

Results for the Fiscal Year Ended May 31, 2013

FY2012 (June 1, 2012-May 31, 2013)

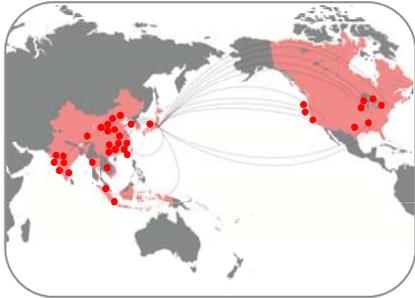
Pasona Group Inc.

First Section TSE (2168)

July 16, 2013

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

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



Promote a global strategy

Strengthen support to companies venturing overseas;
also enter the Thai market

Expand operation to **11** regions and **35** bases



Commence businesses that help revitalize regional communities

Businesses that help revitalize regional communities
with the aim of creating employment opportunities
Open **Nojima Scuola** by renovating abandoned schools



Bolster activities in the Osaka and Kansai area

Open a Group comprehensive office in Osaka
The concept of the building is “art”
in combination with a **BPO** function



Continue to support reconstruction efforts in the Tohoku area

Employees and temporary staff participating in nationwide volunteer
activities including **the Tohoku Rokkon Festival**

Shifts in employment conditions as a result of the change in government

Reform of employment structure and systems • measures aimed at strengthening human resource capabilities

Abe Administration growth strategy: strategy to rebuild Japan

- Increase job mobility  Shift from **an employment maintenance policy** to **better support labor mobility**
- Promote opportunities that enable women, young people, and the elderly to excel  Strengthen **education and training, internship, and trial employment programs**
- Help realize a variety of work styles  Review **the worker dispatch system**

Career support activities for young people

Create new places of employment for young people through a variety of career support activities



Provide employment support to approximately **15,000** people over a period of **3** years

Drawing on the Group's know-how in providing career support to new university graduates, also provide **job assistance to high school students**



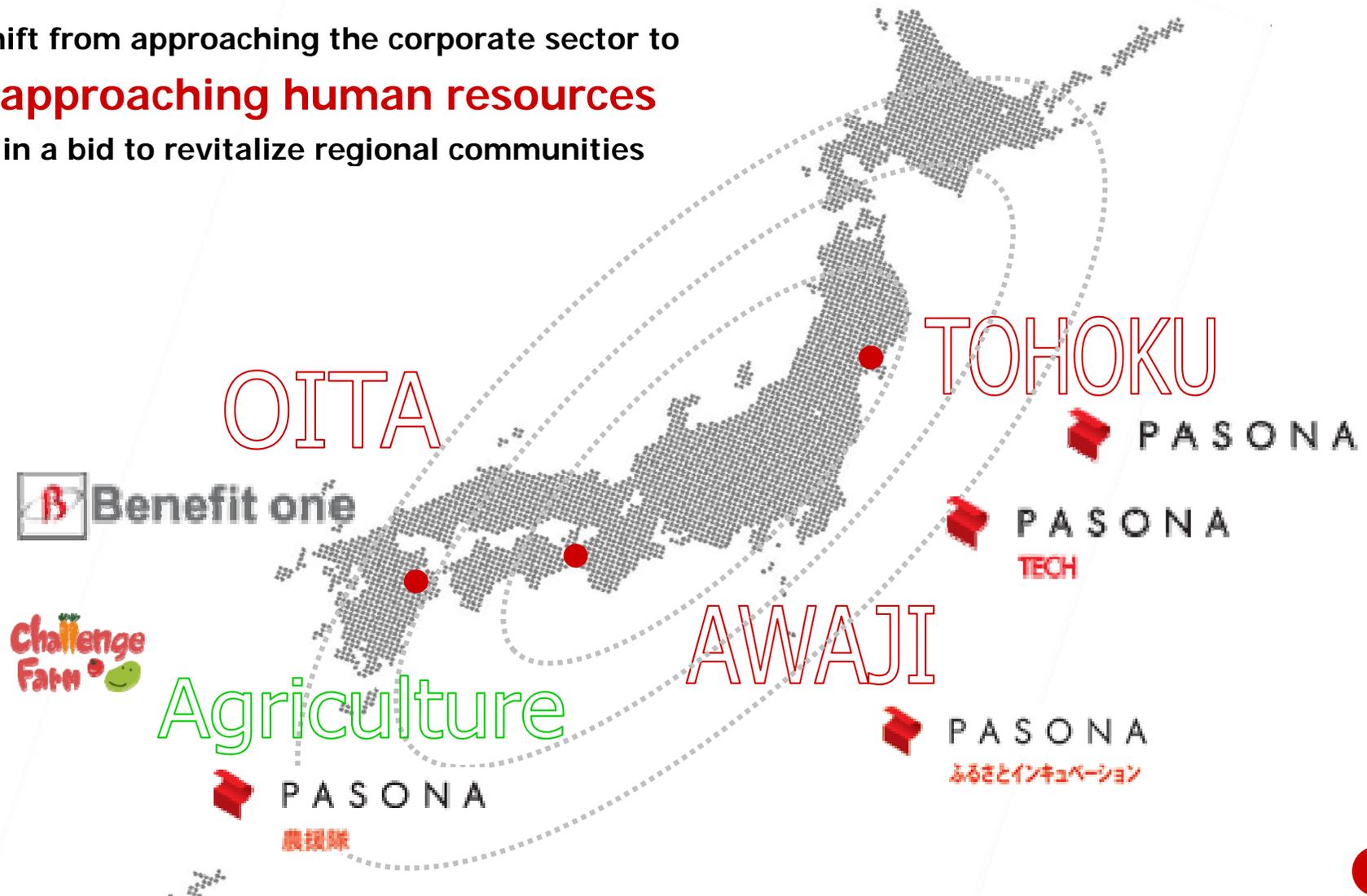
- Osaka
“High school graduate career support project”
- Kyoto
“Support operations for high school graduates who are yet to find employment”



Promote businesses aimed at revitalizing regional communities PASONA

Commence businesses aimed at revitalizing regional communities as a new business domain

Shift from approaching the corporate sector to **approaching human resources** in a bid to revitalize regional communities



Promote the development nationwide agricultural businesses focusing mainly on farmer support

Principal agriculture-related business activities

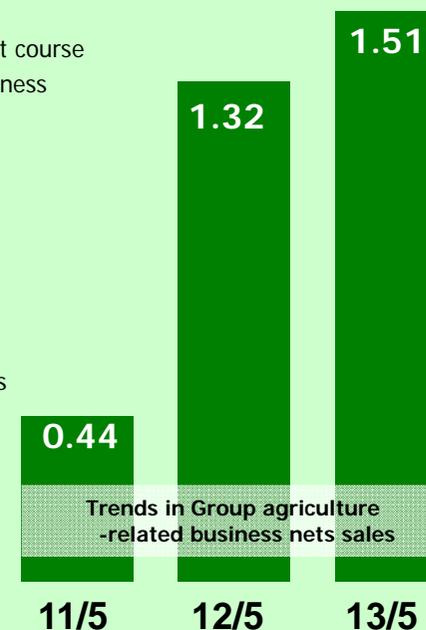


● Agriculture education and training

Growth in contract agriculture support and training businesses from local government authorities

- Nerima Ward Agriculture work helper and agricultural aid volunteer follow-up training
- Aomori Prefecture HRD program for “marche”(farmer’s market) coordinators
- Iwate Prefecture / Miyagi Prefecture / Fukushima Prefecture
Farmer employment support course; fishery operator employment support course
- Ishinomaki City Ishinomaki City agriculture value chain human resource development business
- Nagasaki Prefecture New farmer recruiting support business
- Aomori Prefecture Locally produced food relation producer development business
- Ministry of Agriculture, Forestry and Fisheries of Japan
Sixth industry planner coaching workshop
- Agri-MBA fifth class series commenced → Development into an agricultural venture university

(Unit: Billions of yen)



● Agriculture-related consulting, Promotion of a sixth industry

- Commenced “Office de Marche” a vegetable sales service where products are delivered to offices
- Take up an equity interest in Akita Shokusai Produce Co., Ltd. as a part of efforts to revitalize the local community in Akita by entering agricultural services
- Pasona Agri-Partners Inc. commences sales of bagna cauda at MEIDI-YA

● Temporary staffing and placement of human resources in the agriculture field

Businesses aimed at revitalizing regional communities

— Tohoku reconstruction support —

Wide-ranging ongoing support measures directed toward areas in the Tohoku region affected by the disaster

Support for human resources in the agriculture and fishery industries organized by Japan's Ministry of Health, Labour and Welfare



The Tohoku Rokkon Festival in Fukushima



Economic effect totaling **¥3 billion**

The employment creation support project organized by the city of Rikuzentakata



Tohoku children's orchestra



The Tohoku Story Project



Businesses aimed at revitalizing regional communities — Awaji Island and Beppu, Oita —

Also promoting the development of facilities that **help attract human resources**

Awaji Island



Nojima Scuola (opened in August 2012)

Renovating abandoned schools on Awaji Island to establish a business model aimed at revitalizing the regional community through a combination of **agricultural, employment, and tourism** initiatives



Beppu



Plans to open **a hot spring social welfare facility** in the spring of 2014

Plans to open a social welfare facility **specifically for the use of women**; the site of a nuclear center will be used to construct a **hot spring facility**

Health & Beauty

COOL JAPAN Producer human resource temporary staffing business activities
commissioned by Japan's Ministry of Economy, Trade and Industry

P A S O N A
TECH

Conveying culture

Uncovering and fostering human resources who are capable
of conveying the appeal of Japan to the world

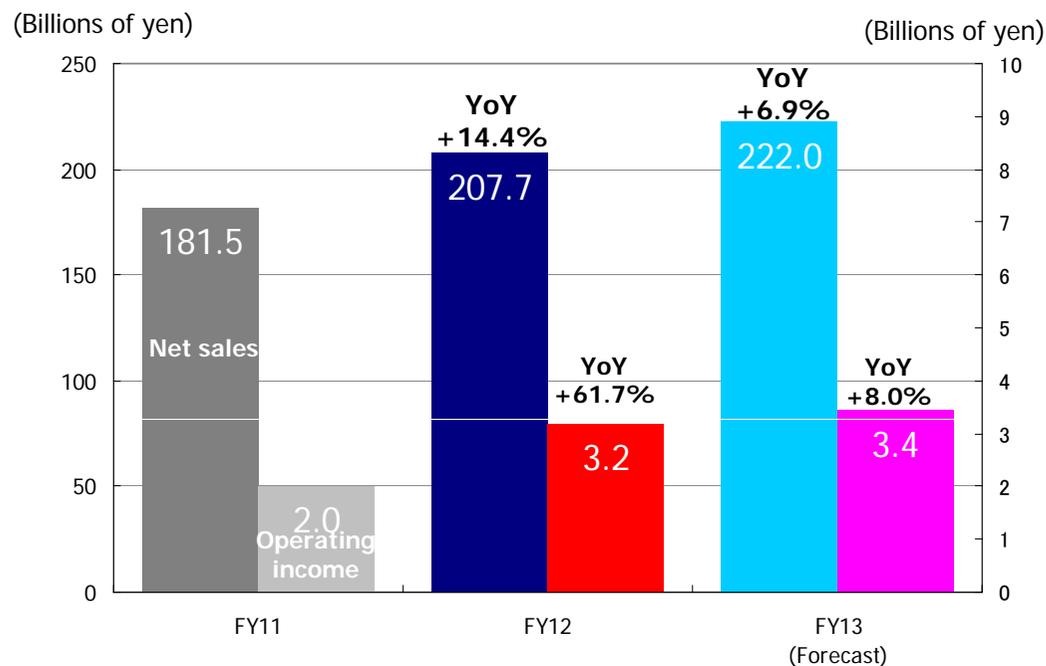


Consolidated Forecasts for the Fiscal Year ending May 31, 2014



- Double-digit percentage growth in revenues due mainly to the positive flow-on effects of the M&A in the fiscal year ended May 31, 2013
Substantial improvement in earnings owing largely to growth in Outplacement activities and successful efforts to reduce costs
- Focus on increasing the top line (revenues) and actively expanding business activities in the fiscal year ending May 31 2014

(Millions of yen)



Consolidated	FY2012	FY2013 (Forecast)
Net Sales (YoY)	207,685 (+14.4%)	222,000 (+6.9%)
Cost of Sales	167,609 (+13.5%)	180,330 (7.6%)
Gross Profit	40,075 (+18.5%)	41,670 (+4.0%)
SG&A Expenses	36,898 (+15.9%)	38,240 (+3.6%)
Operating Income	3,176 (+61.7%)	3,430 (+8.0%)
Ordinary Income	3,187 (+52.4%)	3,320 (+4.2%)
Net Income	610 (1969.4%)	480 (-21.4%)

