



# Briefing on Financial Results for the fiscal year ended March 31, 2009



**TEMP HOLDINGS**

Tokyo Stock Exchange 1<sup>st</sup> Section (2181)

The management integration of Temp Staff Co., Ltd. and People Staff Co., Ltd. through the establishment of a joint holding company, Temp Holdings Co., Ltd., took effect on October 1, 2008.

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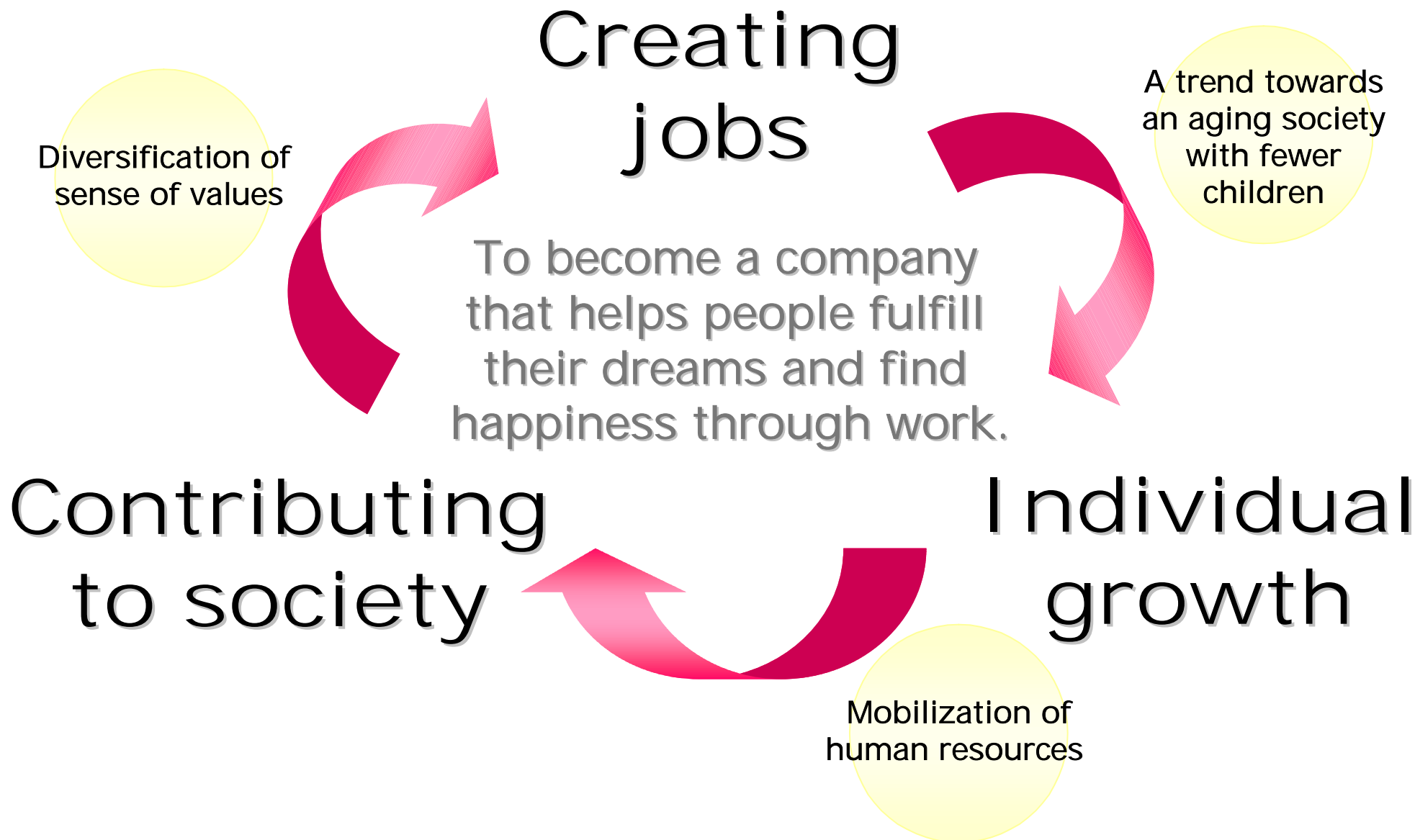
## Reference Material

## Temp Holdings established on October 1, 2008



The world simultaneous recession, accelerating the staff reductions in the companies  
Rising in social insurance premium contributions by employers due to the reform of the  
national medical insurance system

Stable profits are secured though “realistic management commensurate with its size and capabilities”

