

**Toward the NATUREVERSE**  
**PASONA GROUP VISION 2030**

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# 1. The society that the Pasona Group aims to create

## 50 years of challenge to solve social issues as a Social Solutions Company

Pasona Group was founded in 1976 with the aim of supporting housewives' return to work. Since then, guided by a corporate philosophy that places the utmost emphasis on providing **"solutions to society's problems,"** we have been developing various businesses with the aim of creating a society where everyone can freely utilize their talents and thrive in good physical and mental health.

Our work is **"to harness the potential of the individual."**

Looking toward the "next 50 years," we will build on our existing businesses to create a new "Well-being Industry" and aim to realize the world of **"NATUREVERSE," where everyone can enjoy physical, mental, and social health.**

2003–

Regional Revitalization  
and Tourism Solutions

1991–

Life Solutions

- Childcare support and education services
- Nursing care services
- Life support services

1976–

HR Solutions

- BPO Solutions
- Expert Solutions
- Career Solutions
- Global Solutions

Long-term VISION

## Realization of NATUREVERSE

**"NATUREVERSE"** refers to the truly prosperous world that the Pasona Group aims to achieve, where people, nature, and technology coexist, and where people are connected by a spirit of compassion.

Body

Through measures such as diet to prevent illness before it occurs

Mind

Under a spirit of compassion:  
Creating a society rich in spirit and full of vitality

Bonds

Creating a society where everyone works energetically and helps each other

Founded in 1976



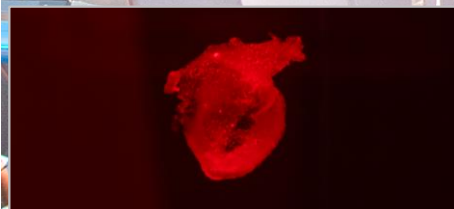
# 1. Toward the Realization of NATUREVERSE — Pavilion Exhibition at Expo 2025 Osaka, Kansai, Japan —

## Pasona Group Pavilion PASONA NATUREVERSE

~ Branding for the realization of NATUREVERSE and  
the creation of new industries ~



Tree of Life Evolution



iPS heart

Number of visitors Over **1 million** people

Number of visiting companies **1,200** companies

Number of media\* reports **3,800** reports

Media impact Over **¥2.7** billion

\*Media coverage includes newspapers, television, magazines, websites, etc.

\*Figures are as of July 14, 2025.

## 2. Pasona Group's Business

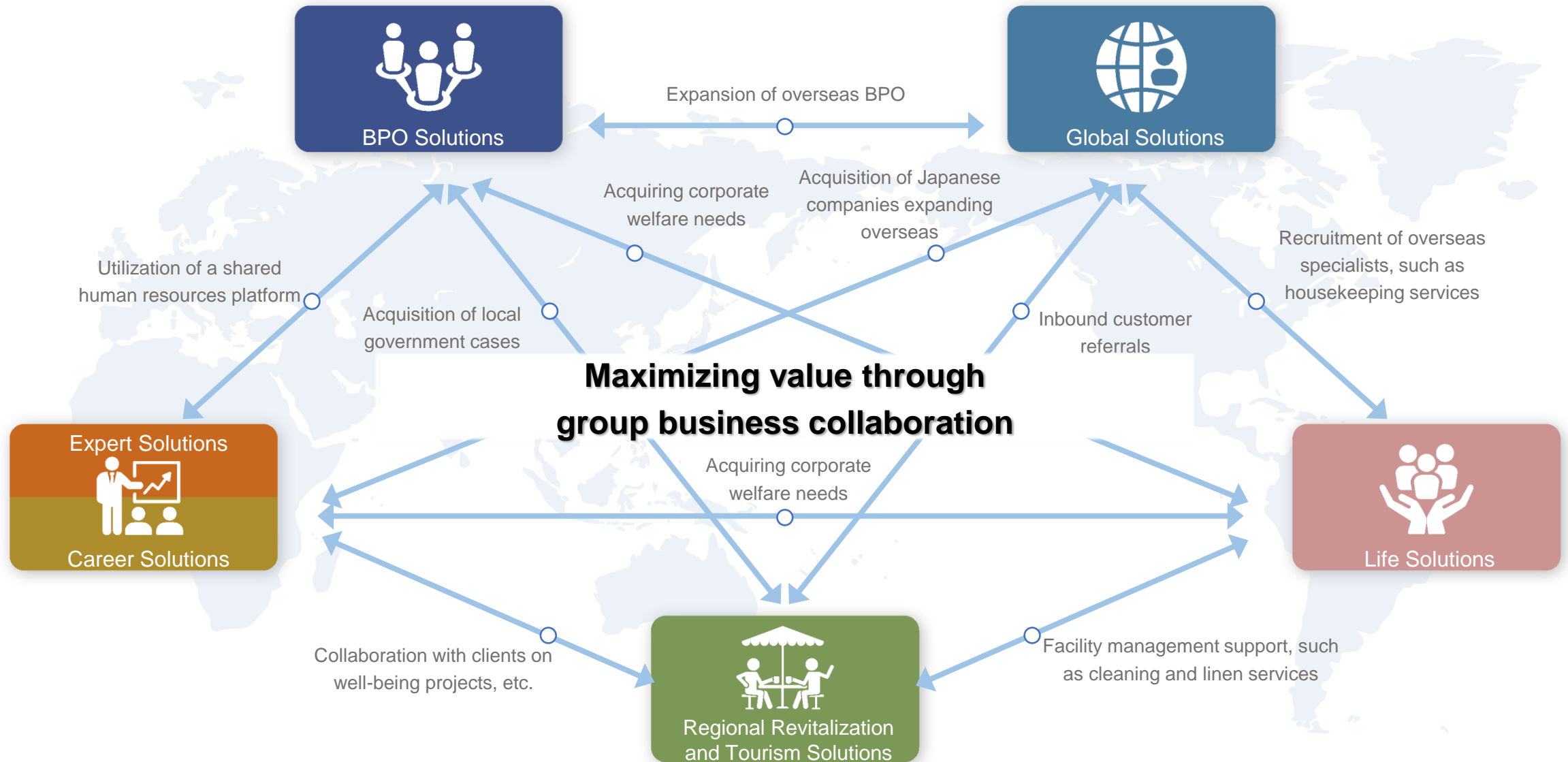
Based on the corporate philosophy of providing “Solutions to Society’s Problems,” we aim to create a society where everyone can freely choose the work they want to do and to work in a way that suits their lifestyle. We are developing six businesses to achieve this goal.



<b>BPO Solutions</b>	BPO Services (General affairs, accounting and finance, reception, sales administration and order processing, human resources, labor relations, payroll calculation, education and training) Management support by specialized professionals / introduction of outside directors
<b>Experts Solutions</b>	Temporary staffing services for specialized occupations in all industries (Clerical work, highly skilled professionals, engineers, sales and marketing, etc.)
<b>Career Solutions</b>	Placement/recruiting services that support companies' mid-career recruitment activities and match job-seekers Outplacement services that assist companies in changing positions based on their HR strategy
<b>Global Solutions</b>	Human resources-related services overseas (Recruitment, temporary staffing, payroll calculation, education and training, etc.)
<b>Life Solutions</b>	Approved childcare facilities and after-school facilities, education and childcare support household services, welfare care, care worker dispatch, and other services
<b>Regional Revitalization and Tourism Solutions</b>	Through cooperation and collaboration with local residents, local businesses, and local governments, we will create new industries and employment opportunities in rural areas through regional revitalization and tourism services



## 2. Pasona Group's Business — Segment synergy —



### 3. External environment surrounding the business / recognition of opportunities and risks

External environment	Opportunities	Risks
<b>Changes in values/lifestyles</b>	<ul style="list-style-type: none"><li>● Increase in the number of people seeking to live in rural areas</li><li>● Increased demand for preventive medicine and health promotion</li><li>● Cultural, artistic, and anime tourism resources, etc.</li></ul>	<ul style="list-style-type: none"><li>● Formalization of traditional employment systems</li><li>● Digitalization and changes in information-gathering behavior</li></ul>
<b>Decline/aging of the domestic labor force</b>	<ul style="list-style-type: none"><li>● Recruitment and utilization of diverse human resources</li><li>● Promoting labor participation through flexible working styles</li><li>● Increased demand for human resources due to a shortage of successors</li></ul>	<ul style="list-style-type: none"><li>● Worsening shortage of human resources</li><li>● Difficulty in passing on skills and know-how</li><li>● Strengthening labor regulations for foreign workers</li></ul>
<b>Technological progress/innovation</b>	<ul style="list-style-type: none"><li>● Automation and efficiency of operations</li><li>● Creation of new business models</li><li>● Increased demand for highly skilled IT professionals</li></ul>	<ul style="list-style-type: none"><li>● Decline in competitiveness due to delays in technology introduction</li><li>● Security threats such as cyberattacks</li><li>● Employee skill gaps</li></ul>

## 4. Important issues (materiality)

Taking into account changes in the external environment, we evaluate issues from the perspectives of “importance for all stakeholders” and “importance for the Pasona Group” to identify important issues (materiality).



### Solving social issues

- |   |   |   |
|---|---|---|
| 1 | Improving people's well-being                                 | Improving people's mental and physical health and social well-being, along with realizing a spiritually rich society  |
| 2 | Supporting sustainable growth for companies and organizations | Supporting sustainable growth for companies and organizations   |
| 3 | Realization of a new regional revitalization model            | Contributing to the creation of locally based employment and the development of local communities by creating exciting new industries and attracting talented individuals |
| 4 | Career development support in an era of living to 100         | Supporting diverse career development for each individual by providing a wide range of learning and employment opportunities  |
| 5 | Providing a platform that supports diverse work styles        | Providing an employment infrastructure where everyone can have dreams and pride, and can freely utilize their talents to play an active role                              |

### Management foundation supporting sustainable growth

- |   |   |   |
|---|---|---|
| 6 | Further spreading our philosophy                  | Inheriting the founding spirit, which serves as the basis for consistent decision-making.   |
| 7 | Realizing a spiritually rich way of life and work | Having each employee utilize their talents and abilities to realize a fulfilling lifestyle and work style that suits their individual lifestyle |
| 8 | Digital transformation                            | Establishing a foundation for sustainable growth by optimizing operations and promoting innovation  |



## **5. Financial targets and key strategies**

- **Financial targets**

- **Key strategies**

- 1) **Business strategy**

- (i) **Adding high value to BPO Solutions**

- (ii) **Deepening Regional Revitalization  
and Tourism Solutions**

- (iii) **Creation of new industries**

- 2) **Strengthening human capital**

- 3) **Strengthening DX**

## 5. Financial targets and key strategies — Overall picture —

Based on the materiality identified by our company,  
we have established **three key strategies** and  
aim to achieve profit growth and increase corporate value.

### Key Strategies

Adding high value to  
BPO Solutions

Deepening Regional  
Revitalization  
and Tourism Solutions

Creation of new  
industries

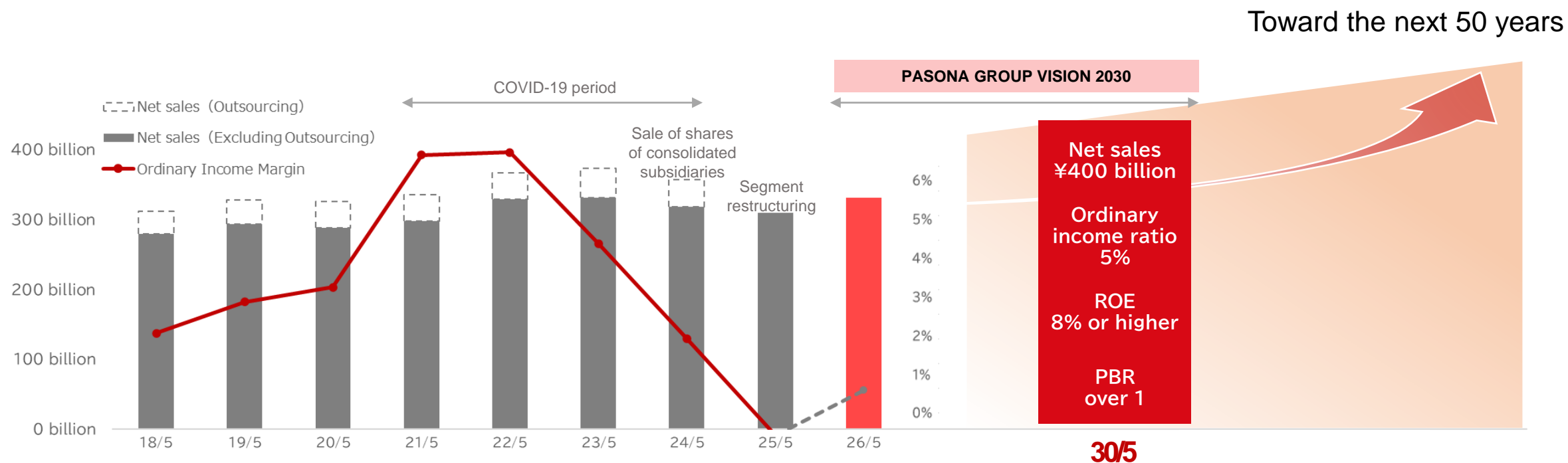
Strengthening human capital / Strengthening DX / Spreading our philosophy

(Financial targets for the fiscal year ending May 2030)

Net sales of **¥400** billion, ordinary income ratio of **5%**,  
ROE of **8%** or higher, PBR of over **1**

## 5. Financial targets

- During the COVID-19 pandemic, we achieved high profits by responding to COVID-19-related business.
- On the occasion of the group's 50th anniversary, we sold shares in consolidated subsidiaries and formulated a growth strategy for the next 50 years.
- From the fiscal year ending May 2026, we have positioned the next five years as “**PASONA GROUP VISION 2030**,” aiming to reform our revenue structure and make growth investments toward new business growth. By the fiscal year ending May 2030, we aim to achieve an **ROE of 8% or higher** and a **PBR of over 1**, striving to become a long-standing company that achieves sustainable corporate growth and that further enhances corporate value.



