

# Results for the Third Quarter of the Fiscal Year Ending May 31, 2026

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**FY2025 (June 1, 2025 - May 31, 2026)  
Nine months ended February 28, 2026**

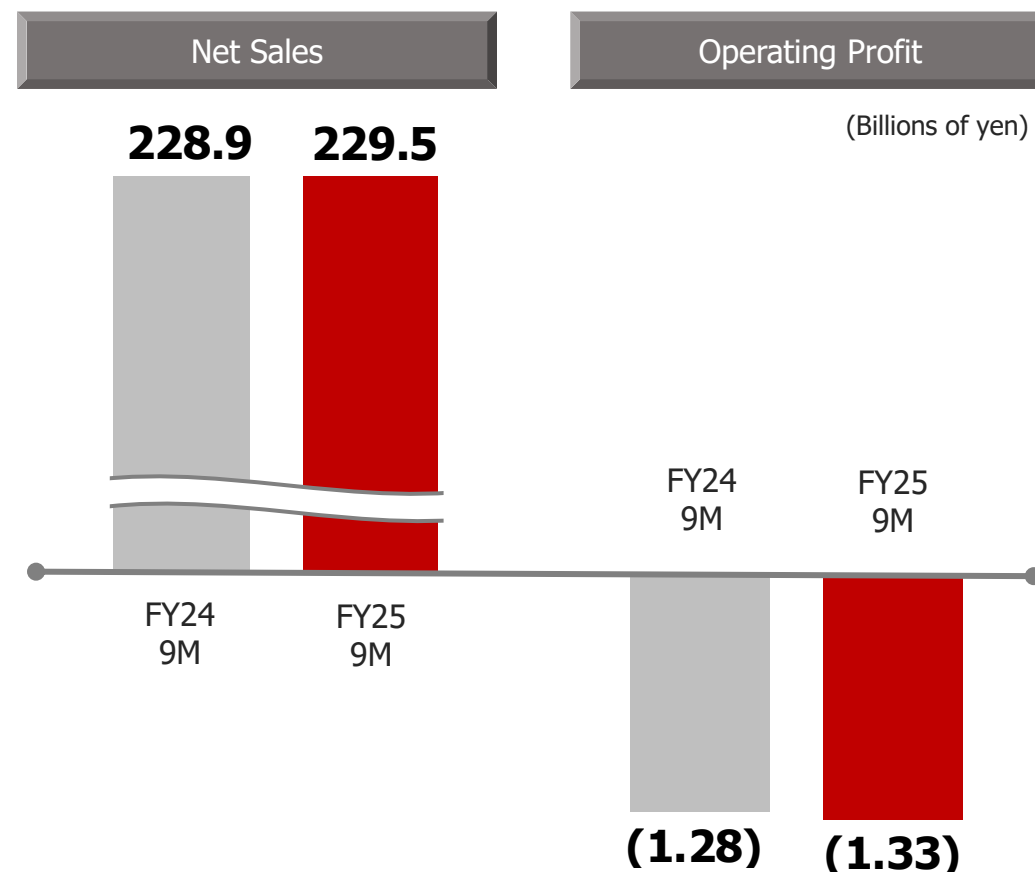
**Pasona Group Inc.**  
**Prime Market TSE (2168)**

**April 14, 2026**  
**[www.pasonagroup.co.jp/English](http://www.pasonagroup.co.jp/English)**

# Consolidated financial results

- [Net sales] slightly increased from the same period last year, and increased in all segments except BPO Solutions and Career Solutions.
- [Gross profit] increased due to improved gross profit margins across multiple segments.
- [Operating profit] declined due to an increase in selling, general, and administrative expenses, including personnel and IT-related costs.
- [Quarterly net profit] improved by ¥4,269 million from the same period last year. Quarterly net loss of ¥1,893 million.

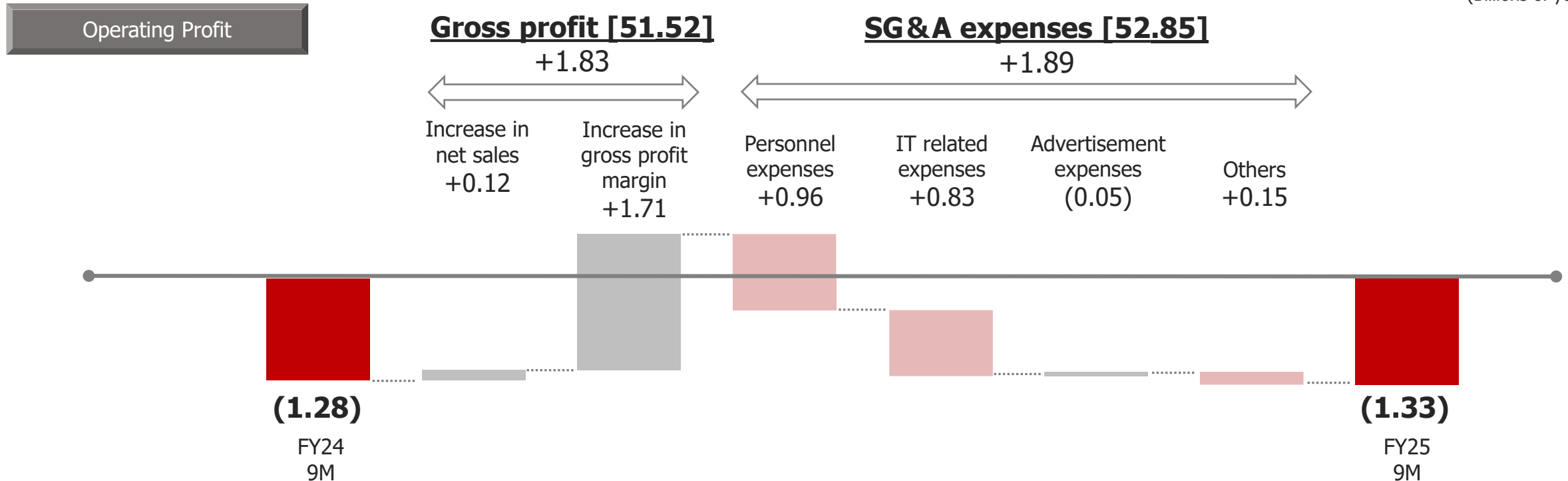
(Millions of yen)	FY24 9M	FY25 9M	Increase /Decrease
	(%)	(%)	
Net sales	228,911 100.0	<b>229,470</b> 100.0	+558 +0.2%
Cost of sales	179,229 78.3	<b>177,952</b> 77.5	(1,276) (0.7)%
Gross profit	49,682 21.7	<b>51,518</b> 22.5	+1,835 +3.7%
SG&A expenses	50,962 22.3	<b>52,847</b> 23.0	+1,885 +3.7%
Operating profit	(1,280) (0.6)	<b>(1,329)</b> (0.6)	(49) -
Ordinary profit	(842) (0.4)	<b>(286)</b> (0.1)	+555 -
Loss attributable to owners of parent	(6,163) (2.7)	<b>(1,893)</b> (0.8)	+4,269 -
Gross profit margin	21.7%	22.5%	+0.8pt
Operating profit margin	(0.6)%	(0.6)%	(0.0)pt



# Operating Profit

- [Gross Profit margin] The consolidated gross profit margin was 22.5%, an improvement of 0.8% y-o-y.
- [SG&A expenses] Personnel costs increased due to factors such as higher retirement benefit expenses (up 960 million y-o-y). In addition, IT-related expenses increased due to revisions in IT infrastructure usage fees (up ¥830 million y-o-y).

(Billions of yen)



	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	9M FY24	9M FY25
<b>Gross Profit margin</b>	20.2%	21.5%	22.8%	23.6%	24.8%	24.5%	24.6%	23.8%	22.0%	21.7%	22.5%
<b>SG&amp;A margin</b>	18.6%	19.4%	20.0%	20.3%	18.8%	18.5%	20.7%	21.9%	22.4%	22.3%	23.0%
<b>Operating Profit margin</b>	1.6%	2.1%	2.9%	3.3%	6.0%	6.0%	3.9%	1.9%	(0.4)%	(0.6)%	(0.6)%

# Non-operating/Extraordinary profit (loss)

- [Non-operating income] recorded sponsorship money income (¥455 million) and product sales income (¥534 million) from Expo 2025 Osaka, Kansai, Japan.
- [Extraordinary losses] recorded ¥1,075 million in expenses related to pavilion operations and other activities at Expo 2025 Osaka, Kansai, Japan as an extraordinary loss under “Expo-related expenses.”

