



I-NET Corp.

Financial Results Briefing for the Fiscal Year Ended March 2022

May 16, 2022

Event Summary

[Company Name]	I-NET Corp.	
[Company ID]	9600-QCODE	
[Event Language]	JPN	
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[Event Name]	Financial Results Briefing for the Fiscal Year Ended March 2022	
[Fiscal Period]	FY2021 Annual	
[Date]	May 16, 2022	
[Number of Pages]	37	
[Time]	16:00 – 16:36 (Total: 36 minutes, Presentation: 34 minutes, Q&A: 2 minutes)	
[Venue]	Webcast	
[Venue Size]		
[Participants]		
[Number of Speakers]	3	
	Mitsuru Sakai	Representative Director, Executive President
	Tomomichi Saeki	Director and Managing Executive Officer, In charge of Business Management
	Naokatsu Uchida	Director and Managing Executive Officer, In charge of Finance

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Presentation

Moderator: Thank you very much for taking time out of your busy schedule today to join us for the live webcast of I-NET Corp., Financial Results for the Fiscal Year Ending March 31, 2022. We would now like to begin the financial results briefing.

First of all, I would like to introduce today's attendees. This is Sakai, Representative Director and Executive President of I-NET.

Sakai: Hello everyone, my name is Sakai. Thank you for your support every day. Thank you for your cooperation today.

Moderator: Next is Saeki, Director and Managing Executive Officer, in charge of business management.

Saeki: My name is Saeki from Business Management Department. Thank you for your cooperation today.

Moderator: And Uchida, Director and Managing Executive Officer, in charge of finance.

Uchida: This is Uchida. Best regards.

Moderator: I will now continue with an explanation of today's flow. First of all, Mr. Sakai will explain the financial results and the medium-term management plan. This will be followed by a Q&A session.

If you have any questions, please enter your company name and your name, then enter your questions and press the submit button. Please note that we may not be able to answer all questions today due to time constraints. We appreciate your understanding in advance.

Now it is time for us to begin. President Sakai, please.

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(単位：百万円)	2021年3月期		2022年3月期		前期比	
	金額	比率	金額	比率	増減額	増減率
売上高	30,016	100.0%	31,169	100.0%	1,153	3.8%
売上原価	23,211	77.3%	24,018	77.1%	806	3.5%
売上総利益	6,804	22.7%	7,151	22.9%	346	5.1%
販管費	4,648	15.5%	4,783	15.3%	134	2.9%
営業利益	2,155	7.2%	2,367	7.6%	212	9.8%
経常利益	2,279	7.6%	2,542	8.2%	262	11.5%
親会社株主に帰属する当期純利益	1,494	5.0%	1,694	5.4%	199	13.4%
1株当たり利益（円）	93.62	—	106.08	—	12.46	13.3%

Sakai: My name is Sakai from I-NET. Thank you very much for your valuable time today.

Let me begin my explanation of the financial results. Today, I will explain in the first half of the presentation an overview of our business performance for the full fiscal year ending March 31, 2022, and in the second half, an overview of our medium-term management plan starting from this fiscal year.

First, I will provide an overview of the fiscal year ending March 31, 2022.

This is the income statement for the current period. The table compares the results with the previous period.

As you can see from the figures, sales for the current fiscal year totaled JPY31,169 million, up 3.8% from the same period last year. Operating income of JPY2,367 million, up 9.8% YoY. Ordinary income of JPY2,542 million, up 11.5% YoY. Net income attributable to shareholders of the parent company was JPY1,694 million, up 13.4% from the previous year.

The amounts for the fiscal year ended March 31, 2022, are based on the application of the revenue recognition accounting standard. The increase in net sales due to the adoption of the revenue recognition accounting standard is JPY448 million, and operating income and ordinary income are JPY218 million.

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当社は、大きく3つのサービスを提供しています。

2022年3月期
サービス別売上高の比率



情報処理サービス 12,464百万円

データセンター・クラウドサービス
受託計算サービス
メーリングサービス 等

システム開発サービス 17,511百万円

ソフトウェア受託開発
ハードウェア受託開発 等

システム機器販売 1,193百万円

注) 各サービスの売上高の合計は、四捨五入の関係で一致しないことがあります。以下同じとなります。

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This chart shows sales by service.

We offer three types of services: information processing services, system development services, and system equipment sales. This pie chart shows the percentage for the fiscal year ending March 31, 2022. The Group as a whole has the largest system development services at 56%.

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2022年3月期：サービス別収益の通期実績



(単位：百万円)		2021年3月期	2022年3月期	前期比	
		金額	金額	増減額	増減率
情報処理サービス	売上高	11,861	12,464	603	5.1%
	売上総利益	2,803	2,949	146	5.2%
	売上総利益率	23.6%	23.7%	0.0%	—
システム開発サービス	売上高	16,936	17,511	574	3.4%
	売上総利益	3,821	4,001	179	4.7%
	売上総利益率	22.6%	22.8%	0.3%	—
システム機器販売	売上高	1,217	1,193	▲ 24	▲ 2.0%
	売上総利益	179	200	20	11.6%
	売上総利益率	14.8%	16.8%	2.1%	—
合計	売上高	30,016	31,169	1,153	3.8%
	売上総利益	6,804	7,151	346	5.1%
	営業利益	2,155	2,367	212	9.8%
	営業利益率	7.2%	7.6%	0.4%	—

- 2022年3月期は、情報処理サービスが好調を維持。システム開発も新型コロナウイルス感染症の影響を脱し巡行ペースに回復。
- 売上総利益は、すべてのサービスで前期比増益となっている。

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This chart shows sales by service, gross profit, and YoY for the current fiscal year.

Information processing services posted sales of JPY12,464 million, up 5.1% YoY. Gross profit amounted to JPY2,949 million, up 5.2% from the same period last year. Both revenues and profits increased due to the increased use of data center services and the contribution of contracted calculations for gas stations as people became more mobile.

Next is system development, with sales of JPY17,511 million, up 3.4% YoY. Gross profit amounted to JPY4,001 million, up 4.7% from the same period last year. In terms of system development sales, there has been a steady recovery in the financial, distribution, and telecommunication service industries, where our knowledge in development and technical capabilities have been well received. Gross profit increased YoY due to improved operating efficiency of our personnel. We will continue to improve profitability.

In system equipment sales, both net sales and gross profit were higher than in the previous year, despite a decline in sales due to a reactionary drop following the termination of subsidies for gas stations in the previous fiscal year. In both cases, the pace of performance is improving.

We will continue to leverage our strengths in our balanced business portfolio to improve our performance.

