

Results for the First Quarter of the Fiscal Year Ending May 31, 2019

**FY2018 (June 1, 2018 - May 31, 2019)
Three months ended August 31, 2018**

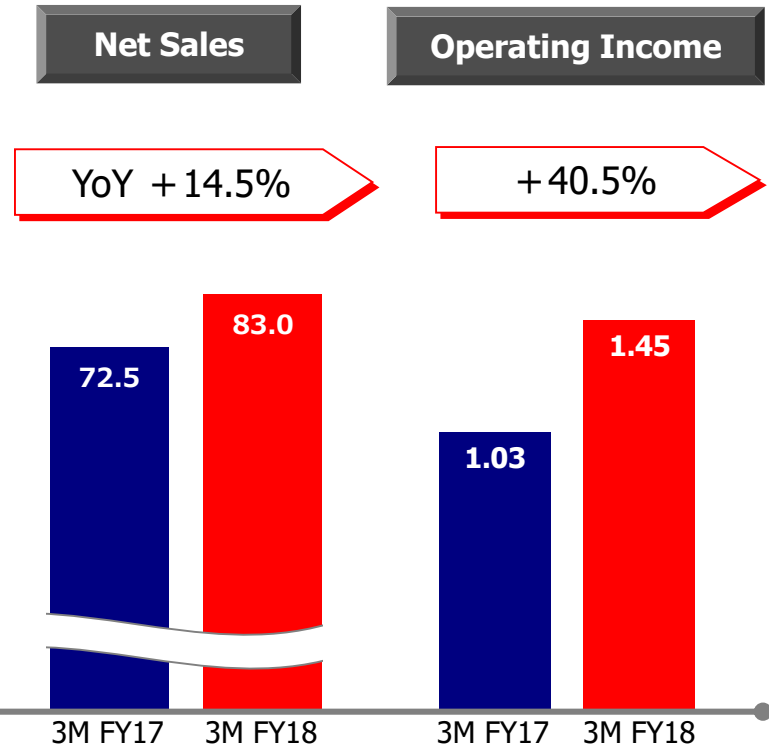
Pasona Group Inc.
First Section TSE (2168)

October 5, 2018
www.pasonagroup.co.jp/english

Consolidated Results

(Billions of yen)

(Millions of yen)	3M FY17	(%)	3M FY18	(%)	Increase /Decrease
Net sales	72,458	100.0	82,997	100.0	+10,538 +14.5%
Cost of sales	57,202	78.9	64,946	78.3	+7,743 +13.5%
Gross profit	15,256	21.1	18,051	21.7	+2,795 +18.3%
SG&A expenses	14,222	19.6	16,599	20.0	+2,376 +16.7%
Operating income	1,033	1.4	1,451	1.7	+418 +40.5%



Major Items of Increase/Decrease

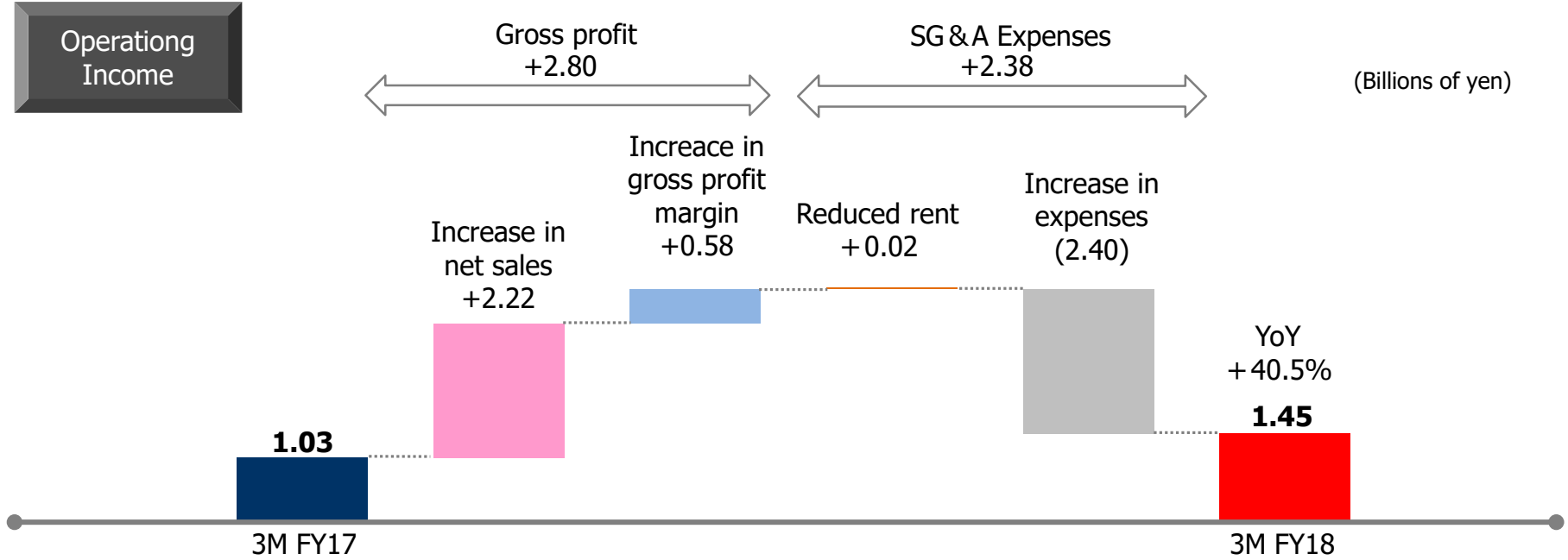
● Net sales

- Human resource demand continues to be strong. In addition to providing various solution services tailored to the environment and needs, M&A and others contributed to expanding revenues.

● Operating income

- Increasing due to improving efficiency of operation.

Operating Income



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17*	3M FY17	3M FY18
Gross Profit margin	18.8%	18.6%	19.3%	19.3%	20.3%	20.0%	20.2%	21.5%	21.1%	21.7%
SG&A ratio	17.4%	17.5%	17.8%	17.7%	18.7%	18.6%	18.6%	19.4%	19.6%	20.0%
Operation Income ratio	1.4%	1.1%	1.5%	1.5%	1.5%	1.5%	1.6%	2.1%	1.4%	1.7%

*Change in method of recording costs (from cost of sales to SG&A) at Pasona · Panasonic Business Services. No impact on operating income.

Major Item of Increase/Decrease

- **Gross profit** improved due to increasing sales and promoting efficiency of operations, etc.
- **SG&A** expenses increased due to higher sales , but **operating income ratio** improved.

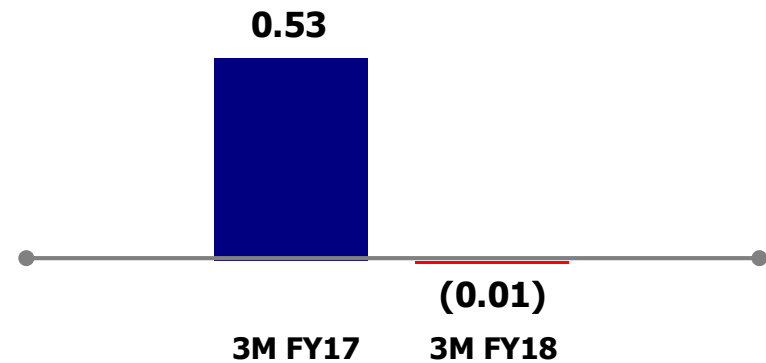
Consolidated Results

(Non-operating/Extraordinary income (loss), Others)

(Billions of yen)

(Millions of yen)	3M FY17	3M FY18	Increase/ Decrease	YoY
Operating income	1,033	1,451	+418	+40.5%
Non-operating income	149	269	+120	+80.9%
Non-operating expenses	175	499	+323	+184.4%
Ordinary income	1,006	1,222	+215	+21.4%
Extraordinary income	601	8	(593)	(98.6)%
Extraordinary loss	14	17	+2	+18.1%
Income before income taxes	1,593	1,212	(380)	(23.9)%
Income taxes - current	677	(145)	(823)	-
Income taxes - deferred	10	821	+811	+7782.1%
Income taxes	687	675	(11)	(1.7)%
Profit attributable to non-controlling interests	372	544	+171	+46.1%
Profit (Loss) attributable to owners of parent	533	(7)	(540)	-

