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Summary of the Q&A at the 19th Annual General Meeting of Shareholders

We hereby disclose the summary of the Q&A session at the 19th Annual General Meeting of Shareholders held on June 20, 2025. Expressions used in the summary of the Q&A session have been changed, added, or modified for easier understanding.

Q: I had the impression that the construction industry had a lot of senior workers, but I was surprised to hear in your business briefing that young employees in their first or second year account for about 70% of engineers at your company. Why do young workers choose to work as temp and at COPRO?

A: Mid-career recruits have various experiences such as office work and store sales. For many workers, working as a temp engineer is one of numerous options, with COPRO being one of the companies they apply for. Few aim to work in the construction industry from the start. Therefore, in the recruitment process, we focus on encouraging them to take on a new challenge as construction managers. Since many are unfamiliar with the job, it is natural that they have anxieties about it. Besides explanation during the recruitment process, we provide onboarding training and post-assignment follow-up support to eliminate their anxieties.

Q: How is the progress of the business partnership with Blue innovation Co., Ltd.?

A: We began the partnership to train and dispatch engineers for drone-driven facility maintenance, but it has not yet produced significant results.

Q: What kind of business is "contract" or "quasi-assignment" described in the sales results by service on the page 22 of the Securities Report?

A: "Contract" means contract work related to the development and design of industrial machines, etc. in the machine design service provided by COPRO Technology, a subsidiary. "Quasi-assignment" means system engineering service based on quasi-assignment contracts at COPRO Technology, targeting freelance IT engineers not directly employed by the company.

Q: The financial performance targets for the final year of the Medium-Term Management Plan (fiscal year ending March 31, 2027) have been significantly revised upwards. Why is the upward revision rate of the non-GAAP operating profit high in particular compared to the initial target?

A: Improvement of productivity in the in-house system is the main contributing factor. Recruitment, sales, and indirect departments have set sales targets per managerial employee to promote personnel management and improvement of operational productivity.