

# **3. Ever Onward    The Next Leap Forward**

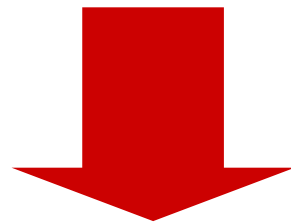
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**FY ending 2005 Forecast and Key Strategies**

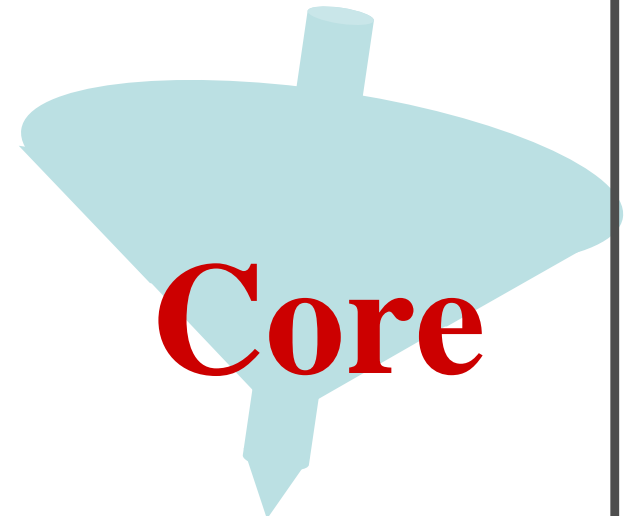
## Management Philosophy

Pasona's Job = Bringing out the **best** in each individual

For example, for seniors unable to find work, we exert every effort to find the most appropriate company for them, based on their ample capabilities, personality and work career.



Pasona's Value



## Pasona's DNA

Continuously offering new employment infrastructure, and creating new markets. This is Pasona's history, **Pasona's DNA**.

Pasona is committed to  
job creation of the future.

**Try not to become a man of success,  
but rather, try to become a man of **value**.**

## Pasona's "Dream"

To build

**“a future where each individual can create their own comfortable lifestyle and freely choose the kind of work they would like to do.”**

Never lose sight of a personal **“dream”** .  
Believe it will happen and work with unwavering  
commitment.

**Pasona will commit to job creation to fulfill each individual's “dream” .**

## Pasona' "Dream"

Most people dream of a bright and prosperous future, but are plagued with doubt and uncertainty.

**Pasona is different.**

Pasona's expertise and effort is the key to turning dream into reality. Pasona is dedicated to taking up the challenge of realizing each individual's "Dream" .

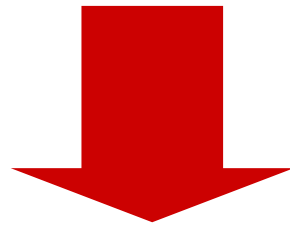
## Pasona's "Aspiration"

Providing a firm but gentle hand to those seeking a second life in society, those challenging a new life, and those wishing to fulfill a lifelong dream.

**Building a work infrastructure where each individual can freely choose the kind of work they would like to do**

## Pasona's "Aspiration"

Pasona's "Aspiration"— Possessing the confidence to realize visions of the future through expertise and effort.



**The key to turning  
"Dream" into "Reality"**

## Management Goals

### Establishing Market Status

Social Trust in the Group as a Whole

Corporate Brand

Market Share

To establish a firm market position in every  
job-creating domain

*Ever Onward*

## *Key Strategies*

A Comprehensive **Scale-Growth** Strategy  
for the Core **Temporary Staffing Business**

- 1 . **Strengthened Sales Force**
- 2 . **Enhanced Branch Functionality**
- 3 . **Reinforced Staffing**

## 1 . Strengthened Sales Force

### Establishment of Sales Headquarters

- Sales Headquarters, General Manager: Yasuyuki Nambu
- Timely strategy implementation and response
- Appointment of executive officers in key strategic areas  
(Value Added Sales, Outsourcing, REP, etc. )

