

Results for the First Half of the Fiscal Year Ending May 31, 2010

Presentation Material

Pasona Group Inc.
First Section TSE (2168)

January 12, 2010
<http://www.pasonagroup.co.jp/english>

The Employment Environment

Perceptions of future employment conditions

- Persistent human resource over-supply attributable to employment adjustment subsidies (a measure by the government to support employment levels)
- Concerns surrounding additional employment adjustments (restructuring)

Proposed Revision of the Worker Dispatch Law

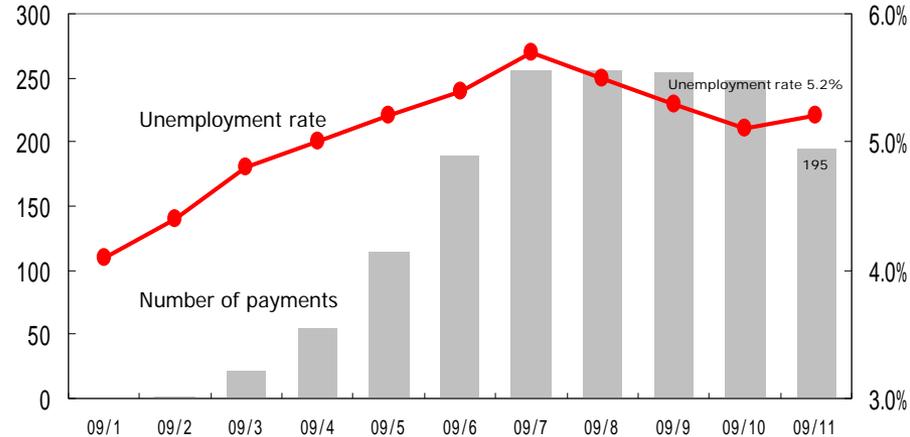
Ministry of Health, Labour and Welfare: Labour Policy Council Report

- Manufacturing sector temporary staffing in principle prohibited: Regular type only
- Registration-type temporary staffing in principle prohibited: Permissible for 26 listed activities, temporary staff dispatched to replace employees taking maternity or child care leave, senior employees, temp-to-perm staff
- Exclusive staffing dispatch; temporary staffing to group companies: Regulations applicable to 80% and below
Temporary staff are prohibited from being dispatched to companies they have left for a period of one year
- Volatile easing measures: Enforcement within three to five years of promulgation date



Trends in Unemployment Rates and the Number of Employees Supported Under the Employment Adjustment Subsidy Scheme

(Unit: 10,000 people)



Proposed Revision of the Worker Dispatch Law (Comparative Analysis)

	Current Status	Proposed Revision
Registration-Type	Only negative list job types prohibited	Temporary staffing prohibited for job types other than 26 listed activities, temporary staff dispatched to replace employees taking maternity or child care leave, senior employees and temp-to-perm staff
Manufacturing Sector	Recognized	Prohibited for other than regular activities
Day-to-Day	Recognized	Temporary staffing of less than two months in principle prohibited. Exceptions transferred to a positive list
Exclusive staffing dispatch; Group Company	Prohibited (No clear upper stipulation)	Working hours restricted to 80% or less of total working hours; Temporary staff are prohibited from being dispatched to companies they have left for a period of one year
Balanced Compensation	No stipulation	Establish regulations that take into consideration compensation payable to the temporary staffing service for temporary staff engaged in comparable duties
Public Disclosure of Margin Rates	Public disclosure of average temporary staffing rates and other compensation for relevant business offices in the event of a request by temporary staff, client firm or individual contemplating registration	Mandatory disclosure of margin rates; Mandatory clarification of temporary staffing rates per employee at the time of employment, commencement of temporary staffing and review of temporary staffing rates
Deemed Direct Employment System	No stipulation	In the event of a breach of the Worker Dispatch Law, client firms to establish new stipulations on the assumption temporary staff have called for the execution of a labor contract
Enforcement Date	-	Within six months of the promulgation date of revisions to the Worker Dispatch Law; Within three years of in principle prohibition to registration-type and manufacturing sector temporary staffing; A further two-year period of implementation grace from the enforcement date of prohibition to certain activities classified within registration-type temporary staffing

1. Overview of Results for the First Half of the Fiscal Year Ending May 31, 2010

Temporary Staffing

Continued downward trend in the number of long-term temporary staff

Strengthened activities in specialist fields

Trade-Related

(July 2009) Merger with MITSUI BUSSAN HUMAN RESOURCES CORPORATION

IT Fields

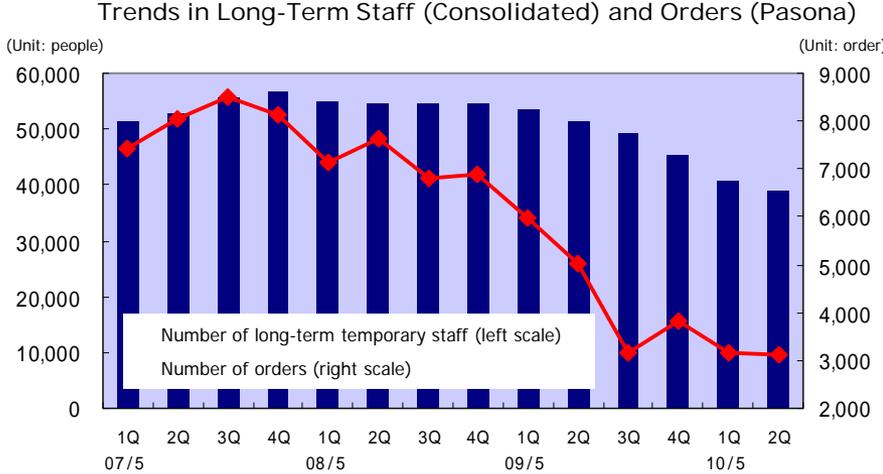
(June 2009 ~) Strengthening new IT job types with Pasona Tech as a cornerstone; BI specialists and IT clerks

Cultivated new fields

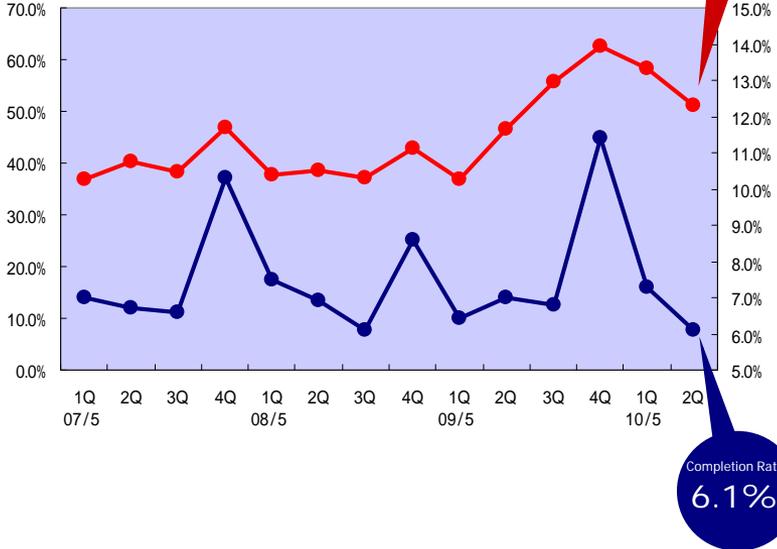
Healthcare Corporation

Educational Corporation

Launched Group-wide cross-sectional project; Bolstered coordination with external partners



Closure and Completion Rate Trends (Pasona)





Focus

Insourcing (contracting)

- Bolstered activities in the public sector
 - Established a designated specialist team;
 - Reinforced marketing in related markets
- Promoted horizontal development of adopted examples
 - Expanded administrative center and reception orders
- Strategically allocated supervisors; Enhanced administrative quality, accumulated know-how

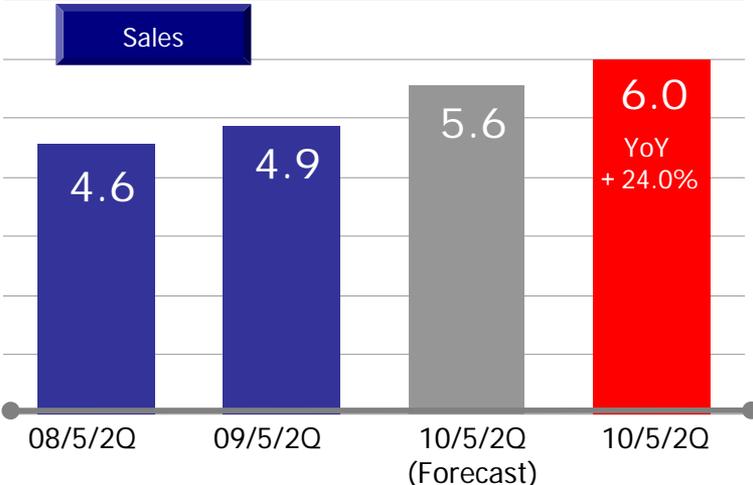


Focus

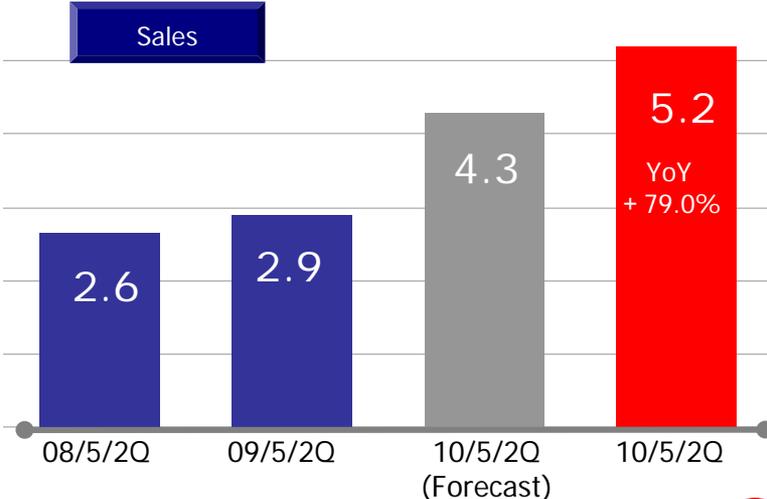
Outplacement

- Doubled lineup in response to increased demand
- Optimal deployment of human resources within the Group
 - Number of consultants 09/2Q Approximately 270
 - 10/2Q Approximately 450
- Full utilization of the Group's infrastructure
 - Marketing capabilities: Strengthened effort to cultivate companies seeking external human resources
- Offices: Utilized the Group's existing network
 - Career Centers 09/2Q 87 10/2Q 97

Figures include intrasegment sales and transfers (Billions of Yen)



(Billions of Yen)



Cost Reduction

Promoted further reductions in costs

SG&A
Expenses

YoY ¥(4.8) billion
Vs. Initial forecast ¥(2.1) billion

Advertising and Recruitment Expenditure

- Reduced recruitment expenditure
 - Strengthened arrangements from existing registered staff
 - New recruitment by word-of-mouth; focused on reinforced job types

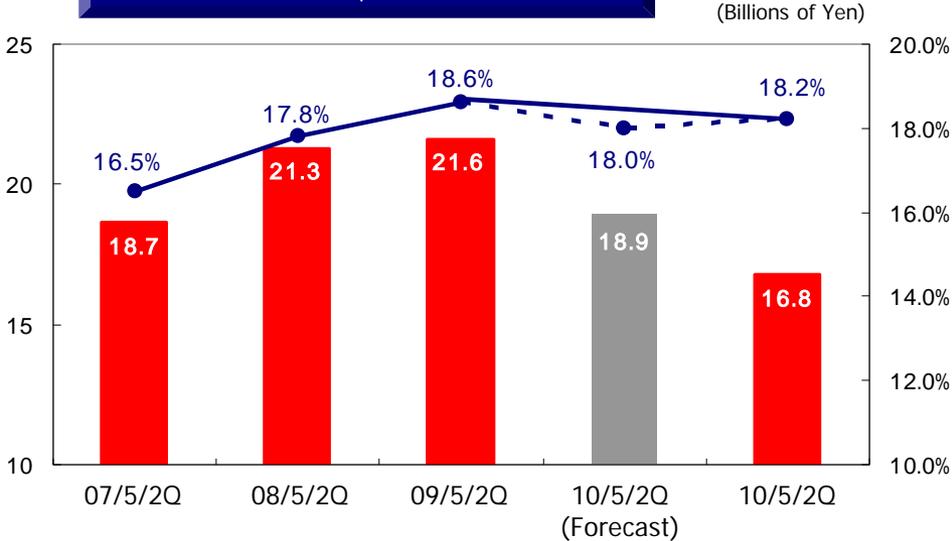
Personnel expenses

- Implemented optimal allocation within the Group
 - Contributed to enhancing Group human resource capabilities
- Pursued administrative efficiency;
 - Emphasized time management

Other

- Continued to cut back on overall costs

Trends in SG&A Expenses
Ratios of SG&A Expenses to Net Sales



(Billions of Yen)

