株式会社アイエスエフネット 統合報告書

ISF NET REPORT 2025

Editorial Policy

ISF NET REPORT 2025 has been compiled as a comprehensive report that includes not only business performance and strategies but also non-financial information such as our sustainability initiatives.
We hope this report helps stakeholders gain a deeper understanding of ISF NET GROUP's commitment to enhancing sustainable corporate value from a medium- to long-term perspective.

■ Notes on Terminology
References to "ISF NET" and "the Company" may, in some instances, refer to ISF NET GROUP as a whole.

■ Disclaimer
This booklet is intended to provide information on the performance and business strategies of ISF NET GROUP. It may include forward-looking statements and forecasts regarding future performance. These statements are based on ISF NET's judgment at the time of publication and do not constitute a guarantee of future results. The content is subject to change without prior notice. ISF NET shall not be held liable for any damages arising from the use of this booklet. Unauthorized reproduction or distribution of this booklet is strictly prohibited.

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Our Philosophy

Management Philosophy

E&E (Employment & Environment)

ISF NET GROUP aims to use resources efficiently and effectively, and create a working environment for the next generation.

Employment (Job Creation)

Since achieving its Five Major Hiring Goals set in 2006 by 2010, ISF NET GROUP has expanded its hiring goals to 10, 20, 25, and 30, continuously working to create job opportunities for those facing employment challenges.

In 2021, the company rebranded this hiring goals initiative as "Diver-In Employment", moving beyond the previous fixed categories to promote more inclusive hiring. Under this slogan, ISF NET GROUP has further committed to its mission of job creation.

Through Diver-In Employment, we create and provide safe and supportive working environments for individuals who, for various reasons, find it difficult to secure employment. Building an environment in which people can work comfortably is not a simple task, but we are committed to helping as many people as possible discover the “joys of working” and a sense of purpose. This is a shared value cherished by all employees of ISF NET GROUP.

Environment (Environmental Protection)

As global warming and environmental destruction continue to worsen, ISF NET GROUP promotes the reuse of IT-related products, optimizes resource utilization, and reduces waste. The company also supports businesses in adopting DX (Digital Transformation) and cloud services to help reduce energy consumption and environmental impact.

Moving forward, ISF NET GROUP will continue leveraging IT solutions to drive environmental sustainability.

Basic Principles

Creating Better Environments and Pursuing Happiness for All Stakeholders

ISF NET GROUP is committed to building better environments and pursuing happiness for all stakeholders, including employees, customers, business partners, government agencies, and financial institutions.

Since its founding, the company has focused on job creation and improving work environments, continuously generating value. Moving forward, ISF NET GROUP will strive to further enhance the workplace and create a future where everyone can experience happiness.

Contributions to Local and Global Communities

ISF NET GROUP will actively contribute to both local and global communities.

ISC, DSP, and Hospitality

At ISF NET, our corporate culture is centered around three key concepts: ISC, DSP, and Hospitality, all of which emphasize humanity. These concepts form the company's identity, set us apart from competitors, and are our foundation for growth.

From onboarding, new employees are introduced to ISC, DSP, and Hospitality, and through regular training, they continue to develop as professionals.

ISC (ISF NET Standard Concept)

Many people struggle with workplace relationships. ISF NET is committed to creating a workplace where employees do not have to worry about interpersonal conflicts preventing them from doing their work.

Each ISF NET employee shares the concept of "creating a workplace where everyone is somebody you want to work with."

DSP (Design Story Project)

DSP supports the realization of ISC, defining actions and values that help maintain an altruistic and proactive corporate culture. DSP was developed by our younger employees and officially launched in 2022.

DSP Code of Conduct

- Respect each other
- Take ownership
- Enjoy change
- Always be honest and sincere
- Keep promises
- Greet with a smile

Hospitality

While "hospitality" is often associated with the service industry, where it carries the nuances of "thoughtfulness" or "attentive service," ISF NET incorporates hospitality into its corporate culture to emphasize humanity.

By embracing hospitality in their daily actions, each ISF NET employee contributes to creating a positive and welcoming environment for everyone associated with the company.

Message from the CEO

Japan‘s No. 1 Tech Education : Pioneering New IT Value and Social Impact

Yukiyoshi Watanabe
CEO
Representative Director, ISF NET GROUP
Representative Director, ISF NET INC.

Looking Beyond Record Profits to Embrace "Essential Growth"

In fiscal 2025, we reached a major turning point. Amidst rapid changes in the economic environment, particularly rising prices, we have made it our top priority to protect our employees' livelihoods and create an environment where everyone can work with peace of mind. We have spent about a year carrying out institutional reforms, placing the enhancement of market value and the improvement of working conditions for our IT infrastructure engineers at the heart of our management.

These reforms have brought clear, measurable results. In fiscal 2025, we achieved record highs in both sales and profits, with our operating profit in October showing a remarkable threefold increase compared to the previous year. This leap forward is not simply due to a favorable external environment. The true driving force lies in elevating the skills of our engineers, who are the very core of our company.

Guided by our vision to be "No. 1 in Training Achievements in Japan," we actively encourage internal promotions. As each engineer enhances their skills and advances to higher grades, it directly translates to greater value provided to our customers and an increase in contract unit prices, thereby establishing a strong, sustainable revenue structure.

To share this vision with all our colleagues, I personally value our company-wide gatherings, traveling to our branches across the country. I want to speak directly in my own words, not just through a screen, to ignite the passion for growth that resides within our engineers. By praising engineers who have earned high praise from customers in front of everyone and sharing their success stories, we boost employee engagement and foster a culture where the entire organization positively uplifts one another.

Fostering a Sense of Mutual Understanding Through Our Unique "Quartet Project"

In fiscal 2025, we launched our unique "Quartet Project." Centered on the engineer's own career path (carte), this system unites four pillars—Sales, Technology, Education, and our Customers—to support the growth of each individual engineer. As our engineers grow and earn the heartfelt trust of our customers who feel, "It has to be this person," their evaluations and unit prices naturally rise. This style of walking together, where everyone involved shares a deep mutual understanding, is our true strength. Currently, the number of our mid-level and senior-level engineers is increasing at an incredible pace, and we are confident in expanding this to a community of 1,300 professionals within five years.

Achieving Industry-Leading Compensation Through "Profit Return (IRP)"

Taking advantage of our characteristics as an unlisted company, we have clear priorities for how we use our profits. Instead of shareholder dividends, we focus on "direct returns to our employees" and "educational investments for the future." We returned half of this year's operating profit to our employees as profit-linked compensation (expanded IRP). For those who have worked hard and achieved results, we are providing bold returns, such as salary increases of over 2.5 million yen on an annual basis. Furthermore, by improving the productivity of our administrative departments and optimizing expenses, we are utilizing the savings as additional funds to elevate employee salaries to the highest level in the industry. An environment where hard work is fairly rewarded and results can be truly felt is what supports our stable service quality.

Future IT Services Pioneered by Diver-In Employment

We are also accelerating our Diver-In Employment initiatives, leveraging the power of IT to eliminate social barriers. In response to the social challenges faced by seniors who are often placed in disadvantaged positions in the job market, we highly value the rich knowledge they possess. We plan to warmly welcome 200 senior professionals (aged 60 and over) over the next five years. By promoting "skill sharing," where senior experts and younger employees collaborate on projects, we aim to smoothly pass on their wealth of experience and skills to the next generation, thereby enhancing the knowledge

level and competitiveness of our entire organization.

As part of our commitment to LGBTQIA+ inclusion, we are striving to create a safe and welcoming environment where everyone can be open about themselves, aiming for an organization where diverse voices empower our management. In the area of employment for persons with disabilities, we are exploring the creation of new ways of working that will make a global impact by combining new AI skills to dramatically increase productivity.

