

Results for the Third Quarter of the Fiscal Year Ending May 31, 2014

FY2013 First Nine Months (June 1, 2013 - February 28, 2014)

Pasona Group Inc.

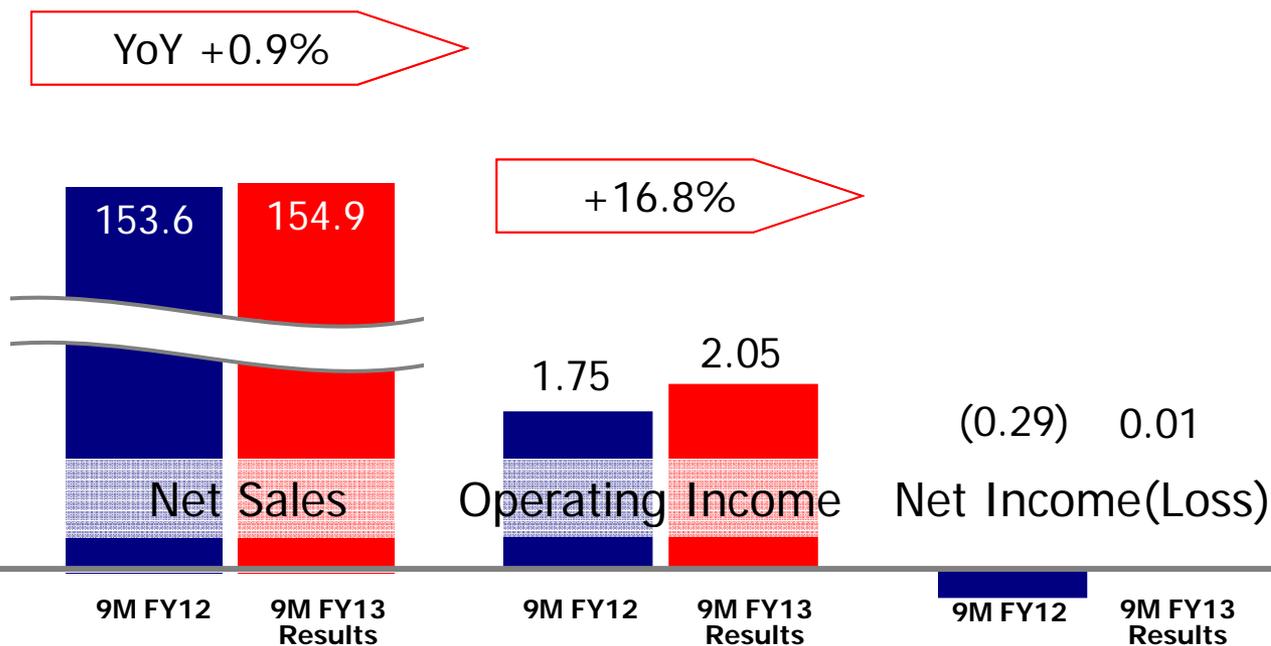
First Section TSE (2168)

April 4, 2014

www.pasonagroup.co.jp/english/

Consolidated Results for 9M FY2013

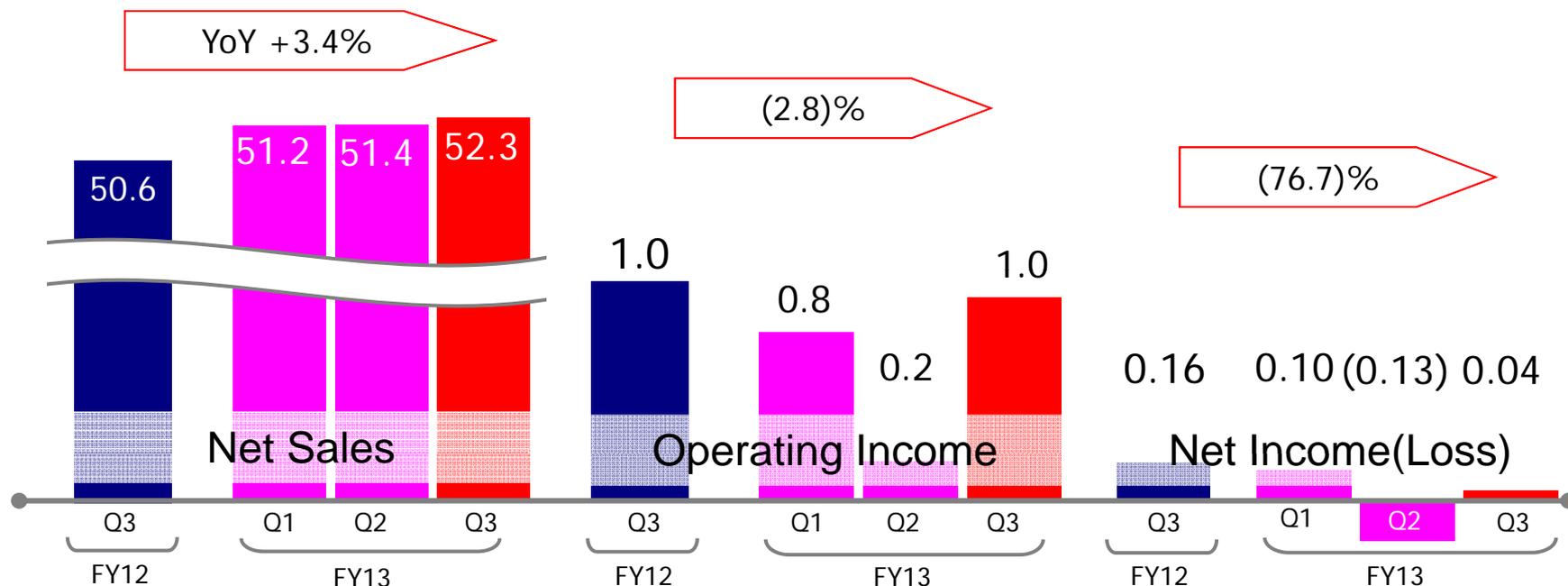
(Billions of yen)



| (Millions of yen) | 9M FY12 | to net sale % | 9M FY13 | to net sales % | vs FY12 Increase/Decrease | YoY |
|-------------------|---------|---------------|---------|----------------|---------------------------|-------|
| Net sales | 153,561 | 100.0 | 154,939 | 100.0 | 1,377 | 0.9% |
| Cost of sales | 124,468 | 81.1 | 125,394 | 80.9 | 926 | 0.7% |
| Gross profit | 29,093 | 18.9 | 29,544 | 19.1 | 451 | 1.6% |
| SG&A expenses | 27,340 | 17.8 | 27,497 | 17.7 | 156 | 0.6% |
| Operating income | 1,752 | 1.1 | 2,046 | 1.3 | 294 | 16.8% |
| Ordinary income | 1,703 | 1.1 | 1,957 | 1.3 | 253 | 14.9% |
| Net income(loss) | (294) | - | 12 | 0.0 | 306 | - |

Consolidated Results for Three months ended February 28, 2014

(Billions of yen)



| (Millions of yen) | Q3 FY12 | to net sales % | Q1 FY13 | to net sales % | Q2 FY13 | to net sales % | Q3 FY13 | to net sales % | vs FY12 Increase/Decrease | YoY |
|-------------------|---------|----------------|---------|----------------|---------|----------------|---------|----------------|---------------------------|---------|
| Net sales | 50,585 | 100.0 | 51,212 | 100.0 | 51,406 | 100.0 | 52,319 | 100.0 | 1,734 | 3.4% |
| Cost of sales | 40,562 | 80.2 | 41,179 | 80.4 | 42,029 | 81.8 | 42,185 | 80.6 | 1,623 | 4.0% |
| Gross profit | 10,022 | 19.8 | 10,032 | 19.6 | 9,377 | 18.2 | 10,133 | 19.4 | 111 | 1.1% |
| SG&A expenses | 8,984 | 17.8 | 9,197 | 18.0 | 9,174 | 17.8 | 9,125 | 17.4 | 140 | 1.6% |
| Operating income | 1,037 | 2.1 | 834 | 1.6 | 203 | 0.4 | 1,008 | 1.9 | (29) | (2.8)% |
| Ordinary income | 1,010 | 2.0 | 798 | 1.6 | 163 | 0.3 | 995 | 1.9 | (15) | (1.5)% |
| Net income(loss) | 160 | 0.3 | 103 | 0.2 | (128) | - | 37 | 0.1 | (122) | (76.7)% |

