Make Value

Engineer Support Company

FY2026 Briefing for Analysts and Institutional Investors

March 19, 2026

—Create the Future—
ARTNER

JPX
PRIME

Artner Co., Ltd.

https://www.artner.co.jp/en/

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 January 31, 2026)
Headquarters	Tokyo, Osaka
Business bases	Yokohama, Utsunomiya, Osaka, Nagoya
Learning centers	East Japan, West Japan
Business fields	1) Software 2) Electronics 3) Machinery Basic research, design, and development in the fields on the left, as well as tasks relating to them
Number of employees	Consolidated : 1,623 / Non-consolidated : 1,474 (As of January 31, 2026)
License number	Worker Dispatching Business (派27－020513) Paid Employment Agency Business (27－ユ－020355)
Group Company	CLIP SOFT Corporation, JOUHOU GIKEN, Ltd.

https://www.artner.co.jp/en/

Investment Highlights

Summary of Consolidated Financial Results for FY2026

Market Environment

- During FY2026, there were concerns surrounding the impact of US trade policy, particularly that on the automobile industry.
  Nevertheless, R&D efforts by our clients remained steady.
- As a large proportion of our engineers are assigned to R&D as well as design and development fields, we continued to see strong demand for engineers from automotive manufacturers and semiconductor manufacturing equipment manufacturers.

State of Engineer Dispatching Business

- **The number of operative personnel increased.**
  - Number of engineers increased. The utilization rate remained high.
  - Assignments for newly graduated engineers entering the Company in 2025 are progressing ahead of the initial schedule.
- **The unit price of engineers rose.**
  - There has been a trend of wage increases, and the unit price for newly graduated engineers at their first assignments is on the rise due to the shortage of engineers.
  - Engineers were strategically placed in growth fields and high value-added fields.

Contracting Business

- **The net sales ratio rose.**
  - Aggressive sales activities led to an increasing number of engineers assigned to contracted projects.
  - Shifted from engineer dispatching to contracting projects in response to client needs.

Profit

- While expenses related to recruitment investment, IT/DX investment, and training equipment investment as well as other expenses were incurred,
  these were absorbed by net sales growth, which led to increased profits.

(Consolidated) Highlights of Financial Results for FY2026

*As consolidated financial statements have been prepared since FY2026, changes (both figures and %) have been omitted.

	(Consolidated) FY2026	
	Result (million yen)	Percentage (%)
Net sales	12,046	100.0
Cost of sales	7,473	62.0
Gross profit	4,573	38.0
SG&A expenses	2,751	22.8
Operating profit	1,821	15.1
Ordinary profit	1,823	15.1
Profit attributable to owners of parent	1,258	10.4

- Includes 92 million yen in net sales of CLIP SOFT Corporation (September-November 2025)
- M&A fees and goodwill amortization incurred

(Non-consolidated) Highlights of Financial Results for FY2026

■ **Net sales up 7.4%, Operating profit up 7.9%, Ordinary profit up 7.3%, Profit up 10.9%. Operating margin 16.3%.**

	(Non-consolidated) FY2025		(Non-consolidated) FY2026		Change from the previous year	Change from the previous year
	Result (million yen)	Percentage (%)	Result (million yen)	Percentage (%)	(million yen)	(%)
Net sales	11,125	100.0	11,954	100.0	829	7.4
Cost of sales	7,013	63.0	7,410	62.0	397	5.7
Gross profit	4,112	37.0	4,544	38.0	432	10.5
SG&A expenses	2,302	20.7	2,591	21.7	289	12.5
Operating profit	1,810	16.3	1,952	16.3	142	7.9
Ordinary profit	1,821	16.4	1,954	16.4	133	7.3
Profit	1,260	11.3	1,398	11.7	138	10.9

■ Number of engineers increased
■ Utilization rate remained high
↓
■ The number of operative personnel increased
■ Unit price of engineers rose

■ The gross margin increased due to the rising unit price of engineers.

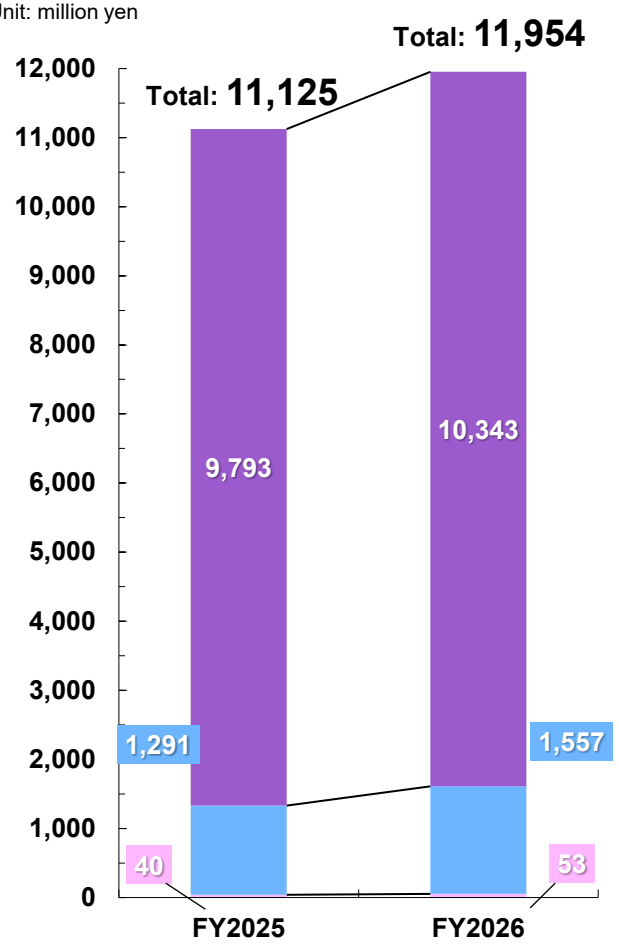
■ Increases in expenses related to recruitment investment, IT/DX investment, and training equipment investment

*(Non-consolidated): Figures limited to those for Artner Co., Ltd.

(Non-consolidated) Net Sales by Business for FY2026

Engineer Dispatching up 5.6% **Contracting up 20.6% / Percentage 13.0%**

Unit: million yen



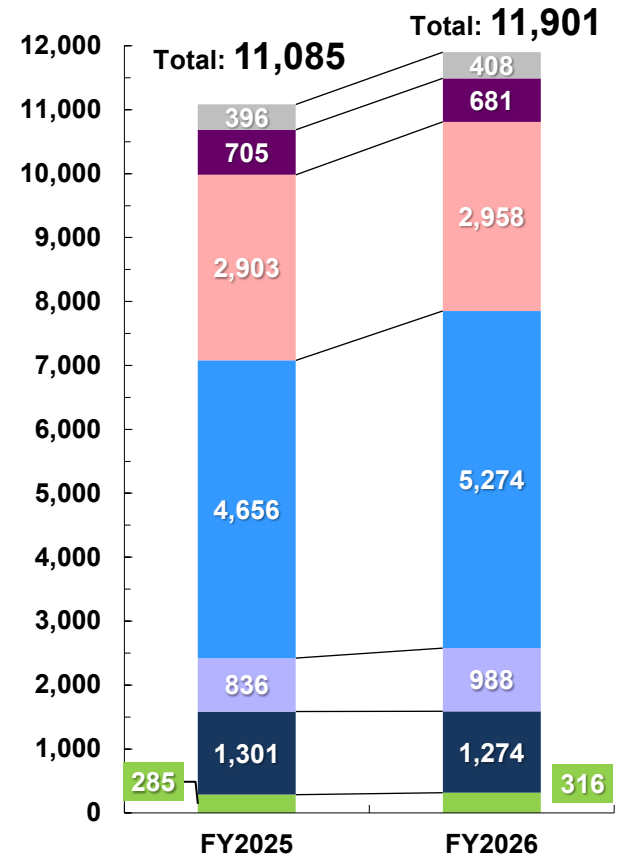
	FY2025		FY2026		Change from the previous year	Percentage variance
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)	(%)	(pt)
Engineer Dispatching	9,793	88.0	10,343	86.5	5.6	(1.5)
Contracting	1,291	11.6	1,557	13.0	20.6	1.4
Subtotal	11,085	99.6	11,901	99.6	7.4	(0.1)
Other	40	0.4	53	0.4	31.0	0.1
Total	11,125	100.0	11,954	100.0	7.4	—

(Non-consolidated) Net Sales by Industry Field for FY2026

- Electrical equipment up 1.9%
- Transportation equipment up 13.3%
- Information and communications down 2.1%

※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.

Unit: million yen



	FY2025		FY2026		Change from the previous year	Percentage variance
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)	(%)	(pt)
Steel, nonferrous materials and metals	396	3.6	408	3.4	3.1	(0.1)
Mechanical equipment	705	6.4	681	5.7	(3.5)	(0.6)
Electrical equipment	2,903	26.2	2,958	24.9	1.9	(1.3)
Transportation equipment	4,656	42.0	5,274	44.3	13.3	2.3
Precision equipment	836	7.5	988	8.3	18.2	0.8
Information and communications	1,301	11.7	1,274	10.7	(2.1)	(1.0)
Miscellaneous	285	2.6	316	2.7	11.1	0.1
Total	11,085	100.0	11,901	100.0	7.4	—

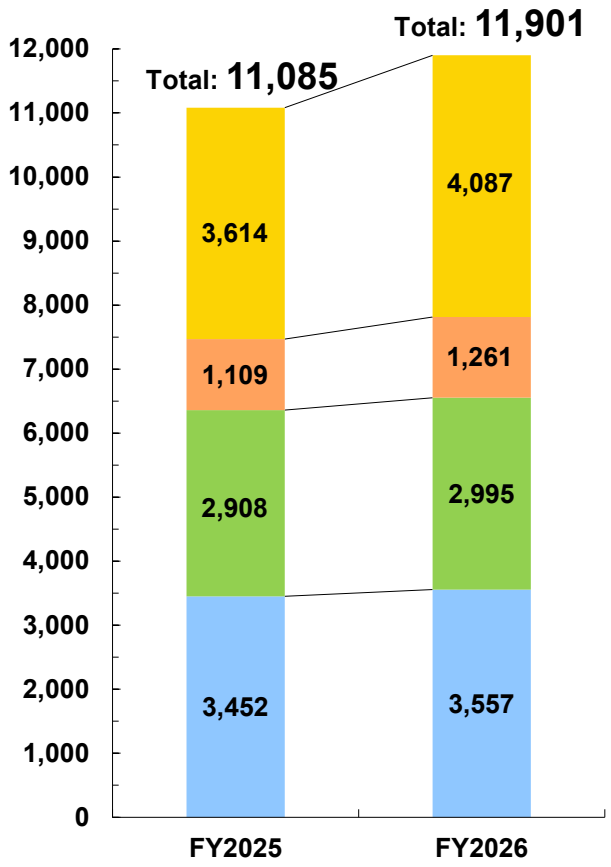
*Excludes sales from "Other" businesses.

(Non-consolidated) Net Sales by Technology Field for FY2026

Create the Future ARTNER

Embedded / Model-Based up 13.1% **IT Solution up 13.7%**
Electronics up 3.0% **Machinery up 3.0%**

Unit: million yen



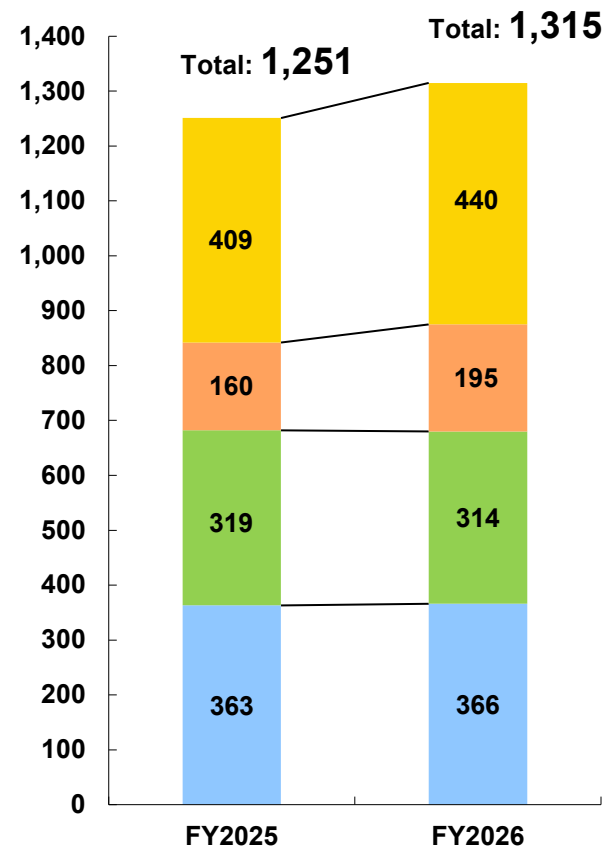
	FY2025		FY2026		Change from the previous year	Percentage variance
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)	(%)	(pt)
Embedded / Model-Based	3,614	32.6	4,087	34.3	13.1	1.7
IT Solution	1,109	10.0	1,261	10.6	13.7	0.6
Electronics	2,908	26.2	2,995	25.2	3.0	(1.1)
Machinery	3,452	31.1	3,557	29.9	3.0	(1.3)
Total	11,085	100.0	11,901	100.0	7.4	—

*Excludes sales from "Other" businesses.

(Non-consolidated) Term-end Engineer Count by Technology Field for FY2026

- Embedded / Model-Based up 7.6%
- IT Solution up 21.9%
- Electronics down 1.6%
- Machinery up 0.8%

Unit: people



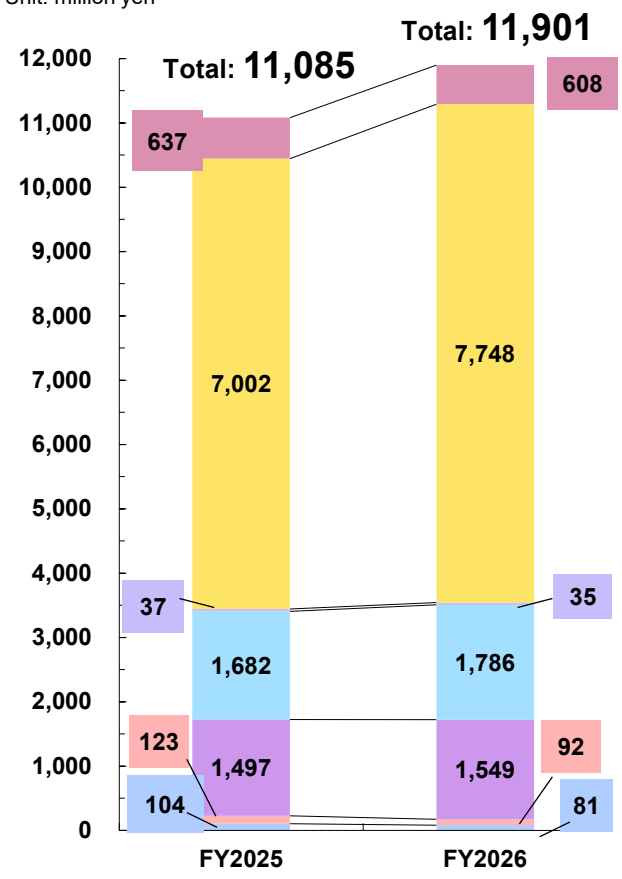
	FY2025		FY2026		Change from the previous year	Percentage variance
	Result (people)	Ratio (%)	Result (people)	Ratio (%)	(%)	(pt)
Embedded / Model-Based	409	32.7	440	33.5	7.6	0.8
IT Solution	160	12.8	195	14.8	21.9	2.0
Electronics	319	25.5	314	23.9	(1.6)	(1.6)
Machinery	363	29.0	366	27.8	0.8	(1.2)
Total	1,251	100.0	1,315	100.0	5.1	—

*Excludes sales from "Other" businesses.

(Non-consolidated) Net Sales by Region for FY2026

Kanto up 10.6% **Kinki up 3.4%** **Tokai up 6.2%**

Unit: million yen



	FY2025		FY2026		Change from the previous year	Percentage variance
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)	(%)	(pt)
Tohoku	637	5.8	608	5.1	(4.6)	(0.6)
Kanto	7,002	63.2	7,748	65.1	10.6	1.9
Hokuriku	37	0.3	35	0.3	(6.8)	(0.0)
Tokai	1,682	15.2	1,786	15.0	6.2	(0.2)
Kinki	1,497	13.5	1,549	13.0	3.4	(0.5)
Chugoku	123	1.1	92	0.8	(25.3)	(0.3)
Kyushu	104	0.9	81	0.7	(21.3)	(0.3)
Total	11,085	100.0	11,901	100.0	7.4	—

*Excludes sales from "Other" businesses.

Conceptualization of 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

(Engineer dispatching) Labor costs, etc. of engineers assigned to client companies

(Contracting) Labor costs of engineers, outsourcing costs to partner companies, etc.

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

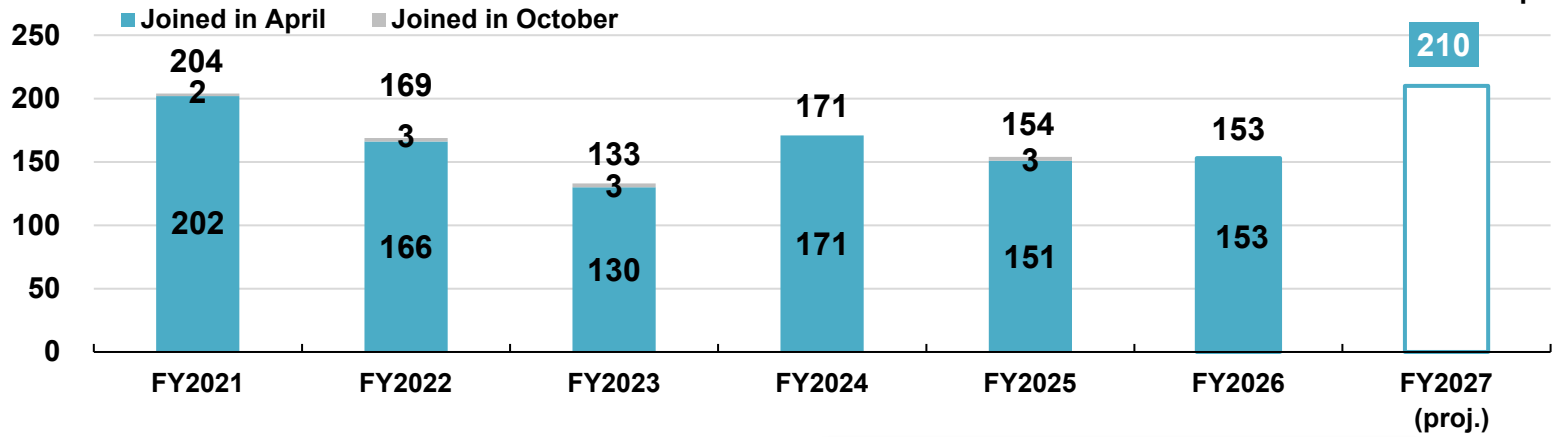
[Improving gross margin]
Increase average unit price of engineers.

[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.

