



P A S O N A

インベスターズガイド

2011

INVESTOR'S GUIDE

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ビジネスモデル Business Model

人材派遣

「労働者派遣法」に基づき、厚生労働大臣の許可を受け、派遣スタッフを募集・登録し、企業へ派遣する「一般労働者派遣」を行っています。派遣スタッフは当社と期間を定めて雇用契約を結び、派遣先企業の指揮命令のもと、業務に従事します。派遣先企業から労働時間単位または月単位で派遣料金を徴収して売上計上し、派遣スタッフに支払う給与や社会保険、有給休暇などの法定福利厚生費などを売上原価に計上しています。

主なグループ会社/パソナ パソナテック パソナソーシング

人材紹介

「職業安定法」に基づき、転職希望者を募集、登録すると同時に、企業の求人情報を収集し相互のニーズをマッチングさせる有料職業紹介事業を行っています。転職希望者に対してはキャリアコンサルティングや適職診断を実施し、最適な求人案件を無料で紹介。求人企業には、人材を紹介し採用時に紹介料を徴収、売上計上しています。

主なグループ会社/パソナ パソナフォーチュン 海外グループ各社

再就職支援

早期退職制度、セカンドキャリア支援制度による退職者や退職予定者に対し、再就職が決定するまでの間、求人企業の開拓やキャリアカウンセリング、教育、研修などのサポート業務を実施しています。顧客企業からコンサルティング報酬として対価を受け、求人企業に対しては、無料で人材を紹介しています。

主なグループ会社/パソナ

アウトソーシング

企業の福利厚生(保養所、スポーツクラブ、人間ドックなど)業務、試験運営業務等のアウトソーシング事業を行っています。福利厚生者のアウトソーシング事業では、会員企業から入会金および会員数に応じた月会費を収受し、個人会員がサービスを利用する際には一定の補助金を支給しています。サービス提供者である各施設への送客手数料、サービスメニューを記載したガイドブックへの掲載手数料も徴収、会費と合わせて売上計上しています。

主なグループ会社/ベネフィットワン 全国試験運営センター

その他

保育事業、介護関連事業、語学研修事業の他、グループ内シェアードサービス事業等を行っています。

主なグループ会社/パソナフォスター パソナエデュケーション パソナドットタンク パソナCIO

Temporary Staffing

Operating within the scope of the Worker Dispatch Law, licensed by the Ministry of Health, Labour and Welfare, Pasona engages in temporary staffing activities. Business includes the recruiting, registration and dispatch of temporary staff to client companies. Temporary staffing payments are collected from client firms calculated on either an hourly or a monthly basis and recorded by the Company as sales. Salaries paid by Pasona to temporary staff including social insurance, paid leave and welfare expenses are reported as cost of sales.

Principal Group companies Pasona Inc., Pasona Tech, Inc., Pasona Sourcing Inc.

Placement / Recruiting

Regulated by the Employment Security Law, Pasona is engaged in the recruitment and registration of personnel seeking a career change. In addition, the Company collects information relating to the personnel needs of companies and provides a fee-based service that endeavors to match employer and employee demands. Pasona also formulates optimal career counseling free of charge for those seeking new employment. In the event a client firm employs personnel through Pasona's placement and recruiting services, a placement fee is charged and recorded as sales.

Principal Group companies Pasona Inc., Pasona Fortune Inc., overseas group companies

Outplacement

Pasona provides support to retirees, as well as those considering retirement of both the early retirement and second career support systems, across a wide variety of areas. In its outplacement business, the Company cultivates client firms and provides career counseling, education and training to assist job seekers. Pasona receives a consulting fee from the client firm for its service. The introduction of personnel to client firms is free of charge.

Principal Group company Pasona Inc.

Outsourcing

Through its outsourcing business, Pasona provides a variety of welfare benefit programs. At the same time, the Company undertakes examination management on an agency basis. In the outsourcing of welfare benefit programs, Pasona receives an enrollment fee from client firms and a monthly fee. A fixed subsidy is also paid for services used by individual members. In addition, the Company collects a commission in connection with the publication of a guidebook outlining fees paid to service providers and facility service menus. These publication commissions are recorded as sales.

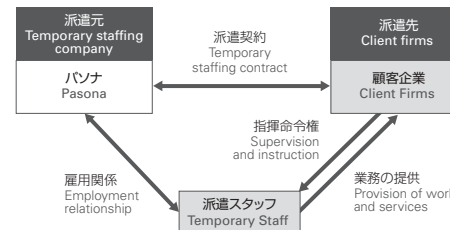
Principal Group companies Benefit One Inc., National Examination Center Inc.

Other

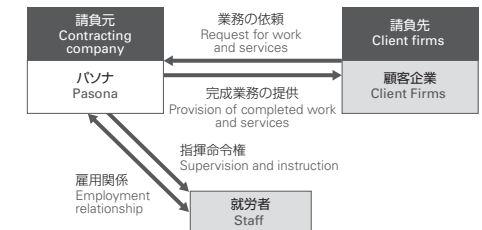
In addition to the aforementioned businesses, Pasona is engaged in childcare, nursing care, language education and training and other activities including Group shared services.

Principal Group companies Pasona Foster Inc., Pasona Education Co., Limited, Pasona Dotank Inc., Pasona CIO Inc.

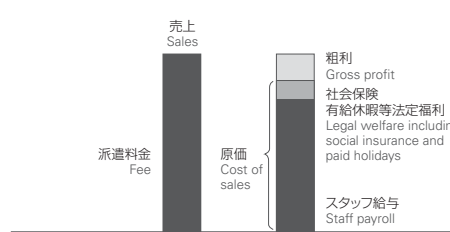
【人材派遣のしくみ】
Temporary Staffing Business Structure



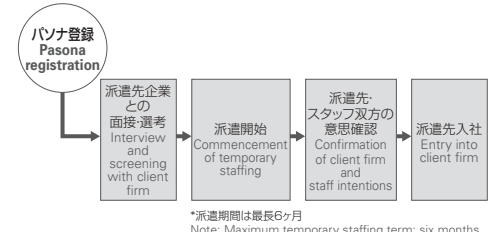
【インソーシング(請負)のしくみ】
Insourcing (Contracting) Business Structure



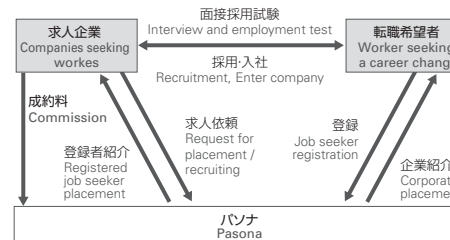
【人材派遣の収益モデル】
Temporary Staffing Earnings Model



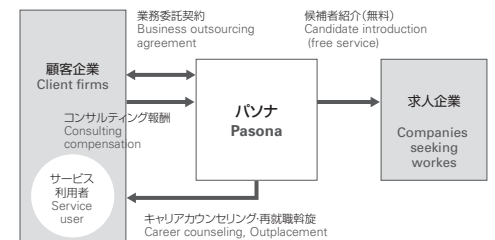
【紹介予定派遣のしくみ】
Temp to Perm Business Structure



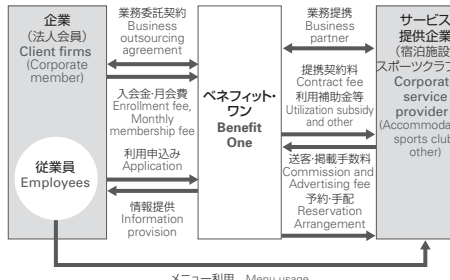
【人材紹介のしくみ】
Placement / Recruiting Business Structure



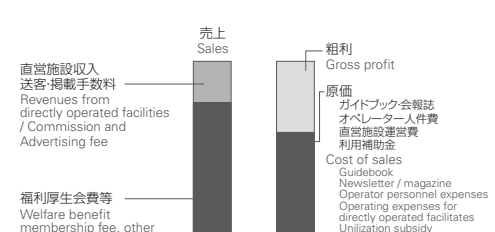
【再就職支援のしくみ】
Outplacement Business Structure



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



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



労働力人口推移 Population by Labour Force Status

人数(千人) 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		
1990	10,089	6,384	6,249	4,835	134	3,657	63.3	4,911	3,791	3,713	3,001	77	1,095	77.2	5,178	2,593	2,536	1,834	57	2,562	50.1
1991	10,199	6,505	6,369	5,002	136	3,649	63.8	4,965	3,854	3,776	3,084	78	1,088	77.6	5,233	2,651	2,592	1,918	59	2,561	50.7
1992	10,283	6,578	6,436	5,119	142	3,679	64.0	5,002	3,899	3,817	3,145	82	1,090	77.9	5,281	2,679	2,619	1,974	60	2,590	50.7
1993	10,370	6,615	6,450	5,202	166	3,740	63.8	5,044	3,935	3,840	3,193	95	1,101	78.0	5,326	2,681	2,610	2,009	71	2,639	50.3
1994	10,444	6,645	6,453	5,236	192	3,791	63.6	5,078	3,951	3,839	3,202	112	1,122	77.8	5,366	2,694	2,614	2,034	80	2,669	50.2
1995	10,510	6,666	6,457	5,263	210	3,836	63.4	5,108	3,966	3,843	3,215	123	1,139	77.6	5,402	2,701	2,614	2,048	87	2,698	50.0
1996	10,571	6,711	6,486	5,322	225	3,852	63.5	5,136	3,992	3,858	3,238	134	1,140	77.7	5,435	2,719	2,627	2,084	91	2,712	50.0
1997	10,661	6,787	6,557	5,391	230	3,863	63.7	5,180	4,027	3,892	3,264	135	1,147	77.7	5,481	2,760	2,665	2,127	95	2,716	50.4
1998	10,728	6,793	6,514	5,368	279	3,924	63.3	5,209	4,026	3,858	3,243	168	1,177	77.3	5,519	2,767	2,656	2,124	111	2,747	50.1
1999	10,783	6,779	6,462	5,331	317	3,989	62.9	5,232	4,024	3,831	3,215	194	1,199	76.9	5,552	2,755	2,632	2,116	123	2,790	49.6
2000	10,836	6,766	6,446	5,356	320	4,057	62.4	5,253	4,014	3,817	3,216	196	1,233	76.4	5,583	2,753	2,629	2,140	123	2,824	49.3
2001	10,886	6,752	6,412	5,369	340	4,125	62.0	5,273	3,992	3,783	3,201	209	1,277	75.7	5,613	2,760	2,629	2,168	131	2,848	49.2
2002	10,927	6,689	6,330	5,331	359	4,229	61.2	5,294	3,956	3,736	3,170	219	1,333	74.7	5,632	2,733	2,594	2,161	140	2,895	48.5
2003	10,962	6,666	6,316	5,335	350	4,285	60.8	5,308	3,934	3,719	3,158	215	1,369	74.1	5,654	2,732	2,597	2,177	135	2,916	48.3
2004	10,990	6,642	6,329	5,355	313	4,336	60.4	5,318	3,905	3,713	3,152	192	1,406	73.4	5,672	2,737	2,616	2,203	121	2,930	48.3
2005	11,007	6,650	6,356	5,393	294	4,346	60.4	5,323	3,901	3,723	3,164	178	1,416	73.3	5,684	2,750	2,633	2,229	116	2,929	48.4
2006	11,020	6,657	6,382	5,472	275	4,355	60.4	5,327	3,898	3,730	3,194	168	1,425	73.2	5,693	2,759	2,652	2,277	107	2,930	48.5
2007	11,043	6,669	6,412	5,523	257	4,367	60.4	5,342	3,906	3,753	3,226	154	1,432	73.1	5,701	2,763	2,659	2,297	103	2,935	48.5
2008	11,050	6,650	6,385	5,524	265	4,395	60.2	5,344	3,888	3,729	3,212	159	1,453	72.8	5,706	2,762	2,656	2,312	106	2,942	48.4
2009	11,050	6,617	6,282	5,460	336	4,430	59.9	5,342	3,847	3,644	3,149	203	1,493	72.0	5,709	2,771	2,638	2,311	133	2,936	48.5
2010	11,027	6,581	6,248	5,478	334	4,446	59.7	5,320	3,814	3,607	3,128	207	1,504	71.7	5,708	2,767	2,641	2,351	127	2,940	48.5

労働力人口 15歳以上人口のうち、就業者と完全失業者を合わせたもの
 従業者 従業者と休業者を合わせたもの
 従業者 調査期間中に賃金、給料、諸手当、内職収入などの収入を伴う仕事を1時間以上した者。家族従業者の割合は無給であっても仕事をしたとする。
 休業者 仕事をしながら、調査週間中少しも仕事をしなかった者のうち、
 1) 雇業者で給料、賃金の支払いを受けている者または受けることになっている者
 2) 自営業主で、自分の経営する事業を持ったままで、その仕事を休み始めてから30日にならない者
 なお、家族従業者で調査期間中に少しも仕事をしなかった者は休業に含めず、完全失業者又は非労働力人口のいずれかとしている。

雇業者 会社、団体、官公庁または自営業主や家庭に雇われて、給料、賃金を得ている者及び会社、団体の役員
 完全失業者 次の3つの条件を満たす者
 1) 仕事がなく調査期間中に少しも仕事をしなかった(就業者ではない) 2) 仕事があればすぐに就くことができる 3) 調査期間中に仕事を探す活動や事業を始める準備をしていた(過去の求職活動の結果を待っている場合も含む)
 非労働力人口 15歳以上人口で就業者、完全失業者のいずれにもあてはまらない者
 労働力人口比率 15歳以上人口に占める労働力人口の割合=(労働力人口÷15歳以上人口)×100

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

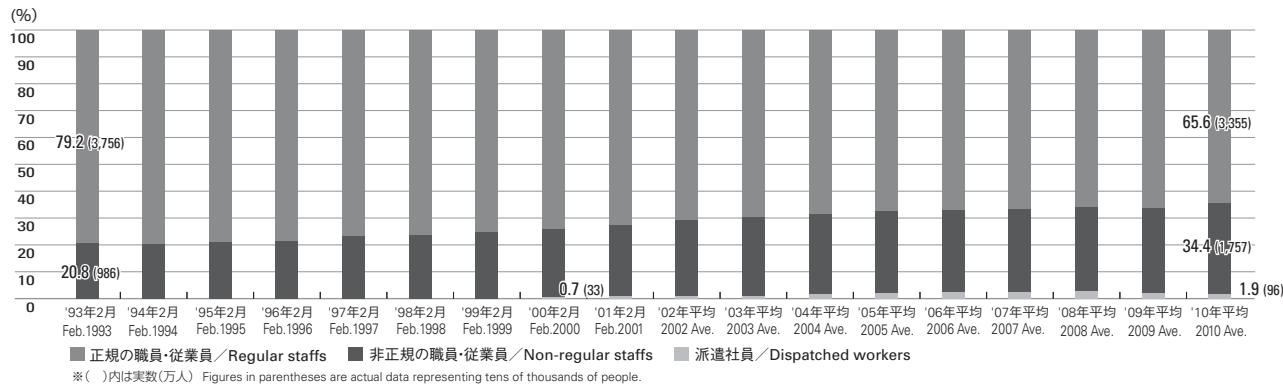
出典:総務省「労働力調査」
 Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications

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

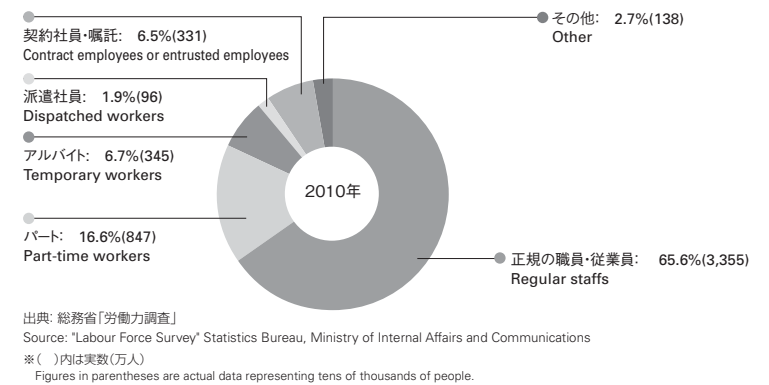
人数(万人) Number of persons (10 thousand persons)	全産業 All industries	雇用者 Employees	役員を除く雇用者総数 Employees other than executive of company or corporation		非正規の職員・従業員 Non-regular staffs										「役員を除く雇用者」に占める割合(%) Proportion of regular staff and non-regular staff in employees other than executive of company or corporation						
			正規の職員・従業員 Regular staffs	非正規の職員・従業員 Non-regular staffs	パート・アルバイト Part-time workers and temporary workers			派遣社員・契約社員 Dispatched workers and contract employees				その他 Other	正規の職員・従業員 Regular staffs	非正規の職員・従業員 Non-regular staffs	パート・アルバイト Part-time workers and temporary workers			派遣社員・契約社員 Dispatched workers and contract employees			
					パート Part-time workers	アルバイト Temporary workers	パート・アルバイト Part-time workers and temporary workers	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	パート・アルバイト Part-time workers and temporary workers	派遣社員 Dispatched workers	契約社員・嘱託 Contract employees or entrusted employees			
男 Males	1995年2月 Feb. 1995	3,176	2,876	2,620	256	150	28	122	106	91.1	8.9	5.2	1.0	4.2	3.7	
	2000年2月 Feb. 2000	3,180	2,892	2,553	338	232	56	176	106	9	98	...	88.3	11.7	8.0	1.9	6.1	3.7	0.3	3.4	
	2001年2月 Feb. 2001	3,192	2,923	2,557	366	261	63	198	105	11	94	...	87.5	12.5	8.9	2.2	6.8	3.6	0.4	3.2	
	2002年平均 2002 Average	3,165	2,867	2,437	431	229	63	166	202	10	122	70	85.0	15.0	8.0	2.2	5.8	7.0	0.3	4.3	
	2003年平均 2003 Average	3,152	2,853	2,410	444	235	63	171	209	13	125	71	84.4	15.6	8.2	2.2	6.0	7.3	0.5	4.4	
	2004年平均 2004 Average	3,152	2,851	2,385	466	236	70	166	230	28	136	66	83.7	16.3	8.3	2.5	5.8	8.1	1.0	4.8	
	2005年平均 2005 Average	3,164	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	3,191	2,894	2,375	517	247	79	168	270	49	150	71	82.1	17.9	8.5	2.7	5.8	9.3	1.7	5.2	
	2007年平均 2007 Average	3,232	2,941	2,402	538	255	83	172	283	53	161	69	81.7	18.3	8.7	2.8	5.8	9.6	1.8	5.5	
	2008年平均 2008 Average	3,208	2,917	2,358	559	248	82	166	311	55	179	77	80.8	19.2	8.5	2.8	5.7	10.7	1.9	6.1	
	2009年平均 2009 Average	3,146	2,860	2,334	527	250	84	166	277	37	173	67	81.6	18.4	8.7	2.9	5.8	9.7	1.3	6.0	
	2010年平均 2010 Average	3,128	2,848	2,309	539	259	87	172	280	35	180	65	81.1	18.9	9.1	3.1	6.0	9.8	1.2	6.3	
	女 Females	1995年2月 Feb. 1995	1,994	1,904	1,159	745	675	535	140	70	60.9	39.1	35.5	28.1	7.4	3.7
		2000年2月 Feb. 2000	2,087	2,011	1,077	934	846	663	183	88	25	64	...	53.6	46.4	42.1	33.0	9.1	4.4	1.2	3.2
2001年2月 Feb. 2001		2,150	2,076	1,083	994	891	706	185	103	34	69	...	52.1	47.9	42.9	34.0	8.9	5.0	1.6	3.3	
2002年平均 2002 Average		2,172	2,073	1,052	1,021	825	655	170	196	33	108	55	50.7	49.3	39.8	31.6	8.2	9.5	1.6	5.2	
2003年平均 2003 Average		2,191	2,095	1,034	1,061	855	685	170	206	37	111	58	49.4	50.6	40.8	32.7	8.1	9.8	1.8	5.3	
2004年平均 2004 Average		2,220	2,124	1,025	1,098	860	693	166	238	57	119	62	48.3	51.7	40.5	32.6	7.8	11.2	2.7	5.6	
2005年平均 2005 Average		2,243	2,143	1,018	1,125	872	703	169	253	63	130	60	47.5	52.5	40.7	32.8	7.9	11.8	2.9	6.1	
2006年平均 2006 Average		2,290	2,194	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		2,328	2,234	1,039	1,194	909	739	170	285	80	137	68	46.5	53.5	40.7	33.1	7.6	12.8	3.6	6.1	
2008年平均 2008 Average		2,331	2,242	1,040	1,202	904	739	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		2,332	2,242	1,046	1,196	903	730	173	293	72	148	73	46.7	53.3	40.3	32.6	7.7	13.1	3.2	6.6	
2010年平均 2010 Average		2,351	2,263	1,046	1,218	933	760	173	285	61	151	73	46.2	53.8	41.2	33.6	7.6	12.6	2.7	6.7	

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。
 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.

