Full Year FYE3/2026

Financial Results

COPRO-HOLDING. Co., Ltd.

Tokyo Stock Exchange-Prime, Nagoya Stock Exchange-Premier (Ticker Symbol: 7059)

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SECTION 01

Summary of Financial Results for FYE3/2026



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FYE3/2026 Consolidated Financial Highlights

Point 1 Net sales, operating profit, and other profits all marked record highs.

Point 2 Achieved double-digit growth in both net sales and profit, maintaining strong year-on-year growth. In particular, profit for the period largely increased due to the recording of the gain in sales of the IT engineers dispatching business.

No. of group technical employees

7,629 people

up 62.9% YoY

vs. forecast +21.7%



Consolidated sales

36,661 mn yen

up 22.1% YoY

vs. forecast -3.5%



Operating profit

3,632 mn yen

up 31.4% YoY

vs. forecast -4.4%

(% to net sales 9.9%)



Operating profit before amortization

4,204 mn yen

up 26.3% YoY

vs. forecast -5.0%

(% to net sales 11.5%)



Ordinary profit

3,665 mn yen

up 31.6% YoY

vs. forecast -3.5%

(% to net sales 10.0%)



Profit

2,880 mn yen

up 58.2% YoY

vs. forecast+16.6%

(% to net sales 7.9%)



* Operating profit before amortization = Consolidated operating profit + Goodwill amortization + Depreciation + Stock award expenses

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Consolidated Financial Results

(people, millions of yen)

	FYE3/2025		FYE3/2026		
	Full year results	YoY %	Full year results	YoY %	YoY Amount
Net sales	**30,015**	+24.6%	**36,661**	+22.1%	+6,646
Cost of sales	**21,706**	+25.3%	**26,300**	+21.2%	+4,593
Gross profit	**8,308**	+22.6%	**10,361**	+24.7%	+2,052
Gross profit margin	**27.7%**	-0.4pt	**28.3%**	-	+0.6pt
SG&A expenses	**5,544**	+19.7%	**6,728**	+21.4%	+1,184
SG&A ratio	**18.5%**	-0.7pt	**18.4%**	-	-0.1pt
Operating profit	**2,763**	+29.1%	**3,632**	+31.4%	+868
Operating profit margin	**9.2%**	+0.3pt	**9.9%**	-	+0.7pt
Operating profit before amortization*	**3,328**	+36.5%	**4,204**	+26.3%	+876
Ordinary profit	**2,784**	+25.9%	**3,665**	+31.6%	+880
Profit	**1,820**	+24.4%	**2,880**	+58.2%	+1,059
Profit before goodwill amortization	**2,045**	+30.0%	**3,088**	+51.0%	+1,043
EPS (yen) *	**47.73**	+22.9%	**75.35**	+57.9%	+27.62
EPS before goodwill amortization (yen) *	**53.61**	+28.4%	**80.80**	+50.7%	+27.18
Number of group technical employees (quarter end)*	**4,684**	+23.6%	**7,629**	+62.9%	+2,945

* Operating profit before amortization = Consolidated operating profit + Goodwill amortization + Depreciation + Stock award expenses
* Profit before goodwill amortization = Consolidated profit + Goodwill amortization + Stock award expenses
* EPS and EPS before goodwill amortization have been retroactively revised to take into account the impact of the two-for-one stock split implemented on October 1, 2025.
* The number of engineers in the IT engineers dispatching business, which was transferred as of March 27, 2026, is excluded from the number of group technical employees.

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Results by Subsidiary

Point 1 COPRO CONSTRUCTION: Operating profit increased by 21.5% YoY, a double-digit growth, as increased gross profit due to higher sales absorbed the rise in SG&A

Point 2 COPRO TECHNOLOGY: Loss decreased due to top-line growth.

Point 3 Consolidated TRYT Engineering from FYE3/2026.

(millions of yen)

	FYE3/2025			FYE3/2026		
	Full year results	YoY % change	YoY change	Full year results	YoY % change	YoY change
Consolidated sales	**30,015**	**+24.6%**	**+5,916**	**36,661**	**+22.1%**	**+6,646**
COPRO CONSTRUCTION	26,739	+22.2%	+4,855	31,396	+17.4%	+4,656
TRYT Engineering	-	-	-	1,596	-	+1,596
COPRO TECHNOLOGY	3,275	+47.9%	+1,061	3,668	+12.0%	+393
Gross profit	**8,308**	**+22.6%**	**+1,534**	**10,361**	**+24.7%**	**+2,052**
COPRO CONSTRUCTION	7,679	+23.8%	+1,475	9,148	+19.1%	+1,468
TRYT Engineering	-	-	-	471	-	+471
COPRO TECHNOLOGY	628	+10.4%	+59	741	+17.8%	+112
SG&A expenses	**5,544**	**+19.7%**	**+912**	**6,728**	**+21.6%**	**+1,194**
COPRO CONSTRUCTION	3,625	+24.7%	+718	4,222	+16.5%	+597
TRYT Engineering	-	-	-	458	-	+458
COPRO TECHNOLOGY	676	+16.5%	+96	748	+10.6%	+71
HD and others	1,243	+8.6%	+97	1,299	+5.4%	+66
Consolidated operating profit	**2,763**	**+29.1%**	**+622**	**3,632**	**+31.4%**	**+868**
COPRO CONSTRUCTION	4,054	+22.9%	+756	4,926	+21.5%	+871
TRYT Engineering	-	-	-	13	-	+13
COPRO TECHNOLOGY	-47	-	-36	-7	-	+40
HD and others	-1,243	-	-97	-1,299	-	-66

* The figures for subsidiaries are the amounts after consolidation adjustment , which eliminates intra-group transactions.

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SECTION 02

Analysis of KPIs by Business Segment



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KPI Trends by Business Segment

(people, 1,000 yen)

	FYE3/2025			FYE3/2026				
	1H	2H	Full year	1H	2H	Full year	YoY % change	YoY change
No. of recruits	**1,443**	**1,128**	**2,571**	**1,632**	**1,052**	**2,684**	**+4.4%**	**+113**
Construction technician dispatch	1,348	1,031	2,379	1,546	954	2,500	+5.1%	+121
Mechanical & electrical and semiconductor engineer dispatch	95	97	192	86	98	184	-4.2%	-8
No. of resignations	**890**	**788**	**1,678**	**1,068**	**1,035**	**2,103**	**+25.3%**	**+425**
Construction technician dispatch	845	750	1,595	1,013	983	1,996	+25.1%	+401
Mechanical & electrical and semiconductor engineer dispatch	45	38	83	55	52	107	+28.9%	+24
Changes due to M&A, etc.	0	0	0	**0**	**+2,364**	**+2,364**	**-**	**+2,364**
Construction technician dispatch	0	0	0	0	+2,364	+2,364	-	+2,364
No. of technical employees (period end)	**4,344**	**4,684**	**4,684**	**5,248**	**7,629**	**7,629**	**+62.9%**	**+2,945**
Construction technician dispatch	4,071	4,352	4,352	4,885	7,220	7,220	+65.9%	+2,868
Mechanical & electrical and semiconductor engineer dispatch	273	332	332	363	409	409	+23.2%	+77
Retention rate	**83.0%**	**85.6%**	**73.6%**	**83.1%**	**83.6%**	**71.5%**	**-**	**-2.1pt**
Construction technician dispatch	82.8%	85.3%	73.2%	82.8%	83.2%	70.9%	-	-2.3pt
Mechanical & electrical and semiconductor engineer dispatch	85.8%	89.7%	80.0%	86.8%	88.7%	79.3%	-	-0.7pt
Operating ratio (Inc. trainees)	**92.4%**	**94.7%**	**93.6%**	**91.9%**	**92.6%**	**92.3%**	**-**	**-1.3pt**
Construction technician dispatch	92.5%	95.0%	93.8%	91.9%	92.6%	92.3%	-	-1.5pt
Mechanical & electrical and semiconductor engineer dispatch	91.2%	90.4%	90.8%	91.7%	91.8%	91.8%	-	+1.0pt
Sales per technician/engineer (period average)	**586**	**582**	**584**	**587**	**597**	**592**	**+1.3%**	**+8**
Construction technician dispatch	583	582	582	586	596	591	+1.5%	+9
Mechanical & electrical and semiconductor engineer dispatch	622	586	602	590	602	596	-1.0%	-6

