# Financial Results for the Nine Months Ended June 30, 2013

September. 2013 Securities code

2362

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#### TOPIC

1. Ordinary income up 27%

2. Over 1,500 engineers

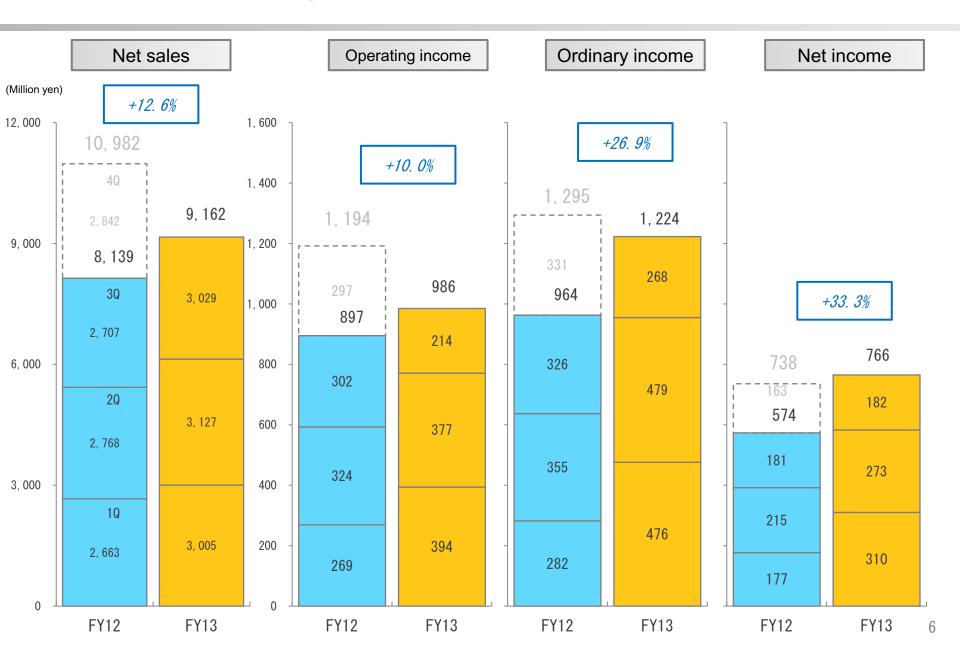
3. Shareholders equity ratio over 50%

### Consolidated Financial Overview

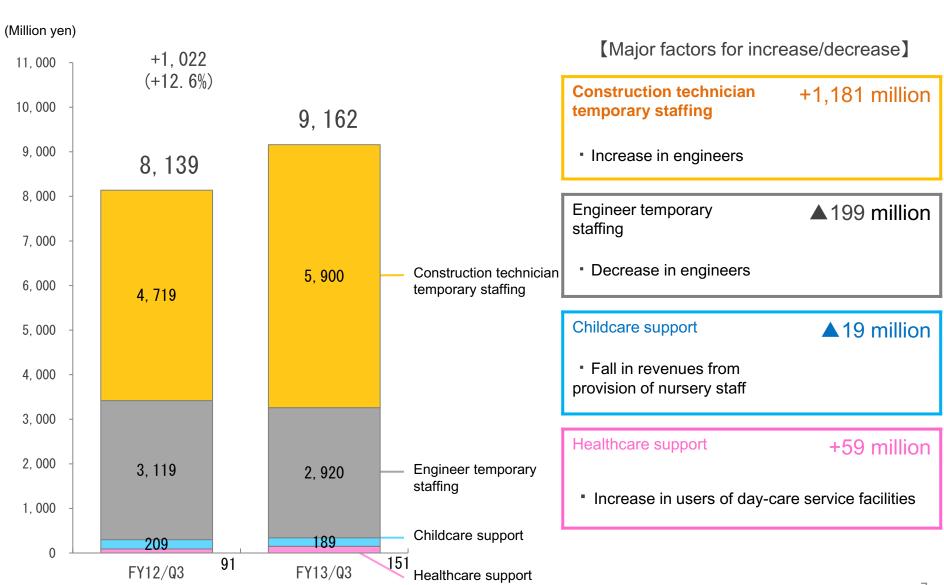
#### Consolidated Financial Overview

#### Consolidated P/L Statement

#### Consolidated P/L Statement



#### Consolidated P/L Statement (1) Net Sales



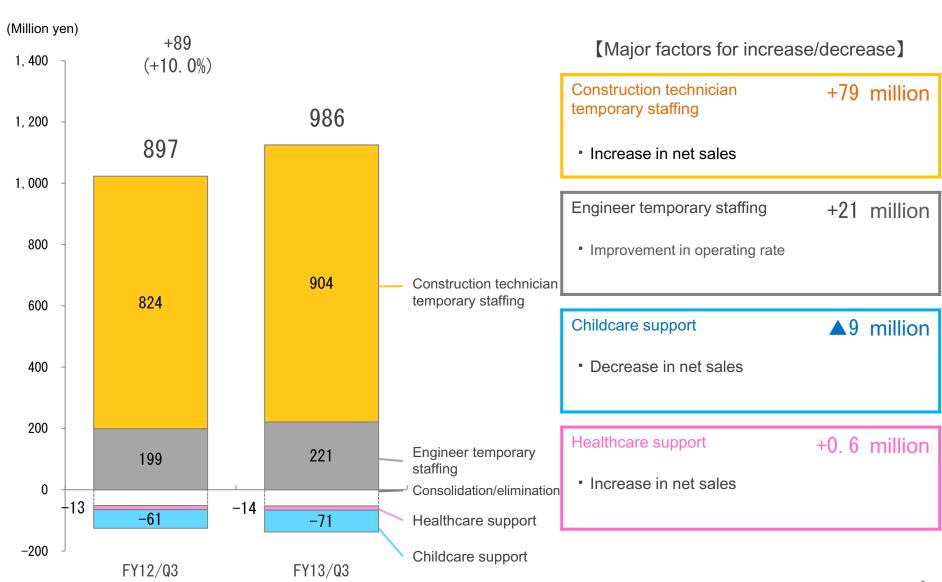
#### Consolidated P/L Statement (2) SG&A Expenses

