

Results for the First Quarter of the Fiscal Year Ending May 31, 2021

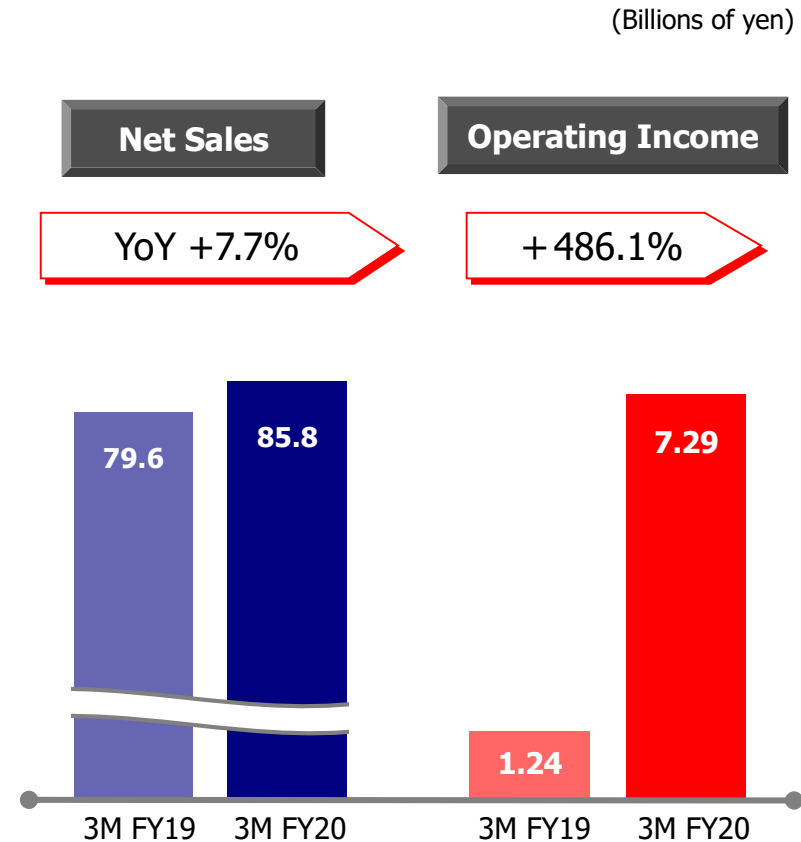
**FY2020 (June 1, 2020 - May 31, 2021)
Three months ended August 31, 2020**

Pasona Group Inc.
First Section TSE (2168)

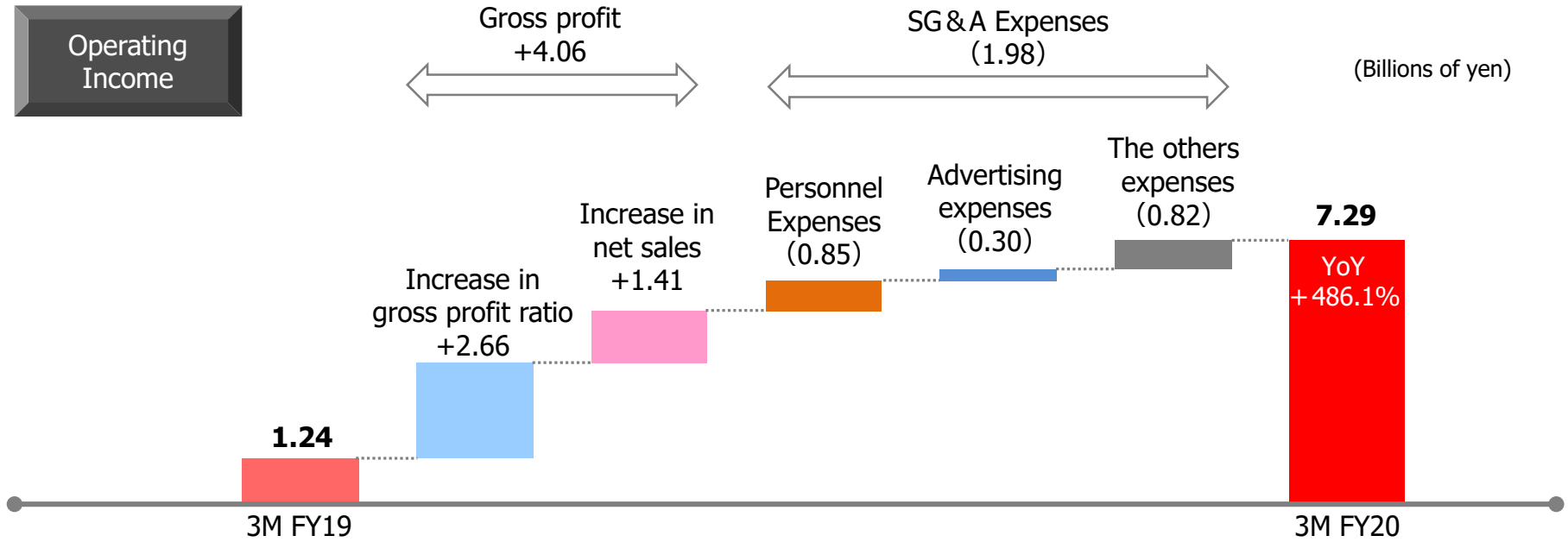
October 15, 2020
www.pasonagroup.co.jp/english

Consolidated Results

(Millions of yen)	3M FY19	(%)	3M FY20	(%)	Increase /Decrease
Net sales	79,626	100.0	85,751	100.0	+6,125 +7.7%
Cost of sales	61,356	77.1	63,419	74.0	+2,063 +3.4%
Gross profit	18,270	22.9	22,332	26.0	+4,062 +22.2%
SG&A expenses	17,026	21.4	15,044	17.5	(1,981) (11.6)%
Operating income	1,243	1.6	7,287	8.5	+6,044 +486.1%
Ordinary income	930	1.2	7,357	8.6	+6,427 ¹ +691.0%
Profit attributable to owners of parent	46	0.1	4,064	4.7	+4,018 +8,650.2%
Gross profit ratio	22.9%		26.0%		+3.1pt
Operating income ratio	1.6%		8.5%		+6.9pt



Operating Income



	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	3M FY19	3M FY20
Gross Profit ratio	18.8%	18.6%	19.3%	19.3%	20.3%	20.0%	20.2%	21.5%	22.8%	23.6%	22.9%	26.0%
SG&A ratio	17.4%	17.5%	17.8%	17.7%	18.7%	18.6%	18.6%	19.4%	20.0%	20.3%	21.4%	17.5%
Operating Income ratio	1.4%	1.1%	1.5%	1.5%	1.5%	1.5%	1.6%	2.1%	2.9%	3.3%	1.6%	8.5%

Major Item of Increase/Decrease

- **Gross profit** increased due to improved profitability of BPO services through efficient management.
- **SG&A** expenses decreased due to reassignment of employees and reduction of sales-related expenses such as advertising and travel expenses.

