

INVESTOR'S GUIDE 2025

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PASONA

インベスターズガイド

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、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 people can lead enriched and fulfilling lives

総務・庶務・経理・財務・受付・人事・労務・給与計算等の受託
BPO/コンタクトセンター事業(株式会社ビーズ)
人事コンサルティング
教育・研修
顧問コンサルティング事業

General administration, general affairs, accounting, finance, placement, human resources, labor, payroll
BPO / Contact Center business managed by Bewith, Inc.
Personnel consulting
Education and training
Advisor consulting business

オフィスワークを中心に
事務職・高度専門職・エンジニア・営業・販売職等の人材派遣

A wide range of human resource services,
including office work support, clerical work,
the provision of highly specialized skilled personnel,
engineers, sales, and marketing personnel

人材紹介
再就職支援
セカンドキャリア支援
Placement and recruiting
Outplacement counseling
Second career coaching and counseling

地方創生事業
農業研修
Regional Revitalization business
Agricultural training

エキスパートソリューション
(人材派遣)
Expert Solutions
(Temporary Staffing)

BPOソリューション
(委託・請負)
BPO Solutions
(Contracting)

キャリアソリューション
(人材紹介・再就職支援)
Career Solutions
(Placement/Recruiting,
Outplacement)

地方創生・
観光ソリューション
Regional Revitalization
and
Tourism Solutions

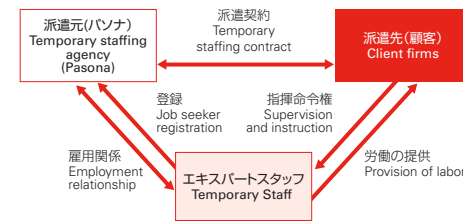
ライフソリューション
Life Solutions

グローバルソリューション
(海外人材サービス)
Global Solutions
(Overseas)

子育て支援事業・教育事業
介護事業
ライフサポート事業
Childcare support business and education business
Nursing care business
Life Support business

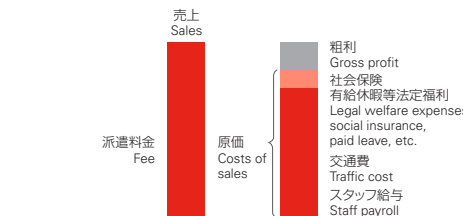
人材紹介
人材派遣・請負
給与計算
教育・研修
Placement and recruiting
Temporary staffing, BPO
Payroll
Education and training

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

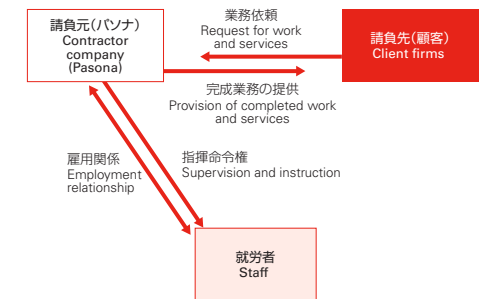


*通常は登録のみしておき、派遣契約の締結に応じて雇用契約を締結
派遣就業の終了に伴い、雇用関係も終了
※Note: Registration Type: in general, an employment contract takes effect as a worker
dispatch agreement is reached; thus, when the worker dispatch service
concludes, the employment relationship with the staffing agency concludes
accordingly

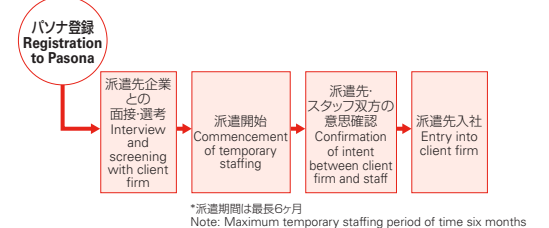
【人材派遣の収益モデル】 Temporary Staffing Earnings Model



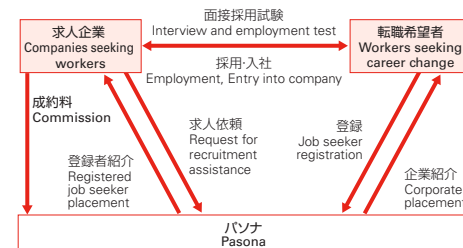
【BPOサービス(請負)のしくみ】 BPO Service (Contracting) Business Structure



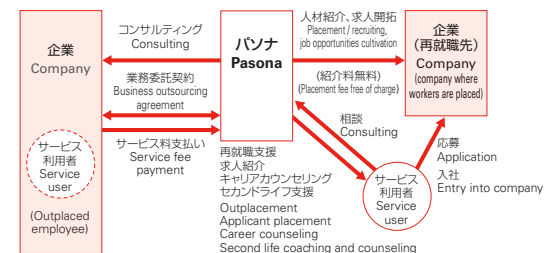
【紹介予定派遣のしくみ】 Temp to Perm Business Structure



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



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



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			完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed			完全失業者 Labour force unemployed				総数 Total	就業者 Labour force employed			完全失業者 Labour force unemployed		
				雇用者 Employees								雇用者 Employees								雇用者 Employees				
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	3,181	135	1,588	70.3	5,746	2,852	2,764	2,483	89	2,891	49.6			
2016	11,115	6,678	6,470	5,755	208	4,430	60.0	5,367	3,784	3,657	3,213	126	1,580	70.4	5,748	2,895	2,813	2,542	82	2,850	50.3			
2017	11,118	6,732	6,542	5,830	190	4,379	60.5	5,368	3,789	3,677	3,234	112	1,576	70.5	5,750	2,944	2,865	2,596	78	2,803	51.1			
2018	11,116	6,849	6,682	5,954	167	4,258	61.5	5,367	3,826	3,726	3,272	99	1,537	71.2	5,749	3,024	2,956	2,681	67	2,721	52.5			
2019	11,112	6,912	6,750	6,028	162	4,191	62.1	5,366	3,841	3,744	3,295	96	1,520	71.4	5,747	3,072	3,005	2,734	66	2,670	53.3			
2020	11,080	6,902	6,710	6,005	192	4,197	62.0	5,364	3,840	3,724	3,284	115	1,520	71.4	5,744	3,063	2,986	2,721	76	2,677	53.2			
2021	11,087	6,907	6,713	6,016	195	4,171	62.1	5,351	3,827	3,711	3,278	117	1,520	71.3	5,735	3,080	3,002	2,739	78	2,651	53.5			
2022	11,038	6,902	6,723	6,041	179	4,128	62.5	5,328	3,805	3,699	3,276	107	1,518	71.4	5,711	3,096	3,024	2,765	73	2,610	54.2			
2023	11,017	6,925	6,747	6,076	178	4,084	62.9	5,321	3,801	3,696	3,282	105	1,516	71.4	5,696	3,124	3,051	2,793	73	2,568	54.8			
2024	10,995	6,957	6,781	6,123	176	4,031	63.3	5,313	3,800	3,699	3,293	101	1,510	71.5	5,682	3,157	3,082	2,830	76	2,521	55.6			

労働力人口
就業者

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
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
完全失業者

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
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
労働力人口比率

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
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
Labour Force Employed

Sum of the employed and the unemployed over the age of 15
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
Labour Force Unemployed

Persons who work for wages or salary as employees of companies, private stores, organizations, public corporations, government, public offices, etc.
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
Percentage of the Labour
Force in the Population

Persons that cannot be categorized as employed over the age of 15 and labour force unemployed.
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完推計値
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.)

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

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 Part-time workers	アルバイト Temporary workers	Dispatched workers and contract employees	派遣社員 Dispatched workers	契約社員・嘱託 Contract employees or entrusted employees	その他 Other			パート Part-time workers	アルバイト Temporary workers	Dispatched workers and contract employees	派遣社員 Dispatched workers	契約社員・嘱託 Contract employees or entrusted employees				
人数(万人) Number of persons (10 thousand persons)	男 Males	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	3,205	2,941	2,290	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	3,228	2,964	2,316	647	324	113	210	324	53	231	40	78.1	21.9	10.9	3.8	7.1	10.9	1.8	7.8	
	2018年平均 2018 Average	3,267	3,018	2,349	669	323	121	226	323	52	231	40	77.8	22.2	10.7	4.0	7.5	10.7	1.7	7.7	
	2019年平均 2019 Average	3,290	3,038	2,347	691	346	123	232	337	57	237	43	77.2	22.8	11.4	4.0	7.6	11.1	1.9	7.8	
	2020年平均 2020 Average	3,278	3,018	2,353	665	354	122	225	319	55	221	43	77.8	22.2	11.7	4.0	7.5	10.6	1.8	7.3	
	2021年平均 2021 Average	3,269	3,007	2,353	653	347	123	217	313	53	219	41	78.2	21.8	11.5	4.1	7.2	10.4	1.8	7.3	
	2022年平均 2022 Average	3,268	3,008	2,339	669	349	124	224	320	59	221	40	77.8	22.2	11.6	4.1	7.4	10.6	2.0	7.3	
	2023年平均 2023 Average	3,274	3,021	2,338	683	354	129	226	329	61	225	43	77.4	22.6	12.0	4.4	7.7	10.5	1.9	7.2	
	2024年平均 2024 Average	3,286	3,029	2,347	682	364	132	232	318	59	218	41	77.5	22.5	12.0	4.4	7.7	10.5	1.9	7.2	
女 Females	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	1,046	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	2,543	2,456	1,083	1,374	1,079	874	206	295	78	178	39	44.1	55.9	43.9	35.6	8.4	12.0	3.2	7.2	
	2017年平均 2017 Average	2,596	2,510	1,118	1,393	1,093	886	207	300	82	180	38	44.5	55.5	43.5	35.3	8.2	12.0	3.3	7.2	
	2018年平均 2018 Average	2,682	2,599	1,144	1,457	1,147	918	229	311	86	185	40	43.9	56.1	44.1	35.3	8.8	12.0	3.3	7.1	
	2019年平均 2019 Average	2,735	2,650	1,169	1,482	1,169	929	240	313	86	184	43	44.0	56.0	44.1	35.1	9.1	11.8	3.2	6.9	
	2020年平均 2020 Average	2,722	2,637	1,204	1,435	1,132	908	224	303	85	176	42	45.6	54.4	42.9	34.4	8.5	11.5	3.2	6.7	
	2021年平均 2021 Average	2,737	2,655	1,233	1,422	1,123	901	222	300	88	171	41	46.4	53.6	42.3	33.9	8.4	11.3	3.3	6.4	
	2022年平均 2022 Average	2,764	2,681	1,249	1,432	1,126	897	229	307	90	174	43	46.6	53.4	42.0	33.5	8.5	11.5	3.4	6.5	
	2023年平均 2023 Average	2,792	2,708	1,267	1,441	1,134	901	233	307	95	170	42	46.8	53.2	41.9	33.3	8.6	11.3	3.5	6.3	
	2024年平均 2024 Average	2,829	2,742	1,298	1,444	1,138	896	242	306	94	168	44	47.3	52.7	41.5	32.7	8.8	11.2	3.4	6.1	

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.

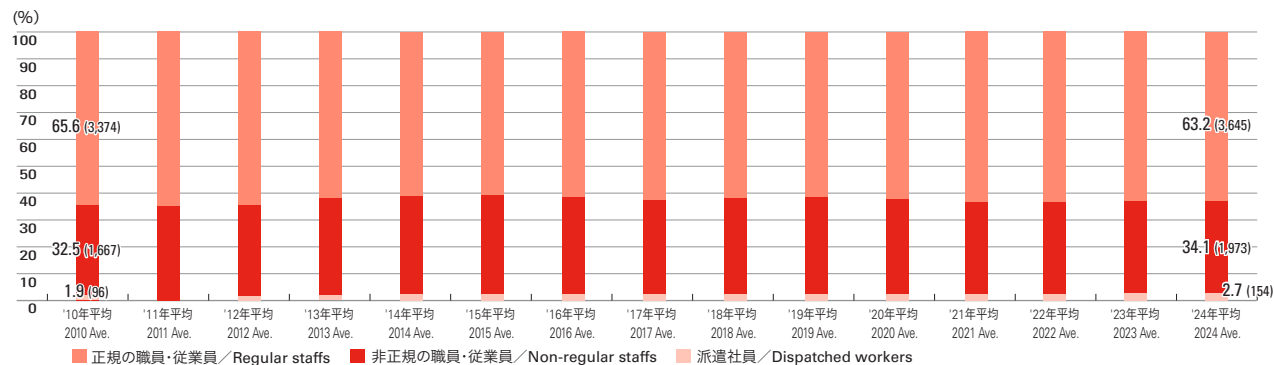
Figures in 2011 are supplementary-estimated figures due to the damage caused by the Great East Japan Earthquake.

※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.)

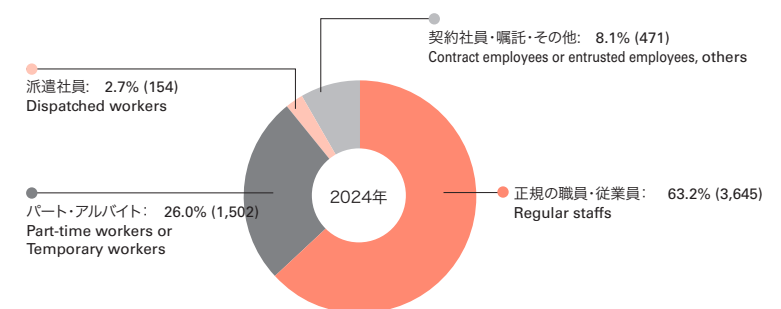
「役員を除く雇用者」に占める正規／非正規の割合～男女計

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(2024年)～男女計

Proportion of types in employees other than executive of company or corporation (2024) ~Males/Females Total



出典：総務省「労働力調査」

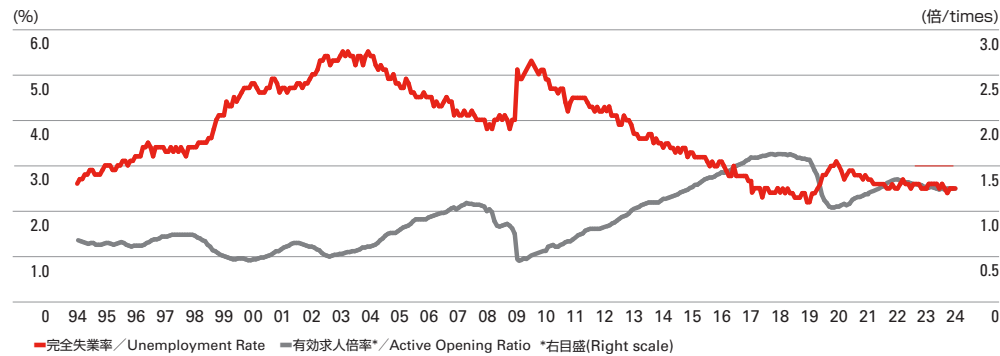
Source: "Labour Force Survey" Statistics Bureau, Ministry of Internal Affairs and Communications

※()内は実数(万人)

Figures in parentheses are actual data representing tens of thousands of people.

