



**Briefing on Consolidated Financial  
Results for the Fiscal Year  
Ended March 31, 2017**

Temp Holdings Co., Ltd.  
May 15, 2017

# 2017/3 : Summary of Consolidated Business Results

Achieved the highest results due to steady growth

(Unit: million yen)

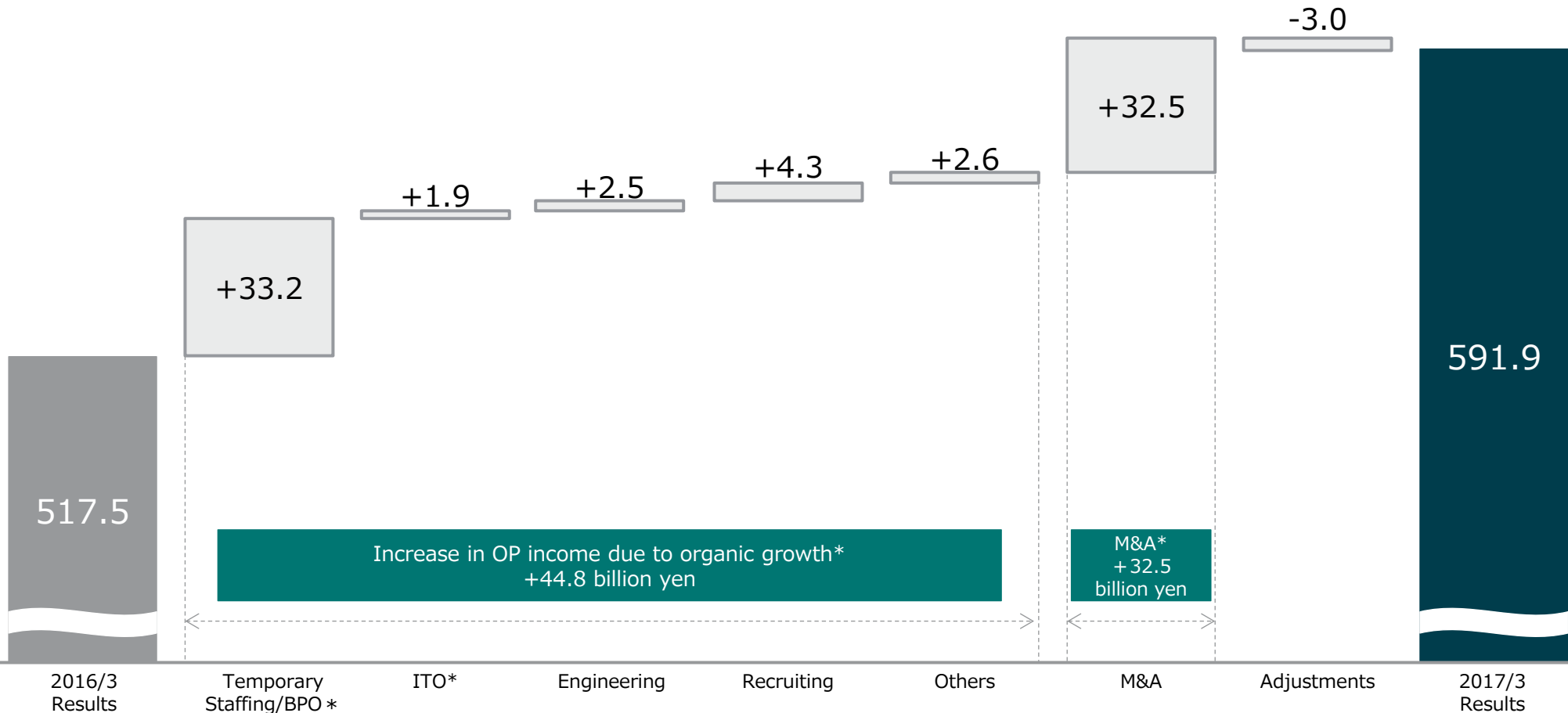
	2016/3 Results		2017/3 Results			2017/3 Forecasts	
	Full Year	Ratio(%)	Full Year	Ratio(%)	YoY(%)	Full Year	Achievement rate (%)
Sales	517,597	100.0	591,995	100.0	+14.4	590,000	100.3
Gross Profit	122,647	23.7	142,608	24.1	+16.3	-	-
EBITDA*	36,408	7.0	43,433	7.3	+19.3	42,730	101.6
OP income	28,052	5.4	33,409	5.6	+19.1	32,500	102.8
Profit attributable to owners of parent	17,356	3.4	17,820	3.0	+2.7	17,100	104.2

\*Rounded down (same as following pages) \*EBITDA = OP income + Depreciation + Amortization of Goodwill(same as following pages)

# 2017/3 : Sales Analysis

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

(Unit: billion yen)



\*M&A targets :P&P Holdings(July 2015), Medicross(October 2015), Capita(January 2016), First Alliances(April 2016), Kelly Services (Singapore) Pte. Ltd.(October 2016)  
(dates in parentheses indicate the year and month of consolidation as subsidiaries)