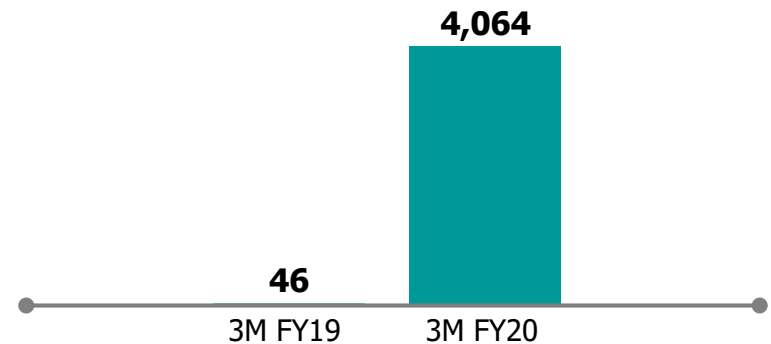
Non-operating/Extraordinary income (loss), Others

(Millions of yen)	3M FY19	3M FY20	Increase/ Decrease	YoY
Operating income	1,243	7,287	+6,044	+486.1%
Non-operating income	357	447	+90	+25.2%
Non-operating expenses	670	377	(293)	(43.8)%
Ordinary income	930	7,357	+6,427	+691.0%
Extraordinary income	-	-	-	-
Extraordinary loss	11	73	+62	+549.1%
Income before income taxes	918	7,284	+6,365	+692.8%
Income taxes - current	(202)	2,472	+2,674	-
Income taxes - deferred	480	67	(412)	(85.9)%
Income taxes	278	2,540	+2,261	+812.1%
Profit attributable to non-controlling interests	593	679	+85	+14.4%
Profit attributable to owners of parent	46	4,064	+4,018	+8,650.2%

Profit attributable to owners of parent

(Millions of yen)

YoY +8,650.2%



Major Item of Increase/Decrease

● **Non-operating expenses**

- Commission fee (409)million
- Share of loss of entities accounted for using equity method +86million

(YoY)

Consolidated Results by Segment

(Millions of yen)

Segment		Net sales				Operating income (loss)				Operating income ratio		
		3M FY19	3M FY20	Increase/ Decrease	YoY	3M FY19	3M FY20	Increase/ Decrease	YoY	3M FY19	3M FY20	Increase/ Decrease
①	Expert Services (Temporary Staffing)	38,011	38,008	(3)	(0.0)%							
②	BPO Services (Contracting)	23,765	32,140	+8,374	+35.2%	1,528	7,197	+5,669	+371.0%	2.4%	10.0%	+7.6pt
③	HR Consulting , Education & Training , Others.	2,339	1,504	(835)	(35.7)%							
④	Global Sourcing (Overseas)	2,060	1,658	(401)	(19.5)%	125	(83)	(208)	-	6.1%	-	-
Subtotal		66,177	73,312	+7,134	+10.8%	1,653	7,114	+5,460	+330.2%	2.5%	9.7%	+7.2pt
⑤	Career Solutions (Placement/ Recruiting, Outplacement)	3,309	3,061	(247)	(7.5)%	673	625	(48)	(7.2)%	20.3%	20.4%	+0.1pt
⑥	Outsourcing	8,679	8,248	(430)	(5.0)%	1,916	2,181	+264	+13.8%	22.1%	26.4%	+4.3pt
⑦	Life Solutions	1,527	1,563	+36	+2.4%	(12)	41	+53	-	-	2.7%	-
⑧	Regional Revitalization Solutions	815	479	(336)	(41.2)%	(517)	(575)	(57)	-	-	-	-
⑨	Eliminations and Corporate	(882)	(913)	(31)	-	(2,470)	(2,099)	+371	-	-	-	-
Total		79,626	85,751	+6,125	+7.7%	1,243	7,287	+6,044	+486.1%	1.6%	8.5%	+6.9pt

Balance Sheet

(Billions of yen)			
Major Item of Increase/Decrease	May 31,2020	Aug 31,2020	Increase/ Decrease
Assets	140.4	133.2	(7.2)
Current assets	101.0	93.1	(7.9)
Cash and deposits	49.1	45.6	(3.5)
Notes and accounts receivable-trade	42.7	38.3	(4.5)
Non-current assets	39.3	40.0	+0.7
Property, plant and equipment	16.6	17.9	+1.3
Intangible assets	7.2	6.8	(0.3)
Investments and other assets	15.5	15.2	(0.3)
Liabilities	98.1	88.7	(9.4)
Current liabilities	64.5	55.9	(8.5)
Accounts payable	5.7	3.0	(2.7)
Short-term loans payable	8.6	8.6	+0.0
Other	50.1	44.3	(5.9)
Non-current liabilities	33.6	32.8	(0.9)
Bonds	2.5	2.5	±0.0
Long-term loans payable	23.2	22.6	(0.6)
Net assets	42.3	44.5	+2.2
Shareholders' equity	31.4	34.7	+3.3
Capital surplus	14.0	14.0	(0.0)
Retained earnings	14.8	18.1	+3.3
Treasury stock	(2.4)	(2.4)	+0.0
Total accumulated other comprehensive income	0.5	0.6	+0.1
Non-controlling interests	10.5	9.3	(1.2)
Equity ratio	22.7%	26.5%	+3.8pt

Major Item of Increase/Decrease

【 Current assets 】

Decrease in cash to pay dividends and corporate taxes (3.5) billion
Decrease in accounts receivable-trade (4.5) billion

【 Liabilities 】

Decrease in accounts payable (2.7) billion
Decrease in unpaid corporate taxes (1.7) billion
Decrease in unpaid expenses due to business holidays at the end of the previous fiscal year (1.9) billion

【 Retained earnings 】

Net income +4.1 billion
Pay for dividends (0.8) billion

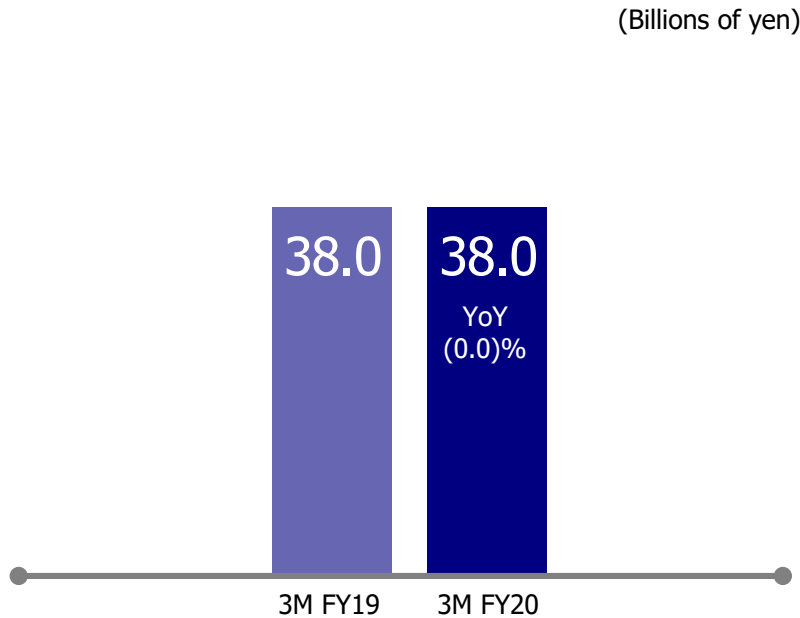
【 Non-controlling interests 】

Benefit One earnings distribution +0.7 billion
Dividends paid by Benefit One (2.0) billion

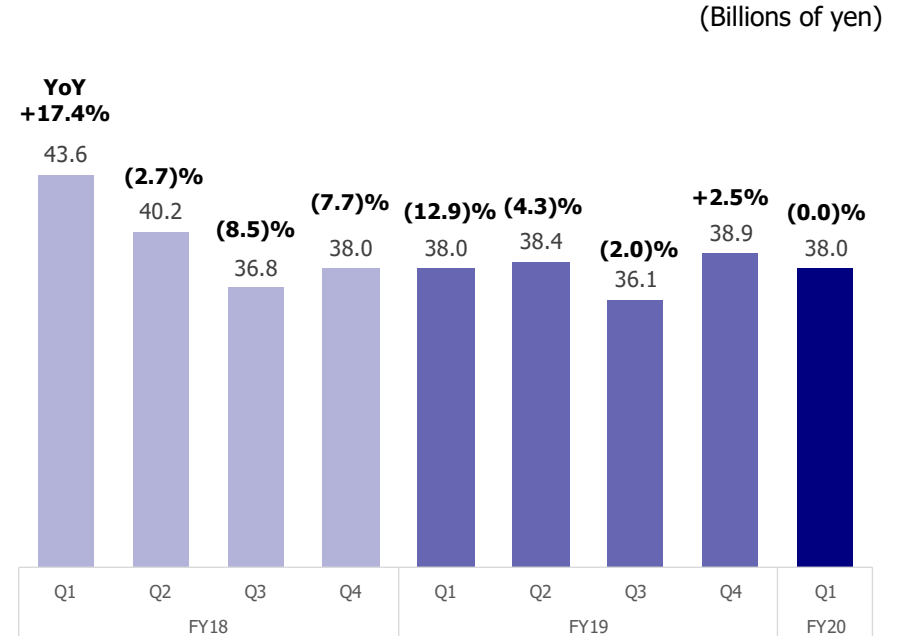
Segment information

Expert Services (Temporary staffing)