* The results of the IT engineers dispatching business, which was transferred on March 27, 2026, have been excluded.
* In the 2H and full-year results for the fiscal year ended March 31, 2026, no of recruite, no of resignations, retention rate, operating ratio, and sales per technician/engineer for construction technician dispatch exclude the results of TRYT Engineering.
* Retention rate = Number of technical employees at the end of the current period (current quarter) ÷ (Number of technical employees at the end of the previous period (previous quarter recruits in the current period (current quarter) x 100

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Construction Technician Dispatching Business

Point 1 **No. of recruits for the full year increased 5.1% YoY to 2,500, but fell short of the full-year forecast of 3,000. While candidate pipeline development remained solid, offer acceptance rates declined, particularly in 2H. Going forward, the Company will fundamentally review its selection process and optimize hiring efficiency by improving matching accuracy and offer acceptance rates.**

Point 2 **TRYT Engineering was newly consolidated from March 2026, increasing the number of technicians by 2,364. The Company will pursue further expansion by positioning recruitment services, alongside dispatching services, as a key pillar of its growth strategy.**

■ KPI for dispatching services

(people 1,000 yen)

	FYE3/2025					FYE3/2026					FYE3/2027
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	Full year (Forecast)
No. of recruits	843	505	506	525	**2,379**	829	717	530	424	**2,500**	**3,792**
New graduates	117	0	0	0	**117**	130	0	0	0	**130**	**170**
Mid-career	726	505	506	525	**2,262**	699	717	530	424	**2,370**	**3,622**
Turnover total	450	395	365	385	**1,595**	517	496	511	472	**1,996**	**3,172**
Net change	+393	+110	+141	+140	**+784**	+312	＋221	+19	-48	**+504**	**+620**
Increase due to M&A	0	0	0	0	**0**	0	0	0	+2,364	**+2,364**	**-**
Number of technicians (quarter end)	3,961	4,071	4,212	4,352	**4,352**	4,664	4,885	4,904	7,220	**7,220**	**7,840**
Operating ratio (period average)	91.2%	93.7%	95.3%	94.7%	**93.8%**	92.0%	91.9%	92.1%	93.1%	**92.3%**	**92.4%**
Retention rate	89.8%	91.2%	92.0%	91.9%	**73.2%**	90.0%	90.8%	90.6%	91.1%	**70.9%**	**71.2%**
Sales per technician/engineer	585	583	583	581	**583**	584	589	595	598	**591**	**641**

■ KPI for recruitment service

(people)

	FYE3/2025					FYE3/2026					FYE3/2027
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	Full year (Forecast)
No. of placements	-	-	-	-	**-**	-	-	-	-	**267**	**400**

* In the 4Q and full-year results for the fiscal year ended March 31, 2026, the number of recruits, number of resignations, operating ratio, retention rate, and sales per technician/engineer for construction technician dispatch exclude the results of TRYT Engineering.

* Retention rate = Number of technicians at the end of the current fiscal year (current quarter) ÷ (Number of technicians at the end of the previous fiscal year (previous quarter) + Number of technicians at the end of the current fiscal year (current quarter)) × 100

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Mechanical & Electrical and Semiconductor Engineer Dispatching and Contracting Business

Point 1 No. of recruits for the full year decreased 4.2% YoY to 184 and fell short of the full-year forecast of 297. Hiring efficiency through job advertising channels declined significantly due to mismatches with the specialized skills and working conditions required by major clients.

Point 2 Going forward, the Company will shift candidate pipeline development toward recruitment services and improve its framework for reliably securing talent aligned with target candidate profiles. At the same time, it will increase fulfillment rates for projects in key areas and for major clients, while improving offer acceptance rates and optimizing hiring costs.

■ No. of recruits and resignations / operating ratio / retention rate

(people)

	FYE3/2025					FYE3/2026					FYE3/2027
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	Full year (Forecast)
No. of recruits	36	59	52	45	**192**	49	37	38	60	**184**	**235**
New graduates	15	0	0	0	**15**	17	0	0	0	**17**	**35**
Mid-career	21	59	52	45	**177**	32	37	38	60	**167**	**200**
No. of resignations	18	27	15	23	**83**	21	34	30	22	**107**	**95**
Net change	+18	+32	+37	+22	**+109**	+28	+3	+8	+38	**+77**	**+140**
Number of technicians (quarter end)	241	273	310	332	**332**	360	363	371	409	**409**	**549**
Operating ratio (period average)	92.4%	90.2%	89.8%	90.9%	**90.8%**	90.9%	92.5%	93.4%	90.4%	**91.8%**	**96.5%**
Retention rate	93.1%	91.0%	95.4%	93.5%	**80.0%**	94.7%	91.4%	92.5%	94.9%	**79.3%**	**85.2%**

■ Sales per technician/engineer (period average)

(1,000 yen)

	FYE3/2025					FYE3/2026					FYE3/2027
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	Full year (Forecast)
Sales per technician/engineer	622	621	578	593	**602**	594	586	607	597	**596**	**578**

* Retention rate = Number of technicians at the end of the current fiscal year (current quarter) ÷ (Number of technicians at the end of the previous fiscal year (previous quarter) + Number of technicians at the end of the current fiscal year (current quarter)) × 100

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SECTION 03

Aiming for an *Overwhelming No.1 Position in the Industry*



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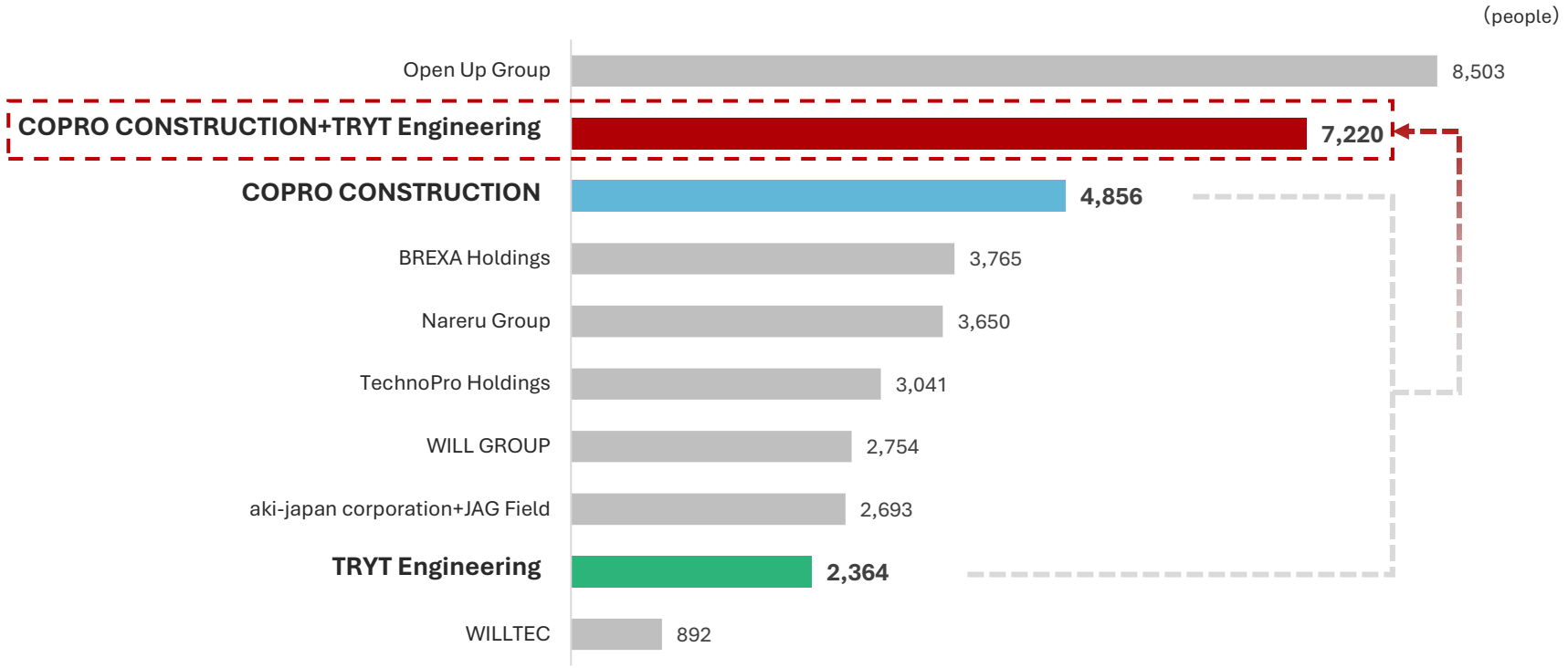
Industry Position After the Acquisition of TRYT Engineering Shares

With the addition of TRYT Engineering to the Group, we take a key step toward becoming the Overwhelming No. 1 Position in the Industry.

