



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

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

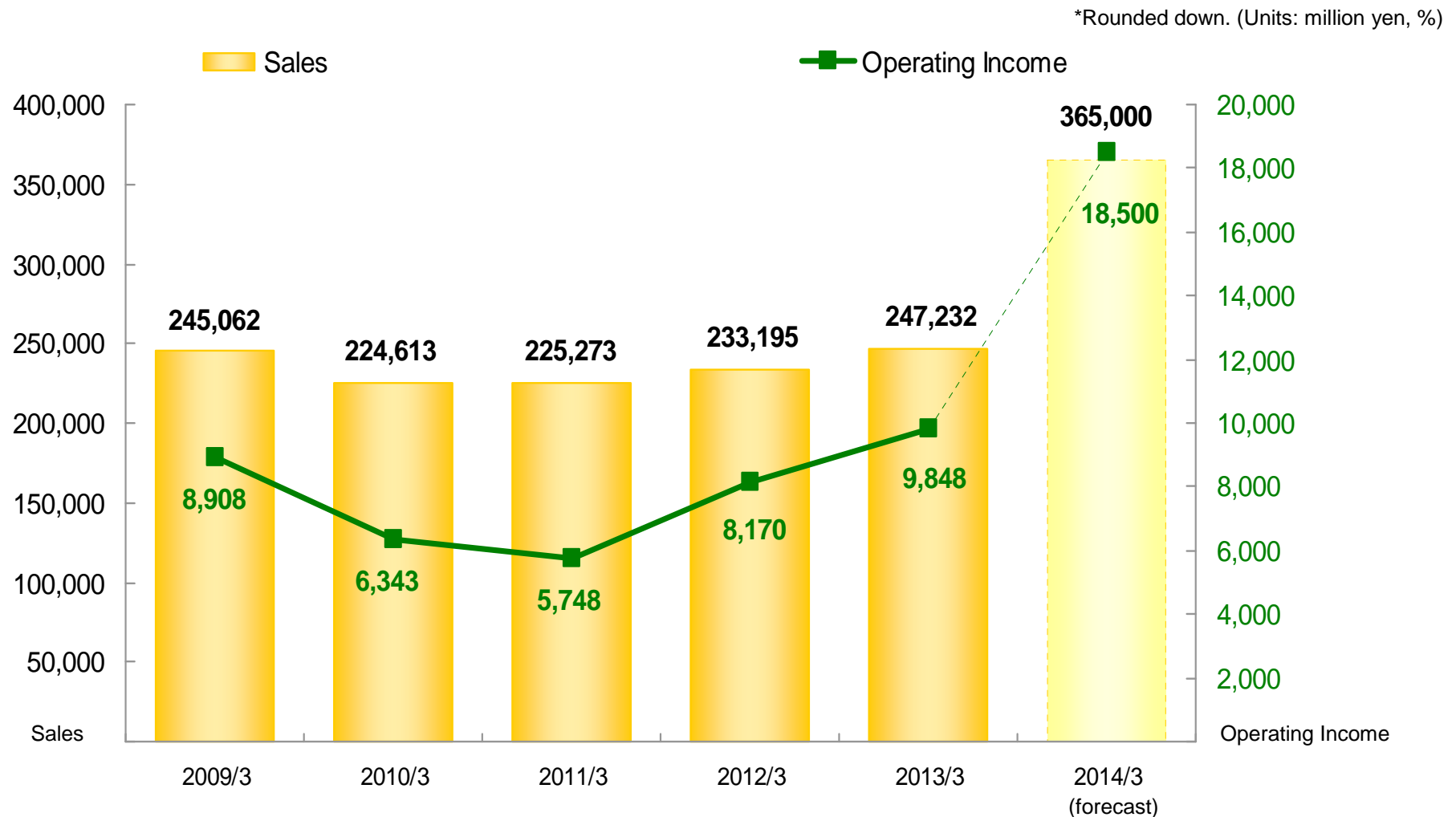
May 23, 2013

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Summary of Financial Results Announcement for FY March 2013


Achieved increases both in net sales and operating income for two consecutive years
Posted record net sales and operating income after the establishment of Temp Holdings



New Management Structure of Temp Holdings (planned) for FY March 2014

* As of June 21, 2013 (scheduled)

Chairman and Representative Director	Yoshiko Shinohara
Representative Vice Chairman	Mikihiko Hibino
President and Representative Director	Masamichi Mizuta
Executive Vice President	Hirotooshi Takahashi
Executive Managing Director	Toshio Saburi
Director	Takao Wada
Director	Kazuomi Morimoto
Director	Carl T. Camden
Full-time Auditor	Hiroshi Shimazaki
Auditor	Kaoru Arai
Auditor	Ryosuke Tamakoshi
Auditor	Naoshige Shindo



New Organizational Framework of Temp Holdings and Acquisition of Common Stock of Intelligence Holdings, Ltd.

TEMP HOLDINGS

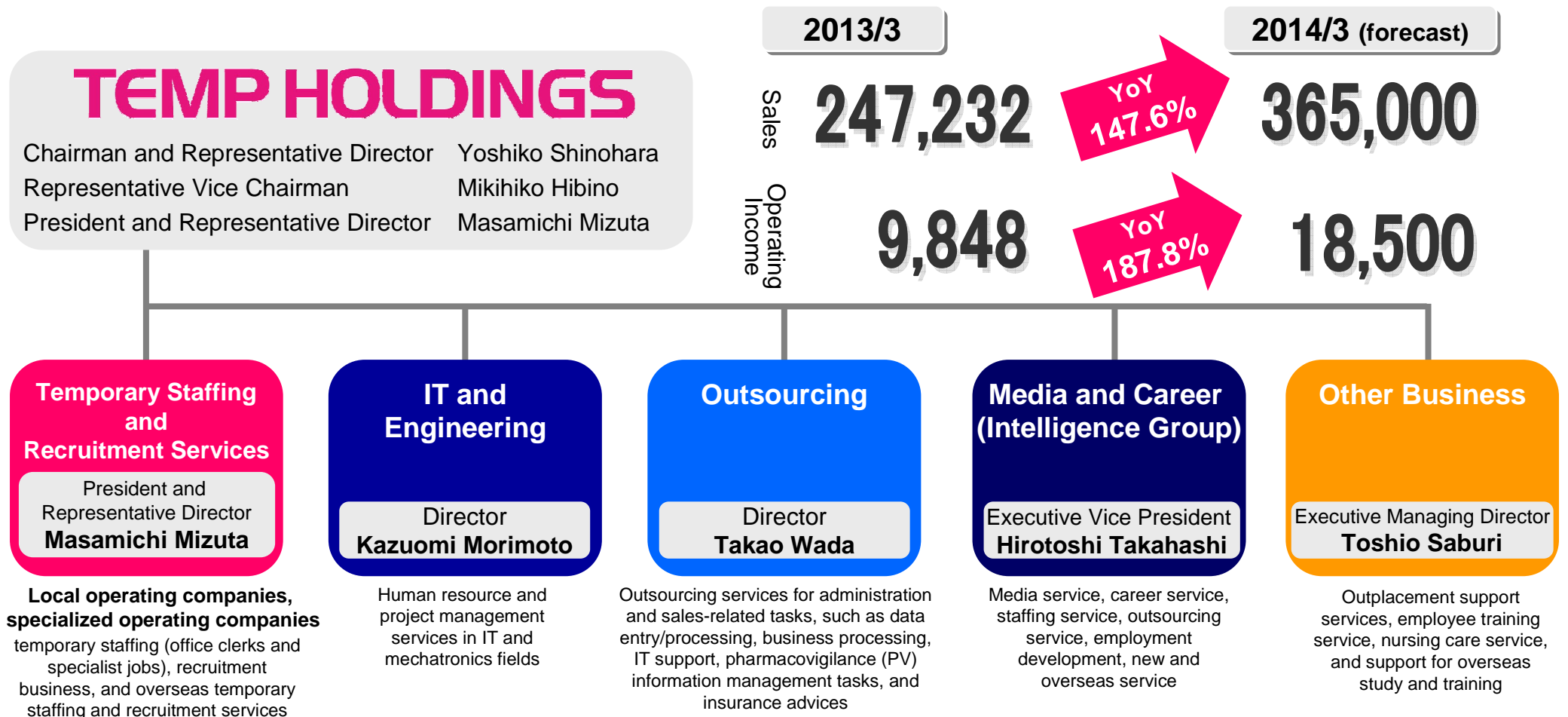
Tokyo Stock Exchange 1st Section (2181)

Business Management Framework of Temp Holdings for FY March 2014

Temp Holdings: Ensure governance of Temp Group and optimize the allocation of managerial resources

Each segment: Strengthen segment-based management framework under responsibility of each executive and promote to enhance enterprise value through improvement in operational efficiency

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



* We renamed the former R&D Outsourcing Segment to IT & Engineering Segment from the Fiscal Year ending March 2014. Simultaneously, we changed the allocation of subsidiaries to each segment. Each director will be appointed on June 21, 2013.

Improve and expand engineering and IT services

To access specific labor markets with strong potential growth, we will focus on enhancing professional expertise through improvement and expansion in service framework and network. In particular, we will activate the promotion in IT related engineering business fields which require high professionalism and experience serious shortages of human resources.

Three companies with competitive edge in engineering services joined Temp Group, forming a stable engineering human resources group.

March 2013

Design and development of software and hardware for digital audio visual products

AVC Technology Co., Ltd.
AVC Multimedia Software Co., Ltd.

