



# PASONA

## インベスターズガイド

### INVESTOR'S GUIDE

# 2021

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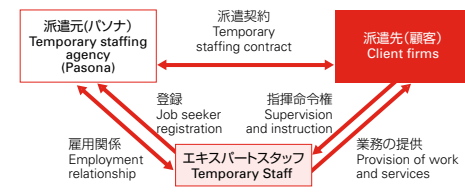
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事業領域 Business Domains

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

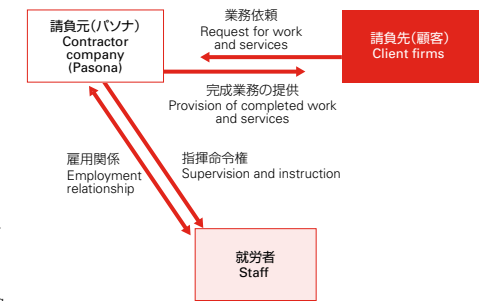


【人材派遣のしくみ】(登録型\*)  
Temporary Staffing Business Structure (Registration Type\*)

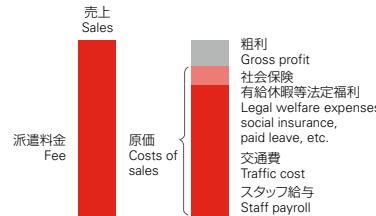


\*通常は登録のみしておき、派遣契約の締結に応じて雇用契約を締結  
派遣就業の終了に伴い、雇用関係も終了  
※Note: Registration Type: in general, an employment contract takes effect as a worker dispatch agreement is reached; thus, when the worker dispatch service concludes, the employment relationship with the staffing agency concludes accordingly  
※常用品派遣とは、派遣就業の終了後も、派遣元である派遣会社との雇用関係が継続  
Regularly Employed Worker Dispatching: Employment relationship with a temporary staffing company continues after the conclusion of the provision of worker dispatch services

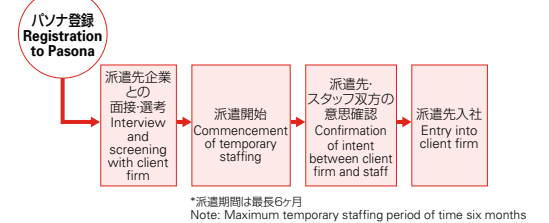
【BPOサービス(請負)のしくみ】  
BPO Service (Contracting) Business Structure



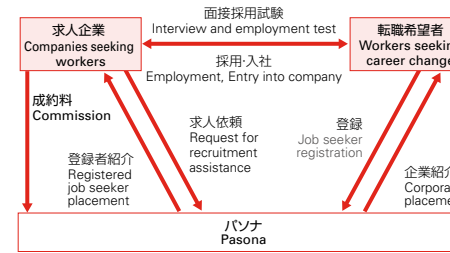
【人材派遣の収益モデル】  
Temporary Staffing Earnings Model



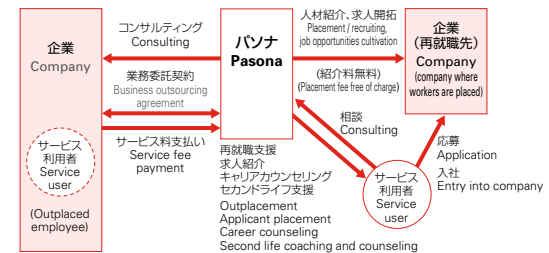
【紹介予定派遣のしくみ】  
Temp to Perm Business Structure



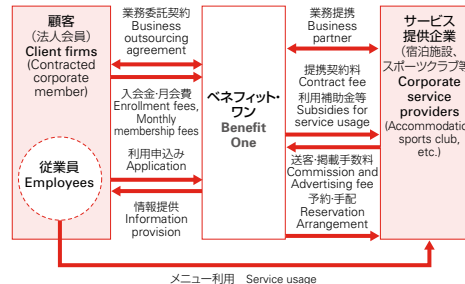
【人材紹介のしくみ】  
Placement / Recruiting Business Structure



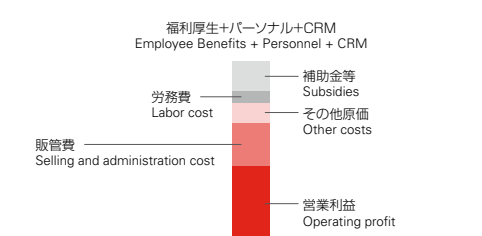
【再就職支援のしくみ】  
Outplacement Business Structure



【アウトソーシング(福利厚生)のしくみ】  
Outsourcing Business (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(万人) Number of persons (10 thousand persons)	男女計 Total							男 Males						女 Females								
	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force					非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate	15歳以上人口 Population of over fifteens	労働力人口 Population of the labour force				非労働力人口 Population not in the labour force	労働力人口比率 (%) Labour force participation rate
		総数 Total	就業者 Labour force employed	雇用者 Employees	完全失業者 Labour force unemployed	雇用者 Employees				完全失業者 Labour force unemployed	総数 Total	就業者 Labour force employed	雇用者 Employees				完全失業者 Labour force unemployed	総数 Total	就業者 Labour force employed	雇用者 Employees		
1996	10,571	6,711	6,486	5,322	225	3,852	63.5	5,136	3,992	3,858	3,238	134	1,140	77.7	5,435	2,719	2,627	2,084	91	2,712	50.0	
1997	10,661	6,787	6,557	5,391	230	3,863	63.7	5,180	4,027	3,892	3,264	135	1,147	77.7	5,481	2,760	2,665	2,127	95	2,716	50.4	
1998	10,728	6,793	6,514	5,368	279	3,924	63.3	5,209	4,026	3,858	3,243	168	1,177	77.3	5,519	2,767	2,656	2,124	111	2,747	50.1	
1999	10,783	6,779	6,462	5,331	317	3,989	62.9	5,232	4,024	3,831	3,215	194	1,199	76.9	5,552	2,755	2,632	2,116	123	2,790	49.6	
2000	10,836	6,766	6,446	5,356	320	4,057	62.4	5,253	4,014	3,817	3,216	196	1,233	76.4	5,583	2,753	2,629	2,140	123	2,824	49.3	
2001	10,886	6,752	6,412	5,369	340	4,125	62.0	5,273	3,992	3,783	3,201	209	1,277	75.7	5,613	2,760	2,629	2,168	131	2,848	49.2	
2002	10,927	6,689	6,330	5,331	359	4,229	61.2	5,294	3,956	3,736	3,170	219	1,333	74.7	5,632	2,733	2,594	2,161	140	2,895	48.5	
2003	10,962	6,666	6,316	5,335	350	4,285	60.8	5,308	3,934	3,719	3,158	215	1,369	74.1	5,654	2,732	2,597	2,177	135	2,916	48.3	
2004	10,990	6,642	6,329	5,355	313	4,336	60.4	5,318	3,905	3,713	3,152	192	1,406	73.4	5,672	2,737	2,616	2,203	121	2,930	48.3	
2005	11,008	6,651	6,356	5,393	294	4,346	60.4	5,323	3,901	3,723	3,164	178	1,416	73.3	5,685	2,750	2,633	2,229	116	2,930	48.4	
2006	11,030	6,664	6,389	5,478	275	4,358	60.4	5,331	3,903	3,735	3,198	168	1,425	73.2	5,698	2,761	2,654	2,279	107	2,933	48.5	
2007	11,066	6,684	6,427	5,537	257	4,375	60.4	5,352	3,917	3,763	3,235	154	1,433	73.1	5,714	2,768	2,665	2,302	104	2,942	48.5	
2008	11,086	6,674	6,409	5,546	265	4,407	60.2	5,360	3,904	3,745	3,226	159	1,454	72.8	5,726	2,771	2,664	2,320	107	2,953	48.4	
2009	11,099	6,650	6,314	5,489	336	4,446	59.9	5,364	3,869	3,666	3,169	203	1,494	72.0	5,736	2,782	2,649	2,321	133	2,952	48.5	
*2010	11,111	6,632	6,298	5,500	334	4,473	59.6	5,365	3,850	3,643	3,159	207	1,513	71.6	5,746	2,783	2,656	2,342	128	2,960	48.5	
2011	11,117	6,596	6,293	5,512	302	4,518	59.3	5,367	3,825	3,639	3,164	187	1,538	71.1	5,750	2,770	2,654	2,349	115	2,980	48.2	
2012	11,110	6,565	6,280	5,513	285	4,543	59.1	5,363	3,796	3,622	3,153	174	1,566	70.8	5,747	2,769	2,658	2,360	112	2,977	48.2	
2013	11,107	6,593	6,326	5,567	265	4,510	59.3	5,362	3,783	3,620	3,156	163	1,576	70.5	5,746	2,809	2,707	2,411	103	2,934	48.9	
2014	11,109	6,609	6,371	5,613	236	4,494	59.4	5,363	3,776	3,635	3,170	142	1,583	70.4	5,746	2,832	2,737	2,443	96	2,911	49.2	
2015	11,110	6,625	6,401	5,663	222	4,479	59.6	5,365	3,773	3,639	3,180	135	1,588	70.3	5,746	2,852	2,764	2,482	89	2,891	49.6	
2016	11,111	6,673	6,465	5,750	208	4,432	60.0	5,366	3,781	3,655	3,211	126	1,582	70.4	5,745	2,892	2,810	2,539	82	2,850	50.3	
2017	11,108	6,720	6,530	5,819	190	4,382	60.5	5,365	3,784	3,672	3,229	112	1,578	70.5	5,743	2,937	2,859	2,590	78	2,803	51.1	
2018	11,101	6,830	6,664	5,936	166	4,263	61.5	5,362	3,817	3,717	3,264	99	1,542	71.2	5,739	3,014	2,946	2,671	67	2,721	52.5	
2019	11,092	6,886	6,724	6,004	162	4,197	62.1	5,359	3,828	3,733	3,284	96	1,526	71.4	5,733	3,058	2,992	2,720	66	2,670	53.3	
2020	11,080	6,868	6,676	5,973	191	4,204	62.0	5,354	3,823	3,709	3,270	115	1,527	71.4	5,726	3,044	2,968	2,703	76	2,677	53.2	

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

従業者:調査期間中に賃金、給料、諸手当、内職収入などの収入を伴う仕事を1時間以上した者。家族従業者の割合は無給であっても仕事をしたとする。  
 休業者:仕事をしながら、調査週間中少しも仕事をしなかった者のうち、  
 1)雇用者で給料、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。

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

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

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

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

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

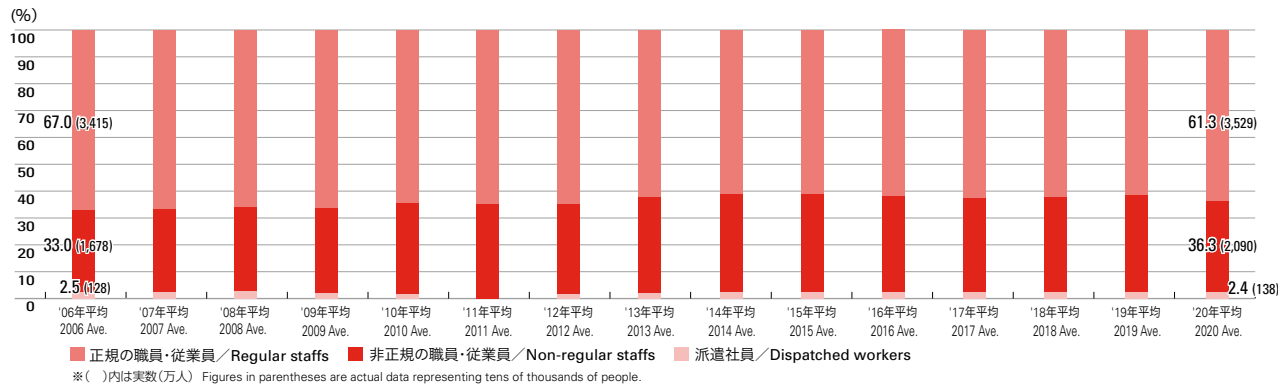
# 正規・非正規雇用者数 The Number of Regular and Non-Regular Staff

人数(万人) Number of persons (10 thousand persons)	全産業 All industries	雇用者 Employees	役員を除く雇用者総数 Employees other than executive of company or corporation		非正規の職員・従業員 Non-regular staffs										「役員を除く雇用者」に占める割合(%) Proportion of regular staff and non-regular staff in employees other than executive of company or corporation						
			正規の職員・従業員 Regular staffs	非正規の職員・従業員 Non-regular staffs	パート・アルバイト Part-time workers and temporary workers			派遣社員・契約社員 Dispatched workers and contract employees				正規の職員・従業員 Regular staffs	非正規の職員・従業員 Non-regular staffs	パート・アルバイト Part-time workers and temporary workers			派遣社員・契約社員 Dispatched workers and contract employees				
					パート	アルバイト	その他	派遣社員	契約社員・嘱託	その他	パート			アルバイト	その他	派遣社員	契約社員・嘱託	その他			
男 Males	2006年平均 2006 Average	3,194	2,897	2,378	519	247	79	168	271	49	151	71	82.1	17.9	8.5	2.7	5.8	9.4	1.7	5.2	
	2007年平均 2007 Average	3,240	2,947	2,408	539	255	83	172	285	54	162	69	81.7	18.3	8.7	2.8	5.8	9.7	1.8	5.5	
	2008年平均 2008 Average	3,220	2,928	2,367	560	248	82	166	312	55	180	77	80.8	19.2	8.5	2.8	5.7	10.7	1.9	6.1	
	2009年平均 2009 Average	3,162	2,874	2,345	527	250	84	166	278	37	174	67	81.6	18.4	8.7	2.9	5.8	9.7	1.3	6.0	
	2010年平均 2010 Average	3,148	2,865	2,324	540	260	88	172	282	35	181	66	81.1	18.9	9.1	3.1	6.0	9.8	1.2	6.3	
	2011年平均 2011 Average	3,165	2,887	2,315	571	276	94	182	298	39	197	62	80.1	19.9	9.6	3.3	6.3	10.3	1.4	6.8	
	2012年平均 2012 Average	3,152	2,870	2,304	566	272	97	175	294	36	197	61	80.3	19.7	9.5	3.4	6.1	10.2	1.3	6.9	
	2013年平均 2013 Average	3,147	2,885	2,273	611	302	102	200	309	48	219	42	78.8	21.2	10.5	3.5	6.9	10.7	1.7	7.6	
	2014年平均 2014 Average	3,161	2,898	2,267	631	305	104	201	326	48	235	43	78.2	21.8	10.5	3.6	6.9	11.2	1.7	8.1	
	2015年平均 2015 Average	3,172	2,908	2,272	636	313	109	204	322	50	230	42	78.1	21.9	10.8	3.7	7.0	11.1	1.7	7.9	
	2016年平均 2016 Average	3,202	2,938	2,287	651	325	116	209	326	55	229	42	77.9	22.1	11.1	3.9	7.1	11.1	1.9	7.8	
	2017年平均 2017 Average	3,221	2,957	2,310	647	324	113	210	334	63	231	40	78.1	21.9	11.0	3.8	7.1	11.3	2.1	7.8	
	2018年平均 2018 Average	3,256	3,008	2,339	669	347	121	226	322	51	231	40	77.8	22.2	11.5	4.0	7.5	10.7	1.7	7.7	
	2019年平均 2019 Average	3,275	3,024	2,334	691	355	123	232	336	56	237	43	77.2	22.8	11.7	4.1	7.7	11.1	1.9	7.8	
	2020年平均 2020 Average	3,261	3,001	2,336	665	348	122	225	318	54	221	43	77.8	22.2	11.6	4.1	7.5	10.6	1.8	7.4	
	女 Females	2006年平均 2006 Average	2,292	2,195	1,036	1,159	878	713	165	281	78	133	70	47.2	52.8	40.0	32.5	7.5	12.8	3.6	6.1
		2007年平均 2007 Average	2,332	2,237	1,041	1,196	911	741	170	286	81	137	68	46.5	53.5	40.7	33.1	7.6	12.8	3.6	6.1
		2008年平均 2008 Average	2,337	2,248	1,043	1,205	906	741	165	298	85	142	71	46.4	53.6	40.3	33.0	7.4	13.3	3.8	6.3
		2009年平均 2009 Average	2,341	2,250	1,050	1,200	906	733	173	294	72	149	73	46.7	53.3	40.3	32.6	7.7	13.1	3.2	6.6
		2010年平均 2010 Average	2,361	2,273	1,051	1,223	937	764	172	288	63	152	73	46.2	53.8	41.2	33.6	7.6	12.7	2.8	6.7
2011年平均 2011 Average		2,371	2,280	1,040	1,241	954	779	173	288	59	163	66	45.6	54.4	41.8	34.2	7.6	12.6	2.6	7.1	
2012年平均 2012 Average		2,378	2,291	1,042	1,249	970	793	177	280	55	158	67	45.5	54.5	42.3	34.6	7.7	12.2	2.4	6.9	
2013年平均 2013 Average		2,410	2,327	1,029	1,298	1,021	828	192	279	69	170	40	44.2	55.8	43.9	35.6	8.3	12.0	3.0	7.3	
2014年平均 2014 Average		2,442	2,357	1,022	1,335	1,045	842	202	292	72	178	42	43.3	56.7	44.3	35.7	8.6	12.4	3.1	7.6	
2015年平均 2015 Average		2,482	2,395	1,045	1,350	1,057	855	201	294	77	176	41	43.7	56.3	44.1	35.7	8.4	12.3	3.2	7.3	
2016年平均 2016 Average		2,539	2,453	1,080	1,373	1,078	872	206	295	78	178	39	44.1	55.9	43.9	35.5	8.4	12.0	3.2	7.3	
2017年平均 2017 Average		2,589	2,503	1,114	1,389	1,090	884	207	299	81	180	38	44.5	55.5	43.5	35.3	8.3	11.9	3.2	7.2	
2018年平均 2018 Average	2,670	2,588	1,137	1,541	1,143	914	229	308	85	183	40	43.9	56.1	44.2	35.3	8.8	11.9	3.3	7.1		
2019年平均 2019 Average	2,719	2,635	1,160	1,475	1,164	924	240	310	85	182	43	44.0	56.0	44.2	35.1	9.1	11.8	3.2	6.9		
2020年平均 2020 Average	2,702	2,619	1,193	1,425	1,125	902	223	301	85	174	42	45.6	54.4	43.0	34.4	8.5	11.5	3.2	6.6		

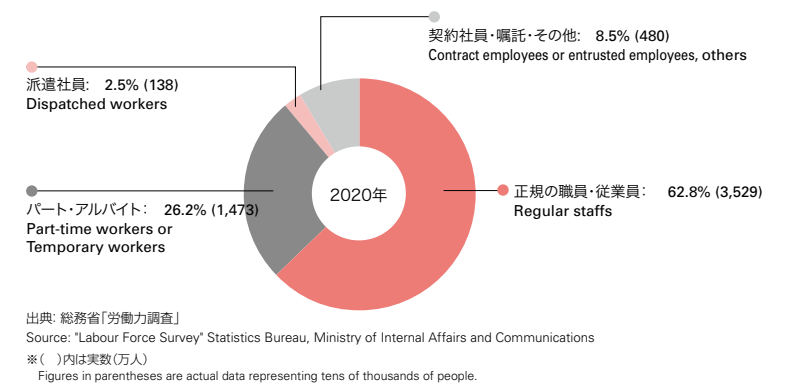
出典:総務省「労働力調査」  
1990年、1995年、2000年、2001年の「契約社員・嘱託」については、従業員・割合ともに「その他」区分の値も含む。2011年度は東日本大震災に伴う補完推計値  
Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications  
Figures for "Contract employees or entrusted employees" in 1990, 1995, 2000 and 2001 include figures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

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

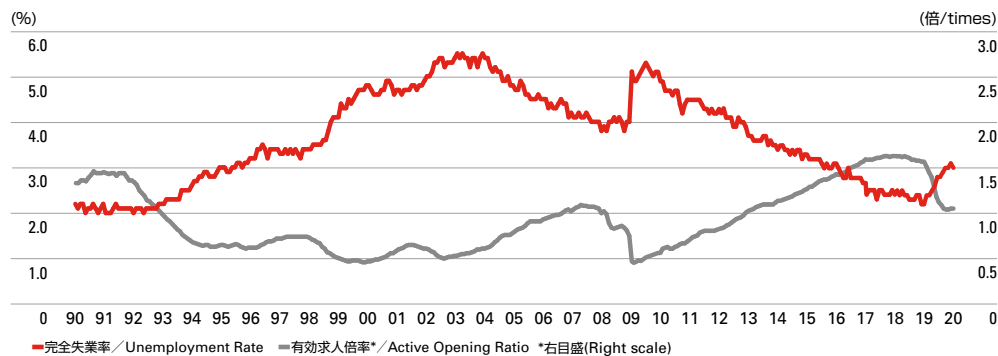
「役員を除く雇用者」に占める正規/非正規の割合～男女計  
Proportion of regular staff and non-regular staff in employees other than executive of company or corporation ~Males/Females Total



「役員を除く雇用者」に占める雇用形態別割合(2020年)～男女計  
Proportion of types in employees other than executive of company or corporation (2020) ~Males/Females Total



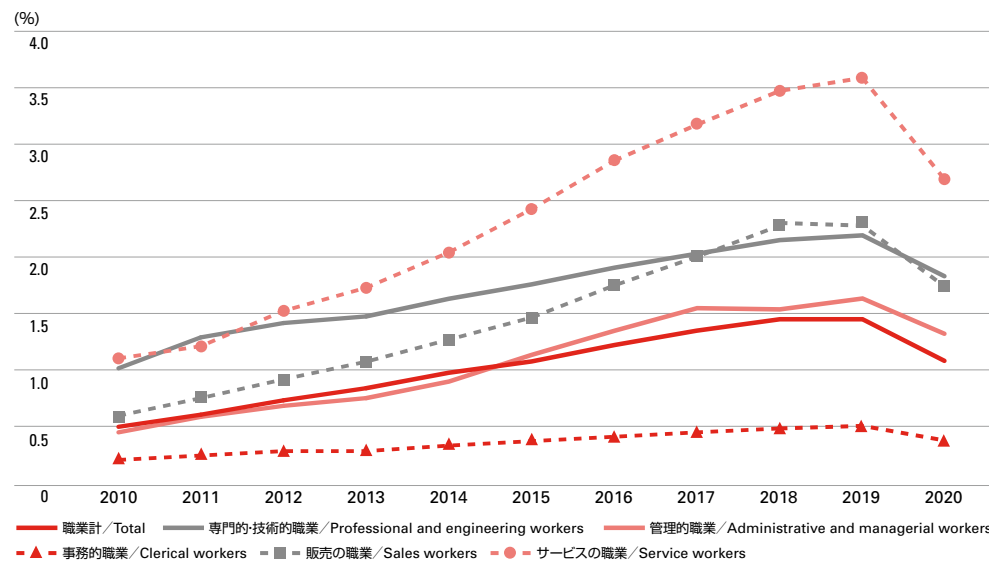
完全失業率/有効求人倍率の推移 Trend of Unemployment Rate/Active Opening Ratio



