



- Thank you for the introduction. I'm SEKIGUCHI Sozo from Artner Co., Ltd.
- Thank you all for coming to the Q2 FY2025 (six months ended July 31, 2024) Briefing for Analysts and Institutional Investors today.
- Let me start my presentation.

Company Information



Name	Artner Co., Ltd.
Founded	September 18, 1962
Representative	President and CEO SEKIGUCHI Sozo
Share listing	Prime Market of the Tokyo Stock Exchange (Securities code: 2163)
General Meeting of Shareholders	Held in Osaka
Capital	238,284,320 yen (As of July 31, 2024)
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	1,462(As of July 31, 2024)
License number	Worker Dispatching Business (派27-020513) Paid Employment Agency Business (27-7-020355)

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- Before we get started, here is our company information.
- The company name is Artner Co., Ltd.
- Our shares are currently listed on the Prime Market of the Tokyo Stock Exchange. The securities code is 2163.
- Our main businesses are the engineer dispatching business and contracting business.

Investment Highlights



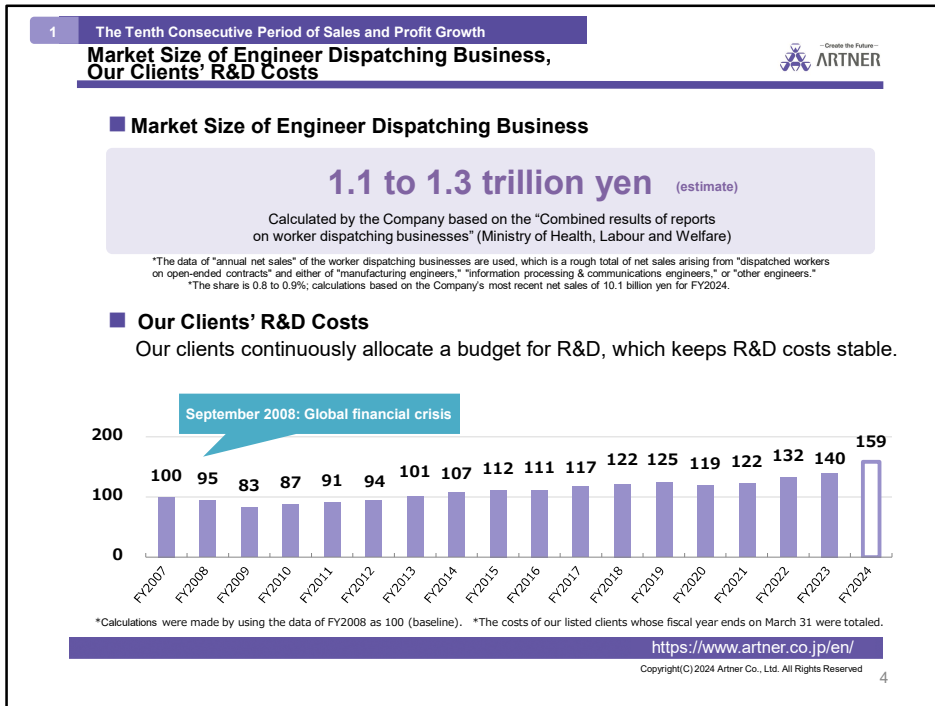
- 1 The Tenth Consecutive Period of Sales and Profit Growth p. 3
- 2 Financial Summary for Q2 FY2025 p. 14
- 3 Action to Implement Management that is Conscious of Stock Price p. 24
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- 5 Reference p. 39

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- First, I'll explain about our tenth consecutive period of sales and profit growth.




- We are in the engineer dispatching business, a growing industry with its market size steadily expanding year after year.
- Furthermore, as this data show, our main clients, the various manufacturers, have been allocating aggressive development budgets year after year.


1

The Tenth Consecutive Period of Sales and Profit Growth

Factors Behind “The Tenth Consecutive Period of Sales and Profit Growth”




— Create the Future —
ARTNER



■ Trust from our clients built on our long history

- Over our long history of more than 60 years, we have built trust with many of our clients and have a proven track record.


⇒ We can place newly graduated engineers with little or no experience, as well as place additional existing engineers.



■ Business model developed by Artner since ten periods ago

- Even during the global financial crisis of 2008, not many engineers placed in the upstream processes of the work processes of manufacturers (R&D) experienced contract cancellations.
- Artner decided to increase the ratio of engineers placed in upstream processes.
- In order to recruit outstanding students who can be placed in upstream processes, internal programs (e.g., job change assistance program, performance-based salary system, limited area system) were introduced based on the needs of engineers.
- Placements were made after education and training were conducted according to our clients' upstream process work.

⇒ The unit price of engineers increased, resulting in higher profit margins.



■ Placement of engineers in technical fields with high market needs

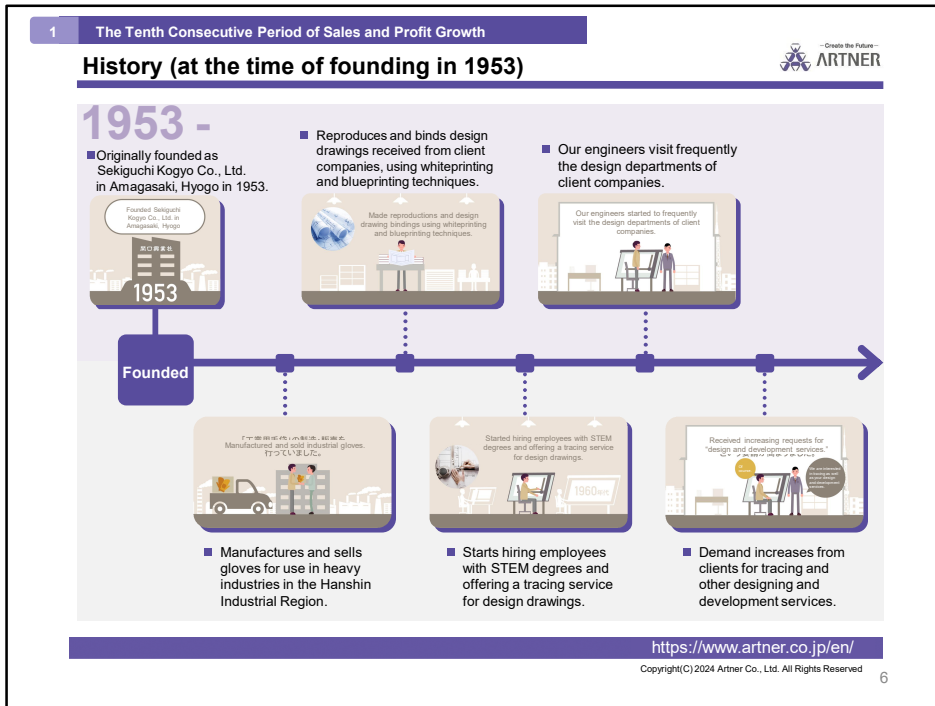
- Assigned to projects for developing electric vehicles (EVs), fuel cell vehicles (FCVs), infrastructure (charging infrastructure, hydrogen stations), automated driving, semiconductors, etc.

⇒ Utilization rate remained high.

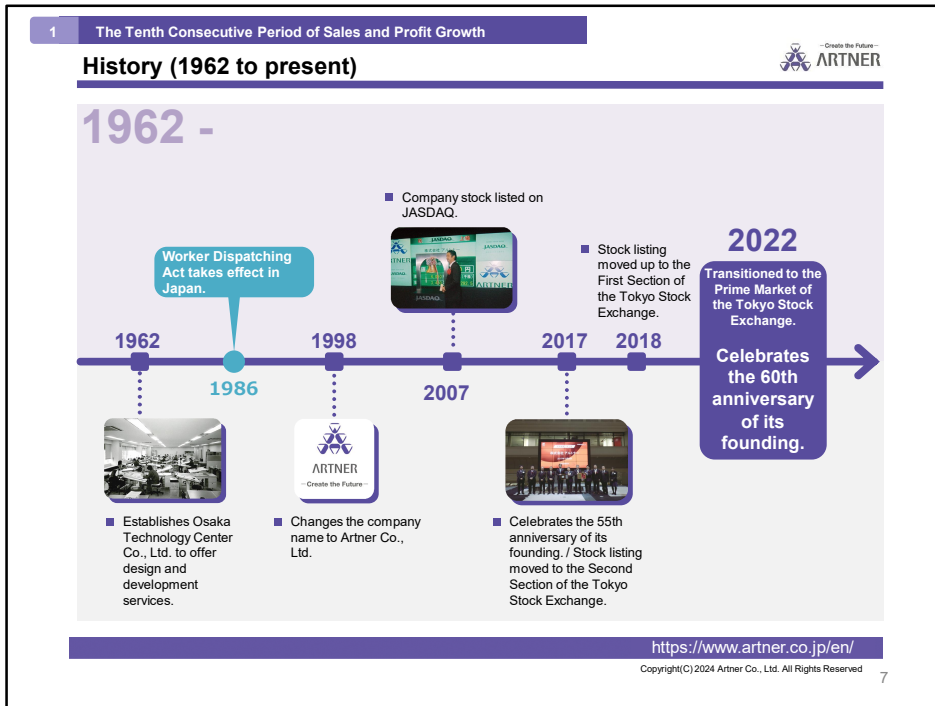
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- With such favorable market conditions, there are several factors we believe contributed to the tenth consecutive period of sales and profit growth. I would like to highlight three of them.
- The first is trust from our clients built on our long history.
- The second is the business model developed by Artner over the past ten periods.
- The third is the placement of engineers in technical fields with high market needs.



- The first factor: trust from our clients built on our long history. The Company was founded in 1953.



- The Company was established in 1962.
- Today, September 18, 2024, marks exactly 62 years since the Company's establishment.