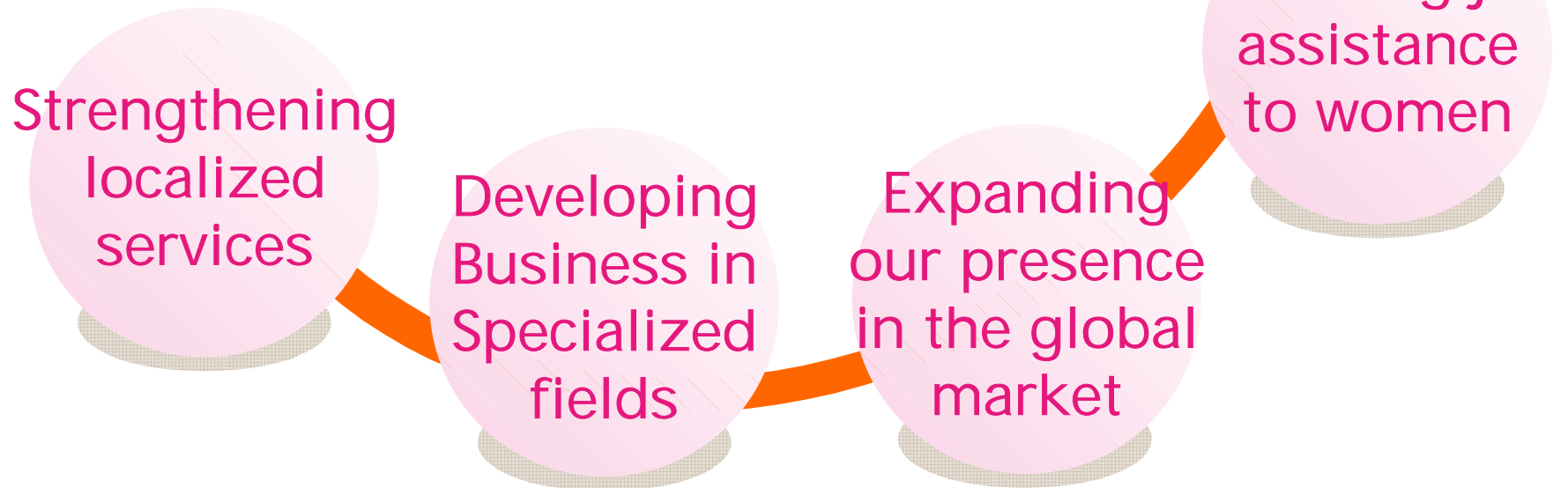


## < Greetings > Mid-term Management Strategy

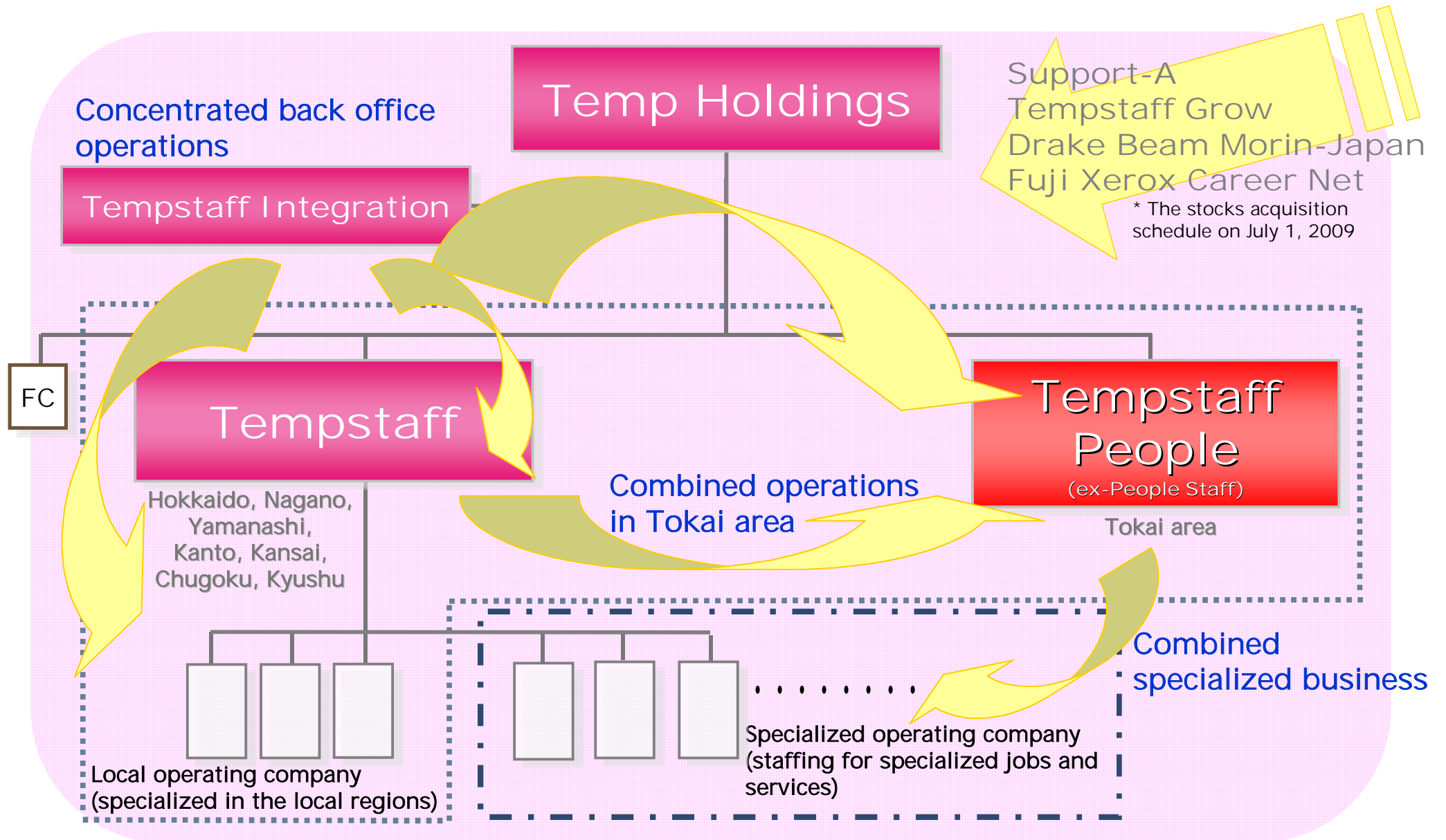
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We, Temp Group, aim to secure stable profits, with sound growth in profits and financial strength.

To be the foremost Asian HR Service Provider



# < Greetings > Structure





Part I :  
Outline of Consolidated Financial Results

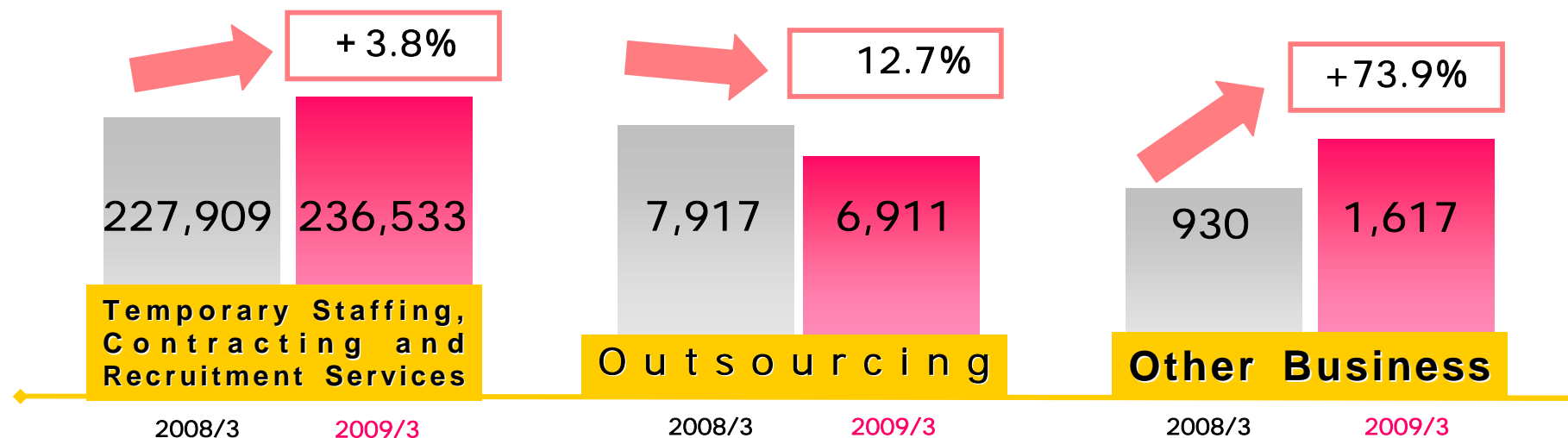
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# Sales by Segment for the Fiscal Year ended March 31, 2009

\*1 Results of the fiscal year ended March 31, 2008 describe consolidated Temp Staff results.

