



1st Quarter of FYE2025

Financial Results

COPRO-HOLDINGS. Co., Ltd.

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

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SECTION 01

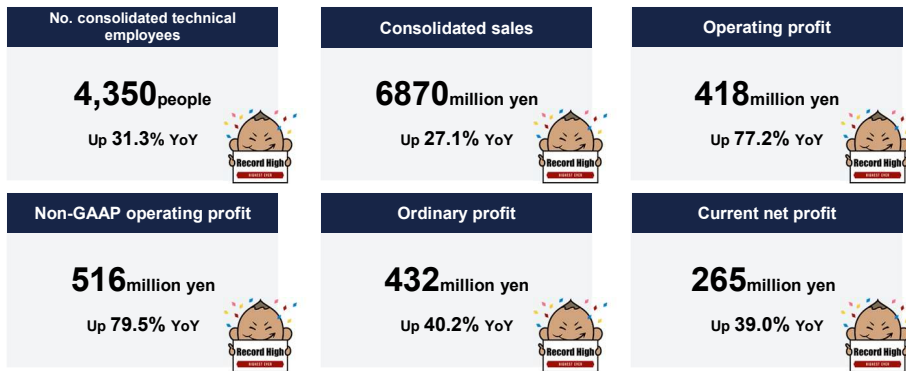
Summary of Financial Result for 1Q FYE2025

FYE2025 1Q Consolidated Financial Result Highlights

Point1 With the increase in demand following the upper limit cap on overtime work, the strengthening of our recruiting capabilities to improve our "independent recruiting" proved successful, with the number of consolidated technical employees increasing 31.3% YoY to 4,350 people.

Point2 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 27.1% YoY.

Point3 Operating profit exceeded the plan due to sales growth and a reduction in selling and administrative expenses.



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

*The number of consolidated engineers and technicians 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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This is a summary of the financial results for the first quarter of FYE2025. As shown at the top of the slide, there are three points.

For point one, with the increase in demand following the upper limit cap on overtime work, the strengthening of our recruiting capabilities to improve our "independent recruiting" proved successful, with the number of consolidated technical employees increasing 31.3% YoY to 4,350 people.

Similarly, for point two, 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 27.1% YoY.

As a third point, the operating profit progressing in excess of the internal company plan due to sales growth and a reduction in selling and administrative expenses.

As a result, the number of consolidated technical employees increased 31.3%

YoY to 4,350 people, consolidated sales increased 27.1% YoY to 6.87 billion yen, and operating profit increased 77.2% YoY to 418 million yen.

Non-GAAP operating profit increased 79.5% Yoy to 516 million yen, ordinary profit was 432 million yen, an increase of 40.2% Yoy, and net profit was at 265 million yen, an increase of 39.0% YoY, with all items recording all-time highs.

Consolidated Financial Results for 1st Quarter

(million of yen)

	FYE2024		FYE2025		YoY		Forecast	
	1Q	Ratio	1Q	Ratio	Pct Change	Amount of Change	1H Forecast	Progress Rate
Net sales	5,406	100.0%	6,870	100.0%	+27.1%	+1,464	13,948	49.3%
Cost of sales	3,964	73.3%	5,071	73.8%	+27.9%	+1,106	10,027	50.6%
Gross profit	1,441	26.7%	1,799	26.2%	+24.8%	+357	3,921	45.9%
SG&A expenses	1,205	22.3%	1,380	20.1%	+14.6%	+175	2,889	47.8%
Operating profit	236	4.4%	418	6.1%	+77.2%	+182	1,032	40.5%
Non-GAAP operating profit*	288	5.3%	516	7.5%	+79.5%	+228	1,234	41.9%
Ordinary profit	308	5.7%	432	6.3%	+40.2%	+123	1,046	41.3%
Profit attributable to owners of parent	191	3.5%	265	3.9%	+39.0%	+74	675	39.4%
Number of consolidated technicians & engineers (quarter end)*	3,314	-	4,350	-	+31.3%	+1,036	-	-

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

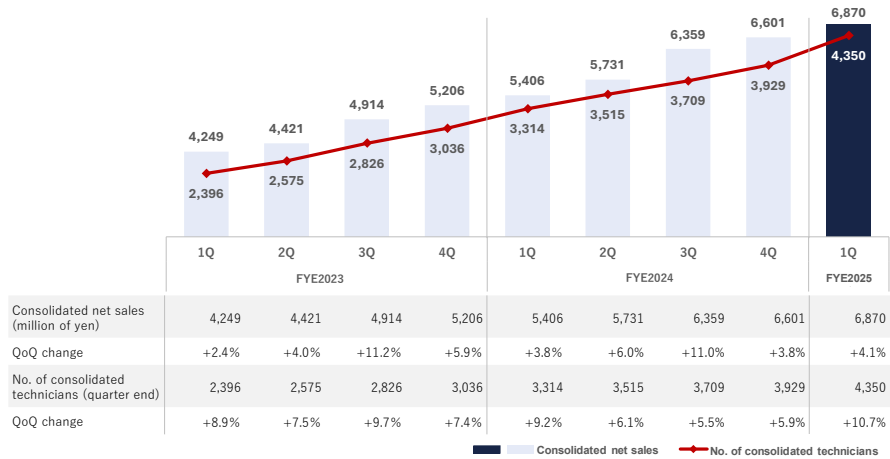
*The number of consolidated technicians & engineers is the number of employees at the end of the fiscal year including IT freelancers in the IT engineers dispatch business.

This slide show the P/L for the consolidated financial results.

Quarterly Consolidated Financial Results

Point1 First Quarter net sales and technician numbers both increased from the previous quarter.

Point2 Record high on a quarterly basis.



*The number of consolidated technicians & engineers is the number of employees at the end of the fiscal year including IT freelancers in the IT engineer business.-

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These are the quarterly consolidated financial results. Our results are rising steadily on an upward trend. In order to continue this growth curve, we will take further action this fiscal year to address the issues within the company and make improvements.

FYE2025 1Q Results by Subsidiary

Point1 As for COPRO CONSTRUCTION, operating profit increased significantly by 47.9% YoY due to a decline in fixed costs accompanying sales growth.

Point2 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 88.0% YoY.

Point3 HD saw a decrease in profits of 42 million yen YoY due to an increase in new graduate recruiting costs, etc.

(Unit: ¥1mln)

	FYE2024			FYE2025		
	1Q	YoY Change	YoY Difference	1Q	YoY Change	YoY Difference
Consolidated sales	5,406	+27.2%	+1,157	6,870	+27.1%	+1,464
COPRO CONSTRUCTION	5,010	+25.4%	+1,013	6,127	+22.3%	+1,116
COPRO TECHNOLOGY	395	+56.8%	+143	743	+88.0%	+348
Profit on sales	1,441	+13.0%	+165	1,799	+24.8%	+357
COPRO CONSTRUCTION	1,315	+9.8%	+117	1,644	+25.1%	+329
COPRO TECHNOLOGY	126	+60.5%	+47	154	+22.5%	+28
Selling, general and administrative expenses	1,205	+15.3%	+159	1,380	+14.6%	+175
COPRO CONSTRUCTION	816	+31.3%	+194	907	+11.1%	+90
COPRO TECHNOLOGY	135	+34.4%	+34	177	+31.0%	+42
HD and others	253	-21.6%	-69	295	+16.9%	+42
Consolidated operating profit	236	+2.5%	+5	418	+77.2%	+182
COPRO CONSTRUCTION	498	-13.4%	-76	737	+47.9%	+238
COPRO TECHNOLOGY	-9	-	+12	-23	-	-13
HD and others	-253	-	+69	-295	-	-42

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

These are the results by subsidiary. There are three points. For point one, COPRO CONSTRUCTION (construction division) saw its operating profit increase by 47.9% YoY due to an increase in the gross profit margin resulting from sales growth and a decrease in the fixed ratio.

