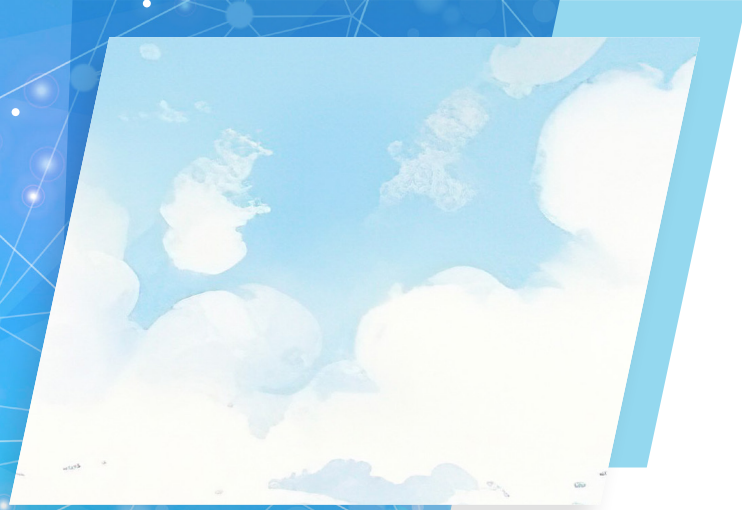


Integrated Report 2024

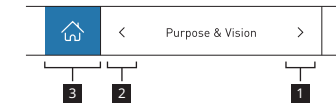
I-NET Corp.



inet



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Editorial Policy

This report is issued for our stakeholders, including shareholders and investors. It is intended as a communication tool in our dialogue with you and aims to provide an integrated overview of our efforts toward sustainable growth, covering both financial and non-financial aspects, such as ESG. In editing this report, we have referred to the Ministry of Economy, Trade and Industry's "Guidance for Collaborative Value Creation" and the "International <IR>Framework" of the IFRS Foundation.

Applicable Period

This report is based on fiscal year 2023 (April 2023 to March 2024). For items outside this period, the specific time frame is indicated in the text.

Notes on Forward-Looking Statements

This Integrated Report contains information, including opinions and predictions, regarding future performance. This information has been prepared based on the Company's assessments as of the time the document was created. We do not guarantee that these projections will be achieved, and going forward, this information is subject to change without prior notice.



Corporate Philosophy Structure

Our Company believes that, in order to remain a business that continues to grow, it is essential that all officers and employees share a common set of values that serves as a standard for any action they take. With this in mind, we have established the “inet Way,” our Group philosophy. The inet Way is formed around four pillars: Our Corporate Philosophy, Corporate Vision, Management Policy, and Medium-term Management Plan. The foundations of these pillars are the “Charter of Corporate Behavior,” to be followed by all corporate employees, and the “Code of Conduct,” which acts as the driving force in achieving the inet Way.

inet Way

Corporate Philosophy	To create new systems and values using information technology and contribute to the realization of a prosperous, happy society.
Corporate Vision	“Create” “Challenge” “Trust” Integrated Networking Energy Technology
Management Policy	Becoming an excellent company that makes sustainable growth possible
Medium-term Management Plan	Expansion of business scale and enhancement of corporate value
Code of Conduct	3Cs: Challenge / Change / Catch the Chance 3Ks: Kansha (Appreciation) / Keizoku (Perseverance) / Kenko (Health)
Charter of Corporate Behavior	Emphasis on management soundness, transparency, and efficiency / Actions based on integrity, fairness, and higher social ethics

History

After joining a foreign-owned firm and working in sales, I-NET Corp. founder Noriyoshi Ikeda established the predecessor company to I-NET Corp. in 1971. In 2006 the Company was listed on the First Section of the Tokyo Stock Exchange, and while overcoming numerous crises, including the oil shock and the global economic crisis triggered by the collapse of Lehman Brothers, we have strived to create services in pursuit of customer convenience.



Founder
Noriyoshi Ikeda

1971

- Founded Fuji Consult Co., Ltd. (forerunner of I-NET Corp.)
- Began offering commissioned calculation services for service stations (SSs) (founding business)



1976

- Became the designated regional calculation center for Idemitsu Kosan Co., Ltd. and Kyodo Oil Co., Ltd. (now ENEOS Corporation)

1977

- Developed a Mobil POS system and became the designated nationwide calculation center for Exxon Mobil Corporation (now ENEOS Corporation)

1983

- Became the designated regional calculation center for Showa Shell Sekiyu K. K. (now Idemitsu Kosan Co., Ltd.)

1985

- Became the designated nationwide calculation center for Kygnus Sekiyu K. K.
- Assigned entire Mobil credit card processing business from Exxon Mobil Corporation

1988

- Became the designated nationwide calculation center for Mitsui Oil Co., Ltd. (now ENEOS Corporation)
- Became the designated nationwide calculation center for General Sekiyu K. K. (now ENEOS Corporation)

1991

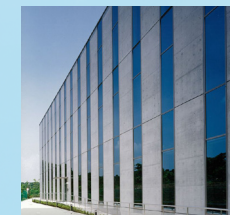
- Business name changed to I-NET Corp.

1995

- Went public over-the-counter

1997

- Listed on the Second Section of the Tokyo Stock Exchange
- Became the designated nationwide calculation center and network center (NX Information Center) for Mitsubishi Oil Co., Ltd. (now ENEOS Corporation)



1998

- 1st Data Center Stage I Building began operation (Company's own data center)

History

1971 Business Generation Phase

Service

1977

- Introduced Company's own mainframe system

1980

- Launched service station POS card creation business

1983

- Developed service station total online system (SS-TOLS)

1987

- Developed regional comprehensive credit system (CC21)

1985

- Developed Exxon Mobil Corporation affiliate credit card system and began offering online service to service stations nationwide

1981 Management Foundation Building Phase

1991 Rapid Growth Phase 1

1991

- Began enclosing and sealing business

1994

- New service station total online system (NEW SS-TOLS) began operation

2001

- Business extended to the space industry sector, control and prevention field



History

2001

- Merged with Soft Science Co., Ltd. (business extended to the space industry sector, control and prevention field)

2002

- 1st Data Center Stage II Building began operation



2003

- Received assignment as the designated accounting calculation center for Kyushu Oil Co., Ltd. (now ENEOS Corporation)

2006

- Listed on the First Section of the Tokyo Stock Exchange



- Merged two consolidated subsidiaries (Japan IST Co., Ltd. and Software Co., Ltd.) and founded IST-Software Co., Ltd.

IST Software Co.,Ltd.

2009

- Founded I-NET DATA SERVICE CORP. (special subsidiary for employment of people with disabilities)
- 2nd Data Center Stage I Building began operation



2014

- Received assignment as the designated accounting calculation center for Taiyo Oil Co., Ltd.
- 2nd Data Center Stage II Building began operation



2017

- Opened and began operating "Working Moms Supporter" childcare facility search engine website

2018

- Made Software Control Co., Ltd. a consolidated subsidiary



2019

- In March 2019 founder Noriyoshi Ikeda established the NPO Ikeda Aid Foundation (In January 2020 the foundation was authorized as a public-interest foundation, and its name was changed to the Inet Foundation.)

2021

- 50th anniversary of founding
- Founded ENEOS Dignet Co., Ltd. as a joint company with ENEOS Corporation



2022

- Transitioned to the Prime Market of the Tokyo Stock Exchange

2023

- Conclusion of capital and operating tie-up agreement with Primal, Inc.

History

2001 Business Structure Reform Phase

Service

2009

- Led the industry in starting cloud services

2012

- Started service at "inet north[®]" data center in Hokkaido area

2013

- Started service with "Dream Cloud[®]" new cloud service for the big data era

Dream Cloud[®]
Bring innovation to your working style

2011 Rapid Growth Phase 2

2015

- Started operation of the "inet east[®]" data center expanding in the Chubu area
- Began development of next-generation cloud platform "Next Generation EASY Cloud[®]"

Next Generation
EASY Cloud[®]

2016

- Started providing new virtual desktop services "VIDAAS[®] by Horizon View" and "VIDAAS[®] by Horizon DaaS"

2017

- Started operation of the "inet west[®]" data center expanding in the Kansai area

2018

- Commenced AI cloud service development

2024

- Began sales of "LOAN RANGER[®] UC"
- Began sales of "SupplyLinker[®]"



I-NET Strengths

1

Recurring revenue business that supports social infrastructure

- We provide **cloud services utilizing our own data centers**.
- We offer **a platform service to support the backbone of the energy industry**.
- **Our business systems for financial institutions** (card loans, cost management, etc.) are employed by numerous banks and non-banks.

2

One-stop services for information processing, development, and BPO*

- We go beyond offering cloud services, data processing, and calculation and are capable of **handling entire processes in-house**, from the development of related systems to notifying customers of processing results (via email and postal mail), etc.
- We are highly regarded by our customers as **a powerful partner in their streamlining and digital transformation (DX) efforts**.

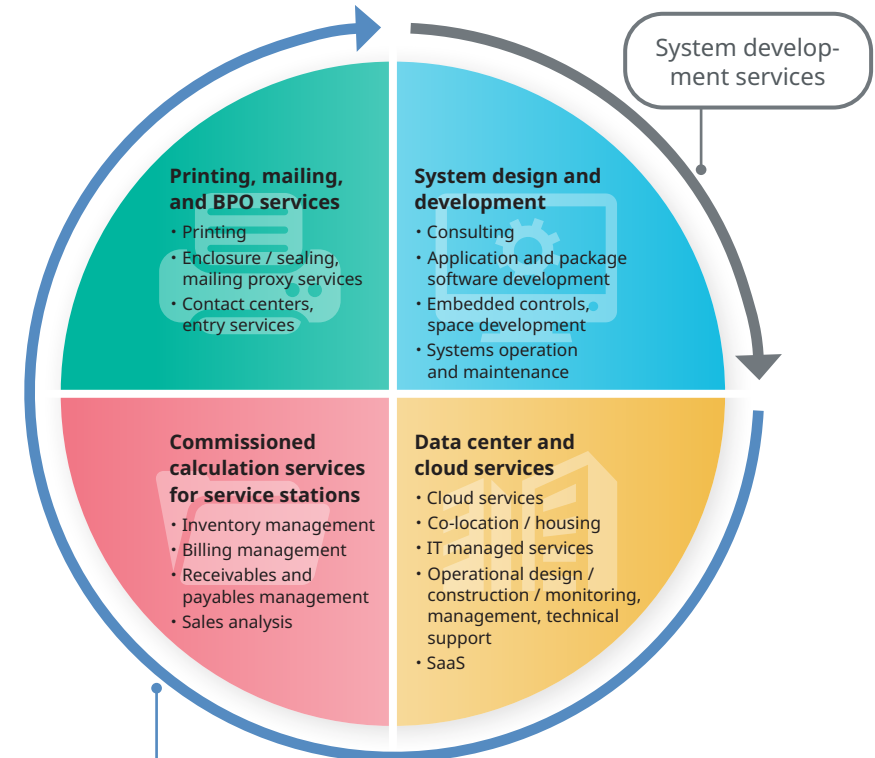
3

An extensive track record; deep, long relationships built with customers

- With a history of more than 50 years, we have **an extensive track record, particularly in the energy industry, distribution (convenience stores) and finance (banks, non-banks, etc.) businesses, and satellite development, among others**.
- Backed by this track record, we continue to receive **a steady stream of orders**.

