

Briefing on Consolidated Financial Results for the Fiscal Year Ended March 31, 2016

Temp Holdings Co., Ltd.
May 13, 2016



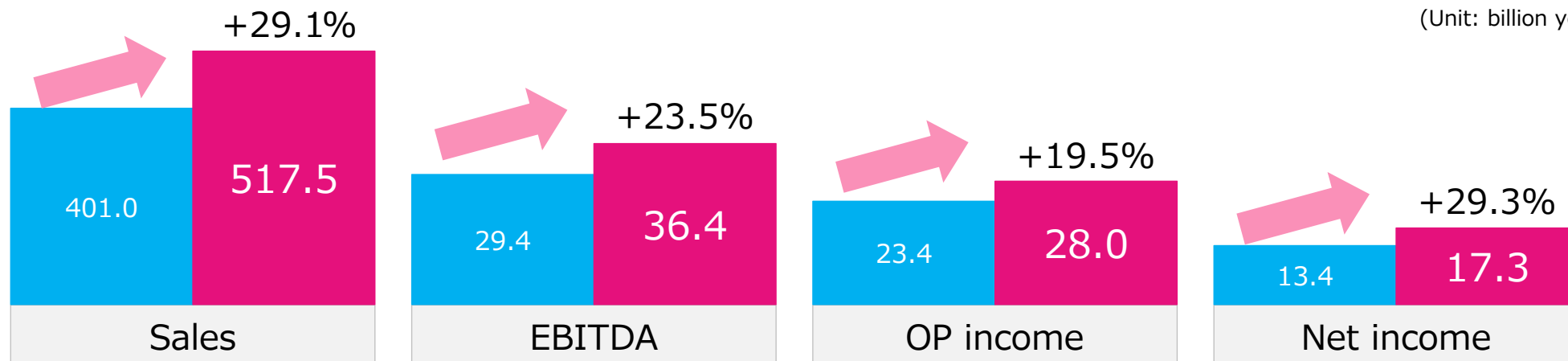
2016/3 : Summary of Consolidated Business Results

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

2016/3 Results

2015/3 Results

(Unit: billion yen)



(Unit: million yen, %)	2015/3 Results		2016/3 Results				2016/3 forecasts	
	Full Year	Ratio	Full Year	Ratio	Change	YoY	Full Year	Progress Ratio
Sales	401,056	100.0	517,597	100.0	116,541	129.1	515,000	100.5
Gross Profit	96,524	24.1	122,647	23.7	26,122	127.1	-	-
EBITDA*	29,471	7.3	36,408	7.0	6,936	123.5	34,300	106.1
OP income	23,470	5.9	28,052	5.4	4,582	119.5	26,000	107.9
Net income*	13,424	3.3	17,356	3.4	3,931	129.3	15,250	113.8

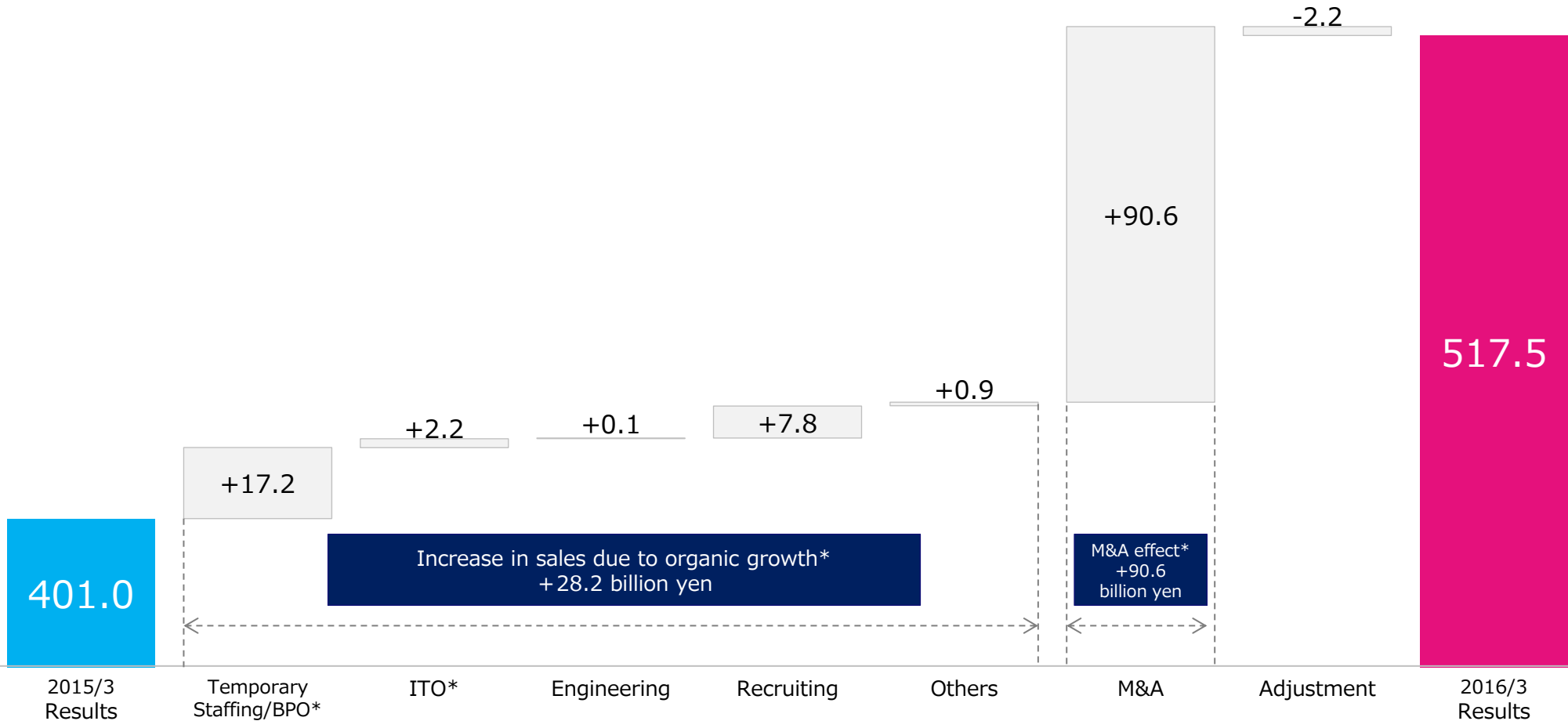
* EBITDA = OP income + Depreciation + Amortization of Goodwill

* The amount of Net income in this chart refers to the amount of net income attributable to ordinary equity holders of the parent company.



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

(Unit: billion yen)



*Organic growth (existing Businesses)

*M&A effect

*M&A targets

: The figures are shown the financial results excluding the new companies by M&A contributed after January 2015. (Internal transactions have not been eliminated)

: The figures are shown the financial results composed of the new companies by M&A contributed after January 2015. (Internal transactions have not been eliminated)

: CareerRise (September 2014), Tempstaff-kamei (February 2015), Panasonic Excel Staff (March 2015), P&P Holdings (June 2015), Medicross (December 2015) Capita (October 2015) (dates in parentheses indicate the year and month of consolidation as subsidiaries)