For point two, COPRO TECHNOLOGY (mechanical and electrical & IT division) has actively invested in advertising and promotional expenses with the aim of increasing the number of recruits, mainly with "Bscareer Kiden" and "Bscareer IT", and as a result, sales have grown significantly, up 88.0% YoY.

With point three, for parent company COPRO-HOLDINGS, an increase in recruiting costs for new graduates joining the company in the spring of 2025 and 2026 contributed to a decrease in profit of 42 million yen YoY.

The numbers are detailed on the slide, so please take a look at them later.

SECTION 02
Analysis of KPIs



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 1,036, or +31.3% YoY, to 4,350. The numbers smoothly exceeded the plan.

(Units: people & 1,000 yen)

	FYE2024				FYE2025		
	1Q	1H	2H	Full FY	1Q	YoY Change	YoY Difference
No. of recruits	664	1,166	1,056	2,222	911	+37.2%	+247
Construction technician dispatch	614	1,072	952	2,024	843	+37.3%	+229
Mechanical & electrical and semiconductor engineer dispatch	29	56	62	118	36	+24.1%	+7
IT engineers dispatch	21	38	34	72	32	+52.4%	+11
Increase due to M&A, etc.	0	0	8	8	0	-	+0
No. of resignations	386	687	642	1,329	490	+26.9%	+104
Construction technician dispatch	361	644	589	1,233	450	+24.7%	+89
Mechanical & electrical and semiconductor engineer dispatch	13	22	32	54	18	+38.5%	+5
IT engineers dispatch	12	21	21	42	22	+83.3%	+10
No. of technical employees (period end)	3,314	3,515	3,929	3,929	4,350	+31.3%	+1,036
Construction technician dispatch	3,030	3,205	3,568	3,568	3,961	+30.7%	+931
Mechanical & electrical and semiconductor engineer dispatch	175	193	223	223	241	+37.7%	+66
IT engineers dispatch	109	117	138	138	148	+35.8%	+39
Retention rate	89.6%	83.7%	85.8%	74.7%	90.0%	-	+0.4pt
Construction technician dispatch	89.4%	83.3%	85.8%	74.3%	89.8%	-	+0.4pt
Mechanical & electrical and semiconductor engineer dispatch	93.1%	89.8%	87.5%	80.5%	93.1%	-	-0.0pt
IT engineers dispatch	89.3%	91.7%	79.4%	75.8%	89.1%	-	-0.2pt
Sales per technical employee (period average)	619	614	611	612	587	-5.1%	-32
Construction technician dispatch	618	613	609	611	585	-5.4%	-34
Mechanical & electrical and semiconductor engineer dispatch	622	612	624	618	606	-2.6%	-16
IT engineers dispatch	656	662	722	699	696	+6.0%	+40

*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)) × 100.

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These are KPI Trends by business segment. With regards to the number of recruits, number of resignations, number of technical employees, the retention rate, and sales per technical employee (average during the period), the details are listed by segment.

The key point is that there was a significant increase in the number of recruits, mainly at COPRO CONSTRUCTION, and the number of technical employees increased 31.3%, or 1,036 people, to 4,350 YoY, making for a smooth start that exceeded the internal plan.

By continually updating our recruitment process, which is one of our greatest strengths, we have seen a significant increase in the number of people we recruit, and we feel very confident about our recruiting capabilities.

The number of resignations was slightly higher than planned, so we would like to address this from the second quarter onwards and reach the planned figure during this fiscal year.

The retention rate is roughly the same as in the first quarter of FYE2024.

The challenge is how to next address this and whether we can keep the number of resignations down. We believe that if we can increase the retention rate for current recruits and reduce the number of resignations, it will lead to further sales growth.

(Reference) Construction Technician Dispatching Business

Point1 Thanks to improvements in process management, the number of recruits increased by 37.3% YoY, a smooth start that exceeded the plan.

Point2 As a result of strengthening support for technical employees in their first and second year with the company, the retention rate improved 0.4 points YoY.



■ Recruitment, Turnover and Utilization Rate

(people)

	FYE2023	FYE2024				FYE2025		
	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year (Forecast)
Total recruited	1,472	614	458	467	485	2,024	843	2,299
New graduates	56	154	0	0	0	154	117	117
Mid-career	1,416	460	458	467	485	1,870	726	2,182
Turnover total	812	361	283	299	290	1,233	450	1,438
Net change	+660	+253	+175	+168	+195	+791	+393	+861
Increase due to M&A, etc.	+122	0	0	0	0	0	0	0
Number of technicians (quarter end)	2,777	3,030	3,205	3,373	3,568	3,568	3,961	4,429
Utilization rate (period average)	96.3%	93.0%	94.6%	95.7%	94.9%	94.6%	91.2%	-

■ Retention Rate

	FYE2023	FYE2024				FYE2025		
	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year (Forecast)
Retention rate	77.4%	89.4%	91.9%	91.9%	92.5%	74.3%	89.8%	75.5%
Retention rate (FY accumulative total)	74.4%	89.2%	82.3%	76.2%	72.1%	72.1%	89.4%	-
Retention rate (Last twelve months)	74.4%	75.0%	73.2%	71.6%	72.1%	72.1%	72.7%	-

*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.

From here, we have listed the KPIs for each business as reference material, so please check them later. These are the KPIs trends of the construction technician dispatching business.

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

Point While recruiting progressed largely in line with the plan, the number of resignations was slightly higher than planned due to an increase in inexperienced engineers, resulting in a net increase of only 2 people YoY in 1Q.

⇒ From 2Q onwards, the company plans to thoroughly implement trust activities to improve the retention rate and ensure a net increase in the number of engineers.



■ Recruitment, Turnover and Utilization Rate

(people)

	FYE2023	FYE2024					FYE2025	
	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year (Forecast)
Total recruited	85	29	27	28	34	118	36	207
New graduates	1	5	0	0	0	5	15	14
Mid-career	84	24	27	28	34	113	21	193
Turnover total	42	13	9	17	15	54	18	49
Net change	+43	+16	+18	+11	+19	+64	+18	+158
Number of technicians (quarter end)	159	175	193	204	223	223	241	381
Utilization rate (period average)	97.5%	95.9%	97.9%	96.8%	97.3%	97.0%	92.4%	-

■ Retention Rate

	FYE2023	FYE2024					FYE2025	
	Full Year	1Q	2Q	3Q	4Q	Full Year	1Q	Full Year (Forecast)
Retention rate	79.1%	93.1%	95.5%	92.3%	93.7%	80.5%	93.1%	88.6%
Retention rate (FY accumulative total)	81.0%	93.7%	89.9%	85.4%	82.3%	82.3%	85.1%	-
Retention rate (Last twelve months)	81.0%	82.8%	84.2%	90.2%	82.3%	82.3%	92.9%	-

*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.

These are KPI's of Mechanical & Electrical and Semiconductor Engineer Dispatching and Contracting Business.

(Reference) IT Engineers Dispatching Business

Point The number of employed engineers fell short of the plan because the number of recruits and resignations both didn't meet the plan.
 ⇒ From 2Q onwards, the company will aim to make a comeback by improving the yield rate of its recruitment process and thoroughly implementing trust.



