

INVESTOR'S GUIDE

2023

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PASONA

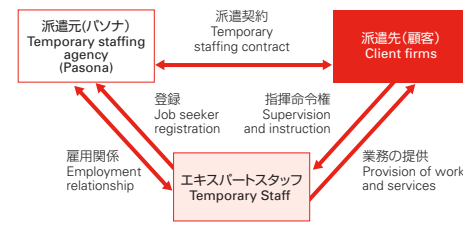
インベスターズガイド

事業領域 Business Domains

- 1976年 主婦の再就職を支援するため、人材派遣事業をスタート
 - 「社会の問題点を解決する」を企業理念に、あらゆる層の方々への「雇用創出」に取り組む
 - 「ソーシャル・ソリューション・カンパニー」として、働く人々が心豊かになる新たな社会インフラを構築
- Commenced temporary staffing business activities in 1976 with the aim of supporting housewives' return to work
 - Guided by a corporate philosophy that places the utmost emphasis on providing "solutions to society's problems," the Pasona Group undertakes the challenge of creating employment opportunities for people from every demographic and all walks of life
 - As a "social solutions company," the Pasona Group is working diligently to build a new social infrastructure in which working people can lead enriched and fulfilling lives

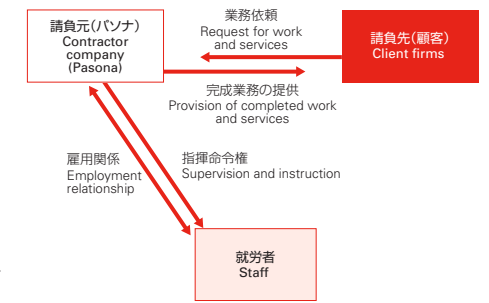


【人材派遣のしくみ】 Temporary Staffing Business Structure (Registration Type*)

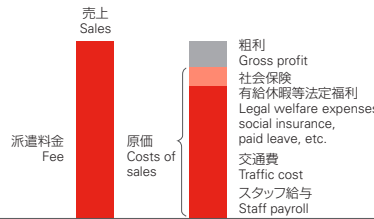


*通常は登録のみしておき、派遣契約の締結に応じて雇用契約を締結派遣就業の終了に伴い、雇用関係も終了
 ※Note: Registration Type: in general, an employment contract takes effect as a worker dispatch agreement is reached; thus, when the worker dispatch service concludes, the employment relationship with the staffing agency concludes accordingly

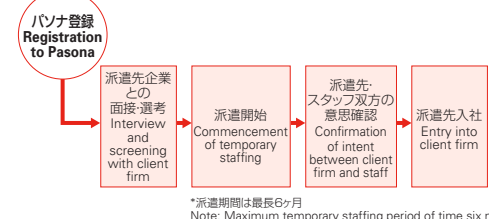
【BPOサービス(請負)のしくみ】 BPO Service (Contracting) Business Structure



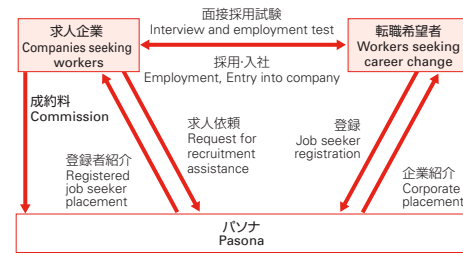
【人材派遣の収益モデル】 Temporary Staffing Earnings Model



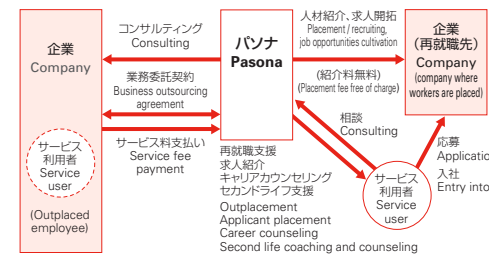
【紹介予定派遣のしくみ】 Temp to Perm Business Structure



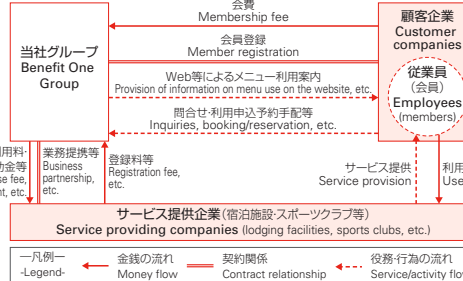
【人材紹介のしくみ】 Placement / Recruiting Business Structure



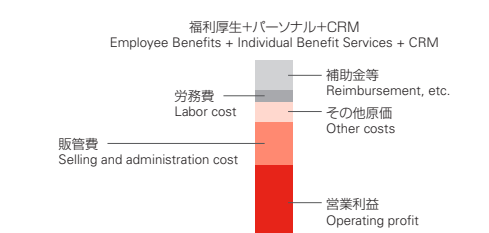
【再就職支援のしくみ】 Outplacement Business Structure



【アウトソーシング(福利厚生)のしくみ】 Outsourcing Business (Employee Benefit Services) Structure



【アウトソーシング(福利厚生)の収益モデル】 Outsourcing Business (Employee Benefit Services) Earnings Model



労働力人口推移 Population by Labour Force Status

人数(万人) Number of persons (10 thousand persons)	男女計 Total							男 Males						女 Females							
	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate
		総数 Total	就業者 Labour force employed	雇業者 Employees	完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed	雇業者 Employees	完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed	雇業者 Employees	完全失業者 Labour force unemployed		
1998	10,728	6,793	6,514	5,368	279	3,924	63.3	5,209	4,026	3,858	3,243	168	1,177	77.3	5,519	2,767	2,656	2,124	111	2,747	50.1
1999	10,783	6,779	6,462	5,331	317	3,989	62.9	5,232	4,024	3,831	3,215	194	1,199	76.9	5,552	2,755	2,632	2,116	123	2,790	49.6
2000	10,836	6,766	6,446	5,356	320	4,057	62.4	5,253	4,014	3,817	3,216	196	1,233	76.4	5,583	2,753	2,629	2,140	123	2,824	49.3
2001	10,886	6,752	6,412	5,369	340	4,125	62.0	5,273	3,992	3,783	3,201	209	1,277	75.7	5,613	2,760	2,629	2,168	131	2,848	49.2
2002	10,927	6,689	6,330	5,331	359	4,229	61.2	5,294	3,956	3,736	3,170	219	1,333	74.7	5,632	2,733	2,594	2,161	140	2,895	48.5
2003	10,962	6,666	6,316	5,335	350	4,285	60.8	5,308	3,934	3,719	3,158	215	1,369	74.1	5,654	2,732	2,597	2,177	135	2,916	48.3
2004	10,990	6,642	6,329	5,355	313	4,336	60.4	5,318	3,905	3,713	3,152	192	1,406	73.4	5,672	2,737	2,616	2,203	121	2,930	48.3
2005	11,008	6,651	6,356	5,393	294	4,346	60.4	5,323	3,901	3,723	3,164	178	1,416	73.3	5,685	2,750	2,633	2,229	116	2,930	48.4
2006	11,030	6,664	6,389	5,478	275	4,358	60.4	5,331	3,903	3,735	3,198	168	1,425	73.2	5,698	2,761	2,654	2,279	107	2,933	48.5
2007	11,066	6,684	6,427	5,537	257	4,375	60.4	5,352	3,917	3,763	3,235	154	1,433	73.1	5,714	2,768	2,665	2,302	104	2,942	48.5
2008	11,086	6,674	6,409	5,546	265	4,407	60.2	5,360	3,904	3,745	3,226	159	1,454	72.8	5,726	2,771	2,664	2,320	107	2,953	48.4
2009	11,099	6,650	6,314	5,489	336	4,446	59.9	5,364	3,869	3,666	3,169	203	1,494	72.0	5,736	2,782	2,649	2,321	133	2,952	48.5
*2010	11,111	6,632	6,298	5,500	334	4,473	59.6	5,365	3,850	3,643	3,159	207	1,513	71.6	5,746	2,783	2,656	2,342	128	2,960	48.5
2011	11,117	6,596	6,293	5,512	302	4,518	59.3	5,367	3,825	3,639	3,164	187	1,538	71.1	5,750	2,770	2,654	2,349	115	2,980	48.2
2012	11,110	6,565	6,280	5,513	285	4,543	59.1	5,363	3,796	3,622	3,153	174	1,566	70.8	5,747	2,769	2,658	2,360	112	2,977	48.2
2013	11,107	6,593	6,326	5,567	265	4,510	59.3	5,362	3,783	3,620	3,156	163	1,576	70.5	5,746	2,809	2,707	2,411	103	2,934	48.9
2014	11,109	6,609	6,371	5,613	236	4,494	59.4	5,363	3,776	3,635	3,170	142	1,583	70.4	5,746	2,832	2,737	2,443	96	2,911	49.2
2015	11,110	6,625	6,401	5,663	222	4,479	59.6	5,365	3,773	3,639	3,181	135	1,588	70.3	5,746	2,852	2,764	2,483	89	2,891	49.6
2016	11,115	6,678	6,470	5,755	208	4,430	60.0	5,367	3,784	3,657	3,213	126	1,580	70.4	5,748	2,895	2,813	2,542	82	2,850	50.3
2017	11,118	6,732	6,542	5,830	190	4,379	60.5	5,368	3,789	3,677	3,234	112	1,576	70.5	5,750	2,944	2,865	2,596	78	2,803	51.1
2018	11,116	6,849	6,682	5,954	167	4,258	61.5	5,367	3,826	3,726	3,272	99	1,537	71.2	5,749	3,024	2,956	2,681	67	2,721	52.5
2019	11,112	6,912	6,750	6,028	162	4,191	62.1	5,366	3,841	3,744	3,295	96	1,520	71.4	5,747	3,072	3,005	2,734	66	2,670	53.3
2020	11,080	6,902	6,710	6,005	192	4,197	62.0	5,364	3,840	3,724	3,284	115	1,520	71.4	5,744	3,063	2,986	2,721	76	2,677	53.2
2021	11,087	6,907	6,713	6,016	195	4,171	62.1	5,351	3,827	3,711	3,278	117	1,520	71.3	5,735	3,080	3,002	2,739	78	2,651	53.5
2022	11,038	6,902	6,723	6,041	179	4,128	62.5	5,328	3,805	3,699	3,276	107	1,518	71.4	5,711	3,096	3,024	2,765	73	2,610	54.2

労働力人口 15歳以上人口のうち、就業者と完全失業者を合わせたもの
 就業者 従業者と休業者を合わせたもの

従業者:調査期間中に賃金、給料、諸手当、内職収入などの収入を伴う仕事を1時間以上した者。家族従業者の割合は無給であっても仕事をしたとする。
 休業者:仕事をしながら、調査週間中少しも仕事をしなかった者のうち、
 1)雇業者で給料、賃金の支払いを受けている者または受けることになっている者
 2)自営業主で、自分の経営する事業を持ったままで、その仕事を休み始めてから30日にならない者
 3)自営業主で、家族従業者で調査期間中に少しも仕事をしなかった者は休業に含めず、完全失業者又は非労働力人口のいずれかとしている。

雇業者 会社、団体、官公庁または自営業主や家庭に雇われて、給料、賃金を得ている者及び会社、団体の役員
 完全失業者 次の3つの条件を満たす者
 1)仕事がなく調査期間中に少しも仕事をしなかった(就業者ではない) 2)仕事があればすぐに就くことができる 3)調査期間中に仕事を探す活動や事業を始める準備をしていた(過去の求職活動の結果を待っている場合も含む)

非労働力人口 15歳以上人口で就業者、完全失業者のいずれにもあてはまらない者
 労働力人口比率 15歳以上人口に占める労働力人口の割合=(労働力人口÷15歳以上人口)×100

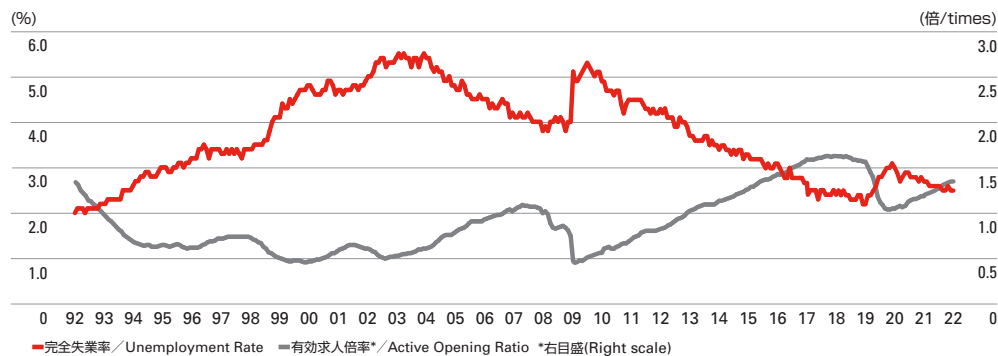
Labour Force Sum of the employed and the unemployed over the age of 15
 Labour Force Employed Sum of employed persons at work and employed persons not at work:
 Employed persons at work: Persons engaged in work equivalent to more than one hours wage, salary, allowance or additional income during the survey weeks. The ratio of family workers shall be deemed to have worked despite the lack of compensation.
 Employed persons not at work: Of those persons in employment, who did not work during the survey weeks (1) persons, who received or were deemed to have received a salary or wages from an employer, and (2) the self-employed, who have taken time off for a period not exceeding 30 consecutive days. Family workers, who did not work during the survey period are not included in this category. This segment is included in either the unemployed or population not in the labour force.
 Employees Persons who work for wages or salary as employees of companies, private stores, organizations, public corporations, government, public offices, etc.
 Labour Force Unemployed Persons that fulfill the following three criteria:
 (1) Without work and did not work during the survey period (unemployed), (2) able to commence work immediately should work become available, and (3) undertook activities to gain employment during the survey period or are preparing to commence work (includes persons awaiting results of previous efforts to gain employment).
 Population not in the Labour Force Persons that cannot be categorized as employed over the age of 15 and labour force unemployed.
 Percentage of the Labour Force in the Population Percentage of the labour force to the population over the age of 15 = (The labour force ÷ The Population over the age of 15) x 100

出典:総務省「労働力調査」
 Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications
 2011年度は東日本大震災に伴う補充推計値
 Figures in 2011 are supplementary-estimated figures due to the damage caused by the Great East Japan Earthquake.

*2017年から算出の基礎となる人口を2015年国勢調査の確定人口に基づく推計人口(新基準)に切り替え、2010年から2016年までの数値は、2017年以降の結果と接続させるため適宜ないし、補正を行った数値に書き換え(比率は除く)
 Note: The basis for population computations has been changed to the estimated population (new standard) under the determined 2015 national population census from 2017. The figures from 2010 through 2016 have been recalculated or adjusted to the compatible time-series data responding to the 2017 base benchmark revision. (this excludes the figures of proportion.)

労働力人口の推移・完全失業率・有効求人倍率 Trends in Labour Force Population, Unemployment Rate and Active Opening Ratio

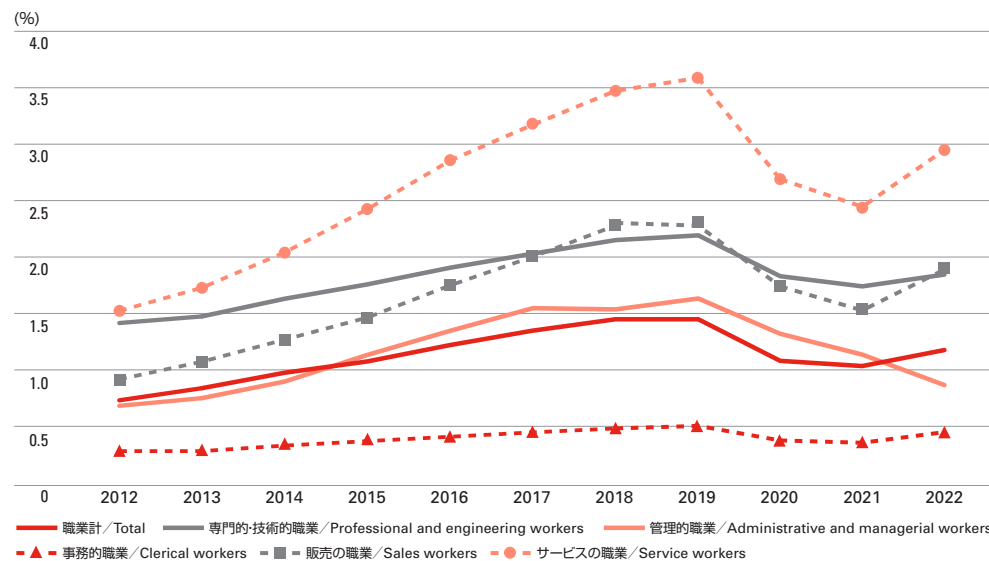
完全失業率/有効求人倍率の推移 Trend of Unemployment Rate/Active Opening Ratio



	1988	1989	1990	1991	1992	1993	1994
完全失業率 (%) Unemployment Rate (%)	2.5	2.3	2.1	2.1	2.2	2.5	2.9
有効求人倍率 (倍) Active Opening Ratio (Times)	1.01	1.25	1.40	1.40	1.08	0.76	0.64
	1995	1996	1997	1998	1999	2000	2001
完全失業率 (%) Unemployment Rate (%)	3.2	3.4	3.4	4.1	4.7	4.7	5.0
有効求人倍率 (倍) Active Opening Ratio (Times)	0.63	0.70	0.72	0.53	0.48	0.59	0.59
	2002	2003	2004	2005	2006	2007	2008
完全失業率 (%) Unemployment Rate (%)	5.4	5.3	4.7	4.4	4.1	3.9	4.0
有効求人倍率 (倍) Active Opening Ratio (Times)	0.54	0.64	0.83	0.95	1.06	1.04	0.88
	2009	2010	2011	2012	2013	2014	2015
完全失業率 (%) Unemployment Rate (%)	5.1	5.1	4.6	4.3	4.0	3.6	3.4
有効求人倍率 (倍) Active Opening Ratio (Times)	0.47	0.52	0.65	0.80	0.93	1.09	1.20
	2016	2017	2018	2019	2020	2021	2022
完全失業率 (%) Unemployment Rate (%)	3.1	2.8	2.4	2.4	2.8	2.8	2.6
有効求人倍率 (倍) Active Opening Ratio (Times)	1.36	1.50	1.61	1.60	1.18	1.13	1.28

出典:厚生労働省「一般職業紹介状況」
Source: Report on Employment Service, Ministry of Health, Labour and Welfare

職業別有効求人倍率(パートタイム含む常用) Active opening ratio by occupation (Full-time employees including part-time workers)



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
職業計 Total	0.84	0.44	0.48	0.59	0.72	0.83	0.97	1.08	1.22	1.35	1.45	1.45	1.08	1.03	1.19
専門的・技術的職業 Professional and engineering workers	1.67	1.02	1.01	1.29	1.42	1.48	1.64	1.77	1.92	2.05	2.16	2.18	1.83	1.73	1.87
管理的職業 Administrative and managerial workers	0.59	0.38	0.43	0.57	0.67	0.74	0.89	1.13	1.35	1.55	1.52	1.63	1.32	1.14	0.88
事務的職業 Clerical workers	0.29	0.17	0.18	0.22	0.26	0.26	0.31	0.35	0.39	0.44	0.49	0.50	0.39	0.36	0.45
販売の職業 Sales workers	1.01	0.58	0.58	0.74	0.91	1.07	1.27	1.47	1.76	2.01	2.28	2.30	1.74	1.52	1.90
サービスの職業 Service workers	2.05	1.25	1.10	1.21	1.53	1.74	2.06	2.45	2.89	3.21	3.49	3.59	2.69	2.44	2.96

出典:厚生労働省「一般職業紹介状況」職業一部抜粋
Source: Report on Employment Service, Ministry of Health, Labour and Welfare (extracted data for selected occupations)
※2001年から2012年の数値は、平成11年改定「労働省編職業分類」、2013年以降の数値は、平成23年度改定「厚生労働省編職業分類」に基づく
Figures for 2001 to 2012 are based on ESCO (Classification of Occupation for Employment Security Service by Ministry of Health, Labour and Welfare) which was renewed in 1999, and figures after 2013 are based on ESCO which was renewed in 2011.

人材サービス市場 Human Resource Service Market

【米国】人材サービス市場 United States : Human Resource Service Market

(単位:10億ドル/billion of dollars)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
人材派遣 Temporary staffing	90	103	110	115	122	126	129	134	138	137	122	144	159
人材紹介 Placement and recruiting	10	11	16	17	18	21	21	22	24	24	18	24	—
合計 Total	100	114	126	132	140	147	150	156	162	161	140	168	159

出典: American Staffing Association, 2018年6月1日付けの「fact sheet」 American Staffing Association, "fact sheet" released on May 1, 2018

※2017年度より過去データも含めアップデートしています。 Market data was updated in 2017, including past year figures.

