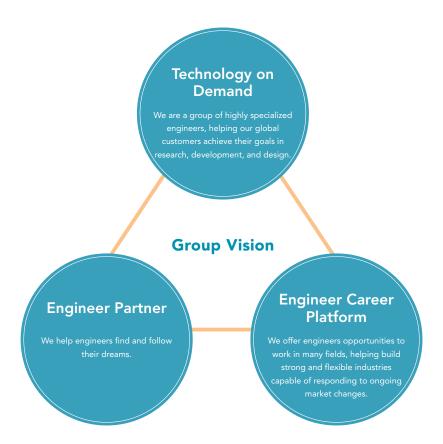




With more than 20,000 engineers and researchers as of June 30, 2020, we have transactions with some 2,200 clients, including major companies, university laboratories, public and private research institutions, and public-sector organizations. The Group's seasoned professionals, with expertise in fields such as machinery, electrics and electronics, embedded controls, information systems, IT infrastructure, chemistry, biotechnology, medicine, construction and civil engineering, and energy, enable us to deliver one-stop solutions addressing virtually the full spectrum of technical needs in industry in Japan. In terms of the number of engineers and researchers and the extensiveness of the fields covered, the TechnoPro Group is one of Japan's largest providers of technical human resources services.

Intensifying global competition means that power relationships in industrial circles are shifting rapidly. Along with this, Japan's industrial structure is faced with the need to transform significantly. Our role is to keep up with Japan's ever-changing industry and capture client needs so as to be the fastest in our industry at providing clients with the best technical services.

The vision of the TechnoPro Group is to help engineers and researchers realize their dreams, provide clients with high-quality services that surpass their expectations, and consequently contribute to a better society for our clients and other stakeholders as well as the public. We will continue our drive to realize this vision.



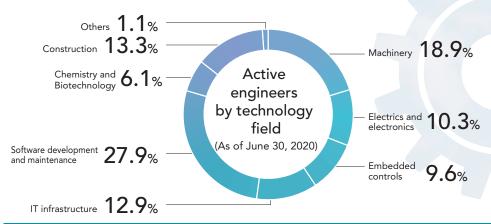
Create Value through Combination of Recruitment, HR Development, and Sales Activities

The TechnoPro Group's business model involves offering engineers stable employment as permanent employees and enhancing their market value by assigning them in technologically promising fields and providing training, thus responding to the growing demand for technical services.

Engineers *1

21,264

The TechnoPro Group has more than 24,000 employees globally, 21,264 of whom are engineers working in Japan. We are one of Japan's largest providers of technical human resources



Newly Recruited Engineers *2

4,398

We recruited 4,398 excellent engineers and researchers in the most recent fiscal year through stringent screening of many applicants.

Participants in Training Programs *3

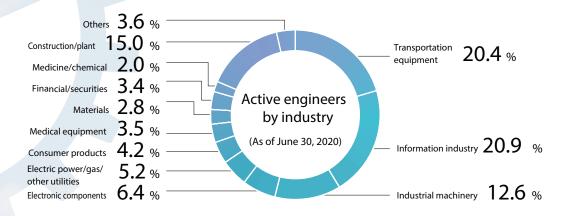
235,670

Technological capabilities have a direct bearing on the TechnoPro Group's competitiveness. The cumulative number of employees who participated in training programs in the most recent fiscal year totaled 235,670. With the best-in-industry training systems, backed by six large-scale training centers and about 60 training facilities in major cities nationwide, we offer a wealth of business training options in addition to training focused on engineering skills.

Clients *4

2,212

We support R&D and business operations of 2,212 clients active in cutting-edge technology areas, including major companies, university laboratories, public and private research institutions, and public-sector organizations.



Requests for New Staffing

19,082

We receive inquiries from many clients because we have the largest pool of engineering talent in the technical human resources services segment and cover extensive technology areas.