### Promotion of the Younger Managers

- 16 newly elected executive officers assigned to Special Branch

#### New Sales Organization

Sales  
Headquarters

Shibuya Special Branch

Chiyoda Special Branch

Ginza Special Branch

Shinjuku Special Branch

Shinagawa Special Branch

Yokohama Special Branch

Nagoya Special Branch

Osaka Special Branch

Fukuoka Special Branch

East Japan Regional Branch

West Japan Regional Branch

## 2 . Enhanced Branch Functionality

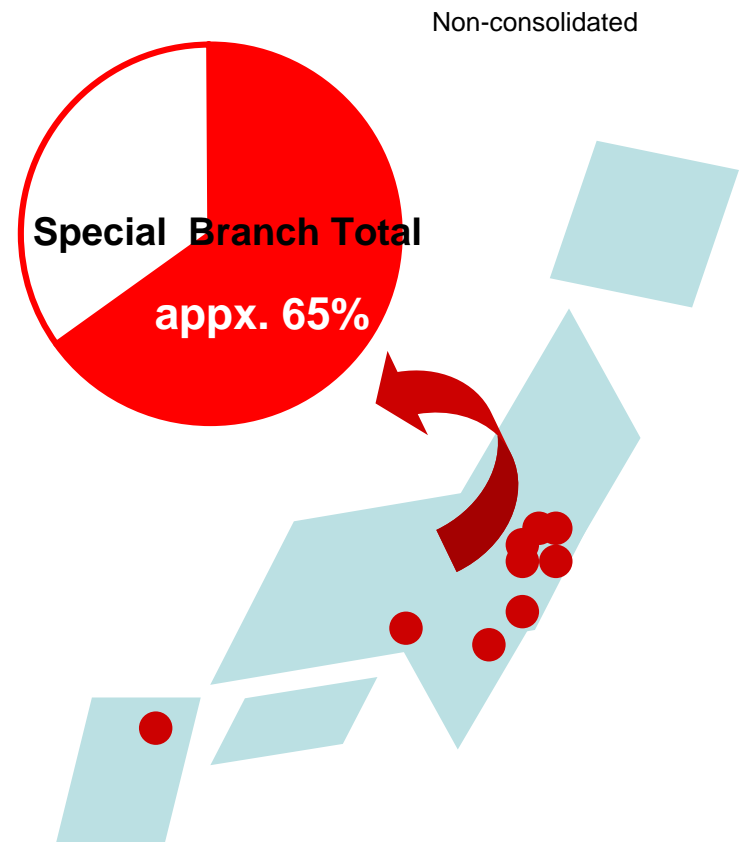
### Establishment of Special Branches

- Special Branches  
Shibuya, Chiyoda, Ginza, Shinjuku, Shinagawa, Yokohama, Osaka, Nagoya, Fukuoka
- Multifunctional Branches  
To handle a variety of staffing type from clerical to technical jobs.

### Sales Branch Enhancement

- Headquarters Moved (to Otemachi in October '04)  
Aiming for increased registered staff and clients  
Manufacturers increasing capital expenditures and research & development expenses
- Implementation of Branch Enhancements  
Ginza, Shinagawa, Hamamatsu, Shinjuku, Sapporo, etc.

### Temporary Staffing Sales (by area)



## 3 . Reinforced Staffing

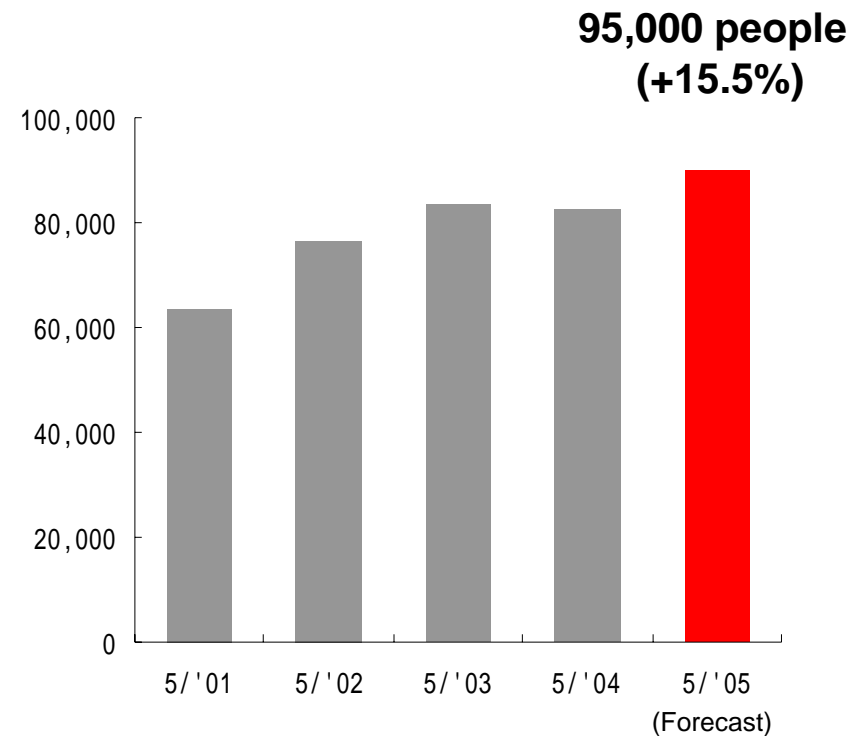
### Workflow Improvements

- Responsible persons assigned

### Better Training & Education

- Enhanced nationwide training and education  
Call center, CAD, etc.
- Differentiation from other companies  
Scholarships, Overseas education program