2016/3 : Sales by Segment

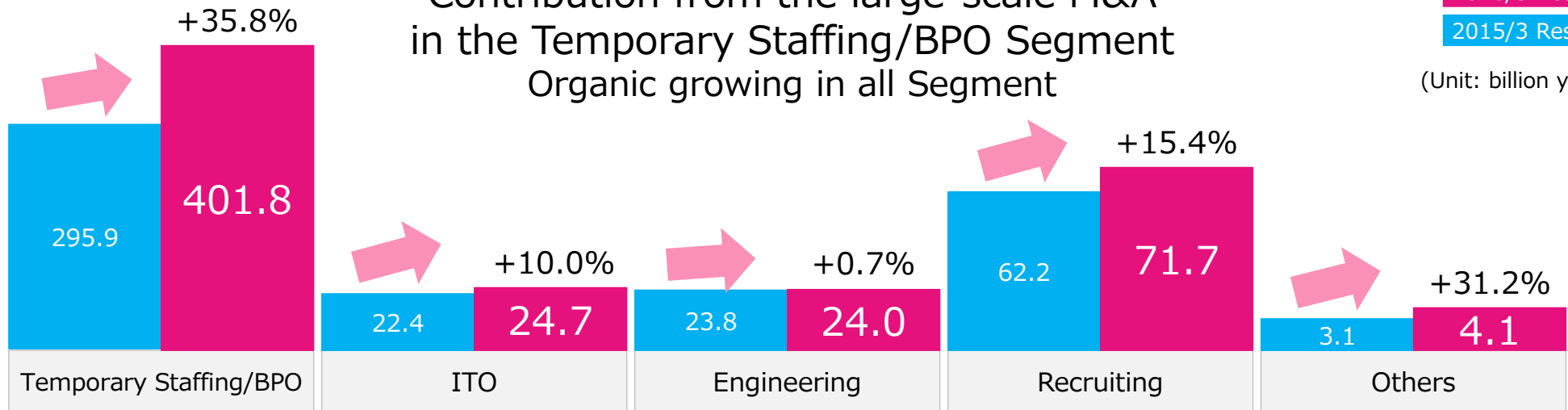
*BPO : Business Process Outsourcing, ITO : IT Outsourcing

Contribution from the large-scale M&A
in the Temporary Staffing/BPO Segment
Organic growing in all Segment

2016/3 Results

2015/3 Results

(Unit: billion yen)



(Unit: million yen, %)	2015/3 Results		2016/3 Results				2016/3 forecasts	
	Full year	Ratio	Full year	Ratio	Change	YoY	Full year	Progress Ratio
Temporary Staffing/BPO*	295,973	73.8	401,854	77.6	105,881	135.8	396,800	101.3
ITO*	22,459	5.6	24,701	4.8	2,241	110.0	24,050	102.7
Engineering	23,897	6.0	24,070	4.6	172	100.7	23,360	103.0
Recruiting	62,222	15.5	71,792	13.9	9,569	115.4	73,700	97.4
Others	3,127	0.8	4,102	0.8	974	131.2	3,730	110.0
Adjustment	-6,623	-1.7	-8,922	-1.7	-2,299	-	-6,640	-
TOTAL	401,056	100.0	517,597	100.0	116,541	129.1	515,000	100.5

* EBITDA = OP income + Depreciation + Amortization of Goodwill

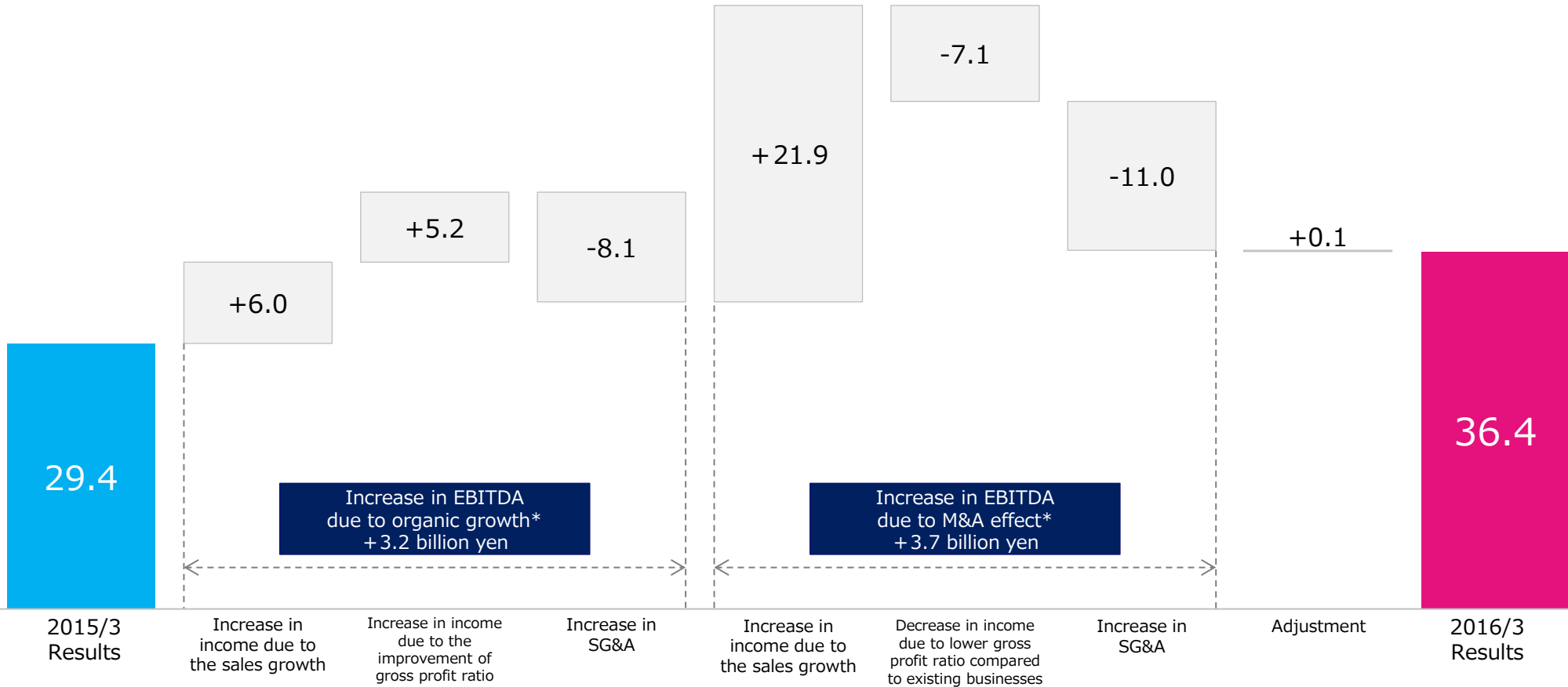
* From FY March 2016 there are four segments, and the results for FY March 2015 have also been reallocated and presented in the new segments.



2016/3 : EBITDA Analysis

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

(Unit: billion yen)



*Organic growth (existing Businesses)

*M&A effect

*M&A targets

: The figures are shown the financial results excluding the new companies by M&A contributed after January 2015. (Internal transactions have not been eliminated)

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Capita (October 2015) (dates in parentheses indicate the year and month of consolidation as subsidiaries)



2016/3 : EBITDA by Segment

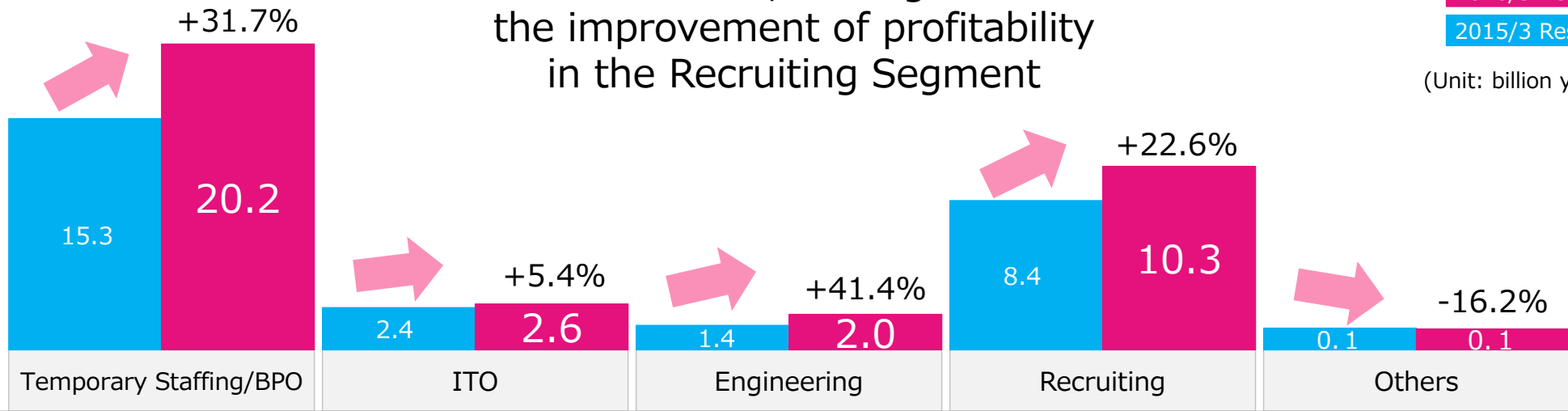
*BPO : Business Process Outsourcing, ITO : IT Outsourcing

