

(Appendix)



Results for the Third Quarter of the Fiscal Year Ending May 31, 2017

9M FY2016 (June 1, 2016 - February 28, 2017)

Pasona Group Inc.

First Section TSE (2168)

April 7, 2017

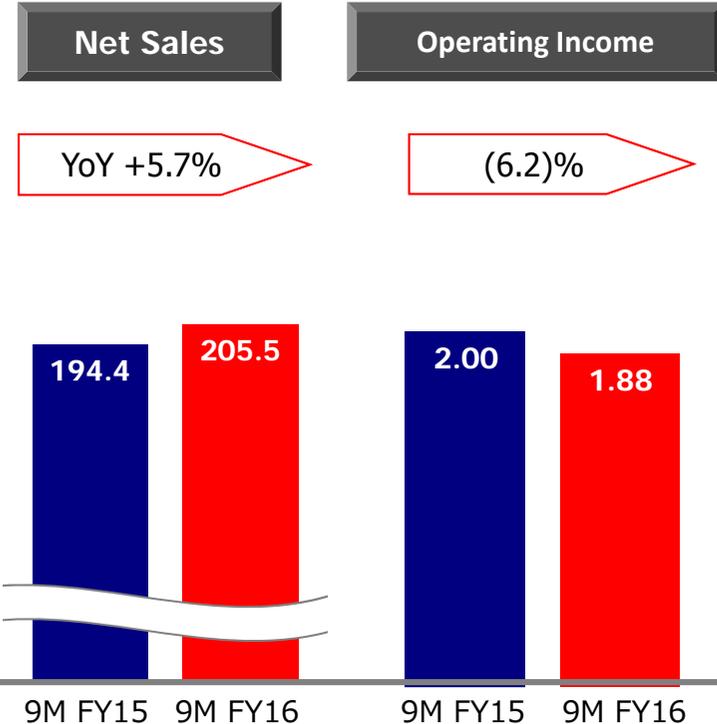
www.pasonagroup.co.jp/english/

Units in billions of yen have been rounded to the nearest first decimal place. Units in millions of yen have been rounded down.

Consolidated Results

(Billions of yen)

| (Millions of yen) | 9M FY15 | (%) | 9M FY16 | (%) | VS FY15 Increase/Decrease |
|-------------------|---------|-------|---------|-------|------------------------------|
| Net sales | 194,430 | 100.0 | 205,480 | 100.0 | +11,049 +5.7% |
| Cost of sales | 155,953 | 80.2 | 164,950 | 80.3 | +8,996 +5.8% |
| Gross profit | 38,477 | 19.8 | 40,530 | 19.7 | +2,053 +5.3% |
| SG&A expenses | 36,474 | 18.8 | 38,652 | 18.8 | +2,177 +6.0% |
| Operating income | 2,002 | 1.0 | 1,877 | 0.9 | (124) (6.2)% |



Major Item of Increase/Decrease

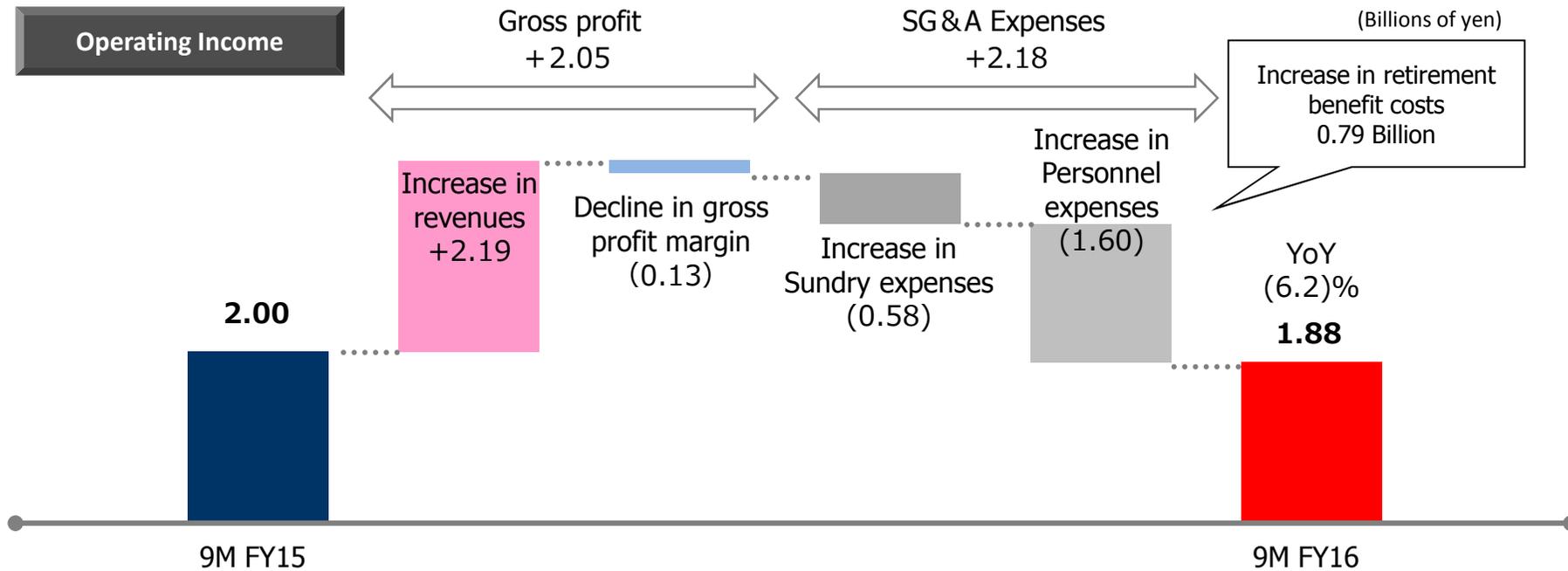
•Net Sales

- Net sales increased in most segments, especially the expert services and business process outsourcing (BPO) businesses, and sales grew organically without consideration to M&A and irregular fiscal year

•Operating Income

- Earnings for the cumulative period declined on a rise in retirement benefit costs (+¥790 million), but rose 16.5% for the three-month period compared to the same period of the previous fiscal year.

Operating Income



| | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | 9M FY15 | 9M FY16 |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|---------|---------|
| Gross Profit margin | 19.9% | 20.0% | 18.8% | 18.6% | 19.3% | 19.3% | 20.3% | 20.0% | 19.8% | 19.7% |
| SG&A expenses margin | 18.6% | 18.0% | 17.4% | 17.5% | 17.8% | 17.7% | 18.7% | 18.6% | 18.8% | 18.8% |
| Operating Income margin | 1.3% | 2.0% | 1.4% | 1.1% | 1.5% | 1.5% | 1.5% | 1.5% | 1.0% | 0.9% |

Major Item of Increase/Decrease

- Gross profit rose due to effects of increased net sales
- SG&A expenses rose mainly due to higher personnel costs, including a ¥790 million increase in retirement benefit cost