Service Development Model

We provide one-stop system development and information processing services that align with the needs of our customers and society to advance DX.

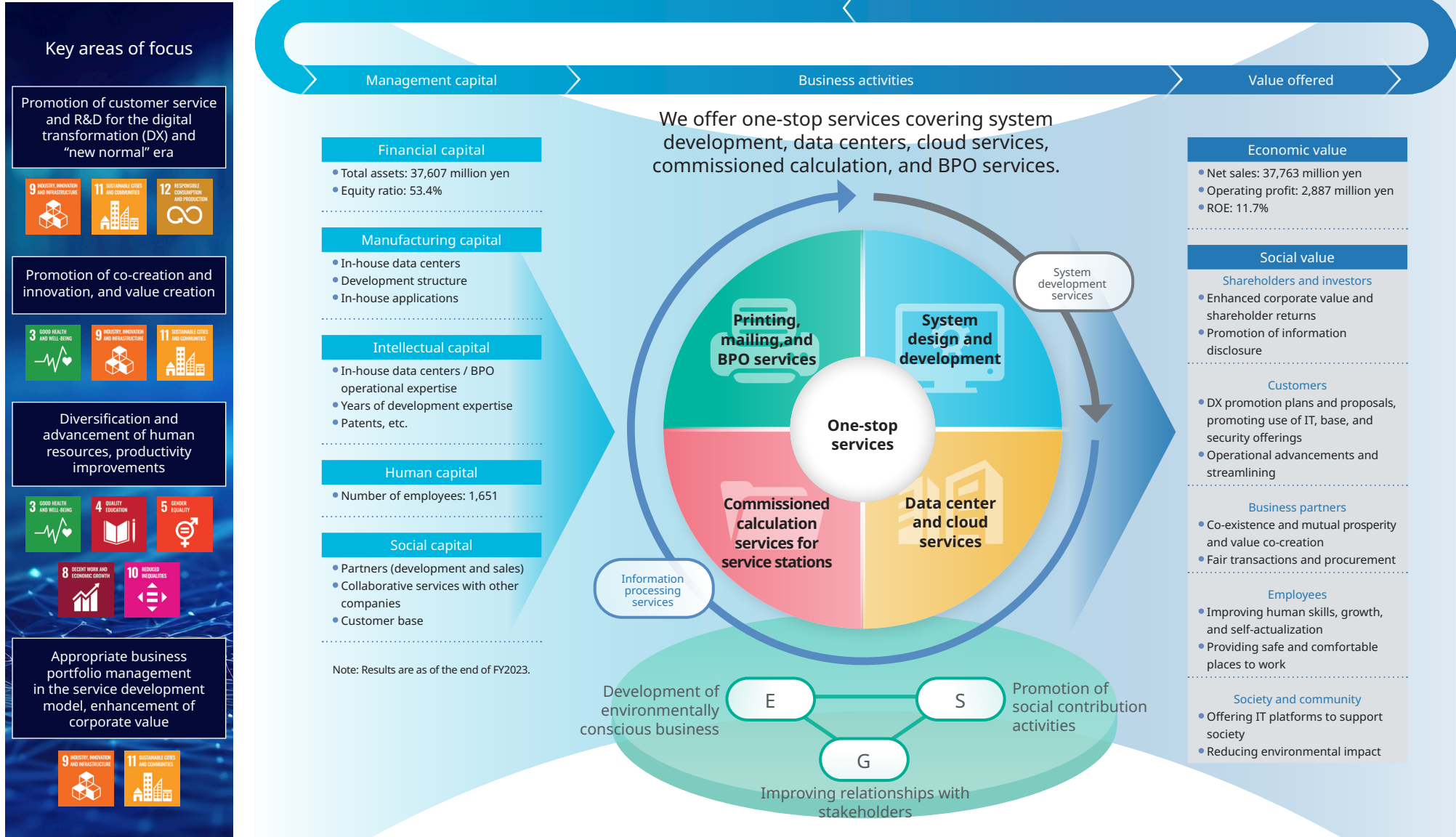


Based on the expertise that we have built up at our data centers, we have accurately responded to customer needs for many years due to our thorough security and reliable operations that cover everything from data center services to BPO.* I-NET does not keep this operational expertise to itself but strengthens its service by offering this expertise to customers as well.

*BPO (Business Process Outsourcing): An acronym for the outsourcing of the entire process of business planning, design, and implementation

The I-NET Group Value Creation Process

The I-NET Group is working to contribute to resolving social issues through our business activities and strives to be of benefit to our stakeholders.



Note: Results are as of the end of FY2023.

Key areas of focus

Promotion of customer service and R&D for the digital transformation (DX) and "new normal" era



Promotion of co-creation and innovation, and value creation



Diversification and advancement of human resources, productivity improvements



Appropriate business portfolio management in the service development model, enhancement of corporate value



Financial capital

- Total assets: 37,607 million yen
- Equity ratio: 53.4%

Manufacturing capital

- In-house data centers
- Development structure
- In-house applications

Intellectual capital

- In-house data centers / BPO operational expertise
- Years of development expertise
- Patents, etc.

Human capital

- Number of employees: 1,651

Social capital

- Partners (development and sales)
- Collaborative services with other companies
- Customer base

Note: Results are as of the end of FY2023.

We offer one-stop services covering system development, data centers, cloud services, commissioned calculation, and BPO services.

Development of environmentally conscious business

E

S

G

Promotion of social contribution activities

Improving relationships with stakeholders

Economic value

- Net sales: 37,763 million yen
- Operating profit: 2,887 million yen
- ROE: 11.7%

Social value

Shareholders and investors

- Enhanced corporate value and shareholder returns
- Promotion of information disclosure

Customers

- DX promotion plans and proposals, promoting use of IT, base, and security offerings
- Operational advancements and streamlining

Business partners

- Co-existence and mutual prosperity and value co-creation
- Fair transactions and procurement

Employees

- Improving human skills, growth, and self-actualization
- Providing safe and comfortable places to work

Society and community

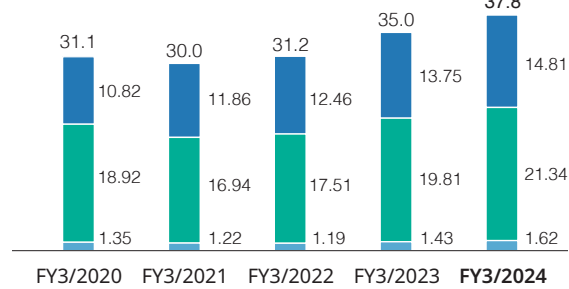
- Offering IT platforms to support society
- Reducing environmental impact



Financial Highlights

Net sales

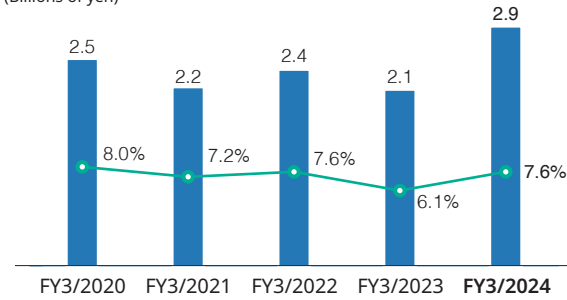
(Billions of yen)



■ Information processing services ■ System development services
■ System equipment sales

Operating profit / Operating profit margin

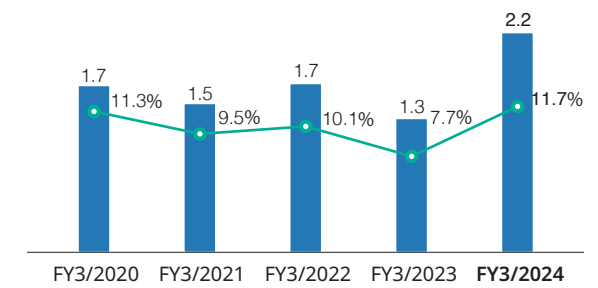
(Billions of yen)



■ Operating profit ● Operating profit margin

Net profit attributable to owners of parent / ROE

(Billions of yen)

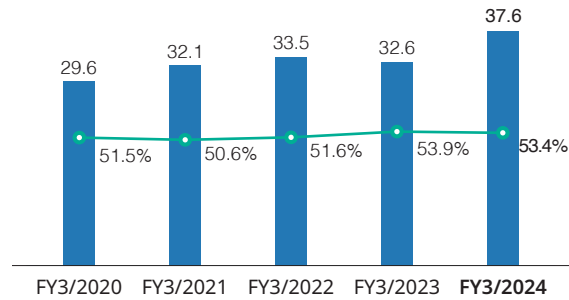


■ Net profit attributable to owners of parent ● ROE

Note: ROE = Net profit attributable to owners of parent / equity (calculated as the average of the beginning and end of the period) × 100

Total assets / Equity ratio

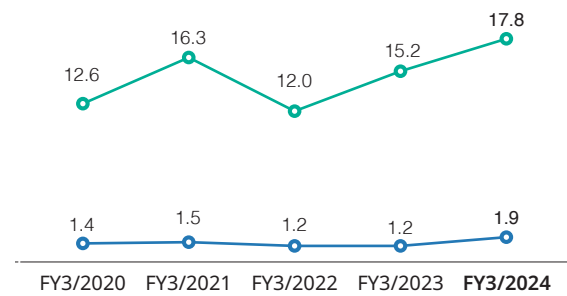
(Billions of yen)



■ Total assets ● Equity ratio

PER / PBR

(Times)



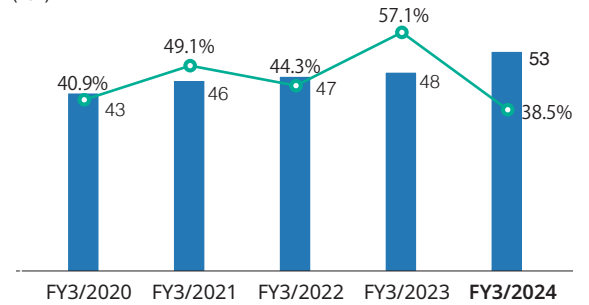
● PER ● PBR

Note 1: PER = Share price at end of period / earnings per share

Note 2: PBR = Share price at end of period / net assets per share

Dividend per share / Total payout ratio

(Yen)



■ Dividend per share ● Total payout ratio

Message from the President



Tomomichi Saeki

Representative Director and
Executive President

**Together as one,
we will tackle problem solving and,
by working to contribute to the
community through our business,
will continue to grow I-NET even larger**

I-NET was founded on a strong determination to see each decision through

Fuji Consult Co., Ltd., the predecessor of I-NET Corp. (the Company), was founded in 1971. Its history began with a commissioned calculating business for gas stations (“service stations”). The Company’s founder, Noriyoshi Ikeda, launched the business after seeing a significant opportunity to streamline the complex administrative tasks, including billing, sales, and purchasing (“administrative operations”), which were a major burden on the service station industry. His goal was to improve efficiency and contribute to the rationalization of the industry as a whole.