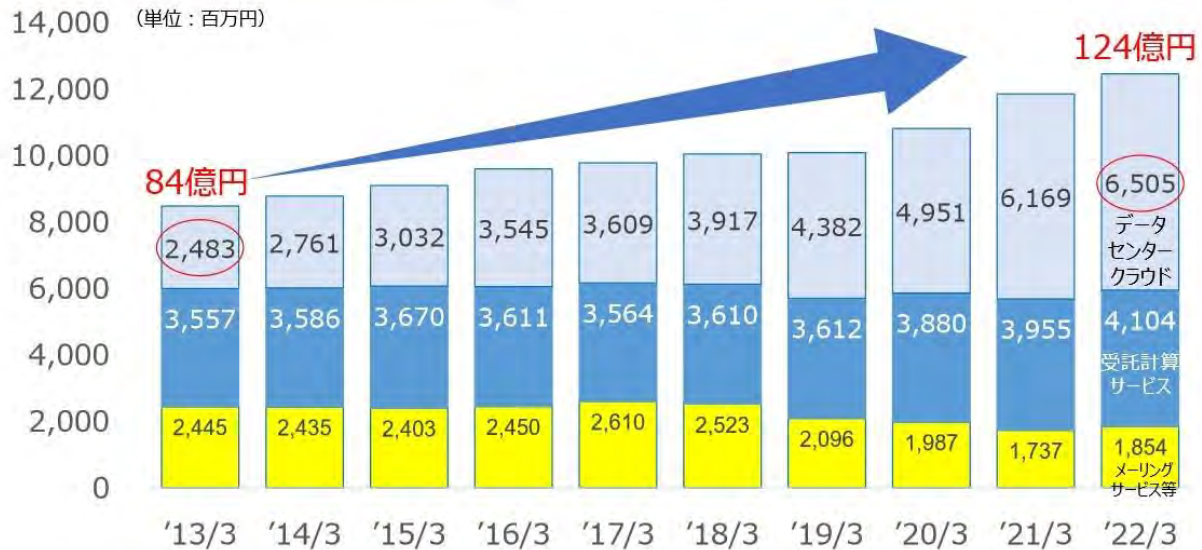
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2022年3月期：情報処理サービス／売上高の推移



- 情報処理サービスの売上高は、この10年間で約1.5倍に成長。
- 特に、データセンター・クラウドサービスが10年間で約2.6倍と大きく伸長。
- 祖業であるガソリンスタンド向け受託計算サービスも每期増収、堅調を維持。
- メーリングサービスは、ここ数年、郵送物減少に伴い、競合が減る傾向にあったが、当社サービスが評価され当社への引合いが増えつつあり、下げ止まる兆しも見えている。

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Next, I would like to share with you some of the services that we are particularly focused on.

The first is information processing services. This graph shows the sales of information processing services over the past 10 years.

As you can see, sales of data centers and cloud services, which have been our primary focus for the past several years, have grown significantly over the past decade, along with the growth of the market. We will continue to focus on this as a growth driver.

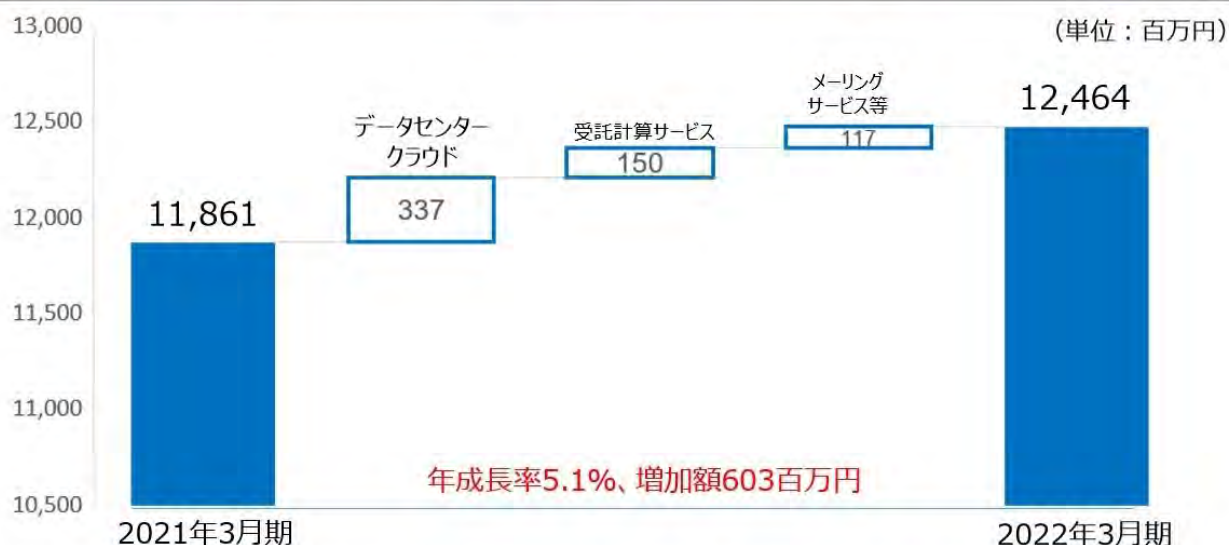
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2022年3月期：情報処理サービス／売上高増減要因



- 2022年3月期の情報処理サービスの売上高は、前期比5.1%増加の124億円を計上。
- 前年に続きデータセンター・クラウドサービスが伸びている上、ガソリンスタンド等からの受託計算サービスも順調に推移。
- メーリングサービスは5期ぶりに増収、すべての部門が前期比で増収に転じた。

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This chart shows a breakdown of the factors that contributed to the increase/decrease in information processing services between the previous and current periods.

All areas, including data centers, cloud services, contracted computing for gas stations, and mailing services, secured revenue growth. Mailing services, in particular, posted the first increase in revenues in five fiscal years.

