

(Appendix)



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

FY2012 (June 1, 2012 - May 31, 2013)
Three months ended August 31, 2012

Pasona Group Inc.
First Section TSE (2168)

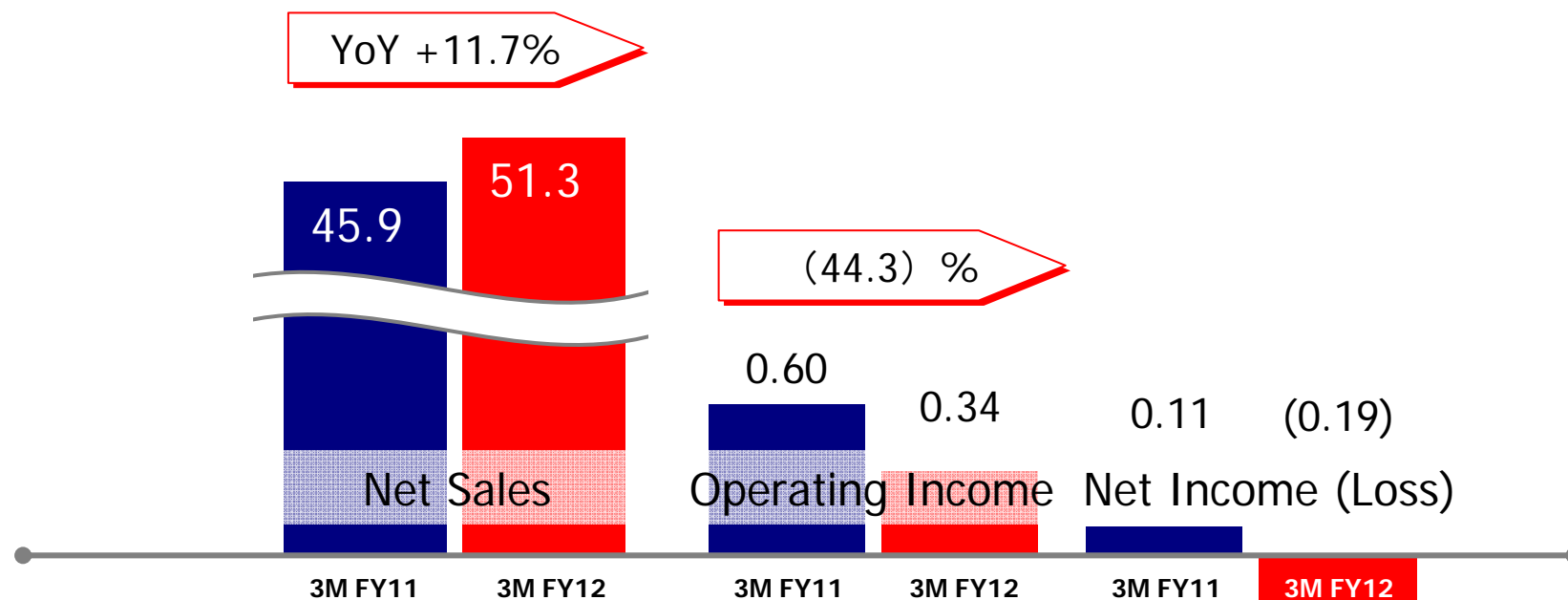
October 5, 2012
<http://www.pasonagroup.co.jp/>

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

Consolidated Results for Three months ended August 31, 2012



(Billions of yen)



(Millions of yen)	3M FY11	to net sales %	3M FY12	to net sales %	vs FY11 Increase/Decrease	YoY
Net sales	45,901	100.0	51,270	100.0	5,369	11.7%
Cost of sales	37,412	81.5	41,753	81.4	4,341	11.6%
Gross profit	8,488	18.5	9,517	18.6	1,028	12.1%
SG&A expenses	7,886	17.2	9,181	17.9	1,294	16.4%
Operating income	601	1.3	335	0.7	(266)	(44.3)%
Ordinary income	560	1.2	330	0.6	(229)	(41.0)%
Net income(loss)	111	0.2	(193)	-	(305)	-

Consolidated Results by Segment

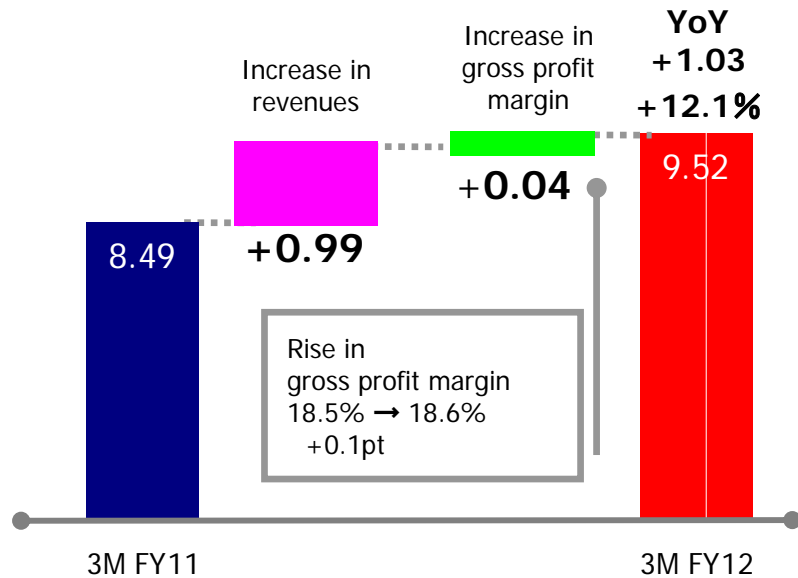
(Millions of yen)