Profit (loss) attributable to owners of parent



Major Item of Increase/Decrease

- **Non-operating income**
 - Real estate rents ¥174million (+¥ 76million)
- **Non-operating expenses**
 - Real estate leasing costs ¥144million (+¥ 66million)
 - Commission fee of share sales for Benefit One ¥236million (+236million)
- **Extraordinary income**
 - Previous term (the First Quarter) gain on bargain purchase (¥(601)million)

Consolidated Results by Segment

(Millions of yen)

Segment		Net sales				Operating income (loss)				Operating income margin		
		3M FY17	3M FY18	Increase/ Decrease	YoY	3M FY17	3M FY18	Increase/ Decrease	YoY	3M FY17	3M FY18	Increase/ Decrease
①	Expert Services (Temporary Staffing)	37,172	43,626	+6,454	+17.4%	851	1,162	+311	+36.6%	1.4%	1.7%	+0.3pt
②	Insourcing (Contracting)	19,449	22,094	+2,645	+13.6%							
③	HR Consulting, Education, Training, etc.	1,580	1,857	+277	+17.6%							
④	Global Sourcing (Overseas)	1,724	1,961	+236	+13.7%							
Subtotal		59,926	69,540	+9,614	+16.0%							
⑤	Career Solutions (Placement/ Recruiting, Outplacement)	4,004	4,568	+563	+14.1%	670	863	+193	+28.9%	16.7%	18.9%	+2.2pt
⑥	Outsourcing	7,775	7,933	+157	+2.0%	1,184	1,684	+499	+42.1%	15.2%	21.2%	+6.0pt
⑦	Life Solutions	1,250	1,355	+104	+8.4%	49	18	(30)	(62.6)%	3.9%	1.4%	(2.5)pt
⑧	Public Solutions	462	756	+294	+63.6%	(124)	(389)	(264)	-	-	-	-
⑨	Eliminations and Corporate	(961)	(1,157)	(196)	-	(1,597)	(1,887)	(289)	-	-	-	-
Total		72,458	82,997	+10,538	+14.5%	1,033	1,451	+418	+40.5%	1.4%	1.7%	+0.3pt

Balance sheet

(Billions of yen)

Major Item of Increase/Decrease	May 31,2018	Aug 31,2018	Increase/ Decrease
Assets	112.5	110.6	(1.9)
Current assets	74.0	71.8	(2.2)
Cash and deposits	25.4	26.6	+1.3
Notes and accounts receivable – trade	40.1	36.6	(3.5)
Other	8.5	8.6	+0.1
Non-current assets	38.5	38.8	+0.3
Property, plant and equipment	15.4	16.5	+1.1
Intangible assets	9.6	9.3	(0.3)
Investments and other assets	13.5	13.0	(0.5)
Liabilities	78.6	74.3	(4.3)
Current liabilities	57.6	52.4	(5.2)
Accounts payable	6.5	3.4	(3.1)
Short-term loans payable	6.2	6.3	+0.1
Accrued expenses	16.6	16.4	(0.2)
Other	28.3	26.2	(2.1)
Non-current liabilities	21.0	21.9	+0.9
Long-term loans payable	14.1	14.7	+0.6
Net assets	33.9	36.3	+2.4
Shareholders' equity	23.2	26.0	+2.8
Valuation and translation adjustments	0.4	0.4	(0.0)
Non-controlling interests	10.3	10.0	(0.3)
Capital adequacy ratio	21.0%	23.8%	+2.8pt

Major Item of Increase/Decrease

[Current Assets]

Cash and deposits +¥1.3billion
Accounts receivable ¥(3.5)billion

[Fixed Assets]

New businesses +¥1.1billion

[Current liabilities]

Accounts payable ¥(3.1)billion
Income taxes payable ¥(1.1)billion

[Capital surplus]

Sold the share of Benefit One +¥3.3billion

[Retained earnings]

Cash dividends payment ¥(0.5)billion

[Non-controlling interests]

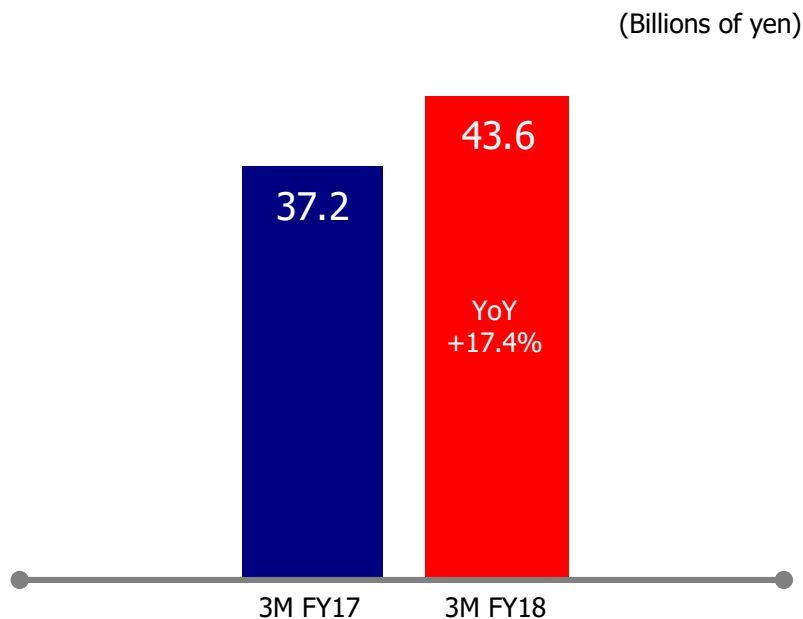
Benefit One earnings distribution +¥0.5billion
Cash dividends paid of Benefit One ¥(1.0)billion
Sale the shares of Benefit One +¥0.3billion

※The figures for the previous fiscal year were processed by the method of revised the Accounting Standard for Tax Effect Accounting.

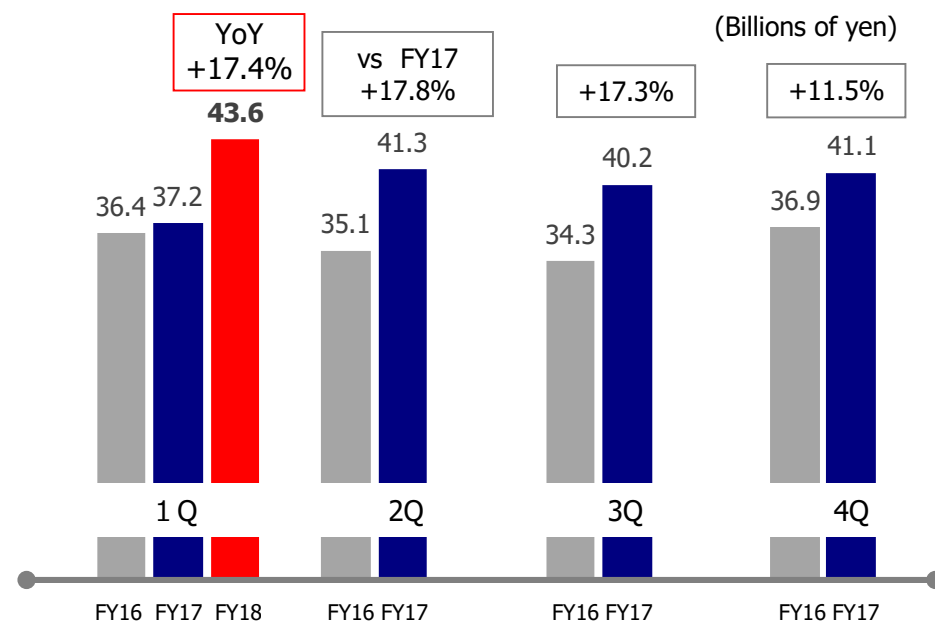
Segment information

Expert Services (Temporary staffing)

Net Sales



Sales Trends



Business Conditions

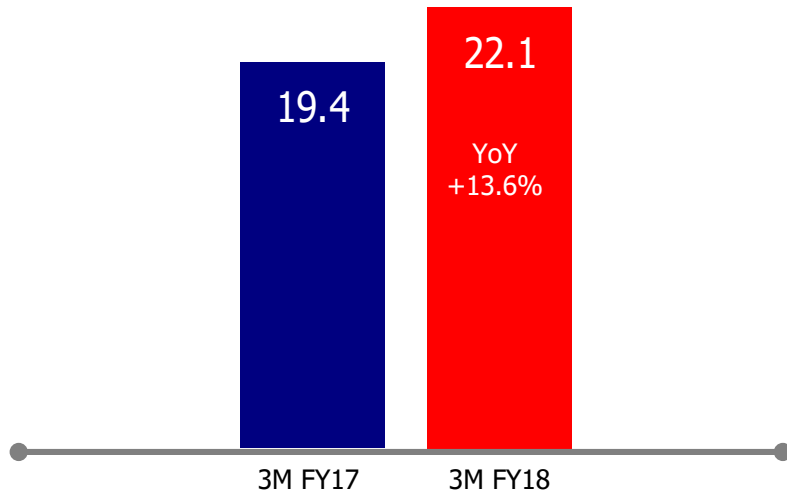
● 3M FY18 result

- Direct employment advances at dispatched companies due to the influence of law revisions such as Labor Contract Law.
- Changing the accounting period of the two NTT Group companies that acquired in the previous term (posting results for five months), and the results of the Nagasaki Diamond Staff contributed.
- Continuing to develop the business for professional jobs such as IT, foreign languages, accounting, etc. with high needs.

