

Results for the Third Quarter of the Fiscal Year Ending May 31, 2020

9M FY2019 (June 1, 2019 - February 29, 2020)

Pasona Group Inc.

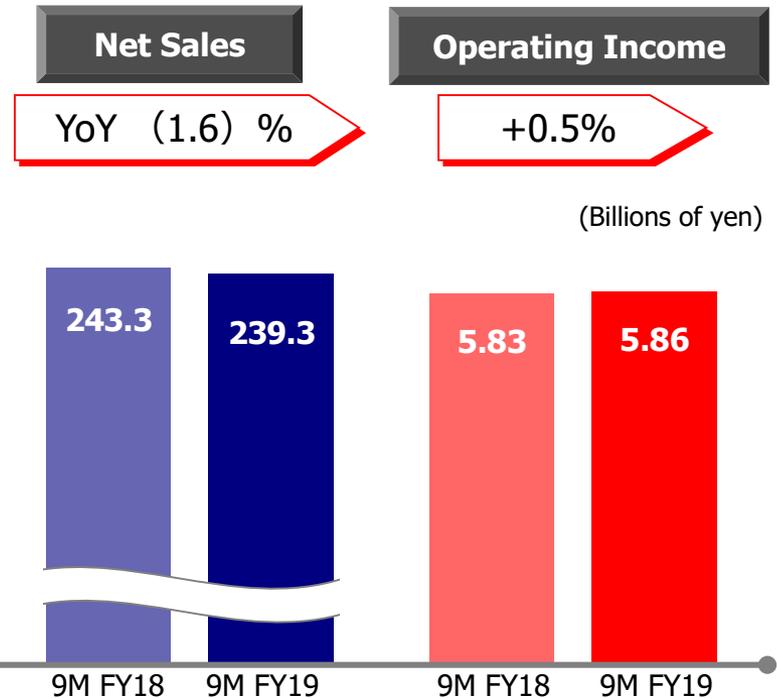
First Section TSE (2168)

April 10, 2020

www.pasonagroup.co.jp/english

Consolidated Results

(Millions of yen)	9M FY18	(%)	9M FY19	(%)	Increase /Decrease
Net sales	243,295	100.0	239,348	100.0	(3,947) (1.6)%
Cost of sales	189,059	77.7	183,717	76.8	(5,341) (2.8)%
Gross profit	54,236	22.3	55,631	23.2	+1,394 +2.6%
SG&A expenses	48,408	19.9	49,774	20.8	+1,366 +2.8%
Operating income	5,827	2.4	5,856	2.4	+28 +0.5%



Major Items of Increase/Decrease

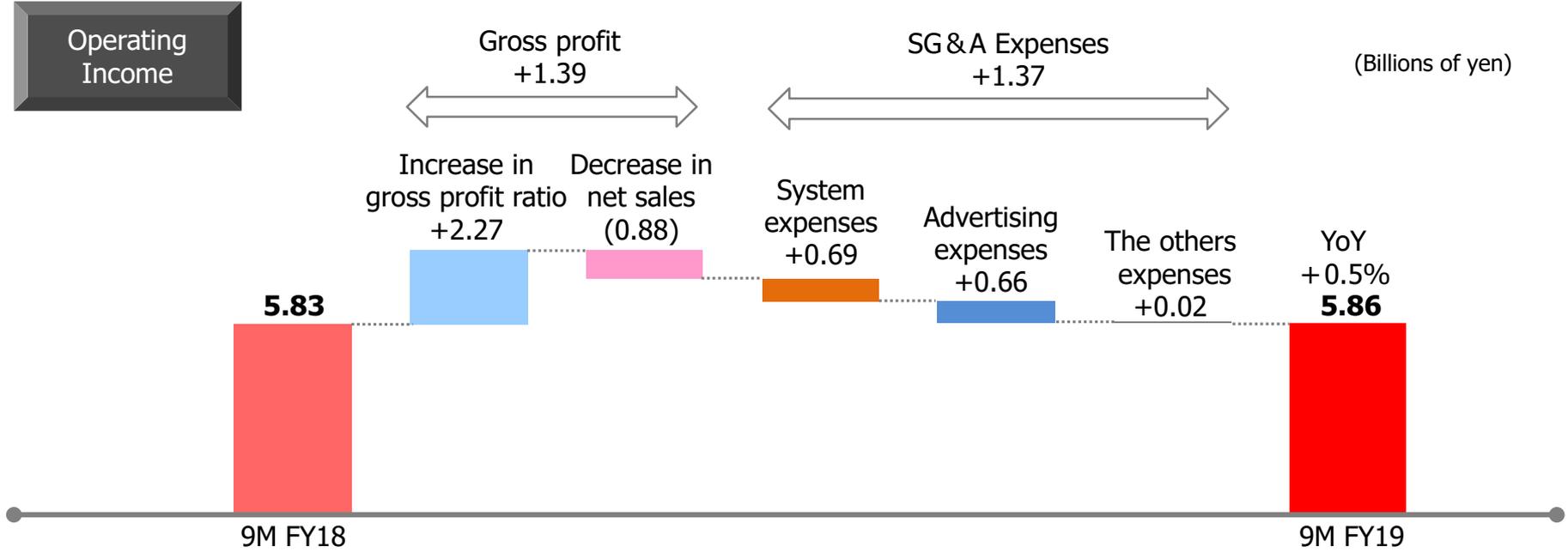
• Net sales

- In the previous fiscal year, 2 months are added due to a change in the accounting period of some subsidiaries.
- Increase of net sales in the BPO services and the Outsourcing.

• Operating income

- Gross profit ratio improved (YoY +0.9pt), but SG&A expenses increased mainly in advertising expenses.

Operating Income



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	9M FY18	9M FY19
Gross Profit ratio	18.8%	18.6%	19.3%	19.3%	20.3%	20.0%	20.2%	21.5%	22.8%	22.3%	23.2%
SG&A ratio	17.4%	17.5%	17.8%	17.7%	18.7%	18.6%	18.6%	19.4%	20.0%	19.9%	20.8%
Operating Income ratio	1.4%	1.1%	1.5%	1.5%	1.5%	1.5%	1.6%	2.1%	2.9%	2.4%	2.4%

Major Item of Increase/Decrease

- **Gross profit ratio** improved in many segments.
- In spite of reducing cost through efficient operation , **SG&A expenses** increased due to event costs related to the Tokyo Olympics·Paralympics and initial costs for regional revitalization projects.