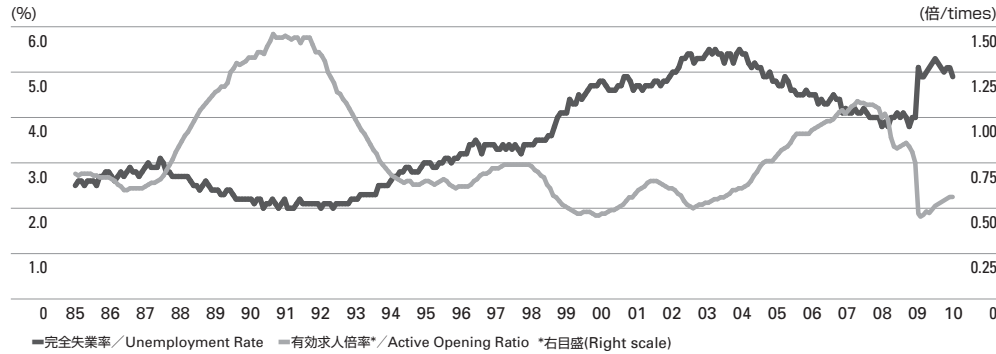
「役員を除く雇用者」に占める正規/非正規の割合～男女計
 Proportion of regular staff and non-regular staff in employees other than executive of company or corporation ~Males/Females Total



「役員を除く雇用者」に占める雇用形態別割合(2010年)～男女計
 Proportion of types in employees other than executive of company or corporation (2010) ~Males/Females Total



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



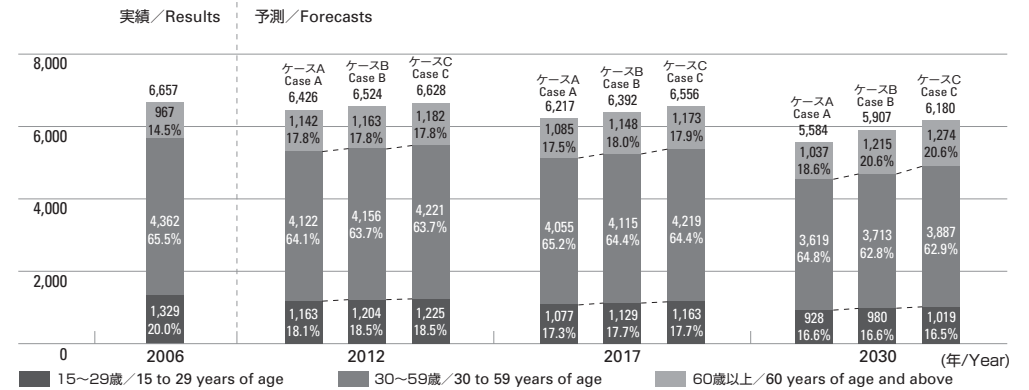
	1987	1988	1989	1990	1991	1992
完全失業率 (%) Unemployment Rate(%)	2.8	2.5	2.3	2.1	2.1	2.2
有効求人倍率 (倍) Active Opening Ratio(Times)	0.70	1.01	1.25	1.40	1.40	1.08
	1993	1994	1995	1996	1997	1998
完全失業率 (%) Unemployment Rate(%)	2.5	2.9	3.2	3.4	3.4	4.1
有効求人倍率 (倍) Active Opening Ratio(Times)	0.76	0.64	0.63	0.70	0.72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

出典:総務省「労働力調査」、厚生労働省「一般職業紹介状況」

Source: "Labour Force Survey" Statistics Bureau, the Ministry of Internal Affairs and Communications, Report on Employment Service, Ministry of Health, Labour and Welfare

労働力人口の概要 Labour Force Population

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



	2006		2012		2017		2030			
	2006	2012	2006年との差 Increase / decrease compared with 2006	ケースAと比較した増加分 Figures in parentheses are the amounts of increase compared with case A.	2017	2006年との差 Increase / decrease compared with 2006	ケースAと比較した増加分 Figures in parentheses are the amounts of increase compared with case A.	2030	2006年との差 Increase / decrease compared with 2006	ケースAと比較した増加分 Figures in parentheses are the amounts of increase compared with case A.
労働力市場への参加が進まないケース(ケースA) Case where participation in labor market does not progress (Case A)	2006	2012			2017			2030		
男女計(15歳以上) Total of male and female (15 years of age and above)	6,657	6,426	-231	—	6,217	-440	—	5,584	-1,073	—
15~29歳 15 to 29 years of age	1,329	1,163	-166	—	1,077	-252	—	928	-401	—
30~59歳 30 to 59 years of age	4,362	4,122	-240	—	4,055	-307	—	3,619	-743	—
60歳以上 60 years of age and above	967	1,142	175	—	1,085	118	—	1,037	70	—
労働力市場への参加が進むケース(ケースB) Case where participation in labor market is at a certain level (Case B)	2006	2012			2017			2030		
男女計(15歳以上) Total of male and female (15 years of age and above)	6,657	6,524	-133	(98)	6,392	-265	(175)	5,907	-750	(324)
15~29歳 15 to 29 years of age	1,329	1,204	-125	(42)	1,129	-200	(53)	980	-349	(52)
30~59歳 30 to 59 years of age	4,362	4,156	-206	(35)	4,115	-247	(60)	3,713	-649	(94)
60歳以上 60 years of age and above	967	1,163	196	(22)	1,148	181	(62)	1,215	248	(178)
労働力市場への参加が進むケース(ケースC) Case where participation in labor market progresses (Case C)	2006	2012			2017			2030		
男女計(15歳以上) Total of male and female (15 years of age and above)	6,657	6,628	-29	(202)	6,556	-101	(338)	6,180	-477	(596)
15~29歳 15 to 29 years of age	1,329	1,225	-104	(62)	1,163	-166	(86)	1,019	-310	(92)
30~59歳 30 to 59 years of age	4,362	4,221	-141	(99)	4,219	-143	(164)	3,887	-475	(268)
60歳以上 60 years of age and above	967	1,182	215	(40)	1,173	206	(88)	1,274	307	(237)

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

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

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

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

(単位:億ドル/100 millions of dollars)

	2001	2002	2003	2004	2005	2006	2007	2008	2009
人材派遣 Temporary staffing	563	554	567	640	695	723	735	707	535
人材紹介 Placement and recruiting	125	91	82	101	124	155	175	155	79
合計 Total	688	645	649	741	819	878	910	862	614

出典: American Staffing Association, 「American Staffing 2010」

(単位:万人/10 thousand persons)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
労働力人口*1 Labor force population	14,373	14,486	14,651	14,740	14,932	15,142	15,312	15,428	15,414	15,388
派遣労働者数*2 Number of temporary staff	1,010	1,020	1,130	1,230	1,210	1,240	1,140	1,120	860	—

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

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

出典: US Department of Labor, Bureau of Labor Statistics

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



* 人材紹介は09年度までの集計結果を記載

Placement and recruiting data are compiled results up to fiscal 2009

人材派遣市場データ Staffing Industry Data

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
売上高:一般(億円) Net sales: General (100 millions of yen)	6,105	5,433	5,449	6,269	7,751	9,368	10,704	10,821	12,847	15,606	18,101	19,136	23,280	33,263	44,082	50,220	60,151	47,328
前期比 YOY		-11.0%	0.3%	15.0%	23.6%	20.9%	14.3%	1.1%	18.7%	21.5%	16.0%	5.7%	21.7%	42.9%	32.5%	13.9%	19.8%	-21.3%
売上高:特定(億円) Net sales: Specific (100 millions of yen)	4,703	4,055	3,870	3,903	4,076	3,967	5,002	3,784	3,870	3,856	4,371	4,478	5,335	7,088	10,107	14,432	17,741	15,727
前期比 YOY		-13.8%	-4.6%	0.9%	4.4%	-2.7%	26.1%	-24.4%	2.3%	-0.4%	13.4%	2.4%	19.1%	32.9%	42.6%	42.8%	22.9%	-11.4%
売上高合計(億円) Net sales (100 millions of yen)	10,808	9,488	9,319	10,172	11,827	13,335	15,706	14,605	16,717	19,462	22,472	23,614	28,615	40,351	54,189	64,652	77,892	63,055
前期比 YOY		-12.2%	-1.8%	9.2%	16.3%	12.8%	17.8%	-7.0%	14.5%	16.4%	15.5%	5.1%	21.2%	41.0%	34.3%	19.3%	20.5%	-19.0%
派遣労働者数:一般(人)延べ人数 Total number of workers:General (Persons)	572,689	504,752	505,883	542,426	655,307	789,002	822,520	1,005,090	1,250,913	1,606,802	1,978,873	2,223,493	2,119,657	2,389,764	2,989,734	3,537,643	3,656,776	2,720,726
前期比 YOY		-11.9%	0.2%	7.2%	20.8%	20.4%	4.2%	22.2%	24.5%	28.5%	23.2%	12.4%	-4.7%	12.7%	25.1%	18.3%	3.4%	-25.6%
派遣労働者数:特定(人) Number of workers:Specific (Persons)	80,909	69,934	69,996	69,630	68,941	66,328	72,754	62,859	135,451	141,111	150,781	138,887	146,387	156,850	220,734	274,710	332,230	298,795
前期比 YOY		-13.6%	0.1%	-0.5%	-1.0%	-3.8%	9.7%	-13.6%	115.5%	4.2%	6.8%	-7.9%	5.4%	7.1%	40.7%	24.5%	20.9%	-10.1%
派遣労働者数:(一般+特定)(人)*1 Total number of workers:(General+Specific) (Persons)*1	653,598	574,686	575,879	612,056	724,248	855,330	895,274	1,067,949	1,386,364	1,747,913	2,129,654	2,362,380	2,266,044	2,546,614	3,210,468	3,812,353	3,989,006	3,019,521
前期比 YOY		-12.1%	0.2%	6.3%	18.3%	18.1%	4.7%	19.3%	29.8%	26.1%	21.8%	10.9%	-4.1%	12.4%	26.1%	18.7%	4.6%	-24.3%
派遣労働者数:常用換算した場合(一般+特定)(人)*2 Total number of workers regular calculation basis(General+Specific) (Persons)*2	262,059	235,980	238,300	254,957	298,530	340,059	306,914	394,502	537,063	612,096	693,418	743,640	890,234	1,238,832	1,518,188	1,743,866	1,983,336	1,573,503
前期比 YOY		-10.0%	1.0%	7.0%	17.1%	13.9%	-9.7%	28.5%	36.1%	14.0%	13.3%	7.2%	19.7%	39.2%	22.5%	14.9%	13.7%	-20.7%

(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 to

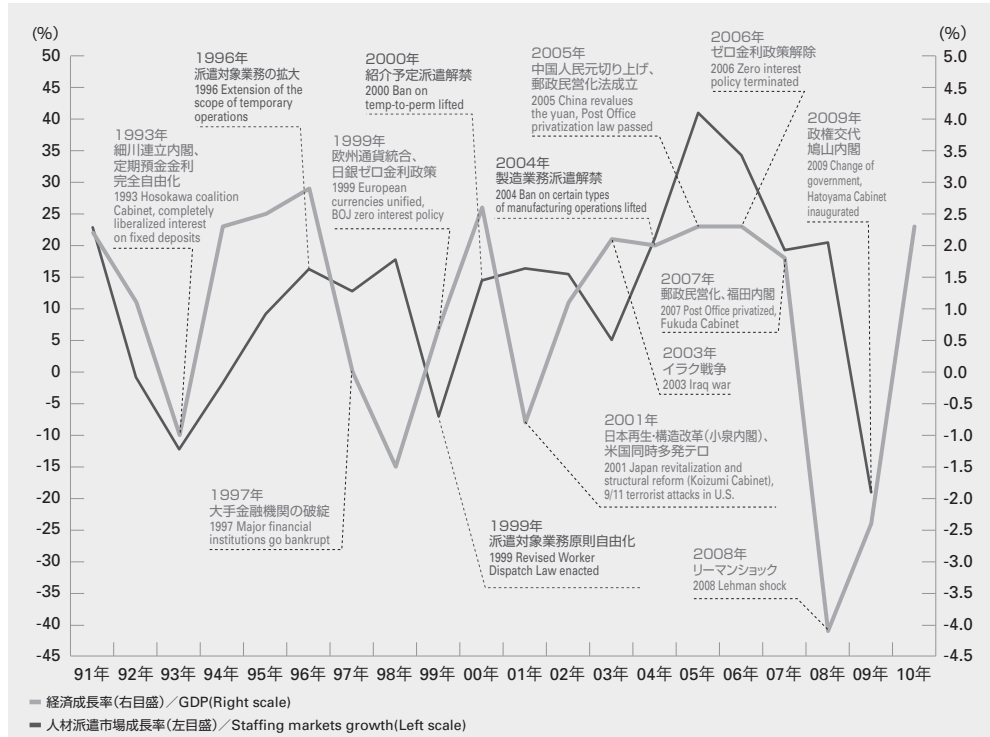
*1 「派遣労働者数」は、一般労働者派遣事業における常用雇用労働者数及び登録者数並びに特定労働者派遣事業における常用雇用労働者数の合計とする。「登録者」は過去1年間に雇用されたことのない者は除く
The "Total number of workers" is the total of regular employed workers plus the number of registered workers dispatched from general temporary employment agencies, and the regular employed workers dispatched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

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

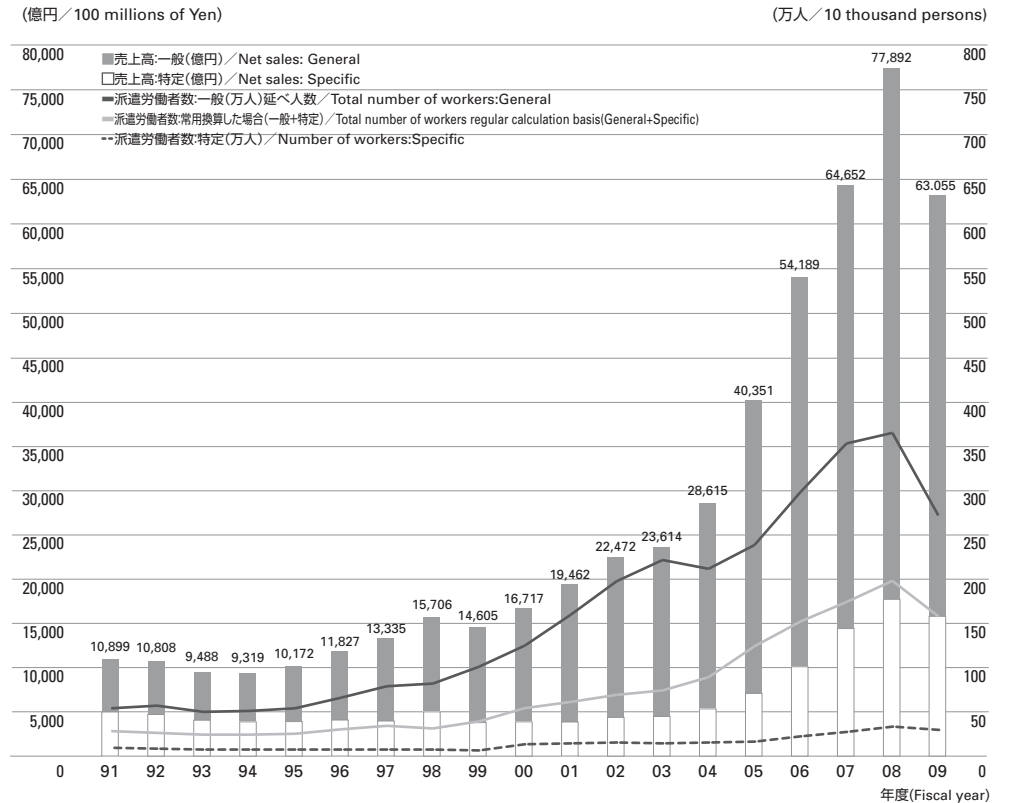
Regular circulation basis: The total number of annual labor hours for employees other than regular employees divided by the number of annual working hours per regular employee at that particular temporary employment agency.

GDPと人材派遣市場変化率の対比 1991-2010年度 GDP VS Staffing Markets Growth 1991-2010

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
経済成長率(%) GDP	2.2	1.1	-1.0	2.3	2.5	2.9	0.0	-1.5	0.7	2.6	-0.8	1.1	2.1	2.0	2.3	2.3	1.8	-4.1	-2.4	2.3
人材派遣市場成長率(%) Staffing markets growth	22.9	-0.8	-12.2	-1.8	9.2	16.3	12.8	17.8	-7.0	14.5	16.4	15.5	5.1	21.2	41.0	34.3	19.3	20.5	-19.0	



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



〔資料出所〕厚生労働省「労働者派遣事業報告集計結果調査特別調査」
Source: White Paper on Temporary Staffing Business, Ministry of Health, Labour and Welfare
※売上高の数字は、一般と特定の合計
Figures for net sales represent the sum of the sales of General and Specific.

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

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

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

再就職支援市場データ Outplacement Industry Data

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	38	73	146	160	220	320	370	300	214	196	171	177	284	

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

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

1. 派遣期間の制限

- ① 政令に定められた26業務は期間無制限
 - * 但し、同一派遣社員が3年を超えて従事する部署に正社員・アルバイト・パート社員の新規採用を行おうとする場合、派遣先は派遣社員に対して直接雇用を申し込まなければならない。
- ② 自由化業務および製造業務最長3年
 - * 但し派遣期間が1年を超える場合は、意見聴取の手続きを必要とする。
 - * この期間(3年)を超えると、派遣先は派遣社員に直接雇用を申し込まなければならない。
- ③ 紹介予定派遣は最長6か月
 - * 同一派遣社員を6か月を超えて派遣することはできない。(厚生労働省「業務取扱要領」)

2. 派遣禁止業務

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

1. Restrictions on the contract period for temporary staff

- 1) There are no restrictions on contract periods for temporary staff applicable to 26 job categories identified under government ordinance.
 - * However, employers must propose direct employment to the temporary staff when the company seeks to newly hire a full-time or part-time employee after the temporary staff has worked for the company for more than three years.
- 2) Types of deregulated and manufacturing operations are restricted to a maximum of three years.
 - * However, in the event the temporary staffing period exceeds one year, hearing procedures are an essential requirement.
 - * Furthermore, employers must propose direct employment to all temporary staff, who by mutual agreement seek to renew their contract after a period of three years.
- 3) Temporary to permanent employment is restricted to six months.
 - * A company cannot employ the same temporary worker for a period of more than six months. (Operating Guidelines by the Ministry of Health, Labour and Welfare)

2. Temporary Staffing — Prohibited Job Categories

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

参考 Reference

- 「政令26業務」一覧
- 1号:情報システム開発
 - 2号:機械設計
 - 3号:放送機器操作
 - 4号:放送番組等の制作
 - 5号:事務用機器操作
 - 6号:通訳、翻訳、速記
 - 7号:秘書
 - 8号:ファイリング
 - 9号:調査
 - 10号:財務
 - 11号:貿易
 - 12号:デモンストレーション
 - 13号:添乗
 - 14号:建築物清掃
 - 15号:建築設備運転等
 - 16号:受付・案内、駐車場管理等
 - 17号:研究開発
 - 18号:事業の実施体制の企画、立案
 - 19号:書籍等の制作・編集
 - 20号:広告デザイン
 - 21号:インテリアコーディネーター
 - 22号:アナウンサー
 - 23号:OAインストラクション
 - 24号:テレマーケティングの営業
 - 25号:セールスエンジニアの営業、金融商品の営業
 - 26号:放送番組等における大道具・小道具

- List of 26 job categories under government ordinance
1. Information system development
 2. Machine engineering and design
 3. Broadcasting equipment operator
 4. Production of broadcasting programs
 5. Office equipment operator
 6. Interpreter, translator, stenographer
 7. Secretary
 8. Filing
 9. Research
 10. Finance
 11. Trade
 12. Demonstration
 13. Travel conductor
 14. Building maintenance and cleaning
 15. Building facility operator
 16. Reception, information services, parking facility management
 17. Research and development
 18. Office systems implementation planning and proposal
 19. Production and editing of printed material
 20. Advertising design
 21. Interior coordinator
 22. Announcer
 23. OA instruction
 24. Telemarketer
 25. Sales engineer marketing, Marketing of financial products
 26. Broadcasting program sets and props