	Segment	Net sales				Operating income				Operating income margin		
		3M FY11	3M FY12	Increase/ (Decrease)	YoY	3M FY11	3M FY12	Increase/ (Decrease)	YoY	3M FY11	3M FY12	Increase/ (Decrease)
1	Expert Services	31,435	32,971	1,535	4.9%	643	603	(40)	(6.2)%	1.6%	1.4%	(0.2)pt
2	Insourcing	6,716	9,149	2,433	36.2%							
3	HR Consulting, Others (including TTP, nursing care)	494	916	422	85.4%							
4	Place & Search	571	743	172	30.1%							
5	Global Sourcing	569	668	98	17.4%							
Subtotal		39,787	44,449	4,662	11.7%							
6	Outplacement	2,501	2,724	222	8.9%	361	388	27	7.6%	14.4%	14.3%	(0.1)pt
7	Outsourcing	3,428	3,886	458	13.4%	372	469	97	26.1%	10.9%	12.1%	1.2pt
8	Life Solutions Public Solutions Shared	889	987	97	10.9%	21	40	18	89.7%	2.4%	4.1%	1.7pt
9	Eliminations and Corporate	(706)	(777)	(71)	-	(796)	(1,166)	(370)	-	-	-	-
10	Total	45,901	51,270	5,369	11.7%	601	335	(266)	(44.3)%	1.3%	0.7%	(0.6)pt

Gross Profit, SG&A Expenses

(Billions of yen)

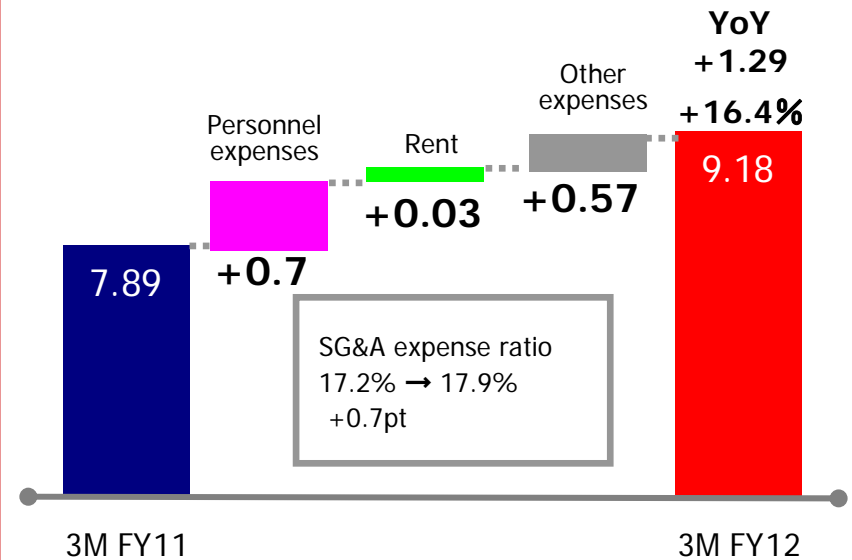
Gross Profit



(Billions of yen)

	3M FY11	3M FY12	Increase/ (Decrease)
Gross Profit	8.49	9.52	1.03
Gross profit margin	18.5%	18.6%	0.1pt

SG&A Expenses



(Billions of yen)

	3M FY11	3M FY12	Increase/ (Decrease)
Personnel	4.55	5.25	0.70
Advertisement and recruitment	0.19	0.26	0.07
IT	0.52	0.46	(0.05)
Rent	0.91	0.94	0.03
Others	1.72	2.27	0.54
Total	7.89	9.18	1.29

Non-operating/Extraordinary income, Others

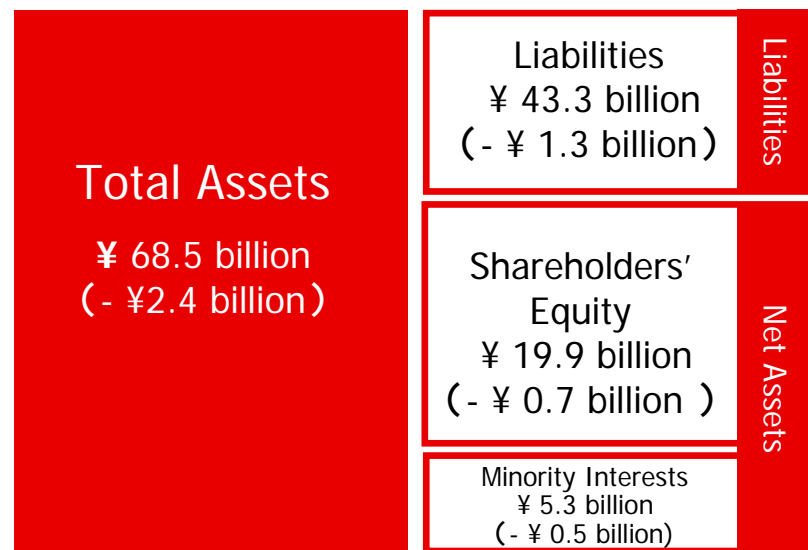
(Millions of yen)

	3M FY11	3M FY12	Increase/ (Decrease)	YoY
Operating income	601	335	(266)	(44.3)%
Non-operating income	47	56	8	19.1%
Non-operating expenses	88	60	(27)	(31.3)%
Ordinary income	560	330	(229)	(41.0)%
Extraordinary income	0	0	0	-
Extraordinary loss	7	23	16	232.5%
Income before income taxes	553	306	(246)	(44.5)%
Income taxes—current	206	233	27	13.5%
Income taxes—deferred	112	103	(8)	(7.8)%
Minority interests in income	123	163	40	32.5%
Net income (loss)	111	(193)	(305)	-

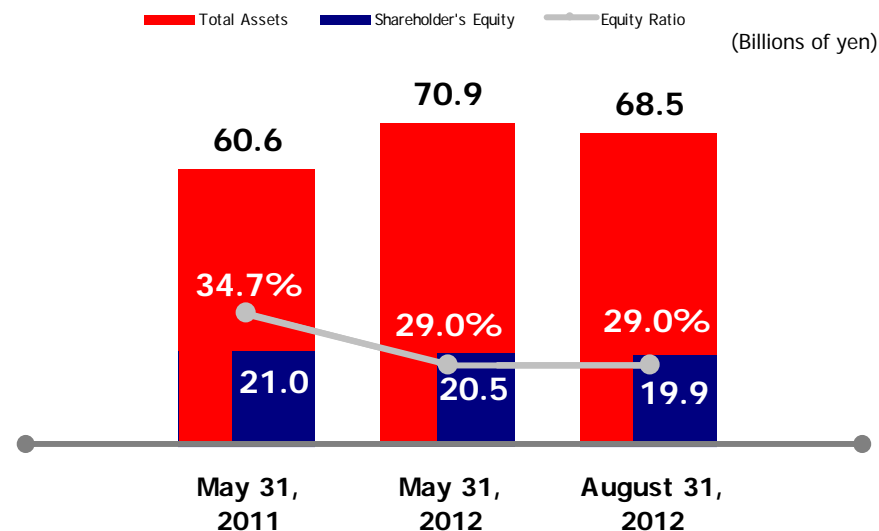
● Minority interests in income increased in accordance with M&A.

