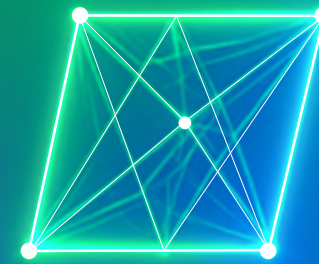




# Integrated Report 2025

*I-NET Corp.*

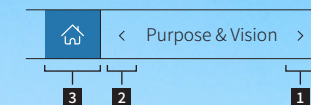


*inet*

# Contents

- 01 Contents / Editorial Policy
- 02 Corporate Philosophy Structure
- 03 History
- 05 I-NET Strengths
- 06 The I-NET Group Value Creation Process
- 07 The I-NET Group's Materiality
- 08 Financial Highlights
- 09 Message from the President
- 14 Roundtable Discussion
- 18 Business Strategy
- 20 Medium-term Management Plan "Up Stage 2027"
- 21 Department Profiles
- 27 Business Overview
- 29 Topics
- 30 Environment (E)
- 34 Social (S)
- 38 Governance (G)
- 43 List of Officers
- 45 Board of Directors Skill Matrix
- 46 Financial Summary
- 47 Non-financial Summary
- 48 Evaluation from Third Parties
- 49 Stock Information

How to use this PDF



- 1 Click to go to the next section.
- 2 Click to return to the previous section.
- 3 Click to move to the Contents page.

## 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 2024 (April 2024 to March 2025). 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





# 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.

**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

**1981** Management Foundation Building Phase**1983**

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

**1985**

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

**1987**

- Developed regional comprehensive credit system (CC21)

**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

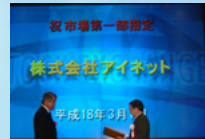


2003

- 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 Corporation 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.

2025

- I-NET Group company IST Software Co., Ltd. acquired all shares of ACU Co., Ltd., making it a consolidated subsidiary



## 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"

2025



# 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**.

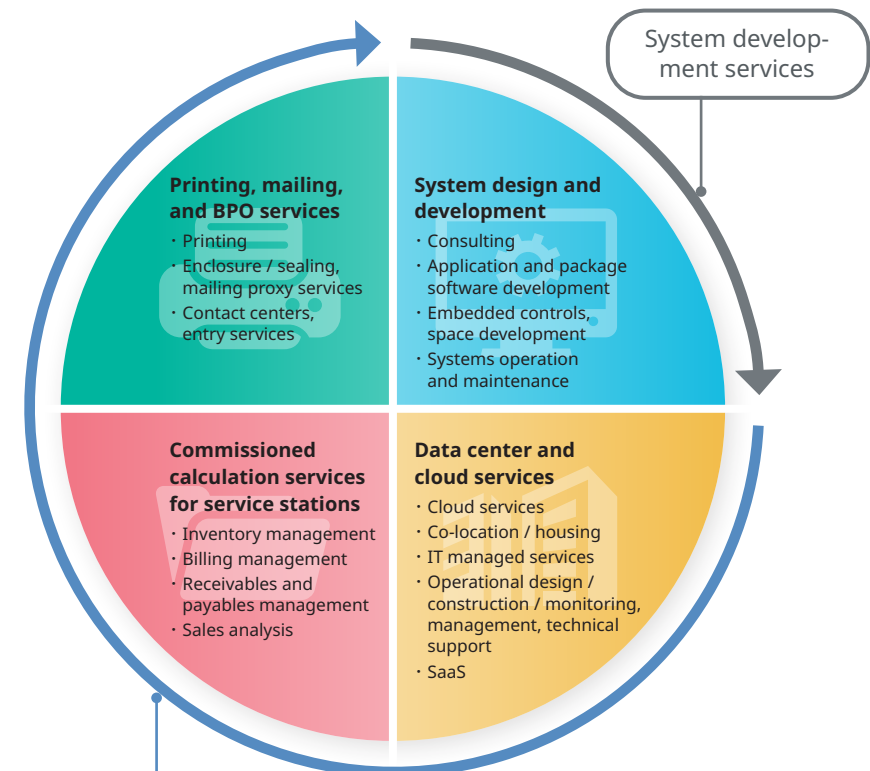
## 3

### 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.



Information processing services

Operations and BPO by I-NET

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.



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

### Financial capital

- Total assets: 37,062 million yen
- Equity ratio: 52.1%

### 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.

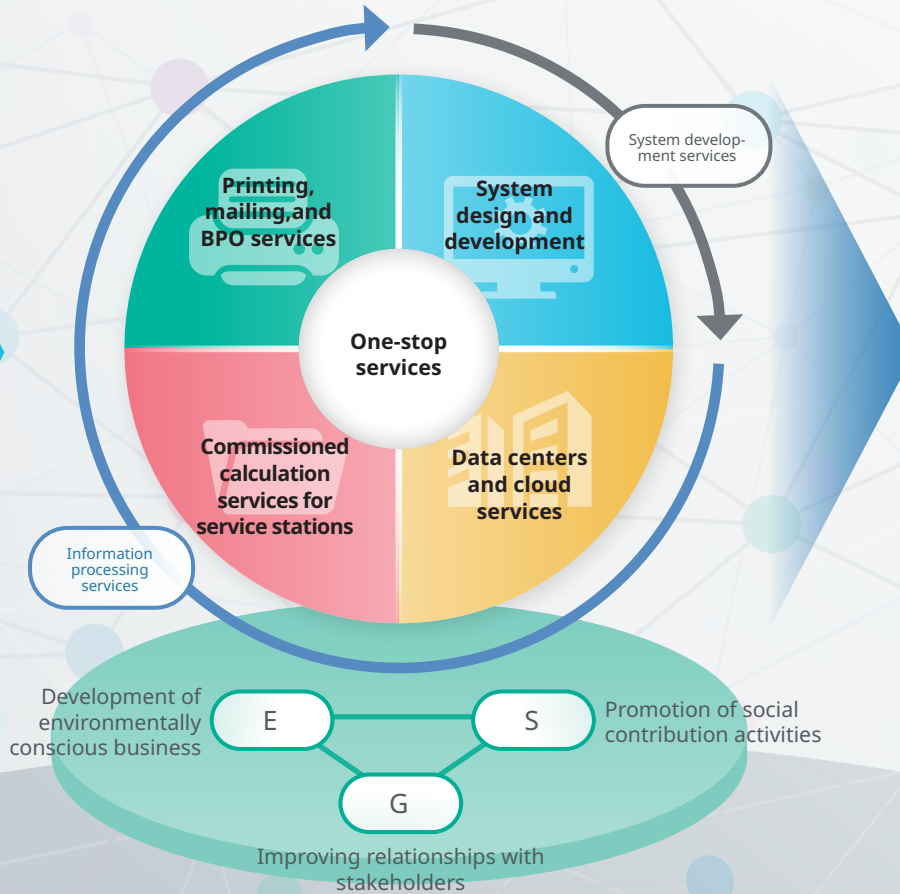
### Human capital

- Number of employees: 1,654

### Social capital

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

Note: Results and number of employees as of the end of FY2024



### Financial capital

- Net sales: 38,987 million yen
- Operating profit: 2,640 million yen
- ROE: 11.5%

### 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



# The I-NET Group's Materiality

The I-NET Group formulated its material issue (materiality) targets to be achieved by 2040 in July 2025, with the aim of creating economic, social, and environmental value through diverse human resources, information technology, and services and striving alongside various stakeholders to develop a prosperous society. The year 2040 represents the date by which we aim to achieve carbon neutrality within our Group. We position our six material issues, including “addressing climate change,” as key issues linked to our management plan. We will actively undertake initiatives to address this materiality and thereby ensure that we remain a company that continues to grow.

## Materiality formulation process

### STEP1 Identification of issues

To begin, we identified potential issues with reference to global sustainability disclosure standards, industry trends, and case studies of other companies in our industry. Subsequently, after analyzing the opportunities and risks for our Company we evaluated each issue based on their alignment with our Corporate Philosophy and the medium- to long-term vision for our business, as well as objective feedback through dialogues with investors. We then compiled a list of high-priority materiality candidates and a summary of the rationale for the selection of each.

### STEP2 Exploration of importance

We gathered opinions from our members involved in management, such as SDGs Promotion Office members (including officers), as well as from I-NET Group companies, to narrow down the list we had created and thereby identify leading materiality candidates.

### STEP3 Identification of materiality

The SDGs Promotion Office discussed the suitability of materiality candidates and then identified materiality after reporting on this to the Board of Directors.

### STEP4 Future implementation

Centered on the SDGs Promotion Office, we will now promote internal dissemination of materiality as well as related initiatives while monitoring statuses. The SDGs Promotion Office will report details of these activities and their progress to the Board of Directors, which will oversee implementation status and deliberations. The Audit and Supervisory Committee and the Internal Audit Office will also oversee and confirm whether these reports and decision-making processes are being appropriately managed.

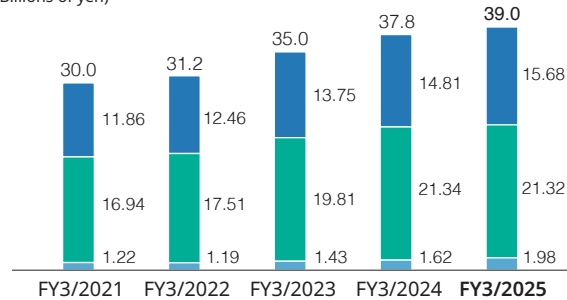
| Materiality                                    | Vision  | Key initiatives  | Related SDGs |
|--|---|--|--------------|
| Addressing climate change                      | We will promote environmentally conscious products and services through our business activities toward the reduction of the environmental impact of our operations and to contribute to the realization of a sustainable society.   | <ul style="list-style-type: none"> <li>Introducing renewable energy to achieve carbon neutrality</li> <li>Adopting energy-saving and high-efficiency facilities</li> <li>Implementing digital transformation (DX), streamlining, and automation in data center operations</li> </ul>                                 |              |
| Securing and developing human resources        | We will respect and embrace employee diversity, strive to achieve health and productivity management, and build a culture in which everyone can exercise their full potential, to thereby ensure that we secure and develop the human resources required for sustainable growth.  | <ul style="list-style-type: none"> <li>Recruiting diverse employees and developing management and specialized human resources</li> <li>Promoting health and productivity management</li> <li>Developing human resources for self-actualization</li> </ul>  |              |
| Promoting diversity, equity & inclusion (DE&I) |   | <ul style="list-style-type: none"> <li>Respecting the human rights and individual purpose of every employee</li> <li>Appointing female officers and managers</li> <li>Enhancing internal awareness through training and events</li> </ul>  |              |
| Co-existing with local communities             | We will contribute to the development of the regional economy and infrastructure through such initiatives as the Inet Foundation for the furtherance of public interest in Kanagawa Prefecture, as well as through our own corporate initiatives. We will also foster social bonds and connections by supporting diverse groups within the population, including children and people with disabilities. | <ul style="list-style-type: none"> <li>Collaborating with local governments and organizations involved in social contribution activities</li> <li>Contributing to regional economic development through various initiatives</li> <li>Implementing disaster response in cooperation with local communities</li> </ul> |              |
| Contributing to regional society               |   | <ul style="list-style-type: none"> <li>Expanding I-NET's own data centers</li> <li>Contributing to BCP measures of local companies</li> <li>Providing highly safe and secure services</li> </ul>   |              |
| Promoting digital society through our business | We will support the DX initiatives and streamline and improve the efficiency of our customers' operations while contributing to the realization of prosperous lives and a vibrant society.  | <ul style="list-style-type: none"> <li>Supporting customer DX initiatives and solving challenges</li> <li>Enhancing and streamlining operations through the leveraging of digital technology</li> <li>Strengthening information security measures</li> </ul>   |              |



# Financial Highlights

## Net sales

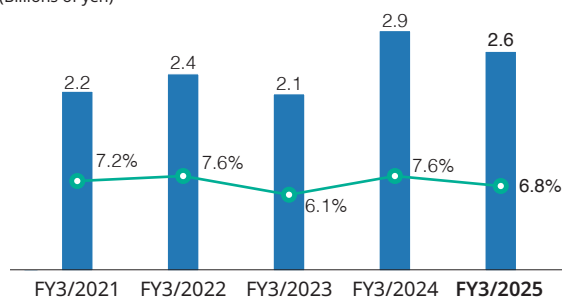
(Billions of yen)



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

## Operating profit / Operating profit margin

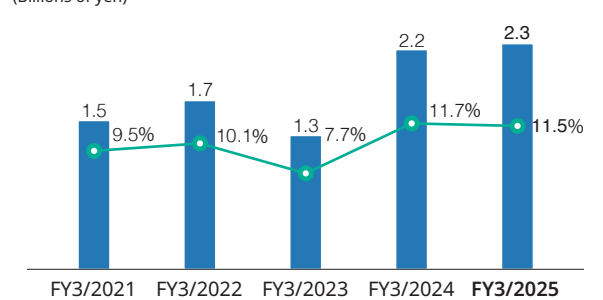
(Billions of yen)



■ Operating profit ● Operating profit margin

## Net profit attributable to owners of parent / ROE

(Billions of yen)