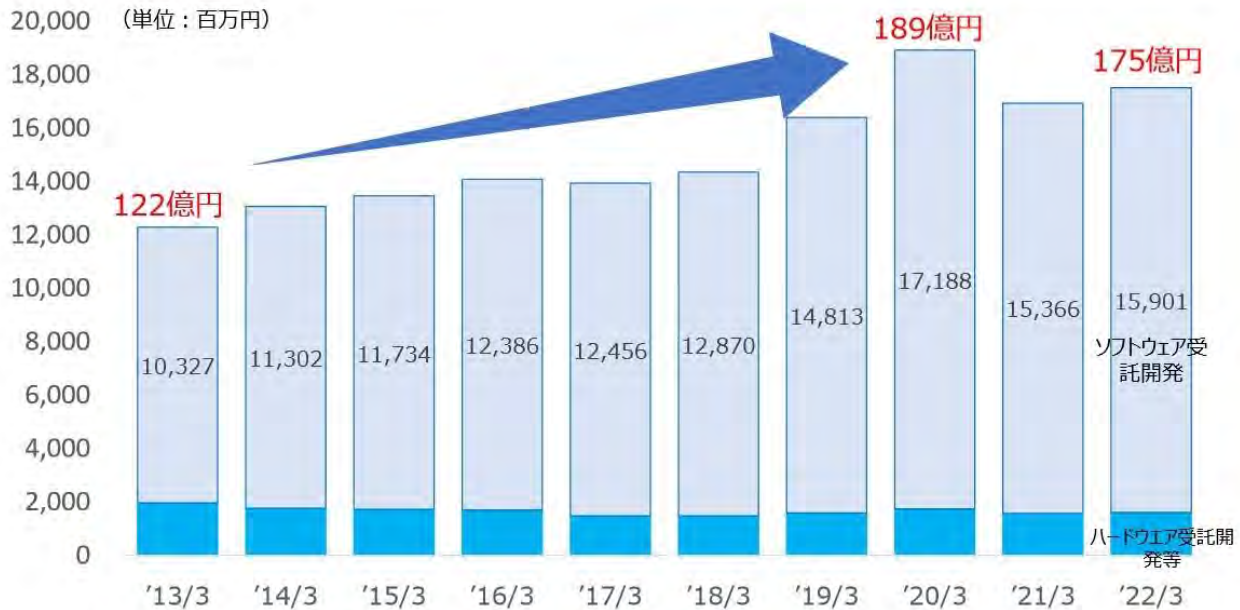
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2022年3月期：システム開発／売上高の推移



- システム開発サービスの売上高は、この10年間で約1.4倍に成長。
- 2020年3月期までは毎期増収、同期には過去最高となる189億円の売上高を計上。
- 翌期2021年3月期は、コロナ禍による顧客の開発見直しの影響もあり、減収となった。
- 但し、顧客からの当社への信頼は厚く、売上の落込みは限定的なものとなっている。

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This bar graph shows the sales trend of system development over the past 10 years.

To date, sales have steadily increased. While revenues decreased once in the previous fiscal year due to the pandemic, we saw an increase for the current fiscal year. In addition to further growth in the financial, distribution, and telecommunication service industries, which have been recovering ahead of others, we are also seeing an increase in business negotiations in other industries, and we will work to increase sales.

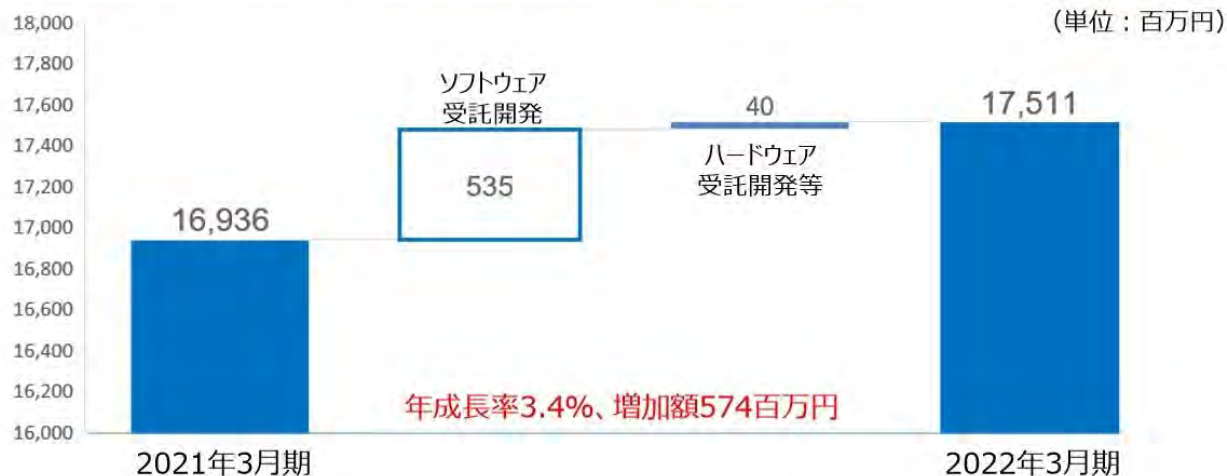
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2022年3月期：システム開発／売上高増減要因



- 2022年3月期のシステム開発の売上高は、**前期比3.4%増の175億円**を計上。
- 引続き、コロナ禍の厳しい環境下にあったものの、当社のノウハウや技術が評価されている金融業、流通業、及び通信サービス業の顧客からの売上が底堅く推移し、**前年度減収から一転し、増収**。
- 当期は、システム要員の運営効率の向上に努めた結果、売上総利益が改善。売上総利益の伸び率は、売上高の伸び率3.4%を上回る、**前期比4.7%増加**を達成。

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This chart shows a breakdown of the factors that contributed to the increase or decrease in system development between the previous and current fiscal years.

Despite the difficult environment of the pandemic, sales from customers in the financial, distribution, and telecommunication service industries, where our knowledge and technology are highly valued, remained strong. This has resulted in a turnaround from the previous year's revenue decline to an increase.

In addition, during the period under review, gross profit improved as a result of efforts to improve the operating efficiency of system personnel. Gross profit growth was 4.7% over the previous year, outpacing the 3.4% growth in net sales.

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2022年3月期：連結貸借対照表



(単位：百万円)	2021年3月期末		2022年3月期末		前期末比	
	金額	構成比	金額	構成比	増減額	増減率
流動資産	10,561	32.9%	10,701	31.9%	139	1.3%
固定資産	21,494	67.1%	22,802	68.1%	1,307	6.1%
総資産	32,056	100.0%	33,503	100.0%	1,447	4.5%
流動負債	8,625	26.9%	9,903	29.6%	1,278	14.8%
固定負債	7,218	22.5%	6,295	18.8%	▲ 922	▲12.8%
総負債	15,843	49.4%	16,199	48.4%	355	2.2%
純資産	16,212	50.6%	17,304	51.6%	1,091	6.7%
負債・純資産合計	32,056	100.0%	33,503	100.0%	1,447	4.5%

- 2022年3月期末の現預金残高は3,684百万円。
- 同、期末保有有価証券残高は3,811百万円（前期比945百万円増加、主に評価額の見直しによるもの）。
- 期末のリースを含む有利子負債残高は9,074百万円（前期比▲1,000百万円、主に長期借入金の減少によるもの）。
- 当期の自社データセンター等への設備投資実施額は1,953百万円。

Next is the balance sheet.