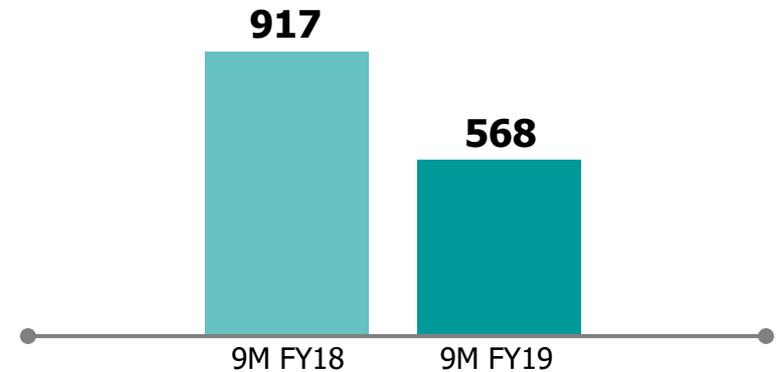
Consolidated Results

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

(Millions of yen)	9M FY18	9M FY19	Increase/ Decrease	YoY
Operating income	5,827	5,856	+28	+0.5%
Non-operating income	815	866	+51	+6.3%
Non-operating expenses	1,025	1,168	+143	+14.0%
Ordinary income	5,618	5,554	(64)	(1.1)%
Extraordinary income	17	4	(12)	(73.9)%
Extraordinary loss	46	507	+461	+994.3%
Income before income taxes	5,589	5,051	(538)	(9.6)%
Income taxes - current	1,560	1,961	+401	+25.7%
Income taxes - deferred	1,183	589	(593)	(50.2)%
Income taxes	2,743	2,551	(192)	(7.0)%
Profit attributable to non-controlling interests	1,928	1,931	+3	+0.2%
Profit attributable to owners of parent	917	568	(349)	(38.1)%

Profit (loss) attributable to owners of parent

(Millions of yen)



Major Item of Increase/Decrease

	(YoY)
<ul style="list-style-type: none"> • Non-operating income / expenses • Commission fee for sales of shares of Benefit One 	¥409million (+¥173million)
<ul style="list-style-type: none"> • Share of loss of entities accounted for using equity method 	¥15million (¥(29)million)
<ul style="list-style-type: none"> • Extraordinary loss • Impairment loss 	¥396million (+¥396million)

Consolidated Results by Segment

(Millions of yen)

Segment		Net sales				Operating income (loss)				Operating income ratio		
		9M FY18	9M FY19	Increase/ Decrease	YoY	9M FY18	9M FY19	Increase/ Decrease	YoY	9M FY18	9M FY19	Increase/ Decrease
①	Expert Services (Temporary Staffing)	120,633	112,532	(8,101)	(6.7)%							
②	BPO Services (Contracting)	70,538	72,229	+1,691	+2.4%	4,023	5,200	+1,176	+29.2%	2.0%	2.7%	+0.7pt
③	HR Consulting , Education & Training , Others.	6,918	6,219	(699)	(10.1)%							
④	Global Sourcing (Overseas)	5,872	5,916	+43	+0.7%	507	260	(246)	(48.7)%	8.6%	4.4%	(4.2)pt
Subtotal		203,963	196,897	(7,065)	(3.5)%	4,531	5,460	+929	+20.5%	2.2%	2.8%	+0.6pt
⑤	Career Solutions (Placement/ Recruiting, Outplacement)	11,022	11,271	+248	+2.3%	2,438	2,340	(97)	(4.0)%	22.1%	20.8%	(1.3)pt
⑥	Outsourcing	25,151	27,062	+1,911	+7.6%	5,392	5,954	+562	+10.4%	21.4%	22.0%	+0.6pt
⑦	Life Solutions	4,129	4,692	+562	+13.6%	131	149	+17	+13.5%	3.2%	3.2%	±0.0pt
⑧	Regional Revitalization Solutions	1,767	2,253	+486	+27.5%	(968)	(1,301)	(333)	-	-	-	-
⑨	Eliminations and Corporate	(2,737)	(2,828)	(90)	-	(5,697)	(6,746)	(1,049)	-	-	-	-
Total		243,295	239,348	(3,947)	(1.6)%	5,827	5,856	+28	+0.5%	2.4%	2.4%	±0.0pt

Balance Sheet

Major Item of Increase/Decrease	(Billions of yen)		
	May 31,2019	Feb 29,2020	Increase/Decrease
Assets	119.5	115.3	(4.2)
Current assets	80.3	75.7	(4.6)
Cash and deposits	32.3	26.9	(5.4)
Notes and accounts receivable-trade	39.4	39.2	(0.2)
Other	8.6	9.6	+1.0
Non-current assets	39.1	39.6	+0.5
Property, plant and equipment	16.7	17.8	+1.0
Intangible assets	8.3	7.6	(0.7)
Investments and other assets	14.2	14.2	+0.1
Liabilities	79.2	73.3	(5.9)
Current liabilities	59.1	55.0	(4.1)
Accounts payable	6.5	3.8	(2.8)
Short-term loans payable	9.4	6.1	(3.3)
Accrued expenses	15.1	15.8	+0.8
Other	28.1	29.3	+1.2
Non-current liabilities	20.1	18.3	(1.8)
Long-term loans payable	12.8	11.1	(1.7)
Net assets	40.3	42.0	+1.7
Shareholders' equity	28.0	31.4	+3.4
Capital surplus	10.3	14.1	+3.8
Retained earnings	14.9	14.8	(0.1)
Treasury stock	(2.2)	(2.4)	(0.2)
Valuation and translation adjustments	0.4	0.6	+0.2
Non-controlling interests	11.9	9.9	(2.0)
Capital adequacy ratio	23.7%	27.8%	+4.0pt

Major Item of Increase/Decrease

【 Cash and deposits 】

Proceeds from selling a portion of shares of Benefit One +¥8.7 billion
 Decrease in loans payable ¥ (5.0) billion
 Purchase of treasury shares of Benefit One ¥ (4.9) billion
 Dividends paid ¥ (2.8) billion

【 Liabilities 】

Decrease in loans payable ¥ (5.0) billion

【 Capital surplus 】

Selling the shares of Benefit One +¥5.7 billion
 Purchasing and cancelling of treasury shares of Benefit One. ¥ (2.4) billion

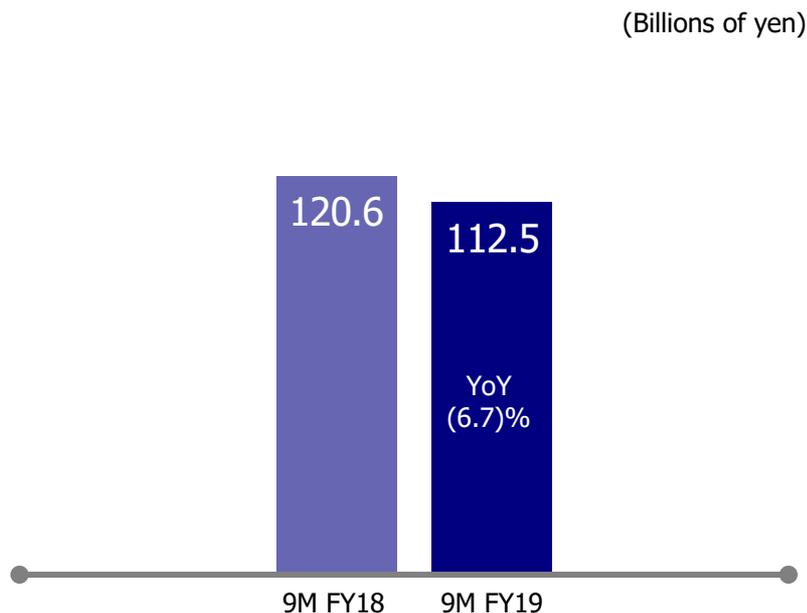
【 Non-controlling interests 】

Benefit One earnings distribution +¥2.0 billion
 Dividends paid by Benefit One ¥ (1.9) billion
 Due to selling a portion of shares of Benefit One and purchasing of treasury shares of Benefit One. ¥ (2.0) billion

