


Results for the Fiscal Year Ended May 2007

Pasona Inc.
First Section TSE, Hercules
(4332)

- 




The necessity for new “branding”

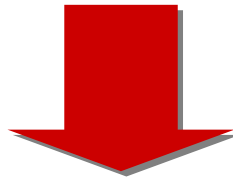


1. Results for the Fiscal Year Ended May 31, 2007

※ Units in billions of yen have been rounded to the nearest first decimal place. Units in millions of yen have been rounded down.

Implement a Comprehensive **Growth Strategy
through **Active Investment in Business Expansion****

- ① Temporary staffing business  Strengthen client firm and staffing base
- ② Human resource-related business  Launch “Only One” Strategy
- ③ Overseas business  Reinforce business platform to facilitate full-fledged development



FY ended May 2007

**Complete Steps to Create a Robust Business Platform as the
Springboard for the Next Stage of Growth**

Temporary Staffing Business: Strengthen Client Relationship Management

- Continued steady temporary staffing demand, Maintained **double-digit percentage growth** temporary staffing sales **(+12.6% year on year)**

- By region segment: Steady results in the Kanto and Tokai areas**

Reinforced the the Kanto area (Chiba, Saitama, Kanagawa) as the cornerstone of the special branch network
Implemented a CM strategy in regional areas — Recovery in demand in the Kyushu region, persistent difficult conditions in the Hokkaido and Tohoku areas

- By industry segment: Growth in temporary staffing in the finance and communications industries**

Finance Industry (Banks, Securities Companies, Insurance Companies)

Implemented recruiting, registration and training activities in the finance center (Otemachi), Promoted training-type temporary staffing and the accreditation of securities brokers, Responded to special demand in the life and casualty insurance category (Short term)

+21.0%
YoY

Communications Industry (Mobile phones, other)

Growth in sales staff demand in line with the introduction of the MNP system, Established special project teams, Entrusted comprehensive outsourcing from recruitment through education and follow up, Accumulated know-how in temporary staffing sales category

+31.2%
YoY

- By temporary staffing type: Firm results in the volume zone office administration temporary staffing category due to long-term stable conditions**

Upward swing in specialized temporary staffing growth rates due to successful efforts to bolster education and training-type temporary staffing. Slump in the IT field owing to tight supply and demand conditions. Growth in the sales and marketing category as a new growth pillar.

	2006 (Billions of yen)	YoY	2007 (Billions of yen)	YoY
Clerical (General office work)	100.6	+18.2%	114.4	+13.7%
Technical (Specialized office work)	31.2	+7.0%	34.1	+9.1%
IT, Engineering	20.1	+8.4%	21.1	+5.2%
Sales and marketing	13.8	+4.7%	17.4	+25.9%

Temporary Staffing Business: Staff Family Strategy

- Increase communication opportunities with temporary staff

⇒ Accelerated Long-term stability

● Held staff events

Staff orientation "Be Ambitious Party", Staff retirement "Appreciation Party"

● Held "PASONA Group Expositions" nationwide (October; March; July)

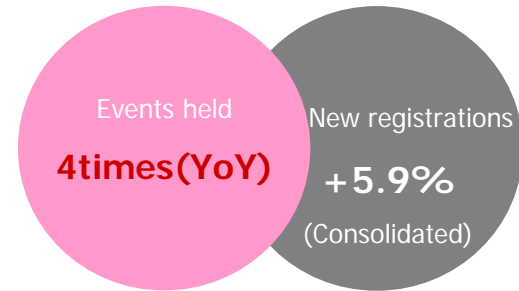
● Strengthened staff coordinator system

Strengthened staff coordination capability by increasing job counselors

● Promoted long-term staff stability

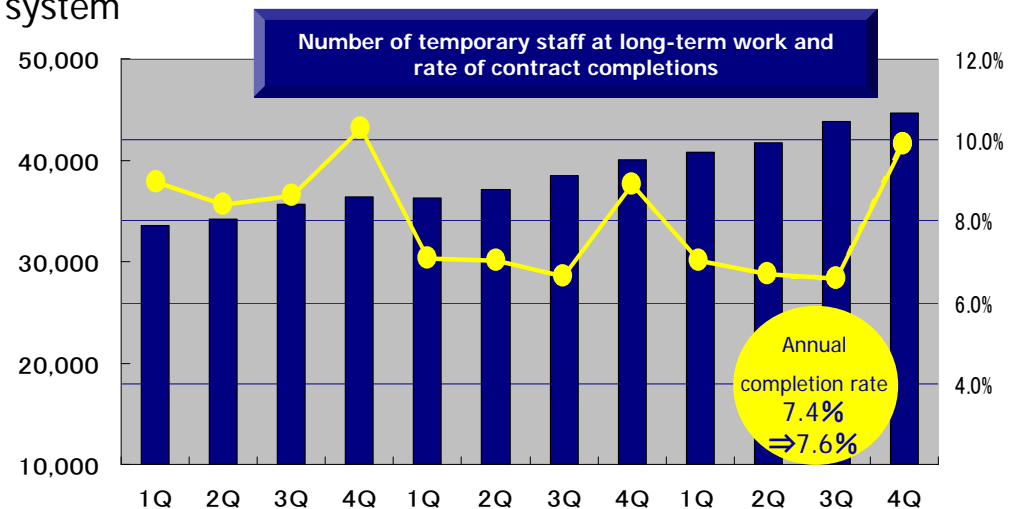
Promoted long-term contracts periods and reduced the number of contracts completions by implementing a staff follow-up system

Source: Pasona data.



	May 31, 2005	May 31, 2006	May 31, 2007
Contract term	15.0 months	15.1 months	15.9 months

※ 4Q fiscal year ended May 31, 2007 data is exclusive of short-term special demand items in the finance industry 2007 (non-consolidated)



※ Contract completion rate = Average number of long-term contracts complete monthly / Average number of temporary staff at long-term work per month (non-consolidated)

※ Number of temporary staff data and number of contracts completed is exclusive of short-term special demand items in the finance industry (4Q of the fiscal year ended May, 31 2007 only)

- Establishment and renewal of branches

- Office branding
- **Space for communication** with staff

- Japan's first welfare benefit facility for temporary staff

Club Pasona Omotesando opened in April 2007

- Esthetic and nail salon
- Café and restaurant
- Functions as a registration office for sales staff

- Club Pasona Omotesando

A unique experience. The entrance faces Omotesando leading to the 2nd floor, which includes an esthetic treatment area and café space. The 3rd floor is comprised of a restaurant and event space. Registrations are conducted on the 2nd floor and training of the 3rd floor.



renovations
completed at 42
branches since the
fiscal year ended May 31,
2005

● 19 branches renovated during the fiscal year ended May 31, 2007

- Pasona Koriyama



- Pasona Chiba



- Pasona Matsue



- Pasona Fuchu

Human Resource-Related Business : Strategic “Only One” Businesses

• Steady growth in peripheral businesses as an earnings pillar

● Temporary staffing business (+46.3%)

Steady progress in Japan and overseas

Pasona Youth Inc. established (July 2006)

Comprehensive human resource services company targeting graduates with limited experience in the work force

Pasona Career, Inc. established (January 2007)

Placement and recruiting + Outplacement = Placement and recruiting nationwide

● Outplacement business (+10.0%)

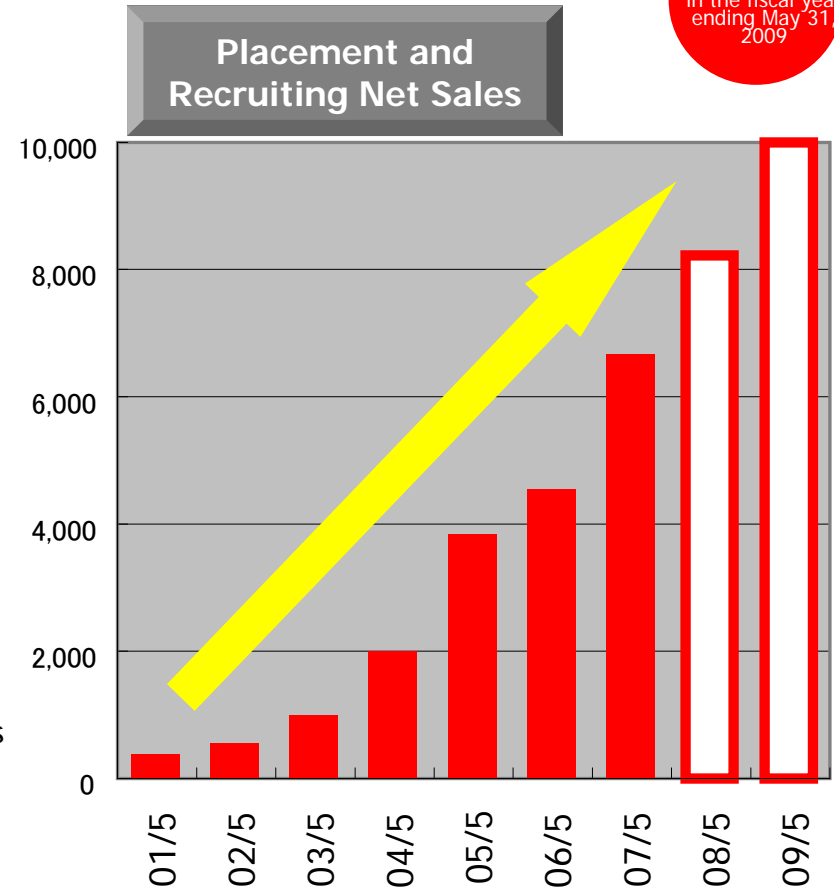
Expanding services through M&A and business integration

Overwhelming dominance and market share

● Outsourcing business (+24.4%)

Steady increase in memberships through quality welfare benefits

Robust results in payroll calculation agency services (equity-method affiliate)

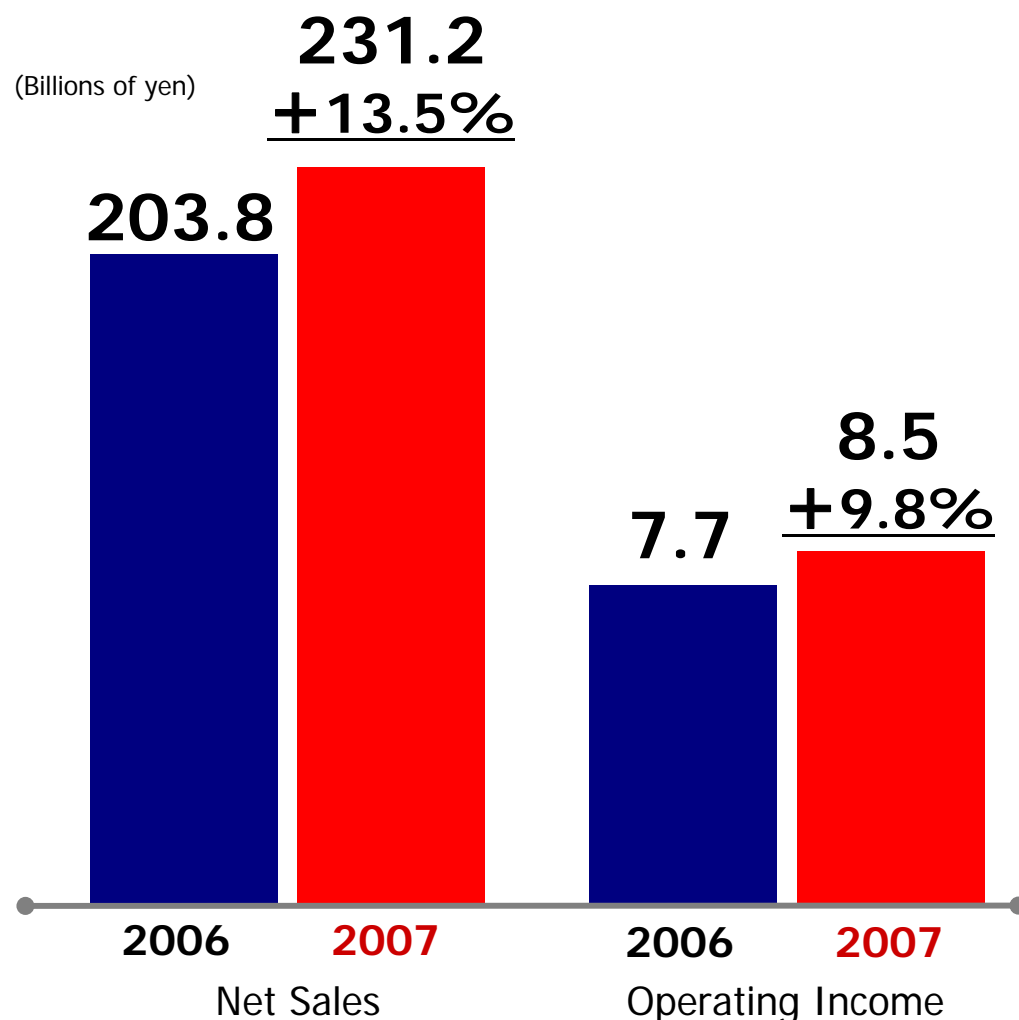


Business Composition	2005	2006	2007	2008(Forecast)
Temporary staffing	91.8%	91.1%	90.3%	89.3%
Other than temporary staffing	8.2%	8.9%	9.7%	10.7%



	80.0%
	20.0%

- Net sales increased 13.5% year on year, the fourth consecutive fiscal year of double-digit percentage earnings growth
- Increase in selling, general and administrative expenses due to strategic expense.



