ESG

Basic Stance

Since its founding in 1971 I-NET, headquartered in Yokohama, Kanagawa Prefecture, has continued to grow with support from local customers and partner companies. Based on our gratitude for that past support, we have valued management that works closely with local communities, engaging in a variety of social contribution activities, including establishing a foundation to support non-profit, volunteer, and other types of organizations and a special subsidiary for promoting the employment of disabled people. In light of the international framework for the Sustainable Development Goals (SDGs) for 2030, adopted by the United Nations in 2015, the movement toward building a sustainable society is accelerating in the world. Since our founder established the Company to solve issues around streamlining of administrative work at gas stations, with the Corporate Philosophy “to create new systems and values using information technology and contribute to the realization of a prosperous, happy society,” I-NET has continued to solve issues faced by its customers with information technology, contributing to the development of society through its business. In its ESG management, I-NET also works proactively to create a business environment in which each and every employee feels comfortable working, through its efforts to minimize the impact of business activities on the environment, enhancement of governance that can respond quickly to changes in the management environment, efforts to support the promotion of employees' health, and enhancement of promoting diversity that can respond appropriately to the diversifying needs of employees.

In order to continue being a company that continues to grow further, we will create economic value, social value, and environmental value through our diverse human resources, information technology, and services and work to develop a prosperous society along with our various stakeholders.

Environment (E)

The I-NET Group places great importance on contributions to society through ESG management for the realization of its Corporate Philosophy: “To create new systems and values using information technology and contribute to the realization of a prosperous, happy society.” We position responses to environmental issues, including climate change, as one of our priority management issues, in acknowledgement of the significant amounts of electricity consumed at our data centers (DCs).

I-NET Group Environmental Declaration

As part of our sincere efforts to address global environmental issues, I-NET Corp., including its subsidiaries and affiliates (hereinafter the “I-NET Group”), has decided to move our goal of achieving net-zero greenhouse gas emissions across our entire value chain by FY2050 forward to FY2040.

At the same time, while we had previously aimed to reduce the I-NET Group’s greenhouse gas emissions (equivalent to Scope 1 and 2) by 33.6% or more by FY2030 compared to FY2022, we have revised this target upward, aiming for a reduction of 50% or more compared to that same fiscal year.

On July 21, 2023, I-NET expressed its support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and announced the target year for achieving net-zero greenhouse gas emissions for the Group, along with specific reduction goals. Since then, we have switched part of the electricity used in our DCs to renewable energy sources. Based on these results, we have revised our goals.

In recent years, such issues as global warming have become increasingly serious, and we believe we have a responsibility to take action to build a sustainable future. Compared to fossil fuels, renewable energy can significantly reduce greenhouse gas emissions and minimize environmental impact. Therefore, the I-NET Group has decided to actively contribute to reducing greenhouse gas emissions by switching the electricity used at our DCs to that from renewable sources.

For the I-NET Group to achieve carbon neutrality by FY2040, we will focus on formulating effective strategies and actively advancing the use of renewable energy. Through cooperation with renewable energy supply partners, we will secure a stable and reliable renewable energy supply and enhance the sustainability of our DCs.

Switching to renewable energy also yields important benefits for the I-NET Group’s customers. There is a significant power reduction effect from consolidating customers’ servers in DCs. An eco-friendly DC environment supports customers in achieving sustainability goals and contributes to increasing corporate value. We value cooperative relationships with our customers and promise to share the benefits of utilizing renewable energy.

The I-NET Group will sincerely take this environmental declaration to heart, continue to reduce the environmental impact of DC operations, and continuously strive to contribute to the global environment.

We believe that our efforts will be one step toward realizing a more sustainable society.

Announced July 21, 2023; revised January 19, 2024

Tomomichi Saeki
Representative Director and Executive President, I-NET Corp.

Disclosure Based on the TCFD Recommendations

The I-NET Group analyzes and evaluates the risks and opportunities that climate change presents to the Group under multiple scenarios based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The results are reflected in the I-NET Group's environmental strategy after reporting to, discussion in, and decision making by a dedicated council established within I-NET Corp., the parent company overseeing the Group, and the Board of Directors.

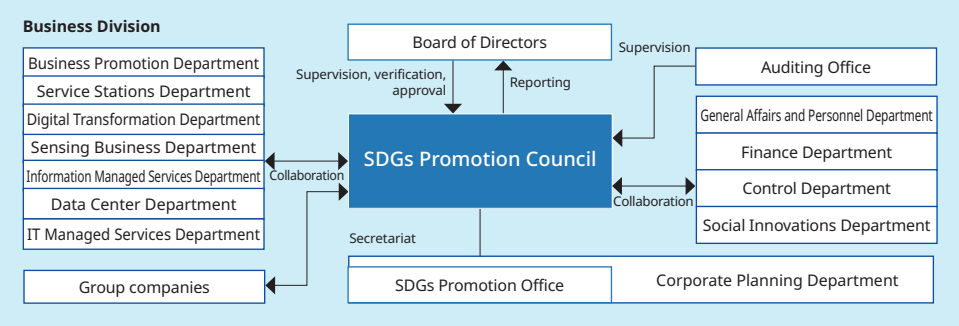
See here for more information about information disclosure based on the TCFD recommendations:
https://www.inet.co.jp/english/sustainability/tcfd.html

Governance

The I-NET Group has established governance policies and an execution structure to address environmental issues, including climate change. This allows us to deliberate and decide on important policies and measures for responding to climate change, leading to improvements and new initiatives.

In April 2022 the I-NET Group established the SDGs Promotion Office within I-NET to further advance ESG management. We have also established the SDGs Promotion Council chaired by our representative director and executive president. The Council meets twice a year to report on and discuss SDG activities, working actively on SDG initiatives across the Group. The SDGs Promotion Council discusses and decides on initiatives, risks, opportunities, policies, and disclosures related to climate change. It also monitors progress and reports resolutions and progress status to the Board of Directors.

Chart of the SDGs Promotion Council



The SDGs Promotion Office operates the SDGs Promotion Council and conducts specific examinations of Group-wide initiatives, risks, opportunities, policies, and disclosures. It then extends resolutions into business activities through each business division and follows up on their implementation.

Strategy

• Scenario Analysis

Information Processing Services and System Development Services account for about 95% of net sales in the I-NET Group's businesses.

In FY2024 we conducted scenario analysis for 2°C and 4°C temperature rises based on the TCFD recommendations, looking at Information Processing Services, which includes DC operations that are more susceptible to the impact of climate change.

As 99% of the I-NET Group's electricity usage comes from DCs, we only analyzed Information Processing Services.

