

3. Consolidated Financial Results Forecast for the Fiscal Year Ending June 30, 2025 (July 1, 2024 – June 30, 2025)

(% represents the change from the same period of the previous year)

	Revenue		Core operating profit		Operating profit		Profit before income taxes		Net profit attributable to owners of the parent company		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Full year	237,000	8.1	27,000	10.7	27,000	23.2	27,000	22.0	18,500	26.0	176.98

(Note) Revisions to financial results forecasts published most recently: No
TechnoPro Holdings, Inc. Board of Directors resolved to repurchase its shares on August 8, 2024 and to retire its treasury stock on November 28, 2024. The "Basic earnings per share" in the consolidated financial forecast for the fiscal year ending June 30, 2025 takes into account the impact of the repurchase and retirement of treasury stock.

* Notes

(1) Important changes made to scope of consolidation during the period: None

(2) Changes to accounting policies and accounting estimates

i. Changes to accounting policies as required by IFRS: None

ii. Changes to accounting policies other than i.: None

iii. Changes to accounting estimates: None

(3) Number of outstanding shares (ordinary shares)

i. Number of outstanding shares at the end of the period (including treasury shares)	As of December 31, 2024	104,500,000 shares	FY ended June 30, 2024	106,400,000 shares
ii. Number of treasury shares at the end of the period	As of December 31, 2024	309,772 shares	FY ended June 30, 2024	446,465 shares
iii. Average number of shares during the period (cumulative)	For the six months ended December 31, 2024	104,862,088 shares	For the six months ended December 31, 2023	106,939,869 shares

(Note) The Company retired 1,900,000 shares of treasury stock on December 18, 2024, in accordance with the resolution of its Board of Directors meeting held on November 28, 2024.

* This Summary of Financial Statements is not subject to review by certified public accountant or audit corporation.

* Explanation regarding proper use of financial results forecasts, and other notes

(Cautionary note on forward-looking statements)

Forward-looking statements in this document about future performance are based on information currently available and certain assumptions that are considered reasonable. Due to unforeseen circumstances, actual results may differ from such estimates.

Please refer to page 5 "1. Qualitative Information on Financial Results for the Period Under Review; (3) Results forecasts and other forward-looking information," for criteria for assumptions used in the earnings forecast.

(Obtaining supplementary materials for financial results)

The Company plans to hold a briefing on business results for institutional investors and analysts on February 7, 2025. The Company plans to post supplementary materials for the briefing on its website today (February 7, 2025) at the same time that the information is disclosed to the Tokyo Stock Exchange.

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1. Qualitative Information on Financial Results for the Period Under Review

(1) Summary of business performance

During the consolidated first half period under review (July 1, 2024 to December 31, 2024), uncertainty over the outlook for the global economy has increased due to soaring resource prices driven by the situation in Ukraine and heightened geopolitical risks in the Middle East and East Asia. In Japan, although the economy is showing a trend of gradual recovery, uncertainty has continued due to high prices and restrictions on raw material procurement.

Despite this environment, customer demand in the Group's core business area of engineer dispatching and contract assignment remains firm, particularly with respect to IT engineers in the transportation and information industries.

The main initiatives implemented by the Group during the consolidated first half period under review were as follows:

Securing engineers

With continued strong customer demand for engineers, the utilization ratio of the Group remains around 95%, and there is a shortage of resources available to respond to new orders. Therefore, we are intensifying, while maintaining high hiring standards, the hiring of inexperienced engineers on the premise of providing them with subsequent training. In addition, we are actively promoting recruitment of highly skilled engineers through employee referrals and enhancing global recruitment of foreign nationals by expanding the number of countries targeted. We will continue to secure highly skilled engineers to achieve sustainable growth.

Mitigating increased turnover rate

We recognize the increase in turnover within the Group, driven by the overall rise in workforce mobility, as a management challenge. To address this issue, we have implemented measures such as early identification of high-risk engineers using an AI-powered turnover prediction system, and early interviews to understand the aspirations and concerns of our engineers by newly appointed interview specialists.

