

TechnoPro Group

**Current Business Environment and
Medium-Term Management Plan Progress**

TechnoPro Holdings, Inc. (code: 6028, TSE)

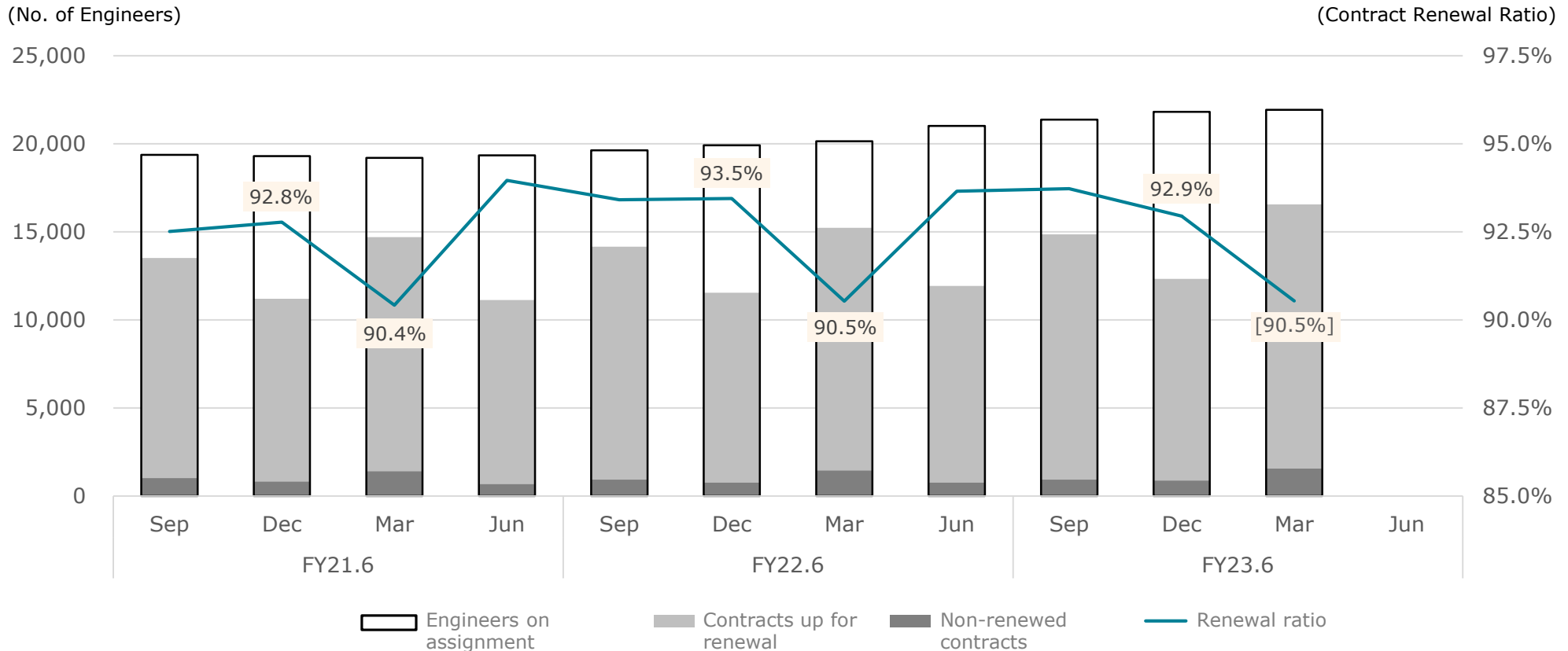
February 3, 2023

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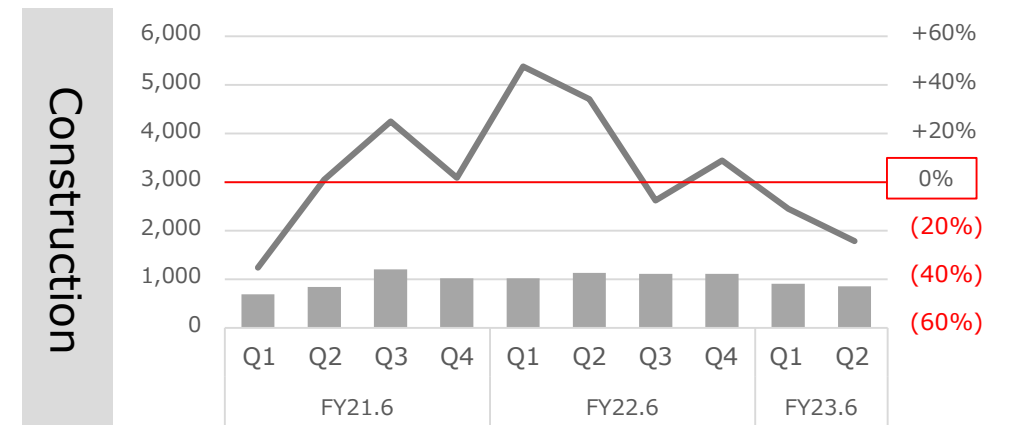
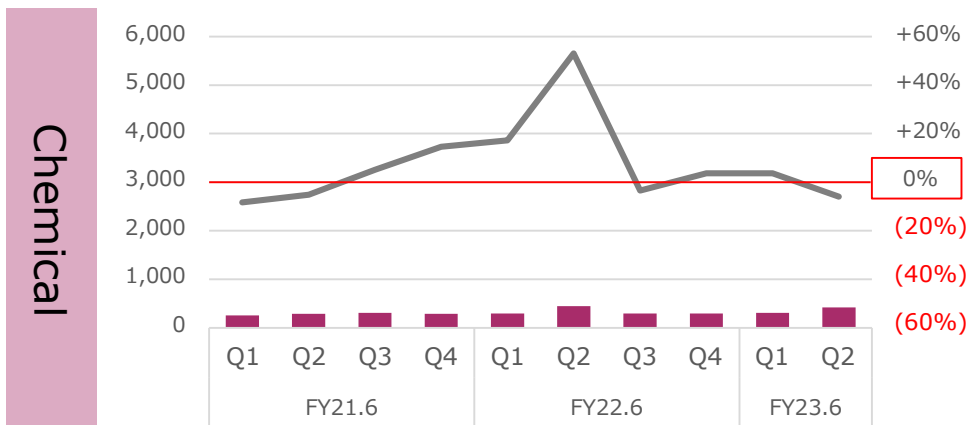
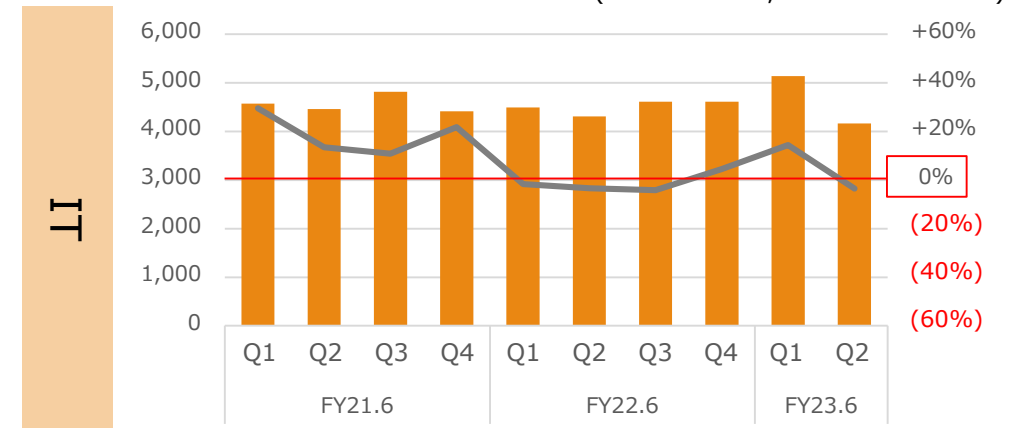
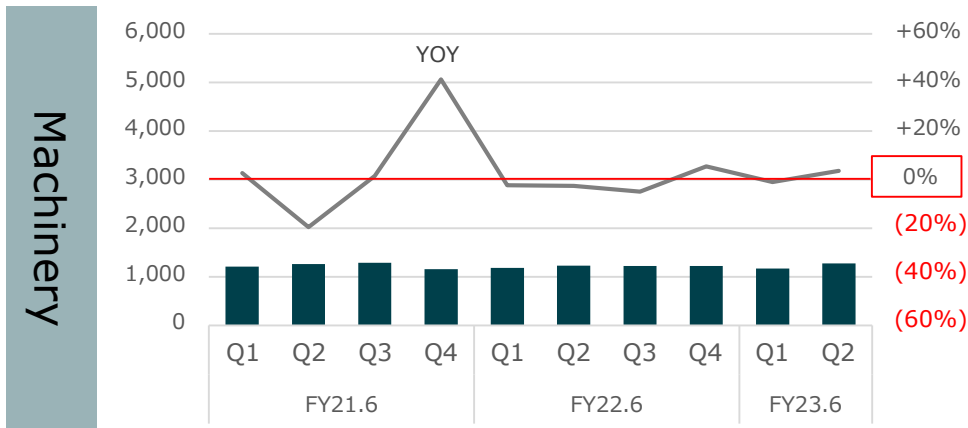
Contract Renewal Ratio [Mar, Jun, Sep, Dec]

- Terms of most staffing contracts are three or six months, therefore major contract renewal cycle occurs every three months (particularly in March, the contracts up for renewal reach around 80% of total contracts, and March contract renewal ratio usually tends to be around 90% since many projects end to coincide with the closing of our customers' fiscal year)
- There was no major decline in contract renewal ratio during the COVID-19 pandemic that began in 2020; renewal ratio for December 2022 ended up with **92.9%** (renewal ratio could have increased to **94.1%** if calculated, excluding effect from voluntary contract terminations to promote shift-up initiatives), anticipating the similar renewal ratio for March 2023 as previous year if the effect from shift-up is excluded



