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To whom it may concern

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Summary of the Q&A at the 20th Annual General Meeting of Shareholders

We hereby disclose the summary of the Q&A session at the 20th Annual General Meeting of Shareholders held on June 19, 2026. Expressions used in the summary of the Q&A session have been changed, added, or modified for easier understanding.

Q: What was the reason for transferring the IT engineer dispatching business in March 2026? I think there were other options, such as spinning off the business. I would like to know the background.

A: Regarding the IT engineer dispatching business, we have been aware of the strong demand in the market and have held extensive internal discussions. However, when analyzing the industry, we found that there are numerous players ranging from small companies to major companies, and that securing human resources is extremely difficult. Taking these circumstances into consideration, we concluded that we should concentrate our human resources and investment in the semiconductor sector, where further growth is expected, and made the management decision to sell the business.

Q: I feel that the Company's stock price has been sluggish recently. What do you see as the cause? In addition, as the Company has reached its 20th anniversary since its founding, are you considering shareholder returns such as a commemorative dividend?

A: Regarding the level of the stock price, management also recognizes that it is at a very low level. Business performance itself has been very steady, with increases in sales and profit, but we believe that the short-term borrowings and goodwill resulting from the M&A of TRYT Inc.'s construction engineer dispatching business are having an impact. We plan to transition to IFRS (International Financial Reporting Standards) starting with the securities report for the fiscal year ending March 31, 2027. After the transition, regular amortization of goodwill will no longer be required, and the way profits appear is expected to change significantly. Regarding shareholder returns, after steadily achieving the publicly announced forecast for the fiscal year ending March 31, 2027, we will continue to consider internally how to provide even greater returns.

Q: I would like to hear from each director candidate about their aspirations for improving the stock price before the proposal is put to a vote.

A: We fully understand the shareholders' wish to confirm the resolve and determination of each candidate before the vote. However, considering the smooth conduct of the proceedings as a whole, the program provides an opportunity for newly appointed and reappointed directors to express their determination in their own words after shareholders have voted. We kindly ask for your understanding.

Q: Mr. Haruma, a candidate for Outside Auditor, served for many years as an Outside Auditor at another company where governance failures and misconduct occurred. Can he properly fulfill the function of management oversight and monitoring at the Company? Please explain the background to his nomination and Mr. Haruma's own views.

A: (Chairperson) Mr. Haruma possesses a high level of professional expertise as an attorney and has made significant contributions to establishing the Company's governance and compliance systems since before its listing on the TSE Mothers market. Based on this background, we have determined that he is indispensable to the Company and would like him to be reappointed as an Outside Auditor.

A: (Mr. Haruma) As you pointed out, it is true that a situation arose at another company that caused public concern. However, I take pride in having fulfilled my responsibilities during my many years serving as an Outside Auditor at that company by firmly expressing my opinions on compliance and governance at Board of Directors meetings and other meetings. Drawing on my experience at that company and as someone who deeply understands the Company's growth process to date and its actual circumstances, I believe that by fulfilling my duty of management oversight with a strong sense of mission, I can help prevent future risks and contribute to building a system that gives shareholders peace of mind.

Q: Looking at the actual and forecast per-share dividends, it appears that dividends are being reduced in stages: 60 yen per year for the fiscal year ended March 31, 2025, 55 yen per year for the fiscal year ended March 31, 2026, and a forecast of 45 yen per year for the fiscal year ending March 31, 2027. What is the dividend policy going forward? Also, what will dividends be from the fiscal year ending March 31, 2028 onward?

A: Since the Company's listing, we have never reduced dividends and have increased them every fiscal year. The reason the per-share dividend appears to have decreased is that we implemented a stock split (one share split into two shares) effective October 1, 2025. Regarding the dividend policy from the fiscal year ending March 31, 2028 onward, please wait until the announcement of the next Medium-Term Management Plan, scheduled for May 2027.

Q: Interest-bearing debt is approximately three times net assets. What is your outlook going forward?

A: The interest-bearing debt consists of short-term borrowings made for the acquisition of TRYT's construction engineer dispatching business. We plan to refinance these borrowings into long-term borrowings by October of this year at the latest. To ensure financial soundness in a rising interest rate environment, our policy is to generate stable cash flow by steadily achieving our performance forecasts each fiscal year and to proceed with planned repayments.