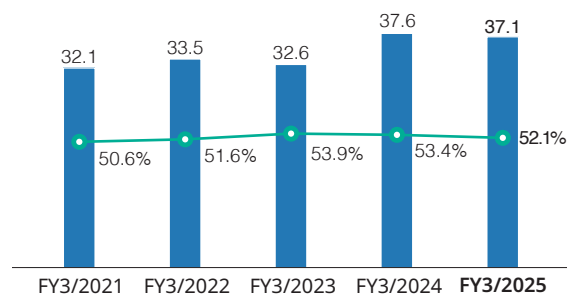


■ Net profit attributable to owners of parent ● ROE

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

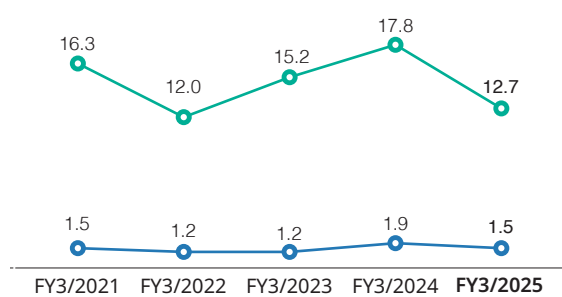
(Billions of yen)



■ Total assets ● Equity ratio

## PER / PBR

(Times)



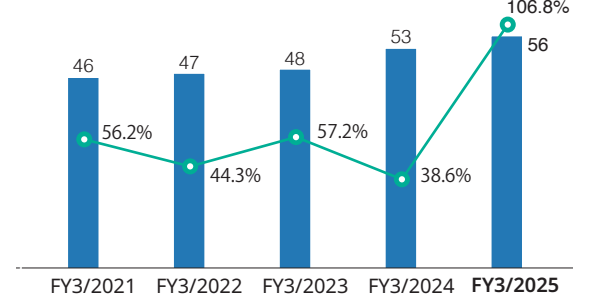
● PER ● PBR

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, continue to grow I-NET**

**With the motto “Up Stage, Up Player,” we will shape the future**

There is a phrase that the founder of the Company, Noriyoshi Ikeda, often used: “Up Stage, Up Player.” It means to not be content with the current situation and instead continuously strive to be the best. To carry on that intention and signify our determination to realize sustainable growth, we have entitled the new three-year Medium-term Management Plan that we created in May 2025 “Up Stage 2027.” The new plan will build on a sense of firm progress achieved under the previous Medium-term Management Plan.

The previous plan began with the numerical targets of net sales of 37.7 billion yen, operating profit of 3.2 billion yen, and ROE of 10% or higher. Strong business results allowed us to achieve the net sales target in the second year of the plan, so with the aim of “moving up a stage,” we raised the net sales target to 40.0 billion yen. Net sales in FY2024, the final year of the plan, grew 3.2% over the previous fiscal year to reach 38.987 billion yen. Although it fell short of the target of 40.0 billion yen, steady growth in cloud services, along with the transfer in December 2024 of Fujitsu Coworco Limited’s document printing business, contributed to the Company achieving its fourth straight term of record high net sales.



## Message from the President

However, higher costs due to the effects of such factors as a rise in cloud-related software prices, as well as higher general and administrative expenses mainly due to an increase in personnel costs, meant operating profit fell 8.5% from the previous fiscal year to 2.64 billion yen. Regarding the increase in software prices, just like the steep rise in electricity prices in recent years, we saw this as a risk factor that causes cost price instability, and with the understanding of our customers, we are introducing a dynamic-pricing system that addresses cost fluctuations. As a result of these initiatives, although we did not reach the operating profit target, ROE was 11.5%, meaning that we achieved a rate of 10% or higher for the second straight term.

Net sales at our Company reached 30.0 billion yen in FY2019. Since then we have pursued the next stage of sales of 40.0 billion yen, and we are at last at the point of being able to step up onto that stage. With the motto “Up Stage, Up Player,” we will not allow ourselves to be satisfied by our current status, and by always aiming to be “moving up a stage,” we will shape the future.

### Expanding and growing thanks to the Platform Strategy

Another significant achievement of the previous Medium-term Management Plan that I would like to mention is progress in our Platform Strategy. As mentioned in the Integrated Report 2024, in order for our Company to continue to develop going forward, whatever the future holds, I think it is important to continue providing services in tune with the times on the premise that business conditions and society are going to change. In order to realize that, what I have advocated since I became president in June 2023 is the Platform Strategy, under which we aim to create new business opportunities by expanding and growing our existing services and partnerships centered on our data centers. To do that, it is essential that we foster an environment in which each

employee can think for themselves and has the freedom to come up with and propose ideas, such as “Maybe there will be a need for this kind of service next year, or the year after.” I have also taken on the role of sparking such ideas and have worked to encourage this mindset in employees in various ways.

As a result of these steady efforts, the Platform Strategy way of thinking has spread among on-site employees, and the results of that are beginning to appear. For example, in February 2025, based on the idea of the on-site employee, we concluded a comprehensive business alliance agreement with All Nippon Airways Trading Co., Ltd. and started a joint project to strengthen Japan’s satellite supply chain. Through this project, we aim to contribute to the expansion of the space businesses of both companies and the development of Japan’s space industry. Furthermore, in April 2025 we formed a capital and business alliance with Haudi Inc., which aims to realize a smart society through solutions that utilize its original IoT technology. This alliance aims to expand the cloud services of both companies by offering IoT services and solutions that use our data centers as a platform, developing IoT technology and strengthening such areas as sales support systems. The transfer of one business from Fujitsu Coworco Limited, which was mentioned above, is also part of the Platform Strategy. By steadily increasing our collaborative partnerships in this way, we are expanding our services and diversifying our revenue opportunities.

Looking back, the setup of the mailing service business that I took part in more than 30 years ago can be considered an example of the Platform Strategy. I am very pleased to see current on-site staff implement the same kind of approach and to have visible signs of results beginning to emerge. The accumulation of a track record will make a persuasive argument for the validity of the strategy, so I expect that implementation of the Platform Strategy will be expedited going forward.

## Message from the President

### Aiming for 50.0 billion yen in both net sales and market capitalization

Until now, while expanding our business scale from net sales of 10.0 billion yen to 20.0 billion yen and then 30.0 billion yen, in 1997 the Company was listed on the Second Section of the Tokyo Stock Exchange and later transferred to the First Section in 2006. Currently we are listed on the Prime Market. In a real sense, however, we are nowhere near being top class. We still have room for growth in terms of our scale, our prestige as a company, employee mindset, level of pay, etc., and it is the period ahead of us that we see as being our true test.

Therefore, in our new Medium-term Management Plan, “Up Stage 2027,” we have set high goals for the final year of FY2027 with net sales of 50.0 billion yen and market capitalization of 50.0 billion yen, which show our determination to “move up a stage.” For operating profit and EBITDA too, we are aiming for growth that exceeds the increase in net sales, and we plan to increase ROE to 13% or higher. While being deeply conscious of achieving goals like these, there is no change in our medium- to long-term view of focusing on increasing corporate value. To achieve that, again, it is crucial to be a company where each employee can think for themselves and make proposals and to become a company where employees can create a place for themselves and feel their purpose. I believe that a company that is top class in a true sense is like that. Since market capitalization is determined based on evaluation from the market, it is not something that we can increase through our own direct efforts. However, by continuously aiming for the top and expanding the scale of our business, while at the same time improving our evaluation from stakeholders, I believe that we can maintain a steady path that leads to achieving market capitalization of 50.0 billion yen.

### Implementing structural reform to expand our business domain

To achieve “Up Stage 2027,” as of April 1, 2025, we implemented structural reform and newly established the Business Promotion Department, Sensing Business Department, and three business divisions. Along with strengthening our structure in order to provide more comprehensive services, the goal is to put in place an organizational structure that will enable us to be ambitious in our efforts to create new businesses and acquire new customers.

I will explain the new business departments in some detail. First, in addition to our existing businesses, such as data centers, BPO, and system development, amid the further diversification of our Group's businesses as a result of M&A and business partnerships in recent years, we expect the Business Promotion Department to accelerate the Platform Strategy by increasing synergy through operations across businesses.

Next, the Sensing Business Department was formed by integrating the IoT Solutions Division, which was previously part of the Digital Transformation Department, and the Space Solutions Division. Our Company has been involved in the development of various systems that support Japanese manufacturing by applying the experience in control system software and hardware development that we have built up over many years to carry out sensor selection and application development for use in IoT. Meanwhile, we also have a long history of work related to space





## Message from the President

development. Since we began satellite management work in 1977, for 48 years we have accumulated real-world results in a wide range of areas, including artificial satellite system design, inspection and testing, maintenance and evaluation analysis. By using our own data centers, which are a strength of our Company, for this work, we have realized a safe and consistent support structure. Furthermore, we have been involved in the International Space Station since its construction and currently also support its management. We will use the establishment of the Sensing Business Department as an opportunity to expand our unique services to customers beyond the current manufacturing industry and space satellite industry to a broader range of industries, including defense-related and healthcare-related industries.

Also, while we put in place a system to carry out a strategy of “offense” to cultivate these new business domains and services, we have newly established the Control Department with the aim of further strengthening our “defense” of governance and risk management. The Control Department contains the Risk Management Division and Information Systems Division, which originally were part of the General Affairs and Personnel Department, as well as the newly established Purchasing Division. The Purchasing Division will handle the building and maintenance of relationships with our suppliers and reinforce such functions as risk management to ensure continued stable procurement and adjust procurement costs. By establishing a specialized section, we will be better able to accurately ascertain and handle management and business risks faced by the Company.

### Meeting shareholder expectations with aim for 14th straight dividend increase

Regarding shareholder returns, there is no change to our policy of aiming for a total payout ratio of 40% or more and maintaining stable dividends while also focusing on retaining earnings to meet future capital needs and other demands. However, with the goal of enhancing the attractiveness of investing in our Company’s shares and increasing the number of people who hold our shares, starting at the end of March 2025 we expanded shareholder benefits from once a year at the end of

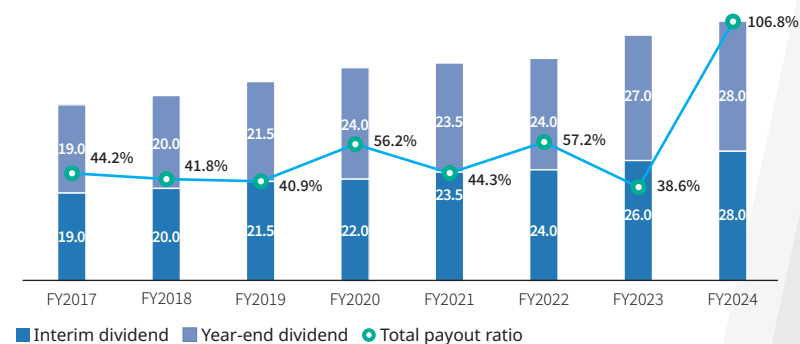
September to twice a year, at the end of both March and September.

In FY2024 we raised our annual per-share dividend by 3 yen compared to the previous fiscal year to 56 yen (an interim dividend of 28 yen and a year-end dividend of 28 yen). For FY2025, since the positive impact from sales of investment securities that were posted in FY2024 will no longer be present, we project that net profit attributable to owners of parent will decline, but we plan to increase the annual per-share dividend by 2 yen to 58 yen (an interim dividend of 29 yen and a year-end dividend of 29 yen), aiming for our 14th consecutive dividend increase. We will continue to meet stakeholders’ expectations by working to “move up a stage” in terms of shareholder returns too. Regarding retained earnings, we will make effective use of them in advancing our Platform Strategy and by making capital investments in such areas as expanding our data centers, as we plan to use them for measures that contribute to enhancing corporate value.

Also, as mentioned at the beginning, in FY2024 our ROE fell by 0.2 percentage points compared to the previous fiscal year to 11.5%. The cost of shareholder equity remains at a level above 6%, but to continue to maintain and improve capital efficiency, we will work to reduce cross-shareholdings while also boosting shareholder returns and curbing the growth of net assets in order to maximize ROE.

### Shareholder returns

(Yen)



## Message from the President

### Remaining to be a company needed by the local community as we strive to “move up a stage”

Along with advancement of the Platform Strategy, there is one more thing that I have valued since I became company president: that is, being a company recognized as being needed by the local community. This is one of I-NET’s values that has been inherited from Company founder Noriyoshi Ikeda and ceaselessly continued. The background to this value is the feeling of wanting to care for the vulnerable in society and to give back to, and give thanks to, the local community that has supported the Company. In 2024 the Inet Foundation, which was established by Ikeda, celebrated its 5th anniversary, and a gathering was held to mark the occasion. The foundation aims to support and provide grants for various social contribution activities in Kanagawa Prefecture, including Yokohama City, and I am its chief director. The gathering brought together representatives of organizations that have received grants in the past, and in addition to sharing information among themselves and with foundation officials, the organizations presented activity reports. Among them were presenters who shed tears as they spoke about their activities during the COVID-19 pandemic and about being greatly supported by grants received during the founding period of their organizations. I felt strongly that this initiative started by Ikeda is exactly the kind of initiative that is recognized as being needed by the local community, and it renewed my fervent belief that in aiming to be truly top class, we must carefully carry Ikeda’s intention forward into the future and make further progress on it.

To advance initiatives like this, however, it is essential that the Company itself also develop. By accelerating the Platform Strategy as we aim for sustainable business growth, we will strive to “move up a stage.” Ikeda often repeated the slogan “Up Stage, Up Player.” With these words as my maxim, I intend to stand at the helm, lighting fires in

the hearts of our employees and building a mindset of challenge as a united I-NET. We hope that our shareholders and investors understand our Company’s values and vision and that you look forward to I-NET’s endeavors going forward.