Net Sales



Sales Trends



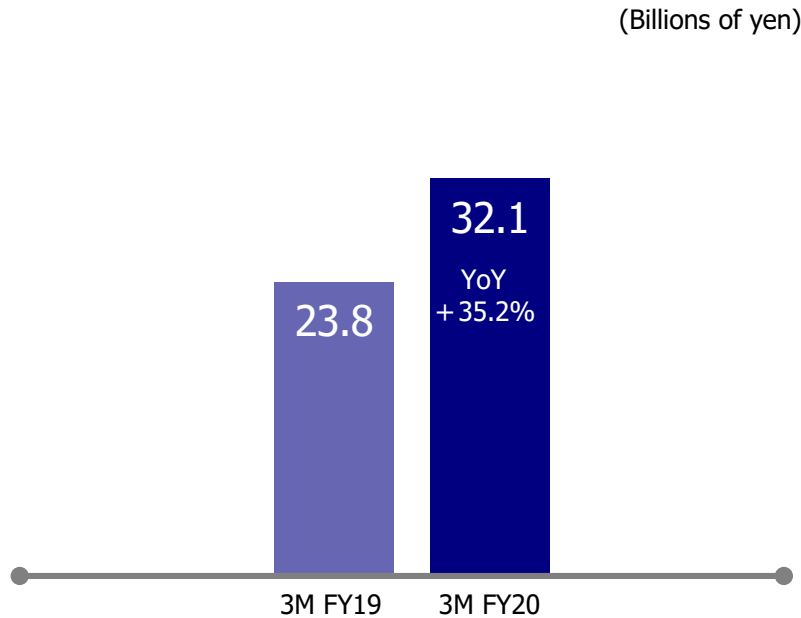
※ Graph figures are reclassified into new segment classifications after FY18.

Business Conditions (3M FY20 result)

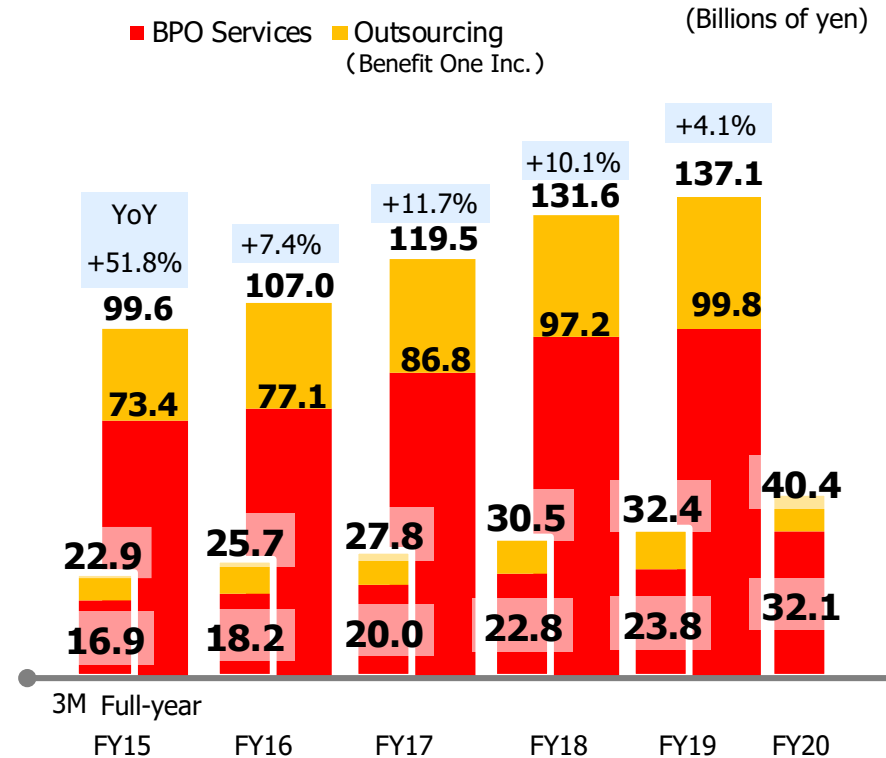
- Demand for new dispatch declines due to uncertain economic outlook. The rate of decline in dispatched staffing orders has recovered since the previous fourth quarter, but it remains severe.
- Billing unit price rises due to improved treatment on price revision and measures equal pay for equal work from April 2020.

BPO Services (Contracting)

Net Sales



BPO Services , Outsourcing Sales Trends



Business Conditions (3M FY20 result)

- Corporate needs for outsourcing services to improve operational efficiency and strategically utilize external human resources is expanding.
- In response to the demand from private companies promoting operational efficiency and the temporary demand from the public sector to prevent the spread of the new coronavirus infection, we implemented appropriate allocation of existing human resources and effective use of office space.

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

Global Sourcing (Overseas)

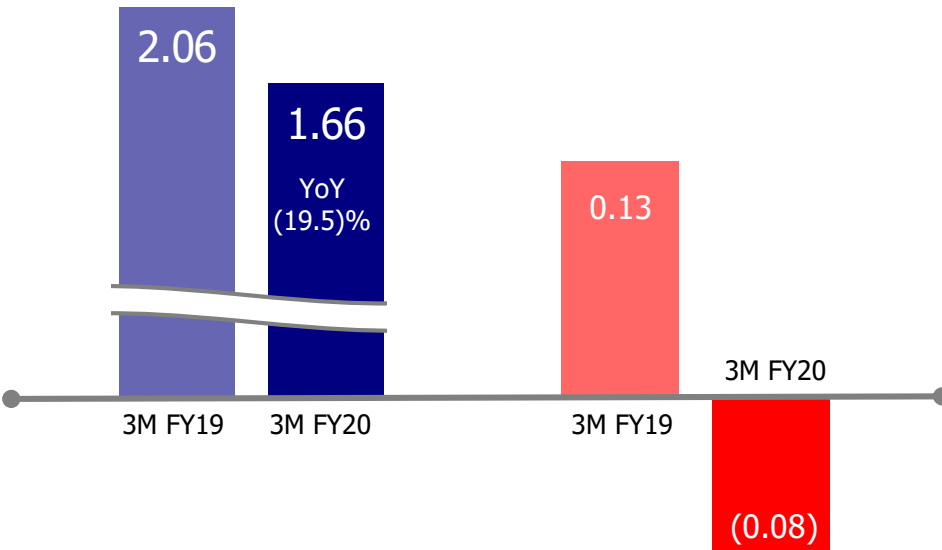
Net Sales

Operating Income

Sales by Business Segment

(Billions of yen)

(Millions of yen)



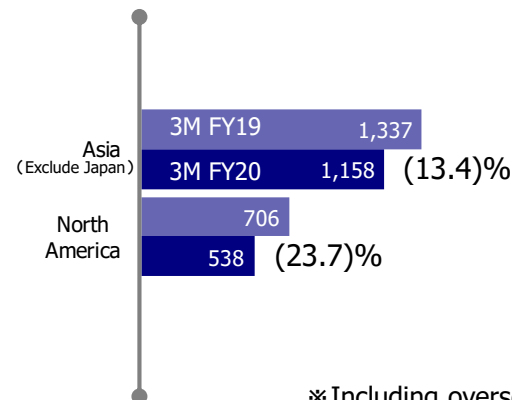
	3Q FY19	3Q FY20	YoY
Temporary Staffing	940	918	(2.4)%
Placement / Recruiting	505	284	(43.6)%
Contracting (Payroll, others)	477	314	(34.2)%
Others	137	141	+3.3%
Total	2,060	1,658	(19.5)%

Business Conditions (3M FY20 result)

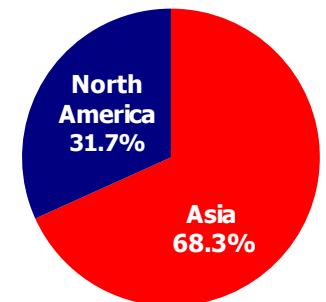
- Global demand for human resources services is still shrinking and continuing severe conditions.
- PT. Dutagriya Sarana in Indonesia is performing well due to the large number of logistics dispatches with active demand.
- Promoting diversification of human resources services suitable for the region, such as an online education and training, expansion of BPO services.