■ Recruitment, Turnover and Utilization Rate (people)

	FYE2023	FYE2024				FYE2025	
	Full Year	1Q	2Q	3Q	4Q	Full Year	Full Year (Forecast)
Number of applicants	1,239	594	651	696	689	2,630	-
Total recruited	68	21	17	17	17	72	270
Turnover total	58	12	9	6	15	42	50
Net change	+10	+9	+8	+11	+2	+30	+10
Increase due to M&A, etc.	0	0	0	4	4	8	0
Number of technicians (quarter end)	100	109	117	132	138	138	358

* The above figures include IT freelance engineers.

■ Retention Rate

	FYE2023	FYE2024				FYE2025	
	Full Year	1Q	2Q	3Q	4Q	Full Year	Full Year (Forecast)
Retention rate	78.3%	89.3%	100.0%	87.0%	87.7%	75.8%	89.1%

*The above figures is for dispatched technical employees only, excluding IT freelancers.

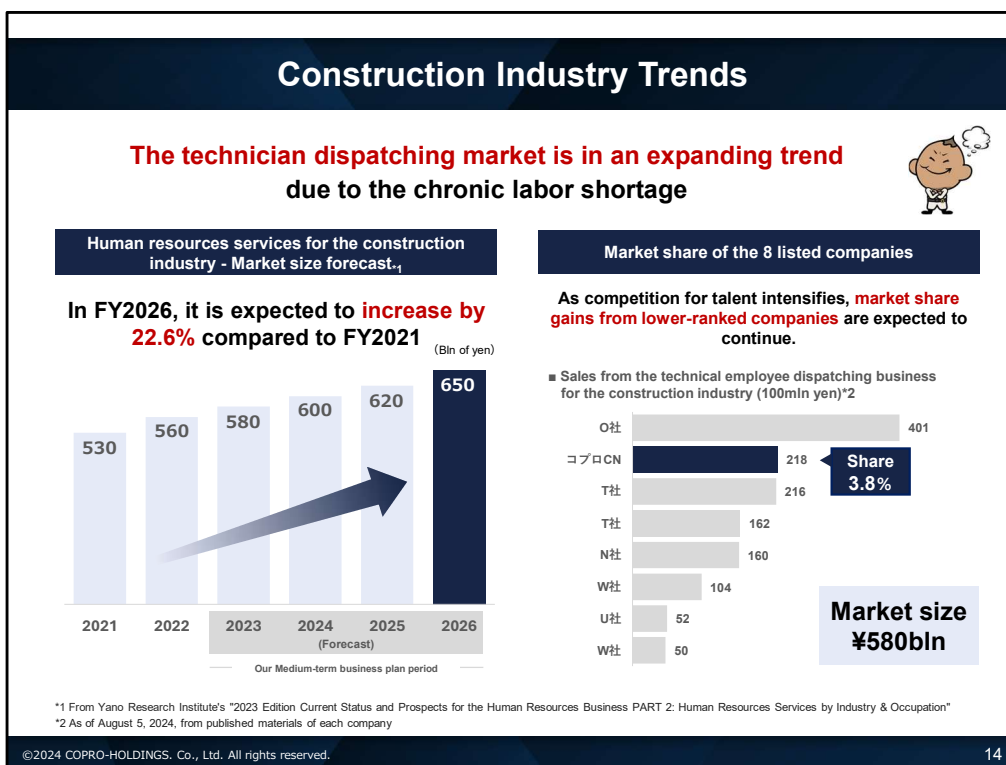
*Retention rate = Number of technical employees at the end of the current period (current quarter) ÷ (Number of technical employees at the end of the previous period (previous quarter) + Number of recruits in the current period (current quarter)) × 100g

These are the KPIs trends of the IT technician dispatching business.



SECTION 03

FYE2025 Business Summary and Growth Strategy



With regards to our business overview and growth strategy for FYE2025, I will explain with a focus on the dispatching of construction technicians.

The graphs on the slide show the trends in the construction industry. First, while this is something that is being said in any industry, the market for dispatching technical employees is on an expanding trend due to an overwhelming and chronic labor shortage.

The graph on the left side of the slide shows the predicted market size for human resource services for the construction industry. By fiscal 2026, the market is expected to expand by 22.6% compared to fiscal 2021.


The graph on the right shows the market share of the eight listed companies, including the other companies in the same industry. As competition for talent intensifies, market share gains from lower-ranked companies are expected to continue.

As for the current market share in the industry, Company O is at the top, and

COPRO CONSTRUCTION is in second place.

Our growth rate has outperformed competitors in all segments. We will continue to grow and manage our business in order to quickly assume the No. 1 position in the industry.

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?*

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

58%
42%

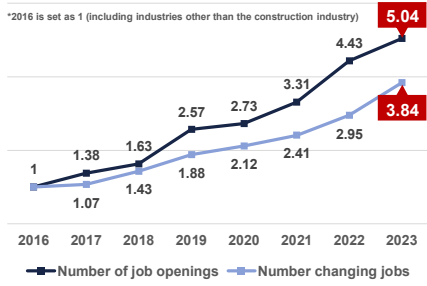
What measures are being implemented or considered in preparation for the 2024 problem?*

- ✓ 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.

*2016 is set as 1 (including industries other than the construction industry)



Year	Number of job openings	Number changing jobs
2016	1	1
2017	1.38	1.07
2018	1.63	1.43
2019	2.57	1.88
2020	2.73	2.12
2021	3.31	2.41
2022	4.43	2.95
2023	5.04	3.84

■ Number of job openings ■ Number changing jobs

*1 From April 2024, the upper limit on overtime work under the revised Labor Standards Law will begin 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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The second trend in the construction industry is that demand is expected to continue to expand in the future due to the application of the revised Labor Standards Law and the revitalization of construction investment.

The left side of the slide details the 2024 problem in the construction industry. The law came into effect in April of this year, but as the survey results in the below diagram show, about 40% of general contractors have no prospect for complying with the overtime regulations. Therefore, going forward, it will be necessary to implement measures such as utilizing staff dispatching and worker introduction companies like ours.

Regarding measures being implemented or considered in preparation for the 2024 problem, 90.3% of companies said they were "using temporary staffing services", 83.9% said they were "securing human resources by strengthening new graduate and mid-career professional recruitment", and 74.2% said they were "utilizing outsourcing", showing that companies are actively considering how to address the labor shortage.

For this reason, we believe there will be demand for effective and targeted use of staff dispatching companies like ours.

Look at the graph on the right. The number of job openings for construction management, shown by the dark blue line graph, is over five times more by 2023, with 2016 being "1." The light blue line graph shows the number of people changing jobs, and if 2016 is set at "1," then in 2023 it will be 3.84, which is also a significant increase.

Both the number of job openings and the number of people changing jobs have increased significantly, but there is still a difference between 5.04 and 3.84, so we predict that the labor shortage will continue.

Growth Strategy


- ✓ Following on from FYE2024, we will continue to increase our recruiting numbers in FYE2025 in order to take advantage of the favorable business environment, and we aim to expand the number of technical employees and our business.
- ✓ We will focus more on technical employee retention, developing a middle tier with a high unit price.

Recruiting

- ✓ While refining our process management, we will strengthen our “own recruitment”, which is our strength and has the highest level in our industry.
- ✓ Expanding our recruiting channels by utilizing such things as our own recruitment site “Bscareer Construction” and referral recruitment in addition to recruiting media.

Retention

- ✓ Focusing more on improving the retention rate of first- and second-year technical employees.
- ✓ By improving the retention rate, increasing the number of technical employees with a high unit price.



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Growth Strategy There are two simple points. First is to further strengthen our dominant recruiting capabilities, and the second is to improve the retention rate of our technical employees.

Three years ago, we fully leveled our recruitment process and built a system while improving on issues such as "what do we need to value" and "how can we increase the number of recruits".