Consolidated Results by Segment

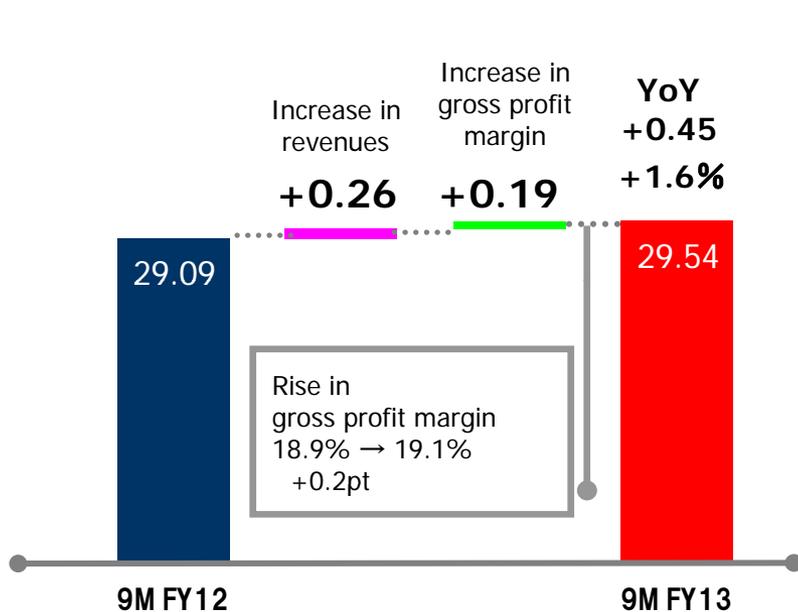
(Millions of yen)

| | Segment | Net sales | | | | Operating income (loss) | | | | Operating income margin | | |
|----------|--|-----------|---------|-------------------------|---------|-------------------------|---------|-------------------------|---------|-------------------------|---------|-------------------------|
| | | 9M FY12 | 9M FY13 | Increase/ (Decrease) | YoY | 9M FY12 | 9M FY13 | Increase/ (Decrease) | YoY | 9M FY12 | 9M FY13 | Increase/ (Decrease) |
| 1 | Expert Services | 96,531 | 92,561 | (3,970) | (4.1)% | 1,838 | 1,935 | 97 | 5.3% | 1.4% | 1.5% | 0.1pt |
| 2 | Insourcing | 27,560 | 29,537 | 1,976 | 7.2% | | | | | | | |
| 3 | HR Consulting, Others | 2,835 | 3,291 | 456 | 16.1% | | | | | | | |
| 4 | Place & Search | 2,077 | 2,369 | 291 | 14.1% | | | | | | | |
| 5 | Global Sourcing | 2,236 | 2,734 | 498 | 22.3% | | | | | | | |
| Subtotal | | 131,241 | 130,494 | (747) | (0.6)% | | | | | | | |
| 6 | Outplacement | 8,915 | 8,013 | (901) | (10.1)% | 1,485 | 834 | (650) | (43.8)% | 16.7% | 10.4% | (6.3)pt |
| 7 | Outsourcing | 12,702 | 14,719 | 2,016 | 15.9% | 1,766 | 2,044 | 278 | 15.7% | 13.9% | 13.9% | (0.0)pt |
| 8 | Life Solutions Public Solutions Shared | 2,995 | 3,979 | 983 | 32.8% | (12) | 58 | 70 | - | - | 1.5% | - |
| 9 | Eliminations and Corporate | (2,293) | (2,267) | 25 | - | (3,325) | (2,826) | 498 | - | - | - | - |
| 10 | Total | 153,561 | 154,939 | 1,377 | 0.9% | 1,752 | 2,046 | 294 | 16.8% | 1.1% | 1.3% | 0.2pt |

Gross Profit, SG&A expenses

(Billions of yen)

Gross Profit

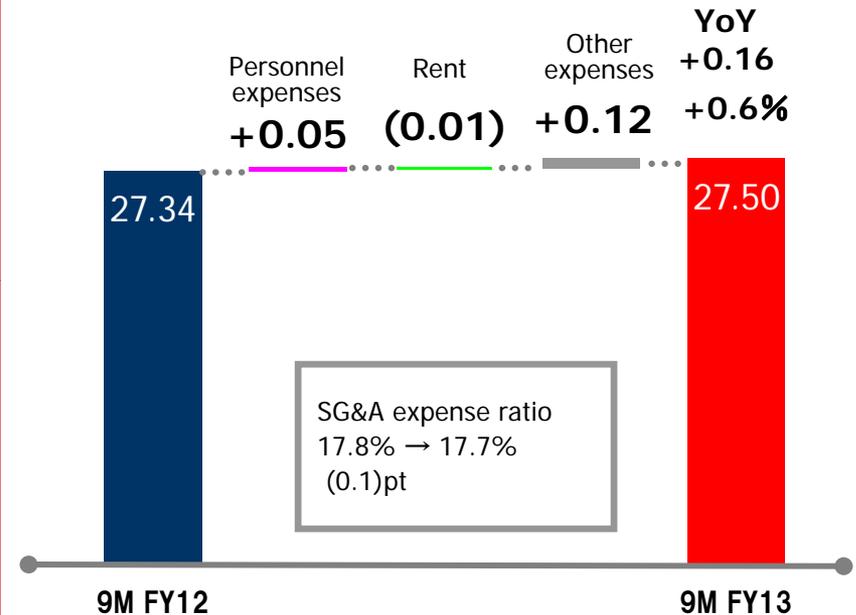


(Billions of yen)

| | 9M FY12 | 9M FY13 | Increase/Decrease |
|---------------------|---------|---------|-------------------|
| Gross profit | 29.09 | 29.54 | +0.45 |
| Gross profit margin | 18.9% | 19.1% | +0.2pt |

(Billions of yen)

SG&A expenses



(Billions of yen)

| | 9M FY12 | 9M FY13 | Increase/Decrease |
|-------------------------------|--------------|--------------|-------------------|
| Personnel | 15.96 | 16.01 | +0.05 |
| Advertisement and recruitment | 0.76 | 0.78 | +0.02 |
| IT | 1.47 | 1.41 | (0.06) |
| Rent | 2.77 | 2.76 | (0.01) |
| Others | 6.37 | 6.54 | +0.17 |
| Total | 27.34 | 27.50 | +0.16 |
| SG&A expense ratio | 17.8% | 17.7% | (0.1)pt |

Non-operating/Extraordinary income, Others

(Millions of yen)

| | 9M FY12 | 9M FY13 | Increase/ Decrease | YoY |
|------------------------------|---------|---------|-----------------------|---------|
| Operating income | 1,752 | 2,046 | 294 | 16.8% |
| Non-operating income | 192 | 188 | (4) | (2.3)% |
| Non-operating expenses | 241 | 277 | 36 | 15.0% |
| Ordinary income | 1,703 | 1,957 | 253 | 14.9% |
| Extraordinary income | 3 | 0 | (2) | (91.3)% |
| Extraordinary loss | 42 | 48 | 6 | 14.1% |
| Income before income taxes | 1,664 | 1,908 | 244 | 14.7% |
| Income taxes—current | 1,116 | 1,100 | (15) | (1.4)% |
| Income taxes—deferred | 280 | 203 | (77) | (27.5)% |
| Minority interests in income | 561 | 592 | 30 | 5.5% |
| Net income (loss) | (294) | 12 | 306 | - |

Financial Condition and Cash Flows

Financial Position

As of February 28, 2014

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

Total Assets

¥ 67.0 billion
(- ¥4.3 billion)

Liabilities
¥ 40.6 billion
(- ¥ 4.4 billion)

