

Results for the First Quarter of the Fiscal Year Ending May 31, 2027

FY2026 (June 1, 2026 - May 31, 2027)
Three months ended August 31, 2026

Pasona Group Inc.
Prime Market TSE (2168)

October 15, 2026
www.pasonagroup.co.jp/English

Consolidated financial results

【Net sales】 Net sales from BPO and Career Solutions declined, while ones from other segments increased.

【Operating profit (loss)】 Operating profit from BPO and Expert Solutions, Global Solutions and Life Solutions increased.
SG&A expenses increased due to costs associated with opening new facilities under Regional Revitalization and Tourism Solutions, as well as higher IT-related expenses under BPO Solutions.

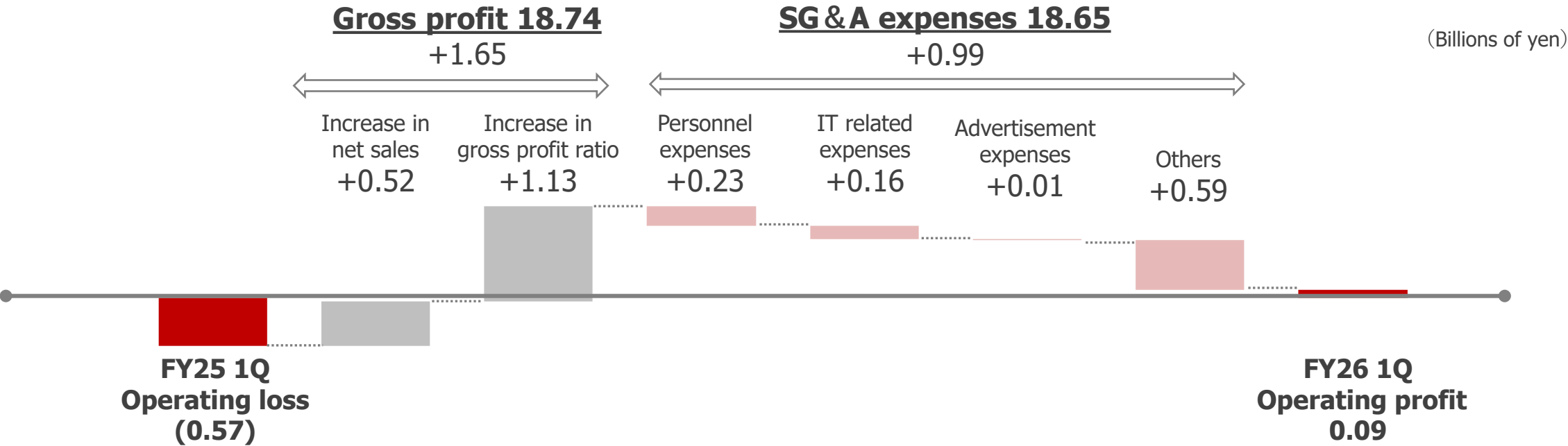
【Ordinary profit (loss)】 During the current fiscal year, non-operating income decreased due to the impact of sponsorship and merchandise sales from Expo 2025 Osaka, Kansai, Japan, which occurred in the previous fiscal year.

【Profit (loss) attributable to owners of parent】 Extraordinary income increased due to the sale of stocks and other securities.
In the same period of the previous year, expenses related to Expo 2025 Osaka, Kansai, Japan, were recorded as an extraordinary loss.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	77.0	79.3	+2.4	+3.1%
Gross profit	17.1	18.7	+1.7	+9.7%
Selling, general and administrative expenses	17.7	18.6	+1.0	+5.6%
Operating profit (loss)	(0.57)	0.09	+0.66	—
Ordinary profit (loss)	(0.06)	0.09	+0.16	—
Profit (loss) attributable to owners of parent	(0.61)	0.50	+1.10	—

Operating Profit

【Gross profit】 Gross profit margin: 23.6% (YoY+1.4pt)
【SG&A】 Other SG&A expenses increased, primarily due to initial costs for new facilities and depreciation expenses.
IT-related expenses increased due to the cutover of core systems for human resources-related businesses, etc.



	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY25 1Q	FY26 1Q	YoY
Gross profit margin	21.5%	22.8%	23.6%	24.8%	24.5%	24.6%	23.8%	22.0%	22.8%	22.2%	23.6%	+1.4pt
SG&A margin	19.4%	20.0%	20.3%	18.8%	18.5%	20.7%	21.9%	22.4%	23.2%	22.9%	23.5%	+0.6pt
Operating profit margin	2.1%	2.9%	3.3%	6.0%	6.0%	3.9%	1.9%	(0.4)%	(0.4)%	(0.7)%	0.1%	+0.8pt

Non-operating/Extraordinary profit (loss)

【Non-operating income/expenses】 In the same period of the previous fiscal year, the company recorded income and expenses related to its pavilion exhibition at Expo 2025 Osaka, Kansai, Japan.

* "Sponsorship" and "Other" in non-operating income include some items not related to Expo 2025, Osaka, Kansai, Japan

【Extraordinary income/losses】 Recorded an extraordinary income from the sale of shares and other securities.
In the same period of the previous fiscal year, expenses related to participation in Expo 2025 Osaka, Kansai, Japan were recorded as an extraordinary loss.