\*M&A effect :The figures are shown the financial results composed of the new companies by M&A. (Internal transactions have not been eliminated)

\*Organic growth (existing businesses) :The figures are shown the financial results excluding the new companies by M&A. (Internal transactions have not been eliminated)

\*BPO : Business Process Outsourcing, ITO : IT Outsourcing (same as following pages)

# 2017/3 : Sales by Segment

Continuous steady growth in each segment

(Unit: million yen)

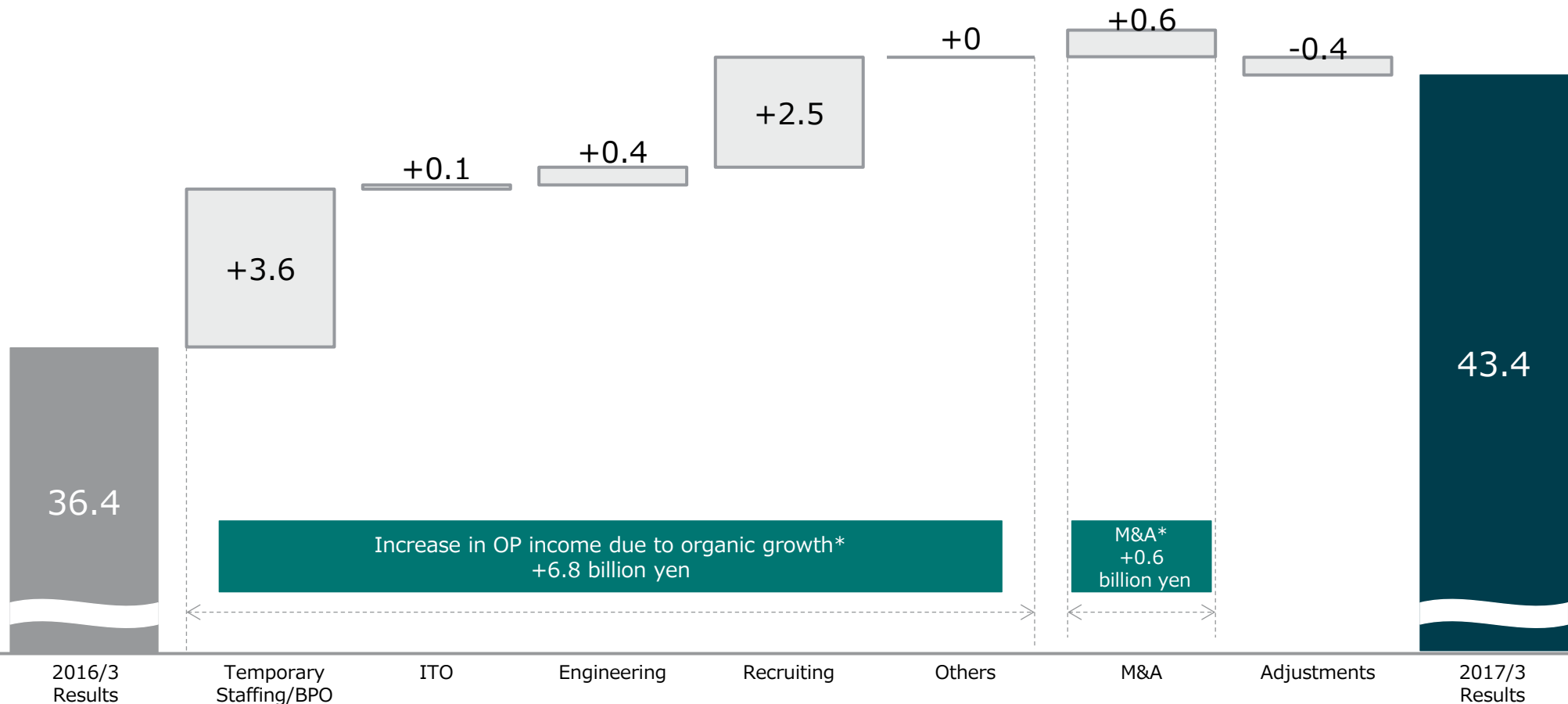
	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Temporary Staffing/BPO	401,854	440,678	+9.7	436,000	101.1
ITO	24,701	26,646	+7.9	27,000	98.7
Engineering	24,070	26,668	+10.8	26,000	102.6
Recruiting	71,792	103,242	+43.8	105,000	98.3
Others	4,102	6,756	+64.7	6,500	103.9
Adjustment	-8,922	-11,997	-	-10,500	-
Total	517,597	591,995	+14.4	590,000	100.3

\*Internal transactions have not been eliminated from the figures.