	1987	1988	1989	1990	1991	1992	1993
完全失業率 (%) Unemployment Rate (%)	2.8	2.5	2.3	2.1	2.1	2.2	2.5
有効求人倍率 (倍) Active Opening Ratio (Times)	0.70	1.01	1.25	1.40	1.40	1.08	0.76
	1994	1995	1996	1997	1998	1999	2000
完全失業率 (%) Unemployment Rate (%)	2.9	3.2	3.4	3.4	4.1	4.7	4.7
有効求人倍率 (倍) Active Opening Ratio (Times)	0.64	0.63	0.70	0.72	0.53	0.48	0.59
	2001	2002	2003	2004	2005	2006	2007
完全失業率 (%) Unemployment Rate (%)	5.0	5.4	5.3	4.7	4.4	4.1	3.9
有効求人倍率 (倍) Active Opening Ratio (Times)	0.59	0.54	0.64	0.83	0.95	1.06	1.04
	2008	2009	2010	2011	2012	2013	2014
完全失業率 (%) Unemployment Rate (%)	4.0	5.1	5.1	4.6	4.3	4.0	3.6
有効求人倍率 (倍) Active Opening Ratio (Times)	0.88	0.47	0.52	0.65	0.80	0.93	1.09
	2015	2016	2017	2018	2019	2020	
完全失業率 (%) Unemployment Rate (%)	3.4	3.1	2.8	2.4	2.4	2.8	
有効求人倍率 (倍) Active Opening Ratio (Times)	1.20	1.36	1.50	1.61	1.60	1.18	

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

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



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
職業計 Total	1.02	1.00	0.84	0.44	0.48	0.59	0.72	0.83	0.97	1.08	1.22	1.35	1.45	1.45	1.08
専門的・技術的職業 Professional and engineering workers	1.74	1.77	1.67	1.02	1.01	1.29	1.42	1.48	1.64	1.77	1.92	2.05	2.16	2.18	1.83
管理的職業 Administrative and managerial workers	0.65	0.62	0.59	0.38	0.43	0.57	0.67	0.74	0.89	1.13	1.35	1.55	1.52	1.63	1.32
事務的職業 Clerical workers	0.39	0.36	0.29	0.17	0.18	0.22	0.26	0.26	0.31	0.35	0.39	0.44	0.49	0.50	0.39
販売の職業 Sales workers	1.21	1.22	1.01	0.58	0.58	0.74	0.91	1.07	1.27	1.47	1.76	2.01	2.28	2.30	1.74
サービスの職業 Service workers	2.02	2.13	2.05	1.25	1.10	1.21	1.53	1.74	2.06	2.45	2.89	3.21	3.49	3.59	2.69

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

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

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

(単位:10億ドル/billion of dollars)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
人材派遣 Temporary staffing	96	73	90	103	110	115	122	126	129	134	138	137	122
人材紹介 Placement and recruiting	16	8	10	11	16	17	18	21	21	22	24	24	18
<b>合計 Total</b>	<b>112</b>	<b>81</b>	<b>100</b>	<b>114</b>	<b>126</b>	<b>132</b>	<b>140</b>	<b>147</b>	<b>150</b>	<b>156</b>	<b>162</b>	<b>161</b>	<b>140</b>

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

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

(単位:万人/10 thousand persons)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
労働力人口*1 Labour force population	15,428	15,414	15,388	15,361	15,497	15,538	15,592	15,712	15,919	16,032	16,207	16,354	16,074
派遣労働者数*2 Number of temporary staff	1,160	930	960	1,270	1,120	1,080	1,440	1,560	1,450	1,549	1,680	1,600	1,360

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

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

出典: US Department of Labour, Bureau of Labour Statistics

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



## 人材派遣市場データ Staffing Industry Data

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
売上高:一般(億円) Net sales: General (100 millions of yen)	10,821	12,847	15,606	18,101	19,136	23,280	33,263	44,082	50,220	60,151	47,328	37,934	37,374	37,161	35,906	39,056	40,348	51,826	54,912	63,816	78,689	
前期比 YOY		1.1%	18.7%	21.5%	16.0%	5.7%	21.7%	42.9%	32.5%	13.9%	19.8%	-21.3%	-19.8%	-1.5%	-0.6%	-3.4%	8.8%	3.3%	28.4%	6.0%	16.2%	23.3%
売上高:特定(億円) Net sales: Specific (100 millions of yen)	3,784	3,870	3,856	4,371	4,478	5,335	7,088	10,107	14,432	17,741	15,727	15,534	15,138	15,283	15,135	15,338	16,442	13,971	10,083	—	—	
前期比 YOY		-24.4%	2.3%	-0.4%	13.4%	2.4%	19.1%	32.9%	42.6%	42.8%	22.9%	-11.4%	-1.2%	-2.5%	1.0%	-1.0%	1.3%	7.2%	-15.0%	-27.8%	—	—
売上高合計(億円) Net sales (100 millions of yen)	14,605	16,717	19,462	22,472	23,614	28,615	40,351	54,189	64,652	77,892	63,055	53,468	52,512	52,445	51,042	54,394	56,790	65,798	64,995	63,816	78,689	
前期比 YOY		-7.0%	14.5%	16.4%	15.5%	5.1%	21.2%	41.0%	34.3%	19.3%	20.5%	-19.0%	-15.2%	-1.8%	-0.1%	-2.7%	6.6%	4.4%	15.9%	-1.2%	-1.8%	23.3%

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015 (15.9/30~16.3/31)*3		2016	2017	2018	2019	
派遣労働者数:一般(人)延べ人数 Total number of workers: General (Persons)	1,005,090	1,250,913	1,606,802	1,978,873	2,223,493	2,119,657	2,389,764	2,989,734	3,537,643	3,656,776	2,720,726	2,421,336	2,335,336	2,167,044	2,239,407	2,350,863	派遣 Dispatch	派遣労働者:無期雇用(人) Number of workers: Indefinite-term (Persons)	125,792	215,073	286,087	510,815	604,215
前期比 YOY		22.2%	24.5%	28.5%	23.2%	12.4%	-4.7%	12.7%	25.1%	18.3%	3.4%	-25.6%	-11.0%	-3.6%	-7.2%	3.3%	5.0%	—	71.0%	33.0%	13.5%	18.3%	
派遣労働者数:特定(人) Number of workers: Specific (Persons)	62,859	135,451	141,111	150,781	138,887	146,387	156,850	220,734	274,710	332,230	298,795	293,111	280,151	283,810	275,738	279,462	派遣労働者:有期雇用(人) Number of workers: Fixed-term (Persons)	948,260	1,289,437	1,272,950	1,171,716	1,231,710	
前期比 YOY		-13.6%	115.5%	4.2%	6.8%	-7.9%	5.4%	7.1%	40.7%	24.5%	20.9%	-10.1%	-1.9%	-4.4%	1.3%	-2.8%	1.4%	—	36.0%	-1.3%	-10.6%	5.1%	
派遣労働者数:(一般+特定)(人)*1 Total number of workers:(General+Specific) (Persons)*1	1,067,949	1,386,364	1,747,913	2,129,654	2,362,380	2,266,044	2,546,614	3,210,468	3,812,353	3,989,006	3,019,521	2,714,447	2,615,487	2,450,854	2,515,145	2,630,325	登録者数(人) Number of registered workers (Persons)	2,717,674	4,347,990	3,819,197	4,794,355	6,187,007	
前期比 YOY		19.3%	29.8%	26.1%	21.8%	10.9%	-4.1%	12.4%	26.1%	18.7%	4.6%	-24.3%	-10.1%	-3.6%	-6.3%	2.6%	4.6%	—	60.0%	-12.2%	25.5%	29.0%	
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	394,502	537,063	612,096	693,418	743,640	890,234	1,238,832	1,518,188	1,743,866	1,983,336	1,573,503	1,479,272	1,321,892	1,285,014	1,262,420	1,272,958	特定 Specific	雇用派遣労働者数(無期+有期)(人) Number of employed workers (Indefinite-term+Fixed-term)(Persons)	223,060	266,514	201,700	—	—
前期比 YOY		28.5%	36.1%	14.0%	13.3%	7.2%	19.7%	39.2%	22.5%	14.9%	13.7%	-20.7%	-6.0%	-10.6%	-2.8%	-1.8%	0.8%	—	19.5%	-24.3%	—	—	

[資料出所]厚生労働省「労働者派遣事業の事業報告集計結果」

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

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

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

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

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

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

\*3 2015年9月30日「改正労働者派遣法」の施行により、集計基準が変更。2015年4月1日~9月29日のデータは掲載せず、9月30日以降新基準の集計結果を掲載

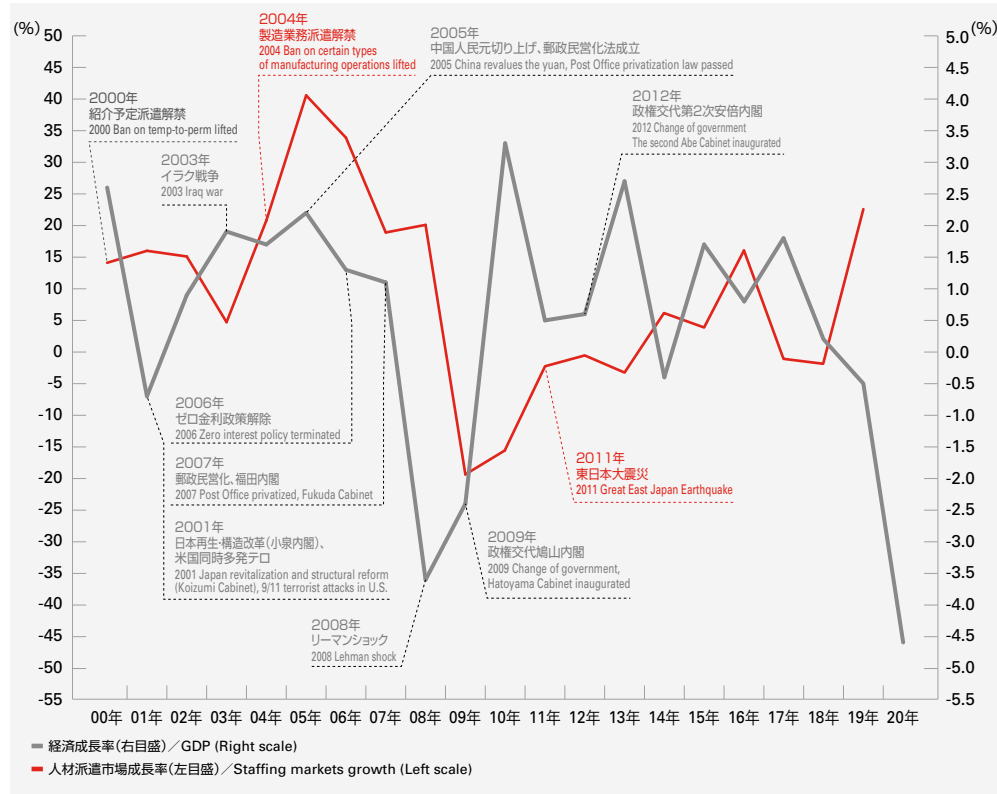
The aggregate standard of the total number of dispatched workers has been changed due to the enforcement of the revised Worker Dispatch Law (took effect on September 30, 2015).

Data for the period from April 1, 2015 to September 29, 2015 has not been provided. The aggregate results based on new standard have been provided from September 30, 2015.

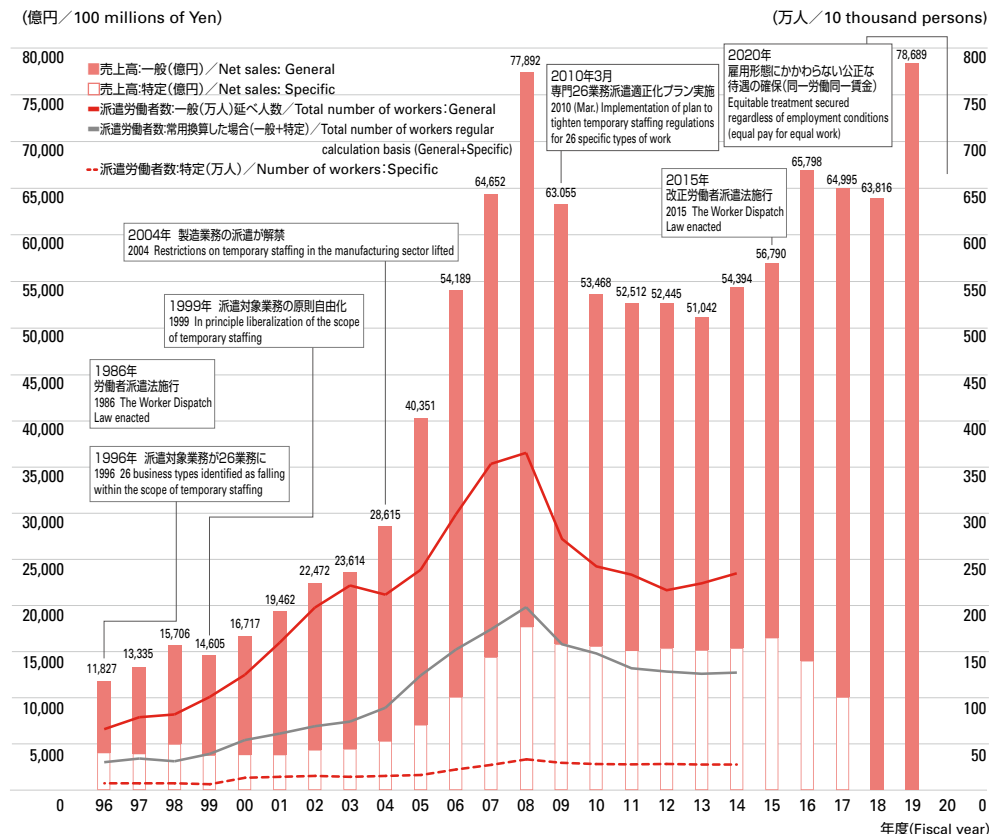


GDPと人材派遣市場変化率の対比 2000-2020年度 GDP VS Staffing Markets Growth 2000-2020

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
経済成長率(%) GDP	2.6	-0.7	0.9	1.9	1.7	2.2	1.3	1.1	-3.6	-2.4	3.3	0.5	0.6	2.7	-0.4	1.7	0.8	1.8	0.2	-0.5	-4.6
人材派遣市場成長率(%) Staffing markets growth	14.5	16.4	15.5	5.1	21.2	41.0	34.3	19.3	20.5	-19.0	-15.2	-1.8	-0.1	-2.7	6.6	4.4	15.9	-1.2	-1.8	23.3	—



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



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

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

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	2,035	1,884	1,232	1,502	1,563	1,647	2,055	1,940	2,085	2,265	2,627	3,287	3,516	

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

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	300	214	196	171	177	296	291	261	291	286	203	221	158	—	—	—	

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

## 2013年4月「高齢者雇用安定法」施行

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

2012年8月改正、2013年4月1日施行。

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

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

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

## 【高齢者雇用安定法の概要】

## 1. 継続雇用制度の対象者を限定できる仕組みの廃止

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

## 2. 継続雇用制度の対象者を雇用する企業の範囲の拡大

継続雇用制度の対象となる高年齢者が雇用される企業の範囲をグループ企業まで拡大する

## 3. 義務違反の企業に対する公表規定の導入

## 4. 高年齢者雇用確保措置の実施および運用に関する指針の策定

事業主が講ずべき高年齢者雇用確保措置の実施および運用に関する指針を新たに策定

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

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

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

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

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

## 3. Introduction of disclosure provisions for violators

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

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

## 2013年4月「労働契約法」施行

## April 2013 Enforcement of the Labour Contract Act

2012年8月改正、2013年4月1日本格施行。

労働契約法に、下記の“ルール”を追加。

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

## 【2012年労働契約法のポイント：ルール】

## 1. 無期労働契約への転換(2013年4月1日施行)

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

## 2. 「雇止め法理」の法定化(2012年8月10日施行)

過去の最高裁の判例により確立した「雇止め法理」を条文化し、一定の場合に使用者による雇止めを無効とするルール

## Main Points of the Labour Contract Act in 2012: The Rules

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

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

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

A rule that codifies the “Termination of Employment Doctrine” that has been established by Supreme Court precedent and invalidates termination by the user under certain circumstances.

## 2016年4月「女性活躍推進法」施行(10年間の時限立法)

## April 2016 Enforcement of the Promotion of Women's Activity Act (temporary statute with a 10-year term limit)

国・地方公共団体、労働者301人以上の民間企業は、下記の事項を実施

(常時雇用する労働者が300人以下の民間企業については努力義務)

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

## 1. 女性の活躍に関する状況の把握、課題分析

①女性採用比率 ②勤続年数男女差 ③労働時間の状況 ④女性管理職比率等

## 2. 状況把握・分析を踏まえ、定量的目標や取組内容等を内容とする「事業主行動計画」の策定・公表等(取組実施・目標達成は努力義務)

## 3. 女性の活躍に関する情報公表

省令で定める事項のうち事業主が選択して公表

## 1. Understand the circumstances regarding the activities of women, analyze issues

a. Percentage of female employees b. Difference between men and women in the number of years worked c. Number of hours worked d. Percentage of women in management, etc.

## 2. Based on the analysis of circumstances, draw up and publicize an action plan with numerical targets and actions to be taken (There is an obligation to make an effort to implement actions and achieve targets.)

## 3. Publicize information regarding the activities of women

Employer to select from items specified by law and publicize them

## 2018年6月 働き方改革に関連する法律の成立

## June 2018 Enactment of Workstyle Reform Law

労働者がそれぞれの事情に応じた多様な働き方を選択できる社会を実現する働き方改革を総合的に推進するため、長時間労働の是正、多様で柔軟な働き方の実現、雇用形態にかかわらず公正な待遇の確保等のための措置を講ずる

For the comprehensive promotion of workstyle reform aimed at realizing a society in which workers are able to choose a diverse range of workstyles to suit their individual circumstances, measures are to be taken for objectives such as rectification of long working hours, achievement of diverse and flexible workstyles, and securing of fair treatment that does not depend on the form of employment.

【長時間労働の是正、多様で柔軟な働き方の実現等】(施行期日:2019年4月1日)

## 1. 労働時間に関する制度の見直し(労働基準法、労働安全衛生法)

・時間外労働の上限について、月45時間、年360時間を原則とし、臨時的な特別な事情がある場合でも年720時間、単月100時間未満(休日労働 含む)、複数月平均80時間(休日労働 含む)を限度に設定

・使用者は、10日以上有給休暇が付与される労働者に対し、5日について、毎年、時期を指定して与えなければならないこととする

・労働者の健康確保措置の実効性を確保する観点から、労働時間の状況を省令で定める方法により把握しなければならないこととする(労働安全衛生法)

## 2. 勤務間インターバル制度の普及促進等(労働時間等設定改善法)

事業主は、前日の終業時刻と翌日の始業時刻の間に一定時間の休息の確保に努めなければならないこととする

[Rectification of long working hours, achievement of diverse and flexible workstyles, etc.] (effective date: April 1, 2019)

## 1. Revision of system concerning working hours (Labor Standards Act, Industrial Safety and Health Act)

・Limits for overtime work are defined as being, in principle, 45 hours/month and 360 hours/year, and, in cases where temporary special circumstances exist, 720 hours/year, under 100 hours/month (working on days off included), and an average for multiple months of 80 hours (working on days off included).

・For workers entitled to ten or more days of annual paid leave, with regard to five days, employers must specify a period and grant the leave every year.

・From the perspective of ensuring the effectiveness of measures to promote worker health, the status of work hours must be monitored using a method prescribed by law. (Industrial Safety and Health Act)

## 2. Promotion of a system of intervals between work periods (Act on Special Measures for Improvement of Working Hours Arrangements)

Business operators must make an effort to ensure that there is a rest period of a fixed length between the end of one work day and the start of the following work day.

【雇用形態にかかわらず公正な待遇の確保(同一労働同一賃金)】(施行期日:2020年4月1日)

## 1. 不合理な待遇差を解消するための規定の整備(パートタイム・有期雇用労働法、労働者派遣法)

・短時間・有期雇用労働者に関する正規雇用労働者との不合理な待遇の禁止に関し、個々の待遇ごとに、当該待遇の性質・目的に照らして適切と認められる事情を考慮して判断されるべき旨を明確化

併せて有期雇用労働者の均等待遇規定を整備

・派遣労働者について、①派遣先の労働者との均等・均衡待遇、②一定の要件※を満たす労使協定による待遇のいずれかを確保することを義務化。また、これらの事項に関するガイドラインの根拠規定を整備

(※)同種業務の一般の労働者の平均的な賃金と同等以上の賃金であること等

## 2. 労働者に対する待遇に関する説明義務の強化(パートタイム・有期雇用労働法、労働者派遣法)

短時間労働者・有期雇用労働者・派遣労働者について、正規雇用労働者との待遇差の内容・理由等に関する説明を義務化

## 3. 行政による履行確保措置及び裁判外紛争解決手続(行政ADR)の整備

1の義務や2の説明義務について、行政による履行確保措置及び行政ADRを整備

[Securing of fair treatment that does not depend on the form of employment (Equal pay for equal work)] (effective date: April 1, 2020)

## 1. Development of provisions for the elimination of unreasonable differences in treatment (Part-time Fixed-term Employment Act, Worker Dispatch Act)

・With respect to the prohibition of unreasonable differences in treatment of short-time and fixed-term workers as compared to regular workers, clarify that, for each type of treatment, decisions should be made by referencing the nature and objectives of the subject treatment and by taking into consideration circumstances that can be deemed appropriate.