Consolidated Results by Segment

(Millions of yen)

| Segment | | Net sales | | | | Operating income (loss) | | | | Operating income margin | | |
|----------|---|-----------|---------|-----------------------|---------|-------------------------|---------|-----------------------|---------|-------------------------|---------|-----------------------|
| | | 9M FY15 | 9M FY16 | Increase/ Decrease | YoY | 9M FY15 | 9M FY16 | Increase/ Decrease | YoY | 9M FY15 | 9M FY16 | Increase/ Decrease |
| ① | Expert Services (Temporary Staffing) | 98,270 | 105,767 | +7,496 | +7.6% | 1,086 | 833 | (252) | (23.3)% | 0.7% | 0.5% | (0.2)pt |
| ② | Insourcing (Contracting) | 53,995 | 55,421 | +1,425 | +2.6% | | | | | | | |
| ③ | HR Consulting, others | 4,623 | 4,584 | (38) | (0.8)% | | | | | | | |
| ④ | Global Sourcing (Overseas) | 4,455 | 4,577 | +121 | +2.7% | | | | | | | |
| Subtotal | | 161,345 | 170,350 | +9,004 | +5.6% | | | | | | | |
| ⑤ | Career Solutions (Placement/ Recruiting, Outplacement) | 12,132 | 10,785 | (1,347) | (11.1)% | 2,108 | 1,093 | (1,015) | (48.1)% | 17.4% | 10.1% | (7.3)pt |
| ⑥ | Outsourcing | 18,672 | 21,953 | +3,281 | +17.6% | 2,863 | 4,141 | +1,277 | +44.6% | 15.3% | 18.9% | +3.6pt |
| ⑦ | Life Solutions Public Solutions | 4,112 | 4,663 | +550 | +13.4% | (472) | (211) | +261 | - | - | - | - |
| ⑧ | Eliminations and Corporate | (1,833) | (2,272) | (439) | - | (3,583) | (3,979) | (395) | - | - | - | - |
| Total | | 194,430 | 205,480 | +11,049 | +5.7% | 2,002 | 1,877 | (124) | (6.2)% | 1.0% | 0.9% | (0.1)pt |

Balance sheet

| (Billions of yen) | | | |
|---------------------------------------|-------------|-------------|-------------------|
| Major Item of Increase/Decrease | May 31,2016 | Feb 28,2017 | Increase/Decrease |
| Assets | 85.4 | 87.7 | +2.3 |
| Current assets | 56.2 | 59.1 | +2.9 |
| Cash and deposits | 16.8 | 18.1 | +1.3 |
| Notes and accounts receivable—trade | 32.0 | 32.9 | +0.9 |
| Non-current assets | 29.2 | 28.6 | (0.6) |
| Property, plant and equipment | 8.7 | 8.2 | (0.5) |
| Intangible assets | 9.9 | 9.2 | (0.7) |
| Investments and other assets | 10.6 | 11.1 | +0.6 |
| Liabilities | 58.6 | 61.3 | +2.6 |
| Current liabilities | 45.2 | 45.7 | +0.5 |
| Accounts payable | 5.0 | 3.0 | (2.0) |
| Short-term loans payable | 4.9 | 9.2 | +4.3 |
| Accrued income taxes | 1.6 | 0.8 | (0.8) |
| Provision for bonuses | 3.2 | 2.2 | (1.0) |
| Other | 17.5 | 17.3 | (0.2) |
| Non-current liabilities | 13.4 | 15.6 | +2.2 |
| Long-term loans payable | 8.8 | 11.0 | +2.2 |
| Net assets | 26.7 | 26.4 | (0.3) |
| Shareholders' equity | 19.2 | 17.8 | (1.4) |
| Valuation and translation adjustments | (0.2) | 0.3 | +0.5 |
| Non-controlling interests | 7.8 | 8.3 | +0.6 |
| Equity stock ratio | 22.2% | 20.6% | (1.6)pt |

Major Item of Increase/Decrease

[Cash and deposits]

| | |
|---|----------------|
| Increase in loans payable | ¥6.4 billion |
| Increase in Accounts receivable-trade | ¥(0.9) billion |
| Provision for income taxes and accounts payable payment | ¥(2.8) billion |
| Cash dividends paid | ¥(1.1) billion |

[Current liabilities]

Short-term loans payable ¥4.3 billion

[Non-current liabilities]

Long-term loans payable ¥2.2 billion

[Retained earnings]

| | |
|---------------------------------------|----------------|
| Loss attributable to owners of parent | ¥(0.9) billion |
| Cash dividends paid | ¥(0.4) billion |

[Non-controlling interests]

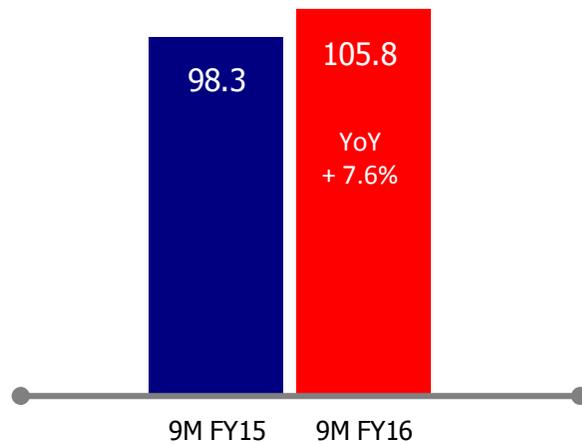
| | |
|---|----------------|
| Non-controlling interests and others in Benefit One | ¥1.3 billion |
| Cash dividends paid at Benefit One | ¥(0.6) billion |

Segment information

Expert Services (Temporary staffing)

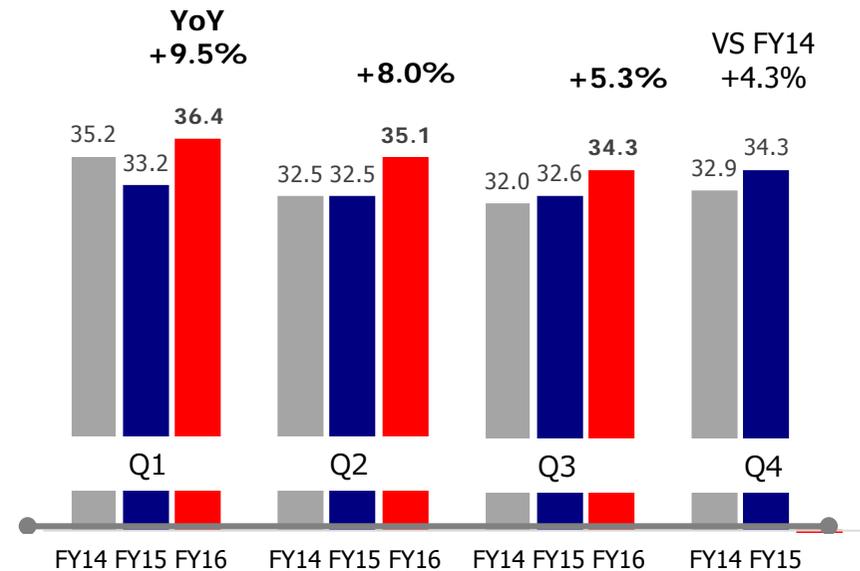
Net Sales

(Billions of yen)



Sales Trends

(Billions of yen)



Business Conditions

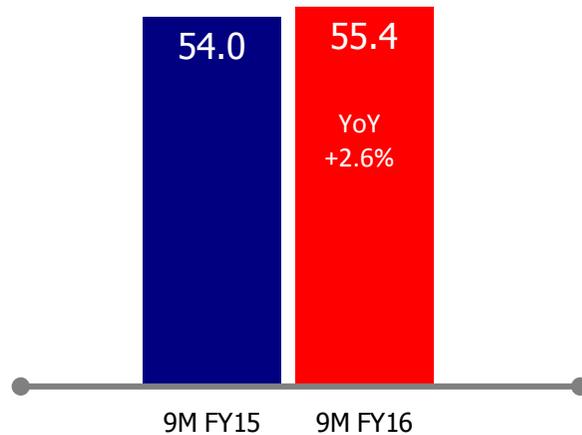
- **9M result**
- Demand increased with greater utilization of temporary staffing as one of the measures in the government's work style reform.
- Pasona OGXA Inc., acquired through M&A, contributed to earnings with the liberalization of the energy market.

