

# **Briefing on Financial Results for the Second Quarter Ended September 30, 2015**

**Temp Holding Co., Ltd.  
November 17, 2015**



**Part.1 : Financial Highlights on Financial Results for the  
Second Quarter Ended September 30,2015**

**Part.2 : Progress of Mid-term Management Strategy**

**Part.3 : Progress of plans for the Fiscal Year  
Ending March 31, 2016**

# Part.1

## Financial Highlights on Financial Results for the Second Quarter Ended September 30, 2015



Briefing on Consolidated Financial Results for the  
Second Quarter Ended September 30, 2015

Temp Holdings Co., Ltd.  
November 10, 2015



**News: Factbook updated**

See the Factbook for detailed financial figures and past years' results, etc.  
(<http://www.temp-holdings.co.jp/english/library.html>)

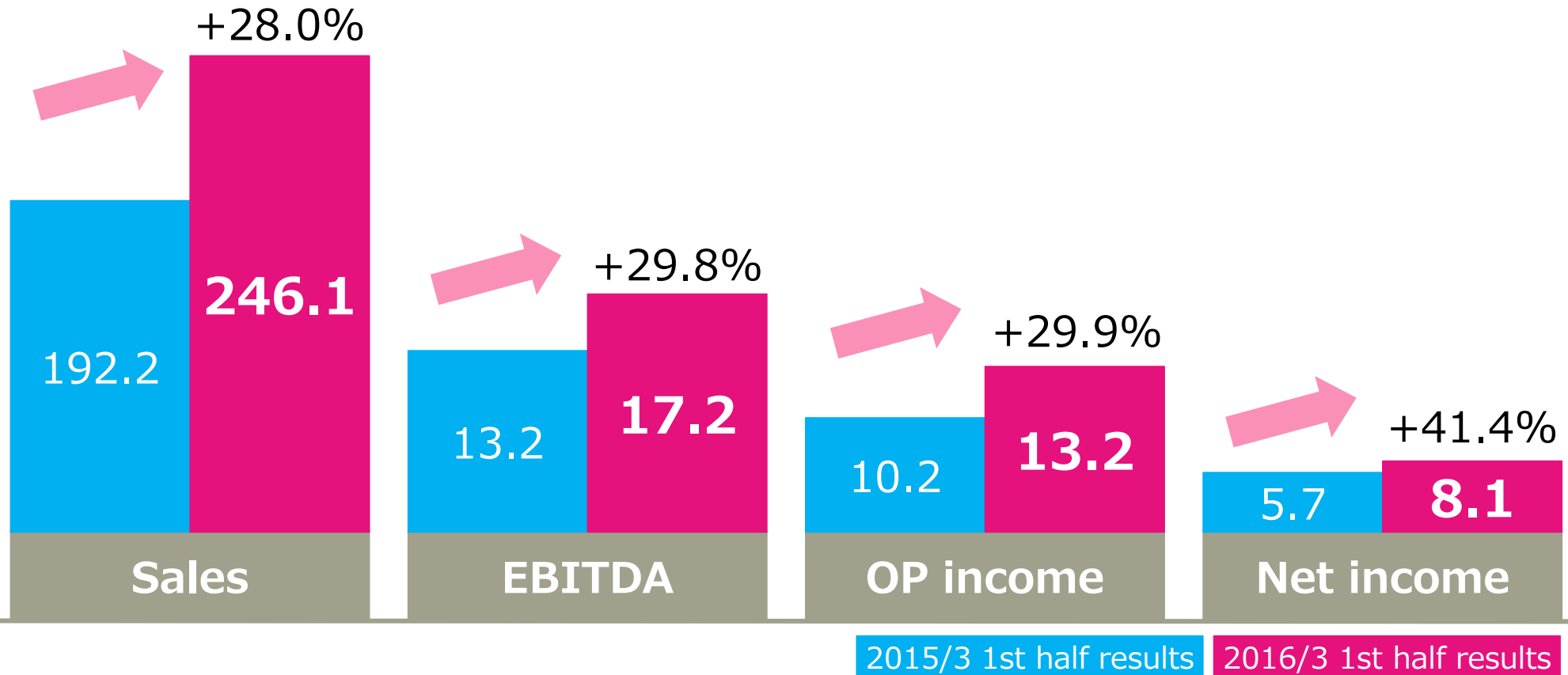
※ Refer to the following article for details

- “Briefing on Consolidated Financial Results”
- “Factbook”

(<http://www.temp-holdings.co.jp/ir/library4.html>)