Insourcing (Contracting)

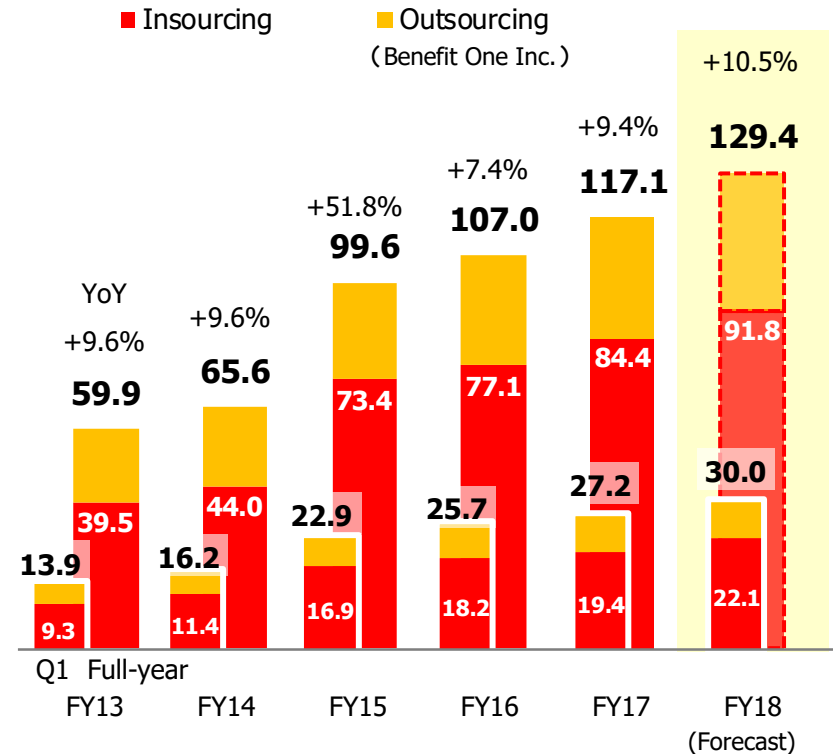
Net Sales

(Billions of yen)



BPO Sales

(Billions of yen)



Business Conditions

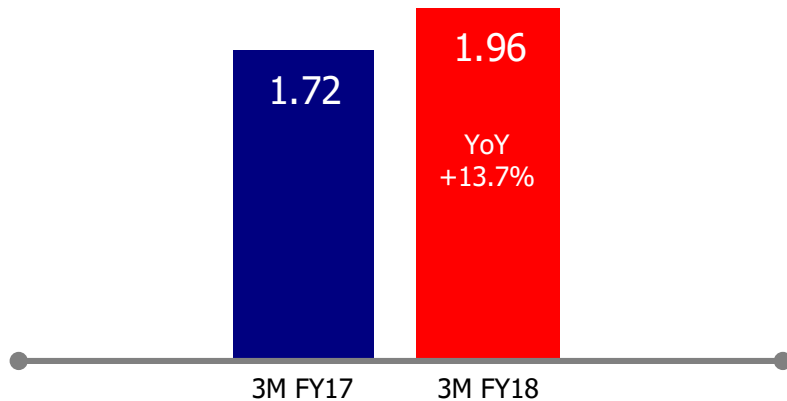
● 3M FY18 result

- Increasing in projects that have strengths in the Company's advantage field, such as promotion of female success in addition to administrative affairs agency in public.
- Contribution by Bewith, Inc. strengthening its structure following the previous term.
- Pasona Knowledge Partners (a joint venture company with the Panasonic Group) began full-scale operations in the patent / intellectual property field from the end of the previous fiscal year and contributed to the business results for the current fiscal year.

Global Sourcing (Overseas)

Net Sales

(Billions of yen)



Sales by Business Segment

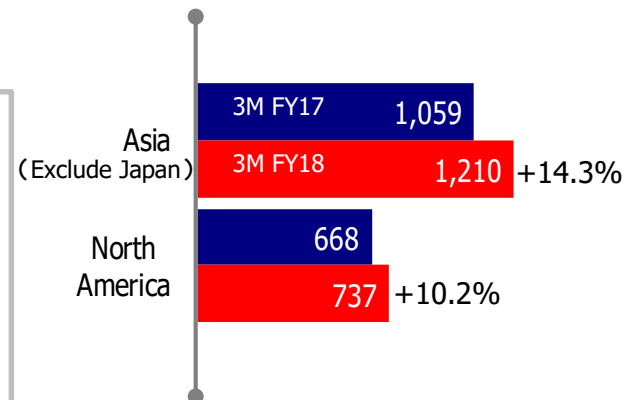
(Millions of yen)

	3M 'FY17	3M 'FY18	YoY
Temporary Staffing	784	998	+27.3%
Placement / Recruiting	481	508	+5.5%
Contracting (Payroll, others)	289	324	+12.2%
Others	168	129	(23.2)%
Total	1,724	1,961	+13.7%

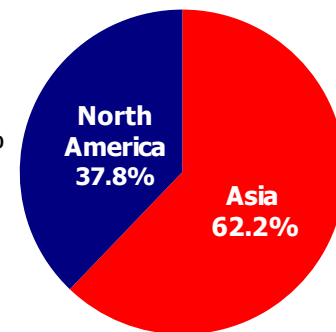
Sales by Region

(Millions of yen)

※Including overseas outsourcing



Sales composition



Business Conditions

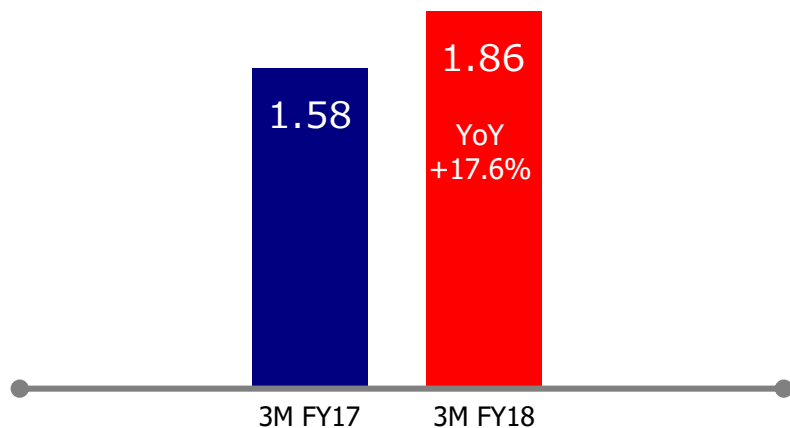
●3M FY18 result

- Temporary staffing expanded significantly especially in Indonesia and North America.
- Expansion of engineering training and dispatch business with Vietnamese industry collaboration.

HR Consulting, etc. / Operating Income by Segments

Net Sales (HR Consulting, education, training, etc.)

