.3	247,200
Cost of Sales	95,582	84.4	102,475	84.3	6,892	107.2	—
Gross Profit	17,693	15.6	19,024	15.7	1,331	107.5	—
Selling, General and Administrative Expenses	14,205	12.5	14,463	11.9	257	101.8	—
Operating Income	3,487	3.1	4,561	3.8	1,074	130.8	9,800
Ordinary Income	3,619	3.2	4,687	3.9	1,068	129.5	10,000
Net Income	1,283	1.1	2,642	2.2	1,359	205.9	5,300

* Earnings forecasts for the fiscal year ending March 31, 2013 are those revised upwardly on November 5, 2012.

Transition of Quarterly Business Results

Sales growth maintained thanks to steady demand



	2011/3				2012/3								2013/3			
	1Q	2Q	3Q	4Q	1Q	YoY	2Q	YoY	3Q	YoY	4Q	YoY	1Q	YoY	2Q	YoY
Sales	55,706	56,084	56,340	57,141	56,520	101.5	56,755	101.2	57,565	102.2	62,354	109.1	60,533	107.1	60,966	107.4
Cost of Sales	46,442	47,457	47,329	48,343	47,340	101.9	48,242	101.7	48,640	102.8	52,203	108.0	50,856	107.4	51,618	107.0
Gross Profit	9,263	8,626	9,010	8,797	9,179	99.1	8,513	98.7	8,925	99.1	10,151	115.4	9,676	105.4	9,348	109.8
Gross Profit Rate	16.6	15.4	16.0	15.4	16.2	—	15.0	—	15.5	—	16.3	—	16.0	—	15.3	—
SGA	7,657	7,472	7,474	7,346	7,208	94.1	6,997	93.7	6,967	93.2	7,425	101.1	7,270	100.9	7,192	102.8
Operating Income	1,606	1,154	1,535	1,451	1,971	122.7	1,515	131.3	1,957	127.4	2,725	187.8	2,405	122.0	2,155	142.2
Operating Income Ratio	2.9	2.1	2.7	2.5	3.5	—	2.7	—	3.4	—	4.4	—	4.0	—	3.5	—

Transition of Business Results by Segment ①

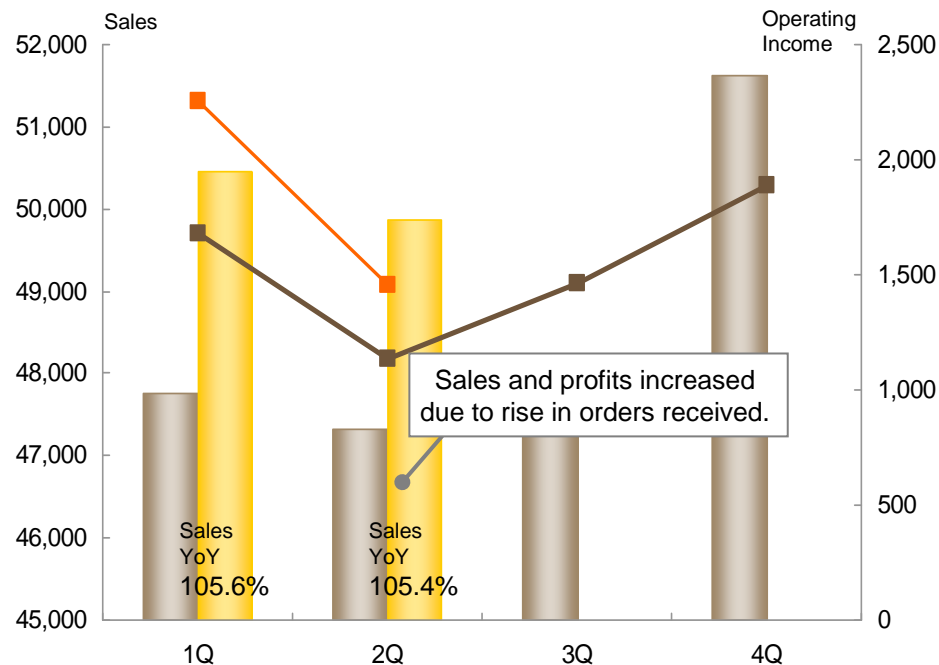
*Rounded down. (Units: million yen, %), Δ= Negative value

*Sales are those after eliminating internal transactions, and operating income is that before eliminating internal transactions.