September 2025



Representative Director and Executive President



## Roundtable Discussion



### Opening up the future with our strengths; the challenges for ever-evolving I-NET

In this roundtable discussion, outside directors and executive officers got together to discuss, from both internal and external angles, the strengths and future growth potential of our own data centers, which represent the core of I-NET's business, and I-NET's challenge regarding the space industry, which is a new frontier for us.

#### Roundtable discussion participants (from left in photo)

Outside Director (Audit and Supervisory Committee Member): Tetsuro Tsuboya; Outside Director (Audit and Supervisory Committee Member): Hiromi Nakagawa; Executive Officer and Head of Data Center Department: Yoichi Okamoto; Division Manager of Space Solutions Division, Sensing Business Department: Takashi Yoshikawa

### Competitive advantage by operating own data centers

#### Okamoto

Some IT companies achieve rapid growth through so-called asset-light management. In other words, they don't have their own large-scale computer systems. But for a long time I-NET has focused intentionally on asset-heavy management. Why? Because for us, our own data centers are not simply hard infrastructure but a strong service base. We possess a high degree of expertise in system management, to such an extent that we are known as "system manager I-NET," and we have gained the trust of many customers. System building can be completed in a relatively short period of time, but its management goes on for over 10 years. I-NET's strength is that we have established a setup enabling proper management over a long time, as a specialist and with responsibility. Our own data centers are essential for this purpose. They are also an extremely important base for our Platform Strategy, which outlines our initiatives for the further growth of I-NET.

In recent years there have been increasing moves by local governments to transfer their data to overseas cloud storage providers. But many people have expressed concern about the risk of storing important personal data in overseas clouds, and the issue of cost is becoming evident too. In these circumstances, I think the social role of I-NET, an independent IT company with our own data centers in Japan, is going to become extremely important over the medium to long term.

#### Tsuboya

Data centers perhaps have a strong image of being no more than leased facilities, but as Mr. Okamoto said, the most important thing is management. In system management and service management, the true value lies not only in the rate of operation of the hardware but also, when the system stops for some reason, in how quickly it can be restored and how far the impact on the customer and other customers down the line can be minimized. The reason why we are called "system manager I-NET," I think, is that we have gained confidence in this respect.



## Roundtable Discussion

I-NET has recognized the importance of this management ever since the 1990s, way before the term “data center” became commonplace, and we grew our business from calculation centers for service stations. This foresight, the technology and knowledge that we have fostered over many years, and, above all, the sincerity of our employees, which leads to customer trust, are characteristics that other companies simply cannot imitate. Herein lies our competitive advantage.

### Challenge of the space industry and synergy with data centers

#### Tsuboya

When I first heard about our business alliance agreement with All Nippon Airways Trading Co., Ltd., initially I had my doubts about how the aviation business and space business were connected. Upon hearing the explanation, however, I understood the important challenge of linking this initiative to utilize aviation components as general-purpose satellite components in the space business with more efficient component procurement and cost reduction in the space industry, in which ever more frequent satellite launches will be demanded from now on. This agreement is a first in Japan, and I imagine it will entail many challenges. But I hope that I-NET can ride on the space industry’s expansion and achieve successful results.

#### Yoshikawa

The space industry is uncharted territory for us, but I think that using the technology and knowledge that I-NET has cultivated so far to branch out into new business domains is essential for sustained growth. At the same time, I feel that the space industry is a romantic challenge that will create the norms of the future society. In recent years, on the basis of satellite observation data, I hear that we have become able to analyze the state of growth of agriculture crops and their harvest time and even, through observation of the state of car-park use, the degree of brisk business at supermarkets. Maybe, going forward, the use of observation data in nonspace industries will progress, and space might develop into an extremely important industry that gives rise to countless solutions. I hope that in the future this space business becomes a new pillar for I-NET and leads to further evolution.

I-NET’s space business began in 1977, when we were entrusted with satellite management work by a large company with which we had been doing business. Over 48 years since then, members with a strong curiosity in space have expanded the business scope from artificial satellite management to system design, inspection, maintenance, and evaluation analysis. Within this trend, we are playing a role in management of the International Space Station.

The existence of our own data centers is extremely important in this space business too. Since observation of Earth from space entails massive amounts of data, including some highly confidential information, it is necessary to store and process this data securely. Until now large companies have guaranteed security themselves. But the venture firms that have emerged in recent years do not possess IT infrastructure. I-NET has IT infrastructure ensuring a high level of security, and we can do everything from design to data storage. These are our strengths.

In particular, the fact that we have built an artificial satellite management and control system on our cloud and can store observation data, including confidential information relating to defense, for example, in our domestic data centers is in perfect sync with present-day needs. I sense that we are now in an age in which I-NET’s strength in being able to provide services seamlessly and in tune with the times is going to be of even greater use.



**“I hope that in the future this space business becomes a new pillar for I-NET and leads to further evolution.”**

## Roundtable Discussion

### I-NET continues to evolve, differentiating itself with original added value

#### Nakagawa

Starting out by solving customers' problems, I-NET has expanded its business from increasing the efficiency of administrative processing to system development, data storage, and cloud services. I highly evaluate the fact that, based on the passionate feeling of our founder, Noriyoshi Ikeda, I-NET has achieved unique growth by continuing constantly to respond to the immediate problems of customers. And in the Platform Strategy mentioned earlier, eyeing the next issues as business opportunities, I-NET aims to expand and grow services and businesses. I hope that, as a result, I-NET will grow into an even more wonderful company.

#### Okamoto

The most important thing in making more effective use of our data centers and developing our Platform Strategy is to differentiate ourselves from overseas cloud service providers. As I said at the beginning of this discussion, I-NET has strength in system management, and the special feature of our business is that the cancellation rate for cloud service contracts is extremely low compared with other companies. However, in the present situation in which overseas cloud service providers are continuously increasing their applications, it is a fact that system management can appear rather dull to customers. So I think we need to attach original added value to our system



**“By developing new services like this that broadcast our strengths, I want us to build platforms that deeply penetrate the needs of customers.”**

management and broadcast the attractions to customers. Regarding cybersecurity, for example, I think we can make customers feel even more secure by not only protecting their systems and data from attacks but also providing support through postattack response. This idea is typical of I-NET's approach of growing services by solving the immediate problems of customers.

Furthermore, we can differentiate ourselves by utilizing our uniqueness as an independent IT company and providing services enabling uniform connection to multiple clouds, including megaclouds. In fact, we do have customers who transfer to our cloud not only from on-premise environments\* but also from overseas cloud service providers. By developing new services like this that broadcast our strengths, I want us to build platforms that deeply penetrate the needs of customers.

\*In an on-premise environment, a company sets up IT infrastructure, such as a server and network equipment, on its own premises and administers and manages this infrastructure itself.

#### Yoshikawa

Following the acceleration of digital transformation, the supply of IT services is picking up speed as well. In addition, since competition in the IT industry is severe, if you don't continue to constantly evolve your platforms, customers are going to quickly switch to another company. So it really is important for I-NET to continue to firmly possess its assets of data and human resources. By doing so, even in an age of volatile change, I think I-NET will be able to respond flexibly to the direction required by the times.

### I-NET's intangible assets enhance corporate value

#### Nakagawa

About a year has passed since my appointment as an outside director in June 2024. At first I felt there was a clear gap between the image of I-NET I was getting from financial data and the actual state of I-NET. The reason was that I-NET is a company that places importance on human resources. For someone like me, who had had much experience in non-Japanese companies, I-NET's approach of valuing human resources, which I became aware of through exchanges between the Board of Directors and employees, was extremely refreshing. I also sensed that this marvelous corporate climate leads to a stance of constantly keeping an eye on the needs of customers.

## Roundtable Discussion



**“Like in the space business, it gives me much delight that employees are thinking freely and challenging new initiatives without being bound by fixed ideas.”**

In addition, like in the space business, it gives me much delight that employees are thinking freely and challenging new initiatives without being bound by fixed ideas. I firmly believe that these attractions of I-NET, which do not appear directly in financial data, are definitely contributing, as intangible assets, to the enhancement of I-NET’s medium- to long-term corporate value.

### Tsuboya

Based on our own data centers, I-NET engages in various businesses and services. In a structural reform conducted in April 2025, the Business Promotion Department was newly established with the aim of increasing synergy through the interlinking of diversified businesses. As a result, I hope that I-NET will become even more vigorous as an organization and that the Platform Strategy will be accelerated.

Furthermore, in recent years I-NET has been putting a lot of effort into collaboration, cooperation, and co-creation with startup companies in the space industry and, against the background of the low birthrate and aging society, in medicine, health-care, and so on. Through these initiatives, I believe that drawing out the ideas and vitality of the young generation and contributing to solving the social problems facing present-day Japan will bring about the dynamic growth of I-NET over the medium and long term.

**“I believe that drawing out the ideas and vitality of the young generation and contributing to solving the social problems facing present-day Japan will bring about the dynamic growth of I-NET over the medium and long term.”**



### Yoshikawa

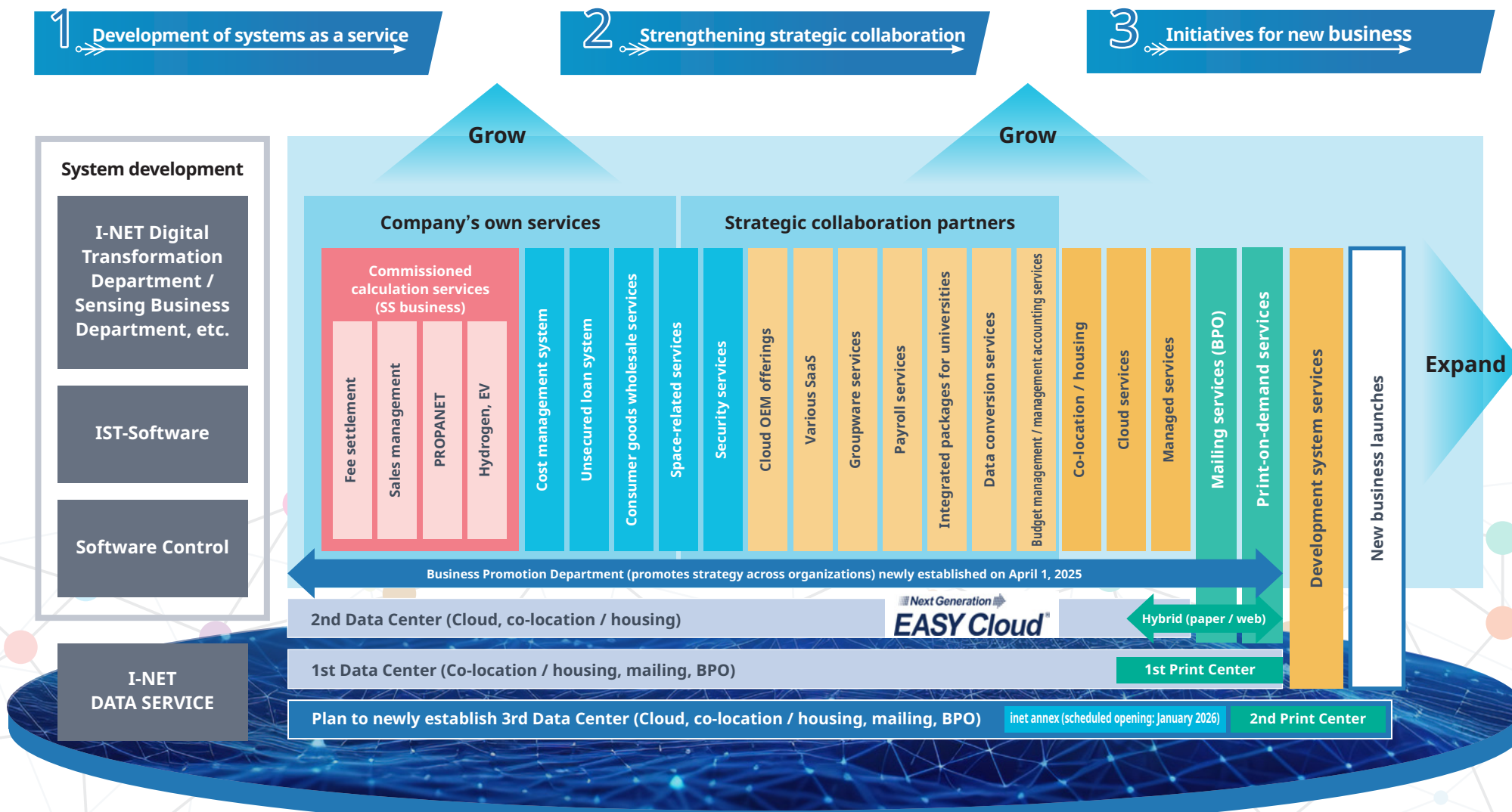
Through today’s roundtable discussion, we have affirmed once again that the strengths that our Company has cultivated as “system manager I-NET” have the potential to greatly develop our businesses, beginning with the space business, in various directions. Also, it has been an extremely good opportunity for us to reaffirm that the vectors continuing since our founding of contributing to the solution of social problems and harnessing the vitality of the young generation are consistent.

Personally, I became interested in space engineering in my student days after watching the *Apollo 13* movie. Similarly, I strongly hope that we can build an exciting space industry in Japan so that today’s elementary and junior high school students wish to become involved in space-related work when they grow up. Going forward, as Ms. Nakagawa said, we will utilize the intangible assets that I-NET has fostered and continue challenges so that we can develop our space business into one that brings dreams to future generations.