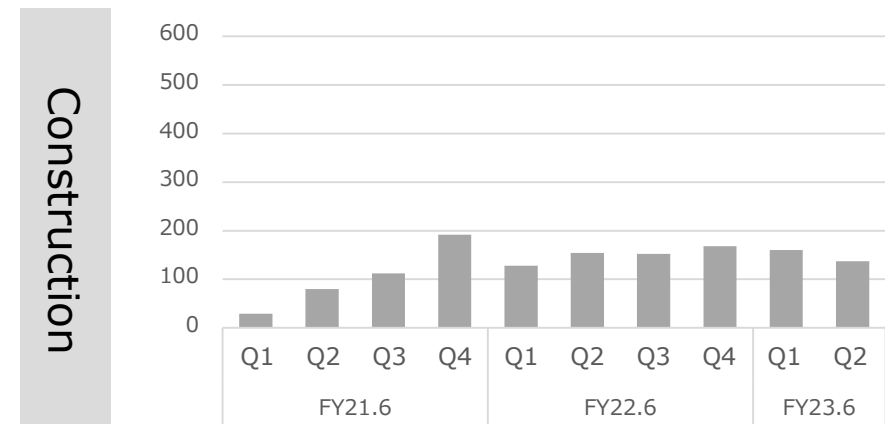
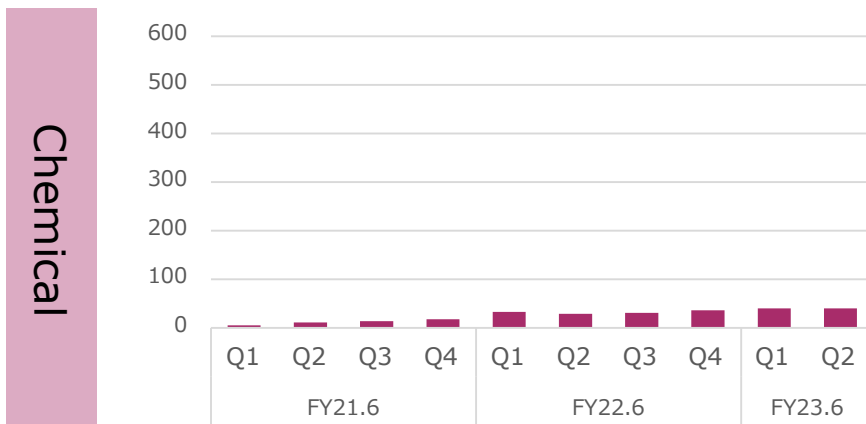
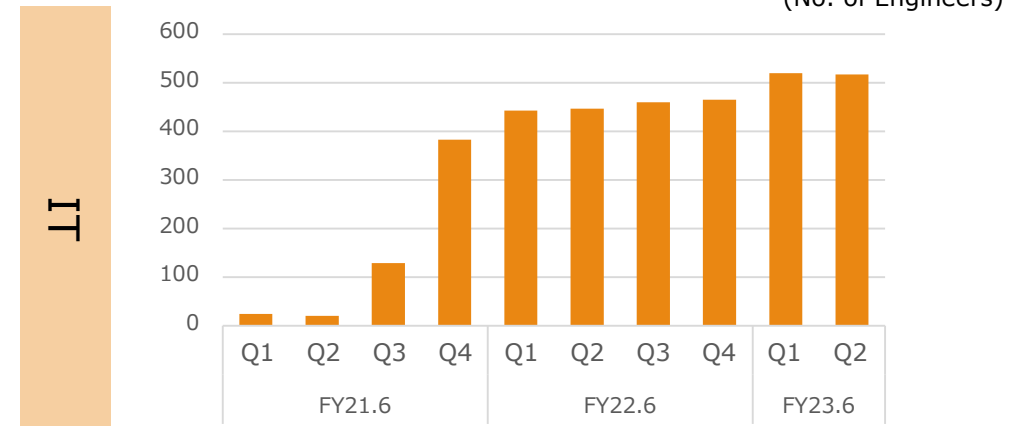
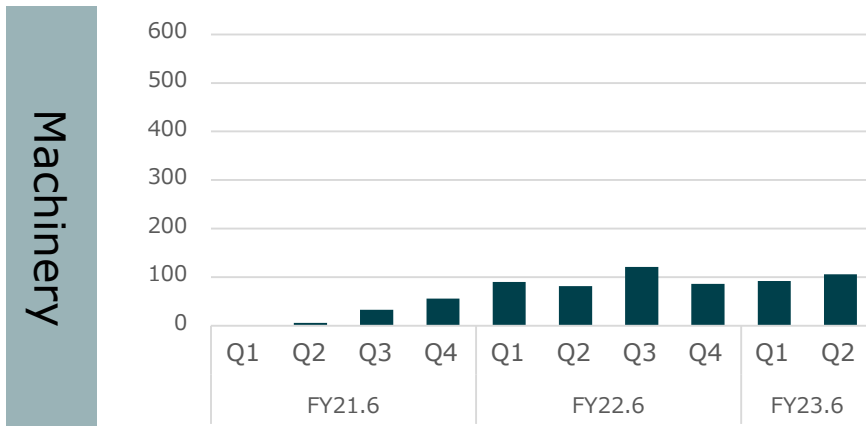
New Orders Trend by "Technology" [Quarterly]

- Maintaining high utilization ratio in all technology areas although newly acquired orders in Q2 FY23.6 decreased year-on-year or quarter-on-quarter in some areas, **ensuring adequate volume of orders upon engineer resource** (fulfillment rate is approx. 30% for remaining orders)
- In Machinery, **new orders for leading-edge technologies are increasing** mainly in areas such as Autonomous Driving, Electric Vehicle and IoT



Mid-career Recruitment by “Technology” [Quarterly]

- In H1 FY23.6, succeeded to hire 1,612 mid-careers even among the intensifying war for talent, including **248 less experienced engineers requiring OJT** (158 in IT, 90 in Construction) and **49 non-Japanese engineers with in-demand skills hired globally** mainly in IT field, surpassing the recruiting plan at the beginning of the term
- Through the collaboration with alliance partners, **further accelerate recruitment of less experienced engineers** while securing projects in advance where they will be assigned after training



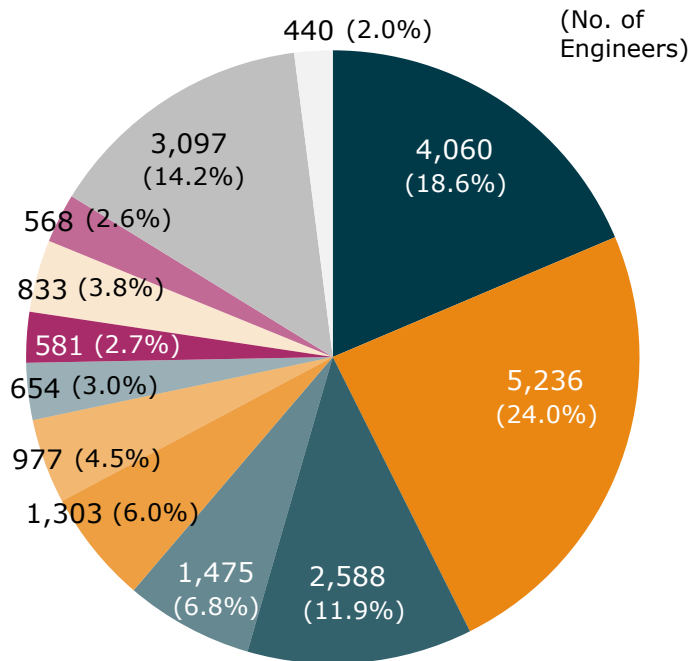
IT Engineer Proportion by "Industry"

- Customer demand for IT engineers is extremely growing regardless of industry
- Focus of the R&D activity at each industry sector including Transportation Equipment is **shifting from hardware to software**, thereby the proportion of assigned IT engineers in the Group is growing accordingly

Assigned Engineers Portfolios by "Industry" [Japan]

