2nd Quarter of FYE3/2025

Financial Results

COPRO-HOLDINGS. Co., Ltd.

Tokyo Stock Exchange-Prime, Nagoya Stock Exchange-Premier (Ticker Symbol: 7059)

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Message from the Management



We are relentlessly heading straight toward upward revising the targets of the Medium-Term Management Plan!!

- ✓ **The business environment is favorable with high manpower demand due to the upper limit cap on overtime work starting from April 2024 and big projects in the construction industry. Additionally, thanks to our strength of low-cost recruitment by recruiting on our own, which does not depend on outside employment agencies, the number of recruits and technical employees significantly grew in mainly construction technician dispatching business, our core business.**
- ✓ **As a result of the above reasons, consolidated sales, operating profit, and other line-item profits below in 1H of FYE3/2025 outperformed the initial forecast and are making strong progress in comparison to the full-year forecast of FYE3/2025.**
- ✓ **We hit the halfway point of the Medium-Term Management Plan (FYE3/2023 – FYE3/2027) with strong performance in 1H of FYE3/2025, the third year of the Plan. Now we are eyeing the possibility to upward revise the performance targets of the plan to achieve sales of ¥40 billion and non-GAAP operating profit of ¥5 billion has come in sight.**

*Progress of the Medium-Term Management Plan…p.26

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SECTION 01

Summary of Financial Results for 2Q FYE3/2025



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2Q FYE3/2025 Consolidated Financial Results Highlights

Point 1 With the increase in demand following the upper limit cap on overtime work, the strengthening of our recruiting capabilities with a particular focus on “low cost recruitment" proved successful, with the number of consolidated technical employees increasing 27.5% YoY to 4,482.

Point 2 Similarly, the increase in the number of technical employees more than made up for the decline in the sales price for construction technician dispatching, which was caused by the upper limit cap on overtime work, and sales increased 27.7% YoY.

Point 3 Operating profit exceeded the plan by 19.9% 1,237 million yen due to sales growth and a reduction in selling and administrative expenses.

No. consolidated technical employees

4,482 people

Up 27.5% YoY

Down 2.2% vs. forecast



Consolidated sales

14,227 mn yen

Up 27.7% YoY

Up 2.0% vs. forecast



Operating profit

1,237 mn yen

Up 67.9% YoY

Up 19.9% vs. forecast



Non-GAAP operating profit

1,439 mn yen

Up 67.0%

Up 16.7% vs. forecast



Ordinary profit

1,257 mn yen

Up 55.1%

Up 20.2% vs. forecast



Current net profit

797 mn yen

Up 56.4%

Up 18.2% vs. forecast



* As a profit index to measure substantive performance, non-GAAP operating profit is calculated by adding depreciation, goodwill amortization and stock award expenses back to operating profit.

* The number of consolidated technical employees is the number of employees at the end of the fiscal year including IT freelancers in the IT engineers dispatch business.

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Consolidated Financial Results for 1H FYE3/2025

(Millions of yen)

	FYE3/2024		FYE3/2025				
	1H	% of net sales	1H	% of net sales	YoY change %	YoY change Amount	vs. Forecast
Net sales	**11,137**	100.0%	**14,227**	100.0%	+27.7%	+3,090	+2.0%
Cost of sales	**8,072**	72.5%	**10,390**	73.0%	+28.7%	+2,318	+3.6%
Gross profit	**3,065**	27.5%	**3,837**	27.0%	+25.2%	+771	-2.1%
SG&A expenses	**2,328**	20.9%	**2,599**	18.3%	+11.7%	+271	-10.0%
Operating profit	**737**	6.6%	**1,237**	8.7%	+67.9%	+500	+19.9%
Non-GAAP operating profit*	**862**	7.7%	**1,439**	10.1%	+67.0%	+577	+16.7%
Ordinary profit	**810**	7.3%	**1,257**	8.8%	+55.1%	+446	+20.2%
Profit attributable to owners of parent	**510**	4.6%	**797**	5.6%	+56.4%	+287	+18.2%
Number of consolidated technical employees (period end)*	**3,515**	–	**4,482**	–	+27.5%	+967	-2.2%

* As a profit index to measure substantive performance, non-GAAP operating profit is calculated by adding depreciation, goodwill amortization and stock award expenses back to operating profit.

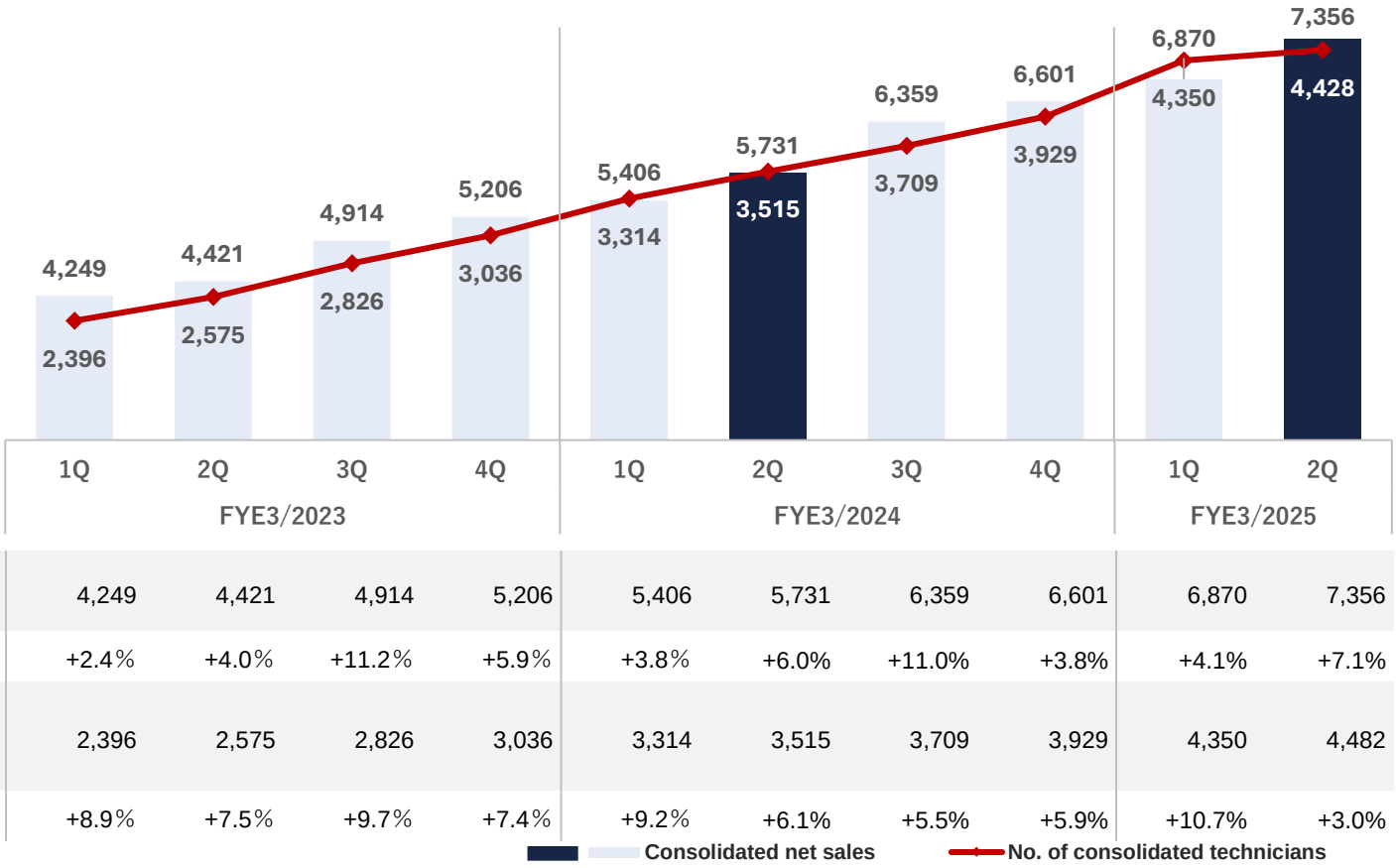
* The number of consolidated technical employees is the number of employees at the end of the fiscal year including IT freelancers in the IT engineers dispatch business.

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Quarterly Consolidated Financial Results

Point 1 **Second quarter net sales and the number of technical employees both increased from the previous quarter.**

Point 2 **Record high on a quarterly basis.**



Consolidated net sales (Millions of yen)	4,249	4,421	4,914	5,206	5,406	5,731	6,359	6,601	6,870	7,356
QoQ change	+2.4%	+4.0%	+11.2%	+5.9%	+3.8%	+6.0%	+11.0%	+3.8%	+4.1%	+7.1%
No. of consolidated technical employees (quarter end)	2,396	2,575	2,826	3,036	3,314	3,515	3,709	3,929	4,350	4,482
QoQ change	+8.9%	+7.5%	+9.7%	+7.4%	+9.2%	+6.1%	+5.5%	+5.9%	+10.7%	+3.0%

*The number of consolidated technical employees is the number of employees at the end of the fiscal year including IT freelancers in the IT engineer business.

