

The 64th Ordinary General Meeting of Shareholders on April 23, 2026

Key Questions and Answers

(Some parts of the contents have been added or modified for easier understanding.)

*The President and CEO Sekiguchi is the responder for all questions unless indicated otherwise.

Question and Answer 1

Q. In your Medium-Term Business Plan dated last March, you discussed how you would pursue M&A, and subsequently added two consolidated subsidiaries. Are you targeting similar companies this year and next year as well?

A. Regarding our future outlook on M&A, we integrated CLIP SOFT Corporation into the Group last September and JOUHO GIKEN, Ltd. last December. The following information is on companies other than those two. We entered into business partnerships and alliance agreements with two other companies. As not much time has passed since we conducted M&A, we are currently right in the middle of promoting PMI. In the future, we intend to continue obtaining information on M&A as well as actively pursue the integration of companies that align directly with our strategy should those companies appear. Currently, in the engineer dispatching industry, there is activity surrounding reorganization due to the acquisition of two major companies by foreign capital that took place last year. Amidst that situation, information on a number of companies is making its way around the market. As such, while scrutinizing the details of M&A target companies, we seek to target companies that are compatible with our strategy. At this juncture, however, we are not targeting any specific companies.

Question and Answer 2

Q. Last year, the impact of tariffs posed a concern for the automobile industry. In the end, though, those concerns were unfounded. This year, what kind of risks from the impact of the situation in Iran do you foresee?

A. With respect to the tariff policies originating from the U.S. and the oil shortage accompanying the current situation in the Middle East, going forward, we believe that manufacturing businesses, which constitute our main business partners, will be impacted in some form. Accordingly, while closely and thoroughly monitoring the performance of those business partners and numerous other factors, we intend to obtain information early on to safeguard ourselves against risk. At this juncture, no associated issues have emerged.

Question and Answer 3

Q. While this may not be that much of a threat in actuality, to what degree do you perceive the possibility that Artner engineers will be replaced by AI as a threat?

A. With respect to the future impact of AI on our businesses, while this does not go beyond a prediction, we will say that our business is characterized by the extremely high ratio of placement of engineers in development upstream processes. This differentiates us from other companies in the same industry. Our projection for operations in downstream processes, an example being software coding, is that because they belong to an area that is extremely compatible with AI, there is a sufficient likelihood of AI supplanting that area in the future. At the same time, as one of our characteristics is the extremely low ratio of personnel placement in that so-called downstream area, in terms of our personnel distribution at this juncture, we find it hard to picture personnel being replaced by AI in the foreseeable future. To safeguard against that scenario, in our current Medium-Term Business Plan, we are calling for a further increase in the ratio of placement in upstream processes. Under that plan, we are in the process of implementing a policy of mitigating the impact of AI to the utmost degree by elevating the current placement ratio of 36% to 50%. The actual situation under each of our current projects is that engineers are performing AI research and utilizing certain forms of AI.

Question and Answer 4

Q. I imagine Artner has many expert engineers, and it says your mandatory retirement age is 60. I assume the average engineer age is fairly young, around the age of 30. About how many engineers will actually reach mandatory retirement age this year and the next?

A. Regarding the number of employees retiring due to reaching mandatory retirement, for this year and the next, the number of engineers reaching the age of 60 is zero. During the term of our current Medium-Term Business Plan, five engineers will reach the mandatory retirement age of 60. We have a reemployment system under which employees can continue to work at Artner after mandatory retirement age should they desire to. Currently, we have working-level members who have reached mandatory retirement age but continue to be active through reemployment.

Question and Answer 5

Q. At general companies, when an employee stays through reemployment, their salary tends to become lower. Under the system at Artner, if I am not mistaken, engineers are paid in accordance with their contribution to the company. Does the same apply to reemployment?

A. Under the salary system for the reemployment of engineers, engineers are generally employed to perform dispatch operations. However, a salary based on a certain level of commission is established for them in accordance with the price of contracts with customers. As such, no fixed system that results in significant reductions in the salary of engineers from their salary prior to reaching mandatory retirement age is configured.

