

Results for the Third Quarter of the Fiscal Year Ending May 31, 2013

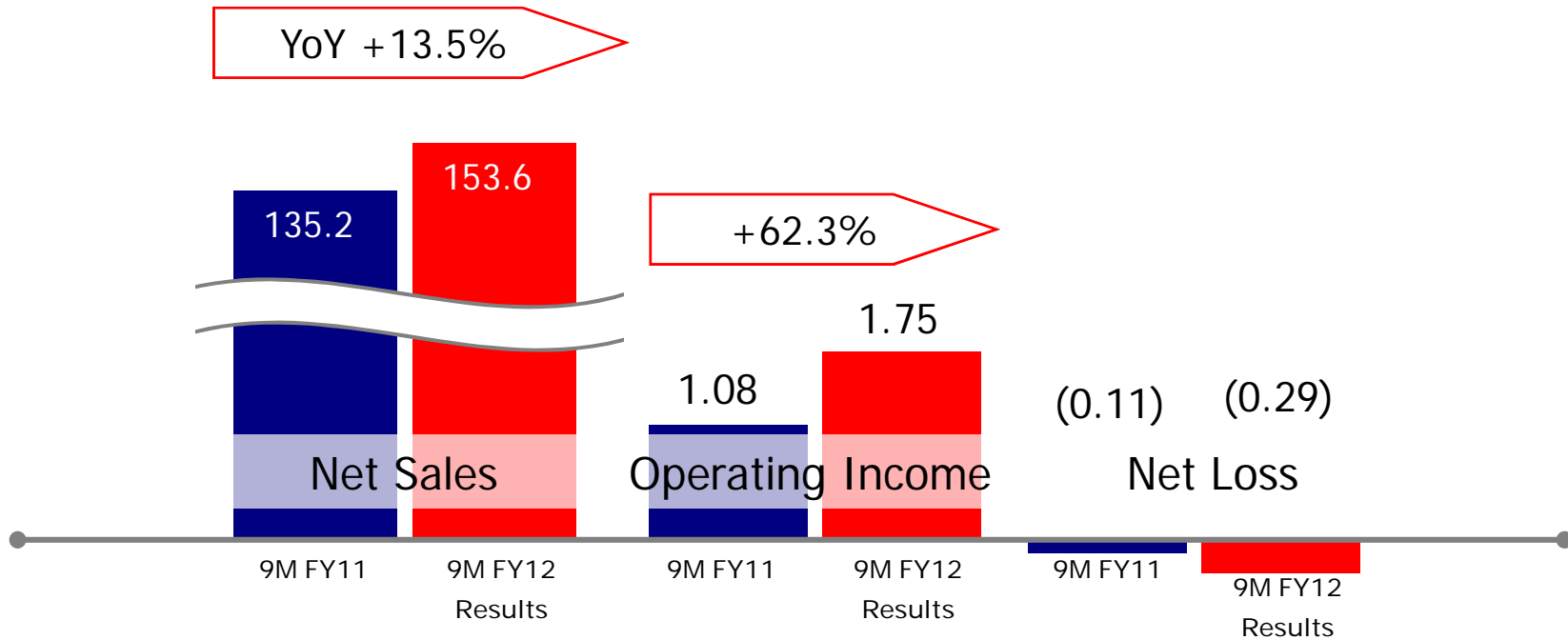
FY2012 First Nine Months (June 1, 2012 - February 28, 2013)

Pasona Group Inc.
First Section TSE (2168)

April 5, 2013
www.pasonagroup.co.jp/english/

Consolidated Results for the Nine Months ended February 28, 2013

(Billions of yen)

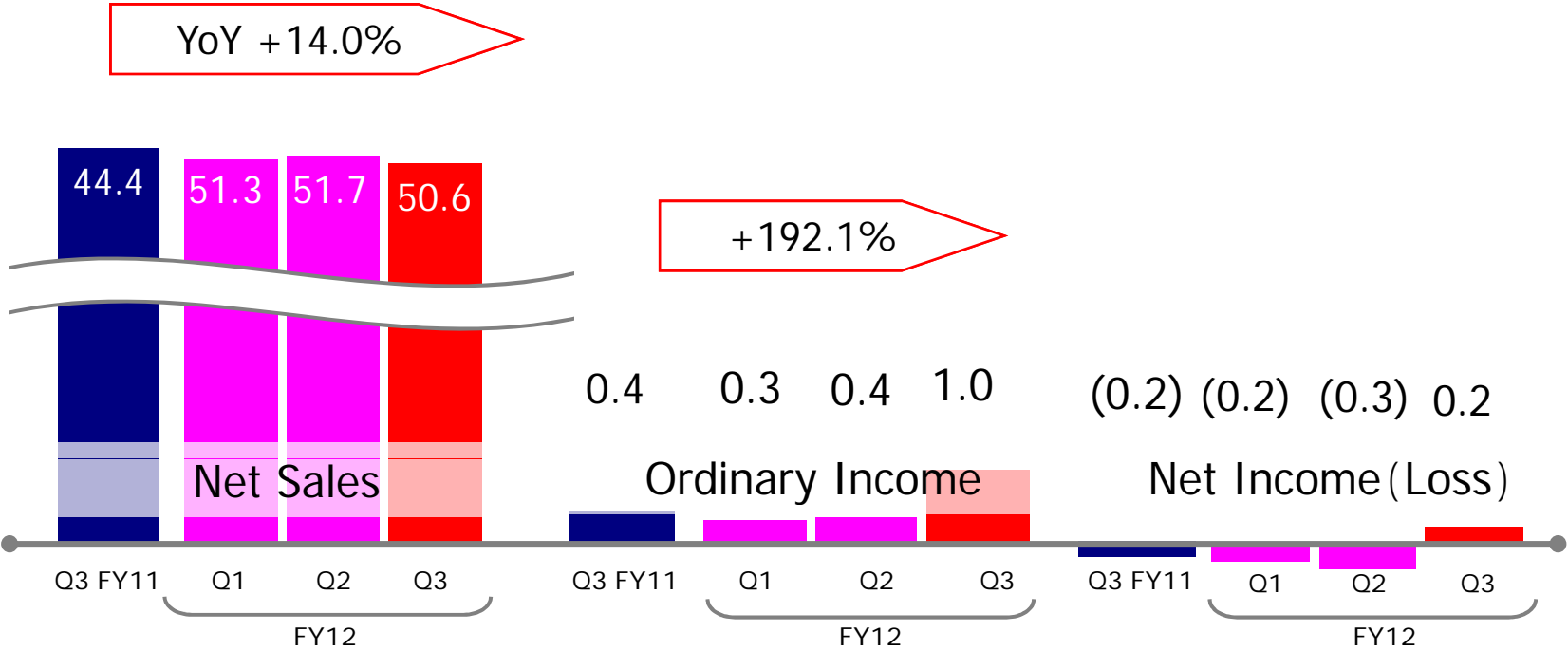


(Millions of yen)	9M FY11	to net sale %	9M FY12	to net sales %	vs FY11 Increase/Decrease	YoY
Net sales	135,245	100.0	153,561	100.0	18,316	13.5%
Cost of sales	110,348	81.6	124,468	81.1	14,119	12.8%
Gross profit	24,896	18.4	29,093	18.9	4,196	16.9%
SG&A expenses	23,816	17.6	27,340	17.8	3,524	14.8%
Operating income	1,080	0.8	1,752	1.1	672	62.3%
Ordinary income	1,138	0.8	1,703	1.1	565	49.6%
Net loss	(106)	-	(294)	-	(187)	-

