



May 16, 2022

**Supplementary
Briefing Materials for
Financial Results
Fiscal Year Ended
March 2022**

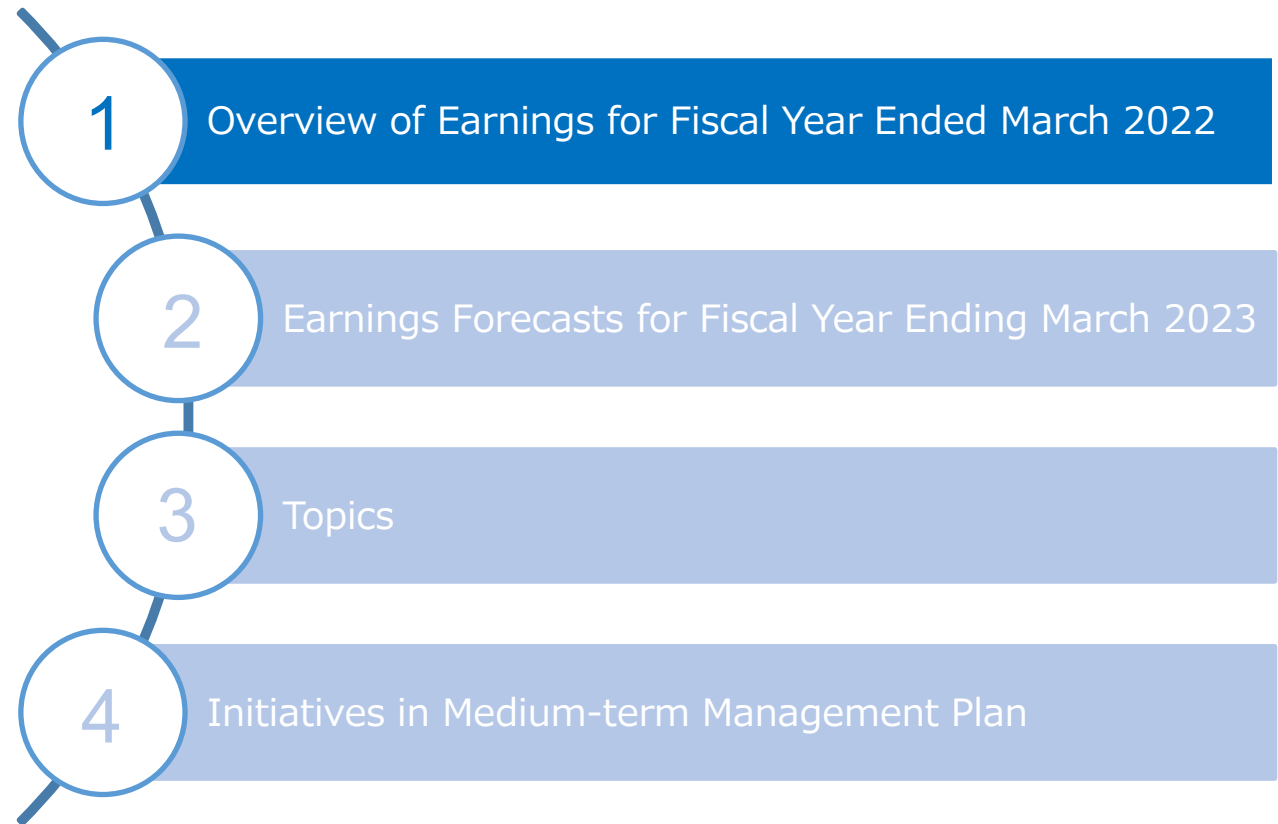
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FY2022 : Consolidated Overview of Earnings

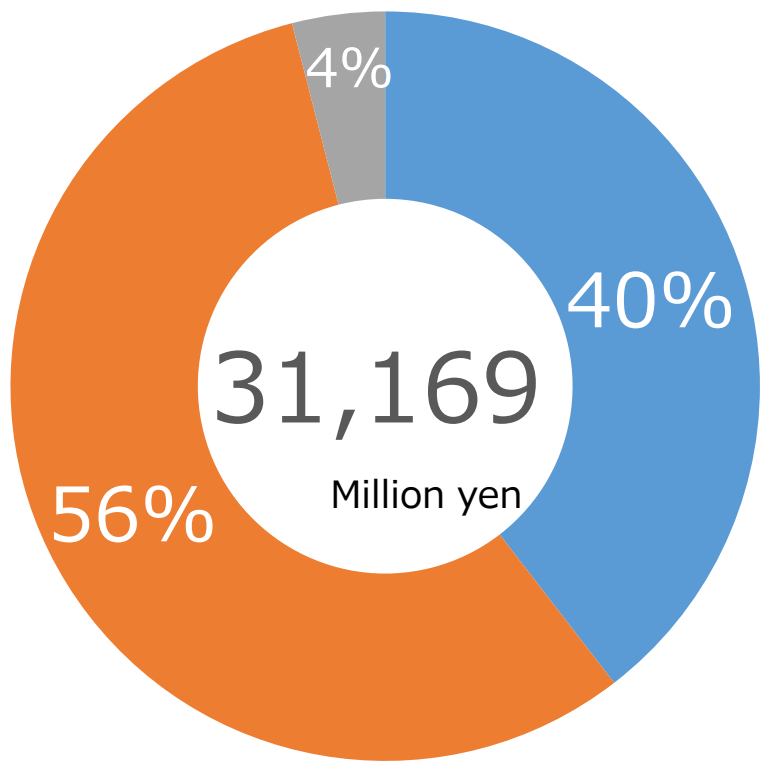


(Unit: Million yen)	Fiscal year ended March 2021 ("FY2021")		Fiscal year ended March 2022 ("FY2022")		Change YoY	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Net sales	30,016	100.0%	31,169	100.0%	1,153	3.8%
Cost of sales	23,211	77.3%	24,018	77.1%	806	3.5%
Gross profit	6,804	22.7%	7,151	22.9%	346	5.1%
Selling, general and administrative expenses	4,648	15.5%	4,783	15.3%	134	2.9%
Operating income	2,155	7.2%	2,367	7.6%	212	9.8%
Ordinary income	2,279	7.6%	2,542	8.2%	262	11.5%
Net income attributable to parent	1,494	5.0%	1,694	5.4%	199	13.4%
Income per share (yen)	93.62	—	106.08	—	12.46	13.3%

Net sales by service

We provide customers with services in the following three service categories.

Percentage of Net sales by service in FY2022



Information processing

12,464 million yen
 Data center, Cloud service
 Commissioned calculation service
 Mailing Service etc.

System development

17,511 million yen
 Development of software
 Development of hardware etc.

Product sales

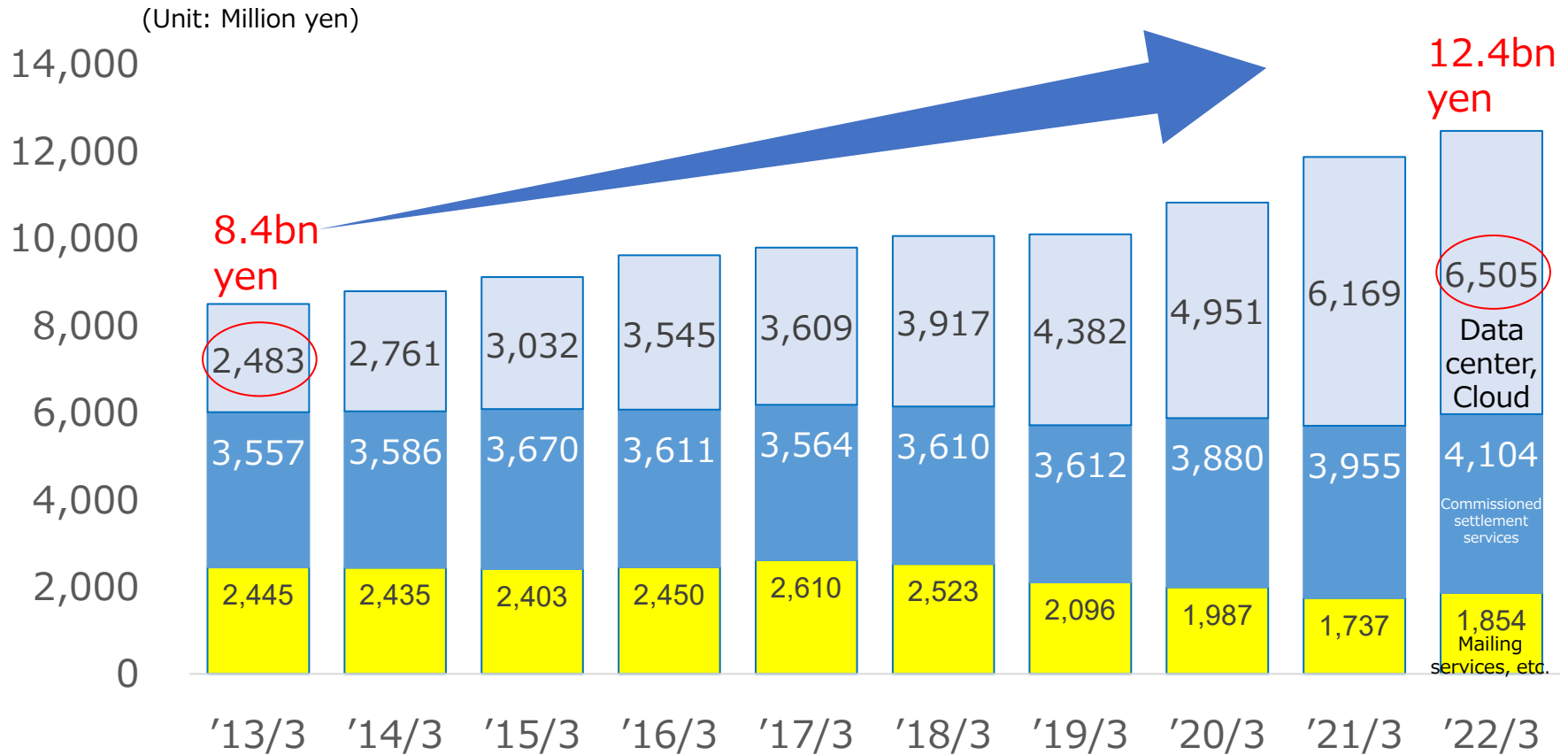
1,193 million yen

Note: Total of Net sales by service may not match due to rounding. The same applies hereafter.

