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Summary

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Listing: First Section, Tokyo Stock Exchange
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Consolidated Financial Report
for the First Quarter of the Fiscal Year Ending May 31, 2008
(June 1, 2007 to August 31, 2007)

- ***Consolidated net sales increased 7.2% compared with the corresponding period of the previous fiscal year to ¥60.5 billion. Continued revenue growth is attributed to steady results in the temporary staffing business segment and high performance in the high growth fields of placement and recruiting.***
- ***On the earnings front, profits while down, were in line with the Group's plans. Operating income fell 32.8% compared with the corresponding period of the previous fiscal year to ¥1.5 billion, ordinary income declined 33.4% year on year to ¥1.6 billion and net income decreased 29.4% to ¥0.8 billion. This was the result of initiatives to increase the number of personnel and establish new branches, designed to promote further growth, and consistent with the Pasona Group's strategy for the fiscal year ending May 31, 2008.***

Pasona Inc. (Headquarters: Chiyoda-ku, Tokyo; Group CEO and President: Yasuyuki Nambu) today announced details of the Company's operating results for the first quarter of the fiscal year ending May 31, 2008, the three month period ended August 31, 2007 (June 1, 2007 to August 31, 2007).

[1] Consolidated Business Results

(Millions of yen, rounded down)

	1Q FY ended 2007 (June 1, 2006 to August 31, 2006)	**1Q FY ending 2008 (June 1, 2007 to August 31, 2007)**	YoY
Net Sales	56,444	**60,489**	+7.2%
Operating Income	2,277	**1,529**	(32.8)%
Ordinary Income	2,377	**1,584**	(33.4)%
Net Income	1,125	**795**	(29.4)%

Net income per share: **¥1,910.77** (Corresponding period of the previous fiscal year: ¥2,610.92)

Note: Net income per share is calculated on the basis of an average number of shares issued and outstanding for the period of 416,247 shares.

During the first quarter of the fiscal year ending May 31, 2008, employment conditions improved steadily. While there was little change in the disparity among regional areas as well as the underlying sense of difficult operating conditions in certain fields, tightening trends in the balance between labor supply and demand continued on the back of robust positive sentiment toward recruitment in the corporate sector.

Under the aforementioned operating environment, the Pasona Group enjoyed improved results. In the temporary staffing business, we experienced growth in the number of temporary staff reflecting the priority implementation of comprehensive initiatives such as successful efforts to expand employee benefits and measures to secure high quality staff. In the high growth fields of placement and recruiting, the Pasona Group was active in marketing and business development. Accounting for these factors, consolidated net sales for the first quarter of the current fiscal year rose 7.2% compared with the corresponding period of the previous fiscal year to ¥60,489 million.

On the earnings front, gross profit margins in the temporary staffing business declined compared with the corresponding period of the previous fiscal year. Buoyed by substantial improvements in the relatively high-profit placement and recruiting and outsourcing businesses, however, the Pasona Group was able to maintain its overall gross profit margin on a year-on-year basis. In the period under review, the Pasona Group augmented its workforce in high growth fields such as placement and recruiting as well as outsourcing, and established new branches. As a result, selling, general and administrative (SG&A) expenses for the first quarter of the fiscal year under review increased, impacting consolidated operating income which amounted to ¥1,529 million. In the three-month period ended August 31, 2006, operating income rose significantly reflecting the transfer of a substantial portion of SG&A expenses to the second half of the fiscal year. Accounting for the aforementioned factor, operating income for the period under review declined. Despite a year-on-year drop of 32.8%, operating income for the first quarter of the fiscal year ending May 31, 2008 was essentially in line with forecasts set at the beginning of the period. After accounting for non-operating income and expenses as well as extraordinary items and taxation, consolidated ordinary income for the period under review was ¥1,584 million, a year-on-year decline of 33.4%. Consolidated net income also fell 29.4% compared with the corresponding period of the previous fiscal year, amounting to ¥795 million.

