



P A S O N A

インベスターズガイド

2013

I N V E S T O R ' S G U I D E

目次 Contents

- | | | | |
|---|---|----|---|
| 1 | ………… ビジネスモデル
Business Model | 11 | ………… セグメント別業績推移
Segment Results |
| 2 | ………… 労働力人口推移
Population by Labour Force Status | 13 | ………… 四半期業績
Quarterly Results |
| 3 | ………… 正規・非正規雇用者数
The Number of Regular and Non-Regular Staff | 15 | ………… 人材派遣の営業計数
Temporary Staffing Contract Data |
| 4 | ………… 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 | 16 | ………… 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 |
| 5 | ………… 人材サービス市場
Human Resource Service Market | 17 | ………… 連結貸借対照表
Consolidated Balance Sheets |
| 7 | ………… 労働者派遣法
Worker Dispatch Law | 19 | ………… 連結キャッシュ・フロー計算書
Consolidated Statements of Cash Flows |
| 8 | ………… 改正労働者派遣法、改正高齢者雇用安定法、
改正労働契約法施行
Enforcement of the Revised Worker Dispatch Law,
Act on Stabilization of Employment for Older Persons
and Revised Labor Contract Act | 21 | ………… 沿革
History |
| 9 | ………… 主要財務指標（連結）
Key Indicators(Consolidated) | 23 | ………… 主なグループ会社
Major Group Companies |
| | | 25 | ………… 会社情報・株式情報
Corporate Information / Stock Information |

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, Pasona Group is working diligently to build a new social infrastructure in which working people can lead enriched and fulfilling lives

就職・転職、人材採用支援
エグゼクティブ・サーチ

Employment, career change, and recruitment support
Executive search

業界No.1
The leading position within the industry

Benefit one

福利厚生代行サービス
インセンティブ(モチベーション向上支援)
CRM(顧客満足度向上支援)
パーソナル(個人向け)
ヘルスケア(健康支援)
管理部門系コストダウン

Employee welfare and benefit agency services
Incentives (supporting efforts to enhance motivation)
CRM (supporting efforts to increase customer satisfaction)
Personal (individual-based)
Health care (supporting efforts to promote employee health)
Reduction in management and administrative departmental costs

プレス&サーチ
(人材紹介)
Place & Search
(Placement / Recruiting)

エキスパートサービス
(人材派遣)
Expert Services
(Temporary Staffing)

アウトソーシング
Outsourcing

アウトプレースメント
(再就職支援)
Outplacement

グローバルソーシング
(海外人材サービス)
Global Sourcing
(Overseas)

ライフソリューション
パブリックソリューション
シェアード
Life Solutions
Public Solutions
Shared

リーディングカンパニー
Leading company within the industry

再就職支援
組織・人事コンサルティング
セカンドキャリア支援
Outplacement support
Organization and personnel consulting
Second career support

人材紹介、人材派遣
給与計算アウトソーシング
人事コンサルティング
労務管理
Placement and recruiting, temporary staffing
Payroll outsourcing
Personnel consulting
Labor management

重点戦略
Priority strategies

受付・事務・ヘルプデスク等の受託
就労支援事業
農業研修
全国8カ所のBPO/コンタクトセンター
Contract reception, administrative, and help desk work
Employment and career support business
Agricultural training
BPO / Contact Center in eight nationwide locations

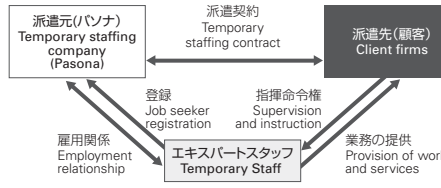
人事コンサルティング
教育・研修
J-Presence Academy

タレントマネジメントシステム
successfactors
BUSINESS EXECUTION SOFTWARE

Personnel consulting
Education and training
J-Presence Academy
Talent management systems
"SuccessFactors"

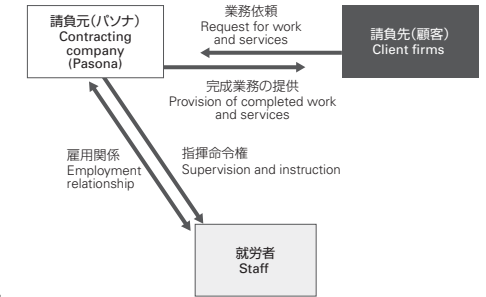
企業内保育所運営
海外語学教育
障害者の就労支援
企業の障害者雇用・CSR支援
地域活性化事業
Managing and operating child-care centers within the company
Overseas language education
Supporting the employment needs of people with disabilities
Supporting companies in their efforts to employ people with disabilities and their CSR activities
Regional revitalization business

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

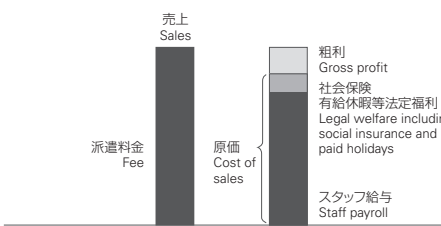


*通常は登録のみしておき、派遣契約の締結に応じて雇用契約を締結
派遣就業の終了に伴い、雇用関係も終了
*Note: In general terms, worker dispatch restricted to registered type;
employment contract to be concluded subject to the execution of a worker
dispatch agreement. Employment relationship to conclude on conclusion of
the provision of worker dispatch services
*常用品型派遣とは、派遣就業の終了後も、派遣元である派遣会社との雇用関係が継続
Regularly Employed Worker Dispatching: Employment relationship with a temporary staffing
company to continue after the conclusion of the provision of worker dispatch services

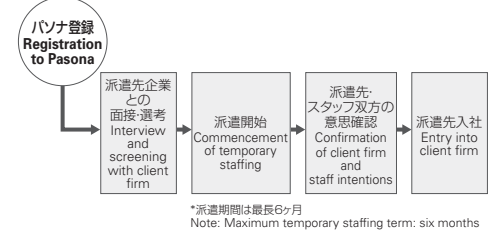
【インソーシング(請負)のしくみ】
Insourcing (Contracting) Business Structure



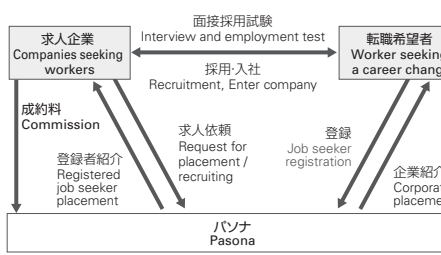
【人材派遣の収益モデル】
Temporary Staffing Earnings Model



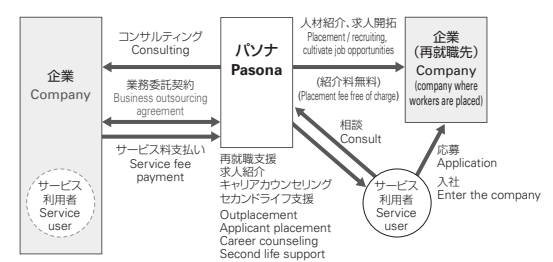
【紹介予定派遣のしくみ】
Temp to Perm Business Structure



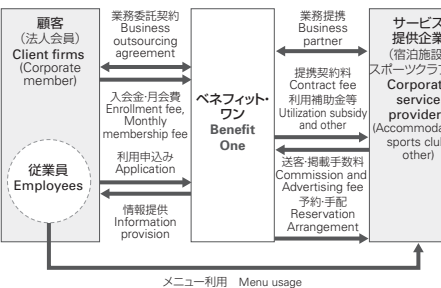
【人材紹介のしくみ】
Placement / Recruiting Business Structure



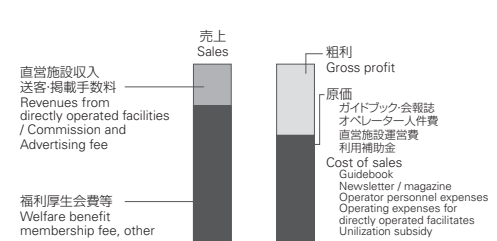
【再就職支援のしくみ】
Outplacement Business Structure



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



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



労働力人口推移 Population by Labour Force Status

	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 用 者 Employees	完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed	雇 用 者 Employees	完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed	雇 用 者 Employees	完全失業者 Labour force unemployed		
1990	10,089	6,384	6,249	4,835	134	3,657	63.3	4,911	3,791	3,713	3,001	77	1,095	77.2	5,178	2,593	2,536	1,834	57	2,562	50.1
1991	10,199	6,505	6,369	5,002	136	3,649	63.8	4,965	3,854	3,776	3,084	78	1,088	77.6	5,233	2,651	2,592	1,918	59	2,561	50.7
1992	10,283	6,578	6,436	5,119	142	3,679	64.0	5,002	3,899	3,817	3,145	82	1,090	77.9	5,281	2,679	2,619	1,974	60	2,590	50.7
1993	10,370	6,615	6,450	5,202	166	3,740	63.8	5,044	3,935	3,840	3,193	95	1,101	78.0	5,326	2,681	2,610	2,009	71	2,639	50.3
1994	10,444	6,645	6,453	5,236	192	3,791	63.6	5,078	3,951	3,839	3,202	112	1,122	77.8	5,366	2,694	2,614	2,034	80	2,669	50.2
1995	10,510	6,666	6,457	5,263	210	3,836	63.4	5,108	3,966	3,843	3,215	123	1,139	77.6	5,402	2,701	2,614	2,048	87	2,698	50.0
1996	10,571	6,711	6,486	5,322	225	3,852	63.5	5,136	3,992	3,858	3,238	134	1,140	77.7	5,435	2,719	2,627	2,084	91	2,712	50.0
1997	10,661	6,787	6,557	5,391	230	3,863	63.7	5,180	4,027	3,892	3,264	135	1,147	77.7	5,481	2,760	2,665	2,127	95	2,716	50.4
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	127	2,960	48.5
2011	11,111	6,591	6,289	5,508	302	4,517	59.3	5,363	3,822	3,636	3,161	187	1,538	71.3	5,748	2,768	2,653	2,347	115	2,979	48.2
2012	11,098	6,555	6,270	5,504	285	4,540	59.1	5,355	3,789	3,616	3,148	173	1,565	70.8	5,742	2,766	2,654	2,357	112	2,976	48.2

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
 従業者 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
 なお、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

Labor Force Sum of the employed and the unemployed over the age of 15
 Labor 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 labor force.
 Employees Persons who work for wages or salary as employees of companies, private stores, organizations, public corporations, government, public offices, etc.
 Labor 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 Labor Force Persons that cannot be categorized as employed over the age of 15 and labor force unemployed.
 Percentage of the Labor Force in the Population Percentage of the labor force to the population over the age of 15 = (The labor 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完推計値
 Figures in 2011 are supplementary-estimated figures due to the damage caused by the Great East Japan Earthquake.

*2012年から算出の基礎となる人口を2010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。2005年から2010年までの数値は、2012年以降の結果と接続させるため適宜調整し、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 2010 national population census from 2012. The figures from 2005 through 2010 have been recalculated or adjusted to the compatible time-series data responding to the 2012 base benchmark revision. (this excludes the figures of proportion.)

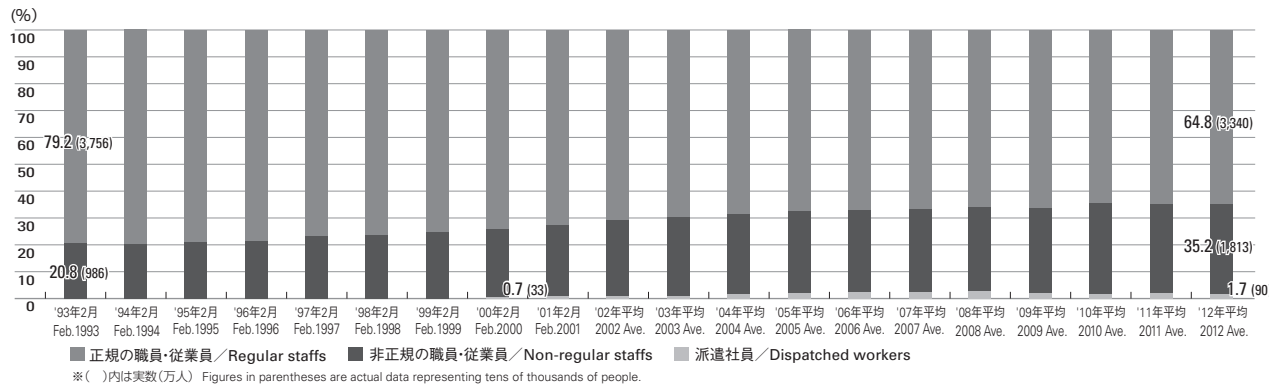
正規・非正規雇用者数 The Number of Regular and Non-Regular Staff

人数(万人) Number of persons (10 thousand persons)	全産業 All industries	雇用者 Employees	役員を除く雇用者総数 Employees other than executive of company or corporation		非正規の職員・従業員 Non-regular staffs										[役員を除く雇用者]に占める割合(%) Proportion of regular staff and non-regular staff in employees other than executive of company or corporation						
			正規の職員・従業員 Regular staffs	非正規の職員・従業員 Non-regular staffs	パート・アルバイト Part-time workers and temporary workers			派遣社員・契約社員 Dispatched workers and contract employees				その他 Other	正規の職員・従業員 Regular staffs	非正規の職員・従業員 Non-regular staffs	パート・アルバイト Part-time workers and temporary workers			派遣社員・契約社員 Dispatched workers and contract employees			
					パート Part-time workers	アルバイト Temporary workers	その他 other	派遣社員 Dispatched workers	契約社員・嘱託 Contract employees or entrusted employees	その他 Other	パート Part-time workers				アルバイト Temporary workers	その他 other	派遣社員 Dispatched workers	契約社員・嘱託 Contract employees or entrusted employees			
男 Males	1995年2月 Feb. 1995	3,176	2,876	2,620	256	150	28	122	106	91.1	8.9	5.2	1.0	4.2	3.7	
	2000年2月 Feb. 2000	3,180	2,892	2,553	338	232	56	176	106	9	98	...	88.3	11.7	8.0	1.9	6.1	3.7	0.3	3.4	
	2001年2月 Feb. 2001	3,192	2,923	2,557	366	261	63	198	105	11	94	...	87.5	12.5	8.9	2.2	6.8	3.6	0.4	3.2	
	2002年平均 2002 Average	3,165	2,867	2,437	431	229	63	166	202	10	122	70	85.0	15.0	8.0	2.2	5.8	7.0	0.3	4.3	
	2003年平均 2003 Average	3,152	2,853	2,410	444	235	63	171	209	13	125	71	84.4	15.6	8.2	2.2	6.0	7.3	0.5	4.4	
	2004年平均 2004 Average	3,152	2,851	2,385	466	236	70	166	230	28	136	66	83.7	16.3	8.3	2.5	5.8	8.1	1.0	4.8	
	2005年平均 2005 Average	3,165	2,864	2,357	507	247	77	171	260	42	149	69	82.3	17.7	8.6	2.7	6.0	9.1	1.5	5.2	
	2006年平均 2006 Average	3,194	2,897	2,378	519	247	79	168	271	49	151	71	82.1	17.9	8.5	2.7	5.8	9.3	1.7	5.2	
	2007年平均 2007 Average	3,240	2,947	2,408	539	255	83	172	285	54	162	69	81.7	18.3	8.7	2.8	5.8	9.6	1.8	5.5	
	2008年平均 2008 Average	3,220	2,928	2,367	560	248	82	166	312	55	180	77	80.8	19.2	8.5	2.8	5.7	10.7	1.9	6.1	
	2009年平均 2009 Average	3,162	2,874	2,345	527	250	84	166	278	37	174	67	81.6	18.4	8.7	2.9	5.8	9.7	1.3	6.0	
	2010年平均 2010 Average	3,148	2,865	2,324	540	259	87	172	282	35	181	66	81.1	18.9	9.1	3.1	6.0	9.8	1.2	6.3	
	2011年平均 2011 Average	3,163	2,885	2,313	571	276	94	182	298	39	197	62	80.1	19.9	9.6	3.3	6.3	10.3	1.3	6.8	
	2012年平均 2012 Average	3,147	2,865	2,300	566	272	97	175	294	36	197	61	80.3	19.7	9.5	3.4	6.1	10.3	1.3	6.9	
	女 Females	1995年2月 Feb. 1995	1,994	1,904	1,159	745	675	535	140	70	60.9	39.1	35.5	28.1	7.4	3.7
		2000年2月 Feb. 2000	2,087	2,011	1,077	934	846	663	183	88	25	64	...	53.6	46.4	42.1	33.0	9.1	4.4	1.2	3.2
		2001年2月 Feb. 2001	2,150	2,076	1,083	994	891	706	185	103	34	69	...	52.1	47.9	42.9	34.0	8.9	5.0	1.6	3.3
		2002年平均 2002 Average	2,172	2,073	1,052	1,021	825	655	170	196	33	108	55	50.7	49.3	39.8	31.6	8.2	9.5	1.6	5.2
		2003年平均 2003 Average	2,191	2,095	1,034	1,061	855	685	170	206	37	111	58	49.4	50.6	40.8	32.7	8.1	9.8	1.8	5.3
		2004年平均 2004 Average	2,220	2,124	1,025	1,098	860	693	166	238	57	119	62	48.3	51.7	40.5	32.6	7.8	11.2	2.7	5.6
		2005年平均 2005 Average	2,243	2,144	1,018	1,126	872	703	169	254	64	130	60	47.5	52.5	40.7	32.8	7.9	11.8	2.9	6.1
		2006年平均 2006 Average	2,292	2,195	1,036	1,159	878	713	165	281	78	133	70	47.2	52.8	40.0	32.5	7.5	12.8	3.6	6.1
		2007年平均 2007 Average	2,332	2,237	1,041	1,196	911	741	170	286	81	137	68	46.5	53.5	40.7	33.1	7.6	12.8	3.6	6.1
		2008年平均 2008 Average	2,337	2,248	1,043	1,205	906	741	165	298	85	142	71	46.4	53.6	40.3	33.0	7.4	13.3	3.8	6.3
2009年平均 2009 Average		2,341	2,250	1,050	1,200	906	733	173	294	72	149	73	46.7	53.3	40.3	32.6	7.7	13.1	3.2	6.6	
2010年平均 2010 Average		2,361	2,273	1,051	1,223	937	764	172	287	62	152	73	46.2	53.8	41.2	33.6	7.6	12.6	2.7	6.7	
2011年平均 2011 Average	2,369	2,279	1,039	1,241	954	779	173	288	59	163	66	45.6	54.4	41.9	34.2	7.6	12.6	2.6	7.1		
2012年平均 2012 Average	2,375	2,288	1,041	1,247	969	792	177	279	55	157	67	45.5	54.5	42.4	34.6	7.7	12.2	2.4	6.9		

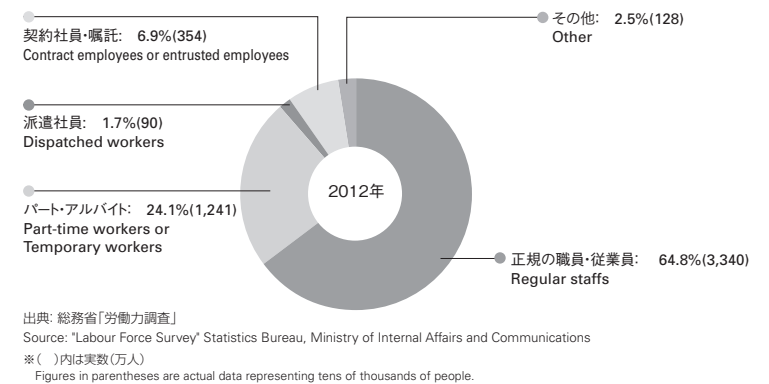
出典:総務省「労働力調査」
 1990年、1995年、2000年、2001年の「契約社員・嘱託」については、従業員・割合ともに「その他」区分の値も含む。2011年度は東日本大震災に伴う補完推計値
 Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications
 Figures for "Contract employees or entrusted employees" in 1990, 1995, 2000 and 2001 include figures of "Other" for the number of staffs and proportion of non-regular staff.
 Figures in 2011 are supplementary-estimated figures due to the damage caused by the Great East Japan Earthquake.

※2012年平均から算出の基礎となる人口を2010年国勢調査の確定人口(新基準)に切り替え、2005年から2010年までの数値は、2012年以降の結果と接続させるため適宜調整し、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 determined population (new standard) under the 2010 national population census from the 2012 average. The figures from 2005 through 2010 have been recalculated or adjusted to the compatible time-series data responding to the 2012-base benchmark revision. (this excludes the figures of proportion.)

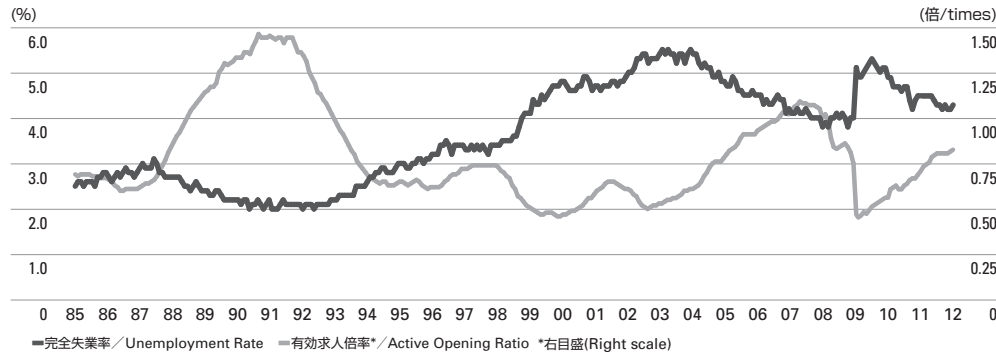
「役員を除く雇用者」に占める正規/非正規の割合～男女計
 Proportion of regular staff and non-regular staff in employees other than executive of company or corporation ~Males/Females Total



「役員を除く雇用者」に占める雇用形態別割合(2012年)～男女計
 Proportion of types in employees other than executive of company or corporation (2012) ~Males/Females Total



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

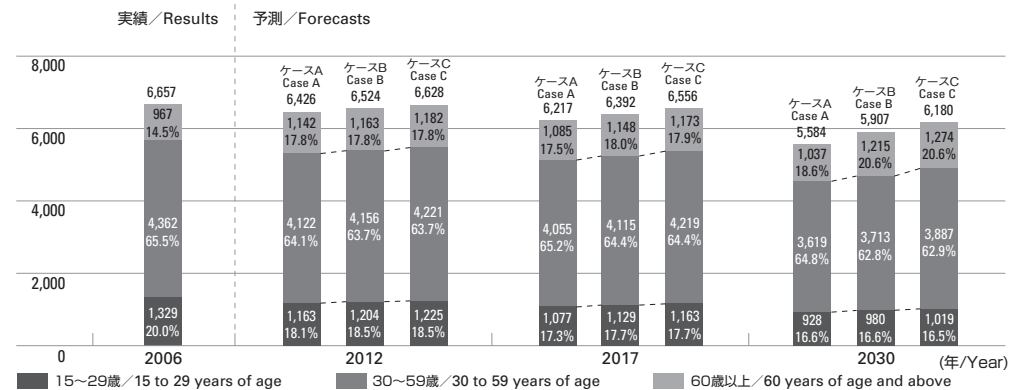


	1987	1988	1989	1990	1991	1992	1993
完全失業率 (%) Unemployment Rate(%)	2.8	2.5	2.3	2.1	2.1	2.2	2.5
有効求人倍率 (倍) Active Opening Ratio(Times)	0.70	1.01	1.25	1.40	1.40	1.08	0.76
	1994	1995	1996	1997	1998	1999	2000
完全失業率 (%) Unemployment Rate(%)	2.9	3.2	3.4	3.4	4.1	4.7	4.7
有効求人倍率 (倍) Active Opening Ratio(Times)	0.64	0.63	0.70	0.72	0.53	0.48	0.59
	2001	2002	2003	2004	2005	2006	2007
完全失業率 (%) Unemployment Rate(%)	5.0	5.4	5.3	4.7	4.4	4.1	3.9
有効求人倍率 (倍) Active Opening Ratio(Times)	0.59	0.54	0.64	0.83	0.95	1.06	1.04
	2008	2009	2010	2011	2012		
完全失業率 (%) Unemployment Rate(%)	4.0	5.1	5.1	4.6	4.3		
有効求人倍率 (倍) Active Opening Ratio(Times)	0.88	0.47	0.52	0.65	0.80		

