

(Appendix)



Results for the First Quarter of the Fiscal Year Ending May 31, 2012

FY2011 First Three Months (June 1, 2011 - August 31, 2011)

Pasona Group Inc.

First Section TSE (2168)

October 7, 2011

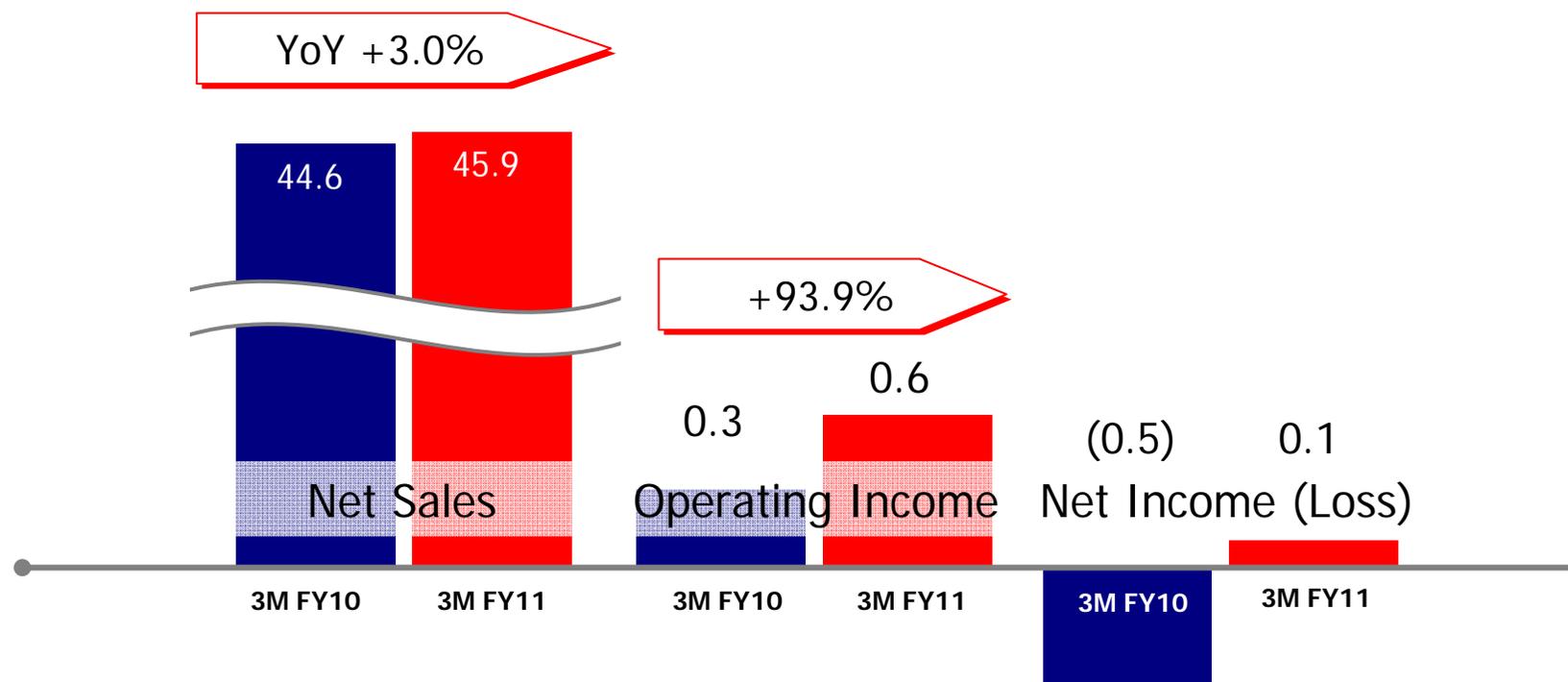
<http://www.pasonagroup.co.jp/english>

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

Consolidated Results for Three months ended August 31, 2011



(Billions of yen)



(Millions of yen)	3M FY10	to net sales	3M FY11	to net sales	vs 3M FY10 Increase/Decrease	YoY
Net Sales	44,574	100.0	45,901	100.0	1,326	3.0%
Cost of sales	36,432	81.7	37,412	81.5	980	2.7%
Gross profit	8,142	18.3	8,488	18.5	346	4.3%
SG&A expenses	7,831	17.6	7,886	17.2	54	0.7%
Operating income	310	0.7	601	1.3	291	93.9%
Ordinary income	319	0.7	560	1.2	240	75.4%
Net income (loss)	(471)	-	111	0.2	583	-