[Reference: Non-Consolidated Business Results]

(Millions of yen, rounded down)

	1Q FY ended 2007 (June 1, 2006 to August 31, 2006)	**1Q FY ending 2008 (June 1, 2007 to August 31, 2007)**	YoY
Net Sales	39,525	**41,072**	+3.9%
Operating Income	1,295	**521**	(59.8)%
Ordinary Income	1,465	**775**	(47.1)%
Net Income	1,101	**517**	(53.1)%

Net income per share: **¥1,242.51** (Corresponding period of the previous fiscal year: ¥2,555.43

Note: Net income per share is calculated on the basis of an average number of shares issued and outstanding for the period of 416,247 shares.

[2] Segment Information (Figures include intrasegment sales)

(Millions of yen, rounded down)

Net Sales	1Q FY ended 2007 (June 1, 2006 to August 31, 2006)	**1Q FY ending 2008 (June 1, 2007 to August 31, 2007)**			
			Share	(Increase/Decrease)	YoY
Temporary staffing / Contracting	50,723	**53,596**	88.6%	(1.3)pt	+5.7%
Placement / Recruiting	1,704	**2,260**	3.7%	+0.7pt	+32.6%
Outplacement	1,328	**1,213**	2.0%	(0.3)pt	(8.7)%
Outsourcing	2,415	**3,217**	5.3%	+1.0pt	+33.2%
Other	496	**472**	0.8%	(0.1)pt	(4.9)%
Elimination or Corporate	(225)	**(270)**	(0.4)%	0.0pt	—
Total	56,444	**60,489**	100.0%	—	+7.2%

Operating Income	1Q FY ended 2007 (June 1, 2006 to August 31, 2006)	**1Q FY ending 2008 (June 1, 2007 to August 31, 2007)**			
			Share (Increase/Decrease)		YoY
Temporary staffing/Contracting Placement/Recruiting	2,076	**1,384**	90.5%	(0.7)pt	(33.3)%
Outplacement	451	**226**	14.8%	(5.0)pt	(49.8)%
Outsourcing	(119)	**(72)**	(4.8)%	+0.4pt	—
Other	(134)	**(9)**	(0.6)%	+5.3pt	—
Elimination or Corporate	3	**0**	0.1%	0.0pt	(68.9)%
Total	2,277	**1,529**	100.0%	—	(32.8)%

Temporary staffing / Contracting, Placement / Recruiting
(Pasona Inc., Pasona Tech, Inc., Pasona Career Inc., Others)

Net sales: ¥55,857 million (6.5% increase YoY)
Operating income: ¥1,384 million (33.3% decrease YoY)

Temporary staffing / Contracting

Net sales: ¥53,596 million (5.7% increase YoY)

On an industry by industry basis, demand from the manufacturing and finance sectors remained robust. By job type, tight demand for clerical positions (general office work) contributed to a slowdown in growth rates, while difficult supply conditions for technical positions also led to flat results. Against this backdrop, however, demand from the sales and marketing sector surged significantly compared with the corresponding period of the previous fiscal year, fueled by the upward swing in mobile phone sales positions. On a negative note, recent compliance issues in connection with disguised contracting and the daily employment of temporary staff at the manufacturing front line including on-site light duty work have undeniably lowered the overall image of temporary staffing as a mode of employment. Under these circumstances, the Pasona Group firmly believes that the implementation of initiatives that focus on the interests and needs of temporary staff have become increasingly important in an effort to raise the status of temporary staffing as an employment category. During the first quarter of the fiscal year ending May 31, 2008, we commenced the payment of temporary staff travel expenses in certain regions, raised the level of employee welfare benefits and implemented education and training systems. This has led to temporary staffing long term stability. Furthermore, the Pasona Group enjoyed a level of success in communicating with client firms the Group's stance and focus toward temporary staffing. We were also persistent in our negotiations regarding temporary staffing unit prices at the invoice and payment levels, which collectively contributed to sustained improvements in temporary staffing payments. Accounting for these and other factors, first quarter sales in the Temporary staffing / Contracting segment totaled ¥53,596 million, an increase of 5.7% compared with the corresponding period of the previous fiscal year.

Note: For the monthly average of long-term temporary staff at work and temporary staffing / contracting — sales by staffing type data please refer to page 9.