May 2013 (scheduled)

Designing and testing parts used in commercial vehicle equipment/electronic components

DRD Co., Ltd.

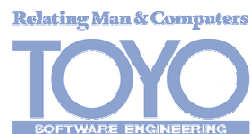
Engineers group with high technological skills will provide high-end services to clients
Combination of these companies with competitive edge in engineering services will create synergistic effects.

HR businesses dedicated to engineering services

【HR services mainly in IT field】



【Outsourced software development】



【R&D for automobiles, etc.】



【Design and development of software and hardware for digital audio visual products】

AVC TECHNOLOGY
AVC MULTIMEDIA SOFTWARE

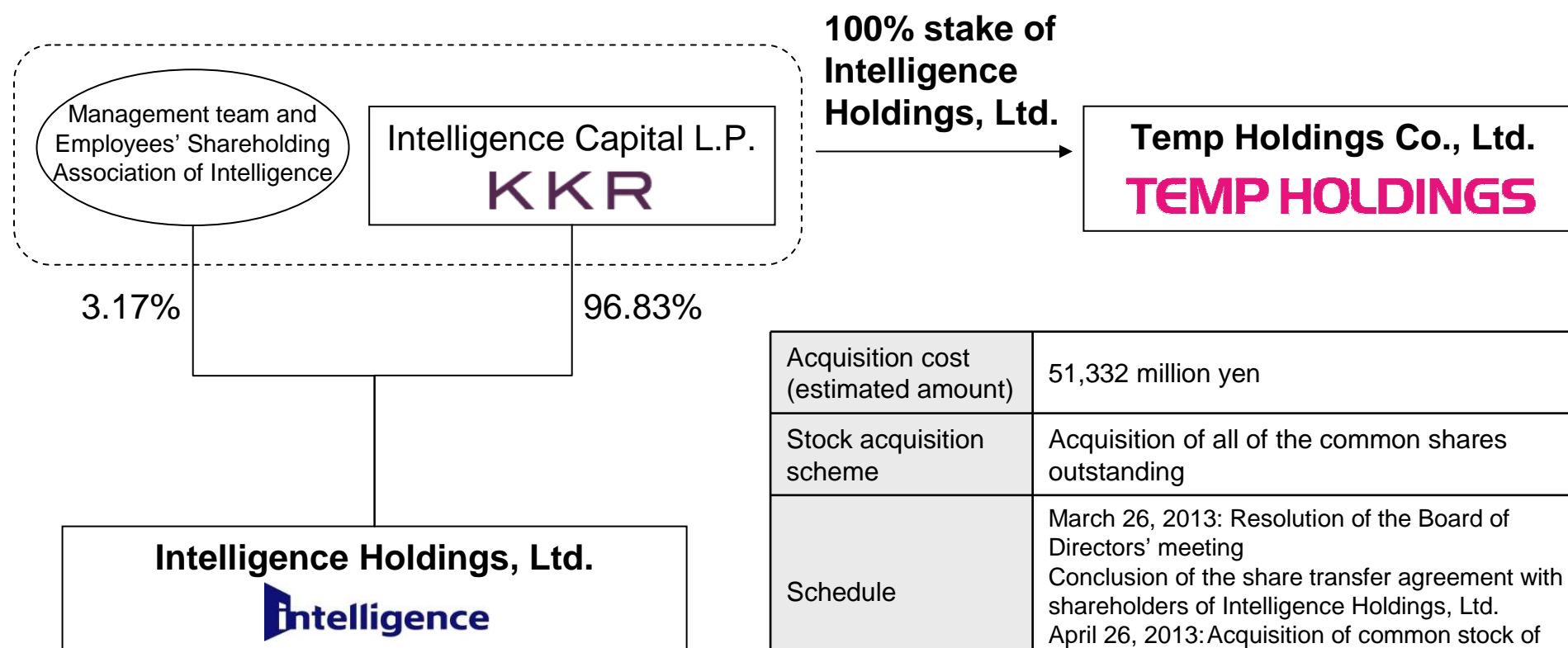
【Designing and testing parts used in commercial vehicle equipment/electronic components】

DRD

Overview of Acquisition of Common Stock of Intelligence Holdings, Ltd.

Temp Holdings acquired all of the common shares outstanding of Intelligence Holdings, Ltd. from a limited liability partnership managed by Kohlberg Kravis Roberts & Co. (“KKR”) and the management team and Employees’ Shareholding Association of Intelligence Holdings, Ltd.

Temp Holdings acquired the shares of Intelligence Holdings, Ltd. from the existing shareholders.



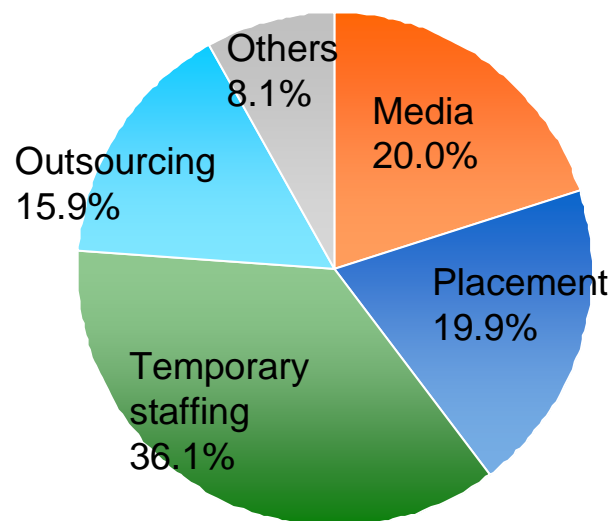
Acquisition cost (estimated amount)	51,332 million yen
Stock acquisition scheme	Acquisition of all of the common shares outstanding
Schedule	March 26, 2013: Resolution of the Board of Directors' meeting Conclusion of the share transfer agreement with the shareholders of Intelligence Holdings, Ltd. April 26, 2013: Acquisition of common stock of Intelligence Holdings, Ltd.

Business Summary of Intelligence Holdings, Ltd. (as of March 2013)

Business domain

- Media service:
 - Job advertising for part-time/contractor employment
- Placement service:
 - Regular staff placement and job advertising for regular employment
- Temporary staffing service:
 - Worker dispatching service (engineers and office clerks)
- Outsourcing service:
 - Outsourcing for operational supports mainly in IT
- Other services:
 - IT system development and overseas services

【Breakdown of sales by segment for FY ended March 2013】



*Net sales for FY ended March 2013 are unaudited. Each segment's sales are after elimination of intercompany transactions

Description of businesses and service brands

Media



- Offering online, mobile and magazine job advertisement services (in particular, under the brand of "an") covering major cities throughout Japan
- Supporting recruitments for mainly temporary and part-time jobs but also covering contract and full-time jobs.

Placement



- Offering original services (under the brand of "DODA") with combination of regular staff placement and job advertising for regular employment and career changes
- Supporting corporate recruitment activities by offering combined various services to access target candidates to whom it is difficult to access via standalone placement or advertising services

Temporary staffing

Intelligence's staffing service

- Providing temporary staffing services in office clerk and engineering jobs in major cities throughout Japan.
- Supporting clients for operational management, capitalizing on its three competitive edges: namely, (i) capability to attract human resources; (ii) staff management capability and (iii) adherence to compliance.

Outsourcing



- Providing outsourcing services on operational supports mainly in IT and communication business fields. In addition, offering business process outsourcing services, such as sales outsourcing, office administration and call center operations
- This segment also handles outsourced services for public service agencies and placement service of new graduates.