Total assets amounted to JPY33,503 million, up JPY1,447 million from the end of the previous period. The increase in assets was mainly due to a revaluation of investment securities.

Cash and deposits at the end of the period totaled JPY3,684 million, and interest-bearing debt totaled JPY9,074 million. The decrease in interest-bearing debt was mainly due to a decrease in long-term debt. The amount of capital investment implemented to the Company's own data center is JPY1,953 million.

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(単位：百万円)	2022年3月期（実績）		2023年3月期（予想）	
	金額	前期比	金額	前期比
売上高	31,169	3.8%	33,500	7.5%
営業利益	2,367	9.8%	2,640	11.5%
経常利益	2,542	11.5%	2,770	9.0%
当期純利益	1,694	13.4%	1,830	8.0%
営業利益率	7.6%	—	7.9%	—
経常利益率	8.2%	—	8.3%	—

Next is our forecast for the fiscal year ending March 31, 2023.

Sales were JPY3,350 million, up 7.5% YoY. Operating income of JPY2,640 million, up 11.5% YoY. Ordinary income of JPY2,770 million, up 9% from the previous year. Net income attributable to the parent company is expected to be JPY1,830 million, up 8% from the same period last year.

While the overall economic outlook is uncertain due to global inflation concerns and the situation in Ukraine, we believe that the underlying tone of software investment, and this is expected to remain strong. We intend to aggressively pursue our digital transformation efforts in preparation for the new normal era.

In addition, by striving for management efficiency, we will improve our ability to respond to rising costs and achieve increased sales and profits in the current fiscal year, as in the previous fiscal year.

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1株当たり年間配当金の計画 (11期連続増配を予想)



※2021年4月に創立50周年を迎え、株主の皆様への感謝の意を込め、期末に記念配当2円増配いたしました。

Next, I will explain our dividend policy.

The Company's basic policy is to pay stable dividends.

The dividend was increased for JPY3 per share in FY2020, including a commemorative dividend of JPY2 per share for the 50th anniversary of the Company's founding, bringing the annual dividend to JPY46 per share. In fiscal 2021, we will further increase the dividend by JPY1 to JPY47. This will be the 11th consecutive fiscal year of dividend increases. For the fiscal year ending March 31, 2023, we expect to pay a dividend of JPY48.

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アイネットは、従来より、社会貢献活動を中心としたESG経営に積極的に取り組んでまいりました。SDGs推進室を新設し、更なる取り組みを推進してまいります。



【SDGs推進室のミッション】

- SDGs、ESGの社内浸透
- 社会貢献活動推進
- 自治体、産学、顧客等との連携
- 社会課題からの事業開発
- TCFD(気候関連財務情報開示)への取り組み推進
- 広報活動

I would like to introduce some recent topics concerning our company.

We have been committed to ESG management with a focus on social contribution activities. To further promote our efforts, we established the SDGs Promotion Office in April 2022.

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社員が経営における最大の財産であるという考えのもと、社員が心身ともに健康であることこそが、持続的な企業価値向上の源泉であると考え、健康経営を推進しています。社員のみんなが安心して力を発揮できる労働環境をつくるため、ワークスタイルの変革を推進します。

ホワイト500 (4年連続認定)



横浜健康経営認証2022

最高ランクの「AAA」認証を取得
(アイネット、アイネット・データサービス)



「健康に関する主な取り組み」

- 健康経営を宣言
- 人事部・健康支援室・健康保険組合が連携

I would now like to introduce our major ESG responses to date.

We believe that our employees are our greatest asset in management. We promote health management based on the belief that healthy employees, both physically and mentally, are the source of sustainable improvement in corporate value.

We will promote the transformation of work styles to create a working environment in which all employees can demonstrate their abilities with confidence.

For the fourth year in a row, we have been selected as one of the Healthy Corporations 2022 and White 500. In the fiscal year under review, the Company and its subsidiary, I-NET Data Service Corporation, received the highest rank of AAA certification under Yokohama Health Management 2022.

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【障がい者雇用の促進】

『アイネット・データサービス』

障がいのある方に活躍の場を提供し、
自律を支援することを目的に特例子会社（厚生労働大臣認定）を設立

自立そして自律



■ 主な業務

データ入力
スキャニング



軽作業
名刺作成 他



【子育て支援サイト】

『働くママ応援し隊』

横浜市オープンデータを活用した
保育施設検索サイト
「働くママ応援し隊」を開設・運営



We have established special-purpose subsidiaries with the aim of providing opportunities for people with disabilities to play active roles and support their self-reliance. Thanks to your support, we are now in our 13th year and have grown to a scale of 23 employees.

In June 2017, we also launched a search site for childcare facilities using open data from the City of Yokohama and a website to support women in child-rearing. The site is easy for parents to understand, search, and find sufficient information. We will continue to update the site to the latest information and to make it more informative.

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2020年1月、アイネット地域振興財団が公益認定を取得。長期的かつ安定的な活動を実現し、よりよい地域社会の発展に貢献する活動を支援していくことで、ESG活動・社会貢献を実施してまいります。

公益財団法人 アイネット地域振興財団



財団ウェブサイトURL
<https://www.inet-found.or.jp/>

神奈川県域で以下の事業を行います

- ① 以下に関する活動を行う団体等の持続性やその活動を支援・助成または評価・顕彰する事業
 - 子ども・青少年の健全な育成、教育
 - スポーツ等を通じた心身の健全な発展
 - 公衆衛生の向上
 - 環境保全・整備
 - 地域社会の健全な発展
- ② その他公益目的を達成するために必要な事業

【実績】

- 2019年度：13団体
- 2020年度：14団体
- 2021年度：22団体

※ アイネット地域振興財団は、当社創業者である創業者最高顧問の池田典義が設立し、神奈川県内で社会貢献活動（公益を目的とする活動）を行う団体の持続可能な活動を支援・助成することを目的とする公益財団法人です。

In 2019, we established a new foundation in Kanagawa Prefecture with the purpose of supporting and subsidizing the sustainable activities of organizations engaged in social contribution activities.

In January 2020, the following year, we obtained public interest accreditation, and we are now in a position to make even greater contributions to society and have begun our activities once again.

We have supported many organizations, increasing from 13 organizations in FY2019 to FY2022 organizations in FY2021. We will achieve long-term, stable activities, and contribute to the development of local communities.

