

## インベスターズガイド

## INVESTOR'S GUIDE

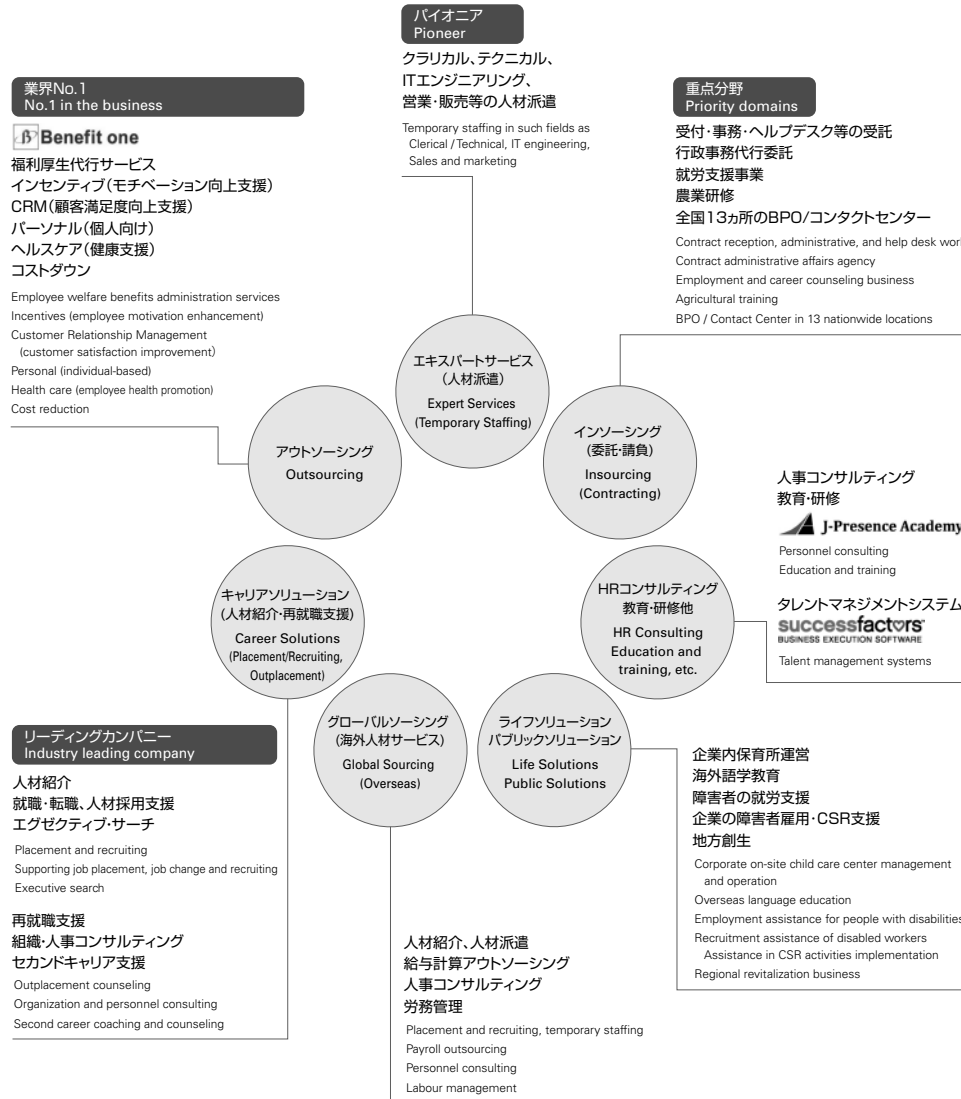
## 2017

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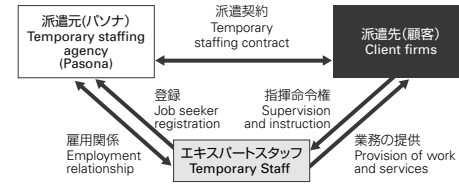
## 事業領域 Business Domains

- 1976年 主婦の再就職を支援するため、人材派遣事業をスタート
- 「社会の問題点を解決する」を企業理念に、あらゆる層の方々への「雇用創出」に取り組む
- 「ソーシャル・ソリューション・カンパニー」として、働く人々が心豊かになる新たな社会インフラを構築

- Commenced temporary staffing business activities in 1976 with the aim of supporting housewives' return to work
- Guided by a corporate philosophy that places the utmost emphasis on providing "solutions to society's problems," the Pasona Group undertakes the challenge of creating employment opportunities for people from every demographic and all walks of life
- As a "social solutions company," the Pasona Group is working diligently to build a new social infrastructure in which working people can lead enriched and fulfilling lives



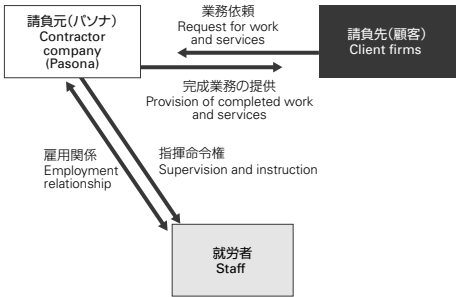
## 【人材派遣のしくみ】(登録型\*) Temporary Staffing Business Structure (Registration Type\*)



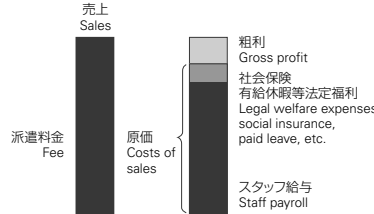
\*通常は登録のみしておき、派遣契約の締結に応じて雇用契約を締結  
派遣就業の終了に伴い、雇用関係も終了  
※Note: Registration Type: in general, an employment contract takes effect as a worker dispatch agreement is reached, thus, when the worker dispatch service concludes, the employment relationship with the staffing agency concludes accordingly

※常用品派遣とは、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 continues after the conclusion of the provision of worker dispatch services

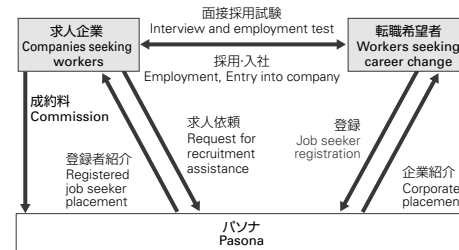
## 【インソーシング(請負)のしくみ】 Insourcing (Contracting) Business Structure



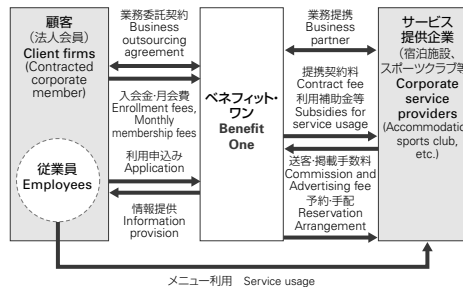
## 【人材派遣の収益モデル】 Temporary Staffing Earnings Model



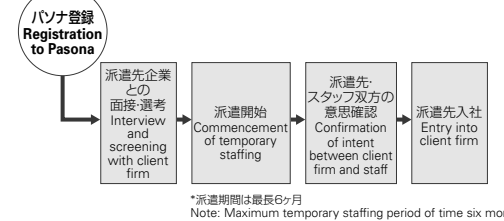
## 【人材紹介のしくみ】 Placement / Recruiting Business Structure



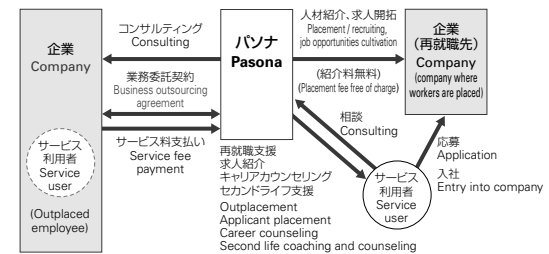
## 【アウトソーシング(福利厚生)のしくみ】 Outsourcing Business (Welfare Benefit) Structure



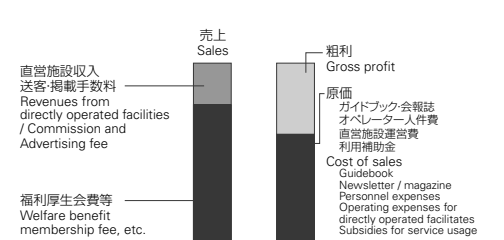
## 【紹介予定派遣のしくみ】 Temp to Perm Business Structure



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



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



労働力人口推移 Population by Labour Force Status

人数(万人) Number of persons (10 thousand persons)	男女計 Total							男 Males							女 Females						
	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate
		総数 Total	就業者 Labour force employed	雇業者 Employees	完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed	雇業者 Employees	完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed	雇業者 Employees	完全失業者 Labour force unemployed		
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	128	2,960	48.5
2011	11,117	6,596	6,293	5,512	302	4,518	59.3	5,367	3,825	3,639	3,164	187	1,538	71.1	5,750	2,770	2,654	2,349	115	2,980	48.2
2012	11,110	6,565	6,280	5,513	285	4,543	59.1	5,363	3,796	3,622	3,153	174	1,566	70.8	5,747	2,769	2,658	2,360	112	2,977	48.2
2013	11,107	6,593	6,326	5,567	265	4,510	59.3	5,362	3,783	3,620	3,156	163	1,576	70.5	5,746	2,809	2,707	2,411	103	2,934	48.9
2014	11,109	6,609	6,371	5,613	236	4,494	59.4	5,363	3,776	3,635	3,170	142	1,583	70.4	5,746	2,832	2,737	2,443	96	2,911	49.2
2015	11,110	6,625	6,401	5,663	222	4,479	59.6	5,365	3,773	3,639	3,180	135	1,588	70.3	5,746	2,852	2,764	2,482	89	2,891	49.6
2016	11,111	6,673	6,465	5,750	208	4,432	60.0	5,366	3,781	3,655	3,211	126	1,582	70.4	5,745	2,892	2,810	2,539	82	2,850	50.3

労働力人口 15歳以上人口のうち、就業者と完全失業者を合わせたもの  
 就業者 従業者と休業者を合わせたもの  
 従業者:調査期間中に賃金、給料、諸手当、内職収入などの収入を伴う仕事を1時間以上した者。家族従業者の割合は無給であっても仕事をしたとする。  
 休業者:仕事をしながら、調査週間中少しも仕事をしなかった者のうち、  
 1)雇業者で給料、賃金の支払いを受けている者または受けることになっている者  
 2)自営業主で、自分の経営する事業を持ったままで、その仕事を休み始めてから30日にならない者  
 3)自営業主で、家族従業者で調査期間中に少しも仕事をしなかった者は休業に含めず、完全失業者又は非労働力人口のいずれかとしている。  
 雇業者 会社、団体、官公庁または自営業主や家庭に雇われて、給料、賃金を得ている者及び会社、団体の役員  
 完全失業者 次の3つの条件を満たす者  
 1)仕事がなく調査期間中に少しも仕事をしなかった(就業者ではない) 2)仕事があればすぐに就くことができる 3)調査期間中に仕事を探す活動や事業を始める準備をしていた(過去の求職活動の結果を待っている場合も含む)  
 非労働力人口 15歳以上人口で就業者、完全失業者のいずれにもあてはまらない者  
 労働力人口比率 15歳以上人口に占める労働力人口の割合=(労働力人口÷15歳以上人口)×100

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

出典:総務省「労働力調査」  
 Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications  
 2011年度は東日本大震災に伴う補充推計値  
 Figures in 2011 are supplementary-estimated figures due to the damage caused by the Great East Japan Earthquake.  
 ※2017年から算出の基礎となる人口を2015年国勢調査の確定人口に基づく推計人口(新基準)に切り替え、2010年から2016年までの数値は、2017年以降の結果と接続させるため適宜ないし、補正を行った数値に書き換え(比率は除く)  
 Note: The basis for population computations has been changed to the estimated population (new standard) under the determined 2015 national population census from 2017. The figures from 2010 through 2016 have been recalculated or adjusted to the compatible time-series data responding to the 2017 base benchmark revision. (this excludes the figures of proportion.)

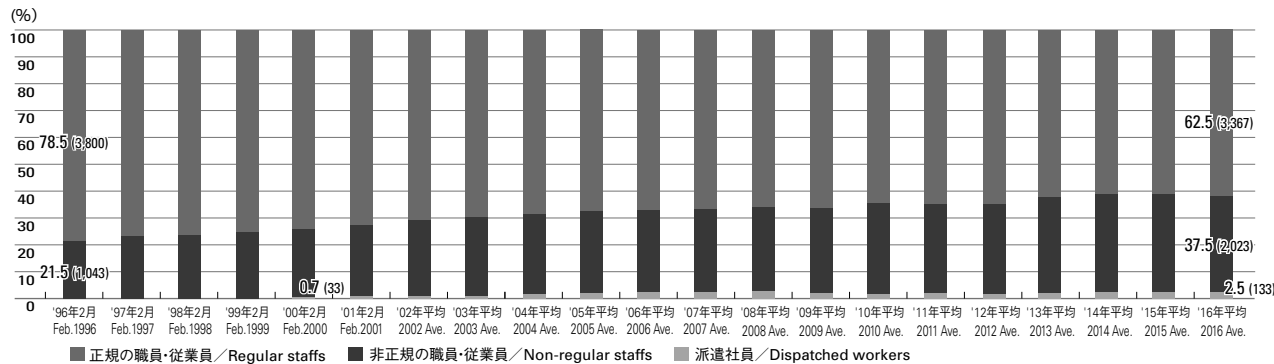
# 正規・非正規雇用者数 The Number of Regular and Non-Regular Staff

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				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	その他 Other		
男 Males	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	9.4	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	9.7	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	260	88	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	3,165	2,887	2,315	571	276	94	182	298	39	197	62	80.1	19.9	9.6	3.3	6.3	10.3	1.4	6.8
	2012年平均 2012 Average	3,152	2,870	2,304	566	272	97	175	294	36	197	61	80.3	19.7	9.5	3.4	6.1	10.2	1.3	6.9
	2013年平均 2013 Average	3,147	2,885	2,273	611	302	102	200	309	48	219	42	78.8	21.2	10.5	3.5	6.9	10.7	1.7	7.6
	2014年平均 2014 Average	3,161	2,898	2,267	631	305	104	201	326	48	235	43	78.2	21.8	10.5	3.6	6.9	11.2	1.7	8.1
	2015年平均 2015 Average	3,172	2,908	2,272	636	313	109	204	322	50	230	42	78.1	21.9	10.8	3.7	7.0	11.1	1.7	7.9
	2016年平均 2016 Average	3,202	2,938	2,287	651	325	116	209	326	55	229	42	77.9	22.1	11.1	3.9	7.1	11.1	1.9	7.8
	女 Females	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
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	3.0	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	288	63	152	73	46.2	53.8	41.2	33.6	7.6	12.7	2.8	6.7
2011年平均 2011 Average		2,371	2,280	1,040	1,241	954	779	173	288	59	163	66	45.6	54.4	41.8	34.2	7.6	12.6	2.6	7.1
2012年平均 2012 Average		2,378	2,291	1,042	1,249	970	793	177	280	55	158	67	45.5	54.5	42.3	34.6	7.7	12.2	2.4	6.9
2013年平均 2013 Average		2,410	2,327	1,029	1,298	1,021	828	192	279	69	170	40	44.2	55.8	43.9	35.6	8.3	12.0	3.0	7.3
2014年平均 2014 Average		2,442	2,357	1,022	1,335	1,045	842	202	292	72	178	42	43.3	56.7	44.3	35.7	8.6	12.4	3.1	7.6
2015年平均 2015 Average		2,482	2,395	1,045	1,350	1,057	855	201	294	77	176	41	43.7	56.3	44.1	35.7	8.4	12.3	3.2	7.3
2016年平均 2016 Average		2,539	2,453	1,080	1,373	1,078	872	206	295	78	178	39	44.1	55.9	43.9	35.5	8.4	12.0	3.2	7.3

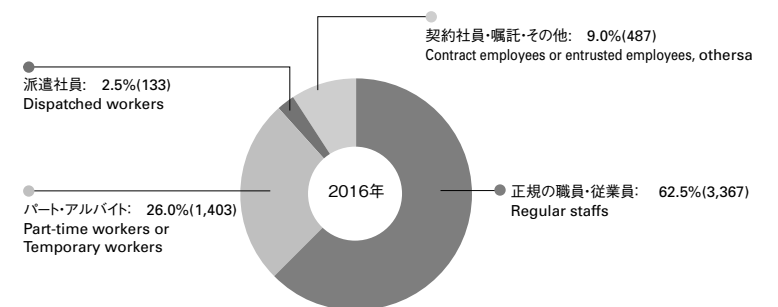
出典:総務省「労働力調査」  
1990年、1995年、2000年、2001年の「契約社員・嘱託」については、従業員・割合ともに「その他」区分の値も含む。2011年度は東日本大震災に伴う補完推計値  
Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications  
Figures for "Contract employees or entrusted employees" in 1990, 1995, 2000 and 2001 include figures 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.

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

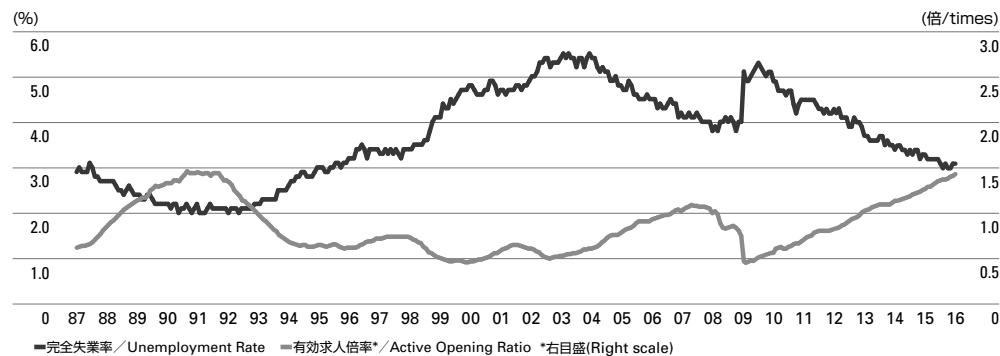


「役員を除く雇用者」に占める雇用形態別割合(2016年)～男女計  
Proportion of types in employees other than executive of company or corporation (2016) ~Males/Females Total



出典:総務省「労働力調査」  
Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications  
※( )内は実数(万人)  
Figures in parentheses are actual data representing tens of thousands of people.