We will continue to prevent the outflow of engineers as much as possible and mitigate the increasing turnover rates.

Raising unit contract price of engineers

We believe that there is still potential to increase the unit price of contracts for our engineers and are pursuing further unit price improvement. Through upskilling and reskilling with education and training, we are continuously working on acquiring the technical skills required by customers and raising the level of services, aiming to win contracts with appropriate unit prices. In addition to Charge Up efforts, in which we negotiate contract prices with existing customers, we are actively promoting Shift Up initiatives to achieve higher unit prices by assigning engineers to different customers. We believe that raising the unit prices of each engineer can contribute to top-line growth as well as provide better conditions and motivation for engineers, which is also crucial for reducing turnover. We will continue to raise contract unit prices while increasing engineers continuously.

Strengthening the solutions business

We are promoting the solution business by leveraging the customer and engineer base of our staffing business, focusing on key areas and utilizing diverse technical expertise in various fields such as machinery, electronics/electricals, and biochemistry as well as IT and digital domain. We are establishing the structure to promote group collaboration ranging from upstream processes such as concept formulation and business analysis to downstream processes such as maintenance and management, and, through recruitment and training initiatives, aiming to increase talent capable of handling upstream processes.

We will continue to strengthen our solutions business while identifying our competitive advantages.

As a result of the initiatives described above, the number of engineers on payroll in Japan at the end of the consolidated first half period under review was 26,651 (up 1,921 compared to the end of the first half of the previous fiscal year). The average utilization rate for the period under review was 95.4% (down 0.0 pts compared to the same period of the previous fiscal year). As for the improvement in unit sales per engineer, which has been ongoing, average monthly sales per engineer were 698 thousand yen (up 22 thousand yen compared to the same period of the previous fiscal year) due to an increase in unit contract prices as a result of our Shift Up and Charge Up initiatives.

In terms of expenses, SG&A increased in comparison to the first half of the previous fiscal year. This was mainly due to hiring expenses for acquiring talent and education and training costs for engineer development.

As a result, the Group's consolidated revenue for the first half period under review was 118,439 million yen (up 9.7% compared to the same period of the previous fiscal year), core operating profit was 14,877 million yen (up 21.2%), operating profit was 15,108 million yen (up 21.7%), profit before taxes was 15,307 million yen (up 22.8%), and net profit attributable to the owners of the parent company was 10,527 million yen (up 22.5%).

Earnings for the segments of the business during the consolidated first half period under review were as follows:

(R&D Outsourcing)

To expand its IT business, which has been performing well within R&D Outsourcing, the Group implemented initiatives to capture strong demand in the digital domain through re-skilling and cross-skilling, such as digital technology-related training for hardware-related engineers and chemical/biochemical-related engineers, in addition to strengthening the mid-career hiring of mainly high added-value engineers. The Group also made efforts to secure assignments at higher unit prices by increasing the quality and diversity of its service offerings, which were realized through business collaboration with alliance partners possessing advanced technologies and active implementation of internal and external training. Through these efforts, engineers on payroll at the end of the consolidated first half period under review were 23,326 (up 1,682 compared to the end of the first half of the previous fiscal year) and assigned engineers were 22,389 (up 1,579). As a result, revenue in this segment was 92,676 million yen (up 11.5%).

(Construction Management Outsourcing)

In addition to construction management—the main service provided under Construction Management Outsourcing—the Group has also expanded its offerings based on technological skills developed in the construction management and design fields, with examples including 3D measurement, aerial photography and inspections using drones, as well as new areas such as BIM/CIM (Building/Construction Information Modeling), with a particular focus on responding to the digitalization of the construction industry. In addition, to address the chronic shortage of construction management engineers, the Group is leveraging its technical center to actively recruit and train inexperienced and young/low-experienced engineers in the construction industry. Through these efforts, engineers on payroll and assigned engineers were 3,325 and 3,145 in this segment, respectively, at the end of the consolidated first half period under review (up 239 and 197, respectively, compared to the end of the first half of the previous fiscal year). As a result, revenue in this segment was 12,524 million yen (up 10.3%).