Others

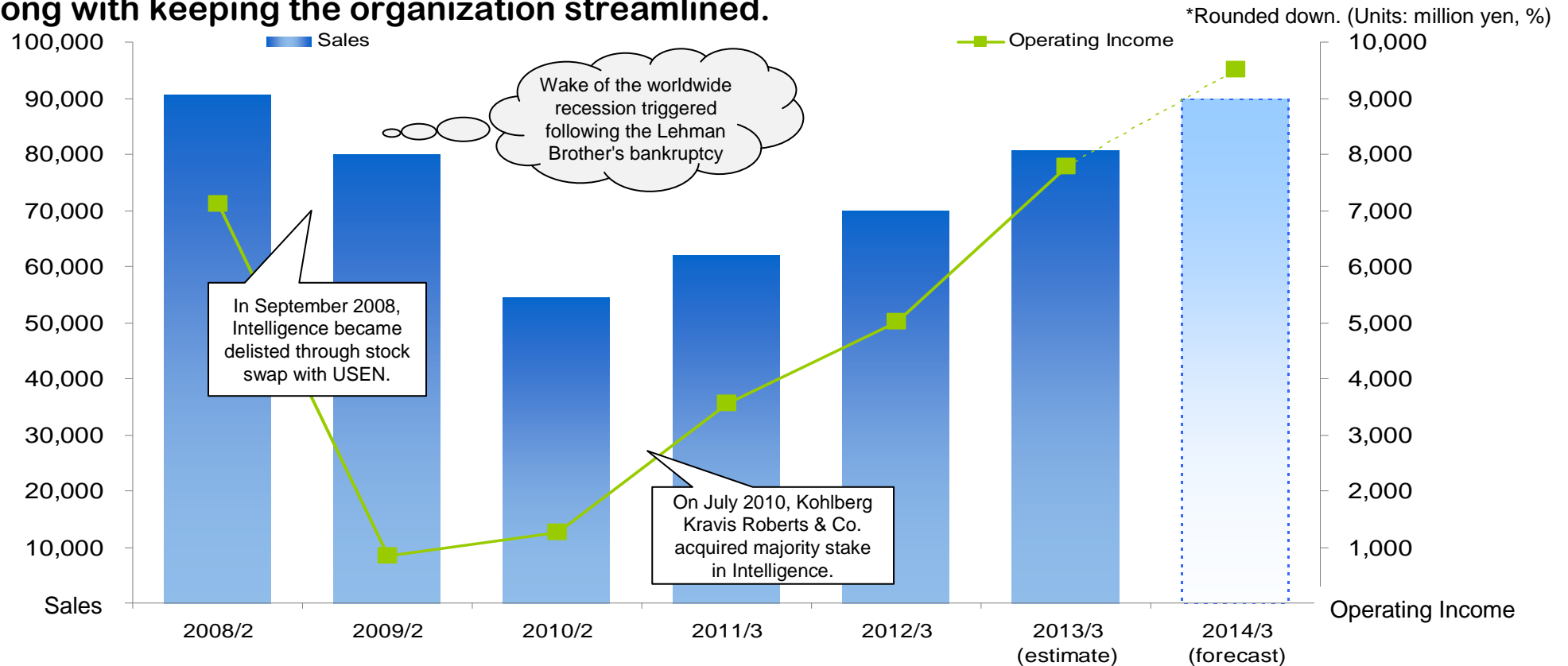


- Providing IT consulting and outsourced development of software
- Dispatching management advisors
- Providing placement services and personnel management consulting in overseas countries (China, Hong Kong and Singapore)

*ICT Outsourcing Segment has transferred to Intelligence Business Solutions, Ltd. since April 2013.

Trend of Business Results in Intelligence Holdings, Ltd.

Intelligence Holdings has been steadily recovering the business performance after the wake of the worldwide recession triggered by the Lehman Brother's bankruptcy in September 2008, along with keeping the organization streamlined.














	2008/2	2009/2	2010/2	2011/3	2012/3	2013/3 (estimate)	2014/3 (forecast)
Sales	90,571	79,906	54,689	61,896	69,833	80,802	90,000
Operating income	7,100	847	1,247	3,560	5,024	7,771	9,500

*Actual results up to the Fiscal Year ended March 2011 were reported as consolidated performance of Intelligence, Ltd., and actual results for Fiscal Year ended March 2012 were reported as consolidated performance of Intelligence Holdings, Ltd. In addition, figures for the Fiscal Year ended March 2011 were adjusted to those for 12-month basis because the fiscal period was irregular due to structural reforms, etc. Figures for the Fiscal Year ended March 2013 are unaudited.

Combined Service Lines of Two Groups

New organization to be a human resources service company as social infrastructure providing supports to job seekers and employers, capitalizing on its strength in quality of jobs and human resources. Creating a new human resources platform that will help companies mobilize and stabilize the employment .

	TEMP HOLDINGS	Intelligence
Media		<p>Top-ranked position both in recognition and track records in the fields of recruiting advertisement for temporary and part-time jobs</p> 
Placement	<p>Having the largest scale/network of temporary staffing services covering all over Japan</p>	<p>Top-ranked position both in recognition and track records</p> 
Temporary staffing	<p>TEMPSTAFF TEMPSTAFF PEOPLE</p>	<p>Presence in major cities throughout Japan Intelligence's staffing service</p>
R&D Outsourcing	<p>R&D Outsourcing </p>	
Outsourcing	<p>IT and communication  </p> <p>Business process outsourcing services   </p>	<p>System development in IT and communication </p> <p>Outsourced services for public service agencies </p> <p>Business process outsourcing services </p>
Outplacement	<p>TEMPSTAFF CAREER CONSULTING</p>	<p>Outplacement services</p>



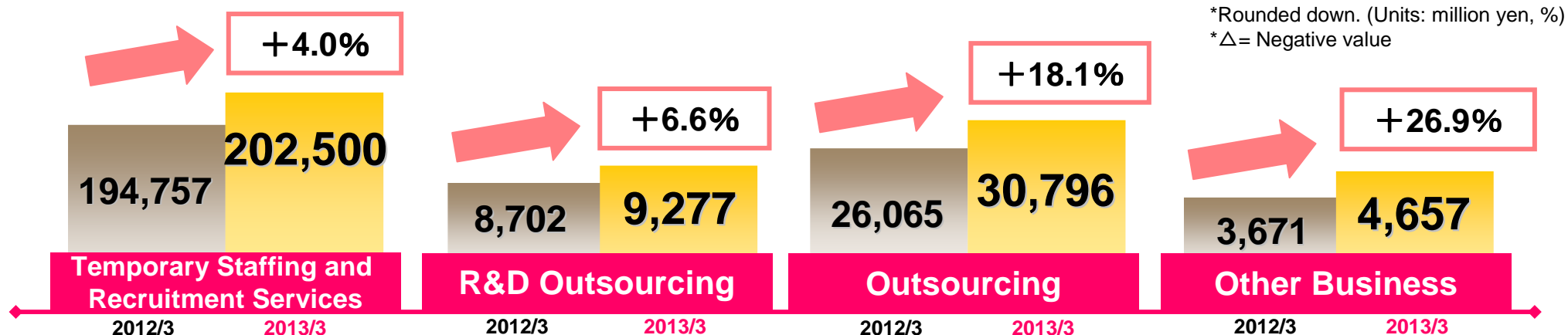
Part 1:
Outline of Consolidated
Financial Results

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

FY March 2013: Sales by Segment

Temp Holdings posted record net sales and achieved increase in sales in all the segments

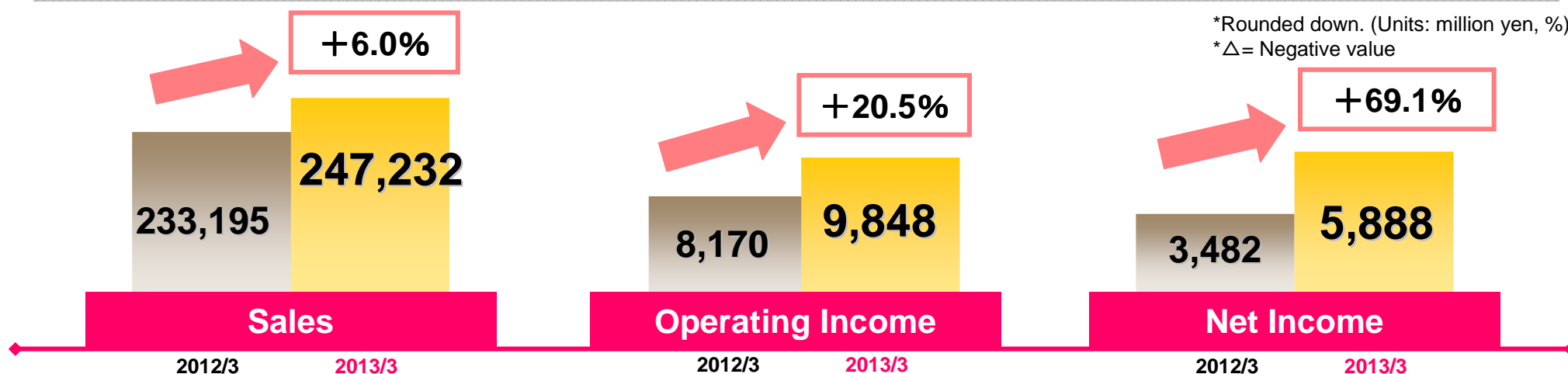


	2012/3		2013/3			
	Sales	Ratio(%)	Sales	Ratio(%)	Change	YoY(%)
Temporary Staffing and Recruitment Services	194,757	83.5	202,500	81.9	+7,743	104.0
Office Clerk	53,082	22.8	49,747	20.1	Δ3,334	93.7
Technical Clerk	75,389	32.3	70,491	28.5	Δ4,897	93.5
IT Professional	18,420	7.9	18,952	7.7	+532	102.9
Sales	7,804	3.3	7,004	2.8	Δ799	89.8
Other	36,368	15.6	52,525	21.3	16,156	144.4
Recruitment Services	3,692	1.6	3,778	1.5	+85	102.3
R&D Outsourcing	8,702	3.7	9,277	3.8	+575	106.6
Outsourcing	26,065	11.2	30,796	12.4	+4,730	118.1
Other Business	3,671	1.6	4,657	1.9	+986	126.9
Total	233,195	100.0	247,232	100.0	14,036	106.0

*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.