Consolidated Results for the Three-month period ended February 28, 2013



(Billions of yen)



(Millions of yen)	Q3 FY11	to net sales %	Q1 FY12	to net sales %	Q2 FY12	to net sales %	Q3 FY12	to net sales %	vs FY11 Increase/Decrease	YoY
Net sales	44,364	100.0	51,270	100.0	51,705	100.0	50,585	100.0	6,221	14.0%
Cost of sales	36,115	81.4	41,753	81.4	42,151	81.5	40,562	80.2	4,447	12.3%
Gross profit	8,249	18.6	9,517	18.6	9,553	18.5	10,022	19.8	1,773	21.5%
SG&A expenses	7,894	17.8	9,181	17.9	9,174	17.7	8,984	17.8	1,090	13.8%
Operating income	355	0.8	335	0.7	379	0.7	1,037	2.1	682	192.1%
Ordinary income	393	0.9	330	0.6	362	0.7	1,010	2.0	617	156.8%
Net income(loss)	(181)	-	(193)	-	(260)	-	160	0.3	342	-

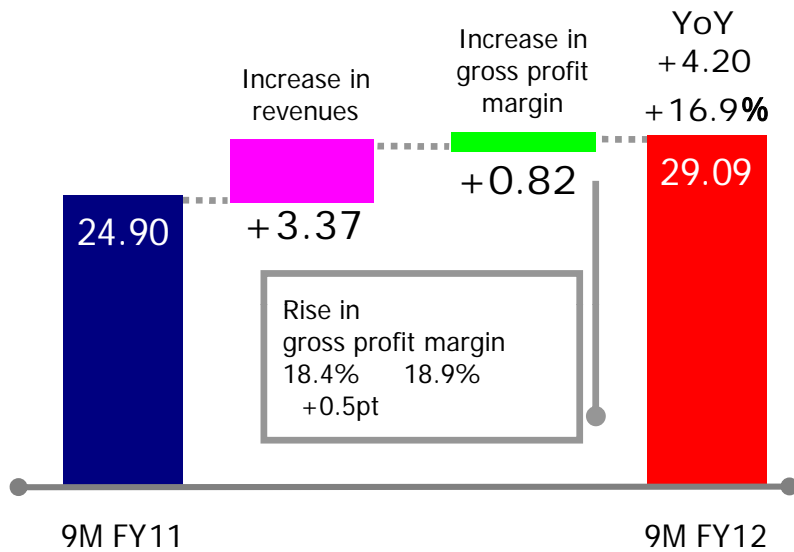
Consolidated Results by Segment

(Millions of yen)

Segment		Net sales				Operating income (loss)				Operating income margin		
		9M FY11	9M FY12	Increase/ (Decrease)	YoY	9M FY11	9M FY12	Increase/ (Decrease)	YoY	9M FY11	9M FY12	Increase/ (Decrease)
1	Expert Services	91,655	96,531	4,876	5.3%	1,274	1,838	563	44.2%	1.1%	1.4%	0.3pt
2	Insourcing	19,946	27,560	7,614	38.2%							
3	HR Consulting, Others	1,323	2,835	1,512	114.3%							
4	Place & Search	1,932	2,077	144	7.5%							
5	Global Sourcing	1,613	2,236	623	38.6%							
Subtotal		116,470	131,241	14,771	12.7%							
6	Outplacement	7,202	8,915	1,712	23.8%	708	1,485	776	109.6%	9.8%	16.7%	6.9pt
7	Outsourcing	10,840	12,702	1,862	17.2%	1,628	1,766	137	8.4%	15.0%	13.9%	(1.1)pt
8	Life Solutions Public Solutions Shared	2,785	2,995	209	7.5%	106	(12)	(118)	-	3.8%	-	-
9	Eliminations and Corporate	(2,053)	(2,293)	(239)	-	(2,638)	(3,325)	(686)	-	-	-	-
10	Total	135,245	153,561	18,316	13.5%	1,080	1,752	672	62.3%	0.8%	1.1%	0.3pt

(Billions of yen)

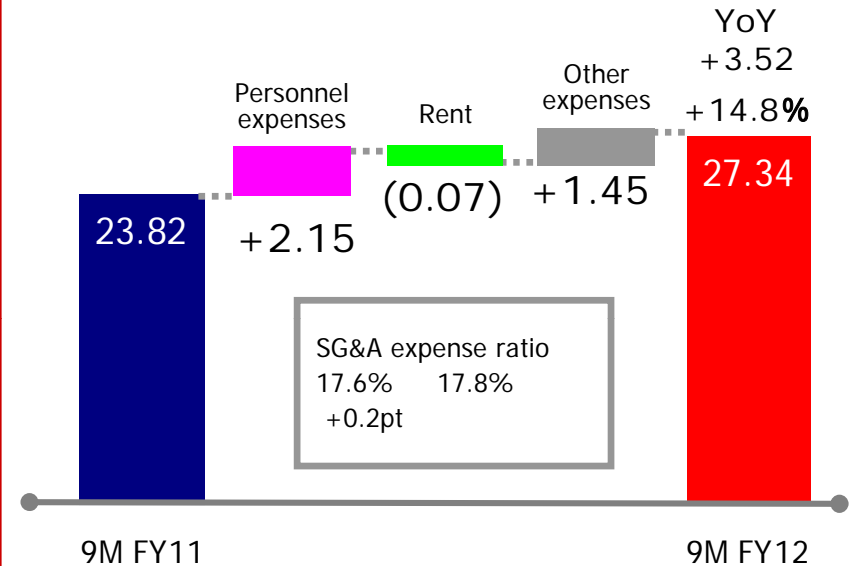
Gross Profit



(Billions of yen)

	9M FY11	9M FY12	Increase/Decrease
Gross Profit	24.90	29.09	4.20
Gross profit margin	18.4%	18.9%	+0.5pt

SG&A expenses



(Billions of yen)

	9M FY11	9M FY12	Increase/Decrease
Personnel	13.82	15.96	2.15
Advertisement and recruitment	0.62	0.76	0.14
IT	1.47	1.47	0.01
Rent	2.84	2.77	(0.07)
Others	5.07	6.37	1.30
Total	23.82	27.34	3.52

Non-operating/Extraordinary income (loss), Others

(Millions of yen)

	9M FY11	9M FY12	Increase/ Decrease	YoY
Operating income	1,080	1,752	672	62.3%
Non-operating income	249	192	(56)	(22.7)%
Non-operating expenses	191	241	50	26.5%
Ordinary income	1,138	1,703	565	49.6%
Extraordinary income	58	3	(55)	(94.5)%
Extraordinary loss	24	42	18	74.9%
Income before income taxes	1,172	1,664	491	41.9%
Income taxes - current	865	1,116	250	28.9%
Income taxes - deferred	(84)	280	364	-
Minority interests in income	498	561	63	12.7%
Net loss	(106)	(294)	(187)	-

Extraordinary income
Gain on donation of noncurrent assets
58 million yen

Minority interests in income
Increased in accordance with M&A

Financial Position

As of February 28, 2013
 • Figures in parentheses indicate changes from the end of the previous fiscal year.