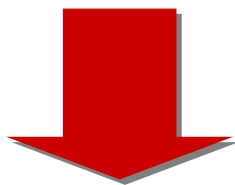
(Millions of yen)

Consolidated	2006	2007
Net sales (YoY)	203,815 (+13.8%)	231,231 (+13.5%)
Operating income	7,745 (-6.0%)	8,507 (+9.8%)
Ordinary income	7,844 (-5.4%)	8,807 (+12.3%)
Net income	3,588 (-17.8%)	4,198 (+17.0%)

Implement a Group Growth Strategy
Target Business Scale Expansion through
Proactive Investment

Fiscal Year Ending May 31, 2008

Accelerate the Group's Growth Strategy by
Shifting to a Holding Company Structure, Realize
More **Robust** and **Sound** Group **Growth**



December 3, 2007

A temporary staffing focused management structure



Human Incubation (Making the most of each individual's potential)

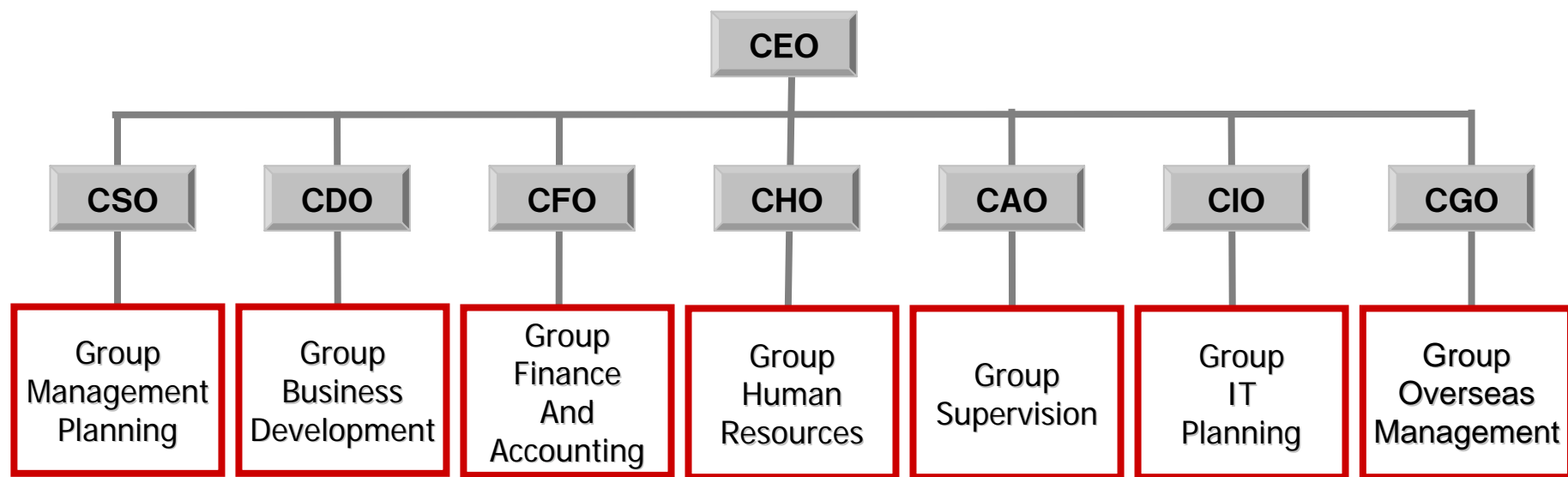
Toward a management structure that is active in the development of social solutions services

- ◆ Formulate a business strategy that encompasses the entire Group
- ◆ Optimal allocation of resources to growth areas, common sharing throughout the Group of human resources, funding and information
- ◆ Strengthen governance and compliance
- ◆ Introduce and educate next generation human resources

Holding Company Management Functions

- ◆ Formulate and promote Group strategies according to the management function
- ◆ Strengthening of group governance and compliance

Pasona Group Inc.



Toward ONE PASONA Structure

The Pasona Group's New Headquarters **The Shin-Marunouchi Building**

The Pasona Group's **flagship office**

● **Service function for customer**

Developing and providing one-stop solutions services

- A variety of seminars and lectures by the Japan Society for Chief Human Officers
- Launch a human resource consulting specialist team
- Temporary staffing and placement and recruiting services for professional human resources

● **Service function for temporary staff**



ADDRESS : Shin-Marunouchi Building, 1-5-1 Marunouchi, Tokyo

ACCESS : Direct to Tokyo Station. Five railway stations and 21 railway lines within walking distance.

- ◆ Based on the concept of **diversity**, establish, reinforce and promote a balanced infrastructure free of discrimination and disparity.

Maintain Work and Lifestyle Balance

- **Allocate career therapists**
(The Shin-Marunouchi Building)
Provide work and career counseling through the allocation of specialist career therapists to provide coaching and other services to temporary staff
- **Safety net service**
Provide broad-based face to face consulting services encompassing non-work related lifestyle and health advice.
Establish points of contact for specialized consulting.
Augment existing 24-hour telephone and Internet consulting services.

Augment Welfare Benefits and Education

- **Provide support through partial subsidy of transportation expenses**
Subsidize a portion of temporary staff transportation expenses primarily in the Tokyo, Nagoya and Osaka areas.
- **Augment educational services**
Expand the regional scope of "Precious Career Academy"
Implement more sophisticated training
Bolster incubation-type temporary staffing
Shigoto (Work) College
Develop a training and employment support system of each demographic
[The youth market] Business training, Employment support system in China
[The elderly] Senior business school
[Housewives] Business training, On-the-job training

Human Resource-Related Businesses: Strategies to Expand Business Scope

- ◆ Strengthen and expand human resource-related businesses
- ◆ Plan and promote new services as the next, new earnings pillar

Outsourcing Services

- Outsourcing packaged services
Develop packaged services that consolidated the service functions of the Pasona Group
- Further reinforce activities in the public market
Strengthen services to central and local public authorities
(Administrative, general affairs and labor support; welfare benefits)
- Enhance the outsourcing menu
Recruitment agency services, Education and training agency services, Sales and marketing agency services, Employee health management agency services, etc.

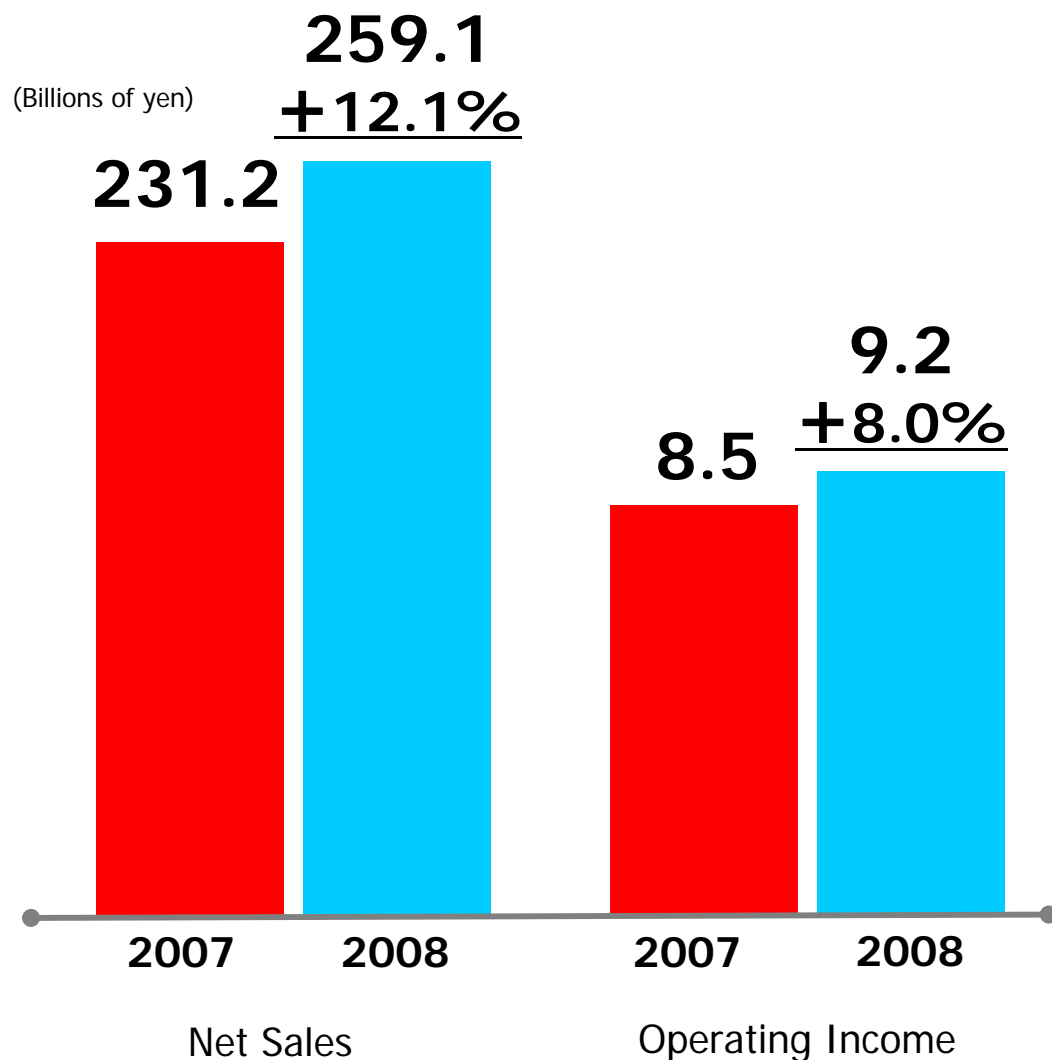
Global Services

- Commence full-fledged global placement services
Japan ↔ Asia, the United States, Europe
- Expand business in China
 - New branch openings
July: Beijing Office; Autumn: Wuxi Office
 - Promote “Employment in China” to the youth market
Develop an overseas employment support business in China
 - Take into consideration opportunities in with economic growth generated from the Beijing Olympics and Exposition
Training program covering business and service techniques and etiquette in China
 - Launch a Shanghai Association of the Japan Society for Chief Human Officers



Forecast Consolidated Results for the Fiscal Year Ending May, 31 2008

- Targeting five consecutive fiscal years of double-digit percentage growth



(Millions of yen)

Consolidated	2007	2008
Net Sales (YoY)	231,231 (+13.5%)	259,130 (+12.1%)
Operating Income	8,507 (+9.8%)	9,190 (+8.0%)
Ordinary Income	8,807 (+12.3%)	9,230 (+4.8%)
Net Income	4,198 (+17.0%)	4,430 (+5.5%)

- Based on the shift to a holding company structure, dividend target for the fiscal year ending May 31, 2008 geared toward a consolidated dividend payout ratio
- Full fiscal year dividend target for the fiscal year ending May 31, 2008 of ¥2,500 per share

Dividend Policy

- Fiscal year ended May 31, 2007: **¥2,000 per share** (Interim dividend: ¥1,000 per share; Fiscal year-end dividend: ¥1,000 per share)
- Targeted dividend payout ratio: 30% (non-consolidated) ⇒ **Consolidated dividend payout ratio of around 25%**
- Fiscal year ending May 31, 2008: **¥2,500 per share (planned)** (Interim dividend: ¥1,200 per share; Fiscal year-end dividend: ¥1,300 per share)

	FY ended May 31, 2004	FY ended May 31, 2005	FY ended May 31, 2006	FY ended May 31, 2007	FY ended May 31, 2008 (Planned)
Cash dividend per share (Yen)	667	1,500	1,800	2,000	2,500
Payout ratio (Consolidated)			21.7%	20.0%	23.5%
Payout ratio (Non-consolidated)	10.2%	22.0%	30.6%	233.0%	38.8%

Treasury Stock

17,500 shares of treasury stock acquired in August 2006. Adopt a flexible strategy toward future acquisition

Number of Shareholders

11,166 shareholders as of May 31, 2007 (11,132 shareholders as of May 31, 2006)
 ※Number of shares as of May 31, 2007: 433,732 shares

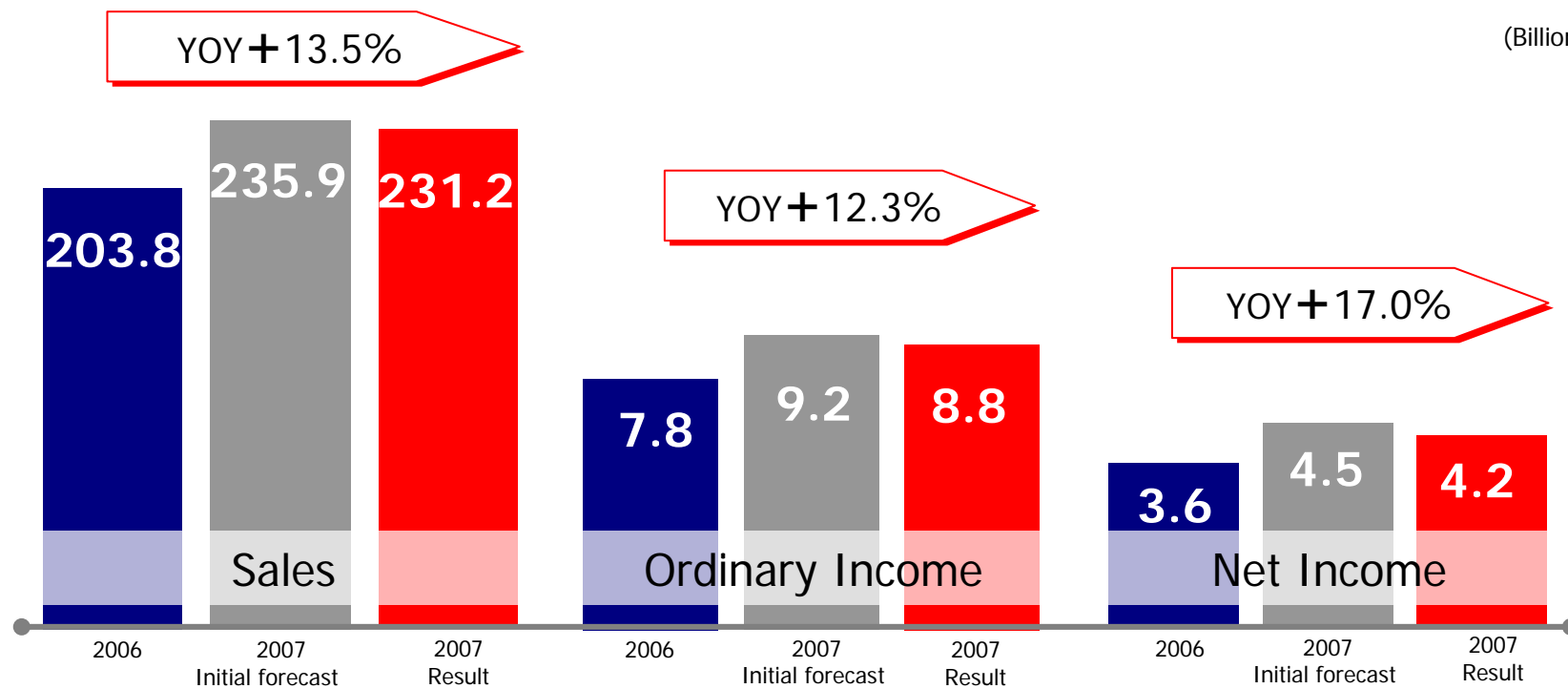
Shareholder group and shareholdings	Financial Institutions	Securities Companies	Other Domestic Corporations	Foreign Corporations	Individuals and Others
As of May 31, 2006	9.07%	0.59%	26.39%	11.85%	52.10%
As of May 31, 2007	8.72%	2.24%	18.20%	15.29%	55.55%

※ Shares held by the Japan Securities Depository Center are included in "Other corporations," and treasury stock is included in "Individuals and others."