Contribution from M&A, the higher revenues and the improvement of profitability in the Recruiting Segment

2016/3 Results

2015/3 Results

(Unit: billion yen)



(Unit: million yen, %)	2015/3 Results		2016/3 Results				2016/3 forecasts	
	Full year	Ratio	Full year	Ratio	Change	YoY	Full year	Progress Ratio
Temporary Staffing/BPO*	15,353	52.1	20,217	55.6	4,864	131.7	18,770	107.7
ITO*	2,482	8.4	2,615	7.2	132	105.4	2,430	107.6
Engineering	1,475	5.0	2,086	5.7	611	141.4	1,760	118.6
Recruiting	8,405	28.5	10,307	28.3	1,902	122.6	10,630	97.0
Others	187	0.6	157	0.4	-30	83.8	110	143.1
Adjustment	1,566	5.4	1,022	2.8	-543	65.3	600	-
TOTAL	29,471	100.0	36,408	100.0	6,936	123.5	34,300	106.1

* EBITDA = OP income + Depreciation + Amortization of Goodwill

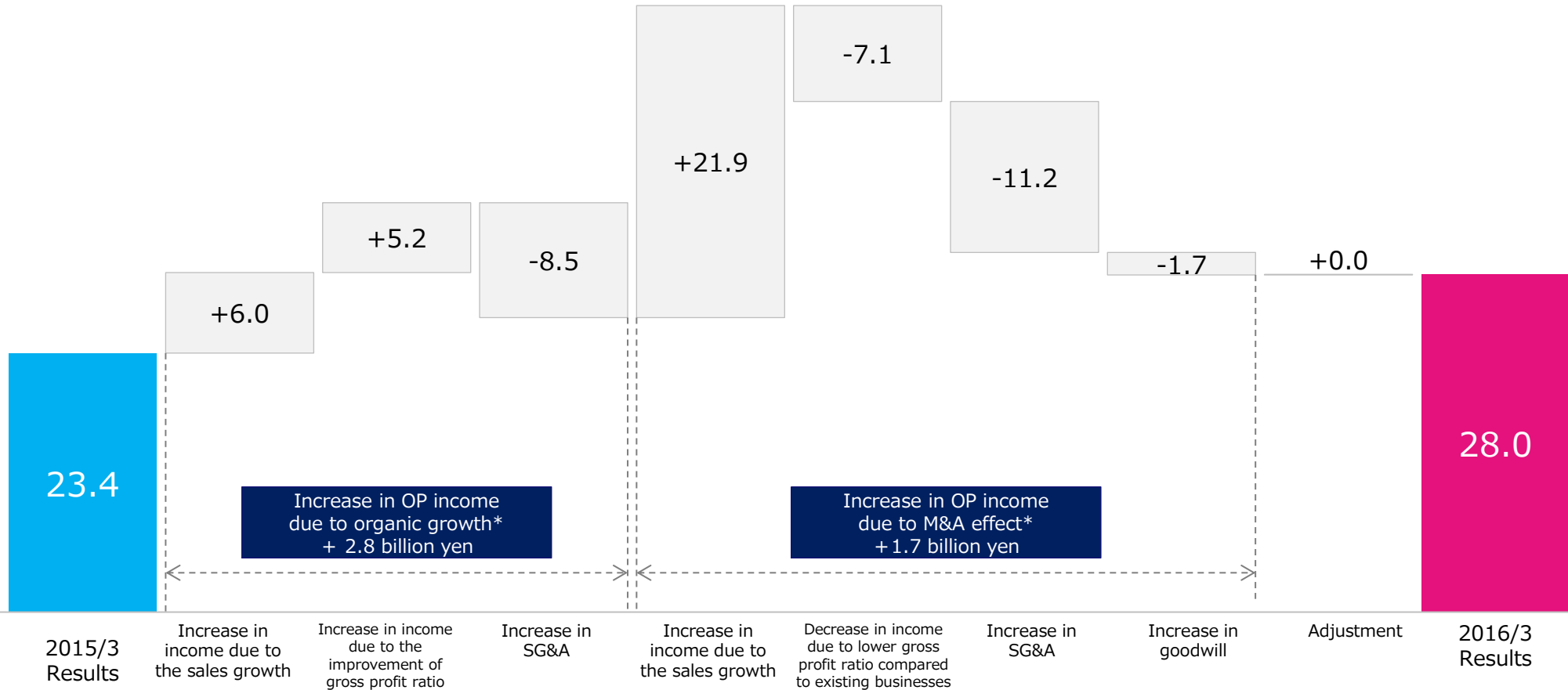
* From FY March 2016 there are four segments, and the results for FY March 2015 have also been reallocated and presented in the new segments.



2016/3 : OP income Analysis

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

(Unit: billion yen)



*Organic growth (existing Businesses)
 *M&A effect
 *M&A targets

: The figures are shown the financial results excluding the new companies by M&A contributed after January 2015. (Internal transactions have not been eliminated)
 : The figures are shown the financial results composed of the new companies by M&A contributed after January 2015. (Internal transactions have not been eliminated)
 : CareerRise (September 2014), Tempstaff-kamei (February 2015), Panasonic Excel Staff (March 2015), P&P Holdings (June 2015), Medicross (December 2015)
 Capita (October 2015) (dates in parentheses indicate the year and month of consolidation as subsidiaries)



2016/3 : OP income by Segment

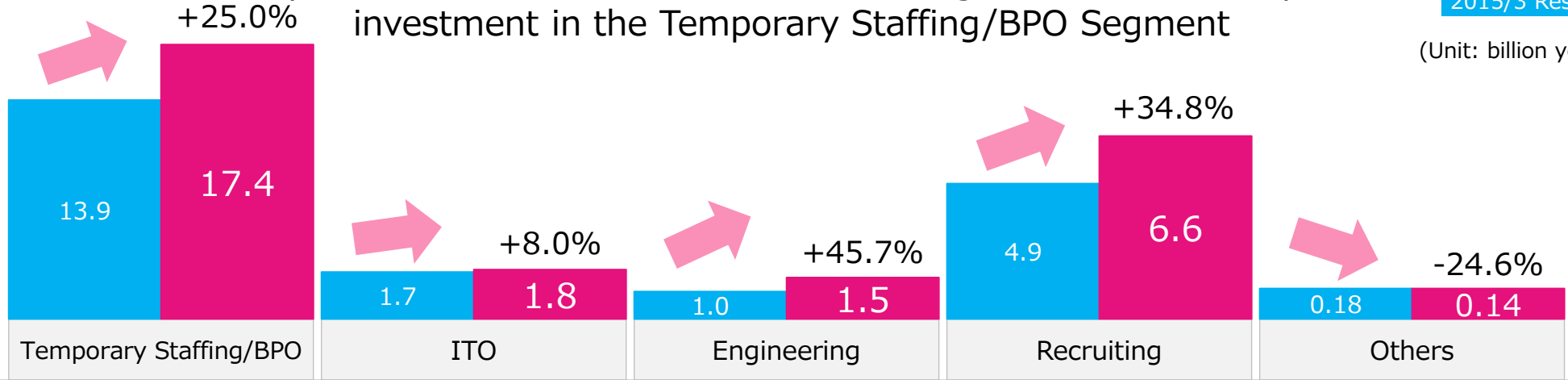
*BPO : Business Process Outsourcing, ITO : IT Outsourcing