TechnoPro Holdings, Inc. (consolidated)



Engineer Staffing Market Share 14.6%

Concerning the dispatch of technical human resources, Yano Research Institute tracks and issues reports on the technical human resources services segment, including consignment and contracting of work for midstream to upstream processes requiring advanced specialized expertise grounded in abundant experience and knowledge. There are about 300 to 400 companies providing technical human resources services in Japan. In this segment, the combined market share of the TechnoPro Group and the second largest company is 26.7% and the top four companies account for 36.7% of the market; thus, it can be said that there is an oligopoly in this market. In accordance with the 2015 amendment to the Worker Dispatching Act, regulations concerning new entry into the dispatching business and business continuity have become stringent. As a result, the business concerning dispatch of technical human resources is expected to be further consolidated into major technical human resources services providers. (Data calculated by the Company based on data published by Yano Research Institute*5)

^{*1} As of June 30, 2020. On a consolidated basis (in Japan)

^{*2} Result in Japan for the fiscal year ended June 30, 2020 (including 1,364 new graduates hired, excluding the increase in engineers from acquisition of companies)

^{*3} Total number of engineers participating in training programs in the fiscal year ended June 30, 2020

 $^{^{\}star}4$ Number of clients as of June 30, 2020

^{*5} According to data announced by the Ministry of Health, Labour and Welfare, the size of the temporary staffing market in Japan is ¥6.5 trillion, ¥1.8 trillion of which is estimated to account for dispatch of technical human resources, including human resources for downstream processes. The TechnoPro Group has a 8.3% share of this technical human resources dispatching market.

Providing one-stop solutions across a wide range of technology areas

Service

Solutions

Design and R&D

Machinery, electrics and electronics, embedded controls, IT infrastructure, software development and maintenance, chemistry, biotechnology

Construction Management Outsourcing

Construction, civil engineering, electrical facilities, plant

Education and Training Services

Mechanical CAD, AI, IoT, IT programming, Web

Other Fields

Recruitment agency business, global business, employment of the disabled

Business Fields



Machinery



Chemicals/ materials



Construction/civil engineering



IT networks



Application



Plant engineering



Electrics/ electronics



Information systems



i-Construction



Embedded controls



A



Offshoring



Medicine/ biotechnology



IoT



BPO/HRO

Medium-term Management Plan (FY2018-FY2022) —Sustainable Growth for a Bright Future

Aspiring to be a global human resources services company with technology at its core

In accordance with the new medium-term management plan, we are expanding our business domains as a global human resources services company with technology at its core. By responding to the need for outsourced research, development, and design, which is growing in tandem with technological change, we aim to achieve sustained increases in corporate value by continuing to deliver high-value-added human resources and services.

Growth strategy pillars

Stable growth in the core engineer dispatching business



- i Reinforce recruiting (Target: hire 800 new graduates in April 2022)
- ii Develop our engineers' skills through education and training
- iii Train engineers for construction management
- iv Recruit high-level engineers by using TechnoBrain and Boyd & Moore Executive Search
- V Pursue M&A either to recruit high-level engineers or to increase the number of employees

Shift toward higher added value



- i Hire and train the project managers needed to expand contract assignment and outsourced development businesses
- ii Form teams in the dispatching business
- iii Invest aggressively in TechnoPro research centers in such fields as biotechnology and regenerative medicine
- iv Promote M&A of companies that have unique expertise
- V Promote collaboration, joint research, and alliances

Globalization



- i Leverage the alliance with HRnetGroup to meet the local human resources needs of Japanese companies operating overseas
- ii Ramp up recruitment of foreign engineers working in Japan
- iii Roll out a technology outsourcing business in Southeast Asia/Europe and promote M&A of, and business alliances with, local companies

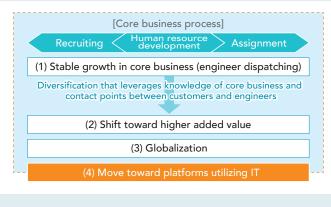
Shift to IT-based platform



- i Integrate currently disparate systems for recruitment management, assignment, attendance management, and sales invoicing
- ii Configure an Al-supported talent management system for engineers
- iii Break away from manpower-based career support

Evolving growth strategy







Together with Employees

Considering that boosting employee satisfaction leads to higher-quality client services, the TechnoPro Group conducts an employee satisfaction questionnaire survey every year covering all employees and reflects the results in enhancement of internal systems. The Group provides an environment where employees can work without anxiety and build their careers with a long-term perspective.

Self-fulfillment **Support System** Engineers who apply to participate in this system express their preferences as to the type of work they would like to do. Following screening, selected engineers receive personalized optimum support to match them with suitable positions.