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2Q FYE3/2025 Results by Subsidiary

Point 1 **As for COPRO CONSTRUCTION, operating profit increased significantly by 42.5% YoY due to a decline in fixed costs accompanying sales growth.**

Point 2 **COPRO TECHNOLOGY aggressively invested in advertising and publicity expenses to expand the number of recruits, primarily with "Bscareer Mechanical and Electrical" and "Bscareer IT", resulting in a significant increase in sales of 80.1% YoY.**

(Millions of yen)

	FYE3/2024			FYE3/2025		
	1H	YoY % Change	YoY Change	1H	YoY % Change	YoY Change
Consolidated sales	**11,137**	**+28.5%**	**+2,467**	**14,227**	**+27.7%**	**+3,090**
COPRO CONSTRUCTION	10,299	+26.4%	+2,149	12,718	+23.5%	+2,419
COPRO TECNOLOGY	837	+61.0%	+317	1,508	+80.1%	+670
Profit on sales	**3,065**	**+18.7%**	**+481**	**3,837**	**+25.2%**	**+771**
COPRO CONSTRUCTION	2,799	+16.3%	+392	3,531	+26.2%	+732
COPRO TECNOLOGY	265	+50.2%	+88	305	+15.0%	+39
Selling, general and administrative expenses	**2,328**	**+10.2%**	**+214**	**2,599**	**+11.7%**	**+271**
COPRO CONSTRUCTION	1,506	+17.4%	+223	1,689	+12.2%	+183
COPRO TECNOLOGY	276	+40.6%	+79	344	+24.6%	+67
HD and others	545	-14.0%	△88	566	+3.8%	+20
Consolidated operating profit	**737**	**+56.9%**	**+267**	**1,237**	**+67.9%**	**+500**
COPRO CONSTRUCTION	1,293	+15.1%	+169	1,842	+42.5%	+549
COPRO TECNOLOGY	-10	-	+9	-38	–	-28
HD and others	-545	-	+88	-566	–	-20

*The figures for subsidiaries are the amounts after consolidation adjustment, which eliminates intra-group transactions.

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SECTION 02

Analysis of KPIs by Business Segment



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KPI Trends by Business Segment

Point **The number of recruits grew considerably, particularly at COPRO CN. This led to the number of technical employees increasing by 967, or +27.5% YoY, to 4,482.**

(People, 1,000 yen)

	FYE3/2024			FYE3/2025		
	1H	2H	Full Year	1H	YoY % Change	YoY Change
No. of recruits	**1,166**	**1,056**	**2,222**	**1,502**	**+28.8%**	**+336**
Construction technician dispatch	1,072	952	2,024	1,348	+25.7%	+276
Mechanical & electrical and semiconductor engineer dispatch	56	62	118	95	+69.6%	+39
IT engineers dispatch	38	34	72	59	+55.3%	+21
Increase due to M&A, etc.	0	8	8	0	–	+0
No. of resignations	**687**	**642**	**1,329**	**949**	**+38.1%**	**+262**
Construction technician dispatch	644	589	1,233	845	+31.2%	+201
Mechanical & electrical and semiconductor engineer dispatch	22	32	54	45	+104.5%	+23
IT engineers dispatch	21	21	42	59	+181.0%	+38
No. of technical employees (period end)	**3,515**	**3,929**	**3,929**	**4,482**	**+27.5%**	**+967**
Construction technician dispatch	3,205	3,568	3,568	4,071	+27.0%	+866
Mechanical & electrical and semiconductor engineer dispatch	193	223	223	273	+41.5%	+80
IT engineers dispatch	117	138	138	138	+17.9%	+21
Retention rate	**83.7%**	**85.8%**	**74.7%**	**83.0%**	**–**	**-0.7pts**
Construction technician dispatch	83.3%	85.8%	74.3%	82.8%	–	-0.5pts
Mechanical & electrical and semiconductor engineer dispatch	89.8%	87.5%	80.5%	85.8%	–	-4.0pts
IT engineers dispatch	91.7%	79.4%	75.8%	82.9%	–	-8.8pts
Sales per technician/engineer (period average)	**618**	**616**	**617**	**591**	**-4.4%**	**-27**
Construction technician dispatch	613	609	611	583	-4.8%	-29
Mechanical & electrical and semiconductor engineer dispatch	612	624	618	598	-2.3%	-14
IT engineers dispatch	765	780	773	785	+2.6%	+20

* The above figures, excluding SES sales per technical employee and retention rate, include IT freelance engineers. The numerical values of sales per technical employee and Retention rate are for dispatched technical employees only, excluding IT freelancers.

* The amount of sales per technical employee of mechanical design engineers, is for dispatched engineers only, excluding contract work.

* Retention rate = Number of technical employees at the end of the current period (current quarter) ÷ (Number of technical employees at the end of the previous period (previous quarter) + Number of recruits in the current period (current quarter)) x 100

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(Reference) Construction Technician Dispatching Business

Point 1 **Thanks to improvements in process management, the number of recruits increased by 25.7% YoY, a smooth start that exceeded the plan.**

Point 2 **As a result of focusing on the assignment of technical employees on standby to improve operating ratio as a priority in 2Q, the operating ratio improved by 2.5pts to 93.7% YoY.**



■Recruitment, turnover and operating ratio

(people)

	FYE3/2023	FYE3/2024						FYE3/2025			
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year (Forecast)
Total recruited	1,472	614	458	**1,072**	467	485	2,024	843	505	**1,348**	**2,299**
New graduates	56	154	0	**154**	0	0	154	117	0	**117**	**117**
Mid-career	1,416	460	458	**918**	467	485	1,870	726	505	**1,231**	**2,182**
Turnover total	812	361	283	**644**	299	290	1,233	450	395	**845**	**1,438**
Net change	+660	+253	+175	**+428**	+168	+195	+791	+393	+110	**+503**	**+861**
Increase due to M&A, etc.	+122	0	0	**0**	0	0	0	0	0	**0**	**0**
Number of technicians (quarter end)	2,777	3,030	3,205	**3,205**	3,373	3,568	3,568	3,961	4,071	**4,071**	**4,429**
Operating ratio (period average)	96.3%	93.0%	94.6%	**93.8%**	95.7%	94.9%	94.6%	91.2%	93.7%	**92.5%**	**–**

■ Retention rate

	FYE3/2023	FYE3/2024						FYE3/2025			
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year (Forecast)
Retention rate	77.4%	89.4%	91.9%	**83.3%**	91.9%	92.5%	74.3%	89.8%	91.2%	**82.8%**	**75.5%**
Retention rate (FY accumulative total)	74.4%	89.2%	82.3%	**82.3%**	76.2%	72.1%	72.1%	89.4%	82.8%	**82.8%**	**–**
Retention rate (Last twelve months)	74.4%	75.0%	73.2%	**73.2%**	71.6%	72.1%	72.1%	72.7%	73.1%	**73.1%**	**–**

* Retention rate = Number of technicians at the end of the current fiscal year (current quarter) ÷ (Number of technicians at the end of the previous fiscal year (previous quarter) + Number of technicians at the end of the current fiscal year (current quarter)) × 100
* Retention rate (FY accumulative total): Among the technicians who were registered at the end of the previous fourth quarter, the percentage who were still registered at the end of the relevant quarter.
* Retention rate (LTM): Among the technicians who were registered at the end of the quarter one year ago, the percentage who were still registered at the end of the same quarter one year later.

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(Reference) Mechanical & Electrical and Semiconductor Engineer Dispatching and Contracting Business

Point **With a scheme to train inexperienced semiconductor field engineers (semiconductor engineer training center), we attracted major client companies and obtained large orders. Additionally, by strengthening the process management while aggressively investing in recruiting cost, the number of recruits grew, resulting in an increase of the quarter-end number of technicians by 41.5% to 273.**



■**Recruitment, turnover and operating ratio**

(people)

	FYE3/2023	FYE3/2024						FYE3/2025			
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year (Forecast)
Total recruited	85	29	27	**56**	28	34	118	36	59	**95**	**207**
New graduates	1	5	0	**5**	0	0	5	15	0	**15**	**14**
Mid-career	84	24	27	**51**	28	34	113	21	59	**80**	**193**
Turnover total	42	13	9	**22**	17	15	54	18	27	**45**	**49**
Net change	+43	+16	+18	**+34**	+11	+19	+64	+18	+32	**+50**	**+158**
Number of technicians (quarter end)	159	175	193	**193**	204	223	223	241	273	**273**	**381**
Operating ratio (period average)	97.5%	95.9%	97.9%	**97.0%**	96.8%	97.3%	97.0%	92.4%	90.2%	**91.2%**	**–**

■**Retention rate**

	FYE3/2023	FYE3/2024						FYE3/2025			
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year (Forecast)
Retention rate	79.1%	93.1%	95.5%	**89.8%**	92.3%	93.7%	80.5%	93.1%	91.0%	**85.8%**	**88.6%**
Retention rate (FY accumulative total)	81.0%	93.7%	89.9%	**89.9%**	85.4%	82.3%	82.3%	92.9%	87.6%	**87.6%**	**–**
Retention rate (Last twelve months)	81.0%	82.8%	84.2%	**84.2%**	90.2%	82.3%	82.3%	85.1%	81.3%	**81.3%**	**–**

* Retention rate = Number of technicians at the end of the current fiscal year (current quarter) ÷ (Number of technicians at the end of the previous fiscal year (previous quarter) + Number of technicians at the end of the current fiscal year (current quarter)) × 100
* Retention rate (FY accumulative total): Among the technicians who were registered at the end of the previous fourth quarter, the percentage who were still registered at the end of the relevant quarter.
* Retention rate (LTM): Among the technicians who were registered at the end of the quarter one year ago, the percentage who were still registered at the end of the same quarter one year later.