Presidents Since Our Founding / Profile of President and CEO SEKIGUCHI Sozo



■ Presidents Since Our Founding

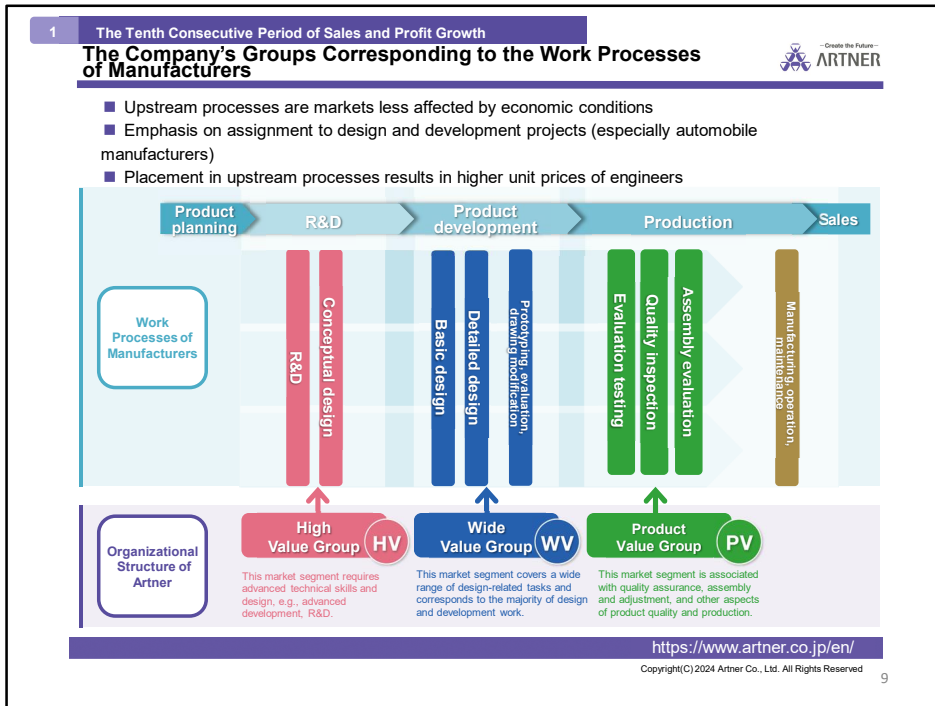
September 1962	Osaka Technology Center Co., Ltd. was established as a subsidiary of Sekiguchi Kogyo Co., Ltd. (1st) President and CEO SEKIGUCHI Noboru was appointed.
April 1984	President and CEO SEKIGUCHI Noboru retired. (2nd) President and CEO MARUHASHI Shiro was appointed.
April 1987	President and CEO MARUHASHI Shiro retired. (3rd) President and CEO SEKIGUCHI Masaru was appointed.
April 1998	Osaka Technology Center Co., Ltd. was renamed to Artner Co., Ltd.
February 2002	President and CEO SEKIGUCHI Masaru retired. (4th) President and CEO SEKIGUCHI Sozo was appointed.

■ Profile of President and CEO SEKIGUCHI Sozo, Positions and Areas of Responsibility Held in the Company

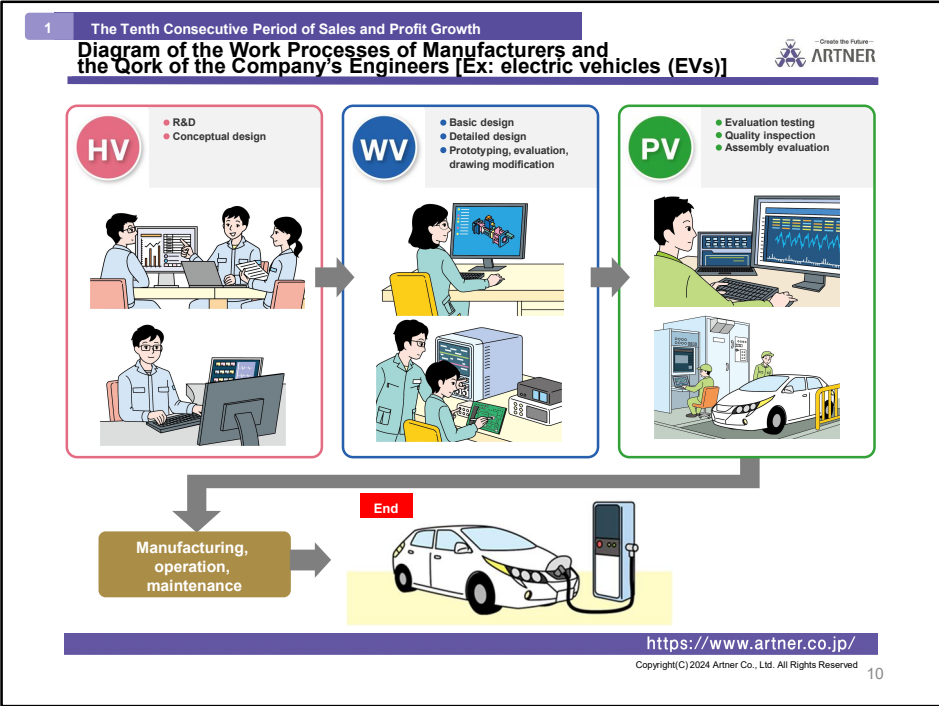
June 1983	Joined MEITEC CORPORATION
April 1988	Joined Osaka Technology Center Co., Ltd. (previous name of the Company)
March 1993	Appointed Director; Head of the Business Planning Office
February 1998	Appointed Director; Vice President
February 2002	Appointed President and CEO (current)

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- The second factor.
- The business model developed by Artner over the past ten years.
- This is a diagram of the development process.
- Listed left to right are R&D, product development, and production.
- One of our characteristics is that we place approximately 80% of our engineers in R&D and product development.
- The remaining 20% are assigned to production.
- Doing so increases the added value of our engineers and allows us to record profits.
- We are also structured in a way that makes us less susceptible to economic fluctuations.




1 The Tenth Consecutive Period of Sales and Profit Growth



Design and Development Projects Including “Carbon Neutrality”

Eco Cars



Software

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

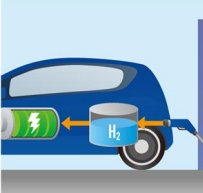
Electronics

- 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)



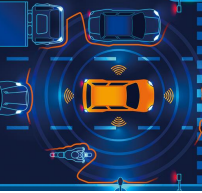
Software

- 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



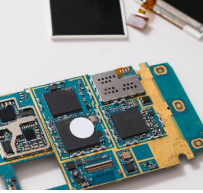
Software

- 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

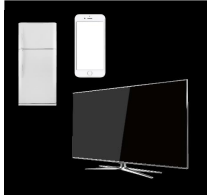
- Development of temperature controller for semiconductor lithography equipment (enclosure concept, basic design)

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- Lastly, the third factor.
- The third factor is the placement of engineers in technical fields with high market needs. We ensure high profitability by selecting high value-added development projects of our current main clients, which are automobile manufacturers, auto parts manufacturers, and semiconductor manufacturing equipment manufacturers, and prioritizing the assignment of our engineers to these projects.
- Due to these factors, we have achieved the tenth consecutive period of sales and profit growth.

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

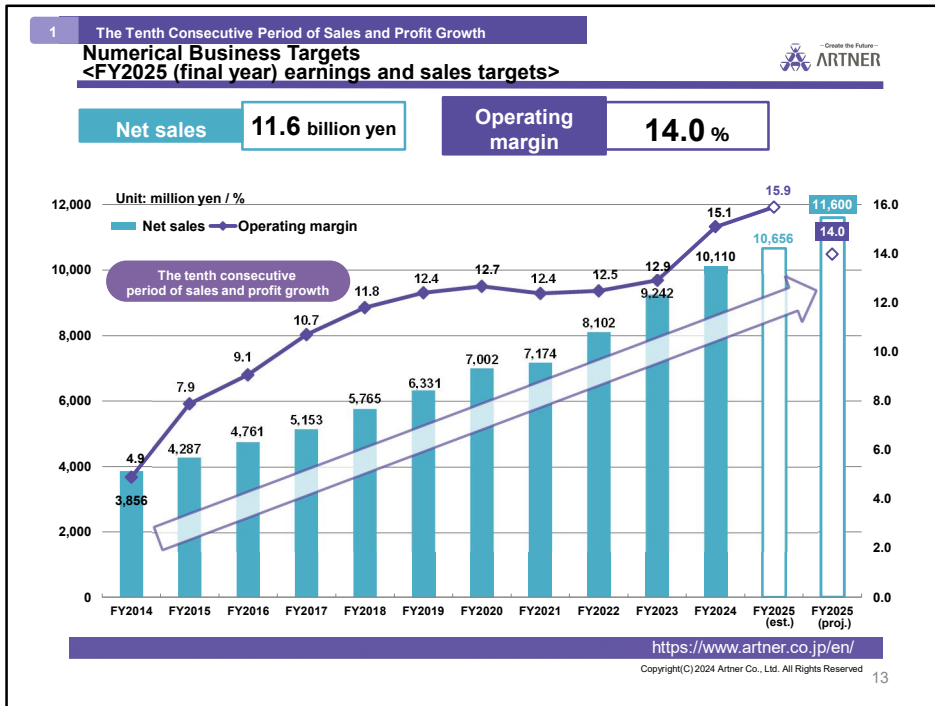
- Development of satellite inspection equipment

Machinery

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

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- In our forecast of financial results for FY2025, we have announced externally that we forecast a continuation of sales and profit growth.
- With the first half of the year now over, we are generally on track to achieve the eleventh consecutive period of sales and profit growth as we proceed in the second half of the year.

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- Next, I would like to report on our immediate financial results for FY2025.

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Financial Summary for Q2 FY2025



Financial Summary for Q2 FY2025

Market Environment

- Manufacturers in automobile-related industries are actively developing electric vehicles, hybrid vehicles, fuel cell vehicles, etc., with the aim of achieving “carbon neutrality” at a faster pace than last year.
- Due to the rising demand for semiconductors for generative AI, there is also strong demand for engineers from manufacturers of semiconductor manufacturing equipment.

State of Engineer Dispatching Business

- The number of operative personnel surpassed that of the same period of the preceding year.
 - ・ Number of engineers increased. The utilization rate remained high.
 - ・ Assignments for newly graduated engineers entering the Company in 2024 are progressing ahead of the initial schedule.
- The unit price of engineers surpassed that of the same period of the preceding year.
 - ・ Due to the trend of engineer shortage, the unit price for newly graduated engineers at their first assignments is on the rise.
 - ・ Current engineers are strategically rotated between our clients to improve their work level.
- Total work person-hours remained at the same level as the same period of the preceding year.

Profit

- Operating profit for Q1 fell slightly as the Company was unable to fully absorb the costs of upfront investments such as those related to the expansion of the East Japan LC (training facility) and recruitment-related investments. In Q2, net sales absorbed these costs and led to sales growth.