Construction Technician Headcount Ranking



* Prepared by the Company based on the latest IR materials disclosed by each company as of May 1 , 2026, or on disclosure materials made pursuant to the Worker Dispatching Act.

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Synergies from the Share Acquisition

COPRO's Strengths and Key Characteristics		TRYT Engineering's Strengths and Key Characteristics
Low-cost recruitment system centered on paid job advertisement platforms (enabling in-house selection without relying on external recruitment agencies)	×	**Digital marketing via its proprietary recruitment website, "Sekoukanri Job,"** a recruitment website specializing in construction management positions
Recruitment and training system for candidates with no prior experience	×	**Recruitment placement business focused on experienced professionals**
Business focus on major urban areas, including Tokyo, Nagoya, and Osaka.	×	**Nationwide office network coverage**

Combining the two companies' highly complementary strengths

- Securing technicians and engineers
- Cross-selling through two brands
- Expanding sales opportunities nationwide
- Improving sales efficiency
- Reducing administrative costs

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TRYT Engineering × COPRO CONSTRUCTION: Six Synergies



Centralized management through integration of recruitment strategy functions

■ Establishment of a group-wide recruitment structure

The holding company will centralize the recruitment functions and activities of each subsidiary to build a group-wide recruitment infrastructure.



Broader market coverage through two brands

■ Maximization of the candidate pool

By optimizing branding strategies, the Group will broaden its reach among job seekers and maximize the candidate pool.



Group-wide optimization of recruitment costs

■ Improvement of unit price for recruitment

Based on data analysis, the Group will flexibly allocate budgets to channels with high ROI across the Group, reducing overall unit price for recruitment.



Improvement in operating ratio through sharing of idle personnel

■ Real-time sharing across the Group

The Group will share idle technicians across the two companies to raise the Group-wide operating ratio and accelerate profitability improvement.



Minimization of opportunity losses and expansion of gross profit through enhanced recruitment services

■ Maximization of revenue through coordination with recruitment services

Candidates who do not lead to dispatch contracts will be referred to TRYT Engineering's recruitment services. By leveraging its broad regional network to connect them with regional clients' direct-hiring needs, the Group will monetize resources without leaving opportunities untapped.



Sharing of training infrastructure and knowledge

■ Development of demand for inexperienced talent

COPRO will make the curricula of its training facility, "Kantoku no Tane," and other training programs available to TRYT Engineering. The Group will also step up proposals for inexperienced talent to TRYT Engineering's client base.

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Planned Announcement of the Next Medium-Term Management Plan and Role of FYE3/27

FYE3/2027 will be positioned as a critical period for integration and foundation building, marking the start of efforts to build momentum toward maximizing synergies under the next medium-term management plan.

FYE3/2026

Completion of acquisition of TRYT Engineering shares

- Start of PMI
- New consolidation begins from FYE3/2026

FYE3/2027

Organizational and platform integration, and foundation building

- Centralization and integration of recruitment functions under the holding company
- Launch of shared utilization of human resources
- Launch of shared utilization of training expertise
- **Preparation for full-scale synergy creation**

FYE3/2028 onwards

Full-scale synergy creation and breakthrough growth

- **Full-scale synergy creation with TRYT Engineering**
- **Business expansion to achieve “Overwhelming No.1 Position in the Industry”**

Planned announcement of the next medium-term management plan (from FYE3/2028)

The Company plans to announce its new growth strategy as the newly formed COPRO Group in conjunction with the announcement of full-year financial results for FYE3/2027.

Planned announcement: May 2027

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SECTION 04

Earnings and Dividend Forecast for FYE3/2027



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Summary of the Full-Year Earnings Forecast for FYE3/2027

Point 1 **A significant increase in net sales and profits expected: Net sales ¥570mn (up 55.5% YoY), Operating profit before amortization ¥55mn (up 30.8% YoY), EPS before goodwill amortization ¥100.86 per share (up 27.3% YoY).**

Point 2 **The Company plans to transition from J-GAAP to International Financial Reporting Standards (IFRS) from the end of FYE3/2027. As goodwill will no longer be subject to amortization, goodwill amortization expenses are expected to decrease, boosting profit at each level and EPS.**

	FYE3/2026	FYE3/2027(Forecast)		
	Full year results	Full year	YoY % change	YoY change
Net sales	36,661	**57,000**	+55.5%	+20,338
Cost of sales	26,300	**39,000**	+48.3%	+12,700
Gross profit	10,361	**18,000**	+73.7%	+7,639
SG&A expenses	6,728	**15,000**	+122.9%	+8,271
of which, goodwill amortization	298	**2,181**	+631.3%	+1,883
Operating profit	3,632	**3,000**	-17.4%	-633
Operating profit before amortization*	4,204	**5,500**	+30.8%	+1,295
Profit	2,880	**1,658**	-42.5%	-1,223
Profit before goodwill amortization*	3,088	**3,942**	+27.6%	+853
EPS (yen)*	75.34	**43.25**	-42.6%	-32.10
EPS before goodwill amortization (yen)*	80.80	**102.86**	+27.3%	+22.06
Number of group technical employees (quarter end, people)	7,629	**8,389**	+10.0%	+760

* Operating profit before amortization = Consolidated operating profit + Goodwill amortization + Depreciation + Stock award expenses
* Profit before goodwill amortization = Consolidated profit + Goodwill amortization + Stock award expenses
* EPS and EPS before goodwill amortization have been retroactively revised to take into account the impact of the two-for-one stock split implemented on October 1, 2025.

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Impact of Voluntary Adoption of International Financial Reporting Standards (IFRS)

- For the fiscal year ending March 31, 2028, the Company plans to voluntarily adopt IFRS. As goodwill will no longer be amortized under IFRS, expenses will decrease by the amount of goodwill amortization, which is expected to boost EPS.
- The earnings forecast for the fiscal year ending March 31, 2027, scheduled to be announced in May 2026, will be prepared under Japanese GAAP and will therefore include goodwill amortization. In contrast, the earnings forecast for the fiscal year ending March 31, 2028, scheduled to be announced in May 2027, will be disclosed under IFRS, under which no goodwill amortization will be recognized.

Reporting period		Disclosure materials	Accounting standards applied
FYE3/2026	3Q	Quarterly Earnings Report	Japanese GAAP
	Full year	Earnings Report Consolidated Financial Statements Annual Securities Report	Japanese GAAP
FYE3/2027	1Q and 3Q	Quarterly Earnings Report	Japanese GAAP
	2Q	Quarterly Earnings Report Semi-annual Securities Report	Japanese GAAP
	Full year	Earnings Report Consolidated Financial Statements	Japanese GAAP
		Annual Securities Report	IFRS
FYE3/2028	1Q and 3Q	Quarterly Earnings Report	IFRS
	2Q	Quarterly Earnings Report Semi-annual Securities Report	IFRS
	Full year	Earnings Report Consolidated Financial Statements Annual Securities Report	IFRS

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FYE3/2027 KPIs by Business (Forecast)

(people, 1,000yen)