TOKYO Work-Style Reform Declaration Companies

In September 2016, ahead of industry peers, we were approved as "TOKYO Work-Style Reform Declaration Companies" under a program promoted by the Tokyo Metropolitan Government designed to boost the motivation of companies in Tokyo to achieve working style and vacation style reforms. Taking the opportunity of this approval, we are further promoting working style reform, such as elimination of excessive work and encouragement of employees to take paid leave.

Support for **Employees' Group Activities**

We have a system to support our employees' group activities and, as of July 2020, there were 96 certified internal groups in Japan and 1,751 employees were members of such groups.



TOKYO Work-Style Reform

Our Commitment to Clients

Compliance Seminar

Workshops on Worker Dispatching

Distribution of News on Labor Administration

We hold a compliance seminar for our clients every year. The seminar features such topics as interpretation of labor-related laws and regulations, and precautions to ensure appropriate use of worker dispatching and outsourcing.

Upon request, we hold workshops on worker dispatching at clients' sites. Our expert counselors offer detailed explanation of specific practical issues that are difficult to interpret solely from

provisions of laws and implementation guidelines. We provide the latest information on labor administration, such as items emphasized in labor administration, examples of interpretation of legal provisions, and the orientation of revision of laws, utilizing the experience and the

network we have cultivated over the years in the worker dispatch business.



Our Commitment to the Environment

Our Environmental Philosophy (excerpt)

We are dedicated to protecting the environment and encouraging everyone who works at the Group to participate in environmental activities. We will continue to be a responsible corporate citizen playing a meaningful role in helping to resolve environmental issues.

Our Commitment to Society

Resolution of Social Issues

We are addressing the "post-doc problem" in Japan, namely, the difficulty many individuals fresh from academia with post-doctoral qualifications experience in securing suitable employment, and helped such talented people bring their capabilities into full play in the private sector. Convinced that people with disabilities should be afforded every opportunity to lead independent lives and participate fully in society, we create suitable workplaces for them.

Cultivation of Young Engineers

As a leading provider of technical human resources services supporting Japan, a technology-oriented nation, through our support of the Kagaku-no-Koshien (Japan High School Science Championships) and Kagaku-no-Koshien Junior (Japan Junior High School Science Championships) as well as Mono-Coto Innovation, a product-



Kagaku-no-Koshier

making contest for junior and senior high school students, we encourage young people to develop an informed interest in science and technology.

Collaboration with Universities

We are promoting collaboration with universities, including University of Tokyo, Tokyo Institute of Technology, Toyohashi University of Technology and Nagoya University.

Support of Ventures

- Investment in MIRAI SOZO 1 Limited Partnership that supports researchers related to and graduates of the Tokyo Institute of Technology, and ventures utilizing its cuttingedge technology.
- Investment in DEFTA Healthcare Technologies, L.P. to provide seed capital assisting Japanese and other leading-edge companies to commercialize their innovative medical research.
- Investment in Drone Fund, a fund specializing in seeding drone startup companies.

Contribution to Local Communities

In addition to volunteer activities in the wake of major earthquakes, we vigorously participate in disaster recovery activities, including the planting of trees. We also take part in many cleanup campaigns that are held in various communities in Japan. In collaboration with Tokyo's Minato Ward, where the TechnoPro Group is headquartered, we support community events.



Local cleanup volunteer: Arakawa Clean-aid

Corporate Governance

Governance System Outline

We define corporate governance as a structure for realizing the TechnoPro Group's corporate philosophy through the supervision and monitoring of business execution by the representative director, directors, and executive officers, achieving sustainable growth and long-term increases in corporate value, and ensuring the common interests of the shareholders flourish over the long term.

Compliance

The TechnoPro Group believes that the establishment of a robust and lasting compliance system is essential for its clients to use its outsourcing services with peace of mind. Maintaining and improving our compliance system will remain a constant management priority and we have thus established a department dedicated to compliance management and conduct appropriate risk management in the event of unforeseen circumstances. To ensure high standards in day-to-day work, we have established the code of conduct and the Compliance Declaration and are making a concerted effort to inculcate among all employees awareness of the importance of compliance.