2. Results for Fiscal Year Ended May 31, 2007

Consolidated Results for the Fiscal Ended May 31, 2007 (June 2006-May 2007)

(Billions of yen)

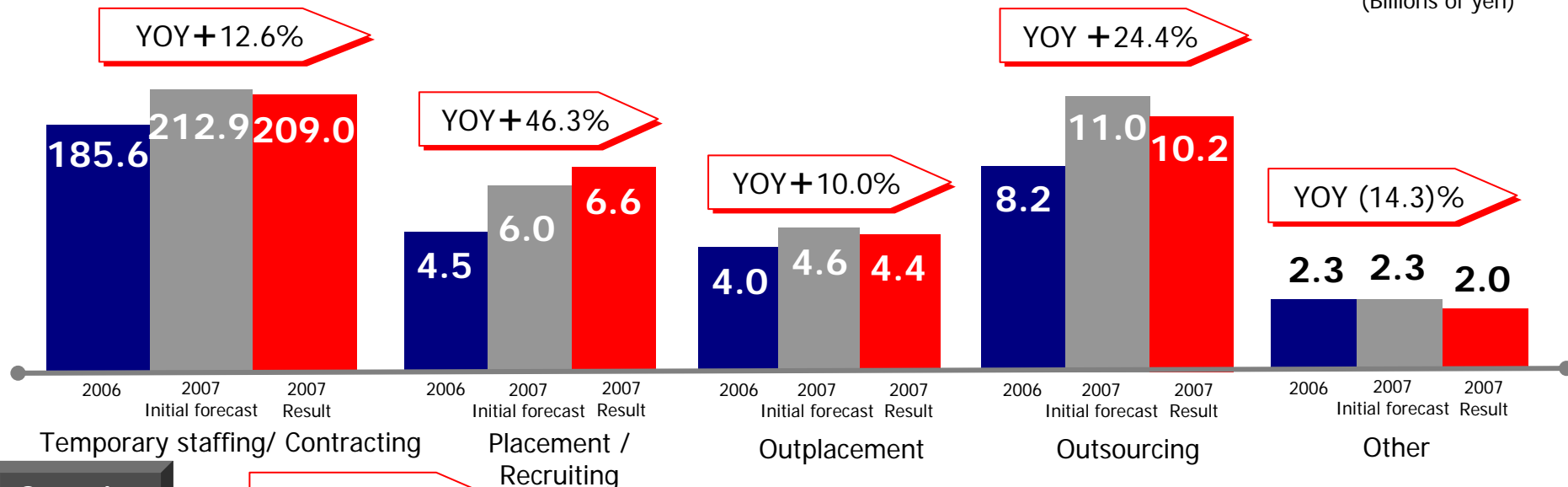


(Millions of yen)	2006	(%)	2007 Initial forecast	(%)	2007 Results	(%)	Increase/ (Decrease)	YoY %	(%)
Sales	203,815	(100.0)	235,900	(100.0)	231,231	(100.0)	27,416	+13.5%	(-)
Cost of sales	162,578	(79.8)	187,770	(79.6)	184,181	(79.7)	21,602	+13.3%	(-0.1)
Gross profit	41,236	(20.2)	48,130	(20.4)	47,050	(20.3)	5,813	+14.1%	(+0.1)
SGA expenses	33,491	(16.4)	39,040	(16.5)	38,542	(16.6)	5,051	+15.1%	(+0.2)
Operating income	7,745	(3.8)	9,080	(3.9)	8,507	(3.7)	761	+9.8%	(-0.1)
Ordinary income	7,844	(3.8)	9,150	(3.9)	8,807	(3.8)	962	+12.3%	(0.0)
Net income	3,588	(1.8)	4,470	(1.9)	4,198	(1.8)	609	+17.0%	(0.1)

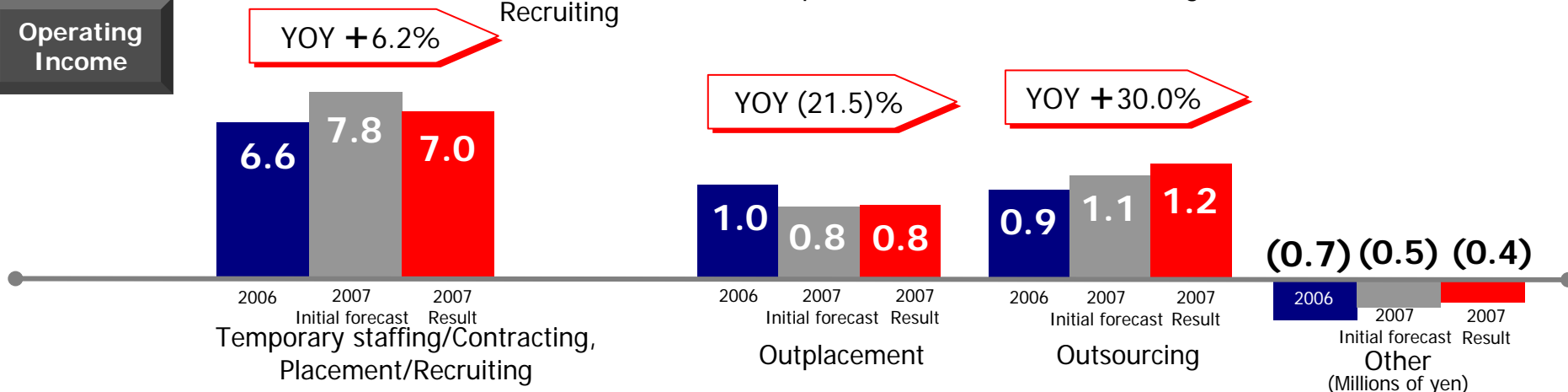
Consolidated Results for Fiscal Year Ended May 31, 2007 by Service Segment

Sales

(Billions of yen)



Operating Income



	Temporary Staffing/Contracting			Placement/Recruiting			Outplacement			Outsourcing			Other			Eliminations & Corporate	
	2006	2007	YoY	2006	2007	YoY	2006	2007	YoY	2006	2007	YoY	2006	2007	YoY	2006	2007
Net Sales	185,584	208,952	12.6%	4,542	6,645	46.3%	4,008	4,408	10.0%	8,219	10,226	24.4%	2,303	1,975	(14.3)%	(842)	(976)
Operating Income	6,556	6,964	6.2%	—	—	—	966	758	(21.5)%	903	1,174	30.0%	(699)	(396)	-	17	6
Operating Income Margin	3.4%	3.2%	(0.2)pt	—	—	—	24.1%	17.2%	(6.9)pt	11.0%	11.5%	0.5pt	(30.3)%	(20.1)%	10.2pt	(2.1)%	(0.6)%

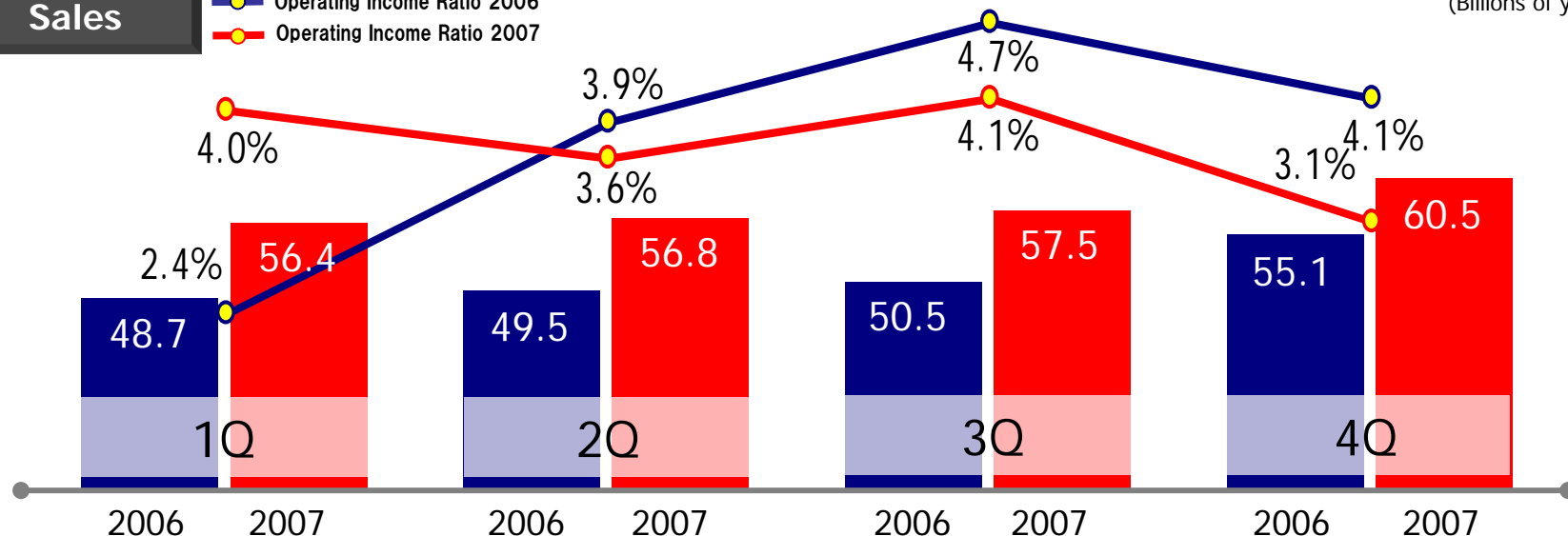
*1. Figures are before Group intersegment eliminations *2. Results for Temporary staffing/Contracting and Placement/Recruiting have been combined

Trends in Quarterly Consolidated Results

Sales

Operating Income Ratio 2006
Operating Income Ratio 2007

(Billions of yen)



(Millions of yen)

1Q (June to August)				2Q (September to November)				3Q (December to February)				4Q (March to May)			
	06/5	07/5	Change		06/5	07/5	Change		06/5	07/5	Change		06/5	07/5	Change
Sales	48,726	56,444	15.8%	Sales	49,520	56,757	14.6%	Sales	50,484	57,498	13.9%	Sales	55,084	60,531	9.9%
Gross profit	9,438	11,308	19.8%	Gross profit	9,975	11,660	16.9%	Gross profit	10,614	11,897	12.1%	Gross profit	11,208	12,182	8.7%
SGA expenses	8,250	9,031	9.5%	SGA expenses	8,040	9,623	19.7%	SGA expenses	8,232	9,567	16.2%	SGA expenses	8,967	10,320	15.1%
Operating income	1,188	2,277	91.6%	Operating income	1,934	2,037	5.3%	Operating income	2,382	2,330	(2.2)%	Operating income	2,240	1,862	(16.9)%
Ordinary income	1,207	2,377	96.9%	Ordinary income	1,895	2,014	6.2%	Ordinary income	2,381	2,367	(0.6)%	Ordinary income	2,360	2,047	(13.2)%
Net income	543	1,125	107.1%	Net income	939	947	0.9%	Net income	1,113	1,050	(5.7)%	Net income	992	1,074	8.3%
Gross profit margin	19.4%	20.0%	0.6pt	Gross profit margin	20.1%	20.5%	0.4pt	Gross profit margin	21.0%	20.7%	(0.3)pt	Gross profit margin	20.3%	20.1%	(0.2)pt
SGA expense ratio	17.0%	16.0%	(1.0)pt	SGA expense ratio	16.2%	16.9%	0.7pt	SGA expense ratio	16.3%	16.6%	0.3pt	SGA expense ratio	16.2%	17.0%	0.8pt
Operating income margin	2.4%	4.0%	1.6pt	Operating income margin	3.9%	3.6%	(0.3)pt	Operating income margin	4.7%	4.1%	(0.6)pt	Operating income margin	4.1%	3.1%	(1.0)pt
Ordinary income margin	2.5%	4.2%	1.7pt	Ordinary income margin	3.8%	3.5%	(0.3)pt	Ordinary income margin	4.7%	4.1%	(0.6)pt	Ordinary income margin	4.3%	3.4%	(0.9)pt
Net income margin	1.1%	2.0%	0.9pt	Net income margin	1.9%	1.7%	(0.2)pt	Net income margin	2.2%	1.8%	(0.4)pt	Net income margin	1.8%	1.8%	0.0pt

Consolidated

Trends in Quarterly Consolidated Results by Business Segment

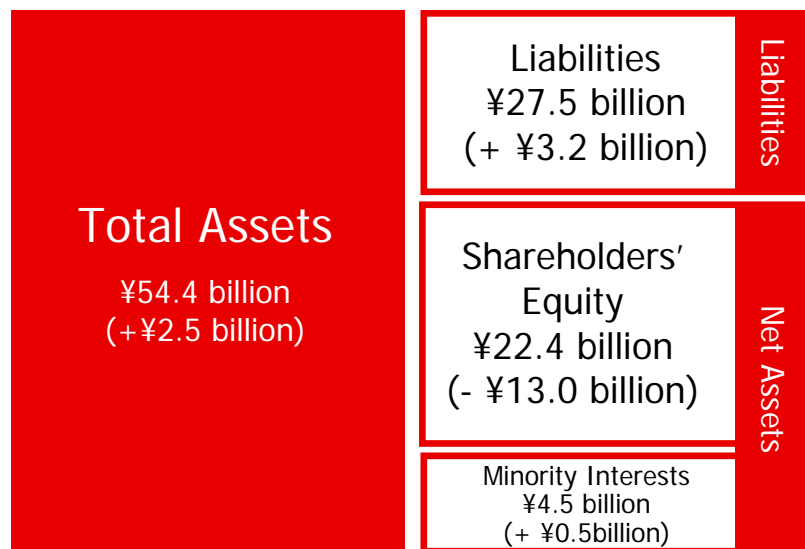
(Millions of yen)