Sales by Region

(Millions of yen)



Sales composition

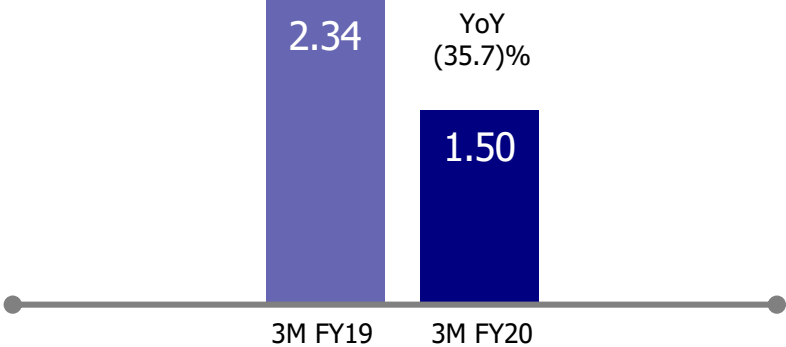


※ Including overseas outsourcing

HR Consulting , etc. / Operating Income by Segments

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

(Billions of yen)

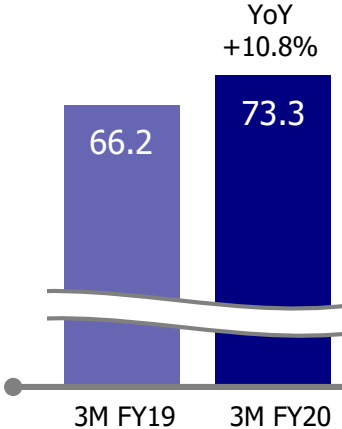


Business Conditions (3M FY20 result)

- Group-type training including for new employees has been canceled or postponed.
- Decrease in direct employment of dispatched staff.

Net Sales(ES~GS)

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

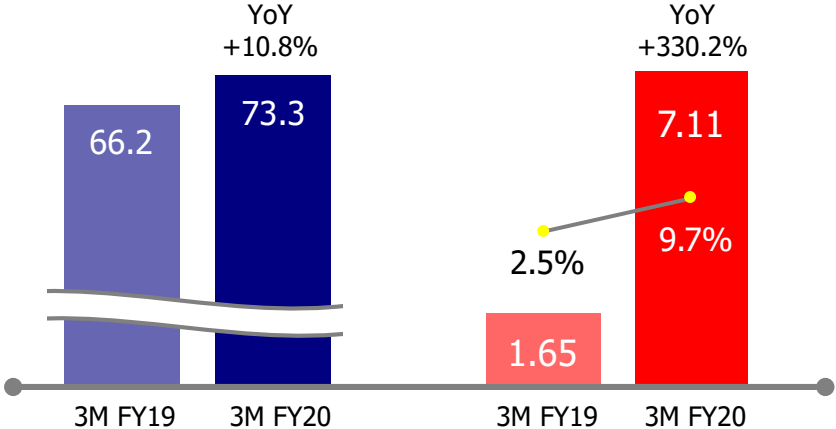


Business Conditions (3M FY20 result)

- Operating income increased significantly as a result of improving profitability of BPO services, promoting operational efficiency and curbing SG&A expenses.

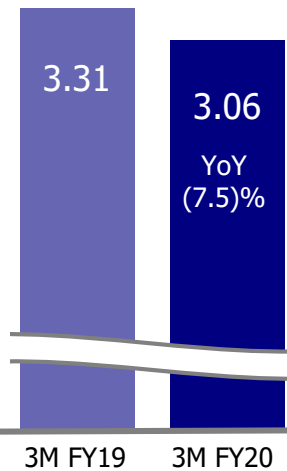
Operating Income , Operating Income Ratio

(Billions of yen)



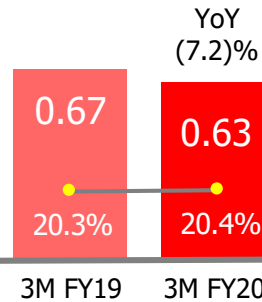
Career Solutions (Placement/Recruiting , Outplacement)

Net Sales



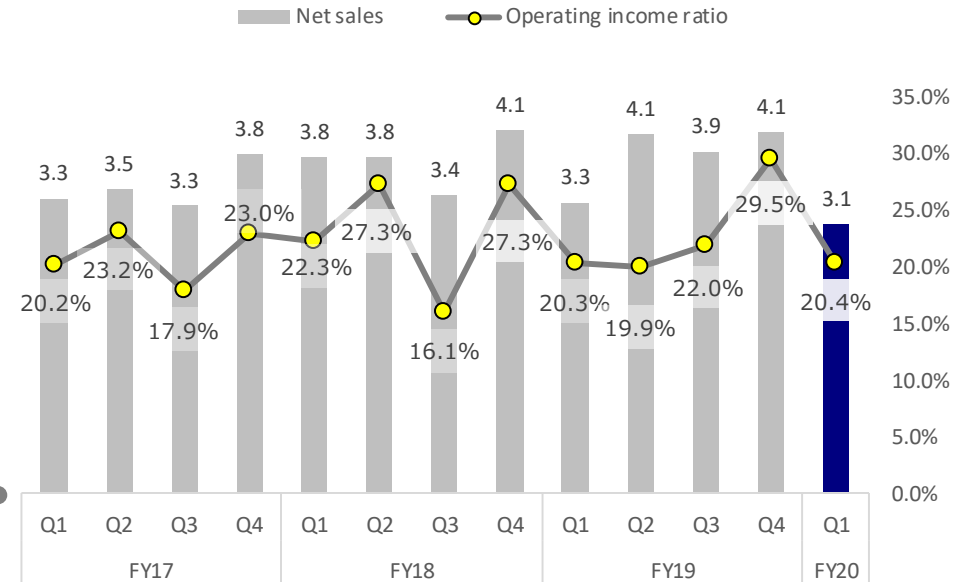
Operating Income , Operating Income Ratio

(Billions of yen)



Net Sales, Operating Income Ratio Trends

(Billions of yen)



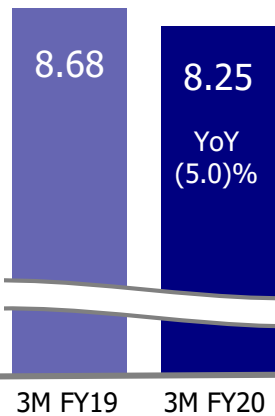
* Graph figures are reclassified into new segment classifications after FY18.

Business Conditions (3M FY20 result)

- In Placement / Recruiting, sales activities are stagnant due to declaration of a state of emergency.
- The number of job offers has decreased compared to last year due to hiring refrain of companies and rising hiring standards.
- Expansion of Outplacement partially compensates for decrease in sales of Placement / Recruiting.

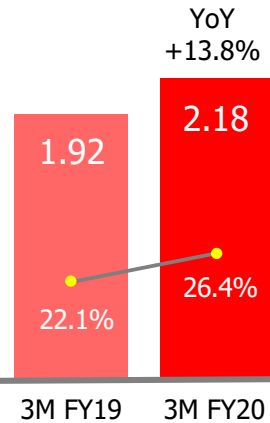
Outsourcing (Benefit One Inc.)