Q2 FY23.6 End

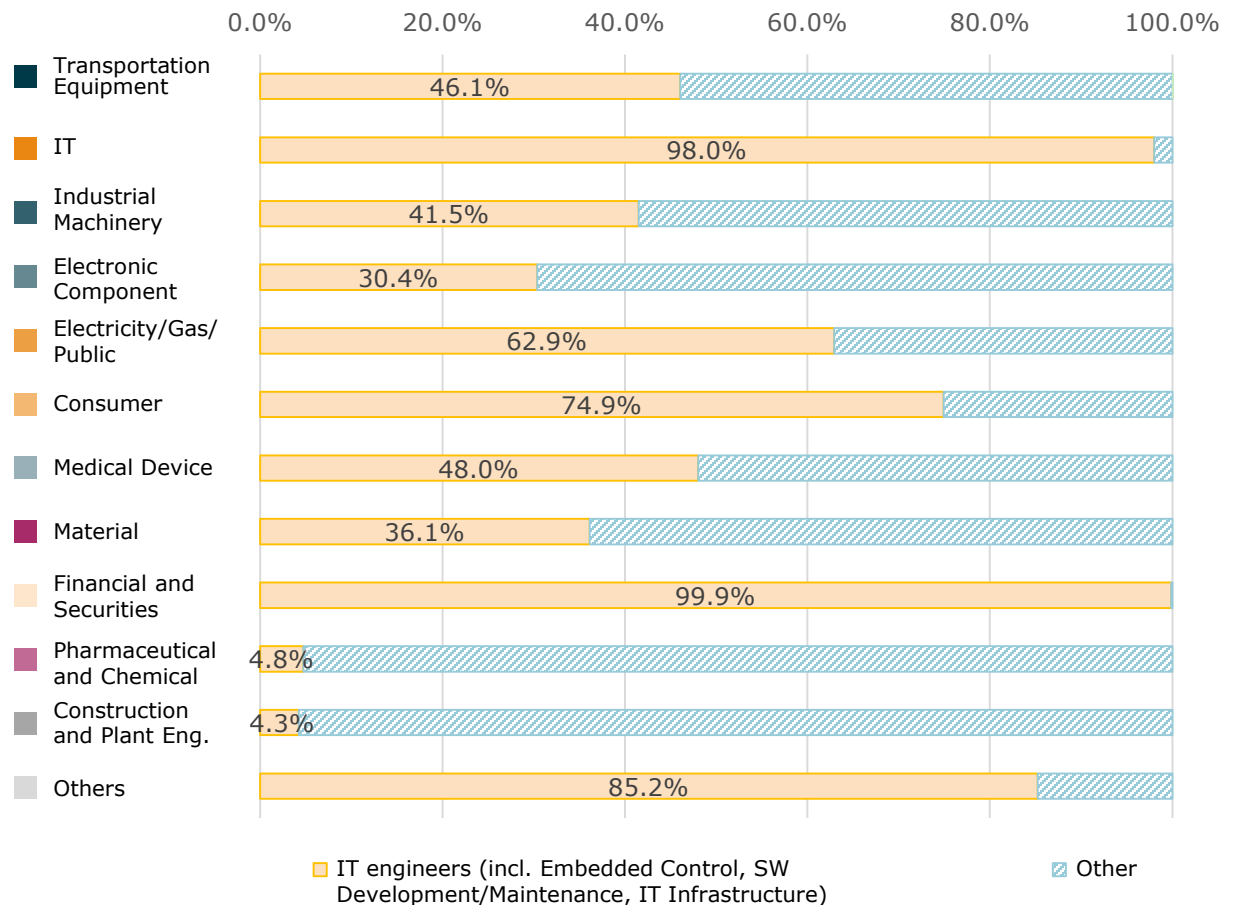
Assigned Engineers: **21,812**



† Figures in parenthesis indicate proportion to the total number of assigned engineers



Proportion of IT Engineers in each Industry

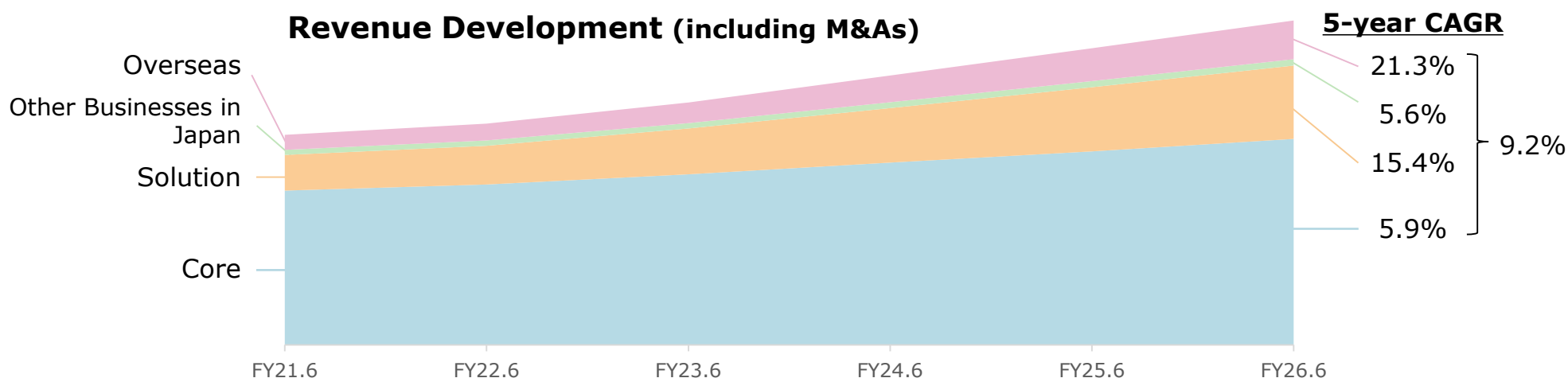


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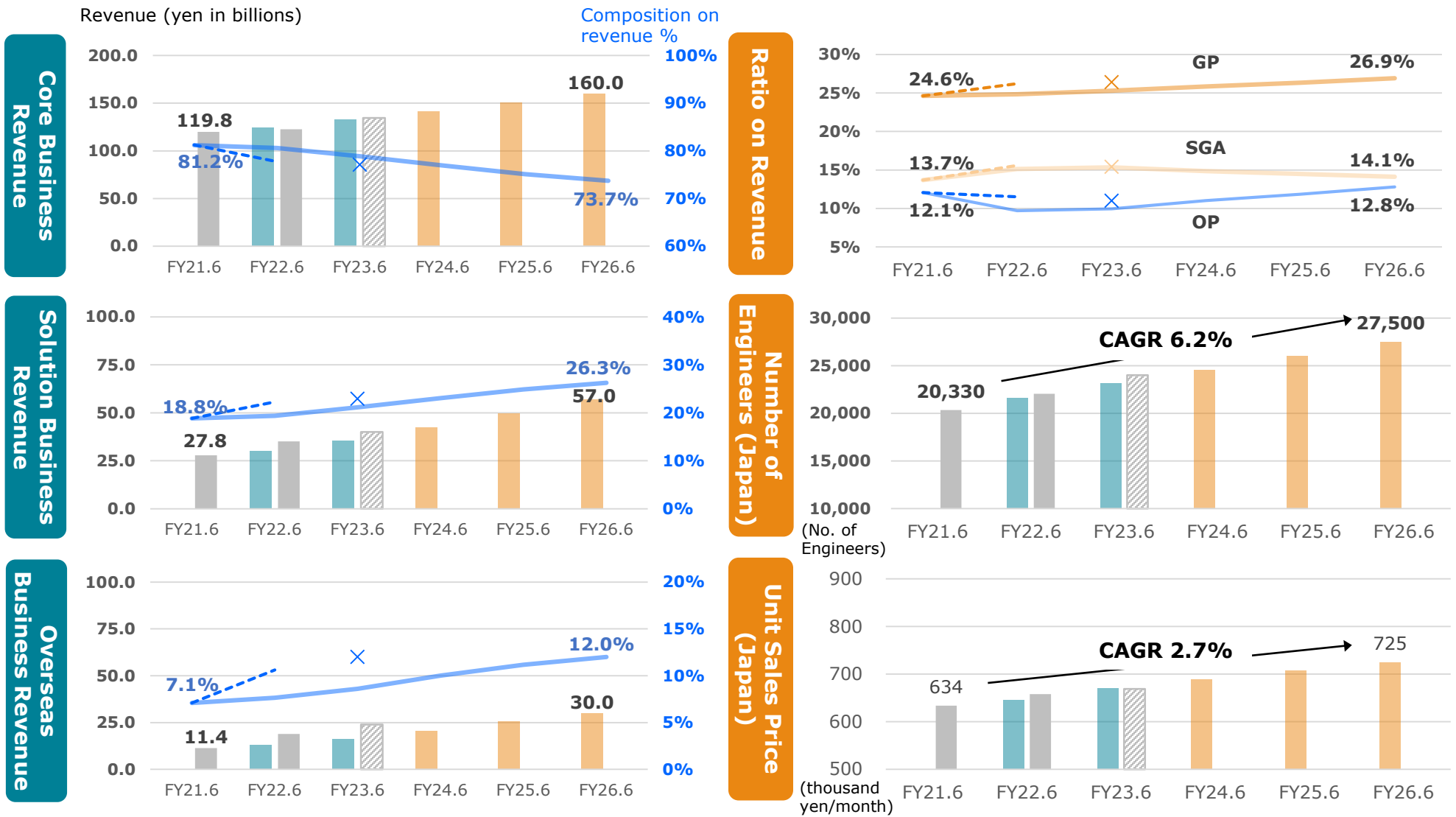
Medium-Term Management Plan Financial Target

- The transitional first two years of the medium-term plan period (five years) require upfront investment to promote recruitment of key talents as well as education and training for Solution Business expansion and to establish business infrastructure for Engineer Training and DX Promotion Businesses, **building solid foundation for the Core Business evolution**; then aims to recoup investment in the last three years, **achieving accelerated growth** in revenue and profit
- Based on the upward revised FY23.6 guidance, net profit for the first two years is expected to exceed the medium-term management plan by 6.4 billion yen in total



(yen in billions)	FY21.6	FY22.6	FY23.6 Guidance	2-year CAGR	FY26.6 Guidance	5-year CAGR
Revenue	161.3	178.7	200.0	11.3%	250.0	9.2%
OP (Core OP)	19.4 (17.6)	20.6 (19.0)	22.0 (22.0)	6.3% (11.7%)	32.0	10.5%
Net Profit	13.2	15.4	15.0	6.4%	22.0	10.7%
ROE	25.1%	24.5%	21.5%		20%+	

Revenue/KPIs Breakdown [FY23.6 figures: Guidance]