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- I'll begin with the financial summary. As regards the market environment, manufacturers in industries related to automobiles and auto parts manufacturers continue to be very active in carbon neutrality projects.
- We are receiving numerous requests for engineers for these projects.
- Additionally, because of the growing demand for semiconductors for generative AI, semiconductor manufacturing equipment manufacturers are increasing their development funds.
- The demand for engineers from this industry also remains very high.
- With regard to the state of the engineer dispatching business, the number of operative personnel surpassed that of the same period of the preceding year.
- Furthermore, the unit price of engineers surpassed that of the same period of the preceding year.
- Total work person-hours were generally at the same level as those of the same period of the preceding year.
- Lastly, profit. Operating profit for Q1 fell slightly year on year as the Company was unable to fully absorb the costs of upfront investments, such as those related to the expansion of the East Japan LC (training facility) and recruitment-related investments.
- Since Q2, however, the situation has changed. We are seeing net sales growth, and we are able to record profit.

Financial Results Highlights for Q2 FY2025

- Net sales up 8.8%, Operating profit up 8.9%,
Ordinary profit up 9.0%, Profit up 8.8%. Operating margin 17.6%.

	Q2 FY2024		Q2 FY2025		Change from the previous year (million yen)	Change from the previous year (%)	
	Result (million yen)	Percentage (%)	Result (million yen)	Percentage (%)			
Net sales	5,006	100.0	5,447	100.0	441	8.8	<ul style="list-style-type: none"> ■ Number of engineers increased ■ Utilization rate remained high ■ The number of operative personnel increased ■ Unit price of engineers rose
Cost of sales	3,115	62.2	3,318	60.9	203	6.5	<ul style="list-style-type: none"> ■ The gross margin increased due to the rising unit price of engineers.
Gross profit	1,890	37.8	2,129	39.1	239	12.6	
SG&A expenses	1,008	20.2	1,168	21.4	160	15.8	<ul style="list-style-type: none"> ■ Expenses were incurred from expanding the learning centers in East Japan (training facilities). ■ Recruitment-related investment expenses increased.
Operating profit	882	17.6	960	17.6	78	8.9	
Ordinary profit	882	17.6	962	17.7	80	9.0	
Profit	617	12.3	671	12.3	54	8.8	

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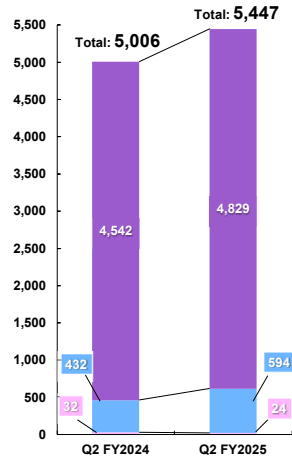
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- I would like to share some detailed data.
- First, our financial results highlights for net sales.
- Net sales grew by 8.8% year on year.
- Gross profit grew by 12.6%.
- Operating profit by 8.9%.
- Ordinary profit went up 9.0%.
- Profit grew by 8.8%.
- Operating margin was 17.6%.

Net Sales by Business for Q2 FY2025

■ Engineer dispatching up 6.3% ■ Contracting up 37.4% / Percentage 10.9%

Unit: million yen



	Q2 FY2024		Q2 FY2025		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Engineer dispatching	4,542	90.7	4,829	88.7	6.3	(2.1)
Contracting	432	8.6	594	10.9	37.4	2.3
Subtotal	4,974	99.4	5,423	99.6	9.0	0.2
Other	32	0.6	24	0.4	(24.9)	(0.2)
Total	5,006	100.0	5,447	100.0	8.8	—

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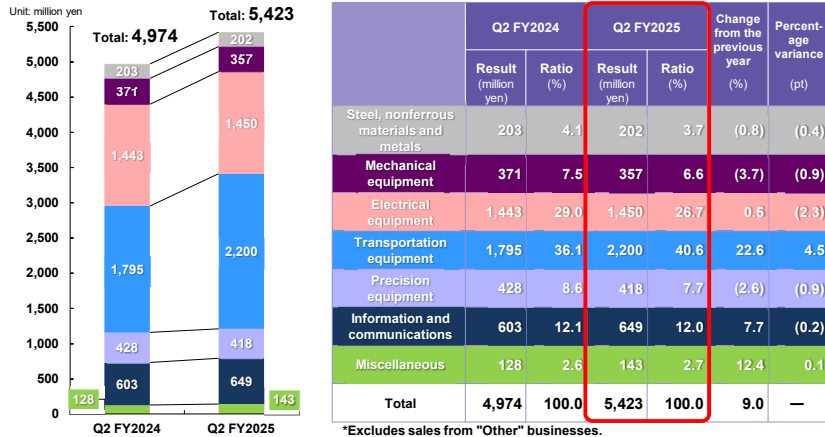
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- This shows net sales by business.
- Net sales for the engineer dispatching business grew by 6.3%.
- The contracting business by 37.4%.
- The business composition ratio for contracting has risen to 10.9%.

Net Sales by Industry Field for Q2 FY2025

- Electrical equipment up 0.5% ■ Transportation equipment up 22.6%
- Information and communications up 7.7%

※Our clients' demand for engineers exceeds the number we can supply. Considering the balance of industry fields, engineers were rotated strategically with the aim of increasing the unit price of engineers and improving the level of their work.



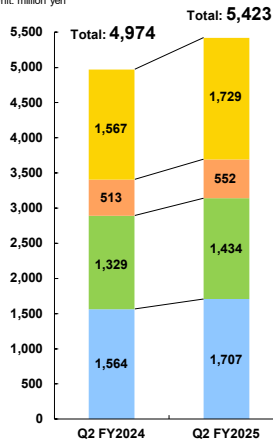
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- This shows net sales by industry field.
- Net sales for electrical equipment grew by 0.5%.
- Transportation equipment by 22.6%.
- Information and communications grew by 7.7%.
- The ratio of transportation equipment, which carries the most weight, increased to 40.6%.

Net Sales by Technology Field for Q2 FY2025

- Embedded / Model-Based up 10.3%
 ■ IT Solution up 7.7%
- Electronics up 7.9%
 ■ Machinery up 9.1%

Unit: million yen



	Q2 FY2024		Q2 FY2025		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Embedded / Model-Based	1,567	31.5	1,729	31.9	10.3	0.4
IT Solution	513	10.3	552	10.2	7.7	(0.1)
Electronics	1,329	26.7	1,434	26.5	7.9	(0.3)
Machinery	1,564	31.5	1,707	31.5	9.1	0.0
Total	4,974	100.0	5,423	100.0	9.0	—

*Excludes sales from "Other" businesses.

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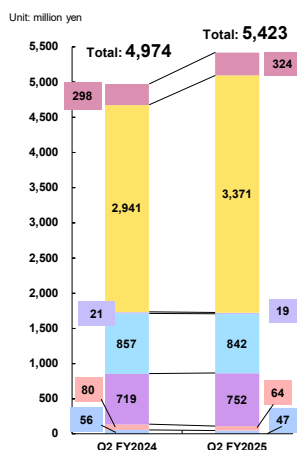
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- This shows net sales by technology field.
- Net sales for embedded / model-based grew by 10.3%.
- IT solution by 7.7%.
- Electronics by 7.9%.
- Machinery increased by 9.1%.
- The field with the most weight—embedded / model-based software—accounted for 31.9% of all technology fields.

Net Sales by Region for Q2 FY2025

■ Kanto up 14.6% ■ Tokai down 1.8% ■ Kinki up 4.7%



	Q2 FY2024		Q2 FY2025		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Tohoku	298	6.0	324	6.0	8.9	(0.0)
Kanto	2,941	59.1	3,371	62.2	14.6	3.0
Hokuriku	21	0.4	19	0.4	(11.8)	(0.1)
Tokai	857	17.2	842	15.5	(1.8)	(1.7)
Kinki	719	14.5	752	13.9	4.7	(0.6)
Chugoku	80	1.6	64	1.2	(19.0)	(0.4)
Kyushu	56	1.1	47	0.9	(15.7)	(0.3)
Total	4,974	100.0	5,423	100.0	9.0	—

*Excludes sales from "Other" businesses.

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- This shows net sales by region.
- Net sales for the Kanto area went up 14.6%.
- Net sales for Tokai went down 1.8%.
- Net sales for Kinki went up 4.7%.
- The region with the most weight—Kanto—accounted for 62.2% of all regions.

2 Financial Summary for Q2 FY2025

Stance on Engineer Dispatching Business Net Sales, Expenses, and Improving Margin Percentages



Net Sales

Number of
operative personnel

Number of
engineers

×

Utilization
rate

×

Unit price
of
engineers

×

Total work
person-
hours

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.

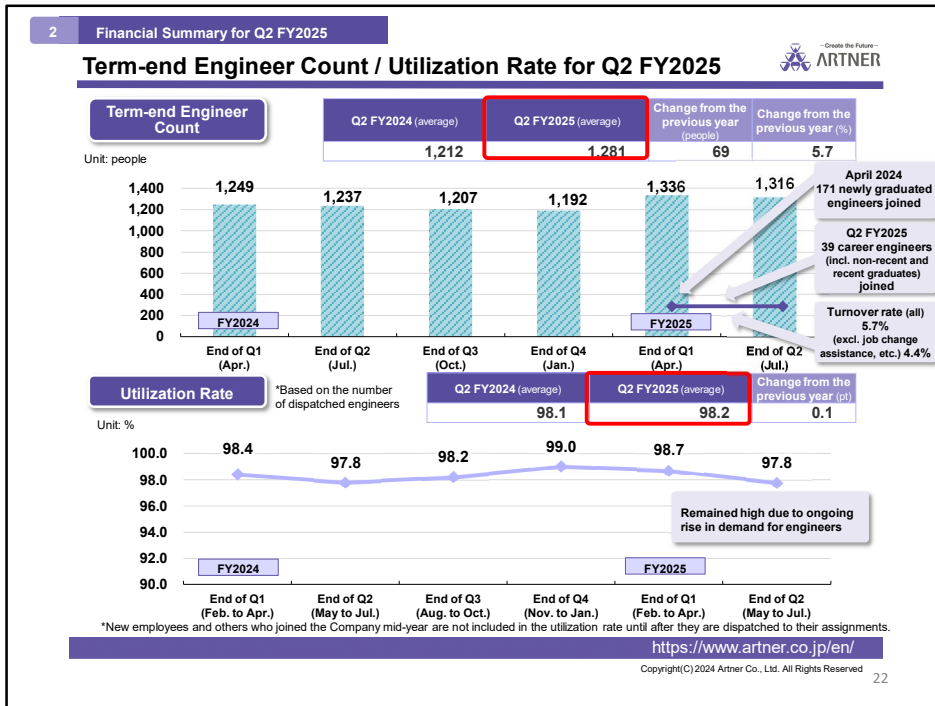
[Improving operating margin]
Minimize addition of administrative staff entailed by the increase in engineers through improved administrative efficiency, and thereby suppress increase in the SG&A expense ratio.