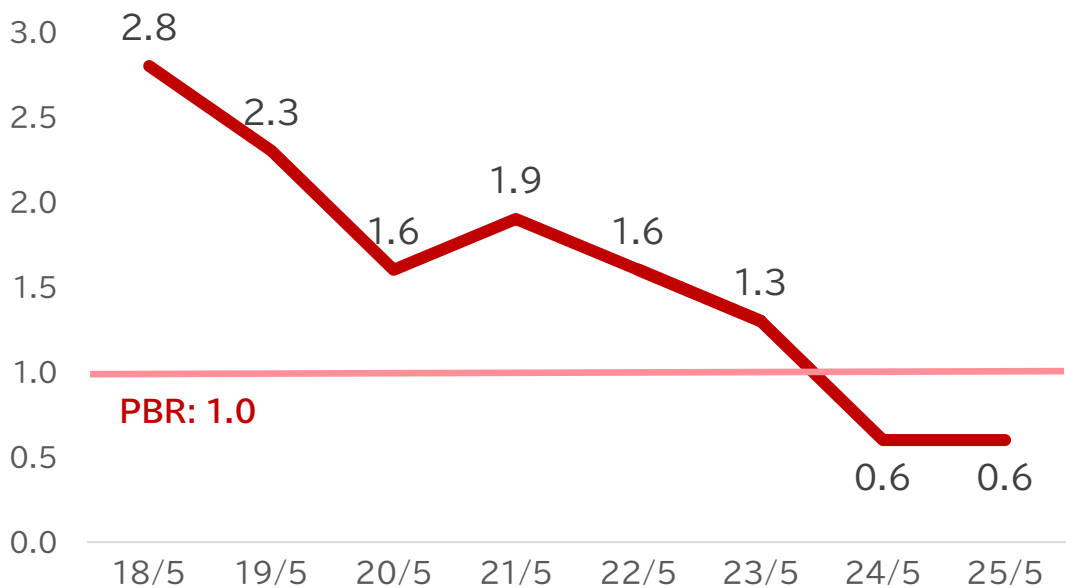
# 5. Toward achieving financial targets

## Current situation analysis

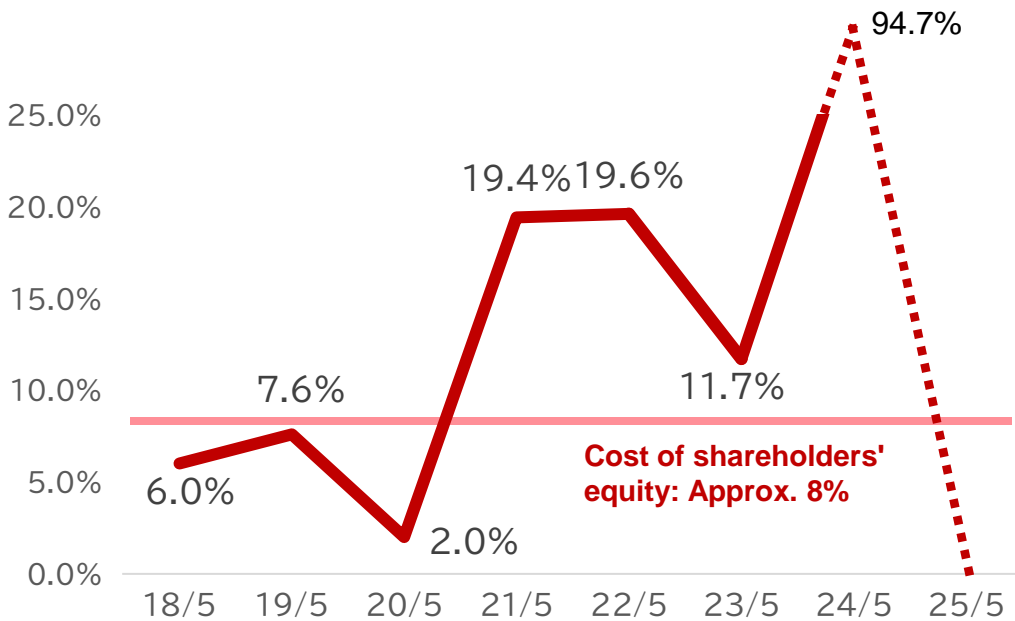
- Actions to achieve cost of capital and stock price conscious management
- Over the past five fiscal years (May 2019 to May 2023), including the COVID-19 period, PBR ranged from 1 to 2 times, and ROE ranged from 2% to 19%.
- Special gains were generated from the sale of shares of consolidated subsidiaries in the fiscal year ended May 2024. ROE temporarily rose, while PBR declined.
- ROE was a negative figure for the fiscal year ended May 2025 because we closed in the red.

\*Using shareholder capital costs and ROE as the main indicators, shareholder capital costs are calculated within a certain range based on multiple beta values, and opinions of third-party evaluation organizations are also obtained.

### PBR



### ROE





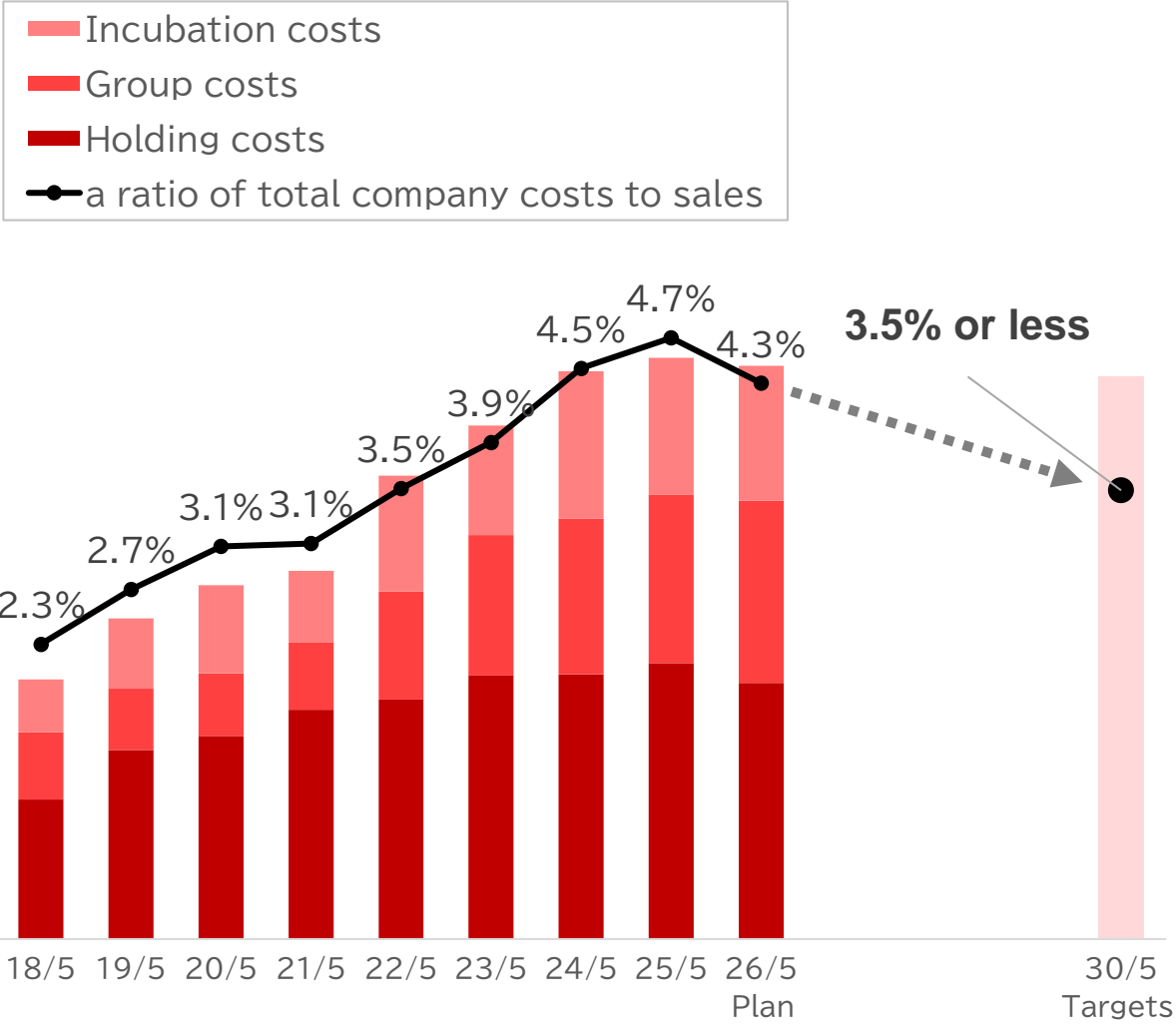
## 5. Toward achieving financial targets

In line with the principle of “management that is conscious of cost of capital and stock price,” we will implement **measures to enhance corporate value** with the aim of achieving our PBR and ROE targets.

		Policy	Specific measures	
PBR	ROE	I. Sustainable profit growth	(i) Improvement in ordinary income ratio (ii) Sales growth (iii) Improvement in investment efficiency	<ul style="list-style-type: none"><li>Implementation of key strategies</li><li>Cost control</li><li>Multifaceted evaluation of investment projects</li></ul>
		II. Improvement in capital efficiency	(iv) Shareholder return	<ul style="list-style-type: none"><li>Special dividend payment (from the end of the fiscal year ended May 2024 to the end of the fiscal year ending May 2028)</li><li>Revision of the dividend policy</li><li>Acquisition of treasury stock</li></ul>
	PER	I. Higher growth expectations II. Risk premium reduction	(i) Disclosure of business growth strategy (ii) Expansion of ESG information disclosure (iii) Improving the effectiveness of dialogue with shareholders	<ul style="list-style-type: none"><li>Monitoring PASONA GROUP VISION 2030's progress</li><li>Expansion of disclosures on important ESG information</li><li>Improving access to information by expanding the corporate website</li></ul>

# 5. Toward achieving financial goals – Cost control –

Target a ratio of total company costs to net sales of **3.5% or less** and strive to optimize costs.



Cost classification	Policy
Holding costs (management costs as a holdings company)	<b>Strengthening management systems</b> <ul style="list-style-type: none"><li>• Establishing a new Corporate Management General Headquarters to consolidate management functions</li></ul>
Group costs (costs for maximizing group synergies)	<b>Enhancing shared functions and promoting DX</b> <ul style="list-style-type: none"><li>• Reducing costs across the entire group</li><li>• Promoting DX and operational efficiency in back offices</li></ul>
Incubation costs (costs associated with developing and launching new businesses)	<b>Early commercialization of new projects</b> <ul style="list-style-type: none"><li>• Early transition from the launch of new business projects to business company operations</li></ul>

## **5. Financial targets and key strategies**

- Financial targets
- **Key strategies**
  - 1) Business strategy**
    - (i) Adding high value to BPO Solutions**
    - (ii) Deepening Regional Revitalization and Tourism Solutions
    - (iii) Creating new industries
  - 2) Strengthening human capital
  - 3) Strengthening DX

## 5. 1) (i) Adding high value to BPO Solutions

### Basic policy

### Evolution to X-TECH BPO and the expansion of specialized fields

#### FY2029 strategic targets

Figures in parentheses are FY2024.

Net sales	Gross profit margin
<b>¥170.0 billion</b>	<b>24%</b>
(¥137.2 billion)	(21.3%)

#### Current situation

##### Market expansion

- The domestic market is expanding in terms of market size and scope, driven by factors such as “labor shortages,” “productivity improvement,” “cost reduction,” and “business upgrading.”

##### Internal environment

- System investment and enhanced utilization of AI and digital technology in line with the expansion of scale and deepening of service areas.

#### Challenges for growth

##### Evolution to X-TECH (Cross Tech) BPO

- High-value addition through the introduction of AI and digital technology
- Streamlining service provision through core system renewal (→ See P.42 “Strengthening DX” for details.)