出典:総務省「労働力調査」、厚生労働省「一般職業紹介状況」
Source: "Labour Force Survey" Statistics Bureau, the Ministry of Internal Affairs and Communications, Report on Employment Service, Ministry of Health, Labour and Welfare

労働力人口の概要 Labour Force Population

男女計(15歳以上) Total of male and female (15 years of age and above) (万人/10 thousand persons)



	2006	2012	2017	2030
労働力市場への参加が進まないケース(ケースA) Case where participation in labor market does not progress (Case A)	2006	2012	2017	2030
男女計(15歳以上) Total of male and female (15 years of age and above)	6,657	6,426	6,217	5,584
15~29歳 15 to 29 years of age	1,329	1,163	1,077	928
30~59歳 30 to 59 years of age	4,362	4,122	4,055	3,619
60歳以上 60 years of age and above	967	1,142	1,085	1,037
労働力市場への参加が進むケース(ケースB) Case where participation in labor market is at a certain level (Case B)	2006	2012	2017	2030
男女計(15歳以上) Total of male and female (15 years of age and above)	6,657	6,524	6,392	5,907
15~29歳 15 to 29 years of age	1,329	1,204	1,129	980
30~59歳 30 to 59 years of age	4,362	4,156	4,115	3,713
60歳以上 60 years of age and above	967	1,163	1,148	1,215
労働力市場への参加が進むケース(ケースC) Case where participation in labor market progresses (Case C)	2006	2012	2017	2030
男女計(15歳以上) Total of male and female (15 years of age and above)	6,657	6,628	6,556	6,180
15~29歳 15 to 29 years of age	1,329	1,225	1,163	1,019
30~59歳 30 to 59 years of age	4,362	4,221	4,219	3,887
60歳以上 60 years of age and above	967	1,182	1,173	1,274

出典: 独立行政法人労働政策研究・研修機構「労働力需給の推計」 Source: JILPT Research Report, the Japan Institute for Labor Policy and Training

(注) 2006年は「労働力調査」(総務省)による実績値、その他の年は推計値
 カッコ内はケースAと比べた場合の増加分
 ケースA: 性、年齢別の労働力率が2006年と同じ水準で推移すると仮定したケース
 ケースB: 女性、若年者、高齢者の労働市場への参加が一定程度進むと仮定したケース
 ケースC: 女性、若年者、高齢者の労働市場への参加が進むと仮定したケース
 経済成長率はケースB、ケースCとも人口1人当たり年2%の増加を仮定

Note: Actual data for 2006 drawn from the Labour Force Survey undertaken by Japan's Ministry of Internal Affairs and Communications. Data for all other years are estimates. Figures in parentheses are the amounts of increase compared with case A.
 Case A: Hypothetical case where trends in the labour force population rate by gender and age move at levels similar to 2006
 Case B: Hypothetical case where participation in the labor market by women, the young and elderly is at a certain level
 Case C: Hypothetical case where participation in the labor market by women, the young and elderly progresses
 Assumption of an annual 2% per capita rate of economic growth for cases B and C

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:億ドル/100 millions of dollars)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
人材派遣 Temporary staffing	689	682	705	809	892	951	983	949	720	874	983
人材紹介 Placement and recruiting	128	93	83	102	128	160	180	160	79	97	112
合計 Total	817	775	788	911	1,020	1,112	1,163	1,108	799	971	1,095

出典: American Staffing Association, 「American Staffing 2010」

(単位:万人/10 thousand persons)

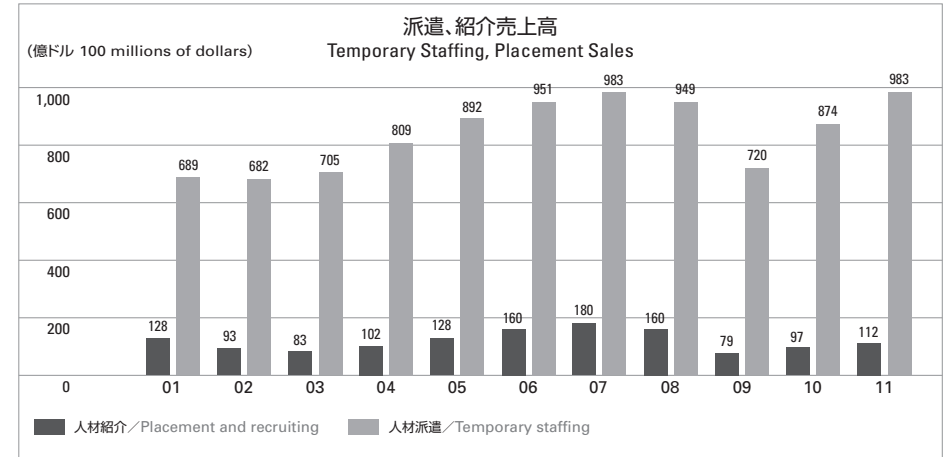
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
労働力人口*1 Labor force population	14,373	14,486	14,651	14,740	14,932	15,142	15,312	15,428	15,414	15,388	15,361	15,497
派遣労働者数*2 Number of temporary staff	1,390	1,270	1,350	1,430	1,460	1,450	1,260	1,170	940	970	1,290	—

*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 Labor, Bureau of Labor Statistics

American Staffing Association, Employment and Sales Survey, 「American Staffing 2010」 会員企業1,500社、15,000事業所集計 Corporate members 1,500 companies, 15,000 office tally



人材派遣市場データ Staffing Industry Data

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
売上高:一般(億円) Net sales: General (100 millions of yen)	6,105	5,433	5,449	6,269	7,751	9,368	10,704	10,821	12,847	15,606	18,101	19,136	23,280	33,263	44,082	50,220	60,151	47,328	37,934	37,374
前期比 YOY		-11.0%	0.3%	15.0%	23.6%	20.9%	14.3%	1.1%	18.7%	21.5%	16.0%	5.7%	21.7%	42.9%	32.5%	13.9%	19.8%	-21.3%	-19.8%	-1.5%
売上高:特定(億円) Net sales: Specific (100 millions of yen)	4,703	4,055	3,870	3,903	4,076	3,967	5,002	3,784	3,870	3,856	4,371	4,478	5,335	7,088	10,107	14,432	17,741	15,727	15,534	15,138
前期比 YOY		-13.8%	-4.6%	0.9%	4.4%	-2.7%	26.1%	-24.4%	2.3%	-0.4%	13.4%	2.4%	19.1%	32.9%	42.6%	42.8%	22.9%	-11.4%	-1.2%	-2.5%
売上高合計(億円) Net sales (100 millions of yen)	10,808	9,488	9,319	10,172	11,827	13,335	15,706	14,605	16,717	19,462	22,472	23,614	28,615	40,351	54,189	64,652	77,892	63,055	53,468	52,512
前期比 YOY		-12.2%	-1.8%	9.2%	16.3%	12.8%	17.8%	-7.0%	14.5%	16.4%	15.5%	5.1%	21.2%	41.0%	34.3%	19.3%	20.5%	-19.0%	-15.2%	-1.8%
派遣労働者数:一般(人)延べ人数 Total number of workers:General (Persons)	572,689	504,752	505,883	542,426	655,307	789,002	822,520	1,005,090	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
前期比 YOY		-11.9%	0.2%	7.2%	20.8%	20.4%	4.2%	22.2%	24.5%	28.5%	23.2%	12.4%	-4.7%	12.7%	25.1%	18.3%	3.4%	-25.6%	-11.0%	-3.6%
派遣労働者数:特定(人) Number of workers:Specific (Persons)	80,909	69,934	69,996	69,630	68,941	66,328	72,754	62,859	135,451	141,111	150,781	138,887	146,387	156,850	220,734	274,710	332,230	298,795	293,111	280,151
前期比 YOY		-13.6%	0.1%	-0.5%	-1.0%	-3.8%	9.7%	-13.6%	115.5%	4.2%	6.8%	-7.9%	5.4%	7.1%	40.7%	24.5%	20.9%	-10.1%	-1.9%	-4.4%
派遣労働者数:(一般+特定)(人)*1 Total number of workers:(General+Specific) (Persons)*1	653,598	574,686	575,879	612,056	724,248	855,330	895,274	1,067,949	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
前期比 YOY		-12.1%	0.2%	6.3%	18.3%	18.1%	4.7%	19.3%	29.8%	26.1%	21.8%	10.9%	-4.1%	12.4%	26.1%	18.7%	4.6%	-24.3%	-10.1%	-3.6%
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	262,059	235,980	238,300	254,957	298,530	340,059	306,914	394,502	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
前期比 YOY		-10.0%	1.0%	7.0%	17.1%	13.9%	-9.7%	28.5%	36.1%	14.0%	13.3%	7.2%	19.7%	39.2%	22.5%	14.9%	13.7%	-20.7%	-6.0%	-10.6%

(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.

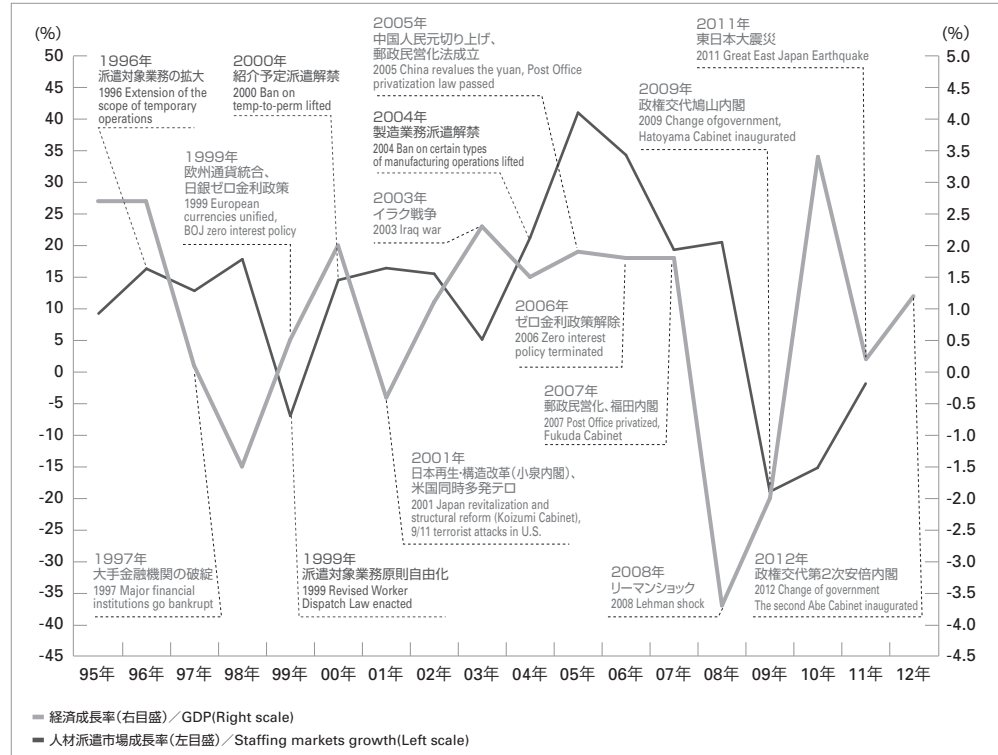
* 一般派遣: 派遣会社に登録し、仕事の期間のみ雇用契約が生じる形態 特定派遣: 派遣会社に正社員として常用雇用され、派遣先で就業する形態
General dispatch: Registered in a temporary employment agency with employment contracts that are effective only for the term of the employment.
Specific dispatch: Full-time employee of a temporary employment agency who works at the 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.
"Registered workers" excludes persons that were not employed in the past one-year.

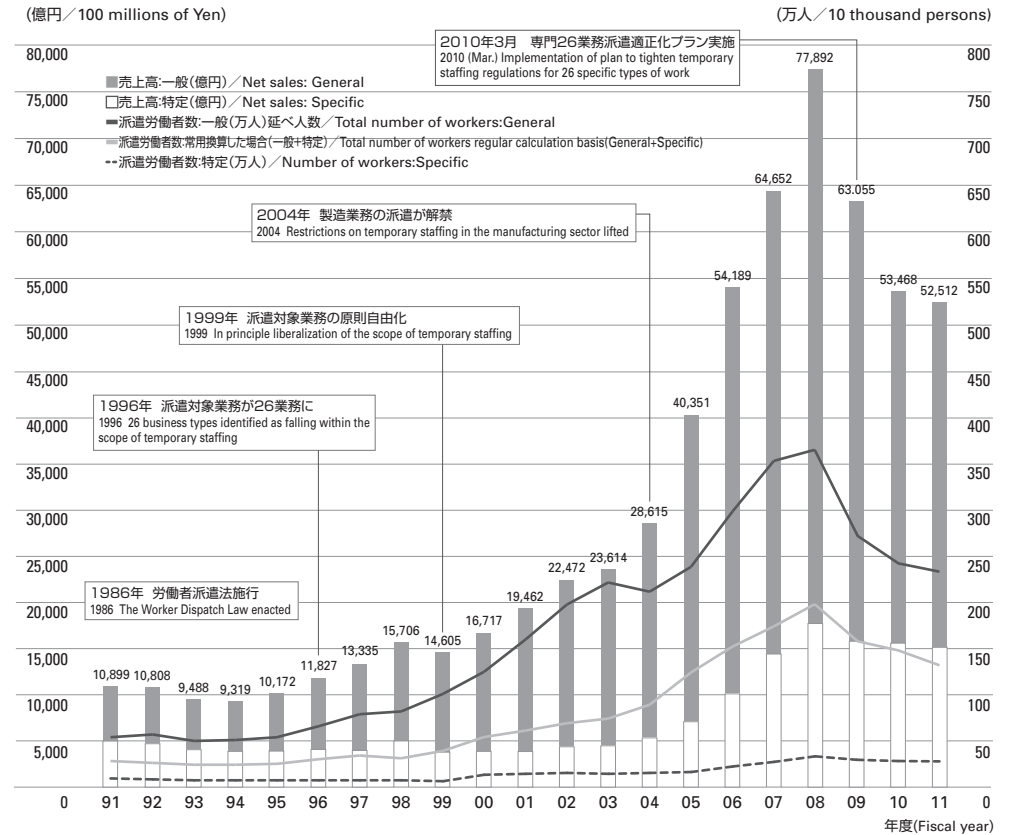
*2 常用換算: 常用雇用以外の労働者の年間総労働時間数の合計を当該事業所の常用雇用労働者の1人当たりの年間総労働時間数で除したのもの
Regular circulation basis: The total number of annual labor hours for employees other than regular employees divided by the number of annual working hours per regular employee at that particular temporary employment agency.

GDPと人材派遣市場変化率の対比 1991-2012年度 GDP VS Staffing Markets Growth 1991-2012

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
経済成長率(%) GDP	2.7	2.7	0.1	-1.5	0.5	2.0	-0.4	1.1	2.3	1.5	1.9	1.8	1.8	-3.7	-2.0	3.4	0.2	1.2
人材派遣市場成長率(%) Staffing markets growth	9.2	16.3	12.8	17.8	-7.0	14.5	16.4	15.5	5.1	21.2	41.0	34.3	19.3	20.5	-19.0	-15.2	-1.8	



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.

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

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	385	524	570	837	1,221	1,718	2,035	1,884	1,232	1,502	1,563	

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

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	38	73	146	160	220	320	370	300	214	196	171	177	296	291	261	

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.

現在の派遣法規制 Current regulations under the Worker Dispatch Law

1. 派遣期間の制限

- ① 政令に定められた業務は期間無制限
 - * 但し、同一派遣社員が3年を超えて従事する部署に正社員・アルバイト・パート社員の新規採用を行うおとする場合、派遣先は派遣社員に対して直接雇用を申し込まなければならない。
- ② 自由化業務および製造業務最長3年
 - * 但し派遣期間が1年を超える場合は、意見聴取の手続きを必要とする。
 - * この期間(3年)を超えると、派遣先は派遣社員に直接雇用を申し込まなければならない。
- ③ 紹介予定派遣は最長6か月
 - * 同一派遣社員を6か月を超えて派遣することはできない。(厚生労働省「業務取扱要領」)

2. 派遣禁止業務

- 港湾運送業務
- 建設業務
- 警備業務
- 医療関係業務 (紹介予定派遣、社会福祉施設への派遣、産休・育休・介護休業者の代替派遣、へき地への医師の派遣は除く)
- 人事労務関係業務のうち、派遣先において団体交渉又は労働基準法に規定する協定の締結等のための労使協議の際に使用者側の直接当事者として行う業務
- 弁護士、外国法律事務弁護士、司法書士、土地家屋調査士、公認会計士、税理士、弁理士、社会保険労務士の業務(公認会計士、弁理士、行政書士、税理士、および社会保険労務士の一部業務は除く)

1. Restrictions on the contract period for temporary staff

- 1) There are no restrictions on contract periods for temporary staff applicable to job categories identified under government ordinance.
 - * However, employers must propose direct employment to the temporary staff when the company seeks to newly hire a full-time or part-time employee after the temporary staff has worked for the company for more than three years.
- 2) Types of deregulated and manufacturing operations are restricted to a maximum of three years.
 - * However, in the event the temporary staffing period exceeds one year, hearing procedures are an essential requirement.
 - * Furthermore, employers must propose direct employment to all temporary staff, who by mutual agreement seek to renew their contract after a period of three years.
- 3) Temporary to permanent employment is restricted to six months.
 - * A company cannot employ the same temporary worker for a period of more than six months. (Operating Guidelines by the Ministry of Health, Labour and Welfare)

2. Temporary Staffing — Prohibited Job Categories

- Port transport services
- Construction work
- Security services
- Medical-related services (Excluding temporary to permanent employment, temporary staffing to social welfare facilities, alternative temporary staffing to cover maternity leave, child-care leave and nursing care leave, and temporary staffing of medical practitioners to remote rural areas)
- Operations relating to group negotiation or labor contract negotiation pursuant to the Labor Standards Law with employers as a part of personnel-related operations
- Operations undertaken by lawyers, international lawyers, judicial scriveners, registered land and building surveyors, certified public accountants, tax accountants, patent agents and certified social insurance labor consultants (excluding certain operations conducted by certified public accountants, patent agents, administrative scriveners, tax accountants and certified social insurance labor consultants)

参考 Reference

- 「政令業務」一覧 (派遣期間制限なし)
- 政令第4条第1項で定められた業務 (日雇派遣禁止適用外)
- 1号: 情報処理システム開発
 - 2号: 機械設計
 - 3号: 事務用機器操作
 - 4号: 通訳、翻訳、速記
 - 5号: 秘書
 - 6号: ファイリング
 - 7号: 調査
 - 8号: 財務
 - 9号: 貿易
 - 10号: デモンストレーション
 - 11号: 添乗
 - 12号: 受付・案内
 - 13号: 研究開発
 - 14号: 事業の実施体制の企画、立案
 - 15号: 書籍等の制作・編集
 - 16号: 広告デザイン
 - 17号: OAインストラクション
 - 18号: セールスエンジニアの営業、金融商品の営業
- 政令第5条で定められた業務 (日雇い派遣禁止)
- 1号: 放送機器操作
 - 2号: 放送番組等の制作
 - 3号: 建築物清掃
 - 4号: 建築設備運転等
 - 5号: 駐車場管理等
 - 6号: インテリアコーディネーター
 - 7号: アナウンサー
 - 8号: テレビマーケティングの営業
 - 9号: 放送番組等における大道芸・小道具
 - 10号: 水道施設等の設備運転等

- List of Work and Services Stipulated under Cabinet Order (no restriction on the period of temporary staffing)
- Work and services stipulated under government ordinance Article 4, Paragraph 1 (non-approved temporary staffing on a daily basis prohibited)
1. Information system development
 2. Machine engineering and design
 3. Office equipment operator
 4. Interpreter, translator, stenographer
 5. Secretary
 6. Filing
 7. Research
 8. Finance
 9. Trade
 10. Demonstration
 11. Travel conductor
 12. Reception, information services
 13. Research and development
 14. Office systems implementation planning and proposal
 15. Production and editing of printed material
 16. Advertising design
 17. OA instruction
 18. Sales engineer marketing, Marketing of financial products
- Work and services stipulated under government ordinance Article 5 (temporary staffing on a daily basis prohibited)
1. Broadcasting equipment operator
 2. Production of broadcasting programs
 3. Building maintenance and cleaning
 4. Building facility operator
 5. Parking facility management
 6. Interior coordinator
 7. Announcer
 8. Telemarketer
 9. Broadcasting program sets and props
 10. Facility operator including water utilities

派遣法改正(2012年10月1日施行)に伴い、政令で定める業務の条項番号が変わりました。従来より「政令26業務」として定められていた業務は、日雇派遣原則禁止の適用有無によって令第4条第1項と令第5条の業務に区分され、条項・番号が変更になりました。The number of articles and paragraphs relating to work and services stipulated under Cabinet Order have been revised pursuant to the enactment of the Temporary Workers' Law on October 1, 2012. The work and services previously stipulated as 26 job categories under government ordinance have been classified as either Article 4, Paragraph 1 work and services or Article 5, Paragraph 1 work and services with their article and item numbers also changed according to the applicability or otherwise of in principle prohibition of temporary staffing on a daily basis.

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

年	主な出来事
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)
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
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)
1997	職業紹介の規制緩和実施 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
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
2000	紹介予定派遣解禁 紹介予定派遣(テンプトゥーパーム)が解禁
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
2003	派遣対象業務の拡大 医療業務の派遣が一部解禁
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
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
2007	派遣期間の延長 製造業務の派遣期間の延長(1年⇒3年)
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
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 80万円⇒150万円へ強化
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
2012	改正労働者派遣法成立 日雇い派遣の原則禁止 労働契約申し込みのみなし制度の創設

Year	Major Event
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	Use of elderly as temporary staff begins Dispatch of workers over 60 years old liberalized in principle.
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	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	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	Ban on temp-to-perm lifted
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	Extension of the scope of temporary operations Ban on certain types of medical occupations lifted.
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	Extension of the scope of temporary staffing operations Ban on replacements for child-care and family-care leave in medical occupations lifted.
2007	Extension of the term of temporary staffing operations Dispatch period for manufacturing operations extended from one to three years.
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 labor aimed at stabilizing employment of temporary workers engaged in day-labor activities.
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	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	Enactment of Worker Dispatch Law Principle prohibition of temporary staffing on a daily basis Establishment of a deemed employment contract application system

2012年10月「改正労働者派遣法」施行

October 2012 Enforcement of the Revised Worker Dispatch Law

改正労働者派遣法では、当初案に盛り込まれていた「登録型派遣・製造業務派遣の原則禁止」が削除された。

The provisions in the initial draft of the revised Worker Dispatch Law prohibiting in principle registered-type worker dispatch, and the dispatch of workers for manufacturing operations, have been removed.

【新たに派遣会社・派遣先に課された主な事項】

1. 日雇い派遣の原則禁止

派遣元事業主は、日々または30日以内の期間を定めて雇用する労働者について、政令で定める場合を除き、労働者派遣は原則禁止。

《例外》

1. 政令第4条第1項第1号から第18号の業務で派遣する場合
例:システム開発、通訳・翻訳、秘書、事務用機器操作、財務経理、貿易、受付等
2. 以下に該当する人を派遣する場合
①高齢者(60歳以上) ②昼間学生(雇用保険の適用を受けない学生)
③正業収入が500万円以上で日雇派遣に副業として従事する者
④主たる生計者でなく世帯収入が500万円以上

2. グループ内企業派遣の8割規制

派遣元がグループ内企業へ派遣する割合、8割以下に規制。

3. マージン率などの情報提供・派遣料金の明示

- ・関係者への情報公開
- ・派遣会社のマージン率や教育訓練に関する取り組み状況などの情報提供を義務化
- ・派遣労働者への明示
- 雇入時、派遣開始時、派遣料金額の変更時に、派遣労働者の派遣料金の明示を義務化

他に、「離職後一年以内の人を元の勤務先に派遣することの禁止」「有期雇用派遣労働者の無期雇用への転換推進措置」「待遇に関する事項などの説明」「均等待遇の確保」などが定められた。

Principal Matters Newly Imposed on Dispatching/Business Operators and Client Firms

1. Prohibition in principle of the dispatch of workers for day labor

Dispatching business operators are prohibited in principle from dispatching workers on a daily basis or for periods less than 30 days, except as specified by the relevant Cabinet Order.