In addition, also develop equal-treatment rules for fixed-term workers.

・With respect to temporary workers, require either: ①Equal/balanced treatment relative to the workers of the company using temporary workers, or ② treatment in accordance with a labor agreement that satisfies certain conditions\*. Also, develop provisions that will serve as a basis for guidelines concerning these matters.

\*Wages equal to or greater than the average wages of general workers doing the same type of work.

## 2. Strengthen the obligation for explanations concerning treatment of workers (Part-time Fixed-term Employment Act, Worker Dispatch Act)

Require that explanations be given concerning the content of, and reasons for, differences in treatment of short-time, fixed-term, and temporary workers as compared to regular workers.

## 3. Develop measures to ensure fulfillment of administrative duties and also administrative Alternative Dispute Resolution (administrative ADR) procedures

With regard to the obligations in 1 and the explanation obligations in 2, develop measures to ensure fulfillment of administrative duties and also administrative ADR procedures.

## 2020年4月「高齢者雇用安定法」の改正(2021年4月施行)

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

2020年4月改正、2021年4月1日施行。

65歳から70歳までの就業機会を確保するための高年齢者就業確保措置を新設。

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

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

①70歳までの定年引上げ

②70歳までの継続雇用制度の導入(特殊関係事業主に加えて他の事業主によるものを含む)

③定年廃止

④70歳まで継続的に業務委託契約を締結する制度の導入(高齢者希望時)

⑤70歳まで継続的に社会貢献事業に従事できる制度の導入(高齢者希望時)

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

(i) Raise the mandatory retirement age to 70

(ii) Introduce a continuous employment system for those aged up to 70 (applicable to specially related business operators and other business operators)

(iii) Abolish the mandatory retirement age

(iv) Introduce a system for persons aged up to 70 to continually conclude work service contracts (at the request of the elderly person)

(v) Introduce a system allowing persons aged up to 70 to continually engage in social contribution businesses (at the request of the elderly person)



2015年9月「改正労働者派遣法」施行

September 2015 Enforcement of the revised Worker Dispatch Law

1. 期間制限ルール

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

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

3. 派遣労働者の均衡待遇の確保・キャリアアップの推進の在り方について

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

4. 派遣労働者と派遣先社員の均衡待遇の推進

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

1. Time limits rules

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

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

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

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

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

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

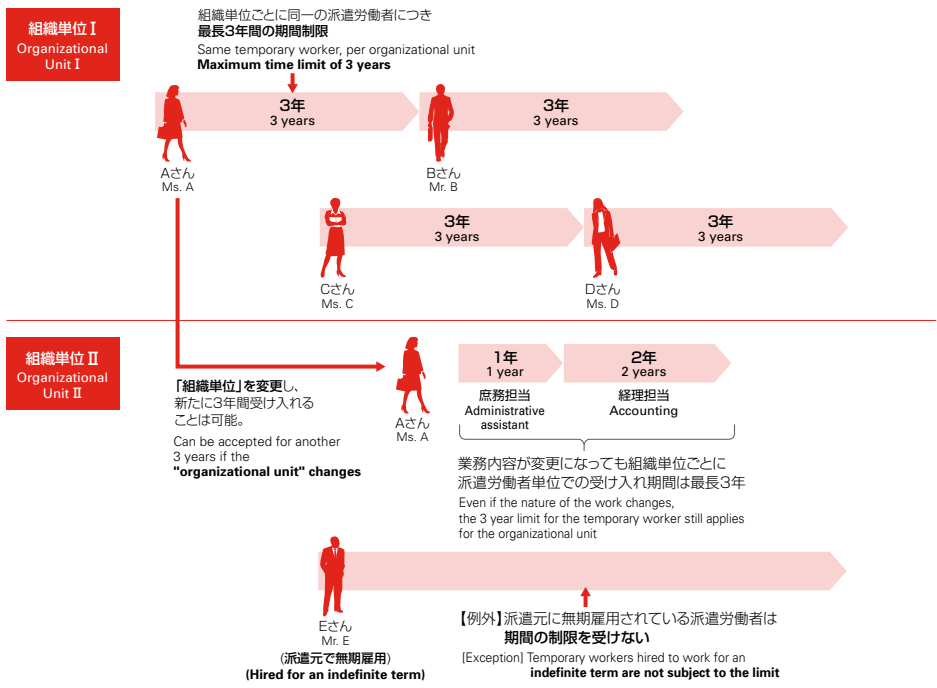
労働者派遣の期間制限について

●個人単位(派遣労働者単位)の期間制限のイメージ

Temporary Worker Time Limit

\* Time limit for an individual temporary worker

(例 Example)

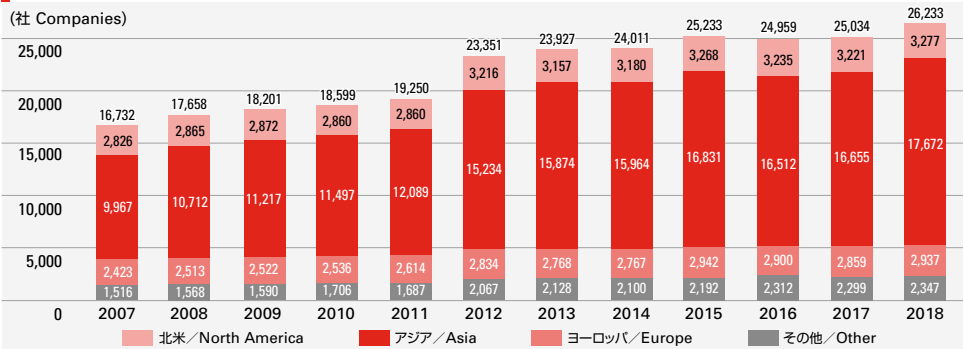


法改正の流れ History of Revisions to Laws and Ordinances

年	主な出来事	Year	Major Event
1986	労働者派遣法施行 人材派遣市場の健全な育成を目的に施行 ソフトウェア開発や秘書など適用対象業務13業務に限定してスタート (同年3業務追加、16業務に)	1986	Worker Dispatch Law enacted Intent of the law is to provide for healthy growth in the temporary staffing market. Thirteen occupations, such as software development and secretarial work were covered initially, with three more added during the first year.
1994	高齢者特例派遣事業スタート 60歳以上の高齢者については、派遣対象業務が原則自由化される	1994	Use of elderly as temporary staff begins Dispatch of workers over 60 years old liberalized in principle.
1996	派遣対象業務の拡大 インテリアコーディネーターやOAインストラクターなど派遣適用対象業務が拡大(計26業務に)	1996	Extension of the scope of temporary operations The law is extended to cover a total of 26 occupations, including interior coordinators and office equipment instructors.
1997	職業紹介の規制緩和と実施 職業紹介の取扱業務が従来の29職業から原則自由化職業 安定法も改正され、民間職業紹介が幅広く認知されるとともに、事業のルールが明確化される	1997	Deregulation of placement services Regulations governing placement of 29 occupations is liberalized in principle. The Employment Security Law is revised, raising the awareness of placement services in a wide range of public companies, while also clarifying business rules.
1999		1999	
1999	派遣対象業務の原則自由化 派遣対象業務が一部の禁止業務を除き原則自由化(ネガティブリスト化) 営業職・販売職など「新職種」派遣期間を1年に限定してスタート	1999	Revised Worker Dispatch Law enacted Temporary staffing occupations liberalized in principle (negative listing). "New types" of occupations such as sales and marketing positions liberalized but restricted to one year.
2000	紹介予定派遣(テンプ・トゥ・パーム)が解禁	2000	Ban on temp-to-perm lifted
2002	雇用対策臨時特例法施行 中高年については「新職種」の派遣期間が特例措置として3年に延長	2002	Temporary Special Law for Employment Promotion enacted Special measure implemented extending temporary staffing period of middle-aged workers to three years for "new types" of occupations.
2003	派遣対象業務の拡大 医療業務の派遣が一部解禁	2003	Extension of the scope of temporary operations Ban on certain types of medical occupations lifted.
2004	派遣対象業務と派遣期間の拡大 製造業務の派遣が解禁 「新職種」の派遣期間の延長(1年⇒3年) 紹介予定派遣の事前面接の解禁と派遣期間の拡大	2004	Extension of the scope and term of temporary staffing operations Ban on certain types of manufacturing operations lifted. Dispatch period for "new types" of occupations extended from one to three years. Ban on pre-hire interviews for temp-to-perm positions lifted. Temporary staffing period extended.
2006	派遣対象業務の拡大 育児介護休業取得者の代替要員について医療業務の派遣が解禁	2006	Extension of the scope of temporary staffing operations Ban on replacements for child-care and family-care leave in medical occupations lifted.
2007	派遣期間の延長 製造業務の派遣期間の延長(1年⇒3年)	2007	Extension of the term of temporary staffing operations Dispatch period for manufacturing operations extended from one to three years.
2008	日雇派遣指針施行 日雇派遣労働者の雇用の安定を目的に派遣元、派遣先が講ずべき措置を策定	2008	Implementation of guidelines relating to the dispatch of workers on a daily basis Measures formulated for both dispatching parties and companies to be supplied with day labour aimed at stabilizing employment of temporary workers engaged in day-labour activities.
2009	派遣事業許可基準の強化 1事業所あたりの基準資産額10百万円⇒20百万円 現預金額8百万円⇒15百万円へ強化	2009	Reinforcement of temporary staffing business authorization standards Standard asset amount per business location raised from ¥10 million to ¥20 million. Cash and deposit amount strengthened from ¥8 million to ¥15 million.
2010	専門26業務派遣適正化プラン実施 専門26業務と自由化業務の区分を厳格化する指導監督を実施	2010	Implementation of plan to tighten temporary staffing regulations for 26 specific types of work Implementation of strict supervision to tighten the classification and distinction between 26 specific types and deregulated forms of work
2012	改正労働者派遣法成立 日雇い派遣の原則禁止 労働契約申し込みみなし制度の創設	2012	Enactment of Worker Dispatch Law Principle prohibition of temporary staffing on a daily basis Establishment of a deemed employment contract application system
2015	改正労働者派遣法成立 一般派遣/特定派遣の区別廃止、許可制への一本化 期間制限の見直し 均衡待遇の強化・キャリアアップの推進	2015	Revisions to the Worker Dispatch Law come into effect Removal of the distinction between "general worker dispatching undertakings" and "specified worker dispatching undertakings", unification toward a reporting system Review of time limits Strengthening of equal treatment; promotion of career advancement
2020	雇用形態にかかわらず公正な待遇の確保(同一労働同一賃金)	2020	Equitable treatment secured regardless of employment conditions (equal pay for equal work)

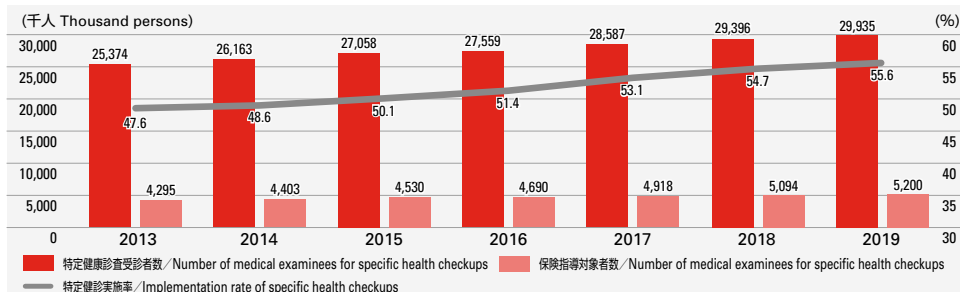
グローバル  
Global

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



ヘルスケア  
Health care

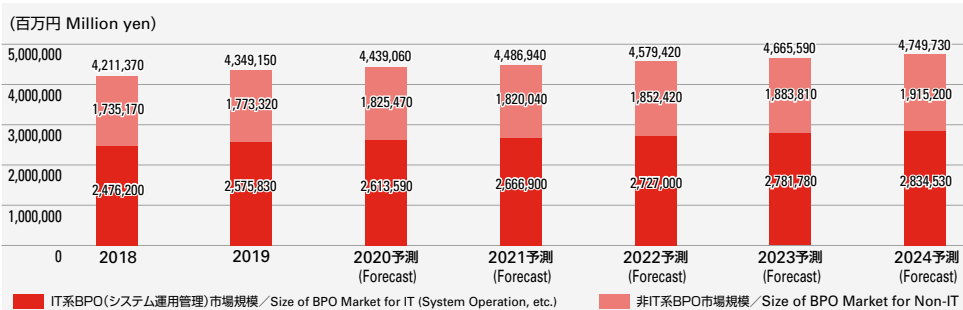
特定健康診査受診者数と特定保健指導対象者数  
Number of medical examinees for specific health checkups and subjects for specific health



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

BPO  
BPO

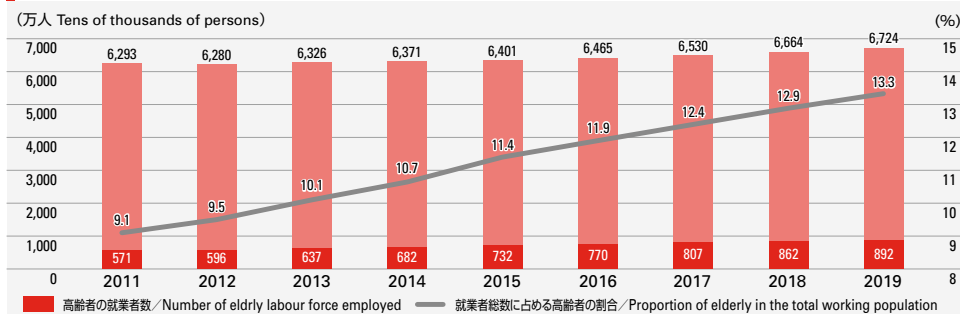
企業向けBPO(ビジネスプロセスアウトソーシング)市場の市場規模推移と予測  
Transition and forecast of BPO (Business Process Outsourcing) market size for companies



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

シニア  
Senior

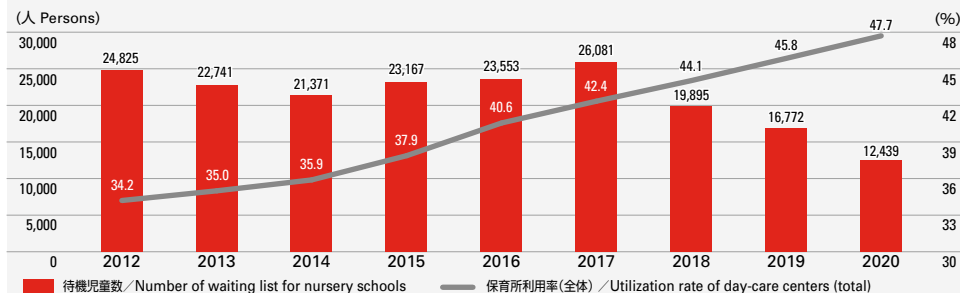
就業者総数に占める高齢者の割合の推移 The proportion of elderly in the total working population



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

保育  
Childcare

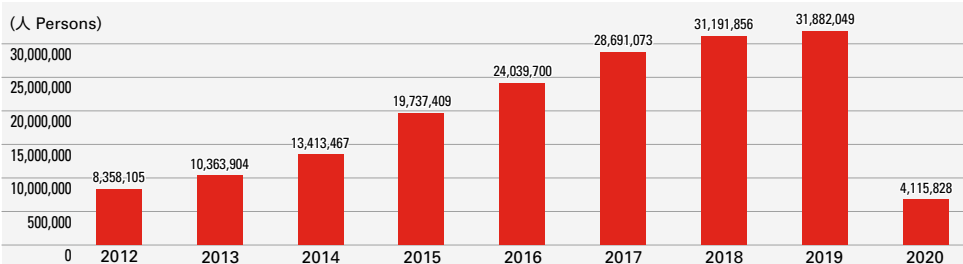
待機児童数と保育所利用率  
Number of waiting list for nursery schools and utilization rate of day-care centers



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

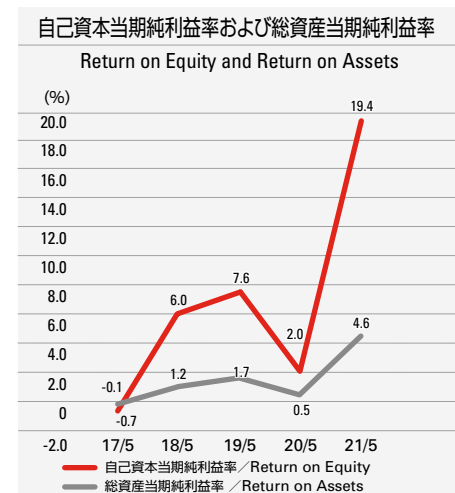
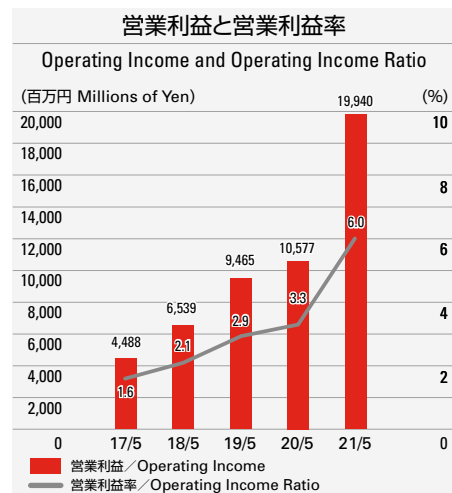
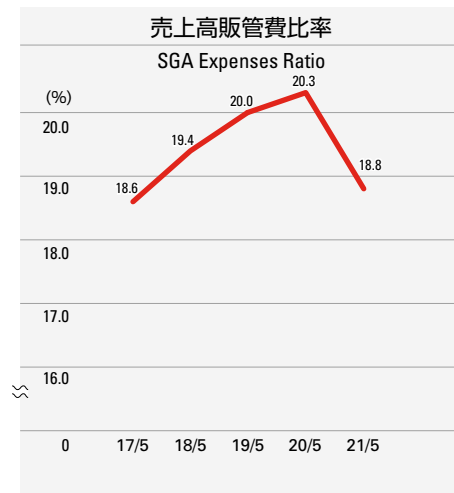
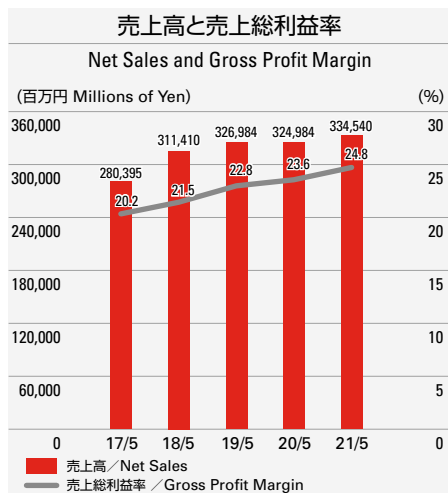
インバウンド  
Inbound

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



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

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



## 主要経営指標 Key Indicators

経営指標	Key Indicators	2014/5	前期比 YOY	2015/5	前期比 YOY	2016/5	前期比 YOY	2017/5	前期比 YOY	2018/5	前期比 YOY	2019/5	前期比 YOY	2020/5	前期比 YOY	2021/5	前期比 YOY
売上高	Net Sales	208,660	0.5%	226,227	8.4%	263,728	16.6%	280,395	6.3%	311,410	11.1%	326,984	5.0%	324,984	-0.6%	334,540	2.9%
販売費及び一般管理費	SGA Expenses	37,029	0.4%	42,381	14.5%	48,948	15.5%	52,128	6.5%	60,489	16.0%	65,245	7.9%	66,111	1.3%	63,028	-4.7%
営業利益	Operating Income	3,210	1.1%	3,490	8.7%	3,860	10.6%	4,488	16.3%	6,539	45.7%	9,465	44.7%	10,577	11.8%	19,940	88.5%
経常利益	Ordinary Income	3,135	-1.6%	3,343	6.6%	3,855	15.3%	4,319	12.0%	6,631	53.5%	9,237	39.3%	10,236	10.8%	20,379	99.1%
当期純利益*5	Net Income*5	526	-13.8%	214	-59.3%	243	13.8%	(129)	—	1,288	—	1,975	53.4%	594	-69.9%	6,784	1040.4%
総資産	Total Assets	75,615	6.1%	88,641	17.2%	85,356	-3.7%	94,584	10.8%	112,795	19.3%	119,459	6.2%	140,441	17.6%	151,641	8.0%
純資産	Net Assets	27,181	3.5%	29,620	9.0%	26,735	-9.7%	28,062	5.0%	33,889	20.8%	40,253	18.8%	42,316	5.1%	49,779	17.6%
営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	1,639	-72.1%	8,587	423.8%	482	-94.4%	6,464	1,239.8%	9,505	47.0%	9,186	-3.4%	11,424	24.4%	18,868	65.2%
投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	(4,910)	—	(4,645)	—	(2,176)	—	(3,713)	—	(11,977)	—	(6,519)	—	(6,964)	—	(9,665)	—
財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	1,180	—	(2,004)	—	(2,024)	—	1,890	—	6,496	243.6%	3,962	-39.0%	12,102	205.5%	(5,147)	—
フリーキャッシュ・フロー	Free Cash Flows	(3,271)	—	3,942	—	(1,694)	—	2,751	—	(2,471)	—	2,667	—	4,459	67.2%	9,202	106.4%
従業員数*1	Number of Employees*1	6,316	5.5%	7,908	25.2%	8,550	8.1%	8,682	1.5%	9,074	4.5%	9,317	2.7%	19,538	109.7%	21,789	11.5%
うち契約社員	Number of Contract Workers of Employees	1,294	6.9%	1,324	2.3%	1,406	6.2%	1,444	2.7%	1,358	-6.0%	1,462	7.7%	9,931	579.3%	12,291	23.8%