Consolidated Results by Segment

Three months ended August 31, 2011

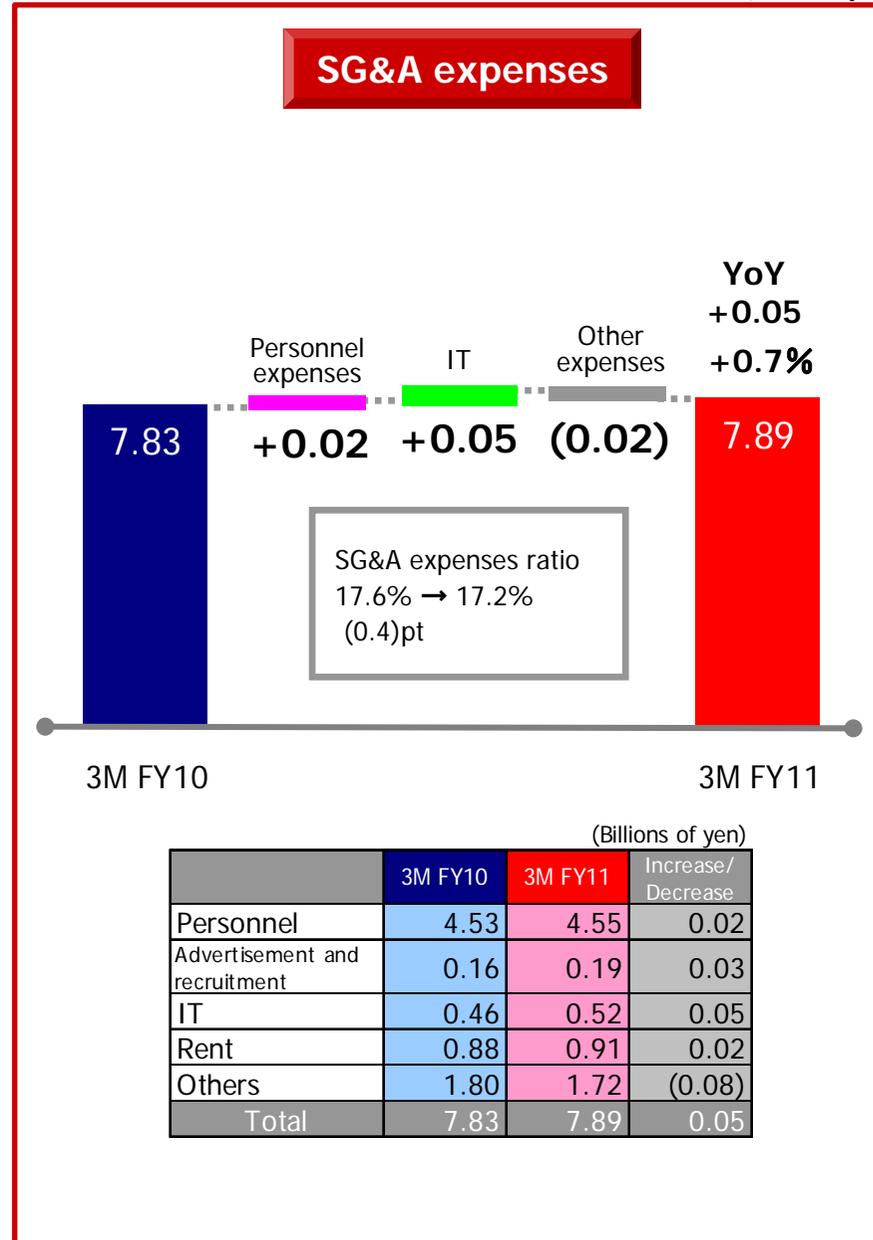
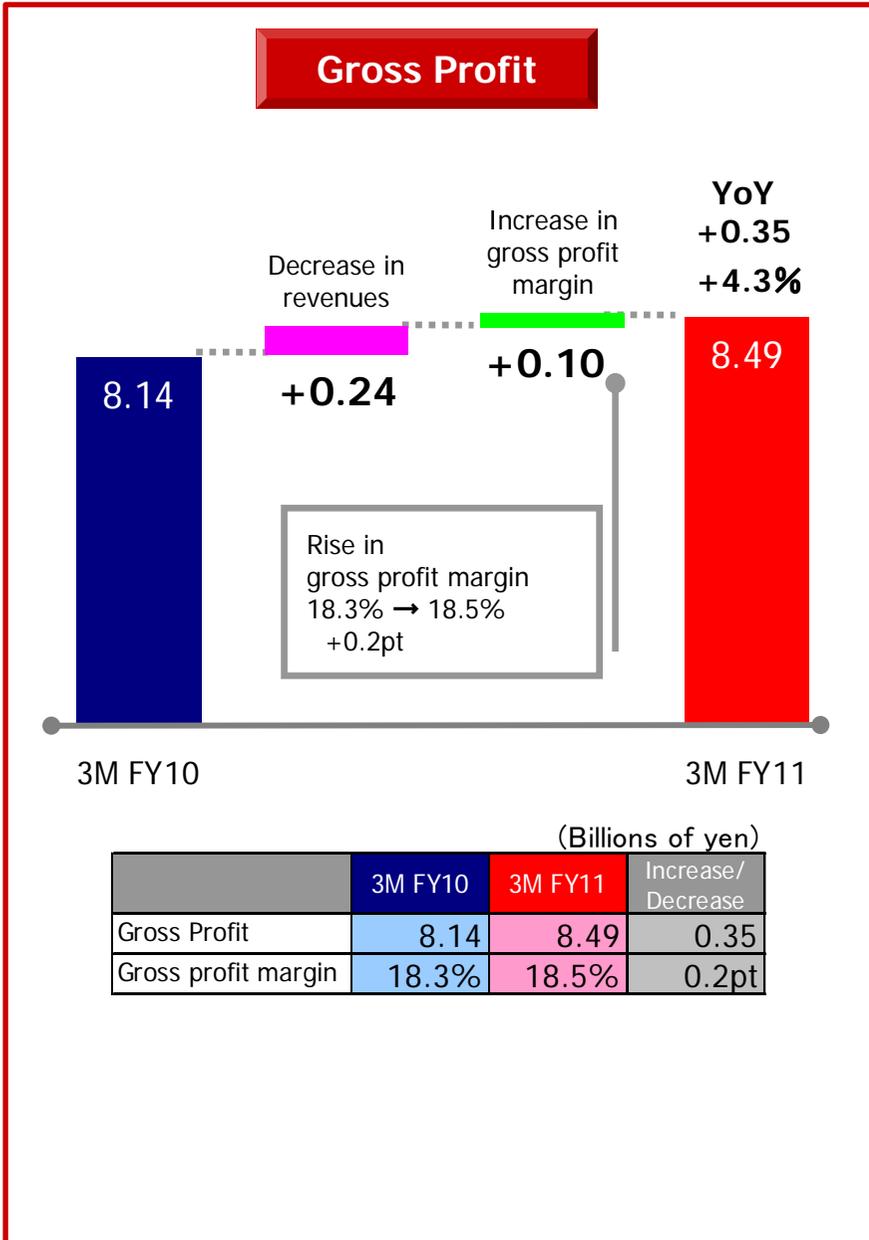


(Millions of yen)

	Segment	Net Sales				Operating income				Operating income margin		
		3M FY10	3M FY11	Increase/ Decrease	YoY	3M FY10	3M FY11	Increase/ Decrease	YoY	3M FY10	3M FY11	Increase/ Decrease
1	Expert Services	33,643	31,435	(2,207)	(6.6)%	356	643	286	80.4%	0.9%	1.6%	0.7pt
2	Insourcing	3,177	6,716	3,538	111.4%							
3	HR Consulting (including TTP, nursing care)	539	494	(45)	(8.4)%							
4	Place & Search	345	571	226	65.4%							
5	Global Sourcing	513	569	56	11.0%							
	Subtotal	38,219	39,787	1,567	4.1%							
6	Outplacement	2,634	2,501	(133)	(5.1)%	312	361	48	15.6%	11.9%	14.4%	2.5pt
7	Outsourcing	3,404	3,428	23	0.7%	285	372	86	30.1%	8.4%	10.9%	2.5pt
8	Life Solutions Public Solutions Shared	897	889	(7)	(0.8)%	41	21	(19)	(48.5)%	4.6%	2.4%	(2.2)pt
9	Eliminations and Corporate	(581)	(706)	(124)	-	(685)	(796)	(110)	-	-	-	-
10	Total	44,574	45,901	1,326	3.0%	310	601	291	93.9%	0.7%	1.3%	0.6pt

Gross Profit, SG&A expenses

(Billions of yen)



Non-operating/Extraordinary income, Others

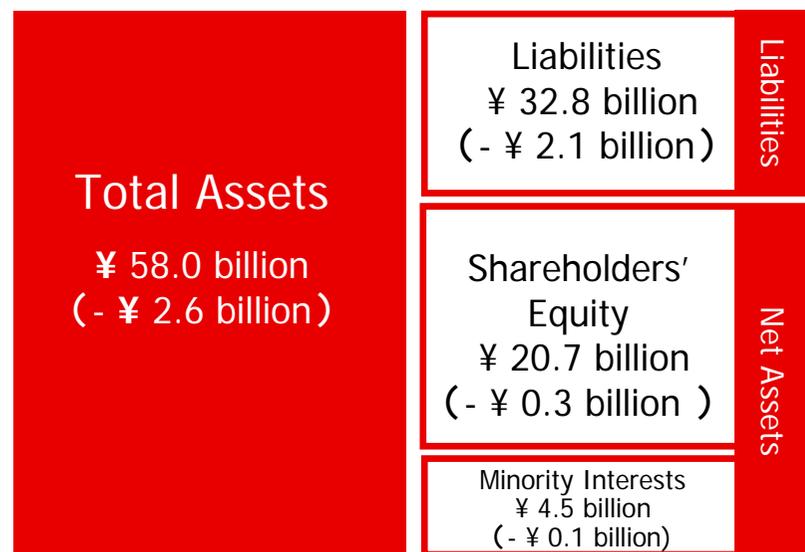
(Millions of yen)

	3M FY10	3M FY11	Increase/ Decrease	YoY
Operating income	310	601	291	93.9%
Non-operating income	90	47	(43)	(48.1)%
Non-operating expenses	81	88	6	8.5%
Ordinary income	319	560	240	75.4%
Extraordinary income	34	0	(34)	0.0%
Extraordinary loss	488	7	(481)	(98.5)%
Income (loss) before income taxes	(134)	553	688	-
Income taxes—current	170	206	35	20.7%
Income taxes—deferred	79	112	33	41.5%
Minority interests in income	86	123	36	41.8%
Net income (loss)	(471)	111	583	-