	FYE3/2026			FYE3/2027		
	1H	2H	Full Year	Full Year (Forecast)	YoY % Change	YoY Change
No. of recruits	**1,632**	**1,050**	**2,684**	**4,027**	**+50.0%**	**+1,343**
Construction technician dispatch	1,546	952	2,500	3,792	+51.7%	+1,292
Mechanical & electrical and semiconductor engineer dispatch	86	98	184	235	+27.7%	+51
No. of resignations	**1,068**	**1,035**	**2,103**	**3,267**	**+55.3%**	**+1,164**
Construction technician dispatch	1,013	983	1,996	3,172	+58.9%	+1,176
Mechanical & electrical and semiconductor engineer dispatch	55	52	107	95	-11.2%	-12
Changes due to M&A, etc.	**0**	**+2,364**	**+2,364**	**-**	**-**	**-**
Construction technician dispatch	0	+2,364	+2,364	-	-	-
No. of technical employees (period end)	**5,248**	**7,629**	**7,629**	**8,389**	**+10.0%**	**+760**
Construction technician dispatch	4,885	7,220	7,220	7,840	+8.6%	+620
Mechanical & electrical and semiconductor engineer dispatch	363	409	409	549	+34.2%	+140
Retention rate	**83.1%**	**83.6%**	**71.5%**	**72.0%**	**-**	**+0.5pt**
Construction technician dispatch	82.8%	83.2%	70.9%	71.2%	-	+0.3pt
Mechanical & electrical and semiconductor engineer dispatch	86.8%	88.7%	79.3%	85.2%	-	+5.9pt
Operating ratio (incl. trainees)	**91.9%**	**92.6%**	**92.3%**	**92.5%**	**-**	**+0.2pt**
Construction technician dispatch	91.9%	92.6%	92.3%	92.4%	-	+0.1pt
Mechanical & electrical and semiconductor engineer dispatch	91.7%	91.8%	91.8%	96.5%	-	+4.7pt
Sales per technician/engineer (period average)	**587**	**597**	**592**	**605**	**+2.2%**	**+13**
Construction technician dispatch	586	596	591	641	+8.5%	+50
Mechanical & electrical and semiconductor engineer dispatch	590	602	596	578	-3.0%	-18

*The results of the IT engineers dispatching business, which was transferred on March 27, 2026, have been excluded.

*In the 2H and full-year results for the fiscal year ended March 31, no of recruite, no of resignations, retention rate, operating ratio, and sales per technician/engineer for construction technician dispatch exclude the results of TRYT Engineering.

*Retention rate = Number of technical employees at the end of the current period (current quarter) ÷ (Number of technical employees at the end of the previous period (previous quarter) + Number of recruits in the current period (current quarter)) x 100

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FYF3/2027 Dividend Forecast

Point 1 **EPS before goodwill amortization, which excludes non-cash goodwill amortization, will be used as the benchmark for the FYE3/2027 dividend forecast. Taking into account the need to secure funds for growth investments, the stabilization of the financial base through steady repayment of interest-bearing debt, and other factors, the Company forecasts an annual dividend of ¥45.0 for FYE3/2027, an increase of ¥5.0 YoY.**

[Dividend Policy]

Dividends are the basis for shareholder returns, which we consider to be one of the important management issues, and our basic policy is to pay stable dividends. We will not reduce dividends but rather maintain a consolidated dividend payout ratio of 50% or more, during the period covered by the Medium-Term Management Plan “COPRO Group Build the Future 2027” (from FYE3/2023 to FYE3/2027), depending on the profit growth achieved through aggressive investment.

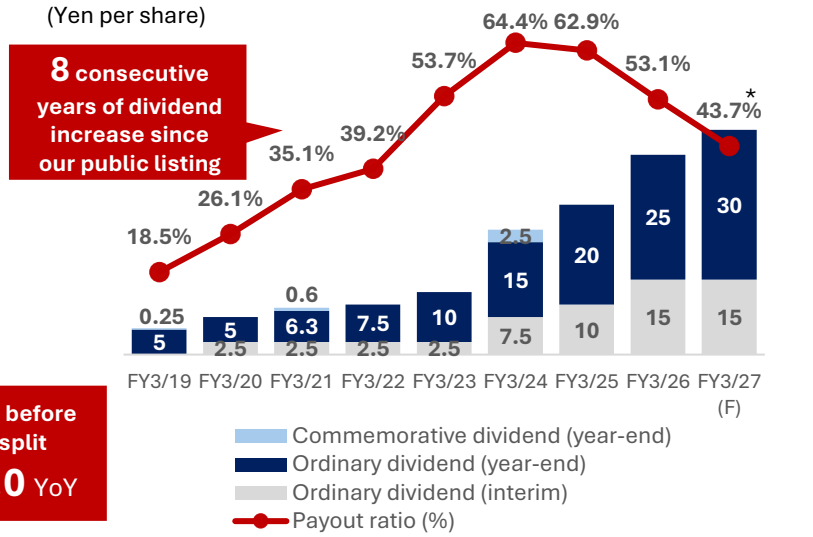
Dividend Per Share

		Interim	Year-end	Total
FYE3/2025	Before stock split	¥20.0	¥40.0	¥60.0
	After stock split	**¥10.0**	**¥20.0**	**¥30.0**
FYE3/2026	Before stock split	¥30.0	¥50.0	¥80.0
	After stock split	**¥15.0**	**¥25.0**	**¥40.0**
FYE3/2027 (Forecast)	**After stock split**	**¥15.0**	**¥30.0**	**¥45.0**

Dividend before stock split
Up ¥5.0 YoY

* The dividend per share after stock spilt is the amount that has been retroactively revised to take into account the impact of the two-for-one stock splits implemented on October 1, 2023 and October 1, 2025.

Development of Dividend & Dividend Payout Ratio



* Dividend payout ratio for FY3/2027 (forecast) is calculated based on EPS before goodwill amortization
The dividend payout ratio based on EPS is projected to be 104.0%.

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Financing Policy

Point 1 Goodwill of approximately ¥ 27.6 billion was recorded due to the business integration with TRYT Engineering. In connection with the transition to IFRS, the Company plans to revalue assets at the end of FYE3/2027.

Point 2 The ¥29.2 billion bridge loan raised for the acquisition is scheduled to be refinanced into long-term borrowings by October 2026, with the aim of stabilizing the financial base.

Consolidated balance sheets (FYE3/26)

(millions of yen)

Current assets	16,819	Current liabilities	36,897
o/w, cash and deposits	8,864	o/w, interest-bearing liabilities	29,253
Non-current assets	30,651	Non-current liabilities	647
Property, plant and equipment	1,162		
Intangible assets	28,202	Net assets	9,925
o/w, goodwill	27,809		
Investments, etc.	1,286		
Total assets	47,471	Total liabilities and net assets	47,471

Breakdown of goodwill (FYE3/26)

(millions of yen)

Name of company	Amount
TE Holdings/TRYT Engineering	27,691
COPRO TECHNOLOGY	118

✓ Plan to refinance to long-term borrowings.

✓ Under Japanese GAAP, goodwill is amortized over 13 years.
✓ Following the adoption of IFRS, goodwill will no longer be amortized from FYE3/2028.

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Relocated Head Office to Nagoya’s New Landmark

Point 1 **On May 11, 2026, the Head Office of COPRO-HOLDINGS and the sales offices of COPRO CONSTRUCTION and COPRO TECHNOLOGY were relocated to The Landmark Nagoya Sakae.**

Aiming to achieve an “overwhelming No. 1 position in the industry,” the Group will use the relocation as an opportunity to further expand its business operations.





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SECTION 05

Company Profile and Business Overview



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Company Outline

Company Name	**COPRO-HOLDINGS. Co., Ltd.**
Representative	**Kosuke Kiyokawa, CEO**
Head Office	**The Landmark Nagoya Sakae 30F 25-1 Nishiki 3-chome, Naka-ku, Nagoya, Aichi**
Established	**October 2006**
Fiscal Year-End	**March 31**
Listing Markets	• **Tokyo Stock Exchange, Prime Market** • **Nagoya Stock Exchange, Premier Market**
Ticker Symbol	**7059**
Listing Date	• **Mar. 2019** **Listed for the public trading on the Mothers section of the Tokyo Stock Exchange and the Centrex section of the Nagoya Stock Exchange** • **Sep. 2020** **Changed listed in the First Section of the Tokyo Stock Exchange and the First Section of the Nagoya Stock Exchange**

Domestic Subsidiaries	• **COPRO CONSTRUCTION. Co., Ltd.** • TE Holdings, Inc. • TRYT Engineering, Inc. • **COPRO TECHNOLOGY. Co., Ltd.**
Business Description	• **Construction Technician Dispatching Business** • **Mechanical Design and Development Engineer Dispatching and Contracting Business**
Number of Employees	**8,402** **(as of March 31, 2026, consolidated basis)**
Number of Sites	**COPRO CONSTRUCTION: 11 sites** TE Holdings/TRYT Engineering: 17 sites **COPRO TECHNOLOGY: 2 sites**