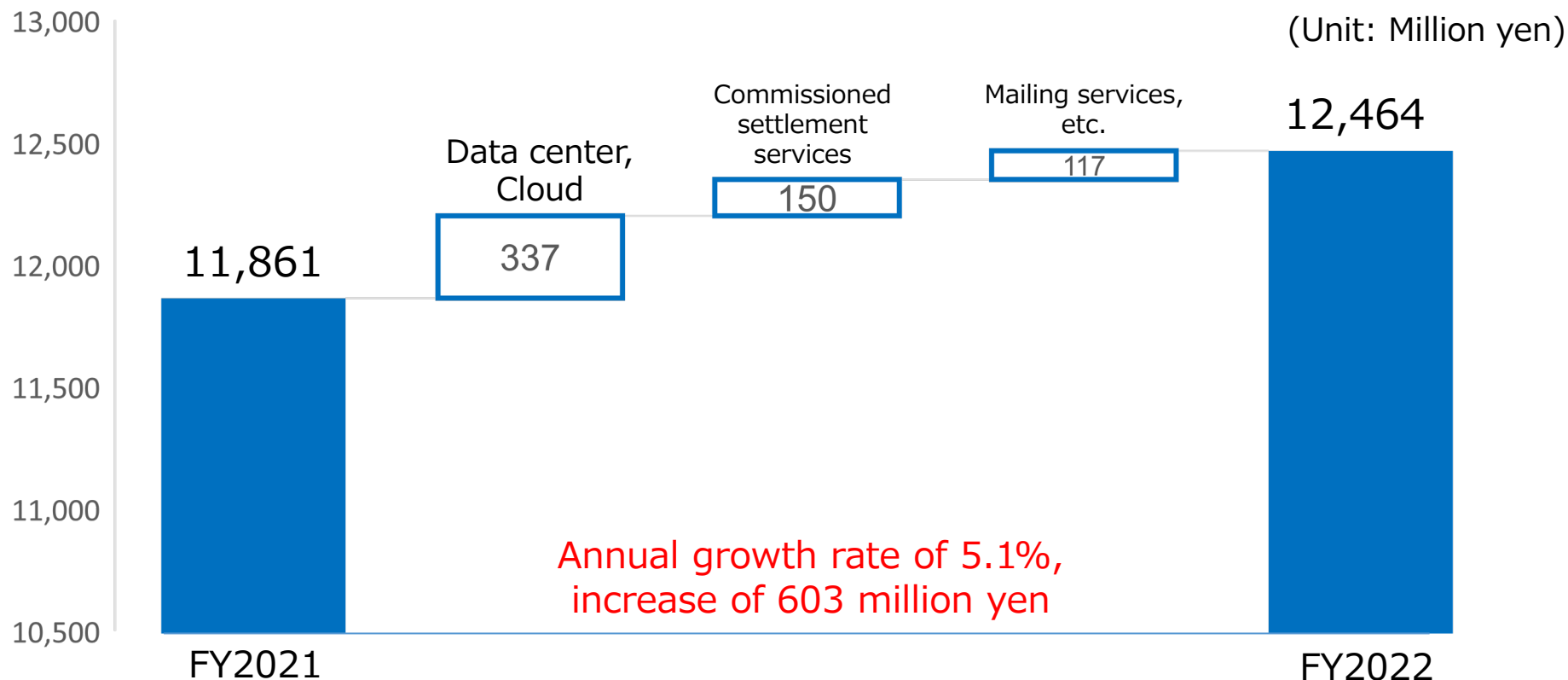
FY2022 : Full-year sales by service

(Unit: Million yen)		Fiscal year ended March 2021	Fiscal year ended March 2022	Change YoY	
		Amount	Amount	Amount	Percentage
Information processing	Net sales	11,861	12,464	603	5.1%
	Gross profit	2,803	2,949	146	5.2%
	Ratio of gross profit to net sales	23.6%	23.7%	0.0%	–
System development	Net sales	16,936	17,511	574	3.4%
	Gross profit	3,821	4,001	179	4.7%
	Ratio of gross profit to net sales	22.6%	22.8%	0.3%	–
Product sales	Net sales	1,217	1,193	(24)	(2.0%)
	Gross profit	179	200	20	11.6%
	Ratio of gross profit to net sales	14.8%	16.8%	2.1%	–
Total	Net sales	30,016	31,169	1,153	3.8%
	Gross profit	6,804	7,151	346	5.1%
	Operating income	2,155	2,367	212	9.8%
	Operating margin	7.2%	7.6%	0.4%	–

- In the fiscal year ended in March 2022, Information processing services remained a strong performer. System development services recovered from the impact of COVID-19 to a pace of steady growth.
- Gross profit increased over the previous year in all service categories.

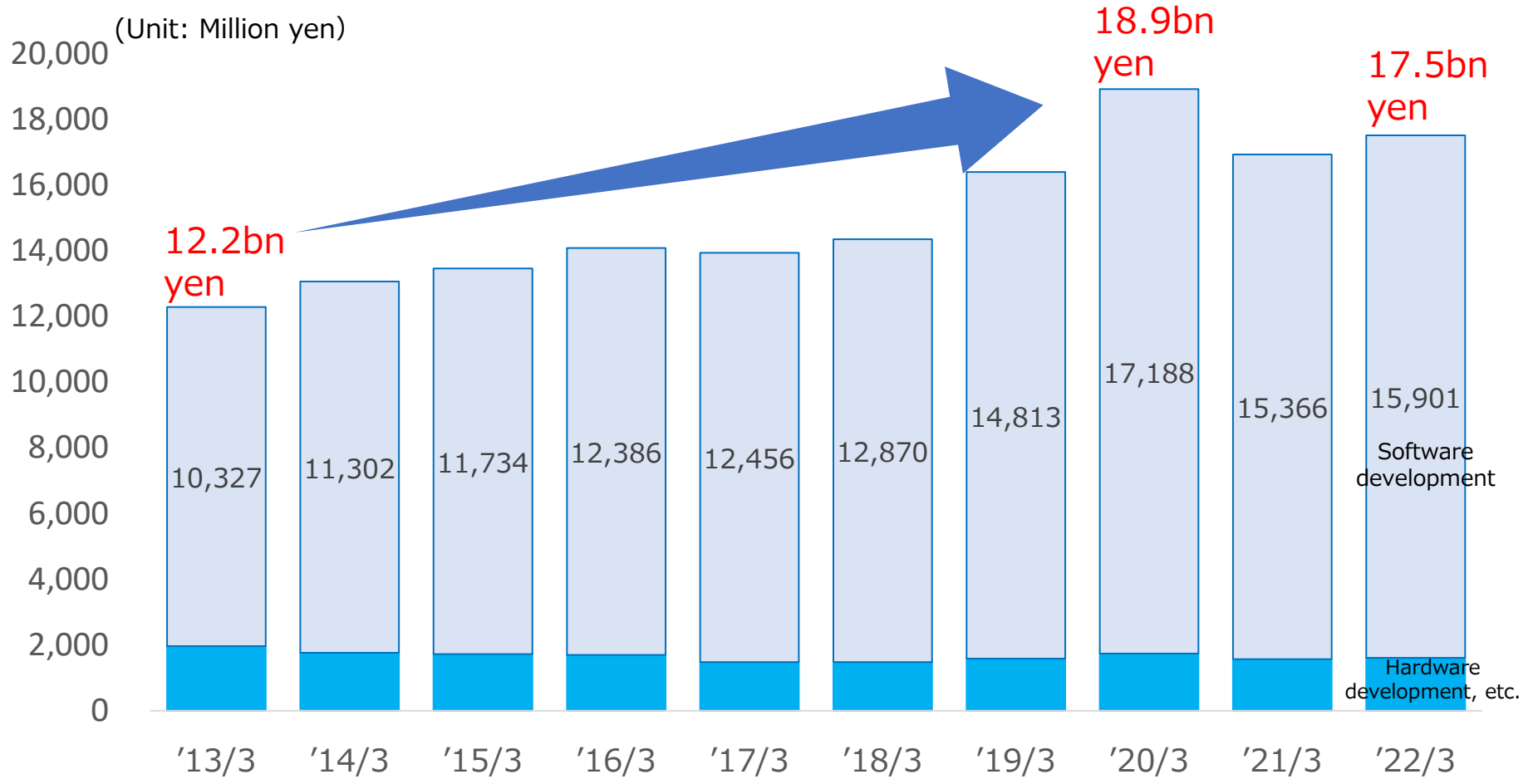


- Sales in Information processing services have grown approximately 1.5 times over the past 10 years.
- In particular, Sales in Data center and Cloud service has grown substantially, approximately 2.6 times over the past 10 years.
- Commissioned settlement at gas stations, our founding business, remains solid with its sales increasing every year.
- Competition for Mailing services has been on the decline due to a reduction in mailed material over the previous over the previous year, but our Company’s services are well regarded and inquiries have been increasing. We also see signs of a halt in the decline.



- Sales in Information processing services increased by +5.1% p.a. to 12.4 billion yen in FY2022.
- As in the previous year, sales in Data centers and Cloud services increased, and Commissioned settlement at gas stations and others were also solid.
- Sales in Mailing services in FY2022 showed the first rise in these five fiscal years. As a result all services began to show gains in sales over the previous year.

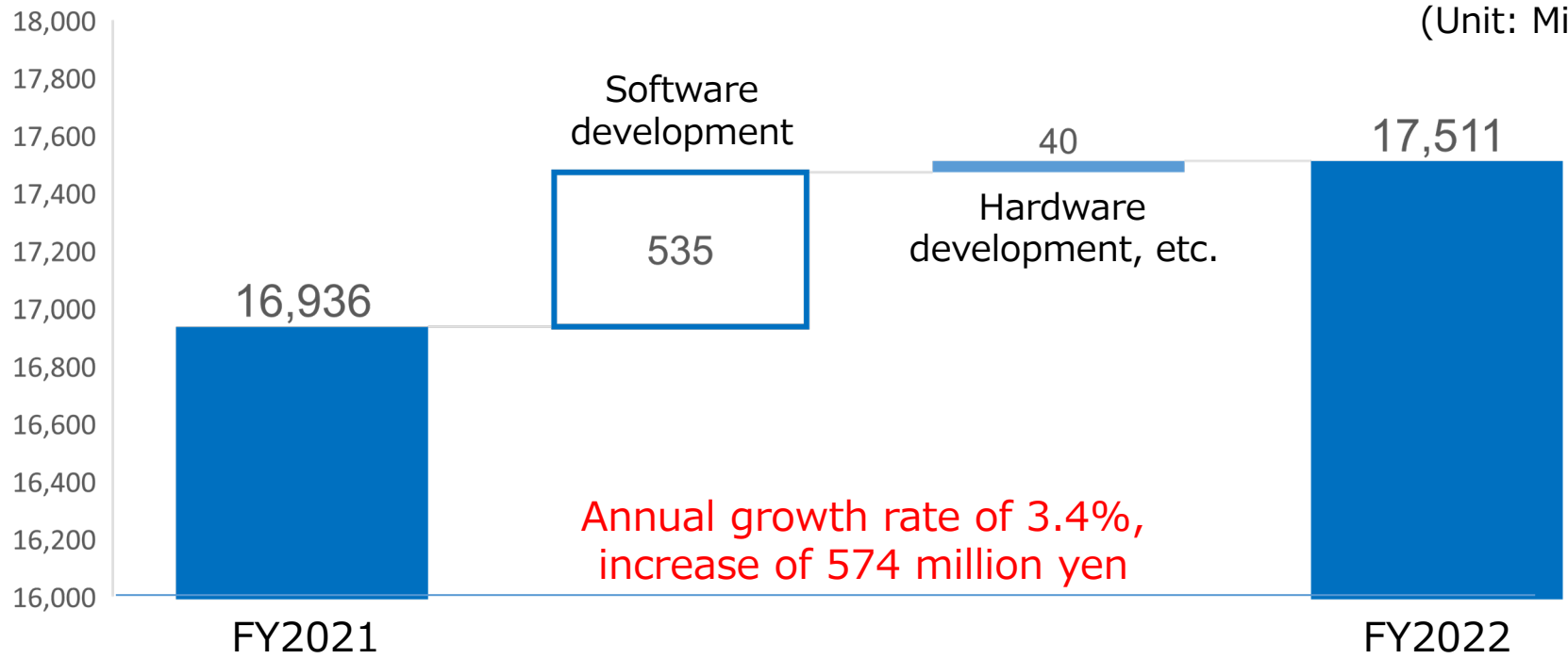
FY2022: System development – Trends in net sales



- Sales in System development services grew approximately 1.4 times over the past 10 years.
- The sales has increased every fiscal year until the record-high sales totally 18.9 billion yen achieved in FY2020. In the following year, the sales declined in FY2021 in part due to customers' review of development projects as a result of the pandemic.
- However, the close relationship between the customers and I-NET is still strong, so that the decline in Net sales was limited in scale.