While refining our process management, we have been working on strengthening our “own recruitment”, which is also our strength and has the highest level in our industry. There are many worker introduction companies out there, but rather than using such companies at a high cost, we are thoroughly strengthening our own “independent recruiting" while keeping costs in mind.

We saw great results over the past year, but because the recruitment process and our "independent recruiting" is never-ending, we will continue to update and raise the level.

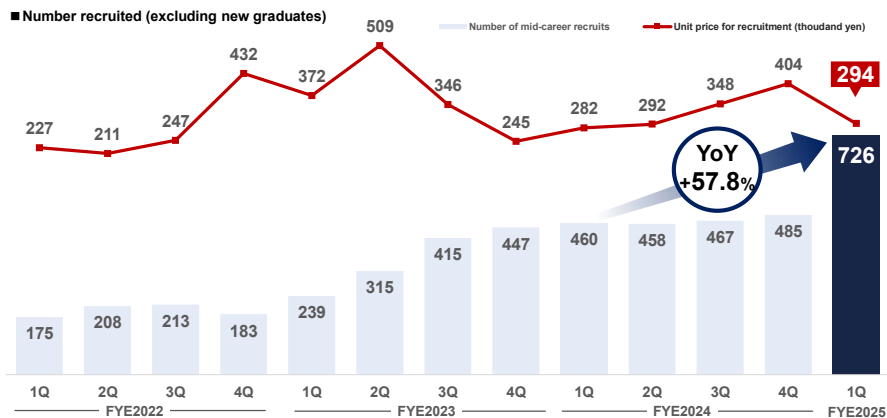
In addition to general recruitment media, we will also strive to expand our recruitment channels by utilizing our own recruitment site, "Bscareer Construction", and referral recruiting through employee introductions.

This is about technical employee retention. Speaking frankly, the retention rate for people in their first or second year with the company is very bad. It is the same in every industry. As job mismatches occur and many employees leave the company, we are working to improve the retention rate of technical employees in their first and second years with the company. By improving the retention rate, we will be able to increase the pool of high-priced technical employees.

As we refine these two processes, we will continue to raise the company's growth trajectory.

Recruiting Strategy(1): Boosting Our Strength in “Own Recruitment”

- Point1** The number recruited in 1Q of FYE2025 (excluding new graduates) increased significantly by 57.8% YoY to 726 people.
 ⇒ As job seekers become more active towards April, the Company invested additional recruitment expenses outside of the budget and strengthened recruitment in 4Q of FYE2024, resulting in a significant increase in the number of recruits in April 2024.
- Point2** While the unit price for recruitment in 1Q of FYE2025 was 294,000 yen, up 4.3% YoY, this was a significant improvement from the 4Q of the previous fiscal year.



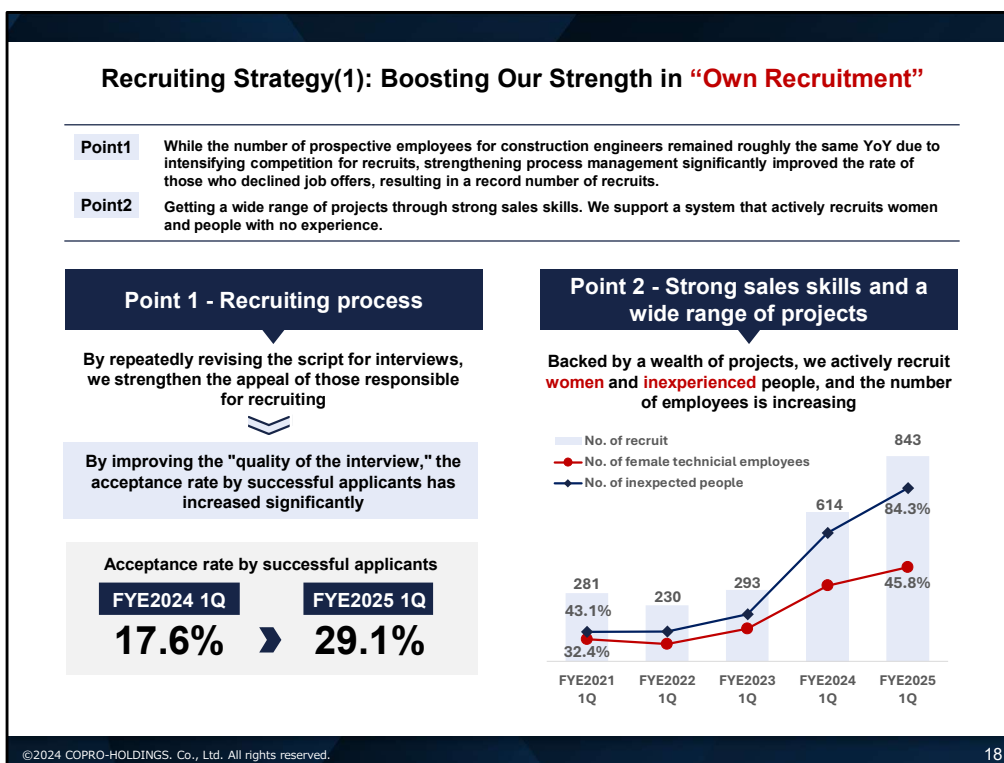
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There are two important points in order to boost our strength in "independent recruiting" as part of "Recruitment Strategy ①". The number of mid-career professional recruits (excluding new graduate employees) in the first quarter of FYE2025 increased a significant 57.8% YoY to 726 people.

As job seeker activity increases towards April, in the fourth quarter of FYE2024 we began to actively invest in additional recruiting costs outside of our budget, which resulted in a significant increase in the number of recruits in April.

The line graph on the slide shows the unit price for recruitment, and the bar graph shows the number of mid-career professional recruits. The number of mid-career professional recruits in the first quarter of FYE2025 increased by 57.8% YoY.



For our “independent recruiting”, there is a recruitment process as shown on the left side of the slide. What I want to talk about here is the standardization of the interview process. We have standardized the capabilities of the many interviewers employed at our company.

Since the wide gap between members who can recruit and those who can't is due to various recruitment techniques that come with the level of their experience, etc., we have repeatedly revised the scripts for interviews and strengthened the appeal of those responsible for recruiting.

Also, by setting the times for the interviews, organizing what the interviewers will say and what they make an appeal about, and how they persuade the candidates, we are bringing all recruiters up to a certain level of recruiting ability. This is something we are strengthening as it also relates to employee training, and we will continue to thoroughly refine it.

As a result, the ratio of those who accepted job offers increased significantly from 17.6% in the first quarter of FYE2024 to 29.1% in the first quarter of FYE2025.

