

Results for the Fiscal Year Ended May 2009

Presentation Material

Pasona Group Inc.

First Section TSE (2168)

July 21, 2009

<http://www.pasonagroup.co.jp/english>

Controversies Surrounding Revisions to the Worker Dispatch Law

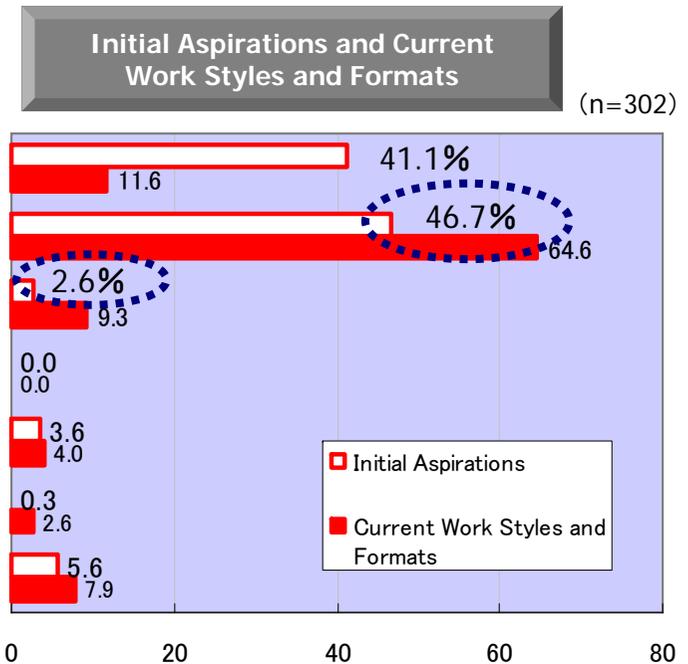
- **Proposed reforms by the government**
 - In principle ban of the dispatch of workers on a daily basis
- **Proposed reforms by opposition parties** (The Democratic Party of Japan, the Social Democratic Party, the People's New Party)
 - In principle ban of the dispatch of workers on a daily basis
 - In principle ban on the dispatch of temporary workers to the manufacturing sector (excluding specialized fields)
 - Ban on the registration of temporary staff outside the 26 types of work for which restrictions have been lifted = Permanent employment

Toward a Society in which People can Work Freely

- **Cabinet Office survey**
- Status of women endeavoring to re-enter the workforce after an absence due to child or nursing care**

Aspirations regarding work styles and formats:
Non-permanent employment approx. 50%
 (Part-time, casual, temporary staffing, other)
 permanent employment 40%

Actual work styles and formats:
Non-permanent employment more than 70%



Source: "Renewed Challenge Survey" commissioned by the Gender Equality Bureau of the Cabinet Office of Japan

1. Results for the Fiscal Year Ended May 31, 2009

Temporary Staffing

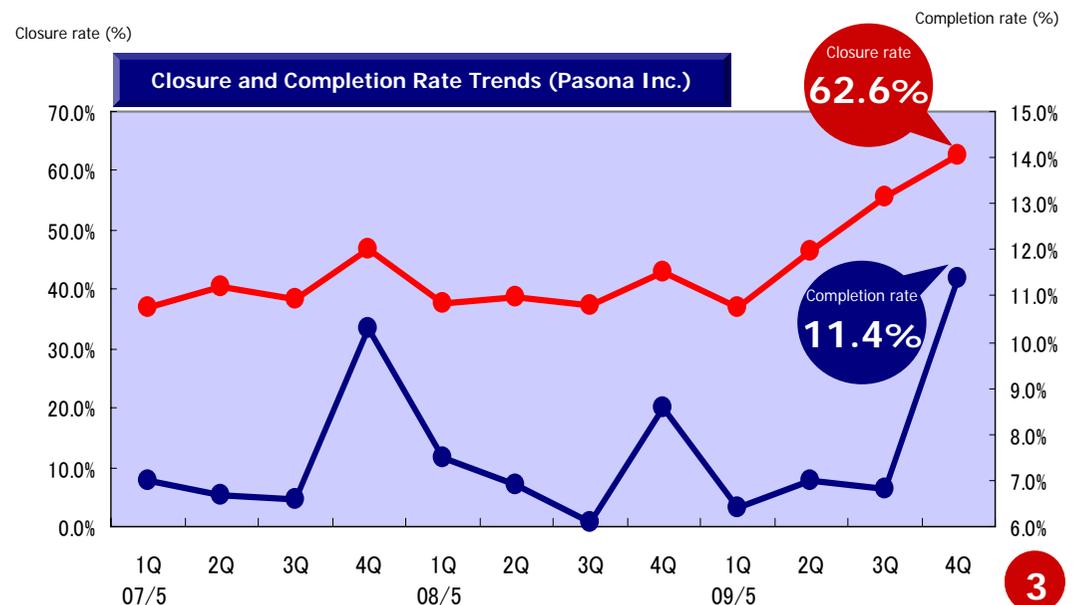
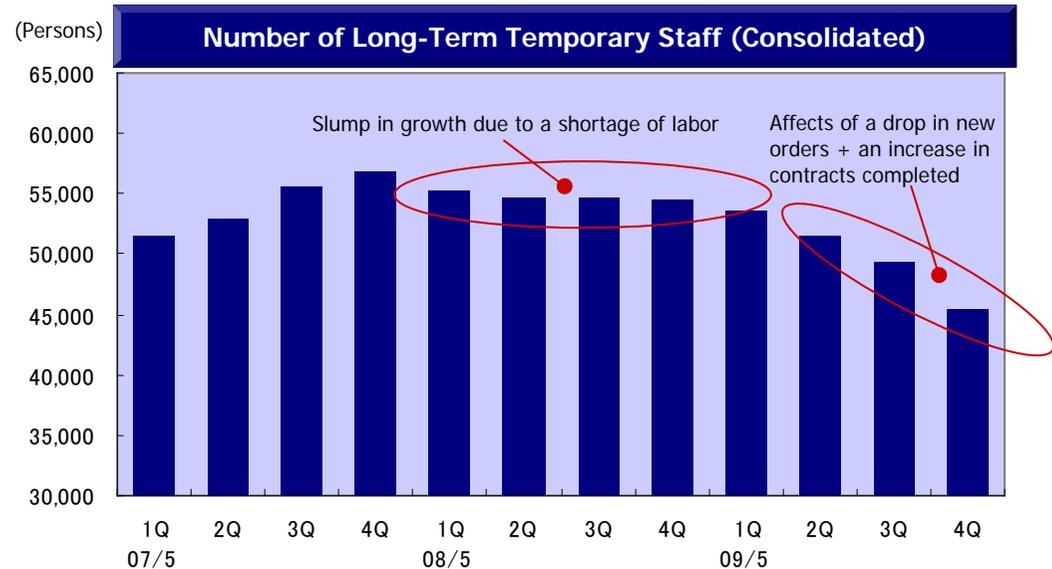
● Decrease in long-term temporary staff

- Drop in new demand mainly in the export-related and finance sectors
- Increase in contracts completed as of March 31, 2009
- Decrease in overtime, increase in the take-up of paid holidays
- Impact of contracts expired in deregulated fields
- Thorough implementation of client firm credit control and management



● Signs of recent change

- Increase in "Insourcing (contracting)" and Outsourcing needs
 - ⇒ Bolster marketing structures and systems in each business, expand sales
- Economic downturn = Easier to secure high-quality human resources
 - ⇒ Upswing in success rates
- Ongoing indications that the drop in new orders has bottomed out
- Settled conditions with regard to the number of contracts completed
 - ⇒ Prospects for improved business results toward the second half of the fiscal year ending May 31, 2010



Focus

Insourcing (contracting)

- Firm insourcing demand aimed at enhancing operating efficiency and reducing costs
- Organizational reform and concentrated allocation of human resources, bolstering of marketing capabilities, increase in projects under contract, steady growth

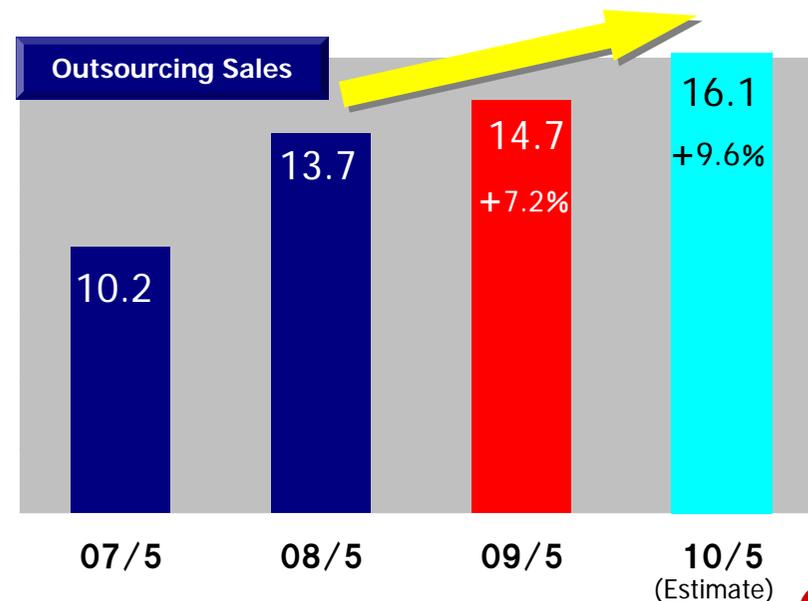
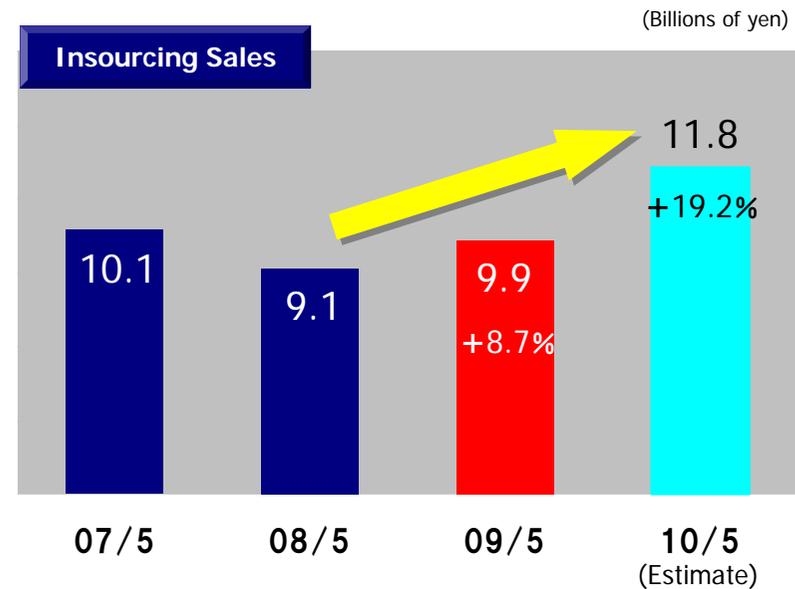
➔ Shift in human resources, further reinforcement

Focus

Outsourcing

- Growing trend toward outsourcing of employee welfare benefit by mainstay clients in major companies and government and other public offices, sustainable market growth
- Steady growth in new services outside traditional employee welfare benefits
 - Metabolic medical checkup service
 - CRM service

➔ Outsourcing menu sales growth through Group marketing



Business Reorganization

Consider and swiftly implement business reorganization aimed at both enhancing operating efficiency and reducing costs

● Subsidiary integration

- Financial Sun Inc.
- Pasona Sportsmate Inc.
- Pasona Insurance Inc.
- Pasona Youth Inc.
- Pasona Temp to Perm Inc.
- NARP Inc., others

● Shared services

- Pasona CIO Inc. (IT system planning and management)
- Pasona Dotank Inc. (Group marketing)

● Review of overseas business

- England, Thailand

● M&A

- Mitsui Bussan Human Resources Corporation (Mitsui & Co., Ltd. internal organization, July 2009)

Cost Reduction

Promote further costs reductions

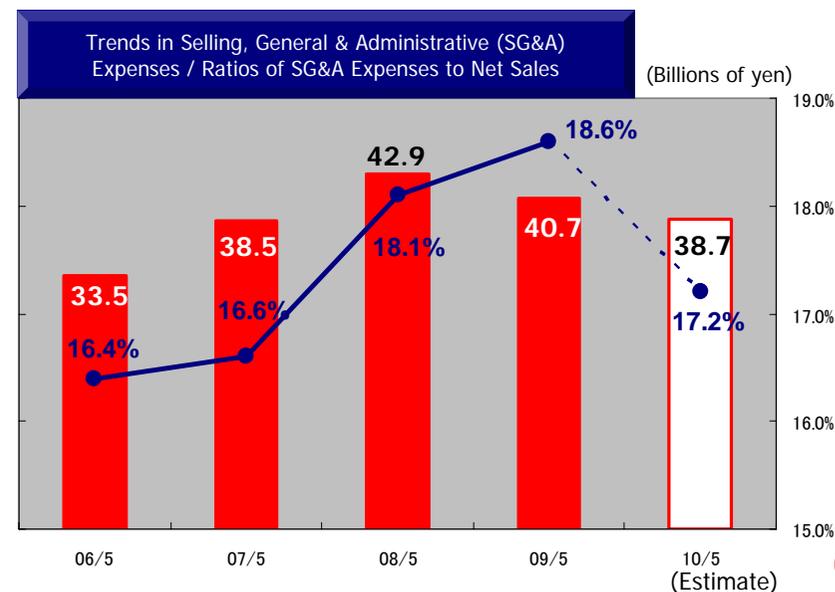
● Personnel expenses: ¥610 million reduction