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(Reference) IT Engineers Dispatching Business and Freelance Business

Point **With the project introduction site for IT engineers "Bscareer IT" getting off the ground, the number of applicants increased by 65.6% YoY. Meanwhile, we were not able to catch up with securing enough projects, resulting in an increase of the number of technical employees only by 17.9% YoY.**
⇒From 3Q onwards, the company will establish a structure to increase the numbers of recruitments and assignments while exploring client companies.



■Recruitment, turnover and operating ratio

(people)

	FYE3/2023	FYE3/2024						FYE3/2025			
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year (Forecast)
Number of applicants	1,239	594	651	**1,245**	696	689	2,630	1,064	998	**2,062**	**–**
Total recruited	68	21	17	**38**	17	17	72	32	27	**59**	**270**
Turnover total	58	12	9	**21**	6	15	42	22	37	**59**	**50**
Net change	+10	+9	+8	**+17**	+11	+2	+30	+10	-10	**+0**	**+220**
Increase due to M&A, etc.	0	0	0	**0**	4	4	8	0	0	**0**	**–**
Number of technicians (quarter end)	100	109	117	**117**	132	138	138	148	138	**138**	**358**

* The above figures include IT freelance engineers.

■Retention rate

	FYE3/2023	FYE3/2024						FYE3/2025			
	Full Year	1Q	2Q	1H	3Q	4Q	Full Year	1Q	2Q	1H	Full Year (Forecast)
Retention rate	78.3%	89.3%	100.0%	**84.8%**	87.0%	87.7%	75.8%	89.1%	92.1%	**82.9%**	**87.9%**

* The above figures is for dispatched technical employees only, excluding IT freelancers.
* Retention rate = Number of technical employees at the end of the current period (current quarter) ÷ (Number of technical employees at the end of the previous period (previous quarter) + Number of recruits in the current period (current quarter)) x 100g

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SECTION 03

FYE3/2025 Growth Strategy

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Growth Strategy

Establish the Highest Professional Quality in the Industry

Sales

- ✓ With deeply-cultivated sales, expand our market share to mainly major client companies
- ✓ Actively utilize female and inexperienced technical employees to accelerate the increase of the number of technical employees

Recruiting

- ✓ Reinforce our strength of “low unit price for recruitment”
- ✓ Expand our recruiting channels by utilizing such things as our own recruitment site “Bscareer Construction” and referral recruitment.

Retention

- ✓ Focus on improving the retention rate of first- and second-year technical employees
- ✓ By improving the retention rate, increase the number of technical employees with a high unit price



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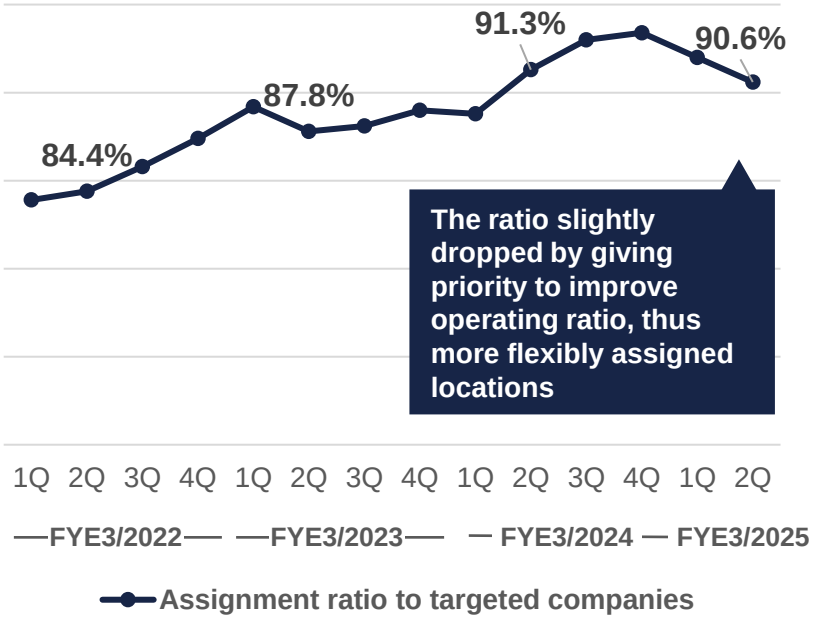
Sales Strategies: Reinforce Deeply-Cultivated Sales

Point 1 **To receive stable orders as well as guarantee a comfortable working environment for technical employees, we focus on deeply-cultivated sales for targeted companies centering around major general contractors and subcontractors to expand our share.**

Point 2 **Through expanding a scope for projects, the company will sustainably expand business by promoting female and inexperienced workers to work in the industries.**

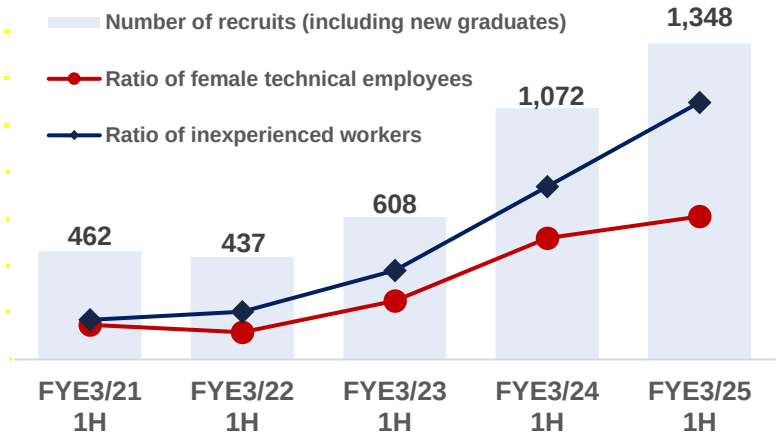
Point 1

■ Trends in the assignment ratio to targeted companies



Point 2

While not only responding to the demand,
but also encouraging sites to incorporate female and inexperienced workers,
expand the scope of projects and enhance the reproducibility of business expansion.



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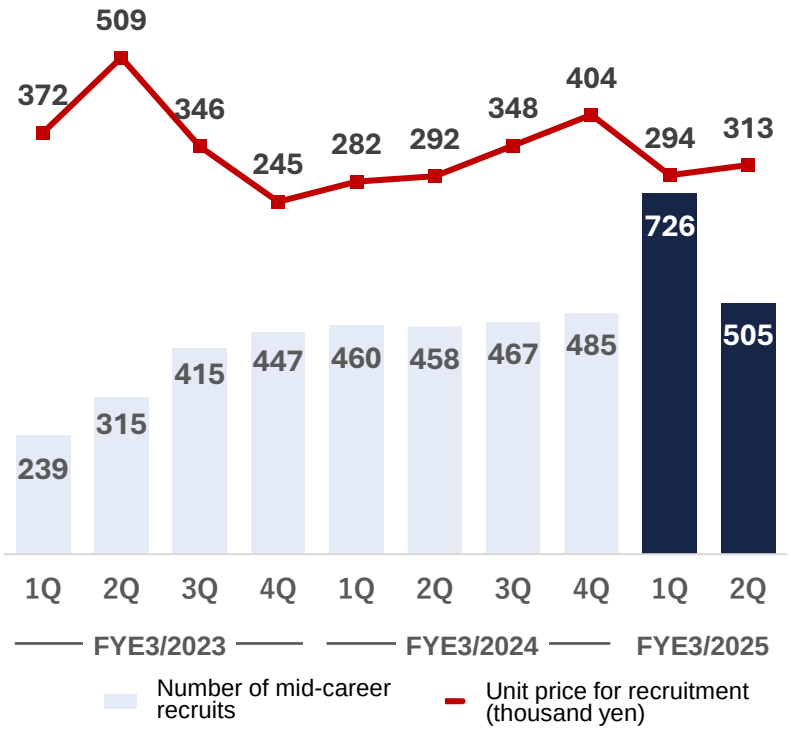
Recruiting Strategy (1): Boost Our Strength in “Low Unit Price for Recruitment”

Point 1 Mid-career recruitment increased by 10.3% to 505 for 2Q FYE3/2025. Although the unit price for recruitment was slightly up by 7.2% to 313 yen, we maintained a low level while increasing the number of recruits.