Question and Answer 6

Q. Under "Specified wholly-owned subsidiaries as of the last day of the fiscal year under review" on p. 11 of the "Notice of Convocation", only JOUHO GIKEN, Ltd. is provided as a specified wholly-owned subsidiary. CLIP SOFT Corporation is not. Could you explain the difference between the two?

A. Specified wholly-owned subsidiaries that need to be stated in the Notice of Convocation are wholly-owned subsidiaries for which the carrying amount of the shares of the subsidiaries exceeds 1/5 of the total assets of the stock company in question. Accordingly, in the end, shares of CLIP SOFT Corporation are less than 1/5 of total assets and those of JOUHO GIKEN, Ltd. are over 1/5 of total assets, and as such, they are classified as "non-specified" and "specified," respectively.

Question and Answer 7

Q. How do the Audit and Supervisory Committee and the Internal Audit Office collaborate? In engineer dispatching, legal issues pertaining to the contract with the dispatch destination and labor laws have to be addressed. Looking at Artner's Audit and Supervisory Committee member registry, there are no members who are qualified attorneys-at-law, nor are there law-related items contained in their skill matrix. There are cases at other companies in which law-related committee members are included. In electing Audit and Supervisory Committee members for next year, would you consider adding specialists in law?

A. (Audit and Supervisory Committee Member Nomura)

We meet with the Internal Audit Office four times a year to hold an internal report session for each quarter. Among the content of those sessions, we recognize the establishment of internal control systems as well as the auditing of their status of operation to be of particular importance, and exchange opinions with the Internal Audit Office as the occasion calls for it in order to facilitate the improvement of audit effectiveness. Additionally, I (Nomura) am the sole full-time Audit and Supervisory Committee member. The other two serve as part-time committee members. Moreover, it has been pointed out that we might be light in experience in legal affairs. All of us have had involvement in

management at a financial institution or manufacturer. While it has been correctly observed that none of us are qualified attorneys-at-law, our view is that we engage in our work duties with a reasonable degree of knowledge and skills that are socially and generally required. We intend to duly note that observation and reinforce our study efforts as we continue to serve in the capacity of Audit and Supervisory Committee members.
(President Sekiguchi)

Having received this valuable feedback regarding the quality of our Audit and Supervisory Committee members, we intend to use it as a reference in the future selection, election, and so forth for Audit and Supervisory Committee members.

Question and Answer 8

Q. Among your "issues to deal with" is "securing and expanding business partners."

According to your IR materials disclosed the other day, Artner's business partners largely consist of those related to automobiles, with Honda accounting for a relatively large percentage. Why has there been no progress in expanding business partners other than Honda? Also, what sales activities aimed at acquiring new business partners are you currently implementing?

A. We assume this refers to the nature of our sales efforts among our issues to deal with. It was just mentioned that our shareholder read our IR briefing materials with respect to the securing and expansion of business partners. At present, we are focused on automobile-related business categories and semiconductor manufacturing equipment business categories, and are carrying out proactive engineer placements. To give examples in the automobile industry, for finished product manufacturers, we continue today to do business with Mazda in the West, Daihatsu in Osaka, and Toyota Motor in the Tokai region, plus Hino Motors, Nissan Motor, Honda, and Subaru. However, please understand that Honda is the only finished product manufacturer among the list of the ten highest business partners by net sales in our IR materials. We are also pursuing business dealings with various automobile part manufacturers. Currently, our ten highest business partners by net sales also include automobile part manufacturers such as Astemo as well as the foreign capital enterprise Bosch. As for the purpose of the securing and expansion of business partners brought up in this question, we are developing our Engineer Dispatching Business with all of its engineers as regular employees. Accordingly, we recognize non-working as being our greatest management risk. Also, for the sake of elevating profitability, the most crucial element is the unit price of engineers. As such, readying enough business partners to prevent non-working from occurring is a must. That is why we secure and expand our business partners. At the

same time, being on the constant lookout for customers who evaluate engineers more highly, which we mentioned earlier, ties in directly to the improvement of profitability. Constantly searching for such customers, meaning those who pay handsome technical fees, is the main purpose behind securing and expanding business partners under our sales activities.