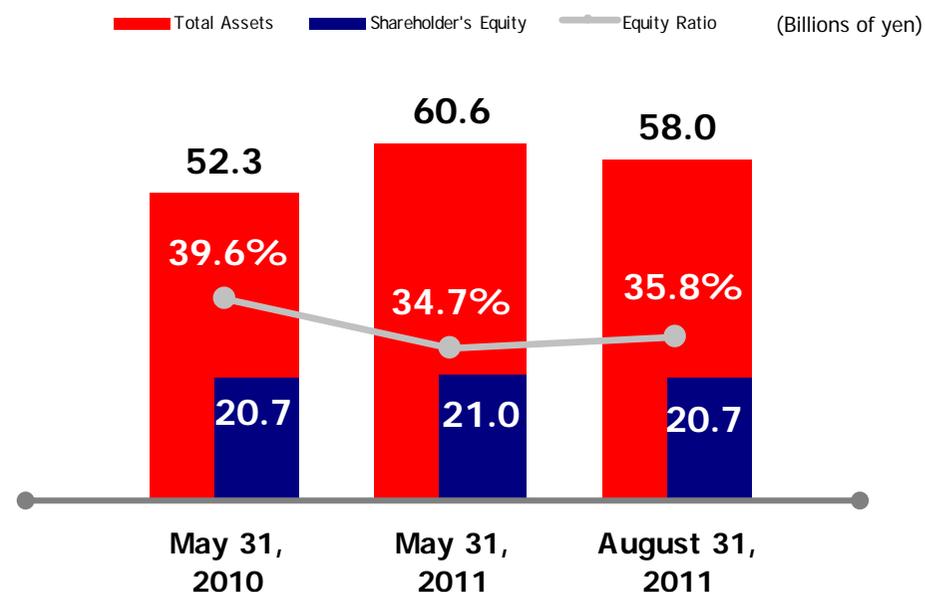
● Extraordinary loss
Loss on adjustment for changes of accounting standard for asset retirement obligations
0.48 billion yen

Financial Position

As of August 31, 2011
 •Figures in parentheses indicate changes from the end of the previous fiscal year.



Total Assets, Shareholders' Equity, Equity Ratio



(Billions of yen)	May 31, 2011	August 31, 2011	Increase/Decrease
Current assets	44.4	41.6	(2.7)
Noncurrent assets	16.2	16.4	0.2
Total assets	60.6	58.0	(2.6)
Current liabilities	25.3	24.1	(1.2)
Noncurrent liabilities	9.6	8.6	(1.0)
Total liabilities	34.9	32.8	(2.1)
Total net assets	25.6	25.2	(0.4)

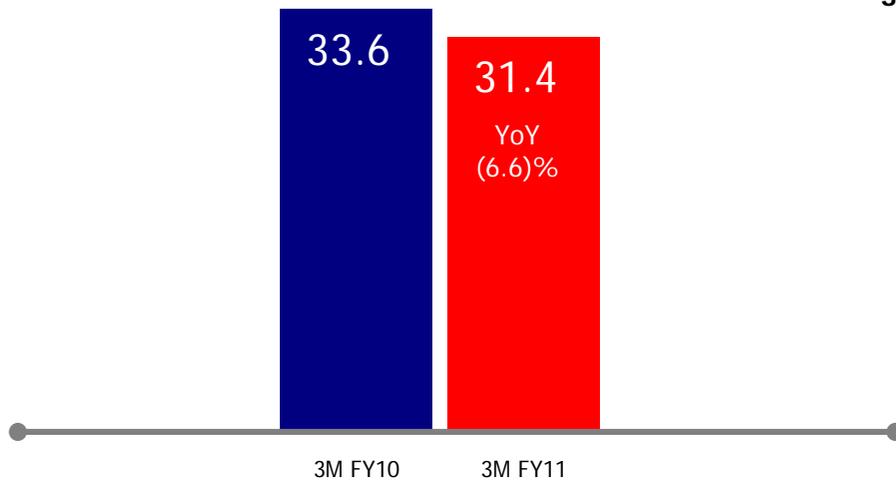
- Decrease in cash and deposits ¥(4.5)
- Decrease in accounts payable—trade ¥(0.9)
- Decrease in provision for bonuses ¥(0.6)
- Decrease in income taxes payable ¥(0.7)
- Net income ¥0.1
- Payment of cash dividends ¥(0.4)

Expert Services (Temporary staffing) Sales by Staffing Type

Net Sales

※ Segment figures include intersegment sales

(Billions of yen)



Sales by Staffing Type

※ Figures exclude intrasegment sales

Sales Composition

(%)



(Millions of yen)

	(Reference) 3M FY10	3M FY11	(Reference) YoY
Clerical	19,584	17,834	(8.9)%
Technical	6,508	6,402	(1.6)%
IT engineering	4,047	3,992	(1.3)%
Sales and Marketing	1,949	1,872	(4.0)%
Other Expert Services	1,480	1,275	(13.8)%
Total	33,570	31,378	(6.5)%

Note: Year-on-year data is for reference purposes only due to changes in job-type classifications.

3M FY11

- Firm underlying trend in new orders particularly in the service and manufacturing sectors
- Slight decrease in the number of long-term temporary staff under contract reflecting downward pressure on demand as a result of the growing sense of uncertainty attributable to the earthquake disaster and the rapid and dramatic appreciation in the value of the yen

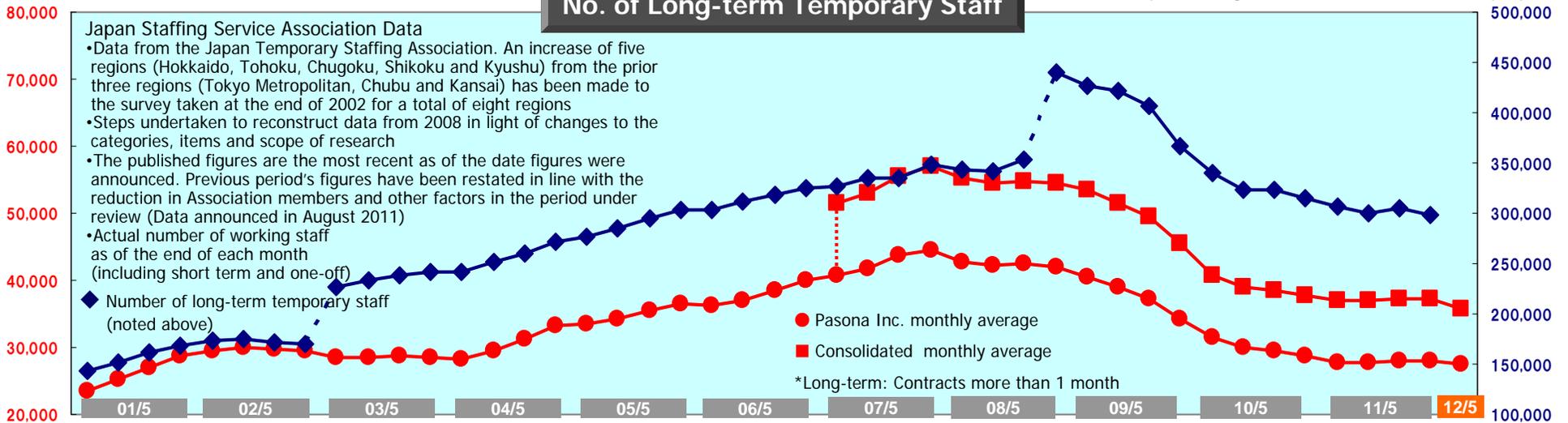
Expert Services Marketing Data



(Pasona data: Number of people)

No. of Long-term Temporary Staff

(Japan Staffing Service Association: Number of people)



Japan Staffing Service Association Data

- Data from the Japan Temporary Staffing Association. An increase of five regions (Hokkaido, Tohoku, Chugoku, Shikoku and Kyushu) from the prior three regions (Tokyo Metropolitan, Chubu and Kansai) has been made to the survey taken at the end of 2002 for a total of eight regions
- Steps undertaken to reconstruct data from 2008 in light of changes to the categories, items and scope of research
- The published figures are the most recent as of the date figures were announced. Previous period's figures have been restated in line with the reduction in Association members and other factors in the period under review (Data announced in August 2011)
- Actual number of working staff as of the end of each month (including short term and one-off)

◆ Number of long-term temporary staff (noted above)

● Pasona Inc. monthly average
■ Consolidated monthly average

*Long-term: Contracts more than 1 month

	FY09				FY10				FY11
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Industry - wide	339,893	322,598	323,788	315,073	306,253	300,404	305,326	297,522	
YoY	(20.5)%	(23.4)%	(20.3)%	(13.9)%	(9.9)%	(6.9)%	(5.7)%	(5.6)%	
Pasona Inc.	31,384	30,019	29,529	28,659	27,798	27,796	27,927	27,937	27,389
YoY	(22.7)%	(22.9)%	(20.7)%	(16.4)%	(11.4)%	(7.4)%	(5.4)%	(2.5)%	(1.5)%
Consolidated (Domestic)	40,866	38,932	38,398	37,690	36,959	36,989	37,138	37,337	35,731
YoY	(23.8)%	(24.4)%	(22.3)%	(17.2)%	(9.6)%	(5.0)%	(3.3)%	(0.9)%	(3.3)%

● Three - month Average (Pasona Inc.)