Some subsidiaries combined five-month results in Q1 FY2014 following the change of their fiscal year end from March 31 to May 31.

In sourcing (Contracting)

Net Sales

(Billions of yen)

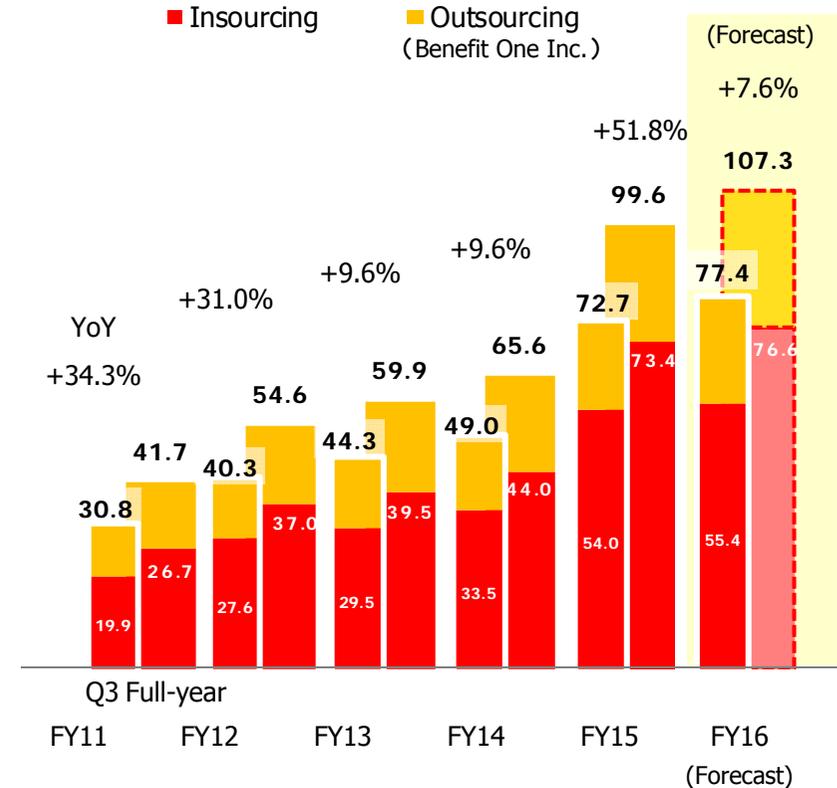


Business Conditions

- **9M result**
- Demand from contact centers increased with liberalization of the energy industry.
- Utilization for public affairs work was positive on widespread adoption of government one-stop service counters.
- Change in the fiscal period during the previous fiscal year had an impact, but growth was steady.

BPO Sales

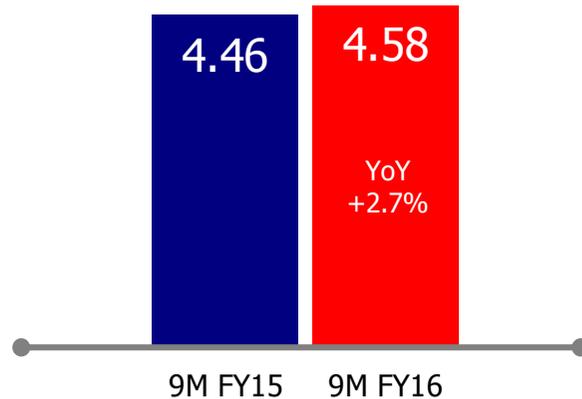
(Billions of yen)



Global Sourcing (Overseas)

Net Sales

(Billions of yen)



Business Conditions

● 9M result

- Indonesian firm PT. Dutagriya Sarana (DGS) made a significant contribution to higher revenue in temporary staffing.
- Caplan Thailand, which began operations in September 2016, achieved steady growth on firm demand for training in Japanese-style hospitality ("omotenashi") in ASEAN countries.
- Overseas subsidiaries are deepening ties with Japanese sales teams to offer one-stop solutions.

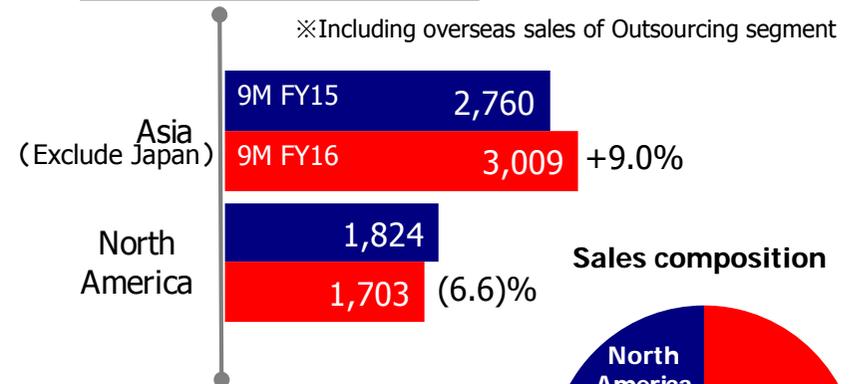
Sales by Business Segment

(Millions of yen)

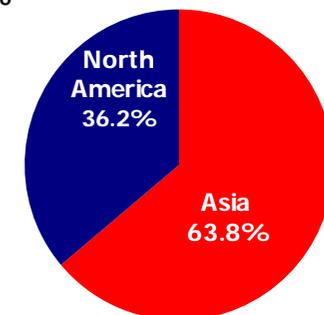
| | 9M FY15 | 9M FY16 | YoY |
|-------------------------------|--------------|--------------|-------------|
| Temporary Staffing | 1,693 | 1,995 | 17.8% |
| Placement / Recruiting | 1,521 | 1,249 | (17.9)% |
| Contracting (Payroll, others) | 852 | 826 | (3.0)% |
| Others | 387 | 505 | 30.2% |
| Total | 4,455 | 4,577 | 2.7% |

Sales by Region

(Millions of yen)

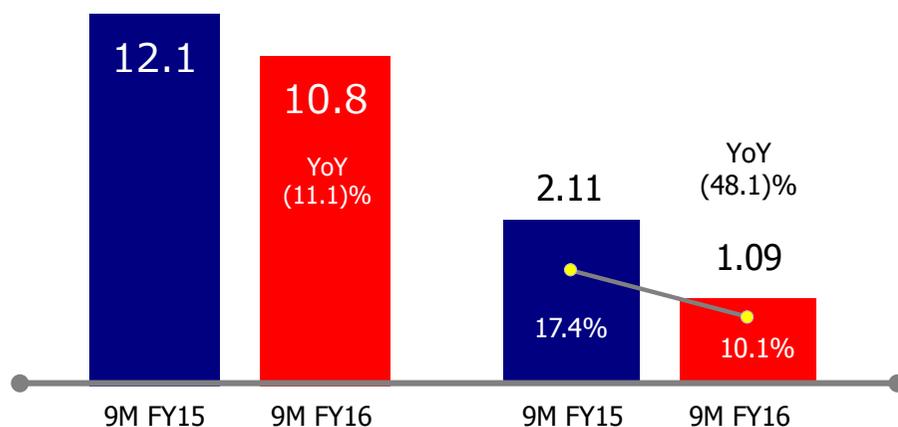


Sales composition



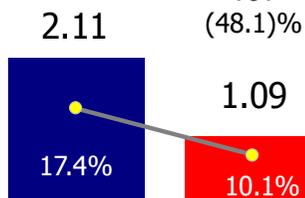
Career Solutions (Placement/Recruiting, Outplacement)