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

年	主な出来事
1986	労働者派遣法施行 人材派遣市場の健全な育成を目的に施行 ソフトウェア開発や秘書など適用対象業務13業務に限定してスタート（同年3業務追加、16業務に）
1994	高齢者特例派遣事業スタート 60歳以上の高齢者については、派遣対象業務が原則自由化される
1996	派遣対象業務の拡大 インテリアコーディネーターやOAインストラクターなど派遣適用対象業務が拡大(計26業務に)
1997 { 1999	職業紹介の規制緩和と実施 職業紹介の取扱業務が従来の29職業から原則自由化 職業安定法も改正され、民間職業紹介が幅広く認知されるとともに、事業のルールが明確化される
1999	派遣対象業務の原則自由化 派遣対象業務が一部の禁止業務を除き原則自由化(ネガティブリスト化) 営業職・販売職など「新職種」派遣期間を1年に限定してスタート
2000	紹介予定派遣解禁 紹介予定派遣(テンプレトゥーバーム)が解禁
2002	雇用対策臨時特例法施行 中高年については「新職種」の派遣期間が特例措置として3年に延長
2003	派遣対象業務の拡大 医療業務の派遣が一部解禁
2004	派遣対象業務と派遣期間の拡大 製造業務の派遣が解禁 「新職種」の派遣期間の延長(1年⇒3年) 紹介予定派遣の事前面接の解禁と派遣期間の拡大
2006	派遣対象業務の拡大 育児・介護休業取得者の代替要員について医療業務の派遣が解禁
2007	派遣期間の延長 製造業務の派遣期間の延長(1年⇒3年)
2008	日雇派遣指針施行 日雇派遣労働者の雇用の安定を目的に派遣元、派遣先が講ずべき措置を策定
2009	派遣事業許可基準の強化 1事業所あたりの基準資産額10百万円⇒20百万円 現預金額 8百万円⇒15百万円へ強化
2010	専門26業務派遣適正化プラン実施 違法派遣の適正化に向けた厳正な指導監督を実施

Year	Major Event
1986	Worker Dispatch Law enacted Intent of the law is to provide for healthy growth in the temporary staffing market. Thirteen occupations, such as software development and secretarial work were covered initially, with three more added during the first year.
1994	Use of elderly as temporary staff begins Dispatch of workers over 60 years old liberalized in principle.
1996	Extension of the scope of temporary operations The law is extended to cover a total of 26 occupations, including interior coordinators and office equipment instructors.
1997 { 1999	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	Revised Worker Dispatch Law enacted Temporary staffing occupations liberalized in principle (negative listing). “New types” of occupations such as sales and marketing positions liberalized but restricted to one year.
2000	Ban on temp-to-perm lifted
2002	Temporary Special Law for Employment Promotion enacted Special measure implemented extending temporary staffing period of middle-aged workers to three years for “new types” of occupations.
2003	Extension of the scope of temporary operations Ban on certain types of medical occupations lifted.
2004	Extension of the scope and term of temporary staffing operations Ban on certain types of manufacturing operations lifted. Dispatch period for “new types” of occupations extended from one to three years. Ban on pre-hire interviews for temp-to-perm positions lifted. Temporary staffing period extended.
2006	Extension of the scope of temporary staffing operations Ban on replacements for child-care and family-care leave in medical occupations lifted.
2007	Extension of the term of temporary staffing operations Dispatch period for manufacturing operations extended from one to three years.
2008	Implementation of guidelines relating to the dispatch of workers on a daily basis Measures formulated for both dispatching parties and companies to be supplied with day labor aimed at stabilizing employment of temporary workers engaged in day-labor activities.
2009	Reinforcement of temporary staffing business authorization standards Standard asset amount per business location raised from ¥10 million to ¥20 million. Cash and deposit amount strengthened from ¥8 million to ¥15 million.
2010	Implementation of plan to optimize temporary staffing for 26 specific types of work Implementation of strict supervision and oversight to correct illegal temporary staffing

事業規制の強化

- 「登録型派遣」は専門26業務等を除き「原則禁止」:
 ①専門26業務 ②産前産後・育児介護休業の代替要員 ③高齢者派遣 ④紹介予定派遣 は例外
- 「製造業派遣」は常用型(期間定めない雇用又は1年超の雇用)を除き「原則禁止」
- 日々または2ヶ月以内の「日雇派遣」を「原則禁止」:日雇派遣が常態で、労働者保護に問題のない業務は政令で「ポジティブリスト化」
- グループ企業内派遣の8割規制:グループ企業内への派遣を派遣元の派遣全体の8割以下に
- 離職した労働者を離職後1年以内に派遣労働者として受け入れることを禁止

派遣労働者の無期雇用化や待遇の改善

- 派遣元事業主に、一定の有期雇用の派遣労働者につき、「無期雇用への転換促進措置」を「努力義務化」
- 派遣労働者の賃金の決定にあたり、同種の業務に従事する「派遣先の労働者との均衡」を「考慮」
- 派遣料金と派遣労働者の賃金の差額の派遣料金に占める割合(いわゆる「マージン率」)などの「情報公開」を「義務化」
- 雇入れ等の際に、派遣労働者に対して、「一人当たりの派遣料金の額」を明示

違法派遣に対する迅速・的確な対処

- 派遣先が違法であることを知りながら派遣労働者を受け入れている場合には、派遣先が派遣労働者に対して労働契約を申し込んだものとみなす: 「直接雇用みなし制度」の創設
- 処分のがれを防止するために労働者派遣事業の許可等の「欠格事由」を整備

名称等

- 法律の名称に「派遣労働者の保護」を明記し、「派遣労働者の保護・雇用の安定」を目的規定に明記
- 施行期日は公布の日から「6ヶ月以内」の政令で定める日
 「登録型派遣の原則禁止」の施行は公布から3年以内 施行から2年後までは適用猶予
 「製造派遣の原則禁止」の施行は公布から3年以内

Tightening Business Regulations

- Registration type worker dispatching to, in principle, be prohibited with the exceptions of 26 specific types of work
 1. 26 specific types of work 2. Replacement personnel for individual taking maternity, childcare or nursing leave
 3. Dispatch of elderly workers 4. Employment placement dispatching are exempt
- The dispatch of workers to the manufacturing industry to, in principle, be prohibited with the exception of regularly employed worker dispatching (where employment periods are not fixed or employment exceeds one year)
- Daily (on-call) worker dispatching (employment period of less than two months) to, in principle, be prohibited
 Where the daily dispatch of workers is considered acceptable or normal in the general course of employment, and there are no issues with respect to worker protection, worker dispatch to be classified by government ordinance under the positive list system.
- 80% of worker dispatch within group companies to be regulated
 The dispatch of workers within group companies not to exceed 80% of all workers dispatched by the worker dispatch company
- The acceptance of a worker as a dispatched worker to be prohibited in those cases where the subject worker has left the services of the receiving firm within a period of one year

The indefinite employment of dispatched workers and improvement of compensation

- Steps to place a mandatory obligation on worker dispatch companies to promote measures aimed at shifting toward an indefinite employment term for dispatched workers on a specified fixed term
- Consider mandating parity for all dispatched workers across all client companies with respect to the same tasks when determining employment compensation for dispatched workers
- Open disclosure of the margin between compensation rates paid to dispatched workers and compensation rates invoiced to client companies to be mandatory
- Clearly specify the amount of compensation payable on an individual dispatched worker basis at the time of employment

Steps to address the illegal dispatch of workers in a timely and appropriate manner

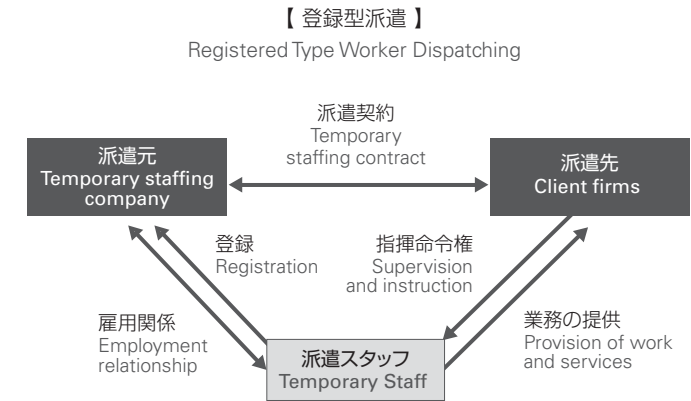
- In the event that client companies accept dispatched workers knowing that the dispatch of said workers is illegal, the client company shall be deemed to have sought from the dispatched worker an employment contract
 Establish a direct employment deemed system
- Establish a criterion of eligibility for authorization and approval to engage in worker dispatch activities in efforts to prevent the avoidance of remedial action

Names and Other

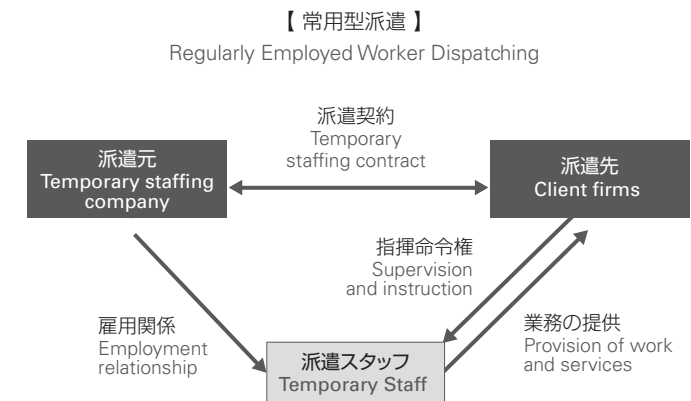
- Specify “Dispatched Worker Protection” in the name of relevant laws; specify the objective “To Protect Dispatched Workers and Stabilize Employment” a provision in relevant laws
- Decree by government ordinance that the enforcement date shall not exceed six months from the date of publication
 The in principle prohibition of registration type worker dispatching to take effect within three years of official announcement. Moratorium on application for a two-year period after enforcement.
 The in principle prohibition of the dispatch of workers to the manufacturing industry to take effect within three years of official announcement.

登録型、常用型の違い

The Differences between Registered Type Worker Dispatching and Regularly Employed Worker Dispatching

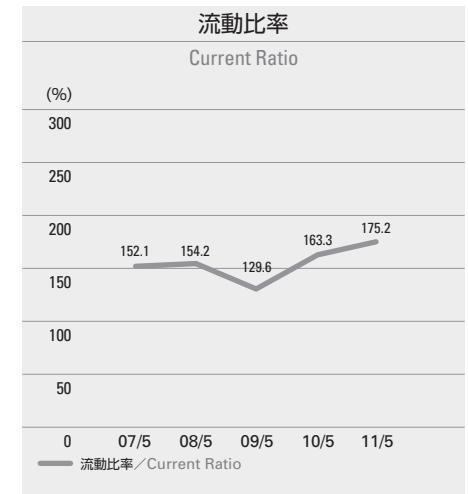
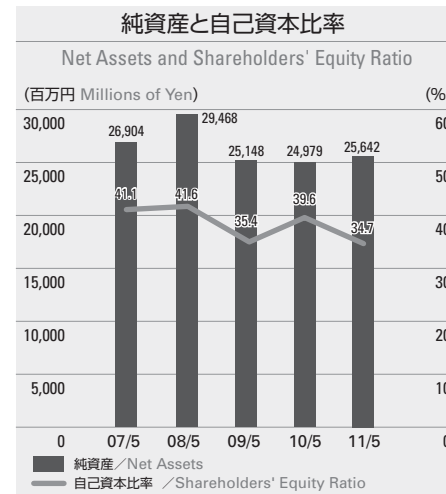
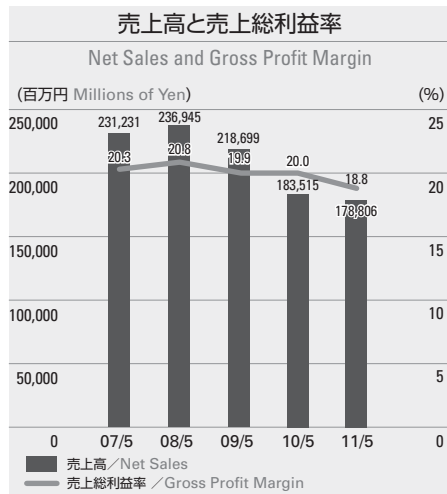


*通常は登録のみしておき、派遣契約の締結に応じて雇用契約を締結
 派遣就業の終了に伴い、雇用関係も終了
 Note: In general terms, worker dispatch restricted to registered type; employment contract to be concluded subject to the execution of a worker dispatch agreement
 Employment relationship to conclude on conclusion of the provision of worker dispatch services



*派遣就業の終了後も、雇用関係が継続
 Note: Employment relationship to continue after the conclusion of the provision of worker dispatch services

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	2004/5	前期比 YOY	2005/5	前期比 YOY	2006/5	前期比 YOY	2007/5	前期比 YOY	2008/5	前期比 YOY	2009/5	前期比 YOY	2010/5	前期比 YOY	2011/5	前期比 YOY
売上高	Net Sales	156,979	15.7%	179,156	14.1%	203,815	13.8%	231,231	13.5%	236,945	2.5%	218,699	-7.7%	183,515	-16.1%	178,806	-2.6%
売上総利益率*1	Gross Profit Margin*1	20.9%	1.2pt	20.8%	-0.1pt	20.2%	-0.6pt	20.3%	0.1pt	20.8%	0.5pt	19.9%	-0.9pt	20.0%	0.1pt	18.8%	-1.2pt
販売費及び一般管理費	SGA Expenses	25,104	19.2%	28,992	15.5%	33,491	15.5%	38,542	15.1%	42,925	11.4%	40,735	-5.1%	33,070	-18.8%	31,125	-5.9%
売上高販管費比率	SGA Expenses Ratio	16.0%	0.5pt	16.2%	0.2pt	16.4%	0.2pt	16.6%	0.2pt	18.1%	1.5pt	18.6%	0.5pt	18.0%	-0.6pt	17.4%	-0.6pt
営業利益	Operating Income	7,648	34.5%	8,238	7.7%	7,745	-6.0%	8,507	9.8%	6,444	-24.2%	2,850	-55.8%	3,660	28.4%	2,432	-33.5%
営業利益率	Operating Income Ratio	4.9%	0.7pt	4.6%	-0.3pt	3.8%	-0.8pt	3.7%	-0.1pt	2.7%	-1.0pt	1.3%	-1.4pt	2.0%	0.7pt	1.4%	-0.6pt
経常利益	Ordinary Income	7,329	36.4%	8,289	13.1%	7,844	-5.4%	8,807	12.3%	6,637	-24.6%	3,361	-49.4%	4,044	20.3%	2,571	-36.4%
経常利益率	Ordinary Income Ratio	4.7%	0.7pt	4.6%	-0.1pt	3.8%	-0.8pt	3.8%	0.0pt	2.8%	-1.0pt	1.5%	-1.3pt	2.2%	0.7pt	1.4%	-0.8pt
当期純利益	Net Income	3,647	79.9%	4,363	19.6%	3,588	-17.8%	4,198	17.0%	2,962	-29.4%	312	-89.4%	204	-34.5%	412	101.4%
売上高当期純利益率	Return on Sales	2.3%	0.8pt	2.4%	0.1pt	1.8%	-0.6pt	1.8%	0.1pt	1.3%	-0.5pt	0.1%	-1.2pt	0.1%	-0.0pt	0.2%	0.1pt
総資産	Total Assets	37,004	25.8%	42,884	15.9%	51,931	21.1%	54,425	4.8%	58,513	7.5%	55,468	-5.2%	52,269	-5.8%	60,564	15.9%
純資産*2	Net Assets*2	15,732	86.9%	20,644	31.2%	27,634	33.9%	26,904	-2.6%	29,468	9.5%	25,148	-14.7%	24,979	-0.7%	25,642	2.7%
自己資本比率*3,4	Shareholders' Equity Ratio*3,4	42.5%	13.9pt	48.1%	5.6pt	45.5%	-2.6pt	41.1%	-4.4pt	41.6%	0.5pt	35.4%	-6.2pt	39.6%	4.2pt	34.7%	-4.9pt
流動比率*5	Current Ratio*5	160.2%	37.9pt	182.8%	22.6pt	170.8%	-12.0pt	152.1%	-18.7pt	154.2%	2.1pt	129.6%	-24.6pt	163.3%	33.7pt	175.2%	11.9pt
従業員数*6	Number of Employees*6	2,670	15.7%	3,127	17.1%	3,692	18.1%	4,293	16.3%	4,982	16.0%	4,916	-1.3%	4,641	-5.6%	4,657	0.3%
うち契約社員	Number of contract workers of employees	691	11.3%	923	33.6%	1,084	17.4%	1,167	7.7%	1,335	14.4%	1,245	-6.7%	998	-19.8%	701	-29.8%

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

*2 会計基準の変更に伴い、従来の株主資本を純資産とし2006年5月期は少数株主持分3,988百万円を含めた金額で表示しております。尚、普通株式に係る純資産額に相当する金額は、23,645百万円となっております。

In line with changes in accounting standards, total shareholders' equity is reported as net assets and includes an amount of ¥3,988 million representing minority interests from the fiscal year ended May 31, 2006. Under conventional standards, net assets applicable to common stock for the period under review was ¥23,645 million.

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

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

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

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

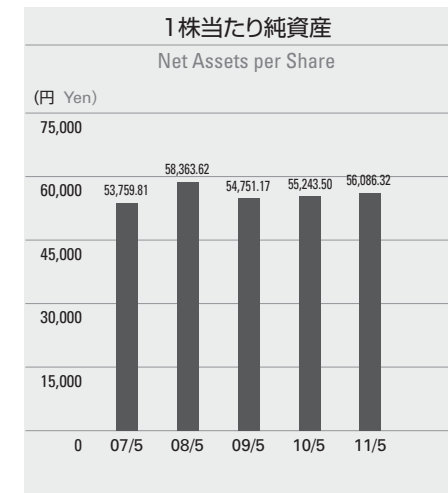
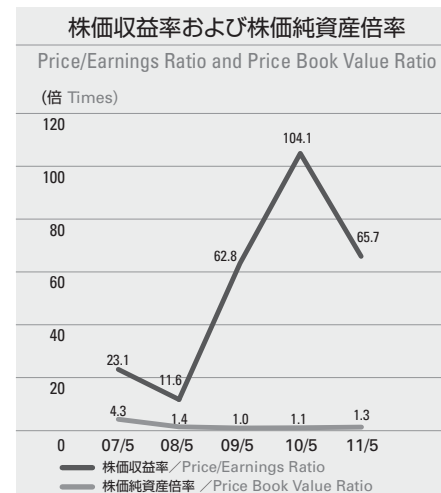
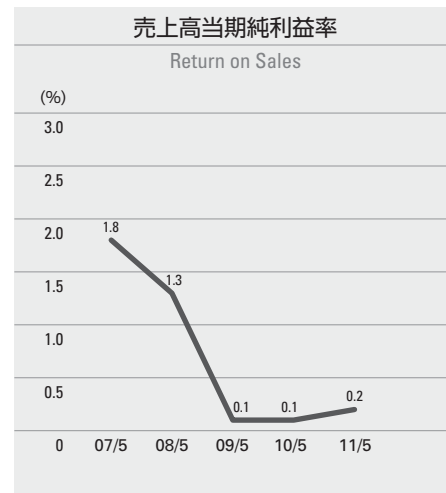
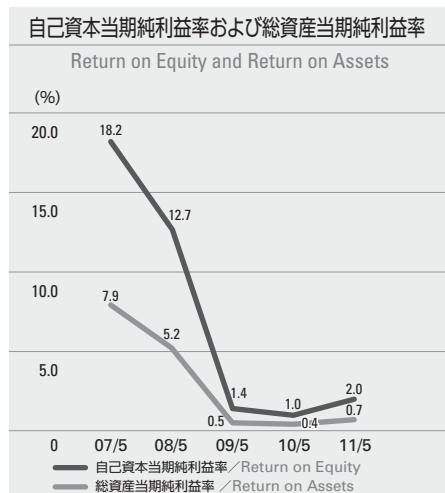
*6 契約社員含む Include Contract Workers

