

TechnoPro Group

Current Business Environment and Medium-Term Management Plan Progress

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

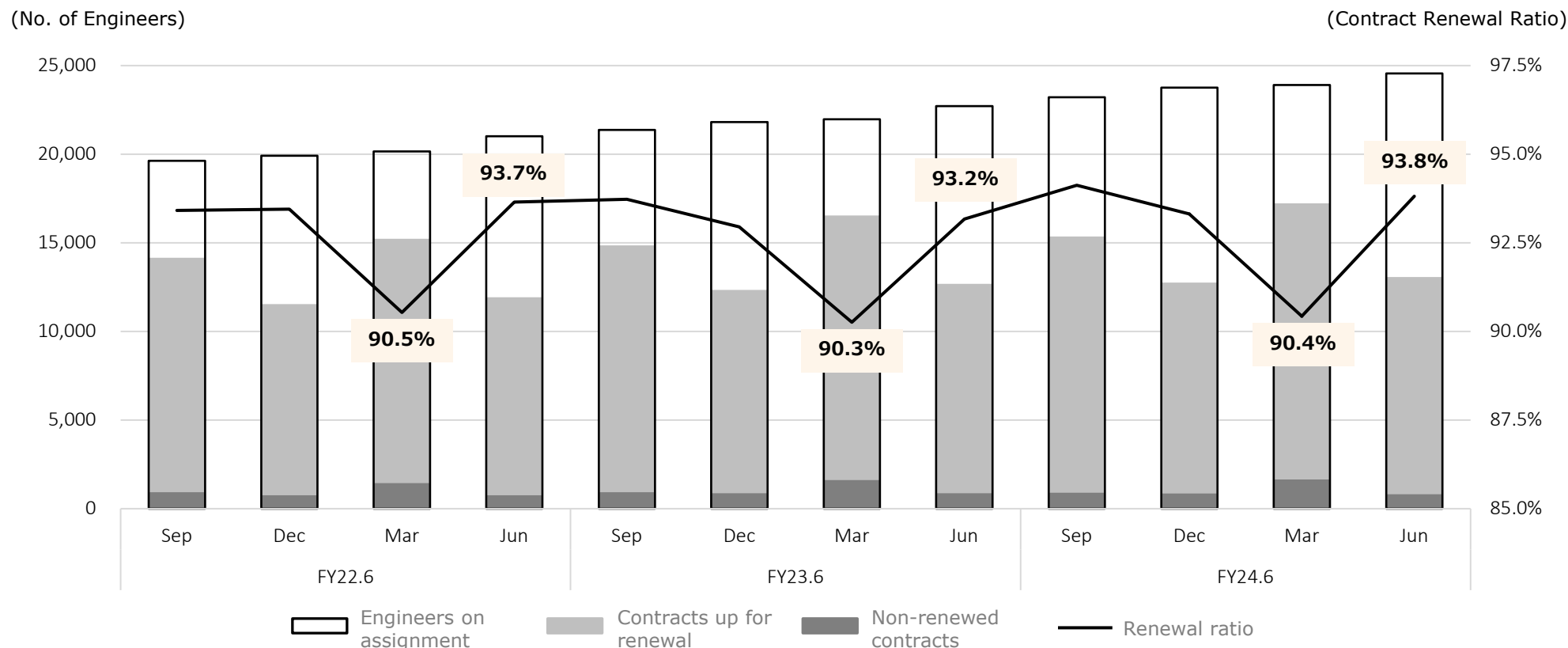
August 8, 2024

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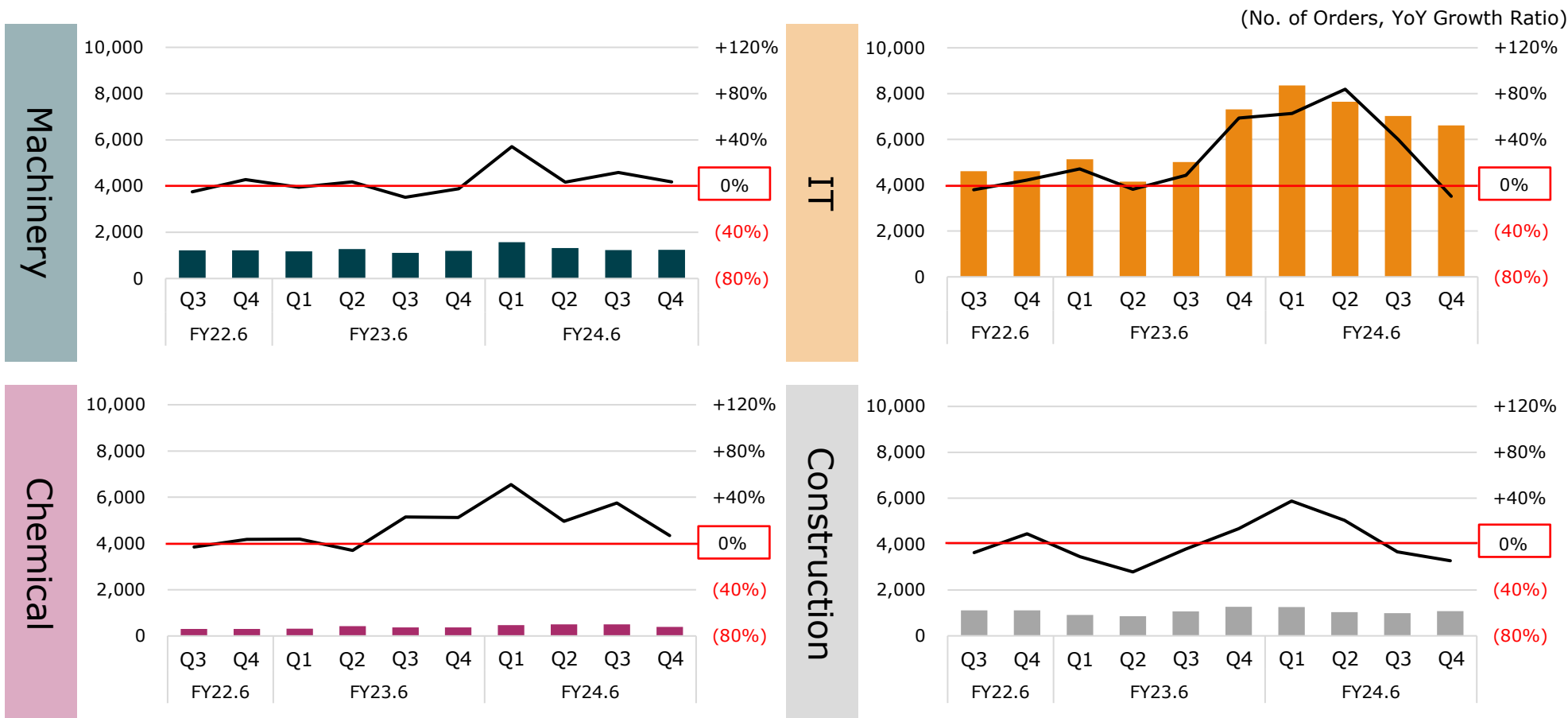
Contract Renewal Ratio [Mar, Jun, Sep, Dec]

- Terms of most staffing contracts are three or six months, therefore major contract renewal cycle occurs every three months (particularly in March, the contracts up for renewal reach around 80% of total contracts, and March contract renewal ratio usually tends to be around 90% since many projects end to coincide with the closing of our customers' fiscal year)
- There was no major decline in contract renewal ratio or contract termination despite concerns over global recession; renewal ratio for June 2024 ended up with **93.8%** (renewal ratio could have increased to **94.4%** if calculated, excluding effect from voluntary contract terminations to promote shift-up initiatives), anticipating the same level of renewal ratio for September 2024 as previous year if the effect from shift-up is excluded



New Orders Trend by "Technology" [Quarterly]

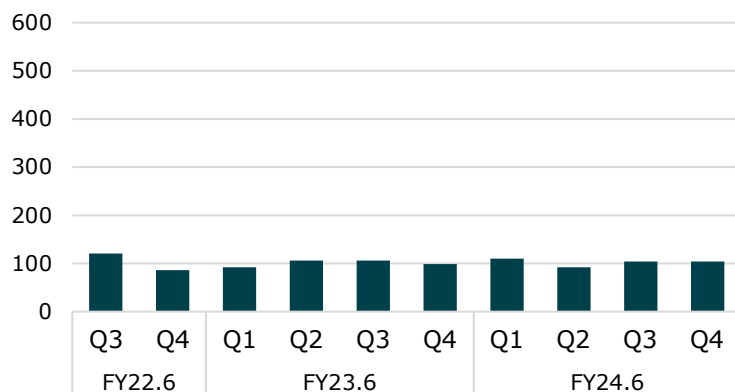
- The newly acquired orders in FY24.6 increased year-on-year in all technologies, **ensuring adequate volume of orders upon engineer resources** (fulfillment ratio of approx. 30% for remaining orders; no difference of utilization ratio among technology areas)
- Succeeded in acquiring orders with higher unit prices, although new orders in IT are slightly decreasing both year-on-year and quarter-on-quarter; shortage of eligible engineers is becoming an issue to tackle



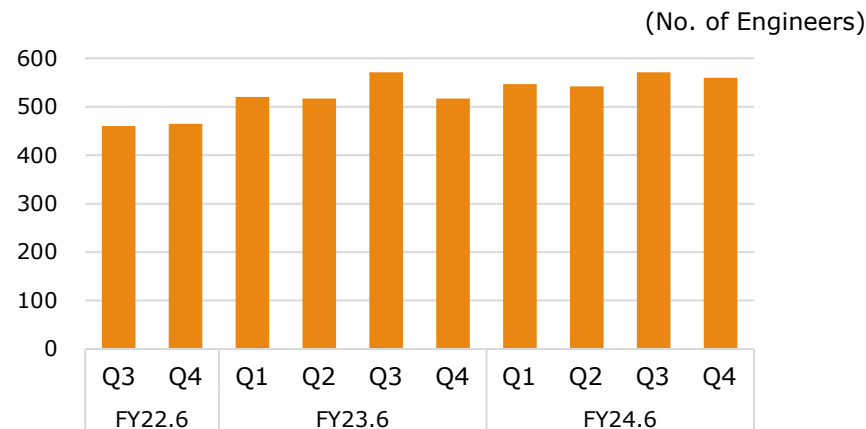
Mid-career Recruitment by “Technology” [Quarterly]

- **3,573 mid-career engineers** hired in FY24.6 include **542 inexperienced talents requiring OJT** (195 in IT and 347 in Construction) and **130 non-Japanese engineers with in-demand skills recruited globally** mainly in IT field, reinforcing the experienced hires among increasingly intensifying war for talent
- Through the collaboration with alliance partners, **proactively continue to hire inexperienced talents requiring OJT**, while securing projects in advance where they will be assigned immediately after training

