



- Thank you for the introduction. I'm SEKIGUCHI Sozo, president and CEO of Artner Co., Ltd.
- Thank you all for taking time out of your busy schedule to attend the FY2022 Financial Results Online Briefing today.
- We highly appreciate your continued understanding and support of Artner's businesses.
- We would like to take this opportunity to express our deepest gratitude.
- I would like to start by explaining our financial summary and our Medium-Term Business Plan. However, before I do that, I would like to mention that Artner achieved the eighth consecutive period of growth in both sales and profit as well as double-digit growth in the fiscal year ended January 31, 2022.
- We believe there are three major reasons.
- The first is the business model developed by Artner since eight periods ago.
- The second is the intensive placement of engineers in technical fields with high market demand.
- The third and last factor is the trust from our clients built on our long history.
- We believe these three factors are behind the eighth consecutive period of growth in both sales and profit.
- This will be explained in more detail later.
- Our aim now is to achieve nine, ten, and eleven consecutive periods of growth in both sales and profit. More information will be provided later in the section on the strategy of our Medium-Term Business Plan.
- With no further ado, let me begin my presentation.

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- I will start with the company's overview to give you a brief introduction of Artner.

■ Company Motto

Pursuit of Mindset

Pursuit of Wisdom

Pursuit of Creativity

■ Management Philosophy

“Engineer Support Company”

—We support our engineers’ dreams—

We aim for the happiness of all the employees and reflection within the company
by developing talents, fostering technologies,
and contributing to society through our engineers.

■ Origin of the Company Name



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- Our company motto, management philosophy, and origin of the company name.
- Our management philosophy is to be an “Engineer Support Company.” We support our engineers’ dreams. We aim for the happiness of all the employees and reflection within the company by developing talents, fostering technologies, and contributing to society through our engineers.
- We have devised numerous strategies based on this philosophy.

History (at the time of founding in 1953)



1953 -

■ Originally founded as Sekiguchi Kogyo Co., Ltd. in Amagasaki, Hyogo in 1953.

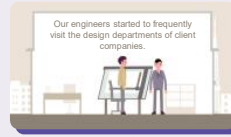


Founded

■ Reproduces and binds design drawings received from client companies, using whiteprinting and blueprinting techniques.



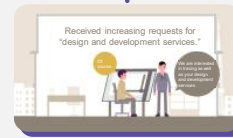
■ Our engineers visit frequently the design departments of client companies.



■ Manufactures and sells gloves for use in heavy industries in the Hanshin Industrial Region.



■ Starts hiring employees with STEM degrees and offering a tracing service for design drawings.



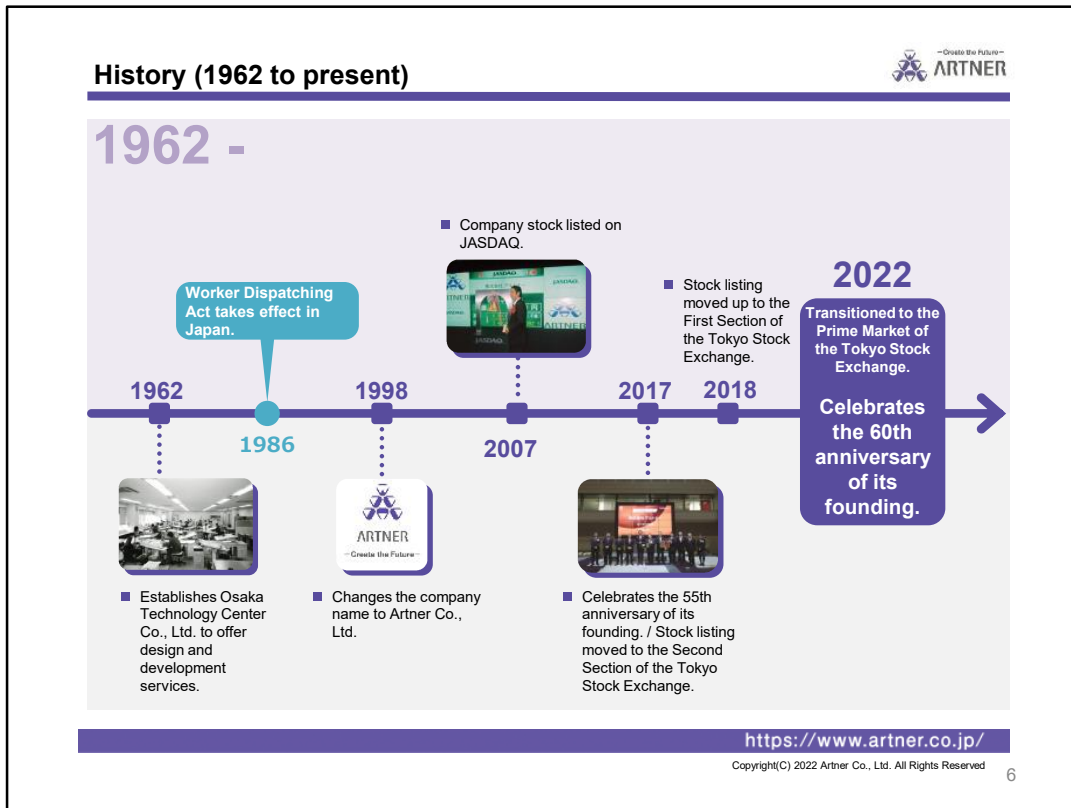
■ Demand increases from clients for tracing and other designing and development services.

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- Next, our history.
- In 1953, Artner's parent company, Sekiguchi Kogyo Co., Ltd., was founded in Amagasaki, Hyogo.



- Later, Osaka Technology Center Co., Ltd. was established in September 1962.
- As I stated earlier, one of the main reasons we achieved the eighth consecutive period of growth in both sales and profit is our clients' trust in the Company built on our long history.
- Artner will celebrate its 60th anniversary of establishment this September.

—Owto the Future—
ARTNER

Business locations

Headquarters	Tokyo, Osaka
Business bases	Yokohama, Utsunomiya, Osaka, Nagoya
Learning centers	East Japan, West Japan

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- These are our business locations.
- We have a dual-headquarters system with a headquarters in Tokyo and another in Osaka.
- The Tokyo headquarters mainly serves as the Business Promotion Division and Osaka as the Management Division.
- We have a total of four business offices in Yokohama, Utsunomiya, Osaka, and Nagoya.
- There are also two learning centers, one in East Japan and the other in West Japan.
- Our learning center in East Japan can accommodate roughly 50 people, while its West Japan counterpart can accommodate roughly 150 people.
- Combined, the two locations have a trainee capacity of 200 people.

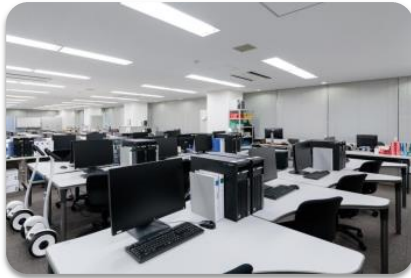
Learning centers (West Japan LC, East Japan LC)



West Japan LC



East Japan LC



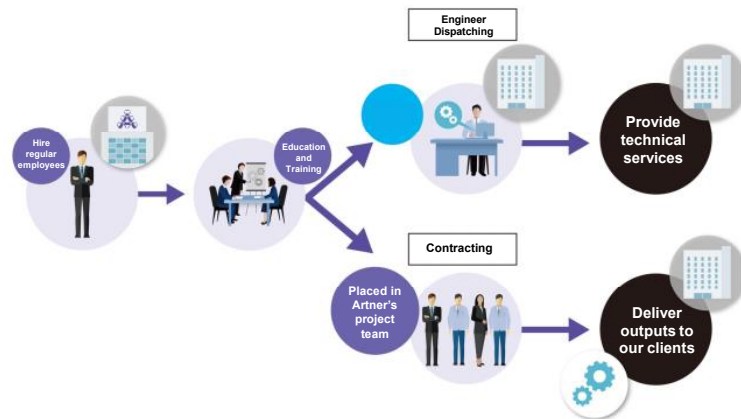
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Business Model



- Hire undergraduate, graduate, technical, and professional students in the sciences (engineering, science and engineering, science, information engineering) as regular employees. After receiving education and training, they are placed with our clients or the Company's teams
- Our training staff are engineers with extensive experience
- Our clients include transportation equipment, electrical equipment, precision equipment manufacturer, and information and communications companies



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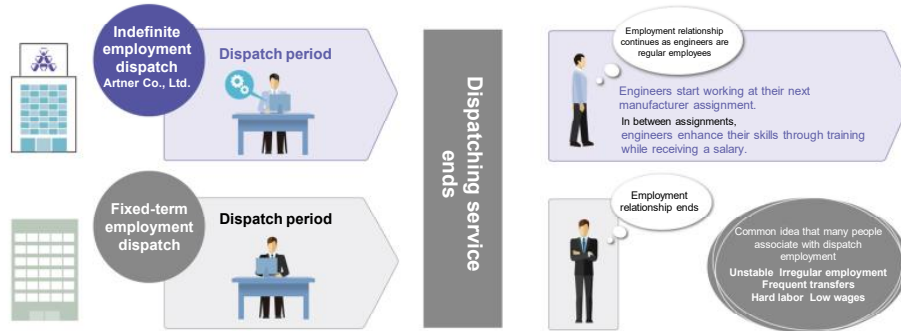
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- I would like to explain our business model.
- Artner recruits newly graduated undergraduate, graduate, technical, and professional students in the sciences. After they enter the Company as regular employees, they undergo education and training before they are dispatched to work on our clients' projects.
- New graduates may also be placed in our Contracting Groups.
- This process for new graduates also applies for general hires, such as veterans in the field and graduates from earlier years.
- The post-employment training and assignment processes for regular employees are the same between general hires and new graduates.

Employment status at Artner



- Artner's engineers with an "indefinite employment dispatch" status are hired as regular employees, meaning that the employment relationship continues even after a dispatching service ends.



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- This page explains the employment status for Artner's dispatching business.
- Artner dispatches regular employees under an indefinite employment dispatch system.

Education and training flow



■ After entering the Company, employees undergo a process of “general training,” “outside on-the-job training,” “basic training,” and “customized training (practical training)” before their assignment to a manufacturer’s project. After being assigned, employees take the “career support courses” to develop their ability to provide services tailored to our clients.



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- This is our education and training flow.
- After entering the Company, employees complete general training, outside on-the-job training, and basic training before their places of assignment are decided.
- Then, employees receive customized training tailored to their assignments and are placed in their assignments.
- After they are assigned, employees develop their careers through career support courses, skill development seminars, and other opportunities.

Business fields



Software

Compatible fields

**Embedded
IT Solution
Model-Based**

Software engineers develop software to be embedded in IoT devices and application software for network systems.



Electronics

Compatible fields

**Electrical Equipment
Electronic Circuits
Electronic Devices**

Electronic engineers design the circuit boards that form the heart of equipment and devices and they conduct reliability assessments of such systems.



Machinery

Compatible fields

**Drive Systems
Mechanisms
Structures and Materials**

Mechanical engineers design the mechanisms of machines with moving parts using 2D/3D CAD tools.




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- These are our technology fields.
- We are a group of engineers specializing in three occupational fields: software; electronics; and machinery.