● Advertising and recruitment expenses: ¥980 million reduction

Results

Realized ¥2.2 billion reduction in SG&A expenses

● Director and corporate auditor retirement benefit system abolished: ¥640 million (extraordinary gain on reversal of provision for directors' retirement benefits)



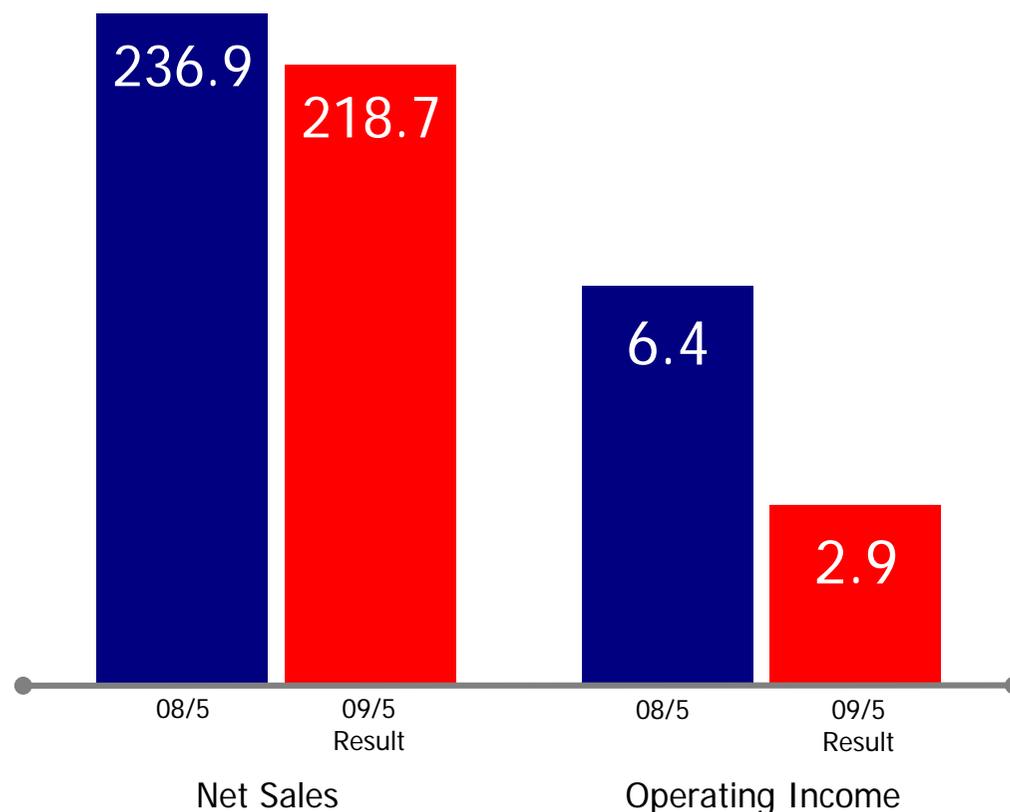
Consolidated Results for the Fiscal Year Ended May 31, 2009



- Successful implementation of concentrated human resource appointment and allocation and efforts to strengthen Group marketing, growth in “Insourcing (contracting)” and Outsourcing businesses
- Steady Outplacement demand reflecting the downturn in economic conditions
- Drop in revenue attributable to the decrease in new temporary staffing demand particularly from the finance and export-related industries as well as the sharp drop in Placement and Recruiting demand
- Decrease in earnings due to an upswing in input costs. This mainly reflected the increase in health insurance premium payment rates and a higher take-up of paid holidays

(Billions of yen)

(Millions of yen)



Consolidated	08/5	09/5
Net sales (YoY)	236,945	218,699 (-7.7%)
Cost of sales	187,575	175,114 (-6.6%)
Gross profit	49,369	43,585 (-11.7%)
SG&A expenses	42,925	40,735 (-5.1%)
Operating income	6,444	2,850 (-55.8%)
Ordinary income	6,637	3,361 (-49.4%)
Net income	2,962	312 (-89.4%)

Business Environment

Signs of a modest recovery in economic conditions, expectations of increase human resource business demand toward the second half of the fiscal year ending May 31, 2010



- Steps to accelerate “re-engineering” (rationalize business and operating workflows as well as organization structure and systems)
- Cutbacks in recruitment of permanent, full-time employees
- Review of human resource strategies



- Strengthen “Insourcing” and Outsourcing activities
- Promote proposal-based marketing
- Capture and secure high-quality human resources
- Pursue high value added

Important Measures

- ① Bolster total solution services
- ② Promote an IT total provider strategy
- ③ Pursue business and operating efficiency, reduce operating overheads

① Bolster Total Solution Services

Augment service menu and strengthen consulting marketing

● Augment “Insourcing (contracting)” and Outsourcing menus

- Develop service menus (promote alliances)
- Augment menus by reinforcing Group collaboration (cooperation with Pasona Tech, IT-related menus, other)

● Bolster the human resource consulting business

- Establish Group marketing company **Pasona Dotank Inc.**
- Implement human resource education utilizing human resource consulting training

● Reinforce efforts to cultivate new domains

- **Public market**
Comprehensive utilization of fixed cash handout know-how and network
Promotion of joint public and private sector subsidies
- **Medical and tertiary institutions**
Appoint and allocate a specialist within Pasona Dotank Inc.
Consolidate information, implement horizontal development



② Promote an IT Total Provider Strategy

Adopt an expansive approach from both vertical and horizontal perspectives
Enhance service value added

● Convert Pasona Tech Inc. into a wholly owned subsidiary

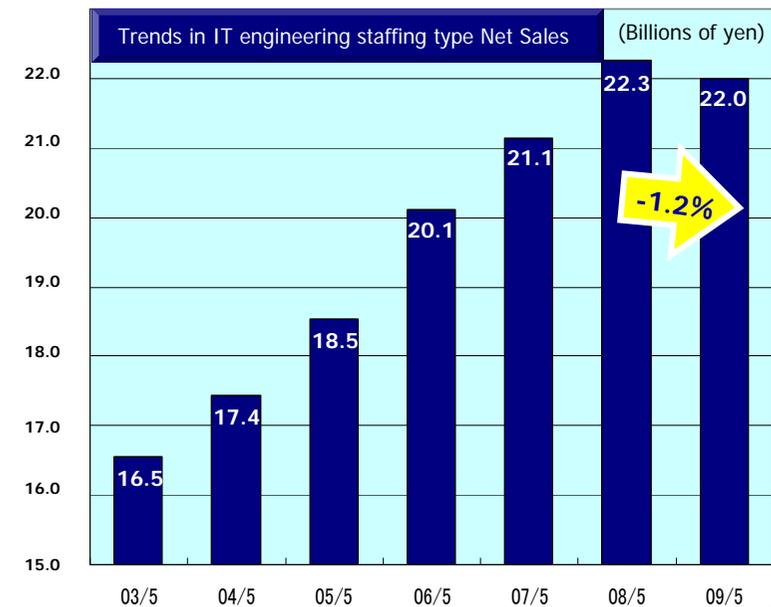
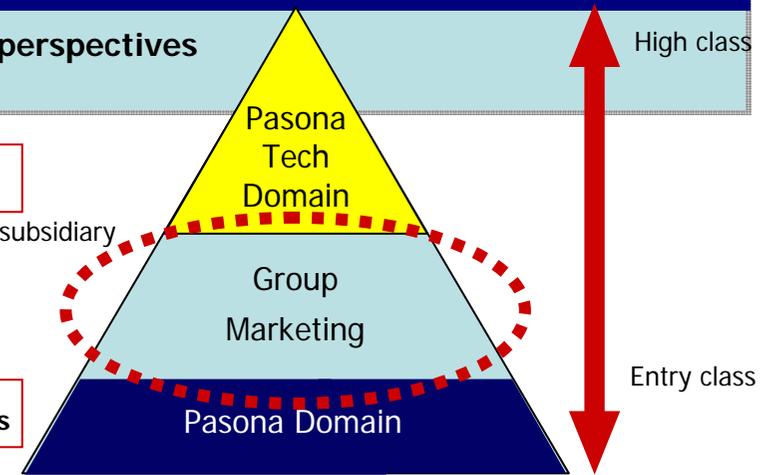
- Tender offer completion in June 2009 ⇒ Work toward converting into a wholly owned subsidiary
- Promote **comprehensive and diversified engineering human resource activities** as the core of Pasona Tech's business

● Adopt an expansive approach from both vertical and horizontal perspectives

- Strengthen collaboration between Pasona Tech and Pasona
Jointly development and implement marketing strategies, service development, staff recruitment and education
- Activities encompassing the private, corporate and public sectors as well as advance IT companies
- Develop regional IT services

● Value added strategy

- "Insourcing" and Outsourcing activities based on Group joint proposals
Expand contracts on commission (Data centers, call centers)



③ Promote business and operating efficiency, reduce costs

Establish an integrated Group office in order to strengthen Group marketing capabilities and enhance business and operating efficiency

● Establish an integrated Group base (scheduled for January 2010)

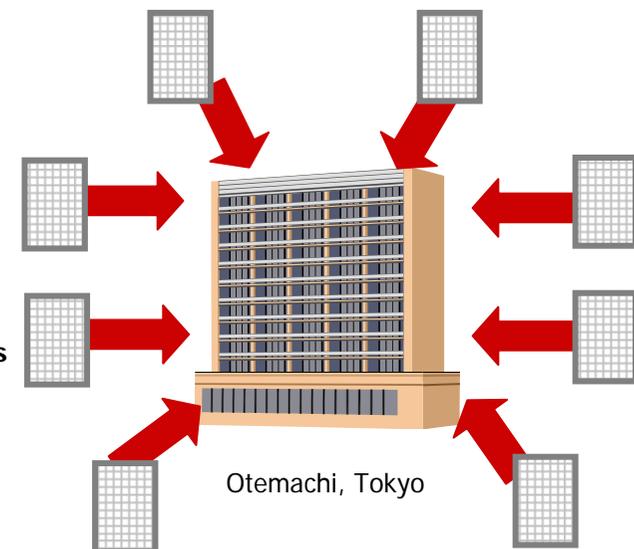
- Consolidate Group offices and departments from eight metropolitan bases
- Consolidate the Group's entire marketing function
- Strengthen Group businesses while at the same time reducing operating overheads

● Promote shared services

- Step promotion of shared services encompassing non profit generating and functions

● Reduce operating overheads

- Benefits of cost reducing through business and operating reforms including the consolidation of offices, shared services and other initiatives
- Overall SG&A expenses ¥40.7 billion ⇒ ¥38.7 billion (-¥2.0 billion)

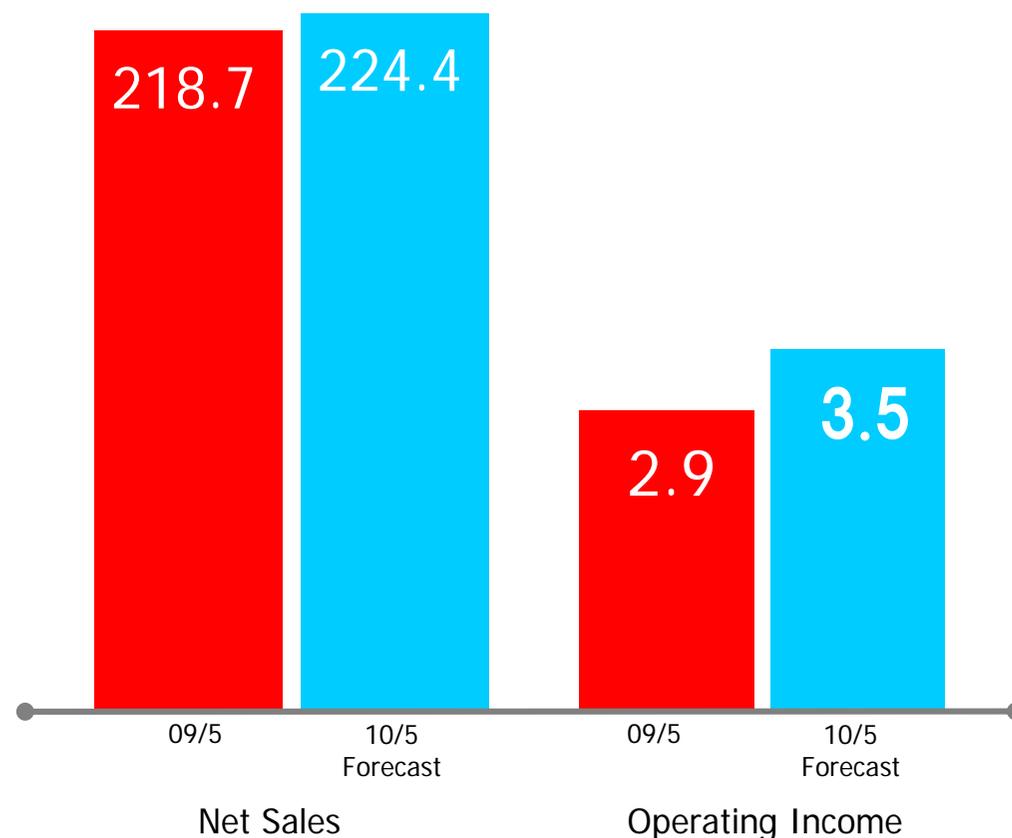


Forecast of Consolidated Business Results for the Fiscal year Ending May 31, 2010