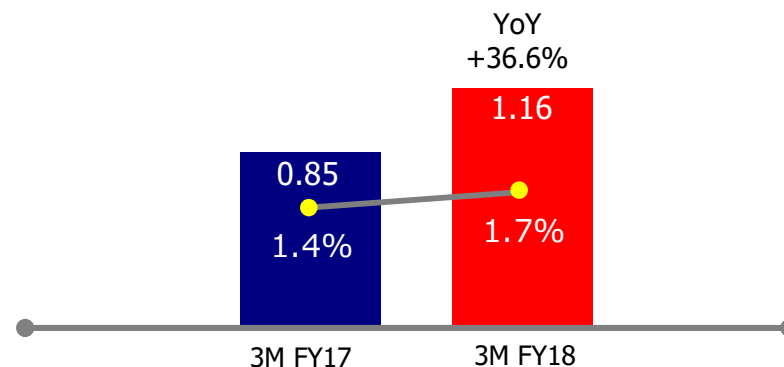
(Billions of yen)



ES~GS Operating Income

※ES~GS: Expert Service, Insourcing, HR Consulting, Global Sourcing

(Billions of yen)



Business Conditions

●3M FY18 result

- Large orders for newcomers of training and promotion of contract for public works.
- Increase in placement fees due to direct hiring by client companies.

Business Conditions

●3M FY18 result

- Improving profitability due to improved the efficiency of insourcing business in addition to increased sales.

Career Solutions (Placement/Recruiting, Outplacement)

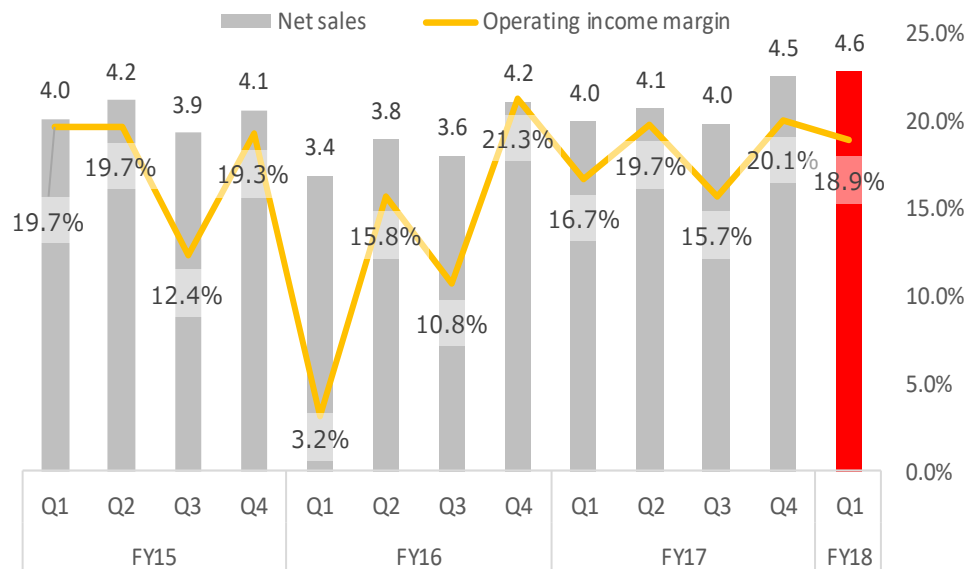
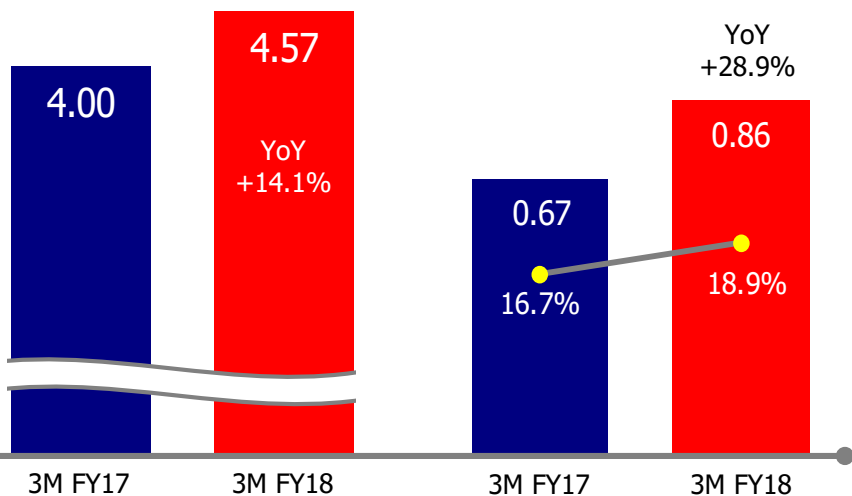
Net Sales

Operating Income, Operating Income Margin

(Billions of yen)

Active opening ratio by occupation (Full-time employees including part-time workers)

(Billions of yen)



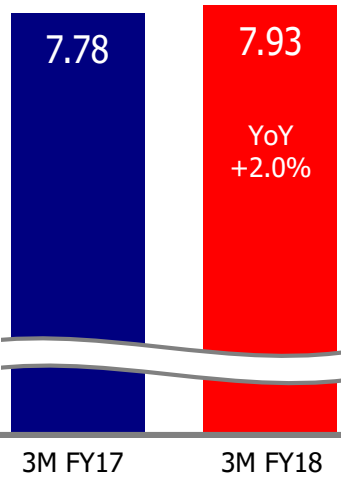
Business Conditions

● 3M FY18 result

- In the recruitment business, strengthening the in-house structure contributed to the vigorous demand. The "KOMON NETWORK" where experienced professionals are active as advisors also grows.
- In outplacement business, it grew due to the contribution of large-scale projects from the previous end of term. Promoting comprehensive sales with recruitment business while aiming for efficient management.

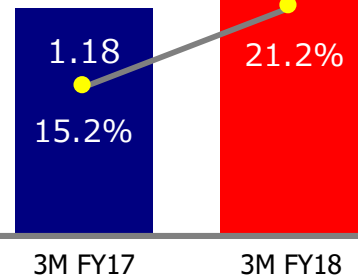
Outsourcing (Benefit One Inc.)

Net Sales



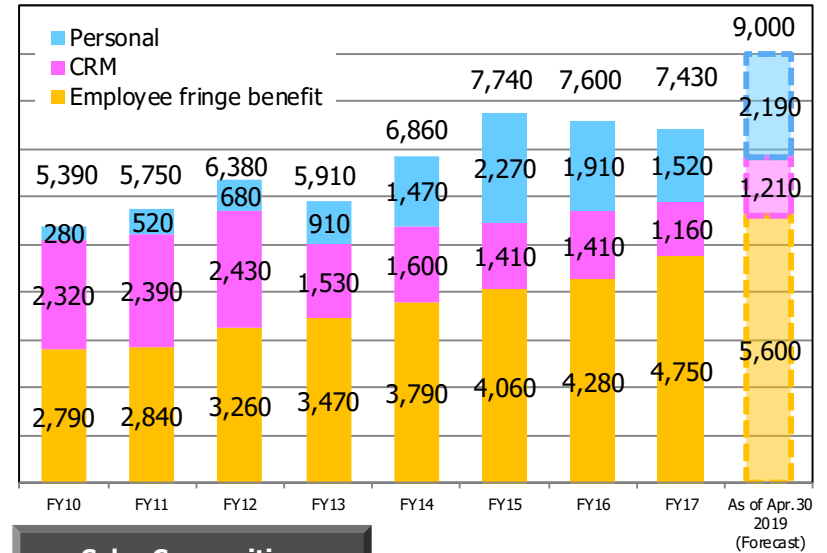
Operating Income, Operating Income Margin

(Billions of yen)



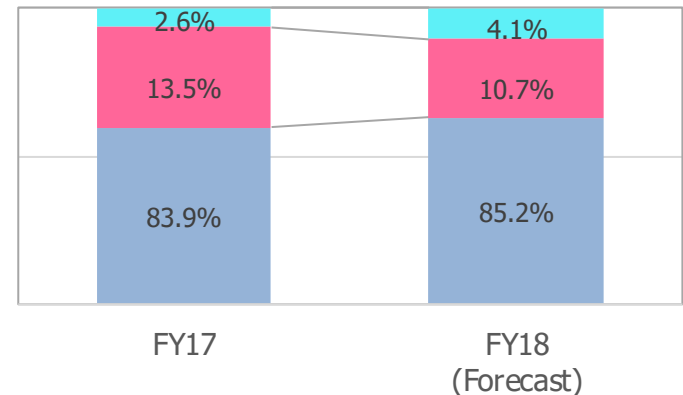
Benefit One Membership

(Thousands people)



Sales Composition

■ BtoB ■ BtoC ■ Overseas etc.