Our clients (by industry, in alphabetical order, standard company name used) 

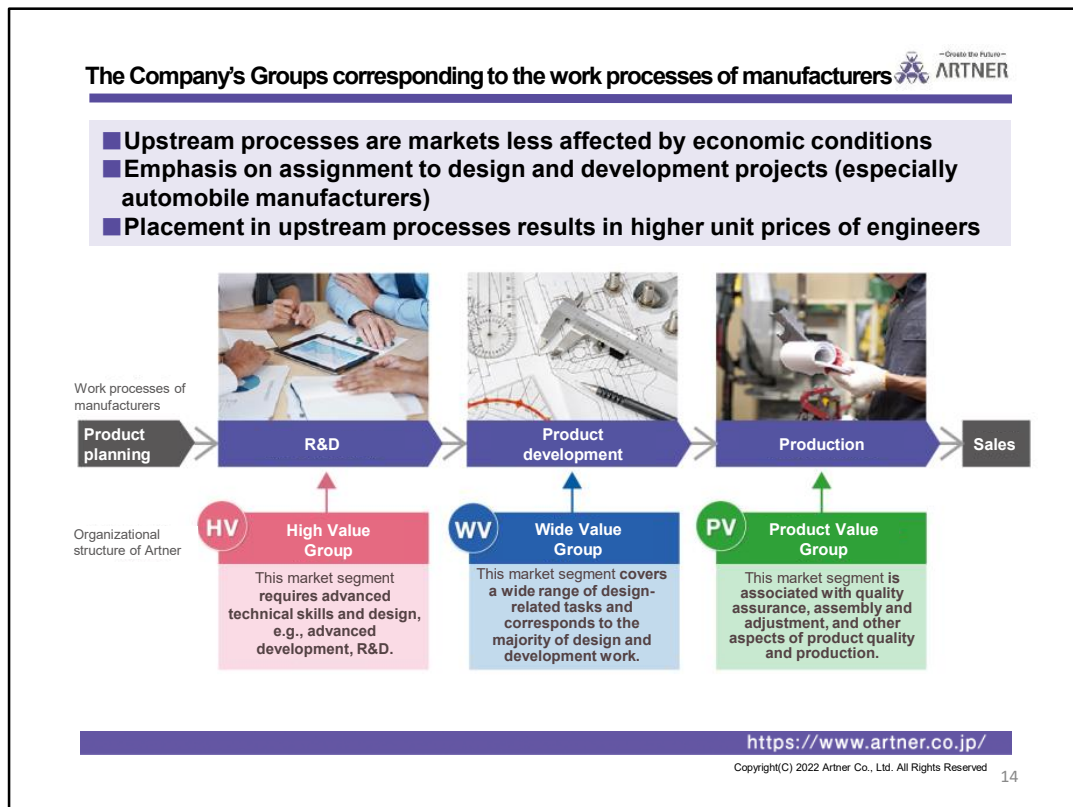
■ Business with client companies in a wide range of industries for stable business

Transportation equipment	Honda, Nissan, Subaru, Toyota, etc.
Electrical Equipment	Omron, Panasonic, Tokyo Electron, etc.
Precision equipment	Nikon, Shimadzu, Terumo, etc.
Machinery	JTEKT, Komatsu, Zuiko, etc.
Information and communications	Hitachi Hi-System21, etc.

Companies listed on the first and second sections of their respective stock exchange, as well as blue-chip, mid-sized companies
Transaction history with roughly 400 companies

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- These are our main clients.
- They include transportation equipment companies, electrical equipment companies, precision equipment companies, machinery companies, and information and communications companies, all of which are listed companies or blue-chip, mid-sized companies.
- We have a transaction history with roughly 400 companies.



- Artner's engineers are grouped by segment.
- The High Value Group covers R&D.
- The Wide Value Group covers product development.
- The Product Value Group covers production.
- There are three groups.
- At the beginning, I mentioned this as one of the factors in making our eighth consecutive period of growth in both sales and profit possible. During the global financial crisis of 2008, engineers who were assigned upstream in the operational processes of manufacturing companies rarely saw contract cancellations, and it was revealed that the fields of R&D and product development were less susceptible to economic fluctuations.
- We decided to increase our engineers' upstream assignment ratio, and implemented a variety of recruitment assistance programs, such as internal programs based on the needs of engineers, a job change assistance program, a performance-based salary system, and a limited area system, to help us recruit excellent students and applicants who may be suited for upstream assignments.
- As a result, we conduct education and training in line with our clients' upstream work and assign our engineers accordingly.
- What sets Artner apart is the high volume of engineers in our High Value and Wide Value Groups, going by their distribution in the relevant operational processes.

—Create the Future—
ARTNER

Internal programs that can be chosen by engineers

Performance-based salary system		The HV Group is responsible for the top-secret, high-level design and development projects of different manufacturers under a performance-based, generous salary system.
Limited area system	 	Engineers with three years of work experience (from the fourth year of their career) can limit their area of work to either the Kanto, Chubu, or Kansai region.
Internal recruitment program	  	Engineers may switch their affiliation between the HV Group and the WV Group, or between the WV Group and the PV Group.
Job change assistance program	  	If the engineer wishes to change jobs and the client/manufacturer to which the engineer is placed wishes to officially hire the engineer, we support their career change. We also provide support for engineers who wish to return to their hometowns to work.

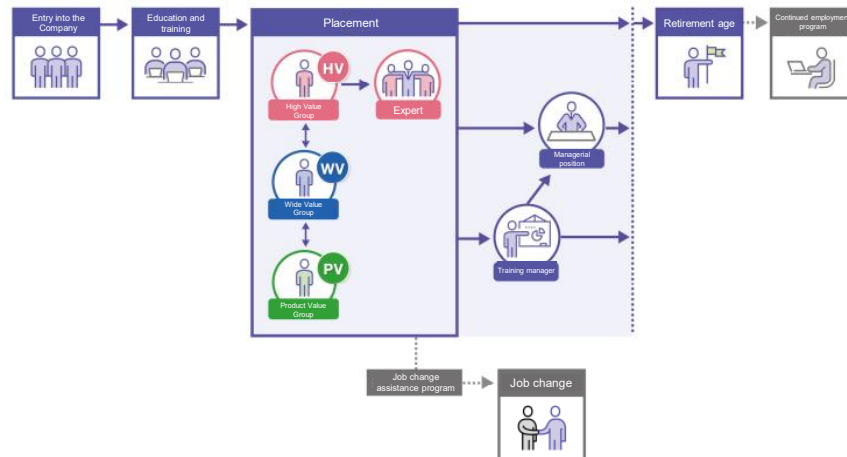
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- As I mentioned earlier, we have numerous systems in place to help us in the recruitment process.
- Engineers can select from various internal programs: from the top, the performance-based salary system, the limited area system, the internal recruitment program, and the job change assistance program.
- The number of engineers who find the job change assistance program that I mentioned at the end appealing and join us has been increasing on a year-to-year basis.
- This isn't on the presentation, but allow me to add on some information about our job change assistance program.
- The program fundamentally respects the choices made by our engineers, whether they choose to continue their careers with us as regular employees or challenge themselves in a new environment by joining and pursuing their careers with one of our clients.
- An advantage for our engineers is that they can gain experience and develop their abilities at Artner, and then have their abilities evaluated by our clients based on their actual work on site.
- They can get another opportunity to realize career aspirations that went unfulfilled when they were a student.
- An advantage for our clients is that they can employ our engineers after assessing their abilities during the generally 3-5 year period when they are assigned to client companies.
- An advantage for us is that, in terms of recruitment, the program helps attract students to Artner who otherwise would not have chosen to join us because they wanted to work for a manufacturer and were not interested in engineer dispatching services. The program differentiates us from rivals at the time when students choose their place of employment.
- On the other hand, in terms of sales, our image improves when engineers originally from Artner move on from us and contribute at our clients' companies. Such engineers further strengthen the relationship between us and our clients.
- That wraps up the details on our job change assistance program.

Career paths of engineers



We offer various career paths for engineers, such as “to hone their skills in a high-level environment and earn high compensation,” “to work in a particular region,” “to eventually return to work in their hometowns,” and “to shift to employment with a manufacturer.”



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- Next, the career paths of engineers.
- There are people who join us, undergo training and assignment, use our job change assistance program, and move on from Artner.
- There are people who reach retirement age at Artner and use our continued employment program to continue working past 60.
- And there are people who are transferred mid-way and are put in charge of education and training.
- Not to mention, the people who are transferred to administrative positions, such as sales and recruitment.
- There are numerous employment patterns. We make these career paths available to our engineers as part of our policy of offering places to become lifelong engineers.

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- Following the company overview, I would like to explain our Medium-Term Business Plan.

Market size of engineer dispatching business, our clients' R&D costs



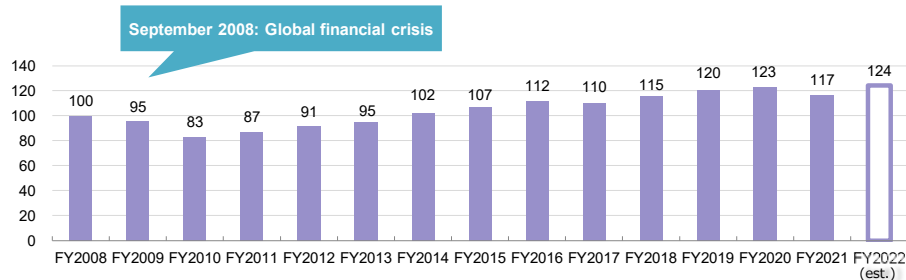
■ Market size of engineer dispatching business

1.1 to 1.3 trillion yen (estimate)

Calculated by the Company based on the "Combined results of reports on worker dispatching businesses" (Ministry of Health, Labour and Welfare)

■ Our clients' R&D costs

Our clients continuously allocate a budget for R&D, which keeps R&D costs stable.



*Calculations were made by using the data of FY2008 as 100 (baseline). *The costs of our listed clients whose fiscal year ends on March 31 were totaled.

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- Let me start with the market size of the engineer dispatching business, where we operate, and our clients' R&D costs.
- The market size of the engineer dispatching business is estimated at between 1.1 and 1.3 trillion yen.
- As for our clients' R&D costs, our clients continuously allocate a budget for R&D, which has kept R&D costs stable.
- Particularly, R&D costs are fairly robust in the face of fluctuations in the economy.



- Next, Artner's approach to sustainable growth and next-generation growth.
- Our approach aligns with the placement of engineers in technology fields with high market needs, which has helped Artner achieve the eighth consecutive period of growth in both sales and profit.
- As our social environment continues to change on a global scale, we will actively participate in client projects on the theme of "carbon neutrality." To this end, we will rebuild the necessary internal system of recruitment, training, and sales and contribute to society through the provision of our services to clients.
- Our carbon neutrality initiatives will be oriented toward increasing our engineers' participation in the development projects of the automobile industry and Artner's other main clients. The projects will be related to electric vehicles (EVs) that do not emit CO₂ when driven, fuel cell vehicles (FCVs), infrastructure (charging infrastructure, hydrogen stations), automated driving, semiconductors, etc.