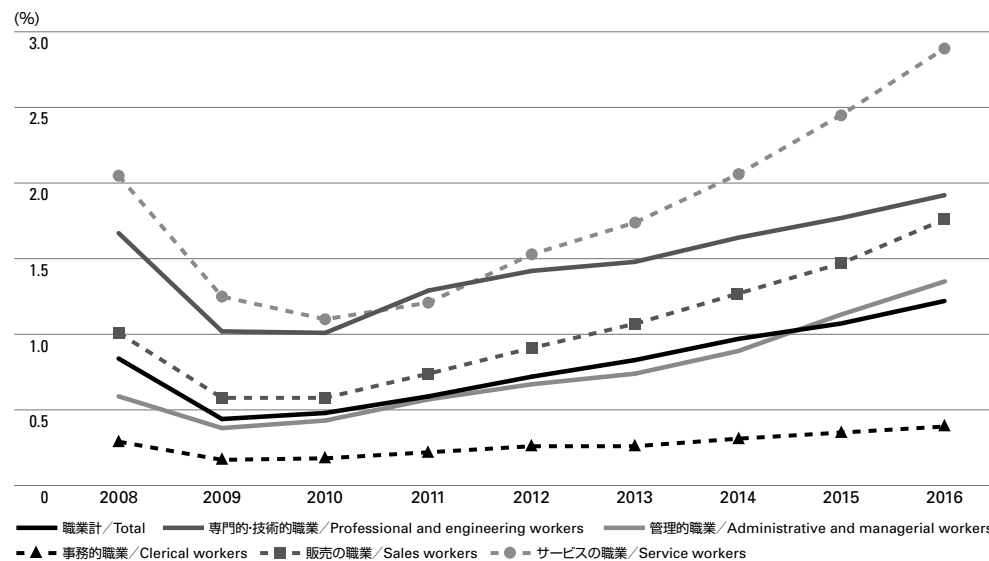
完全失業率/有効求人倍率の推移 Trend of Unemployment Rate/Active Opening Ratio



	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	2013	2014
完全失業率 (%) Unemployment Rate(%)	4.0	5.1	5.1	4.6	4.3	4.0	3.6
有効求人倍率 (倍) Active Opening Ratio(Times)	0.88	0.47	0.52	0.65	0.80	0.93	1.09
	2015	2016					
完全失業率 (%) Unemployment Rate(%)	3.4	3.1					
有効求人倍率 (倍) Active Opening Ratio(Times)	1.20	1.36					

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

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



	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
職業計 Total	0.51	0.62	0.80	0.92	1.02	1.00	0.84	0.44	0.48	0.59	0.72	0.83	0.97	1.08	1.22
専門的・技術的職業 Professional and engineering workers	0.87	1.02	1.27	1.51	1.74	1.77	1.67	1.02	1.01	1.29	1.42	1.48	1.64	1.77	1.92
管理的職業 Administrative and managerial workers	0.30	0.35	0.48	0.62	0.65	0.62	0.59	0.38	0.43	0.57	0.67	0.74	0.89	1.13	1.35
事務的職業 Clerical workers	0.21	0.25	0.32	0.36	0.39	0.36	0.29	0.17	0.18	0.22	0.26	0.26	0.31	0.35	0.39
販売の職業 Sales workers	0.76	0.87	1.05	1.11	1.21	1.22	1.01	0.58	0.58	0.74	0.91	1.07	1.27	1.47	1.76
サービスの職業 Service workers	1.30	1.36	1.59	1.81	2.02	2.13	2.05	1.25	1.10	1.21	1.53	1.74	2.06	2.45	2.89

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

# 人材サービス市場 Human Resource Service Market

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

(単位:億ドル/100 millions of dollars)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
人材派遣 Temporary staffing	809	892	951	983	949	720	874	983	1,048	1,092	1,155	1,264
人材紹介 Placement and recruiting	102	128	160	180	160	79	97	112	122	132	141	206
<b>合計 Total</b>	<b>911</b>	<b>1,020</b>	<b>1,112</b>	<b>1,163</b>	<b>1,108</b>	<b>799</b>	<b>971</b>	<b>1,095</b>	<b>1,170</b>	<b>1,224</b>	<b>1,296</b>	<b>1,470</b>

出典: American Staffing Association, 「American Staffing 2016」

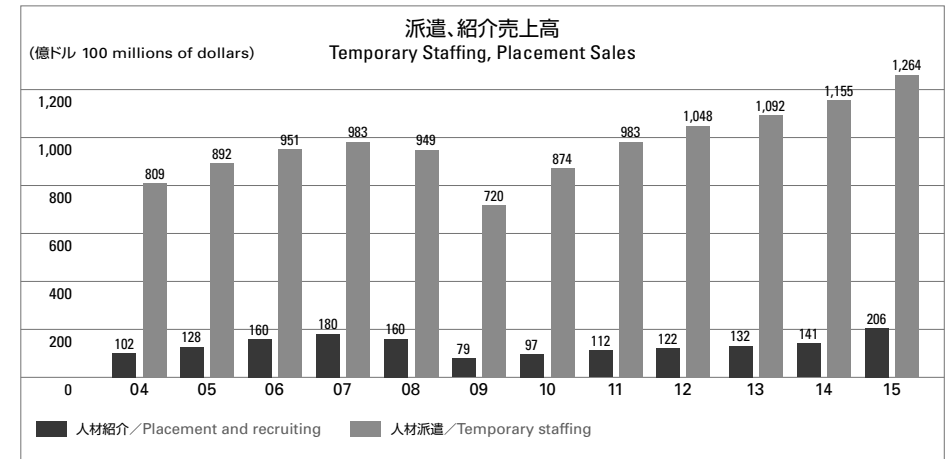
(単位:万人/10 thousand persons)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
労働力人口*1 Labour force population	14,740	14,932	15,142	15,312	15,428	15,414	15,388	15,361	15,497	15,538	15,592	15,712	15,919
派遣労働者数*2 Number of temporary staff	1,430	1,470	1,460	1,260	1,160	930	960	1,270	1,120	1,080	1,440	1,560	—

\*1 16歳以上の就業者および求職者数 Number of employed workers and persons in search of employment 16 years of age and older  
\*2 過去1年間に雇用されたことのある派遣労働者数 Number of temporary staff who at some time during the past year had been employed

出典: US Department of Labour, Bureau of Labour Statistics

American Staffing Association, Employment and Sales Survey, 「American Staffing 2016」 10,000事業所集計 10,000 office tally



## 人材派遣市場データ Staffing Industry Data

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
売上高:一般(億円) Net sales: General (100 millions of yen)	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	37,161	35,906	39,056	40,348
前期比 YOY	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%	-0.6%	-3.4%	8.8%	3.3%
売上高:特定(億円) Net sales: Specific (100 millions of yen)	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	15,283	15,135	15,338	16,442
前期比 YOY	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%	1.0%	-1.0%	1.3%	7.2%
売上高合計(億円) Net sales (100 millions of yen)	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	52,445	51,042	54,394	56,790
前期比 YOY	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%	-0.1%	-2.7%	6.6%	4.4%

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 (15.9/30~16.3/31)*3		
派遣労働者数:一般(人)延べ人数 Total number of workers:General (Persons)	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	2,167,044	2,239,407	2,350,863	派遣 Dispatch	派遣労働者:無期雇用(人) Number of workers: Indefinite-term (Persons)	125,792
前期比 YOY	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%	-7.2%	3.3%	5.0%	—	前期比 YOY	—
派遣労働者数:特定(人) Number of workers:Specific (Persons)	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	283,810	275,738	279,462	—	派遣労働者:有期雇用(人) Number of workers: Fixed-term (Persons)	948,260
前期比 YOY	-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%	1.3%	-2.8%	1.4%	—	前期比 YOY	—
派遣労働者数:(一般+特定)(人)*1 Total number of workers:(General+Specific) (Persons)*1	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	2,450,854	2,515,145	2,630,325	—	登録者数(人) Number of registered workers (Persons)	2,717,674
前期比 YOY	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%	-6.3%	2.6%	4.6%	—	前期比 YOY	—
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	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	1,285,014	1,262,420	1,272,958	—	雇用派遣労働者数(無期+有期)(人) Number of employed workers (Indefinite-term+Fixed-term)(Persons)	223,060
前期比 YOY	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%	-2.8%	-1.8%	0.8%	—	前期比 YOY	—

〔資料出所〕厚生労働省「労働者派遣事業の事業報告集計結果」

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

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

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

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

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

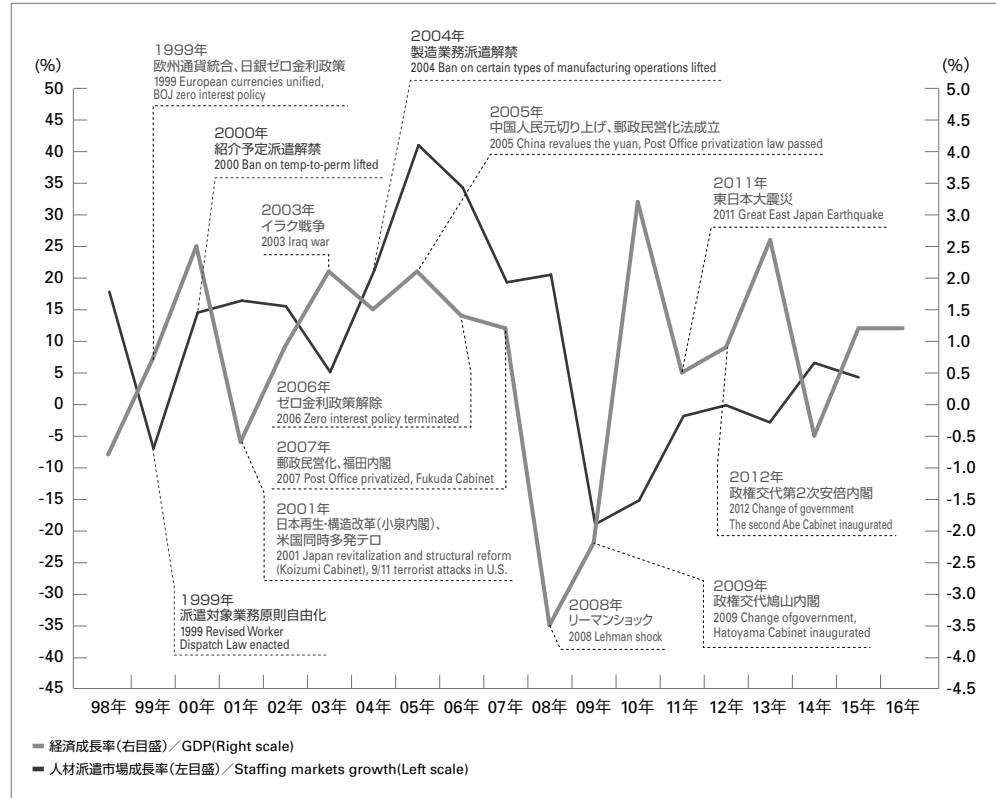
\*2 常用換算: 常用雇用以外の労働者の年間総労働時間数の合計を当該事業所の常用雇用労働者の1人当たりの年間総労働時間で除したものの  
Regular calculation basis: The total number of annual labour hours for employees other than regular employees divided by the number of annual working hours per regular employee at that particular temporary employment agency.

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

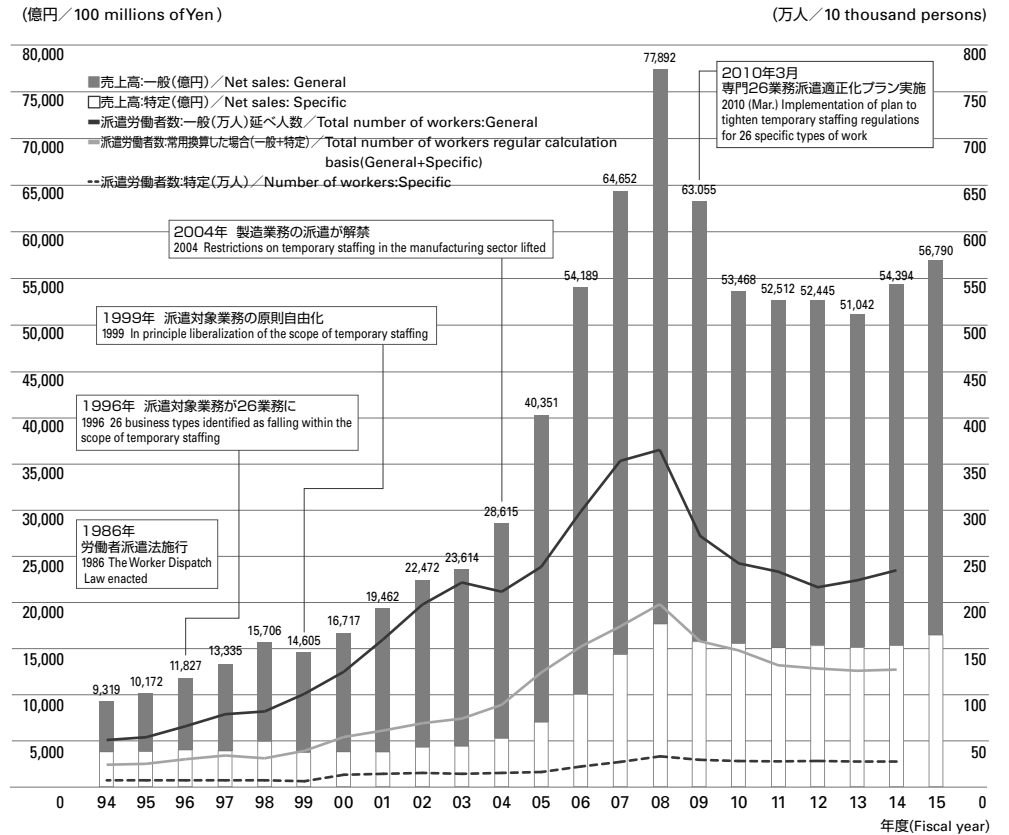
# 人材サービス市場 Human Resource Service Market

## GDPと人材派遣市場変化率の対比 1996-2015年度 GDP VS Staffing Markets Growth 1996-2015

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
経済成長率(%) GDP	-0.8	0.7	2.5	-0.6	0.9	2.1	1.5	2.1	1.4	1.2	-3.5	-2.2	3.2	0.5	0.9	2.6	-0.5	1.2	1.2
人材派遣市場成長率(%) Staffing markets growth	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	-0.1	-2.7	6.6	4.4	—



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



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

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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	570	837	1,221	1,718	2,035	1,884	1,232	1,502	1,563	1,647	2,055	1,940	2,085	

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

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	160	220	320	370	300	214	196	171	177	296	291	261	291	286	279	288	

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.

## 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】

- 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
- 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
- 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

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

- 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 labour-management agreements.
- 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.
- Introduction of disclosure provisions for violators**
- 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.

## 2013年4月 「改正労働契約法」施行 April 2013 Enforcement of the Revised Labour 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、有期労働者が申し出ると「無期転換」が可能になる。

The Labour Contract Act was revised in August 2012, and went into effect on April 1, 2013. The “three rules” listed below were appended to the Labour 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】

- 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。
- 「雇止め法理」の法定化(2012年8月10日施行)**  
過去の最高裁の判例により確立した「雇止め法理」を条文化し、一定の場合に使用者による雇止めを無効とするルール。
- 不合理な労働条件の禁止**  
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。

### Main Points of the Revised Labour Contract Act: The Three Rules

- Conversion to indefinite-term labour 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.
- Statutory adoption of the “Termination of Employment Doctrine” (took effect August 10, 2012)**  
A rule that codifies the “Termination of Employment Doctrine” that has been established by Supreme Court precedent and invalidates termination by the user under certain circumstances.
- Prohibition of unreasonable employment conditions**  
The amended law establishes a rule prohibiting unreasonable differences in employment conditions between fixed-term contract employees and indefinite-term contract employees.

## 労働移動支援助成金の拡充について(再就職支援奨励金) 2014年3月1日より実施

### Expanded & Improved Financial Assistance for Labour Mobility (Outplacement Counseling Subsidies)

Effective March 1, 2014

成熟産業から人材を必要とする成長産業へ、労働者のスキルアップやスキルチェンジにより、失業を経ない円滑な労働移動を促進するため労働移動支援助成金が拡充された  
Expands financial support for labour mobility by promoting smooth job transition without unemployment by helping workers to upgrade and change their skills so that people move from mature industries to growth industries where people are needed

### 【助成金の内容】

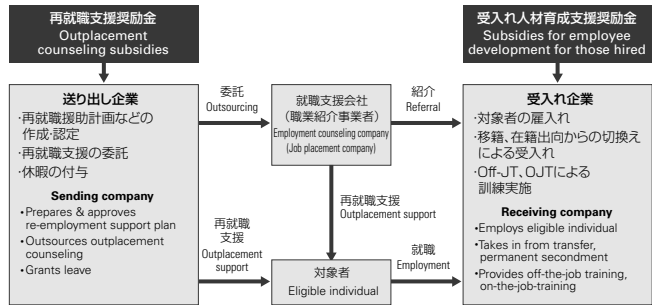
- 再就職支援奨励金**  
離職する従業員の再就職支援を就職支援会社に委託した場合に助成  
求職活動のための休暇を与えた場合に助成
- 受け入れ人材育成支援奨励金の創設**  
再就職援助計画の対象者や移籍者、在籍出向からの移籍者などを受け入れ、訓練を行った場合に助成

### Financial support details

- Outplacement counseling subsidies**  
Assistance when outplacement counseling for a separated employee is outsourced to an outplacement counseling firm  
Assistance for leave taken for a job search
- Established subsidies for employee development**  
Assistance for training those eligible or transferring from a re-employment support plan and transfers from a permanent secondment

### 【制度の概要】

#### Description of the program



移籍・在籍出向から移籍へ切換え  
(産業雇用安定センターの支援を受けることが可能)  
Assignment switch from transfer/permanent secondment  
(Can receive support from Industrial Employment Stabilization Center)

出典：厚生労働省「ご存知ですか？労働移動支援金」より作成  
Source: "Did You Know? Labour Mobility Assistance," Ministry of Health, Labour and Welfare

## 2016年4月「女性活躍推進法」施行 April 2016 Enforcement of the Promotion of Women's Activity Act

国・地方公共団体、301人以上の大企業は、下記の事項を実施  
(常時雇用する労働者が300人以下の民間事業主については努力義務)

National and regional organizations and businesses with 301 or more employees must carry out the following (companies with 300 or fewer regular employees are urged to make efforts to comply):

- 女性の活躍に関する状況の把握、課題分析**  
①女性採用比率 ②勤続勤務年数男女差 ③労働時間の状況 ④女性管理職比率 等
- 状況把握分析を踏まえ、定量的目標や取組内容等を内容とする「事業主行動計画」の策定・公表等**
- 女性の活躍に関する情報公表**  
省令で定める事項のうち事業主が選択して公表

- Understand the circumstances regarding the activities of women, analyze issues**  
a. Percentage of female employees b. Difference between men and women in the number of years worked  
c. Number of hours worked d. Percentage of women in management, etc.
- Based on the analysis of circumstances, draw up and publicize an action plan with numerical targets and actions to be taken**
- Publicize information regarding the activities of women**  
Employer to select from items specified by law and publicize them

## 2017年3月28日「働き方改革実行計画」の概要(同一労働同一賃金の抜粋) March 28, 2017 Overview of the "Action Plan for the Realization of Work Style Reform" (extract concerning equal pay for equal work)

正規か非正規かという雇用形態に関わらない均等・均衡待遇を確保し、同一労働同一賃金の実現に向けて政府が策定した同一労働同一賃金のガイドライン案を基に、法改正の立案作業を進める。

In order to ensure balanced/fair treatment regardless of work styles such as regular or non-regular employment and to realize equal pay for equal work, the government will promote legal revisions based on the equal pay for equal work draft guidelines that it has prepared.

### 【同一労働同一賃金ガイドライン案】

- 基本給について、労働者の職務、職業能力や勤続年数など、それぞれの趣旨・性格に照らして、正規・非正規で実態に違いがなければ同一の、違いがあれば違いに応じた支給をすること
- 賞与について会社業績等への貢献に応じて支給しようとする場合、同一の貢献には同一の、違いがあれば違いに応じた、役職手当については役職内容、責任範囲・程度に応じて、同一の場合は同一の、違いがあれば違いに応じた支給をすること。また、時間外労働手当、通勤手当等その他、同一の支給要件を満たす場合に支払われる単身赴任手当等は、同一の支給をすること。
- 福利厚生施設(食堂や休憩室等)や慶弔休暇、健康診断に伴う勤務免除・有給保障について、同一の利用・付与をすること  
・現在の職務に必要な技能等習得するための教育訓練は、同一の職務内容であれば同一の、違いがあれば違いに応じて実施すること
- 派遣元事業者は派遣労働者に対し、派遣先の労働者と職務内容、職務内容・配置の変更等が同一であれば同一の、違いがあれば違いに応じた賃金の支給、福利厚生、教育訓練の実施をすること

### Guidelines on Equal Pay for Equal Work

- With regard to basic pay, taking into consideration the essence and nature of factors such as the work done by the worker and the worker's ability and length of service, provide equal pay when there is no difference in the conditions, and pay that reflects the difference if there is one.
- With regard to bonuses, if a company tries to pay the bonus according to the worker's contribution to corporate performance, pay equal bonuses when there is no difference in the worker's contribution, and bonuses that reflect the difference if there is one. For executive allowances, pay equal allowances when there is no difference in people's role content and the range and degree of responsibility, and allowances that reflect the difference if there is one. Also, for such things as work outside of regular working hours, commutation allowances, and the unaccompanied duty allowances of workers who fulfill the same requirements, pay the same amounts.
- With regard to welfare facilities (cafeterias, lounges, etc.), congratulation/condolence leaves, and paid time off from work due to the results of health checkups, provide equal treatment and pay.  
・ For educational training to acquire essential skills and knowledge for current work, conduct equal training when there is no difference in the workers' job content, and training that reflects the difference if there is one.
- Dispatching business operators shall provide equal pay and equal welfare and educational training when there is no difference between job content and the range of shifts in job content or personnel positioning of dispatched workers and the workers at the dispatch destinations; and provide pay, welfare, and educational training that reflects the difference if there is one.

### 【法改正の方向性】

- 派遣労働者、有期雇用労働者、パートタイム労働者(以下、「派遣労働者等」という)の均等・均衡待遇について、労働者が司法判断を求める際の根拠となる規定の整備を行う  
派遣労働者は、派遣先労働者との均等・均衡待遇を、有期雇用労働者は、均等待遇を求める法改正を行い、パートタイム労働者も含め均衡待遇の規定について明確化を図る
- 現行は、派遣労働者等に対する正規雇用労働者との待遇差に関する説明義務が事業者に課されていないため労働者の雇入れ時に、説明義務を課す
- 行政は、裁判外紛争解決手段(行政ADR)を整備し、均等・均衡待遇を求める当事者が無料で利用できるようにする
- 派遣先労働者との均等・均衡待遇の確保のため派遣先事業者に対し、賃金等の待遇に関する情報を派遣元事業者に提供する義務などの規定を整備する。ただし、派遣労働者として十分に保護が図られる3要件を満たした労使協定を締結・履行する場合、派遣先労働者との均等・均衡待遇は求めない(派遣元労働者との均等・均衡)

### Direction of Legal Revision

- Concerning balanced/fair treatment of dispatched workers, fixed-term workers, part-time workers (hereinafter, referred to collectively as "dispatched and other non-regular workers"), prepare rules which will be the grounds for judicial rulings required by workers.  
・ Revise laws in order to require fair treatment for fixed-term workers and to require balanced/fair treatment for dispatched and other non-regular workers relative to workers at the dispatch destinations. Clarify the rules on balanced treatment for workers, including part-time workers.
- At present, there is no obligation to explain gaps between the treatment of dispatched and other non-regular workers and the treatment of regular workers so an obligation to give such explanations at the time of hiring will be imposed.
- The authorities will operate Alternative Dispute Resolution (ADR) which workers can use free of charge to seek balanced/fair treatment.
- In order to ensure balanced/fair treatment relative to workers at dispatch destinations, rules will be prepared to impose on dispatch destinations the obligation to provide dispatching business operators with information on worker treatment (wage levels, etc.). However, in cases where a labor agreement has been concluded/implemented that satisfies three requirements considered sufficient to protect dispatched workers, the authorities will not require balanced/fair treatment between dispatched workers and workers in dispatch destinations (balanced/fair treatment compared to workers of dispatching business operator).