Dividend Policy

Basic policy to deliver adequate returns to shareholders while taking into consideration performance; while at the same time providing continuous and stable dividends

Dividends

Plan to pay ¥1,000 per share for the fiscal year ending May 31, 2014

- 13/5 Dividend per share ¥1,000 Interim ¥- Period-End ¥1,000
- 14/5 Dividend forecast per share ¥1,000(¥10) Interim ¥- Period-End ¥1,000 (¥10)

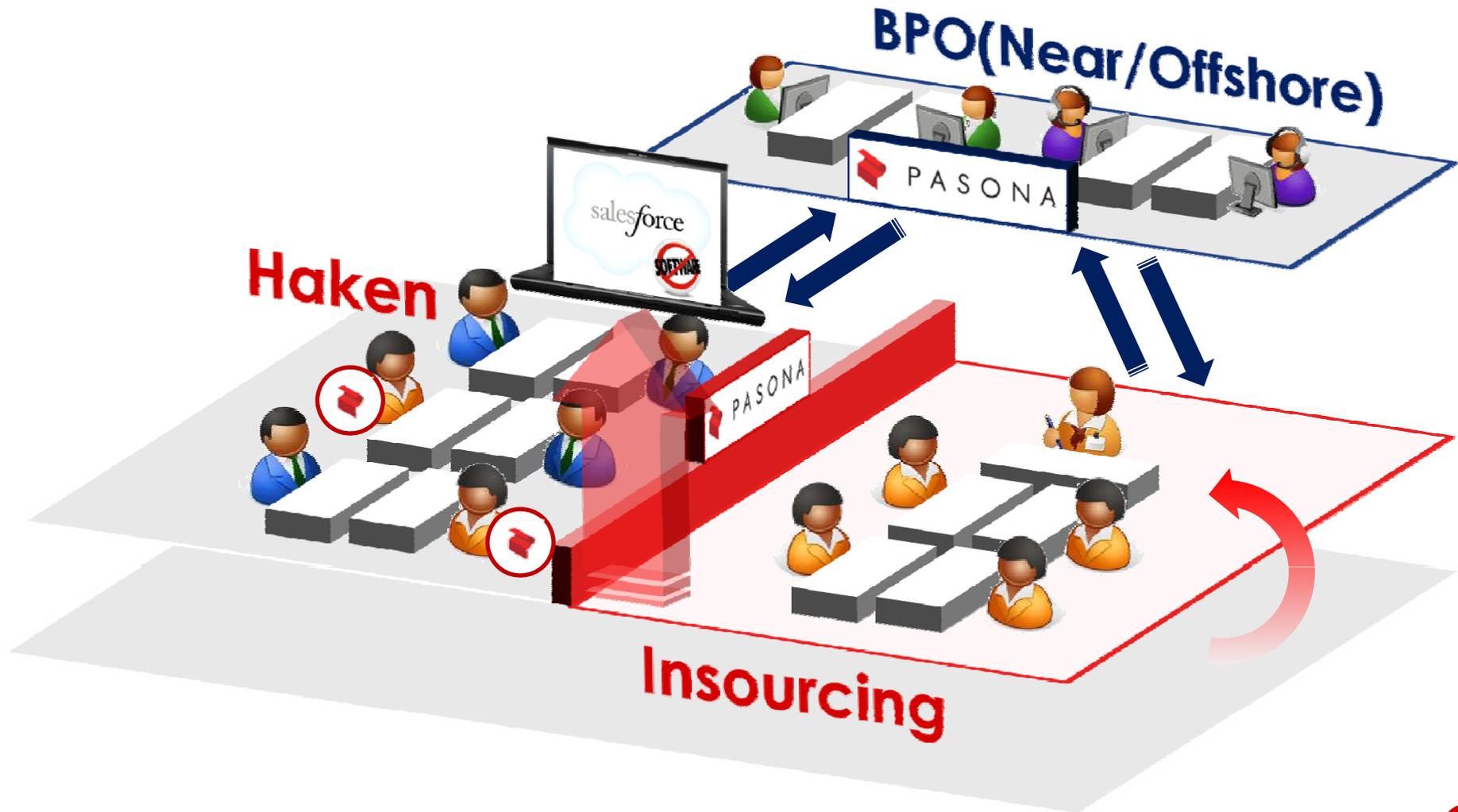
※ The Company plans to implement a 100-for-1 stock split of its common stock as of December 1, 2013. At the same time, the Company plans to adopt a unit share system with 100 common shares as a unit share. Taking into consideration the stock split, the annual cash dividend will equate to ¥10 per common share.

	FY2009	FY2010	FY2011	FY2012	FY2013 (Forecast)
Cash dividend per share (Yen)	500	1,000	1,000	1,000	1,000 (10)※
Payout ratio (consolidated)	88.5%	90.8%	1,269.4%	61.3%	78.0%

1. Strategic Priorities for the Fiscal Year Ending May 31, 2014

1. Bolstering solution services (1)

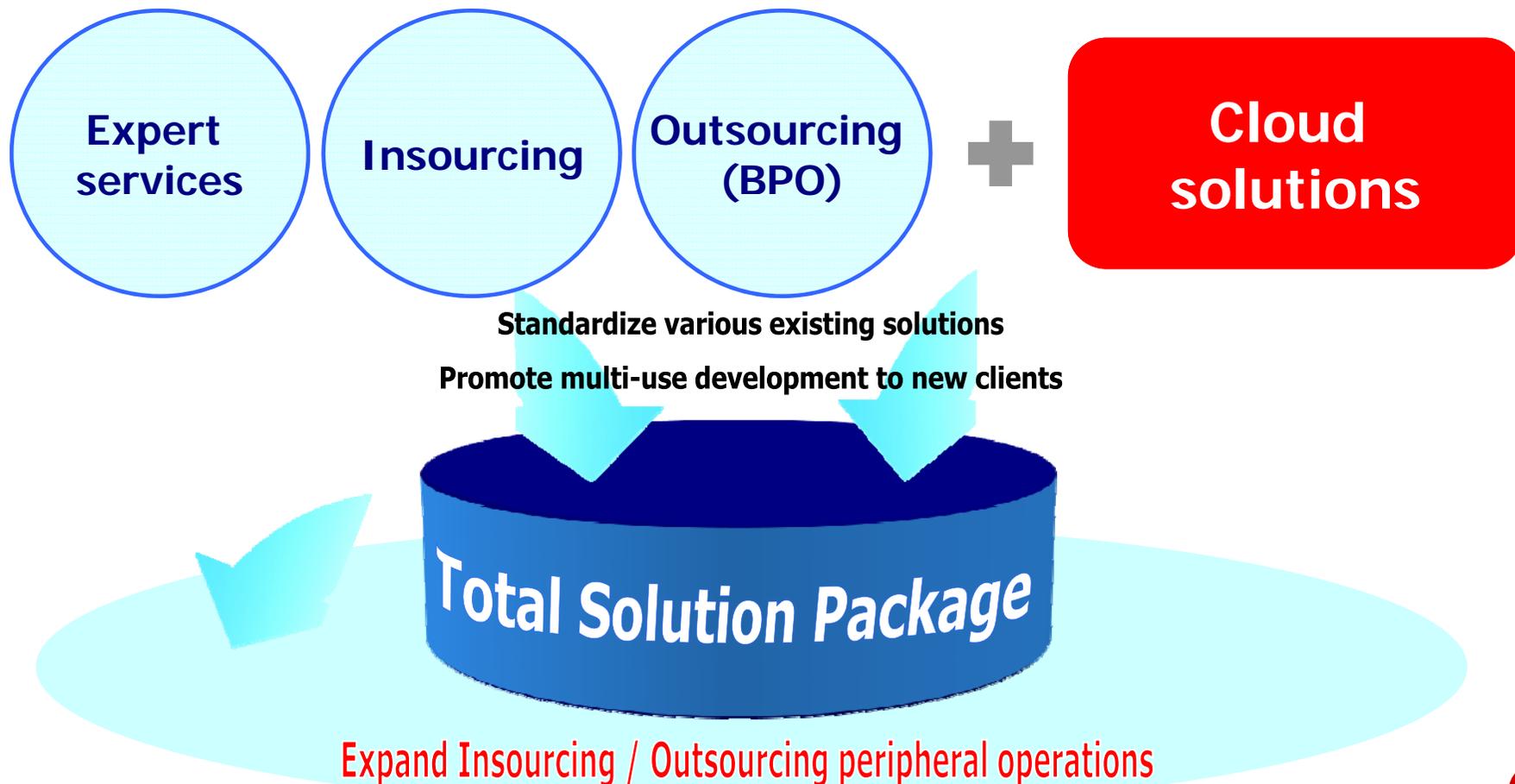
Temporary Staffing × Insourcing × BPO × Cloud



1. Bolstering solution services (2)

Enabling the provision of a variety of solutions and clarifying company needs

- Promote the standardizing of services and multi-use development based on a variety of examples
- Expand menus for peripheral operations



2. Strengthening employee solutions (1)

Promote the commercial application of employee welfare benefits as well as in-house education and training activities; expand the scope of business

Companies



CAPLAN:
“J-Presence Academy “
Pasona Education



Language education
Management training
Office etiquette, customer service,
etc.

Temporary
staff



Pasona College



Specialist skills training

- Secretarial training
- Specialized trading training
- Specialized accounting and finance training
- Medical secretary, etc. training

Commercial
application

Housewives



Pasona



Return to work training
Small and medium-sized enterprise
new worker cultivation project
business

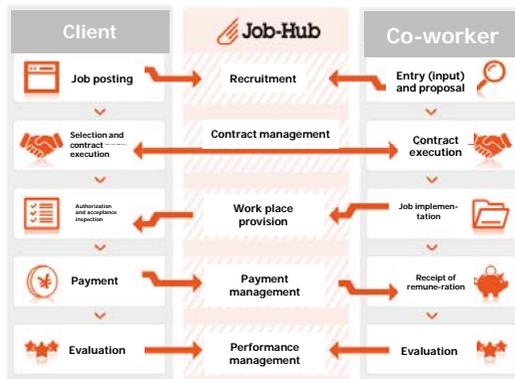
2. Strengthening employee solutions (2)

Proposing work styles that are not restricted by time and place

Crowd sourcing

Developing Job-Hub

- Comprehensive process from the online ordering of work through contract execution to delivery and settlement
 - ➔ Realizing a co-working business model that is not restricted by place or time



Office 365

Introduce Microsoft Office 365

- Working under the same environment from any location using a multi-platform
 - ➔ Supporting women's tele-working



by Microsoft

2. Strengthening employee solutions (3)

Strengthening the support structure and systems aimed at assisting working women

Child care businesses

● Pasona Foster



Managing and operating nurseries for children, consulting, after-school care for children, dispatch of child minders

Managing and operating child care support facilities across **50 nationwide locations** focusing mainly on child care centers within business offices and authorized day care centers



- April 2013
Opened "Kid's Harmony Shinjuku," focusing on the concept of "diversity," day care facilities for use by multiple companies

Nursing care and homemaker businesses

● Pasona Life Care



(operations commenced in May 2013)

Management and operation of nursing care facilities, dispatch and placement of nursing care human resources
Development "legoto (home) concierge" homemaker services

Established as a specialist welfare nursing care and homemaker company

Managed and operated across **28 offices in six prefectures**

Accelerating the pace of development of facilities that are deeply rooted in each community



- Wakayama Prefecture "Yottoide Nishisho"

2. Strengthening employee solutions (4)

Supporting the effective use of women as the key to corporate growth



Nikkei WOMAN magazine (May 2013)
 "100 companies in which women excel"

Ranked **6** overall

System to appoint women to managerial positions **4th**



Women in management position (manager and above)

45%



Ratio of female directors

21%



Ratio of women returning to work after giving birth to their first child

essentially 100%



● Sales and marketing team comprised solely of women raising children
 Pasona "Career mothers team"

Women's work style service



● Also provide a career mothers designated homepage

www.pasona.co.jp/career-mama/

Harness the experience and know-how of the Pasona Group to help client companies more effectively utilize their female employees

● Implement return to work training that children can participate in with their mothers

Commence women's application system design and women's application promotion consulting



3. Further developing global services

Accelerate the pace of new store openings and upgrade and expand global menus

(1) Develop new bases

Target **five** countries and **10** bases
(fiscal 2012: 11 regions and 35 bases)

(2) Optimize the base portfolio

Establish groupings based on the attributes of each area and put forward strategies
Maximize synergies between areas

(3) Develop menus based on Group collaboration

Launch new global service menu proposals that encompass Benefit One, the incentive and other businesses

2. Results for the Fiscal Year Ended May 31, 2013

Concerning Revisions to Business Results Forecasts for the Full Fiscal Year Ended May 31 2013