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- Before reporting the details of the financial results data, I would like to briefly explain the revenue structure of the engineer dispatching business.
- To calculate net sales for the engineer dispatching business, we multiply the number of engineers by the utilization rate.
- This yields the number of operative personnel.
- The number of operative personnel is then multiplied by the unit price of engineers and total work person-hours to get net sales.
- Cost of sales for the engineer dispatching business is the labor costs and other costs of engineers who are assigned to our clients.
- For the contracting business, the labor costs of engineers and the costs of outsourcing to partner companies, etc. are recorded as cost of sales.
- Recorded as SG&A expenses are the labor costs of engineers incurred during their internal education, training, and standby period, the labor costs of administrative staff positions, and operating expenses such as hiring activity expenses.
- Based on this methodology, there are two key points to improving margin percentages.
- First, to improve the gross margin, the unit price per engineer will need to increase.
- In addition, to improve the operating margin, it is necessary to improve

administrative efficiency in order to minimize the addition of administrative staff associated with the increase in engineers, and thereby control the increase in SG&A expenses.



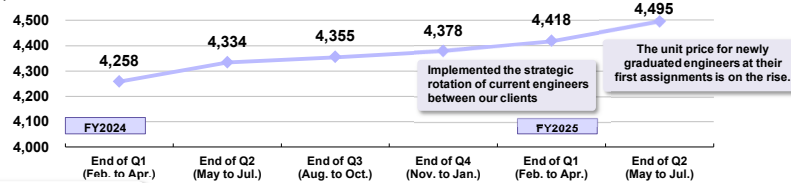
- Taking these into consideration, the term-end engineer count was 1,281.
- This is an increase by 69 engineers year on year.
- The utilization rate was 98.2%.
- This is an improvement by 0.1 percentage points year on year.

Unit Price of Engineers / Total Work Person-hours for Q2 FY2025

Unit Price of Engineers	Q2 FY2024 (average)	Q2 FY2025 (average)	Change from the previous year (yen)	Change from the previous year (%)
	4,296	4,457	161	3.8

*Figures for dispatched engineers *Per person

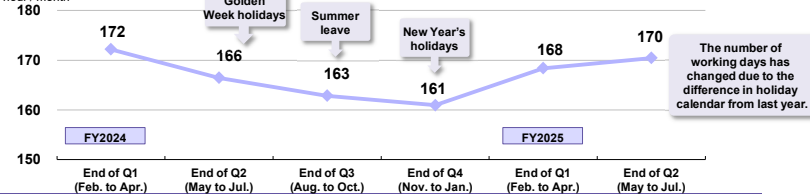
Unit: yen / hour



Total Work Person-hours	Q2 FY2024 (average)	Q2 FY2025 (average)	Change from the previous year (h)	Change from the previous year (%)
	169	169	0	0.1

*Figures for dispatched engineers *Per person

Unit: hour / month


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- The unit price of engineers was 4,457 yen.
- This is an increase by 161 yen year on year.
- Total work person-hours were 169 hours.
- This is unchanged year on year.

Investment Highlights



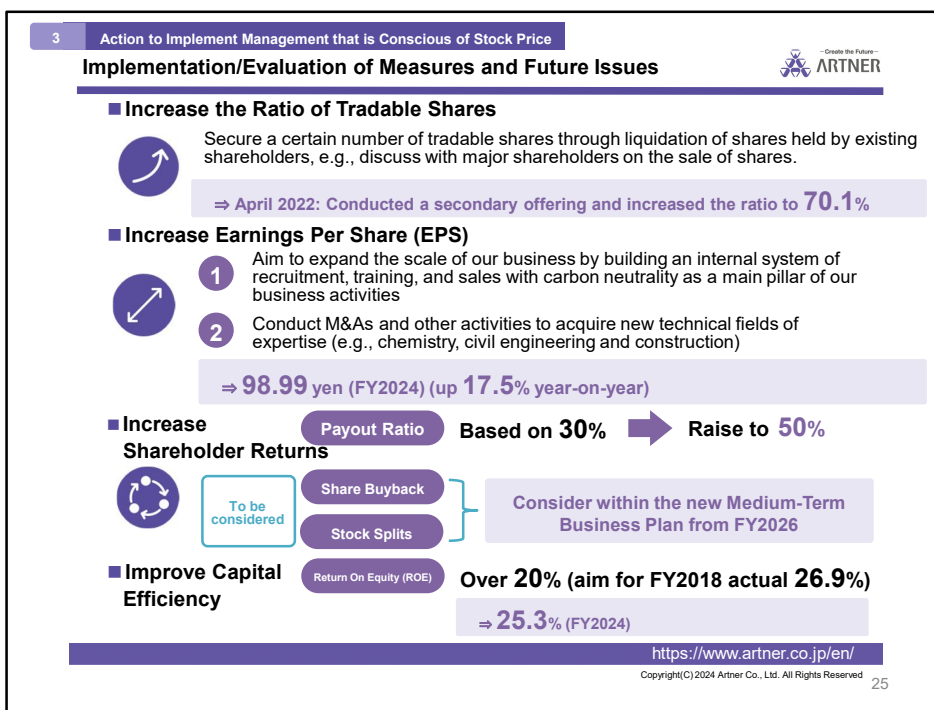
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- I will now move on to action to implement management that is conscious of stock price.



- The ratio of tradable shares was increased in April 2022 and has currently risen to 70.1%.
- With regard to increasing the earnings per share (EPS), last year's was 98.99 yen due to efficient business operations.
- We forecast that it will increase to 110.87 yen this fiscal year.
- With regard to increasing shareholder returns, we have shifted our policy from a payout ratio based on 30% to 50%.
- Additionally, we plan to actively consider share buybacks and stock splits from FY2026, when we will finish adapting to the reorganization of the Tokyo Stock Exchange.
- For improving capital efficiency, our target is to generate 20% or higher ROE.
- It was 25.3% last fiscal year.

3

Action to Implement Management that is Conscious of Stock Price

— Create the Future —

Implementation/Evaluation of Measures and Future Issues (IR)

Strengthen Information Dissemination for Individual and Institutional Investors

- Hold briefings for individual and institutional investors (online or in-person) (for individual investors: 3 to 4 times a year; for institutional investors and analysts: twice a year)
- One-on-one meetings with institutional investors (phone or online)

Increase English-language Disclosures with Foreign Investors in Mind

- Disclosed the main corporate pages and IR pages of our website in English
- Promote English-language disclosures before the Tokyo Stock Exchange makes English disclosures mandatory in April 2025

Disseminate Non-financial Information

- Promote information dissemination with ESG evaluation organizations in mind. Disclosed the Annual Report.
- Continue to promote disclosure of ESG data related to social issues.

Progress

	As of transition standard date of June 30, 2021	As of September 13, 2024	Change from the previous year	Change from the previous year (%)
Stock price (yen)	858	1,808	934	108.9
Tradable share market capitalization (billion yen)	4.1	13.4	9.2	224.4
Price Book-value Ratio (PBR) (times)	2.92	4.50	1.54	—

Continue to work to improve our enterprise value and enhance our investor relations activities in order to meet the listing maintenance criteria for stable listing on the Prime Market and to improve our stock price.

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- Next, I would like to report on our actions to strengthen investor relations activities.
- We have strengthened information dissemination for individual and institutional investors, along with increasing English-language disclosures with foreign investors in mind.
- We also actively disseminate non-financial information.
- As a result of these comprehensive activities, the stock price increased from 858 yen as of the Prime Market transition standard date of June 30, 2021, to 1,808 yen as of September 13, 2024, marking an increase of 950 yen.
- Tradable share market capitalization rose from 4.1 billion yen on the standard date, to 13.4 billion yen as of September 13, 2024, an increase of 9.3 billion yen.
- PBR increased from 2.92 times on the standard date, to 4.50 times as of September 13.
- We will continue to actively implement various measures aimed at increasing the stock price.

3
Action to Implement Management that is Conscious of Stock Price



Medium-Term Business Plan (fiscal year ending January 31, 2023 to fiscal year ending January 31, 2025)

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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- Let me briefly outline the Medium-Term Business Plan that we are advancing.
- The ongoing Medium-Term Business Plan is a three-year plan covering FY2023, FY2024, and FY2025.
- The plan's basic policy and basic measures are as shown here.



- The current Medium-Term Business Plan strategically targets carbon neutrality projects, a key theme for our main clients, which are manufacturers in industries related to automobiles and auto parts manufacturers. Due to our active sales efforts, we have been able to assign many engineers to these projects.
- This allows us to secure projects with very high unit prices.
- Moreover, this in turn leads to significantly higher profitability.