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

経営指標	Key Indicators	2014/5	前期比 YOY	2015/5	前期比 YOY	2016/5	前期比 YOY	2017/5	前期比 YOY	2018/5	前期比 YOY	2019/5	前期比 YOY	2020/5	前期比 YOY	2021/5	前期比 YOY
売上総利益率*2	Gross Profit Margin*2	19.3%	-0.0pt	20.3%	1.0pt	20.0%	-0.3pt	20.2%	+0.2pt	21.5%	+1.3pt	22.8%	+1.3pt	23.6%	+0.8pt	24.8%	+1.2pt
売上高販管費比率	SGA Expenses Ratio	17.7%	-0.1pt	18.7%	1.0pt	18.6%	-0.1pt	18.6%	+0.0pt	19.4%	+0.8pt	20.0%	+0.6pt	20.3%	+0.3pt	18.8%	-1.5pt
営業利益率	Operating Income Ratio	1.5%	0.0pt	1.5%	0.0pt	1.5%	-0.0pt	1.6%	+0.1pt	2.1%	+0.5pt	2.9%	+0.8pt	3.3%	+0.4pt	6.0%	+2.7pt
経常利益率	Ordinary Income Ratio	1.5%	-0.0pt	1.5%	-0.0pt	1.5%	-0.0pt	1.5%	+0.1pt	2.1%	+0.6pt	2.8%	+0.7pt	3.1%	+0.3pt	6.1%	+3.0pt
売上高当期純利益率*5	Return on Sales*5	0.3%	-0.0pt	0.1%	-0.2pt	0.1%	-0.0pt	—	—	0.4%	—	0.6%	+0.2pt	0.2%	-0.4pt	2.0%	+1.8pt
自己資本当期純利益率*3,5	Return on Equity*3,5	2.5%	-0.4pt	1.0%	-1.5pt	1.2%	0.2pt	-0.7%	-1.9pt	6.0%	+6.7pt	7.6%	+1.6pt	2.0%	-5.6pt	19.4%	+17.4pt
総資産当期純利益率*4,5	Return on Assets*4,5	0.7%	-0.2pt	0.3%	-0.4pt	0.3%	0.1pt	-0.1%	-0.4pt	1.2%	+1.3pt	1.7%	+0.5pt	0.5%	-1.2pt	4.6%	+4.1pt

\*1 契約社員含む Include Contract Workers

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

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

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

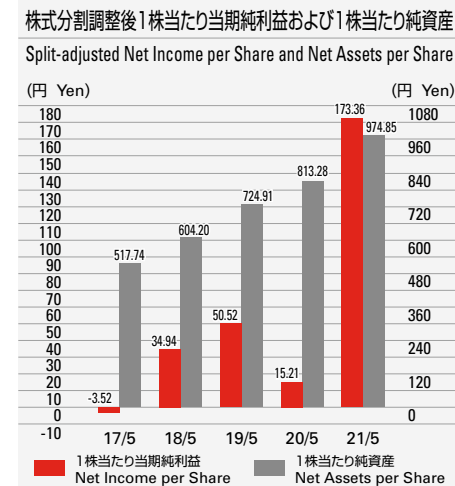
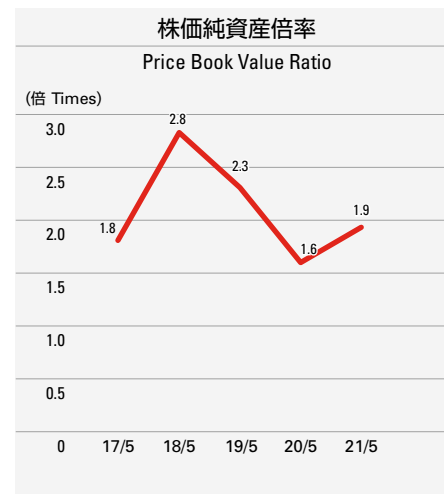
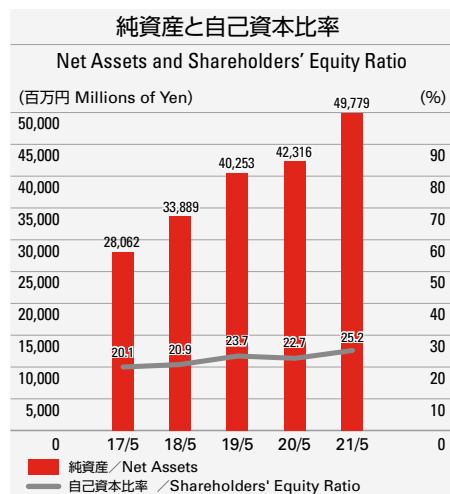
\*5 2016年5月期より本項の「当期純利益」は「親会社株主に帰属する当期純利益」を指しております。 Profit attributable to owners of parent was previously presented as net income from the fiscal year ended May 31, 2016.

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

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

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

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



## 安全性に関する経営指標 Stability Indicators

経営指標	Key Indicators	2014/5 前期比 YOY	2015/5 前期比 YOY	2016/5 前期比 YOY	2017/5 前期比 YOY	2018/5 前期比 YOY	2019/5 前期比 YOY	2020/5 前期比 YOY	2021/5 前期比 YOY								
自己資本比率*1,8	Shareholders' Equity Ratio*1,8	27.9%	0.9pt	24.1%	-3.8pt	22.2%	-1.9pt	20.1%	-2.1pt	20.9%	0.8pt	23.7%	+2.7pt	22.7%	-1.0pt	25.2%	+2.5pt
流動比率*2	Current Ratio*2	131.3%	-10.5pt	125.6%	-5.7pt	124.3%	-1.3pt	129.7%	+5.4pt	131.8%	+2.1pt	135.9%	+7.5pt	156.6%	+20.7pt	153.8%	-2.8pt
有利子負債比率	Debt-to-equity Ratio	68.6%	14.5pt	64.4%	-4.2pt	82.2%	17.8pt	98.3%	+16.1pt	98.8%	+0.5pt	87.1%	-11.6pt	113.9%	+26.8pt	89.4%	-24.5pt

## 1株当たり情報 Per Share Data

経営指標	Key Indicators	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
1株当たり当期純利益(円)*3,9	Net Income per Share (Yen)*3,9	78.78	1,630.20	14.05	5.82	6.62	(3.52)	34.94	50.52	15.21	173.36
1株当たり純資産(BPS)(円)*4,8	Net Assets per Share (Yen)*4,8	54,853.94	55,849.68	571.37	579.76	515.22	517.74	604.20	724.91	813.28	974.85
1株当たり配当金(円)	Cash Dividends per Share (Yen)	1,000	1,000	10	12	12	12	13	18	19	30

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

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

経営指標	Key Indicators	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
配当性向(%)*5	Payout Ratio (%)*5	1,269.4	61.3	71.2	206.3	181.3	—	37.2	35.6	124.9	17.3
株価収益率(PER)(倍)*6,9	Price/Earnings Ratio (Times)*6,9	699.4	36.8	35.1	144.7	113.0	—	48.5	33.1	84.2	10.9
株価純資産倍率(PBR)(倍)*7,8	Price Book Value Ratio (Times)*7,8	1.0	1.1	0.9	1.5	1.5	1.8	2.8	2.3	1.6	1.9
1株当たり純資産成長率(%)*8	BPS Growth Ratio (%)*8	-2.2	1.8	2.3	1.5	-11.1	0.5	16.7	20.0	12.1	19.9

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

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

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

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

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

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

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

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

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

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

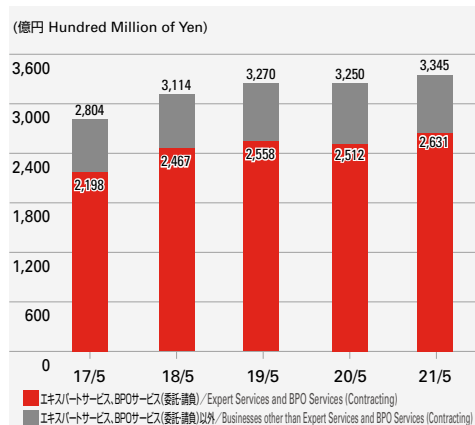
Effective from the fiscal year ended May 31, 2016, the Company has introduced "Employment Stock Ownership Plan (J-ESOP)" and "Board Benefit Trust (BBT)". The Company's shares in the J-ESOP and BBT, which are reported as treasury stock under shareholdings' equity, are not counted toward the average number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

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

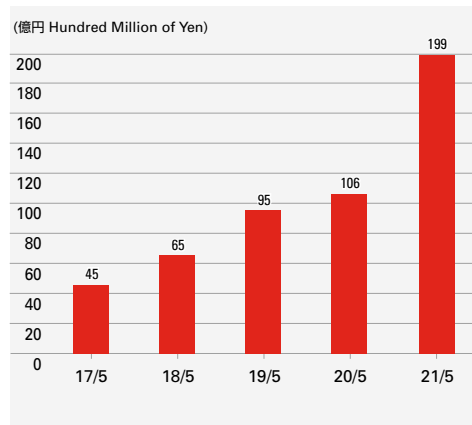
The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.26, dated February 16, 2018) etc. has been applied since the start of the fiscal year ended May 2019. Accordingly, figures after the fiscal year ended May 2018 have been adjusted to reflect this change in presentation.

## セグメント別業績推移 Segment Results

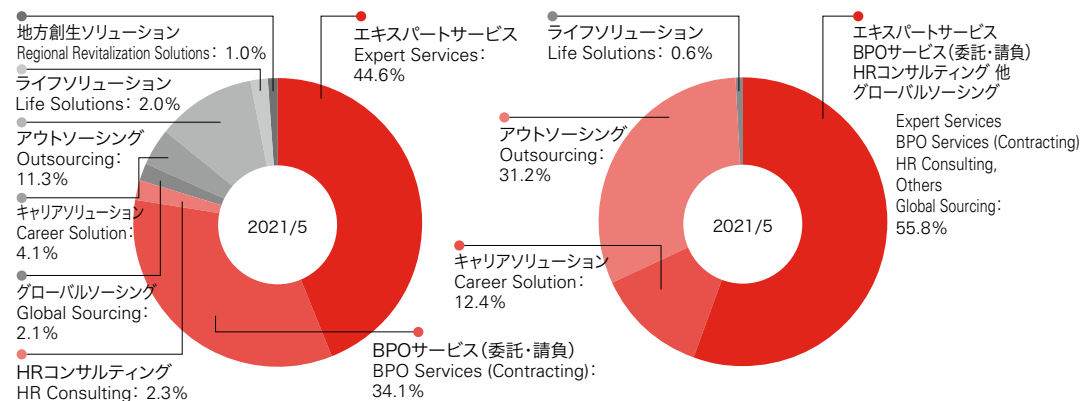
### 売上高 Net Sales



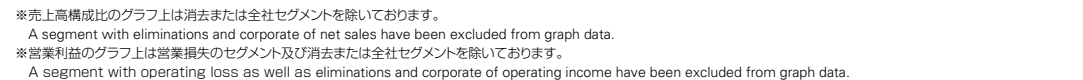
### 営業利益 Operating Income



### 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



※売上高構成比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。  
A segment with eliminations and corporate of net sales have been excluded from graph data.

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

A segment with operating loss as well as eliminations and corporate of operating income have been excluded from graph data.

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

売上高	Net Sales	2018/5			2019/5			2020/5			2021/5		
		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
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)	159,850	51.3%	12.0%	158,601	48.5%	-0.8%	151,448	46.6%	-4.5%	149,133	44.6%	-1.5%
BPOサービス(委託・請負)	BPO Services (Contracting)	86,843	27.9%	12.6%	97,234	29.7%	12.0%	99,756	30.7%	2.7%	114,055	34.1%	14.3%
HRコンサルティング 他	HR Consulting, Others	7,703	2.5%	20.0%	8,508	2.6%	10.4%	9,984	3.1%	9.9%	7,613	2.3%	-23.7%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)	7,216	2.3%	13.0%	7,965	2.4%	10.4%	7,796	2.4%	-2.1%	7,061	2.1%	-9.4%
キャリアソリューション (人材紹介、再就職支援)*1	Career Solutions (Placement / Recruiting, Outplacement)*1	13,923	4.5%	-5.4%	15,377	4.7%	10.4%	13,401	4.1%	-11.5%	13,863	4.1%	3.4%
アウトソーシング	Outsourcing	32,656	10.5%	9.2%	35,188	10.8%	7.8%	37,271	11.5%	8.2%	37,844	11.3%	1.5%
ライフソリューション	Life Solutions	5,129	1.6%	10.1%	5,660	1.7%	10.4%	6,250	1.9%	10.4%	6,570	2.0%	5.1%
地方創生ソリューション	Regional Revitalization Solutions	2,277	0.7%	36.3%	3,082	1.0%	35.3%	2,990	0.9%	16.7%	3,244	1.0%	8.5%
消去または全社	Eliminations and Corporate	(4,190)	-1.3%	—	(4,634)	-1.4%	—	(3,916)	-1.2%	—	(4,846)	-1.4%	—
合計	Total	311,410	100.0%	11.1%	326,984	100.0%	5.0%	324,984	100.0%	-0.6%	334,540	100.0%	2.9%

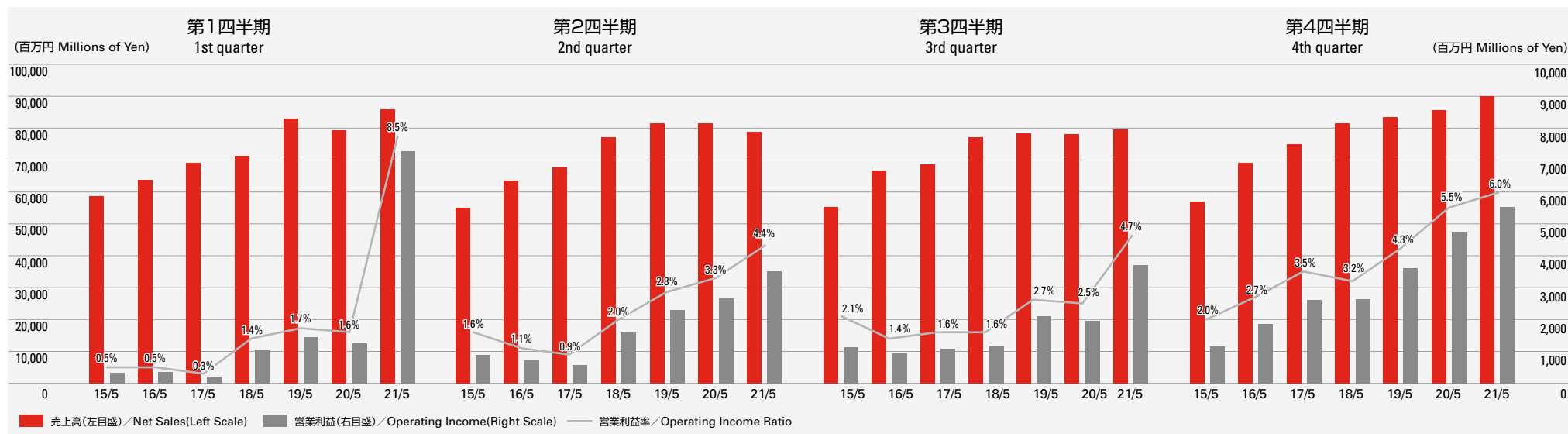
営業利益	Operating Income	2018/5				2019/5				2020/5				2021/5			
		営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY
エキスパートサービス(人材派遣)	Expert Services (Temporary Staffing)																
BPOサービス(委託・請負)	BPO Services (Contracting)																
HRコンサルティング 他	HR Consulting, Others	5,135	2.0%	78.5%	121.8%	7,316	2.7%	77.3%	42.5%	9,346	3.6%	88.3%	39.7%	17,427	6.4%	87.4%	86.5%
グローバルソーシング(海外人材サービス)	Global Sourcing (Overseas)									197	2.5%	1.9%	-70.1%	116	1.6%	0.6%	-41.3%
キャリアソリューション (人材紹介、再就職支援)*1	Career Solutions (Placement / Recruiting, Outplacement)*1	2,947	21.2%	45.1%	49.3%	3,510	22.8%	37.1%	19.1%	3,147	23.5%	29.7%	-11.7%	3,919	28.3%	19.7%	24.5%
アウトソーシング	Outsourcing	6,211	19.0%	95.0%	7.4%	7,719	21.9%	81.6%	24.3%	8,375	22.5%	79.2%	9.6%	9,794	25.9%	49.1%	16.9%
ライフソリューション	Life Solutions	268	5.2%	4.1%	13.3%	168	3.0%	1.8%	-37.3%	224	3.6%	2.1%	33.6%	203	3.1%	1.0%	-9.6%
地方創生ソリューション	Regional Revitalization Solutions	(1,536)	—	-23.5%	—	(1,279)	—	-13.5%	—	(1,876)	—	-17.7%	—	(2,327)	—	-11.7%	—
消去または全社	Eliminations and Corporate	(6,487)	—	-99.2%	—	(7,970)	—	-84.3%	—	(8,837)	—	-83.5%	—	(9,191)	—	-46.1%	—
合計	Total	6,539	2.1%	100.0%	45.7%	9,465	2.9%	100.0%	44.7%	10,577	3.3%	100.0%	11.8%	19,940	6.0%	100.0%	88.5%

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

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



# 四半期業績 Quarterly Results



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

(百万円/Millions of Yen)

決算年月	2015 / 5				2016 / 5				2017 / 5				2018 / 5				2019 / 5				2020 / 5				2021 / 5			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
売上高 Net Sales	58,727	55,078	55,379	57,042	63,891	63,710	66,827	69,297	69,231	67,636	68,613	74,915	72,458	78,160	78,070	82,720	82,997	81,694	78,603	83,689	79,626	81,602	78,119	85,636	85,751	79,154	79,763	89,869
売上総利益 Gross Profit	11,450	11,010	11,319	12,090	13,412	12,023	13,041	14,331	13,372	13,628	13,529	16,086	15,256	16,675	16,083	19,013	18,051	18,107	18,078	20,474	18,270	19,127	18,233	21,058	22,332	19,659	19,038	21,939
営業利益 Operating Income	320	875	1,139	1,155	350	722	929	1,857	215	579	1,083	2,610	1,033	1,585	1,238	2,681	1,451	2,280	2,094	3,637	1,243	2,658	1,954	4,721	7,287	3,515	3,710	5,428
経常利益 Ordinary Income	286	832	1,132	1,092	256	720	956	1,921	174	585	1,039	2,520	1,006	1,628	1,313	2,683	1,222	2,316	2,079	3,618	930	2,676	1,947	4,682	7,357	3,496	3,768	5,757
税引前利益 Income before Income Taxes	272	816	1,137	982	258	727	941	1,935	140	584	900	2,465	1,593	1,460	1,124	2,557	1,212	2,295	2,081	3,304	918	2,241	1,890	2,532	7,284	2,355	3,635	3,431
当期純利益*1 Net Income*1	(253)	97	163	206	(323)	(10)	(119)	697	(539)	(276)	(98)	785	533	(62)	(275)	1,093	(7)	638	286	1,058	46	346	175	26	4,064	213	1,304	1,201
伸び率 YoY																												
売上高 Net Sales	14.7%	7.1%	5.8%	6.2%	8.8%	15.7%	20.7%	21.5%	8.4%	6.2%	2.7%	8.1%	4.7%	15.6%	13.8%	10.4%	14.5%	4.5%	0.7%	1.2%	-4.1%	-0.1%	-0.6%	2.3%	7.7%	-3.0%	2.1%	4.9%
売上総利益 Gross Profit	14.1%	17.4%	11.7%	13.0%	17.1%	9.2%	15.2%	18.5%	-0.3%	13.3%	3.7%	12.3%	14.1%	22.4%	18.9%	18.2%	18.3%	8.6%	12.4%	7.7%	1.2%	5.6%	0.9%	2.9%	22.2%	2.8%	4.4%	4.2%
営業利益 Operating Income	-61.6%	330.5%	12.9%	-0.7%	9.5%	-17.5%	-18.4%	60.8%	-38.5%	-19.8%	16.5%	40.5%	378.9%	173.8%	14.4%	2.7%	40.5%	43.9%	69.1%	35.6%	-14.4%	16.5%	-6.7%	29.8%	486.1%	32.2%	89.8%	15.0%
経常利益 Ordinary Income	-64.2%	410.3%	13.8%	-7.3%	-10.2%	-13.5%	-15.6%	76.0%	-32.1%	-18.8%	8.7%	31.2%	476.5%	178.3%	26.4%	6.5%	21.4%	42.3%	58.4%	34.9%	-23.9%	15.5%	-6.4%	29.4%	691.0%	30.7%	93.5%	22.9%
税引前利益 Income before Income Taxes	-65.1%	474.9%	15.2%	-15.5%	-5.1%	-11.0%	-17.3%	97.0%	-45.7%	-19.6%	-4.3%	27.4%	1036.3%	149.8%	24.9%	3.7%	-23.9%	57.2%	85.0%	29.2%	-24.2%	-2.4%	-9.2%	-23.4%	692.8%	5.1%	92.3%	35.5%
当期純利益*1 Net Income*1	-	-	335.8%	-59.8%	-	-	-	237.6%	-	-	-	12.6%	-	-	-	39.3%	-	-	-	-3.2%	-	-45.8%	-38.8%	-97.5%	8650.2%	-38.2%	644.6%	4374.8%

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

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

(百万円/Millions of Yen)