Increase in OP income due to the higher revenues,
despite increase in the amortization of the goodwill and the capital
investment in the Temporary Staffing/BPO Segment

2016/3 Results

2015/3 Results

(Unit: billion yen)



(Unit: million yen, %)	2015/3 Results		2016/3 Results				2016/3 forecasts	
	Full year	Ratio	Full year	Ratio	Change	YoY	Full year	Progress Ratio
Temporary Staffing/BPO*	13,962	59.5	17,459	62.2	3,497	125.0	15,450	113.0
ITO*	1,719	7.3	1,857	6.6	138	108.0	1,750	106.1
Engineering	1,051	4.5	1,532	5.5	480	145.7	1,090	140.6
Recruiting	4,907	20.9	6,612	23.6	1,705	134.8	7,000	94.5
Others	187	0.8	141	0.5	-46	75.4	90	157.3
Adjustment	1,641	7.0	448	1.6	-1,192	27.4	620	-
TOTAL	23,470	100.0	28,052	100.0	4,582	119.5	26,000	107.9

* EBITDA = OP income + Depreciation + Amortization of Goodwill

* From FY March 2016 there are four segments, and the results for FY March 2015 have also been reallocated and presented in the new segments.



2016/3 : Consolidated Balance Sheets

(Unit: million yen, %)	As of March 31, 2015		As of March 31, 2016			
	Results	Ratio	Results	Ratio	Change	
Assets	228,663	100.0	236,238	100.0	7,575	<Cash and deposits> Decrease due to the M&A* and the payment of income taxes and consumption tax
Current assets	130,696	57.2	130,611	55.3	-84	*Acquisition of shares of P&P Holdings with 5.49 billion yen, and shares of Capita Pte. with 6.94 billion yen.
(Cash and deposits)	60,645	26.5	51,227	21.7	-9,417	
Non-current assets	97,967	42.8	105,627	44.7	7,660	<Right of trademark and Goodwill> Decrease due to the amortization and impairment of goodwill: -6.25 billion yen Increase due to M&A*: +9.63 billion yen
(Right of trademark and goodwill)	77,085	33.7	80,412	34.0	3,327	
Liabilities	124,694	54.5	102,737	43.5	-21,956	<Current liabilities> Decrease due to the payment of Bank loans and consumption tax payable
Current liabilities	86,569	37.9	67,482	28.6	-19,087	
(Current portion of loans payable)	19,739	8.6	5,427	2.3	-14,311	<Long-term loans payable> Increase due to refinance short-term loan to Long-term loans
Non-current liabilities	38,124	16.7	35,255	14.9	-2,868	
(Long-term loans payable)	13,920	6.1	24,993	10.6	11,073	<Convertible bond-type bond with stock acquisition rights> Decrease due to conversion of the bond
(Convertible bond-type bond with stock acquisition rights)	14,798	6.5	851	0.4	-13,947	
Net assets	103,969	45.5	133,501	56.5	29,531	<Capital stock and capital surplus> Increase due to conversion of the bond
Owners' capital	98,562	43.1	127,205	53.8	28,643	
(Capital stock)	10,081	4.4	17,055	7.2	6,973	
(Capital surplus)	13,673	6.0	20,520	8.7	6,846	
(Legal retained earnings)	73,499	32.1	88,134	37.3	14,634	
Minority interests	5,406	2.4	6,295	2.7	888	



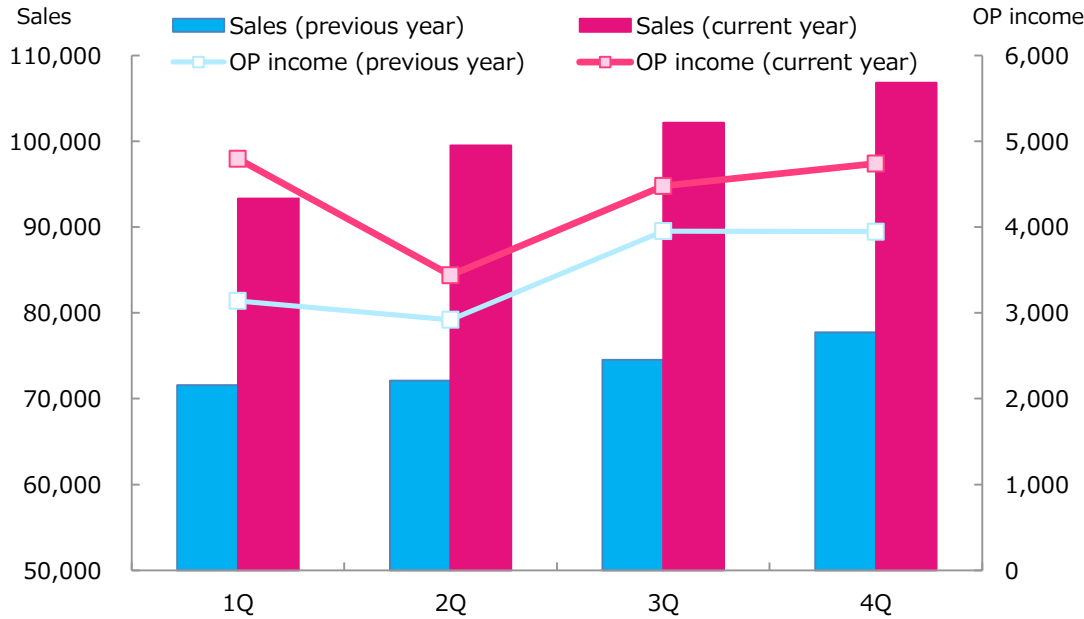
2016/3 : Consolidated Cash Flow

(Unit: million yen, %)	2015/3		2016/3		2015/3		2016/3
	Full Year Results	Full Year Results	Full Year Results	Change	Full Year Results	⇒	Full year Results
Net cash provided by operating activities	28,894	13,279	-15,614		Income before income taxes and minority interests	22,716 ⇒	28,982
Net cash used in investment activities	-13,529	-15,065	-1,535		Depreciation and amortization	2,749 ⇒	3,061
Net cash used in financing activities	8,937	-7,213	-16,150		Amortization of goodwill	4,243 ⇒	5,294
Increase (decrease) in cash and cash equivalents	24,248	-9,066	-33,314		Decrease (increase) in notes and accounts receivable-trade	-7,651 ⇒	-5,864
Cash and cash Equivalents at end of year	60,205	51,138	-9,066		Increase (decrease) in operating debt	5,202 ⇒	2,370
					Increase (decrease) in consumption tax payable	10,759 ⇒	-9,407
					Income tax paid	-10,332 ⇒	-11,756
					Purchase of intangible assets	-1,354 ⇒	-2,791
					Purchase of investments in subsidiaries (resulting in change of scope of consolidation)	-9,191 ⇒	-10,457
					Increase (decrease) in long-term loans payable	-4,640 ⇒	-4,860
					Cash dividends paid	-2,046 ⇒	-2,721



2016/3 Transition of Business Results by Segments ① Temporary Staffing/BPO Segment

*BPO : Business Process Outsourcing



2016/3 : Highlights

Demand from client companies remained strong
 Increase in the revenues due to organic growth and M&A
 (Organic growth rate: 5.8%, Sales increase rate due to M&A: 30.0%)

<Temporary Staffing division>

- Panasonic Excel Staff, P&P Holdings started to contribute (for further information, see the "Appendix: Recent M&As")
- Increased in OP income due to the higher revenues better than increase in the costs related to personnel expansion and social insurance premiums

<BPO division>

- Improve the GP rate through profit management for each project

(Unit: million yen, %)

	2015/3	2016/3	
	4Q Only	4Q Only	YoY
Sales	77,744	106,844	137.4
EBITDA	4,242	5,433	128.1
EBITDA margin	5.5	5.1	-
OP income	3,947	4,741	120.1
OP income ratio	5.1	4.4	-

	2015/3	2016/3		2016/3 forecasts	
	Full Year	Full year	YoY	Full Year	Progress Ratio
Sales	295,973	401,854	135.8	396,800	101.3
EBITDA	15,353	20,217	131.7	18,770	107.7
EBITDA margin	5.2	5.0	-	4.7	-
OP income	13,962	17,459	125.0	15,450	113.0
OP income ratio	4.7	4.3	-	3.9	-

*Internal transactions have not been eliminated from the figures for sales and OP income.