Liabilities

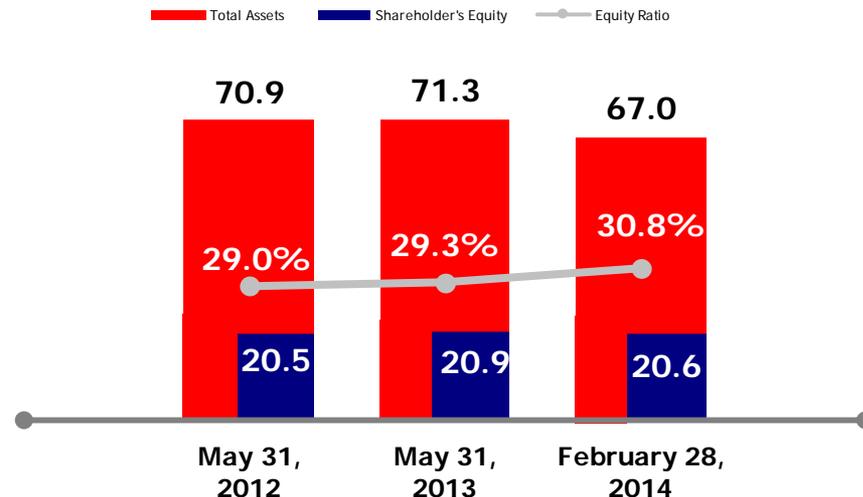
Shareholders' Equity
¥ 20.6 billion
(- ¥ 0.3 billion)

Net Assets

Minority Interests
¥ 5.7 billion
(+ ¥ 0.4 billion)

Total Assets, Shareholders' Equity, Equity Ratio

(Billions of yen)



| (Billions of yen) | May 31, 2013 | Feb 28, 2014 | Increase/Decrease |
|--------------------------|--------------|--------------|-------------------|
| Current assets | 47.8 | 42.4 | (5.5) |
| Noncurrent assets | 23.4 | 24.6 | 1.2 |
| Total assets | 71.3 | 67.0 | (4.3) |
| Current liabilities | 33.7 | 30.2 | (3.6) |
| Noncurrent liabilities | 11.3 | 10.5 | (0.8) |
| Total liabilities | 45.0 | 40.6 | (4.4) |
| Total net assets | 26.3 | 26.4 | 0.1 |

- Decrease in cash and deposits ¥(8.8) billion
- Increase in notes and accounts receivable—trade ¥2.6 billion

- Investments and other assets ¥1.1 billion

- Decrease in accounts payable—trade ¥(0.6) billion
- Decrease in provision for bonuses ¥(0.8) billion
- Decrease in income taxes payable ¥(1.0) billion

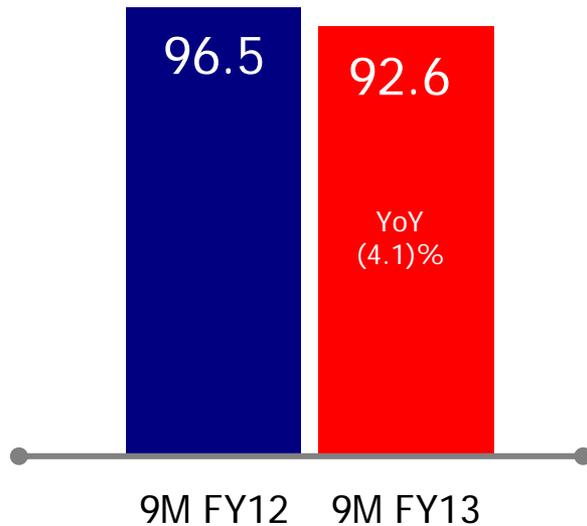
- Dividends paid ¥(0.4) billion
- Increase in minority interests ¥0.4 billion

Expert Services (Temporary staffing)

Net Sales

※ Segment figures **include** intersegment sales

(Billions of yen)



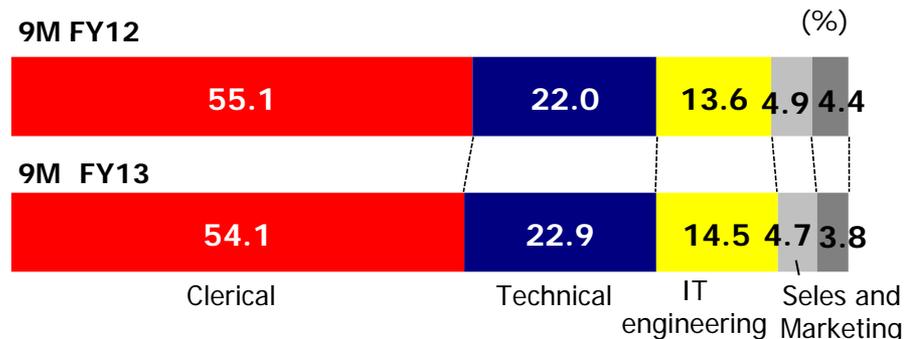
Sales by Staffing Type

※ Figures **exclude** intersegment sales

(Millions of yen)

| | 9M FY12 | 9M FY13 | YoY |
|-----------------------|---------------|---------------|---------------|
| Clerical | 53,052 | 49,920 | (5.9)% |
| Technical | 21,219 | 21,171 | (0.2)% |
| IT engineering | 13,138 | 13,418 | 2.1% |
| Sales and Marketing | 4,680 | 4,339 | (7.3)% |
| Other Expert Services | 4,211 | 3,509 | (16.7)% |
| Total | 96,302 | 92,359 | (4.1)% |

Sales Composition



Business Conditions

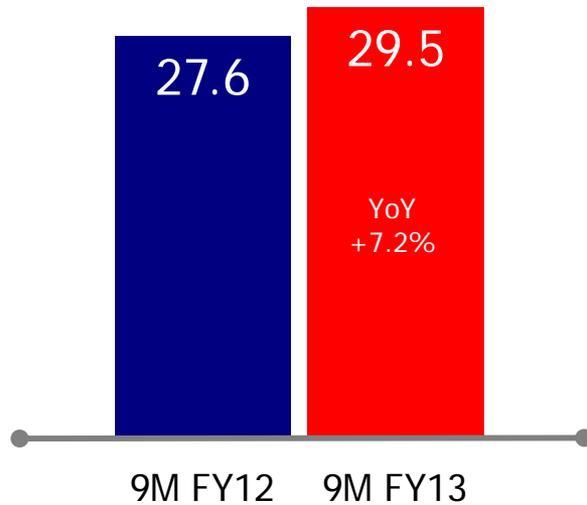
● 9M result

- In addition to clerical work of a financial nature, increase in orders from specialist fields including accounting and trading
- Improvement in the decline in revenue on the back of the recent increase in orders despite continued downward pressure on sales owing mainly to the effects of terminating the past tightening of temporary staffing regulations

Insourcing (Contracting)

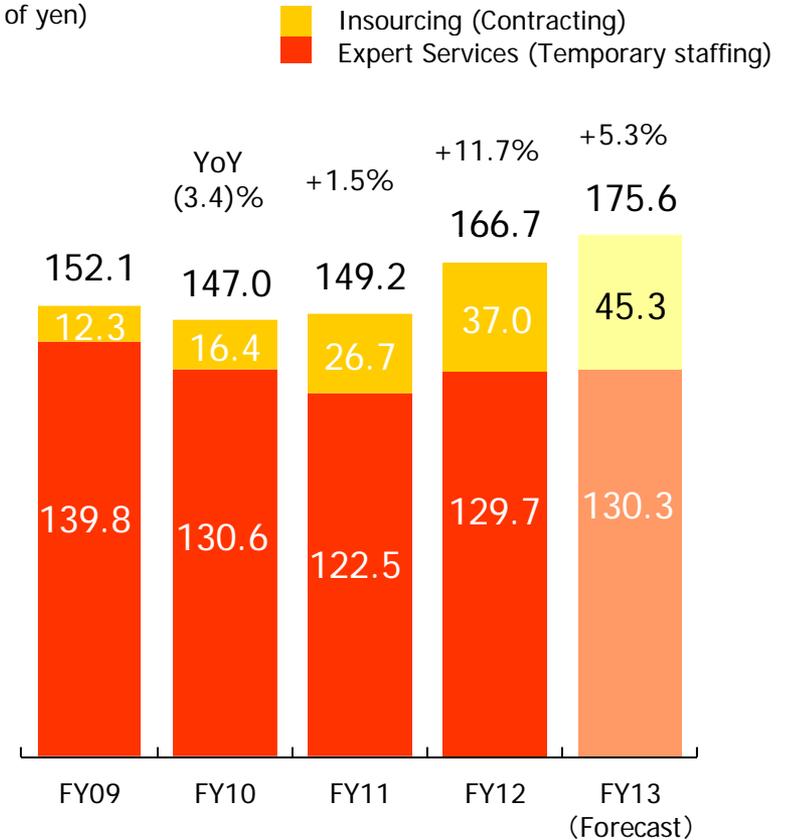
Net Sales

(Billions of yen)



Net sales from utilization of external personnel (Temporary staffing + Contracting)