Long-term Orders

	Q1	Q2	Q3	Q4
FY10	3,959	4,363	4,149	4,332
YoY	25.6%	39.0%	29.4%	19.5%
FY11	3,478			
YoY	(12.1)%			

Rate of Contracts Signed

(Long-term Contract Starts / Long-term Orders)	Q1	Q2	Q3	Q4
FY10	46.2%	49.2%	47.5%	53.3%
YoY	(12.0)pt	(2.0)pt	(1.8)pt	(2.3)pt
FY11	59.4%			
YoY	13.2pt			

Long-term Contract Starts

	Q1	Q2	Q3	Q4
FY10	1,830	2,146	1,972	2,311
YoY	(0.3)%	33.5%	24.6%	14.7%
FY11	2,067			
YoY	12.9%			

Rate of Contracts Completion

(Long-term Contract Completion / No. of long-term temporary staff)	Q1	Q2	Q3	Q4
FY10	7.5%	7.5%	7.1%	10.7%
YoY	0.2pt	1.5pt	1.4pt	1.7pt
FY11	7.4%			
YoY	(0.1)pt			

Long-term Contract Completion

	Q1	Q2	Q3	Q4
FY10	2,071	2,088	1,987	2,984
YoY	(9.2)%	14.9%	17.3%	15.6%
FY11	2,018			
YoY	(2.6)%			

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

	Q1	Q2	Q3	Q4
FY10	12,071	10,616	9,715	13,836
YoY	(49.2)%	(23.3)%	(9.3)%	6.2%
FY11	10,126			
YoY	(16.1)%			

Reference : Industry - wide 2011

	April	May	June	Ave.
	295,032	288,119	290,688	291,280
	(5.0)%	(5.8)%	(7.7)%	(6.2)%

*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.

*Contributions from the merger with AIG STAFF CORPORATION are included in the data of Long-term Orders for Q1 FY10.

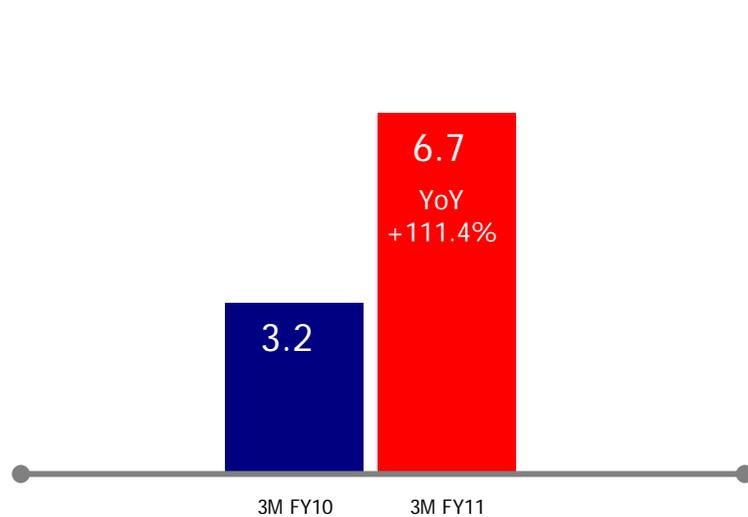
*Contributions from the merger with Pasona Nagasaki Inc. are included in the data of Long-term Orders for Q2 FY10.

*Data for Q4 FY10 include the contributions from the merger with Pasona Kyoto Inc. (in Orders) and RICOH-related companies (in Orders, New registration).

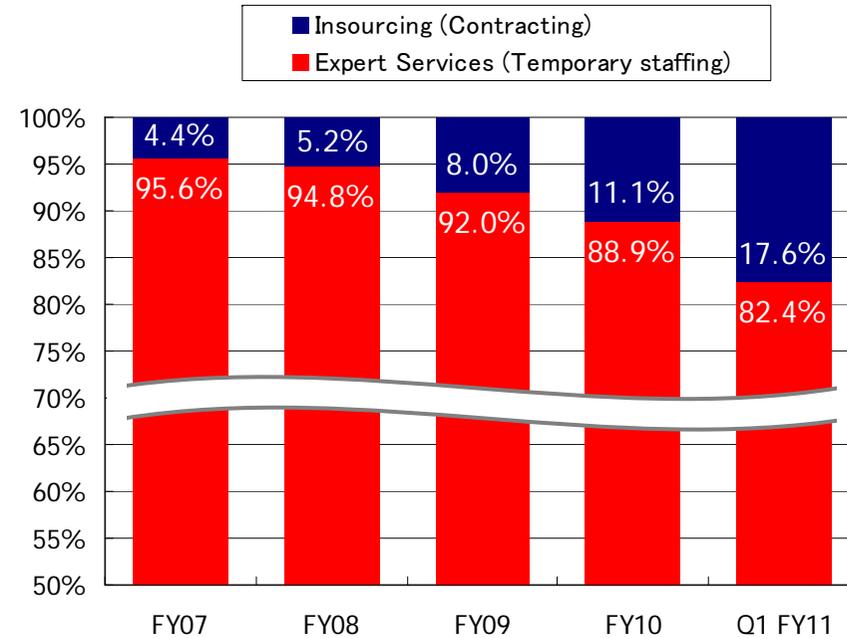
*Contributions from the merger with RICOH-related companies are included in the data of Long-term Contract Starts for Q1 FY11.

Net Sales

(Billions of yen)



Net Sales Composition

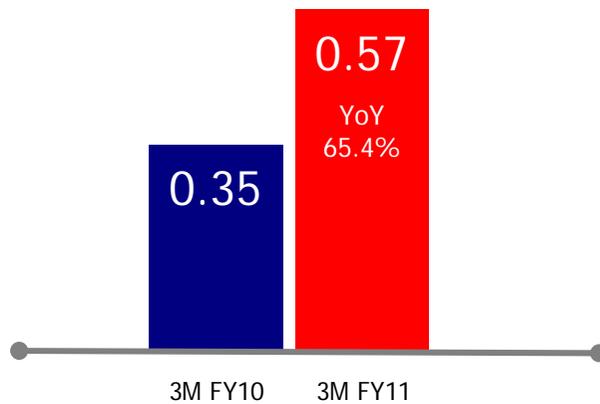


3M FY11

- Firm trends in public sector emergency employment measures and other orders from the government as well as regional and other public authorities
- Steps taken to shift personnel due mainly to increased commissioning activities and to strengthen the management structure

