



# Financial Summary

(Unit: millions of yen)

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



# Non-financial Summary

## Environment

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

## Governance

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

## Social

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

\*As of March 31



## Evaluation from Third Parties

### The Health and Productivity Management Outstanding Organizations (White 500)



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

### Yokohama Wellness Management Certification



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

### Hataraku Yell



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

### Eruboshi Certification



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

### Platinum Kurumin Certification



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

### Kanagawa Childcare Supporters



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

### PRIDE Index



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

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

### Y-SDGs Certification



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

### Kanagawa SDGs Partner



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

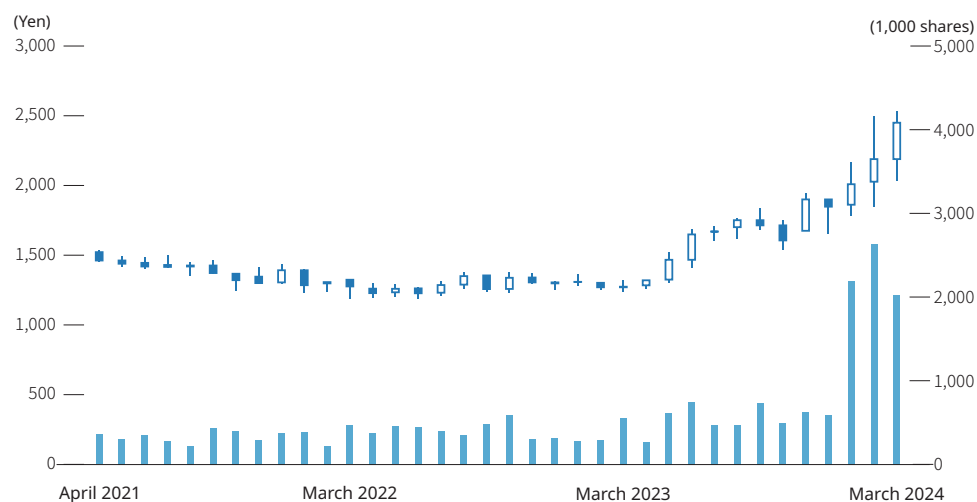


# Stock Information (As of March 31, 2024)

## Stock Information

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

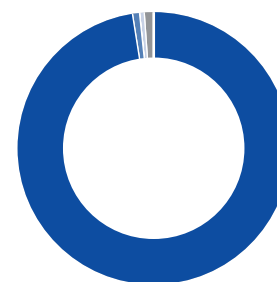
## Change in Stock Price and Trading Volume (Tokyo Stock Exchange)



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

## Shareholder Composition

### Ratio of shareholdings by type of owner



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

### Major shareholders

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

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

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