Moreover, with a diverse family of over 280 global talents, we take pride in having one of the industry's highest numbers of multilingual engineers who combine both language proficiency and technical expertise. To create a space where our global talents can thrive to their fullest potential, we are actively promoting global expansion. In the global market, we are advancing one-stop IT infrastructure support centered on Asia, solidifying our position as a "global IT service company originating from Japan".

Inheriting 25 Years of Culture and Creating Our Future in 2030

What I cherish most is our corporate culture defined by ISC and DSP, which we have cultivated since our founding. No matter how excellent our technology may be, without humility and an altruistic spirit, we cannot provide services that truly fulfill our customers' hearts. Friends from diverse backgrounds gather under a single vision. This safe and supportive working environment is the true engine of our growth. Looking toward 2030, we aim to achieve our goal of improving employee compensation by 1.5 times and to become a company that is truly "No. 1 in Training" in both name and reality. We will continue to steadfastly pursue a "Sampo-Yoshi" (three-way satisfaction) management approach, where the happiness of our engineers directly leads to the satisfaction of our customers, which in turn contributes to the development of society.

For People-Centric IT.

While our society is facing significant shifts—such as a shrinking workforce, a shortage of IT professionals, and the diversification of how we work—we embrace these challenges not as obstacles, but as opportunities to grow together and make a positive impact.

Drawing on our long-standing history of nurturing individuals with no prior experience into skilled professionals, and leveraging our nationwide network, ISF NET is striving to realize a "utopia for IT infrastructure engineers". We want to build a world where everyone can truly thrive, free from the constraints of time or location.

Today, we are proud to be home to approximately 500 highly skilled professionals, positioning us among the top in Japan.

Looking ahead to our long-term vision for 2030, we hope to double our community of mid-level and advanced IT infrastructure engineers to 1,000. To empower them, we are expanding our horizons into high-level areas, such as Pre-Sales and consulting, offering more meaningful career paths.

To bring this vision to life, we are fostering a culture of "skill sharing." By encouraging our experienced senior engineers to work side-by-side with junior and mid-level colleagues on the same projects, we are passing on skills and knowledge through real, hands-on experiences, bridging generations.

Furthermore, we wholeheartedly support our people in acquiring highly valuable skills, such as project management. As we thoughtfully transition towards projects under Contracts for Work, our ultimate goal is to enhance the market value of each individual, creating an environment where they have the freedom to work in a way that suits them best.

On a global scale, we are strengthening our connections across borders, brought together by the universal language of IT infrastructure.

Starting with the Asian market, we have nurtured a collaborative business model that gently supports both Japanese companies exploring overseas opportunities and international companies finding their home in Japan.

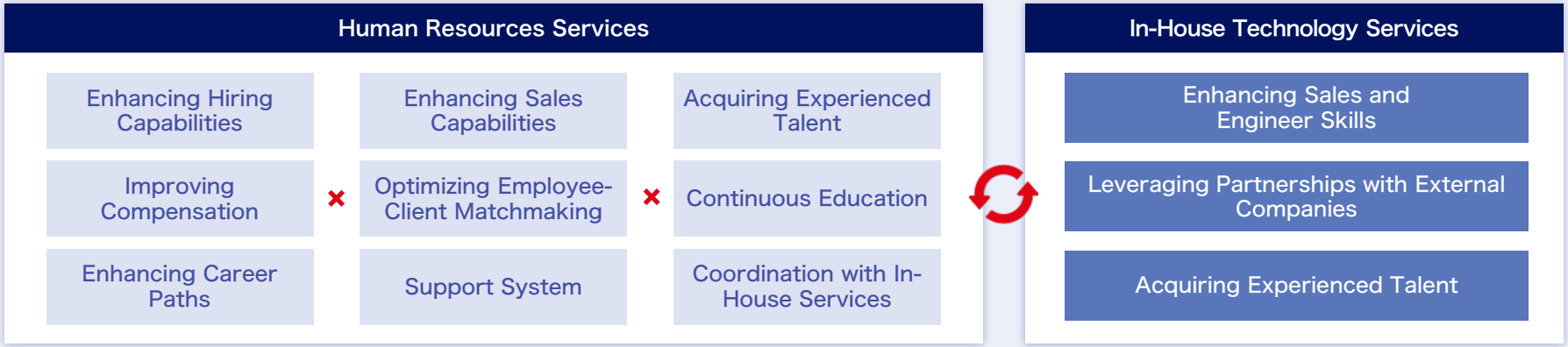
In addition, we are warmly embracing our ISF NET Global Offshore Solutions , a unique model where our talented multilingual engineers in Japan provide seamless, remote support to our international locations.

Above all, ISF NET cherishes an inclusive environment where every single person can feel a deep sense of pride in what they do, regardless of their gender, age, nationality, or whether they are persons with disabilities.

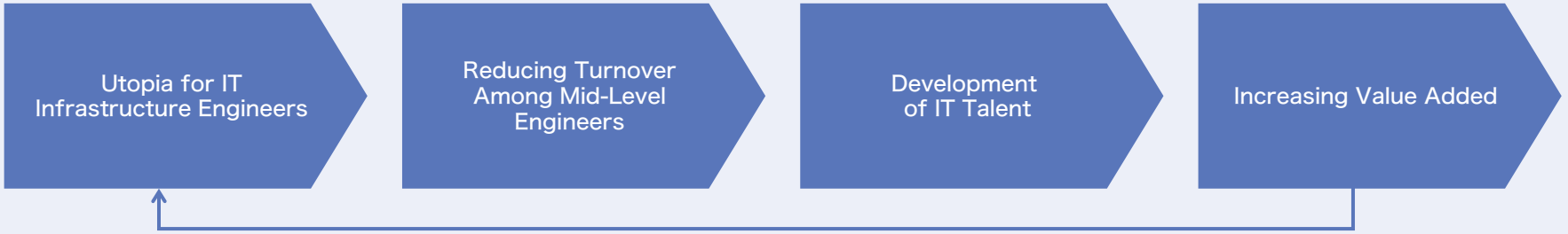
We are committed to building an organization where our people can continually grow as invaluable "Jinzai" —individuals who are truly needed by society—while ensuring they receive the rewarding compensation they so richly deserve.

For People-Centric IT.

Growth Initiatives



Expected Effect



Nurturing Our Technical Strengths to Answer Market Needs

Fostering an Organization Where Technology and Our Jinzai Resonate

Ever since our founding, we at ISF NET have cherished the growth and development of our Jinzai in the IT infrastructure sector as the very heart of our corporate journey.

In today's rapidly evolving digital society, the role of our infrastructure engineers has transformed. They are no longer simply "defenders" of systems, but vital, proactive contributors who drive business growth forward.

In this era of profound change, we believe it is essential to foster an environment where every engineer feels empowered to shape their own career path and embrace lifelong learning. We see this as fundamental to our shared, sustainable growth.

In fiscal 2025, guided by the vision of "autonomous growth for our engineers," our Technology Division deeply reimagined how we nurture, evaluate, and assign our team members to projects.

My personal mission is to unlock the full potential of our engineers by organizing our technical knowledge, cultivating a supportive environment for growth, and utilizing data thoughtfully. By doing so, we strive to maximize the heartfelt value we deliver to our customers.

I am delighted to share with you our achievements from this past year, along with our inspiring new technology strategy as we look toward 2030.

Cultivating a Foundation Where Autonomous Engineers Can Thrive

In fiscal 2025, we thoughtfully blended our deeply rooted, people-centric culture with the power of digital technology. Our goal was to create an environment that better nurtures our team members and guides them to roles where they can truly shine.

We believe that for our engineers to confidently understand

their true value and proactively shape their careers, they need clear, objective guidance.