*BtoB: Employee fringe benefit, Incentive, Health care, BTM, Cost reduction
BtoC: Personal, CRM, Inbound

Business Conditions

● 3M FY18 result

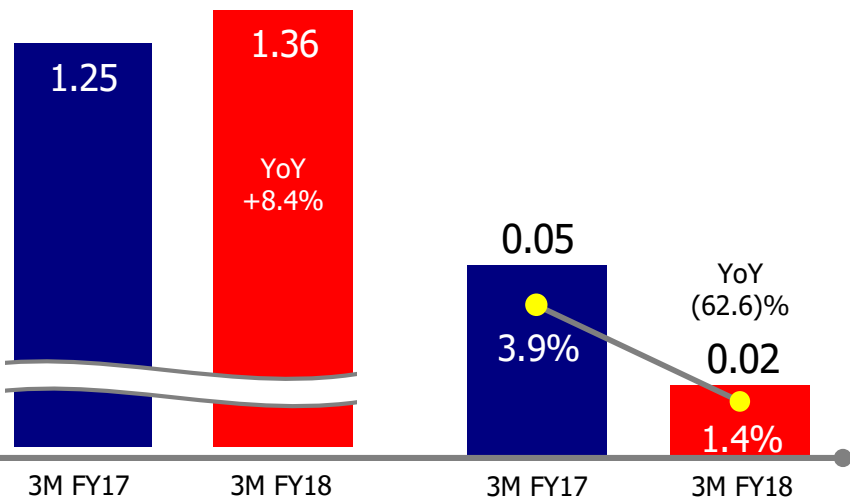
- The B to B business of the welfare / healthcare division was positively influenced by the reform of working way and work of the same labor same wage due to the lack of personnel, leading the business results.
- Promoting digitization of operations to reduce costs.

Life Solutions (Childcare, Nursing care)

Net Sales

Operating Income, Operating Income Margin

(Billions of Yen)



Business Conditions

● 3M FY18 result

- Based on the management of nursing homecare facilities, although "housekeeping service" and "service on support for balancing work and nursing care" are growing, cost increases due to improvement in treatment of nursery teachers, etc. Increasing in revenue and earnings.

Pasona Foster

- Holding "Miracle Kids Otemachi" school children program for elementary school 3rd and 6th graders for summer vacation.



Education program to cultivate logical thinking



Otemachi ranch Dairy experience

【 The number of facilities 】

※As of Aug.31, 2018

- Daycare facilities 39
- After-school children's clubs 42

Pasona Life Care

- Started trial campaign of housekeeping agency service using Kyotango's ingredients as group synergy.



【 The number of facilities 】

※As of Aug.31, 2018

- Nursing care facilities 25

Public Solutions (Regional Revitalization, etc.)

Net Sales

Operating Income

(Billions of Yen)

0.46

3M FY17

0.76

YoY
+63.6%

3M FY18

3M FY17

(0.12)

3M FY18

(0.39)

Business Conditions

●3M FY18 result

- Tango Kingdom Inc.: Improving profitability by raising customer unit price, expanding sales by regional trading company business and improving operational cost efficiency.
- Since the initial expenses of new facilities such as Nijigennomori's glamping was also posted, the deficit widened.

Tango Kingdom Inc.

- The number of visitors has reached 1.5 million since the opening in April 2015. In "Memorial Thanksgiving", in addition to a ceremonial ceremony, we also held stage performance and drone experience.
- Two original craft beers ("smoke" and "Weitzen") received "Silver Award" at "International Beer Cup 2018".

Others

- Holding "YOWAMUSHI PEDAL GLORY LINE Awajishima Stage" with popular animation at Awajishima. Selling stamp rallies that go round "Nijigennomori" and "Nojima-Scuola", AR games, limited goods.



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- Pasona Heartful received the "Heisei 30-year Employment Excellent Companies Award" sponsored by the Tokyo Industry and Labor Bureau.

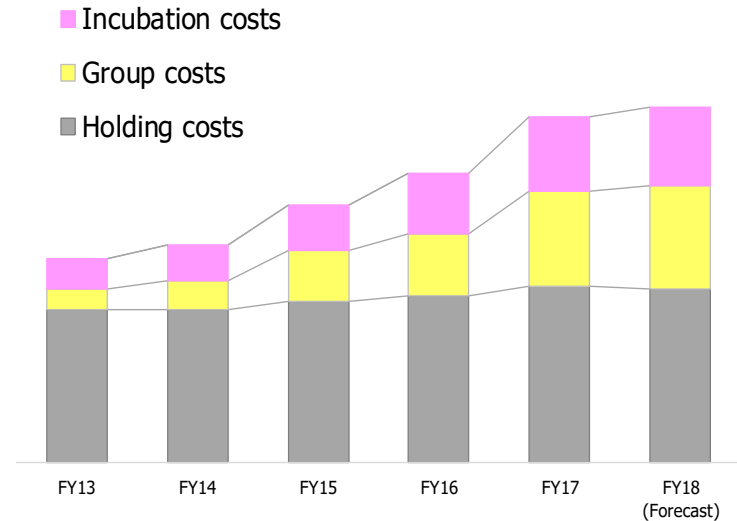
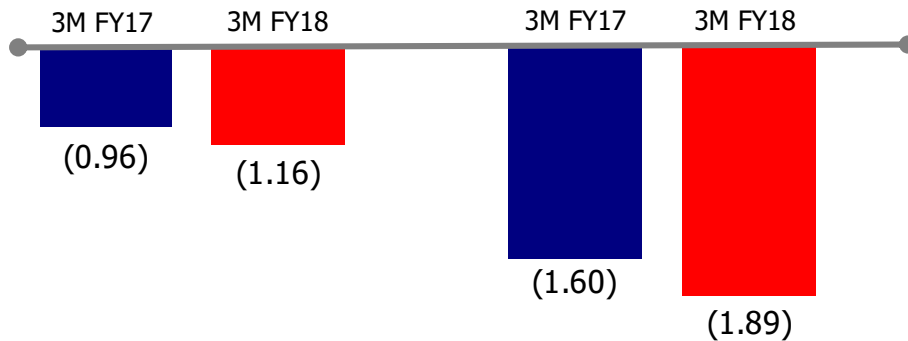
Elimination/Corporate Segment Costs

Net Sales

Operating Income

Costs Trends

(Billions of yen)



Main Reasons for Cost Increase

- 3M FY18 result

Holding costs : Management costs as holding company

- YoY +0.26billions.

Group costs : Costs to maximize group synergies

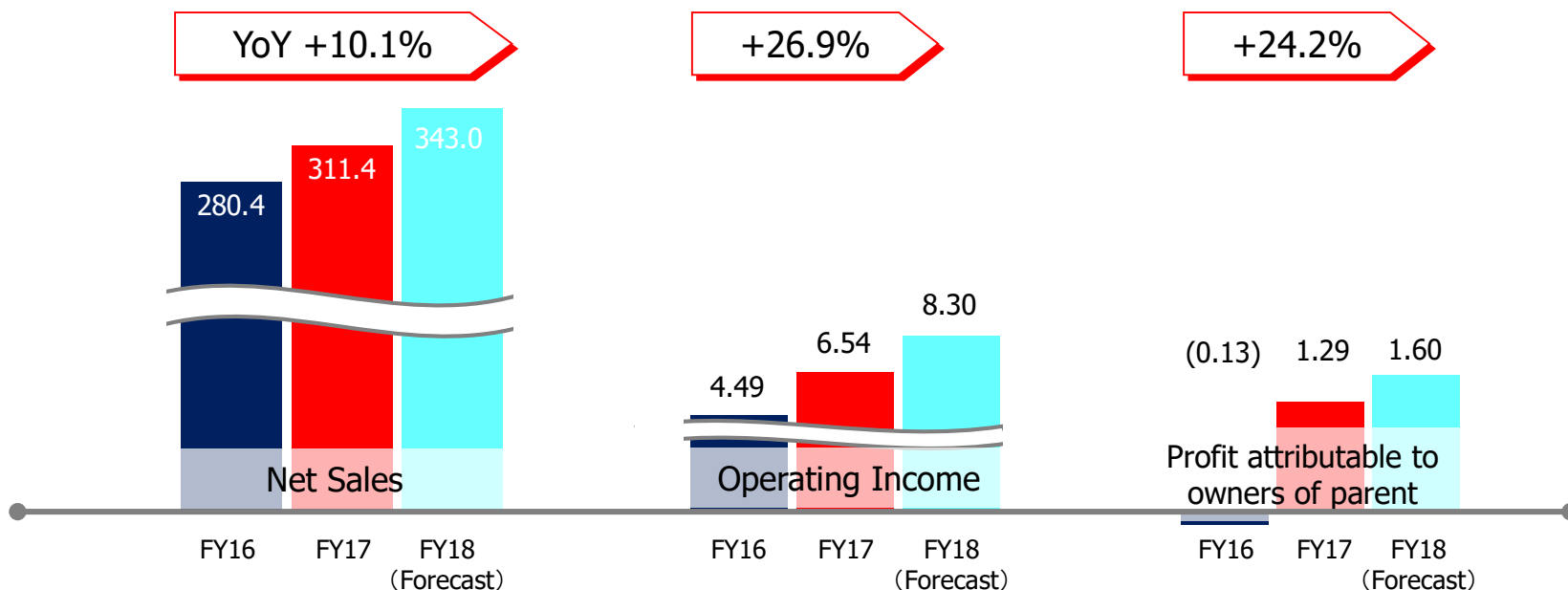
- (0.10) billions YoY due to the sponsorship of the Olympics and Paralympic Games increased, but the relocation-related costs of the Tokyo headquarters building decreased.