決算年月	2018 / 5								2019 / 5								2020 / 5								2021 / 5							
	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY
売上高 Sales																																
エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)	37,172	2.2%	41,318	17.7%	40,224	17.3%	41,135	11.5%	43,626	17.4%	40,201	-2.7%	36,811	-8.5%	37,962	-7.7%	38,011	-12.9%	38,446	-4.3%	36,072	-2.0%	38,917	2.5%	38,008	-0.0%	37,429	-2.6%	35,747	-0.9%	37,948	-2.5%
BPOサービス(委託・請負) BPO Services (Contracting)	20,039	10.3%	20,349	13.6%	21,856	13.0%	24,599	13.5%	22,719	13.4%	23,683	16.4%	24,007	9.8%	26,823	9.0%	23,765	4.3%	24,682	3.9%	23,764	-1.0%	27,544	3.5%	32,139	35.2%	24,776	0.4%	25,485	7.2%	31,652	14.9%
HRコンサルティング 他 HR Consulting, Others	1,661	7.8%	1,778	21.8%	1,979	11.3%	2,284	38.2%	1,959	17.9%	2,086	17.4%	2,444	23.5%	2,017	-11.7%	2,492	18.9%	2,487	11.7%	2,758	6.3%	2,245	3.6%	1,628	-34.7%	1,842	-26.0%	2,260	-18.1%	1,882	-16.2%
グローバルソーシング(海外人材サービス) Global Sourcing (Overseas)	1,724	12.3%	1,781	16.4%	1,839	21.8%	1,870	3.3%	1,961	13.7%	1,962	10.1%	1,948	6.0%	2,093	11.9%	2,060	5.0%	1,977	0.8%	1,878	-3.6%	1,879	-10.2%	1,658	-19.5%	1,682	-14.9%	1,721	-8.4%	1,999	6.4%
キャリアソリューション(人材紹介・再就職支援)*1 Career Solutions (Placement / Recruiting, Outplacement)*1	3,348	-1.1%	3,458	-6.8%	3,268	-6.5%	3,848	-6.8%	3,851	15.0%	3,882	12.3%	3,462	5.9%	4,181	8.7%	3,158	-17.3%	3,253	-14.6%	3,340	-1.5%	3,649	-11.4%	2,938	-7.0%	3,087	-5.1%	3,347	0.2%	4,490	23.0%
アウトソーシング Outsourcing	7,775	4.0%	8,473	19.9%	8,118	9.6%	8,288	4.4%	7,933	2.0%	8,830	4.2%	8,933	10.0%	9,491	14.5%	8,679	11.8%	9,278	7.3%	9,104	4.1%	10,209	9.7%	8,248	-5.0%	8,941	-3.6%	9,886	8.6%	10,767	5.5%
ライフソリューション/地方創生ソリューション Life Solutions / Regional Revitalization Solutions	1,713	13.6%	1,996	24.9%	1,833	17.8%	1,863	11.9%	2,112	23.3%	2,243	12.4%	2,123	15.8%	2,263	21.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ライフソリューション Life Solutions	1,250	12.0%	1,260	10.7%	1,270	11.7%	1,347	6.6%	1,355	8.4%	1,388	10.1%	1,386	9.1%	1,530	13.6%	1,527	12.7%	1,577	13.6%	1,587	14.5%	1,558	1.8%	1,563	2.4%	1,674	6.2%	1,644	3.6%	1,687	8.3%
地方創生ソリューション Regional Revitalization Solutions	462	18.0%	735	60.0%	563	34.6%	515	28.9%	756	63.6%	855	16.3%	737	30.9%	732	42.0%	815	50.2%	822	26.2%	615	7.5%	736	-7.3%	479	-41.2%	880	7.1%	813	32.2%	1,070	45.4%
消去または全社 Eliminations and Corporate	(977)	-	(994)	-	(1,047)	-	(1,170)	-	(1,168)	-	(1,195)	-	(1,127)	-	(1,143)	-	(885)	-	(923)	-	(1,002)	-	(1,105)	-	(913)	-	(1,160)	-	(1,143)	-	(1,628)	-
連結合計 Consolidated	72,458	4.7%	78,160	15.6%	78,070	13.8%	82,720	10.4%	82,997	14.5%	81,694	4.5%	78,603	0.7%	83,689	1.2%	79,626	-4.1%	81,602	-0.1%	78,119	-0.6%	85,636	2.3%	85,751	7.7%	79,154	-3.0%	79,763	2.1%	89,869	4.9%

決算年月	2018 / 5								2019 / 5								2020 / 5								2021 / 5							
	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY	1Q	伸び率 YoY	2Q	伸び率 YoY	3Q	伸び率 YoY	4Q	伸び率 YoY
営業利益 Operating Income																																
エキスパートサービス(人材派遣) Expert Services (Temporary Staffing)																																
BPOサービス(委託・請負) BPO Services (Contracting)																																
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キャリアソリューション(人材紹介・再就職支援)*1 Career Solutions (Placement / Recruiting, Outplacement)*1																																
アウトソーシング Outsourcing																																
ライフソリューション/地方創生ソリューション Life Solutions / Regional Revitalization Solutions																																
ライフソリューション Life Solutions																																
地方創生ソリューション Regional Revitalization Solutions																																
消去または全社 Eliminations and Corporate																																
連結合計 Consolidated	1,033	378.9%	1,585	173.8%	1,238	14.4%	2,681	2.7%	1,451	40.5%	2,280	43.9%	2,094	69.1%	3,637	35.6%	1,243	-14.4%	2,658	16.5%	1,954	-6.7%	4,721	29.8%	7,287	486.1%	3,515	32.2%	3,710	89.8%	5,428	15.0%

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

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

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

(百万円/Millions of Yen)

		2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
売上高	Net sales	¥ 181,498	¥ 207,685	¥ 208,660	¥ 226,227	¥ 263,728	¥ 280,395	¥ 311,410	¥ 326,984	¥ 324,984	¥ 334,540
売上原価	Cost of sales	147,693	167,609	168,420	180,355	210,919	223,778	244,382	252,274	248,295	251,570
売上総利益	Gross profit	33,805	40,075	40,239	45,871	52,808	56,617	67,028	74,710	76,689	82,969
販売費及び一般管理費	Selling, general and administrative expenses	31,840	36,898	37,029	42,381	48,948	52,128	60,489	65,245	66,111	63,028
営業利益	Operating income	1,964	3,176	3,210	3,490	3,860	4,488	6,539	9,465	10,577	19,940
営業外収益	Non-operating income:	383	313	305	310	407	339	981	1,089	1,187	1,704
受取利息及び割引料	Interest income and discount revenue	13	12	25	30	49	31	35	37	37	40
持分法による投資利益	Investment gain on equity method	40	48	—	—	—	—	47	—	—	—
補助金収入	Subsidy	196	111	106	86	147	74	97	54	80	636
保険解約返戻金	Insurance premiums refunded cancellation	4	—	—	—	—	—	—	—	—	—
不動産賃貸料	Real estate rent	—	31	50	56	43	74	603	748	744	743
その他	Other income	127	108	123	137	167	158	196	249	325	283
営業外費用	Non-operating expenses:	256	302	380	457	412	508	889	1,318	1,529	1,265
支払利息及び割引料	Interest expenses and discount revenue	152	182	167	161	170	161	192	217	200	290
持分法による投資損失	Investment loss on equity method	—	—	92	92	49	74	—	7	3	110
コミットメントフィー	Commitment fee	44	38	38	41	46	48	54	49	52	56
不動産賃貸費用	Rent expenses on real estates	—	—	—	—	—	—	473	597	610	635
支払手数料	Commission fee	—	—	—	—	—	—	—	236	412	—
貸倒引当金繰入額	Provision of allowance for doubtful accounts	—	—	—	—	7	72	48	79	18	—
その他	Other expenses	59	82	81	161	138	151	119	131	231	171
経常利益	Ordinary income	2,091	3,187	3,135	3,343	3,855	4,319	6,631	9,237	10,236	20,379
特別利益	Extraordinary gains:	175	263	0	91	164	36	601	17	52	5
固定資産売却益	Gain on sale of fixed assets	—	—	—	0	18	—	—	17	0	0
投資有価証券売却益	Gain on sale of investment securities	116	—	0	—	129	17	—	—	29	4
持分変動によるみなし売却益	Constructive gain on change in equity	—	14	—	0	—	—	—	—	17	—
関係会社株式売却益	Gain on sale of securities in affiliated companies	—	246	0	—	—	19	—	—	4	0
負のれん発生益	Gain on negative goodwill	—	—	—	—	—	—	601	—	—	—
固定資産受贈益	Gain on donation of noncurrent assets	58	—	—	—	17	—	—	—	—	—
受取補償金	Compensation income	—	—	—	90	—	—	—	—	—	—
その他	Other	—	1	—	—	—	—	—	—	—	—
特別損失	Extraordinary losses:	47	246	64	225	158	265	497	360	2,705	3,678
固定資産除売却損	Loss on sale and disposal of fixed assets	44	60	41	66	72	113	144	129	173	367
減損損失	Impairment loss	—	169	15	124	37	140	190	214	2,202	3,238
投資有価証券評価損	Valuation loss on investment securities	—	—	—	14	25	—	129	16	242	14
関係会社株式評価損	Loss on valuation of shares of subsidiaries and affiliates	—	—	—	—	—	11	32	—	86	56
持分変動損失	Loss on change in equity	2	—	1	—	—	—	—	—	—	—
その他	Other	—	15	6	21	22	—	—	—	—	0
税金等調整前当期純利益	Income before income taxes and minority interests	2,218	3,204	3,071	3,208	3,861	4,090	6,735	8,894	7,583	16,706
法人税、住民税及び事業税	Income taxes—current	1,406	2,119	1,840	2,155	2,437	2,883	3,855	3,652	3,647	7,939
法人税等調整額	Income taxes—deferred	24	(325)	(218)	(87)	(45)	(396)	(396)	470	612	(915)
非支配株主に帰属する当期純利益	Profit attributable to non-controlling interests	758	799	923	927	1,226	1,732	1,988	2,795	2,728	2,898
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	¥ 29	¥ 610	¥ 526	¥ 214	¥ 243	¥ (129)	¥ 1,288	¥ 1,975	¥ 594	¥ 6,784
(連結包括利益計算書) (Consolidated Statements of Comprehensive Income)											
当期純利益	Net income	¥ 788	¥ 1,410	¥ 1,449	¥ 1,141	¥ 1,469	¥ 1,603	¥ 3,276	¥ 4,771	¥ 3,323	¥ 9,682
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	(89)	59	12	210	(148)	354	94	(42)	44	449
為替換算調整勘定	Foreign currency translation adjustment	(18)	141	93	191	(181)	(25)	(81)	3	(121)	117
退職給付に係る調整額	Remeasurements of defined benefit plans	—	—	—	1	(737)	498	(35)	(133)	123	2
持分法適用会社に対する持分相当額	Share of other comprehensive income of associates accounted for using equity method	—	—	(1)	10	(4)	(0)	(3)	(0)	0	—
その他の包括利益合計	Total of other comprehensive income	(108)	201	104	413	(1,072)	828	(26)	(172)	46	569
包括利益	Comprehensive income	679	1,611	1,554	1,555	397	2,431	3,249	4,599	3,369	10,251
(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	(82)	789	599	524	(771)	549	1,224	1,829	676	7,074
非支配株主に係る包括利益	Comprehensive income attributable to non-controlling interests	761	822	954	1,030	1,168	1,881	2,025	2,770	2,692	3,177

**連結貸借対照表 Consolidated Balance Sheets**

(百万円/Millions of Yen)

資産の部	ASSETS	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
流動資産	Current assets:										
現金及び預金	Cash and deposits	¥ 22,763	¥ 20,572	¥ 18,203	¥ 21,123	¥ 16,775	¥ 21,754	¥ 25,378	¥ 32,305	¥ 49,122	¥ 54,533
受取手形及び売掛金	Notes and accounts receivable—trade	22,379	22,280	24,666	29,531	31,987	34,202	40,082	39,412	42,744	44,267
有価証券	Marketable securities	203	203	203	203	—	—	—	—	—	—
たな卸資産	Inventories	391	511	679	1,007	1,074	1,504	1,938	2,035	2,250	2,717
繰延税金資産	Deferred tax assets	1,045	1,117	1,054	1,330	1,411	1,431	—	—	—	—
未収還付法人税等	Income tax receivable	284	290	382	438	548	647	560	10	106	486
その他	Other current assets	2,411	2,914	3,411	4,558	4,445	5,131	6,085	6,662	6,878	6,913
貸倒引当金	Less allowance for doubtful receivables	(61)	(53)	(56)	(64)	(55)	(53)	(58)	(107)	(124)	(57)
流動資産合計	Total current assets	49,417	47,836	48,545	58,129	56,187	64,617	73,987	80,317	100,977	108,862
固定資産	Fixed assets:										
有形固定資産	Property and equipment:										
建物	Buildings	3,172	3,461	3,147	4,467	3,903	4,422	6,842	7,721	7,145	7,261
土地	Land	1,321	1,434	1,556	1,953	1,977	2,089	2,340	3,060	2,609	3,234
リース資産	Lease assets	1,810	2,571	2,371	2,059	1,582	1,056	1,978	1,629	1,295	890
その他	Other tangibles	705	1,001	1,266	1,290	1,259	1,688	4,229	4,314	5,556	7,182
有形固定資産合計	Total tangible fixed assets	7,009	8,468	8,342	9,770	8,722	9,258	15,391	16,725	16,606	18,568
無形固定資産	Intangible assets:										
のれん	Goodwill	4,292	4,063	5,173	4,884	4,483	3,701	3,900	3,029	2,140	1,644
ソフトウェア	Software	2,367	2,212	2,893	3,487	3,516	3,733	4,196	4,022	4,151	4,104
リース資産	Lease assets	67	87	118	75	44	91	169	170	124	58
顧客関係資産	Customer-related intangible assets	799	1,182	1,036	1,223	1,689	1,425	1,160	896	632	434
その他	Other intangibles	176	167	151	130	128	127	128	133	132	119
無形固定資産合計	Total intangible fixed assets	7,702	7,714	9,373	9,801	9,861	9,079	9,555	8,252	7,181	6,361
投資その他の資産	Investments and other assets:										
投資有価証券	Investment securities	1,132	1,560	2,846	2,845	3,022	3,699	3,792	4,359	4,420	4,966
長期貸付金	Long-term loans	182	153	138	127	107	187	170	159	158	39
繰延税金資産	Deferred tax assets	394	727	734	735	854	745	2,638	2,369	2,757	3,182
敷金及び保証金	Lease guarantee deposits	4,570	4,321	4,577	4,879	4,849	4,987	4,649	4,913	5,482	6,751
退職給付に係る資産	Net defined benefit asset	—	0	565	1,430	859	1,015	1,138	1,043	1,203	1,348
その他	Other investments	845	848	838	967	942	1,104	1,249	1,445	1,600	1,490
貸倒引当金	Less allowance for doubtful receivables	(25)	(14)	(10)	(45)	(51)	(111)	(95)	(126)	(135)	(97)
投資損失引当金	Allowance for investment loss	(340)	(340)	(335)	—	—	—	—	—	—	—
投資その他の資産合計	Total investments and other assets	6,759	7,256	9,353	10,940	10,584	11,629	13,543	14,163	15,488	17,681
固定資産合計	Total fixed assets	21,471	23,439	27,069	30,512	29,169	29,966	38,490	39,141	39,275	42,610
繰延資産合計	Total deferred assets	—	—	—	—	—	—	—	—	187	168
社債発行費	Bond issue cost	—	—	—	—	—	—	—	—	187	168
資産合計	Total assets	¥ 70,889	¥ 71,276	¥ 75,615	¥ 88,641	¥ 85,356	¥ 94,584	¥ 112,477	¥ 119,459	¥ 140,441	¥ 151,641

# 連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

負債の部	LIABILITIES	2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
流動負債	Current liabilities:										
買掛金	Accounts payable—trade	¥ 2,034	¥ 2,282	¥ 2,547	¥ 5,217	¥ 4,974	¥ 5,850	¥ 6,545	¥ 6,534	¥ 5,704	¥ 6,377
短期借入金	Short-term loans payable	3,105	3,005	5,306	3,972	4,861	5,362	6,219	9,391	8,640	9,433
リース債務	Lease obligations	356	568	640	714	1,060	514	781	665	640	660
未払金	Accounts payable—other	3,688	3,280	3,849	5,283	5,436	7,133	7,533	7,424	6,963	8,359
未払費用	Accrued expenses	12,611	12,119	12,884	12,576	13,010	14,140	16,583	15,090	17,324	15,152
未払法人税等	Income taxes payable	941	1,535	1,121	1,425	1,603	1,730	2,210	2,708	3,700	4,071
未払消費税等	Consumption taxes payable	1,403	1,430	1,939	6,248	3,248	3,427	4,128	3,502	6,108	7,187
前受収益	Unearned revenue	2,863	3,421	2,141	2,037	2,035	1,630	1,527	1,471	1,808	3,362
賞与引当金	Reserve for bonus	1,969	2,113	2,268	2,814	3,214	3,189	3,811	4,143	4,111	4,580
役員賞与引当金	Reserve for directors' bonus	16	15	22	25	25	27	48	41	14	17
資産除去債務	Asset retirement obligations	10	8	18	50	4	97	42	1	2	17
その他	Other current liabilities	2,948	3,957	4,227	5,900	5,719	6,705	8,195	8,142	9,461	11,555
流動負債合計	Total current liabilities	31,949	33,737	36,967	46,267	45,195	49,811	57,629	59,116	64,482	70,775
固定負債	Long-term liabilities:										
社債	Bonds	—	—	56	—	—	—	344	288	2,482	2,176
長期借入金	Long-term debt	8,262	5,655	6,503	7,419	8,807	12,017	14,116	12,806	23,158	20,990
リース債務	Lease obligations	1,489	2,091	1,919	1,568	863	839	1,817	1,499	1,003	562
繰延税金負債	Deferred tax liabilities	423	574	425	567	474	365	53	198	1,328	1,028
退職給付引当金	Allowance for employees' severance retirement benefits	1,164	1,614	—	—	—	—	—	—	—	—
退職給付に係る負債	Net defined benefit liability	—	—	1,139	1,692	1,705	1,829	1,949	1,996	2,172	2,263
資産除去債務	Asset retirement obligations	796	821	835	842	938	879	1,482	1,854	1,971	2,125
役員株式給付引当金	Allowance for directors' stock benefit	—	—	—	—	—	28	170	315	318	457
従業員株式付与引当金	Allowance for employees' stock grant	—	—	—	—	—	34	141	257	303	438
その他	Other long-term liabilities	508	527	586	662	637	716	882	872	905	1,043
固定負債合計	Total long-term liabilities	12,644	11,284	11,467	12,753	13,426	16,710	20,958	20,089	33,642	31,086
負債合計	Total liabilities	¥ 44,593	¥ 45,022	¥ 48,434	¥ 59,021	¥ 58,621	¥ 66,522	¥ 78,587	¥ 79,206	¥ 98,124	¥ 101,861
純資産の部	NET ASSETS										
株主資本	Shareholders' equity										
資本金	Common stock	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000	¥ 5,000
資本剰余金	Capital surplus	6,054	6,054	6,054	6,068	5,023	5,013	6,967	10,263	14,013	14,029
利益剰余金	Retained earnings	13,075	13,283	13,402	13,370	13,172	12,593	13,461	14,907	14,789	20,801
自己株式	Treasury stock	(3,493)	(3,493)	(3,827)	(3,899)	(4,016)	(4,008)	(2,194)	(2,185)	(2,442)	(2,417)
株主資本合計	Total shareholders' equity	20,636	20,845	20,629	20,539	19,179	18,598	23,233	27,985	31,360	37,413
その他の包括利益累計額*1	Accumulated other comprehensive income*1										
その他有価証券評価差額金	Net unrealized holding gain on other securities	40	85	82	206	97	293	345	447	499	694
為替換算調整勘定	Foreign currency translation adjustment	(134)	(14)	70	271	104	90	9	14	(90)	10
退職給付に係る調整累計額	Remeasurements of defined benefit plans	—	0	314	316	(422)	74	39	(91)	41	36
その他の包括利益累計額合計*1	Total accumulated other comprehensive income*1	(93)	70	467	794	(221)	458	394	370	451	741
新株予約権計	Share acquisition rights	—	—	—	—	—	—	—	—	—	4
非支配株主持分	Non-controlling interests	5,752	5,337	6,083	8,286	7,776	9,006	10,261	11,898	10,504	11,619
純資産合計	Total net assets	26,295	26,253	27,181	29,620	26,735	28,062	33,889	40,253	42,316	49,779
負債純資産合計	Total liabilities and net assets	¥ 70,889	¥ 71,276	¥ 75,615	¥ 88,641	¥ 85,356	¥ 94,584	¥ 112,477	¥ 119,459	¥ 140,441	¥ 151,641

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

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

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

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



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

(百万円/Millions of Yen)