(Billions of yen)



Business Conditions

● 9M result

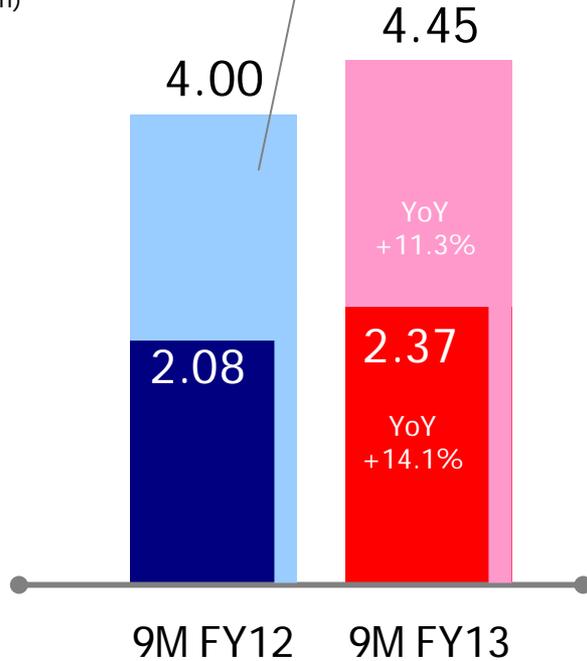
- In addition to the switch from temporary staffing, increase in revenue attributable to growth in the scope of operations
- Increase in gross profit margins as successful efforts to capture new contracts in the private sector offset the termination of contracts in the public sector

Place & Search (Placement / Recruiting)

Net Sales

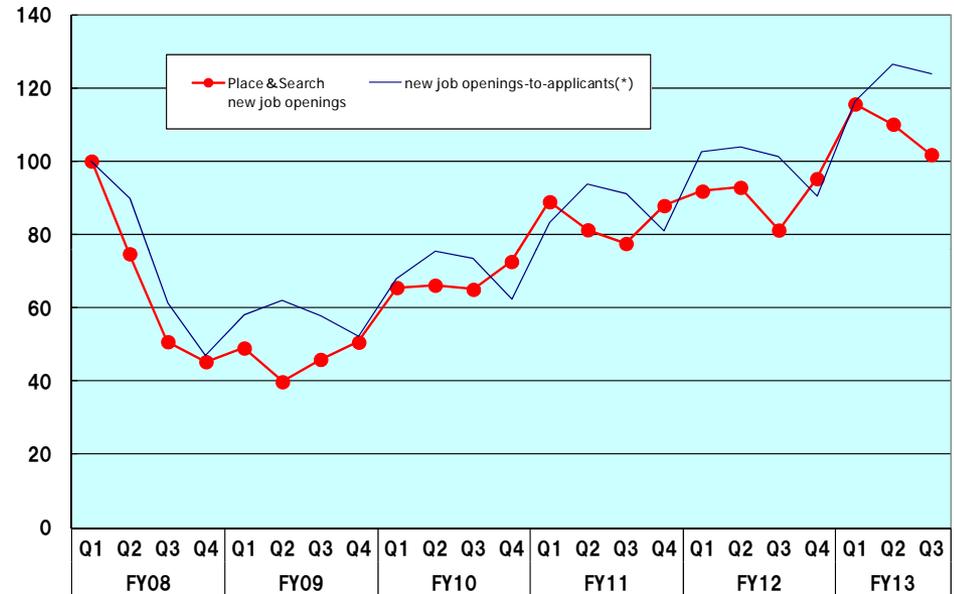
(Billions of yen)

Total of sales in placement / recruiting in Global sourcing, domestic Temp to Perm and Place & Search



No. of Orders

* The data are expressed as relative values with Q1 FY08 being 100%



Source: Ministry of Health, Labor and Welfare "Report on employment service"
Note: Excluding part-time workers before seasonal adjustment

Business Conditions

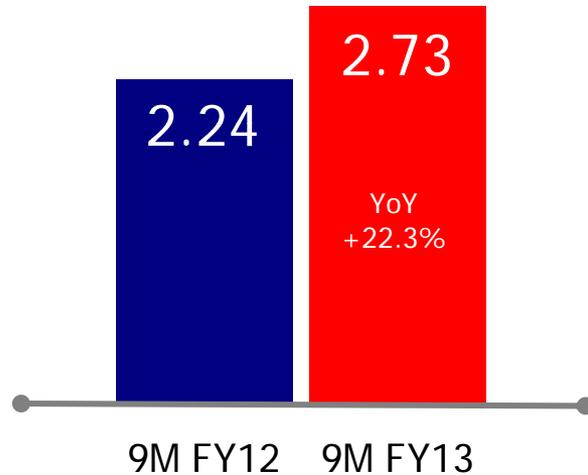
● 9M result

- Demand for job offers continues to hover at a high level; upgrade and expansion in personnel and an increase in employment contracts
- Growing signs of a tight human resources market and an upward trends in contract unit prices

Global Sourcing (Overseas)

Net Sales

(Billions of yen)



Business Conditions

● 9M result

- Increase in revenue across all businesses reflecting recognition of efforts to provide comprehensive human resources services
- Increase in revenue thanks to contributions from new branches including Indonesia and Thailand, which continue to exhibit steady performance trends

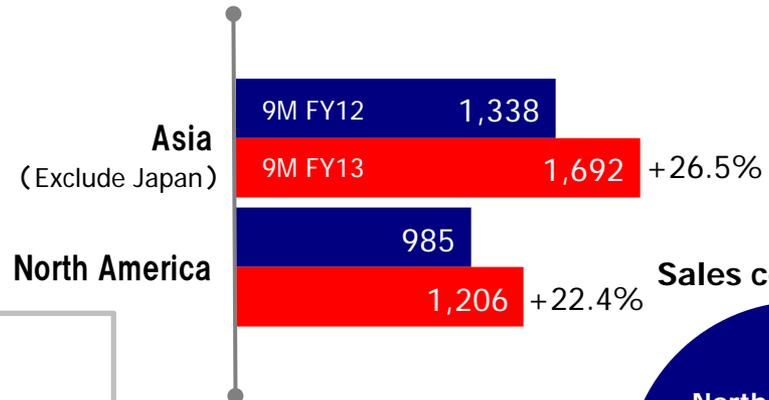
Net Sales by Business Segment

(Millions of yen)

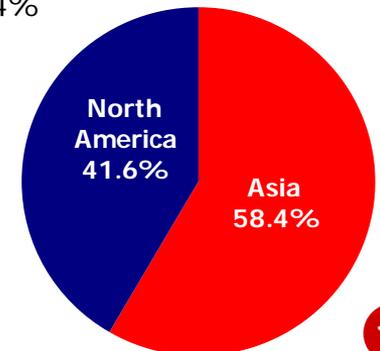
| | 9M FY12 | 9MY13 | YoY |
|-------------------------------|--------------|--------------|--------------|
| Temporary Staffing | 776 | 1,009 | 30.0% |
| Placement / Recruiting | 896 | 1,074 | 19.7% |
| Contracting (Payroll, others) | 514 | 599 | 16.6% |
| Others | 48 | 51 | 6.0% |
| Total | 2,236 | 2,734 | 22.3% |

Net Sales by Region

(Millions of yen)