(単位:万人/10 thousand persons)

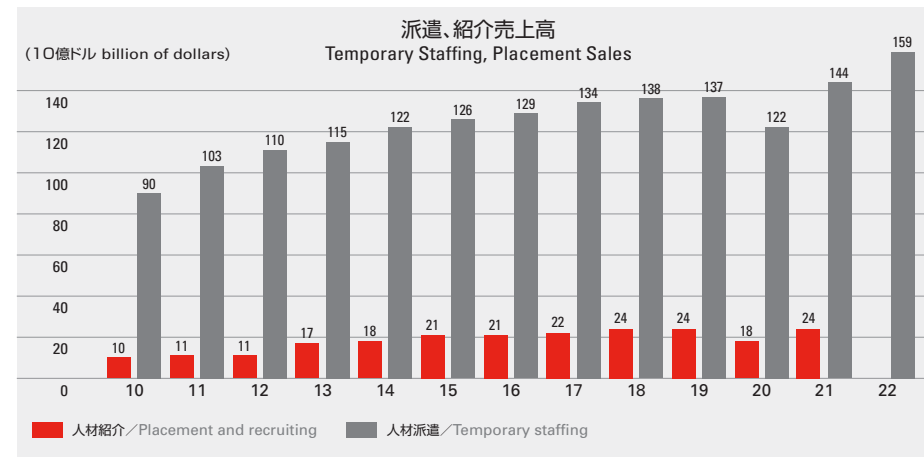
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
労働力人口*1 Labour force population	15,388	15,361	15,497	15,538	15,592	15,712	15,919	16,032	16,207	16,354	16,074	16,120	16,429
派遣労働者数*2 Number of temporary staff	960	1,270	1,120	1,080	1,440	1,560	1,450	1,549	1,680	1,600	1,360	1,410	1,460

*1 16歳以上の就業者および求職者数 Number of employed workers and persons in search of employment 16 years of age and older

*2 過去1年間に雇用されたことのある派遣労働者数 Number of temporary staff who at some time during the past year had been employed

出典: US Department of Labour, Bureau of Labour Statistics

American Staffing Association, Employment and Sales Survey, 「American Staffing 2017」 10,000事業所集計 10,000 office tally



人材派遣市場データ Staffing Industry Data

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
売上高:一般(億円) Net sales: General (100 millions of yen)	12,847	15,606	18,101	19,136	23,280	33,263	44,082	50,220	60,151	47,328	37,934	37,374	37,161	35,906	39,056	40,348	51,826	54,912	63,816	78,689	86,209
前期比 YOY	18.7%	21.5%	16.0%	5.7%	21.7%	42.9%	32.5%	13.9%	19.8%	-21.3%	-19.8%	-1.5%	-0.6%	-3.4%	8.8%	3.3%	28.4%	6.0%	16.2%	23.3%	9.6%
売上高:特定(億円) Net sales: Specific (100 millions of yen)	3,870	3,856	4,371	4,478	5,335	7,088	10,107	14,432	17,741	15,727	15,534	15,138	15,283	15,135	15,338	16,442	13,971	10,083	—	—	—
前期比 YOY	2.3%	-0.4%	13.4%	2.4%	19.1%	32.9%	42.6%	42.8%	22.9%	-11.4%	-1.2%	-2.5%	1.0%	-1.0%	1.3%	7.2%	-15.0%	-27.8%	—	—	—
売上高合計(億円) Net sales (100 millions of yen)	16,717	19,462	22,472	23,614	28,615	40,351	54,189	64,652	77,892	63,055	53,468	52,512	52,445	51,042	54,394	56,790	65,798	64,995	63,816	78,689	86,209
前期比 YOY	14.5%	16.4%	15.5%	5.1%	21.2%	41.0%	34.3%	19.3%	20.5%	-19.0%	-15.2%	-1.8%	-0.1%	-2.7%	6.6%	4.4%	15.9%	-1.2%	-1.8%	23.3%	9.6%

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 (15.9/30~16.3/31)*3	2016	2017	2018	2019	2020
派遣労働者数:一般(人)延べ人数 Total number of workers: General (Persons)	1,250,913	1,606,802	1,978,873	2,223,493	2,119,657	2,389,764	2,989,734	3,537,643	3,656,776	2,720,726	2,421,336	2,335,336	2,167,044	2,239,407	2,350,863	125,792	215,073	286,087	510,815	604,215	712,896
前期比 YOY	24.5%	28.5%	23.2%	12.4%	-4.7%	12.7%	25.1%	18.3%	3.4%	-25.6%	-11.0%	-3.6%	-7.2%	3.3%	5.0%	—	71.0%	33.0%	13.5%	18.3%	18.0%
派遣労働者数:特定(人) Number of workers: Specific (Persons)	135,451	141,111	150,781	138,887	146,387	156,850	220,734	274,710	332,230	298,795	293,111	280,151	283,810	275,738	279,462	948,260	1,289,437	1,272,950	1,171,716	1,231,710	1,213,591
前期比 YOY	115.5%	4.2%	6.8%	-7.9%	5.4%	7.1%	40.7%	24.5%	20.9%	-10.1%	-1.9%	-4.4%	1.3%	-2.8%	1.4%	—	36.0%	-1.3%	-10.6%	5.1%	-1.5%
派遣労働者数:(一般+特定)(人)*1 Total number of workers:(General+Specific) (Persons)*1	1,386,364	1,747,913	2,129,654	2,362,380	2,266,044	2,546,614	3,210,468	3,812,353	3,989,006	3,019,521	2,714,447	2,615,487	2,450,854	2,515,145	2,630,325	2,717,674	4,347,990	3,819,197	4,794,355	6,187,007	6,853,094
前期比 YOY	29.8%	26.1%	21.8%	10.9%	-4.1%	12.4%	26.1%	18.7%	4.6%	-24.3%	-10.1%	-3.6%	-6.3%	2.6%	4.6%	—	60.0%	-12.2%	25.5%	29.0%	10.8%
派遣労働者数:常用換算した場合(一般+特定)(人)*2 Total number of workers regular calculation basis (General+Specific) (Persons)*2	537,063	612,096	693,418	743,640	890,234	1,238,832	1,518,188	1,743,866	1,983,336	1,573,503	1,479,272	1,321,892	1,285,014	1,262,420	1,272,958	223,060	266,514	201,700	—	—	—
前期比 YOY	36.1%	14.0%	13.3%	7.2%	19.7%	39.2%	22.5%	14.9%	13.7%	-20.7%	-6.0%	-10.6%	-2.8%	-1.8%	0.8%	—	19.5%	-24.3%	—	—	—

[資料出所]厚生労働省「労働者派遣事業の事業報告集計結果」

Source: Report on temporary staffing services issued by the Ministry of Health, Labour and Welfare of Japan.

※一般派遣:派遣会社に登録し、仕事の期間のみ雇用契約が生じる形態 特定派遣:派遣会社に正社員として常用雇用され、派遣先で就業する形態

General dispatch: Registered in a temporary employment agency with employment contracts that are effective only for the term of the employment.

Specific dispatch: Full-time employee of a temporary employment agency who works at the company they are dispatched.

*1 「派遣労働者数」は、一般労働者派遣事業における常用雇用労働者数及び登録者数並びに特定労働者派遣事業における常用雇用労働者数の合計とする。「登録者」は過去1年間に雇用されたことのない者は除く
The "Total number of workers" is the total of regular employed workers plus the number of registered workers dispatched from general temporary employment agencies, and the regular employed workers dispatched from specific temporary employment agencies.

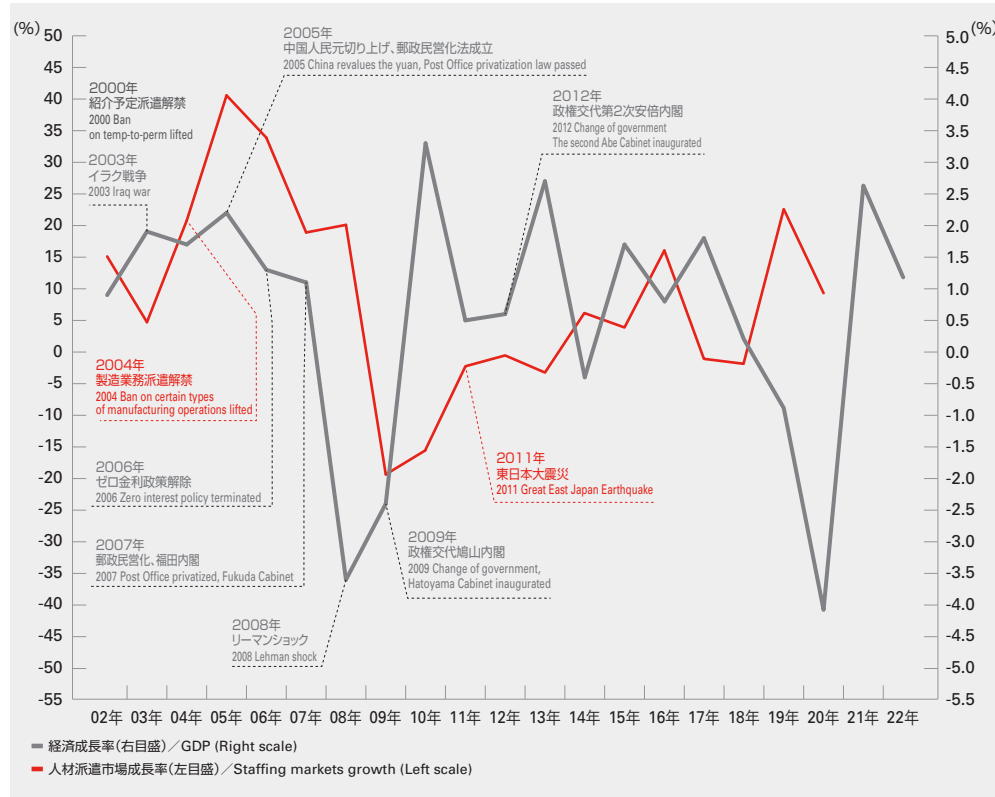
*2 常用換算:常用雇用以外の労働者の年間総労働時間数の合計を当該事業所の常用雇用労働者の1人当たりの年間総労働時間数で除したものの

Regular circulation basis: The total number of annual labour hours for employees other than regular employees divided by the number of annual working hours per regular employee at that particular temporary employment agency.

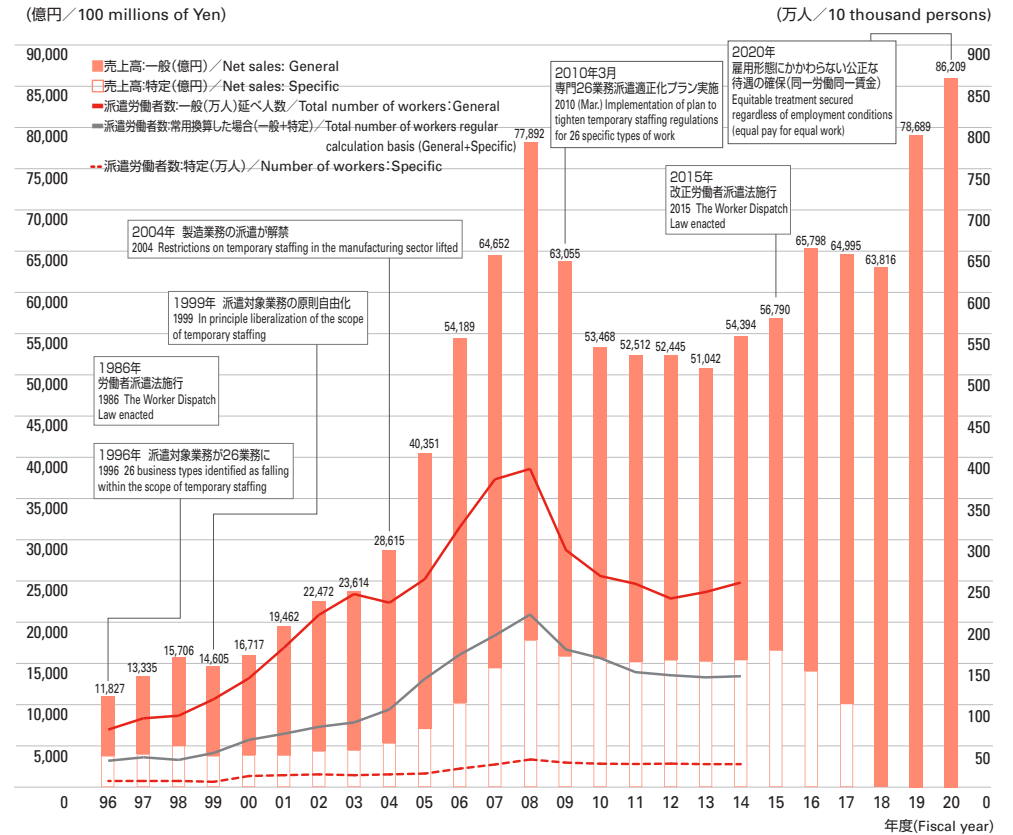
*3 2015年9月30日「改正労働者派遣法」の施行により、集計基準が変更。2015年4月1日~9月29日のデータは掲載せず、9月30日以降新基準の集計結果を掲載
The aggregate standard of the total number of dispatched workers has been changed due to the enforcement of the revised Worker Dispatch Law (took effect on September 30, 2015). Data for the period from April 1, 2015 to September 29, 2015 has not been provided. The aggregate results based on new standard have been provided from September 30, 2015.

GDPと人材派遣市場変化率の対比 2001-2021年度 GDP VS Staffing Markets Growth 2001-2021

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
経済成長率(%) GDP	0.9	1.9	1.7	2.2	1.3	1.1	-3.6	-2.4	3.3	0.5	0.6	2.7	-0.4	1.7	0.8	1.8	0.2	-0.8	-4.1	2.6	1.2
人材派遣市場成長率(%) Staffing markets growth	15.5	5.1	21.2	41.0	34.3	19.3	20.5	-19.0	-15.2	-1.8	-0.1	-2.7	6.6	4.4	15.9	-1.2	-1.8	23.3	9.6	—	—



人材派遣市場データ(グラフ) Staffing Industry Data (Graph)



〔資料出所〕厚生労働省「労働者派遣事業報告集計結果調査特別調査」
 Source: White Paper on Temporary Staffing Business, Ministry of Health, Labour and Welfare
 ※売上高の数字は、一般と特定の合計
 Figures for net sales represent the sum of the sales of General and Specific.
 ※2015年9月30日「改正労働者派遣法」の施行により、派遣労働者等の集計基準変更のため、グラフは2014年まで掲載
 The aggregate standard of the total number of dispatched workers has been changed due to the enforcement of the revised Worker Dispatch Law (took effect on September 30, 2015). The graph shows figures before 2014.

人材紹介市場データ Placement and Recruiting Industry Data

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
売上高(億円) Net sales (100 millions of yen)	1,232	1,502	1,563	1,647	2,055	1,940	2,085	2,265	2,627	3,287	3,516	3,240	3,895

出典：厚生労働省「職業紹介事業報告」"専門的・技術的職業""管理的職業""事務的職業"の合計
 Source: Total for specialist, technical, administrative and clerical work-Report on employment placement issued by the Ministry of Health, Labour and Welfare of Japan.

再就職支援市場データ Outplacement Industry Data

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
売上高(億円) Net sales (100 millions of yen)	196	171	177	296	291	261	291	286	203	221	158	—	—	—	—	—

出典：日本人材紹介事業協会 再就職支援協議会「再就職支援事業市場調査」
 Source: Survey on the reemployment support business market issued by the Japan Executive Search, and Recruitment Association and the Outplacement Council.

2015年9月「改正労働者派遣法」施行

September 2015 Enforcement of the revised Worker Dispatch Law

1. 期間制限ルール

- 同一の派遣先の事業所で、労働者派遣の受け入れを行うことができる期間を原則3年限度（延長する場合は派遣先過半数労働組合等の意見聴取手続き要）とする派遣先事業所単位の期間制限と、同一の派遣労働者を派遣先の同一組織単位で受け入れることができる期間を3年限度とする派遣労働者個人単位の期間制限の、2種類の期間制限ルール
※派遣労働者個人単位の期間制限の上限に達した場合等、派遣元事業主と派遣先による雇用安定を図るための措置が定められた

2. 一般労働者派遣事業（許可制）と特定労働者派遣事業（届出制）の区別の廃止、許可制へ一本化

3. 派遣労働者の均衡待遇の確保・キャリアアップの推進の在り方について

- 派遣元・派遣先の双方において、派遣労働者の均衡待遇確保のための取組強化
- 派遣元事業主に計画的な教育訓練等の実施を義務付ける等、派遣労働者のキャリアアップを推進

4. 派遣労働者と派遣先社員の均衡待遇の推進

- 派遣先労働者に関する賃金水準情報提供、派遣業務に密接・関連した教育訓練実施、福利厚生施設利用機会の提供（配慮義務）

1. Time limits rules

- There are two types of time-limit rules: The time-limit rule for a single business location, which states that, in principle, the same business location shall be able to use temporary workers for a maximum of three years (extensions require the holding of hearings, such as with a labor union comprising a majority of the workers of the company using temporary workers); and the time-limit rule for an individual temporary worker, which states that the same business organization shall be able to use an individual temporary worker for a maximum of three years
*In case such as where the temporary worker reaches the time limit, measures were specified by which the temporary staffing agency and the company using the temporary worker are to endeavor to stabilize employment.

2. Removes distinction between "general worker dispatching undertakings" (licensing system) and "specified worker dispatching undertakings" (reporting system), creating a unified licensing system

3. Ways of securing equal treatment for temporary workers and promoting their career advancement

- Strengthens initiatives to secure equal treatment of temporary workers by both staffing agencies and the companies that use them
- Pushes career advancement for temporary workers through measures such as requiring staffing agencies to provide education and training in a systematic fashion

4. Promotion of equal treatment of temporary workers and the employees of companies that use them

- Provide information on wage levels for workers at companies using temporary workers, provide education and training closely related to the operations performed by temporary workers, and provide opportunities to use welfare facilities (consideration required).

労働者派遣の期間制限について

- 個人単位（派遣労働者単位）の期間制限のイメージ

Temporary Worker Time Limit

- Time limit for an individual temporary worker

2020年4月「高齢者雇用安定法」の改正（2021年4月施行）

April 2020 Revisions to the "Act on Stabilization of Employment for Older Persons" (Effective from April 2021)

2020年4月改正、2021年4月1日施行。

65歳から70歳までの就業機会を確保するための高齢者就業確保措置を新設。

The Act was revised in April 2020, and went into effect on April 1, 2021. Measures were newly established to secure employment opportunities for those aged 65 to 70.

現行案を改正し、事業主には以下の①～⑤のいずれかの措置を講ずる努力義務を設ける。

- ① 70歳までの定年引上げ
- ② 70歳までの継続雇用制度の導入（特殊関係事業主に加えて他の事業主によるものを含む）
- ③ 定年廃止
- ④ 70歳まで継続的に業務委託契約を締結する制度の導入（高齢者希望時）
- ⑤ 70歳まで継続的に社会貢献事業に従事できる制度の導入（高齢者希望時）

The revision to the current Act will obligate business operators to make efforts to do one of the following:

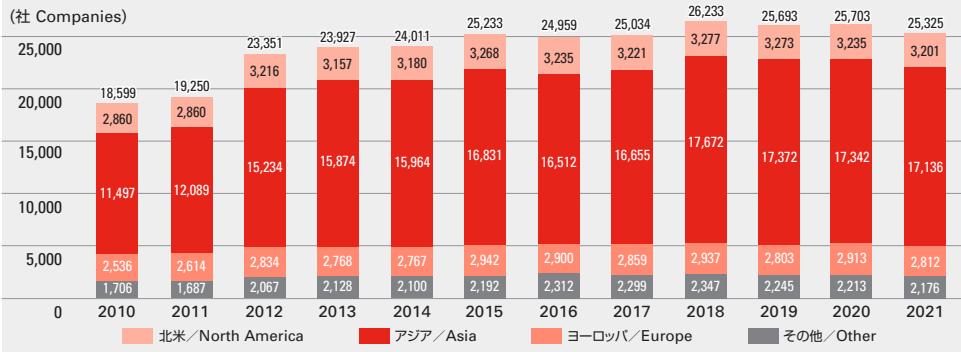
- Raise the mandatory retirement age to 70
- Introduce a continuous employment system for those aged up to 70 (applicable to specially related business operators and other business operators)
- Abolish the mandatory retirement age
- Introduce a system for persons aged up to 70 to continually conclude work service contracts (at the request of the elderly person)
- Introduce a system allowing persons aged up to 70 to continually engage in social contribution businesses (at the request of the elderly person)

法改正の流れ History of Revisions to Laws and Ordinances

年	主な出来事	Year	Major Event
1986	労働者派遣法施行 人材派遣市場の健全な育成を目的に施行 ソフトウェア開発や秘書など適用対象業務13業務に限定してスタート（同年3業務追加、16業務に）	1986	Worker Dispatch Law enacted Intent of the law is to provide for healthy growth in the temporary staffing market. Thirteen occupations, such as software development and secretarial work were covered initially, with three more added during the first year.
1994	高齢者特例派遣事業スタート 60歳以上の高齢者については、派遣対象業務が原則自由化される	1994	Use of elderly as temporary staff begins Dispatch of workers over 60 years old liberalized in principle.
1996	派遣対象業務の拡大 インテリアコーディネーターやOAインストラクターなど派遣適用対象業務が拡大（計26業務に）	1996	Extension of the scope of temporary operations The law is extended to cover a total of 26 occupations, including interior coordinators and office equipment instructors.
1997	職業紹介の規制緩和と実施 職業紹介の取扱業務が従来の29職業から原則自由化職業 安定法も改正され、民間職業紹介が幅広く認知されるとともに、事業のルールが明確化される	1997	Deregulation of placement services Regulations governing placement of 29 occupations is liberalized in principle. The Employment Security Law is revised, raising the awareness of placement services in a wide range of public companies, while also clarifying business rules.
1999		1999	
1999	派遣対象業務の原則自由化 派遣対象業務が一部の禁止業務を除き原則自由化（ネガティブリスト化） 営業職・販売職など「新職種」派遣期間を1年に限定してスタート	1999	Revised Worker Dispatch Law enacted Temporary staffing occupations liberalized in principle (negative listing). "New types" of occupations such as sales and marketing positions liberalized but restricted to one year.
2000	紹介予定派遣（テンプ・トゥ・パーム）が解禁	2000	Ban on temp-to-perm lifted
2002	雇用対策臨時特例法施行 中高年については「新職種」の派遣期間が特例措置として3年に延長	2002	Temporary Special Law for Employment Promotion enacted Special measure implemented extending temporary staffing period of middle-aged workers to three years for "new types" of occupations.
2003	派遣対象業務の拡大 医療業務の派遣が一部解禁	2003	Extension of the scope of temporary operations Ban on certain types of medical occupations lifted.
2004	派遣対象業務と派遣期間の拡大 製造業務の派遣が解禁 「新職種」の派遣期間の延長（1年⇒3年） 紹介予定派遣の事前面接の解禁と派遣期間の拡大	2004	Extension of the scope and term of temporary staffing operations Ban on certain types of manufacturing operations lifted. Dispatch period for "new types" of occupations extended from one to three years. Ban on pre-hire interviews for temp-to-perm positions lifted. Temporary staffing period extended.
2006	派遣対象業務の拡大 育児介護休業取得者の代替要員について医療業務の派遣が解禁	2006	Extension of the scope of temporary staffing operations Ban on replacements for child-care and family-care leave in medical occupations lifted.
2007	派遣期間の延長 製造業務の派遣期間の延長（1年⇒3年）	2007	Extension of the term of temporary staffing operations Dispatch period for manufacturing operations extended from one to three years.
2008	日雇派遣指針施行 日雇派遣労働者の雇用の安定を目的に派遣元・派遣先が講ずべき措置を策定	2008	Implementation of guidelines relating to the dispatch of workers on a daily basis Measures formulated for both dispatching parties and companies to be supplied with day labour aimed at stabilizing employment of temporary workers engaged in day-labour activities.
2009	派遣事業許可基準の強化 1事業所あたりの基準資産額100万円⇒200万円 現預金額 800万円⇒1500万円へ強化	2009	Reinforcement of temporary staffing business authorization standards Standard asset amount per business location raised from ¥10 million to ¥20 million. Cash and deposit amount strengthened from ¥8 million to ¥15 million.
2010	専門26業務派遣適正化プラン実施 専門26業務と自由化業務の区分を厳格化する指導監督を実施	2010	Implementation of plan to tighten temporary staffing regulations for 26 specific types of work Implementation of strict supervision to tighten the classification and distinction between 26 specific types and deregulated forms of work
2012	改正労働者派遣法成立 日雇い派遣の原則禁止 労働契約申し込みなし制度の創設	2012	Enactment of Worker Dispatch Law Principle prohibition of temporary staffing on a daily basis Establishment of a deemed employment contract application system
2015	改正労働者派遣法成立 一般派遣／特定派遣の区別廃止、許可制への一本化 期間制限の見直し 均衡待遇の強化・キャリアアップの推進	2015	Revisions to the Worker Dispatch Law come into effect Removal of the distinction between "general worker dispatching undertakings" and "specified worker dispatching undertakings", unification toward a reporting system Review of time limits Strengthening of equal treatment; promotion of career advancement
2020	雇用形態にかかわらず公正な待遇の確保（同一労働同一賃金）	2020	Equitable treatment secured regardless of employment conditions (equal pay for equal work)