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広がる宇宙ビジネス（うみつばめ Project PETREL）

2020年5月、JAXAの革新的衛星技術実証3号機の実証テーマとして、東京工業大学を中心とした産学連携チームによる超小型陸・海観測衛星プロジェクト（うみつばめ）が選ばれ、現在、2022年度の打ち上げに向けて、衛星の組立て、試験など準備を進めております。

～地表・海面観測をIoT計測や衛星データを駆使して、資源探査、食糧問題に貢献～



<http://www.hp.phys.titech.ac.jp/umitsubame/index.html>

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In May 2020, the industry-academia collaboration team led by the Tokyo Institute of Technology has selected the Umitsubame, a nano-size land and sea-observing satellite project, as the demonstration theme for JAXA's Innovative Satellite Technology Demonstration No. 3 and is currently preparing to assemble the satellite for launch.

Our role is to provide sanitary system design, test support, satellite operations, preparing cloud environment for project promotion, utilization of satellite data, and IT infrastructure. In this project, we aim to contribute to resource prospect and food problems by using IoT measurements and satellite data to observe the earth's surface and sea surface.

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 **SCRIPTS**
Asia's Meetings, Globally

2022年3月、AIに関する技術開発を手掛けるスタートアップ企業である株式会社AVILENに出資。提携により事業シナジーを追求。



- AI・DX人材育成のスピードアップ
- AI・DX事業強化
- データセンター事業でのAI活用
- ドローン事業などでのAI活用

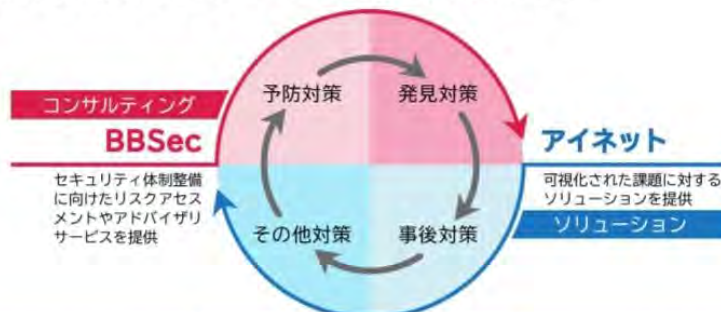
In March 2022, we invested in AVILEN, a start-up company engaged in technological innovation related to AI. I and Mr. Takahashi, the President of the other company, will establish an alliance committee to pursue business synergies through the use of AI.

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2022年3月、株式会社ブロードバンドセキュリティ（BBSec）とセキュリティサービス提供の協業を開始。
お客様の課題解決に向けたサービスを提供します。



お客様の課題	BBSec	アイネット
セキュリティ体制整備	リスクアセスメントやアドバイザーサービスのご提供	可視化された課題に対するソリューションのご提供
クラウドサービス導入	セキュリティ体制整備に向けたリスクアセスメントやアドバイザーサービス	自社データセンター上で展開するクラウドサービスのご提案

【協業による提供サービス例】

- セキュリティリスクアセスメント等のコンサルティングサービス
- アプリケーションやプラットフォームに対する脆弱性診断サービス

In response, also in March 2022, we began a collaboration with Broadband Security Inc. to provide security services.

The two companies will jointly provide services to solve various security issues faced by customers.

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(百万円)

	2019年3月期	2022年3月期		
		中計目標 (*)	実績	目標比
売上高	27,591	32,500	31,169	96%
営業利益	2,345	2,330	2,367	102%
ROE	10.9%	10.0%	10.1%	+0.1%

(*) 2021年5月7日、当初計画を下方修正 (当初計画：売上高33,200百万円、営業利益2,730百万円、ROE11.1%)

業績推移



業績

- 売上高、営業利益、ROEのいずれも、2021年3月期に新型コロナウイルス感染症の影響を受け低下
- 2022年3月期は回復
- 中期的業績
 - 売上高・利益ともに成長基調を維持
 - ROEも10%水準を堅持

I would like to continue by explaining our medium-term management plan.

This medium-term management plan is a three-year plan that runs from April 2022 to March 2025.

First, we will begin with a review of the previous medium-term management plan.

This is a review of the previous medium-term management plan, which covered the three-year period from April 2019 to March 2022, and the actual figures.

In May 2021, we revised our original plan in light of the impact of the pandemic. After the review, the sales target was JPY32,500 million, while the actual result was JPY31,100 million, an achievement rate of 96%. Operating income achieved the target amount.

The lower left graph shows sales and operating income. Although the pandemic has stalled us in FY2021, I think you can see that we are on a growth trajectory in the medium term. Going forward, we will work to accelerate this growth trajectory in our management.

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情報処理サービス



システム開発サービス



システム機器販売



(情報処理サービス)

データセンターやクラウドサービス利用、およびガソリンスタンドの受託計算処理が順調に推移、3期通じ売上高は増収基調。売上総利益も順調に推移。ストックビジネス基盤強化が進展

(システム開発サービス)

2021年3月期は、新型コロナウイルス感染症の影響により減収となったが、業種別体制を見直し等の対策を講じ、2022年3月期の売上高・売上総利益ともに復調

(システム機器販売)

ガソリンスタンド向けPOS機器販売やシステム開発サービスに付随した機器販売等が寄与し堅調推移

The following are the results by segment.

The graph is for the four fiscal years from the fiscal year ending March 31, 2019, to the fiscal year ending March 31, 2022. The bar graph shows net sales, and the line graph shows gross profit.

First, at the top left is the information processing service. Data center and cloud service utilization, as well as contract calculations at gas stations, were strong. Both net sales and gross profit remained steady throughout the three fiscal years. We believe this segment is responsible for the growth and stability of our business performance.

Next is the system development service in the upper right corner. In the fiscal year ended March 31, 2021, sales declined due to the impact of COVID-19. In the fiscal year ending March 31, 2022, both sales and gross profit recovered.

Finally, bottom left, systems equipment sales. This is the equipment sales segment associated with information processing services and system development services, and both net sales and gross profit remained strong.

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	テーマ	取組み概要
事業戦略	受託計算 ストックビジネス	<ul style="list-style-type: none"> ● 石油元売・商社、大手特約店向けサービス強化 ● 特約店SS間取引、キャッシュレス・ポイント等新サービス対応 ● 石油元売との合併会社設立（業務効率化・デジタル人材育成）
	クラウドサービス ストックビジネス	<ul style="list-style-type: none"> ● クラウドサービス販売の拡大 ● クラウドサービス、OEM、販売パートナーの拡充 ● ストレージ、バックアップ商材の拡充
	DXソリューション	<ul style="list-style-type: none"> ● 顧客のDX推進に向け業種別体制を見直し ● 商材拡充 ● 働き方改革、セキュリティサービス商材、3密データ分析サービス
投資戦略	人材育成	<ul style="list-style-type: none"> ● キャリアステップにあわせた育成 ● 各種研修（新人社員研修、年次別・管理職研修、リーダー育成塾） ● 人事制度改定
	データセンター	<ul style="list-style-type: none"> ● 設備投資 ● 先端技術への投資（GPUクラウド、高性能ストレージ等） ● 顧客のニーズを捉えた投資、計画的な更新投資
	研究開発	<ul style="list-style-type: none"> ● 次世代クラウドプラットフォーム開発 ● 産学連携による衛星データ活用、超小型衛星実証事業への参画

Next, these are our efforts to strengthen our infrastructure.