		1Q (Jun. to Aug.)			2Q (Sep. to Nov.)			3Q (Dec. to Feb.)			4Q (Mar. to May)		
		06/5	07/5	Change	06/5	07/5	Change	06/5	07/5	Change	06/5	07/5	Change
Sales	Temporary staffing / Contracting	44,432	50,723	14.2%	45,178	51,213	13.4%	45,699	52,167	14.2%	50,273	54,847	9.1%
	Placement / Recruiting	1,063	1,704	60.2%	999	1,516	51.8%	1,149	1,529	33.0%	1,329	1,895	42.6%
	Outplacement	890	1,328	49.2%	1,007	1,260	25.0%	1,079	937	(13.2)%	1,031	882	(14.5)%
	Outsourcing	2,033	2,415	18.8%	2,030	2,502	23.2%	2,086	2,596	24.4%	2,068	2,711	31.1%
	Other	519	496	(4.3)%	505	495	(1.9)%	670	514	(23.3)%	608	468	(23.0)%
Operating Income	Temporary staffing / Contracting, Placement / Recruiting	1,248	2,076	66.2%	1,582	1,411	(10.8)%	1,802	1,841	2.2%	1,922	1,635	(14.9)%
	Outplacement	211	451	113.5%	275	350	27.3%	294	40	(86.3)%	185	△83	—
	Outsourcing	(154)	(119)	—	264	340	28.5%	440	577	31.1%	351	375	6.7%
	Other	(86)	(134)	—	(215)	(62)	—	(158)	(133)	—	(238)	△65	—
Operating Income Margin	Temporary staffing / Contracting, Placement / Recruiting	2.7%	4.0%	1.3pt	3.4%	2.7%	(0.7)pt	3.8%	3.4%	(0.4)pt	3.7%	2.9%	(0.8)pt
	Outplacement	23.7%	34.0%	10.3pt	27.4%	27.8%	0.4pt	27.2%	4.3%	(22.9)pt	18.0%	(9.5)%	(27.5)pt
	Outsourcing	(7.6)%	(4.9)%	2.7pt	13.0%	13.6%	0.6pt	21.1%	22.3%	1.2pt	17.0%	13.8%	(3.2)pt
	Other	(16.6)%	(27.0)%	(10.4)pt	(42.7)%	(12.7)%	30.0pt	(23.6)%	(25.9)%	(2.3)pt	(39.3)%	(14.1)%	25.2pt

Financial Standing

As of May 31, 2007

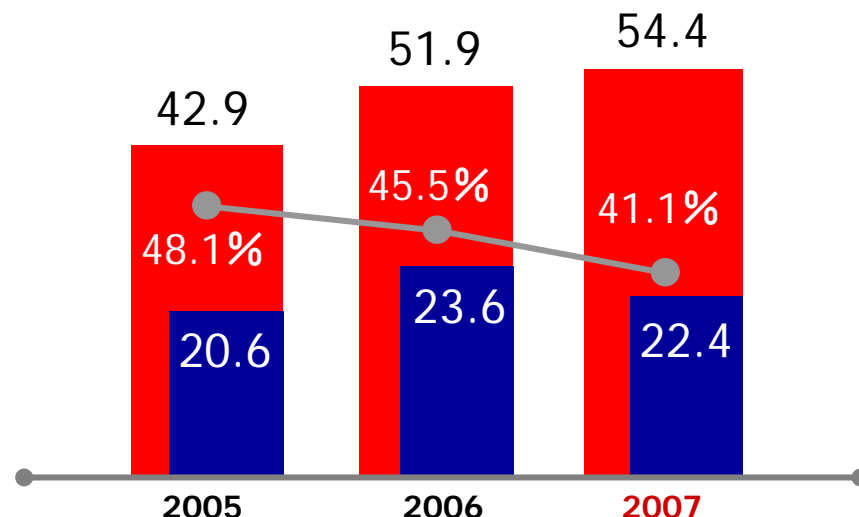
* Figures in parentheses indicate changes from the end of the previous fiscal year.



Total Assets, Shareholders' Equity, Equity Ratio

Total Assets Shareholders' Equity Equity Ratio

(Billions of yen / %)



Cash Flows

	2006	2007
Cash flows from operating activities	6.9	5.9
Cash flows from investing activities	(4.3)	(3.2)
Cash flows from financing activities	(0.2)	(5.6)
Free cash flows	2.6	2.7

- Increase in income before income taxes and minority interests
¥8.7 billion
- Increase in notes and accounts receivable
(¥2.7 billion)
- Income taxes paid
(¥4.5 billion)

- Acquisition of tangible fixed assets
(¥1.0 billion)
- Acquisition of intangible fixed assets
(¥0.7 billion)
- Acquisition of investment securities
(¥0.5 billion)

- Payments for acquisition of treasury stock
(¥4.3 billion)
- Cash dividends paid
(¥1.3 billion)

3. Overview by Business Segment

※Units in billions of yen have been rounded to the nearest first decimal place. Units in millions of yen have been rounded down.

Temporary Staffing / Contracting (Sales by Staffing Type / Share)

Growth in clerical (general office work) and sales positions as well as in the finance and communications industries. Steady expansion in the Tokyo Metropolitan area and Tokai region. Recovery in the Kyushu region.

Sales

(Billions of yen)

Sales by Staffing Type

※ Figures are **after** excluding intrasegment sales.

+12.6%

185.3

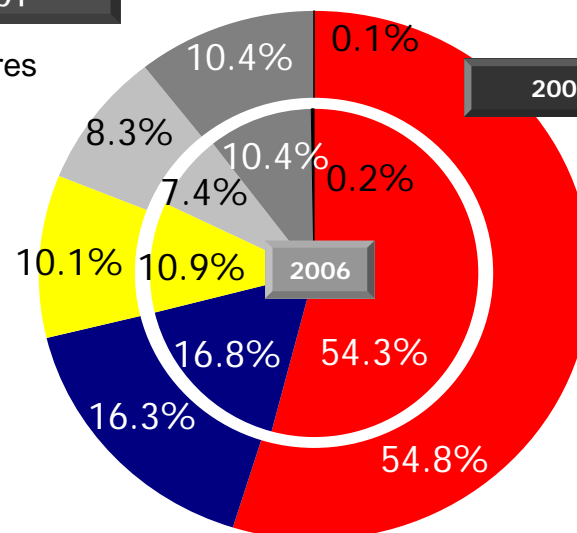
208.7

2006

2007

※ Figures are **after** excluding intrasegment sales.

● Shares



2007

2006

● Net Sales

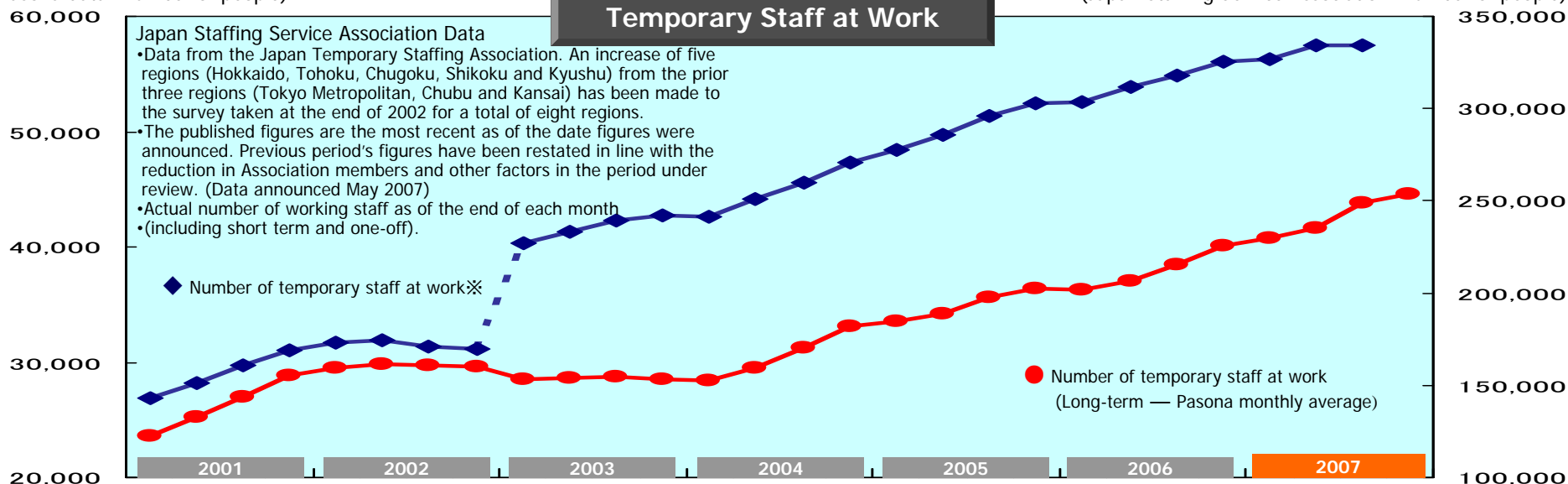
(Millions of yen)

	2006	YoY	2007	YoY
Clerical	100,629	+18.2%	114,418	+13.7%
Technical	31,204	+7.0%	34,050	+9.1%
IT/Engineering	20,100	+8.4%	21,143	+5.2%
Marketing / Sales	13,789	+4.7%	17,367	+25.9%
Other	19,292	+8.2%	21,469	+11.3%
Temporary staffing-related	322	+1.6%	281	(12.9)%
Total	185,339	+12.9%	208,730	+12.6%

Temporary Staffing / Contracting (Marketing Data/Non-Consolidated)

(Pasona data: Number of people)

(Japan Staffing Service Association: number of people)



	2004				2005				2006				2007			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Industry - wide	240,670	250,373	259,060	270,275	276,753	285,101	295,170	301,838	303,828	311,648	318,027	325,350	327,110	334,570	340,784	
YoY	6.1%	7.3%	8.6%	11.8%	15.0%	13.9%	13.9%	11.7%	9.8%	9.3%	7.7%	7.8%	7.7%	7.4%	7.2%	
Pasona (Non-consolidated)	28,372	29,543	31,295	33,138	33,510	34,208	35,611	36,395	36,314	37,103	38,446	40,096	40,745	41,676	43,832	44,619
YoY	(0.5)%	3.2%	8.8%	16.0%	18.1%	15.8%	13.8%	9.8%	8.4%	8.5%	8.0%	10.2%	12.2%	12.3%	14.0%	11.3%
New graduates/Care compensation					17.8%	17.9%	16.2%	12.3%	10.9%	8.7%	—	—	—	—	—	

■ Orders (long term) Monthly Average			■ Contract Starts (long term) Monthly Average			■ Contract Completion (long term) Monthly Average		
	Number	YoY		Number	YoY		Number	YoY
2006	7,468	6.9%	2006	3,007	1.0%	2006	2,829	(11.0)%
2007	8,032	7.5%	2007	3,272	8.8%	2007	3,284	16.1%
■ Rate of Contracts Signed (Long-Term Contract Starts/ Long-Term Orders)			■ Temporary Staffing Rates			■ Number of Annual New Registered Staff (Consolidated/ Japan)		
	Contract Rate	YoY		Invoice Rate	YoY		Persons	YoY
2006	40.3%	(2.3)%	2006	2,048	1.1%	2006	95,134	3.2%
2007	40.7%	0.4%	2007	2,049	0.0%	2007	100,703	5.9%

* Merger with Socio Inc. in the fourth quarter of the fiscal year ended May 31, 2006. Data for temporary staff includes Socio Inc.

* Non-consolidated Pasona data

* Figures for temporary staff at work (monthly average), orders, contracts starts, completions and signed exclude special project items beyond September 2002

* Change in the presentation of temporary staffing payments from the fiscal year ended May 31, 2004. New presentation method based on gross number of work hours

* Data for the number of contracts starts and completions from the fiscal year ended May 31, 2005 has been revised due to an error in previously reported data for a portion of the first half data for the fiscal year ended May 31, 2004

* Monthly average data for the period under review is the average for the 12-month period ended May 31, 2007 (June 1, 2006 to May 31, 2007)

* New registrants data presented on a consolidated basis. Disclosure of domestic temporary staffing business data: Pasona: June 1, 2006 to May 31, 2007; Subsidiary companies: April 1, 2006 to March 31, 2007

* Marketing data for the fiscal year ended May 31, 2006 is exclusive of Socio Inc. data. Socio Inc. data is included in data from the fiscal year ended May 31, 2007.

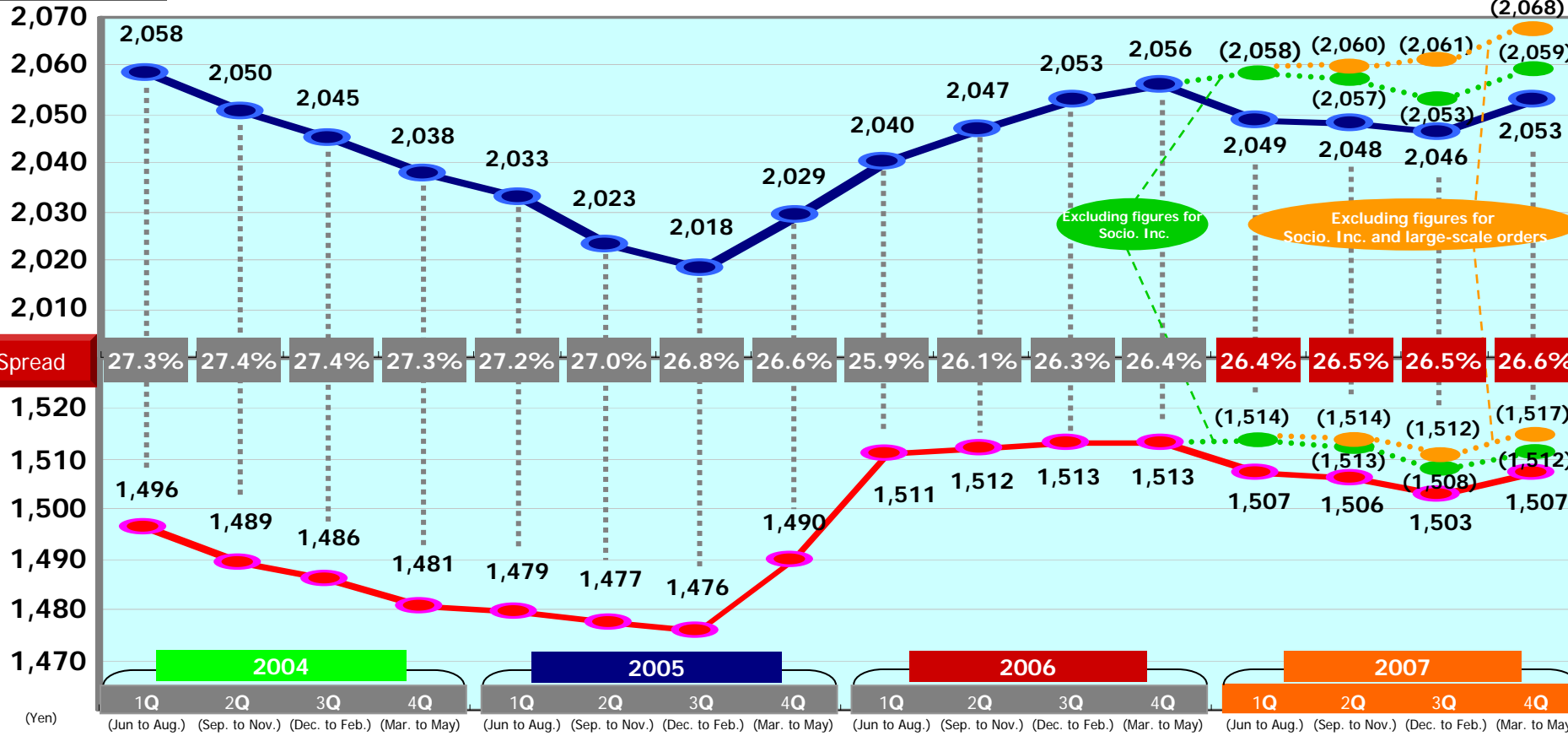
Temporary Staffing / Contracting (Unit Price / Non-Consolidated) PASONA

•Despite downward pressure on unit prices due to the impact of large-scale orders, continued improvement in the margin between unit prices at the invoice and payment levels.