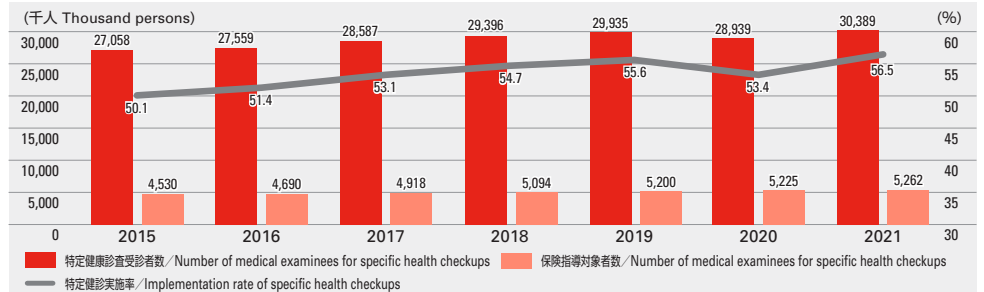
グローバル Global

日系企業現地法人数 Number of Japanese overseas affiliated companies



ヘルスケア Health care

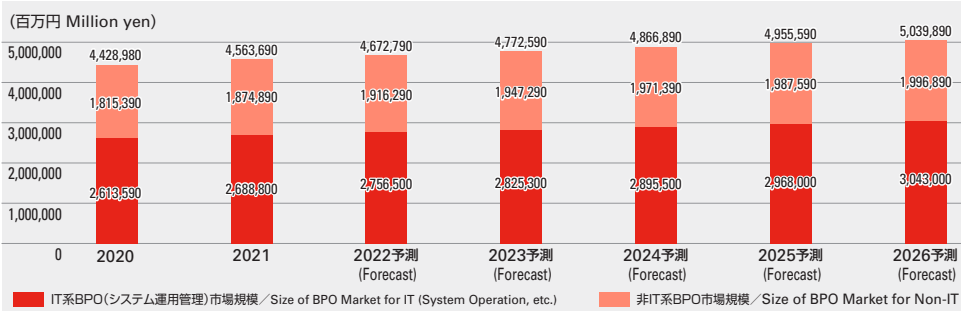
特定健康診査受診者数と特定保健指導対象者数
Number of medical examinees for specific health checkups and subjects for specific health



出典:厚生労働省「特定健康診査・特定保健指導の実施状況」より
Source: Materials from Health, Labour and Welfare Ministry

BPO BPO

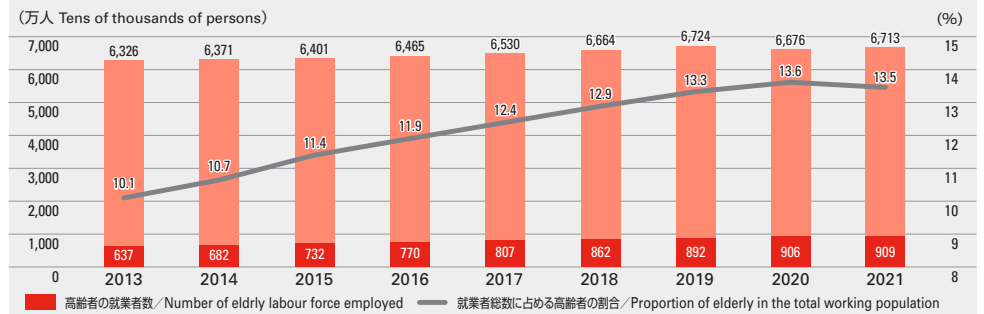
企業向けBPO(ビジネスプロセスアウトソーシング)市場の市場規模推移と予測
Transition and forecast of BPO (Business Process Outsourcing) market size for companies



出典:矢野経済研究所
Source: Yano Research Institute, Ltd.
注1:事業者売上高ベース
Note 1: The figures are based on the turnover of businesses.
注2:予測は予測値
Note 2: Forecast: Estimated value

シニア Senior

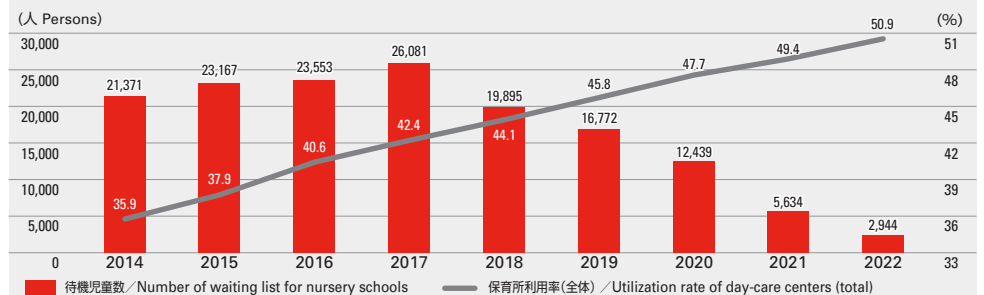
就業者総数に占める高齢者の割合の推移 The proportion of elderly in the total working population



資料:「労働力調査」(基本集計) 注)平成23年(2011年)は、東日本大震災に伴う補完推計値
Source: "Labour Force Survey" (Basic Tabulation) Note: Fiscal 2012 uses supplementary values in conjunction with the Great East Japan Earthquake

保育 Childcare

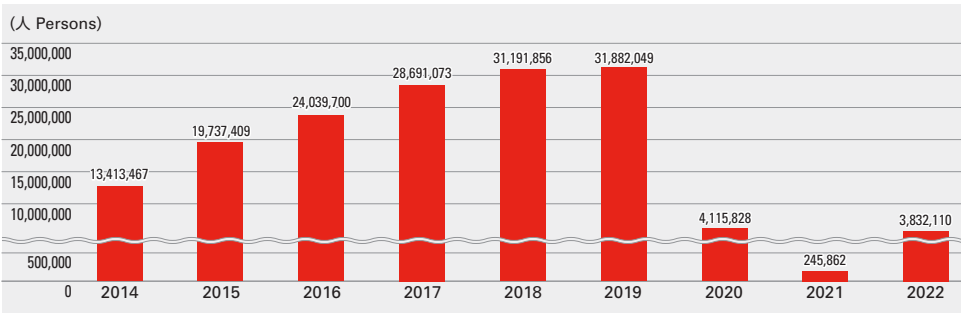
待機児童数と保育所利用率
Number of waiting list for nursery schools and utilization rate of day-care centers



出典:厚生労働省保育課調べ
Source: Investigation by Day Care Division, Ministry of Health, Labour and Welfare
※保育所利用率は、当該年齢の保育所利用児童数÷当該年齢の就学前児童数
Figures for utilization rate of day-care centers are calculated by dividing the number of children who entered at day-care centers of the age concerned by the number of children before school age of the age concerned.

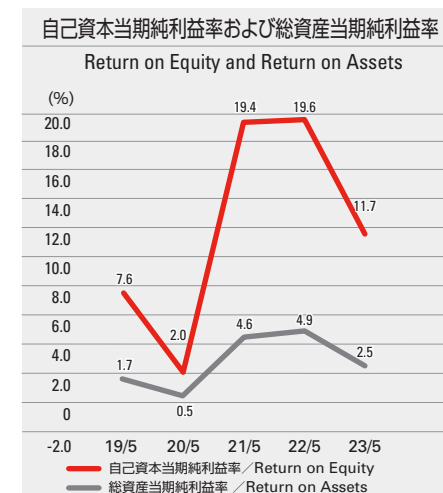
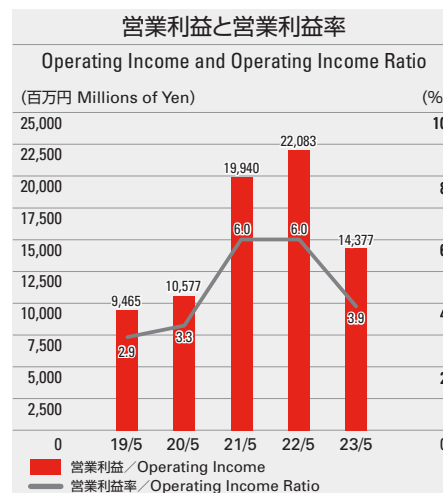
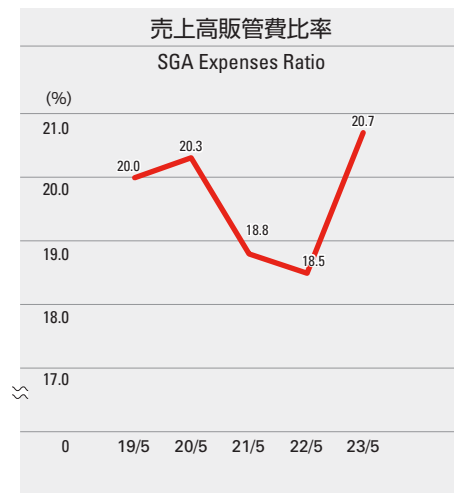
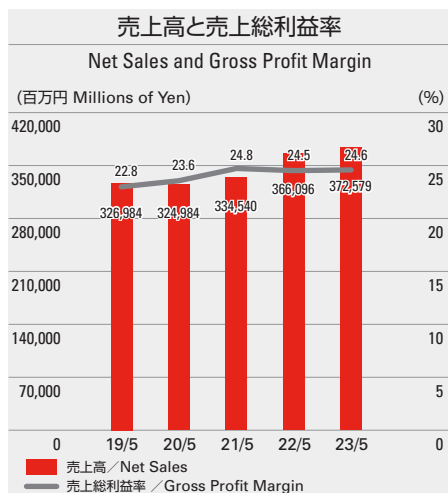
インバウンド Inbound

訪日外客数の推移 Transition of number of foreign visitors to Japan



出典:日本政府観光局(JNTO)
Source: Japan National Tourism Organization

主要財務指標(連結) Key Indicators (Consolidated)



主要経営指標 Key Indicators

経営指標	Key Indicators	2016/5	前期比 YOY	2017/5	前期比 YOY	2018/5	前期比 YOY	2019/5	前期比 YOY	2020/5	前期比 YOY	2021/5	前期比 YOY	2022/5	前期比 YOY	2023/5	前期比 YOY
売上高	Net Sales	263,728	16.6%	280,395	6.3%	311,410	11.1%	326,984	5.0%	324,984	-0.6%	334,540	2.9%	366,096	9.4%	372,579	1.8%
販売費及び一般管理費	SGA Expenses	48,948	15.5%	52,128	6.5%	60,489	16.0%	65,245	7.9%	66,111	1.3%	63,028	-4.7%	67,588	7.2%	77,148	14.1%
営業利益	Operating Income	3,860	10.6%	4,488	16.3%	6,539	45.7%	9,465	44.7%	10,577	11.8%	19,940	88.5%	22,083	10.7%	14,377	-34.9%
経常利益	Ordinary Income	3,855	15.3%	4,319	12.0%	6,631	53.5%	9,237	39.3%	10,236	10.8%	20,379	99.1%	22,496	10.4%	15,366	-31.7%
当期純利益*5	Net Income*5	243	13.8%	(129)	—	1,288	—	1,975	53.4%	594	-69.9%	6,784	1040.4%	8,621	27.1%	6,099	-29.3%
総資産	Total Assets	85,356	-3.7%	94,584	10.8%	112,795	19.3%	119,459	6.2%	140,441	17.6%	151,641	8.0%	203,746	34.4%	275,504	35.2%
純資産	Net Assets	26,735	-9.7%	28,062	5.0%	33,889	20.8%	40,253	18.8%	42,316	5.1%	49,779	17.6%	67,146	34.9%	71,624	6.7%
営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	482	-94.4%	6,464	1,239.8%	9,505	47.0%	9,186	-3.4%	11,424	24.4%	18,868	65.2%	10,115	-46.4%	5,961	-41.1%
投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	(2,176)	—	(3,713)	—	(11,977)	—	(6,519)	—	(6,964)	—	(9,665)	—	(29,624)	—	(12,502)	—
財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	(2,024)	—	1,890	—	6,496	243.6%	3,962	-39.0%	12,102	205.5%	(5,147)	—	23,543	—	(2,292)	—
フリーキャッシュ・フロー	Free Cash Flows	(1,694)	—	2,751	—	(2,471)	—	2,667	—	4,459	67.2%	9,202	106.4%	(19,509)	—	(6,541)	—
従業員数*1	Number of Employees*1	8,550	8.1%	8,682	1.5%	9,074	4.5%	9,317	2.7%	19,538	109.7%	21,789	11.5%	23,488	7.8%	24,918	6.1%
うち契約社員	Number of Contract Workers of Employees	1,406	6.2%	1,444	2.7%	1,358	-6.0%	1,462	7.7%	9,931	579.3%	12,291	23.8%	13,124	6.8%	15,132	15.3%

収益性に関する経営指標 Profitability Indicators

経営指標	Key Indicators	2016/5	前期比 YOY	2017/5	前期比 YOY	2018/5	前期比 YOY	2019/5	前期比 YOY	2020/5	前期比 YOY	2021/5	前期比 YOY	2022/5	前期比 YOY	2023/5	前期比 YOY
売上総利益率*2	Gross Profit Margin*2	20.0%	-0.3pt	20.2%	+0.2pt	21.5%	+1.3pt	22.8%	+1.3pt	23.6%	+0.8pt	24.8%	+1.2pt	24.5%	-0.3pt	24.6%	+0.1pt
売上高販管費比率	SGA Expenses Ratio	18.6%	-0.1pt	18.6%	+0.0pt	19.4%	+0.8pt	20.0%	+0.6pt	20.3%	+0.3pt	18.8%	-1.5pt	18.5%	-0.3pt	20.7%	+2.2pt
営業利益率	Operating Income Ratio	1.5%	-0.0pt	1.6%	+0.1pt	2.1%	+0.5pt	2.9%	+0.8pt	3.3%	+0.4pt	6.0%	+2.7pt	6.0%	0.0pt	3.9%	-2.1pt
経常利益率	Ordinary Income Ratio	1.5%	-0.0pt	1.5%	+0.1pt	2.1%	+0.6pt	2.8%	+0.7pt	3.1%	+0.3pt	6.1%	+3.0pt	6.1%	0.0pt	4.1%	-2.0pt
売上高当期純利益率*5	Return on Sales*5	0.1%	-0.0pt	—	—	0.4%	—	0.6%	+0.2pt	0.2%	-0.4pt	2.0%	+1.8pt	2.4%	+0.4pt	1.6%	-0.8pt
自己資本当期純利益率*3,5	Return on Equity*3,5	1.2%	0.2pt	-0.7%	-1.9pt	6.0%	+6.7pt	7.6%	+1.6pt	2.0%	-5.6pt	19.4%	+17.4pt	19.6%	+0.2pt	11.7%	-7.9pt
総資産当期純利益率*4,5	Return on Assets*4,5	0.3%	0.1pt	-0.1%	-0.4pt	1.2%	+1.3pt	1.7%	+0.5pt	0.5%	-1.2pt	4.6%	+4.1pt	4.9%	+0.3pt	2.5%	-2.4pt

*1 契約社員含む Include Contract Workers

*2 売上総利益 / 売上高×100 Gross Profit / Net Sales×100

*3 当期純利益 / 前期末自己資本平均×100 Net Income / Average Shareholders' Equity×100.自己資本=純資産-非支配株主持分 Shareholders' Equity=Net Assets-Non-Controlling Interests

*4 当期純利益 / 前期末総資産平均×100 Net Income / Average Total Assets×100

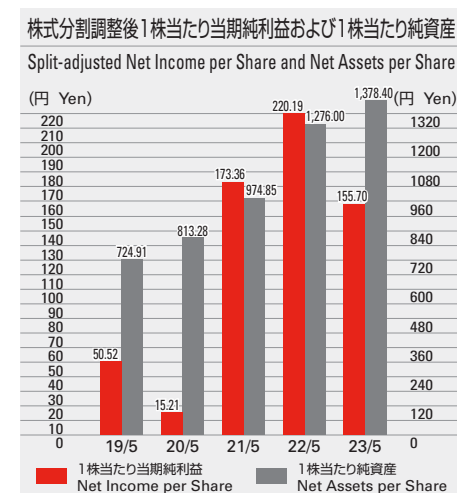
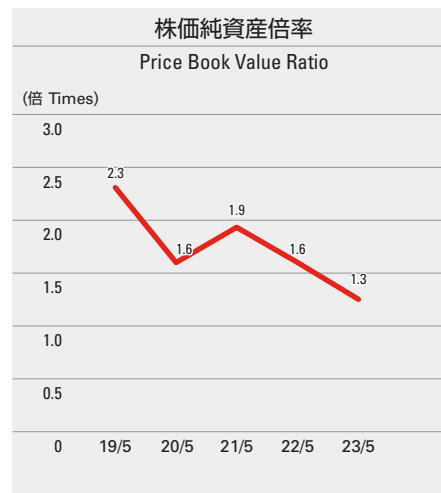
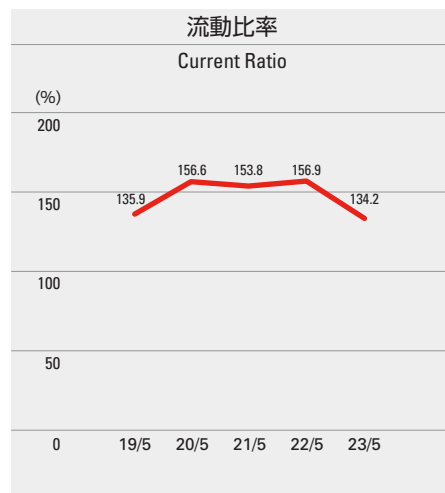
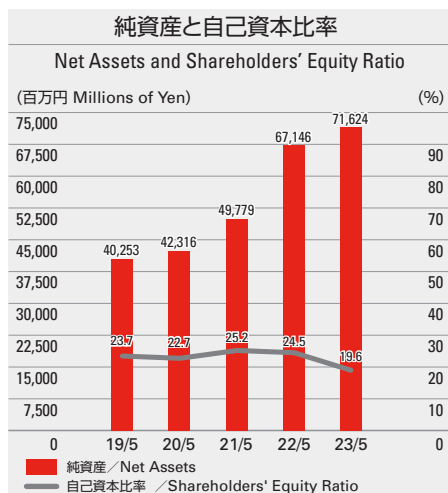
*5 2016年5月期より本項の「当期純利益」は「親会社株主に帰属する当期純利益」を指しております。 Profit attributable to owners of parent was previously presented as net income from the fiscal year ended May 31, 2016.

*6 2019年5月期より「税効果会計に係る会計基準」の一部改正を適用させております。これに伴い2019年5月期の前期比は、「税効果会計に係る会計基準」の一部改正を適用させた2018年5月期の実績と比較してあります。

The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28, dated February 16, 2018) etc. has been applied since the start of the fiscal year ended May 2019.

As such, year-on-year figures for the fiscal year ended May 2019 compared with the operating results for the fiscal year ended May 2018 have been adjusted to retroactively apply said accounting standards.

主要財務指標(連結) Key Indicators (Consolidated)



安全性に関する経営指標 Stability Indicators

経営指標	Key Indicators	2015/5 前期比 YOY	2016/5 前期比 YOY	2017/5 前期比 YOY	2018/5 前期比 YOY	2019/5 前期比 YOY	2020/5 前期比 YOY	2021/5 前期比 YOY	2022/5 前期比 YOY	2023/5 前期比 YOY									
自己資本比率*1,8	Shareholders' Equity Ratio*1,8	24.1%	-3.8pt	22.2%	-1.9pt	20.1%	-2.1pt	20.9%	0.8pt	23.7%	+2.7pt	22.7%	-1.0pt	25.2%	+2.5pt	24.5%	-0.7pt	19.6%	-4.9pt
流動比率*2	Current Ratio*2	125.6%	-5.7pt	124.3%	-1.3pt	129.7%	+5.4pt	131.8%	+2.1pt	135.9%	+7.5pt	156.6%	+20.7pt	153.8%	-2.8pt	156.9%	+3.1pt	134.2%	-22.7pt
有利子負債比率	Debt-to-equity Ratio	64.4%	-4.2pt	82.2%	17.8pt	98.3%	+16.1pt	98.8%	+0.5pt	87.1%	-11.6pt	113.9%	+26.8pt	89.5%	-24.4pt	107.5%	+18.0pt	109.1%	+1.6pt

1株当たり情報 Per Share Data

経営指標	Key Indicators	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
1株当たり当期純利益(円)*3,9	Net Income per Share (Yen)*3,9	1,630.20	14.05	5.82	6.62	(3.52)	34.94	50.52	15.21	173.36	220.19	155.70
1株当たり純資産(BPS)(円)*4,8	Net Assets per Share (Yen)*4,8	55,849.68	571.37	579.76	515.22	517.74	604.20	724.91	813.28	974.85	1,276.00	1,378.40
1株当たり配当金(円)	Cash Dividends per Share (Yen)	1,000	10	12	12	12	13	18	19	30	35	35

*2013年12月1日をもって、当社株式を1株につき100株の割合で分割するとともに、単元株式数を100株とする単元株制度を採用。
The Company implemented a 1:100 stock split on its common stock with an effective date of December 1, 2013, at the same time, adopted a unit share system that will set unit share at 100 shares.

バリュエーションに関する経営指標 Valuation Indicators

経営指標	Key Indicators	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
配当性向(%)*5	Payout Ratio (%)*5	61.3	71.2	206.3	181.3	—	37.2	35.6	124.9	17.3	15.9	22.5
株価収益率(PER)(倍)*6,9	Price/Earnings Ratio (Times)*6,9	36.8	35.1	144.7	113.0	—	48.5	33.1	84.2	10.9	9.5	11.2
株価純資産倍率(PBR)(倍)*7,8	Price Book Value Ratio (Times)*7,8	1.1	0.9	1.5	1.5	1.8	2.8	2.3	1.6	1.9	1.6	1.3
1株当たり純資産成長率(%)*8	BPS Growth Ratio (%)*8	1.8	2.3	1.5	-11.1	0.5	16.7	20.0	12.2	19.9	30.9	8.0

*1 普通株式に係る自己資本 / 総資産×100 Shareholders' Equity Applicable to Common Stock / Total Assets×100、自己資本=純資産-非支配株主持分-新株予約権 Shareholders' Equity=Net Assets-Non-Controlling Interests

*2 流動資産 / 流動負債×100 Current Assets / Current Liabilities×100

*3 当期純利益 / 期中平均発行済株式総数 Net Income / Average Outstanding Shares

*4 普通株式に係る純資産 / 期末発行済株式数 Net Assets Applicable to Common Stock / Year-end Outstanding Shares

*5 配当金 / 当期純利益(連結) Cash Dividends / Net Income (Consolidated)

*6 年度末株価 / 1株当たり当期純利益 Stock Price (Year-end) / EPS

*7 年度末株価 / 1株当たり純資産 Stock Price (Year-end) / BPS

*8 「株式給付信託(J-ESOP)」及び「株式給付信託(BBT)」に残存する自社の株式は、1株当たり純資産額の算定上、期末発行済株式数の計算において控除する自己株式に含めております。

The Company's shares in the J-ESOP and BBT, which are reported as treasury stock under Shareholders' equity, are not counted toward the number of shares outstanding at year-end for the purpose of computing net assets per share.