Total Assets

¥ 67.8 billion
 (- ¥ 3.0 billion)

Liabilities
 ¥ 43.0 billion
 (- ¥ 1.6 billion)

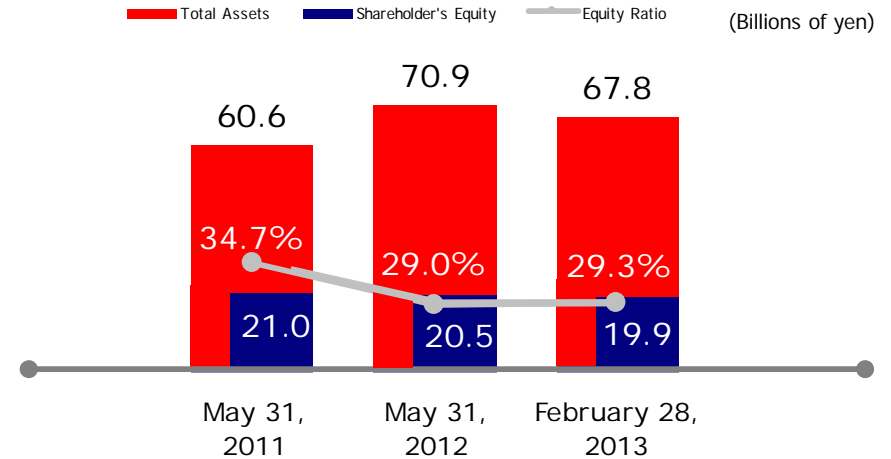
Liabilities

Shareholders' Equity
 ¥ 19.9 billion
 (- ¥ 0.7 billion)

Net Assets

Minority Interests
 ¥ 5.0 billion
 (- ¥ 0.8 billion)

Total Assets, Shareholders' Equity, Equity Ratio



(Billions of yen)	May 31, 2012	February 28, 2013	Increase/Decrease
Current assets	49.4	44.4	(5.0)
Noncurrent assets	21.5	23.4	1.9
Total assets	70.9	67.8	(3.0)
Current liabilities	31.9	30.9	(1.1)
Noncurrent liabilities	12.6	12.1	(0.5)
Total liabilities	44.6	43.0	(1.6)
Total net assets	26.3	24.8	(1.4)

- Decrease in cash and deposits ¥(6.5) billion
- Increase in property, plant and equipment ¥1.5 billion

- Decrease in long-term loans payable ¥(1.8) billion
- Increase in lease obligations ¥0.9 billion

- Net loss ¥(0.3) billion
- Payment for dividends ¥(0.4) billion
- Decrease in minority interests ¥(0.8) billion

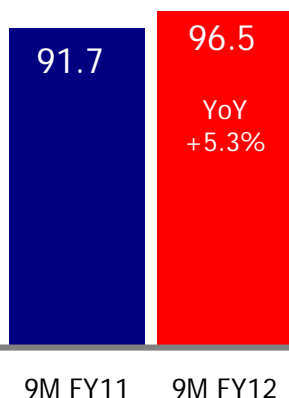
Net Sales

Segment figures **include** intersegment sales

Sales by Staffing Type

Figures **exclude** intrasegment sales

(Billions of yen)



Sales Composition

(%)



(Millions of yen)

	9M FY11	9M FY12	YoY
Clerical	51,786	53,052	2.4%
Technical	18,453	21,219	15.0%
IT engineering	11,778	13,138	11.5%
Sales and Marketing	5,778	4,680	(19.0)%
Other Expert Services	3,695	4,211	14.0%
Total	91,492	96,302	5.3%

Results

Buoyed by improvement in market sentiment, orders exhibiting a recovery trend clearly in the third quarter

Continued growth in Technical and IT fields due to successful M&A

Strengthen specialist domains

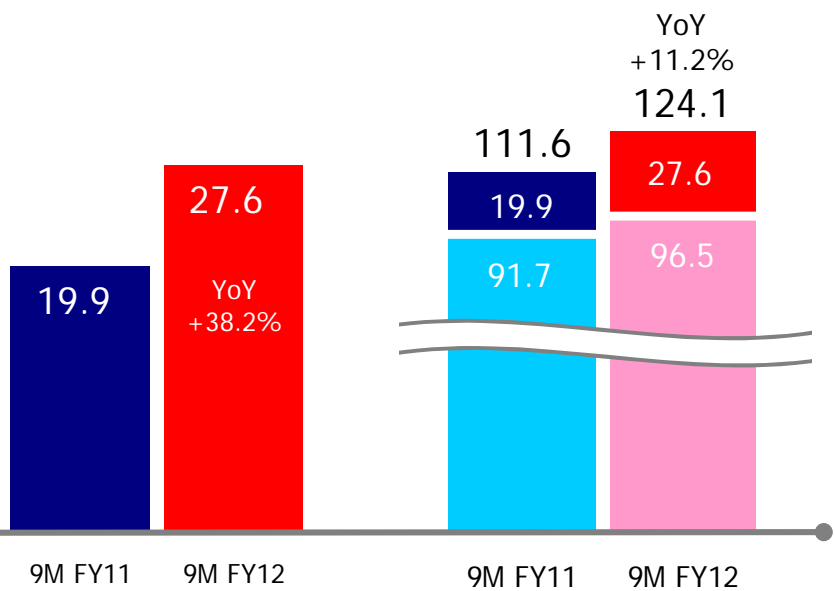
Merger of Pasona Tech and Pasona Engineering, Pasona Marketing and Pasona Empower (October 2012)

Educate, train and dispatch cloud engineers; Established Pasona Tquila (November 2012)