Exceptions

- 1) Dispatch for job categories 1-18 in Article 4-1 of the Cabinet Order
Examples: IT system development, interpreting/translation, secretarial work, office equipment operation, financial accounting, foreign trade, reception
- 2) Dispatch of any person who falls under the following:
 - a. Elderly persons (60 years of age or older)
 - b. Daytime students (students ineligible for unemployment insurance)
 - c. Persons who earn five million yen or more at their regular job and are engaged in day labor as a sideline
 - d. Persons who are not the primary breadwinner, and have household income of five million yen or more

2. 80% limit on dispatch to group companies

The proportion of workers a dispatching business operator dispatches to companies within its corporate group must be less than 80% of the total.

3. Obligation to disclose the "margin rate" and other information, and clearly specifying dispatching fees

- Information disclosure to related parties
Dispatching business operators are obligated to provide information on the percentage of the difference between the dispatching fee clients pay and the wage of dispatched workers (the "margin rate"), opportunities for education and training, and other details.
- Clearly specifying information to dispatched workers
Dispatching business operators are obligated to clearly specify to the dispatched worker the dispatching fee at the time of hiring, at the time worker dispatch commences, and any time the fee is revised.

In addition, the revised Law also includes: A prohibition on dispatch of ex-employees their former company within one year of displacement; Measures to promote the transition of dispatched workers on fixed-term employment to indefinite-term employment; Explanations on matters concerning treatment of workers; and Ensuring of equal treatment.

2013年4月「改正高齢者雇用安定法」施行

April 2013 Enforcement of the Revised Act on Stabilization of Employment for Older Persons

2012年8月改正、2013年4月1日施行。

年金受給開始年齢が2013年度から25年度までに65歳に引き上げられるのに対応し、65歳まで原則希望者全員継続雇用が企業に義務付けられる。

The Act on Stabilization of Employment for Older Persons was revised in August 2012, and went into effect on April 1, 2013.

In response to the gradual increase in the age for pension eligibility to 65 between fiscal 2013 and fiscal 2025, companies are obligated in principle to allow all employees who so choose to continue working until the age of 65.

【改正高齢者雇用安定法の概要】

1. 継続雇用制度の対象者を限定できる仕組みの廃止

継続雇用制度の対象となる高齢者につき事業主が労使協定により定める基準により限定できる仕組みを廃止

※労使協定によって、すでに継続雇用の対象となる高齢者の基準を定めている事業主は、平成37年3月31日までの間、段階的にその基準を適用できる

2. 継続雇用制度の対象者を雇用する企業の範囲の拡大

継続雇用制度の対象となる高齢者が雇用される企業の範囲をグループ企業まで拡大する仕組みを設ける

3. 義務違反の企業に対する公表規定の導入

高齢者雇用確保措置義務に関する報告に従わない企業名を公表する規定を設ける

4. 高齢者雇用確保措置の実施および運用に関する指針の策定

事業主が講ずべき高齢者雇用確保措置の実施および運用に関する指針を新たに策定

(指針のポイント)

※継続雇用制度についての留意事項

- ・継続雇用制度を導入する場合、希望者全員を対象とする
- ・就業規則に定める解雇・退職事由に該当する場合、継続雇用としないことができる
- ・継続雇用しないことについては、客観的に合理的な理由があり、社会通念上相当であることが求められる 等

■現行の「高齢者雇用制度」の課題「年金支給と雇用の接続」

年金制度改革により、現在60歳からとなっている厚生年金の「報酬比例部分」の支給年齢が、2013年度から3年ごとに1歳ずつ上がり、2025年度には65歳に引き上げられる。「定額部分」についてはすでに2001年4月から支給年齢の引き上げが開始しており、2013年4月には65歳への引き上げが完了。

これにより、現行の「高齢者雇用制度」のままで、平成25年度には60歳定年以降、継続雇用を希望したとしても、雇用が継続されず、また年金も支給されないことにより無収入となる人が生じる可能性があり、「年金支給と雇用の接続」が課題であった。

Overview of the Revised Act on Stabilization of Employment for Older Persons

1. Abolition of structures that limit eligibility for the continued employment system

The amended law abolishes structures that limit the eligibility of older persons for the continued employment system through standards that business operators prescribe in labor-management agreements.

* Business operators who have already prescribed through labor-management agreement standards for the eligibility of older persons for the continued employment system may apply those standards in stages until March 31, 2025.

2. Expansion of the scope of companies employing workers eligible for the continued employment system

The amended law provides a mechanism that expands the scope of companies employing older persons eligible for the continued employment system to include group companies.

3. Introduction of disclosure provisions for violators

The amended law provides a provision for disclosure of the name of companies that do not comply with recommendations regarding the obligation for measures to ensure employment for older persons.

4. Formulation of guidelines for the implementation and application of measures to ensure employment for older persons

The amended law newly formulates guidelines for business operators to follow regarding the implementation and application of measures to ensure employment for older persons.

(Main points of the guidelines)

- Points of concern regarding the continued employment system
- The continued employment system should be open to all employees who wish to participate.
- Employees dismissed or who have resigned within the grounds prescribed by company regulations may be excluded from continued employment.
- Objectively reasonable grounds and socially accepted conventions are required for not providing continued employment.

■Current problem with the employment system for older persons: Conjunction between pension payment and employment

As per the reform of the pension system, the age at which workers become eligible to receive the earnings-related component of pension, which is currently 60, will be raised by one year every three years from fiscal 2013 to fiscal 2025, to 65 years of age. The eligibility age for the fixed component already began being increased from April 2001, and will be finally raised to 65 years of age in April 2013.

Under the current employment system for older persons, from fiscal 2025, even if employees wish to continue working past the age of 60, it is possible that they could have no income if they are not hired and not yet receiving pension payments. This conjunction between pension payments and employment has been a problem.

2013年4月 「改正労働契約法」施行

April 2013 Enforcement of the Revised Labor Contract Act

2012年8月改正、2013年4月1日本格施行。

労働契約法に、下記の「3つのルール」を追加。また勤続5年超で、有期労働者が申出ると「無期転換」が可能になる。

The Labor Contract Act was revised in August 2012, and went into effect on April 1, 2013. The "three rules" listed below were appended to the Labor Contract Act. The amended law has made it possible for a fixed-term worker who has been employed continuously for more than five years to convert to indefinite term status upon request.

【改正労働契約法のポイント: 3つのルール】

1. 無期労働契約への転換(2013年4月1日施行)

同一の使用者との間で、有期労働契約が通算で5年を超えて反復更新された場合には、労働者の申し込みにより、無期労働契約に転換。

※通算契約期間のカウントは、平成25年4月1日以降に開始または更新する有期労働契約が対象。平成25年3月31日以前に開始または更新した有期労働契約は通算契約期間に含まれない。

※無期転換ルールの今後の検討をめぐっては、「施行後5年を経過する時期から3年を経過した時期として、施行後8年を経過した場合に施行状況を勘案しつつ検討を加え、結果に基づき必要な措置を講じる」と附則で定められている。

2. 「雇止め法理」の法定化(2012年8月10日施行)

有期労働契約は、使用者が更新をしないとときは、契約期間の満了により雇用が終了。これを「雇止め」といい、過去の最高裁の判例により、労働者保護の観点から、一定の場合これを無効とする判例上のルール(「雇止め法理」)が確立。今回の法改正では、雇止め法理の内容や適用範囲を変更することなく、労働契約法に条文化。

3. 不合理な労働条件の禁止(2013年4月1日施行)

同一の使用者との労働契約を締結している有期契約労働者と無期契約労働者との間で、期間の定めがあることにより不合理に労働条件を相違させることを禁止するルール。対象となるのは、賃金や労働時間等の狭義の労働条件だけでなく、労働契約の内容となっている災害補償、服務規律、教育訓練、付随義務、福利厚生など、労働者に対する一切の待遇。

Main Points of the Revised Labor Contract Act: The Three Rules

1. Conversion to indefinite-term labor contracts (took effect April 1, 2013)

The amended law allows fixed-term contract workers employed by the same employer for a total of more than five years to convert their employment contract to an indefinite-term contract upon request at the time of contract renewal.

* The contract period calculation will be for fixed-term contract periods which commenced or were renewed from April 1, 2013. The contract period calculation shall not include any fixed-term contract periods which commenced or were renewed prior to March 31, 2013.

* Regarding future consideration of the rule regarding conversion to indefinite-term contracts, a supplementary provision to the amended law states that eight years after enforcement (three years from the point five years after enforcement) the enforcement status of the rule is to be considered and reviewed, and necessary measures taken based on the conclusions.

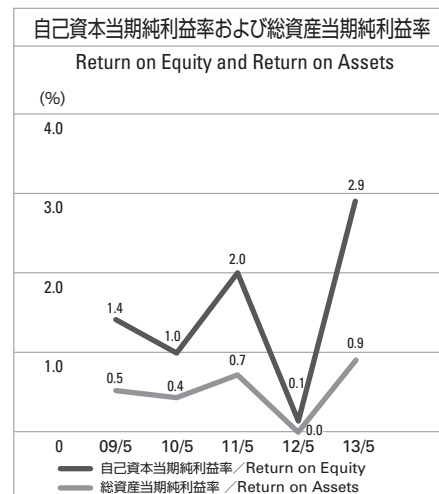
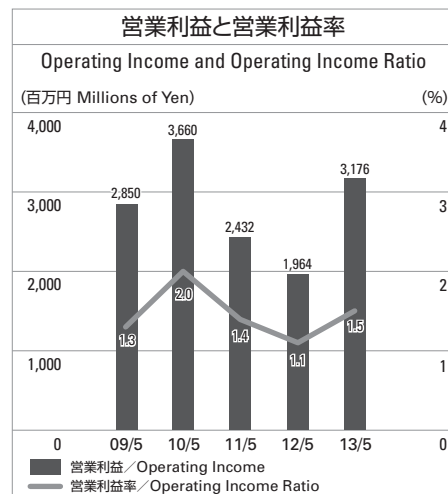
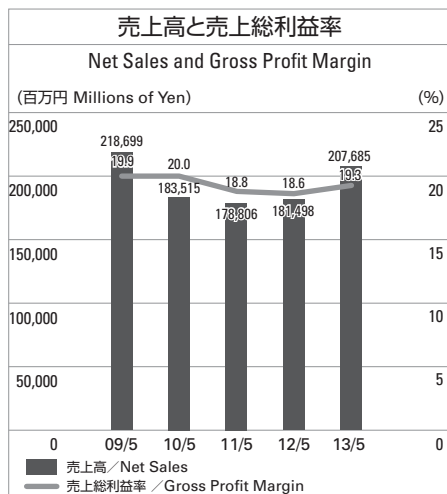
2. Statutory adoption of the "Termination of Employment Doctrine" (took effect August 10, 2012)

With fixed-term labor contracts, employment normally concludes at the end of the contract period if the employer does not renew the contract. This is called "termination of employment." However, Japan's Supreme Court, from the standpoint of worker protection, has through past decisions established a precedent-based rule (the "Termination of Employment Doctrine") that makes this invalid under certain circumstances. The content and application of this doctrine has been adopted unchanged as an article in the Labor Contract Act.

3. Prohibition of unreasonable employment conditions (took effect April 1, 2013)

The amended law establishes a rule prohibiting unreasonable differences in employment conditions between fixed-term contract employees and indefinite-term contract employees who have labor contracts with the same employer, on the grounds of the term of employment. The employment conditions subject to this law are not only narrow conditions such as wages and working hours, but all aspects of worker treatment in the labor contract, including accident compensation, discipline, training, incidental duties, and welfare benefits.

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



主要経営指標 Key Indicators

(百万円/Millions of Yen)

経営指標	Key Indicators	2006/5 前期比 YOY	2007/5 前期比 YOY	2008/5 前期比 YOY	2009/5 前期比 YOY	2010/5 前期比 YOY	2011/5 前期比 YOY	2012/5 前期比 YOY	2013/5 前期比 YOY
売上高	Net Sales	203,815 13.8%	231,231 13.5%	236,945 2.5%	218,699 -7.7%	183,515 -16.1%	178,806 -2.6%	181,498 1.5%	207,685 14.4%
販売費及び一般管理費	SGA Expenses	33,491 15.5%	38,542 15.1%	42,925 11.4%	40,735 -5.1%	33,070 -18.8%	31,125 -5.9%	31,840 2.3%	36,898 15.9%
営業利益	Operating Income	7,745 -6.0%	8,507 9.8%	6,444 -24.2%	2,850 -55.8%	3,660 28.4%	2,432 -33.5%	1,964 -19.2%	3,176 61.7%
経常利益	Ordinary Income	7,844 -5.4%	8,807 12.3%	6,637 -24.6%	3,361 -49.4%	4,044 20.3%	2,571 -36.4%	2,091 -18.7%	3,187 52.4%
当期純利益	Net Income	3,588 -17.8%	4,198 17.0%	2,962 -29.4%	312 -89.4%	204 -34.5%	412 101.4%	29 -92.9%	610 1969.4%
総資産	Total Assets	51,931 21.1%	54,425 4.8%	58,513 7.5%	55,468 -5.2%	52,269 -5.8%	60,564 15.9%	70,889 17.0%	71,276 0.5%
純資産*1	Net Assets*1	27,634 33.9%	26,904 -2.6%	29,468 9.5%	25,148 -14.7%	24,979 -0.7%	25,642 2.7%	26,295 2.5%	26,253 -0.2%
営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	6,895 30.1%	5,897 -14.5%	5,974 1.3%	4,443 -25.6%	2,875 -35.3%	6,419 123.3%	3,431 -46.5%	5,877 71.3%
投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	(4,341) —	(3,226) —	(2,968) —	(4,966) —	(387) —	166 —	(5,718) —	(4,532) —
財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	(164) —	(5,607) —	(980) —	1,077 —	(4,275) —	3,695 —	2,479 -32.9%	(4,285) —
フリーキャッシュ・フロー	Free Cash Flows	2,553 60.4%	2,671 4.6%	3,006 12.5%	(523) —	2,488 —	6,586 164.7%	(2,287) —	1,344 —
従業員数*2	Number of Employees*2	3,692 18.1%	4,293 16.3%	4,982 16.0%	4,916 -1.3%	4,641 -5.6%	4,657 0.3%	5,539 18.9%	5,989 8.1%
うち契約社員	Number of Contract Workers of Employees	1,084 17.4%	1,167 7.7%	1,335 14.4%	1,245 -6.7%	998 -19.8%	701 -29.8%	1,087 55.1%	1,211 11.4%

収益性に関する経営指標 Profitability Indicators

経営指標	Key Indicators	2005/5 前期比 YOY	2006/5 前期比 YOY	2007/5 前期比 YOY	2008/5 前期比 YOY	2009/5 前期比 YOY	2010/5 前期比 YOY	2011/5 前期比 YOY	2012/5 前期比 YOY	2013/5 前期比 YOY
売上総利益率*3	Gross Profit Margin*3	20.8% -0.1pt	20.2% -0.6pt	20.3% 0.1pt	20.8% 0.5pt	19.9% -0.9pt	20.0% 0.1pt	18.8% -1.2pt	18.6% -0.2pt	19.3% 0.7pt
売上高販管費比率	SGA Expenses Ratio	16.2% 0.2pt	16.4% 0.2pt	16.6% 0.2pt	18.1% 1.5pt	18.6% 0.5pt	18.0% -0.6pt	17.4% -0.6pt	17.5% 0.1pt	17.8% 0.3pt
営業利益率	Operating Income Ratio	4.6% -0.3pt	3.8% -0.8pt	3.7% -0.1pt	2.7% -1.0pt	1.3% -1.4pt	2.0% 0.7pt	1.4% -0.6pt	1.1% -0.3pt	1.5% 0.4pt
経常利益率	Ordinary Income Ratio	4.6% -0.1pt	3.8% -0.8pt	3.8% 0.0pt	2.8% -1.0pt	1.5% -1.3pt	2.2% 0.7pt	1.4% -0.8pt	1.2% -0.2pt	1.5% 0.3pt
売上高当期純利益率	Return on Sales	2.4% 0.1pt	1.8% -0.6pt	1.8% 0.1pt	1.3% -0.5pt	0.1% -1.2pt	0.1% -0.0pt	0.1% 0.0%	0.0% -0.2pt	0.3% 0.3pt
自己資本当期純利益率*4,6,7	Return on Equity*4,6,7	24.0% -6.2pt	16.2% -7.8pt	18.2% 2.0pt	12.7% -5.5pt	1.4% -11.3pt	1.0% -0.4pt	2.0% 1.0pt	0.1% -1.9pt	2.9% 2.8pt
総資産当期純利益率*5	Return on Assets*5	10.9% -0.1pt	7.6% -3.3pt	7.9% 0.3pt	5.2% -2.7pt	0.5% -4.7pt	0.4% -0.1pt	0.7% 0.3pt	0.0% -0.7pt	0.9% 0.9pt

*1 会計基準の変更に伴い、従来の株主資本を純資産とし2006年5月期は少数株主持分3,988百万円を含めた金額で表示しております。尚、普通株式に係る純資産額に相当する金額は、23,645百万円となっております。
 In line with changes in accounting standards, total shareholders' equity is reported as net assets and includes an amount of ¥3,988 million representing minority interests from the fiscal year ended May 31, 2006. Under conventional standards, net assets applicable to common stock for the period under review was ¥23,645 million.

*2 契約社員含む Include Contract Workers

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

*4 当期純利益 / 前期末純資産平均×100 Net Income / Average Net Assets×100

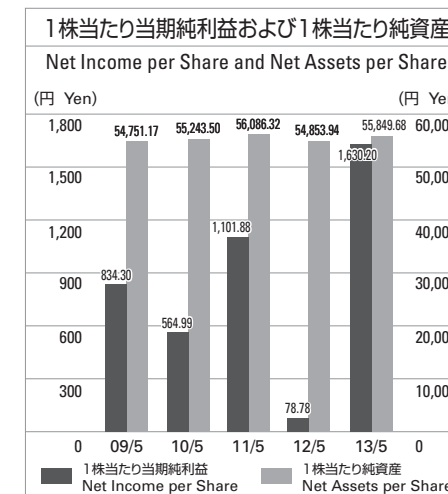
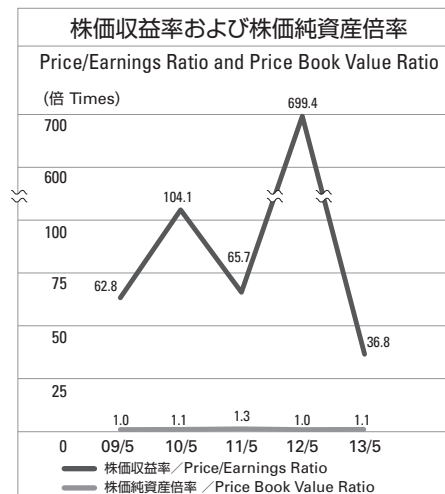
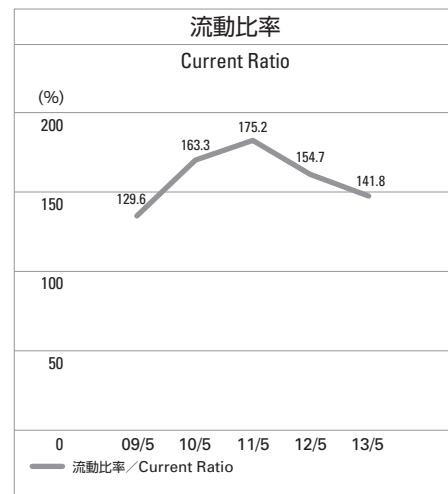
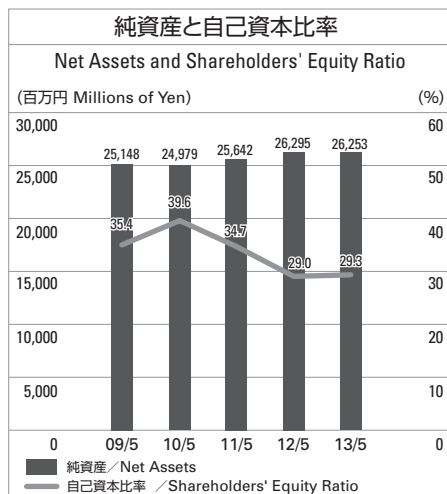
*5 当期純利益 / 前期末総資産平均×100 Net Income / Average Total Assets×100

*6 会計基準の変更に伴い純資産額の算出基準が変更されておりますが、2006年5月期の1株当たり純資産、株価純資産倍率につきましては普通株式に係る純資産額に相当する金額で算出しております。
 While the criteria for calculating net assets has changed in line with changes in accounting standards, Pasona has applied the conventional standard and utilized an amount equivalent to net assets applicable to common stock in the calculation for net assets per share and price book value ratio for the fiscal year ended May 31, 2006.

*7 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株の株式分割をそれぞれ実施 The Company conducted five-for-one and three-for-one stock splits on July 22, 2002 and July 20, 2004, respectively.

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パナナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パナナグループの連結データとなっております。
 Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc. Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

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	2006/5 前期比 YOY	2007/5 前期比 YOY	2008/5 前期比 YOY	2009/5 前期比 YOY	2010/5 前期比 YOY	2011/5 前期比 YOY	2012/5 前期比 YOY	2013/5 前期比 YOY								
自己資本比率*1,2	Shareholders' Equity Ratio*1,2	45.5%	-2.6pt	41.1%	-4.4pt	41.6%	0.5pt	35.4%	-6.2pt	39.6%	4.2pt	34.7%	-4.9pt	29.0%	-5.7pt	29.3%	0.3pt
流動比率*3	Current Ratio*3	170.8%	-12.0pt	152.1%	-18.7pt	154.2%	2.1pt	129.6%	-24.6pt	163.3%	33.7pt	175.2%	11.9pt	154.7%	-20.5pt	141.8%	-12.9pt
有利子負債比率	Debt-to-equity Ratio	0.8%	+0.7pt	0.5%	-0.3pt	0.5%	0.0pt	33.9%	+33.4pt	26.5%	-7.4pt	47.3%	+20.8pt	64.3%	+17.0pt	54.1%	-10.2pt

1株当たり情報 Per Share Data

経営指標	Key Indicators	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
1株当たり当期純利益(円)*4,10	Net Income per Share (Yen)*4,10	9,933.92	8,292.17	10,003.68	7,109.95	834.30	564.99	1,101.88	78.78	1,630.20
1株当たり純資産(BPS)(円)*5,9,10	Net Assets per Share (Yen)*5,9,10	47,510.68	54,599.58	53,759.81	58,363.62	54,751.17	55,243.50	56,086.32	54,853.94	55,849.68
1株当たり配当金(円)*11	Cash Dividends per Share (Yen)*11	1,500	1,800	2,000	2,500	1,250	500	1,000	1,000	1,000

*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する予定です。
The Company plans to implement a 1:100 stock split on its common stock with an effective date of December 1, 2013, at the same time, adopt 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	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
配当性向(%)*6	Payout Ratio (%)*6	15.1	21.7	20.0	35.2	149.8	88.5	90.8	1,269.4	61.3
株価収益率(PER)(倍)*7,10	Price/Earnings Ratio (Times)*7,10	25.0	27.1	23.1	11.6	62.8	104.1	65.7	699.4	36.8
株価純資産倍率(PBR)(倍)*8,9,10	Price Book Value Ratio (Times)*8,9,10	5.2	4.1	4.3	1.4	1.0	1.1	1.3	1.0	1.1
1株当たり純資産成長率(%)*9,10	BPS Growth Ratio (%)*9,10	-57.1	14.9	-1.5	8.6	-6.2	0.9	1.5	-2.2	1.8

*1 普通株式に係る純資産 / 総資産×100 Net Assets Applicable to Common Stock / Total Assets×100

*2 会計基準の変更に伴い純資産の算出基準が変更されておりますが、2006年5月期も普通株式に係る純資産額に相当する金額より自己資本比率を算出してあります。

While the criteria for calculating net assets has changed in line with changes in accounting standards, Pasona has applied the conventional standard and utilized an amount equivalent to net assets applicable to common stock in the calculation of the shareholders' equity ratio.

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

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

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

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

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

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

*9 会計基準の変更に伴い純資産の算出基準が変更されておりますが、2006年5月期の1株当たり純資産、株価純資産倍率につきましては普通株式に係る純資産額に相当する金額で算出してあります。

While the criteria for calculating net assets has changed in line with changes in accounting standards, Pasona has applied the conventional standard and utilized an amount equivalent to net assets applicable to common stock in the calculation for net assets per share and price book value ratio for the fiscal year ended May 31, 2006.