Net Sales



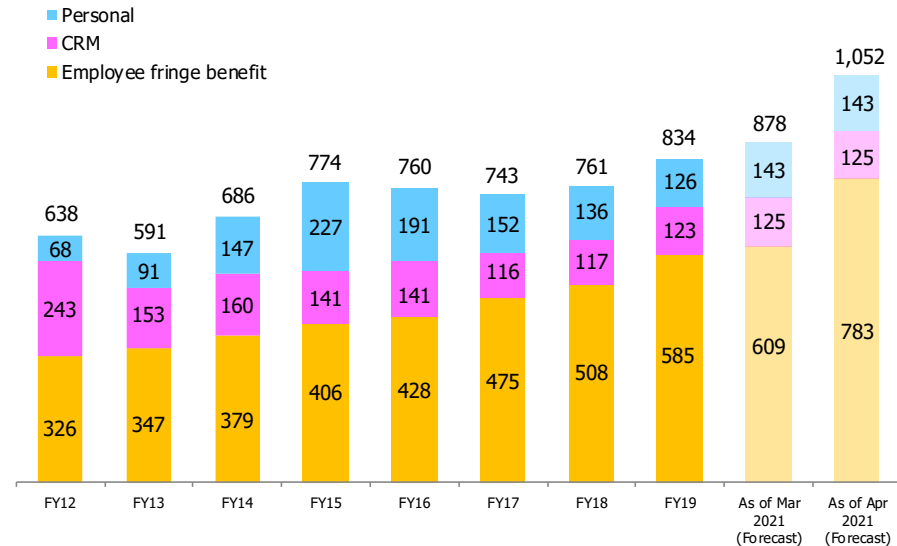
Operating Income , Operating Income Ratio

(Billions of yen)



Benefit One Membership Trends

(10Thousands people)



Business Conditions (3M FY20 result)

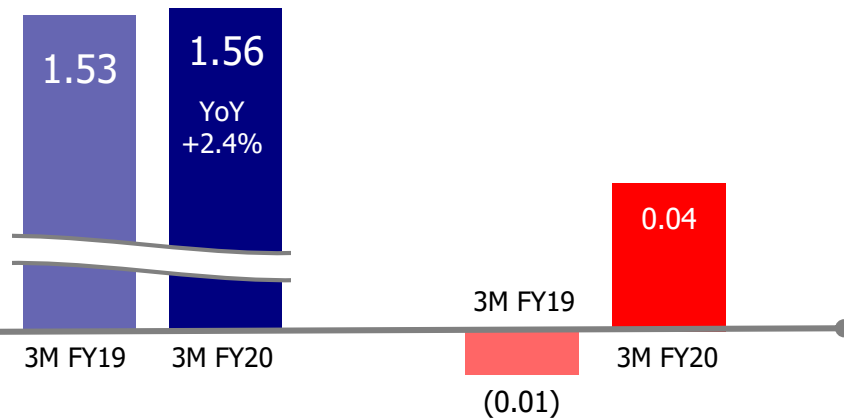
- The effects of the new coronavirus infection is limited than expected at the beginning of the term in some businesses.
- In the welfare business, membership acquisition progressed as expected.
- Service usage changes and subsidy spending declines.

Life Solutions (Childcare , Nursing care)

Net Sales

Operating Income

(Billions of yen)



Facilities of Pasona Foster · Pasona Life Care

※As of Aug.31, 2020

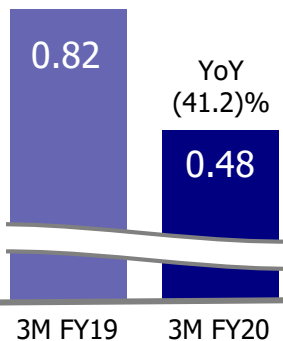
	Facilities	May 2018	May 2019	May 2020	Aug 2020	YoY
Pasona Foster	Daycare facilities	39	47	49	49	0
	After-school children's clubs	38	40	39	40	+1
Pasona Life Care	Nursing care facilities	27	26	22	22	0

Business Conditions (3M FY20 result)

- In Nursing care, some facilities were closed in the previous fiscal year and the demand for dispatch services and the number of facility users decreased.
- In Childcare, the increase on-site childcare facilities, the expansion of online training, and the revision of rates contributed positively.

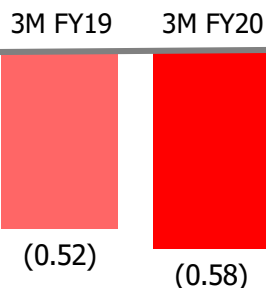
Regional Revitalization Solutions

Net Sales



Operating Income

(Billions of yen)



Business Conditions (3M FY20 result)

- Many companies have a fiscal term of March, and some facilities were closed from April to June due to declaration of a state of emergency.
- Tourists gradually return to areas that can be visited by a small number of people using private cars in the vicinity.
- We will continue to accept tourists after taking sufficient measures against the new coronavirus infection.

Awajishima

- Opened the theater and social distance restaurant "SEIKAIHA", lovely and enjoyable Japanese culture such as food, history, and performing arts. (Aug 2020)



-SEIKAIHA-

JAPANESE RESTAURANT 『AONoya』



- Opened the entertainment attraction "Godzilla Intercept Operation ~National Godzilla Awajishima Research Center~" in "NIJIGENNOMORI". (Oct 2020)



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Elimination/Corporate Segment Costs

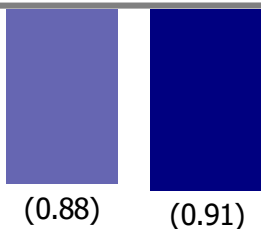
Net Sales

Operating Income

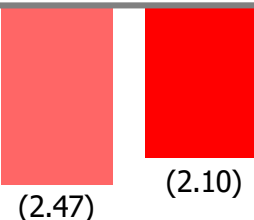
(Billions of yen)