Q: Could you tell us about your initiatives for recruiting and retaining human resources?

A: First, regarding recruitment, we thoroughly work to maximize our candidate pool, mainly through job advertising media, and manage conversion rates at each stage from application to joining the Company. To improve the cost-effectiveness of our recruitment expenses, we identify and address issues at each stage in real time, maintaining an efficient and stable number of hires. Next, regarding retention, we focus on clearly presenting career paths that allow engineers to envision their medium- to long-term future, and on improving compensation and benefits, which directly leads to higher motivation. Against the backdrop of the recent labor shortage and rising prices, we are systematically negotiating higher charge rates with our client companies. By returning the funds secured through these negotiations to the salaries of our technical employees, we will strengthen engagement and improve retention rates.

Q: The acquired TRYT Engineering Inc. has business locations nationwide, while COPRO Construction Co., Ltd. concentrates its business locations in urban areas. Can synergies really be generated by bringing TRYT Engineering, which differs in its target segments and business locations, into the Group? Also, was there any friction resulting from the acquisition?

A: As you pointed out, COPRO Construction mainly targets major and semi-major general contractors in the urban areas of Tokyo, Nagoya, and Osaka. In contrast, TRYT Engineering targets companies ranging from major contractors to local construction companies nationwide. Although the two companies have different strategies, we believe that this is precisely why they complement each other. First, we will deploy COPRO Construction's know-how, which has achieved growth exceeding the industry average, to TRYT Engineering to accelerate its growth. We also intend to promote a two-brand strategy that combines the strengths of both companies and to vigorously develop the market. Regarding friction resulting from the acquisition, TRYT Engineering has the same business model as the Company, and we feel that its organizational culture is also similar. Therefore, at this point, we do not recognize any particular issues. We also believe that the integration process will proceed smoothly.

Q: One of the Company's basic policies is business innovation through DX. What specific initiatives are you implementing? Also, what are some examples of AI utilization?

A: Our initiatives and the status of our considerations in each area are as follows. We will disclose specific details once we are in a position to announce them.

- DX: Through our business partnership with SpiderPlus & Co., we are proceeding with the development of human resources who will be responsible for construction DX and considering the deployment of services to our client companies.
- IT: We plan to renew the core system used by our administrative employees in October of this year. It will cover the functions required for staffing operations, including recruitment, employment contracts, individual dispatch contracts, attendance management, invoice creation, salary changes, and integration with the accounting system. We plan to automate and streamline processes that previously required the use of multiple systems and manual data entry.
- AI: We are considering introducing AI for interviews with job seekers and for communication with our field employees.

Q: How do you expect the business environment to change as AI becomes more widespread?

A: Even as AI technology advances, there remain many areas that must continue to be handled primarily by people, such as the complex process management unique to construction sites and the detailed communication required on-site. Therefore, we expect strong demand for people to continue. Without reducing the number of hires, we will secure talented human resources, meet our customers' needs, and contribute to sustainable growth.

Q: There was mention that the president of a subsidiary has relocated to Tokyo. Are there any plans to change the location of the Annual General Meeting to Tokyo from next year onward?

A: Following the relocation of the sales headquarters of our subsidiary COPRO Construction, Mr. Koshikawa, a director of the Company who also serves as the representative of the subsidiary, has relocated to Tokyo. However, the head office of the parent company, COPRO-HOLDINGS, will remain in Nagoya. Therefore, we plan to continue holding the Company's Annual General Meeting in Nagoya from next year onward.

Q: Why was this year's Annual General Meeting held at Midland Square Cinema?

A: We recognize the Annual General Meeting as a special opportunity, held once a year, to communicate closely with our shareholders. Rather than holding a conventional Annual General Meeting, we sought a format to help shareholders gain a better understanding of the Company, and we held this year's meeting at a movie theater. We also provided a live online broadcast so that many shareholders could watch the meeting. Going forward, we will continue to strive to conduct our Annual General Meeting in a way that makes shareholders feel it was worthwhile to attend in person.