Net Sales

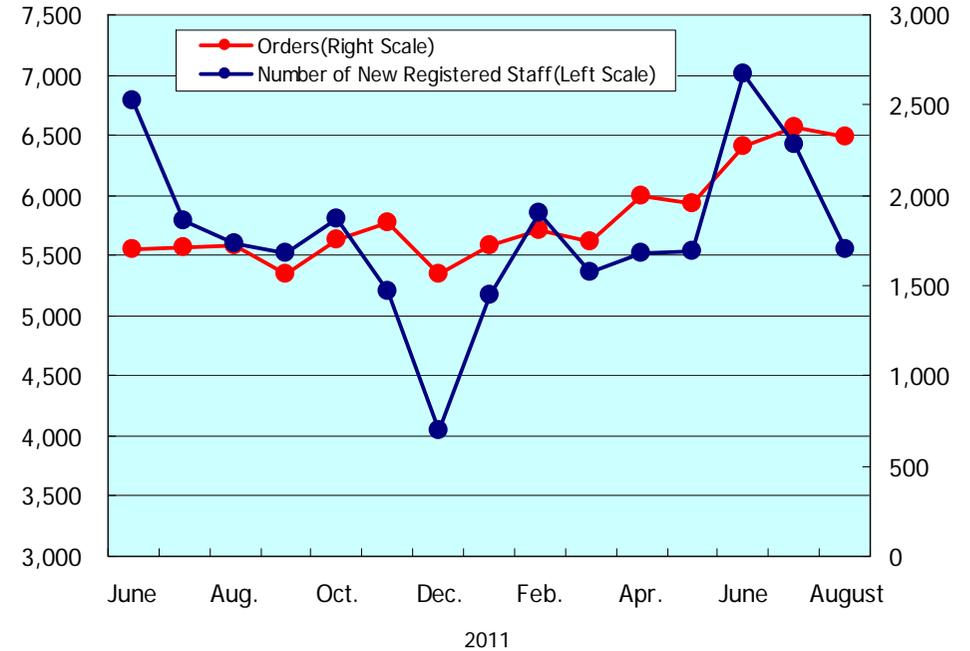
(Billions of yen)



No. of Orders and New Registered Staff (Consolidated)

(Unit: People)

(Unit: Contracts)

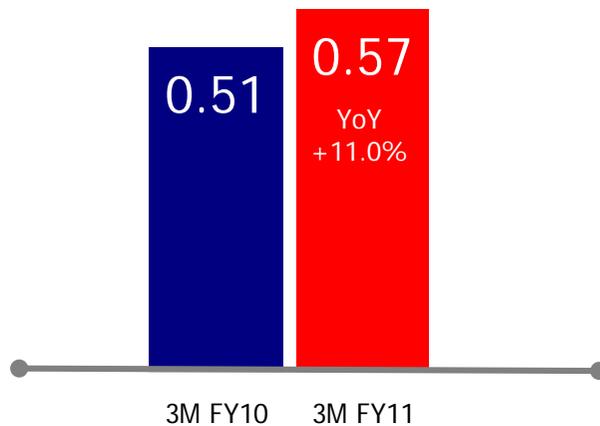


3M FY11

- Significant ongoing activity in the recruitment of sales, marketing, IT and other specialists capable of delivering immediate results
- Growing activity with respect to job offers and the recruitment of staff with a high level of specialist skills in line with efforts to development business overseas by the corporate sector

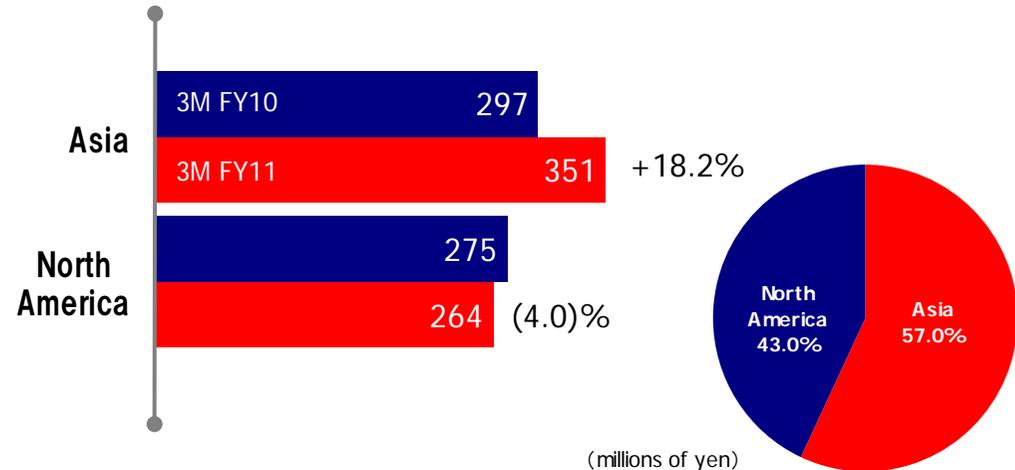
Net Sales

(Billions of yen)



Net Sales by Region

(Millions of yen)



(millions of yen)

	3M FY10	3M FY11	YoY
Temporary Staffing	171	199	+16.3%
Placement / Recruiting	255	287	+12.7%
Contracting (Payroll, others)	77	75	(2.7)%
Total	513	569	+11.0%

3M FY11

- Japanese companies have continued to expand their recruitment activities with a particular focus on Asia. Upswing in temporary staffing operations due to successful efforts to bolster the Group's full-line of support services
- Despite a relatively firm trend, results in payroll outsourcing as well as outsourcing services in peripheral overseas human resource fields declined slightly year on year due mainly to the impact of foreign currency exchange rate fluctuations

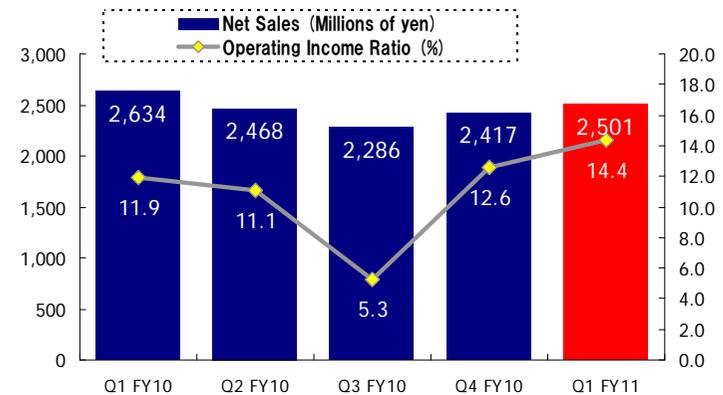
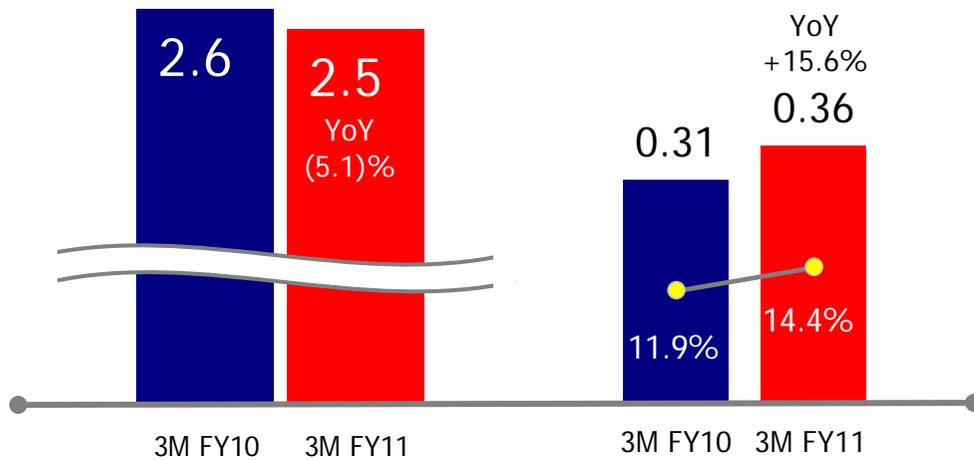
Outplacement

Net Sales

Operating Income, Operating Income Margin

Quarterly Net Sales and Operating Income Margin

(Billions of yen)



(millions of yen)