Net Sales

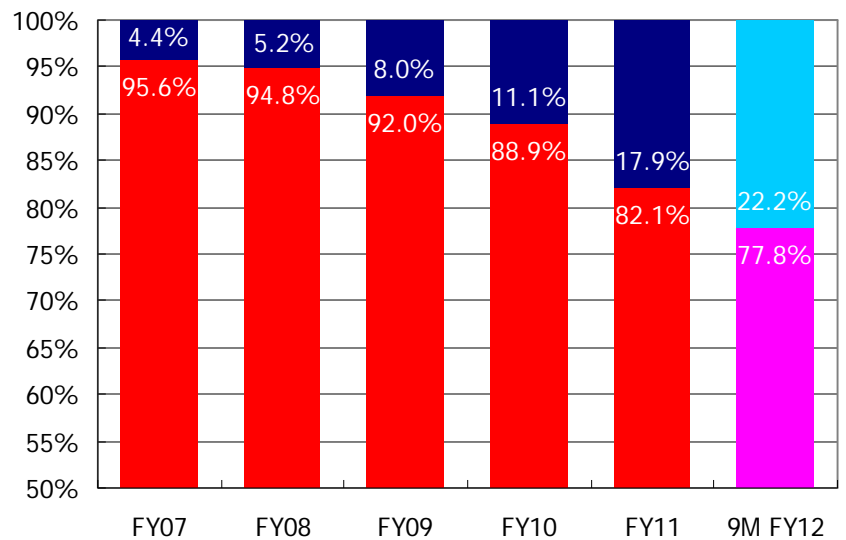
(Billions of yen)

■ Insourcing (Contracting)
■ Expert Services (Temporary staffing)



Net Sales Composition

■ Insourcing (Contracting)
■ Expert Services (Temporary staffing)



Results

Buoyed by the positive flow-on effects of the corporate sectors efforts to improve operating efficiency, strengthen consulting activities such as BPR (Business Process Re-engineering)

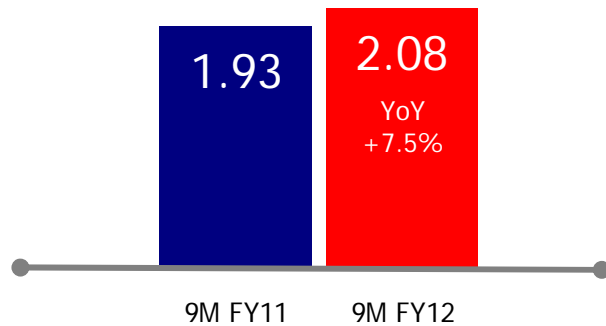
Increase in private-sector corporate contracts

In the government, regional and other public authorities market, steady increase in the contracting of agent services for government services and operations

Enhance proposals that deliver such additional benefits as increased efficiency in operating flows that incorporate cloud services

Net Sales

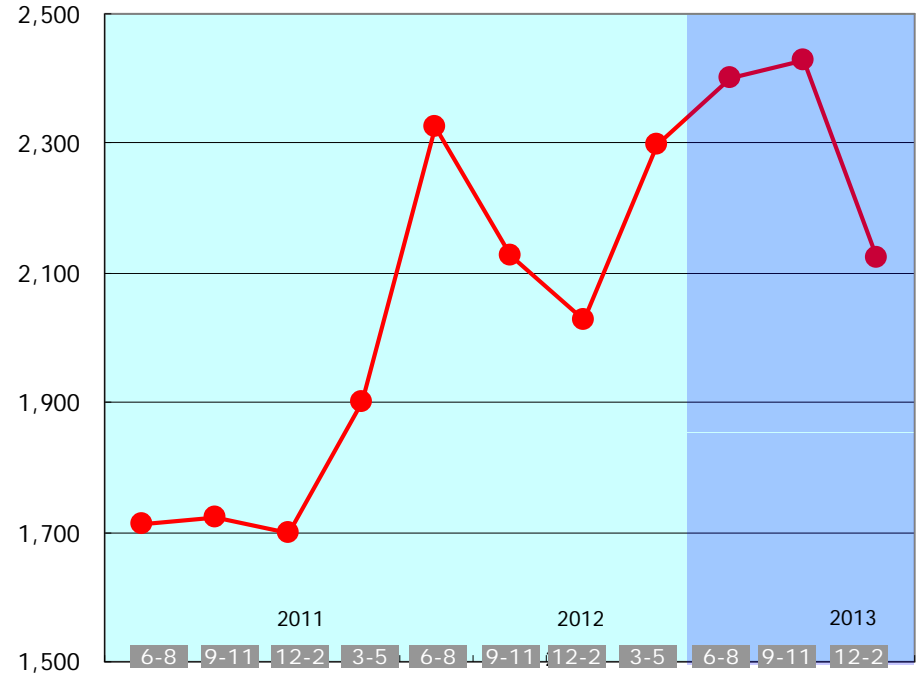
(Billions of yen)



No. of Orders (Consolidated)

(Quarterly average)

(Contracts)



Results

Continued robust trends in job offer demand for human resources with the skills to achieve immediate results mainly on such areas as sales, marketing and IT engineering

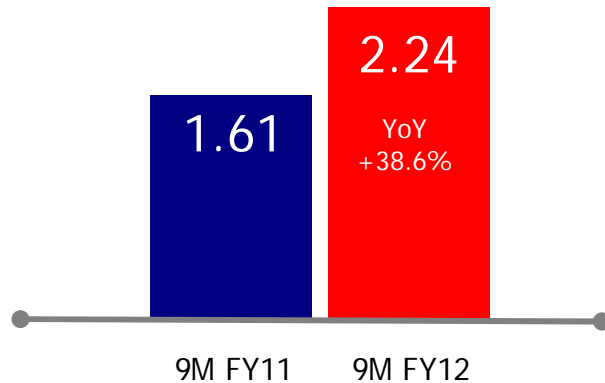
Growth in the types of business where demand for personnel is increasing

While the total number of job offers is increasing, demand for human resources is becoming more and more sophisticated

Net Sales

(Billions of yen)

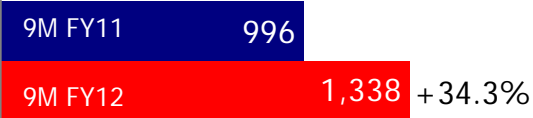
Note: Effective from FY2012, Pasonatech Consulting (Dalian) and Pasona Tech Vietnam have been included within the Company's scope of consolidation.