FY2022: System development - Factors behind fluctuations in net sales

(Unit: Million yen)

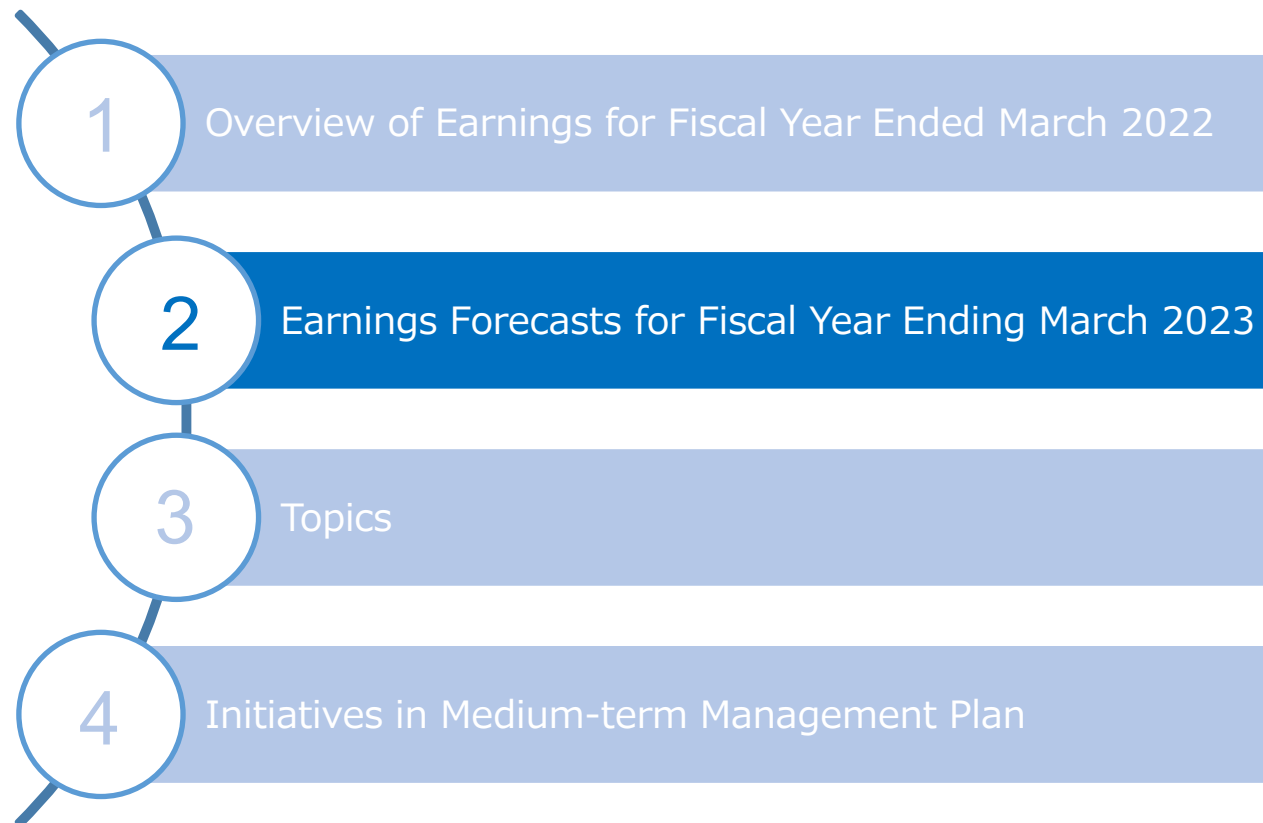


- Sales in System development in FY2022 increased by +3.4% p.a. to 17.5 billion yen.
- While the environment remains difficult due to COVID-19, sales from customers in the financial industry, distribution industry, and communications service industry, who respect the Company's expertise and technology, were solid, and recovered from a decline in sales in the previous fiscal year to gains.
- In this fiscal year, as a result of efforts to improve the operational efficiency of system employees, gross profit improved. Gross profit increased by +4.7% p.a., exceeding the 3.4% p.a. increase in net sales.

FY2022 : Consolidated Balance Sheet

(Unit: Million yen)		End of fiscal year ended in March 2021		End of fiscal year ended in March 2022		Change YoY	
		Amount	Constituent ratio	Amount	Constituent ratio	Amount	Percentage
	Current assets	10,561	32.9%	10,701	31.9%	139	1.3%
	Non-current assets	21,494	67.1%	22,802	68.1%	1,307	6.1%
Total assets		32,056	100.0%	33,503	100.0%	1,447	4.5%
	Current liabilities	8,625	26.9%	9,903	29.6%	1,278	14.8%
	Non-current liabilities	7,218	22.5%	6,295	18.8%	(922)	(12.8%)
Total liabilities		15,843	49.4%	16,199	48.4%	355	2.2%
Net assets		16,212	50.6%	17,304	51.6%	1,091	6.7%
Total liabilities and net assets		32,056	100.0%	33,503	100.0%	1,447	4.5%

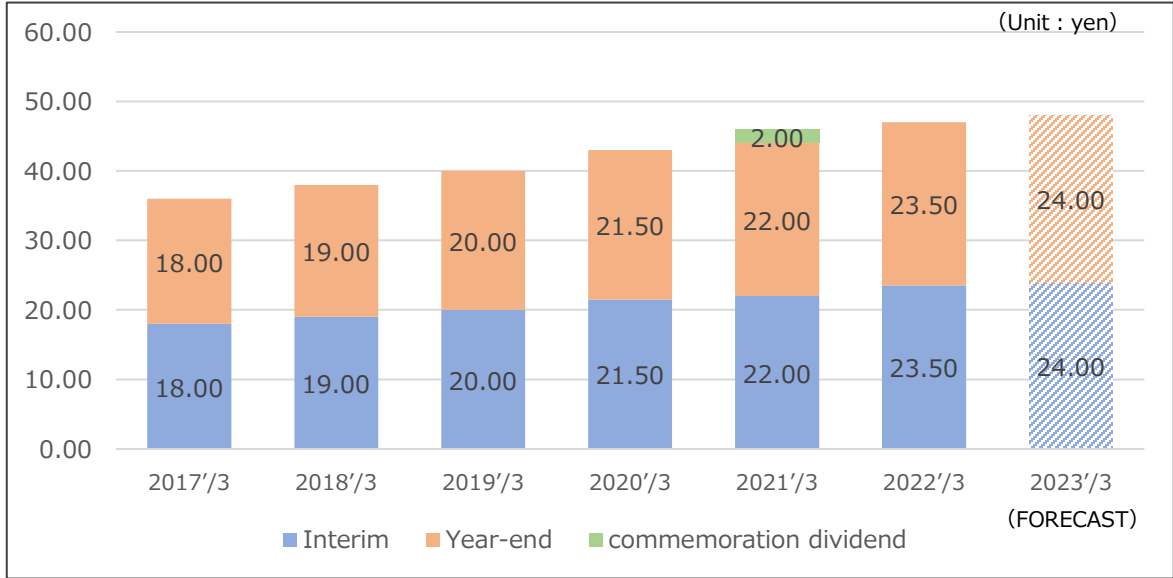
- The balance of cash and deposits at the end of FY2022 totals 3,684 million yen.
- Similarly, the balance of investment securities held at the end of the fiscal year (increased 945 million yen year on year, primarily due to revaluation of the securities).
- The balance of interest-bearing borrowings, including bank loans & leases, at the end of the fiscal year was 9,074 million yen (down 1,000 million yen year on year, primarily due to a decrease in long-term borrowings).
- The Company spent 1,953 million yen in capital expenditures in its own Data centers and others in this fiscal period.



(Unit: Million yen)	Fiscal year ended March 2022		Fiscal year ending March 2023	
	Amount	Change YoY	Amount	Change YoY
Net sales	31,169	3.8%	33,500	7.5%
Operating income	2,367	9.8%	2,640	11.5%
Ordinary income	2,542	11.5%	2,770	9.0%
Net income	1,694	13.4%	1,830	8.0%
Ratio of operating income	7.6%	—	7.9%	—
Ratio of ordinary income	8.2%	—	8.3%	—

《Dividend Policy》

Continue with stable dividends while retaining earnings to prepare for future capital demand



Plans for annual dividends per share
Dividends increase for 11 straight fiscal years



*April 2021 was the 50th anniversary since founding. We raised our dividend and also pay an additional dividend of ¥2.0 as the commemoration of 50th anniversary in FY2020.



I-NET has proactively engaged in ESG management, primarily activities giving back to the community. An SDGs Promotion Office has now been established to pursue further initiatives.

SUSTAINABLE DEVELOPMENT GOALS



Missions of SDGs Promotion Office

- Ensure familiarity with SDGs and ESG within the Company
- Promote activities giving back to society
- Collaboration with local governments, industry and academia, customers, and others
- Business development from social issues
- Promotion of initiatives with the Task Force on Climate-related Financial Disclosures (TCFD)
- PR activities

Promotion of health management

With the belief that employees are the biggest asset for management, we think that employees who are healthy both mentally and physically are the source of ongoing improvements in corporate value, and pursue health management.

We are pursuing workstyle reforms in order to create a working environment in which all employees can exercise their abilities with piece of mind.

White 500
(certified for fourth straight year)



Yokohama Health Management Certification 2022
Received highest rank of AAA (I-NET, I-NET Data Service)



Primary initiatives on health

- Declare health management
- Collaboration between HR Division, Health Support Office, and Health Insurance Union

【Promotion of employment for disabled people】

『I-NET Data Service』

A special subsidiary was established (authorized by Minister of Health, Labour and Welfare) with the aim of providing a place in which disabled people can thrive and receive support in living independently.

自立そして自律



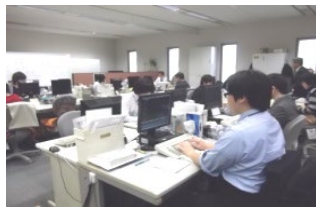
■ Primary operations



Data entry



Scanning



Light work



Preparation of business cards, etc.



【Childcare support website】

『Cheering on Working Moms』

Support Team for Working Mothers was set up and is run since June 2017 as a search site for childcare centers that uses open data for Yokohama City.

(The number of page view in FY2021 : 710 thousand views)



In January 2020, I-NET's regional development foundation was authorized as a public interest corporation. By carrying out long-term and stable activities and supporting activities that contribute to the development of a better local community, we are implementing ESG activities and giving back to society.

I-NET's regional development foundation,
a public interest corporation

The foundation carries out the following projects in
the Kanagawa Prefecture region.