\*2 Rounded down. (Units: million yen, %)

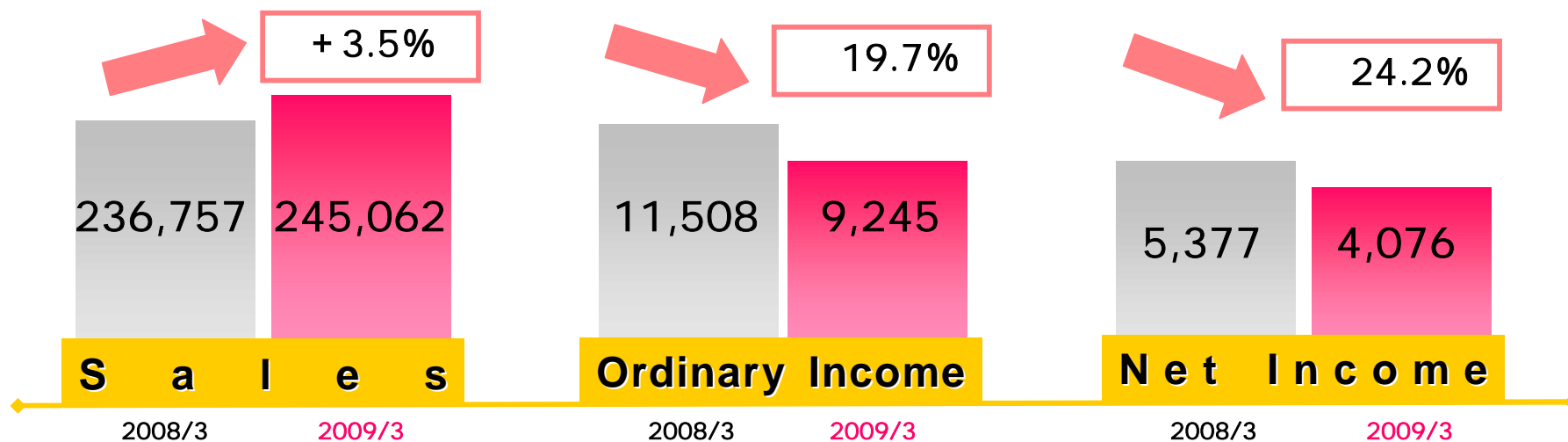


|  | 2008/3<br>(Tempstaff Consolidated Finance Result) |              | 2009/3         |              |               |             |
|--|---|--------------|----------------|--------------|---------------|-------------|
|  | Sales   | Ratio        | Sales          | Ratio        | Change        | Change(%)   |
| Temporary Staffing, Contracting and Recruitment Services | 227,909   | 96.3         | 236,533        | 96.5         | +8,623        | +3.8        |
| General Office Work                                      | 125,737   | 53.1         | 132,423        | 54.0         | +6,686        | +5.3        |
| Specialized Office Work                                  | 42,543  | 18.0         | 42,920         | 17.5         | +377          | +0.9        |
| IT / Engineering   | 20,426  | 8.6          | 21,449         | 8.8          | +1,022        | +5.0        |
| Other  | 33,618  | 14.2         | 35,032         | 14.3         | +1,414        | +4.2        |
| Recruitment Services                                     | 5,584   | 2.4          | 4,707          | 1.9          | 876           | 15.7        |
| Outsourcing  | 7,917   | 3.3          | 6,911          | 2.8          | 1,005         | 12.7        |
| Other Business   | 930   | 0.4          | 1,617          | 0.7          | +686          | +73.9       |
| <b>Total</b>   | <b>236,757</b>                                    | <b>100.0</b> | <b>245,062</b> | <b>100.0</b> | <b>+8,305</b> | <b>+3.5</b> |

# Consolidated Statements of Income for the Fiscal Year ended March 31, 2009

\*1 Results of the fiscal year ended March 31, 2008 describe consolidated Temp Staff results.

\*2 Rounded down. (Units: million yen, %)



|   | 2008/3<br>(Tempstaff<br>Consolidated<br>Finance Result) | Ratio | 2009/3  | Ratio | Change | Change<br>(%) | Full Year<br>(Forecast) |
|---|---|-------|---------|-------|--------|---------------|-------------------------|
| Sales   | 236,757   | 100.0 | 245,062 | 100.0 | 8,305  | +3.5          | 245,000                 |
| Cost of Sales                                   | 200,505   | 84.7  | 210,509 | 85.9  | 10,003 | +5.0          | -                       |
| Gross Profit                                    | 36,251  | 15.3  | 34,553  | 14.1  | 1,698  | 4.7           | -                       |
| Selling, General and<br>Administrative Expenses | 25,030  | 10.6  | 25,644  | 10.5  | 614    | +2.5          | -                       |
| Operating Income                                | 11,220  | 4.7   | 8,908   | 3.6   | 2,312  | 20.6          | 9,000                   |
| Ordinary Income                                 | 11,508  | 4.9   | 9,245   | 3.8   | 2,262  | 19.7          | 9,200                   |
| Net Income                                      | 5,377   | 2.3   | 4,076   | 1.7   | 1,301  | 24.2          | 4,700                   |

# Consolidated Statement of Balance Sheets & Cash Flows for the Fiscal Year ended March 31, 2009

## Consolidated Statement of Balance Sheets For Fiscal Year Ended March 31, 2009

\*1 Increase or decrease from the same period of the previous year;  
compared with Tempstaff consolidated finance result.