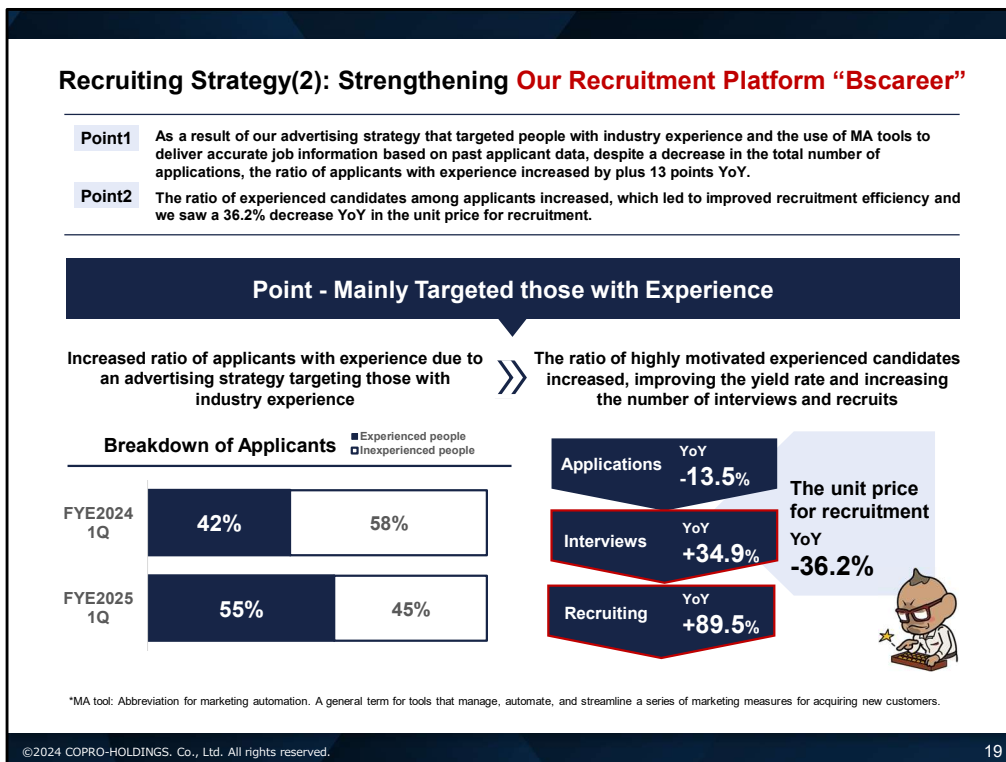
We believe that improvements in the "quality of the interviews" led to this result,

and that we need to make further efforts to improve this number.

The strong sales skills and wide range of projects on the right have also led to the recruiting of a wide variety of people. The bar graph shows the number of recruits in the first quarter of each period, the dark blue line graph shows the ratio of inexperienced people, and the red line graph shows the ratio of female technical employees.

With overwhelming sales power and a wide range of projects, one key point is not only how well we can secure projects that require experienced people who can contribute immediately, but also how many projects we have that can be handled by people with no experience.

Furthermore, in the construction industry, which has long been described as a male-dominated world, general contractors and ourselves are considering creating an environment in which women can thrive. If there are more projects that female technical employees can handle, the number of women recruited will increase significantly. We will further hone our strong sales capabilities and abundant projects, which will lead to an increase in the number of recruits.



This is about “Recruiting strategy ②: Strengthening our recruitment platform ‘Bscareer Construction’”. Today, I am attending this briefing wearing a T-shirt with our company brand “Bscareer”. We are working to further strengthen the branding of Bscareer and make it known to more people.

As the first point for us strengthening our recruitment platform “Bscareer Construction”, as a result of our advertising strategy that targeted people with industry experience and the use of MA tools to deliver accurate job information based on past applicant data, despite a decrease in the total number of applications, the ratio of applicants with experience increased by plus 13 points YoY.

For the second point, the ratio of experienced applicants has increased, which has led to improved recruitment efficiency and a 36.2% decrease in the unit price for recruitment YoY.

I mentioned earlier about hiring inexperienced people and female technical employees, but Bscareer Construction has a recruitment strategy that targets experienced people who can contribute immediately.

Please take a look at the graph on the left-hand side of the slide. Increasing ratio of applicants with experience due to an advertising strategy targeting those with industry experience for the breakdown of applicants, the upper graph is for the first quarter of FYE2024, and the lower graph is for the first quarter of FYE2025, and it shows the proportion of experienced applicants has increased significantly. We have strengthened our recruitment marketing and are advertising precisely to attract experienced candidates.

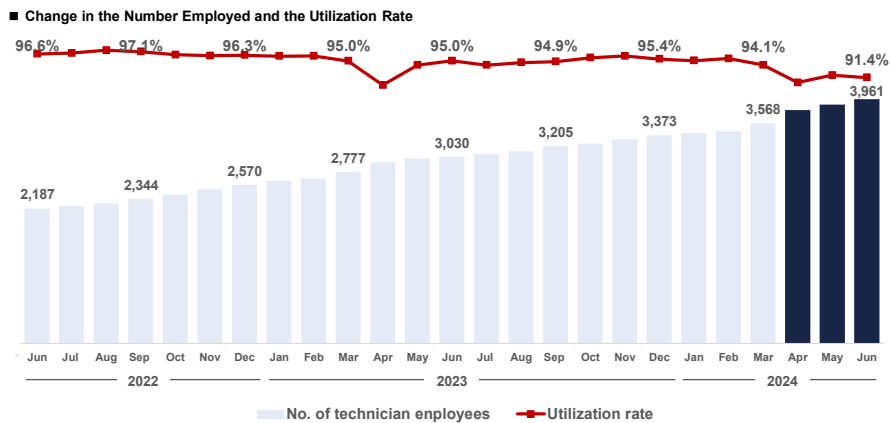
The graph on the right also shows that the yield rate has improved significantly in each process. The ratio of highly motivated experienced candidates increased, improving the yield rate and the number of interviews and recruits increased.

The total number of applications, which is the denominator, is down 13.5% YoY. This is due to a shift from the previous strategy of spending money on advertising for random recruiting, to a method that more precisely aims for the target demographic. However, there has been an increase in applications from high-quality technical employees, and the total number of interviews has increased significantly by 34.9% YoY, with the number of recruits also increasing dramatically by 89.5% YoY.

Thanks to these efforts that emphasize recruiting efficiency, we have been able to firmly control recruiting costs, with the unit price for recruitment decreasing 36.2% YoY.

Recruiting Strategy(3): Improving the Utilization Rate

- Point1** In 1Q FYE2025, the utilization rate temporarily decreased due to a significant increase in the number of recruits.
- Point2** On the other hand, the demand for human resources has been steady due to the construction industry's 2024 problem and construction demand related to the Osaka Expo and redevelopment, and the number of orders received is currently at an all-time high on a monthly basis.
- Point3** From 2Q onwards, the plan is to gradually improve matching accuracy to normal levels.



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This is about “Recruiting strategy ③”: Improving the utilization rate. The graph on the slide shows the trends in the number of technical employee and the utilization rate.

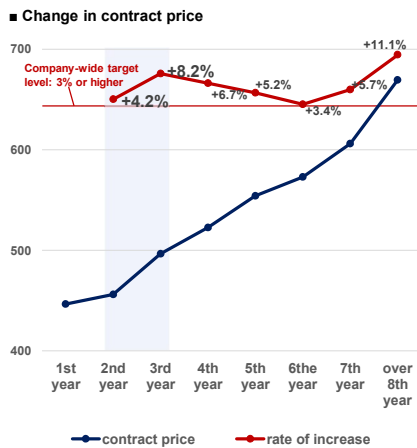
In the first quarter of FYE2025, the problem of a temporary decline in the utilization rate due to a large increase in the number of recruits became apparent. A major challenge for the future will be to improve the accuracy of matching current orders with newly recruited technical staff, so we will take a steady approach to improve the utilization rate.

The utilization rate remains in the 90% range, so it has not dropped significantly, but we will continue to monitor the situation and take measures in real time to increase both the number of technical employee and the utilization rate.

Retention Strategy: Improving the Retention Rate in the 1st & 2nd Years

Point1 The contract price during the first and second years of employment is around 450,000 yen, rising sharply to around 500,000 yen in the third year.

Point2 By preventing resignations in the first or second year, we can increase the number of technical employees who remain with us for three years or more, when the contract price increases.