Financial Position

As of August 31, 2012
 • Figures in parentheses indicate changes from the end of the previous fiscal year.



Total Assets, Shareholders' Equity, Equity Ratio



(Billions of yen)	May 31, 2012	August 31, 2012	Increase/ (Decrease)
Current assets	49.4	46.1	(3.3)
Noncurrent assets	21.5	22.4	0.9
Total assets	70.9	68.5	(2.4)
Current liabilities	31.9	31.0	(1.0)
Noncurrent liabilities	12.6	12.3	(0.3)
Total liabilities	44.6	43.3	(1.3)
Total net assets	26.3	25.2	(1.1)

• Decrease in cash and deposits ¥(3.7) billion

• Decrease in accounts payable—trade ¥(1.1) billion

• Net loss ¥(0.19) billion
 • Cash dividends paid ¥(0.4) billion
 • Decrease in minority interests ¥(0.5) billion

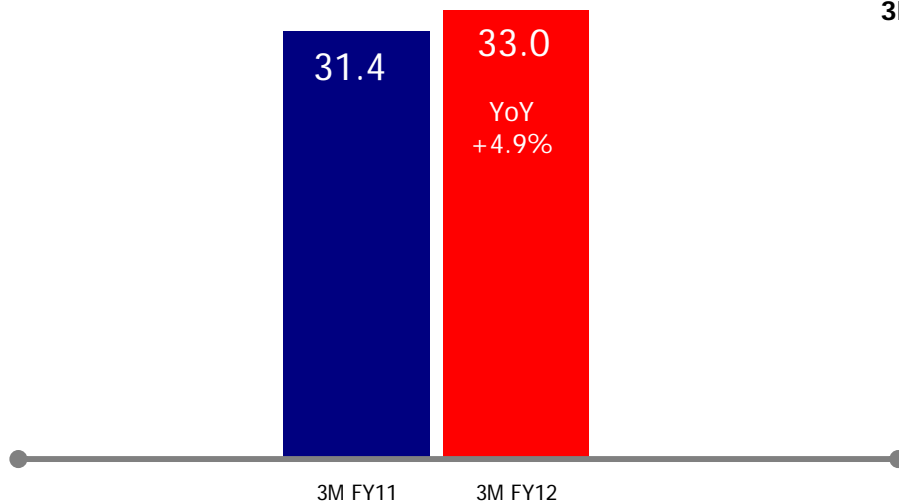
Expert Services (Temporary staffing) Sales by Staffing Type



Net Sales

※ Segment figures include intersegment sales

(Billions of yen)



Sales by Staffing Type

※ Figures exclude intrasegment sales

Sales Composition

(%)



(Millions of yen)

	3M FY11	3M FY12	(Reference) YoY
Clerical	17,834	18,118	1.6%
Technical	6,402	7,316	14.3%
IT engineering	3,992	4,392	10.0%
Sales and Marketing	1,872	1,668	(10.9)%
Other Expert Services	1,275	1,417	11.1%
Total	31,378	32,912	4.9%

3M FY12

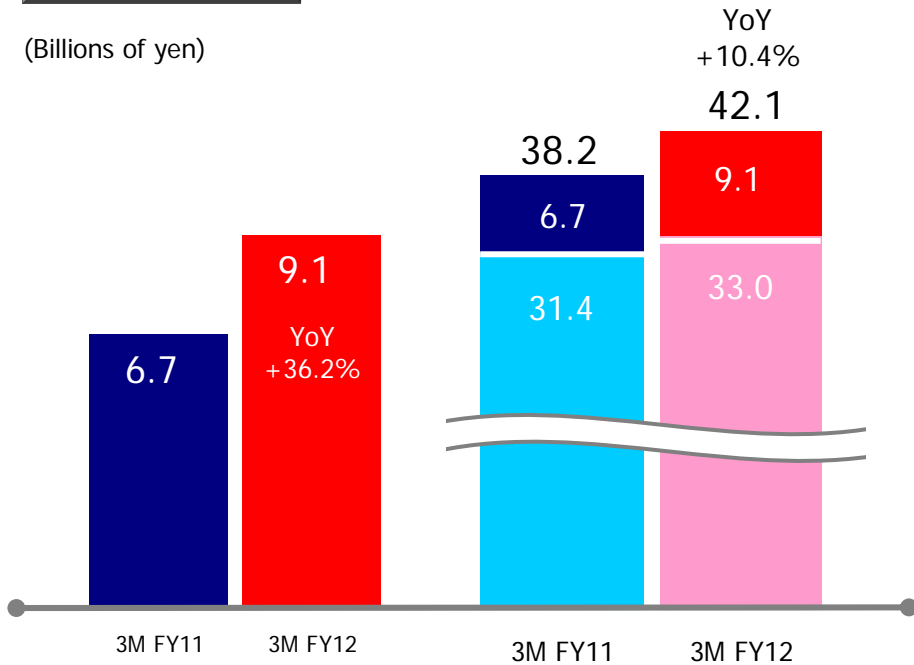
- Signs of a recovery in orders mainly for specialized (technical) temporary staffing, positive turnaround in the dispatch of engineers in IT engineering and related fields
- CAPLAN and Yaskawa Business Staff to contribute to results from the current period
- The impact of revisions to the Worker Dispatch Law that came into effect on October 1, 2012, including regulations that in principle prohibit the dispatch of workers on a daily basis, on the Group's business is minimal

In sourcing (Contracting)