# 2017/3 : EBITDA Analysis

Increase in sales due to organic growth

(Unit: billion yen)



\*M&A targets :P&P Holdings(July 2015), Mediocross(October 2015), Capita(January 2016), First Alliances(April 2016), Kelly Services (Singapore) Pte. Ltd.(October 2016)  
 (dates in parentheses indicate the year and month of consolidation as subsidiaries)  
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 \*Organic growth (existing businesses) :The figures are shown the financial results excluding the new companies by M&A. (Internal transactions have not been eliminated)

## 2017/3 : EBITDA Analysis

Achieved the highest results due to steady growth

(Unit: million yen)

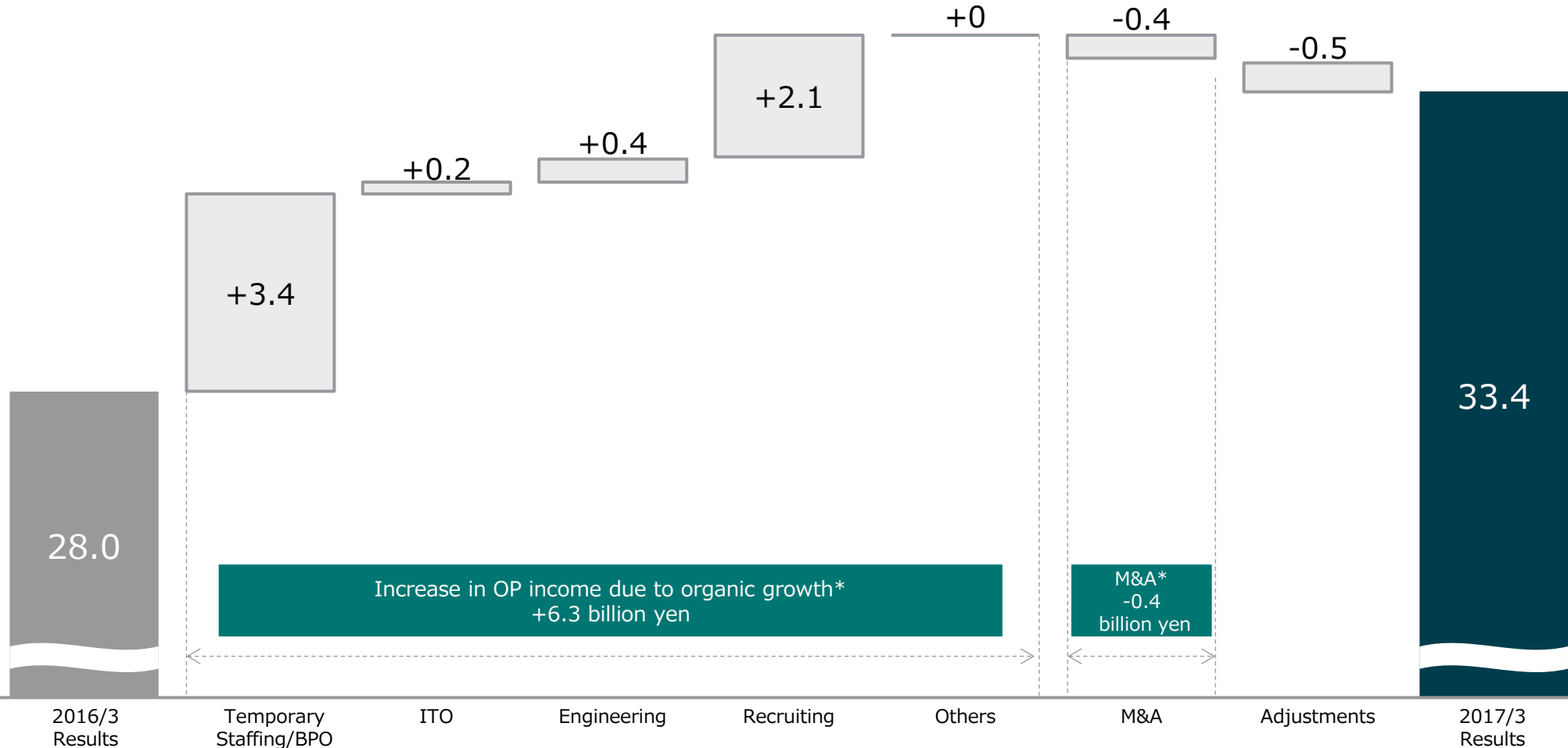
	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Temporary Staffing/BPO	20,217	23,808	+17.8	23,550	101.1
ITO	2,615	2,747	+5.1	2,760	99.6
Engineering	2,086	2,539	+21.7	2,640	96.2
Recruiting	10,307	13,518	+31.1	13,320	101.5
Others	157	243	+54.6	282	86.3
Adjustment	1,022	576	-	178	-
Total	36,408	43,433	+19.3	42,730	101.6

\*Internal transactions have not been eliminated from the figures.

# 2017/3 : OP income Analysis

Increase in sales due to organic growth

(Unit: billion yen)



\*M&A targets :P&P Holdings(July 2015), Mediocross(October 2015), Capita(January 2016), First Alliances(April 2016), Kelly Services (Singapore) Pte. Ltd.(October 2016)  
(dates in parentheses indicate the year and month of consolidation as subsidiaries)

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## 2017/3 : OP income Analysis

Achieved the highest results due to steady growth

(Unit: million yen)

	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Temporary Staffing/BPO	17,459	20,747	+18.8	20,500	101.2
ITO	1,857	2,095	+12.8	2,000	104.8
Engineering	1,532	1,979	+29.1	2,000	99.0
Recruiting	6,612	8,494	+28.5	8,600	98.8
Others	141	188	+33.3	200	94.4
Adjustment	448	-96	-	-800	-
Total	28,052	33,409	+19.1	32,500	102.8

\*Internal transactions have not been eliminated from the figures.