To support them on their career journeys, we embraced the following initiatives this year.

Introducing the Engineer Skill Map

Our most deeply felt milestone this year was the launch of the "Engineer Skill Map" in December. While past evaluations often relied on qualitative impressions, this new map beautifully visualizes each engineer's unique technical abilities, qualifications, and hands-on experience as clear data, presented through internal benchmarks and multidimensional radar charts.

This empowers our engineers to clearly see where they stand today and discover the exciting goals they can aspire to next. By looking at how they compare with company averages and peers, they can easily celebrate their strengths and identify the new skills they wish to develop.

Although introduced just recently in December, we are already hearing joyful feedback about a renewed passion for learning among our teams. We truly feel we have built a supportive foundation that encourages our engineers to paint their own career paths and experience genuine "autonomous growth," rather than simply following a company-led direction.

Embracing the Wisdom of Our Senior Jinzai through Skill Sharing (SS)

In an IT industry facing the dual challenges of an aging workforce and a shortage of young talent, we chose to cherish the deep knowledge of our veteran engineers by enhancing our Skill Sharing (SS) program.

Through this heartwarming initiative, senior engineers with years of rich experience generously share their know-how with our younger and mid-career members during daily projects. At the same time, this naturally paves the way for the seniors themselves to transition into even higher-level career stages.

Over the past three years, 45 members have participated in SS. We are thrilled to see that this not only helped our younger members gain confidence and readiness more quickly, but it also led to an average increase of about 40,000 yen in unit price for the senior engineers who transitioned after sharing their skills.

This wonderful outcome proves that when our senior members shift toward project management or advanced consulting roles, we can beautifully align their personal career growth with the company's success.

As we look ahead to 2030, we plan to welcome 200 new senior and mid-level members to our family, accelerating this positive cycle of shared growth.

Taking on New Challenges in Data Centers, the Cloud , and Security

By thoughtfully dedicating our resources to areas where society needs us most, we have cultivated an environment ready to deliver truly high-value services.

Unfolding Security Education (RMF) to Support the Defense Industry

In the vital field of security, we have proudly partnered with Japan Aerospace & Defense Consulting (JADC) to co-create an educational program on the Risk Management Framework (RMF), dedicated to companies that manufacture and deliver defense equipment.

As the Ministry of Defense's security requirements naturally become more stringent, we are combining our cherished, long-standing educational expertise with the consulting wisdom of the SHIFT Group to provide a hands-on program filled with practical exercises.

For us, this is far more than just providing training; it is a deeply meaningful initiative to help strengthen the supply chains that protect Japan's national security.

Caring for Data Center Operations with Team-Based Managed IT Services

As the expansion of generative AI accelerates the building of data centers in regional areas, we have warmly enhanced our team-based Managed IT Services, drawing strength from our close-knit network of 14 locations across the country.

To genuinely support regional data centers facing chronic shortages of Jinzai, we proactively offer reliable, team-based operational support.

We provide holistic care—from server monitoring and troubleshooting to comprehensive security operations. In doing so, we have established a model that supports long-term, stable operations while actively fostering our younger members right on-site.

Looking ahead, we will strengthen our dedicated teams, particularly in the Osaka, Kyushu, and Hokkaido areas, striving to be a comforting presence that reliably sustains local digital infrastructure.

Expanding Our Community of AWS and Cloud Jinzai

To seamlessly embrace the shift to the cloud , we pour our energy into developing ready-to-shine talent by hosting monthly hands-on AWS construction workshops using actual equipment.

By thoughtfully linking this with certification support, we are deepening our pool of engineers who feel confident handling everything from the basics to advanced design and construction.

Empowering Our Internal Technical Teams

We have proudly expanded our specialized technical team to 200 members nationwide—a group dedicated to empathetically addressing specific technical areas and complex management challenges with tailored solutions.

Through this expanded community of experts, we pool our advanced wisdom to swiftly propose the best possible solutions for whatever challenges our clients may face.

Furthermore, by fostering warm, close collaboration between our frontline engineers and our internal specialists, we have brought to life high-quality technical support enriched by diverse perspectives.

Moving forward, we will lovingly nurture this team into a core pillar of our organization, ensuring we can provide an even stronger, more comforting foundation for our clients' ongoing business growth.

Looking to the Future: Our New Strategy for Shared Growth Toward 2030

We are passionately striving to become the number one community in Japan for nurturing IT engineers by 2030.

To foster an environment where our engineers can truly flourish, we are moving away from traditional "passive education." Instead, we are building a supportive space where they feel empowered to proactively choose their learning paths, take meaningful action, and bring their aspirations to life.

To make this a reality, we are thoughtfully expanding our investments in education and training, bringing to life programs designed to warmly nurture our next generation of leaders.

By accelerating the generous sharing of skills from our senior members to our younger colleagues, we are building a strong, reliable foundation that empowers every single engineer to thrive in the long term.

By 2030, we dream of welcoming and nurturing a vibrant community of 1,000 mid-to-senior-level engineers.

Furthermore, as we embrace a wider range of professional roles, we are accelerating the development of Project Managers and Pre-Sales engineers.

We want our people to be far more than just "task workers." We are supporting their transition into proactive Jinzai who can empathetically solve our clients' management challenges through the thoughtful use of technology.

Nurturing PM and Pre-Sales Jinzai

We are pouring our energy into developing Project Management (PM) and Pre-Sales engineers—roles highly sought after by society—with a heartfelt goal to nurture a total of 300 such experts by 2030.

For Pre-Sales in particular, we are launching a unique framework designed to efficiently nurture hybrid "Engineer × Sales" Jinzai. These individuals will deeply understand our partner companies' solutions and warmly support sales activities hand-in-hand with our clients.

Cultivating High-Value Services by Strengthening Contracting and Quasi-Mandate Projects

As our Jinzai confidently grow their expertise, our business model naturally evolves alongside them.

We are thoughtfully shifting away from traditional worker dispatch contracts, increasingly embracing "contracting" and

"quasi-mandate" agreements where we take proud responsibility for the outcomes and the execution of our work.

Our Managed IT Services for data centers beautifully pave the way for this. By taking on work together as a united team, we create wonderful opportunities for on-site OJT (On-the-Job Training). This supportive atmosphere empowers our engineers to confidently challenge themselves with more responsible, upstream processes.

We see this not just as a business shift, but as a vital strategy directly tied to improving our engineers' well-being and enhancing their freedom in how they work—such as through remote work and flexible hours—ensuring they can work with peace of mind.

The bright future of ISF NET is deeply intertwined with the personal and professional growth of each and every one of our engineers.

When our engineers face understandable anxieties—wondering, "Are my skills being fairly recognized?" or "Where is my career heading?"—we are here to warmly support them with clear data, thoughtful systems, and unwavering passion.

Led by our technology division, we are wholeheartedly committed to creating a true utopia for engineers —a nurturing space where everyone can hone their technical skills with peace of mind and confidently continue to elevate their true value.

To our cherished stakeholders, we warmly invite you to continue believing in our shared journey. Please watch with anticipation as our invaluable Jinzai are empowered by technology to create tangible, meaningful value that reliably sustains the digital foundations of our society.

Purpose-Driven Management

Five Pillars of Purpose-Driven Management

At ISF NET, we have established the "Five Pillars of Purpose-Driven Management" to achieve sustainable growth and provide greater value while adapting to societal changes. We aim not only to foster understanding with our many stakeholders but also to enhance employee motivation and increase long-term corporate value.

1 Health Management

We aim to create an environment where employees can work with both physical and mental well-being, regardless of age, under the slogan "Pursuing Health." By fostering a workplace where everyone is energized, we enhance creativity and productivity. Moving forward, we will continue to promote health management initiatives in alignment with evolving societal needs.