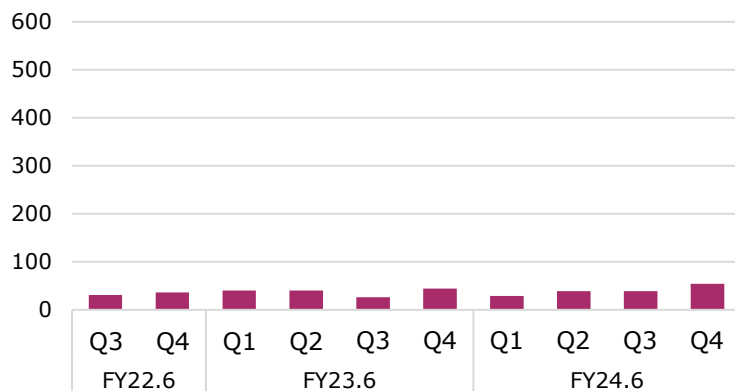
Machinery



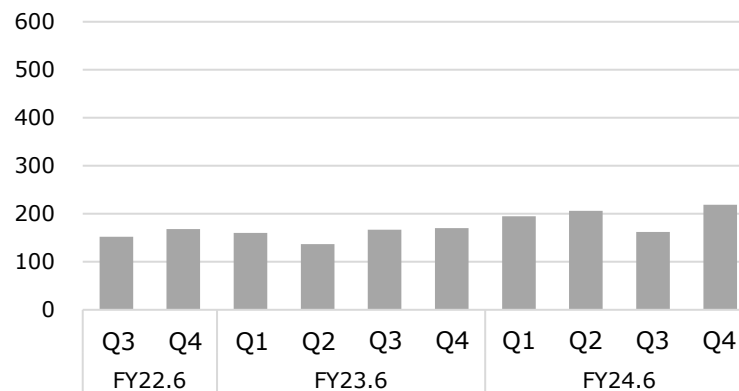
IT



Chemical

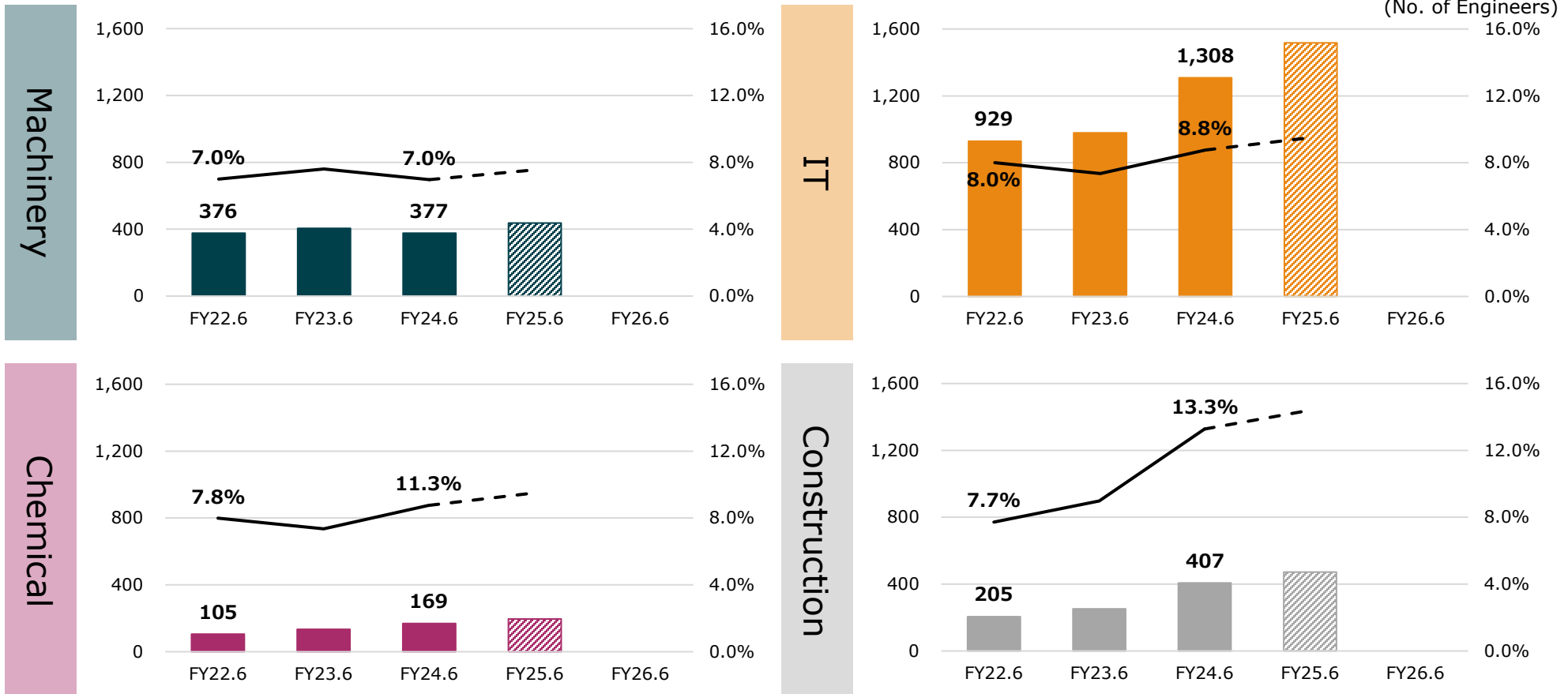


Construction



Turnover by “Technology” [incl. FY25.6 Forecast]

- Turnover ratio for permanent employees was **9.1%** (highest in Construction at 13.3%, lowest in Machinery at 7.0%) in FY24.6, projecting **9.8%** in FY25.6
- Turnover ratio shows an increasing trend particularly in IT sector, as the hiring environment is further shifting to the seller's market due to labor shortage and the impact of increased labor mobility
- Construction may bring up the total average, as it may worsen due to increased hiring of young, inexperienced engineers

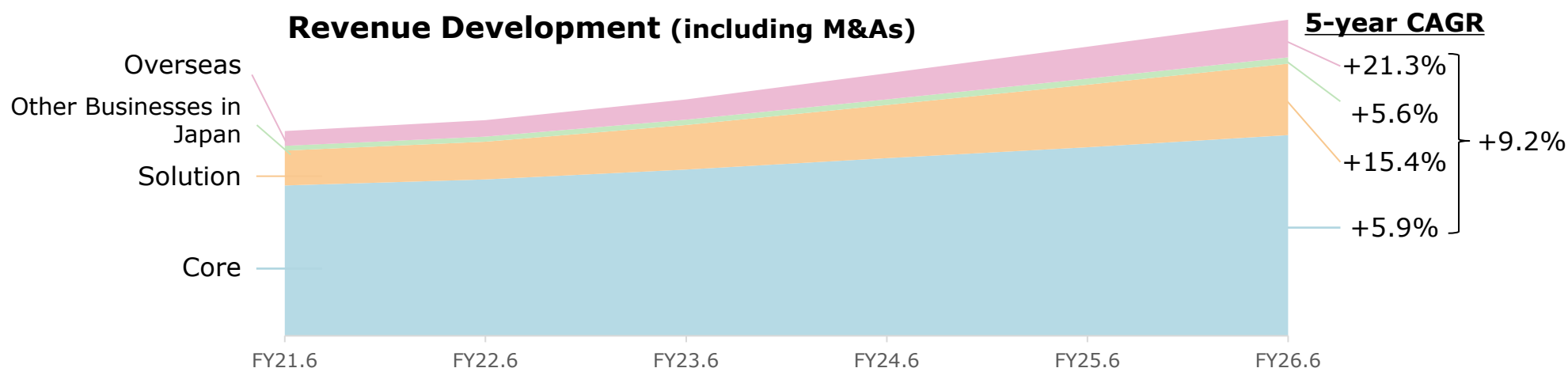


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Medium-Term Management Plan Financial Target

- The transitional first two years of the medium-term plan period (five years) require upfront investment to promote recruitment of key talents as well as education and training for Solution Business expansion and to establish business infrastructure for Engineer Training and DX Promotion Businesses, **building solid foundation for the Core Business evolution**; then aims to recoup investment in the last three years, **achieving accelerated growth** in earnings
- FY26.6 target remains unchanged at this time, although operating profit for the third year (FY24.6) fell short of the medium-term plan, as the earnings for FY25.6 are expected to recover the growth momentum initially planned



**Solid Foundation
for Core Business Evolution**

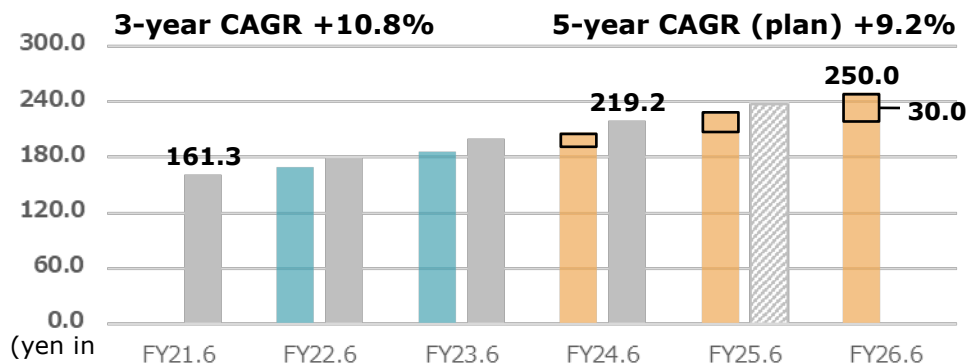
Accelerated Growth

(yen in billions)	FY21.6 Results	FY23.6 Results	<u>2-year CAGR</u>	FY24.6 Results	FY24.6 Guidance	YoY	FY26.6 Plan	<u>3-year CAGR</u>	<u>5-year CAGR</u>
Revenue	161.3	199.8	+11.3%	219.0	237.0	+8.1%	250.0	+7.7%	+9.2%
OP (Core OP)	19.4 (17.6)	21.8 (21.3)	+5.9% (+10.1%)	21.9 (24.3)	27.0 (27.0)	+23.2% (+10.7%)	32.0 (32.0)	+13.6% (+14.4%)	+10.5% (+12.7%)
Net Profit	13.2	15.3	+7.7%	14.6	18.5	+26.0%	22.0	+12.7%	+10.7%
ROE	25.1%	21.3%		18.8%	22.9%		20%+		

Note: 1. CAGRs for the first 2- and full 5-year are calculated as the average annual growth rate starting from FY21.6 results; CAGR for the last three years is calculated as the average annual growth rate starting from FY23.6 results
 2. Revenue contribution from M&As to Solution/Overseas Businesses is expected to be 15bn yen and 15bn yen respectively in FY26.6; OP contribution is expected to be 15% and 15% respectively

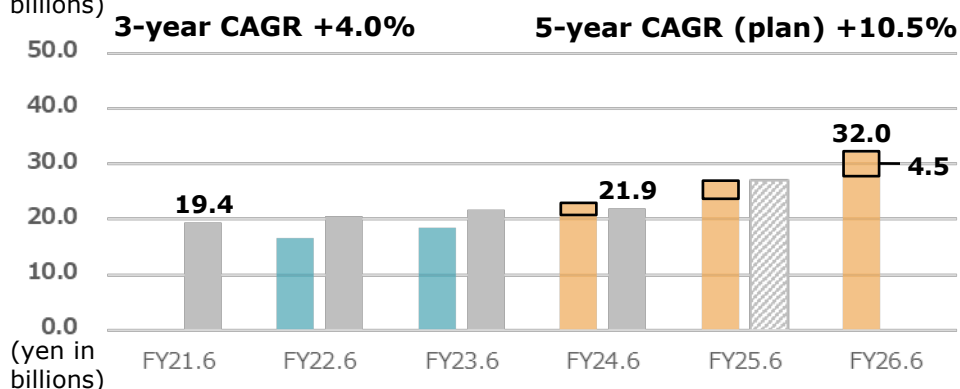
P&L Breakdown [FY25.6 figures: Guidance]

Revenue



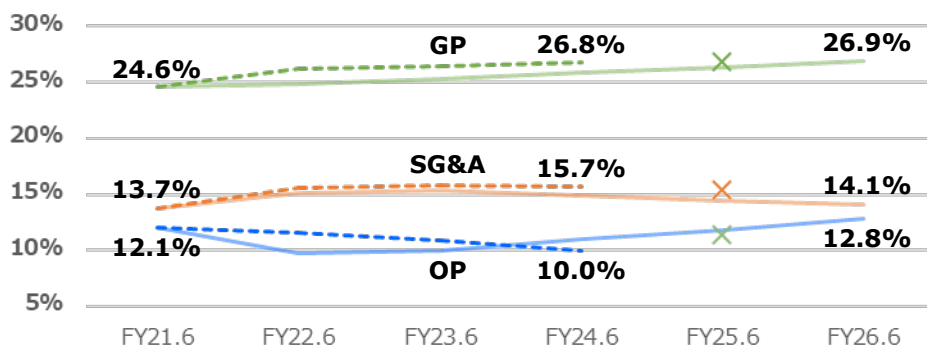
- FY24.6: YoY up 9.7%, vs. plan up 5.7%
- Revenue has significantly surpassed the medium-term plan driven by the increase in engineer headcount well exceeding the target
- Revenue guidance for FY25.6 is 237 billion yen; including only Robosoft as notable contribution from M&A, but exceeding the target of the fourth year (o/w M&A contribution: 22 billion yen)