		2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
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	¥ 2,218	¥ 3,204	¥ 3,071	¥ 3,208	¥ 3,861	¥ 4,090	¥ 6,735	¥ 8,894	¥ 7,583	¥ 16,706
減価償却費	Depreciation	2,149	2,632	2,365	2,554	3,293	3,327	3,804	4,303	4,013	3,794
減損損失	Impairment loss	—	169	15	124	37	140	190	214	2,202	3,238
のれん償却額	Amortization of goodwill	343	680	886	938	1,000	984	993	963	819	662
負ののれん発生益	Gain on negative goodwill	—	—	—	—	—	—	(601)	—	—	—
貸倒引当金の増加額( )は減少額	Increase (decrease) in allowance for doubtful receivables	(9)	(19)	(5)	(9)	(2)	58	(20)	81	25	(106)
投資損失引当金の増加額( )は減少額	Increase (decrease) in allowance for investment loss	(0)	—	(4)	—	—	—	—	—	—	—
賞与引当金の増加額( )は減少額	Increase (decrease) in reserve for bonus	31	106	75	223	374	(25)	605	329	26	464
退職給付引当金の増加額	Increase in allowance for employees' severance retirement benefits	(123)	266	(1,202)	—	—	—	—	—	—	—
退職給付に係る負債の増減額	Increase (decrease) in net defined benefit liability	—	—	1,139	1	(28)	118	24	41	125	128
退職給付に係る資産の増減額	Increase (decrease) in net defined benefit asset	—	—	(565)	(567)	(516)	573	(190)	(95)	77	(177)
役員株式給付引当金の増減額	Increase (decrease) in provision for directors' stock benefits	—	—	—	—	—	28	142	156	2	159
従業員株式給付引当金の増減額	Increase (decrease) in provision for employees' stock grant	—	—	—	—	—	34	107	115	46	139
受取利息及び受取配当金	Interest and dividend income	(28)	(23)	(35)	(48)	(63)	(46)	(62)	(59)	(65)	(75)
補助金収入	Subsidy	(196)	(111)	(106)	(86)	(147)	(74)	(97)	(54)	(80)	(636)
支払利息	Interest expenses	152	182	167	161	170	161	192	217	200	290
持分法による投資損失( )は投資利益	Investment loss (gain) on equity method	(40)	(48)	92	92	49	74	(47)	7	3	110
持分変動損失( )は利益	Loss (gain) on change in equity	2	(14)	1	—	—	—	—	—	—	—
固定資産除売却損益( )は利益	Loss (gain) on sale and disposal of fixed assets	44	59	41	66	53	113	144	111	172	367
固定資産受贈益	Gain on donation of noncurrent assets	(58)	—	—	—	—	—	—	—	—	—
投資有価証券売却益	Gain on sale of investment securities	(116)	—	—	—	(120)	(17)	—	—	(29)	(3)
投資有価証券評価損	Valuation loss on investment securities	—	—	—	14	25	11	161	16	329	71
関連会社株式売却益	Gain on sale of securities in affiliated companies	—	(246)	(0)	—	—	—	—	—	—	—
売上債権の減少額( )は増加額	Decrease (increase) in accounts receivable—trade	(890)	588	(1,533)	(273)	(1,971)	(2,187)	(3,053)	737	(3,536)	(1,422)
たな卸資産の減少額( )は増加額	Decrease (increase) in inventories	(53)	6	(163)	(164)	(6)	(425)	(407)	(86)	(216)	(458)
その他資産の減少額( )は増加額	Decrease (increase) in other current assets	(151)	(577)	(459)	(816)	(71)	(628)	(410)	(1,089)	(307)	975
営業債務の増加額( )は減少額	Increase (decrease) in accounts payable—trade	532	(15)	513	(806)	42	1,615	1,854	(1,524)	1,248	(845)
未払消費税等の増加額( )は減少額	Increase (decrease) in consumption tax payable	(125)	74	533	4,280	(2,986)	232	545	(162)	2,803	527
預り金の増減額( )は減少額	Increase (decrease) in deposits received	—	—	—	—	—	101	1,080	(170)	1,389	(886)
その他負債の増加額( )は減少額	Increase (decrease) in other current liabilities	1,418	590	(847)	1,699	(52)	932	1,105	262	(444)	3,127
その他	Other	(16)	29	1	93	(102)	29	59	235	479	104
小計	Subtotal	5,082	7,528	3,986	10,686	2,840	9,222	12,856	13,446	16,867	26,256
利息及び配当金の受取額	Interest and dividends received	34	34	45	60	73	62	83	80	79	87
利息の支払額	Interest paid	(144)	(185)	(167)	(173)	(161)	(150)	(186)	(219)	(197)	(292)
補助金の受取額	Subsidy received	206	177	90	102	147	74	97	54	80	636
法人税等の支払額	Income taxes paid	(1,748)	(1,677)	(2,316)	(2,088)	(2,417)	(2,744)	(3,345)	(4,175)	(5,406)	(7,820)
営業活動によるキャッシュ・フロー	Net cash (used in) provided by operating activities	¥ 3,431	¥ 5,877	¥ 1,639	¥ 8,587	¥ 482	¥ 6,464	¥ 9,505	¥ 9,186	¥ 11,424	¥ 18,868

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

(百万円/Millions of Yen)

		2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
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	¥ 42	¥ (572)	¥ 582	¥ 112	¥ 682	¥ (354)	¥ 364	¥ (188)	¥ (466)	¥ 755
有形固定資産の取得による支出	Payments for purchases of fixed assets	(747)	(2,585)	(798)	(1,228)	(1,165)	(1,292)	(8,592)	(3,628)	(4,810)	(7,031)
有形固定資産の売却による収入	Proceeds from sale of fixed assets	0	2	0	1	908	0	19	95	855	10
無形固定資産の取得による支出	Payments for purchases of intangible assets	(689)	(998)	(1,378)	(1,520)	(1,367)	(1,385)	(2,012)	(1,577)	(1,894)	(1,721)
投資有価証券の取得による支出	Payments for purchases of investment securities	(37)	(843)	(1,262)	(402)	(615)	(448)	(56)	(515)	(242)	(33)
投資有価証券の売却による収入	Proceeds from sale of investment securities	297	—	4	1	331	121	0	—	41	7
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	(4,424)	—	(1,202)	(1,115)	(670)	(95)	(1,172)	—	—	(183)
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	543	117	—	—	—	—	—	—	—	—
子会社株式の追加取得による支出	Payments for additional purchases of securities of subsidiaries	(0)	(177)	(62)	(29)	—	—	—	—	—	—
子会社株式の一部売却による収入	Proceeds from sale of certain of securities of subsidiaries	—	402	0	—	—	—	—	—	—	—
貸付けによる支出	Payments of loans receivable	(22)	(220)	(6)	(9)	(54)	(161)	(28)	(58)	(5)	(59)
貸付金の回収による収入	Proceeds from collection of loans receivable	60	49	24	19	75	48	33	28	23	61
敷金及び保証金の差入による支出	Payments for lease and guarantee deposits	(414)	(394)	(401)	(571)	(388)	(320)	(516)	(681)	(816)	(1,592)
敷金及び保証金の回収による収入	Proceeds from collection of lease and guarantee deposits	355	673	257	352	449	176	959	433	224	326
資産除去債務の履行による支出	Payments for asset retirement obligations	—	—	—	—	—	—	(223)	(99)	(24)	(123)
事業譲受による支出	Payments for receipt of business rights	(410)	—	(597)	(25)	(288)	—	(685)	(327)	(0)	(14)
その他	Other	(271)	15	(71)	(229)	(74)	(1)	(65)	(0)	153	(66)
投資活動によるキャッシュ・フロー	Net cash (used in) provided by investing activities	(5,718)	(4,532)	(4,910)	(4,645)	(2,176)	(3,713)	(11,977)	(6,519)	(6,964)	(9,665)
財務活動によるキャッシュ・フロー	Cash flows from financing activities:										
短期借入金純増減額(( )は減少)	Net decrease (increase) in short-term loans payable—trade	472	(100)	17	(816)	10	137	(152)	3,016	(3,000)	5
長期借入れによる収入	Proceeds from long-term debt	5,600	—	5,300	5,100	6,500	8,500	9,118	5,328	19,035	7,511
長期借入金の返済による支出	Repayment of long-term debt	(2,050)	(2,606)	(2,982)	(4,702)	(4,437)	(4,956)	(6,078)	(6,541)	(6,429)	(8,901)
セール・アンド・リースバックによる収入	Proceeds from sale and leaseback	—	994	28	—	—	84	1,593	87	—	—
ファイナンスリース債務の返済による支出	Repayment of financial lease	(759)	(502)	(634)	(690)	(731)	(746)	(800)	(800)	(744)	(645)
社債の発行による収入	Proceeds from issuance of bonds	—	—	—	—	—	—	390	—	2,309	—
社債の償還による支出	Repayment of redemption of bonds	(128)	—	—	(52)	(56)	—	—	(56)	(56)	(306)
自己株式の取得による支出	Payments for acquisition of treasury stock	—	—	—	(64)	(499)	(0)	(0)	(0)	(498)	—
自己株式の売却による収入	Proceeds from sales of treasury shares	—	—	—	—	499	—	3,781	—	498	—
子会社の自己株式の取得による支出	Purchase of treasury stock of subsidiaries in consolidation	—	—	—	—	(1,464)	(230)	—	(325)	(5,173)	(0)
子会社の自己株式の処分による収入	Proceeds from disposal of treasury shares of subsidiaries	—	—	—	—	—	229	0	—	264	—
連結範囲の変更を伴わない子会社株式の取得による支出	Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	—	—	—	—	(1,060)	(31)	(23)	(0)	(0)	(19)
連結範囲の変更を伴わない子会社株式の売却による収入	Proceeds from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	—	—	—	—	—	—	—	4,899	8,658	0
金銭の信託の設定による支出	Payments made to trust account	—	(1,405)	—	—	—	—	—	—	—	—
(親会社による)配当金の支払額	Payments for dividends (by parent company)	(373)	(373)	(373)	(373)	(440)	(446)	(447)	(514)	(710)	(756)
非支配株主への配当金の支払額	Payments for dividends to non-controlling shareholders	(286)	(452)	(362)	(420)	(531)	(669)	(924)	(1,131)	(2,050)	(2,041)
その他	Other	—	25	—	—	0	(0)	(0)	—	(0)	5
財務活動によるキャッシュ・フロー	Net cash (used in) provided by financing activities	2,479	(4,285)	1,180	(2,004)	(2,024)	1,890	6,496	3,962	12,102	(5,147)
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	(12)	103	82	170	(159)	(21)	(33)	(3)	(91)	95
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	179	(2,836)	(2,008)	2,107	(3,877)	4,620	3,992	6,626	16,470	4,150
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of the year	22,563	22,739	19,948	18,021	20,298	16,441	21,062	25,054	31,793	48,147
新規連結に伴う現金及び現金同等物の増加額	Increase in cash and cash equivalents due to change in scope of consolidation	—	234	80	169	20	—	—	112	—	—
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	(4)	(187)	—	—	—	—	—	—	(116)	—
現金及び現金同等物の期末残高	Cash and cash equivalents at end of the year	¥22,739	¥19,948	¥18,021	¥20,298	¥16,441	¥21,062	¥25,054	¥31,793	¥48,147	¥52,298

エキスパートサービス(派遣)の専門性強化とグループ機能の拡大

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

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

M&A等によるサービスメニューの拡充

Expansion of service menu via M&A, etc.

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

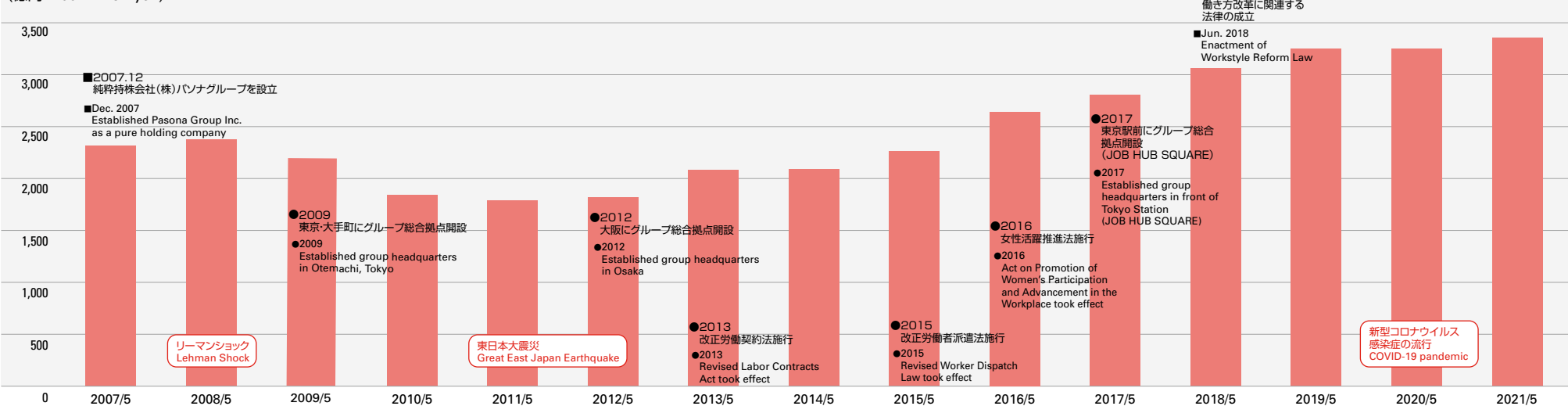
持続的成長を見据えた新規事業への取り組み

New business initiatives for sustainable growth

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

売上高 Sales

(億円 100 million yen)



年	月	
1976	2	大阪市北区に人材派遣事業を主業務として、(株)テンポラリーセンターの前身を設立
1993	6	(株)テンポラリーセンターの商号を(株)パソナに変更
2000	6	*旧(株)パソナ(現(株)南部エンタープライズ)より人材関連事業に関する営業を譲受け、商号を(株)パソナに変更
2001	12	大阪証券取引所ナスダック・ジャパン市場(現JASDAQ)に上場
2003	10	東京証券取引所市場第一部に上場
2004	3	(株)パソナテックが同社株式を日本証券業協会(ジャスダック)に店頭登録
	9	(株)ベネフィット・ワンが同社株式を日本証券業協会(ジャスダック)に店頭登録
2006	3	(株)ベネフィット・ワンが同社株式を東京証券取引所市場第二部に上場
2007	12	株式移転により純粋持株会社として(株)パソナグループを設立
	12	東京証券取引所市場第一部、大阪証券取引所ヘラクレス(現JASDAQ)に上場
2008	12	大阪証券取引所ヘラクレス(現JASDAQ)の上場を廃止
2009	7	(株)パソナが(株)三井物産ヒューマンリソースを吸収合併
	11	(株)パソナテックの株式を公開買付により追加取得し、完全子会社化
2010	2	エイアイジースタッフ(株)(現(株)パソナ)の全株式を取得し完全子会社化
	3	(株)パソナキャリアを存続会社とし(株)パソナを吸収合併、(株)パソナに商号を変更
2011	3	(株)ケーアイエス(現(株)パソナ)の株式を取得し子会社化
	6	(株)パソナがリコー・ヒューマン・クリエイティブ(株)、リコー三愛ライフ(株)の人材派遣事業に関する権利義務を承継
	11	韓国で日系企業を中心に人材サービスを行う Pasona Korea Co.,Ltd を設立
	12	(株)国際交流センター(現(株)パソナ)の株式を取得し完全子会社化
	12	農業関連事業を行う(株)パソナ農援隊を完全子会社として設立
2012	1	インドネシアにPT Pasona HR Indonesia を子会社として設立
	3	キャプラン(株)の株式を取得し完全子会社化
	3	(株)ベネフィット・ワンが(株)ユニマットソリューションズ(現(株)ベネフィット・ワン)の株式を取得し完全子会社化
	4	(株)安川ビジネススタッフ(現(株)パソナ安川ビジネススタッフ)の株式を取得し子会社化
	5	ビーウィズ(株)の株式を取得し子会社化
	5	(株)ベネフィット・ワンが(株)保健教育センター(現(株)ベネフィット・ワン)の株式を取得し完全子会社化
	9	(株)ベネフィット・ワンとの共同出資により地域活性化事業を行う(株)パソナふるさとインキュベーションを設立
	10	米国に(株)ベネフィット・ワンがBENEFIT ONE USA, INC.を設立
	11	(株)パソナテキーラを子会社として設立
	12	豊田通商との共同出資によりタイで人材サービスを行う Pasona HR Consulting Recruitment (Thailand) Co.,Ltd (現 Pasona Recruitment (Thailand) Co.,Ltd) を設立
2013	1	キャプラン(株)が(株)アサヒビールコミュニケーションズの株式を取得し子会社化
	2	(株)パソナライフケアを完全子会社として設立
	3	(株)パソナテキーラをTquila International PTE Ltd., salesforce.com,incと合併会社化
	10	伊藤忠商事(株)と(株)ベネフィット・ワンの合併会社としてBenefit One ASIA PTE. LTD.(現 BENEFIT ONE INTERNATIONAL PTE. LTD.)をシンガポールに設立
	12	(株)エコLOVE(現(株)Pasona art now)の株式を取得し完全子会社化
2014	1	タイに(株)ベネフィット・ワンがBenefit One (THAILAND) COMPANY LIMITEDを設立
	4	(株)メディカルアソシア(現(株)パソナ)の株式を取得し子会社化

\*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	
2014	5	インドネシアに(株)ベネフィット・ワンがPT.BENEFIT ONE INDONESIAを設立
	5	マレーシアにPasona HR Malaysia Sdn. Bhd. を子会社として設立
2015	1	ドイツに(株)ベネフィット・ワンがBenefit One Deutschland GmbHを設立
	1	(株)丹後王国を子会社として設立
	3	(株)パソナが、住友商事(株)の100%子会社である住商アドミサービス(株)の登録型派遣事業を譲受
	4	(株)パソナ東北創生を子会社として設立
	4	パナソニック(株)の100%子会社であるパナソニックビジネスサービス(株)(現 パソナ・パナソニック ビジネスサービス(株))の株式を取得し子会社化
	8	(株)ベネフィットワン・ペイロール(現(株)パソナHRソリューション)を(株)ベネフィット・ワンとの合併会社として設立
	10	インドネシアのPT Dutagriya Saranaの株式を取得し子会社化
2016	4	(株)パソナが、(株)ムラタアクティブパートナーの人材派遣事業を譲受
	4	(株)パソナが、大阪ガスグループの大阪ガスエクセレントエージェンシー(株)(現(株)パソナ)の株式を取得し子会社化
	4	知的財産関連サービスを行う(株)パソナナレッジパートナーを設立
	12	淡路島公園アニメパーク「ニジゲンノモリ」を運営等行う(株)ニジゲンノモリを子会社として設立
	12	(株)ベネフィット・ワンがREWARDZ PRIVATE LIMITEDの株式を取得し子会社化
2017	8	NTTグループの人材サービス会社のNTTヒューマンソリューションズ(株)(現(株)パソナHS)及びテルウェル・ジョブサポート(株)(現(株)パソナHS)の株式を取得し子会社化
	8	(株)エヌ・ティ・ティ エムイーサービス、NTTソルコ&北海道テレマート(株)、テルウェル西日本(株)、ドコモ・データコム(株)の人材派遣事業を譲受
	9	(株)パソナが(株)ドロップシステムズ(現(株)パソナテック)の株式を取得し子会社化
	12	(株)ベネフィット・ワンが合併会社として(株)ディージーワンを設立
2018	2	マレーシアのAgensi Pekerjaan Pasona Sdn. Bhd.の株式を取得し子会社化
	4	(株)パソナグループが、三菱重工業グループの100%子会社である長崎ダイヤモンドスタッフ(株)の株式を取得し子会社化
	4	(株)Job-Hub(現(株)パソナJOB HUB)を子会社として設立
	11	(株)ベネフィット・ワンが同社株式を東京証券取引所市場第一部に指定替え
2019	6	(株)パソナの事業部門として展開していた顧問コンサルティング事業部門を分社化し、(株)パソナ顧問ネットワークを設立
	7	(株)エコLOVEの商号を(株)Pasona art nowに変更
	7	(株)ベネフィット・ワンが(株)ベネフィットワン・ヘルスケアを吸収合併
2020	1	Pasona HR Consulting (Thailand) Co.,Ltd.を子会社として設立
	2	Pasona HR Consulting Recruitment(Thailand)Co.,Ltd.の商号をPasona Recruitment(Thailand) Co.,Ltd.に変更
	3	(株)丹後王国ブルワリーが(株)丹後王国の事業を譲受
	3	(株)丹後王国ブルワリーの全株式を取得し完全子会社化
	4	淡路島における飲食事業の一部等(キャラクターをモチーフにした施設に関する事業)の運営を行う(株)パソナスマイルを子会社として設立
	4	(株)ベネフィットワン・ペイロールの商号を(株)パソナHRソリューションに変更



## 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.
1993	Jun.	Corporate name Temporary Center Inc. changed to Pasona Inc.
2000	Jun.	Operating rights relating to human resource-related activities obtained from the former Pasona Inc. (currently Nambu Enterprise Inc.). Corporate name changed to Pasona Inc.
2001	Dec.	Pasona Inc. is listed on the Nasdaq Japan stock market (currently JASDAQ) of the Osaka Securities Exchange.
2003	Oct.	Pasona Inc. listed on the First Section of the Tokyo Stock Exchange.
2004	Mar.	Pasona Tech, Inc. (currently a consolidated subsidiary) stock registered over the counter with the Japan Securities Dealers Association (JSDA).
	Sep.	Benefit One Inc. stock registered over the counter with the Japan Securities Dealers Association (JSDA).
2006	Mar.	Benefit One Inc. listed on the Second Section of the Tokyo Stock Exchange.
2007	Dec.	Pasona Group Inc. established as a pure holding company through the transfer of shares.
	Dec.	Publicly listed on the First Section of the Tokyo Stock Exchange and the Nippon New Market "Hercules (currently JASDAQ)" of the Osaka Securities Exchange.
2008	Dec.	Delisted from the Hercules (currently JASDAQ) market of the Osaka Securities Exchange.
2009	Jul.	Pasona Inc. merged with MITSUI BUSSAN HUMAN RESOURCES CORPORATION
	Nov.	Pasona Tech, Inc. included in the scope of consolidation as a wholly owned subsidiary following the acquisition of shares by way of public tender
2010	Feb.	All shares acquired of AIG Staff Co., Ltd. (currently Pasona Inc.) and the company made a wholly owned subsidiary.
	Mar.	Pasona Career Inc. merged with Pasona Inc. with Pasona Career as the surviving company; corporate name changed to Pasona Inc.
2011	Mar.	Shares acquired of KIS Co., Ltd. (currently Pasona Inc.) and the company made a subsidiary.
	Jun.	Pasona Inc. acquires all rights and obligations relating to the temporary staffing businesses of Ricoh Human Creates Co., Ltd. and Ricoh San-Ai Life Inc.
	Nov.	Pasona Korea Co., Ltd. established to engage in human resource services with a focus on Japanese-affiliated companies in Korea.
	Dec.	Shares acquired of International Transaction Center Ltd. (currently Pasona Inc.) and the company made a wholly owned subsidiary.
	Dec.	Pasona Agri-Partners Inc. established as a wholly owned subsidiary to conduct agriculture-related business operations.
2012	Jan.	PT Pasona HR Indonesia established as a subsidiary in Indonesia.
	Mar.	Shares acquired of CAPLAN Corporation and the company made a wholly owned subsidiary.
	Mar.	Benefit One Inc. acquires shares of UNIMAT Solutions Co., Ltd. (currently Benefit One Inc.) and the company made a wholly owned subsidiary.
	Apr.	Shares acquired of YASKAWA BUSINESS STAFF CORPORATION (currently Pasona Yaskawa Business Staff Inc.) and the company made a subsidiary.
	May	Shares acquired of Bewith, Inc. and the company made a subsidiary.
	May	Benefit One Inc. acquires shares of Hoken Kyouiku Center Co., Ltd. (currently Benefit One Inc.) and the company made a wholly owned subsidiary.
	Sep.	Pasona Furusato Incubation Inc. established as a joint-venture company with Benefit One Inc. to provide local revitalization businesses.
	Oct.	Benefit One Inc. establishes BENEFIT ONE USA, INC. in the United States.
	Nov.	Pasona Tquila Inc. established as a subsidiary.
	Dec.	Pasona HR Consulting Recruitment (Thailand) Co., Ltd. established as a joint-venture company with Toyota Tsusho Corporation to engage in human resource services in Thailand. Pasona HR Consulting Recruitment (Thailand) Co., Ltd. included in the Company's scope of consolidation as a subsidiary company.
2013	Jan.	CAPLAN Corporation acquires shares of Asahi Beer Communications Co., Ltd. and the company made a subsidiary.