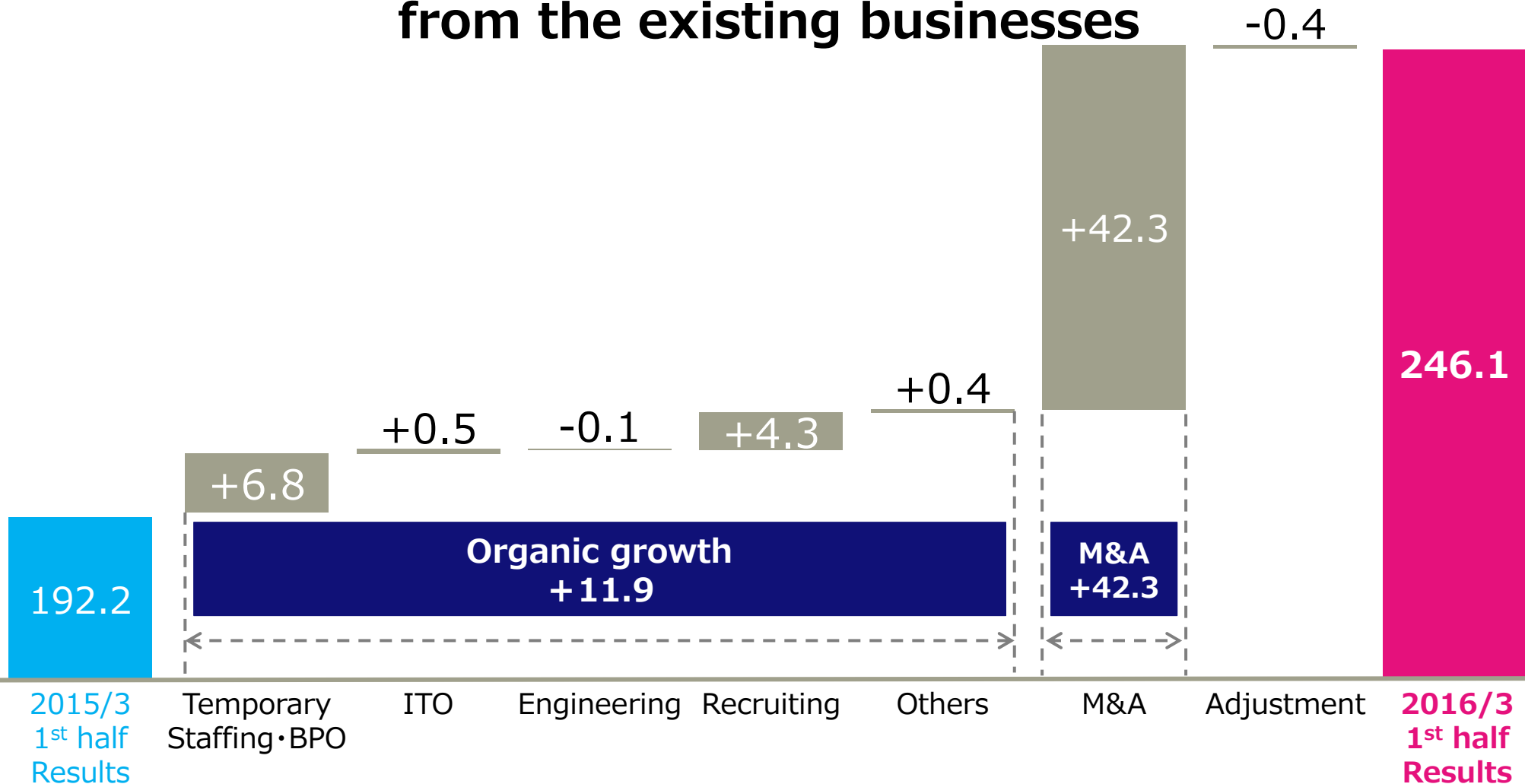


## Achieved the highest results due to large-scale M&A and steady growth of the existing businesses



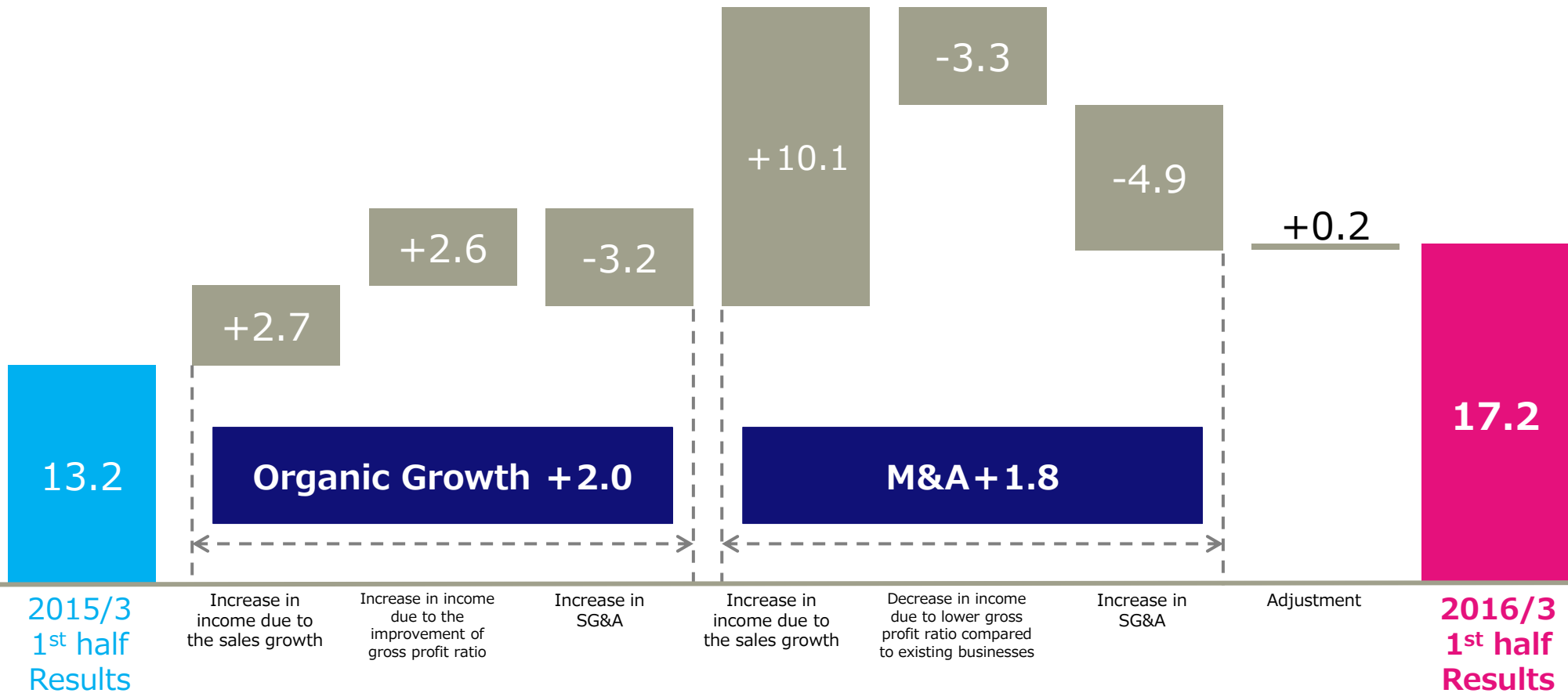


## Contribution from the large-scale M&A, in addition to increase in the revenues from the existing businesses



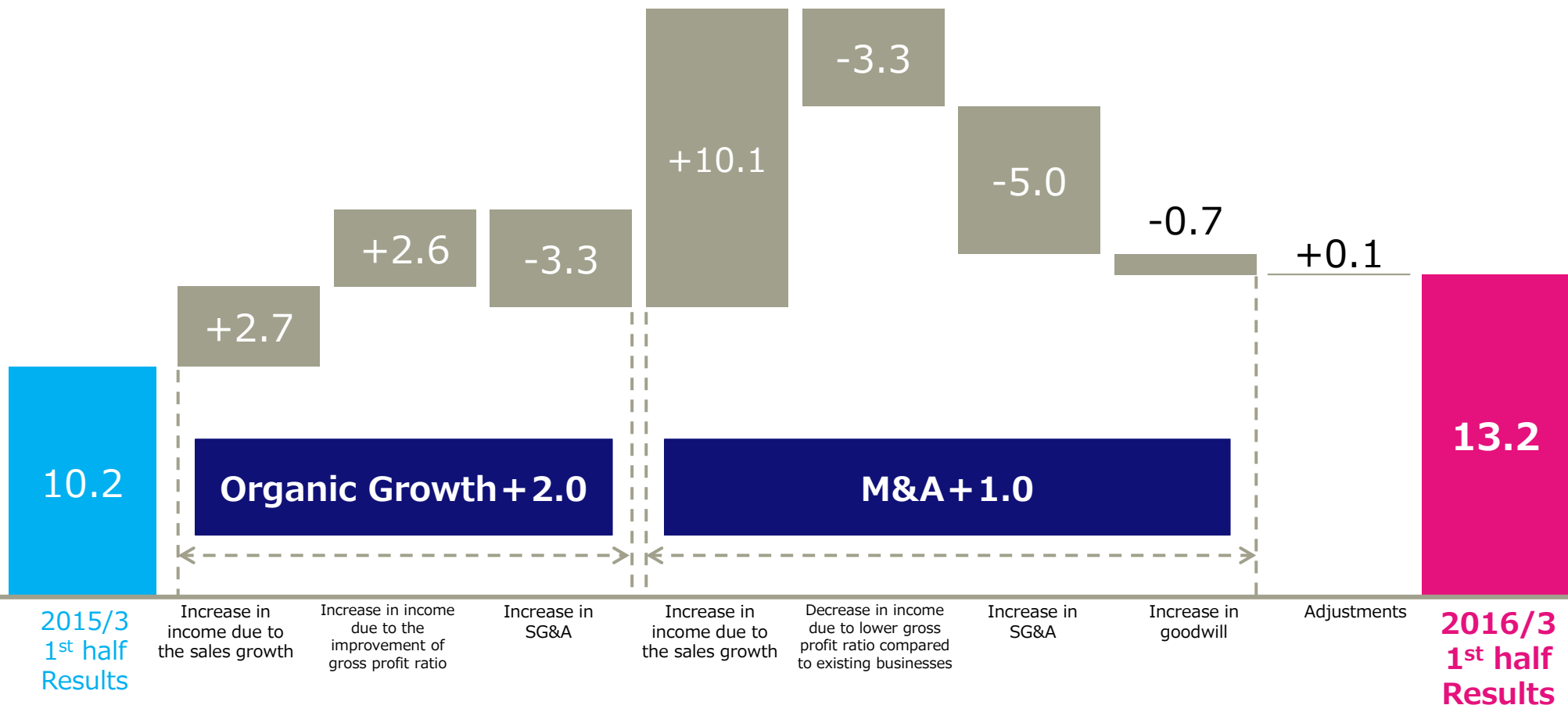


## Increase in EBITDA from M&A, the higher revenues and the improvement of profitability





## Increase in OP income due to the higher revenues despite increase in the amortization of the goodwill and the capital investment





# 2016/3 2Q: Consolidated Balance Sheets

(Unit: billion yen)

	As of March 31, 2015	As of September 30, 2015	
	Results	Results	Change
Assets	228.6	219.9	-8.6
Current Assets	130.6	121.6	<b>-9.0</b>
Non-current assets	97.9	98.2	+3