*The segment structure was changed in the first quarter ended June 30, 2012. Figures for the fiscal year ended March 2012 are recalculated after the change in segment structure.

1 Temporary Staffing and Recruitment Services

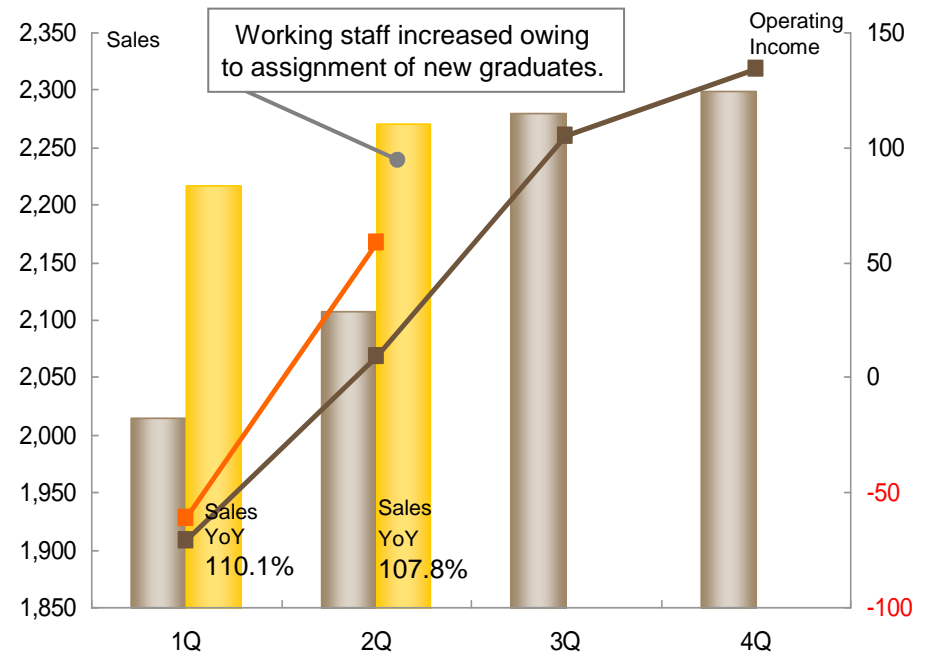
■ Sales of the previous year ■ Sales of the current year
 ■ Operating Income of the previous year ■ Operating Income of the current year



		1Q	2Q	3Q	4Q	2Q (Cumulative)	Full year
Sales	2012/3	47,758	47,313	48,050	51,634	95,072	194,757
	2013/3	50,457	49,860			100,317	
Operating Income	2012/3	1,680	1,132	1,465	1,889	2,813	6,168
	2013/3	2,252	1,453			3,706	

2 R&D Outsourcing

■ Sales of the previous year ■ Sales of the current year
 ■ Operating Income of the previous year ■ Operating Income of the current year



		1Q	2Q	3Q	4Q	2Q (Cumulative)	Full year
Sales	2012/3	2,014	2,107	2,280	2,299	4,121	8,702
	2013/3	2,217	2,271			4,488	
Operating Income	2012/3	Δ71	9	105	134	Δ62	177
	2013/3	Δ61	59			Δ2	

Transition of Business Results by Segment ②

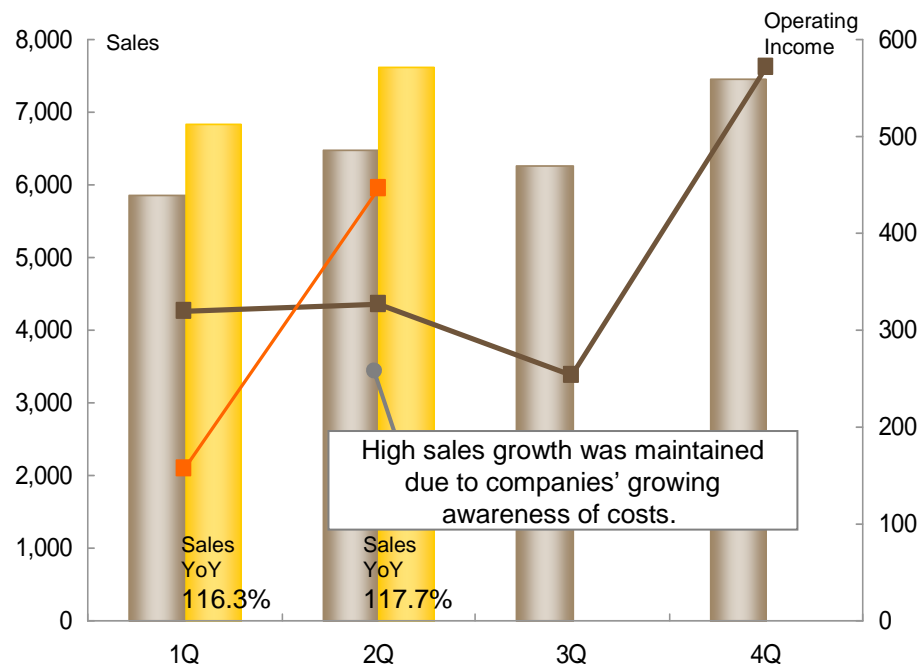
*Rounded down. (Units: million yen, %), Δ= Negative value