Incubation costs : Costs for development and launch of new businesses

- +0.13 billions YoY due to new businesses.

FY2018 Consolidated Forecasts

(Billions of yen)



(Millions of yen)	FY16	to net sales %	FY17	to net sales %	FY18 Forecast	to net sales %	vs FY17 Increase/Decrease	YoY
Net sales	280,395	100.0	311,410	100.0	343,000	100.0	+31,589	+10.1%
Cost of sales	223,778	79.8	244,382	78.5	267,000	77.8	+22,617	+9.3%
Gross profit	56,617	20.2	67,028	21.5	76,000	22.2	+8,971	+13.4%
SG&A expenses	52,128	18.6	60,489	19.4	67,700	19.7	+7,210	+11.9%
Operating income	4,488	1.6	6,539	2.1	8,300	2.4	+1,760	+26.9%
Ordinary income	4,319	1.5	6,631	2.1	8,400	2.4	+1,768	+26.7%
Profit (Loss) attributable to owners of parent	(129)	-	1,288	0.4	1,600	0.5	+311	+24.2%

FY2018 Consolidated Forecasts by Segment

(Millions of yen)

Segment	Sales				Operating income (loss)				Operating income margin		
	FY17	FY18 Forecast	VS FY17 Increase/Decrease	VS FY17 %	FY17	FY18 Forecast	VS FY17 Increase/Decrease	VS FY17 %	FY17	FY18 Forecast	VS FY17 Increase/Decrease
Expert Services (Temporary Staffing)	159,851	172,800	+12,948	+8.1%	5,075	5,900	+824	+16.3%	2.0%	2.1%	+0.1pt
Insourcing (Contracting)	84,429	91,800	+7,370	+8.7%							
HR Consulting, Education, Training, etc.	7,283	8,900	+1,616	+22.2%							
Global Sourcing (Overseas)	7,216	8,100	+883	+12.2%							
Subtotal	258,781	281,600	+22,818	+8.8%							
Career Solutions (Placement/Recruiting, Outplacement)	16,638	18,800	+2,161	+13.0%	3,020	2,880	(140)	(4.7)%	18.2%	15.3%	(2.8)pt
Outsourcing	32,656	37,600	+4,943	+15.1%	6,211	7,540	+1,328	+21.4%	19.0%	20.1%	+1.0pt
Life Solutions	5,129	5,900	+770	+15.0%	268	170	(98)	(36.7)%	5.2%	2.9%	(2.4)pt
Public Solutions	2,277	3,200	+922	+40.5%	(1,536)	(1,300)	+236	-	-	-	-
Elimination/Corporate	(4,071)	(4,100)	(28)	-	(6,500)	(6,890)	(389)	-	-	-	-
Consolidated	311,410	343,000	+31,589	+10.1%	6,539	8,300	+1,760	+26.9%	2.1%	2.4%	+0.3pt

Reference

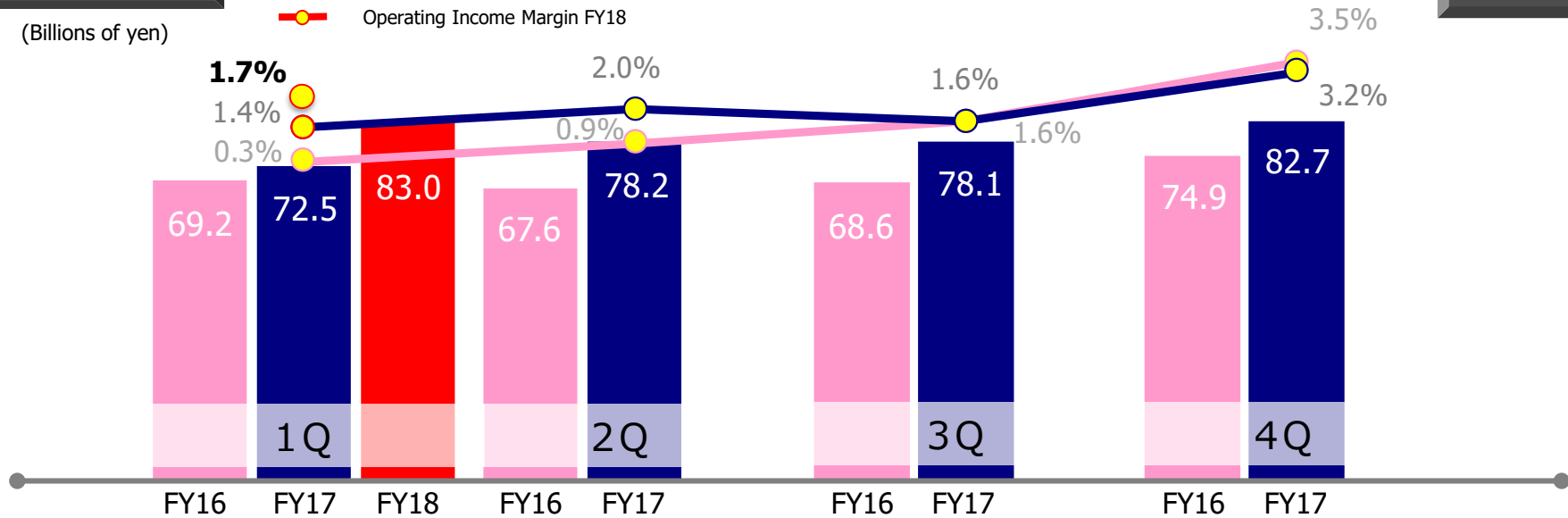
Quarterly Sales and Income Trends

Net Sales

(Billions of yen)

- Operating Income Margin FY16
- Operating Income Margin FY17
- Operating Income Margin FY18

Operating Income Margin



(Millions of yen)

	Q1 (June to August)					Q2 (September to November)			Q3 (December to February)			Q4 (March to May)		
	FY16	FY17	YoY	FY18	YoY	FY16	FY17	YoY	FY16	FY17	YoY	FY16	FY17	YoY
	Consolidated													
Net sales	69,231	72,458	+4.7%	82,997	+14.5%	67,636	78,160	+15.6%	68,613	78,070	+13.8%	74,915	82,720	+10.4%
Gross profit	13,372	15,256	+14.1%	18,051	+18.3%	13,628	16,675	+22.4%	13,529	16,083	+18.9%	16,086	19,013	+18.2%
SG&A expenses	13,156	14,222	+8.1%	16,599	+16.7%	13,048	15,090	+15.6%	12,446	14,844	+19.3%	13,476	16,331	+21.2%
Operating income	215	1,033	+378.9%	1,451	+40.5%	579	1,585	+173.8%	1,083	1,238	+14.4%	2,610	2,681	+2.7%
Ordinary income	174	1,006	+476.5%	1,222	+21.4%	585	1,628	+178.3%	1,039	1,313	+26.4%	2,520	2,683	+6.5%
Profit (Loss) attributable to owners of parent	(539)	533	-	Δ 7	-	(276)	(62)	-	(98)	(275)	-	785	1,093	+39.3%
Gross profit margin	19.3%	21.1%	+1.8pt	21.7%	+0.6pt	20.1%	21.3%	+1.2pt	19.7%	20.6%	+0.9pt	21.5%	23.0%	+1.5pt
SG&A expense ratio	19.0%	19.6%	+0.6pt	20.0%	+0.4pt	19.3%	19.3%	+0.0pt	18.1%	19.0%	+0.9pt	18.0%	19.7%	+1.7pt
Operating income margin	0.3%	1.4%	+1.1pt	1.7%	+0.3pt	0.9%	2.0%	+1.1pt	1.6%	1.6%	+0.0pt	3.5%	3.2%	(0.3)pt
Ordinary income margin	0.3%	1.4%	+1.1pt	1.5%	+0.1pt	0.9%	2.1%	+1.2pt	1.5%	1.7%	+0.2pt	3.4%	3.2%	(0.2)pt
Profit attributable to owners of parent margin	-	0.7%	-	-	-	-	-	-	-	-	-	1.0%	1.3%	+0.3pt