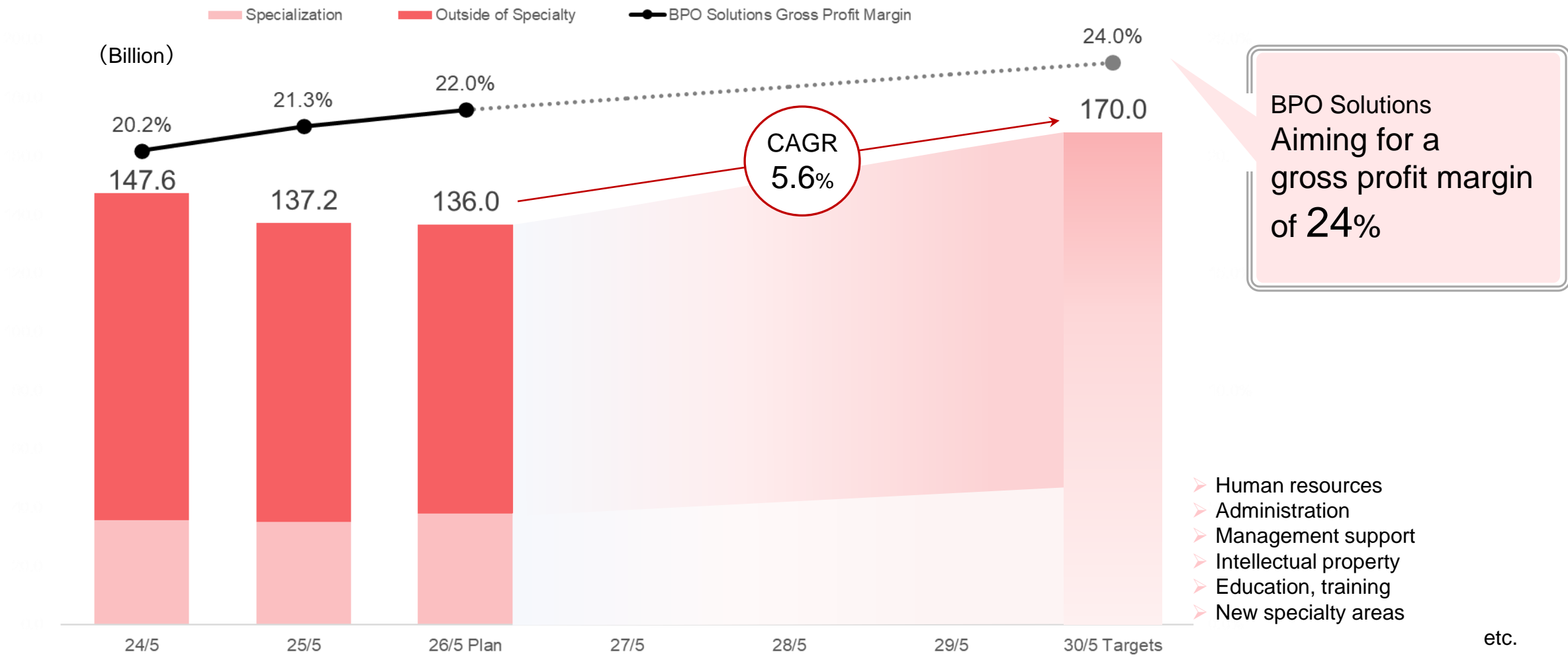
##### Expansion of services in specialized fields

- Expansion of service areas through M&A and capital business alliances
- Expansion of services in specialized fields such as management support, intellectual property, GX, education and training, and new specialized fields



# 5. 1) (i) Adding high value to BPO Solutions

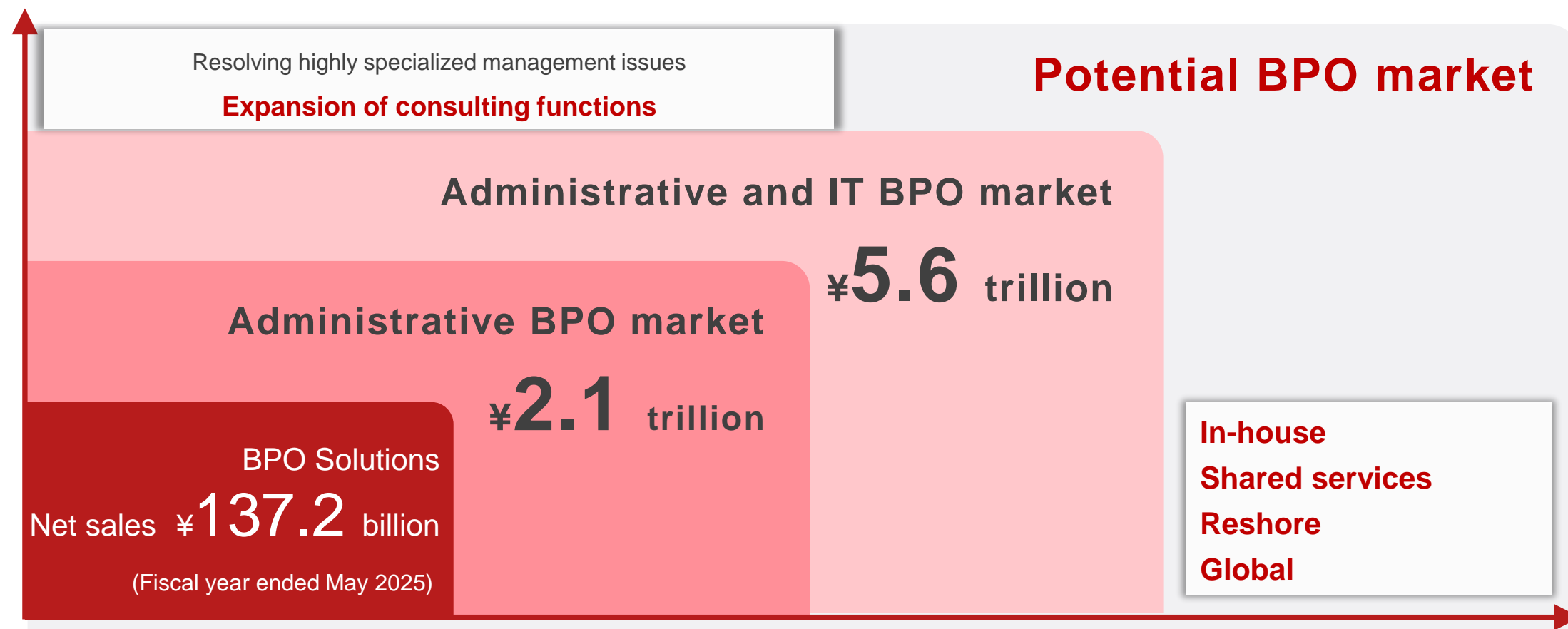
Net sales CAGR of 5.6%, aiming for a gross profit margin of 24% in May 2030



## 5. 1) (i) Adding high value to BPO Solutions

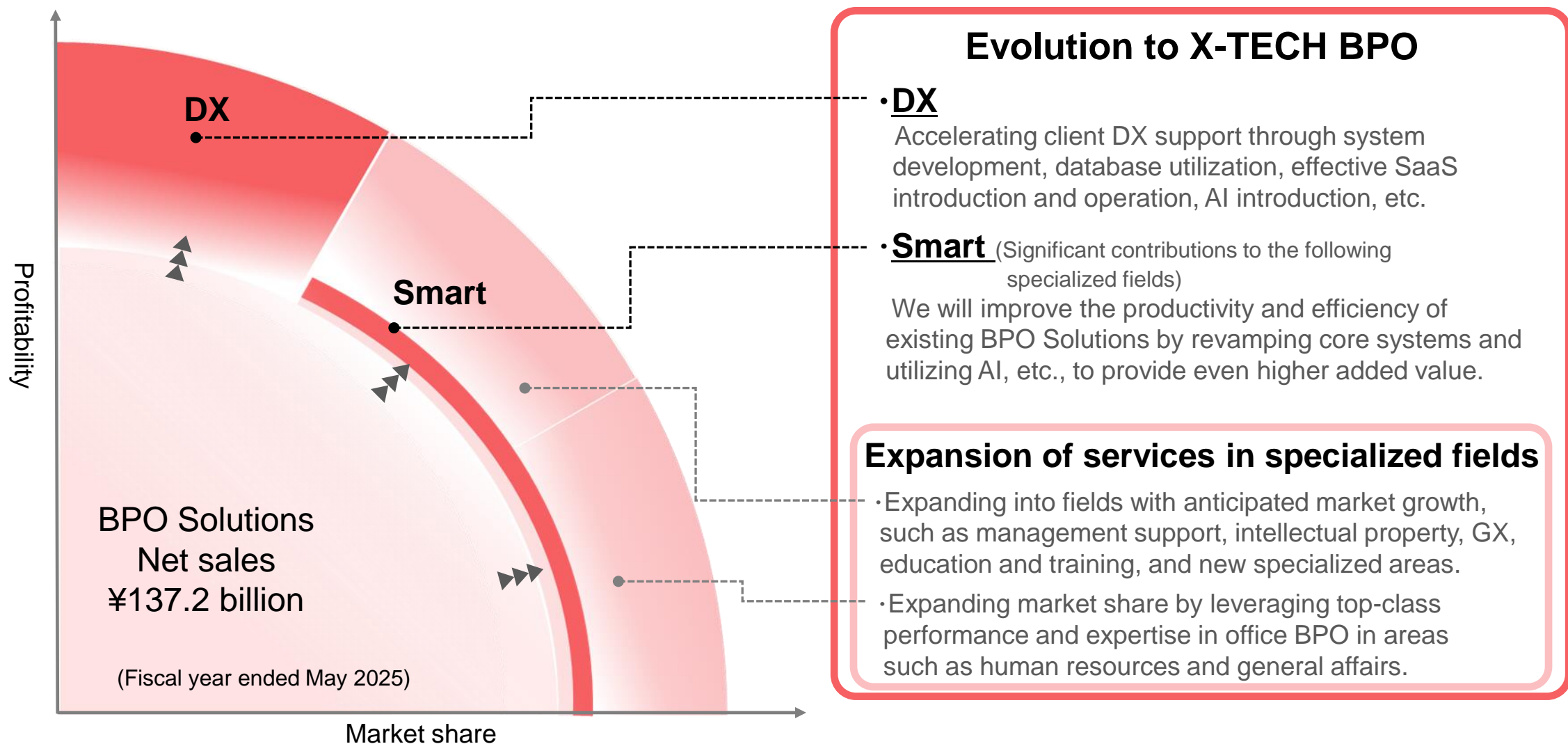
### BPO market environment

In the expanding BPO market, we will promote X-TECH BPO and expand our services in specialized fields. We will also expand our business scope to include potential BPO markets such as in-house and shared services.



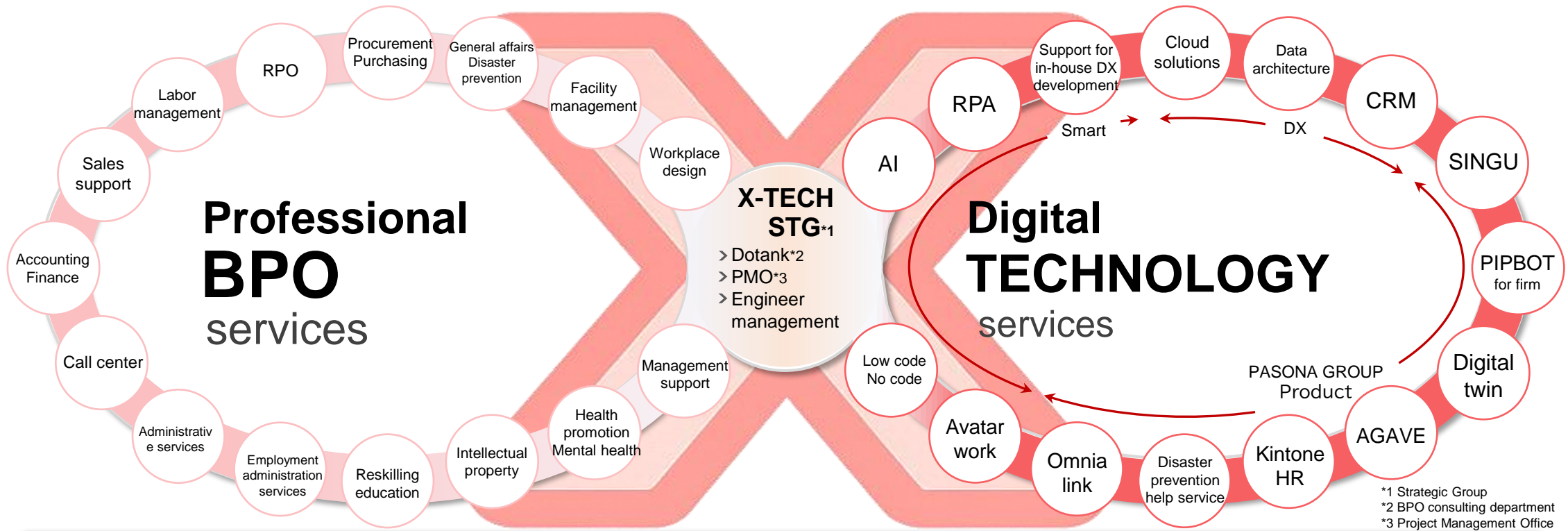
## 5. 1) (i) Adding high value to BPO Solutions

Improve productivity and expand market share by promoting X-TECH and developing highly specialized fields.



## 5. 1) (i) Adding high value to BPO Solutions

With a proven track record, diverse human resources, and an integrated system for realizing DX, we provide high added value by combining a wide range of solution menus with DX.