*9 2016年5月期より、「株式給付信託(J-ESOP)」及び「株式給付信託(BBT)」を導入しており、株主資本において自己株式として計上されている「株式給付信託」及び「株式給付信託」に残存する自社の株式は、1株当たり当期純利益金額の算定上、期中平均株式数の計算において控除する自己株式に含めております。

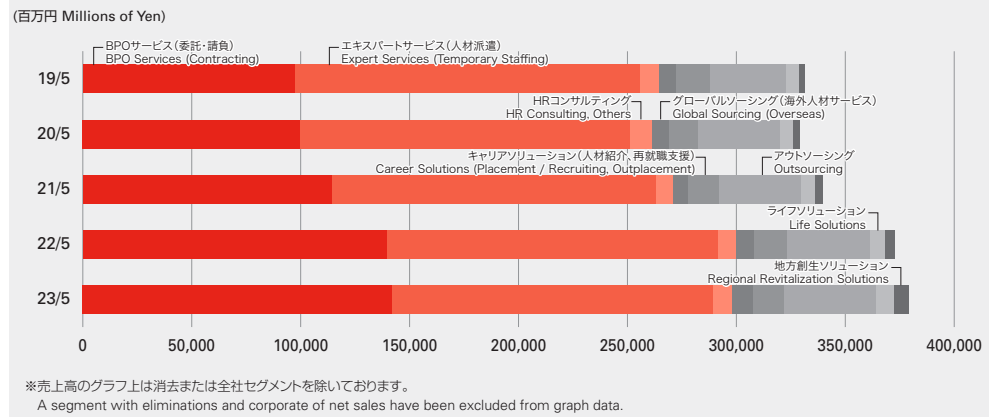
Effective from the fiscal year ended May 31, 2016, the Company has introduced "Employment Stock Ownership Plan (J-ESOP)" and "Board Benefit Trust (BBT)". The Company's shares in the J-ESOP and BBT, which are reported as treasury stock under shareholdings' equity, are not counted toward the average number of shares outstanding for the period for the purpose of computing earnings per share.

*10 2019年5月期より「税効果会計に係る会計基準」の一部改正等を適用させ、2018年5月期以降の実績は組み換え後の数値を表記しています。

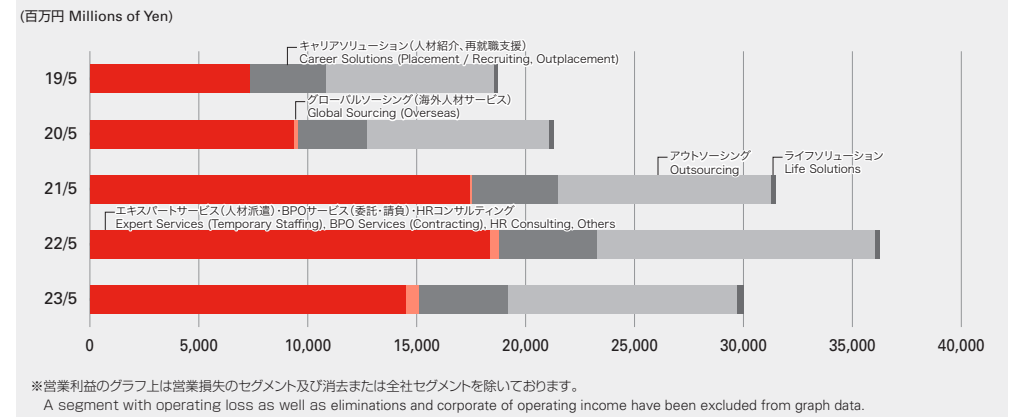
The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.26, dated February 16, 2018) etc. has been applied since the start of the fiscal year ended May 2019. Accordingly, figures after the fiscal year ended May 2018 have been adjusted to reflect this change in presentation.

セグメント別業績推移 Segment Results

売上高 Net Sales



営業利益 Operating Income



事業セグメント別業績推移 Segment Results Indicator

(百万円/Millions of Yen)

売上高	Net Sales	2019/5			2020/5			2021/5			2022/5			2023/5		
		売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)	158,601	48.5%	-0.8%	151,448	46.6%	-4.5%	149,133	44.6%	-1.5%	152,067	41.5%	2.0%	147,188	39.5%	-3.2%
BPOサービス(委託・請負)	BPO Services (Contracting)	97,234	29.7%	12.0%	99,756	30.7%	2.7%	114,055	34.1%	14.3%	139,272	38.0%	22.1%	141,906	38.1%	1.9%
HRコンサルティング 他	HR Consulting, Others	8,508	2.6%	10.4%	9,984	3.1%	9.9%	7,613	2.3%	-23.7%	8,418	2.3%	10.6%	8,761	2.4%	4.1%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	7,965	2.4%	10.4%	7,796	2.4%	-2.1%	7,061	2.1%	-9.4%	8,335	2.3%	18.0%	9,831	2.6%	17.9%
キャリアソリューション (人材紹介、再就職支援)*1	Career Solutions (Placement / Recruiting, Outplacement)*1	15,377	4.7%	10.4%	13,401	4.1%	-11.5%	13,863	4.1%	3.4%	14,700	4.0%	6.0%	13,923	3.7%	-5.3%
アウトソーシング	Outsourcing	35,188	10.8%	7.8%	37,271	11.5%	8.2%	37,844	11.3%	1.5%	38,359	10.5%	1.4%	42,376	11.4%	10.5%
ライフソリューション	Life Solutions	5,660	1.7%	10.4%	6,250	1.9%	10.4%	6,570	2.0%	5.1%	7,158	2.0%	9.0%	8,200	2.2%	14.6%
地方創生ソリューション	Regional Revitalization Solutions	3,082	1.0%	35.3%	2,990	0.9%	16.7%	3,244	1.0%	8.5%	4,426	1.2%	36.4%	6,931	1.9%	56.6%
消去または全社	Eliminations and Corporate	(4,634)	-1.4%	—	(3,916)	-1.2%	—	(4,846)	-1.4%	—	(6,642)	-1.8%	—	(6,539)	-1.8%	—
合計	Total	326,984	100.0%	5.0%	324,984	100.0%	-0.6%	334,540	100.0%	2.9%	366,096	100.0%	9.4%	372,579	100.0%	1.8%

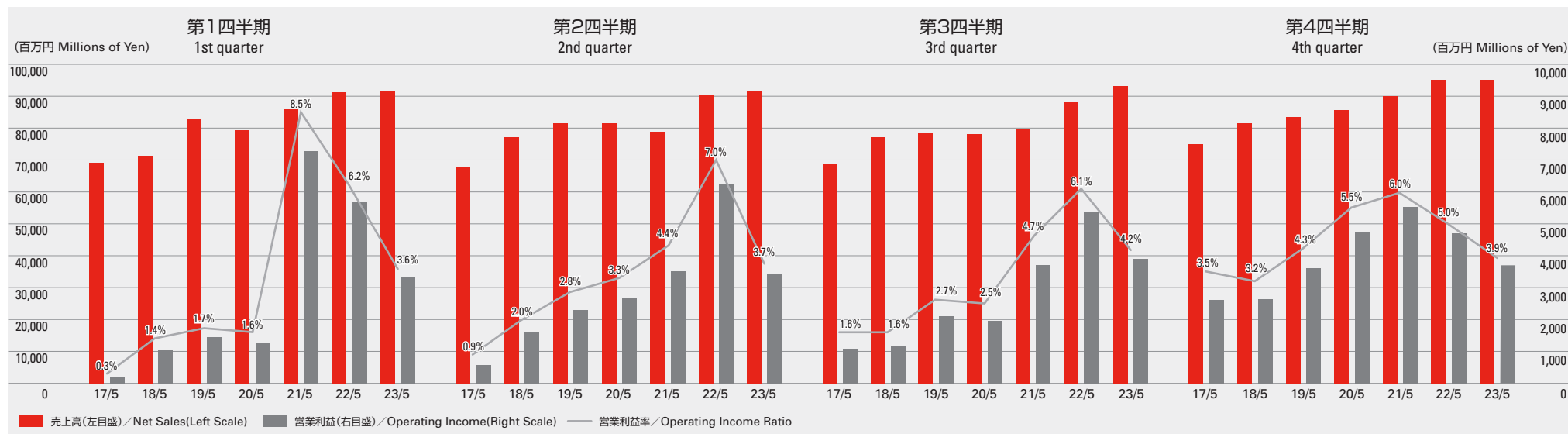
(百万円/Millions of Yen)

営業利益	Operating Income	2019/5				2020/5				2021/5				2022/5				2023/5			
		営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)					9,346	3.6%	88.3%	39.7%	17,427	6.4%	87.4%	86.5%	18,345	6.1%	83.1%	5.3%	14,515	4.9%	101.0%	-20.9%
BPOサービス(委託・請負)	BPO Services (Contracting)	7,316	2.7%	77.3%	42.5%																
HRコンサルティング 他	HR Consulting, Others																				
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)					197	2.5%	1.9%	-70.1%	116	1.6%	0.6%	-41.3%	447	5.4%	2.0%	285.6%	617	6.3%	4.3%	38.0%
キャリアソリューション (人材紹介、再就職支援)*1	Career Solutions (Placement / Recruiting, Outplacement)*1	3,510	22.8%	37.1%	19.1%	3,147	23.5%	29.7%	-11.7%	3,919	28.3%	19.7%	24.5%	4,470	30.4%	20.2%	14.1%	4,089	29.4%	28.4%	-8.5%
アウトソーシング	Outsourcing	7,719	21.9%	81.6%	24.3%	8,375	22.5%	79.2%	9.6%	9,794	25.9%	49.1%	16.9%	12,765	33.3%	57.8%	30.3%	10,487	24.7%	72.9%	-17.8%
ライフソリューション	Life Solutions	168	3.0%	1.8%	-37.3%	224	3.6%	2.1%	33.6%	203	3.1%	1.0%	-9.6%	232	3.2%	1.1%	14.2%	364	4.4%	2.5%	57.0%
地方創生ソリューション	Regional Revitalization Solutions	(1,279)	—	-13.5%	—	(1,876)	—	-17.7%	—	(2,327)	—	-11.7%	—	(2,612)	—	-11.8%	—	(2,877)	—	-20.0%	—
消去または全社	Eliminations and Corporate	(7,970)	—	-84.3%	—	(8,837)	—	-83.5%	—	(9,191)	—	-46.1%	—	(11,566)	—	-52.4%	—	(12,819)	—	-89.2%	—
合計	Total	9,465	2.9%	100.0%	44.7%	10,577	3.3%	100.0%	11.8%	19,940	6.0%	100.0%	88.5%	22,083	6.0%	100.0%	10.7%	14,377	3.9%	100.0%	-34.9%

*1 2021年5月期は子会社再編に伴い、一部子会社のセグメント区分を変更しております。2020年5月期のみ変更後のセグメント区分に組み替えた数値を記載しております。

Subsidiaries were reorganized in FY5/21, with certain subsidiaries reassigned to different business segments. Figures for FY5/20 have been recombined retroactively to reflect these segment reassignments, but figures for years prior to FY5/20 have not been recombined.

四半期業績 Quarterly Results



連結業績推移(四半期) Consolidated Results (Quarterly)

(百万円/Millions of Yen)

決算年月	2017 / 5				2018 / 5				2019 / 5				2020 / 5				2021 / 5				2022 / 5				2023 / 5			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
売上高 Net Sales	69,231	67,636	68,613	74,915	72,458	78,160	78,070	82,720	82,997	81,694	78,603	83,689	79,626	81,602	78,119	85,636	85,751	79,154	79,763	89,869	91,927	90,558	88,389	95,221	92,066	91,906	93,307	95,299
売上総利益 Gross Profit	13,372	13,628	13,529	16,086	15,256	16,675	16,083	19,013	18,051	18,107	18,078	20,474	18,270	19,127	18,233	21,058	22,332	19,659	19,038	21,939	21,720	22,792	21,525	23,633	22,273	22,582	22,956	23,712
営業利益 Operating Income	215	579	1,083	2,610	1,033	1,585	1,238	2,681	1,451	2,280	2,094	3,637	1,243	2,658	1,954	4,721	7,287	3,515	3,710	5,428	5,700	6,295	5,352	4,735	3,330	3,402	3,931	3,712
経常利益 Ordinary Income	174	585	1,039	2,520	1,006	1,628	1,313	2,683	1,222	2,316	2,079	3,618	930	2,676	1,947	4,682	7,357	3,496	3,768	5,757	5,786	6,363	5,611	4,735	3,610	3,821	4,014	3,921
税引前利益 Income before Income Taxes	140	584	900	2,465	1,593	1,460	1,124	2,557	1,212	2,295	2,081	3,304	918	2,241	1,890	2,532	7,284	2,355	3,635	3,431	5,799	6,328	5,606	4,555	3,819	4,404	4,104	4,438
当期純利益*1 Net Income*1	(539)	(276)	(98)	785	533	(62)	(275)	1,093	(7)	638	286	1,058	46	346	175	26	4,064	213	1,304	1,201	2,481	2,318	2,514	1,306	1,293	1,440	1,213	2,151
伸び率 YoY																												
売上高 Net Sales	8.4%	6.2%	2.7%	8.1%	4.7%	15.6%	13.8%	10.4%	14.5%	4.5%	0.7%	1.2%	-4.1%	-0.1%	-0.6%	2.3%	7.7%	-3.0%	2.1%	4.9%	7.2%	14.4%	10.8%	6.0%	0.2%	1.5%	5.6%	0.1%
売上総利益 Gross Profit	-0.3%	13.3%	3.7%	12.3%	14.1%	22.4%	18.9%	18.2%	18.3%	8.6%	12.4%	7.7%	1.2%	5.6%	0.9%	2.9%	22.2%	2.8%	4.4%	4.2%	-2.7%	15.9%	13.1%	7.7%	2.5%	-0.9%	6.7%	0.3%
営業利益 Operating Income	-38.5%	-19.8%	16.5%	40.5%	378.9%	173.8%	14.4%	2.7%	40.5%	43.9%	69.1%	35.6%	-14.4%	16.5%	-6.7%	29.8%	486.1%	32.2%	89.8%	15.0%	-21.8%	79.1%	44.2%	-12.8%	-41.6%	-46.0%	-26.5%	-21.6%
経常利益 Ordinary Income	-32.1%	-18.8%	8.7%	31.2%	476.5%	178.3%	26.4%	6.5%	21.4%	42.3%	58.4%	34.9%	-23.9%	15.5%	-6.4%	29.4%	691.0%	30.7%	93.5%	22.9%	-21.4%	82.0%	48.9%	-17.7%	-37.6%	-39.9%	-28.5%	-17.2%
税引前利益 Income before Income Taxes	-45.7%	-19.6%	-4.3%	27.4%	1036.3%	149.8%	24.9%	3.7%	-23.9%	57.2%	85.0%	29.2%	-24.2%	-2.4%	-9.2%	-23.4%	692.8%	5.1%	92.3%	35.5%	-20.4%	168.7%	54.2%	32.8%	-34.2%	-30.4%	-26.8%	-2.6%
当期純利益*1 Net Income*1	-	-	-	12.6%	-	-	-	39.3%	-	-	-	-3.2%	-	-45.8%	-38.8%	-97.5%	8650.2%	-38.2%	644.6%	4374.8%	-38.9%	983.5%	92.8%	8.8%	-47.9%	-37.9%	-51.7%	64.6%

*1 2016年5月期より本項の「当期純利益」は「親会社株主に帰属する当期純利益」を指しております。 Profit attributable to owners of parent was previously presented as net income from the fiscal year ended May 31, 2016.

四半期業績 Quarterly Results

連結セグメント情報(四半期) Consolidated Segment Information (Quarterly)

(百万円/Millions of Yen)

決算年月	2020 / 5								2021 / 5								2022 / 5								2023 / 5							
	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY
売上高 Sales																																
エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)	38,011	-12.9%	38,446	-4.3%	36,072	-2.0%	38,917	2.5%	38,008	-0.0%	37,429	-2.6%	35,747	-0.9%	37,948	-2.5%	40,650	7.0%	38,014	1.6%	35,438	-0.9%	37,964	0.0%	37,837	-6.9%	37,375	-1.7%	35,663	0.6%	36,311	-4.4%
BPOサービス(委託・請負) BPO Services (Contracting)	23,765	4.3%	24,682	3.9%	23,764	-1.0%	27,544	3.5%	32,139	35.2%	24,776	0.4%	25,485	7.2%	31,652	14.9%	34,202	6.4%	33,417	34.9%	34,898	36.9%	36,753	16.1%	33,817	-1.1%	34,507	3.3%	36,393	4.3%	37,187	1.2%
HRコンサルティング 他 HR Consulting, Others	2,492	18.9%	2,487	11.7%	2,758	6.3%	2,245	3.6%	1,628	-34.7%	1,842	-26.0%	2,260	-18.1%	1,882	-16.2%	1,926	18.3%	1,911	3.7%	2,418	7.0%	2,162	14.9%	2,021	4.9%	2,235	17.0%	2,323	-3.9%	2,180	0.8%
グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)	2,060	5.0%	1,977	0.8%	1,878	-3.6%	1,879	-10.2%	1,658	-19.5%	1,682	-14.9%	1,721	-8.4%	1,999	6.4%	2,056	24.0%	2,004	19.1%	2,084	21.1%	2,190	9.6%	2,395	16.5%	2,526	26.0%	2,366	13.5%	2,543	16.1%
キャリアソリューション(人材紹介、再就職支援)*1 Career Solutions (Placement / Recruiting, Outplacement)*1	3,158	-17.3%	3,253	-14.6%	3,340	-1.5%	3,649	-11.4%	2,938	-7.0%	3,087	-5.1%	3,347	0.2%	4,490	23.0%	3,610	22.9%	3,881	25.7%	3,529	5.4%	3,679	-18.1%	3,434	-4.9%	3,475	-10.5%	3,395	-3.8%	3,618	-1.7%
アウトソーシング Outsourcing	8,679	11.8%	9,278	7.3%	9,104	4.1%	10,209	9.7%	8,248	-5.0%	8,941	-3.6%	9,886	8.6%	10,767	5.5%	8,513	3.2%	10,232	14.4%	8,319	-15.8%	11,293	4.9%	10,583	24.3%	9,650	-5.7%	10,788	29.7%	11,353	0.5%
ライフソリューション Life Solutions	1,527	12.7%	1,577	13.6%	1,587	14.5%	1,558	1.8%	1,563	2.4%	1,674	6.2%	1,644	3.6%	1,687	8.3%	1,708	9.3%	1,767	5.5%	1,786	8.6%	1,896	12.4%	1,963	14.9%	2,035	15.2%	2,115	18.4%	2,086	10.0%
地方創生ソリューション Regional Revitalization Solutions	815	50.2%	822	26.2%	615	7.5%	736	-7.3%	479	-41.2%	880	7.1%	813	32.2%	1,070	45.4%	763	59.3%	1,286	46.1%	1,241	52.6%	1,134	5.9%	1,529	100.2%	1,894	47.3%	1,823	46.8%	1,684	48.5%
消去または全社 Eliminations and Corporate	(885)	—	(923)	—	(1,002)	—	(1,105)	—	(913)	—	(1,160)	—	(1,143)	—	(1,628)	—	(1,504)	—	(1,957)	—	(1,326)	—	(1,853)	—	(1,515)	—	(1,795)	—	(1,561)	—	(1,666)	—
連結合計 Consolidated	79,626	-4.1%	81,602	-0.1%	78,119	-0.6%	85,636	2.3%	85,751	7.7%	79,154	-3.0%	79,763	2.1%	89,869	4.9%	91,927	7.2%	90,558	14.4%	88,389	10.8%	95,221	6.0%	92,066	0.2%	91,906	1.5%	93,307	5.6%	95,299	0.1%

決算年月	2020 / 5								2021 / 5								2022 / 5								2023 / 5							
	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY
営業利益 Operating Income																																
エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)																																
BPOサービス(委託・請負) BPO Services (Contracting)	1,561	57.4%	2,449	62.9%	1,488	-2.6%	3,846	44.2%	7,230	363.0%	3,277	33.8%	2,830	90.2%	4,089	6.3%	5,021	-30.5%	4,222	28.9%	4,574	61.6%	4,527	10.7%	3,398	-32.3%	3,963	-6.1%	3,591	-21.5%	3,561	-21.3%
HRコンサルティング 他 HR Consulting, Others																																
グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)	125	—	125	—	9	—	(62)	—	(83)	—	64	-48.9%	51	470.2%	83	—	57	—	110	72.5%	89	71.7%	190	128.9%	108	89.0%	241	118.7%	106	18.9%	161	-15.3%
キャリアソリューション(人材紹介、再就職支援)*1 Career Solutions (Placement / Recruiting, Outplacement)*1	639	-25.1%	687	-33.9%	714	31.3%	1,105	-1.7%	592	-7.4%	720	4.8%	888	24.3%	1,718	55.4%	1,134	91.6%	1,250	73.5%	973	9.6%	1,112	-35.2%	919	-19.0%	1,074	-14.1%	976	0.3%	1,119	0.6%
アウトソーシング Outsourcing	1,916	14.4%	1,845	10.5%	2,192	7.1%	2,420	7.6%	2,181	13.8%	2,287	24.0%	2,450	11.7%	2,875	18.8%	2,843	30.4%	4,043	76.8%	2,645	8.0%	3,232	12.4%	2,897	1.9%	1,927	-52.3%	3,013	13.9%	2,648	-18.1%
ライフソリューション Life Solutions	(12)	—	65	39.7%	95	44.8%	75	104.4%	41	—	117	78.7%	65	-31.3%	(21)	—	14	-66.4%	100	-13.9%	62	-4.4%	54	—	55	297.0%	117	16.9%	140	124.1%	50	-7.6%
地方創生ソリューション Regional Revitalization Solutions	(517)	—	(343)	—	(440)	—	(574)	—	(575)	—	(511)	—	(468)	—	(771)	—	(702)	—	(547)	—	(451)	—	(910)	—	(667)	—	(450)	—	(1,001)	—	(757)	—
消去または全社 Eliminations and Corporate	(2,470)	—	(2,171)	—	(2,105)	—	(2,089)	—	(2,099)	—	(2,439)	—	(2,108)	—	(2,544)	—	(2,668)	—	(2,884)	—	(2,541)	—	(3,471)	—	(3,381)	—	(3,471)	—	(2,895)	—	(3,071)	—
連結合計 Consolidated	1,243	-14.4%	2,658	16.5%	1,954	-6.7%	4,721	29.8%	7,287	486.1%	3,515	32.2%	3,710	89.8%	5,428	15.0%	5,700	-21.8%	6,295	79.1%	5,352	44.2%	4,735	-12.8%	3,330	-41.6%	3,402	-46.0%	3,931	-26.5%	3,712	-21.6%

*1 2021年5月期は子会社再編に伴い、一部子会社のセグメント区分を変更しております。2020年5月期のみ変更後のセグメント区分に組み替えた数値を記載しております。
Subsidiaries were reorganized in FY5/21, with certain subsidiaries reassigned to different business segments. Figures for FY5/20 have been recombined retroactively to reflect these segment reassignments, but figures for years prior to FY5/20 have not been recombined.