2 Design Management

With "Pursuing Comfort" as a guiding principle, we design an exciting future. We emphasize positive relationships and valuing humanity. Through ISC, DSP, and a culture of hospitality, we establish standards that encourage proactive, considerate actions. These create impactful stories that shape our brand value and drive innovation, ultimately realizing true "Diver-In Employment."

3 Human Capital Management

At ISF NET, our workforce are not simply resources. We recognize each employee as a valuable asset to the company.

Our mission in human capital management is to maximize the potential of every individual, and we continuously strive to implement initiatives that support this goal.

4 ESG & SDGs Management

With Diver-In Employment at the core of our philosophy, we strive to create a workplace that accommodates individuals with diverse strengths and needs, ensuring that those facing employment difficulties can work with confidence and feel valued. By providing fulfilling job opportunities, we aim to achieve both corporate growth and contributions to society.

5 Strategic Organizational Management

We reinforce the sharing of visions and missions across departments while deepening interdepartmental collaboration. By effectively matching employees' strengths with tasks and implementing a fair evaluation and compensation system, we aim to maximize motivation and foster a highly engaged workforce.

10 Visions

At ISF NET, we have set forth “10 Visions” as near-future goals based on input from our employees.
By sharing these visions with all employees, we foster a collective commitment to achieving our goals and unite the organization as one.

VISION 01 Zero Workplace Relationship Concerns

VISION 02 Towards a Utopia for IT Infrastructure Engineers

VISION 03 Doubling Compensation in Five Years Transparency in Profit Allocation & Eliminating Regional Disparities

VISION 04 Attractive Career Paths

VISION 05 Achieving Workstyle Flexibility in Three Years

VISION 06 Expanding into Asia & Globally, with Singapore as a Hub

VISION 07 Maximizing Human Capital

VISION 08 Social Contribution through Acquired Skills

VISION 09 Fair Evaluation & Equal Employment Opportunities Regardless of Gender, Age, Nationality, or Disabilities

VISION 10 Creating an Environment for Challenging Yourself & Growth

Topic

VISION3

We cherish the employees who support our company's growth, and we are committed to fairly sharing our success with them to encourage their personal aspirations. Building on our unique individual performance bonus, "IRP," we are excited to introduce the "Expanded IRP," a new performance-linked bonus, in fiscal 2025. Furthermore, we have embraced an ambitious goal to "double wages" based on a rolling five-year horizon. We will endlessly strive to enhance our employees' well-being and compensation, ensuring there is never a final finish line for their betterment.

VISION4

We embrace the diverse values of our people by offering three distinct career paths—Consultant, Specialist, and Management—ensuring that everyone is evaluated fairly and respectfully. To foster mutual growth, we actively encourage "skill sharing," focusing on passing on skills/knowledge from our experienced senior members to the younger generation. Additionally, we are thrilled to have launched new training programs designed to nurture highly sought-after project managers and Pre-Sales Engineers.

VISION5

We strive to realize true freedom in how our people work, embracing flexibility in "location, time, and employment type." As we encourage remote work, side jobs, and flextime, we are also warmly building an environment where former employees can return and thrive through various working arrangements. On the business side, we are steadily increasing the proportion of in-house projects and Time and Materials (T&M) Contracts, dramatically expanding the freedom and comfort of our engineers' daily lives.

Our Business

The ISF NET GROUP brings together the unique strengths of our IT and welfare enterprises to build meaningful business operations.

Our defining strength lies in weaving these two fields together. By uniting technology and welfare, we are committed to delivering solutions that thoughtfully address social challenges while simultaneously nurturing our corporate value.

At the heart of our technology initiatives is ISF NET , where we are dedicated to providing specialized services focused on IT infrastructure.

Meanwhile, our welfare initiatives are driven with care by ISF NET Joy and ISF NET Benefit. Together, they embrace and cultivate diverse services dedicated to employment support for persons with disabilities.

IT Business

At ISF NET, we dedicate ourselves to delivering solutions with a thoughtful focus on cloud, server, and network security.

Since our founding, we have deeply cherished the philosophy of "Jinzai" (nurturing our people). We take pride in fostering a supportive learning environment that empowers individuals—even those with no prior IT background—to grow and flourish into professional engineers.

Beyond technical expertise, we welcome engineers who embody our "Hospitality 5-star service" and genuine human warmth.

Through these compassionate professionals, we strive to bring our clients complete peace of mind and unwavering, reliable service.

Topic

■ DX Promotion Support Service

In April 2025, we thoughtfully introduced a new service to gently support small and medium-sized enterprises in their digitalization journey—a step that can often feel overwhelming due to cost concerns and a shortage of IT Jinzai.

■ Nurturing Growth in Data Center Projects

Recently, the spread of AI has accelerated the construction of data centers across Japan. At ISF NET, we embrace this challenge by drawing on the strength of our 14 locations nationwide.

■ Kizuna Global Project

In November 2025, we warmly embraced a new global vision dedicated to supporting Japanese companies expanding overseas. Through this initiative, we strive to build meaningful connections with these organizations, thoughtfully helping them overcome challenges such as security concerns, cost management, and the need for dedicated IT professionals and bilingual Jinzai.

Maine solutions

IT Staffing Solutions

From our nationwide locations, we carefully connect our clients with dedicated IT infrastructure engineers who specialize in server, network, security, and cloud technologies, thoughtfully tailoring our support to meet your unique needs.

Cloud Solutions

We are well-versed in a variety of cloud solutions, including Azure and AWS. By listening closely to your vision, we work together to map out the ideal cloud journey, warmly supporting you every step of the way—from initial planning to daily operation and maintenance.

Security Solutions

To help you navigate the challenges of strengthening information security and the shortage of IT Jinzai, we thoughtfully offer our tailored "MIERU Series" security services, designed to bring you true peace of mind.

IT Infrastructure Construction & Operation

By taking the time to deeply understand the current landscape and unique challenges of your internal infrastructure, we carefully weave together the right vendor products to build a high-quality, reliable IT infrastructure that feels tailor-made for you.

Global Solutions

For our clients expanding their horizons overseas, we proudly connect you with bilingual Jinzai who embody the attentive, high-quality care Japan is known for. From daily operation, maintenance, and monitoring to sales support, design, and construction, we provide seamless, one-stop IT infrastructure services that ensure both exceptional quality and heartfelt peace of mind in any global environment.

Engineer Recruitment Services

Drawing on 25 years of cherished experience and deeply cultivated knowledge, we carefully connect you with the ideal Jinzai thoughtfully tailored to your unique needs.

Inclusive Employment Solutionsfor Persons with Disabilities

To thoughtfully guide companies in meeting their statutory employment goals, we warmly offer our "Challenged Office" initiative alongside compassionate consulting services dedicated to long-term workplace retention.

Welfare projects for Persons with disabilities

At ISF NET Joy, we are deeply committed to turning the dream of working into reality for persons with disabilities. We warmly walk alongside individuals, offering thoughtful career guidance and opportunities to learn practical skills. By providing a nurturing environment, we help them naturally acquire the essential abilities needed in today's workplaces, from PC proficiency to professional etiquette. From their very first steps of transitioning into a job to offering ongoing care to ensure they settle in comfortably, we provide seamless support, empowering each person to discover the "joys of working" and shine brightly in society.

Meanwhile, ISF NET Benefit is dedicated to helping individuals connect with society at a pace that feels just right for them. We strive to gently lower the hurdles to employment, offering Type B continuous employment support where people can engage in manageable tasks that comfortably align with their physical well-being. Coupled with our welcoming group homes, we are building a compassionate community that nurtures long-term independence and brings a true sense of peace of mind and stability to their everyday lives.