FY March 2013: Consolidated Statements of Income

Achieved increases both in net sales and operating income for two consecutive years
 Posted record net sales and operating income after the establishment of Temp Holdings in October 2008

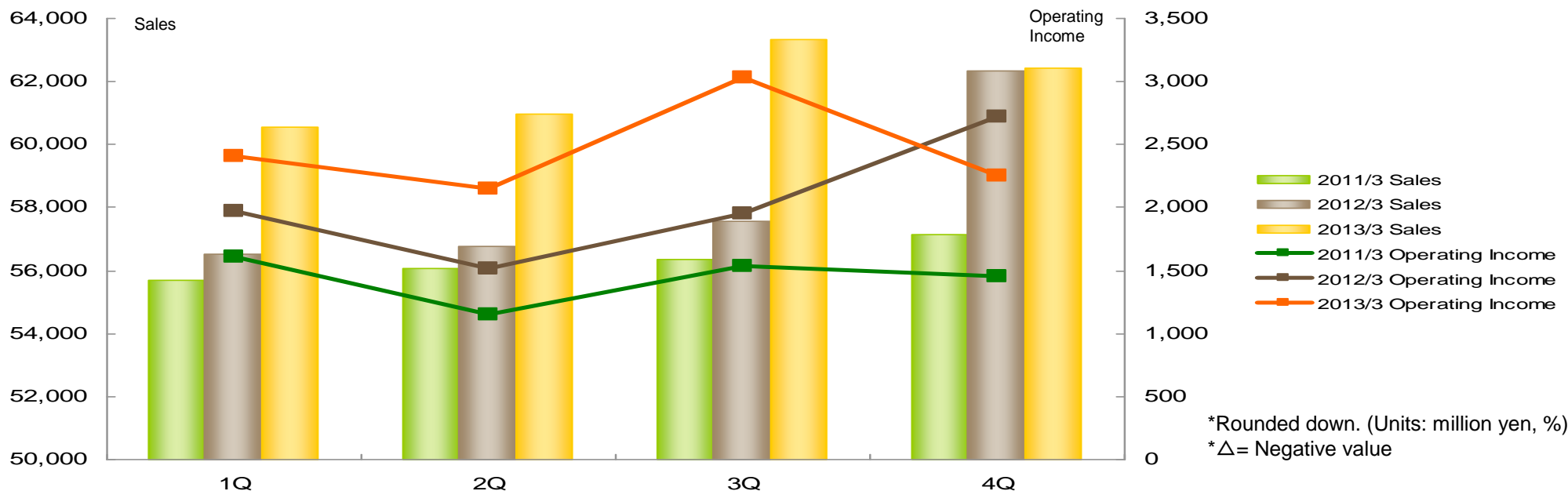


	2012/3	Ratio(%)	2013/3	Ratio(%)	Change	YoY(%)	2013/3 (Forecast)
Sales	233,195	100.0	247,232	100.0	+14,036	106.0	247,200
Cost of Sales	196,426	84.2	207,768	84.0	+11,342	105.8	—
Gross Profit	36,769	15.8	39,464	16.0	+2,694	107.3	—
Selling, General and Administrative Expenses	28,599	12.3	29,615	12.0	+1,016	103.6	—
Operating Income	8,170	3.5	9,848	4.0	+1,678	120.5	9,800
Ordinary Income	8,434	3.6	10,119	4.1	+1,684	120.0	10,000
Net Income	3,482	1.5	5,888	2.4	+2,405	169.1	5,300

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

Transition of Quarterly Business Results

Main negative factor of change in year-on-year for 4Q FY Ended March 2013 was a decrease in number of operating days; however, quarterly operating results continued to perform well in general.



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

	2011/3				2012/3				2013/3							
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	YoY(%)	2Q	YoY(%)	3Q	YoY(%)	4Q	YoY(%)
Sales	55,706	56,084	56,340	57,141	56,520	56,755	57,565	62,354	60,533	107.1	60,966	107.4	63,320	110.0	62,411	100.1
Cost of Sales	46,442	47,457	47,329	48,343	47,340	48,242	48,640	52,203	50,856	107.4	51,618	107.0	52,915	108.8	52,376	100.3
Gross Profit	9,263	8,626	9,010	8,797	9,179	8,513	8,925	10,151	9,676	105.4	9,348	109.8	10,404	116.6	10,034	98.9
Gross Profit Rate	16.6	15.4	16.0	15.4	16.2	15.0	15.5	16.3	16.0	—	15.3	—	16.4	—	16.1	—
Selling, General and Administrative Expenses	7,657	7,472	7,474	7,346	7,208	6,997	6,967	7,425	7,270	100.9	7,192	102.8	7,375	105.9	7,776	104.7
Operating Income	1,606	1,154	1,535	1,451	1,971	1,515	1,957	2,725	2,405	122.0	2,155	142.2	3,029	154.8	2,258	82.8
Operating Income Ratio	2.9	2.1	2.7	2.5	3.5	2.7	3.4	4.4	4.0	—	3.5	—	4.8	—	3.6	—

Transition of Business Results by Segment (1)

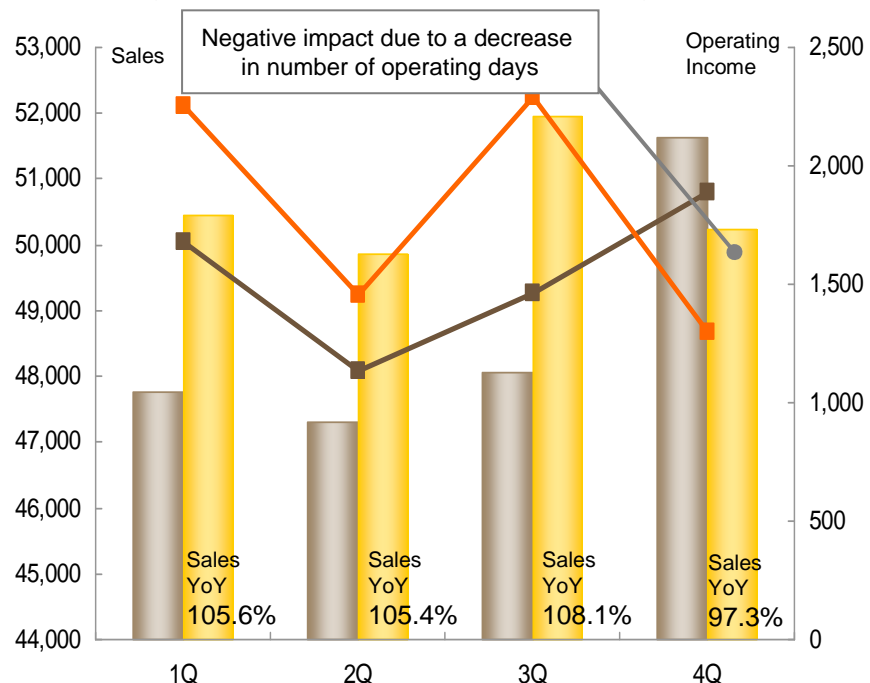
*Rounded down. (Units: million yen, %), Δ= Negative value

*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

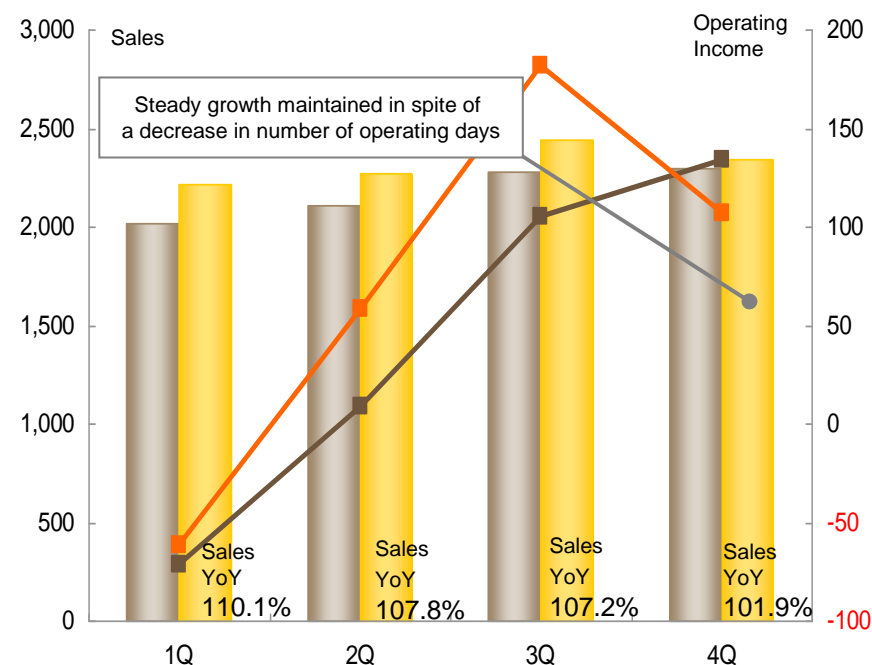
■ Sales of the previous year ■ Sales of the current year
 ■ Operating Income of the previous year ■ Operating Income of the current year



		1Q	2Q	3Q	4Q	Full Year
Sales	2012/3	47,758	47,313	48,050	51,634	194,757
	2013/3	50,457	49,860	51,942	50,241	202,500
Operating Income	2012/3	1,680	1,132	1,465	1,889	6,168
	2013/3	2,252	1,453	2,290	1,299	7,296

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	Full Year
Sales	2012/3	2,014	2,107	2,280	2,299	8,702
	2013/3	2,217	2,271	2,445	2,342	9,277
Operating Income	2012/3	Δ71	9	105	134	177
	2013/3	Δ61	59	182	107	288

Transition of Business Results by Segment (2)

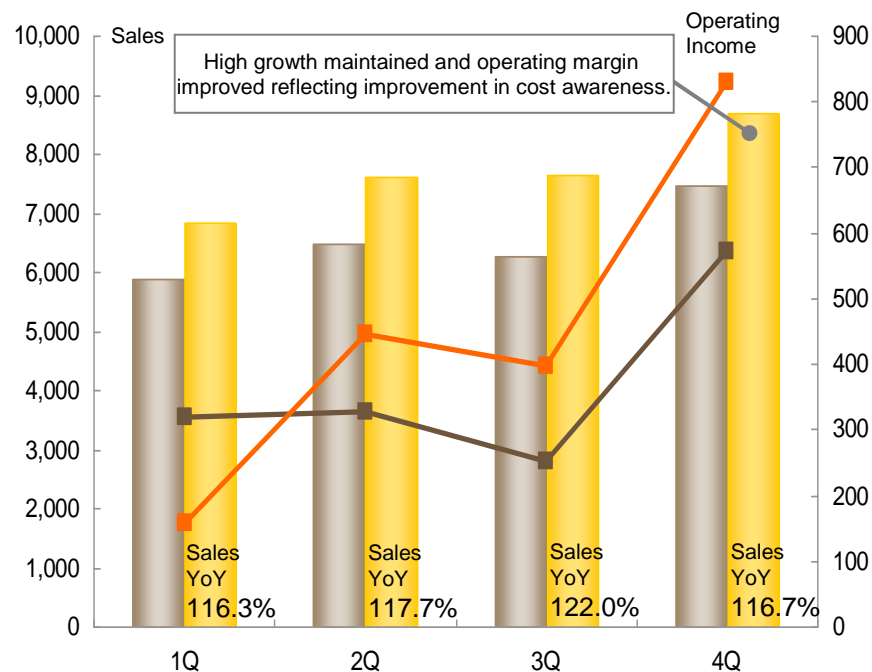
*Rounded down. (Units: million yen, %), Δ= Negative value

*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.