Our recruitment, training, and sales efforts with an eye to carbon neutrality



Recruitment

Recruitment targets

- Students who have graduated from departments in the fields of electricity, electronics, materials science, energy, and information technology
- Experienced workers with skills and experience in the fields above

In order to recruit more talents that match client needs, we are committed to changing our recruitment policy, which is heavily focused on new graduates. ⇒ **Balance the numbers of new graduates and career hires to secure optimum talents**

Share of carbon neutrality recruitment targets for new graduates and career hires

	FY2022	FY2025 (target)
New graduates	47.9%	55.0%
Career hires	48.6%	55.0%

Training

Training details

- Understanding the principles of power systems (inverter systems) for EVs and FCVs
- Optimization of infrastructure resources and AI/machine learning for human and product transactions through the introduction of cloud computing
- Model design and validation of EV battery management systems
- How to analyze the results of sensor characterization
- Recycling of chemicals and materials

Meet the ever-increasing needs of engineers in the software, electrical and electronic fields. ⇒ **Increase trainers**

Sales

Placement in carbon neutrality projects
Contribute to solving social issues to improve business performance

Increase the unit price of engineers by approximately 10% compared to other projects
⇒ **Increase net sales and profit margins**

Share of engineers placed in carbon neutrality projects among all engineers

	FY2022	FY2025 (target)
	41.3%	50.0%

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- This page outlines our recruitment, training, and sales efforts for achieving carbon neutrality.
- In the area of recruitment, we will recruit students who graduated from electronics, materials science, energy, and information technology departments with the basic expertise needed for participating in carbon neutrality projects.
- We will also promote general hires of people who have skills and experience in the fields I just mentioned.
- In order to better recruit talent that matches client needs, we have changed our hiring policy, which was overly focused on the recruitment of new graduates. Under our Medium-Term Business Plan, we will employ a balanced number of new graduates and career hires in an effort to secure talent.
- In FY2022, the percentage of new graduates hired for carbon neutrality projects among all new graduates hired was approximately 47.9%, while the percentage was approximately 48.6% for career hires.
- We aim to increase this ratio to 55.0% for both new graduates and career hires by FY2025, the final year of the Medium-Term Business Plan.
- Moving down to training.
- In the area of training, we aim to enhance client satisfaction by offering more extensive training programs on EVs, FCVs, AI/machine learning, EV batteries, sensors, chemical recycling, and material recycling.
- We will increase the number of trainers to meet the ever-increasing needs of engineers in the software and electronics fields.
- The last is sales.
- We will place engineers in carbon neutrality projects. By doing so, we will contribute to solving social issues and improve our financial results.
- The plan is to increase the unit price of engineers by approximately 10% compared to other projects.
- This is expected to increase our net sales and profit margins.
- In FY2022, 41.3% of all engineers assigned were engaged in carbon neutrality projects.
- Our target is to raise this percentage to 50.0% by FY2025, the final year of the Medium-Term Business Plan.

Design and development projects including “carbon neutrality”



Eco cars



Software

- Development of brake control system
- Analysis of motors and inverters

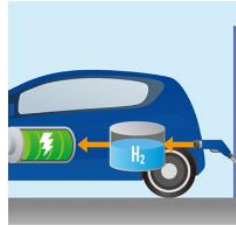
Electronics

- R&D of next-generation fuel cells
- Hybrid system design
- Safety evaluation of automotive batteries

Machinery

- Development of eco car chargers
- Development of drive motors

Fuel cell vehicles (FCVs)



Software

- R&D of hydrogen station system
- R&D of energy system

Electronics

- Analysis of basic performance of fuel cells
- R&D of hydrogen safety

Automated driving



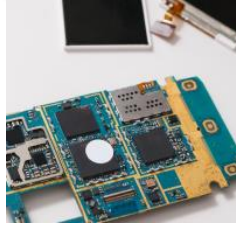
Software

- R&D of Driving Safety Support Systems
- Advance development of automatic perimeter monitoring system using camera images

Electronics

- Development of parking assist system (e.g., automatic braking, accelerator control)
- Development of lane keeping assist (e.g., steering assistance)

Semiconductors



Software

- Development of applications for semiconductor manufacturing equipment

Electronics

- Circuit design for semiconductor lithography equipment

Machinery

- Development of temperature controller for semiconductor lithography equipment (enclosure concept, basic design)

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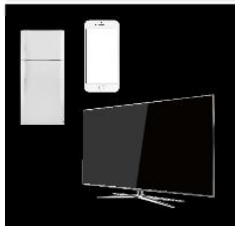
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- This is a list of our main carbon neutrality projects.
- Eco cars, FCVs, automated driving, and semiconductors.

Products and systems related to design and development



Home electronics



Software

- Development of energy system
- Development of iPhone applications

Electronics

- Prototyping, evaluation, and analysis of smartphone circuit boards
- Circuit design for AV equipment

Machinery

- Design and development of home appliances (enclosure design, structural design)
- Development of in-car navigation system

Medical devices



Software

- R&D of walking assist devices
- R&D of pulse measuring equipment

Electronics

- Design and development of control board for X-ray imaging system
- Evaluation of visceral fat measuring device

Machinery

- Development of PET system
- Improvement of blood transfusion and infusion sets, design of next set

Motorcycle



Software

- Development of test software for development of brakes
- Development of software for digital meters

Electronics

- Design of harnesses for electrical wiring

Machinery

- Design and development of frames
- Design and development of electric motorbikes

Aerospace machinery



Software

- R&D of next satellites
- Development and evaluation of simulators for satellite radio communication equipment

Electronics

- Development of satellite inspection equipment

Machinery

- Design and development of aircraft test jigs
- Development of passenger aircraft AV equipment
- Design and development of aircraft

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- There are also projects in the fields of home electronics, medicine, motorcycles, and aerospace.

Basic policy

"Build a foundation for sustainable and next-generation growth"
"Make Value for 2022 to 2024"

Basic Measures

1 Promote strategies by segment

- Develop strategies for each segment (recruitment – education – assignment – system)
- Establish approaches to markets by segment
- Explore and seek new specialist fields of technology

2 Promote diversity and inclusion in talent management

- Utilize workers of retirement age, women, and foreign workers (overseas students) as personnel
- Utilize and organize partner companies (set up a contracting system)

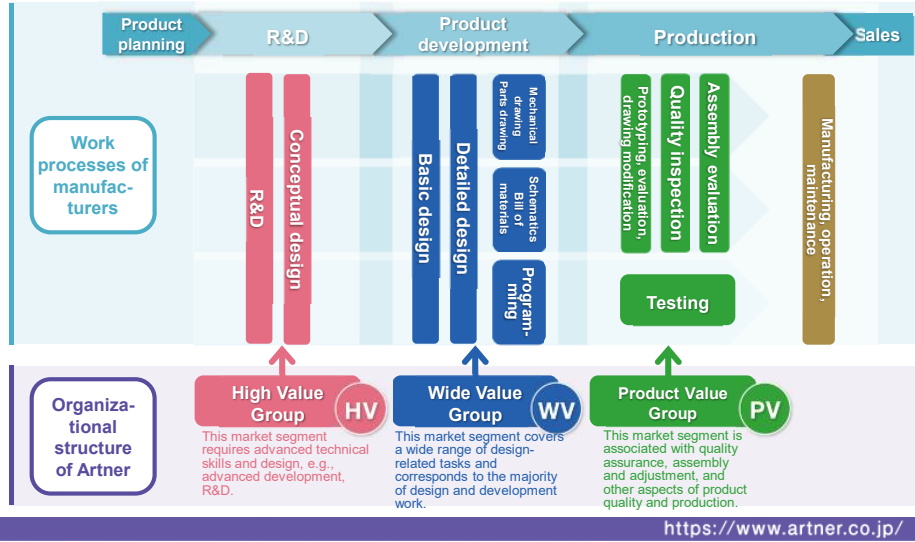
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- Our Medium-Term Business Plan's basic policy and basic measures are as shown here.
- The basic policy is to "Build a foundation for sustainable and next-generation growth."
- There are two basic measures.
- 1. Promote strategies by segment.
- 2. Promote diversity and inclusion in talent management.

Approaches to markets by segment

■ In order to meet the needs of our clients and cater to increasingly diverse business areas in manufacturing processes, we implement strategies stratified into three segments to realize a high match rate between our engineers and clients.



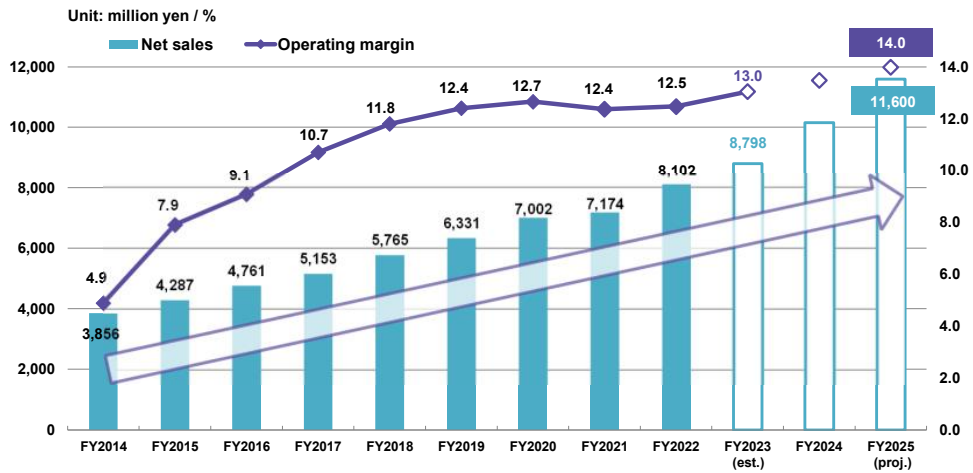
- This diagram illustrates our approaches for each segment market.

Numerical business targets <FY2025 (final year) earnings and sales targets>



Net sales 11.6 billion yen

Operating margin 14.0 %



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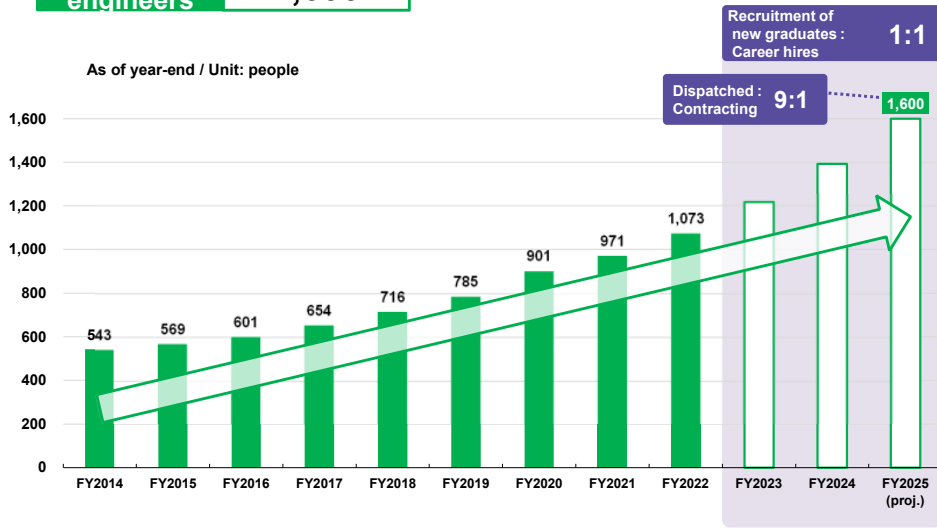
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- Let me move on to the numerical business targets in the Medium-Term Business Plan.
- In the final year of the Medium-Term Business Plan, we aim to achieve net sales of 11.6 billion yen and an operating margin of 14.0%.