Trend in New Applicants

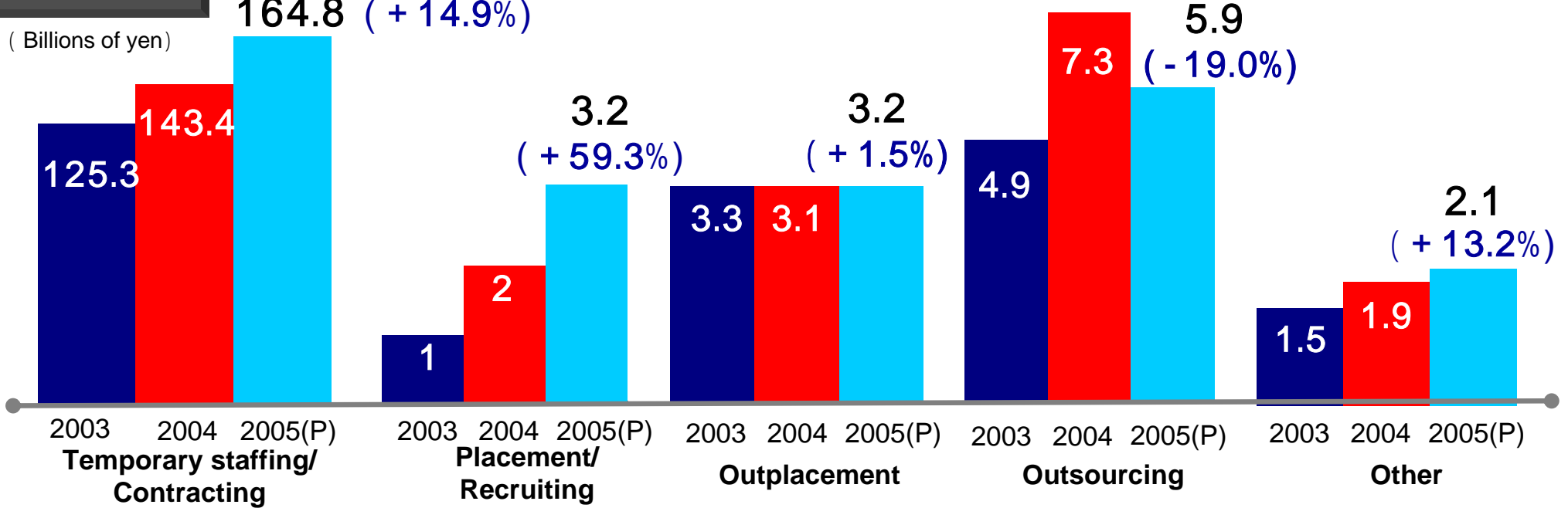


# FY ending May 2005 Projections Consolidated Segment Results

## Sales

( Billions of yen )

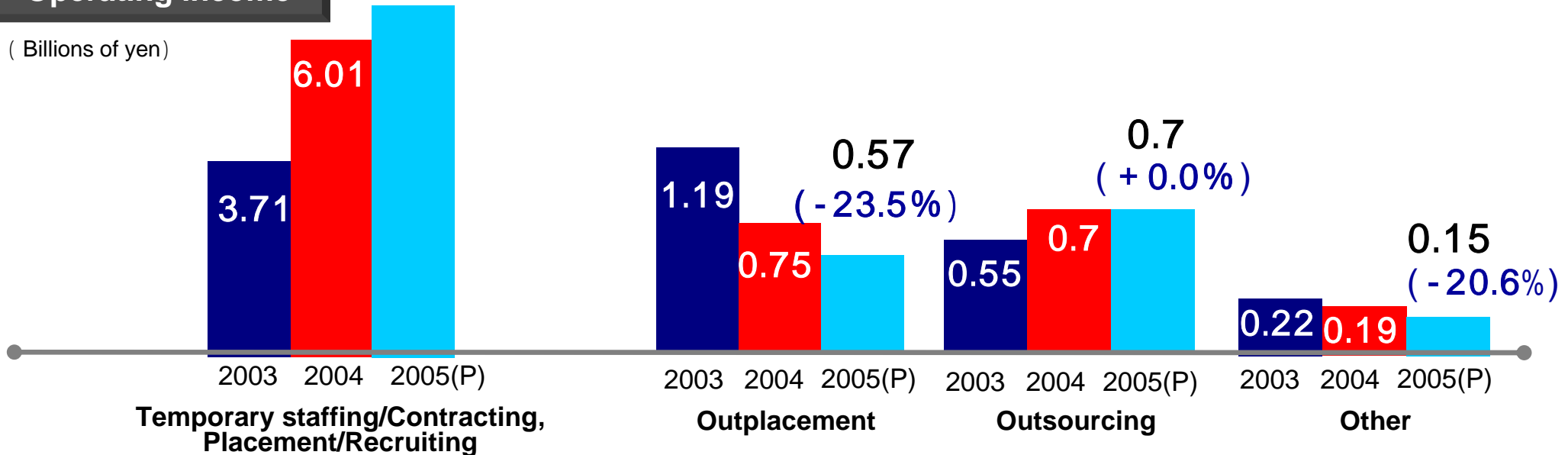
164.8 ( + 14.9% )