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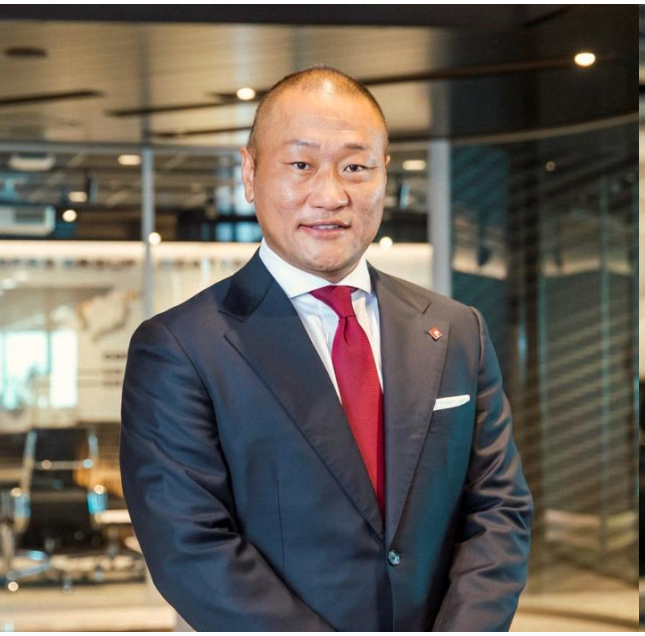
Introduction of the Management Team

copro



Kosuke Kiyokawa
President and CEO
COPRO-HOLDINGS Co., Ltd.

Born October 16, 1977 in Aichi Prefecture.
After graduating from Nagoya Technical College, he worked as a site foreman at a local construction company for two years. After five years of experience in sales at a major construction-related worker dispatching company and then serving as the company's president, he founded our company in 2006.

copro CONSTRUCTION



Yusuke Koshikawa
President and CEO
COPRO CONSTRUCTION Co., Ltd.

Born October 15, 1985 in Shizuoka Prefecture.
2008: Started working at Trusty Crew Co., Ltd. (currently our Company) After working as the Nagoya branch manager, recruitment strategy head and general manager of sales, he became the president and chief executive officer of COPRO CONSTRUCTION Co., Ltd. in June 2024.

copro TECHNOLOGY



Hideki Nishioka
President and CEO
COPRO TECHNOLOGY Co., Ltd.

Born September 17, 1971 in Aichi Prefecture.
Started working at ATMOS Co., Ltd. in 2006. After joining the Company (currently: COPRO TECHNOLOGY Co., Ltd.), and following 14 years of experience as the manager of the corporate planning office, he was appointed as a director of the Company in May 2020. In April 2021, he was appointed as the president and chief executive officer of the Company.

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Company History

2006	Oct.	Trusty Crew Co., Ltd. established
2008	Mar.	The Company name changed to COPRO-ENGINEERD Co., Ltd.
2015	May	Shifted to a holdings (holding company) system with COPRO-HOLDINGS. Co., Ltd. as pure holding company
2019	Mar.	Listed on the Mothers market of the Tokyo Stock Exchange and the Centrex market of the Nagoya Stock Exchange
2020	Sep.	Moved the market to the First Section of the Tokyo Stock Exchange and the First Section of the Nagoya Stock Exchange
2021	Apr.	ATMOS Co., Ltd acquired as a wholly-owned subsidiary
	Sep.	VALUE ARK CONSULTING Co., Ltd acquired as a wholly-owned subsidiary
2022	Apr.	Temporary staffing and fee-charging employment business of Hucoss. Co., Ltd taken over through an absorption-type demerger
2023		Moved the market to the Prime section of the Tokyo Stock Exchange and the Premier section of the Nagoya Stock Exchange
	Oct.	Changed the name of COPRO-ENGINEERD. Co., Ltd. to COPRO CONSTRUCTION. Co., Ltd.
		ATMOS Co., Ltd. absorbed and merged VALUE ARK CONSULTING Co., Ltd. and change the corporate name to COPRO TECHNOLOGY. Co., Ltd.
2024	Nov.	Acquired the system engineering service business (SES) from Pacific Information Consultants
2025	Feb.	Opened Semicon Techno Lab, a semiconductor engineer training center
	Apr.	Opened the “Kantoku No Tane” Tokyo training center
2026	Mar.	Acquired all of the shares of TRYT Engineering Inc.
		Transferred the IT engineers dispatching business of COPRO TECHNOLOGY Co., Ltd.
	May	Relocated Head office to 30F, The Landmark Nagoya Sake, 25-1, Nishiki 3-chome, Naka-ku, Nagoya-shi, Aichi

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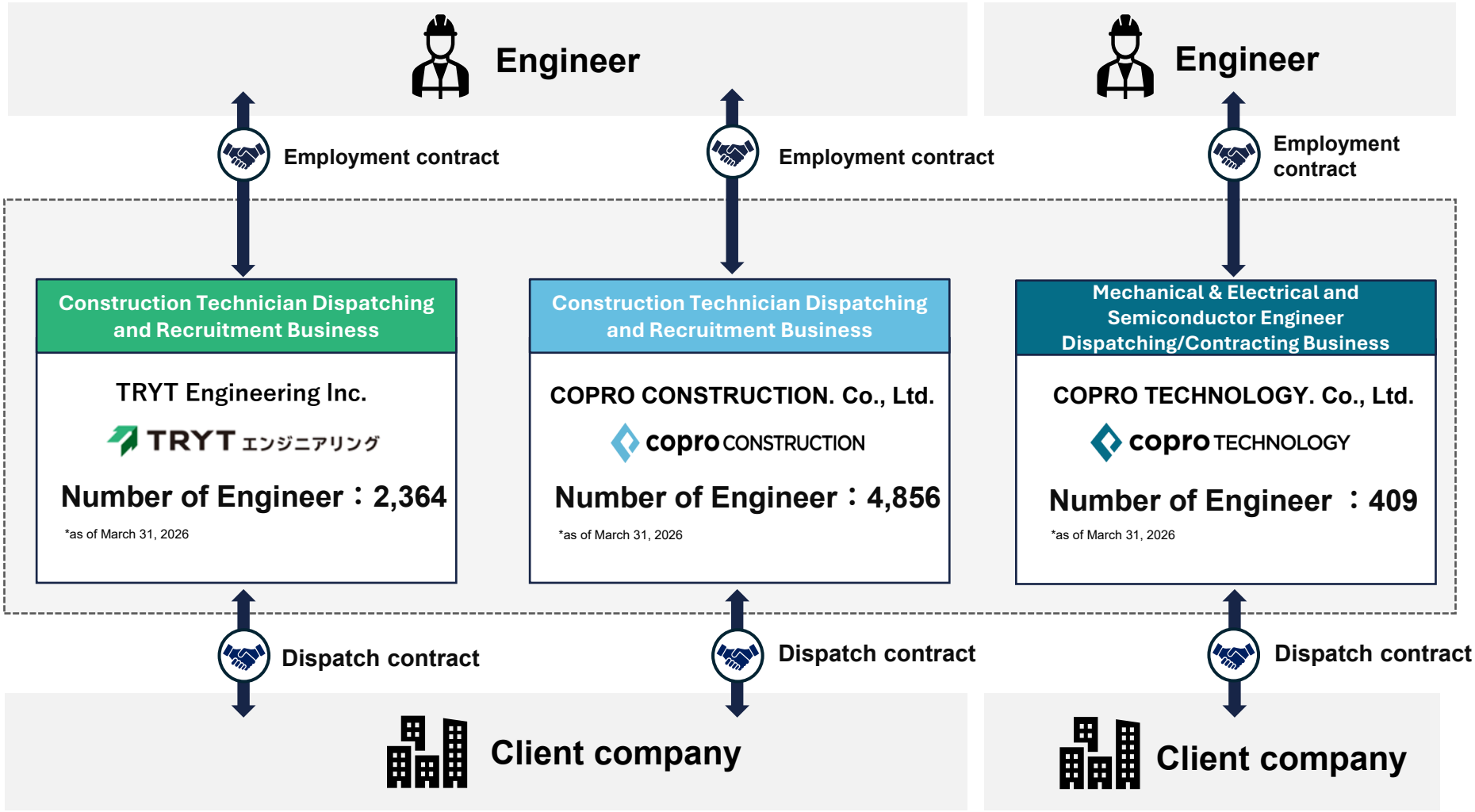
Business Outline



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Corporate Philosophy

MISSION

Creating a dynamic “human driven” society

VISION

Becoming a human resource development company that ignites people’s hearts

VALUE

Working with a sense of purpose

Issues of the Construction Industry



Resolve the Construction Industry Issues

Realization of Our Purpose

The best “work style” and the best “workers.”