# 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.

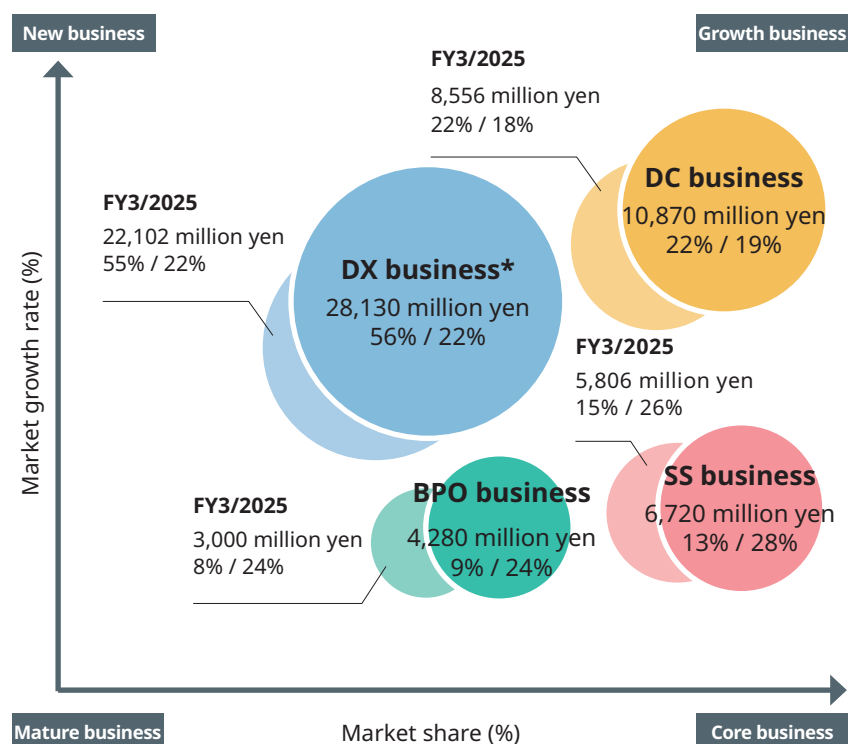




## Business Strategy

## Business portfolio

## Business portfolio analysis



[Legend]



\*DX business includes the Sensing Business Department and Group companies

## Overview of each business

| Business name   | Business overview (Figures are for FY3/2025)  | Business strategy for the forthcoming three years  | Targets for FY3/2028   |
|---|---|--|--|
| Commissioned calculating business (SS business)             | <b>Commissioned calculating business for the energy industry</b><br>Net sales: 5.8 billion yen<br>Gross profit: 1.5 billion yen                 | <ul style="list-style-type: none"> <li>Increasing market share through growing customer base</li> <li>Supporting DX for the energy industry</li> <li>Expanding petroleum wholesaler and trading firm business</li> </ul>                           | <b>Commissioned calculating business for the energy industry</b><br>Net sales: 6.7 billion yen<br>Gross profit: 1.9 billion yen                  |
| Data center and cloud businesses (DC business)              | <b>Data center business Leasing server racks, providing cloud infrastructure</b><br>Net sales: 8.6 billion yen<br>Gross profit: 1.6 billion yen | <ul style="list-style-type: none"> <li>Expanding managed service offerings</li> <li>Providing security services</li> <li>Building new platform services</li> <li>Collaborating with SaaS and reseller companies</li> </ul>                         | <b>Data center business Leasing server racks, providing cloud infrastructure</b><br>Net sales: 10.9 billion yen<br>Gross profit: 2.0 billion yen |
| Mailing services, printing business (BPO business)          | <b>Information data processing, printing/ mailing services business</b><br>Net sales: 3.0 billion yen<br>Gross profit: 0.7 billion yen          | <ul style="list-style-type: none"> <li>Expanding print-on-demand (POD) services</li> <li>Cross-selling for data center services</li> </ul>   | <b>Information data processing, printing/ mailing services business</b><br>Net sales: 4.3 billion yen<br>Gross profit: 1.0 billion yen           |
| System development business (DX business)                   | <b>System commissioned development, SES business</b><br>Net sales: 10.6 billion yen<br>Gross profit: 2.4 billion yen                            | <ul style="list-style-type: none"> <li>Securing and developing system development human resources</li> <li>Strengthening collaboration with business partners</li> <li>Expanding recurring business projects for Company's own services</li> </ul> | <b>System commissioned development, SES business</b><br>Net sales: 13.4 billion yen<br>Gross profit: 3.1 billion yen                             |
| System development business (Group companies) (DX business) | <b>System commissioned development business</b><br>Net sales: 11.5 billion yen<br>Gross profit: 2.4 billion yen                                 | <ul style="list-style-type: none"> <li>Providing comprehensive services in key areas</li> <li>Expanding direct-to-consumer transactions</li> <li>Securing human resources and strengthening human resources development</li> </ul>                 | <b>System commissioned development business</b><br>Net sales: 14.7 billion yen<br>Gross profit: 3.1 billion yen                                  |
| <b>Entire Group (total of above)</b>                        | <b>Net sales: 39.0 billion yen<br/>Gross profit: 8.3 billion yen</b><br>*After Group consolidation adjustments                                  | <b>Increasing sales by 28% over three years<br/>Maintaining and improving profit margins</b>   | <b>Net sales: 50.0 billion yen<br/>Gross profit: 11.1 billion yen</b>  |



## Medium-term Management Plan “Up Stage 2027”

The founder of our Company, Noriyoshi Ikeda, paved the way for our future based on the slogan “Up Stage, Up Player” in order to achieve further growth for the Company. In order to once again inherit our founder’s ideas and demonstrate our determination to achieve sustained growth, we have decided to name our new Medium-term Management Plan “Up Stage 2027” as we look ahead to FY2027 (fiscal year ending March 2028).

### Basic policy

### Achieve a sustainable digital society

#### Enhance information processing infrastructure and promote digital transformation

- (1) Enhance cloud services and AI adoption to provide clients with the benefits of digital transformation!
- (2) Provide system development and infrastructure services with high added-value for a more affluent society!

#### Expand/optimize our data center business

- (1) Promote energy saving/green data centers (achieve carbon neutrality by 2040)
- (2) Enhance our data center capacity and capability, achieve our 3rd Data Center

#### Develop human resources, enhance our organization

- (1) Develop the next-generation of human resources and management candidates
- (2) Develop and secure system development personnel/AI professionals, infrastructure personnel, and human resources in the field of security
- (3) Achieve improved productivity and optimization by promoting human resource diversity and female participation

#### A company needed by society

- (1) As a company that provides infrastructure to society, continue to provide the optimal services required by society
- (2) Do not forget to thank society, and give back/contribute to the local community in order to promote co-existence with society

### Numerical targets (FY3/2028)

Net sales **50.0 billion yen**  
Market capitalization **50.0 billion yen (at end of year)**

Net sales **50.0 billion yen**  
Information processing services: 20.0 billion yen  
System development services: 27.5 billion yen  
Device sales: 2.5 billion yen

Operating profit **3.5 billion yen**  
Operating profit margin: 7.0%

EBITDA **6.5 billion yen**  
(Earnings Before Interest, Taxes, Depreciation and Amortization)  
EBITDA margin: 13.0%

ROE **13%**  
ROE (return on equity): 13% or higher

### Planned totals (FY3/2028)

| (Unit: millions of yen) | FY3/2025<br>(Results) | FY3/2028<br>(Plan) | Growth rate |
|-------------------------|-----------------------|--------------------|-------------|
| Net sales               | 38,987                | 50,000             | 128%        |
| Operating profit        | 2,640                 | 3,500              | 133%        |
| EBITDA                  | 4,918                 | 6,500              | 132%        |
| ROE                     | 11.5%                 | 13.0%              | +1.5p       |
| Operating profit margin | 6.8%                  | 7.0%               | +0.2p       |

Aim for an annual average of 8.6% growth in net sales and achieve 50.0 billion yen in the final year of the plan.

In terms of operating profit and EBITDA, achieve growth that surpasses that for net sales.

Despite the heavy burden of depreciation for additional data centers and expanded capacity, improve profitability in order to improve both ROE and operating profit margin.

### Sustainability targets

#### Environment

- Switch the electricity used at our in-house data centers to 50% renewable energy by FY2030 (currently 25% as of March 31, 2025)
- Achieve carbon neutrality by FY2040

#### Society

- Raise the Group’s employment rate for people with disabilities to 3.2% by end of March 2028 (average of 3.0% in the fiscal year ended March 2025)
- Increase percentage of women in management positions to 18.0% by end of March 2028 (10.4% as of the end of March 2025)
- Expand special subsidiary I-NET DATA SERVICE (both in terms of personnel and business scope)

#### Governance

- Achieve management with an awareness of capital costs (reduce policy stock holdings, etc.)
- Enhance Group governance, improve management/monitoring function
- Develop the next generation of managers and corporate human resources

## Department Profiles (As of April 2025)

### Business Promotion Department

#### Business Content

The Business Promotion Department was newly established in April 2025 to steer I-NET's all-company business growth. It is mainly in charge of sales, marketing, solution planning and development, and partner collaboration. Based on synergy with I-NET's engineering and service departments, this department plays an important role in solving the issues facing customers.

#### Net sales

Establishment in April 2025 → Fiscal year ending March 2028 (planned) **0.7 billion yen**



**Satoshi Ema**

Head of Business Promotion Department

#### Our challenge is to combine I-NET's strengths to expand business domains

We are now living in an age of unpredictable difficulties and major transformations, such as the wave of digital transformation (DX), the social implementation of artificial intelligence (AI), and demands for sustainability. In such an age, the issues facing customers are becoming increasingly complex and diverse, and information technology has a greater role to play than ever.

I-NET's biggest strength is our foundation of robust data centers of the highest class in Japan. On top of that, our overall capability lies in being able to offer one-stop services covering everything from flexible cloud services to the development and operation of systems that fit the work of customers. Furthermore, we can boast an impartiality as an independent system integrator not bound by any specific maker and a technological capability cultivated over more than half a century since our founding.

In addition to the business development fostered heretofore on the basis of function-specific business domains (data center business, BPO business, system development business, etc.), the Business Promotion Department was newly established with the aim of expanding business through a market approach with a close eye on each business's market. Our aim is to combine I-NET's strong business base organized along function-specific lines in a cross-functional manner and expand business domains through a market strategy based on the business scenario for each business, such as local governments, healthcare, education, manufacturing, and logistics and services.

#### Co-creating value as "your best business partner"

Moreover, not stopping at the deepening of existing businesses, we are boldly challenging the creation of new services and solutions and so on combining, for example, space satellite data and drones. Through these innovative initiatives, we aim to yield new business opportunities for customers and in turn to contribute to the development of society as a whole. Such value creation cannot be achieved without co-creation with many excellent partner companies, so going forward we will continue to actively promote open alliances.

The Business Promotion Department is a place where diverse human resources brimming with a spirit of challenge can shine. Fusing the passion of young staff with the knowledge and experience of veteran staff, our united team is committed to bringing about the success of customers. It is this culture that is the driving force behind our growth.

We promise to continue being "your best business partner," getting closer than any others to customers standing on the front lines of change and helping them solve their problems by using the cutting-edge technology possessed by I-NET and partner companies.

## Department Profiles (As of April 2025)

## Service Stations Department

### Business Content

In addition to providing account-based system services and credit processing and payment services for 6,000 service stations (SS) across Japan and smart meter sales management system services for propane gas distributors, our department conducts call center and credit card center operations on consignment from petroleum wholesalers and trading companies.

### Net sales

Fiscal year ended March 2025 **5.8 billion yen** → Fiscal year ending March 2028 (planned) **6.7 billion yen**



**Naotaka Minorikawa**

Head of Service Stations Department

### Our core commissioned calculation services remained steady due to our efforts to promote the transition to cloud services

In the fiscal year ended March 2025, our core commissioned calculation services remained steady, owing to an increase in changeovers from in-house systems to our cloud services in the previous fiscal year. Moreover, the amount of credit payments we handled through those commissioned calculation services grew for the third consecutive year to exceed 30.0 billion yen for the first time on a full-year basis, thereby contributing to our fee income growth. Another major factor behind the steady trend in those services was the growth in orders received for PROPANET, our smart meter sales management system for propane gas distributors.

Conversely, due to an increase in our amortization burden resulting from development efforts to improve the functions of the in-house core systems we provide to service stations and cost overruns for certain system development endeavors, our cost of sales rose, which served to push down profits. Additionally, while the performance of our system product sales services remained steady due largely to special demand for the replacement of change dispensers to accommodate the redesign of yen bills, our system development services ended up performing poorly due to orders received for development accompanying the integration of petroleum wholesalers also coming full circle. As a result of the above, we recorded a decline in both revenue and profit for the full fiscal year.

### Expanding sales of our system for propane gas with the aim of realizing a second earnings pillar

In the next fiscal year, for commissioned calculation services, we will first push forward with price pass-through, a challenge of ours in the previous fiscal year, and work to improve earnings. Simultaneously, we will continue to strongly promote proposals for changing over to I-NET cloud services to customers who use in-house systems. Additionally, we will endeavor to expand call center operations currently commissioned to us by petroleum wholesalers and commence initiatives aimed at the receipt of new orders for such operations. In particular, we will focus on the expansion of sales of our PROPANET system for propane gas distributors, which we have been working on as a priority measure in order to establish that system as a second earnings pillar. We will expand our sales personnel for that purpose and strive to diversify earnings and increase revenue with PROPANET and the SS business as our dual pillars in the information service segment as we aim to double the number of new business partners over that of the previous fiscal year.