(Million yen)

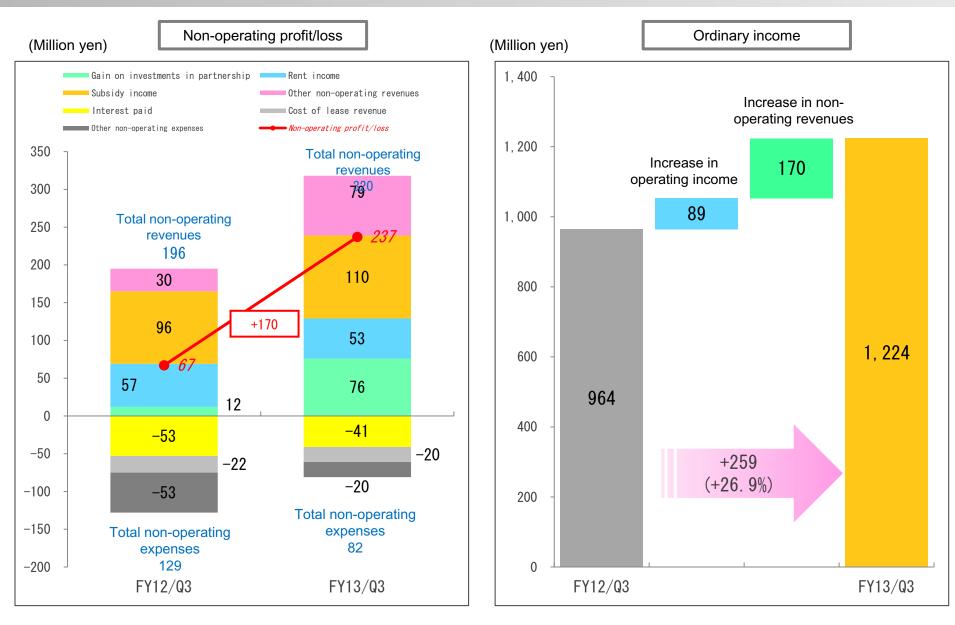
		FY12/Q3	FY13/Q3	Change	Remarks
Cos	st of sales	5, 782	6, 563	781	Increased due to increase in engineers
Gro	ss profit	2, 357	2, 598	240	
	Gross profit margin	29. 0%	28. 4%	<b>▲</b> 0.6pt.	
SG	&A expenses	1, 460	1, 611	150	
	Executive compensation	87	81	<b>4</b> 5	
	Personnel expenses	<i>783</i>	<i>823</i>	40	Increased due to increase in sales staff
	Ad expenses	15	23	7	
	Recruiting cost	61	109	48	Increased for hiring 1,200 people
	Outsourcing expenses	164	98	<b>▲</b> 66	
	Provision of allowance for doubtful accounts	23	11	<b>▲</b> 12	
	Amortization of goodwill	70	62	<b>4</b> 8	
	SG&A expense ratio	17. 9%	17. 6%	<b>▲</b> 0.3pt.	

Personnel expenses = Salaries and allowances + Bonuses + Benefit costs + Retirement benefit expenses (except executives)

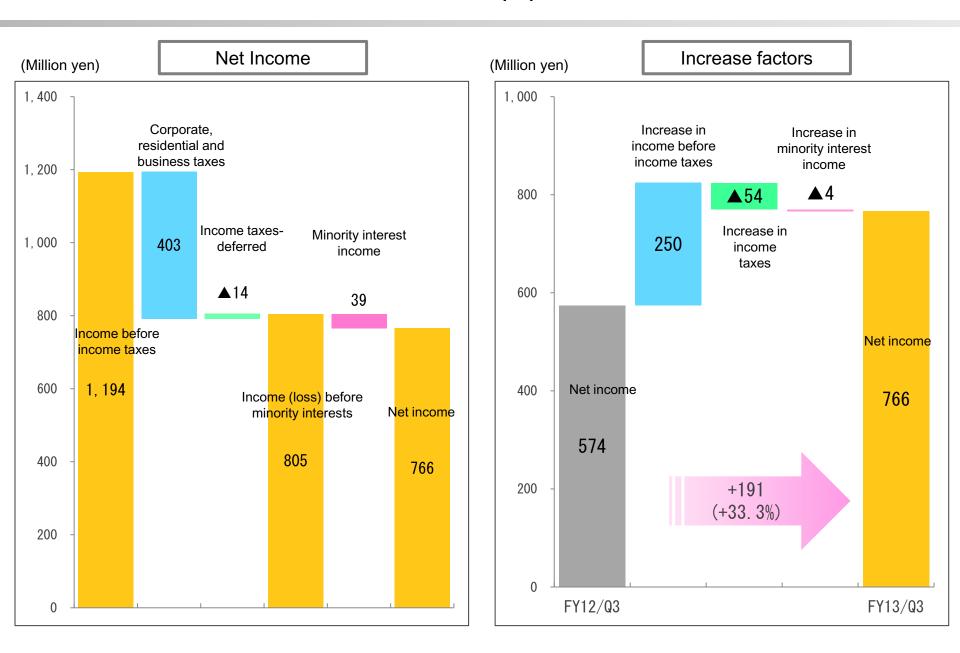
#### Consolidated P/L Statement (3) Operating Income