\*2 Rounded down. (Units: million yen, %)

|   |   |                                  |                       |   |
|---|---|----------------------------------|-----------------------|---|
| <ul style="list-style-type: none"> <li>· Cash and Deposits<br/>9,610 (+5,399)</li> <li>· Notes and Accounts<br/>Receivable-Trade<br/>29,638 (+1,498)</li> </ul> | <b>Assets</b><br><br><b>73,982</b><br><br><b>(+9,006)</b> | <b>23,122</b><br><b>(+1,606)</b> | <b>Liabilities</b>    | <ul style="list-style-type: none"> <li>· Accounts Payable-Other<br/>13,092 (+1,205)</li> <li>· Provision for<br/>Retirement Benefits 330 (+253)</li> </ul>                      |
|   |   | <b>50,860</b><br><b>(+7,400)</b> | <b>Net<br/>Assets</b> | <ul style="list-style-type: none"> <li>· Capital Stock 2,000 (+1,004)</li> <li>· Capital Surplus<br/>5,162 (+3,792)</li> <li>· Retained Earnings<br/>42,418 (+2,720)</li> </ul> |

## Cash Flows

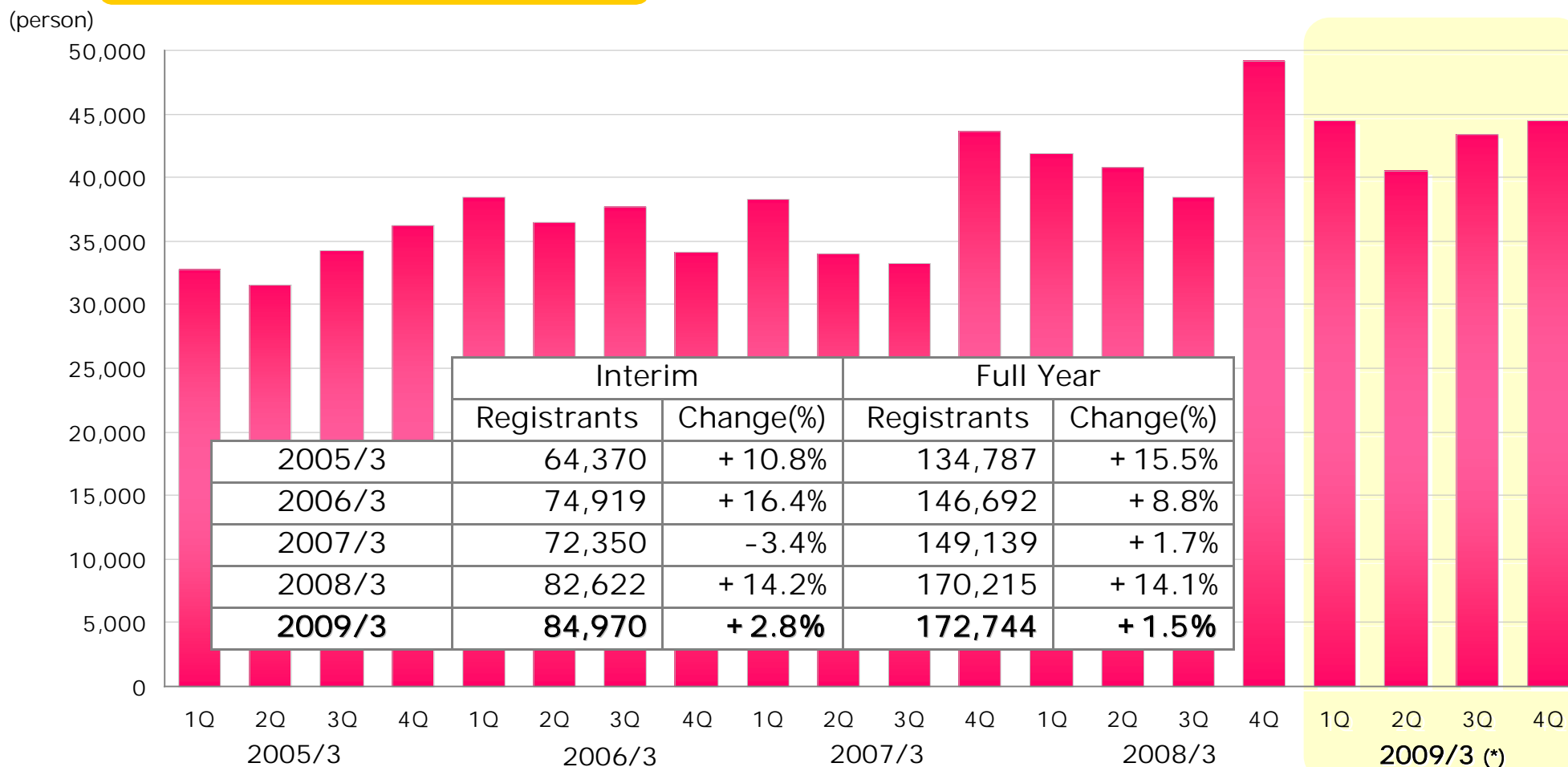
\*1 Results of the fiscal year ended March 31, 2008 describe consolidated Temp Staff results.

\*2 Rounded down. (Units: million yen)

|  | 2008/3<br>(Tempstaff Consolidated<br>Finance result) | 2009/3 |   |
|--|--|--------|---|
| Cash Flows from<br>Operating Activities  | +4,461   | +5,622 | <ul style="list-style-type: none"> <li>· Income before Dividends Distribution<br/>+8,905</li> <li>· Depreciation +1,985</li> <li>· Income Taxes Paid 5,885</li> </ul> |
| Cash Flows from<br>Investment Activities | 1,308  | 1,196  | <ul style="list-style-type: none"> <li>· Payments into Time Deposits 1,181</li> </ul>   |
| Cash Flows from<br>Financing Activities  | 1,327  | 1,551  | <ul style="list-style-type: none"> <li>· Cash Dividends Paid 1,521</li> </ul>   |