### Strengths of our group

A wealth of experience and expertise as a leader in the BPO industry

Expert services, etc., and coordinated human resource supply capabilities

From consulting to DX implementation and operations, we offer a comprehensive system

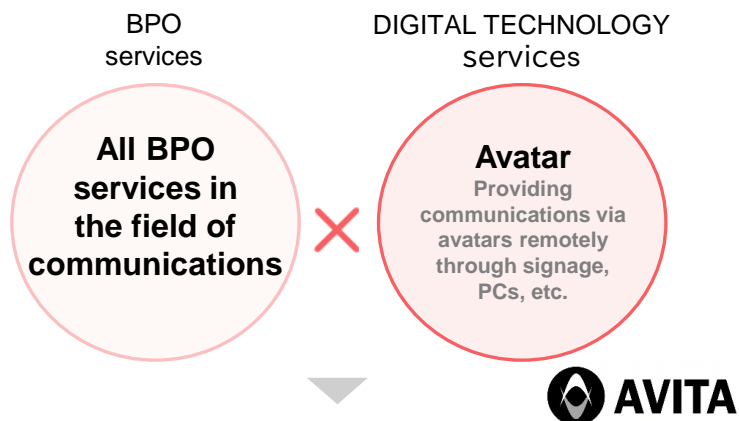


## 5. 1) (i) Adding high value to BPO Solutions

Accelerating the evolution of X-TECH BPO through collaboration with various companies promoting DX support

Case 1

### PASONA AVATAR WORK SERVICE



#### Avatar Work Rescue

Support for maintaining employment of *ryokan* employees in the Noto region



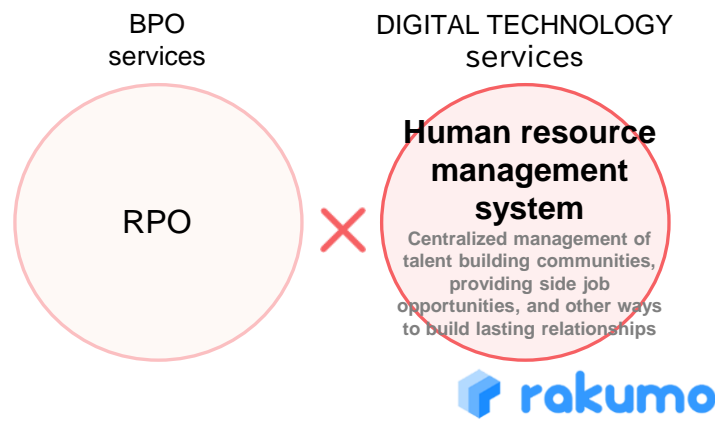
#### Avatar Job Hunting Consultation Room

Career consultants nationwide providing consultation on job hunting

etc.

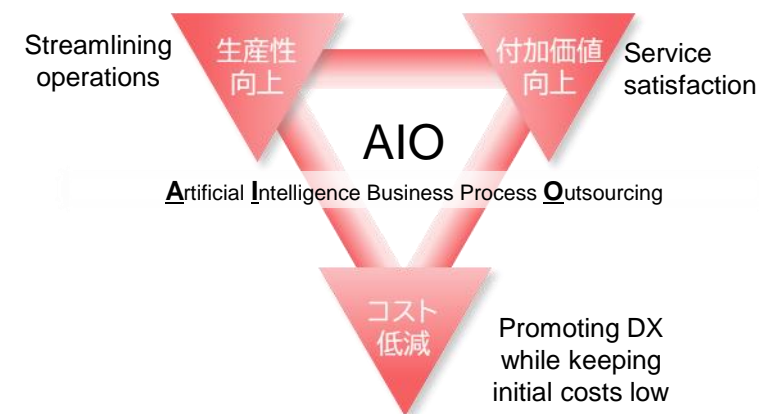
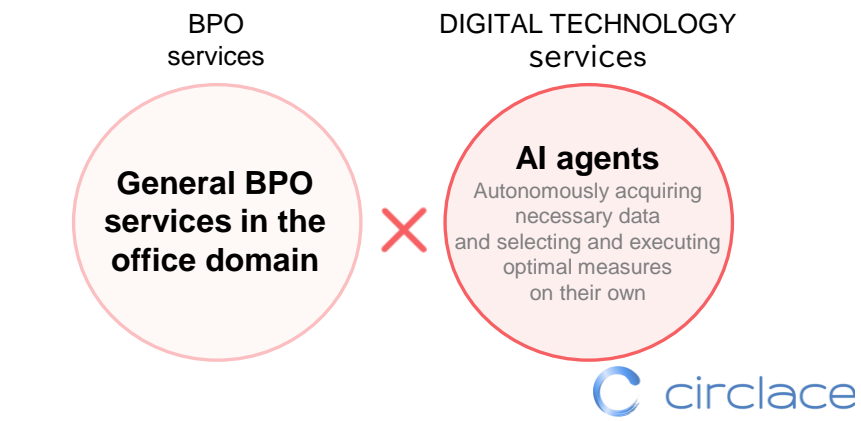
Case 2

Alumni and referral recruitment support



Case 3

### AI Agent BPO Services “AIO”



## **5. Financial targets and key strategies**

- Financial targets

- **Key strategies**

- 1) Business strategy**

- (i) Adding high value to BPO Solutions

- (ii) Deepening Regional Revitalization  
and Tourism Solutions**

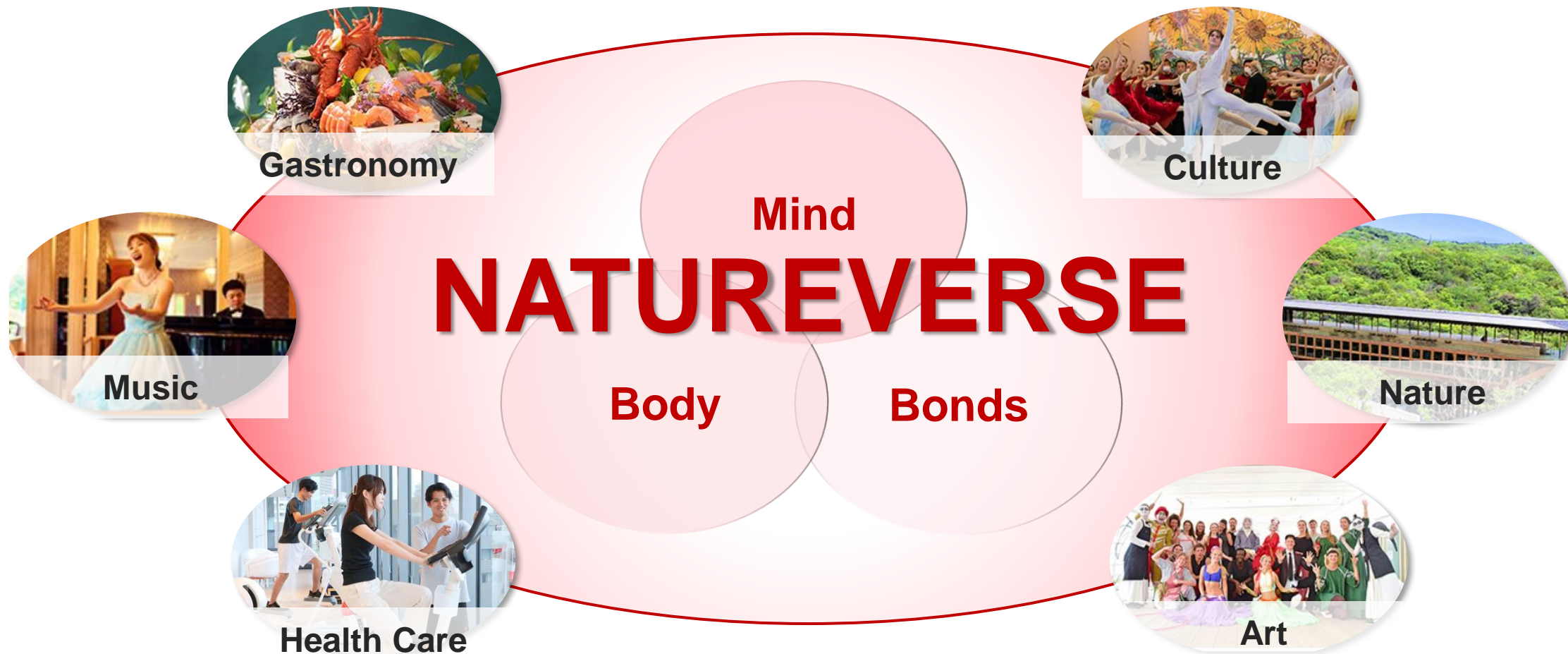
- (iii) Creating new industries

- 2) Strengthening human capital**

- 3) Strengthening DX**

## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

Pasona Group's Regional Revitalization and Tourism Solutions to promote  
**“A Truly Healthy Lifestyle”**



## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

**Various forms of regional revitalization** tailored to local characteristics, as practiced by the Pasona Group



### Human resource attractions

Creating a “dream-filled new industry” that attracts many people from Japan and abroad in fields such as culture, art, food, agriculture, health, and education, and taking on the challenge of revitalizing the region and creating employment opportunities



### Reconstruction support

Through providing human resources services to local communities and operating tourist facilities, supporting people's rich lifestyles and ways of working, contributing to the recovery of local communities from disasters



### Tourism revitalization

Promoting the appeal of local tourism resources while creating a hub for the local community to attract people with ties to the area



### Regional trading companies

In addition to promoting the appeal of the region through our own products, revitalizing the regional economy through marketing, sales channel development, and logistics for regional products



# 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

## Challenges on Awaji Island

We are promoting regional revitalization projects centered on Awaji City in Hyogo Prefecture, achieving various **social impacts**.

### Number of employees

Approx. **2,000** people\*

- Started agricultural business on Awaji Island in 2008
  - Began partial relocation of head office functions in 2020
- \* Number of employees working on the island, including head office and facility operations (excluding part-time and temporary employees)



### Awaji City Basic Data

- |                               |   |
|-------------------------------|---|
| ■ Population: 41,000*         | ■ Percentage of population aged 65 or older: 38.4% (Hyogo Prefecture as a whole: 30.0%) |
| ■ Area: 184.2 km <sup>2</sup> | ■ Number of tourists: 9.17 million (FY2022)   |
- \*Population data from a 2024 survey

### Related population

Over **1.6 million** people\*

- The Akashi Kaikyo Bridge and Naruto Bridge connect Honshu and Shikoku, and there are four airports and Shinkansen stations in the surrounding area, providing excellent access from both within and outside Japan.
- The number of visitors to restaurants, accommodation facilities, and the anime park “Nijigen no Mori” is increasing year by year, and awareness among overseas travelers is also improving.

\* Related population: Total number of visitors to each facility and attraction within Awaji Island operated by our group (Figures based on results for the fiscal year ended May 2025)

### City population (social increase/decrease)

**Overcoming a problem of city at risk of disappearing (increase in new residents)**

- Awaji City in Hyogo Prefecture, which is experiencing an aging population, was once considered one of the cities at risk of disappearing due to population decline. However, in 2020, the number of people moving into the city exceeded the number of people moving out for the first time, and in 2024, it will no longer be considered a city at risk of disappearing.

\* Cities at risk of disappearing: Municipalities that are at risk of disappearing in the future due to declining birthrates and population migration that cannot be stopped; it is determined based on a reduction rate of 50% or more in the young female population (ages 20–39) when population migration is assumed.  
(Source: Population Strategy Council, “Analysis Report on the Sustainability of Local Governments in 2024”)

### Contribution to the regional economy

Over **¥10 billion\***

\* Payments to companies registered in the three cities of Awaji Island among our group's business partners (cumulative total for 12 years until May 2025)

## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

### VISION 2030

Establishing a sustainable growth model  
for rural areas through tourism

Strategic targets for the fiscal year ending

Figures in parentheses are FY2024.