2015年9月「改正労働者派遣法」施行  
September 2015 Enforcement of the revised Worker Dispatch Law

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

2. 新たな期間制限

- 現行において、期間制限を受けない政令で定められた業務を廃止して共通ルールとし、派遣労働者個人単位の期間制限(3年)を設ける併せて派遣先の事業所単位の期間制限(3年、一定の場合に延長可)を設ける
- 派遣労働者個人単位の期間制限の上限に達した場合、派遣元事業主に雇用の安定を図るための措置を義務付ける

3. 派遣労働者の均衡待遇の強化・キャリアアップの推進の在り方について

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

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

2. New time limits

- Establishes time limit of three years for an individual temporary worker as a common rule, eliminating the current exception that exists for operations specified by law.
- To coincide with this, it also establishes a per-business location temporary staff time limit (three years, extendable in certain cases).
- If the temporary worker reaches the time limit, the temporary staffing agency is obligated to devise measures to stabilize employment.

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

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

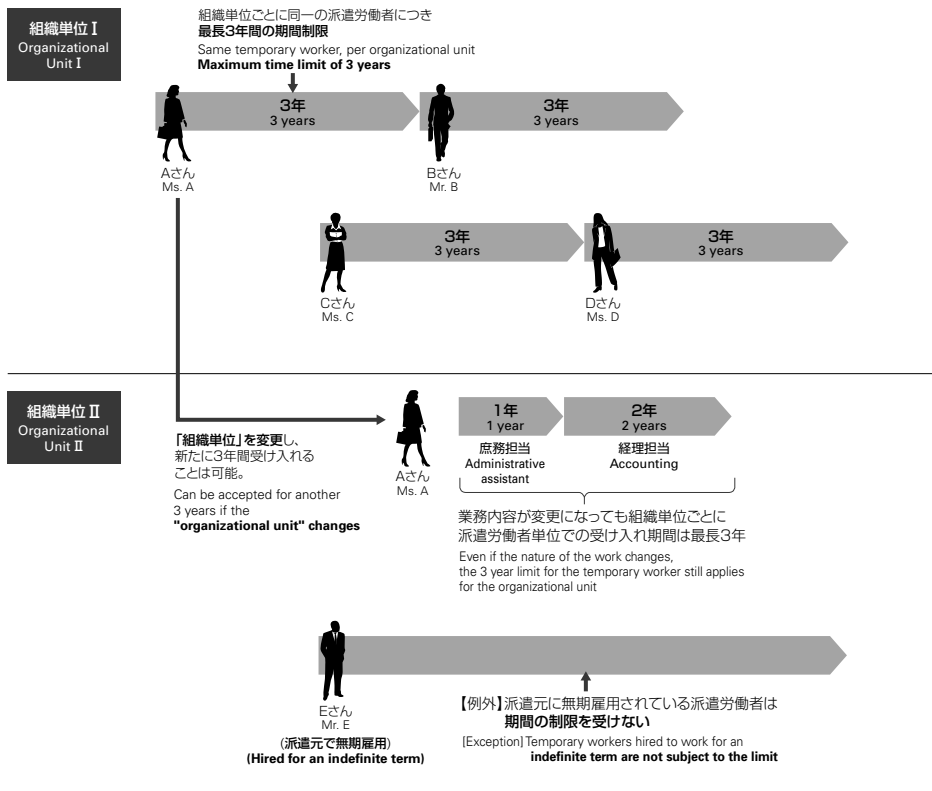
労働者派遣の期間制限について

- 個人単位(派遣労働者単位)の期間制限のイメージ

Temporary Worker Time Limit

- Time limit for an individual temporary worker

(例 Example)

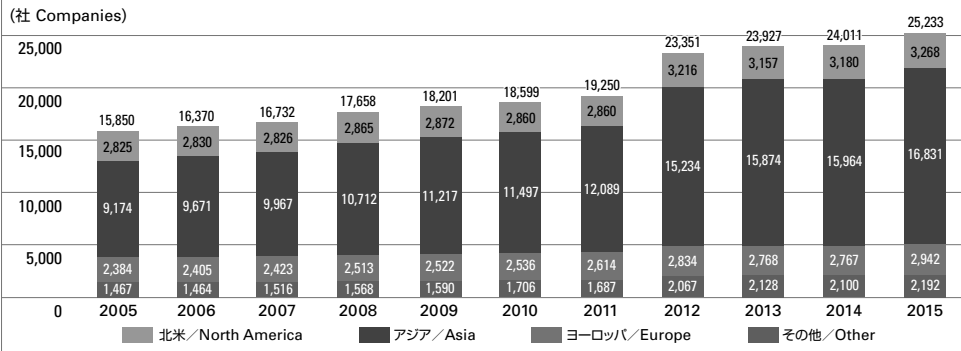


法改正の流れ History of Revisions to Laws and Ordinances

年	主な出来事	Year	Major Event
1986	労働者派遣法施行 人材派遣市場の健全な育成を目的に施行 ソフトウェア開発や秘書など適用対象業務13業務に限定してスタート (同年3業務追加、16業務に)	1986	Worker Dispatch Law enacted Intent of the law is to provide for healthy growth in the temporary staffing market. Thirteen occupations, such as software development and secretarial work were covered initially, with three more added during the first year.
1994	高齢者特例派遣事業スタート 60歳以上の高齢者については、派遣対象業務が原則自由化される	1994	Use of elderly as temporary staff begins Dispatch of workers over 60 years old liberalized in principle.
1996	派遣対象業務の拡大 インテリアコーディネーターやOAインストラクターなど派遣適用対象業務が拡大(計26業務に)	1996	Extension of the scope of temporary operations The law is extended to cover a total of 26 occupations, including interior coordinators and office equipment instructors.
1997	職業紹介の規制緩和と実施 職業紹介の取扱業務が従来の29職業から原則自由化職業	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		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	派遣対象業務の原則自由化 派遣対象業務が一部の禁止業務を除き原則自由化(ネガティブリスト化) 営業職・販売職など「新職種」派遣期間を1年に限定してスタート	1999	Revised Worker Dispatch Law enacted Temporary staffing occupations liberalized in principle (negative listing). "New types" of occupations such as sales and marketing positions liberalized but restricted to one year.
2000	紹介予定派遣(デンプトウパーム)が解禁	2000	Ban on temp-to-perm lifted
2002	雇用対策臨時特例法施行 中高年については「新職種」の派遣期間が特例措置として3年に延長	2002	Temporary Special Law for Employment Promotion enacted Special measure implemented extending temporary staffing period of middle-aged workers to three years for "new types" of occupations.
2003	派遣対象業務の拡大 医療業務の派遣が一部解禁	2003	Extension of the scope of temporary operations Ban on certain types of medical occupations lifted.
2004	派遣対象業務と派遣期間の拡大 製造業務の派遣が解禁 「新職種」の派遣期間の延長(1年⇒3年) 紹介予定派遣の事前面接の解禁と派遣期間の拡大	2004	Extension of the scope and term of temporary staffing operations Ban on certain types of manufacturing operations lifted. Dispatch period for "new types" of occupations extended from one to three years. Ban on pre-hire interviews for temp-to-perm positions lifted. Temporary staffing period extended.
2006	派遣対象業務の拡大 育児介護休業取得者の代替要員について医療業務の派遣が解禁	2006	Extension of the scope of temporary staffing operations Ban on replacements for child-care and family-care leave in medical occupations lifted.
2007	派遣期間の延長 製造業務の派遣期間の延長(1年⇒3年)	2007	Extension of the term of temporary staffing operations Dispatch period for manufacturing operations extended from one to three years.
2008	日雇派遣指針施行 日雇派遣労働者の雇用の安定を目的に派遣元、派遣先が講ずべき措置を策定	2008	Implementation of guidelines relating to the dispatch of workers on a daily basis Measures formulated for both dispatching parties and companies to be supplied with day labour aimed at stabilizing employment of temporary workers engaged in day-labour activities.
2009	派遣事業許可基準の強化 1事業所あたりの基準資産額10百万円⇒20百万円 現預金額 8百万円⇒15百万円へ強化	2009	Reinforcement of temporary staffing business authorization standards Standard asset amount per business location raised from ¥10 million to ¥20 million. Cash and deposit amount strengthened from ¥8 million to ¥15 million.
2010	専門26業務派遣適正化プラン実施 専門26業務と自由化業務の区分を厳格化する指導監督を実施	2010	Implementation of plan to tighten temporary staffing regulations for 26 specific types of work Implementation of strict supervision to tighten the classification and distinction between 26 specific types and deregulated forms of work
2012	改正労働者派遣法成立 日雇い派遣の原則禁止 労働契約申し込みのみなし制度の創設	2012	Enactment of Worker Dispatch Law Principle prohibition of temporary staffing on a daily basis Establishment of a deemed employment contract application system
2015	改正労働者派遣法成立 一般派遣/特定派遣の区別廃止、許可制への一本化 期間制限の見直し 均衡待遇の強化・キャリアアップの推進	2015	Revisions to the Worker Dispatch Law come into effect Removal of the distinction between "general worker dispatching undertakings" and "specified worker dispatching undertakings"; unification toward a reporting system Review of time limits Strengthening of equal treatment; promotion of career advancement

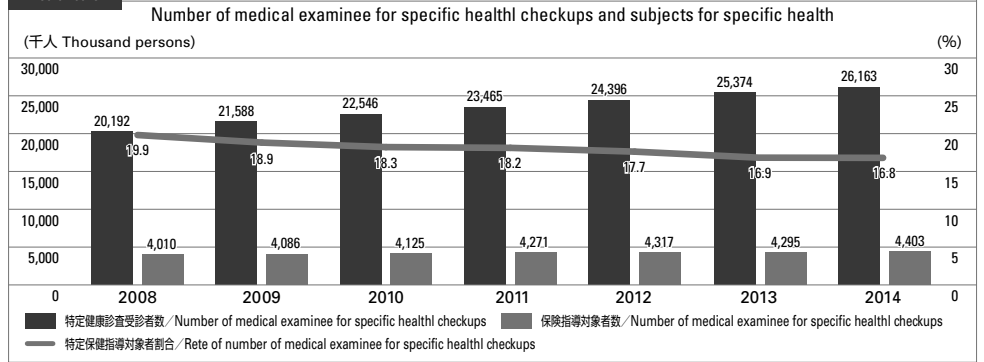
グローバル Global

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



ヘルスケア Health care

特定健康診査受診者数と特定保健指導対象者数

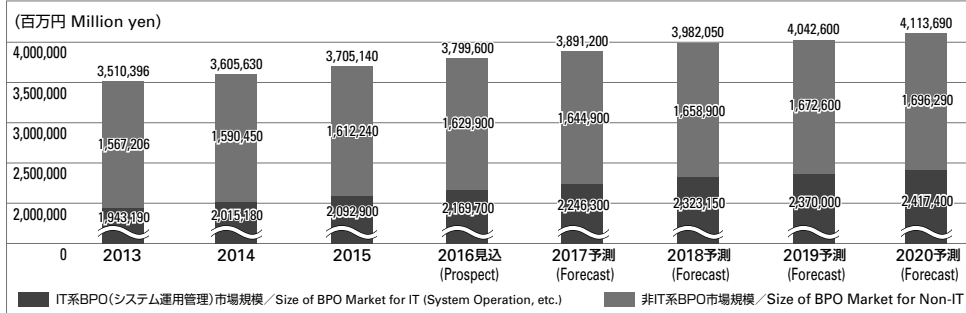


出典:厚生労働省「特定健康診査・特定保健指導の実施状況」より  
Source: Materials from Health, Labour and Welfare Ministry

BPO BPO

企業向けBPO(ビジネスプロセスアウトソーシング)市場の市場規模推移と予測

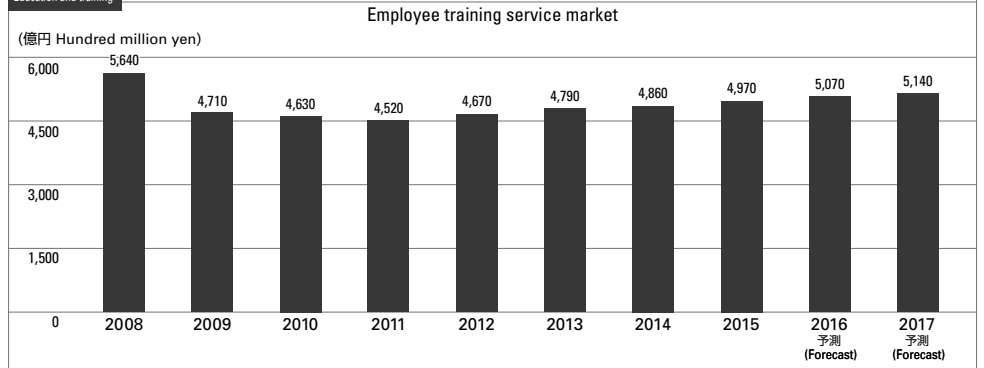
Transition and forecast of BPO (Business Process Outsourcing) market size for companies



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

教育・研修 Education and training

企業向け研修サービス市場規模

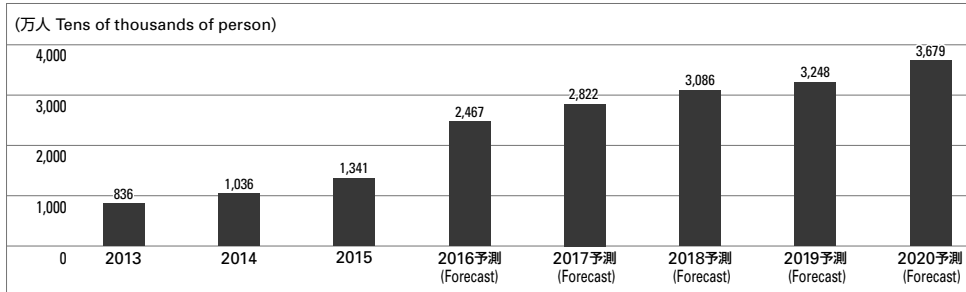


出典:矢野経済研究所推計  
Source: Yano Research Institute Ltd. estimate

インバウンド Inbound

訪日外国人客数の推移と予測

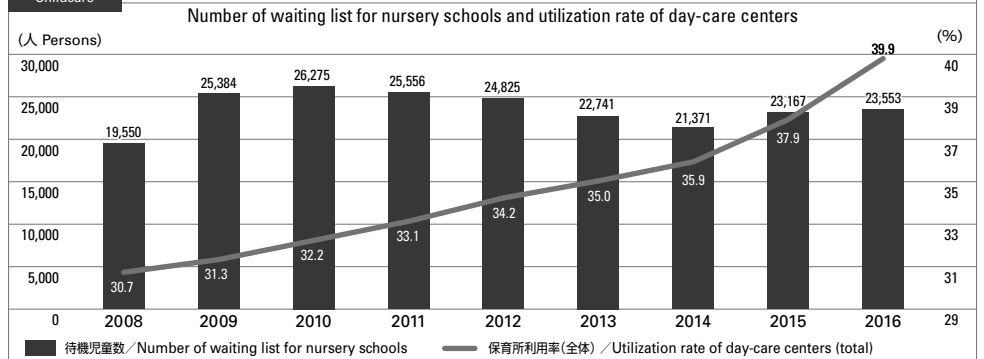
Transition and forecast of number of visitors to Japan



出典:2013-2015日本政府観光局データより引用、2016年～2020年は矢野経済研究所予測値  
Source: 2013-2015: Japan National Tourism Organization (JNTO) 2016-2020: Yano Research Institute Ltd. estimate

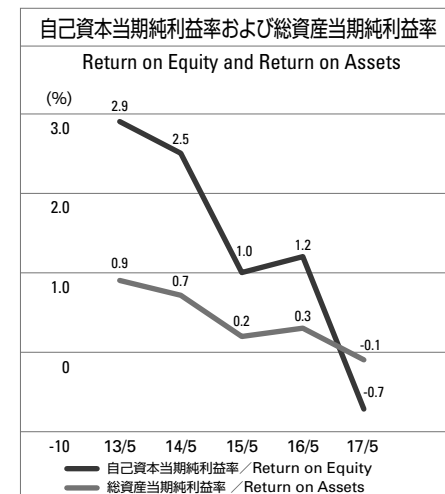
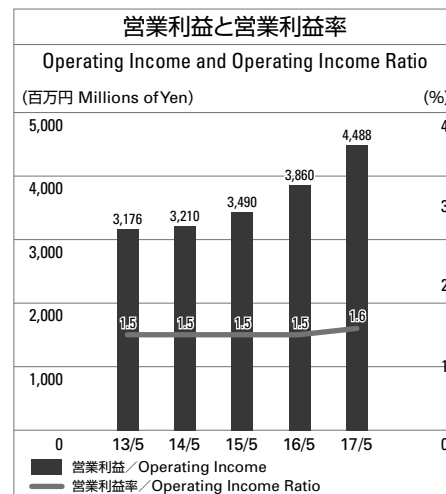
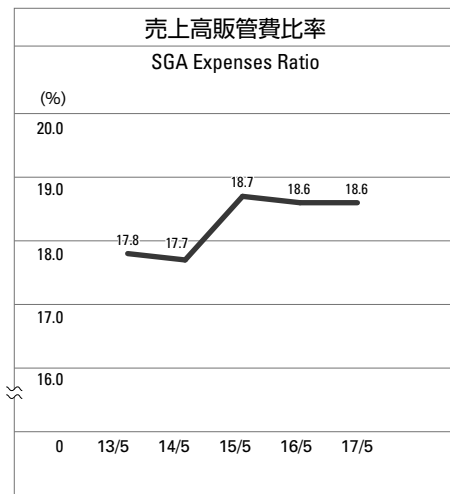
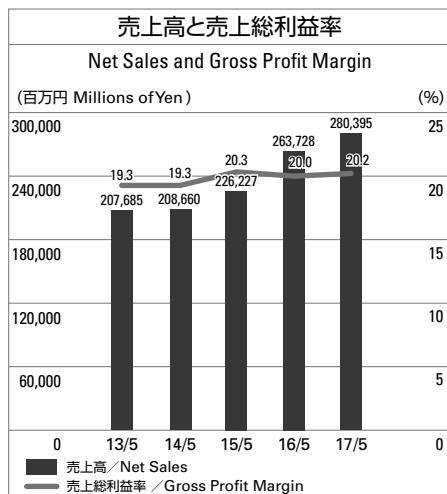
保育 Childcare

待機児童数と保育所利用率



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

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



## 主要経営指標 Key Indicators

経営指標	Key Indicators	2010/5	前期比 YOY	2011/5	前期比 YOY	2012/5	前期比 YOY	2013/5	前期比 YOY	2014/5	前期比 YOY	2015/5	前期比 YOY	2016/5	前期比 YOY	2017/5	前期比 YOY
売上高	Net Sales	183,515	-16.1%	178,806	-2.6%	181,498	1.5%	207,685	14.4%	208,660	0.5%	226,227	8.4%	263,728	16.6%	280,395	6.3%
販売費及び一般管理費	SGA Expenses	33,070	-18.8%	31,125	-5.9%	31,840	2.3%	36,898	15.9%	37,029	0.4%	42,381	14.5%	48,948	15.5%	52,128	6.5%
営業利益	Operating Income	3,660	28.4%	2,432	-33.5%	1,964	-19.2%	3,176	61.7%	3,210	1.1%	3,490	8.7%	3,860	10.6%	4,488	16.3%
経常利益	Ordinary Income	4,044	20.3%	2,571	-36.4%	2,091	-18.7%	3,187	52.4%	3,135	-1.6%	3,343	6.6%	3,855	15.3%	4,319	12.0%
当期純利益*5	Net Income*5	204	-34.5%	412	101.4%	29	-92.9%	610	1969.4%	526	-13.8%	214	-59.3%	243	13.8%	(129)	-
総資産	Total Assets	52,269	-5.8%	60,564	15.9%	70,889	17.0%	71,276	0.5%	75,615	6.1%	88,641	17.2%	85,356	-3.7%	94,584	10.8%
純資産	Net Assets	24,979	-0.7%	25,642	2.7%	26,295	2.5%	26,253	-0.2%	27,181	3.5%	29,620	9.0%	26,735	-9.7%	28,062	5.0%
営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	2,875	-35.3%	6,419	123.3%	3,431	-46.5%	5,877	71.3%	1,639	-72.1%	8,587	423.8%	482	-94.4%	6,464	1239.8%
投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	(387)	-	166	-	(5,718)	-	(4,532)	-	(4,910)	-	(4,645)	-	(2,176)	-	(3,713)	-
財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	(4,275)	-	3,695	-	2,479	-32.9%	(4,285)	-	1,180	-	(2,004)	-	(2,024)	-	1,890	-
フリーキャッシュ・フロー	Free Cash Flows	2,488	-	6,586	164.7%	(2,287)	-	1,344	-	(3,271)	-	3,942	-	(1,694)	-	2,751	-
従業員数*1	Number of Employees*1	4,641	-5.6%	4,657	0.3%	5,539	18.9%	5,989	8.1%	6,316	5.5%	7,908	25.2%	8,550	8.1%	8,682	1.5%
うち契約社員	Number of Contract Workers of Employees	998	-19.8%	701	-29.8%	1,087	55.1%	1,211	11.4%	1,294	6.9%	1,324	2.3%	1,406	6.2%	1,444	2.7%