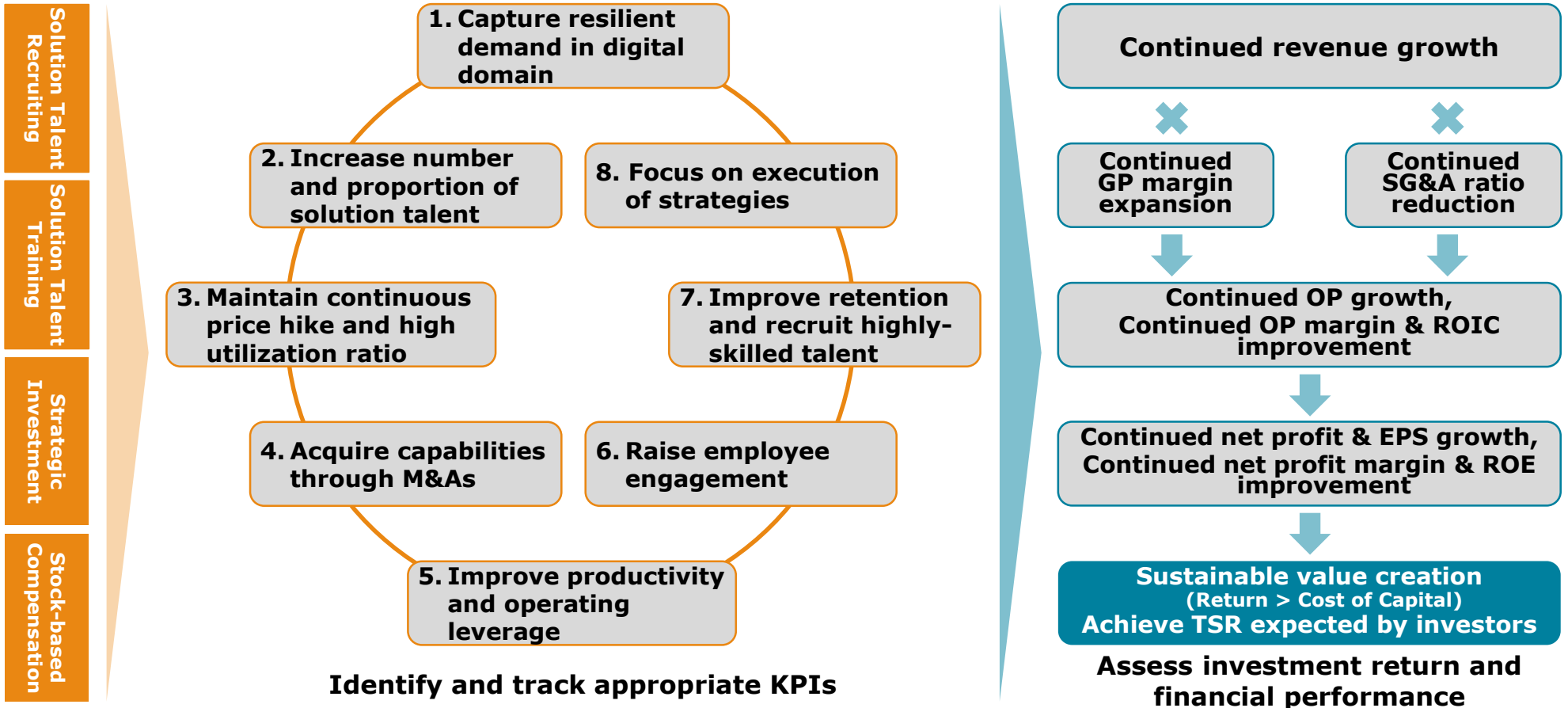
1. Solution Business includes project-type services and engineer staffing in advanced technology fields; revenue from solution services outside Japan is included in Overseas Business (15bn yen in FY26.6)
2. Composition on revenue %: [Core Business, Solution Business] ratio to sum of revenues from R&D Outsourcing/Construction Management Outsourcing segments; [Overseas Business] ratio to consolidated revenue

Medium-term Plan Investment: Return & Performance

- As engineers are our primary asset, human capital investment, which accounts for large proportion of medium-term plan implementation cost, will have direct impact on financial performance
- **Assess investment return and financial performance regularly** by identifying and tracking appropriate KPIs from the perspective of shareholder value creation through leverage of human capital

Mid-term Plan
Implementation
Cost

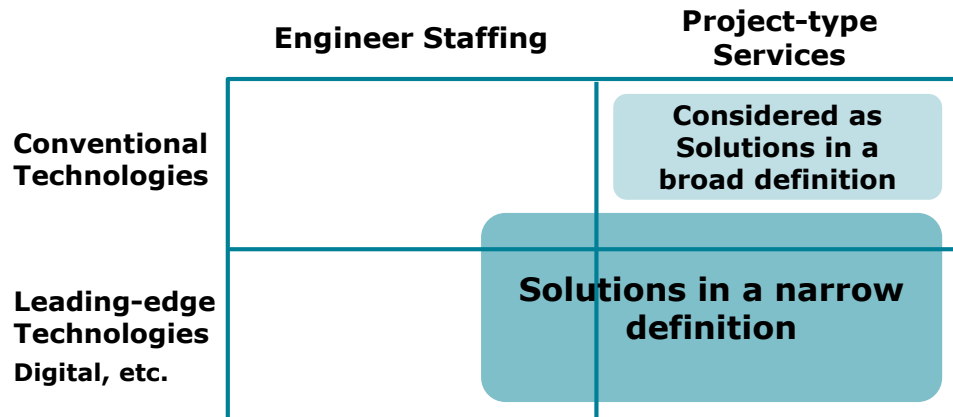
Enhancing higher added-value Solution Business (capability evolution & business model transformation)



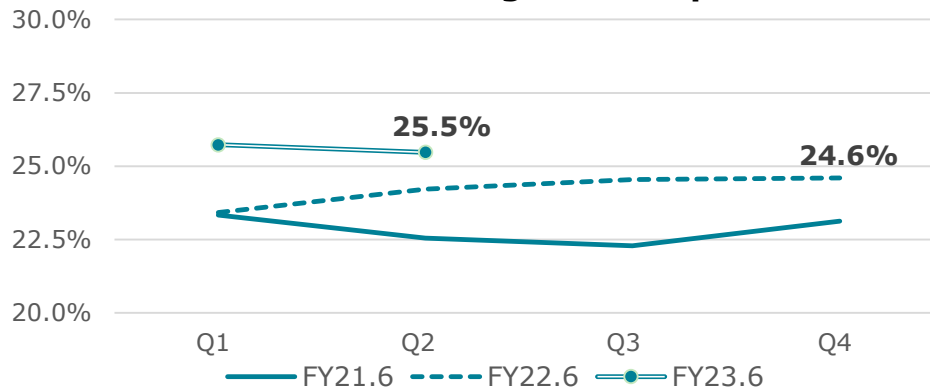
Solution Business Positioning

- Solution Business is included mainly in R&D Outsourcing and Overseas segments as shown in matrix diagram below
- GP margin in each segment is expected to expand along with an increase in the ratio of Solution Business, as it **generates higher GP margin**

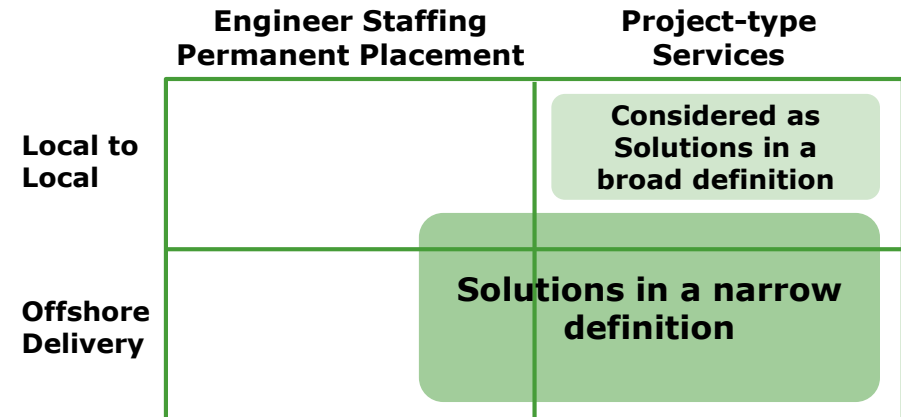
R&D Outsourcing Segment



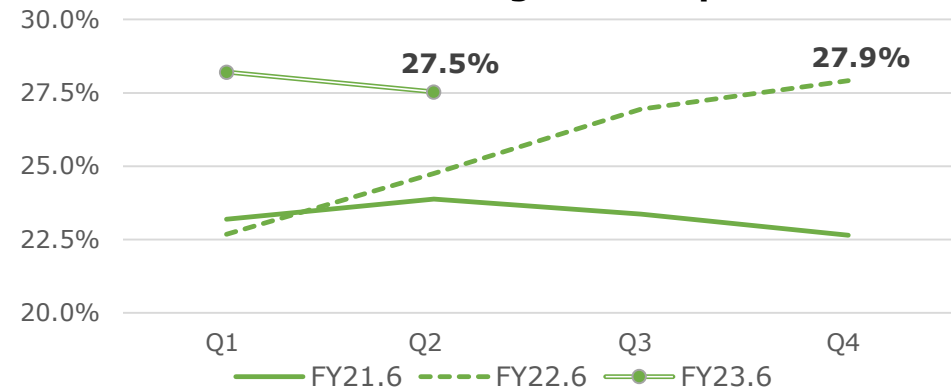
LTM-based GP Margin Development



Overseas Segment



LTM-based GP Margin Development



Digital Technologies & Solution Offerings

Customer	Automotive/ Mobility	Industrial Machinery	Electronic Components/ Semiconductors	Electronics/ Precision Machinery	Information Systems/ Telecoms	Plant/Heavy Industry/ Energy	Bio/Medical	Materials	Construction
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<Solution Offerings>

Development Efficiency	Production Efficiency	AI/Data Analysis	IoT/System Development
Cloud/Network	Materials Informatics	Bioinformatics	i-Construction
ERP	Security	Local Authority Business Consulting	Operational Efficiency
BPO	IoT Platform	Surveying/Measuring	Automotive Transformation

<Digital Technologies>

AI/ML	Data Science	Sensor Fusion	Edge Computing
Cloud Services	Cybersecurity	Blockchain	5G/6G Network
FPGA (HDL Design)	Sensor Sensing	Semiconductor Design	Mechanical Design
Analysis (CAE)	Advanced Manufacturing Technology	Microcomputer Embedded Control Software	ERP
UI/UX	BIM/CIM	RPA	MBD/HILS