Numerical business targets <FY2025 (final year) key indicators>



Number of engineers **1,600**



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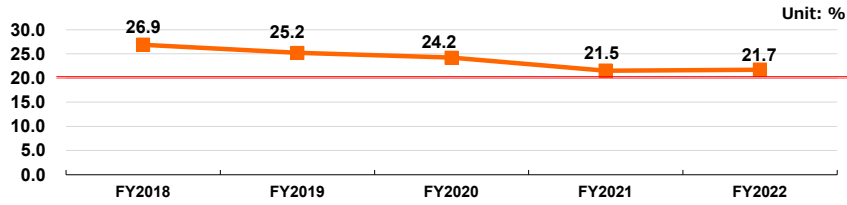
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- Continuing with numerical business targets, by the end of the final year of the Medium-Term Business Plan, we aim to have a total of 1,600 engineers.
- We also aim to have a dispatched-to-contracting ratio of 9-to-1.
- Our target is to hire a 1-to-1 ratio of new graduates and career hires.

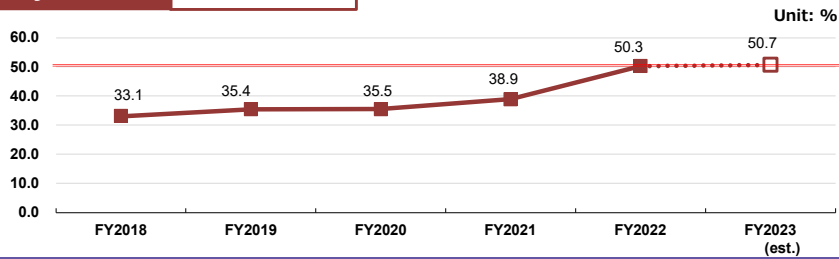
Numerical business targets <FY2025 (final year) key indicators>



ROE 20% or more



Payout ratio 50% or more



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- The numerical business target for ROE is 20% or more.
- The payout ratio target will be raised from the current 30% to 50%.

■ Carbon neutrality



- Personnel for technical development of eco cars

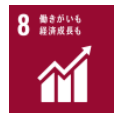


- Participating in the "Fun to Share" climate change campaign

■ Promote diversity and inclusion in talent management



- Diversity and LGBTQ initiatives
- Improving the employment environment to promote active participation of women



- Establishing a diversity promotion office



- Ensuring diversity and equal opportunity in employment
- Active hiring of people with disabilities

- Establishing a diversity promotion office
- Diversity and LGBTQ initiatives

See the website for more information. <https://www.artner.co.jp/ct-csr/sdgs/>

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- This page lists our major initiatives for achieving SDGs in the Medium-Term Business Plan.
- At the top are our initiatives for goals 7 and 13 related to carbon neutrality.
- Below them are our initiatives for goals 5, 8, and 10 related to promoting diversity and inclusion in talent management.
- For more information, please refer to the link at the bottom.

Compliance with the listing maintenance criteria of the Prime Market



Transition to the Prime Market in April 2022

“Plan for Compliance with Listing Maintenance Criteria of New Market Segment” was prepared as we did not meet the listing maintenance criteria of the Prime Market as of the transition standard date (June 30, 2021)

Compliance with the listing maintenance criteria of the Prime Market

	Number of tradable shares	Tradable share market capitalization	The ratio of tradable shares	Average daily trading value
The Company (As of transition standard date)	49,748 units	4.1 billion yen	46.8%	28 million yen
Listing maintenance criteria	20,000 units	10 billion yen	35%	20 million yen

Criteria not met

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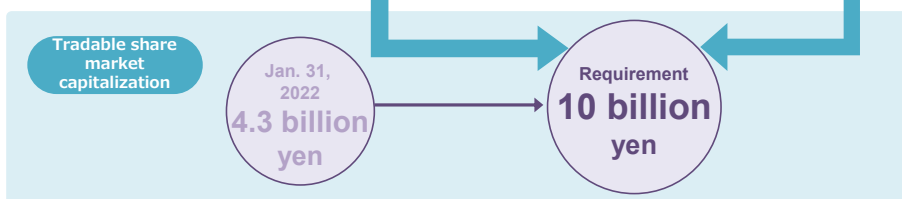
- I would like to explain about Artner’s compliance with the listing maintenance criteria of the Prime Market.
- We will transition to the Prime Market in April 2022.
- “Plan for Compliance with Listing Maintenance Criteria of New Market Segment” was prepared as we did not meet the listing maintenance criteria of the Prime Market as of the transition standard date (June 30, 2021).
- Our progress toward complying with the listing maintenance criteria of the Prime Market is as follows.
- Our tradable share market capitalization was 4.1 billion yen as of the standard date versus the 10 billion yen criterion.
- We fulfilled the criteria for the ratio of tradable shares, average daily trading value, and number of tradable shares.

Requirements for achieving tradable share market capitalization of 10 billion yen and the Medium-Term Business Plan period



■ Requirement

	As of transition standard date	Requirement		Jan. 31, 2022	Requirement
The ratio of tradable shares	46.8%	70.0%	PER	12.7 times	15.0 times
Number of tradable shares	4,974,000 shares	7,439,000 shares	Earnings per share (EPS)	68.59 yen	93.34 yen
			Stock price	869 yen	1,400 yen



■ Medium-Term Business Plan period

Various efforts will be made to meet the listing maintenance criteria of tradable share market capitalization in the lead-up to FY2025, the final year of the Medium-Term Business Plan.

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- This page presents the requirements for achieving the tradable share market capitalization of 10 billion yen and our plan for the Medium-Term Business Plan period.
- First, we need to increase the ratio of tradable shares from the current 46.8% to 70.0%.
- This will raise the number of tradable shares from the current 4,974,000 shares to 7,439,000 shares.
- Second, we must aim for a PER of 15.0 times.
- The current PER of 12.7 times as of the end of January 2022 will be increased to 15.0 times.
- We must also increase the earnings per share (EPS) from 68.59 yen to 93.34 yen.
- In addition, we need to increase the target stock price from 869 yen to 1,400 yen.
- By meeting these requirements, we plan to increase our tradable share market capitalization from 4.3 billion yen to the 10 billion yen requirement.
- During the Medium-Term Business Plan period, various efforts will be made to meet the listing maintenance criterion of tradable share market capitalization in the lead-up to FY2025, the final year of the Medium-Term Business Plan.

Initiatives to achieve tradable share market capitalization of 10 billion yen



■ Increase the ratio of tradable shares



Increase to **70%** by securing a certain number of tradable shares through liquidation of shares held by existing shareholders, e.g., discuss with major shareholders on the sale of shares.

■ Increase earnings per share (EPS)



- 1 Aim to expand the scale of our business by building an internal system of recruitment, training, and sales with carbon neutrality as a main pillar of our business activities
- 2 Conduct M&As and other activities to acquire new technical fields of expertise (e.g., chemistry, civil engineering and construction)

■ Increase shareholder returns



Payout ratio

Based on **30%** → Raise to **50%**

To be considered

Total return ratio

Consider share buyback

■ Strengthen IR activities (details on the next slide)

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- Our main efforts include increasing the ratio of tradable shares. The ratio will be increased to 70%.
- Another effort is increasing the earnings per share (EPS). To this end, under a strategy centered around the carbon neutrality business strategy, we will aim to expand the scale of our business by implementing a cycle of recruitment, training, and sales.
- Secondly, to expand our portfolio, we will conduct M&As and other activities to acquire new fields of expertise that include chemistry and civil engineering and construction.
- To increase shareholder returns, the payout ratio will be raised from 30% to 50%.
- For the total return ratio, we will be considering measures such as share buyback.

Strengthen IR activities



Strengthen information dissemination for individual and institutional investors

- Hold briefings for individual and institutional investors (online or in-person) (for individual investors: twice a year ⇒ 3 to 4 times a year; for institutional investors and analysts: once a year ⇒ twice a year)
- One-on-one meetings with institutional investors (phone or online)
- Disseminate timely investor information on the website
- Video messages from top management

⇒ Increase opportunities to interact with individual and institutional investors to raise awareness



Increase English-language disclosures with foreign investors in mind

- Further increase English-language disclosures, including website materials (e.g., Medium-Term Business Plan, Company Overview, Business Model), Convocation Notice (April), Corporate Governance Report (April), and Summary of Non-consolidated Financial Results (June)

⇒ Inform foreign investors about the Company's businesses and financial results



Adapt to the Corporate Governance Code (ver. June 2021)

Ex: "companies listed on the Prime Market should [...] enhance the quality and quantity of disclosure based on the TCFD recommendations [...], or an equivalent framework."

⇒ To start from this fiscal year

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- Our efforts for strengthening IR activities can be classified into three broad categories.
- One is strengthening information dissemination for individual and institutional investors.
- Second is increasing English-language disclosures with foreign investors in mind.
- Third is adapting to the Corporate Governance Code.

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- This concludes my overview of the Medium-Term Business Plan.
- Next, I will explain the FY2022 financial summary.

Financial summary for FY2022



Market environment

- While the pandemic continues to create a difficult market environment, a pickup is expected.
- Engineers specializing in carbon-neutral electric vehicles (EVs) and fuel cell vehicles (FCVs), as well as in automated driving and semiconductors were in higher demand than in the previous period.

State of engineer dispatching business

- The number of operative personnel was higher than that for the previous period.
 - The number of engineers and the utilization rate were higher than that for the previous period.
 - Assignments for newly graduated engineers entering the Company in 2021 are progressing ahead of the initial schedule.
- The unit price of engineers decreased slightly compared with the previous period. (Assignments were given priority in contract negotiations for unassigned engineers)
- Total work person-hours were higher than those for the previous period. (Overtime hours recovered)

Expenses

- Progress in the assignment of unassigned engineers led to a decrease in SG&A expenses and an increase in the cost of sales. (Labor costs connected to engineers are recorded as SG&A expenses until they are assigned to our client companies, after which the costs are recorded under cost of sales.)
- In our recruitment and sales activities, expenses for travel, transportation, conference, and other fees decreased due to the promotion of telework by staff.

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- In FY2022, although the ongoing pandemic continued to create a difficult market environment, there was high demand for engineers in carbon neutrality related project fields.
- With regard to the state of the engineer dispatching business, the number of operative personnel increased while the unit price of engineers decreased slightly compared with the previous period. Priority was given to placing unassigned engineers with clients. As a result, the unit price of engineers decreased slightly compared with the previous period.
- Total work person-hours increased compared with those for the previous period.
- With regard to expenses, progress in the assignment of unassigned engineers led to a decrease in SG&A expenses.
- Also, due to the ongoing COVID-19 pandemic, the proportion of work done remotely increased, and travel, transportation, and conference fees incurred due to recruitment and sales activities saw a decrease.

Financial results highlights for FY2022



Double-digit growth /the eighth consecutive period of growth in both sales and profit

Net sales up 12.9%, operating profit up 13.9%, ordinary profit up 13.4%, profit up 15.9%. Operating margin 12.5%.