Costs Trends

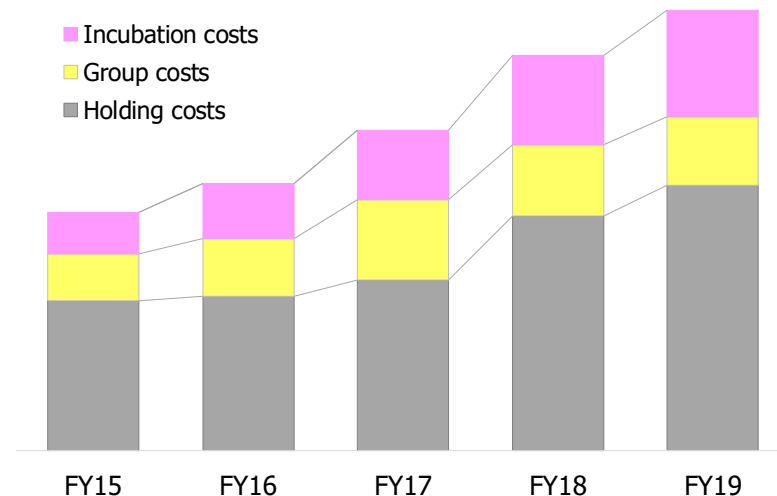
3M FY19 3M FY20



3M FY19 3M FY20



Incubation costs
Group costs
Holding costs



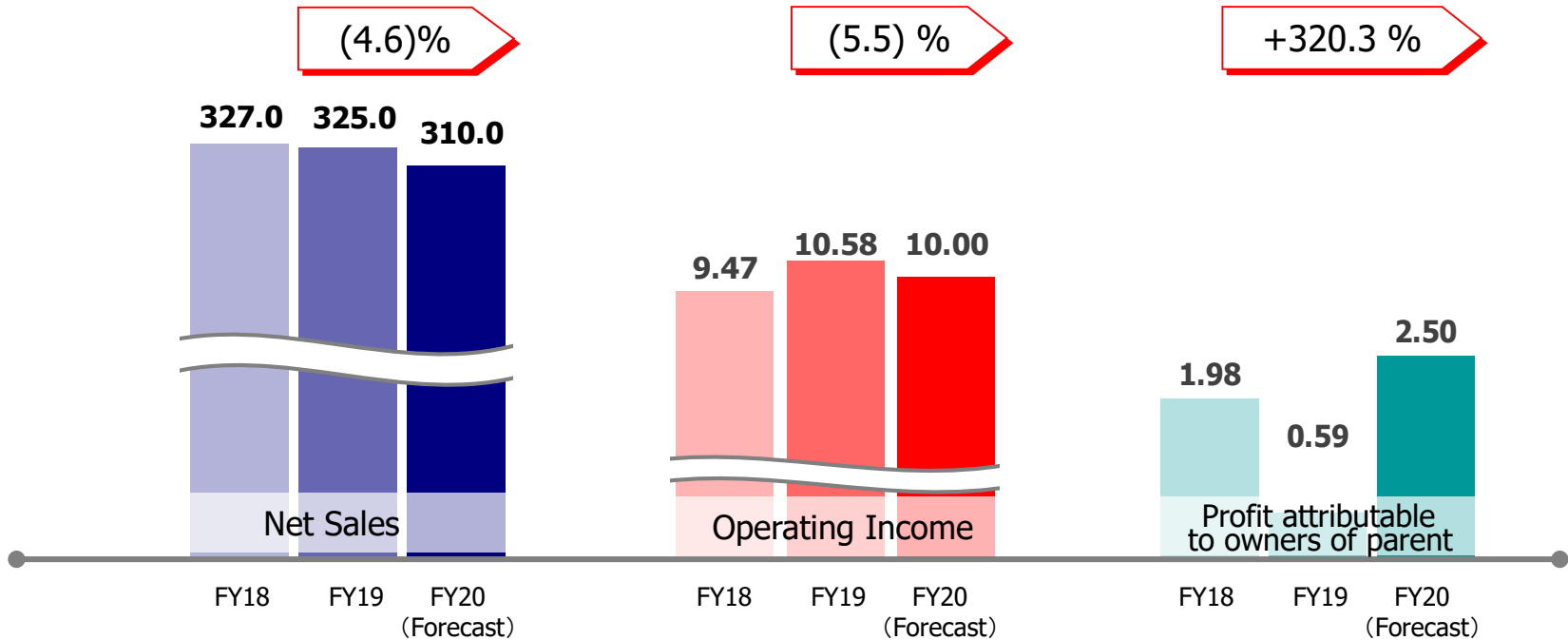
Main Reasons for Cost Decrease Conditions (3M FY20 result)

- Event costs related to the Tokyo Olympics and Paralympics have decreased.
- Temporary expenses for new businesses were incurred in the previous fiscal year, and this amount decreased in the current fiscal year.
- Optimal staffing to each group company and reduction of advertising expenses.

FY2020 Forecasts

FY2020 Consolidated Forecasts

(Billions of yen)



(Millions of yen)	FY18	to net sales %	FY19	to net sales %	FY20 Forecast	to net sales %	vs FY19 Increase/Decrease	YoY
Net sales	326,984	100.0	324,984	100.0	310,000	100.0	(14,984)	(4.6)%
Operating income	9,465	2.9	10,577	3.3	10,000	3.2	(577)	(5.5)%
Ordinary income	9,237	2.8	10,236	3.1	10,000	3.2	(236)	(2.3)%
Profit attributable to owners of parent	1,975	0.6	594	0.2	2,500	0.8	+1,905	+320.3%

Reference

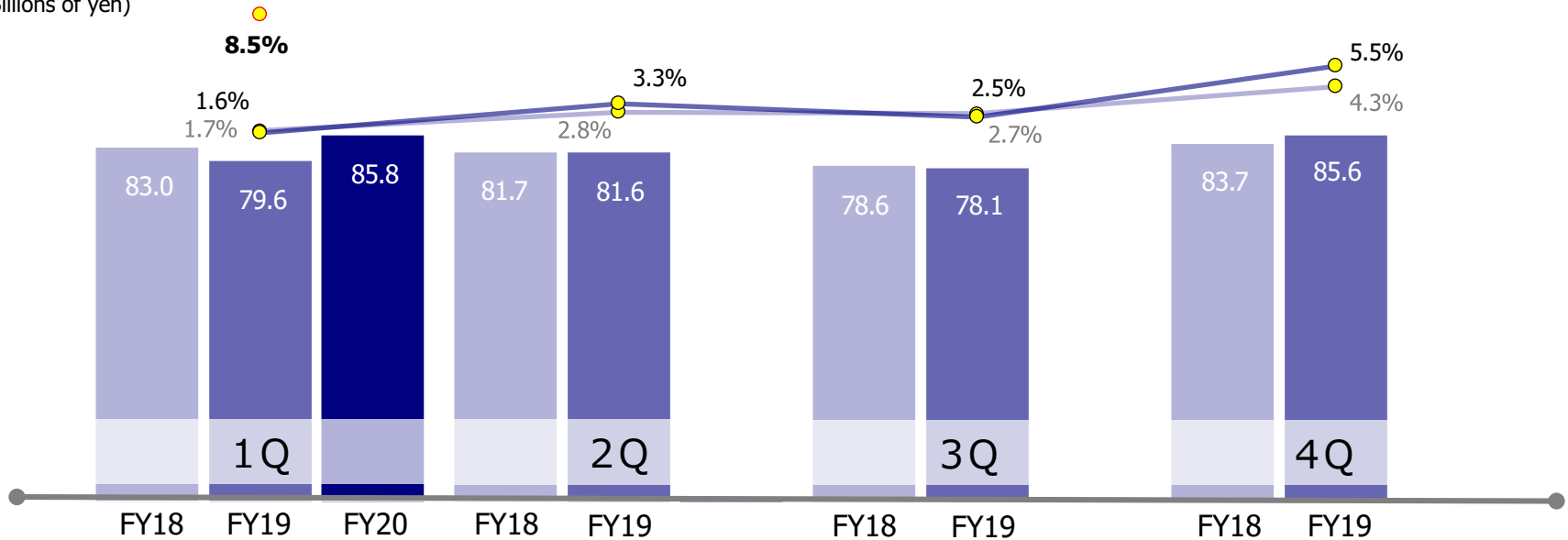
Quarterly Sales and Income Trends

Net Sales

(Billions of yen)

- Operating Income Ratio FY18
- Operating Income Ratio FY19
- Operating Income Ratio FY20

Operating Income Ratio



(Millions of yen)

	Q1 (June to August)						Q2 (September to November)			Q3 (December to February)			Q4 (March to May)		
	FY18	FY19	YoY	FY20	YoY	FY18	FY19	YoY	FY18	FY19	YoY	FY18	FY19	YoY	
	Consolidated														
Net sales	82,997	79,626	(4.1)%	85,751	+7.7%	81,694	81,602	(0.1)%	78,603	78,119	(0.6)%	83,689	85,636	+2.3%	
Gross profit	18,051	18,270	+1.2%	22,332	+22.2%	18,107	19,127	+5.6%	18,078	18,233	+0.9%	20,474	21,058	+2.9%	
SG&A expenses	16,599	17,026	+2.6%	15,044	(11.6)%	15,826	16,469	+4.1%	15,983	16,278	+1.8%	16,836	16,336	(3.0)%	
Operating income	1,451	1,243	(14.4)%	7,287	+486.1%	2,280	2,658	+16.5%	2,094	1,954	(6.7)%	3,637	4,721	+29.8%	
Gross profit ratio	21.7%	22.9%	+1.2pt	26.0%	+3.1pt	22.2%	23.4%	+1.2pt	23.0%	23.3%	+0.3pt	24.5%	24.6%	+0.1pt	
SG&A expense ratio	20.0%	21.4%	+1.4pt	17.5%	(3.9)pt	19.4%	20.2%	+0.8pt	20.3%	20.8%	+0.5pt	20.1%	19.1%	(1.0)pt	
Operating income ratio	1.7%	1.6%	(0.1)pt	8.5%	+6.9pt	2.8%	3.3%	+0.5pt	2.7%	2.5%	(0.2)pt	4.3%	5.5%	+1.2pt	