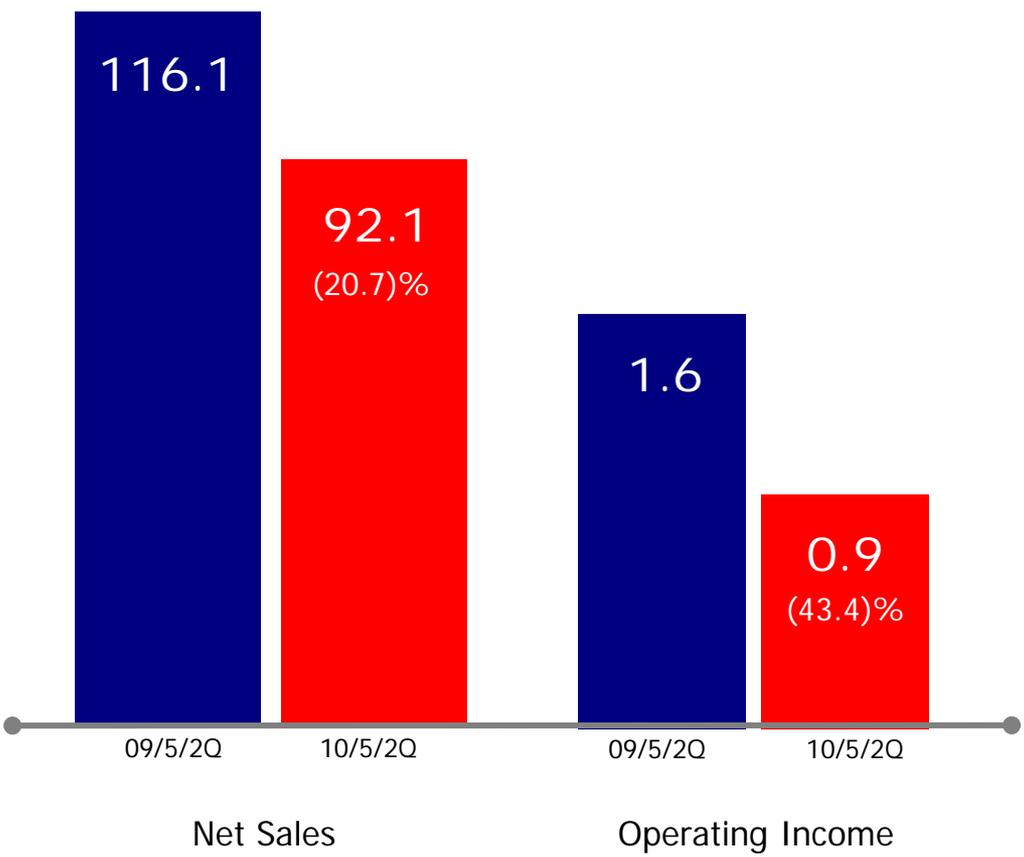
Consolidated	09/5/2Q	10/5/2Q	Increase / (Decrease)	%
Personnel Expenses	11.75	9.21	(2,54)	(21.6)%
Advertising and Recruitment Expenditure	1.40	0.38	(1.01)	(72.5)%
IT-Related Expenses	1.11	1.29	0.18	16.1%
Rent	2.54	2.24	(0.30)	(11.9)%
Other	4.80	3.66	(1.14)	(23.7)%
Total	21.60	16.78	(4.81)	(22.3)%

Substantial drop in Temporary staffing / Contracting and Placement / Recruiting businesses; Net sales declined 20% year on year

Despite the underlying support provided by growth in the Outplacement business, drop in gross profit margins due to an increase in the take up of paid holidays and other factors

Significant cutback in SG&A expenses; Operating income, however, declined 40% year on year (Millions of Yen)

(Billions of yen)



Consolidated	09/5/2Q	10/5/2Q
Net Sales	116,086	92,069
YoY		(20.7)%
Cost of Sales	92,888	74,380
		(19.9)%
Gross Profit	23,197	17,689
		(23.7)%
SG&A Expenses	21,598	16,784
		(22.3)%
Operating Income	1,598	905
		(43.4)%
Ordinary Income	1,803	933
		(48.3)%
Net Income (Loss)	203	(1,696)
		-

2. Strategies in the Second Half of the Fiscal Year Ending May 31, 2010 and Outlook

Temporary Staffing and Contracting Strategy

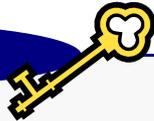
Ensure that the upswing in demand forecast from the second half of the fiscal year ending May 31, 2010 through to the fiscal year ending May 31, 2011 contributes to steady growth

Specialization 

- Develop new specialist jobs (Medical secretary, etc.)
- Strengthen registration activity through specialist job registration desks (Accounting, finance, global, sales & marketing, etc.)
- In-house M&A (Mitsui & Co., AIG)
- Augment training programs

Toward One-Stop Services 

- Promote an account manager system
- Augment alliance menus (Training, mental healthcare, salary calculation, etc.)
- Strengthen global services (Recruitment agency services, expatriate personnel support services, etc.)
- Augment outsourcing menus (Business trip support services, etc.)

In-sourcing 

- Cultivate the public market (General affairs and administration center proposals, etc.)
- Reinforce the consulting function

Consolidation 

- Temporary staffing management desk
- Propose the establishment of a compliance desk
-  Increase share
Capture customers

Group Strategy

Maximize Group synergies focusing mainly on new building activities

Establish an integrated Group base (Scheduled at the end of February 2010)

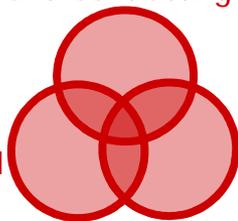
- Consolidate the Group's metropolitan bases
- Reinforce one-stop services for individuals seeking employment

Reorganize Group businesses

- Merger between Pasona and Pasona Career (March 1, 2010)

Temporary Staffing and Contracting

Placement and Recruiting



Outplacement

Respond swiftly and accurately to customers needs; Reinforce the one-stop function (client firms & job seekers)



Continue to maximize Group synergies through business reorganization

New Integrated Group Base



Overview of the Pasona Group Integrated Base

Address: 2-6-4 Otemachi, Chiyoda-ku, Tokyo 100-8228
 Floors: Two below ground, nine above ground floors
 Capacity: Approximately 1,800 employees (Planned)

Response Strategy to Revisions to the Worker Dispatch Law

Establish a service structure that focuses on stricter rules and regulations

Augment compliance services

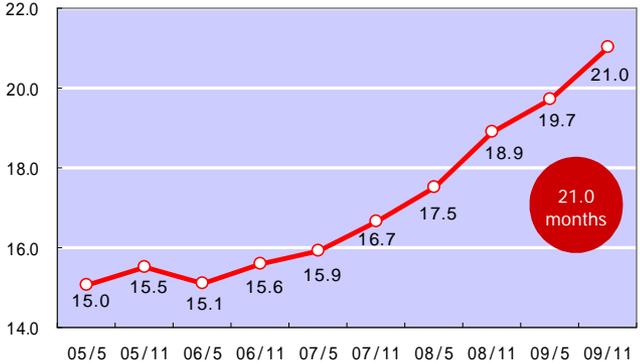
- Temporary staffing type review consulting
- Temporary staffing utilization compliance training
- Thorough employee education and training by level
- Nurture specialist human resources



Compliance Training for Employees

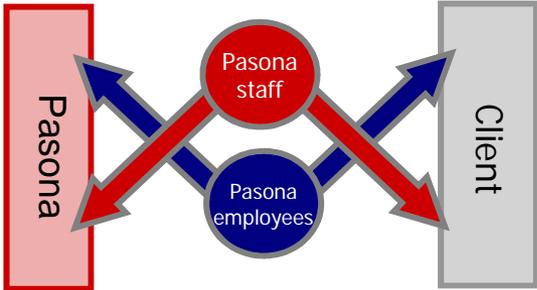
	08/6 ~ 09/5
Incidence	112 times
Participants (cumulative total)	12,955 people

Trends in Average Contract Terms (Pasona Inc.)



Pasona Inc.'s marketing data: Average contract terms after excluding the impact of special demand

Diagrammatic representation of the cross job system



Promote insourcing and outsourcing

- Strengthen administrative process consulting
- Promote menu development

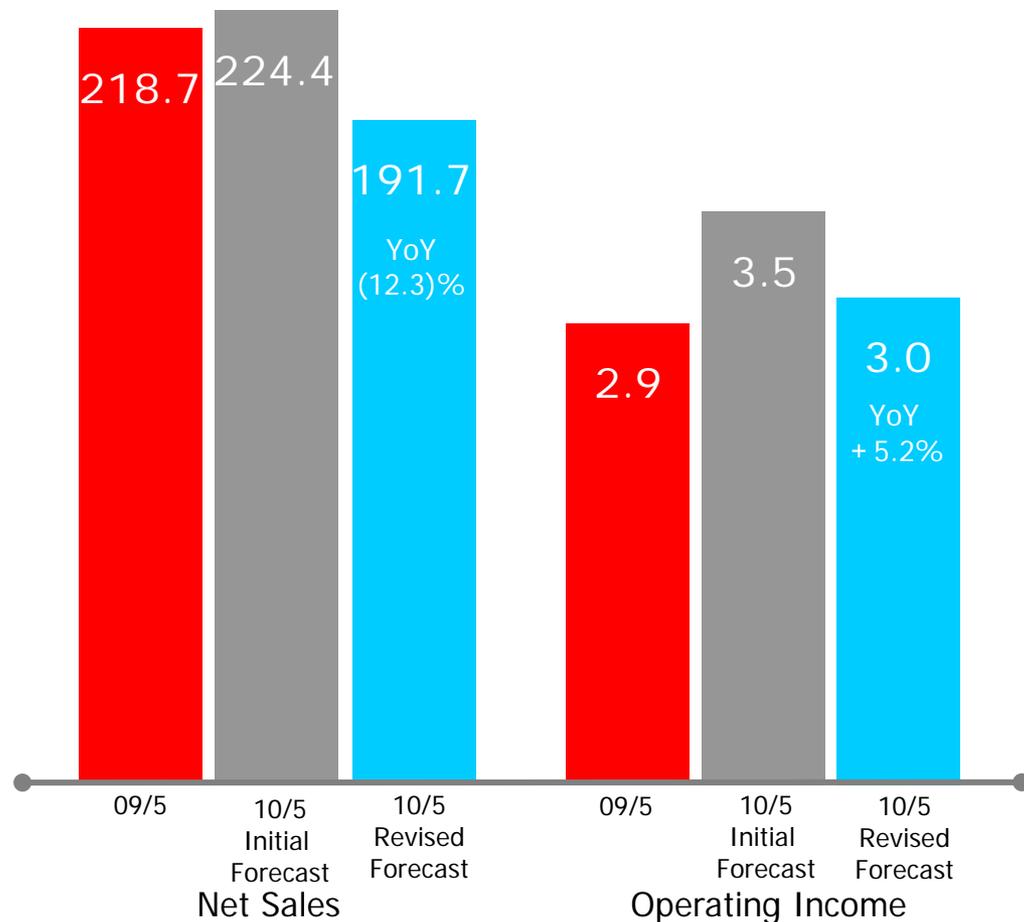
Respond to regular dispatching

- Brilliant career program
 - Augment career skills enhancement structure and systems
- Introduce a cross job system
 - A personnel system that transcends internal and external boundaries

Downward revision of plans set at the beginning of the period taking into consideration first half results and recent performance

Forecast of a slight increase in operating income due mainly to successful efforts to reduce costs

(Billions of Yen)



(Millions of Yen)

Consolidated	09/5	10/5 Revised Forecast
Net Sales	218,699	191,700
YoY		(12.3)%
Cost of Sales	175,114	154,100
		(12.0)%
Gross Profit	43,585	37,600
		(13.7)%
SG&A Expenses	40,735	34,600
		(15.1)%
Operating Income	2,850	3,000
		+ 5.2%
Ordinary Income	3,361	3,300
		(1.8)%
Net Income	312	200
		(36.0)%

Dividends

Decision to forego the payment of an interim cash dividend; With regard to revisions of business results forecasts, payment of a fiscal year-end cash dividend yet to be determined

	2006	2007	2008	2009	2010 (Initial Forecast)	2010 (Revised Forecast)
Cash dividend per share (Yen)	¥1,800	¥2,000	¥2,500	¥1,250	¥1,250	Yet to be determined
Payout ratio (Consolidated)	21.7%	20.0%	35.2%	149.8%	44.4%	-

Treasury Stock

Utilize treasury stock in efforts to reorganize Group companies

Plans to transfer Pasona treasury stock in conjunction with the merger between Pasona and Pasona Career
15,852 shares (¥1,076 million)

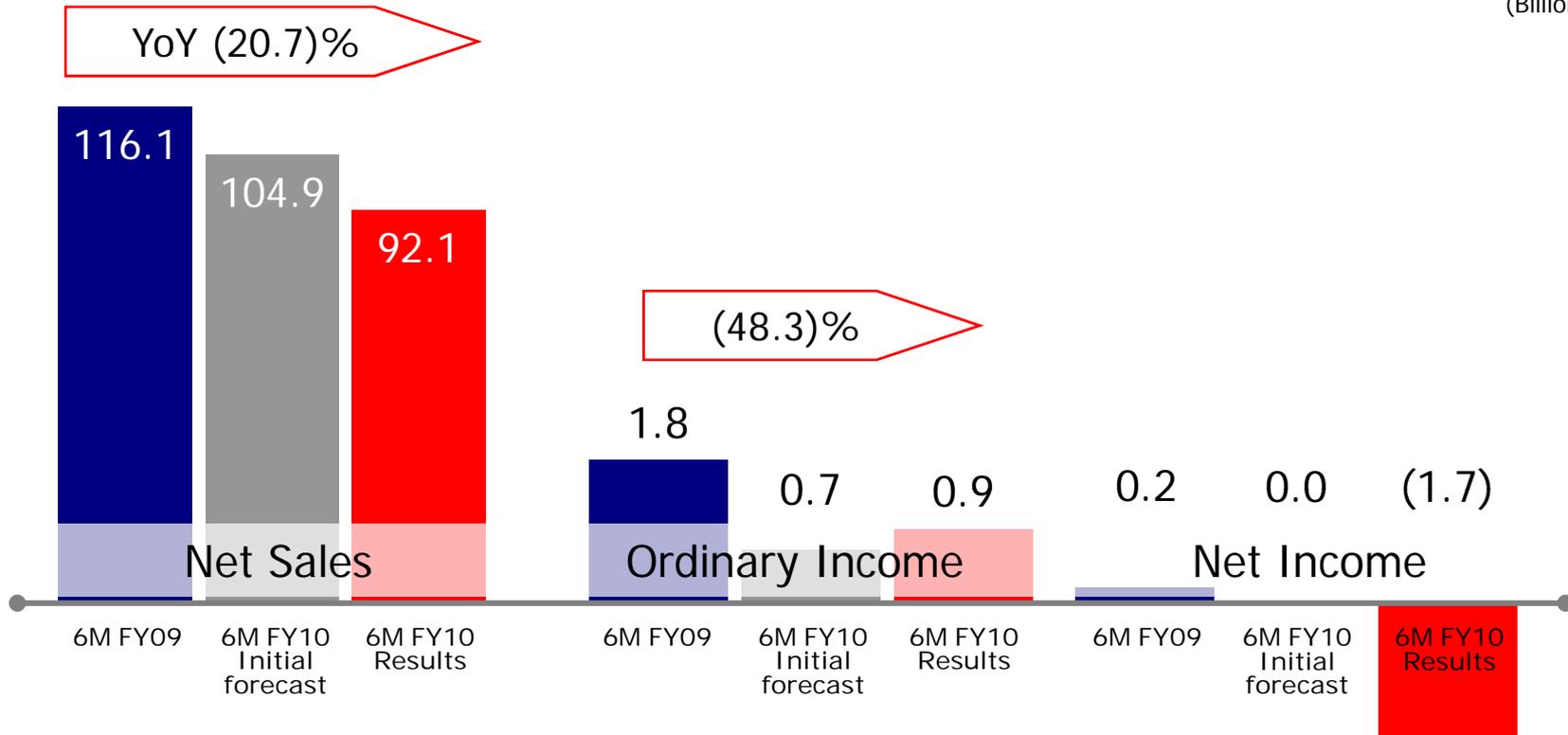
	2007	2008	2009	2010	Treasury Stock Held
				January 2010 (Scheduled)	Percentage Holdings
No. of shares acquired (authorized basis)	+ 17,500	-	+ 58,253 -17,500	-15,852	42,401
No. of issued and outstanding shares (excluding treasury stock)	434,403 (416,903)	434,403 (416,903)	416,903 (358,650)	416,903 (374,502)	10.2%