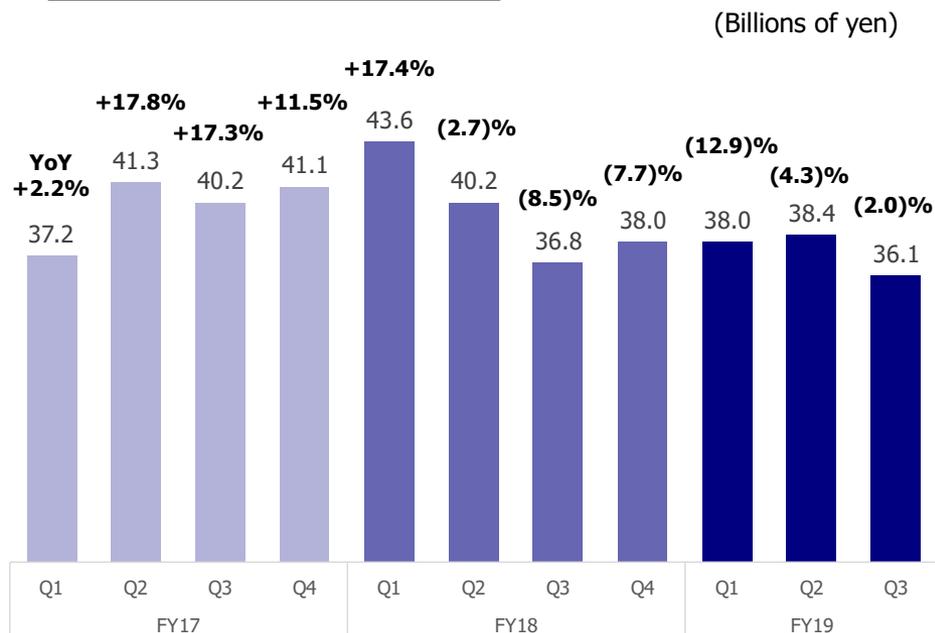
Segment information

Expert Services (Temporary staffing)

Net Sales



Sales Trends



※ Graph figures are reclassified into new segment classifications after FY18.

Business Conditions

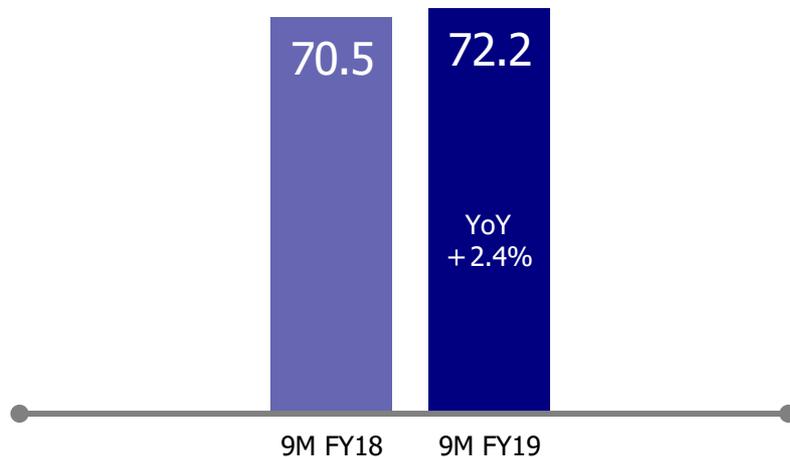
●9M FY19 result

- Excluding the impact of changes in the accounting period of some subsidiaries , year-on-year decrease was 5.2%.
- As a result of promoting the direct employment of temporary staff to dispatched companies in the previous fiscal year , the number of employees started to decrease from the previous fiscal year.
- Obtain general understanding from clients about improving the treatment of dispatched worker for equal pay for equal work.

BPO Services (Contracting) Ex. Insourcing

Net Sales

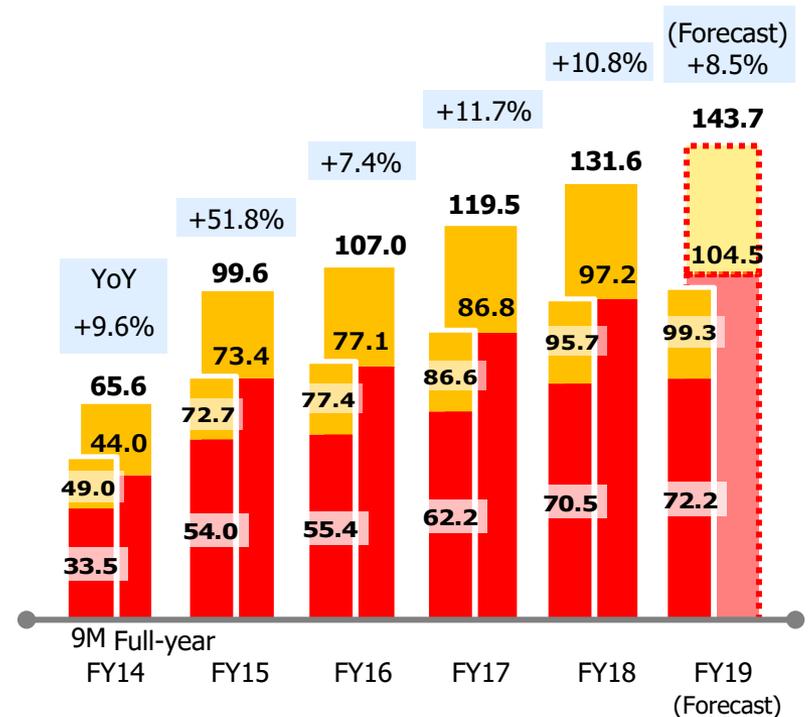
(Billions of yen)



BPO Services , Outsourcing Sales

(Billions of yen)

■ BPO Service (Ex : Insourcing) ■ Outsourcing (Benefit One Inc.)



※ Graph figures are reclassified into new segment classifications after FY18.

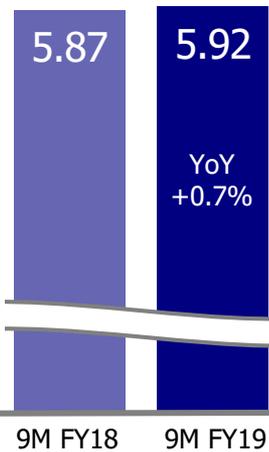
Business Conditions

●9M FY19 result

- Bewith Inc. operating the contact center expanded their sales steadily.
- Enhancement of marketing promotion and increase of personnel , etc., throughout the Group for further business expansion.

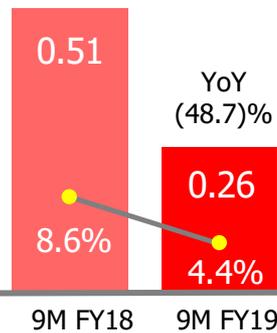
Global Sourcing (Overseas)

Net Sales



Operating Income , Operating Income Ratio

(Billions of yen)



Sales by Business Segment

(Millions of yen)

	9M FY18	9M FY19	YoY
Temporary Staffing	2,928	2,705	(7.6)%
Placement / Recruiting	1,496	1,379	(7.8)%
Contracting (Payroll, others)	977	1,339	+37.1%
Others	470	491	+4.4%
Total	5,872	5,916	+0.7%

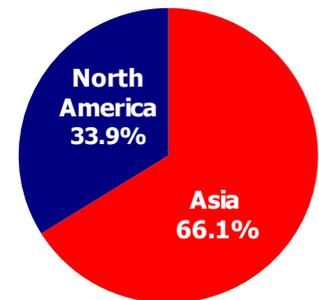
Sales by Region

(Millions of yen)

※ Including overseas outsourcing



Sales composition



Business Conditions

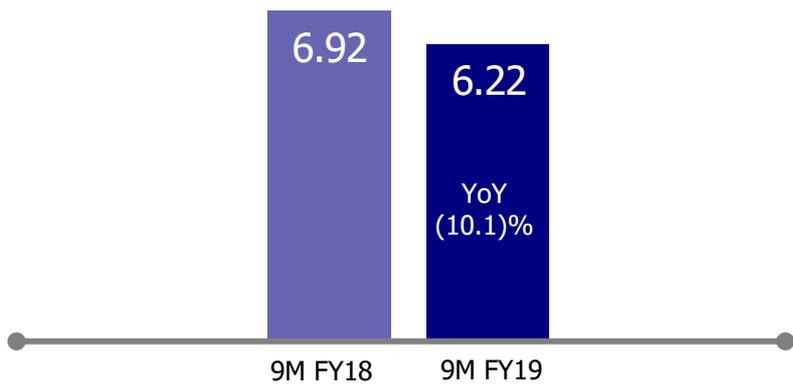
● 9M FY19 result

- Indonesia and Vietnam continue to perform well.
- SG&A expenses increased due to recruitment and training to enhancement.