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3 Outsourcing

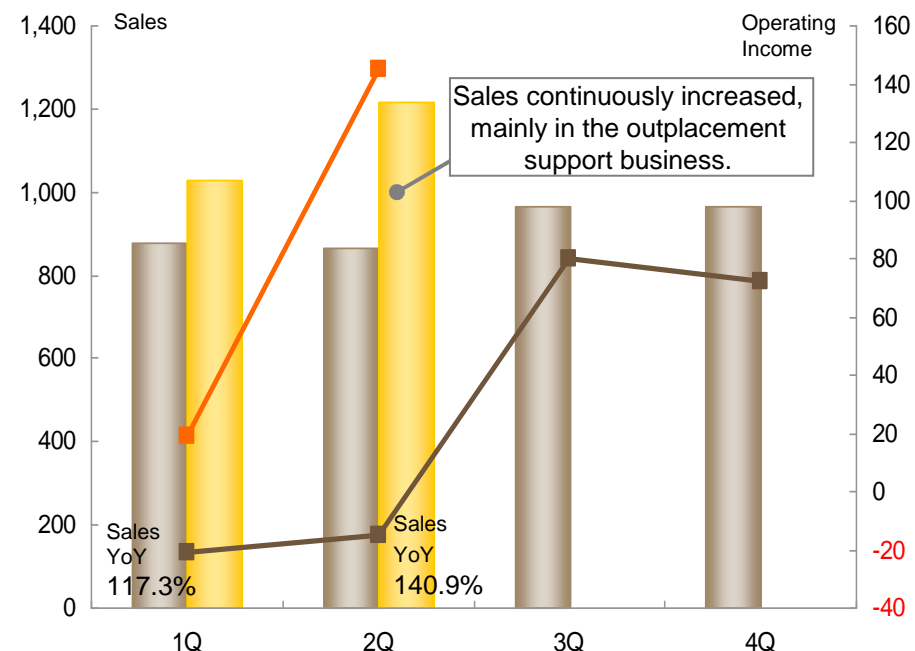
■ Sales of the previous year
■ Sales of the current year
— Operating Income of the previous year
— Operating Income of the current year



		1Q	2Q	3Q	4Q	2Q (Cumulative)	Full year
Sales	2012/3	5,869	6,471	6,269	7,455	12,340	26,065
	2013/3	6,829	7,617			14,446	
Operating Income	2012/3	320	327	253	571	648	1,473
	2013/3	158	446			605	

4 Other Business

■ Sales of the previous year
■ Sales of the current year
— Operating Income of the previous year
— Operating Income of the current year



		1Q	2Q	3Q	4Q	2Q (Cumulative)	Full year
Sales	2012/3	877	863	964	965	1,741	3,671
	2013/3	1,029	1,217			2,246	
Operating Income	2012/3	Δ21	Δ15	80	72	Δ37	116
	2013/3	19	145			164	

Interim of FY March 2013 : Balance Sheets and Cash Flow

	2012/3		2013/3 2Q		
	Actual	Ratio	Actual	Ratio	Change
Assets	86,529	100.0	86,690	100.0	161
Current assets	72,499	83.8	73,533	84.8	1,033
(Cash and Deposits)	38,316	44.3	42,014	48.5	3,698
(Notes and accounts receivable-trade)	30,282	35.0	28,194	32.5	Δ2,087
Non-current assets	14,029	16.2	13,157	15.2	Δ872
Liabilities	34,262	39.6	31,503	36.3	Δ2,758
Current liabilities	31,498	36.4	28,573	33.0	Δ2,925
(Convertible bonds)	5,000	5.8	3,679	4.2	Δ1,321
Non-current liabilities	2,763	3.2	2,930	3.4	166
Net Assets	52,266	60.4	55,186	63.7	2,920
Owners' equity	50,898	58.8	54,392	62.7	3,494
(Treasury stock)	Δ4,977	Δ5.8	Δ3,755	Δ4.3	1,222
Minority interests	1,514	1.8	1,535	1.8	21

*Rounded down. (Units: million yen, %)

*Δ= Negative value

Cash and deposits increased, reflecting robust earnings.