Point 1: Facilitating teams & dispatching in sets

Strengthening 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, promoting OJT to quickly make technical employees productive and improve their sense of belonging

FYE2025 1Q Results

Number of teams

441

Team ratio*1

30%

*1: Ratio of technical employees on a team

This fiscal year, our company's top priority is our "retention strategy". As I mentioned earlier, we believe that the key to achieving significant growth is to first improve the retention rate of employees in their first and second years with the company.

The first point is that the contract price is around 450,000 yen during the first and second years of employment, but it increases significantly in the third year, rising sharply to about 500,000 yen. While helping employees settle in during their first and second years, from the third year onwards, we need to make efforts to advance their careers.

The second point is that by preventing resignations during their first and second years with the company, we will be able to expand the number of technical employees who are with the company for three years or more, when contract prices begin to rise.

The dark blue line graph on the left side of the slide shows the contract price, and the red line graph shows the rate of increase in the contract price. As you can see,

there's an 8.2% increase from year two to year three. From the perspective of the general contractors, the third year in the industry is the time when it becomes easier to communicate with technical employees, and this is a period when motivation further increases as they are highly rated. We aim to increase unit prices in this third year.

To achieve this, we must increase the retention rate of employees in their first and second years with the company and reduce the number of people leaving. As noted on the right, it is essential to facilitate teams and dispatching in sets.

In the construction industry, there are cases where people with little or no experience are sent to work sites, but this can lead to a negative spiral as they feel more isolated and lonely, or have to ask customers about things they don't understand. For this reason, we facilitate teams & dispatching in sets, and intentionally place young technical staff at work sites where there are many senior employees of our company who can then look after the young staff.

Facilitating teams & dispatching in sets is extremely important because it gives first- and second-year employees the peace of mind that "if there's anything I don't understand, I can just ask a senior COPRO employee".

As for teams & dispatching in sets in the first quarter of FYE2025, 441 teams were dispatched, with 30% of technical employees belonging to a team. In future, for those in their first and second years after joining the company, rather than sending them to the work sites alone, we will intentionally assign them to a team that includes many of our employees.

By helping employees to settle in during their first and second years and then develop their careers from their third year onwards, this leads to further improvements in the retention rate and a higher contract price. We believe that this is the area that our Group must focus on first and foremost this fiscal year.

Retention Strategy: Improving the Retention Rate in the 1st & 2nd Years

- Point1** For our technical employees, from September 2024 we plan to introduce a qualification study support system and a bonus system for getting qualifications.
- Point2** Employees who are recognized as having a certain level of skill are provided with e-learning accounts to help them prepare for exams. Employees who obtain certain national qualifications will be given a bonus of up to 200,000 yen*1.

Point 2: Support for obtaining qualifications & expansion of e-learning



Qualification study support system

Technical employees who pass our in-house mock exam and are recognized as having a certain level of skill are given an e-learning account specialized for construction qualifications. It is possible to prepare for qualification exams according to your desired field and lifestyle.



Bonus system for getting qualifications

Qualifications	Payment details
1st class construction management technician, 1st class construction management technician (assistant)	50,000 yen
2nd class construction management technician, 2nd class construction management technician (assistant)	
1st class architect	100,000 yen
2nd class architect	

*1 Bonuses paid for each qualification obtained. If an individual goes from having no qualifications to obtaining the highest level of qualifications (1st class architect or 1st class construction management technician), the full amount (200,000 yen) is paid, including the amount for lower qualifications.

Aims of the system

By providing an opportunity to obtain qualifications, helping technical employees to improve their own skills



- ✓ Supporting career development and promoting retention
- ✓ Developing human resources with high market value and strengthening competitiveness
- ✓ Raising the price for dispatching contracts



In order to improve the retention rate in the first and second years of employment, we are supporting technical employees in obtaining qualifications. The key point is whether we can support and encourage their career advancement.

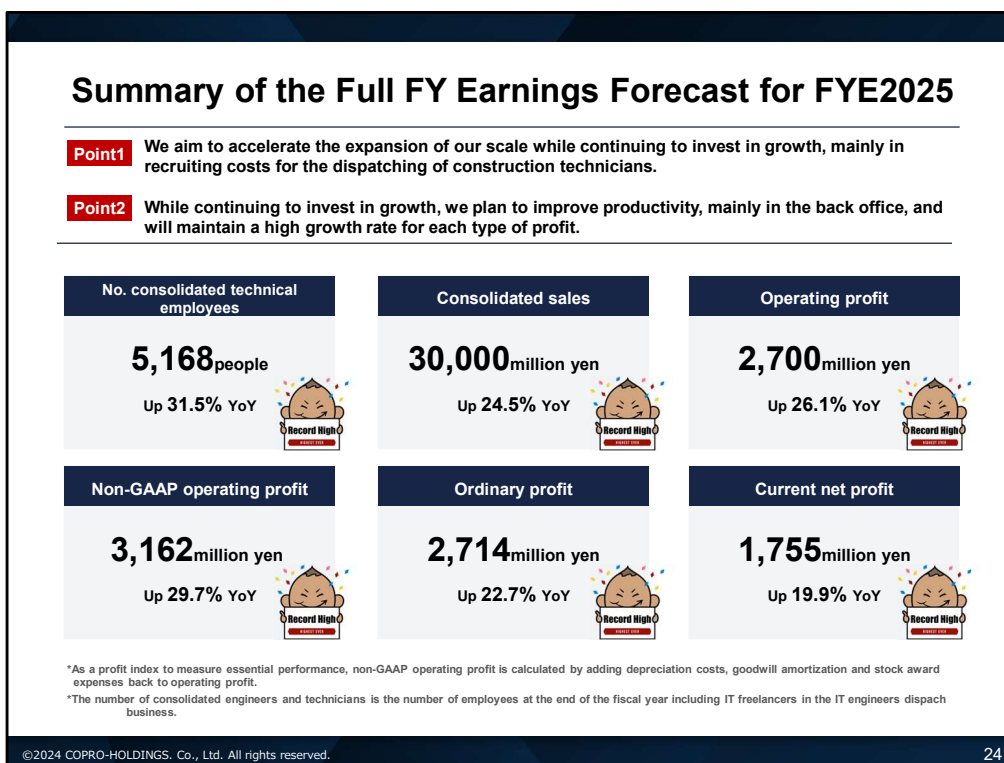
As shown on the left side of the slide, in addition to the qualification study support system, we have also established a new bonus system for getting qualifications, which provides a congratulatory bonus to those who obtain qualifications such as a 1st class construction management technician or a 1st class architect.

The aim of the system is that by obtaining national qualifications in the industry, such as construction management technician or architect, it will be possible for employees to build long-term careers for the future, which will hopefully increase their motivation and have a positive impact on their own salaries.

These efforts will support career development and promote retention. And we can develop human resources with high market value and strengthen competitiveness. Furthermore, we believe that such initiatives will lead to an increase in the unit price of dispatch contracts, so we will keep pursuing them proactively.

SECTION 04
FYE2025 Earnings Forecast





Now I will explain the earnings forecast for FYE2025. This slide is a summary of the full-year earnings forecast for FYE2025.

There are two points. Firstly, 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. Secondly, 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 type of profit.

This fiscal year marks the third year and halfway point of our Medium-Term Management Plan, so we view this year as a time to tackle specific issues and firmly solidify the growth strategy I explained earlier.

For the full fiscal year, we expect the number of consolidated technical employees to increase 31.5% YoY to 5,168 people, consolidated sales to increase 24.5% YoY to 30 billion yen, and operating profit to increase 26.1% YoY to 2.7 billion yen.