*From FY March 2016 there are four segments, and the results for FY March 2015 have also been reallocated and presented in the new segments.

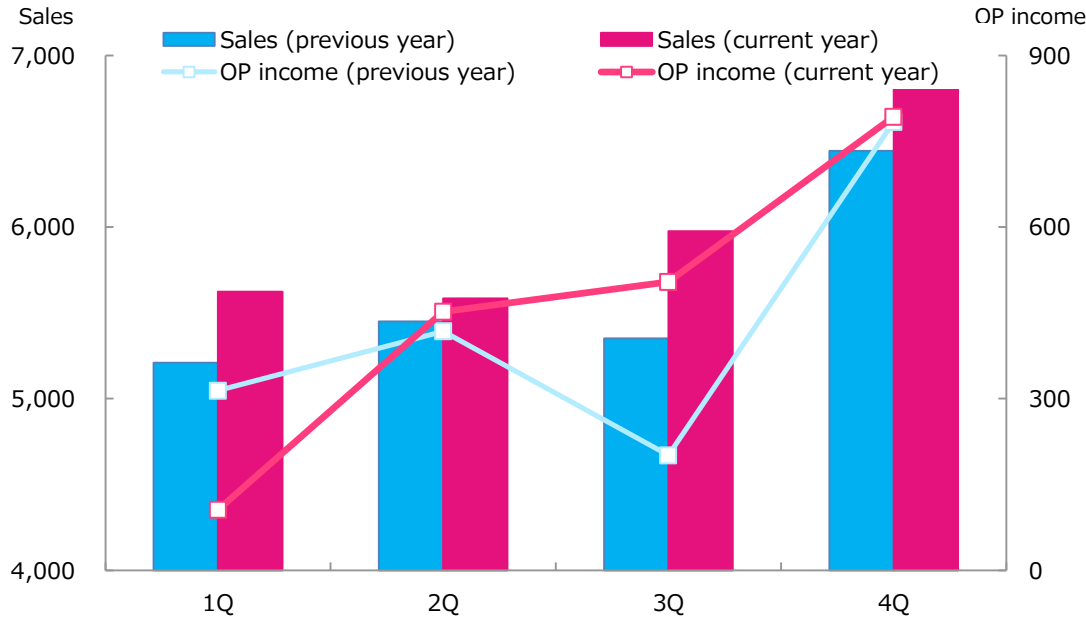
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*EBITDA = OP income + Depreciation + Amortization of Goodwill.



2016/3 Transition of Business Results by Segments ② ITO Segment

*ITO : IT Outsourcing



2016/3 : Highlights

- Demand for IT system and SI-related services from client companies remained solid
- Growth in the sales and OP income due to increasing in the added value projects as System Integration, Sales Marketing and Alternative Energy Outsourcing, in addition to the transfer of some businesses from the Engineering Segment
- Increased in personnel expenses due to measures against the securing and enclosing IT engineers

(Unit: million yen, %)

	2015/3	2016/3	
	4Q Only	4Q Only	YoY
Sales	6,445	7,515	116.6
EBITDA	961	990	103.0
EBITDA margin	14.9	13.2	-
OP income	784	793	101.1
OP income ratio	12.2	10.6	-

	2015/3	2016/3		2016/3 forecasts	
	Full Year	Full year	YoY	Full Year	Progress Ratio
Sales	22,459	24,701	110.0	24,050	102.7
EBITDA	2,482	2,615	105.4	2,430	107.6
EBITDA margin	11.1	10.6	-	10.1	-
OP income	1,719	1,857	108.0	1,750	106.1
OP income ratio	7.7	7.5	-	7.3	-

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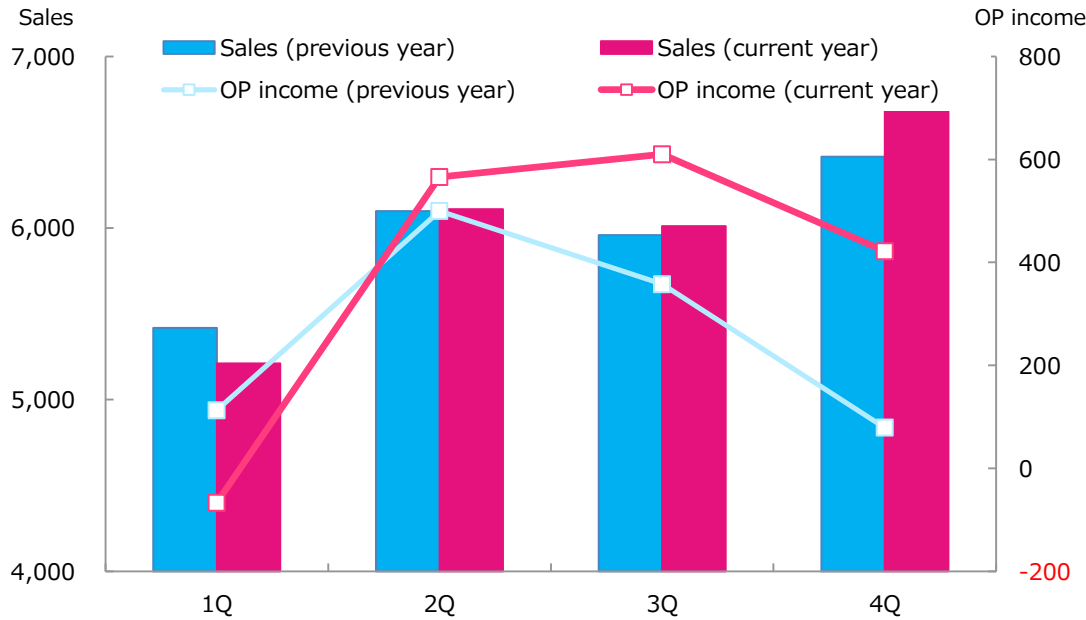
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*EBITDA = OP income + Depreciation + Amortization of Goodwill.



2016/3 Transition of Business Results by Segments ③ Engineering Segment



2016/3 : Highlights

- Demand from the automobile industries remained solid
- Increasing in the sales and OP income due to shifting resources to growing field, despite the transfer of some businesses to the ITO Segment
- Enhancing the proportion of outsourcing services as higher added value, and rise in the average unit price improve profitability
- Technical training sessions for this segment were conducted across the segment

(Unit: million yen, %)

	2015/3	2016/3	
	4Q Only	4Q Only	YoY
Sales	6,416	6,736	105.0
EBITDA	185	563	303.2
EBITDA margin	2.9	8.4	-
OP income	79	422	530.9
OP income ratio	1.2	6.3	-

	2015/3	2016/3		2016/3 forecasts	
	Full year	Full Year	YoY	Full Year	Progress Ratio
Sales	23,897	24,070	100.7	23,360	103.0
EBITDA	1,475	2,086	141.4	1,760	118.6
EBITDA margin	6.2	8.7	-	7.5	-
OP income	1,051	1,532	145.7	1,090	140.6
OP income ratio	4.4	6.4	-	4.7	-