(Millions of yen)	FY24 9M	FY25 9M	Increase/ Decrease	YoY
Operating profit	(1,280)	<b>(1,329)</b>	(49)	—
Non-operating income	794	<b>1,943</b>	+1,149	+144.6%
Interest income	97	<b>285</b>	+188	+194.1%
Share of profit of entities accounted for using equity method	112	<b>91</b>	(20)	(18.4)%
Sponsorship money income	84	<b>542</b>	+458	+543.2%
Subsidy income	168	<b>57</b>	(111)	(65.9)%
Expo product sales income	—	<b>534</b>	+534	—
Other	332	<b>431</b>	+99	+29.8%
Non-operating expenses	356	<b>900</b>	+543	+152.4%
Interest expenses	251	<b>300</b>	+49	+19.8%
Commitment fees	23	<b>173</b>	+150	+646.5%
Expo cost of product sales	—	<b>291</b>	+291	—
Other	82	<b>135</b>	+52	+63.5%
Ordinary profit	(842)	<b>(286)</b>	+555	—

(Millions of yen)	FY24 9M	FY25 9M	Increase/ Decrease	YoY
Extraordinary income	138	<b>191</b>	+52	+38.1%
Gain on change in equity	5	<b>8</b>	+2	+53.6%
Gain on sale of non-current assets	56	<b>1</b>	(55)	(98.2)%
Gain on sale of investment securities	76	<b>181</b>	+105	+138.9%
Extraordinary losses	2,966	<b>1,291</b>	(1,674)	(56.5)%
Loss on sale and retirement of non-current assets	57	<b>53</b>	(3)	(6.7)%
Impairment losses	—	<b>161</b>	+161	—
Expo exhibit-related expenses	2,878	<b>1,075</b>	(1,802)	(62.6)%
Settlement payments	30	<b>—</b>	(30)	—
Profit before income taxes	(3,670)	<b>(1,387)</b>	+2,283	—
Income taxes-current	1,216	<b>1,148</b>	(68)	(5.6)%
Income taxes-deferred	683	<b>(986)</b>	(1,670)	—
Income taxes	1,900	<b>162</b>	(1,738)	(91.5)%
Profit attributable to non-controlling interests	592	<b>344</b>	(248)	(41.9)%
Loss attributable to owners of parent	(6,163)	<b>(1,893)</b>	+4,269	—

# Consolidated Results by Segment

(Millions of yen)

Segment		Net sales				Operating profit (loss)				Operating profit margin		
		FY24 9M	FY25 9M	Increase/ Decrease	YoY	FY24 9M	FY25 9M	Increase/ Decrease	YoY	FY24 9M	FY25 9M	Increase/ Decrease
①	BPO Solutions (Contracting, Outsourcing)	101,487	99,096	(2,391)	(2.4)%	7,052	7,156	+104	+1.5%	3.5%	3.6%	+0.1pt
②	Expert Solutions (Temporary Staffing)	100,400	101,664	+1,264	+1.3%							
③	Career Solutions (Placement/ Recruiting, Outplacement)	10,780	10,509	(271)	(2.5)%							
HR Solutions		212,669	211,270	(1,398)	(0.7)%	10,848	10,310	(537)	(5.0)%	5.1%	4.9%	(0.2)pt
④	Global Solutions (Overseas Human Resource Services)	8,217	8,688	+470	+5.7%	187	82	(104)	(55.9)%	2.3%	1.0%	(1.3)pt
⑤	Life Solutions (Childcare support, Life support, etc.)	6,296	7,056	+760	+12.1%	70	409	+339	+484.1%	1.1%	5.8%	+4.7pt
⑥	Regional Revitalization and Tourism Solutions	4,955	5,964	+1,009	+20.4%	(1,470)	(1,069)	+400	—	(29.7)%	(17.9)%	+11.8pt
⑦	Eliminations and Corporate	(3,227)	(3,509)	(282)	—	(10,915)	(11,062)	(146)	—	—	—	—
<b>Total</b>		<b>228,911</b>	<b>229,470</b>	<b>+558</b>	<b>+0.2%</b>	<b>(1,280)</b>	<b>(1,329)</b>	<b>(49)</b>	<b>—</b>	<b>(0.6)%</b>	<b>(0.6)%</b>	<b>(0.0)pt</b>



# Revision of Consolidated Financial Results Forecast for FY2025

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# Revision of Consolidated Financial Results Forecast for FY2025

- Sales and operating profit for Career Solutions segment are now expected to fall short of the initial forecast. Although sales and operating profit for Regional Revitalization and Tourism Solutions segment are expected to exceed the figures for the same period last year, it has become difficult to meet the initial forecast.
- Net income attributable to owners of the parent company is now expected to fall short of the initial forecast due to additional extraordinary losses, such as expenses related to Expo 2025 Osaka, Kansai, Japan.
- As a result, we are revising the full-year consolidated earnings forecast announced on July 15, 2025, as follows.
- There is no change to the dividend forecast from the previous announcement.

	Net sales million	Operating profit million	Ordinary profit million	Profit attributable to owners of parent million	Profit per share (yen)
Previous forecast (A) Announced on July 15, 2025	330,000	2,500	2,800	500	12.81
<b>Revised forecast (B)</b>	<b>310,000</b>	<b>500</b>	<b>1,800</b>	<b>(1,800)</b>	<b>(47.72)</b>
Change (B – A)	(20,000)	(2,000)	(1,000)	(2,300)	(60.53)
Change (%)	(6.1)	(80.0)	(35.7)	—	
Reference: Actual results for the previous fiscal year	309,240	(1,237)	(460)	(8,658)	(221.80)

# Revision of Consolidated Financial Results Forecast for FY2025

(Millions of yen)

Segment		Net sales					Operating profit (loss)				
		(A) FY24	(B) FY25 Initial Forecast	(C) FY25 Revised Forecast	(C)-(B)	YoY	(A) FY24	(B) FY25 Initial Forecast	(C) FY25 Revised Forecast	(C)-(B)	YoY
①	BPO Solutions	137,236	136,000	132,000	(4,000)	(2.9)%	9,759	10,800	10,500	(300)	(2.8)%
②	Expert Solutions	134,807	148,500	136,500	(12,000)	(8.1)%					
③	Career Solutions	14,507	16,200	14,500	(1,700)	(10.5)%					
HR Solutions		286,552	300,700	283,000	(17,700)	(5.9)%	14,808	16,100	15,300	(800)	(5.0)%
④	Global Solutions	11,407	13,700	12,000	(1,700)	(12.4)%	401	700	300	(400)	(57.1)%
⑤	Life Solutions	8,623	9,500	10,000	+500	+5.3%	(26)	400	600	+200	+50.0%
⑥	Regional Revitalization and Tourism Solutions	7,083	10,000	9,000	(1,000)	(10.0)%	(1,900)	(500)	(1,200)	(700)	-
⑦	Eliminations and Corporate	(4,425)	(3,900)	(4,000)	(100)	-	(14,519)	(14,200)	(14,500)	(300)	-
<b>Total</b>		<b>309,240</b>	<b>330,000</b>	<b>310,000</b>	<b>(20,000)</b>	<b>(6.1)%</b>	<b>(1,237)</b>	<b>2,500</b>	<b>500</b>	<b>(2,000)</b>	<b>(80.0)%</b>

# Segment information

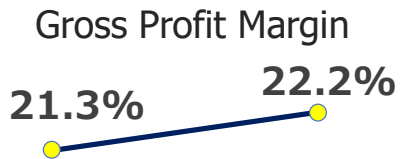
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# ① BPO Solutions (Contracting, Outsourcing)

- The decline in net sales due to the peak-out of large-scale contract projects continued. Segment sales was down 2.4% y-o-y.
- Gross profit margin improved to 22.2% (up 0.9% y-o-y).
- The ProShare business (renamed from Advisory Consulting; provided by Pasona JOBHUB Inc.) expanded.
- [Q4] Launched “Wellness Cloud,” a platform supporting corporate wellness management.

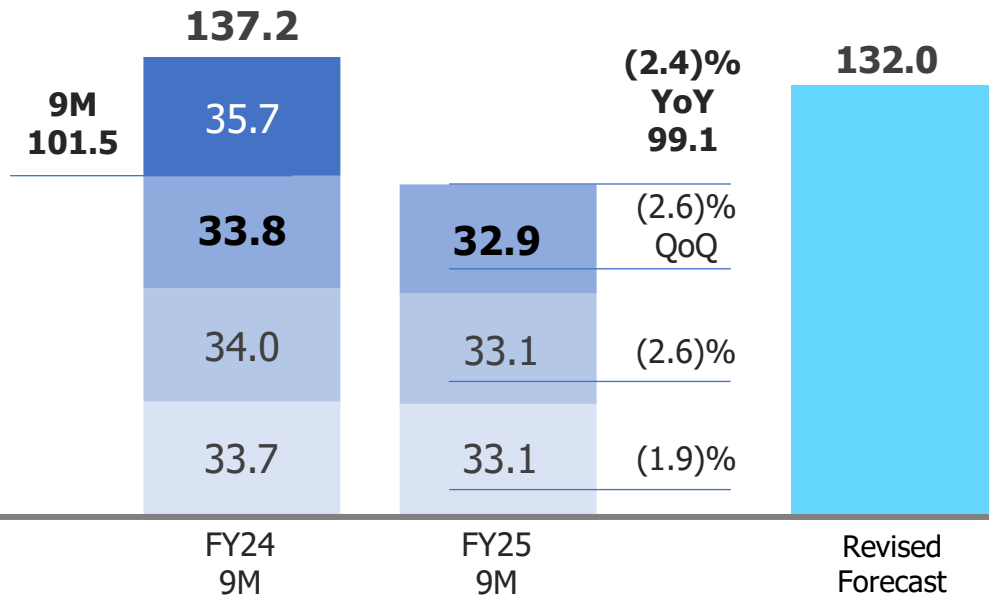
Net Sale , Gross Profit Margin

9M (Billions of yen)