Placement / Recruiting

Net sales: ¥2,260 million (32.6% increase YoY)

During the first quarter of the fiscal year under review, the Pasona Group strengthened its support toward graduates with limited experience in the workforce and those in the young age group seeking a change of career. The Pasona Group also commenced placement and recruiting activities in regional areas. At the same time, we put in place aggressive efforts to recruit consultants capable of providing job seekers with valuable support in their attempts to secure a change in career, and to enhance the quality of our services, particularly in the fields of education and training. Consistent with steady registration trends in the number of job seekers seeking a career change, we are seeing growing recognition of the Pasona Group brand in the placement and recruiting business. Buoyed by these and other developments, domestic sales in the placement and recruiting business jumped 52.2% compared with the corresponding period of the previous fiscal year to ¥1,447 million. This was a significant increase and well in excess of the Group's initial plans.

Overseas, the Group's placement and recruiting business experienced a slight decline in those areas that enjoyed robust results in the fiscal year ended May 31, 2007. Despite this slowdown, overall overseas sales remained steady and climbed 8.0% compared with the corresponding period of the previous fiscal year to ¥812 million. As a result, sales in the Placement and Recruiting business amounted to ¥2,260 million, a healthy increase of 32.6% compared with the corresponding period of the previous fiscal year.

Temporary staffing / Contracting, Placement / Recruiting

From a profit perspective, gross profit margins in the temporary staffing business declined in the first quarter of the fiscal year ending May 31, 2008. Despite an improvement in the earnings spread reflecting successful efforts to lift unit prices for temporary staff at the invoice level, this was attributable to the upswing in costs including payments for a portion of temporary staff travel expenses, the increase in employee social insurance rates and an increase in the paid summer vacation take-up rate. On the other hand, gross profit margins were boosted by significant growth in the Group's placement and recruiting activities. On an overall basis, the Pasona Group enjoyed a year-on-year improvement in its gross profit margin for this segment.

In addition to the aforementioned costs, the Pasona Group undertook payments for the establishment of Club Pasona OMOTESANDO, an employee benefit welfare facility open to the Group's temporary staff, and a new headquarter structure in the Shin Marunouchi Building. Coupled with an increase in personnel, SG&A expenses climbed in this segment compared with the corresponding period of the previous fiscal year. Accounting for all of these factors, sales in the Temporary staffing / Contracting and Placement / Recruiting segment rose 6.5% compared with the corresponding period of the previous fiscal year to ¥55,857 million while operating income decreased 33.3% year on year to ¥1,384 million.

Outplacement
(Pasona Career Inc., Others)

Net sales: ¥1,213 million (8.7% decrease YoY)
Operating income: ¥226 million (49.8% decrease YoY)

During the first quarter of the fiscal year under review certain industries experienced a temporary lull in the general economic recovery. Under these circumstances, a growing number of companies implemented initiatives to correct employment levels including optional and voluntary early retirement programs. In the period under review, the Pasona Group focused on delivering high quality outplacement services. Through these means, we secured steady client firm demand. As a result, orders in the first quarter increased compared with the corresponding period of the previous fiscal year. Current order trends were also robust. In addition to the aforementioned, the Pasona Group enjoyed outplacement orders for its employment support services from regional public authorities. We also experienced wide acclaim for the high quality of our service and are seeing an increase in the number of clients.

While a steady stream of orders has contributed to a solid start and robust sales for the fiscal period ending May 31, 2008, the level was less than in the latter half of the fiscal year ended May 31, 2006, which benefited from strong growth in large scale orders. This contributed to significant sales growth in the corresponding period of the previous fiscal year. As a result, sales in the Outplacement business declined 8.7% year on year compared with the corresponding period of the previous fiscal year to ¥1,213 million.. On the earnings front, operating income in the Outplacement business fell 49.8% year on year to ¥226 million, underperforming results in the previous year. Based on the level of order received in the fiscal period under review, which remain in line with initial plans, we estimate results will outperform the previous year going forward.

Outsourcing
(Benefit One Inc.,)

Net sales: ¥3,217 million (33.2% increase YoY)
Operating loss: ¥72 million (1Q FY ended 2007 operating loss: ¥119 million)

In the first quarter of the fiscal year ending May 31, 2008, the Pasona Group worked diligently to promote its total compensation program that combines employee salaries and wages with benefits in a single package. In addition, the Pasona Group took steps to expand sales of its new service menu that includes “Anniversary Station,” a system of congratulatory and condolence payments, as well as “Incentive Café,” a points system that encompasses incentives, while strengthening activities in new business such as its “Customer Loyalty Program.” Through these collective means, the Pasona Group secured a significant increase in Outsourcing segment sales, which climbed 33.2% compared with the corresponding period of the previous fiscal year to ¥3,217 million. Consistent with the same period in each fiscal year, profits were impacted by publishing expenses relating to an employee benefit program guidebook for distribution to members and other seasonal factors. Despite the impact of this annual concentration of costs, the operating loss for the segment improved from ¥119 million in the corresponding period of the previous fiscal year to ¥72 million. This substantial improvement is attributed to steady growth in segment sales.