(Other Businesses in Japan)

Other Businesses in Japan comprises a professional recruitment service and an education and training service in engineering. In professional recruitment services, while the supply of engineers to the Group companies through recruitment is actively promoted, the Group is fulfilling the needs for engineers and skilled personnel required from external customers in a tightening labor market. In the engineering education and training services, we are developing more effective training programs by leveraging synergies within the Group. We are also expanding services such as corporate consulting for engineer development to capture demand for human capital investment. As a result, revenue in this segment was 2,170 million yen (down 0.6%).

(Overseas Businesses)

Our overseas operations provide offshore delivery services in India and China to customers mainly in the US, Europe, and Japan. We also provide engineer dispatch and professional recruitment services in Southeast Asia and the UK. These operations are influenced by economic trends and geopolitical risks and other factors in each region. We continue making sales and marketing-focused upfront investments to secure high-margin offshore delivery projects and new customers, which also enhance capabilities of our domestic solution business. As a result, revenue in this segment was 12,557 million yen (down 2.1%).

(2) Summary of financial position

i. Analysis of financial position

Assets totaled 147,462 million yen as of the end of the consolidated first half period under review (down 5,188 million yen from the end of the previous fiscal year). The primary components were goodwill of 46,018 million yen, cash and cash equivalents of 39,413 million yen, and accounts receivables and other receivables of 29,565 million yen. The status for each item was as follows.

(Current assets)

Current assets totaled 83,465 million yen as of the end of the consolidated first half period under review (down 4,110 million yen from the end of the previous fiscal year). The primary components were cash and cash equivalents of 39,413 million yen (down 5,828 million yen), and accounts receivables and other receivables of 29,565 million yen (up 601 million yen).

(Non-current assets)

Non-current assets totaled 63,996 million yen as of the end of the consolidated first half period under review (down 1,078 million yen from the end of the previous fiscal year). The primary components were goodwill of 46,018 million yen (down 476 million yen), and deferred tax assets of 4,444 million yen (up 243 million yen).

(Current liabilities)

Current liabilities totaled 53,148 million yen as of the end of the consolidated first half period under review (down 4,966 million yen from the end of the previous fiscal year). The primary components were accounts payable and other liabilities of 17,751 million yen (down 366 million yen), and employee benefits liabilities of 9,988 million yen (up 583 million yen).

(Non-current liabilities)

Non-current liabilities totaled 13,636 million yen as of the end of the consolidated first half period under review (up 998 million yen from the end of the previous fiscal year). The primary components were bonds and loans payable of 9,238 million yen (up 1,503 million yen), and lease liabilities of 3,010 million yen (down 540 million yen).

(Equity attributable to the owners of the parent company)

Equity attributable to the owners of the parent company totaled 79,729 million yen as of the end of the consolidated first half period under review (down 1,012 million yen from the end of the previous fiscal year). The primary components were retained earnings of 67,034 million yen (up 1,120 million yen), and share capital of 6,929 million yen (no change).

ii. Cash flow

Cash and cash equivalents (hereinafter "Cash") totaled 39,413 million yen as of the end of the consolidated first half period under review, representing a decrease of 5,828 million yen compared to the end of the previous fiscal year. Cash flow during the consolidated first half period under review as well as the main factors affecting changes are as follows.

(Cash flows from operating activities)

Cash inflows from operating activities were 12,359 million yen (same period of previous fiscal year: inflows of 15,596 million yen). This was mainly due to an increase in cash due to profit before taxes (15,307 million yen), a decrease in prepaid expenses (1,690 million yen), and depreciation and amortization (1,539 million yen), offset by a decrease in cash due to payments of corporate income taxes (5,559 million yen).

(Cash flows from investing activities)

Cash outflows from investing activities were 1,003 million yen (same period of previous fiscal year: outflows of 295 million yen). This was mainly due to an increase in cash due to proceeds from sales and redemption of investments (1,406 million yen), offset by a decrease in cash due to purchase of investments (1,481 million yen).