3. Results for the First Half of the Fiscal Year Ending May 31, 2010

The Six months period ended November 30, 2009

Consolidated Results for the Six-month period ended November 30, 2009

(Billions of yen)

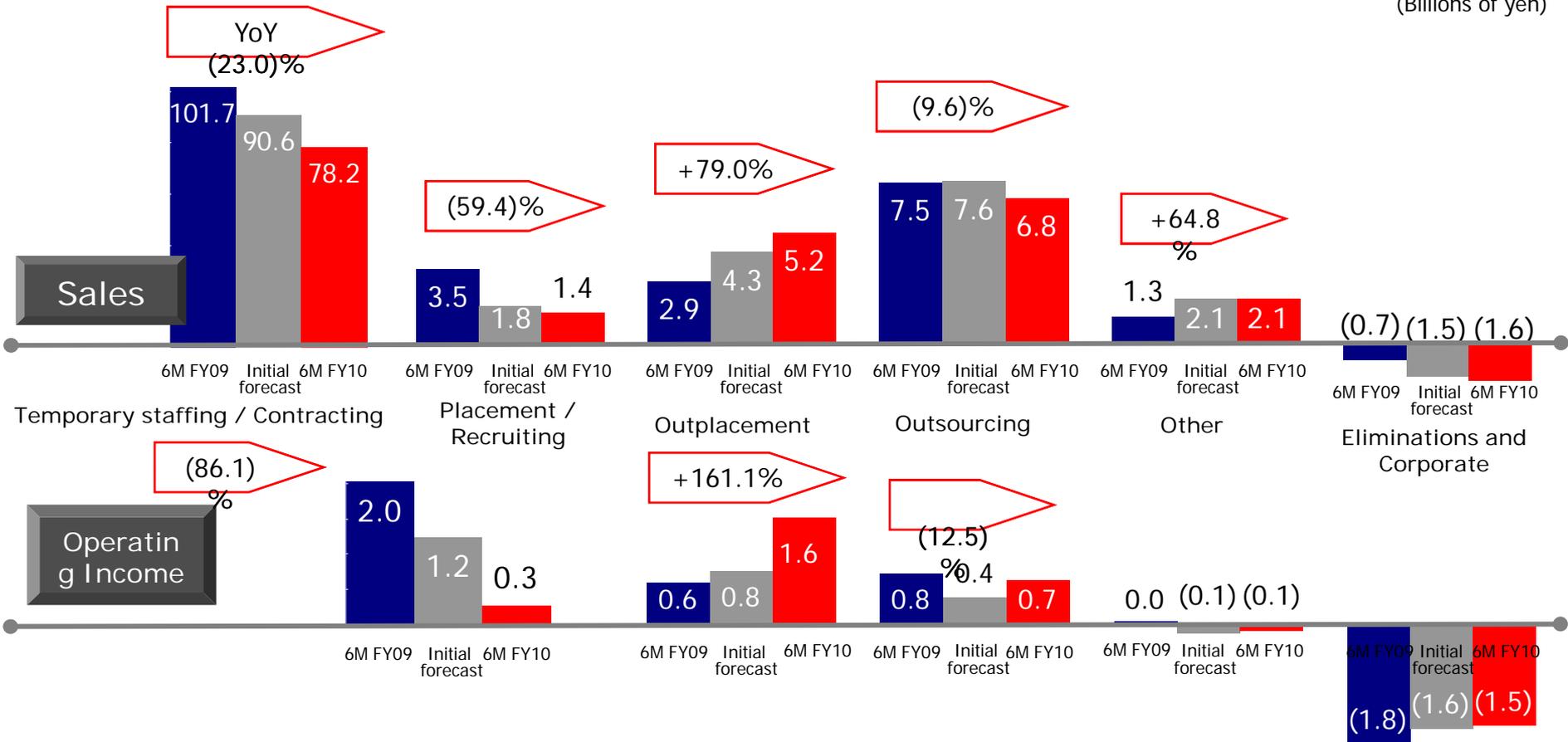


(Millions of yen)	6M FY09	(%)	6M FY10 Initial forecast	(%)	6M FY10	(%)	vs FY09 Increase/Decrease	%	vs initial forecast Increase/Decrease	%
Net Sales	116,086	(100.0)	104,880	(100.0)	92,069	(100.0)	(24,016)	(20.7)%	(12,810)	(12.2)%
Cost of sales	92,888	(80.0)	85,280	(81.3)	74,380	(80.8)	(18,508)	(19.9)%	(10,899)	(12.8)%
Gross profit	23,197	(20.0)	19,600	(18.7)	17,689	(19.2)	(5,508)	(23.7)%	(1,910)	(9.7)%
SG&A expenses	21,598	(18.6)	18,910	(18.0)	16,784	(18.2)	(4,814)	(22.3)%	(2,125)	(11.2)%
Operating income (loss)	1,598	(1.4)	690	(0.7)	905	(1.0)	(693)	(43.4)%	215	31.2%
Ordinary income (loss)	1,803	(1.6)	670	(0.6)	933	(1.0)	(870)	(48.3)%	263	39.3%
Net income (loss)	203	(0.2)	20	(0.0)	(1,696)	-	(1,900)	-	(1,716)	-

Consolidated Results by Business Segment

Six Months ended November 30, 2009

(Billions of yen)



(Millions of yen)

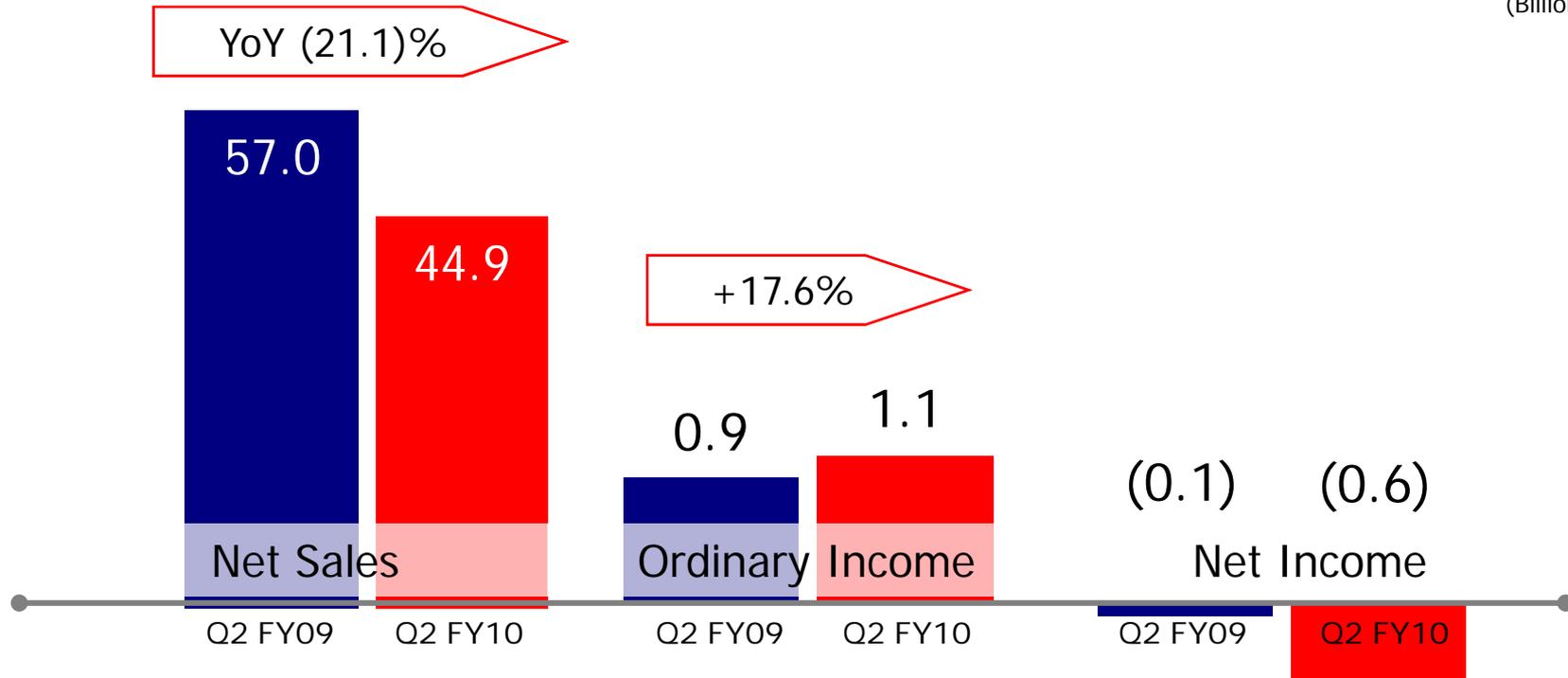
	Temporary staffing/Contracting						Placement/Recruiting						Outplacement								
	6M FY09	forecast	6M FY10	vs FY09	%	vs forecast	%	6M FY09	forecast	6M FY10	vs FY09	%	vs forecast	%	6M FY09	forecast	6M FY10	vs FY09	%	vs forecast	%
Sales	101,665	90,610	78,239	(23,425)	(23.0)%	(12,370)	(13.7)%	3,496	1,780	1,418	(2,078)	(59.4)%	(361)	(20.3)%	2,893	4,290	5,179	2,285	79.0%	889	20.7%
Operating Income	2,025	1,230	281	(1,744)	(86.1)%	(948)	(77.2)%	-	-	-	-	-	-	618	800	1,614	996	161.1%	814	101.8%	
Operating Income Margin	1.9%	1.3%	0.4%	-	(1.5)pt	(0.9)pt	-	-	-	-	-	-	-	21.4%	18.6%	31.2%	-	9.8pt	-	12.6pt	

	Outsourcing						Other						Eliminations and Corporate							
	6M FY09	forecast	6M FY10	vs FY09	%	vs forecast	%	6M FY09	forecast	6M FY10	vs FY09	%	vs forecast	%	6M FY09	forecast	6M FY10	vs FY09	%	vs forecast
Sales	7,479	7,590	6,758	(720)	(9.6)%	(831)	(11.0)%	1,287	2,130	2,122	834	64.8%	(7)	(0.4)%	(735)	(1,520)	(1,648)	(912)	(128)	
Operating Income	758	400	663	(94)	(12.5)%	263	65.9%	24	(140)	(107)	(131)	-	32	-	(1,828)	(1,600)	(1,547)	281	52	
Operating Income Margin	10.1%	5.3%	9.8%	-	(0.3)pt	4.5pt	1.9%	-	-	-	-	-	-	-	-	-	-	-	-	

* 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 Three-month period ended November 30, 2009

(Billions of yen)

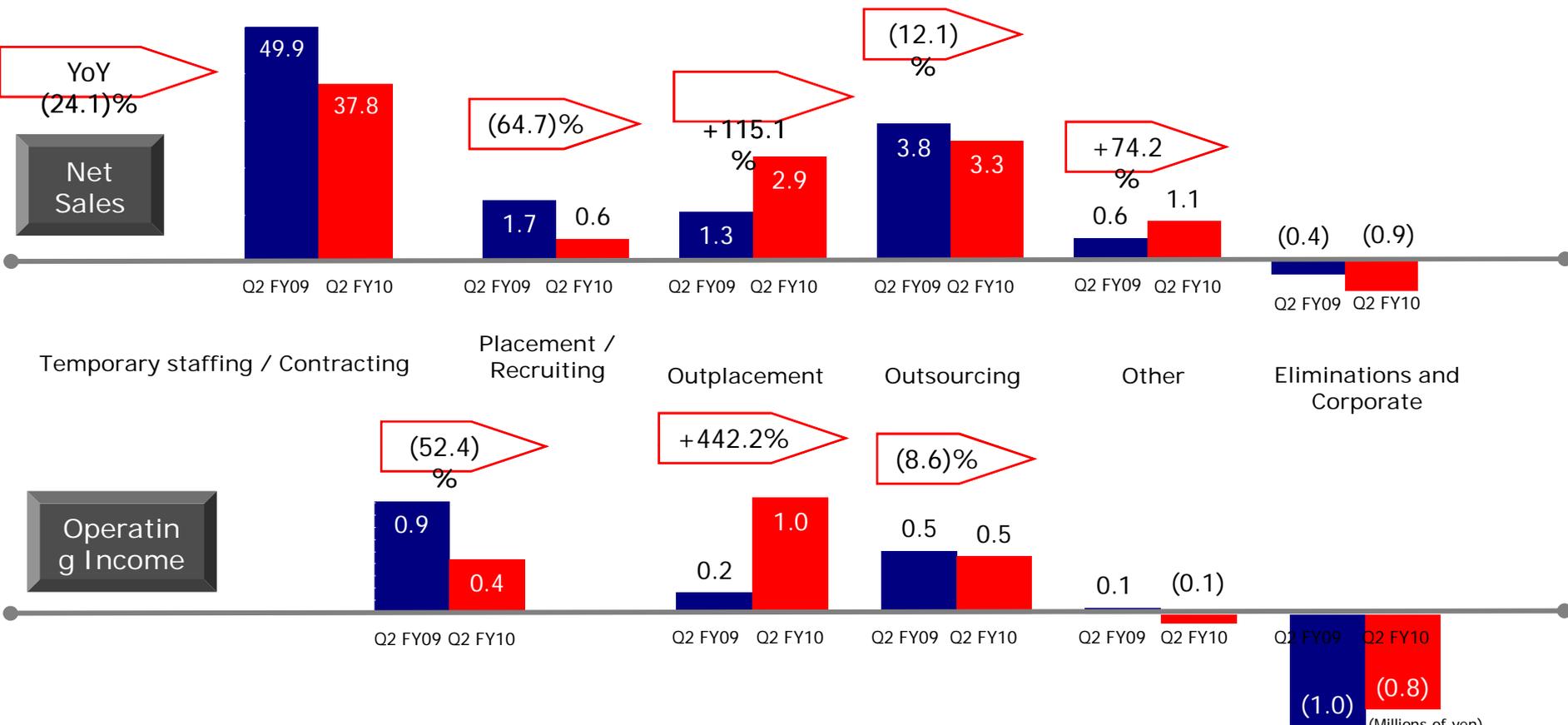


(Millions of yen)	Q2 FY09	(%)	Q2 FY10	(%)	Increase/ (Decrease)	YoY
Net Sales	56,950	(100.0)	44,908	(100.0)	(12,041)	(21.1)%
Cost of sales	45,514	(79.9)	36,053	(80.3)	(9,461)	(20.8)%
Gross profit	11,435	(20.1)	8,855	(19.7)	(2,580)	(22.6)%
SG&A expenses	10,696	(18.8)	7,815	(17.4)	(2,880)	(26.9)%
Operating income	738	(1.3)	1,039	(2.3)	300	40.7%
Ordinary income	894	(1.6)	1,052	(2.3)	157	17.6%
Net income(loss)	(110)	-	(594)	-	(484)	-