労働力人口の推移・完全失業率・有効求人倍率 Trends in Labour Force Population, Unemployment Rate and Active Opening Ratio

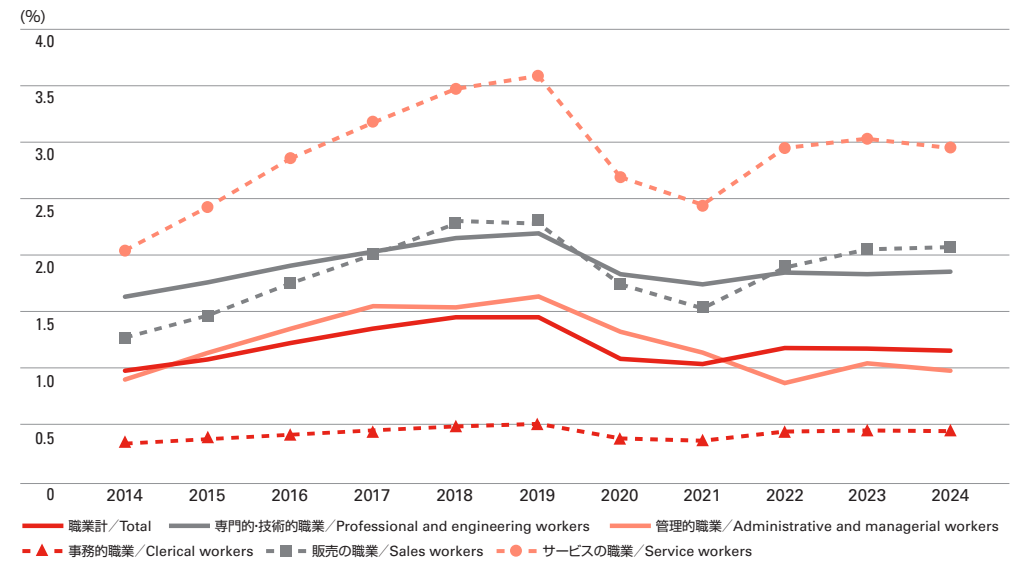
完全失業率/有効求人倍率の推移 Trend of Unemployment Rate/Active Opening Ratio



	1990	1991	1992	1993	1994	1995	1996
完全失業率(%) Unemployment Rate (%)	2.1	2.1	2.2	2.5	2.9	3.2	3.4
有効求人倍率(倍) Active Opening Ratio (Times)	1.40	1.40	1.08	0.76	0.64	0.63	0.70
	1997	1998	1999	2000	2001	2002	2003
完全失業率(%) Unemployment Rate (%)	3.4	4.1	4.7	4.7	5.0	5.4	5.3
有効求人倍率(倍) Active Opening Ratio (Times)	0.72	0.53	0.48	0.59	0.59	0.54	0.64
	2004	2005	2006	2007	2008	2009	2010
完全失業率(%) Unemployment Rate (%)	4.7	4.4	4.1	3.9	4.0	5.1	5.1
有効求人倍率(倍) Active Opening Ratio (Times)	0.83	0.95	1.06	1.04	0.88	0.47	0.52
	2011	2012	2013	2014	2015	2016	2017
完全失業率(%) Unemployment Rate (%)	4.6	4.3	4.0	3.6	3.4	3.1	2.8
有効求人倍率(倍) Active Opening Ratio (Times)	0.65	0.80	0.93	1.09	1.20	1.36	1.50
	2018	2019	2020	2021	2022	2023	2024
完全失業率(%) Unemployment Rate (%)	2.4	2.4	2.8	2.8	2.6	2.8	2.7
有効求人倍率(倍) Active Opening Ratio (Times)	1.61	1.60	1.18	1.13	1.28	1.31	1.25

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)



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
職業計 Total	0.48	0.59	0.72	0.83	0.97	1.08	1.22	1.35	1.45	1.45	1.08	1.03	1.19	1.19	1.14
専門的・技術的職業 Professional and engineering workers	1.01	1.29	1.42	1.48	1.64	1.77	1.92	2.05	2.16	2.18	1.83	1.73	1.87	1.84	1.87
管理的職業 Administrative and managerial workers	0.43	0.57	0.67	0.74	0.89	1.13	1.35	1.55	1.52	1.63	1.32	1.14	0.88	1.01	0.99
事務的職業 Clerical workers	0.18	0.22	0.26	0.26	0.31	0.35	0.39	0.44	0.49	0.50	0.39	0.36	0.44	0.45	0.44
販売の職業 Sales workers	0.58	0.74	0.91	1.07	1.27	1.47	1.76	2.01	2.28	2.30	1.74	1.52	1.90	2.03	2.06
サービスの職業 Service workers	1.10	1.21	1.53	1.74	2.06	2.45	2.89	3.21	3.49	3.59	2.69	2.44	2.96	3.05	2.98

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)												
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
人材派遣 Temporary staffing	103	110	115	122	126	129	134	138	137	122	144	159	142
人材紹介 Placement and recruiting	11	16	17	18	21	21	22	24	24	18	24	27	24
合計 Total	114	126	132	140	147	150	156	162	161	140	168	186	166

出典 American Staffing Association, 2018年5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)												
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
労働力人口*1 Labour force population	15,497	15,538	15,592	15,712	15,919	16,032	16,207	16,354	16,074	16,120	16,429	16,712	16,811
派遣労働者数*2 Number of temporary staff	1,120	1,080	1,440	1,560	1,450	1,549	1,680	1,600	1,360	1,410	1,460	1,270	1,120

*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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
売上高:一般(億円) Net sales: General (100 millions of yen)	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	52,304	60,619	69,503	76,477	82,363	87,646	90,500
前期比 YOY	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%	5.4%	15.9%	14.7%	10.0%	7.7%	6.4%	3.3%
売上高:特定(億円) Net sales: Specific (100 millions of yen)	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	9,470	—	—	—	—	—	—
前期比 YOY	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%	-31.9%	—	—	—	—	—	—
売上高合計 (億円) Net sales (100 millions of yen)	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	61,774	60,619	69,503	76,477	82,363	87,646	90,500
前期比 YOY	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%	-2.8%	-1.9%	14.7%	10.0%	7.7%	6.4%	3.3%

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		2015 (15.9/30～16.3/31)*3	2016	2017	2018	2019	2020	2021	2022	2023	
派遣労働者数:一般(人)延べ人数 Total number of workers:General (Persons)	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	712,896	775,804	828,638	842,680
前期比 YOY	12.4%	-4.7%	12.7%	25.1%	18.3%	3.4%	-25.6%	-11.0%	-3.6%	-7.2%	5.0%	3.3%		前期比 YOY	—	71.0%	33.0%	13.5%	18.3%	18.0%	8.8%	6.8%	1.7%
派遣労働者数:特定(人) Number of workers:Specific (Persons)	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	1,213,591	1,316,501	1,317,815	1,274,358
前期比 YOY	-7.9%	5.4%	7.1%	40.7%	24.5%	20.9%	-10.1%	-1.9%	-4.4%	1.3%	1.4%	-2.8%		前期比 YOY	—	36.0%	-1.3%	-10.6%	5.1%	-1.5%	8.5%	0.1%	-3.3%
派遣労働者数:(一般+特定)(人)*1 Total number of workers:(General+Specific) (Persons)*1	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	6,853,094	7,198,970	7,969,654	7,710,857
前期比 YOY	10.9%	-4.1%	12.4%	26.1%	18.7%	4.6%	-24.3%	-10.1%	-3.6%	-6.3%	4.6%	2.6%		前期比 YOY	—	60.0%	-12.2%	25.5%	29.0%	10.8%	5.0%	10.7%	-3.2%
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	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	7.2%	19.7%	39.2%	22.5%	14.9%	13.7%	-20.7%	-6.0%	-10.6%	-2.8%	0.8%	-1.8%		前期比 YOY	—	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.

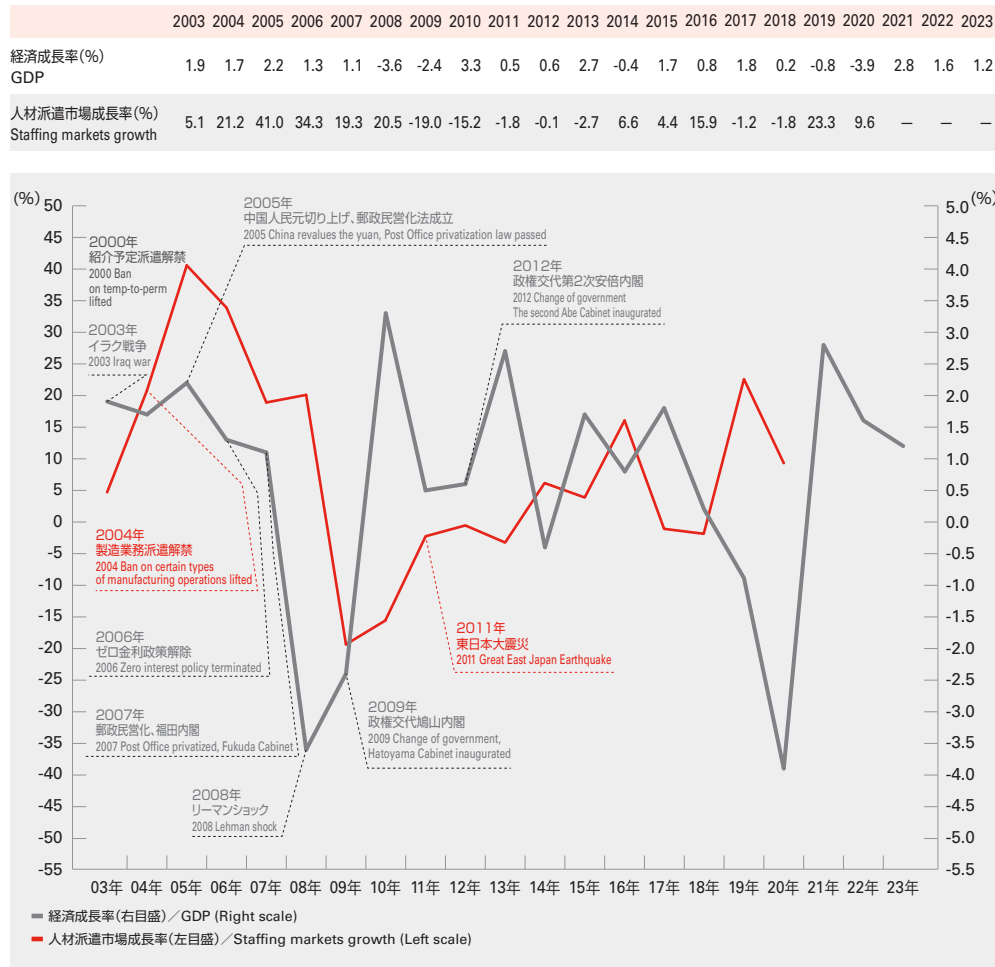
*1 「派遣労働者数」は、一般労働者派遣事業における常用雇用労働者数及び登録者数並びに特定労働者派遣事業における常用雇用労働者数の合計とする。「登録者」は過去1年間に雇用されたことのない者は除く
The “Total number of workers” is the total of regular employed workers plus the number of registered workers dispatched from general temporary employment agencies, and the regular employed workers dispatched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

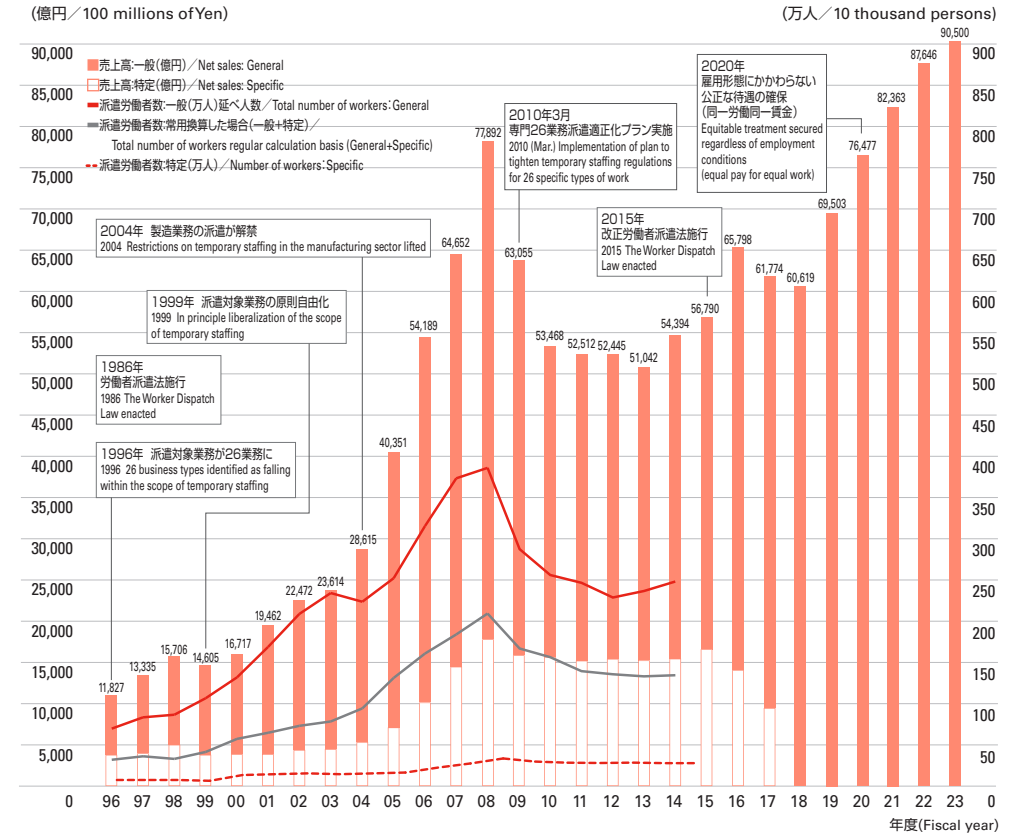
*3 2015年9月30日「改正労働者派遣法」の施行により、集計基準が変更。2015年4月1日～9月29日のデータは掲載せず、9月30日以降新基準の集計結果を掲載
The aggregate standard of the total number of dispatched workers has been changed due to the enforcement of the revised Worker Dispatch Law (took effect on September 30, 2015). Data for the period from April 1, 2015 to September 29, 2015 has not been provided. The aggregate results based on new standard have been provided from September 30, 2015.

人材サービス市場 Human Resource Service Market

GDPと人材派遣市場変化率の対比 2003-2023年度 GDP VS Staffing Markets Growth 2003-2023



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

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	年度 (Fiscal Year)
売上高(億円) Net sales (100 millions of yen)	3,486	3,534	3,875	4,394	5,418	5,874	5,239	6,315	7,702	8,362	

出典：厚生労働省「職業紹介事業報告」
Source: Report on employment placement issued by the Ministry of Health, Labour and Welfare of Japan.

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

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)

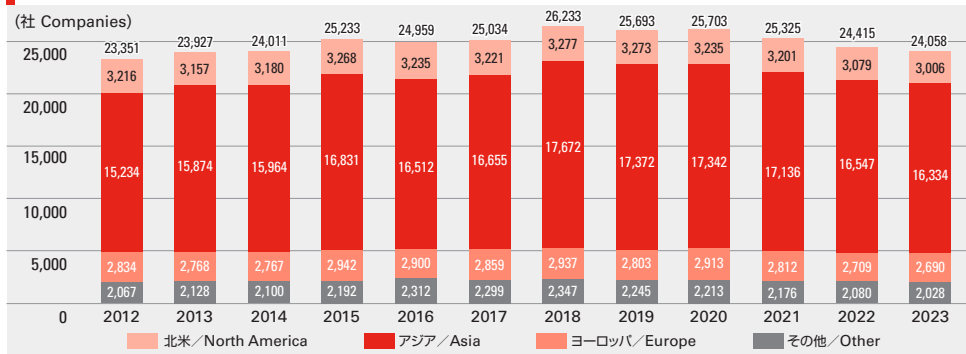
(v) Introduce a system allowing persons aged up to 70 to continually engage in social contribution businesses (at the request of the elderly person)

年	主な出来事
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）
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
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）
1997	職業紹介の規制緩和実施
1999	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
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
2000	紹介予定派遣（テンプ・トゥーパーム）が解禁
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
2003	派遣対象業務の拡大 医療業務の派遣が一部解禁
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
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
2007	派遣期間の延長 製造業務の派遣期間の延長（1年⇒3年）
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
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
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
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
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
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）

Year	Major Event
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	Use of elderly as temporary staff begins Dispatch of workers over 60 years old liberalized in principle.
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	Deregulation of placement services
1999	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	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	Ban on temp-to-perm lifted
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	Extension of the scope of temporary operations Ban on certain types of medical occupations lifted.
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	Extension of the scope of temporary staffing operations Ban on replacements for child-care and family-care leave in medical occupations lifted.
2007	Extension of the term of temporary staffing operations Dispatch period for manufacturing operations extended from one to three years.
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	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	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	Enactment of Worker Dispatch Law Principle prohibition of temporary staffing on a daily basis Establishment of a deemed employment contract application system
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	Equitable treatment secured regardless of employment conditions (equal pay for equal work)

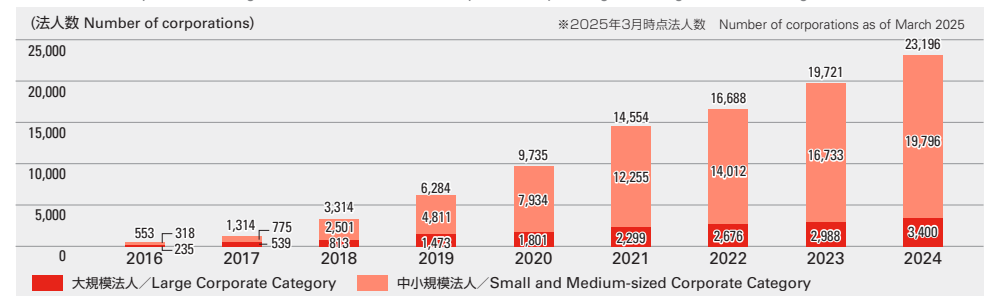
グローバル
Global

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

ヘルスケア
Health care

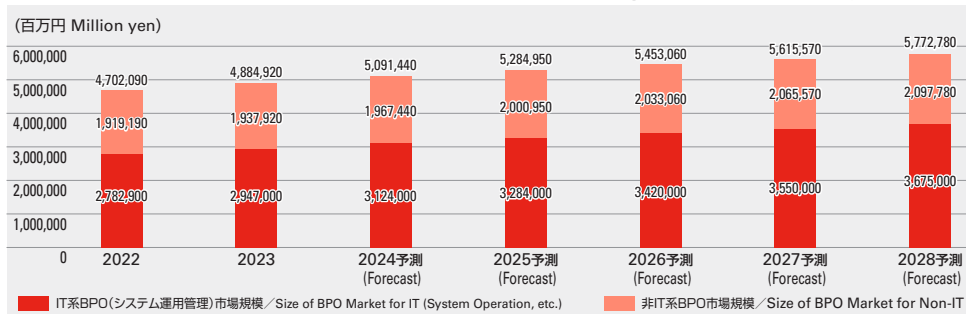
健康経営優良法人数 認定状況の推移

Number of corporations recognized as excellent health and productivity management organizations: changes in certification status