Japan Solution Business Progress

- Revenue and monthly average number of assigned engineers (**LTM basis**) relating to **digital technologies** and **solution offerings** have grown steadily every quarter; its portion of the total number of engineers in Japan at the latest period was **22.4%**, and solution premiums to the total average unit sales price in Japan was **+17.6%**

	Revenue (yen in millions)				Ave. Assigned Engineers (No. of Engineers/month)				Ave. Unit Sales Price (thousands yen/month)			
	FY22.6		FY23.6		FY22.6		FY23.6		FY22.6		FY23.6	
	Q4	Q1	Q2	QoQ	Q4	Q1	Q2	QoQ	Q4	Q1	Q2	QoQ
Japan Solution Business Revenue (narrow definition)	35,123	36,098	37,217	+3.1%	3,728	3,843	3,973	+3.4%	785	783	781	(0.3%)
Ratio on R&D/Construction Mgmt. revenue, premiums to total average unit sales price	22.3%	22.3%	22.4%		17.7%	17.9%	18.1%		+19.2%	+18.2%	+17.6%	
o/w Digital Technologies												
AI/ML/Data Science	2,430	2,650	2,884	+8.8%	281	301	320	+6.3%	720	734	750	+2.2%
Cloud Services	3,289	3,583	3,907	+9.0%	363	400	438	+9.5%	755	746	743	(0.4%)
Cybersecurity	1,028	1,090	1,117	+2.5%	126	131	139	+6.1%	682	692	668	(3.5%)
5G/6G Network	823	798	740	(7.3%)	102	98	89	(9.2%)	672	680	691	+1.6%
Sensor Sensing	1,102	1,127	1,144	+1.5%	114	116	117	+0.9%	806	809	816	+0.9%
Semiconductor Design	2,059	2,143	2,212	+3.2%	219	228	237	+3.9%	782	783	779	(0.5%)
Mechanical Design	1,611	1,687	1,745	+3.4%	186	193	200	+3.6%	723	728	728	+0.0%
Analysis (CAE)	2,612	2,741	2,842	+3.7%	320	343	354	+3.2%	680	666	669	+0.5%
Advanced Manufacturing Technology	1,845	1,856	1,819	(2.0%)	186	184	180	(2.2%)	824	839	841	+0.2%
Microcomputer Embedded Control SW	8,767	8,874	9,293	+4.7%	925	925	951	+2.8%	790	799	814	+1.9%
ERP	1,941	1,964	1,967	+0.2%	212	212	208	(1.9%)	764	774	788	+1.8%
RPA	569	668	758	+13.5%	50	60	73	+21.7%	950	922	864	(6.3%)
MBD/HILS	1,232	1,243	1,160	(6.7%)	94	96	92	(4.2%)	1,091	1,084	1,049	(3.2%)
Others	1,723	1,847	1,886	+2.1%	202	207	209	+1.0%	711	744	751	+0.9%
o/w Solution Offerings												
Development Efficiency	1,622	1,384	1,423	+2.8%	133	115	120	+4.3%	1,015	999	991	(0.8%)
Production Efficiency	1,752	1,898	2,092	+10.2%	129	136	145	+6.6%	1,132	1,165	1,203	+3.3%
AI/Data Analysis	1,356	1,458	1,551	+6.4%	143	154	165	+7.1%	791	788	781	(0.9%)
IoT System Development/Platform	1,226	1,472	1,690	+14.8%	100	126	164	+30.2%	1,024	970	861	(11.2%)
ERP	1,465	1,408	1,354	(3.8%)	92	98	100	+2.0%	1,332	1,194	1,130	(5.4%)
Operational Efficiency, Cloud/Network	3,464	3,610	3,740	+3.6%	294	332	370	+11.4%	980	905	841	(7.1%)
Others	1,779	1,754	2,021	+15.2%	253	252	267	+6.0%	587	579	632	+9.2%

† Figures are calculated on the LTM basis (for quarterly/YTD figures, refer to the Factbook posted on our website)

Previously announced figures for FY22.6 relating to the number of assigned engineers and the unit sales price were revised retroactively after more precisely calculating the number of assigned engineers per project classified "Others" in Digital Technologies/Solution Offerings

Engineer Training Efforts for Japan Solution Business

- Working with alliance partners to **bring forward training of engineers capable of delivering excellent performance in emerging technology areas** where demand is expected to grow
- Targeting an aggregate of 3,000 AWS cloud certifications acquired by our engineers by the end of FY25.6, under the partnership with Amazon
- Entered into strategic partnership with dentsu Japan to enhance DX-related businesses, aiming to foster 500 DX talents

	FY21.6	FY22.6	FY23.6		FY23.6
	Cumulative Total	Cumulative Total	H1	H2	Cumulative Total
No. of Trained Engineers					
AI/ML	348	1,233	285		1,518
Data Science	380	440	25		465
Cloud Services	234	573	835		1,408
ERP	94	221	38		259
Total	1,056	2,467	1,183		3,650
	21.6 End	22.6 End	22.12 End		23.6 End
No. of Certifications*					
AI/ML/Data Science					
G Certification	32	78	107		
E License	3	10	28		
Python 3 Certified Engineer	196	268	350		
Japan Statistical Society Certificate grade 2 or higher	117	116	124		
Cloud					
AWS	243	683	1,235		
Azure	19	54	131		
Salesforce	27	48	46		
ERP					
SAP	14	35	57		
Total	651	1,292	2,078		

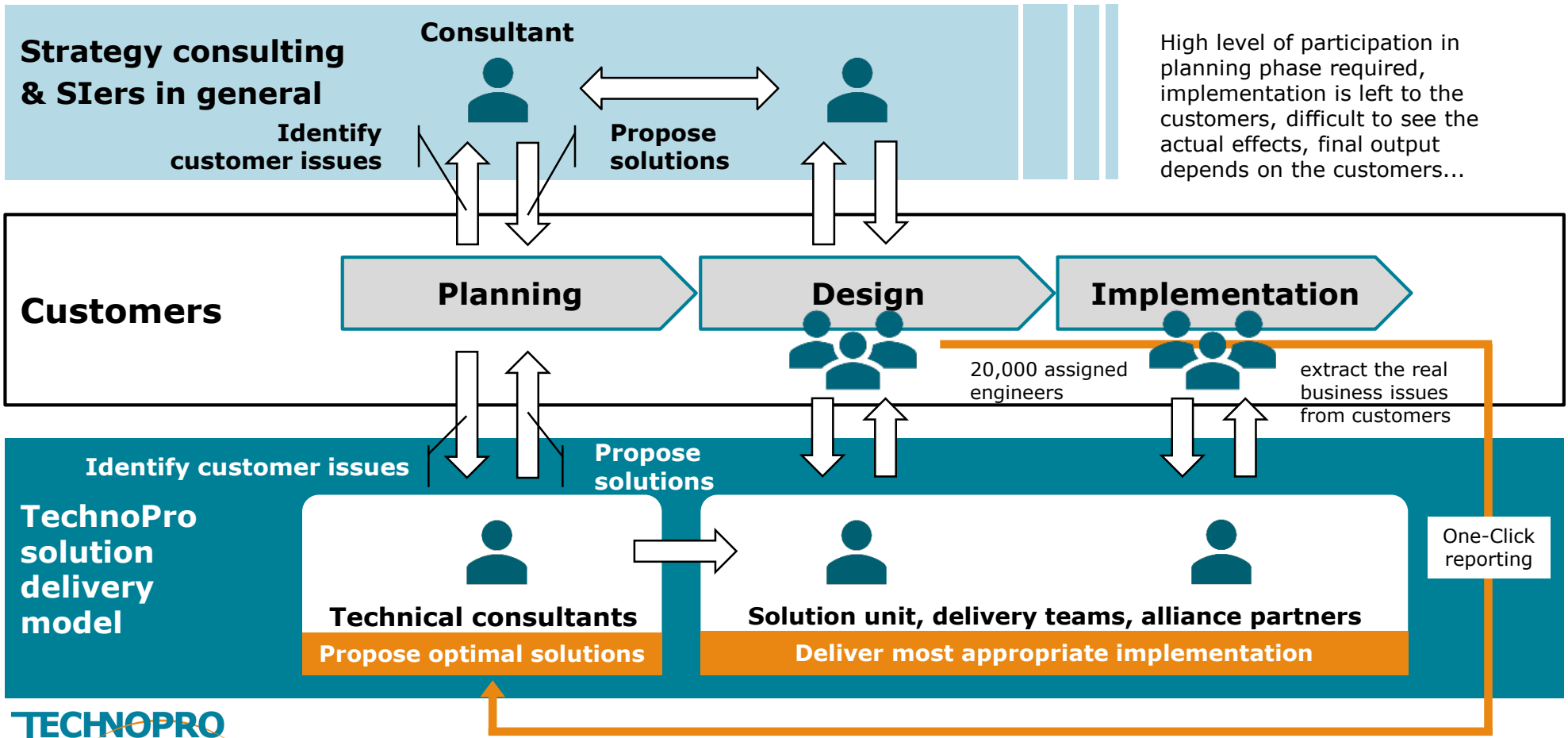
* Excluding certifications acquired by retired engineers