	3M FY10	3M FY11	YoY
Sales	2,634	2,501	(5.1)%
Operating income	312	361	15.6%

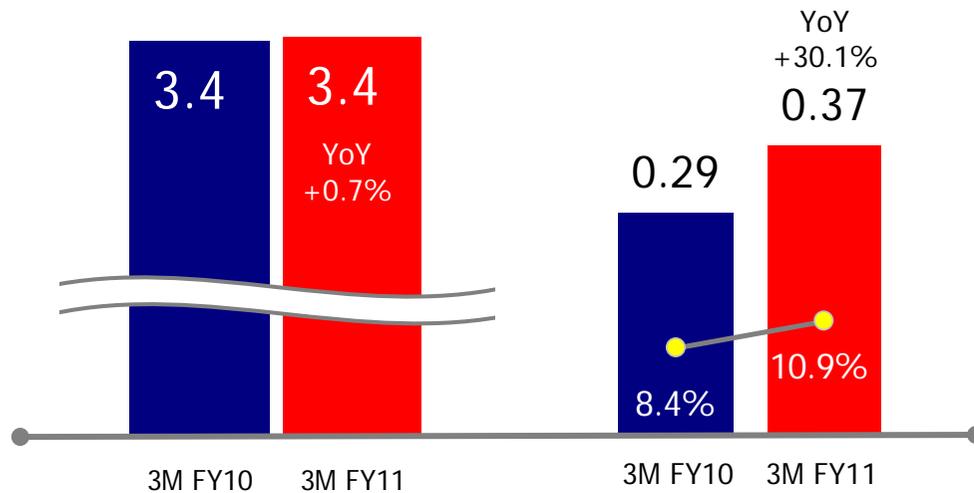
3M FY11

- Despite the persistent decline in new orders, progress in the quick and definitive turnaround in the placement of job seekers
- Successful efforts to enhance efficiency and increase gross profit margins through the optimal placement of personnel in line with service users

(Billions of yen)

Net Sales

Operating Income, Operating Income Margin



[Bebenefit One Inc. Results]

(Millions of yen)

	3M FY10	3M FY11	YoY
Net Sales	3,404	3,428	0.7%
Operating income	309	367	19.0%

(millions of yen)

	3M FY10	3M FY11	YoY
Sales	3,404	3,428	0.7%
Operating income	285	372	30.1%

3M FY11

- Steps to upgrade and expand the employee fringe benefit outsourcing service menu
- Emphasis placed on new services such as the Personal business which targets individuals in which the Group derives revenues directly from corporate clients' customers

Revisions to Consolidated Business Forecast for the First Half of FY2011

- Deferment of a portion of SG&A expenses as well as input costs to other periods together with an increase in earnings in the Insourcing (Contracting) and highly profitable Place & Search (Placement / Recruiting) businesses
- Decision made to leave forecasts of consolidated business results for the full FY2011 period unchanged due to the bringing forward of profits and economic conditions in the second half

(Millions of yen)

H1 FY11	Initial Forecast	Revised Forecast	VS Initial Forecast	Difference	(Reference) H1 FY10	VS Revised Forecast	Difference	(Reference) FY11 Forecast	VS FY10	Difference
Net Sales	90,000	91,500	1,500	1.7%	88,994	2,505	2.8%	183,000	4,193	2.3%
Operating Income	350	650	300	85.7%	533	116	21.8%	2,850	417	17.1%
Ordinary Income	320	640	320	100.0%	580	59	10.2%	2,900	328	12.8%
Net Income (Loss)	(120)	100	220	-	(549)	649	-	650	237	57.5%

Reference

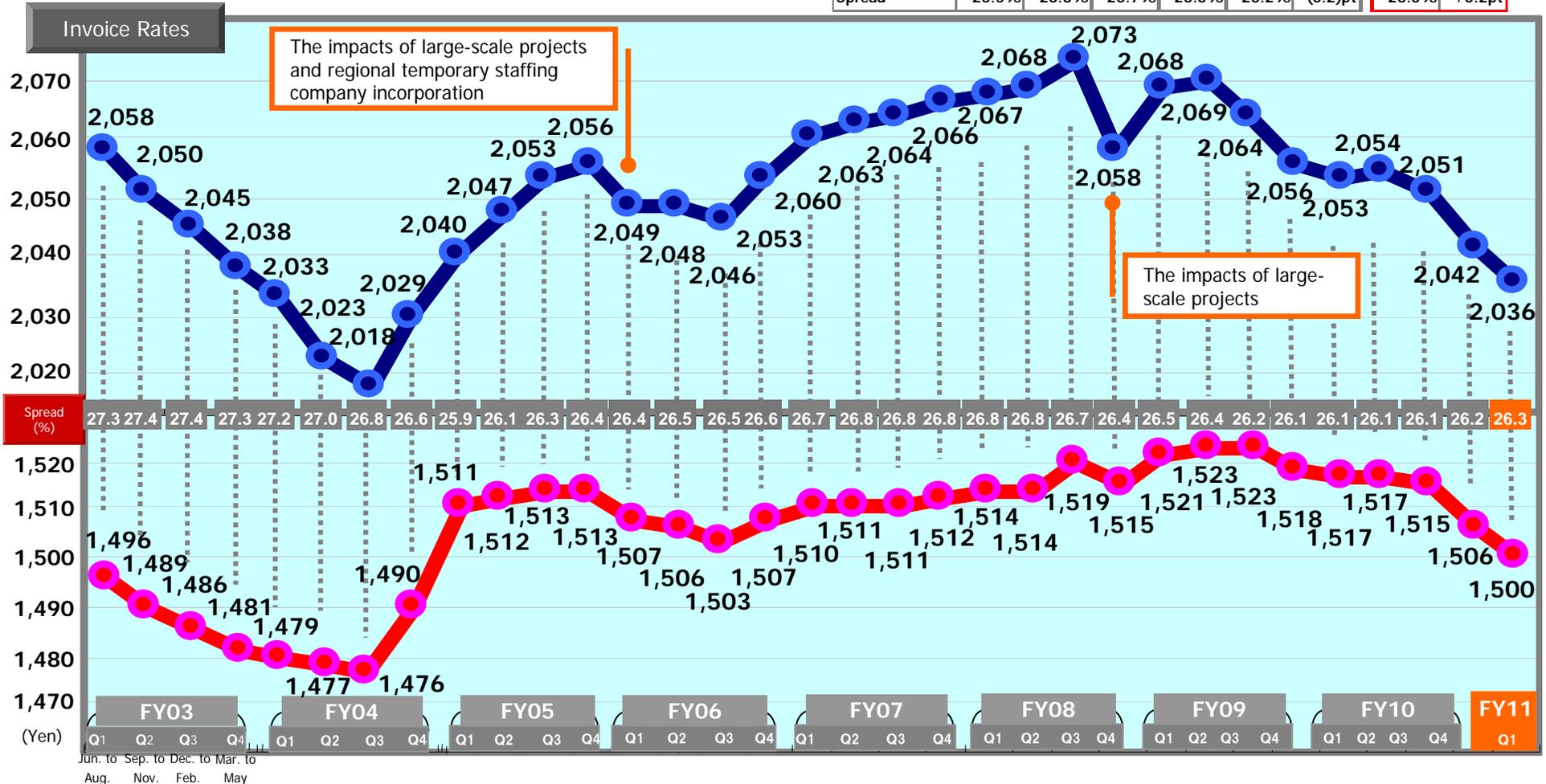
Expert Services (Unit Price / Pasona Inc.)



The spread between unit prices at the invoice and payment levels.