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

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

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

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



収益性に関する経営指標 Profitability Indicators

経営指標	Key Indicators	2003/5	前期比 YOY	2004/5	前期比 YOY	2005/5	前期比 YOY	2006/5	前期比 YOY	2007/5	前期比 YOY	2008/5	前期比 YOY	2009/5	前期比 YOY	2010/5	前期比 YOY	2011/5	前期比 YOY
売上高販管費比率	SGA Expenses Ratio	15.5%	0.9pt	16.0%	0.5pt	16.2%	0.2pt	16.4%	0.2pt	16.6%	0.2pt	18.1%	1.5pt	18.6%	0.5pt	18.0%	-0.6pt	17.4%	-0.6pt
売上高当期純利益率	Return on Sales	1.5%	0.0pt	2.3%	0.8pt	2.4%	0.1pt	1.8%	-0.6pt	1.8%	0.1pt	1.3%	-0.5pt	0.1%	-1.2pt	0.1%	-0.0pt	0.2%	0.1pt
自己資本当期純利益率*1,8,9	Return on Equity*1,8,9	27.4%	-14.6pt	30.2%	2.8pt	24.0%	-6.2pt	16.2%	-7.8pt	18.2%	2.0pt	12.7%	-5.5pt	1.4%	-11.3pt	1.0%	-0.4pt	2.0%	1.0pt
総資産当期純利益率*2	Return on Assets*2	7.2%	-0.1pt	11.0%	3.8pt	10.9%	-0.1pt	7.6%	-3.3pt	7.9%	0.3pt	5.2%	-2.7pt	0.5%	-4.7pt	0.4%	-0.1pt	0.7%	0.3pt
1株当たり当期純利益(損失)(円)*3,9	Net Income (Loss) per Share (Yen)*3,9	14,813.83	-79.9%	25,713.38	73.6%	9,933.92	-61.4%	8,292.17	-16.5%	10,003.68	20.6%	7,109.95	-28.9%	834.30	-88.3%	564.99	-32.3%	1,101.88	95.0%

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

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

*3 当期純利益 / 期中平均発行済株式総数 Net Income / Average Outstanding 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	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
1株当たり純資産(BPS)(円)*4,8,9	Net Assets per Share (Yen)*4,8,9	61,600.04	110,676.06	47,510.68	54,599.58	53,759.81	58,363.62	54,751.17	55,243.50	56,086.32
1株当たり配当金(円)*9	Cash Dividends per Share (Yen)*9	—	2,000 (667)*10	1,500	1,800	2,000	2,500	1,250	500	1,000
配当性向(%)*5	Payout Ratio (%)*5	—	7.8	15.1	21.7	20.0	35.2	149.8	88.5	90.8
株価収益率(PER)(倍)*6,9	Price/Earnings Ratio (Times)*6,9	20.7	47.5	25.0	27.1	23.1	11.6	62.8	104.1	65.7
株価純資産倍率(PBR)(倍)*7,8,9	Price Book Value Ratio (Times)*7,8,9	5.0	11.0	5.2	4.1	4.3	1.4	1.0	1.1	1.3
1株当たり純資産成長率(%)*8,9	BPS Growth Ratio (%)*8,9	-73.7	79.7	-57.1	14.9	-1.5	8.6	-6.2	0.9	1.5
フリーキャッシュ・フロー(百万円)	Free Cash Flows (Millions of yen)	3,228	3,153	1,592	2,553	2,671	3,006	(523)	2,488	6,586

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

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

*9 2002年7月22日付で株式1株につき5株、2004年7月20日付で株式1株につき3株の株式分割をそれぞれ実施 The Company conducted five-for-one and three-for-one stock splits on July 22, 2002 and July 20, 2004, respectively.

*10 2004年7月20日に分割後の発行済株式総数で調整した配当額 The cash dividend amount has been adjusted to account for the number of shares issued and outstanding after the stock split conducted on July 20, 2004 for reference purposes.

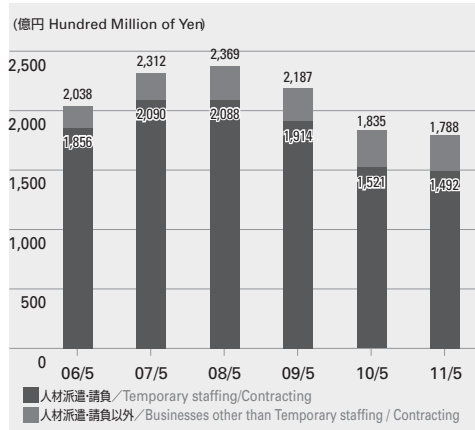
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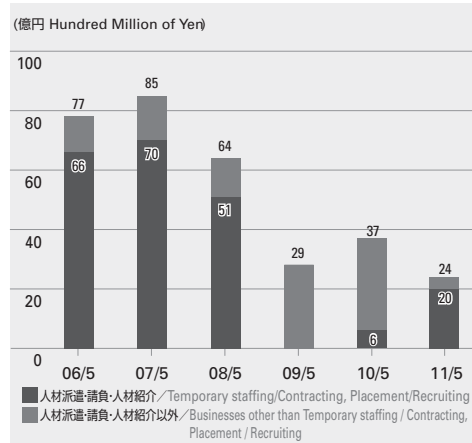
Following the shift to a pure holding company, the data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

セグメント別業績推移 Segment Results

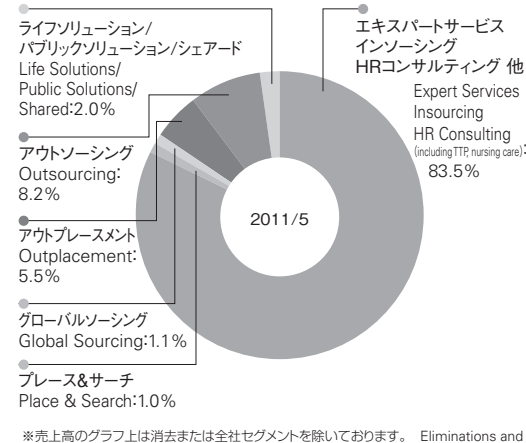
売上高 Net Sales



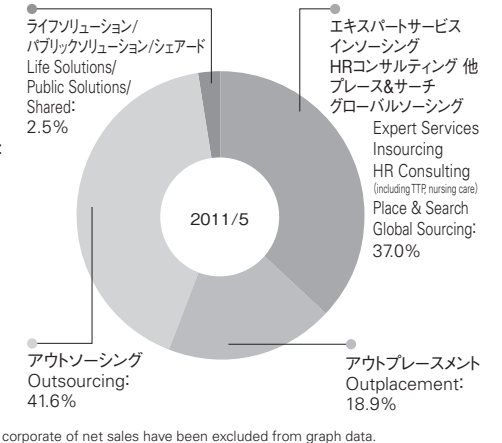
営業利益 Operating Income



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



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



※売上高のグラフ上は消去または全社セグメントを除いております。 Eliminations and corporate of net sales have been excluded from graph data.

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

(百万円/Millions of Yen)

売上高	Net Sales	2007/5			2008/5			2009/5			2010/5			2011/5	
		売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share
人材派遣 請負	Temporary Staffing/Contracting	208,952	90.3%	12.6%	208,810	88.1%	-0.1%	191,412	87.5%	-8.3%	152,128	82.9%	-20.5%	149,240	83.5%
人材紹介	Placement/Recruiting	6,645	2.9%	46.3%	7,676	3.2%	15.5%	5,921	2.7%	-22.9%	2,975	1.6%	-49.7%	1,833	1.0%
再就職支援	Outplacement	4,408	1.9%	10.0%	5,858	2.5%	32.9%	5,794	2.7%	-1.1%	13,481	7.4%	132.7%	9,807	5.5%
アウトソーシング	Outsourcing	10,226	4.4%	24.4%	13,732	5.8%	34.3%	14,725	6.7%	7.2%	13,791	7.5%	-6.3%	14,690	8.2%
その他	Other	1,975	0.9%	-14.3%	2,115	0.9%	7.1%	3,002	1.4%	41.9%	4,458	2.4%	48.5%	2,031	1.1%
消去または全社	Elimination and Corporate	(976)	-0.4%	—	(1,248)	-0.5%	—	(2,155)	-1.0%	—	(3,320)	-1.8%	—	(2,362)	-1.3%
合計	Total	231,231	100.0%	13.5%	236,945	100.0%	2.5%	218,699	100.0%	-7.7%	183,515	100.0%	-16.1%	178,806	100.0%

(百万円/Millions of Yen)

営業利益	Operating Income	2007/5				2008/5				2009/5				2010/5				2011/5	
		営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	構成比 Share
人材派遣 請負 / 人材紹介	Temporary Staffing/Contracting, Placement/Recruiting	6,964	(3.2%)	81.9%	6.2%	5,056	(2.3%)	78.4%	-27.4%	3,291	(1.7%)	115.5%	-34.9%	630	(0.4%)	17.2%	-80.9%	1,980	81.4%
再就職支援	Outplacement	758	(17.2%)	8.9%	-21.5%	1,377	(23.5%)	21.4%	81.6%	1,025	(17.7%)	36.0%	-25.6%	3,854	(28.6%)	105.3%	275.9%	1,111	41.6%
アウトソーシング	Outsourcing	1,174	(11.5%)	13.8%	30.0%	1,883	(13.7%)	29.2%	60.3%	2,135	(14.5%)	74.9%	13.4%	2,252	(16.3%)	61.6%	5.5%	2,227	91.5%
その他	Other	(396)	(—)	-4.7%	—	(26)	(—)	-0.4%	—	12	(0.4%)	0.4%	—	(120)	(—)	-3.3%	—	2,227	91.5%
消去または全社	Elimination and Corporate	6	(—)	0.1%	-66.1%	(1,846)	(—)	-28.6%	—	(3,614)	(—)	-126.8%	—	(2,957)	(—)	-80.8%	—	(2,920)	-120.0%
合計	Total	8,507	(3.7%)	100.0%	9.8%	6,444	(2.7%)	100.0%	-24.2%	2,850	(1.3%)	100.0%	-55.8%	3,660	(2.0%)	100.0%	28.4%	2,432	100.0%

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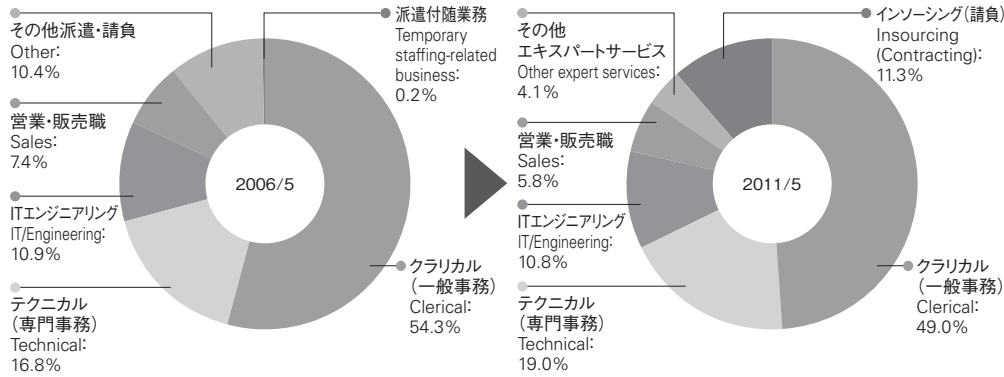
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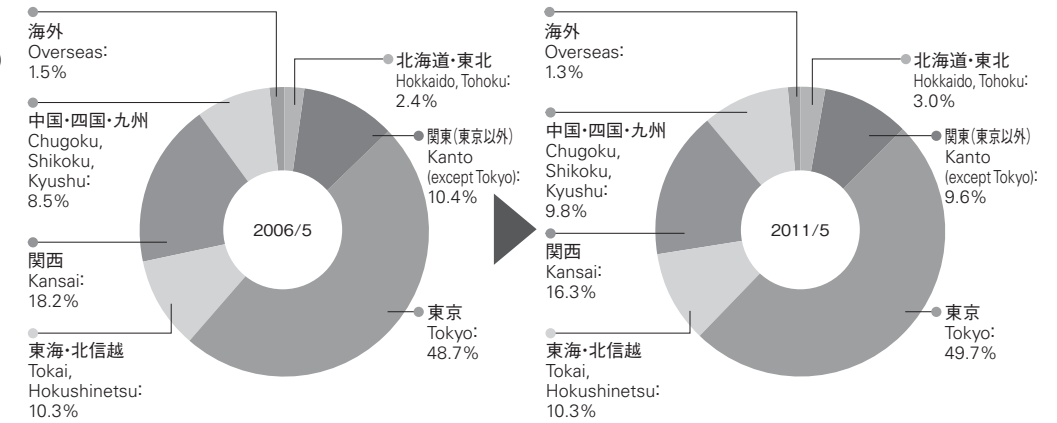
セグメント別業績推移 Segment Results

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



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



派遣職種別売上高 Net Sales by Staffing Type

(百万円/Millions of Yen)

職種 Staffing Type	2006/5			2007/5			2008/5			2009/5			2010/5			2011/5	
	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share
クラリカル*1 Clerical*1	100,629	54.3%	18.2%	114,418	54.8%	13.7%	112,968	54.2%	-1.3%	101,518	53.1%	-10.1%	78,833	52.0%	-22.3%	72,450	49.0%
テクニカル*2 Technical*2	31,204	16.8%	7.0%	34,050	16.3%	9.1%	33,653	16.1%	-1.2%	31,819	16.7%	-5.4%	25,820	17.0%	-18.9%	28,061	19.0%
ITエンジニアリング*3 IT/Engineering*3	20,100	10.9%	8.4%	21,143	10.1%	5.2%	22,253	10.7%	5.2%	21,994	11.5%	-1.2%	17,559	11.6%	-20.2%	16,029	10.8%
営業・販売職*4 Sales*4	13,789	7.4%	4.7%	17,367	8.3%	25.9%	18,794	9.0%	8.2%	15,312	8.0%	-18.5%	10,544	7.0%	-31.1%	8,577	5.8%
その他派遣・請負*5 Other*5	19,292	10.4%	8.2%	21,469	10.4%	11.3%	20,623	9.9%	-3.9%	20,154	10.6%	-2.3%	18,758	12.3%	-6.9%	5,992	4.1%
派遣付随業務*6 Temporary staffing-related business*6	322	0.2%	1.6%	281	0.1%	-12.9%	220	0.1%	-21.4%	201	0.1%	-8.9%	125	0.1%	-37.5%	16,625	11.3%
人材派遣・請負事業計 Total	185,339	100.0%	12.9%	208,730	100.0%	12.6%	208,513	100.0%	-0.1%	191,002	100.0%	-8.4%	151,643	100.0%	-20.6%	147,736	100.0%

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

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

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

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

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

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

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

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

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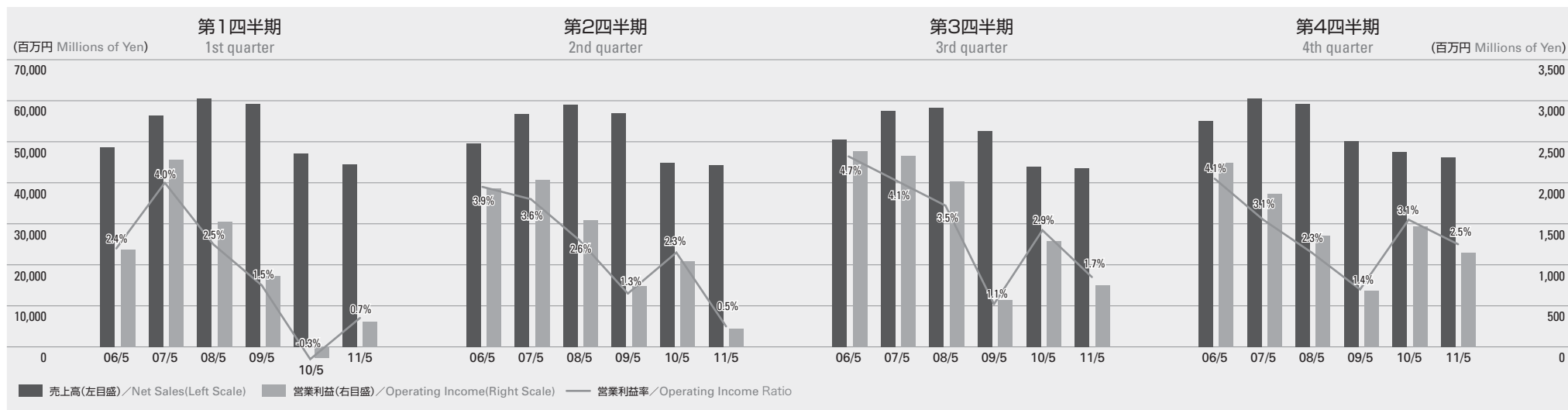
Therefore, percentage increases and decreases compared with the corresponding period of the fiscal year ended May 31, 2010 have not been provided.

地域別売上高 Net Sales by Region

(百万円/Millions of Yen)

地域 RegionType	2006/5			2007/5			2008/5			2009/5			2010/5			2011/5		
	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY	売上高 Sales	構成比 Share	前期比 YoY
北海道・東北 Hokkaido, Tohoku	4,800	2.4%	2.7%	5,147	2.2%	7.2%	5,331	2.2%	3.6%	5,079	2.3%	-4.7%	4,190	2.3%	-17.5%	5,375	3.0%	-1.8%
関東(東京以外) Kanto (except Tokyo)	21,169	10.4%	7.8%	23,479	10.2%	10.9%	22,821	9.6%	-2.8%	19,920	9.1%	-12.7%	15,651	8.5%	-21.4%	17,202	9.6%	-12.9%
東京 Tokyo	99,142	48.7%	16.0%	110,805	47.9%	11.8%	116,944	49.4%	5.5%	111,121	50.8%	-5.0%	99,831	54.4%	-10.2%	88,808	49.7%	-0.7%
東海・北信越 Tokai, Hokushinetsu	21,050	10.3%	20.7%	27,165	11.8%	29.0%	27,489	11.6%	1.2%	24,596	11.2%	-10.5%	18,135	9.9%	-26.3%	18,408	10.3%	-6.5%
関西 Kansai	37,138	18.2%	9.7%	38,706	16.7%	4.2%	38,361	16.2%	-0.9%	35,997	16.5%	-6.2%	28,557	15.5%	-20.7%	29,243	16.3%	-3.6%
中国・四国・九州 Chugoku, Shikoku, Kyushu	17,385	8.5%	13.6%	21,513	9.3%	23.7%	22,258	9.4%	3.5%	19,627	9.0%	-11.8%	14,984	8.2%	-23.7%	17,501	9.8%	5.0%
海外 Overseas	3,127	1.5%	13.0%	4,414	1.9%	41.1%	3,738	1.6%	-15.3%	2,355	1.1%	-37.0%	2,164	1.2%	-8.1%	2,267	1.3%	4.8%
合計 Total	203,815	100.0%	13.8%	231,231	100.0%	13.5%	236,945	100.0%	2.5%	218,699	100.0%	-7.7%	183,515	100.0%	-16.1%	178,806	100.0%	-2.6%

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



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

(百万円/Millions of Yen)

