



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
Business results											
Net sales	23,229	24,434	24,617	25,615	27,591	31,097	30,016	31,169	34,988	37,763	38,987
Operating profit	1,598	1,918	1,992	2,081	2,345	2,501	2,155	2,367	2,129	2,887	2,640
Operating profit margin (%)	6.9	7.9	8.1	8.1	8.5	8.0	7.2	7.6	6.1	7.6	6.8
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	2,259
Net profit margin (%)	4.2	4.6	5.3	5.3	5.5	5.4	5.0	5.4	3.8	5.8	5.8
Cash flows											
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	2,487
Cash flows from investing activities	(622)	(468)	(979)	(1,223)	(3,074)	(3,872)	(2,929)	(2,185)	(2,118)	(1,793)	(2,572)
Cash flows from financing activities	(1,675)	(1,892)	(1,728)	(1,330)	17	(308)	454	(1,873)	(1,496)	(1,902)	(458)
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	4,736
Financial position											
Total assets	25,962	25,110	25,043	26,188	28,515	29,589	32,056	33,503	32,630	37,607	37,062
Net assets	12,147	11,793	12,684	13,507	14,357	15,224	16,212	17,304	17,581	20,097	19,312
Interest-bearing debt	9,214	9,175	8,083	7,667	8,443	8,818	10,075	9,074	8,505	7,622	9,926
Main indicators											
Return on equity (ROE) (%)	8.8	9.4	10.7	10.4	10.9	11.3	9.5	10.1	7.7	11.7	11.5
Return on assets (ROA) (%)	3.8	4.4	5.2	5.2	5.3	5.7	4.7	5.1	4.1	5.8	6.1
Equity ratio (%)	45.8	47.0	50.7	51.6	50.3	51.5	50.6	51.6	53.9	53.4	52.1
Total payout ratio (%)	45.1	75.4	47.1	44.2	41.8	40.9	56.2	44.3	57.2	38.6	106.8
Per-share information											
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	147.22
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	1,265.76
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	56.00



Non-financial Summary

Environment

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

Governance

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of directors	Persons	12	12	11	10	12
Inside directors	Persons	6	5	5	4	5
Outside directors	Persons	6	7	6	6	7
Ratio of female directors	%	25.0	25.0	27.3	30.0	33.3
Number of Board of Directors meetings held	Number of times	16	17	16	16	16
Board of Directors meeting attendance rate	%	99.5	99.5	100.0	100.0	99.5
Number of Audit and Supervisory Committee meetings held	Number of times	13	13	13	13	12
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	FY2020	FY2021	FY2022	FY2023	FY2024
Employees						
Number of employees (non-consolidated)*	Persons	940	964	969	954	953
Men*	Persons	716	719	710	706	699
Women*	Persons	224	245	259	248	254
Number of employees (consolidated)*	Persons	1,613	1,649	1,655	1,651	1,654
Average years of service*	Years	16.7	16.5	16.7	16.7	16.4
Average age*	Age	40.6	40.2	40.3	40.3	40.2
Ratio of women in management positions	%	4.9	4.8	6.3	8.7	10.4
Diversity						
Rate of childcare leave taken (including time off taken for childcare)						
Men	%	35.7	41.7	55.6	70.6	86.7
Women	%	100	100	100	100	100
Labor / Hiring						
Annual total working hours	1,000 hours	1,878	1,930	1,977	2,010	2,017
Rate of annual paid leave taken	%	69.8	69.9	75.0	79.0	73.4
Rate of employees working remotely	%	17.2	19.1	19.0	14.1	11.9
Number of new hires (new graduates)	Persons	64	66	47	45	55
Men	Persons	35	33	24	30	32
Women	Persons	29	33	23	15	23
Ratio of women among new hires (new graduates)	%	45.3	50.0	48.9	33.3	41.8
Number of new hires (mid-career)	Persons	14	10	11	23	33
Men	Persons	9	8	8	21	27
Women	Persons	5	2	3	2	6

*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.



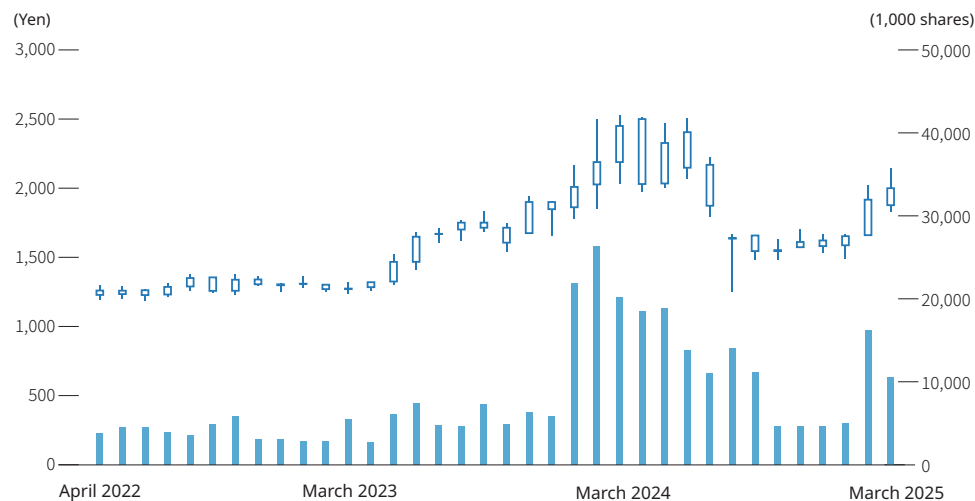


Stock Information (As of March 31, 2025)

Stock Information

Number of shares authorized	60,000,000 shares
Number of shares outstanding (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

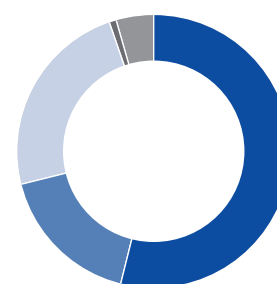
Change in Stock Price and Trading Volume (Tokyo Stock Exchange)



□ 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.