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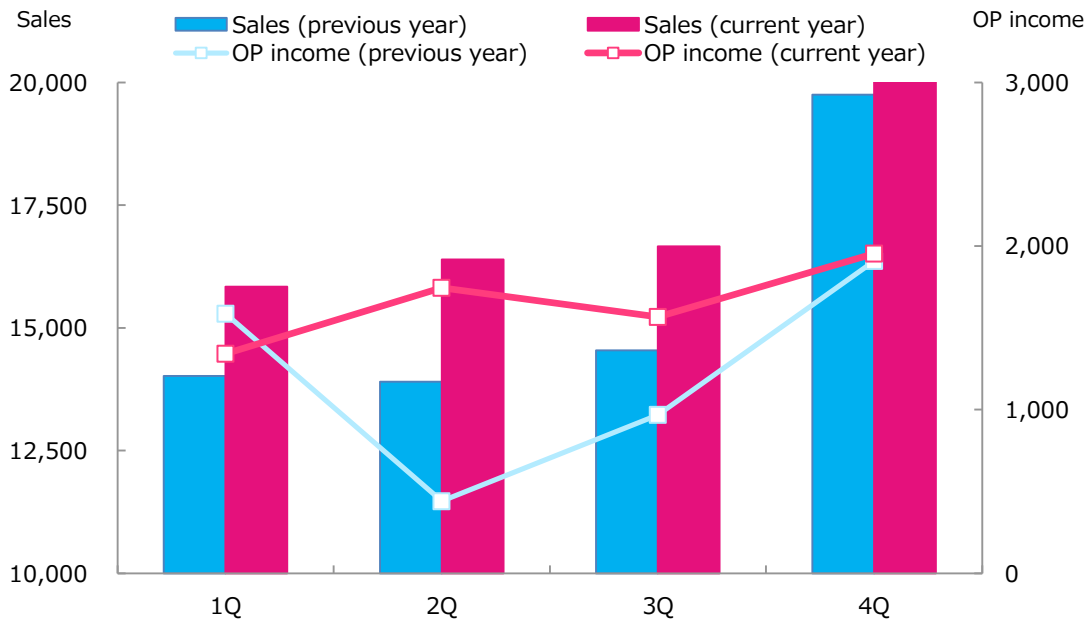
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2016/3 Transition of Business Results by Segments ④ Recruiting Segment



2016/3 : Highlights

- Demand from client companies remained strong
- Concluded the advertising expenses in the 2nd half (TV CM of DODA and LINE Baito)
- Capita started to contribute

<Media division>

- Invested in enhancing product values and functions of “an” and “LINE Baito (part-time jobs)”
- Closing down of “an” free paper edition in Tokyo and Kansai region

<Career division>

- The number of job positions offered by clients and new candidates continuing new record, in the survey by DODA
- Direct sourcing service “DODA Recruiters” released

(Unit: million yen, %)

	2015/3	2016/3	
	4Q Only	4Q Only	YoY
Sales	19,753	22,891	115.9
EBITDA	2,748	3,020	109.9
EBITDA margin	13.9	13.2	-
OP income	1,909	1,954	102.4
OP income ratio	9.7	8.5	-

	2015/3	2016/3		2016/3 forecasts	
	Full Year	Full Year	YoY	Full Year	Progress Ratio
Sales	62,222	71,792	115.4	73,700	97.4
EBITDA	8,405	10,307	122.6	10,630	97.0
EBITDA margin	13.5	14.4	-	14.4	-
OP income	4,907	6,612	134.8	7,000	94.5
OP income ratio	7.9	9.2	-	9.5	-

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*EBITDA = OP income + Depreciation + Amortization of Goodwill.



2016/3 Transition of Business Results by Segments ⑤ Other Business / Adjustment

Other Business (Unit: million yen, %)	2015/3	2016/3		2015/3	2016/3		2016/3 forecasts	
	4Q Only	4Q Only	YoY	Full year	Full Year	YoY	Full Year	Progress Ratio
Sales	824	1,071	130.0	3,127	4,102	131.2	3,730	110.0
EBITDA	56	-24	-	187	157	83.8	110	143.1
EBITDA margin	6.8	-	-	6.0	3.8	-	2.9	-
OP income	56	-28	-	187	141	75.4	90	157.3
OP income ratio	6.8	-	-	6.0	3.5	-	2.4	-

Adjustment (Unit: million yen, %)	2015/3	2016/3		2015/3	2016/3		2016/3 forecasts	
	4Q Only	4Q Only	YoY	Full year	Full Year	YoY	Full Year	Progress Ratio
Sales	-2,003	-3,287	-	-6,623	-8,922	-	-6,640	-
EBITDA	526	-493	-	1,566	1,022	65.3	600	-
EBITDA margin	-	-	-	-	-	-	-	-
OP income	481	-723	-	1,641	448	27.4	620	-
OP income ratio	-	-	-	-	-	-	-	-

*Internal transactions have not been eliminated from the figures for sales and OP income.

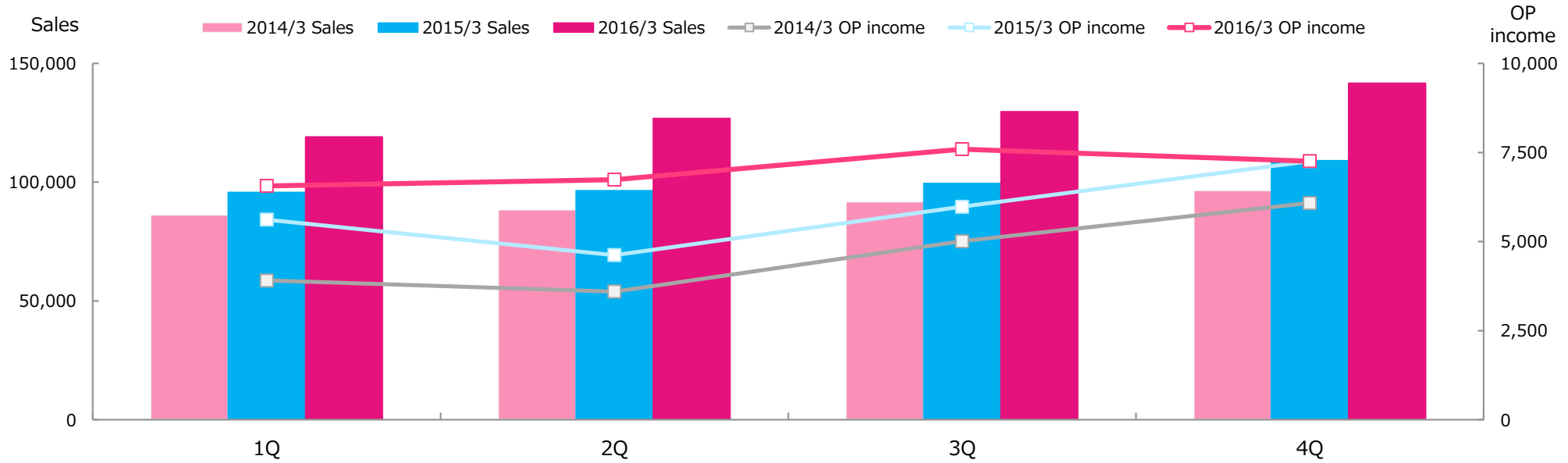
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2016/3 Transition of Business Results