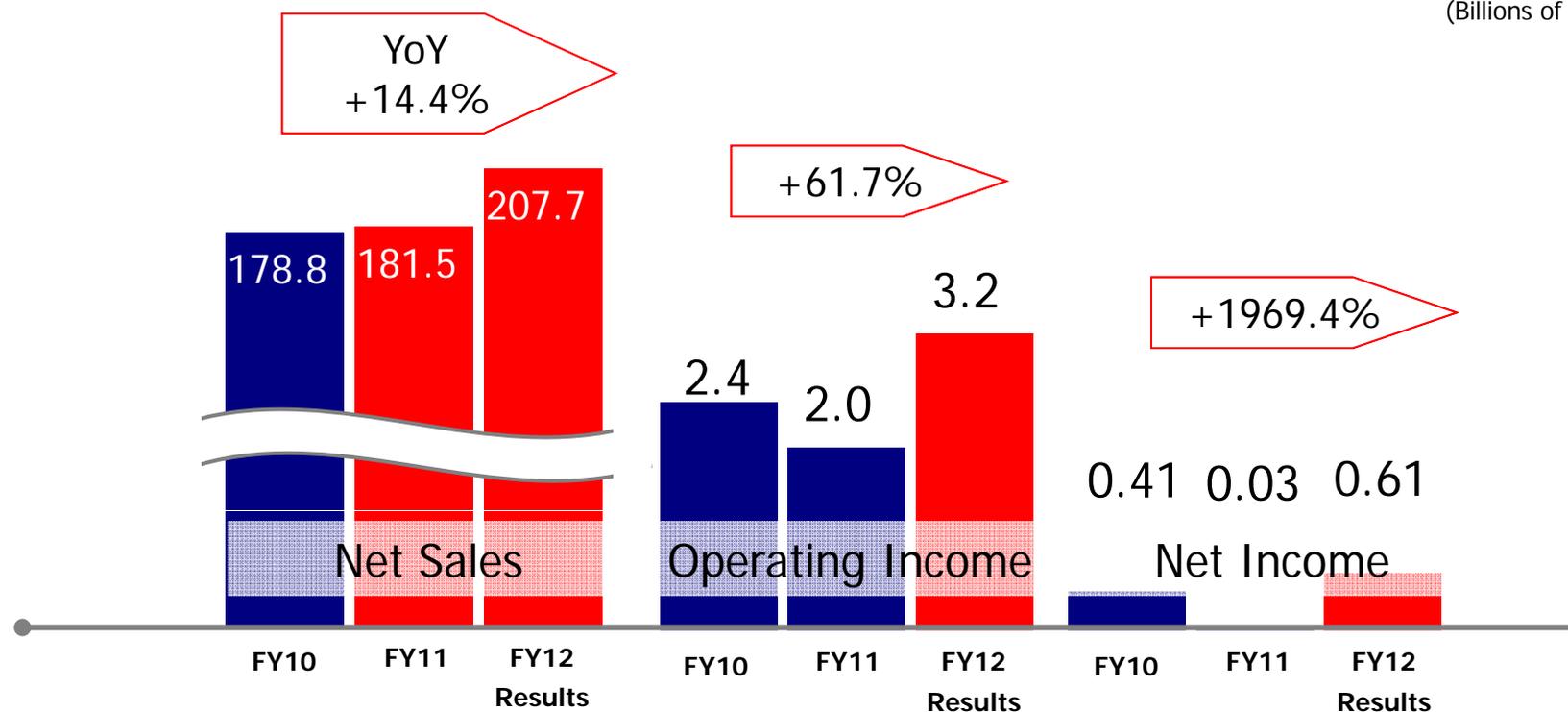
- Fall slightly short of sales targets due to the carryover of Insourcing projects into the next period, completion of emergency employment contract, and other factors
- Expand Global Outsourcing and Outplacement activities; increase earnings through the reduction of corporate costs
- Reduction in the tax burden owing mainly to the partial application of tax effect accounting; net income exceeds plans

(Millions of yen)

FY2012	Initial Forecast	Results	Change (amount)	Change (%)	
Net Sales	212,000	207,685	(4,314)	(2.0)%	● Net Sales Fall short of sales targets in Insourcing
Gross Profit	40,100	40,075	(24)	(0.1)%	● Gross Profit Increased gross profit margin, due mainly to better Outplacement performance than expected, fully offset a shortage of net sales
SG&A Expenses	37,100	36,898	(201)	(0.5)%	● SG&A Expenses Reduction of corporate costs
Operating Income	3,000	3,176	176	5.9%	
Ordinary Income	2,900	3,187	287	9.9%	
Net Income	350	610	260	74.4%	● Net Income Application of tax effect accounting for a certain subsidiaries
Gross Profit margin	18.9%	19.3%	+0.4%pt		
SG&A Expenses margin	17.5%	17.8%	+0.3%pt		
Operating Income margin	1.4%	1.5%	+0.1%pt		

Consolidated Results for the Fiscal Year Ended May 31, 2013

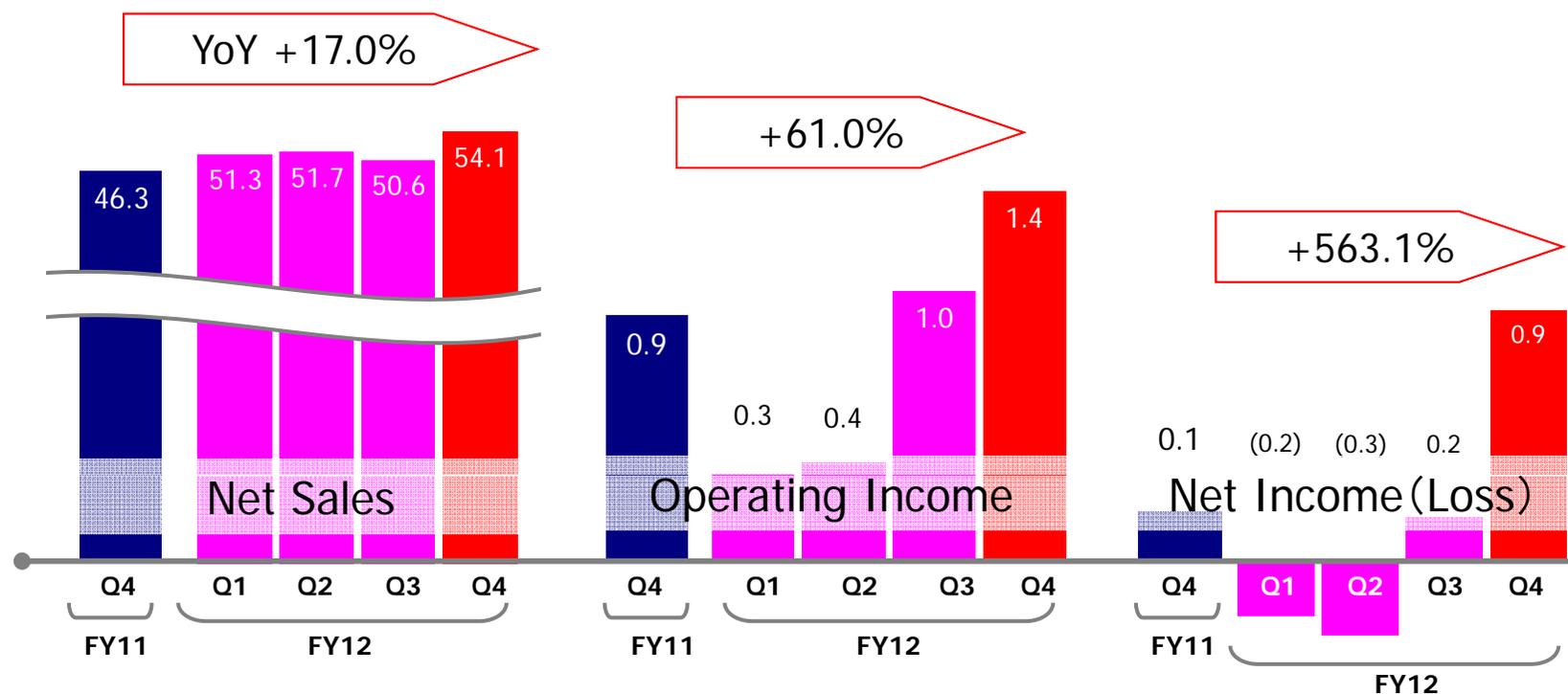
(Billions of yen)



(Millions of yen)	FY10	to net sales %	FY11	to net sales %	FY12	to net sales %	vs FY11 Increase/Decrease	%
Net sales	178,806	100.0	181,498	100.0	207,685	100.0	26,186	14.4%
Cost of sales	145,247	81.2	147,693	81.4	167,609	80.7	19,916	13.5%
Gross profit	33,558	18.8	33,805	18.6	40,075	19.3	6,270	18.5%
SG&A expenses	31,125	17.4	31,840	17.5	36,898	17.8	5,058	15.9%
Operating income	2,432	1.4	1,964	1.1	3,176	1.5	1,211	61.7%
Ordinary income	2,571	1.4	2,091	1.2	3,187	1.5	1,095	52.4%
Net income	412	0.2	29	0.0	610	0.3	581	1969.4%

Consolidated Results for the Three-month period ended May 31, 2013

(Billions of yen)



(Millions of yen)	Q4 FY11	to net sales %	Q1 FY12	to net sales %	Q2 FY12	to net sales %	Q3 FY12	to net sales %	Q4 FY12	to net sales %	vs FY11 Increase/Decrease	YoY
Net sales	46,252	100.0	51,270	100.0	51,705	100.0	50,585	100.0	54,123	100.0	7,870	17.0%
Cost of sales	37,344	80.7	41,753	81.4	42,151	81.5	40,562	80.2	43,141	79.7	5,796	15.5%
Gross profit	8,908	19.3	9,517	18.6	9,553	18.5	10,022	19.8	10,982	20.3	2,073	23.3%
SG&A expenses	8,023	17.3	9,181	17.9	9,174	17.7	8,984	17.8	9,557	17.7	1,534	19.1%
Operating income	884	1.9	335	0.7	379	0.7	1,037	2.1	1,424	2.6	539	61.0%
Ordinary income	952	2.1	330	0.6	362	0.7	1,010	2.0	1,483	2.7	530	55.7%
Net income(loss)	136	0.3	(193)	-	(260)	-	160	0.3	904	1.7	768	563.1%

Consolidated Results by Segment

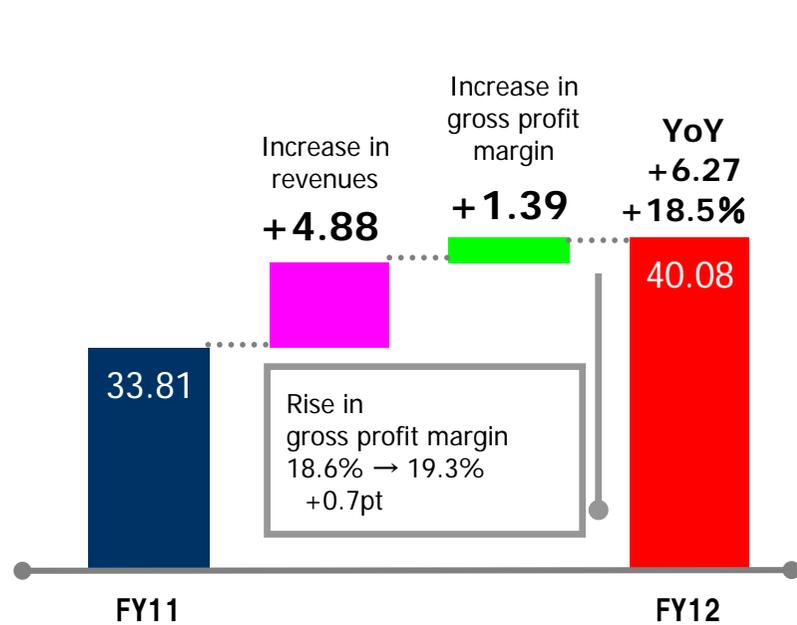
(Millions of yen)