Alliance Partners



Solution Business: TechnoPro Group Competence

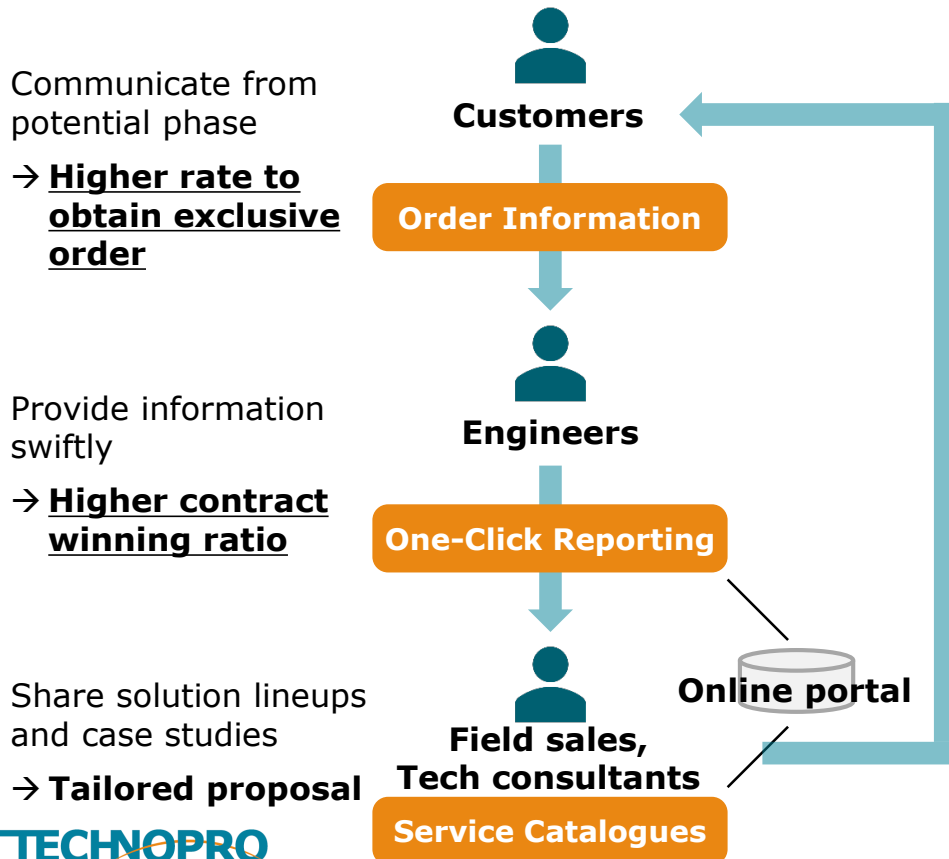
- **20,000 or more engineers engaged in design and implementation work at our customer sites** have great opportunities to discover the essential business issues of customers
- Based on the information provided by the engineers, our technical consultants propose the optimal solutions and consistently **deliver solutions from design to implementation (i.e. End-to-End Solutions)**, committing to thoroughly solve the customer's issues and pain points; consequently differentiates us from strategy consulting firms and SIers in general



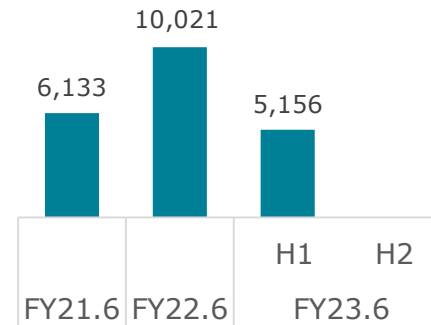
Sales Promotion Leveraging Engineers [Japan]

- **Captured customers' challenges and issues before they become visible** through touch points created by engineers working on-site, offered tailored proposals (using "One-Click Reporting" and "Service Catalogue" integrated into internal IT systems) more proactively than peers, achieved results despite constraints on sales activities due to the COVID-19 pandemic
- **Achieved higher ratio of obtaining exclusive orders and winning contracts** compared with the orders acquired by standard field sales, also providing monetary incentives to engineers

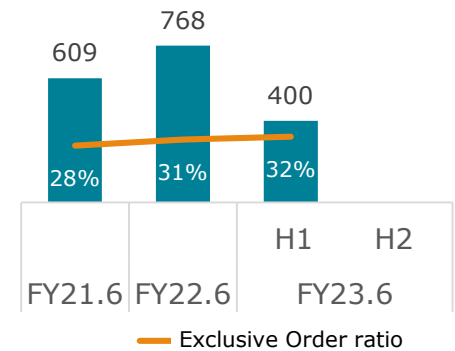
One-Click Reporting and Service Catalogue



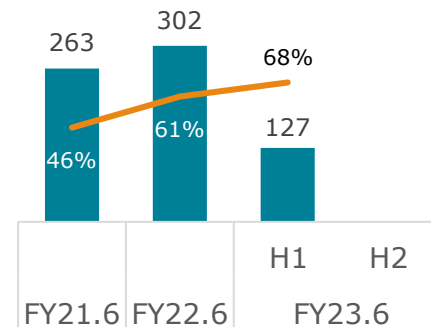
One-Click Reporting



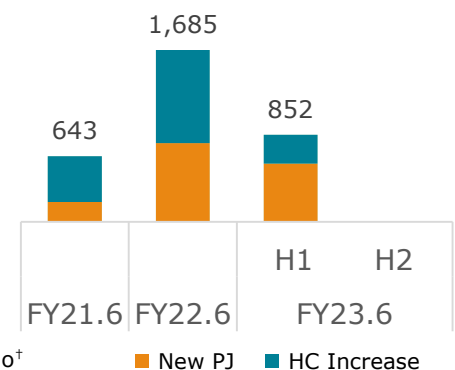
Orders



Contracts Won



Revenue (yen in millions)

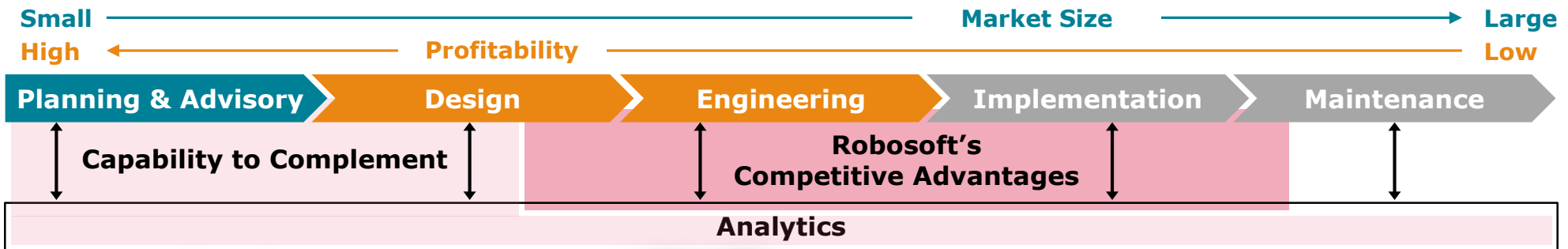


[†] Contract winning ratio: No. of contact divided by No. of contract won + contract lost
Revenue: accumulated within each fiscal year only

Global Strategy

- **Global strategy became more specific** (focusing on digital domain, promote offshore delivery mainly from India) as a result of adding Robosoft to the Group in the first year of the medium-term plan; aim to align the strategic growth direction of existing overseas subsidiaries, thereby crystallizing the integrated and synergistic value of Overseas Business as a whole
- Make Robosoft play a key role in overseas Solution Business, pursuing **opportunities for bolt-on type M&As** which will contribute to 1) acquisition of capabilities to complement value chain of IT/digital services and 2) penetration into US/Euro customers, in addition to its own organic growth
- **Drive growth of Solution Business in Japan** by proactively transferring overseas technology knowledge and talents to Japan (i.e. strategic rationale and intent to expand our overseas operation)

IT/Digital Service Value Chain



- Reconsidered strategic/regional positioning of overseas subsidiaries (FY22.6), continues to drive transformation to solution companies (FY23.6 onward)
- Commenced joint-sales activity with Robosoft in Japan, accumulated sales leads and won the first project (FY22.6), plans more than 50% growth for Japanese customers (FY23.6)
- Shared know-how of Robosoft's solution business (delivery process, talent development, marketing, etc.) (FY22.6), accelerates systems integration and exchange program of engineers between Japan and India (FY23.6 onward)
- Involved Robosoft team in M&A deal process (FY22.6 onward)

Digital Transformation (DX) in the Group

- By leveraging assets obtained through Core Business (engineers/customer touchpoints/training curriculums), **promote evolution of Core Business** with digital technologies and data utilization (the key to achieve DX in the Group lies in the development of AI engine through accumulating and analyzing engineer lifecycle data)
- Plan to **assign in-house engineers** as far as possible to develop the Group's internal IT systems in order to gain know-how and experience concerning leading-edge technologies

Core Business (Engineer staffing)

Solid Business Foundation

Recruiting

HR Development

Allocation/Sales

Utilization of digital technologies and data to leverage Core Business

Solution Business

- Plan to introduce new core systems (attendance/contract issuance/billing, etc.) applicable to Core Business in phases in 2023, began development of new systems specifically designed for Solution Business, sharing data with core systems
- Further promote solution-based sales activities derived from engineer touchpoints by expanding the use of "One-Click Reporting" and "Service Catalogues," which were integrated into internal IT systems, among the Group from FY23.6 onward

Engineer Training Business

- Launched a new in-house LMS platform in FY23.6, began to offer externally from January 2023
- Developed skill assessment systems for IT engineers, promoting sales of consultation offerings and DX-related training programs to customers who are actively making human capital investment

DX Promotion Business

- Development of AI engines designed for job matching and retirement prediction is in progress, planning to expand development scope to recruitment and training
- Started development of automated tuning process of AI models, to be offered for external sales

Back-office Function

- Reduced approx. 3,000 hours annually in back office operations through proactive utilization of RPA
- Continue to strengthen IT infrastructure and security, promote initiatives for sustainability agendas throughout global operations