(Non-consolidated) Newly Graduated and Career Engineers Hires for FY2026 / Turnover Rate

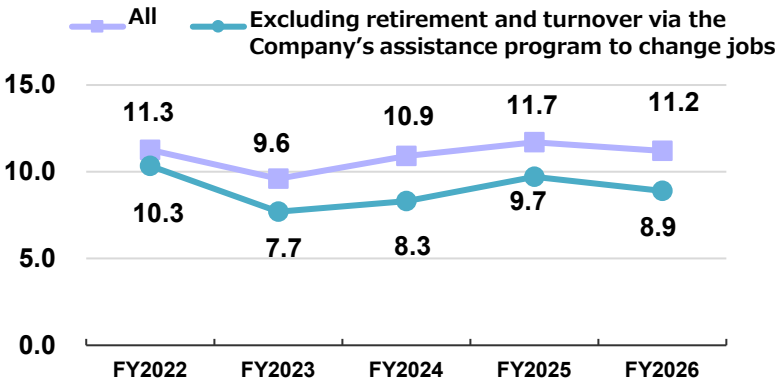
Number of Newly Graduated Engineers

Unit: people



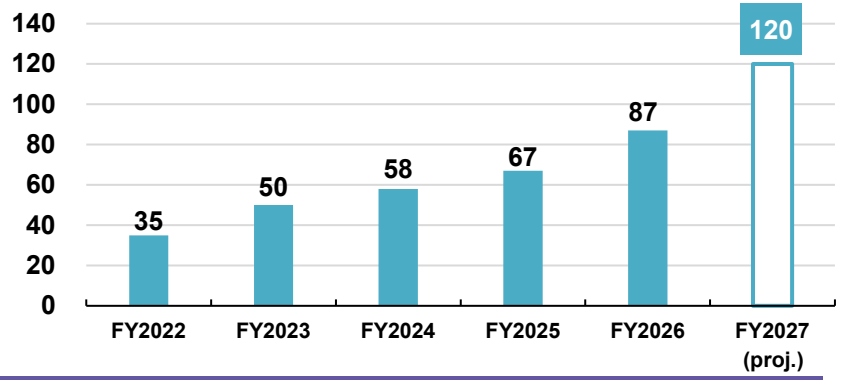
Turnover Rate

Unit: %



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

Unit: people

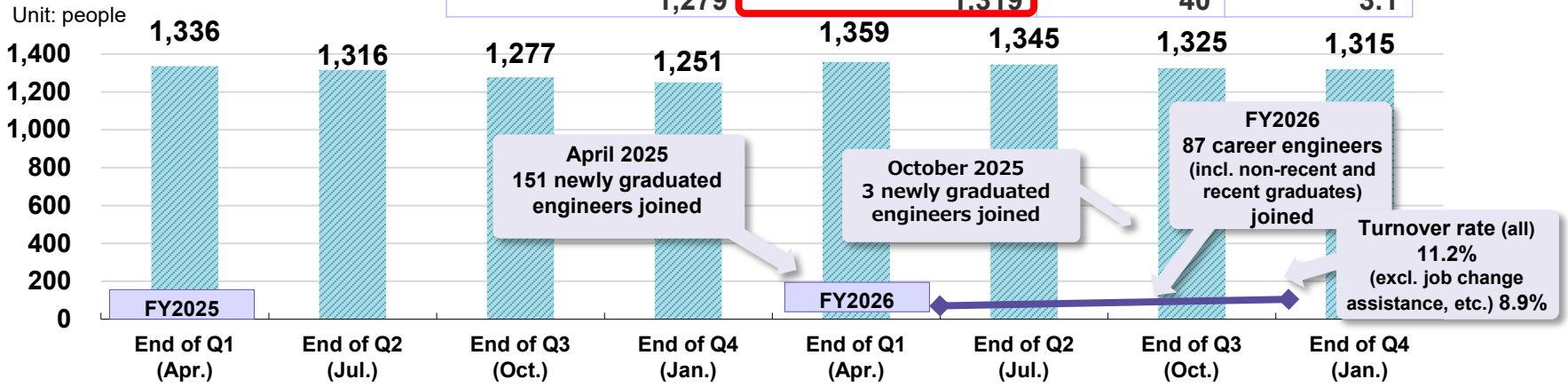


https://www.artner.co.jp/en/

(Non-consolidated) Term-End Engineer Count / Utilization Rate for FY2026

Term-end Engineer Count

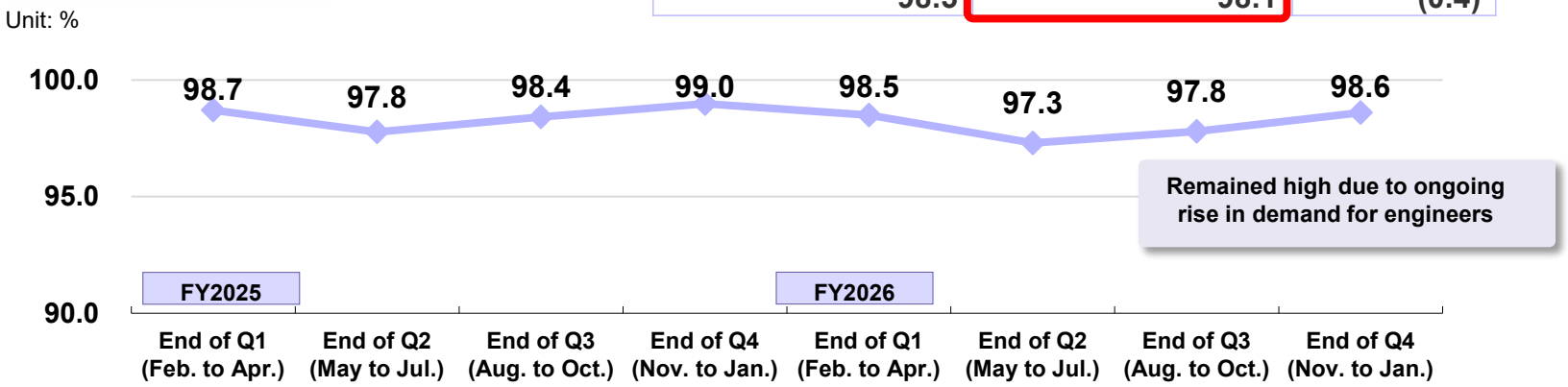
FY2025 (average)	FY2026 (average)	Change from the previous year (people)	Change from the previous year (%)
1,279	1,319	40	3.1



Utilization Rate

*Based on the number of dispatched engineers

FY2025 (average)	FY2026 (average)	Change from the previous year (pt)
98.5	98.1	(0.4)



*New employees and others who joined the Company mid-year are not included in the utilization rate until after they are dispatched to their assignments.

https://www.artner.co.jp/en/

(Non-consolidated) Unit Price of Engineers / Total Work Person-Hours for FY2026

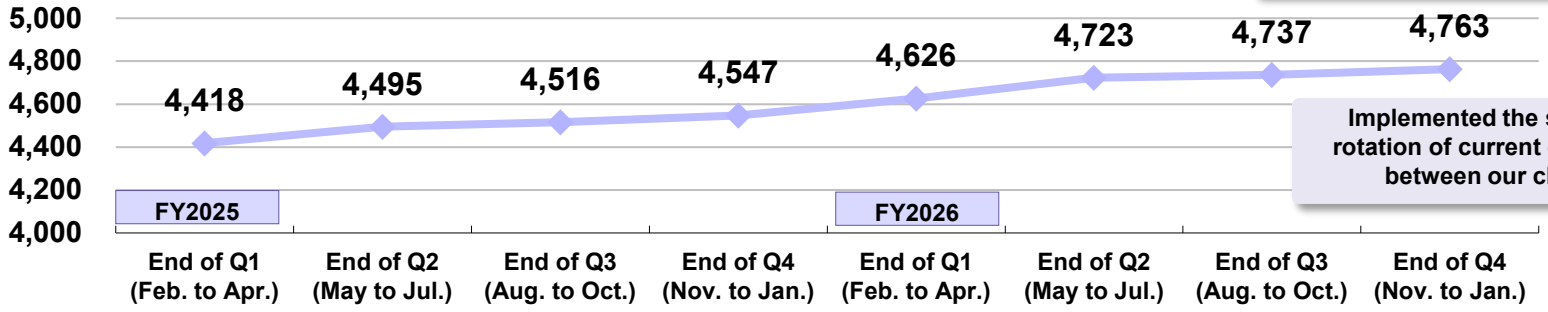
Unit Price of Engineers

*Figures for dispatched engineers *Per person

FY2025 (average)	FY2026 (average)	Change from the previous year (yen)	Change from the previous year (%)
4,494	4,713	219	4.9

Unit: yen / hour

The unit price for newly graduated engineers at their first assignments is on the rise.



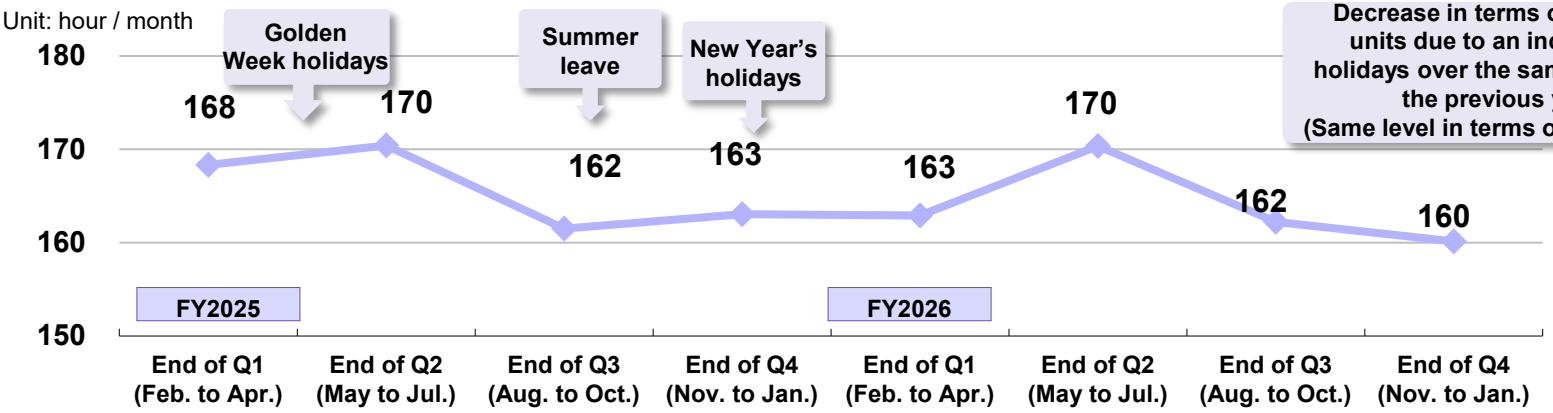
Implemented the strategic rotation of current engineers between our clients

Total Work Person-hours

*Figures for dispatched engineers *Per person

FY2025 (average)	FY2026 (average)	Change from the previous year (h)	Change from the previous year (%)
166	164	(2)	(1.1)

Unit: hour / month



Decrease in terms of monthly units due to an increase in holidays over the same period of the previous year (Same level in terms of daily units)

Investment Highlights

Market Size of Engineer Dispatching Business, Our Clients' R&D Costs

Market Size of Engineer Dispatching Business

1.2 to 1.5 trillion yen (estimate)

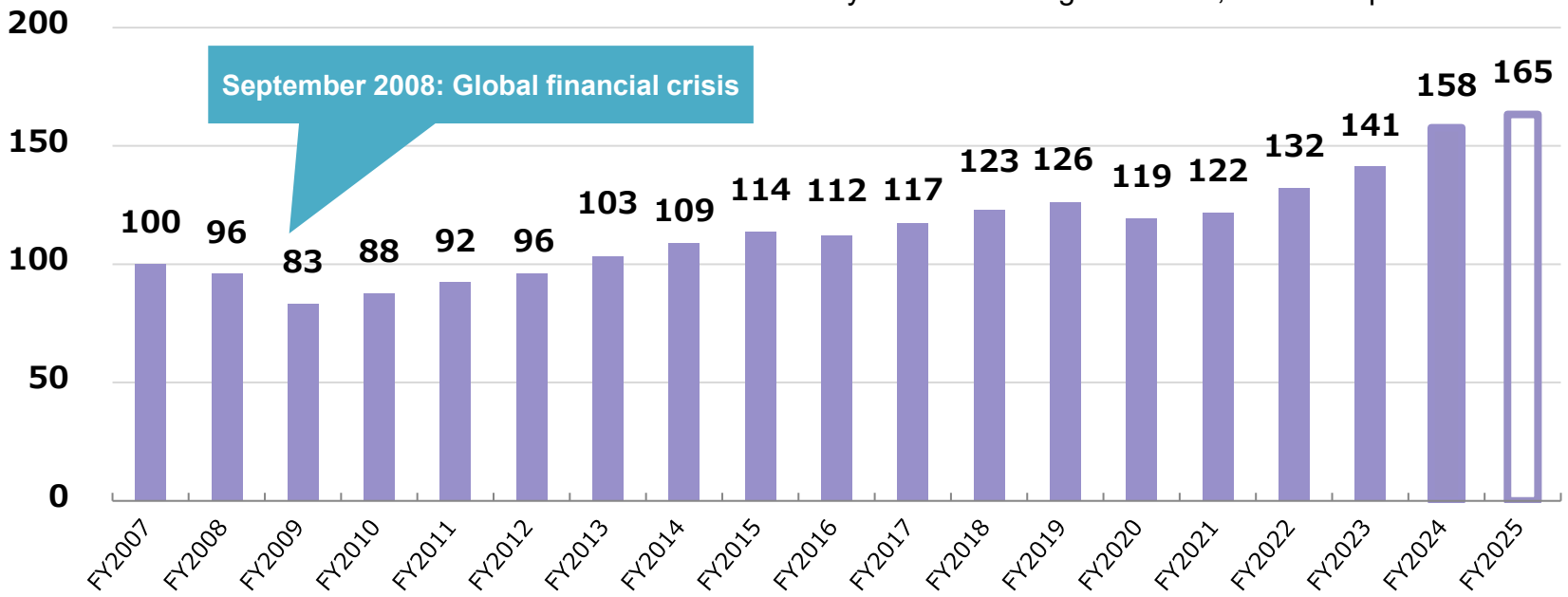
Calculated by the Company based on the "Combined results of reports on worker dispatching businesses" (Ministry of Health, Labour and Welfare)

*The data of "annual net sales" of the worker dispatching businesses are used, which is a rough total of net sales arising from "dispatched workers on open-ended contracts" and either of "manufacturing engineers," "information processing & communications engineers," or "other engineers."

*The share is 0.8 to 1.0%; calculations based on the Company's most recent net sales of 12.0 billion yen for FY2026.

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.

Factors Behind “The 12th Consecutive Period of Sales and Operating Profit Growth”

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**.

History (at the time of founding in 1953)

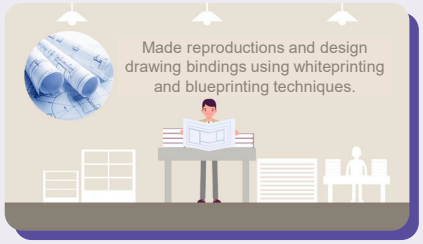
1953 -

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

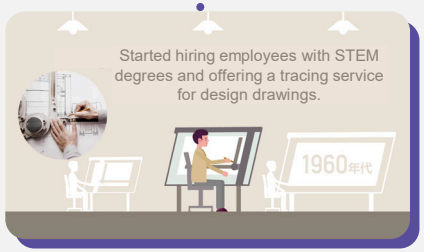
Founded

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

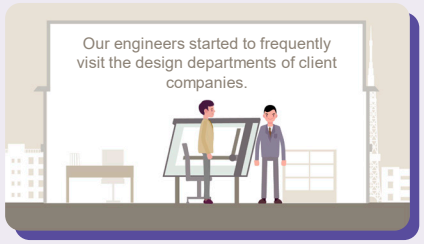
■ Reproduces and binds design drawings received from client companies, using whiteprinting and blueprinting techniques.



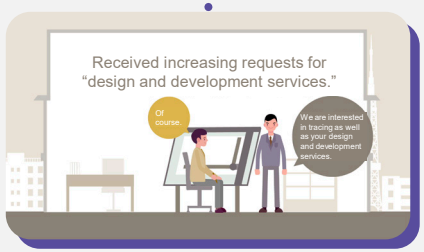
■ Starts hiring employees with STEM degrees and offering a tracing service for design drawings.



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



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



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History (1962 to present)

1962 -

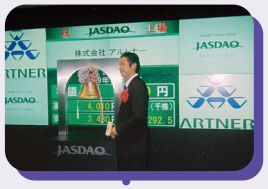
1962 — Worker Dispatching Act takes effect in Japan.

1986
- Establishes Osaka Technology Center Co., Ltd. to offer design and development services.

1989
- Opens the Kanto Office.

1998
- Changes the company name to Artner Co., Ltd.

2007
- Company stock listed on JASDAQ.



2017
- Celebrates the 55th anniversary of its founding. / Stock listing moved to the Second Section of the Tokyo Stock Exchange.

2018
- Stock listing moved up to the First Section of the Tokyo Stock Exchange.

2022 — Transitioned to the Prime Market of the Tokyo Stock Exchange.

Celebrates the 60th anniversary of its founding.

2025
- Artner's Medium-Term Business Plan was started.

https://www.artner.co.jp/en/

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

z	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)
February 2012	Appointed Head of the Hyper Artner Business Division
March 2025	Appointed Head of the Corporate Planning and Strategy Division, Head of the Engineer Business Division (current)
May 2025	Appointed In charge of the Corporate Planning and Strategy Division, the Engineer Business Division (current)
September 2025	CLIP SOFT Corporation Representative Director (current)
December 2025	JOUHOU GIKEN, Ltd. Representative Director (current)

Factors Behind "The 12th Consecutive Period of Sales and Operating Profit Growth"

Business model that promotes the placement of engineers in upstream processes

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.