私たちは、神奈川のさまざまな社会貢献活動を支援、助成することを目的に設立された財団です。



- ① Projects to support and provide subsidies or to assess and award the sustainability and activities of organizations that carry out activities related to the following activities
 - Sound training and education of children and youth
 - Sound mental and physical development through sports
 - Improve public sanitation
 - Environmental conservation and infrastructure
 - Sound development of local community
- ② Projects needed to achieve other objectives with public benefit

- 【Result】
- FY2019 : 13 organizations / 3.3 million yen
 - FY2020 : 14 organizations / 3.9 million yen
 - FY2021 : 22 organizations / 6.4 million yen

I-NET's regional development foundation was established by Noriyoshi Ikeda, I-NET's founder Supreme Adviser, to provide support and advice on sustainable activities for organizations carrying out activities contributing to society in Kanagawa Prefecture (activities aimed at providing public benefit).

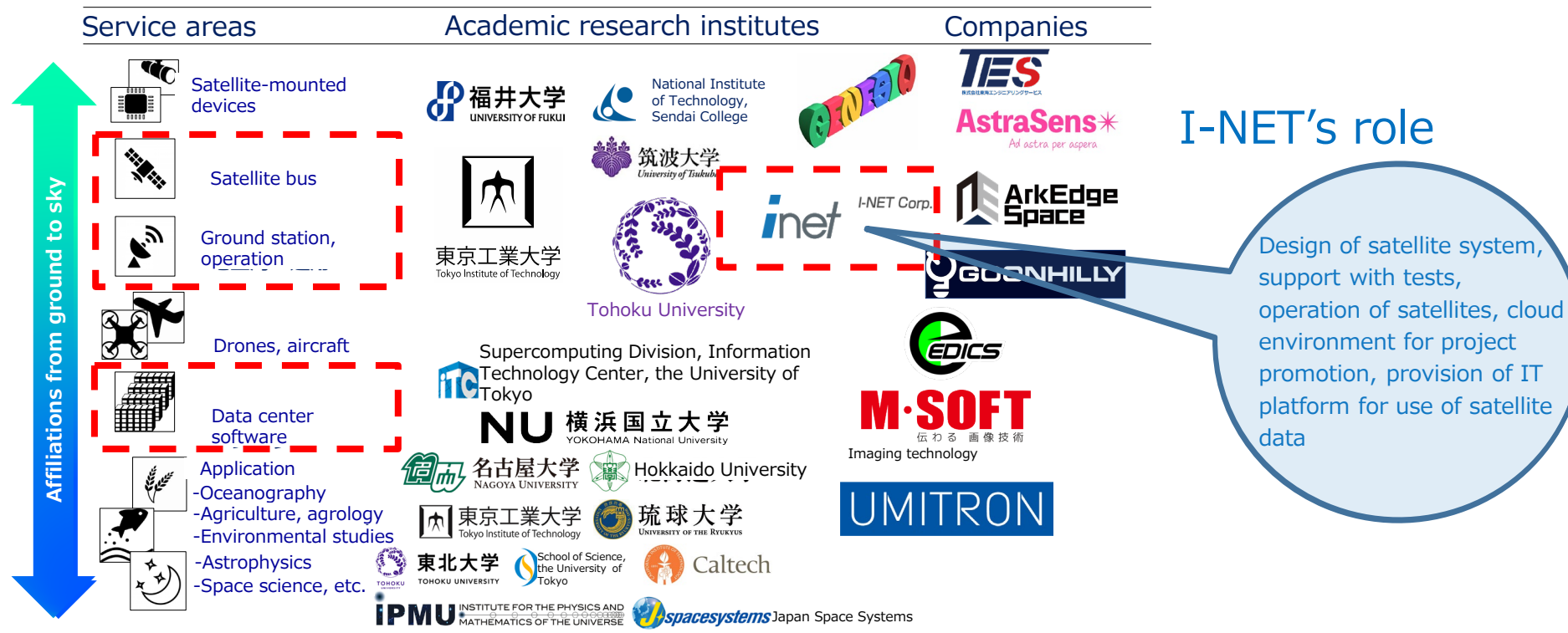
Link for foundation's website
<https://www.inet-found.or.jp/>

Expansion of Space business (Umi Tsubame Project PETREL)



As part of Japanese space agency JAXA's Innovative Satellite Technology Demonstration-3 mission, in May 2020, I-NET was chosen to participate in the land and marine observation microsatellite project (Umi Tsubame, or "petrel") carried out by a team consisting of companies and universities, with the Tokyo Institute of Technology playing the central role. Currently, the satellite is being put together and tests and other preparations are being made for a completion date in FY2022.

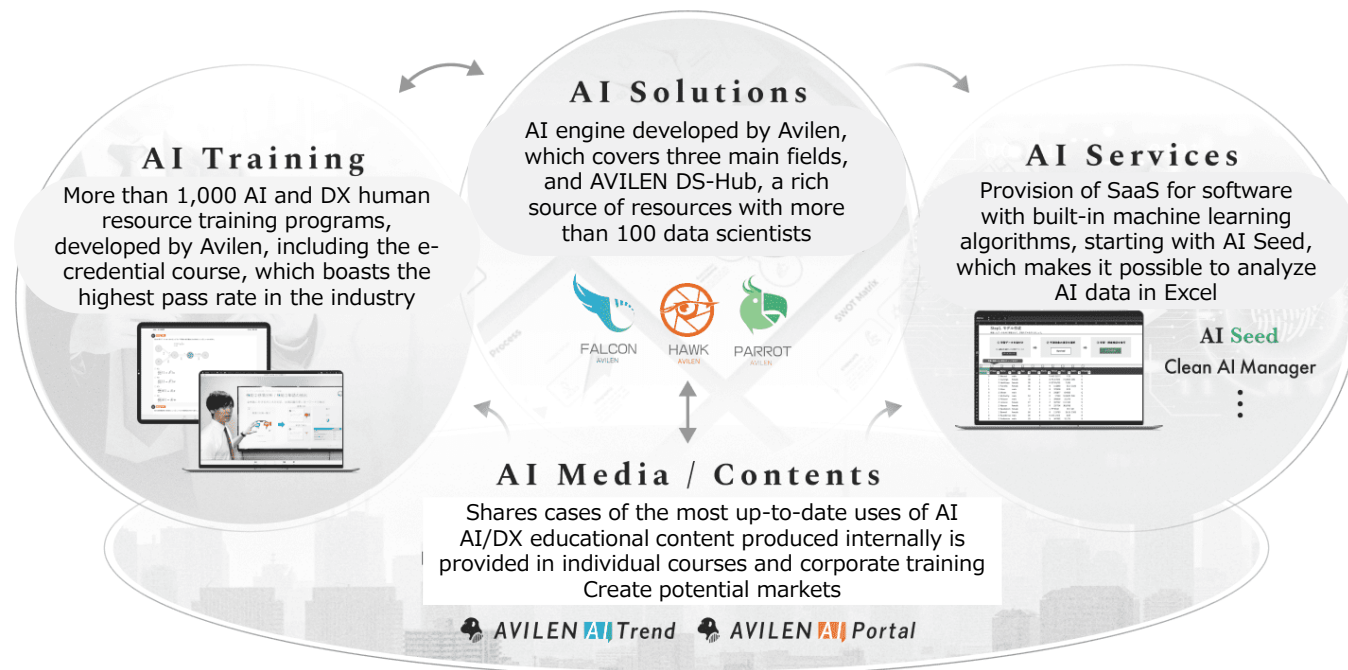
~Using IoT measurements and satellite data so that terrestrial and marine observation can contribute to resource exploration and solutions for food problems~



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

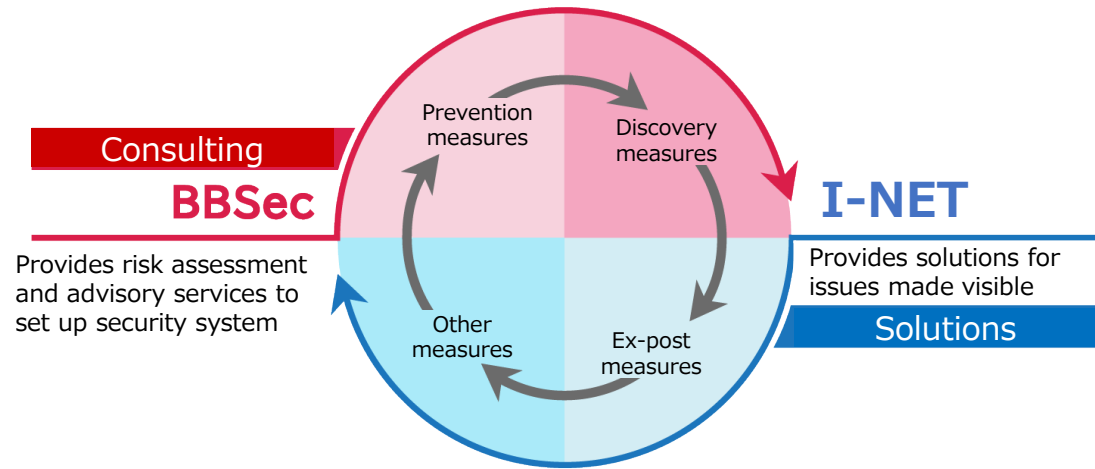
Conclusion of capital and operation tie-up agreement with AVILEN

In March 2022, we invested in AVILEN, a start-up company that develops AI technology. In this way, we are pursuing business synergies through collaboration.



- Accelerated AI and DX human resource training
- Reinforcement of AI and DX businesses
- Use of AI in data center business
- Use of AI in drone business