Convertible bonds-type bonds with stock acquisition rights were exercised, and treasury stock was allotted upon the exercise. As a result, convertible bonds-type bonds with stock acquisition rights and treasury stock decreased.

	2012/3 2Q	2013/3 2Q	Change
Net cash provided by operating activities	3,794	4,534	739
Net cash used in investment activities	Δ197	Δ298	Δ101
Net cash used in financing activities	Δ1,105	Δ544	561
Increase (decrease) in cash and cash equivalents	2,501	3,705	1,203

	2012/3 2Q	2013/3 2Q
• Income before income taxes	3,261	⇒ 4,596
• Decrease in notes and accounts receivable-trade	1,707	⇒ 2,088
• Income tax paid refund	Δ2,739	⇒ Δ2,979
• Purchase of property, plant and equipment	Δ131	⇒ Δ109
• Purchase of investment securities	Δ0	⇒ Δ570
• Proceeds from redemption of investment securities	—	⇒ 400
• Decrease in short-term loans payable	Δ633	⇒ —
• Cash dividends paid	Δ345	⇒ Δ469

FY March 2013: Consolidated Forecast of Results

*Rounded down. (Units: million yen, %)

*Sales by segment are those after eliminating internal transactions.

	1 st Half				2 nd Half			Full year		
	Forecast (former)	Actual	Progress	YoY	Forecast (corrective)	Ratio	YoY	Forecast (corrective)	Ratio	YoY
Sales	119,500	121,499	101.7	107.3	125,700	100.0	104.8	247,200	100.0	106.0
Temporary Staffing and Recruitment Services	98,600	100,317	101.7	105.5	103,002	81.9	103.3	203,320	82.3	104.4
R&D Outsourcing	4,500	4,488	99.8	108.9	4,891	3.9	106.8	9,380	3.8	107.8
Outsourcing	14,250	14,446	101.4	117.1	15,553	12.4	113.3	30,000	12.1	115.1
Other Business	2,150	2,246	104.5	129.1	2,253	1.8	116.7	4,500	1.8	122.6
Operating Income	3,780	4,561	120.7	130.8	5,238	4.2	111.9	9,800	4.0	119.9
Ordinary Income	3,900	4,687	120.2	129.5	5,312	4.2	110.3	10,000	4.0	118.6
Net Income	1,700	2,642	155.5	205.9	2,657	2.1	120.8	5,300	2.1	152.2

*The segment structure was changed in the first quarter ended June 30, 2012. Figures for the fiscal year ended March 2012 are recalculated after the change in segment structure.

*The earnings forecast for the full fiscal year 2013 was raised.

Dividend Policy

Return profits to shareholders upon overall evaluation of future management strategy and other relevant factors

- For the Interim dividend of FY ending March 2013, we have decided to pay to 8 yen per share, up 2 yen from the interim of FY March 2012.

As a year-end dividend for the current fiscal year, we also plan to pay 8 yen per share, bringing the annual dividend for the full current fiscal year to 16 yen per share.

	2012/3			2013/3		
	Interim	Year-end	Full year	Interim	Year-end (forecast)	Full year (forecast)
Per share	6円	8円	14円	8円	8円	16円
1 units (per 100 shares)	600円	800円	1,400円	800円	800円	1,600円
Cash dividend paid	827 million yen			—		