# 2017/3 : Consolidated Balance Sheets

(Unit: million yen)

	As of March 31, 2016		As of March 31, 2017		
	Results	Ratio(%)	Results	Ratio(%)	Change
Assets	236,238	100.0	268,364	100.0	+32,125
Current assets	130,611	55.3	165,240	61.6	+34,629
(Cash and deposits)	51,227	21.7	69,439	25.9	+18,212
(Notes and accounts receivable - trade )	69,524	29.4	83,260	31.0	+13,736
Non-current assets	105,627	44.7	103,123	38.4	-2,503
(Right of trademark and goodwill)	80,412	34.0	73,557	27.4	-6,855
Liabilities	102,737	43.5	114,547	42.7	+11,809
Current liabilities	67,482	28.6	87,913	32.8	+20,431
(Current portion of loans payable)	5,427	2.3	5,053	1.9	-373
Non-current liabilities	35,255	14.9	26,634	9.9	-8,621
(Long-term loans payable)	24,993	10.6	20,426	7.6	-4,566
(Convertible bond-type bond with stock acquisition rights)	851	0.4	31	0.0	-820
Net assets	133,501	56.5	153,816	57.3	+20,315
Owners' capital	127,205	53.8	139,119	51.8	+11,914
(Capital stock)	17,055	7.2	17,465	6.5	+410
(Capital surplus)	20,520	8.7	20,156	7.5	-364
(Legal retained earnings)	88,134	37.3	102,432	38.2	+14,298
Minority interests	6,295	2.7	14,696	5.5	+8,401

<Cash and deposits>

Increased due to an increase in profit

<Right of trademark and goodwill>

Decrease : Depreciation, Detrition  
Foreign exchange  
Increase : M&A\*

<Current liabilities>

Increase in account payable, unpaid corporation tax etc.

<Convertible bond-type bond with stock acquisition rights>

Decrease by conversion

<Capital stock and capital surplus>

Increase due to conversion of the bond

<capital surplus>

Decrease by the share of M&A\* sale

<Minority interests>

Increase by M&A\*

\*M&A : Based on a joint venture agreement with Kelly Services, Inc. to expand business in the Asia-Pacific region, we have acquired 51% of Kelly Services (Singapore) Pte. Ltd. shares.

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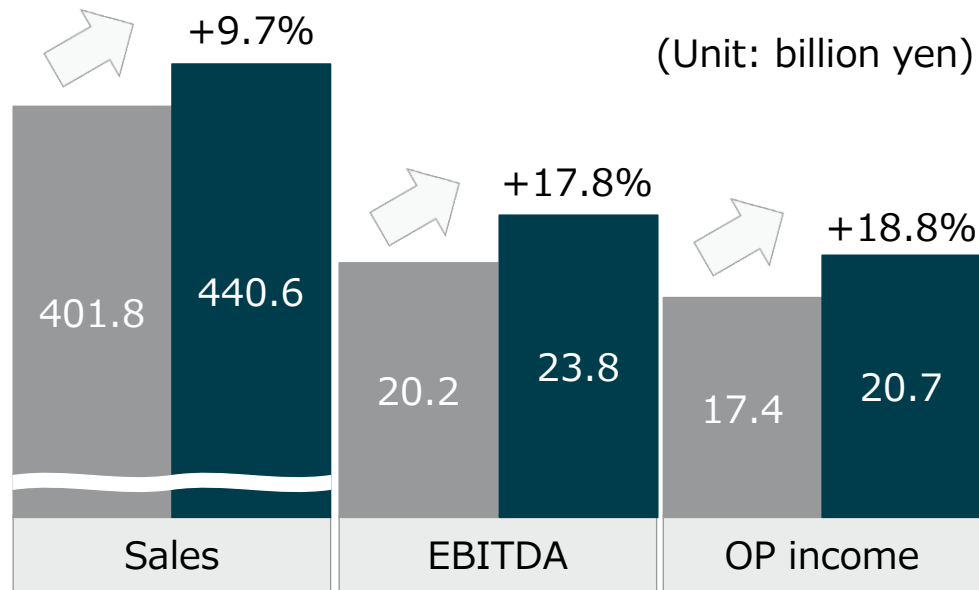
# 2017/3 : Consolidated Cash Flow

(Unit: million yen, %)

	2016/3	2017/3	
	Full Year Results	Full Year Results	Change
Net cash provided by operating activities	13,279	39,617	26,337
Net cash used in investment activities	-15,065	-9,708	5,357
Net cash used in financing activities	-7,213	-11,655	-4,442
Increase (decrease) in cash and cash equivalents	-9,066	18,243	27,310
Cash and cash Equivalents at end of year	51,138	69,382	18,243