At the same time, for system development services, we will aim to increase revenues with our primary focus on expanding development services accompanying the aforementioned new orders received for PROPANET and the proposal of new development projects to petroleum wholesalers and trading companies. In terms of cost management, having learned from the lesson of the cost overruns that occurred in the previous fiscal year, we will endeavor to implement project management thoroughly and reinforce our structure and work toward securing appropriate profit. Lastly, in addition to the expansion of our propane gas business to supplement our business centered on service stations, which is trending downward in the long term, we are looking at the development of new services aimed at the energy industry and will also strive to create new business as we move forward.



## Department Profiles (As of April 2025)

## Digital Transformation Department

### Business Content

To fulfill the digital transformation (DX) needs of our varied customers, we provide a diverse range of DX solutions, including business automation and digitalization, employing data to improve operations, and system implementation and development. Through these means we help to create new businesses and business models, as well as enhance corporate competitiveness and achieve sustainable growth.

### Net sales

Fiscal year ended March 2025 **7.6 billion yen** → Fiscal year ending March 2028 (planned) **9.0 billion yen**



**Shinichi Koyama**

Head of Digital Transformation Department

### Helping to create new businesses through digital transformation

The Digital Transformation (DX) Department comprises four divisions: the FinTech Solutions Division, the Public and Retail Business Division, the Enterprise Business Division, and the IT Innovations Division. We are working on providing advanced solutions as a partner that responds precisely to the increasingly diverse and sophisticated DX needs of our customers, and supports sustainable growth and transformation at their companies.

The DX Department's mission is to contribute toward boosting our customers' competitiveness and the creation of new value through the automation and digitalization of business processes, and by improving operations through the use of data. We have cultivated an extensive record and expertise. Based on this, by integrating the strengths of our business divisions, we are proactively promoting the development of new solutions and services.

Specifically, we deal with customers in a wide range of industries, including finance, distribution, public services, retail, telecommunications, and credit services, and deliver optimal proposals tailored to the unique characteristics of their respective businesses. Additionally, we have prepared a system capable of responding promptly to customer needs, making it possible to deliver high value-added services. Furthermore, by promoting increased sales of various solutions, we are delivering the value of digitalization to even more customers and supporting improved operational efficiency and the creation of new business.

### Opening a new future through dialogue with our customers and cross-functional collaboration

We recognize that getting an accurate grasp on the needs of our customers is essential to dealing with their diverse needs. For that reason, we emphasize direct communications centered on making sales calls, and work hard at strengthening trusting relationships and creating business opportunities through ongoing dialogue. Going forward, we will position the building of long-term partnerships as a key management objective, and aim to make those relationships that we build even stronger. Furthermore, to open up new markets, we are beefing up our collaboration with other departments and building a cross-functional cooperative structure. Through this, we will work toward developing diverse businesses and creating growth opportunities. For example, we can marshal our expertise from different specialized fields and accelerate our entry into new markets and areas.

Going forward, together with our customers we will open up a new future by working to accurately grasp rapidly changing technologies and changes in the market environment as we continue to deliver more sophisticated higher value-added services.

## Department Profiles (As of April 2025)

## Sensing Business Department

### Business Content

Our department is made up of two divisions: the IoT Solutions Division and the Space Solutions Division. The IoT Solutions Division utilizes sensors and communications technology to promote efficiency enhancement and automation in industry and daily life. The Space Solutions Division contributes to the growth of space development through the development and launch of satellites and the utilization of space data.

### Net sales

Fiscal year ended March 2025 **3.0 billion yen** → Fiscal year ending March 2028 (planned) **3.9 billion yen**



**Naokatsu Uchida**

Head of Sensing Business Department

### Making forays into new areas by leveraging the sensing technology we have cultivated

Recently, we separated two divisions from the Digital Transformation Department, part of our system development function, to make ourselves a new, stand-alone department. This initiative carries considerable meaning in that it is intended to fully apply I-NET's preexisting experience and technology toward future efforts to expand our business and diversify.

First, the IoT Solutions Division has made full use of sensing and communications technology to contribute greatly to efficiency enhancement and automation in industry and society in collaboration with various manufacturers and corporations. The know-how that we have gained through that experience will prove to be a considerable advantage in our future new business development efforts as well.

Next, our Space Solutions Division is in possession of technology and know-how in the fields of satellite design, testing, and operation. In the future, we intend to fuse these technologies together in order for us to actively pursue the expansion of our services beyond space operations to diverse fields, including defense- and healthcare-related industries.

### Pushing forward vigorously with the further expansion of our business through new challenges and stronger technological prowess

This new department will enable us to offer services that make full use of more advanced technologies to our preexisting business partners as well. In order to meet our customers' diverse needs, it is a must that we further elevate our technological prowess. A key challenge we face is having each of our engineers keep up their efforts to deepen their specialization and broaden the scope of duties they can handle. Another is improving the quality of our business partners and expanding their number. By addressing these challenges, we will proceed to put a structure in place that enables us to provide a wider range of services.

Additionally, in the future expansion of our business, it will be essential for us to have a constant grasp of the market and technological trends and to endeavor to cultivate new business partners and broaden our new business scope. In particular, given the close connection space operations have with the defense industry, I firmly believe that through our solutions, we can also offer a high level of added value to corporations that are considering making new forays into the defense and space industries.

Under this new structure and direction, alongside promoting technological innovation and business expansion and meeting our customers' expectations, we will also make greater contributions to society as well. The key to unlocking our future will be the efforts of each and every employee to elevate their expertise and knowledge and work together in taking on new challenges. Please look forward to how we develop our business going forward.

## Department Profiles (As of April 2025)

## Information Managed Services Department

### Business Content

At our sturdy data center, we offer a range of solutions tailored to customer usage scenarios. This encompasses system planning and development, printing, document enclosure, package sealing, and other processing for invoices, pay statements, and direct mail (DM) through to call center and administrative and secretarial services. We also provide inventory-free services by means of diversified small-quantity production leveraging print-on-demand.

### Net sales

Fiscal year ended March 2025 **3.0 billion yen** → Fiscal year ending March 2028 (planned) **4.3 billion yen**



### Hidenao Negishi

Head of Information Managed Services  
Department

### Achievement of increased revenue and profits through the embrace of an “earn, cut, or prevent” mindset even in challenging environments

The start of the fiscal year ended March 2025 was challenging, marked as it was by the loss of an order of a major project. However, sales expansion in our key print delivery services progressed solidly, and we secured budgets from government agencies and local municipalities amid further intensification of the contest with industry peers for market share. This, in combination with the effect of the transferal from Fujitsu Coworco Limited of its document printing business in December 2024, meant that we ultimately succeeded in finishing the year with increased revenue and profits.

The environment surrounding our department remains challenging, and we are experiencing bracing impacts attributable to the waves created by soaring costs, including postal fees, alongside the trends of digital transformation (DX) and the transition to paperless operations. There is great significance in the fact that, even in such an environment, all members of the Information Managed Services Department maintained a strong *kakefu* (“earn, cut, or prevent”) mindset and persevered in their initiatives. In the fiscal year ending March 2026, we will continue to fully apply ourselves day-in day-out under the banner of the IMS Vision: “We will remain an IMS that consistently exceeds customer expectations and fulfills its social responsibilities through the peerlessly differentiated ‘Information Managed Services’ of the I-NET IT company, which are vital infrastructure supporting our customers’ businesses.”

### Creating new value through integrated manufacturing and sales to achieve our 2030 targets

We position the fiscal year ending March 2026, which is the first fiscal year of the new Medium-term Management Plan, as a crucial foundational year for the Information Managed Services Department to achieve its 2030 targets of 5.0 billion yen in sales and a 10% operating profit margin. The Business Process Outsourcing Division, our sales unit, will more clearly narrow down our target from among private-sector corporations, government agencies, and local authorities. It will also add document printing services to its existing VDP\* offerings to actively deliver higher value-added services. The Products Division, our manufacturing unit, will begin to engage with the task of building a next-generation Business Process Outsourcing Center for the achievement of both greater productivity and greater product quality.

Based on the IMS Vision, we will integrate manufacturing and sales to contribute to our business outcomes. We encourage you to look forward to the ongoing successes of the Information Managed Services Department delivering the peerless services of the I-NET IT company.

\*Variable Data Printing: A printing method that enables the incorporation of different information on each individual sheet printed using technology to modify the content of materials based on data.



## Department Profiles (As of April 2025)

### Data Center Department

#### Business Content

We are the data center sales department that supports company-wide services at I-NET. We mainly provide housing, cloud, and solution services.

#### Net sales

Fiscal year ended March 2025 **8.6 billion yen** → Fiscal year ending March 2028 (planned) **10.9 billion yen**



#### Yoichi Okamoto

Head of Data Center Department

#### Developing new services to meet increasingly diverse IT needs

In recent times, a wave of transition from systems installed on the premises to cloud-based systems has been progressing with great speed. Amid that situation, we have been developing housing and solution services with a particular focus on cloud services. Furthermore, we have been highly praised for providing security services, which are indispensable in stable system operation.

Recently, with respect to our cloud service solutions, we have received a growing number of inquiries regarding hybrid cloud solutions that combine private and public cloud-based services. Additionally, we have commenced the provision of network services that connect megaclouds with I-NET cloud services.

Meanwhile, for our co-location services, we will commence the provision of the new inet annex, which has a 100-server rack scale, in January 2026 in order to relieve the situation at our 2nd Data Center, which is nearly at capacity. Moreover, we are continuing to look at planned construction sites for a 3rd Data Center.

We are currently carrying out preparations so that we may provide a variety of new services next fiscal year. Please look forward to what we have in store.

### IT Managed Services Department

#### Business Content

We are the cost center department that handles I-NET's business foundation in the form of erecting, maintaining, and operating data centers and planning, building, and maintaining cloud services.



#### Keizo Hirae

Head of IT Managed Services Department

#### Accelerating problem solving through direct dialogue with our customers

Since I-NET's data center entered operation in 1998, our department has engaged in its duties with the round-the-clock, constant preservation of stable operation and quality. With our 2nd Data Center having entered operation in 2009, we have been mainly providing housing and cloud services as well as infrastructure operation services tailored to customers' individual needs. The last several years have presented us with new challenges in the form of responding to abnormal weather such as extreme heat and torrential rains and addressing the surging license costs for foreign capital vendors. As such, we apply RPA, AI, and open source software (OSS) to improve quality and operations as well as endeavor to reduce costs and reform working styles.

Recently, we have been focused on efforts through which our operations team speedily ascertains challenges and needs and makes proposals for improvement by directly communicating with our customers. We help to rectify challenges and elevate reliability by taking over customer-side tasks as an infrastructure operation service through which we visualize tasks that customers perform individually or carry out with the help of people and offer suggestions to introduce tools or improve processes. Per customers' requests, we ensure reliable operation as well apply our services to resolve issues with infrastructure operation faced by those customers, and proceed to form strong bonds of trust with them on an ongoing basis.

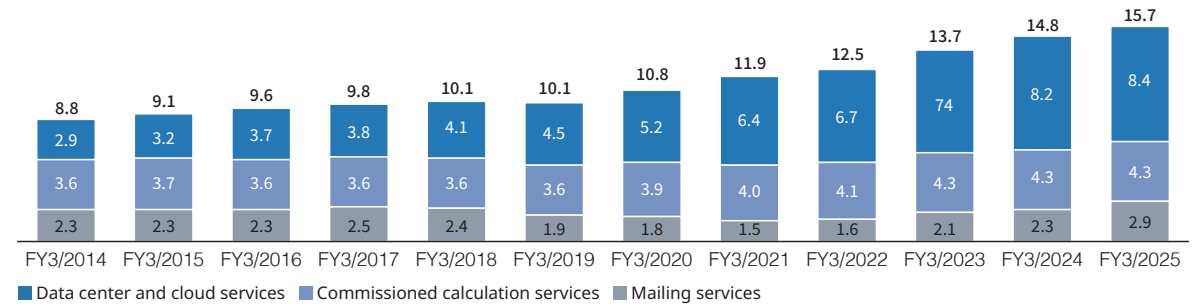


## Business Overview

# 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)



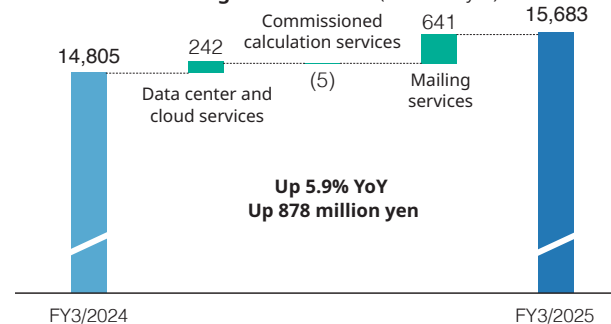
### Overview of the fiscal year ended March 2025

In the fiscal year ended 2025, there continued to be use of data centers by customers and needs for the shift of systems and software to cloud services. Sales in our data center and cloud service businesses remained steady as a result. Additionally, for commissioned calculation services for the energy industry, which I-NET has been engaged in since it was founded, we have secured a certain level of market share amid a declining number of service stations. Furthermore, there was growth in the orders we received for PROPANET, our smart meter sales management systems for propane gas distributors. For mailing services, in addition to our successful acquisition of large contracts, the expansion of our services resulting from the transfer

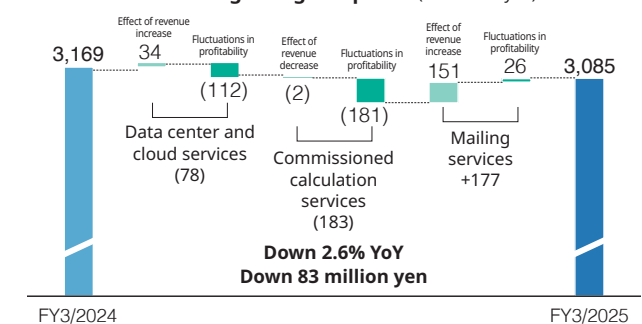
of a business from another company helped increase our revenue. Net sales of information processing services in the fiscal year ended March 2025 increased by 5.9% year-on-year (YoY) to 15,683 million yen.