26.5%

	2004	2005	2006	2007 (Average)		Excluding figures for Socio. Inc. and large-scale orders	
				2007	YoY	2007	YoY
Invoice Rates	2,048	2,026	2,049	2,049	+0.0%	2,062	+0.6%
Payment Rates	1,488	1,481	1,512	1,506	(0.4)%	1,514	+0.1%
S p r e a d	27.3%	26.9%	26.2%	26.5%	+0.3pt	26.6%	+0.4pt

Invoice Rates



Payment Rates

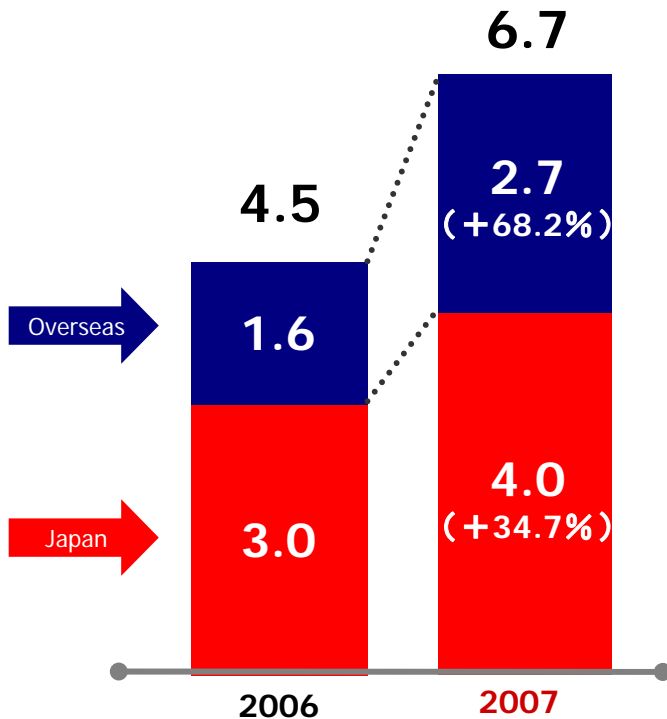
Notes: Pasona (Non-consolidated) / Average hourly unit price across all segments (weighted average)
Figures include Socio. Inc., which was absorbed by Pasona Inc. from the fiscal year ending May 31, 2007.

Achieved significant increase in revenues due to continued strong domestic demand, substantial growth in the first half of the fiscal year, fourth quarter results progressing in line with plans, contributions from operations in Shanghai following inclusion in the scope of consolidation and robust results in North America and Europe.

Sales

(Billions of yen)

+46.3%



TOPICS

Pasona Career, Inc.

Integration of a placement and recruiting subsidiary and an outplacement subsidiary. Nationwide placement and recruiting services commenced.

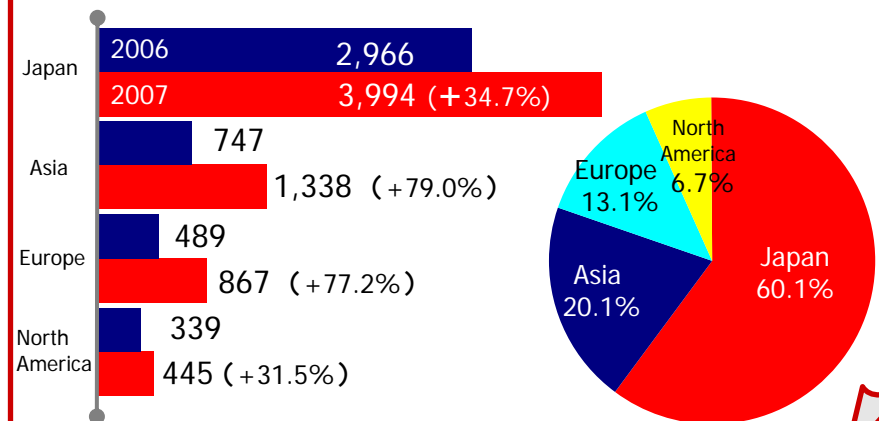
December 2006: 4 offices nationwide

June 2007: 34 offices nationwide

New inclusion in the scope of consolidation of Shanghai operations; Full-fledged contributions from Europe; Robust results in North America and Europe

Sales by Region

(Millions of yen)



Continued contraction in the market due to robust economic conditions.
Achieved three consecutive fiscal years of double-digit percentage growth.

Sales

Operating Income, Operating Income Margin

(Billions of yen)

+10.0%

(21.5)%

4.0

4.4

1.0

0.8

24.1%

17.2%

2006

2007

2006

2007

TOPICS

Expand the use of services through M&A and corporate integration.
Sound performance in local authority outplacement service operations.

Year-on-year decline in profits reflecting increased costs in connection with efforts to upgrade offices with the aims of maintaining and enhancing service levels, and secure consultants.

Marketing Data (YoY)

Number of clients	+7.9%
Number of personnel per company	(19.8)%
Number of orders (persons)	(13.8)%

(Millions of yen)

	2006	2007	YoY
Orders	4,929	4,260	(13.6)%

Steady progress in the welfare benefit outsourcing business. Individual members as of April 2007 exceed 2,000,000.

Start up of new businesses including the "Customer Loyalty Program"

Sales

Operating Income, Operating Income Margin

(Billions of yen)

+24.4%

8.2

10.2

+30.0%

0.9

1.2

11.0%

11.5%

2006

2007

2006

2007

TOPICS

Steady acquisition of new members

Number of welfare benefit members

(April 2007 2,050,000, an increase of 570,000)

- Public sector +230,000
- Private-sector major companies +180,000
- Agency sales +60,000

Progress in differentiating service contents

- CHECK & CHECK Business Department
Acquired businesses of Overseas Human Resources, Inc. in February 2007

"Customer Loyalty Program"

Number of CRM Members 570,000 (April 2007)
+120,000

- Delay in commencing services targeting major companies

[Benefit One Inc. Results] (Millions of yen)

	2006	2007	YoY(※)
S a l e s	8,223	10,226	+24.4%
Operating income	967	1,271	+31.3%
Ordinary income	919	1,270	+38.2%

Note: Consolidated settlement from the fiscal year ended March 31, 2006

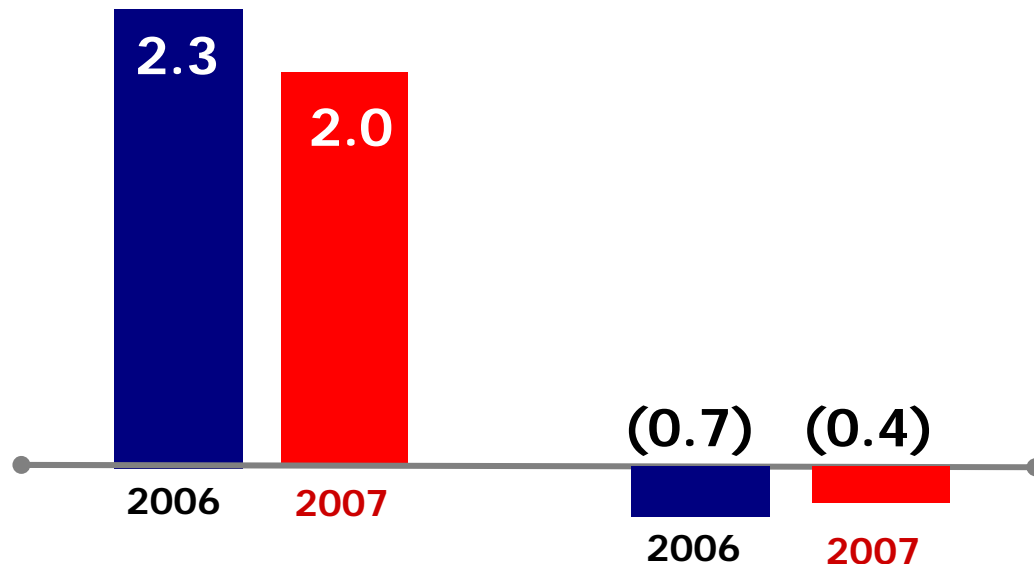
Steady results in the childcare and language- and education-related business
Despite delays in the start up of new businesses, significant improvement in segment operating loss

Sales

Operating Income,
Operating Income Margin

(Billions of yen)

(14.3)%



TOPICS

Steady results in the childcare and language- and education-related business

NARP Inc.



- Lifestyle support services targeting the baby boomer generation and elderly
- Providing employment information to the elderly
- Collaboration with the East Japan Railway Company's "Adult Holiday Club"

<http://www.narp.jp/>

HR Partners Inc. **HR**PARTNERS

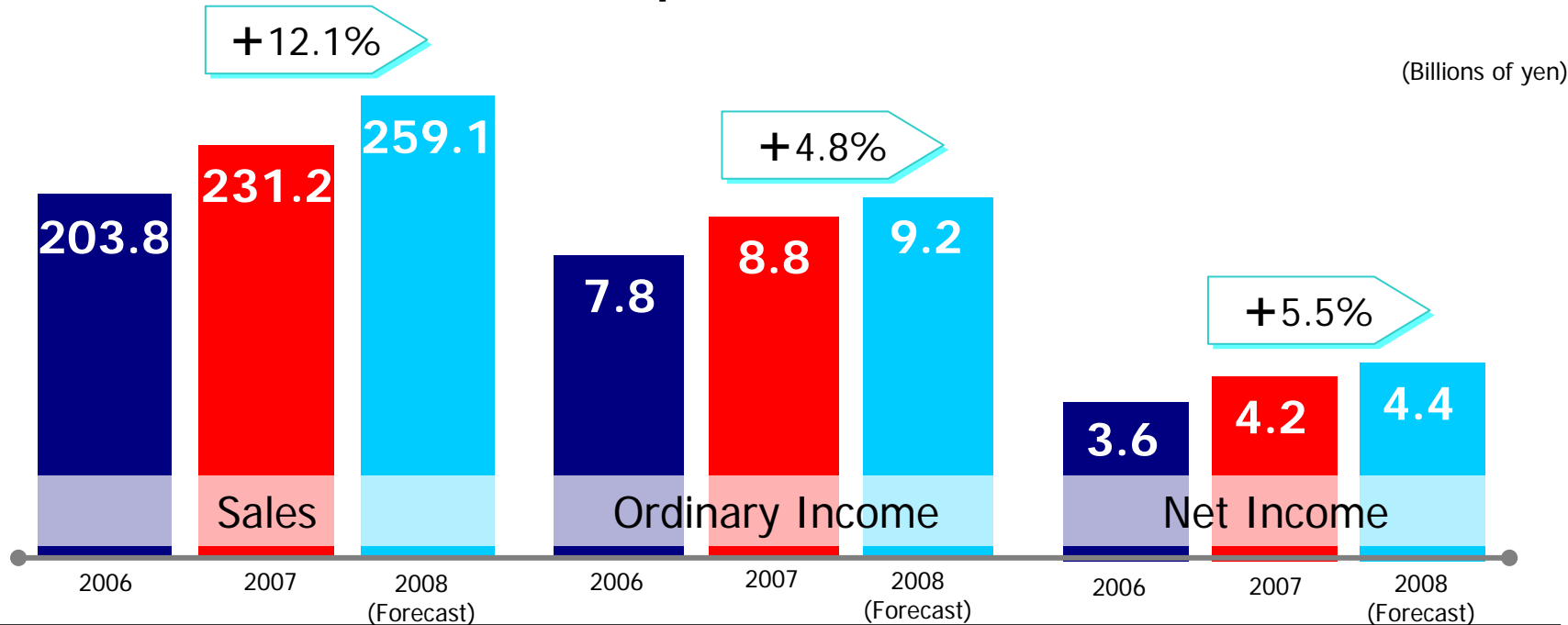
- Shared services targeting the temporary staffing subsidiaries of major companies
- Management of the employment portal site "Job All Stars," site renewal and steps to commence a mobile edition
- Efforts to develop welfare benefit services, provide mental care and other services for temporary staff

<http://www.joballstars.com>

4. Forecast of Consolidated Results for the Fiscal Year Ending May 31, 2008

Forecasts for the Fiscal Year Ending May 31, 2008 (Consolidated)