	2°C Scenario		4°C Scenario	
	Impact	Financial Impact	Impact	Financial Impact
Information Processing Services	•Electricity charges from fossil fuels increase significantly due to high carbon taxes, increasing DC operating costs due to higher electricity usage costs. •Facility investment costs, such as for energy-saving equipment, air-conditioning equipment, and environmental measures, increase.	High	•DC operating costs increase due to the impact of extreme disasters, rising temperatures, etc., with concerns that DC operations themselves will become impossible. •Facility investment costs, such as for energy-saving equipment, air-conditioning equipment, and environmental measures, increase.	High
System Development Services	•Expenses such as electricity charges at development sites are expected to increase due to sharply rising electricity rates. •However, the impact of cost increases due to electricity rates is relatively small, as electricity consumption in this service is negligible compared to the electric power consumed by DCs.	Low	•Expenses such as electricity charges at development sites are expected to increase due to sharply rising electricity rates. •However, the impact of cost increases due to electricity rates is relatively small, as electricity consumption in this service is negligible compared to the electric power consumed by DCs.	Low

Environment (E)

• Risk Analysis (Information Processing Services)

Item	Risk Factors	2°C Scenario		4°C Scenario	
		Overview	Financial Impact	Overview	Financial Impact
Transition Risks (2030)	Introduction / increase of carbon pricing (carbon tax)	Risk of being unable to pass on the cost increase in servers and equipment, and the rise in electricity rates	Medium	Risk of being unable to pass on the cost increase in servers and equipment, and the rise in electricity rates	Low
	Introduction of renewable energy	Risk of being shut out of value chain due to insufficient procurement	High	Risk of being shut out of value chain due to insufficient procurement	Medium
	Delay in providing systems and services responding to climate change	Risk of delay in adapting to technological changes and entering new service areas	Medium	Risk of delay in adapting to technological changes and entering new service areas	Low
	Reputational decline due to delayed response	Risk of decline in corporate value and being shut out of value chain	Medium	Risk of decline in corporate value and being shut out of value chain	Low
Physical Risks (2040)	Increase in natural disasters	Risk of DC stoppages due to increased blackouts and stalled fuel supply during blackouts	Medium	Risk of DC damage due to abnormal weather; risk of DC stoppages due to increased blackouts and stalled fuel supply during blackouts	High
	Temperature rise	Risk of declining price competitiveness due to facility investments not keeping up with increased air-conditioning costs, etc.	Medium	Risk of DC maintenance becoming difficult due to facility investments not keeping up with increased air-conditioning costs, etc.	High

Transition Risks: Risks related to transition to a low-carbon economy; Physical Risks: Risks related to physical changes caused by climate change

• Opportunity Analysis (Information Processing Services)

Aspect	Overview	Financial Impact	
		2°C Scenario	4°C Scenario
Resource Efficiency	DCs require large amounts of electricity and cooling systems, but improving energy efficiency can reduce costs and environmental impact. Developing and installing energy-saving systems and cooling technologies can improve DC operating efficiency. This can present business opportunities related to energy-efficiency improvements, such as providing these technologies and consulting services.	High	Medium
Energy Source	As the use of renewable energy is demanded, DCs can play a role in promoting the transition to renewable energy. By partnering with renewable energy power plants and introducing renewable energy, services can be provided as DCs that utilize clean energy. Furthermore, opportunities for DCs to enter energy markets can be expected through collaborations with energy suppliers and the establishment of power trading platforms.	High	Medium
Products / Services	DCs play a role in providing corporate and organizational data management and cloud services. As climate change risks increase, the importance of DCs for disaster preparedness and business continuity planning will grow. Expanded demand for services responding to climate change risks can be expected, such as providing robust disaster recovery services and data backup solutions, as well as strengthening security measures.	High	High
Market	As climate change countermeasures become an important issue for companies and organizations, companies are required to evolve toward sustainable business models. By providing data and reports on energy efficiency and sustainability, DC operators can help clients reduce environmental impact and support sustainable business strategies. Demand for environmental services in the market is also expected to expand, including for collecting/analyzing data related to sustainability metrics and providing reporting tools.	High	Medium
Resilience	Companies are required to improve resilience against natural disasters caused by climate change. Through DC design and operation, DC operators can take measures to address disaster risks, such as earthquakes and flooding. Demand is expected to increase for services and solutions to improve resilience, such as constructing robust infrastructure, developing disaster response plans, and providing backup facilities.	High	High

• Responses

Anticipated Risks	Time Frame	Responses to Risks
Introduction / Increase of Carbon Pricing (Carbon Tax)	Medium term	Since FY2023, we have introduced electricity from renewable energy sources for DCs. We will remain committed to mitigate the impacts of carbon taxes by increasing our reliance on electricity from renewable energy sources and reducing our dependence on fossil fuels.
Introduction of Renewable Energy	Medium term	Since FY2023, we have introduced electricity from renewable energy sources at our DCs. In FY2024, we also installed solar power systems at DCs and promoted green measures. The introduction of off-site power sources is aimed at ensuring stable procurement under long-term contracts, as there is a chance that renewable energy sources will become depleted at a future point.
Delay in Providing Systems and Services Responding to Climate Change	Medium term	Achieve DC greening early to enable early implementation of environmental response systems/services and mitigate risks.
Reputational Decline due to Delayed Response	Medium–long term	Bring forward DC greening to reduce the possibility of reputational decline due to delayed response.
Increase in Natural Disasters	Long term	Improve resilience against natural disasters and mitigate their impact through such measures as enhancing DC backup power sources (adding generators, expanding fuel tanks, etc.).
Temperature Rise	Long term	Strengthen DC cooling capacity and periodically implement equipment maintenance/updates to improve ability to respond to temperature increases.

Risk Management

• Risk Identification and Assessment Process

Through scenario analysis based on our TCFD declaration, the I-NET Group identifies important climate change-related risks and opportunities and grasps and assesses the situation. In addition, at monthly meetings of the Risk Management Committee for the management of operational risk, we assess and make decisions on operational risks highly relevant to climate-change risks as needed.

• Risk Management Process

The SDGs Promotion Council, meeting twice a year, reviews overall risks, grasps the status of countermeasure implementation, and reflects insights into the environmental strategy for the entire Group. In addition, the SDGs Promotion Office works with relevant departments and divisions to address the risks identified by the SDGs Promotion Council.

• Risk Control in Management

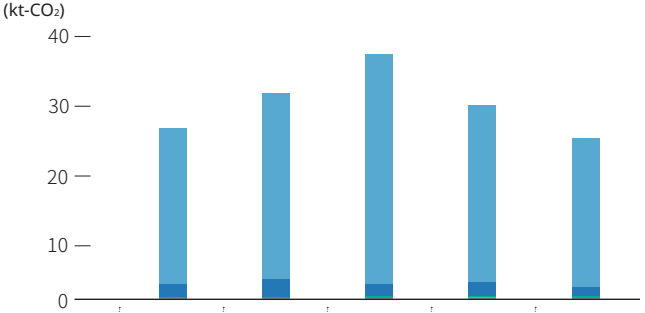
When risks or issues arise, the officer in charge of SDGs and the SDGs Promotion Office grasps the content and promptly reports it to the executive management team. Executive management and the Board of Directors oversee and control these reports and give instructions and orders as needed to respond to risks and issues.

Metrics and Targets

	FY2030	FY2040
Metrics and Targets	Reduce greenhouse gas emissions (Scope 1, 2) by the I-NET Group by at least 50% compared to FY2022 levels.	Reduce greenhouse gas emissions across the I-NET Group's entire value chain by 100%.
Specific Responses	(1) Switch a portion of electricity used at own DCs to electricity from renewable energy sources (KPI: Reduction of 30% or more in FY2025 compared to FY2022). (2) Introduce on-site PPAs, such as solar power generation (by FY2024). (3) Energy saving, suppressing equipment heat generation, etc. (achieve PUE* of 1.40)	(1) Formulate effective strategies as the I-NET Group and further promote use of renewable energy (introduce additional renewable energy). (2) Switch electricity used at own DCs to 100% electricity from renewable energy sources.

Response to Scope 3: Response policy finalized in FY2024 after investigation into emissions across the I-NET Group's entire value chain.
*PUE (power usage effectiveness): Indicator showing DC electricity usage efficiency. The total electricity consumption of the DC divided by the electricity consumption of ICT equipment, such as servers.