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

Year	Month	
2013	Feb.	Pasona Life Care Inc. established as a wholly owned subsidiary.
	Mar.	Pasona Tquila Inc. made a joint venture firm with Tquila International PTE Ltd. and salesforce.com, Inc.
	Oct.	ITOCHU Corporation and Benefit One Inc. establish joint venture firm Benefit One Asia Pte. Ltd. (currently Benefit One International PTE, Ltd.) in Singapore.
	Dec.	Shares acquired of Eco LOVE Inc. (currently Pasona art now Inc.) and the company made a wholly owned subsidiary.
2014	Jan.	Benefit One Inc. establishes Benefit One (Thailand) Co., Ltd. in Thailand.
	Apr.	Shares acquired of Medical Associa Inc. (currently Pasona Inc.) and the company made a subsidiary.
	May	Benefit One Inc. establishes PT Benefit One Indonesia in Indonesia.
	May	Pasona HR Malaysia Sdn. Bhd. established as a subsidiary in Malaysia.
2015	Jan.	Benefit One Inc. establishes Benefit One Deutschland GmbH in Germany.
	Jan.	Tango Kingdom Inc. established as a subsidiary.
	Mar.	Pasona Inc. took over registered-type temporary staffing business of Sumisho Administration Services Co., Ltd., a wholly owned subsidiary of Sumitomo Corporation.
	Apr.	Pasona Tohoku Sousei Inc. established as a subsidiary.
	Apr.	Shares of Panasonic Business Service Co., Ltd. (currently Pasona Panasonic Business Service Co., Ltd.), a wholly owned subsidiary of Panasonic Corporation, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Aug.	Benefit One Payroll Inc. (currently Pasona HR Solution Inc.) established as a joint venture firm with Benefit One Inc.
	Oct.	Shares acquired of the Indonesian firm PT Dutagriya Sarana and the company made a subsidiary.
2016	Apr.	Pasona Inc. acquires temporary staffing businesses of Murata Active Partner Co., Ltd.
	Apr.	Shares acquired of Osaka Gas Group firm Osaka Gas Excellent Agency Co., Ltd. (currently Pasona Inc.) and the company made a subsidiary.
	Apr.	Pasona Knowledge Partner Inc. established as a subsidiary company to engage in intellectual property-related services.
	Dec.	Nijigennomori, Inc. established as a subsidiary to operate Anime Park "Nijigen no Mori" in Awaji Island Park.
	Dec.	Benefit One Inc. acquires shares of Rewardz Private Limited, and the company made a subsidiary.
2017	Aug.	Shares acquired of NTT Group firms NTT Human Solutions Corporation (currently Pasona HS Inc.) and TelWel Job Support Inc. (currently Pasona HS Inc.) and the companies made subsidiaries.
	Aug.	Pasona Inc. took over the temporary staffing businesses of NTT-ME Service Corporation, NTT Solco and Hokkaido Telemart Corporation, TelWel West Nippon Corporation and DOCOMO Datacom, Inc.
	Sep.	Pasona Inc. acquires shares of Drop Systems Co., Ltd. (currently Pasona Tech, Inc.) and the company made a subsidiary.
	Dec.	Benefit One Inc. establishes DG1 Inc. as a joint venture firm.
2018	Feb.	Shares acquired of Malaysian firm Agensi Pekerjaan Pasona Sdn. Bhd. and the company made a subsidiary.
	Apr.	Shares of Nagasaki Diamond Staff Co., Ltd., a wholly owned subsidiary of Mitsubishi Heavy Industries Group, acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.
	Apr.	Job-Hub Inc. (currently Pasona JOB HUB Inc.) established as a subsidiary.
	Nov.	Benefit One Inc. moved to First Section of the Tokyo Stock Exchange.
2019	Jun.	Pasona Inc.'s Adviser Consulting Business Division spun off to create the subsidiary Pasona Komon Network Inc.
	Jul.	Trade name of Eco LOVE Inc. changed to Pasona art now Inc.
	Jul.	Benefit One Inc. conducts absorption-type merger of Benefit one Healthcare Inc.
2020	Jan.	Pasona HR Consulting (Thailand) Co., Ltd. established as a subsidiary.
	Feb.	Trade name of Pasona HR Consulting Recruitment (Thailand) Co., Ltd. changed to Pasona Recruitment (Thailand) Co., Ltd.
	Mar.	Tango Kingdom Brewery Inc. acquires business of Tango Kingdom Inc.
	Mar.	All shares acquired of Tango Kingdom Brewery Inc. and the company made a wholly owned subsidiary.
	Apr.	Pasona Smile Inc. established to manage a portion of the food and drink business at Awaji Island (character-themed facility) as a subsidiary.
	Apr.	Trade name of Benefit One Payroll Inc. changed to Pasona HR Solution Inc.



社名	資本金(百万円)	議決権の 所有割合(%)	事業内容	本社	URL
人材派遣・請負、人材紹介、再就職支援、その他					
●株式会社パソナ	100	100.00	人材派遣/請負、人材紹介、再就職支援	東京	www.pasona.co.jp
●株式会社パソナテック	100	100.00	IT分野に特化した人材派遣・請負、人材紹介事業	東京	www.pasonatech.co.jp
●キャプラン株式会社	30	100.00	*1 人材派遣/請負、研修、コンサルティング	東京	www.caplan.jp
●ピーウィズ株式会社	100	100.00	コンタクトセンター及びビジネスプロセスのアウトソーシング・サービス	東京	www.bewith.net
●株式会社パソナ安川ビジネススタッフ	50	80.00	*2 人材派遣/請負、人材紹介	福岡	www.ybstaff.com
●株式会社パソナロジコム	10	100.00	運送機能を含む物流請負	兵庫	www.pasona-logi.com
●株式会社パソナ農援隊	50	100.00	農産物の生産・加工・販売、農業関連研修、コンサルティング、各種サポート、施設管理	東京	www.pasona-nouentai.co.jp
●株式会社パソナフォスター	30	100.00	*3 ベビーシッターの養成と保育施設の運営、保育士の派遣	東京	www.pasonafoster.co.jp
●株式会社パソナハートフル	10	100.00	総務業務の受託、障害者雇用に関するコンサルティング	東京	www.pasona-heartful.co.jp
●株式会社パソナふるさとインキュベーション	100	100.00	*4 地域活性化事業、人材育成、観光関連事業	兵庫	https://pasonafurusatoinc.jp/
●株式会社パソナライフケア	100	100.00	福祉介護・家事代行事業、介護人材の派遣、紹介事業	東京	www.pasona-lc.co.jp
●株式会社アサヒビールコミュニケーションズ	50	51.00	*2 工場見学運営業務、見学施設内物販運営業務、BPO事業	東京	www.asahibeer-comm.jp
●株式会社Pasona art now	50	100.00	カフェ及び社員食堂等の福利厚生施設のアウトソーシング	東京	https://pasona-artnow.co.jp/
●パソナ・パソナソニック ビジネスサービス株式会社	20	66.50	*2 総務アウトソーシング	大阪	www.pasona-pbs.co.jp
●株式会社コートップ	52	60.13	*5 印刷事業、WEB・マルチメディア	三重	https://www.gotop.co.jp/
●株式会社パソナ東北創生	10	100.00	*6 人材開発研修ツールズ事業、事業開発支援事業、人材マッチング事業	岩手	www.pasonagroup.co.jp/tohokousei/
●株式会社丹後王国ブルワリー	100	100.00	食料品等の加工及び製造・販売、地域活性化事業	京都	tango-kingdom.com/
●株式会社ニジゲンノモリ	100	100.00	*7 文化施設、遊戯施設、スポーツ施設の運営	兵庫	nijigenomor.com/
●株式会社パソナマスターズ	93	91.00	*2 人材ブリッジバンク事業、人材紹介、再就職支援、人材派遣、教育研修	東京	www.pasona-masters.co.jp/
●株式会社パソナナレッジパートナー	30	80.39	*8 特許調査事業、知財戦略全般に関するコンサルティング事業	大阪	pasona-kp.co.jp/
●株式会社スマートスタイル	93	90.00	*9 MySQLソリューションサービス、システム設計・開発(導入)、運用・保守サービス	東京	www.s-style.co.jp/
●株式会社パソナHS	100	100.00	*10 人材派遣/請負、人材紹介	東京	https://www.pasona-hs.co.jp/
●長崎ダイヤモンドスタッフ株式会社	50	70.00	*2 人材派遣/請負、人材紹介	長崎	www.diamondstaff.co.jp
●株式会社パソナJOB HUB	50	100.00	顧問コンサルティング事業、タレントシェアリング事業	東京	jobhub.co.jp/
●株式会社パソナHRソリューション	50	100.00	*11 給与計算業務のアウトソーシングサービス	東京	https://www.pasona-hrs.co.jp/
●株式会社パソナスマイル	30	100.00	飲食店の経営・企画・コンサルティング業務、キャラクター製品の制作・販売	兵庫	https://awaji-resort.com/hellokittysmile/
●Pasona N A, Inc.	650千米ドル	100.00	人材派遣、人材紹介、アウトソーシング、RPO、BPR	ニューヨーク	www.pasona.com
●Pasona Canada, Inc.	300千カナダドル	100.00	人材派遣、人材紹介	トロント	www.pasona.com
●Pasona Asia Co., Limited	3,404千香港ドル	100.00	人材派遣、人材紹介	香港	www.pasona.com.hk
●Pasona Taiwan Co., Ltd.	12,000千新台幣ドル	100.00	人材派遣、人材紹介	台北	www.pasona.com.tw
●MGR Consulting Co., Ltd.	7,000千新台幣ドル	67.00	*12 人材紹介	台北	https://www.mgr.com.tw/EN/AboutMGR1.aspx
●Pasona Education Co. Limited	1,500千香港ドル	100.00	語学教育	香港	www.pasona.edu.hk
●Pasona Singapore Pte. Ltd.	500千シンガポールドル	100.00	人材派遣、人材紹介	シンガポール	www.pasona.com.sg
●Pasona Human Resources (Shanghai) Co., Ltd.	700千米ドル	70.00	*13 人材紹介、コンサルティング	上海	www.pasona.com.cn
●Pasona India Private Limited	190,000千インドルピー	100.00	人材派遣、人材紹介	ニューデリー	www.pasona.in
●Pasona Korea Co., Ltd	630百万韓国ウォン	100.00	人材紹介、コンサルティング	ソウル	www.pasona.co.kr
●PT Pasona HR Indonesia	68,745百万インドネシアピア	100.00	*14 人材紹介、コンサルティング	ジャカルタ	www.pasona.co.id
●Pasona Tech Vietnam Co., Ltd.	16,510千ベトナムドン	100.00	*15 人材派遣、人材紹介、人事コンサルティング、BPO事業	ホーチミン	vn.pasonatech.co.jp/
●Pasona Recruitment (Thailand) Co., Ltd.	23,840千タイバーツ	49.00	*2 人材紹介	バンコク	https://pasona.co.th/
●Pasona HR Consulting (Thailand) Co., Ltd.	4,000千タイバーツ	97.50	*16 コンサルティング	バンコク	https://pasona.co.th/
●Pasona HR Malaysia Sdn.Bhd.	1,615千マレーシアリンギット	100.00	コンサルティング	クアラルンプール	www.pasona.my
●PT.Dutagriya Sarana	11,000百万インドネシアピア	49.00	*2 BPOサービス、人材・人事関連アウトソーシング、人材紹介、エグゼクティブサーチ、教育研修	ジャカルタ	www.dutagriyasarana.co.id/
○サーフェイズ株式会社	100	42.99	*2 クラウドソリューションの開発、構築、請負等	東京	https://www.circlace.com/
○株式会社イー・スタッフング	330	33.33	*2 Web人材派遣一括管理システム「e-staffing」を提供	東京	www.e-staffing.co.jp
○株式会社全国試験運営センター	75	20.00	*2 各種試験運営全般の請負事業	東京	www.nexa.co.jp
アウトソーシング					
●株式会社ベネフィットワン	1,527	50.76	*17 福利厚生やヘルスケアなどのBPOサービス、顧客企業人事部門のDX戦略支援	東京	https://corp.benefit-one.co.jp/
●BENEFIT ONE INTERNATIONAL PTE. LTD.	550百万シンガポールドル	100.00	*18 アジア地域進出・統括事業、福利厚生代行サービス	シンガポール	
●貝那商務諮詢(上海)有限公司	2,096万人民币	100.00	*18 投資コンサルティング、企業管理コンサルティング、企業イメージプランコンサルティング等	上海	www.benefit-one.com.cn
●BENEFIT ONE USA, INC.	305万米ドル	100.00	*18 ポイント制報奨制度「インセンティブ・ポイント」の提供、日本への報奨旅行企画代行	カリフォルニア	www.benefitoneusa.com/
●Benefit One (Thailand) Co., Ltd.	4百万タイバーツ	49.00	*19 ポイント制報奨制度「インセンティブ・ポイント」の提供	バンコク	https://www.benefit-one.co.th/en/home/
●PT. BENEFIT ONE INDONESIA	26,000百万インドネシアピア	96.15	*20 ポイント制報奨制度「インセンティブ・ポイント」の提供	ジャカルタ	
●REWARDZ PRIVATE LIMITED	1,519百万シンガポールドル	70.00	*18 インタラクティブデジタルメディアのソフトウェア開発等	シンガポール	https://rewardz.sg/rewardz/

\*1.議決権の所有割合は、(株)パソナHRソリューションが所有する議決権の割合 \*2.議決権の所有割合は、(株)パソナグループが所有する議決権の割合 \*3.議決権の所有割合は、(株)パソナライフケアが所有する議決権の割合 \*4.議決権の所有割合は、(株)パソナグループ99.93%、(株)ベネフィットワン0.07% \*5.議決権の所有割合は、パソナ・パソナソニック ビジネスサービス(株)が所有する議決権の割合 \*6.議決権の所有割合は、(株)パソナグループ95.00%、キャプラン(株)5.00% \*7.議決権の所有割合は、(株)パソナグループ99.89%、(株)パソナふるさとインキュベーション0.11% \*8.議決権の所有割合は、(株)パソナグループ70.59%、(株)パソナマスターズ9.80% \*9.議決権の所有割合は、(株)パソナグループが所有する議決権の割合 \*10.議決権の所有割合は、(株)パソナグループが所有する議決権の割合 \*11.議決権の所有割合は、(株)パソナグループ85.19%、(株)ベネフィットワン14.81% \*12.議決権の所有割合は、Pasona Taiwan Co., Ltd.が所有する議決権の割合 \*13.議決権の所有割合は、Pasona Asia Co., Limitedが所有する議決権の割合 \*14.議決権の所有割合は、(株)パソナグループ99.74%、Pasona Asia Co., Limited 0.28% \*15.議決権の所有割合は、(株)パソナグループが所有する議決権の割合 \*16.議決権の所有割合は、(株)パソナグループ48.75%、Pasona Recruitment (Thailand) Co., Ltd 48.75% \*17.議決権の所有割合は、2021年5月末時点での(株)パソナグループが所有する議決権の割合 \*18.議決権の所有割合は、(株)ベネフィットワンが所有する議決権の割合 \*19.議決権の所有割合は、BENEFIT ONE INTERNATIONAL PTE. LTD. が所有する議決権の割合 \*20.議決権の所有割合は、BENEFIT ONE INTERNATIONAL PTE. LTD.57.69%、(株)ベネフィットワン38.46% ○持分法適用関連会社

グループ本部

〒100-8228  
東京都千代田区大手町2-6-2

パソナグループネットワーク(国内)

人材派遣・請負・紹介・再就職支援 309拠点  
アウトソーシング 23拠点

海外(58拠点)

アジア(45拠点)

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

北米(11拠点)

- BENEFIT ONE INTERNATIONAL  
Singapore
- BENEFITONE ENGAGEMENT TECHNOLOGIES  
Bangalore
- Benefit One (Thailand)  
Bangkok
- PT. BENEFIT ONE INDONESIA  
Jakarta
- REWARDZ PRIVATE LIMITED  
Singapore
- REWARDZ BENEFITS SDN. BHD.  
Kuala Lumpur
- FLABUEZZ FL LLC  
Dubai

欧州(2拠点)

- Pasona N A  
New York Atlanta  
South Bay Orange County  
San Jose Houston  
Chicago Detroit Dallas
- Pasona Canada  
Toronto
- Benefit One USA  
California
- Benefit One Deutschland GmbH  
München
- Pasona Agri-Partners  
Paris

Name	Capital (Millions of yen unless otherwise stated)	Ratio of voting rights (%)	Main Business	Head Office	URL
<b>Temporary staffing/Contracting and Placement/Recruiting/Outplacement/Other</b>					
● Pasona Inc.	100	100.00	Temporary staffing/Contracting, Placement and Recruiting and Outplacement activities	Tokyo	www.pasona.co.jp
● Pasona Tech, Inc.	100	100.00	Temporary staffing/Contracting and Placement/Recruiting activities focusing on the IT field	Tokyo	www.pasonatech.co.jp
● CAPLAN Corporation	30	100.00*1	Temporary staffing/Contracting, training and consulting activities	Tokyo	www.caplan.jp
● Bewith, Inc.	100	100.00	Contact Center and business process outsourcing services	Tokyo	www.bewith.net
● Pasona Yaskawa Business Staff Inc.	50	80.00*2	Temporary staffing/Contracting and Placement/Recruiting activities	Fukuoka	www.ybstaff.com
● Pasona Logicom Inc.	10	100.00	Contracting services for the logistics and transportation industries	Hyogo	www.pasona-logi.com
● Pasona Agri-Partners Inc.	50	100.00	Production, process and sales of agricultural products, agriculture-related education and training, consulting, support services and facility management	Tokyo	www.pasona-nouentai.co.jp
● Pasona Foster Inc.	30	100.00*3	Babysitter training, childcare facility operations and childminder temporary staffing	Tokyo	www.pasonafoster.co.jp
● Pasona Heartful Inc.	10	100.00	Administrative function outsourcing service, employment and consulting support for people with disabilities	Tokyo	www.pasona-heartful.co.jp
● Pasona Furusato Incubation Inc.	100	100.00*4	Human resource development of local revitalization businesses, tourism-related businesses	Hyogo	https://pasonafurusatoinc.jp/
● Pasona Life Care Inc.	100	100.00	Care welfare and housekeeping services, Temporary staffing and Placement/Recruiting activities focusing on nursing care workers	Tokyo	www.pasona-lc.co.jp
● Asahi Beer Communications Co., Ltd.	50	51.00*2	Factory tour management services, Product sales management services in visitor facilities and BPO businesses	Tokyo	www.asahibeer-comm.jp
● Pasona art now Inc.	50	100.00	Welfare facilities such as cafe and staff canteen outsourcing activities	Tokyo	https://pasona-artnow.co.jp/
● Pasona Panasonic Business Service Co., Ltd.	20	66.50*2	Administration outsourcing	Osaka	www.pasona-pbs.co.jp
● gotop Co., Ltd.	52	60.13*5	Printing business and Web/Multimedia	Mie	https://www.gotop.co.jp/
● Pasona Tohoku Sousei Inc.	10	100.00*6	Human resource development training tourism business, business development business and human resource matching business	Iwate	www.pasonagroup.co.jp/tohokousei/
● Tango Kingdom Brewery Inc.	100	100.00	Processing, manufacturing, and sales of foods, local revitalization businesses	Kyoto	tango-kingdom.com/
● Nijigenomori, Inc.	100	100.00*7	Operation of cultural, play and sports facilities	Hyogo	nijigenomori.com
● Pasona Masters Inc.	93	91.00*2	Human resource bridge bank services and temporary staffing of senior human resources	Tokyo	www.pasona-masters.co.jp/
● Pasona Knowledge Partner Inc.	30	80.39*8	Patent survey businesses and consulting businesses for overall intellectual property strat	Osaka	pasona-kp.co.jp/
● Smart Style Co., Ltd.	93	90.00*9	MySQL solution services, system design/development (introduction) and operation/maintenance services	Tokyo	www.s-style.co.jp/
● Pasona HS Inc.	45	100.00*10	Temporary staffing/Contracting, Placement and Recruiting	Tokyo	https://www.pasona-hs.co.jp/
● Nagasaki Diamond Staff Co., Ltd.	50	70.00*2	Temporary staffing/Contracting, Placement and Recruiting	Nagasaki	www.diamondstaff.co.jp
● Pasona JOB HUB Inc.	50	100.00	Advisor consulting, talent sharing	Tokyo	jobhub.co.jp/
● Pasona HR Solution Inc.	50	100.00*11	Payroll outsourcing	Tokyo	https://www.pasona-hrs.co.jp/
● Pasona Smile Inc.	30	100.00	Restaurant management, planning, and consulting, creation and sales of character-themed goods	Hyogo	https://awaji-resort.com/hellokittysmile/
● Pasona N A, Inc.	650 thousand U.S. Dollars	100.00	Temporary staffing, Placement/Recruiting, outsourcing, RPO, BPR	New York	www.pasona.com
● Pasona Canada, Inc.	300 thousand Canadian Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Toronto	www.pasona.com
● Pasona Asia Co., Limited	3,404 thousand Hong Kong Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Hong Kong	www.pasona.com.hk
● Pasona Taiwan Co., Ltd.	12,000 thousand New Taiwan Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Taipei	www.pasona.com.tw
● MGR Consulting Co., Ltd.	7,000 thousand New Taiwan Dollars	67.00*12	Placement/Recruiting activities	Taipei	https://www.mgr.com.tw/EN/AboutMGR1.aspx
● Pasona Education Co. Limited	1,500 thousand Hong Kong Dollars	100.00	Language education	Hong Kong	www.pasona.edu.hk
● Pasona Singapore Pte. Ltd.	500 thousand Singapore Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Singapore	www.pasona.com.sg
● Pasona Human Resources (Shanghai) Co., Ltd.	700 thousand U.S. Dollars	70.00*13	Placement/Recruiting activities and consulting	Shanghai	www.pasona.com.cn
● Pasona India Private Limited	190,000 thousand Indian Rupee	100.00	Temporary staffing and Placement/Recruiting activities	New Delhi	www.pasona.in
● Pasona Korea Co., Ltd.	630 million Korean Won	100.00	Placement/Recruiting activities and consulting	Seoul	www.pasona.co.kr
● PT Pasona HR Indonesia	68,745 million Indonesian Rupiah	100.00*14	Placement/Recruiting activities and consulting	Jakarta	www.pasona.co.id
● Pasona Tech Vietnam Co., Ltd.	16,510 VND	100.00*15	Temporary staffing, Placement/Recruiting activities, personnel consulting and BPO businesses	Ho Chi Minh	vn.pasonatech.co.jp
● Pasona Recruitment (Thailand) Co., Ltd.	23,840 thousand Thai Baht	49.00*2	Placement/Recruiting activities	Bangkok	https://pasona.co.th/
● Pasona HR Consulting (Thailand) Co., Ltd.	4,000 thousand Thai Baht	97.50*16	Consulting	Bangkok	https://pasona.co.th/
● Pasona HR Malaysia Sdn. Bhd.	1,615 thousand Malaysian Ringgit	100.00	Consulting	Kuala Lumpur	www.pasona.my
● PT. Dutagriya Sarana	11,000 million Indian Rupee	49.00*2	BPO services, human resources/personnel matters-related outsourcing, placement/recruiting, executive search, education and training	Jakarta	www.dutagriyasarana.co.id/
○ circlace Inc.	100	42.99*2	Cloud solutions development, construction, contracting	Tokyo	https://www.circlace.com/
○ e-Staffing Co., Ltd.	330	33.33*2	Comprehensive management system and service for online temporary staffing and contracting (e-staffing)	Tokyo	www.e-staffing.co.jp
○ National Examination Center Inc.	75	20.00*2	Contracting business for the management of a variety of examinations	Tokyo	www.nexa.co.jp
<b>Outsourcing</b>					
● Benefit One Inc.	1,527	50.76*17	BPO services such as employee benefits and healthcare, DX strategy support for human resource departments of client companies	Tokyo	https://corp.benefit-one.co.jp/
● BENEFIT ONE INTERNATIONAL PTE. LTD.	5.5 million Singapore Dollars	100.00*18	Asian region business development and management, employee benefits administration services	Singapore	
● Benefit One Shanghai Inc.	20.96 million Yuan	100.00*18	Investment consulting, corporate management consulting, corporate image plan consulting	Shanghai	www.benefit-one.com.cn
● Benefit One USA, Inc.	3.05 million U.S. Dollars	100.00*18	'Incentive Point' Program services and planning agency of incentive travel to Japan	California	www.benefitoneusa.com/
● Benefit One (Thailand) Co., Ltd.	4 million Thai Baht	49.00*19	'Incentive Point' Program services	Bangkok	https://www.benefit-one.co.th/en/home/
● PT. BENEFIT ONE INDONESIA	26,000 million Indonesia Rupiah	96.15*20	'Incentive Point' Program services	Jakarta	
● REWARDZ PRIVATE LIMITED	1,519 thousand Singapore Dollars	70.00*18	Software development for interactive digital media	Singapore	https://rewardz.sg/rewardz/