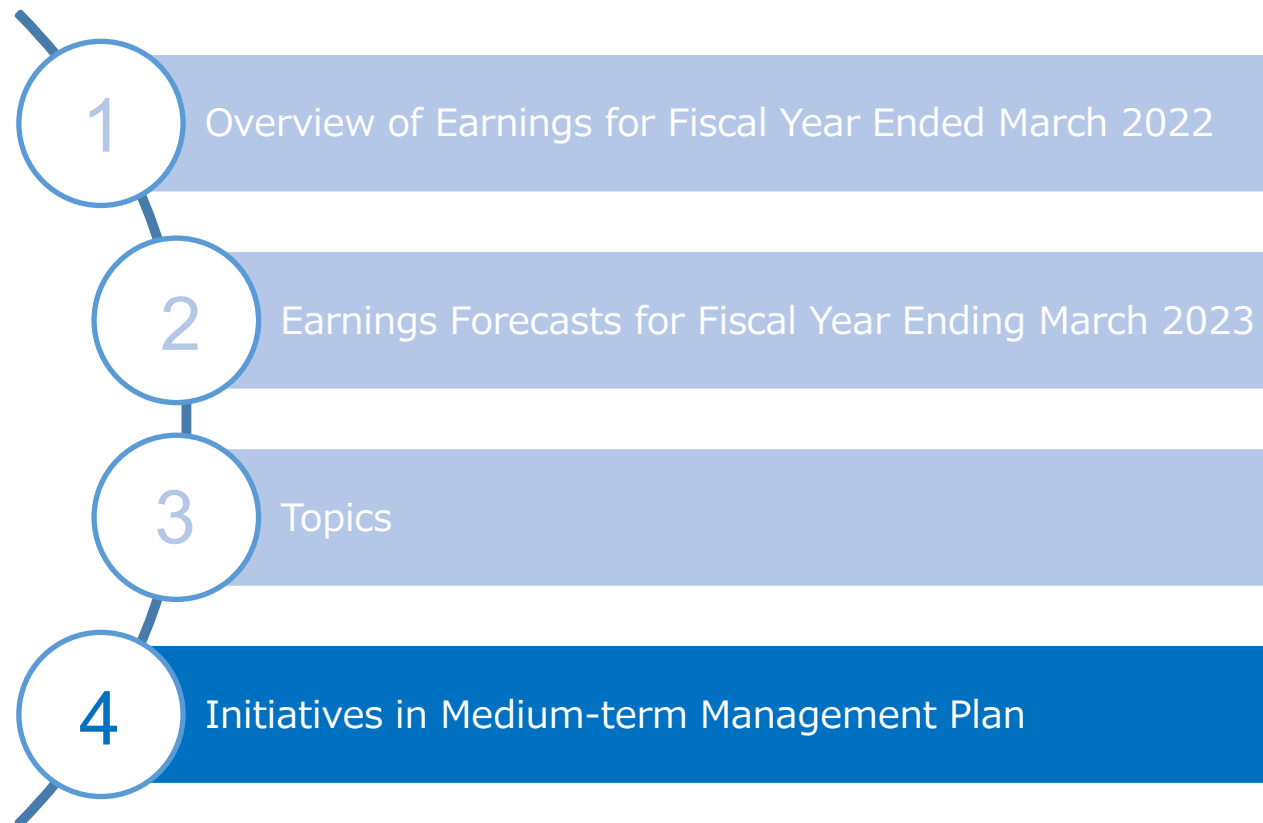
In March 2022, we began a collaboration to provide security services with BroadBand Security, Inc. (BBSec).
 Services aimed at resolving customers' issues will be offered.



Customer issues	BBSec	I-NET
Establishment of security system	Provides risk assessment and advisory services	Provides solutions for issues made visible
Introduction of cloud services	Provides risk assessment and advisory services to set up security system	Provides cloud services offered at I-NET's data centers

Example of services provided in collaboration

- Consulting services such as security risk assessments
- Service to diagnose vulnerabilities in applications and platforms



Initiatives in Medium-term Management Plan

(April 2022 - March 2025)

May 2022

I-NET Corp.

1

Looking Back on the Previous Medium-term Management Plan (April 2019 – March 2022)

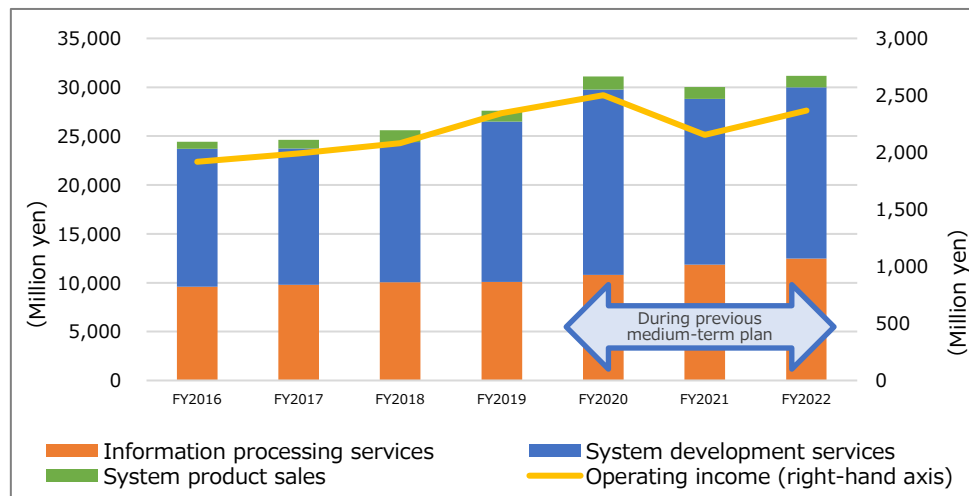
Results in numbers (Previous medium-term plan: April 2019 – March 2022)

(Unit: Million yen)

	FY2019	FY2022		
		Medium-term target ^(*)	Result	Compared to target
Net sales	27,591	32,500	31,169	96%
Operating income	2,345	2,330	2,367	102%
ROE	10.9%	10.0%	10.1%	+0.1%

(*) On May 7, 2021, the initial plan was revised downward (initial plan: 33,200 million yen in net sales, 2,730 million yen in operating income, 11.1% in ROE)

➤ Trends in financial results

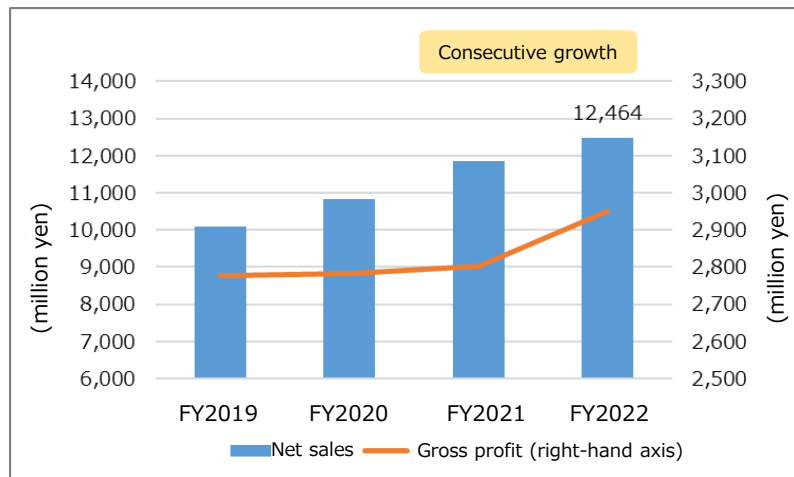


	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
ROE	9.4%	10.7%	10.4%	10.9%	11.3%	9.5%	10.1%

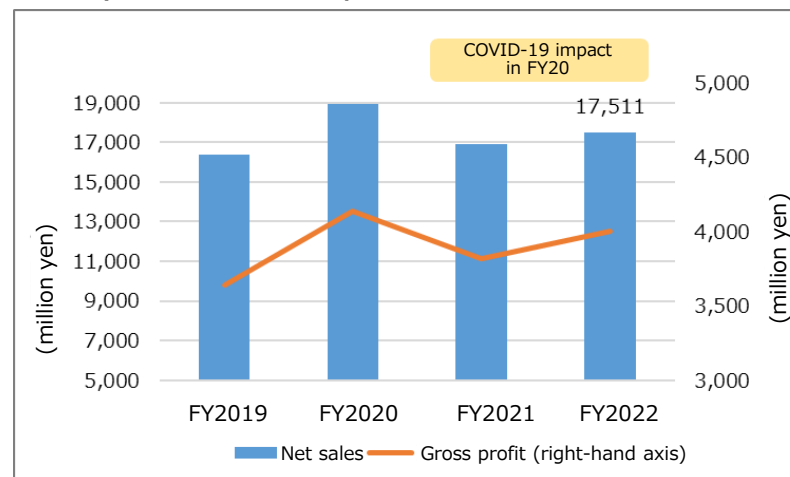
- Financial results
 - Net sales, operating income and ROE all fell due to the impact of COVID-19 in FY2021.
 - Earnings recovered in FY2022.
- Medium-term business conditions
 - Net sales and income both remain in a growth trend.
 - ROE also remains solid, at the 10% level.

Financial results by segment

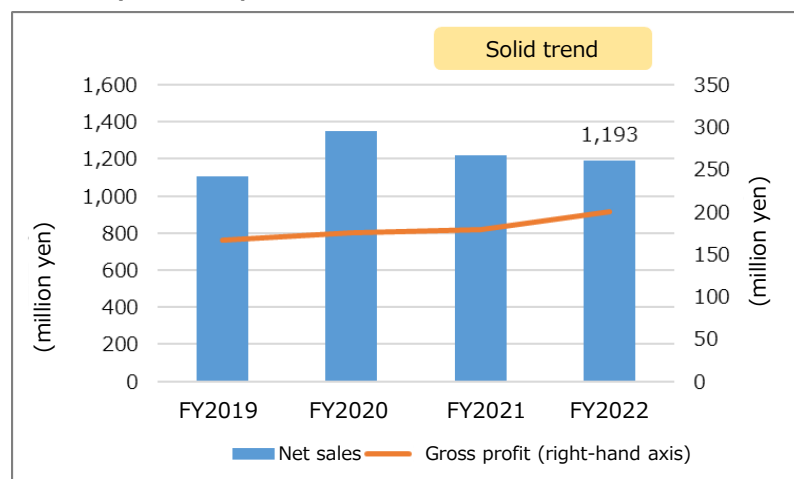
Information processing services



System development services



System product sales



(Information processing services)

Data center and cloud service use, as well as commissioned settlement at gas stations, are solid, and net sales have been on the rise for three fiscal years in a row. Gross profit is also solid. Progress has been made in reinforcing the stock business infrastructure.

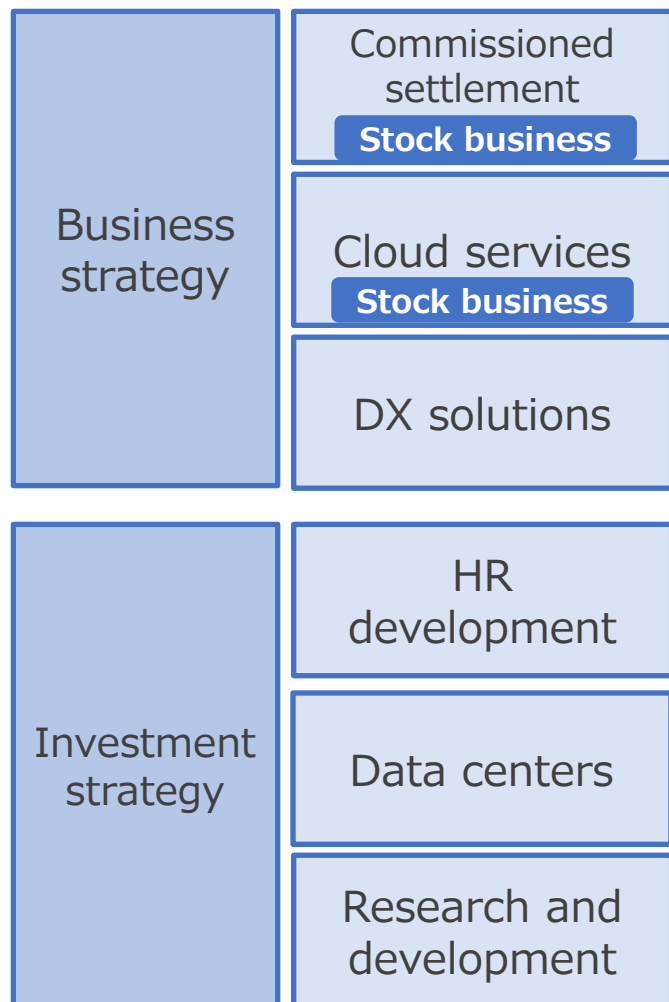
(System development services)

In the fiscal year ended in March 2021, net sales fell due to the impact of COVID-19, but we took measures such as reviewing the system by industry type, and in FY2022, net sales and gross profit both recovered.