On the other hand, we experienced a rise in costs due largely to higher license prices for software used in cloud services and to an increase in our amortization burden resulting from renewal investment in data center equipment and additional investment in in-house development systems for service stations. As we pushed forward with the revision of selling prices and enhancement and revision of services, our profit levels are currently on a recovery trend. Nevertheless, gross profit for the full fiscal year decreased by 2.6% YoY to 3,085 million yen.

Factors behind changes in net sales (Millions of yen)



Factors behind changes in gross profit (Millions of yen)

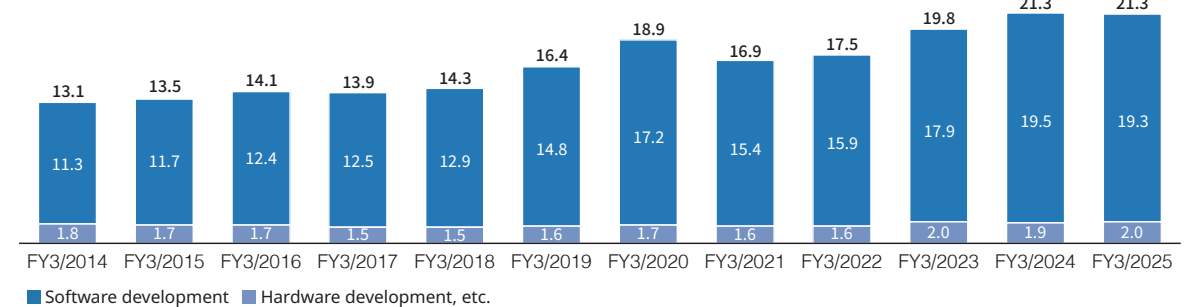


## Business Overview

# 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)

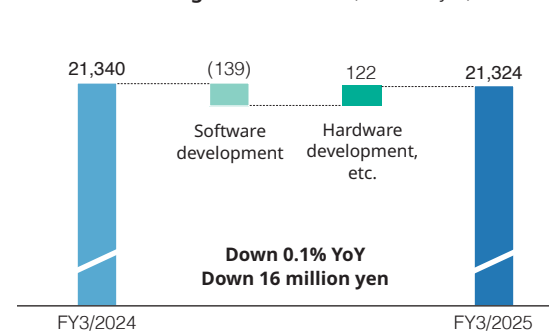


## Overview of the fiscal year ended March 2025

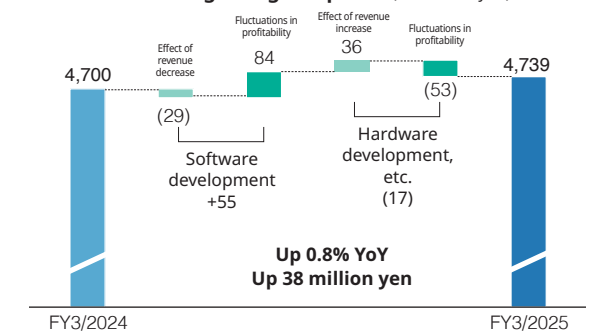
The fiscal year ended March 2025 saw a decrease in system development projects for energy industries, the Group's main customers, as well as for distribution industries. On the other hand, growth in orders received for development projects for the finance, manufacturing, space, and defense industries, plus the favorable business performance of two Group companies, resulted in net sales remaining on par with those of the previous fiscal year at 21,324 million yen, a decrease of 0.1% YoY.

In the first half of the fiscal year ended March 2025, although our profit margin fell due in part to the occurrence of delays with certain development projects, we strived to reduce costs and reinforce project management, resulting in an increase in gross profit for the full fiscal year by 0.8% YoY to 4,739 million yen.

Factors behind changes in net sales (Millions of yen)



Factors behind changes in gross profit (Millions of yen)



## Topics

### Conclusion of a comprehensive business alliance agreement with All Nippon Airways Trading Co., Ltd. to build satellite supply chain in the space industry

I-NET and All Nippon Airways Trading Co., Ltd. (ANA Trading) concluded a comprehensive business alliance agreement in the space industry sector in February 2025. Together, we aim to contribute to the further development of Japan's space industry by mutually leveraging our respective company's management resources, including each other's technological capabilities and networks. The cornerstone of this alliance will involve enhancing the supply chain in the satellite industry. Specifically, I-NET will combine our expertise in developing and operating manned and unmanned spacecraft with ANA Trading's aerospace industry supply chain and trading company functions to enable the joint development of commercial off-the-shelf (COTS) products which are competitive in terms of quality, price, and delivery times. We will also deliver products to satellite operators in countries across Asia and are envisioning future expansion into modular satellites. We additionally plan to establish an e-commerce site that publicly shares COTS product test data and will support the streamlining of satellite development by leveraging AI to propose optimal component configurations. This will enable operators to procure parts quickly while keeping costs down.

At present, much space-related hardware is reliant on products from overseas, which presents challenges in terms of price. Both I-NET and ANA Trading are committed to changing this situation by promoting the market entry of companies from non-space industry sectors while advancing the creation of new mechanisms. Together, we will aim to realize space industry innovation originating from Japan through a comprehensive alliance encompassing from manufacturing through to distribution.



### Establishment of the “inet annex Data Center” within facilities of NTT East, Inc., which will operate in conjunction with our in-house data centers, to cater to growing demand

I-NET has consistently provided data center and cloud services to customers across various industries and business categories since we first established an in-house data center in Yokohama City, Kanagawa Prefecture, in 1997. We currently possess in-house data centers in four buildings at two locations in Japan. However, demand for data center usage has increased in recent years, resulting in consistently high utilization rates. For this reason, we decided to open the inet annex Data Center (inet annex) in January 2026, which is set to operate in conjunction with our in-house data centers from within facilities of NTT East in Yokohama City, Kanagawa Prefecture.

#### Main features of inet annex

##### 1. Housing services starting from a single server rack

Housing services compatible with server configurations from a single server rack to 100 racks available to flexibly cater to customer requirements, including for various housing rack specifications and layouts

##### 2. Directly connected to our in-house data centers at two locations, inet north® and inet east®, to enable mutual connections between operators

High reliability and security ensured due to the connection of data centers via redundant paths

##### 3. Facility specifications offering robust disaster resilience

The building features earthquake-resistant construction capable of withstanding earthquakes up to seismic intensity 6 upper. The location presents low tsunami risk based on hazard maps and is equipped with uninterruptible power supply (UPS) systems designed to allow provision of sufficient power capacity for each floor, thereby realizing advanced survivability

##### 4. Peace-of-mind support

Support from specialized technical staff stationed on-site available 24 hours a day, 365 days a year



## ESG

### Basic Stance

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

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

### Environment (E)

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

#### I-NET Group Environmental Declaration

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

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

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

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

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

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

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

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

Announced July 21, 2023; revised January 19, 2024

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

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.

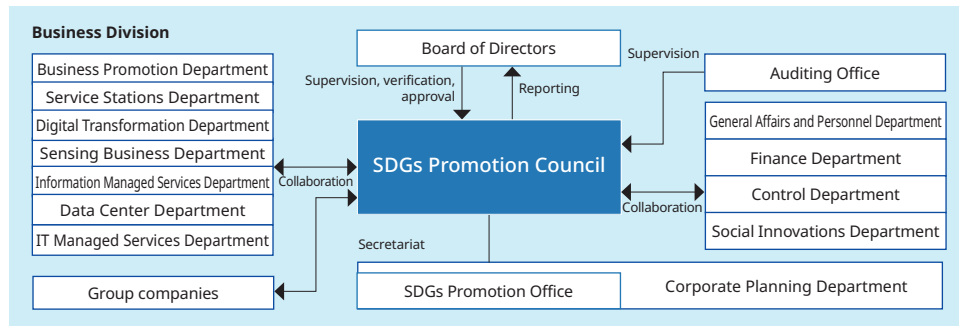
See here for more information about information disclosure based on the TCFD recommendations: <https://www.inet.co.jp/english/sustainability/tcf.html>

### 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 95% of net sales in the I-NET Group’s businesses.

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

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

|                                 | 2° C Scenario   |                  | 4° C Scenario   |                  |
|---------------------------------|---|------------------|---|------------------|
|                                 | Impact  | Financial Impact | Impact  | Financial Impact |
| Information Processing Services | <ul style="list-style-type: none"> <li>Electricity charges from fossil fuels increase significantly due to high carbon taxes, increasing DC operating costs due to higher electricity usage costs.</li> <li>Facility investment costs, such as for energy-saving equipment, air-conditioning equipment, and environmental measures, increase.</li> </ul>                            | High             | <ul style="list-style-type: none"> <li>DC operating costs increase due to the impact of extreme disasters, rising temperatures, etc., with concerns that DC operations themselves will become impossible.</li> <li>Facility investment costs, such as for energy-saving equipment, air-conditioning equipment, and environmental measures, increase.</li> </ul>                     | High             |
| System Development Services     | <ul style="list-style-type: none"> <li>Expenses such as electricity charges at development sites are expected to increase due to sharply rising electricity rates.</li> <li>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.</li> </ul> | Low              | <ul style="list-style-type: none"> <li>Expenses such as electricity charges at development sites are expected to increase due to sharply rising electricity rates.</li> <li>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.</li> </ul> | 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      | Since FY2023, we have introduced electricity from renewable energy sources for DCs. We will remain committed to mitigate the impacts of carbon taxes by increasing our reliance on electricity from renewable energy sources and reducing our dependence on fossil fuels.  |
| Introduction of Renewable Energy                                     | Medium term      | Since FY2023, we have introduced electricity from renewable energy sources at our DCs. In FY2024, we also installed solar power systems at DCs and promoted green measures. The introduction of off-site power sources is aimed at ensuring stable procurement under long-term contracts, as there is a chance that renewable energy sources will become depleted at a future point. |
| Delay in Providing Systems and Services Responding to Climate Change | Medium term      | Achieve DC greening early to enable early implementation of environmental response systems/services and mitigate risks.  |
| Reputational Decline due to Delayed Response                         | Medium-long term | Bring forward DC greening to reduce the possibility of reputational decline due to delayed response.   |
| Increase in Natural Disasters  | Long term        | Improve resilience against natural disasters and mitigate their impact through such measures as enhancing DC backup power sources (adding generators, expanding fuel tanks, etc.).   |
| Temperature Rise   | Long term        | Strengthen DC cooling capacity and periodically implement equipment maintenance/updates to improve ability to respond to temperature increases.  |

## Risk Management

### • Risk Identification and Assessment Process

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

### • Risk Management Process

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

### • Risk Control in Management

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

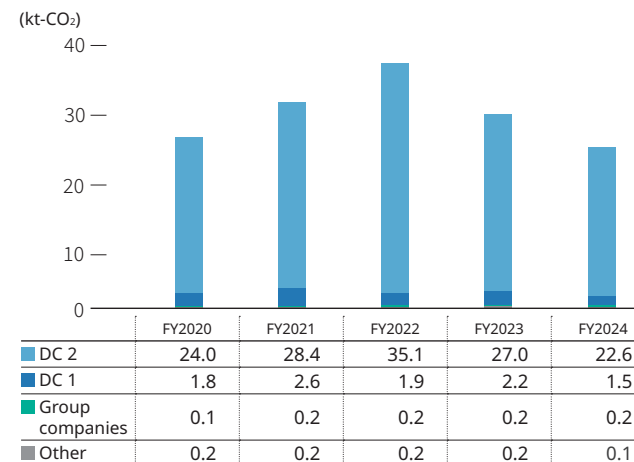
## Metrics and Targets

|                     | FY2030   | FY2040  |
|---------------------|--|---|
| Metrics and Targets | Reduce greenhouse gas emissions (Scope 1, 2) by the I-NET Group by at least 50% compared to FY2022 levels.   | Reduce greenhouse gas emissions across the I-NET Group's entire value chain by 100%.  |
| Specific Responses  | (1) Switch a portion of electricity used at own DCs to electricity from renewable energy sources (KPI: Reduction of 30% or more in FY2025 compared to FY2022).<br>(2) Introduce on-site PPAs, such as solar power generation (by FY2024).<br>(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).<br>(2) Switch electricity used at own DCs to 100% electricity from renewable energy sources. |

Response to Scope 3: Response policy finalized in FY2024 after investigation into emissions across the I-NET Group's entire value chain.

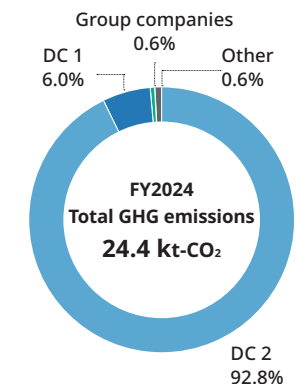
\*PUE (power usage effectiveness): Indicator showing DC electricity usage efficiency. The total electricity consumption of the DC divided by the electricity consumption of ICT equipment, such as servers.