## 収益性に関する経営指標 Profitability Indicators

経営指標	Key Indicators	2010/5	前期比 YOY	2011/5	前期比 YOY	2012/5	前期比 YOY	2013/5	前期比 YOY	2014/5	前期比 YOY	2015/5	前期比 YOY	2016/5	前期比 YOY	2017/5	前期比 YOY
売上総利益率*2	Gross Profit Margin*2	20.0%	0.1pt	18.8%	-1.2pt	18.6%	-0.2pt	19.3%	0.7pt	19.3%	-0.0pt	20.3%	1.0pt	20.0%	-0.3pt	20.2%	+0.2pt
売上高販管費比率	SGA Expenses Ratio	18.0%	-0.6pt	17.4%	-0.6pt	17.5%	0.1pt	17.8%	0.3pt	17.7%	-0.1pt	18.7%	1.0pt	18.6%	-0.1pt	18.6%	+0.0pt
営業利益率	Operating Income Ratio	2.0%	0.7pt	1.4%	-0.6pt	1.1%	-0.3pt	1.5%	0.4pt	1.5%	0.0pt	1.5%	0.0pt	1.5%	-0.0pt	1.6%	+0.1pt
経常利益率	Ordinary Income Ratio	2.2%	0.7pt	1.4%	-0.8pt	1.2%	-0.2pt	1.5%	0.3pt	1.5%	-0.0pt	1.5%	-0.0pt	1.5%	-0.0pt	1.5%	+0.1pt
売上高当期純利益率*5	Return on Sales*5	0.1%	-0.0pt	0.2%	0.1pt	0.0%	-0.2pt	0.3%	0.3pt	0.3%	-0.0pt	0.1%	-0.2pt	0.1%	-0.0pt	-	-
自己資本当期純利益率*3,5	Return on Equity*3,5	1.0%	-0.4pt	2.0%	1.0pt	0.1%	-1.9pt	2.9%	2.8pt	2.5%	-0.4pt	1.0%	-1.5pt	1.2%	0.2pt	-0.7%	-1.9pt
総資産当期純利益率*4,5	Return on Assets*4,5	0.4%	-0.1pt	0.7%	0.3pt	0.0%	-0.7pt	0.9%	0.9pt	0.7%	-0.2pt	0.2%	-0.5pt	0.3%	0.1pt	-0.1%	-0.4pt

\*1 契約社員含む Include Contract Workers

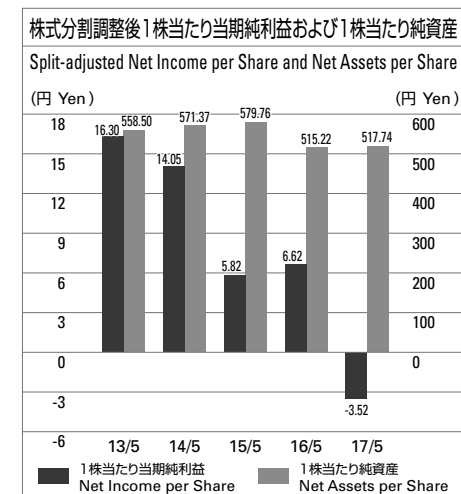
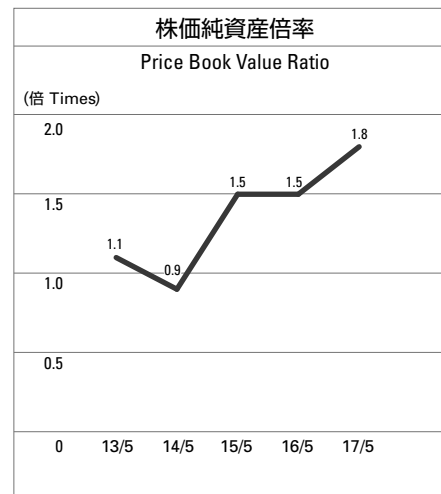
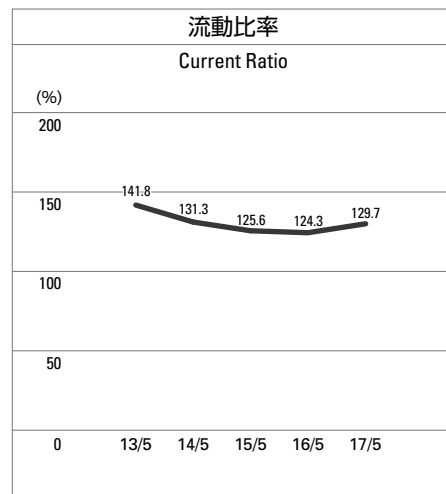
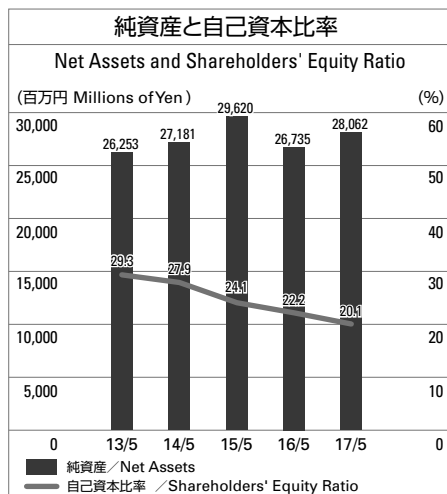
\*2 売上総利益 / 売上高×100 Gross Profit / Net Sales×100

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

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

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

## 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	2010/5	前期比 YOY	2011/5	前期比 YOY	2012/5	前期比 YOY	2013/5	前期比 YOY	2014/5	前期比 YOY	2015/5	前期比 YOY	2016/5	前期比 YOY	2017/5	前期比 YOY
自己資本比率*1,8	Shareholders' Equity Ratio*1,8	39.6%	4.2pt	34.7%	-4.9pt	29.0%	-5.7pt	29.3%	0.3pt	27.9%	0.9pt	24.1%	-3.8pt	22.2%	-1.9pt	20.1%	-2.1pt
流動比率*2	Current Ratio*2	163.3%	33.7pt	175.2%	11.9pt	154.7%	-20.5pt	141.8%	-12.9pt	131.3%	-10.5pt	125.6%	-5.7pt	124.3%	-1.3pt	129.7%	+5.4pt
有利子負債比率	Debt-to-equity Ratio	26.5%	-7.4pt	47.3%	+20.8pt	64.3%	+17.0pt	54.1%	-10.2pt	68.6%	14.5pt	64.4%	-4.2pt	82.2%	17.8pt	98.3%	+16.1pt

### 1株当たり情報 Per Share Data

経営指標	Key Indicators	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
1株当たり当期純利益(円)*3,9	Net Income per Share (Yen)*3,9	7,109.95	834.30	564.99	1,101.88	78.78	1,630.20	14.05	5.82	6.62	(3.52)
1株当たり純資産(BPS)(円)*4,8	Net Assets per Share (Yen)*4,8	58,363.62	54,751.17	55,243.50	56,086.32	54,853.94	55,849.68	571.37	579.76	515.22	517.74
1株当たり配当金(円)	Cash Dividends per Share (Yen)	2,500	1,250	500	1,000	1,000	1,000	10	12	12	12

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

### バリュエーションに関する経営指標 Valuation Indicators

経営指標	Key Indicators	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
配当性向(%)*5	Payout Ratio (%)*5	35.2	149.8	88.5	90.8	1,269.4	61.3	71.2	206.3	181.3	-
株価収益率(PER)(倍)*6,9	Price/Earnings Ratio (Times)*6,9	11.6	62.8	104.1	65.7	699.4	36.8	35.1	144.7	113.0	-
株価純資産倍率(PBR)(倍)*7,8	Price Book Value Ratio (Times)*7,8	1.4	1.0	1.1	1.3	1.0	1.1	0.9	1.5	1.5	1.8
1株当たり純資産成長率(%)*8	BPS Growth Ratio (%)*8	8.6	-6.2	0.9	1.5	-2.2	1.8	2.3	1.5	-11.1	0.5

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

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

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

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

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

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

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

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

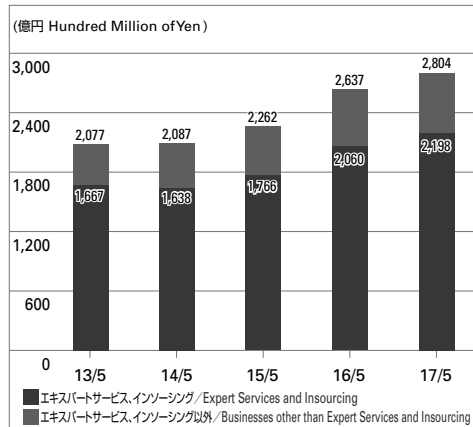
The Company's shares in the J-ESOP and BBT, which are reported as treasury stock under Shareholders' equity, are not counted toward the number of shares outstanding at year-end for the purpose of computing net assets per share.

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

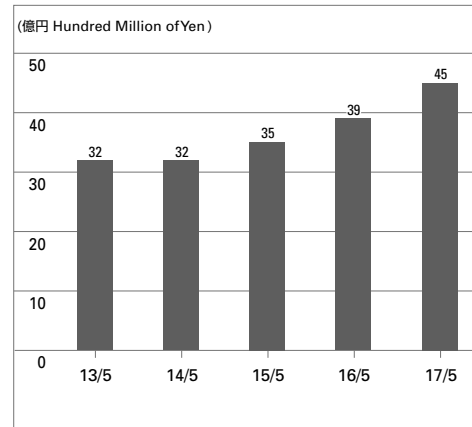
Effective from the fiscal year ended May 31, 2016, the Company has introduced "Employment Stock Ownership Plan (J-ESOP)" and "Board Benefit Trust (BBT)". The Company's shares in the J-ESOP and BBT, which are reported as treasury stock under shareholdings' equity, are not counted toward the average number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

# セグメント別業績推移 Segment Results

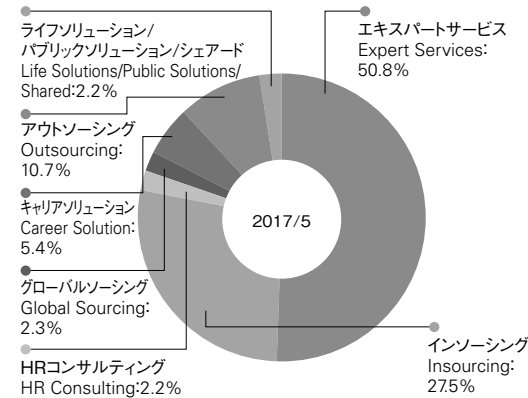
## 売上高 Net Sales



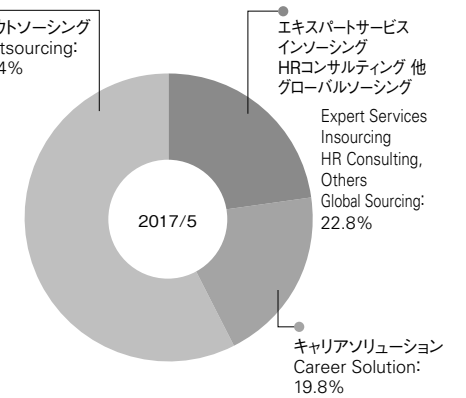
## 営業利益 Operating Income



## 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



\* 営業利益のグラフ上は営業損失のセグメント及び消去または全社セグメントを除いております。

A segment with operating loss as well as 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	2014/5			2015/5		
		売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)	124,280	59.5%	-4.2%	132,621	58.7%	6.7%
インソーシング(委託・請負)	Insourcing (Contracting)	39,527	18.9%	6.8%	43,985	19.4%	11.3%
HRコンサルティング 他	HR Consulting, Others	4,663	2.2%	13.9%	5,536	2.4%	18.7%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	3,668	1.8%	13.3%	4,840	2.1%	31.9%
ブレース&サーチ(人材紹介)	Place & Search (Placement / Recruiting)	3,430	1.6%	19.5%	5,389	2.4%	57.1%
アウトブレースメント(再就職支援)	Outplacement	10,350	5.0%	-15.4%	8,806	3.9%	-14.9%
アウトソーシング	Outsourcing	20,356	9.8%	15.6%	21,643	9.6%	6.3%
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	5,401	2.6%	37.3%	5,433	2.4%	0.6%
消去または全社	Eliminations and Corporate	(3,017)	-1.4%	—	(2,030)	-0.9%	—
合計	Total	208,660	100.0%	0.5%	226,227	100.0%	8.4%

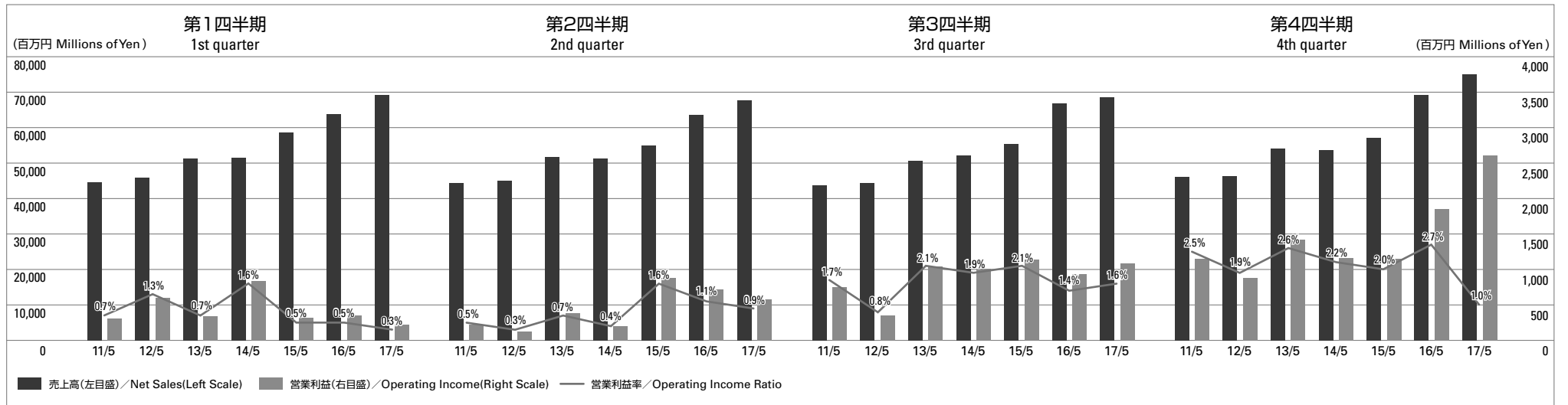
売上高	Net Sales	2016/5			2017/5		
		売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)	132,588	50.4%	-0.0%	142,662	50.8%	7.6%
インソーシング(委託・請負)	Insourcing (Contracting)	73,417	27.8%	66.9%	77,100	27.5%	5.0%
HRコンサルティング 他	HR Consulting, Others	6,044	2.3%	9.2%	6,133	2.2%	1.5%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	6,180	2.3%	27.7%	6,388	2.3%	3.4%
キャリアソリューション	Career Solutions	16,265	6.2%	14.6%	15,008	5.4%	(7.7) %
(人材紹介、再就職支援)*1	(Placement / Recruiting, Outplacement)*1	—	—	—	—	—	—
アウトソーシング	Outsourcing	26,229	9.9%	21.2%	29,893	10.7%	14.0%
ライフソリューション/ パブリックソリューション	Life Solutions / Public Solutions	5,618	2.1%	3.4%	6,327	2.2%	12.6%
消去または全社	Eliminations and Corporate	(2,617)	-1.0%	—	(3,119)	-1.1%	—
合計	Total	263,728	100.0%	16.6%	280,395	100.0%	6.3%

営業利益	Operating Income	2014/5				2015/5			
		営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY
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	2,872	1.6%	89.5%	7.9%	3,960	2.1%	113.4%	37.9%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	—	—	—	—	—	—	—	—
ブレース&サーチ(人材紹介)	Place & Search (Placement / Recruiting)	—	—	—	—	—	—	—	—
アウトブレースメント(再就職支援)	Outplacement	993	9.6%	30.9%	-54.1%	379	4.3%	10.9%	-61.8%
アウトソーシング	Outsourcing	3,074	15.1%	95.8%	14.0%	3,193	14.8%	91.5%	3.9%
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	17	0.3%	0.5%	—	(60)	—	-1.7%	—
消去または全社	Eliminations and Corporate	(3,748)	—	-116.7%	—	(3,983)	—	-114.1%	—
合計	Total	3,210	1.5%	100.0%	1.1%	3,490	1.5%	100.0%	8.7%

営業利益	Operating Income	2016/5				2017/5			
		営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY
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	1,959	0.9%	50.8%	-21.2%	2,297	1.0%	51.2%	17.3%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	—	—	—	—	—	—	—	—
キャリアソリューション	Career Solutions	—	—	—	—	—	—	—	—
(人材紹介、再就職支援)*1	(Placement / Recruiting, Outplacement)*1	2,904	17.9%	75.2%	56.5%	1,992	13.3%	44.4%	-31.4%
アウトソーシング	Outsourcing	4,276	16.3%	110.8%	33.9%	5,782	19.3%	128.8%	35.2%
ライフソリューション/ パブリックソリューション	Life Solutions / Public Solutions	(477)	—	-12.4%	—	(213)	—	-4.7%	—
消去または全社	Eliminations and Corporate	(4,802)	—	-124.4%	—	(5,370)	—	-119.7%	—
合計	Total	3,860	1.5%	100.0%	10.6%	4,488	1.6%	100.0%	16.3%

\*1 2016年5月期より「ブレース&サーチ(人材紹介)」と「アウトブレースメント(再就職支援)」を統合し、「キャリアソリューション(人材紹介、再就職支援)」セグメントを新設しました。また、「シェアード」セグメントに含めておりましたIT部門を持株会社に集約しております。前年同期比は新セグメント区分に組み替えて計算しています。  
From FY2016, "Place & Search" and "Outplacement" are integrated into "Career Solutions" segment. FY2015 results of "Career Solutions" has been reallocated and presented in the new segment.

# 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	2011 / 5				2012 / 5				2013 / 5				2014 / 5				2015 / 5				2016 / 5				2017 / 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	44,574	44,419	43,669	46,142	45,901	44,979	44,364	46,252	51,270	51,705	50,585	54,123	51,212	51,406	52,319	53,721	58,727	55,078	55,379	57,042	63,891	63,710	66,827	69,297	69,231	67,636	68,613	74,915
売上総利益 Gross Profit	8,142	8,031	8,381	9,003	8,488	8,158	8,249	8,908	9,517	9,553	10,022	10,982	10,032	9,377	10,133	10,695	11,450	11,010	11,319	12,090	13,412	12,023	13,041	14,331	13,372	13,628	13,529	16,086
営業利益 Operating Income	310	220	750	1,145	601	122	355	884	335	379	1,037	1,424	834	203	1,008	1,163	320	875	1,139	1,155	350	722	929	1,857	215	579	1,083	2,610
経常利益 Ordinary Income	319	258	747	1,240	560	184	393	952	330	362	1,010	1,483	798	163	995	1,178	286	832	1,132	1,092	256	720	956	1,921	174	585	1,039	2,520
税引前利益 Income before Income Taxes	(134)	247	788	1,595	553	234	384	1,046	306	347	1,009	1,539	778	142	987	1,162	272	816	1,137	982	258	727	941	1,935	140	584	900	2,465
当期純利益*1 Net Income*1	(471)	(77)	214	747	111	(36)	(181)	136	(193)	(260)	160	904	103	(128)	37	513	(253)	97	163	206	(323)	(10)	(119)	697	(539)	(276)	(98)	785
伸び率 YoY																												
売上高 Net Sales	-5.5%	-1.1%	-0.7%	-2.8%	3.0%	1.3%	1.6%	0.2%	11.7%	15.0%	14.0%	17.0%	-0.1%	-0.6%	3.4%	-0.7%	14.7%	7.1%	5.8%	6.2%	8.8%	15.7%	20.7%	21.5%	8.4%	6.2%	2.7%	8.1%
売上総利益 Gross Profit	-7.8%	-9.3%	-7.5%	-9.8%	4.3%	1.6%	-1.6%	-1.1%	12.1%	17.1%	21.5%	23.3%	5.4%	-1.8%	1.1%	-2.6%	14.1%	17.4%	11.7%	13.0%	17.1%	9.2%	15.2%	18.5%	-0.3%	13.3%	3.7%	12.3%
営業利益 Operating Income	-	-78.8%	-41.8%	-21.8%	93.9%	-44.4%	-52.6%	-22.8%	-44.3%	209.0%	192.1%	61.0%	149.0%	-46.4%	-2.8%	-18.3%	-61.6%	330.5%	12.9%	-0.7%	9.5%	-17.5%	-18.4%	60.8%	-38.5%	-19.8%	16.5%	40.5%
経常利益 Ordinary Income	-	-75.4%	-49.1%	-24.4%	75.4%	-28.7%	-47.3%	-23.2%	-41.0%	96.5%	156.8%	55.7%	141.5%	-54.9%	-1.5%	-20.5%	-64.2%	410.3%	13.8%	-7.3%	-10.2%	-13.5%	-15.6%	76.0%	-32.1%	-18.8%	8.7%	31.2%
税引前利益 Income before Income Taxes	-	-76.1%	-42.8%	1.2%	-	-5.1%	-51.2%	-34.4%	-44.5%	48.2%	162.4%	47.2%	153.7%	-59.2%	-2.2%	-24.5%	-65.1%	474.9%	15.2%	-15.5%	-5.1%	-11.0%	-17.3%	97.0%	-45.7%	-19.6%	-4.3%	27.4%
当期純利益*1 Net Income*1	-	-	-26.8%	-53.5%	-	-	-	-81.7%	-	-	-	563.1%	-	-	-76.7%	-43.2%	-	-	335.8%	-59.8%	-	-	-	237.6%	-	-	-	12.6%