The Company's Groups Corresponding to the Work Processes of Manufacturers

- Upstream processes are markets less affected by economic conditions
- Emphasis on assignment to design and development projects (especially automobile manufacturers)
- Placement in upstream processes results in higher unit prices of engineers

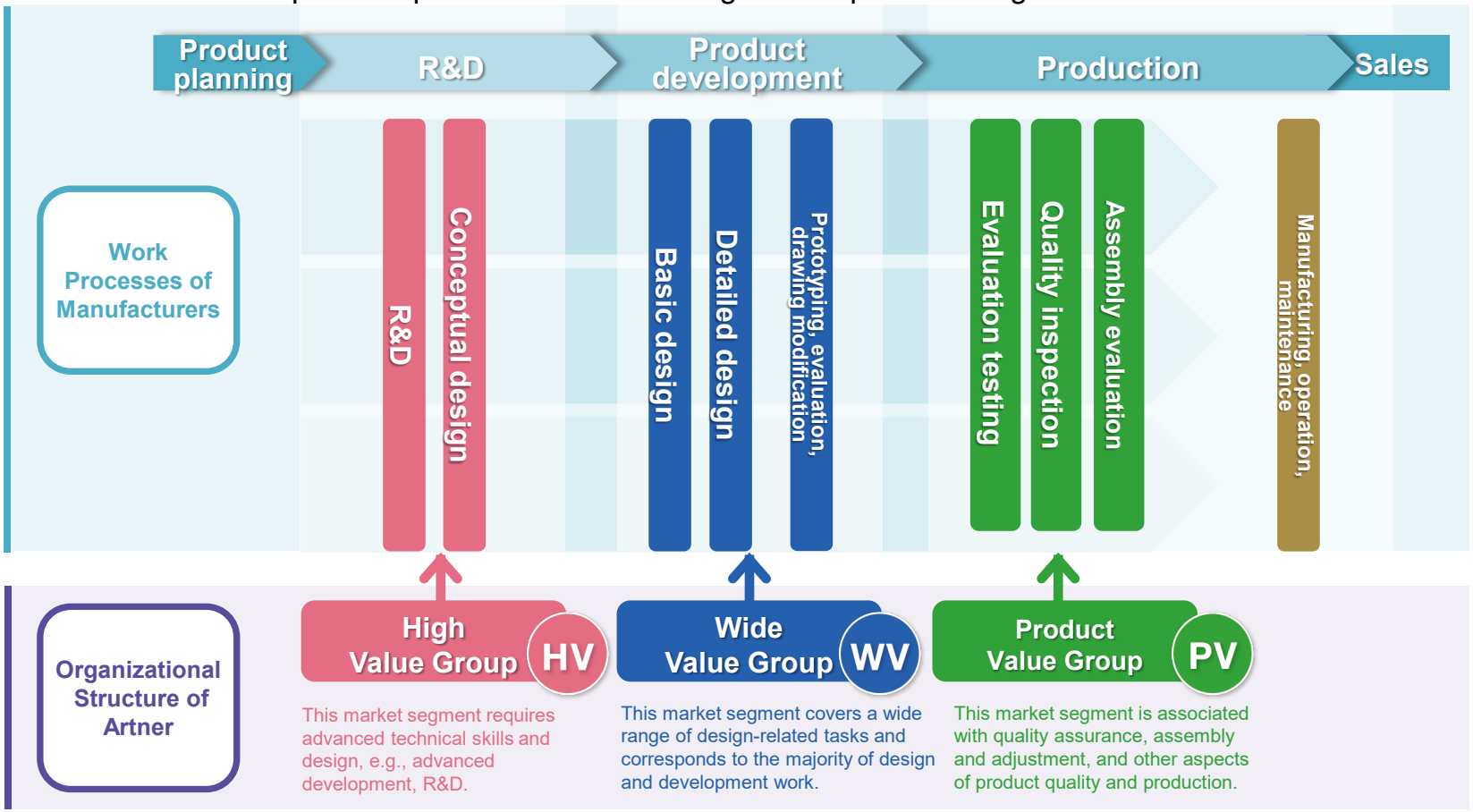


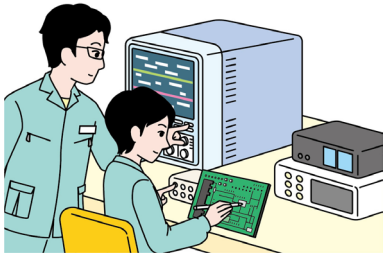
Diagram of the Work Processes of Manufacturers and the Qork of the Company's Engineers [Ex: electric vehicles (EVs)]

HV

- R&D
- Conceptual design

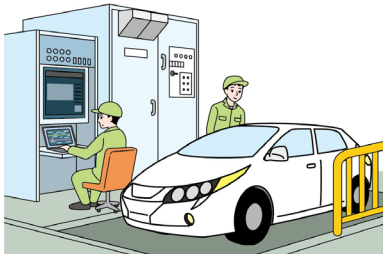
WV

- Basic design
- Detailed design
- Prototyping, evaluation, drawing modification



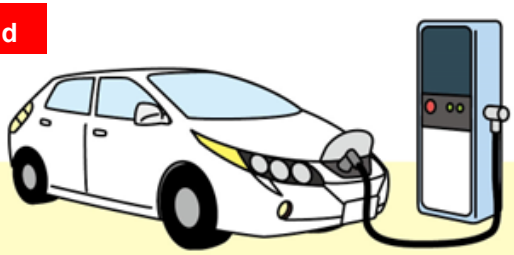
PV

- Evaluation testing
- Quality inspection
- Assembly evaluation



Manufacturing, operation, maintenance

End



Factors Behind "The 12th Consecutive Period of Sales and Operating Profit Growth"

Placement of engineers in technical fields with high market needs

Assigned to these development projects:

Hybrid vehicles (HVs)

Electric vehicles (EVs)

Fuel cell vehicles (FCVs)

Automated driving

Semiconductors

etc.

Utilization rate remained high.

Design and Development Projects Including “Carbon Neutrality”

Hybrid Vehicles (HVs)

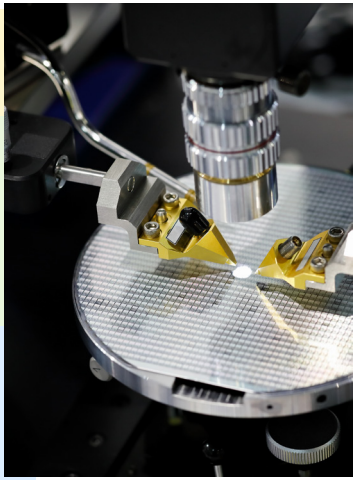
- Development of power unit functions
- Design and development of control systems
- Design of hybrid systems
- R&D related to next-generation HV batteries
- In-vehicle testing and evaluation of HV transmissions

Electric Vehicles (EVs)

- Development of brake control system
- Analysis of motors and inverters
- Safety evaluation of automotive batteries
- Development of eco car chargers
- Development of drive motors

Semiconductors

- Software development and control unit development for semiconductor lithography equipment
- Circuit design for semiconductor lithography equipment, Development of image processing systems
- Measurement, analysis, control, and evaluation of LCD lithography equipment
- Development of temperature controller for semiconductor lithography equipment (enclosure concept, basic design)



Fuel Cell Vehicles (FCVs)

- R&D of hydrogen station system
- R&D of energy system
- Analysis of basic performance of fuel cells
- R&D of hydrogen safety
- R&D of next-generation fuel cells

Automated

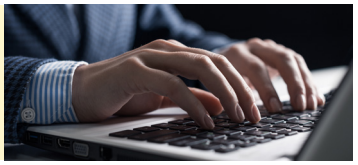
- Software design and development for AD/ADAS
- Development of AI-based detection systems
- Advance development of automatic perimeter monitoring system using camera images
- Development of parking assist system (e.g., automatic braking, accelerator control)
- Development of lane keeping assist (e.g., steering assistance)

Racing Cars

- Driving test and analysis
- Development in the engine domain
- Design and development of chassis, suspension, and underbody components

Information and Communications

- Development of internal core systems for consultants
- Creation of open-source software



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Products and Systems Related to Design and Development

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Automobiles

- Design of control software for electric power steering
- System testing using HILS
- Development of in-house tools (RPA)
- Design of circuits for automobile meters and HUDs
- Design of wire harness circuits
- ECU evaluation and prototyping
- Design of vehicle bodies and door
- Quality inspection of auto parts

Aerospace Machinery

- Development of applications for satellite ground systems
- Detailed design of onboard satellite equipment
- Aircraft strength analysis

Home Electronics

- Development of software for home appliances
- System testing for home appliances
- Prototyping, evaluation, and analysis of smartphone circuit boards
- Development of AV equipment
- Design and development of home appliances (enclosure design, structural design)

Medical Devices

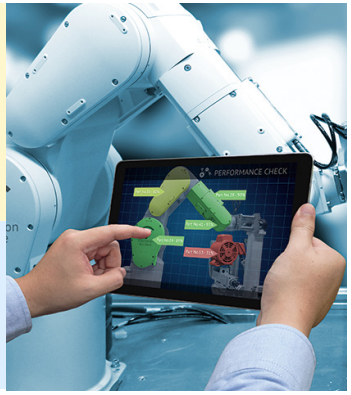
- Development of control software for X-ray diagnostic equipment
- Evaluation of medical system
- Verification of medical device components and data collection
- Electrical circuit design for medical devices
- EMC evaluation of X-ray diagnostic equipment
- R&D of high-performance catheters
- Improvement of blood transfusion and infusion sets, design of next set

Motorcycle

- software design for motorcycle ECU
- Vehicle testing in motorcycle R&D
- Design and development of motorcycle clutches

Industrial Equipment

- Development of control software for industrial equipment
- Development of service tools using IoT devices
- Analysis of electron microscopes and related equipment
- Design of hygiene product manufacturing equipment
- Design and development of mechanisms for production facilities



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Investment Highlights

External environment and social issues, Demand forecast, Values provided

External environment and social issues

- Low birthrate and aging population
- Shortage of talents (engineers)
- Accelerated digitization
- Diversification of values and needs
- Mobility and diversity of talents
- Diversification of work styles and changes in employment practices
- Dealing with a "with-COVID" and "post-COVID" society
- Increased uncertainty in global trends
- Advanced sustainability management

Vision for FY2030 developed

Values provided

For our clients

Placement of engineers with high added value

For our partners

Co-creation of value

For our employees

Aiming for the happiness of all the employees and reflection within the company

Retention of employment

For our shareholders

Sustainable growth

Profit distribution

Demand forecast

Considering the present market environment, demand will continue to be strong over the next five to ten years

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Challenges for achieving the vision (medium- to long-term goals) for FY2030

Vision (medium- to long-term goals) for FY2030

Achieve our purpose, company motto, and management philosophy

Contribute to the achievement of a sustainable society

With carbon neutrality as one of the pillars of our Medium-Term Business Plan, we are committed to solving social issues through our business activities

The Company's challenges

Our fundamental approach is not product orientation but market orientation. Recruitment will become most critical for the Company's preparations to respond to market needs.

Expecting the central theme of the new Medium-Term Business Plan to be: further enhancing segment management, which is one of our features, in order to pursue a business cycle that recruits and trains talent who can meet client needs and supplies them to our clients.

Basic Policy

"Build a foundation for sustainable and next-generation growth“

"Make Value for 2025 to 2029"

- Become a group of engineers providing the greatest added value in the industry
- Evolve into a comprehensive technical service company

Recruit new graduates and career hires,
and increase the number of Artner employees at a compound annual growth rate (CAGR) of approx. **10%**

Medium-Term Business Plan (FY2026 to FY2030)

Basic Measures

1 Promote strategies by segment

- Increase workforce allocation in high-end fields with a focus on carbon neutrality projects
- Enhance work assignment levels through OJT in contracting projects

Engineer dispatching services in high-end fields* **36% ⇒ 50%**

***High-end fields: the High Value Group and some work levels of the Wide Value Group (advanced development of upcoming products, development of core technologies, development of new functions, preparing specifications, requirements analysis, functional design, etc.)**
⇒ Result for fiscal year ended January 31, 2026: 42.9%

2 Promote diversity and inclusion in talent management

- Strategically shift to contracting to adapt to the changes in the business environment
- Utilize workers of retirement age, women, and foreign workers (overseas students) as personnel
- Utilize and organize partner companies

Ratio of contracting personnel **30%**

3 Explore new business and revenue opportunities

- Evolve into a comprehensive technical service company through M&A and alliances

Business Partners/Group Companies

Business Partners

Company name	Start date	Headquarters	Business fields	Number of employees	Purpose
Fujitechno holdings Co., Ltd.	2025 June 20	Kanagawa Pref. Atsugi City	Business administration for Group companies engaged in contracted data processing operations, engineer dispatching operations, etc. and ancillary business thereof	444 (Consolidated; as of end of Sept. 2025)	To minimize the negative effects of structural human resource shortages while providing efficient, high value-added human resource services
Japaniace Co., Ltd.	2026 January 23	Kanagawa Pref. Yokohama City	Advanced engineering operations (Onsite development support and contract development)	1,922 (As of end of Nov. 2025)	To mutually complement and leverage the respective advantages of Artner, which has strengths in the machinery and embedded software fields, and Japaniace, which has strengths in the IT field, through a business alliance between the two

Group Companies

Company name	Share transfer date	Headquarters	Business fields	Number of employees	Main clients	Purpose
CLIP SOFT Corporation	2025 September 26	Shizuoka Pref. Hamamatsu City	Development of embedded software, such as for automotive instrument panels, and staffing business	33 (As of Jan. 2026)	• DAYSYS Corporation • Yazaki Parts Co., Ltd. • Yamaha Motor Co., Ltd.	To engineer an expansion of Artner's services in the IT industry (including contract system development and embedded software), which is anticipated to continue growing in the future
JOUHOU GIKEN, Ltd.	2025 December 26	Tochigi Pref. Utsunomiya City	Transportation equipment design and research and development support business	116 (As of Jan. 2026)	• Honda Motor Co., Ltd. • SUBARU CORPORATION • FUJI AEROSPACE TECHNOLOGY CO., LTD.	To engineer an expansion of the Artner Group's services in the automotive and aerospace industries

https://www.artner.co.jp/en/

Movements in Earnings of Group Companies

CLIP SOFT Corporation

	Aug. 31, 2022	Aug. 31, 2023	Aug. 31, 2024
Net sales (millions of yen)	219	262	295
Operating profit (millions of yen)	28	32	31
Operating margin (%)	13.1	12.4	10.6
Profit (millions of yen)	25	24	22
Total assets (millions of yen)	130	186	174
Net assets (millions of yen)	46	75	98

*End month of fiscal year changed to November
Reflected on consolidated profit and loss statement as of Sep.-Nov. 2025

JOUHOU GIKEN, Ltd.

Dec. 31, 2022	Dec. 31, 2023	Dec. 31, 2024
837	867	975
55	59	93
6.6	6.9	9.6
43	43	67
650	694	788
558	601	669

*Fiscal year ends in December
Reflected on consolidated profit and loss statement as of Q1 from Jan.-Mar. 2026

Aim of Making CLIP SOFT/JOUHOU GIKEN into Group Companies

The Company has made CLIP SOFT and JOUHOU GIKEN into Group companies to serve as partners with whom it can mutually complement and reinforce strong and weak points.

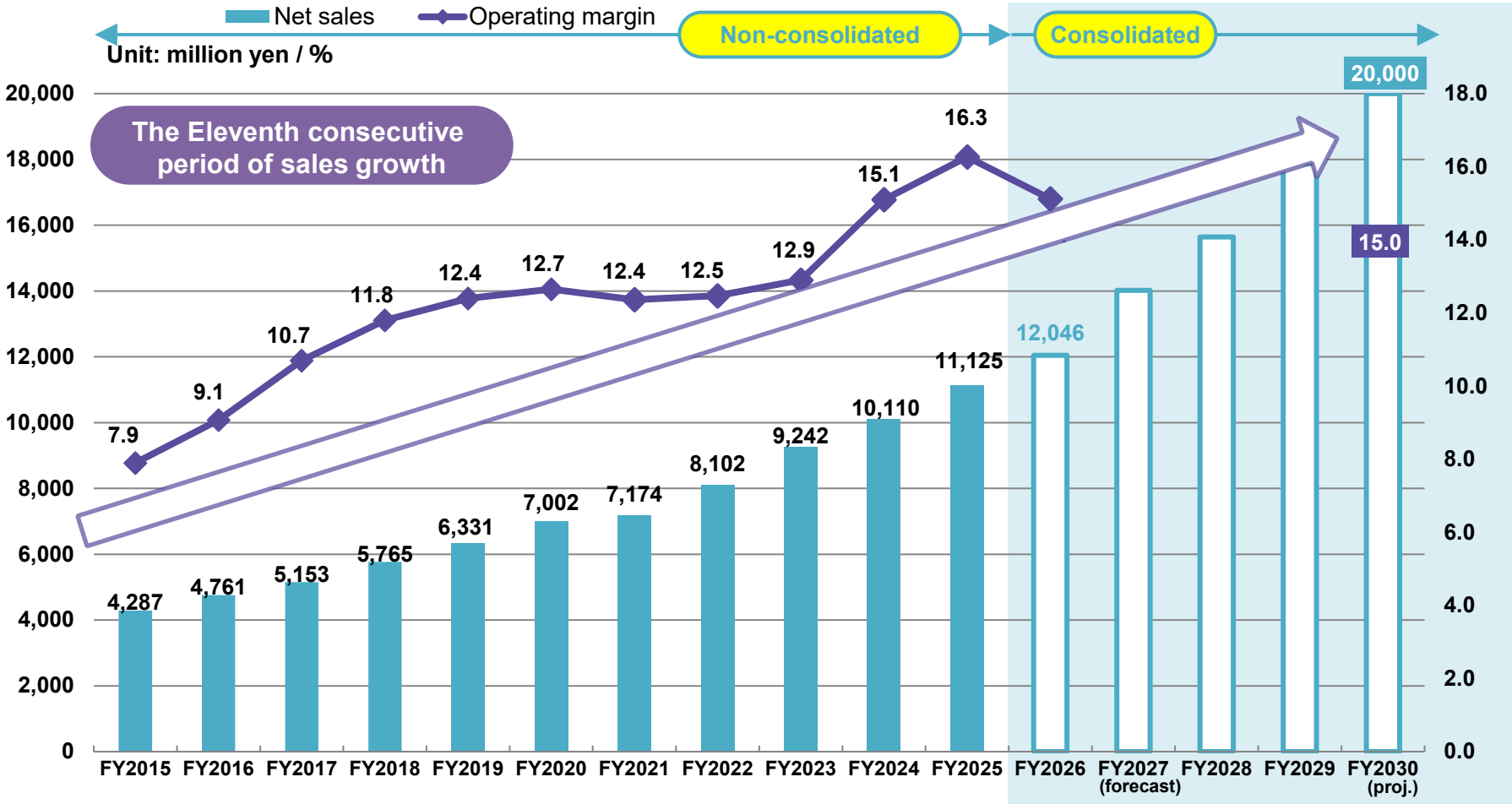
		CLIPSOFT	情報技研 JOUHOU GIKEN CO.,LTD.	
		Strong point	Strong point	Weak point
ARTNER	Strong point	Embedded software area		Embedded software area
	Weak point		Mechanical hardware area	

Artner will continue to actively gather information on and examine M&A and alliances.