Net Sales

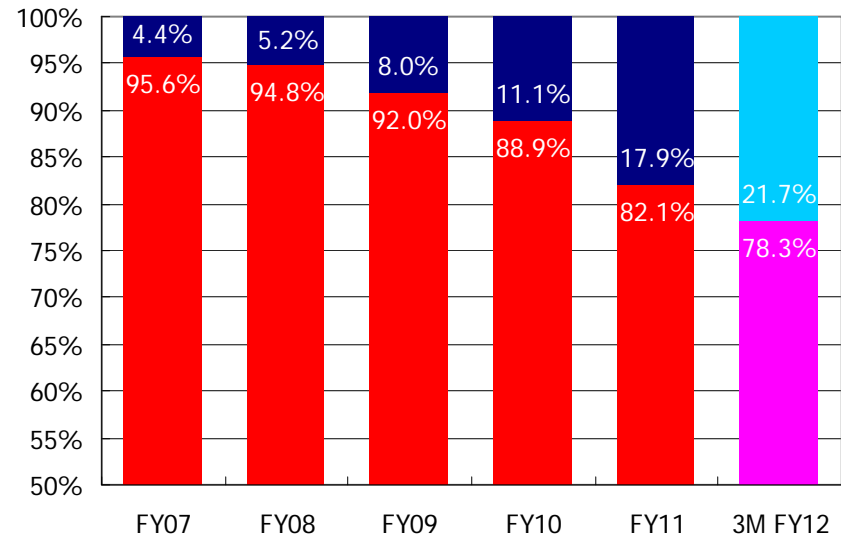
■ Insourcing (Contracting)
■ Expert Services (Temporary staffing)

(Billions of yen)



Net Sales Composition

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

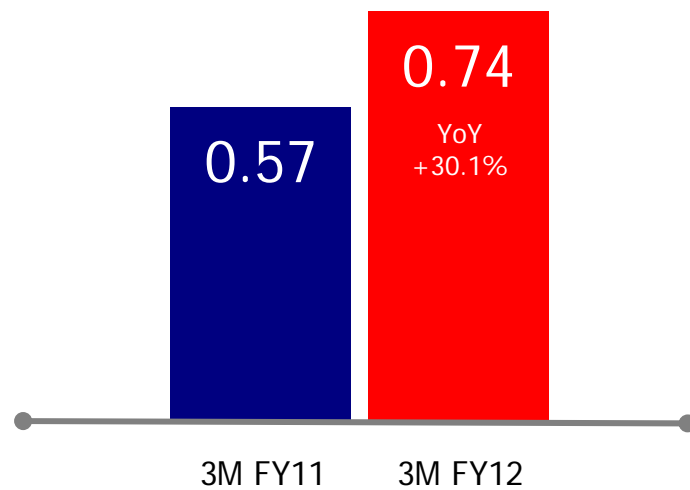


3M FY12

- Substantial increase in the Group's proposal capabilities and operating domain following the inclusion of Bewith in the scope of the Company's consolidation as a subsidiary company which contribute to results from the current period
- Continued progress in collaboration with the education and training business of CAPLAN with respect to career support and other businesses
- Steady trends in commissioned career support and other business orders from regional public authorities as well as commissioned public authority administrative agency services
- Continued changeover by corporate sector companies from dispatching. The commissioning of administrative center operations increased in this sector

Net Sales

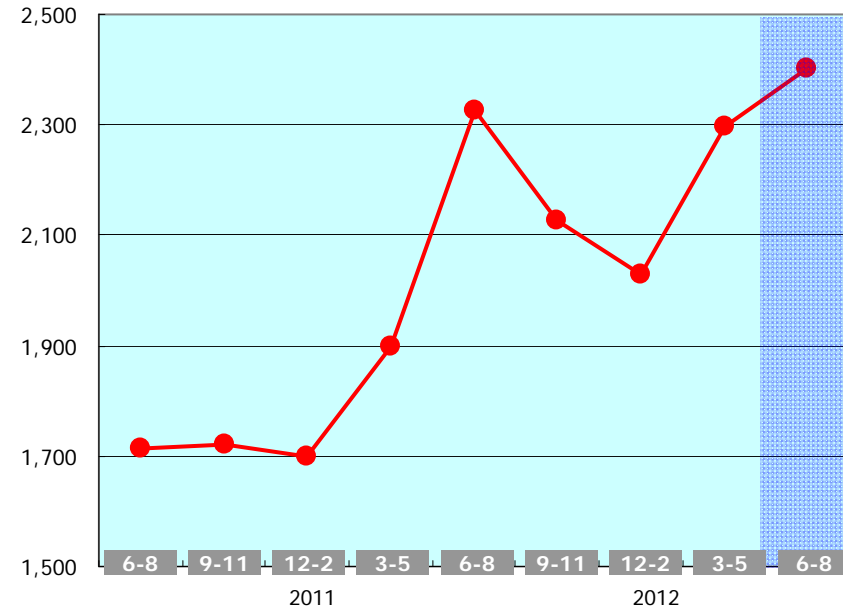
(Billions of yen)



No. of Orders

※Three-month Average

(Contracts)



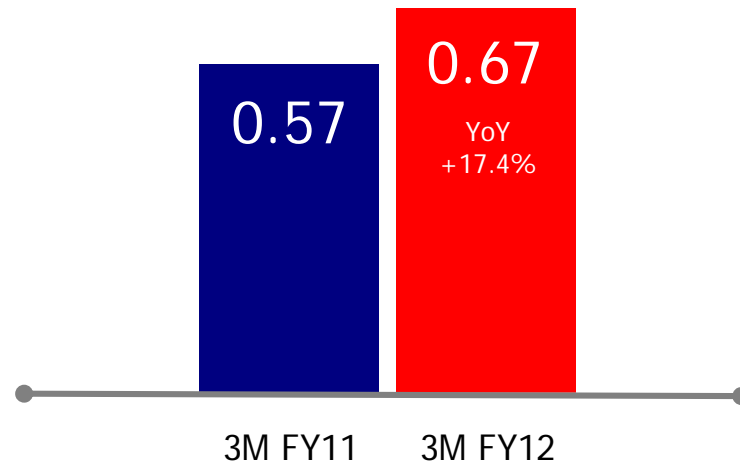
3M FY12

- Continued robust trends in job offer demand in manufacturing, IT, global and related fields
- Marked demand for executive class employees particularly from non-Japanese companies
- Strengthened recruiting structure and systems in order to secure high-quality staff

Global Sourcing (Overseas)