(Cash flows from financing activities)

Cash outflows from financing activities were 17,120 million yen (same period of previous fiscal year: outflows of 11,575 million yen). This was mainly due to an increase in cash due to proceeds from long-term borrowings (3,000 million yen), offset by a decrease in cash due to dividend payments (6,108 million yen), redemption of bonds (5,000 million yen), and purchase of treasury shares (4,999 million yen).

(3) Results forecasts and other forward-looking information

There have been no changes made to the consolidated financial results forecast for the fiscal year ending June 30, 2025, as announced in the “Summary of the Consolidated Financial Statements (IFRS) for the Fiscal Year Ended June 30, 2024” published on August 8, 2024.

2. Interim Consolidated Financial Statements (Summary) and notes

(1) Consolidated Statement of Financial Position (Summary)

(Millions of yen)

	As of June 30, 2024	As of December 31, 2024
Assets		
Current assets		
Cash and cash equivalents	45,241	39,413
Accounts receivables and other receivables	28,963	29,565
Income taxes receivable	50	1
Other short-term financial assets	6,348	6,989
Other current assets	6,971	7,496
Total current assets	87,575	83,465
Non-current assets		
Property, plant and equipment	2,447	2,547
Right-of-use assets	4,454	3,770
Goodwill	46,494	46,018
Intangible assets	2,391	2,124
Other long-term financial assets	4,229	4,189
Deferred tax assets	4,200	4,444
Other non-current assets	857	902
Total non-current assets	65,075	63,996
Total assets	152,651	147,462
Liabilities and equity		
Current liabilities		
Accounts payable and other liabilities	18,117	17,751
Bonds and loans payable	5,996	2,000
Lease liabilities	5,614	5,312
Income taxes payable	6,497	5,638
Other financial liabilities	3,397	3,118
Employee benefits liabilities	9,405	9,988
Provisions	9	9
Other current liabilities	9,075	9,329
Total current liabilities	58,114	53,148

(Millions of yen)

	As of June 30, 2024	As of December 31, 2024
Non-current liabilities		
Bonds and loans payable	7,735	9,238
Lease liabilities	3,550	3,010
Other long-term financial liabilities	197	229
Deferred tax liabilities	538	509
Retirement benefit liabilities	22	29
Provisions	496	513
Other non-current liabilities	98	105
Total non-current liabilities	12,638	13,636
Total liabilities	70,753	66,785
Equity		
Share capital	6,929	6,929
Capital surplus	3,382	1,732
Retained earnings	65,913	67,034
Treasury shares	(1,213)	(870)
Other components of equity	5,728	4,903
Equity attributable to owners of the parent company	80,741	79,729
Non-controlling interests	1,156	947
Total equity	81,897	80,676
Total liabilities and equity	152,651	147,462

(2) Consolidated Statement of Income (Summary) and Consolidated Statement of Comprehensive Income (Summary)
 Consolidated Statement of Income (Summary)

(Millions of yen)

	Six months ended December 31, 2023 (July 1, 2023 to December 31, 2023)	Six months ended December 31, 2024 (July 1, 2024 to December 31, 2024)
Revenue	108,009	118,439
Cost of sales	78,946	85,992
Gross profit	29,062	32,447
Selling, general and administrative expenses	16,789	17,569
Other income	160	256
Other expenses	17	25
Operating profit	12,416	15,108
Financial income	162	271
Financial expenses	113	72
Profit before income taxes	12,464	15,307
Income taxes	3,776	4,684
Net profit	8,688	10,623
Net profit attributable to:		
Owners of the parent company	8,591	10,527
Non-controlling interests	96	95
Net profit	8,688	10,623
		(Yen)
Earnings per share attributable to owners of the parent company		
Basic earnings per share	80.34	100.40
Diluted earnings per share	—	—

Consolidated Statement of Comprehensive Income (Summary)

(Millions of yen)