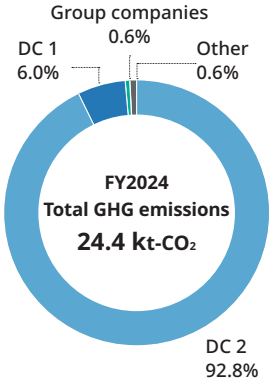
Greenhouse Gas Emissions (Past Data)



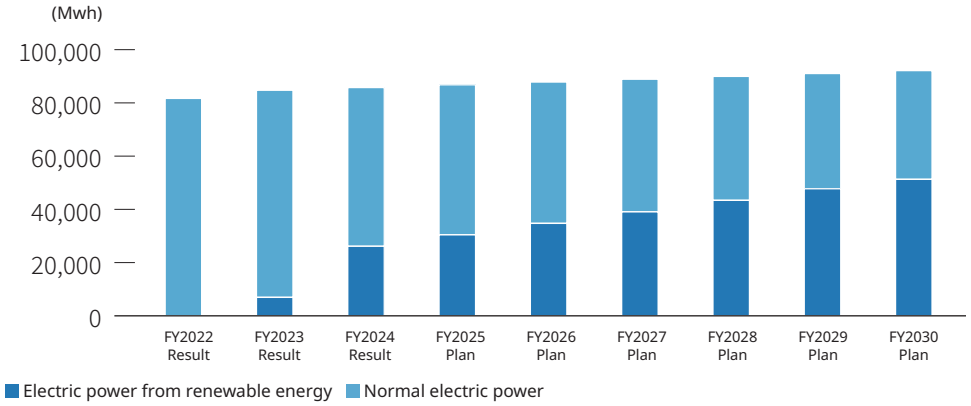
	FY2020	FY2021	FY2022	FY2023	FY2024
DC 2	24.0	28.4	35.1	27.0	22.6
DC 1	1.8	2.6	1.9	2.2	1.5
Group companies	0.1	0.2	0.2	0.2	0.2
Other	0.2	0.2	0.2	0.2	0.1

Note: Rounded to the first decimal place.

Breakdown by department



Renewable Energy Deployment Plan



Social (S)

Human resources are at the core of I-NET's entire business. We are developing our sustainable foundation mainly with our initiatives on human resources. By promoting health and productivity management and diversity, we strive to create workplaces where employees feel empowered and comfortable working. We also provide support for the self-reliance of disabled people, including our initiatives to employ disabled people.

Personnel Policy

Based on the philosophy that employees are the greatest asset in management, the Company has established a fair personnel system that leads to a sense of job satisfaction for employees and enables the Company and employees to grow together. In addition, we are implementing initiatives for human resource development, diversity and inclusion, and environmental improvement with the aim of enabling diverse human resources to be active in the I-NET Group.

Basic Human Rights

We have established guidelines on respecting human rights, which stipulate having respect for legal compliance and basic human rights, not engaging in discriminatory treatment based on, for example, gender, sexual orientation, gender identity, gender expression, age, nationality, disability status, employment pattern or workstyle, customs, and personal values, and not taking action that disregards individuality through various forms of harassment, such as sexual harassment and abuse of power.

Fair Hiring

I-NET has a basic policy to conduct fair hiring activities, engaging in a recruitment process focused on ability and character.

In addition to providing application opportunities regardless of nationality, gender, age, or graduated school, our hiring process does not question matters unrelated to the applicant's ability and suitability, such as their legal domicile, religion, sexual orientation, or gender identity, when accepting entry sheets and conducting interviews. We train our staff who interview the applicants so that they can engage in a fair hiring process.

Other

We have established external contact points for consultations to engage in management that values compliance (contact points for consultations regarding various harassment, whistleblowing system).

Human Resource Development

Initiatives for New Hires

I-NET conducts training for a sufficient period for newly hired employees after they join the Company, with the intention of building a sense of unity among new hires and developing their capabilities. After new hires are assigned to their positions, we implement a Master System under which they are paired with existing employees for three to six months.

We also provide extended support for younger employees by holding annual group training until the third year.

Career Development

• Technology Training

Employees can take various training sessions, including training on business skills required in their assigned departments and technology training, so that each and every employee can grow.

• Tier-based Training

Employees can learn communication and management skills, utilizing internal training and external professional training organizations.

• Encouragement and Support for Qualifications

We provide support for employees to obtain qualifications by providing incentives to those who have obtained eligible qualifications, including a total of more than 100 qualifications and exams.

• Side Jobs

We have introduced a side-job system with the aim of improving employees' initiative, creativity, desire to take on new technologies or accomplishments, negotiation skills, etc. through side jobs and side businesses. We also expect that self-realization will allow employees to work with more motivation and contribute even more meaningfully to their main jobs.

Health and Productivity Management Promotion

I-NET promotes the innovation of individual workstyles to build a working environment where employees can display their abilities with peace of mind.

Health and Productivity Management Objectives

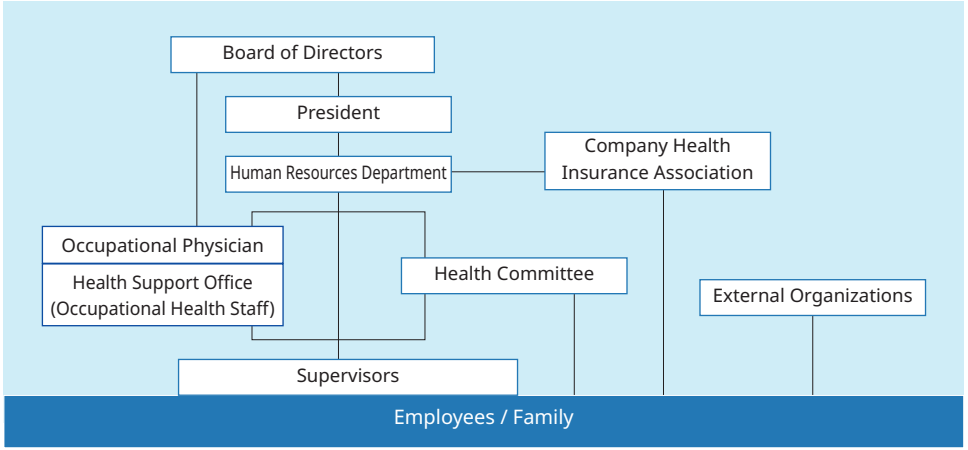
Since its founding, the Company has made appreciation, continuity, and health part of the Code of Conduct.

Our Group philosophy, "inet Way," includes the management policy of becoming "an excellent company that makes sustainable growth possible." In order to achieve this sustainable growth, we consider the mental and physical health of our employees to be the most important issue. We will promote health and productivity management and aim to be a company where all employees are healthy.

Promotion System

The representative director and executive president will serve as the chief health officer for the promotion of health and productivity management. The Human Resources Department and Health Support Office will work together to examine and implement measures. In addition, in cooperation with the company health insurance association, we will ascertain the health status of employees and utilize such data as medical expenses, and in cooperation with the Health Committee, we will promote health and productivity management that incorporates the voices of employees.

Chart of Promotion System



Social (S)

Metrics for Promoting Health and Productivity Management

Employee Information

We strive to build an environment where employees can work long term.

	FY2021	FY2022	FY2023	FY2024
Number of employees	964	969	954	953
Average years of service by regular employees	16.5	16.7	16.7	16.4
Average age of regular employees	40.2	40.3	40.3	40.2

Behavioral Habits

We support achieving work-life balance with proper breaks.