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

FY2025 (target)	FY2024 (result)
55.0%	46.1%

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

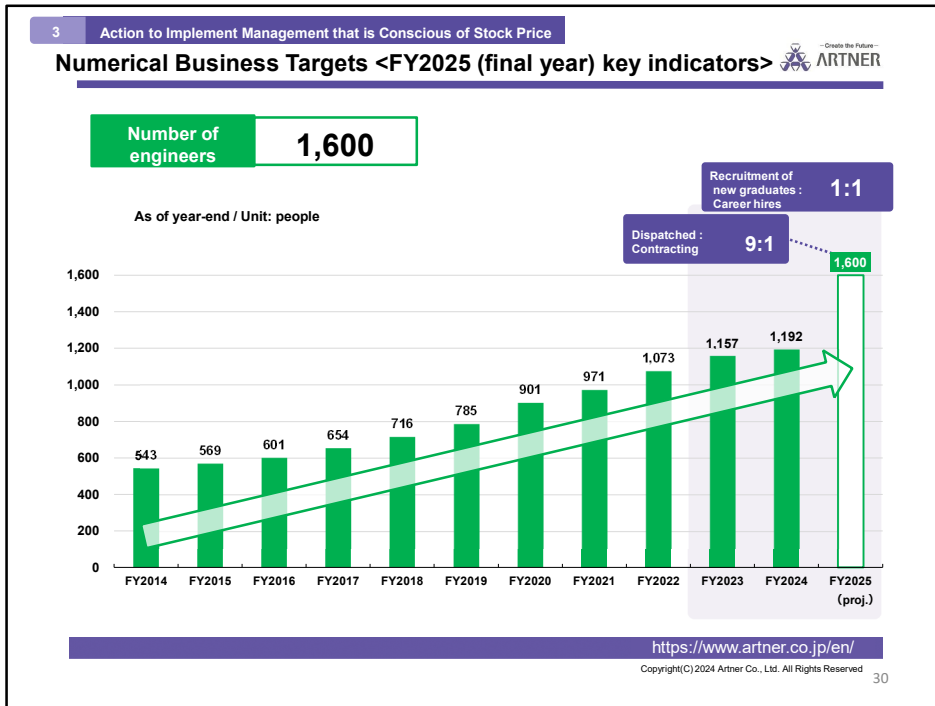
Increase the unit price of engineers by approximately 10% compared to other projects
⇒ **Increase net sales and profit margins**

Share of engineers placed in carbon neutrality projects among all engineers

FY2025 (target)	FY2024 (result)
50.0%	48.3%


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- We are in the final year of the Medium-Term Business Plan.
- In terms of our numerical business targets, we aim to have 1,600 engineers as of the end of this fiscal year.
- The number of engineers was 1,192 in FY2024, so there is a wide gap to be filled. Nonetheless, we will continue to implement various measures and strive to bring this number closer to 1,600 as much as possible.
- The measures are mentioned on the following pages.


3
Action to Implement Management that is Conscious of Stock Price



Efforts to Reach 1,600 Engineers

Recruitment of New Graduates

Target for April 2025 hires: 200 engineers
(up 17.6% from 170 engineers in the preceding year (forecast))


FY2025 Forecast
»
Investment expenses
Up 17.1%


Recruitment Activities

- Request university professors to introduce students to Artner (make first-time visits to science and engineering universities in Japan, actively visit schools whose graduates we have previously hired)
- Hold university laboratory seminars by our engineers who are alumni of that university; organize gatherings and one-on-one interviews with university alumni
- Utilize web media, exhibit at off-campus joint company information sessions, exhibit at events for international students
- Utilize employment agencies, utilize employee referral system
- Build relationships with university professors and university career centers through industry-academia collaboration (participation in academic societies, part-time lecturers at universities, etc.)
- Hold internship programs (increase the Company's name recognition) and tours of our learning centers (training facility)

Career Hires

Target for FY2025 hires: 100 engineers
(up 72.4% from 58 engineers in the preceding year)

FY2025 Forecast
»
Investment expenses
Up 34.7%



Recruitment Activities

- Actively hire year-round not only people with experience but also talented non-recent graduates with no experience
- Utilize employment agencies, utilize web media, utilize employee referral system, utilize "Hello Work" employment service
- Exhibit at job fairs; manage a career hire recruitment website
- Increase the number of staff and enhance their skills to improve the job offer acceptance rate
- Visit universities to hire postdocs

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- These are our measures for recruiting new graduates and career hires.

3
Action to Implement Management that is Conscious of Stock Price



Efforts to Reach 1,600 Engineers

PR Content Across All Recruitment Activities

- Provision of jobs and an enabling environment**
We will provide engineers with good jobs and a good training environment, and we will further enhance our benefits including a secure salary. We will offer career paths and skill improvement plans.
- Job-based employment**
We have projects for upstream, midstream, and downstream processes. By joining the Company, starting careers from midstream, and transitioning projects, employees can complete their career advancement to upstream internally.
- Emphasizing the job change assistance program to differentiate from other companies in the same industry**
In a survey for new hires, approx. 80% responded that they found our job change assistance program to be "attractive."
The program works to our favor when employee candidates compare the Company with other companies in the same industry.

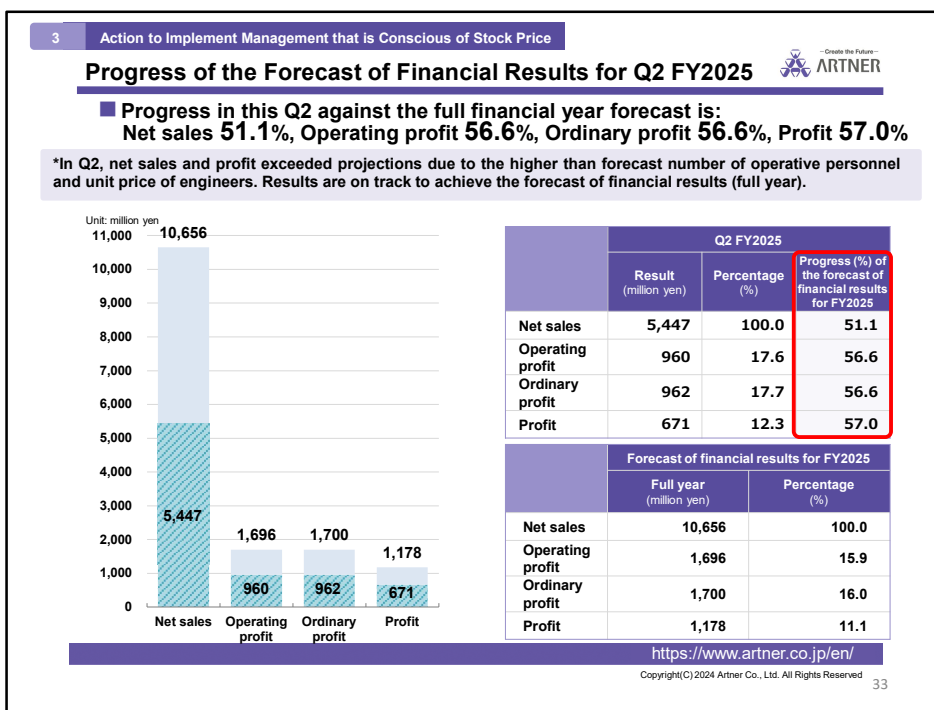
Improving the Turnover Rate

During the COVID-19 pandemic, the number of engineers returning to Artner for training after projects were completed increased from previous years, resulting in a higher turnover rate. However, with the recovery from the pandemic, the turnover rate is expected to improve to the previous years' level.

Sales representatives will visit engineers regularly or conduct online interviews to maintain close communication.

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- These are the points we highlight across all of our recruitment activities.
- Lastly, in combination with our recruitment measures, we will implement measures to minimize the causes of turnover by improving the turnover rate.



- Next, I will report on our Q2 progress in relation to the full-year financial results forecast.
- In Q2, we made 51.1% progress against the full-year forecast for net sales.
- Operating profit was 56.6%.
- Ordinary profit was 56.6%.
- Profit was 57.0%.
- In Q2, both net sales and profit exceeded projections due to the higher than forecast number of operative personnel and unit price of engineers.
- Results are on track to achieve the full-year forecast.

3 Action to Implement Management that is Conscious of Stock Price

Differences Between the Financial Results Targets in the Medium-Term Business Plan and the FY2025 Forecast of Financial Results

	Final year of Medium-Term Business Plan	Fiscal year ending January 31, 2025 forecast	Change from the previous year	Change from the previous year (%)
Number of engineers (people)	1,600	Not expected to achieve the Medium-Term Business Plan		
Net sales (million yen)	11,600	10,656	(944)	(8.1)
Operating margin (%)	14.0	15.9	1.9	—

Number of engineers Not expected to achieve the Medium-Term Business Plan target due to more competitive recruitment environment
Net sales Not expected to achieve the Medium-Term Business Plan target as the number of engineers is not expected to achieve the target
Operating margin Expected to be higher than the Medium-Term Business Plan target due to the increasing unit price of engineers

Strive to increase the number of engineers by increasing the number of newly graduated engineers (October) and career engineers (including non-recent and recent graduates), controlling engineer turnover, etc.
 Compensate for the shortage of engineers by increasing the unit price of engineers.

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- Next, I will explain the differences between the financial results targets in the Medium-Term Business Plan and the FY2025 forecast of financial results.
- First, whereas the target number of engineers is 1,600, we predict in the FY2025 forecast that this Medium-Term Business Plan target will not be achieved.
- Whereas the net sales target is 11.6 billion yen, we forecast a shortfall of approximately 940 million yen.
- Whereas the operating margin target is 14%, the forecast is 15.9%.
- For the number of engineers, we do not expect to achieve the Medium-Term Business Plan target due to the increasingly competitive recruitment environment.
- Because we do not expect to achieve the target number of engineers, we do not expect to achieve the Medium-Term Business Plan net sales target.
- On the other hand, we expect our operating margin to exceed the Medium-Term Business Plan target due to higher unit prices of engineers.
- To counter the shortfall in the number of engineers, we will continue efforts to increase the number by securing newly graduated engineers and career engineers.
- Additionally, we will continue to focus on retaining engineers to increase the number of engineers.
- Furthermore, for profitability, we will compensate for the shortage of engineers by

increasing the unit price of engineers.

Investment Highlights



- 1 The Tenth Consecutive Period of Sales and Profit Growth p. 3
- 2 Financial summary for Q2 FY2025 p. 14
- 3 Action to Implement Management that is Conscious of Stock Price p. 24
- 4 **Stable and Continuous Dividend Payments** p. 35
- 5 Reference p. 39

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- The next item is stable and continuous dividend payments.

Forecast of Dividends for FY2025

Payout Ratio Based on **50%** FY2025 (forecast) **72.1%**

- The interim dividend for this period is ¥40, the same as the dividend forecast. Our planned year-end dividend is ¥40. Our planned annual dividend is ¥80.