【Profit attributable to non-controlling interests】 It increased due to improved business performance at Pasona Nihon Somubu Co., Ltd. and Bewith, Inc.

	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY		FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
					(Millions of yen)				
Operating profit (loss)	(568)	93	+662	—	Extraordinary income	8	308	+299	+3,448.5%
Non-operating income	757	216	(541)	(71.5)%	Gain on sale of non-current assets	0	7	+6	+640.2%
Interest income	105	104	(1)	(1.7)%	Gain on sale of investment securities	4	61	+57	+1,202.3%
Sponsorship money income	225	0	(224)	(99.9)%	Gain on sale of shares of subsidiaries and associates	—	237	+237	—
Subsidy income	11	15	+3	+31.7%	Gain on change in equity	2	1	(1)	(63.8)%
Expo product sales income	260	—	(260)	—	Extraordinary losses	532	16	(515)	(96.8)%
Other	154	96	(58)	(37.8)%	Loss on sales and retirement of non-current assets	12	16	+4	+39.3%
Non-operating expenses	253	214	(38)	(15.3)%	Expo exhibit related expenses	520	—	(520)	—
Interest expenses	78	145	+67	+85.7%	Profit (loss) before income taxes	(588)	386	+974	—
Share of loss of entities accounted for using equity method	13	24	+11	+81.4%	Income taxes	(24)	(353)	(329)	—
Commitment fee	7	8	+0	+6.7%	Profit attributable to non-controlling interests	43	243	+199	+456.1%
Expo cost of product sales	127	—	(127)	—	Profit (loss) attributable to owners of parent	(606)	496	+1,103	—
Other	27	36	+9	+35.7%					
Ordinary profit (loss)	(64)	94	+159	—					

Balance Sheets

【Current assets】 Decrease in “Cash and deposits” (7.2) billion (for acquisition of fixed assets, payment of dividends, etc.)
 Increase in “Accounts receivable - trade” +2.4 billion
 Decrease due to the redemption of securities (5.0) billion (Short-term investment management)
【Non-current assets】 “Property, plant and equipment” +2.9 billion (for regional revitalization projects, etc.)
 “Intangible assets” +0.5 billion (Goodwill arising primarily from M&A transactions)
【Current liabilities】 “Income taxes payable” (1.6), “Accrued expenses” (1.2), “Provision for bonuses” (0.9)
【Shareholders’ equity】 Retained earnings (2.4) billion (Profit +0.5 billion, dividend payments (2.9) billion)

(Billions of yen)

	May 31,2026	Aug 31,2026	Increase/Decrease
Assets	235.5	228.7	(6.8)
Current assets	139.2	129.3	(10.0)
Non-current assets	96.2	99.3	+3.2
Liabilities	102.6	98.6	(4.0)
Current liabilities	60.2	56.6	(3.5)
Non-current liabilities	42.4	41.9	(0.4)
Net assets	132.9	130.1	(2.8)
Shareholders’ equity	125.6	123.3	(2.4)
Equity ratio	53.9%	54.4%	+0.5pt
Equity ratio (Excluding deposits received for contracted projects)	56.0%	57.1%	+1.1pt

Segment information

Consolidated Results by Segment

(Millions of yen)

		Net sales				Operating profit (loss)				Operating profit margin		
		FY25 1Q	FY26 1Q	Increase/ Decrease	YoY	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY	FY25 1Q	FY26 1Q	Increase/ Decrease
①	BPO Solutions (Contracting, Outsourcing)	33,071	32,787	(283)	(0.9)%							
②	Expert Solutions (Temporary Staffing)	34,680	36,538	+1,858	+5.4%	2,567	3,355	+787	+30.7%	3.8%	4.8%	+1.0pt
③	Career Solutions (Placement/ Recruiting, Outplacement)	3,345	3,299	(45)	(1.4)%	864	734	(130)	(15.1)%	25.9%	22.3%	(3.6)pt
HR Solutions		71,096	72,625	+1,529	+2.2%	3,432	4,089	+657	+19.1%	4.8%	5.6%	+0.8pt
④	Global Solutions (Overseas Human Resource Services)	2,777	3,099	+322	+11.6%	26	142	+116	+440.9%	1.0%	4.6%	+3.6pt
⑤	Life Solutions (Childcare support, Life support, etc.)	2,229	2,579	+349	+15.7%	18	115	+97	+533.6%	0.8%	4.5%	+3.7pt
⑥	Regional Revitalization and Tourism Solutions	2,085	2,254	+168	+8.1%	(336)	(783)	(446)	—	(16.2)%	(34.8)%	(18.6)pt
⑦	Eliminations and Corporate	(1,223)	(1,231)	(7)	—	(3,709)	(3,471)	+238	—	—	—	—
Total		76,965	79,327	+2,362	+3.1%	(568)	93	+662	—	(0.7)%	0.1%	+0.8pt

① BPO Solutions (Contracting, Outsourcing)

- The decline in net sales resulting from the peak-out of large-scale contract projects and the completion of some projects is proceeding as expected. With some project turnover, the gross profit margin improved to 22.8%.
- Orders for ProShare business increased. Billing rate has also risen due to an increase in high-value-added projects.
- We expanded our highly specialized services, such as contracting for facility management services related to the reorganization and consolidation of business branch offices.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	33.1	32.8	(0.3)	(0.9)%
Gross profit margin	21.0%	22.8%	+1.8pt	—

Initiatives and Outlook for the Current Fiscal Year

- Although the impact of the peak-out in large-scale contract projects and the expiration of some contracts continues, the Company is expanding its strategic focus in specialized fields.
- We aim to improve our gross profit margin by working to enhance business efficiency through the overhaul of our core systems.