	FY2021	FY2022	FY2023	FY2024	Trend
Average overtime hours exceeding statutory work hours	11.8	13.7	15.6	14.3	Improvement
Average paid leave days taken	14.7	15.6	16.7	16.2	Deterioration
Exercise habit rate (%)	54.1	56.1	58.6	60.0	Improvement
Smoking rate (%)	23.1	22.5	18.7	22.0	Deterioration
Rate of people who skip breakfast (%)	17.0	18.3	17.7	18.4	Deterioration
Rate of short sleep time (%)	33.0	37.0	39.0	37.9	Improvement
Rate of drinking alcohol excessively (daily) (%)	12.2	13.0	10.5	10.7	Deterioration

Diversity

New ideas emerge from diverse employees contributing their knowledge, experience, and sense of values in different fields, leading to the new development of and improvements to products and services. The Company strives to create an environment where our employees can achieve their full potential by utilizing their individuality, regardless of gender, age, nationality, disability, sexual orientation, gender identity, sense of values, or workstyle.

The Company will promote diversity based on the following policies:

1) Understanding demands for every employee to be active and making improvements
2) Developing a culture by which both management and employees take an active part in the promotion of diversity
3) Initiatives to contribute to solving social issues by participating in activities to communicate with other companies, local communities, and governments

Diversity Promotion System

• Diversity Promotion Office

In line with the diversity guidelines that we have put forward, we established the Diversity Promotion Office in October 2018 so that we can systematically and continuously address these issues, enabling a diverse body of employees to maximize their abilities. We strive to establish diversity measures, run the Diversity Committee, and meet customers' diversifying needs.

Initiatives for Active Participation by Women

The Company has positioned the promotion of active participation by women as a management strategy for sustainable growth. Each year, many women join the Company, and the proportion of female new hires has remained at around 40% for over a decade. We hold seminars for female employees and develop an environment that is easy to work in as initiatives to enable female employees to continue working for a long time with peace of mind.

• Training for Female New Hires

We invite external instructors to deliver lectures on the workstyles of women as part of our new hire training programs. Additionally, we incorporate training sessions in which actively participating female employees share their experiences, structuring training to help new hires envision long-term careers as members of society from an early stage.

• Training for Female Managers and Leaders

We periodically hold training sessions on management and career development for female managers, female leaders, and female employees who want to become leaders.

• Women's Wellness

To reduce barriers to women's work and further empower them in the workplace, it is necessary to address women's specific health issues.

Our benefit plan includes subsidies for gynecological cancer screenings, seminars on menstruation and menopause, and exercise programs.

In 2024, we introduced a self-care leave system that can be used by female employees experiencing menstrual pain or menopausal symptoms or undergoing fertility or gender reassignment treatments.

Support for Balancing Work with Childcare, Caring for Family Members, and Medical Treatments

The Company has introduced various systems beyond the legal requirements to enable employees to balance childcare, caring for family members, medical treatments, and work. In FY2023, we formally introduced a flextime system that allows employees to adjust their working hours by starting or ending work up to two hours earlier or later. We also conduct seminars on such topics as paternity leave, returning to work after childcare leave, and the prevention of resignations due to caregiving obligations. We are promoting environmental improvements both in terms of systems and company culture to allow us to better address diverse needs.

LGBTQ Initiatives

At the Company, we consider LGBTQ initiatives to constitute a key theme of our diversity promotion efforts, and we are working to raise awareness, improve environments, and build a stronger corporate culture.

• Making Systems More LGBTQ-Friendly

We have introduced a partnership system in which the same-sex partner of an employee is considered a spouse for benefits and other purposes. Further, we have developed the LGBTQ Guidelines, which clearly outline counseling services, health checks, and other support and policies.

• Providing a Consultation Service

Our consultation service about matters pertaining to sexual orientation is available to employees, and we utilize our company intranet to ensure they are aware of this service.

• Training Programs

We provide employee training that covers basic LGBTQ knowledge and how to support LGBTQ employees. In addition, a talk on sports and LGBTQ was held at an internal futsal tournament.

Social Contribution Activities

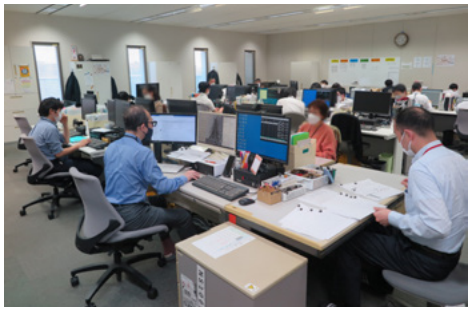
The Inet Foundation

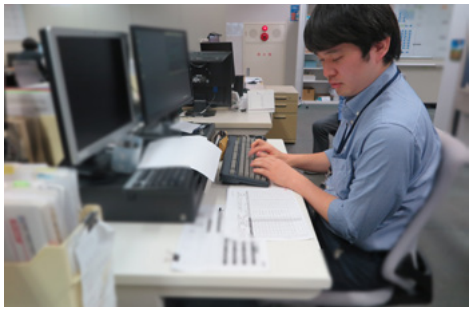
In 2019 founder Noriyoshi Ikeda funded the launch of this general incorporated foundation. Subsequently, I-NET also participated in funding, and in 2020 the foundation obtained certification as a public-interest foundation from Kanagawa Prefecture. The foundation contributes to the development of the local community through projects that support and provide grants to NPOs engaged in activities, including measures to address poverty as well as global environmental protection.

See here for more information about the Inet Foundation:
https://www.inet-found.or.jp/ (Japanese only)

I-NET DATA SERVICE CORP.

In 2009 we established I-NET DATA SERVICE CORP. as a special subsidiary for the purpose of promoting the hiring of people with disabilities. There are 614 such special subsidiaries throughout Japan, 50 of them in Kanagawa Prefecture as of June 1, 2024, with this company being one. A key feature of the Company is that all employees are hired as regular employees; their tasks include data entry and light work. The employment ratio for people with disabilities at the Group averaged 3.0% for the fiscal year ended March 2025, and we are aiming to reach a ratio of 3.2% by the end of March 2028. To ensure the peace of mind of families of its employees, the Company provides workplaces that offer long-term employment and continue to support individuals with disabilities in achieving independence, growth, and autonomy.





Governance (G)

Basic Approach

We are promoting the design and maintenance of business management systems as priority items that can quickly cope with changing management conditions, while we improve business transparency for the purpose of effectiveness and efficiency of business operations, reliability of our financial statements, and compliance with relevant laws and ordinances.

Reasons for the Adoption of the Current Corporate Governance System

The Board of Directors has both a decision-making function and a function to oversee business execution. This allows for prompt and accurate managerial decision making and business execution. Additionally, as a Company with an Audit and Supervisory Committee, we strengthen the supervisory function of the Board of Directors by including Audit and Supervisory Committee members responsible for such tasks as auditing the execution of directors' duties in the composition of the Board. By further enhancing this supervisory framework, we aim to further improve corporate governance. In order to ensure sound monitoring of the Board of Directors, we appoint six outside directors who are expected to provide advice on overall management from an objective and professional perspective. Of the six outside directors, three serve as Audit and Supervisory Committee members. Of the directors, six are appointed as independent directors. We have adopted the current system because in our judgement, being a Company with an Audit and Supervisory Committee ensures sound corporate governance.

Overview of Corporate Governance System

The Company has adopted a Company with an Audit and Supervisory Committee system. We have also introduced an executive officer system, under which the Board of Directors is responsible for making management decisions and supervising business execution and executive officers carry out the business.