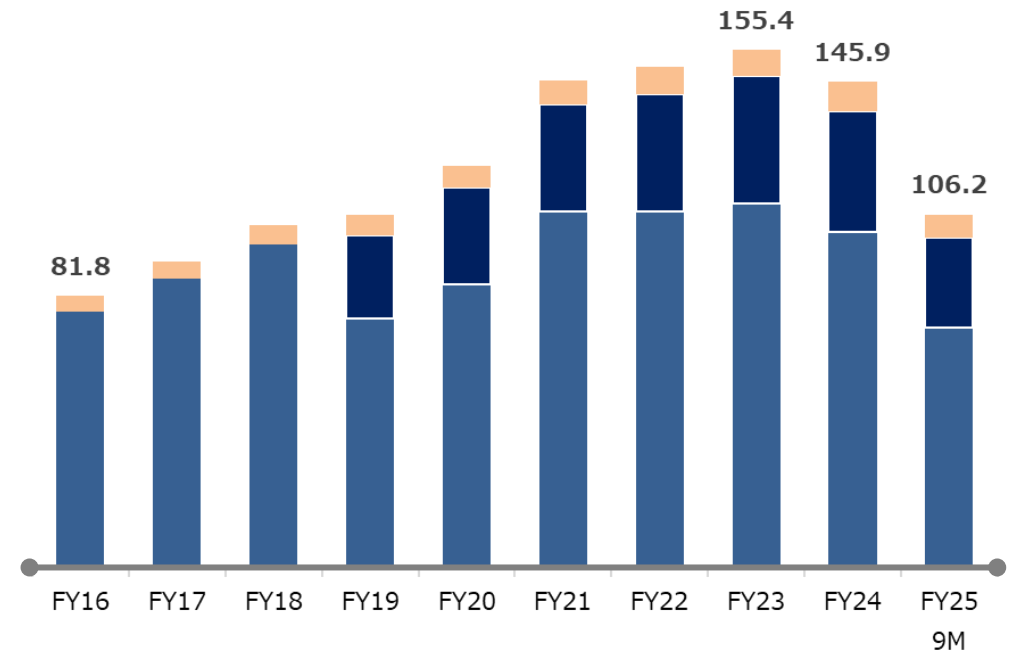
Total

Q4 (Term)
Q3 (Term)
Q2 (Term)
Q1 (Term)



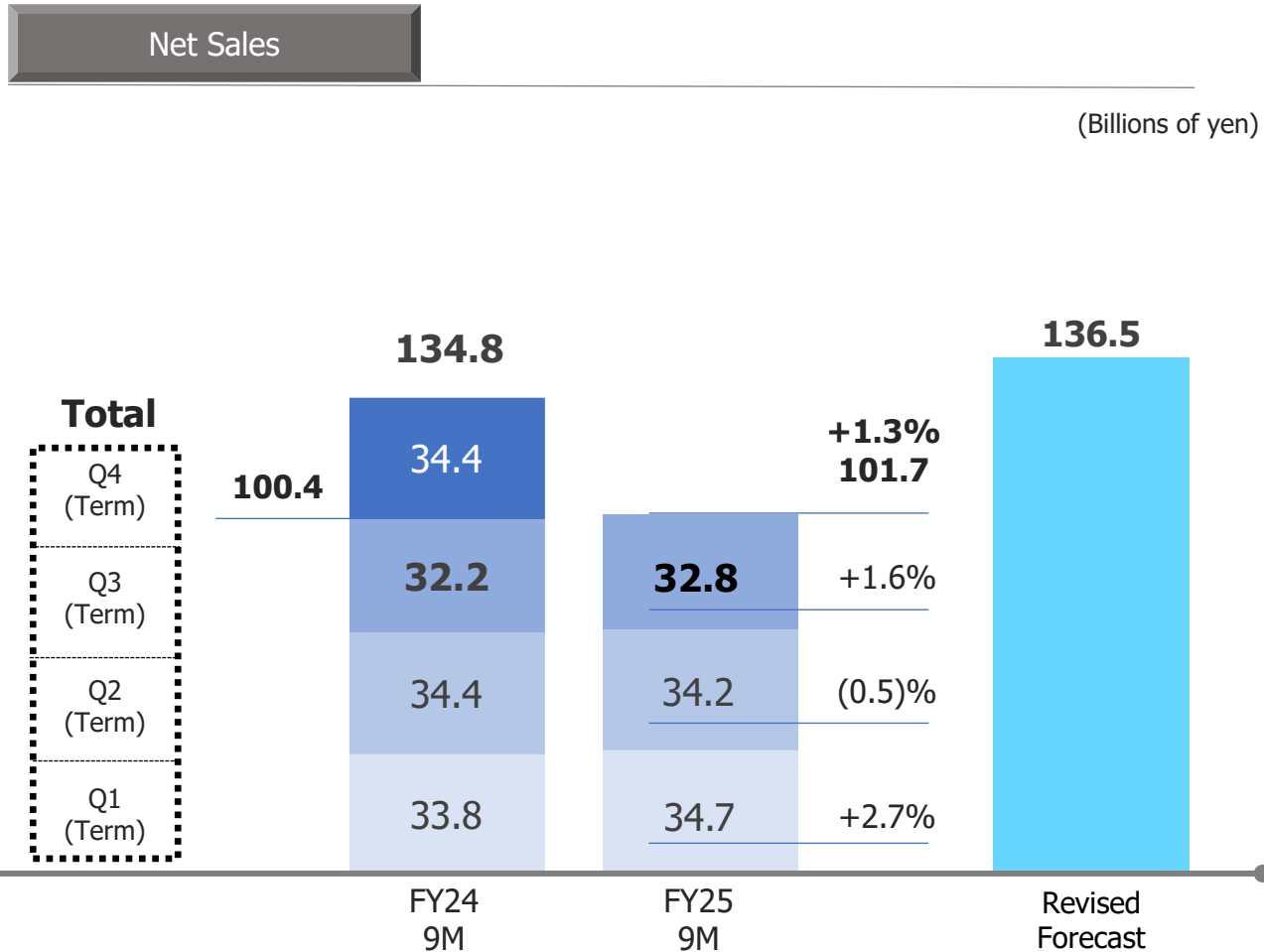
(Billions of yen)

■ BPO Solutions\_Excluding Bewith ■ Bewith ■ LifeSolution



# ② Expert Solutions (Temporary staffing)

- The number of temporary staffing orders increased compared to the same period of last year. The average billing unit rate per worker rose due fee revisions.
- The number of new temporary staffing registrants increased year-on-year due to improvements in the convenience of the registration process.
- The number of active temporary staff remained at the same level as the same period last year.



## Topics (BPO·Expert Solutions)

### ■ “Wellness Cloud” : Health Management Support for Businesses (March 2026)

Pasona Inc. has partnered with Doctors, a rapidly growing company in the digital health sector. The companies have launched a platform to support corporate health management.



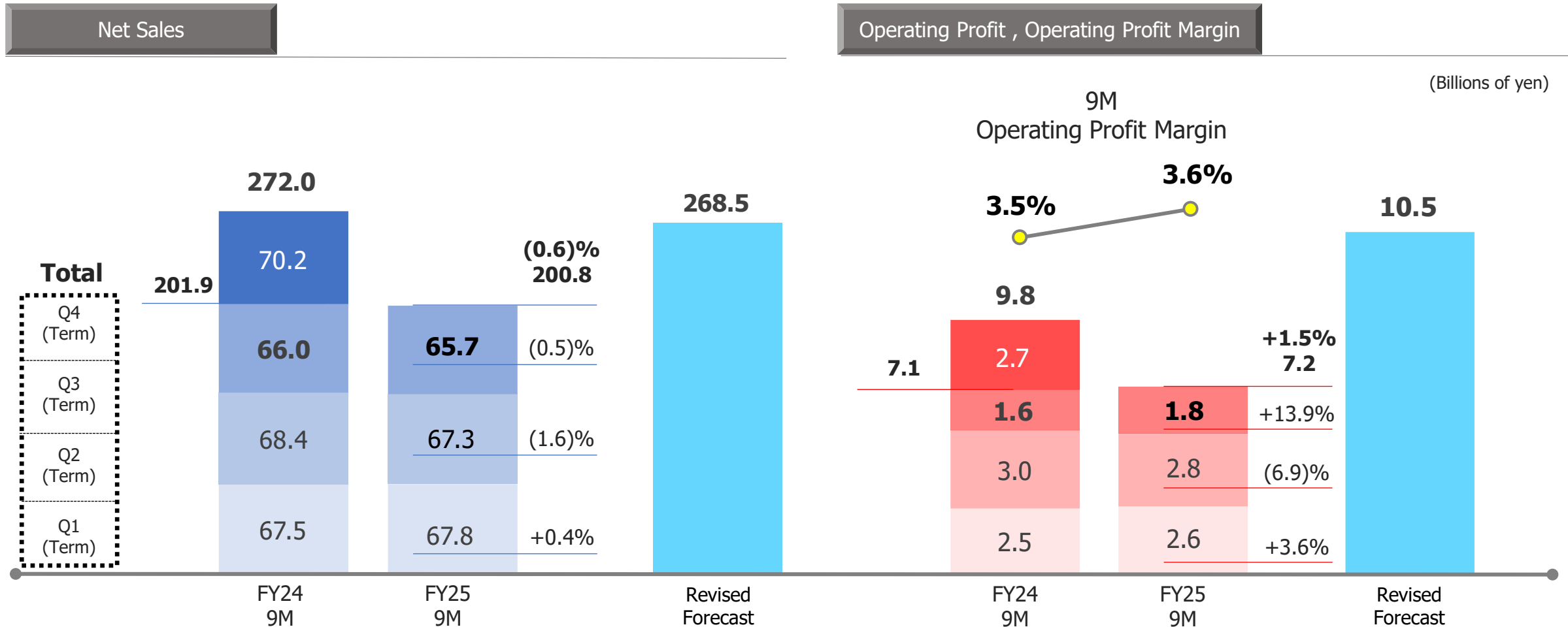
### ■ Launching Mold Management BPO (April 2026)

By combining Pasona Inc.'s BPO services with “SACT,” the mold management cloud service provided by HIPUS, we offer comprehensive support for everything from building a company's mold management system to daily operations and audit compliance.