	2016/3 Full Year Results		2017/3 Full year Results
Income before income taxes and minority interests	28,982	⇒	30,200
Impairment loss	392	⇒	4,760
Depreciation and amortization	3,061	⇒	3,988
Amortization of goodwill	5,294	⇒	6,035
Decrease (increase) in notes and accounts receivable-trade	-5,864	⇒	-7,017
Increase (decrease) in operating debt	2,370	⇒	13,371
Increase (decrease) in consumption tax payable	-9,407	⇒	1,375
Purchase of intangible assets	-2,791	⇒	-5,640
Purchase of investments in subsidiaries(resulting in change of scope of consolidation)	-10,457	⇒	-2,518
Purchase of treasury stock	-11	⇒	-3,001
Cash dividends paid	-2,721	⇒	-3,522

## 2017/3 Transition of Business Results by Segments ① Temporary Staffing/BPO



### 2017/3 : Highlights

Demand from client companies remained strong  
(Increase in sales due to organic growth:8.4%, M&A effect: 1.3%)

#### <Temporary Staffing division>

- Demand for temporary staff remains strong due to the Work-style-reform among the clients companies
- Increased in operating income due to the revenue growth which exceeds increase in the costs such as personnel expenses, social insurance premiums, etc.

#### <BPO division>

- Profit margin slightly decreased due to the launch of some new projects

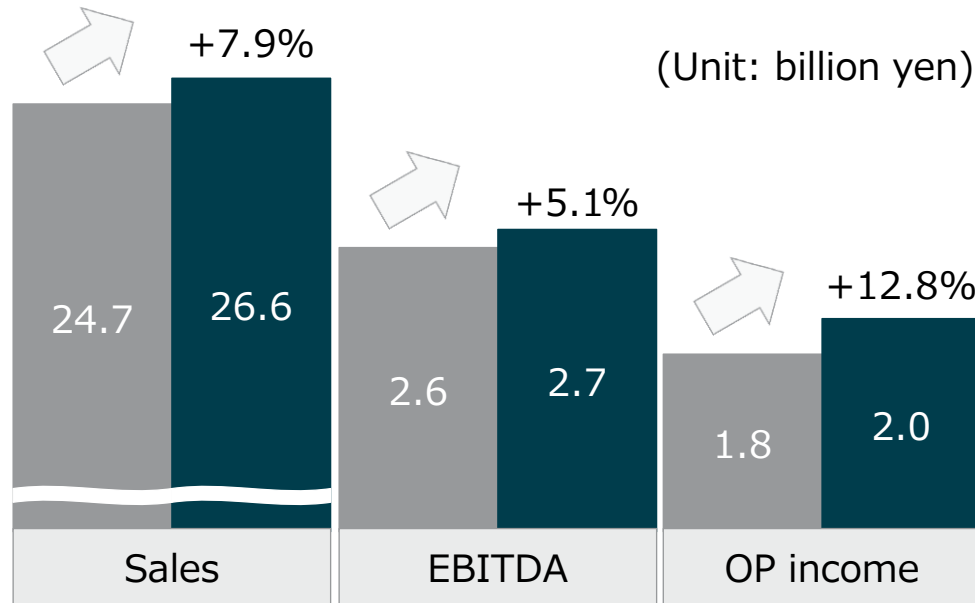
(Unit: million yen)

	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Sales	401,854	440,678	+9.7	436,000	101.1
EBITDA	20,217	23,808	+17.8	23,550	101.1
EBITDA margin (%)	5.0	5.4	-	5.4	-
OP income	17,459	20,747	+18.8	20,500	101.2
OP income ratio (%)	4.3	4.7	-	4.7	-

\*Internal transactions have not been eliminated from the figures

\*See the "Factbook (Fiscal year 2017)" released on the website on the same date for the quarterly results

## 2017/3 Transition of Business Results by Segments ② ITO



### 2017/3 : Highlights

- Demand for IT system and SI-related services from client companies remained solid
- Achieved high sales growth due to the increase in the high value-added PJ such as SI-related service, the sales marketing service and a delivery of the system for the company which belongs to the Temp-group
- OP income ratio improved due to the end of some goodwill amortization