Non-GAAP operating profit is expected to reach 3.162 billion yen, up 29.7% YoY,

ordinary profit is expected to reach 2.714 billion yen, up 22.7% YoY, and current net profit is expected to reach 1.755 billion yen, up 19.9% YoY, achieving record highs in all categories.

FYE2025 Consolidated Earnings Forecast

(Million of yen)

	FYE2024		FYE2025 (Forecast)			
	Full year	Ratio	Full year	Ratio	YoY	
					Pct Change	Amount of Change
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*	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 (*2 after stock split) (yen)	77.68	-	91.97	-	+18.4%	+14.29
Number of consolidated technicians & engineers (quarter end)*	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 FYE2024. *3. The number of consolidated technicians & engineers is the number of employees at the end of the fiscal year including IT freelancers in the IT engineers dispatch business.

This is the full-year earnings forecast for FYE2025 In all categories, we would like to clear our internal budget and achieve increased revenue and profits.

FYE2025 KPIs by Business (Forecast)

(Units: people & 1,000 yen)

	FYE2024			FYE2025		
	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%	-	+1.9pt
Construction technician dispatch	83.3%	85.8%	74.3%	75.5%	-	+1.2pt
Mechanical & electrical and semiconductor engineer dispatch	89.8%	87.5%	80.5%	88.6%	-	+8.1pt
IT engineers dispatch	91.7%	79.4%	75.8%	87.9%	-	+12.1pt

*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)) × 100

We also set detailed KPIs for each business segment, making forecasts for the number of recruits, number of resignations, number of technical employees, and the retention rate, etc. If we can achieve these figures, we will be able to clear our consolidated sales and each type of profit, so we are determined and responsible to achieve it in all segments.

SECTION 05
FYE2025 Dividend Forecast



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 FYE2023 to FYE2027), depending on the profit growth achieved through aggressive investment.

Dividend per Share

	Interim	FY-end	Commemorative Dividend	Total
FYE2024	¥15.0	¥30.0	¥5.0	¥50.0
FYE2025 (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.

Dividend & Dividend Payout Ratio Trends

(Unit: Yen)

Total return ratio including share repurchase is expected to be approximately 110%

Fiscal Year	Ordinary dividend (intermediate)	Ordinary dividend (FY end)	Commemorative dividend (FY end)	Total Dividend	Dividend payout ratio (%)
FY3/18	7.5	0	0	7.5	20.2%
FY3/19	10	0	0	10	18.5%
FY3/20	5	5	0	10	26.1%
FY3/21	5	7.5	0	12.5	35.1%
FYE2022	5	10	0	15	39.2%
FYE2023	5	15	0	20	53.7%
FY3/24	15	15	0	30	64.4%
FY3/25 (Forecast)	20	40	0	60	65.2%

About Repurchase of Own Shares

- Repurchase period : From June 17, 2024 to August 2, 2024
- The total number of shares repurchased : 472,200 shares
- The total amount of repurchase : 799,911 thousand yen

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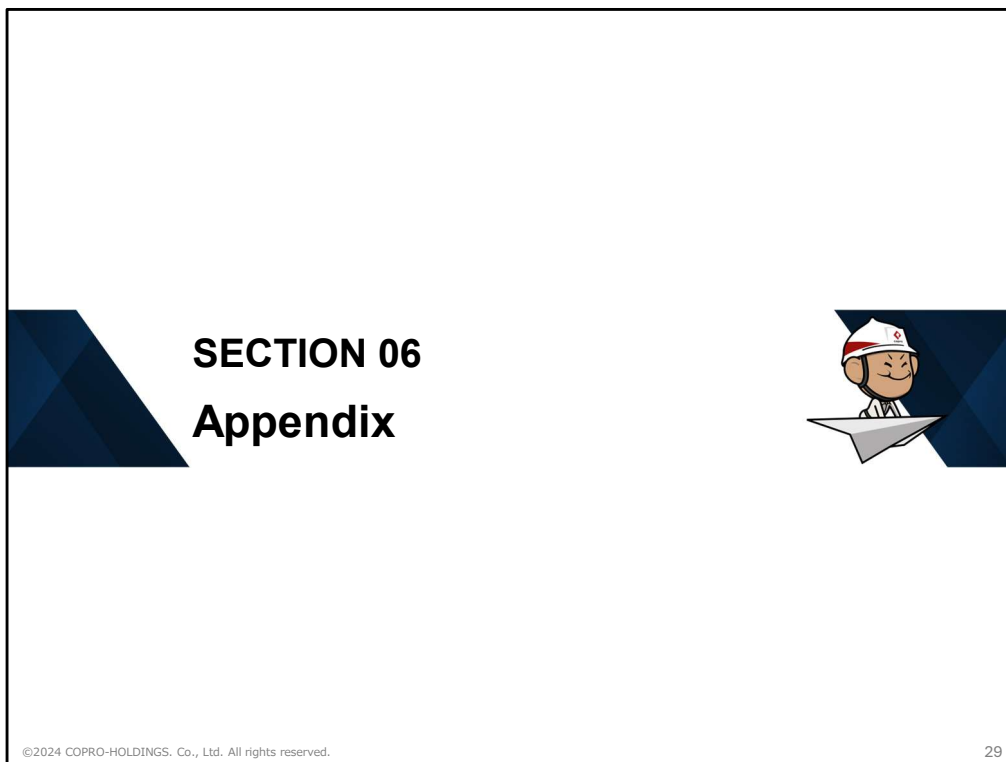
These are the dividend forecast for FYE2025. I will now read out our Group's dividend policy. Dividends are the basis for shareholder returns, which we consider to be one of the important management issues, and our basic policy is to pay stable dividends. We will not reduce dividends, but rather maintain 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", depending on the profit growth achieved through aggressive investment.

For FYE2025, we forecast an interim dividend of 20 yen per share, a fiscal year-end dividend of 40 yen per share, and an annual total of 60 yen.

I would like to explain the treasury stock buyback that was completed last week. During the buyback period from June 17 to August 2, 2024, the company completed the treasury stock buyback with 472,200 shares acquired for a total acquisition amount of 799,991,000 yen.

The graph on the bottom right side of the slide shows the trend in dividends and dividend payout ratios. We forecast an interim dividend of 20 yen and a year-end dividend of 40 yen for the current fiscal year, for a total annual dividend of 60 yen, with a dividend payout ratio of 65.2%. In addition, if we consider the treasury stock buyback that was completed last week as a shareholder return, the total return ratio is approximately 110%.

We will continue to discuss dividends internally and will continue to consider ways to make our stock even more attractive to shareholders and investors.



The following are reference materials. If you are interested, please take a look at our corporate overview and other information.

This concludes the briefing about the financial results of COPRO-HOLDINGS for the first quarter of FYE2025. Thank you for your attention.

Company Outline

<p>Company Name COPRO-HOLDINGS. Co., Ltd.</p> <p>Representative Kosuke Kiyokawa, CEO</p> <p>Head Office Dai Nagoya Building 25F, 3-28-12 Meieki, Nakamura-ku, Nagoya, Aichi</p> <p>Established October 2006</p> <p>Fiscal Year-End March</p> <p>Listing Market</p> <ul style="list-style-type: none"> • Tokyo Stock Exchange, Prime Market • Nagoya Stock Exchange, Premier Market <p>Ticker Symbol 7059</p> <p>Listing Date</p> <ul style="list-style-type: none"> • 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 	<p>Domestic Subsidiaries</p> <ul style="list-style-type: none"> • COPRO CONSTRUCTION. Co., Ltd. • COPRO TECHNOLOGY. Co., Ltd. <p>Overseas Subsidiaries</p> <ul style="list-style-type: none"> • COPRO VIETNAM CO., LTD. <p>Business Details</p> <ul style="list-style-type: none"> • Construction Technician Dispatching Business • Mechanical Design and Development Engineer Dispatching and Contracting Business • IT engineer Dispatching Business <p>Number of Employees 4,350 (as of June 30, 2024, consolidated basis)</p>
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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.