In the late 1960s Japan experienced a period of rapid motorization, and there was an increased demand for the expansion and improvement of service stations, essential infrastructure to support this growth. At the time, Ikeda, who was working as a sales representative for Exxon Mobil Corporation, a major petroleum wholesaler, was busy with the establishment of new service stations and promoting the sale of petroleum products. With his on-the-ground experience, he realized that the complex administrative operations required to handle the



Message from the President

industry's unique business practices, such as credit sales and variable pricing ("one item, multiple prices"), were becoming bottlenecks for store expansion and improvement in profits. To solve some of these problems, Ikeda looked to personal computers (PCs), which were just being commercialized at the time, and came up with the idea of using them to systematize administrative operations that were then being handled manually. Owners of service stations showed great interest in this idea, and having garnered a positive reaction to the concept, Ikeda decided to take concrete action, thinking to establish a company that would contract for administrative operations through a cooperative system comprised of service station business operators.

With his intimate understanding of day-to-day operations at service stations, Ikeda already had a plan in mind for streamlining their administrative operations using PCs and what kind of programs would be needed to do so. With the cooperation of the Yokohama branch of IBM Japan, where a relative of his then-supervisor worked, he immediately got to work on developing a system. However, once the system was finally completed, the service station business owners who had initially agreed to the arrangement—at least in principle—expressed reluctance toward the idea of establishing a company via a system of cooperatives, forcing Ikeda to abandon the plan. That said, Ikeda had confidence in the system he had created, and given that it had already been developed, it needed to be paid for. After long consideration, he decided to raise the funds needed to launch the company himself and went on to establish Fuji Consult Co., Ltd.

Later, with the significant fluctuations in crude oil prices brought on by the first oil crisis of 1973, administrative operations at service stations grew even more complex. As a result, the number of service stations delegating those operations to Fuji Consult rapidly increased, and the Company's business quickly grew. In this way, today's I-NET was founded and continued to grow driven by Ikeda's strong determination to never give up, even in the face of unforeseen

circumstances, and by his belief in seeing things through once a decision had been made. That determination continues to be handed down to this day as part of I-NET's corporate culture.

Achieving unique growth through "asset-heavy management"

For the first few years after Fuji Consult's founding, it did not own its own large computers and instead borrowed computing time at night from a major corporation to process data, printing out the completed data on paper and sending it to the service stations. However, the founder, Ikeda, believed that owning their own key business assets would lead to more stable management and would be essential to significantly expanding the scope of business. Thus, in 1977 the Company introduced its own large-scale general-purpose computer system (a state-of-the-art NEC ACOS Series 77 mainframe). The deployment of a mainframe computer just seven years after the Company's founding was a bold investment given the scale of the business at the time. However, this decision laid the foundation for the subsequent construction and operation of its data centers and became the cornerstone of I-NET's significant growth. During this period, it was not uncommon for IT companies, such as software and system development firms, to achieve rapid growth through so-called asset-light management, declining to own their own large-scale computer systems. With the commissioned calculation business in mind, however, I-NET deliberately focused on an "asset-heavy" management strategy.

The subsequent rapid rise in credit card payments accelerated the Company's growth. The service station industry was quick to adopt credit card payments, and we were contracted to develop and operate those systems. The system worked like this: First, the major petroleum wholesalers would organize the service stations and enter into comprehensive merchant agreements with the credit card companies.



Message from the President

Based on those agreements, whenever a credit card is used at a service station, data on such usage is automatically accumulated at the Company's data centers. We then carefully review the data, deliver the data on card usage to the dozens of credit card companies, and at the same time provide card usage statements to the service stations. Additionally, payments are made to the service stations by the credit card companies through the petroleum wholesalers. The entire system relieves the credit card companies, petroleum wholesalers, and service stations of complex administrative operations, while we earn income from fees from both the credit card companies and the service stations.

Further, the ability to track not only the behavior of cash-paying customers but also credit card users led to the development of sales information management and analysis services. As a result, we became an increasingly important partner of the service station industry. Looking back today, I-NET had created and operated a system similar to the "cloud" long before that term ever came into use.

Today's I-NET is the result of subsequent mergers with multiple software companies. One of our key features is that we have both our own data centers and software development capabilities. This serves as a unique strength that differentiates us from other companies.

Expanding beyond IT-related services to extend services into operations surrounding stand-alone tasks

One example of our unique capabilities is our mailing service business. This service offers a one-stop solution, handling every step—from printing to envelope stuffing, sealing, and mailing—of preparing direct mail (DM), invoices, notifications, and payroll statements, all within the secure environment of our in-house data centers. This comprehensive service is something only I-NET can provide. Originally I launched this business myself about 30 years ago with the goal of effectively utilizing the idle time on high-speed printers we owned for printing

forms for service stations. In the form printing business, high-speed printers typically run at full capacity during monthly closing periods but remain mostly unused at other times. It thus occurred to me to take on tasks from financial institutions and local governments, which require large volumes of printing concentrated during limited periods. Initially we only handled printing tasks involving use of high-speed printers, but as we gradually built a track record, we expanded the scope of our services. We eventually began to take on the entire process, including post-printing steps, such as separating and folding of continuous forms and envelope stuffing, sealing, and mailing.

In this way, the Company has extended its services from stand-alone tasks to the operations surrounding those tasks, aiming to reduce the operational burden on our customers. As a result, we are able to offer a wide range of services that go beyond addressing IT-related needs, including system development and data center operations, as well as non-IT business process outsourcing (BPO) services. Further, we are expanding our business by promoting cross-selling, for instance by proposing mailing and other related services to customers we interact with through system development and offering system development proposals to customers already using our mailing services.

Continuing to ask, "How can I create a method that is truly my own?"

Let me talk a little bit about my own story involving the mailing service business. For about five years after joining the Company, I was engaged in technical work, specifically the operation and management of data





Message from the President

centers. At the time, as I increased my level of expertise in computer systems, I also fell into the delusion that I had acquired some kind of special skill. It was during this period that our founder, Ikeda, suddenly approached me. “What you’ve learned so far isn’t really a skill,” he told me. “You’re just following existing manuals. True skill lies in thinking for yourself, creating your own methods, and making sure your customers understand them. In other words, it’s about applying what you’ve learned from manuals to suit the specific needs of the customer in front of you.” I was then offered a position in sales, something the complete opposite of the work I had been doing up until then. Sales work does not come with an easy-to-understand manual. The challenge Ikeda tasked me with was to find how I could create a method that was truly my own. At first I was confused at times, but as I became involved in sales, I reached a deeper understanding of exactly what Ikeda’s words meant. One answer I came up with was the commercialization of the mailing service business I mentioned earlier. There were no manuals or pioneers to guide me in launching that business. To start, I submitted proposals to local financial institutions and municipalities we had previously worked with, gradually acquiring new business. I even loaded the printed materials onto trucks myself and delivered them to the post office. While I experienced some failures along the way, eventually, through trial and error, I built the foundational framework for the mailing service business. Fortunately, this was at the height of the economic bubble and companies were sending out millions of promotional DM postcards each month, so demand for the service was strong. Also, since the mailing service business was not limited to such industries as service stations or finance, it had the potential to attract clients from a wide range of other industries, and that greatly expanded I-NET’s customer base.

Looking back, I think Ikeda understood my natural tendency to dislike being put in a box and offered me this opportunity with that in mind. Through my experience in sales, I learned firsthand the

importance of thinking and acting in a way that worked for me and would benefit my customers, as well as the sense of achievement and fulfillment that comes from doing so. Even today, I continue to ask myself, “How can I create a method that is truly my own?” and I strive each day to improve.

Attempting to create new business opportunities under the Medium-term Management Plan

With the current drastic changes in business conditions and society, predicting the future is no simple matter. If anything, I think that making poor predictions and then becoming fixated on them can itself become a risk. In such circumstances, what we should do is to understand that business conditions and society itself will change, and regardless of what the future holds, continue to provide services that align with the times. Just as Fuji Consult, the predecessor of I-NET, began by solving problems in the service station industry, every era will produce challenges that require solutions. I believe that I-NET can continue to grow and thrive going forward by continuing to tackle and respond to those challenges.

When I became president in June 2023, I introduced the Company’s Platform Strategy to give concrete form to this concept. Our goal is to create new business opportunities by expanding and increasing our existing services and partnerships centered on our data centers. To achieve this, it is crucial that we foster an environment in which each employee can think for themselves, with the freedom to discuss and propose ideas, such as “Maybe there will be a need for this kind of service next year, or the year after.” As a member of the team, I will also take on the role of sparking discussions and energizing the entire Company. By focusing our business resources on the many services with strong growth potential that emerge from these discussions, I hope to nurture businesses that will sustain I-NET into the next generation.



Message from the President

Setting a significant new record in net sales

In FY2023, the second year of the current Medium-term Management Plan, net sales increased 7.9% year-on-year to 37,763 million yen, while operating income rose 35.6% to 2,887 million yen. As a result, net sales set a new record that significantly exceeded the previous fiscal year. This increase in net sales was driven by the strong performance of information processing services, including cloud services and commissioned calculation and other solutions for service stations, as well as our steady progress in system development services, especially in system development for the financial services industry. In addition, although personnel costs and other sales, general and administrative expenses increased, we worked to control our cost of sales through price revisions and energy-saving measures, which improved profitability and allowed us to achieve a significant increase in operating income. I am pleased that the day-to-day efforts of our employees have resulted in such a positive outcome.