HR Consulting , etc. / Operating Income by Segments

Net Sales (HR Consulting , Education & Training , Others.)

(Billions of yen)

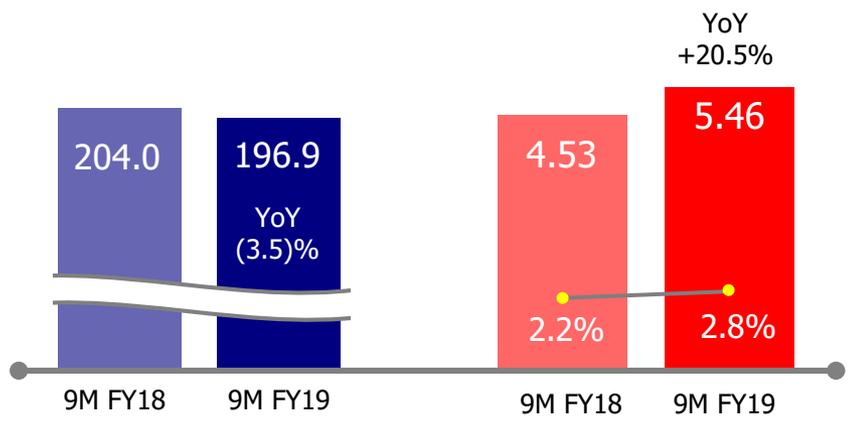


Net Sales(ES~GS)

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

Operating Income , Operating Income Ratio

(Billions of yen)



Business Conditions

●9M FY19 result

- Recruitment fees for direct placement
 - One year has passed since the law went into effect, and the commission for recruitment through direct employment has gone around.

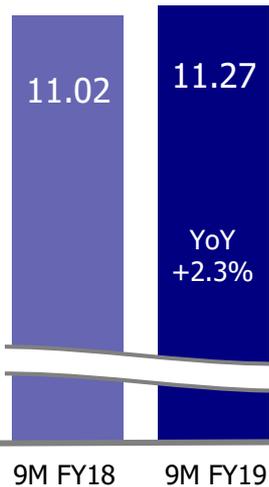
Business Conditions

●9M FY19 result

- Operating income increased due to improvement in gross profit ratio and reduction in SG&A expenses.

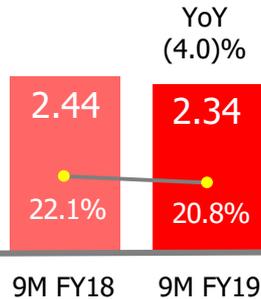
Career Solutions (Placement/Recruiting , Outplacement)

Net Sales



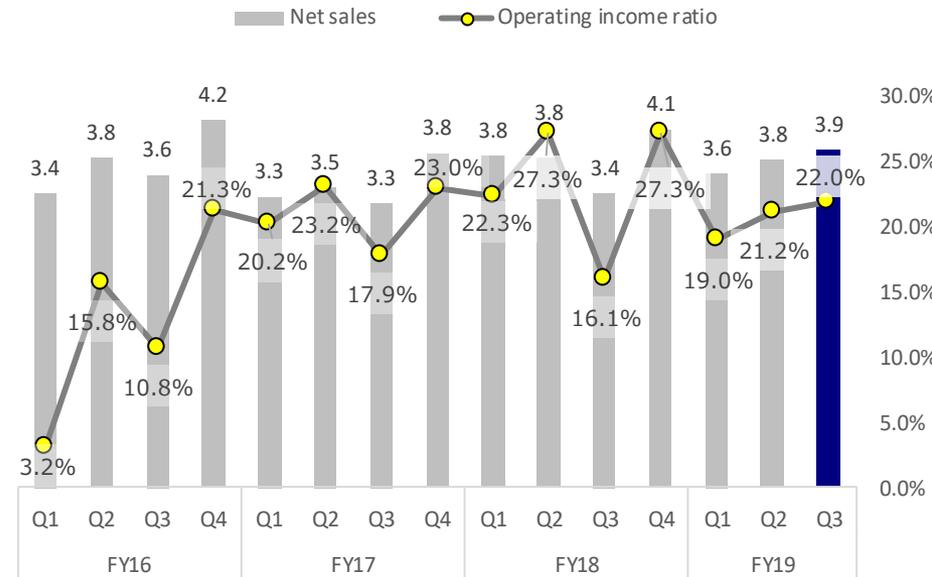
Operating Income , Operating Income Ratio

(Billions of yen)



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

(Billions of yen)



* Graph figures are reclassified into new segment classifications after FY18.

Business Conditions

●9M FY19 result

- In placement / recruiting , Pasona Komon Network Inc. , which was spun off , performed well.
- Pasona placed top overall in Oricon's customer satisfaction ranking for the second consecutive year.
- In outplacement , orders increased year on year , but profits declined due to the impact of the end of large projects in the previous fiscal year.

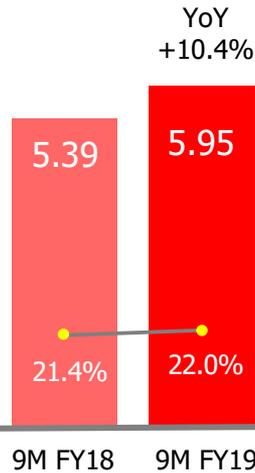
Outsourcing (Benefit One Inc.)

Net Sales



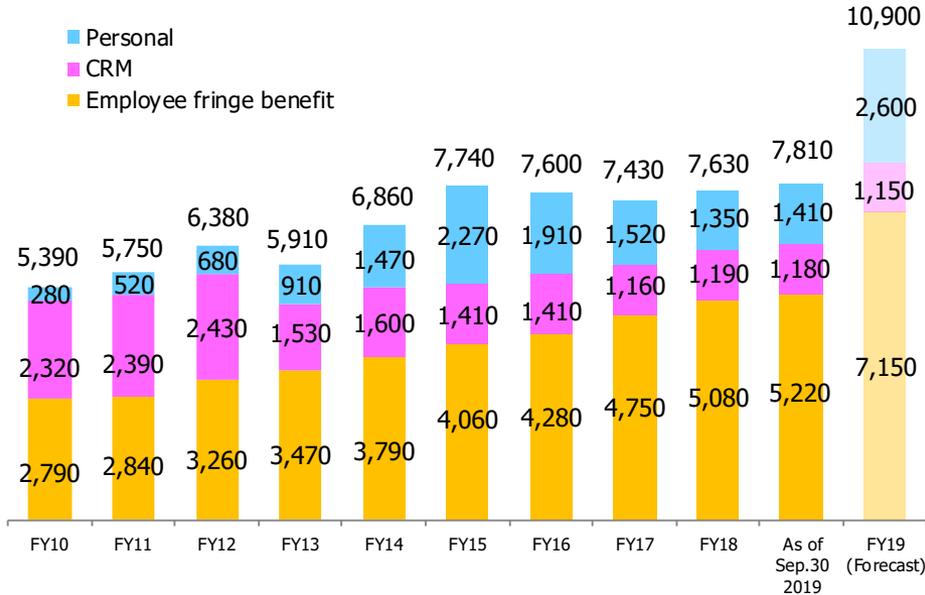
Operating Income , Operating Income Ratio