決算年月	2006 / 5				2007 / 5				2008 / 5				2009 / 5				2010 / 5				2011 / 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
売上高 Net Sales	48,726	49,520	50,484	55,084	56,444	56,757	57,498	60,531	60,489	59,026	58,250	59,178	59,136	56,950	52,531	50,082	47,161	44,908	43,977	47,468	44,574	44,419	43,669	46,142
売上総利益 Gross Profit	9,438	9,975	10,614	11,208	11,308	11,660	11,897	12,182	12,115	12,230	12,671	12,352	11,762	11,435	10,554	9,833	8,834	8,855	9,062	9,979	8,142	8,031	8,381	9,003
営業利益 Operating Income	1,188	1,934	2,382	2,240	2,277	2,037	2,330	1,862	1,529	1,541	2,015	1,356	860	738	567	683	-134	1,039	1,289	1,465	310	220	750	1,145
経常利益 Ordinary Income	1,207	1,895	2,381	2,360	2,377	2,014	2,367	2,047	1,584	1,560	1,994	1,497	909	894	527	1,029	-119	1,052	1,469	1,641	319	258	747	1,240
税引前利益 Income before Income Taxes	1,153	1,885	2,377	1,999	2,351	1,923	2,338	2,107	1,558	1,478	3,015	948	990	610	11	1,272	-155	1,032	1,379	1,576	-134	247	788	1,595
当期利益 Net Income	543	939	1,113	992	1,125	947	1,050	1,074	795	268	1,286	612	313	-110	-810	919	-1,102	-594	292	1,608	-471	-77	214	747
伸び率 YoY																								
売上高 Net Sales	12.7%	13.1%	13.1%	15.9%	15.8%	14.6%	13.9%	9.9%	7.2%	4.0%	1.3%	-2.2%	-2.2%	-3.5%	-9.8%	-15.4%	-20.2%	-21.1%	-16.3%	-5.2%	-5.5%	-1.1%	-0.7%	-2.8%
売上総利益 Gross Profit	7.9%	9.1%	12.1%	13.5%	19.8%	16.9%	12.1%	8.7%	7.1%	4.9%	6.5%	1.4%	-2.9%	-6.5%	-16.7%	-20.4%	-24.9%	-22.6%	-14.1%	1.5%	-7.8%	-9.3%	-7.5%	-9.8%
営業利益 Operating Income	-37.1%	-7.6%	10.3%	6.8%	91.6%	5.3%	-2.2%	-16.9%	-32.8%	-24.3%	-13.5%	-27.1%	-43.8%	-52.1%	-71.8%	-49.6%	-	40.7%	127.0%	114.4%	-	-78.8%	-41.8%	-21.8%
経常利益 Ordinary Income	-36.7%	-9.0%	12.5%	8.1%	96.9%	6.2%	-0.6%	-13.2%	-33.4%	-22.5%	-15.8%	-26.9%	-42.6%	-42.7%	-73.5%	-31.3%	-	17.6%	178.2%	59.5%	-	-75.4%	-49.1%	-24.4%
税引前利益 Income before Income Taxes	-34.8%	-16.0%	15.6%	-8.0%	103.9%	2.0%	-1.6%	5.4%	-33.7%	-23.1%	28.9%	-55.0%	-36.4%	-58.7%	-99.6%	34.1%	-	69.0%	1149.9%	24.0%	-	-76.1%	-42.8%	1.2%
当期利益 Net Income	-43.1%	-31.1%	13.7%	-6.8%	107.1%	0.9%	-5.7%	8.3%	-29.4%	-71.7%	22.5%	-43.0%	-60.6%	-	-	50.1%	-	-	-	74.9%	-	-	-26.8%	-53.5%

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

(百万円/Millions of Yen)

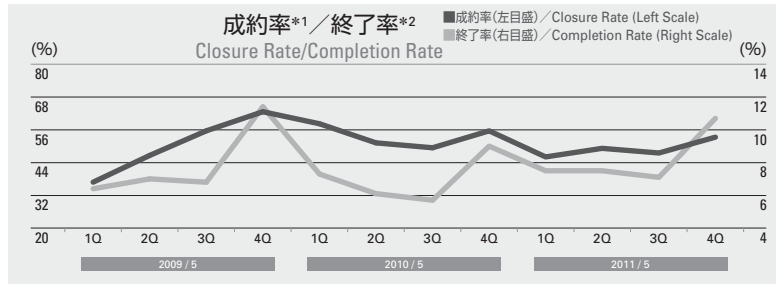
決算年月	2006 / 5				2007 / 5				2008 / 5				2009 / 5				2010 / 5				2011 / 5				
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
売上高 Sales																									
人材派遣・請負事業 Temporary staffing/Contracting	44,432	45,178	45,699	50,273	50,723	51,213	52,167	54,847	53,596	52,090	51,162	51,961	51,780	49,884	46,267	43,479	40,396	37,842	36,533	37,355	エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)				
人材紹介事業 Placement/Recruiting	1,063	999	1,149	1,329	1,704	1,516	1,529	1,895	2,260	1,905	1,795	1,714	1,810	1,686	1,253	1,170	823	595	604	952	インソーシング(委託・請負) Insourcing (Contracting)	37,360	37,109	36,466	38,303
再就職支援事業 Outplacement	890	1,007	1,079	1,031	1,328	1,260	937	882	1,213	1,421	1,588	1,634	1,545	1,347	1,307	1,593	2,280	2,899	3,074	5,228	HRコンサルティング 他 HR Consulting (including TTP, nursing care)				
アウトソーシング事業 Outsourcing	2,033	2,030	2,086	2,068	2,415	2,502	2,596	2,711	3,217	3,389	3,486	3,639	3,693	3,785	3,638	3,607	3,432	3,326	3,455	3,577	プレース&サーチ(人材紹介) Place & Search (Placement / Recruiting)	345	443	447	597
その他の事業 Other	519	505	670	608	496	495	514	468	472	498	574	571	655	632	793	922	1,020	1,101	1,174	1,161	グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)	513	487	470	560
消去又はは全社 Eliminations and Corporate	(212)	(201)	(201)	(226)	(225)	(231)	(246)	(272)	(270)	(278)	(356)	(342)	(349)	(385)	(729)	(690)	(791)	(856)	(865)	(806)	アウトプレースメント(再就職支援) Outplacement	2,634	2,468	2,286	2,417
連結合計 Consolidated	48,726	49,520	50,484	55,084	56,444	56,757	57,498	60,531	60,489	59,026	58,250	59,178	59,136	56,950	52,531	50,082	47,161	44,908	43,977	47,468	アウトソーシング Outsourcing	3,404	3,659	3,687	3,938
伸び率 YoY																					ライフソリューション/パブリックソリューション/シェアード Life Solutions / Public Solutions / Shared	897	876	869	920
人材派遣・請負事業 Temporary staffing/Contracting	11.9%	12.8%	11.7%	15.1%	14.2%	13.4%	14.2%	9.1%	5.7%	1.7%	-1.9%	-5.3%	-3.4%	-4.2%	-9.6%	-16.3%	-22.0%	-24.1%	-21.0%	-14.1%	消去または全社 Eliminations and Corporate	(581)	(625)	(558)	(595)
人材紹介事業 Placement/Recruiting	10.0%	1.4%	51.5%	18.4%	60.2%	51.8%	33.0%	42.6%	32.6%	25.7%	17.4%	-9.5%	-19.9%	-11.5%	-30.2%	-31.7%	-54.5%	-64.7%	-51.8%	-18.7%	連結合計 Consolidated	44,574	44,419	43,669	46,142
再就職支援事業 Outplacement	2.4%	-0.7%	11.6%	30.4%	49.2%	25.0%	-13.2%	-14.5%	-8.7%	12.8%	69.5%	85.4%	27.3%	-5.2%	-17.7%	-2.5%	47.5%	115.1%	135.1%	228.1%					
アウトソーシング事業 Outsourcing	52.3%	43.2%	27.8%	26.5%	18.8%	23.2%	24.4%	31.1%	33.2%	35.4%	34.3%	34.2%	14.8%	11.7%	4.4%	-0.9%	-7.1%	-12.1%	-5.0%	-0.8%					
その他の事業 Other	2.2%	1.4%	32.5%	15.3%	-4.3%	-1.9%	-23.3%	-23.0%	-4.9%	0.4%	11.7%	22.0%	38.7%	27.0%	38.1%	61.5%	55.8%	74.2%	48.1%	25.9%					
連結合計 Consolidated	12.7%	13.1%	13.1%	15.9%	15.8%	14.6%	13.9%	9.9%	7.2%	4.0%	1.3%	-2.2%	-2.2%	-3.5%	-9.8%	-15.4%	-20.2%	-21.1%	-16.3%	-5.2%					

決算年月	2006 / 5				2007 / 5				2008 / 5				2009 / 5				2010 / 5				2011 / 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	
営業利益 Operating Income																									
人材派遣・請負、人材紹介事業 Temporary staffing / Contracting, Placement/Recruiting	1,248	1,582	1,802	1,922	2,076	1,411	1,841	1,635	1,384	618	1,613	1,440	1,112	913	484	782	(154)	435	211	137	エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)				
再就職支援事業 Outplacement	211	275	294	185	451	350	40	(83)	226	361	378	411	434	184	149	257	616	998	926	1,313	インソーシング(委託・請負) Insourcing (Contracting)				
アウトソーシング事業 Outsourcing	(154)	264	440	351	(119)	340	577	375	(72)	550	929	476	213	545	828	548	165	498	824	764	HRコンサルティング 他 HR Consulting (including TTP, nursing care)	356	296	497	829
その他の事業 Other	(86)	(215)	(158)	(238)	(134)	(62)	(133)	(65)	(9)	10	(17)	(10)	(31)	55	53	(65)	(25)	(81)	28	(41)	プレース&サーチ(人材紹介) Place & Search (Placement / Recruiting)				
消去又はは全社 Eliminations and Corporate	(31)	27	2	19	3	(2)	4	1	0	1	(887)	(961)	(868)	(960)	(947)	(838)	(735)	(811)	(701)	(708)	グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)				
連結合計 Consolidated	1,188	1,934	2,382	2,240	2,277	2,037	2,330	1,862	1,529	1,541	2,015	1,356	860	738	567	683	(134)	1,039	1,289	1,465	アウトプレースメント(再就職支援) Outplacement	312	273	121	303
伸び率 YoY																					アウトソーシング Outsourcing	285	346	780	814
人材派遣・請負、人材紹介事業 Temporary staffing / Contracting, Placement/Recruiting	-27.4%	-5.7%	19.0%	7.1%	66.2%	-10.8%	2.2%	-14.9%	-33.3%	-56.2%	-12.4%	-11.9%	-19.7%	47.8%	-70.0%	-45.7%	—	-52.4%	-56.4%	-82.4%	ライフソリューション/パブリックソリューション/シェアード Life Solutions / Public Solutions / Shared	41	32	30	30
再就職支援事業 Outplacement	-6.5%	-15.6%	9.5%	425.9%	113.5%	27.3%	-86.3%	—	-49.8%	3.0%	836.3%	—	91.9%	-49.1%	-60.5%	-37.5%	41.9%	442.2%	519.2%	410.3%	消去または全社 Eliminations and Corporate	(685)	(728)	(679)	(831)
アウトソーシング事業 Outsourcing	—	244.9%	33.9%	-6.9%	—	28.5%	31.1%	6.7%	—	61.6%	60.8%	27.0%	—	-0.9%	-10.8%	15.0%	-22.4%	-8.6%	-0.5%	39.4%	連結合計 Consolidated	310	220	750	1,145
その他の事業 Other	—	—	—	—	—	—	—	—	—	—	—	—	—	411.5%	—	—	—	—	-47.1%	—					
連結合計 Consolidated	-37.1%	-7.6%	10.3%	6.8%	91.6%	5.3%	-2.2%	-16.9%	-32.8%	-24.3%	-13.5%	-27.1%	-43.8%	-52.1%	-71.8%	-49.6%	—	40.7%	127.0%	114.4%					

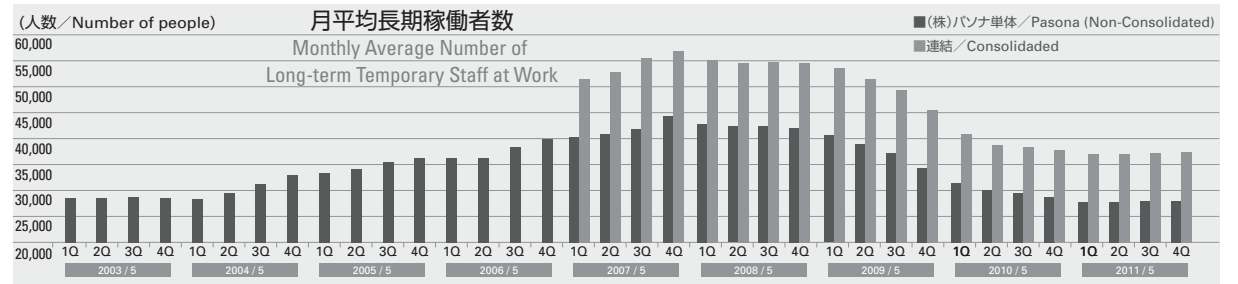
本冊子のデータは、特に注記のない限り、2007年5月期までは株式会社/パソナの連結または単体のデータであり、2008年5月期からは持株会社体制移行に伴い、株式会社/パソナグループの連結データとなっております。
Unless otherwise stated, the data included in this report for the periods up to and including the fiscal year ended May 31, 2007 are consolidated or non-consolidated data for Pasona Inc.
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※当会計年度よりマネジメント・アプローチに基づいてセグメント区分を変更したため前年との比較は記載しておりません。
In conjunction with the adoption of the "Management Approach," the Company reclassified its business segments effective from the fiscal year ending May 31, 2011.
Therefore, percentage increases and decreases compared with the corresponding period of the fiscal year ended May 31, 2010 have not been provided.

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



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



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

(人数 / Number of people)

	2003 / 5		2004 / 5		2005 / 5		2006 / 5		2007 / 5		連結 Consolidated		2008 / 5		連結 Consolidated		2009 / 5		連結 Consolidated		2010 / 5		連結 Consolidated		2011 / 5		連結 Consolidated																													
	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY																								
稼働者数 (前年同期比) Temporary Staff at Work (YOY)	28,527 (-3.5%)		28,372 (-0.5%)		33,510 (18.1%)		36,314 (8.4%)		40,745 (12.2%)		51,586 (13.4%)		42,825 (5.1%)		55,168 (6.9%)		40,607 (-5.2%)		53,615 (-2.7%)		31,384 (-22.7%)		40,866 (-23.8%)		27,798 (-11.4%)		36,959 (-9.6%)		28,572 (-3.4%)		33,138 (16.0%)		36,395 (9.8%)		40,096 (10.2%)		44,619 (11.3%)		56,881 (12.8%)		42,073 (-5.7%)		54,573 (-4.1%)		34,295 (-18.5%)		45,535 (-16.6%)		28,659 (-16.4%)		37,690 (-17.2%)		27,937 (-2.5%)		37,337 (-0.9%)	

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

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

(件 / Number)

	2003 / 5				2004 / 5				2005 / 5				2006 / 5				2007 / 5				2008 / 5				2009 / 5				2010 / 5				2011 / 5															
	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY	1Q	YOY	2Q	YOY	3Q	YOY	4Q	YOY								
受注件数 Number of Orders	3,934		3,918		3,838		4,571		4,158		4,979		5,042		6,257		6,379		7,540		6,764		7,255		6,795		7,237		7,537		7,743		7,409		8,053		8,519		8,145		7,150		7,628		6,793		6,878	
スタート件数 Monthly Average Number of Contract Starts	2,278		2,422		2,161		2,438		2,068		2,740		2,570		3,399		2,663		3,216		2,801		3,232		2,639		2,965		2,674		3,269		2,744		3,250		3,270		3,823		2,693		2,944		2,524		2,960	
終了件数 Monthly Average Number of Contract Completions	2,374		2,334		2,397		3,890		3,022		2,236		2,517		3,600		3,013		2,885		3,080		3,736		2,576		2,606		2,558		3,541		2,860		2,803		4,580		3,206		2,917		2,582		3,597			

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

平均契約継続期間(パナ単体) Average contract term (Non-Consolidated)

(月数 / Number of months)

	2004 / 5	2005 / 5	2006 / 5	2007 / 5	2008 / 5	2009 / 5	2010 / 5	2011 / 5	年度 (Fiscal Year)
平均 Average	14.2	15.0	15.1	15.4	17.5	19.7	21.4	17.2	

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

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

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

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

(百万円/Millions of Yen)

		2001/5	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
売上高	Net sales	¥ 108,031	¥ 133,822	¥ 135,625	¥ 156,979	¥ 179,156	¥ 203,815	¥ 231,231	¥ 236,945	¥ 218,699	¥ 183,515	¥ 178,806
売上原価	Cost of sales	85,592	109,478	108,879	124,226	141,925	162,578	184,181	187,575	175,114	146,784	145,247
売上総利益	Gross profit	22,438	24,343	26,746	32,753	37,231	41,236	47,050	49,369	43,585	36,731	33,558
販売費及び一般管理費	Selling, general and administrative expenses	16,695	19,557	21,058	25,104	28,992	33,491	38,542	42,925	40,735	33,070	31,125
営業利益	Operating income	5,742	4,786	5,687	7,648	8,238	7,745	8,507	6,444	2,850	3,660	2,432
営業外収益	Non-operating income:	140	68	150	109	178	217	410	560	742	581	437
受取利息及び割引料	Interest income and discount revenue	4	2	2	10	20	21	46	53	35	12	12
持分法による投資利益	Investment gain on equity method	—	—	—	—	—	57	144	43	85	105	36
補助金収入	Subsidy	—	23	35	22	22	20	64	273	323	205	228
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
受取保険金	Insurance fund income	—	—	—	17	—	48	—	—	—	—	—
消費税等免税益	Consumption tax and other tax exemption income	—	—	—	—	70	—	43	—	—	—	—
その他	Other income	134	42	112	57	65	69	111	190	125	96	88
営業外費用	Non-operating expenses:	418	632	464	428	128	118	110	366	231	197	298
支払利息及び割引料	Interest expenses and discount revenue	357	191	118	85	20	18	36	32	75	71	177
持分法による投資損失	Investment loss on equity method	14	241	324	80	31	—	—	—	—	—	—
コミットメントフィー	Commitment fee	—	—	—	—	34	35	39	49	60	68	58
貸倒損失	Bad debt loss	—	—	—	—	—	—	—	133	—	—	—
新株発行費償却	Amortization of new share issuance expenses	—	—	—	43	21	22	—	—	—	—	—
上場関連費用	IPO-related expenses	—	145	—	129	—	—	—	—	—	—	—
その他	Other expenses	46	54	20	89	19	42	34	150	96	58	62
経常利益	Ordinary income	5,464	4,222	5,373	7,329	8,289	7,844	8,807	6,637	3,361	4,044	2,571
特別利益	Extraordinary gains:	108	62	8	212	401	233	249	1,139	757	198	523
固定資産売却益	Gain on sale of fixed assets	—	0	1	43	—	—	—	—	0	1	—
投資有価証券売却益	Gain on sale of investment securities	18	—	—	8	—	6	43	8	87	0	463
持分変動によるみなし売却益	Constructive gain on change in equity	—	43	—	161	393	223	—	—	—	0	3
関係会社株式売却益	Gain on sale of securities in affiliated companies	89	18	6	—	—	3	205	1,095	—	0	11
負のれん発生益	Gain on negative goodwill	—	—	—	—	—	—	—	—	—	—	43
役員退職慰労引当金戻入額	Reversal of provision for directors' retirement benefits	—	—	—	—	—	—	—	—	643	150	—
その他	Other	—	—	—	—	7	—	—	35	25	46	—
特別損失	Extraordinary losses:	13,561	64	401	388	447	662	335	777	1,232	409	598
固定資産除売却損	Loss on sale and disposal of fixed assets	142	50	36	66	88	98	60	133	256	238	37
減損損失	Impairment loss	—	—	—	—	—	—	155	47	11	1	2
投資有価証券評価損	Valuation loss on investment securities	2	6	0	13	—	2	48	25	215	3	0
投資有価証券売却損	Loss on sale of investment securities	—	1	—	2	0	—	—	—	75	6	8
関係会社株式売却損	Loss on sale of securities in affiliated companies	—	—	21	—	6	—	25	9	39	—	—
会員権評価損	Valuation loss on membership right	—	—	—	—	—	—	8	70	—	—	—
関係会社売却関連損	Loss relating to sale of affiliated companies	—	—	—	238	—	—	—	—	—	—	—
持分変動損失	Loss on change in equity	—	—	14	—	—	—	22	15	25	9	—
合併に伴う連結調整勘定償却額	Amortization of goodwill due to merger	4,205	—	328	—	—	561	—	—	—	—	—
投資損失引当金繰入額	Transfer to allowance for investment loss	—	—	—	—	—	—	14	—	350	—	4
営業権償却	Amortization of business rights	8,525	—	—	68	—	—	—	—	—	—	—
商標権償却	Amortization of trade mark	608	—	—	—	—	—	—	—	—	—	—
本社移転費用	Head office relocation expense	—	—	—	—	254	—	—	430	166	149	—
災害による損失	Loss on disaster	—	—	—	—	—	—	—	—	—	—	63
資産除去債務会計基準の適用に伴う影響額	Loss on adjustment for changes of accounting standard for asset retirement obligations	—	—	—	—	—	—	—	—	—	—	480
役員特別退職慰労金	Extraordinary retirement benefit payment to directors	—	—	—	—	97	—	—	—	—	—	—
関係会社整理損	Loss liquidation of subsidiaries and affiliates	—	—	—	—	—	—	—	—	64	—	—
その他	Other	77	5	—	—	—	—	—	—	—	—	0
税金等調整前当期純利益(損失)	Income before income taxes and minority interests (loss)	(7,988)	4,220	4,980	7,154	8,243	7,415	8,720	7,000	2,885	3,833	2,496
法人税、住民税及び事業税	Income taxes—current	2,131	1,231	2,218	2,874	2,691	3,856	4,073	3,488	1,765	1,533	1,533
法人税等調整額	Income taxes—deferred	(3,411)	900	434	274	698	(473)	(51)	(304)	52	1,171	(148)
少数株主利益	Minority interests in income	140	114	300	357	490	444	500	853	755	923	698
当期純利益(損失)	Net income (loss)	¥ (6,849)	¥ 1,974	¥ 2,027	¥ 3,647	¥ 4,363	¥ 3,588	¥ 4,198	¥ 2,962	¥ 312	¥ 204	¥ 412
(連結包括利益計算書)	(Consolidated Statement of Comprehensive Income)											
少数株主損益調整前当期純利益	Income before minority interests	—	—	—	—	—	—	—	—	—	—	¥ 1,111
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
為替換算調整勘定	Foreign currency translation adjustment	—	—	—	—	—	—	—	—	—	—	(38)
その他の包括利益合計	Total of other comprehensive income	—	—	—	—	—	—	—	—	—	—	86
包括利益	Comprehensive income	—	—	—	—	—	—	—	—	—	—	1,198
(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
少数株主に係る包括利益	Comprehensive income attributable to minority interests	—	—	—	—	—	—	—	—	—	—	695