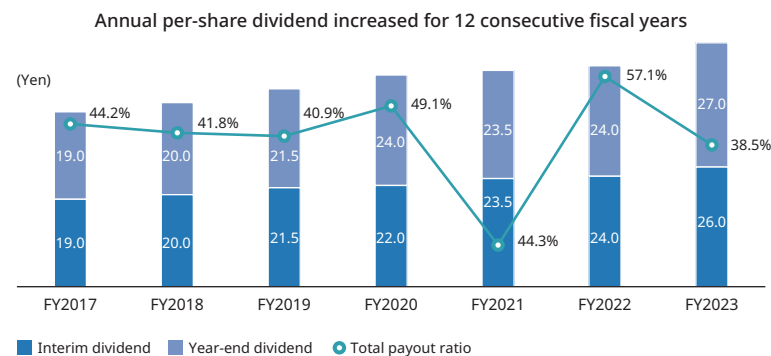
That said, we were unable to expand adequately in the areas of new customer acquisition and the creation of new services. The revenue and profit growth in FY2023 came primarily from price revisions for existing customers and services, as well as cost reductions. In other words, the majority of this growth was driven by temporary factors. Rather than settling for this numerical growth, we will work to achieve even greater growth through aggressive efforts to pursue new customer acquisition and the creation of new services. To this end, in FY2024 we will strengthen cross-functional collaboration between our business divisions and fully engage the efforts of the task force established to create synergies between different business sectors, with the goal of stimulating our front lines. At the same time, we will pursue aggressive investments while also considering M&A as a means of accelerating our Platform Strategy. We also plan to steadily prepare for the construction of our third data center, which will play an important role in I-NET's long-term growth.

Aiming for our 13th consecutive dividend increase against a backdrop of strong results

Regarding shareholder returns, the Company aims for a total payout ratio of 40% or more, maintaining stable dividends while also focusing on retaining earnings to meet future capital needs. Due to the strong business results mentioned earlier, in FY2024 we plan to raise our annual per-share dividend by 3 yen over the previous fiscal year to 56 yen (interim dividend of 28 yen, year-end dividend of 28 yen). Thus, we should be able to achieve our 13th consecutive dividend increase. We will make effective use of retained earnings for advancing our Platform Strategy and making capital investments in such areas as expanding our data centers in an effort to enhance corporate value.

In FY2023 our return on equity (ROE) also rose by 4 percentage points over the previous year to 11.7%, a level that exceeds our 5% cost of shareholders' equity. To continue to maintain and improve capital efficiency, we will work to reduce cross-shareholdings, while also boosting shareholder returns and curbing the uncontrolled growth of net assets in order to maximize ROE.

Shareholder Return Policy: Our aim is for a total payout ratio of over 40%, continuing to offer stable dividends and working to retain earnings in preparation for future capital needs.



Message from the President

Continuing to be a company needed by the local community

One of I-Net's values that we inherit from our founder, Ikeda, is the principle of being a company recognized as needed by the local community. Ikeda was someone who cared about the vulnerable in society, and as early as 2009 he focused on promoting employment for people with disabilities, including establishing a company for that purpose. Ikeda also had a deep attachment to Yokohama, the city where the Company was founded. He often told me, "I've come this far because Yokohama raised me." Ikeda's gratitude toward the community and his desire to give back resonate strongly even to me as someone who was also born and raised in Yokohama. In 2019 we established the Inet Foundation, with the goal of supporting and providing grants for various social contribution activities in Kanagawa Prefecture, including Yokohama. Through donations, we assist the activities of NPOs and other organizations, enabling them to carry out regional contribution efforts on our behalf. We intend to continue valuing the spirit of such contributions and further develop them going forward.

Business growth is also essential to that effort. We must grow our top line. To repeat, I-NET is in the business of solving problems, a never-ending process as new challenges inevitably arise with each problem solved. And, while I-NET is an IT company, we are also able to handle physical, hands-on tasks, such as our mailing services. There are still many issues that can be resolved by strengthening cross-functional collaboration within the Company. By tackling problem solving as a single, united team, and by contributing to our local community through our business, we will continue to grow I-NET even further. My mission is to lead the charge and energize that effort. To our shareholders and investors, I ask for your understanding of our values and vision, and I hope you will look forward to I-NET's endeavors going forward.



September 2024

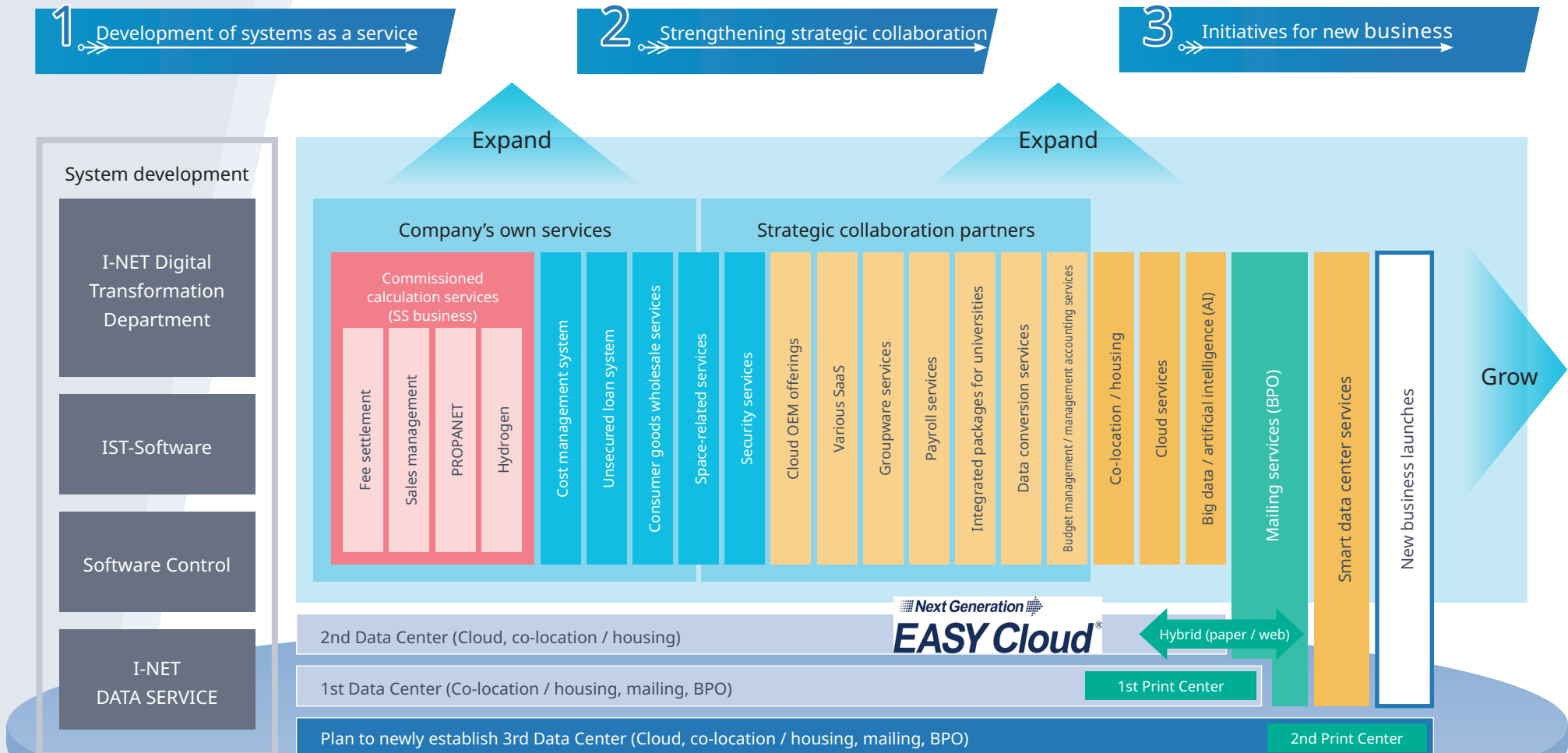


Representative Director and Executive President

Business Strategy

Platform Strategy—Expand and grow business strategy

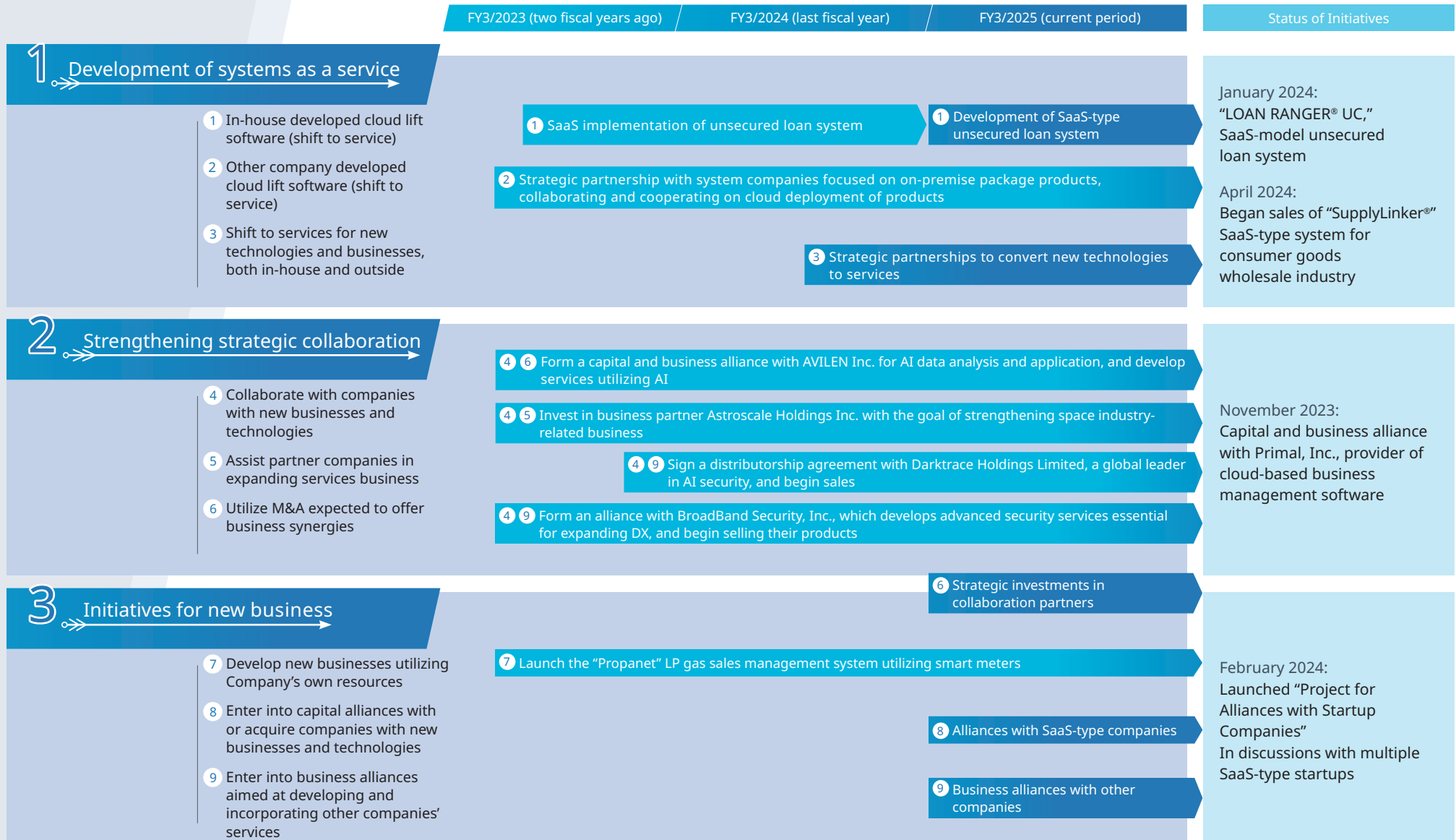
Regardless of how society changes, the Group will aim for further growth by expanding our business and increasing the number of services and partners on our platforms in a way that adapts to these changes. We will continue to incorporate a variety of services and partners in line with changing times, while advancing strategic investments, partnerships, support for startups, and collaborations.