- Modest improvement in the economic environment
- Growing trend toward corporate sector re-engineering (steps to rebuild business and operating workflows and organizational structure and systems); expectations of further “Insourcing” and Outsourcing business growth
- Projected improvement in the Temporary Staffing business toward the second half of the fiscal year ending May 31, 2010
- Drop in gross profit due to lower gross profit margins; targeting an increase in revenues and earnings on the back of cutbacks in operating overheads

(Millions of yen)

(Billions of yen)



Consolidated	09/5	10/5
Net sales (YoY)	218,699	224,390 (+2.6%)
Cost of sales	175,114	182,130 (+4.0%)
Gross profit	43,585	42,260 (-3.0%)
SG&A expenses	40,735	38,720 (-4.9%)
Operating income	2,850	3,540 (+24.2%)
Ordinary income	3,361	3,690 (+9.8%)
Net income	312	1,010 (+223.1%)

Dividends

- **Fiscal year ended May 31, 2009: Cash dividend of ¥1,250 per share**
(interim cash dividend ¥600 per share; fiscal year-end cash dividend ¥650 per share)
- **Fiscal year ending May 31, 2010 forecast: Cash dividend of ¥1,250 per share**
(interim cash dividend ¥600 per share; fiscal year-end cash dividend ¥650 per share)

	2005	2006	2007	2008	2009	2010 (Planned)
Cash dividend per share (Yen)	1,500	1,800	2,000	2,500	1,250	1,250
Payout ratio (Consolidated)	15.1%	21.7%	20.0%	35.2%	149.8%	44.4%

Treasury Stock

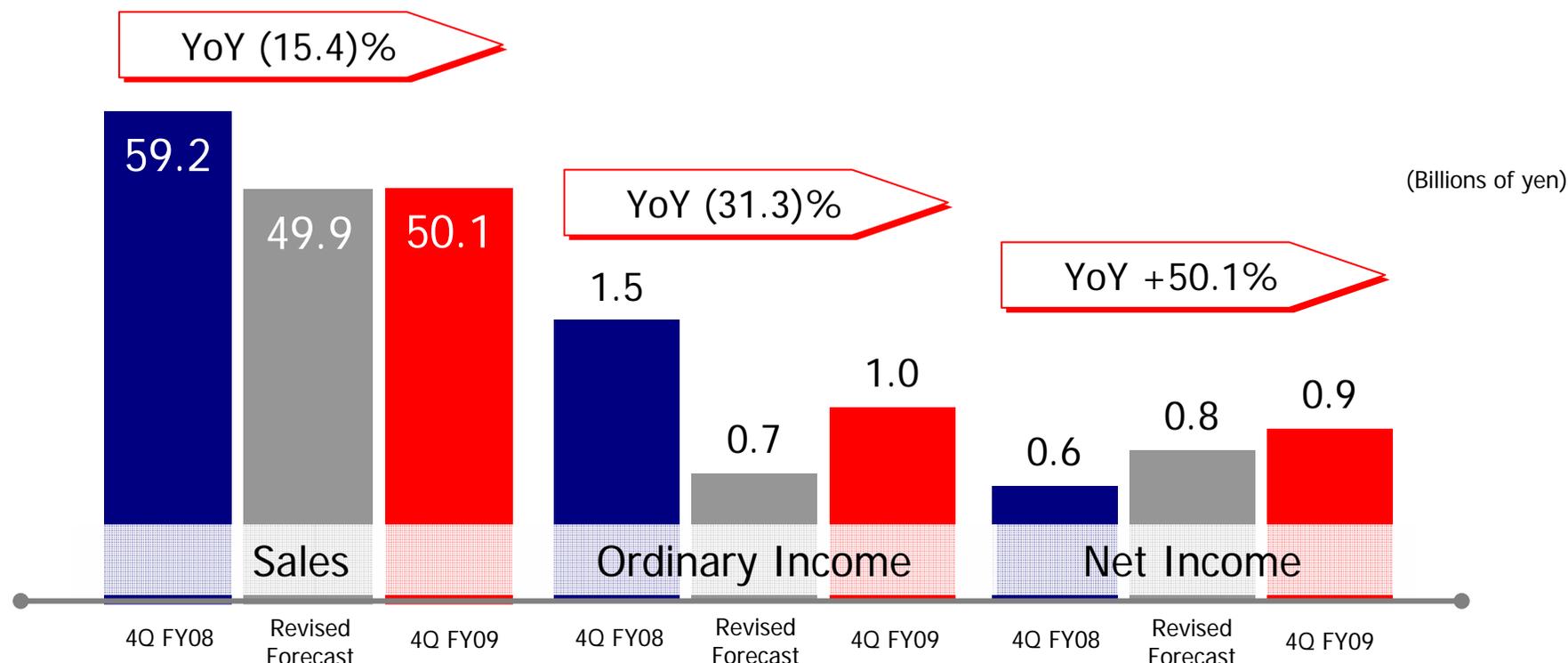
Acquisition of own shares as a part of medium-term efforts to return profits to shareholders

	2007	2009					Treasury Stock Held
		08/7	08/8	08/9	08/10	08/11	Acquisition Amount for the Period under Review
No. of shares acquired (authorized basis)	+17,500	+33,330	-17,500 +2,319	+2,453	+10,151	+10,000	58,253 shares
No. of issued and outstanding shares (excluding treasury stock)	416,903	383,573	381,254	378,801	368,650	358,650	¥4.15 billion

2. Results for the Fiscal Year Ended May 31, 2009

Forecasts for the Fiscal Year Ending May 31, 2010

Consolidated Results for the 4Q of the Fiscal Year Ended May 31, 2009 (4Q: March 1, 2009 to May 31, 2009)



(Millions of yen)	4Q FY2008	(%)	4Q FY2009 Revised forecast	(%)	4Q FY2009 Result	(%)	VS result	(%)	VS forecast	(%)
Sales	59,178	(100.0)	49,928	(100.0)	50,082	(100.0)	(9,096)	(15.4)%	153	0.3%
Cost of sales	46,825	(79.1)	40,197	(80.5)	40,249	(80.4)	(6,576)	(14.0)%	51	0.1%
Gross profit	12,352	(20.9)	9,731	(19.5)	9,833	(19.6)	(2,519)	(20.4)%	102	1.0%
SG&A expenses	10,995	(18.6)	9,299	(18.6)	9,149	(18.3)	(1,846)	(16.8)%	(150)	(1.6)%
Operating income	1,356	(2.3)	431	(0.9)	683	(1.4)	(673)	(49.6)%	252	58.6%
Ordinary income	1,497	(2.5)	676	(1.4)	1,029	(2.1)	(468)	(31.3)%	353	52.2%
Net income	612	(1.0)	805	(1.6)	919	(1.8)	306	50.1%	114	14.1%

Consolidated Results for the 4Q of the Fiscal Year Ended May 31, 2009 by Business Segment (4Q: March 1, 2009 to May 31, 2009)

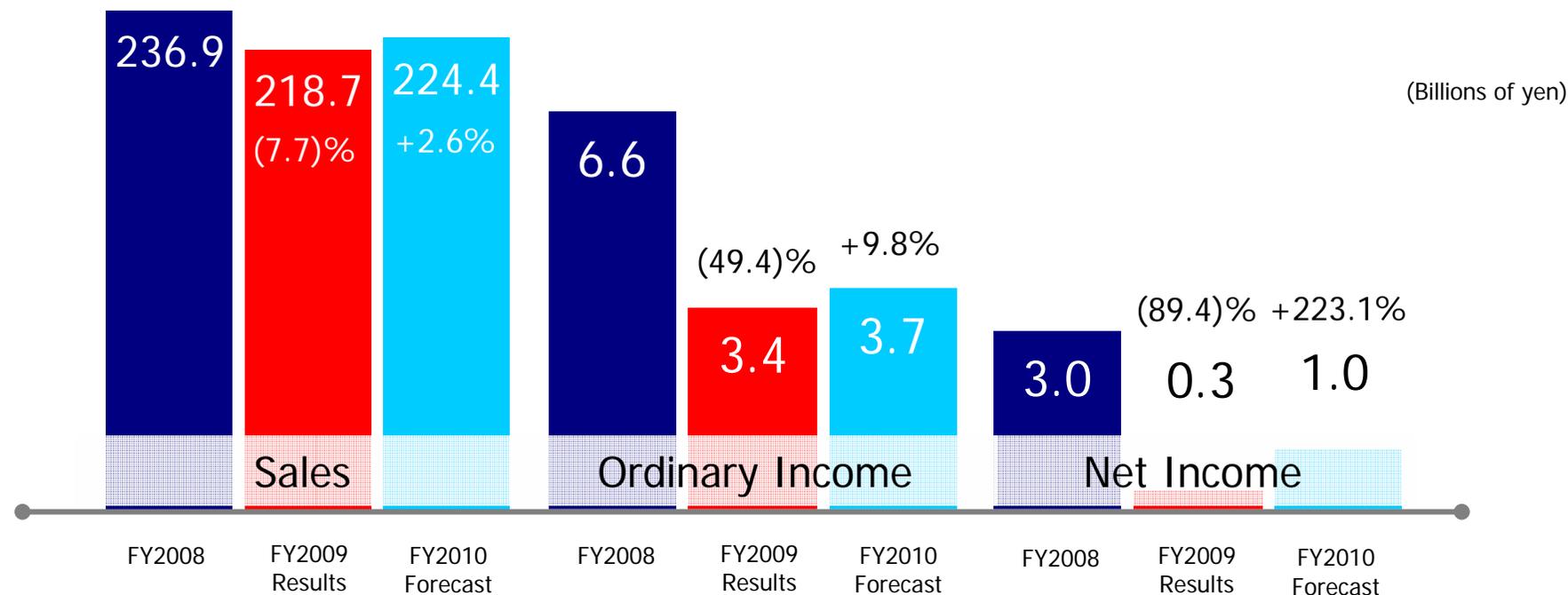


	Temporary staffing/Contracting								Placement/Recruiting								Outplacement							
	4Q FY08	Revised Forecast	4Q FY09	VS result	%	VS revised forecast	%	4Q FY08	Revised Forecast	4Q FY09	VS result	%	VS revised forecast	%	4Q FY08	Revised Forecast	4Q FY09	VS result	%	VS revised forecast	%			
Sales	51,961	43,453	43,479	(8,481)	(16.3)%	26	0.1%	1,714	1,107	1,170	(544)	(31.7)%	63	5.7%	1,634	1,602	1,593	(41)	(2.5)%	(9)	(0.6)%			
Operating Income	1,440	594	782	(658)	(45.7)%	187	31.5%	-	-	-	-	-	-	411	255	257	(154)	(37.5)%	1	0.8%				
Operating Income Margin	2.7%	1.3%	1.8%	-	(0.9)pt	-	0.5pt	-	-	-	-	-	-	25.2%	15.9%	16.2%	-	(9.0)pt	-	0.3pt				
	Outsourcing								Other								Eliminations and Corporate							
	4Q FY08	Revised Forecast	4Q FY09	VS result	%	VS revised forecast	%	4Q FY08	Revised Forecast	4Q FY09	VS result	%	VS revised forecast	%	4Q FY08	Revised Forecast	4Q FY09	VS result	VS revised forecast					
Sales	3,639	3,591	3,607	(31)	(0.9)%	15	0.4%	571	855	922	351	61.5%	66	7.8%	(342)	(681)	(690)	(347)	(8)					
Operating Income	476	548	548	71	15.0%	0	0.0%	(10)	(81)	(65)	(55)	-	15	-	(961)	(885)	(838)	122	47					
Operating Income Margin	13.1%	15.3%	15.2%	-	2.1pt	-	(0.1)pt	-	-	-	-	-	-	-	-	-	-	-	-					

*1. Figures include intersegment sales and transfers *2. Operating Income for Temporary staffing/Contracting and Placement/Recruiting are recorded as one segment