Net Sales

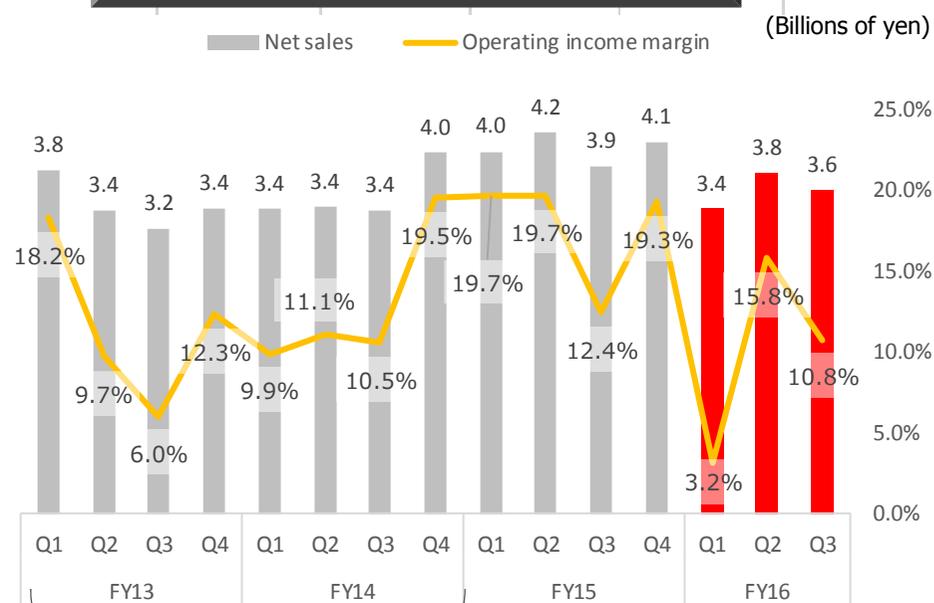


Operating Income, Operating Income Margin

(Billions of yen)



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



※FY2013-2014 are reference figure before change of segment classification.

Business Conditions

Placement / Recruiting

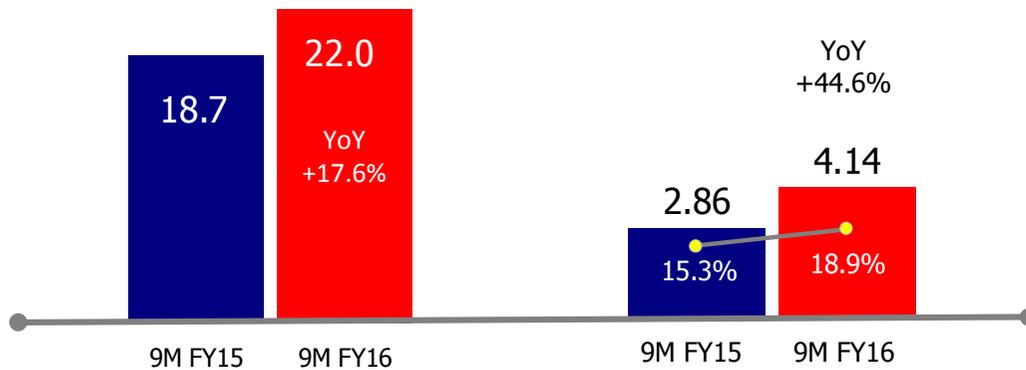
- 9M result
- Signed contracts increased amid high volume of job openings, centered on accounting and other management departments, and female managerial candidates.
- Productivity temporarily dipped with the introduction of a backbone system in Q1, but growth has recovered from 2Q.

Outplacement

- 9M result
- Tough business conditions persisted as a result of economic recovery and signs of labor shortages.
- Despite market contraction, we worked to increase the order receipt ratio and provide quicker definitive turnaround in placements with a finely tuned sales structure, and carefully control costs.

Outsourcing (Benefit One Inc.)

Net Sales



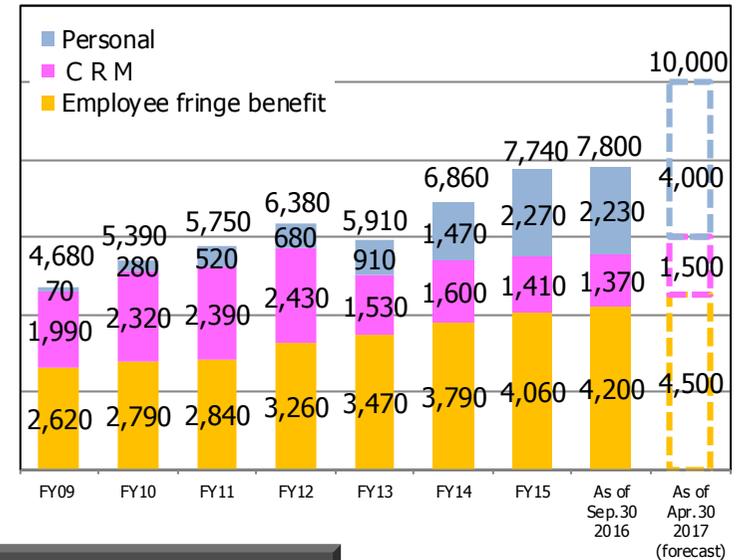
Operating Income, Operating Income Margin

(Billions of yen)



Benefit One Membership

(Thousands people)

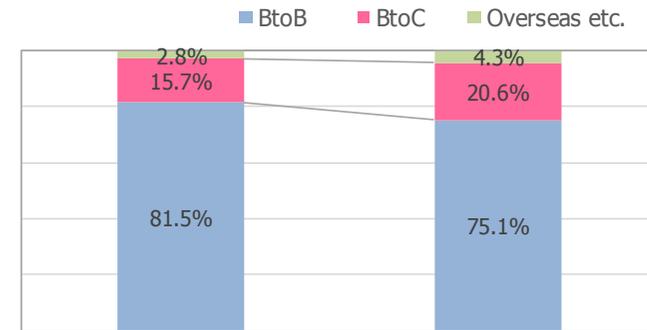


Business Conditions

●9M result

- In the mainstay employee fringe benefit business, a focus on developing business SMEs resulted in favorable performance.
- In the Healthcare Business, orders increased for medical checkup services, guidance on specified insurance, and stress checks.