### Consolidated P/L Statement (4) Non-operating Profit/Loss and Ordinary Income



#### Consolidated P/L Statement (5) Net Income



#### Summary of Consolidated P/L Statement

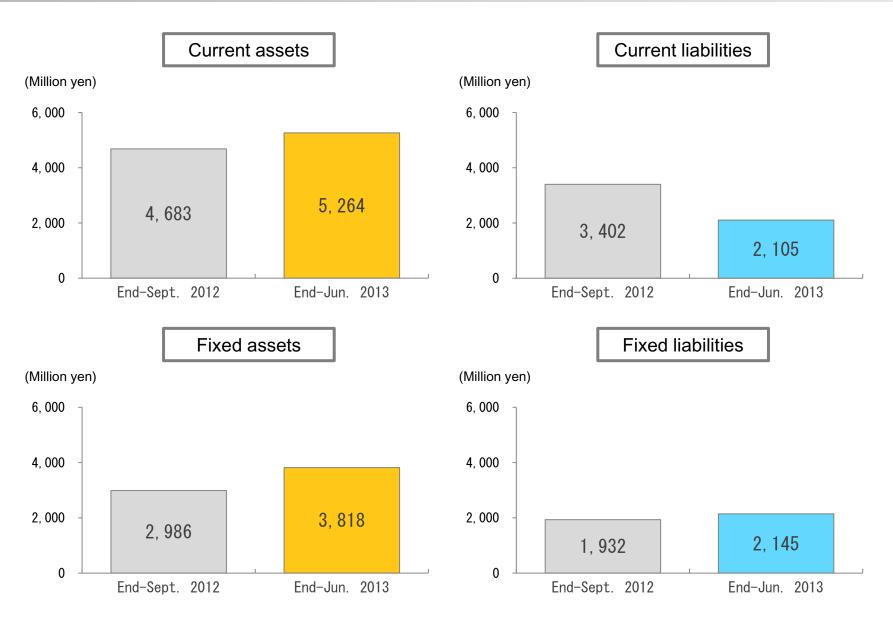
(Million yen)

	FY12/Q3	FY13/Q3	Change	Pct. change
Net sales	8, 139	9, 162	1, 022	12. 6%
Gross profit	2, 357 (29. 0%)	2, 598 (28. 4%)	240	10. 2%
SG&A expenses	<b>1, 460</b> (17. 9%)	<b>1, 611</b> (17. 6%)	150	<i>10. 3%</i>
Operating income	897 (10. 9%)	<b>986</b> (10. 8%)	89	10. 0%
Ordinary income	<b>964</b> (11.0%)	1, 224 (13. 4%)	259	26. 9%
Net income	<b>574</b> (7. 1%)	<b>766</b> (8. 4%)	191	33. 3%

#### **Consolidated Financial Overview**

#### Consolidated B/S

#### Consolidated B/S



#### Consolidated B/S (1) Assets

(Million yen)

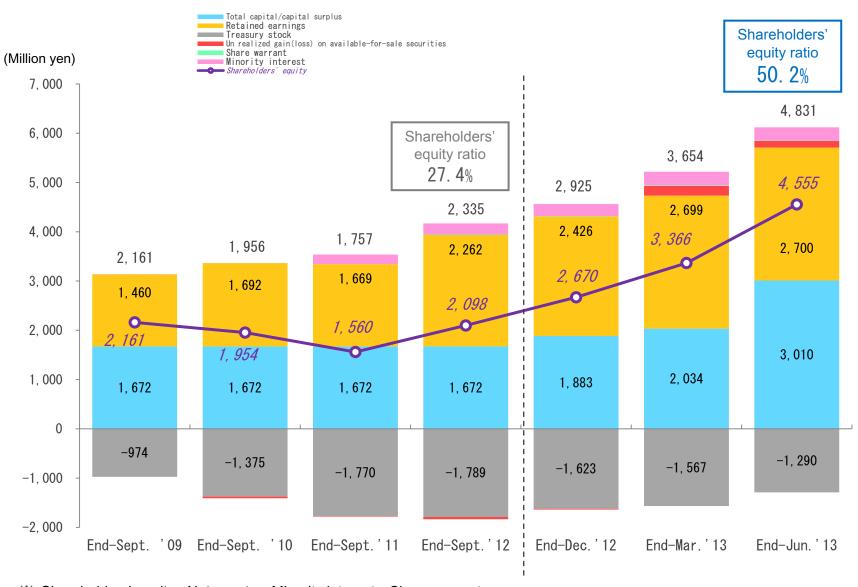
		End-Sept. 2012	End-Jun. 2013	Change	Remarks
sets		7, 669	9, 083	1, 413	
Cur	rrent assets	4, 683	5, 264	581	
	Cash and deposits	2, 557	<i>3, 152</i>	594	Increased due to operating activities
	Notes and accounts receivable-trad	e <i>1,626</i>	1, 686	60	
	Securities	7	14	7	
	Inventories	1	1	0. 1	
	Others	575	493	<b>▲</b> 82	
	Allowance for doubtful accounts	<b>▲</b> 84	<b>▲</b> 83	1	
Fixe	red assets	2, 986	3, 818	832	
	Tangible fixed assets	1, 412	1, 440	28	
	Buildings and structures	738	765	26	
	Others	673	<i>675</i>	2	
	Intangible fixed assets	666	597	<b>▲</b> 68	
	Goodwill	628	565	<b>▲</b> 62	Decreased due to regular amortization
	Others	37	32	<b>▲</b> 5	
	Investments and other assets	907	1, 780	872	
	Investment securities	688	1, 546	858	
	Others	305	285	<b>▲</b> 20	
	Allowance for doubtful acco	ounts $ riangle 86$	<b>▲</b> 51	34	

#### Consolidated B/S (2) Liabilities and Net Assets

(Million yen)

	End-Sept. 2012	End-Jun. 2013	Change	Remarks
Liabilities	5, 334	4, 251	<b>▲</b> 1, 082	
Current liabilities	3, 402	2, 105	<b>▲</b> 1, 296	
Account payable-trade	14	10	<b>4</b> 3	
Short-term debt	975	25	<b>▲</b> 950	
Current portion of long-term debt	850	739	<b>▲</b> 110	
Income taxes payable	442	163	<b>▲</b> 279	
Reserve for bonuses	176	163	<b>▲</b> 13	
Others	942	1, 004	61	
Fixed liabilities	1, 932	2, 145	213	
Long-term debt	1, 509	1, 633	124	Working capital
Reserve for employees' retirement benefits	254	263	8	
Asset retirement obligation	3	2	<b>▲</b> 0.8	
Others	164	246	82	
Net assets	2, 335	4, 831	2, 496	
Shareholders' equity	2, 144	4, 420	2, 275	
Capital	805	805	0	
Capital surplus	867	2, 204	1, 337	Increased due to disposal of treasury stock
Retained earnings	2, 262	2, 700	438	Increased due to net income
Treasury stock	<b>▲</b> 1, 789	<b>▲</b> 1, 290	499	Increased due to third-party allotment
Accumulated other comprehensive income	▲46	135	181	
Unrealized gain (loss) on available-for-sale securities	<b>▲</b> 46	135	181	
Share warrant	10	8	<b>4</b> 1	
Minority interest	226	267	40	