Audit and Supervisory Committee

The Company has adopted a Company with an Audit and Supervisory Committee system. The Audit and Supervisory Committee of the Company is chaired by Yusuke Ichikawa, who is a full-time Audit and Supervisory Committee member. The other members are Toshihiko Matsuo, who is a full-time Audit and Supervisory Committee member, Tetsuro Tsuboya, and Hiromi Nakagawa. Of these members, Yusuke Ichikawa, Tetsuro Tsuboya, and Hiromi Nakagawa are outside directors. All three outside directors who are Audit and Supervisory Committee members are designated as independent officers in accordance with the rules of the Tokyo Stock Exchange, and they are appointed with the expectation that their professional views and external perspectives will be utilized in the audit system. The Audit and Supervisory Committee members hold monthly meetings of the Committee in order to enhance the Company's audit system. They also hold regular Auditor Liaison Committee meetings, which include Group companies, to ensure the sharing of information and raise the overall level of the Audit and Supervisory Committee.

Board of Directors

The Board of Directors of the Company is chaired by Tomomichi Saeki, representative director and executive president, and composed of eight directors (including three outside directors) and four directors (including three outside directors) who are Audit and Supervisory Committee members. The Board meets regularly once a month. In addition, Audit and Supervisory Committee members actively and effectively express their opinions from the standpoint of monitoring and supervising management and strive to ensure that corporate governance functions properly.

Executive Officers Meeting

The Company has introduced the executive officer system to clarify the division of responsibilities between management supervision and business execution. Under this system, we are working to strengthen the supervision of business execution by the Board of Directors, while ensuring the soundness and efficiency of management by expediting decision making. The Executive Officers Meeting is held once a month. The executive officers who are not also Company directors are Mikio Ito, Hiroyoshi Sakamoto, Keizo Hirae, Hiroyuki Kondo, Kazuhiro Ishibashi, Joji Ishiwata, Masahiro Shiga, Satoshi Ema, Naotaka Minorikawa, Toshiyuki Hirose, Keita Magori, and Yoichi Okamoto.

Group Management Meeting

The Group Management Meeting is chaired by Tomomichi Saeki, representative director and executive president, and composed of Naokatsu Uchida, Katsuyuki Imai, Shinichi Koyama, and Hidenao Negishi, who are all directors; Yusuke Ichikawa and Toshihiko Matsuo, who are full-time Audit and Supervisory Committee members; 12 executive officers and 17 division managers; and the presidents or officers of subsidiary companies and other division managers, etc. designated by directors. It holds

monthly meetings where each department gives performance reports and considers future measures centered around budget control.

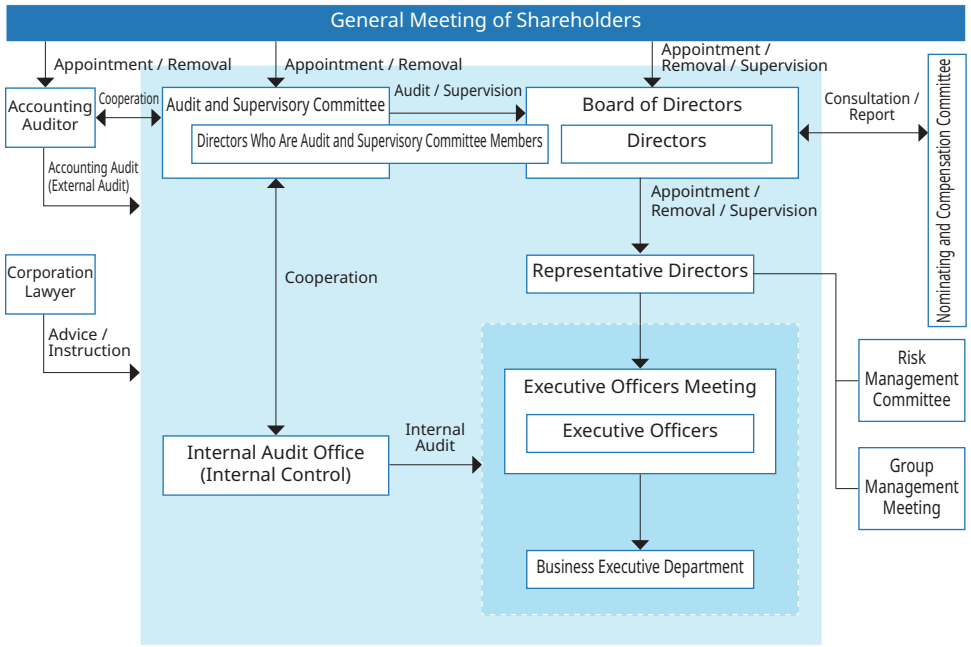
Legal Matters

We have concluded advisory contracts with several law firms and have established a system to receive timely advice and guidance on all legal issues.

Risk Management Committee

The Risk Management Committee is chaired by Tomomichi Saeki, representative director and executive president, and is composed of Naokatsu Uchida, Katsuyuki Imai, Shinichi Koyama, and Hidenao Negishi, who are all directors; 12 executive officers; 2 general managers; and the Secretariat. The Committee holds monthly meetings to discuss and check the progress of countermeasures concerning risks that may adversely affect our business development.

Organization Chart for the Company's Corporate Governance System and Internal Control System



Nominating and Compensation Committee

We have established the Nominating and Compensation Committee, a voluntary advisory body to the Board of Directors; outside directors constitute a majority of the Committee's membership. This Committee's role is to appoint and dismiss members of senior management, nominate director candidates, and further enhance corporate governance by strengthening the independence, objectivity, and accountability of the Board of Directors' functions related to compensation, etc. for senior management and directors. The Nominating and Compensation Committee is chaired by Tomomichi Saeki, representative director and executive president, and composed of Naokatsu Uchida, a director, and Hiromi Kitagawa, Masao Kurokawa, and Noriko Suzuki, who are all outside directors.

System to Ensure the Proper Operation of Our Subsidiary Companies

We dispatch our officers to our subsidiary companies as corporate auditors, establishing a system in which important matters of our subsidiary companies are reported to us through the officers.

Status of Directors

In principle, the Board of Directors consists of members who have a wealth of knowledge, experience, and qualifications in specialized fields, including our business, or members who have a wealth of knowledge and experience not only in the Company's field of business but also in overall corporate management or areas involving industry, society, and so on.

Information on Directors

Maximum Number of Directors Stipulated in Articles of Incorporation	20
Term of Office of Directors	1 year
Chairperson of the Board of Directors	President
Number of Directors	12
Appointment of Outside Directors	Appointed
Number of Outside Directors	6
Number of Outside Directors Designated as Independent Directors	6