Consolidated Results for the Fiscal Year Ended May 31, 2009

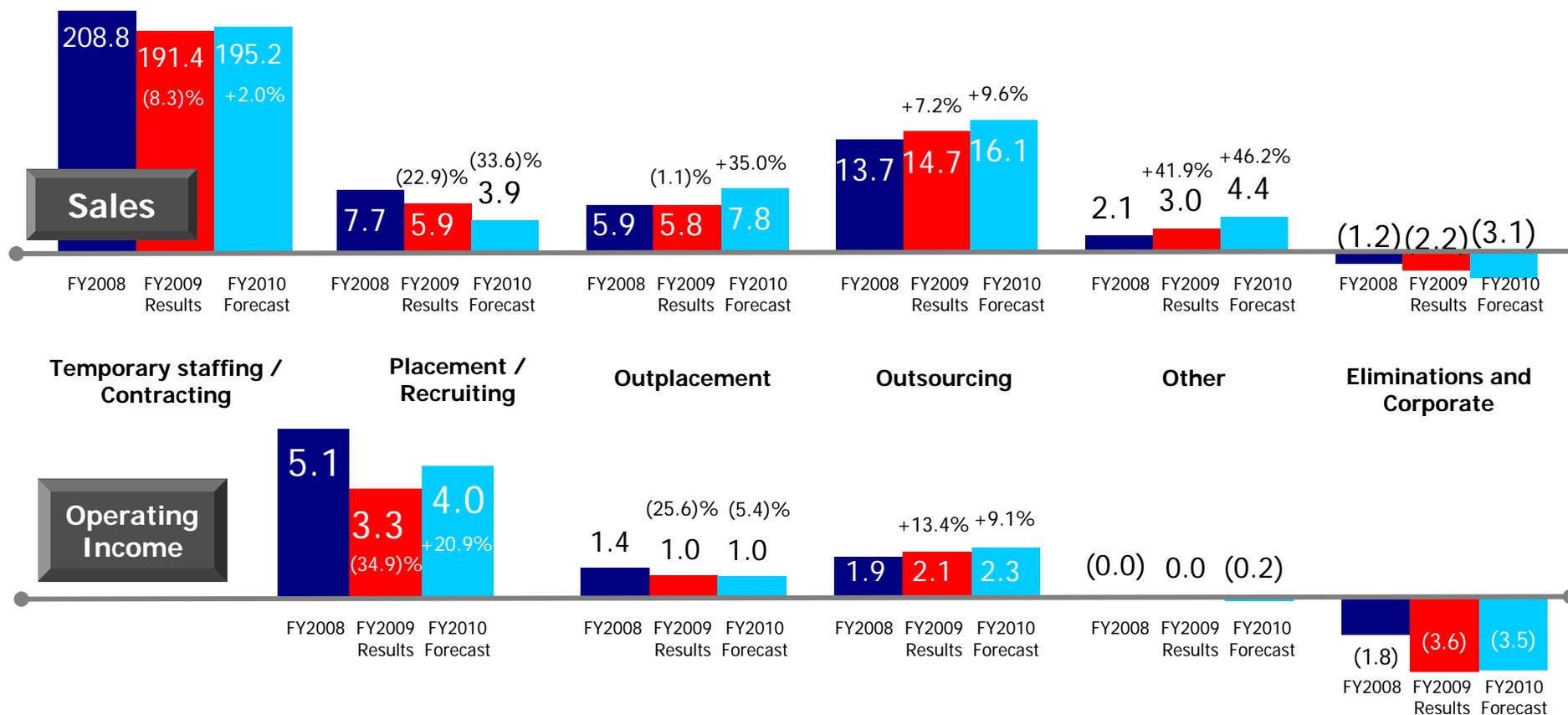
Forecasts for the Fiscal Year Ending May 31, 2010



(Millions of yen)	FY2008	(%)	FY2009 Results	(%)	YoY %	FY2010 Forecast	(%)	vs Result	(%)
Sales	236,945	(100.0)	218,699	(100.0)	(7.7)%	224,390	(100.0)	5,690	2.6%
Cost of sales	187,575	(79.2)	175,114	(80.1)	(6.6)%	182,130	(81.2)	7,016	4.0%
Gross profit	49,369	(20.8)	43,585	(19.9)	(11.7)%	42,260	(18.8)	(1,325)	(3.0)%
SG&A expenses	42,925	(18.1)	40,735	(18.6)	(5.1)%	38,720	(17.2)	(2,015)	(4.9)%
Operating income	6,444	(2.7)	2,850	(1.3)	(55.8)%	3,540	(1.6)	689	24.2%
Ordinary income	6,637	(2.8)	3,361	(1.5)	(49.4)%	3,690	(1.6)	328	9.8%
Net income	2,962	(1.3)	312	(0.1)	(89.4)%	1,010	(0.5)	697	223.1%

Consolidated Results by Business Segment for Fiscal Year Ended May 31, 2009 and forecasts for the Fiscal Year Ending May 31, 2010

(Billions of yen)



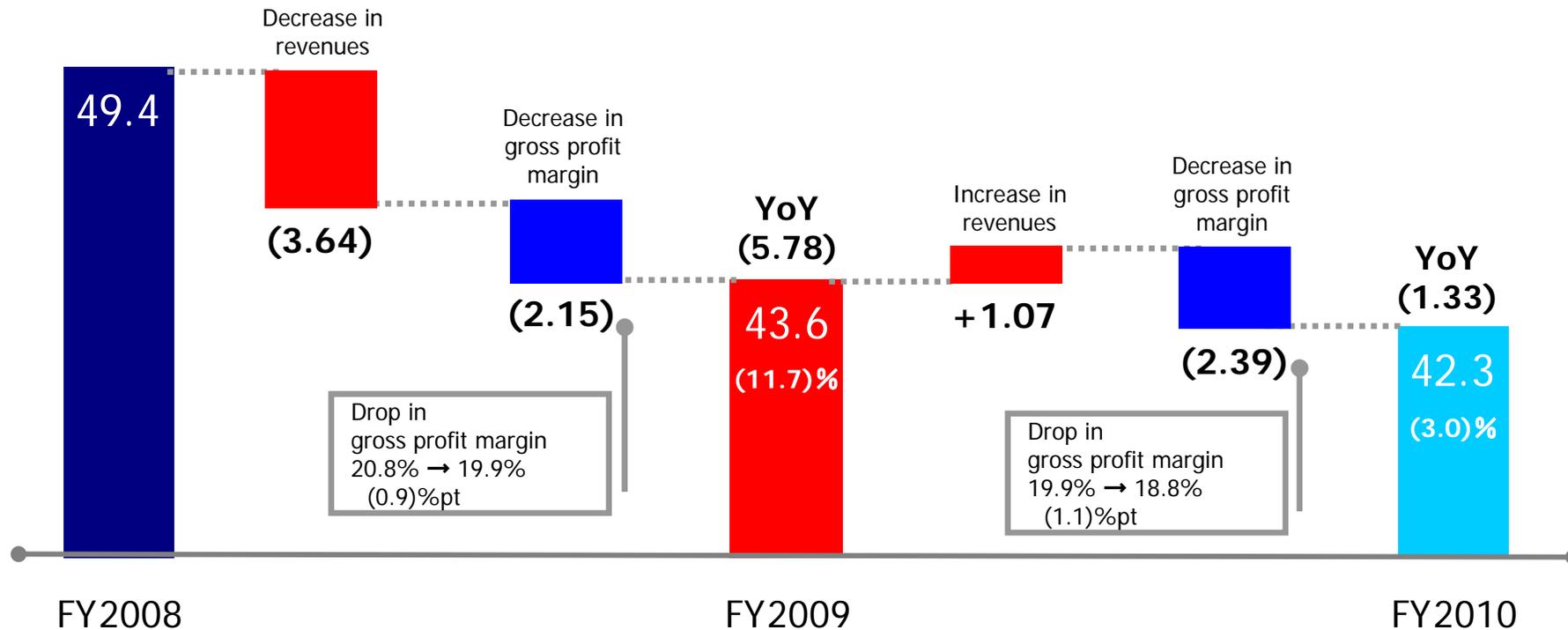
(Millions of yen)

	Temporary staffing/Contracting						Placement/Recruiting						Outplacement					
	FY2008	FY2009	%	FY2010	VS Results	YoY	FY2008	FY2009	%	FY2010	VS Results	YoY	FY2008	FY2009	%	FY2010	VS Results	YoY
Sales	208,810	191,412	(8.3)%	195,190	3,777	2.0%	7,676	5,921	(22.9)%	3,930	(1,991)	(33.6)%	5,858	5,794	(1.1)%	7,820	2,025	35.0%
Operating Income	5,056	3,291	(34.9)%	3,980	688	20.9%							1,377	1,025	(25.6)%	970	(55)	(5.4)%
Operating Income Ratio	2.3%	1.7%	(0.6)pt	2.0%	—	0.3pt							23.5%	17.7%	(5.8)pt	12.4%	—	(5.3)pt
	Outsourcing						Other						Elimination and Corporate					
	FY2008	FY2009	%	FY2010	VS Results	YoY	FY2008	FY2009	%	FY2010	VS Results	YoY	FY2008	FY2009	%	FY2010	VS Results	YoY
Sales	13,732	14,725	7.2%	16,140	1,414	9.6%	2,115	3,002	41.9%	4,390	1,387	46.2%	(1,248)	(2,155)	—	(3,080)	(924)	
Operating Income	1,883	2,135	13.4%	2,330	194	9.1%	(26)	12	—	(230)	(242)	—	(1,846)	(3,614)	—	(3,510)	104	
Operating Income Ratio	13.7%	14.5%	0.8pt	14.4%	—	(0.1)pt	—	0.4%	—	—	—	—	—	—	—	—	—	—

* 1. Figures are before Group intersegment eliminations * 2. Operating Income for Temporary staffing / Contracting and Placement / Recruiting are recorded as one segment

Gross Profit

(Billions of yen)



FY Ended May 2009

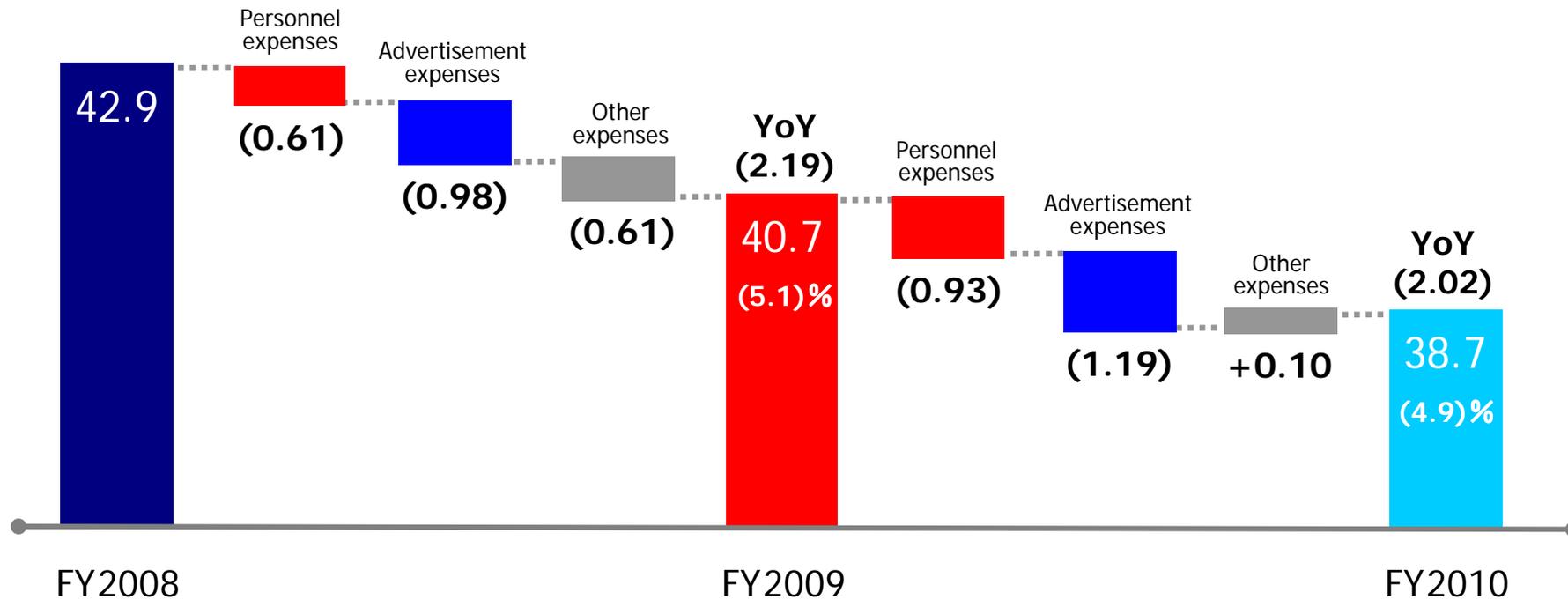
- Affect by the drop in Net sales
Decrease in gross profit due to lower revenues from the Temporary staffing and Contracting as well as the Placement and Recruiting businesses
 - Temporary staffing / Contracting -¥2.61 billion
 - Placement / Recruiting -¥1.75 billion
 - Outsourcing +¥0.41 billion
- Affect by the drop in Gross profit margin
 - Temporary staffing / Contracting -¥2.18 billion

FY Ending May 2010

- Affect by the increase in Net sales
Expectations of an upswing in earnings on the back of higher net sales
Reduced earnings growth, however, reflecting the anticipated decline in Placement / Recruiting revenue, traditional a business with high gross profit margins
- Affect by the drop in Gross profit margin
Projected drop in Temporary staffing / Contracting and Outplacement gross profit margins
19.9% → 18.8% (-1.1pt)

SG&A expenses

(Billions of yen)



FY Ended May 2009

- Cutback in overall SG&A expenses
- Significant reduction particularly in advertising and recruitment expenses

(Billions of yen)