	Annual dividends per share (yen)			Dividend yield (%)	Payout ratio (%)	Dividend on equity ratio (DOE) (%)
	Second quarter-end	Fiscal year-end	Total			
FY2024	37.50	37.50	75.00	3.39	75.8	19.2
FY2025 (forecast)	40.00	40.00	80.00	4.27	72.1	

*Dividend yield (%) = individual dividend per share (total) ÷ share price (year-end, closing price) × 100
 Closing price at ending of FY2024 (January 31, 2024) 2,211 yen / Closing price at ending of Q2 FY2025 (July 31, 2024) 1,874 yen

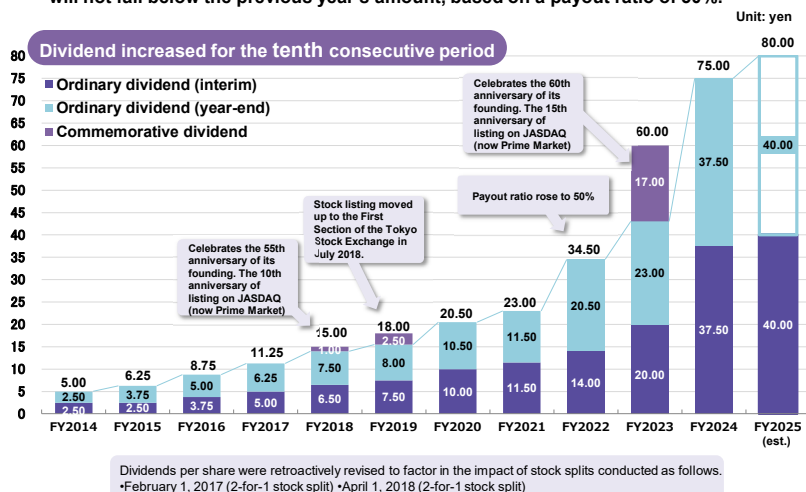
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- Our dividend forecast for FY2025 is 40 yen interim dividend and 40 yen year-end dividend for an annual dividend of 80 yen.
- Our forecast for dividend yield is 4.27%.
- Payout ratio is 72.1%.

Dividend Per Share

- We intend to increase our profit every year and determine a dividend amount that will not fall below the previous year's amount, based on a payout ratio of 50%.


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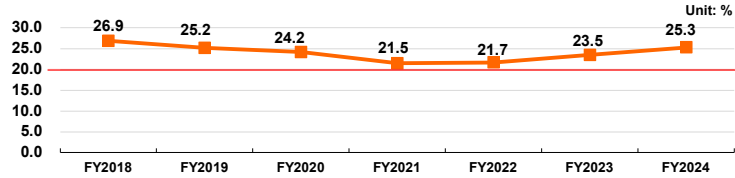
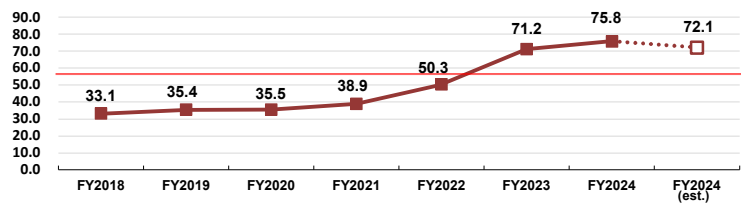
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- This graph shows the trends in dividend per share.
- Our basic policy for dividend is based on a payout ratio of 50%. We aim to increase the earnings per share each year by improving results, and ensure dividend payments that do not fall below the previous year's amount.
- We intend to continue our efforts to achieve this policy.

Numerical Business Targets <FY2025 (final year) key indicators>
ROE
20% or more

(Aim to achieve FY2018 actual level of 26.9%)


Payout ratio
50% or more

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- Next, our numerical business targets.
- Our ROE target is 20% or more.
- Payout ratio is 50% or more.

Investment Highlights



- 1 The Tenth Consecutive Period of Sales and Profit Growth p. 3
- 2 Financial Summary for Q2 FY2025 p. 14
- 3 Action to Implement Management that is Conscious of Stock Price p. 24
- 4 Stable and Continuous Dividend Payments p. 35
- 5 Reference p. 39

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- Lastly, I would just like to refer to some parts of the reference section.

5

Reference

Company Motto / Management Philosophy /
Origin of the Company Name Corporate Logo



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

ART

Art: Pursuing
superior quality

+

ARTNER

+

PARTNER

Partner: Responding to
customer trust

Corporate Logo



Our corporate logo was designed with a motif of shimmering water droplets that evoke fresh and clear ideas with a futuristic taste. Each droplet also represents our proud engineers individually, forming an “A (Artner)” that stands for a group of excellent talents. Furthermore, each opening of the droplets signifies our open-mindedness to freely incorporate and disseminate different ideas.

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- These are our company motto and management philosophy.

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Purpose

Support the growth and self-actualization of engineers, who are Japan's world-class assets.

For resource-poor Japan, its engineers are assets, of which we can boast to the world.

Artner is a platform that supports the growth and
self-actualization of engineers.

Artner nurtures engineers not only as assets of Artner,
but also as shared assets of Japan.

Amid a rapidly changing work environment and mindset,
attributed to the fluidity of talents and various diversity initiatives, Artner is committed to
promoting the happiness of working engineers to create "a new way of life" for them.

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- Next, our purpose.
- We will support the growth and self-actualization of engineers, who are Japan's world-class assets.

5

Reference

ARTNER
— Create the Future —

To Achieve Our Purpose

Mission

As an “Engineer Support Company,” we are committed to creating “a new way of life” for engineers.

Vision

We will improve the quality of our engineers to become, within 10 years, a group of engineers providing the greatest added value in the industry. The talents developed by Artner will support the world of manufacturing.

Values

Competent engineers are capable of selecting what they need, and making every effort to attain happiness for themselves. Artner supports the career and skill development of each and every engineer to offer a wide range of projects that fit with their desires and qualifications.

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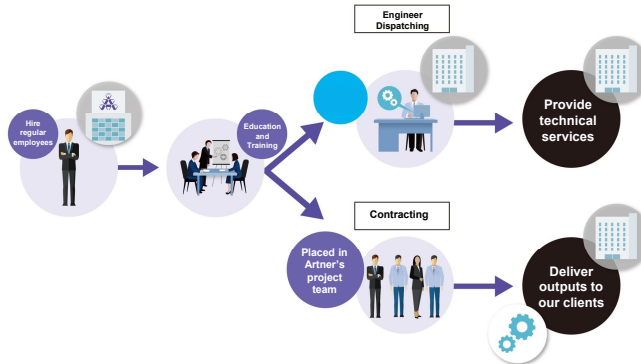
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- These are our mission, vision, and values for achieving our purpose.

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

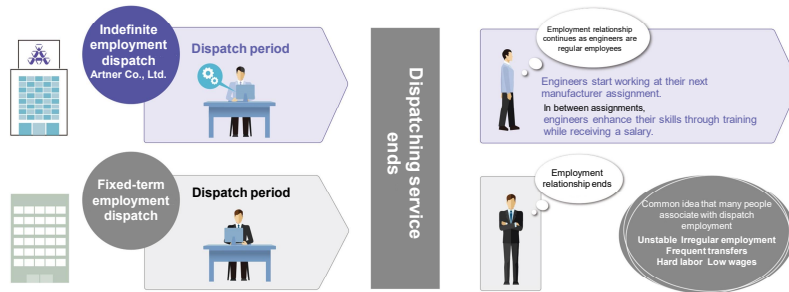


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Employment Status at Artner

- 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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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.

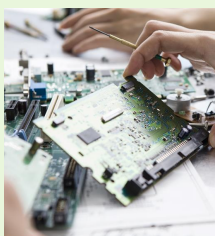


Electronics

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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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	BOSCH, Hitachi Astemo, Honda Motor, Nissan Motor, SUBARU, TOYOTA MOTOR, etc.
Electronic devices	KIOXIA Engineering, Lasertec, Panasonic, Tokyo Electron, etc.
Precision equipment	NIKON, SHIMADZU, Terumo, etc.
Mechanical equipment	DISCO, JTEKT, Komatsu, SMC, etc.
Information and communications	FUJI SOFT INCORPORATED, Hitachi Hi-System21, Mitsubishi Electric Software, 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 1,200 companies

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Top Ten Corporate Clients by Net Sales in FY2024

■ Top Ten by Net Sales (Standard company name used)

	FY2023		FY2024	
	Our clients	Segment	Our clients	Segment
1	Honda Motor Co., Ltd.	Transportation equipment	Honda Motor Co., Ltd.	Transportation equipment
2	Honda R&D Co., Ltd.	Transportation equipment	Honda R&D Co., Ltd.	Transportation equipment
3	Nikon Corporation	Precision equipment	Nikon Corporation	Precision equipment
4	Terumo Corporation	Precision equipment	Bosch Corporation	Transportation equipment
5	Sumitomo Electric Industries, Ltd.	Steel, nonferrous materials and metals	Lasertec Corporation	Electronic devices
6	Tokyo Electron Miyagi Ltd.	Electronic devices	Terumo Corporation	Precision equipment
7	Bosch Corporation	Transportation equipment	Sumitomo Electric Industries, Ltd.	Steel, nonferrous materials and metals
8	Lasertec Corporation	Electronic devices	Tokyo Electron Miyagi Ltd.	Electronic devices
9	Tokyo Electron Technology Solutions Limited	Electronic devices	Hitachi Astemo, Ltd.	Transportation equipment
10	SMC Corporation	Mechanical equipment	SMC Corporation	Mechanical equipment

■ Net Sales Per 10 Companies

	FY2023		FY2024		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Top 10	4,161	45.2	4,586	45.6	10.2	0.4
Top 11 to 20	1,329	14.4	1,483	14.8	11.6	0.3
Top 21 to 30	884	9.6	976	9.7	10.4	0.1
Other than the above	2,832	30.8	3,012	29.9	6.4	(0.8)
Total	9,208	100.0	10,059	100.0	9.3	—

*Excludes sales from "Other" businesses.

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- These were our top ten clients by net sales last year, FY2024.
- Enclosed in a red line are data for last year, FY2024.
- The ten companies on the list are mainly automobile manufacturers, auto parts manufacturers, and manufacturers in industries related to semiconductor manufacturing equipment.

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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What is the Job Change Assistance Program?

Basic Policy

The program respects the choices made by our engineers, whether they choose to develop their careers as regular employees of the Company or go work at our client to challenge themselves in a new world.

Benefit to Our Clients

Clients can assess the abilities of Artner engineers during their placement period (3 to 5 years) before hiring them.

Benefit to Our Engineers

Engineers can gain experience and develop their skills at Artner and have their abilities be evaluated by clients based on their actual onsite work.

Benefit to Artner

Recruitment

The program encourages students who wish to work at a manufacturer but had little interest in engineer dispatching and did not consider joining Artner to become interested and decide to join the Company upon comparing it With other companies.