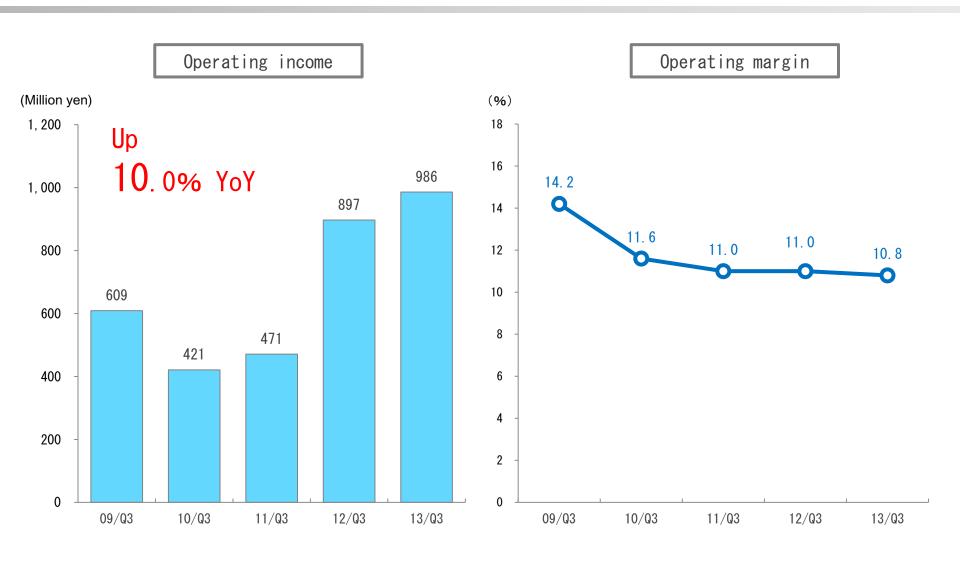
#### Consolidated B/S (3) Shareholders' Equity



#### Consolidated Financial Overview

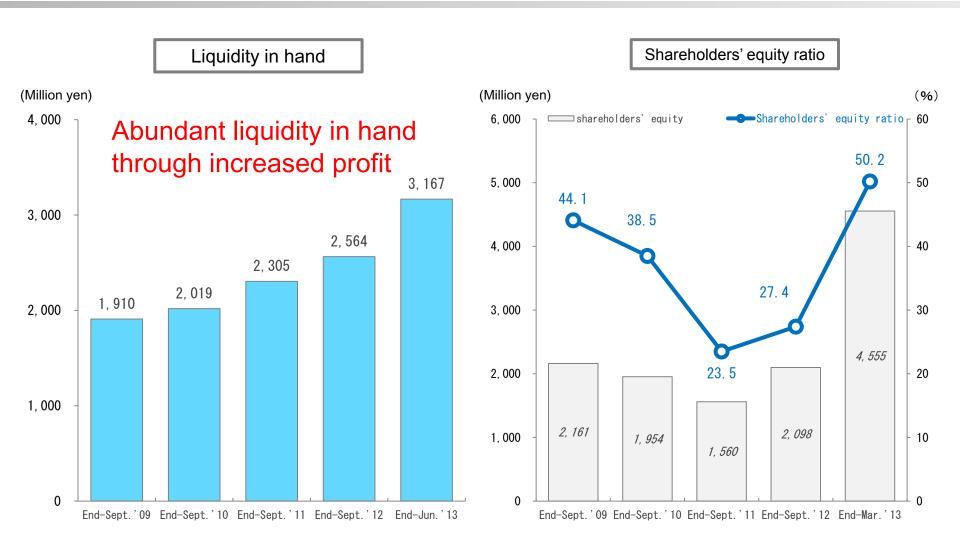
#### Financial Index

#### Financial Index (1) Consolidated Operating Income



- ★ 1. Operating margin=Operating income ÷Net sales
  - 2. Operating margins of other companies are prepared by Yumeshin based on each company's disclosure materials