Topics

[Pasona Group Inc.]

Pasona CCH Sound Inc.

We made an additional investment in CCH Sound Co., Ltd., which owns the technology adopted “two-way radios” and other devices used by attendants and staff inside our pavilion at Expo 2025 Osaka, Kansai, Japan, and made it a subsidiary.

En Factory, Inc.

Acquired all shares of the company, which operates an “Expert Matching Service” maintaining a network of approximately 30,000 members registered as professionals,” a “Cross-Border Study Abroad and Talent Development Program” that includes side-job study abroad opportunities between companies, and a “DX Support and E-Commerce Marketing Business” with 20 years of experience under its own management. In addition, it became a consolidated subsidiary in September.

[Bewith, Inc.]

Radiant Communication Sdn. Bhd. (Malaysia)

Acquired shares in the company to promote the overseas expansion of Omnia LINK, which it developed in-house, and made it a consolidated subsidiary starting in May.

[Pasona Nihon Somubu Co., Ltd.]

In collaboration with ICJ, Inc., we launched the “Virtual-Only Shareholders’ Meeting Support Service” to assist with the management of fully online shareholders’ meetings.

② Expert Solutions (Temporary staffing)

- The number of new registrants and new orders remained higher than in the same period last year.
- Net sales increased due to a revision in the unit rate for temporary staffing fees resulting from improved working conditions for temporary staff, as well as an additional business day.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	34.7	36.5	+1.9	+5.4%

Initiatives and Outlook for the Current Fiscal Year

- We aim to speed up the process from registration to job placement and increase the number of temporary workers.

Topics

[Pasona Inc.]

We are strengthening the support system for “Youth Palette,” a temporary-to-permanent staffing service for people in their 20s that we have been operating in Tokyo metropolitan area, and are launching the service nationwide.

We aim to create opportunities for young people to expand their horizons and take on new career challenges without being constrained by past experiences or a single career choice, while also supporting companies in recruiting and developing young talent.

Main Support Services

- “Dedicated Career Coaches” who provide ongoing support from before starting working through after contract period
- Skill-building support that helps you turn learning from approximately 500 online courses into job opportunities
- Career development and retention support through actual work experience

- Net sales from Expert Solutions offset the decline in that of BPO Solutions, resulting in increased net sales across both segments.
- Gross profit margins improved in both segments, resulting in an increase in gross profit.
- Operating profit increased despite a rise in SG&A expenses, such as personnel and IT-related expenses.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	67.8	69.3	+1.6	+2.3%
Operating profit	2.57	3.36	+0.79	+30.7%

③ Career Solutions (Placement/Recruiting , Outplacement)

- **【Placement/Recruiting business】** Net sales declined in the current quarter (FY26 1Q) due to the lack of growth in the number of closed deals in the previous quarter (FY25 4Q). We are working to improve business processes and enhance operational efficiency through digital tools, including AI, and the number of closed deals is showing signs of recovery.
- **【Outplacement business】** The number of service users remained high, leading to increased net sales. On the other hand, the scale of new projects in the near term is trending downward. We carried out a partial replacement of our core system, resulting in related expenses and an increase in depreciation expense.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	3.3	3.3	(0.0)	(1.4)%
Operating profit	0.86	0.73	(0.13)	(15.1)%

Initiatives and Outlook for the Current Fiscal Year

- **【Placement/Recruiting business】**
We aim to improve sales efficiency while focusing on high-level professionals and female managers, for whom demand remains stable.
- **【Outplacement business】**
Demand from companies implementing structural reforms remains strong, and we plan to achieve both net sales and profit growth across both businesses.