Other

Net sales: ¥472 million (4.9% decrease YoY)
Operating loss: ¥9 million (1Q FY ended 2007 operating loss: ¥134 million)

In the first quarter of the fiscal year ending May 31, 2008, the Pasona Group’s child-care and education businesses remained steady. In addition, the Group’s new lifestyle support services targeting the baby boomer generation and the elderly also took hold, gradually gaining in impetus. While sales in this segment declined 4.9% compared with the corresponding period of the previous fiscal year to ¥472 million, the operating loss narrowed significantly from ¥134 million in the three month period ended August 31, 2006 to ¥9 million. Buoyed by these results, the Pasona Group is well on track to eliminate the deficit and to generate a profit in this segment.

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[3] Financial Position

Financial Position

Total assets as of August 31, 2007 stood at ¥53,338 million, a decline of ¥1,087 million, or 2.0%, compared with the end of the previous fiscal year. Net assets amounted to ¥27,275 million, up ¥370 million, or 1.4%, compared with May 31, 2007. Based on the aforementioned, the equity ratio improved 1.7 percentage points to 42.8% compared with the previous fiscal year-end.

■ Changes in Financial Position (Consolidated)

(Millions of yen, unless otherwise stated)

	Total Assets	Net Assets	Equity Ratio (%)	Net Assets per Share (Yen)
August 31, 2007	**53,338**	**27,275**	**42.8%**	**54,814.81**
August 31, 2006	48,900	23,492	40.2%	47,358.09
May 31, 2007	54,425	26,904	41.1%	53,759.81

Assets

Looking at the principal movements in assets, total assets included current assets of ¥36,839 million, which declined ¥2,247 million, or 5.7%, compared with the end of the previous fiscal year. Principal components included cash and deposits, which fell ¥1,631 million compared with May 31, 2007 mainly reflecting payments for taxation and dividends. Fixed assets stood at ¥16,498 million, up ¥1,159 million, or 7.6%, compared with the previous fiscal year-end. This is mainly attributed to the increase in property and equipment of ¥893 million, or 20.4%, compared with May 31, 2007, reflecting the establishment of an office in the Shin Marunouchi Building.

Liabilities

Total liabilities as of August 31, 2007 included current liabilities of ¥24,281 million, which declined ¥1,422 million, or 5.5%, compared with the end of the previous fiscal year. The major component was short-term loans, which increased by ¥1,910 million, or 1,706.7%, compared with May 31, 2007. Other components included income taxes payable of ¥480 million, which declined ¥1,689 million, or 77.9%, compared with the previous fiscal year-end, accounts payable — trade of ¥622 million, down ¥765 million, or 55.2%, and accrued expense, which fell ¥623 million, or 5.5%, compared with the previous fiscal year-end to ¥10,677 million. Long-term liabilities as of August 31, 2007 stood at ¥1,780 million, a decrease of ¥35 million, or 2.0%, compared with May 31, 2007.

Consolidated Cash Flows

On a consolidated basis, cash and cash equivalents as of the end of the fiscal period under review stood at ¥10, 066 million, a drop of ¥1,684 million compared with May 31, 2007. (In the corresponding period of the previous fiscal year, cash and cash equivalents as of the end of the first quarter declined ¥4,149 million compared with May 31, 2006).

Cash Flows from Operating Activities

Net cash used in operating activities was ¥1,883 million compared with ¥1,949 million in the corresponding period of the previous fiscal year. Major components were income before income taxes of ¥1,558 million, a drop of ¥793 million year on year, a decrease in accounts payable — trade of ¥1,371 million and income taxes paid totaling ¥2,044 million.