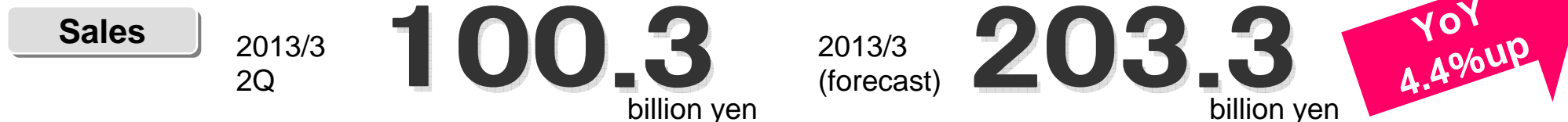
Part 1 : Marketing Strategy

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

TOPICS ①

1 Temporary Staffing and Recruitment Services



2013/3 2Q

Increase in inquiries about outside personnel and temporary staffing services

- ◆ The number of corporate customers increased. Sales activities for small and mid-size companies were strengthened.
- ◆ The revised Law for Securing the Proper Operation of Worker Dispatching Undertakings and Improved Working Conditions for Dispatched Workers was enacted. Uncertain prospects were removed.
- ◆ [Global strategy] Personnel were increased and branches were reinforced in Asia.

2013/3

- ◆ We will continue making efforts to expand the number of corporate customers.
- ◆ We will improve satisfaction of customers and staff.
- ◆ [Global strategy] Cooperation with Kelly Services, Inc. will be boosted.

GLOBAL TOPICS



TEMP GROUP



51%	Capital Related	49%
Placement, Contingent hire, Outsourcing,	Business Activity	Placement, Contingent hire, Outsourcing, Consulting,
Japanese companies	Clients	Western companies
Junior – Middle Japanese speaker	Candidates	Middle - Management English speaker
Clerical, Sales	Job type	Clerical, Technical, Specialist

- Temp Group
- Kelly Services

TOPICS ②

2 R&D Outsourcing

Sales

2013/3
2Q

4.4 billion yen

2013/3
(forecast)

9.3 billion yen

YoY
7.8%up

2013/3 2Q

Increase in operating man-hours thanks to the busy auto industry

- ◆ The assignment of over 140 new graduates was made smoothly.
- ◆ Personnel were urgently employed to meet strong demand.
- ◆ In August 2012, we established TECSEED SHANGHAI CO., LTD., a subsidiary specializing in automobile design and development, in China. Mr. Toshiharu Shimizu, who has extensive experience in the field of automobile design, was appointed as President of the company.

2013/3

- ◆ We will increase the employment of mid-career workers to secure excellent human resources.
- ◆ We will strengthen sales activities for undertaking/contracting work.
- ◆ We will focus on personnel training.

GLOBAL TOPICS

Establishment of TECSEED SHANGHAI, an auto design/development subsidiary, in August 2012
to support Japanese and Chinese auto makers in their design and development



Company name	TECSEED SHANGHAI CO., LTD.
Directors	President : Kazuomi Morimoto Director : Toshiharu Shimizu
Head office	Shanghai, China
Principal business	Technical consulting in automobile design and manufacturing
Capital	2,500 million RMB



Entrance/Showroom



Design room

TOPICS ③

3 Outsourcing

Sales

2013/3
2Q

14.3
billion yen

2013/3
(forecast)

30.0
billion yen

YoY
15.1% up

2013/3 2Q

Increase in customer companies which consider and introduce outsourcing

- ◆ In May 2012, we jointly established a company which undertakes pharmacovigilance (PV) service.

PVnext

- ◆ We strengthened cooperation between group companies.
- ◆ We proposed the use of outside personnel as the third method.

2013/3

- ◆ We will merge Asahi Kasei Life Support Co., Ltd. with Tempstaff Medical Co., Ltd. in November 2012 to provide specific health guidance and medical examination support services.

TEMPSTAFF LIFE SUPPORT

- ◆ We will pursue expertise.
- ◆ We will pursue better cost and quality indexes.

TOPICS ④

4 Other Business

Sales

2013/3
2Q

2.2 billion yen

2013/3
(forecast)

4.5 billion yen

YoY
22.6% up

2013/3 2Q

Increase in demand for outplacement support service

◆ [Outplacement support business]
Companies' reorganization led to increases in the scale of and the number of new demands.

◆ [Facility for both children and the elderly]
In April 2012, we established a facility that takes care of both children and old people, which consists of the group home "Ivy Home Futaba" and the nursery school "Oimachi Nozomi Hoikuen."

2013/3

◆ We will expand growth potential in the businesses of outplacement support, education, studying overseas and nursing care by accurately capturing customer needs.



Disclaimer

The statements concerning the Company's future business performances in this material such as earnings forecasts are based on information available as of November 21, 2012 to and certain assumptions deemed to be reasonable by the Company, and do not mean that we promise to achieve these figures. Actual earnings may differ materially from the statements due to a variety of factors.