## Greenhouse Gas Emissions (Past Data)

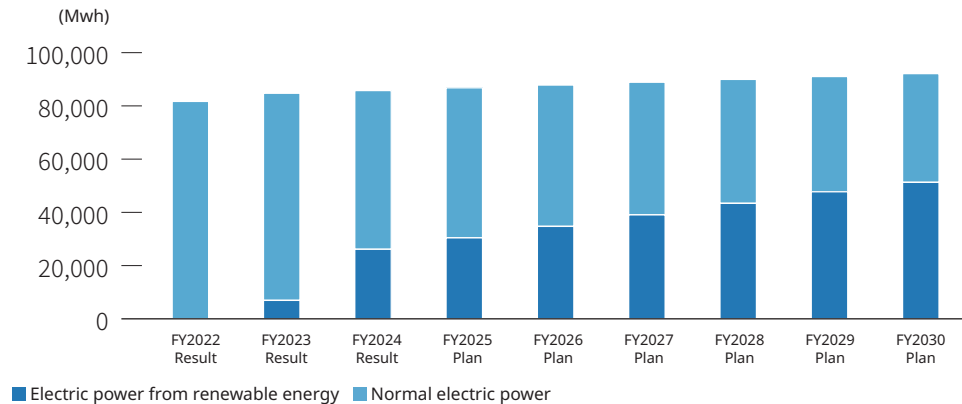


Note: Rounded to the first decimal place.

## Breakdown by department



## 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 workplaces where employees feel empowered and comfortable working. We also provide support for the self-reliance of disabled people, including our initiatives to employ disabled people.

### Personnel Policy

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

### Basic Human Rights

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

### Fair Hiring

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

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

### Other

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

### Human Resource Development

#### Initiatives for New Hires

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

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





## 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.

#### • Encouragement and Support for Qualifications

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

#### • Side Jobs

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

## Health and Productivity Management Promotion

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

### Health and Productivity Management Objectives

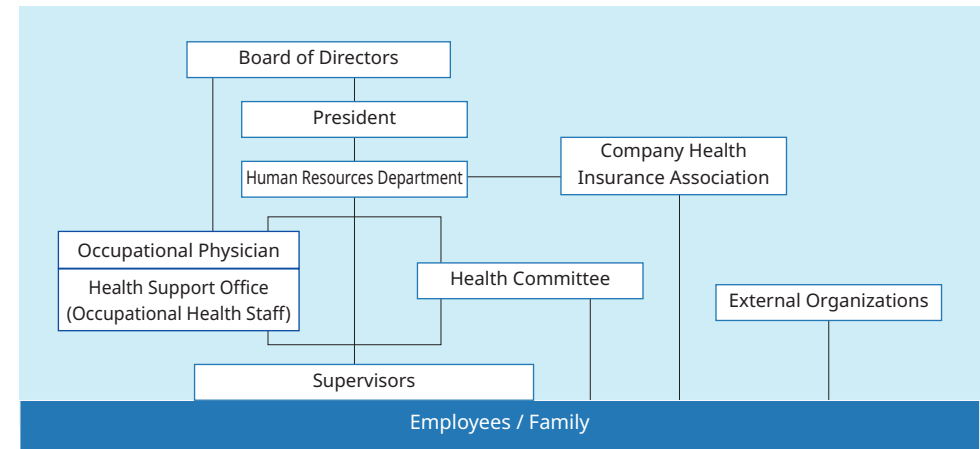
Since its founding, the Company has made appreciation, continuity, and health part of the Code of Conduct.

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

### Promotion System

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

#### Chart of Promotion System





## Social (S)

## Metrics for Promoting Health and Productivity Management

### Employee Information

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

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

### Behavioral Habits

We support achieving work-life balance with proper breaks.

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

## Diversity

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

The Company will promote diversity based on the following policies:

1) Understanding demands for every employee to be active and making improvements

- 2) Developing a culture by which both management and employees take an active part in the promotion of diversity
- 3) Initiatives to contribute to solving social issues by participating in activities to communicate with other companies, local communities, and governments

### Diversity Promotion System

#### • Diversity Promotion Office

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

### Initiatives for Active Participation by Women

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

#### • Training for Female New Hires

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

#### • Training for Female Managers and Leaders

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

#### • Women's Wellness

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

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



## Social (S)

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

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

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

### LGBTQ Initiatives

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

#### • Making Systems More LGBTQ-Friendly

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

#### • Providing a Consultation Service

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

#### • Training Programs

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

## Social Contribution Activities

### The Inet Foundation

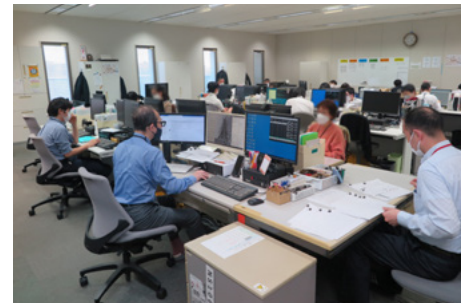
In 2019 founder Noriyoshi Ikeda funded the launch of this general incorporated foundation. Subsequently, I-NET also participated in funding, and in 2020 the foundation obtained certification as a public-interest foundation from Kanagawa Prefecture. The foundation contributes to the development of the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

See here for more information about the Inet Foundation:

<https://www.inet-found.or.jp/> (Japanese only)

### I-NET DATA SERVICE CORP.

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





## Governance (G)

### Basic Approach

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

### Reasons for the Adoption of the Current Corporate Governance System

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

### Overview of Corporate Governance System

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

#### Audit and Supervisory Committee

The Company has adopted a Company with an Audit and Supervisory Committee system. The Audit and Supervisory Committee of the Company is chaired by Yusuke Ichikawa, who is a full-time Audit and Supervisory Committee member. The other members are Toshihiko Matsuo, who is a full-time Audit and Supervisory Committee

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

#### Board of Directors

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

#### Executive Officers Meeting

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

#### Group Management Meeting

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

## Governance (G)

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

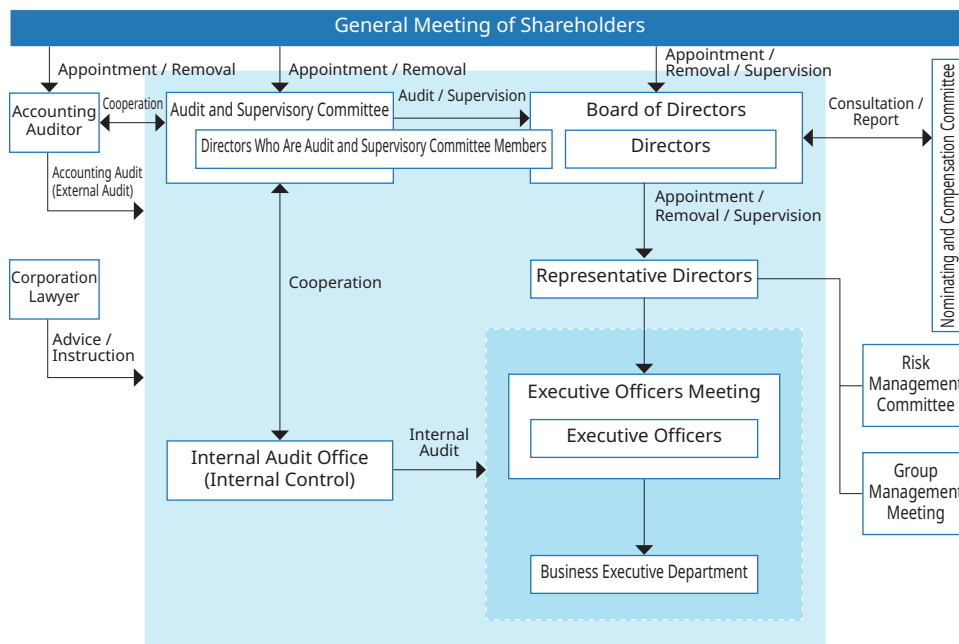
### Legal Matters

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

### Risk Management Committee

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

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



### Nominating and Compensation Committee

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

### System to Ensure the Proper Operation of Our Subsidiary Companies

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

### Status of Directors

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

### Information on Directors

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



## Governance (G)

## Outside Directors

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

### Directors' Compensation

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

### Details of Officers' Compensation

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

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

159 million yen (including a total of 18 million yen paid to three outside directors)

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

26 million yen (including a total of 26 million yen paid to four outside directors)

Note 1: The above number of directors includes a director who retired at the closing of the 53rd General Meeting of Shareholders held on June 25, 2024 (excluding Audit and Supervisory Committee members).

Note 2: The above compensation amount paid to directors excludes the portion of employee's salary for directors who concurrently serve as employees.

### Supporting System for Outside Directors (Outside Corporate Auditors)

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

### Evaluation of the Effectiveness of the Board of Directors

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

Committee members. The result of the evaluation was reported to the regular meeting of the Board of Directors held in April 2025.

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

### Cross-shareholdings

#### Policy for Cross-shareholdings

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

#### Standards for Exercising Voting Rights Relating to Cross-shareholdings

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

### Policy for Constructive Dialogue with Shareholders

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



## Governance (G)

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

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

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

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

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

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

### Compliance / Protection of Personal Information / Risk Management

#### Basic Policy on Compliance

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

#### Protection of Personal Information

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

#### Basic Policy on Risk Management

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

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

See here for more information about our corporate governance:

<https://www.inet.co.jp/english/ir/esg/governance.html>



## List of Officers (As of June 25, 2025)



### Tomomichi Saeki

Representative Director and  
Executive President

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



### Naokatsu Uchida

Representative Director and  
Senior Managing Executive Officer

- 1984 Joined the Bank of Yokohama, Ltd.
- 2011 General Manager of Totsuka Branch of the Bank of Yokohama, Ltd.
- 2014 Joined the Company
- 2014 General Manager of Accounting Division, Finance Department
- 2014 Executive Officer and General Manager of Accounting Division, Finance Department of the Company
- 2015 Executive Officer and Deputy Executive Administrative Officer of the Company
- 2015 Director and Deputy Executive Administrative Officer of the Company
- 2016 Director and Executive Administrative Officer of the Company
- 2016 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
- 2018 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
- 2023 Representative Director and Senior Managing Executive Officer and Executive Operational Officer of the Company
- 2025 Representative Director and Senior Managing Executive Officer, Executive Operational Officer and Head of Sensing Business Department of the Company (current position)



### 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

- 1987 Joined the Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)
- 2013 Senior Examiner of Onsite Instruction Office, Credit Department of the Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)
- 2018 Joined the Company
- 2018 Senior Manager of General Affairs Division
- 2018 Executive Officer, General Manager of General Affairs Division, and Head of Legal and Compliance Office of the Company
- 2018 Executive Officer, General Manager of General Affairs Division, and Head of Risk Management Office of the Company
- 2019 Executive Officer, Head of General Affairs and Personnel Department, General Manager of General Affairs Division, and Head of Risk Management Office of the Company
- 2020 Director and Executive Officer, Head of General Affairs and Personnel Department, General Manager of General Affairs Division, and Head of Risk Management Office of the Company
- 2021 Director and Executive Officer and Head of General Affairs and Personnel Department of the Company
- 2023 Director and Executive Officer, Executive Administrative Officer, and Head of Social Innovations Department of the Company
- 2023 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)
- 2024 Director of the Inet Foundation (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
- 2021 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
- 2024 Director and Executive Officer, Head of Information Managed Services Department, and Division Manager of Business Process Outsourcing Division of the Company
- 2025 Director and Executive Officer, Head of Information Managed Services Department of the Company (current position)



## List of Officers (As of June 25, 2025)

**Hiromi Kitagawa**

Outside Director

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

**Masao Kurokawa**

Outside Director

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

**Noriko Suzuki**

Outside Director

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

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

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

**Toshihiko Matsuo**

Director (Full-time Audit and Supervisory Committee Member)

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

**Tetsuro Tsuboya**

Outside Director (Audit and Supervisory Committee Member)

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

**Hiromi Nakagawa**

Outside Director (Audit and Supervisory Committee Member)

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





## Board of Directors Skill Matrix

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

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

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

Note 2: Shinichi Koyama, Hidenao Negishi, and Hiromi Nakagawa were appointed as directors at the Company's 53rd General Meeting of Shareholders held on June 25, 2024. The number of meetings attended (attendance rate) by each since their appointments is indicated.