Sales

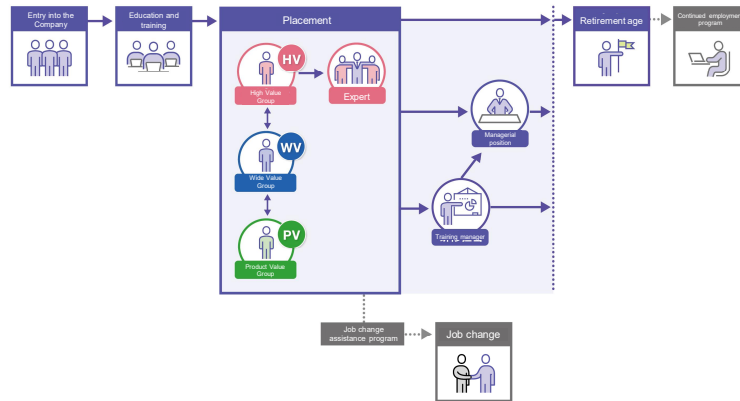
If engineers from Artner are successful after changing jobs, the reputation of "Artner's former employee" will improve. Such engineers will further strengthen the relationship between the Company and our clients.

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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.”

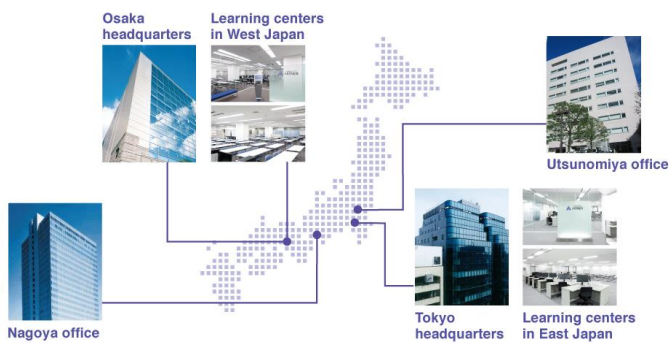


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Business Locations

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



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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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Industry-academia collaboration

- Deepening industry-academia collaboration by combining universities' advanced technologies and Artner's practical skills.

Lectures at Universities

Our training staff give practical lectures at universities as part-time lecturers and seminar lecturers.



Collaboration with Academic Societies and Organizations

We present papers at affiliated academic societies and organizations. We are deepening our friendship with members of universities.

- Japan Society for Graphic Science
- Japan Society for Design Engineering
- The Japan Society of Mechanical Engineers
- The Institute of Electrical Engineers of Japan, etc.

Publication of Educational Materials

With the cooperation of companies and universities, we have put together books on the training know-how that we have accumulated, and use the books in our education and training.



Skill Development Papers

Our training systems and outputs are made available as papers to educational and business professionals. The papers are used for developing a wide range of human resources.



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Skill Development Seminars

- The seminars are held by inviting lecturers from diverse fields. Participants acquire a range of knowledge, not limited to specific technical fields, and develop their human skills.



Around 10 times a year, outside lecturers share technical information on various topics for employees' personal growth.

The seminars especially help those with practical experience to develop criteria for making effective use of their experience.

TOEIC Score Improvement Seminar

- Learn how to acquire useful English by preparing for TOEIC®

Seminar on Next-generation Business Skills Needed in the New Normal Era

- Our potential to design the future of the organization

Technological Capability Booster Lectures

- Strategy for developing China's new technology industries and 4K / 8K and 5G
- Introduction to feature engineering for data science
- Introduction to contactless power transfer
- IoT security
- Analytical methods for thermal stress problems

Human Skill Enhancement Seminar

- Adapting to an era of diversity

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Career Support Courses

- Courses are offered in line with jobs and career levels to ensure employees possess the skills required by the manufacturers with which they are placed.



Even after being assigned to a department, employees who are participating in a manufacturer's project receive training on technologies and products in high demand, both as on-the-job and off-the-job team training.

Software Skill Development Courses

- Introduction to JavaScript
- Introduction to MicroPython
- Introduction to IoT Microcontroller ESP32
- MBD engineers in the automobile industry
- Practical algorithm development
- Power window pinch detection

Electronics Skill Development Courses

- Improving work efficiency using Excel VBA
- Sequence control and production site

Machinery Skill Development Courses

- Basics of resin sheet metal design
- Product conceptual design training
- Fluid mechanics in our surroundings

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Artner's Initiatives for Achieving SDGs in the Medium-Term Business Plan



■ “Carbon Neutrality”



- Personnel for technical development of eco cars



- Participating in the “Fun to Share” climate change campaign and providing
- Endorsed Task Force on Climate-related Financial Disclosures (TCFD) recommendations

■ 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



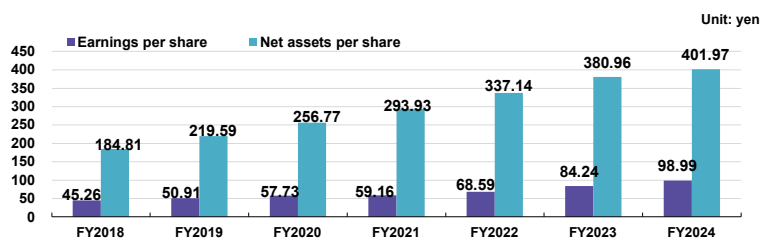
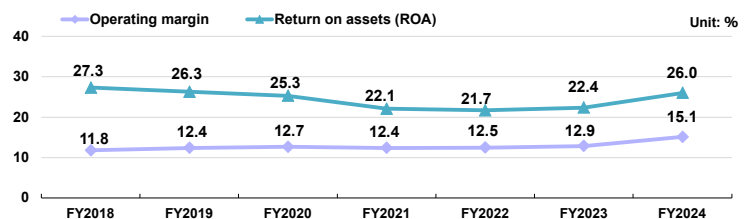
- Ensuring diversity and equal opportunity in employment
- Active hiring of people with disabilities

- Establishing a diversity promotion office
- Diversity and LGBTQ initiatives

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Operating Margin / ROA / Earnings Per Share and Net Assets Per Share

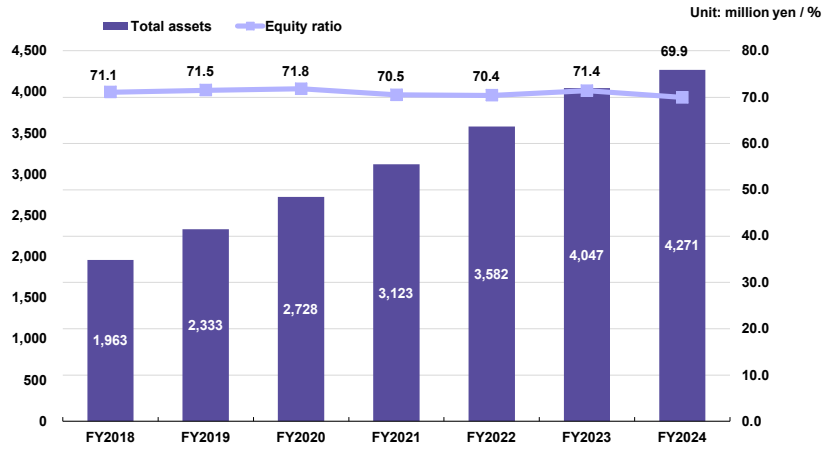


*Earnings per share and net assets per share were retroactively revised to factor in the impact of stock splits conducted as follows.
April 1, 2018 (2-for-1 stock split)

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Net Assets / Equity Ratio


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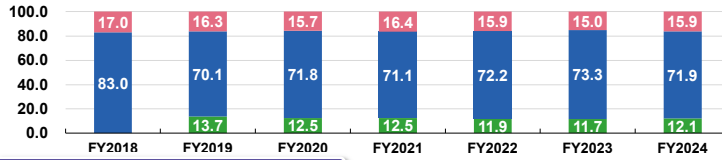
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Engineer Breakdown by Group / Gross Margin

Engineer Breakdown

■ HV ■ WV ■ PV

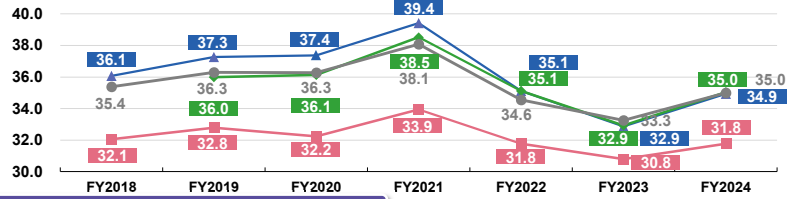
Unit: %



Gross Margin (engineer dispatching)

■ HV ■ WV ■ PV ■ ALL

Unit: %



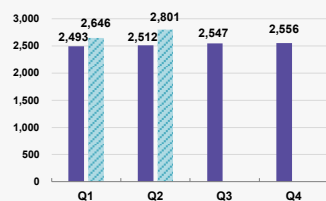
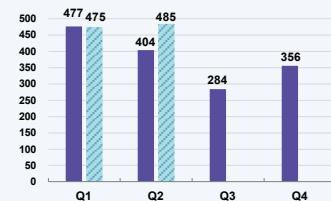
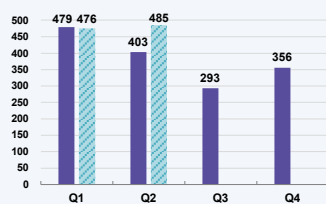
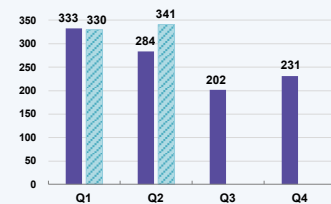
Average Unit Price of Engineers (by group)

■ HV...approximately 5,000 yen ■ WV ... approximately 4,000 yen ■ PV... approximately 3,000 yen

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Quarterly (accounting period) Financial Results

Net sales ■ FY2024 ■ FY2025 Unit: million yen

Operating profit ■ FY2024 ■ FY2025 Unit: million yen

Ordinary profit ■ FY2024 ■ FY2025 Unit: million yen

Profit ■ FY2024 ■ FY2025 Unit: million yen

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Quarterly (accounting period) Financial Results, Numerical Data