Reference Material

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

<Reference> Company Outline

* As of September 30, 2012

Company Name	Temp Holdings Co., Ltd.	
Capital	2,000 million yen	
CEO	President & Chairman Yoshiko Shinohara	
Established	1 October 2008	
Business Outline	Planning, management and related tasks in support of Group business activities relating to temporary labour/for-fee HR placement services, etc	
Head Office	2-1-1 Yoyogi, Shibuya-ku, Tokyo, Japan	
Directors	Chairman & President : Yoshiko Shinohara Representative Executive Vice-President : Mikihiko Hibino Representative Executive Vice-President : Masamichi Mizuta Executive Director: Toshio Saburi Director : Takao Wada Director: Kazuomi Morimoto External Director: Carl T. Camden	Full-time Auditor / Koji Shimazaki Auditor / Kaoru Arai Auditor / Ryosuke Tamakoshi
Stock Listing	Tokyo Stock Exchange, First Section	
Group Companies	49 consolidated subsidiaries, 1 associated company	
Employees	5,061 (*As of March 31, 2012)	
Service Network	258 domestic & 13 overseas office (*As of March 31, 2012) * L.A., Seattle, Shanghai, Suzhou, Guangzhou, Shenzhen, Hong Kong, Taiwan, Seoul, Singapore, Indonesia	

<Reference> Temp Holdings Corporate Philosophy



Creating Jobs

We pursue job creation possibilities based on a wide range of work styles, work environments, job descriptions, employment situations etc.

Individual growth

Age, gender and nationality have no bearing. Through the experience of work, we aim to foster a rich sense of humanity and support the individual growth of workers.

Contributing to society

We contribute to the development of society through individual growth and the creation of job opportunities.

<Reference> Temp Group (1)

* As of November 1, 2012

Temporary Staffing and Recruitment Services

(Localized Operating Companies)

Tempstaff	Integrated HR service provider
Tempstaff People	Integrated HR service provider in the Tokai region
Tempstaff Fukuoka	Kyushu region
Tempstaff Familie	Nagano/Yamanashi Prefecture
Tempstaff Grow	Gunma Prefecture

(Overseas branches)

TS Consulting International	U.S.
Tempstaff Shanghai	PRC Shanghai
Tempstaff Guangzhou	PRC Guangzhou
TS Kelly Workforce Solutions (Tempstaff Hong Kong)	Hong Kong
Tempstaff Taiwan	Taiwan
Tempstaff Korea	Korea
Tempstaff Singapore	Singapore
Tempstaff Indonesia	Indonesia

(Specialized Operating Companies)

TEMPSTAFF CROSS	Focusing on Fuji Xerox and related companies
Kobelco Personnel	Focuses on providing HR services to the Kobe Steel Group
Tempstaff Media	Focuses on providing HR services primarily to the Nikkei newspaper group.
Tempbros	Mature age/manufacturing/assembly
Personal	Placement of sales staff
Support-A	Automotive sales and sales campaign specialized workers in the facilities management segment, late-night office workers
Tempstaff Plus	
Tempstaff Technologies	IT sector HR services / outsourcing
Tempstaff Creative	Creative related
Tempstaff Life Advisory	Insurance sales support
Tempstaff Frontier	Specializing in physically challenged candidates
Thanks Temp	Employment support for the physically challenged
Tempstaff Integration	Temp Group shared services

<Reference> Temp Group (2)

R&D Outsourcing

* As of November 1, 2012

Domestic Japan	JAPAN TECSEED	R&D outsourcing support
Overseas	GTECHK	Offshore system developing services
	TECSEED SHANGHAI	Technical consulting in automobile design and manufacturing

Outsourcing

Domestic Japan	Tempstaff Data	Data processing outsourcing
	Japan IDEX	BPO
	Tempstaff Life Support	Health agency / medical related outsourcing
	HOWCOM	IT support :Help Desks/Service Desks
	TOYO SOFTWARE ENGINEERING	Software outsourcing development
	Tempstaff Sales Support	Sales functions (sector focus) outsourcing
	Tempstaff Wish	child-care
Overseas	PV NEXT	pharmacovigilance (PV) information management tasks.
	Suzhou Tempstaff Data	PRC based data entry centre