Q1 FY11 **26.3%** (YoY +0.2pt)

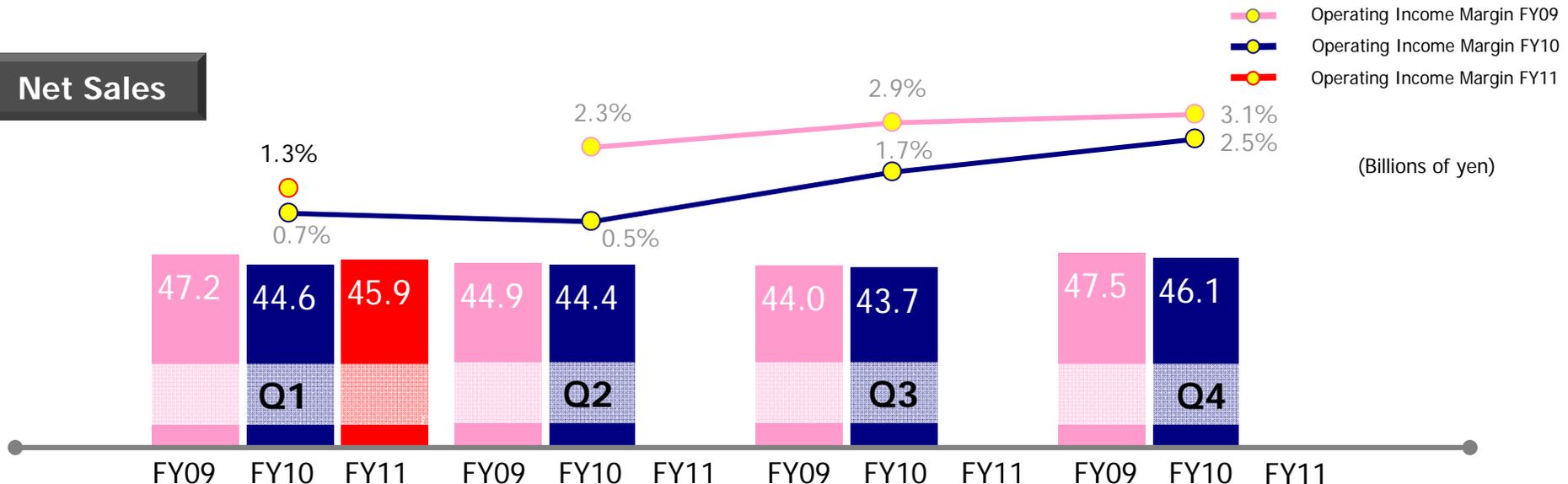
	FY06	FY07	FY08	FY09	FY10 (Average)	YoY	Q1 FY11	YoY
Invoice Rates	2,049	2,063	2,067	2,064	2,050	(0.7)%	2,036	(0.9)%
Payment Rates	1,506	1,511	1,516	1,521	1,514	(0.5)%	1,500	(1.1)%
Spread	26.5%	26.8%	26.7%	26.3%	26.2%	(0.2)pt	26.3%	+0.2pt



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 FY2006.

Quarterly Earnings Trends

Net Sales



	Q1 (June to August)					Q2 (September to November)			Q3 (December to February)			Q4 (March to May)		
	FY09	FY10	YoY	FY11	YoY	FY09	FY10	YoY	FY09	FY10	YoY	FY09	FY10	YoY
	Consolidated													
Net Sales	47,161	44,574	(5.5)%	45,901	3.0%	44,908	44,419	(1.1)%	43,977	43,669	(0.7)%	47,468	46,142	(2.8)%
Gross profit	8,834	8,142	(7.8)%	8,488	4.3%	8,855	8,031	(9.3)%	9,062	8,381	(7.5)%	9,979	9,003	(9.8)%
SG&A expenses	8,968	7,831	(12.7)%	7,886	0.7%	7,815	7,811	(0.1)%	7,772	7,630	(1.8)%	8,513	7,857	(7.7)%
Operating income (loss)	(134)	310	-	601	93.9%	1,039	220	(78.8)%	1,289	750	(41.8)%	1,465	1,145	(21.8)%
Ordinary income (loss)	(119)	319	-	560	75.4%	1,052	258	(75.4)%	1,469	747	(49.1)%	1,641	1,240	(24.4)%
Net income (loss)	(1,102)	(471)	-	111	-	(594)	(77)	-	292	214	(26.8)%	1,608	747	(53.5)%
Gross profit margin	18.7%	18.3%	(0.4)pt	18.5%	+0.2pt	19.7%	18.1%	(1.6)pt	20.6%	19.2%	(1.4)pt	21.0%	19.5%	(1.5)pt
SG&A expense ratio	19.0%	17.6%	(1.4)pt	17.2%	(0.4)pt	17.4%	17.6%	+0.2pt	17.7%	17.5%	(0.2)pt	17.9%	17.0%	(0.9)pt
Operating income margin	-	0.7%	-	1.3%	+0.6pt	2.3%	0.5%	(1.8)pt	2.9%	1.7%	(1.2)pt	3.1%	2.5%	(0.6)pt
Ordinary income margin	-	0.7%	-	1.2%	+0.5pt	2.3%	0.6%	(1.7)pt	3.3%	1.7%	(1.6)pt	3.5%	2.7%	(0.8)pt
Net income margin	-	-	-	0.2%	-	-	-	-	0.7%	0.5%	(0.2)pt	3.4%	1.6%	(1.8)pt

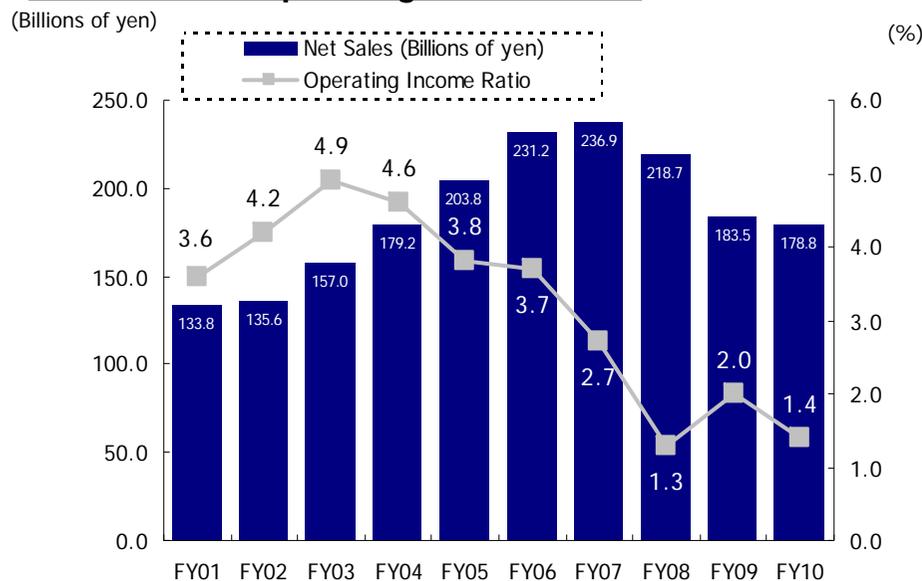
Quarterly Earnings Trends by Segment

(Millions of yen)

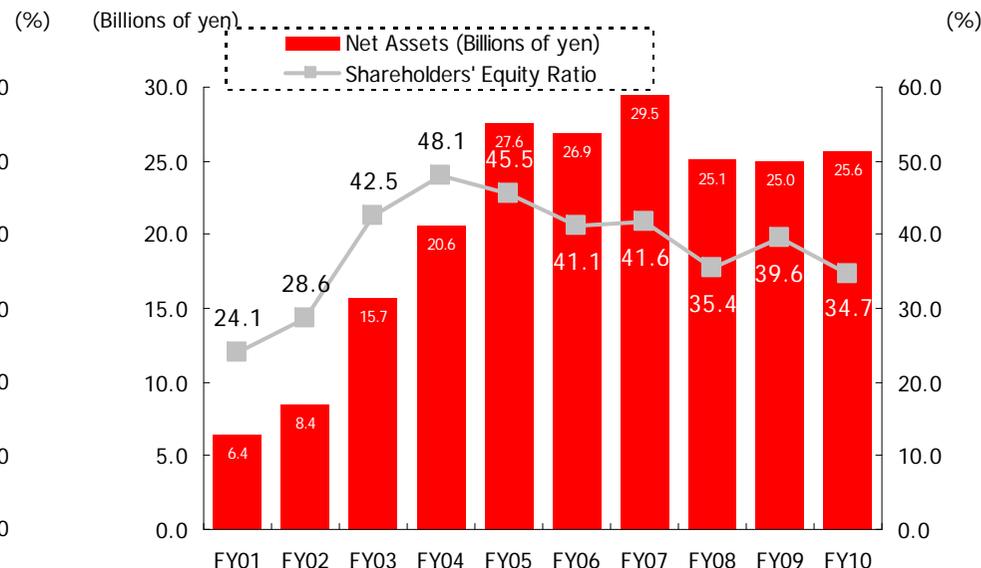
	Segment	Sales					Operating income						
		Q1 FY10	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11	YoY	Q1 FY10	Q2 FY10	Q3 FY10	Q4 FY10	Q1 FY11	YoY
1	Expert Services	33,643	32,889	31,587	32,526	31,435	(6.6)%						
2	Insourcing	3,177	3,650	4,377	5,160	6,716	+111.4%						
3	HR Consulting (including TTP, nursing care)	539	570	501	616	494	(8.4)%						
4	Place & Search	345	443	447	597	571	+65.4%	356	296	497	829	643	+80.4%
5	Global Sourcing	513	487	470	560	569	+11.0%						
	Subtotal	38,219	38,040	37,384	39,461	39,787	+4.1%						
6	Outplacement	2,634	2,468	2,286	2,417	2,501	(5.1)%	312	273	121	303	361	+15.6%
7	Outsourcing	3,404	3,659	3,687	3,938	3,428	+0.7%	285	346	780	814	372	+30.1%
8	Life Solutions Public Solutions Shared	897	876	869	920	889	(0.8)%	41	32	30	30	21	(48.5)%
9	Eliminations and Corporate	(581)	(625)	(558)	(595)	(706)	-	(685)	(728)	(679)	(831)	(796)	-
10	Total	44,574	44,419	43,669	46,142	45,901	+3.0%	310	220	750	1,145	601	+93.9%