	FY2021		FY2022		Change from the previous year (million yen)	Change from the previous year (%)	
	Result (million yen)	Percentage (%)	Result (million yen)	Percentage (%)			
Net sales	7,174	100.0	8,102	100.0	928	12.9	The number of operative personnel increased. The unit price of engineers decreased slightly. Total work person-hours increased.
Cost of sales	4,442	61.9	5,302	65.4	860	19.4	
Gross profit	2,731	38.1	2,800	34.6	69	2.5	Progress in the assignment of unassigned engineers. SG&A expenses decreased, cost of sales increased.
SG&A expenses	1,844	25.7	1,789	22.1	(55)	(3.0)	Expenses for travel, transportation, conference, and other fees decreased due to the promotion of telework by staff.
Operating profit	887	12.4	1,010	12.5	123	13.9	
Ordinary profit	910	12.7	1,032	12.7	122	13.4	
Profit	628	8.8	728	9.0	100	15.9	

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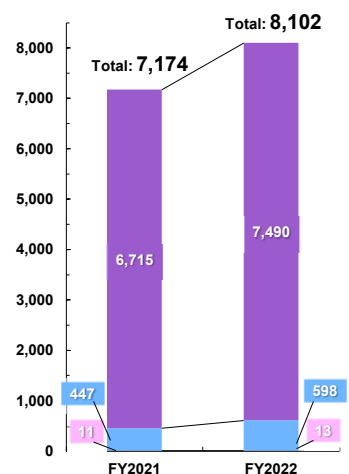
- As a result, in FY2022, net sales was up 12.9%, operating profit was up 13.9%, ordinary profit was up 13.4%, and profit was up 15.9%.
- Operating margin was 12.5%.
- As an outcome, we achieved double-digit growth as well as the eighth consecutive period of growth in both sales and profit.

Net sales by business for FY2022



■ Engineer dispatching up 11.5% ■ Contracting up 33.9%

Unit: million yen



	FY2021		FY2022		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Engineer dispatching services	6,715	93.6	7,490	92.4	11.5	(1.2)
Contracting	447	6.2	598	7.4	33.9	1.2
Subtotal	7,162	99.8	8,089	99.8	12.9	0.0
Other	11	0.2	13	0.2	12.3	(0.0)
Total	7,174	100.0	8,102	100.0	12.9	—

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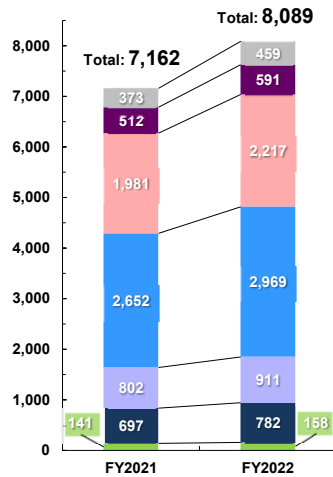
- The composition of net sales by business was 92.4% engineer dispatching services and 7.4% contracting.
- This is equivalent to a 11.5% year-on-year increase for dispatching services and a 33.9% year-on-year increase for contracting.

Net sales by industry field for FY2022



- Electrical equipment up 11.9%
- Transportation equipment up 11.9%
- Precision equipment up 13.5%
- Information and communications up 12.1%

Unit: million yen



	FY2021		FY2022		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Steel, nonferrous materials and metals	373	5.2	459	5.7	22.9	0.5
Machinery	512	7.2	591	7.3	15.5	0.2
Electrical equipment	1,981	27.7	2,217	27.4	11.9	(0.3)
Transportation equipment	2,652	37.0	2,969	36.7	11.9	(0.3)
Precision equipment	802	11.2	911	11.3	13.5	0.1
Information and communications	697	9.7	782	9.7	12.1	(0.1)
Miscellaneous	141	2.0	158	2.0	11.5	(0.0)
Total	7,162	100.0	8,089	100.0	12.9	—

*Excludes sales from "Other" businesses.

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- This page shows the composition by industry field.
- Electrical equipment and transportation equipment were up 11.9%, precision equipment was up 13.5%, and information and communications was up 12.1%.

Top ten client companies by net sales in FY2022



■ Top ten by net sales (Standard company name used)

	FY2021		FY2022	
	Our clients	Segment	Our clients	Segment
1	Honda R&D Co., Ltd.	Transportation equipment	Honda R&D Co., Ltd.	Transportation equipment
2	Honda Motor Co., Ltd.	Transportation equipment	Honda Motor Co., Ltd.	Transportation equipment
3	Nikon Corporation	Precision equipment	Nikon Corporation	Precision equipment
4	Sumitomo Electric Industries, Ltd.	Steel, nonferrous materials and metals	Sumitomo Electric Industries, Ltd.	Steel, nonferrous materials and metals
5	Terumo Corporation	Precision equipment	Terumo Corporation	Precision equipment
6	DENSO TEN Limited	Electrical equipment	Panasonic Corporation	Electrical equipment
7	Panasonic Corporation	Electrical equipment	Tokyo Electron Technology Solutions Limited	Electrical equipment
8	Tokyo Electron Technology Solutions Limited	Electrical equipment	Tokyo Electron Miyagi Ltd.	Electrical equipment
9	JTEKT Corporation	Machinery	JTEKT Corporation	Machinery
10	Daikin Rexham Electronics Co., Ltd.	Electrical equipment	Chubu Toshiba Engineering Corporation	Electrical equipment

■ Net sales per 10 companies

	FY2021		FY2022		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Top 10 Total	3,394	47.4	3,765	46.6	10.9	(0.8)
Top 11 to 20 Total	977	13.6	1,139	14.1	16.6	0.4
Top 21 to 30 Total	655	9.2	778	9.6	18.7	0.5
Other than the above Total	2,134	29.8	2,405	29.7	12.7	(0.1)
Total	7,162	100.0	8,089	100.0	12.9	—

*Excludes sales from "Other" businesses.

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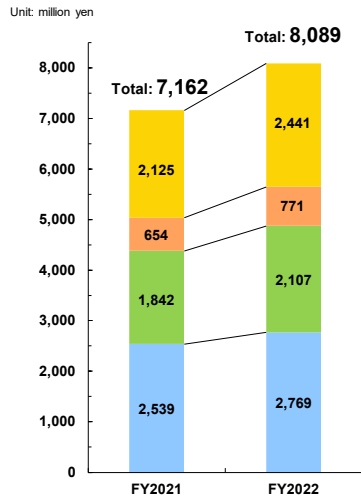
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- These are our clients with the top ten net sales in FY2022.
- Last year is represented on the left and the reporting fiscal year is represented on the right. As you can see, our client roster has remained mostly unchanged.
- Chubu Toshiba Engineering joined the list at 10th place and Tokyo Electron Miyagi took 8th place.

Net sales by business field for FY2022



■ Embedded / Model-Based up 14.8% ■ IT Solution up 17.9%



	FY2021		FY2022		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Embedded / Model-Based	2,125	29.7	2,441	30.2	14.8	0.5
IT Solution	654	9.1	771	9.5	17.9	0.4
Electronics	1,842	25.7	2,107	26.0	14.4	0.3
Machinery	2,539	35.5	2,769	34.2	9.0	(1.2)
Total	7,162	100.0	8,089	100.0	12.9	—

*Excludes sales from "Other" businesses.

[The name changes below took effect as of the release of the financial results materials for the fiscal year ended January 31, 2022.]
 "Control software" changed to "Embedded / Model-Based"
 "Data processing" changed to "IT Solution"

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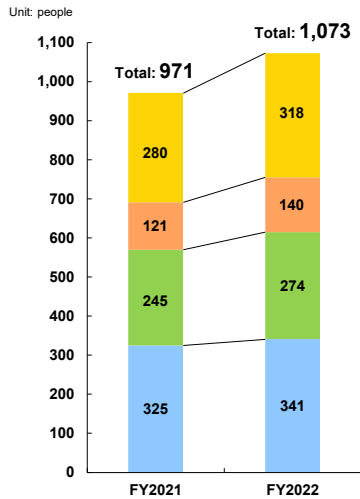
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- The composition by business field and occupation is as follows.
- Embedded and model-based, which generally refers to embedded and control software, was up 14.8%.
- IT solution was up 17.9%.

Term-end engineer count by business field for FY2022



■ Embedded / Model-Based up 13.6% ■ IT Solution up 15.7%



	FY2021		FY2022		Change from the previous year (%)	Percentage variance (pt)
	Result (people)	Ratio (%)	Result (people)	Ratio (%)		
Embedded / Model-Based	280	28.8	318	29.6	13.6	0.8
IT Solution	121	12.5	140	13.0	15.7	0.6
Electronics	245	25.2	274	25.5	11.8	0.3
Machinery	325	33.5	341	31.8	4.9	(1.7)
Total	971	100.0	1,073	100.0	10.5	—

[The name changes below took effect as of the release of the financial results materials for the fiscal year ended January 31, 2022.]
 "Control software" changed to "Embedded / Model-Based"
 "Data processing" changed to "IT Solution"

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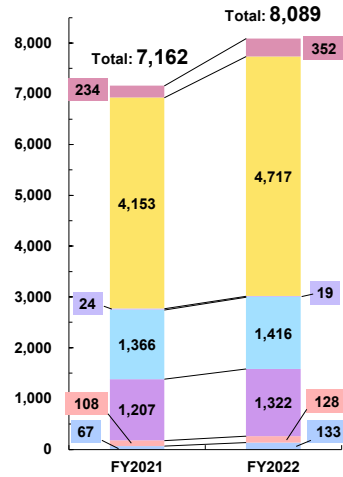
- This page shows the term-end engineer count by business field.
- Embedded and model-based went up by 13.6% and IT solution by 15.7%.
- The term-end engineer count was 1,073.

Net sales by region for FY2022



■ Kanto up 13.6% ■ Tokai up 3.7% ■ Kinki up 9.5%

Unit: million yen



	FY2021		FY2022		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Tohoku	234	3.3	352	4.4	49.9	1.1
Kanto	4,153	58.0	4,717	58.3	13.6	0.3
Hokuriku	24	0.3	19	0.2	(18.2)	(0.1)
Tokai	1,366	19.1	1,416	17.5	3.7	(1.6)
Kinki	1,207	16.9	1,322	16.3	9.5	(0.5)
Chugoku	108	1.5	128	1.6	17.7	0.1
Kyushu	67	0.9	133	1.6	96.4	0.7
Total	7,162	100.0	8,089	100.0	12.9	—

*Excludes sales from "Other" businesses.

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- This is the composition by region.
- The Kanto area made up 58.3% of the net sales, the Tokai area 17.5%, and the Kinki area 16.3%.