	Segment	Net sales				Operating income				Operating income margin		
		FY11	FY12	Increase/ Decrease	YoY	FY11	FY12	Increase/ Decrease	YoY	FY11	FY12	Increase/ Decrease
1	Expert Services	122,491	129,720	7,228	5.9%	2,211	2,661	450	20.4%	1.4%	1.5%	0.1pt
2	Insourcing	26,748	37,007	10,258	38.3%							
3	HR Consulting, others	1,767	4,094	2,326	131.6%							
4	Place & Search	2,692	2,869	177	6.6%							
5	Global Sourcing	2,327	3,236	908	39.0%							
	Subtotal	156,028	176,928	20,899	13.4%							
6	Outplacement	9,594	12,235	2,641	27.5%	834	2,164	1,329	159.3%	8.7%	17.7%	9.0pt
7	Outsourcing	14,959	17,610	2,651	17.7%	2,479	2,696	216	8.7%	16.6%	15.3%	(1.3)pt
8	Life Solutions Public Solutions Shared	3,732	3,933	200	5.4%	42	(46)	(89)	-	1.1%	-	-
9	Eliminations and Corporate	(2,816)	(3,021)	(205)	-	(3,603)	(4,299)	(695)	-	-	-	-
10	Total	181,498	207,685	26,186	14.4%	1,964	3,176	1,211	61.7%	1.1%	1.5%	0.4pt

Gross Profit, SG&A expenses

(Billions of yen)

Gross Profit



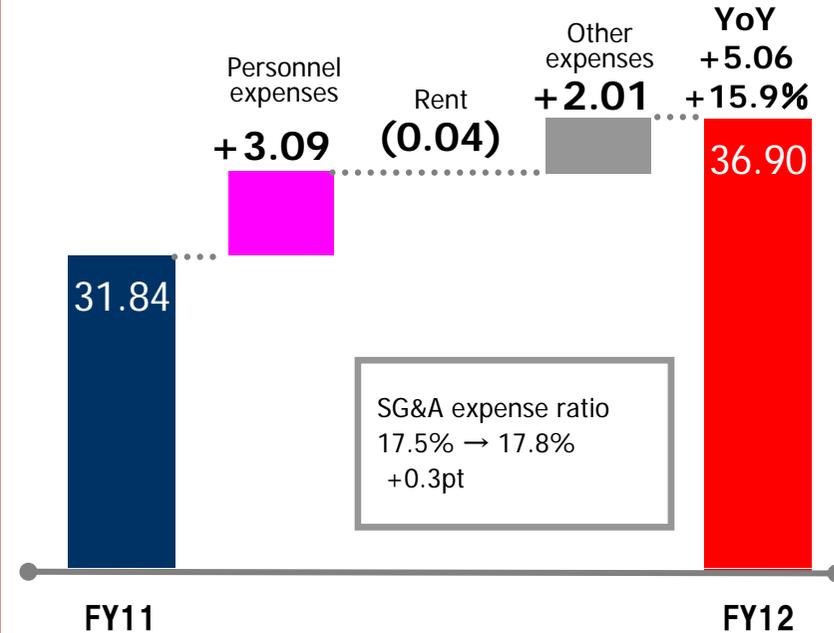
(Billions of yen)

	FY11	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	FY12	Increase/Decrease
Gross profit	33.81	9.52	9.55	10.02	10.98	40.08	6.27
Gross profit margin	18.6%	18.6%	18.5%	19.8%	20.3%	19.3%	+0.7pt

(Reference)

	FY07	FY08	FY09	FY10	FY11	FY12
Gross profit margin	20.8%	19.9%	20.0%	18.8%	18.6%	19.3%

SG&A expenses



(Billions of yen)

	FY11	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	FY12	Increase/Decrease
Personnel	18.46	5.25	5.38	5.33	5.59	21.55	3.09
Advertisement and recruitment	0.86	0.26	0.24	0.25	0.28	1.05	0.18
IT	1.97	0.46	0.52	0.49	0.53	2.00	0.03
Rent	3.77	0.94	0.92	0.91	0.95	3.72	(0.04)
Others	6.78	2.27	2.11	2.00	2.21	8.58	1.80
Total	31.84	9.18	9.17	8.98	9.56	36.90	5.06
SG&A expense ratio	17.5%	17.9%	17.7%	17.8%	17.7%	17.8%	+0.3pt

(Reference)

	FY07	FY08	FY09	FY10	FY11	FY12
SG&A expense ratio	18.1%	18.6%	18.0%	17.4%	17.5%	17.8%

Non-operating/Extraordinary income (loss), Others

(Millions of yen)

	FY11	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	FY12	Increase/Decrease	YoY
Operating income	1,964	335	379	1,037	1,424	3,176	1,211	61.7%
Non-operating income	383	56	69	67	120	313	(70)	(18.3)%
Non-operating expenses	256	60	86	94	61	302	45	17.9%
Ordinary income	2,091	330	362	1,010	1,483	3,187	1,095	52.4%
Extraordinary income	175	0	0	3	259	263	87	50.0%
Extraordinary loss	47	23	14	4	203	246	198	417.1%
Income before income taxes	2,218	306	347	1,009	1,539	3,204	985	44.4%
Income taxes – current	1,406	233	482	400	1,003	2,119	712	50.7%
Income taxes – deferred	24	103	(12)	189	(606)	(325)	(349)	-
Minority interests in income	758	163	138	259	238	799	41	5.4%
Net income (loss)	29	(193)	(260)	160	904	610	581	1969.4%

● **Non-operating income**
Decrease in subsidies for employment adjustment

● **Extraordinary income**
Gain on donation of noncurrent assets
58 million yen

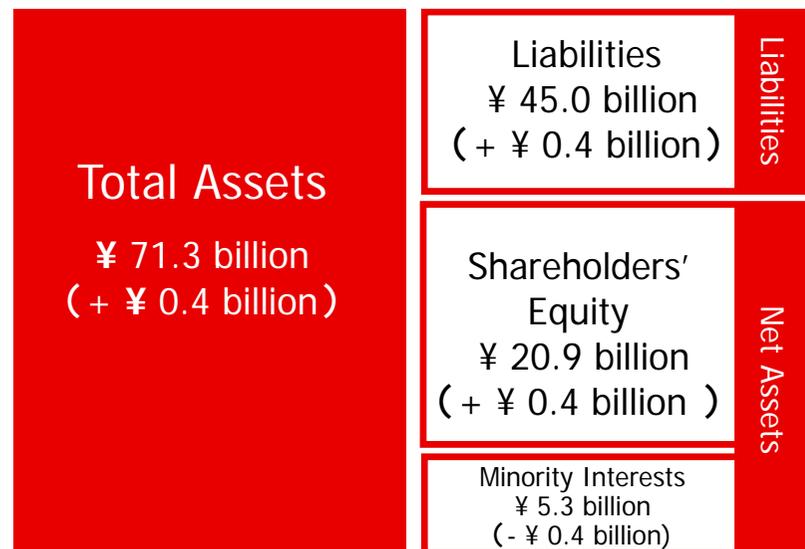
● **Extraordinary income**
Gain on sales of subsidiaries and affiliates' stocks
246 million yen

● **Extraordinary loss**
Impairment loss
169 million yen

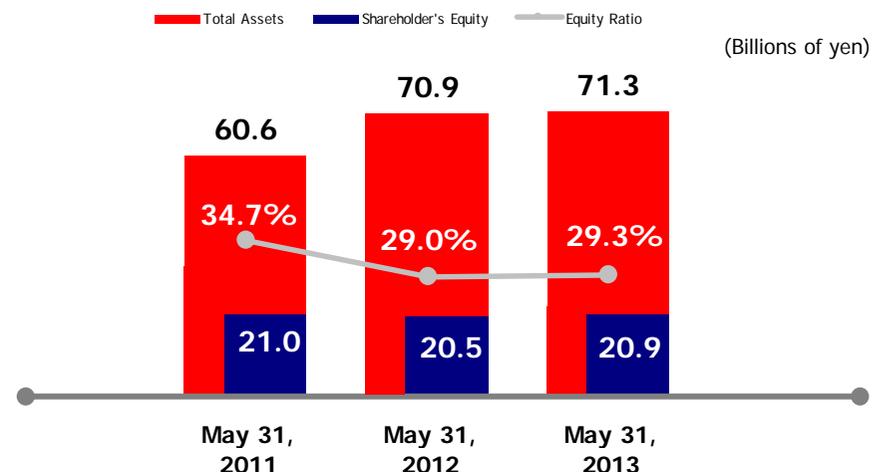
● **Income taxes – deferred**
Application of a tax effect

Financial Position

As of May 31, 2013
 • Figures in parentheses indicate changes from the end of the previous fiscal year.



Total Assets, Shareholders' Equity, Equity Ratio



(Billions of yen)	May 31, 2012	May 31, 2013	Increase/Decrease
Current assets	49.4	47.8	(1.6)
Noncurrent assets	21.5	23.4	2.0
Total assets	70.9	71.3	0.4
Current liabilities	31.9	33.7	1.8
Noncurrent liabilities	12.6	11.3	(1.4)
Total liabilities	44.6	45.0	0.4
Total net assets	26.3	26.3	(0)

- Decrease in cash and deposits ¥(2.2) billion
- Increase in property, plant and equipment ¥1.5 billion
- Increase in investment securities ¥0.4 billion
- Increase in deferred tax assets ¥0.4 billion

- Decrease in long-term loans payable ¥(2.6) billion
- Increase in lease obligations ¥0.8 billion
- Increase in Income taxes payable ¥0.6 billion
- Increase in unearned revenue ¥0.6 billion
- Increase in provision for retirement benefits ¥0.5 billion

- Net income ¥0.6 billion
- Increase in foreign currency translation adjustment ¥0.1 billion
- Decrease in minority interests ¥(0.4) billion
- Dividends paid ¥(0.4) billion

Cash Flows

Item of Increase/Decrease

- Income before income taxes ¥3.2 billions
- Depreciation and amortization ¥2.6 billions
- Amortization of goodwill ¥0.7 billions
- Decrease in notes and accounts receivable—trade ¥0.6 billions
- Income taxes paid ¥(1.7) billions

- Purchase of property, plant and equipment ¥(2.6) billions
- Purchase of intangible assets ¥(1.0) billions
- Purchase of investment securities ¥(0.8) billions

- Proceeds from sale and leaseback ¥1.0 billions
- Proceeds from long-term loans payable ¥(2.6) billions
- Cash dividends paid ¥(0.8) billions
- Purchase of treasury stock in subsidiaries ¥(1.4) billions

(Billions of yen)	FY11	FY12	Increase/Decrease
Cash flows from operating activities	3.4	5.9	2.4
Cash flows from investing activities	(5.7)	(4.5)	1.2
Cash flows from financing activities	2.5	(4.3)	(6.8)
Cash and cash equivalents at the end of the period	22.7	19.9	(2.8)
Free cash flows	(2.3)	1.3	3.6

YoY Increase/Decrease

- Income before income taxes ¥1.0 billions
- Depreciation and amortization ¥0.5 billions
- Amortization of goodwill ¥0.3 billions
- Increase (decrease) in provision for retirement benefits ¥0.4 billions

- Purchase of investments in subsidiaries resulting in change in scope of consolidation ¥4.4 billions
- Purchase of property, plant and equipment ¥(1.8) billions
- Purchase of intangible assets ¥(0.3) billions
- Purchase of investment securities ¥(0.8) billions

- Proceeds from sale and leaseback ¥1.0 billions
- Proceeds from long-term loans payable ¥(5.6) billions
- Repayments of loans and finance lease obligations ¥(0.9) billions
- Purchase of treasury stock in subsidiaries ¥(1.4) billions

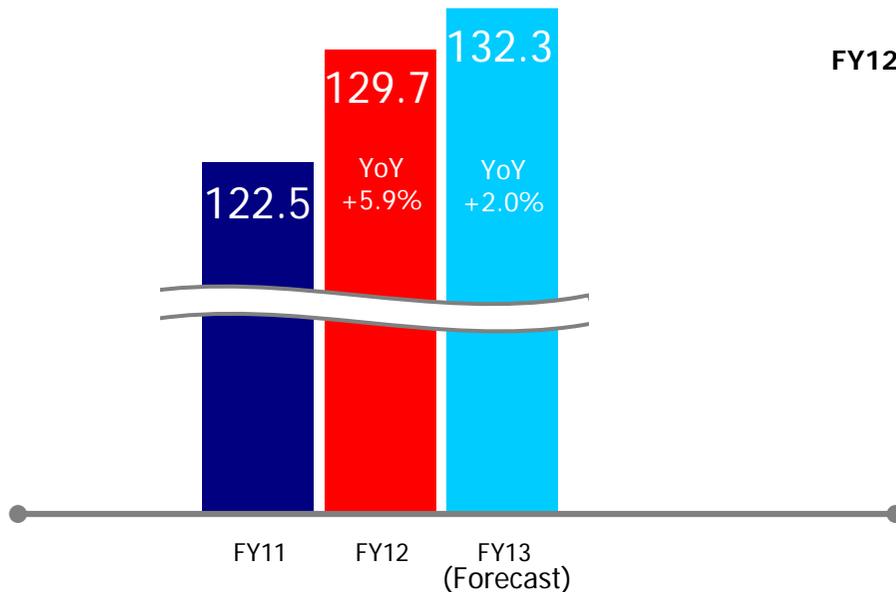
3. Overview by Business Segment

Expert Services (Temporary staffing) Sales by Staffing Type

Net Sales

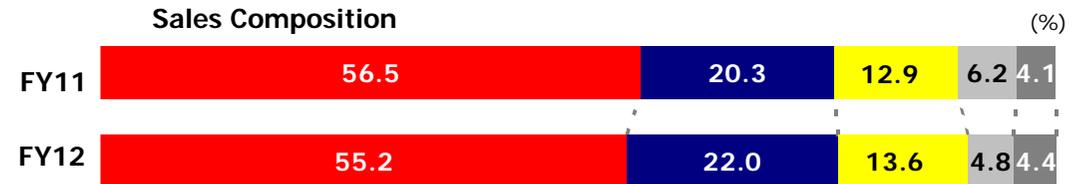
※ Segment figures include intersegment sales