Liabilities	124.6	95.6	-29.0
Current Liabilities	86.5	73.8	<b>-12.7</b>
Non-current Liabilities	38.1	21.8	<b>-16.2</b>
Net assets	103.9	124.3	+20.3
Owner's capital	98.5	118.3	<b>+19.7</b>
Minority interests	5.4	5.9	+0.5

**① Cash and deposits**  
Decrease due to the M&A, and the payment of income taxes and consumption tax.

**② Current Liabilities**  
Decrease due to the payment of consumption tax payable.

**③ Convertible bond-type bond with stock acquisition rights**  
Decrease in CB due to conversion of the bond, and Increase in capital stock and Capital surplus.  
(Capital to asset ratio : 53.8%)





## 2016/3 2Q: Consolidated Cash Flow

(Unit: billion yen)

	2015/3 1 <sup>st</sup> half Results	2016/3	
		1 <sup>st</sup> half Results	Change
Net cash provided by operating activities	11.9	1.2	<b>-10.6</b>
Net cash used in investment activities	-2.9	-4.8	-1.8
Net cash used in financing activities	-3.3	-3.9	-0.6
Increase (decrease) in cash and cash equivalents	5.5	-7.4	-13.0
Cash and cash Equivalents at end of year	41.5	52.7	+11.2

① Decrease due to the payment of Consumption tax payable



## Dividend Policy

**Stable dividend payment will be continued according to the progress of business results, while enhancing our business structure to be able to expand business in growth areas swiftly and aggressively**

	2015/3		2016/3	
	interim	Year-end	interim	Year-end (plan)
Dividend per Share	14 Yen	18 Yen	<b>18 Yen</b>	<b>6 Yen(※)</b>
Dividend Ratio (Consolidated)	17.4%		—	

(※) Temp Holdings conducted the 3-for-1 stock split for the common stock of the company in October 29, 2015.