FY2009	1Q	2Q	3Q	4Q
Personnel	5.96	5.80	5.35	4.77
Advertisement and recruitment	0.63	0.77	0.57	0.36
Other	4.32	4.13	4.06	4.01
Total	10.90	10.70	9.99	9.15
VS result	+0.32	+0.01	(0.67)	(1.85)

FY Ending May 2010

- Further cutbacks in SG&A expenses
- Integration of Group offices to Otemachi, Tokyo
- Increased promotion of shared services

(Billions of yen)

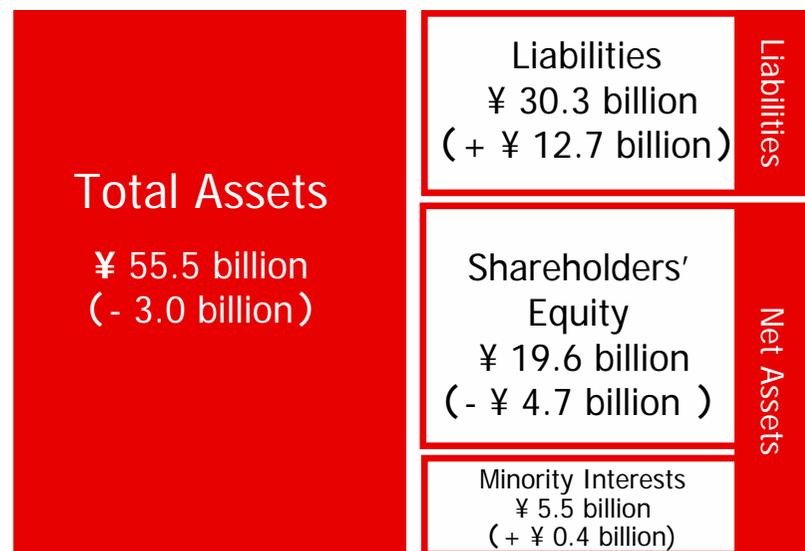
	FY2009	FY2010	VS result
Personnel	21.88	20.95	(0.93)
Advertisement and recruitment	2.34	1.15	(1.19)
Other	16.52	16.62	0.10
Total	40.74	38.72	(2.02)

Financial Condition and Cash Flows

Financial Position

As of May 31, 2009

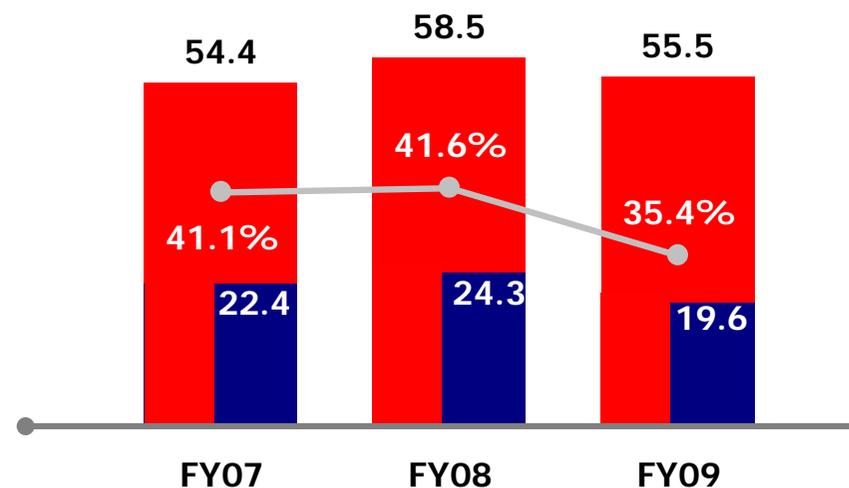
* Figures in parentheses indicate changes from the end of the previous fiscal year.



Total Assets, Shareholders' Equity, Equity Ratio

■ Total Assets ■ Shareholders' Equity — Equity Ratio

(Billions of yen / %)



Cash Flows

	FY08	FY09
Cash flows from operating activities	6.0	4.4
Cash flows from investing activities	(3.0)	(5.0)
Cash flows from financing activities	(1.0)	1.1
Free cash flows	3.0	(0.5)

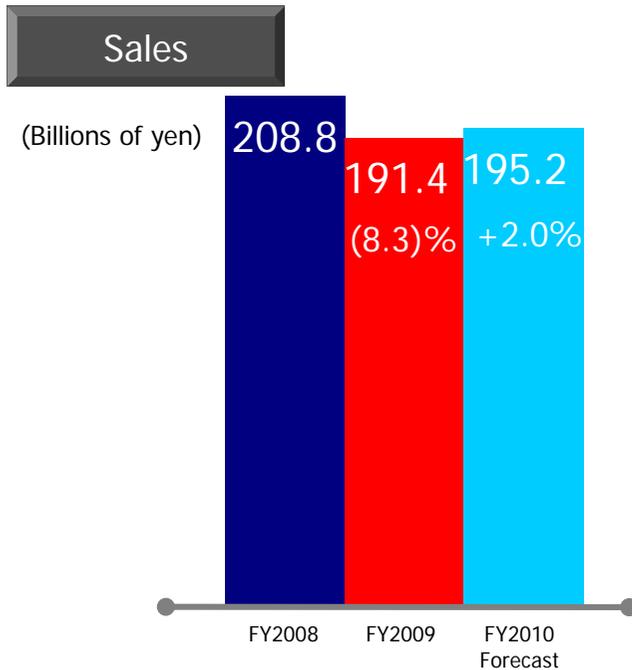
• Income before income taxes	¥2.9 billion
• Depreciation and amortization	¥1.9 billion
• Decrease in notes and accounts receivable—trade	¥4.4 billion
• Decrease in operating debt	¥(2.3) billion
• Income taxes paid	¥(3.1) billion

• Purchase of property, plant and equipment	¥(1.6) billion
• Purchase of intangible assets	¥(1.7) billion
• Payments for lease and guarantee deposits involved in office relocation	¥(1.8) billion

• Net increase in short-term loans payable	¥6.3 billion
• Purchase of treasury stock	¥(4.5) billion
• Cash dividends paid	¥(1.0) billion

3. Overview by Business Segment

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



Sales by Staffing Type

※ Figures are **after** excluding intrasegment sales



(Millions of yen)

	FY2008	YoY	1Q FY09 (3 months)	2Q FY09 (3 months)	3Q FY09 (3 months)	4Q FY09 (3 months)	FY2009	YoY
Clerical	112,968	(1.3)%	27,488	26,718	24,459	22,852	101,518	(10.1)%
Technical	33,653	(1.2)%	8,818	8,144	7,624	7,232	31,819	(5.4)%
IT engineering	22,253	5.2%	5,839	5,705	5,474	4,975	21,994	(1.2)%
Marketing / Sales	18,794	8.2%	4,274	4,047	3,505	3,484	15,312	(18.5)%
Other	20,623	(3.9)%	5,223	5,140	5,047	4,743	20,154	(2.3)%
Temporary staffing-related	220	(21.4)%	47	48	39	65	201	(8.9)%
Total	208,513	(0.1)%	51,692	49,804	46,151	43,352	191,002	(8.4)%

※ Figures are **before** excluding intrasegment sales

FY Ended May 2009

- Drop in the number of temporary staff at work
- Increase in the number of contracts completed (as of March 2009), negative growth attributable to cutbacks in overtime by client firms
- Drop in the depth of decline in IT engineering and technical (specialize) occupations Large decline in marketing and sales in line with the expiration of potential temporary staffing periods
- Bolster marketing in the "Insourcing (contracting)" business, increase in the number of new contracts under commission, steady growth
FY2008 ¥9.1 billion → FY2009 ¥9.9 billion(+8.7%)

FY Ending May 2010

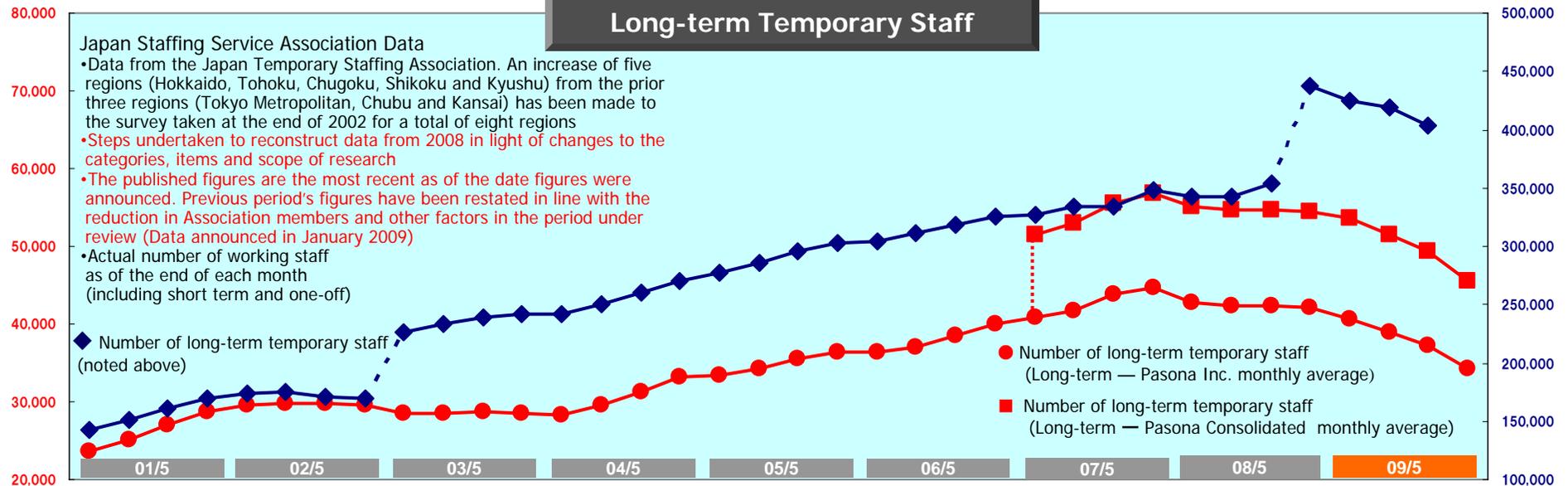
- Increase in the closure rate due to recovery in demand for temporary staff and improvement in the ability to secure high-quality human resources → gradual positive turnaround in number of long-term temporary staff under toward the second half of the fiscal year ending May 31, 2010
- Steps to convert Pasona Tech Inc. into a wholly owned subsidiary → enhance collaboration, bolster activities in the IT engineering field
- Merger with Mitsui Bussan Human Resources Corporation
- Reinforce efforts to cultivate new customer fields

Temporary Staffing / Contracting Marketing Data



(Pasona data: Number of people)

(Japan Staffing Service Association: Number of people)



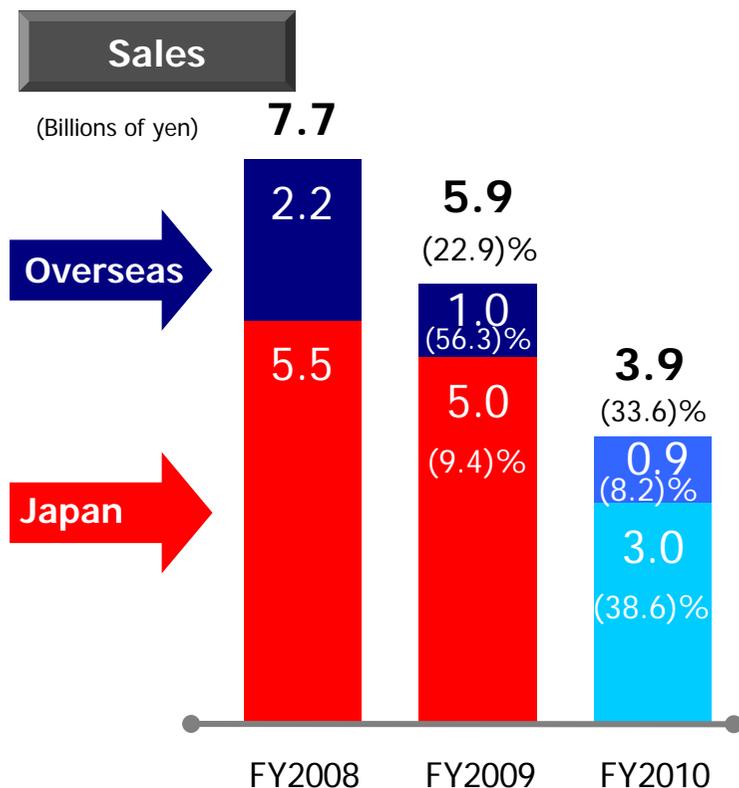
	2007				2008				2009			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Industry - wide	327,110	334,570	340,784	348,667	342,784	345,750	353,834	355,206	345,117	343,766		
YoY	7.7%	7.4%	7.2%	7.2%	4.8%	3.3%	3.8%	1.9%	0.7%	(0.6)%		
Industry - wide (After changing the examination item)								437,221	424,763	418,685	403,984	
YoY								-	-	-	-	
Pasona Inc.	* 40,745	41,676	43,832	44,619	* 42,825	42,350	42,387	42,073	40,607	38,923	37,242	34,295
YoY	12.2%	12.3%	14.0%	11.3%	5.1%	1.6%	(3.3)%	(5.7)%	(5.2)%	(8.1)%	(12.1)%	(18.5)%
Consolidated (Domestic)	51,586	52,889	55,566	56,881	55,168	54,619	54,758	54,573	53,615	51,518	49,406	45,535
YoY	13.4%	13.1%	14.9%	12.8%	6.9%	3.3%	(2.0)%	(4.1)%	(2.8)%	(5.5)%	(9.7)%	(16.6)%