Other Businesses

Domestic Japan	Tempstaff Career Consulting	Outplacement/training/HR Consulting
	Tempstaff Learning	Employee training/ Language training, qualification acquisition support
	Tempstaff Welfare	Home- based nursing care/locum care & visiting career service provider
	Temp Research Institute	Overseas study support service provider
	e-Staffing	System development & operations
	Temp International	Management support of overseas entities

<Reference> Temp Group History (1)

Temp Holdings Co., Ltd. was established on October 2008

2009	March	Shares of Support-A Ltd. (a specialized automotive sector / sales campaign HR provider) was acquired and becomes a consolidated subsidiary company. Shares of Tempstaff Grow Co., Ltd. (HR service provider based in Gunma Prefecture) acquired and becomes a consolidated subsidiary company.
	April	People Staff Co., Ltd. changed its trade name to Tempstaff People Co., Ltd.
	May	Shares of Drake Beam Morin-Japan, Inc. (outplacement services provider) acquired and becomes a consolidated a subsidiary company.
	July	Shares of Fuji Xerox Career Net Co., Ltd. acquired and trade name simultaneously changed to TEMPSTAFF CROSS CO., LTD. (provider of HR solutions primarily to Fuji Xerox Co., Ltd. and related companies) and becomes a consolidated subsidiary company.
	November	Acquisition of JAPAN TECSEED CO., LTD. (R&D outsourcing business) shares and becomes a consolidated subsidiary company.
2010	May	Share acquisition of major US HR provider Kelly Services Inc. and implementation of strategic alliance. HOWCOM Co., Ltd. (IT support business focusing on help-desk functions) acquired and becomes a consolidated subsidiary company.
2011	January	Acquisition of TOYO SOFTWARE ENGINEERING CO., LTD. (software development outsourcer) shares and becomes a consolidated subsidiary.
	November	Acquisition of Kobelco Personnel Co., Ltd. shares and, consolidation into the Temp Group. Kobelco Personnel Co., Ltd. focuses on supporting the HR needs of Kobe Steel group companies. Nikkei Staff Co., Ltd. (primary provider of HR services to the Nikkei newspaper group) share acquisition. "Nikkei Staff Co., Ltd." name changed to Tempstaff Media Co., Ltd. upon consolidation.

<Reference> Temp Group History (2)

Temp Holdings Co., Ltd. was established on October 2008

2012	May	PV Next Co., Ltd. specializes in outsourcing of pharmacovigilance (PV) information management tasks and is a consolidated company established as a joint venture with IUK Inc.
	August	TECSEED SHANGHAI CO., LTD. established in Shanghai, PRC, to handle auto design development tasks.
	November	JV between Asahi Kasei Life Support Corp. (specific health guidance tasks) and, Tempstaff Medical Co., Ltd. to create a consolidated subsidiary. Simultaneously, Tempstaff Medical Co., Ltd. changes its trading name to Tempstaff Life Support Co., Ltd. Tempstaff Hong Kong Ltd. jointly funds a JV with Kelly Services, Inc. to expand the business in the North Asia region (China, Hong Kong, Taiwan, Korea) and, changes its trading name to TS Kelly Workforce Solutions Limited.

<Reference> Transition of Consolidated Business Results

*Rounded down. (Units: million yen, %)

	2009/3	2010/3	2011/3	2012/3	2013/3 (forecast)
Sales	245,062	224,613	225,273	233,195	247,200
Gross Margin Ratio	14.1	16.8	15.8	15.8	—
Operating Income	8,908	6,343	5,748	8,170	9,800
Operating Income Ratio	3.6	2.8	2.6	3.5	4.0
Ordinary Income	9,245	6,734	6,231	8,434	10,000
Ordinary Income Ratio	3.8	3.0	2.8	3.6	4.0
Net Income	4,076	2,950	2,410	3,482	5,300
Net Profit Ratio	1.7	1.3	1.1	1.5	2.1
Return on Equity (ROE)	8.9	6.2	5.2	7.1	—
Total Assets	73,982	75,912	79,336	86,529	—
Net Assets	50,860	48,317	50,320	52,266	—
Equity Ratio	67.0	60.4	60.2	58.7	—

<Reference> Changes in the Number of New Registrants (Consolidated)

Number of New Registrants

(*) Temp Holdings Co., Ltd. Was established in October of FY March 2009. As such, results prior to the establishment of Temp Holdings reflect registration number of the consolidation Tempstaff entity.