(Consolidated) Numerical Business Targets <FY2030> earnings and sales targets

Net sales	20.0billion yen

Operating margin	15.0%



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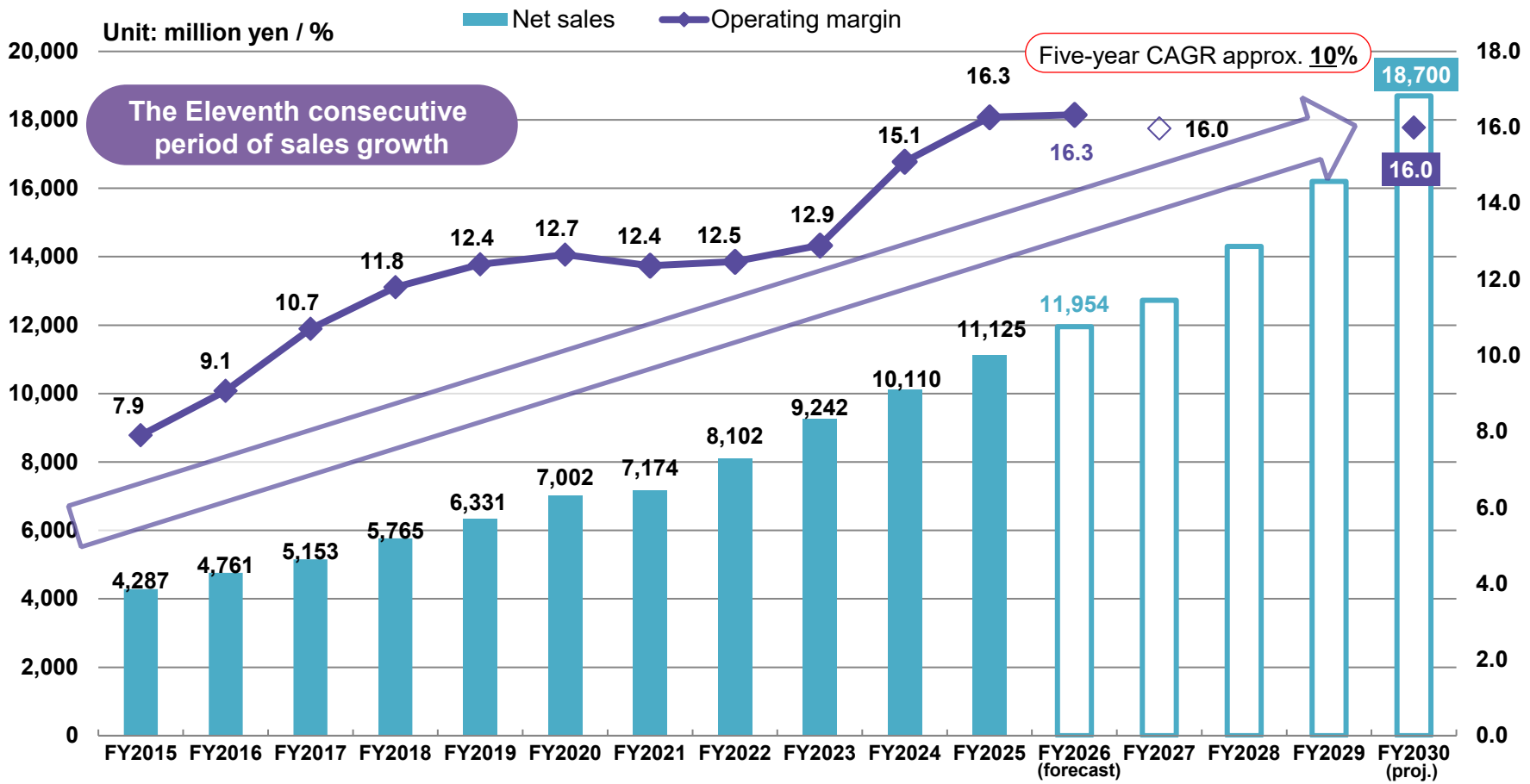
Numerical Business Targets <FY2030> earnings and sales targets

Net sales	18.7billion yen	Operating margin	16.0 %



https://www.artner.co.jp/en/

(Consolidated) Numerical Business Targets <FY2030>
Number of Engineers / Earnings Per Share (EPS)

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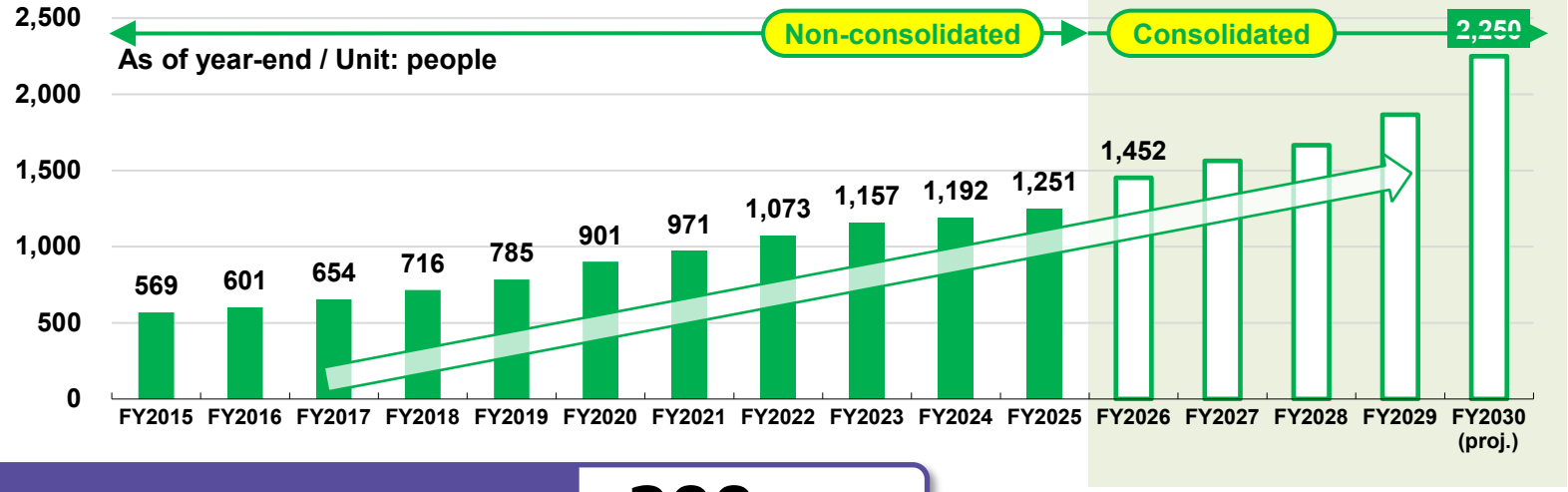
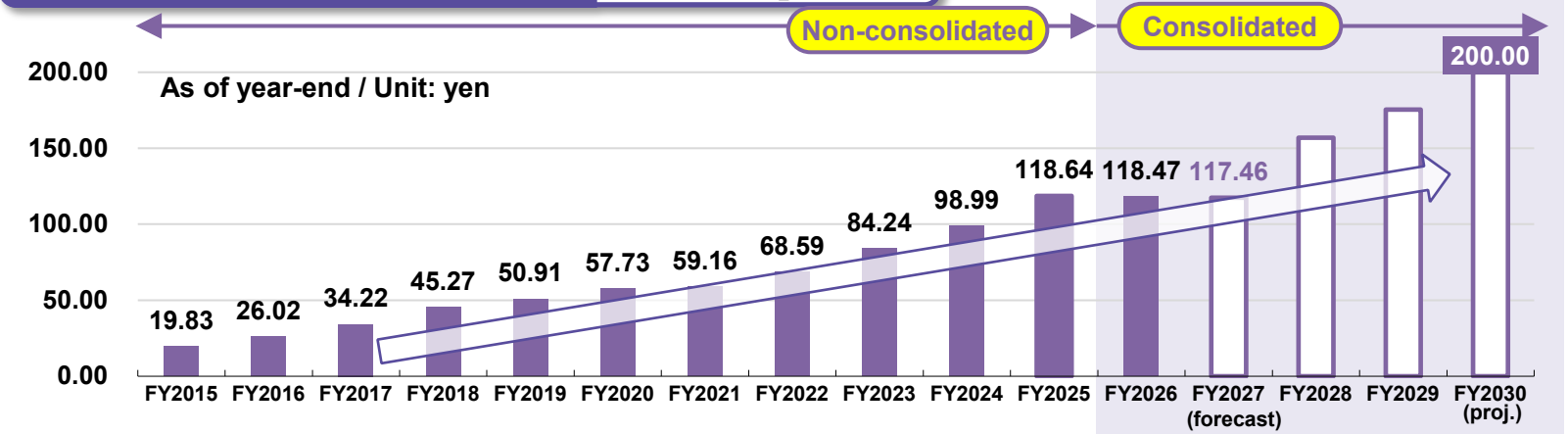
Number of Engineers 2,250



Earnings Per Share (EPS) 200yen



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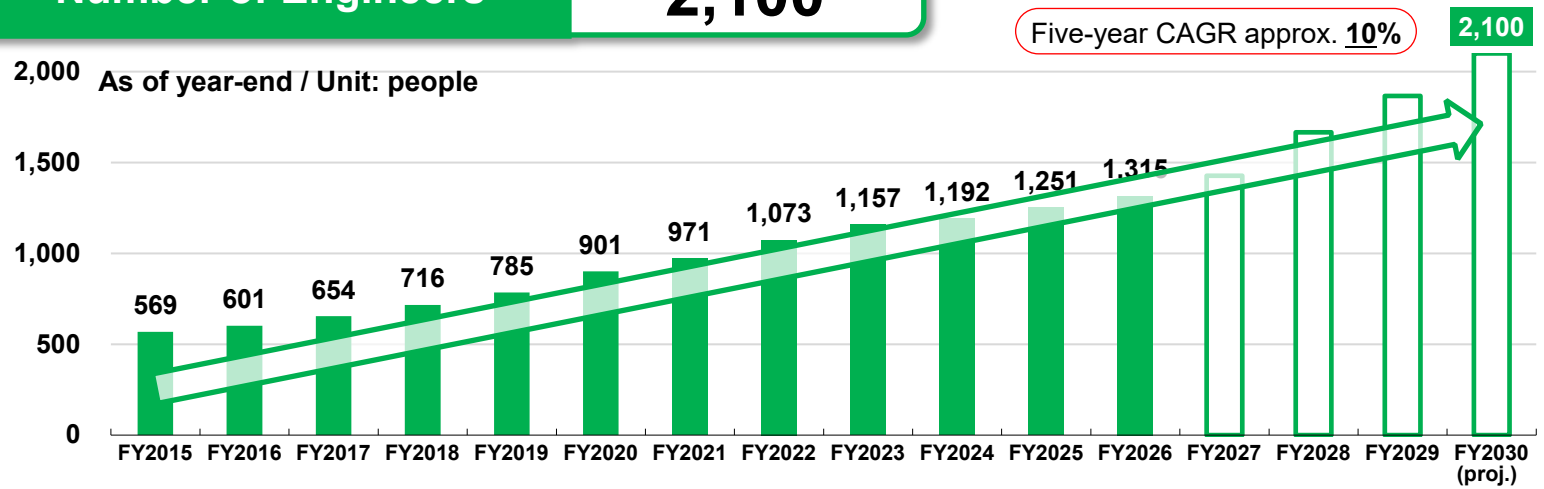
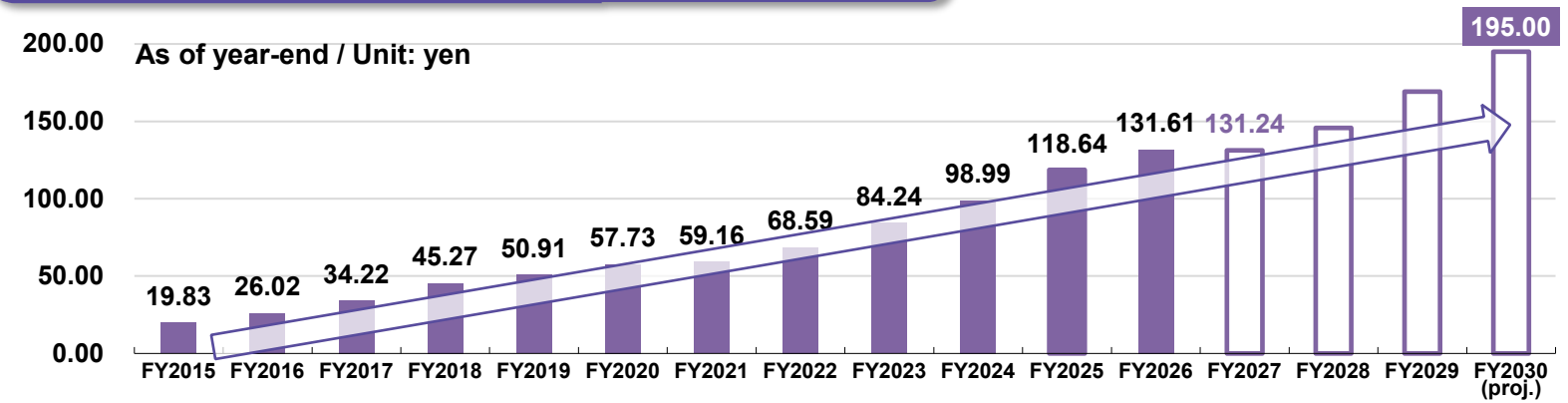
Numerical Business Targets <FY2030>
Number of Engineers / Earnings Per Share (EPS)

Number of Engineers 2,100



Earnings Per Share (EPS) 195 yen



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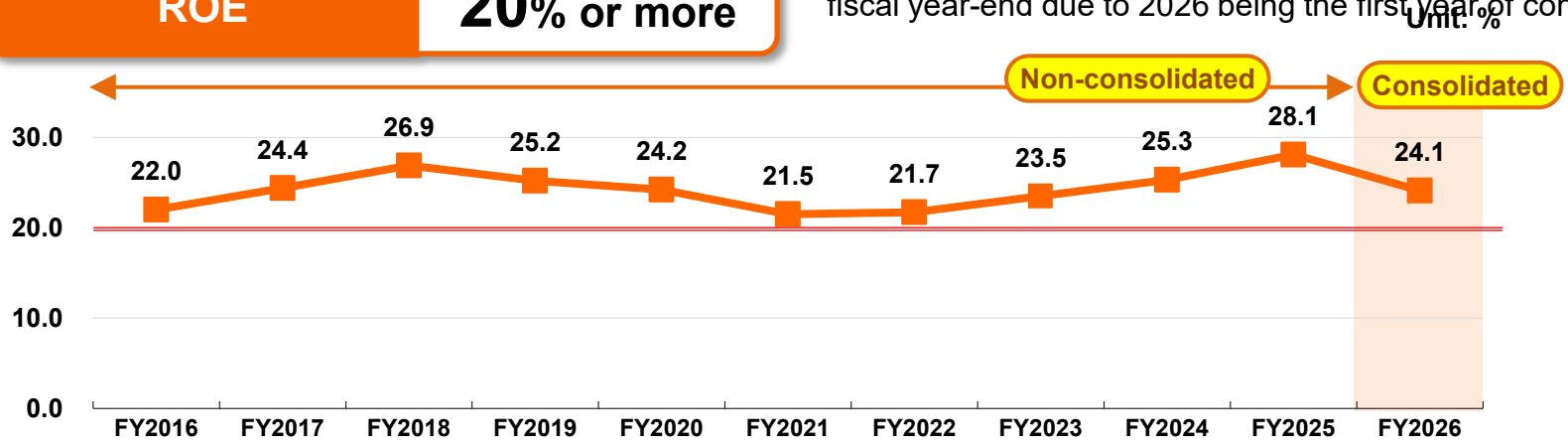
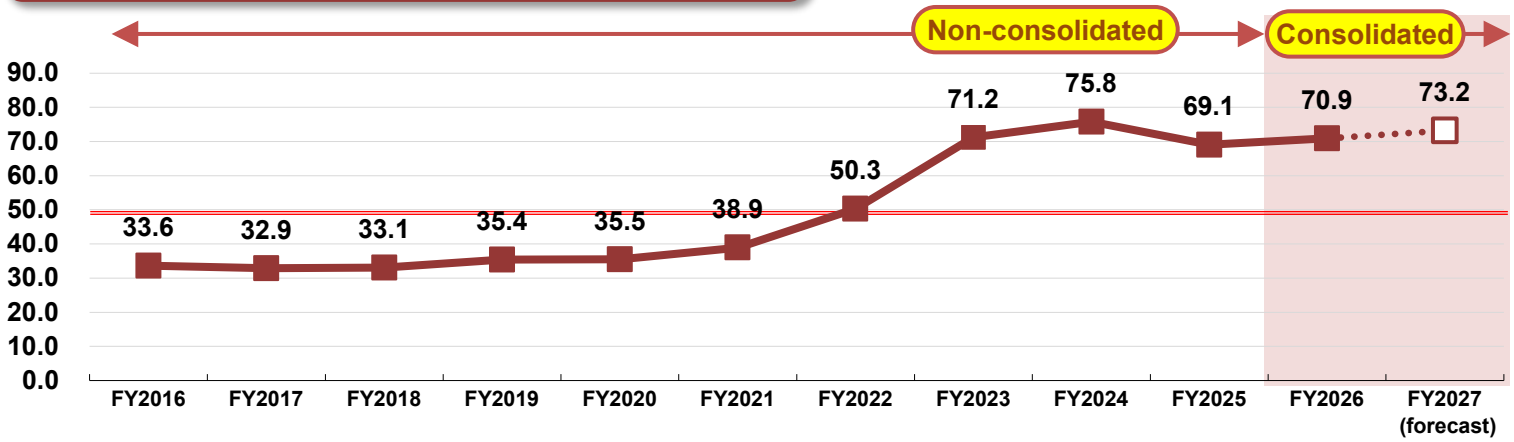
Numerical Business Targets <FY2030> ROE / Payout ratio

ROE **20% or more**

*ROE for FY2026 has been calculated based on equity at the fiscal year-end due to 2026 being the first year of consolidation.



Payout ratio **50% or more**



Numerical Targets for Sustainability (e.g., Human Capital Management, Health Management)

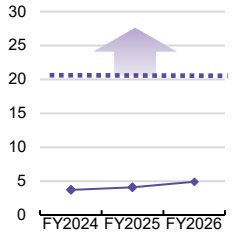
Basic policy on human capital management

We believe that talent is our greatest business asset, and that talent development and organizational development are key areas essential to the Company's growth.

Share of female employees (engineers)

10% or more

- Increase awareness of female engineers' work, childcare leave, etc. through online videos.

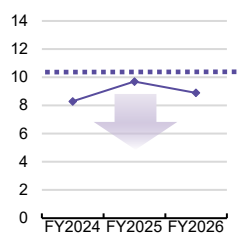


Turnover rate (engineers)

*Excluding retirement and turnover via the Company's assistance program to change jobs

Under 10%

- Provide a favorable work/education environment.
- Offer career paths and skill improvement plans.

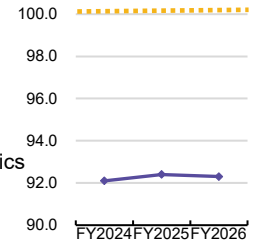


Declaration for health and productivity management

We believe that ensuring the health and peace of mind of employees will result in achieving the happiness of all employees and reflection within the company.

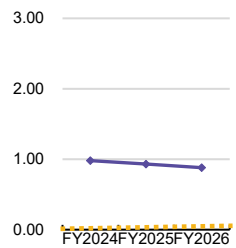
Presenteeism (Productivity at work decreases due to health issues)

- Online seminars on mental health and other topics by public health nurses. Improve the office environment. Promote workplace communication.



Absenteeism (Absent from work due to health issues)

- Send follow-up screening notices after periodic health checkups. Training for improving self-care and literacy in physical and mental well-being. Mental health training for managers.



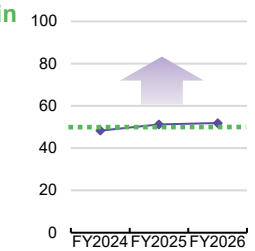
Achieving carbon neutrality

With carbon neutrality as one of the pillars of our Medium-Term Business Plan, we are committed to solving social issues through our business activities.