Net sales

**¥20 billion**

(¥7.1 billion)

Operating profit

**¥2 billion**

(¥(1.9) billion)

#### Current situation

- High percentage of individual tourists, micro-tourism, and day-trip tourists
  - Lack of awareness of facilities and service menus
  - Lack of opportunities to use multiple facilities in the surrounding area
- 
- Cost and selling, general, and administrative expense control
  - Acquisition, analysis, and utilization of customer information data

#### Challenges for growth

Maximizing  
business value

**Customer strategy**

**Branding**

**Improving experiential  
value**

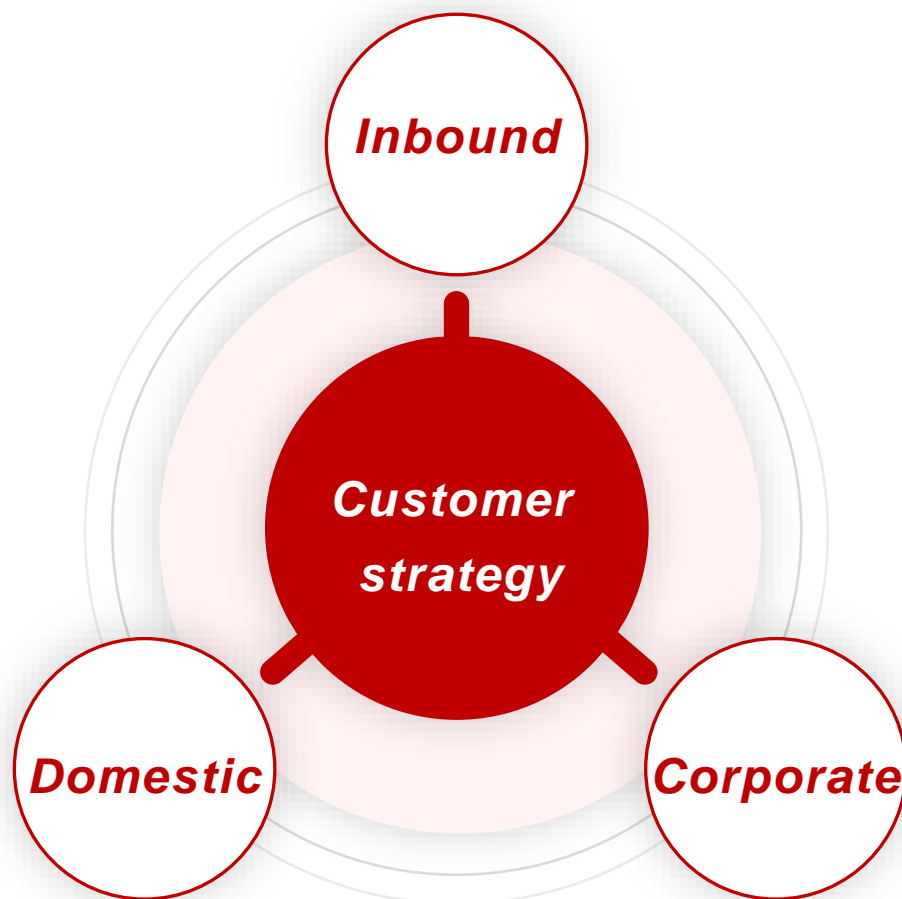
**Optimization of management  
resources and operations**

Strengthening  
profitability

## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

Maximizing business value  
**Customer strategy**

- ✓ In-depth analysis of customer segments, utilization of corporate customer base



### **Domestic**

#### **Capturing accommodation demand**

- Expanding domestic targets nationwide
- Strengthening partnerships to expand B to B to C

### **Inbound**

#### **Further capturing overseas demand**

- Strengthening country-specific and area-specific marketing (before travel)
- Approaching travelers in surrounding areas (during travel)
- Expanding attractive content for inbound travelers

### **Corporate**

#### **Business development for corporate customers**

- Utilization of a customer base built mainly on HR solutions
- Business expansion into corporate welfare benefits

## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

Maximizing business value  
**Branding strategy**

- ✓ Three growth drivers to accelerate regional revitalization projects
- ✓ Realizing a lifestyle lab that promotes truly enriching ways of living

### **Focus area 1**

### **Art & culture**

Gateway concept in the field of  
art & culture

- Creating a new regional culture by attracting talent from Japan and abroad
- Providing content that introduces the world's art & culture
- Domestic and international expansion of new businesses derived from “Nijigen no Mori”

### **Focus area 2**

### **Food**

Establishing a world-class food brand

- Acquisition of international certification through the promotion of healthy cuisine
- Promoting gastronomic tourism that utilizes local ingredients
- Global expansion of aged sake and craft beer business

### **Focus area 3**

### **Agriculture**

Promotion of a national  
agricultural movement

- Realizing a naturally sustainable society through next-generation agricultural models that contribute to the health of people and the planet
- Creating new business value through tourism and agriculture
- Open innovation and demonstration experiments of new technologies in the agricultural field

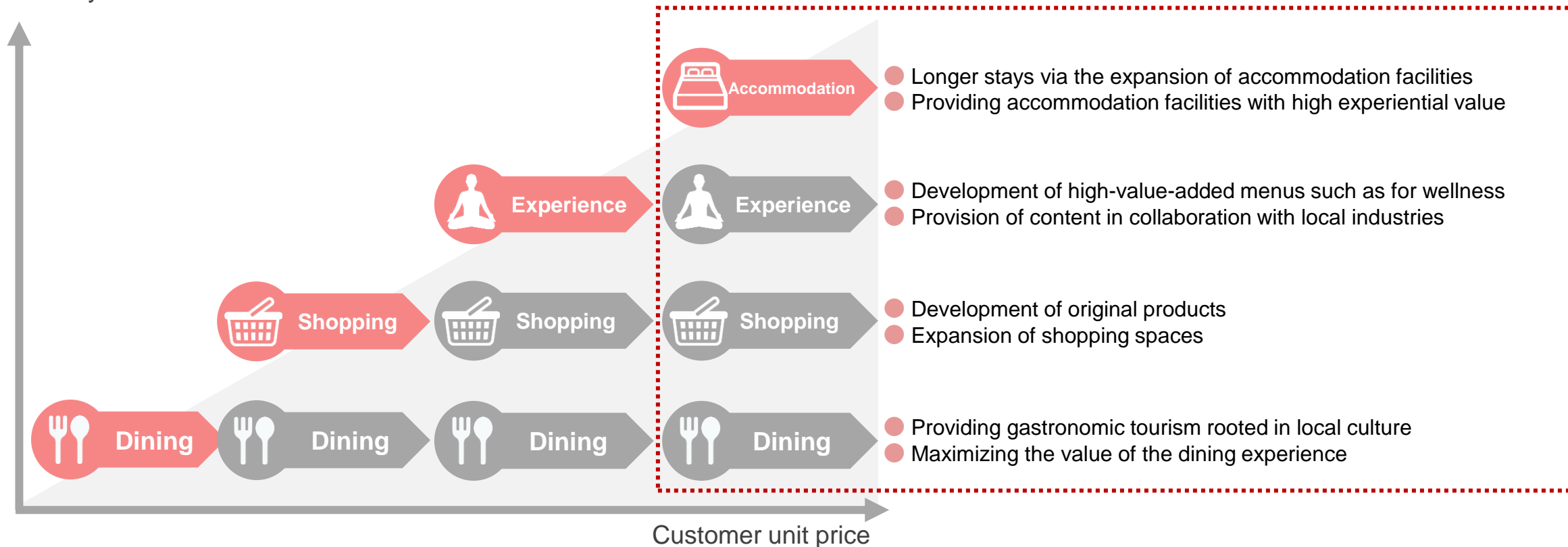
## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

Maximizing business value  
Improving experiential value

- ✓ Maximizing experiential value through unique facility collaboration
- ✓ Creating tourism that makes use of local culture and nature

**Consistent and effective customer journeys** for each target group,  
from dining and shopping to experiences and accommodation

Length of stay



## 5. 1) (ii) Deepening Regional Revitalization and Tourism Solutions

### Strengthening the management foundation

- ✓ Integration of customer data and management functions for each business entity
- ✓ Optimization of operations through resource-sharing

### Human capital

- Designing evaluation and compensation systems that maximize individual capabilities
- Realizing work styles that balance productivity improvement and flexible career development
- Creating expert human resources who can solve social issues in rural areas

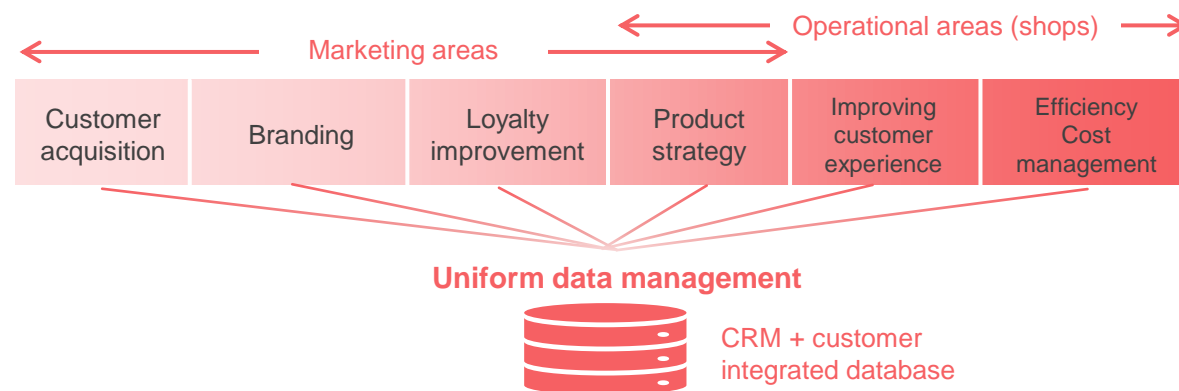
### Infrastructure

- Cost reduction through joint purchasing and utilization of a central kitchen
- Expansion of logistics to improve customer access

### DX

- Building a CRM foundation through the integrated use of customer information and member organizations
- Acquisition and utilization of visitor travel data
- Strengthening talent management to support flexible human resource utilization
- Improving UI/UX to enhance customer convenience

**Strengthening management foundations through data utilization and system usage across Awaji Island**





## 5. Financial targets and key strategies

- Financial targets

- **Key strategies**

- 1) Business strategy**

- (i) Adding high value to BPO Solutions

- (ii) Deepening Regional Revitalization  
and Tourism Solutions

- (iii) Creating new industries**

- 2) Strengthening human capital**

- 3) Strengthening DX**

## 5. 1) (iii) Creating new industries

### Basic Policy

### Establishing a new business foundation for realizing NATUREVERSE

#### Well-being

Health care  
Preventive medicine  
Stress management  
Work-life balance  
Food safety  
Community-building

1

Deepening existing businesses

#### Well-being

- Expansion of BPO Solutions and Life Solutions including health management support
- Development of wellness resorts for Regional Revitalization and Tourism Solutions

2

Creating from the knowledge of the world

#### Well-being

- Partnership agreements with top-level universities and international organizations around the world
- Attracting global talent to create new innovations
- Building a global network through Expo 2025 Osaka, Kansai, Japan

3

Creating through open innovation

#### Well-being

- Investment and business collaboration with startups with outstanding technologies for the realization of well-being

## 5. 1) (iii) Creating new industries – “Well-being” that can deepen existing businesses –

In providing services in the field of “well-being” through BPO Solutions and Life Solutions, leveraging existing business know-how, we aim to expand our services in the “well-being” field and develop value-added services.



**Expansion of “well-being” business in existing businesses / development of high-value-added services**



## 5. 1) (iii) Creating new industries – “Well-being” that can deepen existing businesses –

### Wellness resort



✓ Nurturing the health of the “mind” and “body” through rich nature and food

Opened  
in July  
2025



Residence-type facility: Awaji Nature Lab & Resort

#### Farmland resort **San San Villa**

- Proposal for the realization of a physically and mentally healthy society through “agricultural lifestyles”
- Lab function that promotes a lifestyle in which people and nature help and complement each other in a cycle
- Contributing to an increase in the number of people involved in agriculture

Opened  
in July  
2025



### SENSHIN WAHO

A wellness space designed to provide blissful moments that satisfy the five senses

- Food: Locally sourced fermented cuisine / contributing to the development of human resources who will lead the food culture of the future
- Hot springs: A hub for sustainable health promotion utilizing ancient hot springs culture and local natural resources
- Time: Contributing to the improvement of mental health in modern society



## 5. 1) (iii) Creating new industries – “Well-being” that can deepen existing businesses –

### Wellness residences

(Awaji Island Iwaya Area Hotel Development Project)



- ✓ Establishment of “Wellness Tourism”
- ✓ Proposal for a “well-being” program for employees of client companies

Scheduled  
to open in  
2026

Wellness residences that combine nature, food, traditional culture, and cutting-edge technology

1. Health & wellness

2. “Well-being” programs for companies

## 5. 1) (iii) Creating new industries – Creating “well-being” from global knowledge –

### Global strategic alliances

- ✓ Talented individuals from around the world will expand their careers and opportunities through Pasona Group and engage in new business development for NATUREVERSE.

#### Partnership agreements with top-level universities and international organizations around the world

United Nations agencies	UNITAR
U.S.	Harvard University, Carnegie Mellon University
U.K.	University of Oxford
Italy	University of Venice, University of Bologna
Hong Kong	Hong Kong University Business School
Taiwan	National Taiwan University
Korea	CHA University Graduate School of Integrative Medicine
Vietnam	Seitan University, Danang University of Technology
Indonesia	Indonesia University of Education

#### Social entrepreneur training programs for creating new innovations



##### Awaji Youth Federation (2017 onward)

Over 100 talented young people and social entrepreneurs from 46 countries and regions around the world will be accepted to “create innovation” from Awaji Island.

#### Building a global network through Expo 2025 Osaka, Kansai, Japan



##### Exhibiting at our pavilion at Expo 2025 Osaka, Kansai, Japan

- Building relationships with other countries
- Creating business opportunities



## 5. 1) (iii) Creating new industries – Creating “well-being” through open innovation –

### Venture capital

✓ Creating innovation through collaboration with domestic and international startups

- Collaborating with startups with superior technology to **drive innovation**
- Accelerating the growth of the well-being business by incorporating advanced initiatives in areas such as culture and food through collaboration with **overseas startups**



## **5. Financial targets and key strategies**

- Financial targets
- **Key strategies**
  - 1) Business strategy
    - (i) Adding high value to BPO Solutions
    - (ii) Deepening Regional Revitalization and Tourism Solutions
    - (iii) Creating new industries
  - 2) Strengthening human capital**
  - 3) Strengthening DX

## 5. 2) Strengthening human capital – Pasona Group Human Resources Strategy –

Since its founding, the Pasona Group has been committed to its corporate philosophy of empowering people and has taken on the challenge of building new social infrastructure. With the Pasona Way at its core, each employee can give their utmost to create new industries and achieve sustainable business growth.