	Six months ended December 31, 2023 (July 1, 2023 to December 31, 2023)	Six months ended December 31, 2024 (July 1, 2024 to December 31, 2024)
Net profit	8,688	10,623
Other comprehensive income		
Items that may be reclassified to profit or loss		
Foreign currency translation adjustments	(571)	(847)
Total items that may be reclassified to profit or loss	(571)	(847)
Total other comprehensive income	(571)	(847)
Comprehensive income for the period	8,116	9,776
Comprehensive income for the period attributable to:		
Owners of the parent company	8,021	9,702
Non-controlling interests	95	73
Comprehensive income for the period	8,116	9,776

(3) Consolidated Statement of Changes in Equity (Summary)

Six months ended December 31, 2023 (July 1, 2023 to December 31, 2023)

(Millions of yen)

	Equity attributable to the owners of the parent company						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity		Total equity attributable to owners of the parent company
					Foreign currency translation adjustments	Total other components of equity	
As of July 1, 2023	6,929	8,259	59,262	(2,577)	3,655	3,655	75,529
Net profit			8,591			—	8,591
Other comprehensive income					(570)	(570)	(570)
Total comprehensive income	—	—	8,591	—	(570)	(570)	8,021
Dividends of surplus			(5,362)			—	(5,362)
Share-based payment transaction		113				—	113
Purchase of treasury shares		(0)		(1,423)		—	(1,424)
Retirement of treasury shares		(2,842)		2,842		—	—
Changes in ownership interests in subsidiaries		205				—	205
Total transactions with the owners	—	(2,524)	(5,362)	1,418	—	—	(6,468)
As of December 31, 2023	6,929	5,735	62,491	(1,159)	3,084	3,084	77,082

	Non-controlling interests	Total equity
As of July 1, 2023	1,233	76,762
Net profit	96	8,688
Other comprehensive income	(0)	(571)
Total comprehensive income	95	8,116
Dividends of surplus	(189)	(5,551)
Share-based payment transaction		113
Purchase of treasury shares		(1,424)
Retirement of treasury shares		—
Changes in ownership interests in subsidiaries	(205)	—
Total transactions with the owners	(394)	(6,863)
As of December 31, 2023	934	78,016

Six months ended December 31, 2024 (July 1, 2024 to December 31, 2024)

(Millions of yen)

	Equity attributable to the owners of the parent company						
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity		Total equity attributable to owners of the parent company
					Foreign currency translation adjustments	Total other components of equity	
As of July 1, 2024	6,929	3,382	65,913	(1,213)	5,728	5,728	80,741
Net profit			10,527				10,527
Other comprehensive income					(825)	(825)	(825)
Total comprehensive income	—	—	10,527	—	(825)	(825)	9,702
Dividends of surplus			(5,827)			—	(5,827)
Share-based payment transaction		115				—	115
Purchase of treasury shares		(3)		(4,999)		—	(5,003)
Retirement of treasury shares		(5,342)		5,342		—	—
Transfer of retained earnings to capital surplus		3,579	(3,579)			—	—
Total transactions with the owners	—	(1,650)	(9,407)	342	—	—	(10,714)
As of December 31, 2024	6,929	1,732	67,034	(870)	4,903	4,903	79,729

	Non-controlling interests	Total equity
As of July 1, 2024	1,156	81,897
Net profit	95	10,623
Other comprehensive income	(22)	(847)
Total comprehensive income	73	9,776
Dividends of surplus	(282)	(6,109)
Share-based payment transaction		115
Purchase of treasury shares		(5,003)
Retirement of treasury shares		—
Transfer of retained earnings to capital surplus		—
Total transactions with the owners	(282)	(10,996)
As of December 31, 2024	947	80,676

(4) Consolidated Statement of Cash Flows (Summary)

(Millions of yen)

