

FY2026 Q1 One-on-One Meetings

Key Questions and Answers

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

Q: There are other companies in the same industry that employ engineers in high-end fields. What are the factors that enable Artner to win over orders for engineers for projects in such fields?

A: Our perception is that our ability to win over orders is based on the recognition that a considerable number of highly skilled engineers have been employed with us over our track record spanning many years. At client companies, there are cases where a predetermined order of priority exists with respect to the companies those clients place orders with depending on whether a high-end, middle-end, or low-end project is involved.

Q: In your Medium-Term Business Plan, your payout ratio is given as 50%. Are you thinking of conducting any measures such as share buybacks?

A: Regarding share buybacks based on our total payout ratio, our intention going forward is to consider dividends and share buybacks, conducting the latter as well when they are necessary and appropriate.

Q: What kind of targets do you have in mind for M&As?

A: We have several targets. At present, we are envisioning the acquisition of other companies in the same industry as well as alliances with such companies. Additionally, we are already targeting other technology fields in the established engineer dispatching industry. We are currently exploring candidate M&A targets with a focus on these two points.