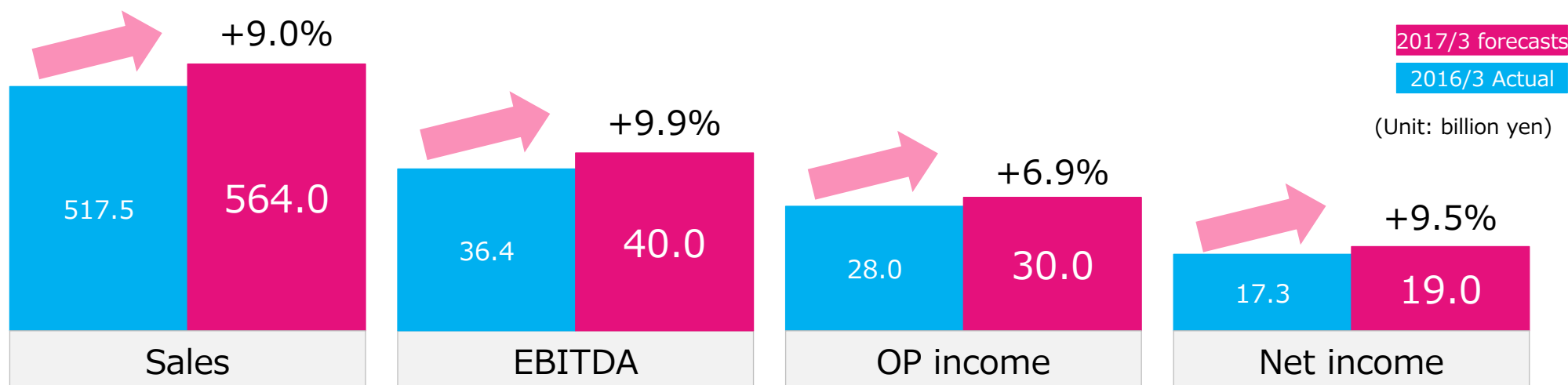


(Unit: million yen, %)	1Q				2Q				3Q				4Q			
	2014/3	2015/3	2016/3	YoY	2014/3	2015/3	2016/3	YoY	2014/3	2015/3	2016/3	YoY	2014/3	2015/3	2016/3	YoY
Sales	86,091	95,767	119,173	124.4	88,328	96,505	126,932	131.5	91,679	99,602	129,719	130.2	96,389	109,180	141,771	129.9
EBITDA	5,472	7,151	8,471	118.5	5,213	6,129	8,766	143.0	6,601	7,468	9,680	129.6	7,663	8,722	9,490	108.8
EBITDA Margin	6.4	7.5	7.1	-	5.9	6.4	6.9	-	7.2	7.5	7.5	-	8.0	8.0	6.7	-
OP income	3,909	5,614	6,561	116.9	3,597	4,620	6,737	145.8	5,008	5,977	7,594	127.0	6,082	7,258	7,160	98.6
OP income ratio	4.5	5.9	5.5	-	4.1	4.8	5.3	-	5.5	6.0	5.9	-	6.3	6.6	5.1	-

*EBITDA = OP income + Depreciation + Amortization of Goodwill



2017/3 Consolidated forecasts of Results



(Units :million yen,%)

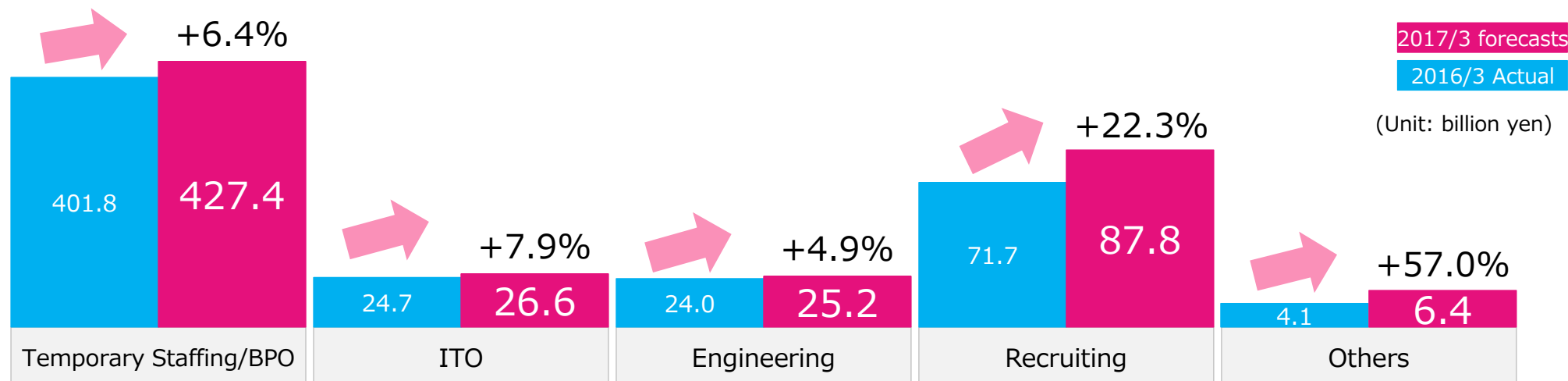
	2016/3 Actual				2017/3 forecasts					
	1st Half	Ratio	Full year	Ratio	1st Half	Ratio	YoY	Full year	Ratio	YoY
Sales	246,106	100.0	517,597	100.0	271,000	100.0	110.1	564,000	100.0	109.0
EBITDA	17,237	7.0	36,408	7.0	18,000	6.6	104.4	40,000	7.1	109.9
OP income	13,298	5.4	28,052	5.4	13,300	4.9	100.0	30,000	5.3	106.9
Ordinary income	13,355	5.4	28,190	5.4	13,400	4.9	100.3	30,200	5.3	107.1
Net income*	8,104	3.3	17,356	3.4	8,500	3.1	104.9	19,000	3.3	109.5
Earning Per Share* (Yen)	36.10	-	75.76	-	36.25	-	100.4	81.02	-	106.9

* The amount of Net income in this chart refers to the amount of net income attributable to ordinary equity holders of the parent company.



2017/3 Consolidated forecasts of Results① : Sales by Segment

*BPO : Business Process Outsourcing, ITO : IT Outsourcing



(Units :million yen,%)	2016/3 Actual				2017/3 forecasts					
	1st Half	Ratio	Full year	Ratio	1st Half	Ratio	YoY	Full year	Ratio	YoY
Temporary Staffing/BPO*	192,846	78.4	401,854	77.6	206,700	76.3	107.2	427,400	75.8	106.4
ITO*	11,208	4.5	24,701	4.8	12,500	4.6	111.5	26,650	4.7	107.9
Engineering	11,322	4.6	24,070	4.6	12,110	4.5	107.0	25,260	4.5	104.9
Recruiting	32,236	13.1	71,792	13.9	40,800	15.1	126.6	87,800	15.6	122.3
Others*	1,963	0.8	4,102	0.8	3,150	1.2	160.4	6,440	1.1	157.0
Adjustment*	-3,470	-1.4	-8,922	-1.7	-4,260	-1.6	-	-9,550	-1.7	-
TOTAL	246,106	100.0	517,597	100.0	271,000	100.0	110.1	564,000	100.0	109.0

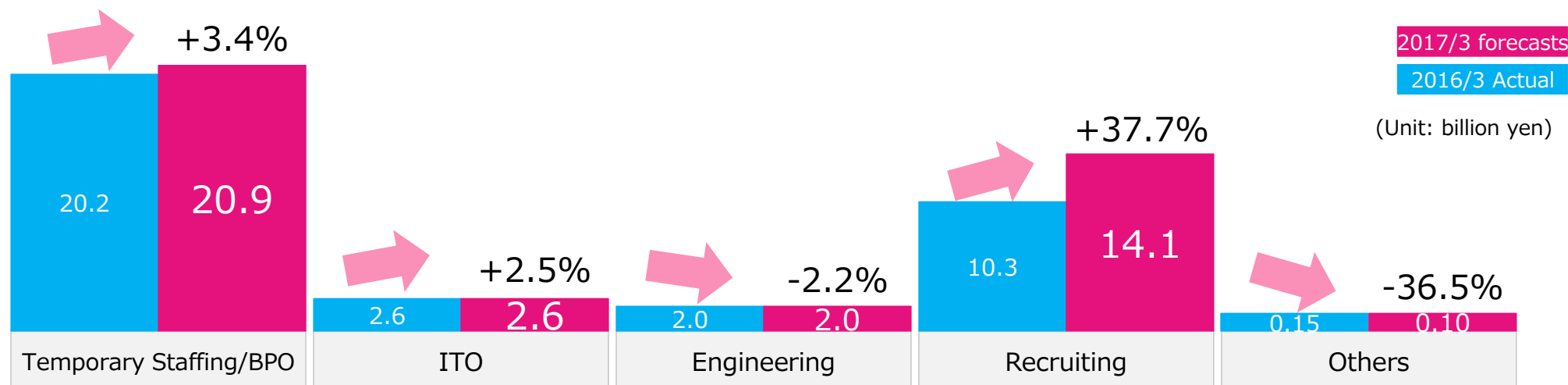
* Includes Shared Services, Training & Education, HR services for nursery schools and kindergarten, Business support for persons with disabilities