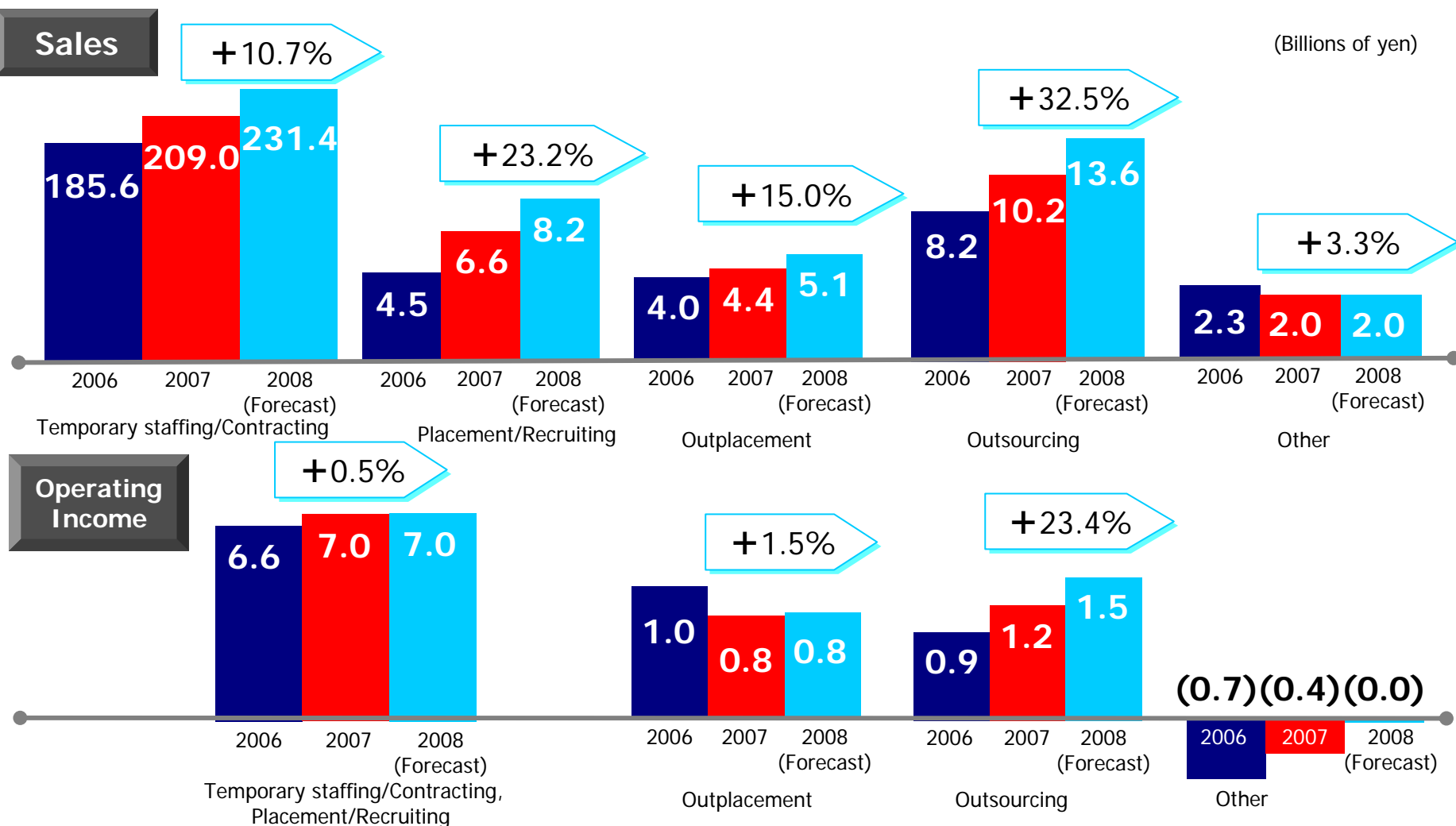
Continued double-digit percentage growth on the back of aggressive investments in each of the Group's human resources-related businesses



(Millions of yen)	2007	(%)	2008(Forecast)	YoY	(%)	%pt
Sales	231,231	(100.0)	259,130	27,898	+12.1%	(-)
Gross profit	47,050	(20.3)	54,050	6,999	+14.9%	(+0.6)
SGA expenses	38,542	(16.6)	44,860	6,317	+16.4%	(+0.8)
Operating income	8,507	(3.7)	9,190	682	+8.0%	(-0.2)
Ordinary income	8,807	(3.8)	9,230	422	+4.8%	(-0.2)
Net income	4,198	(1.8)	4,430	231	+5.5%	(-0.1)

Note: For earnings forecasts, amount of less than 10 million yen are rounded down

Forecasts for the Fiscal Year Ending May 31, 2008 (Consolidated) (by Business Segment)



Note 1: Segment data is before intersegment eliminations

Note 2: Temporary staffing / Contracting and Placement and Recruiting are recorded as the one segment

(Millions of yen)
*For earnings forecasts, amount of less than 10 million yen are rounded down

	Temporary Staffing/Contracting			Placement/Recruiting			Outplacement			Outsourcing			Other		
	2007	2008	YoY	2007	2008	YoY	05/06	05/06	YoY	05/06	05/06	YoY	05/06	2008	YoY
Net Sales	208,952	231,380	10.7%	6,645	8,190	23.2%	4,408	5,070	15.0%	10,226	13,550	32.5%	1,975	2,040	3.3%
Operating Income	6,964	7,000	0.5%	-	-	-	758	770	1.5%	1,174	1,450	23.4%	(396)	(40)	-
Operating Income Margin	3.2%	2.9%	(0.3)pt	-	-	-	17.2%	15.2%	(2.0)pt	11.5%	10.7%	(0.8)pt	(20.1)%	(2.0)%	18.1pt

- **Excellent opportunity for Group growth: Maintain double-digit percentage growth in net sales**

Temporary staffing / Contracting

Net sales ¥231.4 billion (+10.7%)

- Continuously implement revision to fees and payments; improvements in margins forecast in the second half
- Implement policies that reflect temporary staff perspectives (Payment of a portion of transportation expenses, Enhance welfare benefits) ⇒ long-term stability, target an increase in the number of long-term temporary staff at work

Placement and recruiting

Net sales ¥8.2 billion (+23.2%) ⇒ Domestic ¥5.5 billion(+37.4%), Overseas ¥2.7 billion (+2.2%)

- Work toward nationwide business development through integration with the outplacement support business in Japan. Expectations of a significant year on year increase in revenues
- Reinforce business development overseas focusing on China. Results on par with the fiscal year ended May 31, 2007

Outplacement

Net sales ¥5.1 billion (+15.0%)

- Orders firm as of the end of the fiscal year under review (May 31, 2007). Further increase market share incorporating company integration and M&A demand

Outsourcing

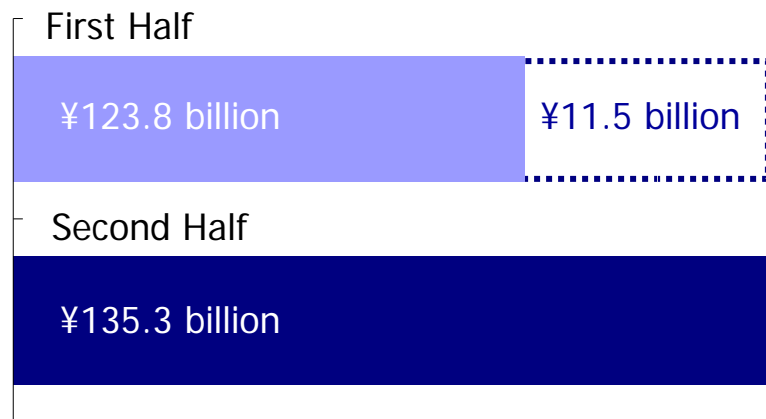
Net sales ¥13.6 billion (+32.5%)

- Bullish trends in orders on the back of continued robust demand for welfare benefits. Bolster marketing efforts to medium and small enterprises
- Advance and augment new business platform including the Customer Loyalty Program business

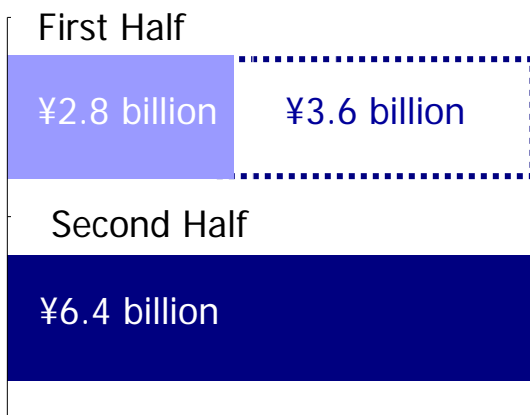
Plan for the Fiscal Year Ending May 31, 2008 ②

- Results in the first and second halves of the fiscal year: Expectations for net sales and profit growth in the second half

Net Sales

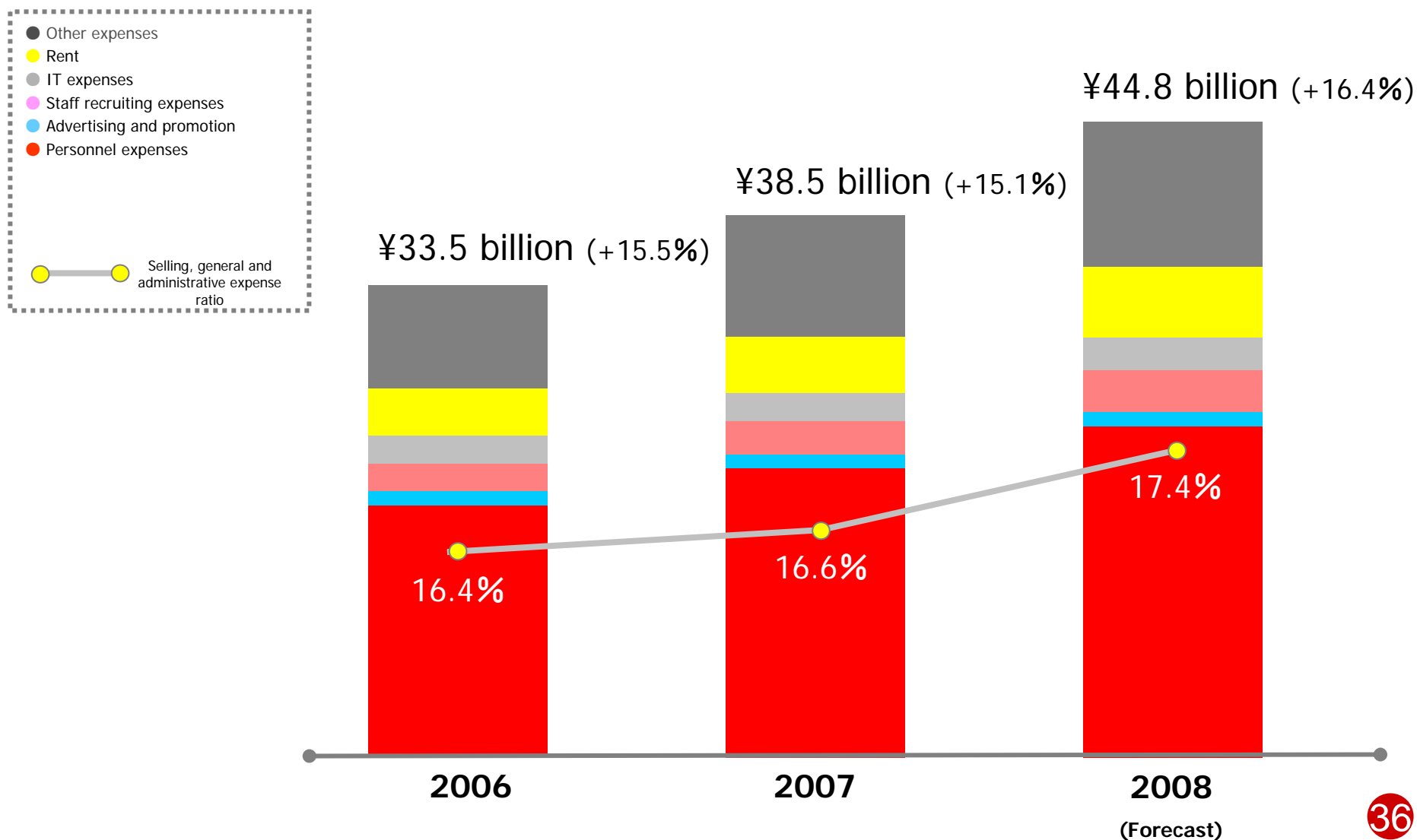


Operating Income



- In connection with the disparity between first and second half results in the temporary staffing business, growth is anticipated in the number of staff at work in the second half together with an improvement in unit prices
- Plans for an improvement in gross profit margins in the second half. This is attributed to the growing share of relatively high profit businesses as a percentage of the Group's total business activities in the second half
- Significant increase in the number of welfare benefit agency services members reflecting robust conditions in the outsourcing business. Growing impact of seasonal factors including guidebook printing and other costs

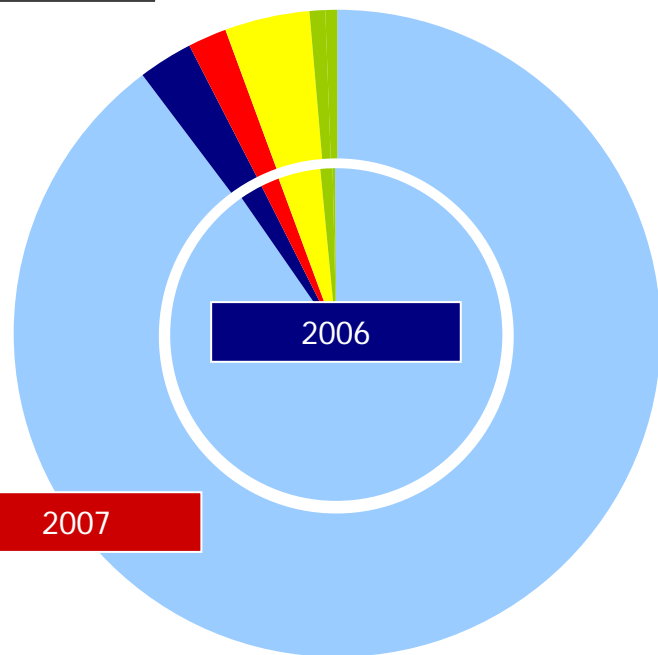
• Budget strategic overhead payments based on medium-term growth



Reference

Consolidated Results for the Fiscal Year Ended May 31, 2007 by Service Segment Composition

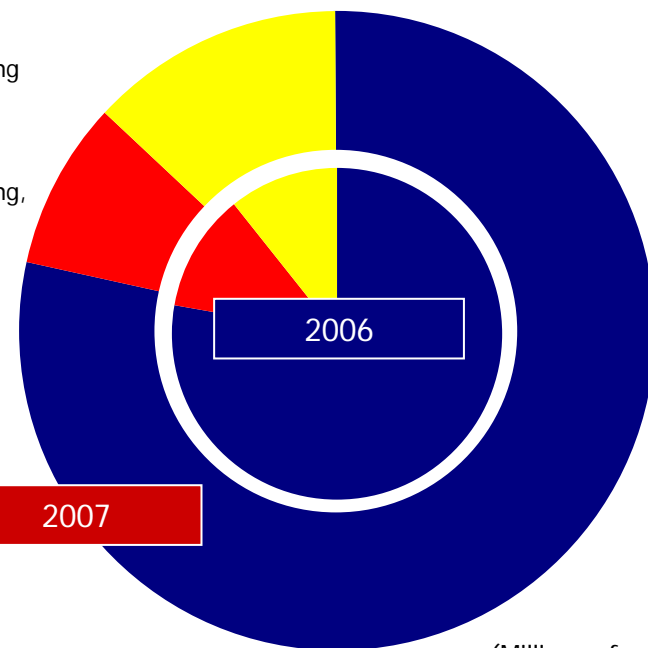
Sales



Operating Income



※Operating income data for Temporary staffing / Contracting, Placement / Recruiting, Outplacement and Outsourcing segments only.