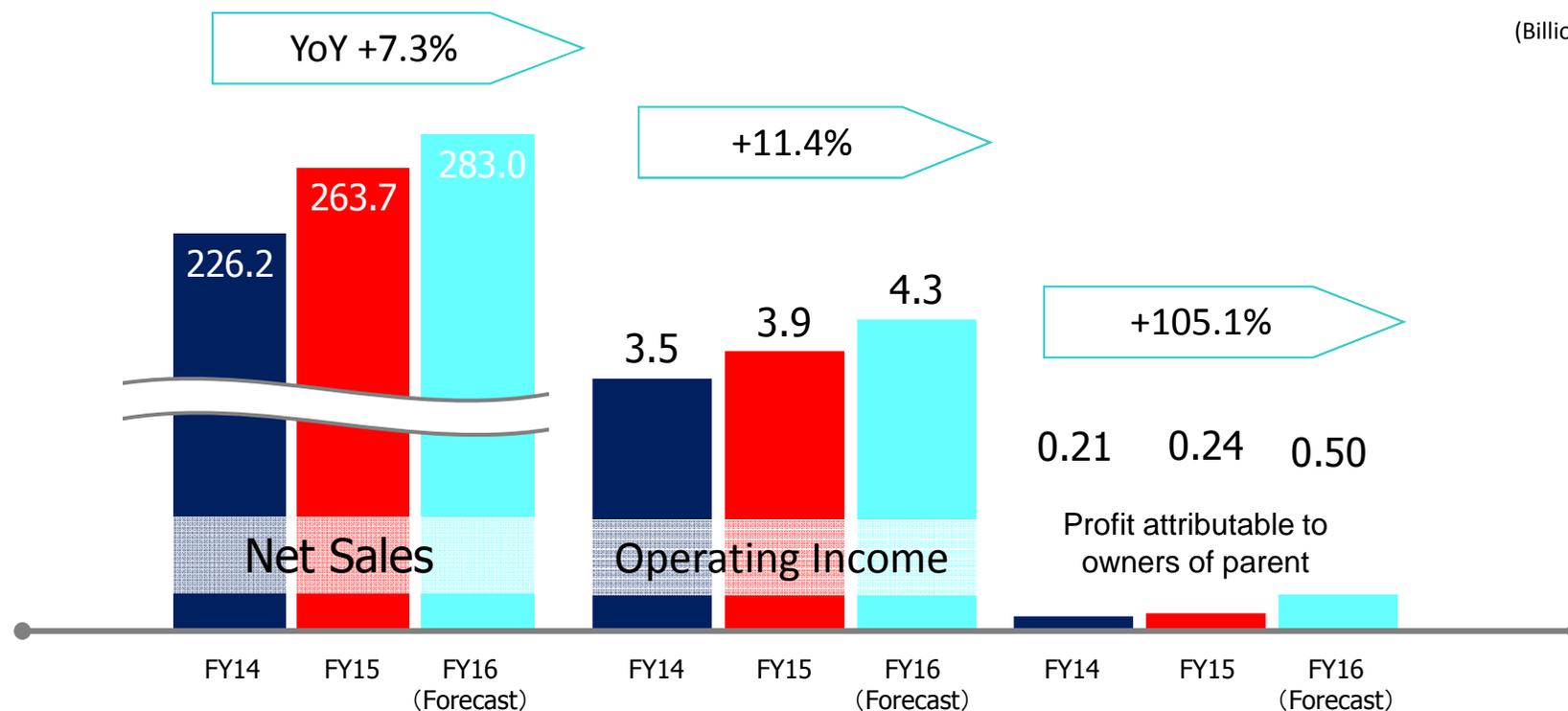
Sales Composition



B to B ...The employee fringe benefit business , Incentive , Healthcare , BTM , Cost down
 B to C ... Personal , CRM , Inbound

FY2016 Consolidated Forecasts

(Billions of yen)



| (Millions of yen) | FY14 | to net sales % | FY15 | to net sales % | FY16 Forecast | to net sales % | vs FY15 Increase/Decrease | YoY |
|---|---------|----------------|---------|----------------|---------------|----------------|---------------------------|---------|
| Net sales | 226,227 | 100.0 | 263,728 | 100.0 | 283,000 | 100.0 | +19,271 | +7.3% |
| Cost of sales | 180,355 | 79.7 | 210,919 | 80.0 | 224,900 | 79.5 | +13,980 | +6.6% |
| Gross profit | 45,871 | 20.3 | 52,808 | 20.0 | 58,100 | 20.5 | +5,291 | +10.0% |
| SG&A expenses | 42,381 | 18.7 | 48,948 | 18.6 | 53,800 | 19.0 | +4,851 | +9.9% |
| Operating income | 3,490 | 1.5 | 3,860 | 1.5 | 4,300 | 1.5 | +439 | +11.4% |
| Ordinary income | 3,343 | 1.5 | 3,855 | 1.5 | 4,200 | 1.5 | +344 | +8.9% |
| Profit attributable to owners of parent | 214 | 0.1 | 243 | 0.1 | 500 | 0.2 | +256 | +105.1% |

FY2016 Consolidated Forecasts by Segment

(Millions of yen)

| Segment | Sales | | | | Operating income (loss) | | | | Operating income margin | | |
|------------------------------------|---------|---------------|---------------------------|-----------|-------------------------|---------------|---------------------------|-----------|-------------------------|---------------|---------------------------|
| | FY15 | FY16 Forecast | VS FY15 Increase/Decrease | VS FY15 % | FY15 | FY16 Forecast | VS FY15 Increase/Decrease | VS FY15 % | FY15 | FY16 Forecast | VS FY15 Increase/Decrease |
| Expert Services | 132,588 | 141,660 | +9,071 | +6.8% | 1,959 | 2,270 | +310 | +15.9% | 0.9% | 1.0% | +0.1%pt |
| Insourcing | 73,417 | 76,580 | +3,162 | +4.3% | | | | | | | |
| HR Consulting, others | 6,044 | 6,770 | +725 | +12.0% | | | | | | | |
| Global Sourcing | 6,180 | 6,870 | +689 | +11.2% | | | | | | | |
| Subtotal | 218,231 | 231,880 | +13,648 | +6.3% | | | | | | | |
| Career Solutions | 16,265 | 16,250 | (15) | (0.1)% | 2,904 | 2,040 | (864) | (29.8)% | 17.9% | 12.6% | (5.3)%pt |
| Outsourcing | 26,229 | 30,670 | +4,440 | +16.9% | 4,276 | 5,250 | +973 | +22.8% | 16.3% | 17.1% | +0.8%pt |
| Life Solutions Public Solutions | 5,618 | 6,370 | +751 | +13.4% | (477) | (160) | +317 | - | - | - | - |
| Eliminations and Corporate | (2,617) | (2,170) | +447 | - | (4,802) | (5,100) | (297) | - | - | - | - |
| Consolidated | 263,728 | 283,000 | +19,271 | +7.3% | 3,860 | 4,300 | +439 | +11.4% | 1.5% | 1.5% | +0.1%pt |