連結損益計算書および連結包括利益計算書 Consolidated Statements of Income, Consolidated Statements of Comprehensive Income

(百万円/Millions of Yen)

		2014/5	2015/5	2016/5	2017/5	¥ 2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
売上高	Net sales	¥ 208,660	¥ 226,227	¥ 263,728	¥ 280,395	311,410	¥ 326,984	¥ 324,984	¥ 334,540	¥ 366,096	¥ 372,579
売上原価	Cost of sales	168,420	180,355	210,919	223,778	244,382	252,274	248,295	251,570	276,424	281,053
売上総利益	Gross profit	40,239	45,871	52,808	56,617	67,028	74,710	76,689	82,969	89,671	91,525
販売費及び一般管理費	Selling, general and administrative expenses	37,029	42,381	48,948	52,128	60,489	65,245	66,111	63,028	67,588	77,148
営業利益	Operating income	3,210	3,490	3,860	4,488	6,539	9,465	10,577	19,940	22,083	14,377
営業外収益	Non-operating income:	305	310	407	339	981	1,089	1,187	1,704	1,991	1,788
受取利息	Interest income	25	30	49	31	35	37	37	40	28	41
持分法による投資利益	Investment gain on equity method	—	—	—	—	47	—	—	—	142	153
補助金収入	Subsidy	106	86	147	74	97	54	80	636	720	968
不動産賃貸料	Real estate rent	50	56	43	74	603	748	744	743	735	185
その他	Other income	123	137	167	158	196	249	325	283	363	440
営業外費用	Non-operating expenses:	380	457	412	508	889	1,318	1,529	1,265	1,578	798
支払利息	Interest expenses	167	161	170	161	192	217	200	290	293	393
持分法による投資損失	Investment loss on equity method	92	92	49	74	—	7	3	110	—	—
コミットメントフィー	Commitment fee	38	41	46	48	54	49	52	56	460	60
不動産賃貸費用	Rent expenses on real estates	—	—	—	—	473	597	610	635	611	141
支払手数料	Commission fee	—	—	—	—	—	236	412	—	—	—
貸倒引当金繰入額	Provision of allowance for doubtful accounts	—	—	7	72	48	79	18	—	—	—
その他	Other expenses	81	161	138	151	119	131	231	171	212	203
経常利益	Ordinary income	3,135	3,343	3,855	4,319	6,631	9,237	10,236	20,379	22,496	15,366
特別利益	Extraordinary gains:	0	91	164	36	601	17	52	5	28	1,530
固定資産売却益	Gain on sale of fixed assets	—	0	—	—	—	—	0	0	4	33
投資有価証券売却益	Gain on sale of investment securities	0	—	129	17	—	—	29	4	—	1,267
持分変動利益	Gain on sales of non-current assets	—	0	18	—	—	17	17	0	—	213
関係会社株式売却益	Gain on sale of securities in affiliated companies	0	—	—	19	—	—	4	0	24	17
負のれん発生益	Gain on negative goodwill	—	—	—	—	601	—	—	—	—	—
固定資産受贈益	Gain on donation of noncurrent assets	—	—	17	—	—	—	—	—	—	—
受取補償金	Compensation income	—	90	—	—	—	—	—	—	—	—
その他	Other	—	—	—	—	—	—	—	—	—	—
特別損失	Extraordinary losses:	64	225	158	265	497	360	2,705	3,678	234	131
固定資産除売却損	Loss on sale and disposal of fixed assets	41	66	72	113	144	129	173	367	80	131
減損損失	Impairment loss	15	124	37	140	190	214	2,202	3,238	132	—
投資有価証券評価損	Valuation loss on investment securities	—	14	25	—	129	16	242	14	19	—
関係会社株式評価損	Loss on valuation of shares of subsidiaries and affiliates	—	—	—	11	32	—	86	56	0	—
持分変動損失	Loss on change in equity	1	—	—	—	—	—	—	—	—	—
その他	Other	6	21	22	—	—	—	—	0	2	—
税金等調整前当期純利益	Income before income taxes and minority interests	3,071	3,208	3,861	4,090	6,735	8,894	7,583	16,706	22,290	16,766
法人税、住民税及び事業税	Income taxes—current	1,840	2,155	2,437	2,883	3,855	3,652	3,647	7,939	8,826	7,508
法人税等調整額	Income taxes—deferred	(218)	(87)	(45)	(396)	(396)	470	612	(915)	69	(1,450)
非支配株主に帰属する当期純利益	Profit attributable to non-controlling interests	923	927	1,226	1,732	¥ 1,988	2,795	2,728	2,898	4,773	4,608
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	¥ 526	¥ 214	¥ 243	¥ (129)	1,288	¥ 1,975	¥ 594	¥ 6,784	¥ 8,621	¥ 6,099
(連結包括利益計算書)	(Consolidated Statements of Comprehensive Income)					¥					
当期純利益	Net income	¥ 1,449	¥ 1,141	¥ 1,469	¥ 1,603	3,276	¥ 4,771	¥ 3,323	¥ 9,682	¥ 13,394	¥ 10,707
その他の包括利益	Other comprehensive income										
その他有価証券評価差額金	Valuation difference on available-for-sale securities, before tax	12	210	(148)	354	94	(42)	44	449	867	(534)
為替換算調整勘定	Foreign currency translation adjustment	93	191	(181)	(25)	(81)	3	(121)	117	198	162
退職給付に係る調整額	Remeasurements of defined benefit plans	—	1	(737)	498	(35)	(133)	123	2	(28)	132
持分法適用会社に対する持分相当額	Share of other comprehensive income of associates accounted for using equity method	(1)	10	(4)	(0)	(3)	(0)	0	—	(0)	0
その他の包括利益合計	Total of other comprehensive income	104	413	(1,072)	828	(26)	(172)	46	569	1,038	(239)
包括利益	Comprehensive income	1,554	1,555	397	2,431	3,249	4,599	3,369	10,251	14,433	10,468
(内訳)	(Comprehensive income attributable to)										
親会社株主に係る包括利益	Comprehensive income attributable to owners of the parent	599	524	(771)	549	1,224	1,829	676	7,074	9,219	6,099
非支配株主に係る包括利益	Comprehensive income attributable to non-controlling interests	954	1,030	1,168	1,881	2,025	2,770	2,692	3,177	5,213	4,368

連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

資産の部	ASSETS	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
流動資産	Current assets:										
現金及び預金	Cash and deposits	¥ 18,203	¥ 21,123	¥ 16,775	¥ 21,754	¥ 25,378	¥ 32,305	¥ 49,122	¥ 54,533	¥ 66,951	¥ 123,067
受取手形、売掛金及び契約資産	Notes and accounts receivable - trade, and contract assets	24,666	29,531	31,987	34,202	40,082	39,412	42,744	44,267	50,982	52,625
有価証券	Marketable securities	203	203	—	—	—	—	—	—	—	—
たな卸資産	Inventories	679	1,007	1,074	1,504	1,938	2,035	2,250	2,717	3,560	3,365
繰延税金資産	Deferred tax assets	1,054	1,330	1,411	1,431	—	—	—	—	—	—
未収還付法人税等	Income tax receivable	382	438	548	647	560	10	106	486	70	2,693
その他	Other current assets	3,411	4,558	4,445	5,131	6,085	6,662	6,878	6,913	9,648	12,643
貸倒引当金	Less allowance for doubtful receivables	(56)	(64)	(55)	(53)	(58)	(107)	(124)	(57)	(89)	(121)
流動資産合計	Total current assets	48,545	58,129	56,187	64,617	73,987	80,317	100,977	108,862	131,123	194,275
固定資産	Fixed assets:										
有形固定資産	Property and equipment:										
建物	Buildings	3,147	4,467	3,903	4,422	6,842	7,721	7,145	7,261	12,208	15,381
土地	Land	1,556	1,953	1,977	2,089	2,340	3,060	2,609	3,234	7,308	8,063
リース資産	Lease assets	2,371	2,059	1,582	1,056	1,978	1,629	1,295	890	751	1,134
その他	Other tangibles	1,266	1,290	1,259	1,688	4,229	4,314	5,556	7,182	7,067	9,145
有形固定資産合計	Total tangible fixed assets	8,342	9,770	8,722	9,258	15,391	16,725	16,606	18,568	27,336	33,725
無形固定資産	Intangible assets:										
のれん	Goodwill	5,173	4,884	4,483	3,701	3,900	3,029	2,140	1,644	6,833	7,353
ソフトウェア	Software	2,893	3,487	3,516	3,733	4,196	4,022	4,151	4,104	7,644	10,027
リース資産	Lease assets	118	75	44	91	169	170	124	58	18	7
顧客関係資産	Customer-related intangible assets	1,036	1,223	1,689	1,425	1,160	896	632	434	8,581	9,067
その他	Other intangibles	151	130	128	127	128	133	132	119	116	126
無形固定資産合計	Total intangible fixed assets	9,373	9,801	9,861	9,079	9,555	8,252	7,181	6,361	23,195	26,582
投資その他の資産	Investments and other assets:										
投資有価証券	Investment securities	2,846	2,845	3,022	3,699	3,792	4,359	4,420	4,966	6,938	6,586
長期貸付金	Long-term loans	138	127	107	187	170	159	158	39	39	34
繰延税金資産	Deferred tax assets	734	735	854	745	2,638	2,369	2,757	3,182	2,720	2,909
敷金及び保証金	Lease guarantee deposits	4,577	4,879	4,849	4,987	4,649	4,913	5,482	6,751	9,063	7,773
退職給付に係る資産	Net defined benefit asset	565	1,430	859	1,015	1,138	1,043	1,203	1,348	1,942	2,245
その他	Other investments	838	967	942	1,104	1,249	1,445	1,600	1,490	1,247	1,248
貸倒引当金	Less allowance for doubtful receivables	(10)	(45)	(51)	(111)	(95)	(126)	(135)	(97)	(10)	(7)
投資損失引当金	Allowance for investment loss	(335)	—	—	—	—	—	—	—	—	—
投資その他の資産合計	Total investments and other assets	9,353	10,940	10,584	11,629	13,543	14,163	15,488	17,681	21,941	20,791
固定資産合計	Total fixed assets	27,069	30,512	29,169	29,966	38,490	39,141	39,275	42,610	72,473	81,099
繰延資産合計	Total deferred assets	—	—	—	—	—	—	187	168	149	130
社債発行費	Bond issue cost	—	—	—	—	—	—	187	168	149	130
資産合計	Total assets	¥ 75,615	¥ 88,641	¥ 85,356	¥ 94,584	¥ 112,477	¥ 119,459	¥ 140,441	¥ 151,641	¥ 203,746	¥ 275,504

連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

負債の部	LIABILITIES	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
流動負債	Current liabilities:										
買掛金	Accounts payable—trade	¥ 2,547	¥ 5,217	¥ 4,974	¥ 5,850	¥ 6,545	¥ 6,534	¥ 5,704	¥ 6,377	¥ 8,735	¥ 7,427
短期借入金	Short-term loans payable	5,306	3,972	4,861	5,362	6,219	9,391	8,640	9,433	9,611	10,296
リース債務	Lease obligations	640	714	1,060	514	781	665	640	660	411	383
未払金	Accounts payable—other	3,849	5,283	5,436	7,133	7,533	7,424	6,963	8,359	10,523	10,334
未払費用	Accrued expenses	12,884	12,576	13,010	14,140	16,583	15,090	17,324	15,152	16,016	17,009
未払法人税等	Income taxes payable	1,121	1,425	1,603	1,730	2,210	2,708	3,700	4,071	5,877	3,061
未払消費税等	Consumption taxes payable	1,939	6,248	3,248	3,427	4,128	3,502	6,108	7,187	5,250	4,482
契約負債	Contract liabilities	2,141	2,037	2,035	1,630	1,527	1,471	1,808	3,362	8,453	7,488
賞与引当金	Reserve for bonus	2,268	2,814	3,214	3,189	3,811	4,143	4,111	4,580	4,741	4,667
役員賞与引当金	Reserve for directors' bonus	22	25	25	27	48	41	14	17	19	26
資産除去債務	Asset retirement obligations	18	50	4	97	42	1	2	17	43	17
その他	Other current liabilities	4,227	5,900	5,719	6,705	8,195	8,142	9,461	11,555	13,870	79,587
流動負債合計	Total current liabilities	36,967	46,267	45,195	49,811	57,629	59,116	64,482	70,775	83,555	144,783
固定負債	Long-term liabilities:										
社債	Bonds	56	—	—	—	344	288	2,482	2,176	3,810	3,224
長期借入金	Long-term debt	6,503	7,419	8,807	12,017	14,116	12,806	23,158	20,990	38,779	43,505
リース債務	Lease obligations	1,919	1,568	863	839	1,817	1,499	1,003	562	554	924
繰延税金負債	Deferred tax liabilities	425	567	474	365	53	198	1,328	1,028	3,506	2,366
退職給付引当金	Allowance for employees' severance retirement benefits	—	—	—	—	—	—	—	—	—	—
退職給付に係る負債	Net defined benefit liability	1,139	1,692	1,705	1,829	1,949	1,996	2,172	2,263	2,300	2,409
資産除去債務	Asset retirement obligations	835	842	938	879	1,482	1,854	1,971	2,125	2,280	2,554
役員株式給付引当金	Allowance for directors' stock benefit	—	—	—	28	170	315	318	457	598	600
従業員株式付与引当金	Allowance for employees' stock grant	—	—	—	34	141	257	303	438	571	566
その他	Other long-term liabilities	586	662	637	716	882	872	905	1,043	643	2,945
固定負債合計	Total long-term liabilities	11,467	12,753	13,426	16,710	20,958	20,089	33,642	31,086	53,044	59,096
負債合計	Total liabilities	¥ 48,434	¥ 59,021	¥ 58,621	¥ 66,522	¥ 78,587	¥ 79,206	¥ 98,124	¥ 101,861	¥ 136,599	¥ 203,880
純資産の部	NET ASSETS										
株主資本	Shareholders' equity										
資本金	Common stock	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000
資本剰余金	Capital surplus	6,054	6,068	5,023	5,013	6,967	10,263	14,013	14,029	17,786	17,094
利益剰余金	Retained earnings	13,402	13,370	13,172	12,593	13,461	14,907	14,789	20,801	28,238	32,941
自己株式	Treasury stock	(3,827)	(3,899)	(4,016)	(4,008)	(2,194)	(2,185)	(2,442)	(2,417)	(2,378)	(2,378)
株主資本合計	Total shareholders' equity	20,629	20,539	19,179	18,598	23,233	27,985	31,360	37,413	48,646	52,658
その他の包括利益累計額*1	Accumulated other comprehensive income*1										
その他有価証券評価差額金	Net unrealized holding gain on other securities	82	206	97	293	345	447	499	694	1,131	853
為替換算調整勘定	Foreign currency translation adjustment	70	271	104	90	9	14	(90)	10	197	348
退職給付に係る調整累計額	Remeasurements of defined benefit plans	314	316	(422)	74	39	(91)	41	36	10	138
その他の包括利益累計額合計*1	Total accumulated other comprehensive income*1	467	794	(221)	458	394	370	451	741	1,339	1,340
新株予約権計	Share acquisition rights	—	—	—	—	—	—	—	4	4	2
非支配株主持分	Non-controlling interests	6,083	8,286	7,776	9,006	10,261	11,898	10,504	11,619	17,155	17,622
純資産合計	Total net assets	27,181	29,620	26,735	28,062	33,889	40,253	42,316	49,779	67,146	71,624
負債純資産合計	Total liabilities and net assets	¥ 75,615	¥ 88,641	¥ 85,356	¥ 94,584	¥ 112,477	¥ 119,459	¥ 140,441	¥ 151,641	¥ 203,746	¥ 275,504

*1 2011年5月期より「包括利益の表示に関する会計基準」を適用しております。

From the fiscal year ended May 31, 2011, Pasona Group began applying the "Accounting standard for indication of comprehensive income".

*2 2019年5月期より「税効果会計に係る会計基準」の一部改正等を適用させ、2018年5月期以降の実績は組み換え後の数値を表記しています。

The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28, dated February 16, 2018) etc. has been applied since the start of the fiscal year ended May 2019. Accordingly, figures after the fiscal year ended May 2018 have been adjusted to reflect this change in presentation.

連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円/Millions of Yen)

		2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
営業活動によるキャッシュ・フロー	Cash flows from operating activities:										
税金等調整前当期純利益	Income before income taxes	¥ 3,071	¥ 3,208	¥ 3,861	¥ 4,090	¥ 6,735	¥ 8,894	¥ 7,583	¥ 16,706	¥ 22,290	¥ 16,766
減価償却費	Depreciation	2,365	2,554	3,293	3,327	3,804	4,303	4,013	3,794	4,419	5,126
減損損失	Impairment loss	15	124	37	140	190	214	2,202	3,238	132	—
のれん償却額	Amortization of goodwill	886	938	1,000	984	993	963	819	662	709	721
負ののれん発生益	Gain on negative goodwill	—	—	—	—	(601)	—	—	—	—	—
貸倒引当金の増加額()は減少額	Increase (decrease) in allowance for doubtful receivables	(5)	(9)	(2)	58	(20)	81	25	(106)	20	62
投資損失引当金の増加額()は減少額	Increase (decrease) in allowance for investment loss	(4)	—	—	—	—	—	—	—	—	—
賞与引当金の増加額()は減少額	Increase (decrease) in reserve for bonus	75	223	374	(25)	605	329	26	464	153	(96)
退職給付引当金の増加額	Increase in allowance for employees' severance retirement benefits	(1,202)	—	—	—	—	—	—	—	—	—
退職給付に係る負債の増減額	Increase (decrease) in net defined benefit liability	1,139	1	(28)	118	24	41	125	128	(41)	(0)
退職給付に係る資産の増減額	Increase (decrease) in net defined benefit asset	(565)	(567)	(516)	573	(190)	(95)	77	(177)	(629)	(120)
役員株式給付引当金の増減額	Increase (decrease) in provision for directors' stock benefits	—	—	—	28	142	156	2	159	171	2
従業員株式給付引当金の増減額	Increase (decrease) in provision for employees' stock grant	—	—	—	34	107	115	46	139	138	(5)
受取利息及び受取配当金	Interest and dividend income	(35)	(48)	(63)	(46)	(62)	(59)	(65)	(75)	(71)	(82)
補助金収入	Subsidy	(106)	(86)	(147)	(74)	(97)	(54)	(80)	(636)	(720)	(968)
支払利息	Interest expenses	167	161	170	161	192	217	200	290	293	393
持分法による投資損失()は投資利益	Investment loss (gain) on equity method	92	92	49	74	(47)	7	3	110	(142)	(153)
持分変動損失()は利益	Loss (gain) on change in equity	1	—	—	—	—	—	—	—	—	—
固定資産売却損益()は利益	Loss (gain) on sale and disposal of fixed assets	41	66	53	113	144	111	172	367	76	97
固定資産受贈益	Gain on donation of noncurrent assets	—	—	—	—	—	—	—	—	—	—
投資有価証券売却益	Gain on sale of investment securities	—	—	(120)	(17)	—	—	(29)	(3)	2	(1,267)
投資有価証券評価損	Valuation loss on investment securities	—	14	25	11	161	16	329	71	19	—
関連会社株式売却益	Gain on sale of securities in affiliated companies	(0)	—	—	—	—	—	—	—	—	—
売上債権及び契約資産の減少額()は増加額	Decrease (increase) in accounts receivables, and contract assets — trade	(1,533)	(273)	(1,971)	(2,187)	(3,053)	737	(3,536)	(1,422)	(6,112)	(1,188)
たな卸資産の減少額()は増加額	Decrease (increase) in inventories	(163)	(164)	(6)	(425)	(407)	(86)	(216)	(458)	(315)	199
その他資産の減少額()は増加額	Decrease (increase) in other current assets	(459)	(816)	(71)	(628)	(410)	(1,089)	(307)	975	(1,907)	(3,023)
営業債務の増加額()は減少額	Increase (decrease) in accounts payable—trade	513	(806)	42	1,615	1,854	(1,524)	1,248	(845)	2,823	(901)
未払消費税等の増加額()は減少額	Increase (decrease) in consumption tax payable	533	4,280	(2,986)	232	545	(162)	2,803	527	(862)	39
預り金の増減額()は減少額	Increase (decrease) in deposits received	—	—	—	101	1,080	(170)	1,389	(886)	(1,201)	1,061
その他負債の増加額()は減少額	Increase (decrease) in other current liabilities	(847)	1,699	(52)	932	1,105	262	(444)	3,127	(1,669)	1,717
その他	Other	1	93	(102)	29	59	235	479	104	104	(178)
小計	Subtotal	3,986	10,686	2,840	9,222	12,856	13,446	16,867	26,256	17,679	18,202
利息及び配当金の受取額	Interest and dividends received	45	60	73	62	83	80	79	87	86	98
利息の支払額	Interest paid	(167)	(173)	(161)	(150)	(186)	(219)	(197)	(292)	(286)	(374)
補助金の受取額	Subsidy received	90	102	147	74	97	54	80	636	720	968
法人税等の支払額	Income taxes paid	(2,316)	(2,088)	(2,417)	(2,744)	(3,345)	(4,175)	(5,406)	(7,820)	(8,084)	(12,932)
営業活動によるキャッシュ・フロー	Net cash (used in) provided by operating activities	¥ 1,639	¥ 8,587	¥ 482	¥ 6,464	¥ 9,505	¥ 9,186	¥ 11,424	¥ 18,868	¥ 10,115	¥ 5,961

連結キャッシュ・フロー計算書 Consolidated Statements of Cash Flows

(百万円/Millions of Yen)