**Achieving PASONA GROUP VISION 2030**  
**Realizing sustainable corporate value enhancement**

### **Pasona Group Human Resources Strategy**

**Discovering human resources who  
will help shape the future**

**Developing human resources who  
create new value**

**Creating an environment where  
diverse human resources can  
thrive**

**Source of Pasona Group's business value (core competencies)**

**Venture spirit**

**Challenging social  
issues**

**Hospitality**

**Ability to create from  
scratch**

**Corporate Philosophy: “Solving social issues”**

## 5. 2) Strengthening human capital – Evaluations from outside the company –

Our efforts in human capital management have been highly evaluated both internally and externally.

Recognized as a “2025 KENKO Investment for Health Stock”

Pasona Group Inc.



Recognized as a “2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) White 500”

Pasona Group Inc.,  
Pasona Inc.



Recognized as a “2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category)”

Pasona HS, Pasona JOB HUB,  
Asahi Beer Communications,  
Pasona Foster, Pasona Lifecare



Recognized as a “2025 Outstanding Organizations of KENKO Investment for Health (SME Category) Bright 500”

Pasona Nihon Somubu,  
Pasona Safety Net



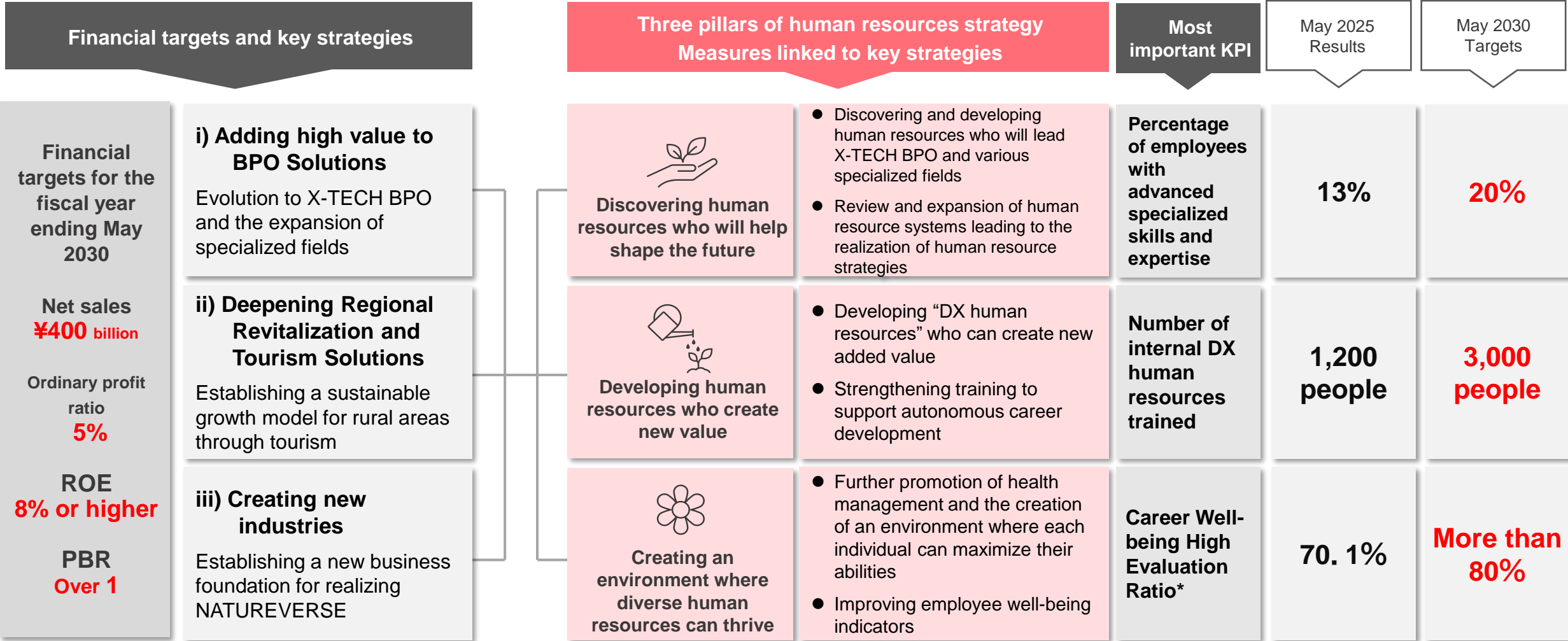
Ranked 1st in supporting the advancement of women with an eye toward corporate growth “Forbes JAPAN WOMEN AWARD 2024” corporate rankings  
Pasona Group Inc.

Forbes  
JAPAN  
WOMEN  
AWARD 2024



# 5. 2) Strengthening human capital – Coordination with key strategies –

## Setting human resource strategies and KPIs linked to financial targets and key strategies



\* From our unique Pasona Way Note, the percentage of employees who responded positively to the career well-being indicator "Can you share the richness and enjoyment of work and work healthily and energetically?"

## **5. Financial targets and key strategies**

- Financial targets
- **Key strategies**
  - 1) Business strategy
    - (i) Adding high value to BPO Solutions
    - (ii) Deepening Regional Revitalization and Tourism Solutions
    - (iii) Creating new industries
  - 2) Strengthening human capital
  - 3) **Strengthening DX**



## 5. 3) Strengthening DX – DX VISION 2030 –

### Vision

Leading people's well-being with digital technology, contributing to the realization of a truly prosperous society.

### Mission

Committed to “harnessing the potential of the individual” and utilizing the power of technology

### DX strategy

#### Digital human resources development

Strengthening organizational competitiveness and innovation through the development of digital talent

#### Digital infrastructure optimization

Optimizing your digital infrastructure to maximize effectiveness and efficiency

#### Promotion of digital services

Delivering value that exceeds expectations through the promotion of digital services

### History

2021

- Renamed to Group DX Headquarters
- Started training internal DX personnel
- Opened DX Operations Office in the Awaji Island

2022

- Pasona Group DX Promotion Committee established
- Pasona Group DX Declaration formulated
- Pasona Group DX White Paper released for the first time

2023

- Set a goal of training 10,000 DX personnel
- Started external sales of DX personnel training
- Received the Forbes JAPAN CIO Award 2023

2025

- Shadow Cabinet Digital Ministry established
- DX Vision 2030 formulated
- Pasona Group DX White Paper 2025 published

## 5. 3) Strengthening DX – Digital human resources development –

### Developing DX human resources who can use digital technology to solve problems

#### Offensive human resource profile

- ▶ From our position in the comprehensive human resources service industry, we are seeking talented individuals who can provide better services to our corporate and individual customers.
- ▶ Human resources who can expand the possibilities of job creation by utilizing digital technology

#### Internal and external digital human resource development program

Number of participants

**12,461**

(As of May 2025)

**May 2030 Targets**

**20,000 people**

#### Defensive human resources profile

- ▶ Human resources who can contribute to improving internal operational efficiency and productivity
- ▶ Utilizing digital infrastructure to realize a work style that leverages the individual strengths of human resources that can contribute

### Achievement of key strategies

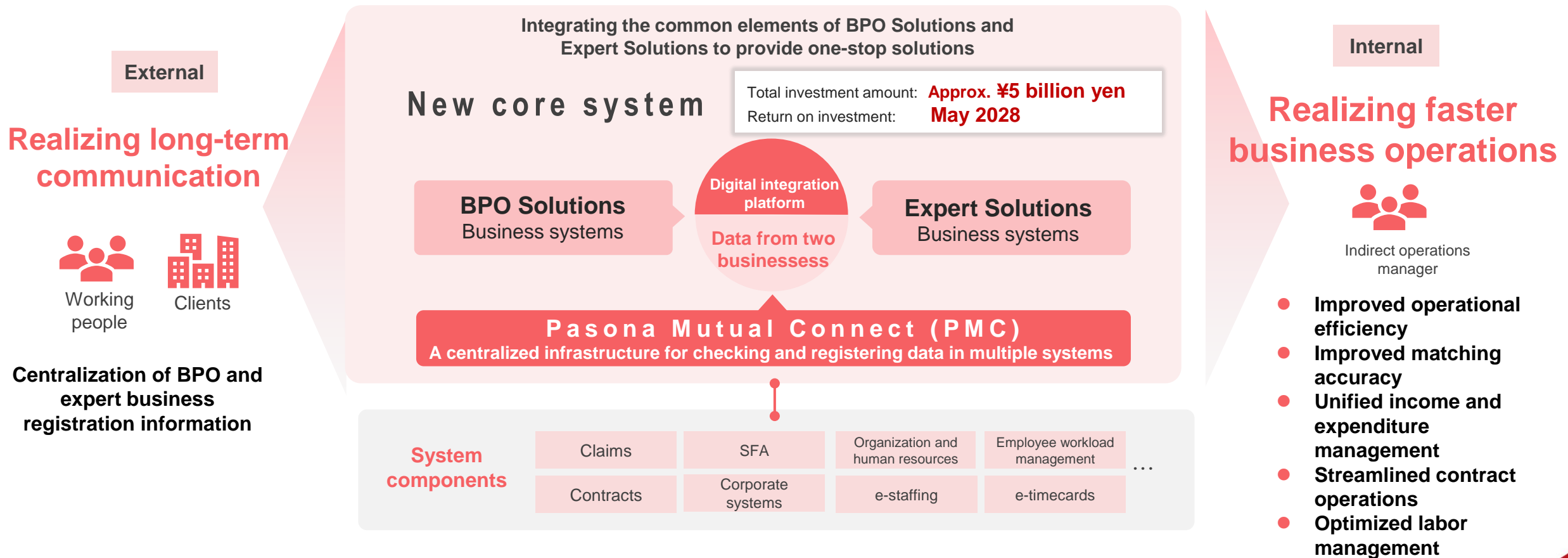
**Adding high value to  
BPO Solutions**

**Deepening Regional  
Revitalization and  
Tourism Solutions**

**Creating new Industries**

## 5. 3) Strengthening DX – Digital infrastructure renewal –

- **Refreshing the digital infrastructure** related to human resources services and providing high-quality services through business process transformation
- Aiming to improve service quality and adaptability of BPO Solutions and Expert Solutions



## **6. Capital policy**

- **Cash allocation**
- **Shareholder returns**
- **Shareholder benefits**

## 6. Capital policy – Cash allocation –

- Funds from the sale of shares in a consolidated subsidiary (Benefit One Inc.) in May 2024 will be used for growth investments such as new business investments, capital investments, and M&A investments, as well as for strengthening the management foundation and returning profits to shareholders.
- Make investment decisions using multifaceted evaluation indicators, such as comparing the internal rate of return (IRR) and capital costs.
- Cash allocation, including future operating cash flow, will be reviewed as appropriate, taking into consideration the progress of “PASONA GROUP VISION 2030” and the cash position.

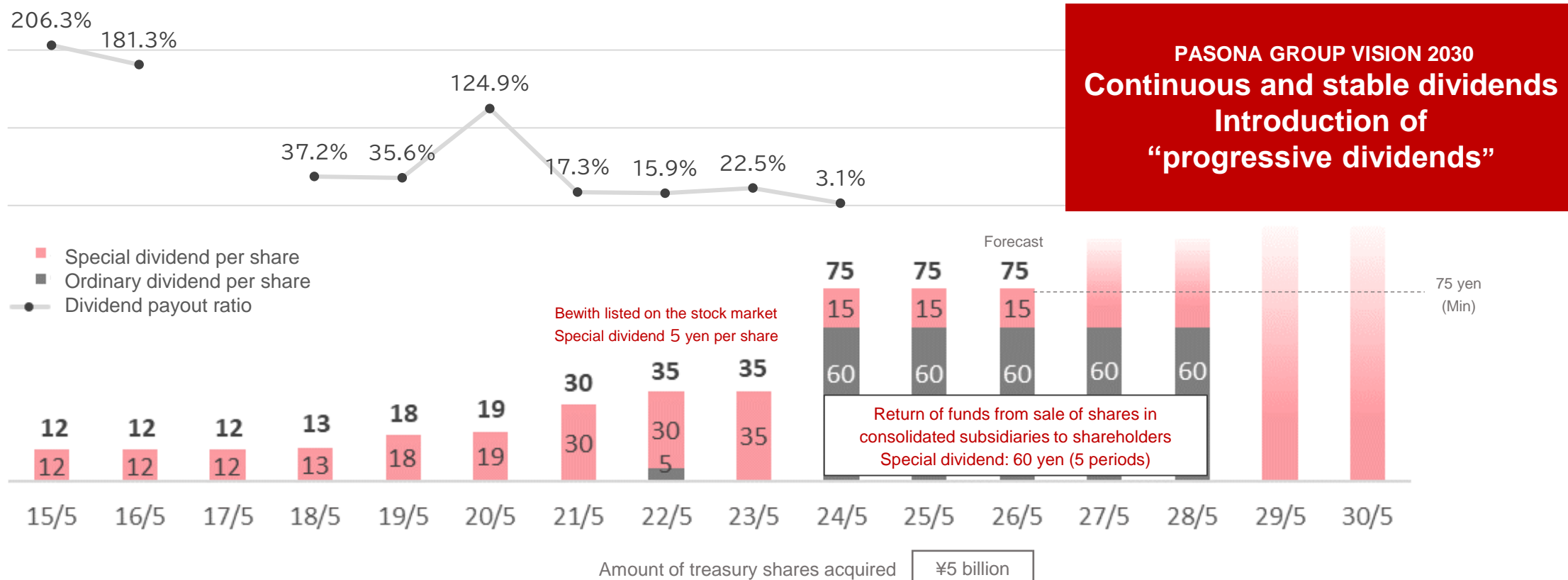
Cash in	Allocation	
Gain on sale of shares of consolidated subsidiaries ¥112 billion	Growth Investment	¥65 billion + $\alpha$ <ul style="list-style-type: none"><li>● Refreshment of core systems for human resources business</li><li>● Hotel development project in the Iwaya area of Awaji Island</li><li>● New business, support for startups</li><li>● M&amp;A</li></ul>
Operating CF (+ $\alpha$ )	Strengthening the management foundation	¥30 billion + $\alpha$ <ul style="list-style-type: none"><li>● Investment in human capital</li><li>● DX investment</li><li>● Branding</li></ul>
Interest-bearing debt (utilized as appropriate)	Shareholder returns	¥17 billion + $\alpha$ <ul style="list-style-type: none"><li>● Special dividends, share buybacks</li></ul>