(Billions of yen)



Benefit One Membership

(Thousands people)



Business Conditions

●9M FY19 result

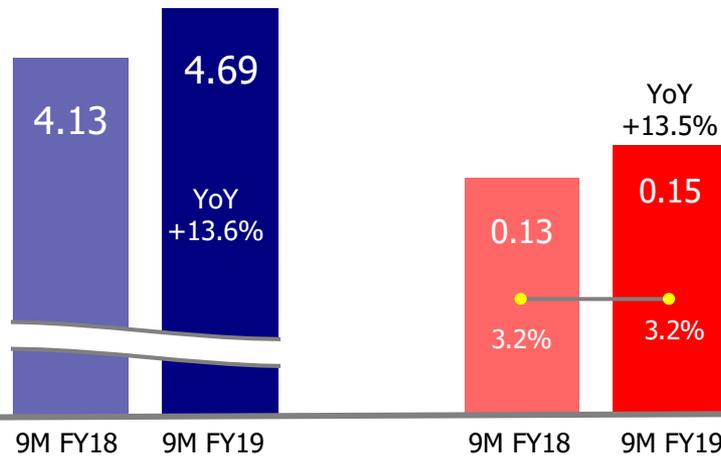
- Benefit and healthcare services are expanding , driven by growing public interest.
- In the personal business , continue to build a foundation for regrowth.

Life Solutions (Childcare , Nursing care)

Net Sales

Operating Income , Operating Income Ratio

(Billions of yen)



Pasona Foster · Pasona Life Care

※ As of Feb.29, 2020

【 The number of facilities (YoY) 】
 · Daycare facilities 47 (YoY +6)
 · After-school children's clubs 40 (YoY +2)

【 The number of facilities (YoY) 】
 · Nursing care facilities 24 (YoY (2))

Business Conditions

● 9M FY19 result

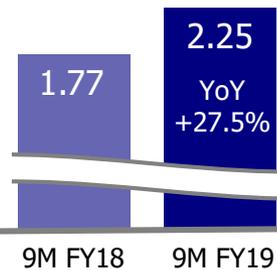
- In the childcare , growth in facilities and projects for child care support.
- In the nursing care , Related services such as housekeeping services , house cleaning , and support services for balancing work and nursing care are expanding.

Regional Revitalization Solutions Ex.Public Solutions

Net Sales

Operating Income

(Billions of yen)



Business Conditions

●9M FY19 result

- Sales increased due to the opening of new facilities and the synergistic effect of each facility. (NARUTO & BORUTO Shinobi-zato , HELLO KITTY SHOW BOX)
- Initial costs of new facilities such as advertising expenses increased.

Tango Kingdom

- Opened the local shop named "Tango TABLE" on "Kyoto nishiki sijou syoutengai" called "kyou no daidokoro". (end of Nov 2019)
- Tango kingdom's home made sausages were awarded by Deutsche Landwirtschafts-Gesellschaft's food competition. (Feb 2020)



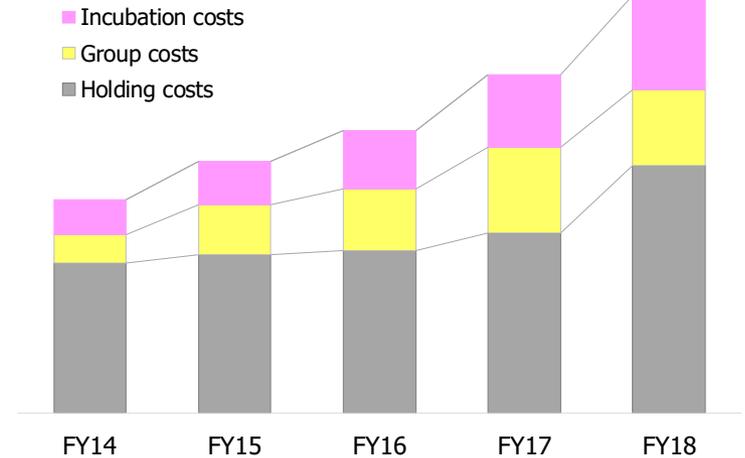
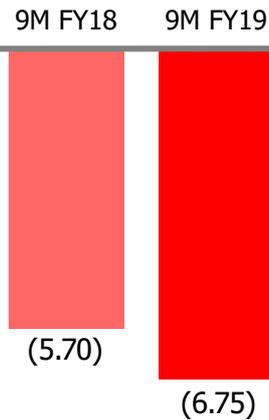
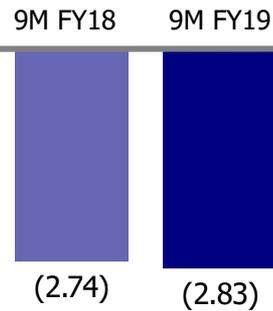
Elimination/Corporate Segment Costs

Net Sales

Operating Income

Costs Trends

(Billions of yen)