Outside Directors

Name	Audit and Supervisory Committee Member	Independent Director	Supplementary Explanation of Conforming Items	Reasons for Selection as Outside Director
Hiromi Kitagawa		○	—	Ms. Kitagawa has advanced academic knowledge of information management with an objective perspective as an outsider to this industry. We have appointed her as an outside director to leverage her wealth of experience on behalf of the Company's management. Her independence is sufficiently assured, since she has no potential conflict of interest with general shareholders as defined by the Tokyo Stock Exchange and meets our Company's "Criteria for Independence for Outside Directors."
Masao Kurokawa		○	The Company has a business relationship with Kanagawa Water Supply Authority, where Mr. Kurokawa had worked until June 2022. However, the Company's business with Kanagawa Water Supply Authority accounts for an extremely small percentage of the sales of the Company. Thus, there is no special interest between Mr. Kurokawa and the Company.	After joining the Kanagawa Prefectural Government, Mr. Kurokawa served in important positions, including as vice governor. In addition to possessing extensive knowledge and experience, he also has extensive personal connections, particularly in local government circles. Accordingly, the Company has appointed him as an outside director with the expectation that he will contribute to enhancing the corporate value of the Company. His independence is sufficiently assured, since he has no potential conflict of interest with general shareholders as defined by the Tokyo Stock Exchange and meets our Company's "Criteria for Independence for Outside Directors."
Noriko Suzuki		○	—	Ms. Suzuki has broad experience and insight related to working styles and career development for women as a university associate professor and lecturer, and the Company expects her to strengthen the audit and supervisory functions from an objective perspective. Accordingly, the Company has appointed her as an outside director. Her independence is sufficiently assured, since she has no potential conflict of interest with general shareholders as defined by the Tokyo Stock Exchange and meets our Company's "Criteria for Independence for Outside Directors."
Yusuke Ichikawa	○	○	The Company has a business relationship with MST Insurance Service Co., Ltd., where Mr. Ichikawa had worked until March 2020. However, the Company's business with MST Insurance Service Co., Ltd. accounts for an extremely small percentage of sales of the Company. Thus, there is no special interest between Mr. Ichikawa and the Company.	Mr. Ichikawa is well versed in administrative work and has extensive experience and achievements regarding business management as well as advanced knowledge of corporate governance. The Company believes that he will contribute to enhancing the audit and supervision of our Company from an objective and professional perspective, and we have thus elected him as an outside director (serving as Audit and Supervisory Committee member). His independence is sufficiently assured, since he has no potential conflict of interest with general shareholders as defined by the Tokyo Stock Exchange and meets our Company's "Criteria for Independence for Outside Directors."
Tetsuro Tsuboya	○	○	The Company has a business relationship with NTT DATA Financial Technology Corporation, where Mr. Tsuboya had worked until June 2014, and with NTT DATA NJK Corporation, where Mr. Tsuboya had worked until June 2018. However, the Company's business with NTT DATA NJK Corporation accounts for an extremely small percentage of the sales of the Company. Thus, there is no special interest between Mr. Tsuboya and the Company.	The Company expects Mr. Tsuboya to utilize his high level of professionalism related to finance systems and his abundant experience related to corporate management to audit and supervise the Company's management. Accordingly, the Company has appointed him as an outside director who is an Audit and Supervisory Committee member. His independence is sufficiently assured, since he has no potential conflict of interest with general shareholders as defined by the Tokyo Stock Exchange and meets our Company's "Criteria for Independence for Outside Directors."
Hiromi Nakagawa	○	○	—	Ms. Nakagawa has been a certified public accountant in the United States and has a track record of providing accounting and tax consulting services to domestic and foreign companies. The Company has appointed her as an outside director who is an Audit and Supervisory Committee member with the expectation that she will utilize her highly specialized knowledge and experience and contribute to strengthening the audit and supervisory functions of the Company's management from a global perspective. Her independence is sufficiently assured, since she has no potential conflict of interest with general shareholders as defined by the Tokyo Stock Exchange and meets our Company's "Criteria for Independence for Outside Directors."

Directors' Compensation

At a Board of Directors meeting, the Company decides on a policy for determining remuneration for individual directors. The Board of Directors examines the compensation, etc. for each individual director (excluding directors who are Audit and Supervisory Committee members) in the relevant fiscal year and confirms that the policies on deciding the compensation, etc. and the compensation, etc. that was decided on are consistent with the policies for making such decisions that have been resolved by the Board of Directors and that the recommendations of the Nominating and Compensation Committee have been respected.

Details of Officers' Compensation

The total amounts of compensation, etc. paid to directors/Audit and Supervisory Committee members during FY2024 were as follows:

Total paid to nine directors (excluding Audit and Supervisory Committee members):
159 million yen (including a total of 18 million yen paid to three outside directors)
Total paid to four directors (Audit and Supervisory Committee members):
26 million yen (including a total of 26 million yen paid to four outside directors)

Note 1: The above number of directors includes a director who retired at the closing of the 53rd General Meeting of Shareholders held on June 25, 2024 (excluding Audit and Supervisory Committee members).
Note 2: The above compensation amount paid to directors excludes the portion of employee's salary for directors who concurrently serve as employees.

Supporting System for Outside Directors (Outside Corporate Auditors)

We have not established a division responsible for supporting outside directors at present. The officers in charge, however, provide outside directors with prior explanations and materials as required. Although we have not established a division responsible for supporting outside directors serving as Audit and Supervisory Committee members, Audit and Supervisory Committee members other than full-time members are provided with necessary information as required, including that on the operation of the Committee by full-time Audit and Supervisory Committee members as required.

Evaluation of the Effectiveness of the Board of Directors

We have conducted questionnaire surveys targeting directors since FY2016. The results are analyzed and reported to the Board of Directors. In March 2025 we evaluated the effectiveness of the Board of Directors as a whole through a FY2024 questionnaire conducted on 12 officers, including outside directors and Audit and Supervisory Committee members. The result of the evaluation was reported to the regular meeting of the Board of Directors held in April 2025.

The result of the analysis indicates that the effectiveness of the Board of Directors has been secured. However, some questionnaire respondents felt that there should be deeper discussion on management strategies and risk management in Board of Directors meetings. Accordingly, we reported the need to consider further changes to operations in order to enhance the Board of Directors.

Cross-shareholdings

Policy for Cross-shareholdings

With an aim to ensure the smooth operation of our Company and maintain and strengthen business relationships with our customers, we hold the shares of other companies as cross-shareholdings only when necessary, while comprehensively considering the medium- to long-term economic rationality and the future outlook of the companies. With a view to reducing cross-holdings, at the Board of Directors meeting held each March, we review the purpose of holding those shares, risks, and investment returns of each stock, as well as our policy for cross-shareholdings based on changes in the business environment. In FY2024, we reduced holdings of some stocks based on the results of that verification.

Standards for Exercising Voting Rights Relating to Cross-shareholdings

In exercising voting rights related to cross-shareholdings, we check each proposal and judge whether to approve or reject it from the perspective of whether the said proposal complies with our Company's policy for cross-shareholdings and will lead to an increase in corporate value based on comprehensive consideration of the said investee's management policy and strategies. We will discuss each proposal, etc. with the issuing companies as required.

Policy for Constructive Dialogue with Shareholders

We have a clearly defined IR policy and publish the basic policy, standards for information disclosure, methods of information disclosure, quiet periods, etc. In order to contribute to the Company's sustainable growth and mid- to long-term enhancement of corporate value, the Company holds dialogue with shareholders and investors to a reasonable extent. The Company has established the Corporate Strategy and Investor Relations Department as the department in charge of IR and has established an IR

system with an executive officer in charge of IR. Information on the Company's performance and financial condition, etc. is appropriately and timely disclosed to stakeholders, including shareholders and investors, by the department in charge of IR, in full collaboration with the Corporate Strategy Department, General Affairs Department, Accounting Department, Human Resources Department, and business divisions, etc. As part of our efforts to engage in dialogue with shareholders, we hold business briefings following the announcement of year-end financial results, as well as biannual financial results briefings for analysts and institutional investors, where the representative director and executive president briefs and conducts dialogue with shareholders. The representative director and executive president, senior management, and the department in charge of IR hold individual meetings with institutional investors and corporate briefing sessions for individual investors as appropriate. The director in charge of IR provides feedback on the opinions of shareholders and investors by submitting proposals and reports to the Board of Directors as necessary. When engaging in dialogue with shareholders, we handle insider information with great care in accordance with the internal rules.