3 Outsourcing

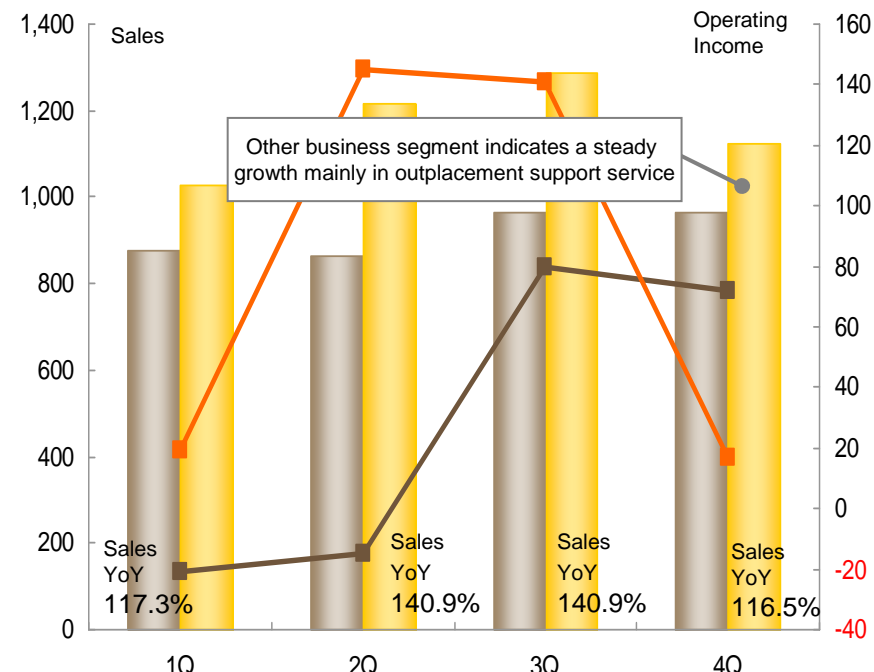
■ Sales of the previous year ■ Sales of the current year
 ■ Operating Income of the previous year ■ Operating Income of the current year



		1Q	2Q	3Q	4Q	Full year
Sales	2012/3	5,869	6,471	6,269	7,455	26,065
	2013/3	6,829	7,617	7,647	8,701	30,796
Operating Income	2012/3	320	327	253	571	1,473
	2013/3	158	446	397	829	1,832

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



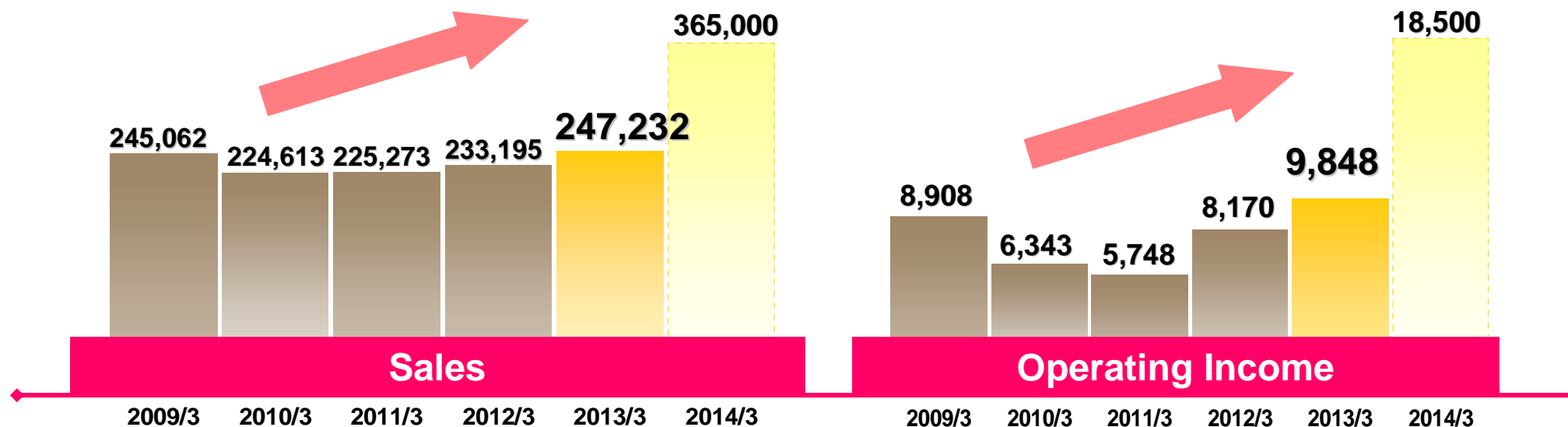
		1Q	2Q	3Q	4Q	Full year
Sales	2012/3	877	863	964	965	3,671
	2013/3	1,029	1,217	1,285	1,125	4,657
Operating Income	2012/3	Δ21	Δ15	80	72	116
	2013/3	19	145	141	17	323

Transition of Consolidated Business Results

Both net sales and operating income surpassed the previous highs during the FY March 2009 when the worldwide recession triggered by the Lehman Brother's bankruptcy.

Earnings during the FY March 2014 are likely to grow significantly, thanks to a new consolidation of Intelligence Holdings, Ltd.

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



	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3 (Forecast)
Sales	245,062	224,613	225,273	233,195	247,232	365,000
Operating Income	8,908	6,343	5,748	8,170	9,848	18,500
Operating Income Ratio (%)	3.6	2.8	2.6	3.5	4.0	5.1
Ordinary Income	9,245	6,734	6,231	8,434	10,119	18,300
Ordinary Income Ratio (%)	3.8	3.0	2.8	3.6	4.1	5.0
Net Income	4,076	2,950	2,410	3,482	5,888	9,000
Net Profit Ratio (%)	1.7	1.3	1.1	1.5	2.4	2.5

Balance Sheets and Cash Flow for FY March 2013

	2012/3		2013/3		
	Actual	Ratio	Actual	Ratio	Change
Assets	86,529	100.0	97,592	100.0	11,063
Current assets	72,499	83.8	80,606	82.6	8,106
(Cash and Deposits)	38,316	44.3	44,225	45.3	5,909
(Notes and accounts receivable-trade)	30,282	35.0	31,997	32.8	1,715
Non-current assets	14,029	16.2	16,985	17.4	2,956
Liabilities	34,262	39.6	33,136	34.0	Δ1,125
Current liabilities	31,498	36.4	29,178	29.9	Δ2,320
(Convertible bonds)	5,000	5.8	—	—	Δ5,000
Non-current liabilities	2,763	3.2	3,958	4.1	1,194
Net Assets	52,266	60.4	64,455	66.0	12,188
Owners' equity	50,898	58.8	60,830	62.3	9,932
(Treasury stock)	Δ4,977	Δ5.8	Δ354	Δ0.4	4,623
Minority interests	1,514	1.8	2,556	2.6	1,041

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

Treasury shares decreased in accordance with the issuance of new shares resulting from the exercise of convertible bonds.