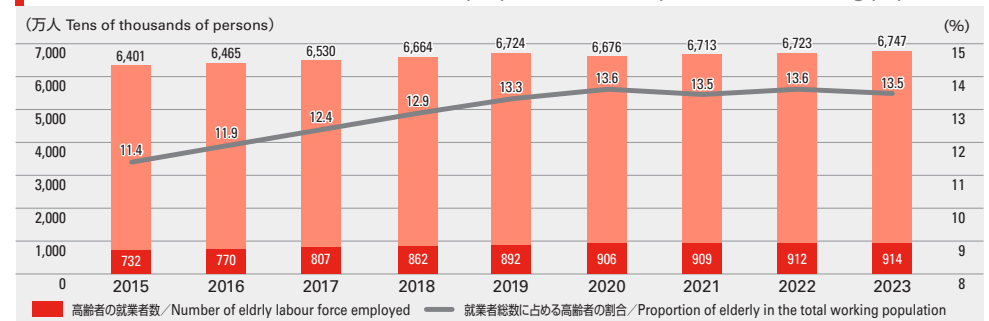
出典: 経済産業省「健康経営優良法人2025」
Source: Excellent Health Management Corporation 2025, Ministry of Economy, Trade and IndustryBPO
BPO

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

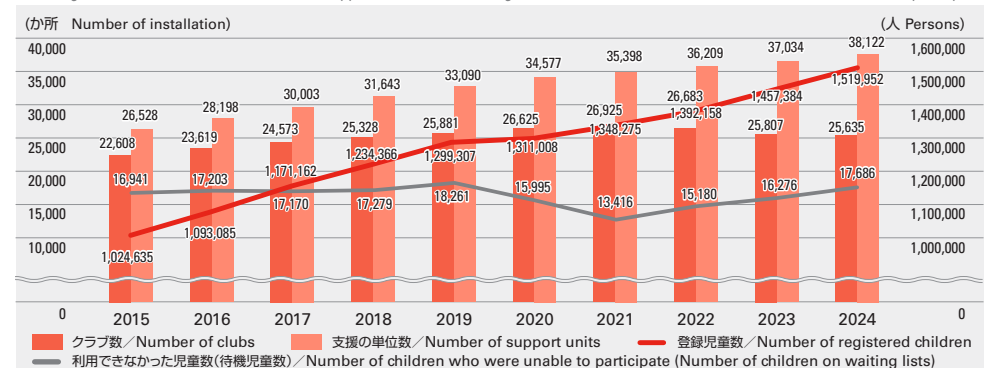
出典: 矢野経済研究所
Source: Yano Research Institute, Ltd.
注1: 事業者売上高ベース
Note 1: The figures are based on the turnover of businesses.
注2: 予測は予測値
Note 2: Forecast: Estimated valueシニア
Senior

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

クラブ数、支援の単位数、登録児童数及び利用できなかった児童数の推移

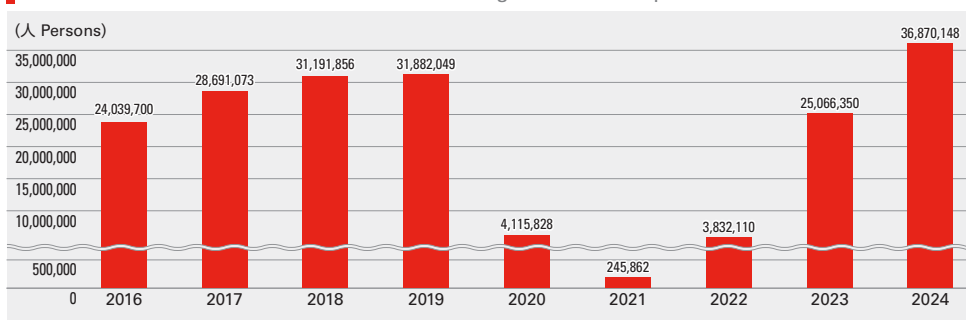
Changes in the number of clubs, number of support units, number of registered children, and number of children who were unable to participate



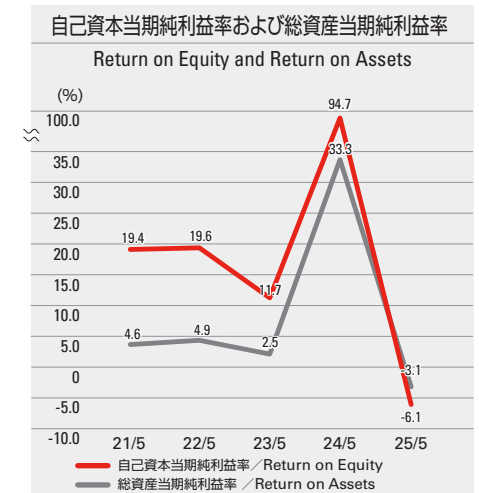
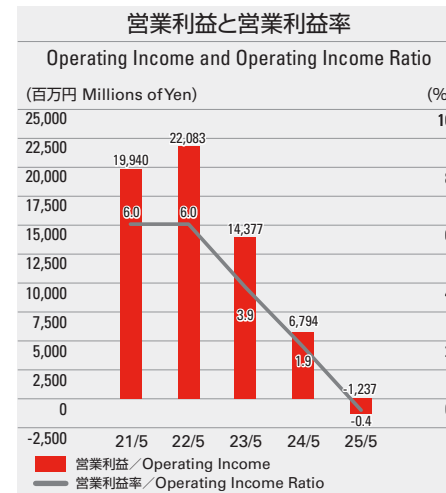
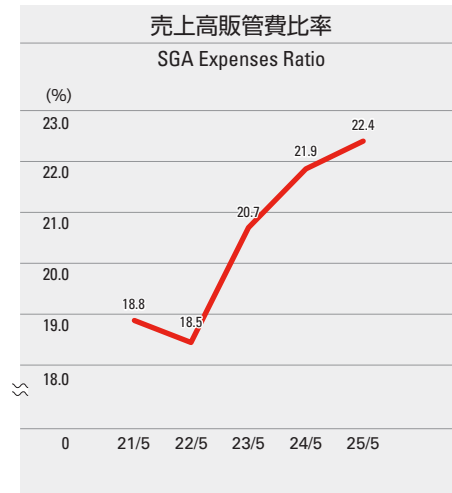
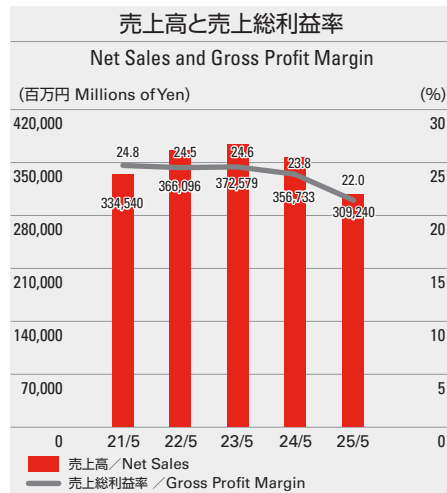
出典: 令和6年5月1日現在(令和2年のみ7月1日現在) こども家庭庁調査 Source: Investigation of Children and Families Agency as of May 1, 2024 (as of July 1, 2020 only)

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	2018/5	前期比 YOY	2019/5	前期比 YOY	2020/5	前期比 YOY	2021/5	前期比 YOY	2022/5	前期比 YOY	2023/5	前期比 YOY	2024/5	前期比 YOY	2025/5	前期比 YOY
売上高	Net Sales	311,410	11.1%	326,984	5.0%	324,984	-0.6%	334,540	2.9%	366,096	9.4%	372,579	1.8%	356,733	-4.3%	309,240	-13.3%
販売費及び一般管理費	SGA Expenses	60,489	16.0%	65,245	7.9%	66,111	1.3%	63,028	-4.7%	67,588	7.2%	77,148	14.1%	78,030	1.1%	69,196	-11.3%
営業利益	Operating Income	6,539	45.7%	9,465	44.7%	10,577	11.8%	19,940	88.5%	22,083	10.7%	14,377	-34.9%	6,794	-52.7%	(1,237)	—
経常利益	Ordinary Income	6,631	53.5%	9,237	39.3%	10,236	10.8%	20,379	99.1%	22,496	10.4%	15,366	-31.7%	7,152	-53.5%	(460)	—
親会社株主に帰属する当期純利益	Profits attributable to owners of parent	1,288	—	1,975	53.4%	594	-69.9%	6,784	1040.4%	8,621	27.1%	6,099	-29.3%	95,891	1,472.2%	(8,658)	—
総資産	Total Assets	112,795	19.3%	119,459	6.2%	140,441	17.6%	151,641	8.0%	203,746	34.4%	275,504	35.2%	301,090	9.3%	265,038	-12.0%
純資産	Net Assets	33,889	20.8%	40,253	18.8%	42,316	5.1%	49,779	17.6%	67,146	34.9%	71,624	6.7%	154,677	116.0%	141,134	-8.8%
営業活動によるキャッシュ・フロー	Cash Flows from Operating Activities	9,505	47.0%	9,186	-3.4%	11,424	24.4%	18,868	65.2%	10,115	-46.4%	5,961	-41.1%	7,397	24.1%	4,327	-41.5%
投資活動によるキャッシュ・フロー	Cash Flows from Investing Activities	(11,977)	—	(6,519)	—	(6,964)	—	(9,665)	—	(29,624)	—	(12,502)	—	94,252	—	(47,600)	—
財務活動によるキャッシュ・フロー	Cash Flows from Financing Activities	6,496	243.6%	3,962	-39.0%	12,102	205.5%	(5,147)	—	23,543	—	(2,292)	—	(12,879)	—	(15,055)	—
フリーキャッシュ・フロー	Free Cash Flows	(2,471)	—	2,667	—	4,459	67.2%	9,202	106.4%	(19,509)	—	(6,540)	—	101,649	—	(43,273)	—
従業員数*1	Number of Employees*1	9,074	4.5%	9,317	2.7%	19,538	109.7%	21,789	11.5%	23,488	7.8%	24,918	6.1%	25,046	0.5%	22,982	-8.2%
うち契約社員	Number of Contract Workers of Employees	1,358	-6.0%	1,462	7.7%	9,931	579.3%	12,291	23.8%	13,124	6.8%	15,132	15.3%	15,045	-0.6%	14,088	-6.4%

収益性に関する経営指標 Profitability Indicators

経営指標	Key Indicators	2018/5	前期比 YOY	2019/5	前期比 YOY	2020/5	前期比 YOY	2021/5	前期比 YOY	2022/5	前期比 YOY	2023/5	前期比 YOY	2024/5	前期比 YOY	2025/5	前期比 YOY
売上総利益率*2	Gross Profit Margin*2	21.5%	+1.3pt	22.8%	+1.3pt	23.6%	+0.8pt	24.8%	+1.2pt	24.5%	-0.3pt	24.6%	+0.1pt	23.8%	-0.8pt	22.0%	-1.8pt
売上高販管費比率	SGA Expenses Ratio	19.4%	+0.8pt	20.0%	+0.6pt	20.3%	+0.3pt	18.8%	-1.5pt	18.5%	-0.3pt	20.7%	+2.2pt	21.9%	+1.2pt	22.4%	+0.5pt
営業利益率	Operating Income Ratio	2.1%	+0.5pt	2.9%	+0.8pt	3.3%	+0.4pt	6.0%	+2.7pt	6.0%	0.0pt	3.9%	-2.1pt	1.9%	-2.0pt	-0.4%	-2.3pt
経常利益率	Ordinary Income Ratio	2.1%	+0.6pt	2.8%	+0.7pt	3.1%	+0.3pt	6.1%	+3.0pt	6.1%	0.0pt	4.1%	-2.0pt	2.0%	-2.1pt	-0.1%	-2.1pt
売上高当期純利益率	Return on Sales	0.4%	—	0.6%	+0.2pt	0.2%	-0.4pt	2.0%	+1.8pt	2.4%	+0.4pt	1.6%	-0.8pt	26.9%	+25.3pt	-2.8%	-29.7pt
自己資本当期純利益率*3	Return on Equity*3	6.0%	+6.7pt	7.6%	+1.6pt	2.0%	-5.6pt	19.4%	+17.4pt	19.6%	+0.2pt	11.7%	-7.9pt	94.7%	+83.0pt	-6.1%	-100.8pt
総資産当期純利益率*4,5	Return on Assets*4	1.2%	+1.3pt	1.7%	+0.5pt	0.5%	-1.2pt	4.6%	+4.1pt	4.9%	+0.3pt	2.5%	-2.4pt	33.3%	+30.8pt	-3.1%	-36.4pt

*1 契約社員含む Include Contract Workers

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

*3 当期純利益 / 前・当期末自己資本平均×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

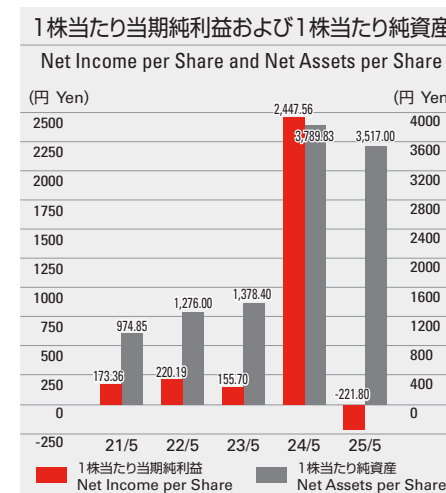
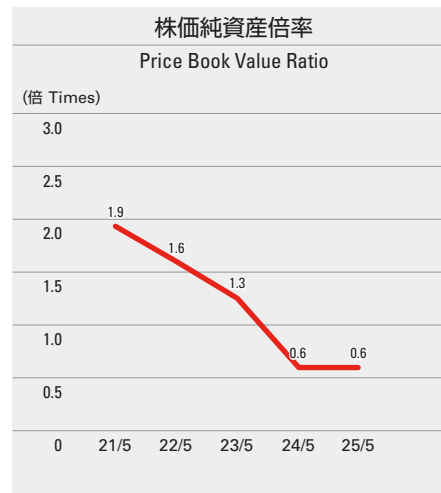
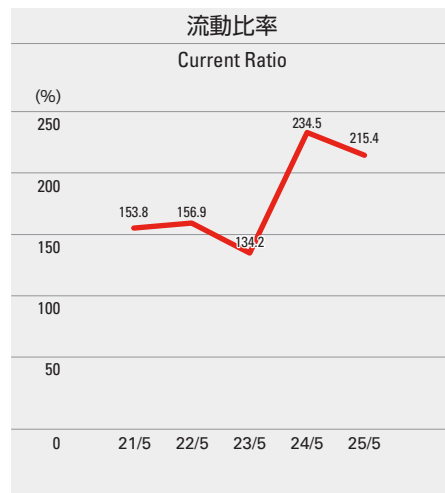
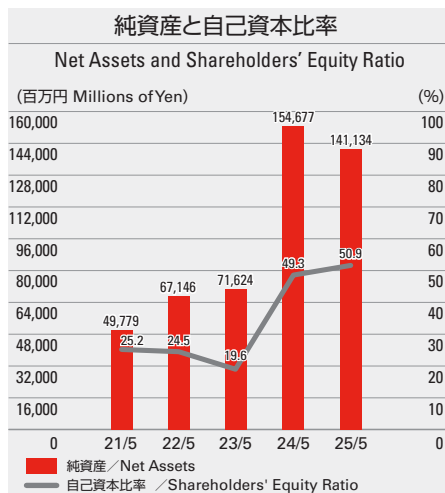
*4 当期純利益 / 前・当期末総資産平均×100 Net Income / Average Total Assets×100

*5 2019年5月期より「税効果会計に係る会計基準」の一部改正を適用しております。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	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	2022/5	前期比 YOY	2023/5	前期比 YOY	2024/5	前期比 YOY	2025/5	前期比 YOY
自己資本比率*1,8	Shareholders' Equity Ratio*1,8	20.1%	-2.1pt	20.9%	0.8pt	23.7%	+2.7pt	22.7%	-1.0pt	25.2%	+2.5pt	24.5%	-0.7pt	19.6%	-4.9pt	49.3%	+29.7pt	50.9%	+1.6pt
流動比率*2	Current Ratio*2	129.7%	+5.4pt	131.8%	+2.1pt	135.9%	+7.5pt	156.6%	+20.7pt	153.8%	-2.8pt	156.9%	+3.1pt	134.2%	-22.7pt	234.5%	+100.3pt	215.4%	-19.1pt
有利子負債比率	Debt-to-equity Ratio	98.3%	+16.1pt	98.8%	+0.5pt	87.1%	-11.6pt	113.9%	+26.8pt	89.5%	-24.4pt	107.5%	+18.0pt	109.1%	+1.6pt	28.9%	-80.2pt	24.6%	-4.3pt