(Billions of yen)



Sales by Staffing Type

※ Figures exclude intersegment sales



(Millions of yen)

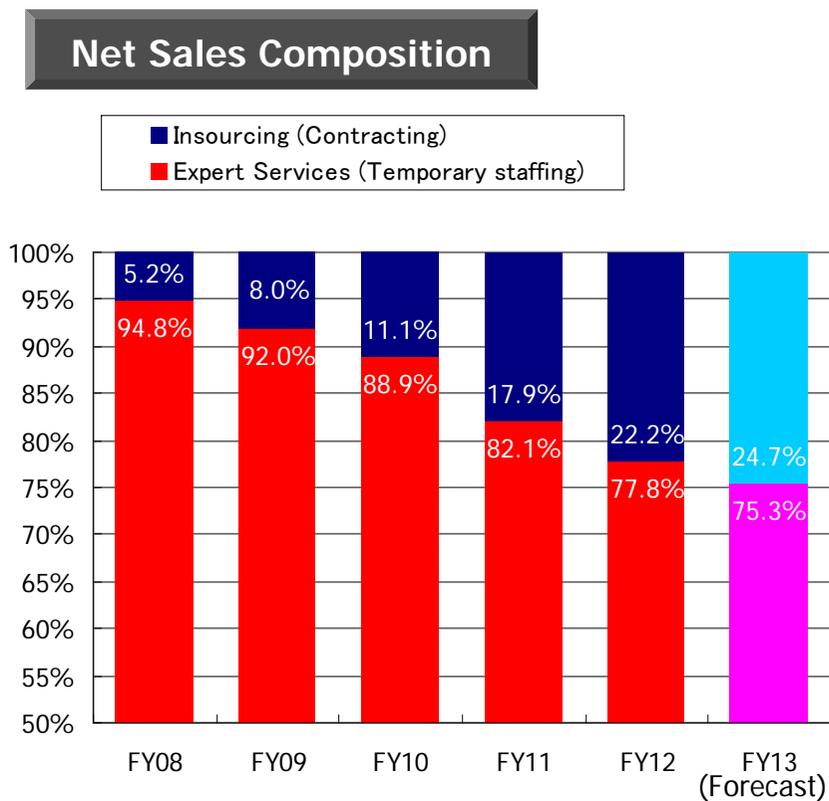
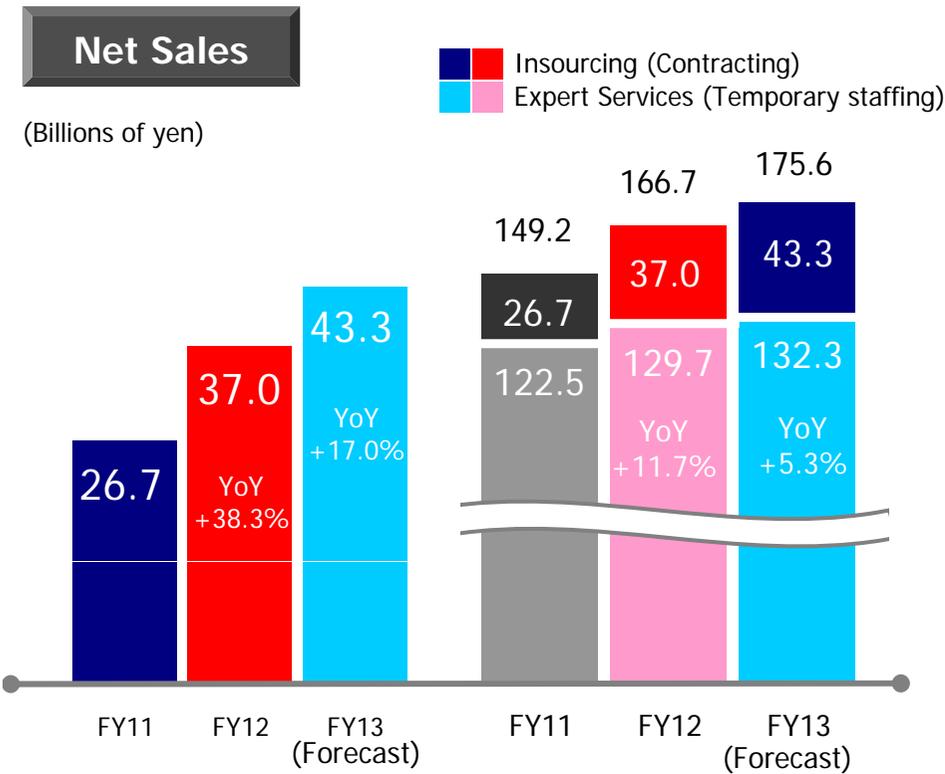
	FY11	FY12	(Reference) YoY
Clerical	69,121	71,378	3.3%
Technical	24,754	28,458	15.0%
IT engineering	15,781	17,622	11.7%
Sales and Marketing	7,631	6,228	(18.4)%
Other Expert Services	4,980	5,720	14.9%
Total	122,269	129,408	5.8%

FY12

- Trends in orders received show a positive turnaround on the back of such factors as an improvement in business sentiment
- Growth in specialized (technical) temporary staffing owing mainly to M&A as well as training
- Bolstered the operating structure by newly establishing and reorganizing subsidiaries; measures included the establishment of Pasona Tquila, a company that engages in the training and dispatching of engineers, and the integration of Pasona and Pasona Sourcing

FY13 Strategies

- Forecast continued recovery in demand owing mainly to the positive turnaround in economic conditions
- Upgrade and expand education and training menus; continue to bolster development and training of specialized (technical) human resources
- Promote SNS and mobile environments to strengthen recruiting strategies



FY12

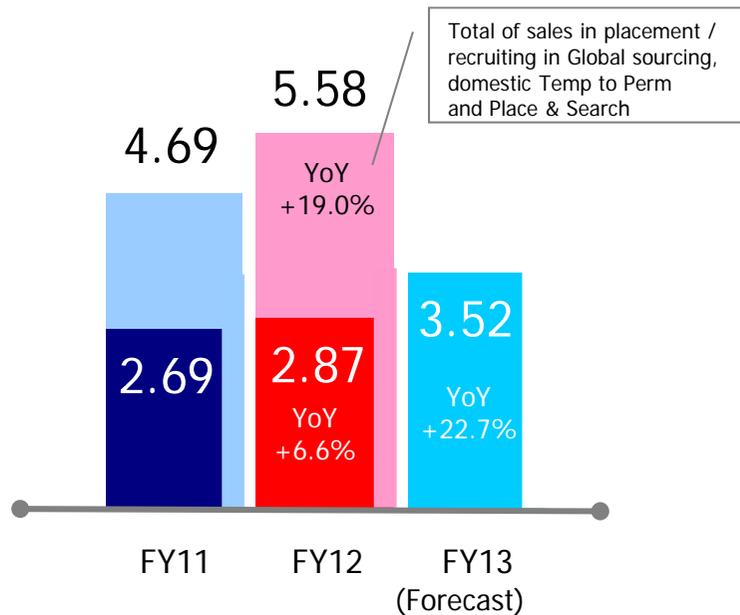
- Promoted the shift from temporary staffing to Insourcing
- Growth in such domains as administration and general affairs; increase in private-sector contracts
- Asahi Beer Communications included in the scope of the Company's consolidation from January 2013; engaged in product sales order operations

FY13 Strategies

- Continue to promote efforts aimed at strengthening proposals through such measures as raising business efficiency utilizing cloud technologies
- Strengthen proposals aimed at promoting the shift from Insourcing to outsourcing (BPO); utilized the Bewith Contact Center
- Bolster project manager and staff development and training; focus on standardizing and leveling operations; collectively employ these initiatives to increase profitability

Net Sales

(Billions of yen)



No. of Orders (Consolidated)

(Quarterly average)
Place & Search segment

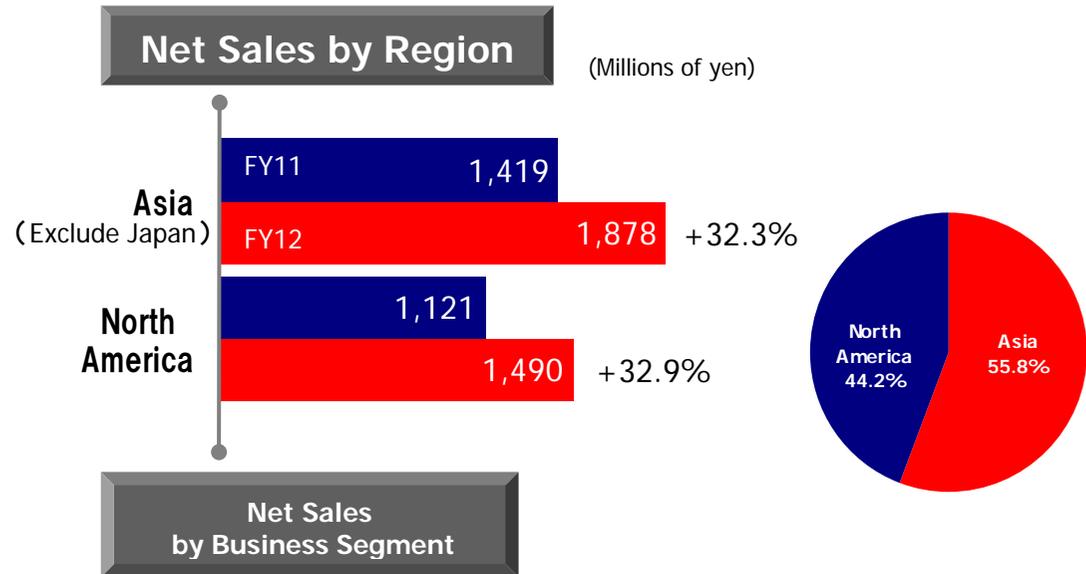
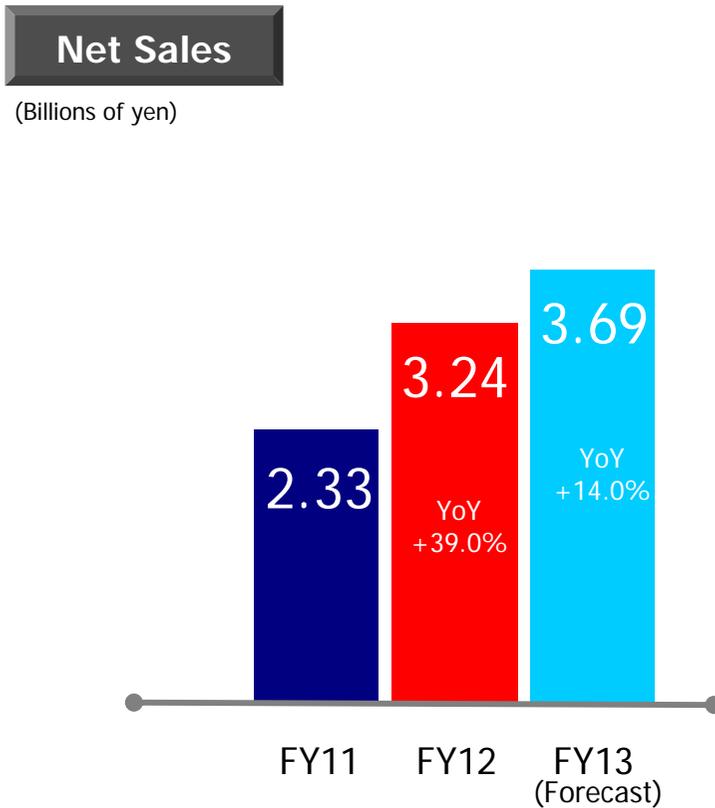


FY12

- Growing willingness to recruit and hire across a wide range of industries with particular interest in engineers in the IT and manufacturing fields and global human resources
- Focus on registration and recruiting through web renewal
- Strengthened consultant development and training