## Operating income

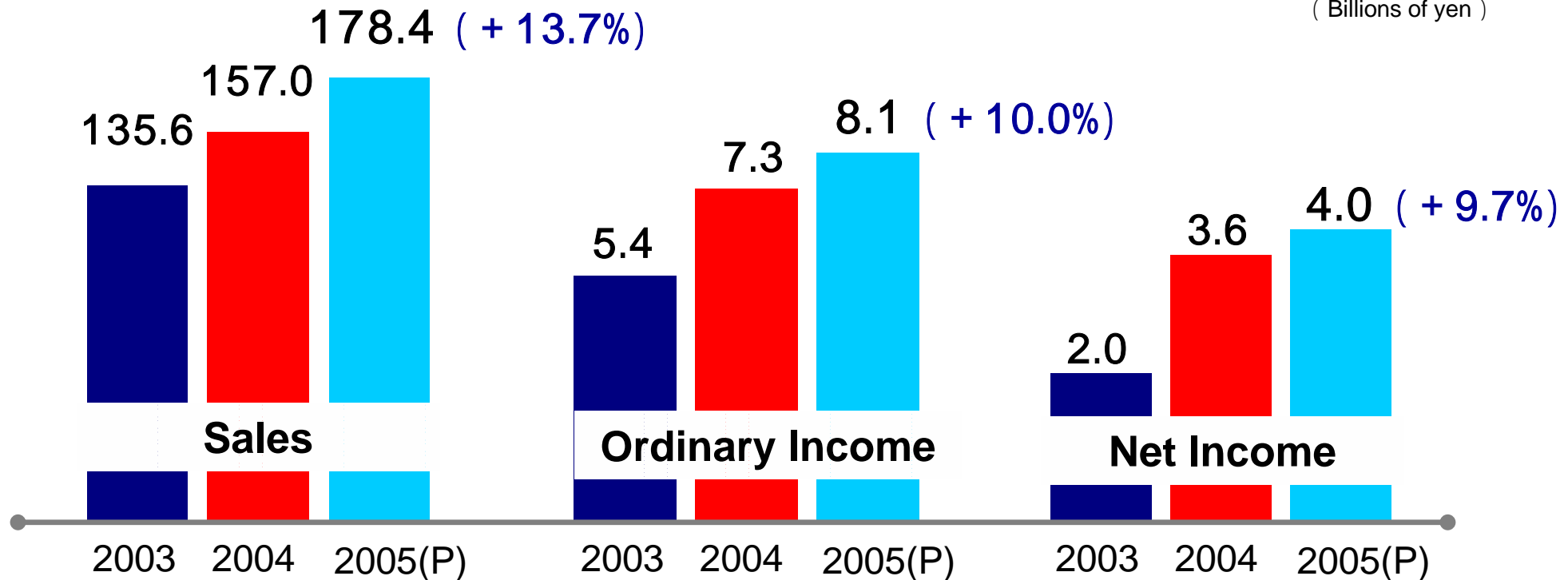
( Billions of yen )

6.68 ( + 11.1% )



# FY ending May 2005 Projections Consolidated Results

( Billions of yen )



( Millions of yen )	04 / 5	(%)	05 / 5	(%)	YoY
<b>Sales</b>	156,979	(100.0)	<b>178,420</b>	(100.0)	+13.7%
<b>Gross profit</b>	32,753	(20.9)	<b>37,277</b>	( 20.9)	+13.8%
<b>Operating income</b>	7,648	(4.9)	<b>8,120</b>	(4.6)	+ 6.2%
<b>Ordinary income</b>	7,329	(4.7)	<b>8,060</b>	(4.5)	+10.0%
<b>Net income</b>	3,647	(2.3)	<b>4,000</b>	(2.2)	+ 9.7%