		2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
投資活動によるキャッシュ・フロー	Cash flows from investing activities:										
定期預金の純増減額	Net increase (decrease) in time deposits	¥ 582	¥ 112	¥ 682	¥ (354)	¥ 364	¥ (188)	¥ (466)	¥ 755	¥ 10	¥ (21)
有形固定資産の取得による支出	Payments for purchases of fixed assets	(798)	(1,228)	(1,165)	(1,292)	(8,592)	(3,628)	(4,810)	(7,031)	(11,632)	(9,029)
有形固定資産の売却による収入	Proceeds from sale of fixed assets	0	1	908	0	19	95	855	10	13	99
無形固定資産の取得による支出	Payments for purchases of intangible assets	(1,378)	(1,520)	(1,367)	(1,385)	(2,012)	(1,577)	(1,894)	(1,721)	(4,683)	(4,591)
投資有価証券の取得による支出	Payments for purchases of investment securities	(1,262)	(402)	(615)	(448)	(56)	(515)	(242)	(33)	(744)	(595)
投資有価証券の売却による収入	Proceeds from sale of investment securities	4	1	331	121	0	—	41	7	95	1,790
連結の範囲の変更を伴う子会社株式の取得による支出	Payments for acquisition of securities of subsidiaries due to change in consolidated subsidiaries	(1,202)	(1,115)	(670)	(95)	(1,172)	—	—	(183)	(10,451)	(1,268)
連結の範囲の変更を伴う子会社株式の取得による収入	Proceeds from acquisition of securities of subsidiaries due to change in consolidated subsidiaries	—	—	—	—	—	—	—	—	—	—
子会社株式の追加取得による支出	Payments for additional purchases of securities of subsidiaries	(62)	(29)	—	—	—	—	—	—	—	—
子会社株式の一部売却による収入	Proceeds from sale of certain securities of subsidiaries	0	—	—	—	—	—	—	—	—	—
貸付けによる支出	Payments of loans receivable	(6)	(9)	(54)	(161)	(28)	(58)	(5)	(59)	(7)	(10)
貸付金の回収による収入	Proceeds from collection of loans receivable	24	19	75	48	33	28	23	61	11	20
敷金及び保証金の差入による支出	Payments for lease and guarantee deposits	(401)	(571)	(388)	(320)	(516)	(681)	(816)	(1,592)	(2,493)	(638)
敷金及び保証金の回収による収入	Proceeds from collection of lease and guarantee deposits	257	352	449	176	959	433	224	326	256	1,962
資産除去債務の履行による支出	Payments for asset retirement obligations	—	—	—	—	(223)	(99)	(24)	(123)	(50)	(79)
事業譲受による支出	Payments for receipt of business rights	(597)	(25)	(288)	—	(685)	(327)	(0)	(14)	—	—
その他	Other	(71)	(229)	(74)	(1)	(65)	(0)	153	(66)	52	(140)
投資活動によるキャッシュ・フロー	Net cash (used in) provided by investing activities	(4,910)	(4,645)	(2,176)	(3,713)	(11,977)	(6,519)	(6,964)	(9,665)	(29,624)	(12,502)
財務活動によるキャッシュ・フロー	Cash flows from financing activities:										
短期借入金の純増減額(()は減少)	Net decrease (increase) in short-term loans payable—trade	17	(816)	10	137	(152)	3,016	(3,000)	5	(61)	(14)
長期借入れによる収入	Proceeds from long-term debt	5,300	5,100	6,500	8,500	9,118	5,328	19,035	7,511	29,129	15,727
長期借入金の返済による支出	Repayment of long-term debt	(2,982)	(4,702)	(4,437)	(4,956)	(6,078)	(6,541)	(6,429)	(8,901)	(11,098)	(10,339)
セール・アンド・リースバックによる収入	Proceeds from sale and leaseback	28	—	—	84	1,593	87	—	—	257	—
ファイナンスリース債務の返済による支出	Repayment of financial lease	(634)	(690)	(731)	(746)	(800)	(800)	(744)	(645)	(686)	(448)
社債の発行による収入	Proceeds from issuance of bonds	—	—	—	—	390	—	2,309	—	2,500	—
社債の償還による支出	Repayment of redemption of bonds	—	(52)	(56)	—	—	(56)	(56)	(306)	(586)	(586)
非支配株主からの払込みによる収入	Proceeds from share issuance to non-controlling shareholders	187	15	185	19	38	—	—	—	1,171	201
自己株式の取得による支出	Payments for acquisition of treasury stock	—	(64)	(499)	(0)	(0)	(0)	(498)	—	(0)	(0)
自己株式の売却による収入	Proceeds from sales of treasury shares	—	—	499	—	3,781	—	498	—	—	—
子会社の自己株式の取得による支出	Purchase of treasury stock of subsidiaries in consolidation	—	—	(1,464)	(230)	—	(325)	(5,173)	(0)	(0)	(1,506)
子会社の自己株式の処分による収入	Proceeds from disposal of treasury shares of subsidiaries	—	—	—	229	0	—	264	—	—	—
連結範囲の変更を伴わない子会社株式の取得による支出	Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	—	—	(1,060)	(31)	(23)	(0)	(0)	(19)	(0)	(162)
連結範囲の変更を伴わない子会社株式の売却による収入	Proceeds from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	—	—	—	—	—	4,899	8,658	0	6,523	5
金銭の信託の設定による支出	Payments made to trust account	—	—	—	—	—	—	—	—	—	—
(親会社による)配当金の支払額	Payments for dividends (by parent company)	(373)	(373)	(440)	(446)	(447)	(514)	(710)	(756)	(1,194)	(1,392)
非支配株主への配当金の支払額	Payments for dividends to non-controlling shareholders	(362)	(420)	(531)	(669)	(924)	(1,131)	(2,050)	(2,041)	(2,390)	(3,776)
その他	Other	—	—	0	(0)	(0)	—	(0)	5	(20)	—
財務活動によるキャッシュ・フロー	Net cash (used in) provided by financing activities	1,180	(2,004)	(2,024)	1,890	6,496	3,962	12,102	(5,147)	23,543	(2,292)
現金及び現金同等物に係る換算差額	Effect of exchange rate changes on cash and cash equivalents	82	170	(159)	(21)	(33)	(3)	(91)	95	244	174
現金及び現金同等物の増加額(()は減少額)	Net (decrease) increase in cash and cash equivalents	(2,008)	2,107	(3,877)	4,620	3,992	6,626	16,470	4,150	4,278	(8,658)
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of the year	19,948	18,021	20,298	16,441	21,062	25,054	31,793	48,147	52,298	56,578
新規連結に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents due to change in scope of consolidation	80	169	20	—	—	112	—	—	1	—
連結除外に伴う現金及び現金同等物の減少額	Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	—	—	—	—	—	—	(116)	—	—	—
現金及び現金同等物の期末残高	Cash and cash equivalents at end of the year	¥ 18,021	¥ 20,298	¥ 16,441	¥ 21,062	¥ 25,054	¥ 31,793	¥ 48,147	¥ 52,298	¥ 56,578	¥ 47,919

エキスパートサービス(派遣)の専門性強化とグループ機能の拡大

Expansion of group functions and strengthening of specialized expertise for expert dispatch services

- 2011 JA三井リース(株)等より(株)ケーアイエスの株式を取得し子会社化
Acquired shares of KIS Co., Ltd. from JA Mitsui Leasing, Ltd. and other companies; company included in Pasona Group's scope of consolidation as a subsidiary company
- 2011 通訳・翻訳派遣の(株)国際交流センターを子会社化
Acquired as a subsidiary International Transaction Center Ltd., a translation/interpreting staff dispatch company
- 2012 (株)安川電機より(株)安川ビジネススタッフ(現(株)パナソニックビジネススタッフ)の株式を取得し子会社化
Acquired shares of YASKAWA BUSINESS STAFF CORPORATION (currently Pasona Yaskawa Business Staff Inc.) from YASKAWA Electric Corporation; company included in Pasona Group's scope of consolidation as a subsidiary company
- 2012 クラウドシステム技術者を育成する(株)パソナテキーラを設立
Established Pasona Tquila Inc. to develop cloud system engineers
- 2014 医療派遣を行う(株)メディカルアソシアを子会社化
Acquired as a subsidiary Medical Associa Inc., a medical staff dispatch company
- 2015 住友商事(株)より住商アドミサービス(株)の派遣事業を譲受
Took over the temporary staffing businesses of Sumitomo Administration Services Co., Ltd. from Sumitomo Corporation
- 2016 (株)村田製作所より(株)ムラタアクティブパートナーの派遣事業を譲受
Took over the temporary staffing businesses of Murata Active Partner Co., Ltd. from Murata Manufacturing Company, Ltd.
- 2016 大阪ガスエクセレントエージェンシー(株)を子会社化
Acquired as a subsidiary Osaka Gas Excellent Agency Co., Ltd.
- 2017 NTTグループの人材サービス会社を子会社化及び派遣事業を譲受予定
Scheduled to acquire as a subsidiary human resource service companies of the NTT Group, and took over the temporary staffing businesses of the NTT Group
- 2018 三菱重工グループの長崎ダイヤモンドスタッフ(株)を子会社化
Acquired as a subsidiary Nagasaki Diamond Staff Co., Ltd. of the Mitsubishi Heavy Industries Group
- 2021 法務分野に特化した人材サービスを提供する(株)More-Selectionsを子会社化
More-Selections Inc., providing human resources services specializing in the legal affairs field, made a subsidiary.
- 2022 関西電力(株)より(株)かんでんジョイナス(現(株)パナソニックジョイナス)の全株式を取得し子会社化
Acquired all shares of Kanden Joinus Co., LTD. (currently Pasona Joinus Inc.) from The Kansai Electric Power Co., Inc.; company included in Pasona Group's scope of consolidation as a subsidiary company

M&A等によるサービスメニューの拡充

Expansion of service menu via M&A, etc.

- 2012 教育・研修事業を行うキャプラン(株)を子会社化
Acquired as a subsidiary CAPLAN Corporation, an education and training services company
- 2012 コールセンター等BPO事業を行うビーウィズ(株)を子会社化
Acquired as a subsidiary Bewith, Inc., a BPO company (call centers, etc.)
- 2012 (株)ベネフィット・ワンが(株)保健教育センター(現(株)ベネフィットワン・ヘルスケア)の株式を取得し子会社化
Benefit One Inc. acquired shares of Hoken Kyouiku Center Co., Ltd. (currently Benefit One Healthcare Inc.); company included in the Group's scope of consolidation as a subsidiary company
- 2015 総務アウトソーシングのパナソニックビジネスサービス(株)(現 パナソニック ビジネスサービス(株))を子会社化
Acquired as a subsidiary Panasonic Business Service Co., Ltd. (currently Pasona Panasonic Business Service Co., Ltd.) a general affairs outsourcing company
- 2015 給与計算アウトソーシングの(株)ベネフィットワン・ペイロールを設立
Established Benefit One Payroll Inc., a payroll outsourcing company
- 2018 クラウド上で仕事の受発注・委託ができるサービス「Job-Hub」を提供する(株)パナJOB HUBを設立
Established Job Hub Inc., which provides "Job-Hub" services enabling cloud-based job order issue/receipt and outsourcing
- 2018 日立グループの間接材購買機能を担う日立プロキュアメントサービス(株)の株式の一部を取得
2019年4月に商号を「HIPUS(ハイパス)」に変更
Shares acquired in Hitachi Procurement Service Co., Ltd., providing indirect procurement services for the Hitachi Group
Company name changed to HIPUS Co., Ltd. in April 2019
- 2019 豊富なノウハウ等を持つ顧問を通じた経営支援を行う(株)パナソニック顧問ネットワークを設立
Established Pasona Komon Network Inc. providing management support through advisers with broad expertise
- 2021 (株)ベネフィット・ワンが(株)JTBベネフィット(現(株)ベネフィット・ワンに吸収合併)の全株式を取得
Benefit One Inc. acquires all shares of JTB BENEFIT SERVICE, Inc. (currently merged with Benefit One Inc.)

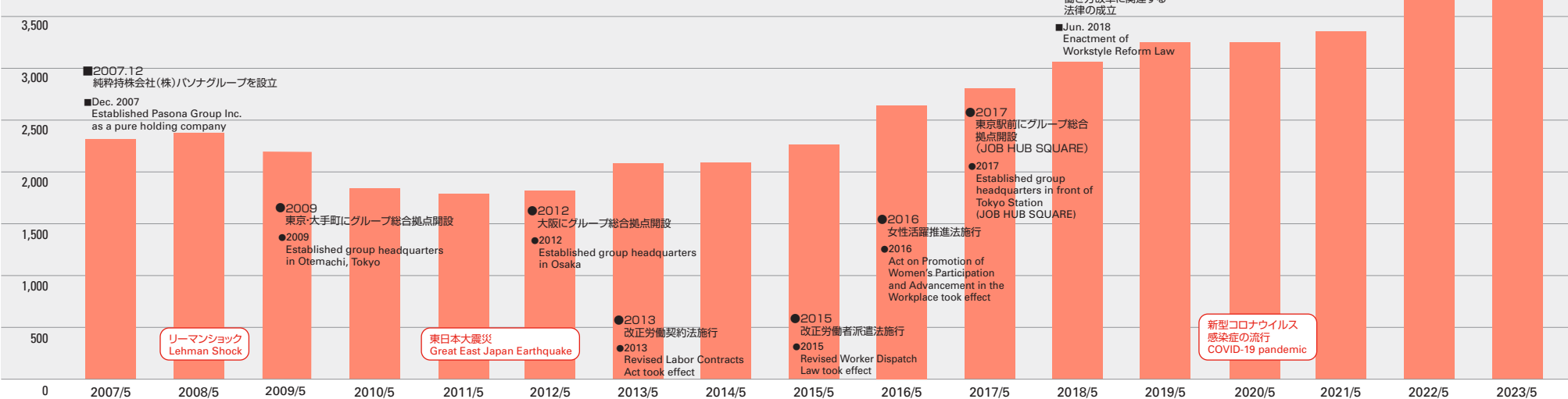
持続的成長を見据えた新規事業への取り組み

New business initiatives for sustainable growth

- 2012 淡路島に廃校をリノベーションした施設「のじまスコラ」をオープン
Opened Nojima Scuola by renovating a closed school on Awaji Island
- 2014 淡路島に「健康」をテーマにしたカフェ「Miele(ミエレ)」をオープン
Opened cafe Miele with a theme of health on Awaji Island
- 2014 地方のPR代行など地方創生プロデュース事業を行う(株)地方創生を設立
Established Chihou Sousei Inc., which designs and implements regional revitalization operations, such as providing region public relations agency services
- 2015 研修ツーリズムで被災地の活性化を行う(株)パナ東北創生を設立
Established Pasona Tohoku Sousei Inc., which revitalizes disaster areas with training tourism
- 2016 淡路島に海辺のレストランや雑貨の販売を行う「Craft Circus(クラフトサーカス)」をオープン
Opened Craft Circus, which operates a seaside restaurant and sells miscellaneous goods on Awaji Island
- 2016 淡路島公園アニメパーク「ニジゲンノモリ」の運営等を行う(株)ニジゲンノモリを設立
Established Nijigennomori Inc. to operate anime park Nijigen-no-Mori in Awaji Island Park
- 2018 淡路島に創作オリエンタルレストラン「HELLO KITTY SMILE」をオープン
Opened the innovative oriental restaurant HELLO KITTY SMILE on Awaji Island
- 2018 淡路島公園アニメパーク「ニジゲンノモリ」内に、グランピング施設「GRAND CHARIOT-北斗七星135°」をオープン
Opened the "GRAND CHARIOT Hokutoshichisei 135°" glamping facility in anime park Nijigen-no-Mori in Awaji Island Park
- 2019 淡路島公園アニメパーク「ニジゲンノモリ」内に、新アトラクション「NARUTO&BORUTO忍里」をオープン
Opened new attraction "NARUTO&BORUTO SHINOBI-ZATO" in anime park Nijigen-no-Mori in Awaji Island Park
- 2019 淡路島にハローキティのショーレストラン「HELLO KITTY SHOW BOX」をオープン
Opened HELLO KITTY SHOW BOX, a Hello Kitty-themed show restaurant in Awaji Island
- 2020 淡路島公園アニメパーク「ニジゲンノモリ」内に、新アトラクション「ゴジラ迎撃作戦〜国立ゴジラ淡路島研究センター〜」をオープン
New attraction "Godzilla Interception Operation - National Godzilla Awajishima Research Center" opened in anime park Nijigen-no-Mori in Awaji Island Park.
- 2021 淡路島公園アニメパーク「ニジゲンノモリ」内に、新アトラクション「ドラゴンクエスト アイランド 大魔王ゾーマとはじまりの島」をオープン
New attraction "Dragon Quest Island - Great Demon King Zoma and the Beginning Island" opened in anime park Nijigen-no-Mori in Awaji Island Park.
- 2022 淡路島に座禅ヨガリトリート&レストラン「禅坊 靖寧(ぜんぼう せいねい)」をオープン
Opened ZENBO SEINEI, a Zen meditation yoga retreat and restaurant in Awaji Island

売上高 Sales

(億円 100 million yen)



年	月	
1976	2	大阪市北区に人材派遣事業を主業務として、(株)テンポラリーセンターの前身を設立
1993	6	(株)テンポラリーセンターの商号を(株)パソナに変更
2000	6	*旧(株)パソナ(現(株)南部エンタープライズ)より人材関連事業に関する営業を譲受け、商号を(株)パソナに変更
2001	12	大阪証券取引所ナスダック・ジャパン市場に上場
2003	10	東京証券取引所市場第一部に上場
2004	3	(株)パソナテックが同社株式を日本証券業協会(ジャスダック)に店頭登録
	9	(株)ベネフィット・ワンが同社株式を日本証券業協会(ジャスダック)に店頭登録
2006	3	(株)ベネフィット・ワンが同社株式を東京証券取引所市場第二部に上場
2007	12	株式移転により純粋持株会社として(株)パソナグループを設立
	12	東京証券取引所市場第一部、大阪証券取引所ヘラクレスに上場
2008	12	大阪証券取引所ヘラクレスの上場を廃止
2009	7	(株)パソナが(株)三井物産ヒューマンリソースを吸収合併
	11	(株)パソナテックの株式を公開買付により追加取得し、完全子会社化
2010	2	エイアイジースタッフ(株)(現(株)パソナ)の全株式を取得し完全子会社化
	3	(株)パソナキャリアが(株)パソナと合併し、商号を(株)パソナに変更
2011	3	(株)ケーアイエス(現(株)パソナ)の株式を取得し子会社化
	6	(株)パソナがリコー・ヒューマン・クリエイティブ(株)、リコー三愛ライブ(株)の人材派遣事業に関する権利義務を承継
	12	(株)国際交流センター(現(株)パソナ)の株式を取得し完全子会社化
	12	(株)パソナ農援隊を完全子会社として設立
2012	3	キャプラン(株)の株式を取得し完全子会社化
	3	(株)ベネフィット・ワンが(株)ユニマツソリューションズ(現(株)ベネフィット・ワン)の株式を取得し完全子会社化
	4	(株)安川ビジネススタッフ(現(株)パソナ安川ビジネススタッフ)の株式を取得し子会社化
	5	ビーウィズ(株)の株式を取得し子会社化
	5	(株)ベネフィット・ワンが(株)保健教育センター(現(株)ベネフィット・ワン)の株式を取得し完全子会社化
	9	(株)パソナふるさとインキュベーションを(株)ベネフィット・ワンとの合併会社として設立
	11	(株)パソナテキーラ(現 サークレイス(株))を子会社として設立
2013	1	キャプラン(株)が(株)アサヒビールコミュニケーションズの株式を取得し子会社化
	2	(株)パソナライフケアを完全子会社として設立
	3	(株)パソナテキーラ(現 サークレイス(株))をTequila International PTE Ltd.、salesforce.com, incと合併会社化
	12	(株)エコLOVE(現(株)Pasona art now)の株式を取得し完全子会社化
2014	4	(株)メディカルアソシア(現(株)パソナ)の株式を取得し子会社化
2015	1	(株)丹後王国(現(株)丹後王国ブルワリー)を子会社として設立
	4	(株)パソナ東北創生を子会社として設立
	4	パナソニックビジネスサービス(株)(現 パソナ・パナソニック ビジネスサービス(株))の株式を取得し子会社化
	8	(株)ベネフィットワン・ペイロール(現(株)パソナHRソリューション)を(株)ベネフィット・ワンとの合併会社として設立
	10	インドネシアのPT Dutagriya Saranaの株式を取得し子会社化

*旧株式会社パソナは、1976年2月に人材派遣事業を主目的に設立されております。

年	月	
2016	4	(株)パソナが、大阪ガスグループの大阪ガスエクセレントエージェンシー(株)(現(株)パソナ)の株式を取得し子会社化
	4	(株)パソナナレッジパートナーをパナソニックIPマネジメント(株)、(株)日本雇用創出機構(現(株)パソナマスタートーズ)との合併会社として設立
	12	(株)ニジゲンノモリを子会社として設立
	12	(株)ベネフィット・ワンがREWARDZ PRIVATE LIMITEDの株式を取得し子会社化
2017	8	パソナがNTTヒューマンソリューションズ(株)(現(株)パソナHS)及びテルウェル・ジョブサポート(株)(現(株)パソナHS)の株式を取得し子会社化
	8	(株)エヌ・ティ・ティ エムイーサービス、NTTソルコ&北海道テレマート(株)、テルウェル西日本(株)、ドコモ・データコム(株)の人材派遣事業を譲受
	9	(株)パソナが(株)ドロップシステム(現(株)パソナ)の株式を取得し子会社化
2018	2	マレーシアのAgensi Pekerjaan Pasona Sdn. Bhd.の株式を取得し子会社化
	4	三菱重工業(株)子会社のMHIダイヤモンドスタッフ(株)(現長崎ダイヤモンドスタッフ(株))の株式を取得し子会社化
	4	(株)Job-Hub(現(株)パソナJOB HUB)を子会社として設立
	11	(株)ベネフィット・ワンが同社株式を東京証券取引所市場第一部に指定替え
2019	6	(株)パソナ顧問ネットワークを子会社として設立
2020	1	Pasona HR Consulting (Thailand) Co.,Ltd.を子会社として設立
	3	(株)丹後王国ブルワリーが(株)丹後王国の事業を譲受
	3	(株)丹後王国ブルワリーの全株式を取得し完全子会社化
	4	(株)パソナスマイルを子会社として設立
	9	(株)パソナナレッジパートナーが(株)パソナ知財信託を設立
	12	Pasona Oversea Recruitment (Thailand) Co., Ltd.を子会社として設立
2021	3	(株)パソナ日本創生大学校を子会社として設立
	7	(株)パソナHR HUBを子会社として設立
	8	(株)古酒の舎を子会社として設立
	9	(株)awajishima resortを子会社として設立
	10	(株)ベネフィット・ワンが(株)JTBベネフィットの全株式を取得し完全子会社化
	12	(株)All Japan Tourism Allianceを子会社として設立
2022	3	子会社であるビーウィズ(株)が東京証券取引所市場第一部に上場
	4	(株)ベネフィット・ワンが(株)JTBベネフィットを合併
	4	東京証券取引所の市場区分の見直しにより、当社及び(株)ベネフィット・ワン、ビーウィズ(株)が東京証券取引所の市場第一部からプライム市場に移行
	6	(株)パソナ農援隊が(株)Awaji Nature Farmを完全子会社として設立
	10	(株)ビーウィズが(株)ドゥアイネットの株式を取得し子会社化
2023	1	(株)かんでんジョイナス(現(株)パソナジョイナス)の株式を取得し子会社化

