September 17, 2026 - Online Investor Briefing for Analysts and Institutional Investors
Key Questions and Answers
(Some parts of the contents have been added or modified for easier understanding.)

Q: Your ROE is as high as 24.1%. Do you intend to maintain this level while you pursue both profit growth and shareholder returns?
A: We set a target consolidated ROE of at least 20% in the Medium-Term Business Plan. Yet the past figures show that we have already achieved a target of 20% or higher. We intend to continue our efforts to increase margins, so that we will achieve an even higher ROE.

Q: What fields will drive growth over the next two to three years?
A: In regard to growth over the next two to three years, considering the current situation, we expect demand for engineers to continue growing among automotive-related manufacturers in new technology fields, including automated driving, software-defined vehicles (SDVs), and all-solid-state batteries, as well as in projects for carbon neutrality and CO_2 emissions reduction. Moreover, we expect that semiconductor manufacturing equipment manufacturers will also continue to need more engineers as AI evolves and develops for wider and more frequent use. Therefore, Artner intends to continue focusing on the industry fields of transportation equipment, electrical equipment, and precision equipment as we work to enhance our sales operations.

Q: How will rapid progress in generative AI affect Artner's three existing technology fields?
A: We are currently gathering information about our clients' policies and realities related to various uses of AI. We believe that newspapers, magazines, trade journals, and other publications are, at the moment, overflowing with speculative information that outpace actual developments. For this reason, we plan to keep gathering highly accurate information to use for our forecasts. It is also currently predicted that AI will take over routine and/or standardized tasks. Predictions also suggest that AI will be actively utilized to enhance the efficiency of operations and reduce costs in development work processes. Since we still need more information, we intend to gather more accurate information to use for our future strategies.

Q: What is Artner's long-term outlook and growth strategy—in other words, how does it envision itself 10 years from now?
A: We cannot ignore AI as a theme for the current Medium-Term Business Plan and for our vision 10 years from now. We intend to conduct analyses and make predictions as we collect more accurate information, so that we can make effective use of them in our future Medium-Term Business Plans, including the one we will soon be developing.

Q: What is the status of new graduate hiring for April 2027?

A: Our target for April 2027 new graduate hires is 210 engineers, and so far approximately 80% of openings have been filled. We will continue our recruitment activities to ensure that we reach the full target of 210 engineers.