Net Sales

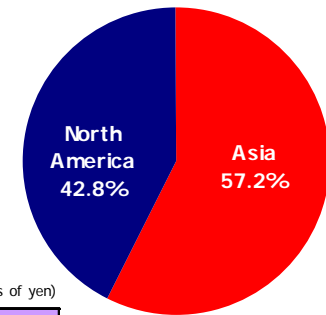
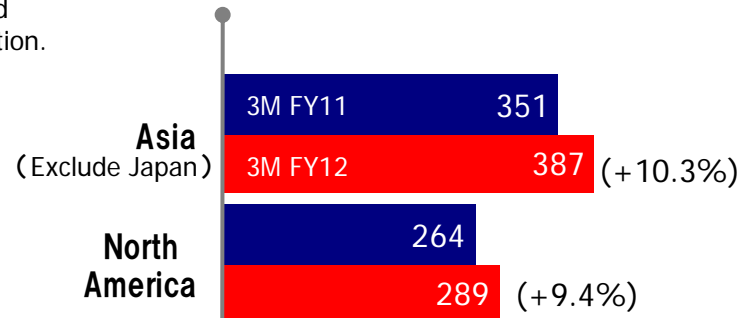
(Billions of yen)



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

Net Sales by Region

(Millions of yen)



(Millions of yen)

	3M FY11	3M FY12	YoY
Temporary Staffing	199	225	12.8%
Placement / Recruiting	287	272	(5.1)%
Contracting (Payroll, others)	75	160	111.6%
Others	6	10	50.9%
Total	569	668	17.4%

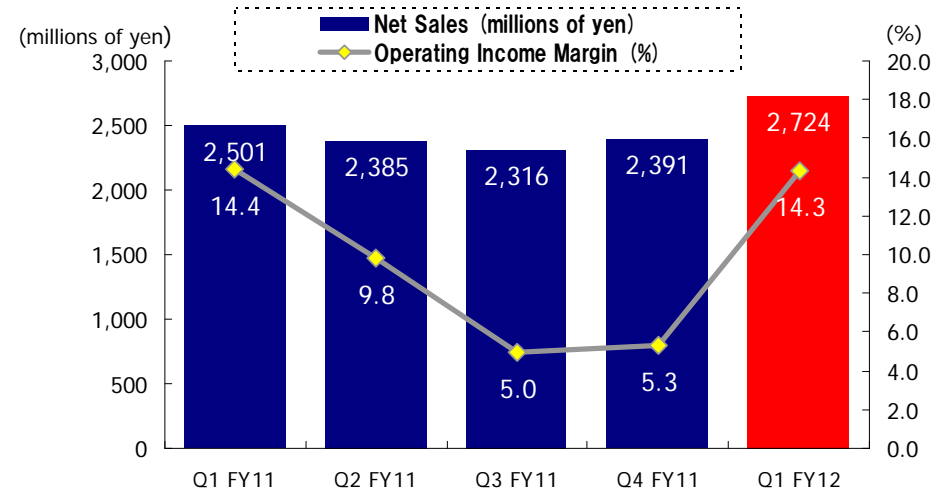
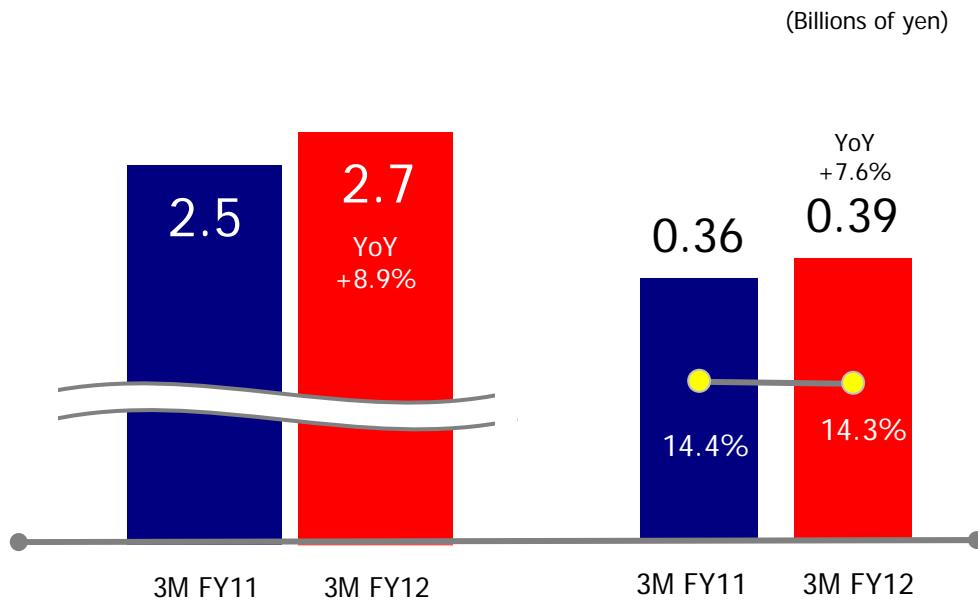
3M FY12

- Increase in outsourcing services including the comprehensive management of payroll, labor management and related operations as well as temporary staffing
- Actively promoted employment fairs and related events in North America while providing recruiting support
- Reinforcement of promotion in ASEAN and Indian area

Net Sales

Operating Income, Operating Income Margin

Quarterly Net Sales and Operating Income Margin



(millions of yen)