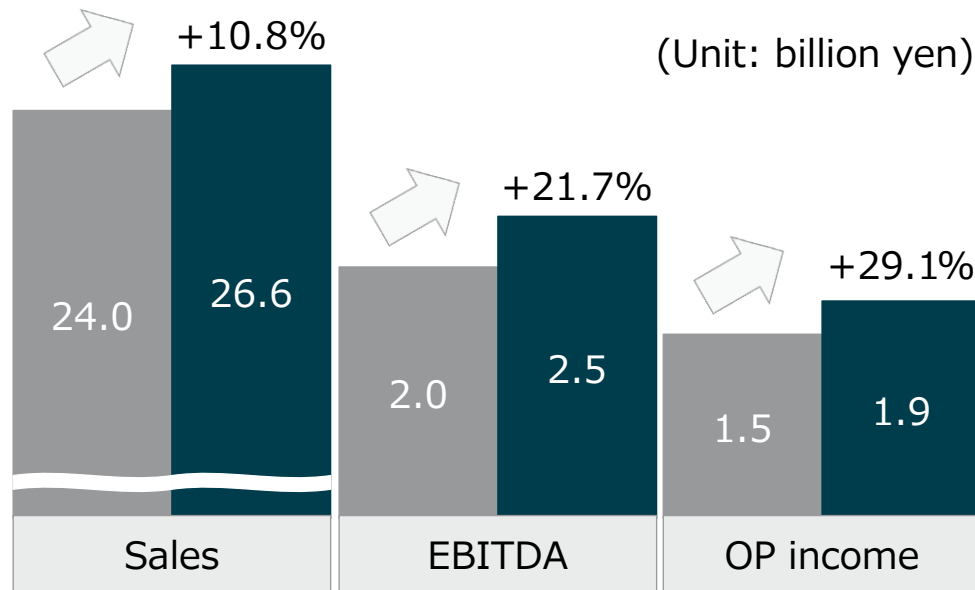
(Unit: million yen)

	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Sales	24,701	26,646	+7.9	27,000	98.7
EBITDA	2,615	2,747	+5.1	2,760	99.6
EBITDA margin (%)	10.6	10.3	-	10.2	-
OP income	1,857	2,095	+12.8	2,000	104.8
OP income ratio (%)	7.5	7.9	-	7.4	-

\*Internal transactions have not been eliminated from the figures

\*See the "Factbook (Fiscal year 2017)" released on the website on the same date for the quarterly results

## 2017/3 Transition of Business Results by Segments ③ Engineering



### 2017/3 : Highlights

- Demand from the automobile industries remained solid
- In addition to the increase in value-added high contract duties ratio, a rise in mean unit price contributes to profitability improvement
- New technology development and technical training sessions for this segment were conducted across the segment

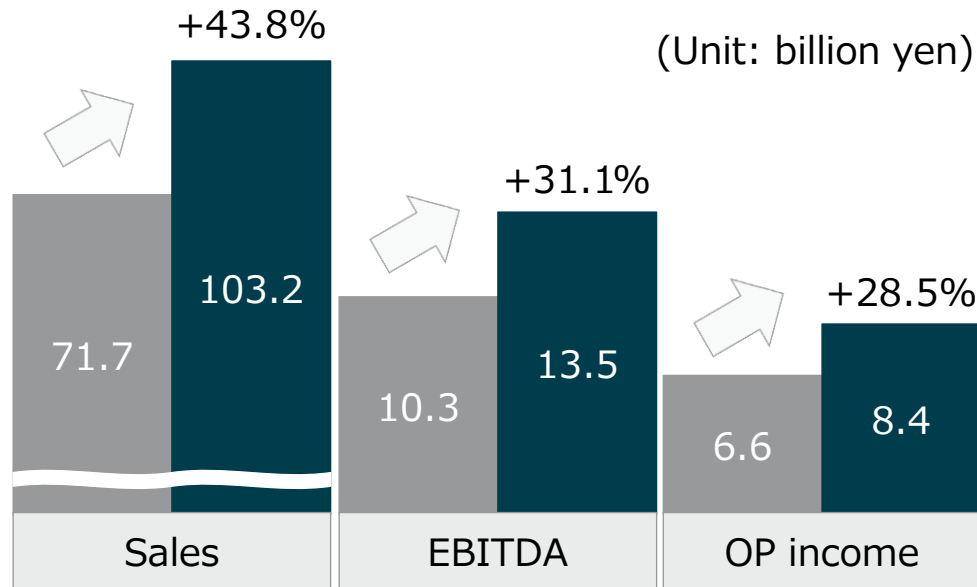
(Unit: million yen)

	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Sales	24,070	26,668	+10.8	26,000	102.6
EBITDA	2,086	2,539	+21.7	2,640	96.2
EBITDA margin (%)	8.7	9.5	-	10.2	-
OP income	1,532	1,979	+29.1	2,000	99.0
OP income ratio (%)	6.4	7.4	-	7.7	-

\*Internal transactions have not been eliminated from the figures

\*See the "Factbook (Fiscal year 2017)" released on the website on the same date for the quarterly results

## 2017/3 Transition of Business Results by Segments ④ Recruiting



### 2017/3 : Highlights

Demand from client companies remained strong, placement business driven the growth. In addition, the expansion of business scope by the Joint Venture with Kelly Services, Inc. contributed to the figures

#### <Domestic business>

- Job openings recorded the highest for consecutive 28 months(DODA research)
- Personnel reinforcement and promotional investment to meet the demands
- Investment in enhancing product values and functions of "an" and "LINE Baito (part-time jobs)", "DODA"

#### <Overseas business>

- M&A companies contributed to high sales growth
  - ↳ Capita Pte. Ltd. (January 2016~)
  - ↳ Kelly Services(Singapore) Pte. Ltd. (October 2016~)

(Unit: million yen)