FY2025

	Q1(Feb. to Apr.)				Q2(May to Jul.)				Q3(Aug. to Oct.)				Q4(Nov. to Jan.)				full-year		
	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) (%)	Result (million yen)	Percent -age (%)	YOY (%)
Net sales	2,646	100.0	6.1	24.8	2,801	100.0	11.5	26.3									10,656	100.0	5.4
Cost of sales	1,601	60.5	4.8		1,716	61.3	8.2												
Gross profit	1,044	39.5	8.2		1,084	38.7	17.2												
SG&A expenses	568	21.5	16.8		599	21.4	14.9												
Operating profit	475	18.0	(0.6)	28.0	485	17.3	20.1	28.6									1,696	15.9	11.4
Ordinary profit	476	18.0	(0.6)	28.0	485	17.3	20.4	28.6									1,700	16.0	10.9
Profit	330	12.5	(0.7)	28.1	341	12.2	19.9	28.9									1,178	11.1	12.1

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

FY2024

	Q1(Feb. to Apr.)				Q2(May to Jul.)				Q3(Aug. to Oct.)				Q4(Nov. to Jan.)				full-year		
	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) (%)	Result (million yen)	Percent -age (%)	YOY (%)
Net sales	2,493	100.0	11.7	24.7	2,512	100.0	9.7	24.9	2,547	100.0	7.5	25.2	2,556	100.0	8.8	25.3	10,110	100.0	9.4
Cost of sales	1,528	61.3	10.2	23.3	1,587	63.2	5.6	24.2	1,755	68.9	5.4	26.7	1,699	66.5	5.5	25.9	6,571	65.0	6.5
Gross profit	965	38.7	14.2	27.3	925	36.8	17.6	26.2	791	31.1	12.7	22.4	856	33.5	15.9	24.2	3,539	35.0	15.1
SG&A expenses	487	19.5	4.3	24.2	521	20.8	10.0	25.9	507	19.9	10.2	25.2	500	19.6	4.6	24.8	2,016	19.9	7.3
Operating profit	477	19.2	26.4	31.4	404	16.1	29.2	26.5	284	11.2	17.4	18.7	356	13.9	36.6	23.4	1,522	15.1	27.5
Ordinary profit	479	19.2	26.4	31.3	403	16.1	29.1	26.3	293	11.5	17.2	19.1	356	13.9	36.6	23.3	1,532	15.2	27.4
Profit	333	13.4	26.5	31.7	284	11.3	31.5	27.1	202	8.0	16.9	19.3	231	9.0	(4.4)	22.0	1,051	10.4	17.5

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

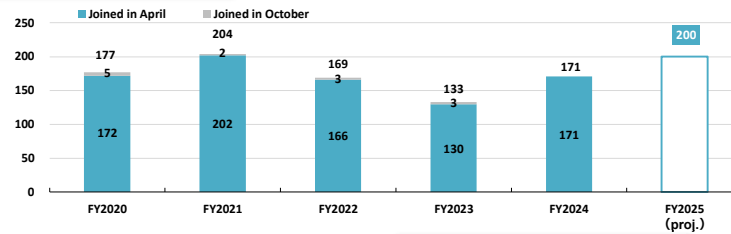
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Engineer Hires for FY2025 / Turnover Rate

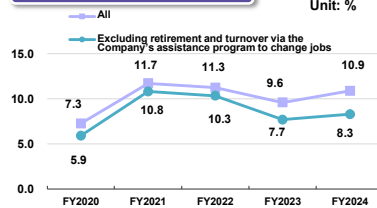
Newly Graduated Engineers

Unit: people



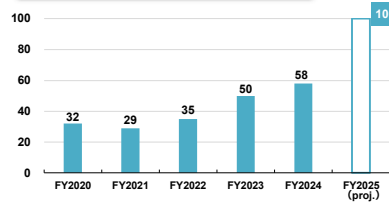
Turnover Rate

Unit: %



Number of Career Engineers (incl. non-recent and recent graduates)

Unit: people


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Number of Engineers

	Previous FY term- end engineer count (people)	Newly graduated engineers (people)	Number of career engineers (incl. non- recent and recent graduates) (people)	Turnover rate* (%)	Term-end engineer count (people)	Change from the previous year (people)	Change from the previous year (%)
FY2019	716	130	26	8.9	785	69	9.6
FY2020	785	156	32	7.3	901	116	14.8
FY2021	901	177	29	11.7	971	70	7.8
FY2022	971	204	35	11.3	1,073	102	10.5
FY2023	1,073	169	50	9.6	1,157	84	7.8
FY2024	1,157	133	58	10.9	1,192	35	3.0
FY2025 (forecast)	1,192	170	100	Decreased YoY			

*Calculated based on operative regular employees:
 $(\text{Previous FY term-end engineer count} + \text{new graduate hire count} + \text{career engineer count}) \times (1 - \text{turnover rate}) \neq \text{term-end engineer count}$

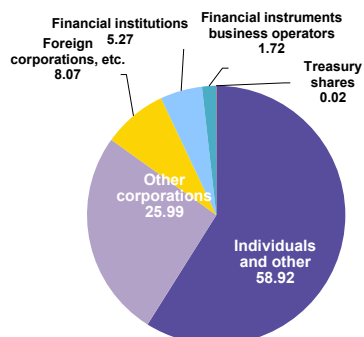
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Data by Owner Category (as of July 31, 2024)

Share Distribution by Owner Category

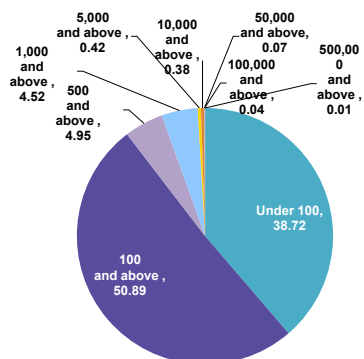
Unit: %



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

Shareholder Distribution by Number of Shares Held

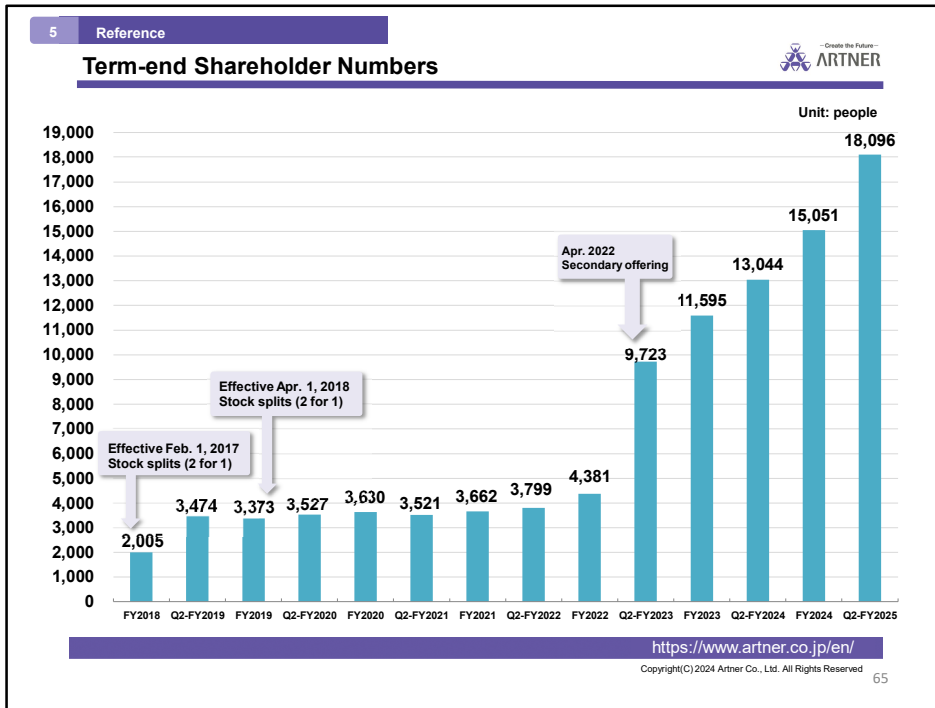
Unit: %



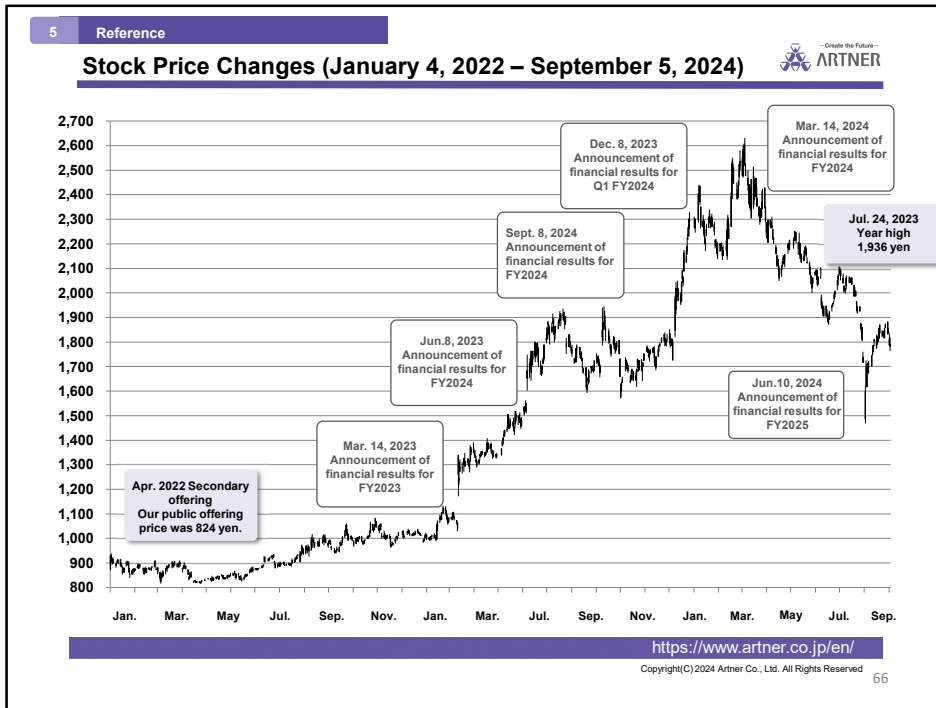
■ Under 100
 ■ 100 and above
 ■ 500 and above
 ■ 100,000 and above
 ■ 50,000 and above
 ■ 10,000 and above
 ■ 5,000 and above
 ■ 1,000 and above

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- This is a graph of the term-end shareholder numbers.
- The number of shareholders has increased from 15,051 as of the end of FY2024 to 18,096 as of the end of Q2 FY2025.



- Lastly, the changes in our stock price.
- Please take a look at them for your reference.

Handling of this Document



Handling of this Document

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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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