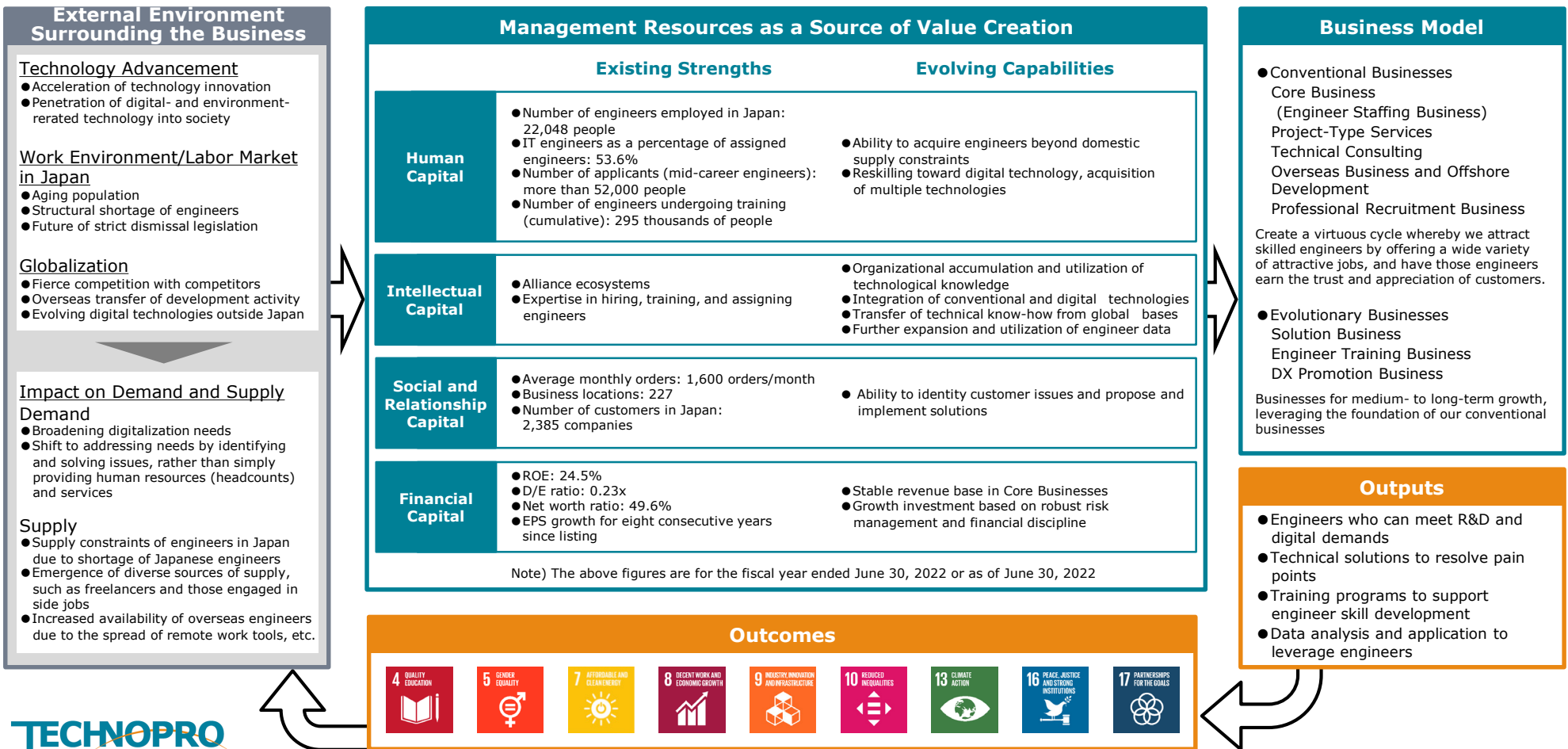
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Value-Creation Process

- **Evolve capabilities and transform business model** by leveraging management resources accumulated to date
- **Fulfill the Purpose while pursuing value creation** by steadily implementing initiatives for material issues through capabilities and business models

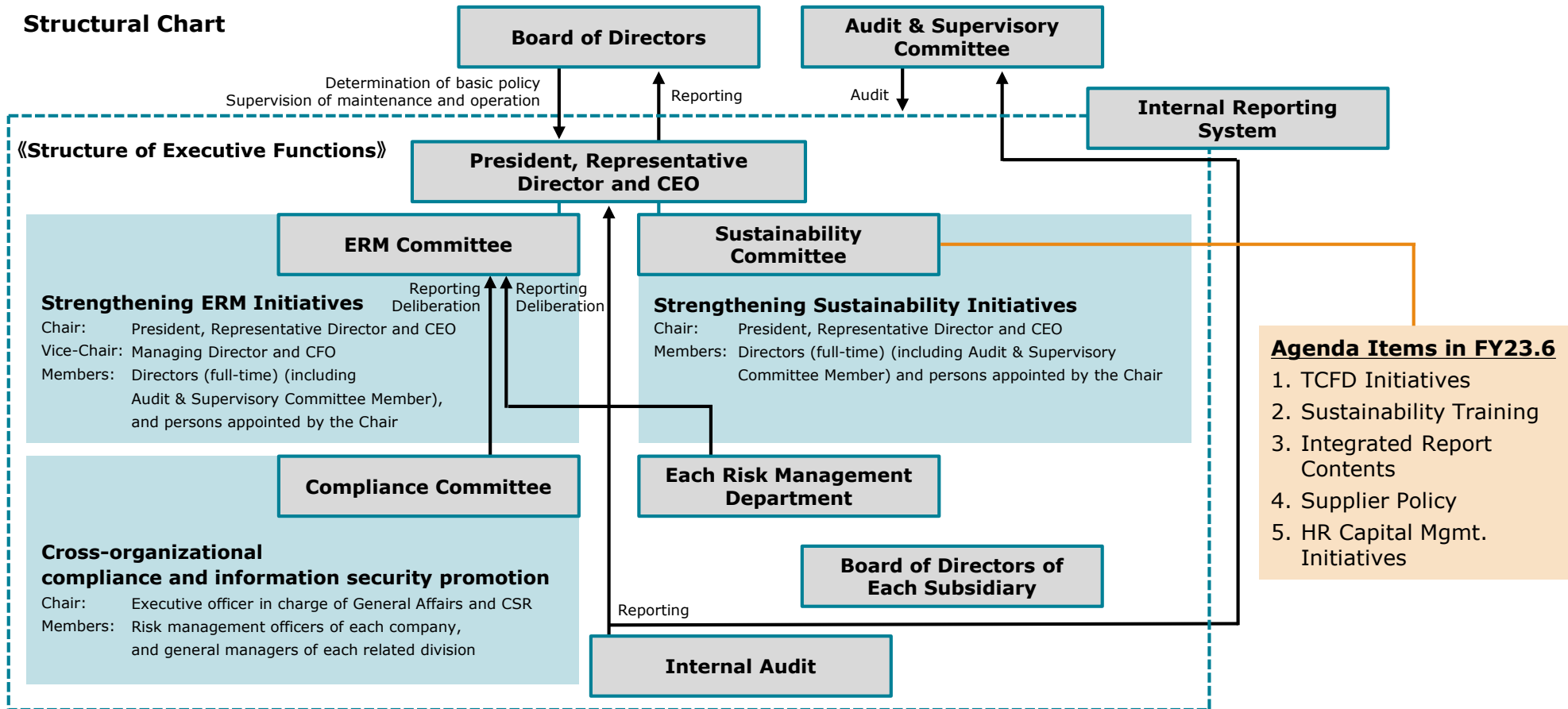
[Our Purpose] Driving the Power of Technology and Talent to Co-create Value Together with our Customers for a Sustainable Society



Sustainability Management Organization Structure

- Established various committees to bring forward sustainability management
- **Sustainability Committee** deliberates and makes decisions on matters relating to development, implementation, and operation concerning essential issues required for execution of our Sustainability Policy
- **ERM Committee** recognizes risks including personal information and information security, formulating risk management plans and strictly monitoring their implementation

Structural Chart



Creating Rewarding Workplace

- **In HR business, human resources, which are intangible assets, are source of value creation,** therefore continuously enhance personnel system and employee benefits
- Promote DEI (Diversity, Equity, Inclusion) initiatives to make the most of diverse individual strengths of employees

Introduced new personnel system for engineers (July 2022)

Market Value based Talent Definition & Fair Treatment

Identify engineers who own both **technical & business skills** as talent with higher market value, also consider contribution to earnings



Health Management Strategy Map (FY21.6–FY26.6)

Our objectives for health management

Improve job satisfaction and retention for sustainable growth, and maximize organizational performance

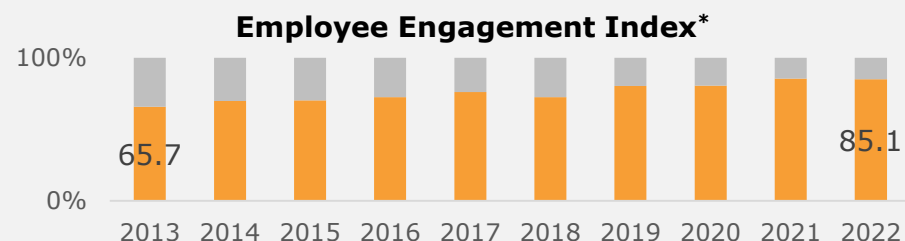
We take actions to create an environment that allows employees to maximize and exert their talents supported by physical and mental health



For further details please visit our website at:
<https://www.technoproholdings.com/en/csr/development/workplace.html>

Employee Satisfaction

Carry out employee satisfaction survey annually to identify issues and actions against them, providing the result to employees as feedback, while examining and assessing outcomes brought by initiatives for improvement



External Recognition

Recognized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi as a "Health Management Outstanding Organization Program (Large Enterprise Category)" for three consecutive years, starting in 2020



Won a silver prize at "Cancer Ally Club Award 2022," an award established with the aim to realize workplaces or companies where cancer patients are working actively while receiving medical treatment