Stance on engineer dispatching business net sales, expenses, and improving margin percentages



■ Net sales



■ **Cost of sales** Labor costs, etc. of engineers assigned to client companies

■ **SG&A expenses** · (Standby) labor costs incurred during internal education and training, labor costs of administrative staff positions
· Hiring activity expenses

Two key points to improving margin percentages

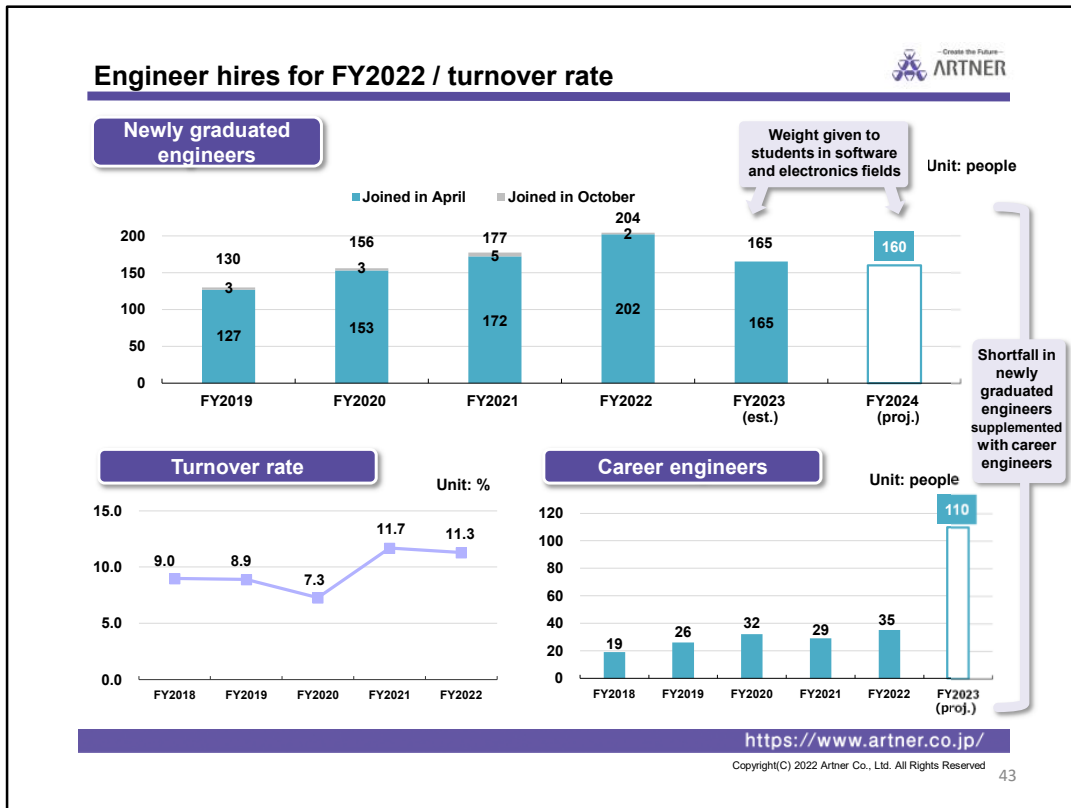
[Improving gross margin]
Increase average unit price of engineers.

[Improving operating margin]
Minimize addition of administrative staff entailed by the increase in engineers through improved administrative efficiency, and thereby suppress increase in the SG&A expense ratio.

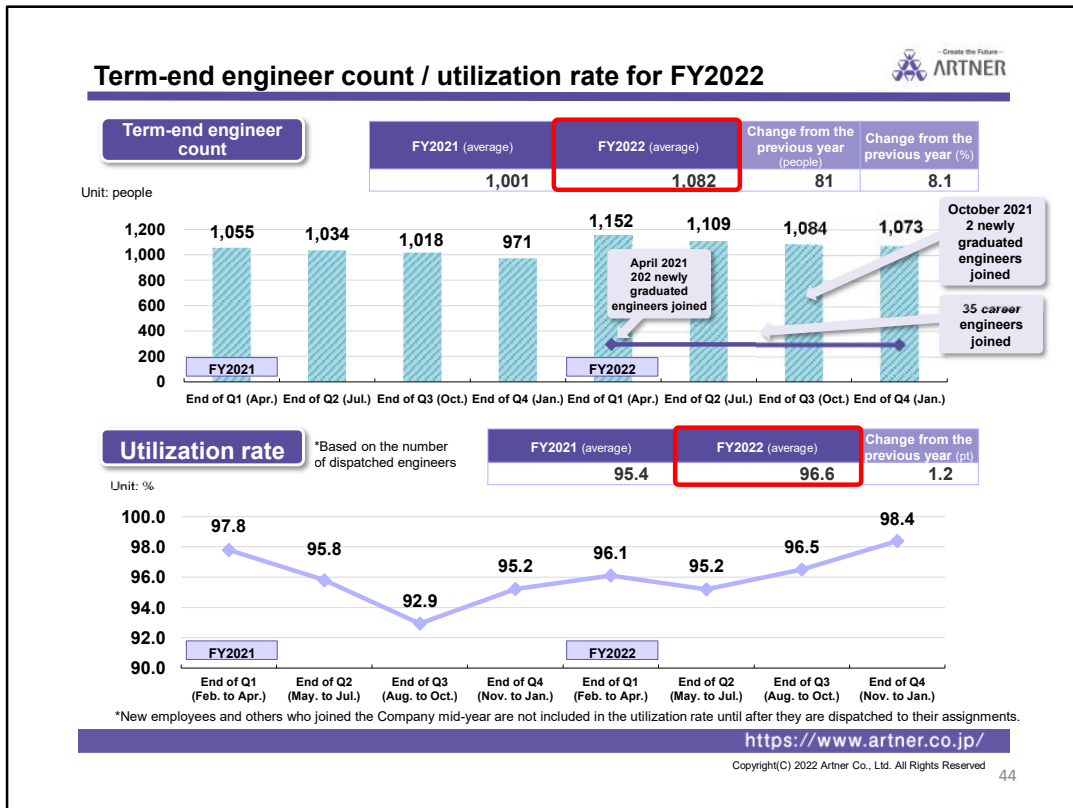
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- I would like to explain our approach to net sales, expenses, and improving the margin percentages of the engineer dispatching business.
- Net sales of the engineer dispatching business is calculated by first multiplying the number of engineers and the utilization rate to get the number of operative personnel, which is then multiplied by the contract unit price of each engineer and the total work person-hours, which is the number of hours worked.
- Cost of sales is the labor costs of engineers assigned to client companies.
- SG&A expenses are the labor costs of engineers incurred during internal education and training, the labor costs of administrative staff positions, and hiring activity expenses.
- There are two key points to improving margin percentages. The first is improving the gross margin. This requires increasing the average unit price of engineers.
- Secondly, we will further improve the operating margin by minimizing the addition of administrative staff associated with the increase in engineers through improving administrative efficiency, and thereby suppressing the increase in the SG&A expense ratio.



- This page shows the number of engineer hires and the turnover rate.
- This is the number of engineers hired as new graduates and career hires, and the turnover rate.
- The number of new graduates hired in FY2023 was 165.
- Fewer new graduates were hired than last year due to the shift in our hiring policy, which now gives weight to students mainly in the software and electronics fields.
- This resulted in a decrease in the number of mechanical engineers hired.
- We plan to hire 160 newly graduated engineers next fiscal year.
- We are also currently planning on hiring 110 career engineers as per the change in our hiring policy.
- This is more than triple the previous year's number, but we are aiming to achieve our goal of 110 hires by increasing our recruitment staff and increasing our budget for career hires.
- Lastly, the turnover rate stayed at over 10% at 11.3%.
- If the COVID-19 pandemic ends, we believe that the turnover rate will decrease to the previous rate of under 10%.



- These graphs show the trends in the term-end engineer count and the utilization rate.
- The term-end engineer count was 1,082 on average.
- The utilization rate was 96.6%.

Unit price of engineers / total work man-hours for FY2022

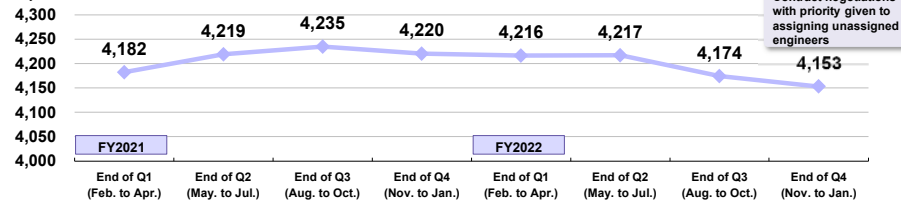


Unit price of engineers

*Figures for dispatched engineers *Per person

FY2021 (average)	FY2022 (average)	Change from the previous year (yen)	Change from the previous year (%)
4,213	4,189	(24)	(0.6)

Unit: yen / hour

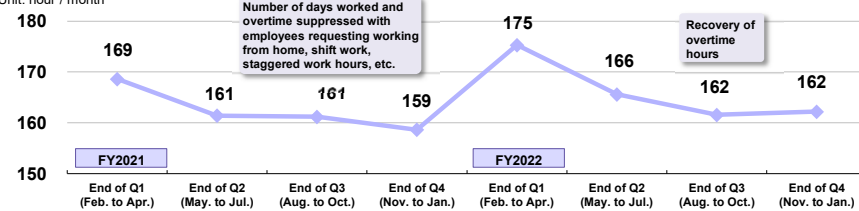


Total work person-hours

*Figures for dispatched engineers *Per person

FY2021 (average)	FY2022 (average)	Change from the previous year (h)	Change from the previous year (%)
163	166	3	2.1

Unit: hour / month



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- These graphs show the unit price of engineers and total work person-hours.
- The unit price of engineers was 4,189 yen.
- There was a slight decrease due to priority given to the assignment of workers with little or no experience.
- Total work person-hours was 166 hours.
- This was an increase by three hours compared to the previous year.

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3 Financial summary for FY2022 p. 33

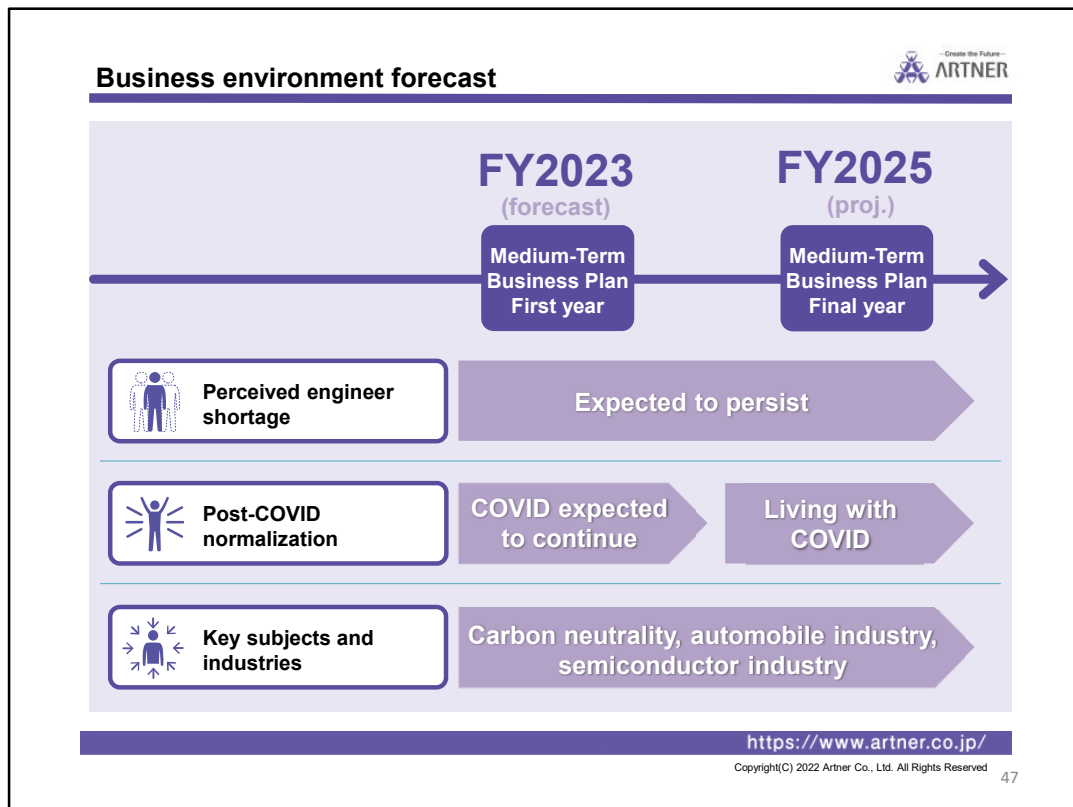
4 Forecast of financial results and dividend for FY2023 p. 46

5 Reference p. 51

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- The last item is our forecast of financial results and dividend for FY2023.