Operating Profit



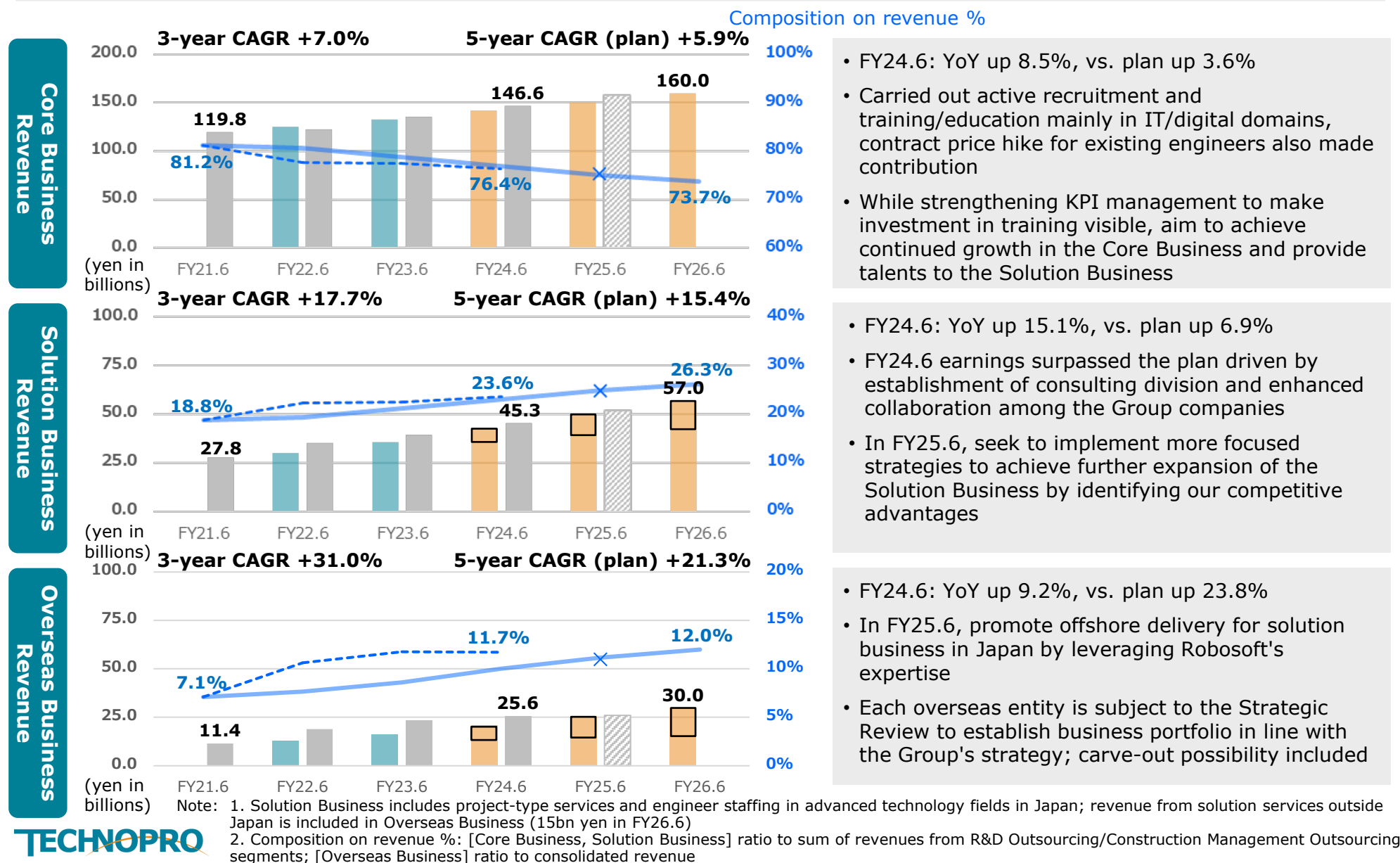
- FY24.6: YoY up 0.4%, vs. plan down 4.0%
- Profit growth had continued until FY23.6, but FY24.6 results fell short of the plan due to the impact of impairment losses (core OP: up 1.4 billion yen vs. plan)
- OP guidance for FY25.6 is 27.0 billion yen; aiming to achieve the target of the plan by further growth of major domestic businesses, and return to the black in Other Businesses in Japan and Overseas

Ratio on Revenue

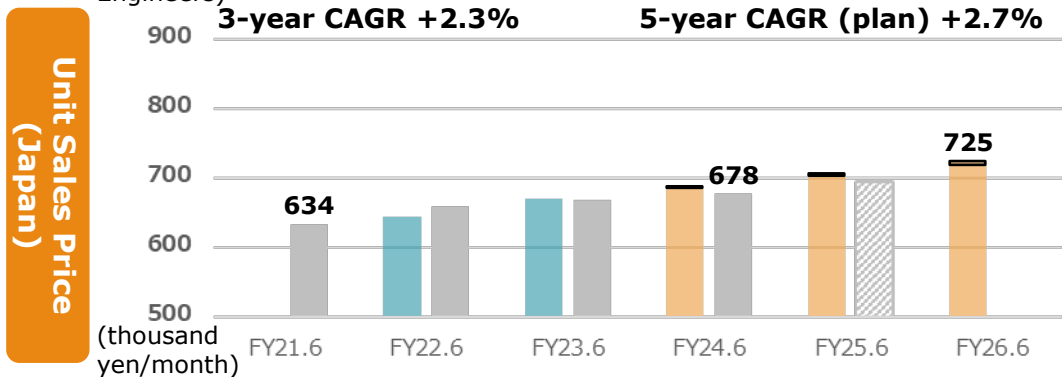
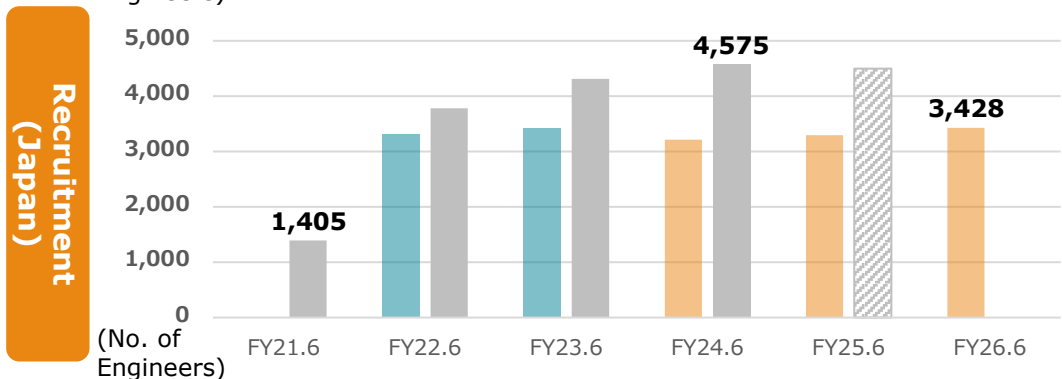
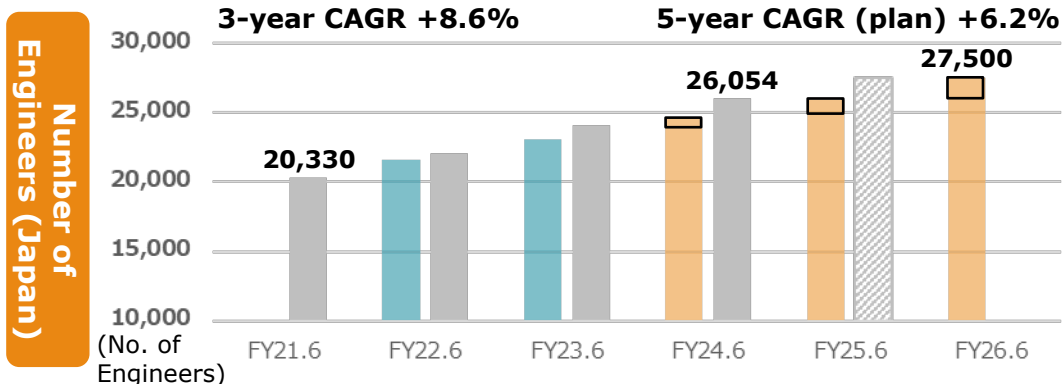


- FY24.6: YoY GP margin up 0.4 pts / SG&A ratio down 0.1 pts / OP margin down 0.9 pts; vs. plan GP margin up 0.9 pts / SG&A ratio up 0.9 pts / OP margin down 1.0 pts
- Although GP margin has steadily improved, SG&A ratio is expected not to achieve the plan due to cost increase in hiring and training; OP margin may fall below the target, too (FY24.6 results had temporary impact from impairment losses)

Revenue Breakdown [FY25.6 figures: Guidance]



Japan KPI Breakdown [FY25.6 figures: Guidance]



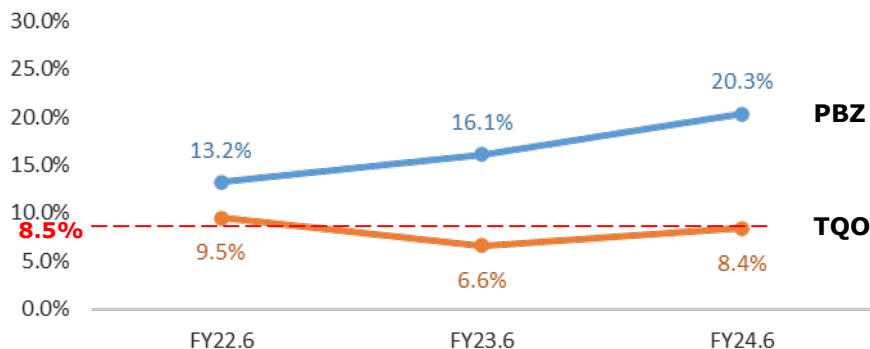
- FY24.6: YoY up 8.0%, vs. plan up 1,494
- FY24.6 results and FY25.6 guidance have surpassed the initial target one year ahead, since recruitment progressed better than initial target during the medium-term plan
- However, the turnover ratio for IT engineers, who are in high demand, tends to increase; recognizing that curbing turnover is a major issue to tackle

- FY24.6: YoY up 261, vs. plan up 1,359
- Recruitment was well above the target amid intensifying competition for talents by promoting recruitment of engineers requiring OJT or global talent while maintaining adequate hiring criteria
- In FY25.6, expect the same hiring volume as previous year, while promoting cost efficient recruitment to trim down total cost, as hiring fees are soaring

- FY24.6: YoY up 1.3%, vs. plan down 11K yen
- Unit price fell short of the plan for FY24.6 due to increased recruitment of new-grads and younger mid-career engineers, although proportion of the Solution Business, which earns higher unit price, has expanded on track
- Continue efforts to raise unit sales price higher than wage hike of each engineer, while FY25.6 guidance is also expected to fall below the target

Reference: M&A Performance (Changes in ROIC)

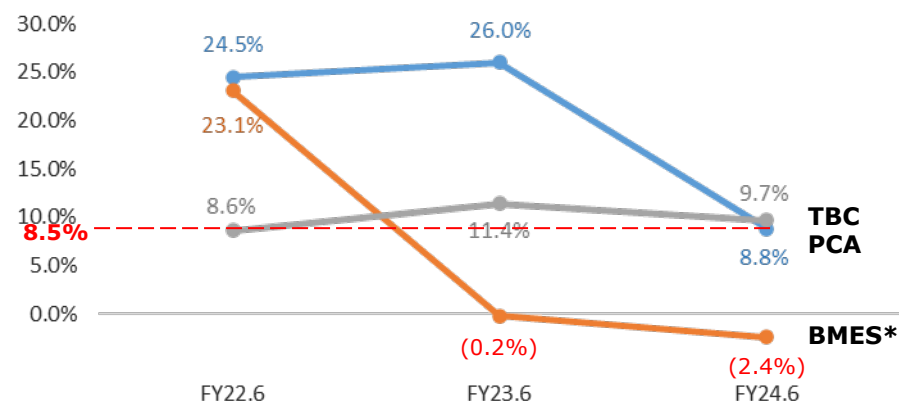
R&D/Construction Mgmt Outsourcing



PROBIZMO
PROBIZMO Co., Ltd.

Togo
TOQO Co. Ltd.