Topic

■ Worker Dispatching License

On September 1, 2025, we took a meaningful step forward by officially acquiring our worker dispatching license (License No.: 派13-318151).

■ Employment Choice Support Service

On October 1, 2025, we warmly introduced the "Employment Choice Support Service"—an initiative born from the 2022 revision of the Comprehensive Support for Persons with Disabilities Act—at our Numazu and Fukushima locations.

■ Conducted the Kisyakai for employees.

In 2025, we held special gatherings (Kishakai) for our dedicated employees at ISF NET Joy and ISF NET Benefit to warmly share our ongoing commitments to enhancing their well-being and strengthening our support systems. By bringing our team members together at each location to talk about our shared vision, we strive to foster a deep sense of togetherness. More importantly, we wanted to build a trusting foundation where the genuine, everyday voices of our people can directly inspire our management and shape our future together.

Human Capital

Basic Principles of Human Capital Management

At ISF NET, we are committed to maximizing the Lifelong Career Potential (LCP) of our employees. While Human Capital Management has recently gained broader recognition in Japan, we have practiced management that genuinely cherishes every single individual since our founding in 2000. We firmly believe that our people—our Jinzai —are the true source of our corporate growth. To achieve sustainable growth in the fast-paced IT industry, we feel it is essential to support the continuous development of each person and grow together as an organization.

To provide a solid yet welcoming foundation for this human capital management, we have clearly defined the values and actions shared by our team. First, ISC (ISF NET Standard Concept) outlines the core ideas and values that we cherish. Next, DSP (Design Story Project) guides us in translating these values into concrete, compassionate actions in our daily work.

By deeply understanding and embracing these shared values, we encourage everyone to enhance both their technical expertise and their humanity. By properly recognizing these meaningful efforts and nurturing our employees' motivation, we strive to bring greater satisfaction to our customers and drive the sustainable growth of our company.

ISF NET's Human Capital Management

In our human capital initiatives, we have dedicated ourselves to nurturing an environment where every employee is empowered to learn autonomously and embrace new challenges. We have focused on enhancing our training programs, supporting diverse career paths, and fostering a genuine sense of fulfillment in their work. We are delighted to see these efforts resulting in higher engagement scores and the long-term retention of our highly specialized Jinzai.

In 2025, we launched the "I-Career Forum," a large-scale internal event designed to inspire and uplift our engineers. Through open dialogues with our management team and inspiring senior role models, alongside engaging career design workshops, we provided a welcoming space for participants to vividly envision their future career paths. Held four times a year, each gathering sparked wonderful energy, with approximately 90% of participating engineers sharing that

their desire to grow had deepened. The passion across our entire organization is steadily rising. We were also thrilled to hear many voices expressing that "connecting with colleagues from other departments broadened my horizons," fostering a beautiful culture of shared knowledge that transcends organizational boundaries.

To further nurture our Jinzai, we continuously embrace educational initiatives such as the "YEC System," which cultivates our future young leaders, and our "Reskilling" programs that support lifelong learning. In December 2025, we introduced the "Skill Map," a supportive tool that gently visualizes individual skills. We hope that by helping our people gain a comprehensive view of their unique strengths and areas for development, we can encourage them on their beautiful journey of continuous growth.

Furthermore, to create a reliable foundation where our engineers can thrive for many years, we place our highest priority on ensuring "safety, security, and stability." In 2025, to thoughtfully support our team through environmental changes such as the rising cost of living, we enhanced our compensation packages. We transitioned to bi-annual performance reviews and, as a gesture of appreciation, offered special promotions to employees who met the criteria, independent of the standard review cycle. We also introduced a new "Performance-Linked Bonus" to share the company's success directly with our people. We firmly believe that adapting to these economic shifts is essential to protecting the well-being of our employees, allowing them to work with true peace of mind.

Looking Ahead

As a company deeply dedicated to nurturing our Jinzai, ISF NET strives to create a supportive environment where every engineer can cultivate both profound humanity and exceptional technical skills, all with the heartfelt goal of "maximizing the unique value of each individual."

By thoughtfully guiding our people through both of these aspects, we will accelerate our journey toward realizing a true "Utopia for IT Infrastructure Engineers," continuously nurturing compassionate professionals who support our society.

Moving forward, we remain deeply committed to protecting the livelihoods and well-being of our employees. We will continue to foster a vibrant and secure workplace where they can confidently explore cutting-edge technologies, wholeheartedly supporting their engagement and the beautiful blossoming of their long-term careers.

Human Capital Initiatives

Skill Development Support

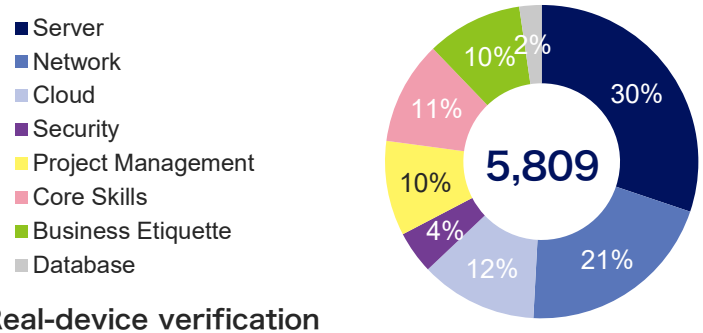
We have established a comprehensive training system that covers everyone from complete beginners to high-end professionals.

- **Technical training and Reskilling support**

  Number of reskilling training sessions per year: **216**

  Number of online study sessions held: **24**

- **Qualification acquisition assistance**



- **Real-device verification**
- **Training humanity and leadership capabilities**
- **Skill Sharing**

Educational investment (per person): **56,504 yen**

Career development

We are dedicated to helping every individual shine by aligning their unique strengths with the right roles, supporting a career journey that unlocks their full potential.

- **CliftonStrengths**
- **Career Development Program (CDP)**
- **Young Executive Candidate (YEC) Program**
- **Project assignment based on skill map**
- **Career path Consultation desk**

  Number of uses per year: **51**

Human Capital

Engagement Improvement Measures

We are dedicated to cultivating a comfortable environment where our engineers can thrive with physical and mental peace of mind, empowering them to continuously embrace new challenges.

- **An internal gathering "I-Career Forum"**
- **Health management and Overtime reduction measures**

  The average monthly overtime was 7.3 hours.
- **Various Consultation desk**
- **Alumni Network**

Promoting Diversity & Inclusion

We are dedicated to creating a welcoming workplace where everyone can work with peace of mind, embracing diverse backgrounds including gender, age, nationality, and persons with disabilities. We also cherish and support flexible work styles that harmonize with each individual's unique lifestyle.

- **Diver-In Employment**
- **Empowering our senior employees to thrive**

  Number of hires per year: 23
- **Short-time work system**

  Number of users: 40
- **Side Jobs and Concurrent Employment**

Health Management

Basic Policy on Health Management

Achieving More in Less Time: Realizing a Truly Healthy and Fulfilling Way of Working

At ISF NET, we believe that a "safe, secure, and stable work environment" is the very foundation of our sustainable growth. Even if business performance improves, it loses all meaning if it comes at the cost of our employees' health.

We prioritize the physical and mental well-being of every employee above all else. With this "Health First" mindset, we declare the following policies to realize a work style where you can "achieve results in shorter hours," enjoy better rewards, and truly feel the "joys of working."

1. Managing Work Hours Beyond Legal Requirements

We recognize that legal standards, such as the Labor Standards Act and Article 36 agreements, are merely the minimum requirements. Every individual's situation is unique—whether it be age, underlying health conditions, or family responsibilities like childcare and nursing care.

Therefore, we do not simply rely on uniform legal standards. Instead, we are committed to providing substantial health management that respects each person's physical and social circumstances.