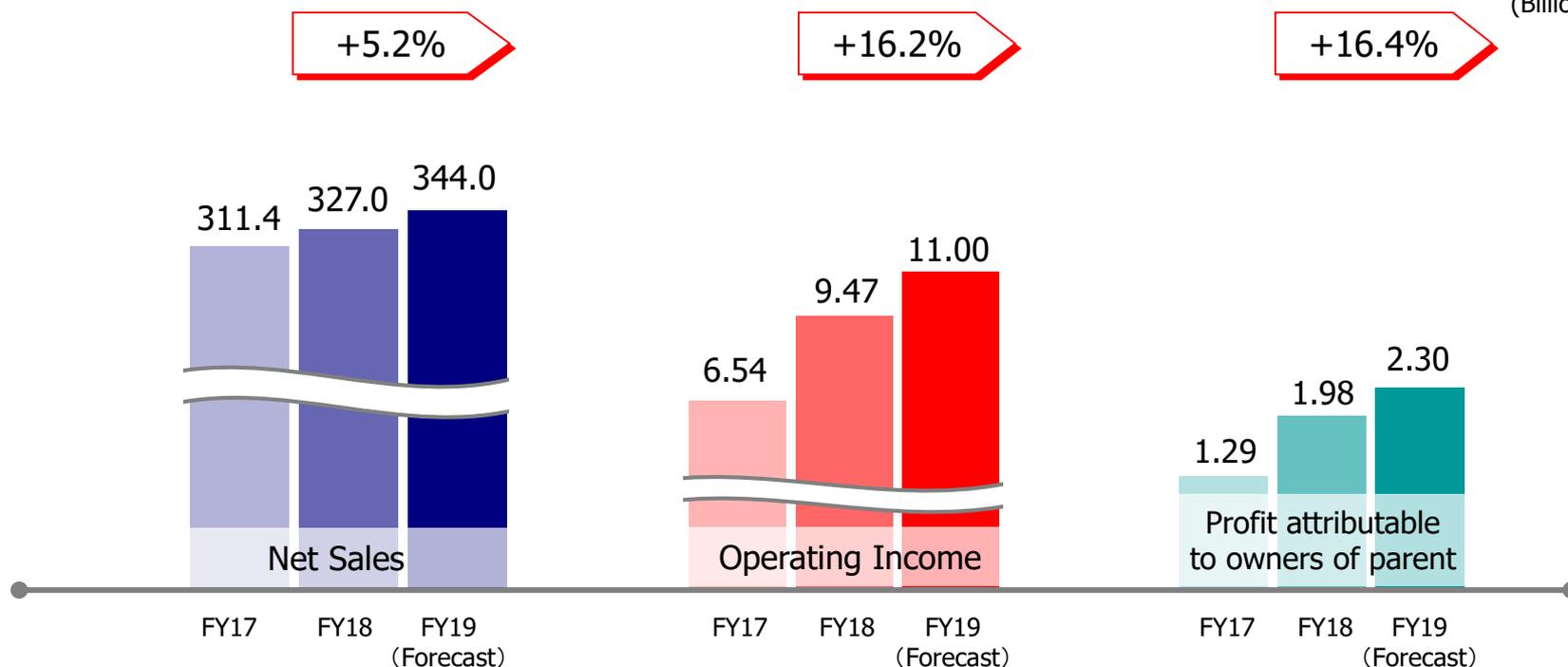
Main Reasons for Cost Increase

●9M FY19 result

- Increased event expenses related to the Tokyo Olympics and Paralympics.
- Increased initial expenses for new business development.
- Initiatives to create new employment mainly for seniors.
- personnel expenses recorded in this segment due to the strengthening and consolidation of headquarter functions increased.

FY2019 Consolidated Forecasts

(Billions of yen)



(Millions of yen)	FY17	to net sales %	FY18	to net sales %	FY19 Forecast	to net sales %	vs FY18 Increase/Decrease	YoY
Net sales	311,410	100.0	326,984	100.0	344,000	100.0	+17,015	+5.2%
Cost of sales	244,382	78.5	252,274	77.2	264,600	76.9	+12,325	+4.9%
Gross profit	67,028	21.5	74,710	22.8	79,400	23.1	+4,689	+6.3%
SG&A expenses	60,489	19.4	65,245	20.0	68,400	19.9	+3,154	+4.8%
Operating income	6,539	2.1	9,465	2.9	11,000	3.2	+1,534	+16.2%
Ordinary income	6,631	2.1	9,237	2.8	10,700	3.1	+1,462	+15.8%
Profit(Loss) attributable to owners of parent	1,288	0.4	1,975	0.6	2,300	0.7	+324	+16.4%

FY2019 Consolidated Forecasts by Segment

(Millions of yen)

Segment	Sales				Operating income (loss)				Operating income ratio		
	FY18	FY19 Forecast	VS FY18 Increase/Decrease	VS FY18 %	FY18	FY19 Forecast	VS FY18 Increase/Decrease	VS FY18 %	FY18	FY19 Forecast	VS FY18 Increase/Decrease
Expert Services (Temporary Staffing)	158,597	158,100	(497)	(0.3)%							
BPO Services (Contracting)	97,152	104,500	+7,347	+7.6%	6,690	6,180	(510)	(7.6)%	2.5%	2.3%	(0.3)pt
HR Consulting , Education & Training , Others.	9,086	8,900	(186)	(2.1)%							
Global Sourcing (Overseas)	7,965	9,100	+1,134	+14.2%	662	790	+127	+19.2%	8.3%	8.7%	+0.4pt
Subtotal	272,801	280,600	+7,798	+2.9%	7,353	6,970	(383)	(5.2)%	2.7%	2.5%	(0.2)pt
Career Solutions (Placement/Recruiting, Outplacement)	15,142	17,000	+1,857	+12.3%	3,562	4,060	+497	+14.0%	23.5%	23.9%	+0.4pt
Outsourcing	34,461	39,200	+4,738	+13.8%	7,641	9,000	+1,358	+17.8%	22.2%	23.0%	+0.8pt
Life Solutions	5,660	6,300	+639	+11.3%	168	170	+1	+1.0%	3.0%	2.7%	(0.3)pt
Regional Revitalization Solutions	2,561	4,400	+1,838	+71.8%	(1,254)	(1,100)	+154	-	-	-	-
Elimination/Corporate	(3,642)	(3,500)	+142	-	(8,006)	(8,100)	(93)	-	-	-	-
Consolidated	326,984	344,000	+17,015	+5.2%	9,465	11,000	+1,534	+16.2%	2.9%	3.2%	+0.3pt

Reference

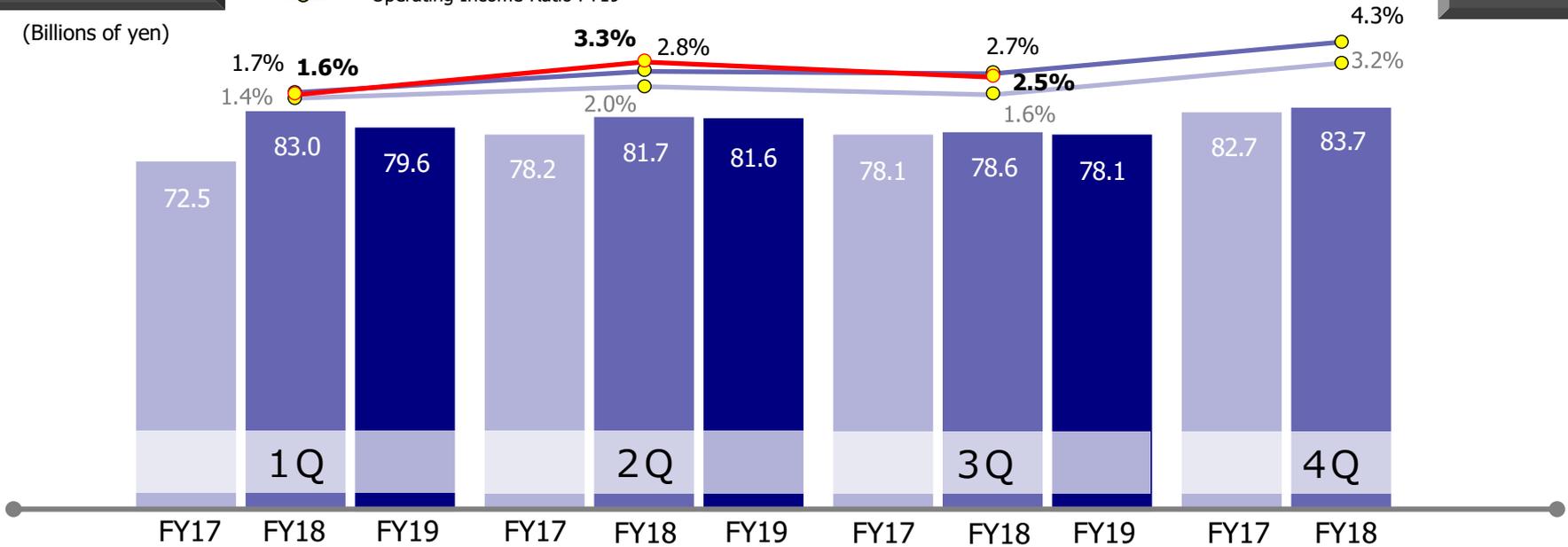
Quarterly Sales and Income Trends

Net Sales

(Billions of yen)

- Operating Income Ratio FY17
- Operating Income Ratio FY18
- Operating Income Ratio FY19