In the previous medium-term management plan, we drew up a plan that was largely divided into business and investment strategies.

In terms of business strategy, we focused on the themes of contract calculations, cloud services, and DX solutions. Each of these efforts included expansion of services for the energy industry, expansion of cloud service sales, review of the structure by industry, and expansion of commercial products for DX promotion. We have achieved certain results in strengthening our business infrastructure.

In terms of investment strategy, we have set three main themes: human resource development, data center, and R&D. Based on the philosophy that employees are the greatest asset in management, we focused on human resource development. Revisions were also made to establish a fair personnel system that helps employees feel a sense of job satisfaction and allows the Company's employees to grow as well.

In addition, we have promoted investments in cutting-edge technologies and customer needs. In research and development, we have also promoted development related to cloud platforms and industry-academia collaboration with Yokohama National University, Tokyo Institute of Technology, and others.

We will seek synergies between our operations and investments to further solidify the foundation for future growth.

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総括

- データセンター・クラウドサービスを基盤とした情報処理サービス（＝ストックビジネス）を強化
- 顧客のデータセンター利用と共に、設備の増強を実施
- システム開発サービスにおける業種別体制を見直し、顧客の課題発掘力・解決力を強化。サービス・技術力の拡充

課題

- 情報処理サービスを成長基盤として更に強化、顧客・社会のDX推進のプラットフォームとして推進
- 運用ノウハウをサービスとして展開
- コスト上昇への対応力を強化
- 顧客や社会のニーズにマッチする投資力の維持、データセンター新設を含めた設備増強の検討
- 人的資本強化

This is a summary of the previous medium-term management plan and a summary of issues.

This is a summary of the upper slide.

First, we will strengthen our information processing services, or stock business, based on data center and cloud services. This business is the base of both our growth and stability.

The second point is the implementation of facility enhancement along with the operation of the customer's data center. We believe that our ability to provide services in our own secure environment, from contracting to operation and output, has been well received by our clients.

The third is to strengthen our ability to identify and resolve customer issues and expand our service and technical capabilities in system development services. In both sales and development, we have reexamined our industry-specific structure and reviewed our systems to ensure that our contacts with customers are more effective. We believe that this has strengthened our ability to identify and resolve issues and has enhanced our ability to provide services that accurately meet the needs of our customers and their needs.

Continuing on, our challenges are stated in the lower section. Expectations for DX promotion and the use of ICT are increasing.

We are looking forward to stronger contact with our customers and to achieving growth through appropriate service and competitiveness. The first of these tasks is to further strengthen information processing services as a growth platform and promote them as a platform for DX promotion for customers and society.

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Our information processing services business has provided the foundation for our customers' business operations and society through the provision of data centers and cloud computing. We will continue to promote this business as our mainstay business, as we expect the needs for data center operations, various types of operations, and BPO to continue to grow.

The second is operational knowledge and deployment as a service. We believe that our unique feature and strength is that we are not only engaged in system development and SI business, but also in data center operations, BPO, and other contracted operations. This will be further strengthened and developed as a service field.

In October last year, we established ENEOS Diginet, a joint venture with ENEOS Corporation, which also makes use of our operational knowledge. We hope to use our unique combination of development and operations to expand our business.

The third point is to strengthen our ability to respond to rising costs. In recent years, the cost of capital investment and electricity rates have been rising markedly. We would like to work on this issue as we consider it an important task to be able to provide our customers with appropriate prices.

The fourth point is to maintain investment capacity to improve profitability and match customer needs, and to consider facility expansion, including the construction of a new data center. The need for data center-related services is high, and we see a need to continue investing in this area for the foreseeable future. We intend to make investments in a timely and appropriate manner in order to anticipate the needs of our customers and society.

Finally, we are strengthening human capital. Based on the philosophy that our employees are our greatest asset in management, we intend to make firm efforts to strengthen our human capital.

These are the summaries and issues.

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(金額単位：百万円)

	2022年3月期 実績	2025年3月期 目標
売上高	31,169	37,700
営業利益	2,367	3,200
営業利益率	7.6%	8.5%
ROE	10.1%	10%以上

- 売上高・営業利益の増加を図りつつ、営業利益率・ROEの向上も目指す

Next, I will explain our medium-term management plan. First, the numerical targets.

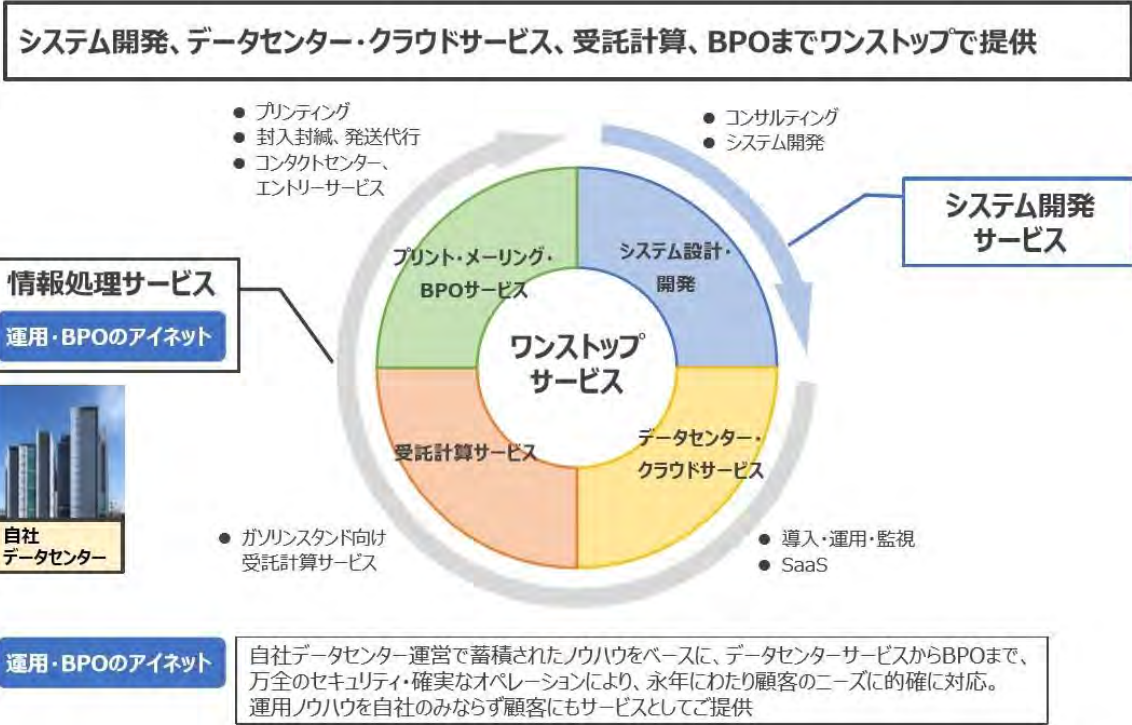
The results for the fiscal year ending March 31, 2022, are as I mentioned earlier. For the fiscal year ending March 31, 2025, we project net sales of JPY37,700 million and operating income of JPY3,200 million. As a result, the Company intends to maintain an operating margin of 8.5%, up from the current 7.6%, and a ROE of at least 10%.