# Financial Summary

(Unit: millions of yen)

|   | FY3/2015 | FY3/2016 | FY3/2017 | FY3/2018 | FY3/2019 | FY3/2020 | FY3/2021 | FY3/2022 | FY3/2023 | FY3/2024 | FY3/2025        |
|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------------|
| <b>Business results</b>                     |          |          |          |          |          |          |          |          |          |          |                 |
| Net sales                                   | 23,229   | 24,434   | 24,617   | 25,615   | 27,591   | 31,097   | 30,016   | 31,169   | 34,988   | 37,763   | <b>38,987</b>   |
| Operating profit                            | 1,598    | 1,918    | 1,992    | 2,081    | 2,345    | 2,501    | 2,155    | 2,367    | 2,129    | 2,887    | <b>2,640</b>    |
| Operating profit margin (%)                 | 6.9      | 7.9      | 8.1      | 8.1      | 8.5      | 8.0      | 7.2      | 7.6      | 6.1      | 7.6      | <b>6.8</b>      |
| Net profit attributable to owners of parent | 982      | 1,114    | 1,314    | 1,368    | 1,521    | 1,672    | 1,494    | 1,694    | 1,343    | 2,197    | <b>2,259</b>    |
| Net profit margin (%)                       | 4.2      | 4.6      | 5.3      | 5.3      | 5.5      | 5.4      | 5.0      | 5.4      | 3.8      | 5.8      | <b>5.8</b>      |
| <b>Cash flows</b>                           |          |          |          |          |          |          |          |          |          |          |                 |
| Cash flows from operating activities        | 2,648    | 2,523    | 2,932    | 2,937    | 3,052    | 3,965    | 3,419    | 3,715    | 2,239    | 6,665    | <b>2,487</b>    |
| Cash flows from investing activities        | (622)    | (468)    | (979)    | (1,223)  | (3,074)  | (3,872)  | (2,929)  | (2,185)  | (2,118)  | (1,793)  | <b>(2,572)</b>  |
| Cash flows from financing activities        | (1,675)  | (1,892)  | (1,728)  | (1,330)  | 17       | (308)    | 454      | (1,873)  | (1,496)  | (1,902)  | <b>(458)</b>    |
| Cash and cash equivalents at end of period  | 2,533    | 2,696    | 2,920    | 3,303    | 3,299    | 3,083    | 4,027    | 3,684    | 2,310    | 5,279    | <b>4,736</b>    |
| <b>Financial position</b>                   |          |          |          |          |          |          |          |          |          |          |                 |
| Total assets                                | 25,962   | 25,110   | 25,043   | 26,188   | 28,515   | 29,589   | 32,056   | 33,503   | 32,630   | 37,607   | <b>37,062</b>   |
| Net assets                                  | 12,147   | 11,793   | 12,684   | 13,507   | 14,357   | 15,224   | 16,212   | 17,304   | 17,581   | 20,097   | <b>19,312</b>   |
| Interest-bearing debt                       | 9,214    | 9,175    | 8,083    | 7,667    | 8,443    | 8,818    | 10,075   | 9,074    | 8,505    | 7,622    | <b>9,926</b>    |
| <b>Main indicators</b>                      |          |          |          |          |          |          |          |          |          |          |                 |
| Return on equity (ROE) (%)                  | 8.8      | 9.4      | 10.7     | 10.4     | 10.9     | 11.3     | 9.5      | 10.1     | 7.7      | 11.7     | <b>11.5</b>     |
| Return on assets (ROA) (%)                  | 3.8      | 4.4      | 5.2      | 5.2      | 5.3      | 5.7      | 4.7      | 5.1      | 4.1      | 5.8      | <b>6.1</b>      |
| Equity ratio (%)                            | 45.8     | 47.0     | 50.7     | 51.6     | 50.3     | 51.5     | 50.6     | 51.6     | 53.9     | 53.4     | <b>52.1</b>     |
| Total payout ratio (%)                      | 45.1     | 75.4     | 47.1     | 44.2     | 41.8     | 40.9     | 56.2     | 44.3     | 57.2     | 38.6     | <b>106.8</b>    |
| <b>Per-share information</b>                |          |          |          |          |          |          |          |          |          |          |                 |
| Earnings per share (EPS) (yen)              | 66.57    | 76.67    | 82.68    | 86.06    | 95.72    | 105.13   | 93.62    | 106.08   | 84.06    | 137.50   | <b>147.22</b>   |
| Net assets per share (BPS) (yen)            | 806.20   | 815.84   | 797.79   | 849.55   | 903.04   | 956.89   | 1,014.82 | 1,083.14 | 1,099.90 | 1,257.26 | <b>1,265.76</b> |
| Annual dividend per share (yen)             | 30.00    | 34.00    | 36.00    | 38.00    | 40.00    | 43.00    | 46.00    | 47.00    | 48.00    | 53.00    | <b>56.00</b>    |



# Non-financial Summary

## Environment

|  | Unit               | FY2020 | FY2021 | FY2022 | FY2023 | FY2024        |
|--|--------------------|--------|--------|--------|--------|---------------|
| Total CO <sub>2</sub> emissions (consolidated) | kt-CO <sub>2</sub> | 26.1   | 31.3   | 37.3   | 29.5   | <b>24.4</b>   |
| Electricity usage (consolidated)               | 1,000 kWh          | 58,334 | 69,456 | 82,428 | 84,800 | <b>84,545</b> |

## Governance

|   | Unit            | FY2020 | FY2021 | FY2022 | FY2023 | FY2024       |
|---|-----------------|--------|--------|--------|--------|--------------|
| Number of directors   | Persons         | 12     | 12     | 11     | 10     | <b>12</b>    |
| Inside directors  | Persons         | 6      | 5      | 5      | 4      | <b>5</b>     |
| Outside directors   | Persons         | 6      | 7      | 6      | 6      | <b>7</b>     |
| Ratio of female directors                                     | %               | 25.0   | 25.0   | 27.3   | 30.0   | <b>33.3</b>  |
| Number of Board of Directors meetings held                    | Number of times | 16     | 17     | 16     | 16     | <b>16</b>    |
| Board of Directors meeting attendance rate                    | %               | 99.5   | 99.5   | 100.0  | 100.0  | <b>99.5</b>  |
| Number of Audit and Supervisory Committee meetings held       | Number of times | 13     | 13     | 13     | 13     | <b>12</b>    |
| Audit and Supervisory Committee meeting attendance rate       | %               | 100.0  | 100.0  | 100.0  | 100.0  | <b>100.0</b> |
| Number of Nominating and Compensation Committee meetings held | Number of times | 2      | 2      | 2      | 2      | <b>2</b>     |
| Nominating and Compensation Committee meeting attendance rate | %               | 100.0  | 100.0  | 100.0  | 100.0  | <b>100.0</b> |

## Social

|  | Unit        | FY2020 | FY2021 | FY2022 | FY2023 | FY2024       |
|--|-------------|--------|--------|--------|--------|--------------|
| <b>Employees</b>   |             |        |        |        |        |              |
| Number of employees (non-consolidated)*                                | Persons     | 940    | 964    | 969    | 954    | <b>953</b>   |
| Men*   | Persons     | 716    | 719    | 710    | 706    | <b>699</b>   |
| Women*   | Persons     | 224    | 245    | 259    | 248    | <b>254</b>   |
| Number of employees (consolidated)*                                    | Persons     | 1,613  | 1,649  | 1,655  | 1,651  | <b>1,654</b> |
| Average years of service*  | Years       | 16.7   | 16.5   | 16.7   | 16.7   | <b>16.4</b>  |
| Average age*   | Age         | 40.6   | 40.2   | 40.3   | 40.3   | <b>40.2</b>  |
| Ratio of women in management positions                                 | %           | 4.9    | 4.8    | 6.3    | 8.7    | <b>10.4</b>  |
| <b>Diversity</b>   |             |        |        |        |        |              |
| Rate of childcare leave taken (including time off taken for childcare) |             |        |        |        |        |              |
| Men  | %           | 35.7   | 41.7   | 55.6   | 70.6   | <b>86.7</b>  |
| Women  | %           | 100    | 100    | 100    | 100    | <b>100</b>   |
| <b>Labor / Hiring</b>  |             |        |        |        |        |              |
| Annual total working hours   | 1,000 hours | 1,878  | 1,930  | 1,977  | 2,010  | <b>2,017</b> |
| Rate of annual paid leave taken  | %           | 69.8   | 69.9   | 75.0   | 79.0   | <b>73.4</b>  |
| Rate of employees working remotely                                     | %           | 17.2   | 19.1   | 19.0   | 14.1   | <b>11.9</b>  |
| Number of new hires (new graduates)                                    |             |        |        |        |        |              |
| Men  | Persons     | 64     | 66     | 47     | 45     | <b>55</b>    |
| Men  | Persons     | 35     | 33     | 24     | 30     | <b>32</b>    |
| Women  | Persons     | 29     | 33     | 23     | 15     | <b>23</b>    |
| Ratio of women among new hires (new graduates)                         | %           | 45.3   | 50.0   | 48.9   | 33.3   | <b>41.8</b>  |
| Number of new hires (mid-career)                                       |             |        |        |        |        |              |
| Men  | Persons     | 14     | 10     | 11     | 23     | <b>33</b>    |
| Men  | Persons     | 9      | 8      | 8      | 21     | <b>27</b>    |
| Women  | Persons     | 5      | 2      | 3      | 2      | <b>6</b>     |

\*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 seventh 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 Hataraku Yell program, the highest award offered, for the third straight year.

### Yokohama Good Balance Company Certification



The City of Yokohama certifies companies and organizations located within the city that actively promote workplace environments where everyone can work comfortably as Yokohama Good Balance Companies with the objective of advancing women's empowerment and work-life balance. I-NET Corp. was certified by the city as a Yokohama Good Balance Company for the period from April 1, 2025, to March 31, 2029.

### Next Nadeshiko Dual-Career and Co-Parenting Support Company



The Next Nadeshiko Dual-Career and Co-Parenting Support Company program was launched in 2023 as a companion initiative to the Nadeshiko Brand to recognize companies that make particularly outstanding efforts in supporting a work-life balance for both men and women to enable dual-career households and co-parenting. I-NET Corp. was selected for the first time as a Next Nadeshiko Dual-Career and Co-Parenting Support Company in FY2024 in recognition of our efforts to advance both consistent career development support from recruitment to promotion and dual-career and co-parenting support (work-life balance support regardless of gender) as the two pillars of our approach.

### 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. On October 3, 2018, I-NET Corp. was awarded a Level 3 Eruboshi certification mark, the highest level offered.

### 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 three 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.

### Kanagawa Renewable Energy User Company



The Kanagawa Renewable Energy Power Utilization Support Project is a program that encourages the use of electricity derived from renewable energy sources within Kanagawa Prefecture. The program raises awareness of renewable energy power plans and recognizes and publicly announces companies and organizations that switch to renewable energy power as Kanagawa Renewable Energy Users. I-NET's 2nd Data Center was certified as a Kanagawa Renewable Energy User under this program.

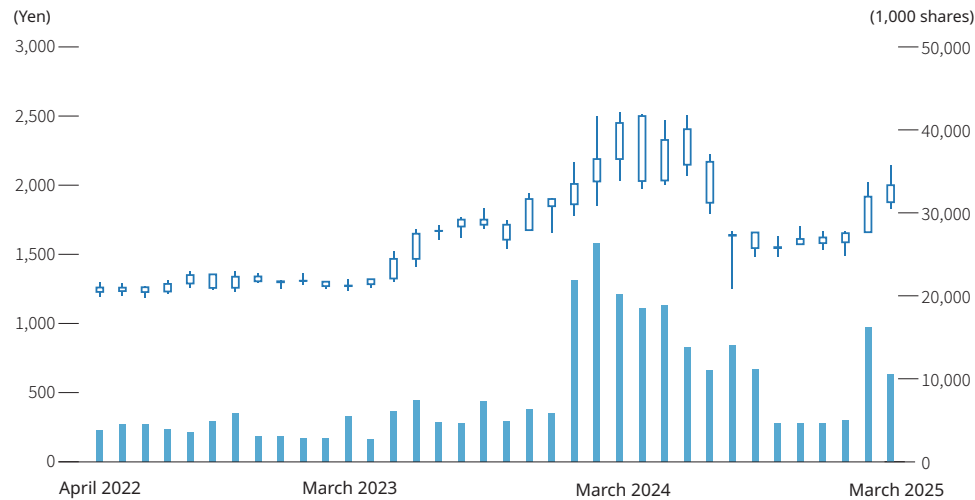


# Stock Information (As of March 31, 2025)

## Stock Information

|  |  |
|--|--|
| Number of shares authorized .....                                | 60,000,000 shares                              |
| Number of shares outstanding<br>(including treasury stock) ..... | 15,475,524 shares                              |
| Number of shareholders .....                                     | 9,322 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 |

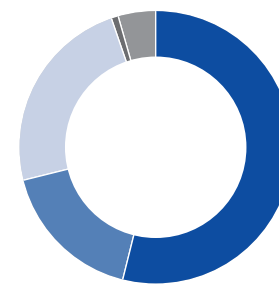
## Change in Stock Price and Trading Volume (Tokyo Stock Exchange)



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

## Shareholder Composition

### Ratio of shareholdings by type of owner



|                              |        |
|------------------------------|--------|
| ● Individual and others      | 54.24% |
| ● Domestic corporations      | 17.44% |
| ● Financial institutions     | 23.47% |
| ● Securities companies       | 1.05%  |
| ● Foreign corporations, etc. | 3.80%  |

## Major shareholders

| Shareholder name                                     | Number of shares held (1,000 shares) | Shareholding ratio (%) |
|--|--------------------------------------|------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust account) | 1,450                                | 9.51                   |
| I-NET Employee Stock Ownership                       | 1,207                                | 7.91                   |
| The Master Trust Bank of Japan, Ltd. (Trust account) | 849                                  | 5.57                   |
| Systema Corporation                                  | 766                                  | 5.02                   |
| The Bank of Yokohama, Ltd.                           | 707                                  | 4.64                   |
| Reiko Tamano   | 478                                  | 3.14                   |
| Masato Ikeda   | 423                                  | 2.77                   |
| Yasuhiro Kitagawa                                    | 378                                  | 2.48                   |
| N and I Co., Ltd.                                    | 316                                  | 2.08                   |
| The Inet Foundation                                  | 300                                  | 1.97                   |

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

Note 2: Shareholding ratios have been calculated after deducting 217,902 shares of treasury stock.