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

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	2014 / 5								2015 / 5								2016 / 5								2017 / 5							
	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY
売上高 Sales																																
エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)	31,169	-5.5%	31,029	-4.1%	30,362	-2.7%	31,718	-4.4%	35,211	13.0%	32,486	4.7%	32,022	5.5%	32,901	3.7%	33,221	-5.7%	32,487	0.0%	32,562	1.7%	34,317	4.3%	36,378	9.5%	35,090	8.0%	34,298	5.3%	36,894	7.5%
インソーシング(委託・請負) Insourcing (Contracting)	9,327	1.9%	9,640	1.4%	10,570	18.7%	9,989	5.8%	11,372	21.9%	10,990	14.0%	11,127	5.3%	10,495	5.1%	16,925	48.8%	17,450	58.8%	19,620	76.3%	19,421	85.0%	18,174	7.4%	17,908	2.6%	19,338	-1.4%	21,679	11.6%
HRコンサルティング 他 HR Consulting, Others	1,013	10.6%	1,022	5.6%	1,254	32.0%	1,371	9.0%	1,356	33.8%	1,335	30.6%	1,426	13.7%	1,418	3.4%	1,504	10.9%	1,420	6.4%	1,698	19.1%	1,421	0.2%	1,541	2.5%	1,376	-3.1%	1,666	-1.9%	1,548	9.0%
グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)	866	29.7%	853	30.2%	1,014	11.2%	933	-6.7%	1,088	25.6%	1,149	34.6%	1,245	22.7%	1,357	45.3%	1,420	30.4%	1,389	20.9%	1,645	32.2%	1,725	27.1%	1,536	8.2%	1,530	10.1%	1,509	-8.3%	1,811	5.0%
プレース&サーチ(人材紹介) Place & Search (Placement / Recruiting)	762	2.5%	796	10.9%	810	31.6%	1,061	33.9%	1,201	57.6%	1,264	58.8%	1,274	57.3%	1,649	55.5%	4,032	19.1%	4,235	24.1%	3,865	14.3%	4,132	2.9%	3,386	-16.0%	3,791	-10.5%	3,607	-6.7%	4,223	2.2%
アウトプレースメント(再就職支援) Outplacement	3,060	12.3%	2,584	-14.5%	2,368	-25.3%	2,336	-29.6%	2,184	-28.6%	2,148	-16.9%	2,106	-11.1%	2,367	1.3%	5,971	23.1%	5,981	17.7%	6,719	20.7%	7,557	23.0%	7,478	25.2%	7,066	18.1%	7,408	10.2%	7,939	5.1%
アウトソーシング Outsourcing	4,552	17.1%	4,883	13.9%	5,282	16.7%	5,637	14.9%	4,852	6.6%	5,083	4.1%	5,565	5.4%	6,142	9.0%	1,342	-30.3%	1,392	24.4%	1,377	25.1%	1,505	17.1%	1,508	12.4%	1,598	14.8%	1,555	12.9%	1,664	10.5%
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	1,194	21.0%	1,353	38.2%	1,431	39.1%	1,422	51.6%	1,926	61.3%	1,119	-17.3%	1,101	-23.1%	1,286	-9.5%	(524)	-	(646)	-	(662)	-	(783)	-	(773)	-	(726)	-	(772)	-	(846)	-
消去または全社 Eliminations and Corporate	(735)	-	(756)	-	(775)	-	(749)	-	(465)	-	(499)	-	(489)	-	(576)	-																
連結合計 Consolidated	51,212	-0.1%	51,406	-0.6%	52,319	3.4%	53,721	-0.7%	58,727	14.7%	55,078	7.1%	55,379	5.8%	57,042	6.2%	63,891	8.8%	63,710	15.7%	66,827	20.7%	69,297	21.5%	69,231	8.4%	67,636	6.2%	68,613	2.7%	74,915	8.1%
営業利益 Operating Income																																
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	653	8.3%	519	-22.7%	761	35.5%	937	13.8%	779	19.2%	1,179	127.0%	1,006	32.1%	995	6.2%	325	-31.1%	430	-51.3%	330	-53.4%	872	108.3%	380	16.8%	56	-86.9%	397	20.1%	1,463	67.7%
グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)																																
プレース&サーチ(人材紹介) Place & Search (Placement / Recruiting)																																
アウトプレースメント(再就職支援) Outplacement	613	58.0%	182	-65.5%	38	-93.2%	159	-76.6%	28	-95.4%	82	-54.7%	60	57.7%	207	30.5%	794	137.1%	834	119.7%	479	34.5%	796	1.6%	107	-86.5%	597	-28.3%	388	-19.0%	899	12.9%
アウトソーシング Outsourcing	530	13.1%	435	7.1%	1,079	21.1%	1,030	10.8%	572	8.0%	615	41.5%	1,047	-2.9%	957	-7.0%	641	12.0%	840	36.5%	1,382	32.0%	1,412	47.5%	1,134	76.9%	1,348	60.4%	1,659	20.0%	1,640	16.2%
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	(19)	-	27	-	50	-	(41)	-	(58)	-	24	-11.0%	(11)	-	(14)	-	(192)	-	(164)	-	(116)	-	(5)	-	(100)	-	(61)	-	(50)	-	(2)	-
消去または全社 Eliminations and Corporate	(944)	-	(961)	-	(921)	-	(921)	-	(1,001)	-	(1,027)	-	(963)	-	(991)	-	(1,218)	-	(1,218)	-	(1,146)	-	(1,218)	-	(1,305)	-	(1,361)	-	(1,311)	-	(1,391)	-
連結合計 Consolidated	834	149.0%	203	-46.4%	1,008	-2.8%	1,163	-18.3%	320	-61.6%	875	330.5%	1,139	12.9%	1,155	-0.7%	350	9.5%	722	-17.5%	929	-18.4%	1,857	60.8%	215	-38.5%	579	-19.8%	1,083	16.5%	2,610	40.5%

\*1 2016年5月期より「プレース&サーチ(人材紹介)」と「アウトプレースメント(再就職支援)」を統合し、「キャリアソリューション(人材紹介、再就職支援)」セグメントを新設しました。また、「シェアード」セグメントに含めておりましたIT部門を持株会社に集約しております。前年同期比は新セグメント区分に組み替えて計算しています。  
From FY2016, "Place & Search" and "Outplacement" are integrated into "Career Solutions" segment. The IT sector which was included in "Shared" segment has been consolidated into the holding company. FY2015 results of "Career Solutions" has been reallocated and presented in the new segment.

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)

		2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
売上高	Net sales	¥ 203,815	¥ 231,231	¥ 236,945	¥ 218,699	¥ 183,515	¥ 178,806	¥ 181,498	¥ 207,685	¥ 208,660	¥ 226,227	¥ 263,728	¥ 280,395
売上原価	Cost of sales	162,578	184,181	187,575	175,114	146,784	145,247	147,693	167,609	168,420	180,355	210,919	223,778
売上総利益	Gross profit	41,236	47,050	49,369	43,585	36,731	33,558	33,805	40,075	40,239	45,871	52,808	56,617
販売費及び一般管理費	Selling, general and administrative expenses	33,491	38,542	42,925	40,735	33,070	31,125	31,840	36,898	37,029	42,381	48,948	52,128
営業利益	Operating income	7,745	8,507	6,444	2,850	3,660	2,432	1,964	3,176	3,210	3,490	3,860	4,488
営業外収益	Non-operating income:	217	410	560	742	581	437	383	313	305	310	407	339
受取利息及び割引料	Interest income and discount revenue	21	46	53	35	12	12	13	12	25	30	49	31
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	20	64	273	323	205	228	196	111	106	86	147	74
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	48	—	—	—	—	—	—	—	—	—	—	—
消費税等免税益	Consumption tax and other tax exemption income	—	43	—	—	—	—	—	—	—	—	—	—
不動産賃貸料	Real state rent	—	—	—	—	—	—	—	31	50	56	43	74
その他	Other income	69	111	190	125	96	88	127	108	123	137	167	158
営業外費用	Non-operating expenses:	118	110	366	231	197	298	256	302	380	457	412	508
支払利息及び割引料	Interest expenses and discount revenue	18	36	32	75	71	177	152	182	167	161	170	161
持分法による投資損失	Investment loss on equity method	—	—	—	—	—	—	—	—	92	92	49	74
コミットメントフィー	Commitment fee	35	39	49	60	68	58	44	38	38	41	46	48
貸倒損失	Bad debt loss	—	—	133	—	—	—	—	—	—	—	—	—
新株発行費償却	Amortization of new share issuance expenses	22	—	—	—	—	—	—	—	—	—	—	—
上場関連費用	IPO-related expenses	—	—	—	—	—	—	—	—	—	—	—	—
貸倒引当金繰入額	Provision of allowance for doubtful accounts	—	—	—	—	—	—	—	—	—	—	7	72
その他	Other expenses	42	34	150	96	58	62	59	82	81	161	138	151
経常利益	Ordinary income	7,844	8,807	6,637	3,361	4,044	2,571	2,091	3,187	3,135	3,343	3,855	4,319
特別利益	Extraordinary gains:	233	249	1,139	757	198	523	175	263	0	91	164	36
固定資産売却益	Gain on sale of fixed assets	—	—	—	0	1	—	—	—	—	0	18	—
投資有価証券売却益	Gain on sale of investment securities	6	43	8	87	0	463	116	—	0	—	129	17
持分変動によるみなし売却益	Constructive gain on change in equity	223	—	—	—	0	3	—	14	—	0	0	—
関係会社株式売却益	Gain on sale of securities in affiliated companies	3	205	1,095	—	0	11	—	246	0	—	—	19
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	—	—	—	17	—
役員退職慰労引当金戻入額	Reversal of provision for directors' retirement benefits	—	—	—	643	150	—	—	—	—	—	—	—
受取補償金	Compensation income	—	—	—	—	—	—	—	—	—	90	—	—
その他	Other	—	—	35	25	46	1	—	1	—	—	—	—
特別損失	Extraordinary losses:	662	335	777	1,232	409	598	47	246	64	225	158	265
固定資産除売却損	Loss on sale and disposal of fixed assets	98	60	133	256	238	37	44	60	41	66	72	113
減損損失	Impairment loss	—	155	47	11	1	2	—	169	15	124	37	140
投資有価証券評価損	Valuation loss on investment securities	2	48	25	215	3	0	—	—	—	14	25	—
投資有価証券売却損	Loss on sale of investment securities	—	—	—	75	6	8	—	—	—	—	—	—
関係会社株式評価損	Loss on valuation of shares of subsidiaries and affiliates	—	—	—	—	—	—	—	—	—	—	—	11
関係会社株式売却損	Loss on sale of securities in affiliated companies	—	25	9	39	—	—	—	—	—	—	—	—
会員権評価損	Valuation loss on membership right	—	8	70	—	—	—	—	—	—	—	—	—
持分変動損失	Loss on change in equity	—	22	15	25	9	—	2	—	1	—	—	—
合併に伴う連結調整勘定償却額	Amortization of goodwill due to merger	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	—	—	—	—	—	—	—	—	—	—	—	—
商標権償却	Amortization of trade mark	—	—	—	—	—	—	—	—	—	—	—	—
本社移転費用	Head office relocation expense	—	—	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	—	—	—	—	—	—	—	—	—	—	—	—
関係会社整理損	Loss liquidation of subsidiaries and affiliates	—	—	—	64	—	—	—	—	—	—	—	—
その他	Other	—	—	—	—	—	5	—	15	6	21	22	—
税金等調整前当期純利益	Income before income taxes and minority interests	7,415	8,720	7,000	2,885	3,833	2,496	2,218	3,204	3,071	3,208	3,861	4,090
法人税、住民税及び事業税	Income taxes—current	3,856	4,073	3,488	1,765	1,533	1,533	1,406	2,119	1,840	2,155	2,437	2,883
法人税等調整額	Income taxes—deferred	(473)	(51)	(304)	52	1,171	(148)	24	(325)	(218)	(87)	(45)	(396)
非支配株主に帰属する当期純利益	Profit attributable to non-controlling interests	444	500	853	755	923	698	758	799	923	927	1,226	1,732
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	¥ 3,588	¥ 4,198	¥ 2,962	¥ 312	¥ 204	¥ 412	¥ 29	¥ 610	¥ 526	¥ 214	¥ 243	¥ (129)
(連結包括利益計算書)		(Consolidated Statements of Comprehensive Income)											
当期純利益	Net income	—	—	—	—	—	¥ 1,111	¥ 788	¥ 1,410	¥ 1,449	¥ 1,141	¥ 1,469	¥ 1,603
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	12	210	(148)	354
為替換算調整勘定	Foreign currency translation adjustment	—	—	—	—	—	(38)	(18)	141	93	191	(181)	(25)
退職給付に係る調整額	Remeasurements of defined benefit plans	—	—	—	—	—	—	—	—	—	1	(737)	498
持分法適用会社に対する持分相当額	Share of other comprehensive income of associates accounted for using equity method	—	—	—	—	—	—	—	—	(1)	10	(4)	(0)
その他の包括利益合計	Total of other comprehensive income	—	—	—	—	—	86	(108)	201	104	413	(1,072)	828
包括利益	Comprehensive income	—	—	—	—	—	1,198	679	1,611	1,554	1,555	397	2,431
(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	599	524	(771)	549
非支配株主に係る包括利益	Comprehensive income attributable to non-controlling interests	—	—	—	—	—	696	761	822	954	1,030	1,168	1,881

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月期からは株式会社パナソニック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	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
流動資産	Current assets:												
現金及び預金	Cash and deposits	¥ 14,284	¥ 11,470	¥ 13,672	¥ 14,419	¥ 12,629	¥ 22,628	¥ 22,763	¥ 20,572	¥ 18,203	¥ 21,123	¥ 16,775	¥ 21,754
受取手形及び売掛金	Notes and accounts receivable —trade	21,022	23,667	23,313	18,948	17,900	18,356	22,379	22,280	24,666	29,531	31,987	34,202
有価証券	Marketable securities	461	361	201	202	202	202	203	203	203	203	—	—
たな卸資産	Inventories	348	320	511	328	318	312	391	511	679	1,007	1,074	1,504
繰延税金資産	Deferred tax assets	950	1,106	1,129	1,380	817	916	1,045	1,117	1,054	1,330	1,411	1,431
未収還付法人税等	Income tax receivable	5	5	533	557	526	90	284	290	382	438	548	647
その他	Other current assets	1,928	2,240	1,934	1,600	2,658	1,916	2,411	2,914	3,411	4,558	4,445	5,131
貸倒引当金	Less allowance for doubtful receivables	(72)	(87)	(81)	(80)	(65)	(54)	(61)	(53)	(56)	(64)	(55)	(53)
流動資産合計	Total current assets	38,928	39,086	41,213	37,358	34,986	44,368	49,417	47,836	48,545	58,129	56,187	64,617
固定資産	Fixed assets:												
有形固定資産	Property and equipment:												
建物	Buildings	2,023	2,531	3,142	2,933	2,999	2,894	3,172	3,461	3,147	4,467	3,903	4,422
土地	Land	793	793	885	1,255	1,256	1,256	1,321	1,434	1,556	1,953	1,977	2,089
リース資産	Lease assets	—	—	—	29	2,098	2,036	1,810	2,571	2,371	2,059	1,582	1,056
その他	Other tangibles	746	1,060	962	810	618	447	705	1,001	1,266	1,290	1,259	1,688
有形固定資産合計	Total tangible fixed assets	3,563	4,384	4,990	5,029	6,972	6,634	7,009	8,468	8,342	9,770	8,722	9,258
無形固定資産	Intangible assets:												
のれん	Goodwill	—	765	516	331	798	514	4,292	4,063	5,173	4,884	4,483	3,701
ソフトウェア	Software	1,713	1,799	2,736	3,324	2,886	2,630	2,367	2,212	2,893	3,487	3,516	3,733
リース資産	Lease assets	—	—	—	2	78	88	67	87	118	75	44	91
顧客関係資産	Customer-related intangible assets	—	—	—	—	—	—	799	1,182	1,036	1,223	1,689	1,425
連結調整勘定	Consolidation adjustment account	585	—	—	—	—	—	—	—	—	—	—	—
その他	Other intangibles	92	82	84	83	86	86	176	167	151	130	128	127
無形固定資産合計	Total intangible fixed assets	2,390	2,647	3,338	3,741	3,850	3,320	7,702	7,714	9,373	9,801	9,861	9,079
投資その他の資産	Investments and other assets:												
投資有価証券	Investment securities	1,523	1,846	1,581	1,272	1,304	1,390	1,132	1,560	2,846	2,845	3,022	3,699
長期貸付金	Long-term loans	165	187	189	227	270	230	182	153	138	127	107	187
繰延税金資産	Deferred tax assets	907	787	1,127	839	331	368	394	727	734	735	854	745
敷金及び保証金	Lease guarantee deposits	3,309	4,073	4,538	6,146	4,143	3,919	4,570	4,321	4,577	4,879	4,849	4,987
退職給付に係る資産	Net defined benefit asset	—	—	—	—	—	—	—	0	565	1,430	859	1,015
その他	Other investments	1,246	1,503	1,599	1,243	760	686	845	848	838	967	942	1,104
貸倒引当金	Less allowance for doubtful receivables	(103)	(92)	(64)	(38)	(13)	(13)	(25)	(14)	(10)	(45)	(51)	(111)
投資損失引当金	Allowance for investment loss	—	—	—	(350)	(337)	(341)	(340)	(340)	(335)	—	—	—
投資その他の資産合計	Total investments and other assets	7,048	8,306	8,971	9,338	6,460	6,240	6,759	7,256	9,353	10,940	10,584	11,629
固定資産合計	Total fixed assets	13,003	15,338	17,300	18,110	17,282	16,195	21,471	23,439	27,069	30,512	29,169	29,966
資産合計	Total assets	¥ 51,931	¥ 54,425	¥ 58,513	¥ 55,468	¥ 52,269	¥ 60,564	¥ 70,889	¥ 71,276	¥ 75,615	¥ 88,641	¥ 85,356	¥ 94,584

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連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

負債の部	LIABILITIES	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
流動負債	Current liabilities:												
買掛金	Accounts payable — trade	¥ 1,039	¥ 1,387	¥ 1,773	¥ 1,568	¥ 1,523	¥ 1,585	¥ 2,034	¥ 2,282	¥ 2,547	¥ 5,217	¥ 4,974	¥ 5,850
短期借入金	Short-term loans payable	191	111	112	6,401	657	2,075	3,105	3,005	5,306	3,972	4,861	5,362
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	640	714	1,060	514
未払金	Accounts payable — other	2,467	3,122	2,404	2,510	2,387	2,061	3,688	3,280	3,849	5,283	5,436	7,133
未払費用	Accrued expenses	9,944	11,300	11,259	8,957	7,952	10,777	12,611	12,119	12,884	12,576	13,010	14,140
未払法人税等	Income taxes payable	2,626	2,169	2,096	830	862	987	941	1,535	1,121	1,425	1,603	1,730
未払消費税等	Consumption taxes payable	2,480	2,665	2,639	1,712	1,190	1,319	1,403	1,430	1,939	6,248	3,248	3,427
前受収益	Unearned revenue	—	—	—	—	3,379	2,811	2,863	3,421	2,141	2,037	2,035	1,630
繰延税金負債	Deferred tax liabilities	—	—	—	—	—	—	—	—	—	—	—	—
賞与引当金	Reserve for bonus	1,279	1,594	1,910	1,650	1,615	1,479	1,969	2,113	2,268	2,814	3,214	3,189
役員賞与引当金	Reserve for directors' bonus	128	19	14	7	4	7	16	15	22	25	25	27
資産除去債務	Asset retirement obligations	—	—	—	—	—	4	10	8	18	50	4	97
その他	Other current liabilities	2,631	3,331	4,521	5,127	1,501	1,725	2,948	3,957	4,227	5,900	5,719	6,705
流動負債合計	Total current liabilities	22,788	25,704	26,731	28,834	21,426	25,329	31,949	33,737	36,967	46,267	45,195	49,811
固定負債	Long-term liabilities:												
社債	Bonds	—	—	—	164	128	—	—	—	56	—	—	—
長期借入金	Long-term debt	—	9	7	4	2,149	5,269	8,262	5,655	6,503	7,419	8,807	12,017
リース債務	Lease obligations	—	—	—	39	2,215	2,090	1,489	2,091	1,919	1,568	863	839
長期未払金	Long-term payables—other	31	57	51	—	—	—	—	—	—	—	—	—
繰延税金負債	Deferred tax liabilities	99	45	—	—	—	170	423	574	425	567	474	365
退職給付引当金	Allowance for employees' severance retirement benefits	570	706	813	872	1,065	910	1,164	1,614	—	—	—	—
退職給付に係る負債	Net defined benefit liability	—	—	—	—	—	—	—	—	1,139	1,692	1,705	1,829
資産除去債務	Asset retirement obligations	—	—	—	—	—	722	796	821	835	842	938	879
役員退職慰労引当金	Allowance for directors' retirement benefits	794	972	943	306	—	—	—	—	—	—	—	—
本社移転費用引当金	Allowance for head office relocation expenses	—	—	430	—	—	—	—	—	—	—	—	—
役員株式給付引当金	Allowance for directors' stock benefit	—	—	—	—	—	—	—	—	—	—	—	28
従業員株式付与引当金	Allowance for employees' stock grant	—	—	—	—	—	—	—	—	—	—	—	34
その他	Other long-term liabilities	12	24	68	97	304	429	508	527	586	662	637	716
固定負債合計	Total long-term liabilities	1,508	1,816	2,313	1,485	5,863	9,592	12,644	11,284	11,467	12,753	13,426	16,710
負債合計	Total liabilities	¥ 24,297	¥ 27,520	¥ 29,045	¥ 30,319	¥ 27,289	¥ 34,922	¥ 44,593	¥ 45,022	¥ 48,434	¥ 59,021	¥ 58,621	¥ 66,522
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	¥ 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	6,054	6,068	5,023	5,013
利益剰余金	Retained earnings	7,664	10,636	12,682	12,995	13,200	13,425	13,075	13,283	13,402	13,370	13,172	12,593
自己株式	Treasury stock	—	(4,287)	(2,257)	(4,799)	(3,493)	(3,493)	(3,493)	(3,493)	(3,827)	(3,899)	(4,016)	(4,008)
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	20,629	20,539	19,179	18,598
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	82	206	97	293
為替換算調整勘定	Foreign currency translation adjustment	61	79	(22)	(77)	(81)	(117)	(134)	(14)	70	271	104	90
退職給付に係る調整累計額	Remeasurements of defined benefit plans	—	—	—	—	—	—	—	0	314	316	(422)	74
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	467	794	(221)	458
非支配株主持分	Non-controlling interests	3,988	4,528	5,136	5,512	4,290	4,637	5,752	5,337	6,083	8,286	7,776	9,006
純資産合計	Total net assets	27,634	26,904	29,468	25,148	24,979	25,642	26,295	26,253	27,181	29,620	26,735	28,062
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	¥ 75,615	¥ 88,641	¥ 85,356	¥ 94,584