Share of engineers placed in carbon neutrality projects among all engineer

50% or more

- Placement in Carbon Neutrality Projects Contribute to Solving Social Issues to Improve Business Performance

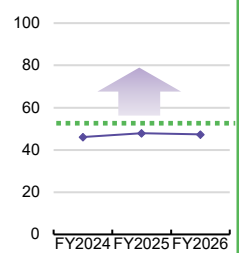


Share of carbon neutrality recruitment targets for new graduates and career hires

55% or more

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



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Investment Highlights

Assumptions for Cost of Capital

The Company's cost of capital is recognized to be around 6% to 8%.

Capital Asset Pricing Model (CAPM)

Risk-free Rate (10-yr govt bond yield) Around **2%**

\+

B (Indicator showing the Correlation btwn the overall market stock index and the stock price of individual stock) **0.7–0.8**

×

Market risk Premium (TOPIX expected rate of return− 10-yr govt bond yield) **5–6%**

≒

Cost of shareholders' capital 6–7%

*Since the Company has no interest-bearing debt, the cost of capital (= WACC) is equivalent to the cost of shareholders' capital.

Earnings yield (inverse of P/E ratio)

1

÷

P/E ratio: **17.5 times**

Stock price (Jan. 31, 2026 closing price): **2,071 yen**

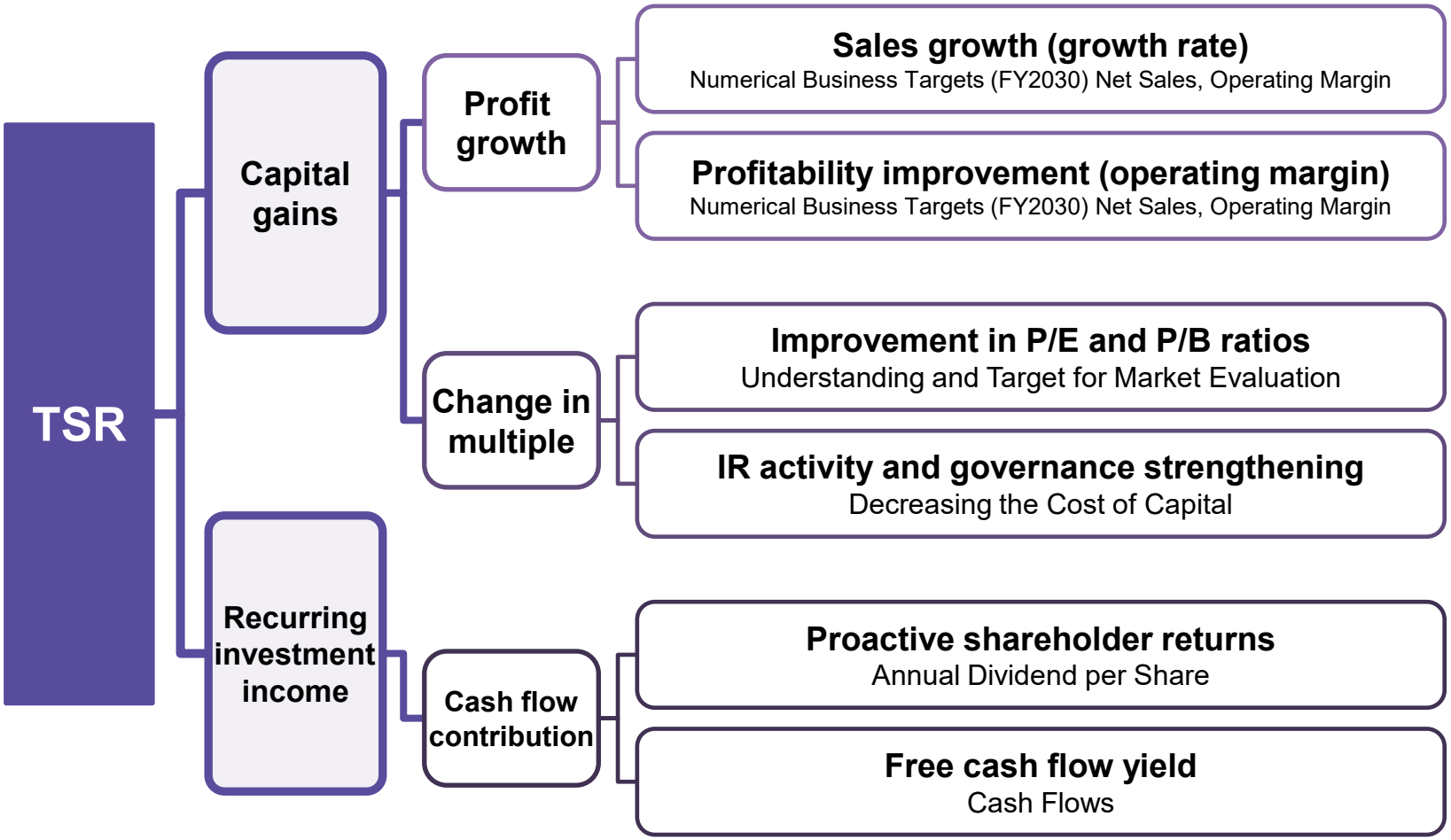
EPS(FY2026) **118.47 yen**

=

Earnings yield 5.71%

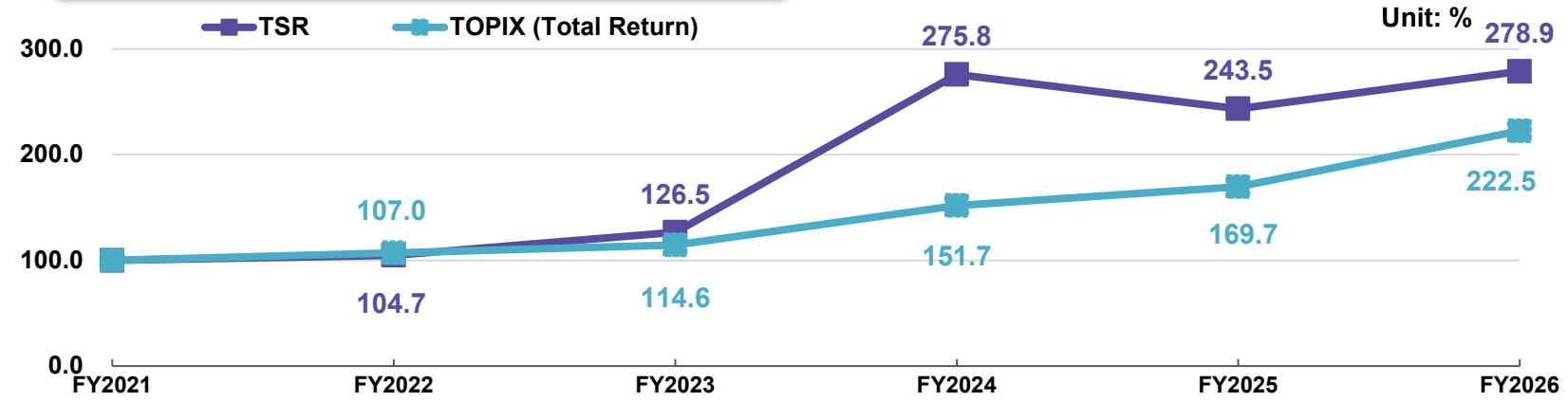
Total Shareholder Return (TSR) Logic Tree

Aiming to increase TSR to sustainably improve enterprise value

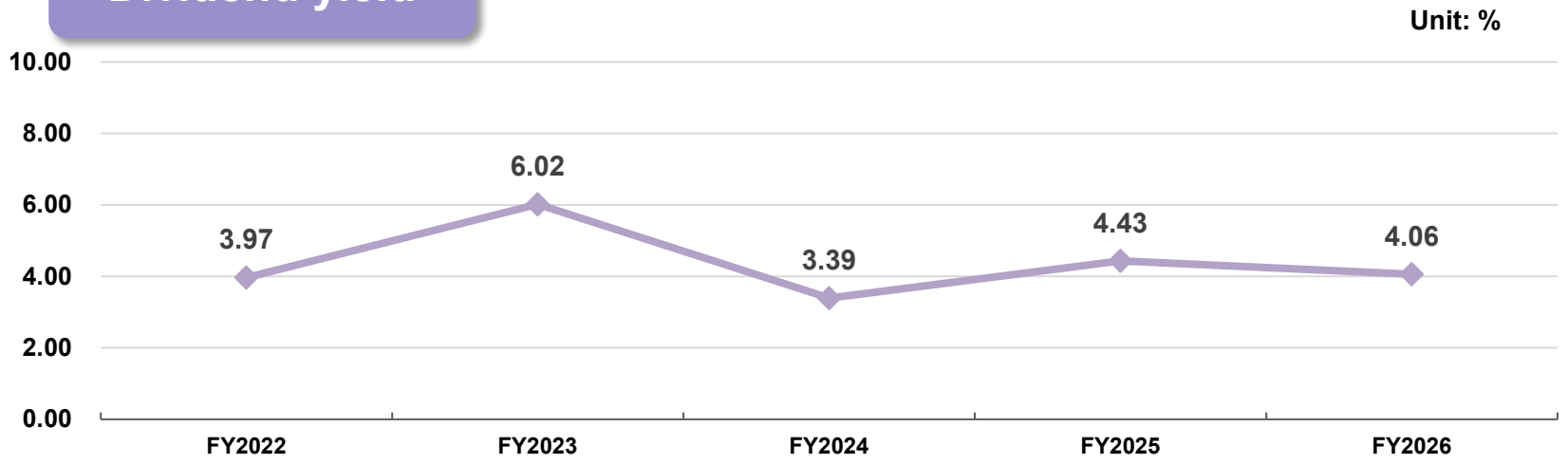


TSR(Total Shareholder Return) / Dividend yield

TSR(Total Shareholder Return)



Dividend yield



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Cash Allocation(FY2026 to FY2030)

For sustainable growth, we strive to ensure stable cash flows and efficient capital allocation.

Cash Inflow

Approx 9.8 billion yen

負債活用 約10億円

Cash Flows from Operating Activities (Medium-Term Business Plan cumulative)

¥ 8.8 billion

Cash Outflow

Approx 9.8 billion yen

Growth Investment

¥ 4.8 billion

*Includes amount implemented in FY2026.

- M&A and alliances
- Capital investment (expansion of learning centers, etc.)
- Human capital investment (education, health and productivity management)
- Business promotion strengthening (recruitment, IT and digital transformation investment)

Shareholder Returns

¥ 5.0 billion

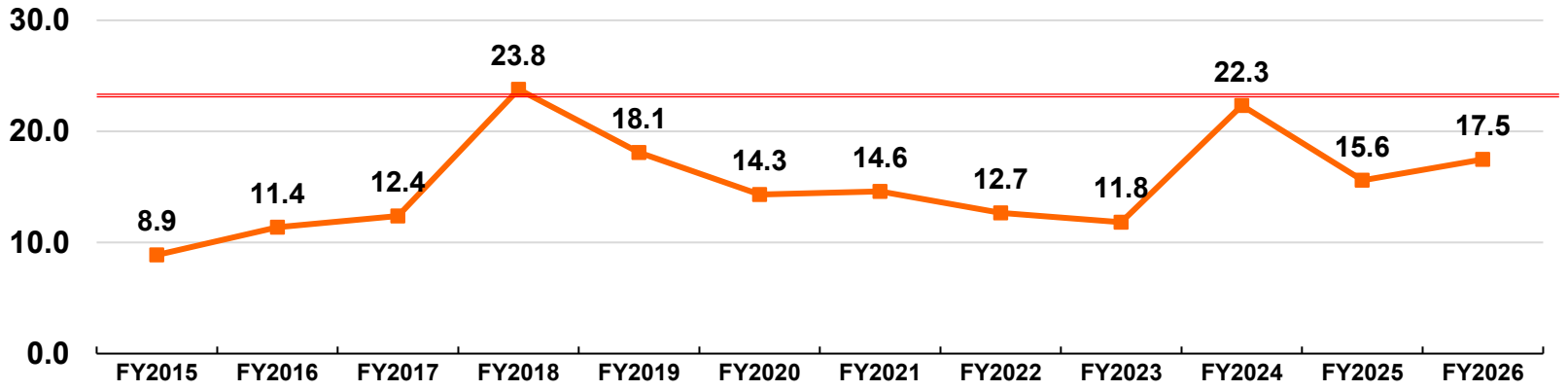
- Determine a dividend amount that will not fall below the previous year's amount, based on a payout ratio of 50%.

*For cash allocation, unlike a record of changes in cash similar to a cash flow statement, we present our business management policy that dictates how we will reallocate generated cash inflow to growth investment and shareholder returns.
*The growth investment in M&A under cash outflow differs from "expenditures for the acquisition of subsidiaries" (the net amount calculated by subtracting the amount of cash and cash equivalents held by the acquired subsidiary at the time of acquisition from the amount of cash and cash equivalents paid for the acquisition) on the consolidated cash flow statement. It refers to the total amount of consideration for the acquisition.

Understanding and Target for Market Evaluation

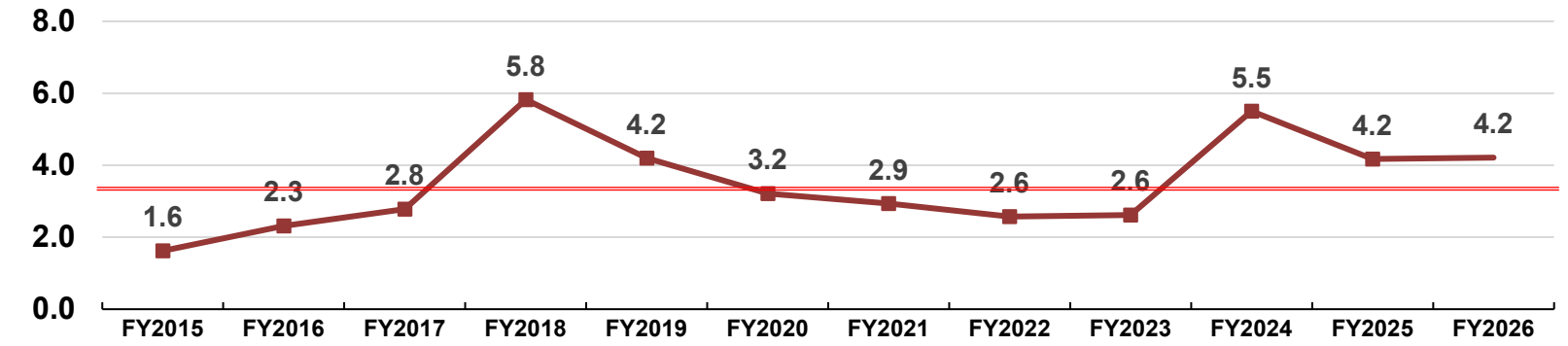
P/E ratio **18.5 times or more** (Industry average approx. 17.0 times [March 2026])

Unit: %



P/B ratio **3 times or more** (Industry average approx. 3.0 times [March 2026])

Unit: %



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Decreasing the Cost of Capital

“Key Points Considering the Investor’s Point of View” (Tokyo Stock Exchange)

If the disclosure of information necessary for investment decisions is inadequate, the uncertainty of management becomes a source of anxiety for investors, which increases the cost of shareholders’ capital. In such cases, eliminating information asymmetry through enhanced disclosure and effective dialogue with investors is considered an effective way to reduce the cost of shareholders’ capital.

In addition, to increase investor confidence in management and in the stability and sustainability of earnings, strengthening corporate governance and other measures are also considered effective means of reducing the cost of shareholders’ capital.

Point 1 Eliminating information asymmetry (strengthening IR activities)

Strengthen Information Dissemination for Individual and Institutional Investors

For details, see “Dialogue with Shareholders and Investors.”

Increase English-language Disclosures with Foreign Investors in Mind

Enhance distribution of English-language materials and videos.

Disseminate Non-financial Information

Promote information dissemination on human capital management, health management, and related topics.

Point 2 Strengthening corporate governance

Nomination and Remuneration Committee

Enhance the fairness, transparency, and objectivity of the procedures for the nomination and remuneration, etc. of Directors.

Incentive policies for Directors

Stipulate that performance-linked bonus may be paid to Directors out of up to 2% of annual profit.

Analysis and evaluation of the effectiveness of the Board of Directors

Under Japan’s Corporate Governance Code, make the Board of Directors work better.

Adapting to the Rules of Next-Generation TOPIX

Next-generation TOPIX

Periodic review of issues: Once a year, last business day of October (base date: last business day of August)

Transitional measures to next-generation TOPIX

- The first periodic review will be in October 2026 and the second will be in October 2028.
- Issues that are no longer selected as constituents after the first periodic review (issues subject to transitional measures) will have their weightings reduced in eight stages on a quarterly basis.
- Issues will be replaced every year after October 2028.

Requirements for the continued selection of Artner as a constituent

For continued selection, the percentage of cumulative free-float adjusted market capitalization must be in the top 97% (minimum value approx. 23 billion yen (October 2024)).

	Stock price	Market capitalization	Free-float weight	Free-float market capitalization	EPS	P/E ratio
Target (As of Oct. 31, 2025)	**4,053 yen**	**43.1 billion yen**	**65%**	**28.0 billion yen**	**195 yen**	**20.8 times**
Target (As of Jan. 31, 2025)	**3,600 yen**	**38.3 billion yen**	**60%**	**23.0 billion yen**	**195 yen**	**18.5 times**
As of Jan. 31, 2025	**2,071 yen**	**20.0 billion yen**	**65%**	**14.3 billion yen**	**118.47 yen**	**17.5 times**

Measures to increase stock price

Increase P/E ratio through active IR activities

Increase Shareholder Returns
Based on 50% payout ratio

(To be considered)
Share buyback, stock split

Increase Earnings Per Share (EPS)
Increase workforce allocation in high-end fields with a focus on carbon neutrality projects

Conduct M&As and other activities to acquire new technical fields of expertise (e.g., chemistry, civil engineering and construction)

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Investment Highlights

(Consolidated) Forecast of Financial Results for FY2027

Market Environment

- The destabilization of the international situation continues to pose a downside risk to the global economy.
  However, our strategically important clients, such as automobile-related manufacturers and semiconductor manufacturing equipment manufacturers, are projected to increase their development speed through proactive investment in key areas under the national government's growth strategy.
- The demand for Artner's engineers is projected to remain strong.

【(Consolidated) Forecast of Financial Results】

	(Consolidated) FY2026		(Consolidated) FY2027		Change from the previous year	Change from the previous year
	Result (million yen)	% of Net sales	Forecast (million yen)	% of Net sales	(million yen)	(%)
Net sales	12,046	100.0	14,021	100.0	1,975	16.4
Operating profit	1,821	15.1	2,017	14.4	196	10.7
Ordinary profit	1,823	15.1	2,001	14.3	178	9.8
Profit attributable to owners of parent	1,258	10.4	1,248	8.9	(10)	(0.9)

*FY2026 (results) includes financial results from CLIP SOFT Corporation (September-November 2025).

*(Consolidated) Forecasts of financial results for FY2027 factor in the forecast of the financial results of CLIP SOFT Corporation and JOUHOU GIKEN, Ltd.