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Dispatch Area: Construction Technician Dispatching

Area of Technician Dispatching

Ordering party (Country, local governments, developers, etc.)

Ordering

Construction Company (general contractors, etc.)

Site agent
Responsible for negotiations with the ordering party, etc., and oversight of the construction site.

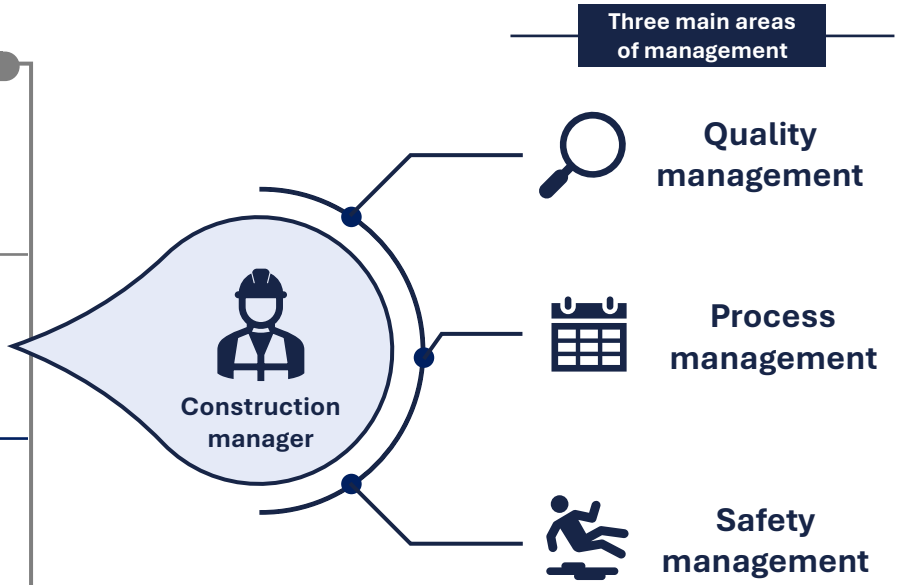
copro CONSTRUCTION

Construction manager
Responsible for managing processes, quality and safety, etc., to ensure that construction progresses smoothly.

Workers
Doing the work at the construction site, such as carpenters, construction workers and electricians.

Role of Construction Management

The main duties are coordination and preparation such as adjusting construction progress, ordering materials and ensuring safe work.



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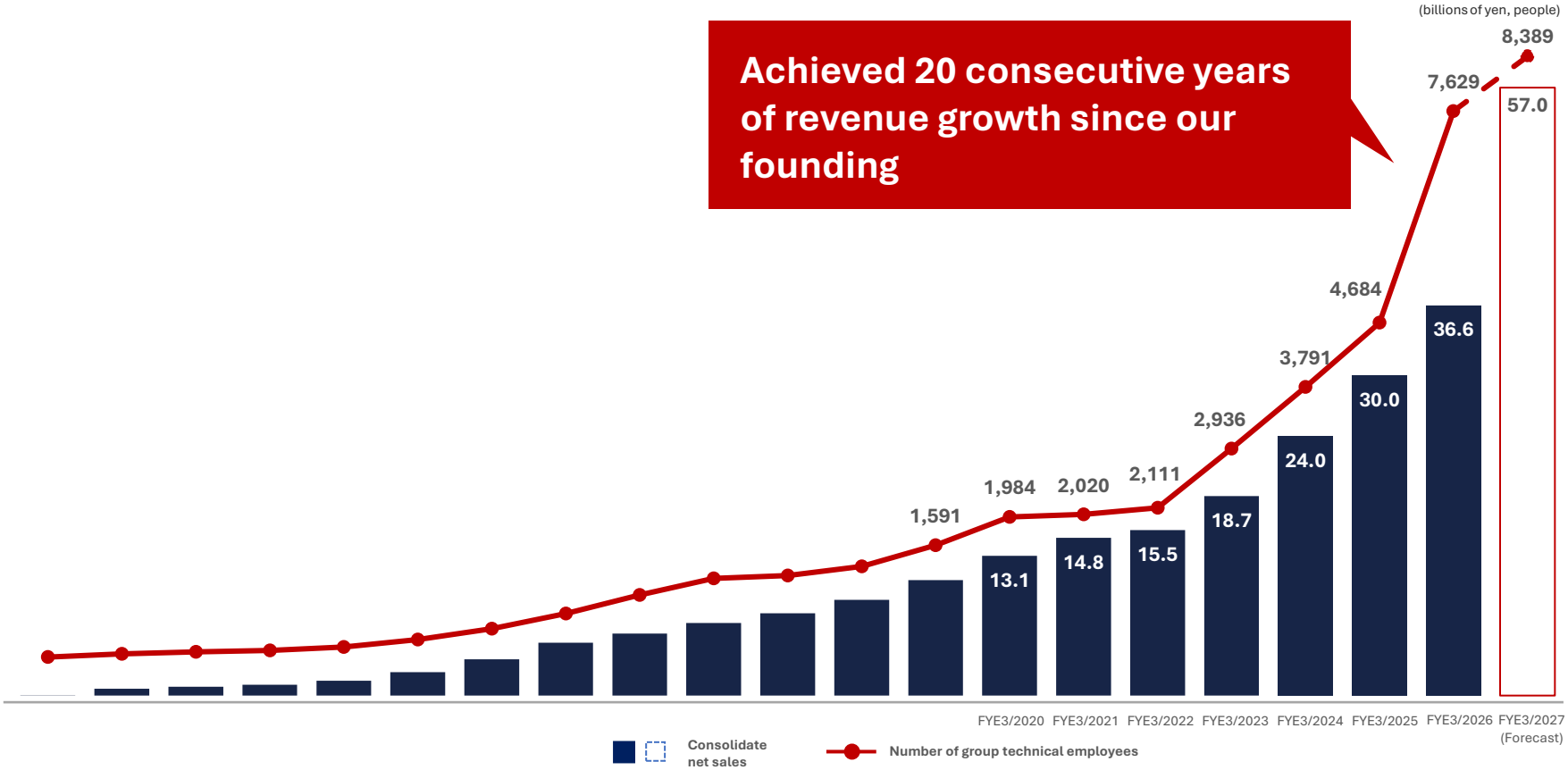
Business Characteristics

A “subscription-type business” with high growth potential

⇒ By increasing sales in proportion to the number of dispatched technical employees, stable earnings growth can be expected



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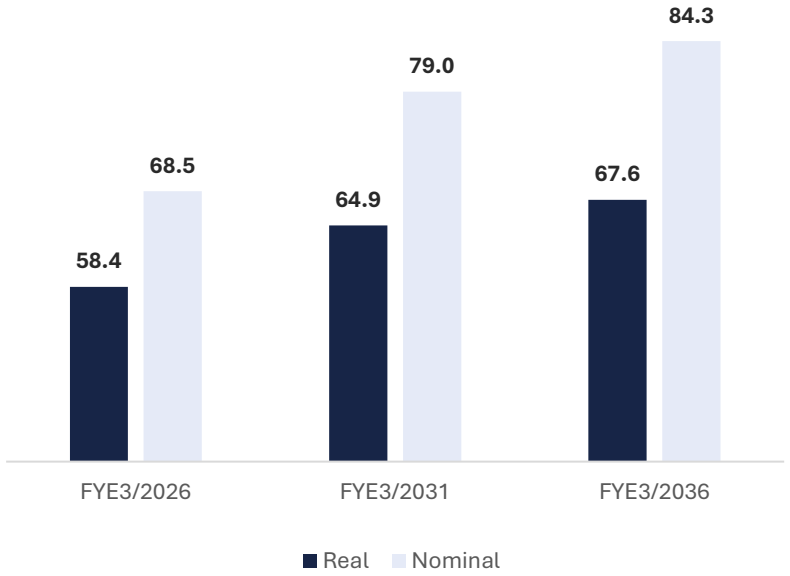
Growth Potential of the Construction Technician Dispatching Industry

- **Demand for social infrastructure development and maintenance—driven by urban redevelopment, the increasing severity of natural disasters, and aging infrastructure—is expected to continue rising, supporting further expansion of the domestic construction market.**
- **Labor shortages facing the construction industry are a structural issue driven by demographic trends and are expected to persist over the very long term. As a result, human resource services for the construction industry are expected to see sustained growth in demand going forward.**