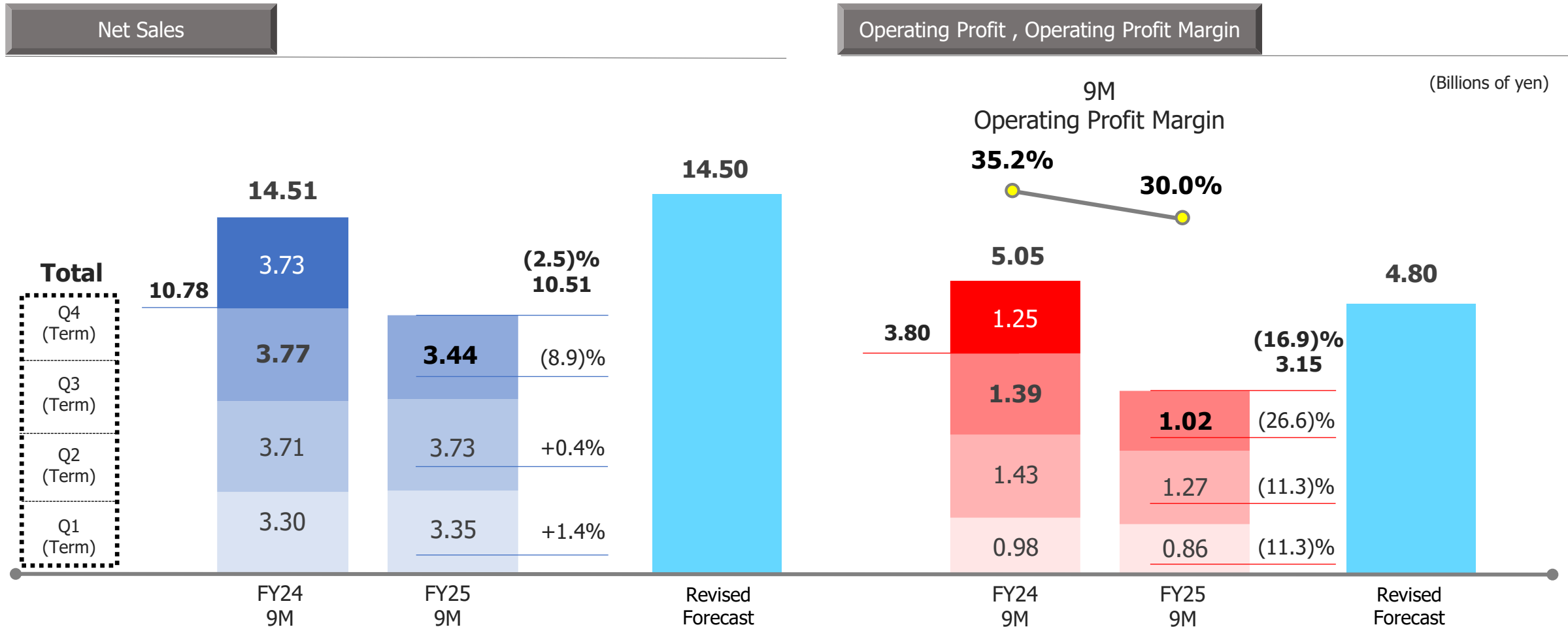
# BPO Solutions · Expert Solutions

- Net sales declined due to lower sales of BPO Solutions (down 0.6% y-o-y).
- Gross profit increased as gross margins improved in both segments.
- Operating profit increased (up 1.5% y-o-y) despite higher selling, general, and administrative expenses, including IT-related costs.



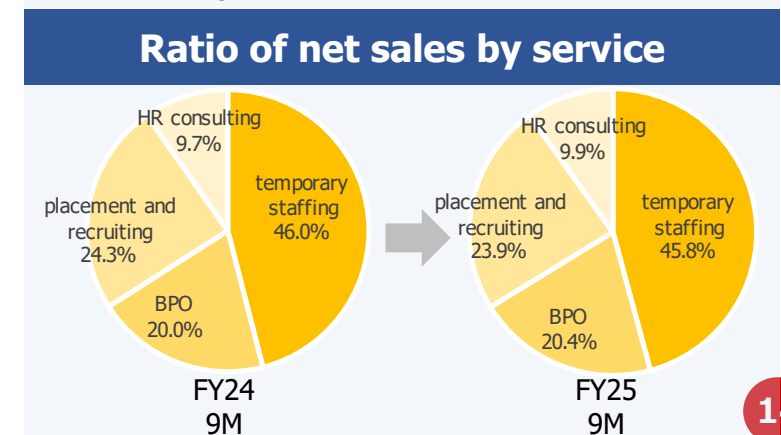
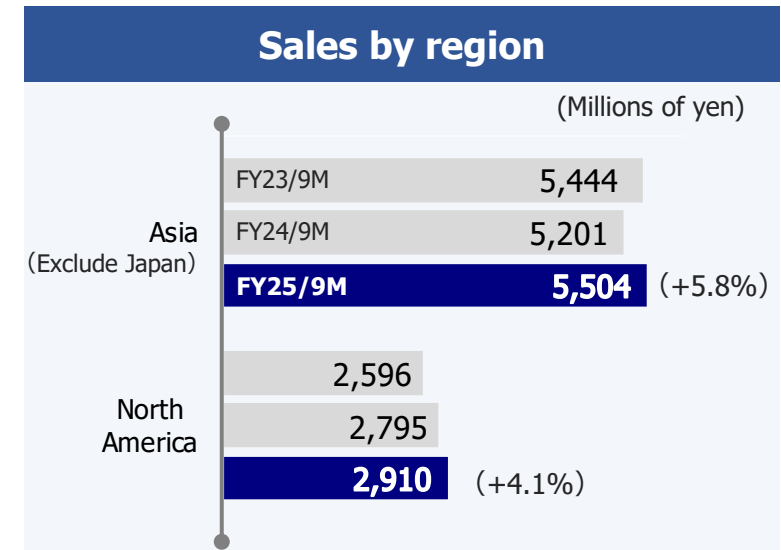
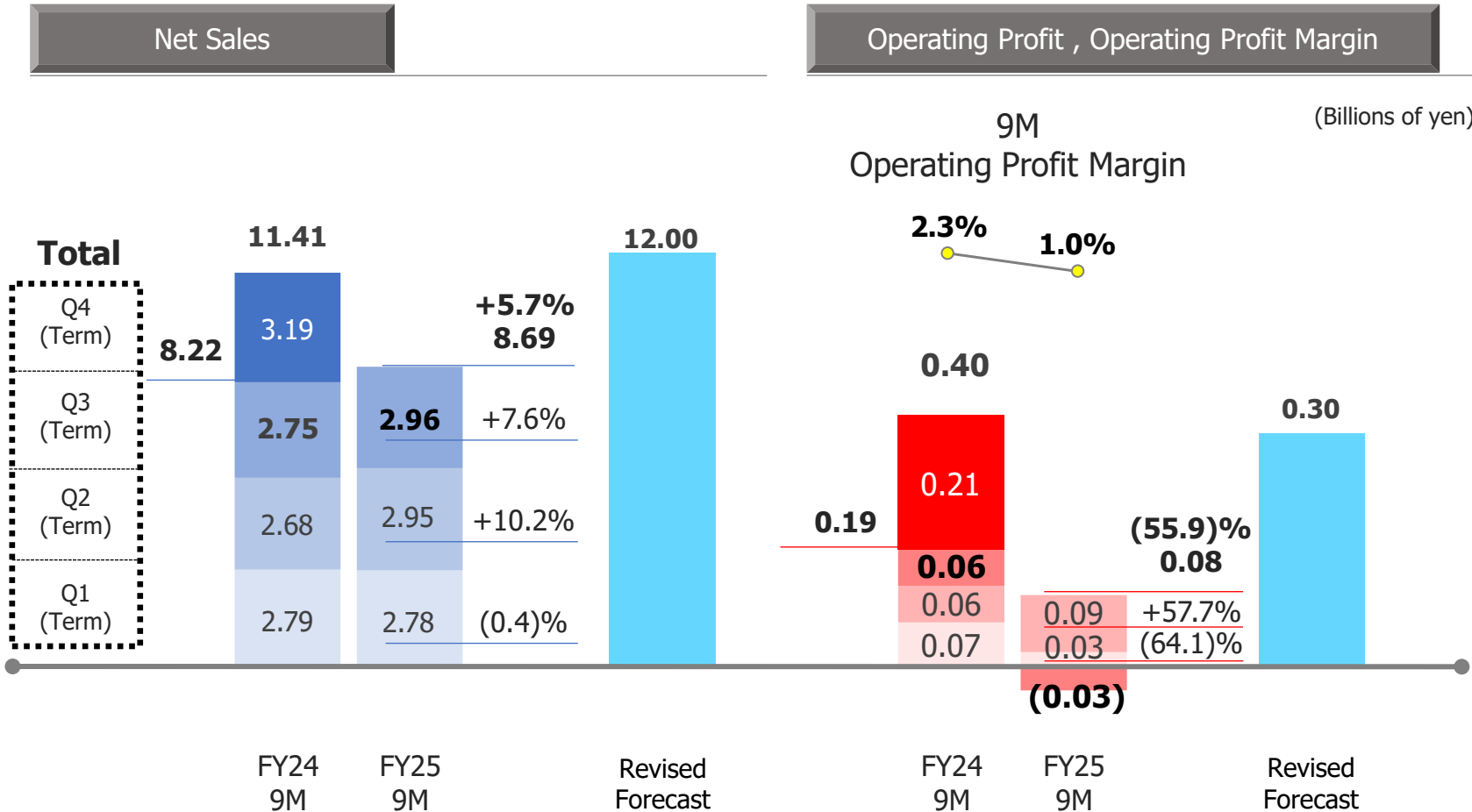
# ③ Career Solutions (Placement/Recruiting, Outplacement)

- Net sales declined in the recruitment agency business. Segment operating profit decreased (down 16.9%) due to decline in net sales from the recruitment business, and increased in selling, general, and administrative expenses.
- [Placement/Recruiting] Productivity temporarily declined in the first half due to the replacement of internal system. In the third quarter, the number of successful placements decreased due to stricter hiring requirements from companies and internal staff changes.
- [Outplacement] Demand continues from companies restructuring their business operations. We are working to strengthen our service infrastructure to meet this growing demand.