# Changes in the Number of New Registrants (Consolidated)

## Number of New Registrants

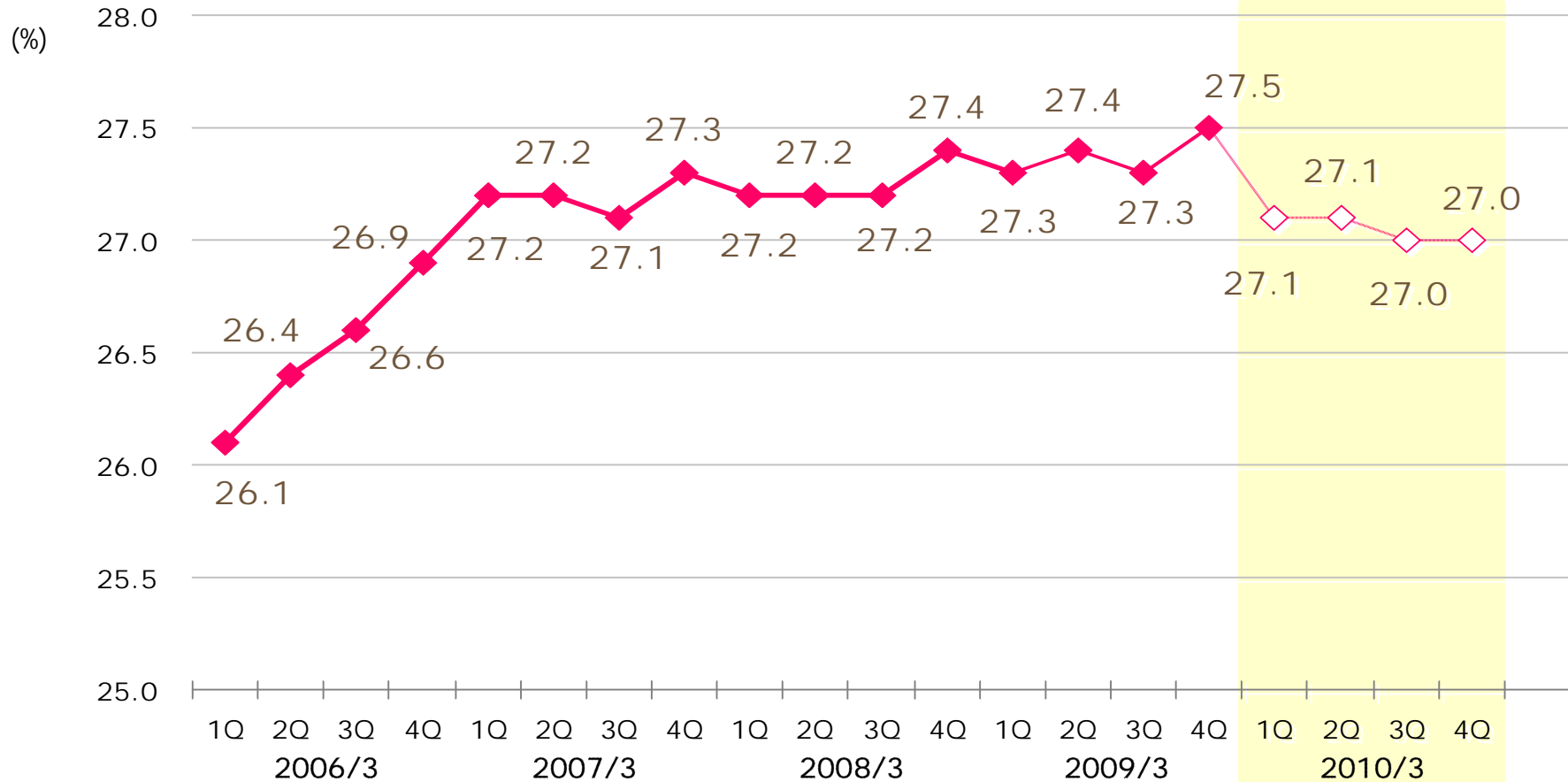


(\*) It added People Staff's new registrants from 3<sup>rd</sup> quarter, 2009.

The number of new registrants rose 1.5% over from the previous year.

# Temporary Staffing/Contracting Spread

## Changes Spread



(\*) It shows Tempstaff's spread before the fiscal year ended March 2009, and the total spread of Tempstaff and Tempstaff People for the fiscal year ending March 2010.

Margins remained stable for the fiscal year ended March 31, 2009.

But it forecast that margins will be getting worse for the fiscal year ending March 31, 2010.

# Consolidated Earnings Forecast for the Fiscal Year ending March 31, 2010

\*1 2<sup>nd</sup> quarter results of the fiscal year ended March 31, 2009 describe consolidated Temp Staff results.

\*2 Rounded down. (Units: million yen)

|  | 2009/3                          |          |           |       | 2010/3 (Forecast)       |        |          |        |           |       |            |
|--|---------------------------------|----------|-----------|-------|-------------------------|--------|----------|--------|-----------|-------|------------|
|  | 2 <sup>nd</sup> Quarter<br>(*1) | Term-End | Full Year | Ratio | 2 <sup>nd</sup> Quarter |        | Term-End |        | Full Year |       |            |
|  |                                 |          |           |       |                         | Change |          | Change |           | Ratio | Change (%) |
| Sales  | 118,667                         | 126,394  | 245,062   | 100.0 | 116,000                 | 2.2    | 122,000  | 3.5    | 238,000   | 100.0 | 2.9        |
| Temporary Staffing,<br>Contracting and<br>Recruitment Services | 114,448                         | 122,085  | 236,533   | 96.5  | 110,670                 | 3.3    | 116,210  | 4.8    | 226,880   | 95.3  | 4.1        |
| Outsourcing  | 3,417                           | 3,494    | 6,911     | 2.8   | 3,480                   | +1.8   | 3,590    | +2.7   | 7,070     | 3.0   | +2.3       |
| Other Business   | 802                             | 814      | 1,617     | 0.7   | 1,850                   | +130.6 | 2,200    | +170.0 | 4,050     | 1.7   | +150.5     |
| Operating Income   | 5,088                           | 3,820    | 8,908     | 3.6   | 2,400                   | 52.8   | 3,600    | 5.8    | 6,000     | 2.5   | 32.6       |
| Ordinary Income  | 5,214                           | 4,031    | 9,245     | 3.8   | 2,500                   | 52.1   | 3,700    | 8.2    | 6,200     | 2.6   | 32.9       |
| Net Income   | 2,725                           | 1,350    | 4,076     | 1.7   | 1,300                   | 52.3   | 1,700    | +25.9  | 3,000     | 1.3   | 26.4       |

Outsourcing and other business will be increase, but our mainly business, temporary staffing, contracting and recruitment services won't be expected full recovery at this time.

# Consolidated Earnings Forecast (Sales by Segment) for the Fiscal Year ending March 31, 2010

\*1 2<sup>nd</sup> quarter results of the fiscal year ended March 31, 2009 describe consolidated Temp Staff results.