1株当たり情報 Per Share Data

経営指標	Key Indicators	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
1株当たり当期純利益(円)*3,9	Net Income per Share (Yen)*3,9	(3.52)	34.94	50.52	15.21	173.36	220.19	155.70	2,447.56	(221.80)
1株当たり純資産(BPS)(円)*4,8	Net Assets per Share (Yen)*4,8	517.74	604.20	724.91	813.28	974.85	1,276.00	1,378.40	3,789.83	3,517.00
1株当たり配当金(円)	Cash Dividends per Share (Yen)	12	13	18	19	30	35	35	75	75

*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	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
配当性向(%)*5	Payout Ratio (%)*5	—	37.2	35.6	124.9	17.3	15.9	22.5	3.1	—
株価収益率(PER)(倍)*6,9	Price/Earnings Ratio (Times)*6,9	—	48.5	33.1	84.2	10.9	9.5	11.2	0.9	—
株価純資産倍率(PBR)(倍)*7,8	Price Book Value Ratio (Times)*7,8	1.8	2.8	2.3	1.6	1.9	1.6	1.3	0.6	0.6
1株当たり純資産成長率(%)*8	BPS Growth Ratio (%)*8	0.5	16.7	20.0	12.2	19.9	30.9	8.0	174.9	-7.2

*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－新株予約権 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。

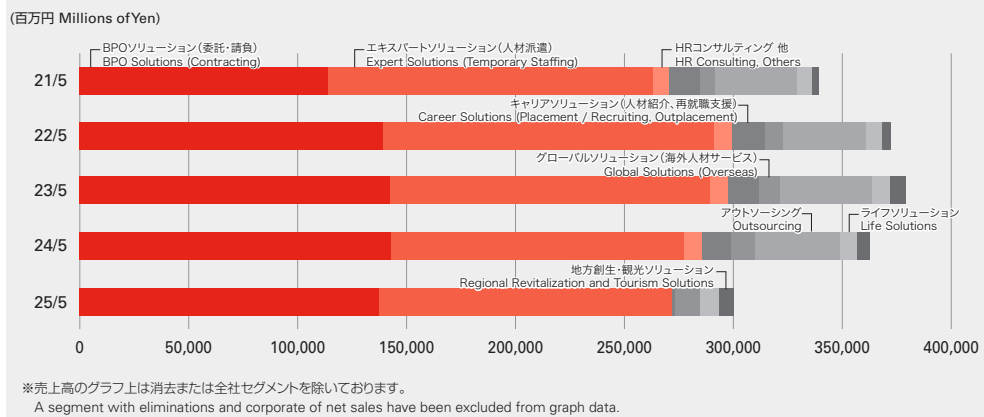
Effective from the fiscal year ended May 31, 2016, the Company has introduced "Employment Stock Ownership Plan (J-ESOP)" and "Board Benefit Trust (BBT)". The Company's shares in the J-ESOP and BBT, which are reported as treasury stock under shareholders' equity, are not counted toward the average number 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。

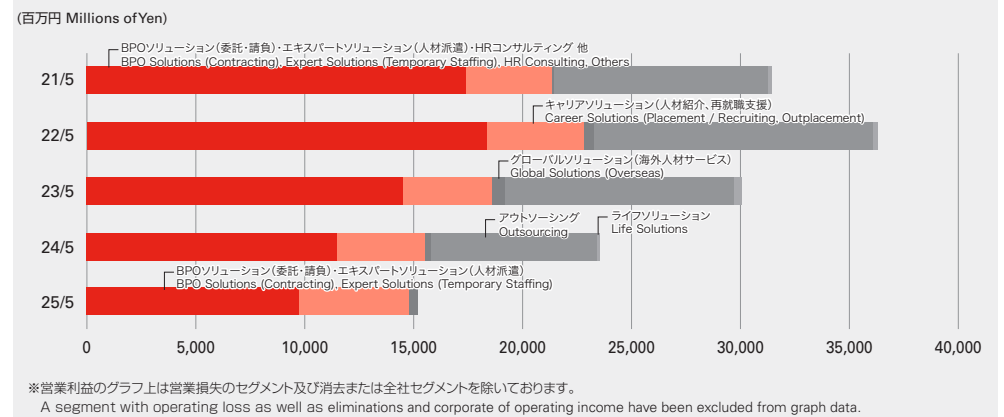
The "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No.28, dated February 16, 2018) etc. has been applied since the start of the fiscal year ended May 2019. Accordingly, figures after the fiscal year ended May 2018 have been adjusted to reflect this change in presentation.

セグメント別業績推移 Segment Results

売上高 Net Sales



営業利益 Operating Income



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

(百万円/Millions of Yen)

売上高	Net Sales	2021/5			2022/5			2023/5			2024/5			2025/5		
		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	売上高 Sales	構成比 Share	前期比 YoY
BPOソリューション(委託・請負)	BPO Solutions (Contracting)	114,055	34.1%	14.3%	139,272	38.0%	22.1%	142,327	38.2%	2.2%	142,854 [147,579]	40.0% [41.4%]	0.4% [3.7%]	137,236	44.4%	-7.0%
エキスパートソリューション(人材派遣)	Expert Solutions (Temporary Staffing)	149,133	44.6%	-1.5%	152,067	41.5%	2.0%	147,188	39.5%	-3.2%	134,534 [137,082]	37.7% [38.4%]	-8.6% [-6.9%]	134,807	43.6%	-1.7%
HRコンサルティング 他	HR Consulting, Others	7,613	2.3%	-23.7%	8,418	2.3%	10.6%	8,340	2.2%	-0.9%	8,673 [-]	2.4% [-]	4.0% [-]	—	—	—
キャリアソリューション (人材紹介、再就職支援)	Career Solutions (Placement / Recruiting, Outplacement)	13,863	4.1%	3.4%	14,700	4.0%	6.0%	13,923	3.7%	-5.3%	13,054	3.7%	-6.2%	14,507	4.7%	11.1%
グローバルソリューション(海外人材サービス)	Global Solutions (Overseas)	7,061	2.1%	-9.4%	8,335	2.3%	18.0%	9,831	2.6%	17.9%	11,024	3.1%	12.1%	11,407	3.7%	3.5%
アウトソーシング	Outsourcing	37,844	11.3%	1.5%	38,359	10.5%	1.4%	42,376	11.4%	10.5%	38,962	10.9%	-8.1%	—	—	—
ライフソリューション	Life Solutions	6,570	2.0%	5.1%	7,158	2.0%	9.0%	8,200	2.2%	14.6%	7,792	2.2%	-5.0%	8,623	2.8%	10.7%
地方創生・観光ソリューション	Regional Revitalization and Tourism Solutions	3,244	1.0%	8.5%	4,426	1.2%	36.4%	6,931	1.9%	56.6%	6,223 [6,610]	1.7% [1.9%]	-10.2% [-4.6%]	7,083	2.3%	7.2%
消去または全社	Eliminations and Corporate	(4,846)	-1.4%	—	(6,642)	-1.8%	—	(6,539)	-1.8%	—	(6,385) [(5,372)]	-1.8% [-1.5%]	—	(4,425)	-1.4%	—
合計	Total	334,540	100.0%	2.9%	366,096	100.0%	9.4%	372,579	100.0%	1.8%	356,733	100.0%	-4.3%	309,240	100.0%	-13.3%

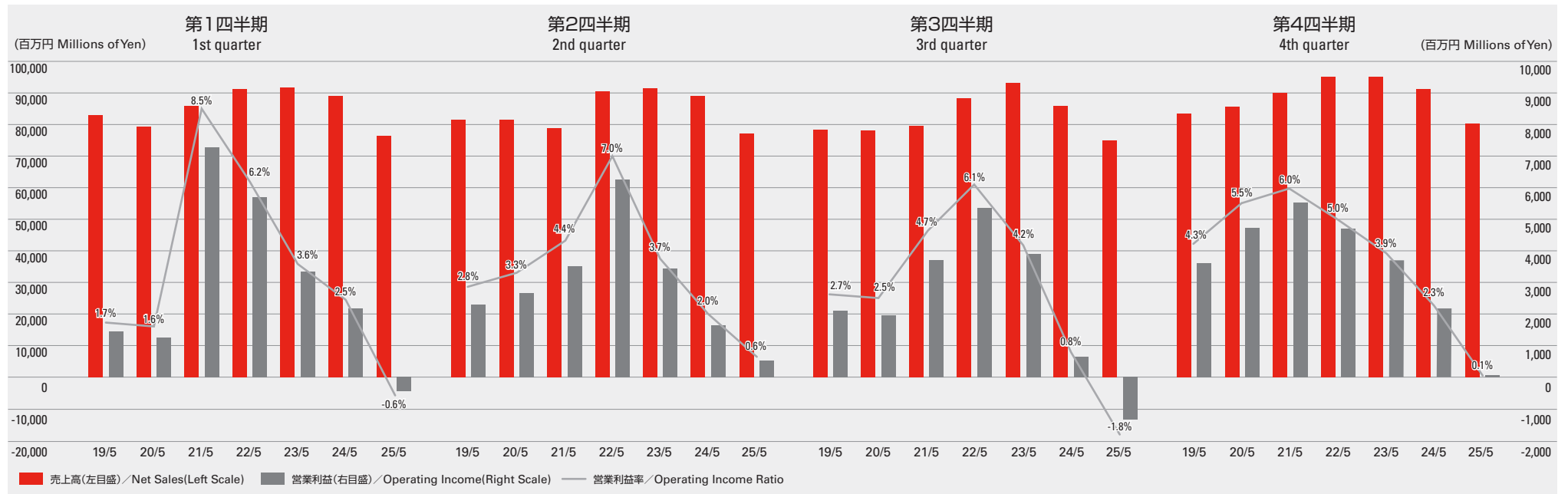
(百万円/Millions of Yen)

営業利益	Operating Income	2021/5				2022/5				2023/5				2024/5				2025/5				
		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	営業利益 Operating Income	営業利益率 Operating Income Ratio	構成比 Share	前期比 YoY	
BPOソリューション(委託・請負)	BPO Solutions (Contracting)																					
エキスパートソリューション(人材派遣)	Expert Solutions (Temporary Staffing)	17,427	6.4%	87.4%	86.5%	18,345	6.1%	83.1%	5.3%	14,515	4.9%	101.0%	-20.9%	11,499 [11,582]	4.0% [4.1%]	169.3% [170.5%]	-20.8% [20.2%]	9,759	3.6%	—	-15.7%	
HRコンサルティング 他	HR Consulting, Others																	—	—	—	—	
キャリアソリューション (人材紹介、再就職支援)	Career Solutions (Placement / Recruiting, Outplacement)	3,919	28.3%	19.7%	24.5%	4,470	30.4%	20.2%	14.1%	4,089	29.4%	28.4%	-8.5%	4,042	31.0%	59.5%	-1.1%	5,048	34.8%	—	24.9%	
グローバルソリューション(海外人材サービス)	Global Solutions (Overseas)	116	1.6%	0.6%	-41.3%	447	5.4%	2.0%	285.6%	617	6.3%	4.3%	38.0%	270	2.5%	4.0%	-56.2%	401	3.5%	—	48.3%	
アウトソーシング	Outsourcing	9,794	25.9%	49.1%	16.9%	12,765	33.3%	57.8%	30.3%	10,487	24.7%	72.9%	-17.8%	7,615	19.5%	112.1%	-27.4%	—	—	—	—	
ライフソリューション	Life Solutions	203	3.1%	1.0%	-9.6%	232	3.2%	1.1%	14.2%	364	4.4%	2.5%	57.0%	128	1.6%	1.9%	-64.8%	(26)	-0.3%	—	—	
地方創生・観光ソリューション	Regional Revitalization and Tourism Solutions	(2,327)	—	-11.7%	—	(2,612)	—	-11.8%	—	(2,877)	—	-20.0%	—	(2,588) [(2,671)]	-41.6% [-40.4%]	-38.1% [-39.3%]	—	(1,900)	-26.8%	—	—	
消去または全社	Eliminations and Corporate	(9,191)	—	-46.1%	—	(11,566)	—	-52.4%	—	(12,819)	—	-89.2%	—	(14,174)	—	-208.6%	—	(14,519)	—	—	—	
合計	Total	19,940	6.0%	100.0%	88.5%	22,083	6.0%	100.0%	10.7%	14,377	3.9%	100.0%	-34.9%	6,794	1.9%	100.0%	-52.7%	(1,237)	-0.4%	100.0%	—	

*2025年5月期に新セグメントへ区分変更をしております。それに伴う2024年5月期の変更後の数値は[]で記載しております。

* Effective from the fiscal year ended May 31, 2025, the Company revised its segment classifications. Accordingly, the figures for the fiscal year ended May 31, 2024, based on the new classifications, are presented in [brackets].

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)

		2019 / 5				2020 / 5				2021 / 5				2022 / 5				2023 / 5				2024 / 5				2025 / 5			
決算年月		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	82,997	81,694	78,603	83,689	79,626	81,602	78,119	85,636	85,751	79,154	79,763	89,869	91,927	90,558	88,389	95,221	92,066	91,906	93,307	95,299	89,881	89,434	86,241	91,174	76,323	77,610	74,976	80,328
売上総利益	Gross Profit	18,051	18,107	18,078	20,474	18,270	19,127	18,233	21,058	22,332	19,659	19,038	21,939	21,720	22,792	21,525	23,633	22,273	22,582	22,956	23,712	21,226	21,259	19,964	22,375	16,374	17,520	15,788	18,276
営業利益	Operating Income	1,451	2,280	2,094	3,637	1,243	2,658	1,954	4,721	7,287	3,515	3,710	5,428	5,700	6,295	5,352	4,735	3,330	3,402	3,931	3,712	2,228	1,751	693	2,120	(436)	480	(1,324)	42
経常利益	Ordinary Income	1,222	2,316	2,079	3,618	930	2,676	1,947	4,682	7,357	3,496	3,768	5,757	5,786	6,363	5,611	4,735	3,610	3,821	4,014	3,921	2,197	1,790	635	2,529	(479)	669	(1,031)	382
税引前利益	Income before Income Taxes	1,212	2,295	2,081	3,304	918	2,241	1,890	2,532	7,284	2,355	3,635	3,431	5,799	6,328	5,606	4,555	3,819	4,404	4,104	4,438	2,159	1,660	647	101,784	(447)	(1,907)	(1,315)	(2,156)
当期純利益*1	Net Income*1	(7)	638	286	1,058	46	346	175	26	4,064	213	1,304	1,201	2,481	2,318	2,514	1,306	1,293	1,440	1,213	2,151	187	(41)	(899)	96,644	(1,194)	(2,568)	(2,400)	(2,495)
伸び率	YoY																												
売上高	Net Sales	14.5%	4.5%	0.7%	1.2%	-4.1%	-0.1%	-0.6%	2.3%	7.7%	-3.0%	2.1%	4.9%	7.2%	14.4%	10.8%	6.0%	0.2%	1.5%	5.6%	0.1%	-2.4%	-2.7%	-7.6%	-4.3%	-15.1%	-13.2%	-13.1%	-11.9%
売上総利益	Gross Profit	18.3%	8.6%	12.4%	7.7%	1.2%	5.6%	0.9%	2.9%	22.2%	2.8%	4.4%	4.2%	-2.7%	15.9%	13.1%	7.7%	2.5%	-0.9%	6.7%	0.3%	-4.7%	-5.9%	-13.0%	-5.6%	-22.9%	-17.6%	-20.9%	-18.3%
営業利益	Operating Income	40.5%	43.9%	69.1%	35.6%	-14.4%	16.5%	-6.7%	29.8%	486.1%	32.2%	89.8%	15.0%	-21.8%	79.1%	44.2%	-12.8%	-41.6%	-46.0%	-26.5%	-21.6%	-33.1%	-48.5%	-82.3%	-42.9%	-	-72.6%	-	-98.0%
経常利益	Ordinary Income	21.4%	42.3%	58.4%	34.9%	-23.9%	15.5%	-6.4%	29.4%	691.0%	30.7%	93.5%	22.9%	-21.4%	82.0%	48.9%	-17.7%	-37.6%	-39.9%	-28.5%	-17.2%	-39.2%	-53.1%	-84.2%	-35.5%	-	-62.6%	-	-84.9%
税引前利益	Income before Income Taxes	-23.9%	57.2%	85.0%	29.2%	-24.2%	-2.4%	-9.2%	-23.4%	692.8%	5.1%	92.3%	35.5%	-20.4%	168.7%	54.2%	32.8%	-34.2%	-30.4%	-26.8%	-2.6%	-43.4%	-62.3%	-84.2%	2,193.0%	-	-	-	-
当期純利益*1	Net Income*1	-	-	-	-3.2%	-	-45.8%	-38.8%	-97.5%	8650.2%	-38.2%	644.6%	4374.8%	-38.9%	983.5%	92.8%	8.8%	-47.9%	-37.9%	-51.7%	64.6%	-85.5%	-	-	4,392.5%	-	-	-	-