Business Strategy

Promoting the “Three Arrows”—Three initiatives for expansion and growth





Summary of Medium-term Management Plan (April 2022 to March 2025)

Numerical targets While working to increase net sales and operating profit, also aim to improve operating profit margin and ROE

	FY3/2022 results	FY3/2024 results	FY3/2025 target (initial plans)	FY3/2025 target (revised plans)
Net sales	31,169 million yen	37,763 million yen	37,700 million yen	40,000 million yen
Operating profit	2,367 million yen	2,887 million yen	3,200 million yen	3,200 million yen
Operating profit margin	7.6%	7.6%	8.5%	8.0%
ROE	10.1%	11.7%	10% or more	10% or more

Key areas of focus

Key areas of focus	Main initiatives	Related SDGs
Promotion of customer service and R&D for the digital transformation (DX) and "new normal" era	<ul style="list-style-type: none"> Spread and expansion of cloud services Measures limiting contact and preventing overcrowding Promotion of big data, AI, and IoT 	
Promotion of co-creation and innovation, and value creation	<ul style="list-style-type: none"> Establishment of SDGs Promotion Office Pursuit of projects in collaborations between industry, public and private sectors, and academia Pursuit of business activities through foundations and special subsidiary companies 	
Diversification and advancement of human resources, productivity improvements	<ul style="list-style-type: none"> Employee skill development Diversity promotion Support with career development Promotion of workstyle reforms 	
Appropriate business portfolio management in the service development model, enhancement of corporate value	<ul style="list-style-type: none"> Promotion of one-stop model through I-NET's own data centers Reinforcement of stock business 	

Business strategy by service

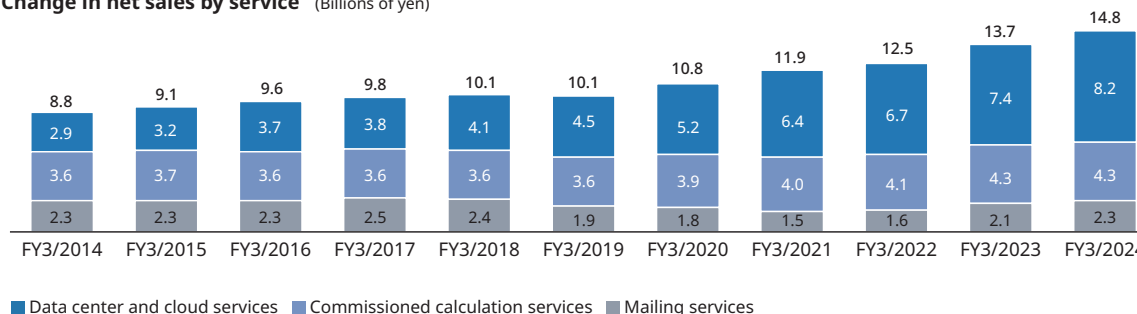
Information processing services	Data center and cloud services	<ul style="list-style-type: none"> Pursuit of a broad range of services, from infrastructure management and system operations to business operations Full support for move to the cloud, tailored to customer Expansion of new services (security, storage, etc.) Energy-saving services provided with high-efficiency, low-power-consumption server and storage
	Commissioned calculation services	<ul style="list-style-type: none"> Reinforcement of pursuit of DX for oil wholesalers and trading firms (proposals to improve operational efficiency, etc.) Expansion of services to major dealerships (regulation response, increased use of ASP) Expansion of customer base (increase services to SS, expand services to LPG industry)
	Printing, mailing, and BPO services	<ul style="list-style-type: none"> Promotion of consulting on better operational efficiency (hybrid of electronic and paper) Multifaceted services (collaboration with cooperating entities—BPO, delivery services, etc.) Upgrading of facilities to enhance operational quality and volume, and running operations efficiently
	System development services	<ul style="list-style-type: none"> Reinforcement of services for financial institutions Reinforcement of deployment of services for sales management system and IoT platforms Reinforcement of cooperation in space and satellite business and I-NET's services

Business Overview

Information Processing Services

Managing, processing, and handling of customer systems and data, including data center and cloud services; commissioned calculation and settlement processing for service stations; printing, mailing, and business process outsourcing (BPO); call center operations; etc.

Change in net sales by service (Billions of yen)

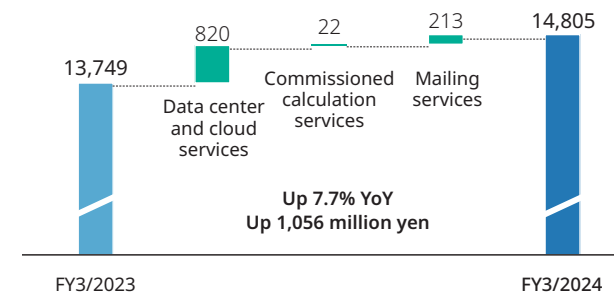


Overview as of the fiscal year ended March 2024

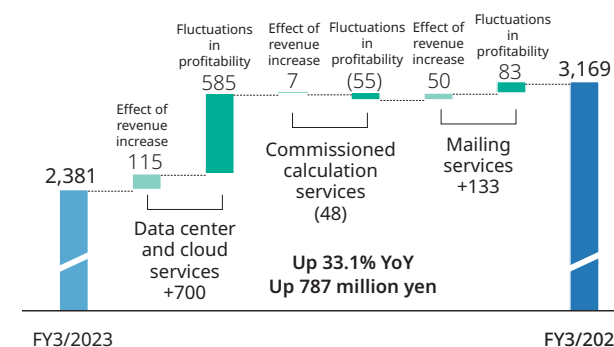
Against the backdrop of society's advancing digital transformation (DX), in the fiscal year ended March 2024 the use of data center and cloud services steadily increased. In addition, efforts to improve the profitability of transactions in response to rising costs due to soaring electricity prices resulted in an improvement in gross profit margin. Further, commissioned calculation services (including administrative processing and payment settlement, etc.) for service stations performed steadily, and BPO services, mainly centered on mailing, also showed a trend toward increasing revenue. As a result, sales of information processing services in the fiscal year ended March 2024 increased by 7.7% year-on-year (YoY) to 14,805 million yen, while gross profit increased by 33.1% to 3,169 million yen.

Existing customers continue to utilize data center and cloud services against a backdrop of advancements in digitalization and increasing demand for IT investments, allowing sales to remain strong in the fiscal year ended March 2024. To proactively respond to growing customer demand in recent years, we will continue to focus on our service development capabilities.

Factors behind changes in net sales (Millions of yen)



Factors behind changes in gross profit (Millions of yen)

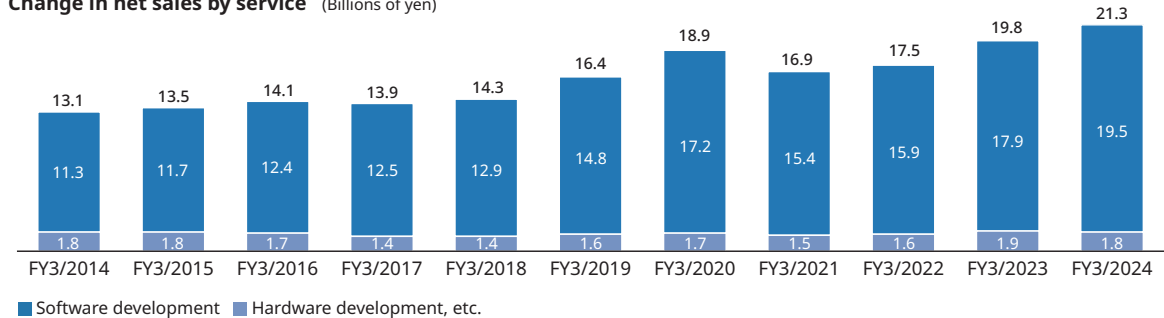


Business Overview

System Development Services

We respond flexibly to different requests from customers across a variety of industries and business types, offering not only system and application development but also services ranging from definition of requirements and design to development and operations, all tailored to customer needs. With expertise gained from our extensive experience, we provide our customers with optimal proposals.

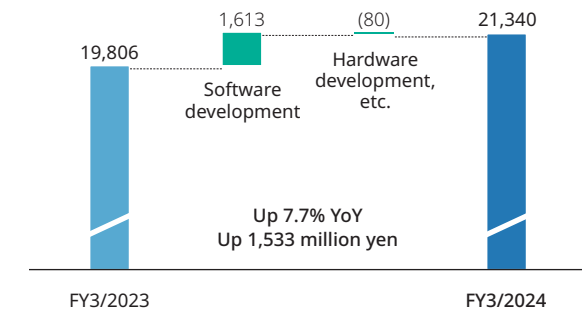
Change in net sales by service (Billions of yen)



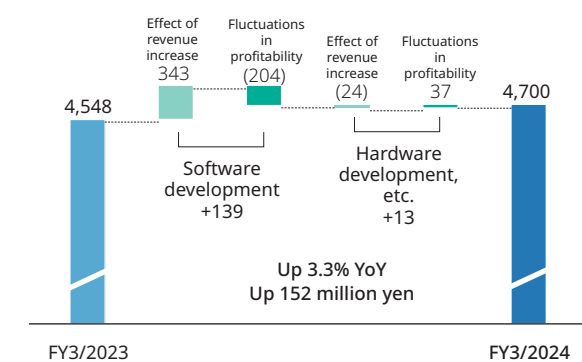
Overview as of the fiscal year ended March 2024

The fiscal year ended March 2024 saw a continued steady increase in system development projects for the financial and distribution industries. In addition, the operation and maintenance business contracted from major customers contributed to a stable source of revenue, and the performance of two Group companies engaged in system development also showed strong results. In fields in which the I-NET Group has strengths, including finance, distribution, telecommunications, and energy- and space-related businesses, the Group's expertise and technical capabilities are highly regarded, contributing to stable orders and leading to revenue generation. As a result of the above, in the fiscal year ended March 2024 net sales from system development services rose 7.7% YoY to 21,340 million yen, while gross profit increased by 3.3% to 4,700 million yen.