Consolidated Results by Business Segment

Three Months ended November 30, 2009

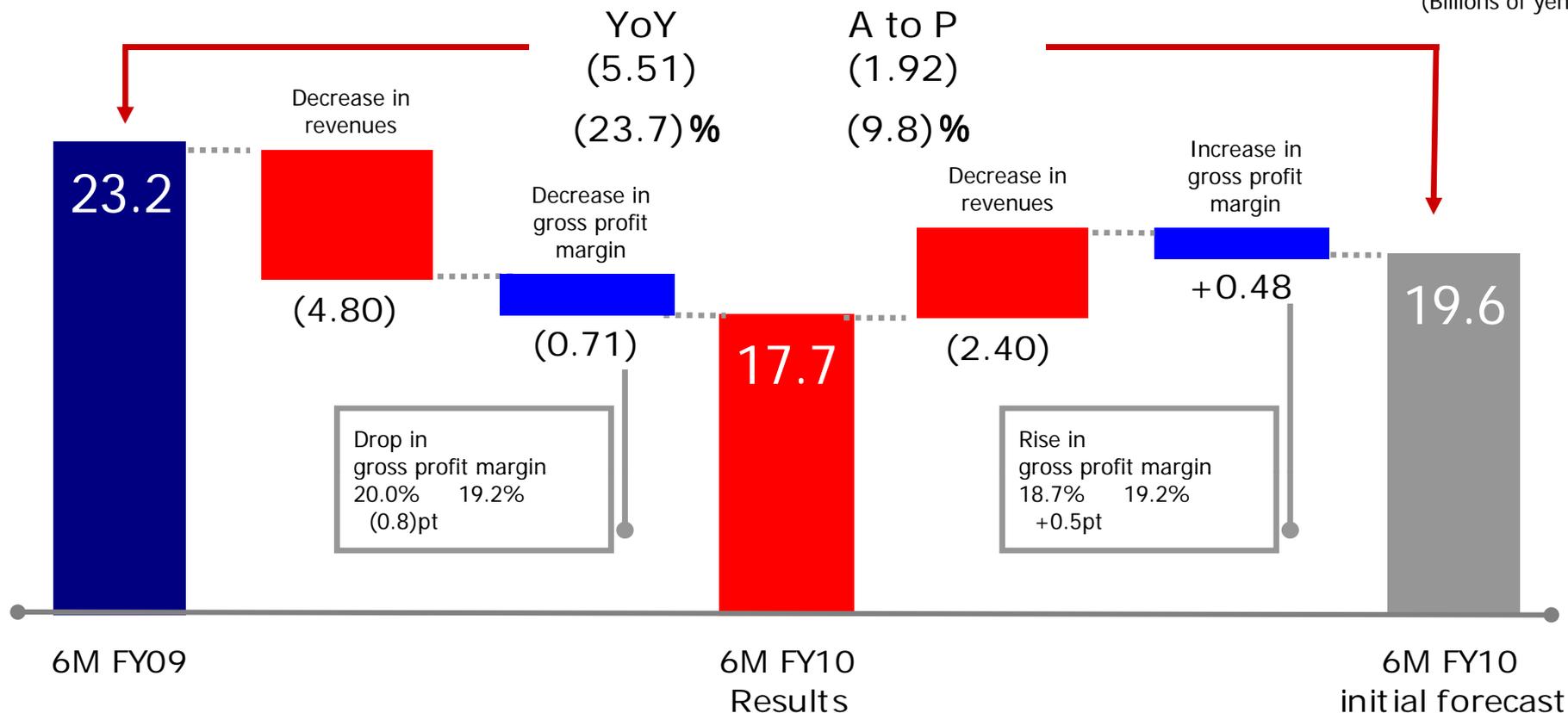
(Billions of yen)



	Temporary staffing/Contracting				Placement/Recruiting				Outplacement			
	Q2 FY09	Q2 FY10	Increase/Decrease	YoY	Q2 FY09	Q2 FY10	Increase/Decrease	YoY	Q2 FY09	Q2 FY10	Increase/Decrease	YoY
Sales	49,884	37,842	(12,041)	(24.1)%	1,686	595	(1,090)	(64.7)%	1,347	2,899	1,551	115.1%
Operating Income	913	435	(478)	(52.4)%	-	-	-	-	184	998	814	442.2%
Operating Income Margin	1.8%	1.1%	-	(0.7)pt	-	-	-	-	13.7%	34.4%	-	20.7pt
	Outsourcing				Other				Eliminations and Corporate			
	Q2 FY09	Q2 FY10	Increase/Decrease	YoY	Q2 FY09	Q2 FY10	Increase/Decrease	YoY	Q2 FY09	Q2 FY10	Increase/Decrease	YoY
Sales	3,785	3,326	(459)	(12.1)%	632	1,101	469	74.2%	(385)	(856)	(470)	-
Operating Income	545	498	(46)	(8.6)%	55	(81)	(136)	-	(960)	(811)	148	-
Operating Income Margin	14.4%	15.0%	-	0.6pt	8.8%	-	-	-	-	-	-	-

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

(Billions of yen)



(Billions of yen)

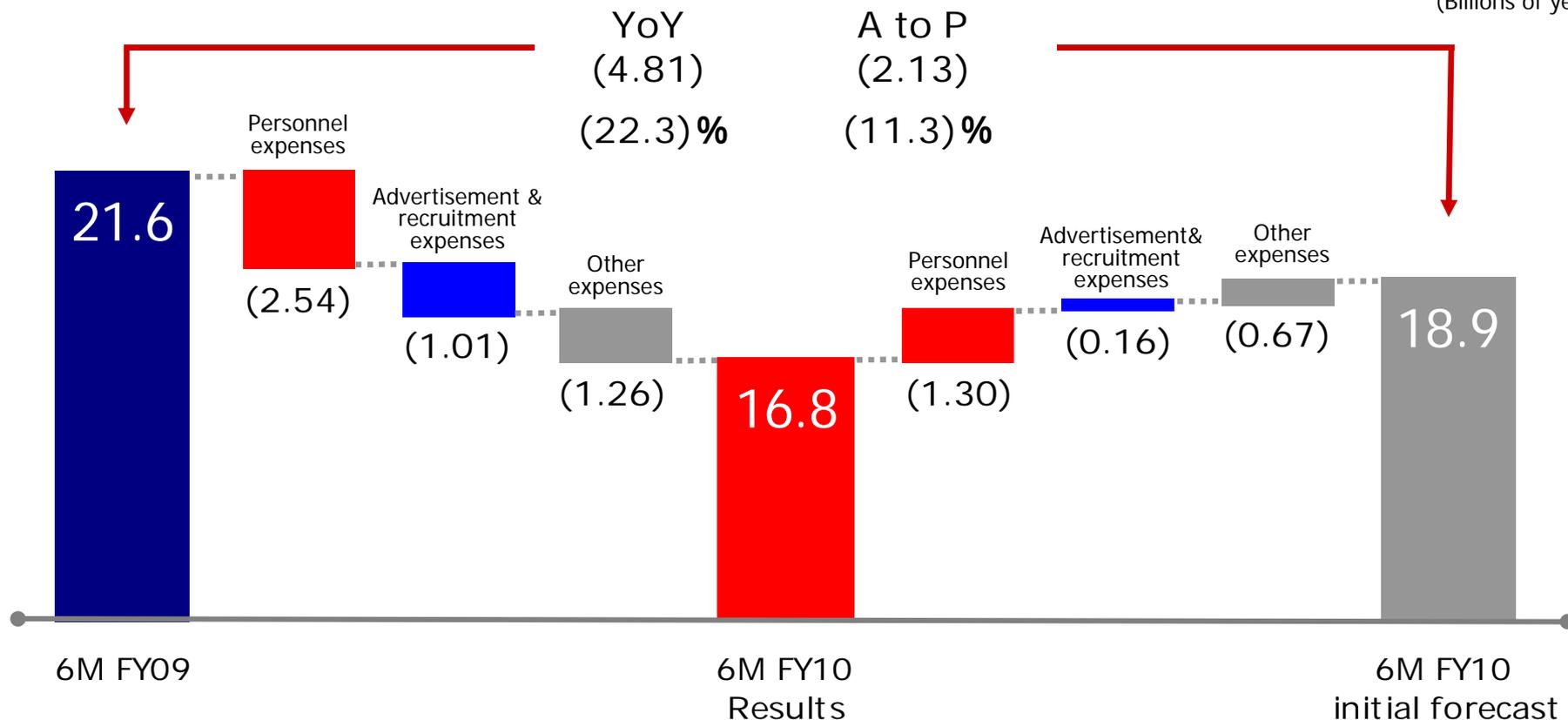
Sales impact	VS results	VS forecast
Temporary staffing and Contracting	(3.55)	(1.82)
Placement and Recruiting	(2.06)	(0.37)
Outplacement	1.00	0.34
Gross profit margin impact	VS results	VS forecast
Temporary staffing and Contracting	(1.06)	(0.69)
Outplacement	0.19	0.46

(Billions of yen)

	6M FY09	Q1 FY10	Q2 FY10	6M FY10 Initial Forecast	6M FY10	VS results	VS forecast
Gross profit	23.20	8.83	8.86	19.61	17.69	(5.51)	(1.92)
Gross profit margin	20.0%	18.7%	19.7%	18.7%	19.2%	(0.8)pt	0.5pt

SG&A expenses Six Months Results

(Billions of yen)



(Billions of yen)

	6M FY09	Q1 FY10	Q2 FY10	6M FY10 Initial Forecast	6M FY10	VS results	VS forecast
Personnel	11.75	5.01	4.21	10.52	9.21	(2.54)	(1.30)
Advertisement and recruitment	1.40	0.21	0.17	0.54	0.38	(1.01)	(0.16)
IT	1.11	0.64	0.64	1.26	1.29	0.18	0.03
Rent	2.54	1.14	1.10	2.09	2.24	(0.30)	0.15
Other	4.80	1.97	1.69	4.51	3.66	(1.14)	(0.85)
Total	21.60	8.97	7.82	18.91	16.78	(4.81)	(2.13)

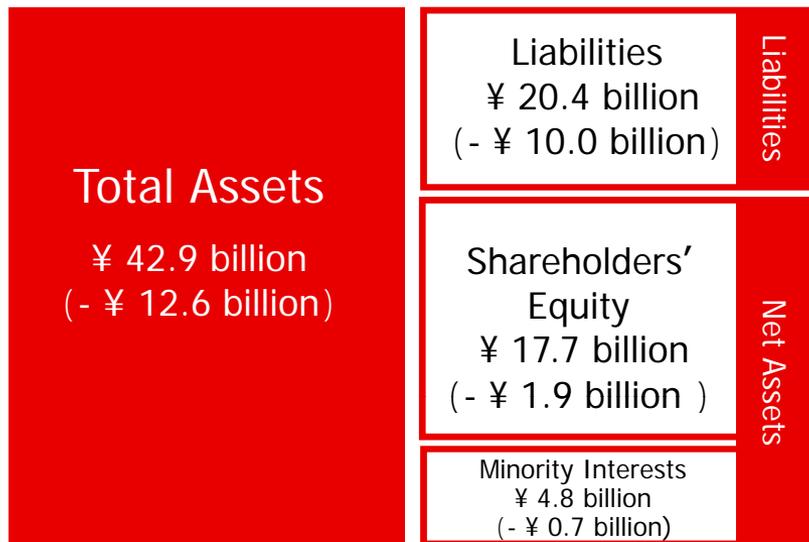
Non-operating/Extraordinary income (loss) , Others

(Millions of yen)

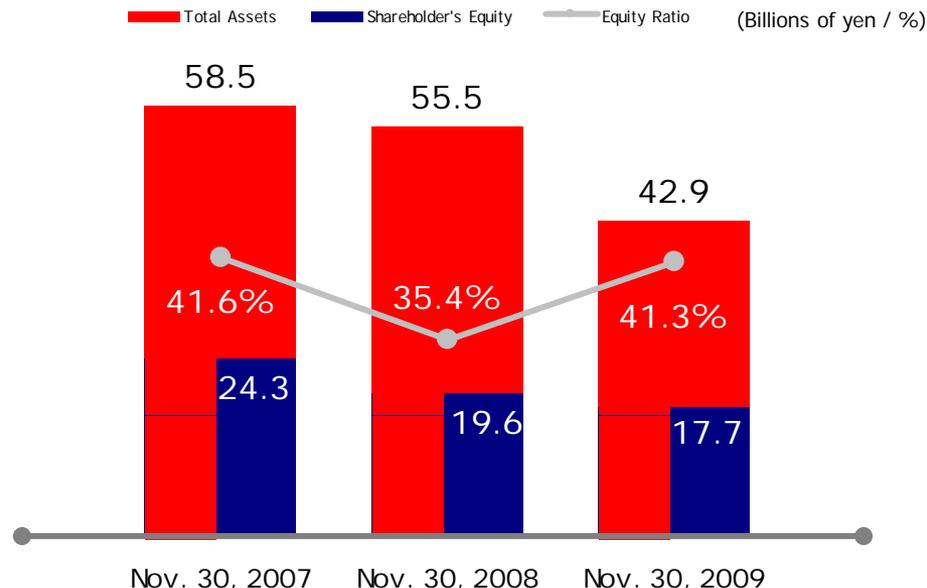
	6M FY09	Q1 FY09 (3M)	Q2 FY09 (3M)	6M FY10	VS results	(%)	VS forecast	(%)
Operating income	1,598	(134)	1,039	905	(693)	(43.4)%	215	31.2%
Non-operating income	278	56	52	108	(169)	(60.9)%		
Non-operating expenses	73	41	39	80	7	10.6%		
Ordinary income	1,803	(119)	1,052	933	(870)	(48.3)%	263	39.3%
Extraordinary income	87	22	5	28	(59)	(67.4)%		
Extraordinary loss	289	59	25	84	(205)	(70.8)%		
Income before income taxes	1,601	(155)	1,032	877	(724)	(45.3)%		
Income taxes - current	1,018	100	731	831	(186)	(18.3)%		
Income taxes - deferred	63	750	658	1,408	1,345	2116.4%		
Minority interests in income	316	96	236	333	16	5.3%		
Net income (loss)	203	(1,102)	(594)	(1,696)	(1,900)	-	(1,716)	-

Financial Position

As of November 30, 2009
 • Figures in parentheses indicate changes from the end of the previous fiscal year.