Question and Answer 9

Q. As Audit and Supervisory Committee members cannot directly ascertain risk that pertains to labor affairs and compliance with laws and regulations on the misappropriation, leakage, etc. of technical information, I assume they do so through hearings. What is your viewpoint on this matter?

A. (Audit and Supervisory Committee Member Nomura)

Regarding how Audit and Supervisory Committee members check compliance with laws and regulations, every year, three Audit and Supervisory Committee members pay regular visits to sales offices to perform field surveys in order to verify whether they are conducting activities that are compliant with laws and regulations, and ask members of those sales offices to present a variety of associated documents. Additionally, for areas regarding practical business, as a Board of Directors meeting is held with internal Directors twice a month, we pose questions on concerns that we have and various other areas. Also, since Compliance and Risk Management Meetings are regularly held every month, for legal and regulatory aspects that concern us, we perform work for verifying a variety of things with internal Directors, Executive Officers, and working-level managers. (Managing Director Harigae)

Our general affairs division handles legal and regulatory matters at Artner in their entirety. As we just mentioned, we hold Compliance and Risk Management Meetings on a monthly basis. For problematic areas that we receive advice on at those meetings, we endeavor to deal with those areas in advance. Additionally, for the protection of confidential information, we make it a point to have all employees submit a list every month. We prepare a list covering in full detail whether any documents on confidential information and the like have been taken off the premises or lost, and have that list submitted to headquarters every month. Regarding areas such as overtime work as well, in line with Artner's 36 Agreement, any engineers who look to exceed their overtime limit are notified in advance to that effect, and customers, through our sales function, are also asked to curb overtime work hours the following month. To cover the numerous forms of compliance, we physically gather together all Artner employees to hold training sessions in person or conduct them online.

Question and Answer 10

Q. You say that you do business with Toyota Motor, Daihatsu, and Mazda in addition to Honda. In the materials I checked, Honda is overwhelmingly represented, with other automotive manufacturers having a limited presence. Could you explain why that is?

A. As a result of conducting intensive placements of engineers at Honda, net sales from Honda Motor and Honda R&D account for a large amount. The reason why can be found in the development process for the operations requested, whose nature differs in level depending on the customer. In Honda's case in particular, in the area of development, there are no limits placed on the extent of work to be performed by workers, including engineers of partner companies such as Artner. As such, it is possible to select operations of varying levels, such as high or intermediate, to be performed all in the same place. For that reason, we currently place engineers at Honda with priority. Another significant element is that as we just mentioned, because the unit price of engineers per hour at Honda is higher than at other companies, placing engineers there enables us to perform quality operations, plus the high unit price of engineers gives it a higher selection priority. Consequently, at this point in time, net sales from Honda are conspicuously high among finished automobile manufacturers.

Question and Answer 11

Q. Should an engineer hear while on dispatch to a customer that the customer will announce a technology, it could create an insider trading risk. What is your take on such risk?

A. (Managing Director Harigae)

For areas related to insider trading, the buying and selling of Artner shares generally involves our employee stock ownership program. Nearly all our employees have joined this program. However, some of them, though few in number, hold shares outside the employee stock ownership program through a regular securities company. For that reason, for transactions of Artner shares and the like, we ask employees to submit an application form once per quarter stating they will sell or purchase Artner shares. We request that they file this application and make an accompanying report without fail. Additionally, a large number of our engineers are involved in customer-side development efforts. Generally speaking, the sale and purchase of shares can be freely conducted if they take place after such key information is publicly disclosed. We hold annual educational and training sessions on that area as well.