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連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

資産の部	ASSETS	2001/5	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
流動資産	Current assets:											
現金及び預金	Cash and deposits	¥ 8,541	¥ 4,854	¥ 5,591	¥ 10,149	¥ 11,745	¥ 14,284	¥ 11,470	¥ 13,672	¥ 14,419	¥ 12,629	¥ 22,628
受取手形及び売掛金	Notes and accounts receivable —trade	10,664	11,836	13,561	16,078	17,997	21,022	23,667	23,313	18,948	17,900	18,356
有価証券	Marketable securities	432	462	462	462	461	461	361	201	202	202	202
たな卸資産	Inventories	122	124	204	193	333	348	320	511	328	318	312
繰延税金資産	Deferred tax assets	487	317	606	915	803	950	1,106	1,129	1,380	817	916
未収還付法人税等	Income tax receivable	—	13	10	87	1	5	5	533	557	526	90
その他	Other current assets	473	780	1,077	1,114	1,472	1,928	2,240	1,934	1,600	2,658	1,916
貸倒引当金	Less allowance for doubtful receivables	(49)	(64)	(83)	(79)	(69)	(72)	(87)	(81)	(80)	(65)	(54)
流動資産合計	Total current assets	20,672	18,324	21,431	28,921	32,745	38,928	39,086	41,213	37,358	34,986	44,368
固定資産	Fixed assets:											
有形固定資産	Property and equipment:											
建物	Buildings	630	666	736	1,039	1,851	2,023	2,531	3,142	2,933	2,999	2,894
土地	Land	907	655	656	656	656	793	793	885	1,255	1,256	1,256
リース資産	Lease assets	—	—	—	—	—	—	—	—	29	2,098	2,036
その他	Other tangibles	46	95	159	276	555	746	1,060	962	810	618	447
有形固定資産合計	Total tangible fixed assets	1,584	1,417	1,551	1,972	3,063	3,563	4,384	4,990	5,029	6,972	6,634
無形固定資産	Intangible assets:											
のれん	Goodwill	—	—	—	—	—	—	765	516	331	798	514
ソフトウェア	Software	628	1,116	1,193	1,110	1,209	1,713	1,799	2,736	3,324	2,886	2,630
リース資産	Lease assets	—	—	—	—	—	—	—	—	2	78	88
連結調整勘定	Consolidation adjustment account	434	327	265	262	117	585	—	—	—	—	—
その他	Other intangibles	71	74	79	86	86	92	82	84	83	86	86
無形固定資産合計	Total intangible fixed assets	1,133	1,517	1,537	1,460	1,413	2,390	2,647	3,338	3,741	3,850	3,320
投資その他の資産	Investments and other assets:											
投資有価証券	Investment securities	517	756	784	751	972	1,523	1,846	1,581	1,272	1,304	1,390
長期貸付金	Long-term loans	—	135	97	133	66	165	187	189	227	270	230
繰延税金資産	Deferred tax assets	3,243	2,511	1,806	1,220	549	907	787	1,127	839	331	368
敷金及び保証金	Lease guarantee deposits	1,517	1,662	1,916	2,194	2,986	3,309	4,073	4,538	6,146	4,143	3,919
その他	Other investments	239	250	395	419	1,157	1,246	1,503	1,599	1,243	760	686
貸倒引当金	Less allowance for doubtful receivables	(59)	(49)	(95)	(69)	(70)	(103)	(92)	(64)	(38)	(13)	(13)
投資損失引当金	Allowance for investment loss	—	—	—	—	—	—	—	—	(350)	(337)	(341)
投資その他の資産合計	Total investments and other assets	5,458	5,266	4,905	4,651	5,662	7,048	8,306	8,971	9,338	6,460	6,240
固定資産合計	Total fixed assets	8,177	8,201	7,994	8,083	10,138	13,003	15,338	17,300	18,110	17,282	16,195
資産合計	Total assets	¥ 28,849	¥ 26,526	¥ 29,425	¥ 37,004	¥ 42,884	¥ 51,931	¥ 54,425	¥ 58,513	¥ 55,468	¥ 52,269	¥ 60,564

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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	2001/5	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
流動負債	Current liabilities:											
買掛金	Accounts payable — trade	¥ 512	¥ 281	¥ 640	¥ 723	¥ 721	¥ 1,039	¥ 1,387	¥ 1,773	¥ 1,568	¥ 1,523	¥ 1,585
短期借入金	Short-term loans payable	2,385	2,531	2,665	1,460	307	191	111	112	6,401	657	2,075
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
未払金	Accounts payable — other	1,129	1,114	1,565	1,829	2,169	2,467	3,122	2,404	2,510	2,387	2,061
未払費用	Accrued expenses	5,818	6,482	6,408	7,099	8,542	9,944	11,300	11,259	8,957	7,952	10,777
未払法人税等	Income taxes payable	2,132	124	1,664	1,856	1,414	2,626	2,169	2,096	830	862	987
未払消費税等	Consumption taxes payable	4,374	2,368	1,638	2,144	2,047	2,480	2,665	2,639	1,712	1,190	1,319
前受収益	Unearned revenue	—	—	—	—	—	—	—	—	—	3,379	2,811
繰延税金負債	Deferred tax liabilities	0	—	—	—	—	—	—	—	—	—	—
賞与引当金	Reserve for bonus	836	867	958	1,107	1,183	1,279	1,594	1,910	1,650	1,615	1,479
役員賞与引当金	Reserve for directors' bonus	—	—	—	—	—	128	19	14	7	4	7
資産除去債務	Asset retirement obligations	—	—	—	—	—	—	—	—	—	—	4
その他	Other current liabilities	893	1,296	1,983	1,835	1,529	2,631	3,331	4,521	5,127	1,501	1,725
流動負債合計	Total current liabilities	18,082	15,066	17,524	18,056	17,916	22,788	25,704	26,731	28,834	21,426	25,329
固定負債	Long-term liabilities:											
社債	Bonds	—	—	—	—	—	—	—	—	164	128	—
長期借入金	Long-term debt	6,777	3,105	1,065	—	—	—	9	7	4	2,149	5,269
リース債務	Lease obligations	—	—	—	—	—	—	—	—	39	2,215	2,090
長期未払金	Long-term payables—other	—	792	575	435	124	31	57	51	—	—	—
繰延税金負債	Deferred tax liabilities	0	—	5	5	5	99	45	—	—	—	—
退職給付引当金	Allowance for employees' severance retirement benefits	25	32	58	267	398	570	706	813	872	1,065	910
資産除去債務	Asset retirement obligations	—	—	—	—	—	—	—	—	—	—	722
役員退職慰労引当金	Allowance for directors' retirement benefits	138	233	353	535	646	794	972	943	306	—	—
本社移転費用引当金	Allowance for head office relocation expenses	—	—	—	—	—	—	—	430	—	—	—
その他	Other long-term liabilities	3	2	7	12	12	12	24	68	97	304	600
固定負債合計	Total long-term liabilities	6,945	4,165	2,065	1,256	1,187	1,508	1,816	2,313	1,485	5,863	9,592
負債合計	Total liabilities	¥ 25,027	¥ 19,232	¥ 19,589	¥ 19,313	¥ 19,104	¥ 24,297	¥ 27,520	¥ 29,045	¥ 30,319	¥ 27,289	¥ 34,922
少数株主持分	MINORITY INTERESTS											
少数株主持分	Minority interests	817	906	1,417	1,958	3,135	—	—	—	—	—	—
資本の部	SHAREHOLDERS' EQUITY											
資本金	Common stock	5,425	6,062	6,062	7,911	8,285	—	—	—	—	—	—
資本準備金	Capital reserve	4,425	5,197	—	—	—	—	—	—	—	—	—
欠損金	Retained loss	6,847	4,873	—	—	—	—	—	—	—	—	—
資本剰余金	Capital surplus	—	—	5,197	7,046	7,420	—	—	—	—	—	—
利益剰余金	Retained earnings (loss)	—	—	(2,841)	796	4,821	—	—	—	—	—	—
その他有価証券評価差額金	Net unrealized holding gain on other securities	0	0	(0)	0	124	—	—	—	—	—	—
為替換算調整勘定	Foreign currency translation adjustment	—	—	—	(22)	(6)	—	—	—	—	—	—
資本合計	Total shareholders' equity	3,004	6,388	8,418	15,732	20,644	—	—	—	—	—	—
負債、少数株主持分及び資本合計	Total liabilities, minority interests and shareholders' equity	¥ 28,849	¥ 26,526	¥ 29,425	¥ 37,004	¥ 42,884	¥ —	¥ —	¥ —	¥ —	¥ —	¥ —
純資産の部	NET ASSETS											
株主資本	Shareholders' equity											
資本金	Common stock	¥ —	¥ —	¥ —	¥ —	¥ —	¥ 8,322	¥ 8,358	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000
資本剰余金	Capital surplus	—	—	—	—	—	7,457	7,493	8,887	6,517	6,054	6,054
利益剰余金	Retained earnings	—	—	—	—	—	7,664	10,636	12,682	12,995	13,200	13,425
自己株式	Treasury stock	—	—	—	—	—	—	(4,287)	(2,257)	(4,799)	(3,493)	(3,493)
株主資本合計	Total shareholders' equity	—	—	—	—	—	23,444	22,200	24,312	19,713	20,761	20,986
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
為替換算調整勘定	Foreign currency translation adjustment	—	—	—	—	—	61	79	(22)	(77)	(81)	(117)
その他の包括利益累計額合計*	Total accumulated other comprehensive income*	—	—	—	—	—	201	175	19	(76)	(72)	17
少数株主持分	Minority interests	—	—	—	—	—	3,988	4,528	5,136	5,512	4,290	4,637
純資産合計	Total net assets	—	—	—	—	—	27,634	26,904	29,468	25,148	24,979	25,642
負債純資産合計	Total liabilities and net assets	¥ —	¥ —	¥ —	¥ —	¥ —	¥ 51,931	¥ 54,425	¥ 58,513	¥ 55,468	¥ 52,269	¥ 60,564

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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)

		2001/5	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
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	¥ (7,988)	¥ 4,220	¥ 4,980	¥ 7,154	¥ 8,243	¥ 7,415	¥ 8,720	¥ 7,000	¥ 2,885	¥ 3,833	¥ 2,496
減価償却費	Depreciation	154	213	380	557	682	939	1,071	1,403	1,911	1,902	2,161
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
営業権償却	Amortization of business rights	8,525	—	—	—	—	—	—	—	—	—	—
商標権償却	Amortization of trade mark	608	—	—	—	—	—	—	—	—	—	—
社債発行差額金償却額	Amortization of balance of issuance of bonds	1	—	—	—	—	—	—	—	—	—	—
その他償却費	Amortization of others	45	32	21	94	69	17	16	—	—	—	—
連結調整勘定償却額	Amortization of consolidation adjustment account (excess of costs over assets acquired)	4,299	150	459	219	134	688	—	—	—	—	—
のれん償却額	Amortization of goodwill	—	—	—	—	—	—	276	275	314	308	309
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	41	3	48	(44)	(7)	34	26	(26)	(24)	(37)	(11)
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
賞与引当金の増加額()は減少額	Increase (decrease) in reserve for bonus	123	30	37	122	75	83	323	306	(258)	(41)	(138)
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
退職給付引当金の増加額	Increase in allowance for employees' severance retirement benefits	1	6	17	191	129	169	136	109	63	145	(157)
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	138	95	115	181	110	148	177	(28)	(636)	(306)	—
本社移転費用引当金の増加額()は減少額	Increase (decrease) in allowance for head office relocation expenses	—	—	—	—	—	—	—	430	(430)	—	—
受取利息及び受取配当金	Interest and dividend income	(4)	(3)	(4)	(11)	(23)	(25)	(49)	(60)	(40)	(19)	(22)
補助金収入	Subsidy	—	—	—	—	—	—	—	(308)	(349)	(205)	(228)
支払利息	Interest expenses	357	191	118	85	20	18	36	32	75	71	177
為替差損()は差益	Foreign exchange loss (gain)	0	0	(0)	6	(4)	5	(15)	24	9	—	—
持分法による投資損失()は投資利益	Investment loss (gain) on equity method	14	241	324	80	31	(57)	(144)	(43)	(85)	(105)	(36)
持分変動損失()は利益	Loss (gain) on change in equity	—	(43)	14	(161)	(393)	(223)	22	15	25	9	(3)
固定資産売却益	Gain on sale of fixed assets	—	(0)	(1)	(43)	—	—	—	—	—	—	—
固定資産売却損	Loss on sale and disposal of fixed assets	142	50	36	66	88	98	60	133	256	236	37
固定資産圧縮損	Loss on fixed asset rationalization	—	—	—	—	—	—	—	35	25	—	—
本社移転に伴う固定資産売却損	Loss on sale and disposal of fixed assets related to head office relocation	—	—	—	—	124	—	—	—	—	—	—
投資有価証券売却益	Gain on sale of investment securities	(18)	—	—	(8)	—	(6)	(43)	(8)	(12)	6	(454)
投資有価証券売却損	Loss on sale of investment securities	—	1	—	2	0	—	—	—	—	—	—
投資有価証券評価損	Valuation loss on investment securities	2	6	0	13	—	2	48	25	215	3	0
関係会社売却関連損	Loss relating to sale of affiliated companies	—	—	—	238	—	—	—	—	—	—	—
関連会社株式売却益	Gain on sale of securities in affiliated companies	(89)	(18)	—	—	—	(3)	(205)	(1,095)	—	(0)	(11)
関連会社株式売却損	Loss on sale of securities in affiliated companies	—	—	15	—	6	—	25	9	39	—	—
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	(8,980)	(1,137)	(1,099)	(2,074)	(2,098)	(2,388)	(2,712)	309	4,356	1,653	(423)
たな卸資産の減少額()は増加額	Decrease (increase) in inventories	(79)	(2)	(78)	13	(107)	(11)	14	(189)	182	10	6
その他資産の減少額()は増加額	Decrease (increase) in other current assets	(283)	(209)	(146)	76	(294)	(343)	(587)	(81)	625	(463)	442
営業債務の増加額()は減少額	Increase (decrease) in accounts payable — trade	5,192	381	(206)	744	1,456	1,112	1,395	214	(2,266)	(1,250)	2,963
未払消費税等の増加額()は減少額	Increase (decrease) in consumption tax payable	4,743	(2,006)	(809)	482	(76)	385	242	(0)	(790)	(725)	439
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	673	193	939	(573)	377	1,416	1,507	986	725	853	(653)
役員賞与の支払額	Directors' bonuses paid	(4)	(0)	(4)	(7)	(61)	(107)	(4)	—	—	—	—
その他	Other	—	—	—	—	—	—	12	81	5	1	(7)
小計	Subtotal	7,616	2,397	5,161	7,405	8,486	9,495	10,397	9,736	7,181	4,194	7,332
利息及び配当金の受取額	Interest and dividends received	6	7	7	15	20	37	54	65	43	20	26
利息の支払額	Interest paid	(306)	(215)	(131)	(99)	(24)	(18)	(35)	(33)	(33)	(104)	(178)
補助金の受取額	Subsidy received	—	—	—	—	—	—	—	300	324	208	269
法人税等の支払額	Income taxes paid	(106)	(3,253)	(721)	(2,761)	(3,182)	(2,618)	(4,518)	(4,093)	(3,071)	(1,442)	(1,030)
営業活動によるキャッシュ・フロー	Net cash (used in) provided by operating activities	¥ 7,209	¥ (1,063)	¥ 4,316	¥ 4,559	¥ 5,298	¥ 6,895	¥ 5,897	¥ 5,974	¥ 4,443	¥ 2,875	¥ 6,419

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

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

(百万円/Millions of Yen)

		2001/5	2002/5	2003/5	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
投資活動によるキャッシュ・フロー	Cash flows from investing activities:											
定期預金の純増減額	Net increase (decrease) in time deposits	¥ 20	¥ 20	¥ (0)	¥ (51)	¥ (414)	¥ (36)	¥ (52)	¥ (175)	¥ (82)	¥ 202	¥ 316
有形固定資産の取得による支出	Payments for purchases of fixed assets	(105)	(244)	(149)	(399)	(1,766)	(1,048)	(1,020)	(2,118)	(1,553)	(614)	(318)
有形固定資産の売却による収入	Proceeds from sale of fixed assets	27	333	3	81	15	3	—	5	1	1	13
無形固定資産の取得による支出	Payments for purchases of intangible assets	(1,375)	(661)	(357)	(369)	(483)	(933)	(673)	(1,375)	(1,654)	(490)	(612)
無形固定資産の売却による収入	Proceeds from sale of intangible assets	—	0	80	17	0	—	0	—	—	—	—
投資有価証券の取得による支出	Payments for purchases of investment securities	(369)	(480)	(208)	(104)	(108)	(177)	(514)	(17)	(53)	(68)	(779)
投資有価証券の売却による収入	Proceeds from sale of investment securities	223	38	42	56	68	22	2	1,421	185	88	1,395
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	(2,503)	(37)	(194)	(360)	—	(858)	(44)	—	—	(25)	—
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
連結の範囲の変更を伴う子会社株式の売却による支出	Payments for sale of securities of subsidiaries due to change in consolidated subsidiaries	—	—	(4)	—	(136)	—	(91)	(186)	(30)	—	—
連結の範囲の変更を伴う子会社株式の売却による収入	Proceeds from sale of securities of subsidiaries due to change in consolidated subsidiaries	—	—	—	—	—	—	3	—	—	—	—
子会社株式の追加取得による支出	Payments for additional purchases of securities of subsidiaries	(90)	(23)	(72)	(46)	—	(761)	(29)	(181)	(63)	(1,386)	(43)
子会社株式の一部売却による収入	Proceeds from sale of certain of securities of subsidiaries	106	—	—	—	—	27	278	—	—	—	—
貸付金による支出	Payments for increase in loans receivable	(12)	(338)	(36)	(19)	(89)	(229)	(116)	(108)	(115)	(109)	(52)
貸付金の回収による収入	Proceeds from collection of loans receivable	282	208	34	23	178	104	239	102	78	66	92
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)
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
事業譲受による支出	Payments for receipt of business rights	(12,986)	—	—	—	(17)	—	(363)	—	—	—	—
その他投資活動による収入	Proceeds from other investments	339	142	124	366	750	259	242	—	—	—	—
その他投資活動による支出	Payments for other investments	(476)	(333)	(349)	(602)	(1,703)	(720)	(1,086)	—	—	—	—
その他	Other	—	—	—	—	—	—	—	(491)	(47)	(117)	(28)
投資活動によるキャッシュ・フロー	Net cash used in investing activities	(16,919)	(1,374)	(1,087)	(1,406)	(3,705)	(4,341)	(3,226)	(2,968)	(4,966)	(387)	166
財務活動によるキャッシュ・フロー	Cash flows from financing activities:											
短期借入金の純増減額(()は減少)	Net decrease (increase) in short-term loans payable — trade	(60)	60	(200)	(516)	(87)	(122)	(87)	3	6,289	(6,324)	(43)
長期借入れによる収入	Proceeds from long-term debt	10,364	100	30	—	—	—	—	—	—	2,900	5,958
長期借入金の返済による支出	Repayment of long-term debt	(1,554)	(3,687)	(2,156)	(2,070)	(1,065)	—	(1)	(2)	(2)	(172)	(1,374)
ファイナンスリース取引による収入	Proceeds from financial lease	—	1,029	—	—	—	—	—	—	—	—	—
ファイナンスリース債務の返済による支出	Repayment of financial lease	—	(91)	(213)	(233)	(226)	(213)	(135)	(27)	(29)	(141)	(348)
社債の発行による収入	Proceeds from issuance of bonds	148	—	—	—	—	—	—	—	196	—	—
社債の償還による支出	Repayment of redemption of bonds	(150)	—	—	—	—	—	—	—	—	(36)	(36)
株式の発行による収入	Proceeds from issuance of shares	8,816	1,393	—	3,698	746	74	71	65	—	—	—
少数株主の払込による収入	Proceeds from minority shareholder payments	—	—	—	—	112	125	82	—	—	—	—
少数株主の増資引受による払込額	Value of underwriting rights to minority shareholders due to public offering of subsidiaries	—	—	16	409	1,023	695	57	39	154	17	3
自己株式の取得による支出	Payments for acquisition of treasury stock	—	—	—	—	—	—	(4,287)	—	(4,154)	—	—
子会社の自己株式の取得による支出	Purchase of treasury stock of subsidiaries in consolidation	—	—	—	—	—	—	—	—	(335)	—	—
少数株主への株式の発行による収入	Proceeds from issuance of shares to minority shareholders	106	—	—	—	—	—	—	—	—	—	—
(親会社による)配当金の支払額	Payments for dividends (by parent company)	—	—	—	—	(283)	(645)	(1,190)	(914)	(754)	(233)	(187)
少数株主への配当金の支払額	Payments for dividends to minority shareholders	(2)	(1)	(2)	(27)	(44)	(78)	(116)	(146)	(285)	(284)	(277)
その他	Other	—	—	—	—	—	—	—	—	—	(0)	—
財務活動によるキャッシュ・フロー	Net cash (used in) provided by financing activities	17,668	(1,197)	(2,525)	1,260	175	(164)	(5,607)	(980)	1,077	(4,275)	3,695
現金及び現金同等物に係る換算差額	Effect of exchange rate changes on cash and cash equivalents	0	(0)	0	(21)	9	63	29	(164)	(46)	(9)	(42)
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	7,958	(3,636)	703	4,392	1,777	2,452	(2,905)	1,861	507	(1,796)	10,239
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of the year	994	8,952	5,316	6,019	10,426	12,203	14,656	11,750	13,612	14,120	12,324
新規連結に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents due to change in scope of consolidation	—	—	—	13	—	—	—	—	—	—	—
連結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)	—	—
現金及び現金同等物の期末残高	Cash and cash equivalents at end of the year	¥ 8,952	¥ 5,316	¥ 6,019	¥ 10,426	¥ 12,203	¥ 14,656	¥ 11,750	¥ 13,612	¥ 14,120	¥ 12,324	¥ 22,563