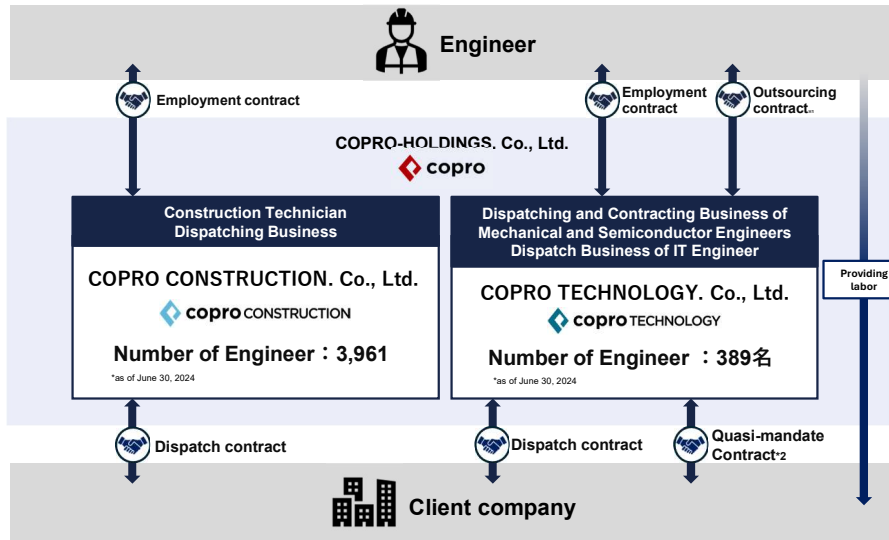
COPRO TECHNOLOGY Co., Ltd.
President and Chief Executive Officer
Hideki Nishioka

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.

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

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.

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

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

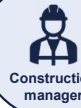
The main duties are coordination and preparation such as adjusting construction progress, ordering materials and ensuring safe work.

Three main areas of management

 **Quality management**

 **Process management**

 **Safety management**



Construction manager

Business Characteristics

A “stock-type business” with high growth potential
 ⇒By increasing sales in proportion to the number of dispatched technical employees,
 stable earnings growth can be expected



Branch Office

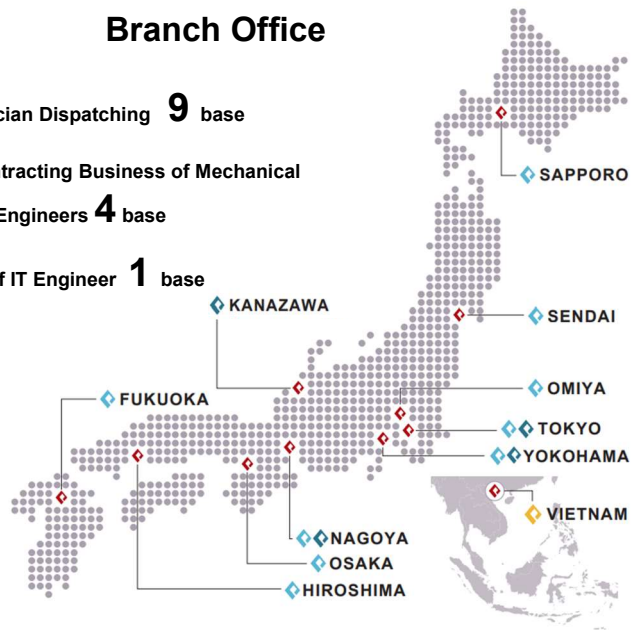
◆ Construction Technician Dispatching **9** base

◆ Dispatching and Contracting Business of Mechanical and Semiconductor Engineers **4** base

◆ Dispatch Business of IT Engineer **1** base

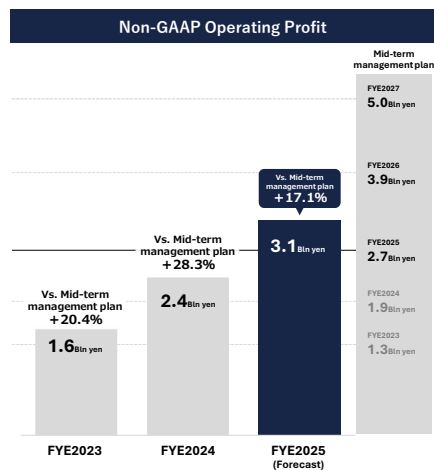
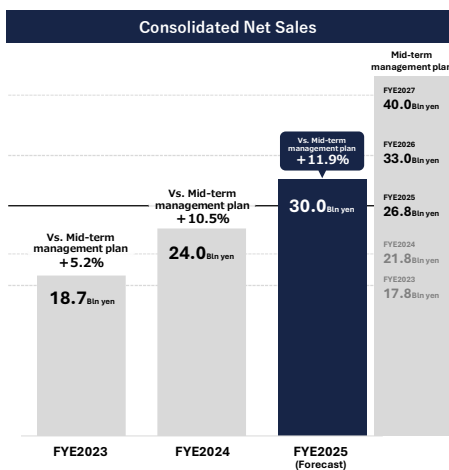
◆ Overseas **1** base

*As of June 2024

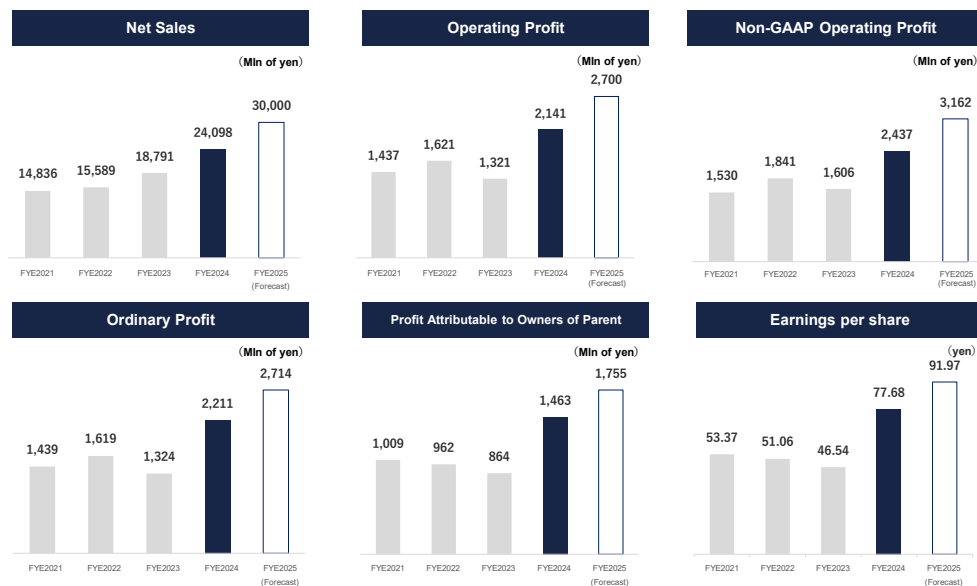


Progress of the Medium-Term Management Plan

- 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.



Consolidated Financial Results



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

Disclaimer and Forward-Looking Statements

- This document has been prepared by COPRO-HOLDINGS. Co., Ltd. (the “Company”) to assist investors in understanding the current status of 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 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.
 - 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.
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Contact

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

Message us via IR website

<https://copro-h.co.jp/en/contact/>