Cash Flows from Investing Activities

In the first quarter of the fiscal year ending May 31, 2008, the Pasona Group undertook payments for purchase of fixed assets totaling ¥768 million and payment for purchases of intangible assets including software amounting to ¥257 million. Accounting for these and other cash flows, cash used in investing activities were ¥1,299 million, compared with ¥1,098 million in the corresponding period of the previous fiscal year.

Cash Flows from Financing Activities

Net cash provided by financing activities for the three month period ended August 31, 2007 amounted to ¥1,424 million, compared with net cash used in financing activities of ¥1,096 million in the corresponding period of the previous fiscal year. Major components were an increase in short-term loans payable — trade totaling ¥1,907 million and dividends paid of ¥524 million.

■ **Consolidated Cash Flows**

(Millions of yen, rounded down)

	Cash Flows from Operating Activities	Cash Flows from Investing Activities	Cash Flows from Financing Activities	Free Cash Flows
1Q FY ending 2008 (June 1, 2007 to August 31, 2007)	**(1,883)**	**(1,299)**	**1,424**	**(3,182)**
1Q FY ended 2007 (June 1, 2006 to August 31, 2007)	(1,949)	(1,098)	(1,096)	(3,048)
FY ended 2007	5,897	(3,226)	(5,607)	2,671

[4] Outlook for the FY Ending May 31, 2008

Results for the first quarter of the fiscal year ending May 31, 2008 are essentially in line with original estimates. As of the date of this report, there are no changes to the forecast of interim and full fiscal year results announced on July 20, 2007.

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Earnings Forecast for the Interim Period (Consolidated)

For earnings forecasts, amounts of less than 10 million yen are rounded down

(Millions of yen, rounded down)

Consolidated	Interim Period of the Fiscal Year Ended May 31, 2007	**Interim Period of the Fiscal Year Ending May 31, 2008 (Estimate)**	YoY
Net Sales	113,202	**123,790**	+9.4%
Operating Income	4,314	**2,770**	(35.8)%
Ordinary Income	4,392	**2,780**	(36.7)%
Net Income	2,073	**1,300**	(37.3)%

Estimated net income per share: **¥3,119.35** (Corresponding period of the previous fiscal year: ¥4,896.12)

Note: Calculated on the basis of an estimated number of common shares outstanding as of November 30, 2007: 416,753 shares

Earnings Forecast for the Fiscal Year Ending May 31, 2008 (June 1, 2007 to May 31, 2008) (Consolidated)

For earnings forecasts, amounts of less than 10 million yen are rounded down

(Millions of yen, rounded down)

Consolidated	Fiscal Year Ended May 31, 2007	**Fiscal Year Ending May 31, 2008 (Estimate)**	YoY
Net Sales	231,231	**259,130**	+12.1%
Operating Income	8,507	**9,190**	+8.0%
Ordinary Income	8,807	**9,230**	+4.8%
Net Income	4,198	**4,430**	+5.5%

Estimated net income per share: **¥10,629.80** (Fiscal year ended May 31, 2007: ¥10,003.68)

Note: Calculated on the basis of an estimated number of common shares outstanding as of May 31, 2008: 416,753 shares

Forecast Results by Business Segment (Consolidated, Full Fiscal Year)

For earnings forecasts, amounts of less than 10 million yen are rounded down

(Millions of yen, rounded down)

Consolidated	**Sales**	**YoY**	**Operating Income**	**YoY**
Temporary staffing/ Contracting	**231,380**	+10.7%	**7,000**	+0.5%
Placement/Recruiting	**8,190**	+23.2%		
Outplacement	**5,070**	+15.0%	**770**	+1.5%
Outsourcing	**13,550**	+32.5%	**1,450**	+23.4%
Other	**2,040**	+3.3%	**(40)**	—

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[5] Planned Cash Dividends for the Fiscal Year Ending May 31, 2008
(June 1, 2007 to May 31, 2008)

	Fiscal Year Ended May 31, 2007	**Fiscal Year Ending May 31, 2008 (Estimate)**		
Dividends per Share	¥2,000	**Interim ¥1,200**	**Year-end ¥1,300**	**Full year ¥2,500**
Dividend Payout Ratio (Consolidated)	20.0%	**23.5%**		

This document has been prepared for public circulation and includes information that may constitute "forward-looking statements." Such statements are based on management's assumptions and beliefs in light of the information currently available to it and involve risks and uncertainties that may cause actual results to differ materially from forecasts. These uncertainties include, but are not limited to changes in economic conditions and market trends. Accordingly, Pasona does not guarantee the accuracy of the information contained in this document. In addition, this document has not been prepared as an inducement or invitation for investment. We caution readers to undertake investment decisions subject to individual determination.