Year	Month	
1976	Feb.	The predecessor concern of Temporary Center Inc. established in Kita-ku, Osaka to undertake temporary staffing as its main business.
1993	Jun.	Corporate name Temporary Center Inc. changed to Pasona Inc.
2000	Jun.	Operating rights relating to human resource-related activities obtained from the former Pasona Inc. (currently Nambu Enterprise Inc.). Corporate name changed to Pasona Inc.
2001	Dec.	Pasona Inc. is listed on the Nasdaq Japan stock market of the Osaka Securities Exchange.
2003	Oct.	Pasona Inc. listed on the First Section of the Tokyo Stock Exchange.
2004	Mar.	Pasona Tech, Inc. (currently a consolidated subsidiary) stock registered over the counter with the Japan Securities Dealers Association (JSDA).
	Sep.	Benefit One Inc. stock registered over the counter with the Japan Securities Dealers Association (JSDA).
2006	Mar.	Benefit One Inc. listed on the Second Section of the Tokyo Stock Exchange.
2007	Dec.	Pasona Group Inc. established as a pure holding company through the transfer of shares.
	Dec.	Publicly listed on the First Section of the Tokyo Stock Exchange and the Nippon New Market "Hercules" of the Osaka Securities Exchange.
2008	Dec.	Delisted from the Hercules (currently JASDAQ) market of the Osaka Securities Exchange.
2009	Jul.	Pasona Inc. merged with MITSUI BUSSAN HUMAN RESOURCES CORPORATION
	Nov.	Pasona Tech, Inc. included in the scope of consolidation as a wholly owned subsidiary following the acquisition of shares by way of public tender
2010	Feb.	All shares acquired of AIG Staff Co., Ltd. (currently Pasona Inc.) and the company made a wholly owned subsidiary.
	Mar.	Pasona Career Inc. merged with Pasona Inc.; corporate name changed to Pasona Inc.
2011	Mar.	Shares acquired of KIS Co., Ltd. (currently Pasona Inc.) and the company made a subsidiary.
	Jun.	Pasona Inc. acquires all rights and obligations relating to the temporary staffing businesses of Ricoh Human Creates Co., Ltd. and Ricoh San-Ai Life Inc.
	Dec.	Shares acquired of International Transaction Center Ltd. (currently Pasona Inc.) and the company made a wholly owned subsidiary.
	Dec.	Pasona Agri-Partners Inc. established as a wholly owned subsidiary.
2012	Mar.	Shares acquired of CAPLAN Corporation and the company made a wholly owned subsidiary.
	Mar.	Benefit One Inc. acquires shares of UNIMAT Solutions Co., Ltd. (currently Benefit One Inc.) and the company made a wholly owned subsidiary.
	Apr.	Shares acquired of YASKAWA BUSINESS STAFF CORPORATION (currently Pasona Yaskawa Business Staff Inc.) and the company made a subsidiary.
	May	Shares acquired of Bewith, Inc. and the company made a subsidiary.
	May	Benefit One Inc. acquires shares of Hoken Kyouiku Center Co., Ltd. (currently Benefit One Inc.) and the company made a wholly owned subsidiary.
	Sep.	Pasona Furusato Incubation Inc. established as a joint-venture company with Benefit One Inc.
	Nov.	Pasona Tquila Inc. (currently circlace Inc.) established as a subsidiary.
2013	Jan.	CAPLAN Corporation acquires shares of Asahi Beer Communications Co., Ltd. and the company made a subsidiary.
	Feb.	Pasona Life Care Inc. established as a wholly owned subsidiary.
	Mar.	Pasona Tquila Inc. (currently circlace Inc.) made a joint venture firm with Tquila International PTE Ltd. and salesforce.com, Inc.
	Dec.	Shares acquired of Eco LOVE Inc. (currently Pasona art now Inc.) and the company made a wholly owned subsidiary.
2014	Apr.	Shares acquired of Medical Associa Inc. (currently Pasona Inc.) and the company made a subsidiary.

* The former Pasona Inc. was established in February 1976 for the principal purpose of engaging in temporary staffing activities.

Year	Month	
2015	Jan.	Tango Kingdom Inc. (currently Tango Kingdom Brewery Inc.) established as a subsidiary.
	Apr.	Pasona Tohoku Sousei Inc. established as a subsidiary.
	Apr.	Shares of Panasonic Business Service Co., Ltd. (currently Pasona Panasonic Business Service Co., Ltd.) acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Aug.	Benefit One Payroll Inc. (currently Pasona HR Solution Inc.) established as a joint venture firm with Benefit One Inc.
	Oct.	Shares acquired of the Indonesian firm PT Dutagriya Sarana and the company made a subsidiary.
2016	Apr.	Shares acquired of Osaka Gas Group firm Osaka Gas Excellent Agency Co., Ltd. (currently Pasona Inc.) and the company made a subsidiary.
	Apr.	Pasona Knowledge Partner Inc. established as a joint-venture company with Panasonic Intellectual Property Management Co., Ltd., and Nihon Employment Creation Organization Inc. (currently Pasona Masters Inc.)
	Dec.	Nijigennomori, Inc. established as a subsidiary.
	Dec.	Benefit One Inc. acquires shares of Rewardz Private Limited, and the company made a subsidiary.
2017	Aug.	Pasona Inc. acquires shares of NTT Human Solutions Corporation (currently Pasona HS Inc.) and TelWel Job Support Inc. (currently Pasona HS Inc.) and the companies made subsidiaries.
	Aug.	Pasona Inc. took over the temporary staffing businesses of NTT-ME Service Corporation, NTT Solco and Hokkaido Telemart Corporation, TelWel West Nippon Corporation and DOCOMO Datacom, Inc.
	Sep.	Pasona Inc. acquires shares of Drop System Co., Ltd. (currently Pasona Inc.) and the company made a subsidiary.
2018	Feb.	Shares acquired of Malaysian firm Agensi Pekerjaan Pasona Sdn. Bhd. and the company made a subsidiary.
	Apr.	Shares of MHI Diamond Staff Co., Ltd. (currently Nagasaki Diamond Staff Co., Ltd.) a subsidiary of Mitsubishi Heavy Industries Ltd., acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Apr.	Job-Hub Inc. (currently Pasona JOB HUB Inc.) established as a subsidiary.
	Nov.	Benefit One Inc. moved to First Section of the Tokyo Stock Exchange.
2019	Jun.	Pasona Komon Network Inc. established as a subsidiary.
2020	Jan.	Pasona HR Consulting (Thailand) Co., Ltd. established as a subsidiary.
	Mar.	Tango Kingdom Brewery Inc. acquires business of Tango Kingdom Inc.
	Mar.	All shares acquired of Tango Kingdom Brewery Inc. and the company made a wholly owned subsidiary.
	Apr.	Pasona Smile Inc. established as a subsidiary.
	Sep.	Pasona Knowledge Partner Inc. establishes Pasona Intellectual Property Trust Inc.
	Dec.	Pasona Oversea Recruitment (Thailand) Co., Ltd. established as a subsidiary.
2021	Mar.	Pasona Value Creation Institute Inc. established as a subsidiary.
	Jul.	Pasona HR HUB Inc. established as a subsidiary.
	Aug.	Kosyunoya Inc. established as a subsidiary.
	Sep.	awajishima resort Inc. established as a subsidiary.
	Oct.	Benefit One Inc. acquires all shares of JTB BENEFIT SERVICE, Inc., and the company made a wholly owned subsidiary.
	Dec.	All Japan Tourism Alliance co, Ltd. established as a subsidiary.
2022	Mar.	Bewith, Inc., a subsidiary listed on the First Section of the Tokyo Stock Exchange.
	Apr.	Benefit One Inc. conducts merger of JTB BENEFIT SERVICE, Inc.
	Apr.	Pasona Group Inc., Benefit One Inc., and Bewith, Inc. moved from the First Section of the Tokyo Stock Exchange to the Prime Market due to a review of the Tokyo Stock Exchange's market segments.
	Jun.	Pasona Agri-Partners Inc. establishes Awaji Nature Farm Inc. as a wholly owned subsidiary.
	Oct.	Bewith, Inc. acquires shares of Doinet Co., Ltd., and the company made a subsidiary.
2023	Jan.	Shares acquired of Kanden Joinus Co., LTD. (currently Pasona Joinus Inc.) and the company made a subsidiary.

社名	資本金(百万円)	議決権の 所有割合(%)	事業内容	本社	URL
人材派遣・請負、人材紹介、再就職支援、その他					
●株式会社パソナ	100	100.00	人材派遣/請負、人材紹介、再就職支援	東京	www.pasona.co.jp
●ビーウィズ株式会社	794	56.45	*1 コンタクトセンター及びビジネスプロセスのアウトソーシング・サービス	東京	www.bewith.net
●株式会社パソナ安川ビジネススタッフ	50	80.00	*1 人材派遣/請負、人材紹介	福岡	www.ybstaff.com
●株式会社パソナロジコム	10	100.00	運送機能を含む物流請負	兵庫	www.pasona-logi.com
●株式会社パソナ農援隊	50	100.00	農産物の生産・加工・販売、農業関連研修、コンサルティング、各種サポート、施設管理	東京	www.pasona-nouentai.co.jp
●株式会社パソナライフケア	100	100.00	福祉介護・家事代行事業、介護人材の派遣、紹介事業	東京	www.pasona-lc.co.jp
●株式会社パソナフオスター	30	100.00	*2 認可・事業所内保育施設や学童施設の運営、教育・子育て支援サービス	東京	www.pasonafoster.co.jp
●株式会社パソナハートフル	10	100.00	総務業務の受託、障害者雇用に関するコンサルティング	東京	www.pasona-heartful.co.jp
●株式会社パソナふるさとインキュベーション	30	100.00	地域活性化事業、人材育成、観光関連事業	兵庫	https://pasonafurusatoinc.jp/
●株式会社アサヒビールコミュニケーションズ	50	51.00	*1 工場見学運営業務、見学施設内物販運営業務、BPO事業	東京	www.asahibeer-comm.jp
●株式会社Pasona art now	50	100.00	空間プロデュース事業、プロモーション事業、イベント事業	東京	https://pasona-artnow.co.jp/
●パソナパソニック ビジネスサービス株式会社	20	66.50	*1 総務アウトソーシング	大阪	www.pasona-pbs.co.jp
●株式会社ゴートップ	52	60.29	*3 印刷事業、WEB・マルチメディア	三重	https://www.gotop.co.jp/
●株式会社パソナ東北創生	35	100.00	*4 人材開発研修ツールズ事業、事業開発支援事業、人材マッチング事業	岩手	www.pasonagroup.co.jp/tohokousei/
●株式会社丹後王国ブルワリー	30	100.00	食料品等の加工及び製造・販売、地域活性化事業	京都	tango-kingdom.com/
●株式会社ニジゲンノモリ	100	100.00	*5 文化施設、遊戯施設、スポーツ施設の運営	兵庫	nijigenomori.com/
●株式会社パソナマスターズ	93	91.06	*1 人材ブリッジ/バンク事業、人材紹介、再就職支援、人材派遣、教育研修	東京	www.pasona-masters.co.jp/
●株式会社パソナナレッジパートナー	30	80.39	*6 特許調査事業、知財戦略全般に関するコンサルティング事業	大阪	pasona-kp.co.jp/
●株式会社スマートスタイル	93	90.00	*1 MySQLソリューションサービス、システム設計・開発(導入)、運用・保守サービス	東京	www.s-style.co.jp/
●株式会社パソナHS	100	100.00	*7 人材派遣/請負、人材紹介	東京	https://www.pasona-hs.co.jp/
●長崎ダイヤモンドスタッフ株式会社	50	100.00	*8 人材派遣/請負、人材紹介	長崎	www.diamondstaff.co.jp
●株式会社パソナJOB HUB	50	100.00	顧問コンサルティング事業、タレントシェアリング事業	東京	jobhub.co.jp/
●株式会社パソナHRソリューション	50	100.00	*9 給与計算業務のアウトソーシングサービス	東京	https://www.pasona-hrs.co.jp/
●キャプラン株式会社	30	100.00	*10 研修、コンサルティング	東京	www.caplان.jp
●株式会社パソナスマイル	30	100.00	飲食店の経営・企画・コンサルティング業務、キャラクター製品の制作・販売	兵庫	https://awaji-resort.com/hellokitysmile/
●Pasona N A, Inc.	650千米ドル	100.00	人材派遣、人材紹介、アウトソーシング、RPO、BPR	ニューヨーク	www.pasona.com
●Pasona Canada, Inc.	300千カナダドル	100.00	人材派遣、人材紹介	トロント	www.pasona.com
●Pasona Asia Co., Limited	3,404千香港ドル	100.00	人材派遣、人材紹介	香港	www.pasona.com.hk
●Pasona Taiwan Co., Ltd.	12,000千新台幣ドル	100.00	人材派遣、人材紹介	台北	www.pasona.com.tw
●MGR Consulting Co., Ltd.	7,000千新台幣ドル	67.00	*11 人材紹介	台北	https://www.mgr.com.tw/EN/AboutMGR1.aspx
●Pasona Education Co. Limited	1,500千香港ドル	100.00	語学教育	香港	www.pasona.edu.hk
●Pasona Singapore Pte. Ltd.	500千シンガポールドル	100.00	人材派遣、人材紹介	シンガポール	www.pasona.com.sg
●Pasona Human Resources (Shanghai) Co., Ltd.	700千米ドル	70.00	*12 人材紹介、コンサルティング	上海	www.pasona.com.cn
●Pasona India Private Limited	193,000千インドルピー	100.00	人材派遣、人材紹介	ニューデリー	www.pasona.in
●Pasona Korea Co., Ltd	630百万韓国ウォン	100.00	人材紹介、コンサルティング	ソウル	www.pasona.co.kr
●PT Pasona HR Indonesia	68,745百万インドネシアルピア	100.00	*13 人材紹介、コンサルティング	ジャカルタ	www.pasona.co.id
●Pasona Tech Vietnam Co., Ltd.	16,720ベトナムドン	100.00	*7 人材派遣、人材紹介、人事コンサルティング、BPO事業	ホーチミン	https://www.pasonatech.vn/
●Pasona Recruitment (Thailand) Co., Ltd.	23,840千タイバーツ	49.00	*1 人材紹介	バンコク	https://pasona.co.th/
●Pasona HR Consulting (Thailand) Co., Ltd.	4,000千タイバーツ	97.50	*14 コンサルティング	バンコク	https://pasona.co.th/
●Pasona HR Malaysia Sdn.Bhd.	2,095千マレーシアリンギット	100.00	コンサルティング	クアラルンプール	www.pasona.my
●PT.Dutagriya Sarana	11,000百万インドネシアルピア	49.00	*1 BPOサービス、人材・人事関連アウトソーシング、人材紹介、エグゼクティブサーチ、教育研修	ジャカルタ	www.dutagriyasarana.co.id/
○サークレイス株式会社	387	34.07	*1 クラウドソリューションの開発、構築、請負等	東京	https://www.ciracle.com/
●株式会社イー・スタッフینگ	330	33.33	*1 Web人材派遣一括管理システム[e-staffing]を提供	東京	www.e-staffing.co.jp
○株式会社全国試験運営センター	75	20.00	*1 各種試験運営全般の請負事業	東京	www.nexa.co.jp
アウトソーシング					
●株式会社ベネフィットワン	1,527	51.01	*15 福利厚生やヘルスケアなどのBPOサービス、顧客企業人事部門のDX戦略支援	東京	https://corp.benefit-one.co.jp/
●BENEFIT ONE INTERNATIONAL PTE. LTD.	550万シンガポールドル	100.00	*16 アジア地域進出・統括事業、福利厚生代行サービス	シンガポール	
●貝那商務諮詢(上海)有限公司	2,096万人民币元	100.00	*16 投資コンサルティング、企業管理コンサルティング、企業イメージプランコンサルティング等	上海	www.benefit-one.com.cn
●BENEFIT ONE USA, INC.	305万米ドル	100.00	*16 ポイント制報奨制度「インセンティブ・ポイント」の提供、日本への報奨旅行企画代行	カリフォルニア	www.benefitoneusa.com/
●Benefit One (Thailand) Co., Ltd.	4百万タイバーツ	49.00	*17 ポイント制報奨制度「インセンティブ・ポイント」の提供	バンコク	https://www.benefit-one.co.th
●PT. BENEFIT ONE INDONESIA	39,000百万インドネシアルピア	97.44	*18 ポイント制報奨制度「インセンティブ・ポイント」の提供	ジャカルタ	https://benefit-one.co.id/
●REWARDZ PRIVATE LIMITED	1,519万シンガポールドル	70.00	*16 インタラクティブデジタルメディアのソフトウェア開発等	シンガポール	https://rewardz.sg/

*1. 議決権の所有割合は、(株)パソナグループが所有する議決権の割合 *2. 議決権の所有割合は、(株)パソナライフケアが所有する議決権の割合 *3. 議決権の所有割合は、パソナパソニック ビジネスサービス(株)が所有する議決権の割合 *4. 議決権の所有割合は、(株)パソナグループ98.57%、キャプラン(株)1.43%
 *5. 議決権の所有割合は、(株)パソナグループ99.90%、(株)パソナふるさとインキュベーション0.10% *6. 議決権の所有割合は、(株)パソナグループ70.59%、(株)パソナマスターズ9.80% *7. 議決権の所有割合は、(株)パソナが所有する議決権の割合 *8. 議決権の所有割合は、(株)パソナグループ99.86%、(株)パソナHRソリューション0.14%
 *9. 議決権の所有割合は、(株)パソナグループ785.19%、(株)ベネフィットワン14.81% *10. 議決権の所有割合は、(株)パソナHRソリューションが所有する議決権の割合 *11. 議決権の所有割合は、Pasona Taiwan Co., Ltd.が所有する議決権の割合 *12. 議決権の所有割合は、Pasona Asia Co., Limitedが所有する議決権の割合
 *13. 議決権の所有割合は、(株)パソナグループ99.74%、Pasona Asia Co., Limited 0.26% *14. 議決権の所有割合は、(株)パソナグループ48.75%、Pasona Recruitment (Thailand) Co., Ltd 48.75% *15. 議決権の所有割合は、2023年5月末時点で(株)パソナグループが所有する議決権の割合
 *16. 議決権の所有割合は、(株)ベネフィットワンが所有する議決権の割合 *17. 議決権の所有割合は、BENEFIT ONE INTERNATIONAL PTE. LTD.が所有する議決権の割合 *18. 議決権の所有割合は、(株)ベネフィットワン58.97%、BENEFIT ONE INTERNATIONAL PTE. LTD.38.46% ○持分法適用関連会社

グループ本部

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パソナグループネットワーク(国内)

人材派遣・請負・紹介・再就職支援 305拠点
 アウトソーシング 23拠点

海外(60拠点)

アジア(46拠点)

- Pasona Asia Hong Kong
- Pasona Education Hong Kong
- Pasona Taiwan Taipei Xinzhu Gaoxiang
- MGR Consulting Taipei
- Pasona Singapore Singapore
- Pasona Human Resources (Shanghai) Shanghai Guangzhou Shenzhen
- Pasona India New Delhi Mumbai Chennai Bangalore Gurugram Ahmedabad Hyderabad Pune
- Pasona Korea Seoul
- PT Pasona HR Indonesia Jakarta
- Pasona HR Malaysia Kuala Lumpur
- Pasona Recruitment (Thailand) Bangkok
- Pasona HR Consulting (Thailand) Bangkok
- Pasona Oversea Recruitment (Thailand) Bangkok
- Agensi Pekerjaan Pasona Sdn. Bhd. Kuala Lumpur
- PT. Dutagriya Sarana Jakarta Surabaya Bandung Medan Palembang Semarang Pekanbaru Bali
- Pasona Tech Vietnam Ho Chi Minh×2 Hanoi×2 Da Nang
- Benefit One Shanghai Shanghai

北米(12拠点)

- Pasona N A New York Atlanta South Bay Orange County San Jose Houston San Francisco Chicago Detroit Dallas
- Pasona Canada Toronto
- Benefit One USA California
- BENEFIT ONE INTERNATIONAL Singapore
- BENEFITONE ENGAGEMENT TECHNOLOGIES Bangalore
- Benefit One (Thailand) Bangkok
- PT. BENEFIT ONE INDONESIA Jakarta
- REWARDZ PRIVATE LIMITED Singapore
- REWARDZ BENEFITS SDN. BHD. Kuala Lumpur
- FLABULESS FZ LLC Dubai

欧州(2拠点)