Reference

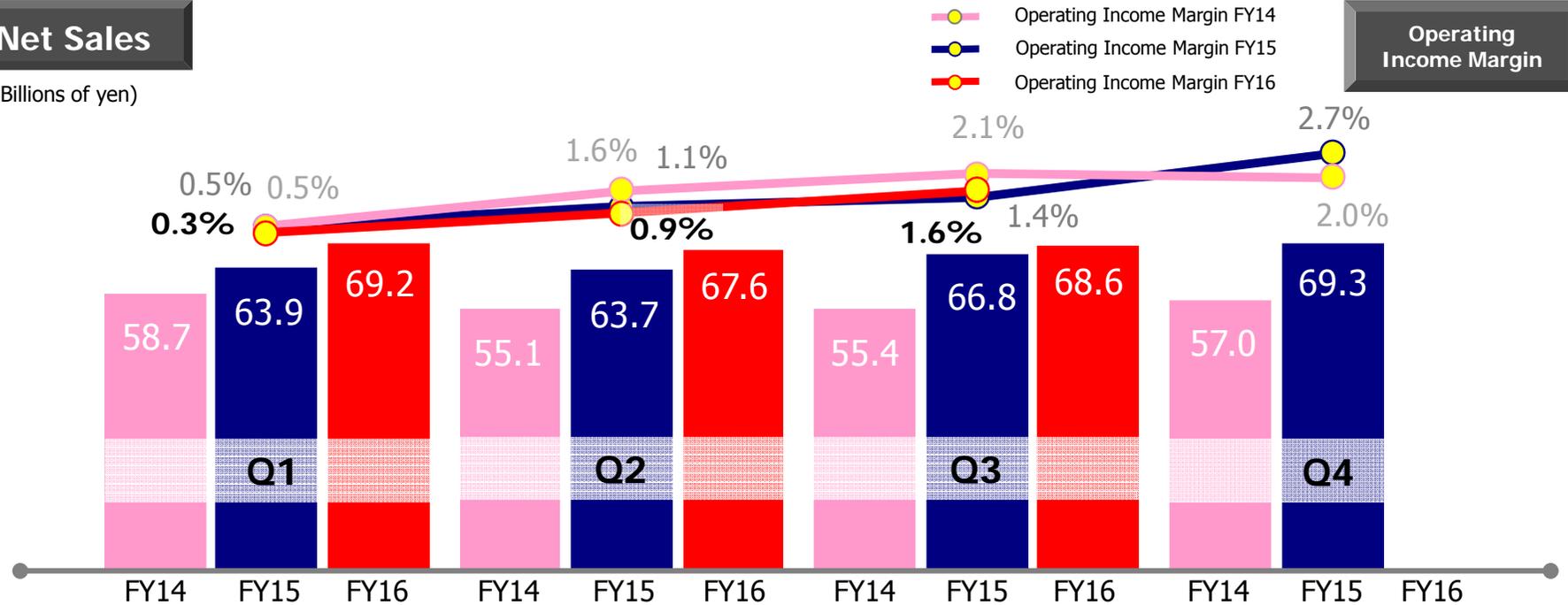


※ Units in billions of yen have been rounded to the nearest first decimal place. Units in millions of yen have been rounded down.

Quarterly Earnings Trends

Net Sales

(Billions of yen)



| | Q1 (June to August) | | | | | Q2 (September to November) | | | | | Q3 (December to February) | | | | | Q4 (March to May) | | |
|--|---------------------|--------|---------|--------|---------|----------------------------|--------|---------|--------|---------|---------------------------|--------|---------|--------|--------|-------------------|--------|---------|
| | FY14 | FY15 | YoY | FY16 | YoY | FY14 | FY15 | YoY | FY16 | YoY | FY14 | FY15 | YoY | FY16 | YoY | FY14 | FY15 | YoY |
| | Consolidated | | | | | | | | | | | | | | | | | |
| Net sales | 58,727 | 63,891 | +8.8% | 69,231 | +8.4% | 55,078 | 63,710 | +15.7% | 67,636 | +6.2% | 55,379 | 66,827 | +20.7% | 68,613 | +2.7% | 57,042 | 69,297 | +21.5% |
| Gross profit | 11,450 | 13,412 | +17.1% | 13,372 | (0.3)pt | 11,010 | 12,023 | +9.2% | 13,628 | +13.3% | 11,319 | 13,041 | +15.2% | 13,529 | +3.7% | 12,090 | 14,331 | +18.5% |
| SG&A expenses | 11,130 | 13,061 | +17.4% | 13,156 | +0.7% | 10,135 | 11,300 | +11.5% | 13,048 | +15.5% | 10,180 | 12,111 | +19.0% | 12,446 | +2.8% | 10,934 | 12,473 | +14.1% |
| Operating income | 320 | 350 | +9.5% | 215 | (38.5)% | 875 | 722 | (17.5)% | 579 | (19.8)% | 1,139 | 929 | (18.4)% | 1,083 | +16.5% | 1,155 | 1,857 | +60.8% |
| Ordinary income | 286 | 256 | (10.2)% | 174 | (32.1)% | 832 | 720 | (13.5)% | 585 | (18.8)% | 1,132 | 956 | (15.6)% | 1,039 | +8.7% | 1,092 | 1,921 | +76.0% |
| Profit (Loss) attributable to owners of parent | (253) | (323) | - | (539) | - | 97 | (10) | - | (276) | - | 163 | (119) | - | (98) | - | 206 | 697 | +237.6% |
| Gross profit margin | 19.5% | 21.0% | +1.5pt | 19.3% | (1.7)pt | 20.0% | 18.9% | (1.1)pt | 20.1% | +1.2pt | 20.4% | 19.5% | (0.9)pt | 19.7% | +0.2pt | 21.2% | 20.7% | (0.5)pt |
| SG&A expense ratio | 19.0% | 20.4% | +1.4pt | 19.0% | (1.4)pt | 18.4% | 17.7% | (0.7)pt | 19.3% | +1.6pt | 18.4% | 18.1% | (0.3)pt | 18.1% | +0.0pt | 19.2% | 18.0% | (1.2)pt |
| Operating income margin | 0.5% | 0.5% | +0.0pt | 0.3% | (0.2)pt | 1.6% | 1.1% | (0.5)pt | 0.9% | (0.2)pt | 2.1% | 1.4% | (0.7)pt | 1.6% | +0.2pt | 2.0% | 2.7% | +0.7pt |
| Ordinary income margin | 0.5% | 0.4% | (0.1)pt | 0.3% | (0.1)pt | 1.5% | 1.1% | (0.4)pt | 0.9% | (0.2)pt | 2.0% | 1.4% | (0.6)pt | 1.5% | +0.1pt | 1.9% | 2.8% | +0.9pt |
| Profit attributable to owners of parent margin | - | - | - | - | - | 0.2% | - | - | - | - | 0.3% | - | - | - | - | 0.4% | 1.0% | +0.6pt |

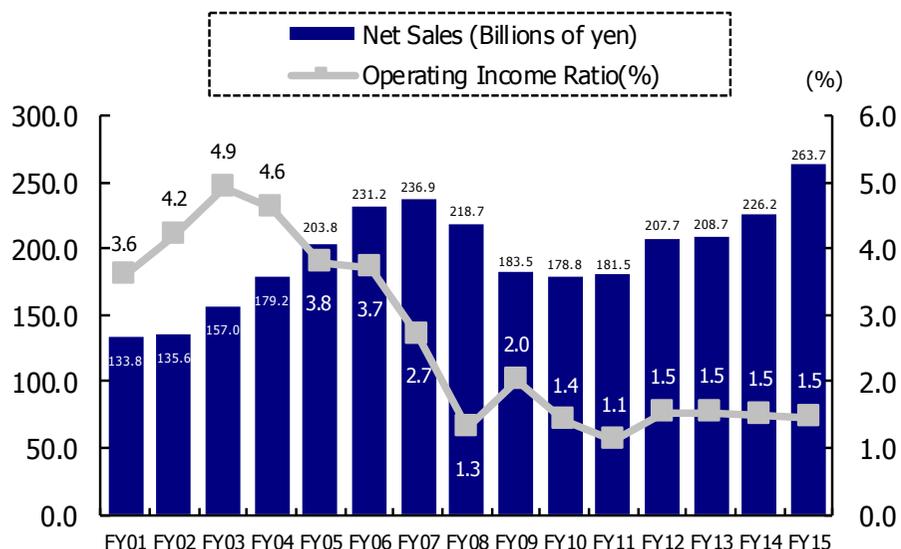
Quarterly Earnings Trends by Segment

(Millions of yen)