Operating Income Ratio



(Millions of yen)

	Q1 (June to August)					Q2 (September to November)					Q3 (December to February)					Q4 (March to May)		
	FY17	FY18	YoY	FY19	YoY	FY17	FY18	YoY	FY19	YoY	FY17	FY18	YoY	FY19	YoY	FY17	FY18	YoY
Net sales	72,458	82,997	+14.5%	79,626	(4.1)%	78,160	81,694	+4.5%	81,602	(0.1)%	78,070	78,603	+0.7%	78,119	(0.6)%	82,720	83,689	+1.2%
Gross profit	15,256	18,051	+18.3%	18,270	+1.2%	16,675	18,107	+8.6%	19,127	+5.6%	16,083	18,078	+12.4%	18,233	+0.9%	19,013	20,474	+7.7%
SG&A expenses	14,222	16,599	+16.7%	17,026	+2.6%	15,090	15,826	+4.9%	16,469	+4.1%	14,844	15,983	+7.7%	16,278	+1.8%	16,331	16,836	+3.1%
Operating income	1,033	1,451	+40.5%	1,243	(14.4)%	1,585	2,280	+43.9%	2,658	+16.5%	1,238	2,094	+69.1%	1,954	(6.7)%	2,681	3,637	+35.6%
Gross profit ratio	21.1%	21.7%	+0.6pt	22.9%	+1.2pt	21.3%	22.2%	+0.8pt	23.4%	+1.2pt	20.6%	23.0%	+2.4pt	23.3%	+0.3pt	23.0%	24.5%	+1.5pt
SG&A expense ratio	19.6%	20.0%	+0.4pt	21.4%	+1.4pt	19.3%	19.4%	+0.1pt	20.2%	+0.8pt	19.0%	20.3%	+1.3pt	20.8%	+0.5pt	19.7%	20.1%	+0.4pt
Operating income ratio	1.4%	1.7%	+0.3pt	1.6%	(0.1)pt	2.0%	2.8%	+0.8pt	3.3%	+0.5pt	1.6%	2.7%	+1.1pt	2.5%	(0.2)pt	3.2%	4.3%	+1.1pt

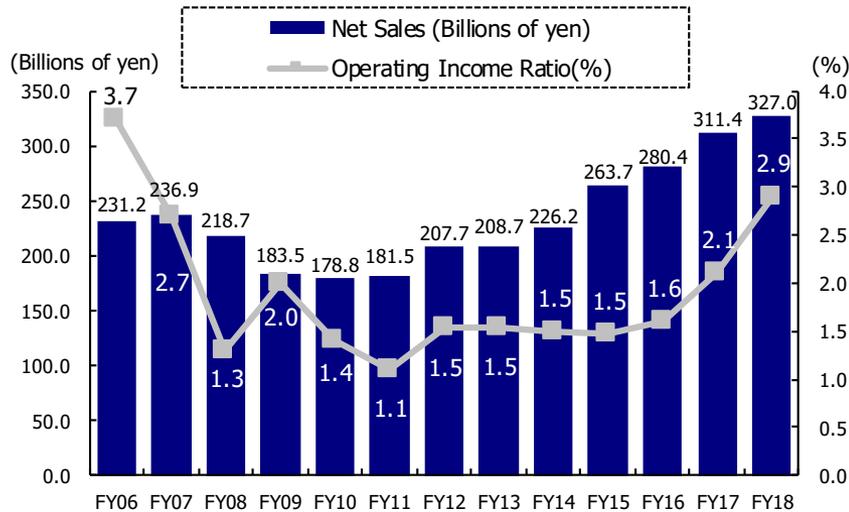
Quarterly Sales and Income Trends by Segment

(Millions of yen)

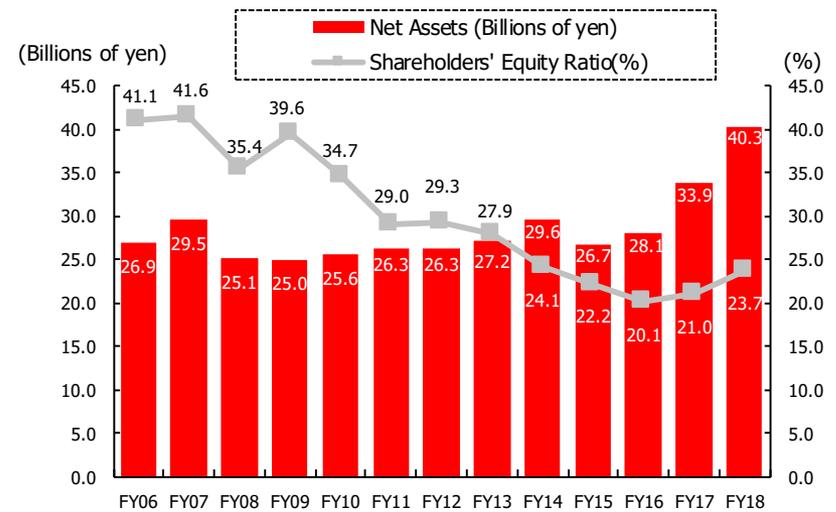
Segment		Sales								Operating income (loss)							
		Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Q1 FY19	Q2 FY19	Q3 FY19	YoY	Q1 FY18	Q2 FY18	Q3 FY18	Q4 FY18	Q1 FY19	Q2 FY19	Q3 FY19	YoY
①	Expert Services (Temporary Staffing)	43,626	40,188	36,818	37,963	38,011	38,447	36,072	(2.0)%								
②	BPO Services (Contracting)	22,779	23,749	24,009	26,613	23,765	24,690	23,773	(1.0)%	992	1,504	1,527	2,666	1,515	2,338	1,347	(11.8)%
③	HR Consulting, Education & Training, Others.	2,096	2,228	2,593	2,168	2,032	1,973	2,213	(14.7)%								
④	Global Sourcing (Overseas)	1,961	1,962	1,948	2,093	2,060	1,977	1,878	(3.6)%	177	197	132	155	125	125	9	(93.1)%
Subtotal		70,464	68,128	65,370	68,838	65,870	67,089	63,937	(2.2)%	1,169	1,701	1,659	2,822	1,640	2,463	1,356	(18.3)%
⑤	Career Solutions (Placement/Recruiting, Outplacement)	3,821	3,810	3,389	4,120	3,616	3,768	3,886	+14.7%	853	1,040	544	1,124	686	799	854	+56.9%
⑥	Outsourcing	7,763	8,643	8,743	9,309	8,679	9,278	9,104	+4.1%	1,675	1,669	2,047	2,248	1,916	1,845	2,192	+7.1%
⑦	Life Solutions	1,355	1,388	1,386	1,530	1,527	1,577	1,587	+14.5%	18	46	65	37	(12)	65	95	+44.8%
⑧	Regional Revitalization Solutions	543	651	572	794	815	822	615	+7.5%	(376)	(289)	(302)	(286)	(517)	(343)	(440)	-
⑨	Eliminations and Corporate	(950)	(928)	(858)	(904)	(882)	(932)	(1,013)	-	(1,889)	(1,887)	(1,920)	(2,309)	(2,470)	(2,171)	(2,104)	-
Total		82,997	81,694	78,603	83,689	79,626	81,602	78,119	(0.6)%	1,451	2,280	2,094	3,637	1,243	2,658	1,954	(6.7)%

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	'19/05
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	326,984
Gross Profit Ratio	20.3%	20.8%	19.9%	20.0%	18.8%	18.6%	19.3%	19.3%	20.3%	20.0%	20.2%	21.5%	22.8%
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	65,245
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%	20.0%
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	9,465
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%	2.9%
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	9,237
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%	2.8%
Net Income *4	4,198	2,962	312	204	412	29	610	526	214	243	(129)	1,288	1,975
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%	0.6%
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	119,459
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	40,253
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%	23.7%
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%	7.6%
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	7,855

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.