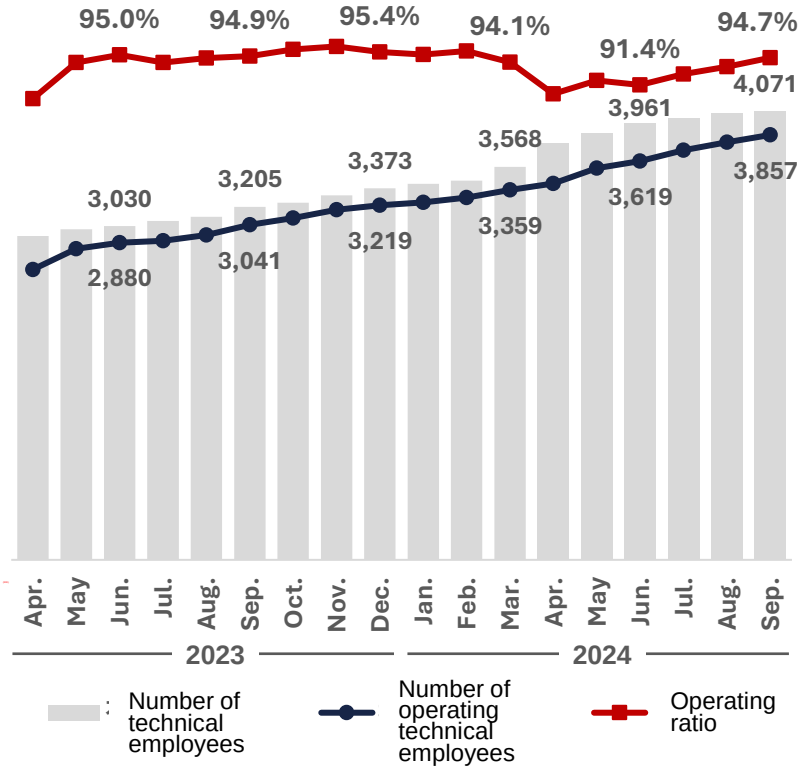
Point 2 As the number of mid-career recruitment significantly exceeded the budget in 1Q, which resulted in a decrease in the operating ratio, we focused on assignment of technical employees on standby by keeping down the number of recruits at the budget level in 2Q. Responding to the recovered operating ratio of 94.7% at the end of September 2024, the company will actively invest recruitment expenses from 3Q onwards and accelerate the pace of recruitment.

⇒The number of mid-career recruitment in October recovered to 200 (provisionary) at the 1Q-level of good performance.

■ Number recruited (excluding new graduates)



■ Trends in the number employed and the operating ratio

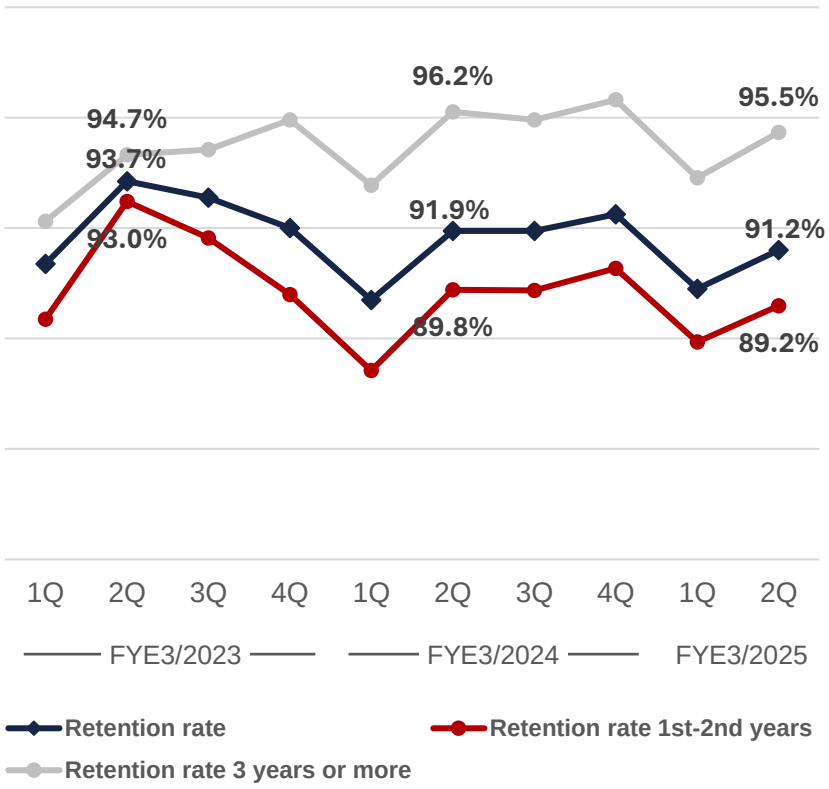


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Retention Strategy: Improve the Retention Rate of Employees in Their 1st & 2nd Years

Point **The retention rate for 2Q was down 0.7pt to 91.2%. Although the retention rate for the employees who remain with us for three years or more remains at a high level since FYE3/2024, that for the first- and second-year employees gradually drop according to an increase of the number of recruits.**
⇒We regard the improvement of the retention rate of technical employees in their 1st and 2nd years as the highest priority and will continue to examine efforts such as team & dispatching in sets, follow-up training, and holding of social gatherings.

■Trends in retention rate



Point

✓ **Promoting teams & dispatching in sets**

Strengthen the bond between technical employees by assigning multiple technical employees to the same company and site through teams & dispatching in sets. With the aim of improving the retention rate, promote OJT to quickly make technical employees productive and improve their sense of belonging.



2Q FYE3/2025 Results

Number of teams	Team ratio*1
663 (Up 222 QoQ)	**48%** (Up 18 pts QoQ)

*1: Ratio of technical employees on a team

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SECTION 04

FYE3/2025 Earnings Forecast



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Summary of the Full Year Earnings Forecast for FYE3/2025

Point 1 We aim to accelerate the expansion of our scale while continuing to invest in growth, mainly in recruiting costs for the dispatching of construction technicians.

Point 2 While continuing to invest in growth, we plan to improve productivity, mainly in the back office, and will maintain a high growth rate for each line-item profit.

No. consolidated technical employees

5,168 people

Up 31.5% YoY



Consolidated sales

30,000 mn yen

Up 24.5% YoY



Operating profit

2,700 mn yen

Up 26.1% YoY



Non-GAAP operating profit

3,162 mn yen

Up 29.7% YoY



Ordinary profit

2,714 mn yen

Up 22.7% YoY



Current net profit

1,755 mn yen

Up 19.9% YoY



* As a profit index to measure substantive performance, non-GAAP operating profit is calculated by adding depreciation, goodwill amortization and stock award expenses back to operating profit.

* The number of consolidated technical employees is the number of employees at the end of the fiscal year including IT freelancers in the IT engineers dispatch business.

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FYE3/2025 Consolidated Earnings Forecast

(Millions of yen)

	FYE3/2024		FYE3/2025 (Forecast)			
	Full Year	Ratio	Full Year	Ratio	YoY Change	
					%	Amount
Net sales	24,098	100.0%	**30,000**	100.0%	+24.5%	+5,901
Cost of sales	17,323	71.9%	**21,551**	71.8%	+24.4%	+4,227
Gross profit	6,774	28.1%	**8,449**	28.2%	+24.7%	+1,674
SG&A expenses	4,632	19.2%	**5,749**	19.2%	+24.1%	+1,116
Operating profit	2,141	8.9%	**2,700**	9.0%	+26.1%	+558
Non-GAAP operating profit*1	2,437	10.1%	**3,162**	10.5%	+29.7%	+724
Ordinary profit	2,211	9.2%	**2,714**	9.0%	+22.7%	+502
Profit attributable to owners of parent	1,463	6.1%	**1,755**	5.9%	+19.9%	+291
Earnings per share (after stock split) (yen)*2	77.68	–	**91.75**	–	+18.4%	+14.29
Number of consolidated technical employees (quarter end)*3	3,929	–	**5,168**	–	+31.5%	+1,239

*1. To measure essential performance in profit, non-GAAP operating profit is calculated by adding depreciation costs, goodwill amortization and stock-based compensation expenses back to operating profit.
*2. A 2-for-1 stock split was taken effect on Sunday, October 1, 2023. Earnings per share is calculated on the assumption that the stock split was conducted at the beginning of FYE3/2024.
*3. The number of consolidated technical employees is the number of employees at the end of the fiscal year including IT freelancers in the IT engineers dispatch business.

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FYE3/2025 KPIs by Business (Forecast)

(People, 1,000 yen)

	FYE3/2024			FYE3/2025		
	1H	2H	Full Year	Full Year (forecast)	YoY Change	YoY Difference
No. of recruits	**1,166**	**1,056**	**2,222**	**2,776**	**+24.9%**	**+554**
Construction technician dispatch	1,072	952	2,024	2,299	+13.6%	+275
Mechanical & electrical and semiconductor engineer dispatch	56	62	118	207	+75.4%	+89
IT engineers dispatch	38	34	72	270	+275.0%	+198
Increase due to M&A, etc.	0	8	8	–	–	-8
No. of resignations	**687**	**642**	**1,329**	**1,537**	**+15.7%**	**+208**
Construction technician dispatch	644	589	1,233	1,438	+16.6%	+205
Mechanical & electrical and semiconductor engineer dispatch	22	32	54	49	-9.3%	-5
IT engineers dispatch	21	21	42	50	+19.0%	+8
No. of technical employees (period end)	**3,515**	**3,929**	**3,929**	**5,168**	**+31.5%**	**+1,239**
Construction technician dispatch	3,205	3,568	3,568	4,429	+24.1%	+861
Mechanical & electrical and semiconductor engineer dispatch	193	223	223	381	+70.9%	+158
IT engineers dispatch	117	138	138	358	+159.4%	+220
Retention rate	**83.7%**	**85.8%**	**74.7%**	**76.6%**	**–**	**+1.9pts**
Construction technician dispatch	83.3%	85.8%	74.3%	75.5%	–	+1.2pts
Mechanical & electrical and semiconductor engineer dispatch	89.8%	87.5%	80.5%	88.6%	–	+8.1pts
IT engineers dispatch	91.7%	79.4%	75.8%	87.9%	–	+12.1pts

*The above figures, excluding IT engineers dispatch retention rate, include IT freelance engineers. The numerical values of Retention rate are for dispatched technical employees only, excluding IT freelancers.