\*2 Rounded down. (Units: million yen)

|   | 2009/3                       |          |           |       | 2010/3 (Forecast)       |        |          |        |           |       |            |
|---|------------------------------|----------|-----------|-------|-------------------------|--------|----------|--------|-----------|-------|------------|
|   | 2 <sup>nd</sup> Quarter (*1) | Term-End | Full Year |       | 2 <sup>nd</sup> Quarter | Change | Term-End |        | Full Year | Ratio | Change (%) |
|   |                              |          |           | Ratio |                         |        |          | Change |           |       |            |
| <b>Temporary Staffing, Contracting and Recruitment Services</b> | 114,448                      | 122,085  | 236,533   | 96.5  | 110,670                 | 3.3    | 116,210  | 4.8    | 226,880   | 95.3  | 4.1        |
| General Office Work   | 63,447                       | 68,976   | 132,423   | 54.0  | 62,390                  | 1.7    | 65,400   | 5.2    | 127,790   | 53.7  | 3.5        |
| Specialized Office Work   | 21,681                       | 21,239   | 42,920    | 17.5  | 19,280                  | 11.1   | 20,340   | 4.2    | 39,620    | 16.7  | 7.7        |
| IT / Engineering  | 10,553                       | 10,895   | 21,449    | 8.8   | 9,890                   | 6.3    | 10,430   | 4.3    | 20,320    | 8.5   | 5.3        |
| Other   | 16,122                       | 18,910   | 35,032    | 14.3  | 17,170                  | +6.5   | 18,100   | 4.3    | 35,270    | 14.8  | +0.7       |
| Recruitment Services  | 2,643                        | 2,063    | 4,707     | 1.9   | 1,940                   | 26.6   | 1,940    | 6.0    | 3,880     | 1.6   | 17.6       |
| <b>Outsourcing</b>  | 3,417                        | 3,494    | 6,911     | 2.8   | 3,480                   | +1.8   | 3,590    | +2.7   | 7,070     | 3.0   | +2.3       |
| <b>Other Business</b>   | 802                          | 814      | 1,617     | 0.7   | 1,850                   | +130.6 | 2,200    | +170.0 | 4,050     | 1.7   | +150.5     |
| <b>Total</b>  | 118,667                      | 126,394  | 245,062   | 100.0 | 116,000                 | 2.2    | 122,000  | 3.5    | 238,000   | 100.0 | 2.9        |

It forecast that recruitment services will decrease at double-digit for reflecting a recession.

# Dividend Policy

## Dividends

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

| Fiscal Year ended March 31, 2009 |   | Fiscal Year ending March 31, 2010<br>(Forecast)                      |  |
|----------------------------------|---|--|--|
| Interim                          | Year-end  | Interim  | Year-end   |
| -                                | 11 yen<br>(per share)<br><br>1,100 yen<br>(per 100 shares<br>= 1 units) | 6 yen<br>(per share)<br><br>600 yen<br>(per 100 shares<br>= 1 units) | 6 yen<br>(per share)<br><br>600 yen<br>(per 100 shares<br>= 1 units) |

(\*) There was no interim dividend as Temp Holdings was established on October 1, 2008. (Year-end dividend is for the six-month period from October 2008 to March 2009.) Both Tempstaff and People Staff are paying interim dividends.



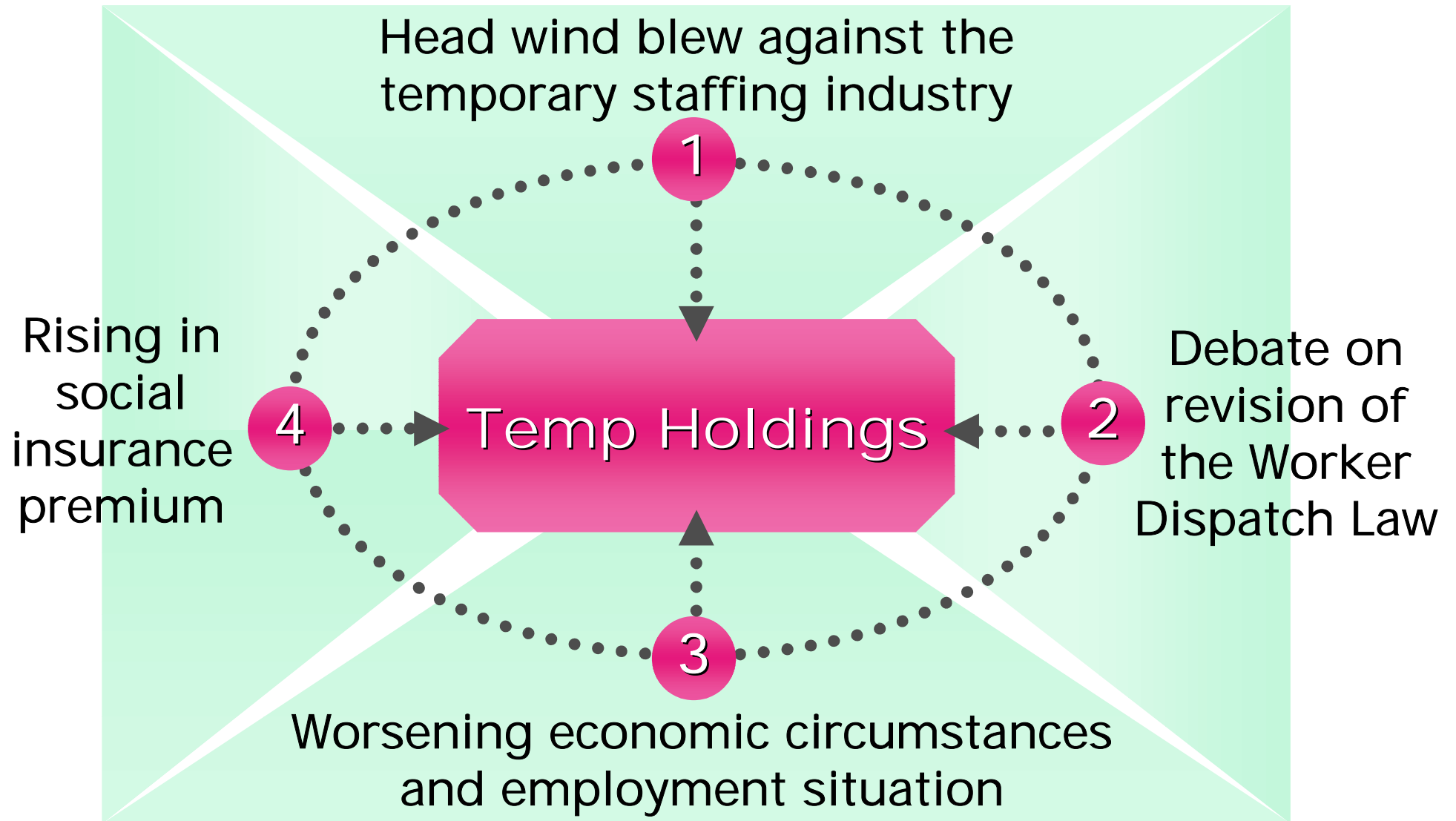
# Part II : Marketing Strategy



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# Business Conditions





To establish a solid operational base for adapting to economic cycles

## 1. Target

To strengthen marketing capabilities; pharmaceutical, foods, communication infrastructure, energy and environment industries, universities, public agencies and local government, and small and medium enterprises office