Sales composition



Outplacement

Net Sales

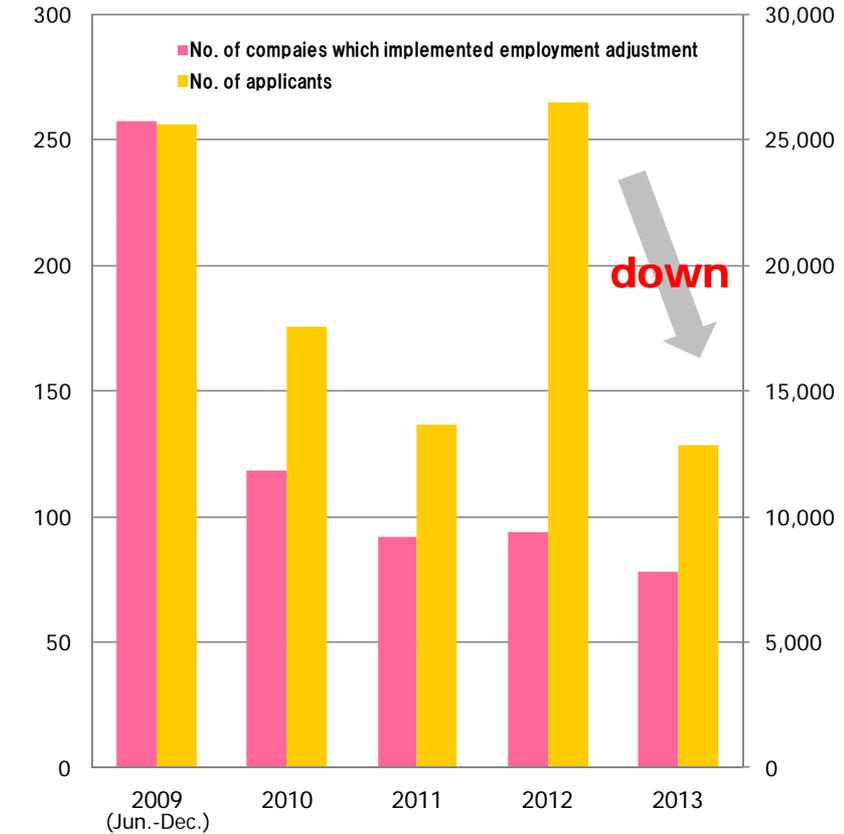
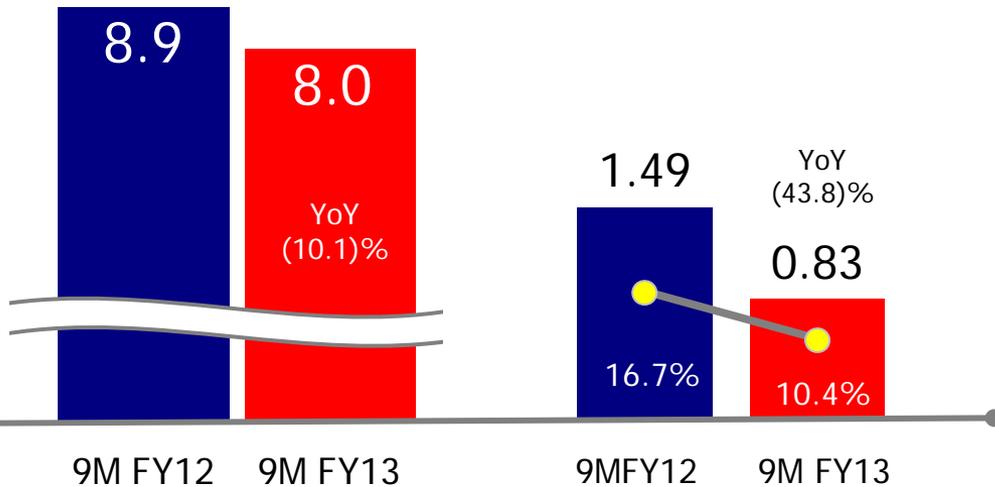
Operating Income, Operating Income Margin

Companies Announcing Employment Adjustments (No. of companies and applicants)

(Billions of yen)

(Companies)

(People)



Business Conditions

● 9M result

- Substantial decline in orders owing mainly to corrections from the previous period
- Continued efforts to accelerate the pace in securing a quick definitive turnaround in the placement of service users

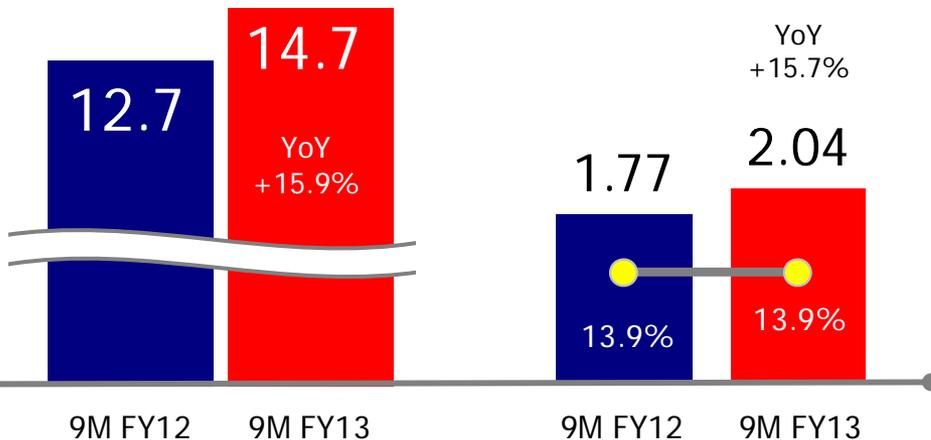
Pasona survey based on IR disclosure and newspaper articles.
Some of companies which implemented employment adjustment did not announce No. of applicants.

Outsourcing (Benefit One Inc.)

Net Sales

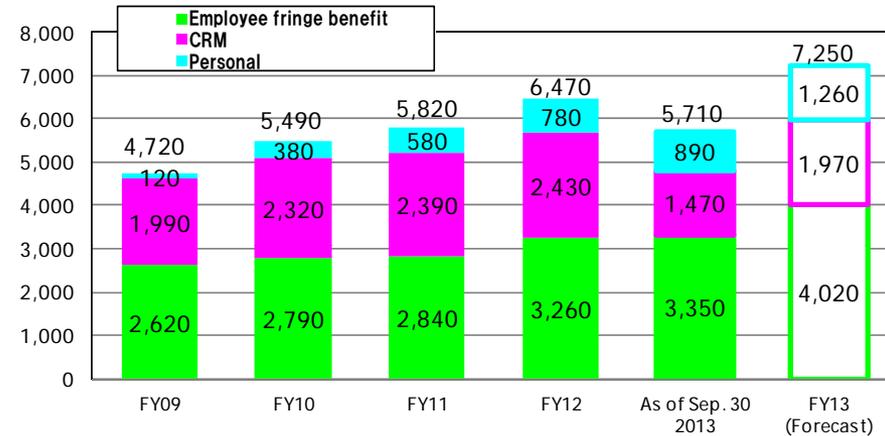
Operating Income, Operating Income Margin

(Billions of yen)



Benefit One Membership

(Thousands people)