Other Businesses in Japan

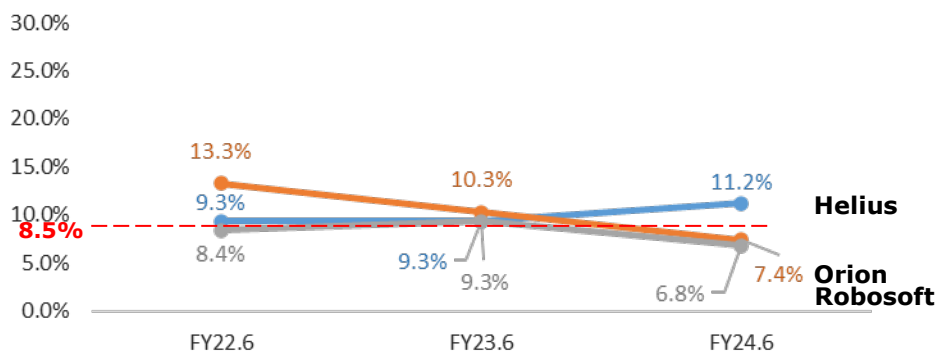


Winスクール
Pc Assist Co., Ltd.

BOYD & MOORE
EXECUTIVE SEARCH
Boyd & Moore Executive Search K.K.

TechnoBrain
TechnoBrain Co., Ltd.

Overseas



HELIUS

orion
recruitment that works

Robosoft Technologies*
EMOTION ENGINEERING & DESIGN

Helius Technologies Pte Ltd
TECHNOPRO

Orion Managed Services Limited

Robosoft Technologies Private Limited

Total Invested Capital (above 8 post-IPO) **22,002mn yen**
incl. entities merged with TechnoPro, Inc. (invested capital 26,256mn yen)

o/w acquired in medium-term period **11,739mn yen**
GCOMNET (merged with TechnoPro, Inc.) & Robosoft

ROIC (FY24.6) **8.1%**
targeting at least 10% ROIC within 3 years from investment
as financial discipline

Cost of Capital (FY24.6) **8.5%**

* Figures of BMES overseas subsidiaries belonging to Overseas were aggregated with BMES Japan, calculated into Other Business in Japan segment

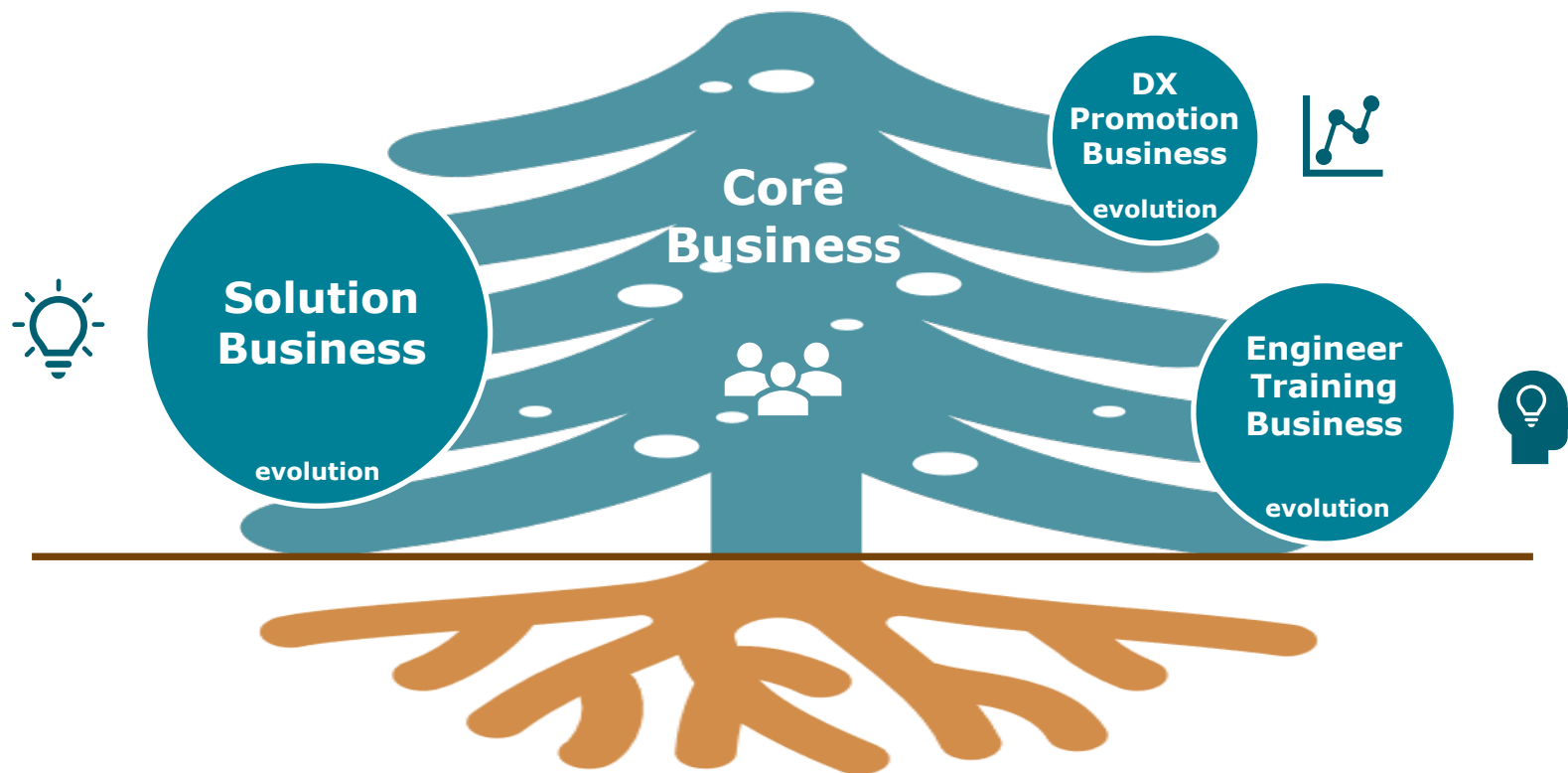
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Medium-Term Business Strategy Outline (repost)

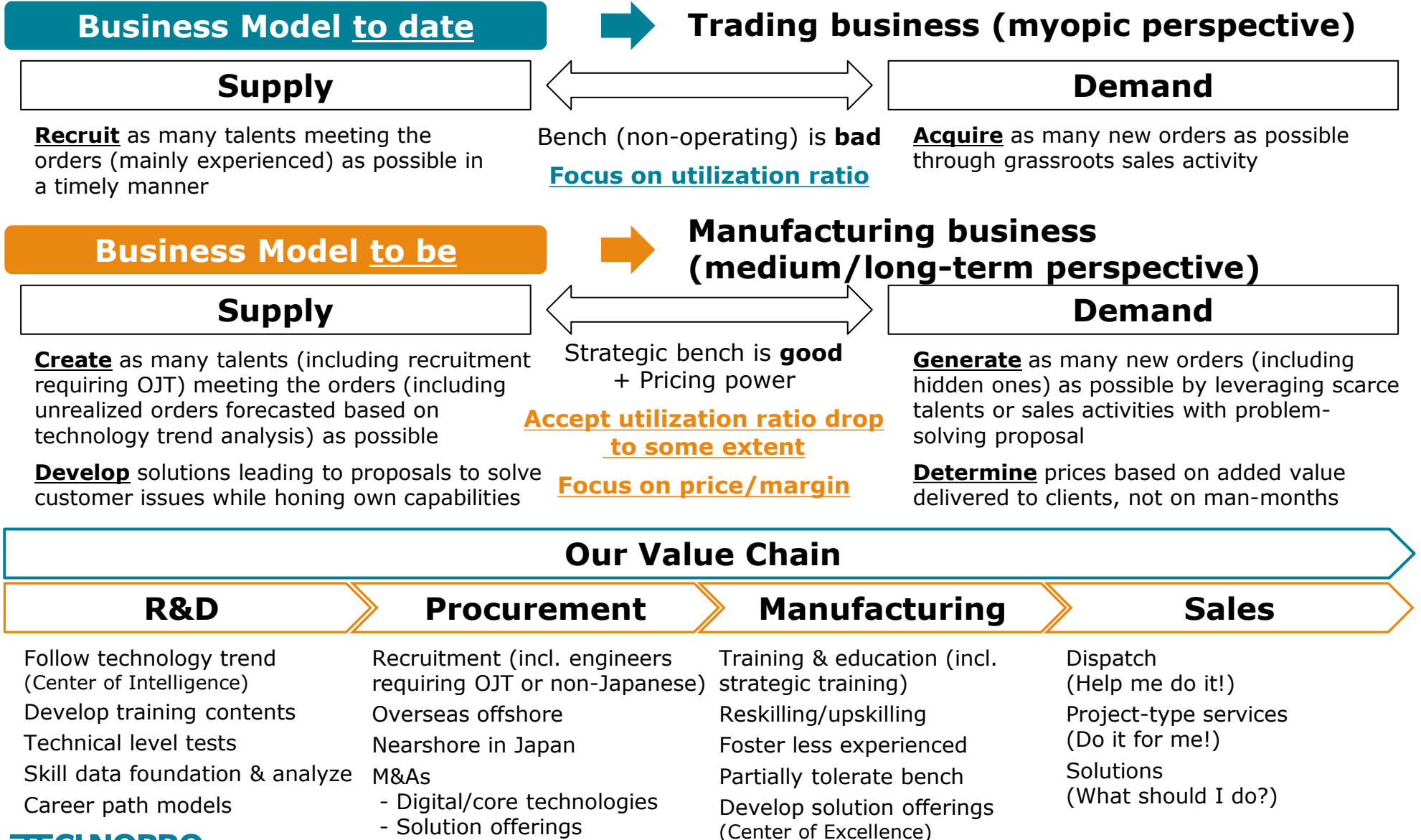
- Strive growth putting more focus on **“quality”** for the Core Business (engineer staffing in Japan), as well as business transformation with **“evolution”** as its pivot (not “diversification”), thereby aiming to expand business and change business model by staying ahead of changes in supply and demand over the medium- to long- term

“Evolution” of Core Business



“Evolution” of Capabilities

Reference: Medium-Term Plan Preconditions & Logic (repost)



Risk Recognition & Response Policy

Risk Recognition

Concern about cost structure

Worsening turnover

- Turnover ratio for perm employees

FY15.6	FY23.6	FY24.6
9.4%	7.7%	9.1%

Wage hike

- Wage growth rate of engineers*

Jul. '21	Jul. '24
+1.8%	+3.8%

Soaring hiring costs

- Ratio of mid-career hiring via recruitment agencies*

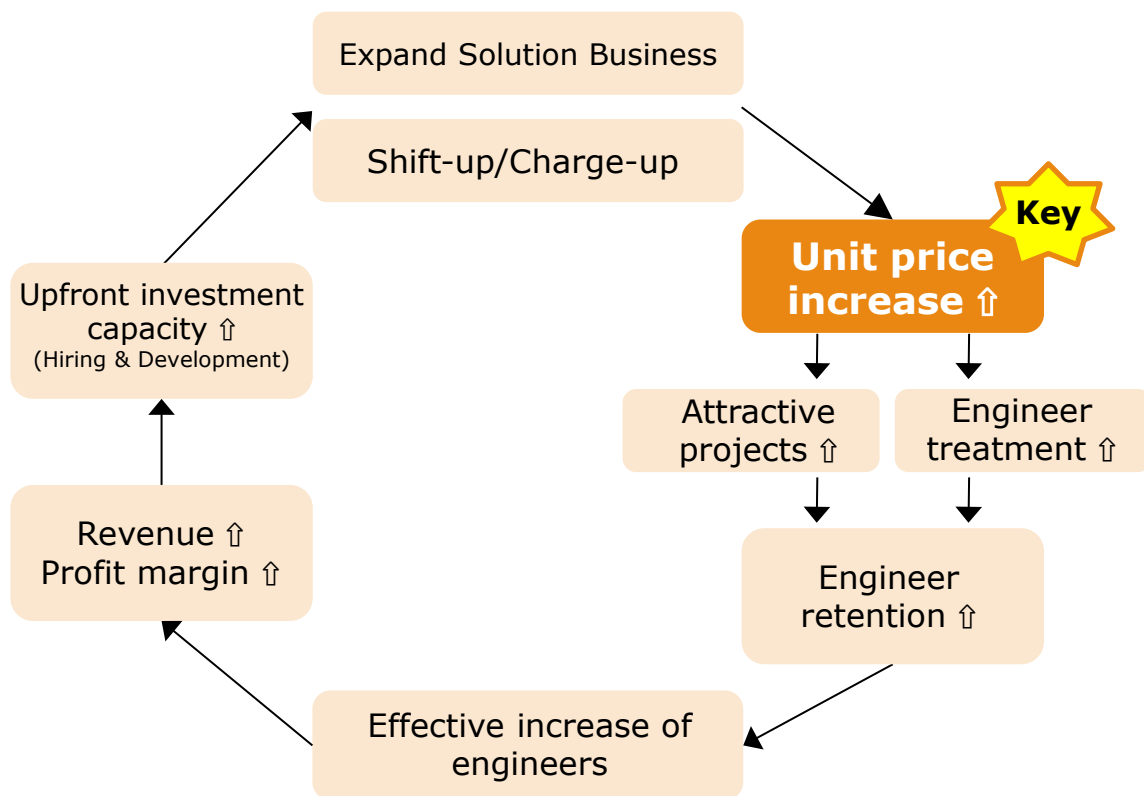
FY18.6	FY24.6
37%	71%

Response Policy

In addition to the initiatives in operations,

strategically aim to improve unit price by:

- optimal allocation within the Group
- engineer development



Initiatives in Operations

- Implementing below listed specific initiatives regarding recruitment and turnover in operations to address recognized risks
- Considering that the biggest reason why engineers leave their jobs is the lack of attractive assignments, it is **crucial to acquire projects that can attract engineers and encourage them to continue working and contribute to their career development**

To promote effective hiring

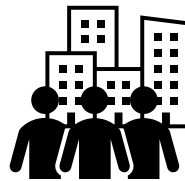
Enhance employee referral channel

Promote collaboration with the Group's recruitment companies

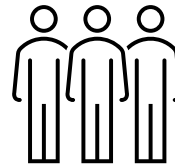
Expand recruitment of foreign nationals

Enhance HTD (Hire-Train-Deploy) models

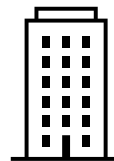
Strengthen marketing for job seekers (solutions, ESG, etc.)



Job market,
job seekers



Engineers
on payroll



TechnoPro

To curb turnover

Acquire attractive projects

Reinforce career advisor teams
Increase meeting with engineers

Introduce AI engine
for turnover prediction

Personnel system dedicated to
solution talent

Continue activities to infuse
corporate values

Response Strategy: Leveraging Capabilities & Assets

- Response strategies **coincide with the approach of the medium-term plan**; aiming to achieve synergy between demand and supply by leveraging the Group's organizational capabilities and assets, such as a solid customer base, recruiting competency and a large pool of engineers, continue honing the ability to achieve optimal allocation and engineer development, thereby meeting customers' needs regarding technological issues **through the Core Business and the Solution**

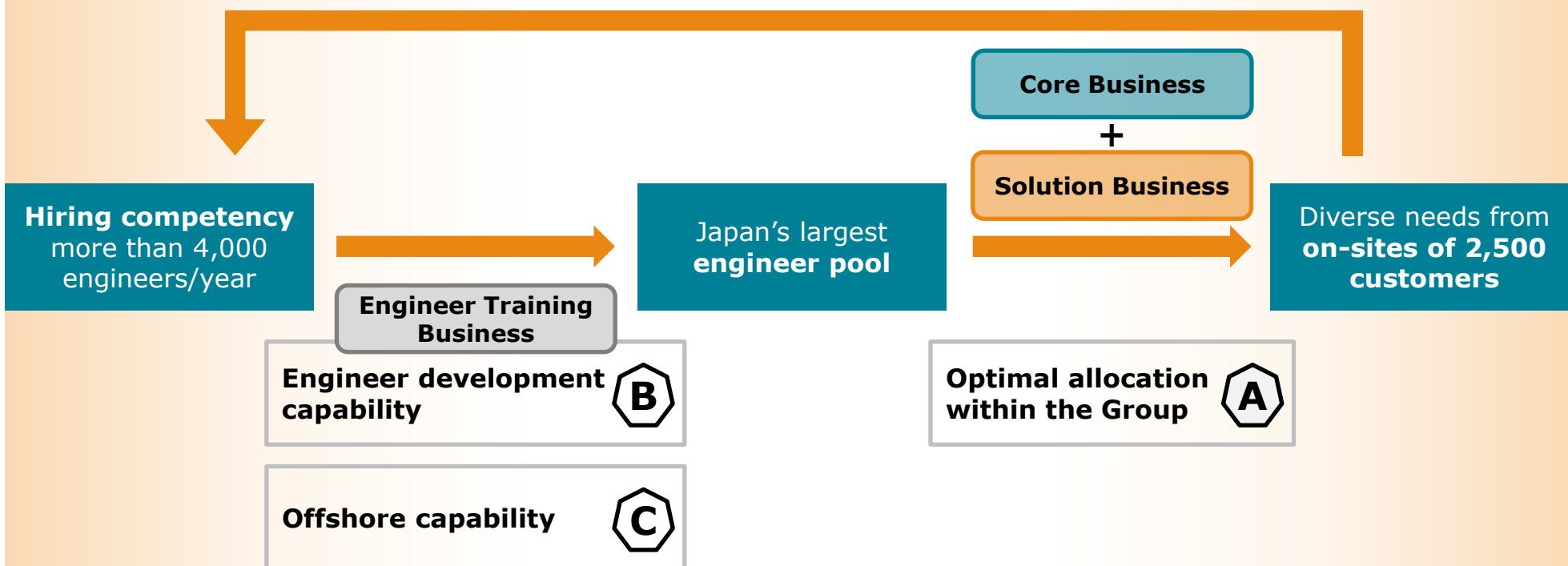
Capabilities & assets to be used as leverages for the Core Business and the Solution Business

[Supply side]

Various projects + Opportunities to grow, succeed

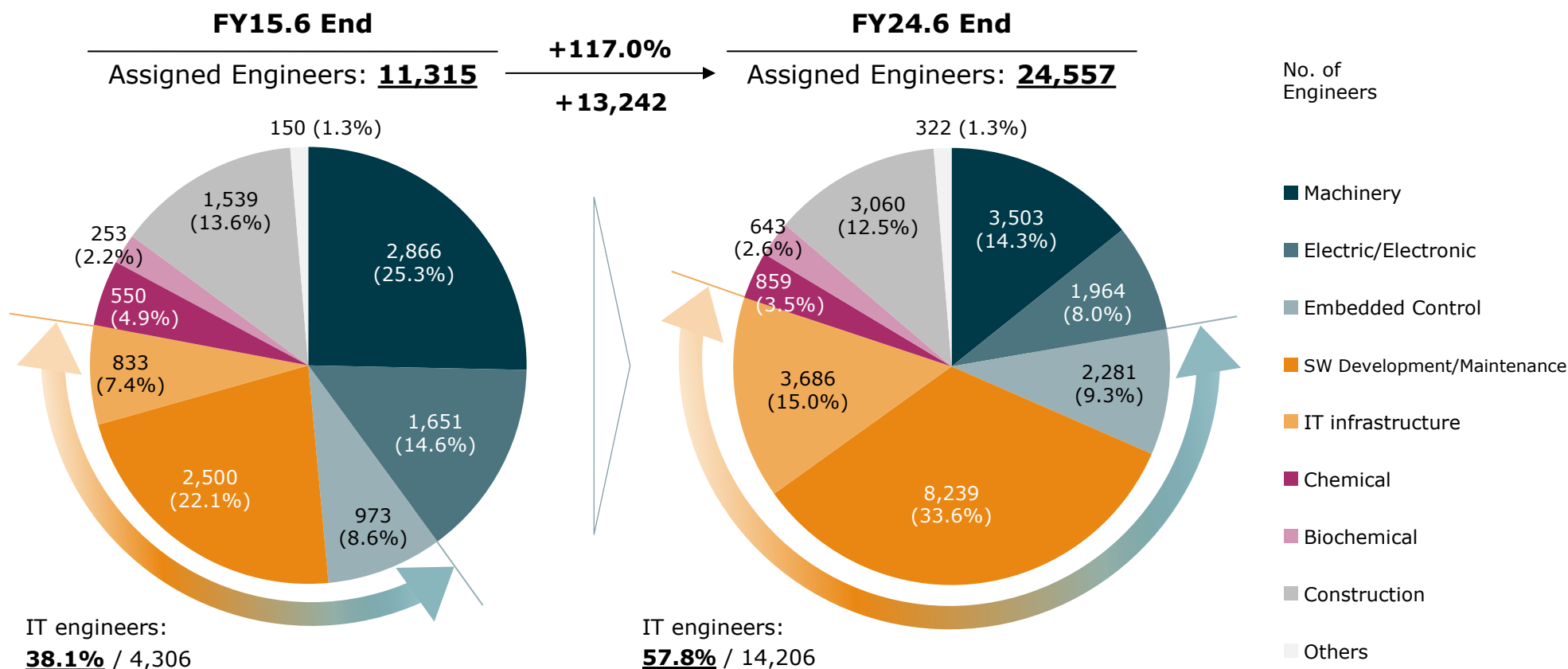
[Demand side]

Technological innovation + Resolving of customer issues



Reference: Capability to Transform Engineer Structure

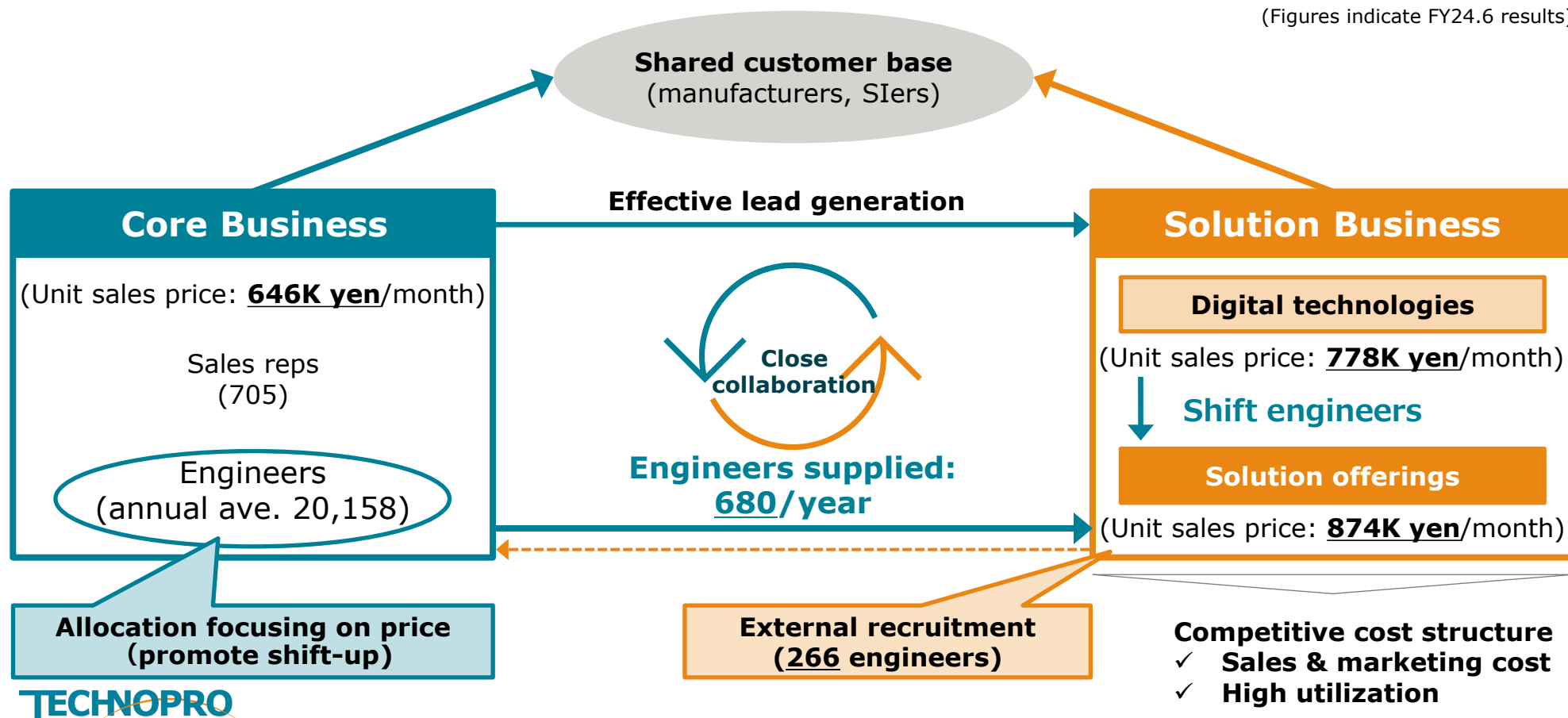
- Succeeded to make massive shift from mechanical engineers to IT engineers over the past decade
- Further refining abilities to achieve optimal allocation within the Group and development of engineers by leveraging accumulated **management capability which has accomplished transformation of engineer structure**