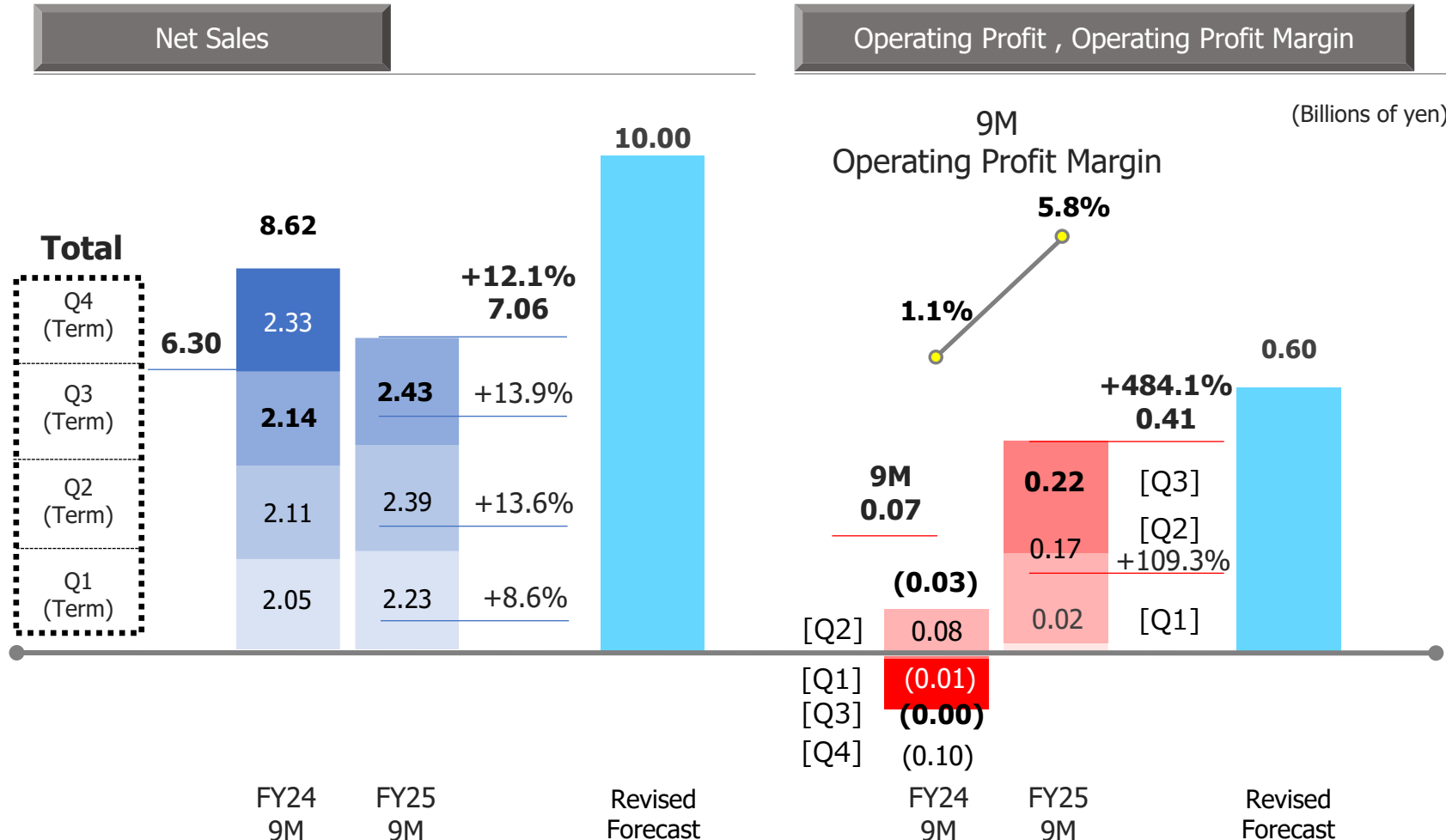
# ④ Global Solutions (Overseas Human Resource Services)

- **[North America]** In the U.S., net sales from BPO services for accounting and payroll increased, while net sales from recruitment services declined.
- **[Asia]** In Taiwan, both recruitment services and Human Resources Consulting Services expanded, driven primarily by the semiconductor manufacturing industry.
- **Operating profit declined as personnel expenses related to sales, consulting, and new business development increased in various countries.**



# ⑤ Life Solutions (Childcare support, Life support, etc.)

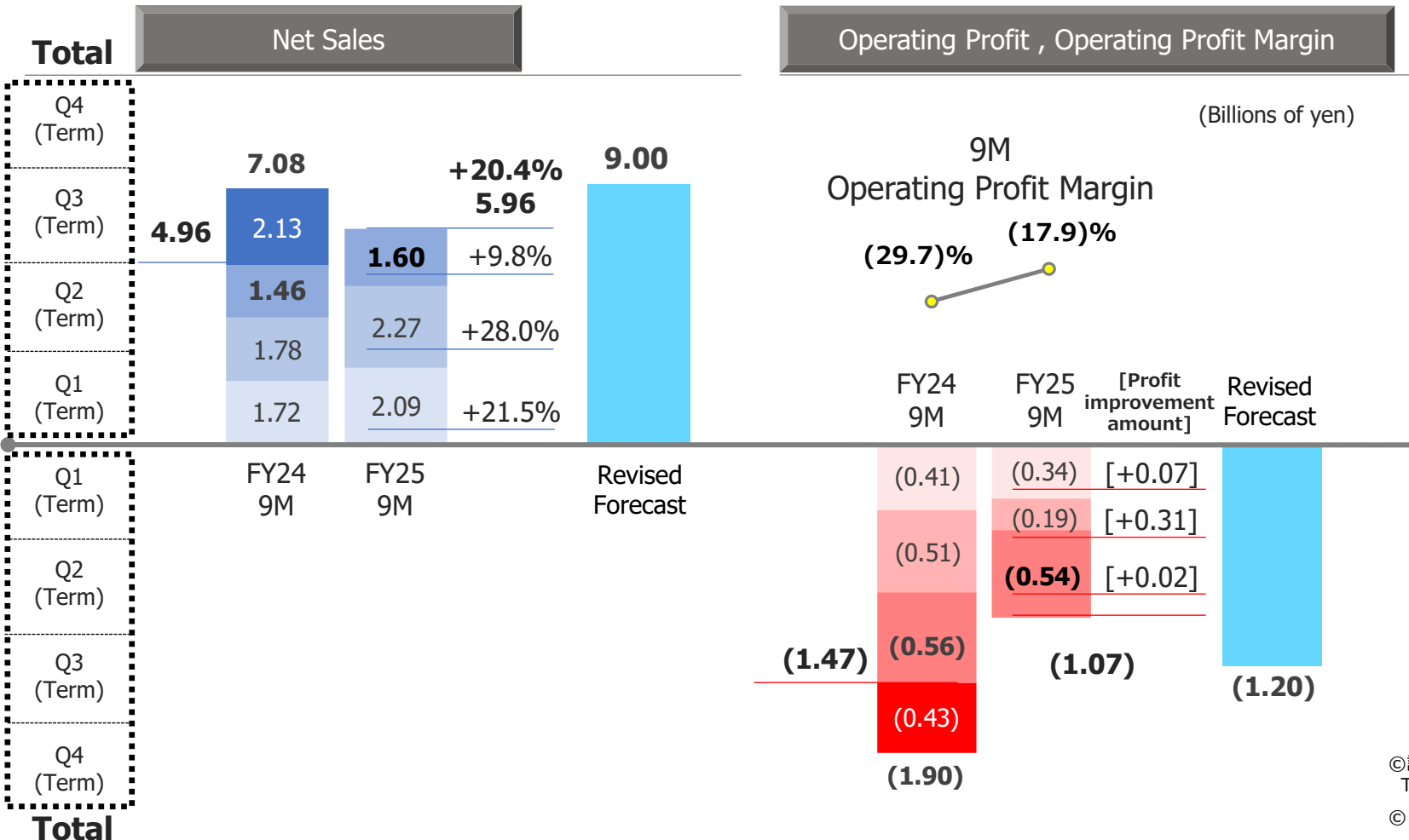
- **【Childcare Support】** Although the number of operated facilities decreased, the expansion of larger facilities led to an increase in the number of children enrolled. Strengthening its revenue and expenditure management for each facility has improved operational efficiency.
- **【Life Support】** Childcare support services, such as housekeeping services, expanded steadily, primarily in local communities. Net sales increased due to higher service utilization.



Facilities of Pasona Foster · Pasona Life Care				
Facilities	May 2024	Feb 2025	May 2025	Feb 2026
<b>Pasona Foster</b>	<b>105</b>	<b>104</b>	<b>97</b>	<b>97</b>
Childcare facilities	47	47	44	44
After-school children's clubs	58	57	53	53
<b>Pasona Life Care</b>	<b>19</b>	<b>18</b>	<b>17</b>	<b>15</b>
Nursing care facilities	19	18	17	15

# ⑥ Regional Revitalization and Tourism Solutions

- The limited-time “Demon Slayer” event (March 15 to December 14, 2025) drove an increase in visitor numbers.
- The internationally popular “NARUTO & BORUTO Shinobi-zato” has steadily driven inbound tourism with support from enthusiasts.
- During the third quarter, net sales growth slowed due to the impact of scheduled maintenance closures at various facilities and the end of limited-time events; however, the operating loss improved.