Total Assets, Shareholders' Equity, Equity Ratio



Cash Flows

	6M FY09	6M FY10
Cash flows from operating activities	0.6	(1.2)
Cash flows from investing activities	(1.9)	(0.0)
Cash flows from financing activities	(2.2)	(6.2)
Free cash flows	(1.2)	(1.3)

- Income before income taxes ¥0.9 billion
- Depreciation and amortization ¥0.9 billion
- Decrease in note and accounts receivable - trade ¥1.9 billion
- Decrease in operating debt ¥(2.7) billion
- Decrease in deposits received ¥(1.7) billion

- Purchase of securities of subsidiaries ¥(0.7) billion
- Proceeds from collection of lease and guarantee deposits ¥1.6 billion

- Decrease in short-term loans payable ¥(6.3) billion
- Proceeds from long-term loans payable ¥0.6 billion
- Cash dividends paid ¥(0.5) billion

4. Overview by Business Segment

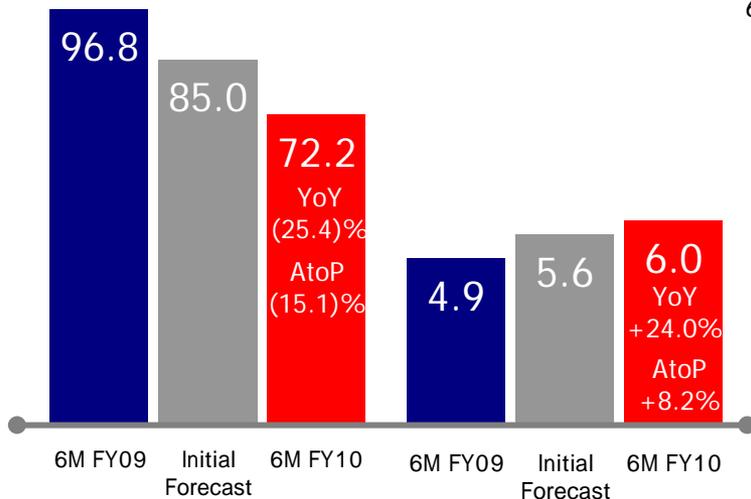
Net Sales

Figures include intrasegment sales and transfers

(Billions of yen)

Temporary Staffing

Contracting



Sales by Staffing Type

Figures exclude intrasegment sales



(Millions of yen)

	6M FY09	YoY	6M FY10	YoY
Clerical	54,206	(5.7)%	40,782	(24.8)%
Technical	16,962	(0.3)%	13,366	(21.2)%
IT engineering	11,544	4.4%	8,999	(22.0)%
Sales and Marketing	8,322	(11.7)%	5,372	(35.4)%
Other	5,503	(6.4)%	3,401	(38.2)%
Insourcing (contracting)	4,860	6.1%	5,997	23.4%
Temporary staffing-related	96	(11.3)%	69	(28.3)%
Total	101,497	(3.9)%	77,989	(23.2)%

6M FY2010

While the downturn in new orders, most notably in the finance and service sectors, appears to have bottomed out, continued decline in the number of temporary staff under contract

Widening negative gap in sales and marketing fields in line with contracts fulfilled

Impacted by trends in the corporate sector, particularly efforts to raise business efficiency, steady growth in demand for Insourcing (contracting) services

Temporary Staffing / Contracting Marketing Data

(Pasona data: Number of people)

(Japan Staffing Service Association: Number of people)

Long-term Temporary Staff



	FY08				FY09				FY10	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Industry - wide	342,784	345,750	353,834	355,206	345,117	343,766				
YoY	4.8%	3.3%	3.8%	1.9%	0.7%	(0.6)%				
Industry - wide (After changing the examination item)				437,440	425,000	418,994	404,127	364,069	338,109	
YoY				-	-	-	-	(16.8)%	(20.4)%	
Pasona Inc.	42,825	42,350	42,387	42,073	40,607	38,923	37,242	34,295	31,384	30,019
YoY	5.1%	1.6%	(3.3)%	(5.7)%	(5.2)%	(8.1)%	(12.1)%	(18.5)%	(22.7)%	(22.9)%
Consolidated (Domestic)	* 55,168	54,619	54,758	54,573	53,615	51,518	49,406	45,535	40,866	38,932
YoY	6.9%	3.3%	(1.5)%	(4.1)%	(2.7)%	(5.5)%	(9.7)%	(16.6)%	(23.8)%	(24.4)%

Three - month Average (Pasona Inc.) Orders (long term)

	Q1	Q2	Q3	Q4
FY09	5,973	5,008	3,152	3,836
YoY	(16.5)%	(34.3)%	(53.6)%	(44.2)%
FY10	3,153	3,138		
YoY	(47.2)%	(37.3)%		

Rate of Contracts Signed (Long-Term Contract Starts / Long-Term Orders)

	Q1	Q2	Q3	Q4
FY09	36.8%	46.6%	55.6%	62.6%
YoY	(0.8)pt	8.0pt	18.5pt	19.6pt
FY10	58.2%	51.2%		
YoY	21.4pt	4.6pt		

Contract Starts (long term)

	Q1	Q2	Q3	Q4
FY09	2,200	2,336	1,753	2,402
YoY	(18.3)%	(20.7)%	(30.6)%	(18.8)%
FY10	1,836	1,607		
YoY	(16.6)%	(31.2)%		

Rate of Contracts Completion (Long-Term Contract Starts / Long-Term Orders)

	Q1	Q2	Q3	Q4
FY09	6.4%	7.0%	6.8%	11.4%
YoY	(1.0)pt	0.1pt	0.7pt	2.9pt
FY10	7.3%	6.1%		
YoY	0.8pt	(0.9)pt		

Contract Completion (long term)

	Q1	Q2	Q3	Q4
FY09	2,614	2,718	2,546	3,918
YoY	(18.5)%	(6.8)%	(1.4)%	8.9%
FY10	2,282	1,817		
YoY	(12.7)%	(33.2)%		

Number of New Registered Staff for three months (Consolidated / Japan)

	Q1	Q2	Q3	Q4
FY09	19,366	22,195	17,379	16,629
YoY	(14.8)%	1.7%	(11.9)%	(31.2)%
FY10	23,764	13,839		
YoY	22.7%	(37.7)%		

Reference : Industry - wide 2009

	July	Aug.	Sep.	Average
	334,926	335,141	329,513	333,193
	(21.1)%	(19.5)%	(21.6)%	(20.7)%

*Contributions from the merger with MITSUI BUSSAN HUMAN RESOURCES CORPORATION are included in results data for the first quarter of the fiscal year ending May 31, 2010.

*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.

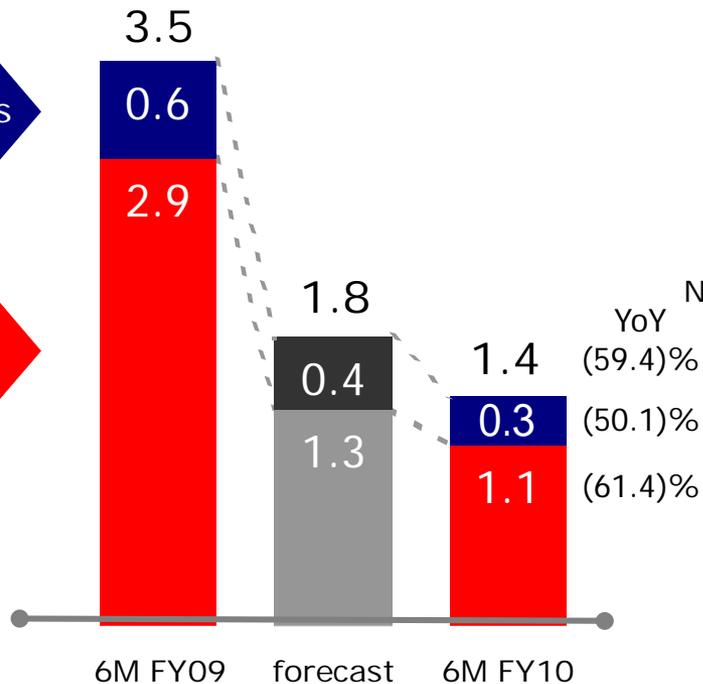
*New registrants data presented on a consolidated basis. Disclosure of domestic temporary staffing business data: Pasona: June 1, to May 31; Subsidiary companies: April 1, to March 31.

Placement / Recruiting Six months Results

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

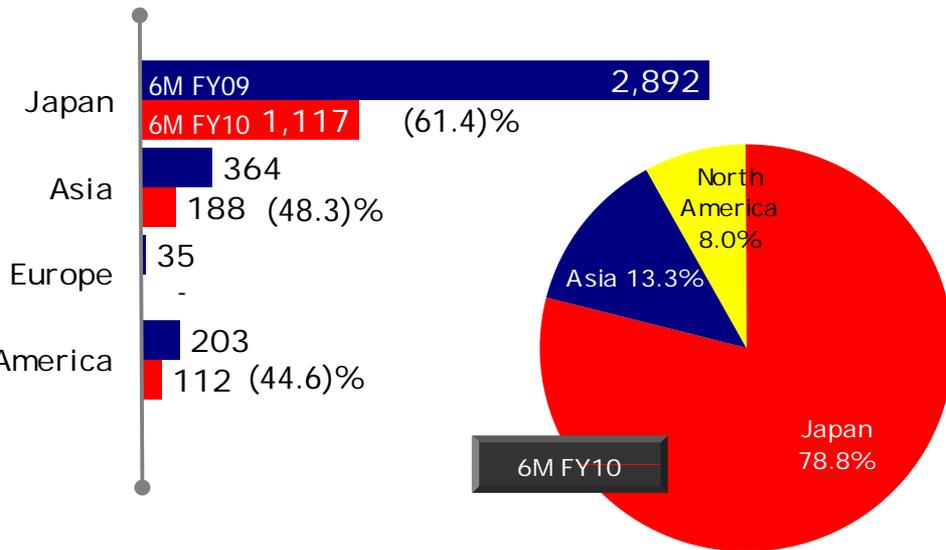
Sales

(Billions of yen)



Sales by Region

(Millions of yen)



	6M FY09	6M FY10 initial forecast	6M FY10	YoY	vs initial forecast
Consolidated (Japan)	2,892	1,347	1,117	(61.4)%	(17.1)%
Consolidated (Overseas)	603	442	301	(50.1)%	(31.8)%
Total	3,496	1,789	1,418	(59.4)%	(20.7)%

6M FY2010

In addition to a contraction in recruitment activity, increasing difficulty in the matching of needs and demand due to the implementation of higher selection standards

Continued weak overseas demand

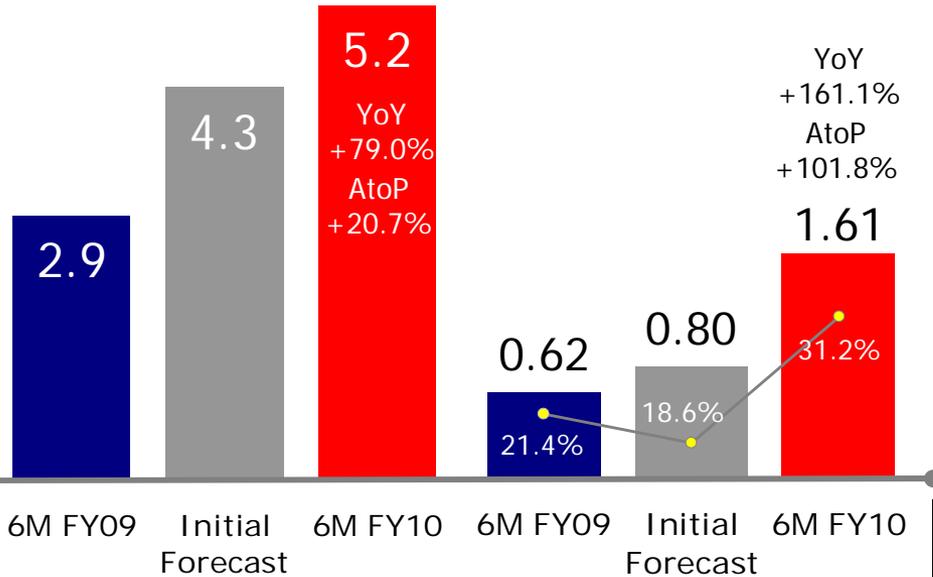
Outplacement Six months Results

Pasona Career Inc., Other

Net Sales

Operating Income, Operating Income Margin

(Billions of yen)