FY13 Strategies

- Forecast continued firm growth in the placement and recruiting market
- Focus on capturing registrations in job types that are distinguished by their high job offer needs
- Aim to further enhance job seeker satisfaction as well as matching precision by strengthening career counseling



Net Sales by Business Segment

Business Segment	FY11	FY12	YoY	Sales Composition
Temporary Staffing	902	1,139	+26.3%	35.2%
Placement / Recruiting	1,053	1,279	+21.5%	39.5%
Contracting (Payroll, others)	336	742	+120.6%	22.9%
Others	35	74	+109.4%	2.4%
Total	2,327	3,236	+39.1%	100.0%

- ### FY12
- Increase in Japanese company demand in North America and the ASEAN region
 - Growth in contracts as a result of synergies between outsourcing services in such fields as the management of expatriate payrolls and labor operations and talent management
 - Entry into Thailand as a part of efforts to expand in the ASEAN region; inclusion of subsidiaries in the Company's scope of consolidation including local subsidiaries in Vietnam and Dalian, China

- ### FY13 Strategies
- Actively promote the opening of new offices in line with increase in entry by Japanese companies
 - Put forward global menus that accurately reflect the characteristics of each region
 - Take steps to cultivate job seekers through the placement of new foreign student graduates and collaboration with overseas local universities

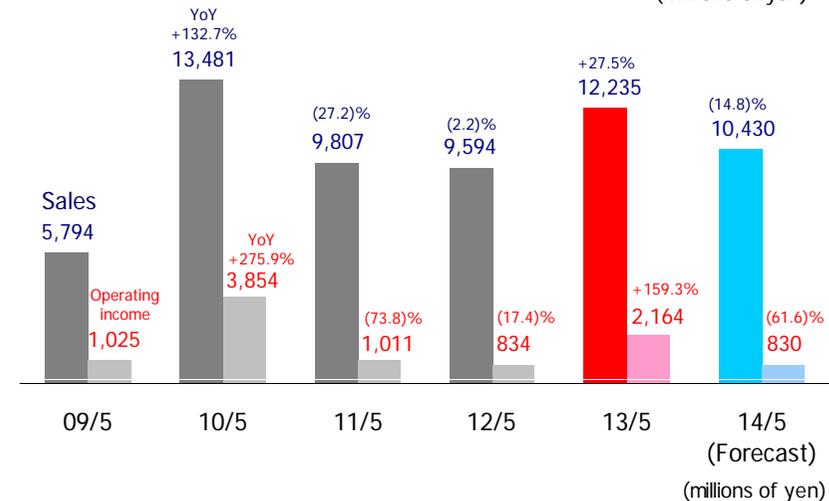
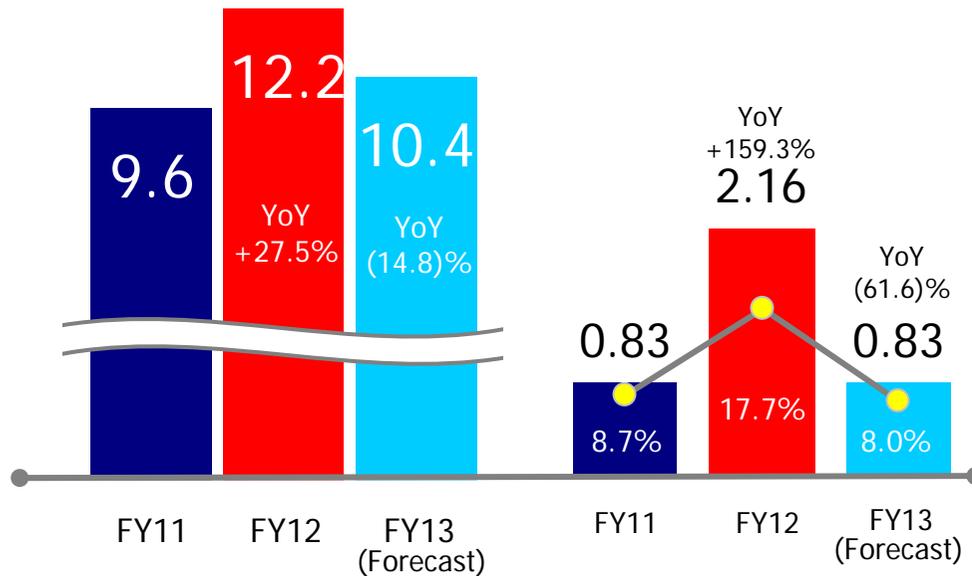
Net Sales

Operating Income, Operating Income Margin

Net Sales and Operating Income

(Billions of yen)

(millions of yen)



	FY11	FY12	YoY	FY13 (Forecast)	YoY
Sales	9,594	12,235	27.5%	10,430	(14.8)%
Operating income	834	2,164	159.3%	830	(61.6)%

FY12

- Orders received continue to hover at a high level against the backdrop of corporate downsizing
- Secured a quicker definitive turnaround in the placement of employees thanks largely to successful efforts aimed at strengthening career counseling to users and actively cultivating new employment offers
- Increase in consulting demand to address revisions to Japan's Act on Stabilization of Employment for Older Person

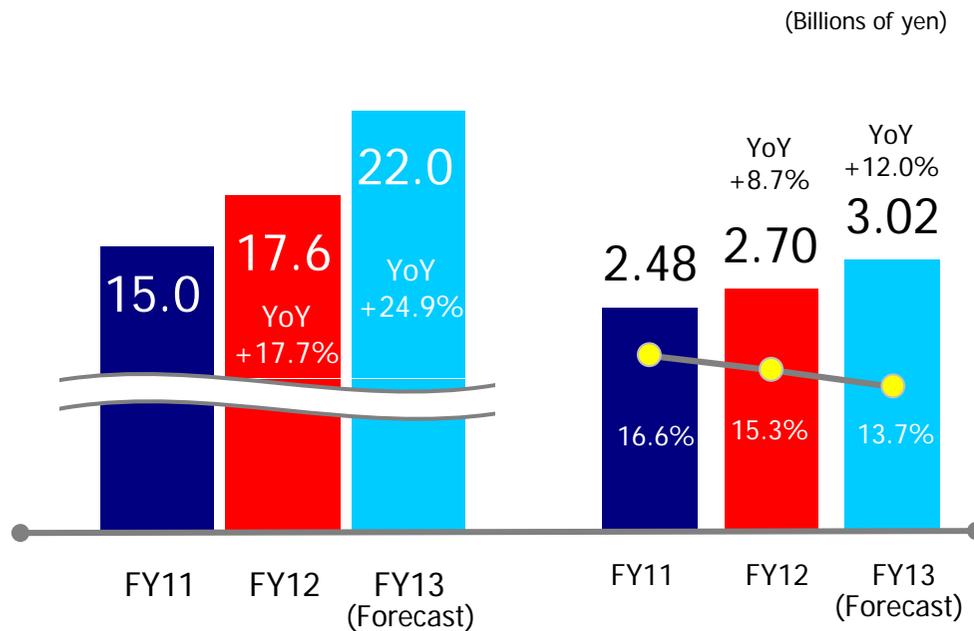
FY13 Strategies

- Forecast decline in orders received in line with the recovery in economic conditions
- Growth in new markets including the outplacement of seniors in line with the extension in the retirement age
- Firm trends in second career support needs owing mainly to the government's policies aimed at promoting the mobilization of human resources

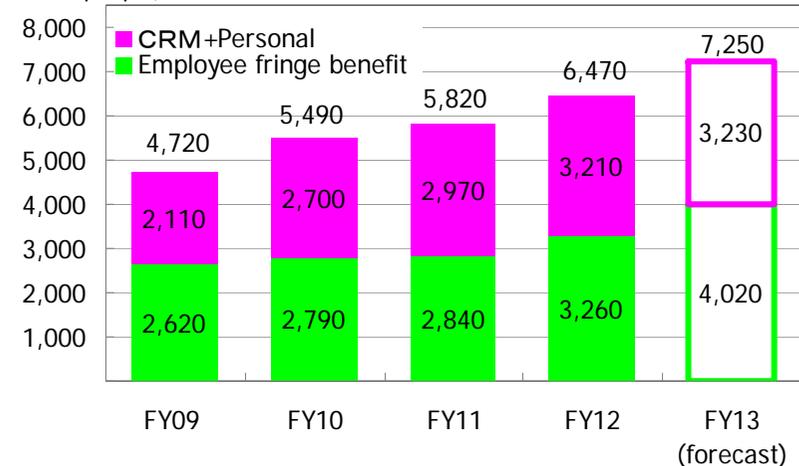
Net Sales

Operating Income, Operating Income Margin

Benefit One Membership



(Thousands people)



(millions of yen)

	FY11	FY12	YoY	FY13 (Forecast)	YoY
Sales	14,959	17,610	17.7%	22,000	24.9%
Operating income	2,479	2,696	8.7%	3,020	12.0%

FY12

- Progress in the steady exchange of points in connection with the Incentive business; Increase in sales on the back of the definitive upswing in memberships in the Personal business
- Contributions to performance from the conversion of Benefit one Healthcare and Benefit One Solutions into subsidiary companies from the fiscal year under review

FY13 Strategies

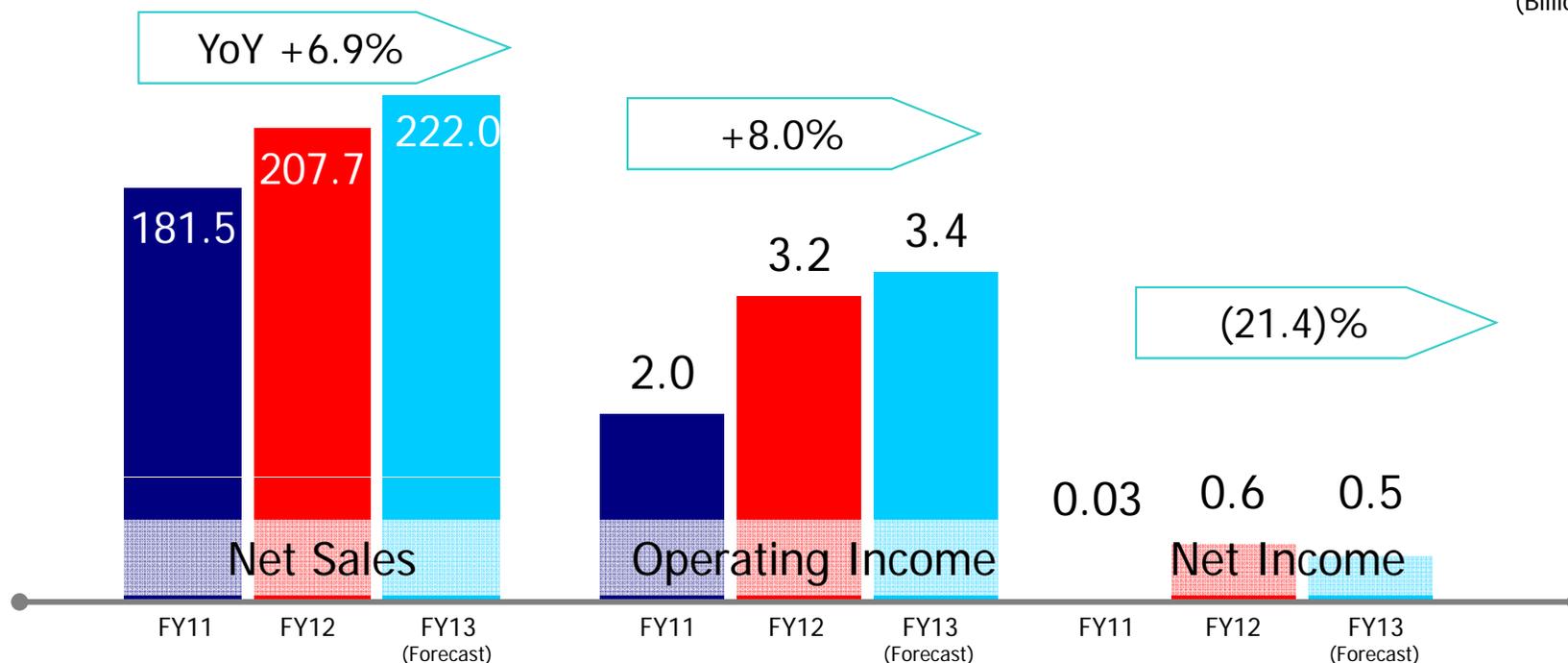
- The mainstay employee benefits business forecast to be firm; revise rates through differentiation and the upgrade and expansion of services
- Accelerate the pace of overseas business development focusing mainly on the Incentive business
- Focus on expanding into new business fields

4. Consolidated Forecast for the Fiscal Year Ending May 31, 2014

Consolidated Forecasts for the Fiscal Year Ending May 31, 2014



(Billions of yen)