四半期業績 Quarterly Results

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

(百万円/Millions of Yen)

	2022 / 5								2023 / 5								2024 / 5								2025 / 5							
決算年月	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																																
BPOソリューション(委託・請負) BPO Solutions (Contracting)	34,202	6.4%	33,417	34.9%	34,898	36.9%	36,753	16.1%	33,817	-1.1%	34,507	3.3%	36,722	5.2%	37,279	1.4%	35,932 [37,080]	6.3% [9.6%]	36,038 [37,222]	4.4% [7.9%]	34,806 [36,162]	-5.2% [-1.5%]	36,076 [37,114]	-3.2% [-0.4%]	33,698	-9.1%	34,010	-8.6%	33,778	-6.6%	35,748	-3.7%
エキスパートソリューション(人材派遣) Expert Solutions (Temporary Staffing)	40,650	7.0%	38,014	1.6%	35,438	-0.9%	37,964	0.0%	37,837	-6.9%	37,375	-1.7%	35,663	0.6%	36,311	-4.4%	34,551 [35,137]	-8.7% [-7.1%]	34,133 [34,739]	-8.7% [-7.1%]	32,252 [32,742]	-9.6% [-8.2%]	33,596 [34,462]	-7.5% [-5.1%]	33,773	-3.9%	34,403	-1.0%	32,223	-1.6%	34,407	-0.2%
HRコンサルティング 他 HR Consulting, Others	1,926	18.3%	1,911	3.7%	2,418	7.0%	2,162	14.9%	2,021	4.9%	2,235	17.0%	1,994	-17.6%	2,088	-3.4%	2,082 [-]	3.5% [-]	2,139 [-]	-4.3% [-]	2,149 [-]	7.8% [-]	2,291 [-]	9.7% [-]	—	—	—	—	—	—	—	—
キャリアソリューション(人材紹介、再就職支援) Career Solutions (Placement / Recruiting, Outplacement)	3,610	22.9%	3,881	25.7%	3,529	5.4%	3,679	-18.1%	3,434	-4.9%	3,475	-10.5%	3,395	-3.8%	3,618	-1.7%	3,341	-2.7%	3,468	-0.2%	3,099	-8.7%	3,144	-13.1%	3,297	-1.3%	3,711	7.0%	3,772	21.7%	3,727	18.5%
グローバルソリューション(海外人材サービス) Global Solutions (Overseas)	2,056	24.0%	2,004	19.1%	2,084	21.1%	2,190	9.6%	2,395	16.5%	2,526	26.0%	2,366	13.5%	2,543	16.1%	2,545	6.3%	2,688	6.4%	2,677	13.1%	3,112	22.4%	2,787	9.5%	2,675	-0.5%	2,754	2.9%	3,189	2.5%
アウトソーシング Outsourcing	8,513	3.2%	10,232	14.4%	8,319	-15.8%	11,293	4.9%	10,583	24.3%	9,650	-5.7%	10,788	29.7%	11,353	0.5%	9,571	-9.6%	9,156	-5.1%	9,648	-10.6%	10,586	-6.8%	—	—	—	—	—	—	—	—
ライフソリューション Life Solutions	1,708	9.3%	1,767	5.5%	1,786	8.6%	1,896	12.4%	1,963	14.9%	2,035	15.2%	2,115	18.4%	2,086	10.0%	1,923	-2.0%	1,873	-8.0%	1,889	-10.7%	2,105	0.9%	2,052	6.7%	2,107	12.5%	2,136	13.0%	2,326	10.5%
地方創生・観光ソリューション Regional Revitalization and Tourism Solutions	763	59.3%	1,286	46.1%	1,241	52.6%	1,134	5.9%	1,529	100.2%	1,894	47.3%	1,823	46.8%	1,684	48.5%	1,526 [1,609]	-0.2% [5.2%]	1,572 [1,665]	-17.0% [-12.1%]	1,228 [1,321]	-32.6% [-27.5%]	1,895 [2,014]	12.5% [19.6%]	1,716	6.7%	1,777	6.7%	1,461	10.6%	2,128	5.6%
消去または全社 Eliminations and Corporate	(1,504)	—	(1,957)	—	(1,326)	—	(1,853)	—	(1,515)	—	(1,795)	—	(1,561)	—	(1,666)	—	(1,604) [(1,328)]	—	(1,636) [(1,379)]	—	(1,509) [(1,299)]	—	(1,635) [(1,366)]	—	(1,003)	—	(1,074)	—	(1,149)	—	(1,198)	—
連結合計 Consolidated	91,927	7.2%	90,558	14.4%	88,389	10.8%	95,221	6.0%	92,066	0.2%	91,906	1.5%	93,307	5.6%	95,299	0.1%	89,881	-2.4%	89,434	-2.7%	86,241	-7.6%	91,174	-4.3%	76,323	-15.1%	77,610	-13.2%	74,976	-13.1%	80,328	-11.9%

	2022 / 5								2023 / 5								2024 / 5								2025 / 5							
決算年月	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																																
BPOソリューション(委託・請負) BPO Solutions (Contracting)																																
エキスパートソリューション(人材派遣) Expert Solutions (Temporary Staffing)	5,021	-30.5%	4,222	28.9%	4,574	61.6%	4,527	10.7%	3,398	-32.3%	3,963	-6.1%	3,591	-21.5%	3,561	-21.3%	3,050 [3,079]	-10.2% [-9.4%]	2,865 [2,901]	-27.7% [-26.8%]	1,590 [1,612]	-55.7% [-55.1%]	3,992 [3,998]	12.1% [12.0%]	2,478	-19.5%	2,990	3.0%	1,583	-1.8%	2,707	-32.1%
HRコンサルティング 他 HR Consulting, Others																									—	—	—	—	—	—	—	—
キャリアソリューション(人材紹介、再就職支援) Career Solutions (Placement / Recruiting, Outplacement)	1,134	91.6%	1,250	73.5%	973	9.6%	1,112	-35.2%	919	-19.0%	1,074	-14.1%	976	0.3%	1,119	0.6%	1,025	11.5%	1,100	2.5%	854	-12.5%	1,062	-5.1%	975	-4.9%	1,427	29.7%	1,393	63.1%	1,252	17.9%
グローバルソリューション(海外人材サービス) Global Solutions (Overseas)	57	—	110	72.5%	89	71.7%	190	128.9%	108	89.0%	241	118.7%	106	18.9%	161	-15.3%	49	-54.2%	84	-64.9%	(19)	—	155	-3.6%	73	48.4%	57	-32.4%	56	—	213	37.1%
アウトソーシング Outsourcing	2,843	30.4%	4,043	76.8%	2,645	8.0%	3,232	12.4%	2,897	1.9%	1,927	-52.3%	3,013	13.9%	2,648	-18.1%	1,934	-33.2%	1,605	-16.7%	2,273	-24.5%	1,801	-32.0%	—	—	—	—	—	—	—	—
ライフソリューション Life Solutions	14	-66.4%	100	-13.9%	62	-4.4%	54	—	55	297.0%	117	16.9%	140	124.1%	50	-7.6%	(5)	—	28	-75.4%	67	-52.1%	37	-25.4%	(9)	—	83	188.4%	(3)	—	(96)	—
地方創生・観光ソリューション Regional Revitalization and Tourism Solutions	(702)	—	(547)	—	(451)	—	(910)	—	(667)	—	(450)	—	(1,001)	—	(757)	—	(648) [(677)]	—	(568) [(604)]	—	(750) [(772)]	—	(621) [(617)]	—	(408)	—	(506)	—	(555)	—	(430)	—
消去または全社 Eliminations and Corporate	(2,668)	—	(2,884)	—	(2,541)	—	(3,471)	—	(3,381)	—	(3,471)	—	(2,895)	—	(3,071)	—	(3,177)	—	(3,365)	—	(3,322)	—	(4,309)	—	(3,545)	—	(3,571)	—	(3,798)	—	(3,603)	—
連結合計 Consolidated	5,700	-21.8%	6,295	79.1%	5,352	44.2%	4,735	-12.8%	3,330	-41.6%	3,402	-46.0%	3,931	-26.5%	3,712	-21.6%	2,228	-33.1%	1,751	-48.5%	693	-82.3%	2,120	-42.9%	(436)	—	480	-72.6%	(1,324)	—	42	-98.0%

*2025年5月期に新セグメントへ区分変更しております。それに伴う2024年5月期の変更後の数値は〔 〕で記載しております。

*Effective from the fiscal year ended May 31, 2025, the Company revised its segment classifications. Accordingly, the figures for the fiscal year ended May 31, 2024, based on the new classifications, are presented in [brackets].

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)

		2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
売上高	Net sales	¥ 263,728	¥ 280,395	¥ 311,410	¥ 326,984	¥ 324,984	¥ 334,540	¥ 366,096	¥ 372,579	¥ 356,733	¥ 309,240
売上原価	Cost of sales	210,919	223,778	244,382	252,274	248,295	251,570	276,424	281,053	271,907	241,281
売上総利益	Gross profit	52,808	56,617	67,028	74,710	76,689	82,969	89,671	91,525	84,825	67,958
販売費及び一般管理費	Selling, general and administrative expenses	48,948	52,128	60,489	65,245	66,111	63,028	67,588	77,148	78,030	69,196
営業利益	Operating income	3,860	4,488	6,539	9,465	10,577	19,940	22,083	14,377	6,794	(1,237)
営業外収益	Non-operating income:	407	339	981	1,089	1,187	1,704	1,991	1,788	1,145	1,346
受取利息	Interest income	49	31	35	37	37	40	28	41	43	159
持分法による投資利益	Investment gain on equity method	—	—	47	—	—	—	142	153	131	134
補助金収入	Subsidy	147	74	97	54	80	636	720	968	523	198
不動産賃貸料	Real estate rent	43	74	603	748	744	743	735	185	—	—
その他	Other income	167	158	196	249	325	283	363	440	447	853
営業外費用	Non-operating expenses:	412	508	889	1,318	1,529	1,265	1,578	798	787	568
支払利息	Interest expenses	170	161	192	217	200	290	293	393	439	331
持分法による投資損失	Investment loss on equity method	49	74	—	7	3	110	—	—	—	—
コミットメントフィー	Commitment fee	46	48	54	49	52	56	460	60	64	30
不動産賃貸費用	Rent expenses on real estates	—	—	473	597	610	635	611	141	—	—
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	138	151	119	131	231	171	212	203	283	206
経常利益	Ordinary income	3,855	4,319	6,631	9,237	10,236	20,379	22,496	15,366	7,152	(460)
特別利益	Extraordinary gains:	164	36	601	17	52	5	28	1,530	112,060	178
固定資産売却益	Gain on sale of fixed assets	—	—	—	—	0	0	4	33	2	96
投資有価証券売却益	Gain on sale of investment securities	129	17	—	—	29	4	—	1,267	0	76
持分変動利益	Gain on sales of non-current assets	18	—	—	17	17	0	—	213	17	5
関係会社株式売却益	Gain on sale of securities in affiliated companies	—	19	—	—	4	0	24	17	112,040	0
負ののれん発生益	Gain on negative goodwill	—	—	601	—	—	—	—	—	—	—
固定資産受贈益	Gain on donation of noncurrent assets	17	—	—	—	—	—	—	—	—	—
受取補償金	Compensation income	—	—	—	—	—	—	—	—	—	—
その他	Other	—	—	—	—	—	—	—	—	—	—
特別損失	Extraordinary losses:	158	265	497	360	2,705	3,678	234	131	12,961	5,545
固定資産除売却損	Loss on sale and disposal of fixed assets	72	113	144	129	173	367	80	131	299	190
減損損失	Impairment loss	37	140	190	214	2,202	3,238	132	—	10,811	237
投資有価証券評価損	Valuation loss on investment securities	25	—	129	16	242	14	19	—	685	50
関係会社株式評価損	Loss on valuation of shares of subsidiaries and affiliates	—	11	32	—	86	56	0	—	—	—
持分変動損失	Loss on change in equity	—	—	—	—	—	—	—	—	—	—
その他	Other	22	—	—	—	—	0	2	—	1,164	5,067
税金等調整前当期純利益	Income before income taxes and minority interests	3,861	4,090	6,735	8,894	7,583	16,706	22,290	16,766	106,251	(5,826)
法人税、住民税及び事業税	Income taxes—current	2,437	2,883	3,855	3,652	3,647	7,939	8,826	7,508	4,926	1,989
法人税等調整額	Income taxes—deferred	(45)	(396)	(396)	470	612	(915)	69	(1,450)	1,886	126
非支配株主に帰属する当期純利益	Profit attributable to non-controlling interests	1,226	1,732	1,988	2,795	2,728	2,898	4,773	4,608	3,547	716
親会社株主に帰属する当期純利益	Profit attributable to owners of parent	¥ 243	¥ (129)	¥ 1,288	¥ 1,975	¥ 594	¥ 6,784	¥ 8,621	¥ 6,099	¥ 95,891	¥ (8,658)
(連結包括利益計算書)	(Consolidated Statements of Comprehensive Income)										
当期純利益	Net income	¥ 1,469	¥ 1,603	¥ 3,276	¥ 4,771	¥ 3,323	¥ 9,682	¥ 13,394	¥ 10,707	¥ 99,438	¥ (7,942)
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	(148)	354	94	(42)	44	449	867	(534)	(725)	(25)
為替換算調整勘定	Foreign currency translation adjustment	(181)	(25)	(81)	3	(121)	117	198	162	274	(84)
退職給付に係る調整額	Remeasurements of defined benefit plans	(737)	498	(35)	(133)	123	2	(28)	132	364	(364)
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	(4)	(0)	(3)	(0)	0	—	(0)	0	0	(0)
その他の包括利益合計	Total of other comprehensive income	(1,072)	828	(26)	(172)	46	569	1,038	(239)	(86)	(474)
包括利益	Comprehensive income	397	2,431	3,249	4,599	3,369	10,251	14,433	10,468	99,351	(8,416)
(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	(771)	549	1,224	1,829	676	7,074	9,219	6,099	95,779	(9,125)
非支配株主に係る包括利益	Comprehensive income attributable to non-controlling interests	1,168	1,881	2,025	2,770	2,692	3,177	5,213	4,368	3,572	709

連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

資産の部	ASSETS	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
流動資産	Current assets:										
現金及び預金	Cash and deposits	¥ 16,775	¥ 21,754	¥ 25,378	¥ 32,305	¥ 49,122	¥ 54,533	¥ 66,951	¥ 123,067	¥ 192,281	¥ 124,771
受取手形、売掛金及び契約資産	Notes and accounts receivable - trade, and contract assets	31,987	34,202	40,082	39,412	42,744	44,267	50,982	52,625	43,455	41,272
有価証券	Marketable securities	—	—	—	—	—	—	—	—	—	14,500
たな卸資産	Inventories	1,074	1,504	1,938	2,035	2,250	2,717	3,560	3,365	1,781	2,352
繰延税金資産	Deferred tax assets	1,411	1,431	—	—	—	—	—	—	—	—
未収還付法人税等	Income tax receivable	548	647	560	10	106	486	70	2,693	1,231	120
その他	Other current assets	4,445	5,131	6,085	6,662	6,878	6,913	9,648	12,643	4,951	5,980
貸倒引当金	Less allowance for doubtful receivables	(55)	(53)	(58)	(107)	(124)	(57)	(89)	(121)	(63)	(48)
流動資産合計	Total current assets	56,187	64,617	73,987	80,317	100,977	108,862	131,123	194,275	243,637	188,948
固定資産	Fixed assets:										
有形固定資産	Property and equipment:										
建物	Buildings	3,903	4,422	6,842	7,721	7,145	7,261	12,208	15,381	8,843	11,358
土地	Land	1,977	2,089	2,340	3,060	2,609	3,234	7,308	8,063	8,021	9,255
リース資産	Lease assets	1,582	1,056	1,978	1,629	1,295	890	751	1,134	886	768
その他	Other tangibles	1,259	1,688	4,229	4,314	5,556	7,182	7,067	9,145	17,716	25,763
有形固定資産合計	Total tangible fixed assets	8,722	9,258	15,391	16,725	16,606	18,568	27,336	33,725	35,467	47,145
無形固定資産	Intangible assets:										
のれん	Goodwill	4,483	3,701	3,900	3,029	2,140	1,644	6,833	7,353	842	815
ソフトウェア	Software	3,516	3,733	4,196	4,022	4,151	4,104	7,644	10,027	3,121	5,826
リース資産	Lease assets	44	91	169	170	124	58	18	7	18	12
顧客関係資産	Customer-related intangible assets	1,689	1,425	1,160	896	632	434	8,581	9,067	921	854
その他	Other intangibles	128	127	128	133	132	119	116	126	107	109
無形固定資産合計	Total intangible fixed assets	9,861	9,079	9,555	8,252	7,181	6,361	23,195	26,582	5,011	7,617
投資その他の資産	Investments and other assets:										
投資有価証券	Investment securities	3,022	3,699	3,792	4,359	4,420	4,966	6,938	6,586	3,288	7,655
長期貸付金	Long-term loans	107	187	170	159	158	39	39	34	33	33
繰延税金資産	Deferred tax assets	854	745	2,638	2,369	2,757	3,182	2,720	2,909	1,640	1,891
敷金及び保証金	Lease guarantee deposits	4,849	4,987	4,649	4,913	5,482	6,751	9,063	7,773	7,328	6,864
退職給付に係る資産	Net defined benefit asset	859	1,015	1,138	1,043	1,203	1,348	1,942	2,245	3,165	3,518
その他	Other investments	942	1,104	1,249	1,445	1,600	1,490	1,247	1,248	1,417	1,281
貸倒引当金	Less allowance for doubtful receivables	(51)	(111)	(95)	(126)	(135)	(97)	(10)	(7)	(10)	(11)
投資損失引当金	Allowance for investment loss	—	—	—	—	—	—	—	—	—	—
投資その他の資産合計	Total investments and other assets	10,584	11,629	13,543	14,163	15,488	17,681	21,941	20,791	16,862	21,233
固定資産合計	Total fixed assets	29,169	29,966	38,490	39,141	39,275	42,610	72,473	81,099	57,341	75,997
繰延資産合計	Total deferred assets	—	—	—	—	187	168	149	130	111	92
社債発行費	Bond issue cost	—	—	—	—	187	168	149	130	111	92
資産合計	Total assets	¥ 85,356	¥ 94,584	¥ 112,477	¥ 119,459	¥ 140,441	¥ 151,641	¥ 203,746	¥ 275,504	¥ 301,090	¥ 265,038