(System product sales)

Sales of POS equipment for gas stations and the sale of ancillary equipment for system development services and others made contributions, leading to solid results.

Themes



Overview of initiatives

- Reinforced services aimed at oil wholesalers and trading companies as well as major dealerships
 - Able to provide new services such as transactions between dealership SS, cashless services, and point usage
- Establishment of new company in merger with oil wholesaler (operational efficiency, raising digital human resources)
- Expansion of cloud service sales
 - Expansion of cloud services, OEM, sales partners
 - Amplification of storage and back-up products
- Review of system by industry to promote customers' DX
- Expansion of product line-up
 - Workstyle reforms, security service products, service analyzing data on three Cs (closed spaces, crowded places, close contact)
- Training for career building
 - Various types of training (new employee training, training by year and for management positions, program to develop leaders)
 - Changes to HR system
- Capital investment
 - Investment in cutting-edge technology (GPU cloud, high-performance storage, etc.)
 - Investment in line with customer needs, investments in systematic upgrades
- Next-generation cloud platform development
- Use of satellite data through industry-academia collaboration, participation in a microsatellite demonstration project

General overview

- Reinforce Information processing services (=stock business) based on data center and cloud services
- In addition to customers' use of data centers, augment facilities
- Review the system by industry in system development services, and strengthen the ability to identify customer issues and solve these issues; enhance service and technical abilities

Issues

- Further strengthen Information processing services as a foundation for growth, pursue as platform to promote DX for customers and society
- Deploy operational expertise as a service
- Reinforce ability to address higher costs
- Maintain investment strengths that match customer and society needs, and consider reinforcing facilities, including the establishment of new data centers
- Strengthen human resources

2

Initiatives in Medium-term Management Plan (April 2022 - March 2025)

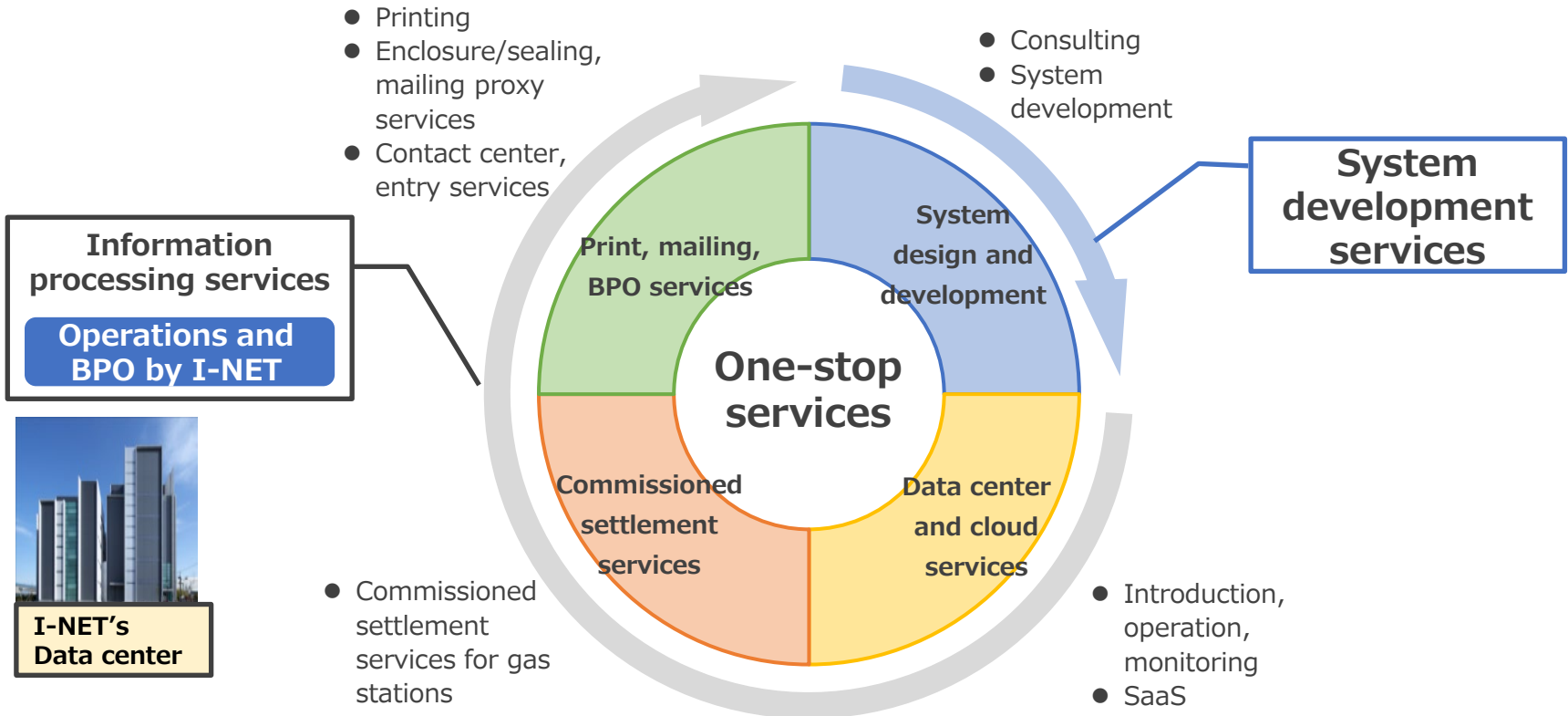
(Unit: Million yen)

	FY2022 results		FY2025 target
Net sales	31,169		37,700
Operating income	2,367		3,200
Operating income rate	7.6%		8.5%
ROE	10.1%		10% or more

- While working to boost net sales and operating income, we aim to improve the operating income rate and ROE as well.

Service deployment model

One-stop services provided, covering everything from system development and data centers to cloud services, commissioned settlement and BPO



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 offers it as a service to customers.

Areas for particular reinforcement

Areas for particular reinforcement	Main initiatives	Related SDGs
<p>Promotion of customer services and R&D for the DX and New Normal eras</p>	<ul style="list-style-type: none"> • Spread and expansion of cloud services • Measures limiting contact and preventing overcrowding • Promotion of big data, AI, and IoT 	
<p>Pursuit of co-creation and innovation and value creation</p>	<ul style="list-style-type: none"> • Establishment of SDGs Promotion Office • Pursuit of projects in collaborations between industry, public and private sectors, and academia • Pursuit of business activities through foundations and special subsidiary companies 	
<p>Diversification and advancement of human resources, improved productivity</p>	<ul style="list-style-type: none"> • Employee skill development • Diversity promotion • Support with career development • Promotion of workstyle reforms 	
<p>Appropriate management of business portfolios in the service deployment model, improved corporate value</p>	<ul style="list-style-type: none"> • Promotion of one-stop model through I-NET's own data centers • Reinforcement of stock business 	

Business strategy by service

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

Information processing services

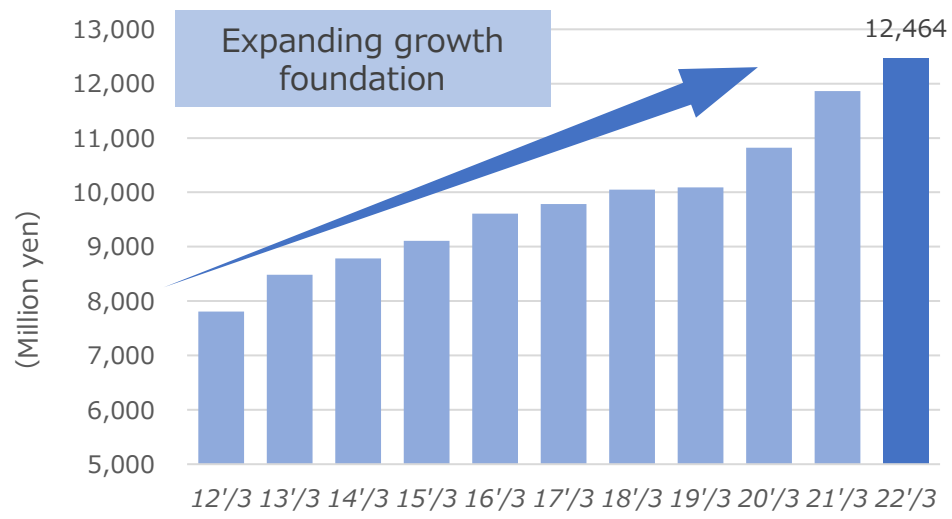
Service breakdown

- Cloud services
- Data center services

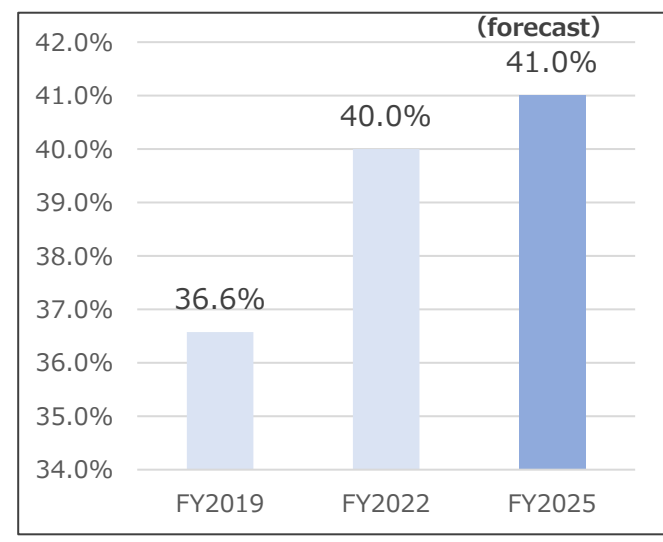
- Commissioned settlement (gas stations)

- Printing, mailing
- BPO services

● Trends in net sales



● Percentage of company's total net sales (consolidated)

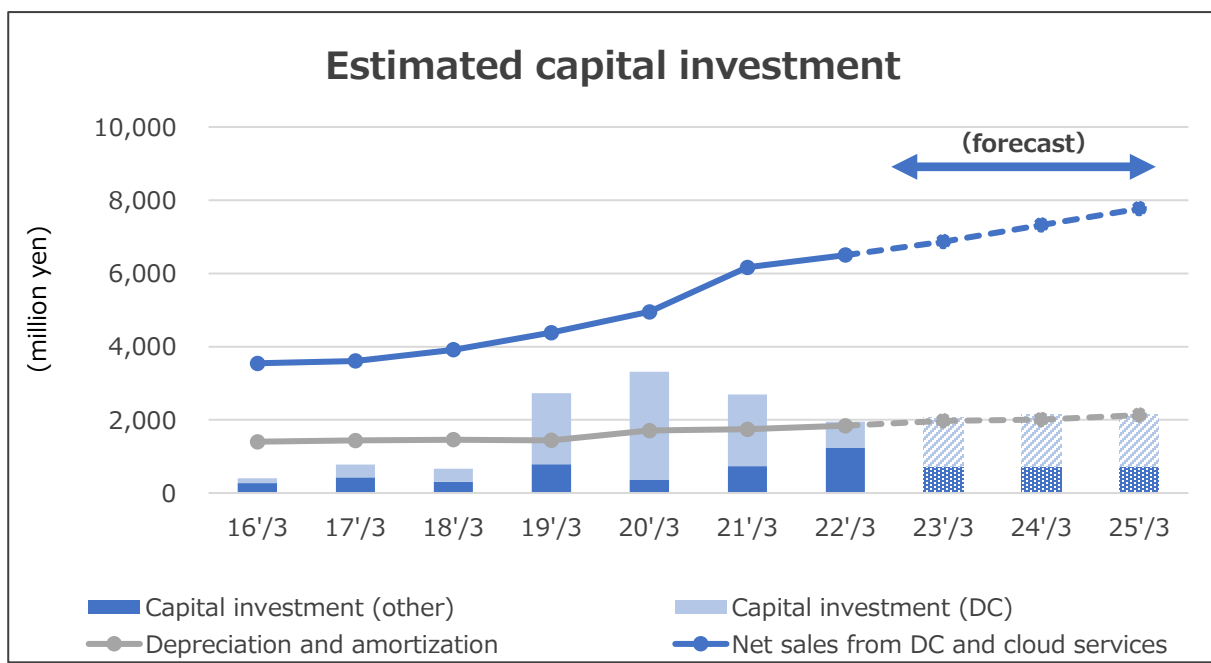


- A **fixed amount** posted to net sales **each month**
- Contracts carry on into the **next fiscal year and beyond**
- **Stock business = information processing service**

- **Growth foundation** with ongoing sales
- Increase in net sales and income per person

Capital investment

- Reinforce and make capital investments as social infrastructure, primarily the data centers that are the hub for our services.
- In FY2019–FY2021, in addition to customers’ use of data centers, facilities were augmented.
- We will continue augmenting centers from fiscal 2022 as cloud services expand.
- We are considering establishing new data centers.