# **Part.2:**

# **Progress of Mid-term Management Strategy**

< Corporate philosophy of the Temp Group >

Creating Jobs, Adding Value to Individuals,  
and Contributing to Society

<Slogan of the Temp Group>

Helping people fulfill dreams and  
find happiness through work



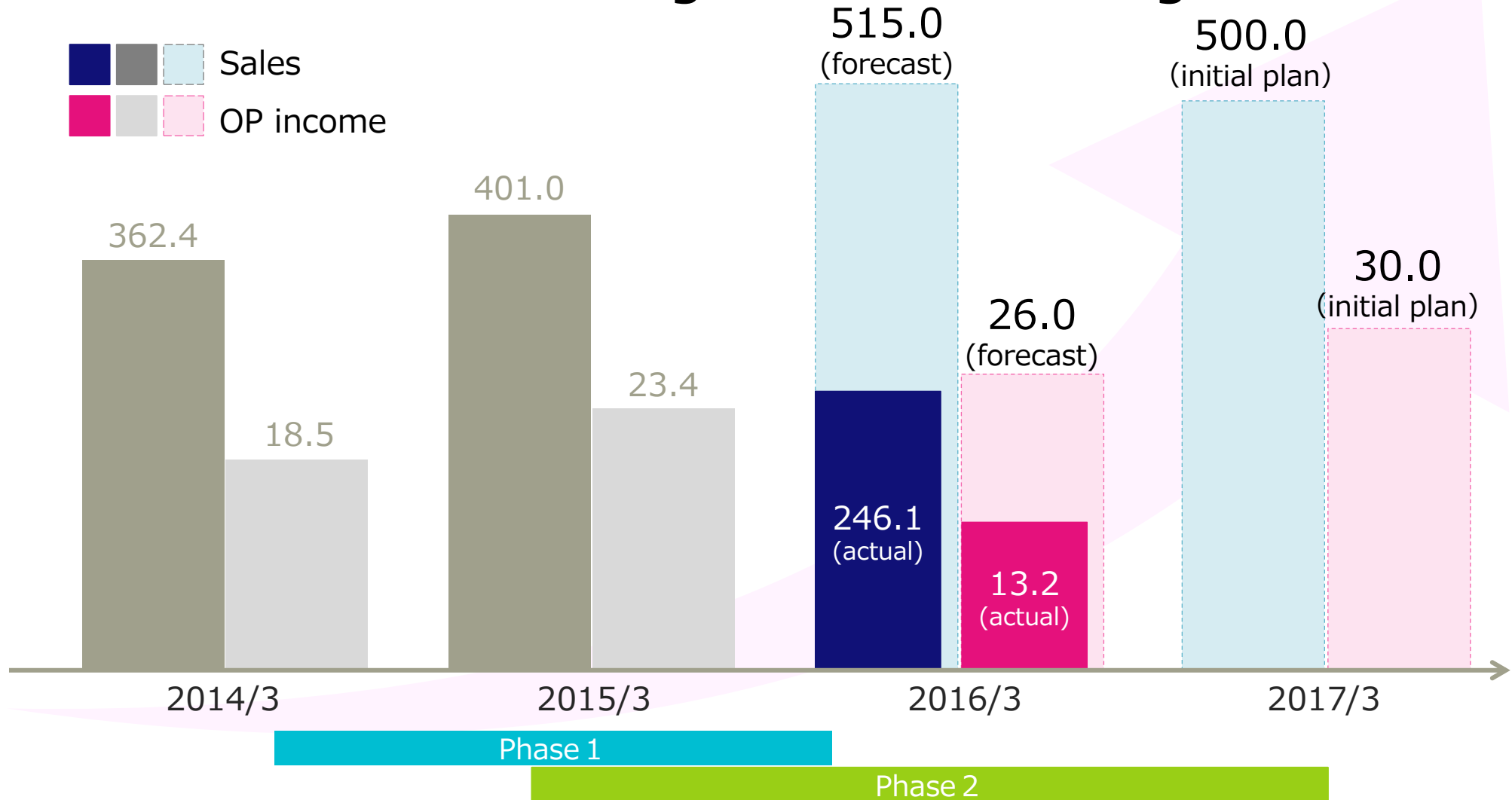
**Aim to**  
**Become No.1**  
**in the “number of users” and**  
**“number of employed persons”**



