

Inputs

Sources of value creation

- Financial capital**
Solid and strong financial base supporting sustainable growth
- Intellectual capital**
Practical education and training by training managers with engineer backgrounds, based on training curricula aligned with clients' work
- Human capital**
Regular employment of engineers with STEM backgrounds who can be placed in upstream/midstream work processes of manufacturers
- Social and related capital**
Long-term partnerships with clients, schools, academic societies, and organizations

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

Business Activities

Management philosophy

"Engineer Support Company"
—We support our engineers' dreams—

Purpose

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

Our strengths

- Trust from our clients based on our long history
- The business model we have developed over many years
- Placement of engineers to technical fields with high market needs
- Job-based employment that allows career development within the Company

Our business and technology domains

Engineer dispatching business
Contracting business

Software
Electronics
Machinery

[Services provided for work processes of manufacturers]

[Job change assistance program]

- STEP 1: Joining Artnr as a full-time employee
- STEP 2: Education and training
- STEP 3: Gaining experience at client companies
- STEP 4: Interviews, etc. with preferred manufacturers
- STEP 5: Mutual agreement
- STEP 6: Job change

Matching via representative (between steps 4 and 5)
Manufacturer's full-time employee (between steps 5 and 6)

Eight materiality topics

Environmental

- Improve energy efficiency and reduce energy usage
- Contribute to carbon neutrality through business activities

Social

- Resolve social issues by creating jobs
- Respect human rights
- Promote diversity and inclusion
- Develop and secure promising talents

Governance

- Strengthen corporate governance
- Promote compliance management

Medium-Term Business Plan

Basic Policy

"Build a foundation for sustainable and next-generation growth"
"Make Value for 2022 to 2024"

Basic Measures

- 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
- 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)

Outcomes

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

Medium- to long-term goals

- 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.

*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*.