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

年	月	
1976	2	大阪市北区に人材派遣事業を主業務として、(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
1984	8	人材派遣サービスのエリア・フランチャイズとして、京都市に(株)テンポラリーセンター京都(現(株)パソナ京都)を設立
1985	5	人材派遣サービスのエリア・フランチャイズとして、熊本市に(株)テンポラリーセンター中九州(現(株)パソナ中九州)を設立
1986	5	人材派遣サービスのエリア・フランチャイズとして、長崎市に(株)テンポラリーセンター長崎(現(株)パソナ長崎)を設立
	8	新日鐵グループの派遣子会社に資本参加し、エヌエスパークルサービス(株)(現(株)パソナソーシング)を設立
1989	9	東京都千代田区に障害者雇用促進のために、(株)テンポラリーサンライズを設立
1991	7	企業内保育所の運営代行会社、(株)チャイルドケアインターナショナル(現(株)パソナフォスター)を設立
1993	6	(株)テンポラリーセンターの商号を(株)パソナに変更
	6	(株)テンポラリーサンライズの商号を(株)パソナサンライズに変更
2000	6	*旧(株)パソナ(現(株)南部エンタープライズ)より人材関連事業に関する営業を譲受け、商号を(株)パソナに変更
	11	エヌエスパークルサービス(株)(現(株)パソナソーシング)の株式を追加取得し子会社化
2001	3	(株)パソナテックの株式を追加取得し子会社化
	12	大阪証券取引所ナスダック・ジャパン市場(現ヘラクレス)に上場
	12	給与計算業務の受託・コンサルティング業務を行う(株)ペイロールの株式を取得し子会社化
2002	9	(株)大阪東芝経営センターを新株式引き受けによって子会社化し、家電流通業界向け人材派遣を行う、(株)パソナエンパワーに商号を変更
	10	Web人材派遣管理システム「e-staffing」の普及、業界標準化を目指し、テンプスタッフ(株)、(株)リクルートスタッフィングと共同出資して合併事業を開始、(株)イー・スタッフィングを関連会社化
	12	関西地域の主要企業との共同出資により、(株)関西雇用創出機構を設立し関連会社化
2003	3	住友金属工業グループ傘下の派遣会社であった(株)コンビ(現(株)パソナスパークル)の株式を取得し子会社化
	3	物流の請負、アウトソーシングを行う(株)パソナロジコムを子会社として設立
	4	会社分割により新たに設立した完全子会社、(株)パソナハートフルに社内総務業務に関わる部門の一部を承継
	6	試験運営業務のアウトソーシングを行う(株)全国試験運営センターを設立し関連会社化
	7	(株)関東雇用創出機構を設立し関連会社化
8	9	北米、英国、アジアなど海外で人材関連事業を営む会社の株式を取得し、11社を子会社化、1社を関連会社化
	10	東京証券取引所市場第一部に上場
2004	3	(株)パソナテックが同社株式を日本証券業協会(ジャスダック)に店頭登録
	4	新卒・第二新卒の派遣・紹介事業を行う、(株)パソナオン(現(株)パソナユース)を子会社として設立
	9	(株)ベネフィット・ワンが同社株式を日本証券業協会(ジャスダック)に店頭登録
	9	国際間の人材紹介、人事コンサルティング事業を行う、(株)パソナグローバルを子会社として設立
	10	技術者派遣を行う、(株)パソナエンジニアリングを子会社として設立
	11	保険販売員の派遣を行う(株)パソナインシュアランスを子会社として設立
2005	2	東京都千代田区大手町に就農支援施設、「PASONA O2(パソナオーツー)」を開設
	3	グループ営業を推進する、(株)パソナレップパワーを子会社として設立
	4	団塊・シニア世代を対象に生活支援サービス、雇用創出事業を行う、(株)NARPを子会社として設立
	6	ビジネス・スペシャリストを企業に紹介する、(株)パソナフォーチュンを子会社として設立
	7	大手企業の人材派遣子会社と共同で、求人サイト運営と間接業務のシェアード化を行う(株)HRパートナーズを子会社として設立

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

年	月	
2005	9	人材管理及び会社経営管理コンサルティングを行う、Pasona Management Consultancy (Shenzhen)を子会社として設立
	11	日本初となる紹介予定派遣の専門会社(株)パソナテンプトゥーパームを子会社として設立
2006	3	中国で日系企業を中心に人材サービスを行うPasona Human Resources (Shanghai) Co., Ltd.を子会社として設立
	3	(株)ベネフィット・ワンが同社株式を東京証券取引所市場第二部に上場
	4	(株)エディオンとの共同出資で、エディオングループの家電量販店への派遣業務を中心に行う、(株)パソナeプロフェッショナルを子会社として設立
	12	米国法人Pasona N A, Inc.と米国三菱商事による合併新会社、PASONA MIC, Inc.を子会社として設立
2007	1	(株)パソナキャリアアセットを存続会社とし(株)パソナキャレントを吸収合併、(株)パソナキャリアに商号を変更
	4	東京都渋谷区神宮前に派遣スタッフ向け福利厚生施設「倶楽部PASONA-表参道-」を開設
	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に上場
2008	1	(株)パソナ・エーディーピー・ペイロールの株式を譲渡し非関連会社化
	3	Pelham Search Pacific Limited および Pelham International Limited の株式を譲渡し非子会社化
	4	(株)パソナインシュアランスの株式を追加取得し完全子会社化
	10	グループ内の情報システム開発・運用管理全般のシェアードサービスを行う、(株)パソナCIOを子会社として設立
	12	(株)パソナを存続会社とし(株)ファイナンシャルサン、(株)パソナスポーツメイトを吸収合併
	12	Pasona Europe Limitedの株式を譲渡し非子会社化
	12	大阪証券取引所ヘラクレスの上場を廃止
2009	4	(株)パソナを存続会社とし(株)パソナインシュアランス、(株)パソナテンプトゥーパームを吸収合併
	4	(株)パソナが(株)パソナユースの新卒者・第二新卒者派遣事業に関する権利義務を吸収分割により承継
	4	(株)パソナレップパワーの商号を(株)パソナドゥタンクに変更
	5	(株)ベネフィット・ワンが(株)NARPの個人会員福利厚生サービス事業に関する権利義務を吸収分割により承継
	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
	3	(株)パソナ京都、(株)パソナ長崎の株式を追加取得し完全子会社化
	4	(株)パソナスパークルを存続会社とし(株)パソナソーシングを吸収合併、(株)パソナソーシングに商号を変更
	9	(株)パソナがエイアイジースタッフ(株)を吸収合併
	11	(株)パソナが(株)パソナ長崎を吸収合併
	12	(株)パソナが(株)パソナグローバルを吸収合併
		(株)パソナeプロフェッショナルの株式を追加取得し完全子会社化
2011	1	(株)パソナ中九州の全株式を売却し非関連会社化
	3	(株)ケーアイエスの株式を取得し子会社化
	4	(株)パソナが(株)パソナ京都を吸収合併
	6	(株)パソナeプロフェッショナルの商号を(株)パソナマーケティングに変更
		(株)パソナがリコー・ヒューマン・クリエイティブ(株)、リコー三愛ライフ(株)の人材派遣事業に関する権利義務を承継

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.
1984	Aug.	Temporary Center Kyoto Inc. (currently Pasona Kyoto Inc.) established in Kyoto as an area franchise of the temporary staffing service.
1985	May	Temporary Center Nakakyushu Inc. (currently Pasona Nakakyushu Inc.) established in Kumamoto as an area franchise of the temporary staffing service.
1986	May	Temporary Center Nagasaki Inc. (currently Pasona Nagasaki Inc.) established in Nagasaki as an area franchise of the temporary staffing service.
	Aug.	NS Personnel Service Co., Ltd. (currently Pasona Sourcing Inc.) established through capital participation in a temporary staffing subsidiary of the Nippon Steel Group.
1989	Sep.	Temporary Sunrise Inc. established in Chiyoda-ku, Tokyo to promote employment of personnel with disabilities.
1991	Jul.	Childcare International Inc. (currently Pasona Foster Inc.), a management agency for corporate childcare centers, established.
1993	Jun.	Corporate name Temporary Center Inc. changed to Pasona Inc. Corporate name Temporary Sunrise Inc. changed to Pasona Sunrise Inc.
2000	Jun.	Operating rights relating to human resource-related activities obtained from the former Pasona Inc. (currently Nambu Enterprise Inc.). Corporate name changed to Pasona Inc.
	Nov.	NS Personnel Co., Ltd. (currently Pasona Sourcing Inc.) becomes a subsidiary company following the acquisition of additional shares.
2001	Mar.	Pasona Tech, Inc. becomes a subsidiary company following the acquisition of additional shares.
	Dec.	Pasona Inc. is listed on the Nasdaq Japan stock market (currently Nippon New Market - Hercules) of the Osaka Securities Exchange.
	Dec.	Payroll Inc., a company engaged in salary calculation outsourcing and consulting activities, becomes a subsidiary company following the acquisition of stock.
2002	Sep.	Osaka Toshiba Management Center Co., Ltd., a company engaged in temporary staffing and contracting activities targeting the electric home appliance distribution industry, becomes a subsidiary company following the assumption of new shares. Company is renamed Pasona Empower Inc.
	Oct.	e-Staffing Co., Ltd. becomes an affiliated company following its establishment as a joint investment between Tempstaff Co., Ltd. and Recruit Staffing Co., Ltd., reflecting growing acceptance of online temporary staffing management systems and efforts to establish an industry standard.
	Dec.	Kansai Employment Creation Organization Inc. established through joint funding from major firms in the Kansai region. Company is included in the Group's scope of consolidation as an affiliated company.
2003	Mar.	Stock of Con-Be, Inc. (currently Pasona Sparkle Inc.), a Sumitomo Metal Industries, Ltd. temporary staffing subsidiary acquired. Company is included in the Group's scope of consolidation as a subsidiary company.
	Mar.	Pasona Logicom Inc. established as a subsidiary company to engage in distribution contracting and outsourcing.
	Apr.	Pasona Heartful Inc. established as a wholly owned subsidiary following corporate spin-off. Company inherits certain internal departments engaged in general administration.
	Jun.	National Examination Center Inc. established as an affiliated company to offer outsourcing services concerning examinations.
	Jul.	Kantou Employment Creation Organization Inc. established as an affiliated company.
	Aug.-Sep.	The stock of 12 human resource-related companies located in North America, England, and Southeast Asia acquired. 11 companies are included in the Group's scope of consolidation as subsidiary companies and one as an affiliated company.
	Oct.	Pasona Inc. listed on the First Section of the Tokyo Stock Exchange.
2004	Mar.	Pasona Tech, Inc. (currently a consolidated subsidiary) stock registered over the counter with the Japan Securities Dealers Association (JSDA).
	Apr.	Pasona On Inc. (currently Pasona Youth Inc.) established as a subsidiary company to engage in temporary staffing and placement and recruiting activities for new graduates and employees with limited experience in the workforce.
	Sep.	Benefit One Inc. stock registered over the counter with the Japan Securities Dealers Association (JSDA).
	Sep.	Pasona Global Inc. established as a subsidiary company to engage in international human resource placement and recruiting and consulting activities.
	Oct.	Pasona Engineering Inc. established as a subsidiary company to engage in temporary staffing activities specializing in electrical engineers.
	Nov.	Pasona Insurance Inc. established as a subsidiary company to engage in temporary staffing activities specializing in sales personnel for the life and accident insurance industry.
2005	Feb.	Pasona O ₂ , an agricultural facility, established in Otemachi, Chiyoda-ku, Tokyo to raise interest and support employment in the agricultural sector.
	Mar.	Pasona REP Power Inc. established as a subsidiary company to offer support and consulting services on sales for Pasona and the Pasona Group.
	Apr.	NARP Inc. established as a subsidiary company to offer lifestyle support services and create employment opportunities for the baby boomer and senior generations.

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

Year	Month	
2005	Jun.	Pasona Fortune Inc. established as a subsidiary company to conduct platform business activities that bring together both companies and business specialists in various areas.
	Jul.	HR Partners Inc. established as a subsidiary company in collaboration with the in-house affiliates of leading large-scale corporations to operate and manage an online facility and facilitate recruiting and the sharing of information of indirect departments.
	Sep.	Pasona Management Consultancy (Shenzhen) established as a subsidiary company to engage in human resource management and provide business management consulting services.
	Nov.	Pasona Temp to Perm Inc. established as a subsidiary company, the first human resource company to specialize in temporary to permanent personnel services.
2006	Mar.	Pasona Human Resources (Shanghai) Co., Ltd. established as a subsidiary company to provide placement and recruiting services to Japanese companies in China.
	Mar.	Benefit One Inc. listed on the Second Section of the Tokyo Stock Exchange.
	Apr.	Pasona e-Professional, Inc. established as a joint-venture company with EDION Corporation to provide temporary staffing services mainly to electric home appliance retail network of the EDION group. Pasona e-Professional, Inc. included in the Company's scope of consolidation as a subsidiary company.
	Dec.	PASONA MIC, Inc., a new joint venture between Pasona NA, Inc. and U.S.-based Mitsubishi International Corporation, established as a subsidiary company.
2007	Jan.	Pasona career assets Inc. merged with Pasona Carent, Inc. with Pasona career asset as the surviving company. Name of the company changed to Pasona Career Inc.
	Apr.	Club PASONA Omotesando established in Jingumae, Shibuya-ku, Tokyo to promote welfare benefits to temporary staff.
	Sep.	Pasona Group headquarters established in the Shin-Marunouchi Building in Chiyoda-ku, Tokyo.
	Oct.	Kansai Employment Creation Organization Inc. and Kantou Employment Creation Organization Inc. become subsidiary companies following the acquisition of additional shares.
	Dec.	Pasona Group Inc. established as a pure holding company through the transfer of shares. Publicly listed on the First Section of the Tokyo Stock Exchange and the Nippon New Market "Hercules" of the Osaka Securities Exchange.
2008	Jan.	Pasona ADP Payroll, Inc. shares sold. Company removed from the scope of consolidation as an affiliated company.
	Mar.	Pelham Search Pacific Limited and Pelham International Limited shares sold. Companies removed from the scope of consolidated as subsidiaries.
	Apr.	Pasona Insurance Inc. included in the scope of consolidation as a wholly owned subsidiary following the acquisition of additional shares.
	Oct.	Pasona CIO Inc. established as a subsidiary company to provide Group shared services focusing on the IT field (developing, managing and operating Group information systems).
	Dec.	Pasona Inc., Financial Sun Inc. and Pasona Sportsmate Inc. merged with Pasona Inc. as the surviving company.
	Dec.	Pasona Europe Limited shares sold to become a non-consolidated subsidiary company.
	Dec.	Delisted from the Nippon New Market "Hercules," Osaka Securities Exchange.
2009	Apr.	Pasona Inc., Pasona Insurance Inc. and Pasona Temp to Perm Inc. merged with Pasona Inc. as the surviving company.
	Apr.	Pasona Inc. acquired all rights and obligations relating to the new graduate and graduate with limited experience in the workforce temporary staffing business of Pasona Youth Inc. by way of absorption-type company split.
	Apr.	Corporate name Pasona REP Power Inc. changed to Pasona Dotank Inc.
	May	Benefit One Inc. acquired all rights and obligations relating to the individual membership employee benefit services business of NARP Inc. by way of absorption-type company split.
	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.
	Mar.	Pasona Kyoto, Inc. and Pasona Nagasaki Inc. included in the scope of consolidation as wholly owned subsidiaries following the acquisition of additional shares.
	Apr.	Pasona Sparkle Inc. merged with Pasona Sourcing Inc. with Pasona Sparkle as the surviving company; corporate name changed to Pasona Sourcing Inc.
	Sep.	Pasona Inc. merged with AIG Staff Co., Ltd.
	Nov.	Pasona Inc. merged with Pasona Nagasaki Inc.
	Dec.	Pasona Inc. merged with Pasona Global Inc. with Pasona Inc. Pasona e-Professional Inc. included in the scope of consolidation as wholly owned subsidiary following the acquisition of additional shares.
2011	Jan.	Pasona Nakakyushu Inc. shares sold. Company removed from the scope of consolidation as an affiliated company.
	Mar.	Shares of K・I・S Co., Ltd. acquired; company included in the scope of consolidation as a subsidiary company.
	Apr.	Pasona Inc. merged with Pasona Kyoto Inc.
	Jun.	Pasona e-Professional Inc. changes its corporate name to Pasona Marketing Inc. 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.