Quarterly Sales and Income Trends by Segment

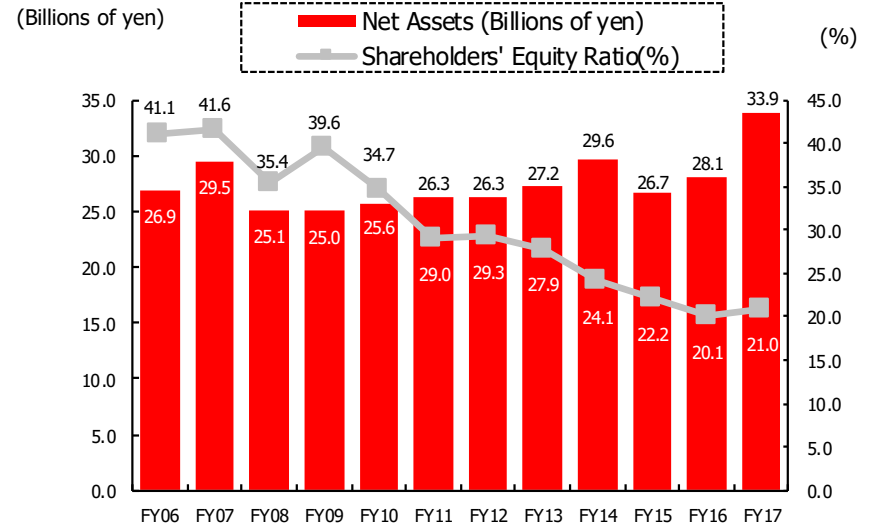
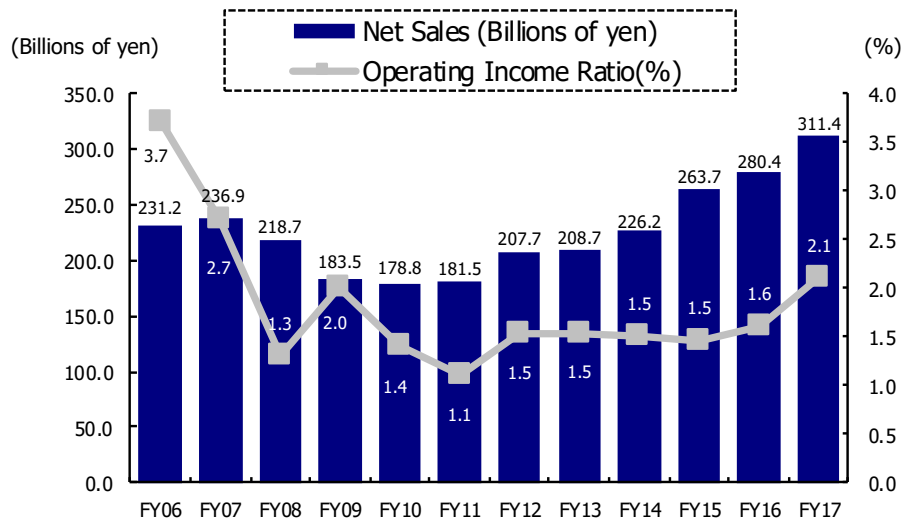
(Millions of yen)

Segment	Sales						Operating income (loss)					
	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	Q1 FY18	YoY	Q1 FY17	Q2 FY17	Q3 FY17	Q4 FY17	Q1 FY18	YoY
Expert Services (Temporary Staffing)	37,172	41,319	40,224	41,135	43,626	+17.4%						
Insourcing (Contracting)	19,449	19,747	21,248	23,984	22,094	+13.6%						
HR Consulting, Education, Training, etc.	1,580	1,656	1,876	2,169	1,857	+17.6%	851	1,479	729	2,015	1,162	+36.6%
Global Sourcing (Overseas)	1,724	1,781	1,839	1,870	1,961	+13.7%						
Subtotal	59,926	64,505	65,188	69,160	69,540	+16.0%						
Career Solutions (Placement/Recruiting, Outplacement)	4,004	4,147	3,978	4,508	4,568	+14.1%	670	819	626	905	863	+28.9%
Outsourcing	7,775	8,473	8,118	8,288	7,933	+2.0%	1,184	1,330	1,757	1,939	1,684	+42.1%
Life Solutions	1,250	1,260	1,270	1,347	1,355	+8.4%	49	61	76	81	18	(62.6)%
Public Solutions	462	735	563	515	756	+63.6%	(124)	(607)	(340)	(463)	(389)	-
Eliminations and Corporate	(961)	(962)	(1,047)	(1,100)	(1,157)	-	(1,597)	(1,496)	(1,610)	(1,795)	(1,887)	-
Total	72,458	78,160	78,070	82,720	82,997	+14.5%	1,033	1,585	1,238	2,681	1,451	+40.5%

Full-Year Key Indicators

Net Sales and Operating Income Ratio

Net Assets and Shareholders' Equity Ratio



Results

Key Indicators	'07/05	'08/05	'09/05	'10/05	'11/05	'12/05	'13/05	'14/05	'15/05	'16/05	'17/05	'18/05
Net Sales	231,231	236,945	218,699	183,515	178,806	181,498	207,685	208,660	226,227	263,728	280,395	311,410
Gross Profit Margin	20.3%	20.8%	19.9%	20.0%	18.8%	18.6%	19.3%	19.3%	20.3%	20.0%	20.2%	21.5%
SG&A Expenses	38,542	42,925	40,735	33,070	31,125	31,840	36,898	37,029	42,381	48,948	52,128	60,489
SG&A Expense Ratio	16.6%	18.1%	18.6%	18.0%	17.4%	17.5%	17.8%	17.7%	18.7%	18.6%	18.6%	19.4%
Operating Income	8,507	6,444	2,850	3,660	2,432	1,964	3,176	3,210	3,490	3,860	4,488	6,539
Operating Income Ratio	3.7%	2.7%	1.3%	2.0%	1.4%	1.1%	1.5%	1.5%	1.5%	1.5%	1.6%	2.1%
Ordinary Income	8,807	6,637	3,361	4,044	2,571	2,091	3,187	3,135	3,343	3,855	4,319	6,631
Ordinary Income Ratio	3.8%	2.8%	1.5%	2.2%	1.4%	1.2%	1.5%	1.5%	1.5%	1.5%	1.5%	2.1%
Net Income *4	4,198	2,962	312	204	412	29	610	526	214	243	(129)	1,288
Net Income Ratio	1.8%	1.3%	0.1%	0.1%	0.2%	0.0%	0.3%	0.3%	0.1%	0.1%	—	0.4%
Total Assets *5	54,425	58,513	55,468	52,269	60,564	70,889	71,276	75,615	88,641	85,356	94,584	112,477
Net Assets *1	26,904	29,468	25,148	24,979	25,642	26,295	26,253	27,181	29,620	26,735	28,062	33,889
Shareholders' Equity Ratio *2 *5	41.1%	41.6%	35.4%	39.6%	34.7%	29.0%	29.3%	27.9%	24.1%	22.2%	20.1%	21.0%
Return on Equity *3	18.2%	12.7%	1.4%	1.0%	2.0%	0.1%	2.9%	2.5%	1.0%	1.2%	(0.7)%	6.0%
Number of Employees (exclude contract workers)	3,126	3,647	3,671	3,643	3,956	4,452	4,778	5,022	6,584	7,144	7,238	7,716

Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies. Non-controlling interests included in presentation of net assets since the fiscal year ended May 31, 2007.