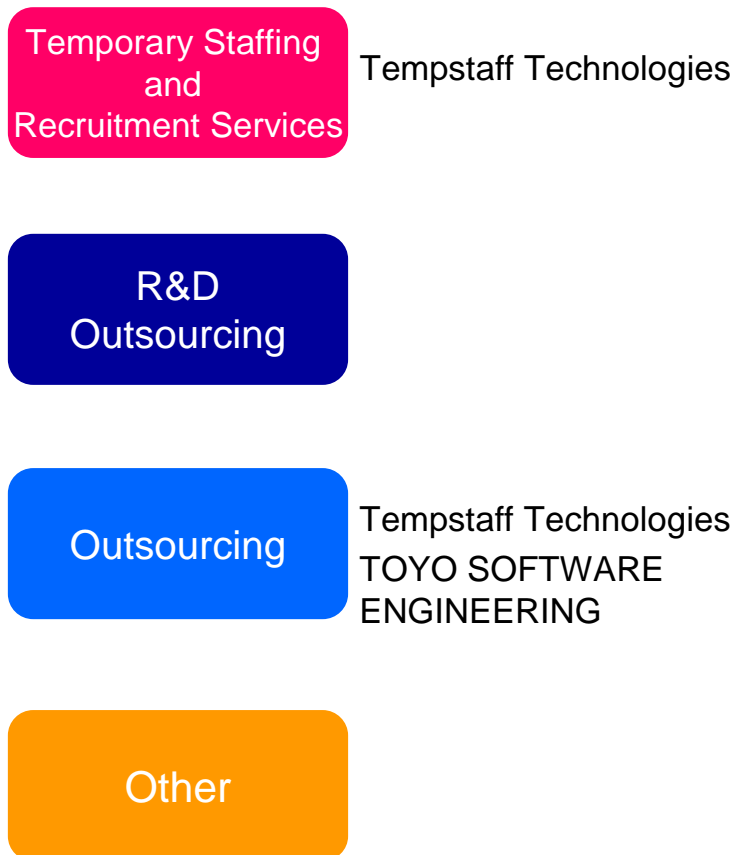
	2012/3	2013/3	Change
Net cash provided by operating activities	10,169	7,787	Δ2,381
Net cash used in investment activities	Δ972	Δ964	7
Net cash used in financing activities	Δ2,229	Δ1,018	1,210
Increase (decrease) in cash and cash equivalents	6,952	5,901	Δ1,050

	2012/3	2013/3
• Income before income taxes	7,948	⇒ 10,019
• Decrease (increase) in notes and accounts receivable-trade	Δ1,944	⇒ Δ378
• Increase (decrease) in operating debt	4,256	⇒ 225
• Income tax (paid) refund	Δ4,047	⇒ Δ5,252
• Payments for acquisition of newly consolidated subsidiaries	Δ78	⇒ Δ425
• Proceeds from acquisition of newly consolidated subsidiaries	29	⇒ 393
• Increase (decrease) in short-term loans payable	Δ557	⇒ Δ57
• Purchase of treasury stock in consolidation	Δ650	⇒ Δ1

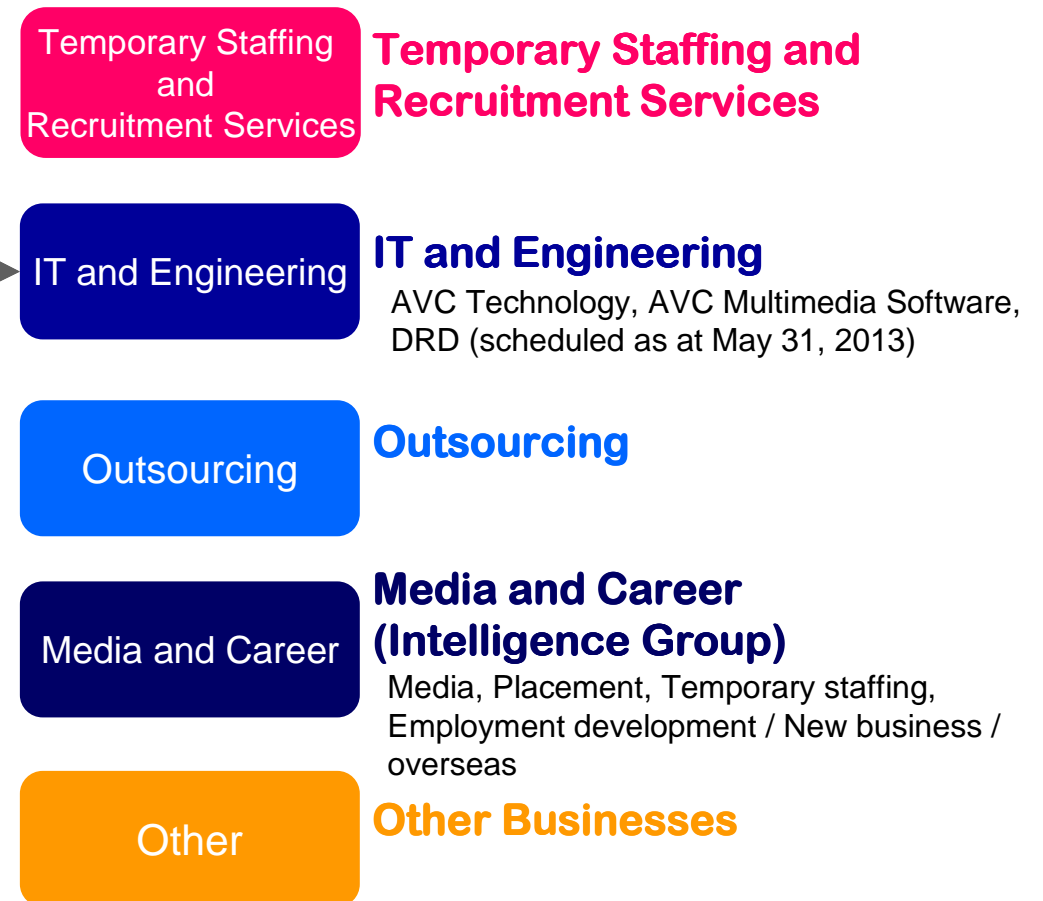
Change in Classification of Segments

Temp Holding will report Intelligence Group as a single segment from the FY March 2014. In addition, Temp Holding realigned and renamed the R&D Outsourcing Segment by adding technological business fields with high-value added jobs.

【Former Segments】



【New Segments (from FY March 2014)】



FY March 2013: Consolidated Financial Results

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

TEMP HOLDINGS

	2013/3	Ratio (%)	YoY (%)
Sales	247,232	100.0	106.0
Temporary Staffing and Recruitment Services	202,500	81.9	104.0
R&D Outsourcing	9,277	3.8	106.6
Outsourcing	30,796	12.4	118.2
Other Business	4,657	1.9	126.9
Cost of Sales	207,768	84.0	105.8
Gross Profit	39,464	16.0	107.3
Selling, General and Administrative Expenses	29,615	12.0	103.6
Operating Income	9,848	4.0	120.5
EBITDA	11,240	4.5	-
Ordinary Income	10,119	4.1	120.0
Net Income	5,888	2.4	169.1

Intelligence

	2013/3	Ratio (%)
Sales	80,802	100.0
Media	16,125	20.0
Career	16,080	19.9
Temp.	29,193	36.1
Outsourcing	12,858	15.9
Others	6,544	8.1
Operating Income	7,771	9.6
EBITDA	10,774	13.3
Ordinary Income	6,816	8.4
Net Income	3,618	4.5

*Net sales for FY ended March 2013 are unaudited. Each segment's sales are after elimination of intercompany transactions

FY March 2014: Consolidated Forecast of Results (1)

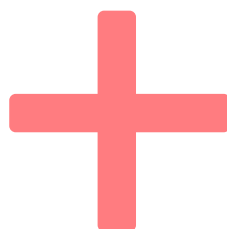
*Rounded down. (Units: million yen, %)

*EBITDA represents operating income before depreciation and amortization of goodwill.

We renamed the former R&D Outsourcing Segment to IT & Engineering Segment from the Fiscal Year ending March 2014. Simultaneously, we changed the allocation of subsidiaries to each segment.

TEMP HOLDINGS

	2014/3
Sales	275,000
Temporary Staffing and Recruitment Services	193,200
R&D Outsourcing	46,600
Outsourcing	30,000
Other Business	5,200
Operating Income	11,000
EBITDA	12,810



Intelligence

	2014/3
Sales	90,000
Operating Income	9,500
EBITDA	12,139

Amortization of goodwill and other adjustment for consolidation

	2014/3	Ratio (%)	YoY (%)
Sales	365,000	100.0	147.6
Temporary Staffing and Recruitment Services	193,200	52.9	104.7
IT & Engineering	46,600	12.8	143.9
Outsourcing	30,000	8.2	117.2
Media and Career (Intelligence Group)	90,000	24.7	-
Other Business	5,200	1.4	111.6
Operating Income	18,500	5.1	187.8
EBITDA	24,949	6.8	226.2
Ordinary Income	18,300	5.0	180.8
Net Income	9,000	2.5	152.8

FY March 2014: Consolidated Forecast of Results (2)

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

	2013/3				2014/3						
	1 st half	2 nd half	Full year	Ratio	1 st half		2 nd half		Full year		
						YoY		YoY		Ratio	YoY
Sales	121,499	125,732	247,232	100.0	178,500	146.9	186,500	148.3	365,000	100.0	147.6
Temporary Staffing and Recruitment Services	91,537	93,063	184,600	74.7	95,150	103.9	98,050	105.4	193,200	52.9	104.7
IT & Engineering	15,670	16,715	32,386	13.1	22,700	144.9	23,900	143.0	46,600	12.8	143.9
Outsourcing	12,045	13,542	25,587	10.3	14,300	118.7	15,700	115.9	30,000	8.2	117.2
Media, Career (Intelligence Group)	-	-	-	-	43,850	-	46,150	-	90,000	24.7	-
Other Business	2,246	2,410	4,657	1.9	2,500	111.3	2,700	112.0	5,200	1.4	111.6
Operating Income	4,561	5,287	9,848	4.0	7,700	168.8	10,800	204.3	18,500	5.1	187.8
Ordinary Income	4,687	5,432	10,119	4.1	7,600	162.1	10,700	197.0	18,300	5.0	180.8
Net Income	2,642	3,245	5,888	2.4	3,500	132.4	5,500	169.5	9,000	2.5	152.8

*We renamed the former R&D Outsourcing Segment to IT & Engineering Segment from the Fiscal Year ending March 2014. Simultaneously, we changed the allocation of subsidiaries to each segment. For this reason, actual results for the Fiscal Year ended March 2013 are adjusted for the classification of segments for this term

Dividend Policy

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

- With regard to the dividends for the Fiscal Year ending March 31, 2013, we determined to pay a year-end dividend of 10 yen per share, an increase of 2 yen from the preceding Fiscal Year due to the steady growth of business results. As a result, we will pay cash dividends per share for the Fiscal Year ending March 31, 2013 of 18 yen.
- With regard to the dividends for the next Fiscal Year ending March 31, 2014, we plan to pay cash dividends per share amounting to 20 yen, consisting of an interim dividend of 10 yen per share, an increase of 2 yen from the preceding Fiscal Year, and a year-end dividend of 10 yen per share.