- Benefit One Deutschland GmbH München
- Pasona Agri-Partners Paris

Name	Capital (Millions of yen unless otherwise stated)	Ratio of voting rights (%)	Main Business	Head Office	URL
Temporary staffing/Contracting and Placement/Recruiting/Outplacement/Other					
● Pasona Inc.	100	100.00	Temporary staffing/Contracting, Placement and Recruiting and Outplacement activities	Tokyo	www.pasona.co.jp
● Bewith, Inc.	794	56.45 *1	Contact Center and business process outsourcing services	Tokyo	www.bewith.net
● Pasona Yaskawa Business Staff Inc.	50	80.00 *1	Temporary staffing/Contracting and Placement/Recruiting activities	Fukuoka	www.ybstaff.com
● Pasona Logicom Inc.	10	100.00	Contracting services for the logistics and transportation industries	Hyogo	www.pasona-logi.com
● Pasona Agri-Partners Inc.	50	100.00	Production, process and sales of agricultural products, agriculture-related education and training, consulting, support services and facility management	Tokyo	www.pasona-nouentai.co.jp
● Pasona Life Care Inc.	100	100.00	Care welfare and housekeeping services, Temporary staffing and Placement/Recruiting activities focusing on nursing care workers	Tokyo	www.pasona-lc.co.jp
● Pasona Foster Inc.	30	100.00 *2	Operation of licensed and onsite childcare facilities and school-age facilities, and educational and childcare support services	Tokyo	www.pasonafoster.co.jp
● Pasona Heartful Inc.	10	100.00	Administrative function outsourcing service, employment and consulting support for people with disabilities	Tokyo	www.pasona-heartful.co.jp
● Pasona Furusato Incubation Inc.	30	100.00	Human resource development of local revitalization businesses, tourism-related businesses	Hyogo	https://pasonafurusatoinc.jp/
● Asahi Beer Communications Co., Ltd.	50	51.00 *1	Factory tour management services, product sales management services in visitor facilities and BPO businesses	Tokyo	www.asahibeer-comm.jp
● Pasona art now Inc.	50	100.00	Effective Space Utilization Project, Promotion Business, Event Planning Business	Tokyo	https://pasona-artnow.co.jp/
● Pasona Panasonic Business Service Co., Ltd.	20	66.50 *1	Administration outsourcing	Osaka	www.pasona-pbs.co.jp
● gotop Co., Ltd.	52	60.29 *3	Printing business and Web/Multimedia	Mie	https://www.gotop.co.jp/
● Pasona Tohoku Sousei Inc.	35	100.00 *4	Human resource development training tourism business, business development business and human resource matching business	Iwate	www.pasonagroup.co.jp/tohokousei/
● Tango Kingdom Brewery Inc.	30	100.00	Processing, manufacturing, and sales of foods, local revitalization businesses	Kyoto	tango-kingdom.com/
● Nijigennomori, Inc.	100	100.00 *5	Operation of cultural, play and sports facilities	Hyogo	nijigennomori.com/
● Pasona Masters Inc.	93	91.06 *1	Human resource bridge bank services and temporary staffing of senior human resources	Tokyo	www.pasona-masters.co.jp/
● Pasona Knowledge Partner Inc.	30	80.39 *6	Patent survey businesses and consulting businesses for overall intellectual property strat	Osaka	pasona-kp.co.jp/
● Smart Style Co., Ltd.	93	90.00 *1	MySQL solution services, system design/development (introduction) and operation/maintenance services	Tokyo	www.s-style.co.jp/
● Pasona HS Inc.	45	100.00 *7	Temporary staffing/Contracting, Placement and Recruiting	Tokyo	https://www.pasona-hs.co.jp/
● Nagasaki Diamond Staff Co., Ltd.	50	100.00 *8	Temporary staffing/Contracting, Placement and Recruiting	Nagasaki	www.diamondstaff.co.jp
● Pasona JOB HUB Inc.	50	100.00	Advisor consulting, talent sharing	Tokyo	jobhub.co.jp/
● Pasona HR Solution Inc.	50	100.00 *9	Payroll outsourcing	Tokyo	https://www.pasona-hrs.co.jp/
● CAPLAN Corporation	30	100.00 *10	Training and consulting activities	Tokyo	www.caplan.jp
● Pasona Smile Inc.	30	100.00	Restaurant management, planning, and consulting, creation and sales of character-themed goods	Hyogo	https://awaji-resort.com/hellokittysmile/
● Pasona N A, Inc.	650 thousand U.S. Dollars	100.00	Temporary staffing, Placement/Recruiting, outsourcing, RPO, BPR	New York	www.pasona.com
● Pasona Canada, Inc.	300 thousand Canadian Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Toronto	www.pasona.com
● Pasona Asia Co., Limited	3,404 thousand Hong Kong Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Hong Kong	www.pasona.com.hk
● Pasona Taiwan Co., Ltd.	12,000 thousand New Taiwan Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Taipei	www.pasona.com.tw
● MGR Consulting Co., Ltd.	7,000 thousand New Taiwan Dollars	67.00 *11	Placement/Recruiting activities	Taipei	https://www.mgr.com.tw/EN/AboutMGR1.aspx
● Pasona Education Co. Limited	1,500 thousand Hong Kong Dollars	100.00	Language education	Hong Kong	www.pasona.edu.hk
● Pasona Singapore Pte. Ltd.	500 thousand Singapore Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Singapore	www.pasona.com.sg
● Pasona Human Resources (Shanghai) Co., Ltd.	700 thousand U.S. Dollars	70.00 *12	Placement/Recruiting activities and consulting	Shanghai	www.pasona.com.cn
● Pasona India Private Limited	193,000 thousand Indian Rupee	100.00	Temporary staffing and Placement/Recruiting activities	New Delhi	www.pasona.in
● Pasona Korea Co., Ltd.	630 million Korean Won	100.00	Placement/Recruiting activities and consulting	Seoul	www.pasona.co.kr
● PT Pasona HR Indonesia	68,745 million Indonesian Rupiah	100.00 *13	Placement/Recruiting activities and consulting	Jakarta	www.pasona.co.id
● Pasona Tech Vietnam Co., Ltd.	16,720 VND	100.00 *7	Temporary staffing, Placement/Recruiting activities, personnel consulting and BPO businesses	Ho Chi Minh	https://www.pasonatech.vn/
● Pasona Recruitment (Thailand) Co., Ltd.	23,840 thousand Thai Baht	49.00 *1	Placement/Recruiting activities	Bangkok	https://pasona.co.th/
● Pasona HR Consulting (Thailand) Co., Ltd.	4,000 thousand Thai Baht	97.50 *14	Consulting	Bangkok	https://pasona.co.th/
● Pasona HR Malaysia Sdn. Bhd.	2,095 thousand Malaysian Ringgit	100.00	Consulting	Kuala Lumpur	www.pasona.my
● PT. Dutagriya Sarana	11,000 million Indian Rupee	49.00 *1	BPO services, human resources/personnel matters-related outsourcing, placement/recruiting, executive search, education and training	Jakarta	www.dutagriyasarana.co.id/
○ circlace Inc.	387	34.07 *1	Cloud solutions development, construction, contracting	Tokyo	https://www.circlace.com/
○ e-Staffing Co., Ltd.	330	33.33 *1	Comprehensive management system and service for online temporary staffing and contracting (e-staffing)	Tokyo	www.e-staffing.co.jp
○ National Examination Center Inc.	75	20.00 *1	Contracting business for the management of a variety of examinations	Tokyo	www.nexa.co.jp
Outsourcing					
● Benefit One Inc.	1,527	51.01 *15	BPO services such as employee benefits and healthcare, DX strategy support for human resource departments of client companies	Tokyo	https://corp.benefit-one.co.jp/
● BENEFIT ONE INTERNATIONAL PTE. LTD.	5.5 million Singapore Dollars	100.00 *16	Asian region business development and management, employee benefits administration services	Singapore	
● Benefit One Shanghai Inc.	20.96 million Yuan	100.00 *16	Investment consulting, corporate management consulting, corporate image plan consulting	Shanghai	www.benefit-one.com.cn
● Benefit One USA, Inc.	3.05 million U.S. Dollars	100.00 *16	'Incentive Point' Program services and planning agency of incentive travel to Japan	California	www.benefitoneusa.com/
● Benefit One (Thailand) Co., Ltd.	4 million Thai Baht	49.00 *17	'Incentive Point' Program services	Bangkok	https://www.benefit-one.co.th
● PT. BENEFIT ONE INDONESIA	39,000 million Indonesia Rupiah	97.44 *18	'Incentive Point' Program services	Jakarta	https://benefit-one.co.id/
● REWARDZ PRIVATE LIMITED	1.519 thousand Singapore Dollars	70.00 *16	Software development for interactive digital media	Singapore	https://rewardz.sg/

*1. Ratio of voting rights held by Pasona Group Inc. *2. Ratio of voting rights held by Pasona Life Care Inc. *3. Ratio of voting rights held by Pasona Panasonic Business Service Co., Ltd. *4. Ratio of voting rights held by Pasona Group Inc. (98.57%) and CAPLAN Corporation (1.43%)
 *5. Ratio of voting rights held by Pasona Group Inc. (99.90%) and Pasona Furusato Incubation Inc. (0.10%) *6. Ratio of voting rights held by Pasona Group Inc. (70.59%) and Pasona Masters Inc. (9.80%) *7. Ratio of voting rights held by Pasona Inc. *8. Ratio of voting rights held by Pasona Group Inc. (99.86%) and Pasona HR Solution Inc. (0.14%)
 *9. Ratio of voting rights held by Pasona Group Inc. (85.19%) and Benefit One Inc. (14.81%) *10. Ratio of voting rights held by Pasona HR Solution Inc. *11. Ratio of voting rights held by Pasona Taiwan Co., Ltd. *12. Ratio of voting rights held by Pasona Asia Co., Limited
 *13. Ratio of voting rights held by Pasona Group Inc. (99.74%) and Pasona Asia Co., Limited (0.26%) *14. Ratio of voting rights held by Pasona Group Inc. (48.75%) and Pasona Recruitment (Thailand) Co., Ltd (48.75%) *15. Ratio of voting rights held by Pasona Group Inc. at the end of May 2023
 *16. Ratio of voting rights held by Benefit One Inc. *17. Ratio of voting rights held by BENEFIT ONE INTERNATIONAL PTE. LTD. *18. Ratio of voting rights held by Benefit One Inc. (58.97%) and BENEFIT ONE INTERNATIONAL PTE. LTD. (38.46%) ○ Equity-method affiliate

Headquarters

3-1-30, Minamiaoyama, Minato-ku, Tokyo 107-8351

Pasona Group Network (Japan)

Temporary staffing/Contracting, Placement/ Recruiting and Outplacement 305 Branches
 Outsourcing 23 Branches

Global (60 Locations)

Asia (46 Locations)

- Pasona Asia
Hong Kong
- Pasona Education
Hong Kong
- Pasona Taiwan
Taipei Xinzhu Gaoxiong
- MGR Consulting
Taipei
- Pasona Singapore
Singapore
- Pasona Human Resources (Shanghai)
Shanghai Guangzhou Shenzhen
- Pasona India
New Delhi Mumbai Chennai Bangalore Gurugram Ahmedabad Hyderabad Pune
- Pasona Korea
Seoul
- PT Pasona HR Indonesia
Jakarta
- Pasona HR Malaysia
Kuala Lumpur
- Pasona Recruitment (Thailand)
Bangkok
- Pasona HR Consulting (Thailand)
Bangkok
- Pasona Oversea Recruitment (Thailand)
Bangkok
- Agensi Pekerjaan Pasona Sdn. Bhd.
Kuala Lumpur
- PT. Dutagriya Sarana
Jakarta Surabaya Bandung Medan Palembang Semarang Pekanbaru Bali
- Pasona Tech Vietnam
Ho Chi Minh×2 Hanoi×2 Da Nang
- Benefit One Shanghai
Shanghai

North America (12 Locations)

- Pasona N A
New York Atlanta
South Bay Orange County
San Jose Houston San Francisco
Chicago Detroit Dallas
- Pasona Canada
Toronto
- Benefit One USA
California

Europe (2 Locations)

- Benefit One Deutschland GmbH
München
- Pasona Agri-Partners
Paris

株式情報 (2023年5月31日現在)

決算期	毎年5月31日
株式売買の単位	100株
上場証券取引所	東京証券取引所 プライム市場 (証券コード:2168)
会社が発行する株式の総数	150,000,000株
発行済株式数	41,690,300株
株主数	22,966名
大株主	
南部 靖之	14,763,200 (35.41%)
株式会社南部エンタープライズ	3,738,500 (8.97%)
日本マスタートラスト信託銀行株式会社(信託口)	3,012,900 (7.23%)
THE BANK OF NEW YORK MELLON 140040	2,278,500 (5.47%)
株式会社日本カステディ銀行(信託口)	876,500 (2.10%)
AVI GLOBAL TRUST PLC	837,700 (2.01%)
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	782,800 (1.88%)
INDUS SELECT MASTER FUND, LTD.	737,100 (1.77%)
株式会社日本カステディ銀行(信託E口)	722,376 (1.73%)
JP MORGAN CHASE BANK 385632	618,601 (1.48%)

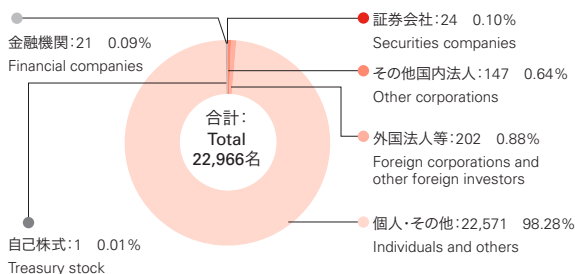
※上記のほか、自己株式1,793,144株(発行済株式数に対する所有割合4.30%)がありますが、会社法第308条第2項の規定により議決権を有しておりません

Stock Information (As of May 31, 2023)

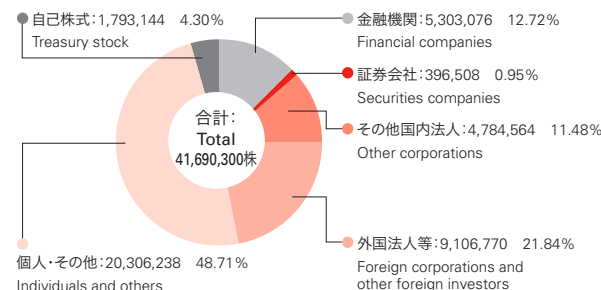
Fiscal Year Ended	May 31
Stock Transaction Unit	100 shares
Stock Listings	Tokyo Stock Exchange, Prime Market (Securities code: 2168)
Total Number of Authorized Shares	150,000,000 shares
Number of Shares Outstanding	41,690,300 shares
Number of Shareholders	22,966
Principal Stockholders	
Yasuyuki Nambu	14,763,200 (35.41%)
Nambu Enterprise Inc.	3,738,500 (8.97%)
The Master Trust Bank of Japan, Ltd (Trust Account)	3,012,900 (7.23%)
THE BANK OF NEW YORK MELLON 140040	2,278,500 (5.47%)
Custody Bank of Japan, Ltd.(Trust Account)	876,500 (2.10%)
AVI GLOBAL TRUST PLC	837,700 (2.01%)
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	782,800 (1.88%)
INDUS SELECT MASTER FUND, LTD.	737,100 (1.77%)
Custody Bank of Japan, Ltd.(Trust Account E)	722,376 (1.73%)
JP MORGAN CHASE BANK 385632	618,601 (1.48%)

In addition to the aforementioned, the Company holds 1,793,144 shares of treasury stock, representing 4.30% of Pasona's total shares issued and outstanding. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.

所有者別株主数 Breakdown of Shareholders by Type



所有者別株式数 Breakdown of Shareholders by Number of Shareholders Held



地域別株主数分布状況 Breakdown of Shareholders by Region

		2020/5	2021/5	2022/5	2023/5
北海道	Hokkaido	95 (1.12%)	114 (1.23%)	144 (1.26%)	307 (1.34%)
東北	Tohoku	184 (2.18%)	181 (1.95%)	212 (1.86%)	437 (1.90%)
関東	Kanto	4,141 (49.13%)	3,987 (43.13%)	4,300 (37.75%)	7,418 (32.30%)
中部	Chubu	1,101 (13.06%)	1,160 (12.54%)	1,458 (12.80%)	2,962 (12.90%)
近畿	Kinki	1,884 (22.35%)	2,639 (28.54%)	3,910 (34.33%)	9,099 (39.62%)
中国	Chugoku	318 (3.77%)	354 (3.82%)	446 (3.92%)	938 (4.08%)
四国	Shikoku	197 (2.33%)	230 (2.48%)	311 (2.73%)	774 (3.37%)
九州	Kyusyu	357 (4.23%)	393 (4.25%)	427 (3.75%)	861 (3.75%)
外国	Overseas	150 (1.77%)	185 (2.00%)	182 (1.60%)	169 (0.73%)
自己株式	Treasury Stock	1 (0.01%)	1 (0.01%)	1 (0.01%)	1 (0.01%)

所有者別株式数 Breakdown of Shareholders by Number of Shareholders Held

		2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5
金融機関	Financial companies	3,364,600 (8.07%)	3,336,400 (8.00%)	2,905,400 (6.97%)	3,875,029 (9.30%)	4,194,329 (10.06%)	5,082,152 (12.19%)	4,827,376 (11.58%)	5,303,076 (12.72%)
証券会社	Securities companies	249,564 (0.60%)	582,302 (1.40%)	639,423 (1.53%)	197,114 (0.47%)	196,514 (0.47%)	627,586 (1.50%)	542,896 (1.30%)	396,508 (0.95%)
その他国内法人	Other corporations	4,857,100 (11.65%)	5,239,510 (12.57%)	5,086,997 (12.20%)	4,892,389 (11.74%)	5,313,521 (12.74%)	4,814,732 (11.55%)	4,788,314 (11.49%)	4,784,564 (11.48%)
外国法人等	Foreign corporations and other foreign investors	7,163,376 (17.18%)	7,502,373 (17.99%)	10,007,458 (24.01%)	10,860,389 (26.05%)	10,112,253 (24.26%)	9,666,937 (23.19%)	10,047,148 (24.10%)	9,106,770 (21.84%)
個人・その他	Individuals and others	21,647,522 (51.93%)	20,631,007 (49.49%)	20,952,242 (50.26%)	19,766,535 (47.41%)	20,080,636 (48.17%)	19,705,846 (47.27%)	19,691,448 (47.23%)	20,306,238 (48.71%)
自己株式	Treasury stock	4,408,138 (10.57%)	4,398,708 (10.55%)	2,098,780 (5.03%)	2,098,844 (5.03%)	1,793,047 (4.30%)	1,793,047 (4.30%)	1,793,118 (4.30%)	1,793,144 (4.30%)
合計	Total	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)
株主数	Number of Shareholders	8,209	7,082	10,529	8,014	8,428	9,244	11,391	22,966

(注1) 2002年7月22日付で株式1株につき5株、2004年7月20日付で株式1株につき3株、2013年12月1日付で株式1株につき100株の株式分割をそれぞれ実施 Note 1: The Company conducted five-for-one, three-for-one and a hundred-for-one stock splits on July 22, 2002, July 20, 2004, and December 1, 2013, respectively.
 (注2) 2008年8月29日付で自己株式17,500株を消却 Note 2: The Company retired 17,500 shares of treasury stock on August 29, 2008.

会社概要 (2023年5月31日現在)

社名	株式会社パソナグループ
本社所在地	〒100-6514 東京都千代田区丸の内1-5-1 新丸の内ビルディング TEL 03-6734-0200(代)
設立	2007年12月3日(創立 1976年2月)
資本金	50億円
代表者	南部 靖之
事業内容	グループ戦略の策定と業務遂行支援 経営管理と経営資源の最適配分の実施 雇用創造に係わる新規事業開発等
従業員数	24,918名(連結) ※契約社員含む
グループ会社	連結 69社 持分 5社
ホームページ	www.pasonagroup.co.jp

Pasona Group (As of May 31, 2023)

Corporate Name	Pasona Group Inc.
Headquarters	Shin-Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone +81-3-6734-0200
Establishment	December 3, 2007 (Founded February 1976)
Paid-in Capital	5 billion yen
Representative	Yasuyuki Nambu
Business Activities	Formulate strategies for group management and support operation execution. Governance of management and proper allocation of management resources. Developing new businesses related to job creation.
Number of Employees	Consolidated 24,918 (Include Contract Workers)
Group Companies	Consolidated 69, Affiliates 5
URL	www.pasonagroup.co.jp/english

株主メモ

証券コード	2168
決算期	毎年5月31日
定時株主総会	毎年8月
基準日	定時株主総会毎年5月31日 その他必要があるときは、あらかじめ公告して定めた日
株式売買の単位	100株
上場証券取引所	東京証券取引所 プライム市場
株主名簿管理人	東京都千代田区丸の内一丁目3番3号 みずほ信託銀行株式会社
同事務取扱場所	東京都千代田区丸の内一丁目3番3号 みずほ信託銀行株式会社 本店証券代行部
(郵便物送付先)	〒168-8507 東京都杉並区和泉二丁目8番4号 みずほ信託銀行株式会社 証券代行部
(電話照会先)	TEL 0120-288-324(フリーダイヤル)
同取次所	みずほ信託銀行株式会社 全国各支店 みずほ証券株式会社 本店および全国各支店

Shareholders' Information

Securities Code	2168
Fiscal Year-End	May 31
Annual General Meeting	August
Record Date	Annual General Meeting May 31 (Annually) (The Company will announce other dates as and when required)
Share Trading Unit	100 shares
Stock Exchange Listing	Prime Market, Tokyo Stock Exchange
Share Holding Agent	1-3-3, Marunouchi, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co., Ltd.
Stock Handling Office	Head Office Securities Agent Department 1-3-3, Marunouchi, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co., Ltd.
(Mailing Address)	Securities Agent Department 2-8-4, Izumi, Suginami-ku, Tokyo 168-8507 Mizuho Trust & Banking Co., Ltd.
(Telephone)	+81-42-679-6607
Notifying Agent	All domestic branches of the Mizuho Trust & Banking Co., Ltd. Head office and all domestic branches of Mizuho Securities Co., Ltd.

組み入れ銘柄

(2023年7月時点で確認できる情報より)

- ・S&P/JPXカーボン・エフィシエント指数
- ・FTSE Blossom Japan Sector Relative Index
- ・Morningstar Japan ex-REIT Gender Diversity Tilt Index

Indexes with Pasona Group Inc. as a Constituent Stock

(from information available as of July 2023)

- ・S&P/JPX Carbon Efficient Index
- ・FTSE Blossom Japan Sector Relative Index
- ・Morningstar Japan ex-REIT Gender Diversity Tilt Index

IRカレンダー IR Calendar

2023 May

Jun.

Jul. 7月14日 決算発表

July 14 Earnings announcement for the fiscal year ended May 31, 2023

Aug. 8月24日 第16期 定時株主総会

August 24 Annual General Meeting of Shareholders

Sep.

Oct. 10月初旬 第1四半期決算発表(予定)

Early October Earnings announcement for the 1st quarter of the fiscal year ending May 31, 2024 (planned)

Nov.

Dec.

2024 Jan.

1月初旬第2四半期決算発表(予定)
Early January Earnings announcement for the 2nd quarter of the fiscal year ending May 31, 2024 (planned)

Feb.

Mar.

Apr. 4月初旬 第3四半期決算発表(予定)

Early April Earnings announcement for the 3rd quarter of the fiscal year ending May 31, 2024 (planned)

外部評価

- ・経済産業省・日本健康会議「健康経営銘柄 2023」認定
- ・経済産業省・東京証券取引所「健康経営優良法人(ホワイト 500)」認定
- ・一般社団法人日本テレワーク協会「第23回テレワーク推進賞」奨励賞(テレワーク実践部門)
- ・スポーツ庁「スポーツエールカンパニー 2023」受賞

Outside Evaluations

- ・Recognized as a 2023 Health and Productivity Stock by the Nippon Kenko Kaigi for the Ministry of Economy, Trade and Industry (METI)
- ・Recognized as a "White 500" Excellent Health Management Corporation by the Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange
- ・Awarded the Incentive Award (telework practical segment) in "Telework Award 2022" conducted by the Japan Telework Association
- ・Awarded "Sports Yell Company 2023" by the Japan Sports Agency



お問合せ先 Inquiries

IR室
e-mail:ir@pasonagroup.co.jp
www.pasonagroup.co.jp/ir

Investor Relations Department
e-mail:ir@pasonagroup.co.jp
www.pasonagroup.co.jp/english/ir

本資料は、2023年5月期の業績に関する情報の提供を目的としたものであり、当社が発行する有価証券の投資を勧誘するものではありません。また、本資料は基本的に2023年5月末現在のデータにもとづいて作成されており、本資料に記載された意見や予測等は資料作成時点での当社の判断であり、その情報の正確性、完全性を保証し又は約束するものではなく、また今後、予告なしに変更されることがあります。

Disclaimer: This data has been compiled for the express purpose of disclosing our financial performance and condition for the FY ended May 31, 2023, and not as a solicitation to investors to purchase our stock. Furthermore, this report has basically been prepared using recent data available as of May 31, 2023. Data based on published opinions, predictions etc. are used at the discretion of management. Accordingly, we do not guarantee the accuracy or completeness of this information. Finally, this data may change without notice.