Factors behind changes in net sales (Millions of yen)



Factors behind changes in gross profit (Millions of yen)





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 Earth's environmental issues affect the next and future generations of humans. I-NET owns data centers (DCs) that provide support for social infrastructure. We strive to conserve energy and reduce our environmental impact, among other efforts. We have also established an environmental management system that forms the basis for these activities.

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 upwards, 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, issues such 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.

Environment (E)

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.

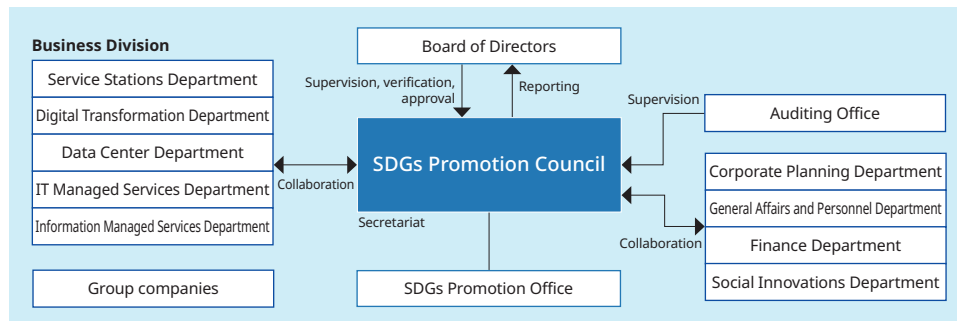
See here for more information about information disclosure based on the TCFD recommendations: <https://www.inet.co.jp/english/sustainability/tcf.html>

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 96% of net sales in the I-NET Group’s businesses.

In 2022 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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



Environment (E)

• Responses

Anticipated Risks	Time Frame	Responses to Risks
Introduction / Increase of Carbon Pricing (Carbon Tax)	Medium term	Adopt electricity from renewable energy sources for DCs by FY2024. Mitigate impact of carbon taxes by increasing reliance on electricity from renewable energy sources and reducing dependence on fossil fuels.
Introduction of Renewable Energy	Medium term	Adopt electricity from renewable energy sources for DCs by FY2024. Promote green measures concurrently, such as advancing the installation of solar power systems at DCs. As renewable energy sources may become depleted in the future, secure stable utilization through long-term contracts.
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, the SDGs Promotion Office, as the department in charge, assesses and makes decisions on operational risks that are closely related to climate change risks in the Risk Management Committee, which holds monthly meetings to manage operational risk.

• 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.

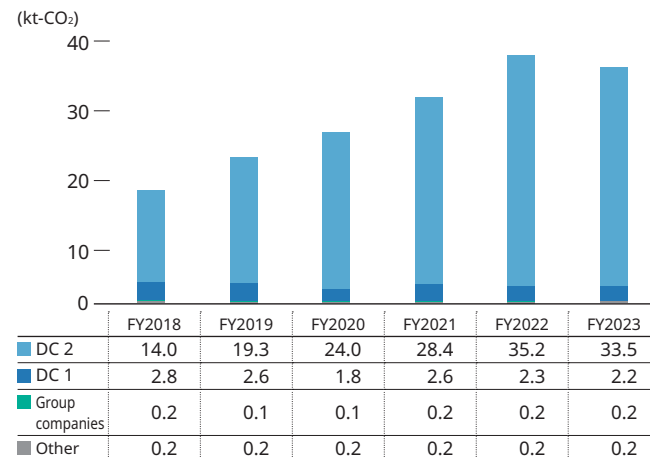
Metrics and Targets

	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.

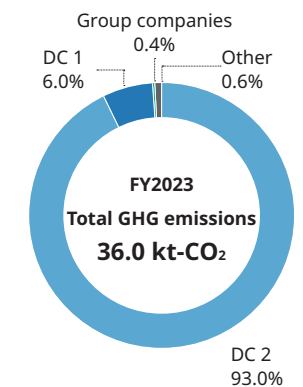
Response to Scope 3: Plan to determine response policy by FY2040 after investigation into emissions across the I-NET Group's entire value chain.

*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)



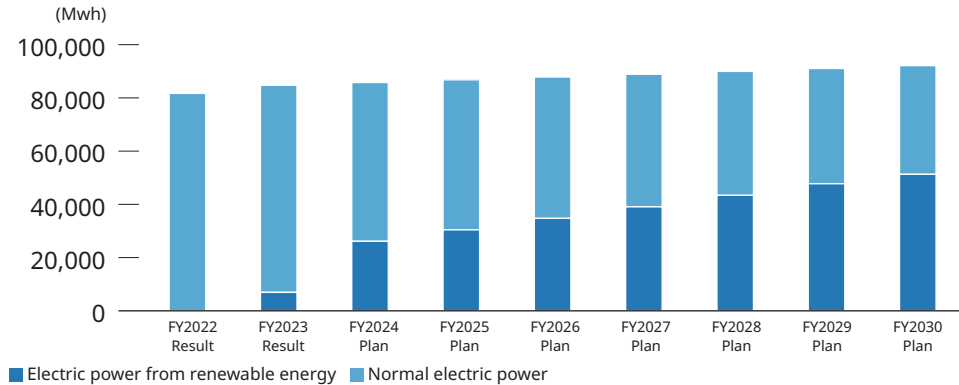
Breakdown by department



Note: Rounded to the second decimal place.

Environment (E) / Social (S)

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 a workplace 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, and not taking action that ignores personality 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.





Social (S)

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.

• Language Training

Employees can learn English with the Company paying for a part of the fees for external English schools.

• 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.

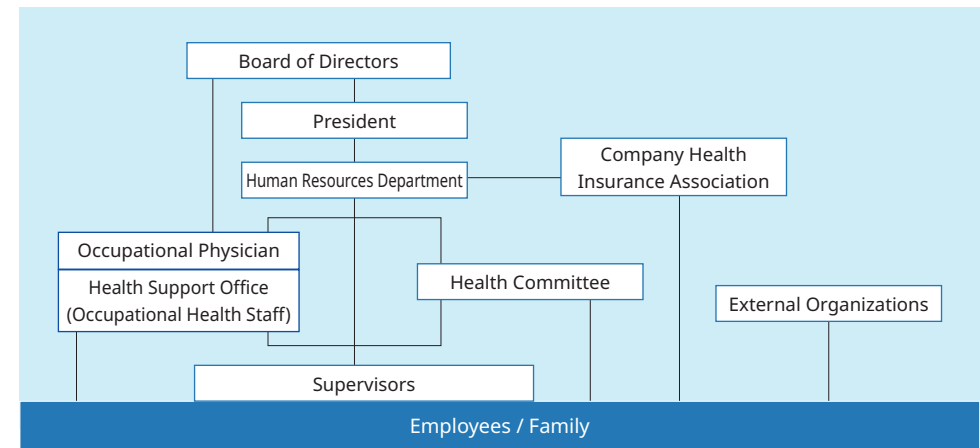
Our Group philosophy, "inet Way," includes the management policy of becoming "an excellent company that makes sustainable growth possible." In order to achieve this sustainable growth, we consider the mental and physical health of our employees

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

The number of employees and average years of service are increasing. We are building an environment where employees can work long term.

	FY2020	FY2021	FY2022	FY2023
Number of employees	940	964	969	954
Average years of service by regular employees	16.7	16.5	16.7	16.7
Average age of regular employees	40.6	40.2	40.3	40.3

Behavioral Habits

The number of paid leave days taken is increasing. We support achieving work-life balance with proper breaks.

	FY2020	FY2021	FY2022	FY2023	Trend
Exercise habit rate (2+ times per week) (%)	18.5	21.6	24.5	25.4	Improvement
Smoking rate (%)	22.5	23.1	22.5	18.7	Improvement
Rate of eating breakfast daily (%)	54.2	57.3	54.7	56.0	Improvement
Rate of short sleep time (%)	35.7	33.0	37.0	39.0	Deterioration
Rate of drinking alcohol excessively (daily) (%)	13.1	12.2	13.0	10.5	Improvement
Average overtime hours exceeding statutory work hours	11.3	11.8	13.7	15.6	Deterioration
Average paid leave days taken	14.2	14.7	15.6	16.7	Improvement

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 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.

• Diversity Committee

The Diversity Promotion Office is designated as the secretariat, and a wide range of members participate, regardless of occupation, gender, age, or position, including managers and employees from all business divisions. The members discuss issues that have come up internally to promote diversity and carry out activities that lead to solutions.

Initiatives for Active Participation by Women

The Company has positioned the promotion of active participation by women as a management strategy for sustainable growth. 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.

• Life and Career Balance Training for Young Women

Given that life events tend to have a significant impact on women's careers, we conduct training with outside instructors to help young women develop, from an early stage, a vision for balancing their lives and careers and for continuing to work long term.



Social (S)

• 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.

• Support for Balancing Work with Raising Children and Caring for Family Members

The Company encourages employees to take childcare leave regardless of gender, and the current return rate for female employees who have taken childcare leave is almost 100%. In addition, various systems have been adopted so that employees can balance work with raising children and caring for family members. In accordance with the 2022 revision to the relevant law, we will further focus on encouraging male employees to take paternal childcare leave.

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 Activity

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 598 such special subsidiaries throughout Japan, 50 of them in Kanagawa Prefecture as of June 1, 2023, 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 company has gained the trust of and is increasingly recognized by Kanagawa Prefecture, and this fiscal year, at the request of Boards of Education in the prefecture, it began accepting offers to provide workplace training for newly hired school vice-principals and others. To ensure the peace of mind of families of its employees, the company provides a workplace that offers long-term employment and continues 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 seven outside directors who are expected to provide advice on overall management from an objective and professional perspective. Of the seven outside directors, four serve as Audit and Supervisory Committee members. Of the directors, seven 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, and consists of Tetsuro Tsuboya, Noriko Suzuki, and Hiromi Nakagawa. All of the four members are outside directors. All four 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 seven directors and four 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 Officer System

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.

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, who is a full-time Audit and Supervisory Committee member; 12 executive officers and 15 division managers or general managers; and the presidents or officers of Group 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.