	■ Orders (long term) Twelve - month Average (Pasona Inc.)		■ Contract Starts (long term) Twelve - month Average (Pasona Inc.)		■ Contract Completion (long term) Twelve - month Average (Pasona Inc.)		■ Rate of Contracts Signed (Long-Term Contract Starts / Long-Term Orders)		■ Number of New Registered Staff for Twelve months (Consolidated/ Japan)	
	Number	YoY	Number	YoY	Number	YoY	Contract Rate	YoY	Persons	YoY
FY2008	7,112	(11.4)%	2,780	(15.0)%	3,076	(6.4)%	39.1%	1.6pt	88,439	(12.2)%
FY2009	4,492	(36.8)%	2,173	(21.9)%	2,949	(4.1)%	48.4%	9.3pt	75,569	(14.6)%

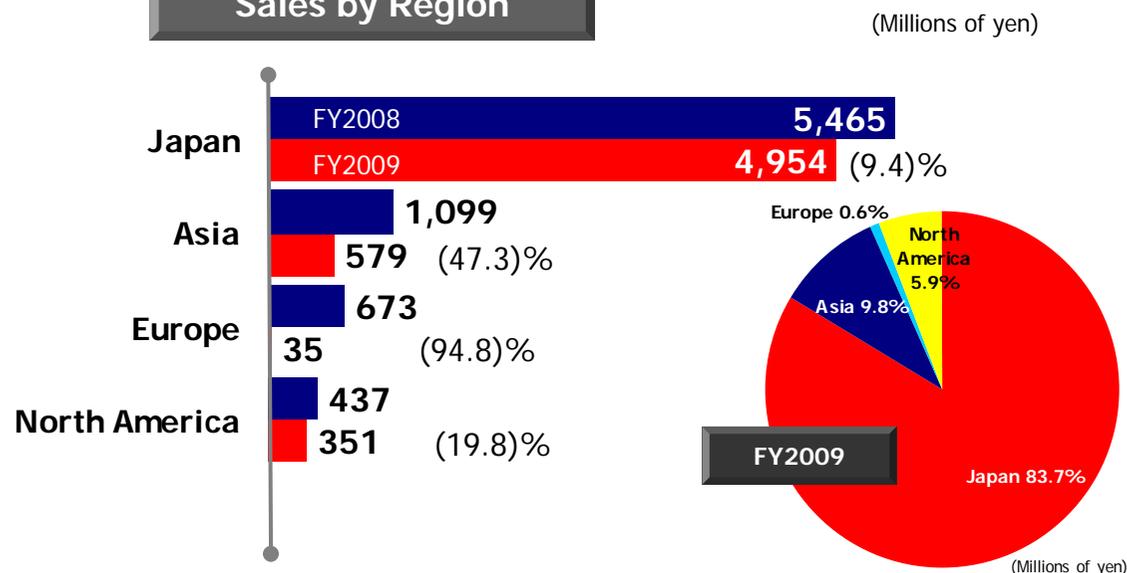
* Includes the number of special projects from the 1Q FY 2008
 * Merger with Socio Inc. in 4Q FY2006. Data for temporary staff includes Socio Inc.
 * Figures for temporary staff at work (monthly average), orders, contracts starts, completions and signed exclude special project items from Sep. 2002 to May 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
 Data include figures that were considered immaterial due to the impact of special project from 1Q 2008.
 Figures in italics are a comparison with the previous period due to the change in numerical criterion and provided for reference purposes only.

Placement / Recruiting

Pasona Career, Inc. , Pasona Global, Inc. , Pasona Fortune, Inc. , Other



Sales by Region



	FY2008	4Q FY09 (3 months)	FY2009	YoY	FY2010	YoY
Consolidated (Japan)	5,465	927	4,954	(9.4)%	3,043	(38.6)%
Consolidated (Overseas)	2,210	243	966	(56.3)%	887	(8.2)%
Total	7,676	1,170	5,921	(22.9)%	3,931	(33.6)%

FY Ended May 2009

- Domestic Placement
Continued decline in the number of job openings from autumn 2008, increase in the complexity of human resource needs, recent harsh operating conditions
- Overseas Placement
Negative growth due to impacts from the sale of consolidated subsidiaries due to business reorganization

FY Ending May 2010

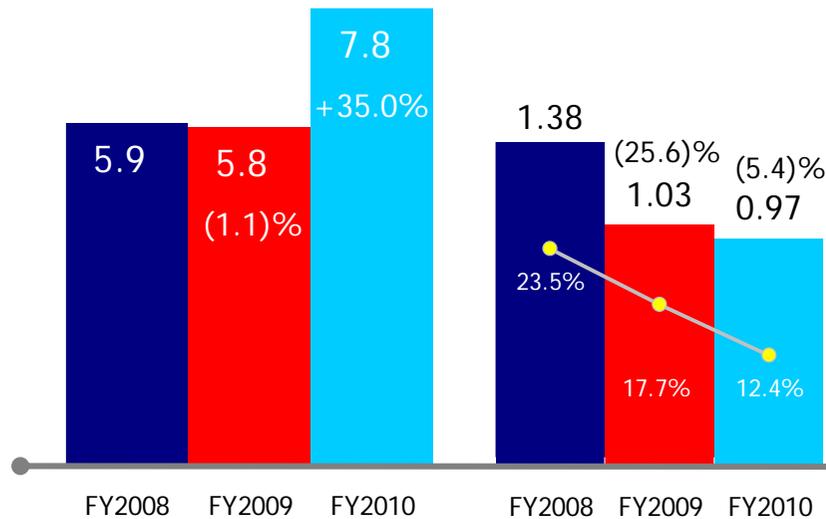
- Domestic Placement
Conditions in connection with demand remain difficult, certain specialized fields showing signs of bottoming out, efforts to bolster placement of executive positions and global human resources
- Overseas Placement
Further reinforce collaboration between overseas bases and Japan
→ Promote human resource liquidity extending beyond geographical boundaries

Outplacement (Pasona Career Inc., Other)

Sales

Operating Income, Operating Income Margin

(Billions of yen)



Marketing Data (YoY)

Number of clients +42.6%
 Number of personnel per company (16.0)%
 Number of orders (persons) +20.0%

(Millions of yen)

	FY08	FY09	YoY
Orders	6,012	6,748	12.2%

(Millions of yen)

	FY2008	4Q FY09 (3 months)	FY2009	YoY	FY2010	YoY
Sales	5,858	1,593	5,794	(1.1)%	7,820	35.0%
Operating income	1,377	257	1,025	(25.6)%	970	(5.4)%

FY Ended May 2009

- Substantial year-on-year increase (particularly from the fourth quarter)
- Increase in personnel through reassignment from the Placement / Recruiting department, steps to strengthen marketing structure and systems
- Carryforward of sales to the next fiscal period, coupled with the absence of large-scale demand in the corresponding period of the previous fiscal year led to a year-on-year drop in sales and operating income

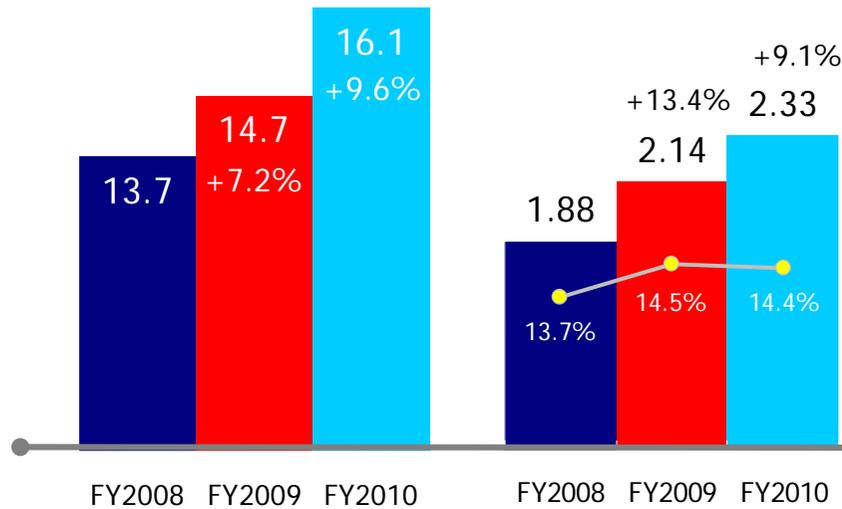
FY Ending May 2010

- Orders extremely robust from the fourth quarter of the fiscal year ended May 31, 2009 to the present → substantial upswing in revenue
- Potential for delays in a definitive turnaround in the placement of employees

Sales

Operating Income,
Operating Income Margin

(Billions of yen)



[Bebenefit One Inc. Results]

(Millions of yen)

	FY08	FY09	FY2010
Net Sales	13,735	14,726	16,145
Operating income	1,948	2,334	2,431

YoY

Net Sales	7.2%	9.6%
Operating income	19.8%	4.2%

(Millions of yen)

	FY2008	4Q FY09 (3 months)	FY2009	YoY	FY2010	YoY
Sales	13,732	3,607	14,725	7.2%	16,140	9.6%
Operating income	1,883	548	2,135	13.4%	2,330	9.1%

FY Ended May 2009

- Market on a sustainable growth trajectory
- Successful efforts to reduce costs including cutbacks in guidebook production expenses



Achieved an increase in revenues and earnings

FY Ending May 2010

- Employee welfare benefit agency services remain firm
 - Second core business pillar
- High growth projected in the health care business



Continued increase in revenues and earnings

Balance Between the First and Second Half of the Fiscal Year Ending May 31, 2010

In addition to the seasonal nature and impacts attributed to the Outsourcing business, the Temporary staffing business is anticipated to recover from the second half. As a result profit disparity between the first and second half is forecast to become increasingly marked.

Net Sales

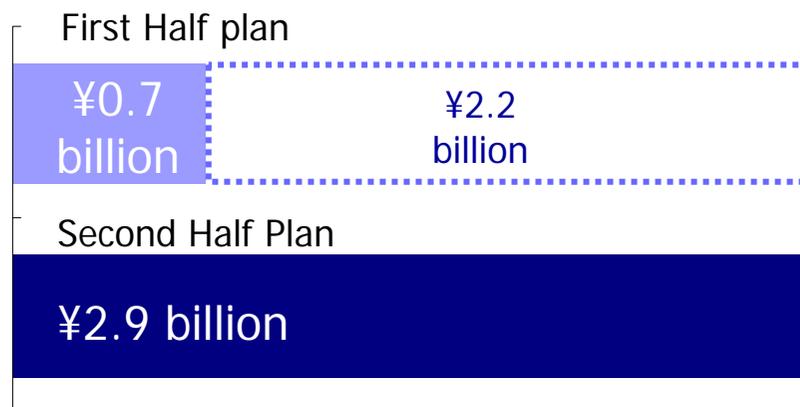


Net Sales

- Demand in the Temporary staffing / Contracting business is expected to recover in the second half
(Billions of yen)

Difference between 1H and 2H by business segment	1H	2H	Difference
Temporary staffing / Contracting	90.6	104.6	+14.0
Placement / Recruiting	1.8	2.2	+0.4
Outplacement	4.3	3.5	△0.8
Outsourcing	7.6	8.6	+1.0

Operating Income



Operating Income

- Costs in the Outsourcing business, which is traditionally impacted by seasonal change, are concentrated in the first half.
(Billions of yen)

Difference between 1H and 2H by business segment	1H	2H	Difference
Temporary staffing / Contracting, Placement / Recruiting	1.2	2.8	+1.5
Outplacement	0.8	0.2	△0.6
Outsourcing	0.4	1.9	+1.5