### Topics

**A limited-time collaboration event between the TV anime "Attack on Titan" and Nijigen no Mori is now underway. (March 14–December 13, 2026)**

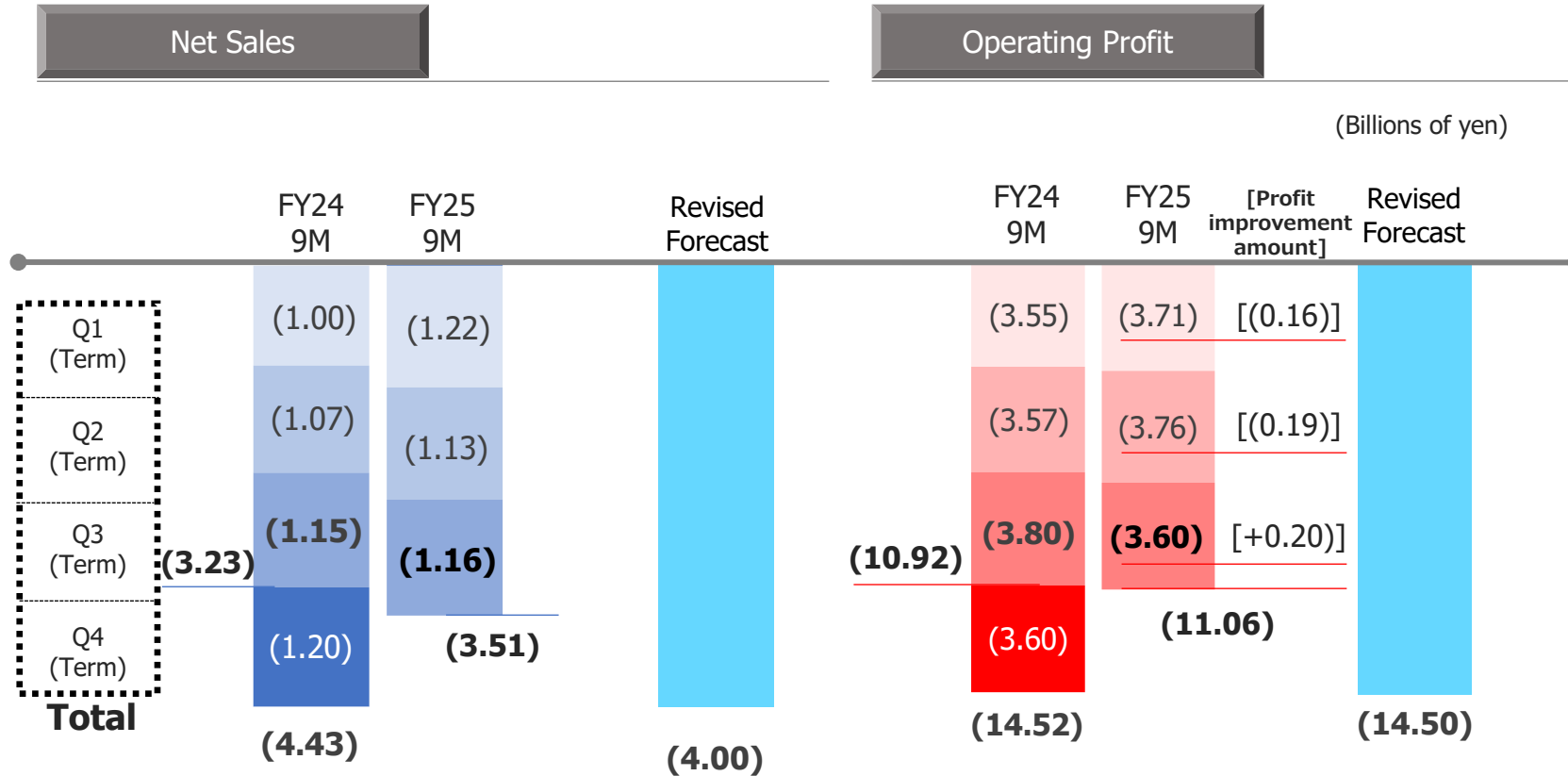
**TOKYO SCRAMBLE**

- We have invested in and launched the new Nintendo Switch 2 game "TOKYO SCRAMBLE". (February 2026)
- Opening of "TOKYO SCRAMBLE in Nijigen no Mori -Hide and Escape-," an escape attraction where visitors can immerse themselves in the game's world(March 2026)

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# ⑦ Eliminations and Corporate

- IT-related expenses increased due to revisions in usage fees for the IT infrastructure deployed across the group.
- Implemented cost control measures, including optimizing staffing.
- To achieve the "PASONA GROUP VISION 2030," we are proceeding with workforce optimization and a review of cost allocation to strengthen cost control.



Ratio of costs relative to Net sales

	1Q (Jun-Aug)	2Q (Sep-Nov)	3Q (Dec-Feb)	4Q (Mar-May)	Year
FY24	4.6%	4.6%	5.1%	4.5%	4.7%
FY25	4.8%	4.8%	4.8%	(Forecasts) 4.3%	(Forecasts) 4.7%

# Reference

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## Health & Productivity Stock Selection 2026

### Certified Health & Productivity Management Outstanding Organizations Recognition Program 2026

- Health & Productivity Stock Selection 2026  
Pasona Group Inc.
- Certified Health & Productivity Management Outstanding Organizations Recognition Program 2026 (Large Corporate Division) white 500  
Pasona Group Inc.  
Pasona Inc.  
Pasona HS Inc.



- Certified Health & Productivity Management Outstanding Organizations Recognition Program 2026 (Large Corporate Division)  
Pasona JOB HUB Inc.  
Asahi Beer Communications Co, Ltd.  
Pasona Foster Inc.  
Pasona Life Care Inc.



- Certified Health & Productivity Management Outstanding Organizations Recognition Program 2026 (Small and medium-sized corporate sector) bright 500  
Pasona Nihon Somubu Co., Ltd.
- Certified Health & Productivity Management Outstanding Organizations Recognition Program 2026 (Small and medium-sized corporate sector) next bright 1000  
Pasona Safety Net Inc.
- Certified Health & Productivity Management Outstanding Organizations Recognition Program 2026 (Small and medium-sized corporate sector)  
PASONA LOGICOM Inc. ,Tango Kingdom Brewery Inc.

## DX Stocks 2026



FY2025  
『Next Nadeshiko:  
Companies Supporting Dual  
Careers and Co-parenting』

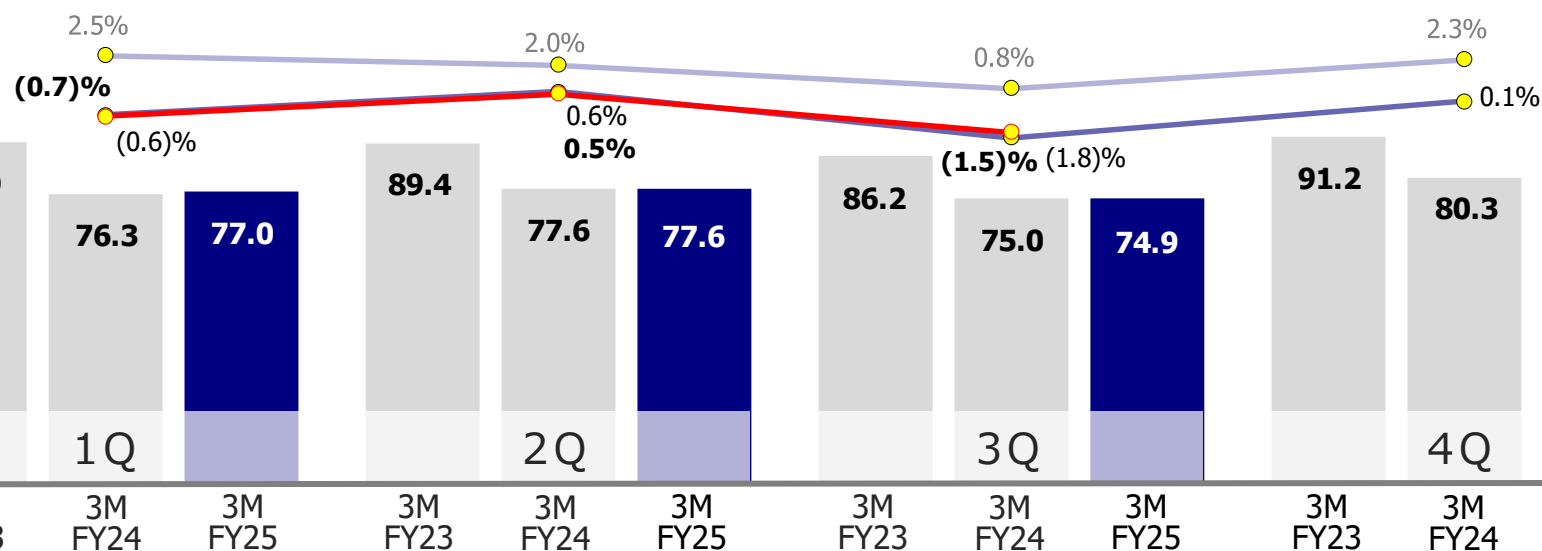


# Quarterly Sales and Profit Trends

Net Sales

(Billions of yen)

Operating Profit Margin



- Operating Profit Margin FY23
- Operating Profit Margin FY24
- Operating Profit Margin FY25

(Millions of yen)

