

## Introduction

- 01 Contents / Purpose, Company Motto, Management Philosophy
- 03 Growth Trajectory

## Management Message

- 05 Message from Our President and CEO

## ARTNER' Value Creation

- 09 Value Creation Process
- 11 Materiality (material issues)
- 13 Materiality (material issues) KPIs, targets and results

## Business Strategy

- 15 Review of the Medium-Term Business Plan to Date
- 17 Medium-Term Business Plan (FY2023 to FY2025)
- 19 Segment Overview

## Sustainability

- 23 Disclosure based on TCFD recommendations
- 25 Human Resource Strategy
- 27 Diversity and Inclusion / Regional Contribution

## Governance

- 29 Corporate Governance
- 35 Risk Management / Compliance
- 37 Interview with Outside Director
- 41 Executive Team

## Data Section

- 43 11-Year financial Summary
- 45 Financial Statements
- 49 Company Data

### 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.

### – 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.

### Company Motto

Pursuit of Mindset Pursuit of Wisdom Pursuit of Creativity

Whenever you must make a firm decision on which path to take, always stay calm and make sure to return to the basics, no matter what you are faced with.

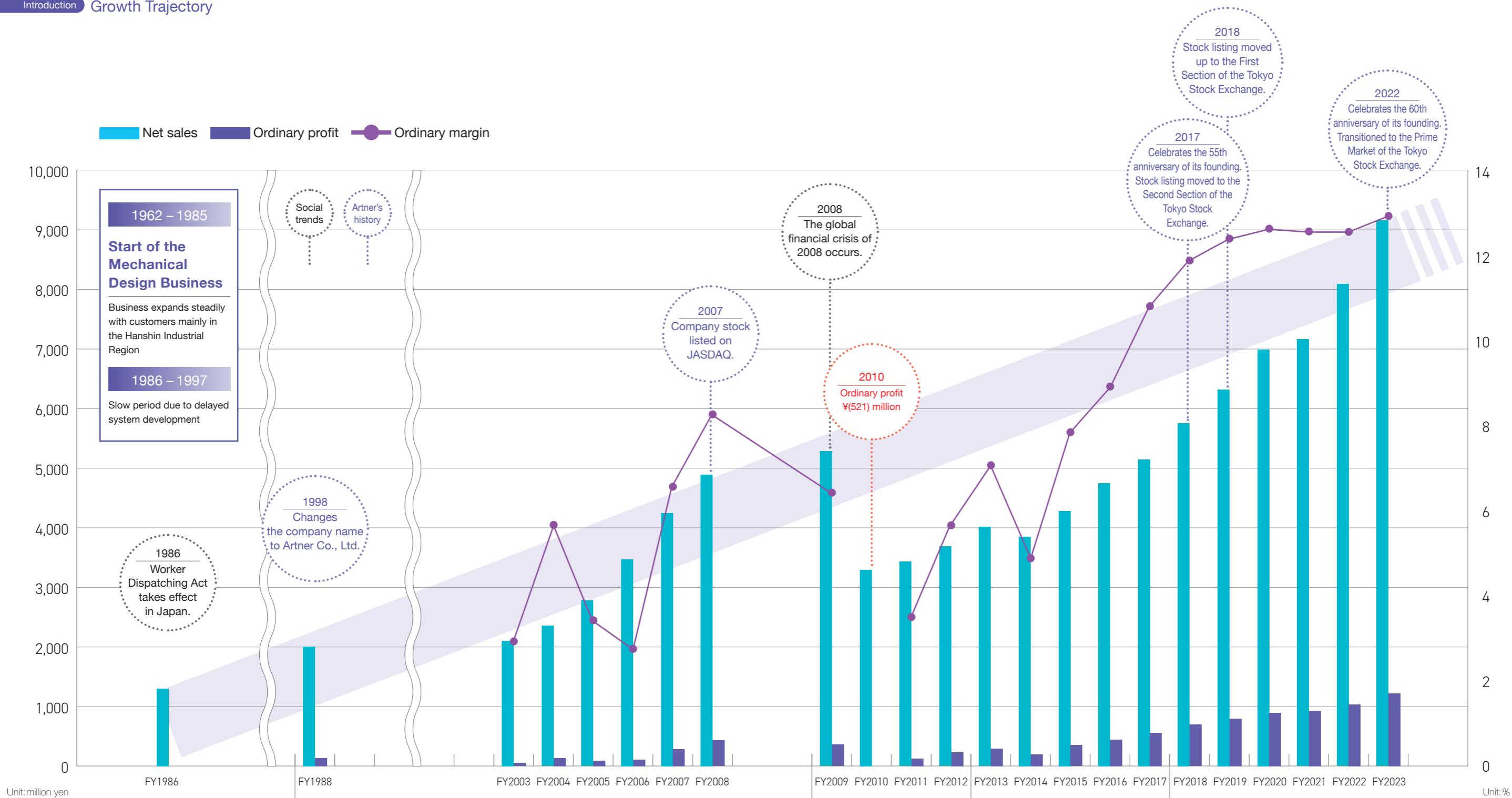
### Management Philosophy

“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.

\*We put our specific meanings into these words. *Happiness* represents the idea that people will become *happy* by acting on their own initiative, rather than waiting for something to be offered. *Reflection* is the idea that, by illuminating and shining on each other, we will create a culture of promoting *reflective prosperity*.



Unit: million yen

Unit: %

1998 – 2008	2009 – 2012	2013 – 2017	2018 –
<b>First business restructuring</b>	<b>Second business restructuring</b>	<b>Revamped the business model to take the company to the next stage in anticipation of a full recovery from the global financial crisis of 2008</b>	<b>Build a foundation for sustainable and next-generation growth</b>
<ul style="list-style-type: none"> <li>© Focused human resources in the Engineer Dispatching Business</li> <li>© 1998: Changes the company name to Artner Co., Ltd.</li> <li>© 2000: Artner Five-Year Revitalization Plan</li> <li>© 2007: Company stock listed on JASDAQ.</li> <li>© 2008: The global financial crisis of 2008 occurs.</li> </ul>	<ul style="list-style-type: none"> <li>© 2011: Reorganized into the Engineer Business Division (Utsunomiya, Yokohama, Nagoya, and Osaka), Hyper Artner Business Dept., etc.</li> </ul>	<ul style="list-style-type: none"> <li>© 2013: Four business divisions established (Hyper Artner Business Division, Engineer Business Division, Engineer Agency Business Division, and Human Resources Business Division)</li> </ul>	<ul style="list-style-type: none"> <li>© Promote strategies by segment</li> <li>© Promote diversity and inclusion in talent management</li> </ul>