*Retention rate = Number of technical employees at the end of the current period (current quarter) ÷ (Number of technical employees at the end of the previous period (previous quarter) + Number of recruits in the current period (current quarter)) x 100

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SECTION 05

FYE3/2025 Dividend Forecast



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Dividend Forecast

Dividend Policy

Dividends are the basis for shareholder returns, which we consider to be one of the important management issues, and our basic policy is to pay stable dividends. We will not reduce dividends, but rather maintain a consolidated dividend payout ratio of 50% or more, during the period covered by the Medium-Term Management Plan "COPRO Group Build the Future 2027" (from FYE3/2023 to FYE3/2027), depending on the profit growth achieved through aggressive investment.

Dividend per Share

	Interim	Year-end	Commemo-rative	Total
FYE3/2024	¥15.0	¥30.0	¥5.0	¥50.0
FYE3/2025 (forecast)	**¥20.0**	**¥40.0**	**–**	**¥60.0**

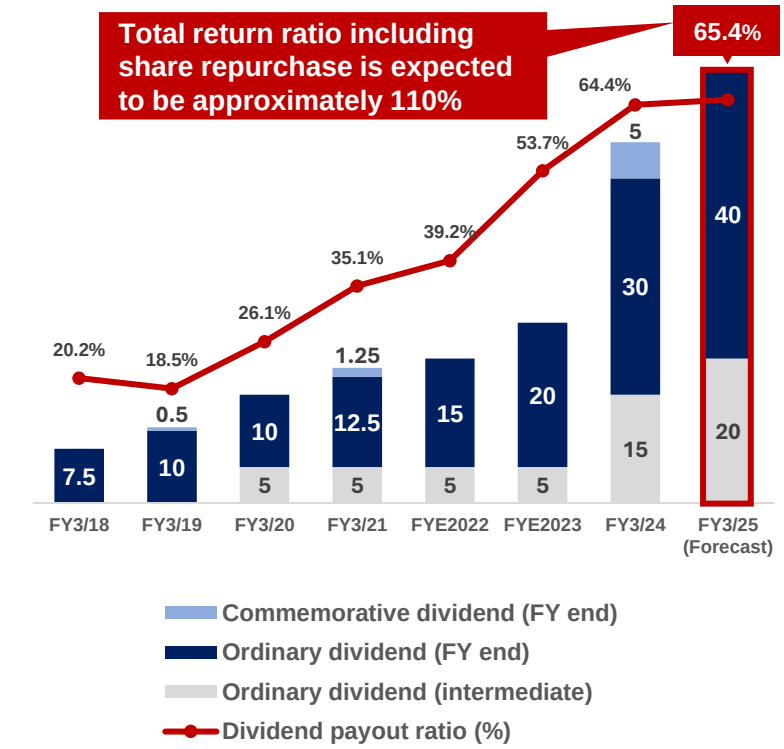
*1 The dividend per share has been retroactively revised to take into account the impact of the one-to-two stock split implemented on October 1, 2023.

About Repurchase of Own Shares

- **Repurchase period: From June 17, 2024 to August 2, 2024**
- **Total number of shares repurchased: 472,200 shares**
- **Total value of shares repurchased: 799,911 thousand yen**

Dividend & Dividend Payout Ratio Trends

(Yen per share)



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SECTION 06

Progress of the Medium-Term Management Plan

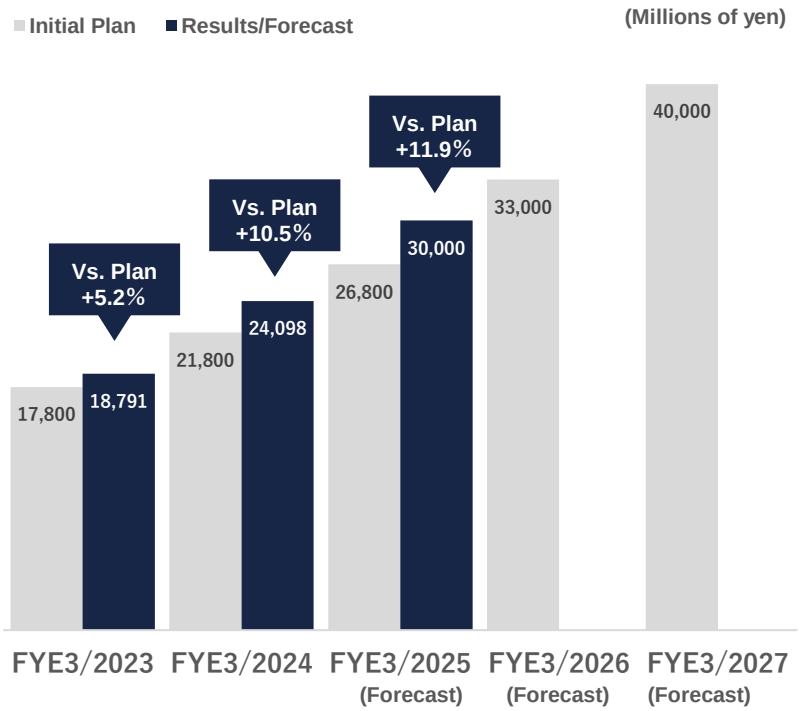


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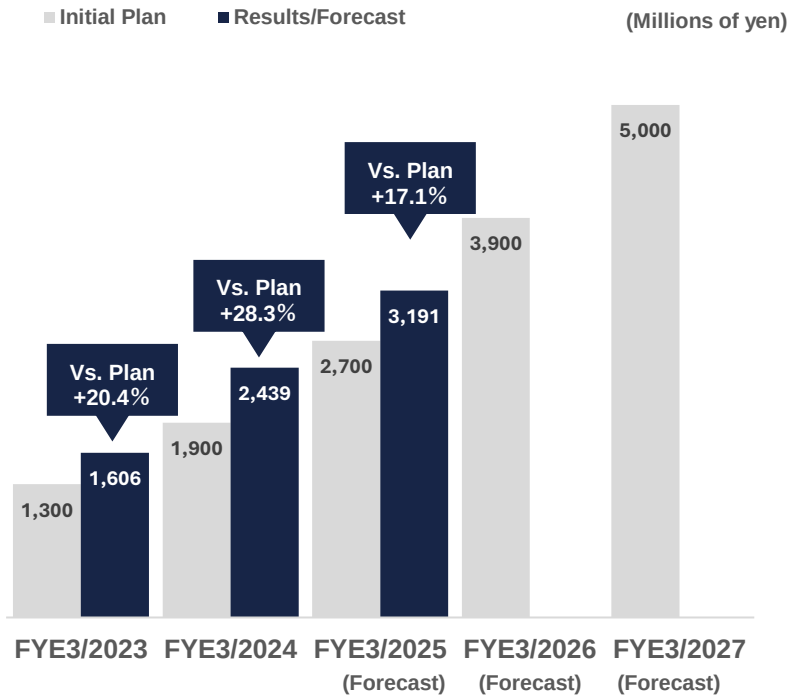
Progress of the Medium-Term Management Plan

- **While making investments in growth, such as recruiting costs mainly in the construction technician dispatching business, we aim to accelerate the organic growth of existing businesses and exceed the Medium-Term Plan performance targets for each fiscal year.**
- **We will also actively consider intermittent growth through M&A, which is not factored into the Medium-Term Plan.**
- **We hit the halfway point of the Medium-Term Management Plan (the "Plan") (FYE3/2023–FYE3/2027) with strong performance in 1H of FYE3/2025, the third year of the Plan. Now we are eyeing the possibility to upward revise the performance targets of the plan to achieve sales of ¥40 billion and non-GAAP operating profit of ¥5 billion has come in sight.**

Consolidated Net Sales



Non-GAAP Operating Profit



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SECTION 07

Appendix



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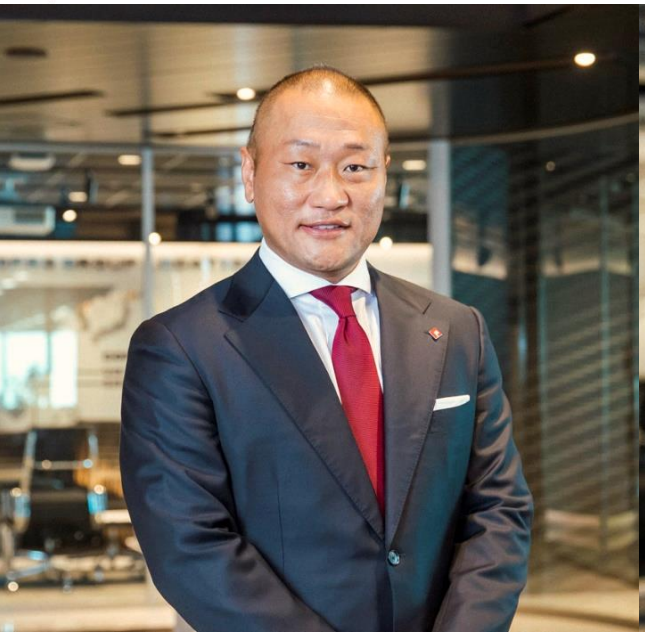
Company Outline