Marketing Data (YoY)

Number of clients +61.6%
 Number of personnel per company +120.7%
 Number of orders (persons) +148.7%

(Millions of yen)

	6M FY09	6M FY10	YoY
Amount of Orders Received	2,567	6,074	136.6%

	6M FY09	6M FY10 initial forecast	6M FY10	vs FY09	vs initial forecast
Sales	2,893	4,290	5,179	+79.0%	+20.7%
Operating income	618	800	1,614	+161.1%	+101.8%

6M FY2010

Substantial growth in demand due mainly to an increase in employment correction activity

Increase in the number of consultants through relocation from the Placement and Recruiting as well as other departments; successful efforts to strengthen the Group's marketing structure and systems

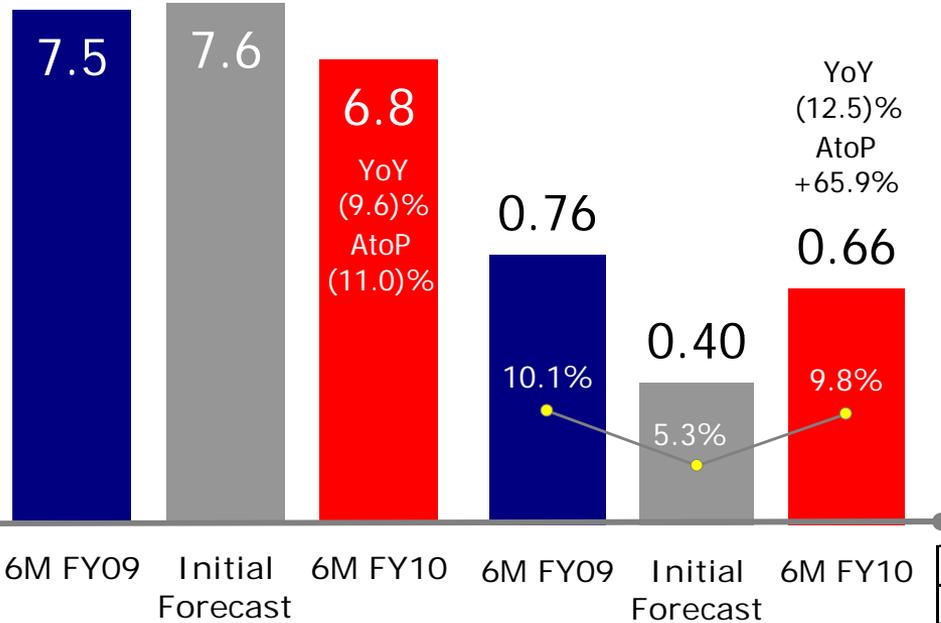
Outsourcing Six Months Results

Benefit One Inc.

Net Sales

Operating Income, Operating Income Margin

(Billions of yen)



[Bebenefit One Inc. Results]

(Millions of yen)

	6M FY09	6M FY10	YoY
Net Sales	7,479	6,758	(9.6)%
Operating income	795	710	(10.7)%

	6M FY09	6M FY10 initial forecast	6M FY10	vs FY09	vs initial forecast
Sales	7,479	7,590	6,758	(9.6)%	(11.0)%
Operating income	758	400	663	(12.5)%	+65.9%

6M FY2010

Net sales fall below original plans due largely to delays in the launch of new services and other factors

Trends in earnings generally firm reflecting the benefits of cost cutting measures

5. Consolidated Forecast of Business Results

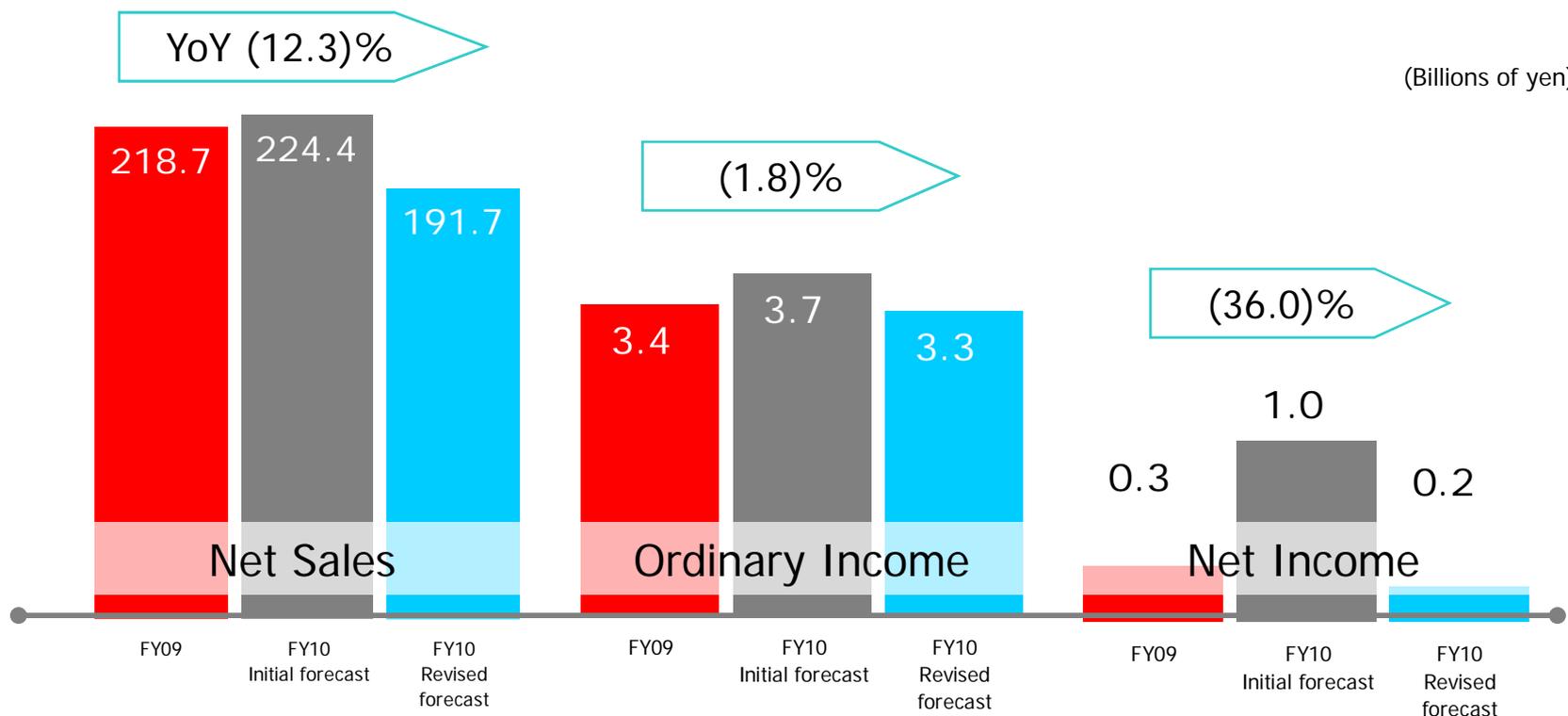
Revised Consolidated Forecasts of Business Results

FY2010

FY2010 (Revised forecast)	Initial Forecast	Revised Forecast	Change (amount)	Change (%)	Causes for Revision
Net Sales	224,390	191,700	(32,690)	(14.6)%	Sales Temporary staffing / Contracting -¥35.5 billion Placement / Recruiting -¥0.7 billion Outplacement +¥4.7 billion Outsourcing -¥1.1 billion including Impact of Group Reorganization +¥1.9 billion
Gross Profit	42,260	37,600	(4,660)	(11.0)%	Gross Profit Gross Profit Margin 18.8% 19.6% (+0.8pt) Temporary staffing / Contracting ¥5.9 billion Placement / Recruiting -¥0.7 billion Outplacement +¥2.2 billion
SG&A Expenses	38,720	34,600	(4,120)	(10.6)%	SG&A Personnel -¥2.0 billion Advertisement & recruitment -¥0.2 billion
Operating Income	3,540	3,000	(540)	(15.3)%	Operating Income Impact of Group Reorganization +¥0.1 billion
Ordinary Income	3,690	3,300	(390)	(10.6)%	Ordinary Income Non-operating income +¥0.1 billion
Income before income taxes	3,460	3,000	(460)	(13.3)%	Net Income Income taxes-defend +¥0.8 billion Minority interests in income +¥0.1 billion
Net Income	1,010	200	(810)	(80.2)%	

(Millions of yen)

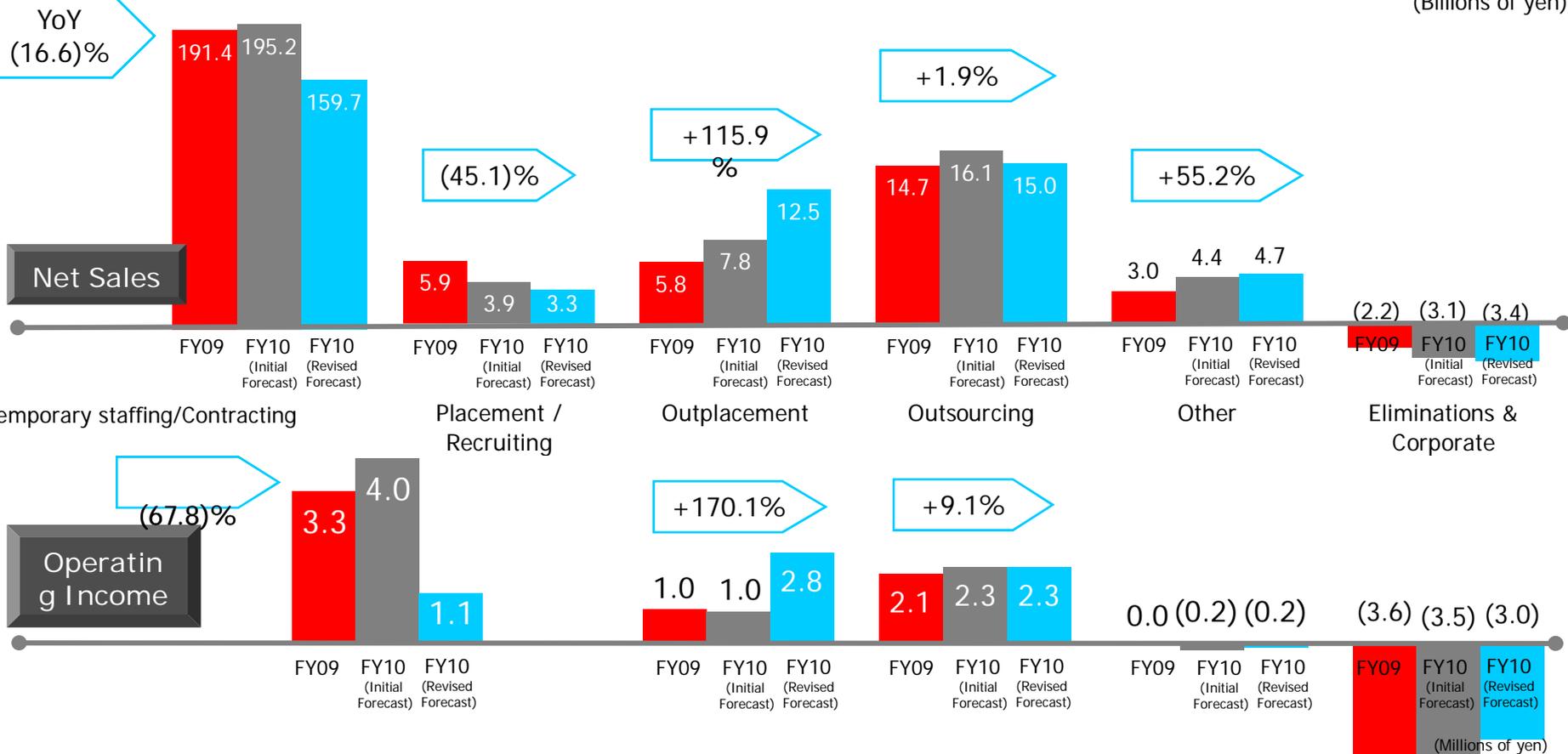
Revised Consolidated Forecasts of Business Results



(Millions of yen)	FY09	(%)	FY10 Initial forecast	(%)	FY10 Revised forecast	(%)	vs FY09	%	vs Initial Forecast	%
Sales	218,699	(100.0)	224,390	(100.0)	191,700	(100.0)	(26,999)	(12.3)%	(32,690)	(14.6)%
Cost of sales	175,114	(80.1)	182,130	(81.2)	154,100	(80.4)	(21,014)	(12.0)%	(28,030)	(15.4)%
Gross profit	43,585	(19.9)	42,260	(18.8)	37,600	(19.6)	(5,985)	(13.7)%	(4,660)	(11.0)%
SG&A expenses	40,735	(18.6)	38,720	(17.3)	34,600	(18.0)	(6,135)	(15.1)%	(4,120)	(10.6)%
Operating income	2,850	(1.3)	3,540	(1.6)	3,000	(1.6)	149	5.2%	(540)	(15.3)%
Ordinary income	3,361	(1.5)	3,690	(1.6)	3,300	(1.7)	(61)	(1.8)%	(390)	(10.6)%
Net income	312	(0.1)	1,010	(0.5)	200	(0.1)	(112)	(36.0)%	(810)	(80.2)%

Revised Forecasts of Consolidated Business Results by Business Segment

(Billions of yen)