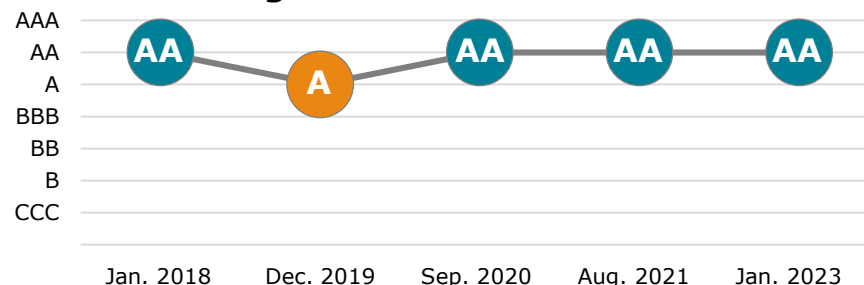
ESG/SDGs Initiatives

- Focusing on contributing to social issues through business activities, **established KPIs and targets relating to materiality** and disclose in the Integrated Report published every December
- The Integrated Report 2022 provides ever wider information concerning the KPI figures and targets in order to respond to the needs from society and investor community

Material Issues (Materiality) for the TechnoPro Group

I	<p>Raising Everyone’s Potential</p> <ul style="list-style-type: none"> • Issues related to Human Resources • <u>32 KPIs</u> incl. training, # of female employees in managerial positions 	<p>Improve disclosure continuously</p> <p><u>Total # of KPIs</u></p> <p>Year 2020 35</p> <p>Year 2021 48</p> <p>Year 2022 <u>61</u></p>
II	<p>Contributing to Society through the Power of Technology</p> <ul style="list-style-type: none"> • Issues related to Technology • <u>6 KPIs</u> incl. # of assigned digital technology engineers 	
III	<p>A Trusted Partner</p> <ul style="list-style-type: none"> • Issues related to Social Responsibility • <u>10 KPIs</u> incl. # of work-related accidents, GHG emissions, etc. 	
IV	<p>A Sustainably Growing Company</p> <ul style="list-style-type: none"> • Issues related to Corporate Governance • <u>13 KPIs</u> incl. % of outside directors, etc. 	

MSCI ESG Ratings and Selected ESG Indices



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2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX **2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)**


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Other Selected Indices



JPX-NIKKEI 400





FTSE Blossom Japan Sector Relative Index

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KPIs and Targets for Material Issues (Materiality)

Human Resources

Raising Everyone's Potential

			FY18.6	FY19.6	FY20.6	FY21.6	FY22.6	Target
# of people undergoing training (cumulative)	Domestic	People	79,105	208,522	235,670	213,795	295,724	Total of 360,000 people/ FY26.6
Of which, group training (cumulative)	Domestic	People	71,023	97,306	120,829	47,441	97,280	—
Of which, e-learning (cumulative)	Domestic	People	8,082	111,216	114,841	166,354	198,444	—
Hours of training (cumulative)	Domestic	Hours	258,115	512,231	492,566	447,809	766,587	—
# of unique participants	Domestic	People	—	17,153	22,039	22,974	25,830	—
Average unique training hours	Domestic	Hours	—	29.9	22.3	19.5	29.7	—
Employee satisfaction (index: FY13.6 = 100)	Domestic		107	113	114	118	118	Improve continuously
Corporate participants in the Engineer Training Business	Outside of Group	People	—	—	—	10,400	10,935	13,000 people/FY26.6
Individual participants in the Engineer Training Business	Outside of Group	People	—	—	—	7,745	6,730	—
Revenue in the Engineer Training Business	Outside of Group	Billions of yen	—	—	—	16.7	15.0	¥2 billion by FY26.6
# of hires (including non-engineers)	Domestic	People	3,861	4,736	4,720	1,528	4,132	—
% of women hired	Domestic	%	19.7%	26.1%	24.9%	22.6%	24.3%	30% or above by FY26.6
Of which, new graduates	Domestic	%	15.3%	22.5%	19.3%	24.3%	20.7%	—
Of which, mid-career	Domestic	%	21.1%	27.7%	27.1%	22.2%	25.3%	—
% of mid-career hires	Domestic	%	76.2%	77.7%	70.5%	80.6%	78.7%	—
# of female employees	Consolidated	People	—	—	—	4,720	5,635	—
% of female employees	Consolidated	%	16.4%	18.0%	18.9%	19.2%	20.4%	20% or above
# of non-Japanese engineers	Domestic (engineers)	People	756	985	1,178	921	898	1,500 people/FY26.6
% of female employees in managerial positions	Domestic (exc. engineers)	%	7.9%	8.1%	7.6%	7.9%	7.9%	10% by FY26.6
% of mid-career hires in managerial positions	Domestic (exc. engineers)	%	—	—	—	83.6%	84.5%	—
% of non-Japanese nationals in managerial positions	Domestic (exc. engineers)	%	0.9%	1.2%	1.4%	1.4%	2.1%	Increase the diversity
Average tenure of male employment	Domestic	Years	—	—	—	—	7.6	—
Average tenure of female employment	Domestic	Years	—	—	—	—	5.4	—
Average tenure of employment (ratio of male to female)	Domestic	%	—	—	—	—	71.1%	—
Paid leave acquisition rate	Domestic	%	75.0%	72.1%	79.0%	74.4%	81.6%	Maintain at or above 75%
% of women taking childcare leave	Domestic	%	100.0%	98.7%	100.0%	100.0%	99.9%	—
% of men taking childcare leave	Domestic	%	4.0%	5.7%	7.0%	11.8%	13.0%	20% or above by FY26.6
# of men taking childcare leave	Domestic	People	16	21	35	36	45	—
Average hours of overtime	Domestic	Hours/ month	17.6	16.3	13.5	13.3	13.8	Maintain at 20 hours/ month or below
% of employees with disabilities	Domestic	%	2.21%	2.21%	2.21%	2.27%	2.37%	Maintain employment rate at or above legal mandated level
Employment of people aged 60 or more	Domestic	People	641	725	742	768	735	Increase continuously
Turnover rate of permanent employee engineers	Domestic	%	8.1%	8.3%	8.8%	8.4%	7.7%	At or below 7.5%

Technology

Contributing to Society through the Power of Technology

			FY18.6	FY19.6	FY20.6	FY21.6	FY22.6	Target
Revenue from the Solution Business	Domestic	Billions of yen	—	—	—	278.0	351.2	¥57 billion in FY26.6
Of which, digital technology revenue	Domestic	Billions of yen	—	—	—	—	310.3	¥50 billion in FY26.6
# of assigned engineers in the Solution Business (monthly average)	Domestic	People	—	—	—	—	3,728	6,200 people in FY26.6
Of which, # of assigned digital technology engineers (monthly average)	Domestic	People	—	—	—	2,991	3,381	6,000 people in FY26.6
Environment-related technology revenue	Domestic	Billions of yen	—	—	—	—	23.9	¥4 billion in FY26.6
# of assigned environment-related technology engineers (monthly average)	Domestic	People	—	—	—	—	290	500 people in FY26.6

Social Responsibility

*1 Accident rate per 1,000 employees indicates the number of work-related injuries that occur per 1,000 employees per year

A Trusted Partner

			FY18.6	FY19.6	FY20.6	FY21.6	FY22.6	Target
Political contributions	Domestic	Yen	—	—	—	—	0	In principle, we do not make political contributions
# of serious disciplinary actions related to corruption	Domestic	Cases	—	—	—	—	0	Maintained no cases of disciplinary action
# of fines related to corruption	Domestic	Cases	—	—	—	—	0.0%	Maintained no cases of fines
Sustainability training attendance rate * human rights, ethics, information security, and anti corruption	Domestic	%	—	100.0%	100.0%	100.0%	100.0%	Continue at 100%
# of work-related accidents	Domestic	Cases	60	74	86	53	77	Ensured a healthy and safe work environment
Fatalities due to work-related accidents	Domestic	People	0	0	0	0	0	
Accident rate per 1,000 employees*1 (4 or more days off)	Domestic		0.61	0.58	0.75	0.50	0.40	
Greenhouse gas emissions (Scope 1 + Scope 2)	Domestic	t-CO ₂	—	—	2,118.2	1,803.9	1,786.5	1,436 t-CO ₂ in FY30.6 (32.2% reduction versus FY20.6) Zero GHG emissions by FY50.6
Greenhouse gas emissions/¥1 million in revenue	Domestic	t-CO ₂	—	—	0.014	0.012	0.011	Reduce continuously
Paper usage/revenue (index: 2015 = 100)	Domestic		77.5	70.3	53.2	40.5	39.8	Reduce continuously

Governance

*2 The figures in parentheses reflect the status post-transition to a company with an Audit & Supervisory Committee (as of September 29, 2022) and are given for reference

A Sustainably Growing Company

			FY18.6	FY19.6	FY20.6	FY21.6	FY22.6*2	Target
% of outside directors	Parent	%	37.5%	37.5%	37.5%	37.5%	44.4% (50.0%)	—
# of female directors	Parent	People	1	1	1	1	2 (3)	Maintain at two or more
% of female directors	Parent	%	12.5%	12.5%	12.5%	12.5%	22.2% (25.0%)	—
# of female officers (Directors + Audit & Supervisory Board members)	Parent	People	1	1	1	2	3 (3)	—
% of female officers (Directors + Audit & Supervisory Board members)	Parent	%	8.3%	8.3%	8.3%	16.7%	23.1% (25.0%)	—
# of directors	Consolidated	People	56	50	53	53	56 (59)	—
# of female directors	Consolidated	People	3	2	2	3	5 (6)	—
% of female directors	Consolidated	%	5.4%	4.0%	3.8%	5.7%	8.9% (10.2%)	Increase the diversity
# of non-Japanese directors	Consolidated	People	8	10	11	12	14 (14)	—
% of non-Japanese directors	Consolidated	%	14.3%	20.0%	20.8%	22.6%	25.0% (23.7%)	Increase the diversity
Internal reporting cases	Consolidated	Cases	36	52	129	93	95	Ensure appropriate operation
Sustainable EPS growth	Consolidated	Yen	81.60	88.95	99.99	122.96	143.24	Long-term maintenance of EPS growth (achievement of medium-term plan)
# of IR meetings	Parent	Meetings	333	390	520	487	536	Maintain at or above 400 per annu

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