Company Name	**COPRO-HOLDINGS. Co., Ltd.**
Representative	**Kosuke Kiyokawa, CEO**
Head Office	**Dai Nagoya Building 25F, 3-28-12 Meieki, Nakamura-ku, Nagoya, Aichi**
Established	**October 2006**
Fiscal Year-End	**March**
Listing Market	• **Tokyo Stock Exchange, Prime Market** • **Nagoya Stock Exchange, Premier Market**
Ticker Symbol	**7059**
Listing Date	• **Mar. 2019** **Listed for the public trading on the Mothers section of the Tokyo Stock Exchange and the Centrex section of the Nagoya Stock Exchange** • **Sep. 2020** **Listed in the First Section of the Tokyo Stock Exchange and the First Section of the Nagoya Stock Exchange**

Domestic Subsidiaries	• **COPRO CONSTRUCTION. Co., Ltd.** • **COPRO TECHNOLOGY. Co., Ltd.**
Overseas Subsidiaries	• **COPRO VIETNAM CO., LTD.**
Business Details	• **Construction Technician Dispatching Business** • **Mechanical Design and Development Engineer Dispatching and Contracting Business** • **IT engineer Dispatching Business**
Number of Employees	**4,788** **(as of September 30, 2024, consolidated basis)**

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Introduction of the Management Team



COPRO-HOLDINGS Co., Ltd.
President and Chief Executive Officer
Kosuke Kiyokawa

Born October 16, 1977 in Aichi Prefecture.
After graduating from Nagoya Technical College, he worked as a site foreman at a local construction company for two years. After five years of experience in sales at a major construction-related worker dispatching company and then serving as the company's president, he founded our company in 2006.



COPRO CONSTRUCTION Co., Ltd.
President and Chief Executive Officer
Yusuke Koshikawa

Born October 15, 1985 in Shizuoka Prefecture.
2008: Started working at Trusty Crew Co., Ltd. (currently our Company) After working as the Nagoya branch manager, recruitment strategy head and general manager of sales, he is scheduled to become the president and chief executive officer of COPRO CONSTRUCTION Co., Ltd. in June 2024.



COPRO TECHNOLOGY Co., Ltd.
President and Chief Executive Officer
Hideki Nishioka

Born September 17, 1971 in Aichi Prefecture.
Started working at ATMOS Co., Ltd. in 2006. After joining the Company (currently: COPRO TECHNOLOGY Co., Ltd.), and following 14 years of experience as the manager of the corporate planning office, he was appointed as a director of the Company in May 2020. In April 2021, he was appointed as the president and chief executive officer of the Company.

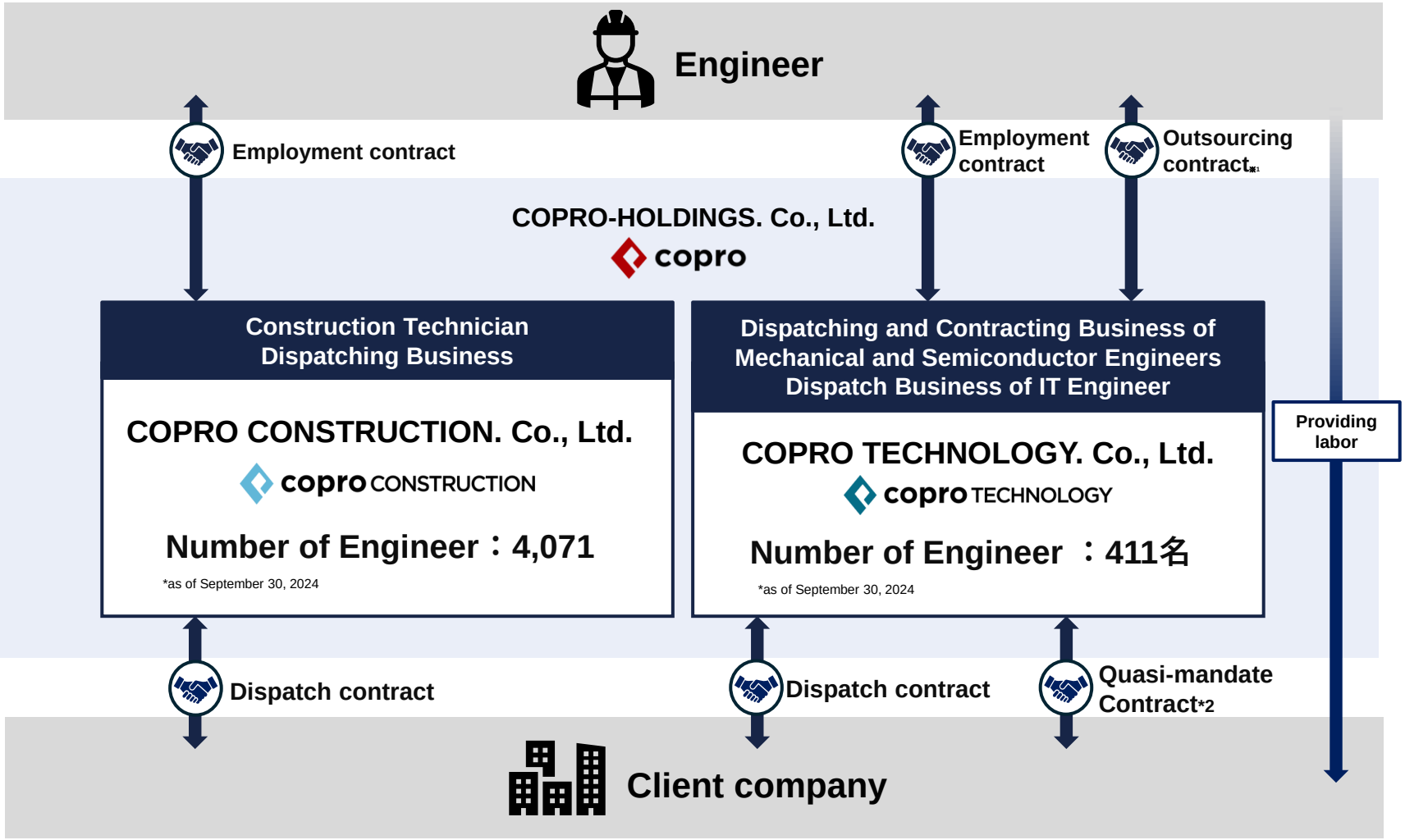
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Company History

2006	Oct.	Trusty Crew Co., Ltd. established
2008	Mar.	The Company name changed to COPRO-ENGINEERD Co., Ltd.
2015	May	Shifted to a holdings (holding company) system with COPRO-HOLDINGS. Co., Ltd. as pure holding company
2019	Mar.	Listed on the Mothers market of the Tokyo Stock Exchange and the Centrex market of the Nagoya Stock Exchange
2020	Apr.	COPRO GLOBALS PTE. LTD. established (Singapore)
	Sep.	Moved the market to the First Section of the Tokyo Stock Exchange and the First Section of the Nagoya Stock Exchange
2021	Apr.	COPRO VIETNAM CO., LTD. established (Vietnam)
		ATMOS Co., Ltd acquired as a wholly-owned subsidiary
	Sep.	VALUE ARK CONSULTING Co., Ltd acquired as a wholly-owned subsidiary
2022	Apr.	Temporary staffing and fee-charging employment business of Hucoss. Co., Ltd taken over through an absorption-type demerger
		Moved the market to the Prime section of the Tokyo Stock Exchange and the Premier section of the Nagoya Stock Exchange
2023	Oct.	Changed the name of COPRO-ENGINEERD. Co., Ltd. to COPRO CONSTRUCTION. Co., Ltd.
		ATMOS Co., Ltd. absorbed and merged VALUE ARK CONSULTING Co., Ltd. and change the corporate name to COPRO TECHNOLOGY. Co., Ltd.
	Nov.	Acquired the system engineering service business (SES) from Pacific Information Consultants
2024	Feb.	Opened Semicon Techno Lab, a semiconductor engineer training center

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Business Outline



*1 - In the IT engineer dispatching business of COPRO TECHNOLOGY, some of the engineers are freelancers, so it is an outsourcing contract.
*2 - In the IT engineer dispatching business of COPRO TECHNOLOGY, some of the engineers are freelancers, so it is a quasi-mandate contract.

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Corporate Philosophy

MISSION

Creating a dynamic “human driven” society

VISION

Becoming a human resource development company that ignites people’s hearts

VALUE

Working with a sense of purpose

Issues of the Construction Industry



Resolve the Construction Industry Issues

Realization of Our Purpose

The best “work style” and the best “workers.”





Expanding the recruiting of inexperienced people → **Promoting retention through careful follow-up** → **Career support tailored to the level of the technical employee**

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Dispatch Area：Construction Technician Dispatching

Area of Technician Dispatching

Ordering party (Country, local governments, developers, etc.)