	3M FY11	3M FY12	YoY
Sales	2,501	2,724	8.9%
Operating income	361	388	7.6%

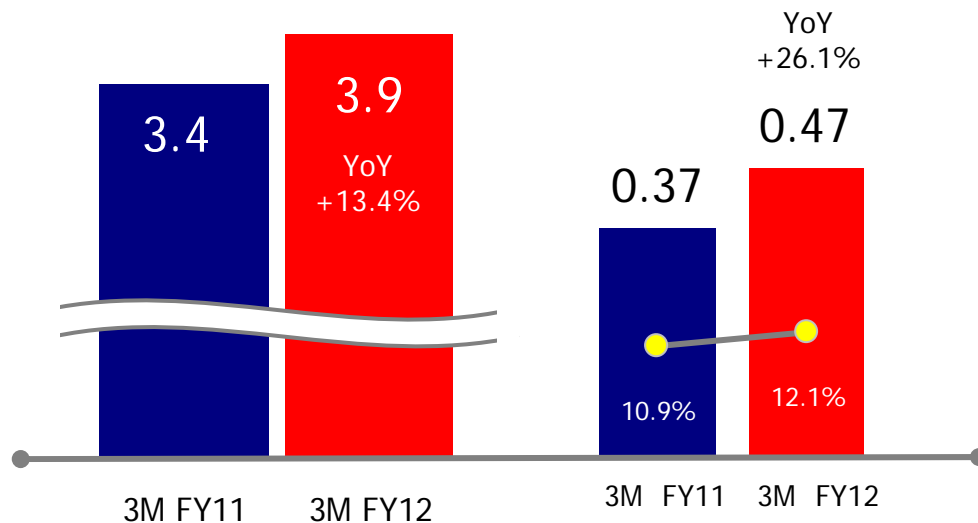
3M FY12

- Increase in orders due to the strengthened sales and marketing against the backdrop of an increase in corporate downsizing due mainly to a deterioration in the operating environment
- Continued to maintain and improve the quality of consulting while also focusing on human resource education for consultants
- Increase in profits thanks largely to continued progress in the quick and definitive turnaround in the placement of employees owing mainly to the detailed counseling efforts of consultants

Net Sales

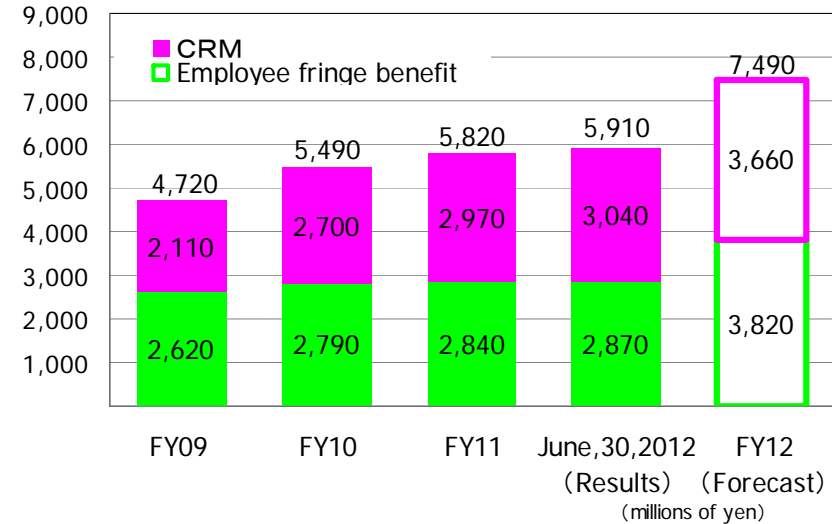
Operating Income, Operating Income Margin

(Billions of yen)



Benefit One Membership

(Thousands people)



	3M FY11	3M FY12	YoY
Sales	3,428	3,886	13.4%
Operating income	372	469	26.1%

3M FY12

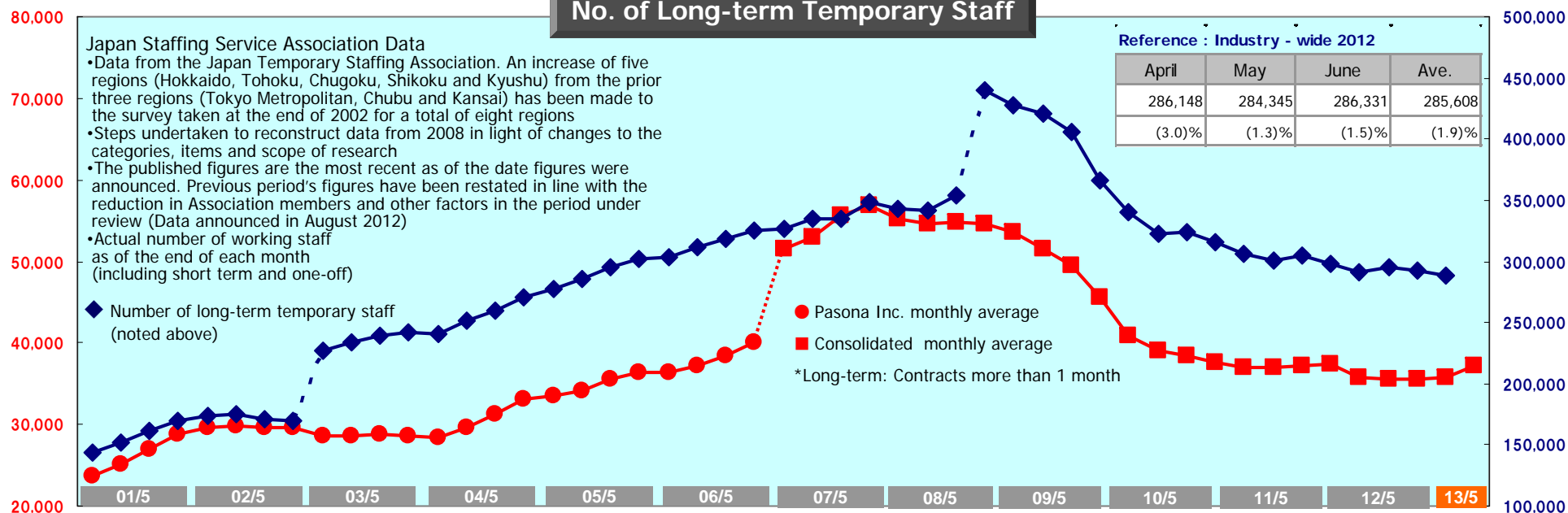
- Focused on the personal business as a part of efforts to provide services directly to individuals through corporate-sector
- Increase in sales thanks largely to continued progress in the exchange of points in the incentive business, which converts financial incentives into points while engaging in point management and operations
- Steady results in the cost reduction business run by Benefit One Solutions (previously: Unimat Solutions Corporation), which contribute to the Group's results from the current period

Reference

Expert Services No. of Long-term Temporary Staff

(Pasona data: Number of people)

(Japan Staffing Service Association: Number of people)