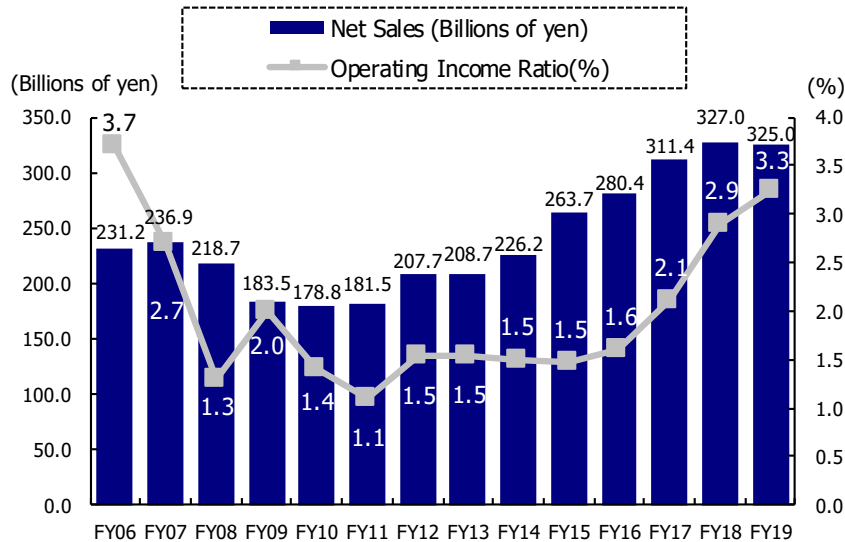
Quarterly Sales and Income Trends by Segment

(Millions of yen)

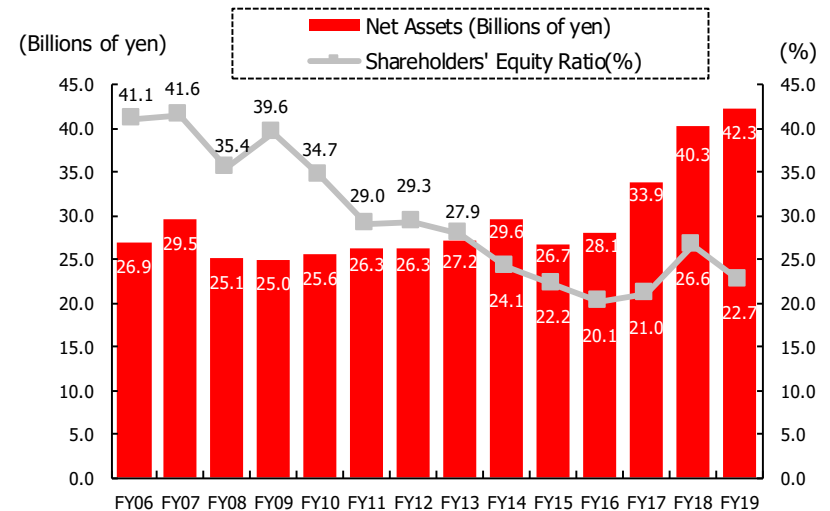
Segment		Sales						Operating income (loss)					
		Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	Q1 FY20	YoY	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	Q1 FY20	YoY
①	Expert Services (Temporary Staffing)	38,011	38,447	36,072	38,917	38,008	(0.0)%						
②	BPO Services (Contracting)	23,765	24,690	23,773	27,551	32,140	+35.2%	1,528	2,324	1,347	3,740	7,197	+371.0%
③	HR Consulting , Education & Training , Others.	2,339	1,666	2,213	1,795	1,504	(35.7)%						
④	Global Sourcing (Overseas)	2,060	1,977	1,878	1,879	1,658	(19.5)%	125	125	9	(62)	(83)	-
Subtotal		66,177	66,782	63,937	70,145	73,312	+10.8%	1,653	2,450	1,356	3,678	7,114	+330.2%
⑤	Career Solutions (Placement/Recruiting, Outplacement)	3,309	4,075	3,886	4,100	3,061	(7.5)%	673	812	854	1,208	625	(7.2)%
⑥	Outsourcing	8,679	9,278	9,104	10,209	8,248	(5.0)%	1,916	1,845	2,192	2,420	2,181	+13.8%
⑦	Life Solutions	1,527	1,577	1,587	1,558	1,563	+2.4%	(12)	65	95	75	41	-
⑧	Regional Revitalization Solutions	815	822	615	736	479	(41.2)%	(517)	(343)	(440)	(574)	(575)	-
⑨	Eliminations and Corporate	(882)	(932)	(1,013)	(1,113)	(913)	-	(2,470)	(2,171)	(2,104)	(2,087)	(2,099)	-
Total		79,626	81,602	78,119	85,636	85,751	+7.7%	1,243	2,658	1,954	4,721	7,287	+486.1%

Full-Year Key Indicators

Net Sales and Operating Income Ratio



Net Assets and Shareholders' Equity Ratio



Results

Key Indicators	'07/05	'08/05	'09/05	'10/05	'11/05	'12/05	'13/05	'14/05	'15/05	'16/05	'17/05	'18/05	'19/05	'20/05
Net Sales	231,231	236,945	218,699	183,515	178,806	181,498	207,685	208,660	226,227	263,728	280,395	311,410	326,984	324,984
Gross Profit Margin	20.3%	20.8%	19.9%	20.0%	18.8%	18.6%	19.3%	20.3%	20.0%	20.0%	20.2%	21.5%	22.8%	23.6%
SG&A Expenses	38,542	42,925	40,735	33,070	31,125	31,840	36,898	37,029	42,381	48,948	52,128	60,489	65,245	66,111
SG&A Expense Ratio	16.6%	18.1%	18.6%	18.0%	17.4%	17.5%	17.8%	17.7%	18.7%	18.6%	18.6%	19.4%	20.0%	20.3%
Operating Income	8,507	6,444	2,850	3,660	2,432	1,964	3,176	3,210	3,490	3,860	4,488	6,539	9,465	10,577
Operating Income Ratio	3.7%	2.7%	1.3%	2.0%	1.4%	1.1%	1.5%	1.5%	1.5%	1.5%	1.6%	2.1%	2.9%	3.3%
Ordinary Income	8,807	6,637	3,361	4,044	2,571	2,091	3,187	3,135	3,343	3,855	4,319	6,631	9,237	10,236
Ordinary Income Ratio	3.8%	2.8%	1.5%	2.2%	1.4%	1.2%	1.5%	1.5%	1.5%	1.5%	1.5%	2.1%	2.8%	3.1%
Net Income *4	4,198	2,962	312	204	412	29	610	526	214	243	(129)	1,288	1,975	594
Net Income Ratio	1.8%	1.3%	0.1%	0.1%	0.2%	0.0%	0.3%	0.3%	0.1%	0.1%	-	0.4%	0.6%	0.2%
Total Assets *5	54,425	58,513	55,468	52,269	60,564	70,889	71,276	75,615	88,641	85,356	94,584	112,477	119,459	140,441
Net Assets *1	26,904	29,468	25,148	24,979	25,642	26,295	26,253	27,181	29,620	26,735	28,062	33,889	40,253	42,316
Shareholders' Equity Ratio *2 *5	41.1%	41.6%	35.4%	39.6%	34.7%	29.0%	29.3%	27.9%	24.1%	22.2%	20.1%	21.0%	26.6%	22.7%
Return on Equity *3	18.2%	12.7%	1.4%	1.0%	2.0%	0.1%	2.9%	2.5%	1.0%	1.2%	(0.7)%	6.0%	7.6%	2.0%
Number of Employees (exclude contract workers)	3,126	3,647	3,671	3,643	3,956	4,452	4,778	5,022	6,584	7,144	7,238	7,716	7,855	9,657

