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To whom it may concern,

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## Notice Regarding “PASONA GROUP VISION 2030”

We have formulated a five-year mid-term VISION, “PASONA GROUP VISION 2030,” covering the period from the fiscal year ending May 2026 to the fiscal year ending May 2030, and have resolved it at today's board of directors meeting. We hereby announce the details as follows.

### 1. Background of “PASONA GROUP VISION 2030”

Since our founding in 1976, we have been developing various businesses with the aim of realizing a society where everyone can freely utilize their talents and play an active role in good physical and mental health, based on our unchanging corporate philosophy of “solving social issues.” Our job is to “harness the potential of the individual.

This year marks the 50th anniversary of our company's founding. In the fiscal year ending May 2024, we sold shares in our consolidated subsidiaries, which changed the composition of our business portfolio, and we have been working on formulating a new growth strategy with a view to the next 50 years. And looking ahead to the next 50 years, we will build on our business expertise and network to create a new “well-being industry” and aim to realize a world of “NATUREVERSE” (\*), where everyone can enjoy physical, mental, and social health.

Currently, the business environment surrounding our company is characterized by a declining working-age population due to the aging and declining birthrate in Japan, as well as the increasing diversification of people's values and lifestyles. In addition, technological advances in AI and other digital technologies are remarkable, and not only the way we work but also the nature of work itself is changing significantly.

Under these circumstances, we will strengthen our profitability by providing higher-value-added services in the business areas that we have cultivated thus far while also working to reform our revenue structure. As we enter an era of 100-year lifespans, people are working longer throughout their lives, and society is shifting toward flexible working styles that can be adjusted according to lifestyle and career advancement. In this context, efforts to support and maintain the health of individuals will become an important issue for companies, individuals, and society as a whole in Japan, where the population is declining. We will leverage our business expertise to create a new industry focusing on well-being—one that can resolve future social issues and

contribute to the growth of our business.

Therefore, we have positioned the five-year period beginning in the fiscal year ending May 2026 as “PASONA GROUP VISION 2030” and will aim for sustainable corporate growth and further enhancement of corporate value through a growth strategy focused on reforming our revenue structure and pursuing new business growth.

## 2. Overview of “PASONA GROUP VISION 2030”

### (1) The society that the Pasona Group aims to create

Long-term VISION: Realization of NATUREVERSE

(\*) NATUREVERSE refers to the truly prosperous world that the Pasona Group aims to achieve, where people, nature, and technology coexist, and people are connected by a spirit of compassion.

### (2) Financial targets for the fiscal year ending May 2030

Sales of 400 billion yen, operating margin of 5%, ROE of 8% or higher, PBR of over 1

### (3) Key strategies

#### (i) Business strategy

- Increasing the added value of BPO solutions (target for the fiscal year ending May 2030: sales of 170 billion yen, gross profit margin of 24.0%)  
Evolving into X-TECH BPO and expanding areas of expertise
- Deepening regional revitalization and tourism solutions (target for the fiscal year ending May 2030: sales of 20 billion yen, operating profit of 2 billion yen)  
Establishing a sustainable growth model for regional areas
- Creating new industries  
Establishing a new business foundation toward the realization of NATUREVERSE

#### (ii) Strengthening human capital

#### (iii) Strengthening DX

### (4) Capital Policy

#### (i) Cash Allocation

We aim to enhance corporate value by allocating funds to growth investments such as new business investments, capital investments, and M&A investments, as well as strengthening our management foundation and returning profits to shareholders. We will review the allocation as appropriate, taking into consideration the progress of “PASONA GROUP VISION 2030” and our cash position.

#### (ii) Shareholder Returns

With the basic policy of implementing shareholder returns based on performance, we will aim for a consolidated dividend payout ratio of 40% and, during the period of “PASONA GROUP VISION 2030,” we will introduce a progressive dividend system that maintains or increases dividends with a minimum of 75 yen per share in order to achieve continuous and stable dividends without being affected by temporary fluctuations in performance.

\*Details of “PASONA GROUP VISION 2030” will be explained at the financial results briefing for the fiscal year ending May 2025, scheduled to be held on July 17, 2025. Detailed materials will also be posted on our website on the same day. Please refer to our website (<https://www.pasonagroup.co.jp/ir/>) for more information.