#### Financial Index (2) Liquidity in Hand and Shareholders' Equity

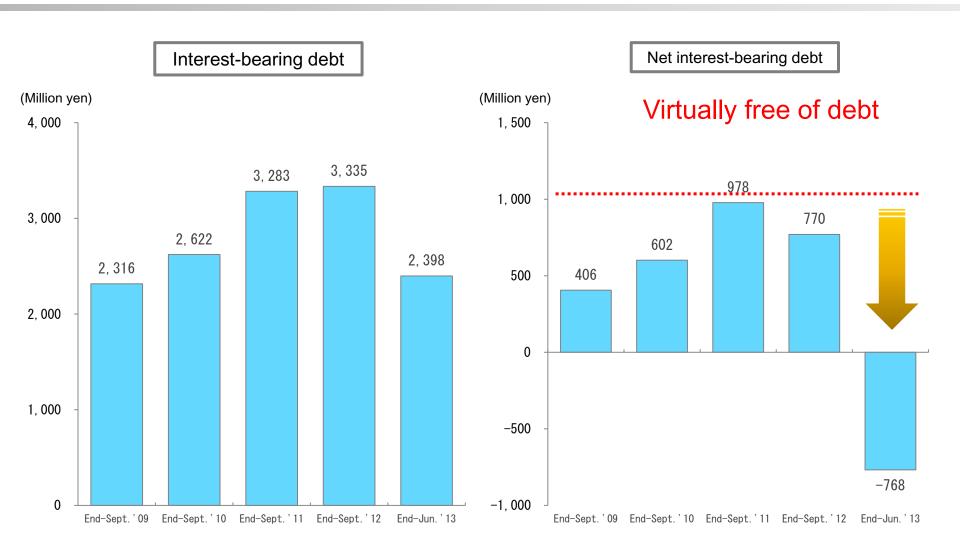


X1. Liquidity in hand = Cash and deposits+ Securities included in current assets

<sup>2.</sup> Shareholders' equity = Net assets—Minority interest—Share warrant

<sup>3.</sup> Shareholders' equity ratio = Shareholders' equity ÷ Total assets

#### Financial Index (3) Interest-bearing Debt

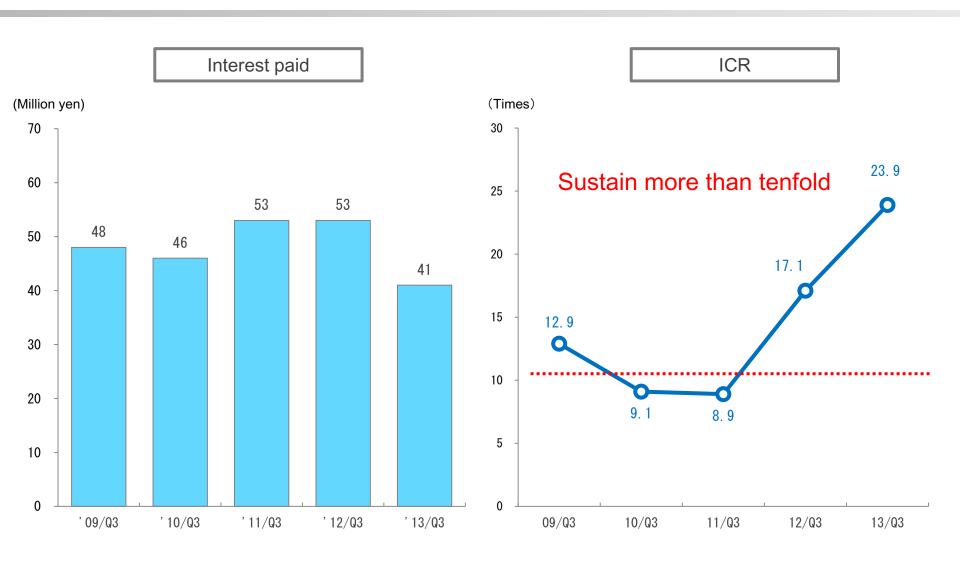


X1. Net interest-bearing debt = Interest-bearing debt—Liquidity in hand

<sup>2.</sup> Interest-bearing debt = Short-term debt+ Long-term debt+ Current portion of long-term debt+ Bond (lease liability not included)

<sup>3.</sup> Liquidity in hand = Cash and deposits+ Securities including current assets

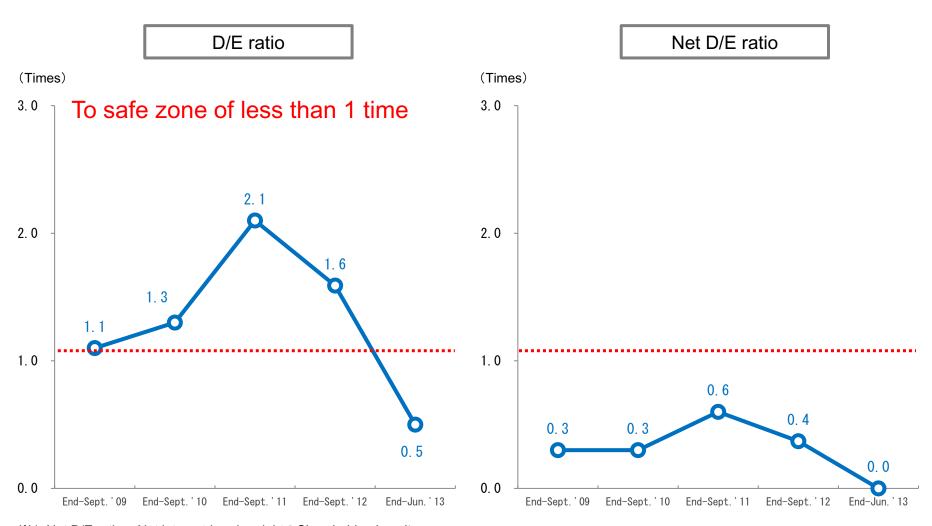
#### Financial Index (4) Interest Paid and ICR



<sup>※1.</sup> Instant coverage ratio (ICR) = Net operating profit ÷ Interest paid

<sup>2.</sup> Net operating profit = Operating income+ Interest received+ Investment gain/loss on equity method

#### Financial Index (5) D/E Ratio



- %1. Net D/E ratio = Net interest-bearing debt  $\div$  Shareholders' equity
  - 2. D/E ratio= Interest-bearing debt ÷ Shareholders' equity
  - 3. Net interest-bearing debt = Interest-bearing debt Liquidity in hand
  - 4. Interest-bearing debt = Short-term debt+ Long-term debt+ Current portion of long-term debt+ Bond (lease liability not included)
  - 5. Liquidity in hand = Cash and deposits+ Securities including current assets

#### Summary of Consolidated B/S

(Million yen)

	End-Sept. '12	End-Jun. '13	Change
Shareholders' equity	2, 098	4, 555	2, 457
Shareholders' equity ratio	27. 4%	50. 2%	22. 8pt.
Liquidity in hand	2, 564	3, 167	602
Interest-bearing debt	3, 335	2, 398	<b>▲</b> 937
D/E ratio	1. 59times	0. 53times	▲1.06pt.