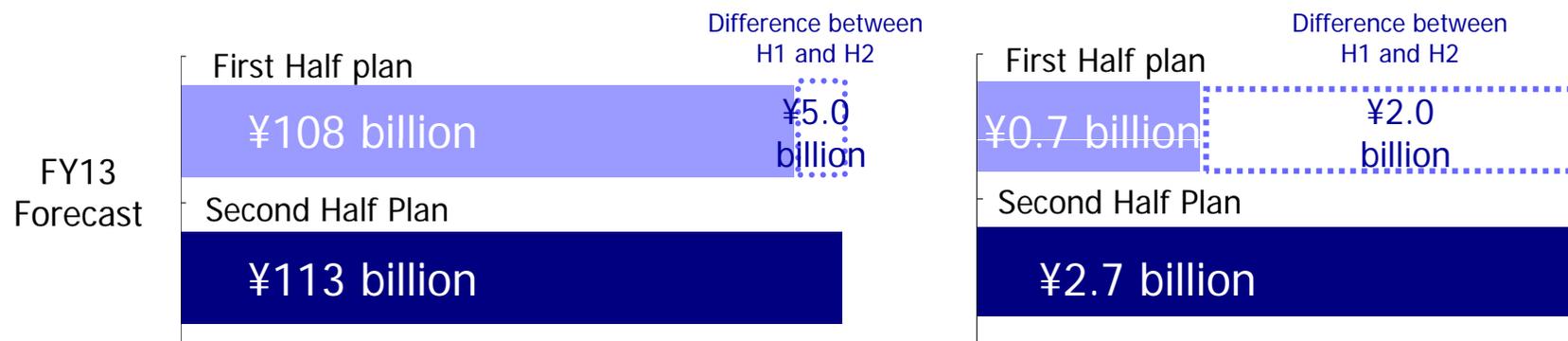


(Millions of yen)	FY11	to net sales %	FY12	to net sales %	FY13 Forecast	to net sales	vs FY12 Increase/Decrease	YoY
Net sales	181,498	100.0	207,685	100.0	222,000	100.0	14,314	6.9%
Cost of sales	147,693	81.4	167,609	80.7	180,330	81.2	12,720	7.6%
Gross profit	33,805	18.6	40,075	19.3	41,670	18.8	1,594	4.0%
SG&A expenses	31,840	17.5	36,898	17.8	38,240	17.2	1,341	3.6%
Operating income	1,964	1.1	3,176	1.5	3,430	1.5	253	8.0%
Ordinary income	2,091	1.2	3,187	1.5	3,320	1.5	132	4.2%
Net income	29	0.0	610	0.3	480	0.2	(130)	(21.4)%

Balance Between the First and Second Half of the Fiscal Year Ending May 31, 2014

Net Sales

Operating Income



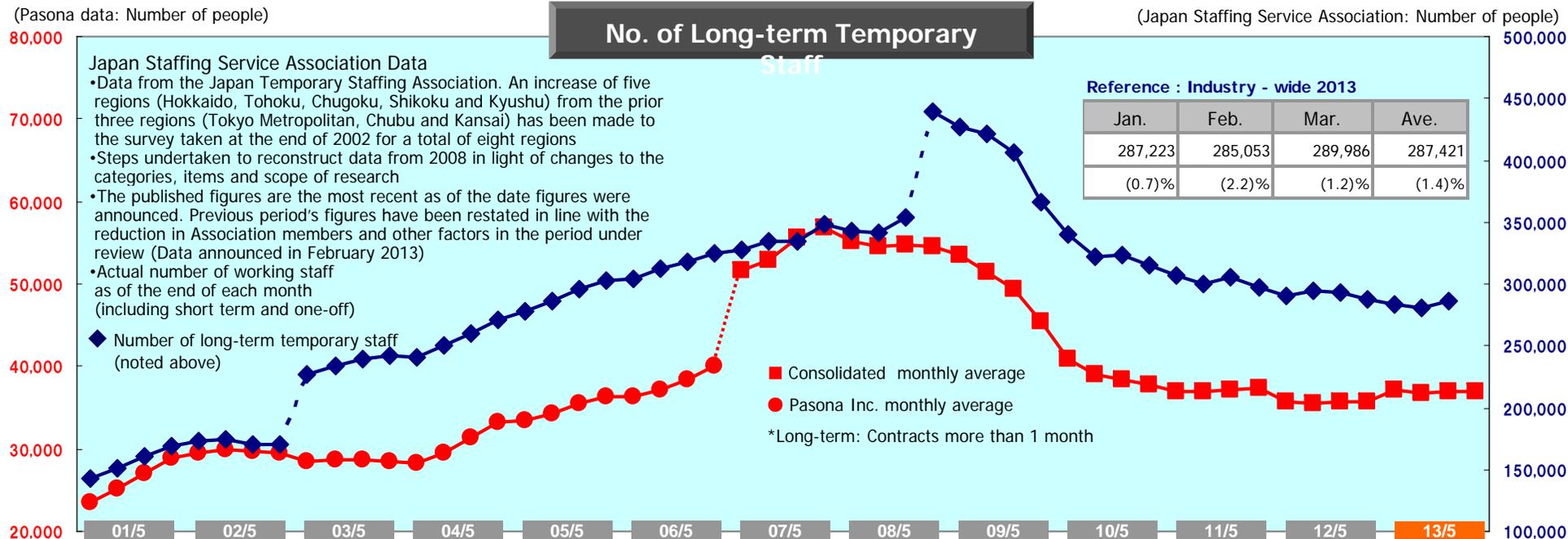
(Millions of yen)	H1	to net sales	vs FY12	%	H2	to net sales	vs FY12	%	FY13	to net sales	vs FY12	%
Net Sales	108,500	100.0	5,523	5.4%	113,500	100.0	8,790	8.4%	222,000	100.0	14,314	6.9%
Cost of sales	88,600	81.7	4,694	5.6%	91,730	80.8	8,026	9.6%	180,330	81.2	12,720	7.6%
Gross profit	19,900	18.3	829	4.4%	21,770	19.2	764	3.6%	41,670	18.8	1,594	4.0%
SG&A expenses	19,170	17.7	814	4.4%	19,070	16.8	527	2.8%	38,240	17.2	1,341	3.6%
Operating income	730	0.7	15	2.2%	2,700	2.4	237	9.7%	3,430	1.5	253	8.0%
Ordinary income	620	0.6	(72)	(10.5)%	2,700	2.4	205	8.2%	3,320	1.5	132	4.2%
Net income (loss)	(170)	-	284	-	650	0.6	(415)	(39.0)%	480	0.2	(130)	(21.4)%

Consolidated Forecasts by Segment for the Fiscal Year Ending May 31, 2014

(Millions of yen)

Segment	Sales				Operating income (loss)			
	FY12	FY13 Forecast	VS FY12 Increase/Decrease	VS FY12 %	FY12	FY13 Forecast	VS FY12 Increase/Decrease	VS FY12 %
Expert Services	129,720	132,320	2,599	2.0%	2,661	3,170	508	19.1%
Insourcing	37,007	43,300	6,292	17.0%				
HR Consulting, others	4,094	4,310	215	5.3%				
Place & Search	2,869	3,520	650	22.7%				
Global Sourcing	3,236	3,690	453	14.0%				
Subtotal	176,928	187,140	10,211	5.8%				
Outplacement	12,235	10,430	(1,805)	(14.8)%	2,164	830	(1,334)	(61.6)%
Outsourcing	17,610	22,000	4,389	24.9%	2,696	3,020	323	12.0%
Life Solutions Public Solutions Shared	3,933	5,410	1,476	37.6%	(46)	(40)	6	-
Eliminations and Corporate	(3,021)	(2,980)	41	-	(4,299)	(3,550)	749	-
Consolidated	207,685	222,000	14,314	6.9%	3,176	3,430	253	8.0%

Reference

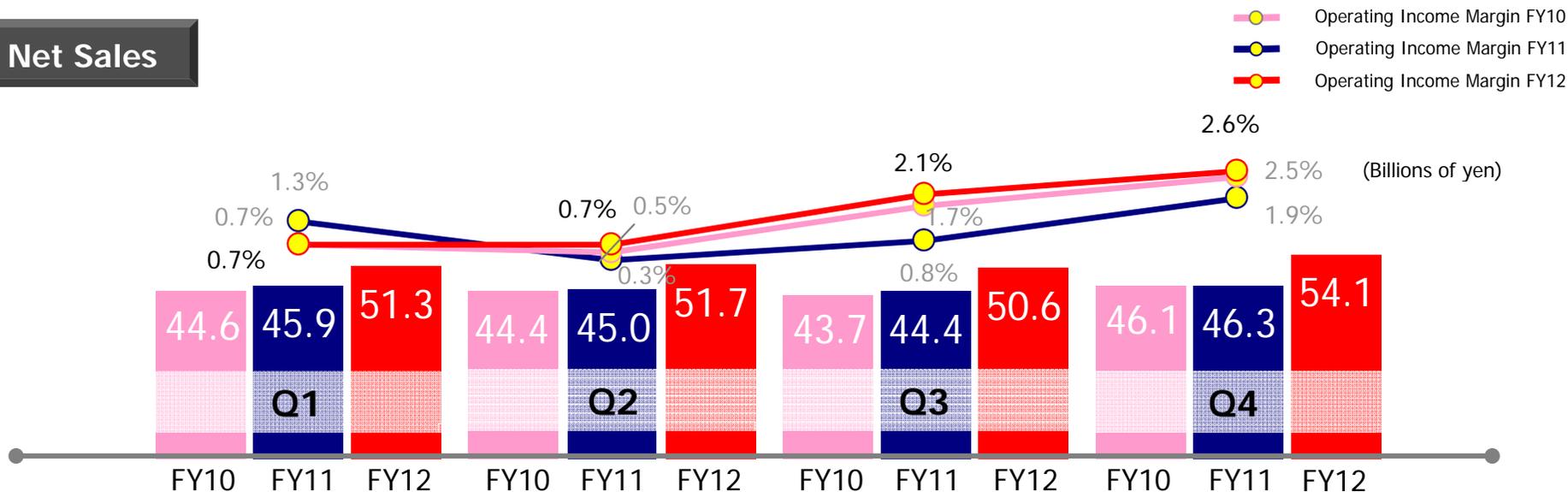


	FY10				FY11				FY12			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Industry - wide	306,253	300,404	305,326	297,522	290,833	294,843	293,053	288,042	283,201	280,915	286,384	
YoY	(9.9)%	(6.9)%	(5.7)%	(5.6)%	(5.0)%	(1.9)%	(4.0)%	(3.2)%	(2.6)%	(4.7)%	(2.3)%	
Consolidated (Domestic)	36,959	36,989	37,138	37,337	35,731	35,481	35,642	35,698	37,101	36,750	36,940	36,960
YoY	(9.6)%	(5.0)%	(3.3)%	(0.9)%	(3.3)%	(4.1)%	(4.0)%	(4.4)%	3.8%	3.6%	3.6%	3.5%

※Long-term Temporary Staff data presented on a consolidated and domestic basis.
 Temporary staffing business data: Pasona Inc.: June 1 to May 31
 Other subsidiaries : April 1 to March 31

Quarterly Earnings Trends

Net Sales



(Millions of yen)

	Q1 (June to August)					Q2 (September to November)					Q3 (December to February)					Q4 (March to May)						
	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY	FY12	YoY		
	Consolidated																					
Net sales	44,574	45,901	3.0%	51,270	11.7%	44,419	44,979	1.3%	51,705	15.0%	43,669	44,364	1.6%	50,585	14.0%	46,142	46,252	0.2%	54,123	17.0%		
Gross profit	8,142	8,488	4.3%	9,517	12.1%	8,031	8,158	1.6%	9,553	17.1%	8,381	8,249	(1.6)%	10,022	21.5%	9,003	8,908	(1.1)%	10,982	23.3%		
SG&A expenses	7,831	7,886	0.7%	9,181	16.4%	7,811	8,035	2.9%	9,174	14.2%	7,630	7,894	3.5%	8,984	13.8%	7,857	8,023	2.1%	9,557	19.1%		
Operating income	310	601	93.9%	335	(44.3)%	220	122	(44.4)%	379	209.0%	750	355	(52.6)%	1,037	192.1%	1,145	884	(22.8)%	1,424	61.0%		
Ordinary income	319	560	75.4%	330	(41.0)%	258	184	(28.7)%	362	96.5%	747	393	(47.3)%	1,010	156.8%	1,240	952	(23.2)%	1,483	55.7%		
Net income (loss)	(471)	111	-	(193)	-	(77)	(36)	-	(260)	-	214	(181)	-	160	-	747	136	(81.7)%	904	563.1%		
Gross profit margin	18.3%	18.5%	+0.2pt	18.6%	0.1pt	18.1%	18.1%	+0.0pt	18.5%	+0.4pt	19.2%	18.6%	(0.6)pt	19.8%	+1.2pt	19.5%	19.3%	(0.2)pt	20.3%	+1.0pt		
SG&A expense ratio	17.6%	17.2%	(0.4)pt	17.9%	0.7pt	17.6%	17.9%	+0.3pt	17.7%	(0.2)pt	17.5%	17.8%	+0.3pt	17.8%	(0.0)pt	17.0%	17.3%	+0.3pt	17.7%	+0.4pt		
Operating income margin	0.7%	1.3%	+0.6pt	0.7%	(0.6)pt	0.5%	0.3%	(0.2)pt	0.7%	+0.4pt	1.7%	0.8%	(0.9)pt	2.1%	+1.3pt	2.5%	1.9%	(0.6)pt	2.6%	+0.7pt		
Ordinary income margin	0.7%	1.2%	+0.5pt	0.6%	(0.6)pt	0.6%	0.4%	(0.2)pt	0.7%	+0.3pt	1.7%	0.9%	(0.8)pt	2.0%	+1.1pt	2.7%	2.1%	(0.6)pt	2.7%	+0.6pt		
Net income margin	-	0.2%	-	-	-	-	-	-	-	-	0.5%	-	-	0.3%	-	1.6%	0.3%	(1.3)pt	1.7%	+1.4pt		