(Non-consolidated) Forecast of Financial Results for FY2027 / Prerequisites

【(Non-consolidated) Forecast of Financial Results】

	(Non-consolidated) FY2026		(Non-consolidated) FY2027		Change from the previous year (million yen)	Change from the previous year (%)
	Result (million yen)	% of Net sales	Forecast (million yen)	% of Net sales		
Net sales	**11,954**	**100.0**	**12,726**	**100.0**	**772**	**6.5**
Operating profit	**1,952**	**16.3**	**2,032**	**16.0**	**80**	**4.1**
Ordinary profit	**1,954**	**16.4**	**2,011**	**15.8**	**57**	**2.9**
Profit	**1,398**	**11.7**	**1,394**	**11.0**	**(4)**	**(0.3)**

【Prerequisites】

Newly graduated engineers (April, October) (people)	**154**	**153** (*)	**(1)**	**(0.6)**
Number of career engineers (incl. non-recent and recent graduates) (people)	**87**	**120** (*)	**33**	**37.9**
Turnover rates (%)	**11.2**	**Decreased YoY**		
Utilization rates (%)	**98.1**	**Same level as preceding year**		
Unit price of engineers (yen)	**4,713**	**Upward trend year on year**		
Total work man-hours (h)	**164**	**Same level as preceding year**		

*The contribution to sales and profit varies depending on when engineers joined the Company and when they were placed with our clients.

FY2026 / FY2027 (forecast) Dividend per share

Payout ratio Based on 50% FY2026 70.9% / FY2027(forecast) 73.2%

FY2026

dividend (year-end) 42 yen.
Combined with the interim dividend of 42 yen, annual dividend was 84 yen.

FY2027 (forecast)

Expected ordinary dividend 86 yen (interim 43 yen, year-end 43 yen).
(Ordinary dividend up 2 yen)

	Annual dividends per share(yen)			Dividend yield (%)	Payout ratio (%)	Dividend on equity ratio (DOE) (%)
	Second quarter-end	Fiscal year-end	Total			
(Non-consolidated) FY2025	40.00	42.00	82.00	3.79	69.1	19.4
(Consolidated) FY2026	42.00	42.00	84.00	4.63	70.9	17.1
(Consolidated) FY2027(forecast)	43.00	43.00	86.00	4.21	73.2	

*Dividend yield (%) = individual dividend per share (total) ÷ share price (year-end, closing price) × 100
Closing value at beginning of FY2025 (February 1, 2024) 2,161 yen / Closing value at beginning of FY2026 (February 3, 2025) 1,813 yen / Closing value at beginning of FY2027 (February 2, 2026) 2,042 yen

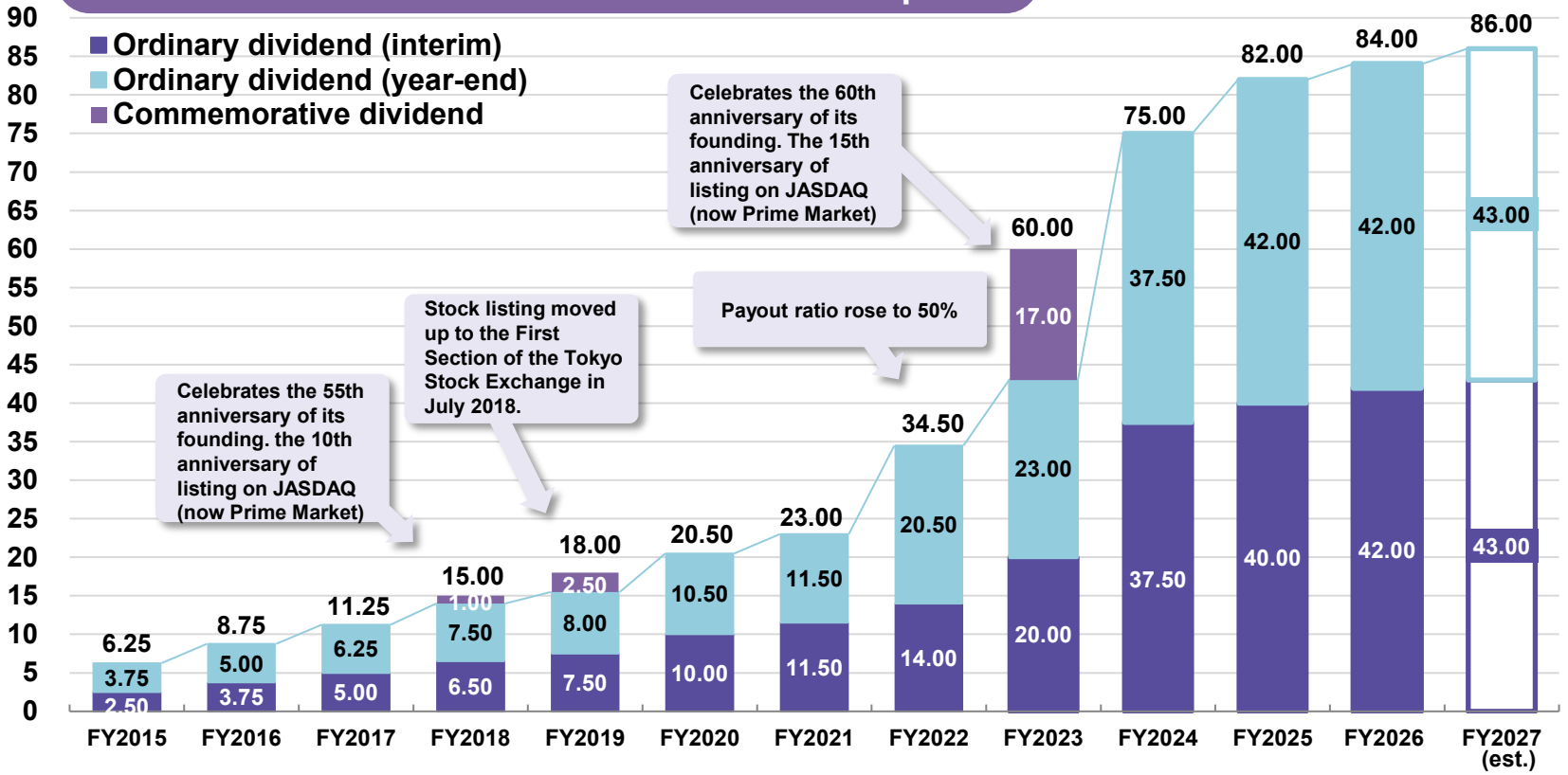
*As consolidated financial statements have been prepared since FY2026, the payout ratio and dividend on equity (DOE) for FY2025 are presented on a non-consolidated basis.For FY2026 and FY2027, these are presented on a consolidated basis.

Dividend Per Share

■ We determine a dividend amount that will not fall below the previous year's amount, based on a payout ratio of 50%.

Dividend increased for the Twelfth consecutive period

Unit: yen



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)

Investment Highlights

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.

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.

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.

https://www.artner.co.jp/en/

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	SUBARU, Sony Honda Mobility, TOYOTA MOTOR, Nissan Motor Astemo, Ltd., Bosch Corporation, Honda Motor, etc.
Electronic devices	KIOXIA Engineering, Tokyo Electron, JEOL Ltd., Panasonic, Lasertec, etc.
Precision equipment	SHIMADZU, NIKON, Terumo, etc.
Mechanical equipment	SMC, Komatsu, JTEKT, DISCO, 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 1,300 companies

(Non-consolidated) Top Ten Corporate Clients by Net Sales in FY2026

Top Ten by Net Sales (Standard company name used)

	FY2025		FY2026	
	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	Lasertec Corporation	Electronic devices	Lasertec Corporation	Electronic devices
5	Bosch Corporation	Transportation equipment	Astemo, Ltd.	Transportation equipment
6	Tokyo Electron Miyagi Ltd.	Electronic devices	Bosch Corporation	Transportation equipment
7	Astemo, Ltd.	Transportation equipment	Sumitomo Electric Industries, Ltd.	Steel, nonferrous materials and metals
8	Terumo Corporation	Precision equipment	Terumo Corporation	Precision equipment
9	JEOL Ltd.	Electronic devices	Tokyo Electron Miyagi Ltd.	Electronic devices
10	Sumitomo Electric Industries, Ltd.	Steel, nonferrous materials and metals	JEOL Ltd.	Electronic devices

Net Sales Per 10 Companies

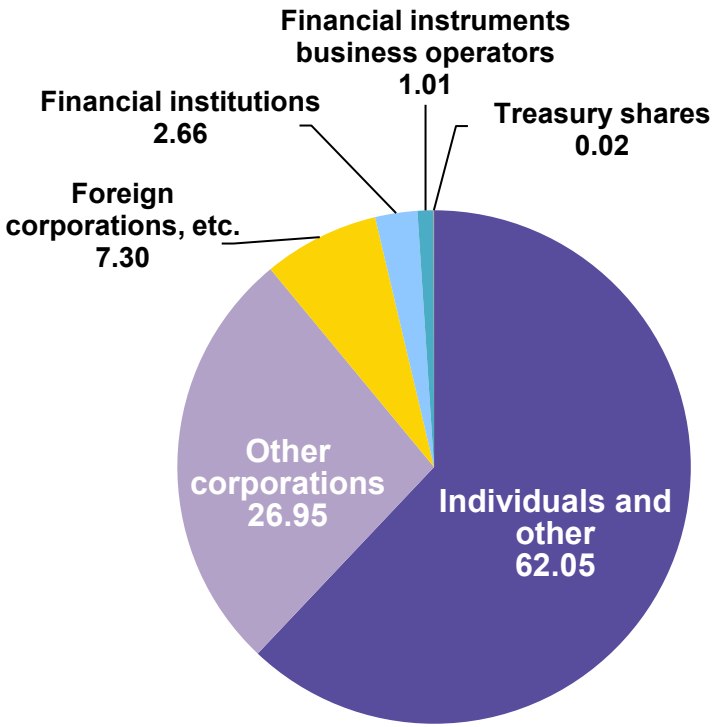
	FY2025		FY2026		Change from the previous year (%)	Percentage variance (pt)
	Result (million yen)	Ratio (%)	Result (million yen)	Ratio (%)		
Top 10	5,357	48.3	6,141	51.6	14.6	3.3
Top 11 to 20	1,507	13.6	1,542	13.0	2.4	(0.6)
Top 21 to 30	959	8.7	945	7.9	(1.6)	(0.7)
Other than the above	3,260	29.4	3,271	27.5	0.3	(1.9)
Total	11,085	100.0	11,901	100.0	7.4	—

*Excludes sales from "Other" businesses.

Data by Owner Category (as of July 31, 2026)