*10 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株の株式分割をそれぞれ実施 The Company conducted five-for-one and three-for-one stock splits on July 22, 2002 and July 20, 2004, respectively.

*11 2004年7月20日に分割後の発行済株式総数で調整した配当額 The cash dividend amount has been adjusted to account for the number of shares issued and outstanding after the stock split conducted on July 20, 2004 for reference purposes.

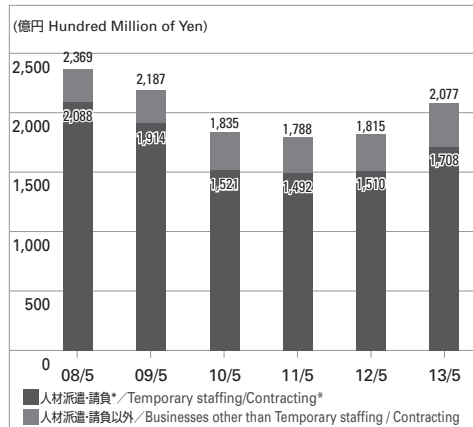
本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パナナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パナナグループの連結データとなっております。

Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.

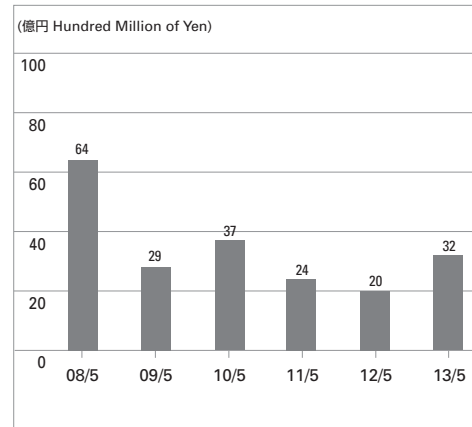
Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

セグメント別業績推移 Segment Results

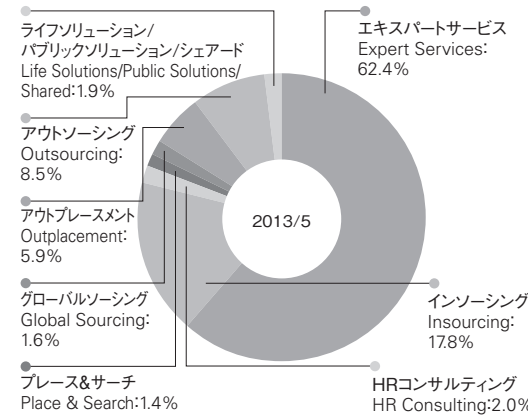
売上高 Net Sales



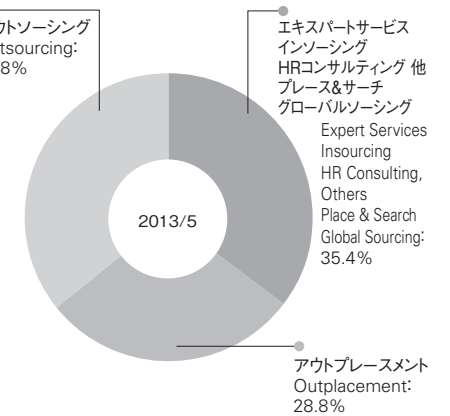
営業利益 Operating Income



セグメント別売上高構成比 Net Sales Composition by Segment



セグメント別営業利益 Operating Income Composition by Segment



*2011年以降はエキスパートサービス、インソーシング、HRコンサルティング他 Since 2011, figures represent total sales of Expert Services, Insourcing and HR Consulting.

*営業利益のグラフ上は消去または全社セグメントを除いております。 Eliminations and corporate of operating income have been excluded from graph data.

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

売上高	Net Sales	2009/5			2010/5		
		売上高	構成比	前期比	売上高	構成比	前期比
人材派遣 請負	Temporary Staffing/Contracting*	191,412	87.5%	-8.3%	152,128	82.9%	-20.5%
人材紹介	Placement/Recruiting	5,921	2.7%	-22.9%	2,975	1.6%	-49.7%
再就職支援	Outplacement	5,794	2.7%	-1.1%	13,481	7.4%	132.7%
アウトソーシング	Outsourcing	14,725	6.7%	7.2%	13,791	7.5%	-6.3%
その他	Other	3,002	1.4%	41.9%	4,458	2.4%	48.5%
消去または全社	Elimination and Corporate	(2,155)	-1.0%	—	(3,320)	-1.8%	—
合計	Total	218,699	100.0%	-7.7%	183,515	100.0%	-16.1%

売上高	Net Sales	2011/5			2012/5			2013/5		
		売上高	構成比	前期比	売上高	構成比	前期比	売上高	構成比	前期比
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)	130,647	73.1%	-6.2%	122,491	67.5%	-6.2%	129,720	62.4%	5.9%
インソーシング(委託 請負)	Insourcing (Contracting)	16,365	9.2%	63.4%	26,748	14.7%	63.4%	37,007	17.8%	38.3%
HRコンサルティング 他	HR Consulting, Others	2,227	1.2%	-20.6%	1,767	1.0%	-20.6%	4,094	2.0%	131.6%
プレース&サーチ(人材紹介)	Place & Search (Placement / Recruiting)	1,833	1.0%	46.8%	2,692	1.5%	46.8%	2,869	1.4%	6.6%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	2,031	1.1%	14.6%	3,327	1.3%	14.6%	3,236	1.6%	39.0%
アウトプレースメント(再就職支援)	Outplacement	9,807	5.5%	-2.2%	9,594	5.3%	-2.2%	12,235	5.9%	27.5%
アウトソーシング	Outsourcing	14,690	8.2%	1.8%	14,959	8.2%	1.8%	17,610	8.5%	17.7%
ライフソリューション/ パブリックソリューション/シェアード	Life Solutions / Public Solutions / Shared	3,564	2.0%	4.7%	3,732	2.1%	4.7%	3,933	1.9%	5.4%
消去または全社	Eliminations and Corporate	(2,362)	-1.3%	—	(2,816)	-1.6%	—	(3,021)	-1.5%	—
合計	Total	178,806	100.0%	1.5%	181,498	100.0%	1.5%	207,685	100.0%	14.4%

営業利益	Operating Income	2009/5				2010/5			
		営業利益	営業利益率	構成比	前期比	営業利益	営業利益率	構成比	前期比
人材派遣 請負 / 人材紹介	Temporary Staffing/Contracting, Placement/Recruiting	3,291	(1.7%)	115.5%	-34.9%	630	(0.4%)	17.2%	-80.9%
再就職支援	Outplacement	1,025	(17.7%)	36.0%	-25.6%	3,854	(28.6%)	105.3%	275.9%
アウトソーシング	Outsourcing	2,135	(14.5%)	74.9%	13.4%	2,252	(16.3%)	61.6%	5.5%
その他	Other	12	(0.4%)	0.4%	—	(120)	(—)	-3.3%	—
消去または全社	Elimination and Corporate	(3,614)	(—)	-126.8%	—	(2,957)	(—)	-80.8%	—
合計	Total	2,850	(1.3%)	100.0%	-55.8%	3,660	(2.0%)	100.0%	28.4%

営業利益	Operating Income	2011/5				2012/5				2013/5			
		営業利益	営業利益率	構成比	前期比	営業利益	営業利益率	構成比	前期比	営業利益	営業利益率	構成比	前期比
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)												
インソーシング(委託 請負)	Insourcing (Contracting)												
HRコンサルティング 他	HR Consulting, Others	1,980	(1.3%)	81.4%	11.7%	2,211	(1.4%)	112.5%	11.7%	2,661	(1.5%)	83.8%	20.4%
プレース&サーチ(人材紹介)	Place & Search (Placement / Recruiting)												
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)												
アウトプレースメント(再就職支援)	Outplacement	1,011	(10.3%)	41.6%	-17.4%	834	(8.7%)	42.5%	-17.4%	2,164	(17.7%)	68.1%	159.3%
アウトソーシング	Outsourcing	2,227	(15.2%)	91.5%	11.3%	2,479	(16.6%)	126.2%	11.3%	2,696	(15.3%)	84.9%	8.7%
ライフソリューション/ パブリックソリューション/シェアード	Life Solutions / Public Solutions / Shared	134	(3.8%)	5.5%	-68.2%	42	(1.1%)	2.1%	-68.2%	(46)	(—)	-1.4%	—
消去または全社	Eliminations and Corporate	(2,920)	(—)	-120.0%	—	(3,603)	(—)	-183.4%	—	(4,299)	(—)	-135.4%	—
合計	Total	2,432	(1.4%)	100.0%	-19.2%	1,964	(1.1%)	100.0%	-19.2%	3,176	(1.5%)	100.0%	61.7%

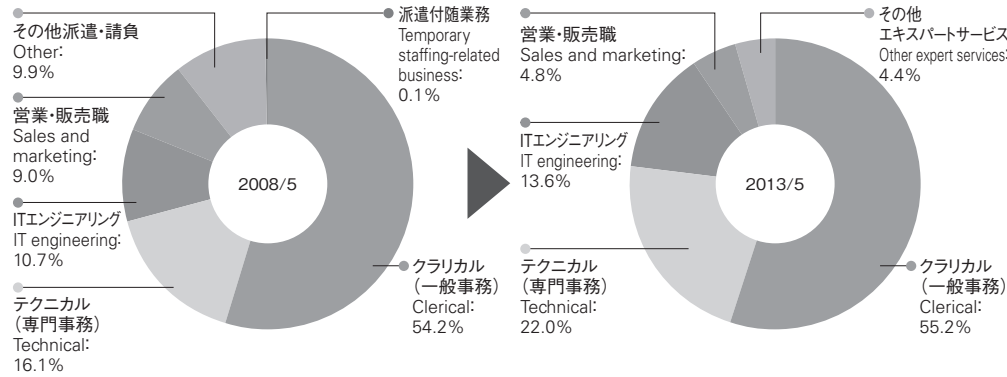
本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パソナグループの連結データとなっております。 Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc. Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

*2011年5月期はマネジメント・アプローチに基づいてセグメント区分を変更したため前年との比較は記載しておりません。 In conjunction with the adoption of the "Management Approach," the Company reclassified its business segments effective from the fiscal year ending May 31, 2011. Therefore, percentage increases and decreases compared with the corresponding period of the fiscal year ended May 31, 2010 have not been provided.

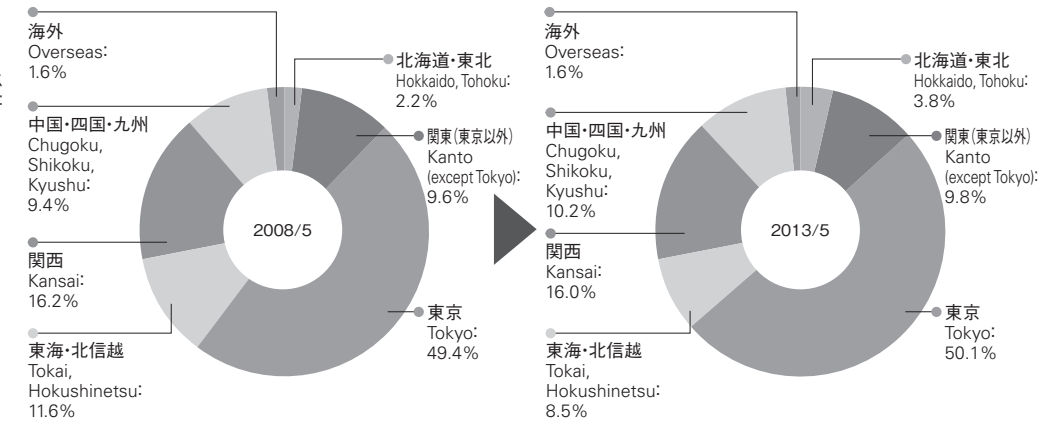
セグメント別業績推移 Segment Results

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パソナグループの連結データとなっております。Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc. Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

派遣職種別売上高構成比 Net Sales Composition by Staffing Type



地域別売上高構成比 Net Sales Composition by Region



派遣職種別売上高 Net Sales by Staffing Type

(百万円/Millions of Yen)

職種 Staffing Type	2008/5			2009/5			2010/5			職種 Staffing Type	2011/5 (参考 Reference)			2012/5			2013/5		
	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	売上高 Sales	構成比 Share	前期比 YoY
クラリカル*1 Clerical*1	112,968	54.2%	-1.3%	101,518	53.1%	-10.1%	78,833	52.0%	-22.3%	クラリカル*1 Clerical*1	74,124	56.9%	69,121	56.5%	-6.7%	71,378	55.2%	3.3%	
テクニカル*2 Technical*2	33,653	16.1%	-1.2%	31,819	16.7%	-5.4%	25,820	17.0%	-18.9%	テクニカル*2 Technical*2	25,716	19.7%	24,754	20.3%	-3.7%	28,458	22.0%	15.0%	
ITエンジニアリング*3 IT engineering*3	22,253	10.7%	5.2%	21,994	11.5%	-1.2%	17,559	11.6%	-20.2%	ITエンジニアリング*3 IT engineering*3	16,029	12.3%	15,781	12.9%	-1.5%	17,622	13.6%	11.7%	
営業・販売職*4 Sales and marketing*4	18,794	9.0%	8.2%	15,312	8.0%	-18.5%	10,544	7.0%	-31.1%	営業・販売職*4 Sales and marketing*4	8,577	6.6%	7,631	6.2%	-11.0%	6,228	4.8%	-18.4%	
その他派遣・請負*5 Other*5	20,623	9.9%	-3.9%	20,154	10.6%	-2.3%	18,758	12.3%	-6.9%	その他エキスパートサービス Other expert services	5,895	4.5%	4,980	4.1%	-15.5%	5,720	4.4%	14.9%	
派遣付随業務*6 Temporary staffing-related business*6	220	0.1%	-21.4%	201	0.1%	-8.9%	125	0.1%	-37.5%	合計 Total	130,344	100.0%	122,269	100.0%	-6.2%	129,408	100.0%	5.8%	
人材派遣・請負事業計 Total	208,513	100.0%	-0.1%	191,002	100.0%	-8.4%	151,643	100.0%	-20.6%										

*1 クラリカル(一般事務職) 様々な一般事務職の派遣であり、あらゆる業界のオフィスで必要とされる様々な事務職業務を担当する派遣分野

Clerical (Standard office work) staffing features various temporary jobs for standard office work, covering all fields of office staffing necessary for any industry.

*2 テクニカル(専門事務職) 専門事務職(経理、英文会計、FP、保険・証券関係、通訳翻訳等)の派遣で、比較的高度な専門スキル、資格を要する事務職業務に関する派遣分野

Technical (Specialized office work) includes positions in accounting, English document operation, financial planning, insurance and securities work, and translation and interpretation. This work requires a comparatively high level of skill or certification.

*3 ITエンジニアリング ネットワーク技術者やプログラマ、製造・設計技術者、PCエキスパートなど、IT関連業務に関する派遣分野 IT engineering includes temp positions for network engineers, programmers, manufacturing and design engineers, PC experts, and other work in IT-related fields.

*4 営業・販売職 1999年12月の労働者派遣法改正により、派遣が認められた営業職及び販売職の派遣分野 Sales and marketing are fields that were made possible by the revised December 1999 Temporary Workers' Law.

*5 その他 上記以外の派遣、請負等の分野とグループ内取引消去 Other includes temporary staffing, contracting and work other than the aforementioned excluding intersegment sales.

*6 派遣付随業務 研修やEQ検査等の分野 Temporary staffing-related business includes training and EQ inspection work.

※2011年5月期はマネジメント・アプローチに基づいてセグメント区分を変更したため前年との比較は記載しておりません。

In conjunction with the adoption of the "Management Approach," the Company reclassified its business segments effective from the fiscal year ending May 31, 2011. Therefore, percentage increases and decreases compared with the corresponding period of the fiscal year ended May 31, 2010 have not been provided.

※職種区分変更のため、2011年5月期は参考値

Figure for the fiscal year ended May 31, 2011 are adjusted in accordance with the current segment for reference.

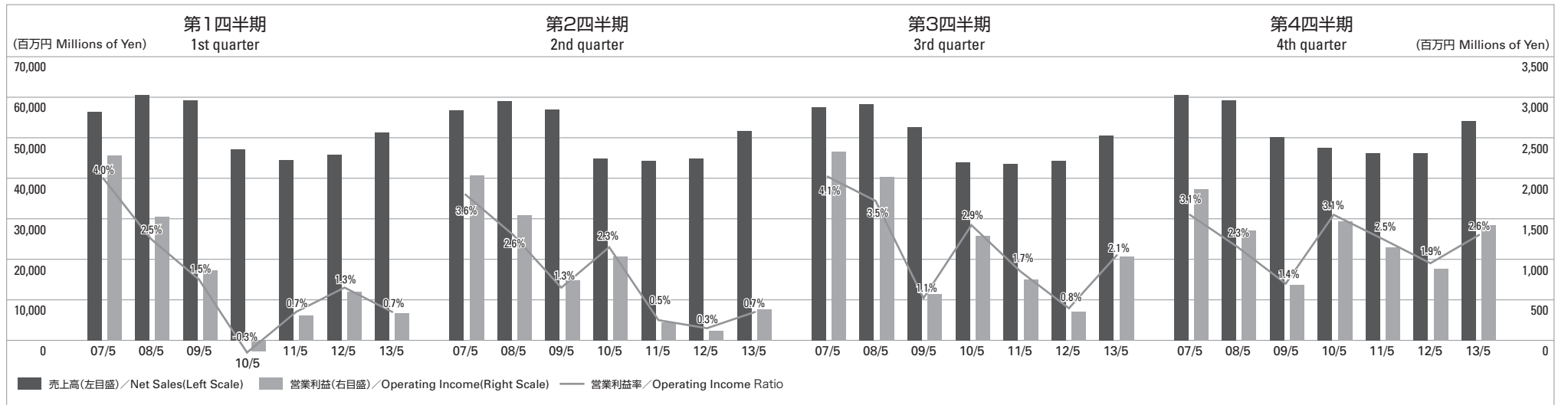
地域別売上高 Net Sales by Region

(百万円/Millions of Yen)

地域 RegionType	2008/5			2009/5			2010/5			2011/5			2012/5			2013/5		
	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	売上高 Sales	構成比 Share	前期比 YoY
北海道・東北 Hokkaido, Tohoku	5,331	2.2%	3.6%	5,079	2.3%	-4.7%	4,190	2.3%	-17.5%	5,375	3.0%	-1.8%	6,980	3.9%	29.8%	7,826	3.8%	12.1%
関東(東京以外) Kanto (except Tokyo)	22,821	9.6%	-2.8%	19,920	9.1%	-12.7%	15,651	8.5%	-21.4%	17,202	9.6%	-12.9%	17,447	9.6%	1.4%	20,292	9.8%	16.3%
東京 Tokyo	116,944	49.4%	5.5%	111,121	50.8%	-5.0%	99,831	54.4%	-10.2%	88,808	49.7%	-0.7%	88,059	48.5%	-0.8%	104,001	50.1%	18.1%
東海・北信越 Tokai, Hokushinetsu	27,489	11.6%	1.2%	24,596	11.2%	-10.5%	18,135	9.9%	-26.3%	18,408	10.3%	-6.5%	18,039	9.9%	-2.0%	17,697	8.5%	-1.9%
関西 Kansai	38,361	16.2%	-0.9%	35,997	16.5%	-6.2%	28,557	15.5%	-20.7%	29,243	16.3%	-3.6%	29,817	16.4%	2.0%	33,317	16.0%	11.7%
中国・四国・九州 Chugoku, Shikoku, Kyushu	22,258	9.4%	3.5%	19,627	9.0%	-11.8%	14,984	8.2%	-23.7%	17,501	9.8%	5.0%	18,613	10.3%	6.4%	21,181	10.2%	13.8%
海外 Overseas	3,738	1.6%	-15.3%	2,355	1.1%	-37.0%	2,164	1.2%	-8.1%	2,267	1.3%	4.8%	2,540	1.4%	12.1%	3,368	1.6%	32.6%
合計 Total	236,945	100.0%	2.5%	218,699	100.0%	-7.7%	183,515	100.0%	-16.1%	178,806	100.0%	-2.6%	181,498	100.0%	1.5%	207,685	100.0%	14.4%

従来、株式会社パソナ(旧株式会社パソナキャリア)の再就職支援事業の売上高は「東京」に一括して集計しておりましたが、2011年5月期より各地域ごとに集計する方式に変更しております。なお、前期比は2010年5月期において「東京」に一括して集計していた数値を各地域ごとに再集計し算定しております。Sales for the Outplacement business of Pasona Inc. (formerly Pasona Career Inc.) were previously included in the sales for the "Tokyo" region, but since the fiscal year ended May, 2011, the accounting method has been changed to have sales reported by region. For the year-on-year comparisons, the figures for the fiscal year ended May, 2010 that were consolidated into the "Tokyo" region have been recalculated separately for each region.