連結貸借対照表 Consolidated Balance Sheets

(百万円/Millions of Yen)

負債の部	LIABILITIES	2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
流動負債	Current liabilities:										
買掛金	Accounts payable—trade	¥ 4,974	¥ 5,850	¥ 6,545	¥ 6,534	¥ 5,704	¥ 6,377	¥ 8,735	¥ 7,427	¥ 3,423	¥ 2,771
短期借入金	Short-term loans payable	4,861	5,362	6,219	9,391	8,640	9,433	9,611	10,296	9,263	6,043
リース債務	Lease obligations	1,060	514	781	665	640	660	411	383	342	311
未払金	Accounts payable—other	5,436	7,133	7,533	7,424	6,963	8,359	10,523	10,334	6,333	7,184
未払費用	Accrued expenses	13,010	14,140	16,583	15,090	17,324	15,152	16,016	17,009	16,756	18,596
未払法人税等	Income taxes payable	1,603	1,730	2,210	2,708	3,700	4,071	5,877	3,061	1,138	1,621
未払消費税等	Consumption taxes payable	3,248	3,427	4,128	3,502	6,108	7,187	5,250	4,482	3,033	3,484
契約負債	Contract liabilities	2,035	1,630	1,527	1,471	1,808	3,362	8,453	7,488	2,111	3,162
賞与引当金	Reserve for bonus	3,214	3,189	3,811	4,143	4,111	4,580	4,741	4,667	4,205	4,217
役員賞与引当金	Reserve for directors' bonus	25	27	48	41	14	17	19	26	13	20
資産除去債務	Asset retirement obligations	4	97	42	1	2	17	43	17	98	66
その他	Other current liabilities	5,719	6,705	8,195	8,142	9,461	11,555	13,870	79,587	57,167	40,248
流動負債合計	Total current liabilities	45,195	49,811	57,629	59,116	64,482	70,775	83,555	144,783	103,889	87,728
固定負債	Long-term liabilities:										
社債	Bonds	—	—	344	288	2,482	2,176	3,810	3,224	2,630	2,100
長期借入金	Long-term debt	8,807	12,017	14,116	12,806	23,158	20,990	38,779	43,505	29,427	23,671
リース債務	Lease obligations	863	839	1,817	1,499	1,003	562	554	924	678	551
繰延税金負債	Deferred tax liabilities	474	365	53	198	1,328	1,028	3,506	2,366	1,304	1,333
退職給付引当金	Allowance for employees' severance retirement benefits	—	—	—	—	—	—	—	—	—	—
退職給付に係る負債	Net defined benefit liability	1,705	1,829	1,949	1,996	2,172	2,263	2,300	2,409	2,407	2,359
資産除去債務	Asset retirement obligations	938	879	1,482	1,854	1,971	2,125	2,280	2,554	2,326	2,923
役員株式給付引当金	Allowance for directors' stock benefit	—	28	170	315	318	457	598	600	418	253
従業員株式付与引当金	Allowance for employees' stock grant	—	34	141	257	303	438	571	566	281	278
その他	Other long-term liabilities	637	716	882	872	905	1,043	643	2,945	3,048	2,703
固定負債合計	Total long-term liabilities	13,426	16,710	20,958	20,089	33,642	31,086	53,044	59,096	42,523	36,175
負債合計	Total liabilities	¥ 58,621	¥ 66,522	¥ 78,587	¥ 79,206	¥ 98,124	¥ 101,861	¥ 136,599	¥ 203,880	¥ 146,412	¥ 123,904
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	5,023	5,013	6,967	10,263	14,013	14,029	17,786	17,094	17,495	15,963
利益剰余金	Retained earnings	13,172	12,593	13,461	14,907	14,789	20,801	28,238	32,941	127,465	115,788
自己株式	Treasury stock	(4,016)	(4,008)	(2,194)	(2,185)	(2,442)	(2,417)	(2,378)	(2,378)	(2,685)	(2,577)
株主資本合計	Total shareholders' equity	19,179	18,598	23,233	27,985	31,360	37,413	48,646	52,658	147,276	134,174
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	97	293	345	447	499	694	1,131	853	121	95
為替換算調整勘定	Foreign currency translation adjustment	104	90	9	14	(90)	10	197	348	604	530
退職給付に係る調整累計額	Remeasurements of defined benefit plans	(422)	74	39	(91)	41	36	10	138	501	133
その他の包括利益累計額合計*1	Total accumulated other comprehensive income*1	(221)	458	394	370	451	741	1,339	1,340	1,228	760
新株予約権計	Share acquisition rights	—	—	—	—	—	4	4	2	2	2
非支配株主持分	Non-controlling interests	7,776	9,006	10,261	11,898	10,504	11,619	17,155	17,622	6,171	6,196
純資産合計	Total net assets	26,735	28,062	33,889	40,253	42,316	49,779	67,146	71,624	154,677	141,134
負債純資産合計	Total liabilities and net assets	¥ 85,356	¥ 94,584	¥ 112,477	¥ 119,459	¥ 140,441	¥ 151,641	¥ 203,746	¥ 275,504	¥ 301,090	¥ 265,038

*1 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)

		2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
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	¥ 3,861	¥ 4,090	¥ 6,735	¥ 8,894	¥ 7,583	¥ 16,706	¥ 22,290	¥ 16,766	¥ 106,251	¥ (5,826)
減価償却費	Depreciation	3,293	3,327	3,804	4,303	4,013	3,794	4,419	5,126	5,569	2,756
減損損失	Impairment loss	37	140	190	214	2,202	3,238	132	—	10,811	237
のれん償却額	Amortization of goodwill	1,000	984	993	963	819	662	709	721	750	336
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	(2)	58	(20)	81	25	(106)	20	62	53	(14)
賞与引当金の増加額(()は減少額)	Increase (decrease) in reserve for bonus	374	(25)	605	329	26	464	153	(96)	(479)	3
退職給付に係る負債の増減額	Increase (decrease) in net defined benefit liability	(28)	118	24	41	125	128	(41)	(0)	(4)	(24)
退職給付に係る資産の増減額	Increase (decrease) in net defined benefit asset	(516)	573	(190)	(95)	77	(177)	(629)	(120)	(369)	(939)
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	171	2	—	(165)
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	138	(5)	(25)	8
受取利息及び受取配当金	Interest and dividend income	(63)	(46)	(62)	(59)	(65)	(75)	(71)	(82)	(85)	(173)
補助金収入	Subsidy	(147)	(74)	(97)	(54)	(80)	(636)	(720)	(968)	(523)	(198)
支払利息	Interest expenses	170	161	192	217	200	290	293	393	439	331
持分法による投資損失(()は投資利益)	Investment loss (gain) on equity method	49	74	(47)	7	3	110	(142)	(153)	(131)	(134)
固定資産除売却損益(()は利益)	Loss (gain) on sale and disposal of fixed assets	53	113	144	111	172	367	76	97	297	93
投資有価証券売却益	Gain on sale of investment securities	(120)	(17)	—	—	(29)	(3)	2	(1,267)	(0)	(76)
投資有価証券評価損	Valuation loss on investment securities	25	11	161	16	329	71	19	—	685	50
関連会社株式売却益	Gain on sale of securities in affiliated companies	—	—	—	—	—	—	—	—	(112,040)	—
売上債権及び契約資産の減少額(()は増加額)	Decrease (increase) in accounts receivables, and contract assets — trade	(1,971)	(2,187)	(3,053)	737	(3,536)	(1,422)	(6,112)	(1,188)	4,177	2,244
たな卸資産の減少額(()は増加額)	Decrease (increase) in inventories	(6)	(425)	(407)	(86)	(216)	(458)	(315)	199	(567)	(552)
その他資産の減少額(()は増加額)	Decrease (increase) in other current assets	(71)	(628)	(410)	(1,089)	(307)	975	(1,907)	(3,023)	(1,267)	1,190
営業債務の増加額(()は減少額)	Increase (decrease) in accounts payable—trade	42	1,615	1,854	(1,524)	1,248	(845)	2,823	(901)	(932)	763
未払消費税等の増加額(()は減少額)	Increase (decrease) in consumption tax payable	(2,986)	232	545	(162)	2,803	527	(862)	39	(960)	371
預り金の増減額(()は減少額)	Increase (decrease) in deposits received	—	101	1,080	(170)	1,389	(886)	(1,201)	1,061	(1,281)	2,094
その他負債の増加額(()は減少額)	Increase (decrease) in other current liabilities	(52)	932	1,105	262	(444)	3,127	(1,669)	1,717	21	2,304
その他	Other	(102)	29	59	235	479	104	104	(278)	1,078	(240)
小計	Subtotal	2,840	9,222	12,856	13,446	16,867	26,256	17,679	18,102	11,468	4,439
利息及び配当金の受取額	Interest and dividends received	73	62	83	80	79	87	86	98	103	112
利息の支払額	Interest paid	(161)	(150)	(186)	(219)	(197)	(292)	(286)	(374)	(445)	(335)
補助金の受取額	Subsidy received	147	74	97	54	80	636	720	968	723	198
協賛金の受取額	Sponsorship money income	—	—	—	—	—	—	—	100	83	234
法人税等の支払額	Income taxes paid	(2,417)	(2,744)	(3,345)	(4,175)	(5,406)	(7,820)	(8,084)	(12,932)	(4,535)	(322)
営業活動によるキャッシュ・フロー	Net cash (used in) provided by operating activities	¥ 482	¥ 6,464	¥ 9,505	¥ 9,186	¥ 11,424	¥ 18,868	¥ 10,115	¥ 5,961	¥ 7,397	¥ 4,327

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

(百万円/Millions of Yen)

		2016/5	2017/5	2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
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	¥ 682	¥ (354)	¥ 364	¥ (188)	¥ (466)	¥ 755	¥ 10	¥ (21)	¥ 60	¥ (10,536)
有価証券の取得による支出	Purchase of securities	—	—	—	—	—	—	—	—	—	(14,500)
有形固定資産の取得による支出	Payments for purchases of fixed assets	(1,165)	(1,292)	(8,592)	(3,628)	(4,810)	(7,031)	(11,632)	(9,029)	(15,244)	(14,909)
有形固定資産の売却による収入	Proceeds from sale of fixed assets	908	0	19	95	855	10	13	99	5	197
無形固定資産の取得による支出	Payments for purchases of intangible assets	(1,367)	(1,385)	(2,012)	(1,577)	(1,894)	(1,721)	(4,683)	(4,591)	(4,905)	(3,421)
投資有価証券の取得による支出	Payments for purchases of investment securities	(615)	(448)	(56)	(515)	(242)	(33)	(744)	(595)	(417)	(4,454)
投資有価証券の売却による収入	Proceeds from sale of investment securities	331	121	0	—	41	7	95	1,790	0	245
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	(670)	(95)	(1,172)	—	—	(183)	(10,451)	(1,268)	—	—
連結の範囲の変更を伴う子会社株式の売却による収入	Proceeds from sale of securities of subsidiaries due to change in consolidated subsidiaries	—	—	—	—	—	—	—	—	115,228	—
子会社株式の追加取得による支出	Payments for additional purchases of securities of subsidiaries	—	—	—	—	—	—	—	—	—	—
貸付けによる支出	Payments of loans receivable	(54)	(161)	(28)	(58)	(5)	(59)	(7)	(10)	(6)	(7)
貸付金の回収による収入	Proceeds from collection of loans receivable	75	48	33	28	23	61	11	20	8	6
敷金及び保証金の差入による支出	Payments for lease and guarantee deposits	(388)	(320)	(516)	(681)	(816)	(1,592)	(2,493)	(638)	(815)	(660)
敷金及び保証金の回収による収入	Proceeds from collection of lease and guarantee deposits	449	176	959	433	224	326	256	1,962	642	1,108
資産除去債務の履行による支出	Payments for asset retirement obligations	—	—	(223)	(99)	(24)	(123)	(50)	(79)	(49)	(127)
事業譲受による支出	Payments for receipt of business rights	(288)	—	(685)	(327)	(0)	(14)	—	—	(207)	(491)
その他	Other	(74)	(1)	(65)	(0)	153	(66)	52	(140)	(47)	(50)
投資活動によるキャッシュ・フロー	Net cash (used in) provided by investing activities	(2,176)	(3,713)	(11,977)	(6,519)	(6,964)	(9,665)	(29,624)	(12,502)	94,252	(47,600)
財務活動によるキャッシュ・フロー	Cash flows from financing activities:										
短期借入金の純増減額(()は減少)	Net decrease (increase) in short-term loans payable—trade	10	137	(152)	3,016	(3,000)	5	(61)	(14)	153	120
長期借入れによる収入	Proceeds from long-term debt	6,500	8,500	9,118	5,328	19,035	7,511	29,129	15,727	2,500	—
長期借入金の返済による支出	Repayment of long-term debt	(4,437)	(4,956)	(6,078)	(6,541)	(6,429)	(8,901)	(11,098)	(10,339)	(10,325)	(9,099)
セール・アンド・リースバックによる収入	Proceeds from sale and leaseback	—	84	1,593	87	—	—	257	—	—	—
ファイナンスリース債務の返済による支出	Repayment of financial lease	(731)	(746)	(800)	(800)	(744)	(645)	(686)	(448)	(446)	(345)
社債の発行による収入	Proceeds from issuance of bonds	—	—	390	—	2,309	—	2,500	—	—	—
社債の償還による支出	Repayment of redemption of bonds	(56)	—	—	(56)	(56)	(306)	(586)	(586)	(586)	(594)
非支配株主からの払込みによる収入	Proceeds from share issuance to non-controlling shareholders	185	19	38	—	—	—	1,171	201	559	45
自己株式の取得による支出	Payments for acquisition of treasury stock	(499)	(0)	(0)	(0)	(498)	—	(0)	(0)	(597)	(1,731)
自己株式の売却による収入	Proceeds from sales of treasury shares	499	—	3,781	—	498	—	—	—	597	—
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)	(0)	(1,506)	(0)	(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)	(0)	(162)	(164)	(34)
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	6,523	5	—	—
(親会社による)配当金の支払額	Payments for dividends (by parent company)	(440)	(446)	(447)	(514)	(710)	(756)	(1,194)	(1,392)	(1,392)	(3,016)
非支配株主への配当金の支払額	Payments for dividends to non-controlling shareholders	(531)	(669)	(924)	(1,131)	(2,050)	(2,041)	(2,390)	(3,776)	(3,176)	(400)
その他	Other	0	(0)	(0)	—	(0)	5	(20)	—	—	—
財務活動によるキャッシュ・フロー	Net cash (used in) provided by financing activities	(2,024)	1,890	6,496	3,962	12,102	(5,147)	23,543	(2,292)	(12,879)	(15,055)
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	(159)	(21)	(33)	(3)	(91)	95	244	174	298	(55)
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	(3,877)	4,620	3,992	6,626	16,470	4,150	4,278	(8,658)	89,068	(58,384)
現金及び現金同等物の期首残高	Cash and cash equivalents at beginning of the year	20,298	16,441	21,062	25,054	31,793	48,147	52,298	56,578	47,919	137,047
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	20	—	—	112	—	—	1	—	59	2
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	—	—	—	—	(116)	—	—	—	—	—
現金及び現金同等物の期末残高	Cash and cash equivalents at end of the year	¥ 16,441	¥ 21,062	¥ 25,054	¥ 31,793	¥ 48,147	¥ 52,298	¥ 56,578	¥ 47,919	¥ 137,047	¥ 78,664