Topics

【Placement/Recruiting business】

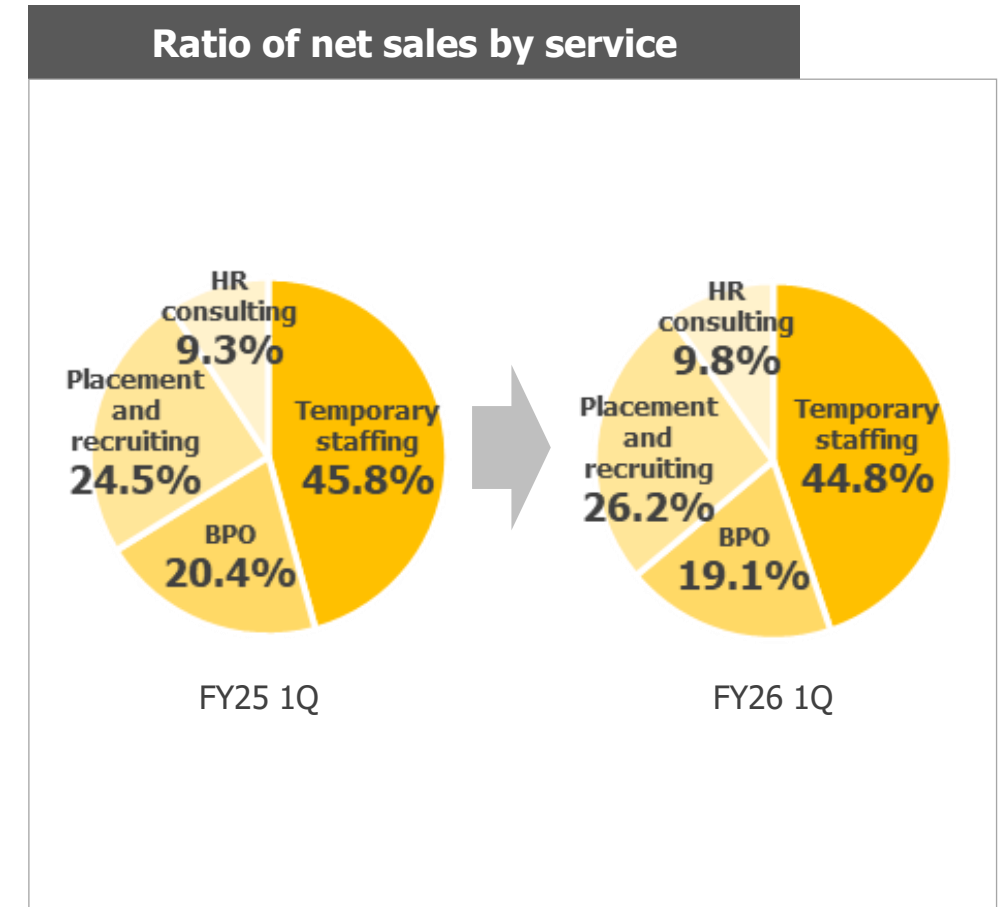
Further strengthening branding in career support for female managers through "Be myself," a web media platform that supports working women.



④ Global Solutions (Overseas Human Resource Services)

- **【North America】** Net sales from BPO services such as accounting and staffing services increased. Operating profit improved due to measures such as optimizing various costs, including personnel expenses.
- **【Asia】** Recruitment services expanded in Taiwan, centered on the semiconductor manufacturing industry. Projects also increased in India and Singapore.
- Operating profit increased due to factors such as a rise in gross profit and the promotion of proper cost management.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	2.8	3.1	+0.3	+11.6%
Operating profit	0.03	0.14	+0.12	+440.9%



Initiatives and Outlook for the Current Fiscal Year

- Strengthening BPO and HR consulting services while adapting to demand trends in each country.

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

- **【Childcare support business】** The number of facilities operating after-school programs in Tokyo increased. Although the number of childcare facilities decreased, the number of children enrolled increased due to higher utilization rates. In addition, net sales increased due to higher outsourcing fees resulting from improved working conditions, and operating profit also improved.
- **【Life support business】** Several new projects launched in the childcare support services. Net sales also increased due to extended operating hours. We closed some nursing care facilities.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	2.2	2.6	+0.3	+15.7%
Operating profit	0.02	0.12	+0.10	+533.6%

Initiatives and Outlook for the Current Fiscal Year

- In Childcare support business, while company-run daycare centers are trending downward, licensed daycare centers are holding steady, and after-school programs are driving growth. (Eight new locations opened in April 2026.)
- Expansion of life support services, such as housekeeping services.

Number of Facilities/Branches					
	May 2024	May 2025	Aug 2025	May 2026	Aug 2026
Pasona Foster	105	97	97	100	97
Childcare facilities	47	44	44	41	38
After-school children's clubs	58	53	53	59	59
Pasona Life Care	19	17	17	15	13
Nursing care facilities	19	17	17	15	13

⑥Regional Revitalization and Tourism Solutions

- At "Nijigen no Mori", visitor numbers increased, leading to higher sales at attractions and retail outlets. We are also moving forward with the optimal allocation of personnel, and profitability continues to improve.
- At restaurants on Awaji Island, net sales increased at popular facilities and those that have undergone renovations. In addition, thanks to measures such as strict cost control, each store's profitability improved.
- Operating profit declined as costs including initial costs and depreciation, etc. for "THE PASONA naturereverse retreat," a Long-Stay Wellness Retreat Facility that opened in June, were recorded.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	2.1	2.3	+0.2	+8.1%
Operating profit	(0.34)	(0.78)	(0.45)	—

Initiatives and Outlook for the Current Fiscal Year

- Launch of THE PASONA naturereverse retreat.
- By launching our well-being business, we aim to attract a new customer base and continue to achieve double-digit sales growth in full-year profit.

Topics

Launch of "Pasona Regional Revitalization Biz"

Leveraging the track record and expertise gained from regional revitalization and tourism initiatives promoted across the country — including on Awaji Island — we serve as a point of contact for local governments, companies and organizations working to address regional challenges.

Opening of the Gift Shop "From Awaji"

We began offering original merchandise and workshops inspired by Awaji Island.



⑦ Eliminations and Corporate

- Promoting cost control, including the optimal allocation of personnel.