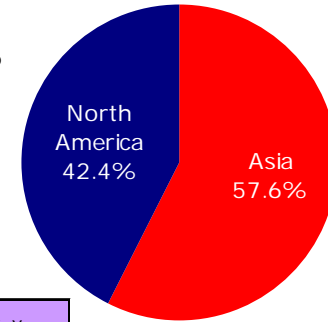
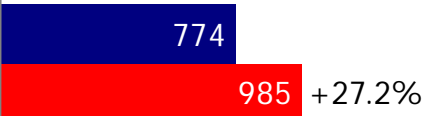
Net Sales by Region

(Millions of yen)

Asia
(Exclude Japan)



North America



	9M FY11	9M FY12	YoY
Temporary Staffing	609	776	+27.2%
Placement / Recruiting	745	896	+20.4%
Outsourcing	231	514	+122.0%
Others	26	48	+83.4%
Total	1,613	2,236	+38.6%

Results

Firm trend due mainly to the recovery in business confidence in North America and the growing shift in operations by Japanese companies to the ASEAN region

Growth in outsourcing services demand such as integrating management of expatriate labor operations mainly in North America

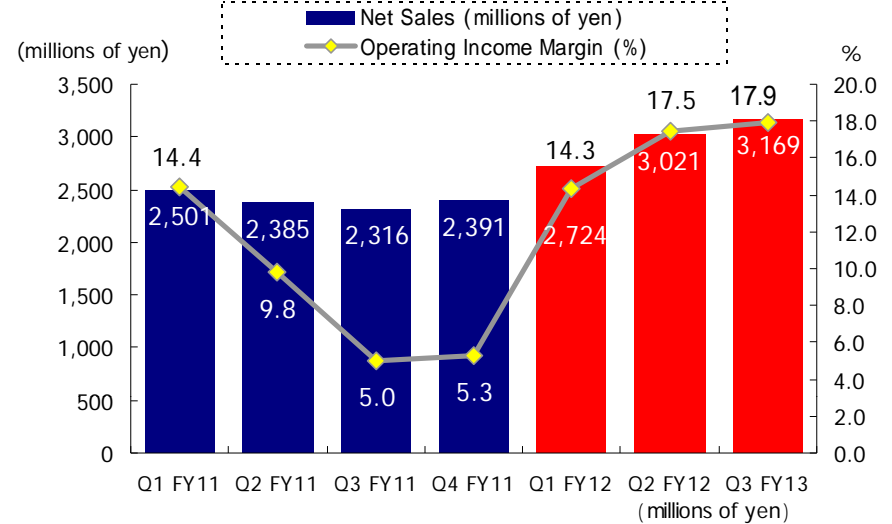
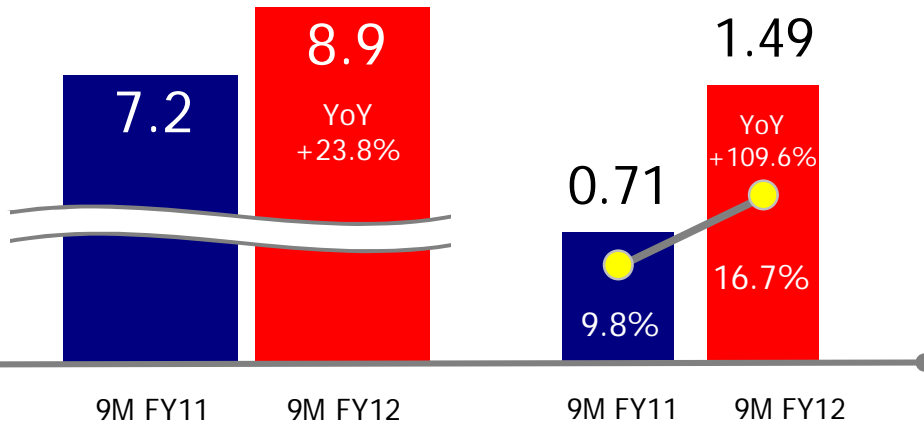
Placement and recruiting business continued to expand particularly in Asia

Net Sales

Operating Income, Operating Income Margin

Quarterly Net Sales and Operating Income Margin

(Billions of yen)



	9M FY11	9M FY12	YoY
Sales	7,202	8,915	23.8%
Operating income	708	1,485	109.6%

Results

Continued a high level of demand in accordance with corporate downsizing in major manufacturers

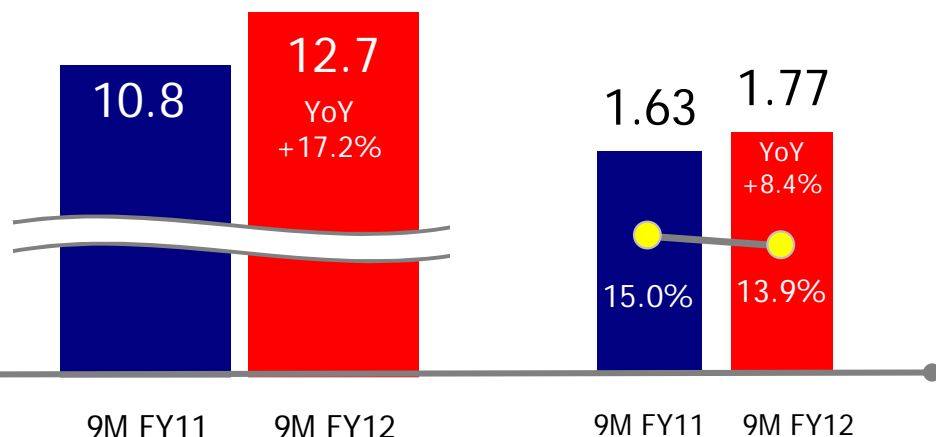
In line with the increase in orders received, efforts are being directed toward establishing more branches, increasing the number of consultants, and enhancing service quality

Increase in productivity and a substantial upswing in gross profit margins owing mainly to the focus placed on a quick and definitive turnaround in the placement of service users

Net Sales

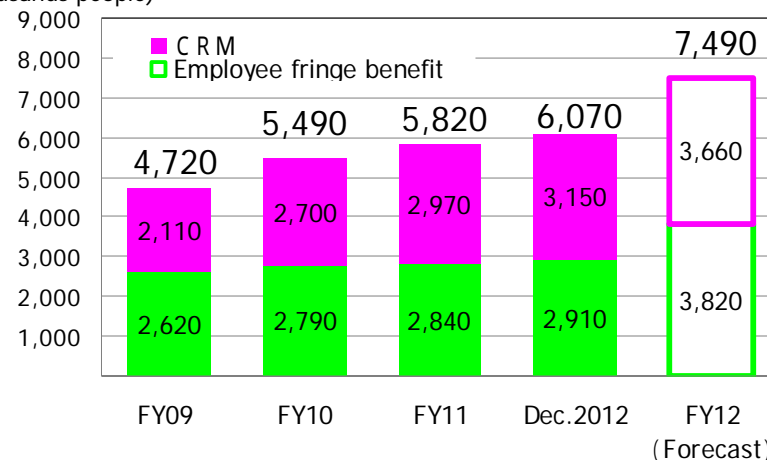
Operating Income, Operating Income Margin

(Billions of yen)



Benefit One Membership

(Thousands people)



(millions of yen)