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\*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)

		2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
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	¥ 7,415	¥ 8,720	¥ 7,000	¥ 2,885	¥ 3,833	¥ 2,496	¥ 2,218	¥ 3,204	¥ 3,071	¥ 3,208	¥ 3,861	¥ 4,090
減価償却費	Depreciation	939	1,071	1,403	1,911	1,902	2,161	2,149	2,632	2,365	2,554	3,293	3,327
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	15	124	37	140
その他償却費	Amortization of others	17	16	—	—	—	—	—	—	—	—	—	—
連結調整勘定償却額	Amortization of consolidation adjustment account (excess of costs over assets acquired)	688	—	—	—	—	—	—	—	—	—	—	—
のれん償却額	Amortization of goodwill	—	276	275	314	308	309	343	680	886	938	1,000	984
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	34	26	(26)	(24)	(37)	(11)	(9)	(19)	(5)	(9)	(2)	58
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)	—	(4)	—	—	—
賞与引当金の増加額(( )は減少額)	Increase (decrease) in reserve for bonus	83	323	306	(258)	(41)	(138)	31	106	75	223	374	(25)
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)	6	0	—	—
退職給付引当金の増加額	Increase in allowance for employees' severance retirement benefits	169	136	109	63	145	(157)	(123)	266	(1,202)	—	—	—
退職給付に係る負債の増減額	Increase (decrease) in net defined benefit liability	—	—	—	—	—	—	—	—	1,139	1	(28)	118
退職給付に係る資産の増減額	Increase (decrease) in net defined benefit asset	—	—	—	—	—	—	—	—	(565)	(567)	(516)	573
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	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	(25)	(49)	(60)	(40)	(19)	(22)	(28)	(23)	(35)	(48)	(63)	(46)
補助金収入	Subsidy	—	—	(308)	(349)	(205)	(228)	(196)	(111)	(106)	(86)	(147)	(74)
支払利息	Interest expenses	18	36	32	75	71	177	152	182	167	161	170	161
為替差損(( )は差益)	Foreign exchange loss (gain)	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	(57)	(144)	(43)	(85)	(105)	(36)	(40)	(48)	92	92	49	74
持分変動損失(( )は利益)	Loss (gain) on change in equity	(223)	22	15	25	9	(3)	2	(14)	1	—	—	—
固定資産売却益	Gain on sale of fixed assets	—	—	—	—	—	—	—	—	—	—	—	—
固定資産売却損	Loss on sale and disposal of fixed assets	98	60	133	256	236	37	44	59	41	66	53	113
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	—	—	—	—	—	—	—	—
投資有価証券売却益	Gain on sale of investment securities	(6)	(43)	(8)	(12)	—	(454)	(116)	—	—	—	(120)	(17)
投資有価証券売却損	Loss on sale of investment securities	—	—	—	—	6	—	—	—	—	—	—	—
投資有価証券評価損	Valuation loss on investment securities	2	48	25	215	3	0	—	—	—	14	25	11
関連会社株式売却益	Gain on sale of securities in affiliated companies	(3)	(205)	(1,095)	—	(0)	(11)	—	(246)	(0)	—	—	—
関連会社株式売却損	Loss on sale of securities in affiliated companies	—	25	9	39	—	—	—	—	—	—	—	—
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	(2,388)	(2,712)	309	4,356	1,653	(423)	(890)	588	(1,533)	(273)	(1,971)	(2,187)
たな卸資産の減少額(( )は増加額)	Decrease (increase) in inventories	(11)	14	(189)	182	10	6	(53)	6	(163)	(164)	(6)	(425)
その他資産の減少額(( )は増加額)	Decrease (increase) in other current assets	(343)	(587)	(81)	625	(463)	442	(151)	(577)	(459)	(816)	(71)	(628)
営業債務の増加額(( )は減少額)	Increase (decrease) in accounts payable — trade	1,112	1,395	214	(2,266)	(1,250)	2,963	532	(15)	513	(806)	42	1,615
未払消費税等の増加額(( )は減少額)	Increase (decrease) in consumption tax payable	385	242	(0)	(790)	(725)	439	(125)	74	533	4,280	(2,986)	232
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	1,416	1,507	986	725	853	(653)	1,418	590	(847)	1,699	(52)	1,096
役員賞与の支払額	Directors' bonuses paid	(107)	(4)	—	—	—	—	—	—	—	—	—	—
その他	Other	—	12	81	5	1	(7)	(16)	29	1	93	(102)	29
小計	Subtotal	9,495	10,397	9,736	7,181	4,194	7,332	5,082	7,528	3,986	10,686	2,840	9,222
利息及び配当金の受取額	Interest and dividends received	37	54	65	43	20	26	34	34	45	60	73	62
利息の支払額	Interest paid	(18)	(35)	(33)	(33)	(104)	(178)	(144)	(185)	(167)	(173)	(161)	(150)
補助金の受取額	Subsidy received	—	—	300	324	208	269	206	177	90	102	147	74
法人税等の支払額	Income taxes paid	(2,618)	(4,518)	(4,093)	(3,071)	(1,442)	(1,030)	(1,748)	(1,677)	(2,316)	(2,088)	(2,417)	(2,744)
営業活動によるキャッシュ・フロー	Net cash (used in) provided by operating activities	¥ 6,895	¥ 5,897	¥ 5,974	¥ 4,443	¥ 2,875	¥ 6,419	¥ 3,431	¥ 5,877	¥ 1,639	¥ 8,587	¥ 482	¥ 6,464

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。

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

(百万円/Millions of Yen)

		2006/5	2007/5	2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
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	¥ (36)	¥ (52)	¥ (175)	¥ (82)	¥ 202	¥ 316	¥ 42	¥ (572)	¥ 582	¥ 112	¥ 682	¥ (354)
有形固定資産の取得による支出	Payments for purchases of fixed assets	(1,048)	(1,020)	(2,118)	(1,553)	(614)	(318)	(747)	(2,585)	(798)	(1,228)	(1,165)	(1,292)
有形固定資産の売却による収入	Proceeds from sale of fixed assets	3	—	5	1	1	13	0	2	0	1	908	0
無形固定資産の取得による支出	Payments for purchases of intangible assets	(933)	(673)	(1,375)	(1,654)	(490)	(612)	(689)	(998)	(1,378)	(1,520)	(1,367)	(1,385)
無形固定資産の売却による収入	Proceeds from sale of intangible assets	—	0	—	—	—	—	—	—	—	—	—	—
投資有価証券の取得による支出	Payments for purchases of investment securities	(177)	(514)	(17)	(53)	(68)	(779)	(37)	(843)	(1,262)	(402)	(615)	(448)
投資有価証券の売却による収入	Proceeds from sale of investment securities	22	2	1,421	185	88	1,395	297	—	4	1	331	121
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	(858)	(44)	—	—	(25)	—	(4,424)	—	(1,202)	(1,115)	(670)	(95)
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収入	Proceeds from sale of securities of subsidiaries due to change in consolidated subsidiaries	—	(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	(761)	(29)	(181)	(63)	(1,386)	(43)	(0)	(177)	(62)	(29)	—	—
子会社株式の一部売却による収入	Proceeds from sale of certain of securities of subsidiaries	27	278	—	—	—	—	402	0	—	—	—	—
貸付けによる支出	Payments of loans receivable	(229)	(116)	(108)	(115)	(109)	(52)	(22)	(220)	(6)	(9)	(54)	(161)
貸付金の回収による収入	Proceeds from collection of loans receivable	104	239	102	78	66	92	60	49	24	19	75	48
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)	(401)	(571)	(388)	(320)
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	257	352	449	176
事業譲受による支出	Payments for receipt of business rights	—	(363)	—	—	—	(21)	(410)	—	(597)	(25)	(288)	—
その他投資活動による収入	Proceeds from other investments	259	242	—	—	—	—	—	—	—	—	—	—
その他投資活動による支出	Payments for other investments	(720)	(1,086)	—	—	—	—	—	—	—	—	—	—
その他	Other	—	—	(491)	(47)	(117)	(6)	(271)	15	(71)	(229)	(74)	(1)
投資活動によるキャッシュ・フロー	Net cash (used in) provided by investing activities	(4,341)	(3,226)	(2,968)	(4,966)	(387)	166	(5,718)	(4,532)	(4,910)	(4,645)	(2,176)	(3,713)
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	(122)	(87)	3	6,289	(6,324)	(43)	472	(100)	17	(816)	10	137
長期借入れによる収入	Proceeds from long-term debt	—	—	—	—	2,900	5,958	5,600	—	5,300	5,100	6,500	8,500
長期借入金の返済による支出	Repayment of long-term debt	—	(1)	(2)	(2)	(172)	(1,374)	(2,050)	(2,606)	(2,982)	(4,702)	(4,437)	(4,956)
セール・アンド・リースバックによる収入	Proceeds from sale and leaseback	—	—	—	—	—	—	994	28	—	—	—	—
ファイナンスリース債務の返済による支出	Repayment of financial lease	(213)	(135)	(27)	(29)	(141)	(348)	(759)	(502)	(634)	(690)	(731)	(746)
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)	—	—	(52)	(56)	—
非支配株主からの払込みによる収入	Proceeds from share issuance to non-controlling shareholders	820	139	39	154	17	3	5	136	187	15	185	19
株式の発行による収入	Proceeds from issuance of shares	74	71	65	—	—	—	—	—	—	—	—	—
自己株式の取得による支出	Payments for acquisition of treasury stock	—	(4,287)	—	(4,154)	—	—	—	—	—	(64)	(499)	(0)
自己株式の売却による収入	Proceeds from sales of treasury shares	—	—	—	—	—	—	—	—	—	—	499	—
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)	—	—	—	—	—	—	(1,464)	(230)
子会社の自己株式の処分による収入	Proceeds from disposal of treasury shares of subsidiaries	—	—	—	—	—	—	—	—	—	—	—	229
連結範囲の変更を伴わない子会社株式の取得による支出	Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	—	—	—	—	—	—	—	—	—	—	(1,060)	(31)
金銭の信託の設定による支出	Payments made to trust account	—	—	—	—	—	—	—	(1,405)	—	—	—	—
(親会社による)配当金の支払額	Payments for dividends (by parent company)	(645)	(1,190)	(914)	(754)	(233)	(187)	(373)	(373)	(373)	(373)	(440)	(446)
非支配株主への配当金の支払額	Payments for dividends to non-controlling shareholders	(78)	(116)	(146)	(285)	(284)	(277)	(286)	(452)	(362)	(420)	(531)	(669)
その他	Other	—	—	—	—	(0)	—	—	25	—	—	0	84
財務活動によるキャッシュ・フロー	Net cash (used in) provided by financing activities	(164)	(5,607)	(980)	1,077	(4,275)	3,695	2,479	(4,285)	1,180	(2,004)	(2,024)	1,890
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	63	29	(164)	(46)	(9)	(42)	(12)	103	82	170	(159)	(21)
現金及び現金同等物の増加額(( )は減少額)	Net (decrease) increase in cash and cash equivalents	2,452	(2,905)	1,861	507	(1,796)	10,239	179	(2,836)	(2,008)	2,107	(3,877)	4,620
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of the year	12,203	14,656	11,750	13,612	14,120	12,324	22,563	22,739	19,948	18,021	20,298	16,441
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	—	—	—	—	—	—	—	234	80	169	20	—
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	¥14,656	¥11,750	¥13,612	¥14,120	¥12,324	¥22,563	¥22,739	¥19,948	¥18,021	¥20,298	¥16,441	¥21,062

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**エキスパートサービス(派遣)の専門性強化とグループ機能の拡大**  
Expansion of group functions and strengthening of specialized expertise for expert dispatch services

- 2009 貿易派遣を行う(株)三井物産ヒューマンリソースを吸収合併  
Merged with Mitsui Bussan Human Resources Corporation, a trading staff dispatch company
- 2010 保険・金融業界への派遣を行うエイアイズスタッフ(株)を子会社化  
Acquired as a subsidiary AIG Staff Co., Ltd., an insurance/financial industry staff dispatch company
- 2011 JA三井リース(株)等より(株)ケーアイエスの株式を取得し子会社化  
Acquired shares of KIS Co., Ltd. from JA Mitsui Leasing, Ltd. and other companies; company included in Pasona Group's scope of consolidation as a subsidiary company
- 2011 通訳・翻訳派遣の(株)国際交流センターを子会社化  
Acquired as a subsidiary International Transaction Center Ltd., a translation/interpreting staff dispatch company
- 2012 (株)安川電機より(株)安川ビジネススタッフの株式を取得し子会社化  
Acquired shares of YASKAWA BUSINESS STAFF CORPORATION from YASKAWA Electric Corporation; company included in Pasona Group's scope of consolidation as a subsidiary company
- 2012 クラウドシステム技術者を育成する(株)パソナテキーラを設立  
Established PasonaTquila Inc. to develop cloud system engineers
- 2014 医療派遣を行う(株)メディカルアソシアを子会社化  
Acquired as a subsidiary Medical Associa Inc., a medical staff dispatch company
- 2015 住友商事(株)より住商アドミサービス(株)の派遣事業を譲受  
Took over the temporary staffing businesses of Sumisho Administration Services, Co., Ltd. from Sumitomo Corporation
- 2016 (株)村田製作所より(株)ムラタアクティブパートナーの派遣事業を譲受  
Took over the temporary staffing businesses of Murata Active Partner Co., Ltd. from Murata Manufacturing Company, Ltd.
- 2016 大阪ガスエクセレントエージェンシー(株)を子会社化  
Acquired as a subsidiary Osaka Gas Excellent Agency Co., Ltd.
- 2017 NTTグループの人材サービス会社を子会社化及び派遣事業を譲受予定  
Scheduled to acquire as a subsidiary human resource service companies of the NTT Group, and took over the temporary staffing businesses of the NTT Group

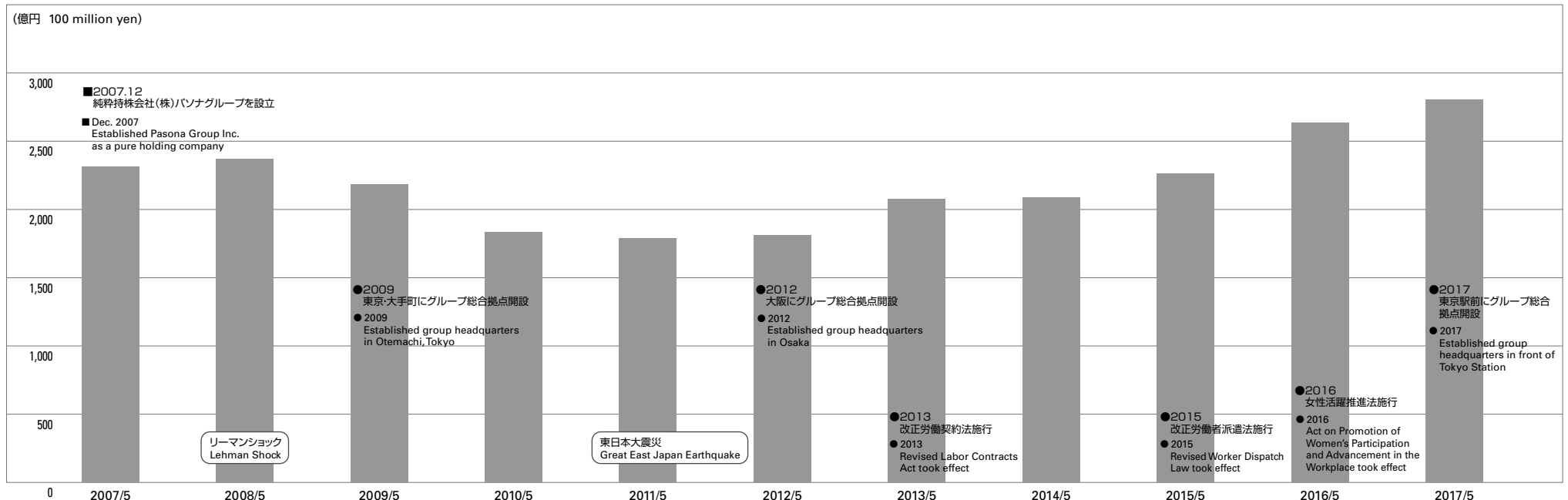
**M&A等によるサービスメニューの拡充**  
Expansion of service menu via M&A, etc.