Total (3 months)		(Billions of yen)		
	FY25 1Q	FY26 1Q	Increase/ Decrease	YoY
Net sales	(1.2)	(1.2)	(0.0)	—
Operating profit	(3.71)	(3.47)	+0.24	—

Initiatives and Outlook for the Current Fiscal Year

- We are working to rigorously control costs by, for example, setting appropriate allocations and reduction targets for each specific item in line with business growth.

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 (YoY)	4.8% (+0.2pt)	4.8% (+0.2pt)	4.8% ((0.3)pt)	4.5% ((0.0)pt)	4.7% ((0.0)pt)
FY26 (YoY)	4.4% ((0.4)pt)				4.4% ((0.3)pt)

FY2026 Forecasts

FY2026 Consolidated Forecasts (Disclosed on July 15, 2026)



P A S O N A

(Millions of yen)

	FY24	FY25	FY26 Forecast	Increase/ Decrease	YoY
Net sales	309,240	308,496	325,000	+16,503	+5.3%
Operating profit (loss)	(1,237)	(1,149)	1,500	+2,649	—
Ordinary profit (loss)	(460)	138	1,500	+1,361	+984.8%
Loss attributable to owners of parent	(8,658)	(3,388)	(1,000)	+2,388	—

FY2026 Consolidated Forecasts by Segment
(
Disclosed on July 15, 2026
)

PASONA

(Millions of yen)

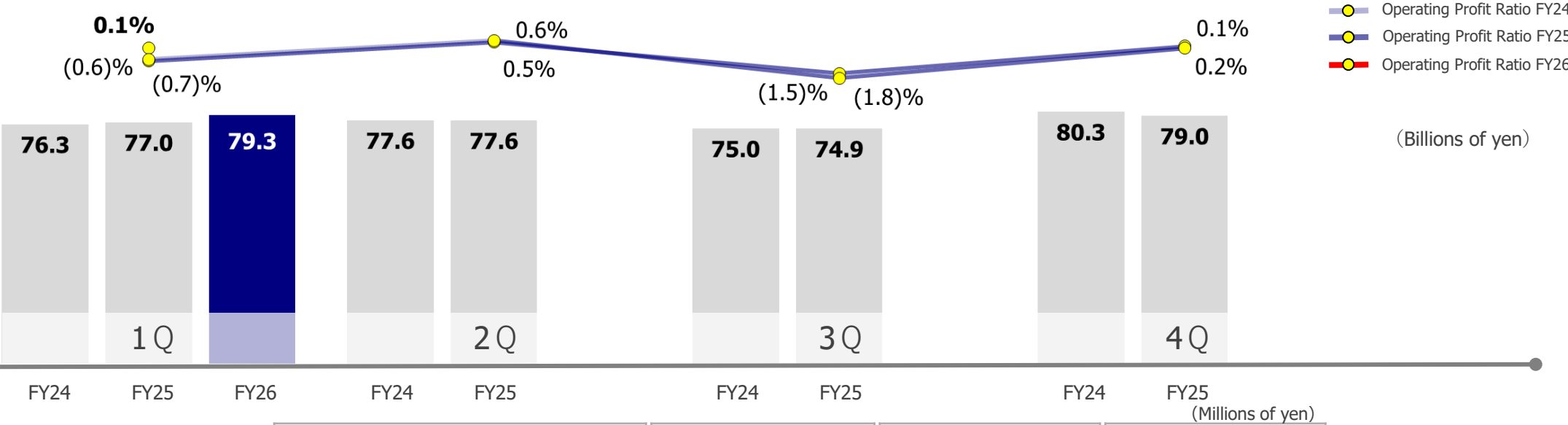
		Net sales				Operating profit (loss)				Operating profit margin		
		FY25	FY26 Forecast	Increase/Decrease	YoY	FY25	FY26 Forecast	Increase/Decrease	YoY	FY25	FY26 Forecast	Increase/Decrease
①	BPO Solutions (Contracting, Outsourcing)	132,928	136,000	+3,071	+2.3%							
						9,990	11,000	+1,009	+10.1%	3.7%	3.9%	+0.2pt
②	Expert Solutions (Temporary Staffing)	136,279	145,000	+8,720	+6.4%							
						4,244	4,700	+455	+10.7%	30.2%	31.3%	+1.1pt
③	Career Solutions (Placement/ Recruiting, Outplacement)	14,033	15,000	+966	+6.9%							
						14,235	15,700	+1,464	+10.3%	5.0%	5.3%	+0.3pt
HR Solutions		283,241	296,000	+12,758	+4.5%							
④	Global Solutions (Overseas Human Resource Services)	12,128	13,000	+871	+7.2%	266	700	+433	+162.3%	2.2%	5.4%	+3.2pt
⑤	Life Solutions (Childcare support, Life support, etc.)	9,684	10,500	+815	+8.4%	475	600	+124	+26.1%	4.9%	5.7%	+0.8pt
⑥	Regional Revitalization and Tourism Solutions	8,296	10,500	+2,203	+26.6%	(1,491)	(1,500)	(8)	—	(18.0)%	(14.3)%	+3.7pt
⑦	Eliminations and Corporate	(4,854)	(5,000)	(145)	—	(14,636)	(14,000)	+636	—	—	—	—
Total		308,496	325,000	+16,503	+5.3%	(1,149)	1,500	+2,649	—	(0.4)%	0.5%	+0.9pt