Key Indicators (Full Year)

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



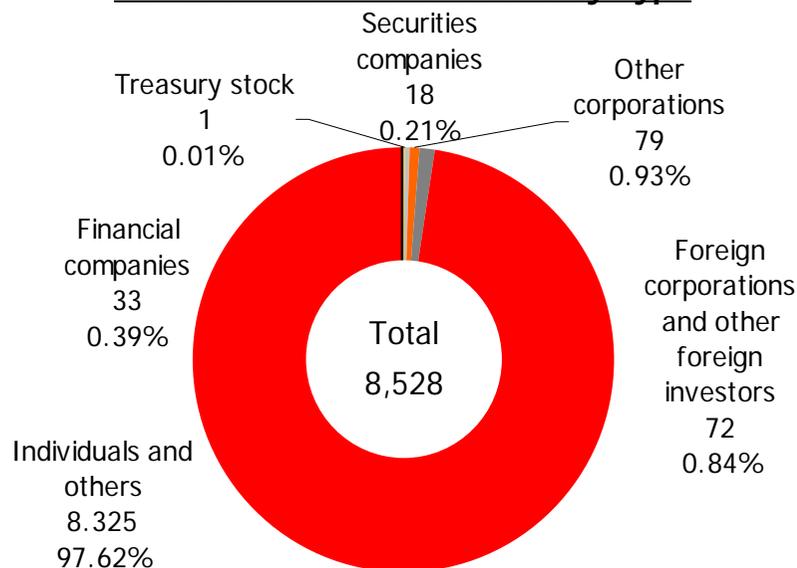
Results

Key Indicators	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05	'08/05	'09/05	'10/05	'11/05
Net Sales	133,822	135,625	156,979	179,156	203,815	231,231	236,945	218,699	183,515	178,806
Gross Profit Margin	18.2%	19.7%	20.9%	20.8%	20.2%	20.3%	20.8%	19.9%	20.0%	18.8%
SG&A Expenses	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735	33,070	31,125
SG&A Expenses Ratio	14.6%	15.5%	16.0%	16.2%	16.4%	16.6%	18.1%	18.6%	18.0%	17.4%
Operating Income	4,786	5,687	7,648	8,238	7,745	8,507	6,444	2,850	3,660	2,432
Operating Income Ratio	3.6%	4.2%	4.9%	4.6%	3.8%	3.7%	2.7%	1.3%	2.0%	1.4%
Ordinary Income	4,222	5,373	7,329	8,289	7,844	8,807	6,637	3,361	4,044	2,571
Ordinary Income Ratio	3.2%	4.0%	4.7%	4.6%	3.8%	3.8%	2.8%	1.5%	2.2%	1.4%
Net Income (Loss)	1,974	2,027	3,647	4,363	3,588	4,198	2,962	312	204	412
Net Income Ratio	1.5%	1.5%	2.3%	2.4%	1.8%	1.8%	1.3%	0.1%	0.1%	0.2%
Total Assets	26,526	29,425	37,004	42,884	51,931	54,425	58,513	55,468	52,269	60,564
Net Assets *1	6,388	8,418	15,732	20,644	27,634	26,904	29,468	25,148	24,979	25,642
Shareholders' Equity Ratio *2	24.1%	28.6%	42.5%	48.1%	45.5%	41.1%	41.6%	35.4%	39.6%	34.7%
Current Ratio	121.6%	122.3%	160.2%	182.8%	170.8%	152.1%	154.2%	129.6%	163.3%	175.2%
Number of Employees (Does not include contract workers)	1,537	1,687	1,979	2,204	2,608	3,126	3,647	3,671	3,643	3,956

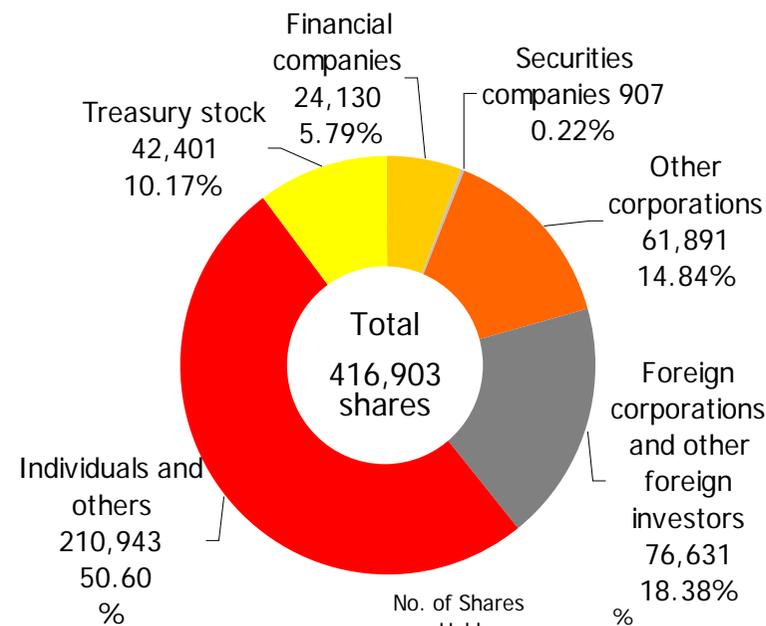
Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies. Minority interests included in presentation of net assets since the fiscal year ended May 31, 2006.
 2. Despite changes in calculation methods for net assets following 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.

Stock Information (As of May 31, 2011)

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.	42,401	10.17%
Nambu Enterprise Inc.	35,688	8.56%
State Street Bank and Trust Company 505223	32,023	7.68%
Sanrio Company, Ltd.	12,000	2.88%
State Street Bank and Trust Company	11,466	2.75%
State Street Bank and Trust Company	7,391	1.77%
State Street Bank and Trust Company 505103	6,953	1.67%
Mellon Bank N.A. as agent for its client Mellon Omnibus US Pension	6,944	1.67%
Pasona Group Employees' Shareholding Association	5,571	1.34%

1. 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.
2. Pasona Group received a notification from Harris Associates L.P., that it held 59,690 shares as of March 28, 2011 outlined the delivery of a Substantial Shareholding Report submitted to the Kanto Local Finance Bureau on April 1, 2011. As the Company is unable to confirm the number of shares held as of 31 May, 2011, 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	<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	4,677 (Consolidated, including contract workers)	
Group Companies	Subsidiaries 28, Affiliates 2	
URL	http://www.pasonagroup.co.jp/english/	

(As of August 31, 2011)