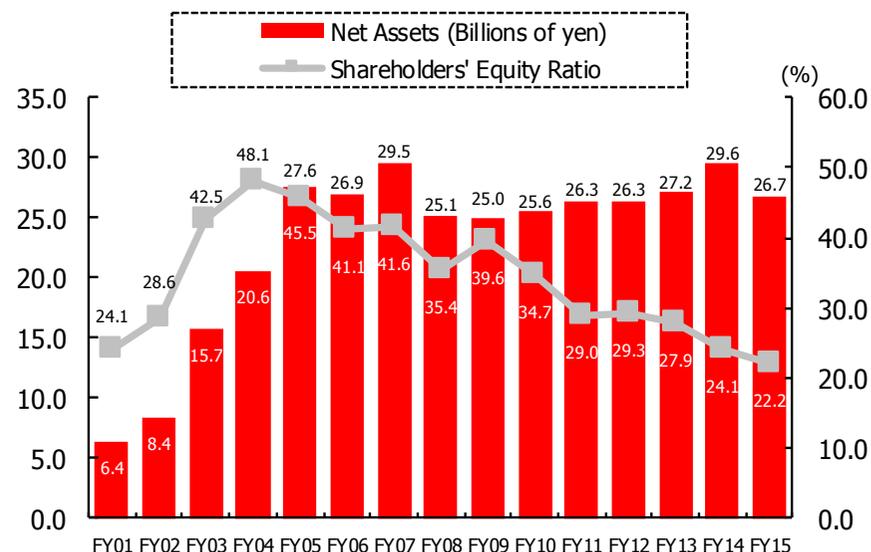
| Segment | Sales | | | | | | | | Operating income (loss) | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|--------|-------------------------|---------|---------|---------|---------|---------|---------|---------|
| | Q1 FY15 | Q2 FY15 | Q3 FY15 | Q4 FY15 | Q1 FY16 | Q2 FY16 | Q3 FY16 | YoY | Q1 FY15 | Q2 FY15 | Q3 FY15 | Q4 FY15 | Q1 FY16 | Q2 FY16 | Q3 FY16 | YoY |
| Expert Services (Temporary Staffing) | 33,221 | 32,487 | 32,562 | 34,317 | 36,378 | 35,090 | 34,298 | 5.3% | | | | | | | | |
| Insourcing (Contracting) | 16,925 | 17,450 | 19,620 | 19,421 | 18,174 | 17,908 | 19,338 | (1.4)% | | | | | | | | |
| HR Consulting, others | 1,504 | 1,420 | 1,698 | 1,421 | 1,541 | 1,376 | 1,666 | (1.9)% | 325 | 430 | 330 | 872 | 380 | 56 | 397 | 20.1% |
| Global Sourcing (Overseas) | 1,420 | 1,389 | 1,645 | 1,725 | 1,536 | 1,530 | 1,509 | (8.3)% | | | | | | | | |
| Subtotal | 53,070 | 52,747 | 55,527 | 56,885 | 57,631 | 55,905 | 56,813 | 2.3% | | | | | | | | |
| Career Solutions (Placement/Recruiting, Outplacement) | 4,032 | 4,235 | 3,865 | 4,132 | 3,386 | 3,791 | 3,607 | (6.7)% | 794 | 834 | 479 | 796 | 107 | 597 | 388 | (19.0)% |
| Outsourcing | 5,971 | 5,981 | 6,719 | 7,557 | 7,478 | 7,066 | 7,408 | 10.2% | 641 | 840 | 1,382 | 1,412 | 1,134 | 1,348 | 1,659 | 20.0% |
| Life Solutions Public Solutions | 1,342 | 1,392 | 1,377 | 1,505 | 1,508 | 1,598 | 1,555 | 12.9% | (192) | (164) | (116) | (5) | (100) | (61) | (50) | - |
| Eliminations and Corporate | (524) | (646) | (662) | (783) | (773) | (726) | (772) | - | (1,218) | (1,218) | (1,146) | (1,218) | (1,305) | (1,361) | (1,311) | - |
| Total | 63,891 | 63,710 | 66,827 | 69,297 | 69,231 | 67,636 | 68,613 | 2.7% | 350 | 722 | 929 | 1,857 | 215 | 579 | 1,083 | 16.5% |