## Construction Technician Temporary Staffing

#### Four Indicators of Sales

No. of engineers

X

Operating rate

X

Operating time

X

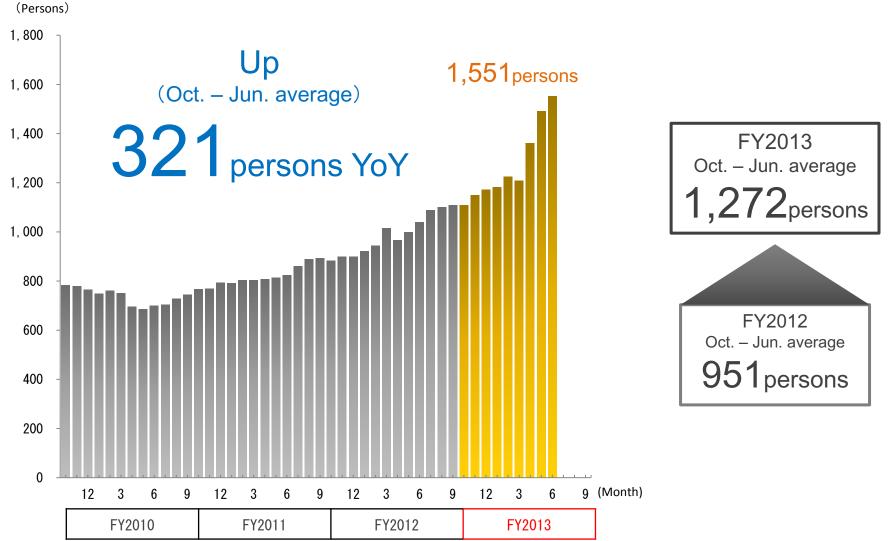
Unit cost of temporary staffing



Sales

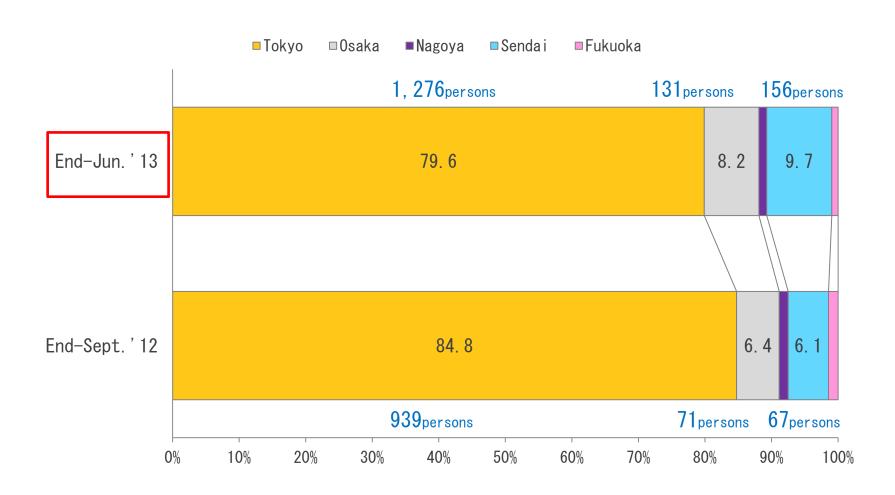
#### Sales Composition (1) Number of Engineers