While increasing net sales and operating income, we will also aim to improve operating margin and ROE.

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This is our service development model.

We have two major business segments and four services to explain.

The two business segments are information processing services and system development services. These information processing services are cloud computing using our data centers, which is one of our strengths, as well as operation and BPO business, which form a dual role with system development.

The four services are system design and development, data center and cloud services, contract calculation services, and printing, mailing, and BPO services. By offering these services in a one-stop manner, we hope to contribute to a virtuous cycle that helps our customers address issues and improve their business performance. We can also arrange for transportation of customer data received through contracted calculations or cloud computing without exposing any of the data to the outside world.

The bottom frame of the slide also describes I-NET for operations and BPO. Based on the technology in our own data centers, we have been accurately responding to our customers' needs for many years by providing a full range of services from data center services to BPO with complete security and reliable operations.

Our intention is to provide this operational knowledge as a service not only to ourselves but also to other companies. We would like to encourage our clients and investors to do more of these kinds of initiatives.

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重点強化ポイント	主な取組み	関連SDGs
DX、New Normal時代に向けた顧客サービス、研究開発の推進	<ul style="list-style-type: none"> クラウドサービス普及拡大 非接触、非密集対策 ビッグデータ・AI・IoT推進 	
共創・イノベーション推進と価値創出	<ul style="list-style-type: none"> SDGs推進専門部署設置 産公学民連携事業推進 財団、特例子会社による事業活動推進 	
人材の多様化、高度化、生産性向上	<ul style="list-style-type: none"> 社員の能力開発 ダイバーシティ推進 キャリア形成支援 働き方改革の推進 	
サービス展開モデルにおける事業ポートフォリオの適切な運営、企業価値の向上	<ul style="list-style-type: none"> 自社データセンターによるワンストップモデル推進 ストックビジネス強化 	

I would like to continue by discussing the priority points to reinforce.

I have listed four.

The first is to promote customer service and research and development for the DX and new normal era. Expectations for data center services in terms of power saving, disaster and BCP response are expected to increase. We will steadily promote big data, AI, IoT promotion, etc.

The second point is to contribute to a sustainable society by solving social issues. We believe that it will become increasingly important to identify social issues and operate to present solutions to them, such as by establishing a dedicated SDGs promotion unit, collaborating with industry, public, academia, and civil society, the community support foundation established by our Founder, and special-purpose subsidiaries that aim to promote employment of people with disabilities.

The third point is to diversify, upgrade, and improve the productivity of human resources. We will work to maximize the benefits of employee development, the greatest asset in management, a diverse corporate culture, and the promotion of diversity. We intend to make our organization more productive by changing the way we work and by improving the capabilities and skills of our employees, thereby increasing their contribution to the business.

The last item is the proper management of the business portfolio in the service development model and the enhancement of corporate value. We will pursue themes such as promoting a one-stop model using our own

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data center and strengthening our stock business and will strive to maximize our service development capabilities.

サービス別事業戦略



情報処理サービス	データセンター・クラウドサービス	<ul style="list-style-type: none"> ● インフラ運用、システム運用、業務運用まで幅広いサービス提供推進 ● 顧客に応じクラウドへの移行を手厚くサポート ● 新サービス拡充（セキュリティ、ストレージ等） ● 高効率、低消費電力サーバ・ストレージによる省エネサービスの提供
	受託計算サービス	<ul style="list-style-type: none"> ● 石油元売り・商社向けDX推進強化（業務効率化提案等） ● 大手特約店向けサービス拡充（規制対応、ASP利用拡大） ● 顧客の拡大（SS向けサービス拡充、LPG業界向けサービス展開）
	プリント・メーリング・BPOサービス	<ul style="list-style-type: none"> ● 業務効率化コンサルティング推進（電子と紙のハイブリッド化） ● サービス多角化（協業先との連携 - BPO、配送サービス等） ● 業務の質・量の強化に向けた設備の増強と効率的運営
	システム開発サービス	<ul style="list-style-type: none"> ● 金融機関向けサービスの強化 ● 販売管理システム、IoTプラットフォームのサービス展開強化 ● 宇宙・衛星事業における協業と自社サービスの強化

Next is the business strategy by service.

It is largely divided into information processing services and system development services.

The first is data center and cloud services within information processing services. We provide an important operational infrastructure for your business. We will promote the provision of a wide range of services from infrastructure operation, system operation, and business operation, assistance, and support for migration to cloud computing, expansion of new services, and provision of energy-saving services.

This is followed by contract calculation services. The main customer segments are petroleum wholesalers and gas stations. We are entrusted with the processing of calculations, such as closing and tabulation. This is our founding business and one we have been engaged in for the past 50 years. Thanks to this, we have the largest market share in Japan in terms of the number of our data center customers.

This is followed by print, mailing, and BPO services. This service prints data received from customers as statements, numbers, etc., and delivers them by mail. While the paperless movement is progressing, we hope to meet the needs of our customers and society by proposing a hybrid use of electronic and paper, depending on the application.

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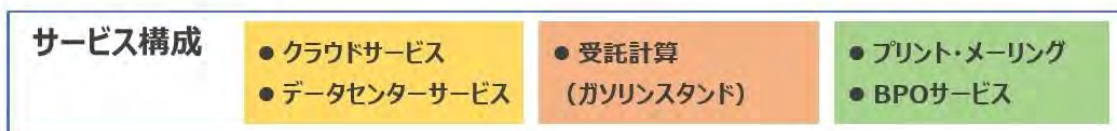
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Finally, there is system development. We are focusing on developing our development expertise as a service and strengthening it. We aim to provide systems for financial institutions, sales management systems, IoT platforms, and analysis of space data as a service.