	2012/3			2013/3			2014/3 (forecast)		
	Interim	Year-end	Full year	Interim	Year-end	Full year	Interim	Year-end	Full year
Per share	6 yen	8 yen	14 yen	8 yen	10 yen	18 yen	10 yen	10 yen	20 yen
1 units (per 100 shares)	600 yen	800 yen	1,400 yen	800 yen	1,000 yen	1,800 yen	1,000 yen	1,000 yen	2,000 yen
Cash dividend paid	827 million yen			1,133 million yen			—		
Dividend ratio (consolidated)	23.6%			18.6%			14.5%		



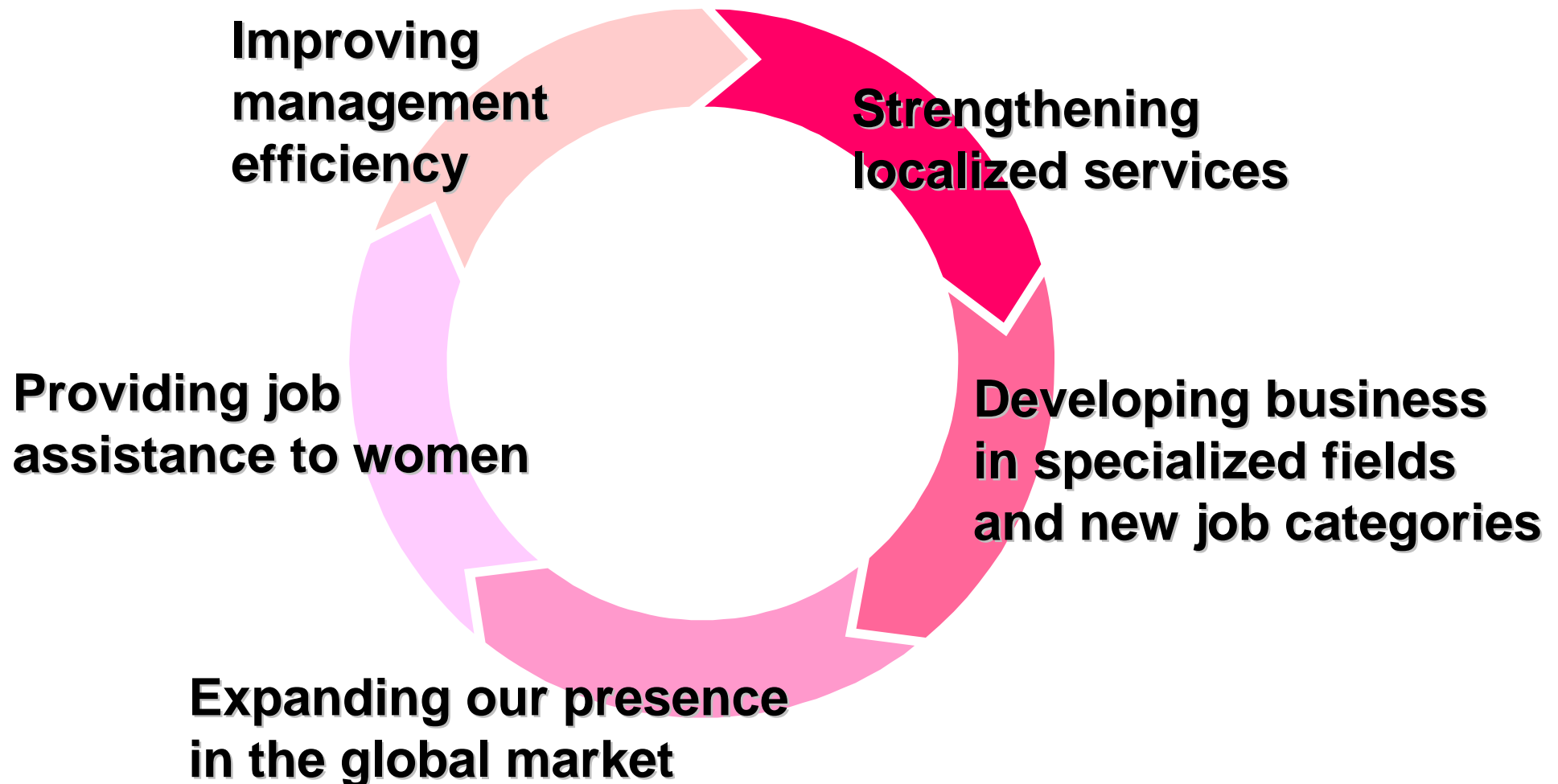
Part 2: Marketing Strategy

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

Temp Group Mid-term Management Strategy

Aiming to become a leading company in human resource services



TOPICS①

Temporary Staffing and Recruitment Services

Business scale expanded due to M&A deals in the preceding fiscal year. Inquiries for external personnel and various human resources services are increasing steadily.

Sales

2013/3

184.6 billion yen

2013/3

2014/3
(forecast)

193.2 billion yen

2014/3

YoY
104.7%

- ◆ The Revised Worker Dispatch Act came into force.
- ◆ The number of clients dealt with increased
- ◆ [Global Strategy] Enhanced collaboration with Kelly Services, Inc. (established a joint venture), and entered into Vietnam

- ◆ Build up trustful relations with clients through improvement in customer satisfaction both in employers and staff.
- ◆ Continuous increase in the number of clients dealt with and the number of orders received
- ◆ [Global Strategy] Enhance collaboration with Kelly Services, Inc. (mainly in North Asia), and expand business territories mainly in Asia

*We renamed the former R&D Outsourcing Segment to IT & Engineering Segment from the Fiscal Year ending March 2014. Simultaneously, we changed the allocation of subsidiaries to each segment.

R&D Outsourcing

Activation in automobile industry improved operating personnel and operating man-hours.

Operating rate of engineers stayed at a high level.

Sales

2013/3

32.3

billion yen

2013/3

Renamed the former R&D Outsourcing Segment to **IT & Engineering Segment.**

2014/3
(forecast)

46.6

billion yen

2014/3

YoY
143.9%

- ◆ Allocated more than 140 new graduate engineers to workplaces smoothly
- ◆ In August 2012, established TECSEED SHANGHAI CO., LTD., a subsidiary specializing in automobile design and development in China
- ◆ Acquired equity stake of AVC Technology Co., Ltd. and AVC Multimedia Software Co., Ltd., both of which were subsidiaries of Panasonic Corporation at the end of March 2013.

- ◆ Activate mid-career employment with the aim of securing capable human resources. In addition, hire more than 100 new graduate engineers.
- ◆ Enhance service menus in machinery and IT to address clients' demands
- ◆ Acquire equity stake of DRD (scheduled at the end of May 2013) Designing and testing parts used in commercial vehicle equipment/electronic components

*We renamed the former R&D Outsourcing Segment to IT & Engineering Segment from the Fiscal Year ending March 2014. Simultaneously, we changed the allocation of subsidiaries to each segment.

Outsourcing

Clients have been increasingly considering and introducing outsourced development, and the market scale has been growing.

Our subsidiaries engaging in special expertise fields achieved good performance.

Sales

2013/3

25.5

billion yen

2013/3

2014/3
(forecast)

30

billion yen

2014/3

YoY
117.2%

- ◆ Focused on expanding special fields and new job categories. PV Next Co., Ltd., a business entity with a focus on providing Pharmacovigilance Services, was established in May 2012. Tempstaff Life Support Co., Ltd. was established in November 2012,

- ◆ Launch of more than 100 new projects have served as new proposals on HR portfolio to clients.

- ◆ Build up solid bases for the growth of Outsourcing Segment.

- ◆ Create new demands in growth industries and improve demands in specialized industries.

- ◆ Improve cost effectiveness and quality indices.

*We renamed the former R&D Outsourcing Segment to IT & Engineering Segment from the Fiscal Year ending March 2014. Simultaneously, we changed the allocation of subsidiaries to each segment.

Other Businesses

Outplacement Support Business has constantly received new orders with a certain size.

Sales

2013/3

4.6

billion yen

2013/3

◆ [Outplacement Support Business]

Both scale and quantity of new demands have been growing. Enhanced designing services for institutional arrangements regarding optimal personnel allocation.

◆ [Complex facility for Orphans 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.”

2014/3
(forecast)

5.2

billion yen

2014/3

◆ We will secure competitive advantages in outplacement support, education, studying overseas and nursing care services.

We will address approaches to reinforce growth expansion.



YoY
111.6%



Media and Career (Intelligence Group)

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

Media and Career (Intelligence Group)

2014/3

Sales

2014/3
(forecast)

90

billion yen

- ◆ Update “an” services continuously
- ◆ Multiply and diversify “DODA” services to expand coverage for employment activities
- ◆ Integrate outsourced system development services with maintenance outsourcing operations. Encourage cross-selling leveraging assets held by customers
- ◆ Unify several fields including new graduates, schools, public works and employment support of disabled people into “Employment Development Division.” We will provide thorough training and development programs so as to secure extended and appropriate matching.