- For our business environment forecast, we assume that the engineer shortage will persist.
- Furthermore, we predict that the demand for engineers will increase even more for carbon neutrality projects.
- In FY2023, we expect COVID to continue. In the following years, we expect that the situation will shift to living with COVID.
- The key subjects and industries will be carbon neutrality, the automobile industry, and the semiconductor industry.

Forecast of financial results for FY2023 / prerequisites



[Forecast of Financial results]

	FY2022		FY2023		Change from the previous year (million yen)	Change from the previous year (%)
	Result (million yen)	Percentage (%)	Forecast (million yen)	Percentage (%)		
Net sales	8,102	100.0	8,798	100.0	696	8.6
Operating profit	1,010	12.5	1,147	13.0	137	13.6
Ordinary profit	1,032	12.7	1,150	13.1	118	11.4
Profit	728	9.0	797	9.1	69	9.4

[Prerequisites]

Newly graduated engineers (April, October) (people)	204	165	(39)	(19.1)
Career engineers (people)	35	110	75	214.3
Turnover rate (%)	11.3	Decreased YoY		
Utilization rate (%)	96.6	Same level as preceding year		
Unit price of engineers (yen)	4,189	Same level as preceding year		
Total work person-hours (h)	166	Same level as preceding year		

[Expected time of assignment completion]

Newly graduated engineers joining in April 2022	Around the same period as pre-pandemic
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- Based on these assumptions, these are our forecast of financial results and its prerequisites.
- Net sales is forecast to increase by 8.6% compared to the previous year.
- Operating profit by 13.6%.
- Ordinary profit by 11.4%.
- Profit by 9.4%.
- The prerequisite utilization rate, unit price of engineers, and total work person-hours are set at around the same level as the preceding year's actual figures.
- Our plan is that 165 new graduates and 110 career hires will join the Company.
- We expect all newly graduated engineers to be assigned to projects by around the same period as before the pandemic.
- Our budget estimates reflect our three-step assignment plan for August, September, and December.

FY2022 / FY2023 Dividend per share



Payout ratio Based on **30%** → Raise to **50%**

■ FY2022...Year-end **20.50 yen** (**6.50 yen more** than previous forecast of **14.00 yen**).

Combined with the interim dividend of **14.00 yen**, the total is **34.50 yen**.

■ FY2023...Expected annual dividend **38.00 yen** (interim **19.00 yen**, year-end **19.00 yen**). (**Up 3.50 yen** year-on-year)

	Annual dividends per share (yen)			Dividend yield (%)	Payout ratio (%)	Dividend on equity ratio (DOE) (%)
	Second quarter-end	Fiscal year- end	Total			
FY2021	11.50	11.50	23.00	2.85	38.9	8.4
FY2022	14.00	20.50	34.50	3.92	50.3	10.9
FY2023 (est.)	19.00	19.00	38.00	4.41	50.7	

*Dividend yield (%) = individual dividend per share (total) ÷ stock price (beginning of the fiscal year, closing price) × 100

Closing value at beginning of FY2021 (February 3, 2020) 807 yen / Closing value at beginning of FY2022 (February 1, 2021) 881 yen / Closing value at beginning of FY2023 (February 1, 2022) 862 yen

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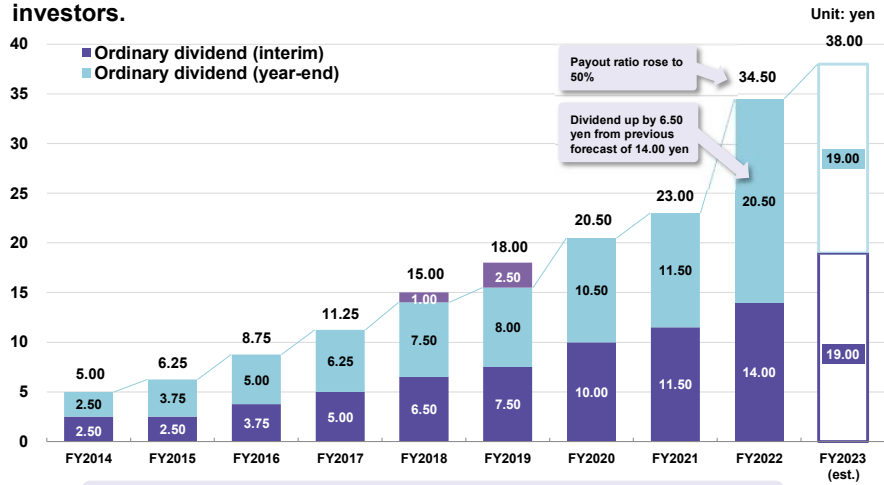
- Next, the dividend per share in FY2022 and FY2023.
- The dividend policy of 50% laid out in our Medium-Term Business Plan is reflected from FY2022 onwards.
- Accordingly, the year-end dividend in FY2022 is 20.50 yen. The dividend to be paid is 6.50 yen more than the previous forecast of 14.00 yen.
- Combined with the 14.00 yen Q2-end dividend, the total annual dividend per share is to be 34.50 yen.
- In FY2023, we estimate the total annual dividend per share at 38.00 yen. The Q2-end dividend is estimated at 19.00 yen and the year-end dividend at 19.00 yen.
- The dividend to be paid is 3.50 yen more than in the previous period.

Dividend per share



Dividend increased for the eighth consecutive period

The top priority in business is to pay stable dividends to shareholders and investors.



Dividends per share were retroactively revised to factor in the impact of stock splits conducted as follows.
February 1, 2017 (2-for-1 stock split) • April 1, 2018 (2-for-1 stock split)

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- This graph shows the trends in the dividend per share.

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3	Financial summary for FY2022	p. 33
4	Forecast of financial results and dividend for FY2023	p. 46
5	Reference	p. 51

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- At the end are reference materials.

The Company's responses to COVID-19



Basic Policy

Ensure the safety of our clients, employees, their families, partners, and other stakeholders.

Ensure business continuity while preventing the spread of COVID-19.

Recruitment



To achieve our recruitment target, we are conducting company information sessions, interviews, and other recruitment activities online.

Sales



To renew existing engineer contracts and assign newly graduated engineers, we are negotiating with clients using online conferencing tools. We are also following-up with engineers working from home.

Education



Newly graduated engineers come to the office in shifts. They enhance their knowledge through home-based training and demonstrate it through assignments performed at the office. They are given basic and practical training which give weight to employee autonomy.

Administration



We are offering various options, including telework (working from home), shift work, and staggered work hours. We are also working to improve work efficiency.

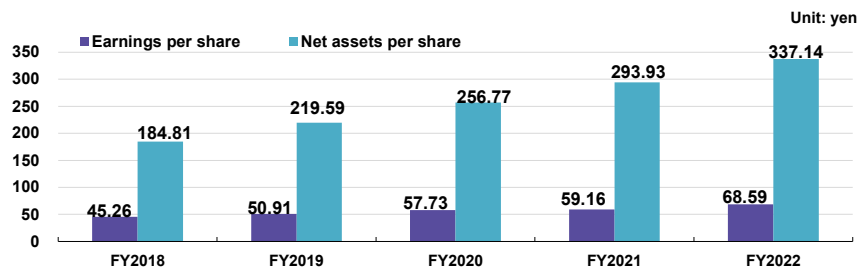
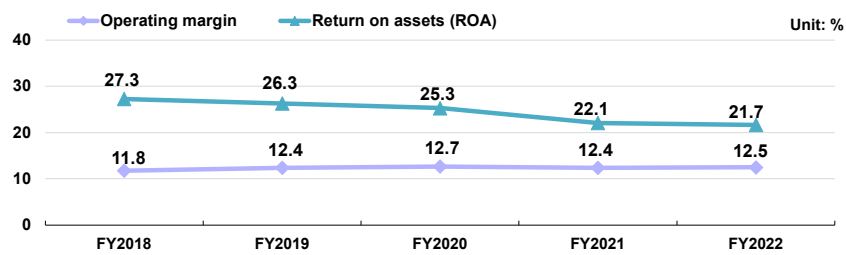
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- This is information related to COVID.

Operating margin / ROA / earnings per share and net assets per share  ARTNER



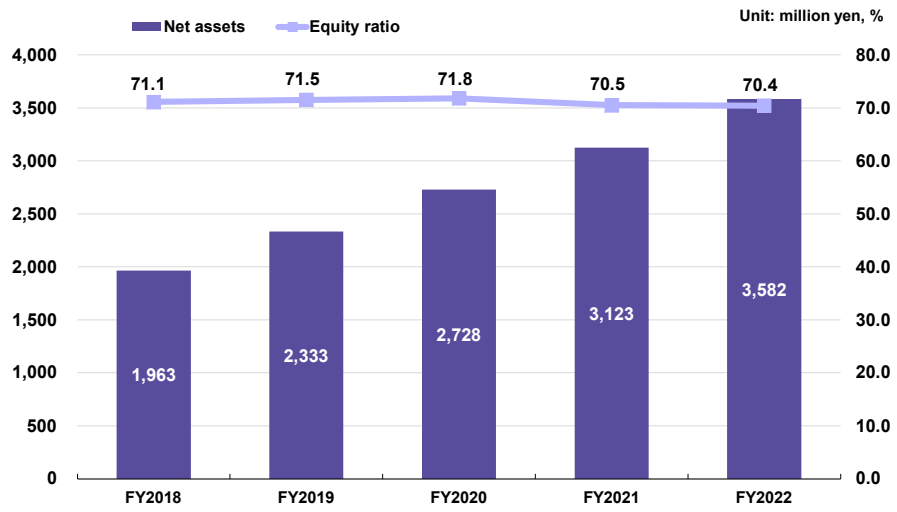
*Earnings per share and net assets per share were retroactively revised to factor in the impact of stock splits conducted as follows.
April 1, 2018 (2-for-1 stock split)

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- These are business data, including operating margin.