## 2. Organization

Established specialized sales team for educational foundations, and developing new accounts

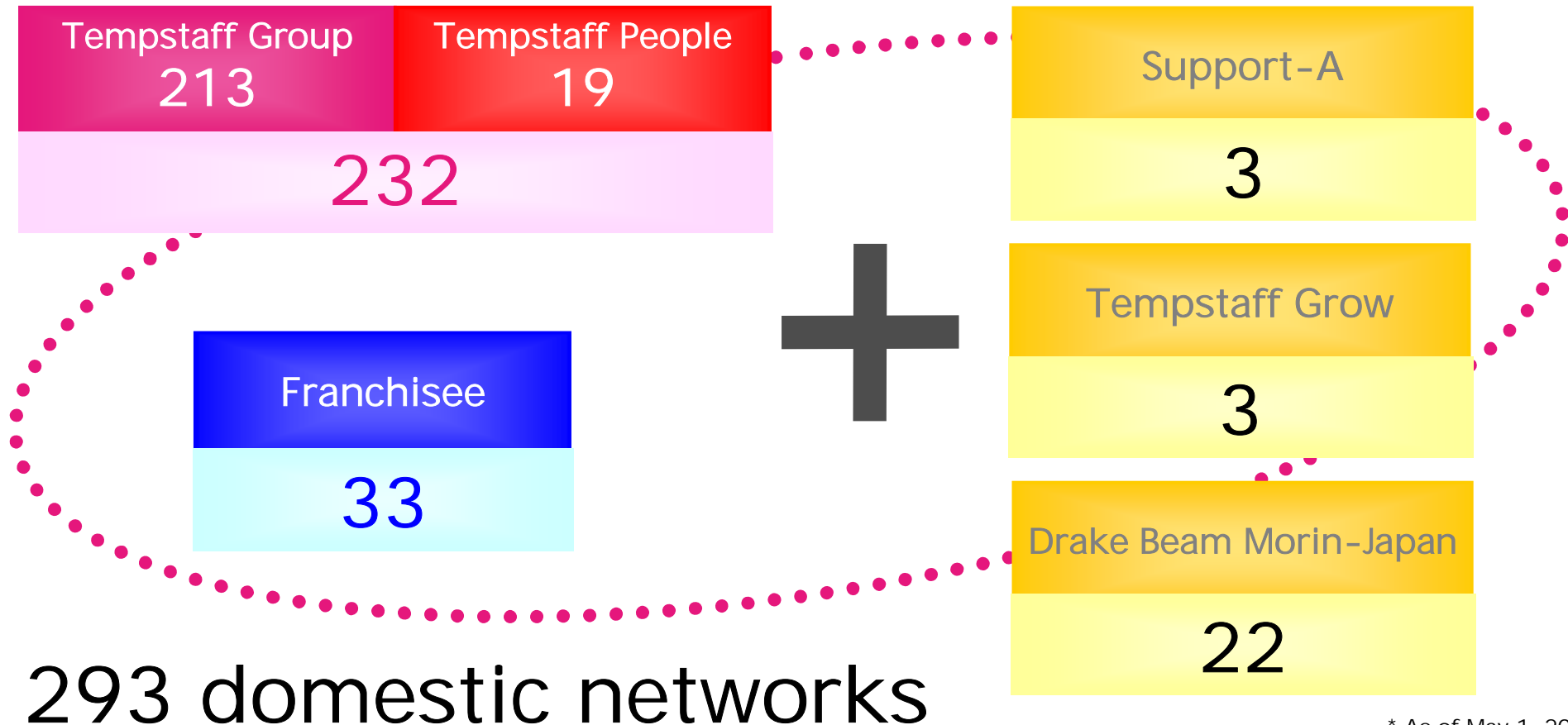
To develop a new market by strengthen marketing capabilities and deepening relationships with customers

# Growth Strategy

# Strengthen Service Networks

- Strengthening localized services
- Developing Business in Specialized fields
- Expanding our presence in the global market
- Providing job assistance to women
- Improving Management efficiency

To organize marketing structure for local and build close relations with companies and staffs