	Temporary staffing/Contracting						Placement/Recruiting						Outplacement								
	FY08	Revised forecast	Revised forecast	VS results	%	VS forecast	%	FY08	Revised forecast	Revised forecast	VS results	%	VS forecast	%	FY08	Revised forecast	Revised forecast	VS results	%	VS forecast	%
Sales	191,412	195,190	159,660	(31,752)	(16.6)%	(35,530)	(18.2)%	5,921	3,930	3,250	(2,671)	(45.1)%	(680)	(17.3)%	5,794	7,820	12,510	6,715	115.9%	4,690	60.0%
Operating Income	3,291	3,980	1,060	(2,231)	(67.8)%	(2,920)	(73.4)%	-	-	-	-	-	-	-	1,025	970	2,770	1,744	170.1%	1,800	185.6%
Operating Income Ratio	1.7%	2.0%	0.7%	-	(1.0)pt	-	(1.3)pt	-	-	-	-	-	-	-	17.7%	12.4%	22.1%	-	4.4pt	-	9.7pt
	Outsourcing						Other						Elimination and Corporate								
	FY08	Revised forecast	Revised forecast	VS results	%	VS forecast	%	FY08	Revised forecast	Revised forecast	VS results	%	VS forecast	%	FY08	Revised forecast	Revised forecast	VS results	VS forecast		
Sales	14,725	16,140	15,000	274	1.9%	(1,140)	(7.1)%	3,002	4,390	4,660	1,657	55.2%	270	6.2%	(2,155)	(3,080)	(3,380)	(1,224)	(300)		
Operating Income	2,135	2,330	2,330	194	9.1%	0	0.0%	12	(230)	(160)	(172)	-	70	-	(3,614)	(3,510)	(3,000)	614	510		
Operating Income Ratio	14.5%	14.4%	15.5%	-	1.0pt	-	1.1pt	0.4%	-	-	-	-	-	-	-	-	-	-	-		

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

Revised Consolidated Forecasts of Business Results (Second Half)

(Millions of yen)

Consolidated	H1 FY09 Results	(%)	H2 FY10 Initial forecast	(%)	H2 FY10 Revised forecast	(%)	VS H2 FY09	(%)	FY10 Revised forecast	(%)
Sales	92,069	(100.0)	119,510	(100.0)	99,640	(100.0)	(2,973)	(2.9)%	191,700	(100.0)
Cost of sales	74,380	(80.8)	96,850	(81.0)	79,720	(80.0)	(2,505)	(3.0)%	154,100	(80.4)
Gross profit	17,689	(19.2)	22,660	(19.0)	19,920	(20.0)	(467)	(2.3)%	37,600	(19.6)
SG&A expenses	16,784	(18.2)	19,810	(16.6)	17,820	(17.9)	(1,316)	(6.9)%	34,600	(18.0)
Operating income	905	(1.0)	2,850	(2.4)	2,100	(2.1)	848	+67.8%	3,000	(1.6)
Ordinary income	933	(1.0)	3,020	(2.5)	2,370	(2.4)	812	+52.2%	3,300	(1.7)
Net income (loss)	(1,696)	-	990	(0.8)	1,890	(1.9)	1,781	+1635.5%	200	(0.1)

by Business Segment	H1 FY09 Results	H2 FY 10 Initial forecast	H2 FY10 Revised forecast	VS H2 FY09	(%)	FY10 Revised forecast
Sales						
Temporary staffing/ Contracting	78,239	104,580	81,420	(8,326)	(9.3)%	159,660
Placement / Recruiting	1,418	2,150	1,840	(584)	(24.1)%	3,250
Outplacement	5,179	3,530	7,340	4,438	+153.0%	12,510
Outsourcing	6,758	8,550	8,250	1,003	+13.9%	15,000
Other	2,122	2,260	2,540	824	+48.1%	4,660
Eliminations & Corporate	(1,648)	(1,560)	(1,750)	(329)	-	(3,380)

Operating income (loss)

Temporary staffing/ Contracting, Placement / Recruiting	281	2,750	780	(486)	(38.4)%	1,060
Outplacement	1,614	170	1,160	752	185.0%	2,770
Outsourcing	663	1,930	1,670	292	21.3%	2,330
Other	(107)	(90)	(60)	(47)	-	(160)
Eliminations & Corporate	(1,547)	(1,910)	(1,450)	335	-	(3,000)

6. Reference

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

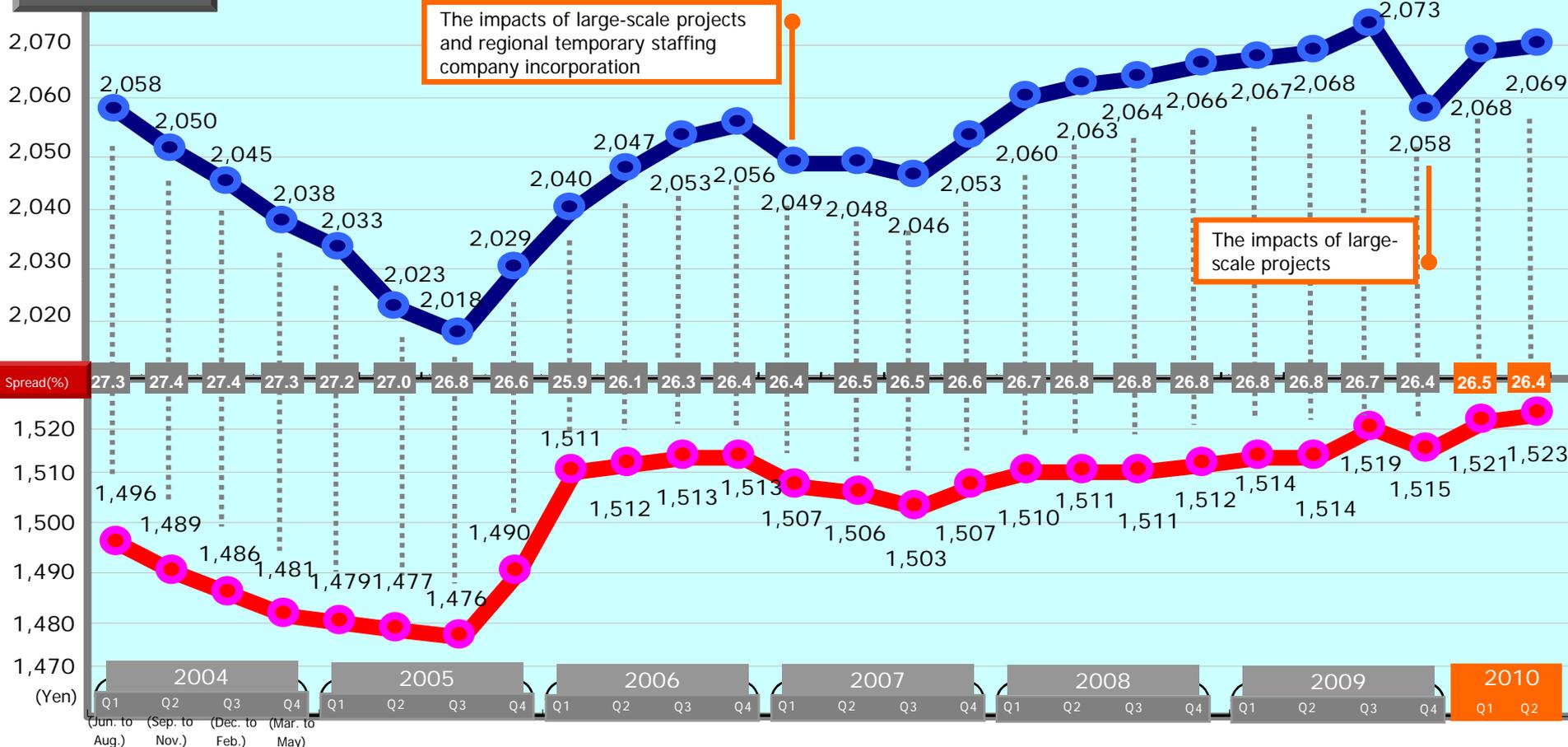
The spread between unit prices at the invoice and payment levels remained unchanged due to continuous negotiation.

Q2 FY10 **26.4%** (YoY -0.4pt)

	FY05	FY06	FY07	FY08	FY09 (Average)	YoY
Invoice Rates	2,026	2,049	2,049	2,063	2,067	0.2%
Payment Rates	1,481	1,512	1,506	1,511	1,516	0.3%
Spread	26.9%	26.2%	26.5%	26.8%	26.7%	(0.1)pt

Q1 FY10		Q2 FY10		6M FY10	
Q1	YoY	Q2	YoY	6M	YoY
2,068	0.0%	2,069	0.0%	2,068	0.0%
1,521	0.4%	1,523	0.6%	1,522	0.5%
26.5%	(0.3)pt	26.4%	(0.4)pt	26.4%	(0.4)pt

Invoice Rates



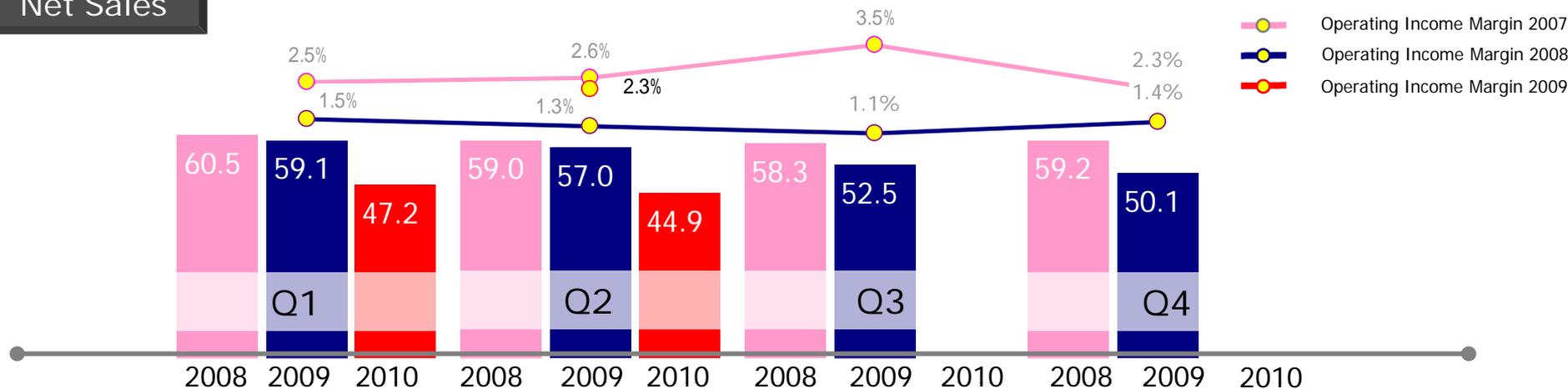
Payment Rates

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.

Quarterly Earnings Trends

Net Sales

(Billions of yen)



	Q1 (June to August)					Q2 (September to November)					Q3 (December to February)			Q4 (March to May)		
	2008	2009	YoY	2010	YoY	2008	2009	YoY	2010	YoY	2008	2009	YoY	2008	2009	YoY
Net Sales	60,489	59,136	(2.2)%	47,161	(20.2)%	59,026	56,950	(3.5)%	44,908	(21.1)%	58,250	52,531	(9.8)%	59,178	50,082	(15.4)%
Gross profit	12,115	11,762	(2.9)%	8,834	(24.9)%	12,230	11,435	(6.5)%	8,855	(22.6)%	12,671	10,554	(16.7)%	12,352	9,833	(20.4)%
SG&A expenses	10,585	10,902	3.0%	8,968	(17.7)%	10,688	10,696	0.1%	7,815	(26.9)%	10,655	9,986	(6.3)%	10,995	9,149	(16.8)%
Operating income	1,529	860	(43.8)%	(134)	-	1,541	738	(52.1)%	1,039	40.7%	2,015	567	(71.8)%	1,356	683	(49.6)%
Ordinary income	1,584	909	(42.6)%	(119)	-	1,560	894	(42.7)%	1,052	17.6%	1,994	527	(73.5)%	1,497	1,029	(31.3)%
Net income	795	313	(60.6)%	(1,102)	-	268	(110)	-	(594)	-	1,286	(810)	-	612	919	50.1%
Gross profit margin	20.0%	19.9%	(0.1)pt	18.7%	(1.2)pt	20.7%	20.1%	(0.6)pt	19.7%	(0.4)pt	21.8%	20.1%	(1.7)pt	20.9%	19.6%	(1.3)pt
SG&A expense ratio	17.5%	18.4%	0.9pt	19.0%	0.6pt	18.1%	18.8%	0.7pt	17.4%	(1.4)pt	18.3%	19.0%	0.7pt	18.6%	18.2%	(0.4)pt
Operating income margin	2.5%	1.5%	(1.0)pt	-	-	2.6%	1.3%	(1.3)pt	2.3%	1.0pt	3.5%	1.1%	(2.4)pt	2.3%	1.4%	(0.9)pt
Ordinary income margin	2.6%	1.5%	(1.1)pt	-	-	2.6%	1.6%	(1.0)pt	2.3%	0.7pt	3.4%	1.0%	(2.4)pt	2.5%	2.1%	(0.4)pt
Net income margin	1.3%	0.5%	(0.8)pt	-	-	0.5%	-	-	-	-	2.2%	-	-	1.0%	1.8%	0.8pt

Consolidated

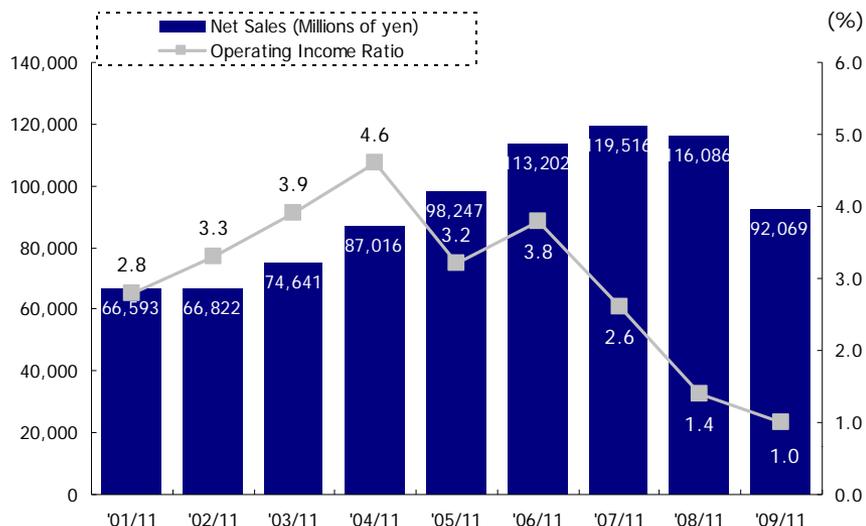
Trends in Quarterly Consolidated Results