	Q1 (June to August)					Q2 (September to November)					Q3 (December to February)					Q4 (March to May)		
	FY23	FY24	YoY	FY25	YoY	FY23	FY24	YoY	FY25	YoY	FY23	FY24	YoY	FY25	YoY	FY23	FY24	YoY
Net sales	89,881	76,323	(15.1)%	76,965	+0.8%	89,434	77,610	(13.2)%	77,561	(0.1)%	86,241	74,976	(13.1)%	74,943	(0.0)%	91,174	80,328	(11.9)%
Gross profit	21,226	16,374	(22.9)%	17,085	+4.3%	21,259	17,520	(17.6)%	18,142	+3.5%	19,964	15,788	(20.9)%	16,290	+3.2%	22,375	18,276	(18.3)%
SG&A expenses	18,997	16,810	(11.5)%	17,653	+5.0%	19,508	17,039	(12.7)%	17,777	+4.3%	19,270	17,112	(11.2)%	17,416	+1.8%	20,254	18,233	(10.0)%
Operating profit	2,228	(436)	-	(568)	-	1,751	480	(72.6)%	364	(24.1)%	693	(1,324)	-	(1,125)	-	2,120	42	(98.0)%
Profit (Loss) attributable to owners of parent	187	(1,194)	-	(606)	-	(41)	(2,568)	-	(13)	-	(899)	(2,400)	-	(1,272)	-	96,644	(2,495)	-
Gross profit margin	23.6%	21.5%	(2.1)pt	22.2%	+0.7pt	23.8%	22.6%	(1.2)pt	23.4%	+0.8pt	23.1%	21.1%	(2.0)pt	21.7%	+0.6pt	24.5%	22.8%	(1.7)pt
SG&A expense margin	21.1%	22.0%	+0.9pt	22.9%	+0.9pt	21.8%	22.0%	+0.2pt	22.9%	+0.9pt	22.3%	22.8%	+0.5pt	23.2%	+0.4pt	22.2%	22.7%	+0.5pt
Operating profit margin	2.5%	(0.6)%	(3.1)pt	(0.7)%	(0.1)pt	2.0%	0.6%	(1.4)pt	0.5%	(0.1)pt	0.8%	(1.8)%	(2.6)pt	(1.5)%	+0.3pt	2.3%	0.1%	(2.2)pt

※ Please refer to the Investors Guide for the figures before the listed year.

# Quarterly Sales and Profit Trends by Segment①

(Millions of yen)

Segment		Sales									
		Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	YoY	YoY	YoY
①	BPO Solutions (Contracting, Outsourcing)	33,698	34,010	33,778	35,748	33,071	33,109	32,915	(1.9)%	(2.6)%	(2.6)%
②	Expert Solutions (Temporary Staffing)	33,773	34,403	32,223	34,407	34,680	34,234	32,750	+2.7%	(0.5)%	+1.6%
③	Career Solutions (Placement/ Recruiting, Outplacement)	3,297	3,711	3,772	3,727	3,345	3,726	3,437	+1.4%	+0.4%	(8.9)%
HR Solutions		70,769	72,125	69,774	73,883	71,096	71,070	69,103	+0.5%	(1.5)%	(1.0)%
④	Global Solutions (Overseas Human Resource Services)	2,787	2,675	2,754	3,189	2,777	2,946	2,963	(0.4)%	+10.2%	+7.6%
⑤	Life Solutions (Childcare support, Life support, etc.)	2,052	2,107	2,136	2,326	2,229	2,394	2,432	+8.6%	+13.6%	+13.9%
⑥	Regional Revitalization and Tourism Solutions	1,716	1,777	1,461	2,128	2,085	2,274	1,604	+21.5%	+28.0%	+9.8%
⑦	Eliminations and Corporate	(1,003)	(1,074)	(1,149)	(1,198)	(1,223)	(1,125)	(1,160)	—	—	—
<b>Total</b>		<b>76,323</b>	<b>77,610</b>	<b>74,976</b>	<b>80,328</b>	<b>76,965</b>	<b>77,561</b>	<b>74,943</b>	<b>+0.8%</b>	<b>(0.1)%</b>	<b>(0.0)%</b>

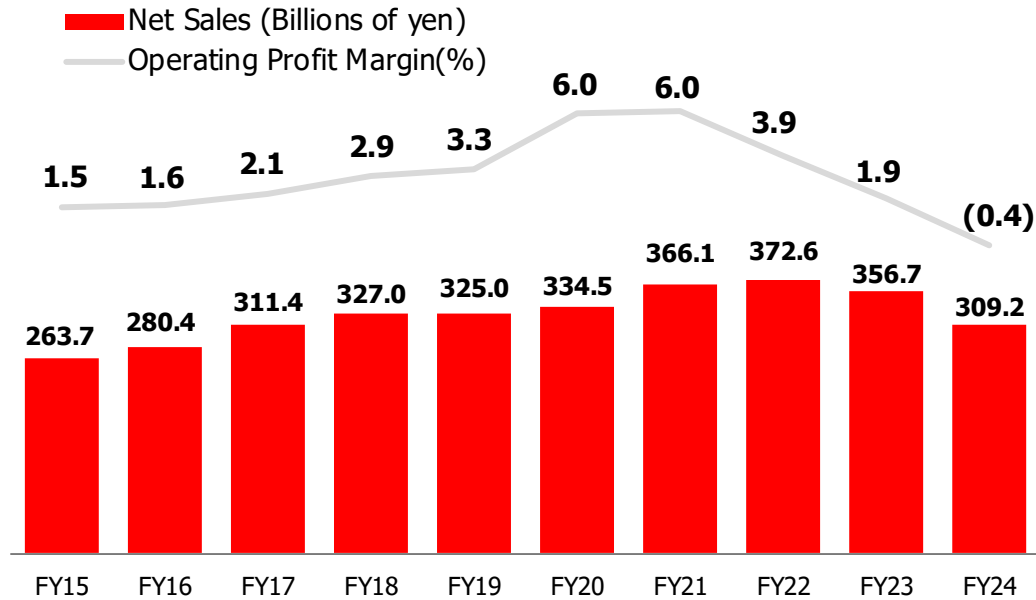
# Quarterly Sales and Profit Trends by Segment②

(Millions of yen)

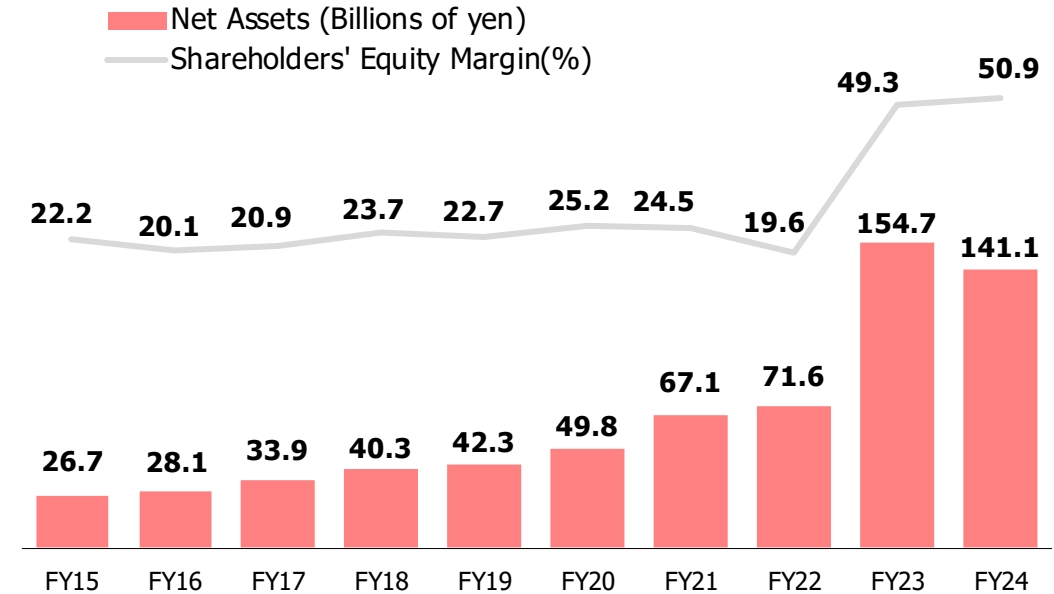
Segment		Operating profit (loss)									
		Q1 FY24	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	YoY	YoY	YoY
①	BPO Solutions (Contracting, Outsourcing)	2,478	2,990	1,583	2,707	2,567	2,784	1,804	+3.6%	(6.9)%	+13.9%
②	Expert Solutions (Temporary Staffing)										
③	Career Solutions (Placement/ Recruiting, Outplacement)	975	1,427	1,393	1,252	864	1,266	1,021	(11.3)%	(11.3)%	(26.6)%
HR Solutions		3,453	4,418	2,976	3,959	3,432	4,051	2,826	(0.6)%	(8.3)%	(5.0)%
④	Global Solutions (Overseas Human Resource Services)	73	57	56	213	26	90	(34)	(64.1)%	+57.7%	—
⑤	Life Solutions (Childcare support, Life support, etc.)	(9)	83	(3)	(96)	18	174	216	—	+109.3%	—
⑥	Regional Revitalization and Tourism Solutions	(408)	(506)	(555)	(430)	(336)	(194)	(538)	—	—	—
⑦	Eliminations and Corporate	(3,545)	(3,571)	(3,798)	(3,603)	(3,709)	(3,757)	(3,596)	—	—	—
<b>Total</b>		<b>(436)</b>	<b>480</b>	<b>(1,324)</b>	<b>42</b>	<b>(568)</b>	<b>364</b>	<b>(1,125)</b>	<b>—</b>	<b>(24.1)%</b>	<b>—</b>