Promotion of Optimal Allocation within the Group [A]

- **Continuously supply engineers** from the Core Business to the Solution Business through training, while promoting shift-up initiatives focusing on the price in the Core Business
- Also **promote the strategic shift of engineers to solution offerings** with higher unit prices, once they have acquired digital technologies and work experiences
- **Aim to establish a competitive cost structure** differentiated from SIers or consulting firms by operating the Solution Business with effective lead generation and securing of engineer resources based on the collaboration with the Core Business

(Figures indicate FY24.6 results)



Solution Business Positioning

- In the Solution Business, plan to **expand in specifically focused areas** based on the customer base of the Core Business and growth potential of the market



<Focused solution offerings>

Development area

Product planning,
development,
design, research

Operation Support area

Order/demand
forecasting,
procurement,
maintenance, HR,
finance/accounting



Cloud



IoT



Simulation



Major projects

Generative AI Service

Make business efficient and swift by building an automated telephone response system with natural voices, company-specific bots based on in-house documents, and a data analysis platform that uses AI to provide data visualization and insights

Development of application linking with IoT

Functional design and development of an application that can remotely diagnose the condition of a vehicle by reading the vehicle identification number with a smartphone

BIM model creation for construction and equipment

Create BIM models of the building and equipment based on on-site surveys by first-class architects, renovation plan designs, and data collected using ICT equipment

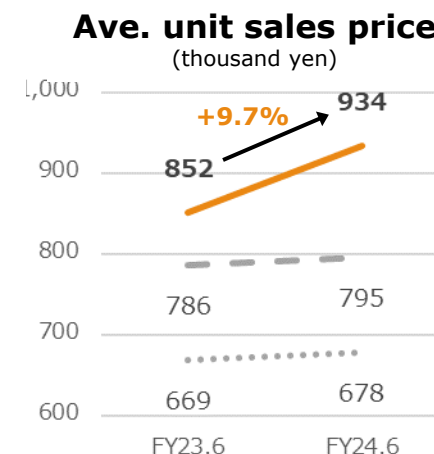
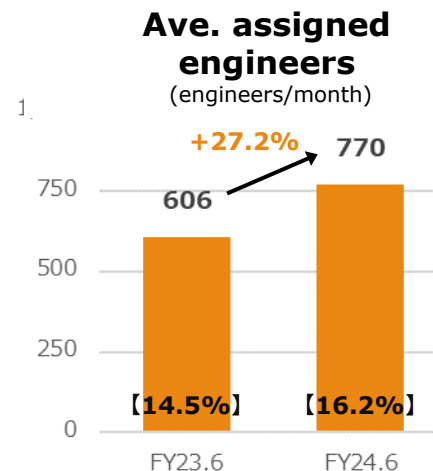
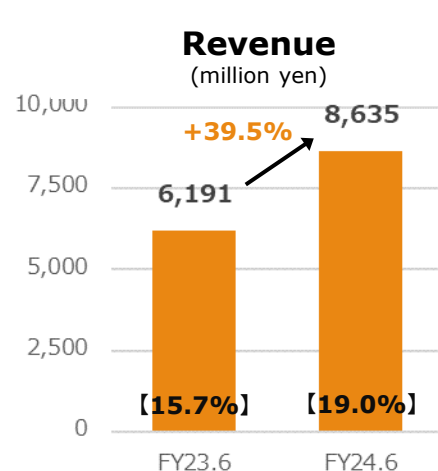
Reference: Solution Business Track Record

- In the **Development area** and the **Operation Support area**, the Group's focus, revenue and the number of assigned engineers have increased significantly, and the unit sales price has exceeded that of the Solutions Business as a whole
- In the Operation Support area, the growth in unit sales price has remained slow due to the impact of assignments as a mean to provide OJT training

Development area

Solution offerings:

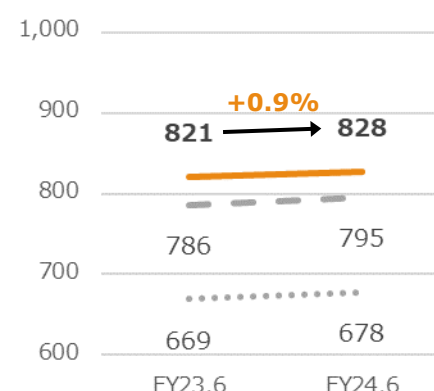
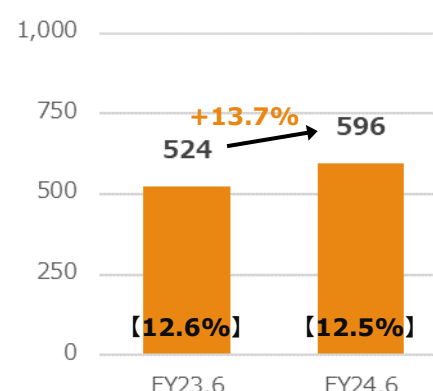
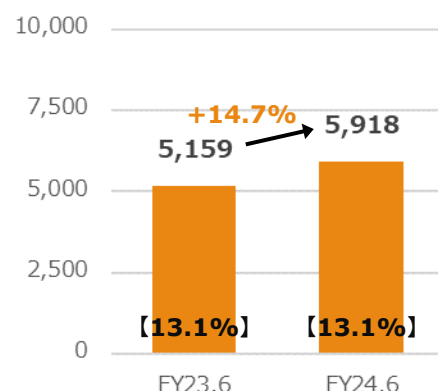
- Development Efficiency
- AI/Data Analysis
- IoT/System Development, Platform



Operation Support area

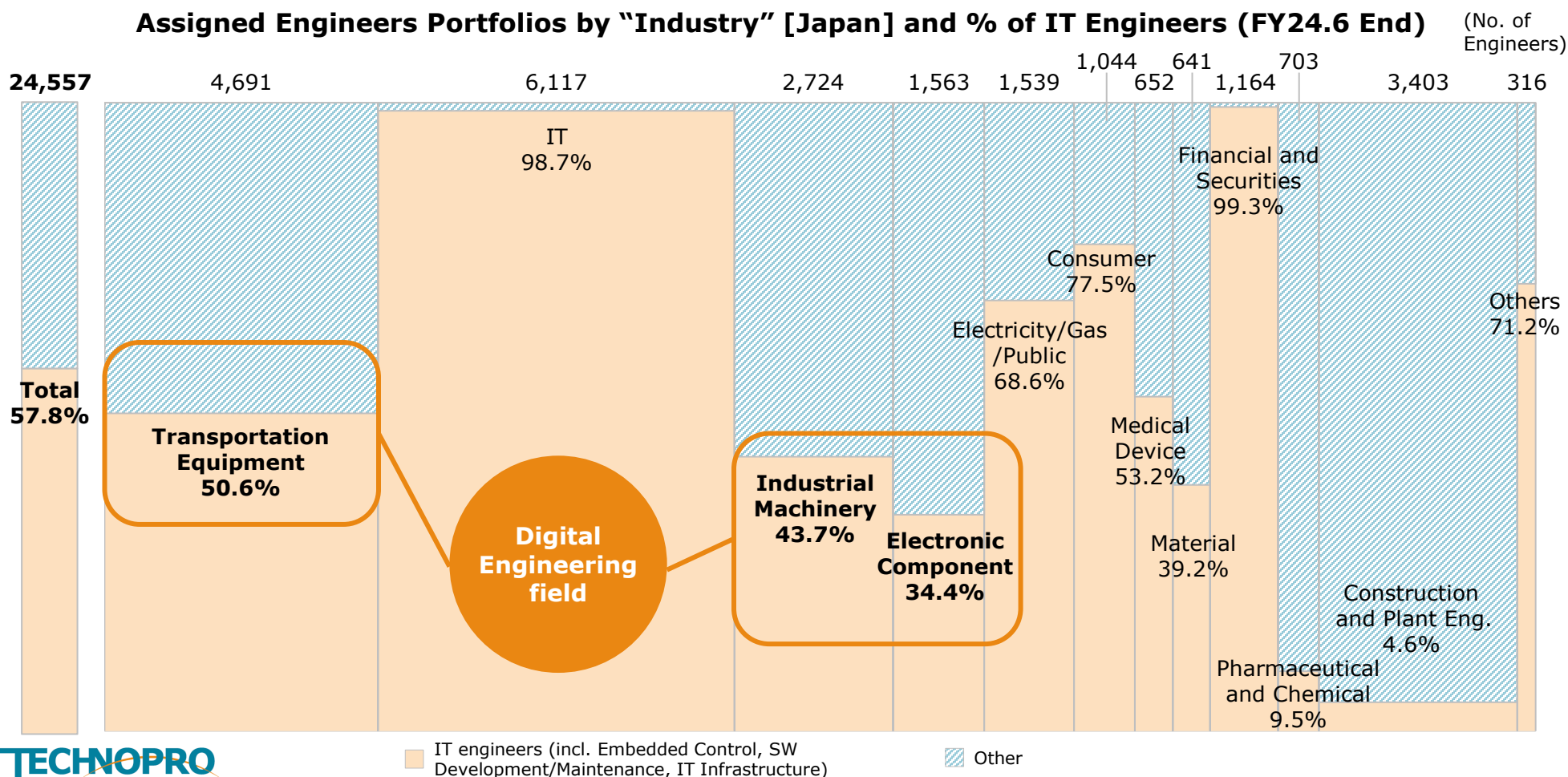
Solution offerings:

- ERP
- Operational Efficiency
- Cloud/Network



Reference: Solution Potentials by Engineer Distribution

- The potential of the Solution Business lies in the Group's engineers in IT and other fields (mechanical, electric/electronic, chemical, biochemical, construction, etc.)
- Offering solutions that utilize digital technologies such as predictive maintenance and remote diagnosis in **the Digital Engineering field**, where ER&D (services concerning design and product development, mechanical design, etc.) and IT overlap



Training to Provide Value to Engineers [B]

- By leveraging the Engineer Training Business within the group, **accelerate the supply of engineers to the Solution Business without solely depending on recruitment**
- Working with alliance partners to promote **engineer training with increased OJT opportunities that enable prompt allocation**, as well as providing engineers capabilities in emerging technology areas where demand is expected to grow

	FY23.6 Cumulative Total	FY24.6 H1	H2	FY24.6 Cumulative Total
No. of Trained Engineers				
AI/ML	1,625	326	408	2,359
Data Science	500	52	39	591
Cloud Services	2,076	1,318	650	4,044
ERP	280	90	57	427
Total	4,481	1,786	1,154	7,421

	23.6 End	23.12 End	24.6 End
No. of Certifications*			
AI/ML/Data Science			
G Certification	125	144	170
E License	37	38	34
Python 3 Certified Engineer	467	636	735
Japan Statistical Society Certificate grade 2 or higher	134	145	149
Cloud			
AWS	1,850	2,630	3,180
Azure	136	417	506
Salesforce	64	91	101
ERP			
SAP	83	110	119
Total	2,896	4,211	4,994

Alliance Partners



dentsu
japan



Gold
Microsoft Partner



Digital technologies Ave. Assigned Engineers (engineers/month)	FY23.6	FY24.6	YoY
AI/ML/Data Science	345	354	+2.6%
Cloud Services	498	601	+20.7%
ERP	204	230	+12.7%
Total	1,047	1,185	+13.2%

* Excluding certifications acquired by retired engineers

Enhance Global Offshore Capability [C]