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		2007 / 5				2008 / 5				2009 / 5				2010 / 5				2011 / 5				2012 / 5				2013 / 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	56,444	56,757	57,498	60,531	60,489	59,026	58,250	59,178	59,136	56,950	52,531	50,082	47,161	44,908	43,977	47,468	44,574	44,419	43,669	46,142	45,901	44,979	44,364	46,252	51,270	51,705	50,585	54,123
売上総利益	Gross Profit	11,308	11,660	11,897	12,182	12,115	12,230	12,671	12,352	11,762	11,435	10,554	9,833	8,834	8,855	9,062	9,979	8,142	8,031	8,381	9,003	8,488	8,158	8,249	8,908	9,517	9,553	10,022	10,982
営業利益	Operating Income	2,277	2,037	2,330	1,862	1,529	1,541	2,015	1,356	860	738	567	683	-134	1,039	1,289	1,465	310	220	750	1,145	601	122	355	884	335	379	1,037	1,424
経常利益	Ordinary Income	2,377	2,014	2,367	2,047	1,584	1,560	1,994	1,497	909	894	527	1,029	-119	1,052	1,469	1,641	319	258	747	1,240	560	184	393	952	330	362	1,010	1,483
税引前利益	Income before Income Taxes	2,351	1,923	2,338	2,107	1,558	1,478	3,015	948	990	610	11	1,272	-155	1,032	1,379	1,576	-134	247	788	1,595	553	234	384	1,046	306	347	1,009	1,539
当期利益	Net Income	1,125	947	1,050	1,074	795	268	1,286	612	313	-110	-810	919	-1,102	-594	292	1,608	-471	-77	214	747	111	-36	-181	136	-193	-260	160	904
伸び率	YoY																												
売上高	Net Sales	15.8%	14.6%	13.9%	9.9%	7.2%	4.0%	1.3%	-2.2%	-2.2%	-3.5%	-9.8%	-15.4%	-20.2%	-21.1%	-16.3%	-5.2%	-5.5%	-1.1%	-0.7%	-2.8%	3.0%	1.3%	1.6%	0.2%	11.7%	15.0%	14.0%	17.0%
売上総利益	Gross Profit	19.8%	16.9%	12.1%	8.7%	7.1%	4.9%	6.5%	1.4%	-2.9%	-6.5%	-16.7%	-20.4%	-24.9%	-22.6%	-14.1%	1.5%	-7.8%	-9.3%	-7.5%	-9.8%	4.3%	1.6%	-1.6%	-1.1%	12.1%	17.1%	21.5%	23.3%
営業利益	Operating Income	91.6%	5.3%	-2.2%	-16.9%	-32.8%	-24.3%	-13.5%	-27.1%	-43.8%	-52.1%	-71.8%	-49.6%	-	40.7%	127.0%	114.4%	-	-78.8%	-41.8%	-21.8%	93.9%	-44.4%	-52.6%	-22.8%	-44.3%	209.0%	192.1%	61.0%
経常利益	Ordinary Income	96.9%	6.2%	-0.6%	-13.2%	-33.4%	-22.5%	-15.8%	-26.9%	-42.6%	-42.7%	-73.5%	-31.3%	-	17.6%	178.2%	59.5%	-	-75.4%	-49.1%	-24.4%	75.4%	-28.7%	-47.3%	-23.2%	-41.0%	96.5%	156.8%	55.7%
税引前利益	Income before Income Taxes	103.9%	2.0%	-1.6%	5.4%	-33.7%	-23.1%	28.9%	-55.0%	-36.4%	-58.7%	-99.6%	34.1%	-	69.0%	1149.9%	24.0%	-	-76.1%	-42.8%	1.2%	-	-5.1%	-51.2%	-34.4%	-44.5%	48.2%	162.4%	47.2%
当期利益	Net Income	107.1%	0.9%	-5.7%	8.3%	-29.4%	-71.7%	22.5%	-43.0%	-60.6%	-	-	50.1%	-	-	-	74.9%	-	-	-26.8%	-53.5%	-	-	-	-81.7%	-	-	-	563.1%

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パナソニックの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パナソニックグループの連結データとなっております。
 Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
 Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

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

(百万円/Millions of Yen)

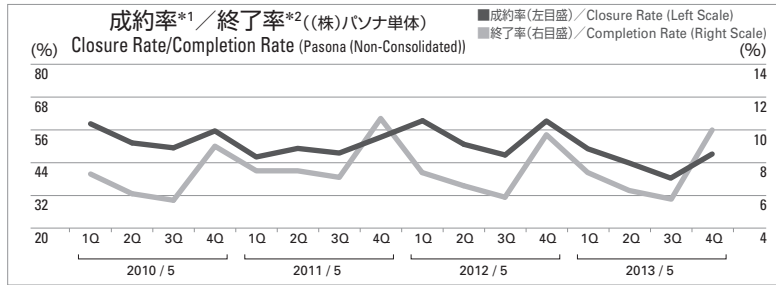
決算年月	2009 / 5				2010 / 5					2011 / 5				2012 / 5						2013 / 5									
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY
売上高 Sales									売上高 Sales																				
人材派遣・請負事業 Temporary staffing/Contracting	51,780	49,884	46,267	43,479	40,396	37,842	36,533	37,355	エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)	33,643	32,889	31,587	32,526	31,435	-6.6%	30,283	-7.9%	29,935	-5.2%	30,836	-5.2%	32,971	4.9%	32,354	6.8%	31,206	4.2%	33,188	7.6%
人材紹介事業 Placement/Recruiting	1,810	1,686	1,253	1,170	823	595	604	952	インソーシング(委託・請負) Insourcing (Contracting)	3,177	3,650	4,377	5,160	6,716	111.4%	6,770	85.5%	6,459	47.6%	6,802	31.8%	9,149	36.2%	9,508	40.4%	8,902	37.8%	9,446	38.9%
再就職支援事業 Outplacement	1,545	1,347	1,307	1,593	2,280	2,899	3,074	5,228	HRコンサルティング 他 HR Consulting, Others	539	570	501	616	494	-8.4%	460	-19.2%	367	-26.6%	444	-27.8%	916	85.4%	968	110.2%	950	158.4%	1,258	183.0%
アウトソーシング事業 Outsourcing	3,693	3,785	3,638	3,607	3,432	3,326	3,455	3,577	ブレース&サーチ(人材紹介) Place & Search (Placement / Recruiting)	345	443	447	597	571	65.4%	672	51.8%	687	53.8%	759	27.2%	743	30.1%	717	6.7%	615	-10.5%	792	4.4%
その他の事業 Other	655	632	793	922	1,020	1,101	1,174	1,161	グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)	513	487	470	560	569	11.0%	502	3.1%	541	15.0%	714	27.5%	668	17.4%	655	30.4%	912	68.6%	1,000	40.0%
消去又は全社 Eliminations and Corporate	(349)	(385)	(729)	(690)	(791)	(856)	(865)	(806)	アウトブレースメント(再就職支援) Outplacement	2,634	2,468	2,286	2,417	2,501	-5.1%	2,385	-3.4%	2,316	1.3%	2,391	-1.1%	2,724	8.9%	3,021	26.7%	3,169	36.8%	3,319	38.8%
連結合計 Consolidated	59,136	56,950	52,531	50,082	47,161	44,908	43,977	47,468	アウトソーシング Outsourcing	3,404	3,659	3,687	3,938	3,428	0.7%	3,639	-0.6%	3,772	2.3%	4,118	4.6%	3,886	13.4%	4,289	17.9%	4,526	20.0%	4,907	19.1%
伸び率 YoY									ライフソリューション/パブリックソリューション/シェアード Life Solutions / Public Solutions / Shared	897	876	869	920	889	-0.8%	940	7.3%	954	9.8%	947	3.0%	987	10.9%	979	4.1%	1,028	7.8%	937	-1.0%
人材派遣・請負事業 Temporary staffing/Contracting	-3.4%	-4.2%	-9.6%	-16.3%	-22.0%	-24.1%	-21.0%	-14.1%	消去または全社 Eliminations and Corporate	(581)	(625)	(558)	(595)	(706)	—	(675)	—	(671)	—	(762)	—	(777)	—	(789)	—	(726)	—	(727)	—
人材紹介事業 Placement/Recruiting	-19.9%	-11.5%	-30.2%	-31.7%	-54.5%	-64.7%	-51.8%	-18.7%	連結合計 Consolidated	44,574	44,419	43,669	46,142	45,901	3.0%	44,979	1.3%	44,364	1.6%	46,252	0.2%	51,270	11.7%	51,705	15.0%	50,585	14.0%	54,123	17.0%
再就職支援事業 Outplacement	27.3%	-5.2%	-17.7%	-2.5%	47.5%	115.1%	135.1%	228.1%																					
アウトソーシング事業 Outsourcing	14.8%	11.7%	4.4%	-0.9%	-7.1%	-12.1%	-5.0%	-0.8%																					
その他の事業 Other	38.7%	27.0%	38.1%	61.5%	55.8%	74.2%	48.1%	25.9%																					
連結合計 Consolidated	-2.2%	-3.5%	-9.8%	-15.4%	-20.2%	-21.1%	-16.3%	-5.2%																					

決算年月	2009 / 5				2010 / 5					2011 / 5				2012 / 5						2013 / 5									
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		1Q	2Q	3Q	4Q	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									営業利益 Operating Income																				
人材派遣・請負・人材紹介事業 Temporary staffing / Contracting, Placement/Recruiting	1,112	913	484	782	(154)	435	211	137	エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)																				
再就職支援事業 Outplacement	434	184	149	257	616	998	926	1,313	インソーシング(委託・請負) Insourcing (Contracting)																				
アウトソーシング事業 Outsourcing	213	545	828	548	165	498	824	764	HRコンサルティング 他 HR Consulting, Others	356	296	497	829	643	80.4%	405	36.7%	225	-54.7%	936	13.0%	603	-6.2%	672	65.8%	562	149.7%	823	-12.1%
その他の事業 Other	(31)	55	53	(65)	(25)	(81)	28	(41)	ブレース&サーチ(人材紹介) Place & Search (Placement / Recruiting)																				
消去又は全社 Eliminations and Corporate	(868)	(960)	(947)	(838)	(735)	(811)	(701)	(708)	グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)																				
連結合計 Consolidated	860	738	567	683	(134)	1,039	1,289	1,465	アウトブレースメント(再就職支援) Outplacement	312	273	121	303	361	15.6%	232	-15.1%	115	-4.9%	125	-58.5%	388	7.6%	528	127.1%	568	393.8%	678	438.8%
伸び率 YoY									アウトソーシング Outsourcing	285	346	780	814	372	30.1%	393	13.7%	863	10.6%	850	4.5%	469	26.1%	406	3.2%	891	3.2%	929	9.3%
人材派遣・請負・人材紹介事業 Temporary staffing / Contracting, Placement/Recruiting	-19.7%	47.8%	-70.0%	-45.7%	—	-52.4%	-56.4%	-82.4%	ライフソリューション/パブリックソリューション/シェアード Life Solutions / Public Solutions / Shared	41	32	30	30	21	-48.5%	26	-19.4%	59	94.2%	(63)	—	40	89.7%	(21)	—	(30)	—	(34)	—
再就職支援事業 Outplacement	91.9%	-49.1%	-60.5%	-37.5%	41.9%	442.2%	519.2%	410.3%	消去または全社 Eliminations and Corporate	(685)	(728)	(679)	(831)	(796)	—	(935)	—	(907)	—	(965)	—	(1,166)	—	(1,205)	—	(953)	—	(973)	—
アウトソーシング事業 Outsourcing	—	-0.9%	-10.8%	15.0%	-22.4%	-8.6%	-0.5%	39.4%	連結合計 Consolidated	310	220	750	1,145	601	93.9%	122	-44.4%	355	-52.6%	884	-22.8%	335	-44.3%	379	209.0%	1,037	192.1%	1,424	61.0%
その他の事業 Other	—	411.5%	—	—	—	—	-47.1%	—																					
連結合計 Consolidated	-43.8%	-52.1%	-71.8%	-49.6%	—	40.7%	127.0%	114.4%																					

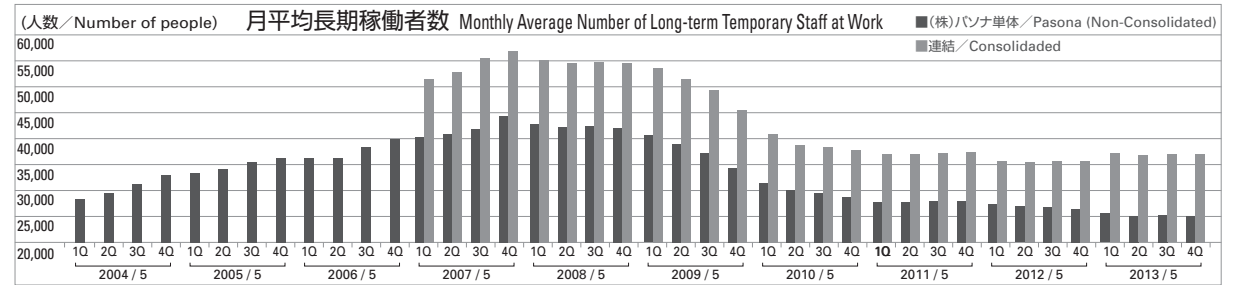
本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パソナグループの連結データとなっております。
Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

※2011年5月期はマネジメント・アプローチに基づいてセグメント区分を変更したため前年との比較は記載しておりません。
In conjunction with the adoption of the "Management Approach," the Company reclassified its business segments effective from the fiscal year ending May 31, 2011.
Therefore, percentage increases and decreases compared with the corresponding period of the fiscal year ended May 31, 2010 have not been provided.

人材派遣の営業計数 Temporary Staffing Contract Data



*1 スタート数÷受注数 Number of contract starts/Number of orders
 *2 当月長期稼働者数に対する当月終了者数の割合 Monthly number of contract completions/Monthly number of long-term temporary staff at work



月平均長期稼働者数四半期 Monthly Average Number of Long-term Temporary Staff at Work Quarterly

(人数/Number of people)

	2005/5		2006/5		2007/5		連結 Consolidated		2008/5		連結 Consolidated		2009/5		連結 Consolidated		2010/5		連結 Consolidated		2011/5		連結 Consolidated		2012/5		連結 Consolidated		2013/5		連結 Consolidated	
	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)	単体 (Non-Consolidated)		
稼働者数	1Q 33,510 (18.1%)	36,314 (8.4%)	40,745 (12.2%)	51,586 (13.4%)	42,825 (5.1%)	55,168 (6.9%)	40,607 (-5.2%)	53,615 (-2.7%)	31,384 (-22.7%)	40,866 (-23.8%)	27,798 (-11.4%)	36,959 (-9.6%)	27,389 (-1.5%)	35,731 (-3.3%)	25,594 (-6.6%)	37,101 (3.8%)																
(前年同期比)	2Q 34,208 (15.8%)	37,103 (8.5%)	41,676 (12.3%)	52,889 (13.1%)	42,350 (1.6%)	54,619 (3.3%)	38,923 (-8.1%)	51,518 (-5.5%)	30,019 (-22.9%)	38,932 (-24.4%)	27,796 (-7.4%)	36,989 (-5.0%)	26,888 (-3.3%)	35,481 (-4.1%)	25,138 (-6.5%)	36,750 (3.6%)																
Temporary Staff at Work (YOY)	3Q 35,611 (13.8%)	38,446 (8.0%)	43,832 (14.0%)	55,566 (14.9%)	42,387 (-3.3%)	54,758 (-1.5%)	37,242 (-12.1%)	49,406 (-9.7%)	29,529 (-20.7%)	38,398 (-22.3%)	27,927 (-5.4%)	37,138 (-3.3%)	26,765 (-4.2%)	35,642 (-4.0%)	25,309 (-5.4%)	36,940 (3.6%)																
at Work (YOY)	4Q 36,395 (9.8%)	40,096 (10.2%)	44,619 (11.3%)	56,881 (12.8%)	42,073 (-5.7%)	54,573 (-4.1%)	34,295 (-18.5%)	45,535 (-16.6%)	28,659 (-16.4%)	37,690 (-17.2%)	27,937 (-2.5%)	37,337 (-0.9%)	26,392 (-5.5%)	35,698 (-4.4%)	25,185 (-4.6%)	36,960 (3.5%)																

(注1)稼働者数は長期(1ヶ月以上)契約 The number of temporary staff at work represents the number under long-term (more than one month) contracts.
 (注2)2006年5月期第4四半期に(株)ソシオを吸収合併 Socio Inc. was merged with Pasona Inc. during the fourth quarter of the fiscal year ended May 31, 2006.
 (注3)2007年5月期までは特殊要因による一部の大型案件を除き、2008年5月期以降は全件で発表を行う Certain large-scale contracts have been excluded from data up to the fiscal year ended May 31, 2007 due to special factors. All contract data is disclosed from the fiscal year ended May 31, 2008.
 (注4)2007年5月期より連結のデータを併記 Figures for monthly average number of long-term temporary staff include those of consolidated basis from the fiscal year ended May 31, 2007.

月平均受注・スタート・終了件数四半期(パナソニック) Monthly Average Number of Orders, Contract Starts and Contract Completions Quarterly (Non-Consolidated)

(件/Number)

	2005/5								2006/5								2007/5							
	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY
受注件数	6,379 (53.4%)		7,540 (51.5%)		6,764 (34.2%)		7,255 (16.0%)		6,795 (6.5%)		7,237 (-4.0%)		7,537 (11.4%)		7,743 (6.7%)		7,409 (9.0%)		8,053 (11.3%)		8,519 (13.0%)		8,145 (5.2%)	
スタート件数	2,663 (28.8%)		3,216 (17.4%)		2,801 (9.0%)		3,232 (-4.9%)		2,639 (-0.9%)		2,965 (-7.8%)		2,674 (-4.5%)		3,269 (1.1%)		2,744 (4.0%)		3,250 (9.6%)		3,270 (22.3%)		3,823 (16.9%)	
終了件数	3,013 (-0.3%)		2,885 (29.0%)		3,080 (22.4%)		3,736 (3.8%)		2,576 (-14.5%)		2,606 (-9.7%)		2,558 (-16.9%)		3,541 (-5.2%)		2,860 (11.1%)		2,803 (7.6%)		2,894 (13.1%)		4,580 (29.3%)	

	2008/5								2009/5								2010/5							
	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY
受注件数	7,150 (-3.5%)		7,628 (-5.3%)		6,793 (-20.3%)		6,878 (-15.6%)		5,973 (-16.5%)		5,008 (-34.3%)		3,152 (-53.6%)		3,836 (-44.2%)		3,153 (-47.2%)		3,138 (-37.3%)		3,207 (1.7%)		3,625 (-5.5%)	
スタート件数	2,693 (-1.9%)		2,944 (-9.4%)		2,524 (-22.8%)		2,960 (-22.6%)		2,200 (-18.3%)		2,336 (-20.7%)		1,753 (-30.6%)		2,402 (-18.8%)		1,836 (-16.6%)		1,607 (-31.2%)		1,583 (-9.7%)		2,015 (-16.1%)	
終了件数	3,206 (12.1%)		2,917 (4.1%)		2,582 (-10.8%)		3,597 (-21.4%)		2,614 (-18.5%)		2,718 (-6.8%)		2,546 (-1.4%)		3,918 (8.9%)		2,282 (-12.7%)		1,817 (-33.2%)		1,694 (-33.5%)		2,582 (-34.1%)	

	2011/5								2012/5								2013/5							
	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY
受注件数	3,959 (25.6%)		4,363 (39.0%)		4,149 (29.4%)		4,332 (19.5%)		3,478 (-12.1%)		3,665 (-16.0%)		3,423 (-17.5%)		3,665 (-15.4%)		3,466 (-0.3%)		4,022 (9.7%)		4,068 (18.8%)		4,492 (22.6%)	
スタート件数	1,830 (-0.3%)		2,146 (33.5%)		1,972 (24.6%)		2,311 (14.7%)		2,067 (12.9%)		1,862 (-13.2%)		1,607 (-18.5%)		2,175 (-5.9%)		1,699 (-17.8%)		1,761 (-5.4%)		1,556 (-3.1%)		2,116 (-2.7%)	
終了件数	2,071 (-9.2%)		2,088 (14.9%)		1,987 (17.3%)		2,984 (15.6%)		2,018 (-2.6%)		1,786 (-14.5%)		1,592 (-19.9%)		2,548 (-14.6%)		1,903 (-5.7%)		1,590 (-11.0%)		1,480 (-7.1%)		2,519 (-1.1%)	

(注)月平均/受注・スタート・終了件数はいずれも長期(1ヶ月以上)契約
 Note: Monthly / Average number of orders, contract starts and contract completions represent data applicable in each case to long-term (more than one month) contracts.

平均契約継続期間(パナソニック) Average contract term (Non-Consolidated) (月数/Number of months)

	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	年度 (Fiscal Year)
平均	15.0	15.1	15.4	17.5	19.7	21.4	17.2	18.6	19.5	
Average										

(注)派遣スタッフの同一就業先における平均継続期間
 Note: Average contract term of temporary staff dispatched to the same client firm.

2011年5月期は厚生労働省の専門26業務派遣適正化プラン/実施に伴う業務精査の影響が出ています。

For the fiscal year ended May 31, 2011, business was affected by audits that were conducted in conjunction with the Ministry of Health, Labour and Welfare's implementation of the "Plan to Rectify Conditions for Temporary Employment Categorized as 1 of the 26 Specialized Occupations".

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パナソニックの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パナソニックグループの連結データとなっております。

Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc. Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

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)

		2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
売上高	Net sales	¥ 133,822	¥ 135,625	¥ 156,979	¥ 179,156	¥ 203,815	¥ 231,231	¥ 236,945	¥ 218,699	¥ 183,515	¥ 178,806	¥ 181,498	¥ 207,685
売上原価	Cost of sales	109,478	108,879	124,226	141,925	162,578	184,181	187,575	175,114	146,784	145,247	147,693	167,609
売上総利益	Gross profit	24,343	26,746	32,753	37,231	41,236	47,050	49,369	43,585	36,731	33,558	33,805	40,075
販売費及び一般管理費	Selling, general and administrative expenses	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735	33,070	31,125	31,840	36,898
営業利益	Operating income	4,786	5,687	7,648	8,238	7,745	8,507	6,444	2,850	3,660	2,432	1,964	3,176
営業外収益	Non-operating income:	68	150	109	178	217	410	560	742	581	437	383	313
受取利息及び割引料	Interest income and discount revenue	2	2	10	20	21	46	53	35	12	12	13	12
持分法による投資利益	Investment gain on equity method	—	—	—	—	57	144	43	85	105	36	40	48
補助金収入	Subsidy	23	35	22	22	20	64	273	323	205	228	196	111
未使用ポイント整理益	Unused point settlement income	—	—	—	—	—	—	—	94	—	—	—	—
受取補償金	Compensation income	—	—	—	—	—	—	—	78	160	—	—	—
保険解約返戻金	Insurance premiums refunded cancellation	—	—	—	—	—	—	—	—	—	71	4	—
受取保険金	Insurance fund income	—	—	17	—	48	—	—	—	—	—	—	—
消費税等免税益	Consumption tax and other tax exemption income	—	—	—	70	—	43	—	—	—	—	—	—
その他	Other income	42	112	57	65	69	111	190	125	96	88	127	140
営業外費用	Non-operating expenses:	632	464	428	128	118	110	366	231	197	298	256	302
支払利息及び割引料	Interest expenses and discount revenue	191	118	85	20	18	36	32	75	71	177	152	182
持分法による投資損失	Investment loss on equity method	241	324	80	31	—	—	—	—	—	—	—	—
コミットメントフィー	Commitment fee	—	—	—	34	35	39	49	60	68	58	44	38
貸倒損失	Bad debt loss	—	—	—	—	—	—	133	—	—	—	—	—
新株発行費償却	Amortization of new share issuance expenses	—	—	43	21	22	—	—	—	—	—	—	—
上場関連費用	IPO-related expenses	145	—	129	—	—	—	—	—	—	—	—	—
その他	Other expenses	54	20	89	19	42	34	150	96	58	62	59	82
経常利益	Ordinary income	4,222	5,373	7,329	8,289	7,844	8,807	6,637	3,361	4,044	2,571	2,091	3,187
特別利益	Extraordinary gains:	62	8	212	401	233	249	1,139	757	198	523	175	263
固定資産売却益	Gain on sale of fixed assets	0	1	43	—	—	—	—	0	1	—	—	—
投資有価証券売却益	Gain on sale of investment securities	—	—	8	—	6	43	8	87	0	463	116	—
持分変動によるみなし売却益	Constructive gain on change in equity	43	—	161	393	223	—	—	—	0	3	—	14
関係会社株式売却益	Gain on sale of securities in affiliated companies	18	6	—	—	3	205	1,095	—	0	11	—	246
負ののれん発生益	Gain on negative goodwill	—	—	—	—	—	—	—	—	—	43	—	—
固定資産受贈益	Gain on donation of noncurrent assets	—	—	—	—	—	—	—	—	—	—	58	—
役員退職慰労引当金戻入額	Reversal of provision for directors' retirement benefits	—	—	—	—	—	—	—	643	150	—	—	—
その他	Other	—	—	—	7	—	—	35	25	46	1	—	1
特別損失	Extraordinary losses:	64	401	388	447	662	335	777	1,232	409	598	47	246
固定資産除売却損	Loss on sale and disposal of fixed assets	50	36	66	88	98	60	133	256	238	37	44	60
減損損失	Impairment loss	—	—	—	—	—	155	47	11	1	2	—	169
投資有価証券評価損	Valuation loss on investment securities	6	0	13	—	2	48	25	215	3	0	—	—
投資有価証券売却損	Loss on sale of investment securities	1	—	2	0	—	—	—	75	6	8	—	—
関係会社株式売却損	Loss on sale of securities in affiliated companies	—	21	—	6	—	25	9	39	—	—	—	—
会員権評価損	Valuation loss on membership right	—	—	—	—	—	8	70	—	—	—	—	—
関係会社売却関連損	Loss relating to sale of affiliated companies	—	—	238	—	—	—	—	—	—	—	—	—
持分変動損失	Loss on change in equity	—	14	—	—	—	22	15	25	9	—	2	—
合併に伴う連結調整定償却額	Amortization of goodwill due to merger	—	328	—	—	561	—	—	—	—	—	—	—
投資損失引当金繰入額	Transfer to allowance for investment loss	—	—	—	—	—	14	—	350	—	—	—	—
営業権償却	Amortization of business rights	—	—	68	—	—	—	—	—	—	—	—	—
商標権償却	Amortization of trade mark	—	—	—	—	—	—	—	—	—	—	—	—
本社移転費用	Head office relocation expense	—	—	—	254	—	—	430	166	149	—	—	—
災害による損失	Loss on disaster	—	—	—	—	—	—	—	—	—	63	—	—
資産除去債務会計基準の適用に伴う影響額	Loss on adjustment for changes of accounting standard for asset retirement obligations	—	—	—	—	—	—	—	—	—	480	—	—
役員特別退職慰労金	Extraordinary retirement benefit payment to directors	—	—	—	97	—	—	—	—	—	—	—	—
関係会社整理損	Loss liquidation of subsidiaries and affiliates	—	—	—	—	—	—	—	64	—	—	—	—
その他	Other	5	—	—	—	—	—	—	—	—	5	—	15
税金等調整前当期純利益	Income before income taxes and minority interests	4,220	4,980	7,154	8,243	7,415	8,720	7,000	2,885	3,833	2,496	2,218	3,204
法人税、住民税及び事業税	Income taxes—current	1,231	2,218	2,874	2,691	3,856	4,073	3,488	1,765	1,533	1,533	1,406	2,119
法人税等調整額	Income taxes—deferred	900	434	274	698	(473)	(51)	(304)	52	1,171	(148)	24	(325)
少数株主利益	Minority interests in income	114	300	357	490	444	500	853	755	923	698	758	799
当期純利益	Net income	¥ 1,974	¥ 2,027	¥ 3,647	¥ 4,363	¥ 3,588	¥ 4,198	¥ 2,962	¥ 312	¥ 204	¥ 412	¥ 29	¥ 610
(連結包括利益計算書)		(Consolidated Statements of Comprehensive Income)											
少数株主損益調整前当期純利益	Income before minority interests	—	—	—	—	—	—	—	—	—	¥ 1,111	¥ 788	¥ 1,410
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	—	—	—	—	—	—	—	—	—	124	(89)	59
為替換算調整勘定	Foreign currency translation adjustment	—	—	—	—	—	—	—	—	—	(38)	(18)	141
その他の包括利益合計	Total of other comprehensive income	—	—	—	—	—	—	—	—	—	86	(108)	201
包括利益	Comprehensive income	—	—	—	—	—	—	—	—	—	1,198	679	1,611
(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	—	—	—	—	—	—	—	—	—	502	(82)	789
少数株主に係る包括利益	Comprehensive income attributable to minority interests	—	—	—	—	—	—	—	—	—	695	761	822