# Full-Year Key Indicators

## Net Sales and Operating Profit Margin



## Net Assets and Shareholders' Equity Margin



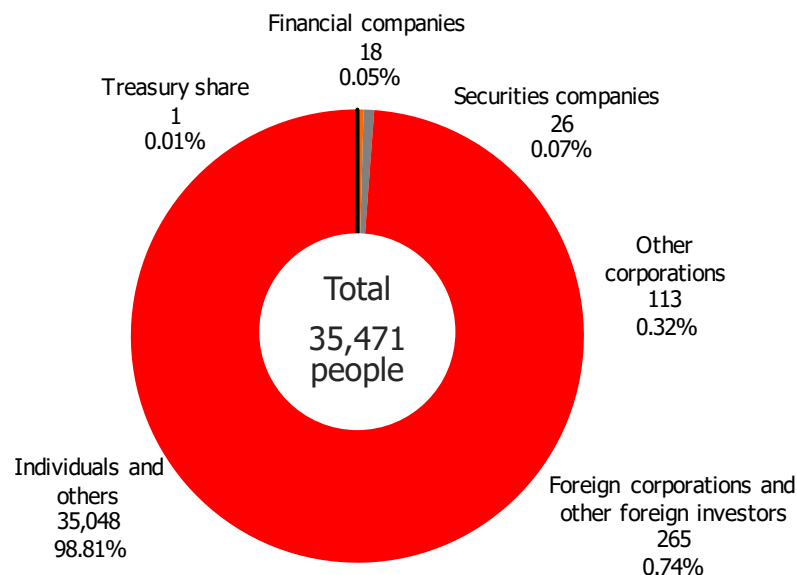
### Results

Key Indicators	'16/05	'17/05	'18/05	'19/05	'20/05	'21/05	'22/05	'23/05	'24/05	'25/05
Net Sales	263,728	280,395	311,410	326,984	324,986	334,540	366,096	372,579	356,733	309,240
Gross Profit Margin	20.0%	20.2%	21.5%	22.8%	23.6%	24.8%	24.5%	24.6%	23.8%	22.0%
SG&A Expenses	48,948	52,128	60,489	65,245	66,112	63,028	67,588	77,148	78,030	69,196
SG&A Expense Margin	18.6%	18.6%	19.4%	20.0%	20.3%	18.8%	18.5%	20.7%	21.9%	22.4%
Operating Profit	3,860	4,488	6,539	9,465	10,577	19,940	22,083	14,377	6,794	(1,237)
Operating Profit Margin	1.5%	1.6%	2.1%	2.9%	3.3%	6.0%	6.0%	3.9%	1.9%	(0.4)%
Ordinary Profit	3,855	4,319	6,631	9,237	10,236	20,379	22,496	15,366	7,152	(460)
Ordinary Profit Margin	1.5%	1.5%	2.1%	2.8%	3.1%	6.1%	6.1%	4.1%	2.0%	(0.1)%
Net Profit	243	(129)	1,288	1,975	594	6,784	8,621	6,099	95,891	(8,658)
Net Profit Margin	0.1%	(0.0)%	0.4%	0.6%	0.2%	2.0%	2.4%	1.6%	26.9%	(2.8)%
Total Assets *	85,356	94,584	112,477	119,459	140,441	151,641	203,746	275,504	301,090	265,038
Net Assets	26,735	28,062	33,889	40,253	42,316	49,779	67,146	71,624	154,677	141,134
Shareholders' Equity Margin *	22.2%	20.1%	20.9%	23.7%	22.7%	25.2%	24.5%	19.6%	49.3%	50.9%
Return on Equity	1.2%	—	6.0%	7.6%	2.0%	19.4%	19.6%	11.7%	94.7%	—
Number of Employees	8,550	8,682	9,074	9,317	19,538	21,789	23,488	24,918	25,046	22,982

\* 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.

# Share Information (Including treasury share)

## Breakdown of Shareholders by Type



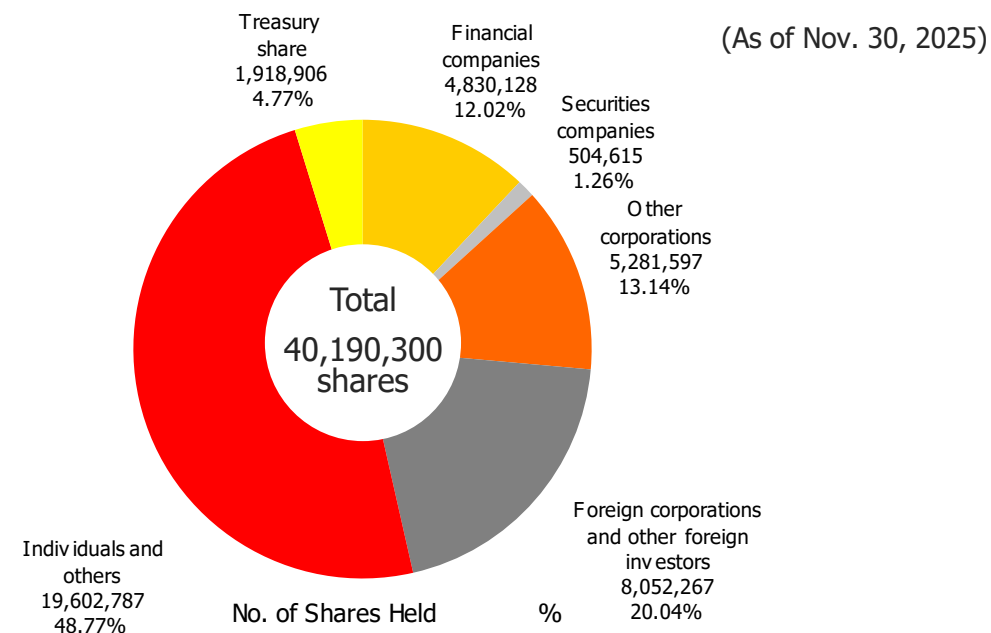
## Principal Shareholders

Shareholder Name	No. of Shares Held	%
Yasuyuki Nambu	14,897,337	37.07%
Nambu Enterprise Inc.	3,364,600	8.37%
The Master Trust Bank of Japan, Ltd (Trust Account)	2,607,700	6.49%
Pasona Group Inc.	1,918,906	4.77%
Custody Bank of Japan, Ltd.(Trust Account E)	919,528	2.29%
Custody Bank of Japan, Ltd.(Trust Account)	811,800	2.02%
BNP PARIBAS LONDON BRANCH FOR PRIME BROKERAGE CLEARANCE ACC FOR THIRD PARTY	779,275	1.94%
Medical Concierge Co.,Ltd.	640,000	1.59%
Gratitude Inc.	596,600	1.48%
NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN(CASHPB)	592,075	1.47%

1. The Company's treasury share (1,918,906 shares, 4.77% of total issued shares) ranked fourth. In accordance with Article 308.2 of the Corporations Law, there are no voting rights attached to treasury share.

2. Oasis Management Company Ltd. sent a change report to the Kanto Finance Bureau on July 29, 2024, reporting that it owns 2,094,200 shares as of July 29, 2024. However, the number of shares held as of the end of May 2025 cannot be confirmed, so it is not included in the status of the above major shareholders.

## Breakdown of Shareholders by Number of Share Held



(As of Nov. 30, 2025)

# Major Group Companies (by segment)

## BPO Solutions (Contracting, Outsourcing) Expert Solutions (Temporary staffing)

Pasona Inc.	Pasona Nihon Somubu Co., Ltd.	Doinet Co., Ltd.
Bewith, Inc.	Pasona Heartful Inc.	Pasona Joinus Inc.
PASONA LOGICOM Inc.	Pasona art now Inc.	TECHNORESEARCH CO.,LTD.
Pasona HS Inc.	Pasona Knowledge Partner Inc.	Pasona Force Inc.
Nagasaki diamond staff	Pasona Intellectual Property	Pasona Safety Net Inc.
Pasona Masters Inc.	Trust Inc.	PASONA VIV JAPAN Inc.
Pasona HR Solution Inc.	Profelier, Inc	
Pasona Sustainability Inc.	Pasona Data & Design, Inc.	
Gotop Co., Ltd.	iBRID.Co.Ltd	
Pasona JOB HUB Inc.	Asahi Beer Communications Co, Ltd.	

## Global Solutions (Overseas Human Resource Services)

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

## Career Solutions (Placement/Recruiting, Outplacement)

Pasona Inc.

## Life Solutions (Childcare support, Life support, etc.)

Pasona Foster Inc.

Pasona Life Care Inc.

## Regional Revitalization and Tourism Solutions

Pasona Furusato Incubation Inc.	RE BORN Inc.
Pasona Agri-Partners Inc.	Kosyunoya Inc.
Tango Kingdom Brewery Inc.	Japanese Kosyukura Inc.
Tangokura Inc.	Pasona resort Inc.
Pasona Tohoku Sousei Inc.	Pasona Tourism Inc.
Nijigennomori Inc.	Awaji Nature Farm Inc.
Chihou Sousei Inc.	Pasona Furusato Marche Inc.
Takumi Sousei Inc.	
Pasona Wellness Tourism Inc.	
Pasona HR HUB Inc.	

(As of Feb. 28, 2026)

Consolidated subsidiaries 63  
Equity-method affiliates 4

# Corporate Information

<b>Corporate Name</b>	Pasona Group Inc.	
<b>Headquarters</b>	Shin Marunouchi Bldg. 1-5-1, Marunouchi, Chiyoda-ku, Tokyo 100-6514	<u>Comprehensive Group office</u> Minami-Aoyama 3-1-30 Minato-ku, Tokyo 107-8351 Phone 03-6734-0200
<b>Established</b>	December 3, 2007 (Founding February 1976)	
<b>Paid-in Capital</b>	5,000 million yen	
<b>Representative</b>	Representative Director, Chairperson and CEO Representative Director, President and COO	Hiroataka Wakamoto Shintaro Nakao
<b>Business Activities</b>	BPO Solutions (Contracting, Outsourcing) Expert Solutions (Temporary staffing) Career Solutions (Placement/Recruiting, Outplacement) Global Solutions (Overseas Human Resource Services) Life Solutions (Childcare support, Life support, etc.) Regional Revitalization and Tourism Solutions	
<b>Number of Employees</b>	22,982 (Consolidated, including contract workers)	(As of May. 31, 2025)
<b>Consolidated Group Companies</b>	Subsidiaries 63 , Affiliates 4	
<b>URL</b>	<a href="http://www.pasonagroup.co.jp/English/">www.pasonagroup.co.jp/English/</a>	