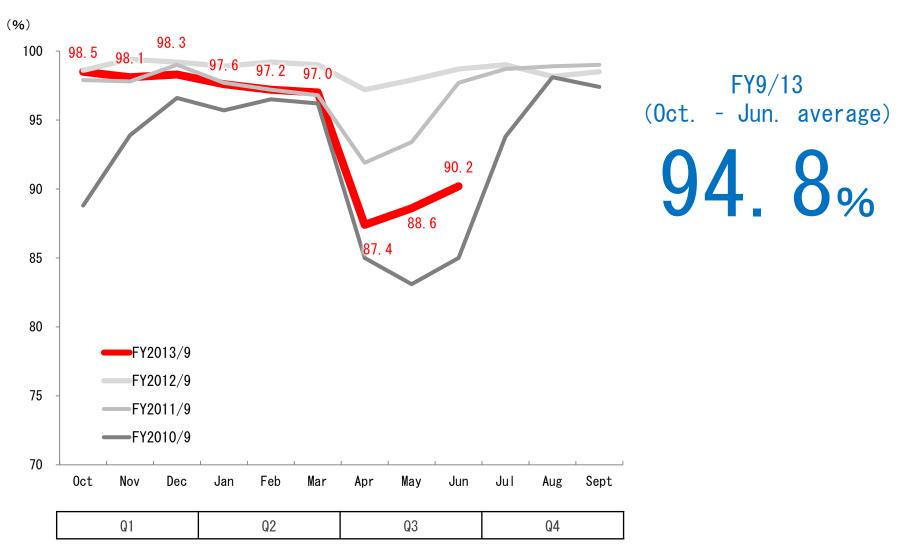


#### Sales Composition (1) Number of Engineers by Location

#### No. of staff rose steadily; increased Osaka/Sendai's presence

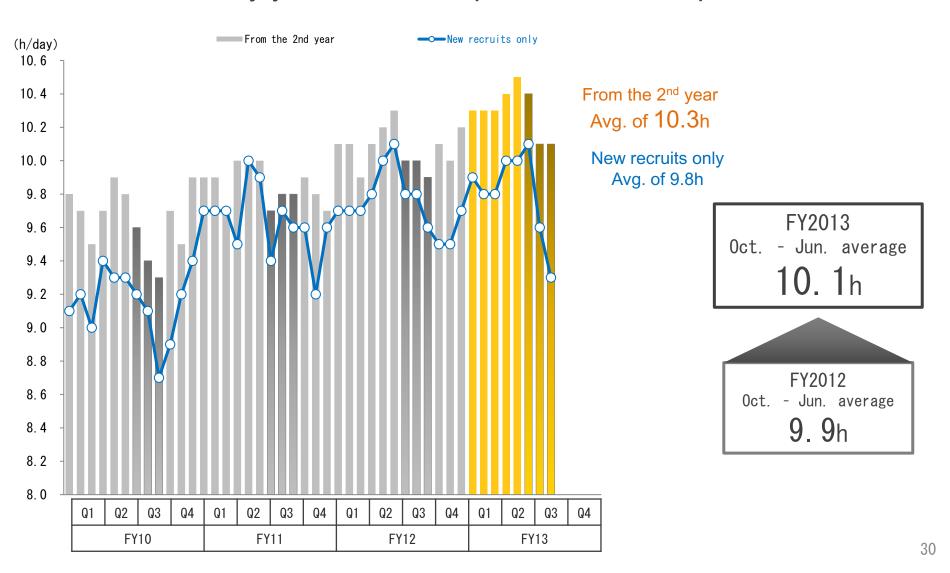


#### Sales Composition (2) Operating Rate

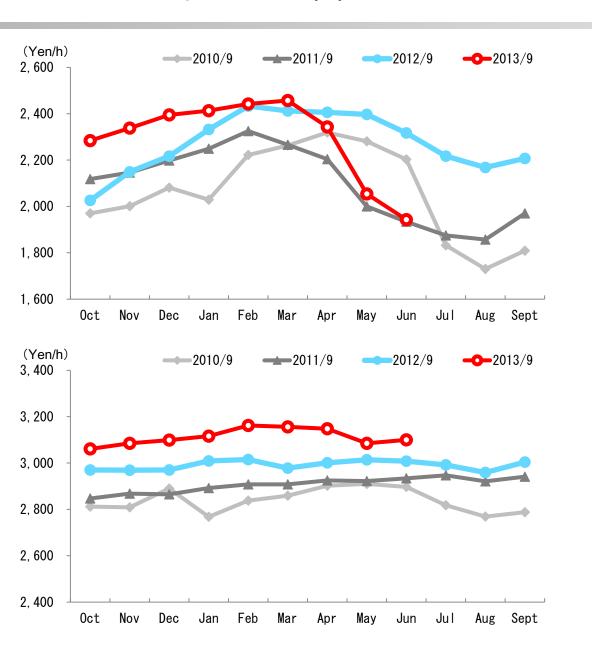


#### Sales Composition (3) Operating Time

#### Increase every year between April and June despite off-season



#### Sales Composition (4) Unit Cost of Temporary Staffing



New recruits only

Down

▲ 0. 1% YoY

Declined because of placing priority on operation

From the 2<sup>nd</sup> year

Up

**4. 0**% YoY

Strong growth

#### Summary of Four Indicators of Sales

Oct. - Jun. average

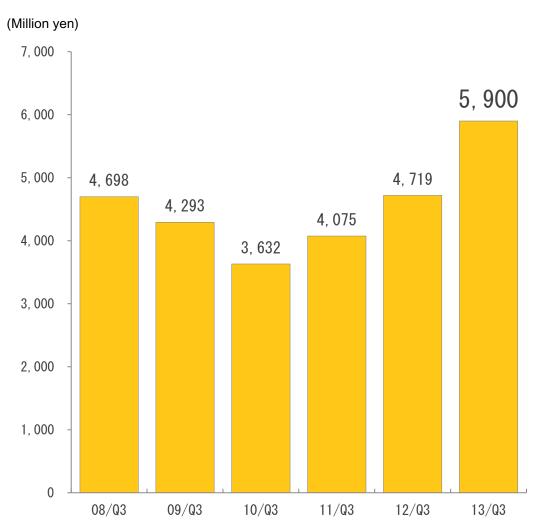
	FY12/Q3	FY13/Q3	Change
No. of engineers	951人	1, 272 persons	321 persons
Operating rate	98. 7%	94.8%	▲3.9pt.
Operating time	10. 1h (9. 8h)	10. 3h (9. 8h)	0. 2h
Unit cost of temporary staffing	2, 993yen (2, 299yen)	3, 112 yen (2, 297 yen)	119yen

<sup>※ 1.</sup> Operating time and unit cost of temporary staffing = From the 2<sup>nd</sup> year