	Six months ended December 31, 2023 (July 1, 2023 to December 31, 2023)	Six months ended December 31, 2024 (July 1, 2024 to December 31, 2024)
Cash flows from operating activities		
Profit before income taxes	12,464	15,307
Depreciation and amortization	1,639	1,539
Interest and dividend income	(74)	(85)
Interest expense	46	44
Decrease (increase) in accounts receivables and other receivables	(210)	(601)
Increase (decrease) in accounts payable and other liabilities	245	(366)
Increase (decrease) in deposits received	1,226	600
Decrease (increase) in prepaid expenses	1,508	1,690
Decrease (increase) in lease receivables	965	1,012
Increase (decrease) in consumption tax payable	913	(329)
Increase (decrease) in retirement benefit liabilities	(24)	(5)
Other	(398)	(1,022)
Subtotal	18,302	17,784
Interest and dividend received	28	84
Interest paid	(34)	(43)
Income taxes paid	(4,465)	(5,559)
Income tax refund	1,764	94
Net cash flows from operating activities	15,596	12,359
Cash flows from investing activities		
Payments into time deposits	(1,577)	(1,226)
Proceeds from withdrawal of time deposits	1,357	537
Purchase of tangible fixed assets	(240)	(304)
Purchase of intangible assets	(141)	(70)
Purchase of investments	(1,650)	(1,481)
Proceeds from sales and redemption of investments	1,507	1,406
Other	448	134
Net cash flows from investing activities	(295)	(1,003)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	55	—
Repayment of lease liabilities	(3,372)	(3,511)
Proceeds from long-term borrowings	—	3,000
Repayments of long-term borrowings	(500)	(500)
Redemption of bonds	—	(5,000)
Purchase of treasury shares	(1,423)	(4,999)
Payments for acquisition of interests in subsidiaries from non-controlling interests	(783)	—
Cash dividends paid	(5,551)	(6,108)
Net cash flows from financing activities	(11,575)	(17,120)
Effect of change in exchange rates on cash and cash equivalents	54	(65)
Net increase (decrease) in cash and cash equivalents	3,780	(5,828)
Cash and cash equivalents at the beginning of the period	35,373	45,241
Cash and cash equivalents at the end of the period	39,153	39,413

(5) Notes to the consolidated financial statements (Summary)

(Note on assumption about going concern)

Not applicable.

(Repurchase and retirement of treasury shares)

(Share repurchase)

At the meeting of the Board of Directors held on August 8, 2024, the Company resolved to implement a share repurchase in accordance with Article 156 of the Companies Act, as applied pursuant to the provisions of Article 165, Paragraph 3 of the Companies Act, and carried out as detailed below.

1. Details of the Board of Directors meeting resolution dated August 8, 2024

- 1) Class of shares to be repurchased: Common stock of TechnoPro Holdings, Inc.
- 2) Total number of shares to be repurchased: Up to 2,000,000 shares
- 3) Total repurchase amount: Up to 5,000,000,000 yen
- 4) Repurchase period: From August 9, 2024 to March 31, 2025
- 5) Repurchase method: Open market purchase on the Tokyo Stock Exchange

2. Total shares repurchased pursuant to the resolution above

- 1) Total number of shares repurchased: 1,763,300 shares
- 2) Total repurchase amount: 4,999,805,750 yen
- 3) Repurchase period: From August 9, 2024 to November 15, 2024

(Retirement of treasury shares)

At the Board of Directors meetings held on November 28, 2024, the Company resolved to retire treasury stock pursuant to Article 178 of the Companies Act, and has retired the shares as follows.

1. Total number of shares retired: 1,900,000 shares
2. Date of retirement: December 18, 2024

(Note on segment information)

1. Segment information overview

The Group's business segments are Group components for which separate financial information can be obtained. Each segment is subject to periodic examinations to allow the Board of Directors to decide how to allocate management resources and assess performance. In determining reportable segments, the Group does not consolidate business segments; reportable segments and business segments are the same.