Information Security

The TechnoPro Group implements thorough management of all types of information. We conduct multifaceted education and training, including case studies and group meetings, and have designed organizations to ensure that all employees possess an awareness that each piece of information is an important asset. Where employees are contracted to work onsite at a client's place of business, they receive additional education and training to ensure that they comply with the client's in-house information security rules. In addition, the TechnoPro Group has strict operational regulations in place at each site to ensure that information leaks are prevented.

TechnoPro Holdings, Inc.

Headquarters

35F, Roppongi Hills Mori Tower 6-10-1 Roppongi, Minato-ku, Tokyo 106-6135, Japan

President, representative director and CEO $\,$

Takeshi Yagi

Established

April 27, 2012

Capital

¥6,929,669,600

Revenue

¥158.4 billion

(consolidated, for the fiscal year ended June 30, 2020)

Employees

24,956 (consolidated, as of June 30, 2020)

Stock exchange

First Section, Tokyo Stock Exchange

(Securities code: 6028)

URL

https://www.technoproholdings.com/

Locations

Japan

127 sales offices

27 development centers

3 research centers

- TechnoPro Learning Yokohama
- TechnoPro Learning Tokai
- TechnoPro Learning Osaka
- TechnoPro Learning Kyushu
- Win School (approx. 60 locations in Japan)
- Tokyo Technical Training Center (construction management)
- Osaka Technical Training Center (construction management)

Training

facilities

Global Locations



China Shanghai Dalian Hefei

Wuxi Guangzhou Hangzhou

Singapore

Malaysia Kuala Lumpur

Thailand Bangkok

India

Hyderabad Pune Bengaluru



TECHNOPRO

TechnoPro Holdings, Inc.	Shared services for group companies
TechnoPro, Inc.	
TechnoPro Design Company	Mechanical design, electronic circuit design, embedded control, semiconductors, plant design
TechnoPro Engineering Company	Systems development, IT infrastructure, embedded control, mechanical design, plant design
TechnoPro IT Company	Application development, network and database construction, maintenance and operation
TechnoPro R&D Company	Chemistry, biotechnology, medicine, environmental technology, new materials with advanced functions
TechnoPro Construction, Inc.	Construction management for construction, civil engineering, and electrical facilities; plant engineering
TechnoPro Smile, Inc.	Special subsidiary of TechnoPro Holdings (employment of people with disabilities)
TechnoPro China Group	Human resource dispatching, contract assignment, offshore development in such fields as mechanical design, electrical design, embedded development and application development; and recruitment agency
Pc Assist Co., Ltd.*1	Operation of Win Schools in major cities in Japan that provide technical training for CAD, programming, network construction, web design, PC operation, Microsoft Office, etc.
Boyd & Moore Executive Search K.K.*2	Executive search and recruitment agency in the Asia Pacific region
EDELTA Co., Ltd.*3	Systems integration and packaged products sales
PROBIZMO Co., Ltd.*4	Applications development, systems integration and operations
Helius Technologies Pte Ltd*5	Engineer staffing and placement services in Southeast Asia and India
TOQO.Co.Ltd*6	Assessment, inspection, design and supervision of buildings
Orion Managed Services Limited*7	Engineer staffing and placement services in the UK
TechnoBrain Co., Ltd.*8	Placement services focused on engineers, recruitment process outsourcing
TPRI Technologies Private Limited*9	Engineering consultancy and offshore development services

^{*1} Pc Assist has been a member of the TechnoPro Group since September 4, 2015.

^{*2} Boyd & Moore Executive Search has been a member of the TechnoPro Group since July 3, 2017.

 $^{^{\}star}3$ $\,$ EDELTA has been a member of the TechnoPro Group since October 31, 2017.

^{*4} PROBIZMO has been a member of the TechoPro Group since January 31, 2018.

^{*5} Helius Technologies has been a member of the TechnoPro Group since March 19, 2018.

^{*6} TOQO has been a member of the TechnoPro Group since July 20, 2018.

^{*7} Orion Managed Services Limited has been a member of the TechoPro Group since October 10, 2018

^{*8} TechnoBrain has been a member of the TechnoPro Group since February 28, 2019

^{*9} TPRI Technologies has been a member of the TechnoPro Group since September 9, 2019

TechnoPro Holdings, Inc.

https://www.technoproholdings.com/en/