(Millions of yen)

		Q1 (June to August)					Q2 (September to November)					Q3 (December to February)			Q4 (March to May)		
		2008	2009	YoY	2010	YoY	2008	2009	YoY	2010	YoY	2008	2009	YoY	2008	2009	YoY
Sales	Temporary staffing / Contracting	53,596	51,780	(3.4)%	40,396	(22.0)%	52,090	49,884	(4.2)%	37,842	(24.1)%	51,162	46,267	(9.6)%	51,961	43,479	(16.3)%
	Placement / Recruiting	2,260	1,810	(19.9)%	823	(54.5)%	1,905	1,686	(11.5)%	595	(64.7)%	1,795	1,253	(30.2)%	1,714	1,170	(31.7)%
	Outplacement	1,213	1,545	27.3%	2,280	47.5%	1,421	1,347	(5.2)%	2,899	115.1%	1,588	1,307	(17.7)%	1,634	1,593	(2.5)%
	Outsourcing	3,217	3,693	14.8%	3,432	(7.1)%	3,389	3,785	11.7%	3,326	(12.1)%	3,486	3,638	4.4%	3,639	3,607	(0.9)%
	Other	472	655	38.7%	1,020	55.8%	498	632	27.0%	1,101	74.2%	574	793	38.1%	571	922	61.5%
	Eliminations & Corporate	(270)	(349)	-	(791)	-	(278)	(385)	-	(856)	-	(356)	(729)	-	(342)	(690)	-
Operating Income	Temporary staffing/ Contracting, Placement / Recruiting	1,384	1,112	(19.7)%	(154)	-	618	913	47.8%	435	(52.4)%	1,613	484	(70.0)%	1,440	782	(45.7)%
	Outplacement	226	434	91.9%	616	41.9%	361	184	(49.1)%	998	442.2%	378	149	(60.5)%	411	257	(37.5)%
	Outsourcing	(72)	213	-	165	(22.4)%	550	545	(0.9)%	498	(8.6)%	929	828	(10.8)%	476	548	15.0%
	Other	(9)	(31)	-	(25)	-	10	55	411.5%	(81)	-	(17)	53	-	(10)	(65)	-
	Eliminations & Corporate	0	(868)	-	(735)	-	1	(960)	-	(811)	-	(887)	(947)	-	(961)	(838)	-
Operating Income Margin	Temporary staffing/ Contracting, Placement / Recruiting	2.5%	2.1%	(0.4)pt	-	-	1.1%	1.8%	0.7pt	1.1%	(0.7)pt	3.0%	1.0%	(2.0)pt	2.7%	1.8%	(0.9)pt
	Outplacement	18.6%	28.1%	9.5pt	27.0%	(1.1)pt	25.4%	13.7%	(11.7)pt	34.4%	20.7pt	23.8%	11.4%	(12.4)pt	25.2%	16.2%	(9.0)pt
	Outsourcing	-	5.8%	8.1pt	4.8%	(1.0)pt	16.2%	14.4%	(1.8)pt	15.0%	0.6pt	26.6%	22.8%	(3.8)pt	13.1%	15.2%	2.1pt
	Other	-	-	-	-	-	2.2%	8.8%	6.6pt	-	-	-	6.7%	-	-	-	-

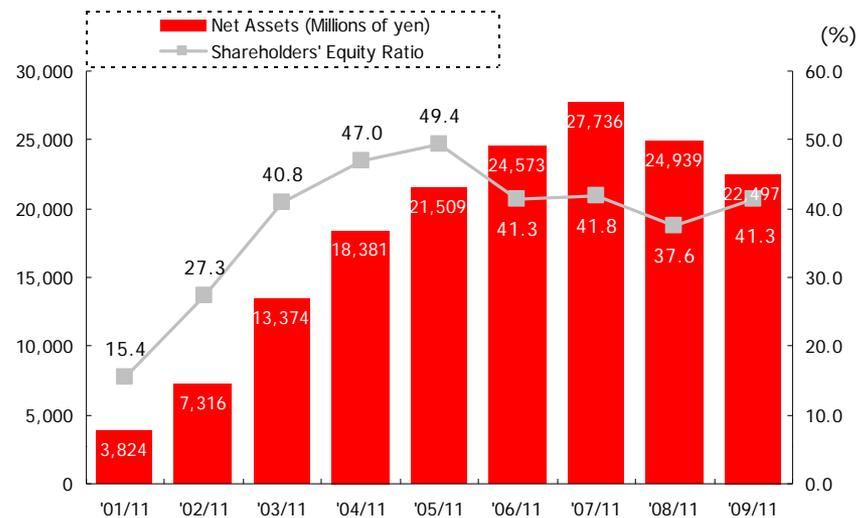
Net Sales and Operating Income Ratio

(Millions of yen)



Net Assets and Shareholders' Equity Ratio

(Millions of yen)



First Half Results

Key Indicators	'01/11	'02/11	'03/11	'04/11	'05/11	'06/11	'07/11	'08/11	'09/11
Net Sales	66,593	66,822	74,641	87,016	98,247	113,202	119,516	116,086	92,069
Gross Profit Margin	17.6%	18.9%	20.1%	20.6%	19.8%	20.3%	20.4%	20.0%	19.2%
SG&A Expenses	9,823	10,386	12,091	13,905	16,290	18,654	21,274	21,598	16,784
SG&A Expenses Ratio	14.8%	15.6%	16.2%	16.0%	16.6%	16.5%	17.8%	18.6%	18.2%
Operating Income	1,878	2,211	2,892	3,982	3,123	4,314	3,071	1,598	905
Operating Income Ratio	2.8%	3.3%	3.9%	4.6%	3.2%	3.8%	2.6%	1.4%	1.0%
Ordinary Income	1,738	2,086	2,707	3,990	3,103	4,392	3,145	1,803	933
Ordinary Income Ratio	2.6%	3.1%	3.6%	4.6%	3.2%	3.9%	2.6%	1.6%	1.0%
Net Income (Loss)	822	931	1,272	2,319	1,482	2,073	1,063	203	(1,696)
Net Income Ratio	1.2%	1.4%	1.7%	2.7%	1.5%	1.8%	0.9%	0.2%	-
Total Assets	24,808	26,796	32,759	39,150	43,526	49,918	55,216	52,670	42,866
Net Assets *1	3,824	7,316	13,374	18,381	21,509	24,573	27,736	24,939	22,497
Shareholders' Equity Ratio *2	15.4%	27.3%	40.8%	47.0%	49.4%	41.3%	41.8%	37.6%	41.3%
Current Ratio	117.0%	122.7%	146.9%	177.2%	182.0%	152.3%	150.8%	136.4%	148.1%
Number of Employees (Does not include contract workers)	1,393	1,501	1,886	2,000	2,297	2,761	3,264	3,508	3,568

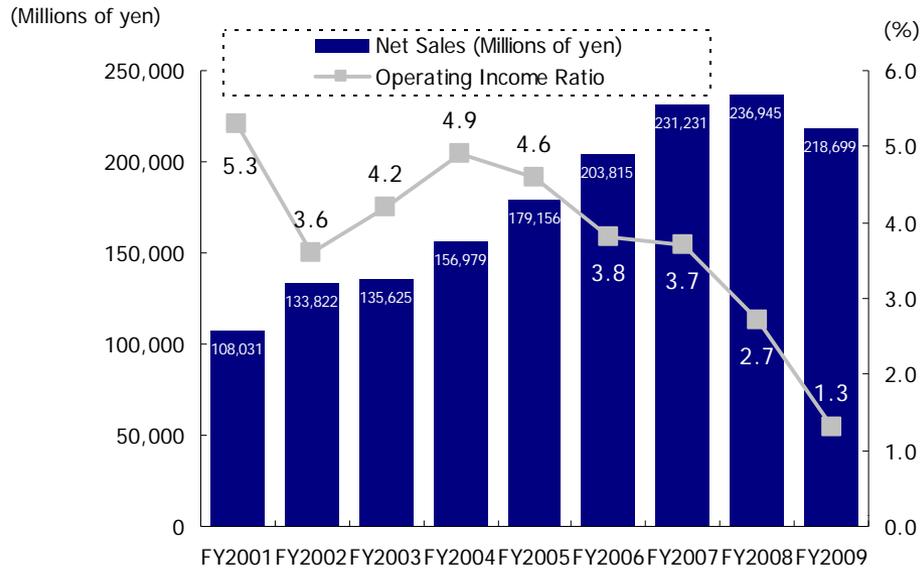
Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies.

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

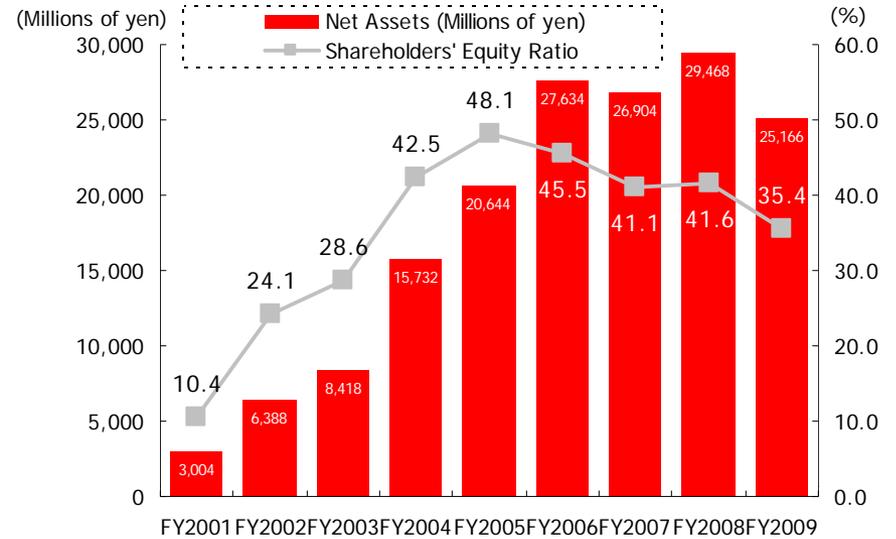
2. Despite changes in calculation methods for net assets following the introduction of changes to accounting standards and policies, the shareholders' equity ratio since the fiscal year ended May 31, 2006 is calculated utilizing an amount equivalent to net assets applicable to common shares

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

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



Results

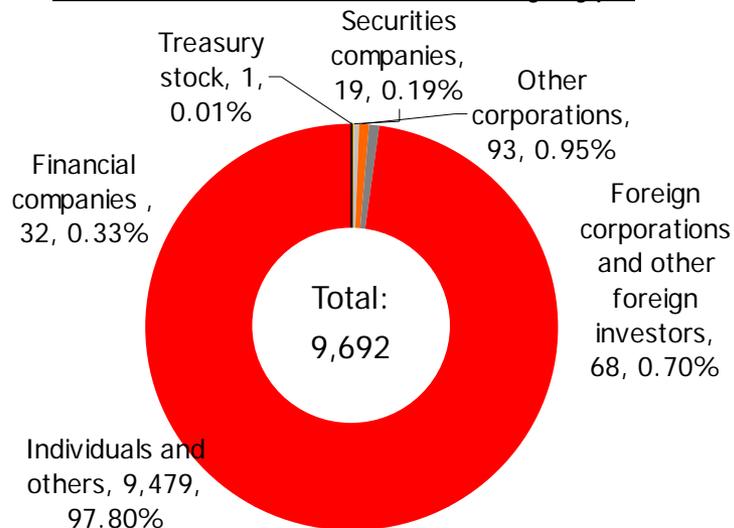
Key Indicators	'01/05	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05	'08/05	'09/05
Net Sales	108,031	133,822	135,625	156,979	179,156	203,815	231,231	236,945	218,699
Gross Profit Margin	20.8%	18.2%	19.7%	20.9%	20.8%	20.2%	20.3%	20.8%	19.9%
SG&A Expenses	16,695	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735
SG&A 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
Net Income Ratio	(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 workers)	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.

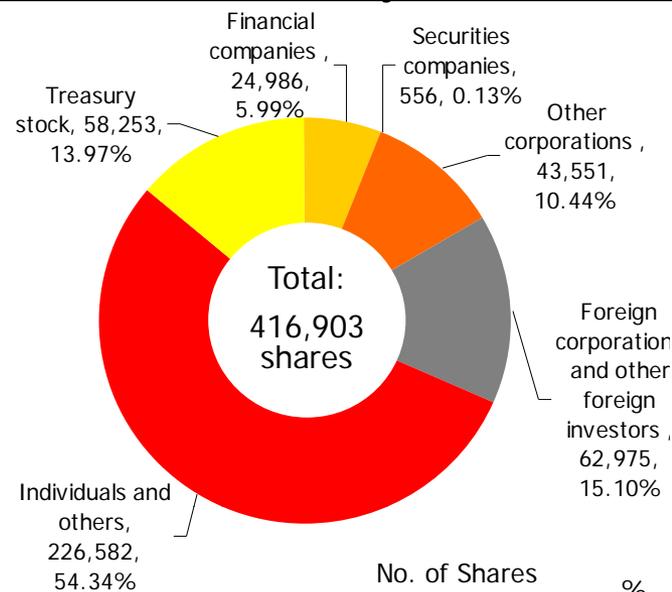
2. Despite changes in calculation methods for net assets following the introduction of changes to accounting standards and policies, the shareholders' equity ratio since the fiscal year ended May 31, 2006 is calculated utilizing an amount equivalent to net assets applicable to common shares.

3. 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

Shareholder Name	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	23,918	5.74%
State Street Bank and Trust Company	11,532	2.77%
Eizaburo Nambu	9,000	2.16%
State Street Bank and Trust Company	7,882	1.89%
Mellon Bank N.A as agent for its client Mellon Omnibus US Pension	6,944	1.67%
Japan Trustees Service Bank, Ltd. (Trust Account)	5,630	1.35%
Pasona Group Employees' Shareholding Association	4,984	1.20%

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. Pasona 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. As the Company is unable to confirm the number of shares held as of 30 November, 2009, Harris Associates L.P. has been omitted from the list of major shareholders identified.

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	4,568 (Consolidated, Including Contract workers)
Group Companies	Subsidiaries 32, Affiliates 4
URL	http://www.pasonagroup.co.jp/english/

(As of November 30, 2009)