	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Sales	71,792	103,242	+43.8	105,000	98.3
EBITDA	10,307	13,518	+31.1	13,320	101.5
EBITDA margin (%)	14.4	13.1	-	12.7	-
OP income	6,612	8,494	+28.5	8,600	98.8
OP income ratio (%)	9.2	8.2	-	8.2	-

\*Internal transactions have not been eliminated from the figures

\*See the "Factbook (Fiscal year 2017)" released on the website on the same date for the quarterly results

## 2017/3 Transition of Business Results by Segments ⑤ Others/Adjustment

(Unit: million yen)

Others	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Sales	4,102	6,756	+64.7	6,500	103.9
EBITDA	157	243	+54.6	282	86.3
EBITDA margin (%)	3.8	3.6	-	4.3	-
OP income	141	188	+33.3	200	94.4
OP income ratio (%)	3.5	2.8	-	3.0	-

(Unit: million yen)

Adjustment	2016/3 Results	2017/3 Results		2017/3 Forecasts	
	Full Year	Full Year	YoY(%)	Full Year	Achievement rate (%)
Sales	-8,922	-11,997	-	-10,500	-
EBITDA	1,022	576	-	178	-
EBITDA margin (%)	-	-	-	-	-
OP income	448	-96	-	-800	-
OP income ratio (%)	-	-	-	-	-

\*Internal transactions have not been eliminated from the figures

\*See the "Factbook (Fiscal year 2017)" released on the website on the same date for the quarterly results

\*Others include our group functional services, education and training business, employment support business for people with disabilities, and childcare business

\*Adjustment stands for elimination of transactions between segments, and revenue and expenses of Temp Holdings Co., Ltd.

# Separate Oversea business for an individual segment

Due to the growing importance in our business, we separate overseas business from 2018/3  
We will invest in workforce, system, and organization this year

2017/3 4 segments	2018/3~ 5 segments	Sales Forecasts (billion yen)
① Temporary Staffing/BPO	① Temporary Staffing/BPO	485.4
② ITO	② Recruiting	78.1
③ Engineering	③ Overseas	63.1
④ Recruiting (Overseas)	④ ITO	29.4
	⑤ Engineering	28.1

Current events
<p>By expanding business scope, we aim to be a global human resources company</p> <div>    </div>
Future plan
<p>We will invest in each area for future growth</p> <ul style="list-style-type: none"> <li>• Invest in workforce and system</li> <li>• Improve productivity by integrating organization and system</li> </ul>



# 2018/3 Consolidated forecasts of Results

(Unit: million yen)

	2017/3 Results				2018/3 Forecasts					
	1st Half	Ratio (%)	Full year	Ratio (%)	1st Half	Ratio (%)	YoY (%)	Full year	Ratio (%)	YoY (%)
Sales	276,790	100.0	591,995	100.0	324,000	100.0	+17.1	677,300	100.0	+14.4
EBITDA	21,570	7.8	43,433	7.3	20,992	6.5	-2.7	47,108	7.0	+8.5
OP income	16,660	6.0	33,409	5.6	15,800	4.9	-5.2	36,000	5.3	+7.8
Profit attributable to owners of parent	9,865	3.6	17,820	3.0	9,900	3.1	+0.4	22,200	3.3	+24.6

# 2018/3 Consolidated forecasts of Results : Sales by Segment

(Units :million yen,%)

	2017/3 Results				2018/3 Forecasts					
	1st Half	Ratio (%)	Full year	Ratio (%)	1st Half	Ratio (%)	YoY (%)	Full year	Ratio (%)	YoY (%)
Temporary Staffing/BPO	214,503	77.5	440,678	74.4	234,900	72.5	+ 9.5	485,400	71.7	+ 10.1
Recruiting	31,992	11.6	66,134	11.2	36,000	11.1	+12.5	78,100	11.5	+ 18.1
Overseas	7,406	2.7	37,108	6.3	29,800	9.2	+302.4	63,100	9.3	+ 70.0
ITO	12,851	4.6	26,646	4.5	13,800	4.3	+ 7.4	29,400	4.3	+ 10.3
Engineering	12,545	4.5	26,668	4.5	13,500	4.2	+ 7.6	28,100	4.1	+ 5.4
Others	3,274	1.2	6,756	1.1	2,000	0.6	-38.9	4,300	0.6	-36.4
Adjustment	-5,783	-2.1	-11,997	-2.0	-6,000	-1.9	-	-11,100	-1.7	-
TOTAL	276,790	100.0	591,995	100.0	324,000	100.0	+ 17.1	677,300	100.0	+ 14.4

\*Internal transactions have not been eliminated from the figures

# 2018/3 Consolidated forecasts of Results : EBITDA by Segment

(Units : million yen, %)