Ordering

Construction Company（general contractors, etc.）

Site agent

Responsible for negotiations with the ordering party, etc., and oversight of the construction site.

copro CONSTRUCTION

Construction manager

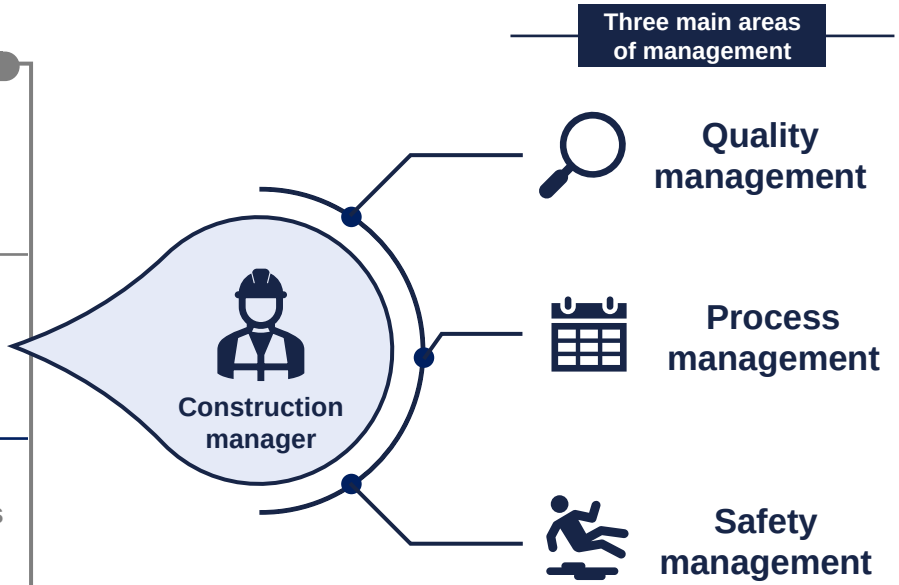
Responsible for managing processes, quality and safety, etc., to ensure that construction progresses smoothly.

Workers

Doing the work at the construction site, such as carpenters, construction workers and electricians.

Role of Construction Management

The main duties are coordination and preparation such as adjusting construction progress, ordering materials and ensuring safe work.



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Business Characteristics

A “subscription-type business” with high growth potential

⇒By increasing sales in proportion to the number of dispatched technical employees, stable earnings growth can be expected



*The number of consolidated technical employees is the number of employees at the end of the fiscal year including IT freelancers in the SES business.

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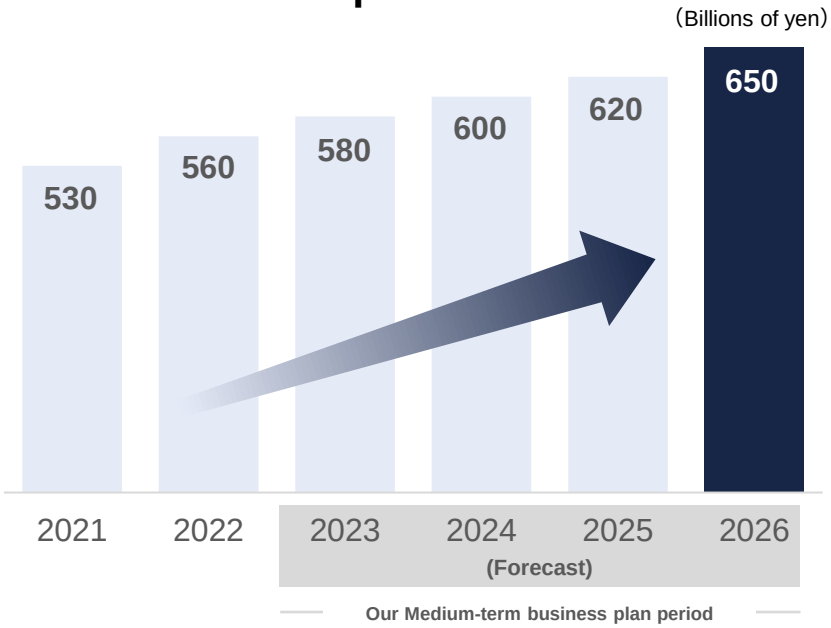
Construction Industry Trends

The technician dispatching market is in an expanding trend
due to the chronic labor shortage



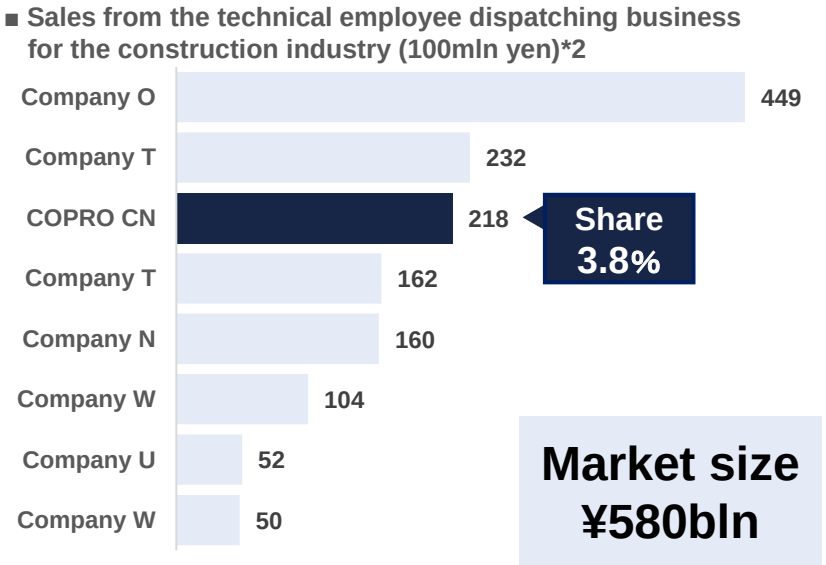
Human resources services for the construction industry - Market size forecast*1

In FY2026, it is expected to increase by 22.6% compared to FY2021



Market share of the 8 listed companies

As competition for talent intensifies, market share gains from lower-ranked companies are expected to continue.



*1 From Yano Research Institute's "2023 Edition Current Status and Prospects for the Human Resources Business PART 2: Human Resources Services by Industry & Occupation"
*2 As of August 5, 2024, from published materials of each company

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Construction Industry Trends

Demand will continue to grow due to the application of the revised labor standards law*1 and active construction investment

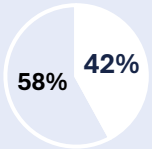


Construction industry 2024 problem

About 40% of general contractors are unable to meet overtime regulations and are considering using temporary staffing services to address the issue

Can they meet the overtime regulations?*2

About 42% of major construction companies responded that there was no clear timeline

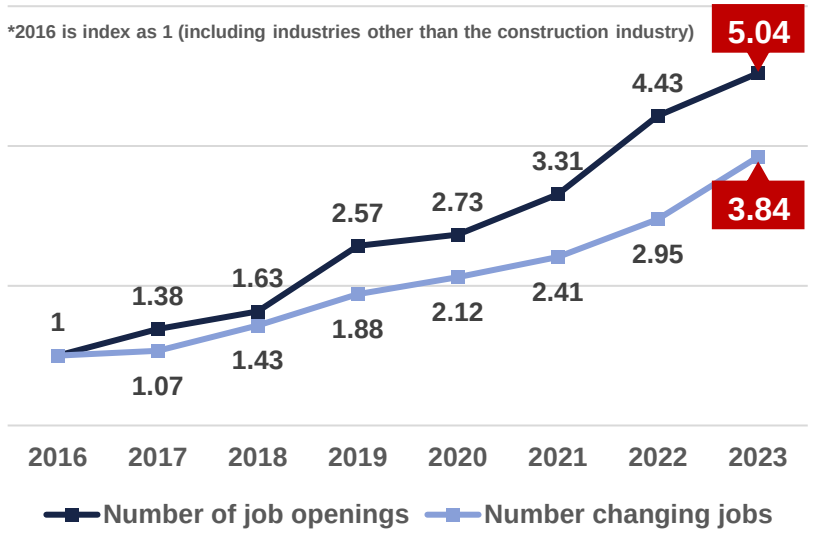


What measures are being implemented or considered in preparation for the 2024 problem?*2

- ✓ Use of temporary staffing services (90.3%)
- ✓ Securing human resources by strengthening new graduate and mid-career professional recruitment (83.9%)
- ✓ Utilizing outsourcing (74.2%)

Number of construction management job openings is five times higher than in 2016

The number of construction management job openings and those changing jobs is increasing due to demand for the linear motor train, the Osaka Expo, and redevelopment projects, etc.