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは株式会社パソナグループの連結データとなっております。
Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

資産の部	ASSETS	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
流動資産	Current assets:												
現金及び預金	Cash and deposits	¥ 4,854	¥ 5,591	¥ 10,149	¥ 11,745	¥ 14,284	¥ 11,470	¥ 13,672	¥ 14,419	¥ 12,629	¥ 22,628	¥ 22,763	¥ 20,572
受取手形及び売掛金	Notes and accounts receivable —trade	11,836	13,561	16,078	17,997	21,022	23,667	23,313	18,948	17,900	18,356	22,379	22,280
有価証券	Marketable securities	462	462	462	461	461	361	201	202	202	202	203	203
たな卸資産	Inventories	124	204	193	333	348	320	511	328	318	312	391	511
繰延税金資産	Deferred tax assets	317	606	915	803	950	1,106	1,129	1,380	817	916	1,045	1,117
未収還付法人税等	Income tax receivable	13	10	87	1	5	5	533	557	526	90	284	290
その他	Other current assets	780	1,077	1,114	1,472	1,928	2,240	1,934	1,600	2,658	1,916	2,411	2,914
貸倒引当金	Less allowance for doubtful receivables	(64)	(83)	(79)	(69)	(72)	(87)	(81)	(80)	(65)	(54)	(61)	(53)
流動資産合計	Total current assets	18,324	21,431	28,921	32,745	38,928	39,086	41,213	37,358	34,986	44,368	49,417	47,836
固定資産	Fixed assets:												
有形固定資産	Property and equipment:												
建物	Buildings	666	736	1,039	1,851	2,023	2,531	3,142	2,933	2,999	2,894	3,172	3,461
土地	Land	655	656	656	656	793	793	885	1,255	1,256	1,256	1,321	1,434
リース資産	Lease assets	—	—	—	—	—	—	—	29	2,098	2,036	1,810	2,571
その他	Other tangibles	95	159	276	555	746	1,060	962	810	618	447	705	1,001
有形固定資産合計	Total tangible fixed assets	1,417	1,551	1,972	3,063	3,563	4,384	4,990	5,029	6,972	6,634	7,009	8,468
無形固定資産	Intangible assets:												
のれん	Goodwill	—	—	—	—	—	765	516	331	798	514	4,292	4,063
ソフトウェア	Software	1,116	1,193	1,110	1,209	1,713	1,799	2,736	3,324	2,886	2,630	2,367	2,212
リース資産	Lease assets	—	—	—	—	—	—	—	2	78	88	67	87
顧客関係資産	Customer-related intangible assets	—	—	—	—	—	—	—	—	—	—	799	1,182
連結調整勘定	Consolidation adjustment account	327	265	262	117	585	—	—	—	—	—	—	—
その他	Other intangibles	74	79	86	86	92	82	84	83	86	86	176	167
無形固定資産合計	Total intangible fixed assets	1,517	1,537	1,460	1,413	2,390	2,647	3,338	3,741	3,850	3,320	7,702	7,714
投資その他の資産	Investments and other assets:												
投資有価証券	Investment securities	756	784	751	972	1,523	1,846	1,581	1,272	1,304	1,390	1,132	1,560
長期貸付金	Long-term loans	135	97	133	66	165	187	189	227	270	230	182	153
繰延税金資産	Deferred tax assets	2,511	1,806	1,220	549	907	787	1,127	839	331	368	394	727
敷金及び保証金	Lease guarantee deposits	1,662	1,916	2,194	2,986	3,309	4,073	4,538	6,146	4,143	3,919	4,570	4,321
その他	Other investments	250	395	419	1,157	1,246	1,503	1,599	1,243	760	686	845	848
貸倒引当金	Less allowance for doubtful receivables	(49)	(95)	(69)	(70)	(103)	(92)	(64)	(38)	(13)	(13)	(25)	(14)
投資損失引当金	Allowance for investment loss	—	—	—	—	—	—	—	(350)	(337)	(341)	(340)	(340)
投資その他の資産合計	Total investments and other assets	5,266	4,905	4,651	5,662	7,048	8,306	8,971	9,338	6,460	6,240	6,759	7,256
固定資産合計	Total fixed assets	8,201	7,994	8,083	10,138	13,003	15,338	17,300	18,110	17,282	16,195	21,471	23,439
資産合計	Total assets	¥ 26,526	¥ 29,425	¥ 37,004	¥ 42,884	¥ 51,931	¥ 54,425	¥ 58,513	¥ 55,468	¥ 52,269	¥ 60,564	¥ 70,889	¥ 71,276

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パソナグループの連結データとなっております。
 Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
 Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

負債の部	LIABILITIES	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
流動負債	Current liabilities:												
買掛金	Accounts payable — trade	¥ 281	¥ 640	¥ 723	¥ 721	¥ 1,039	¥ 1,387	¥ 1,773	¥ 1,568	¥ 1,523	¥ 1,585	¥ 2,034	¥ 2,282
短期借入金	Short-term loans payable	2,531	2,665	1,460	307	191	111	112	6,401	657	2,075	3,105	3,005
1年内償還予定社債	Current portion of bonds	—	—	—	—	—	—	—	36	36	128	—	—
リース債務	Lease obligations	—	—	—	—	—	—	—	31	314	366	356	568
未払金	Accounts payable — other	1,114	1,565	1,829	2,169	2,467	3,122	2,404	2,510	2,387	2,061	3,688	3,280
未払費用	Accrued expenses	6,482	6,408	7,099	8,542	9,944	11,300	11,259	8,957	7,952	10,777	12,611	12,119
未払法人税等	Income taxes payable	124	1,664	1,856	1,414	2,626	2,169	2,096	830	862	987	941	1,535
未払消費税等	Consumption taxes payable	2,368	1,638	2,144	2,047	2,480	2,665	2,639	1,712	1,190	1,319	1,403	1,430
前受収益	Unearned revenue	—	—	—	—	—	—	—	—	3,379	2,811	2,863	3,421
繰延税金負債	Deferred tax liabilities	—	—	—	—	—	—	—	—	—	—	—	—
賞与引当金	Reserve for bonus	867	958	1,107	1,183	1,279	1,594	1,910	1,650	1,615	1,479	1,969	2,113
役員賞与引当金	Reserve for directors' bonus	—	—	—	—	128	19	14	7	4	7	16	15
資産除去債務	Asset retirement obligations	—	—	—	—	—	—	—	—	—	4	10	8
その他	Other current liabilities	1,296	1,983	1,835	1,529	2,631	3,331	4,521	5,127	1,501	1,725	2,948	3,957
流動負債合計	Total current liabilities	15,066	17,524	18,056	17,916	22,788	25,704	26,731	28,834	21,426	25,329	31,949	33,737
固定負債	Long-term liabilities:												
社債	Bonds	—	—	—	—	—	—	—	164	128	—	—	—
長期借入金	Long-term debt	3,105	1,065	—	—	—	9	7	4	2,149	5,269	8,262	5,655
リース債務	Lease obligations	—	—	—	—	—	—	—	39	2,215	2,090	1,489	2,091
長期未払金	Long-term payables—other	792	575	435	124	31	57	51	—	—	—	—	—
繰延税金負債	Deferred tax liabilities	—	5	5	5	99	45	—	—	—	170	423	574
退職給付引当金	Allowance for employees' severance retirement benefits	32	58	267	398	570	706	813	872	1,065	910	1,164	1,614
資産除去債務	Asset retirement obligations	—	—	—	—	—	—	—	—	—	722	796	821
役員退職慰労引当金	Allowance for directors' retirement benefits	233	353	535	646	794	972	943	306	—	—	—	—
本社移転費用引当金	Allowance for head office relocation expenses	—	—	—	—	—	—	430	—	—	—	—	—
その他	Other long-term liabilities	2	7	12	12	12	24	68	97	304	429	508	527
固定負債合計	Total long-term liabilities	4,165	2,065	1,256	1,187	1,508	1,816	2,313	1,485	5,863	9,592	12,644	11,284
負債合計	Total liabilities	¥ 19,232	¥ 19,589	¥ 19,313	¥ 19,104	¥ 24,297	¥ 27,520	¥ 29,045	¥ 30,319	¥ 27,289	¥ 34,922	¥ 44,593	¥ 45,022
少数株主持分	MINORITY INTERESTS												
少数株主持分	Minority interests	906	1,417	1,958	3,135	—	—	—	—	—	—	—	—
資本の部	SHAREHOLDERS' EQUITY												
資本金	Common stock	6,062	6,062	7,911	8,285	—	—	—	—	—	—	—	—
資本準備金	Capital reserve	5,197	—	—	—	—	—	—	—	—	—	—	—
欠損金	Retained loss	4,873	—	—	—	—	—	—	—	—	—	—	—
資本剰余金	Capital surplus	—	5,197	7,046	7,420	—	—	—	—	—	—	—	—
利益剰余金	Retained earnings (loss)	—	(2,841)	796	4,821	—	—	—	—	—	—	—	—
その他有価証券評価差額金	Net unrealized holding gain on other securities	0	(0)	0	124	—	—	—	—	—	—	—	—
為替換算調整勘定	Foreign currency translation adjustment	—	—	(22)	(6)	—	—	—	—	—	—	—	—
資本合計	Total shareholders' equity	6,388	8,418	15,732	20,644	—	—	—	—	—	—	—	—
負債、少数株主持分及び資本合計	Total liabilities, minority interests and shareholders' equity	¥ 26,526	¥ 29,425	¥ 37,004	¥ 42,884	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —
純資産の部	NET ASSETS												
株主資本	Shareholders' equity												
資本金	Common stock	¥ —	¥ —	¥ —	¥ —	¥ 8,322	¥ 8,358	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000
資本剰余金	Capital surplus	—	—	—	—	7,457	7,493	8,887	6,517	6,054	6,054	6,054	6,054
利益剰余金	Retained earnings	—	—	—	—	7,664	10,636	12,682	12,995	13,200	13,425	13,075	13,283
自己株式	Treasury stock	—	—	—	—	—	(4,287)	(2,257)	(4,799)	(3,493)	(3,493)	(3,493)	(3,493)
株主資本合計	Total shareholders' equity	—	—	—	—	23,444	22,200	24,312	19,713	20,761	20,986	20,636	20,845
その他の包括利益累計額*	Accumulated other comprehensive income*												
その他有価証券評価差額金	Net unrealized holding gain on other securities	—	—	—	—	140	96	41	0	8	135	40	85
為替換算調整勘定	Foreign currency translation adjustment	—	—	—	—	61	79	(22)	(77)	(81)	(117)	(134)	(14)
その他の包括利益累計額合計*	Total accumulated other comprehensive income*	—	—	—	—	201	175	19	(76)	(72)	17	(93)	70
少数株主持分	Minority interests	—	—	—	—	3,988	4,528	5,136	5,512	4,290	4,637	5,752	5,337
純資産合計	Total net assets	—	—	—	—	27,634	26,904	29,468	25,148	24,979	25,642	26,295	26,253
負債純資産合計	Total liabilities and net assets	¥ —	¥ —	¥ —	¥ —	¥ 51,931	¥ 54,425	¥ 58,513	¥ 55,468	¥ 52,269	¥ 60,564	¥ 70,889	¥ 71,276

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パソナグループの連結データとなっております。
Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

*2011年5月期より「包括利益の表示に関する会計基準」を適用しています。

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

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

(百万円/Millions of Yen)

		2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
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	¥ 4,220	¥ 4,980	¥ 7,154	¥ 8,243	¥ 7,415	¥ 8,720	¥ 7,000	¥ 2,885	¥ 3,833	¥ 2,496	¥ 2,218	¥ 3,204
減価償却費	Depreciation	213	380	557	682	939	1,071	1,403	1,911	1,902	2,161	2,149	2,632
資産除去債務会計基準の適用に伴う影響額	Loss on adjustment for changes of accounting standard for asset retirement obligations	—	—	—	—	—	—	—	—	—	480	—	—
減損損失	Impairment loss	—	—	—	—	—	155	47	11	1	2	—	169
営業権償却	Amortization of business rights	—	—	—	—	—	—	—	—	—	—	—	—
商標権償却	Amortization of trade mark	—	—	—	—	—	—	—	—	—	—	—	—
社債発行差額金償却額	Amortization of balance of issuance of bonds	—	—	—	—	—	—	—	—	—	—	—	—
その他償却費	Amortization of others	32	21	94	69	17	16	—	—	—	—	—	—
連結調整勘定償却額	Amortization of consolidation adjustment account (excess of costs over assets acquired)	150	459	219	134	688	—	—	—	—	—	—	—
のれん償却額	Amortization of goodwill	—	—	—	—	—	276	275	314	308	309	343	680
負ののれん発生益	Gain on negative goodwill	—	—	—	—	—	—	—	—	—	(43)	—	—
貸倒損失	Bad debt loss	—	—	—	—	—	—	134	—	—	—	—	—
貸倒引当金の増加額(()は減少額)	Increase (decrease) in allowance for doubtful receivables	3	48	(44)	(7)	34	26	(26)	(24)	(37)	(11)	(9)	(19)
投資損失引当金の増加額(()は減少額)	Increase (decrease) in allowance for investment loss	—	—	—	—	—	—	—	350	(13)	4	(0)	—
賞与引当金の増加額(()は減少額)	Increase (decrease) in reserve for bonus	30	37	122	75	83	323	306	(258)	(41)	(138)	31	106
役員賞与引当金の増加額(()は減少額)	Increase (decrease) in reserve for directors' bonus	—	—	—	—	128	(111)	(4)	(5)	(2)	2	0	(2)
退職給付引当金の増加額	Increase in allowance for employees' severance retirement benefits	6	17	191	129	169	136	109	63	145	(157)	(123)	266
役員退職慰労引当金の増加額(()は減少額)	Increase (decrease) in allowance for directors' retirement benefits	95	115	181	110	148	177	(28)	(636)	(306)	—	—	—
本社移転費用引当金の増加額(()は減少額)	Increase (decrease) in allowance for head office relocation expenses	—	—	—	—	—	—	430	(430)	—	—	—	—
受取利息及び受取配当金	Interest and dividend income	(3)	(4)	(11)	(23)	(25)	(49)	(60)	(40)	(19)	(22)	(28)	(23)
補助金収入	Subsidy	—	—	—	—	—	—	(308)	(349)	(205)	(228)	(196)	(111)
支払利息	Interest expenses	191	118	85	20	18	36	32	75	71	177	152	182
為替差損(()は差益)	Foreign exchange loss (gain)	0	(0)	6	(4)	5	(15)	24	9	—	—	—	—
持分法による投資損失(()は投資利益)	Investment loss (gain) on equity method	241	324	80	31	(57)	(144)	(43)	(85)	(105)	(36)	(40)	(48)
持分変動損失(()は利益)	Loss (gain) on change in equity	(43)	14	(161)	(393)	(223)	22	15	25	9	(3)	2	(14)
固定資産売却益	Gain on sale of fixed assets	(0)	(1)	(43)	—	—	—	—	—	—	—	—	—
固定資産除売却損	Loss on sale and disposal of fixed assets	50	36	66	88	98	60	133	256	236	37	44	59
固定資産受贈益	Gain on donation of noncurrent assets	—	—	—	—	—	—	—	—	—	—	(58)	—
固定資産圧縮損	Loss on fixed asset rationalization	—	—	—	—	—	—	35	25	—	—	—	—
本社移転に伴う固定資産除売却損	Loss on sale and disposal of fixed assets related to head office relocation	—	—	—	124	—	—	—	—	—	—	—	—
投資有価証券売却益	Gain on sale of investment securities	—	—	(8)	—	(6)	(43)	(8)	(12)	6	(454)	(116)	—
投資有価証券売却損	Loss on sale of investment securities	1	—	2	0	—	—	—	—	—	—	—	—
投資有価証券評価損	Valuation loss on investment securities	6	0	13	—	2	48	25	215	3	0	—	—
関係会社売却関連損	Loss relating to sale of affiliated companies	—	—	238	—	—	—	—	—	—	—	—	—
関連会社株式売却益	Gain on sale of securities in affiliated companies	(18)	—	—	—	(3)	(205)	(1,095)	—	(0)	(11)	—	—
関連会社株式売却損	Loss on sale of securities in affiliated companies	—	15	—	6	—	25	9	39	—	—	—	(246)
関係会社株式評価損	Valuation loss on securities of affiliated companies	—	—	—	—	—	—	10	—	—	—	—	—
売上債権の減少額(()は増加額)	Decrease (increase) in accounts receivable — trade	(1,137)	(1,099)	(2,074)	(2,098)	(2,388)	(2,712)	309	4,356	1,653	(423)	(890)	588
たな卸資産の減少額(()は増加額)	Decrease (increase) in inventories	(2)	(78)	13	(107)	(11)	14	(189)	182	10	6	(53)	6
その他資産の減少額(()は増加額)	Decrease (increase) in other current assets	(209)	(146)	76	(294)	(343)	(587)	(81)	625	(463)	442	(151)	(577)
営業債務の増加額(()は減少額)	Increase (decrease) in accounts payable — trade	381	(206)	744	1,456	1,112	1,395	214	(2,266)	(1,250)	2,963	532	(15)
未払消費税等の増加額(()は減少額)	Increase (decrease) in consumption tax payable	(2,006)	(809)	482	(76)	385	242	(0)	(790)	(725)	439	(125)	74
預り金の増減額(()は減少額)	Increase (decrease) in deposits received	—	—	—	—	—	—	—	—	(1,670)	—	—	—
その他負債の増加額(()は減少額)	Increase (decrease) in other current liabilities	193	939	(573)	377	1,416	1,507	986	725	853	(653)	1,418	590
役員賞与の支払額	Directors' bonuses paid	(0)	(4)	(7)	(61)	(107)	(4)	—	—	—	—	—	—
その他	Other	—	—	—	—	—	12	81	5	1	(7)	(16)	29
小計	Subtotal	2,397	5,161	7,405	8,486	9,495	10,397	9,736	7,181	4,194	7,332	5,082	7,528
利息及び配当金の受取額	Interest and dividends received	7	7	15	20	37	54	65	43	20	26	34	34
利息の支払額	Interest paid	(215)	(131)	(99)	(24)	(18)	(35)	(33)	(33)	(104)	(178)	(144)	(185)
補助金の受取額	Subsidy received	—	—	—	—	—	—	300	324	208	269	206	177
法人税等の支払額	Income taxes paid	(3,253)	(721)	(2,761)	(3,182)	(2,618)	(4,518)	(4,093)	(3,071)	(1,442)	(1,030)	(1,748)	(1,677)
営業活動によるキャッシュ・フロー	Net cash (used in) provided by operating activities	¥ (1,063)	¥ 4,316	¥ 4,559	¥ 5,298	¥ 6,895	¥ 5,897	¥ 5,974	¥ 4,443	¥ 2,875	¥ 6,419	¥ 3,431	¥ 5,877

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パナソニックの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パナソニックグループの連結データとなっております。
 Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
 Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

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

(百万円/Millions of Yen)

		2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
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	¥ 20	¥ (0)	¥ (51)	¥ (414)	¥ (36)	¥ (52)	¥ (175)	¥ (82)	¥ 202	¥ 316	¥ 42	¥ (572)
有形固定資産の取得による支出	Payments for purchases of fixed assets	(244)	(149)	(399)	(1,766)	(1,048)	(1,020)	(2,118)	(1,553)	(614)	(318)	(747)	(2,585)
有形固定資産の売却による収入	Proceeds from sale of fixed assets	333	3	81	15	3	—	5	1	1	13	0	2
無形固定資産の取得による支出	Payments for purchases of intangible assets	(661)	(357)	(369)	(483)	(933)	(673)	(1,375)	(1,654)	(490)	(612)	(689)	(998)
無形固定資産の売却による収入	Proceeds from sale of intangible assets	0	80	17	0	—	0	—	—	—	—	—	—
投資有価証券の取得による支出	Payments for purchases of investment securities	(480)	(208)	(104)	(108)	(177)	(514)	(17)	(53)	(68)	(779)	(37)	(843)
投資有価証券の売却による収入	Proceeds from sale of investment securities	38	42	56	68	22	2	1,421	185	88	1,395	297	—
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	(37)	(194)	(360)	—	(858)	(44)	—	—	(25)	—	(4,424)	—
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	—	—	—	—	6	—	158	—	29	1	543	117
連結の範囲の変更を伴う子会社株式の売却による支出	Payments for sale of securities of subsidiaries due to change in consolidated subsidiaries	—	(4)	—	(136)	—	(91)	(186)	(30)	—	—	—	—
連結の範囲の変更を伴う子会社株式の売却による収入	Proceeds from sale of securities of subsidiaries due to change in consolidated subsidiaries	—	—	—	—	—	3	—	—	—	—	—	—
子会社株式の追加取得による支出	Payments for additional purchases of securities of subsidiaries	(23)	(72)	(46)	—	(761)	(29)	(181)	(63)	(1,386)	(43)	(0)	(177)
子会社株式の一部売却による収入	Proceeds from sale of certain securities of subsidiaries	—	—	—	—	27	278	—	—	—	—	—	402
貸付金による支出	Payments for increase in loans receivable	(338)	(36)	(19)	(89)	(229)	(116)	(108)	(115)	(109)	(52)	(22)	(220)
貸付金の回収による収入	Proceeds from collection of loans receivable	208	34	23	178	104	239	102	78	66	92	60	49
敷金及び保証金の差入による支出	Payments for lease and guarantee deposits	—	—	—	—	—	—	—	(1,817)	(212)	(165)	(414)	(394)
敷金及び保証金の回収による収入	Proceeds from collection of lease and guarantee deposits	—	—	—	—	—	—	—	186	2,246	349	355	673
事業譲受による支出	Payments for receipt of business rights	—	—	—	(17)	—	(363)	—	—	—	(21)	(410)	—
その他投資活動による収入	Proceeds from other investments	142	124	366	750	259	242	—	—	—	—	—	—
その他投資活動による支出	Payments for other investments	(333)	(349)	(602)	(1,703)	(720)	(1,086)	—	—	—	—	—	—
その他	Other	—	—	—	—	—	—	(491)	(47)	(117)	(6)	(271)	15
投資活動によるキャッシュ・フロー	Net cash (used in) provided by investing activities	(1,374)	(1,087)	(1,406)	(3,705)	(4,341)	(3,226)	(2,968)	(4,966)	(387)	166	(5,718)	(4,532)
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	60	(200)	(516)	(87)	(122)	(87)	3	6,289	(6,324)	(43)	472	(100)
長期借入れによる収入	Proceeds from long-term debt	100	30	—	—	—	—	—	—	2,900	5,958	5,600	—
長期借入金の返済による支出	Repayment of long-term debt	(3,687)	(2,156)	(2,070)	(1,065)	—	(1)	(2)	(2)	(172)	(1,374)	(2,050)	(2,606)
ファイナンスリース取引による収入	Proceeds from financial lease	1,029	—	—	—	—	—	—	—	—	—	—	994
ファイナンスリース債務の返済による支出	Repayment of financial lease	(91)	(213)	(233)	(226)	(213)	(135)	(27)	(29)	(141)	(348)	(759)	(502)
社債の発行による収入	Proceeds from issuance of bonds	—	—	—	—	—	—	—	196	—	—	—	—
社債の償還による支出	Repayment of redemption of bonds	—	—	—	—	—	—	—	—	(36)	(36)	(128)	—
株式の発行による収入	Proceeds from issuance of shares	1,393	—	3,698	746	74	71	65	—	—	—	—	—
少数株主の払込による収入	Proceeds from minority shareholder payments	—	—	—	112	125	82	—	—	—	—	—	—
少数株主の増資引受による払込額	Value of underwriting rights to minority shareholders due to public offering of subsidiaries	—	16	409	1,023	695	57	39	154	17	3	5	136
自己株式の取得による支出	Payments for acquisition of treasury stock	—	—	—	—	—	(4,287)	—	(4,154)	—	—	—	—
子会社の自己株式の取得による支出	Purchase of treasury stock of subsidiaries in consolidation	—	—	—	—	—	—	—	(335)	—	—	—	—
金銭の信託の設定による支出	Payments made to trust account	—	—	—	—	—	—	—	—	—	—	—	(1,405)
少数株主への株式の発行による収入	Proceeds from issuance of shares to minority shareholders	—	—	—	—	—	—	—	—	—	—	—	—
(親会社による)配当金の支払額	Payments for dividends (by parent company)	—	—	—	(283)	(645)	(1,190)	(914)	(754)	(233)	(187)	(373)	(373)
少数株主への配当金の支払額	Payments for dividends to minority shareholders	(1)	(2)	(27)	(44)	(78)	(116)	(146)	(285)	(284)	(277)	(286)	(452)
その他	Other	—	—	—	—	—	—	—	—	(0)	—	—	25
財務活動によるキャッシュ・フロー	Net cash (used in) provided by financing activities	(1,197)	(2,525)	1,260	175	(164)	(5,607)	(980)	1,077	(4,275)	3,695	2,479	(4,285)
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	(0)	0	(21)	9	63	29	(164)	(46)	(9)	(42)	(12)	103
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	(3,636)	703	4,392	1,777	2,452	(2,905)	1,861	507	(1,796)	10,239	179	(2,836)
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of the year	8,952	5,316	6,019	10,426	12,203	14,656	11,750	13,612	14,120	12,324	22,563	22,739
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	—	—	13	—	—	—	—	—	—	—	—	—
連結の範囲の変更に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	—	—	—	—	—	—	—	—	—	—	—	234
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	—	—	—	—	—	—	—	(0)	—	—	(4)	(187)
現金及び現金同等物の期末残高	Cash and cash equivalents at end of the year	¥ 5,316	¥ 6,019	¥10,426	¥12,203	¥14,656	¥11,750	¥13,612	¥14,120	¥12,324	¥22,563	¥22,739	¥19,948

本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社パソナグループの連結データとなっております。

Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.

Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

年	月	
1976	2	大阪市北区に人材派遣事業を主要務として、(株)テンポラリーセンターの前身を設立
1983	11	人材派遣サービスのエリア・フランチャイズとして、岡山市に(株)テンポラリーセンター岡山(現(株)パソナ岡山)を設立
1986	8	新日鐵グループの派遣子会社に資本参加し、エヌエスパークルサービス(株)(現(株)パソナソーシング)を設立
1989	9	東京都千代田区に障害者雇用促進のために、(株)テンポラリーサンライズを設立
1991	7	企業内保育所の運営代行会社、(株)チャイルドケアインターナショナル(現(株)パソナフォスター)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 6 (株)テンポラリーサンライズの商号を(株)パソナサンライズに変更
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
	11	エヌエスパークルサービス(株)(現(株)パソナソーシング)の株式を追加取得し子会社化
2001	3	(株)パソナテックの株式を追加取得し子会社化
	12	大阪証券取引所ナスダック・ジャパン市場(現JASDAQ)に上場
2002	9	(株)大阪東芝経営センターを新株式引き受けによって子会社化し、家電流通業界向け人材派遣を行う、(株)パソナエンパワーに商号を変更
	10	Web人材派遣管理システム「e-staffing」の普及、業界標準化を目指し、テンプスタッフ(株)、(株)リクルートスタッフィングと共同出資して合併事業を開始、(株)イー・スタッフィングを関連会社化
	12	関西地域の主要企業との共同出資により、(株)関西雇用創出機構を設立し関連会社化
2003	3	住友金属工業グループ傘下の派遣会社であった(株)コンビ(株)パソナスパークル)の株式を取得し子会社化
	3	物流の請負、アウトソーシングを行う(株)パソナロジコムを子会社として設立
	4	会社分割により新たに設立した完全子会社、(株)パソナハートフルに社内総務業務に関わる部門の一部を承継
	6	試験運営業務のアウトソーシングを行う(株)全国試験運営センターを設立し関連会社化
	7	(株)関東雇用創出機構を設立し関連会社化
	8-9	北米、英国、アジアなど海外で人材関連事業を営む会社の株式を取得し、11社を子会社化、1社を関連会社化
	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
	9	国際間の人材紹介、人事コンサルティング事業を行う、(株)パソナグローバルを子会社として設立
	10	技術者派遣を行う、(株)パソナエンジニアリングを子会社として設立
2005	2	東京都千代田区大手町に就農支援施設、「PASONA O2(パソナオーツー)」を開業
	3	グループ営業を推進する、(株)パソナレップパワーを子会社として設立
	6	ビジネス・スペシャリストを企業に紹介する、(株)パソナフォーチュンを子会社として設立
	9	人材管理及び会社経営管理コンサルティングを行う、Pasona Management Consultancy (Shenzhen)を子会社として設立
2006	3	中国で日系企業を中心に人材サービスを行うPasona Human Resources (Shanghai) Co., Ltd.を子会社として設立
	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
	4	(株)エディオンとの共同出資で、エディオングループの家電量販店への派遣業務を中心に行う、(株)パソナeプロフェッショナルを子会社として設立
	12	米国法人Pasona N A, Inc.と米国三菱商事による合併新会社、PASONA MIC, Inc.を子会社として設立
2007	1	(株)パソナキャリアアセットを存続会社とし(株)パソナキャレントを吸収合併、(株)パソナキャリアに商号を変更
	4	東京都渋谷区神宮前に派遣スタッフ向け福利厚生施設「倶楽部PASONA-表参道-」を開業
	9	東京都千代田区新丸の内ビルディングにパソナグループのヘッドクォーターを開業
	10	(株)関西雇用創出機構、(株)関東雇用創出機構の株式を追加取得し子会社化
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市場(現JASDAQ)に上場
2008	10	グループ内の情報システム開発・運用管理全般のシェアードサービスを行う、(株)パソナCIOを子会社として設立

*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	
2008	12	大阪証券取引所ヘラクレス(現JASDAQ)の上場を廃止
2009	4	(株)パソナを存続会社とし(株)パソナインシェアランス、(株)パソナテンプトゥーパームを吸収合併
	4	(株)パソナレップパワーの商号を(株)パソナドゥータンクに変更
	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
	12	東京都千代田区大手町にパソナグループ統合拠点を開設
2010	2	AIGグループの人材サービス会社であるエイアイジースタッフ(株)の株式を取得し子会社化
	3	(株)パソナキャリアを存続会社とし(株)パソナを吸収合併、(株)パソナに商号を変更
	4	(株)パソナスパークルを存続会社とし(株)パソナソーシングを吸収合併、(株)パソナソーシングに商号を変更
	11	(株)パソナが(株)パソナ長崎を吸収合併
	12	(株)パソナeプロフェッショナルの株式を追加取得し完全子会社化
2011	1	(株)パソナ中九州の全株式を売却し非関連会社化
	3	(株)ケーアイエスの株式を取得し子会社化
	6	(株)パソナeプロフェッショナルに(株)パソナの営業・販売派遣事業を譲渡し、(株)パソナマーケティングに商号を変更
	6	(株)パソナがリコー・ヒューマン・クリエイツ(株)、リコー三愛ライフ(株)の人材派遣事業に関する権利義務を承継
	10	(株)関西雇用創出機構が(株)関東雇用創出機構の事業の一部を承継
	11	(株)関西雇用創出機構が事業の一部を(株)パソナに譲渡し、(株)日本雇用創出機構に商号を変更
	11	(株)パソナを存続会社とし、(株)関東雇用創出機構を吸収合併
	11	韓国で日系企業を中心に人材サービスを行う Pasona Korea Co.,Ltd を子会社として設立
	12	(株)国際交流センターの株式を取得し子会社化
	12	農業関連事業を行う(株)パソナ農援隊を子会社として設立
2012	1	インドネシアで日系企業を中心に人材サービスを行う PT Pasona HR Indonesia を子会社として設立
	3	伊藤忠商事(株)および日本航空(株)のグループ会社であるキャブラン(株)の株式を取得し子会社化
	3	(株)ベネフィット・ワンが(株)ユニマツソリューションズの株式を取得し子会社化、(株)ベネフィットワンソリューションズに商号を変更
	4	安川電機グループの人材サービス会社である(株)安川ビジネススタッフの株式を取得し子会社化
	5	三菱商事(株)の100%子会社であるビーウィズ(株)の株式を取得し子会社化
	5	(株)ベネフィット・ワンが日系企業の中国人従業員向け福利厚生サービスを行う現地法人ベネフィット・ワン上海を設立
	5	(株)ベネフィット・ワンが(株)保健教育センターの株式を取得し子会社化
	7	(株)保健教育センターが(株)ベネフィットワンのヘルスケア事業を吸収分割により承継し、(株)ベネフィットワンヘルスケアに商号を変更
	8	(株)国際交流センターの商号を(株)パソナランゲージに変更
	9	(株)ベネフィット・ワンとの共同出資により地域活性化事業を行う(株)パソナふるさとインキュベーションを設立
	10	(株)パソナテックが(株)パソナエンジニアリングを吸収合併
	10	(株)パソナエンパワーを存続会社とし(株)パソナマーケティングを吸収合併、(株)パソナマーケティングに商号を変更
	10	米国に進出する日系企業や現地米国企業へ福利厚生サービスを提供するベネフィット・ワンUSAを設立
	10	(株)パソナテックが(株)アルゴの株式を取得し子会社化
	11	Salesforce導入のコンサルティングサービスやクラウド技術者の育成派遣を行う(株)パソナテキーラを設立
	12	豊田通商との共同出資によりタイで人材サービスを行う Pasona HR Consulting Recruitment (Thailand) Co.,Ltd を子会社として設立
2013	1	キャブラン(株)がアサヒビール(株)より(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	福祉介護・家事代行事業を行う(株)パソナライフケアを子会社として設立し、その後(株)パソナソーシングの福祉介護・家事代行事業を移管
	5	(株)パソナが(株)パソナソーシングを吸収合併

History

Year	Month	
1976	Feb.	The predecessor concern of Temporary Center Inc. established in Kita-ku, Osaka to undertake temporary staffing as its main business.
1983	Nov.	Temporary Center Okayama Inc. (currently Pasona Okayama Inc.) established in Okayama as an area franchise of the temporary staffing service.
1986	Aug.	NS Personnel Service Co., Ltd. (currently Pasona Sourcing Inc.) established through capital participation in a temporary staffing subsidiary of the Nippon Steel Group.
1989	Sep.	Temporary Sunrise Inc. established in Chiyoda-ku, Tokyo to promote employment of personnel with disabilities.
1991	Jul.	Childcare International Inc. (currently Pasona Foster Inc.), a management agency for corporate childcare centers, established.
1993	Jun.	Corporate name Temporary Center Inc. changed to Pasona Inc. Corporate name Temporary Sunrise Inc. changed to Pasona Sunrise 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.
	Nov.	NS Personnel Co., Ltd. (currently Pasona Sourcing Inc.) becomes a subsidiary company following the acquisition of additional shares.
2001	Mar.	Pasona Tech, Inc. becomes a subsidiary company following the acquisition of additional shares.
	Dec.	Pasona Inc. is listed on the Nasdaq Japan stock market (currently JASDAQ) of the Osaka Securities Exchange.
2002	Sep.	Osaka Toshiba Management Center Co., Ltd., a company engaged in temporary staffing and contracting activities targeting the electric home appliance distribution industry, becomes a subsidiary company following the assumption of new shares. Company is renamed Pasona Empower Inc.
	Oct.	e-Staffing Co., Ltd. becomes an affiliated company following its establishment as a joint investment between Tempstaff Co., Ltd. and Recruit Staffing Co., Ltd., reflecting growing acceptance of online temporary staffing management systems and efforts to establish an industry standard.
	Dec.	Kansai Employment Creation Organization Inc. established through joint funding from major firms in the Kansai region. Company is included in the Group's scope of consolidation as an affiliated company.
2003	Mar.	Stock of Con-Be, Inc. (Pasona Sparkle Inc.), a Sumitomo Metal Industries, Ltd. temporary staffing subsidiary acquired. Company is included in the Group's scope of consolidation as a subsidiary company.
	Mar.	Pasona Logicom Inc. established as a subsidiary company to engage in distribution contracting and outsourcing.
	Apr.	Pasona Heartful Inc. established as a wholly owned subsidiary following corporate spin-off. Company inherits certain internal departments engaged in general administration.
	Jun.	National Examination Center Inc. established as an affiliated company to offer outsourcing services concerning examinations.
	Jul.	Kantou Employment Creation Organization Inc. established as an affiliated company.
Aug.–Sep.		The stock of 12 human resource-related companies located in North America, England, and Southeast Asia acquired. 11 companies are included in the Group's scope of consolidation as subsidiary companies and one as an affiliated company.
	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).
	Sep.	Pasona Global Inc. established as a subsidiary company to engage in international human resource placement and recruiting and consulting activities.
	Oct.	Pasona Engineering Inc. established as a subsidiary company to engage in temporary staffing activities specializing in electrical engineers.
2005	Feb.	Pasona O2, an agricultural facility, established in Otemachi, Chiyoda-ku, Tokyo to raise interest and support employment in the agricultural sector.
	Mar.	Pasona REP Power Inc. established as a subsidiary company to offer support and consulting services on sales for Pasona and the Pasona Group.
	Jun.	Pasona Fortune Inc. established as a subsidiary company to conduct platform business activities that bring together both companies and business specialists in various areas.
	Sep.	Pasona Management Consultancy (Shenzhen) established as a subsidiary company to engage in human resource management and provide business management consulting services.
2006	Mar.	Pasona Human Resources (Shanghai) Co., Ltd. established as a subsidiary company to provide placement and recruiting services to Japanese companies in China.
	Mar.	Benefit One Inc. listed on the Second Section of the Tokyo Stock Exchange.
	Apr.	Pasona e-Professional, Inc. established as a joint-venture company with EDION Corporation to provide temporary staffing services mainly to electric home appliance retail network of the EDION group. Pasona e-Professional, Inc. included in the Company's scope of consolidation as a subsidiary company.
	Dec.	PASONA MIC, Inc., a new joint venture between Pasona NA, Inc. and U.S.-based Mitsubishi International Corporation, established as a subsidiary company.
2007	Jan.	Pasona career assets Inc. merged with Pasona Carent, Inc. with Pasona career asset as the surviving company. Name of the company changed to Pasona Career Inc.
	Apr.	Club PASONA Omotesando established in Jingumae, Shibuya-ku, Tokyo to promote welfare benefits to temporary staff.
	Sep.	Pasona Group headquarters established in the Shin-Marunouchi Building in Chiyoda-ku, Tokyo.
	Oct.	Kansai Employment Creation Organization Inc. and Kantou Employment Creation Organization Inc. become subsidiary companies following the acquisition of additional shares.
	Dec.	Pasona Group Inc. established as a pure holding company through the transfer of shares. Publicly listed on the First Section of the Tokyo Stock Exchange and the Nippon New Market "Hercules (currently JASDAQ)" of the Osaka Securities Exchange.
2008	Oct.	Pasona CIO Inc. established as a subsidiary company to provide Group shared services focusing on the IT field (developing, managing and operating Group information systems).
	Dec.	Delisted from the Nippon New Market "Hercules (currently JASDAQ)," Osaka Securities Exchange.

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

Year	Month	
2009	Apr.	Pasona Inc., Pasona Insurance Inc. and Pasona Temp to Perm Inc. merged with Pasona Inc. as the surviving company.
	Apr.	Corporate name Pasona REP Power Inc. changed to Pasona Dotank Inc.
	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
	Dec.	Pasona Group consolidated certain offices into a single location in Otemachi, Chiyoda-ku, Tokyo.
2010	Feb.	Shares of AIG Staff Co., Ltd., the human resource company of the AIG Group, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Mar.	Pasona Career Inc. merged with Pasona Inc. with Pasona Career as the surviving company; corporate name changed to Pasona Inc.
	Apr.	Pasona Sparkle Inc. merged with Pasona Sourcing Inc. with Pasona Sparkle as the surviving company; corporate name changed to Pasona Sourcing Inc.
	Nov.	Pasona Inc. merged with Pasona Nagasaki Inc.
	Dec.	Pasona e-Professional Inc. included in the scope of consolidation as wholly owned subsidiary following the acquisition of additional shares.
2011	Jan.	Pasona Nakakyushu Inc. shares sold. Company removed from the scope of consolidation as an affiliated company.
	Mar.	Shares of K · I · S Co., Ltd. acquired; company included in the scope of consolidation as a subsidiary company.
	Jun.	Pasona e-Professional Inc. acquired sales and marketing temporary staffing services of Pasona Inc.; corporate name changed to Pasona Marketing Inc.
	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.
	Oct.	Kansai Employment Creation Organization Inc. succeeded a part of business of Kantou Employment Creation Organization Inc.
	Nov.	Kansai Employment Creation Organization Inc. transferred a part of its business to Pasona Inc.; corporate name changed to Nihon Employment Creation Organization Inc.
	Nov.	Pasona Inc. merged with Kantou Employment Creation Organization Inc. with Pasona Inc. as the surviving company.
	Nov.	Pasona Korea Co., Ltd. established as a subsidiary company to engage in human resource services with a focus on Japanese-affiliated companies in Korea.
	Dec.	Shares of International Transaction Center Ltd. acquired; company included in the scope of consolidation as a subsidiary company.
	Dec.	Pasona Agri-Partners Inc. established as a subsidiary company to conduct agriculture-related business activities.
2012	Jan.	PT Pasona HR Indonesia established as a subsidiary company to engage in human resource services with a focus on Japanese-affiliated companies in Indonesia.
	Mar.	Shares of CAPLAN Corporation, a group company of ITOCHU Corporation and Japan Airlines Co., Ltd., acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Mar.	Benefit One Inc. acquired shares of Unimat Solutions Inc.; company included in Benefit One's scope of consolidation as a subsidiary company; corporate name changed to Benefit One Solutions, Inc.
	Apr.	Shares of YASKAWA BUSINESS STAFF CORPORATION, a group company of Yaskawa Electric Group, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	May	Shares of Bewith, Inc., a wholly owned subsidiary of Mitsubishi Corporation, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	May	Benefit One Inc. established Benefit One Shanghai Inc. as an overseas affiliated company to conduct welfare benefit program services for Chinese employees working for Japanese-affiliated companies.
	May	Benefit One Inc. acquired shares of Hoken Kyouiku Center Co., Ltd.; company included in Benefit One's scope of consolidation as a subsidiary company;
	Jul.	Hoken Kyouiku Center Co., Ltd. inherits healthcare businesses of Benefit One Inc. through absorption-type company split; corporate name changed to Benefit One Healthcare Inc.
	Aug.	Corporate name International Transaction Center Ltd. changed to Pasona Language Inc.
	Sep.	Pasona Furusato Incubation Inc. established as a joint-venture company with Benefit One Inc. to provide local revitalization businesses.
	Oct.	Pasona Tech, Inc. merged with Pasona Engineering Inc.
	Oct.	Pasona Empower Inc. merged with Pasona Marketing Inc. with Pasona Empower as the surviving company; corporate name changed to Pasona Marketing Inc.
	Oct.	Benefit One USA, Inc. established to conduct welfare benefit program services for Japanese-affiliated companies which started operating in the U.S. and local U.S. companies.
	Oct.	Pasona Tech, Inc. acquired shares of Argo Co., Ltd.; company included in the scope of consolidation as a subsidiary company.
	Nov.	Pasona Tquila Inc. established to provide Salesforce introduction consulting services as well as cultivate and dispatch cloud engineers.
	Dec.	Pasona HR Consulting Recruitment (Thailand) Co., Ltd. established as a joint-venture company with Toyota Tsusho Corporation to engage in human resource services in Thailand. Pasona HR Consulting Recruitment (Thailand) Co., Ltd. included in the Company's scope of consolidation as a subsidiary company.
2013	Jan.	CAPLAN Corporation acquired shares of Asahi Beer Communications Co., Ltd. from Asahi Breweries, Ltd.; company included in the scope of consolidation as a subsidiary company.
	Feb.	Pasona Life Care Inc. established as a subsidiary company to engage in care welfare and housekeeping services, then care welfare and housekeeping services of Pasona Sourcing Inc. transferred to Pasona Life Care Inc.
	May	Pasona Inc. merged with Pasona Sourcing Inc.

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					
●株式会社パソナ	3,000	100.00	人材派遣／請負、人材紹介、再就職支援	東京	www.pasona.co.jp
●株式会社パソナテック	480	100.00	IT分野に特化した人材派遣・請負、人材紹介事業	東京	www.pasonatech.co.jp
●キャプラン株式会社	350	100.00	人材派遣/請負、研修、コンサルティング	東京	www.caplant.jp
●ビーウィズ株式会社	300	60.00	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
●株式会社パソナフォーチュン	50	98.00	人材紹介、ビジネススペシャリストの支援	東京	www.pasona-fortune.co.jp
●株式会社パソナマーケティング	50	100.00	営業・販売、家電流通関連の人材派遣・請負、人材紹介事業	大阪	www.pasona-marketing.co.jp
●株式会社安川ビジネススタッフ	50	80.00	人材派遣/請負、人材紹介	福岡	www.ybstaff.com
●株式会社パソナ岡山	30	70.00	地域に密着した人材派遣・請負、人材紹介	岡山	www.pasona-okayama.co.jp
●株式会社パソナランゲージ	20	100.00	翻訳・通訳、人材派遣、人材紹介	東京	www.pasona-language.co.jp
●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	神戸	www.pasona-logi.com
●株式会社ケーアイエス	10	80.00	人材派遣／請負、人材紹介	東京	www.k-i-s.co.jp
●株式会社アサヒビ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	ws.asahibcom.bisard.net/company/
●Pasona NA, Inc.	650千米ドル	100.00	人材派遣、人材紹介、アウトソーシング	ニューヨーク	www.pasona.com
●Pasona MIC, Inc.	700千米ドル	90.00*2	人材派遣、人材紹介、アウトソーシング	シカゴ	—
●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 Search and Selection Co., Ltd.	7,000千新台幣ドル	67.00*3	人材紹介	台北	www.mgr.com.tw
●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.	350千米ドル	70.00*4	人材紹介、コンサルティング	上海	www.pasona-global.com
●TEAM PASONA INDIA COMPANY LIMITED	90,000千インドルピー	81.61	人材派遣、人材紹介、アウトソーシング	ニューデリー	www.teampasona.com
●Pasona Korea Co., Ltd.	430百万韓国ウォン	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	6,025百万インドネシアルピア	100.00*5	人材紹介、コンサルティング	ジャカルタ	www.pasona.co.id
●Pasonatech Consulting (Dalian) Co., Ltd.	67万米ドル	100.00*6	IT分野の人材派遣、アウトソーシング、BPO事業	大連	biz.pasonatech.co.jp/os-center/dalian-os.html
●Pasona Tech Vietnam Co., Ltd.	500千米ドル	100.00*6	人材紹介、BPO事業	ベトナム	vn.pasonatech.co.jp
●Pasona HR Consulting Recruitment (Thailand) Co., Ltd.	20百万タイバーツ	49.00	人材紹介、コンサルティング	タイ	pasona.co.th
○株式会社パソナテキーラ	119	45.05	Salesforce 導入コンサルティング、技術者育成	東京	www.pasonatquila.com
アウトソーシング					
●株式会社ベネフィットワン	1,522	52.16	福利厚生アウトソーシング	東京	www.benefit-one.co.jp
●株式会社ベネフィットワンソリューションズ	40	100.00	適応回線に関する精算代行、利用管理、コストダウンのためのコンサルティングサービス	東京	www.hi-vox.net
●株式会社ベネフィットワンヘルスケア	215	100.00*7	特定健診・特定保健指導事業などのアウトソーシング	東京	www.bohc.co.jp
○株式会社全国試験運営センター	75	20.00*7	各種試験運営全般の請負事業	東京	www.nexa.co.jp
その他の事業					
●株式会社パソナドットタンク	175	100.00	パソナグループの販売支援および営業・販売コンサルティング	東京	www.pasona-dotank.co.jp
●株式会社パソナCIO	175	100.00	パソナグループ向け情報システム開発、運用管理全般のシェアードサービス	東京	www.pasona-cio.co.jp
●株式会社日本雇用創出機構	120	84.76	人材ブリッジバンク事業、シニア人材の派遣	東京	www.nihon-kikou.co.jp
●株式会社パソナ農援隊	100	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
●株式会社パソナフォスター	30	100.00	ベビーシッターの養成と保育施設の運営、保育士の派遣	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.co.jp/heartful
●株式会社パソナふるさとインキュベーション	250	60.00	地域活性化事業、人材育成、観光関連事業	兵庫	www.nojima-scuola.com
●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
●Pasona Education Co., Limited	1,500千香港ドル	100.00	語学教育	香港	www.pasona.edu.hk
○株式会社イー・スタッフィング	330	33.33	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