<sup>2. ( )=</sup>New recruits only

#### **Net Sales**

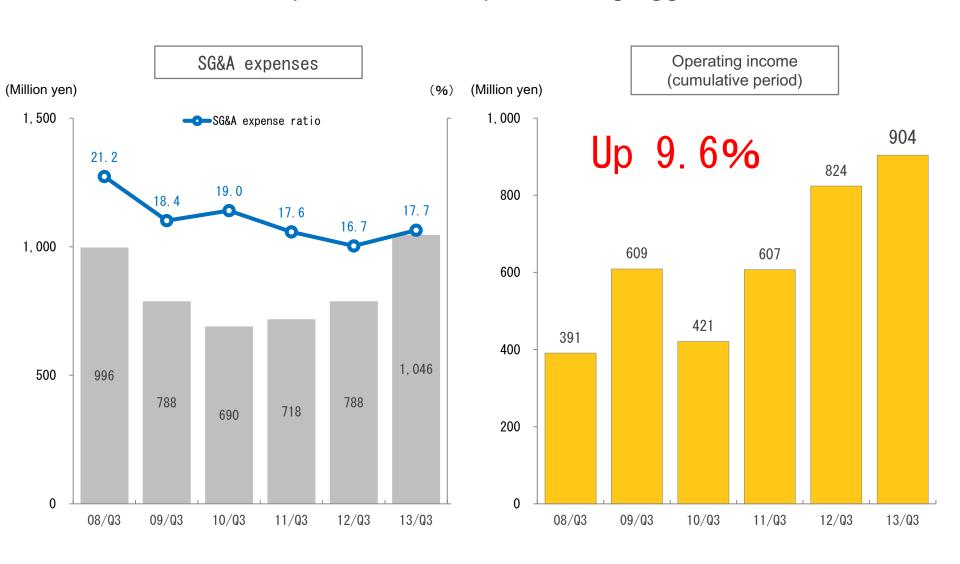
#### Linked to increase in engineers



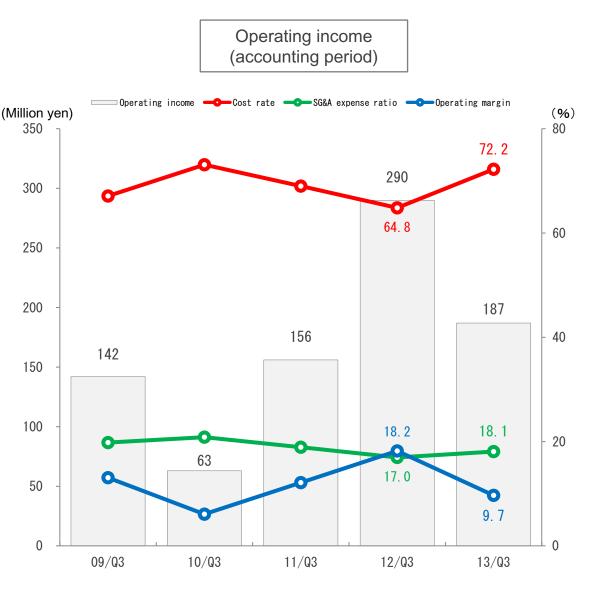
Up
25. 0%
YoY

#### SG&A Expenses/Operating Income (Cumulative Period)

Maintained SG&A expense ratio despite making aggressive investments



#### Operating Income (Accounting Period)



#### 573persons

joined between April and June

Temporary staffing at a special price by prioritizing operation

Raised cost rate

Reduced operating margin

Contract signed to raise unit cost in 3 to 6 months time

#### Summary of Non-consolidated P/L Statement

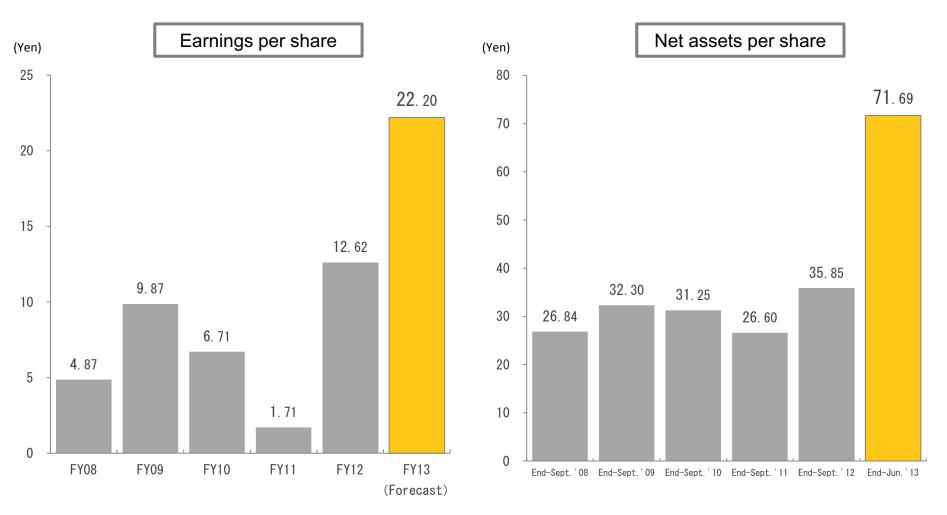
(Million yen)

	FY12/Q3	FY13/Q3	Change	Pct. change
Net sales	4, 719	5, 900	1, 181	25. 0%
Gross profit	1, 613 (34. 2%)	1, 950 (33. 1%)	337	20. 9%
SG&A expenses	<b>788</b> (16. 7%)	<b>1, 046</b> (17, 7%)	257	<i>32. 7%</i>
Operating income	<b>824</b> (17. 5%)	<b>904</b> (15. 3%)	79	9. 6%
Ordinary income	<b>796</b> (16. 9%)	<b>1, 051</b> (17. 8%)	254	32. 0%
Net income	<b>469</b> (10. 0%)	660 (11. 2%)	190	40. 5%

## Shareholder Return

#### Shareholder Return (1) Earnings Per Share/Net Assets

#### Both net income and net assets to growth phase

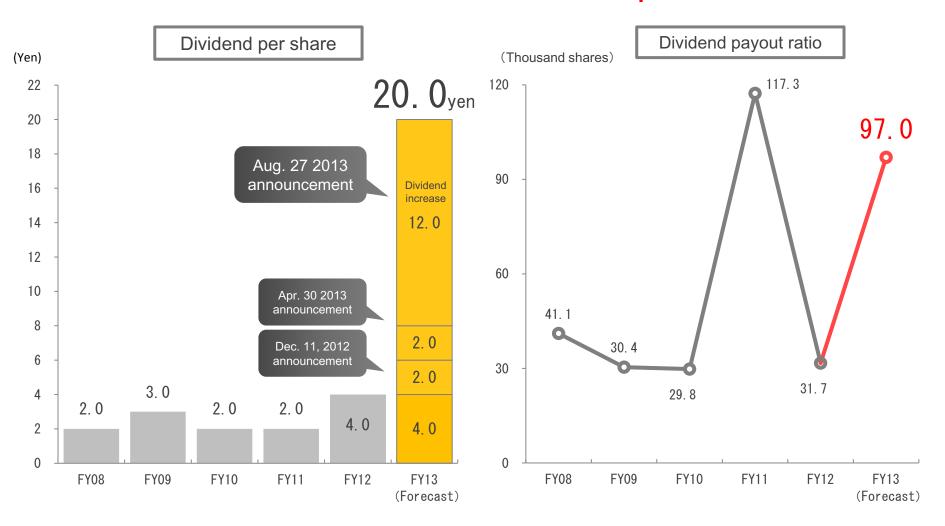


<sup>2.</sup> EPS= Shareholders' equity  $\div$  (Shares outstanding – Treasury stock at end of year)  $\times$  100

<sup>3.</sup> Shareholders' equity= Net assets - Minority interest - Share warrant

#### Shareholder Return (2) Dividend Per Share

#### Dividend increases for 3 times, up 5 times YoY



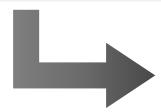
## Reference

#### Fund-raising Using Treasury Shares

#### Allocated treasury shares/linked to rise in stock price

	Done Fourth	Fifth	Sixth
Exercise price	500 yen	750 yen	1,000 yen
Dilutive shares	2,500,000 shares	2,500,000 shares	2,500,000 shares

## Raised D. Obillion yen



- Repayment of debt
   Working capital

## Meeting people makes everybody's dream come true

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