

## Current status of Artnr

### Management philosophy

**"Engineer Support Company"**

—We support our engineers' dreams—

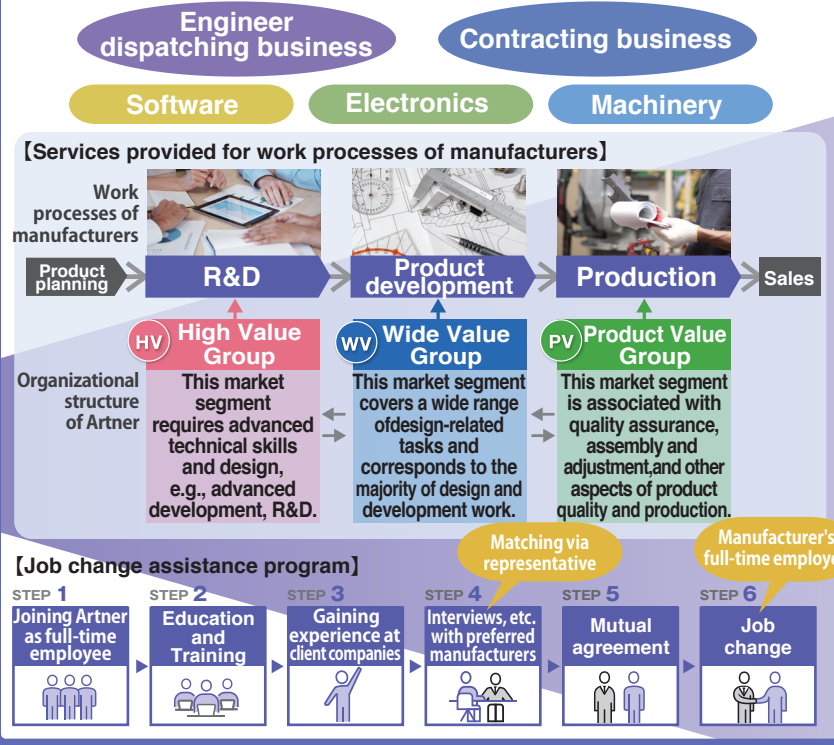
### Purpose

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



### 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

### 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.

## 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)

\*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*.

### 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