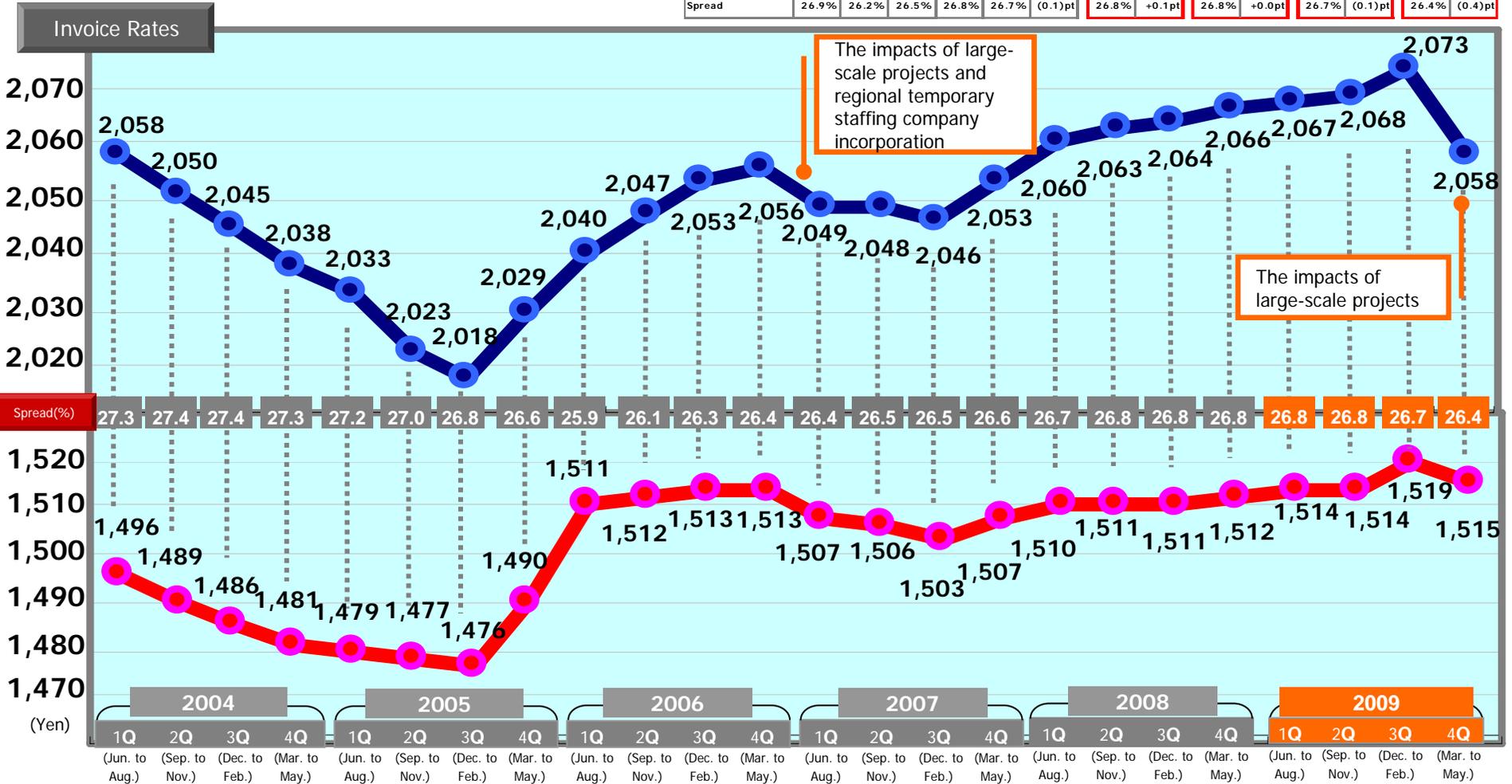
4. Reference

Temporary Staffing / Contracting (Unit Price / Pasona Inc.)

The spread between unit prices at the invoice and payment levels remained unchanged due to continuous negotiation.

4Q FY2009 **26.4%** (YoY -0.4%pt)

	2005	2006	2007	2008	2008 (Average)	2009	YoY	2009	YoY	2009	YoY	2009	YoY
								1Q	YoY	2Q	YoY	3Q	YoY
Invoice Rates	2,026	2,049	2,049	2,063	2,067	2,067	0.2%	2,067	0.3%	2,068	0.2%	2,073	0.4%
Payment Rates	1,481	1,512	1,506	1,511	1,516	1,516	0.3%	1,514	0.3%	1,514	0.2%	1,519	0.6%
Spread	26.9%	26.2%	26.5%	26.8%	26.7%	26.7%	(0.1)pt	26.8%	+0.1pt	26.8%	+0.0pt	26.7%	(0.1)pt
								4Q	YoY			4Q	YoY
								2,058	-0.3%			1,515	0.2%



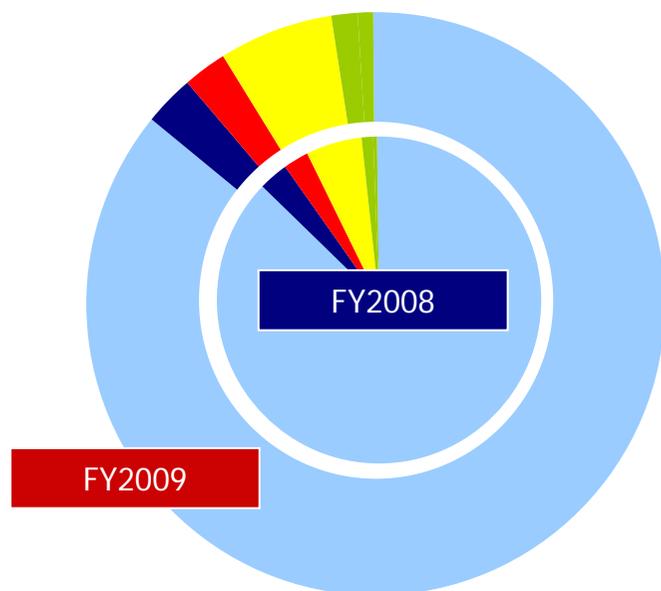
Notes: Pasona Inc. (Non-consolidated) / Average hourly unit price across all segments (weighted average)
 Figures include Socio, Inc., which was absorbed by Pasona Inc. from FY2007.

Consolidated Results for the Fiscal Year Ended May 31, 2009 by Business Segment Composition

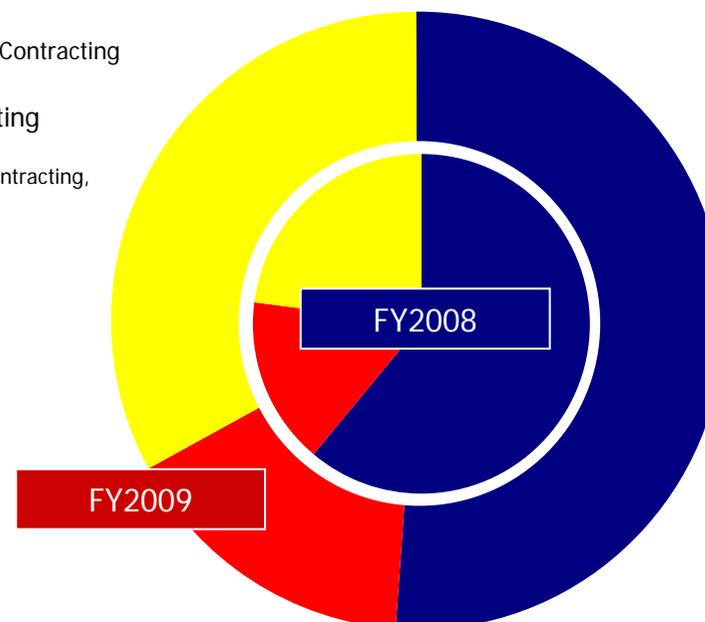
Sales

Operating Income

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



- Temporary staffing / Contracting (Sales)
- Placement / Recruiting (Sales)
- Temporary Staffing / Contracting, Placement / Recruiting (Operating Income)
- Outplacement
- Outsourcing
- Other

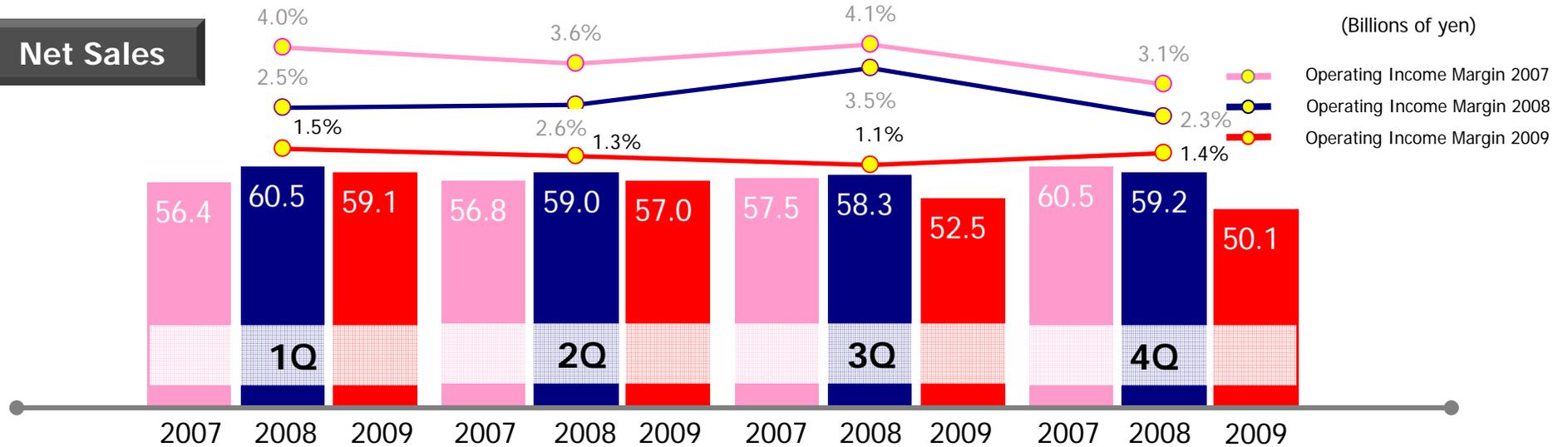


(Millions of yen)

	FY2008				FY2009			
	Net Sales	%	Operating Income	%	Net Sales	%	Operating Income	%
Temporary staffing / Contracting	208,810	88.1%	5,056	78.4%	191,412	87.5%	3,291	115.5%
Placement / Recruiting	7,676	3.2%			5,921	2.7%		
Outplacement	5,858	2.5%	1,377	21.4%	5,794	2.7%	1,025	36.0%
Outsourcing	13,732	5.8%	1,883	29.2%	14,725	6.7%	2,135	74.9%
Other	2,115	0.9%	(26)	(0.4)%	3,002	1.4%	12	0.4%
Eliminations & Corporate	(1,248)	(0.5)%	(1,846)	(28.6)%	(2,155)	(1.0)%	(3,614)	(126.8)%
Total	236,945	100.0%	6,444	100.0%	218,699	100.0%	2,850	100.0%

Quarterly Earnings Trends

Net Sales



(Millions of yen)

	1Q (June to August)					2Q (September to November)					3Q (December to February)					4Q (March to May)					
	2007	2008	YoY	2009	YoY	2007	2008	YoY	2009	YoY	2007	2008	YoY	2009	YoY	2007	2008	YoY	2009	YoY	
	Consolidated																				
Net Sales	56,444	60,489	7.2%	59,136	(2.2)%	56,757	59,026	4.0%	56,950	(3.5)%	57,498	58,250	1.3%	52,531	(9.8)%	60,531	59,178	(2.2)%	50,082	(15.4)%	
Gross profit	11,308	12,115	7.1%	11,762	(2.9)%	11,660	12,230	4.9%	11,435	(6.5)%	11,897	12,671	6.5%	10,554	(16.7)%	12,182	12,352	1.4%	9,833	(20.4)%	
SG&A expenses	9,031	10,585	17.2%	10,902	3.0%	9,623	10,688	11.1%	10,696	0.1%	9,567	10,655	11.4%	9,986	(6.3)%	10,320	10,995	6.5%	9,149	(16.8)%	
Operating income	2,277	1,529	(32.8)%	860	(43.8)%	2,037	1,541	(24.3)%	738	(52.1)%	2,330	2,015	(13.5)%	567	(71.8)%	1,862	1,356	(27.1)%	683	(49.6)%	
Ordinary income	2,377	1,584	(33.4)%	909	(42.6)%	2,014	1,560	(22.5)%	894	(42.7)%	2,367	1,994	(15.8)%	527	(73.5)%	2,047	1,497	(26.9)%	1,029	(31.3)%	
Net income	1,125	795	(29.4)%	313	(60.6)%	947	268	(71.7)%	(110)	-	1,050	1,286	22.5%	(810)	-	1,074	612	(43.0)%	919	50.1%	
Gross profit margin	20.0%	20.0%	0.0pt	19.9%	(0.1)pt	20.5%	20.7%	0.2pt	20.1%	(0.6)pt	20.7%	21.8%	1.1pt	20.1%	(1.7)pt	20.1%	20.9%	0.8pt	19.6%	(1.3)pt	
SG&A expense ratio	16.0%	17.5%	1.5pt	18.4%	0.9pt	16.9%	18.1%	1.2pt	18.8%	0.7pt	16.6%	18.3%	1.7pt	19.0%	0.7pt	17.0%	18.6%	1.6pt	18.2%	(0.4)pt	
Operating income margin	4.0%	2.5%	(1.5)pt	1.5%	(1.0)pt	3.6%	2.6%	(1.0)pt	1.3%	(1.3)pt	4.1%	3.5%	(0.6)pt	1.1%	(2.4)pt	3.1%	2.3%	(0.8)pt	1.4%	(0.9)pt	
Ordinary income margin	4.2%	2.6%	(1.6)pt	1.5%	(1.1)pt	3.5%	2.6%	(0.9)pt	1.6%	(1.0)pt	4.1%	3.4%	(0.7)pt	1.0%	(2.4)pt	3.4%	2.5%	(0.9)pt	2.1%	(0.4)pt	
Net income margin	2.0%	1.3%	(0.7)pt	0.5%	(0.8)pt	1.7%	0.5%	(1.2)pt	-	-	1.8%	2.2%	0.4pt	-	-	1.8%	1.0%	(0.8)pt	1.8%	0.8pt	

Trends in Quarterly Consolidated Results

(Millions of yen)