	9M FY11	9M FY12	YoY
Sales	10,840	12,702	17.2%
Operating income	1,628	1,766	8.4%

Results

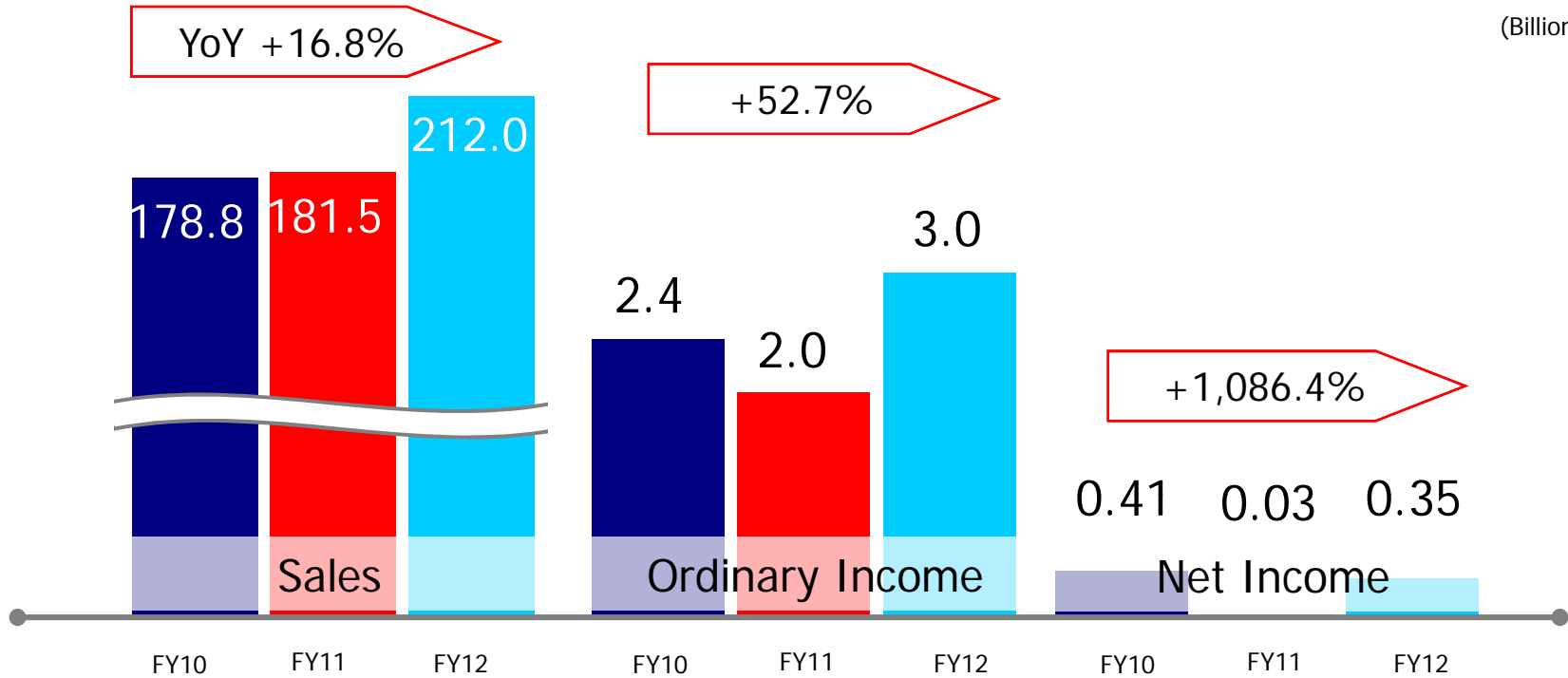
Steady progress in the exchange of points in the incentive business

Successful website renewal contributed

Focused on marketing channel expansion in the personal business that provide services directly to individuals through corporate-sector

Newly consolidated subsidiaries, Benefit One Solutions and Benefit One Healthcare contribute to the Group's results from the current period

(Billions of yen)



(Millions of yen)	FY10	to net sales %	FY11	to net sales %	FY12 Forecast	to net sales %	vs FY11 Increase/Decrease	YoY
Net sales	178,806	100.0	181,498	100.0	212,000	100.0	30,501	16.8%
Cost of sales	145,247	81.2	147,693	81.4	171,900	81.1	24,206	16.4%
Gross profit	33,558	18.8	33,805	18.6	40,100	18.9	6,294	18.6%
SG&A expenses	31,125	17.4	31,840	17.5	37,100	17.5	5,259	16.5%
Operating income	2,432	1.4	1,964	1.1	3,000	1.4	1,035	52.7%
Ordinary income	2,571	1.4	2,091	1.2	2,900	1.4	808	38.7%
Net income	412	0.2	29	0.0	350	0.2	320	1,086.4%

Consolidated Forecasts by Segment for the Fiscal Year Ending May 31, 2013

(Millions of yen)

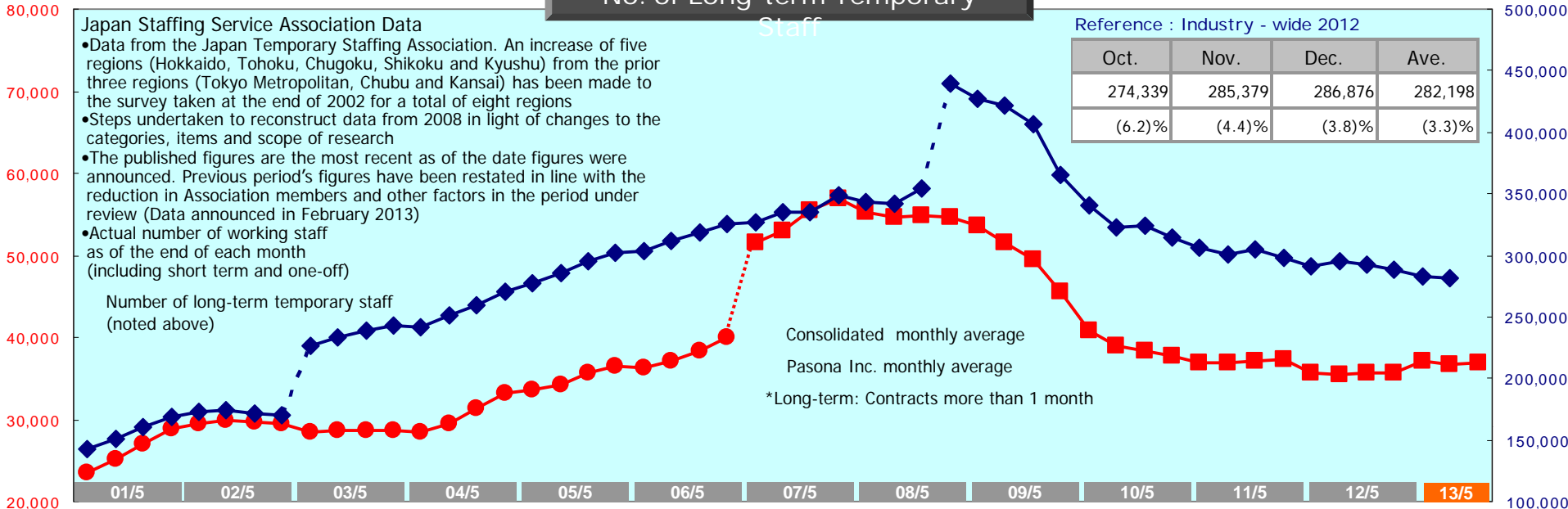
Segment	Sales				Operating income (loss)			
	FY11	FY12 Forecast	VS FY11 Increase/Decrease	VS FY11 %	FY11	FY12 Forecast	VS FY11 Increase/Decrease	VS FY11 %
	(A)	(B)	(B)-(A)		(C)	(D)	(D)-(C)	
Expert Services	122,491	131,200	8,708	7.1%	2,211	2,720	508	23.0%
Insourcing	26,748	39,590	12,841	48.0%				
HR Consulting, Others	1,767	4,050	2,282	129.1%				
Place & Search	2,692	3,000	307	11.4%				
Global Sourcing	2,327	2,800	472	20.3%				
Subtotal	156,028	180,640	24,611	15.8%				
Outplacement	9,594	12,500	2,905	30.3%	834	1,860	1,025	122.8%
Outsourcing	14,959	17,910	2,950	19.7%	2,479	2,800	320	12.9%
Life Solutions Public Solutions Shared	3,732	4,060	327	8.8%	42	(80)	(122)	-
Eliminations and Corporate	(2,816)	(3,110)	(293)	-	(3,603)	(4,300)	(696)	-
Consolidated	181,498	212,000	30,501	16.8%	1,964	3,000	1,035	52.7%