## 6. Capital policy – Shareholder returns –

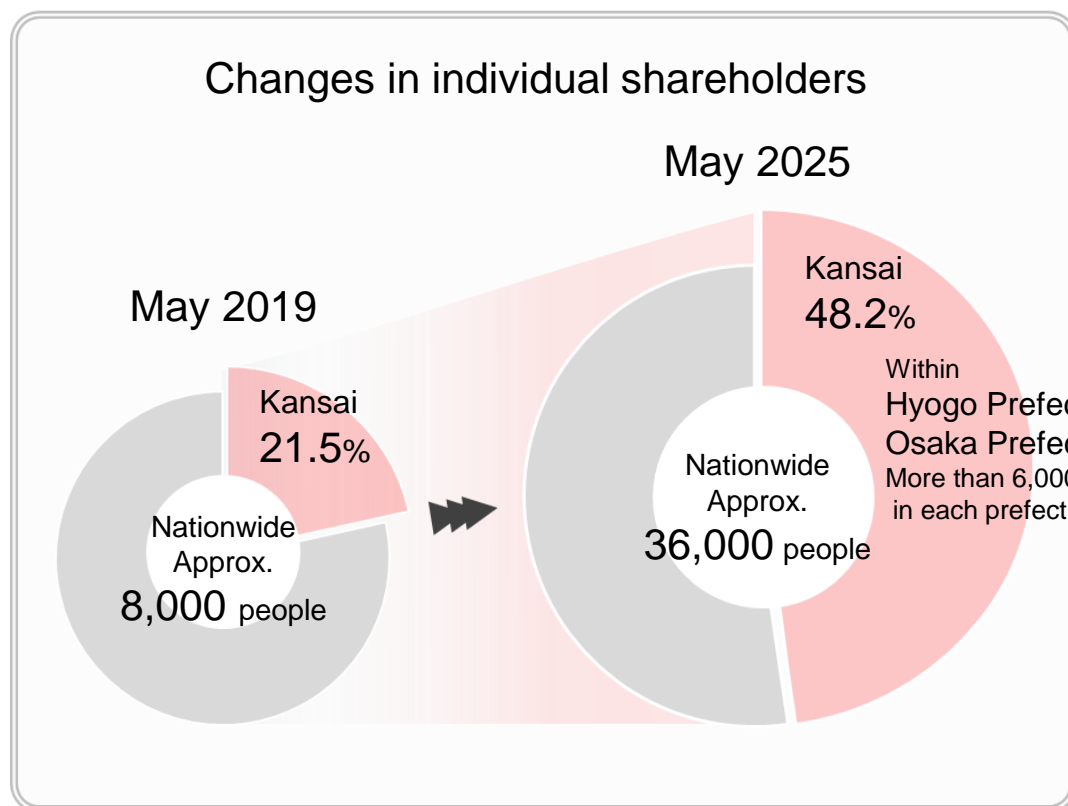
### PASONA GROUP VISION 2030 Shareholder Return Policy

- Maintain continuous and stable dividends with a target consolidated dividend payout ratio of 40%.
- Implement a special dividend of 60 yen per share for each of the five fiscal years from May 2024 to May 2028.
- Introduce a progressive dividend of 75 yen per share (minimum) during the “PASONA GROUP VISION 2030” period.
- Considering the progress of “PASONA GROUP VISION 2030,” we will explore flexible share buybacks and expanded shareholder returns.
- Share buybacks (from January 2025 to January 2026, up to ¥2 million shares [4.97% of issued shares], up to ¥5 billion)

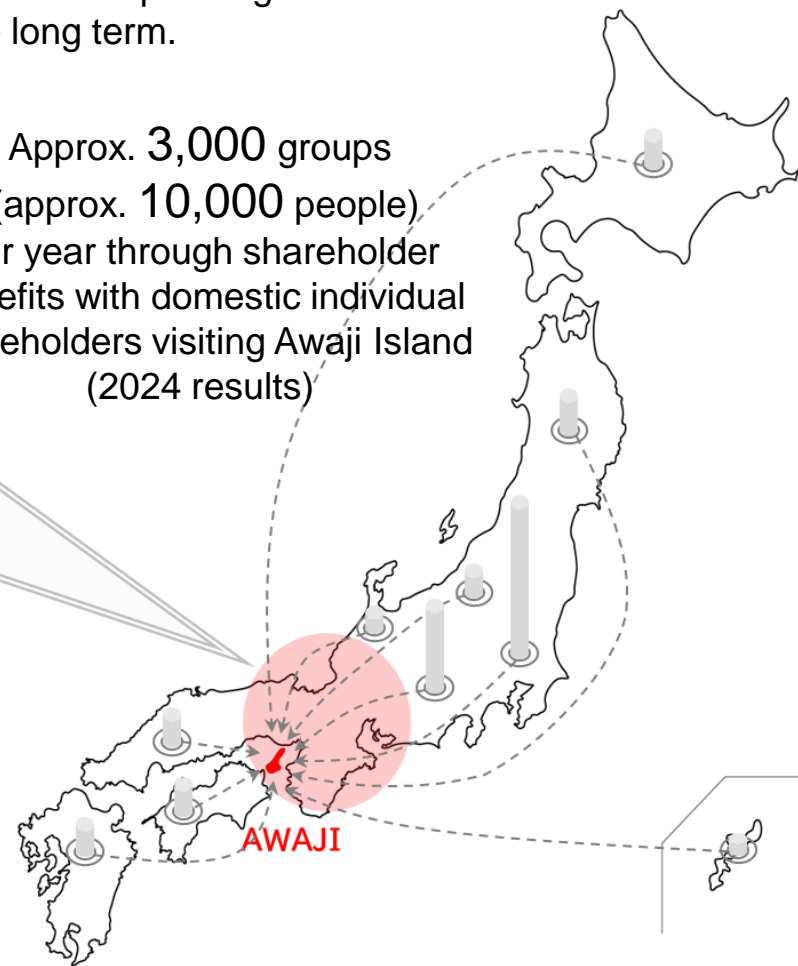


## 6. Capital policy – Shareholder benefits –

- By strengthening shareholder benefits since 2019, the number of individual shareholders has increased more than fourfold.
- Currently, discount tickets for Awaji Island facilities are distributed to all shareholders. Shareholders holding one unit or more are eligible for a lottery offering tickets for use at our facilities and products (number of lottery winners: 650 groups of shareholders as of the end of May 2025 [22 products, approx. 1,000 people]).
- We will work to increase repeat visitors to our Awaji Island facilities and consider expanding our business with the aim of increasing the number of shareholders who hold our company's stock over the medium to long term.



Approx. 3,000 groups  
(approx. 10,000 people)  
per year through shareholder  
benefits with domestic individual  
shareholders visiting Awaji Island  
(2024 results)

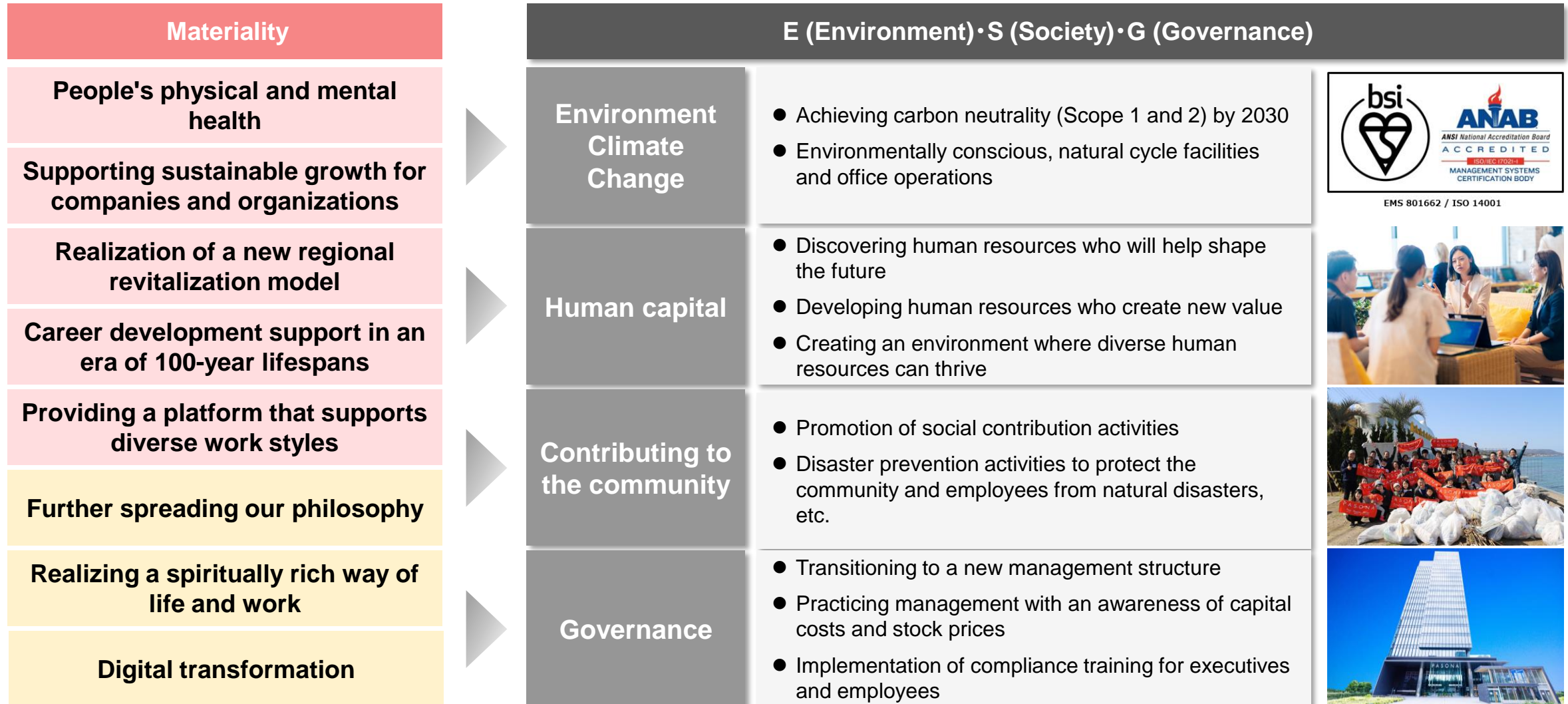


## **7. ESG management**

- **Corporate governance**
- **Risk management**
- **Climate change**
- **Social contribution**

# 7. ESG management

**Strengthening ESG management** to support sustainable corporate growth and achieve materiality



# 7. Corporate governance

- Implementing multifaceted measures aimed at further strengthening corporate governance
- Enhancing management transparency and efficiency while promoting sustainable corporate value improvement

## Improving the effectiveness of the board of directors

Expansion of effectiveness evaluation (specification and disclosure of evaluation contents and initiatives)

## Diversity on the board of directors

Utilizing a skills matrix to select human resources with various strengths and backgrounds

- \* 44% ratio of outside directors
- \* 22% ratio of female directors
- \* 33.3% ratio of female executive and above officers (Pasona Group alone)