Reference

Quarterly Sales and Profit Trends

Net Sales

Operating Profit Ratio



		Q1 (June to August)					Q2 (September to November)			Q3 (December to February)			Q4 (March to May)		
		FY24	FY25	YoY	FY26	YoY	FY24	FY25	YoY	FY24	FY25	YoY	FY24	FY25	YoY
Consolidated	Net sales	76,323	76,965	+0.8%	79,327	+3.1%	77,610	77,561	(0.1)%	74,976	74,943	(0.0)%	80,328	79,025	(1.6)%
	Gross profit	16,374	17,085	+4.3%	18,738	+9.7%	17,520	18,142	+3.5%	15,788	16,290	+3.2%	18,276	18,760	+2.6%
	SG&A expenses	16,810	17,653	+5.0%	18,645	+5.6%	17,039	17,777	+4.3%	17,112	17,416	+1.8%	18,233	18,580	+1.9%
	Operating profit (loss)	(436)	(568)	-	93	-	480	364	(24.1)%	(1,324)	(1,125)	-	42	180	+326.6%
	Profit (Loss) attributable to owners of parent	(1,194)	(606)	-	496	-	(2,568)	(13)	-	(2,400)	(1,272)	-	(2,495)	(1,495)	(40.1)%
	Gross profit margin	21.5%	22.2%	+0.7pt	23.6%	+1.4pt	22.6%	23.4%	+0.8pt	21.1%	21.7%	+0.6pt	22.8%	23.7%	+0.9pt
	SG&A expense margin	22.0%	22.9%	+0.9pt	23.5%	+0.6pt	22.0%	22.9%	+0.9pt	22.8%	23.2%	+0.4pt	22.7%	23.5%	+0.8pt
	Operating profit margin	(0.6)%	(0.7)%	(0.1)pt	0.1%	+0.8pt	0.6%	0.5%	(0.1)pt	(1.8)%	(1.5)%	+0.3pt	0.1%	0.2%	+0.1pt

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

Quarterly Sales and Profit Trends by Segment①

(Millions of yen)

		Net sales					
		FY251Q	FY25 2Q	FY25 3Q	FY25 4Q	FY26 1Q	YoY
①	BPO Solutions (Contracting, Outsourcing)	33,071	33,109	32,915	33,831	32,787	(0.9)%
②	Expert Solutions (Temporary Staffing)	34,680	34,234	32,750	34,614	36,538	+5.4%
③	Career Solutions (Placement/ Recruiting, Outplacement)	3,345	3,726	3,437	3,524	3,299	(1.4)%
HR Solutions		71,096	71,070	69,103	71,970	72,625	+2.2%
④	Global Solutions (Overseas Human Resource Services)	2,777	2,946	2,963	3,440	3,099	+11.6%
⑤	Life Solutions (Childcare support, Life support, etc.)	2,229	2,394	2,432	2,627	2,579	+15.7%
⑥	Regional Revitalization and Tourism Solutions	2,085	2,274	1,604	2,331	2,254	+8.1%
⑦	Eliminations and Corporate	(1,223)	(1,125)	(1,160)	(1,344)	(1,231)	—
Total		76,965	77,561	74,943	79,025	79,327	+3.1%

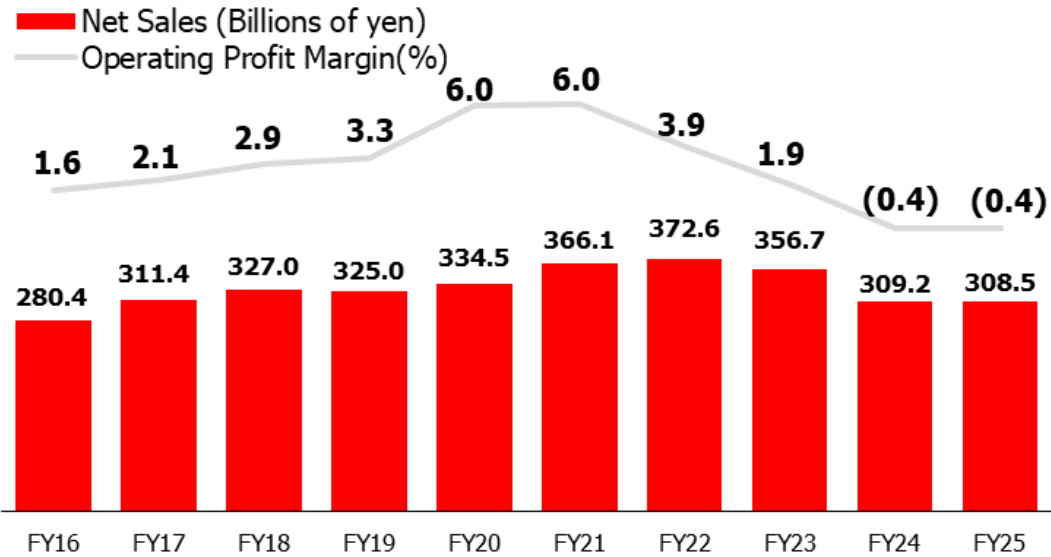
Quarterly Sales and Profit Trends by Segment②

(Millions of yen)