Overview of the reportable segments:

- In R&D Outsourcing Business, the Group provides engineer dispatch and contract assignment services in technological fields including machinery, electronics/electricals, embedded control, IT networks, business applications, system maintenance/management, and biochemistry; its customers are mainly major organizations in industries including automotive and automotive parts, industrial machinery and equipment, telecommunications equipment, electronic and electrical equipment, IT, semiconductors, energy, pharmaceuticals, and chemicals.
- In Construction Management Outsourcing Business, the Group provides contract assignment services for construction design and engineer dispatch services for construction management (safety administration, quality control, process administration, and cost management) in the construction industry in the fields of construction, civil engineering, facility electronics, and plant; its customers are mainly general contractors and subcontractors.
- In Other Businesses in Japan, the Group provides professional recruitment services and education and training services in engineering.
- In Overseas Business, the Group provides technical outsourcing and professional recruitment services in China, engineer dispatch services and contracted R&D operations in Southeast Asia and India (including offshore delivery services to customers in the U.S, Europe, and Japan), and engineer dispatch and professional recruitment services in the UK.

2. Information on reportable segments

Accounting principles for the reportable segments are the same as those used in the creation of the Consolidated Financial Statements by the Group. Business between reportable segments is based on market prices, and segment profit is shown as operating profit.

Six months ended December, 2023 (July 1, 2023 to December 31, 2023)

(Millions of yen)

	Reportable segment					Eliminations/ Corporate	Consoli- dated
	R&D Outsourcing Business	Construction Management Outsourcing Business	Other Businesses in Japan	Overseas Businesses	Total		
Revenue							
Revenue from external customers	82,574	11,354	1,519	12,536	107,984	25	108,009
Intersegment sales or transfers	540	(0)	665	287	1,493	(1,493)	—
Total revenue	83,115	11,353	2,184	12,824	109,478	(1,468)	108,009
Segment profit (loss)	10,159	1,691	(99)	549	12,300	115	12,416
Financial income	—	—	—	—	—	—	162
Financial expenses	—	—	—	—	—	—	113
Profit before income taxes	—	—	—	—	—	—	12,464
Other							
Depreciation and amortization	544	117	150	158	971	303	1,274
Amortization of customer-related assets	36	—	—	329	365	—	365
Impairment loss	—	—	—	—	—	—	—

(Notes)

1. Segment profit under Eliminations/Corporate includes corporate expenses not allocated to individual reportable segments and eliminations of intersegment transactions. Corporate expenses are recorded mainly as general administrative expenses not allocated to reportable segments.
2. Depreciation and amortization do not include amortization of customer-related assets.

Six months ended December 31, 2024 (July 1, 2024 to December 31, 2024)

(Millions of yen)

	Reportable segment					Eliminations/ Corporate	Consoli- dated
	R&D Outsourcing Business	Construction Management Outsourcing Business	Other Businesses in Japan	Overseas Businesses	Total		
Revenue							
Revenue from external customers	92,212	12,524	1,555	12,119	118,411	27	118,439
Intersegment sales or transfers	464	0	615	438	1,518	(1,518)	—
Total revenue	92,676	12,524	2,170	12,557	119,929	(1,490)	118,439
Segment profit (loss)	12,233	1,842	(22)	1,028	15,081	26	15,108
Financial income	—	—	—	—	—	—	271
Financial expenses	—	—	—	—	—	—	72
Profit before income taxes	—	—	—	—	—	—	15,307
Other							
Depreciation and amortization	580	119	145	160	1,006	325	1,331
Amortization of customer-related assets	36	—	—	171	208	—	208
Impairment loss	—	—	—	—	—	—	—

(Notes)

- Segment profit under Eliminations/Corporate includes corporate expenses not allocated to individual reportable segments and eliminations of intersegment transactions. Corporate expenses are recorded mainly as general administrative expenses not allocated to reportable segments.
- Depreciation and amortization do not include amortization of customer-related assets.

3. Information by region

Revenue from external customers

(Millions of yen)

	Six months ended December 31, 2023 (July 1, 2023 to December 31, 2023)	Six months ended December 31, 2024 (July 1, 2024 to December 31, 2024)
Japan	96,402	107,162
Asia	5,651	5,716
Europe	3,870	3,749
North America	1,992	1,702
Others	92	109
Total	108,009	118,439

(Notes)

- Revenues based on location of customer and classified by country or region.
- The individual countries in each category are as follows:
Asia: China, Singapore, Thailand, India
Europe: United Kingdom
North America: United States

(Significant subsequent events)

Not applicable.