## Strengthening monitoring by the board of directors

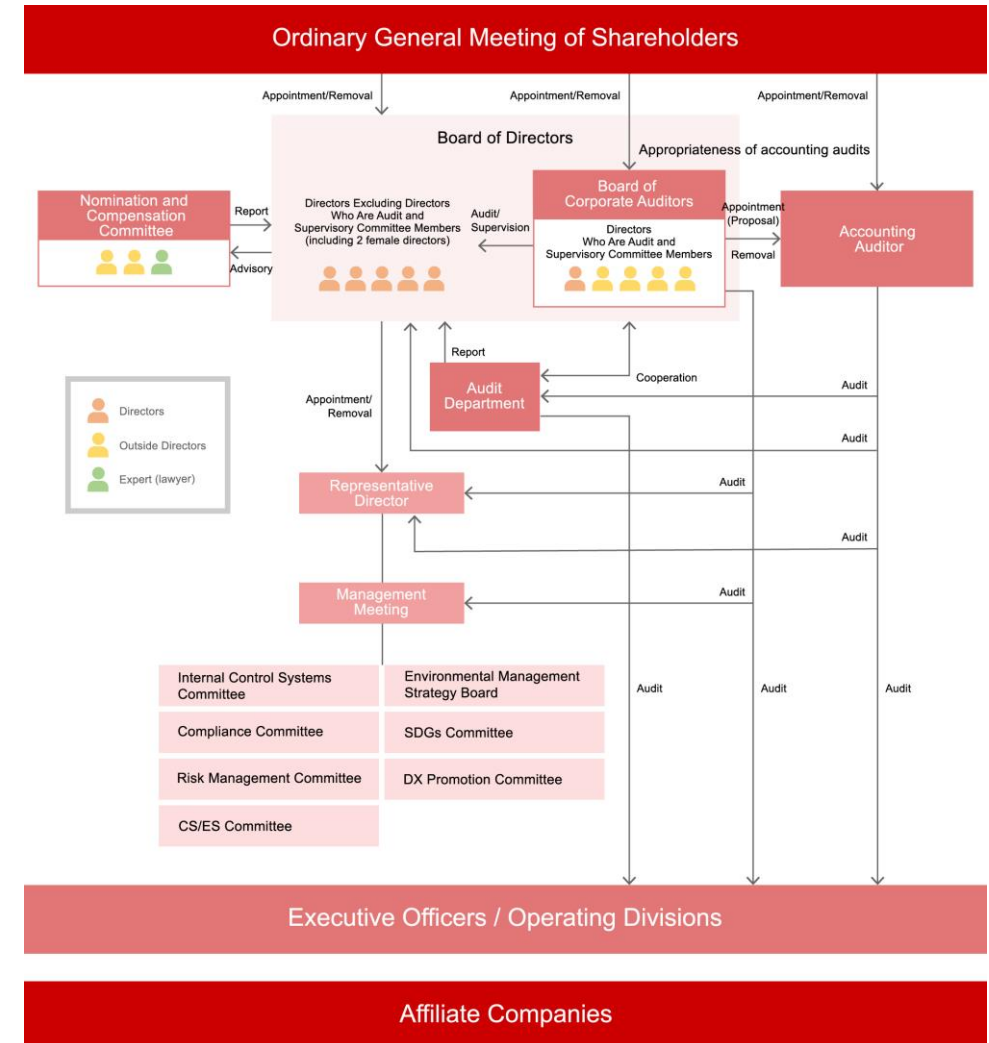
Regular monitoring of medium-term vision and KPIs

Regular dialogue between outside directors and executive officers

## Sharing value with shareholders

Expansion of the stock compensation system for directors (introduction of RS)

## Corporate governance structure chart



## 7. Corporate governance – Management structure after the general meeting of shareholders (planned) –

### New system and skill matrix

As we mark our 50th anniversary, Founder Mr. Yasuyuki Nambu will step down as Representative Director and Director on May 31, 2025, and a new management structure will be established at the shareholders' meeting and board of directors' meeting to be held on August 22, 2025, with Hirotaka Wakamoto as Representative Director, Chairperson, and CEO, and Shintaro Nakao as President and COO. While firmly upholding the founding principle of “solving societal issues,” we will strive for sustainable growth and enhancement of corporate value under the new management structure.

#### ■ Directors who are not Audit & Supervisory Board members

Name	Position
Hirotaka Wakamoto	Representative Director, Chairperson and CEO
Shintaro Nakao	Representative Director, President and COO President and Representative Director, Pasona Inc.
Junko Fukasawa	Director, Vice President and Executive Officer
Kinuko Yamamoto	Director, Vice President and Executive Officer
Makiya Nambu	Director, Vice President and Executive Officer

#### ■ Directors who are a member of the Audit and Supervisory Committee

Name	Position
Kazufumi Nomura	Director (Full-time Audit and Supervisory Committee Member)
Funabashi Haruo	Outside Director (Audit and Supervisory Committee Member/ Independent Director)
Kazuo Furukawa	Outside Director (Audit and Supervisory Committee Member/ Independent Director)
Ryohei Miyata	Outside Director (Audit and Supervisory Committee Member/ Independent Director)
Yutaka Atomi	Outside Director (Audit and Supervisory Committee Member/ Independent Director)

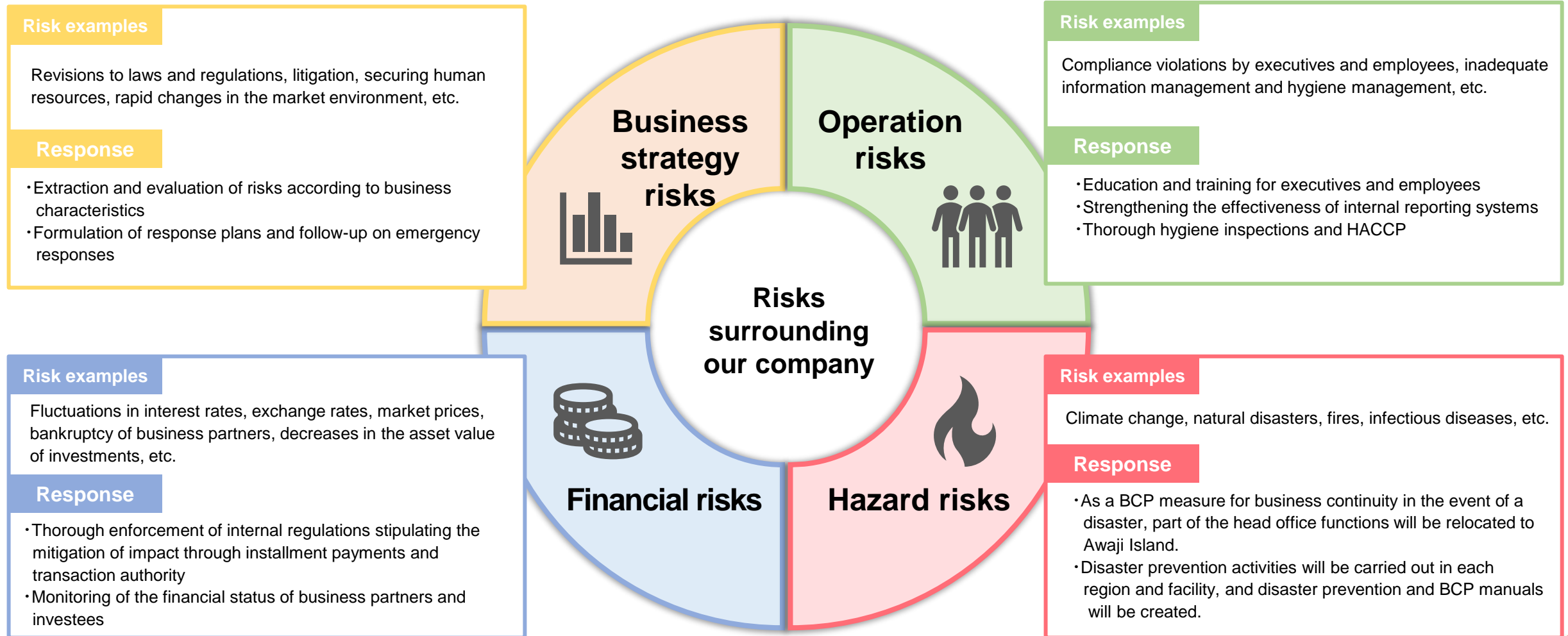
#### ■ Skill matrix

Name	Knowledge/experience/abilities acquired by the candidates								
	Corporate management	HR development	New business development	Compliance/ risk management	Finance/ accounting	Regional revitalization/culture/art	Sustainability/ESG	Global	Well-being
Hirotaka Wakamoto	●	●	●	●			●		
Shintaro Nakao	●	●	●	●					●
Junko Fukasawa	●	●				●	●		●
Kinuko Yamamoto	●	●	●			●			●
Makiya Nambu	●		●					●	
Kazufumi Nomura	●			●					
Haruo Funabashi				●	●	●			
Kazuo Furukawa	●		●	●			●	●	
Ryohei Miyata		●				●			●
Yutaka Atomi	●	●		●					●



# 7. Risk management

The Risk Management Committee identifies and assesses risks associated with the Group's business activities in various areas and has established a system to formulate response plans and follow up on emergency responses. The board of directors supervises these activities and confirms their effectiveness.



## 7. Response to climate change

- Implementing environmental conservation activities through corporate activities in order to keep a healthy and beautiful global environment for future generations
- The Environmental Management Promotion Committee clarifies the impact of climate change scenarios and the risks and opportunities associated with climate change on business operations.
- From 2023, we will launch an “Environmental Management Strategy Committee” to formulate strategies, policies, and targets for environmental management and climate change response.

### Setting mid-term targets

Greenhouse gas emissions associated with business activities  
**“Achieving carbon neutrality\* by fiscal 2030”**

Scope 1 and Scope 2 covered

Environmental education for executives and employees

Environmental Study Group  
**3,000 participants per year**

Unique “ECO Tests”  
**6,700 examinees per year**

Use of renewable energy

A restaurant facility, office, and employee dormitory for a regional revitalization project on Awaji Island in Hyogo Prefecture uses **renewable energy.**

\*Figures are results for the fiscal year ended May 2025

### Promotion of environmental projects



P A S O N A  
Sustainability

**Pasona Sustainability Co., Ltd.**  
(established in February 2025)

Comprehensive support for corporate sustainability transformation (SX)

Pasona Group's  
GX\* Services  
\*GX: Green Transformation

01

**GX** × Human Resources Services  
Human Resources Development Business

02

**GX** × Regional Revitalization  
Supporting GX in primary industries, promoting GX in tourism and dining services

03

**GX** × BPO Services  
Expansion of specialized BPO areas, development of new services

# 7. Pasona Group's social contribution activities

## May 2025 activity results

Total: **671** cases (633 domestic, 38 overseas)

Total number of participants: **18,080**

- In order to clarify the Pasona Group's corporate stance that its business itself is CSR, we established a **Social Contribution Office** in 2005 and launched a **Social Contribution Committee** in the same year.
- Contributing to the enhancement of corporate value and community development through social contribution activities

### 1. Food waste

**60** items



### 2. Environmental conservation

**276** items



### 3. Diversity

**84** items



### 4. Sports / health care

**49** items



### 5. Community contribution

**127** items



### 6. Partnership

**75** items



TOPICS

Expo 2025 Osaka,  
Kansai, Japan  
online field trip



An "online field trip" was held for children who were unable to visit the Expo 2025 Osaka, Kansai, Japan venue for various reasons, such as illness, disability, or financial circumstances. The first event, held on May 21, 2025, was attended by 550 people from 29 organizations across Japan.



## 7. No barriers to talent – Pasona Heartful’s initiatives –

Challenging to create a place of “coexistence” where people with disabilities and able-bodied people can participate in society together, bringing out the abilities and individuality of each person with disabilities

Accepting disabilities as a form of “**individuality**,” discovering the potential of each individual, and developing human resources

- 1992 Launching the “Art-Mura (Art Village) Project” with the aim of discovering and nurturing talent in the field of art among people with disabilities and expanding their career opportunities
- 2003 Established Pasona Heartful Inc. as a special subsidiary of Pasona Inc.
- 2006 Established “Art-Mura (Village) workshop ” to plan, develop, and produce handmade products, while having also established “Yume (Dream) Farm ” to cultivate pesticide-free vegetables and herbs
- 2009 Opened a bakery that manufactures additive-free bread and confectionery
- 2011 Launch of consulting services for hiring people with disabilities

### Office work



Performs a variety of office duties such as printing, binding, receiving and sending mail, and preparing internal documents using a PC, under contract to Pasona Group companies.

### Art Mura (Art Village)



Artists working in the company creating paintings with focusing on sensitivity and using techniques that suit them; through exhibitions of their work and rental paintings, they also contribute to raising awareness of employment for people with disabilities.

### Art Mura Kobo (Art Village Craft Center)



As a new place of employment for the planning and production of handmade products, the company has offices in Tokyo and Osaka, where it teaches the creation of a wide range of works, including sewing, preserved flowers, and aroma products, which are sold both internally and externally.

### Bakery



Sells additive-free bread, cookies, and pound cake to the public as well as Pasona group’s employees, with bakeries located in Tokyo and Osaka.

### Yume (Dream) Farm



Grows pesticide-free and organically-fertilized rice and fruit and vegetables in Chiba and Saitama prefectures, with the aim of supporting the independence of people with disabilities through agriculture and providing new employment opportunities.

### Consulting on employment for people with disabilities



Consulting services that utilize the know-how practiced as a special subsidiary of the Pasona Group to help companies resolve issues related to the employment of people with disabilities.

# Disclaimer

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- Contact our IR representative <https://www.pasonagroup.co.jp/contact/ir.html>
- Our IR website <https://www.pasonagroup.co.jp/ir/>