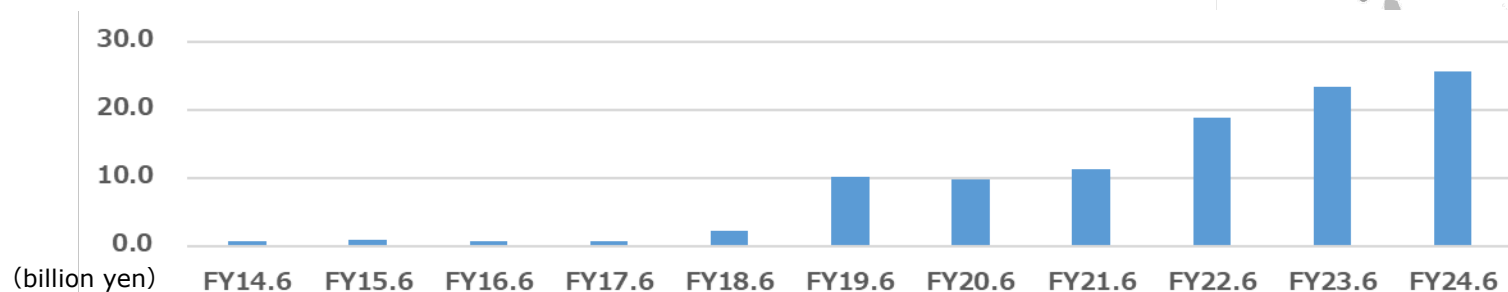
- In light of the sluggish performance of the Overseas Business in FY24.6 and the current progress of collaboration with Japan, clarified the management policy for the Overseas Business again
- Set a new goal for the remaining two years of the medium-term plan; **getting "offshoring" and "supply of engineers to Japan" on track**
- Regarding the overseas subsidiaries engaged in recruitment (local-to-local staffing and placement), **pursue strategic alternatives during the mid-term plan period**, as realizing synergies with Japan business is considered to be difficult

<Overseas Business Strategy>

1. With India as the global hub, **promote "offshoring" and "supply of engineers to Japan" for the Solution Business in the medium to long term (especially focusing on Development area/Digital Engineering field)** to respond to the tight domestic engineer market
2. Overseas subsidiaries that do not fit the strategy will be sold to third parties during the medium-term plan period
3. Reflecting on FY24.6 results, strengthen monitoring on operational investments and more detailed KPI management (hired external professional to reinforce operational support)



Overseas Business Revenue



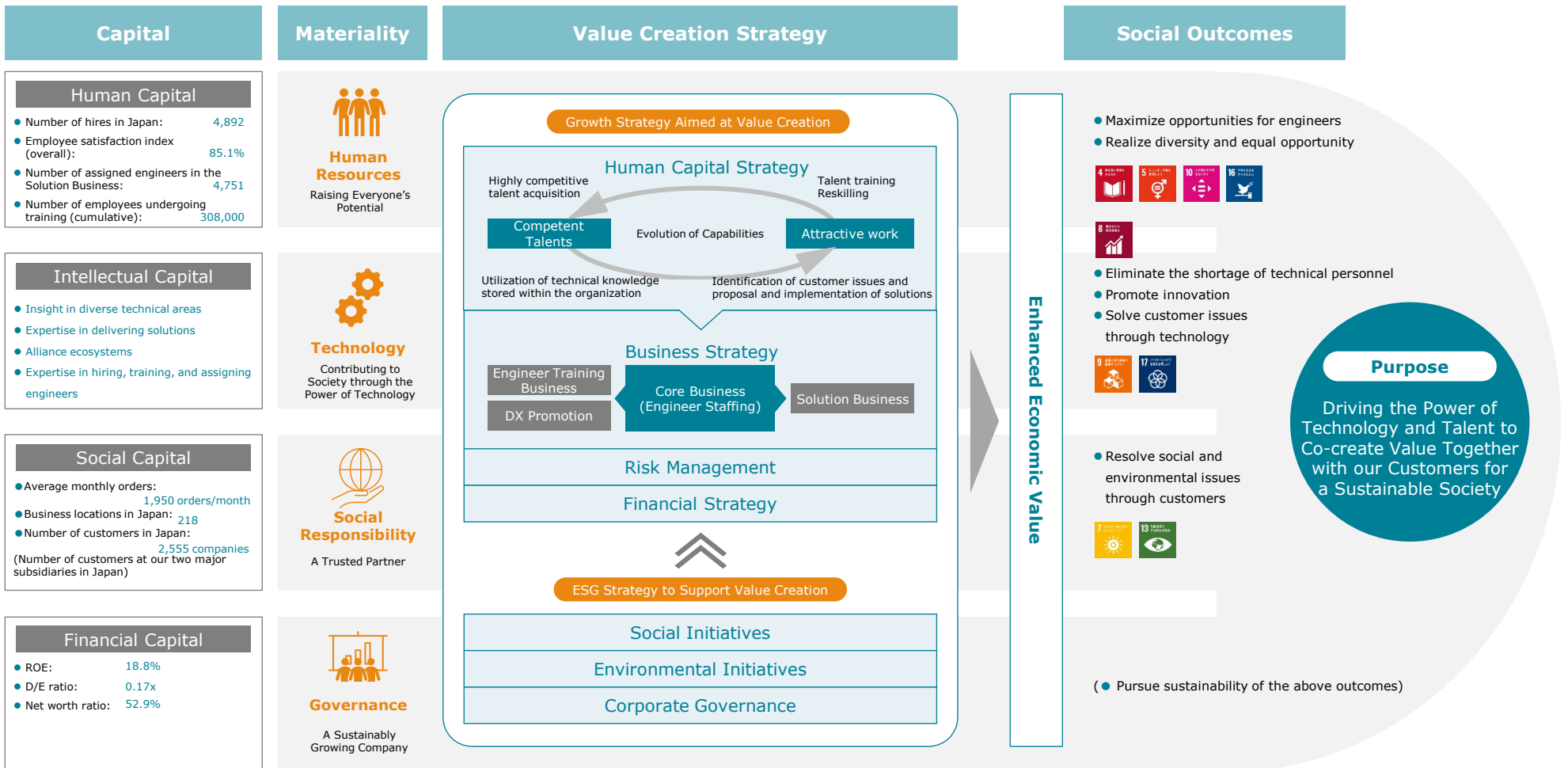
Further
focus on
synergy with
Japan
operations

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Value Creation Process

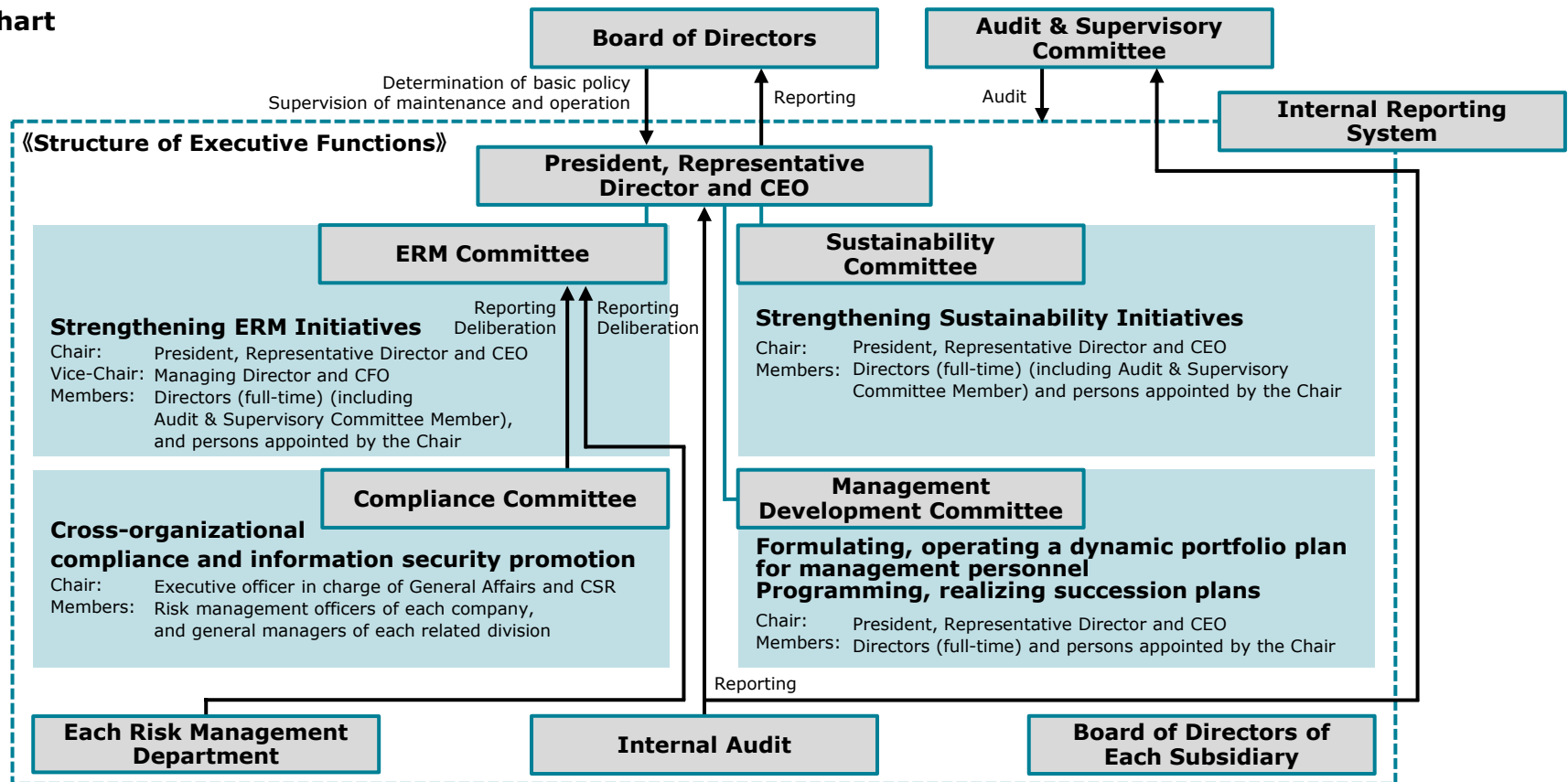
- Identified 4 material issues (materiality) with the social outcomes in mind: Human Resources, Technology, Social Responsibility, and Governance
- Enhancing economic value through steady execution of growth strategy, **strive to realize the Group's Purpose**