## Target amount of the mid-term management strategy

	2017/3 (Plan)	
Sales	500 Billion yen	
EBITDA	40 Billion yen	8.0%
Operating Income	30 Billion yen	6.0%

## Sales and operating income increased steadily, Numerical targets are within range





# Outline of the mid-term management strategy

Strategy1

Optimize the Group's management and segment structure

Strategy2

Increase the number of employed persons through investment in the Temporary Staffing division and improved productivity

Strategy3

Gain more users in the Recruiting segment

Strategy4

Enhance capability to offer solutions in outsourcing services

Strategy5

Generate group synergy





# Efforts taken in the Second Quarter ended September 30, 2015

## Phase 1; Enhancement / Establishment of a management platform

- Shift to 4 Segment system : Enhance the segment function, and Strengthen collaboration between related business
- Enhance Information sharing system called "RIBBON"
- System Integration Project proceeding
- Further integration of back-office functions of Temp Group

## Phase 2; A shift to a growth-oriented management

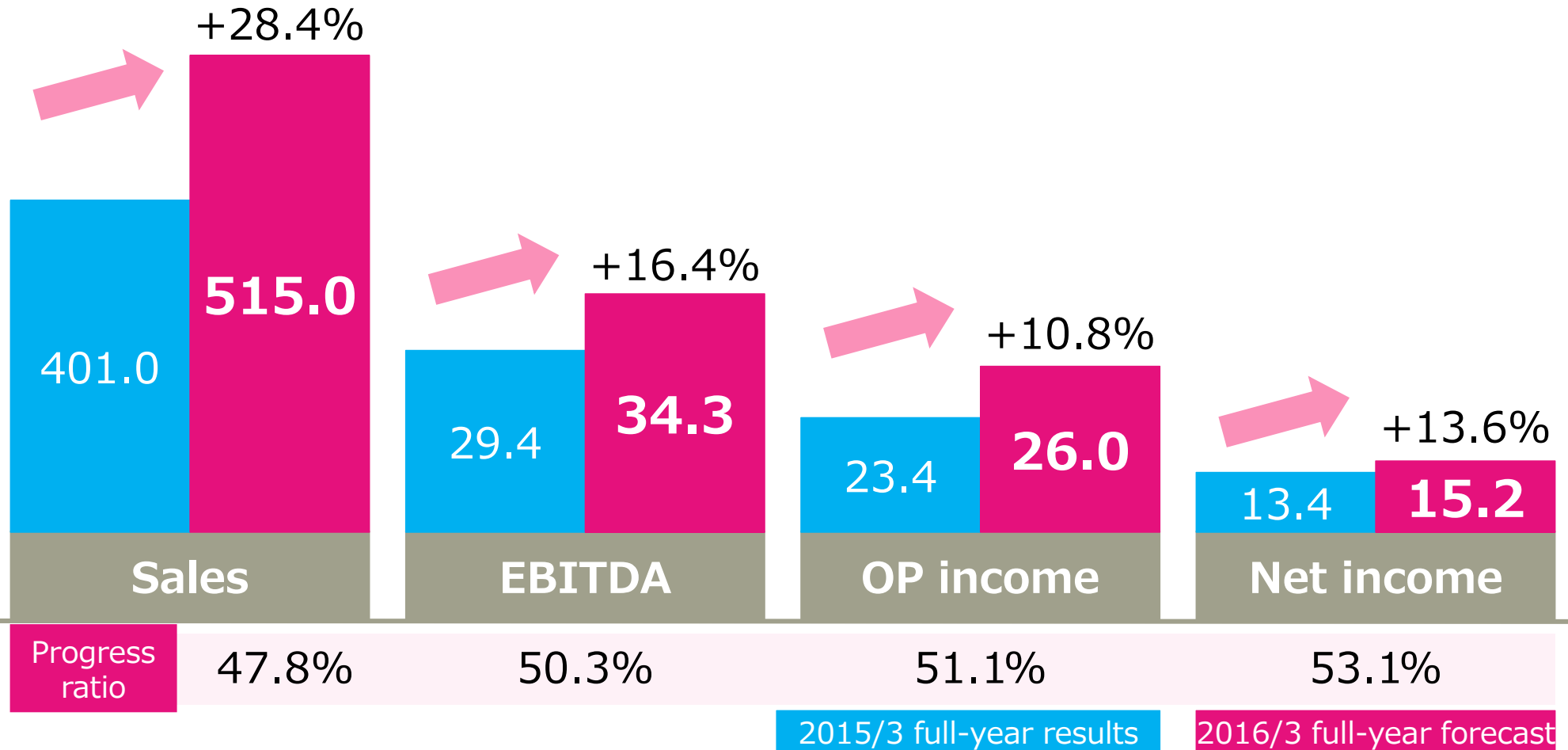
- The temporary staffing business enhanced; Acquisition of "P&P Holdings" shares and consolidation into the Temp Group
- Strengthen Medical area of temporary staffing business; Acquisition of "Medicross" Shares and consolidation into the Temp Group
- "DODA agent service for new graduates" started; "Benesse i-Career"
- Concentration on Web; announced closing down of "an" free paper edition in Tokyo and Kansai region
- South Asia business enhanced; shares of "Capita (Singapore)" were acquired and the company was converted into a consolidated subsidiary