Disclaimer



The statements concerning the Company's future business performances in this material such as earnings forecasts are based on information available as of May 23, 2013 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.

A decorative graphic consisting of a vertical pink bar on the left and a horizontal pink bar at the top, both with a gradient from dark pink to light pink. The vertical bar is on the left side of the page, and the horizontal bar is at the top, overlapping the vertical one.

Reference Material

TEMP HOLDINGS

Tokyo Stock Exchange 1st Section (2181)

<Reference> Company Outline

* As of March 31, 2013

Company Name	Temp Holdings Co., Ltd.	
Capital	2,000 million yen	
CEO	President and Chairman: Yoshiko Shinohara	
Established	October 1, 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 and 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	54 consolidated subsidiaries, 1 associated company	
Employees	5,970	
Service Network	268 domestic and 27 overseas * U.S.A., China, Hong Kong, Taiwan, Seoul, Singapore, Indonesia, Vietnam	

<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 April 30, 2013

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.A.
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
TEMP VIETNAM	Vietnam

(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
Tempstaff Plus	specialized workers in the facilities management segment, late-night office workers
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)

* As of April 30, 2013

IT & Engineering

(Domestic Japan)	JAPAN TECSEED	R&D outsourcing support
	Tempstaff Technologies	IT sector HR services / outsourcing
	TOYO SOFTWARE ENGINEERING	Software outsourcing development
	AVC Technology	Design and development of software and hardware for digital audio visual products
(Overseas)	AVC Multimedia Software	Development of software and systems for digital audio visual products
	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	Supporting of insurance advice for firms/health providers & medical examination services
	HOWCOM	IT support :Help Desks/Service Desks
	Tempstaff Sales Support	Sales functions (sector focus) outsourcing
	Tempstaff Wish	Child care
	PV NEXT	Pharmacovigilance (PV) information management tasks
(Overseas)	Suzhou Tempstaff Data	PRC based data entry centre

<Reference> Temp Group (3)

* As of April 30, 2013

Media and Career (Intelligence Group)

(Domestic Japan)	Intelligence Holdings	Holdings company
	Intelligence	Media, Placement, Temporary staffing, Outsourcing
	Intelligence Executive Search	Headhunting
	Intelligence Business Solutions	ICT outsourcing, system development
	Intelligence Benefics	Specializing in physically challenged candidates
	Intelligence HITO Research Institute	Research, HR services
	CREDENCE	Specializing in fashion business
	BPO solutions	Sales/HR outsourcing
	ECpartners Corporation	EC outsourcing
(Overseas)	Intelligence Asia	Singapore
	Staff Management Consultancy	Hong Kong/Holdings Company
	Intelligence SMC Consulting	Hong Kong
	Intelligence Hong Kong	Hong Kong
	Intelligence Anchor Consulting (Shenzhen)	PRC/Shenzhen
	Intelligence (Shenzhen)	PRC/Shenzhen
	Intelligence Anchor Consulting (Shanghai)	PRC/Shanghai
	Intelligence China	PRC/Shanghai
	英創人力資源顧問(上海)	PRC/Shanghai
	Intelligence (Dalian)	PRC/Dalian

<Reference> Temp Group (4)

* As of April 30, 2013

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 (ICC)
	Temp International	Management support of overseas entities
	e-Staffing	System development & operations
(Overseas)	COSMO USA	Overseas study support in U.S.A.

<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

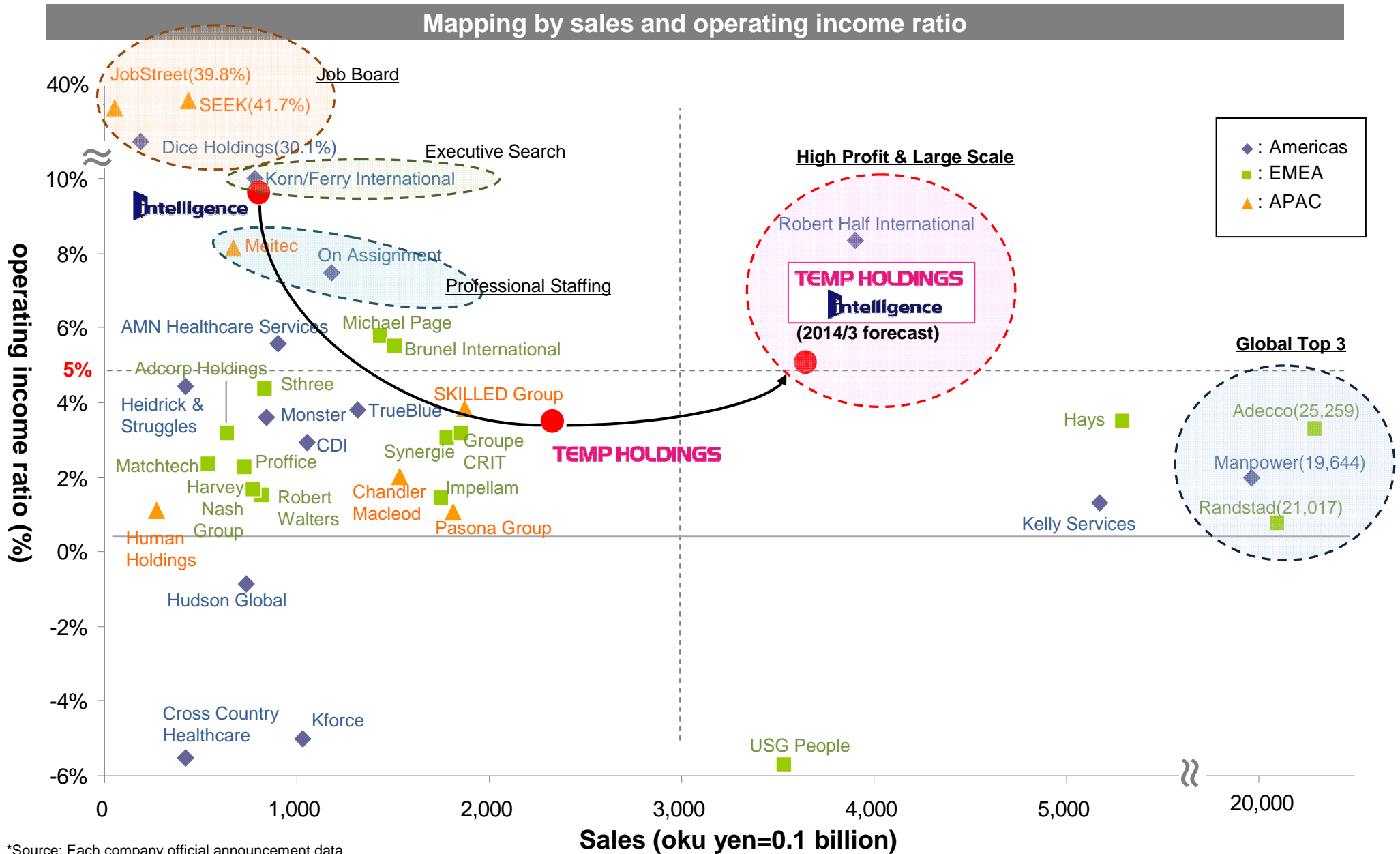
2012	May	PV Next Co., Ltd. specializes in outsourcing of pharmacovigilance (PV) information management tasks and is a consolidated company established as a joint venture with IUK Inc.
	August	TECSEED SHANGHAI CO., LTD. established in Shanghai, PRC, to handle auto design development tasks.
	November	JV 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.
	December	TEMP VIETNAM CO., LTD. established as an HR consulting business in Vietnam.
2013	March	Acquired shares of Panasonic AVC Technology Co., Ltd. (designs and develops software and hardware for digital audio visual products) and Panasonic AVC Multimedia Software Co., Ltd. (develops software and systems for digital audio visual products), converted into consolidated subsidiaries. and simultaneously changed the trading names to: AVC Technology Co., Ltd. and, AVC Multimedia Software Co., Ltd.
	April	Shares of media/career firm Intelligence Holdings, Ltd. acquired and, becomes a consolidated subsidiary.

<Reference> Transition of Consolidated Business Results

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

	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3 (forecast)
Sales	245,062	224,613	225,273	233,195	247,232	365,000
Gross Margin Ratio	14.1	16.8	15.8	15.8	16.0	—
Operating Income	8,908	6,343	5,748	8,170	9,848	18,500
Operating Income Ratio	3.6	2.8	2.6	3.5	4.0	5.1
Ordinary Income	9,245	6,734	6,231	8,434	10,119	18,300
Ordinary Income Ratio	3.8	3.0	2.8	3.6	4.1	5.0
Net Income	4,076	2,950	2,410	3,482	5,888	9,000
Net Profit Ratio	1.7	1.3	1.1	1.5	2.4	2.5
Return on Equity (ROE)	8.9	6.2	5.2	7.1	10.5	—
Total Assets	73,982	75,912	79,336	86,529	97,592	—
Net Assets	50,860	48,317	50,320	52,266	64,455	—
Equity Ratio	67.0	60.4	60.2	58.7	63.4	—

<Reference> Global positioning



*Source: Each company official announcement data
 Currency: USD=95 yen, AUD=99 yen, MYR=31 yen, GBP=145 yen, EUR=123 yen, SEK=15 yen, ZAR=10 yen

<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.