軌跡・沿革

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に上場
2008	12	大阪証券取引所ヘラクレスの上場を廃止
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)パソナキャリアが(株)パソナと合併し、商号を(株)パソナに変更
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・クリエイツ(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
	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	(株)パソナ農援隊を完全子会社として設立
2012	3	キャプラン(株)(現(株)パソナHRソリューション)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YBS)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
	9	(株)パソナふるさとインキュベーションを(株)ベネフィット・ワンとの合併会社として設立
	11	(株)パソナテキーラ(現 サークレイス(株))を子会社として設立
2013	1	キャプラン(株)(現(株)パソナHRソリューション)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(現 サークレイス(株))をTequila International PTE Ltd.、salesforce.com, incと合併会社化
	12	(株)エコLOVE(現(株)Pasona art now)の株式を取得し完全子会社化
2014	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
2015	1	(株)丹後王国(現(株)丹後王国ブルフリー)を子会社として設立
	4	(株)パソナ東北創生を子会社として設立
	4	パナソニックビジネスサービス(株)(現(株)パソナ日本総務部)の株式を取得し子会社化
	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、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	(株)パソナナレッジパートナーをパナソニックIPマネジメント(株)、(株)日本雇用創出機構(現(株)パソナマスターズ)との合併会社として設立
	12	(株)ニジゲンノモリを子会社として設立

*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	
2017	8	(株)パソナが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け
	9	(株)パソナが(株)ドロップシステム(現(株)パソナ)の株式を取得し子会社化
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	三菱重工業(株)子会社のMHIダイヤモンドスタッフ(株)(現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)パソナ顧問ネットワーク(現(株)パソナJOB HUB)を設立
2020	1	Pasona HR Consulting (Thailand) Co.,Ltd.を子会社として設立
	3	(株)丹後王国ブルフリーが(株)丹後王国の事業を譲受け
	3	(株)丹後王国ブルフリーの全株式を取得し完全子会社化
	4	(株)パソナスマイルを子会社として設立
	9	(株)パソナナレッジパートナーが(株)パソナ知財信託を設立
	12	Pasona Oversea Recruitment (Thailand) Co., Ltd.を子会社として設立
2021	7	(株)パソナHR HUBを子会社として設立
	8	(株)古酒の舎を子会社として設立
	9	(株)awajishima resortを子会社として設立
	12	(株)All Japan Tourism Allianceを子会社として設立
2022	3	子会社であるビーウィズ(株)が東京証券取引所市場第一部に上場
	4	東京証券取引所の市場区分の見直しにより、当社及び(株)ベネフィット・ワン、ビーウィズ(株)が東京証券取引所の市場第一部からプライム市場に移行
	6	(株)パソナ農援隊が(株)Awaji Nature Farmを完全子会社として設立
	9	(株)パソナふるさとインキュベーション及び(株)ニジゲンノモリを完全子会社化
	10	(株)ビーウィズが(株)ドゥアイネットの株式を取得し子会社化
2023	1	(株)かんでんジョイナス(現(株)パソナジョイナス)の株式を取得し子会社化
	6	(株)古酒の舎が(株)日本の古酒蔵を子会社として設立
2024	5	(株)ベネフィット・ワンの全株式を譲渡し非子会社化
	6	(株)パソナふるさとインキュベーションが(株)パソナスマイルを吸収合併
		(株)パソナセーフティネットを子会社として設立
	9	(株)パソナテックを吸収合併
2025	2	(株)パソナHRソリューションが(株)パソナサステナビリティを設立
	3	Pasona Tech Vietnam Co., Ltd.の商号をPasona Vietnam Co., Ltd.に変更
	4	(株)パソナふるさとマルシェを子会社として設立
		(株)パソナウェルネスツーリズムを子会社として設立

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 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” 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.; 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.
	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.
2012	Mar.	Shares acquired of CAPLAN Corporation (currently Pasona HR Solution Inc.) and the company made a wholly owned subsidiary.
	Apr.	Shares acquired of YASKAWA BUSINESS STAFF CORPORATION (currently Pasona YBS Inc.) and the company made a subsidiary.
	May	Shares acquired of Bewith, Inc. and the company made a subsidiary.
	Sep.	Pasona Furusato Incubation Inc. established as a joint-venture company with Benefit One Inc.
	Nov.	Pasona Tquila Inc. (currently circlace Inc.) established as a subsidiary.
2013	Jan.	CAPLAN Corporation (currently Pasona HR Solution Inc.) acquires shares of Asahi Beer Communications Co., Ltd. and the company made a subsidiary.
	Feb.	Pasona Life Care Inc. established as a wholly owned subsidiary.
	Mar.	Pasona Tquila Inc. (currently circlace Inc.) made a joint venture firm with Tquila International PTE Ltd. and salesforce.com, Inc.
	Dec.	Shares acquired of Eco LOVE Inc. (currently Pasona art now Inc.) and the company made a wholly owned subsidiary.
2014	Apr.	Shares acquired of Medical Associa Inc. (currently Pasona Inc.) and the company made a subsidiary.
2015	Jan.	Tango Kingdom Inc. (currently Tango Kingdom Brewery Inc.) established as a subsidiary.
	Apr.	Pasona Tohoku Sousei Inc. established as a subsidiary.
	Apr.	Shares of Panasonic Business Service Co., Ltd. (currently Pasona Nihon Somubu Co., Ltd.) acquired; company included in Pasona Group's scope of consolidation as a subsidiary company.

Year	Month	
2015	Oct.	Shares acquired of the Indonesian firm PT Dutagriya Sarana and the company made a subsidiary.
2016	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 joint-venture company with Panasonic Intellectual Property Management Co., Ltd., and Nihon Employment Creation Organization Inc. (currently Pasona Masters Inc.)
	Dec.	Nijigennomori, Inc. established as a subsidiary.
2017	Aug.	Pasona Inc. acquires shares of 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 System Co., Ltd. (currently Pasona Inc.) and the company made a subsidiary.
2018	Feb.	Shares acquired of Malaysian firm Agensi Pekerjaan Pasona Sdn. Bhd. and the company made a subsidiary.
	Apr.	Shares of MHI Diamond Staff Co., Ltd. (currently Nagasaki Diamond Staff Co., Ltd.) a subsidiary of Mitsubishi Heavy Industries Ltd., 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 Komon Network Inc. (currently Pasona JOB HUB Inc.) established.
2020	Jan.	Pasona HR Consulting (Thailand) Co., Ltd. established as a subsidiary.
	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 as a subsidiary.
	Sep.	Pasona Knowledge Partner Inc. establishes Pasona Intellectual Property Trust Inc.
	Dec.	Pasona Oversea Recruitment (Thailand) Co., Ltd. established as a subsidiary.
2021	Jul.	Pasona HR HUB Inc. established as a subsidiary.
	Aug.	Kosyunoya Inc. established as a subsidiary.
	Sep.	awajishima resort Inc. established as a subsidiary.
	Dec.	All Japan Tourism Alliance co, Ltd. established as a subsidiary.
2022	Mar.	Bewith, Inc., a subsidiary listed on the First Section of the Tokyo Stock Exchange.
	Apr.	Pasona Group Inc., Benefit One Inc., and Bewith, Inc. moved from the First Section of the Tokyo Stock Exchange to the Prime Market due to a review of the Tokyo Stock Exchange's market segments.
	Jun.	Pasona Agri-Partners Inc. establishes Awaji Nature Farm Inc. as a wholly owned subsidiary.
	Sep.	Acquired as a wholly owned subsidiaries Pasona Furusato Incubation Inc. and Nijigennomori Inc.
	Oct.	Bewith, Inc. acquires shares of Doinet Co., Ltd., and the company made a subsidiary.
2023	Jan.	Shares acquired of Kanden Joinus Co., LTD. (currently Pasona Joinus Inc.) and the company made a subsidiary.
	Jun.	Kosyunoya Inc. establishes Nihon no Koshukura Inc. as a subsidiary.
2024	May	Transferred all shares of Benefit One Inc. and made it a non-subsidiary.
	Jun.	Pasona Furusato Incubation Inc. merged with Pasona Smile Inc.
		Pasona Safety Net Inc. established as a subsidiary.
	Sep.	Merged with Pasona Tech, Inc.
2025	Feb.	Pasona HR Solution Inc. established Pasona Sustainability Inc.
	Mar.	Corporate name Pasona Tech Vietnam Co., Ltd. changed to Pasona Vietnam Co., Ltd.
	Apr.	Pasona Furusato Marche Inc. established as a subsidiary.
		Pasona Wellness Tourism Inc. established as a subsidiary.

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

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	https://www.pasona.co.jp
●ビーウィズ株式会社	915.8	54.62 *1	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	https://www.bewith.net
●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	https://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	https://www.pasona-nouentai.co.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	https://www.pasona-lc.co.jp
●株式会社パソナフォスター	30	100.00 *2	認可・事業所内保育施設や学童施設の運営、教育・子育て支援サービス	東京	https://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	https://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	30	100.00	地域活性化事業、人材育成、観光関連事業	兵庫	
●株式会社アサヒビールコミュニケーションズ	50	51.00 *1	工場見学運営業務、見学施設内物販運営業務、BPO事業	東京	https://www.asahibeer-comm.jp
●株式会社Pasona art now	50	100.00	空間プロデュース事業、プロモーション事業、イベント事業	東京	https://pasona-artnow.co.jp/
●株式会社パソナ日本総務部	20	66.50 *1	総務アウトソーシング	大阪	https://www.pasona-ns.co.jp/
●株式会社ゴートップ	52.8	86.75 *3	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	35	100.00 *4	人材開発研修・ソーリズム事業、事業開発支援事業、人材マッチング事業	岩手	https://www.pasonagroup.co.jp/tohokousei/
●株式会社丹後王国ブルワリー	30	100.00	食料品等の加工及び製造・販売、地域活性化事業	京都	https://tango-kingdom.com/
●株式会社ニジゲンノモリ	30	100.00	文化施設、遊戯施設、スポーツ施設の運営	兵庫	https://nijigennomori.com/
●株式会社パソナマスターズ	93.5	91.84 *1	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	https://www.pasona-masters.co.jp/
●株式会社パソナナレッジパートナー	30	80.39 *5	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	https://pasona-kp.co.jp/
●株式会社スマートスタイル	10	90.00 *1	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	https://www.s-style.co.jp/
●株式会社パソナHS	100	100.00 *6	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	100.00 *7	人材派遣/請負、人材紹介	長崎	https://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	https://pasona-jobhub.co.jp/
●株式会社パソナHRソリューション	50	100.00 *8	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/
●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	https://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	https://www.pasona.com
●Pasona Asia Co.,Limited	8,700千香港ドル	100.00	人材派遣、人材紹介	香港	https://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	https://www.pasona.com.tw
●MGR Consulting Co., Ltd.	7,000千新台幣ドル	67.00 *9	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	https://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	https://pasona.com.sg/ja/home-jp/
●Pasona Human Resources (Shanghai) Co., Ltd.	1,200千米ドル	82.50 *10	人材紹介、コンサルティング	上海	https://www.pasona.com.cn/
●Pasona India Private Limited	193,000千インドルピー	100.00	人材派遣、人材紹介	ニューデリー	https://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	https://www.pasona.co.kr
●PT Pasona HR Indonesia	68,745百万インドネシアルピア	100.00 *11	人材紹介、コンサルティング	ジャカルタ	https://www.pasona.co.id
●Pasona Vietnam Co., Ltd.	16,720千ベトナムドン	100.00 *1	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	https://www.pasonatech.vn/
●Pasona Recruitment (Thailand) Co., Ltd.	23,840千タイバーツ	49.00 *1	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 *12	コンサルティング	バンコク	https://pasona.co.th/
●Pasona Oversea Recruitment (Thailand) Co	4,000千タイバーツ	95.50 *13	人材紹介	バンコク	https://pasona.co.th/
●Pasona HR Malaysia Sdn.Bhd.	2,095千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	https://pasonahr.my/ja
●PT.Dutagriya Sarana	11,000百万インドネシアルピア	49.00 *1	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	https://www.dutagriyasarana.co.id/
●Agensi Pekerjaan Pasona Sdn. Bhd	250千マレーシアリンギット	49.00 *14	人材紹介	クアラルンプール	
○サークレイス株式会社	408	33.14 *1	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・スタッフィング	330	33.33 *1	Web人材派遣一括管理システム「e-staffing」を提供	東京	https://www.e-staffing.co.jp/
○株式会社全国試験運営センター	75	20.00 *1	各種試験運営全般の請負事業	東京	https://www.nexa.co.jp/

*1.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 *2.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 *3.議決権の所有割合は、(株)パソナ日本総務部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98.57%、(株)パソナHRソリューション1.43%
*5.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% *6.議決権の所有割合は、(株)パソナが所有する議決権の割合 *7.議決権の所有割合は、(株)パソナグループ 99.86%、(株)パソナHRソリューション0.14% *8.議決権の所有割合は、(株)パソナグループ85.19%、(株)パソナフォース14.81%
*9.議決権の所有割合は、Pasona Taiwan Co., Ltd.が所有する議決権の割合 *10.議決権の所有割合は、Pasona Asia Co.,Limited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99.70%、Pasona Asia Co.,Limited 0.30%
*12.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% *13.議決権の所有割合は、(株)パソナグループ25.00%、Pasona HR Consulting (Thailand) Co., Ltd. 70.50% *14.議決権の所有割合は、Pasona HR Malaysia Sdn.Bhd.が所有する議決権の割合 ○持分法適用関連会社

グループ本部

〒107-8351

東京都港区南青山3-1-30

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 300拠点
その他 86拠点

海外(13地域・50拠点)

アジア(38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
- Pasona India
New Delhi Mumbai Chennai Bangalore
Gurugram Ahmedabad Hyderabad Pune
- 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 Vietnam
Ho Chi Minhx2 Hanoi x2 Da Nang

北米(11拠点)

- Pasona N A
New York Atlanta
South Bay Orange County
San Jose Houston San Francisco
Chicago Detroit Dallas
- Pasona Canada
Toronto

欧州(1拠点)