Forecast of Construction Market Size*1

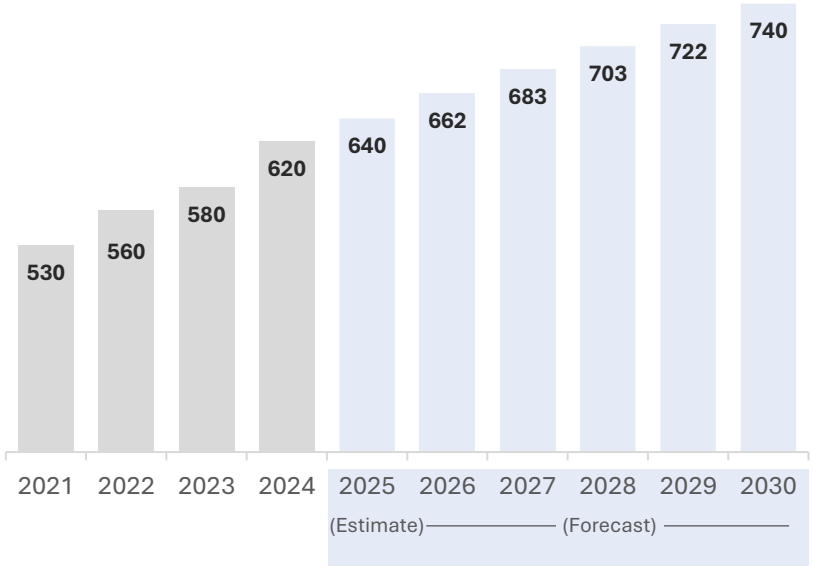
(Trillions of yen)

(Real figures are calculated on a 2015-based real terms basis by adjusting values to the 2015 price level.)



Forecast of Market Size: Dispatch Services in the Construction Industry*2

(Billions of yen)



*1 Japan Federation of Construction Contractors, *Construction Industry Long-Term Vision 2.0*
*2 Yano Research Institute, *Human Resources Business 2025 Part 2: Dispatch Services by Industry/Job Category*

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SECTION 06

(Reference) Historical Data



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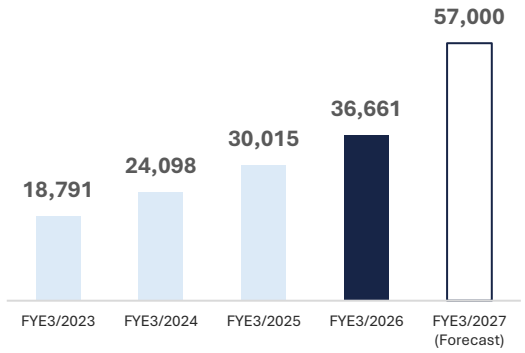
Consolidated Financial Results

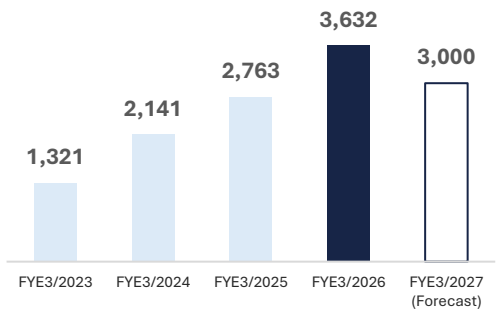
Net Sales

(Millions of yen)



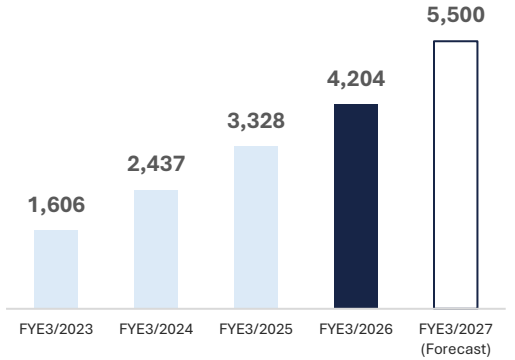
Operating Profit

(Millions of yen)



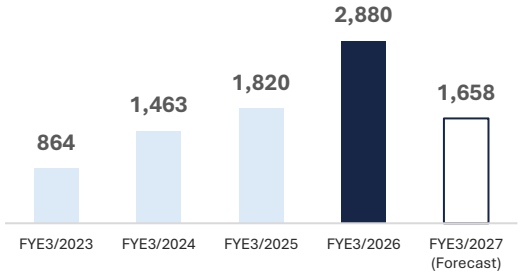
Operating profit before amortization

(Millions of yen)



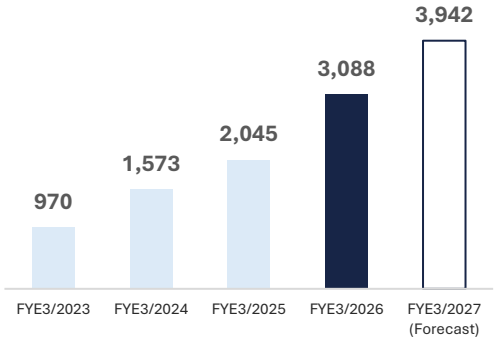
Profit

(Millions of yen)

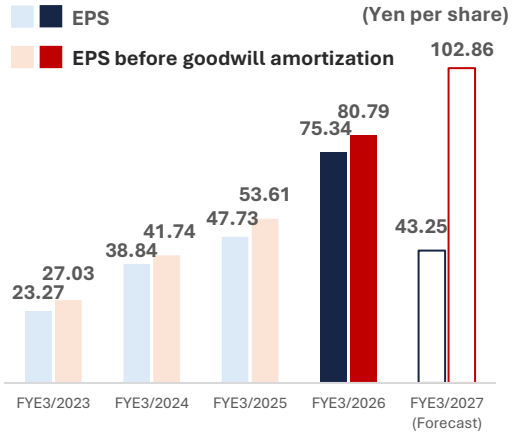


Profit before goodwill amortization

(Millions of yen)



EPS&EPS before goodwill amortization



* Operating profit before amortization = Consolidated operating profit + Goodwill amortization + Depreciation + Stock award expenses
* Profit before goodwill amortization = Consolidated profit + Goodwill amortization + Stock award expenses
* EPS and EPS before goodwill amortization have been retroactively revised to take into account the impact of the two-for-one stock split implemented on October 1, 2025.

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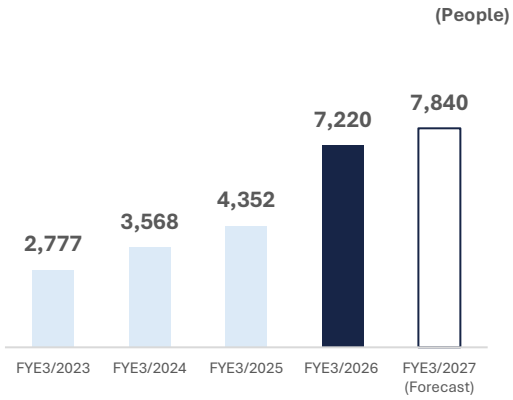
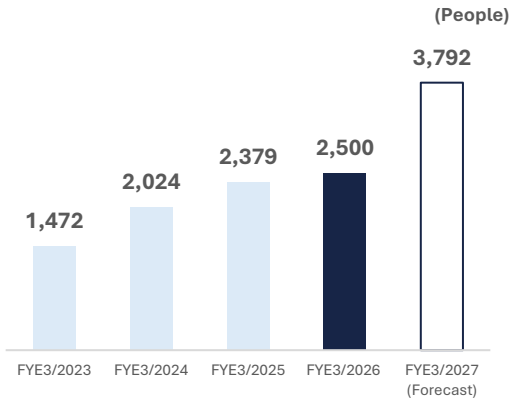
KPI Trends: Construction Technician Dispatch