Sustainability Management Organization Structure

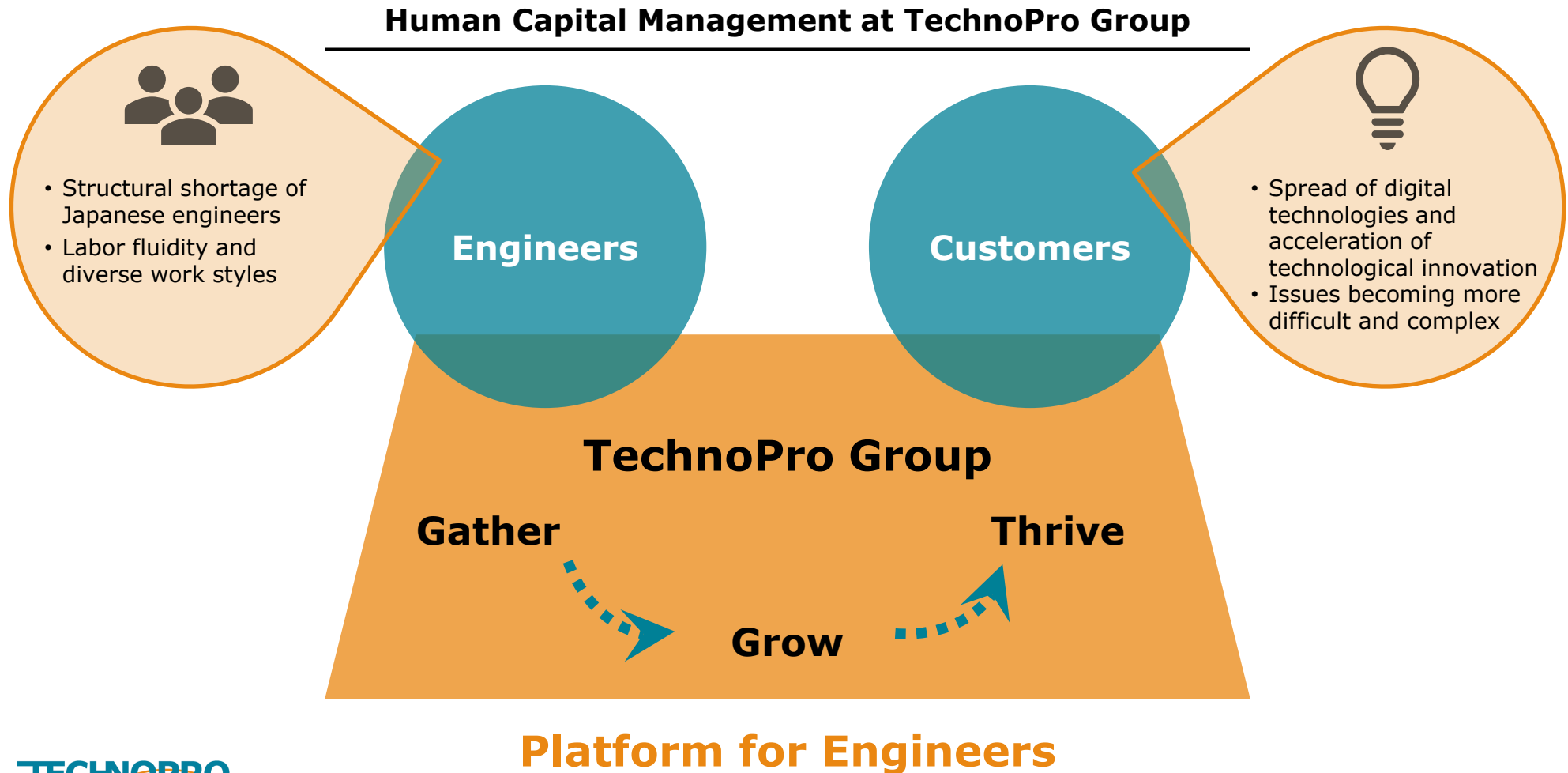
- **Sustainability Committee** deliberates and makes decisions on matters relating to development, implementation, and operation concerning essential issues required for execution of our Sustainability Policy
- **ERM Committee** recognizes risks including personal information and information security, formulating risk management plans and strictly monitoring their implementation
- Established **Management Development Committee** in August 2023, systematically promoting recruitment, assignment, training of management personnel from the perspectives of medium-term plan execution

Structural Chart



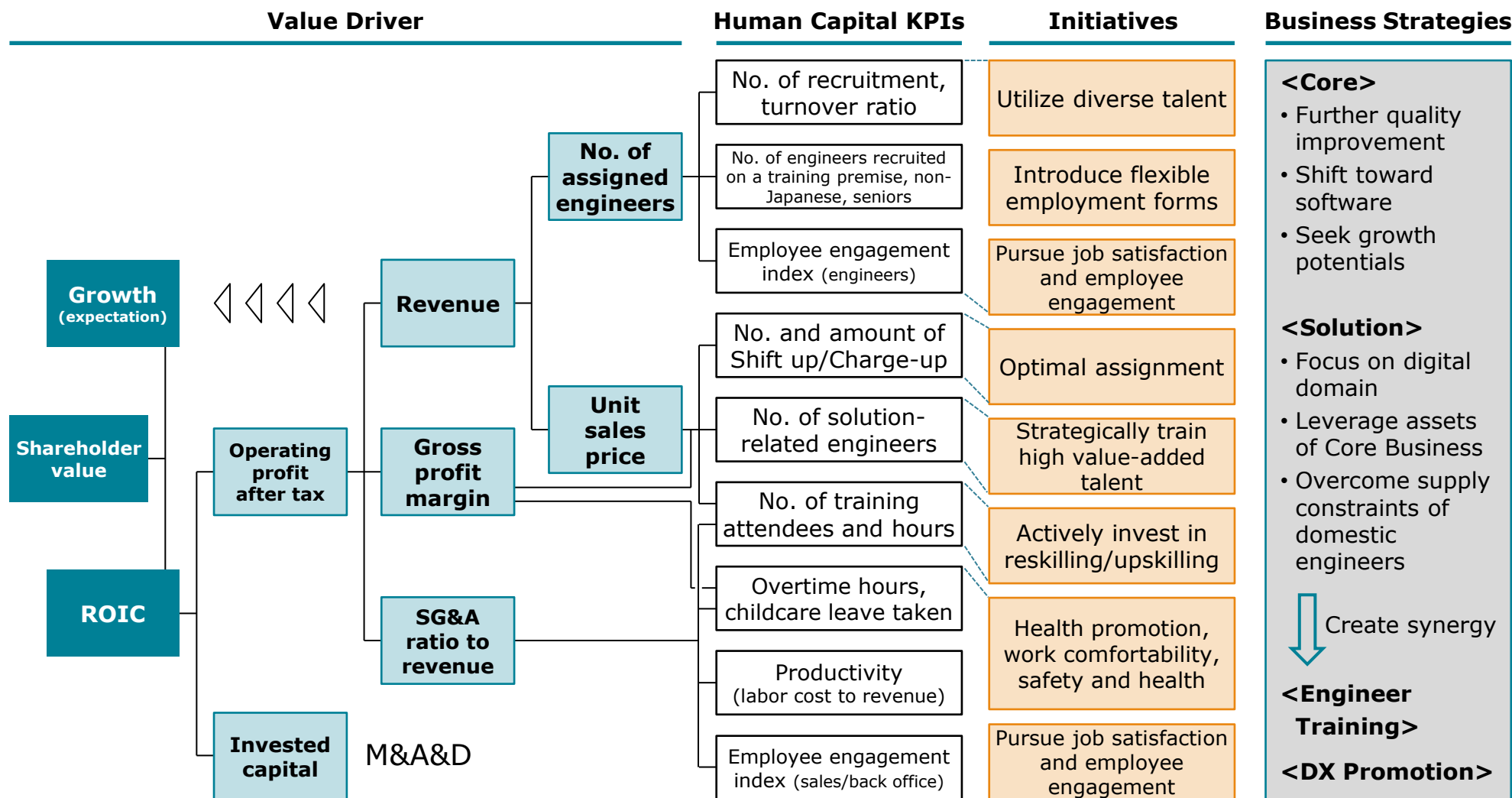
Human Capital Management

- Based on the factors such as domestic labor market and technological trends that our customers are facing, aiming to become **a platform** where engineers gather, grow, and thrive successfully
- As our business is the embodiment of human capital management, **human resources are sources of our value creation**



Human Capital Investment & Value Creation

Execute business strategies and create value through human capital initiatives
(human capital KPIs impacts value drivers)



Human Capital KPIs

- Most human capital KPIs in FY24.6 improved compared to FY23.6, except for a few items
- Carry out root cause analysis of turnover rate and hours of training, thereby identifying and implementing countermeasures to improve KPIs and value drivers

Initiatives	KPIs	FY23.6 Results		FY24.6 Results		Target	
Utilize diverse talent	Number of recruitment *1	4,597		4,892		3,000/year or above	
	Turnover ratio of permanent employee engineers	7.7%		9.1%		At or below 7.5%	
Introduce flexible employment forms	Number of engineers recruited on a training premise	401		542		250/year or above	
	Number of non-Japanese engineers	1,068		1,210		1,500 *3	
	Number of engineers aged 60 and over	1,105		1,359		2,000 *3	
Pursue job satisfaction and employee engagement	Employee satisfaction	(Engineers) 84.6%	(Non-engineers) 88.6%	(Engineers) 84.8%	(Non-engineers) 87.3%	90.0% or above	
Optimal assignment	Average monthly unit sales price	669K yen		678K yen		725K yen *3	
Strategically train high value-added talent	Number of assigned engineers in the Solutions Business	4,174		4,751		6,200 *3	
Actively invest in reskilling/upskilling	Number of training attendees (cumulative)	303K/year		308K/year		360K/year *3	
	Hours of training (cumulative)	882,826h/year		790,559h/year		1,000,000h/year *3	
Health promotion, work comfortability, safety and health	Average hours of overtime	(male) 21.0%	(female) 96.4%	(male) 41.8%	(female) 94.7%	(male) 50% or above *3	(female) 100.0%
	Percentage of taking childcare leave	13.2h/month		12.5h/month		Maintain at 20h/month or below	
	Productivity (personnel expenses to revenue ratio) *2	8.9%		8.8%		At or below 8.0%	

Mgmt. with Consciousness of Cost of Capital & Stock Price

- With four capital policies, focus on **creating value (ROIC > cost of capital)** while maintaining solid financial foundation and placing high importance on TSR
- In principle, simultaneous disclosure in both Japanese and English; management members are proactively engaging in the dialogue with investors, extracting ideas from their voices, and reflecting them into operations and strategy formulation

ROIC Based Management

- As a financial discipline for M&A, set ROIC target of 10% within 3 years from acquisition and evaluate investment return and business portfolio through periodic strategic reviews
- By using ROIC framework, calculate expected return in advance for various operational investments such as recruitment and training/education, and evaluate these outcomes to justify

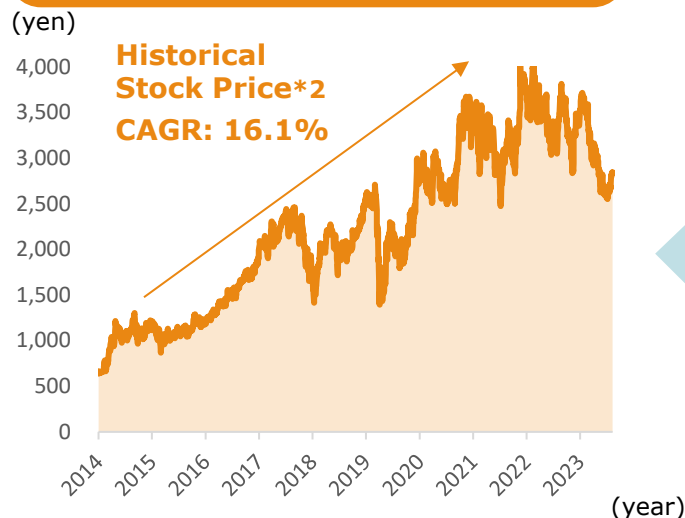
M&A performance (FY24.6)

Invested capital total*1	22,002 million yen
ROIC (FY24.6)*1	8.1%
Cost of capital (FY24.6)	8.5%

Capital Policy

- Capital policy
 - Dividend payout ratio: 50% or above
 - EPS: sustainable growth
 - ROE: 20% or above
 - D/E ratio: less than 1x
- Capital allocation
 - (1) Shareholder return by **dividend**
 - (2) Growth investment for **M&A**, etc.
 - (3) Shareholder return by **buyback**

Evaluation from Market



Dialogue with Investors

- Engage in dialogue with more than 500 investors a year (about half of them are global institutional investors)
- Report feedbacks and requests from investors to the Board every quarter, and deliberate among the Directors

IR meetings (FY24.6)*3

Speaker	frequency
CEO	91
CFO	229
Other management/IR team	264
Total	584

External Certifications/Recognitions

- Selected as **a constituent of all ESG investment indices** used by the GPIF (Government Pension Investment Fund)
- Selected as a constituent of the JPX Prime 150 Index, which began calculation in July 2023, based on **return on capital (equity spread criteria)**

ESG Indices adopted by GPIF

General ESG Index

FTSE Blossom Japan Index



FTSE Blossom Japan Sector Relative Index



MSCI Nihonkabu ESG Select Leaders Index

2024 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

Thematic Index

S&P/JPX Carbon Efficient Indices



MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Morningstar Japan ex-REIT Gender Diversity Tilt Index

Other Indices

JPX Nikkei
Index 400
<Joint Index>

JPX Prime150
Index
<Stock Selection>

NIKKEI 500
INDEX



Best IR Award

Award to recognize companies proactively engaging in IR initiatives
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Certified Health and Productivity Management Outstanding Organization (Large Enterprise Category)

Recognition for companies engaging in notable health and productivity management
Named for five consecutive years from 2020



DX Certification

Certification to recognize companies ready for DX promotion
Selected first time on June 6, 2021
Renewed every two years, successfully selected again in 2023



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