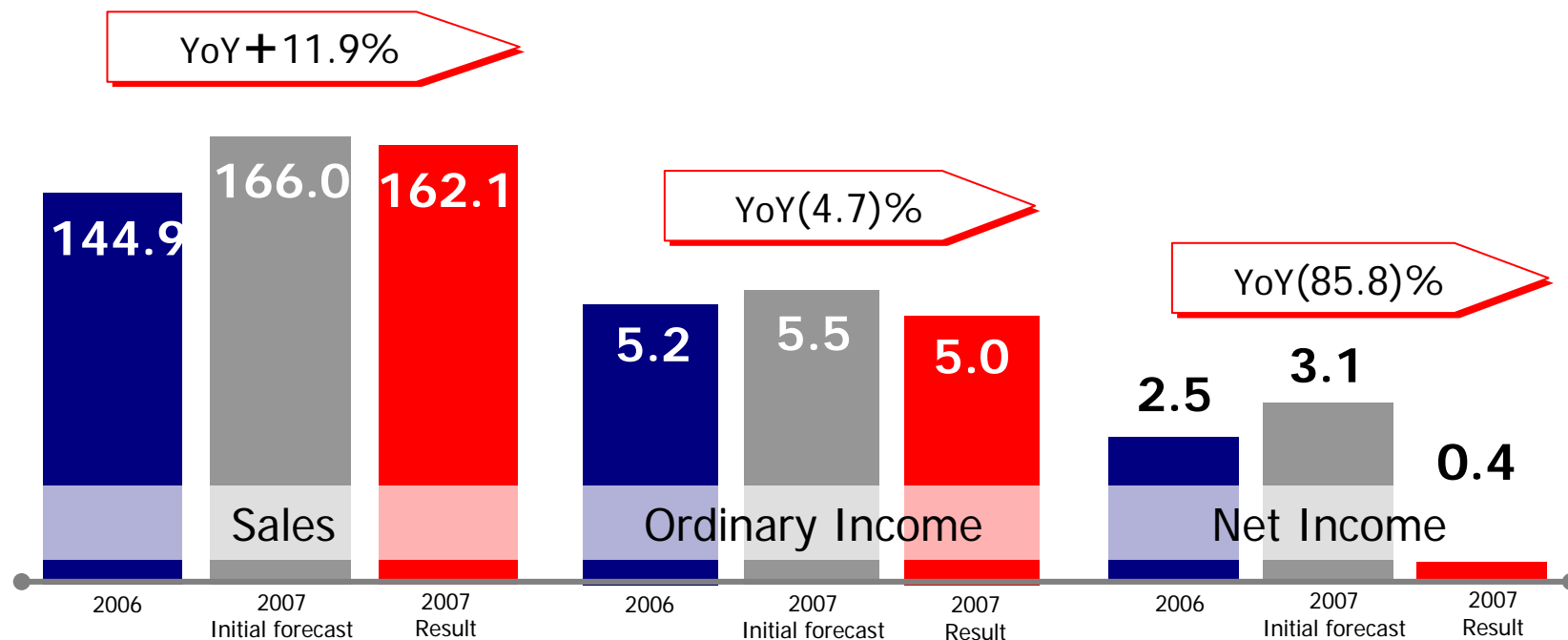


(Millions of yen)

	2006				2007			
	Sales	%	Operating Income	%	Sales	%	Operating Income	%
Temporary staffing/ Contracting	185,584	91.1%	6,556	84.6%	208,952	90.3%	6,964	81.9%
Placement/ Recruiting	4,542	2.2%			6,645	2.9%		
Outplacement	4,008	2.0%	966	12.5%	4,408	1.9%	758	8.9%
Outsourcing	8,219	4.0%	903	11.7%	10,226	4.4%	1,174	13.8%
Other	2,303	1.1%	(699)	(9.0)%	1,975	0.9%	(396)	(4.7)%
Eliminations & Corporate	(842)	(0.4)%	17	0.2%	(976)	(0.4)%	6	0.1%
Total	203,815	100.0%	7,745	100.0%	231,231	100.0%	8,507	100.0%

Non-Consolidated Results for the Fiscal Year Ended May 31, 2007 (June 2006 to May 2007)

(Billions of yen)



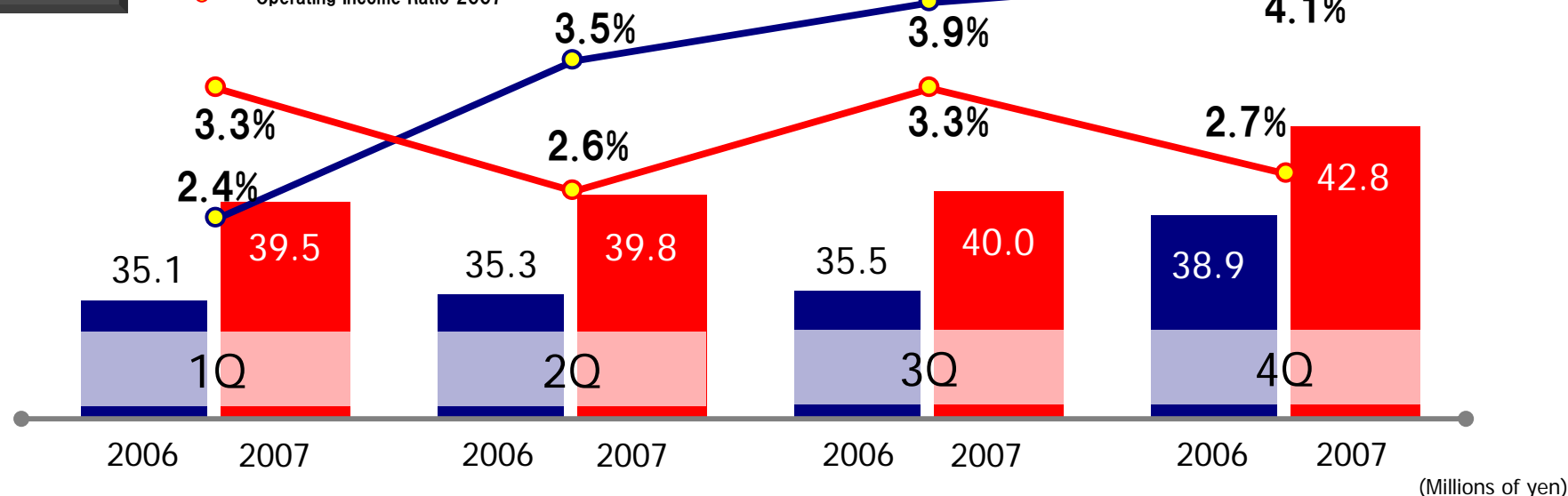
(Millions of yen)	2006	(%)	2007 (Initial forecast)	(%)	2007 (Result)	(%)	Increase/ (Decrease)	YoY	(%pt)
Sales	144,864	(100.0)	166,000	(100.0)	162,085	(100.0)	17,220	+11.9%	(-)
Cost of sales	121,161	(83.6)	139,340	(83.9)	135,980	(83.9)	14,819	+12.2%	(+0.3)
Gross profit	23,703	(16.4)	26,660	(16.1)	26,104	(16.1)	2,401	+10.1%	(-0.3)
SGA expenses	18,602	(12.8)	21,350	(12.9)	21,281	(13.1)	2,679	+14.4%	(+0.3)
Operating income	5,101	(3.5)	5,310	(3.2)	4,822	(3.0)	(278)	(5.5)%	(-0.5)
Ordinary income	5,214	(3.6)	5,460	(3.3)	4,970	(3.1)	(243)	(4.7)%	(-0.5)
Net income	2,542	(1.8)	3,140	(1.9)	360	(0.2)	(2,182)	(85.8)%	(-1.6)

Trends in Quarterly Non-Consolidated Results

Sales

Operating Income Ratio 2006
Operating Income Ratio 2007

(Billions of yen)



(Millions of yen)

1Q (June to August)			
	06/5	07/5	Change
Sales	35,120	39,525	12.5%
Gross profit	5,538	6,237	12.6%
SGA expenses	4,681	4,941	5.5%
Operating income	856	1,295	51.3%
Ordinary income	975	1,465	50.3%
Net income	585	1,101	88.3%

2Q (September to November)			
	06/5	07/5	Change
Sales	35,343	39,756	12.5%
Gross profit	5,783	6,374	10.2%
SGA expenses	4,532	5,326	17.5%
Operating income	1,250	1,047	(16.2)%
Ordinary income	1,250	1,036	(17.1)%
Net income	651	(1,832)	(381.2)%

3Q (December to February)			
	06/5	07/5	Change
Sales	35,496	39,976	12.6%
Gross profit	5,857	6,537	11.6%
SGA expenses	4,471	5,211	16.6%
Operating income	1,386	1,325	(4.4)%
Ordinary income	1,382	1,317	(4.7)%
Net income	789	691	(12.4)%

4Q (March to May)			
	06/5	07/5	Change
Sales	38,904	42,826	10.1%
Gross profit	6,524	6,954	6.6%
SGA expenses	4,916	5,801	18.0%
Operating income	1,607	1,153	(28.3)%
Ordinary income	1,605	1,150	(28.3)%
Net income	516	399	(22.7)%

Non-Consolidated

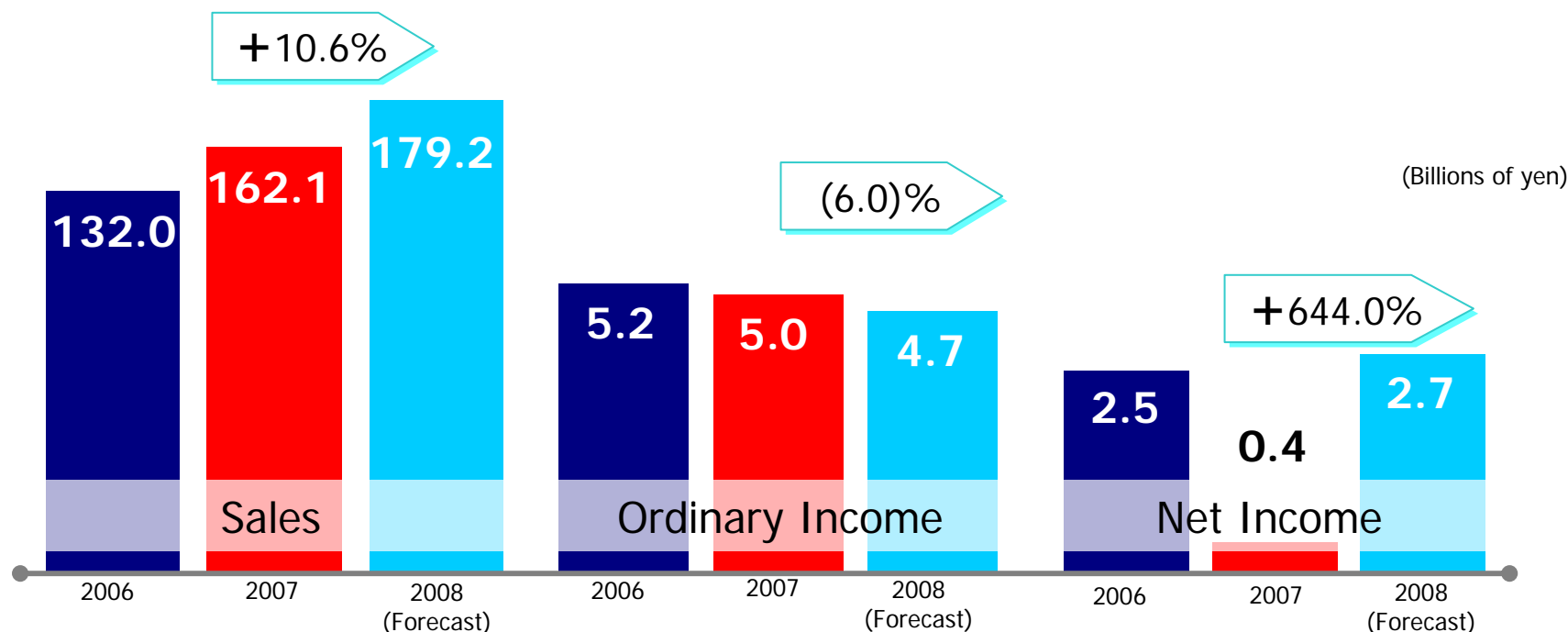
Gross profit margin	15.8%	15.8%	0.0pt
SGA expense ratio	13.3%	12.5%	(0.8)pt
Operating income margin	2.4%	3.3%	0.8pt
Ordinary income margin	2.8%	3.7%	0.9pt
Net income margin	1.7%	2.8%	1.1pt

Gross profit margin	16.4%	16.0%	(0.3)pt
SGA expense ratio	12.8%	13.4%	0.6pt
Operating income margin	3.5%	2.6%	(0.9)pt
Ordinary income margin	3.5%	2.6%	(0.9)pt
Net income margin	1.8%	—	—

Gross profit margin	16.5%	16.4%	(0.1)pt
SGA expense ratio	12.6%	13.0%	0.4pt
Operating income margin	3.9%	3.3%	(0.6)pt
Ordinary income margin	3.9%	3.3%	(0.6)pt
Net income margin	2.2%	1.7%	(0.5)pt

Gross profit margin	16.8%	16.2%	(0.5)pt
SGA expense ratio	12.6%	13.5%	0.9pt
Operating income margin	4.1%	2.7%	(1.4)pt
Ordinary income margin	4.1%	2.7%	(1.4)pt
Net income margin	1.3%	0.9%	(0.4)pt

Forecasts for the Fiscal Year Ending May 31, 2008 (Non-Consolidated)



(Millions of yen)	2007	(%)	2008 (Forecast)	(%)	Increase/ (Decrease)	YoY	%pt
Sales	162,085	(100.0)	179,190	(100.0)	17,104	+10.6%	(-)
Gross profit	26,104	(16.1)	28,860	(16.1)	2,755	+10.6%	(+0.0)
SGA expenses	21,281	(13.1)	24,260	(13.5)	2,978	+14.0%	(+0.4)
Operating income	4,822	(3.0)	4,600	(2.6)	(222)	(4.6)%	(-0.4)
Ordinary income	4,970	(3.1)	4,670	(2.6)	(300)	(6.0)%	(-0.5)
Net income	360	(0.2)	2,680	(1.5)	2,319	+644.0%	(+1.3)