- 2012 教育・研修事業を行うキャプラン(株)を子会社化  
Acquired as a subsidiary CAPLAN Corporation, an education and training services company
- 2012 コールセンター等BPO事業を行うビーウィズ(株)を子会社化  
Acquired as a subsidiary Bewith, Inc., a BPO company (call centers, etc.)
- 2012 (株)ベネフィット・ワンが(株)保健教育センター(現(株)ベネフィットワン・ヘルスケア)の株式を取得し子会社化  
Benefit One Inc. acquired shares of Hoken Kyouiku Center Co., Ltd. (currently Benefit One Healthcare Inc.); company included in the Group's scope of consolidation as a subsidiary company
- 2015 総務アウトソーシングのパナソニックビジネスサービス(株)を子会社化  
Acquired as a subsidiary Panasonic Business Service Co., Ltd. a general affairs outsourcing company
- 2015 給与計算アウトソーシングの(株)ベネフィットワン・ペイロールを設立  
Established Benefit One Payroll Inc., a payroll outsourcing company

**持続的成長を見据えた新規事業への取り組み**  
New business initiatives for sustainable growth

- 2008 新規就農や農業経営者の育成・支援する農業ベンチャー支援制度を淡路島で開始  
Started an agriculture venture support system, which develops and supports new farmers and agriculture managers in Awaji Island
- 2012 淡路島に廃校をリノベーションし施設「のじまスコーラ」をオープン  
Opened Nojima Scuola by renovating a closed school on Awaji Island
- 2012 地方創生事業を行う(株)パソナふるさとインキュベーションを設立  
Established Pasona Furusato Incubation Inc., a regional revitalization service company
- 2014 淡路島に「健康」をテーマにしたカフェ「Miele(ミエレ)」をオープン  
Opened cafe Miele with a theme of health on Awaji Island
- 2015 西日本最大の道の駅 丹後王国「食のみやこ」を運営する(株)丹後王国を設立  
Established Tango Kingdom Inc., which operates Western Japan's largest Roadside Station "Shoku-no-Miyako"
- 2015 研修ツーリズムで被災地の活性化を行う(株)パソナ東北創生を設立  
Established Pasona Tohoku Sousei Inc., which revitalizes disaster areas with training tourism
- 2016 淡路島に海辺のレストランや雑貨の販売を行う「Craft Circus(クラフトサーカス)」をオープン  
Opened Craft Circus, which operates a seaside restaurant and sells miscellaneous goods on Awaji Island
- 2016 淡路島公園アニメパーク「ニジゲンノモリ」の運営等を行う(株)ニジゲンノモリを設立  
Established Nijigennomori Inc. to operate anime park Nijigen-no-Mori in Awaji Island Park

**売上高**  
Sales



年	月	
1976	2	大阪市北区に人材派遣事業を主業務として、(株)テンポラリーセンターの前身を設立
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ersonnel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(現(株)パソナハートフル)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
2000	6	*旧(株)パソナ(現(株)南部エンタープライズ)より人材関連事業に関する営業を譲受け、商号を(株)パソナに変更
2001	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	物流の請負、アウトソーシングを行う(株)パソナロジコムを設立
	4	会社分割により新たに設立した特例子会社、(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
	7	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
	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
	10	技術者派遣を行う、(株)パソナエンジニアリングを設立
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)」を開設
	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
	10	インド初の日系人材紹介会社Team Pasona India Company Limited(現Pasona India Private Limited)を設立
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(現(株)パソナ)に商号を変更
	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設
	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
	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	3	(株)パソナテックがC.S.Factory Co., Ltd.(現 Pasona Tech Vietnam Co., Ltd.)を子会社化
	12	大阪証券取引所ヘラクレス(現JASDAQ)の上場を廃止
2009	7	(株)パソナが(株)三井物産ヒューマンリソースを吸収合併
	11	(株)パソナテックの株式を公開買付により追加取得し、完全子会社化
	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
2011	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ティブ(株)、リコー三愛ライブ(株)の人材派遣事業に関する権利義務を承継
	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 を設立
	12	(株)国際交流センター(現(株)パソナ)の株式を取得し子会社化

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

年	月	
2011	12	農業関連事業を行う(株)パソナ農援隊を設立
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プラン(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貝那商务咨询(上海)有限公司を設立
	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
	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Benefit ONE USA, INC.を設立
	10	(株)パソナテックが(株)アルゴー(現(株)パソナテックシステムズ)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	キャプラン(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
	9	(株)ジャックスの子会社で人材派遣やコンタクトセンター等の受託・請負を行う(株)サポート(現(株)パソナ)を子会社化
	10	伊藤忠商事(株)と(株)ベネフィット・ワンが福利厚生サービスを提供する合併会社Benefit One Asia Pte. Ltd. をシンガポールに設立
2014	1	Benefit One ASIA PTE. LTD.がインセンティブ・ポイント事業を行うBenefit One(THAILAND)COMPANY LYIMITEDを設立
	4	医療に関わるあらゆる人材サービスを行う(株)メディカルアソシア(現(株)パソナメディカル)の株式を取得し子会社化
	5	Benefit One ASIA PTE. LTD.がインセンティブ・ポイント事業を行うPT.BENEFIT ONE INDONESIAを設立
	5	マレーシアで日系企業を中心に人材サービスを行うPasona HR Malaysia Sdn. Bhd. を設立
2015	1	地域活性化事業、観光関連事業を行う(株)丹後王国を設立
	1	(株)ベネフィット・ワンがインセンティブ・ポイント事業を行うBenefit One Deutschland GmbHを設立
	3	(株)パソナが、住友商事(株)の100%子会社である住商アドミサービス(株)の登録型派遣事業を譲受
	4	東北被災地の活性化を目指し研修ツーリズム事業等を行う(株)パソナ東北創生を設立
	4	パナソニック(株)の100%子会社であるパナソニックビジネスサービス(株)の株式を取得し子会社化
	8	給与計算業務のアウトソーシングサービスを行う(株)ベネフィットワン・ペイロールを設立
	10	インドネシアの人材サービス会社PT. Dutagriya Saranaを子会社化
2016	4	(株)パソナが、村田製作所の100%子会社である(株)ムラタアクティブパートナーの人材派遣事業を譲受
	4	(株)パソナが、大阪ガスグループの大阪ガスエクセレントエージェンシー(株)の株式を取得し子会社化
	4	知的財産関連サービスを行う(株)パソナナレッジパートナーを設立
	7	キャプランはセントラルグループとタイやASEAN地域で研修事業を提供するCAPLAN (Thailand) Co., Ltd.を設立
	12	淡路島公園アニメパーク「ニジゲンノモリ」の運営等を行う(株)ニジゲンノモリを設立
2017	7	東京駅日本橋口正面にパソナグループ本部ビル「Job-Hubスクエア」を開設
	8	NTTグループの人材サービス会社NTTヒューマンソリューションズ(株)及びテルウェル・ジョブサポート(株)の株式を取得し子会社化
		(株)エヌ・ティ・ティ エムイーサービス、NTTソルコ&北海道テレマート(株)、テルウェル西日本(株)、ドコモ・データコム(株)の人材派遣事業を譲受予定

# 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. (currently Pasona Heartful 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.
2000	Jun.	Operating rights relating to human resource-related activities obtained from the former Pasona Inc. (currently Nambu Enterprise Inc.). Corporate name changed to Pasona Inc.
2001	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.	Pasona Logicom Inc. established to engage in distribution contracting and outsourcing.
	Apr.	Pasona Heartful Inc. established as a special subsidiary company 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.
	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).
	Oct.	Pasona Engineering Inc. established 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.
	Jun.	Pasona Fortune Inc. established to conduct platform business activities that bring together both companies and business specialists in various areas.
2006	Mar.	Pasona Human Resources (Shanghai) Co., Ltd. established 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.
	Oct.	Team Pasona India Company Limited (currently Pasona India Private Limited) established as India's first Japanese-affiliated personnel placement agency.
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. (currently Pasona Inc.)
	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. (currently Pasona Inc.)
	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	Mar.	Pasona Tech, Inc. acquired shares of C.S. Factory Co., Ltd. (currently Pasona Tech Vietnam Co., Ltd.); company included in the scope of consolidation as a subsidiary company.
	Dec.	Delisted from the Nippon New Market "Hercules (currently JASDAQ)," Osaka Securities Exchange.
2009	Jul.	Pasona Inc. merged with MITSUI BUSSAN HUMAN RESOURCES CORPORATION
	Nov.	Pasona Tech, Inc. included in the scope of consolidation as a wholly owned subsidiary following the acquisition of shares by way of public tender
	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.
2011	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 to engage in human resource services with a focus on Japanese-affiliated companies in Korea.
	Dec.	Shares of International Transaction Center Ltd. (currently Pasona Inc.) acquired; company included in the scope of consolidation as a subsidiary company.

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

Year	Month	
2011	Dec.	Pasona Agri-Partners Inc. established to conduct agriculture-related business activities.
2012	Jan.	PT Pasona HR Indonesia established 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.
	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.; (currently Pasona Tech Systems Inc.) 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.
	Sep.	Shares of SUPPORT CORPORATION (currently Pasona Inc.), one of subsidiaries of JACCS CO., LTD. to provide temporary staffing and outsourcing services such as contact centers, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Oct.	ITOCHU Corporation and Benefit One Inc. established Benefit One Asia Pte. Ltd. in Singapore to provide welfare services.
2014	Jan.	Benefit One ASIA PTE. LTD. established Benefit One (THAILAND) COMPANY LYMITED to provide Incentive Point businesses.
	Apr.	Shares of Medical Associa Inc. (currently Paspna Medical Inc.), a company to provide various human resource services related to medical care, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	May	Benefit One ASIA PTE. LTD. established PT.BENEFIT ONE INDONESIA to provide Incentive Point businesses.
	May	Pasona HR Malaysia Sdn. Bhd. established as a subsidiary company to engage in human resource services with a focus on Japanese-affiliated companies in Malaysia.
2015	Jan.	Tango Kingdom Inc. established to provide local revitalization businesses and tourism-related businesses.
	Jan.	Benefit One Inc. established Benefit One Deutschland GmbH to provide Incentive Point businesses.
	Mar.	Pasona Inc. took over registered-type temporary staffing business of Sumisho Administration Services, Co., Ltd., a wholly owned subsidiary of Sumitomo Corporation.
	Apr.	Pasona Tohoku Sousei Inc. established as a subsidiary company to engage in training tourism businesses to revitalize Tohoku disaster area.
	Apr.	Shares of Panasonic Business Service, Co., Ltd., a wholly owned subsidiary of Panasonic Corporation, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Aug.	Benefit One Payroll Inc. established as a subsidiary company to engage in payroll outsourcing services.
	Oct.	PT. Dutagriya Sarana, a company to engage in human resource services in Indonesia; company included in Pasona Group's scope of consolidation as a subsidiary company.
2016	Apr.	Pasona Inc. took over the temporary staffing businesses of Murata Active Partner Co., Ltd., a wholly owned subsidiary of Murata Manufacturing Company, Ltd.
	Apr.	Shares of Osaka Gas Excellent Agency Co., Ltd., a group company of Osaka Gas Group, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Apr.	Pasona Knowledge Partner Inc. established as a subsidiary company to engage in intellectual property-related services.
	Jul.	CAPLAN Corporation established CAPLAN (Thailand) Co., Ltd. to provide training business with Central Group in ASEAN region including Thailand.
	Dec.	Nijigenomori, Inc. established to operate Anime Park "Nijigen no Mori" in Awaji Island Park.
2017	Jul.	The Pasona Group headquarters building "Job-Hub Square" opened in front of the Tokyo station, Nihonbashi exit.
	Aug.	Shares of NTT Human Solutions Corporation and TelWel Job Support Inc., group companies of the NTT Group, acquired; companies included in Pasona Group's scope of consolidation as a subsidiary company.
	Dec.	Pasona Inc. scheduled to take over the temporary staffing businesses of NTT-ME Service Corporation, NTT Solco and Hokkaido Telemart Corporation, TelWel West Nippon Corporation and DOCOMO Datacom, 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、その他					
●株式会社パソナ	100	100.00	人材派遣／請負、人材紹介、再就職支援	東京	www.pasona.co.jp
●株式会社パソナテック	100	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	100	100.00*1	人材派遣/請負、研修、コンサルティング	東京	www.caplan.jp
●ピーウィズ株式会社	100	100.00	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	100.00*2	人材紹介、ビジネスベシヤリストの支援	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
●株式会社安川ヒジネススタッフ	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
●株式会社パソナ農援隊	50	100.00	農産物の生産・加工・販売、農業関連研修、コンサルティング、各種サポート、施設管理	東京	www.pasona-nouental.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-heartful.co.jp
●株式会社パソナふるさとインキュベーション	100	100.00*3	地域活性化事業、人材育成、観光関連事業	兵庫	www.nojima-scua.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
●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
●株式会社アサヒビールコミュニケーションズ	50	51.00*4	工場見学運営業務、見学施設内物販運営業務、BPO事業	東京	www.asahibeer-comm.jp
●株式会社エコLOVE	50	100.00	カフェ及び社員食堂等の福利厚生施設のアウトソーシング	東京	ecolove-happy.com
●株式会社パソナテックシステムズ	40	100.00*5	クラウド開発・アジャイル開発	東京	systems.pasonatech.co.jp
●パソナ・パソニック ビジネスサービス株式会社	20	66.50	総務アウトソーシング	大阪	www.pasona-pbs.co.jp
●新日本工業株式会社	52	60.00*6	印刷事業、WEB・マルチメディア	三重	www.shin-nihon.co.jp/
●株式会社パソナ東北創生	10	100.00*7	人材開発研修・ツーリズム事業、事業開発支援事業、人材マッチング事業	岩手	www.pasonagroup.co.jp/tohokusousei/
●株式会社丹後王国	250	98.80*8	地域活性化事業、人材育成、観光関連事業	京都	tango-kingdom.com/
●株式会社ニジゲンノモリ	25	100.00*11	文化施設、遊戯施設、スポーツ施設の運営	兵庫	nijigenmori.com/
●株式会社日本雇用創出機構	120	83.95	人材ブリッジ/バンク事業、ミドル/シニア、シニア人材の派遣	東京	www.nihon-kikou.co.jp
●株式会社パソナテキーラ	100	45.00	Salesforce 導入コンサルティング、技術者育成	東京	www.pasonatquila.com
●株式会社パソナレックパートナー	30	80.39*10	特許調査事業、知財戦略全般に関するコンサルティング事業	大阪	pasona-kp.co.jp/
●株式会社スマートスタイル	93	90*5	MySQLソリューションサービス、システム設計・開発(導入)、運用・保守サービス	東京	www.s-style.co.jp/
●Pasona N A, Inc.	650千米ドル	100.00	人材派遣、人材紹介、アウトソーシング	ニューヨーク	www.pasona.com
●PASONA CANADA, INC.	300千カナダドル	100.00	人材派遣、人材紹介	トロント	www.pasona.com
●PASONA ASIA CO., LIMITED	3,404千香港ドル	100.00	人材派遣、人材紹介	香港	www.pasona.com.hk
●Pasona Taiwan Co., Ltd.	12,000千新台幣ドル	100.00	人材派遣、人材紹介	台北	www.pasona.com.tw
●MGR Consulting Co., Ltd.	7,000千新台幣ドル	67.00*12	人材紹介	台北	www.mgr.com.tw
●Pasona Education Co. Limited	1,500千香港ドル	100.00	語学教育	香港	www.pasona.edu.hk
●Pasona Singapore Pte. Ltd.	500千シンガポールドル	100.00	人材派遣、人材紹介	シンガポール	www.pasona.com.sg
●Pasona Human Resources (Shanghai) Co., Ltd.	700千米ドル	70.00*13	人材紹介、コンサルティング	上海	www.pasona.com.cn
●Pasona India Private Limited	190,000千インドルピー	100.00	人材派遣、人材紹介、アウトソーシング	ニューデリー	www.pasona.in
●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	42,355百万インドネシアルピア	100.00*14	人材紹介、コンサルティング	ジャカルタ	www.pasona.co.id
●Pasona Tech Vietnam Co., Ltd.	900千米ドル	100.00*5	人材紹介、BPO事業	ホーチミン	vn.pasonatech.co.jp
●Pasona HR Consulting Recruitment (Thailand) Co., Ltd.	23百万タイバーツ	49.00	人材紹介、コンサルティング	バンコク	pasona.co.th
●Pasona HR Malaysia Sdn.Bhd.	100万マレーシアリンギット	100.00	人材紹介	クアラルンプール	www.pasona.my
●PT.Dutagriya Sarana	1,100百万インドネシアルピア	49	BPOサービス、人材・人事関連アウトソーシング、教育研修	ジャカルタ	www.dutagriyasarana.co.id/
○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
アウトソーシング					
●株式会社ベネフィットワン	1,527	55.13	福利厚生者のアウトソーシング	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*15	適性選考に関する精算代行、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.benefitone-solutions.co.jp
●株式会社ベネフィットワン・ヘルスケア	215	100.00*15	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
●株式会社ベネフィットワン・ペイロール	50	100.00*9	給与計算業務のアウトソーシングサービス	東京	www.benefitone-payroll.co.jp/
●BENEFIT ONE ASIA PTE. LTD.	550万シンガポールドル	100.00*15	アジア地域進出・統括事業	シンガポール	benefit-one.com.sg/
●貝那商务咨询(上海)有限公司	2,096万人民币	100.00*15	ポイント制報奨制度「インセンティブ・ポイント」の提供、日本への報奨旅行企画代行	上海	www.benefit-one.com.cn
●BENEFIT ONE USA, INC.	225万米ドル	100.00*15	ポイント制報奨制度「インセンティブ・ポイント」の提供、日本への報奨旅行企画代行	カリフォルニア	www.benefitoneusa.com/
●BENEFIT ONE (THAILAND) COMPANY LIMITED	4百万タイバーツ	49.00*16	ポイント制報奨制度「インセンティブ・ポイント」の提供	バンコク	www.benefit-one.co.th/jp/home.php
●PT. BENEFIT ONE INDONESIA	16,000百万インドネシアルピア	93.75*16	ポイント制報奨制度「インセンティブ・ポイント」の提供	ジャカルタ	benefit-one.co.id/index.php
●Benefit One Deutschland GmbH	25,000ユーロ	100.00*15	ポイント制報奨制度「インセンティブ・ポイント」の提供	ミュンヘン	www.benefit-one.de/en/
●REWARDZ PRIVATE LIMITED	1.51百万シンガポールドル	70.00*15	福利厚生事業、インセンティブポイント事業、ヘルスケアポイント事業	シンガポール	rewardz.sg/rewardz/
○株式会社全国試験運営センター	75	20.00	各種試験運営全般の請負事業	東京	www.nexa.co.jp

\*1.議決権の所有割合は、(株)パソナグループ98%、Pasona Education Co. Limited 1%、Pasona Singapore Pte. Ltd. 1% \*2.議決権の所有割合は、(株)パソナが所有する議決権の割合 \*3.議決権の所有割合は、(株)パソナグループ90%、(株)ベネフィットワン10% \*4.議決権の所有割合は、キャプラン(株)が所有する議決権の割合  
 \*5.議決権の所有割合は、(株)パソナテックが所有する議決権の割合 \*6.議決権の所有割合は、パソナ・パソニック ビジネスサービス(株)が所有する議決権の割合 \*7.議決権の所有割合は、(株)パソナグループ95%、キャプラン(株)5% \*8.議決権の所有割合は、(株)パソナグループ96.8%、(株)パソナ農援隊1%、(株)パソナふるさとインキュベーション1%  
 \*9.議決権の所有割合は、(株)パソナグループ60%、(株)ベネフィットワン40% \*10.議決権の所有割合は、(株)パソナグループ70.59%、(株)日本雇用創出機構9.8% \*11.議決権の所有割合は、(株)パソナグループ99%、(株)パソナふるさとインキュベーション1% \*12.議決権の所有割合は、Pasona Taiwan Co., Ltd.が所有する議決権の割合  
 \*13.議決権の所有割合は、PASONA ASIA CO., LIMITEDが所有する議決権の割合 \*14.議決権の所有割合は、(株)パソナグループ99%、PASONA ASIA CO., LIMITED 1% \*15.議決権の所有割合は、(株)ベネフィットワンが所有する議決権の割合 \*16.議決権の所有割合は、Benefit One Asia Pte. Ltd.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2-6-2

パソナグループネットワーク(国内)

人材派遣・請負、紹介 250拠点  
 再就職支援 95拠点  
 アウトソーシング 25拠点

海外(55拠点)

アジア(41拠点)

- Pasona Asia  
Hong Kong
- Pasona Education  
Hong Kong
- Pasona Taiwan  
Taipei Xinzhu Gaioxing
- MGR Consulting  
Taipei
- Pasona Singapore  
Singapore
- Pasona Human Resources (Shanghai)  
Shanghai Guangzhou Shenzhen Pudong
- Pasona India  
New Delhi Mumbai Chennai Bangalore Gurgaon
- REWARDZ PRIVATE LIMITED  
Singapore
- Pasona Korea  
Seoul
- PT Pasona HR Indonesia  
Jakarta GiliC
- Pasona HR Consulting Recruitment (Thailand)  
Bangkok

- Pasona HR Malaysia  
Kuala Lumpur
- PT.Dutagriya Sarana  
Jakarta Surabaya Bandung Medan Yogyakarta Padang Palembang Makasar
- Pasona Tech Vietnam  
Ho Chi Minh Hanoi
- Caplan Holdings (Thailand) Co.,Ltd  
Bangkok
- Caplan (Thailand) Co.,Ltd  
Bangkok
- Pasona Tech Systems (Beijing)  
Beijing

- Benefit One Shanghai  
Shanghai
- Benefit One Asia  
Singapore
- Benefit One (Thailand)  
Bangkok
- PT. Benefit One Indonesia  
Jakarta
- REWARDZ BENEFITS SDN.BHD  
Kuala Lumpur Wilayah Persekutuan
- FLABULESS FZ LLC  
Fujairah

北米(12拠点)

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

欧州(2拠点)