\* As of May 1, 2009



**Aiming at the regional and specialized business, and the market expansion**

## Tempstaff People

Comprehensive staffing services in the Tokai region

## Tempstaff Grow

Supplying staffing services in Gunma prefecture

## Support-A

Specializing related to automotive sales and sales campaign HR services

## Drake Beam Morin-Japan

The HR consulting firm that focuses on outplacement services

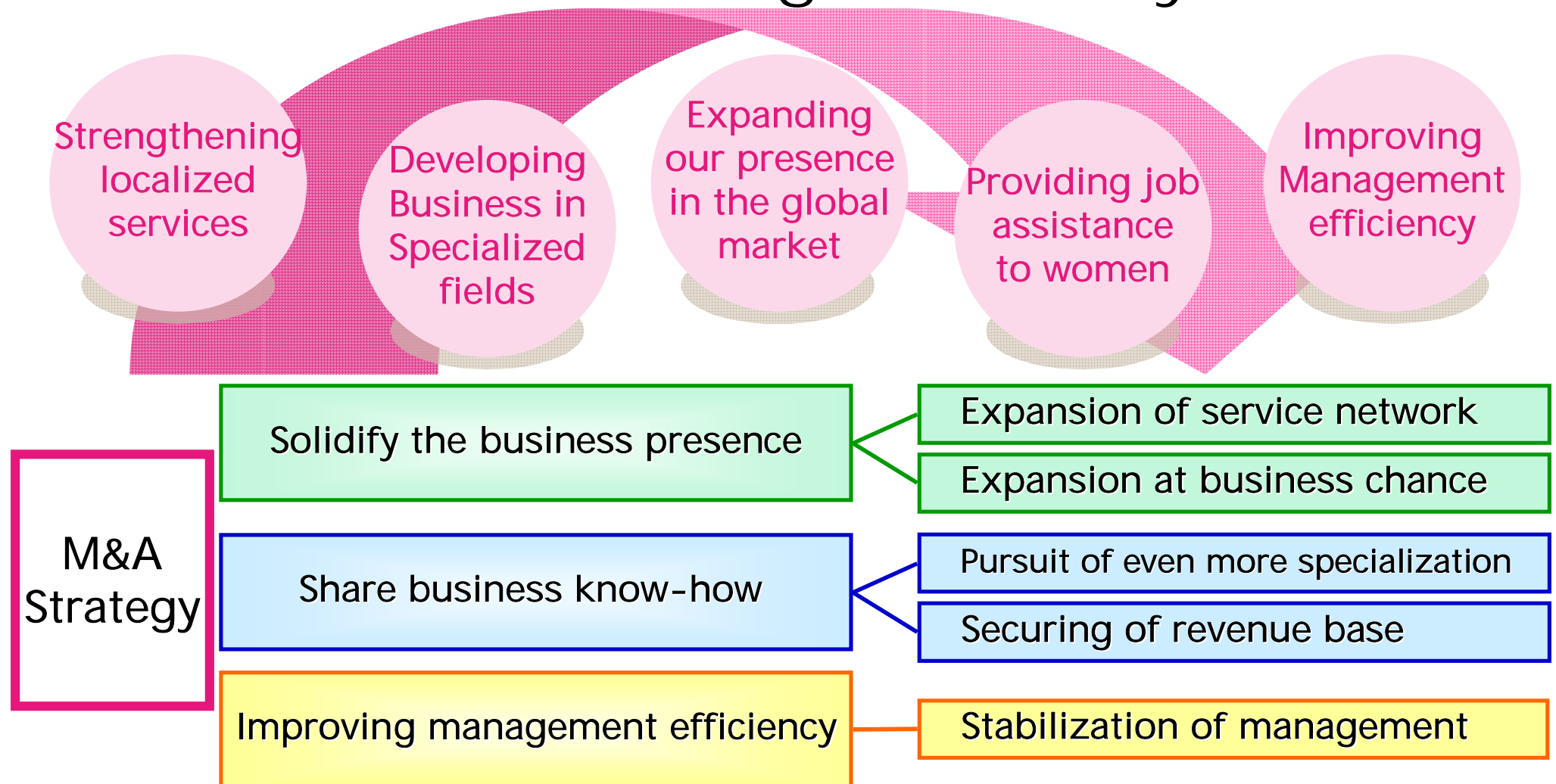
## Fuji Xerox Career Net

\* The stocks acquisition schedule on July 1, 2009

Supplying staffing services  
Fuji Xerox and related companies

\*Fuji Xerox Career Net Co., Ltd. is scheduled to change its trade name to TEMPSTAFF CROSS CO., LTD. on July 1, 2009.

# Creating jobs, Individual growth, Contributing to society





# Reference Material



**TEMP HOLDINGS**

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# <Reference Material> Efforts in the Fiscal Year ended March 31, 2009

Strengthening  
localized  
services

Developing  
Business in  
Specialized  
fields

Expanding  
our presence  
in the global  
market

Providing job  
assistance  
to women

Improving  
Management  
efficiency

## Specialized Office Work

R&D recruiting (Biotech and Medical Division, Tempstaff) established offices in Tsukuba, Tachikawa, Kawagoe and Kyoto.

## Sales

Tempstaff Marketing started staffing / outsourcing services based on the know-how accumulated by Tempstaff People.

## IT / Engineering

Tempstaff Technologies expanded training program; web designer, embedded Java software engineer, Linux server engineer and 3D CAD operators.

(\*)9 kinds of in total promotion schemes are being progressed.

# <Reference Material> Efforts in the Fiscal Year ended March 31, 2009



## Job search support for overseas students

Launch of job search support seminar and conference for foreign students in Japan.

## Job search support for career-changer working abroad

Launch of career seminar and conference for job seekers working in Asia.

## Job search support for international student from Japan

Tempstaff and Estrellita formed an alliance for job search support for international student from Japan.

We resolve mismatch "Career Concierge" between employer and international student.

# <Reference Material> Efforts in the Fiscal Year ended March 31, 2009

Strengthening localized services

Developing Business in Specialized fields

Expanding our presence in the global market

Providing job assistance to women

Improving Management efficiency

## Strengthen job search support for child-raising mothers

Tempstaff expanded job search support for child-raising mothers in commemoration of its first anniversary, "Temp Up".

## Be Awarded the "2<sup>nd</sup> Best Mother Award 2009, Corporate Sector"

Tempstaff were awarded the prize of NPO Japan Mothers Society for our efforts to help women who wish to continue working.

## Pink Ribbon Campaign

Launch of supporting for women's lifestyle on October, 2008.

## Expansion of childcare services

Tempstaff Wish opened of certified childcare center Tamaplaza Nozomi Hoikuen (Aoba-ku, Yokohama City, Kanagawa Prefecture).

It contracted management of Minato-ku Kosodate Hiroba Appy Daiba(\*) in Mediage, Odaiba.

(\*)Toddlers play room

## < Reference Material > Company Outline

\* As at March 31, 2009

|                         |  |  |
|-------------------------|--|--|
| <b>Company Name</b>     | Temp Holdings Co., Ltd.  |  |
| <b>Capital</b>          | 2,000 million yen  |  |
| <b>President</b>        | Yoshiko Shinohara  |  |
| <b>Established</b>      | October 1, 2008  |  |
| <b>Type of Business</b> | Management planning, administration, and operations related to subsidiary and group companies that handle temporary staffing and placement services.   |  |
| <b>Head Office</b>      | 2-1-1 Yoyogi, Shibuya-ku, Tokyo, Japan   |  |
| <b>Directors</b>        | President / Yoshiko Shinohara<br>Vice-President / Mikihiko Hibino<br>Executive Director / Masamichi Mizuta<br>Executive Director / Toshio Saburi<br>Director / Takao Wada<br>Director / Carl T. Camden | Full-time Auditor / Izuki Hiraga<br>Auditor / Naotaka Saeki<br>Auditor / Haruo Shimada<br>Auditor / Kaoru Arai |
| <b>Group Companies</b>  | 41 consolidated subsidiaries, 3 associated companies   |  |
| <b>Service Network</b>  | 271 domestic & 11 overseas offices *As at April 1, 2009<br>L.A., Seattle, Shanghai, Suzhou, Guangzhou, Hong Kong, Taiwan, Korea, Singapore, Indonesia  |  |

# Disclaimer

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The details appearing in this material are based on generally accepted economic and social information as well as certain assumptions deemed reasonable by this Company: current as at May 20, 2009. However, changes may occur without notice due to changes in business circumstances, etc.