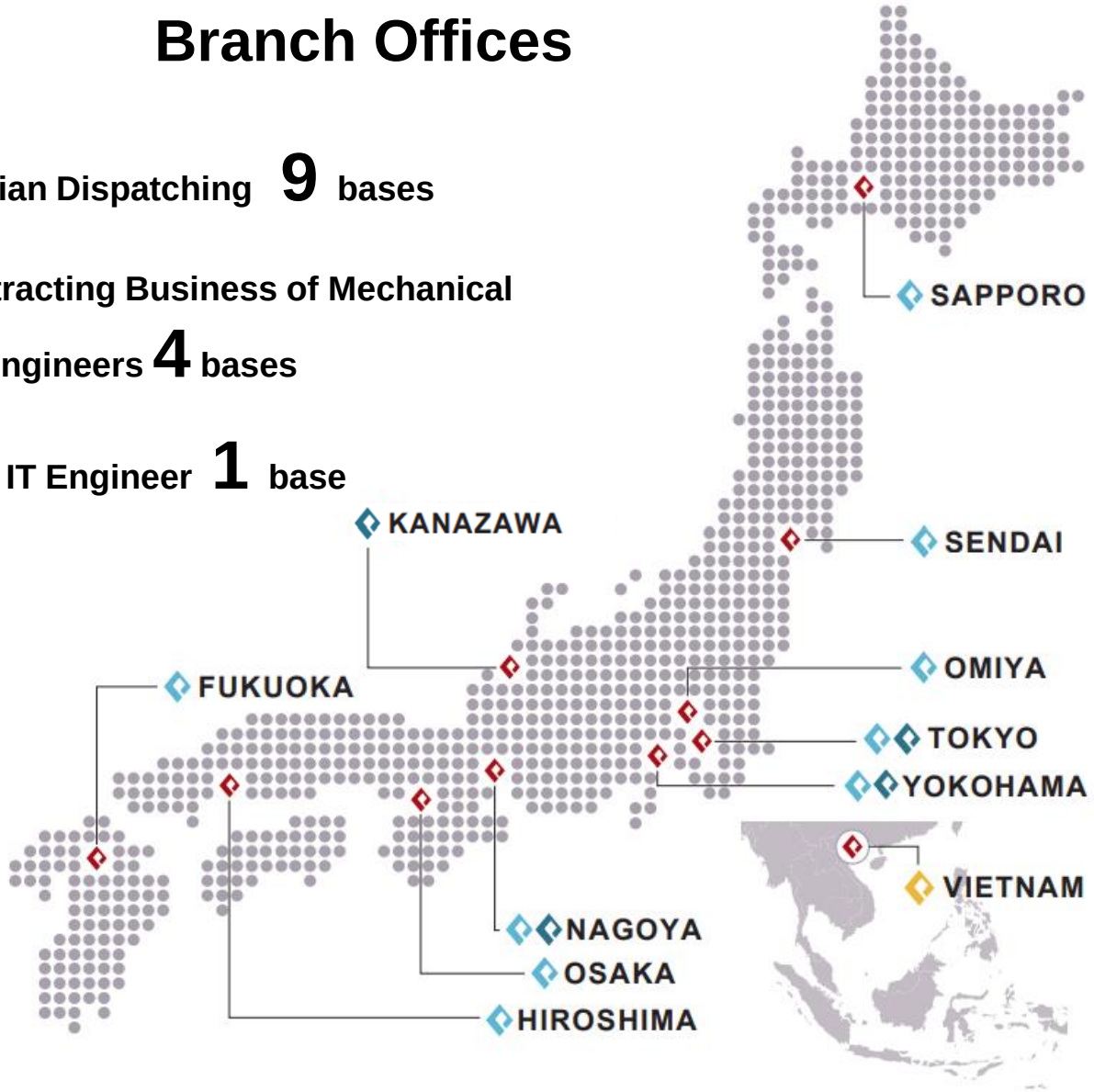
*1 In April 2024, the upper limit on overtime work under the revised Labor Standards Law began to apply to the construction industry.
*2 Source: Nikkei xTECH's "40% of General Contractors Have No Prospect of Meeting Overtime Work Regulations - the 2024 Problem" (31 responding companies)
*3 Source: Recruit Co., Ltd. "The 2024 problem looms over the construction industry - job openings for construction management increase 5.04 times compared to 2016"

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Branch Offices

- Construction Technician Dispatching **9** bases
- Dispatching and Contracting Business of Mechanical and Semiconductor Engineers **4** bases
- Dispatch Business of IT Engineer **1** base
- Overseas **1** base

*As of September 2024

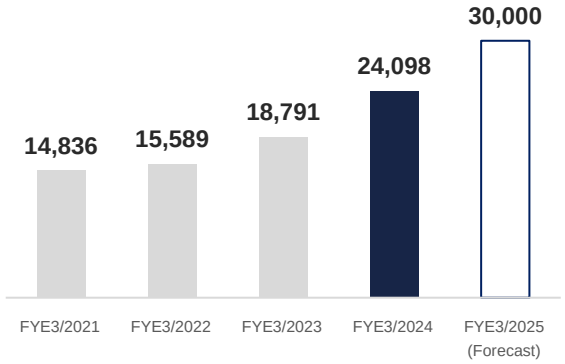


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Consolidated Financial Results

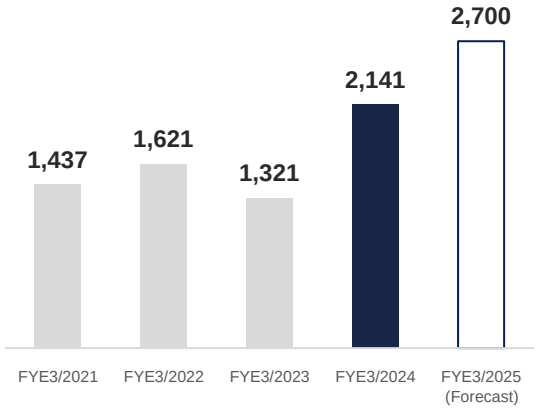
Net Sales

(Millions of yen)



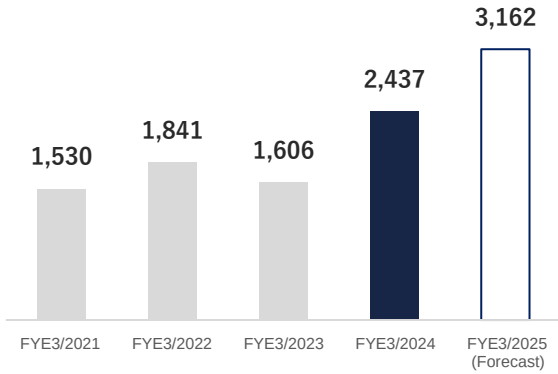
Operating Profit

(Millions of yen)



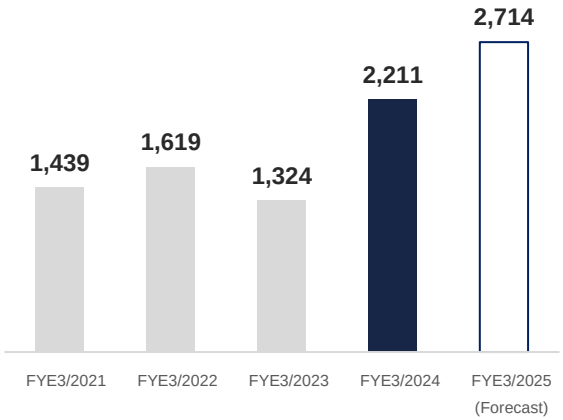
Non-GAAP Operating Profit

(Millions of yen)



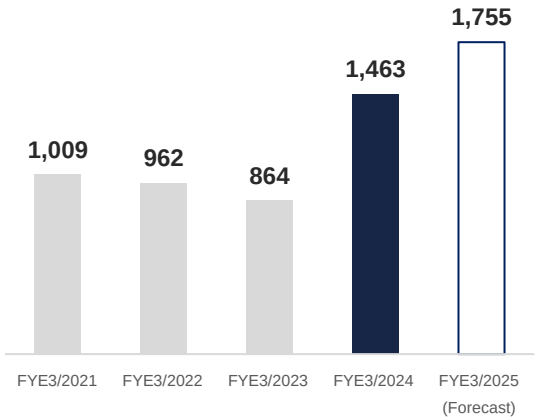
Ordinary Profit

(Millions of yen)



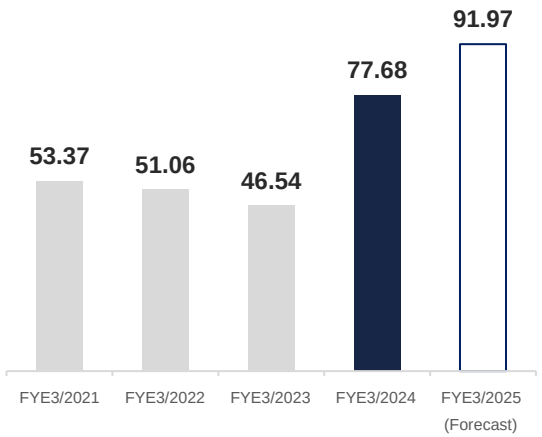
Profit Attributable to Owners of Parent

(Millions of yen)



Earnings per share

(Millions of yen)



* A 2-for-1 stock split was implemented on the effective date of October 1, 2023 (Sunday).
* Earnings per share has been retroactively revised to take into account the impact of the stock split mentioned above.

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- **This document has been prepared by COPRO-HOLDINGS. Co., Ltd. (the “Company”) to assist investors in understanding the current status of the Company.**
- **The information contained in this document is based on economic, social, and other conditions generally recognized as of the date of publication and on certain assumptions deemed reasonable by the Company. However, the information may be modified without notice due to changes in the business environment or other factors.**
- **Materials and information provided in this document include so-called "forward-looking statements.” These forward-looking statements are based on current expectations, forecasts and assumptions that involve risks and uncertainties that could cause actual results to differ materially from these statements.**
- **These risks and uncertainties include general industry, market conditions, general domestic and international economic conditions such as interest rate and currency exchange rate fluctuations.**
- **The Company undertakes no obligation to update or revise any forward-looking statements contained in this document, whether as a result of new information or future events.**

Contact

COPRO-HOLDINGS. Co., Ltd.
Corporate Planning Office,
IR Section

Message us via IR website

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