We strictly monitor and manage working hours to reflect reality, ensuring we never overlook "hidden overtime."

If there are any signs of overwork, we promptly conduct interviews to prevent any impact on your health. We will quickly adjust workloads or tasks as needed to optimize the burden, ensuring your peace of mind.

2. Aiming for a 100% Re-examination Rate

We view health check results as vital "messages from your body."

ISF NET maintains a 100% health checkup rate, and as a company, we review every result.

If a re-examination is required, we do not leave it up to the individual alone. We strongly encourage follow-ups and proactively support the necessary adjustments to make hospital visits easier, aiming for a 100% re-examination rate.

We are dedicated to strengthening our system to support early detection and treatment, preventing illnesses from becoming severe.

3. Management-Led Realization of Work-Life Balance

To maintain health, achieve work-life balance, and improve productivity, it is essential to work in a way that maximizes focus

during working hours to produce the greatest results in the shortest time.

ISF NET considers it our corporate responsibility to ensure a work style that does not cause anxiety for your families.

We have zero tolerance for unpaid overtime. Our management team takes the initiative to lead and promote a shift toward "efficient working styles," correcting long working hours and demonstrating how to achieve results within limited time.

We are building a corporate culture that balances "Health First" with the "Pursuit of Productivity." We strive to create an environment where every employee can thrive with physical and mental fulfillment.

Through these efforts, we aim to achieve both the sustainable growth of our company and the happiness of every single employee.

▶ Philosophy of Health Management

ISF NET GROUP's health management slogan is the "Pursuit of Health. We are committed to fostering the health of all employees. In July 2021, we further reinforced this by announcing our Health Promotion Declaration.

▶ ISF NET Health Promotion Declaration

Guided by the "Pursuit of Health," ISF NET is dedicated to creating a work environment where every employee can enjoy working with both physical and mental well-being. In addition to establishing a workplace that fosters energy and enthusiasm, we are committed to providing inclusive employment opportunities where individuals with diverse backgrounds can work as their true selves. We will continue to promote daily health initiatives to support this goal.

Measures Against Lifestyle-Related Diseases

We are building an internal environment that encourages employees to take initiative in maintaining their health.

Initiatives for Sleep and Rest

In collaboration with occupational medicine physicians and internal committees, we are strengthening mental health

measures, correcting excessive working hours, and enhancing stress management strategies.

Anti-Smoking Initiatives

We enforce a strict no-smoking policy during working hours and ensure compliance with considerate smoking rules to respect those around us.

Efforts to Promote Health Management

In 2021, ISF NET established a Health and Safety Committee to ensure the widespread adoption of our philosophy and related initiatives. To enhance employee safety and well-being, we have defined "Seven Zeros" in ISC as key areas to eliminate, aligning with our goal of promoting health management.

Seven Zeros

1. Harassment
2. Bullying
3. Discrimination & Prejudice
4. Excessive Workload
5. Internal Factions
6. Unreasonable Orders
7. Inequality

Other Key Initiatives

- **E-Learning**
  - Self-care
  - Mental health care led by managers
- **Health and Safety Education (VDT Training)**

  Compiling and sharing key points regarding VDT (Visual Display Terminal) work* with all employees
  *VDT work: tasks that involve the use of display devices such as LCD screens, along with input devices like keyboards, mice, or touchscreens.
- **Disaster Preparedness**
  - Distributing training videos on fire extinguisher use to all employees
  - Ensuring the locations of AEDs at each office is easy to find and sharing instructions on how to use them
- **Mental Health Care**

  We are dedicated to building and strengthening a support system for your mental well-being, guided by the Ministry of Health, Labour and Welfare's guidelines for maintaining and promoting workers' mental health.

Other Key Initiatives

Stress Check Program

Employees participate in a simple survey consisting of multiple-choice questions, which analyzes workplace stress factors, psychological and physical stress responses, and the level of support from colleagues. This initiative aims to prevent mental health issues and contribute to a better work environment.

Health Consultations with Occupational Medicine Physicians

We have in-house occupational health physicians available to support employees' well-being. Employees can consult them regarding health concerns such as feeling unwell, experiencing low mood, or dealing with stress and fatigue from remote work.

Return-to-Work Support Program

For employees returning from leave due to health reasons, we design and implement individualized return-to-work programs. Even after returning, we continue to provide support based on the employee's condition to facilitate a smooth transition back to full work capacity.

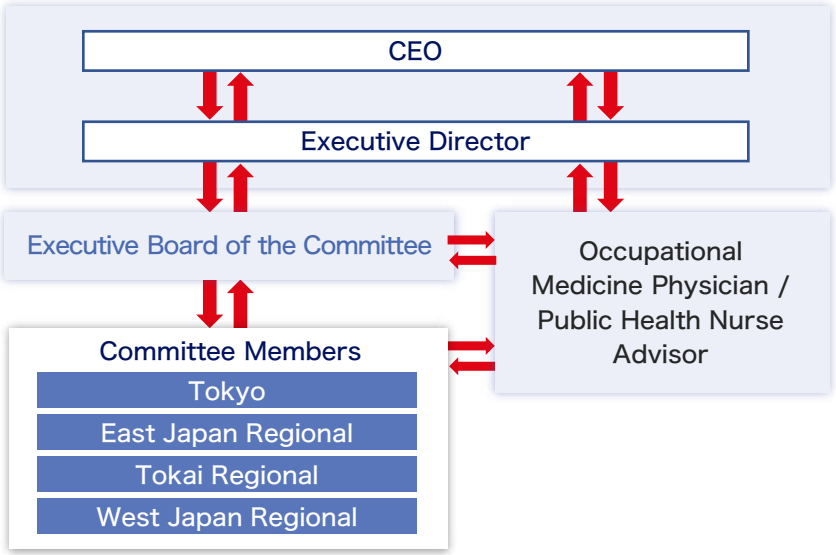
Gynecological Examinations in Regular Health Checkups

We offer guidance and encourage eligible employees to undergo gynecological screenings as part of their regular health checkups.

Human Capital

Organizational Structure for Promoting Health Management

To enhance each employee's "health literacy," the Health and Safety Committee plays a central role in continuously advancing health and productivity management. This is achieved through an integrated approach that includes: Health Promotion, Health Management, and Workplace Support & Risk Management.



Health & Productivity Management Organization 2025 Certification

The Health & Productivity Management Organization Certification is a recognition system implemented by the Ministry of Economy, Trade and Industry (METI) to acknowledge organizations that actively promote employee health.

At ISF NET, under the slogan "Pursuit of Health," we strive to create an environment where every employee can work with enthusiasm while maintaining both physical and mental well-being. Additionally, we are committed to fostering a workplace where individuals of diverse backgrounds feel secure in their employment.

2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門

Awarded "Silver Certification" as a Health-Conscious Company

The Health-Conscious Company Declaration is a commitment by companies to promote workplace health and aim for a silver or gold certification.

At ISF NET, we will continue to develop a workplace where employees can maintain both physical and mental well-being. Furthermore, we aim to achieve "Gold Certification" as the next step in our commitment to advancing employee health.