Action to Implement Management That Is Conscious of Cost of Capital and Stock Price

We consider sustainably increasing the I-NET Group's corporate value to be the primary focus of our management. We design management strategies based on the characteristics of our services and establish management plans that take these strategies into account. The Medium-term Management Plan sets specific numerical targets for net sales, operating profit, and ROE, as well as the time frame for achieving these targets. We will achieve the Medium-term Management Plan numerical targets by steadily implementing the figures for each fiscal year.

With respect to the I-NET Group's cost of capital and profitability of capital, we determine the figures calculated under certain conditions. Internally, we have identified the cost of capital and return on capital for the I-NET Group in order to achieve an optimal allocation of management resources in terms of business portfolios, and we have held discussions at Board of Directors and other meetings.

Based on the discussions to date, on March 15, 2024, we announced the status of our efforts outlined in the "Action to Implement Management That Is Conscious of the Cost of Capital and Stock Price."

Going forward, we will continue to consider this issue in order to formulate and implement a management plan that includes improvements in these management indicators.

Compliance / Protection of Personal Information / Risk Management

Basic Policy on Compliance

As a member of a key industry that provides the public's information infrastructure, the I-NET Group has designated contributing to the development of a sound information society as the I-NET Charter of Corporate Behavior, and in addition to building a compliance promotion system, the Group strives to provide education activities for officers and employees when needed, improve corporate ethics, and strengthen legal compliance.

Protection of Personal Information

Since obtaining the Privacy Mark on December 3, 1999, the Company has continued to pass the ongoing reviews and renewed its certification. The Company makes continuous improvements to its management system for the protection of personal information. Appropriately managing and protecting the personal information entrusted to us is the Company's social responsibility and a basic business activity. With this understanding, we regularly hold educational activities, such as giving training to all employees every year through e-learning to deepen understanding of the Act on the Protection of Personal Information, and we also take exhaustive measures to prevent the outflow of information outside the Company and to prevent leaks due to inappropriate access from outside the Company as we strive to protect personal information.

Basic Policy on Risk Management

As independent entities, the Company and Group companies are working to improve the Group's business value by building a risk management system tailored to Group management policies and strategic targets and managing risk in accordance with characteristics that differ according to business types and risk types, based on their own responsibility. Group companies independently optimize risk types and definitions, based on company scale, characteristics, and operation type; build a risk management system and assess and monitor the different risks; and take countermeasures.

The Risk Management Division addresses the Group's risk management by working with the risk management and other departments of the respective companies, and identifying and sharing the risk management status and progress made on various measures by holding Group Risk Management Meetings and taking other measures.

See here for more information about our corporate governance:
https://www.inet.co.jp/english/ir/esg/governance.html

List of Officers (As of June 25, 2025)

Tomomichi Saeki
Representative Director and
Executive President

1984 Joined Fuji Consult Co, Ltd. (currently I-NET Corp.)
2007 Division Manager of MS Division of the Company
2008 Executive Officer and Division Manager of MS Division of the Company
2010 Director and Division Manager of Mailing Services Division of the Company
2013 President and Representative Director of I-NET DATA SERVICE CORP.
2015 Managing Director, Head of Totsuka Department, and Division Manager of Mailing Services Division of the Company
Chairman of the Board of I-NET DATA SERVICE CORP.
2016 Managing Director, Head of Data Center Department, Division Manager of Mailing Services Division, and Director in charge of IT Managed Services Division of the Company
2018 Managing Director, Head of Data Center Department, and Director in charge of IT Managed Services Division of the Company
2019 Director and Managing Executive Officer, Head of Service Stations Department, Head of Data Center Department, and Director in charge of IT Managed Services Division of the Company
2020 Director and Managing Executive Officer, Head of Service Stations Department, Head of Data Center Department, and Head of IT Managed Services Department of the Company
2021 Director and Managing Executive Officer, Head of Service Stations Department, Head of Data Center Department, Head of IT Managed Services Department, and Director in charge of Mailing Services Division of the Company
2022 Director and Managing Executive Officer, Executive Operational Officer, and Head of IT Managed Services Department of the Company
Director and Senior Managing Executive Officer, Executive Operational Officer, and Head of IT Managed Services Department of the Company
Director and Senior Managing Executive Officer, Executive Operational Officer, and Head of Data Center Department of the Company
2023 Director and Senior Managing Executive Officer of the Company
Representative Director and Executive President of the Company (current position)
2024 Head Director of the Inet Foundation (current position)

Naokatsu Uchida
Representative Director and
Senior Managing Executive Officer

1984 Joined the Bank of Yokohama, Ltd.
2011 General Manager of Totsuka Branch of the Bank of Yokohama, Ltd.
2014 Joined the Company
General Manager of Accounting Division, Finance Department
Executive Officer and General Manager of Accounting Division, Finance Department of the Company
2015 Executive Officer and Deputy Executive Administrative Officer of the Company
Director and Deputy Executive Administrative Officer of the Company
2016 Director and Executive Administrative Officer of the Company
Director of I-NET DATA SERVICE CORP.
2017 Director, Executive Administrative Officer, and Senior Manager of Finance Division of the Company
2018 Director and Executive Administrative Officer of the Company
Managing Director and Executive Administrative Officer of the Company
2019 Director and Managing Executive Officer, Executive Administrative Officer, and Head of Finance Department of the Company
2020 Director and Managing Executive Officer and Head of Finance Department of the Company
2021 Auditor of IST-Software Co., Ltd.
2023 Director and Managing Executive Officer and Executive Operational Officer of the Company
Representative Director and Senior Managing Executive Officer and Executive Operational Officer of the Company
2025 Representative Director and Senior Managing Executive Officer, Executive Operational Officer and Head of Sensing Business Department of the Company (current position)

Katsuyuki Imai
Director and
Managing Executive Officer

1987 Joined the Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)
2013 Senior Examiner of Onsite Instruction Office, Credit Department of the Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)
2018 Joined the Company
Senior Manager of General Affairs Division
Executive Officer, General Manager of General Affairs Division, and Head of Legal and Compliance Office of the Company
Executive Officer, General Manager of General Affairs Division, and Head of Risk Management Office of the Company
2019 Executive Officer, Head of General Affairs and Personnel Department, General Manager of General Affairs Division, and Head of Risk Management Office of the Company
2020 Director and Executive Officer, Head of General Affairs and Personnel Department, General Manager of General Affairs Division, and Head of Risk Management Office of the Company
2021 Director and Executive Officer and Head of General Affairs and Personnel Department of the Company
2023 Director and Executive Officer, Executive Administrative Officer, and Head of Social Innovations Department of the Company
Director and Managing Executive Officer, Executive Administrative Officer, and Head of Social Innovations Department of the Company (current position)
2024 Auditor of IST-Software Co., Ltd. (current position)
Director of the Inet Foundation (current position)

Shinichi Koyama
Director and Executive Officer

1998 Joined the Company
2018 Division Manager of Solutions Division 1 of the Company
2020 Executive Officer, Deputy Head of Digital Transformation Department, and Division Manager of FinTech Division of the Company
2021 Senior Executive Officer and Assistant Head of Digital Transformation Department of the Company
2022 Senior Executive Officer and Head of Digital Transformation Department of the Company
2024 Director and Executive Officer and Head of Digital Transformation Department of the Company (current position)