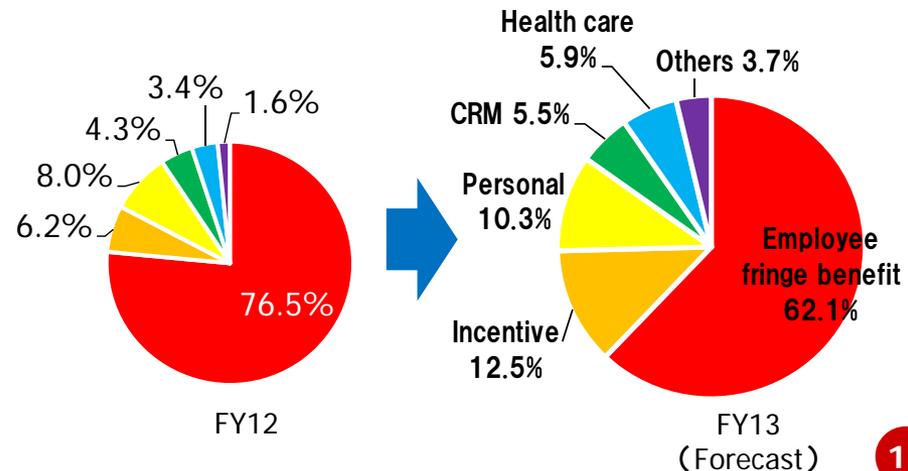


Business Conditions

9M result

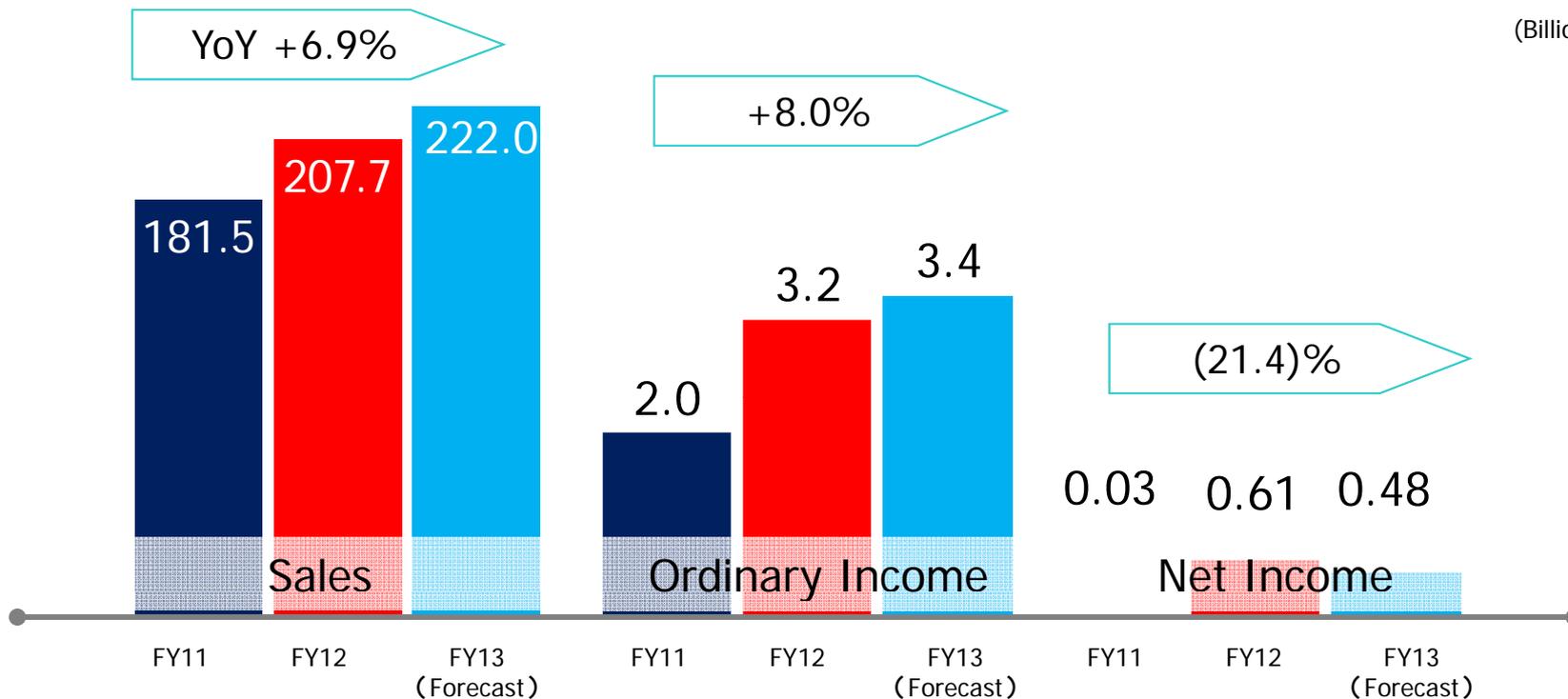
- In addition to steady performances in mainstay businesses including activities in the employee fringe benefit field, efforts in the health care field contribute significantly to revenue growth
- Efforts to pick up the pace of overseas expansion expected to generate growth from the next period and beyond

Diversification of income



Consolidated Forecasts for the Fiscal Year Ending May 31, 2014

(Billions of yen)



| (Millions of yen) | FY11 | to net sales % | FY12 | to net sales % | FY13 Forecast | to net sales % | vs FY12 Increase/Decrease | YoY |
|-------------------|---------|----------------|---------|----------------|---------------|----------------|---------------------------|---------|
| Net sales | 181,498 | 100.0 | 207,685 | 100.0 | 222,000 | 100.0 | 14,314 | 6.9% |
| Cost of sales | 147,693 | 81.4 | 167,609 | 80.7 | 180,830 | 81.5 | 13,220 | 7.9% |
| Gross profit | 33,805 | 18.6 | 40,075 | 19.3 | 41,170 | 18.5 | 1,094 | 2.7% |
| SG&A expenses | 31,840 | 17.5 | 36,898 | 17.8 | 37,740 | 17.0 | 841 | 2.3% |
| Operating income | 1,964 | 1.1 | 3,176 | 1.5 | 3,430 | 1.5 | 253 | 8.0% |
| Ordinary income | 2,091 | 1.2 | 3,187 | 1.5 | 3,320 | 1.5 | 132 | 4.2% |
| Net income | 29 | 0.0 | 610 | 0.3 | 480 | 0.2 | (130) | (21.4)% |

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

(Millions of yen)

| Segment | Sales | | | | Operating income (loss) | | | |
|--|---------|---------------|---------------------------|-----------|-------------------------|---------------|---------------------------|-----------|
| | FY12 | FY13 Forecast | VS FY12 Increase/Decrease | VS FY12 % | FY12 | FY13 Forecast | VS FY12 Increase/Decrease | VS FY12 % |
| Expert Services | 129,720 | 130,320 | 600 | 0.5% | 2,661 | 3,170 | 509 | 19.1% |
| Insourcing | 37,007 | 45,300 | 8,293 | 22.4% | | | | |
| HR Consulting, others | 4,094 | 4,310 | 216 | 5.3% | | | | |
| Place & Search | 2,869 | 3,520 | 651 | 22.7% | | | | |
| Global Sourcing | 3,236 | 3,690 | 454 | 14.0% | | | | |
| Subtotal | 176,928 | 187,140 | 10,212 | 5.8% | | | | |
| Outplacement | 12,235 | 10,430 | (1,805) | (14.8)% | 2,164 | 830 | (1,334) | (61.6)% |
| Outsourcing | 17,610 | 22,000 | 4,390 | 24.9% | 2,696 | 3,020 | 324 | 12.0% |
| Life Solutions Public Solutions Shared | 3,933 | 5,410 | 1,477 | 37.6% | (46) | (40) | 6 | - |
| Eliminations and Corporate | (3,021) | (2,980) | 41 | - | (4,299) | (3,550) | 749 | - |
| Consolidated | 207,685 | 222,000 | 14,315 | 6.9% | 3,176 | 3,430 | 254 | 8.0% |

Reference

Social solution company

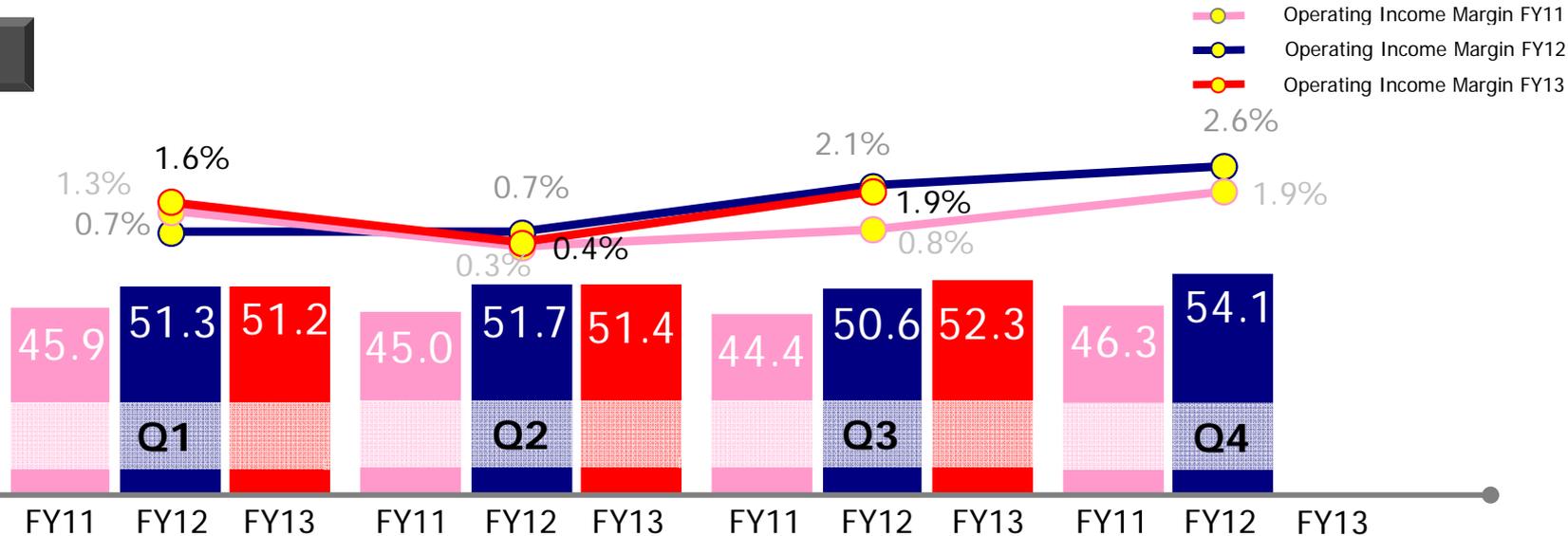


※ Units in billions of yen have been rounded to the nearest first decimal place. Units in millions of yen have been rounded down.