健康優良企業

Promoting DEI

Diver-In Employment — Embracing Everyone's True Self

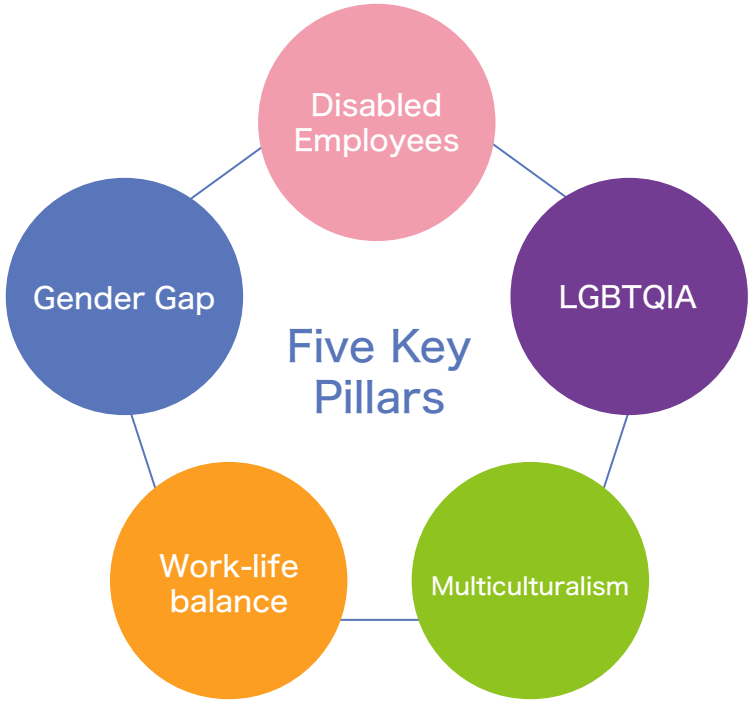
At ISF NET GROUP, we promote what we call Diver-In Employment, a concept that combines Diversity and Inclusion. This initiative is not just about gathering diverse talent — it's about creating opportunities for many people, fostering mutual growth, and building a workplace where people with different ideas and identities can accept and learn from one another.

We have long worked to create environments where people who face challenges in finding employment can feel secure and empowered to work. Through Diver-In Employment, we aim to foster a culture where diverse personalities and backgrounds are understood and embraced, enabling everyone to grow together.

The Concept of Diver-In Employment

In this section, we introduce five key areas of our Diver-In Employment efforts:

1. Disabled Employees
2. LGBTQIA
3. Multiculturalism
4. Gender Gap
5. Support for Childcare and Caregiving



Disabled Employees

ISF NET GROUP is composed of an IT business company and two welfare business companies, providing unique solutions that combine both fields. We are committed to creating environments where people with disabilities can engage in fulfilling work.

Throughout 2025, we took many opportunities to foster a deeper understanding of persons with disabilities. We held numerous lectures for our corporate partners and reached out to students and parents at special-needs schools to share our heartfelt initiatives at ISF NET. We also hosted several events designed to nurture and strengthen our cherished bonds with the local community.

Sharing Insights: Our Online Seminar

To support our corporate partners seeking guidance on employing persons with disabilities, we regularly hosted welcoming online seminars.
Throughout 2025, we came together for seven of these gatherings, where our dedicated social workers shared real-life stories and provided compassionate, practical insights.

Lecturer
ISF NET Joy, INC.
Yuichi Katsuragi

Hosting the Numazu Art Exhibition Together with PWC

We at the ISF NET Joy Numazu Office were delighted to partner once again with PCW (Phantoms Crypto World) to host our 2nd Numazu Art Exhibition, building on the wonderful connections we made in 2024.
The day was filled with creativity and smiles. Alongside a heartfelt showcase of artworks crafted by the wonderful individuals we support, we also welcomed guests to enjoy interactive workshops and hands-on experiences using AR technology.

Inspiring the Next Generation: Our Seminar Talk

On June 14, 2025, one of our passionate team members had the joy of speaking at the "Future Nurturing Project Seminar," an inspiring event hosted by "Karama no Kai," an employment retention support initiative led by the Susono City Council of Social Welfare.

LGBTQIA

Guided by our "Diver-In Employment" philosophy, we at ISF NET wholeheartedly believe that with thoughtful support and understanding, every individual has the power to shine and thrive.

We are deeply committed to fostering a workplace where every unique member of our diverse team, including our LGBTQIA colleagues, can truly work with peace of mind. By continuously nurturing a culture of psychological safety, we strive to ensure that everyone feels embraced, supported, and valued just as they are.

Main LGBTQIA Initiatives

- Use of working names(can differ from name on ID)
- Access to gynecological exams during health checkups
- Self-care leave
- Removal of gender field from entry forms
- Use of restrooms aligned with gender identity
- Establishment of Diver-In Employment Committee
- Dedicated LGBTQIA/SOGI information site for managers
- Launch of LGBTQIA Community
- Promoting the Ally Declaration

External Recognition

ISF NET received the highest rating of Gold for the fifth consecutive year in 2025 under the PRIDE Index — an evaluation framework developed by work with Pride to assess corporate initiatives supporting LGBTQIA and other sexual minorities in the workplace.

work with Pride launched the PRIDE Index in 2016 and was Japan's first evaluation framework of its kind.

Sharing Our Voice at the Aichi Human Rights Universal Event

At an online seminar hosted in Aichi Prefecture aimed at fostering a deeper, more compassionate understanding of diverse and underrepresented communities, one of our dedicated team members had the honor of speaking.

At the ISF NET Group, we deeply cherish diversity and stand firmly together against any form of discrimination in employment and our daily work.

These initiatives were lovingly crafted by gathering the heartfelt voices and hopes of the individuals themselves. Moving forward, we remain fully committed to nurturing an inclusive environment where every single person feels comfortable, valued, and empowered to thrive.

Multiculturalism

While many companies across Japan face challenges like workforce shortages and the growing need for bilingual talent, we choose to see a bright opportunity. We wholeheartedly believe that welcoming different cultures and values sparks fresh ideas and breathes life into wonderful innovations.
To bring this vision to life, we must go beyond simply crossing cultural and communication barriers; we must lovingly nurture a workplace that truly embraces and celebrates our beautiful diversity.
At ISF NET, we hold multicultural harmony close to our hearts. It is one of our most cherished themes, and we are passionately taking various steps to build a warm community where everyone belongs.

English exchange gathering

In 2025, we joyfully launched a welcoming English exchange gathering for any team member eager to practice, learn, or simply enjoy speaking the language.
It has blossomed into a wonderful space where both our Japanese and international colleagues come together, naturally learning from one another through lively, heartwarming conversations.

Foreign Employee Mentor Program

Our Mentorship Program for foreign national members is warmly open to everyone, not just our new graduates.

We believe that having a trusted guide outside of one's immediate team to share thoughts with can gently ease any worries. Through these connections, we are dedicated to nurturing a comforting workplace where everyone can truly work with peace of mind.

Consultation Channel for Foreign Employees

ISF NET has set up a dedicated consultation channel where foreign employees can feel comfortable seeking advice on a wide range of topics — from changes to nationality or residency status to cultural or lifestyle considerations that require accommodation.

Support is available in Japanese, English, Chinese, and Korean.

Japanese Language Training

ISF NET provides Japanese language training for foreign national employees, focusing on business conversation skills and preparation for the Japanese Language Proficiency Test (JLPT). Additionally, in 2024, the company began offering Japanese language training on a trial basis for prospective hires before they officially join the company.

Multiculturalism

Cross-Cultural Exchange Sessions

To celebrate Human Rights Week, we at ISF NET joyfully host our special "Diver-In Week." During this time, we share a variety of heartwarming contents designed to help us deeply understand our beautiful differences and nurture a welcoming workplace where we truly support and embrace one another.
As part of this wonderful initiative, we released a video series called "Aimeshi" to spark curiosity and a deep appreciation for the diverse cultures within our team.
By inviting our international colleagues to share the beloved foods from their home countries, this project has beautifully blossomed into a catalyst for lively, heartwarming conversations, bringing our team even closer together.

Foreign National Kishakai

Every two months, we joyfully host a special gathering designed to help our international colleagues connect with friends across the company they might not usually meet in their daily work.
It has naturally blossomed into a wonderful space for everyone to practice and learn Japanese communication together in a supportive environment.