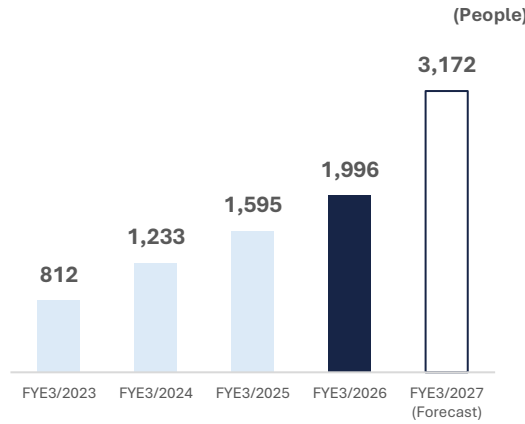
No. of technical employees



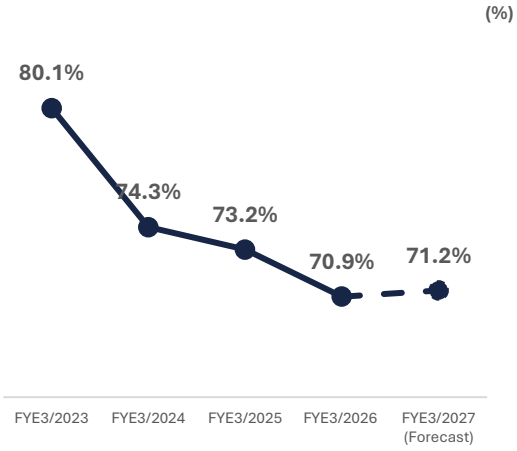
No. of recruits (including new graduates)



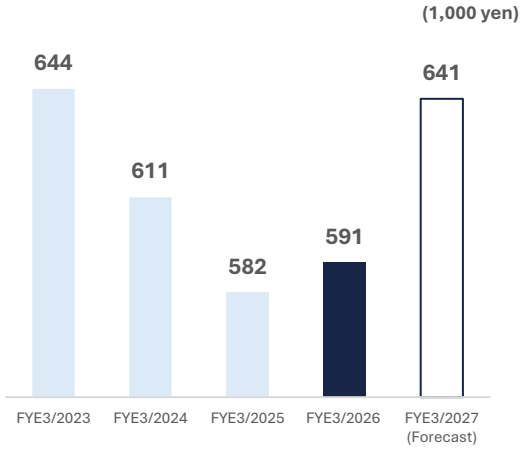
No. of resignations



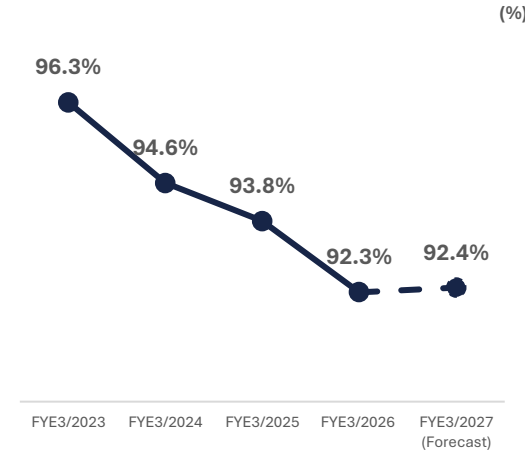
Retention rate



Sales per technician/engineer



Operating ratio



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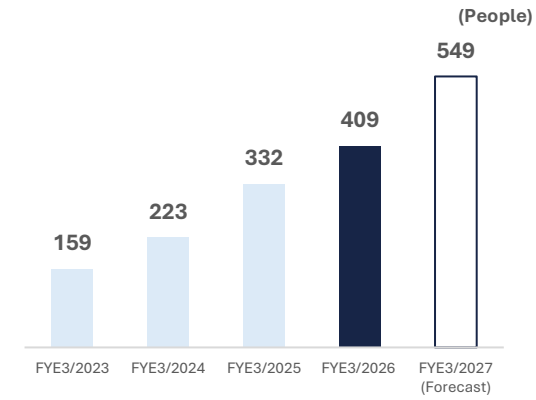
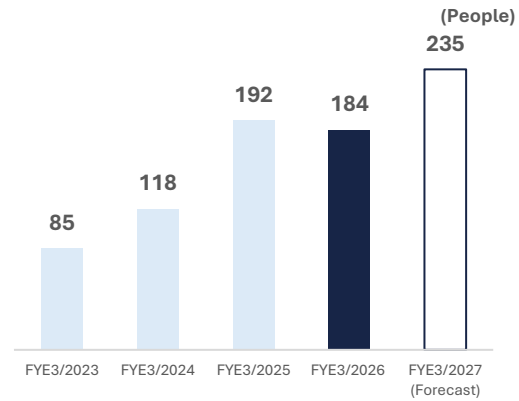
KPI Trends: Mechanical & Electrical and Semiconductor Engineer Dispatch/Contracting

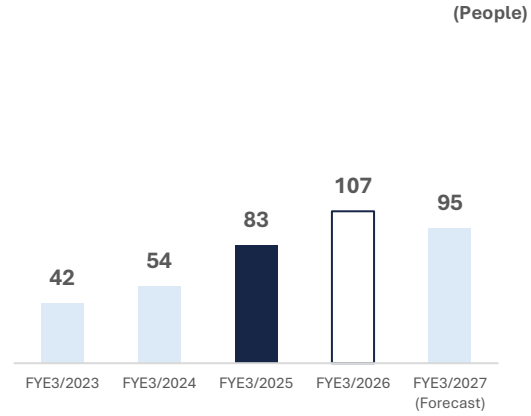
No. of technical employees



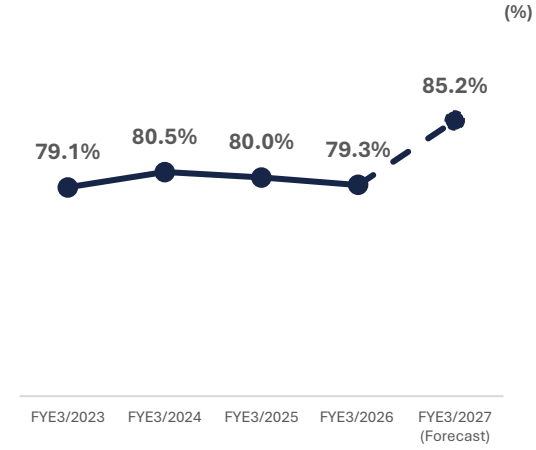
No. of recruits (including new graduates)



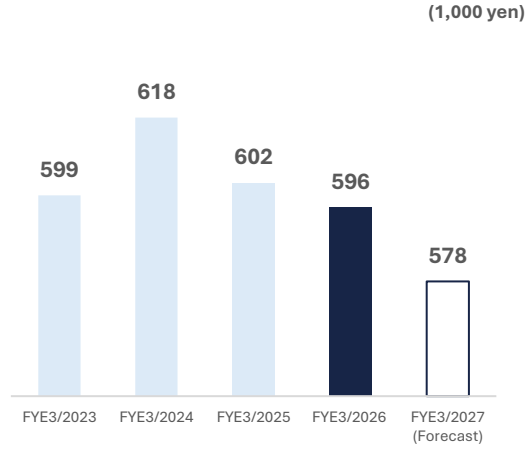
No. of resignations



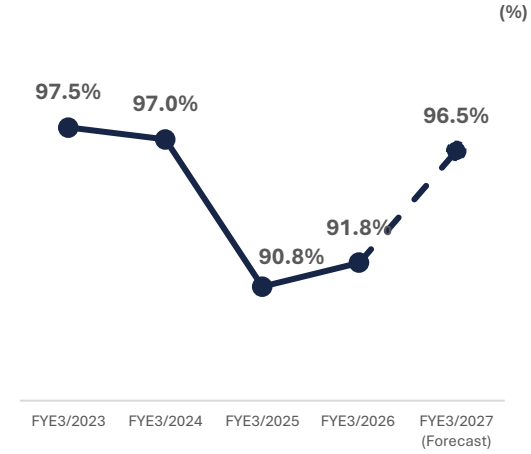
Retention rate



Sales per technician/engineer



Operating ratio



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- **The information contained in this document is based on economic, social, and other conditions generally recognized as of the date of publication and on certain assumptions deemed reasonable by the Company. However, the information may be modified without notice due to changes in the business environment or other factors.**
- **Materials and information provided in this document include so-called "forward-looking statements.” These forward-looking statements are based on current expectations, forecasts and assumptions that involve risks and uncertainties that could cause actual results to differ materially from these statements.**
- **These risks and uncertainties include general industry, market conditions, general domestic and international economic conditions such as interest rate and currency exchange rate fluctuations.**
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Corporate Planning Office,
IR Section

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