Reinforce human capital: Policies

- Policies

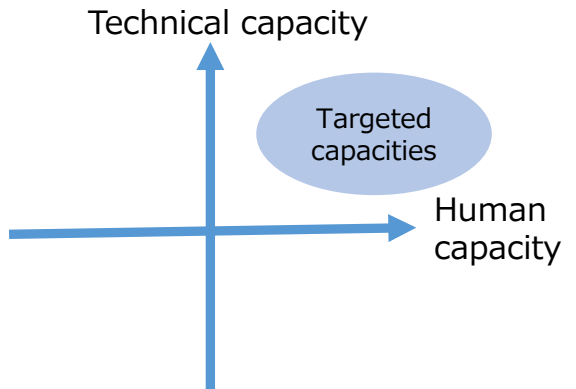
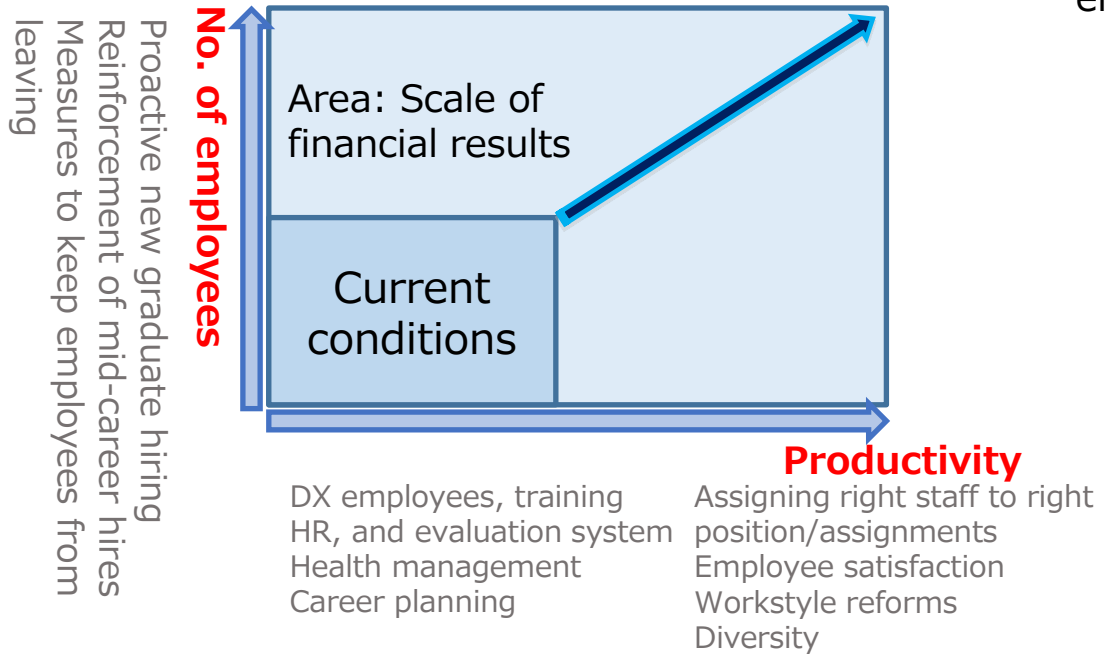
With the belief that employees are the most important asset for management, we have established an equitable HR system that leads to higher motivation for employees in their work and that enables both the company and employees to grow. This will facilitate our aim to become a company that supports the enjoyment of life with information technology.

- Expanded growth on the scale of earnings achieved with HR investment

Targeting sustainable growth with a view to improving productivity and increasing number of employees

- Ideal for IT staff

- Cultivate technical capacity and human capacity that are trusted by customers
- All generations, from the young to the elderly, can perform well



HR training, development

- Train advanced DX staff (AI, data science, etc.)
- Train young people early (new hire training with one year of support)
- Provide opportunities for learning (joint research with industry, academia, university for older adults, e-learning)
- Raise third-party assessments of technicians by encouraging them to earn certifications

Workstyle reforms

- Encouragement to use telework
- Review of office layout (no designated space in office, etc.)
- DX shift for internal systems, paperless office, improvements to productivity
- Consider lifting ban on side jobs



(Updates to development hubs)

Diversity and inclusion

- Activities by Diversity Promotion Office
- Continue to proactively hire female employees (40% of new hires are women)
- Hire a diverse range of employees, such as foreign nationals and people with disabilities
- Continue to earn Eruboshi and Kurumin certification
- Pro-active appointment of female managers



(Eruboshi)

Health management

- Continue to reach a 100% uptake rate for regular healthcare visits
- Collaborate with the health insurance association to increase uptake rate for specific health guidance
- Continue to hold sports competition and support for after-school activities
- Continue earning White 500

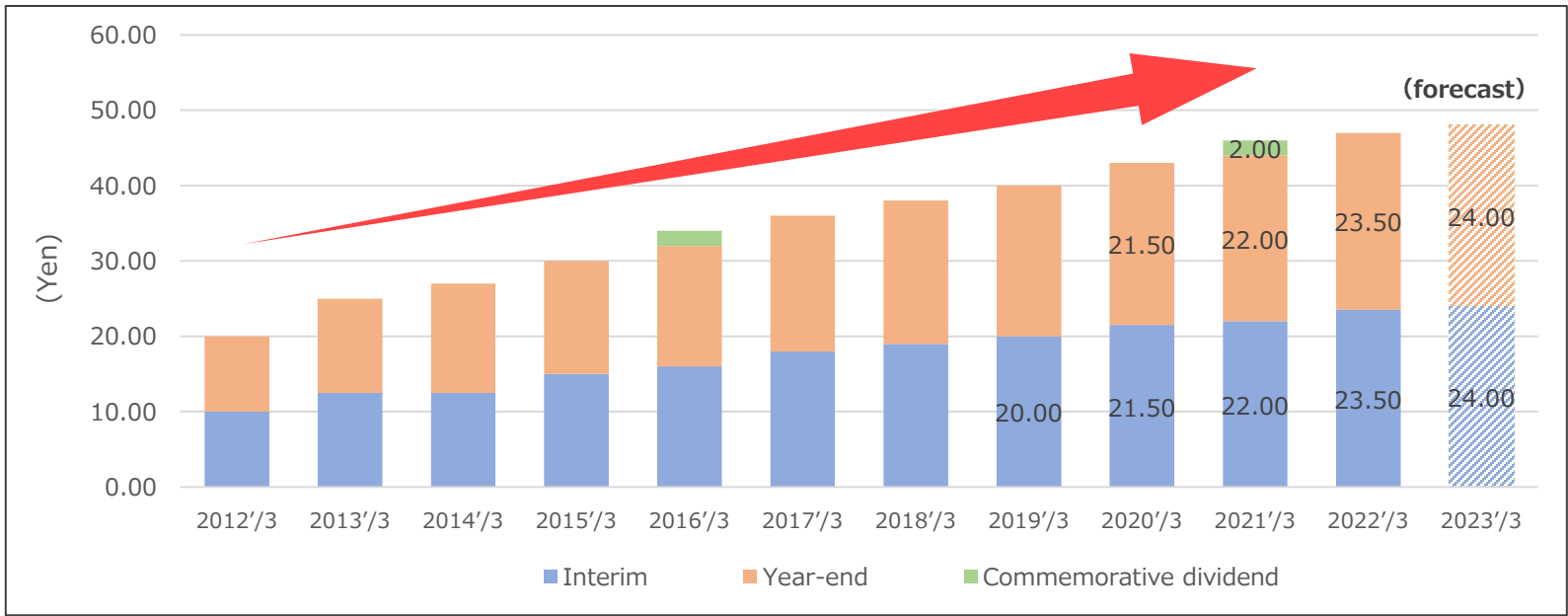


Dividend policy

We aim to continue increasing dividends while retaining earnings to prepare for future capital demand and growth investment.

● **Dividends paid (FY2011–FY2021)**

- Dividends increased for 11 straight fiscal years (forecasted)
- 2 yen dividend to commemorate 45th anniversary of founding in FY2015 and to commemorate 50th anniversary in FY2020



Enjoy your life with information technology!



<Disclaimer>

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<Inquiries>

Corporate Strategy and Investor Relations

TEL 045-682-0806

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[visit our website](#)

Overview of Company

As of April 1, 2022

- Company name: I-NET Corp.
- Founded: April 22, 1971
- Headquarters: 3-3-1 Minatomirai, Nishi-ku, Yokohama
- Capital: 3,203 million yen
- Founder: Noriyoshi Ikeda, Founder Supreme Adviser
- Representative Director and Executive President: Mitsuru Sakai
- Subsidiaries: IST-Software Co., Ltd.
Software Control Co., Ltd.
I-NET DATA SERVICE CORP.