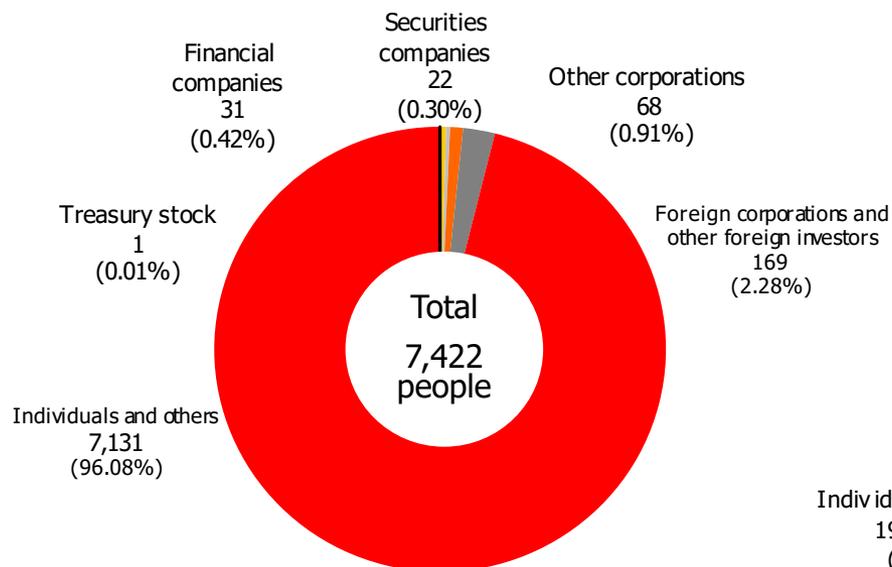
3. The data for the periods up to and including the fiscal year ended May 31, 2007 are consolidated data for Pasona Inc. The data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

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

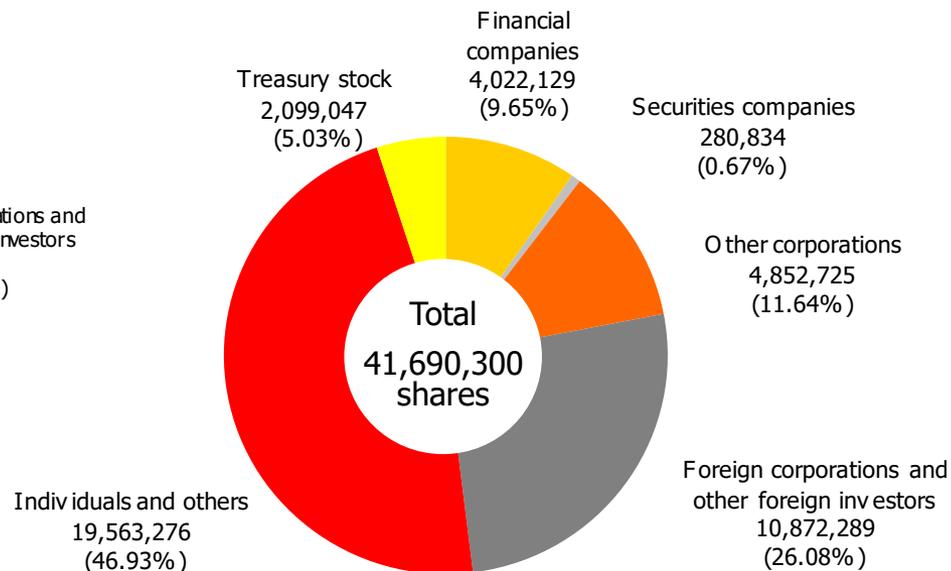
5. As the Company adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" from the beginning of the first quarter of FY2018. As for the financial position, the figures for the previous consolidated fiscal year were processed by the method.

Stock Information (As of Nov. 30, 2019)

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.	2,099,047	5.03%
BNYM NON-TREATY DTT	1,872,600	4.49%
BRITISH EMPIRE TRUST PLC	1,510,000	3.62%
The Master Trust Bank of Japan, Ltd (Trust Account)	1,047,800	2.51%
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	690,800	1.66%
BNYM TREATY DTT 15	625,400	1.50%
Pasona Group Employees' Shareholding Association	610,200	1.46%
AVI JAPAN OPPORTUNITY TRUST PLC	606,100	1.45%

- The Company's treasury stock (2,099,047 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 2,847,400 shares as of October 21, 2019 outlined the delivery of a Substantial Shareholding Report submitted to the Kanto Local Finance Bureau on October 21, 2019. As the Company is unable to confirm the number of shares held as of 30 November, 2019, Tempered Investment Management LTD. has been omitted from the list of major shareholders identified.

Group Companies (by segment)

Expert Services, BPO Services (Contracting) ※Ex. Insourcing HR Consulting, Education and Training, Others

Pasona Inc.	CAPLAN Corporation
Pasona Tech, Inc.	Pasona Yaskawa Business Staff Inc.
Pasona Okayama Inc.	Bewith, Inc.
PASONA LOGICOM Inc.	Asahi Beer Communications Co, Ltd.
Pasona Masters Inc.	Pasona art now Inc.
Pasona Marketing, Inc.	Pasona Panasonic Business Service Co.,Ltd
Pasona Tech Systems Inc.	Pasona Knowledge Partner Inc.
Shin nihon kogyo Co.,Ltd.	Pasona Job Support Inc.
Pasona Human Solutions Inc.	Nagasaki diamond staff
Pasona Heartful Inc.	Benefit One Payroll Inc.
Pasona JOB HUB Inc.	Pasona Tquila 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 Recruitment (Thailand) Co., Ltd	
Pasona Education Co. Limited	
Pasona HR Malaysia Sdn. Bhd.	
PT. Dutagriya Sarana	Other

Career Solutions

Pasona Inc.	Pasona Fortune Inc.
Pasona KomonNetwork Inc.	

Outsourcing

Benefit One Inc.	
BENEFIT ONE INTERNATIONAL 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	
BENEFITONE ENGAGEMENT TECHNOLOGIES PRIVATE LIMITED	
DG1 Inc.	Others *

Life Solutions

Pasona Foster Inc.
Pasona Life Care Inc.

Regional Revitalization Solutions ※Ex. Public Solutions

Pasona Furusato Incubation Inc.	
Pasona Agri-Partners Inc.	
Tango Kingdom Inc.	
Tango Kingdom Brewery Inc.	
Pasona Tohoku Sousei Inc.	
Nijigennomori Inc.	Others *

● Consolidated subsidiaries 65

* Equity-method affiliates 11

(As of Feb. 29, 2020)

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) , BPO Services (Contracting) ※ Ex. Insourcing HR Consulting, Education & Training, Others Global Sourcing (Overseas) Career Solutions (Placement/Recruiting, Outplacement) Outsourcing , Life Solutions Regional Revitalization Solutions ※ Ex. Public Solutions (Segment name of FY19)	
Number of Employees	9,317 (Consolidated, including contract workers)	(As of May. 31, 2019)
Consolidated Group Companies	Subsidiaries 65 , Affiliates 11	(As of Feb. 29, 2020)
URL	www.pasonagroup.co.jp/english/	