Reference

(Pasona data: Number of people)

(Japan Staffing Service Association: Number of people)

No. of Long-term Temporary Staff



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

Long-term Temporary Staff data presented on a consolidated and domestic basis.

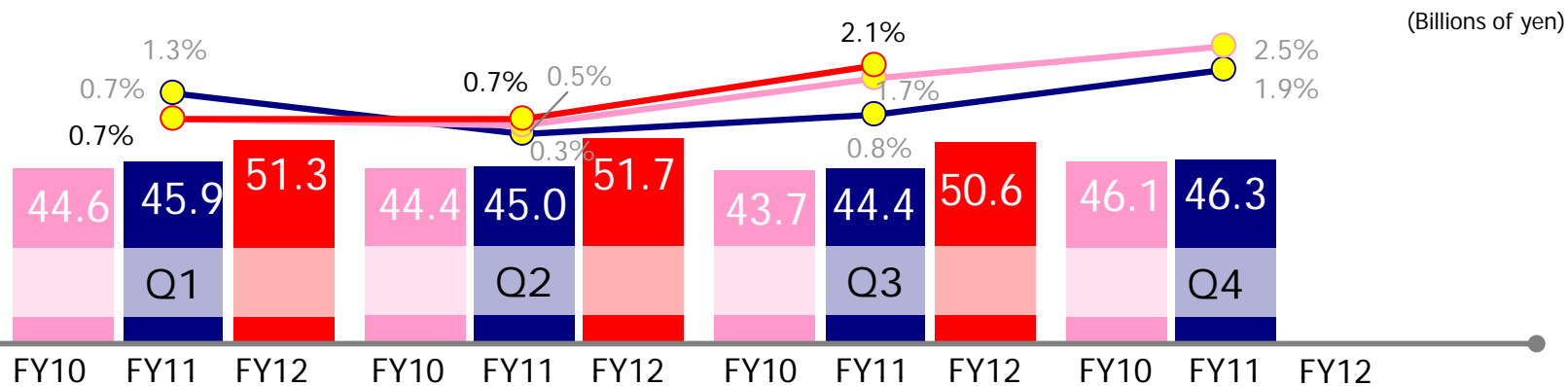
Temporary staffing business data: Pasona Inc.: June 1 to May 31

Other subsidiaries : April 1 to March 31

Quarterly Earnings Trends

Net Sales

- Operating Income Margin FY09
- Operating Income Margin FY10
- Operating Income Margin FY11



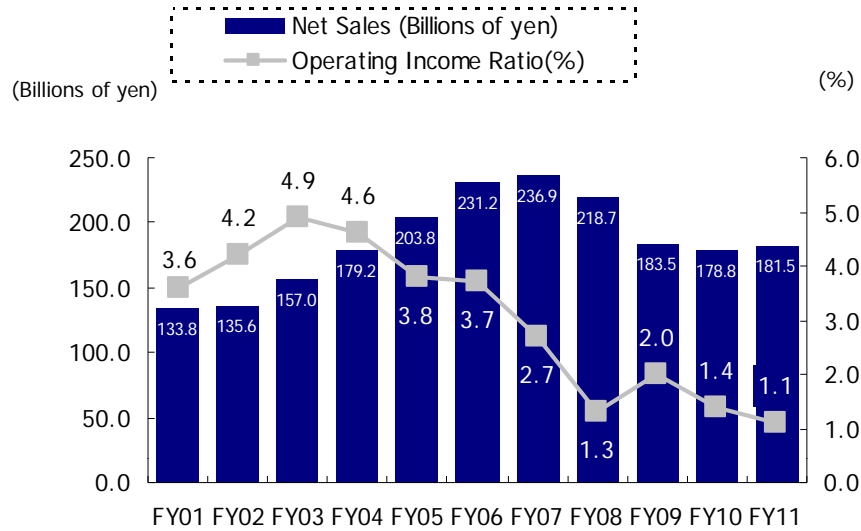
	Q1 (June to August)					Q2 (September to November)					Q3 (December to February)					Q4 (March to May)		
	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY
Net sales	44,574	45,901	3.0%	51,270	11.7%	44,419	44,979	1.3%	51,705	15.0%	43,669	44,364	1.6%	50,585	14.0%	46,142	46,252	0.2%
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)%
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%
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)%
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)%
Net income (loss)	(471)	111	-	(193)	-	(77)	(36)	-	(260)	-	214	(181)	-	160	-	747	136	(81.7)%
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
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
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
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
Net income margin	-	0.2%	-	-	-	-	-	-	-	-	0.5%	-	-	0.3%	-	1.6%	0.3%	(1.3)pt

Quarterly Earnings Trends by Segment

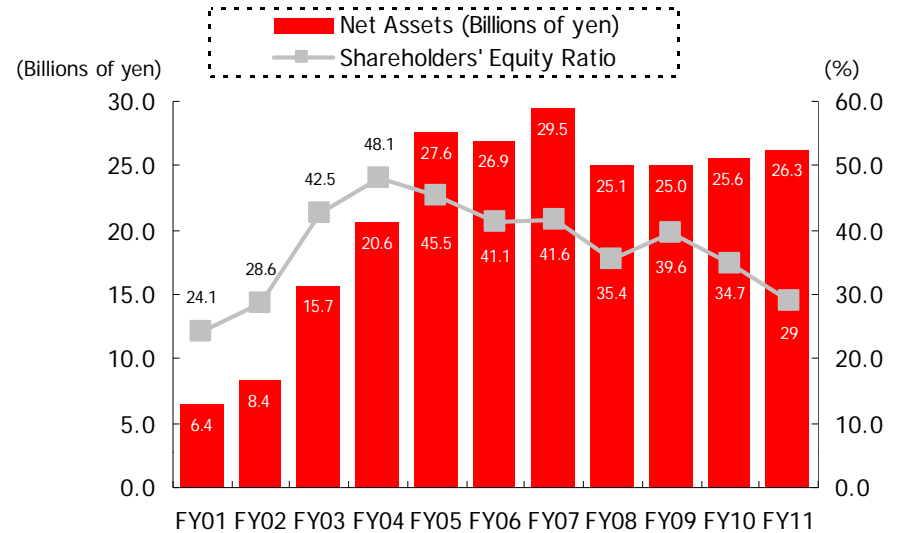
(Millions of yen)