\*1. Ratio of voting rights held by Pasona HR Solution Inc. \*2. Ratio of voting rights held by Pasona Group Inc. \*3. Ratio of voting rights held by Pasona Life Care Inc. \*4. Ratio of voting rights held by Pasona Group Inc. (99.93%) and Benefit One Inc. (0.07%) \*5. Ratio of voting rights held by Pasona Panasonic Business Service Co., Ltd. \*6. Ratio of voting rights held by Pasona Group Inc. (85.00%) and CAPLAN Corporation (5.00%) \*7. Ratio of voting rights held by Pasona Group Inc. (99.89%) and Pasona Furusato Incubation Inc. (0.11%) \*8. Ratio of voting rights held by Pasona Group Inc. (70.59%) and Pasona Masters Inc. (3.80%) \*9. Ratio of voting rights held by Pasona Tech, Inc. \*10. Ratio of voting rights held by Pasona Inc. \*11. Ratio of voting rights held by Pasona Group Inc. (85.19%) and Benefit One Inc. (14.81%) \*12. Ratio of voting rights held by Pasona Taiwan Co., Ltd. \*13. Ratio of voting rights held by Pasona Group Inc. (99.74%) and Pasona Asia Co., Limited (0.28%) \*14. Ratio of voting rights held by Pasona Group Inc. (99.74%) and Pasona Asia Co., Limited (0.28%) \*15. Ratio of voting rights held by Pasona Tech, Inc. \*16. Ratio of voting rights held by Pasona Group Inc. (48.75%) and Pasona Recruitment (Thailand) Co., Ltd. (48.75%) \*17. Ratio of voting rights held by Pasona Group Inc. at the end of May 2021 \*18. Ratio of voting rights held by Benefit One Inc. \*19. Ratio of voting rights held by BENEFIT ONE INTERNATIONAL PTE. LTD. \*20. Ratio of voting rights held by BENEFIT ONE INTERNATIONAL PTE. LTD. (57.69%) and Benefit One Inc. (38.46%) ○ Equity-method affiliate

**Headquarters**

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

**Pasona Group Network (Japan)**

Temporary staffing/Contracting, Placement/ Recruiting and Outplacement 309 Branches  
Outsourcing 23 Branches

**Global (58 Locations)**

**Asia (45 Locations)**

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

**North America (11 Locations)**

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

**Europe (2 Locations)**

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

■ 会社概要 (2021年5月31日現在)

社名	株式会社パナグループ
本社所在地	〒100-6514 東京都千代田区丸の内1-5-1 新丸の内ビルディング TEL 03-6734-0200(代)
設立	2007年12月3日(創立 1976年2月)
資本金	50億円
代表者	南部 靖之
事業内容	グループ戦略の策定と業務遂行支援 経営管理と経営資源の最適配分の実施 雇用創造に係わる新規事業開発等
従業員数	21,789名(連結) ※契約社員含む
グループ会社	連結 62社 持分 10社
ホームページ	www.pasonagroup.co.jp

■ Pasona Group (As of May 31, 2021)

<b>Corporate Name</b>	Pasona Group Inc.
<b>Headquarters</b>	Shin-Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone 03-6734-0200
<b>Establishment</b>	December 3, 2007 (Founded February 1976)
<b>Paid-in Capital</b>	5 billion yen
<b>Representative</b>	Yasuyuki Nambu
<b>Business Activities</b>	Formulate strategies for group management and support operation execution. Governance of management and proper allocation of management resources. Developing new businesses related to job creation.
<b>Number of Employees</b>	Consolidated 21,789 (Include Contract Workers)
<b>Group Companies</b>	Consolidated 62, Affiliates 10
<b>URL</b>	www.pasonagroup.co.jp

■ 上場グループ会社概要 (2021年3月31日現在)

社名	株式会社ベネフィット・ワン(東証一部2412)
本社所在地	〒100-0004 東京都千代田区大手町2-6-2
設立	1996年3月15日
資本金	15億27百万円
代表者	白石 徳生
事業内容	福利厚生やヘルスケアなどのBPOサービス 顧客企業人事部門のDX戦略支援
従業員数	連結従業員数: 860名(449名) 臨時雇用者数を括弧内に外数で記載
売上高	37,841百万円(連結・2021年3月期)
ホームページ	corp.benefit-one.co.jp

■ Listed Group Company (As of March 31, 2021)

<b>Corporate Data</b>	<b>Benefit One Inc. (First Section, Tokyo Stock Exchange 2412)</b>
<b>Headquarters</b>	2-6-2, Otemachi, Chiyoda-ku, Tokyo 100-0004
<b>Establishment</b>	March 15, 1996
<b>Paid-in Capital</b>	1,527 million yen
<b>Representative</b>	Norio Shiraishi
<b>Business Activities</b>	BPO services such as employee benefits and healthcare DX strategy support for human resource departments of client companies
<b>Number of Employees</b>	Consolidated 860 (449) The figure in parenthesis represents the number of temporary workers.
<b>Sales</b>	37,841 million yen (FY ended March 31, 2021)
<b>URL</b>	corp.benefit-one.co.jp

■ 外部評価

<株式会社パナグループ>

- 令和2年度「東京都スポーツ推進企業」認定(2020年12月11日)
- 社会福祉法人 東京都社会福祉協議会 東京ボランティア・市民活動センター「第6回 企業ボランティア・アワード」大賞(2021年2月24日)
- 経済産業省・日本健康会議「健康経営優良法人2021～ホワイト500～」認定  
および「健康経営を進める企業の手本となっている企業」選出(2021年3月4日)
- 「女性活躍推進法」に基づく「えるぼし」の最高位の認定(2021年4月末時点)
- 経済産業省「DX認定事業者」選定(2021年4月1日)

<株式会社ベネフィット・ワン>

- 東京証券取引所・日本経済新聞「JPX日経インデックス400」の構成銘柄に選定(2019年8月7日)
- 東京証券取引所「第8回企業価値向上表彰」の表彰候補 50社に選定(2019年8月27日)
- 「日本の人事部 HR アワード 2020」にて「ベネワン・プラットフォーム」がプロフェッショナル部門に受賞(2020年9月8日)
- 経済産業省・東京証券取引所「健康経営銘柄 2021」認定(2021年3月4日)

■ Outside Evaluations

**Pasona Group, Inc.**

- ・Certified as a "Tokyo Sports Promotion Company" for fiscal 2020 (December 11, 2020)
- ・Received award at the 6th Corporate Volunteer Awards presented by the Tokyo Voluntary Action Center of the Tokyo Council of Social Welfare (February 24, 2021)
- ・Recognized as a "White 500" Excellent Health Management Corporation 2021 by the Nippon Kenko Kaigi for the Ministry of Economy, Trade and Industry (METI), and selected as a "Model Company for Health Management" (March 4, 2021)
- ・Highest class of "Eruboshi" certification based on the Act on Promotion of Women's Participation and Advancement in the Workplace (at April 30, 2021)
- ・Selected as a "DX certified business operator" by the Ministry of Economy, Trade and Industry (METI) (April 1, 2021)

**Benefit One Inc.**

- ・Selected for inclusion in the "JPX-Nikkei Index 400" by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE) (August 7, 2019)
- ・Selected as one of 50 candidate companies for the "8th Corporate Value Improvement Award" from the Tokyo Stock Exchange (TSE) (August 27, 2019)
- ・Benefit One Platform received award in the Professional category at the Japan Human Resources Department HR Award 2020 (September 8, 2020)
- ・Selected for inclusion in the 2021 Health & Productivity Stock Selection Program by the Ministry of Economy, Trade and Industry (METI) and Tokyo Stock Exchange (March 4, 2021).

		2012/5	2013/5	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5
期末株価(円) *1	Stock Price at Year-End (Yen)*1	55,100	60,000	493	842	748	920	1,694	1,673	1,280	1,902
期中最高値(円)	Average Stock Price (High)(Yen)	79,900	82,500	948	843	1,437	1,011	2,622	1,995	1,776	2,283
期中最低値(円)	Average Stock Price (Low)(Yen)	53,000	43,300	460	494	542	611	919	1,008	772	1,117
発行済み株式総数	Number of Shares Outstanding	416,903	416,903	41,690,300	41,690,300	41,690,300	41,690,300	41,690,300	41,690,300	41,690,300	41,690,300
時価総額(百万円)*2	Market Capitalization (Millions of Yen)*2	22,971	25,014	20,553	35,103	31,184	38,355	70,623	69,747	53,363	79,294

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

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

2002年7月22日

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

July 22, 2002

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

2004年7月20日

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

July 20, 2004

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

2008年8月29日

自己株式17,500株を消却しております。

August 29, 2008

17,500 shares of treasury stock were retired.

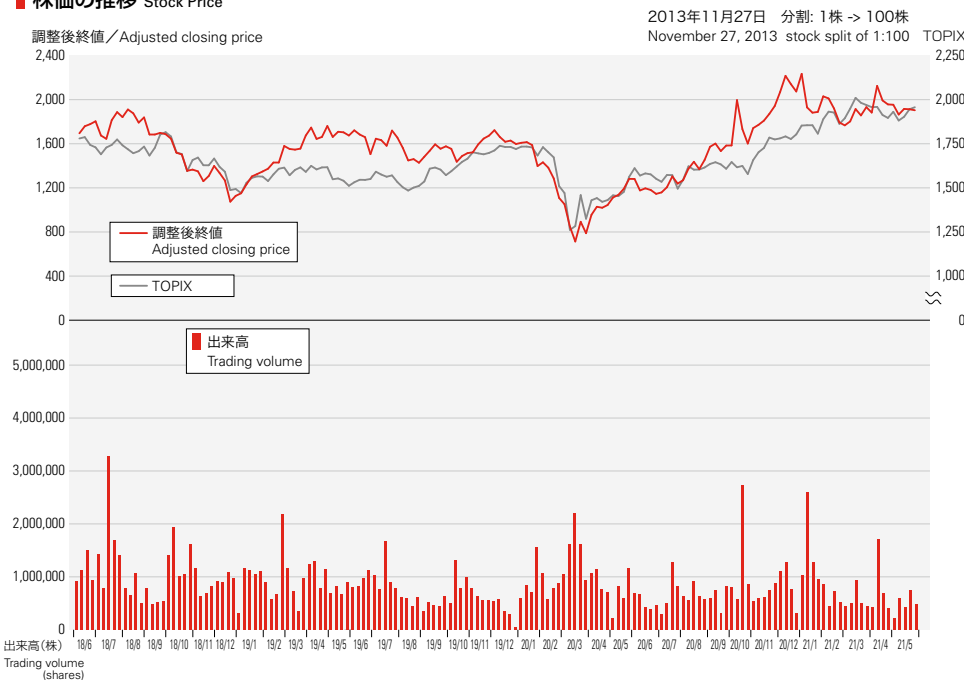
2013年12月1日

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

December 1, 2013

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

■ 株価の推移 Stock Price



株式情報 (2021年5月31日現在)

決算期	毎年5月31日
株式売買の単位	100株
上場証券取引所	東京証券取引所 市場第一部(証券コード:2168)
株主数	9,244名
大株主	
南部 靖之	14,763,200 (35.41%)
株式会社南部エンタープライズ	3,738,500 (8.97%)
BNYM NON-TREATY DTT	1,861,600 (4.47%)
日本マスタートラスト信託銀行株式会社(信託口)	1,521,000 (3.65%)
AVI GLOBAL TRUST PLC	1,042,900 (2.50%)
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	782,800 (1.88%)
株式会社日本カステディ銀行(信託E口)	757,852 (1.82%)
BNYM TREATY DTT 15	607,400 (1.46%)
株式会社グラティツード	596,600 (1.43%)
パナグループ従業員持株会	581,300 (1.39%)

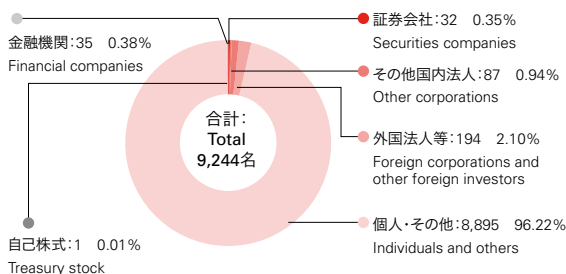
※上記のほか、自己株式1,793,047株(発行済株式数に対する所有割合4.30%)がありますが、会社法第308条第2項の規定により議決権を有していません。

Stock Information (As of May 31, 2021)

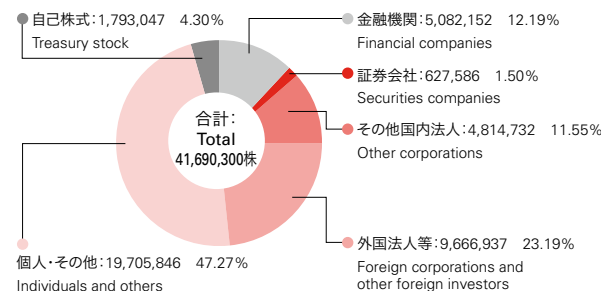
Fiscal Year Ended	May 31
Stock Transaction Unit	100 shares
Stock Listings	Tokyo Stock Exchange, First Section (Securities code: 2168)
Number of Shareholders	9,244
Principal Stockholders	
Yasuyuki Nambu	14,763,200 (35.41%)
Nambu Enterprise Inc.	3,738,500 (8.97%)
BNYM NON-TREATY DTT	1,861,600 (4.47%)
The Master Trust Bank of Japan, Ltd (Trust Account)	1,521,000 (3.65%)
AVI GLOBAL TRUST PLC	1,042,900 (2.50%)
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	782,800 (1.88%)
Custody Bank of Japan, Ltd.(Trust Account E)	757,852 (1.82%)
BNYM TREATY DTT 15	607,400 (1.46%)
Gratitude Inc.	596,600 (1.43%)
Pasona Group Employees' Shareholding Association	581,300 (1.39%)

In addition to the aforementioned, the Company holds 1,793,047 shares of treasury stock, representing 4.30% of Pasona's total shares issued and outstanding. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.

所有者別株主数 Breakdown of Shareholders by Type



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



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

地域	2018/5	2019/5	2020/5	2021/5
北海道 Hokkaido	159 (1.51%)	104 (1.30%)	95 (1.12%)	114 (1.23%)
東北 Tohoku	280 (2.66%)	172 (2.15%)	184 (2.18%)	181 (1.95%)
関東 Kanto	4,995 (47.44%)	4,006 (49.99%)	4,141 (49.13%)	3,987 (43.13%)
中部 Chubu	1,504 (14.28%)	1,068 (13.33%)	1,101 (13.06%)	1,160 (12.54%)
近畿 Kinki	2,214 (21.03%)	1,682 (20.99%)	1,884 (22.35%)	2,639 (28.54%)
中国 Chugoku	459 (4.36%)	293 (3.66%)	318 (3.77%)	354 (3.82%)
四国 Shikoku	226 (2.15%)	171 (2.13%)	197 (2.33%)	230 (2.48%)
九州 Kyusyu	528 (5.01%)	363 (4.53%)	357 (4.23%)	393 (4.25%)
外国 Overseas	163 (1.55%)	154 (1.92%)	150 (1.77%)	185 (2.00%)
自己株式 Treasury Stock	1 (0.01%)	1 (0.01%)	1 (0.01%)	1 (0.01%)

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

株主タイプ	2014/5	2015/5	2016/5	2017/5	2018/5	2019/5	2020/5	2020/5
金融機関	2,548,900 (6.12%)	2,300,700 (5.52%)	3,364,600 (8.07%)	3,336,400 (8.00%)	2,905,400 (6.97%)	3,875,029 (9.30%)	4,194,329 (10.06%)	5,082,152 (12.19%)
証券会社	300,735 (0.72%)	262,685 (0.63%)	249,564 (0.60%)	582,302 (1.40%)	639,423 (1.53%)	197,114 (0.47%)	196,514 (0.47%)	627,586 (1.50%)
その他国内法人	6,380,000 (15.30%)	5,362,300 (12.86%)	4,857,100 (11.65%)	5,239,510 (12.57%)	5,086,997 (12.20%)	4,892,389 (11.74%)	5,313,521 (12.74%)	4,814,732 (11.55%)
外国法人等	5,791,847 (13.89%)	7,856,422 (18.84%)	7,163,376 (17.18%)	7,502,373 (17.99%)	10,007,458 (24.01%)	10,860,389 (26.05%)	10,112,253 (24.26%)	9,666,937 (23.19%)
個人・その他	22,428,718 (53.80%)	21,015,093 (50.41%)	21,647,522 (51.93%)	20,631,007 (49.49%)	20,952,242 (50.26%)	19,766,535 (47.41%)	20,080,636 (48.17%)	19,705,846 (47.27%)
自己株式	4,240,100 (10.17%)	4,893,100 (11.74%)	4,408,138 (10.57%)	4,398,708 (10.55%)	2,098,780 (5.03%)	2,098,844 (5.03%)	1,793,047 (4.30%)	1,793,047 (4.30%)
合計	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)	41,690,300 (100%)
株主数	9,593	7,527	8,209	7,082	10,529	8,014	8,428	9,244

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



## 株主メモ Shareholders' Information

証券コード(2168)  
Securities Code: 2168

決算期 毎年5月31日  
Fiscal Year-End May 31

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

基準日 定時株主総会毎年5月31日  
その他必要があるときは、あらかじめ公告して定めた日  
Record Date Annual General Meeting May 31 (Annually)  
(The Company will announce other dates as and when required)

株式売買の単位 100株  
Share Trading Unit 100 shares

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

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

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

(郵便物送付先) 〒168-8507 東京都杉並区和泉二丁目8番4号  
みずほ信託銀行株式会社 証券代行部  
(Mailing Address) Securities Agent Department 2-8-4 Izumi, Suginami-ku, Tokyo 168-8507  
Mizuho Trust & Banking Co., Ltd.

(電話照会先) TEL 0120-288-324(フリーダイヤル)  
(Telephone) +81-42-679-6607

同取次所 みずほ信託銀行株式会社 全国各支店  
みずほ証券株式会社  
本店および全国各支店  
Notifying Agent All domestic branches of the Mizuho Trust & Banking Co., Ltd.  
Head office and all domestic branches of Mizuho Securities Co., Ltd.

## IRカレンダー IR Calendar

2021 May

Jun.

Jul. 7月15日 決算発表  
July 15 Earnings announcement for the fiscal year ended May 31, 2021

Aug. 8月20日 第14期 定時株主総会  
August 20 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, 2022 (planned)

Nov.

Dec.

2022

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, 2022 (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, 2022 (planned)



### 株式会社 パソナグループ

〒100-6514  
東京都千代田区丸の内1-5-1  
新丸の内ビルディング  
TEL 03-6734-0200(代)  
www.pasonagroup.co.jp

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

### Pasona Group Inc.

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

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

本資料は、2021年5月期の業績に関する情報の提供を目的としたものであり、当社が発行する有価証券の投資を勧誘するものではありません。  
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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, 2021, 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, 2021. 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.