## **Part.3**

# **Progress of plans for the Fiscal Year Ending March 31, 2016**



**Through M&A last fiscal year, Sales 500 billion yen is within range. Continue investment to achieve goals**





### Temporary Staffing Div.

- Revised Worker Dispatch Law stated

### Media Div.

- “LINE baito” growing
- Concentration on Web; announced closing down of “an” free paper edition in Tokyo and Kansai region

### Oversea Div.

- Shifted to a North Asia and South Asia managing company structure and conducted M&A in order to strengthen the Asian region.



### Point of Revision

- Easier to understand the law for temporary staff and clients
- Employment stabilization measures for temporary staff
- Required a license to involve



# Social responsibility of temporary staffing company increases

## Temporary staff

- Employment stabilization measures
- Career assistance

## Client

- Assist for understanding revised law
- Provide suitable service

## TEMP GROUP

Increase in  
information

Community-  
based services

Strengthening  
expertise

Efficiency



## Web shift occurred; Enhance productivity to capture the needs of users

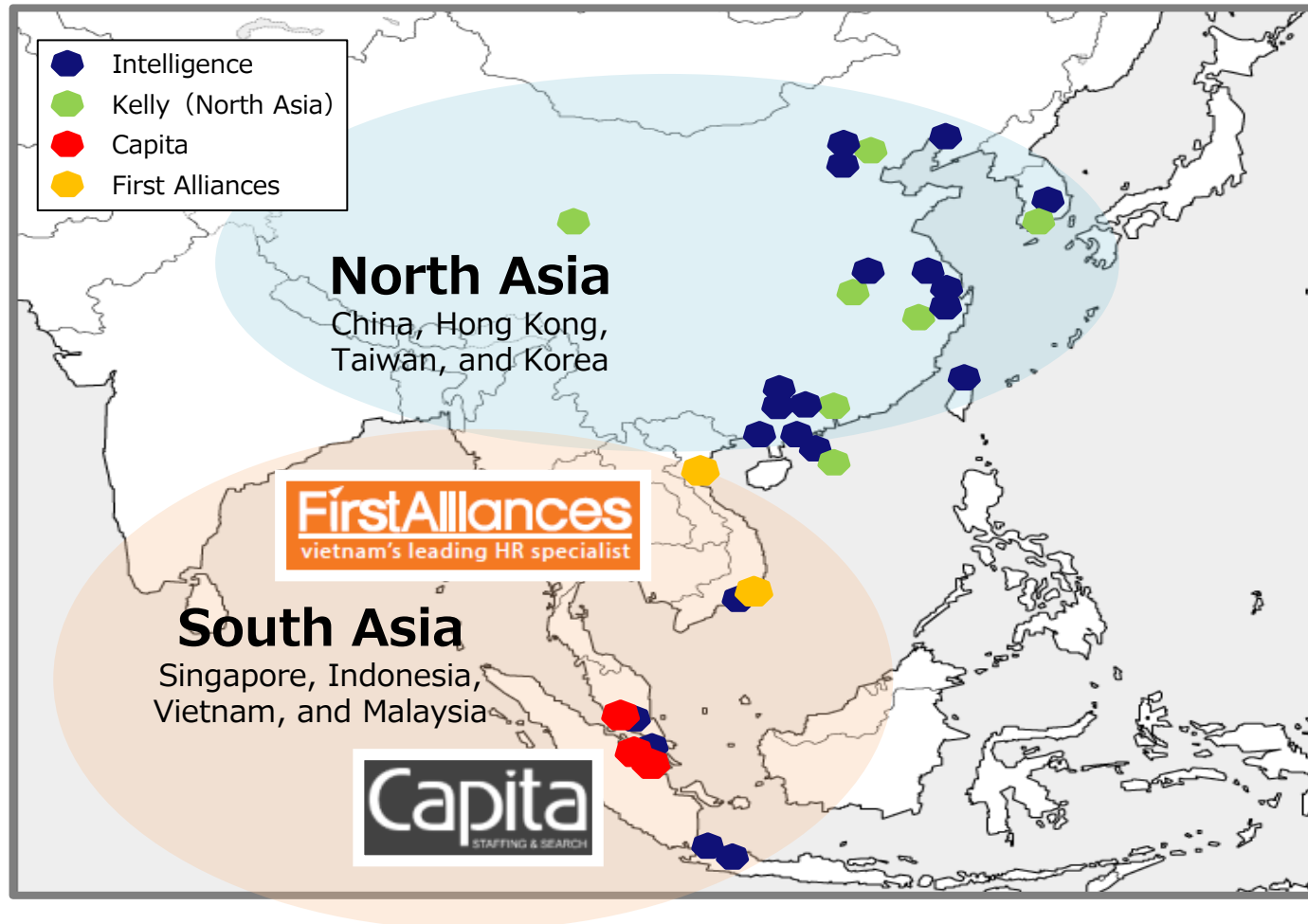
- Sales YoY : 8.5% (Media Div. total)
- Concentration on Web; announced closing down of “an” free paper edition in Tokyo and Kansai region
- Campaign to the potential layor