Hidenao Negishi
Director and Executive Officer

2019 Executive Officer, Deputy General Manager of Sales Division, and Supervising Manager of Package Solutions Sales Division of Imura Envelope Co., Inc. (currently Imura & Co., Ltd.)
2021 Joined the Company
Division Manager of Mailing Services Division
2022 Executive Officer, Division Manager of Mailing Services Division, Senior Manager of Sales Department, and Head of General Affairs Division of the Company
2023 Executive Officer and Division Manager of Mailing Services Division of the Company
2024 Executive Officer, Head of Information Managed Services Department, and Division Manager of Business Process Outsourcing Division of the Company
Director and Executive Officer, Head of Information Managed Services Department, and Division Manager of Business Process Outsourcing Division of the Company
2025 Director and Executive Officer, Head of Information Managed Services Department of the Company (current position)

List of Officers (As of June 25, 2025)

Hiromi Kitagawa
Outside Director

1999 Assistant Professor of Chubu Gakuin University Junior College
2005 Associate Professor of School of Management Information, SANNO University (currently School of Information-Oriented Management, SANNO University)
2011 Professor of School of Information-Oriented Management, SANNO University (current position)
2016 Chair of Department of Modern Management, School of Information-Oriented Management, SANNO University
2018 Head of Content Business Research Center, SANNO University (current position)
2020 Outside Director of the Company (current position)

Masao Kurokawa
Outside Director

1974 Joined Kanagawa Prefectural Government
2010 Vice-governor
2017 Chairman of Credit Guarantee Corporation of Kanagawa
2019 Director of Kanagawa Water Supply Authority
2023 Advisor of Kanagawa Prefectural Federation of Commerce and Industry (current position)
Outside Director of the Company (current position)
Director at Kanagawa University (current position)

Noriko Suzuki
Outside Director

1999 Joined Research Department of Hamagin Research Institute, Ltd.
2013 Associate Professor of Gender Equality Promotion Center of Yokohama National University
2020 Visiting researcher of Research Institute for Women and Careers of Japan Women's University
2021 Part-time Lecturer of Faculty of Law of Chuo Gakuin University (current position)
Lecturer of Recurrent Education Course of Japan Women's University
2022 Outside Director (Audit and Supervisory Committee Member) of the Company
2025 Researcher in Faculty of Humanities of Japan Women's University (current position)
Specially Appointed Researcher of Research Institute for Women and Careers of Japan Women's University (current position)
Outside Director of the Company (current position)

Yusuke Ichikawa
Outside Director
(Full-time Audit and Supervisory Committee Member)

1982 Joined The Tokai Bank, Ltd. (currently MUFG Bank, Ltd.)
2011 General Manager of 5th Tokyo Sales Department of MST Insurance Service Co., Ltd.
2013 Branch Office Manager of Chubu Higashi Branch of MST Insurance Service Co., Ltd.
2014 General Manager of General Affairs Department of MST Insurance Service Co., Ltd.
2020 Outside Director (Full-time Audit and Supervisory Committee Member) of the Company (current position)
2025 Auditor of YOKOREI CO., LTD. (current position)

Toshihiko Matsuo
Director (Full-time Audit and Supervisory Committee Member)

1988 Joined Software Co., Ltd. (currently IST-Software Co., Ltd.)
2001 Executive Officer and Senior Manager of Business Management Department of IST-Software Co., Ltd.
2011 Senior Executive Officer, Senior Manager of Corporate Planning Department, and Senior Manager of Finance Department of IST-Software Co., Ltd.
2013 Director and Deputy Executive Administrative Officer of IST-Software Co., Ltd.
2016 Managing Director and Executive Administrative Officer of IST-Software Co., Ltd.
2020 Standing Auditor of IST-Software Co., Ltd.
2024 Executive Adviser of the Company
2025 Director (Full-time Audit and Supervisory Committee Member) of the Company (current position)

Tetsuro Tsuboya
Outside Director (Audit and Supervisory Committee Member)

1979 Joined Nippon Telegraph and Telephone Public Corporation (currently NIPPON TELEGRAPH AND TELEPHONE CORPORATION)
1988 Transferred to NTT DATA Communications Systems Corporation (currently NTT DATA Corporation)
2010 Deputy General Manager of First Financial Sector of NTT DATA Communications Systems Corporation
2011 Associate Director of NTT DATA SYSTEM TECHNOLOGIES INC. (currently NTT DATA Financial Technology Corporation)
Director in charge of NTT DATA Global Business of NTT DATA SYSTEM TECHNOLOGIES INC.
2014 Managing Director and General Manager of Systems Business Division of NJK Corporation (currently NTT DATA NJK Corporation)
2018 Auditing Officer of NTT DATA MSE CORPORATION
2022 Outside Director (Audit and Supervisory Committee Member) of the Company (current position)
2024 Auditor of NTT DATA INTRAMART Corporation (current position)

Hiromi Nakagawa
Outside Director (Audit and Supervisory Committee Member)

1989 Joined KPMG LLP Los Angeles
1998 Joined Deloitte LLP New York
2019 Joined Deloitte Tohmatsu Tax Co.
2024 Representative Director of InWIT USA LLC (current position)
Outside Director (Audit and Supervisory Committee Member) of the Company (current position)

Board of Directors Skill Matrix

The skill matrix for directors appointed at the General Meeting of Shareholders held on June 25, 2025, is as follows:

Name	No. of meetings attended (attendance rate)	No. of shares held	Important concurrent posts held	Specialization						
				Corporate management	IT and digital	Sales and marketing	Finance	Governance and compliance	Personnel and labor	Global
Tomomichi Saeki	Board of Directors: 16/16 (100%)	54,640	Head Director of the Inet Foundation	●	●	●				
Naokatsu Uchida	Board of Directors: 16/16 (100%)	30,150	—	●		●	●		●	
Katsuyuki Imai	Board of Directors: 16/16 (100%)	17,000	Auditor of IST-Software Co., Ltd. Director of the Inet Foundation				●	●	●	●
Shinichi Koyama	Board of Directors: 13/13 (100%)	8,000	—		●	●	●			
Hidenao Negishi	Board of Directors: 13/13 (100%)	4,200	—		●	●		●		
Hiromi Kitagawa	Board of Directors: 16/16 (100%)	1,400	Professor of School of Information-Oriented Management, SANNO University		●	●				
Masao Kurokawa	Board of Directors: 16/16 (100%)	400	Advisor of Kanagawa Prefectural Federation of Commerce and Industry Director at Kanagawa University					●	●	
Noriko Suzuki	Board of Directors: 16/16 (100%)	—	Part-time Lecturer of Faculty of Law of Chuo Gakuin University Researcher in Faculty of Humanities of Japan Women's University Specially Appointed Researcher of Research Institute for Women and Careers of Japan Women's University					●	●	
Yusuke Ichikawa	Board of Directors: 15/16 (93.8%) Audit and Supervisory Committee: 12/12 (100%)	2,200	Auditor of YOKOREI CO., LTD.				●	●		
Toshihiko Matsuo	—	2,200	—			●		●	●	
Tetsuro Tsuboya	Board of Directors: 16/16 (100%) Audit and Supervisory Committee: 12/12 (100%)	3,500	Auditor of NTT DATA INTRAMART Corporation	●	●					
Hiromi Nakagawa	Board of Directors: 13/13 (100%) Audit and Supervisory Committee: 9/9 (100%)	—	Representative Director of InWIT USA LLC				●			●

Note 1: The above chart is not indicative of all of the directors' knowledge and experience.
Note 2: Shinichi Koyama, Hidenao Negishi, and Hiromi Nakagawa were appointed as directors at the Company's 53rd General Meeting of Shareholders held on June 25, 2024. The number of meetings attended (attendance rate) by each since their appointments is indicated.