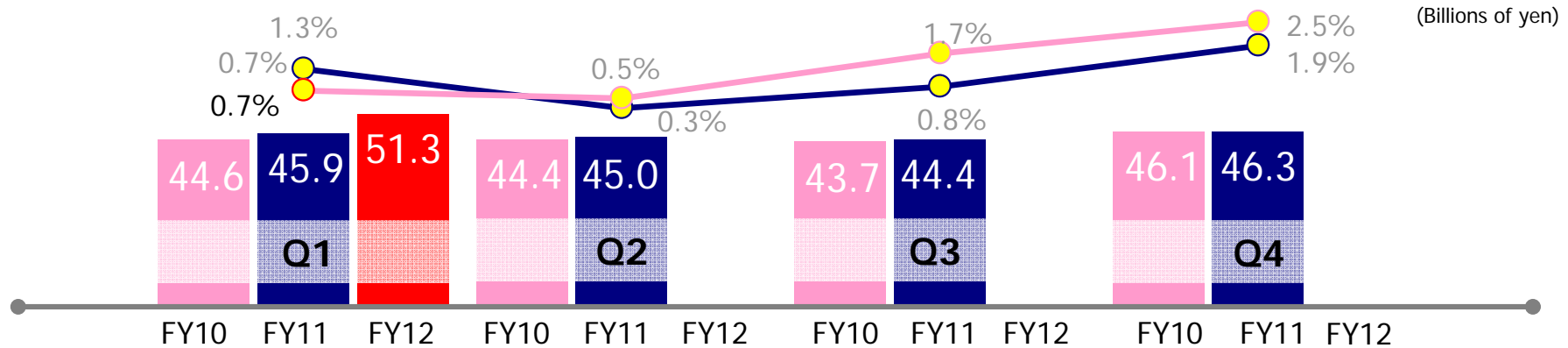
	FY10				FY11				FY12
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Industry - wide	306,253	300,404	305,326	297,522	290,833	294,843	293,053	288,042	
YoY	(9.9)%	(6.9)%	(5.7)%	(5.6)%	(5.0)%	(1.9)%	(4.0)%	(3.2)%	
Consolidated (Domestic)	36,959	36,989	37,138	37,337	35,731	35,481	35,642	35,698	37,101
YoY	(9.6)%	(5.0)%	(3.3)%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

※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 FY10
- Operating Income Margin FY11
- Operating Income Margin FY12



	Q1 (June to August)					Q2 (September to November)			Q3 (December to February)			Q4 (March to May)		
	FY10	FY11	YoY	FY12	YoY	FY10	FY11	YoY	FY10	FY11	YoY	FY10	FY11	YoY
	Consolidated													
Net sales	44,574	45,901	3.0%	51,270	11.7%	44,419	44,979	1.3%	43,669	44,364	1.6%	46,142	46,252	0.2%
Gross profit	8,142	8,488	4.3%	9,517	12.1%	8,031	8,158	1.6%	8,381	8,249	(1.6)%	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%	7,630	7,894	3.5%	7,857	8,023	2.1%
Operating income	310	601	93.9%	335	(44.3)%	220	122	(44.4)%	750	355	(52.6)%	1,145	884	(22.8)%
Ordinary income	319	560	75.4%	330	(41.0)%	258	184	(28.7)%	747	393	(47.3)%	1,240	952	(23.2)%
Net income (loss)	(471)	111	-	(193)	-	(77)	(36)	-	214	(181)	-	747	136	(81.7)%
Gross profit margin	18.3%	18.5%	+0.2pt	18.6%	0.1pt	18.1%	18.1%	+0.0pt	19.2%	18.6%	(0.6)pt	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	17.5%	17.8%	+0.3pt	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	1.7%	0.8%	(0.9)pt	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	1.7%	0.9%	(0.8)pt	2.7%	2.1%	(0.6)pt
Net income margin	-	0.2%	-	-	-	-	-	-	0.5%	-	-	1.6%	0.3%	(1.3)pt

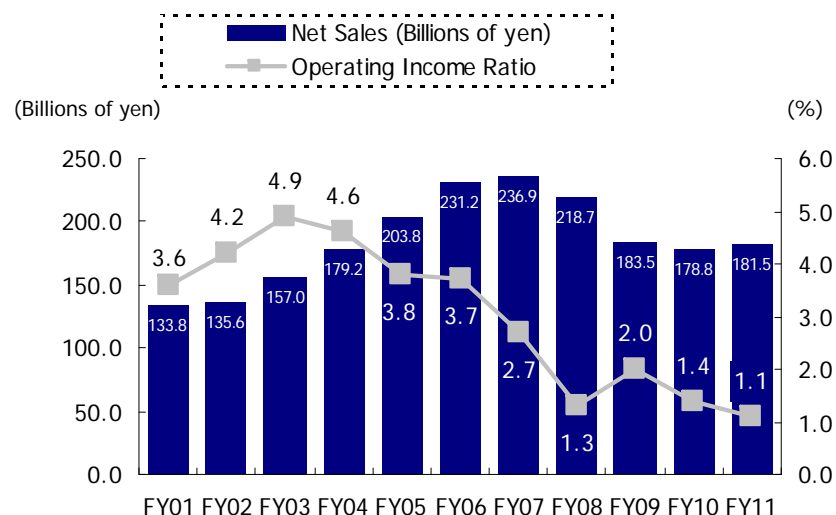
Quarterly Earnings Trends by Segment

(Millions of yen)