( LINE Baito )

- Service started at Feb, 2015
- The number of users; 6 million users
- “LINE Application” released (8/31~)
- TV commercial started (10/16~)



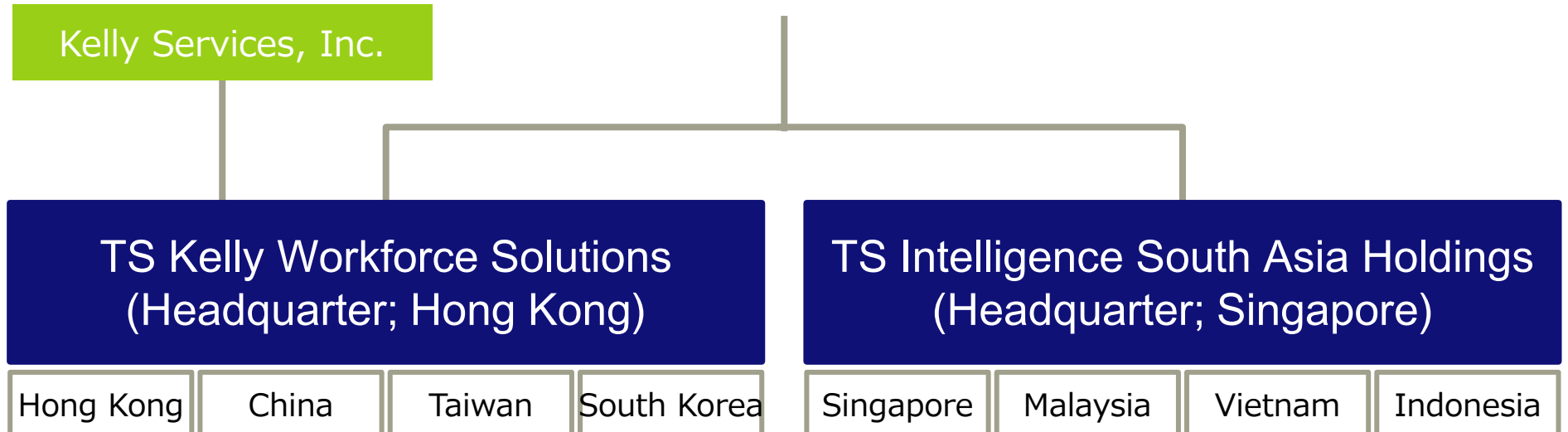
### Shares of “Capita(Singapore)” , “First Alliances(Vietnam)” were acquired and the company was converted into a consolidated subsidiary







# Strengthening governance; Shifted to a North Asia and South Asia managing company structure





- The statements concerning the Company's future business performances in this material such as earnings forecasts are based on information available as of November 17, 2015 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.
- This briefing is only for better understanding. Please note that numbers and indexes in this book are not audited



**JPX-NIKKEI 400**

August 2014: Temp Holdings was added to the JPX Nikkei Index 400

What is the  
JPX Nikkei 400?

It is a new stock price index that consists of companies that meet various requirements for global investment, such as the efficient use of capital and a management perspective that is conscious of investors, for the purpose of boosting the appeal of Japanese companies domestically and internationally.