Quarterly Earnings Trends

Net Sales

(Billions of yen)



| | Q1 (June to August) | | | | | Q2 (September to November) | | | | | Q3 (December to February) | | | | | Q4 (March to May) | | |
|-------------------------|---------------------|--------|---------|--------|---------|----------------------------|--------|---------|--------|---------|---------------------------|--------|---------|--------|---------|-------------------|--------|---------|
| | FY11 | FY12 | YoY | FY13 | YoY | FY11 | FY12 | YoY | FY13 | YoY | FY11 | FY12 | YoY | FY13 | YoY | FY11 | FY12 | YoY |
| | Consolidated | | | | | | | | | | | | | | | | | |
| Net sales | 45,901 | 51,270 | +11.7% | 51,212 | (0.1)% | 44,979 | 51,705 | +15.0% | 51,406 | (0.6)% | 44,364 | 50,585 | +14.0% | 52,319 | +3.4% | 46,252 | 54,123 | +17.0% |
| Gross profit | 8,488 | 9,517 | +12.1% | 10,032 | +5.4% | 8,158 | 9,553 | +17.1% | 9,377 | (1.8)% | 8,249 | 10,022 | +21.5% | 10,133 | +1.1% | 8,908 | 10,982 | +23.3% |
| SG&A expenses | 7,886 | 9,181 | +16.4% | 9,197 | +0.2% | 8,035 | 9,174 | +14.2% | 9,174 | +0.0% | 7,894 | 8,984 | +13.8% | 9,125 | +1.6% | 8,023 | 9,557 | +19.1% |
| Operating income | 601 | 335 | (44.3)% | 834 | +149.0% | 122 | 379 | +209.0% | 203 | (46.4)% | 355 | 1,037 | +192.1% | 1,008 | (2.8)% | 884 | 1,424 | +61.0% |
| Ordinary income | 560 | 330 | (41.0)% | 798 | +141.5% | 184 | 362 | +96.5% | 163 | (54.9)% | 393 | 1,010 | +156.8% | 995 | (1.5)% | 952 | 1,483 | +55.7% |
| Net income (loss) | 111 | (193) | - | 103 | - | (36) | (260) | - | (128) | - | (181) | 160 | - | 37 | (76.7)% | 136 | 904 | +563.1% |
| Gross profit margin | 18.5% | 18.6% | +0.1pt | 19.6% | +1.0pt | 18.1% | 18.5% | +0.4pt | 18.2% | (0.3)pt | 18.6% | 19.8% | +1.2pt | 19.4% | (0.4)pt | 19.3% | 20.3% | +1.0pt |
| SG&A expense ratio | 17.2% | 17.9% | +0.7pt | 18.0% | +0.1pt | 17.9% | 17.7% | (0.2)pt | 17.8% | +0.1pt | 17.8% | 17.8% | (0.0)pt | 17.4% | (0.4)pt | 17.3% | 17.7% | +0.4pt |
| Operating income margin | 1.3% | 0.7% | (0.6)pt | 1.6% | +0.9pt | 0.3% | 0.7% | +0.4pt | 0.4% | (0.3)pt | 0.8% | 2.1% | +1.3pt | 1.9% | (0.2)pt | 1.9% | 2.6% | +0.7pt |
| Ordinary income margin | 1.2% | 0.6% | (0.6)pt | 1.6% | +1.0pt | 0.4% | 0.7% | +0.3pt | 0.3% | (0.4)pt | 0.9% | 2.0% | +1.1pt | 1.9% | (0.1)pt | 2.1% | 2.7% | +0.6pt |
| Net income margin | 0.2% | - | - | 0.2% | - | - | - | - | - | - | - | 0.3% | - | 0.1% | (0.2)pt | 0.3% | 1.7% | +1.4pt |

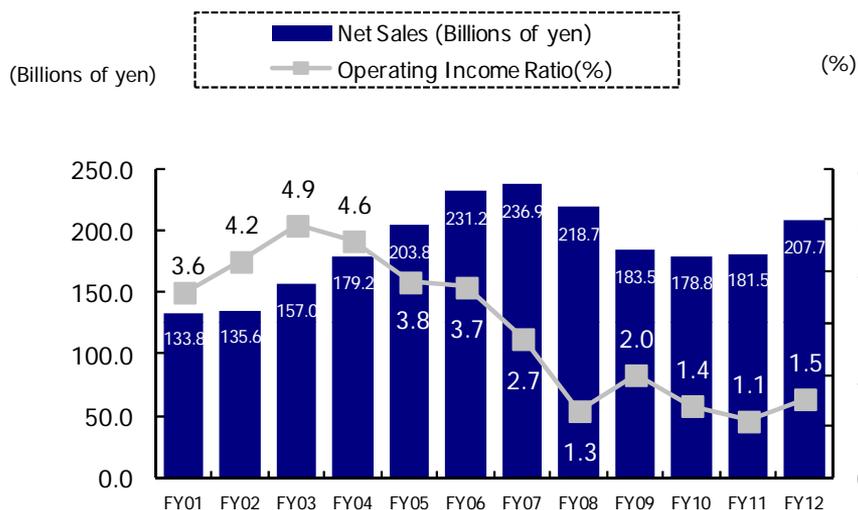
Quarterly Earnings Trends by Segment

(Millions of yen)

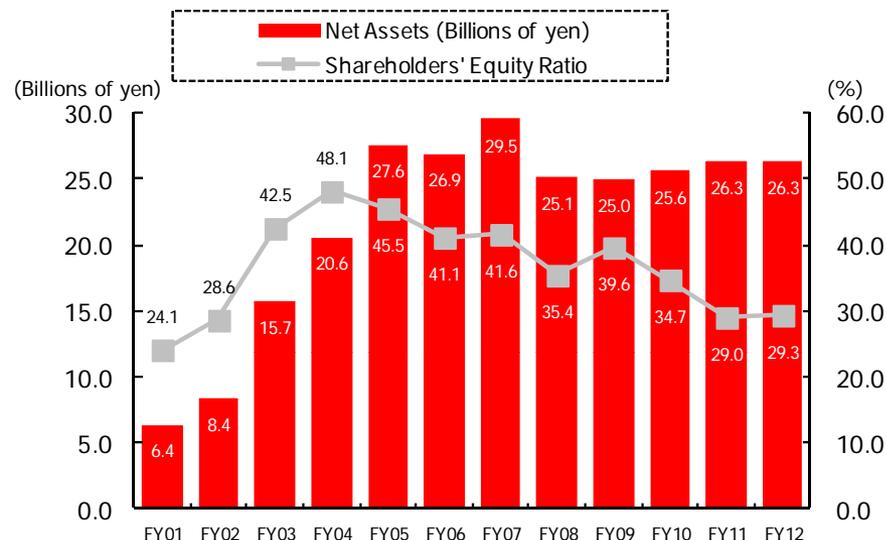
| | | Sales | | | | | | | | Operating income (loss) | | | | | | | |
|----|--|---------|---------|---------|---------|---------|---------|---------|---------|-------------------------|---------|---------|---------|---------|---------|---------|---------|
| | Segment | Q1 FY12 | Q2 FY12 | Q3 FY12 | Q4 FY12 | Q1 FY13 | Q2 FY13 | Q3 FY13 | YoY | Q1 FY12 | Q2 FY12 | Q3 FY12 | Q4 FY12 | Q1 FY13 | Q2 FY13 | Q3 FY13 | YoY |
| 1 | Expert Services | 32,971 | 32,354 | 31,206 | 33,188 | 31,169 | 31,029 | 30,362 | (2.7)% | | | | | | | | |
| 2 | Insourcing | 9,149 | 9,508 | 8,902 | 9,446 | 9,327 | 9,640 | 10,570 | 18.7% | | | | | | | | |
| 3 | HR Consulting, others | 916 | 968 | 950 | 1,258 | 1,013 | 1,022 | 1,254 | 32.0% | | | | | | | | |
| 4 | Place & Search | 743 | 717 | 615 | 792 | 762 | 796 | 810 | 31.6% | 603 | 672 | 562 | 823 | 653 | 519 | 761 | 35.5% |
| 5 | Global Sourcing | 668 | 655 | 912 | 1,000 | 866 | 853 | 1,014 | 11.2% | | | | | | | | |
| | Subtotal | 44,449 | 44,204 | 42,587 | 45,686 | 43,140 | 43,342 | 44,012 | 3.3% | | | | | | | | |
| 6 | Outplacement | 2,724 | 3,021 | 3,169 | 3,319 | 3,060 | 2,584 | 2,368 | (25.3)% | 388 | 528 | 568 | 678 | 613 | 182 | 38 | (93.2)% |
| 7 | Outsourcing | 3,886 | 4,289 | 4,526 | 4,907 | 4,552 | 4,883 | 5,282 | 16.7% | 469 | 406 | 891 | 929 | 530 | 435 | 1,079 | 21.1% |
| 8 | Life Solutions Public Solutions Shared | 987 | 979 | 1,028 | 937 | 1,194 | 1,353 | 1,431 | 39.1% | 40 | (21) | (30) | (34) | (19) | 27 | 50 | - |
| 9 | Eliminations and Corporate | (777) | (789) | (726) | (727) | (735) | (756) | (775) | - | (1,166) | (1,205) | (953) | (973) | (944) | (961) | (921) | - |
| 10 | Total | 51,270 | 51,705 | 50,585 | 54,123 | 51,212 | 51,406 | 52,319 | 3.4% | 335 | 379 | 1,037 | 1,424 | 834 | 203 | 1,008 | (2.8)% |