Reference Data

◆ **Monthly average of long term temporary staff at work**

(Non-consolidated data: Average per quarter of long-term staff with a contract over one month)

	FY ended May 31, 2006				[Reference] Fiscal Year Ended May 31, 2006 (Revised for new graduates and the care business)			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Monthly average of temporary staff at work	36,314	37,103	38,446	40,096				
YoY	+8.4%	+8.5%	+8.0%	+10.2%	+10.9%	+8.7%	—	—
	FY ended May 31, 2007				[Reference] Fiscal Year Ended May 31, 2007			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Monthly average of temporary staff at work	40,745	41,676	43,832	44,619				
YoY	+12.2%	+12.3%	+14.0%	+11.3%	—	—	—	—
	FY ending May 31, 2008							
	1Q	2Q	3Q	4Q				
Monthly average of temporary staff at work	**42,825**	—	—	—				
YoY	**{+5.1%}**	—	—	—				

Note: Figures for the interim period of the fiscal year ended May 31, 2005 have been revised to reflect the spin off of the New Graduate Temporary Staffing business and the Nursing Care Temporary Staffing business.
Figures include Socio Inc., which was absorbed by Pasona Inc. during the fourth quarter of the fiscal year ended May 31, 2006.
With the impact of the number of special projects becoming limited, data included from FY ending 2008.
Figures in parentheses{} are a comparison with the previous period due to the change in numerical criterion and provided for reference purposes only.

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◆ **Temporary staffing / Contracting — Consolidated sales by staffing type**
(Excludes intrasegment sales)

(Millions of yen, rounded down)

	1Q FY ended 2007	**1Q FY ending 2008**			
	Net Sales	**Net Sales**	Share (YoY)		YoY
Clerical (General office work)	27,961	**29,126**	54.4%	(0.8)pt	+4.2%
Technical (Specialized office work)	8,634	**8,611**	16.1%	(0.9)pt	(0.3)%
IT/Engineering	5,235	**5,562**	10.4%	0.1pt	+6.2%
Sales/Marketing	3,469	**4,813**	9.0%	2.1pt	+38.7%
Other	5,307	**5,369**	10.0%	(0.5)pt	+1.2%
Temporary staffing related	62	**50**	0.1%	0.0pt	(18.1)%
Total	50,671	**53,534**	100.0%	—	+5.7%

Quarterly Earnings Trends

(Millions of yen, rounded down)

Net Sales	**1Q**	**2Q**	**3Q**	**4Q**	**Full Year**
FY ended May 31, 2006	48,726	49,520	50,484	55,084	203,815
FY ended May 31, 2007	56,444	56,757	57,498	60,531	231,231
FY ending May 31, 2008	**60,489**	—	—	—	—
YoY	**+7.2%**	—	—	—	—

Operating Income	**1Q**	**2Q**	**3Q**	**4Q**	**Full Year**
FY ended May 31, 2006	1,188	1,934	2,382	2,240	7,745
FY ended May 31, 2007	2,277	2,037	2,330	1,862	8,507
FY ending May 31, 2008	**1,529**	—	—	—	—
YoY	**(32.8)%**	—	—	—	—

Ordinary Income	**1Q**	**2Q**	**3Q**	**4Q**	**Full Year**
FY ended May 31, 2006	1,207	1,895	2,381	2,360	7,844
FY ended May 31, 2007	2,377	2,014	2,367	2,047	8,807
FY ending May 31, 2008	**1,584**	—	—	—	—
YoY	**(33.4)%**	—	—	—	—

Net Income	**1Q**	**2Q**	**3Q**	**4Q**	**Full Year**
FY ended May 31, 2006	543	939	1,113	992	3,588
FY ended May 31, 2007	1,125	947	1,050	1,074	4,198
FY ending May 31, 2008	**795**	—	—	—	—
YoY	**(29.4)%**	—	—	—	—