社名	資本金(百万円)	議決権の 所有割合(%)	事業内容	本社	URL
人材派遣・請負、人材紹介、再就職支援					
●株式会社パソナ	3,000	100.00	人材派遣／請負、人材紹介、再就職支援	東京	www.pasona.co.jp
●株式会社パソナテック	480	100.00	IT分野に特化した人材派遣・請負、人材紹介事業	東京	www.pasonatech.co.jp
●株式会社パソナエンパワー	50	57.14	家電流通関連の人材派遣・請負、人材紹介	東京	www.pasona-emp.co.jp
●株式会社パソナフォーチュン	50	98.00	人材紹介、ビジネススペシャリストの支援	東京	www.pasona-fortune.co.jp
●株式会社パソナeプロフェッショナル	50	100.00	家電量販店に特化した販売員の人材派遣・請負	大阪	www.pasona-epro.co.jp
●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
●株式会社パソナソーシング	30	96.77	育成型および長期就労を中心とした人材派遣／請負、人材紹介、地域に密着した福祉介護	東京	www.pasona-src.co.jp
●株式会社パソナエンジニアリング	30	100.00	機械・電気・電子系設計技術者の特定派遣事業	東京	www.pasona-eng.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
●Pasona NA, Inc.	650千米ドル	100.00	人材派遣、人材紹介、アウトソーシング	ニューヨーク	www.pasona.com
●Pasona MIC, Inc.	700千米ドル	90.00*1	人材派遣、人材紹介、アウトソーシング	シカゴ	—
●PASONA CANADA, INC.	300千カナダドル	100.00	人材派遣、人材紹介	トロント	www.pasona.com
●PASONA ASIA CO., LIMITED	3,404千香港ドル	100.00	人材派遣、人材紹介	香港	www.pasona.com.hk
●Pasona Taiwan Co., Ltd.	12,000千新台幣ドル	100.00	人材派遣、人材紹介	台北	www.pasona.com.tw
●MGR Search and Selection Co., Ltd.	7,000千新台幣ドル	67.00*2	人材紹介	台北	www.mgr.com.tw
●Pasona Singapore Pte. Ltd.	500千シンガポールドル	100.00	人材派遣、人材紹介	シンガポール	www.pasona.com.sg
●Pasona Human Resources (Shanghai) Co., Ltd.	125千米ドル	70.00*3	人材紹介、コンサルティング	上海	www.pasona-global.com
●TEAM PASONA INDIA COMPANY LIMITED	57,674千インドルピー	71.30	人材派遣、人材紹介、アウトソーシング	ニューデリー	www.teampasona.com
アウトソーシング					
●株式会社ベネフィット・ワン	1,516	52.02	福利厚生アウトソーシング	東京	www.benefit-one.co.jp
○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
その他の事業					
●株式会社パソナドットタンク	175	100.00	パソナグループの販売支援および営業・販売コンサルティング	東京	www.pasona-dotank.co.jp
●株式会社パソナCIO	175	100.00	パソナグループ向け情報システム開発、運用管理全般のシェアードサービス	東京	www.pasona-cio.co.jp
●株式会社関西雇用創出機構	120	85.00	人材ブリッジバンク事業、シニア人材の派遣	大阪	www.kansai-kikou.co.jp
●株式会社関東雇用創出機構	100	85.22	人材ブリッジバンク事業、シニア人材の派遣	東京	www.kantou-kikou.co.jp
●株式会社パソナフォスター	30	100.00	ベビーシッターの養成と保育施設の運営、保育士の派遣	東京	www.pasonafoster.co.jp
●株式会社パソナハートフル	10	100.00	総務業務の受託、障害者雇用に関するコンサルティング	東京	www.pasona.co.jp/heartful
●Pasona Education Co., Limited	1,500千香港ドル	100.00	語学教育	香港	www.pasona.edu.hk
○株式会社イー・スタッフィング	330	33.33	Web人材派遣一括管理システム「e-staffing」を提供	東京	www.e-staffing.co.jp

*1.議決権の所有割合は、Pasona NA, Inc.が所有する議決権の割合 *2.議決権の所有割合は、Pasona Taiwan Co., Ltd.が所有する議決権の割合 *3.議決権の所有割合は、Pasona Asia Co., 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2-6-4

パソナグループネットワーク

人材派遣・請負、紹介 115拠点
再就職支援 90拠点
アウトソーシング 18拠点

海外(29拠点)

アジア

Pasona Asia
Hong Kong
Pasona Education
Hong Kong
Pasona Taiwan
Taipei Xinzhu Gaoxiong
MGR Search and Selection
Taipei
Pasona Singapore
Singapore

Pasona Human Resources (Shanghai)
Shanghai Guangzhou Beijing Shenzhen
Team Pasona India
New Delhi Mumbai Chennai Bangalore
Pasonatech Consulting
Dalian Chengdu
Pasonatech Vietnam
Ho Chi Minh

北米

Pasona NA
New York Atlanta
South Bay Orange County
San Francisco
Pasona MIC
Chicago Detroit
Pasona Canada
Toronto
Pasona Tech
Silicon Valley

Name	Capital (Millions of yen unless otherwise stated)	Ratio of voting rights (%)	Main Business	Head Office	URL
Temporary staffing/Contracting and Placement/Recruiting/Outplacement					
●Pasona Inc.	3,000	100.00	Temporary staffing/Contracting, Placement and Recruiting and Outplacement activities	Tokyo	www.pasona.co.jp
●Pasona Tech, Inc.	480	100.00	Temporary staffing/Contracting and Placement/Recruiting activities focusing on the IT field	Tokyo	www.pasonatech.co.jp
●Pasona Empower Inc.	50	57.14	Temporary staffing/Contracting and Placement/Recruiting activities focusing on electric home appliance distribution-related fields	Tokyo	www.pasona-emp.co.jp
●Pasona Fortune Inc.	50	98.00	Placement/Recruiting activities and business specialist support	Tokyo	www.pasona-fortune.co.jp
●Pasona e-Professional, Inc.	50	100.00	Temporary staffing/Contracting activities specializing in sales staff for the electric home appliance retail industry	Osaka	www.pasona-epro.co.jp
●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 Sourcing Inc.	30	96.77	Temporary staffing/Contracting and Placement/Recruiting activities focusing on training-type, long-term employment, welfare and nursing care focusing on the local community	Tokyo	www.pasona-src.co.jp
●Pasona Engineering Inc.	30	100.00	Temporary staffing activities specializing in mechanical, electric and electronic engineers	Tokyo	www.pasona-eng.co.jp
●KIS Co., Ltd.	10	80.00	Temporary staffing/Contracting, Placement and Recruiting	Tokyo	www.k-i-s.co.jp
●Pasona Logicom Inc.	10	100.00	Contracting services for the logistics and transportation industries	Kobe	www.pasona-logi.com
●Pasona NA, Inc.	650 thousand U.S. Dollars	100.00	Temporary staffing and Placement/Recruiting activities, outsourcing	New York	www.pasona.com
●PASONA MIC, Inc.	700 thousand U.S. Dollars	90.00*1	Temporary staffing and Placement/Recruiting activities, outsourcing	Cicago	—
●PASONA CANADA, INC.	300 thousand Canadian Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Toronto	www.pasona.com
●PASONA ASIA CO., LIMITED	3,404 thousand Hong Kong Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Hong Kong	www.pasona.com.hk
●Pasona Taiwan Co., Ltd.	12,000 thousand New Taiwan Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Taipei	www.pasona.com.tw
●MGR Search and Selection CO., LTD.	7,000 thousand New Taiwan Dollars	67.00*2	Placement/Recruiting activities	Taipei	www.mgr.com.tw
●Pasona Singapore Pte. Ltd.	500 thousand Singapore Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Singapore	www.pasona.com.sg
●Pasona Human Resources (Shanghai) Co, Ltd.	125 thousand U.S. Dollars	70.00*3	Placement/Recruiting activities and consulting	Shanghai	www.pasona-global.com
●TEAM PASONA INDIA COMPANY LIMITED	57,674 thousand Indian Rupee	71.30	Temporary staffing and Placement/Recruiting activities, outsourcing	New Delhi	www.teampasona.com
Outsourcing					
●Benefit One Inc.	1,516	52.02	Welfare benefit program outsourcing services	Tokyo	www.benefit-one.co.jp
○National Examination Center Inc.	75	20.00	Contracting business for the management of a variety of examinations	Tokyo	www.nexa.co.jp
Other					
●Pasona Dotank Inc.	175	100.00	Pasona Group sales support and sales and marketing consulting	Tokyo	www.pasona-dotank.co.jp
●Pasona CIO Inc.	175	100.00	Information system development and operation management shared services for the Pasona Group	Tokyo	www.pasona-cio.co.jp
●Kansai Employment Creation Organization Inc.	120	85.00	Human resource bridge bank services, temporary staffing services for the elderly	Osaka	www.kansai-kikou.co.jp
●Kantou Employment Creation Organization Inc.	100	85.22	Human resource bridge bank services, temporary staffing services for the elderly	Tokyo	www.kantou-kikou.co.jp
●Pasona Foster Inc.	30	100.00	Babysitter training, childcare facility operations and childminder temporary staffing	Tokyo	www.pasonafoster.co.jp
●Pasona Heartful Inc.	10	100.00	Administrative function outsourcing service, employment and consulting support for people with disabilities	Tokyo	www.pasona.co.jp/heartful
●Pasona Education Co., Limited	1,500 thousand Hong Kong Dollars	100.00	Language education	Hong Kong	www.pasona.edu.hk
○e-Staffing Co., Ltd.	330	33.33	Comprehensive management system and service for online temporary staffing and contracting (e-staffing)	Tokyo	www.e-staffing.co.jp

*1.Ratio of voting rights held by Pasona NA, Inc. *2.Ratio of voting rights held by Pasona Taiwan Co., Ltd. *3.Ratio of voting rights held by Pasona Asia Co., Ltd.

●Consolidated subsidiary

○Equity-method affiliate

Headquarters

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

Pasona Group Network

Temporary staffing/Contracting and Placement/Recruiting 115 Branches

Outplacement 90 Branches

Outsourcing 18 Branches

Global (29 Locations)

Asia

Pasona Asia

Hong Kong

Pasona Education

Hong Kong

Pasona Taiwan

Taipei Xinzhu Gaoxiong

MGR Search and Selection

Taipei

Pasona Singapore

Singapore

Pasona Human Resources (Shanghai)

Shanghai Guangzhou Beijing Shenzhen

Team Pasona India

New Delhi Mumbai Chennai Bangalore

Pasonatech Consulting

Dalian Chengdu

Pasonatech Vietnam

Ho Chi Minh

North America

Pasona NA

New York Atlanta

South Bay Orange County

San Francisco

Pasona MIC

Chicago Detroit

Pasona Canada

Toronto

Pasona Tech

Silicon Valley

■ 会社概要 (2011年5月31日現在)

社名	株式会社パナグループ(2168)
本社所在地	〒100-6514 東京都千代田区丸の内1-5-1 新丸の内ビルディング TEL 03-6734-0200(代)
設立	2007年12月3日(創立 1976年2月)
資本金	50億円
代表者	南部 靖之
事業内容	グループ戦略の策定と業務遂行支援 経営管理と経営資源の最適配分の実施 雇用創造に係わる新規事業開発等
従業員数	4,657名(連結) ※契約社員含む
グループ会社	連結 28社 持分 2社
ホームページ	www.pasonagroup.co.jp

■ Pasona Group (As of May 31, 2011)

Corporate Name	Pasona Group Inc.(2168)
Headquarters	Shin-Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone 03-6734-0200
Establishment	December 3, 2007 (Founded February 1976)
Paid-in Capital	5 billion yen
Representative	Yasuyuki Nambu
Business Activities	Formulate strategies for group management and support operation execution. Governance of management and proper allocation of management resources. Developing new businesses related to job creation.
Number of Employees	Consolidated 4,657 (Include Contract Workers)
Group Companies	Subsidiaries 28, Affiliates 2
URL	www.pasonagroup.co.jp

■ 上場グループ会社概要 (2011年3月31日現在)

社名	株式会社ベネフィット・ワン(東証二部2412)
本社所在地	〒150-0002 東京都渋谷区渋谷3-12-18 渋谷南東急ビル
設立	1996年3月15日
資本金	15億1,600万円
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	762名(連結) ※契約社員含む
売上高	14,690百万円(連結・2011年3月期)
ホームページ	www.benefit-one.co.jp

■ Listed Group Company (As of March 31, 2011)

Corporate Data	Benefit One Inc.(Second Section, Tokyo Stock Exchange 2412)
Headquarters	Shibuya Minami Toukyu Building, 3-12-18, Shibuya, Shibuya-ku, Tokyo 150-0002
Establishment	March 15, 1996
Paid-in Capital	1,516 million yen
Representative	Norio Shiraishi
Business Activities	Welfare benefit agency services
Number of Employees	Consolidated 762 (Include Contract Workers)
Sales	14,690 million yen (FY ended March 31, 2011)
URL	www.benefit-one.co.jp

		2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
期末株価(円) *	Stock Price at Year-End (Yen)	407,000	248,000	225,000	231,000	82,800	52,400	58,800	72,400
期中最高値(円)	Average Stock Price (High)(Yen)	1,570,000	426,000	372,000	260,000	232,000	81,600	63,900	75,000
期中最低値(円)	Average Stock Price (Low)(Yen)	282,000	242,000	207,000	192,000	56,100	39,700	57,400	51,000
発行済み株式総数	Number of Shares Outstanding	424,875	432,560	433,080	416,232	416,903	416,903	416,903	416,903
時価総額(百万円)	Market Capitalization (Millions of Yen)	172,924	107,274	97,443	96,149	34,519	21,845	24,513	30,183

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

2002年7月22日
普通株式1株につき5株の割合で分割したため、発行済株式総数が109,288株増加しております。

July 22, 2002
The number of shares issued and outstanding increased by 109,288 shares due to a one-to-five stock split.

2004年7月20日
普通株式1株につき3株の割合で分割したため、発行済株式総数が283,250株増加しております。

July 20, 2004
The number of shares issued and outstanding increased by 283,250 shares due to a three-for-one common share stock split.

2008年8月29日
自己株式17,500株を消却しております。

August 29, 2008
17,500 shares of treasury stock were retired.

■ 株価の推移 Stock Price



株式情報 (2011年5月31日現在)

決算期	毎年5月31日	
株式売買の単位	1株	
上場証券取引所	東京証券取引所 市場第一部(証券コード:2168)	
株主数	8,528名	
大株主		
南部靖之	147,632株	(35.41%)
株式会社南部エンタープライズ	35,688株	(8.56%)
ステートストリートバンクアンドトラストカンパニー 505223	32,023株	(7.68%)
株式会社サンリオ	12,000株	(2.88%)
ステートストリートバンクアンドトラストカンパニー	11,466株	(2.75%)
ステートストリートバンクアンドトラストカンパニー	7,391株	(1.77%)
ステートストリートバンクアンドトラストカンパニー 505103	6,953株	(1.67%)
メロンバンクエヌエーアズエーエージェントフォーイックライアントメロンオムニバスユーエスベンション	6,944株	(1.67%)
パナソニックグループ従業員持株会	5,571株	(1.34%)
日本トラスティ・サービス信託銀行株式会社(信託口)	4,424株	(1.06%)

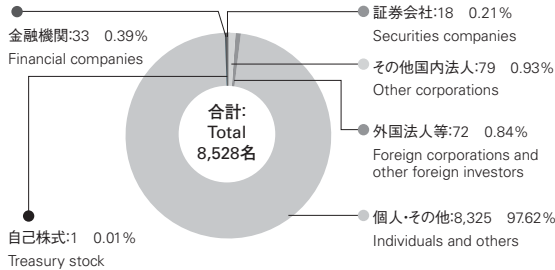
※上記のほか、自己株式42,401株(発行済株式数に対する所有割合10.17%)がありますが、会社法第308条第2項の規定により議決権を有しておりません。

Stock Information (As of May 31, 2011)

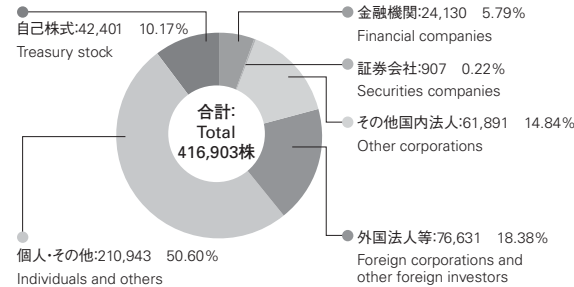
Fiscal Year Ended	May 31	
Stock Transaction Unit	The Company's stock is traded in units of one share	
Stock Listings	Tokyo Stock Exchange, First Section (Securities code: 2168)	
Number of Shareholders	8,528	
Principal Stockholders		
Yasuyuki Nambu	147,632 shares	(35.41%)
Nambu Enterprise Inc.	35,688 shares	(8.56%)
State Street Bank and Trust Company 505223	32,023 shares	(7.68%)
Sanrio Co., Ltd.	12,000 shares	(2.88%)
State Street Bank and Trust Company	11,466 shares	(2.75%)
State Street Bank and Trust Company	7,391 shares	(1.77%)
State Street Bank and Trust Company 505103	6,953 shares	(1.67%)
Mellon Bank, NA, as Agent For Its Client Mellon Omnibus US Pension	6,944 shares	(1.67%)
Pasona Group Employees' Shareholding Association	5,571 shares	(1.34%)
Japan Trustee Services Bank, Ltd. (Trust Account)	4,424 shares	(1.06%)

In addition to the aforementioned, the Company holds 42,401 shares of treasury stock, representing 10.17% of Pasona's total shares issued and outstanding. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.

所有者別株主数 Breakdown of Shareholders by Type



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



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

地域	2009/5	2010/5	2011/5
北海道	124 (1.22%)	108 (1.14%)	97 (1.13%)
東北	221 (2.18%)	210 (2.22%)	185 (2.16%)
関東	4,553 (45.09%)	4,291 (45.46%)	3,879 (45.48%)
中部	1,465 (14.50%)	1,355 (14.35%)	1,227 (14.38%)
近畿	2,514 (24.89%)	2,338 (24.77%)	2,117 (24.82%)
中国	438 (4.33%)	399 (4.22%)	357 (4.18%)
四国	263 (2.60%)	242 (2.56%)	220 (2.57%)
九州	455 (4.50%)	416 (4.40%)	365 (4.28%)
外国	63 (0.62%)	77 (0.81%)	80 (0.93%)
自己株式	1 (0.01%)	1 (0.01%)	1 (0.01%)

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

	2004/5	2005/5	2006/5	2007/5	2008/5	2009/5	2010/5	2011/5
金融機関	20,927 (14.78%)	68,091 (15.74%)	39,252 (9.07%)	37,774 (8.72%)	35,573 (8.18%)	24,394 (5.85%)	26,501 (6.35%)	24,130 (5.79%)
証券会社	1,588 (1.12%)	5,894 (1.36%)	2,559 (0.59%)	9,726 (2.24%)	1,543 (0.36%)	1,040 (0.24%)	1,246 (0.29%)	907 (0.22%)
その他国内法人	36,452 (25.74%)	114,878 (26.56%)	114,298 (26.39%)	78,916 (18.20%)	78,437 (18.06%)	44,042 (10.56%)	63,650 (15.26%)	61,891 (14.84%)
外国法人等	4,625 (3.26%)	10,738 (2.48%)	51,339 (11.85%)	66,324 (15.29%)	65,593 (15.10%)	59,301 (14.22%)	67,184 (16.11%)	76,631 (18.38%)
個人・その他	78,033 (55.10%)	232,959 (53.86%)	225,632 (52.10%)	223,492 (51.52%)	235,757 (54.27%)	229,873 (55.13%)	215,921 (51.79%)	210,943 (50.60%)
自己株式	— (—%)	— (—%)	— (—%)	17,500 (4.03%)	17,500 (4.03%)	58,253 (13.97%)	42,401 (10.17%)	42,401 (10.17%)
合計	141,625 (100%)	432,560 (100%)	433,080 (100%)	433,732 (100%)	434,403 (100%)	416,903 (100%)	416,903 (100%)	416,903 (100%)
株主数	6,846	11,503	11,132	11,166	11,247	10,097	9,437	8,528

(注1) 2002年7月22日付で株式1株につき5株、2004年7月20日付で株式1株につき3株の株式分割をそれぞれ実施 Note1: The Company conducted five-for-one and three-for-one stock splits on July 22, 2002 and July 20, 2004, respectively.

(注2) 2008年8月29日付で自己株式17,500株を消却 Note 2: The Company retired 17,500 shares of treasury stock on August 29, 2008.

株主メモ Shareholders' Information

証券コード(2168)
Securities Code: 2168

決算期 毎年5月31日
Fiscal Year-End May 31

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

基準日 定時株主総会毎年5月31日
Record Date Annual General Meeting May 31(Annually)
(The Company will announce other dates as and when required)

株式売買の単位 1株
Share Trading Unit 1 share

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

株主名簿管理人 東京都中央区八重洲一丁目2番1号
Share Holding Agent みずほ信託銀行株式会社
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
Stock Handling Office みずほ信託銀行株式会社 本店証券代行部
Head Office Securities Agent Department 1-2-1 Yaesu, Chuo-ku, Tokyo
Mizuho Trust & Banking Co., Ltd.

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(Mailing Address) みずほ信託銀行株式会社 証券代行部
Securities Agent Department 2-8-4 Izumi, Suginami-ku, Tokyo 168-8507
Mizuho Trust & Banking Co., Ltd.

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

同取次所 みずほ信託銀行株式会社 全国各支店
みずほインベスターズ証券株式会社
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 InvestorsSecurities
Co., Ltd.

IRカレンダー IR Calendar

2011 May

Jun.

Jul. 7月20日 決算発表
July 20 Earnings announcement for the fiscal year ended May 31, 2011

Aug. 8月18日 第4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, 2012 (planned)

Nov.

Dec.

2012 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, 2012 (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, 2012 (planned)



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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, 2011, 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, 2011. 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.