情報処理サービス



- 毎月定額で売上計上
- 次年度以降も契約が継続
- ストックビジネス=情報処理サービス

- 継続的な売上による成長基盤
- 1人あたりの売上・利益の増加

I would like to provide an additional explanation of information processing services.

As shown in the middle-left graph, information processing services have been growing steadily. In addition, as shown in the graph on the right, the percentage of total company sales has been increasing. These information processing services are stock businesses that provide monthly fees once a contract is made and are fundamental businesses that bring growth and stability. We will continue to focus on strengthening and increasing the ratio of these products.

- 当社サービスの軸となるデータセンターを中心に、社会的基盤として強化・推進
- 2019年度～2021年度は顧客のデータセンターのご利用と共に、設備の増強を実施
- 2022年度以降は、クラウドサービスの拡がりに合わせた増強継続
- データセンター新設の検討



I would like to explain about capital investment.

We have been strengthening and promoting capital investment in data centers, which form the axis of our services and serve as a social infrastructure.

In terms of investment, the period from the fiscal year ending March 2019, to the fiscal year ending March 2021, was the peak for the time being. In the fiscal year ending March 31, 2022, and beyond, we hope to continue to reinforce this in line with the expansion of cloud services. The Company will implement a balance between capital expenditures and depreciation and amortization expenses.

In addition, use of data center services has been strong, and we will continue to consider the establishment of a new data center. We will continue to respond flexibly to customer needs and strive to expand the scale of our business while taking into consideration the balance between sales and data center investment.

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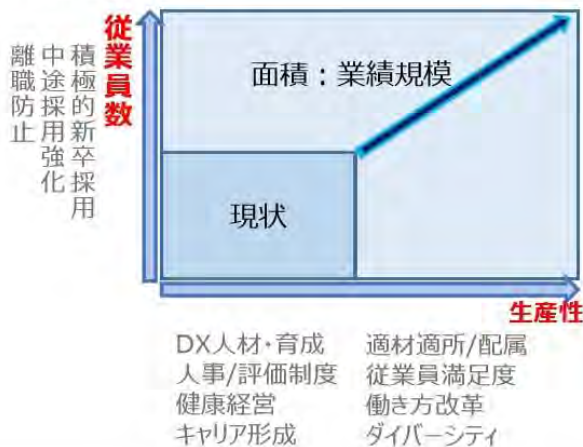
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- 方針

情報技術でEnjoy Lifeを応援する会社を実現するために、経営における最大の財産は社員であるという理念のもと、社員の働きがいの実感につながり、会社も社員も成長ができる公正な人事制度を定めている

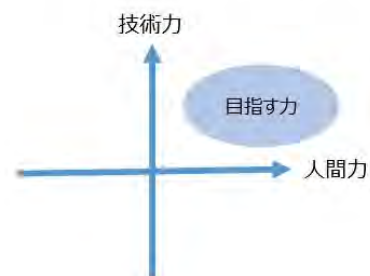
- 人材投資による業績規模の成長拡大

生産性向上と従業員数の増加を意識し、持続的成長を目指す



- IT人材としてあるべき姿

- 顧客から信頼される技術力と人間力を 育成する
- 若手やシニア、全ての世代が活躍できる



This is our human resources strategy and policy.

As I mentioned earlier, based on the philosophy that our greatest asset in management is our employees, we have defined a fair personnel system that leads to a real sense of how employees work and allows both the Company and employees to grow.

The figure on the lower left is a conceptual diagram of expanding scale in terms of the number of employees and the area of productivity expansion. We will put this into practice as needed with measures that extend along the vertical and horizontal axes. In addition, we will strive to develop the ideal IT personnel, emphasizing technical and human skills.

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人材育成、開発

- 高度DX人材の育成（AI、データサイエンスなど）
- 若手の早期育成（新人研修は1年間のサポート）
- 学び場の提供（産学連携共同研究、社会人大学、eラーニング）
- 資格取得奨励による技術者の第三者評価UP

働き方改革

- テレワークの活用促進
- オフィスレイアウトの見直し推進（フリーアドレス等）
- 社内システムのDX化、ペーパーレス化、生産性向上
- 副業解禁の検討



（開発拠点をリニューアル）

ダイバーシティ&インクルージョン

- ダイバーシティ推進室による活動
- 女性社員の積極採用継続（新人の4割が女性）
- 外国人、障がい者など多様な人材採用
- 「えるぼし」、「くるみん」認定の継続
- 女性管理職の積極的登用



（えるぼし）

健康経営

- 定期健康診断の受診率100%を継続
- 健康保険組合と連携し特定保健指導の受診率UP
- スポーツ大会の開催や部活動支援継続
- ホワイト500の認定継続



These are the individual measures and related measures of the human resource strategy.

We will implement measures for human resource development, work style reform, diversity and inclusion, and healthy management. The Company will strive to manage its operations by integrating its human resource strategy with measures to improve productivity through the use of telework and the promotion of in-house DX.

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将来の資金需要や成長投資に備え、内部留保しつつ連続増配を目指す

- 配当実績（2011年度～2021年度）
 - 11期連続増配（予想）
 - 2015年度に創立45周年、2020年度に創立50周年の記念配当 2円



This is our dividend performance and policy.

As I explained earlier in the dividend results, we have continued to increase dividends steadily and plan to increase dividends for 11 consecutive fiscal years. While retaining internal reserves for future capital needs and investment for growth, we will also strive for profit growth so that we can continue to pay stable dividends in the future, aiming for consecutive dividend increases.

The above is an explanation of our medium-term management plan.

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情報技術で*Enjoy Life*を応援します



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<問合せ先>

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visit our website

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We look forward to your continued support of I-NET, a company that supports Enjoy Life through information technology.

Lastly, the entire I-NET Group will work as one to achieve the planned figures I have explained today and to earn even stronger trust from you, our stakeholders, and all other stakeholders. We would appreciate your further support.

That is all I have to say. Thank you very much for your kind attention.

Moderator: Thank you, President Sakai. This is the end of the explanation of financial results and the mid-term management plan.

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Question & Answer

Moderator [M]: We will now move on to the question-and-answer session. Do you have any questions? Since there appears to be none, we will now conclude today's financial results briefing.

If you have any questions after the earnings presentation, please contact us at the contact information on the page at the back of the slide. An archive of today's event will be posted on our website at a later date.

Thank you very much for taking time out of your busy schedule to join us today.

[END]

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