Key Indicators (Full Year)

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



Results

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

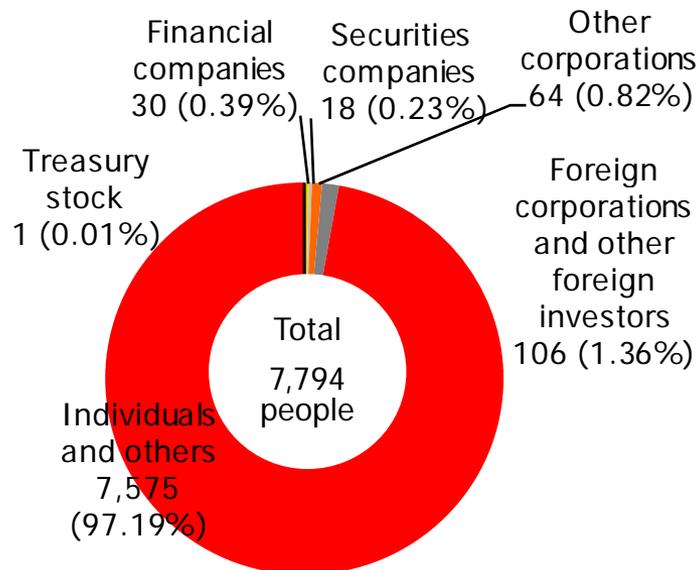
Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies. Minority interests included in presentation of net assets since the fiscal year ended May 31, 2006.

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

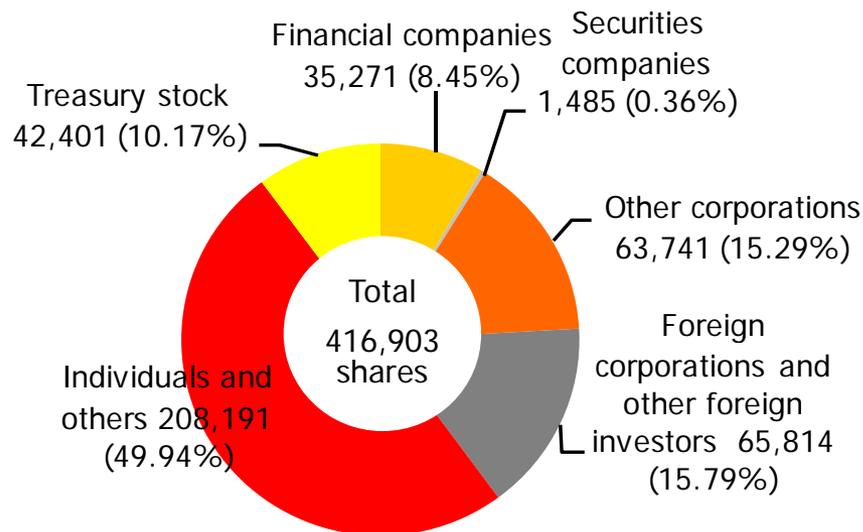
3. The data for the periods up to and including the fiscal year ended May 31, 2007 are consolidated data for Pasona Inc. The data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

Stock Information (As of November 30, 2013)

Breakdown of Shareholders by Type



Breakdown of Shareholders by Number of Share Held



Principal Shareholders

| | No. of Shares Held | % |
|---|--------------------|--------|
| Yasuyuki Nambu | 147,632 | 35.41% |
| Pasona Group Inc. | 42,401 | 10.17% |
| Nambu Enterprise Inc. | 37,378 | 8.97% |
| Goldman Sachs International | 17,961 | 4.31% |
| Sanrio Company, Ltd. | 11,885 | 2.85% |
| The Master Trust Bank of Japan, Ltd (Trust account) | 10,045 | 2.41% |
| CMBL S. A. Re Mutual Funds | 9,510 | 2.28% |
| Pasona Group Employees' Shareholding Association | 6,416 | 1.54% |
| Japan Trustee Services Bank, Ltd. (Trust account) | 5,550 | 1.33% |
| State Street Bank-West Pension Fund Clients-Exempt | 4,825 | 1.16% |

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. The Company conducted a 1:100 stock split on common stock with an effective date of December 1, 2013, at the same time, adopted a unit share system that set unit share at 100 shares.

Group Companies (by segment)

Expert Services Insourcing HR Consulting, Education and Training, Others

| | |
|---|------------------------------------|
| Pasona Inc. | Pasona Language Inc. |
| Pasona Tech, Inc. | KIS Co.,Ltd. |
| Pasona Okayama Inc. | CAPLAN Corporation |
| Pasona Logicom Inc. | Yaskawa Business Staff Corporation |
| Pasona Marketing Inc. | Bewith, Inc. |
| Pasona Agri-Partners Inc. | Asahi Beer Communications Co, Ltd. |
| ECOLOVE Inc. | Support Corporation |
| Nihon Employment Creation Organization Inc. | |
| Pasona Tech Systems, Inc. ** | |
| Pasona Tquila Inc.* | e-Staffing Co., Ltd.* |

Place & Search

| | |
|-------------|---------------------|
| Pasona Inc. | Pasona Fortune Inc. |
|-------------|---------------------|

Global Sourcing

| | |
|---|----------------------------|
| Pasona NA, Inc. | PASONA CANADA, INC. |
| Pasona Taiwan Co., Ltd. | Pasona Singapore Pte. Ltd. |
| PASONA ASIA CO., LIMITED | PT Pasona HR Indonesia |
| Pasona Korea Co., Ltd | |
| TEAM PASONA INDIA COMPANY LIMITED | |
| MGR Search and Selection CO., Ltd. | |
| Pasona Human Resources (Shanghai) Co., Ltd. | |
| Pasona HR Consulting Recruitment (Thailand) Co., Ltd. | |
| Pasonatech Consulting (Dalian) Co., Ltd. | |
| Pasona Tech Vietnam Co., Ltd | |

Outplacement

Pasona Inc.

Outsourcing

Benefit One Inc.
Benefit one Health care Inc.
Benefit One Solutions Inc.
Benefit One Asia Pte. Ltd.
ChungHwa Benefit One Co., Ltd*
National Examination Center Inc.*

Life Solutions

Pasona Foster Inc.
Pasona Life Care Inc.
Pasona Education Co. Limited

Public Solutions

Pasona Heartful Inc.
Pasona Furusato Incubation Inc.

Shared

Pasona CIO Inc.

● Consolidated subsidiaries 40, Equity-method affiliates 4*

**ARGO, CO., Ltd. Changed its corporate name as of April 1, 2014

(As of February 28, 2014)

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 , education and training, others Place & Search (Placement/Recruiting) Global Sourcing (Overseas) Outplacement Outsourcing Life Solutions, Public Solutions, Shared | |
| Number of Employees | 5,989 (Consolidated, including contract workers) (As of May 31, 2013) | |
| Group Companies | Subsidiaries 40, Equity-method affiliates 4 | |
| URL | http://www.pasonagroup.co.jp/english/ | |