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

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

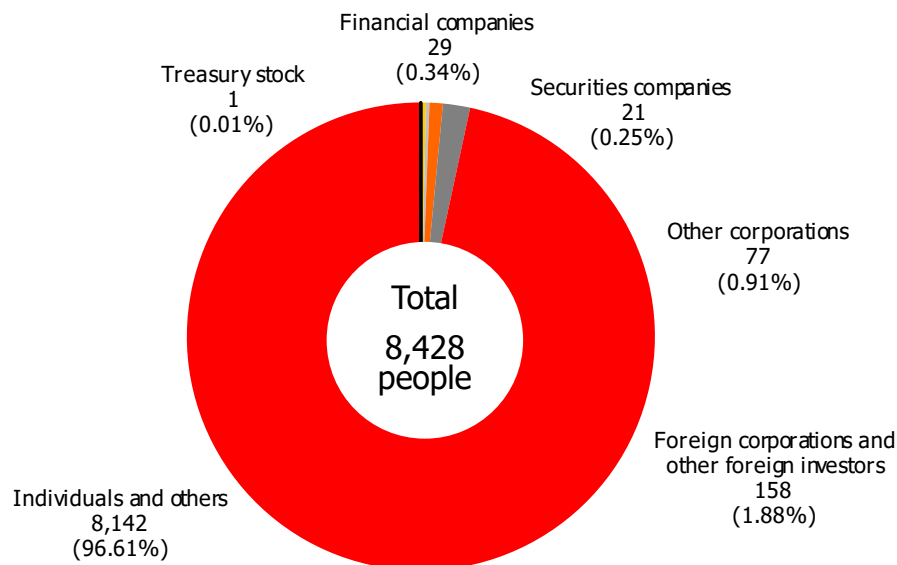
3. The data for the periods up to and including the fiscal year ended May 31, 2007 are consolidated data for Pasona Inc. The data for the periods commencing the fiscal year ended May 31, 2008 and beyond are consolidated data for Pasona Group Inc.

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

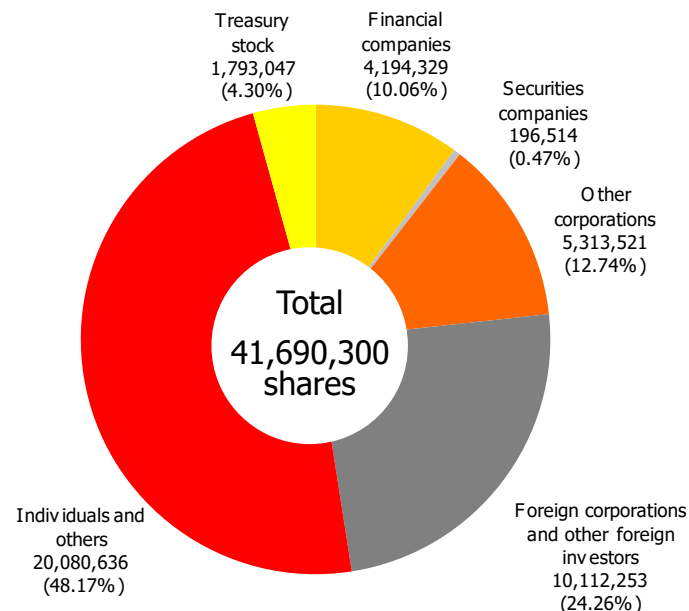
5. As the Company adopted "Partial Amendments to Accounting Standard for Tax Effect Accounting" from the beginning of the first quarter of FY2018. As for the financial position, the figures for the previous consolidated fiscal year were processed by the method.

Stock Information (As of May. 31, 2020)

Breakdown of Shareholders by Type



Breakdown of Shareholders by Number of Share Held



Principal Shareholders

	No. of Shares Held	%
Yasuyuki Nambu	14,763,200	35.41%
Nambu Enterprise Inc.	3,738,500	8.97%
BNYM NON-TREATY DTT	1,861,600	4.47%
Pasona Group Inc.	1,793,047	4.30%
AVI GLOBAL TRUST PLC	1,574,000	3.78%
The Master Trust Bank of Japan, Ltd (Trust Account)	1,152,900	2.77%
CREDIT SUISSE AG HONG KONG TRUST A/C CLIENT	782,800	1.88%
Trust & Custody Services Bank, Ltd. (Trust Account E)	781,729	1.88%
AVI JAPAN OPPORTUNITY TRUST PLC	720,600	1.73%
BNYM TREATY DTT 15	625,400	1.50%

1. The Company's treasury stock (1,793,047 shares, 4.30% of total issued shares) ranked Fourth. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury stock.
2. Pasona Group received a notification from Tempered Investment Management LTD., that it held 2,847,400 shares as of October 21, 2019 outlined the delivery of a Substantial Shareholding Report submitted to the Kanto Local Finance Bureau on October 21, 2019. As the Company is unable to confirm the number of shares held as of 31 May, 2020, Tempered Investment Management LTD. has been omitted from the list of major shareholders identified.

Group Companies (by segment)

Expert Services, BPO Services (Contracting) HR Consulting, Education and Training, Others

Pasona Inc.	CAPLAN Corporation
Pasona Tech, Inc.	Pasona Yaskawa Business Staff Inc.
Pasona Okayama Inc.	Bewith, Inc.
PASONA LOGICOM Inc.	Asahi Beer Communications Co, Ltd.
Pasona Masters Inc.	Pasona art now Inc.
Pasona Marketing, Inc.	Pasona Panasonic Business Service Co.,Ltd
Shin nihon kogyo Co.,Ltd.	Pasona Knowledge Partner Inc.
Pasona HS Inc.	Nagasaki diamond staff
Pasona Heartful Inc.	Pasona HR Solution Inc.
Pasona JOB HUB Inc.	circlace Inc.*

Others *

Global Sourcing

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

Career Solutions

Pasona Inc. Pasona Fortune Inc.

Outsourcing

Benefit One Inc.
 BENEFIT ONE INTERNATIONAL PTE. LTD.
 贝那商务咨询（上海）有限公司
 Benefit One USA,INC.
 Benefit One (Thailand) Co., Ltd.
 PT. BENEFIT ONE INDONESIA
 Benefit One Deutschland GmbH
 REWARDZ PRIVATE LIMITED
 BENEFITONE ENGAGEMENT TECHNOLOGIES PRIVATE LIMITED
 DG1 Inc. Others *

Life Solutions

Pasona Foster Inc.
 Pasona Life Care Inc.

Regional Revitalization Solutions

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

● Consolidated subsidiaries 63

* Equity-method affiliates 11

(As of Aug. 31, 2020)

Corporate Information

Tokyo Stock Exchange, 1st Section 2168

Corporate Name	Pasona Group Inc.	
Headquarters	Shin Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514	<u>Comprehensive Group office</u> Otemachi 2-6-2 Chiyoda-ku, Tokyo 100-8228 Phone 03-6734-0200
Established	December 3, 2007 (Founding February 1976)	
Paid-in Capital	5,000 million yen	
Representative	Yasuyuki Nambu	
Business Activities	Expert Services (Temporary staffing) , BPO Services (Contracting) HR Consulting, Education & Training, Others Global Sourcing (Overseas) Career Solutions (Placement/Recruiting, Outplacement) Outsourcing , Life Solutions Regional Revitalization Solutions	
Number of Employees	19,588 (Consolidated, including contract workers)	(As of May. 31, 2020)
Consolidated Group Companies	Subsidiaries 63 , Affiliates 11	(As of Aug. 31, 2020)
URL	www.pasonagroup.co.jp/english/	