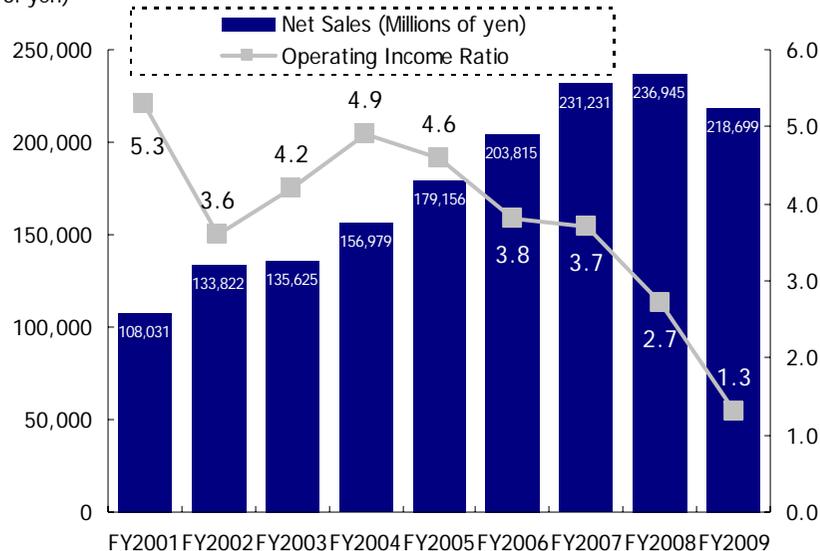
(Millions of yen)

		1Q (June to August)					2Q (September to November)					3Q (December to February)					4Q (March to May)				
		2007	2008	YoY	2009	YoY	2007	2008	YOY	2009	YoY	2007	2008	YOY	2009	YoY	2007	2008	YOY	2009	YoY
Sales	Temporary staffing / Contracting	50,723	53,596	5.7%	51,780	(3.4)%	51,213	52,090	1.7%	49,884	(4.2)%	52,167	51,162	(1.9)%	46,267	(9.6)%	54,847	51,961	(5.3)%	43,479	(16.3)%
	Placement / Recruiting	1,704	2,260	32.6%	1,810	(19.9)%	1,516	1,905	25.7%	1,686	(11.5)%	1,529	1,795	17.4%	1,253	(30.2)%	1,895	1,714	(9.5)%	1,170	(31.7)%
	Outplacement	1,328	1,213	(8.7)%	1,545	27.3%	1,260	1,421	12.8%	1,347	(5.2)%	937	1,588	69.5%	1,307	(17.7)%	882	1,634	85.4%	1,593	(2.5)%
	Outsourcing	2,415	3,217	33.2%	3,693	14.8%	2,502	3,389	35.4%	3,785	11.7%	2,596	3,486	34.3%	3,638	4.4%	2,711	3,639	34.2%	3,607	(0.9)%
	Other	496	472	(4.9)%	655	38.7%	495	498	0.4%	632	27.0%	514	574	11.7%	793	38.1%	468	571	22.0%	922	61.5%
	Eliminations & Corporate	(225)	(270)	-	(349)	-	(231)	(278)	-	(385)	-	(246)	(356)	-	(729)	-	(272)	(342)	-	(690)	-
Operating Income	Temporary staffing/ Contracting, Placement / Recruiting	2,076	1,384	(33.3)%	1,112	(19.7)%	1,411	618	(56.2)%	913	47.8%	1,841	1,613	(12.4)%	484	(70.0)%	1,635	1,440	(11.9)%	782	(45.7)%
	Outplacement	451	226	(49.8)%	434	91.9%	350	361	3.0%	184	(49.1)%	40	378	836.3%	149	(60.5)%	(83)	411	-	257	(37.5)%
	Outsourcing	(119)	(72)	-	213	-	340	550	61.6%	545	(0.9)%	577	929	60.8%	828	(10.8)%	375	476	27.0%	548	15.0%
	Other	(134)	(9)	-	(31)	-	(62)	10	-	55	411.5%	(133)	(17)	-	53	-	(65)	(10)	-	(65)	-
	Eliminations & Corporate	3	0	-	(868)	-	(2)	1	-	(960)	-	4	(887)	-	(947)	-	1	(961)	-	(838)	-
Operating Income Margin	Temporary staffing/ Contracting, Placement / Recruiting	4.0%	2.5%	(1.5)pt	2.1%	(0.4)pt	2.7%	1.1%	(1.6)pt	1.8%	0.7pt	3.4%	3.0%	(0.4)pt	1.0%	(2.0)pt	2.9%	2.7%	(0.2)pt	1.8%	(0.9)pt
	Outplacement	34.0%	18.6%	(15.4)pt	28.1%	9.5pt	27.8%	25.4%	(2.4)pt	13.7%	(11.7)pt	4.3%	23.8%	19.5pt	11.4%	(12.4)pt	-	25.2%	-	16.2%	(9.0)pt
	Outsourcing	-	-	-	5.8%	8.1pt	13.6%	16.2%	2.6pt	14.4%	(1.8)pt	22.3%	26.6%	4.3pt	22.8%	(3.8)pt	13.8%	13.1%	(0.7)pt	15.2%	2.1pt
	Other	-	-	-	-	-	-	2.2%	-	8.8%	6.6pt	-	-	-	6.7%	-	-	-	-	-	-

Key Indicators (Full Year)

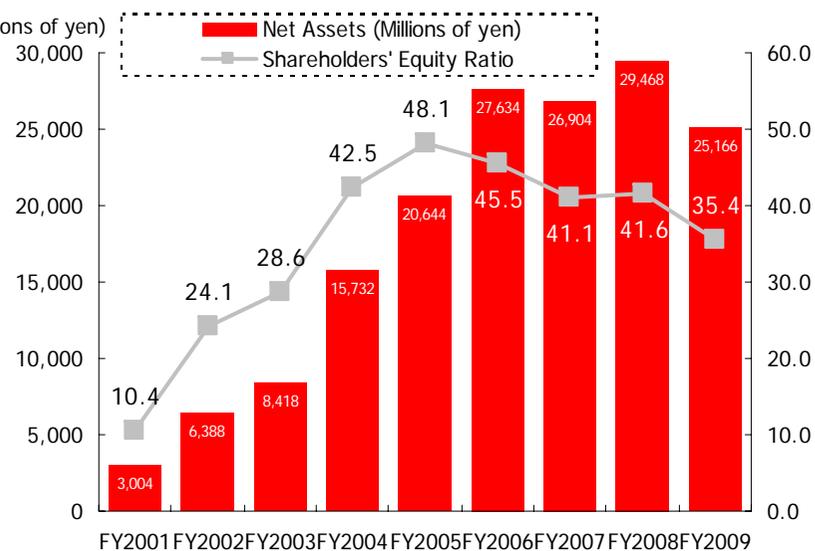
Net Sales and Operating Income Ratio

(Millions of yen)



Net Assets and Shareholders' Equity Ratio

(Millions of yen)



Results

Key Indicators	'01/05	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05	'08/05	'09/05
Net Sales	108,031	133,822	135,625	156,979	179,156	203,815	231,231	236,945	218,699
Gross Profit Margin	20.8%	18.2%	19.7%	20.9%	20.8%	20.2%	20.3%	20.8%	19.9%
SGA Expenses	16,695	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735
SGA Expenses Ratio	15.5%	14.6%	15.5%	16.0%	16.2%	16.4%	16.6%	18.1%	18.6%
Operating Income	5,742	4,786	5,687	7,648	8,238	7,745	8,507	6,444	2,850
Operating Income Ratio	5.3%	3.6%	4.2%	4.9%	4.6%	3.8%	3.7%	2.7%	1.3%
Ordinary Income	5,464	4,222	5,373	7,329	8,289	7,844	8,807	6,637	3,361
Ordinary Income Ratio	5.1%	3.2%	4.0%	4.7%	4.6%	3.8%	3.8%	2.8%	1.5%
Net Income (Loss)	(6,849)	1,974	2,027	3,647	4,363	3,588	4,198	2,962	312
Return on Sales	(6.3)%	1.5%	1.5%	2.3%	2.4%	1.8%	1.8%	1.3%	0.1%
Total Assets	28,849	26,526	29,425	37,004	42,884	51,931	54,425	58,513	55,468
Net Assets *1	3,004	6,388	8,418	15,732	20,644	27,634	26,904	29,468	25,148
Shareholders' Equity Ratio *2	10.4%	24.1%	28.6%	42.5%	48.1%	45.5%	41.1%	41.6%	35.4%
Current Ratio	114.3%	121.6%	122.3%	160.2%	182.8%	170.8%	152.1%	154.2%	129.6%
Number of Employees (Does not include contract wori	1,371	1,537	1,687	1,979	2,204	2,608	3,126	3,647	3,671

Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies.

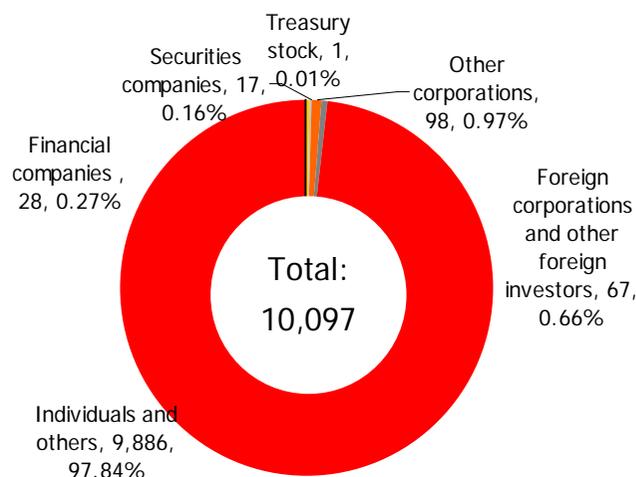
Minority interests included in presentation of net assets since the fiscal year ended May 31, 2006

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

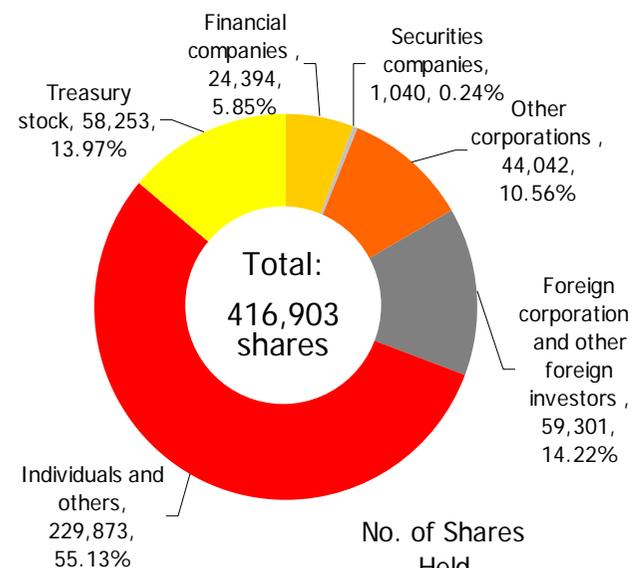
3. Pasona Inc. consolidated business results for the fiscal year ended May 31, 2008 have been used for comparative purposes.

Stock Information

Breakdown of Shareholders by Type



Breakdown of Shareholders by Number of Share Held



Principal Stockholders

	No. of Shares Held	%
Yasuyuki Nambu	147,632	35.41%
Pasona Group Inc.	58,253	13.97%
Nambu Enterprise Inc.	35,688	8.56%
State Street Bank and Trust Company 505223	23,842	5.72%
State Street Bank and Trust Company	17,006	4.08%
Eizaburo Nambu	9,000	2.16%
Japan Trustees Service Bank, Ltd. (Trust Account 4G)	8,845	2.12%
Mellon Bank N.A as agent for its client Mellon Omnibus US Pension	7,394	1.77%
Japan Trustees Service Bank, Ltd. (Trust Account)	5,592	1.34%
Pasona Group Employees' Shareholding Association	4,673	1.12%

1. The Company's treasury stock (58,253 shares, 13.97% of total issued shares) ranked second. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.
2. The Group received a notification from Harris Associates L.P., that it held 51,124 shares as of June 24, 2009 outlined the delivery of a Substantial Shareholding Report submitted to the Kanto Local Finance Bureau on July 1, 2009. The Company is unable to confirm the number of shares held as of 31 May, 2009. Accordingly, Harris Associates L.P. has been omitted from the list of major shareholders identified

Corporate Data

Tokyo Stock Exchange, 1st Section 2168

Corporate Name	Pasona Group Inc.
Headquarters	Shin Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone 03-6734-0200
Established	December 3, 2007 (Founding February 1976)
Paid-in Capital	5,000 million yen
Representative	Yasuyuki Nambu
Business Activities	Temporary staffing/Contracting Placement/Recruiting Outplacement Outsourcing Other (education, training and other)
Number of Employees	4,916 (Consolidated, Including Contract workers)
Group Companies	Subsidiaries 36 , Affiliates 5
URL	http://www.pasonagroup.co.jp/english/

(As of May 31, 2009)

Total Support Structure

Pasona is establishing a total support structure that encompasses work, employee welfare benefits, health care, lifestyle advice and consulting services for all of its staff.

Total Support