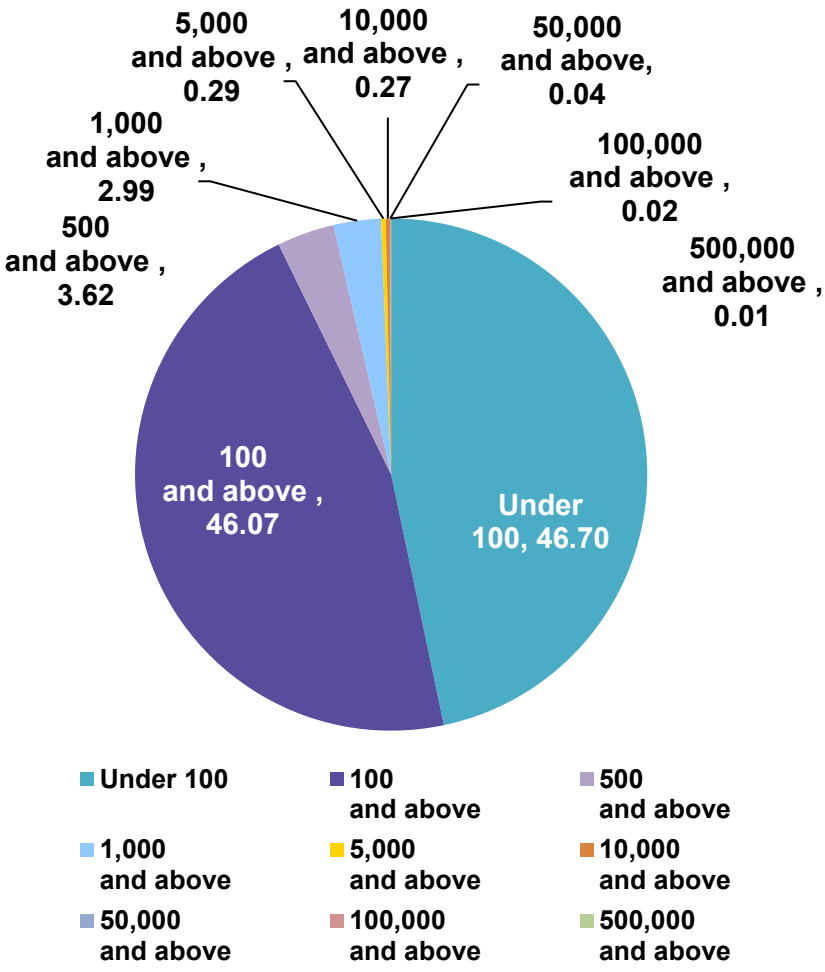
Share Distribution by Owner Category

Unit: %

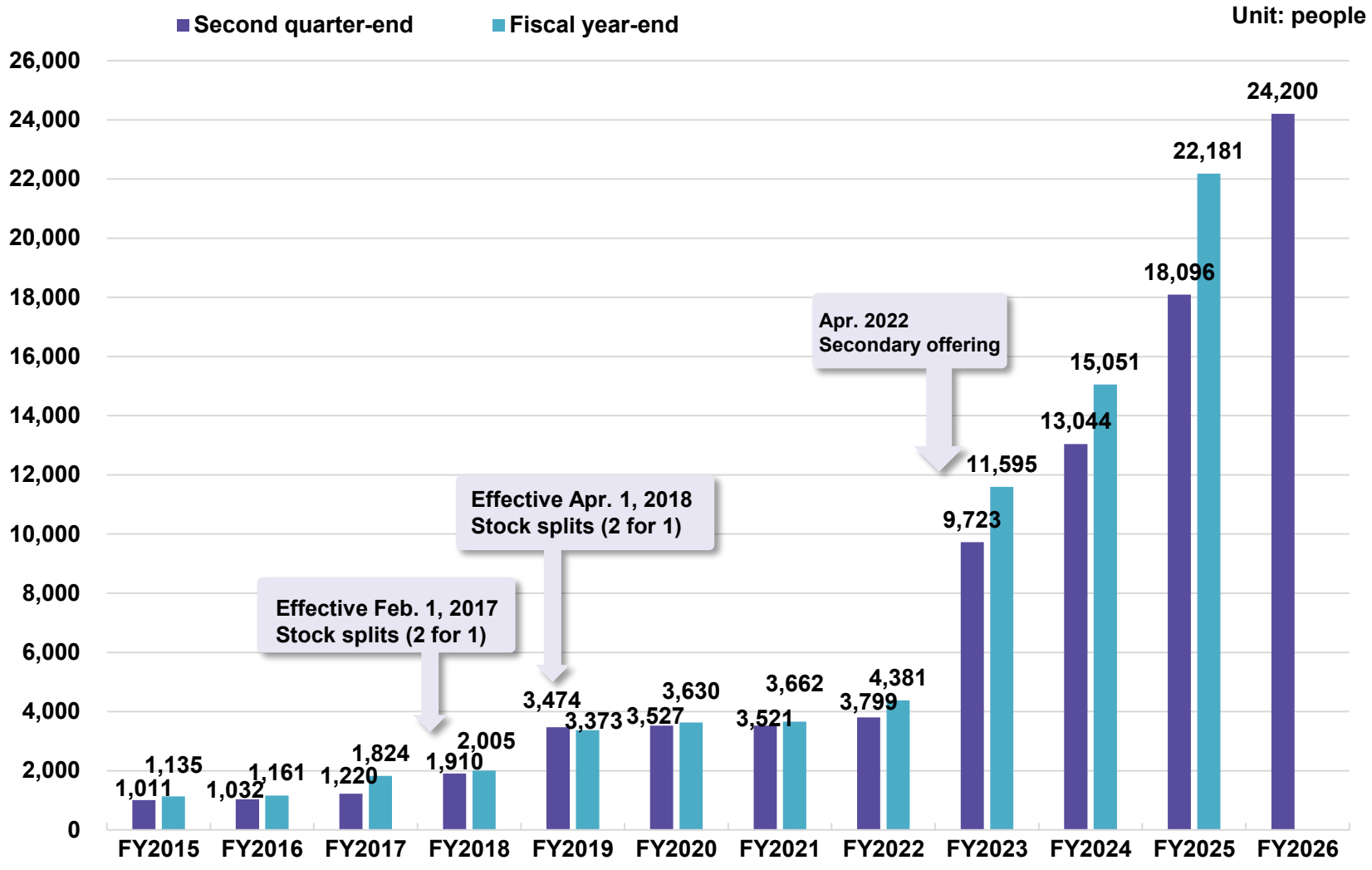


Shareholder Distribution by Number of Shares Held

Unit: %



Term-end Shareholder Numbers



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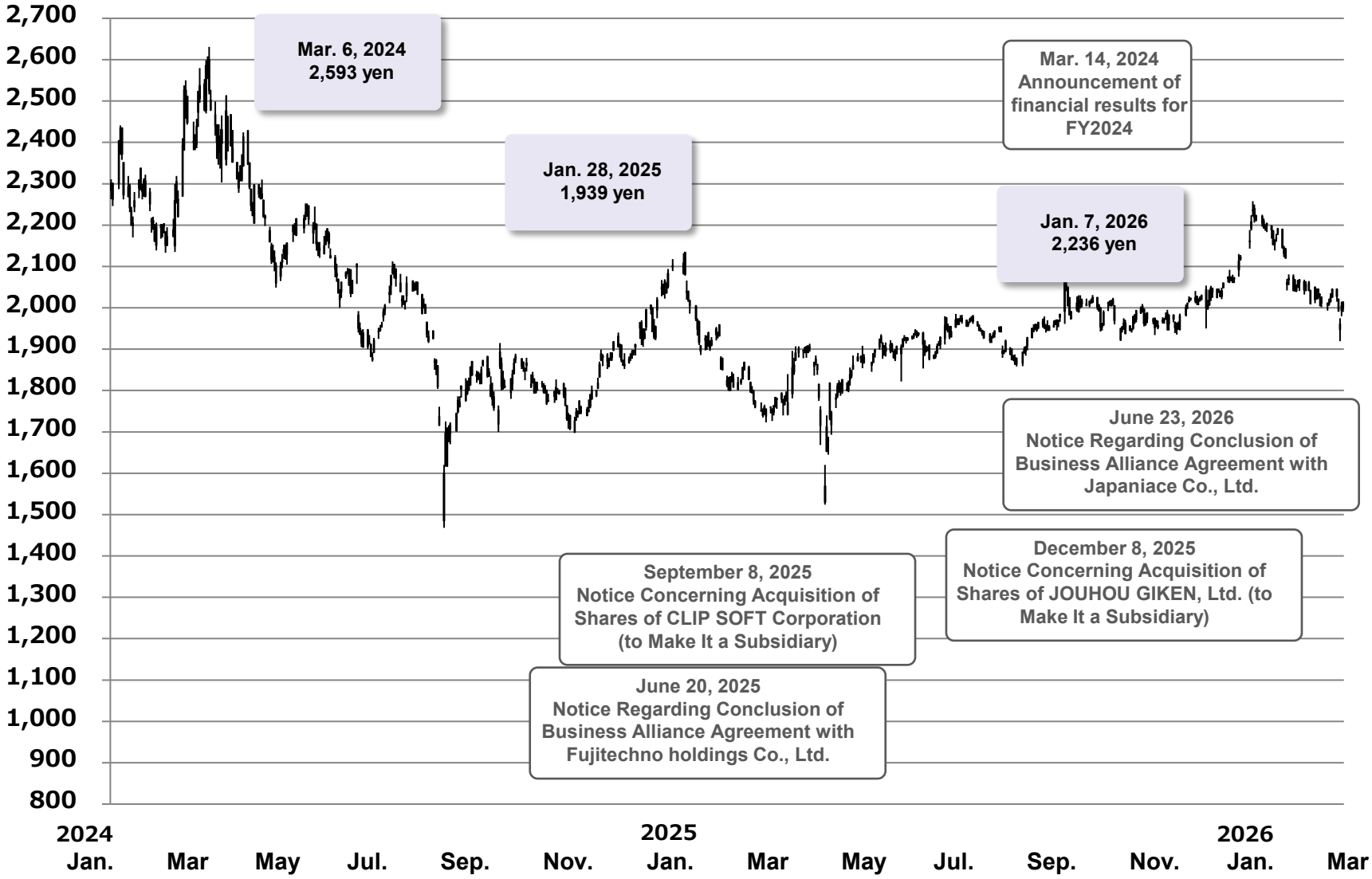
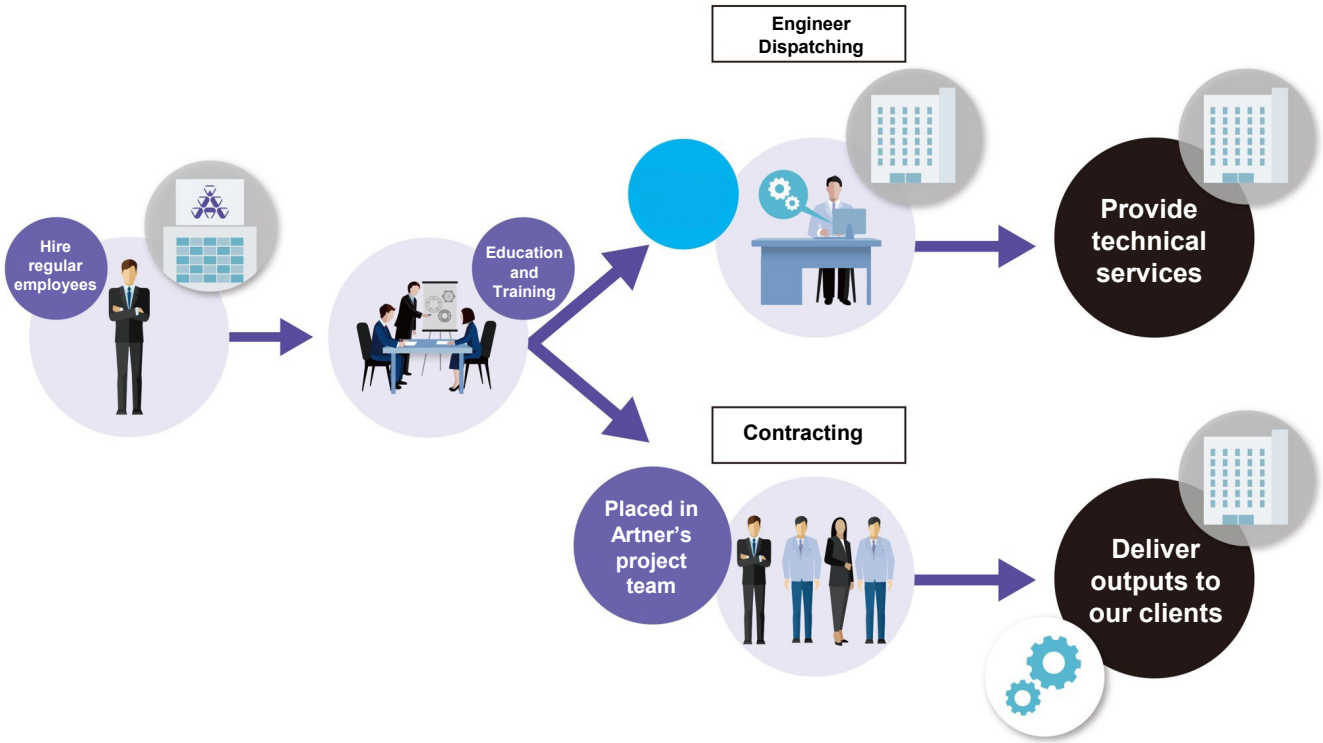
Stock Price Changes (January 4, 2024 – March 17, 2026)



https://www.artner.co.jp/en/

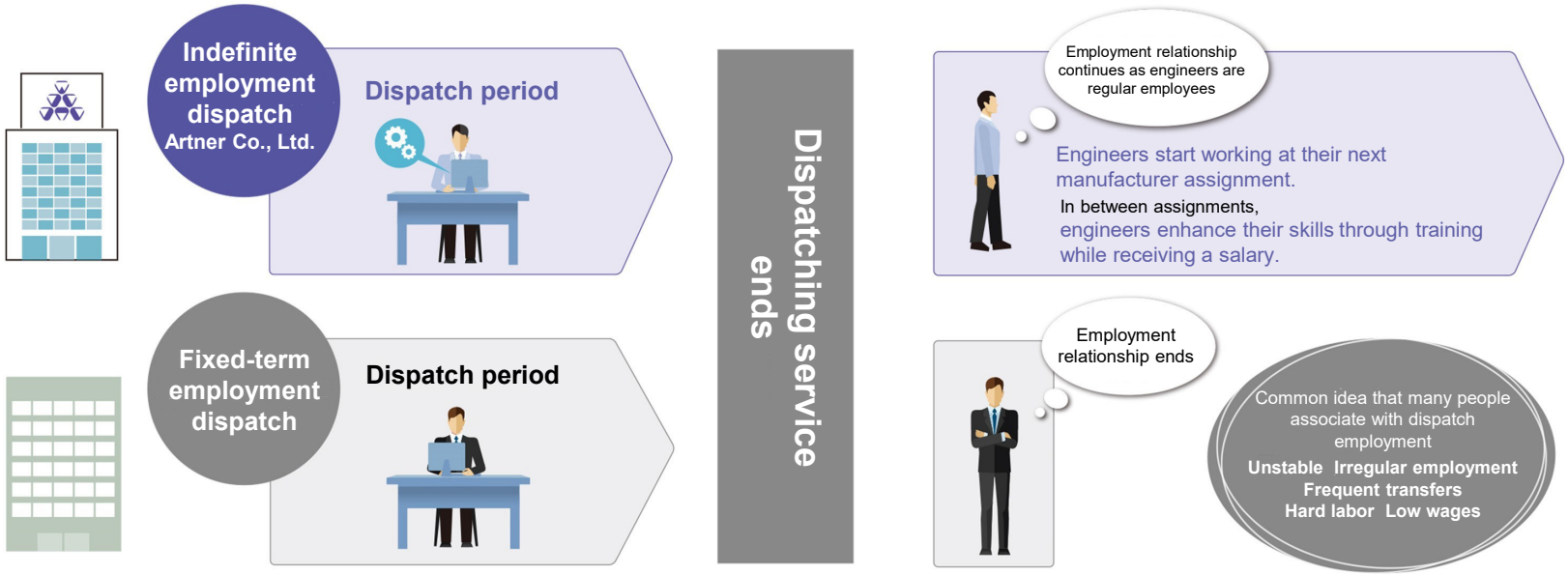
Business Model

- 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



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.**



Business Fields

Software

Compatible Fields

Embedded
IT Solution
Model-Based

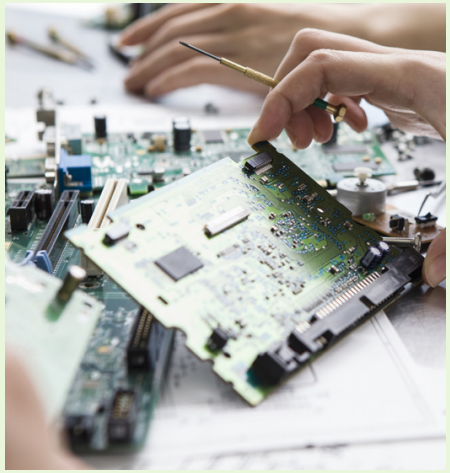
Software engineers develop software to be embedded in IoT devices and application software for network systems.

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

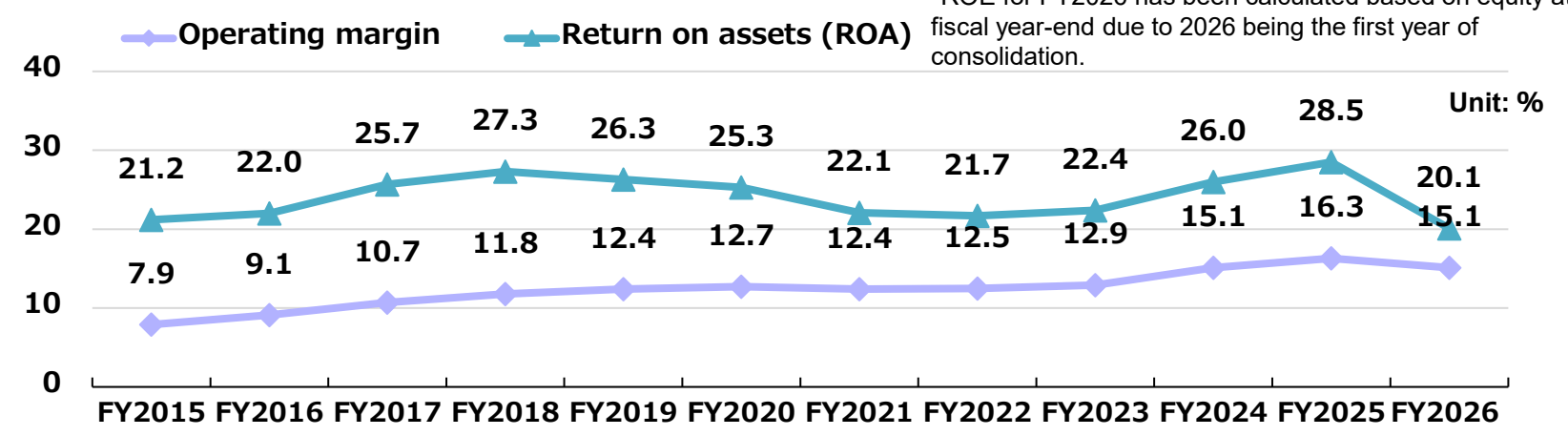
Compatible Fields

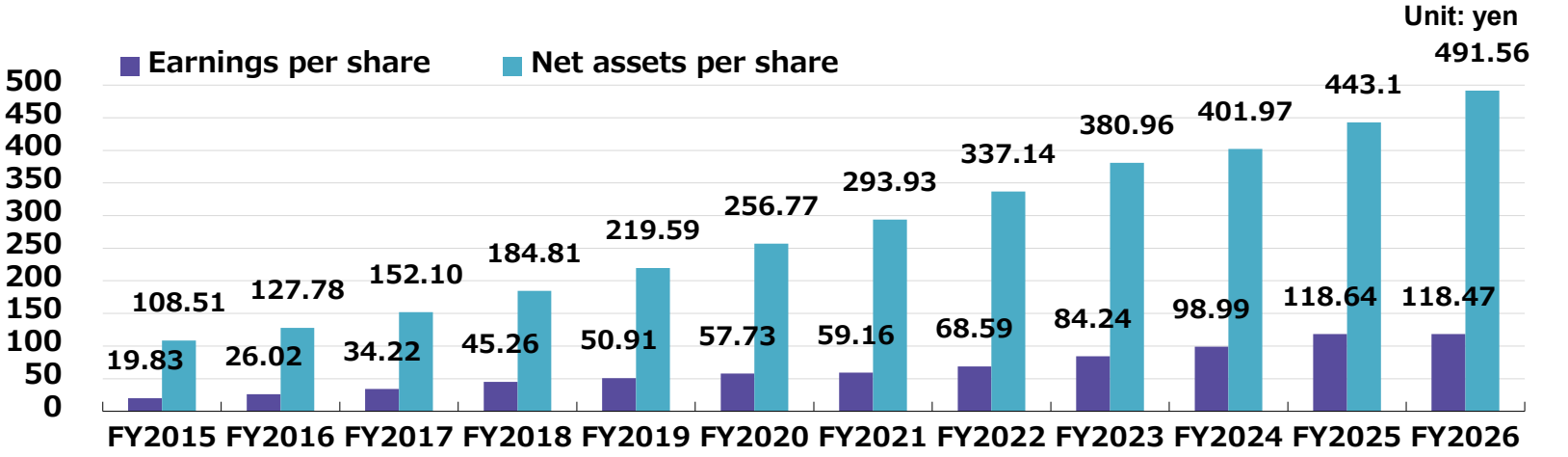
Drive Systems
Mechanisms
Structures and Materials

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

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

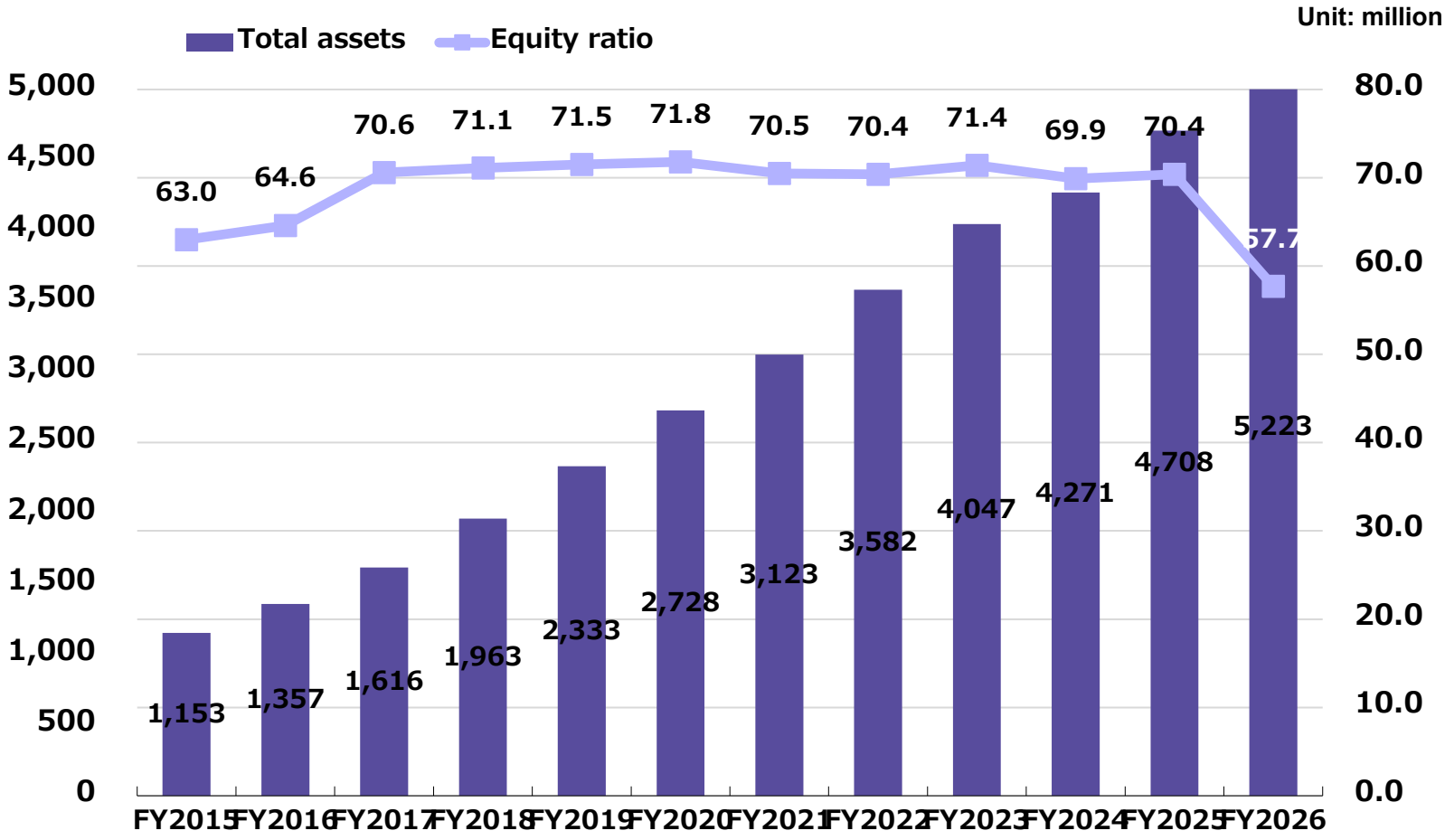
*ROE for FY2026 has been calculated based on equity at the fiscal year-end due to 2026 being the first year of consolidation.





*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)

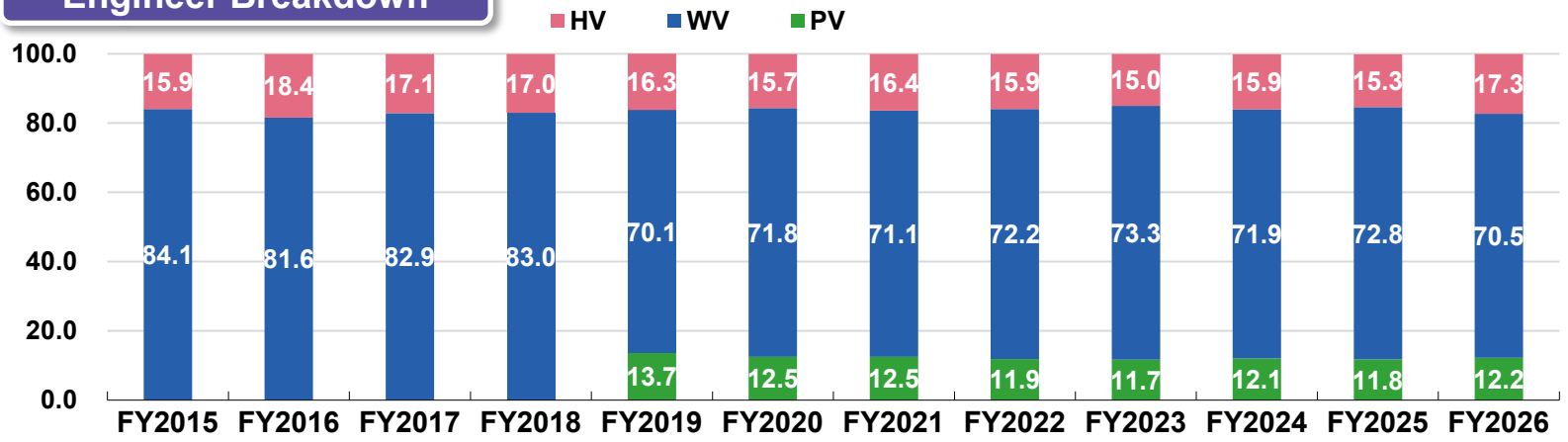
Net Assets / Equity Ratio



Engineer Breakdown by Group / Gross Margin

Engineer Breakdown

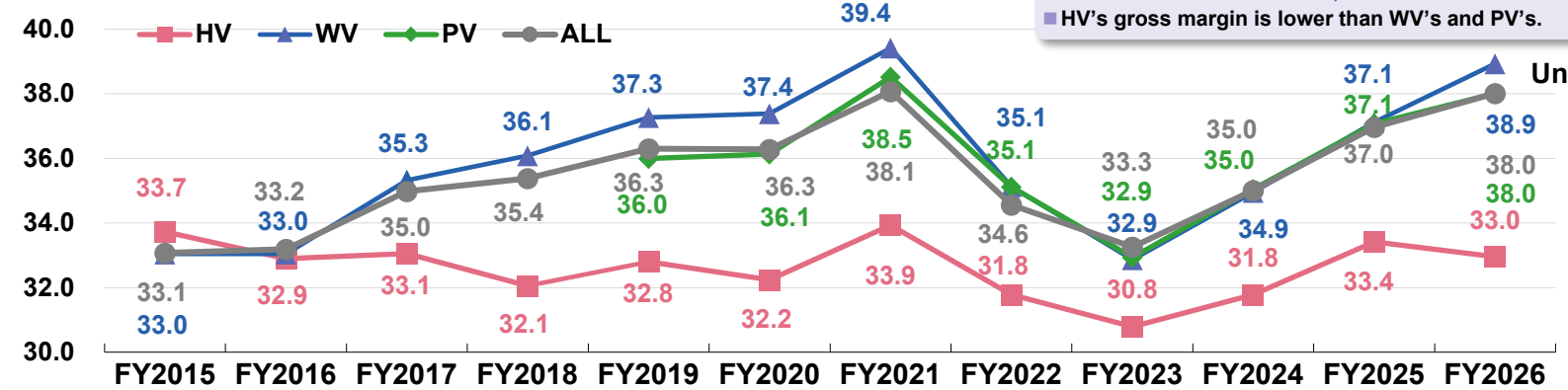
Unit: %



Gross Margin (engineer dispatching)

- HV's Wage Rules stipulate a performance-based salary system where the contract unit price is directly linked to the individual's salary.
- HV's gross margin is lower than WV's and PV's.