Segment		Sales								Operating income							
		Q1 FY11	Q2 FY11	Q3 FY11	Q4 FY11	Q1 FY12	Q2 FY12	Q3 FY12	YoY	Q1 FY11	Q2 FY11	Q3 FY11	Q4 FY11	Q1 FY12	Q2 FY12	Q3 FY12	YoY
1	Expert Services	31,435	30,283	29,935	30,836	32,971	32,354	31,206	4.2%	643	405	225	936	603	672	562	149.7%
2	Insourcing	6,716	6,770	6,459	6,802	9,149	9,508	8,902	37.8%								
3	HR Consulting, Others	494	460	367	444	916	968	950	158.4%								
4	Place & Search	571	672	687	759	743	717	615	(10.5)%								
5	Global Sourcing	569	502	541	714	668	655	912	68.6%								
Subtotal		39,787	38,690	37,992	39,557	44,449	44,204	42,587	12.1%								
6	Outplacement	2,501	2,385	2,316	2,391	2,724	3,021	3,169	36.8%	361	232	115	125	388	528	568	393.8%
7	Outsourcing	3,428	3,639	3,772	4,118	3,886	4,289	4,526	20.0%	372	393	863	850	469	406	891	3.2%
8	Life Solutions Public Solutions Shared	889	940	954	947	987	979	1,028	7.8%	21	26	59	(63)	40	(21)	(30)	-
9	Eliminations and Corporate	(706)	(675)	(671)	(762)	(777)	(789)	(726)	-	(796)	(935)	(907)	(965)	(1,166)	(1,205)	(953)	-
10	Total	45,901	44,979	44,364	46,252	51,270	51,705	50,585	14.0%	601	122	355	884	335	379	1,037	192.1%

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



Results

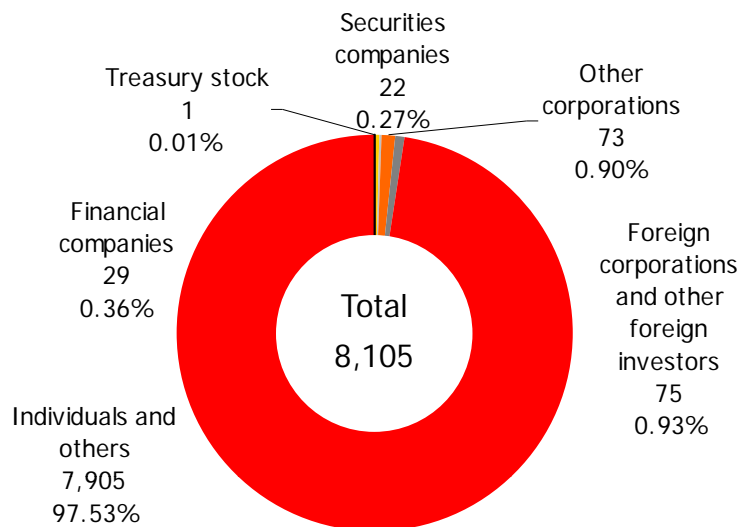
Key Indicators	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05	'08/05	'09/05	'10/05	'11/05	'12/05
Net Sales	133,822	135,625	156,979	179,156	203,815	231,231	236,945	218,699	183,515	178,806	181,498
Gross Profit Margin	18.2%	19.7%	20.9%	20.8%	20.2%	20.3%	20.8%	19.9%	20.0%	18.8%	18.6%
SG&A Expenses	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735	33,070	31,125	31,840
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%
Operating Income	4,786	5,687	7,648	8,238	7,745	8,507	6,444	2,850	3,660	2,432	1,964
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%
Ordinary Income	4,222	5,373	7,329	8,289	7,844	8,807	6,637	3,361	4,044	2,571	2,091
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%
Net Income	1,974	2,027	3,647	4,363	3,588	4,198	2,962	312	204	412	29
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%
Total Assets	26,526	29,425	37,004	42,884	51,931	54,425	58,513	55,468	52,269	60,564	70,889
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
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%
Current Ratio	121.6%	122.3%	160.2%	182.8%	170.8%	152.1%	154.2%	129.6%	163.3%	175.2%	154.7%
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

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.

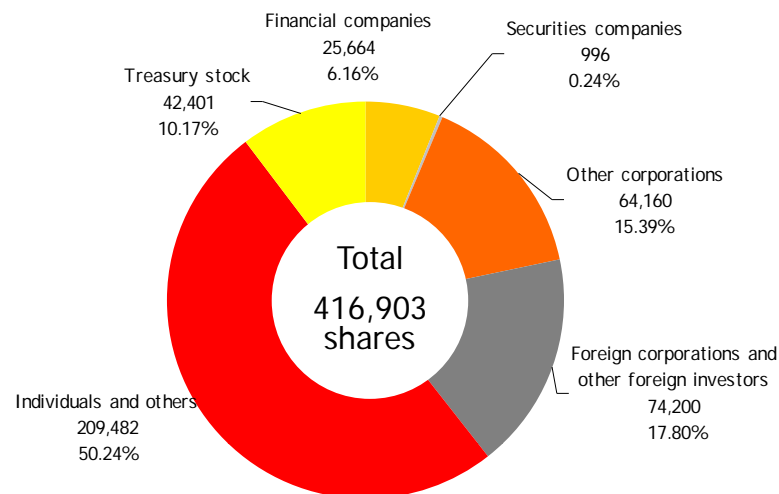
2. Despite changes in calculation methods for net assets following the introduction of changes to accounting standards and policies, the shareholders' equity ratio since the fiscal year ended May 31, 2006 is calculated utilizing an amount equivalent to net assets applicable to common shares.

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%
State Street Bank and Trust Company 505223	32,314	7.75%
Sanrio Company, Ltd.	12,000	2.88%
State Street Bank and Trust Company	9,148	2.19%
Mellon Bank N.A. as agent for its client Mellon Omnibus US Pension	6,980	1.67%
State Street Bank and Trust Company	6,811	1.63%
Pasona Group Employees' Shareholding Association	6,157	1.48%
State Street Bank and Trust Company 505225	6,041	1.45%

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	5,539 (Consolidated, including contract workers) (As of May 31, 2012)	
Group Companies	Subsidiaries 40, Affiliates 2	
URL	http://www.pasonagroup.co.jp/english/	