2. Despite changes in calculation methods for net assets following the introduction of changes to accounting standards and policies, the shareholders' equity ratio since the fiscal year ended May 31, 2007 is calculated utilizing an amount equivalent to net assets applicable to common shares.

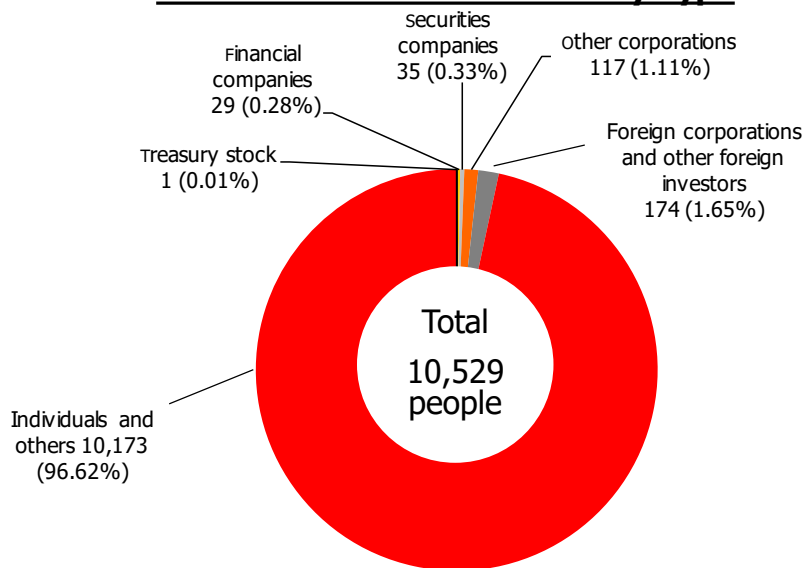
3. The data for the periods up to and including the fiscal year ended May 31, 2007 are consolidated data for Pasona Inc. The data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

4. Since the fiscal year ended on May 31, 2016, net income has been referred to profit attributable to owners of parent.

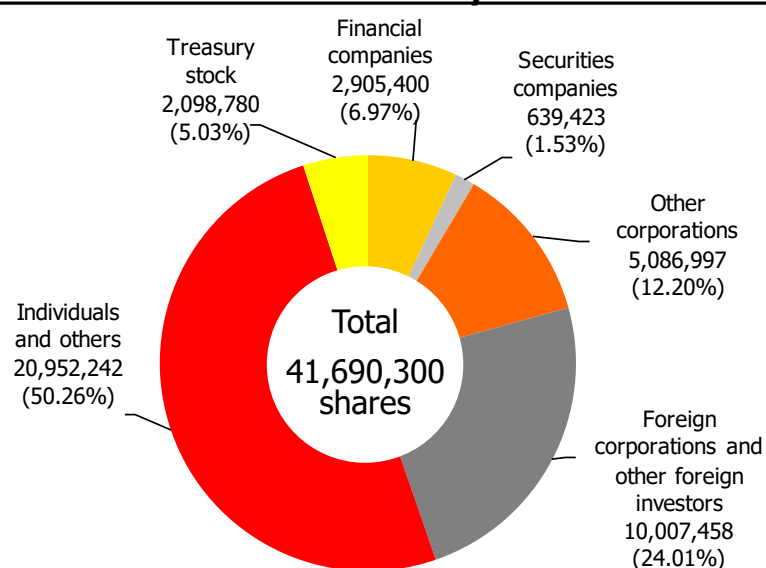
5. As the Company adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" from the beginning of the first quarter of FY2018. As for the financial position, the figures for the previous consolidated fiscal year were processed by the method.

Stock Information (As of May. 31, 2018)

Breakdown of Shareholders by Type



Breakdown of Shareholders by Number of Share Held



Principal Shareholders

	No. of Shares Held	%
Yasuyuki Nambu	14,763,200	35.41%
Nambu Enterprise Inc.	3,737,800	8.97%
Pasona Group Inc.	2,098,780	5.03%
BNYM NON—TREATY DTT	1,986,600	4.77%
OASIS INVESTMENTS II MASTER FUND LTD.	1,251,000	3.00%
JP MORGAN CHASE BANK 380621	817,500	1.96%
Credit Suisse AG Hong Kong Trust A/C Client	690,800	1.66%
Pasona Group Employees' Shareholding Association	642,800	1.54%
Gratitude Inc.	596,600	1.43%
State Street Bank and Trust Company 505004	585,100	1.40%

- The Company's treasury stock (2,098,780 shares, 5.03% of total issued shares) ranked third. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.
- Pasona Group received a notification from Tempered Investment Management LTD. , that it held 2,550,800 shares as of June 12, 2018 outlined the delivery of a Substantial Shareholding Report submitted to the Kanto Local Finance Bureau on June 14, 2018. As the Company is unable to confirm the number of shares held as of 31 May, 2018, Tempered Investment Management LTD. has been omitted from the list of major shareholders identified.

Group Companies (by segment)

Expert Services, Insourcing HR Consulting, Education and Training, Others

Pasona Inc.	CAPLAN Corporation	
Pasona Tech, Inc.	YASKAWA BUSINESS STAFF CORPORATION	
Pasona Okayama Inc.	Bewith, Inc.	
PASONA LOGICOM Inc.	Asahi Beer Communications Co, Ltd.	
Pasona Masters Inc.	ECOLOVE Inc.	
Pasona Marketing, Inc.	Pasona Panasonic Business Service Co.,Ltd	
Pasona Agri-Partners Inc.	Pasona Knowledge Partner Inc.	
Pasona Tech Systems Inc.	Pasona Job Support Inc.	
Shin nihon kogyo Co.,Ltd.	Pasona Human Solutions Inc.	
Pasona Tquila Inc.	Smart Style Co.,Ltd.	
Nagasaki diamond staff	Job-Hub Inc.	Others *

Global Sourcing

Pasona N A, Inc.	PASONA CANADA, INC.	
Pasona Taiwan Co., Ltd.	Pasona Singapore Pte. Ltd.	
Pasona Asia Co., Limited	PT Pasona HR Indonesia	
Pasona Korea Co., Ltd	Pasona India Private Limited	
MGR Consulting Co., Ltd	Pasona Tech Vietnam Co., Ltd.	
Pasona Human Resources (Shanghai) Co., Ltd.		
Pasona HR Consulting Recruitment (Thailand) Co., Ltd.		
Pasona Education Co. Limited		
Pasona HR Malaysia Sdn. Bhd.		
PT. Dutagriya Sarana		
CAPLAN (Thailand) Co., Ltd.		Others

Career Solutions

Pasona Inc.	Pasona Fortune Inc.	Others
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Outsourcing

Benefit One Inc.		
Benefit One Health care Inc.		
Benefit One Solutions Inc.		
Benefit One Payroll Inc.		
Benefit One Asia Pte. Ltd.		
贝那商务咨询（上海）有限公司		
Benefit One USA,INC.		
Benefit One (THAILAND) Co., Ltd.		
PT. BENEFIT ONE INDONESIA		
Benefit One Deutschland GmbH		
REWARDZ PRIVATE LIMITED		
DG1 Inc.		
National Examination Center Inc.*		Others *

Life Solutions

Pasona Foster Inc.
Pasona Life Care Inc.

Public Solutions

Pasona Heartful Inc.		
Pasona Furusato Incubation Inc.		
Tango Kingdom Inc.		
Pasona Tohoku Sousei Inc.		
Nijigennomori Inc.		Others *

● Consolidated subsidiaries 69
Equity-method affiliates 11*

(As of Aug. 31, 2018)

Corporate Information

Tokyo Stock Exchange, 1st Section 2168

Corporate Name	Pasona Group Inc.	
Headquarters	Shin Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514	<u>Comprehensive Group office</u> Otemachi 2-6-2 Chiyoda-ku, Tokyo 100-8228 Phone 03-6734-0200
Established	December 3, 2007 (Founding February 1976)	
Paid-in Capital	5,000 million yen	
Representative	Yasuyuki Nambu	
Business Activities	Expert Services (Temporary staffing), Insourcing (Contracting), HR Consulting, education and training, others Global Sourcing (Overseas) Career Solutions (Placement/Recruiting, Outplacement) Outsourcing Life Solutions, Public Solutions	
Number of Employees	9,050 (Consolidated, including contract workers)	
Consolidated Group Companies	Subsidiaries 69 , Affiliates 11	
URL	www.pasonagroup.co.jp/english/	

(As of Aug. 31, 2018)