Governance (G)

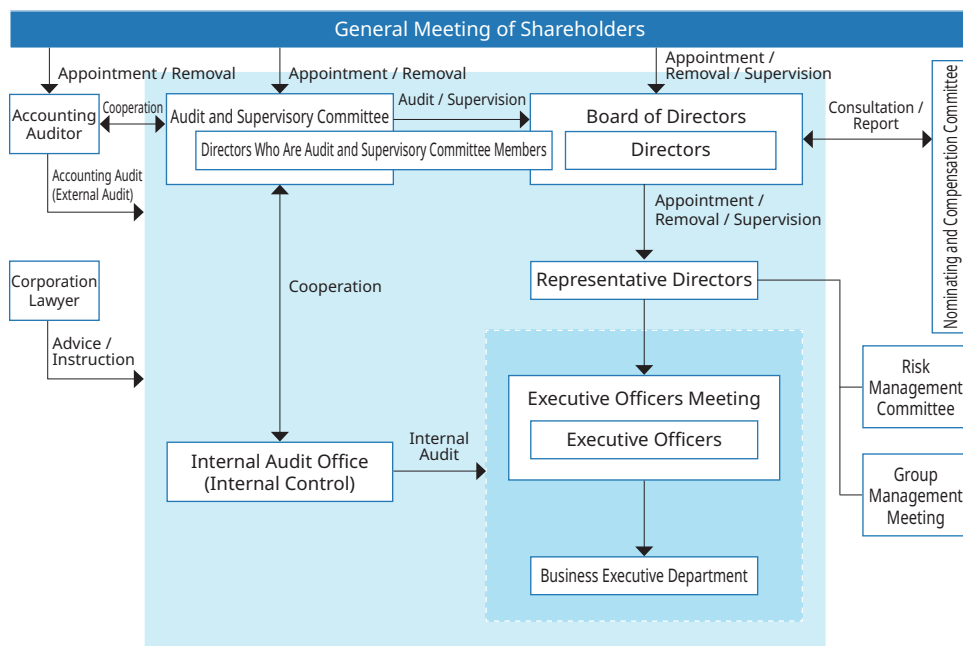
Risk Management Committee

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.

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

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



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 Yukiko Takenouchi, Hiromi Kitagawa, and Masao Kurokawa, who are all outside directors.

System to Ensure the Proper Operation of Our Group Companies

We dispatch our officers to our Group companies as corporate auditors, establishing a system in which important matters of our Group 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	Representative Director and Executive President
Number of Directors	12
Appointment of Outside Directors	Appointed
Number of Outside Directors	7
Number of Outside Directors Designated as Independent Directors	7



Governance (G)

Outside Directors

Name	Audit and Supervisory Committee Member	Independent Director	Supplementary Explanation of Conforming Items	Reasons for Selection as Outside Director
Yukiko Takenouchi		○	—	Over many years, Ms. Takenouchi has been involved in corporate management and actively lectures and consults on promoting female advancement. We have appointed her an outside director to leverage her wealth of experience on behalf of the Company's management and promotion of diversity. 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."
Hiroimi Kitagawa		○	—	Ms. Kitagawa has advanced academic knowledge of information management with an objective perspective as an outsider to this industry. We have appointed her an outside director to leverage her wealth of experience on behalf of the Company's management. Although she has not been directly involved in corporate management, the Company has judged that she will appropriately execute the duties of outside director due to the above reasons. 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		○	—	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. Mr. Kurokawa has never in the past been involved in the management of a company. However, the Company nominated him as a candidate for outside director based on the above reasons. 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."
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 MST Insurance Service Co., Ltd. and 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 outside director (serving as Audit and Supervisory Committee member). Although Mr. Ichikawa has not been directly involved in corporate management, we have judged that he will appropriately execute the duties of outside director due to the above reasons. 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 NJK Corporation, where Mr. Tsuboya served as a managing director until June 2018. However, the Company's business with NTT DATA NJK Corporation accounts for an extremely small percentage of the sales of NTT DATA NJK Corporation and 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."
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 who is an Audit and Supervisory Committee member. 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."
Hiroimi 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."



Governance (G)

Director Compensation

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

Details of Directors Compensation

The total amounts of compensation, etc. paid to directors/Audit and Supervisory Committee members during FY2023 were as follows:

Total paid to nine directors (excluding Audit and Supervisory Committee members):

116 million yen (including a total of 18 million yen paid to four outside directors)

Total paid to three directors (Audit and Supervisory Committee members) :

22 million yen (including a total of 22 million yen paid to three outside directors)

Note 1: The above number of directors includes two directors who retired at the closing of the 52nd General Meeting of Shareholders held on June 22, 2023.

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 2024 we evaluated the

effectiveness of the Board of Directors as a whole through a FY2023 questionnaire conducted on 10 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 2024.

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 more opportunities to share opinions on management issues, DX strategies, and SDG and ESG strategies 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 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, we regularly 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.

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 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 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



Governance (G)

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 type, 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



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)



Naokatsu Uchida

Representative Director and
Senior Managing Executive Officer

- 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 (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)



Katsuyuki Imai

Director and
Managing Executive Officer

- 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 of the Company
- 2019 Executive Officer, Head of General Affairs and Personnel Department, General Manager of General Affairs Division, and Head of Risk Management 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 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)



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 (current position)



List of Officers

**Yukiko Takenouchi**

Outside Director

- 2011 Representative Director of E·Mu·Zu Co., Ltd.
- 2012 Established Woomax Co., Ltd., Representative Director
- 2015 Outside Director of the Company (current position)
- 2020 Representative Director of Independent Learning Research Center
- 2022 Founder of Woomax Co., Ltd. (current position)
Director of Independent Learning Research Center (current position)

**Hiromi Kitagawa**

Outside Director

- 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)

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

- 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)

**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.
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)

**Noriko Suzuki**

Outside Director (Audit and Supervisory Committee Member)

- 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 (current position)
- 2021 Part-time Lecturer of Faculty of Law of Chuo Gakuin University (current position)
Lecturer of Recurrent Education Course of Japan Women's University (current position)
- 2022 Outside Director (Audit and Supervisory Committee Member) of the Company (current position)

**Hiromi Nakagawa**

Outside Director (Audit and Supervisory Committee Member)

- 1999 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, 2024, is as follows:

Name	Number of meetings attended (attendance rate)	Number 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%)	46,340	—	●	●	●				
Naokatsu Uchida	Board of Directors: 16/16 (100%)	23,950	Auditor of IST-Software Co., Ltd.	●		●	●		●	
Katsuyuki Imai	Board of Directors: 16/16 (100%)	12,000	—				●	●	●	●
Shinichi Koyama	—	5,000	—		●	●	●			
Hidenao Negishi	—	1,500	—		●	●		●		
Yukiko Takenouchi	Board of Directors: 16/16 (100%)	3,200	Founder of Woomax Co., Ltd. Director of Independent Learning Research Center	●					●	
Hiroki Kitagawa	Board of Directors: 16/16 (100%)	1,200	Professor of School of Information-Oriented Management, SANNO University Head of Content Business Research Center, SANNO University		●	●				
Masao Kurokawa	Board of Directors: 13/13 (100%)	100	Advisor of Kanagawa Prefectural Federation of Commerce and Industry Director at Kanagawa University					●	●	
Yusuke Ichikawa	Board of Directors: 16/16 (100%) Audit and Supervisory Committee: 13/13 (100%)	1,600	—				●	●		
Tetsuro Tsuboya	Board of Directors: 16/16 (100%) Audit and Supervisory Committee: 13/13 (100%)	2,200	Auditor of NTT DATA INTRAMART Corporation	●	●					
Noriko Suzuki	Board of Directors: 16/16 (100%) Audit and Supervisory Committee: 13/13 (100%)	—	Visiting researcher of Research Institute for Women and Careers of Japan Women's University Lecturer of Recurrent Education Course of Japan Women's University Part-time Lecturer of Faculty of Law of Chuo Gakuin University					●	●	
Hiroki Nakagawa	—	—	Representative Director of InWIT USA LLC				●			●

Note 1: The above chart is not indicative of all of the directors' knowledge and experience.

Note 2: Masao Kurokawa was appointed a director at the Company's 52nd General Meeting of Shareholders held on June 22, 2023. His attendance rate at Board meetings is calculated based on the 13 meetings held since his appointment.



Financial Summary

(Unit: millions of yen)

	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY3/2021	FY3/2022	FY3/2023	FY3/2024
Business results											
Net sales	22,528	23,229	24,434	24,617	25,615	27,591	31,097	30,016	31,169	34,988	37,763
Operating profit	1,664	1,598	1,918	1,992	2,081	2,345	2,501	2,155	2,367	2,129	2,887
Operating profit margin (%)	7.4	6.9	7.9	8.1	8.1	8.5	8.0	7.2	7.6	6.1	7.6
Net profit attributable to owners of parent	901	982	1,114	1,314	1,368	1,521	1,672	1,494	1,694	1,343	2,197
Net profit margin (%)	4.0	4.2	4.6	5.3	5.3	5.5	5.4	5.0	5.4	3.8	5.8
Cash flows											
Cash flows from operating activities	1,171	2,648	2,523	2,932	2,937	3,052	3,965	3,419	3,715	2,239	6,665
Cash flows from investing activities	(3,741)	(622)	(468)	(979)	(1,223)	(3,074)	(3,872)	(2,929)	(2,185)	(2,118)	(1,793)
Cash flows from financing activities	2,278	(1,675)	(1,892)	(1,728)	(1,330)	17	(308)	454	(1,873)	(1,496)	(1,902)
Cash and cash equivalents at end of period	2,183	2,533	2,696	2,920	3,303	3,299	3,083	4,027	3,684	2,310	5,279
Financial position											
Total assets	24,514	25,962	25,110	25,043	26,188	28,515	29,589	32,056	33,503	32,630	37,607
Net assets	10,571	12,147	11,793	12,684	13,507	14,357	15,224	16,212	17,304	17,581	20,097
Interest-bearing debt	10,198	9,214	9,175	8,083	7,667	8,443	8,818	10,075	9,074	8,505	7,622
Main indicators											
Return on equity (ROE) (%)	9.5	8.8	9.4	10.7	10.4	10.9	11.3	9.5	10.1	7.7	11.7
Return on assets (ROA) (%)	3.7	3.8	4.4	5.2	5.2	5.3	5.7	4.7	5.1	4.1	5.8
Equity ratio (%)	42.3	45.8	47.0	50.7	51.6	50.3	51.5	50.6	51.6	53.9	53.4
Total payout ratio (%)	42.4	45.1	44.3	43.5	44.2	41.8	40.9	49.1	44.3	57.1	38.5
Per-share information											
Earnings per share (EPS) (yen)	63.67	66.57	76.67	82.68	86.06	95.72	105.13	93.62	106.08	84.06	137.50
Net assets per share (BPS) (yen)	702.23	806.20	815.84	797.79	849.55	903.04	956.89	1,014.82	1,083.14	1,099.90	1,257.26
Annual dividend per share (yen)	27.00	30.00	34.00	36.00	38.00	40.00	43.00	46.00	47.00	48.00	53.00