*1.議決権の所有割合は、キャプラン株式会社が所有する議決権の割合 *2.議決権の所有割合は、Pasona NA, Inc.が所有する議決権の割合 *3.議決権の所有割合は、Pasona Taiwan Co., Ltd.が所有する議決権の割合 *4.議決権の所有割合は、PASONA ASIA CO., LIMITEDが所有する議決権の割合
*5.議決権の所有割合は、Pasona Group Inc. 99%、PASONA ASIA CO., LIMITED 1% *6.議決権の所有割合は、株式会社パソナテックが所有する議決権の割合 *7.議決権の所有割合は、株式会社ベネフィットワンが所有する議決権の割合 ○持分法適用関連会社

グループ本部

〒100-8228
東京都千代田区大手町2-6-4

パソナグループネットワーク

人材派遣・請負、紹介 145拠点
再就職支援 126拠点
アウトソーシング 28拠点

海外(35拠点)

アジア

- Pasona Asia
Hong Kong
- Pasona Education
Hong Kong
- Pasona Taiwan
Taipei Xinzhu Gaoxiong
- MGR Search and Selection
Taipei
- Pasona Singapore
Singapore
- Pasona Human Resources (Shanghai)
Shanghai Guangzhou Beijing Shenzhen
Pudong Suzhou
- Team Pasona India
New Delhi Mumbai Chennai Bangalore Gurgaon
- Pasonatech Consulting
Dalian
- Pasona Tech Vietnam
Ho Chi Minh
- Pasona Korea
Seoul
- PT Pasona HR Indonesia
Jakarta
- Pasona HR Consulting Recruitment (Thailand)
Bangkok
- Benefit One Shanghai
Shanghai
- Argo China Technology
Beijing

北米

- Pasona NA
New York Atlanta
South Bay Orange County
San Jose Texas
- Pasona MIC
Chicago Detroit
- Pasona Canada
Toronto
- Benefit One USA
California

グローバルサービス領域

採用支援

人材紹介、人材派遣、採用代行、エグゼクティブサーチ

コンサルティング

海外拠点立ち上げ、グローバル人材採用コンサルティング

BPO

カスタマーセンター、設計、ソフトウェア開発

労務管理

給与計算、勤務規程・給与規定の整備、人事制度・評価制度の構築、赴任前手続代行

従業員支援

健康管理、メンタルヘルスケア

グローバル人材研修

スタッフ研修、マネジメント層研修、ビジネス研修、語学研修

Name	Capital (Millions of yen unless otherwise stated)	Ratio of voting rights (%)	Main Business	Head Office	URL
Temporary staffing/Contracting and Placement/Recruiting/Outplacement					
●Pasona Inc.	3,000	100.00	Temporary staffing/Contracting, Placement and Recruiting and Outplacement activities	Tokyo	www.pasona.co.jp
●Pasona Tech, Inc.	480	100.00	Temporary staffing/Contracting and Placement/Recruiting activities focusing on the IT field	Tokyo	www.pasonatech.co.jp
●CAPLAN Corporation	350	100.00	Temporary staffing/Contracting, training and consulting activities	Tokyo	www.caplan.jp
●Bewith, Inc.	300	60.00	Contact Center and business process outsourcing services	Tokyo	www.bewith.net
●Pasona Fortune Inc.	50	98.00	Placement/Recruiting activities and business specialist support	Tokyo	www.pasona-fortune.co.jp
●Pasona Marketing Inc.	50	100.00	Temporary staffing/Contracting and Placement/Recruiting activities focusing on sales and marketing as well as home appliance distribution-related field	Osaka	www.pasona-marketing.co.jp
●YASKAWA BUSINESS STAFF CORPORATION	50	80.00	Temporary staffing/Contracting and Placement/Recruiting activities	Fukuoka	www.ybstaff.com
●Pasona Okayama Inc.	30	70.00	Temporary staffing/Contracting and Placement/Recruiting activities focusing on the local community	Okayama	www.pasona-okayama.co.jp
●Pasona Language Inc.	20	100.00	Translation, interpretation, Temporary staffing and Placement/Recruiting activities	Tokyo	www.pasona-language.co.jp
●Pasona Logicom Inc.	10	100.00	Contracting services for the logistics and transportation industries	Kobe	www.pasona-logi.com
●KIS Co., Ltd.	10	80.00	Temporary staffing/Contracting, Placement and Recruiting	Tokyo	www.k-i-s.co.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	ws.asahibcom.bisard.net/company/
●Pasona NA, Inc.	650 thousand U.S. Dollars	100.00	Temporary staffing and Placement/Recruiting activities, outsourcing	New York	www.pasona.com
●Pasona MIC, Inc.	700 thousand U.S. Dollars	90.00*2	Temporary staffing and Placement/Recruiting activities, outsourcing	Cicago	—
●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 Search and Selection CO., LTD.	7,000 thousand New Taiwan Dollars	67.00*3	Placement/Recruiting activities	Taipei	www.mgr.com.tw
●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.	350 thousand U.S. Dollars	70.00*4	Placement/Recruiting activities and consulting	Shanghai	www.pasona-global.com
●TEAM PASONA INDIA COMPANY LIMITED	90,000 thousand Indian Rupee	81.61	Temporary staffing and Placement/Recruiting activities, outsourcing	New Delhi	www.teampasona.com
●Pasona Korea Co., Ltd	430 million Korean Won	100.00	Placement/Recruiting activities and consulting	Seoul	www.pasona.co.kr
●PT Pasona HR Indonesia	6,025 million Indonesian Rupiah	100.00	Placement/Recruiting activities and consulting	Jakarta	www.pasona.co.id
●Pasonatech Consulting (Dalian) Co., Ltd.	670 thousand U.S. Dollars	100.00*5	Temporary staffing focusing on the IT field, outsourcing and BPO businesses	Dalian	biz.pasonatech.co.jp/os-center/dalian-os.html
●Pasona Tech Vietnam Co., Ltd.	500 thousand U.S. Dollars	100.00*6	Placement/Recruiting activities and BPO businesses	Vietnam	vn.pasonatech.co.jp
●Pasona HR Consulting Recruitment (Thailand) Co., Ltd.	200 million Thai Baht	49.00*6	Placement/Recruiting activities and consulting	Thailand	pasona.co.th
○Pasona Tquila Inc.	119	45.05	Salesforce introduction consulting and engineers cultivation	Tokyo	www.pasonatquila.com
Outsourcing					
●Benefit One Inc.	1,522	52.16	Welfare benefit program outsourcing services	Tokyo	www.benefit-one.co.jp
●Benefit One Solutions, Inc.	40	100.00	Clearing agency for communication lines, utilization control and consulting services for cost reduction	Tokyo	www.hi-vox.net
●Benefit one Healthcare Inc.	215	100.00*7	Outsourcing of specific medical checkups and specified insurance guidance businesses	Tokyo	www.bohc.co.jp
○National Examination Center Inc.	75	20.00*7	Contracting business for the management of a variety of examinations	Tokyo	www.nexa.co.jp
Other					
●Pasona Dotank Inc.	175	100.00	Pasona Group sales support and sales and marketing consulting	Tokyo	www.pasona-dotank.co.jp
●Pasona CIO Inc.	175	100.00	Information system development and operation management shared services for the Pasona Group	Tokyo	www.pasona-cio.co.jp
●Nihon Employment Creation Organization Inc.	120	84.76	Human resource bridge bank services and temporary staffing of senior human resources	Tokyo	www.nihon-kikou.co.jp
●Pasona Agri-Partners Inc.	100	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 Foster Inc.	30	100.00	Babysitter training, childcare facility operations and childminder temporary staffing	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.co.jp/heartful
●Pasona Furusato Incubation Inc.	250	60.00	Human resource development of local revitalization businesses, tourism-related businesses	Hyogo	www.nojima-scuola.com
●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 Education Co., Limited	1,500 thousand Hong Kong Dollars	100.00	Language education	Hong Kong	www.pasona.edu.hk
○e-Staffing Co., Ltd.	330	33.33	Comprehensive management system and service for online temporary staffing and contracting (e-staffing)	Tokyo	www.e-staffing.co.jp

*1.Ratio of voting rights held by CAPLAN Corporation *2.Ratio of voting rights held by Pasona NA, Inc. *3.Ratio of voting rights held by Pasona Taiwan Co., Ltd. *4.Ratio of voting rights held by PASONA ASIA CO., LIMITED *5.Ratio of voting rights held by Pasona Group Inc. (99%) and PASONA ASIA CO., LIMITED (1%)
*6.Ratio of voting rights held by Pasona Tech Inc. *7.Ratio of voting rights held by Benefit One Inc. ○Equity-method affiliate

Headquarters

2-6-4, Otemachi, Chiyoda-ku, Tokyo 100-8228

Pasona Group Network

Temporary staffing/Contracting and Placement/Recruiting 145 Branches
Outplacement 126 Branches
Outsourcing 28 Branches

Global (35 Locations)

Asia

- Pasona Asia
Hong Kong
- Pasona Education
Hong Kong
- Pasona Taiwan
Taipei Xinzhu Gaoxiong
- MGR Search and Selection
Taipei
- Pasona Singapore
Singapore
- Pasona Human Resources (Shanghai)
Shanghai Guangzhou Beijing Shenzhen Pudong Suzhou
- Team Pasona India
New Delhi Mumbai Chennai Bangalore Gurgaon
- Pasonatech Consulting
Dalian
- Pasona Tech Vietnam
Ho Chi Minh
- Pasona Korea
Seoul
- PT Pasona HR Indonesia
Jakarta
- Pasona HR Consulting Recruitment (Thailand)
Bangkok
- Benefit One Shanghai
Shanghai
- Argo China Technology
Beijing

North America

- Pasona NA
New York Atlanta
South Bay Orange County
San Jose Texas
- Pasona MIC
Chicago Detroit
- Pasona Canada
Toronto
- Benefit One USA
California

The Global Service Field

- Recruitment support**
Placement and recruiting; temporary staffing and contracting; recruitment agency services; executive search services
- Consulting**
Overseas branch establishment support; global human resource recruitment consulting
- BPO**
Customer centers; system design; software development
- Labor management**
Payroll; establishment and update of rules of employment and rules relating to salaries and wages; establishment and development of personnel evaluation systems; agency service of procedural requirements for personnel prior to taking up an overseas assignment
- Employee support**
Health management; mental health care
- Global human resource management**
Staff training; manager training; business training; language training

■ 会社概要 (2013年5月31日現在)

社名	株式会社パナグループ(2168)
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	5,989名(連結) ※契約社員含む
グループ会社	連結 38社 持分 3社
ホームページ	www.pasonagroup.co.jp

■ Pasona Group (As of May 31, 2013)

Corporate Name	Pasona Group Inc.(2168)
Headquarters	Shin-Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone 03-6734-0200
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 5,989 (Include Contract Workers)
Group Companies	Consolidated 38, Affiliates 3
URL	www.pasonagroup.co.jp

■ 上場グループ会社概要 (2013年3月31日現在)

社名	株式会社ベネフィット・ワン(東証二部2412)
本社所在地	〒150-0002 東京都渋谷区渋谷3-12-18 渋谷南東急ビル
設立	1996年3月15日
資本金	15億2,200万円
代表者	白石 徳生
事業内容	福利厚生アウトソーシング業務
従業員数	941名(連結) ※契約社員含む
売上高	17,610百万円(連結・2013年3月期)
ホームページ	www.benefit-one.co.jp

■ Listed Group Company (As of March 31, 2013)

Corporate Data	Benefit One Inc.(Second Section, Tokyo Stock Exchange 2412)
Headquarters	Shibuya Minami Toukyu Building, 3-12-18, Shibuya, Shibuya-ku, Tokyo 150-0002
Establishment	March 15, 1996
Paid-in Capital	1,522 million yen
Representative	Norio Shiraishi
Business Activities	Welfare benefit agency services
Number of Employees	Consolidated 941 (Include Contract Workers)
Sales	17,610 million yen (FY ended March 31, 2013)
URL	www.benefit-one.co.jp

		2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
期末株価(円) *1	Stock Price at Year-End (Yen)*1	248,000	225,000	231,000	82,800	52,400	58,800	72,400	55,100	60,000
期中最高値(円)	Average Stock Price (High)(Yen)	426,000	372,000	260,000	232,000	81,600	63,900	75,000	79,900	82,500
期中最低値(円)	Average Stock Price (Low)(Yen)	242,000	207,000	192,000	56,100	39,700	57,400	51,000	53,000	43,300
発行済み株式総数	Number of Shares Outstanding	432,560	433,080	416,232	416,903	416,903	416,903	416,903	416,903	416,903
時価総額(百万円) *2	Market Capitalization (Millions of Yen)*2	107,274	97,443	96,149	34,519	21,845	24,513	30,183	22,971	25,014

*1 分割調整後株価 Stock Price before stock split adjustment

*2 時価総額=期末株価(円)×発行済み株式総数 Market capitalization=Stock price at year-end (Yen) × Number of shares outstanding

2002年7月22日

普通株式1株につき5株の割合で分割したため、発行済株式総数が109,288株増加しております。

July 22, 2002

The number of shares issued and outstanding increased by 109,288 shares due to a one-to-five stock split.

2004年7月20日

普通株式1株につき3株の割合で分割したため、発行済株式総数が283,250株増加しております。

July 20, 2004

The number of shares issued and outstanding increased by 283,250 shares due to a three-for-one common share stock split.

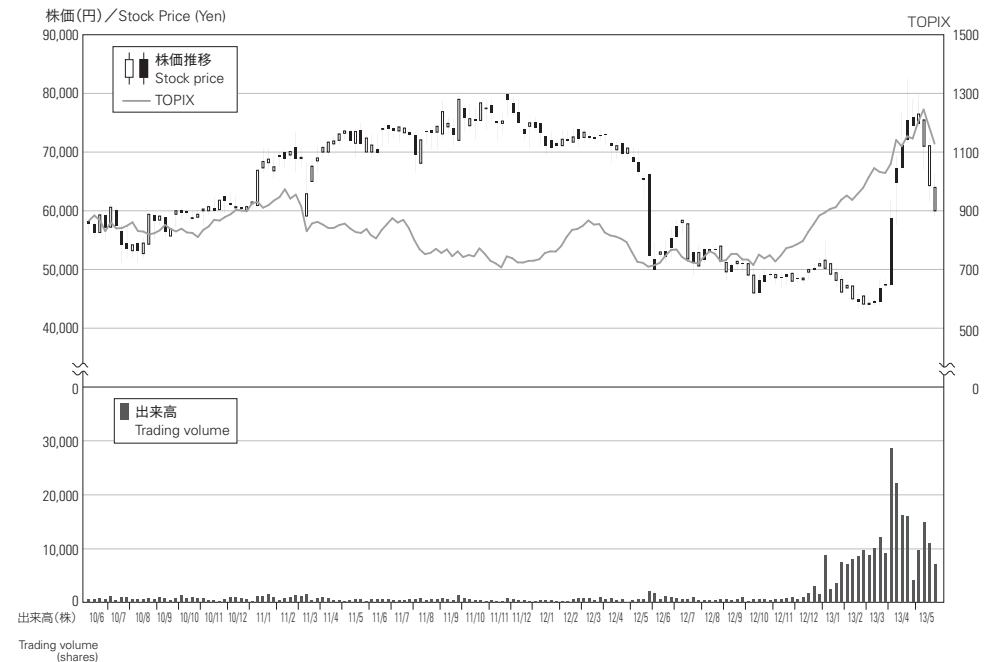
2008年8月29日

自己株式17,500株を消却しております。

August 29, 2008

17,500 shares of treasury stock were retired.

■ 株価の推移 Stock Price



株式情報 (2013年5月31日現在)

決算期	毎年5月31日	
株式売買の単位	1株	
上場証券取引所	東京証券取引所 市場第一部 (証券コード:2168)	
株主数	8,577名	
大株主		
南部靖之	147,632株	(35.41%)
株式会社南部エンタープライズ	37,378株	(8.97%)
ゴールドマンサックスインターナショナル	20,745株	(4.98%)
株式会社サンリオ	12,000株	(2.88%)
日本マスタートラスト信託銀行株式会社(信託口)	8,641株	(2.07%)
日本トラスティ・サービス信託銀行株式会社(信託口)	6,876株	(1.65%)
パナグループ従業員持株会	6,308株	(1.51%)
株式会社メディカルアソシア	4,400株	(1.06%)
資産管理サービス信託銀行株式会社(証券投資信託口)	3,835株	(0.92%)
エイチエスピーシーファンドサービスズアカウント 006ジェイエフ	3,812株	(0.91%)

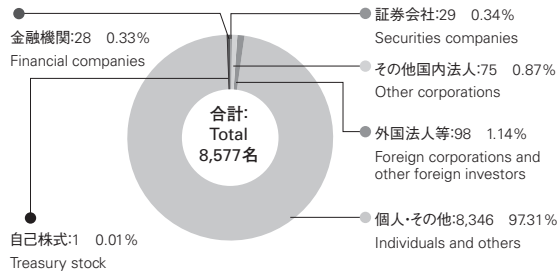
※上記のほか、自己株式42,401株(発行済株式数に対する所有割合10.17%)がありますが、会社法第308条第2項の規定により議決権を有しておりません。

Stock Information (As of May 31, 2013)

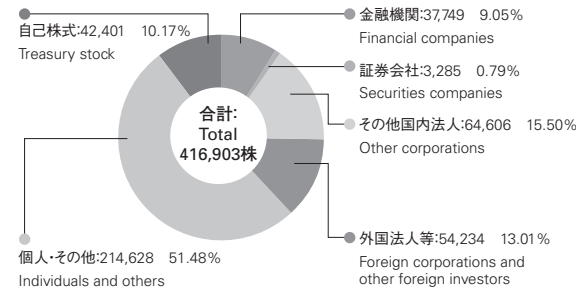
Fiscal Year Ended	May 31	
Stock Transaction Unit	The Company's stock is traded in units of one share	
Stock Listings	Tokyo Stock Exchange, First Section (Securities code: 2168)	
Number of Shareholders	8,577	
Principal Stockholders		
Yasuyuki Nambu	147,632 shares	(35.41%)
Nambu Enterprise Inc.	37,378 shares	(8.97%)
Goldman Sachs International	20,745 shares	(4.98%)
Sanrio Co., Ltd.	12,000 shares	(2.88%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	8,641 shares	(2.07%)
Japan Trustee Services Bank, Ltd. (Trust Account)	6,876 shares	(1.65%)
Pasona Group Employees Shareholding Association	6,308 shares	(1.51%)
Medical Associa Inc.	4,400 shares	(1.06%)
Trust & Custody Services Bank, Ltd. (Securities Investment Trust Account)	3,835 shares	(0.92%)
HSBC FUND SERVICES A/C 006JF	3,812 shares	(0.91%)

In addition to the aforementioned, the Company holds 42,401 shares of treasury stock, representing 10.17% 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

地域	2010/5	2011/5	2012/5	2013/5
北海道 Hokkaido	108 (1.14%)	97 (1.13%)	94 (1.15%)	97 (1.13%)
東北 Tohoku	210 (2.22%)	185 (2.16%)	182 (2.23%)	194 (2.26%)
関東 Kanto	4,291 (45.46%)	3,879 (45.48%)	3,804 (46.58%)	4,036 (47.05%)
中部 Chubu	1,355 (14.35%)	1,227 (14.38%)	1,127 (13.80%)	1,144 (13.33%)
近畿 Kinki	2,338 (24.77%)	2,117 (24.82%)	1,994 (24.42%)	2,079 (24.23%)
中国 Chugoku	399 (4.22%)	357 (4.18%)	337 (4.13%)	359 (4.18%)
四国 Shikoku	242 (2.56%)	220 (2.57%)	208 (2.55%)	212 (2.47%)
九州 Kyusyu	416 (4.40%)	365 (4.28%)	348 (4.26%)	352 (4.10%)
外国 Overseas	77 (0.81%)	80 (0.93%)	72 (0.88%)	103 (1.20%)
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

	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5
金融機関	39,252 (9.07%)	37,774 (8.72%)	35,573 (8.18%)	24,394 (5.85%)	26,501 (6.35%)	24,130 (5.79%)	24,263 (5.82%)	37,749 (9.05%)
証券会社	2,559 (0.59%)	9,726 (2.24%)	1,543 (0.36%)	1,040 (0.24%)	1,246 (0.29%)	907 (0.22%)	981 (0.24%)	3,285 (0.78%)
その他国内法人	114,298 (26.39%)	78,916 (18.20%)	78,437 (18.06%)	44,042 (10.56%)	63,650 (15.26%)	61,891 (14.84%)	64,001 (15.35%)	64,606 (15.49%)
外国法人等	51,339 (11.85%)	66,324 (15.29%)	65,593 (15.10%)	59,301 (14.22%)	67,184 (16.11%)	76,631 (18.38%)	76,734 (18.41%)	54,234 (13.00%)
個人・その他	225,632 (52.10%)	223,492 (51.52%)	235,757 (54.27%)	229,873 (55.13%)	215,921 (51.79%)	210,943 (50.60%)	208,523 (50.01%)	214,628 (51.48%)
自己株式	— (—%)	17,500 (4.03%)	17,500 (4.03%)	58,253 (13.97%)	42,401 (10.17%)	42,401 (10.17%)	42,401 (10.17%)	42,401 (10.17%)
合計	433,080 (100%)	433,732 (100%)	434,403 (100%)	416,903 (100%)	416,903 (100%)	416,903 (100%)	416,903 (100%)	416,903 (100%)
株主数	11,132	11,166	11,247	10,097	9,437	8,528	8,167	8,577

(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株の株式分割をそれぞれ実施 Note 1: The Company conducted five-for-one and three-for-one stock splits on July 22, 2002 and July 20, 2004, 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.

株主メモ Shareholders' Information

証券コード(2168)
Securities Code: 2168

決算期 毎年5月31日
Fiscal Year-End May 31

定時株主総会 毎年8月
Annual General Meeting August

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
Record Date Annual General Meeting May 31(Annually)
(The Company will announce other dates as and when required)

株式売買の単位 1株
Share Trading Unit 1 share

上場証券取引所 東京証券取引所 市場第一部
Stock Exchange Listing First Section, Tokyo Stock Exchange

株主名簿管理人 東京都中央区八重洲一丁目2番1号
みずほ信託銀行株式会社
Share Holding Agent 1-2-1 Yaesu, Chuo-ku, Tokyo
Mizuho Trust & Banking Co., Ltd.

同事務取扱場所 東京都中央区八重洲一丁目2番1号
みずほ信託銀行株式会社 本店証券代行部
Stock Handling Office Head Office Securities Agent Department 1-2-1 Yaesu, Chuo-ku, Tokyo
Mizuho Trust & Banking Co., Ltd.

(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
(Mailing Address) Securities Agent Department 2-8-4 Izumi, Suginami-ku, Tokyo 168-8507
Mizuho Trust & Banking Co., Ltd.

(電話照会先) TEL 0120-288-324(フリーダイヤル)
(Telephone) +81-3-5213-5213

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
Notifying Agent All domestic branches of the Mizuho Trust & Banking Co., Ltd.
Head office and all domestic branches of Mizuho Securities Co., Ltd.

IRカレンダー IR Calendar

2013 May

Jun.

Jul. 7月12日 決算発表
July 12 Earnings announcement for the fiscal year ended May 31, 2013

Aug. 8月19日 第6期 定時株主総会
August 19 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, 2014 (planned)

Nov.

Dec.

2014 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, 2014 (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, 2014 (planned)



株式会社 パソナグループ

〒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)
www.pasonagroup.co.jp

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

Pasona Group Inc.

Headquarters:
Shin-Marunouchi Bldg.
1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514, Japan
Phone: +81-3-6734-0200
www.pasonagroup.co.jp/english

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

本資料は、2013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2013年5月末現在のデータにもとづいて作成されております。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, 2013, 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, 2013. 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.