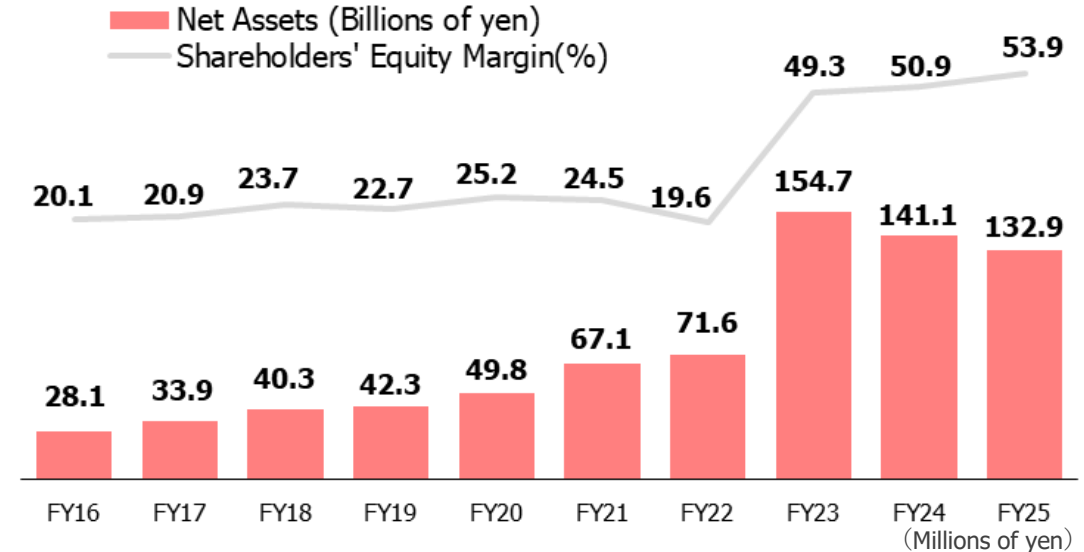
		Operating profit (loss)					
		FY251Q	FY25 2Q	FY25 3Q	FY25 4Q	FY26 1Q	YoY
	① BPO Solutions (Contracting, Outsourcing)	2,567	2,784	1,804	2,833	3,355	+30.7%
	② Expert Solutions (Temporary Staffing)						
	③ Career Solutions (Placement/ Recruiting, Outplacement)	864	1,266	1,021	1,091	734	(15.1)%
HR Solutions		3,432	4,051	2,826	3,924	4,089	+19.1%
④	Global Solutions (Overseas Human Resource Services)	26	90	(34)	184	142	+440.9%
⑤	Life Solutions (Childcare support, Life support, etc.)	18	174	216	66	115	+533.6%
⑥	Regional Revitalization and Tourism Solutions	(336)	(194)	(538)	(421)	(783)	—
⑦	Eliminations and Corporate	(3,709)	(3,757)	(3,596)	(3,573)	(3,471)	—
Total		(568)	364	(1,125)	180	93	—

Full-Year Key Indicators

Net Sales and Operating Profit Ratio



Net Assets and Shareholders' Equity Ratio



Results

Key Indicators	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Net Sales	280,395	311,410	326,984	324,986	334,540	366,096	372,579	356,733	309,240	308,496
Gross Profit Margin	20.2%	21.5%	22.8%	23.6%	24.8%	24.5%	24.6%	23.8%	22.0%	22.8%
SG&A Expenses	52,128	60,489	65,245	66,112	63,028	67,588	77,148	78,030	69,196	71,428
SG&A Expense Margin	18.6%	19.4%	20.0%	20.3%	18.8%	18.5%	20.7%	21.9%	22.4%	23.2%
Operating Profit	4,488	6,539	9,465	10,577	19,940	22,083	14,377	6,794	(1,237)	(1,149)
Operating Profit Margin	1.6%	2.1%	2.9%	3.3%	6.0%	6.0%	3.9%	1.9%	(0.4)%	(0.4)%
Ordinary Profit	4,319	6,631	9,237	10,236	20,379	22,496	15,366	7,152	(460)	138
Ordinary Profit Margin	1.5%	2.1%	2.8%	3.1%	6.1%	6.1%	4.1%	2.0%	(0.1)%	0.0%
Net Profit	(129)	1,288	1,975	594	6,784	8,621	6,099	95,891	(8,658)	(3,388)
Net Profit Margin	(0.0)%	0.4%	0.6%	0.2%	2.0%	2.4%	1.6%	26.9%	(2.8)%	(1.1)%
Total Assets *	94,584	*112,477	119,459	140,441	151,641	203,746	275,504	301,090	265,038	235,482
Net Assets	28,062	33,889	40,253	42,316	49,779	67,146	71,624	154,677	141,134	132,929
Shareholders' Equity Margin *	20.1%	*20.9%	23.7%	22.7%	25.2%	24.5%	19.6%	49.3%	50.9%	53.9%
Return on Equity	—	6.0%	7.6%	2.0%	19.4%	19.6%	11.7%	94.7%	—	—
Number of Employees	8,682	9,074	9,317	19,538	21,789	23,488	24,918	25,046	22,982	22,431

* 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.