* Intersegment transactions eliminated, revenues and expenses for Temp Holdings



2017/3 Consolidated forecasts of Results② : EBITDA by Segment

*BPO : Business Process Outsourcing, ITO : IT Outsourcing



(Units : million yen,%)	2016/3 Actual				2017/3 forecasts					
	1st Half	Ratio	Full year	Ratio	1st Half	Ratio	YoY	Full year	Ratio	YoY
Temporary Staffing/BPO*	9,652	56.0	20,217	55.6	9,750	54.2	101.0	20,900	52.3	103.4
ITO*	924	5.4	2,615	7.2	990	5.5	107.0	2,680	6.7	102.5
Engineering	773	4.5	2,086	5.7	740	4.1	95.7	2,040	5.1	97.8
Recruiting	4,854	28.2	10,307	28.3	6,420	35.7	132.3	14,190	35.5	137.7
Others*	92	0.5	157	0.4	35	0.2	38.0	100	0.3	63.5
Adjustment*	940	5.4	1,022	2.8	65	0.4	6.9	90	0.2	8.8
TOTAL	17,237	100.0	36,408	100.0	18,000	100.0	104.4	40,000	100.0	109.9

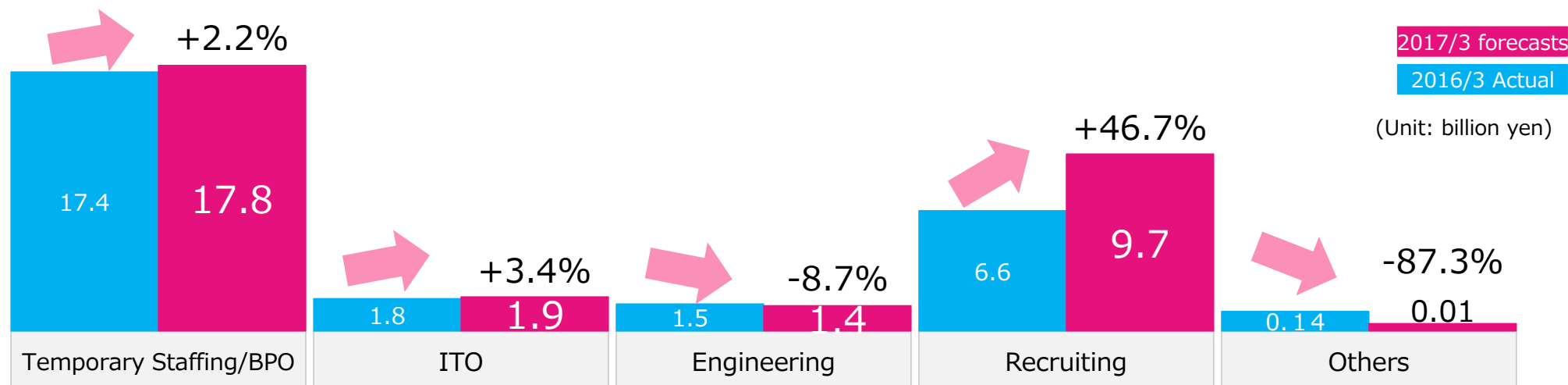
* Includes Shared Services, Training & Education, HR services for nursery schools and kindergarten, Business support for persons with disabilities

* Intersegment transactions eliminated, revenues and expenses for Temp Holdings



2017/3 Consolidated forecasts of Results③ : OP Income by Segment

*BPO : Business Process Outsourcing, ITO : IT Outsourcing



(Units :million yen,%)	2016/3 Actual				2017/3 forecasts					
	1st Half	Ratio	Full year	Ratio	1st Half	Ratio	YoY	Full year	Ratio	YoY
Temporary Staffing/BPO*	8,236	62.0	17,459	62.2	8,250	62.0	100.2	17,850	59.5	102.2
ITO*	559	4.2	1,857	6.6	610	4.6	109.0	1,920	6.4	103.4
Engineering	499	3.8	1,532	5.5	440	3.3	88.1	1,400	4.7	91.3
Recruiting	3,089	23.2	6,612	23.6	4,200	31.6	136.0	9,700	32.3	146.7
Others*	84	0.6	141	0.5	-3	0.0	-	18	0.1	12.7
Adjustment*	829	6.2	448	1.6	-197	-1.5	-	-888	-3.0	-
TOTAL	13,298	100.0	28,052	100.0	13,300	100.0	100.0	30,000	100.0	106.9

* Includes Shared Services, Training & Education, HR services for nursery schools and kindergarten, Business support for persons with disabilities

* Intersegment transactions eliminated, revenues and expenses for Temp Holdings



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

	2013/3		2014/3		2015/3		2016/3		2017/3 (Plan)	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end (Plan)	Interim	Year-end
Dividend per Share	8 yen	10 yen	10 yen	14 yen	14 yen	18 yen	18yen	7yen (※)	7yen	7yen
Total amount of Dividend	1,133 million yen		1,754 million yen		2,340 million yen		3,046million yen		3,283million yen	
Dividend Ratio (Consolidated)	18.6%		16.9%		17.4%		17.2%		17.3%	

(※) Stock Split in October 29, 2015

- Temp Holdings conducted the 3-for-1 stock split for the common stock of the company, for the purpose of enhancing the liquidity of the Company's shares and broadening its investor base by reducing the price of one investment unit of the Company's stock.
- The Plan for the Year-end dividend is 7 yen, adding 1 yen to the previous plan 6 yen. Year-end dividend plan 7 yen per share for 2016/3 is the same as the previous Year-end dividend plan 21 yen per share for 2016/3 with the 3-for-1 stock split.



Appendix : Recent M&As

Company name	Panasonic excel staff	P&P Holdings	Capita Pte. Ltd.
Established	March, 1989	October, 2012	January, 2001
Net Sales	63.98 billion yen (*1)	25.46 billion yen (*2)	47.4 million SGD (*3)
OP income	1.04 billion yen (*1)	0.14 billion yen (*2)	-3.0 million SGD (*3)
Acquisition date	March, 2015	June, 2015	October, 2015
Contribution from	2016/3 1Q	2016/3 2Q	2016/3 4Q
Ownership ratio	66.61%	100.0% (*4)	100.0%
Acquisition price	16.82 billion yen	5.49 billion yen	6.94 billion yen
Goodwill	11.84 billion yen	1.99 billion yen	6.07 billion yen
Amortization period	10 year	5 year	10 year
Segment	Temporary Staffing/BPO (*5)	Temporary Staffing/BPO (*5)	Recruiting

*1. Figures are Consolidated result of Panasonic excel staff and 3 subsidiaries. OP income is a number after goodwill amortization (1.18 billion yen / year).

*2. Figures are Consolidated result of P&P Holdings and 6 subsidiaries. OP income is a number after goodwill amortization (0.39 billion yen / year).

*3. Figures are Consolidated result of Capita Pte. Ltd. and 2 subsidiaries. OP income is a number after goodwill amortization (7.0 million SGD / year).

*4. As of August 2015, We acquired all shares of P&P Holdings.

*5. BPO : Business Process Outsourcing



- The statements concerning the Company's future business performances in this material such as earnings forecasts are based on information available as of May 13, 2016 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.