- Pasona Agri-Partners
Paris

Major Group Companies

As of May 31, 2025

Name	Capital (Millions of yen unless otherwise stated)	Ratio of voting rights (%)	Main Business	Head Office	URL
Temporary staffing/Contracting and Placement/Recruiting/Outplacement/Other					
● Pasona Inc.	100	100.00	Temporary staffing/Contracting, Placement and Recruiting and Outplacement activities	Tokyo	https://www.pasona.co.jp
● Bewith, Inc.	915.8	54.62 *1	Contact Center and business process outsourcing services	Tokyo	https://www.bewith.net
● Pasona Logicom Inc.	10	100.00	Contracting services for the logistics and transportation industries	Hyogo	https://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	https://www.pasona-nouantai.co.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	https://www.pasona-lc.co.jp
● Pasona Foster Inc.	30	100.00 *2	Operation of licensed and onsite childcare facilities and school-age facilities, and educational and childcare support services	Tokyo	https://www.pasonafoster.co.jp
● Pasona Heartful Inc.	10	100.00	Administrative function outsourcing service, employment and consulting support for people with disabilities	Tokyo	https://www.pasona-heartful.co.jp
● Pasona Furusato Incubation Inc.	30	100.00	Human resource development of local revitalization businesses, tourism-related businesses	Hyogo	
● Asahi Beer Communications Co., Ltd.	50	51.00 *1	Factory tour management services, product sales management services in visitor facilities and BPO businesses	Tokyo	https://www.asahibeer-comm.jp
● Pasona art now Inc.	50	100.00	Effective Space Utilization Project, Promotion Business, Event Planning Business	Tokyo	https://pasona-artnow.co.jp/
● Pasona Nihon Somubu Co., Ltd.	20	66.50 *1	Administration outsourcing	Osaka	https://www.pasona-ns.co.jp/
● gotop Co., Ltd.	52.8	86.75 *3	Printing business and Web/Multimedia	Mie	https://www.gotop.co.jp/
● Pasona Tohoku Sousei Inc.	35	100.00 *4	Human resource development training tourism business, business development business and human resource matching business	Iwate	https://www.pasonagroup.co.jp/tohokusousei/
● Tango Kingdom Brewery Inc.	30	100.00	Processing, manufacturing, and sales of foods, local revitalization businesses	Kyoto	https://tango-kingdom.com/
● Nijigennomori Inc.	30	100.00	Operation of cultural, play and sports facilities	Hyogo	https://nijigennomori.com/
● Pasona Masters Inc.	93.5	91.84 *1	Human resource bridge bank services and temporary staffing of senior human resources	Tokyo	https://www.pasona-masters.co.jp/
● Pasona Knowledge Partner Inc.	30	80.39 *5	Patent survey businesses and consulting businesses for overall intellectual property strat	Osaka	https://pasona-kp.co.jp/
● Smart Style Co., Ltd.	10	90.00 *1	MySQL solution services, system design/development (introduction) and operation/maintenance services	Tokyo	https://www.s-style.co.jp/
● Pasona HS Inc.	100	100.00 *6	Temporary staffing/Contracting, Placement and Recruiting	Tokyo	https://www.pasona-hs.co.jp/
● Nagasaki Diamond Staff Co., Ltd.	50	100.00 *7	Temporary staffing/Contracting, Placement and Recruiting	Nagasaki	https://www.diamondstaff.co.jp
● Pasona JOB HUB Inc.	50	100.00	Advisor consulting, talent sharing	Tokyo	https://pasona-jobhub.co.jp/
● Pasona HR Solution Inc.	50	100.00 *8	Payroll outsourcing	Tokyo	https://www.pasona-hrs.co.jp/
● Pasona N A. Inc.	650 thousand U.S. Dollars	100.00	Temporary staffing, Placement/Recruiting, outsourcing, RPO, BPR	New York	https://www.pasona.com
● Pasona Canada, Inc.	300 thousand Canadian Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Toronto	https://www.pasona.com
● Pasona Asia Co., Limited	8,700 thousand Hong Kong Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Hong Kong	https://www.pasona.com.hk
● Pasona Taiwan Co., Ltd.	12,000 thousand New Taiwan Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Taipei	https://www.pasona.com.tw
● MGR Consulting Co., Ltd.	7,000 thousand New Taiwan Dollars	67.00 *9	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	https://www.pasona.edu.hk
● Pasona Singapore Pte. Ltd.	500 thousand Singapore Dollars	100.00	Temporary staffing and Placement/Recruiting activities	Singapore	https://pasona.com.sg/ja/home-jp/
● Pasona Human Resources (Shanghai) Co., Ltd.	1,200 thousand U.S. Dollars	82.50 *10	Placement/Recruiting activities and consulting	Shanghai	https://www.pasona.com.cn/
● Pasona India Private Limited	193,000 thousand Indian Rupee	100.00	Temporary staffing and Placement/Recruiting activities	New Delhi	https://www.pasona.in
● Pasona Korea Co., Ltd.	630 million Korean Won	100.00	Placement/Recruiting activities and consulting	Seoul	https://www.pasona.co.kr
● PT Pasona HR Indonesia	68,745 million Indonesian Rupiah	100.00 *11	Placement/Recruiting activities and consulting	Jakarta	https://www.pasona.co.id
● Pasona Vietnam Co., Ltd.	16,720 thousand VND	100.00 *1	Temporary staffing, Placement/Recruiting activities, personnel consulting and BPO businesses	Ho Chi Minh	https://www.pasonatech.vn/
● Pasona Recruitment (Thailand) Co., Ltd.	23,840 thousand Thai Baht	49.00 *1	Placement/Recruiting activities	Bangkok	https://pasona.co.th/
● Pasona HR Consulting (Thailand) Co., Ltd.	4,000 thousand Thai Baht	97.50 *12	Consulting	Bangkok	https://pasona.co.th/
● Pasona Oversea Recruitment (Thailand) Co	4,000 thousand Thai Baht	95.50 *13	Placement/Recruiting activities	Bangkok	https://pasona.co.th/
● Pasona HR Malaysia Sdn. Bhd.	2,095 thousand Malaysian Ringgit	100.00	Consulting	Kuala Lumpur	https://pasonahr.my/ja
● PT. Dutagriya Sarana	11,000 million Indian Rupee	49.00 *1	BPO services, human resources/personnel matters-related outsourcing, placement/recruiting, executive search, education and training	Jakarta	https://www.dutagriyasarana.co.id/
● Agensi Pekerjaan Pasona Sdn. Bhd	250 thousand Malaysian Ringgit	49.00 *14	Placement/Recruiting activities	Kuala Lumpur	
○ circlace Inc.	408	33.14 *1	Cloud solutions development, construction, contracting	Tokyo	https://www.circlace.com/
○ e-Staffing Co., Ltd.	330	33.33 *1	Comprehensive management system and service for online temporary staffing and contracting (e-staffing)	Tokyo	https://www.e-staffing.co.jp/
○ National Examination Center Inc.	75	20.00 *1	Contracting business for the management of a variety of examinations	Tokyo	https://www.nexa.co.jp/

*1. Ratio of voting rights held by Pasona Group Inc. *2. Ratio of voting rights held by Pasona Life Care Inc. *3. Ratio of voting rights held by Pasona Nihon Somubu Co., Ltd. *4. Ratio of voting rights held by Pasona Group Inc. (98.57%) and Pasona HR Solution Inc. (1.43%)

*5. Ratio of voting rights held by Pasona Group Inc. (70.59%) and Pasona Masters Inc. (9.80%) *6. Ratio of voting rights held by Pasona Inc. *7. Ratio of voting rights held by Pasona Group Inc. (99.86%) and Pasona HR Solution Inc. (0.14%)

*8. Ratio of voting rights held by Pasona Group Inc. (85.19%) and Pasona Force Co., Ltd. (14.81%) *9. Ratio of voting rights held by Pasona Taiwan Co., Ltd. *10. Ratio of voting rights held by Pasona Asia Co., Limited *11. Ratio of voting rights held by Pasona Group Inc. (99.70%) and Pasona Asia Co., Limited (0.30%)

*12. Ratio of voting rights held by Pasona Group Inc. (48.75%) and Pasona Recruitment (Thailand) Co., Ltd (48.75%) *13. Ratio of voting rights held by Pasona Group Inc. (25.00%) and Pasona HR Consulting (Thailand) Co., Ltd (70.50%) *14. Ratio of voting rights held by Pasona HR Malaysia Sdn. Bhd.

○ Equity-method affiliate

Headquarters

3-1-30, Minamioyama, Minato-ku, Tokyo 107-8351

Pasona Group Network (Japan)

Temporary staffing/Contracting, Placement/
Recruiting and Outplacement 300 Branches
Other 86 Branches

Global (13 Regions, 50 Locations)

Asia (38 Locations)

- Pasona Asia
Hong Kong
- Pasona Education
Hong Kong
- Pasona Taiwan
Taipei Xinzhu Gaoxiang
- MGR Consulting
Taipei
- Pasona Singapore
Singapore
- Pasona Human Resources (Shanghai)
Shanghai Guangzhou Shenzhen
- Pasona India
New Delhi Mumbai Chennai Bangalore
Gurugram Ahmedabad Hyderabad Pune
- Pasona Korea
Seoul
- PT Pasona HR Indonesia
Jakarta
- Pasona HR Malaysia
Kuala Lumpur
- Pasona Recruitment (Thailand)
Bangkok

North America (11 Locations)

- Pasona N A
New York Atlanta
South Bay Orange County
San Jose Houston
Chicago Detroit Dallas
- Pasona Canada
Toronto
- 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 Vietnam
Ho Chi Minhx2 Hanoi2 Da Nang

Europe (1 Location)

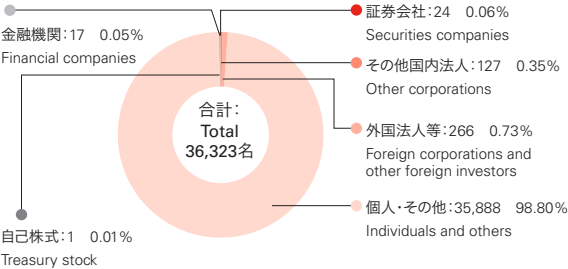
- Pasona Agri-Partners
Paris

株式情報 (2025年5月31日現在)

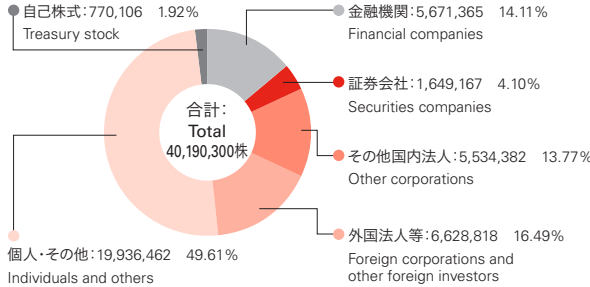
決算期	毎年5月31日	
株式売買の単位	100株	
上場証券取引所	東京証券取引所 プライム市場 (証券コード:2168)	
会社が発行する株式の総数	150,000,000株	
発行済株式数	40,190,300株	
株主数	36,323名	
大株主		
南部 靖之	14,763,200	(36.73%)
株式会社南部エンタープライズ	3,738,500	(9.30%)
日本マスタートラスト信託銀行株式会社(信託口)	3,140,900	(7.82%)
株式会社日本カストディ銀行(信託E口)	1,053,665	(2.62%)
株式会社日本カストディ銀行(信託口)	902,100	(2.24%)
BNP PARIBAS LONDON BRANCH FOR PRIME BROKERAGE CLEARANCE ACC FOR THIRD PARTY	819,775	(2.04%)
株式会社グラティツード	596,600	(1.48%)
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	534,607	(1.33%)
㈱メディカル・コンシェルジュ	520,000	(1.29%)
JP JPMSE LUX RE UBS AG LONDON BRANCH EQ CO	511,400	(1.27%)

※上記のほか、自己株式770,106株(発行済株式数に対する所有割合1.92%)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おりません

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



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

		2018/5	2019/5	2020/5	2021/5	2022/5	2023/5	2024/5	2025/5
金融機関	Financial companies	2,905,400 (6.97%)	3,875,029 (9.30%)	4,194,329 (10.06%)	5,082,152 (12.19%)	4,827,376 (11.58%)	5,303,076 (12.72%)	4,839,936 (11.61%)	5,671,365 (14.11%)
証券会社	Securities companies	639,423 (1.53%)	197,114 (0.47%)	196,514 (0.47%)	627,586 (1.50%)	542,896 (1.30%)	396,508 (0.95%)	990,476 (2.38%)	1,649,167 (4.10%)
その他国内法人	Other corporations	5,086,997 (12.20%)	4,892,389 (11.74%)	5,313,521 (12.74%)	4,814,732 (11.55%)	4,788,314 (11.49%)	4,784,564 (11.48%)	5,009,711 (12.02%)	5,534,382 (13.77%)
外国法人等	Foreign corporations and other foreign investors	10,007,458 (24.01%)	10,860,389 (26.05%)	10,112,253 (24.26%)	9,666,937 (23.19%)	10,047,148 (24.10%)	9,106,770 (21.84%)	9,535,021 (22.87%)	6,628,818 (16.49%)
個人・その他	Individuals and others	20,952,242 (50.26%)	19,766,535 (47.41%)	20,080,636 (48.17%)	19,705,846 (47.27%)	19,691,448 (47.23%)	20,306,238 (48.71%)	19,875,932 (47.67%)	19,936,462 (49.61%)
自己株式	Treasury stock	2,098,780 (5.03%)	2,098,844 (5.03%)	1,793,047 (4.30%)	1,793,047 (4.30%)	1,793,118 (4.30%)	1,793,144 (4.30%)	1,439,224 (3.45%)	770,106 (1.92%)
合計	Total	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%)	40,190,300 (100%)
株主数	Number of Shareholders	10,529	8,014	8,428	9,244	11,391	22,966	28,381	36,323

(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.

Stock Information (As of May 31, 2025)

Fiscal Year Ended	May 31
Stock Transaction Unit	100 shares
Stock Listings	Tokyo Stock Exchange, Prime Market (Securities code: 2168)
Total Number of Authorized Shares	150,000,000 shares
Number of Shares Outstanding	40,190,300 shares
Number of Shareholders	36,323
Principal Stockholders	
Yasuyuki Nambu	14,763,200 (36.73%)
Nambu Enterprise Inc.	3,738,500 (9.30%)
The Master Trust Bank of Japan, Ltd (Trust Account)	3,140,900 (7.82%)
Custody Bank of Japan, Ltd.(Trust Account E)	1,053,665 (2.62%)
Custody Bank of Japan, Ltd.(Trust Account)	902,100 (2.24%)
BNP PARIBAS LONDON BRANCH FOR PRIME BROKERAGE CLEARANCE ACC FORTHIRD PARTY	819,775 (2.04%)
Gratitude Inc.	596,600 (1.48%)
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	534,607 (1.33%)
Medical Concierge Co., Ltd.	520,000 (1.29%)
JP JPMSE LUX RE UBS AG LONDON BRANCH EQ CO	511,400 (1.27%)

In addition to the aforementioned, the Company holds 770,106 shares of treasury stock, representing 1.92% 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.

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

		2022/5	2023/5	2024/5	2025/5
北海道	Hokkaido	144 (1.26%)	307 (1.34%)	365 (1.29%)	373 (1.02%)
東北	Tohoku	212 (1.86%)	437 (1.90%)	496 (1.75%)	523 (1.43%)
関東	Kanto	4,300 (37.75%)	7,418 (32.30%)	7,881 (27.76%)	9,256 (25.48%)
中部	Chubu	1,458 (12.80%)	2,962 (12.90%)	3,366 (11.86%)	4,136 (11.38%)
近畿	Kinki	3,910 (34.33%)	9,099 (39.62%)	12,743 (44.89%)	17,360 (47.79%)
中国	Chugoku	446 (3.92%)	938 (4.08%)	1,220 (4.30%)	1,615 (4.44%)
四国	Shikoku	311 (2.73%)	774 (3.37%)	1,160 (4.09%)	1,759 (4.84%)
九州	Kyusyu	427 (3.75%)	861 (3.75%)	968 (3.41%)	1,125 (3.09%)
外国	Overseas	182 (1.60%)	169 (0.73%)	181 (0.64%)	175 (0.48%)
自己株式	Treasury Stock	1 (0.01%)	1 (0.01%)	1 (0.01%)	1 (0.01%)

■ 会社概要 (2025年5月31日現在)

社名	株式会社パソナグループ
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	22,982名(連結) ※契約社員含む
グループ会社	連結 62社 持分 5社
ホームページ	www.pasonagroup.co.jp

■ Pasona Group (As of May 31, 2025)

Corporate Name	Pasona Group Inc.
Headquarters	Shin-Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514 Phone +81-3-6734-0200
Establishment	December 3, 2007 (Founded February 1976)
Paid-in Capital	5 billion yen
Representative	Yasuyuki Nambu
Business Activities	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.
Number of Employees	Consolidated 22,982 (Include Contract Workers)
Group Companies	Consolidated 62, Affiliates 5
URL	www.pasonagroup.co.jp/english

■ 株主メモ

証券コード	2168
決算期	毎年5月31日
定時株主総会	毎年8月
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
株式売買の単位	100株
上場証券取引所	東京証券取引所 プライム市場
株主名簿管理人	東京都千代田区丸の内一丁目3番3号 みずほ信託銀行株式会社
同事務取扱場所	東京都千代田区丸の内一丁目3番3号 みずほ信託銀行株式会社 本店証券代行部
(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
(電話照会先)	TEL 0120-288-324(フリーダイヤル)
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

■ Shareholders' Information

Securities Code	2168
Fiscal Year-End	May 31
Annual General Meeting	August
Record Date	Annual General Meeting May 31 (Annually) (The Company will announce other dates as and when required)
Share Trading Unit	100 shares
Stock Exchange Listing	Prime Market, Tokyo Stock Exchange
Share Holding Agent	1-3-3, Marunouchi, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co., Ltd.
Stock Handling Office	Head Office Securities Agent Department 1-3-3, Marunouchi, Chiyoda-ku, Tokyo Mizuho Trust & Banking Co., Ltd.
(Mailing Address)	Securities Agent Department 2-8-4, Izumi, Suginami-ku, Tokyo 168-8507 Mizuho Trust & Banking Co., Ltd.
(Telephone)	+81-42-679-6607
Notifying Agent	All domestic branches of the Mizuho Trust & Banking Co., Ltd. Head office and all domestic branches of Mizuho Securities Co., Ltd.

■ 組み入れ銘柄

(2025年7月時点で確認できる情報より)

- ・ MSCI日本株ESGセレクト・リーダーズ指数
- ・ FTSE Blossom Japan Sector Relative Index
- ・ S&P/JPXカーボン・エフィシエント指数

■ Indexes with Pasona Group Inc. as a Constituent Stock

(from information available as of July 2025)

- ・ MSCI Japan ESG Select Leaders Index
- ・ FTSE Blossom Japan Sector Relative Index
- ・ S&P/JPX Carbon Efficient Index

■ IRカレンダー IR Calendar

2025	May		2026	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, 2026 (planned)
	Jun.			Feb.	
	Jul.	7月15日 決算発表 July 15 Earnings announcement for the fiscal year ended May 31, 2025		Mar.	
	Aug.	8月22日 第18期 定時株主総会 August 22 Annual General Meeting of Shareholders		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, 2026 (planned)
	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, 2026 (planned)			
	Nov.				
	Dec.				



お問合せ先 Inquiries

IR本部 e-mail:ir@pasonagroup.co.jp www.pasonagroup.co.jp/ir	Investor Relations Department e-mail:ir@pasonagroup.co.jp www.pasonagroup.co.jp/english/ir
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本資料は、2025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。
また、本資料は基本的に2025年5月末現在のデータにもとづいて作成されております。本資料に記載された意見や予測等は資料作成時点での当社の判断であり、その情報の正確性、完全性を保証し又は約束するものではなく、また今後、予告なしに変更されることがあります。

Disclaimer: This data has been compiled for the express purpose of disclosing our financial performance and condition for the FY ended May 31, 2025, 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, 2025. 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.