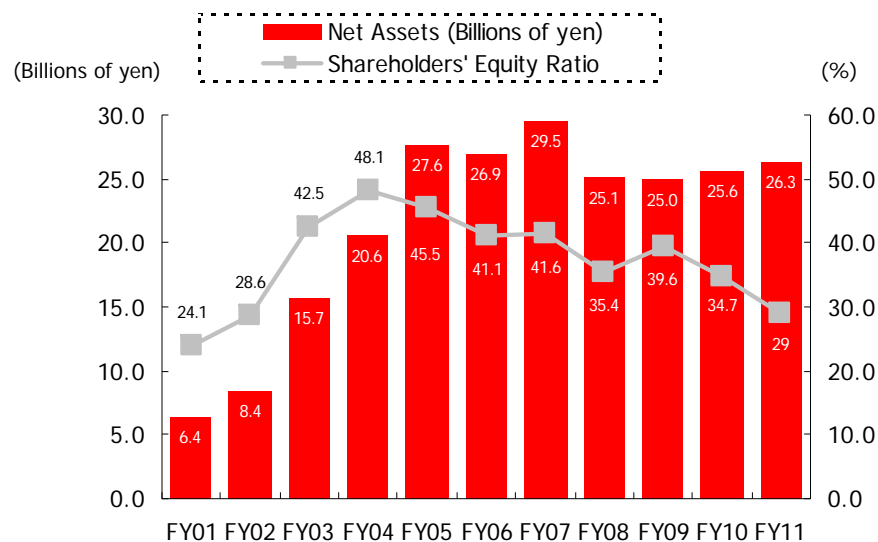
	Segment	Sales						Operating income					
		Q1 FY11	Q2 FY11	Q3 FY11	Q4 FY11	Q1 FY12	YoY	Q1 FY11	Q2 FY11	Q3 FY11	Q4 FY11	Q1 FY12	YoY
1	Expert Services	31,435	30,283	29,935	30,836	32,971	4.9%						
2	Insourcing	6,716	6,770	6,459	6,802	9,149	36.2%						
3	HR Consulting, Others (including TTP, nursing care)	494	460	367	444	916	85.4%						
4	Place & Search	571	672	687	759	743	30.1%	643	405	225	936	603	(6.2)%
5	Global Sourcing	569	502	541	714	668	17.4%						
	Subtotal	39,787	38,690	37,992	39,557	44,449	11.7%						
6	Outplacement	2,501	2,385	2,316	2,391	2,724	8.9%	361	232	115	125	388	7.6%
7	Outsourcing	3,428	3,639	3,772	4,118	3,886	13.4%	372	393	863	850	469	26.1%
8	Life Solutions Public Solutions Shared	889	940	954	947	987	10.9%	21	26	59	(63)	40	89.7%
9	Eliminations and Corporate	(706)	(675)	(671)	(762)	(777)	-	(796)	(935)	(907)	(965)	(1,166)	-
10	Total	45,901	44,979	44,364	46,252	51,270	11.7%	601	122	355	884	335	(44.3)%

Key Indicators (Full Year)

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



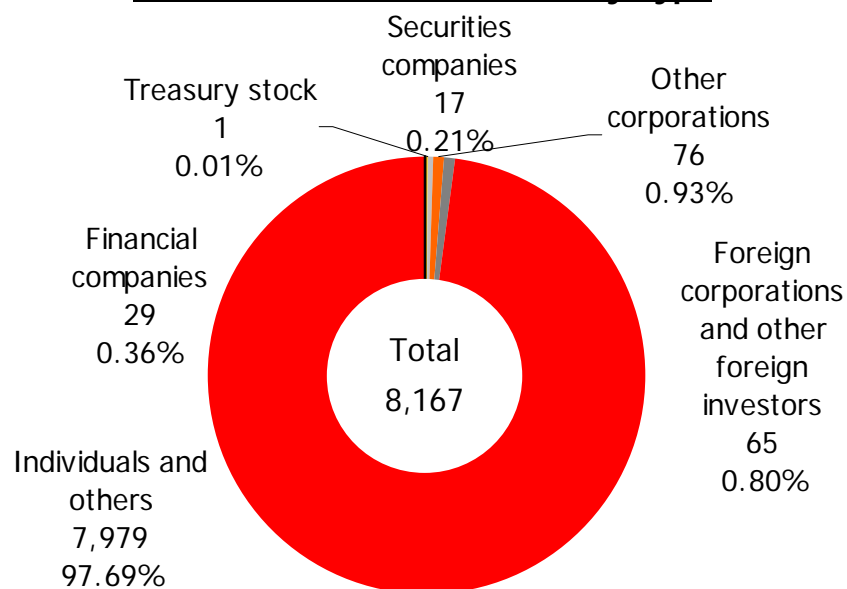
Results

Key Indicators	'02/05	'03/05	'04/05	'05/05	'06/05	'07/05	'08/05	'09/05	'10/05	'11/05	'12/05
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

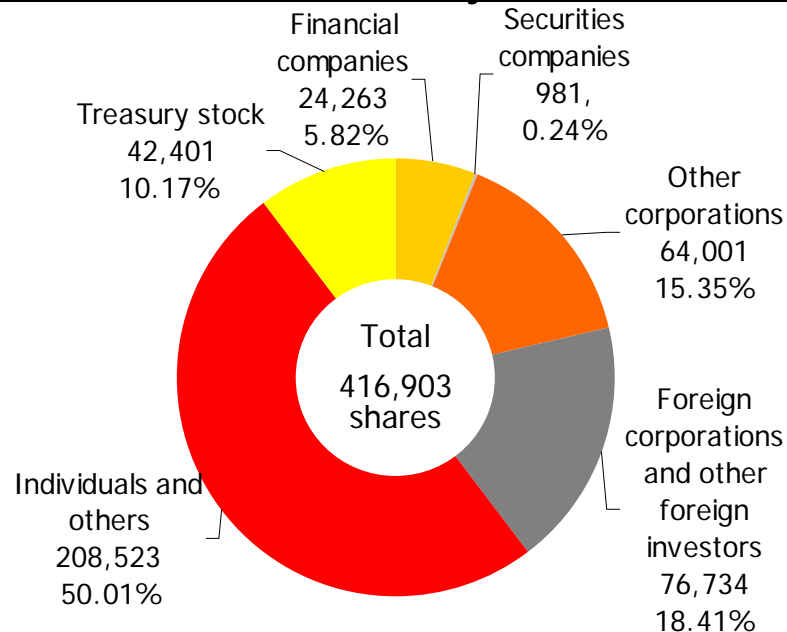
Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies. Minority interests included in presentation of net assets since the fiscal year ended May 31, 2006.
 2. Despite changes in calculation methods for net assets following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

Stock Information (As of May 31, 2012)

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	32,254	7.74%
Sanrio Company, Ltd.	12,000	2.88%
State Street Bank and Trust Company	10,980	2.63%
State Street Bank and Trust Company 505225	8,082	1.94%
Mellon Bank N.A. as agent for its client Mellon Omnibus US Pension	6,962	1.67%
State Street Bank and Trust Company	6,882	1.65%
Pasona Group Employees' Shareholding Association	5,796	1.39%

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 May 31, 2012, 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	<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 37, Affiliates 2	
URL	http://www.pasonagroup.co.jp/english/	

(As of August 31, 2012)