Note: For earnings forecasts, amount of less than 10 million yen are rounded down

Quarterly Results

1Q

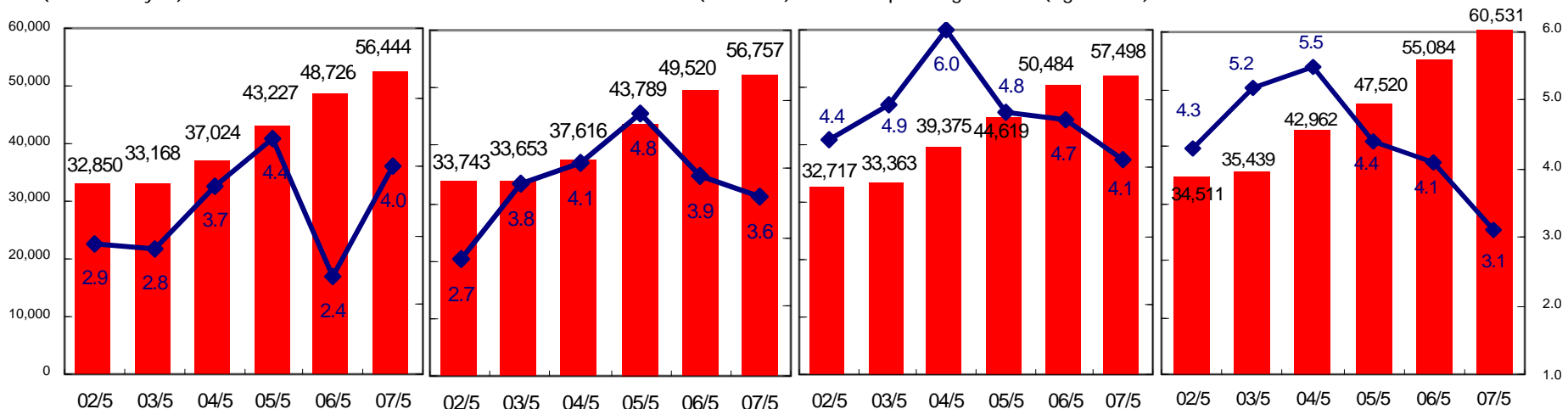
2Q

3Q

4Q

(Millions of yen)

Net Sales (left scale) Operating Income (right scale)



Quarterly Results

(Millions of yen)

Net sales	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Term
2002	32,850	33,743	32,717	34,511	133,822
2003	33,168	33,653	33,363	35,439	135,625
2004	37,024	37,616	39,375	42,962	156,979
2005	43,227	43,789	44,619	47,520	179,156
2006	48,726	49,520	50,484	55,084	203,815
2007	56,444	56,757	57,498	60,531	231,231

Operating Income	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Term
2002	967	910	1,440	1,467	4,786
2003	939	1,272	1,629	1,845	5,687
2004	1,362	1,529	2,380	2,375	7,648
2005	1,888	2,093	2,159	2,096	8,238
2006	1,188	1,934	2,382	2,240	7,745
2007	2,277	2,037	2,330	1,862	8,507

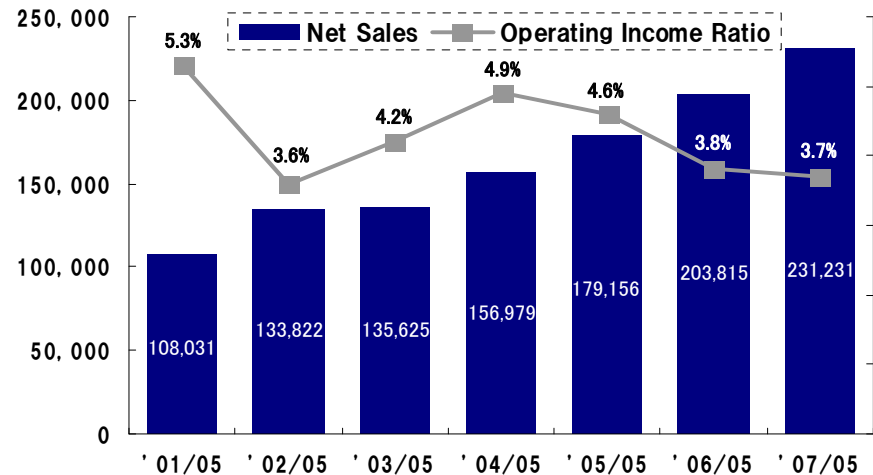
Ordinary Income	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Term
2002	886	851	1,113	1,370	4,222
2003	884	1,201	1,638	1,648	5,373
2004	1,348	1,359	2,280	2,341	7,329
2005	1,906	2,083	2,116	2,183	8,289
2006	1,207	1,895	2,381	2,360	7,844
2007	2,377	2,014	2,367	2,047	8,807

Net Income	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Full Term
2002	290	532	476	675	1,974
2003	394	537	768	326	2,027
2004	642	630	1,110	1,263	3,647
2005	955	1,364	979	1,065	4,363
2006	543	939	1,113	992	3,588
2007	1,125	947	1,050	1,074	4,198

Key Indicators (Full Year)

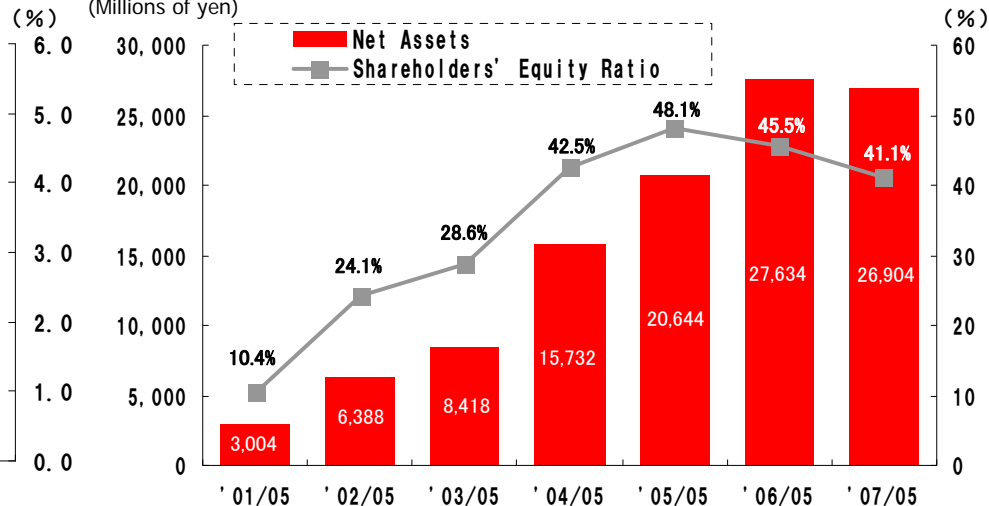
Net Sales and Operating Income Ratio

(Millions of yen)



Net Assets and Shareholders' Equity Ratio

(Millions of yen)



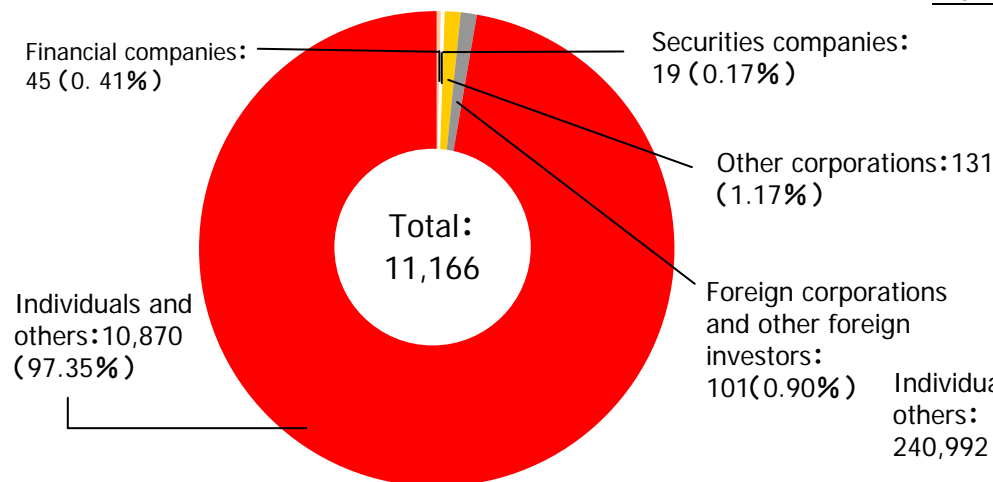
Results

Key Indicators	(Millions of yen)						
	'01/05	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05
Net Sales	108,031	133,822	135,625	156,979	179,156	203,815	231,231
Gross Profit Margin	20.8%	18.2%	19.7%	20.9%	20.8%	20.2%	20.3%
SGA Expenses	16,695	19,557	21,058	25,104	28,992	33,491	38,542
SGA Expenses Ratio	15.5%	14.6%	15.5%	16.0%	16.2%	16.4%	16.6%
Operating Income	5,742	4,786	5,687	7,648	8,238	7,745	8,507
Operating Income Ratio	5.3%	3.6%	4.2%	4.9%	4.6%	3.8%	3.7%
Ordinary Income	5,464	4,222	5,373	7,329	8,289	7,844	8,807
Ordinary Income Ratio	5.1%	3.2%	4.0%	4.7%	4.6%	3.8%	3.8%
Net Income (Loss)	(6,849)	1,974	2,027	3,647	4,363	3,588	4,198
Return on Sales	(6.3)%	1.5%	1.5%	2.3%	2.4%	1.8%	1.8%
Total Assets	28,849	26,526	29,425	37,004	42,884	51,931	54,425
Net Assets *1	3,004	6,388	8,418	15,732	20,644	27,634	26,904
Shareholders' Equity Ratio *2	10.4%	24.1%	28.6%	42.5%	48.1%	45.5%	41.1%
Current Ratio	114.3%	121.6%	122.3%	160.2%	182.8%	170.8%	152.1%
Number of Employees (Does not include contract workers)	1,371	1,537	1,687	1,979	2,204	2,608	3,126

Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies. Minority interests of ¥3,988 million included in presentation of net assets as of May 31, 2006

2. Despite changes in calculation methods for net assets following the introduction of changes to accounting standards and policies, the shareholders' equity ratio for the fiscal year ended May 31, 2006 is calculated utilizing an amount equivalent to net assets applicable to common shares

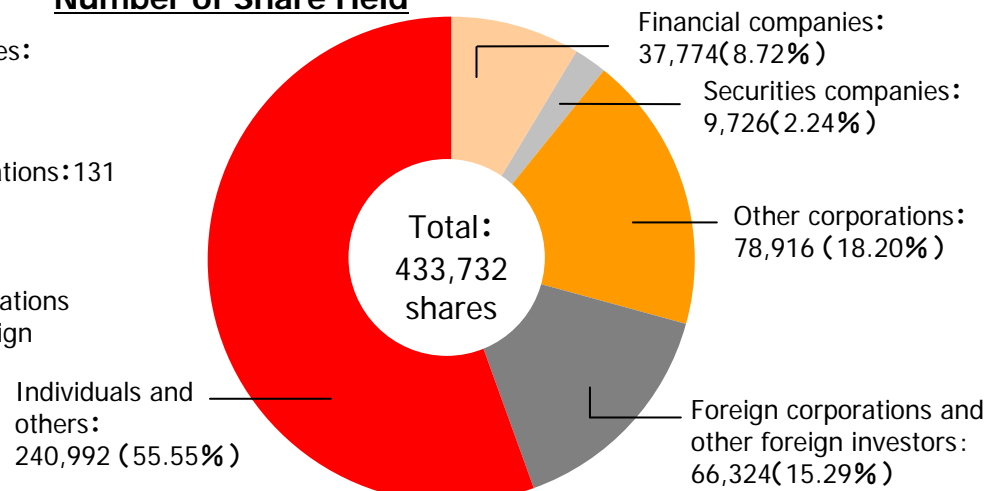
Breakdown of Shareholders by Type



※Shares held by Japan Securities Depository Center are included in "Other corporations", and treasury stock is included in "Individuals and others."

Breakdown of Shareholders by Number of Share Held

(As of November 30, 2006)



Principal Stockholders

	No. of Shares Held	%
Yasuyuki Nambu	147,632	34.04%
Nambu Enterprise Inc.	35,688	8.23%
Nikko Cordial Corporation	33,330	7.68%
Investors Bank	16,077	3.71%
State Street Bank and Trust Company	10,685	2.46%
Yamato Life Insurance Co.	9,918	2.29%
Eizaburo Nambu	9,000	2.08%
Merrill Lynch Japan Securities Co., Ltd.	7,893	1.82%
Japan Trustees Service Bank, Ltd. (Trust Account)	7,685	1.77%

Note: In addition to the aforementioned, Pasona holds 17,500 shares of treasury stock (4.03% of the Company's total shares issued and outstanding. As prescribed under Article 308-2 of the Corporation Law, treasury stock is exclusive of voting rights.

Tokyo Stock Exchange, 1st Section, Osaka Securities Exchange "Hercules" 4332

Corporate Name	Pasona Inc.
Headquarters	Otemachi-Nomura Bldg. 2-1-1, Otemachi, Chiyoda-ku, Tokyo 100-0004 Phone 03-6734-1100
Established	September 27, 1989 (Founding February 1976)
Paid-in Capital	8,358 million yen
Representative	Yasuyuki Nambu
Business Activities	Temporary staffing/Contracting Placement/Recruiting Outplacement Outsourcing Other
Number of Employees	【Consolidated】 Employees 3,126 / Contract workers 1,167 【Non-Consolidated】 Employees 1,512 / Contract workers 453
Group Companies	Subsidiaries 40, Affiliates 9
URL	http://www.pasona.co.jp/

Pasona's website

www.pasona.co.jp/



■ Investor Relations Desk Pasona Inc. Investor Relations Department
 Tel : 03-6734-1026 Mail : ir@pasona.co.jp URL : <http://www.pasona.co.jp/ir/>
 Bloomberg : PASONA<GO>

Disclaimer: This data has been compiled for the express purpose of disclosing our financial situation for the fiscal year ended May 31, 2007, and not to persuade investors to purchase our stock. Furthermore, this report has been prepared using recent data available as of May 31, 2007. When data based on published opinions, predictions etc. is used, it is at our discretion and we cannot guarantee the accuracy or completeness of this information. Finally, this data may change without notice.