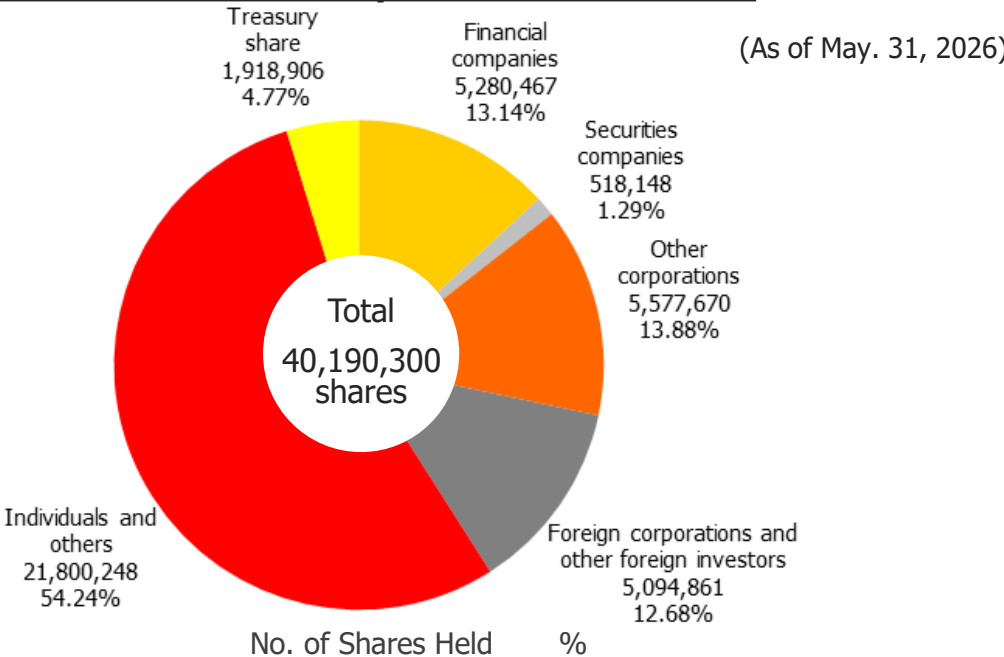
Share Information (Including treasury share)



Breakdown of Shareholders by Type



Breakdown of Shareholders by Number of Share Held



Principal Shareholders

Yasuyuki Nambu	14,897,337	37.07%
Nambu Enterprise Inc.	3,364,600	8.37%
The Master Trust Bank of Japan, Ltd (Trust Account)	2,790,500	6.94%
Pasona Group Inc.	1,918,906	4.77%
Custody Bank of Japan, Ltd.(Trust Account)	1,016,900	2.53%
Custody Bank of Japan, Ltd.(Trust Account E)	918,967	2.29%
Medical Concierge Co.,Ltd.	650,000	1.62%
Gratitude Inc.	596,600	1.48%
Pasona Group Employees' Shareholding Association	544,368	1.35%
STATE STREET BANK AND TRUST COMPANY 505301	432,376	1.08%

※ 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.

Major Group Companies (by segment)

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

Pasona Inc.	Pasona Joinus Inc.	Pasona Knowledge Partner Inc.
PASONA LOGICOM Inc.	TECHNORESEARCH CO.,LTD.	Pasona Intellectual Property Trust Inc.
Pasona HS Inc.	Pasona Force Inc.	PASONA VIV JAPAN Inc.
Nagasaki diamond staff	Pasona Safety Net Inc.	Pasona Heartful Inc.
Pasona Masters Inc.	Profelier,Inc	Pasona Heartful West Inc.
Pasona HR Solution Inc.	Bewith, Inc.	Pasona CCH Sound Inc.
Pasona Sustainability Inc.	iBRID.Co.Ltd	
Pasona JOB HUB Inc.	Doinet Co., Ltd.	
Pasona Nihon Somubu Co., Ltd.	Radiant Communication Sdn. Bhd.	
Pasona art now Inc.	Radiantcom Services Sdn. Bhd.	
Pasona Data & Design, Inc.	Reverb Digital Technologies Sdn. Bhd.	
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.	Pasona Koshukura Inc.
Tango Kingdom Brewery Inc.	Japanese Kosyukura Inc.
Pasona Tangokura Inc.	Pasona Resort Inc.
Pasona Tohoku Sousei Inc.	Pasona Tourism Inc.
Nijigennomori Inc.	Awaji Nature Farm Inc.
Pasona Chihou Sousei Inc.	Pasona Furusato Marche Inc.
Takumi Sousei Inc.	Pasona Future Gateway Inc.
Pasona Wellness Tourism Inc.	PASONA NATIVE Design Inc.
Pasona HR HUB Inc.	

(As of Aug. 31, 2026)

Consolidated subsidiaries 69
Equity-method affiliates 3

Corporate Name	Pasona Group Inc.	
Headquarters	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
Established	December 3, 2007 (Founding February 1976)	
Paid-in Capital	5,000 million yen	
Representative	Representative Director, Chairperson and CEO Hirotaka Wakamoto Representative Director, President and COO Shintaro Nakao	
Business Activities	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	
Number of Employees	22,431 (Consolidated, including contract workers)	(As of May. 31, 2026)
Consolidated Group Companies	Subsidiaries 69 Affiliates 3	
URL	www.pasonagroup.co.jp/English/	