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



Name	Capital (Millions of yen unless otherwise stated)	Ratio of voting rights (%)	Main Business	Head Office	URL
<b>Temporary staffing/Contracting and Placement/Recruiting/Outplacement/Other</b>					
●Pasona Inc.	100	100.00	Temporary staffing/Contracting, Placement and Recruiting and Outplacement activities	Tokyo	www.pasona.co.jp
●Pasona Tech, Inc.	100	100.00	Temporary staffing/Contracting and Placement/Recruiting activities focusing on the IT field	Tokyo	www.pasonatech.co.jp
●CAPLAN Corporation	100	100.00*1	Temporary staffing/Contracting, training and consulting activities	Tokyo	www.caplan.jp
●Bewith, Inc.	100	100.00	Contact Center and business process outsourcing services	Tokyo	www.bewith.net
●Pasona Fortune Inc.	50	100.00*2	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 Logicom Inc.	10	100.00	Contracting services for the logistics and transportation industries	Kobe	www.pasona-logi.com
●Pasona Agri-Partners Inc.	50	100.00	Production, process and sales of agricultural products, agriculture-related education and training, consulting, support services and facility management	Tokyo	www.pasona-nouentai.co.jp
●Pasona 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-heartful.co.jp
●Pasona Furusato Incubation Inc.	100	100.00*3	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
●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*4	Factory tour management services, product sales management services in visitor facilities and BPO businesses	Tokyo	www.asahibeer-comm.jp
●ECOLOVE Inc.	50	100.00	Welfare facilities such as cafe and staff canteen outsourcing activities	Tokyo	ecolove-happy.com
●Pasona Tech Systems Inc.	40	100.00*5	Cloud and agile development	Tokyo	systems.pasonatech.co.jp
●Pasona Panasonic Business Service Co.,Ltd	20	66.50	Administration outsourcing	Osaka	www.pasona-pbs.co.jp
●Shin nihon kogyo Co.,Ltd.	52	60.00*6	Printing business and Web/Multimedia	Mie	www.shin-nihon.co.jp/
●Pasona Tohoku Sousei Inc.	10	100.00*7	Human resource development training tourism business, business development business and human resource matching business	Iwate	www.pasonagroup.co.jp/tohokousei/
●Tango Kingdom Inc.	250	98.80*8	Human resource development of local revitalization businesses, tourism-related businesses	Kyoto	tango-kingdom.com/
●Nijigenmori. Inc.	25	100.00*11	Operation of cultural, play and sports facilities	Hjogo	nijigenmori.com/
●Nihon Employment Creation Organization Inc.	120	83.95	Human resource bridge bank services and temporary staffing of senior human resources	Tokyo	www.nihon-kikou.co.jp
●Pasona Taquila Inc.	100	45.00	Salesforce introduction consulting and engineers cultivation	Tokyo	www.pasonataquila.com
●Pasona Knowledge Partner Inc.	30	80.39*10	Patent survey businesses and consulting businesses for overall intellectual property strat	Osaka	pasona-kp.co.jp/
●Smart Style Co.,Ltd	93	90.00*5	MySQL solution services, system design/development (introduction) and operaion/maintenance services	Tokyo	www.s-style.co.jp/
●Pasona N A, Inc.	650 thousand U.S. Dollars	100.00	Temporary staffing and Placement/Recruiting activities, outsourcing	New York	www.pasona.com
●PASONA CANADA, INC.	300 thousand Canadian Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Toronto	www.pasona.com
●PASONA ASIA CO., LIMITED	3,404 thousand Hong Kong Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Hong Kong	www.pasona.com.hk
●Pasona Taiwan Co., Ltd.	12,000 thousand New Taiwan Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Taipei	www.pasona.com.tw
●MGR Consulting Co., Ltd.	7,000 thousand New Taiwan Dollars	67.00*12	Placement/Recruiting activities	Taipei	www.mgr.com.tw
●Pasona Education Co. Limited	1,500 thousand Hong Kong Dollars	100.00	Language education	Hong Kong	www.pasona.edu.hk
●Pasona Singapore Pte. Ltd.	500 thousand Singapore Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Singapore	www.pasona.com.sg
●Pasona Human Resources (Shanghai) Co, Ltd.	700 thousand U.S. Dollars	70.00*13	Placement/Recruiting activities and consulting	Shanghai	www.pasona.com.cn
●Pasona India Private Limited	190,000 thousand Indian Rupee	100.00	Temporary staffing and Placement/Recruiting activities, outsourcing	New Delhi	www.pasona.in
●Pasona Korea Co., Ltd	430 million Korean Won	100.00	Placement/Recruiting activities and consulting	Seoul	www.pasona.co.kr
●PT Pasona HR Indonesia	42,355 million Indonesian Rupiah	100.00*14	Placement/Recruiting activities and consulting	Jakarta	www.pasona.co.id
●Pasona Tech Vietnam Co., Ltd.	900 thousand U.S. Dollars	100.00*5	Placement/Recruiting activities and BPO businesses	Ho Chi Minh	vn.pasonatech.co.jp
●Pasona HR Consulting Recruitment (Thailand) Co., Ltd.	23 million Thai Baht	49.00	Placement/Recruiting activities and consulting	Bangkok	pasona.co.th
●Pasona HR Malaysia Sdn.Bhd.	1 million Malaysian Ringgit	100.00	Placement/Recruiting activities	Kuala Lumpur	www.pasona.my
●PT.Dutagriya Sarana	11,000 million Indian Rupee	49.00	BPO services, human resources/personnel matters-related outsourcing, education and training	Jakarta	www.dutagriyasarana.co.id/
●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
<b>Outsourcing</b>					
●Benefit One Inc.	1,527	55.13	Welfare benefit program outsourcing services	Tokyo	www.benefit-one.co.jp
●Benefit One Solutions, Inc.	40	100.00*15	Clearing agency for communication lines, utilization control and consulting services for cost reduction	Tokyo	www.benefitone-solutions.co.jp
●Benefit one Healthcare Inc.	215	100.00*15	Outsourcing of specific medical checkups and specified insurance guidance businesses	Tokyo	www.bohc.co.jp
●Benefit One Payroll Inc.	50	100.00*9	Payroll outsourcing	Tokyo	www.benefitone-payroll.co.jp/
●Benefit One Asia Pte. Ltd.	5.5 million Singapore Dollars	100.00*15	Asia region penetration and controle businesses	Singapore	benefit-one.com.sg/
●Benefit One Shanghai Inc.	20.96 million Yuan	100.00*15	'Incentive Point' Program services and planning agency of incentive travel to Japan	Shanghai	www.benefit-one.com.cn
●Benefit One USA, Inc.	2.25 million U.S. Dollars	100.00*15	'Incentive Point' Program services and planning agency of incentive travel to Japan	California	www.benefitoneusa.com/
●Benefit One (Thailand) Co., Ltd.	4 million Thai Baht	49.00*16	'Incentive Point' Program services	Bangkok	www.benefit-one.co.th/jp/home.php
●PT. BENEFIT ONE INDONESIA	16,000 million Indonesia Rupiah	93.75*16	'Incentive Point' Program services	Jakarta	benefit-one.co.id/index.php
●Benefit One Deutschland GmbH	25,000 Euro	100.00*15	'Incentive Point' Program services	München	www.benefit-one.de/en/
●REWARDZ PRIVATE LIMITED	1.51 million Singapore Dollars	70.00*15	Fringe benefit business, Incentive Point business and Healthcare Point business	Singapore	rewardz.sg/rewardz/
○National Examination Center Inc.	75	20.00	Contracting business for the management of a variety of examinations	Tokyo	www.nexa.co.jp

\*1.Ratio of voting rights held by Pasona Group Inc. (98%). Pasona Education Co. Limited and Pasona Singapore Pte. Ltd. (1%) \*2.Ratio of voting rights held by Pasona Inc. \*3.Ratio of voting rights held by Pasona Group Inc. (90%) and Benefit One Inc. (10%) \*4.Ratio of voting rights held by CAPLAN Corporation  
 \*5.Ratio of voting rights held by Pasona Tech, Inc. \*6.Ratio of voting rights held by Pasona Panasonic Business Service Co.,Ltd \*7.Ratio of voting rights held by Pasona Group Inc. (95%) and CAPLAN Corporation (5%)  
 \*8.Ratio of voting rights held by Pasona Group Inc. (96.8%), Pasona Agri-Partners Inc. (1%) and Pasona Furusato Incubation Inc. (1%) \*9. Ratio of voting rights held by Pasona Group Inc. (60%) and Benefit One Inc. (40%) \*10. Ratio of voting rights held by Pasona Group Inc. (70.59%) and Nihon Employment Creation Organization Inc. (9.8%)  
 \*11.Ratio of voting rights held by Pasona Group Inc. (99%) and Pasona Furusato Incubation Inc. (1%) \*12.Ratio of voting rights held by Pasona Taiwan Co., Ltd. \*13.Ratio of voting rights held by PASONA ASIA CO., LIMITED \*14.Ratio of voting rights held by Pasona Group Inc. (99%) and PASONA ASIA CO., LIMITED (1%)  
 \*15.Ratio of voting rights held by Benefit One Inc. \*16.Ratio of voting rights held by Benefit One Asia Pte. Ltd. ○Equity-method affiliate

**Headquarters**

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

**Pasona Group Network (Jpan)**

Temporary staffing/Contracting and Placement/Recruiting 250 Branches  
 Outplacement 95 Branches  
 Outsourcing 25 Branches

**Global (55 Locations)**

**Asia (41 Locations)**

- Pasona Asia  
Hong Kong
- Pasona Education  
Hong Kong
- Pasona Taiwan  
Taipei Xinzhu Gaoxiong
- MGR Consulting  
Taipei
- Pasona Singapore  
Singapore
- Pasona Human Resources (Shanghai)  
Shanghai Guangzhou Shenzhen Pudong
- Pasona India  
New Delhi Mumbai Chennai Bangalore Gurgaon
- REWARDZ PRIVATE LIMITED  
Singapore
- Pasona Korea  
Seoul
- PT Pasona HR Indonesia  
Jakarta GIIC
- Pasona HR Consulting Recruitment (Thailand)  
Bangkok
- Pasona HR Malaysia  
Kuala Lumpur
- PT.Dutagriya Sarana  
Jakarta Surabaya Bandung Medan Yogyakarta Padang Palembang Makassar
- Pasona Tech Vietnam  
Ho Chi Minh Hanoi
- Caplan Holdings (Thailand) Co.,Ltd  
Bangkok
- Caplan (Thailand) Co.,Ltd  
Bangkok
- Pasona Tech Systems (Beijing)  
Beijing

**North America (12 Locations)**

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

**Europe (2 Locations)**

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

■ 会社概要 (2017年5月31日現在)

社名	株式会社パナグループ
本社所在地	〒100-6514 東京都千代田区丸の内1-5-1 新丸の内ビルディング TEL 03-6734-0200(代)
設立	2007年12月3日(創立 1976年2月)
資本金	50億円
代表者	南部 靖之
事業内容	グループ戦略の策定と業務遂行支援 経営管理と経営資源の最適配分の実施 雇用創造に係わる新規事業開発等
従業員数	8,682名(連結) ※契約社員含む
グループ会社	連結 60社 持分 5社
ホームページ	www.pasonagroup.co.jp

■ Pasona Group (As of May 31, 2017)

<b>Corporate Name</b>	Pasona Group Inc.
<b>Headquarters</b>	Shin-Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone 03-6734-0200
<b>Establishment</b>	December 3, 2007 (Founded February 1976)
<b>Paid-in Capital</b>	5 billion yen
<b>Representative</b>	Yasuyuki Nambu
<b>Business Activities</b>	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.
<b>Number of Employees</b>	Consolidated 8,682 (Include Contract Workers)
<b>Group Companies</b>	Consolidated 60, Affiliates 5
<b>URL</b>	www.pasonagroup.co.jp

■ 上場グループ会社概要 (2017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	〒163-1035 東京都新宿区西新宿3-7-1 新宿パークタワー
設立	1996年3月15日
資本金	15億27百万円
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	1,005名(連結) ※契約社員含む
売上高	29,478百万円(連結・2017年3月期)
ホームページ	www.benefit-one.co.jp

■ Listed Group Company (As of March 31, 2017)

<b>Corporate Data</b>	Benefit One Inc.(Second Section, Tokyo Stock Exchange 2412)
<b>Headquarters</b>	The Shinjuku Park Tower 3-7-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-1035
<b>Establishment</b>	March 15, 1996
<b>Paid-in Capital</b>	1,527 million yen
<b>Representative</b>	Norio Shiraishi
<b>Business Activities</b>	Welfare benefit agency services
<b>Number of Employees</b>	Consolidated 1,005 (Include Contract Workers)
<b>Sales</b>	29,478 million yen (FY ended March 31, 2017)
<b>URL</b>	www.benefit-one.co.jp

		2008/5	2009/5	2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
期末株価(円) *1	Stock Price at Year-End (Yen)*1	82,800	52,400	58,800	72,400	55,100	60,000	493	842	748	920
期中最高値(円)	Average Stock Price (High)(Yen)	232,000	81,600	63,900	75,000	79,900	82,500	948	843	1,437	1,011
期中最低値(円)	Average Stock Price (Low)(Yen)	56,100	39,700	57,400	51,000	53,000	43,300	460	494	542	611
発行済み株式総数	Number of Shares Outstanding	434,403	416,903	416,903	416,903	416,903	416,903	41,690,300	41,690,300	41,690,300	41,690,300
時価総額(百万円)*2	Market Capitalization (Millions of Yen)*2	35,968	21,845	24,513	30,183	22,971	25,014	20,553	35,103	31,184	38,355

\*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.

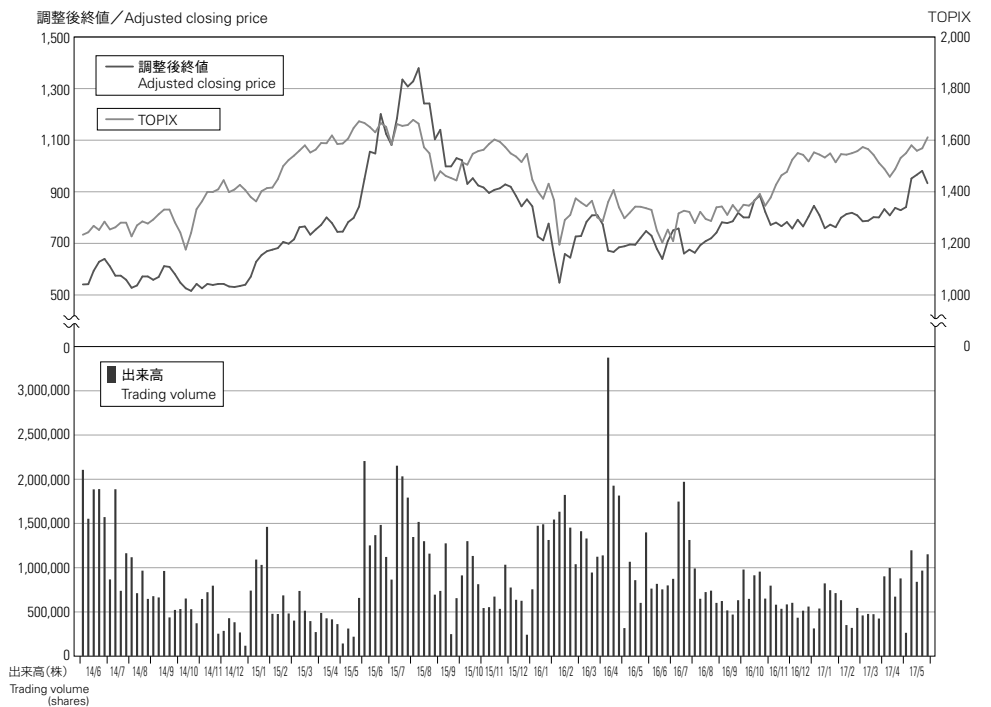
2013年12月1日

普通株式1株につき100株の割合で分割したため、発行済株式総数が41,273,397株増加しております。

December 1, 2013

The number of shares issued and outstanding increased by 41,273,397 shares due to a one-to-hundred stock split.

■ 株価の推移 Stock Price



株式情報 (2017年5月31日現在)

決算期	毎年5月31日	
株式売買の単位	100株	
上場証券取引所	東京証券取引所 市場第一部 (証券コード:2168)	
株主数	7,082名	
大株主		
南部靖之	14,763,200株	(35.41%)
株式会社南部エンタープライズ	3,737,800株	(8.97%)
ビーエヌワイエム トリーテイ デイテイ 10	1,851,600株	(4.44%)
クレディ スイス アーゲー ホンコン トラスト アカウント クライアント	1,227,000株	(2.94%)
State Street Bank and Trust Company 505004	930,900株	(2.23%)
パナグループ従業員持株会	707,100株	(1.70%)
株式会社グラティツード	596,600株	(1.43%)
日本マスタートラスト信託銀行株式会社(信託口)	576,300株	(1.38%)
日本トラスティ・サービス信託銀行株式会社(信託口)	530,200株	(1.27%)
資産管理サービス信託銀行株式会社(信託E口)	485,000株	(1.16%)

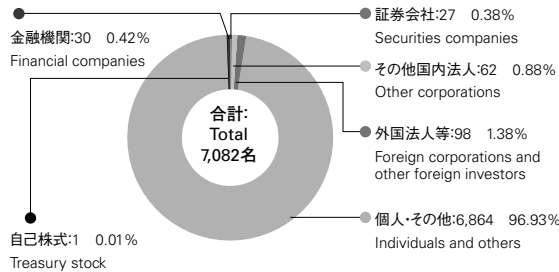
※上記のほか、自己株式4,398,708株(発行済株式数に対する所有割合10.55%)がありますが、会社法第308条第2項の規定により議決権を有しておりません。

Stock Information (As of May 31, 2017)

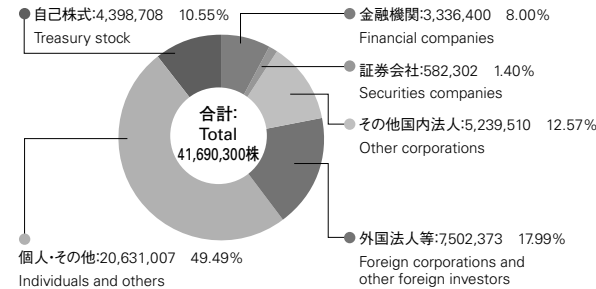
Fiscal Year Ended	May 31	
Stock Transaction Unit	100 shares	
Stock Listings	Tokyo Stock Exchange, First Section (Securities code: 2168)	
Number of Shareholders	7,082	
Principal Stockholders		
Yasuyuki Nambu	14,763,200 shares	(35.41%)
Nambu Enterprise Inc.	3,737,800 shares	(8.97%)
BNYMTREATY DTT 10	1,851,600 shares	(4.44%)
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	1,227,000 shares	(2.94%)
State Street Bank and Trust Company 505004	930,900 shares	(2.23%)
Pasona Group Employees Shareholding Association	707,100 shares	(1.70%)
Gratitude Inc.	596,600 shares	(1.43%)
The MasterTrust Bank of Japan, Ltd. (Trust Account)	576,300 shares	(1.38%)
Japan Trustee Services Bank, Ltd. (Trust Account)	530,200 shares	(1.27%)
Trust & Custody Services Bank, Ltd. (Trust Account E)	485,000 shares	(1.16%)

In addition to the aforementioned, the Company holds 4,398,708 shares of treasury stock, representing 10.55% 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

		2014/5	2015/5	2016/5	2017/5
北海道	Hokkaido	129 (1.34%)	82 (1.08%)	113 (1.37%)	83 (1.17%)
東北	Tohoku	211 (2.19%)	161 (2.13%)	180 (2.19%)	153 (2.16%)
関東	Kanto	4,556 (47.49%)	3,662 (48.65%)	3,995 (48.66%)	3,490 (49.27%)
中部	Chubu	1,284 (13.38%)	927 (12.31%)	1,052 (12.81%)	911 (12.86%)
近畿	Kinki	2,255 (23.50%)	1,808 (24.02%)	1,916 (23.34%)	1,632 (23.04%)
中国	Chugoku	398 (4.14%)	301 (3.99%)	329 (4.00%)	269 (3.79%)
四国	Shikoku	241 (2.51%)	172 (2.28%)	185 (2.25%)	157 (2.21%)
九州	Kyusyu	407 (4.24%)	322 (4.27%)	354 (4.31%)	294 (4.15%)
外国	Overseas	111 (1.15%)	91 (1.20%)	84 (1.02%)	92 (1.29%)
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

		2010/5	2011/5	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5
金融機関	Financial companies	26,501 (6.35%)	24,130 (5.79%)	24,263 (5.82%)	37,749 (9.05%)	2,548,900 (6.12%)	2,300,700 (5.52%)	3,364,600 (8.07%)	3,336,400 (8.00%)
証券会社	Securities companies	1,246 (0.29%)	907 (0.22%)	981 (0.24%)	3,285 (0.78%)	300,735 (0.72%)	262,685 (0.63%)	249,564 (0.60%)	582,302 (1.40%)
その他国内法人	Other corporations	63,650 (15.26%)	61,891 (14.84%)	64,001 (15.35%)	64,606 (15.49%)	6,380,000 (15.30%)	5,362,300 (12.86%)	4,857,100 (11.65%)	5,239,510 (12.57%)
外国法人等	Foreign corporations and other foreign investors	67,184 (16.11%)	76,631 (18.38%)	76,734 (18.41%)	54,234 (13.00%)	5,791,847 (13.89%)	7,856,422 (18.84%)	7,163,376 (17.18%)	7,502,373 (17.99%)
個人・その他	Individuals and others	215,921 (51.79%)	210,943 (50.60%)	208,523 (50.01%)	214,628 (51.48%)	22,428,718 (53.80%)	21,015,093 (50.41%)	21,647,522 (51.93%)	20,631,007 (49.49%)
自己株式	Treasury stock	42,401 (10.17%)	42,401 (10.17%)	42,401 (10.17%)	42,401 (10.17%)	4,240,100 (10.17%)	4,893,100 (11.74%)	4,408,138 (10.57%)	4,398,708 (10.55%)
合計	Total	416,903 (100%)	416,903 (100%)	416,903 (100%)	416,903 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)
株主数	Number of Shareholders	9,437	8,528	8,167	8,577	9,593	7,527	8,209	7,082

(注1) 2002年7月22日付で株式1株につき5株、2004年7月20日付で株式1株につき3株、2013年12月1日付で株式1株につき100株の株式分割をそれぞれ実施 Note1: The Company conducted five-for-one, three-for-one and a hundred-for-one stock splits on July 22, 2002, July 20, 2004, and December 1, 2013, respectively.  
 (注2) 2008年8月29日付で自己株式17,500株を消却 Note 2: The Company retired 17,500 shares of treasury stock on August 29, 2008.

## 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 100株  
Share Trading Unit 100 shares

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) +81-42-679-6607

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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

2017 May

Jun.

Jul. 7月14日 決算発表  
July 14 Earnings announcement for the fiscal year ended May 31, 2017

Aug. 8月18日 第10期 定時株主総会  
August 18 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, 2018 (planned)

Nov.

Dec.

2018 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, 2018 (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, 2018 (planned)



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www.pasonagroup.co.jp

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

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www.pasonagroup.co.jp/english/ir

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Disclaimer: This data has been compiled for the express purpose of disclosing our financial performance and condition for the FY ended May 31, 2017, 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, 2017. 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.