	2017/3 Results				2018/3 Forecasts					
	1st Half	Ratio (%)	Full year	Ratio (%)	1st Half	Ratio (%)	YoY (%)	Full year	Ratio (%)	YoY (%)
Temporary Staffing/BPO	11,437	53.0	23,808	54.8	12,295	58.6	+ 7.5	26,278	55.8	+ 10.4
Recruiting	6,753	31.3	13,194	30.4	5,904	28.1	-12.6	13,100	27.8	-0.7
Overseas	29	0.1	323	0.7	288	1.4	+887.3	977	2.1	+ 202.3
ITO	1,013	4.7	2,747	6.3	1,090	5.2	+ 7.6	2,991	6.4	+ 8.9
Engineering	1,284	6.0	2,539	5.8	1,311	6.2	+ 2.1	2,869	6.1	+ 13.0
Others	189	0.9	243	0.6	-158	-0.8	-	-120	-0.3	-
Adjustment	862	4.0	576	1.3	259	1.2	-	1,011	2.1	-
TOTAL	21,570	100.0	43,433	100.0	20,992	100.0	-2.7	47,108	100.0	+ 8.5

\*Internal transactions have not been eliminated from the figures

# 2018/3 Consolidated forecasts of Results : OP Income by Segment

(Units :million yen,%)

	2017/3 Results				2018/3 Forecasts					
	1st Half	Ratio (%)	Full year	Ratio (%)	1st Half	Ratio (%)	YoY (%)	Full year	Ratio (%)	YoY (%)
Temporary Staffing/BPO	9,931	59.6	20,747	62.1	10,700	67.7	+ 7.7	22,700	63.1	+ 9.4
Recruiting	4,738	28.4	9,363	28.0	4,200	26.6	-11.4	9,500	26.4	+ 1.5
Overseas	-422	-2.5	-868	-2.6	-500	-3.2	-	-600	-1.7	-
ITO	688	4.1	2,095	6.3	800	5.1	+ 16.1	2,400	6.7	+ 14.5
Engineering	1,006	6.0	1,979	5.9	1,000	6.3	-0.6	2,200	6.1	+ 11.2
Others	162	1.0	188	0.6	-200	-1.3	-	-200	-0.6	-
Adjustment	555	3.3	-96	-0.3	-200	-1.3	-	0	0.0	-
TOTAL	16,660	100.0	33,409	100.0	15,800	100.0	-5.2	36,000	100.0	+ 7.8

\*Internal transactions have not been eliminated from the figures

# 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

	2014/3		2015/3		2016/3		2017/3		2018/3 (Plan)	
	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end	Interim	Year-end
Dividend per Share	(※) 3.3 yen	(※) 4.6 yen	(※) 4.6 yen	(※) 6 yen	(※) 6 yen	7 yen	8 yen	9 yen	9 yen	9 yen
Total amount of Dividend	1,754 million yen		2,340 million yen		3,046 million yen		3,985 million yen		-	
Dividend Ratio (Consolidated)	16.9%		17.4%		17.2%		22.4%		19.0%	

## (※) 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.
- Dividend before interim 2016 have been calculated on the basis that the stock split had been effective at the beginning of the year ended March 31, 2016.

\*See the "Share Split and Related Article of Incorporation Modification; Convertible Bond Conversion Price Adjustment and Dividend Forecast Revision" for details  
([http://v4.eir-parts.net/v4Contents/View.aspx?template=ir\\_material\\_for\\_fiscal\\_ym&sid=34851&code=2181](http://v4.eir-parts.net/v4Contents/View.aspx?template=ir_material_for_fiscal_ym&sid=34851&code=2181))

## Appendix : Recent M&As

Company name	P&P Holdings	Capita Pte. Ltd.	Kelly Services (Singapore) Pte. Ltd.
Established	October, 2012	January, 2001	August, 2000
Net Sales (*1)	25.46 billion yen (*2)	47.4 million SGD (*3)	387million USD (*4)
OP income (*1)	0.14 billion yen (*2)	-3.0 million SGD (*3)	9million USD (*4)
Acquisition date	June, 2015	October, 2015	July, 2016
Contribution from	2016/3 Q2	2016/3 Q4	2017/3 Q3
Ownership ratio	100.0%	51.0%	
Acquisition price	5.49 billion yen	6.94 billion yen	7.77 billion yen (*5)
Goodwill	1.99 billion yen	6.07 billion yen	4.62 billion yen
Amortization period	5 year	10 year	10 year
Segment	Temporary Staffing/BPO	Recruiting (Overseas)	Recruiting (Overseas)

\*1. This briefing is only for better understanding. Please note that numbers and indexes in this page are not audited.

\*2. This value is P&P Holdings Corporation (Mar. 2015) and consolidated results of 6 company's subsidiaries. Value of OP income is deducted goodwill (0.39 billion yen/year) depreciation.

\*3. Value is Capita Pte. Ltd.(Dec.2014) and consolidated results of 2 company's subsidiaries. Value of OP income is deducted goodwill (7.0 million SGD /year) depreciation.

\*4. Value is the performance in the APAC region of the joint venture partner 'Kelly Services, Inc.' (the FY ended Dec. 2015). (Some businesses are excluded from the scope of joint venture business.)

\*5. This amount includes stock-kind contributions of our APAC business of Capita Pte. Ltd etc.

# 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 15, 2017 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.