- Number of employees: 1,752 (consolidated) 1,015 (non-consolidated)
- Offices, branches and data centers

Tokyo office, Sapporo branch, Sendai branch, Chubu branch, Osaka branch, Chu-Sikoku Branch, Fukuoka branch, No. 1 Data Center, No. 2 Data Center


Overview of Company

inet *I-NET Corp.*


As of April 1, 2022
Net sales as of FY2022

Net sales : 22,595 million yen
Employees: 1,015

Wholly owned consolidated subsidiary

 **IST-Software Co., Ltd.**
Business : System development services
Net sales : 6,790 million yen
Employees: 486

Wholly owned consolidated subsidiary

 **Software Control Co., Ltd.**
Business : System development services
Net sales : 2,213 million yen
Employees: 251

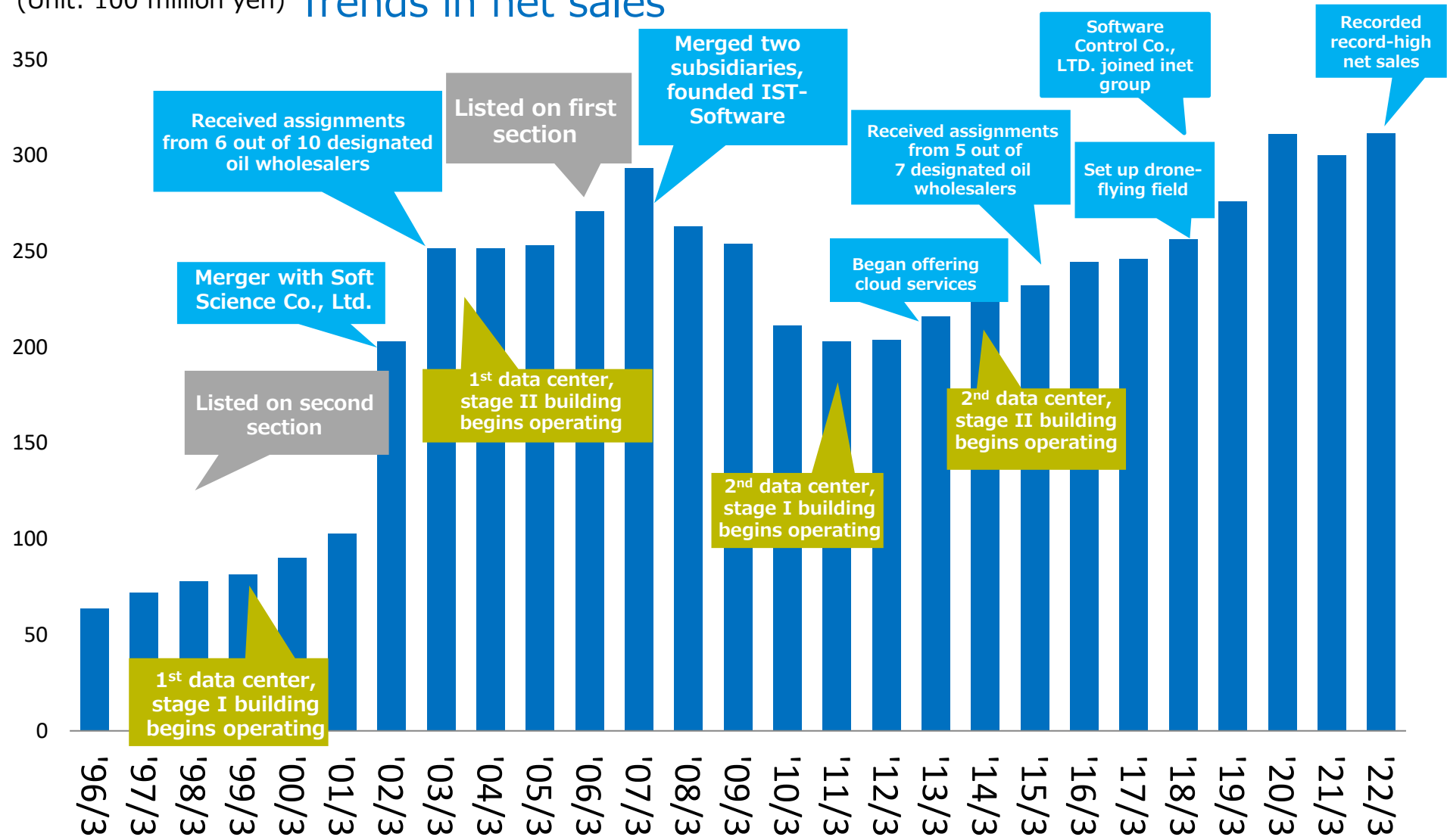
Consolidated Net sales : 31,169 million yen
Consolidated employees : 1,752

100% non-consolidated special subsidiary company

I-NET DATA SERVICE CORP.
Business : Office work services
Net sales : 71 million yen
Employees: 23

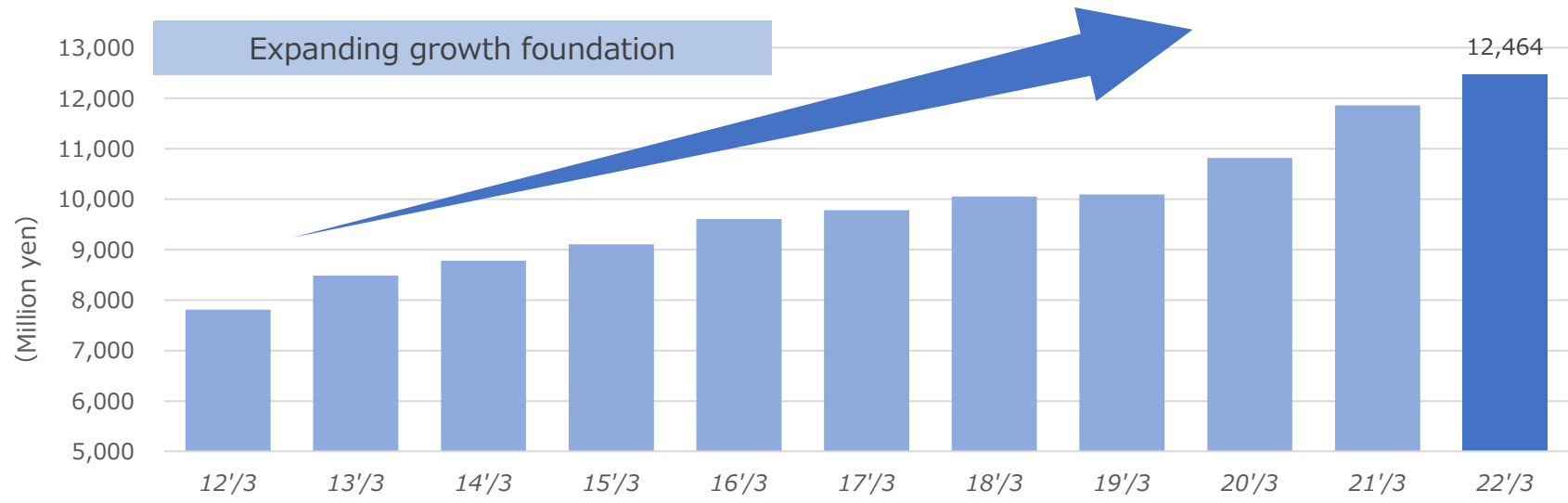
History

(Unit: 100 million yen) Trends in net sales



Service breakdown	● Cloud services	● Commissioned settlement (gas stations)	● Printing, mailing
	● Data center services		● BPO services

● Trends in net sales of the past 10 years



- A **fixed amount** posted to net sales **each month**
- Contracts carry on into the **next fiscal year and beyond**
- **Stock business = information processing service**

- **Growth foundation** with ongoing sales
- Increase in net sales and income per person

Data center services

Telework support

VIDAAS
Private Cloud Desktop as a Service
Remote desktop

Cloudstor
Private Cloud HDFS Storage Service
File sharing

ChatLuck
Business chat



Cloud services

Next Generation
EASY Cloud
Cloud infrastructure

名刺バンク2
Business card management



No. 1 Data Center (Yokohama)

Total floor area of approximately 9,000 m²



No. 2 Data Center (Yokohama)

Total floor area of approximately 13,000 m²

We have provided data processing services for gas stations (SS) nationwide since founding.



Top-ranking share of the domestic market

Support SS at seven branches nationwide (Sapporo, Sendai, Tokyo, Nagoya, Osaka, Chugoku & Shikoku, Fukuoka)
 We have a relationship with approximately 30% of all SS based on over 50 years of results

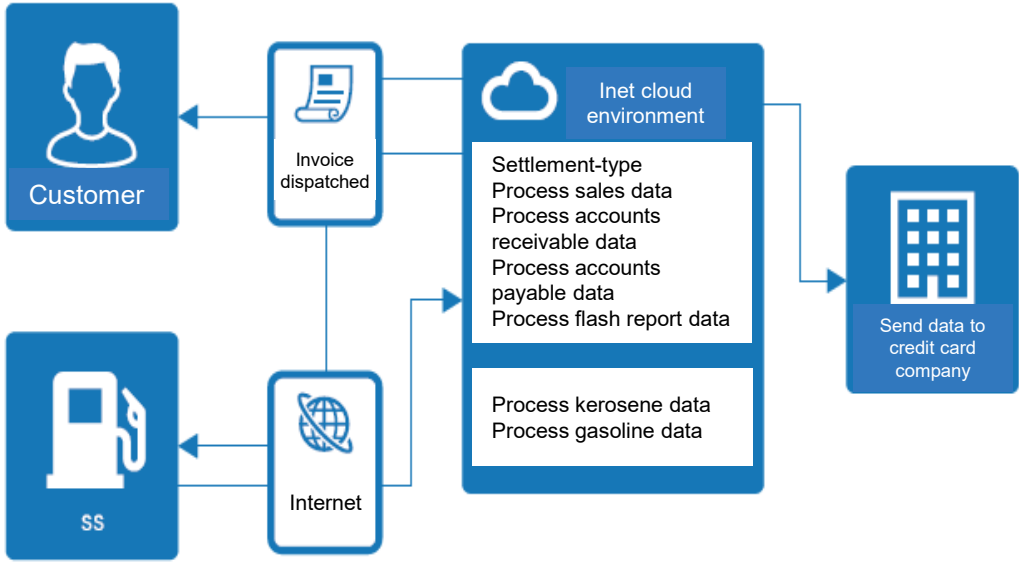
Designated as a processing agent by wholesalers and trading firms

We provide account / credit processing systems for SS affiliated with oil wholesalers (ENEOS, Idemitsu Showa Shell, Kygnus Sekiyu, Taiyo Oil) and trading companies (Itochu Enex, Mitsubishi Corporation Energy, Marubeni Energy, San-Ai Oil)

Stock business supporting many years of growth

Our petroleum sales settlement service has a long track record and is used by many SS, generating stock growth through monthly fees

(Overview of processing services)



- Support for building wholesaler settlement systems
- Credit processing
- Support for building wholesaling systems
- Support for building gas systems
- Settlement systems support, etc.

Expanding stock business

- Developed public-sector card system
- Service for propane gas business
- inet Hikari

We support the digital transformations of many customers through the trusting relationships we have built up over the years in fields such as operational application development, package software development, data services, AI services, embedded control systems, and space development.



Finance



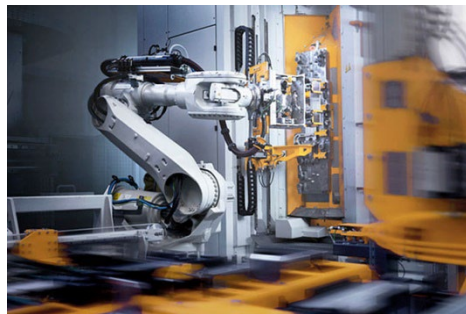
Petroleum and gas



Retail and distribution



Space



Manufacturing



Architecture and real estate



Railways and transportation infrastructure



Medicine

We provide a wide variety of proposals tailored to our customers' needs, as well as support that will reduce their costs and drive new growth.



Distribution industry:
Higher operational
efficiency and lower costs



Construction industry:
3D simulator



Food manufacturing industry:
Operational consolidation, visualization



Communications industry:
Modernization