Net assets / equity ratio

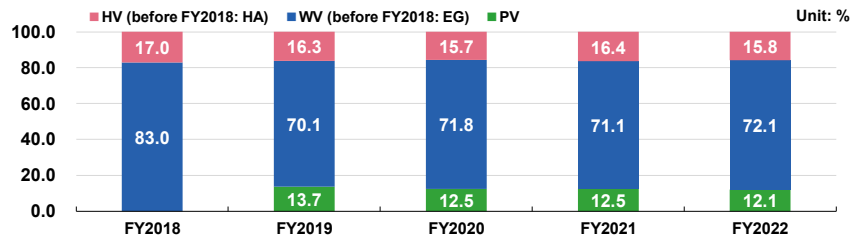


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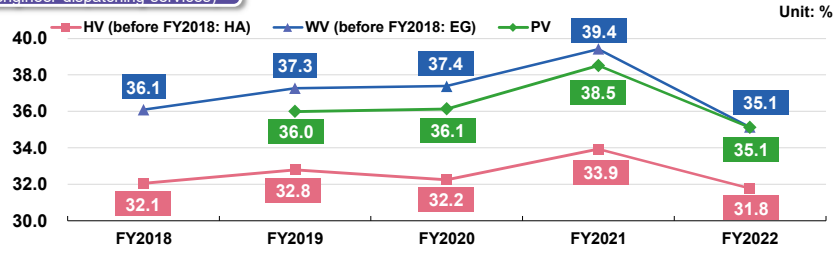
Engineer breakdown by group / gross margin

Engineer breakdown



Gross margin

(engineer dispatching services)



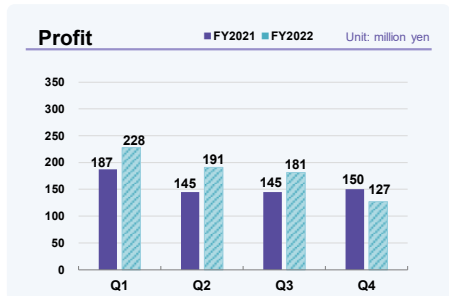
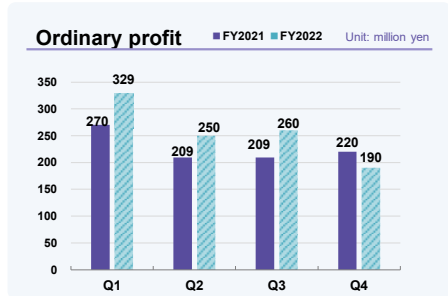
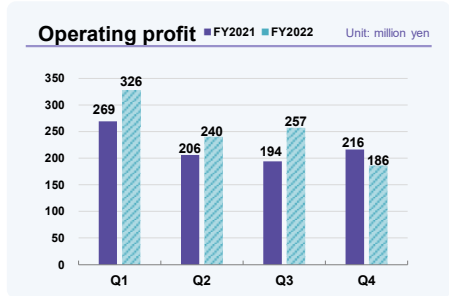
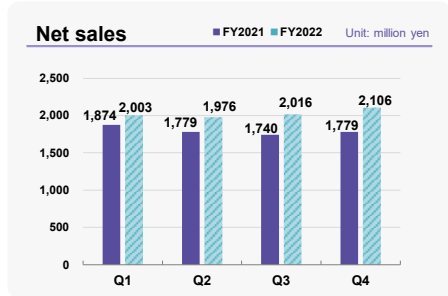
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- This is data presented by group.

Quarterly (accounting period) financial results



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- These are our quarterly financial results.

Quarterly (accounting period) financial results, numerical data



FY2022

	Q1				Q2				Q3				Q4			
	Result (million yen)	Percent -age (%)	YOY (%)	*(1) (%)	Result (million yen)	Percent -age (%)	YOY (%)	*(1) (%)	Result (million yen)	Percent -age (%)	YOY (%)	*(1) (%)	Result (million yen)	Percent -age (%)	YOY (%)	*(1) (%)
Net sales	2,003	100.0	6.9	24.7	1,976	100.0	11.1	24.4	2,016	100.0	15.8	24.9	2,106	100.0	18.4	26.0
Cost of sales	1,197	59.8	4.4	22.6	1,281	64.8	16.6	24.2	1,343	66.7	26.7	25.3	1,480	70.3	30.3	27.9
Gross profit	806	40.2	10.8	28.8	695	35.2	2.3	24.8	672	33.3	(1.2)	24.0	625	29.7	(2.7)	22.3
SG&A expenses	480	24.0	4.8	26.8	455	23.0	(4.0)	25.4	414	20.6	(14.6)	23.2	439	20.9	3.0	24.6
Operating profit	326	16.3	21.1	32.3	240	12.2	16.6	23.8	257	12.8	32.3	25.5	186	8.8	(14.1)	18.4
Ordinary profit	329	16.4	21.8	31.9	250	12.7	19.5	24.3	260	12.9	24.5	25.3	190	9.1	(13.3)	18.5
Profit	228	11.4	22.1	31.4	191	9.7	31.7	26.2	181	9.0	24.6	24.8	127	6.1	(15.3)	17.5

*(1) Quarterly composition of full-year financial results

FY2021

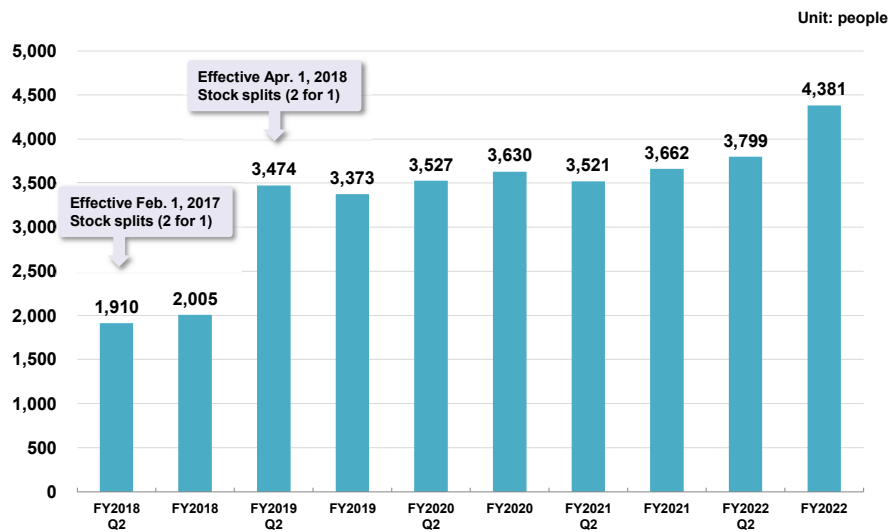
	Q1				Q2				Q3				Q4			
	Result (million yen)	Percent -age (%)	YOY (%)	*(2) (%)	Result (million yen)	Percent -age (%)	YOY (%)	*(2) (%)	Result (million yen)	Percent -age (%)	YOY (%)	*(2) (%)	Result (million yen)	Percent -age (%)	YOY (%)	*(2) (%)
Net sales	1,874	100.0	15.8	26.1	1,779	100.0	0.9	24.8	1,740	100.0	(2.8)	24.3	1,779	100.0	(2.7)	24.8
Cost of sales	1,147	61.2	14.1	25.8	1,099	61.8	1.9	24.7	1,060	60.9	(7.7)	23.9	1,136	63.8	(7.6)	25.6
Gross profit	727	38.8	18.7	26.6	680	38.2	(0.7)	24.9	680	39.1	5.9	24.9	643	36.2	7.3	23.6
SG&A expenses	458	24.5	5.6	24.9	474	26.6	8.6	25.7	485	27.9	30.9	26.3	426	24.0	3.4	23.1
Operating profit	269	14.4	50.5	30.4	206	11.6	(17.0)	23.3	194	11.2	(28.3)	21.9	216	12.2	15.8	24.4
Ordinary profit	270	14.4	49.9	29.7	209	11.8	(16.7)	23.1	209	12.0	(23.4)	23.0	220	12.4	17.4	24.2
Profit	187	10.0	50.3	29.8	145	8.2	(16.5)	23.1	145	8.3	(23.3)	23.1	150	8.5	20.2	24.0

*(2) Quarterly composition of full-year financial results

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Term-end shareholder numbers



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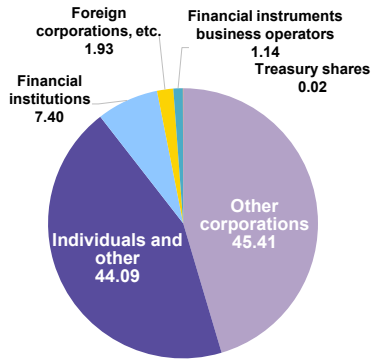
- This is the trend in term-end shareholder numbers.
- Incidentally, the number of shareholders rose from 3,662 in the previous year to 4,381 in FY2022.

Data by owner category (As of January 31, 2022)



Share Distribution by Owner Category

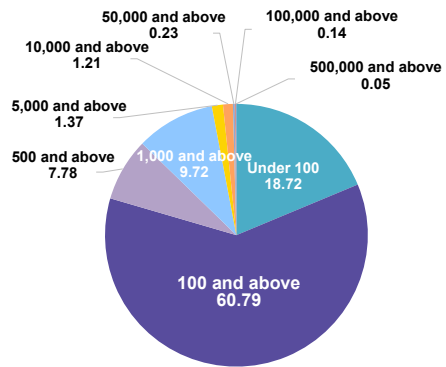
Unit: %



- Other corporations
- Individuals and other
- Financial institutions
- Foreign corporations, etc.
- Financial instruments business operators
- Treasury shares

Shareholder Distribution by Number of Shares Held

Unit: %



- Under 100
- 100 and above
- 500 and above
- 1,000 and above
- 5,000 and above
- 10,000 and above
- 50,000 and above
- 100,000 and above
- 500,000 and above

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- This is the breakdown of our major shareholders.

Company Information



Name	Artner Co., Ltd.
Founded	September 18, 1962
Representative	President and CEO SEKIGUCHI Sozo
Share listing	First Section of the Tokyo Stock Exchange (Securities code: 2163)
General Meeting of Shareholders	Held in Osaka
Capital	238,284,320 yen (As of January 31, 2022)
Headquarters	Tokyo, Osaka
Business bases	Yokohama, Utsunomiya, Osaka, Nagoya
Learning centers	East Japan, West Japan
Business fields	1) Software 2) Electronics 3) Machinery <small>Basic research, design, and development in the fields on the left, as well as tasks relating to them</small>
Number of employees	1,180 (As of January 31, 2022)
License number	Worker Dispatching Business (派27-020513) Paid Employment Agency Business (27-コ-020355)

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- Lastly, our company information.
- Our securities code is 2163.

Handling of this document



Handling of this document

This document is intended to provide information to help you deepen your understanding of the Company, and is not intended to solicit investment in securities issued by the Company.

Although this document has been created carefully to ensure its accuracy, its completeness is not guaranteed.

The Company shall not be held liable for any failure or damage caused by the use of forecast data or information contained in this document.

(Forward-looking statements)

The opinions, forecasts, and other information contained in this document are based on our assessment at the time this document was prepared, and they may include potential risks and uncertainties.

Therefore, actual results may differ from the forward-looking statements in this document due to various factors, such as changes in the business environment.

(Processing of numbers)

As the amounts in the text and figures of this document are rounded down to the nearest unit, the total of breakdowns may not coincide with the official total numbers. In addition, as ratios (%) are rounded to the first decimal place, the total of their breakdown may not add up to 100.0%.

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- Thank you very much for your undivided attention.