Unit: %



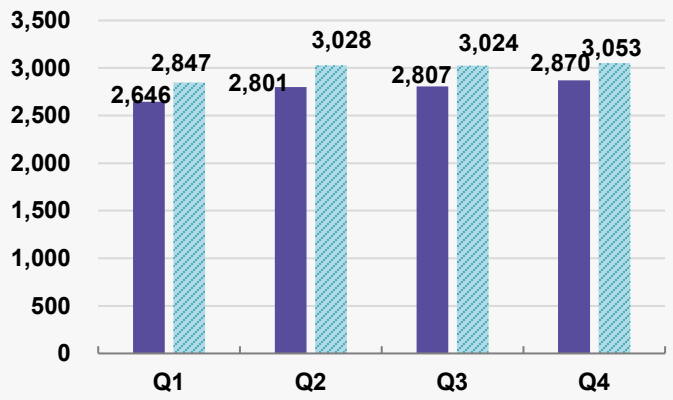
Average Unit Price of Engineers (by group)

HV…upper 6,000 yen range WV … approximately 4,500 yen PV… upper 4,000 yen range

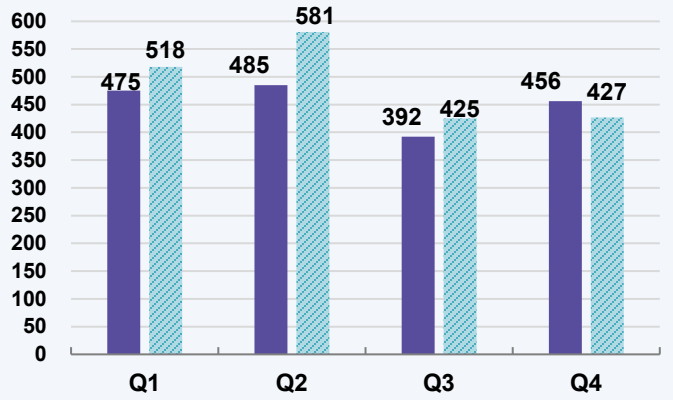
https://www.artner.co.jp/en/

(Non-consolidated) Quarterly (Accounting Period) Financial Results

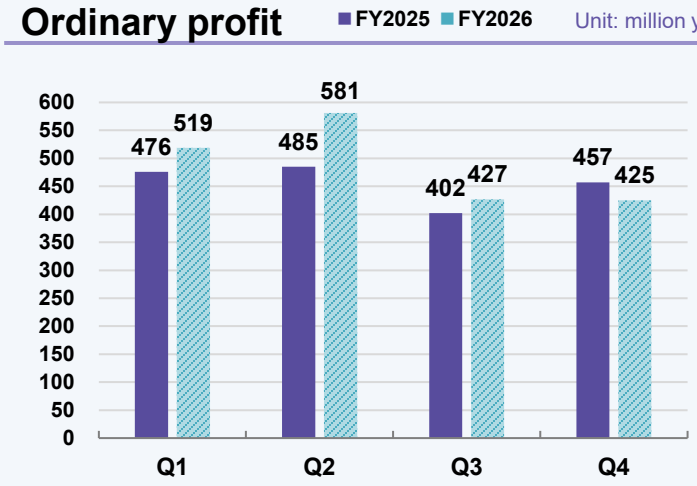
Net sales



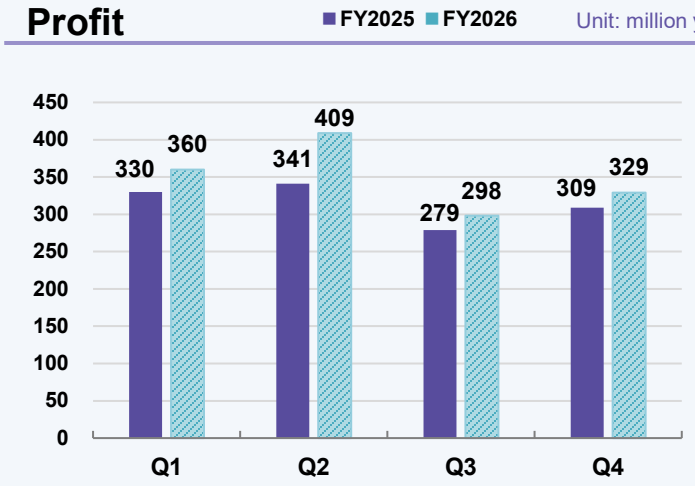
Operating profit



Ordinary profit



Profit



(Non-consolidated) Quarterly (Accounting Period) Numerical Data for Financial Results

FY2026

	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	2,847	100.0	7.6	23.8	3,028	100.0	8.1	25.3	3,024	100.0	7.7	25.3	3,053	100.0	6.4	25.5	11,954	100.0	7.4
Cost of sales	1,728	60.7	7.9	23.3	1,787	59.0	4.1	24.1	1,947	64.4	4.8	26.3	1,947	63.8	6.0	26.3	7,410	62.0	5.7
Gross profit	1,118	39.3	7.2	24.6	1,241	41.0	14.4	27.3	1,076	35.6	13.3	23.7	1,106	36.2	7.1	24.4	4,544	38.0	10.5
SG&A expenses	600	21.1	5.6	23.2	660	21.8	10.1	25.5	650	21.5	16.7	25.1	679	22.3	17.9	26.2	2,591	21.7	12.5
Operating profit	518	18.2	9.1	26.5	581	19.2	19.8	29.8	425	14.1	8.5	21.8	427	14.0	(6.5)	21.9	1,952	16.3	7.9
Ordinary profit	519	18.3	9.2	26.6	581	19.2	19.7	29.8	427	14.2	6.4	21.9	425	13.9	(7.0)	21.8	1,954	16.4	7.3
Profit	360	12.7	9.1	25.8	409	13.5	20.1	29.3	298	9.9	6.6	21.3	329	10.8	6.7	23.6	1,398	11.7	10.9

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

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 (%)	*(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	2,646	100.0	6.1	23.8	2,801	100.0	11.5	25.2	2,807	100.0	10.2	25.2	2,870	100.0	12.3	25.8	11,125	100.0	10.0
Cost of sales	1,601	60.5	4.8	22.8	1,716	61.3	8.2	24.5	1,857	66.2	5.8	26.5	1,837	64.0	8.1	26.2	7,013	63.0	6.7
Gross profit	1,044	39.5	8.2	25.4	1,084	38.7	17.2	26.4	950	33.8	20.0	23.1	1,033	36.0	20.6	25.1	4,112	37.0	16.2
SG&A expenses	568	21.5	16.8	24.7	599	21.4	14.9	26.0	557	19.9	10.0	24.2	576	20.1	15.3	25.0	2,302	20.7	14.2
Operating profit	475	18.0	(0.6)	26.3	485	17.3	20.1	26.8	392	14.0	38.0	21.7	456	15.9	28.2	25.2	1,810	16.3	18.9
Ordinary profit	476	18.0	(0.6)	26.1	485	17.3	20.4	26.7	402	14.3	37.2	22.1	457	15.9	28.3	25.1	1,821	16.4	18.9
Profit	330	12.5	(0.7)	26.2	341	12.2	19.9	27.1	279	10.0	37.9	22.2	309	10.8	33.7	24.5	1,260	11.3	19.8

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

https://www.artner.co.jp/en/

Consolidated Balance Sheet for FY2026

*As consolidated financial statements have been prepared since FY2026, figures for the previous fiscal year are reference values.

	(Non-consolidated) As of January 31, 2025	(Consolidated) As of January 31, 2026
	Result (million yen)	Result (million yen)
Current assets	6,130	6,654
(Cash and deposits)	4,588	4,728
Non-current assets	556	2,403
(Goodwill)		1,519
Total assets	6,687	9,058
Total current liabilities	1,262	1,873
Total non-current liabilities	716	1,961
Total liabilities	1,979	3,835
Total net assets	4,708	5,223

Total assets mainly breaks down into cash and deposits of 4,728 million yen, accounts receivable - trade of 1,789 million yen, and goodwill of 1,519 million yen.

Total liabilities mainly breaks down into long-term borrowings of 928 million yen, provision for retirement benefits for directors (and other officers) of 545 million yen, and accounts payable - other of 542 million yen.

Total net assets mainly breaks down into capital of 238 million yen and retained earnings of 4,667 million yen.

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* (%)	Turnover rate* *Excluding retirement and turnover via the Company's assistance program to change jobs	Term-end engineer count (people)	Change from the previous year (people)	Change from the previous year (%)
FY2019	716	130	26	8.9	7.1	785	69	9.6
FY2020	785	156	32	7.3	5.9	901	116	14.8
FY2021	901	177	29	11.7	10.8	971	70	7.8
FY2022	971	204	35	11.3	10.3	1,073	102	10.5
FY2023	1,073	169	50	9.6	7.7	1,157	84	7.8
FY2024	1,157	133	58	10.9	8.3	1,192	35	3.0
FY2025	1,192	171	67	11.7	9.7	1,251	59	4.9
FY2026	1,251	154	87	11.2	8.9	1,315	64	5.1
FY2027 (proj.)	1,315	153	120	Decreased YoY				

*Calculated based on operative regular employees:
(Previous FY term-end engineer count + new graduate hire count + career engineer count) × (1 − turnover rate) ≠ term-end engineer count

Artner's Approach to Sustainable Growth and Next-generation Growth

As our social environment continues to change on a global scale, dealing with social issues, such as initiatives based on the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), is an important managerial agenda

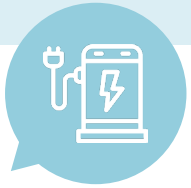
Build an internal system of recruitment, training, and sales with carbon neutrality as a main pillar of our business activities

Contribute to solving social issues through our business activities, increasing our corporate value and returning profits to stakeholders
Build a foundation for sustainable growth and next-generation growth

Direction of Our Carbon Neutrality Initiatives

For our major customers in the automotive industry, etc.

Participation by our engineers in development projects related to electric vehicles (EVs) that do not emit CO2 when driven, hybrid vehicles(HVs), fuel cell vehicles (FCVs), automated driving, semiconductors, etc.



Aim for further development and market penetration

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

target	FY2026 (result)
55.0%	47.3%

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

target	FY2026 (result)
50.0%	51.9%

Efforts to Reach Target Number of Engineers

Recruitment of New Graduates	**Target for April 2026 hires: 210 engineers** (up 37.3% from 153 engineers in the preceding year)

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 (incl. non-recent and recent graduates)	**Target for FY2026 hires: 120 engineers** (up 37.9% from 87 engineers in the preceding year)

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

FY2027 forecast » Recruitment investment expenses **22.7** %Up

https://www.artner.co.jp/en/

Efforts to Reach Target Number of 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.

Internal Programs that Can be Chosen by Engineers

Performance-based Salary System	HV	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	WV PV	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	HV WV PV	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	HV WV PV	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.

https://www.artner.co.jp/en/

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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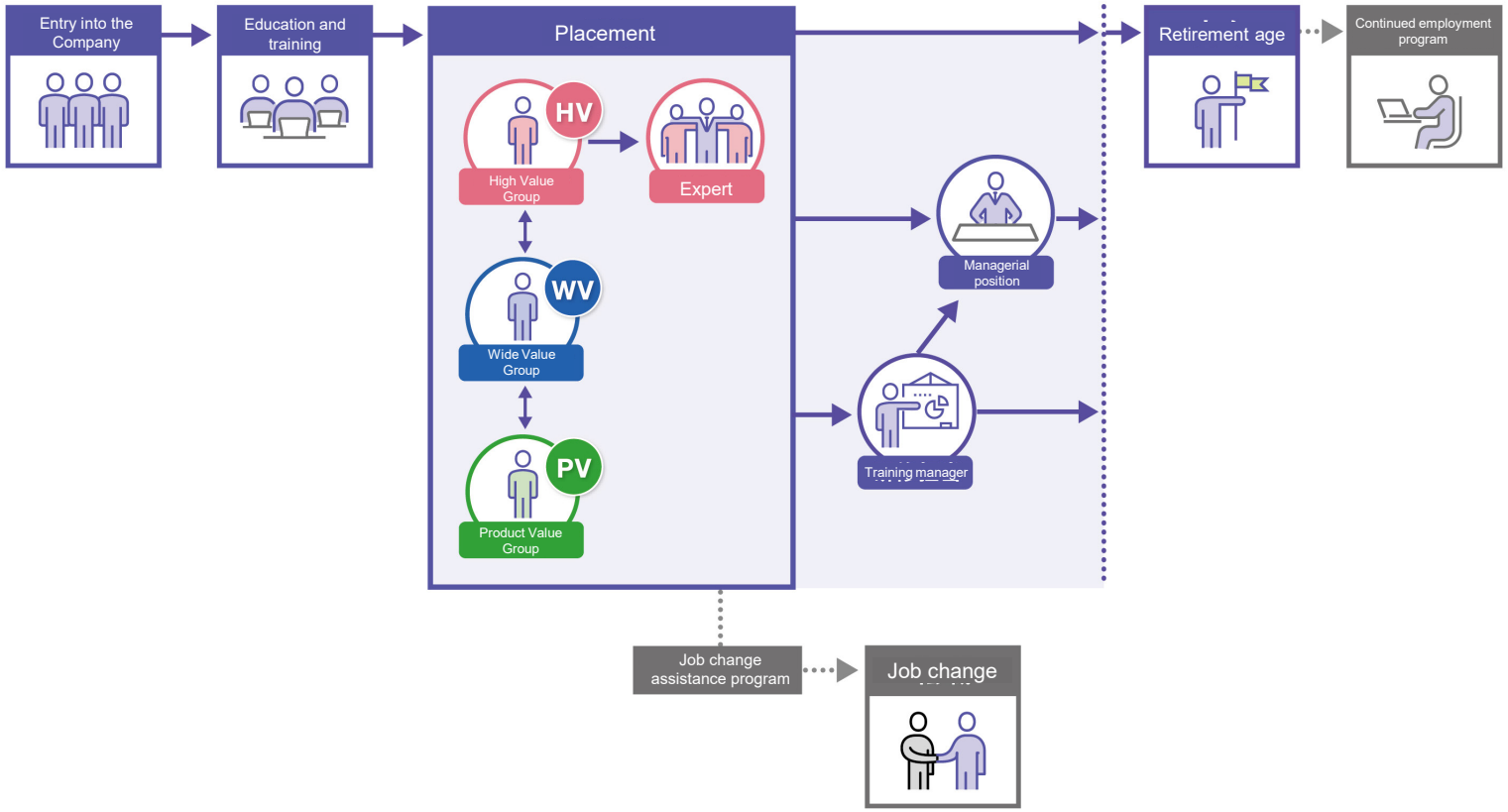
Career Paths of Engineers

■**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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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.

Training and Subsequent Placement of Non-Japanese Talents

Japanese language training

The purpose of this training is to have international employees develop practical ability to communicate in Japanese, from drafting emails to conversing about business.
After completing basic training, they engage in studies covering a wide range that includes culture and etiquette at Japanese enterprises and Japanese expressions and grammar. These studies are tailored to learners' individual Japanese levels.



Placement process

Placed in contracting projects. (Endeavor to acquire technical experience and Japanese language skill)

Actively deployed through engineer dispatching following acquisition of sufficient technical experience and Japanese language skill.

Share of non-Japanese talents

2.1Q% (FY2026)

https://www.artner.co.jp/en/

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.

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.

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.

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.

https://www.artner.co.jp/en/

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 sha re 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
- Things that can be done with AI right now: Focus on medical care and AI
- Analytical methods for thermal stress problems

Human Skill Enhancement Seminar

- Adapting to an era of diversity

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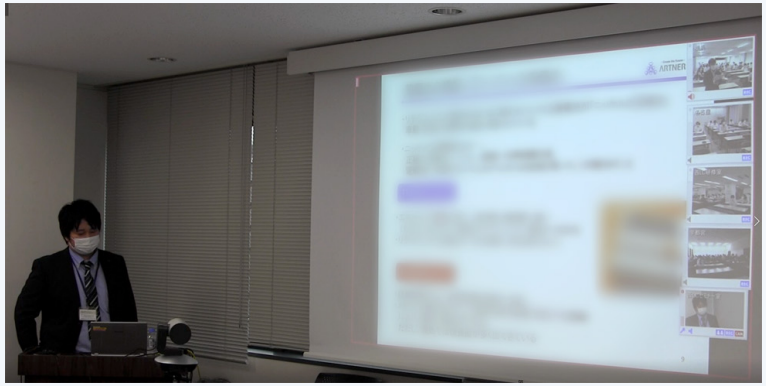
Career Support Courses

■ **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

- Mechanism of large language models
- Introduction to MicroPython
- Using UML for modeling
- MBD engineers in the automobile industry
- Practical algorithm development
- Power window pinch detection

Electronics Skill Development Courses

- Learning Electrical Equipment from Eco Cars
- Fuel Cells: Introduction
- AI and Semiconductors

Machinery Skill Development Courses

- Lithium-Ion Batteries
- Product Conceptual Design Training
- Design of Gear Drive Mechanisms

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

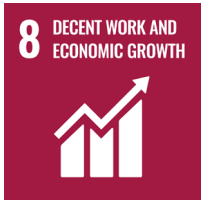
"Carbon Neutrality"

- Personnel for technical development of eco cars

- 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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