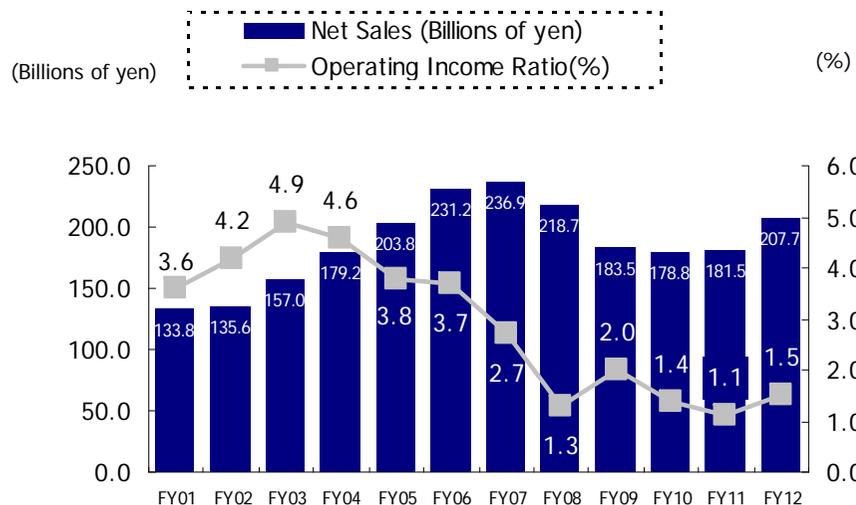
Quarterly Earnings Trends by Segment

(Millions of yen)

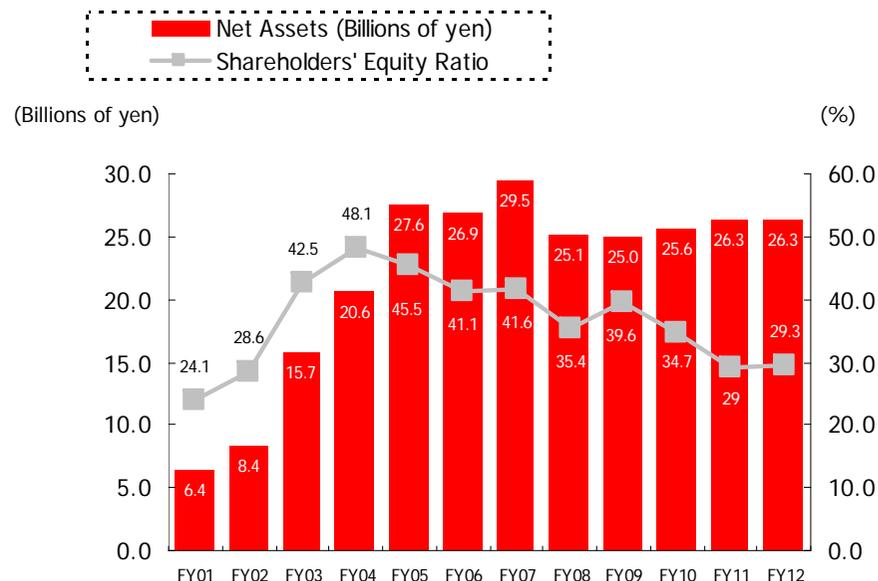
	Segment	Sales									Operating income (loss)								
		Q1 FY11	Q2 FY11	Q3 FY11	Q4 FY11	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	YoY	Q1 FY11	Q2 FY11	Q3 FY11	Q4 FY11	Q1 FY12	Q2 FY12	Q3 FY12	Q4 FY12	YoY
1	Expert Services	31,435	30,283	29,935	30,836	32,971	32,354	31,206	33,188	7.6%	643	405	225	936	603	672	562	823	(12.1)%
2	Insourcing	6,716	6,770	6,459	6,802	9,149	9,508	8,902	9,446	38.9%									
3	HR Consulting, Others	494	460	367	444	916	968	950	1,258	183.0%									
4	Place & Search	571	672	687	759	743	717	615	792	4.4%									
5	Global Sourcing	569	502	541	714	668	655	912	1,000	40.0%									
	Subtotal	39,787	38,690	37,992	39,557	44,449	44,204	42,587	45,686	15.5%									
6	Outplacement	2,501	2,385	2,316	2,391	2,724	3,021	3,169	3,319	38.8%	361	232	115	125	388	528	568	678	438.8%
7	Outsourcing	3,428	3,639	3,772	4,118	3,886	4,289	4,526	4,907	19.1%	372	393	863	850	469	406	891	929	9.3%
8	Life Solutions Public Solutions Shared	889	940	954	947	987	979	1,028	937	(1.0)%	21	26	59	(63)	40	(21)	(30)	(34)	-
9	Eliminations and Corporate	(706)	(675)	(671)	(762)	(777)	(789)	(726)	(727)	-	(796)	(935)	(907)	(965)	(1,166)	(1,205)	(953)	(973)	-
10	Total	45,901	44,979	44,364	46,252	51,270	51,705	50,585	54,123	17.0%	601	122	355	884	335	379	1,037	1,424	61.0%

Key Indicators (Full Year)

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio

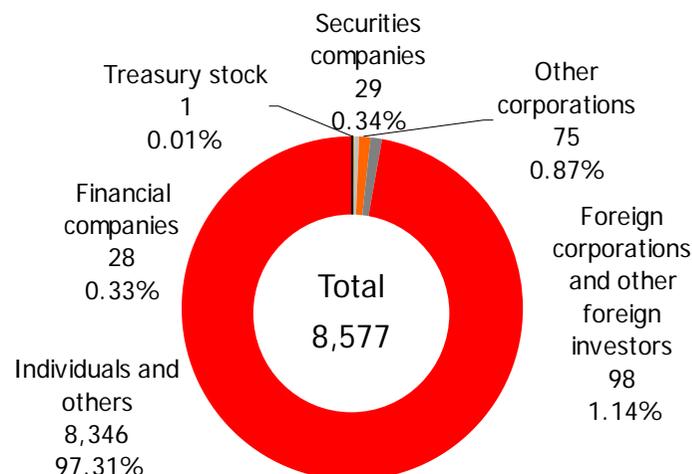


Results

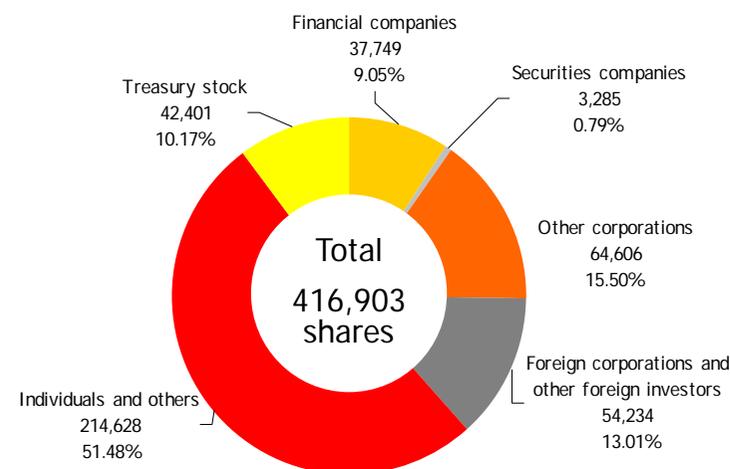
Key Indicators	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05	'08/05	'09/05	'10/05	'11/05	'12/05	'13/05
Net Sales	133,822	135,625	156,979	179,156	203,815	231,231	236,945	218,699	183,515	178,806	181,498	207,685
Gross Profit Margin	18.2%	19.7%	20.9%	20.8%	20.2%	20.3%	20.8%	19.9%	20.0%	18.8%	18.6%	19.3%
SG&A Expenses	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735	33,070	31,125	31,840	36,898
SG&A Expense Ratio	14.6%	15.5%	16.0%	16.2%	16.4%	16.6%	18.1%	18.6%	18.0%	17.4%	17.5%	17.8%
Operating Income	4,786	5,687	7,648	8,238	7,745	8,507	6,444	2,850	3,660	2,432	1,964	3,176
Operating Income Ratio	3.6%	4.2%	4.9%	4.6%	3.8%	3.7%	2.7%	1.3%	2.0%	1.4%	1.1%	1.5%
Ordinary Income	4,222	5,373	7,329	8,289	7,844	8,807	6,637	3,361	4,044	2,571	2,091	3,187
Ordinary Income Ratio	3.2%	4.0%	4.7%	4.6%	3.8%	3.8%	2.8%	1.5%	2.2%	1.4%	1.2%	1.5%
Net Income	1,974	2,027	3,647	4,363	3,588	4,198	2,962	312	204	412	29	610
Net Income Ratio	1.5%	1.5%	2.3%	2.4%	1.8%	1.8%	1.3%	0.1%	0.1%	0.2%	0.0%	0.3%
Total Assets	26,526	29,425	37,004	42,884	51,931	54,425	58,513	55,468	52,269	60,564	70,889	71,276
Net Assets *1	6,388	8,418	15,732	20,644	27,634	26,904	29,468	25,148	24,979	25,642	26,295	26,253
Shareholders' Equity Ratio *2	24.1%	28.6%	42.5%	48.1%	45.5%	41.1%	41.6%	35.4%	39.6%	34.7%	29.0%	29.3%
Current Ratio	121.6%	122.3%	160.2%	182.8%	170.8%	152.1%	154.2%	129.6%	163.3%	175.2%	154.7%	141.8%
Number of Employees (exclude contract workers)	1,537	1,687	1,979	2,204	2,608	3,126	3,647	3,671	3,643	3,956	4,452	4,778

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. The data for the periods up to and including the fiscal year ended May 31, 2007 are consolidated data for Pasona Inc. The data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

Breakdown of Shareholders by Type



Breakdown of Shareholders by Number of Share Held



Principal Shareholders

	No. of Shares Held	%
Yasuyuki Nambu	147,632	35.41%
Pasona Group Inc.	42,401	10.17%
Nambu Enterprise Inc.	37,378	8.97%
Goldman Sachs International	20,745	4.98%
Sanrio Company, Ltd.	12,000	2.88%
The Master Trust Bank of Japan, Ltd (Trust account)	8,641	2.07%
Japan Trustee Services Bank, Ltd. (Trust account)	6,876	1.65%
Pasona Group Employees' Shareholding Association	6,308	1.51%
MEDICAL ASSOCIA INC.	4,400	1.06%
Trust & Custody Services Bank, Ltd. (Securities Investment Trust Account)	3,835	0.92%

The Company's treasury stock (42,401 shares, 10.17% 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.

Tokyo Stock Exchange, 1st Section 2168

Corporate Name	Pasona Group Inc.	
Headquarters	Shin Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514	<u>Comprehensive Group office</u> Otemachi 2-6-4 Chiyoda-ku, Tokyo 100-8228 Phone 03-6734-0200
Established	December 3, 2007 (Founding February 1976)	
Paid-in Capital	5,000 million yen	
Representative	Yasuyuki Nambu	
Business Activities	Expert Services (Temporary staffing), Insourcing (Contracting), HR Consulting Place & Search (Placement/Recruiting) Global Sourcing (Overseas) Outplacement Outsourcing Life Solutions, Public Solutions, Shared	
Number of Employees	5,989 (Consolidated, including contract workers)	
Group Companies	Subsidiaries 38, Affiliates 3	
URL	http://www.pasonagroup.co.jp/english/	

(As of May 31, 2013)