Non-financial Summary

Environment

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total CO ₂ emissions	kt-CO ₂	22.3	26.1	31.3	37.8	36.0
Electricity usage (consolidated)	1,000 kWh	47,490	58,334	69,456	82,428	84,800

Governance

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of directors	Persons	7	12	12	11	10
Inside directors	Persons	5	6	5	5	4
Outside directors	Persons	2	6	7	6	6
Ratio of female directors	%	28.6	25.0	25.0	27.3	30.0
Number of Board of Directors meetings held	Number of times	16	16	17	16	16
Board of Directors meeting attendance rate	%	99.1	99.5	99.5	100.0	100.0
Number of Audit and Supervisory Committee meetings held	Number of times	13	13	13	13	13
Audit and Supervisory Committee meeting attendance rate	%	100.0	100.0	100.0	100.0	100.0
Number of Nominating and Compensation Committee meetings held	Number of times	2	2	2	2	2
Nominating and Compensation Committee meeting attendance rate	%	100.0	100.0	100.0	100.0	100.0

Social

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Employees						
Number of employees (non-consolidated)*	Persons	903	940	964	969	954
Men*	Persons	696	716	719	710	706
Women*	Persons	207	224	245	259	248
Number of employees (consolidated)*	Persons	1,551	1,613	1,649	1,655	1,651
Average years of service*	Years	16.8	16.7	16.5	16.7	16.7
Average age*	Age	40.5	40.6	40.2	40.3	40.3
Ratio of women in management positions	%	4.4	4.9	5.1	6.0	8.2
Diversity						
Rate of childcare leave taken (including time off taken for childcare)						
Men	%	64.3	35.7	41.7	55.6	70.6
Women	%	100	100	100	100	100
Labor / Hiring						
Annual total working hours	1,000 hours	1,829	1,878	1,930	1,977	2,010
Rate of annual paid leave taken	%	69.8	69.8	69.9	75.0	79.0
Rate of employees working remotely	%	NA	17.2	19.1	19.0	14.1
Number of new hires (new graduates)	Persons	48	64	66	47	45
Men	Persons	30	35	33	24	30
Women	Persons	18	29	33	23	15
Ratio of women among new hires (new graduates)	%	37.5	45.3	50.0	48.9	33.3
Number of new hires (mid-career)	Persons	16	14	10	11	23
Men	Persons	16	9	8	8	21
Women	Persons	0	5	2	3	2

*As of March 31



Evaluation from Third Parties

The Health and Productivity Management Outstanding Organizations (White 500)



Under its Health and Productivity Management Outstanding Organizations recognition program, each year the Ministry of Economy, Trade and Industry honors enterprises engaging in particularly outstanding efforts to develop better health and productivity management, based on their initiatives to address local health-related challenges and to promote better health as advocated by the Nippon Kenko Kaigi. I-NET Corp. was recognized for the sixth straight year under the “Health and Productivity Management Outstanding Organizations (White 500),” a joint program of the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

Yokohama Wellness Management Certification



The City of Yokohama recognizes workplaces engaging in efforts to develop better health and productivity management as certified workplaces under its Yokohama Wellness Management Certification system. This system is intended to more widely spread the concept of “health and productivity management,” treating initiatives for maintaining and promoting employee health as investments in enhancing future profitability and encouraging strategic engagement in employee health promotion from a management perspective. On March 6, 2024, I-NET Corp. was certified by the City of Yokohama as a Class AAA wellness management organization (the highest ranking).

Hataraku Yell



Hataraku Yell is a program that recognizes companies, organizations, and municipalities dedicated to enriching and utilizing benefits. This program is designed to promote and develop employee benefits by recognizing and certifying corporations that provide excellent benefits to their employees and those striving to enhance their future benefit plans. I-NET Corp. was recognized as an “Excellent Employee Benefit Corporation (General),” under the 2024 Hataraku Yell program, the highest award offered.

Eruboshi Certification



Under the Eruboshi certification system, business owners who have prepared and submitted an action plan to prefectural labor bureaus for general business owners in accordance with the Act on Promotion of Women's Participation and Advancement in the Workplace (the “Act on Promotion of Women's Participation”) are eligible to be certified by the Minister of Health, Labour and Welfare as outstanding business owners based on their implementation of those plans. There are three levels of certification, based on the number of evaluation criteria met. On October 3, 2018, I-NET Corp. was awarded a Level 3 Eruboshi certification mark, the highest level offered, in recognition of our compliance with the standards set in Article 9 of the Act on Promotion of Women's Participation.

Platinum Kurumin Certification



Platinum Kurumin certification is awarded to companies that have taken their initiatives to an even higher level under the Act on Advancement of Measures to Support Raising Next-Generation Children, and I-NET Corp. was recognized for its ongoing support of employees balancing work with parenting. On March 29, 2023, I-NET Corp. was granted the Platinum Kurumin certification by the Ministry of Health, Labour and Welfare.

Kanagawa Childcare Supporters



Kanagawa Prefecture offers a certification system based on its Children and Childcare Support Promotion Ordinances under which the Kanagawa prefectural government recognizes companies that have created systems for supporting employee children and childcare. These companies are certified as “Kanagawa Childcare Supporters.” On July 3, 2008, I-NET Corp. acquired certification from the Kanagawa prefectural government as a company promoting these initiatives pursuant to Kanagawa Prefecture's Children and Childcare Support Promotion Ordinances.

PRIDE Index



The PRIDE Index is an index for LGBTQ+ and other sexual minority initiatives in the workplace sponsored by “work with Pride,” a volunteer organization. Corporate initiatives are evaluated in the following categories: Policy (action declaration), Representation (LGBTQA network), Inspiration (raising awareness), Development (human resources management policy and programs), and Engagement/Empowerment (social responsibility and external activities).

I-NET Corp. received the highest rating of “Gold” under this index two years in a row.

Y-SDGs Certification



The Y-SDGs certification system was established by the City of Yokohama to certify corporations and other organizations working to achieve the SDGs. Three grades of certification (Supreme, Superior, and Standard) are issued based on evaluation of 30 items in the four fields of “Environment,” “Social,” “Governance,” and “Local.” In accordance with the status of initiatives in those areas, I-NET Corp. received a “Superior” grade certification.

Kanagawa SDGs Partner



The Kanagawa SDGs Partner Program is an initiative in which Kanagawa Prefecture recruits, registers, and publicizes information about companies and groups that run projects that help to achieve the SDGs, and the prefecture, companies, and groups work together to pursue activities that spread knowledge about and promote the SDGs. The registered companies and groups collaborate with the prefecture to pursue the SDGs and engage in public relations through various opportunities and mediums, such as seminars.

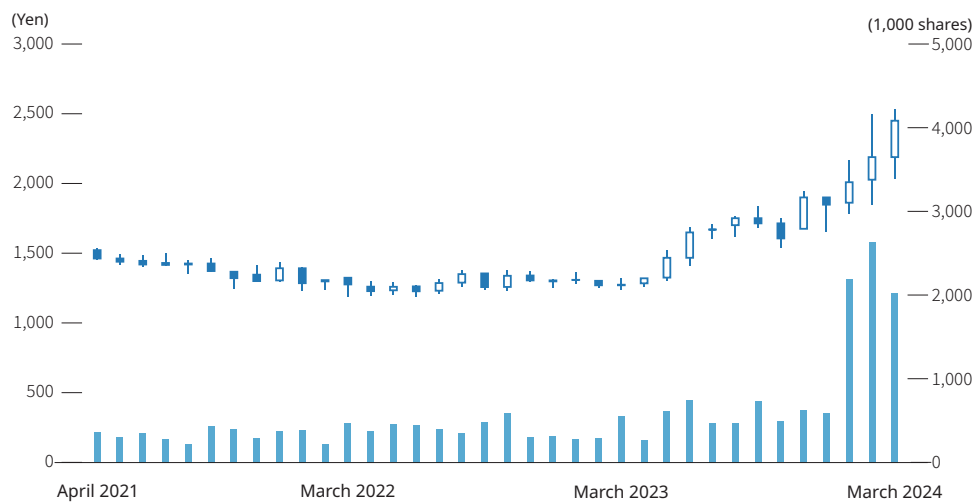


Stock Information (As of March 31, 2024)

Stock Information

Number of shares authorized	60,000,000 shares
Number of shares outstanding (including treasury stock)	16,242,424 shares
Number of shareholders	8,775 people
Listed stock exchange	The Prime Market of the Tokyo Stock Exchange
Securities code	9600
Administrator of shareholders registry	Mitsubishi UFJ Trust and Banking Corporation
Business year	April 1 through March 31 of the following year

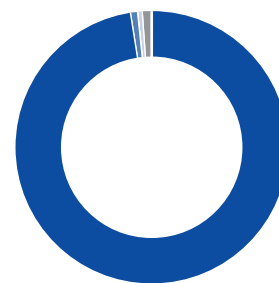
Change in Stock Price and Trading Volume (Tokyo Stock Exchange)



□ Stock price (left axis) ■ Volume (right axis)

Shareholder Composition

Ratio of shareholdings by type of owner



● Government / Local government	0.01%
● Individual and others	97.58%
● Domestic corporations	0.75%
● Financial institutions	0.21%
● Securities companies	0.38%
● Foreign corporations, etc.	1.07%

Major shareholders

Shareholder name	Number of shares held (1,000 shares)	Shareholding ratio (%)
Noriyoshi Ikeda	1,620	10.14
I-NET Employee Stock Ownership	1,381	8.64
The Master Trust Bank of Japan, Ltd. (Trust account)	1,330	8.32
Custody Bank of Japan, Ltd. (Trust account)	1,094	6.85
The Bank of Yokohama, Ltd. Standing Proxy: Custody Bank of Japan, Ltd.	707	4.42
Yasuhiro Kitagawa	421	2.64
N and I Co., Ltd.	316	1.98
NIPPON LIFE INSURANCE COMPANY Standing Proxy: The Master Trust Bank of Japan, Ltd.	275	1.72
The Inet Foundation	250	1.56
Mitsubishi Research Institute DCS Co., Ltd.	239	1.50

Note 1: Number of shares has been rounded down to the nearest thousand shares.

Note 2: Shareholding ratios have been calculated after deducting 257,684 shares of treasury stock.