Full-Year Key Indicators

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



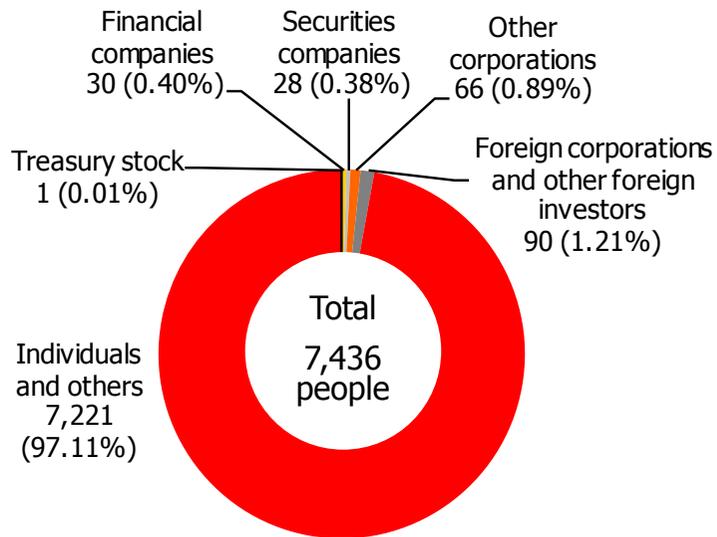
Results

| Key Indicators | '02/05 | '03/05 | '04/05 | '05/05 | '06/05 | '07/05 | '08/05 | '09/05 | '10/05 | '11/05 | '12/05 | '13/05 | '14/05 | '15/05 | '16/05 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net Sales | 133,822 | 135,625 | 156,979 | 179,156 | 203,815 | 231,231 | 236,945 | 218,699 | 183,515 | 178,806 | 181,498 | 207,685 | 208,660 | 226,227 | 263,728 |
| Gross Profit Margin | 18.2% | 19.7% | 20.9% | 20.8% | 20.2% | 20.3% | 20.8% | 19.9% | 20.0% | 18.8% | 18.6% | 19.3% | 19.3% | 20.3% | 20.0% |
| SG&A Expenses | 19,557 | 21,058 | 25,104 | 28,992 | 33,491 | 38,542 | 42,925 | 40,735 | 33,070 | 31,125 | 31,840 | 36,898 | 37,029 | 42,381 | 48,948 |
| SG&A Expense Ratio | 14.6% | 15.5% | 16.0% | 16.2% | 16.4% | 16.6% | 18.1% | 18.6% | 18.0% | 17.4% | 17.5% | 17.8% | 17.7% | 18.7% | 18.6% |
| Operating Income | 4,786 | 5,687 | 7,648 | 8,238 | 7,745 | 8,507 | 6,444 | 2,850 | 3,660 | 2,432 | 1,964 | 3,176 | 3,210 | 3,490 | 3,860 |
| Operating Income Ratio | 3.6% | 4.2% | 4.9% | 4.6% | 3.8% | 3.7% | 2.7% | 1.3% | 2.0% | 1.4% | 1.1% | 1.5% | 1.5% | 1.5% | 1.5% |
| Ordinary Income | 4,222 | 5,373 | 7,329 | 8,289 | 7,844 | 8,807 | 6,637 | 3,361 | 4,044 | 2,571 | 2,091 | 3,187 | 3,135 | 3,343 | 3,855 |
| Ordinary Income Ratio | 3.2% | 4.0% | 4.7% | 4.6% | 3.8% | 3.8% | 2.8% | 1.5% | 2.2% | 1.4% | 1.2% | 1.5% | 1.5% | 1.5% | 1.5% |
| Net Income | 1,974 | 2,027 | 3,647 | 4,363 | 3,588 | 4,198 | 2,962 | 312 | 204 | 412 | 29 | 610 | 526 | 214 | 243 |
| Net Income Ratio | 1.5% | 1.5% | 2.3% | 2.4% | 1.8% | 1.8% | 1.3% | 0.1% | 0.1% | 0.2% | 0.0% | 0.3% | 0.3% | 0.1% | 0.1% |
| Total Assets | 26,526 | 29,425 | 37,004 | 42,884 | 51,931 | 54,425 | 58,513 | 55,468 | 52,269 | 60,564 | 70,889 | 71,276 | 75,615 | 88,641 | 85,356 |
| Net Assets *1 | 6,388 | 8,418 | 15,732 | 20,644 | 27,634 | 26,904 | 29,468 | 25,148 | 24,979 | 25,642 | 26,295 | 26,253 | 27,181 | 29,620 | 26,735 |
| Shareholders' Equity Ratio *2 | 24.1% | 28.6% | 42.5% | 48.1% | 45.5% | 41.1% | 41.6% | 35.4% | 39.6% | 34.7% | 29.0% | 29.3% | 27.9% | 24.1% | 22.2% |
| Current Ratio | 121.6% | 122.3% | 160.2% | 182.8% | 170.8% | 152.1% | 154.2% | 129.6% | 163.3% | 175.2% | 154.7% | 141.8% | 131.3% | 125.6% | 124.3% |
| Number of Employees (exclude contract workers) | 1,537 | 1,687 | 1,979 | 2,204 | 2,608 | 3,126 | 3,647 | 3,671 | 3,643 | 3,956 | 4,452 | 4,778 | 5,022 | 6,584 | 7,144 |

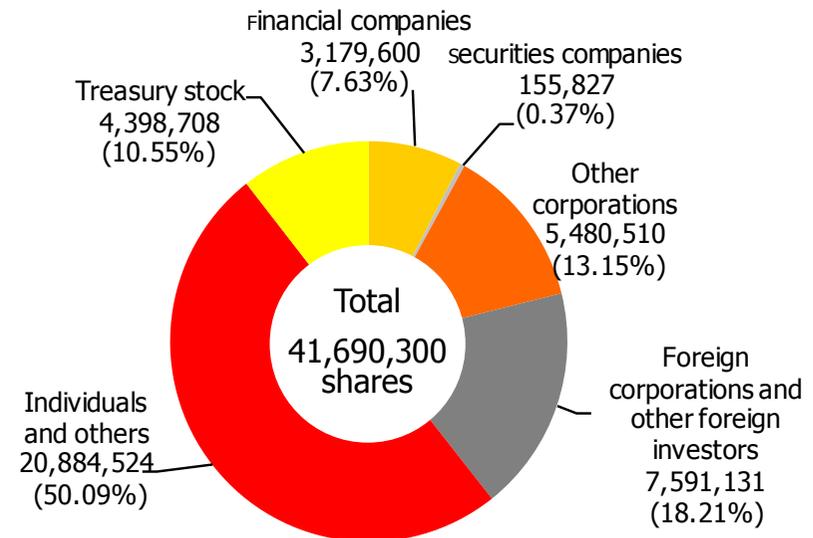
- Notes: 1. Presentation of shareholders' equity amended to a net assets basis in line with changes to accounting standards and policies. Minority interests included in presentation of net assets since the fiscal year ended May 31, 2006.
 2. Despite changes in calculation methods for net assets following the introduction of changes to accounting standards and policies, the shareholders' equity ratio since the fiscal year ended May 31, 2006 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. Profit attributable to owners of parent for FY15 is equal to net income for FY01-14.

Stock Information (As of Nov. 30, 2016)

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% |
| Pasona Group Inc. | 4,398,708 | 10.55% |
| Nambu Enterprise Inc. | 3,737,800 | 8.97% |
| Goldman Sachs International | 1,870,092 | 4.49% |
| BNYM TREATY DTT 10 | 1,605,800 | 3.85% |
| Credit Suisse AG Hong Kong Trust A/C Client | 1,227,000 | 2.94% |
| State Street Bank and Trust Company 505004 | 809,700 | 1.94% |
| Pasona Group Employees' Shareholding Association | 712,500 | 1.71% |
| Gratitude Inc. | 592,200 | 1.42% |
| The Master Trust Bank of Japan, Ltd (Trust Account) | 508,600 | 1.22% |

The Company's treasury stock (4,398,708 shares, 10.55% of total issued shares) ranked second. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.

Group Companies (by segment)

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

| | | |
|---|---|---------|
| Pasona Inc. | KIS Co.,Ltd. | |
| Pasona Tech, Inc. | CAPLAN Corporation | |
| Pasona Okayama Inc. | YASKAWA BUSINESS STAFF CORPORATION | |
| PASONA LOGICOM Inc. | Bewith, Inc. | |
| Pasona Marketing, Inc. | Asahi Beer Communications Co, Ltd. | |
| Pasona Agri-Partners Inc. | Pasona Panasonic Business Service Co., Ltd. | |
| ECOLOVE Inc. | e-Staffing Co., Ltd.* | |
| Nihon Employment Creation Organization Inc. | | |
| Pasona Tech Systems Inc. | Pasona OGXA Inc. | |
| Shin nihon kogyo Co.,Ltd. | Pasona Knowledge Partner Inc. | |
| Pasona Tquila Inc. | Smart Style CO., Ltd. | 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 | |
| Pasona Education Co. Limited | PT. Dutagriya Sarana | |
| MGR Consulting Co., Ltd. | CAPLAN (Thailand) Co., Ltd. | |
| Pasona Human Resources (Shanghai) Co., Ltd. | | |
| Pasona HR Consulting Recruitment (Thailand) Co., Ltd. | | |
| Pasona Tech Vietnam Co., Ltd. | | |
| Pasona HR Malaysia Sdn. Bhd. | | Other |

Career Solutions

| | | |
|-------------|---------------------|-------|
| Pasona Inc. | Pasona Fortune Inc. | Other |
|-------------|---------------------|-------|

Outsourcing

| | | |
|------------------------------|-----------------------------------|---------|
| Benefit One Inc. | Benefit One (Thailand) Co., Ltd. | |
| Benefit one Health care Inc. | PT. BENEFIT ONE INDONESIA | |
| Benefit One Solutions Inc. | Benefit One Deutschland GmbH | |
| Benefit One Payroll Inc. | Chunghwa Benefit One Co., Ltd.* | |
| Benefit One Asia Pte. Ltd. | REWARDZ PRIVATE LIMITED | |
| Benefit One Shanghai Inc. | National Examination Center Inc.* | |
| Benefit One USA, Inc. | | Other * |

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 61
- Equity-method affiliates 5*

(As of Feb. 28, 2017)

Corporate Data

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 2-6-4 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 | 8,550 (Consolidated, including contract workers) (As of May 31, 2016) | |
| Consolidated Group Companies | Subsidiaries 61 , Affiliates 5 | |
| URL | www.pasonagroup.co.jp/english/ | |

(As of Feb. 28, 2017)