Partnership with Yeungjin University

Since 2017, ISF NET has had an industry-academia partnership agreement with Yeungjin University in South Korea, focusing on collaboration and education. In cooperation with its offices in both Japan and Korea, ISF NET provides practical training opportunities to develop the next generation of global talent. Each year, a number of graduates from Yeungjin University join ISF NET, and the company has established systems to support them — from immigration procedures to onboarding training and regular check-ins after joining the company.

Gender Gap

At ISF NET, we truly believe that when every unique individual in our diverse team is empowered to shine, it naturally nurtures the sustainable growth and beautiful future of our entire company. Embracing the meaningful journey to bridge the gender gap in Japanese society, we hold the empowerment of women as one of our most cherished guiding themes. We are deeply committed to fostering a welcoming environment where our female colleagues can build long, rewarding careers and truly experience the "joys of working."
As a heartfelt step forward, we have thoughtfully crafted an integrated action plan—in harmony with the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children. To bring this vision to life, we warmly embrace the following goals to guide our journey.

General Employer Action Plan

Plan Period: April 1, 2024 – March 31, 2027

- **Goal 1** Raise the percentage of women in management positions to at least 25%.
- **Goal 2** Reduce the average years of continuous service gap between male and female employees to within one year.
- **Goal 3** Achieve a 100% childcare leave utilization rate among male employees.

We are incredibly proud to share that as of January 1, 2025, we have beautifully achieved our first goal, with women now holding 27.54% of our leadership roles.
Moving forward, we remain passionately committed to empowering even more of our female colleagues to step into leadership, continuously nurturing a workplace where everyone can thrive and lead.

Other Key Systems and Initiatives

- Women Manager Mentorship Program
- Establishment of Women's Council — a consultation desk for women
- Support for returning to work after maternity or childcare leave
- F-Leave (Female Leave) program
- Reduced childcare hours (up to 2 hours daily) to lovingly support families through junior high school.
- Up to three years of childcare leave per child to cherish precious family time.
- Establishing the "Diver-In Employment" Committee to continuously nurture a welcoming workplace.
- Dedicated support for balancing fertility journeys with fulfilling careers.

Work-Life Balance

Caregiving

ISF NET is committed to promoting the employment of individuals involved in childcare and supporting the balance between work and parenting. Through these efforts, we aim to address Japan's declining birthrate by contributing to the development of the next generation.

We also actively encourage employees of all genders to take parental leave and have established a support system to help them feel secure during their leave.

Our support team regularly reaches out to employees on leave to provide updates from the company and check in on their well-being.

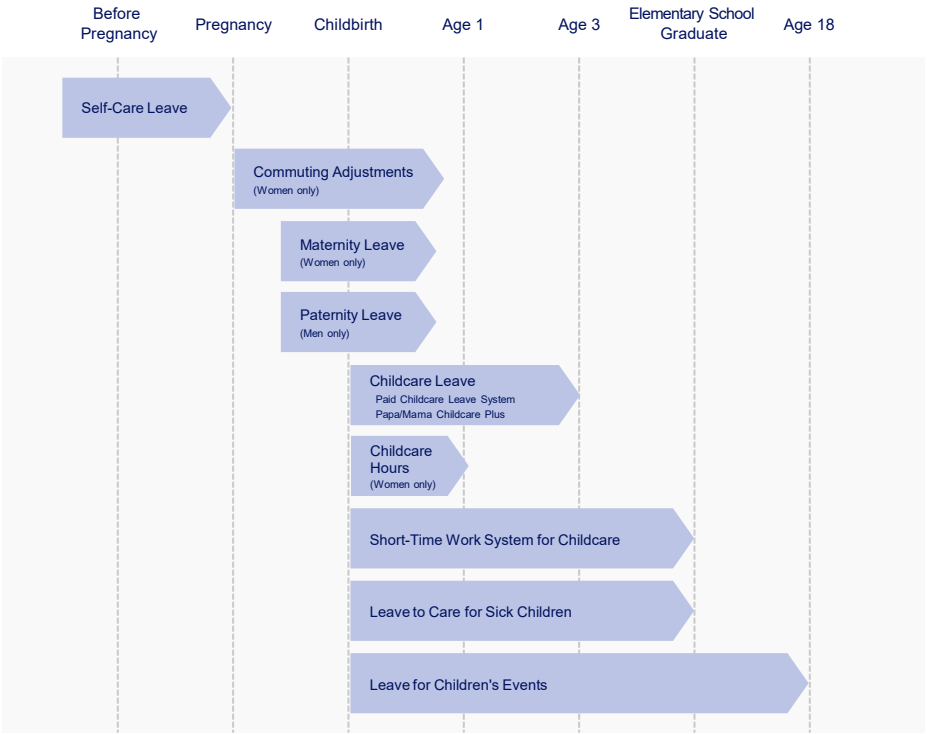
From pregnancy through to returning to work, we offer appropriate support at every stage, helping employees comfortably balance work and parenting.

Fostering a Culture That Welcomes Paternity Leave

Our commitment to family support extends to everyone.
We actively foster a welcoming environment where our male team members feel fully encouraged and comfortable taking childcare leave.
To make this precious time even more flexible, we are delighted to offer the first five days of childcare leave as fully paid time off, allowing parents to focus on their newborns with true peace of mind.

In addition, we host heartfelt workshops for first-time parents and run a friendly FAQ platform where they can comfortably seek advice for any parenting worries. Through regular updates and shared insights, we ensure that no one in our ISF NET family feels alone in their parenting journey.

Key Childcare-Related Systems and Initiatives



Work-Life Balance

Caregiving

ISF NET is committed to maximizing employees' LCP (Lifelong Career Potential) by ensuring that careers are not interrupted due to childcare, caregiving responsibilities, or disabilities.
With the advancing aging population in Japan, the need to balance work and caregiving is growing.
In response, we are working to review and enhance our caregiving support systems.

In our 2025 survey on work-life balance, over half of our respondents (57%) shared that they felt family caregiving responsibilities would impact their careers.
Similarly, a 2024 survey on balancing work and caregiving revealed that 88% of our employees who are currently providing care—or anticipate doing so in the future—carry a sense of anxiety.
To ease these worries and ensure our team can work with peace of mind, we are committed to making our internal support systems and benefits widely known. Where there is room for improvement, we are proactively shaping new initiatives guided directly by the voices of our employees.
Furthermore, we are fostering a culture where supervisors and colleagues understand how to lend a helping hand, creating an environment where the entire workplace can support one another.

Tomonin

To help prevent employees from having to resign due to caregiving responsibilities, ISF NET has earned the Tomonin certification from the Ministry of Health, Labour and Welfare, which recognizes companies that support a balance between work and caregiving.

Caregiving Initiatives

- Remote Work Away from Home
  A system that allows employees to work remotely from the residence of the person receiving care.
- Shortened Work Hours for Caregiving
- Limitations on Night Shifts and Overtime
- Caregiving Leave
- Caregiving Time Off
- Promotion of Caregiving Consultation Services and Sharing of Feedback from Program Users

Our People at ISF NET

At ISF NET, we are deeply committed to fostering a supportive environment where our people can thrive through every season of their lives.

CASE 1 Nasumiさん

< My Career Journey >

When I first joined ISF NET, I started my journey as an in-house engineer on the helpdesk team at our head office, where I managed ongoing projects and lovingly helped launch new ones. Since then, I have expanded my experience across different departments and taken maternity and childcare leave twice to welcome my children. Since returning to work, I have been working reduced hours, which allows me to comfortably balance my professional role with my family life.

< A Supportive Work Environment >

ISF NET offers dedicated leave for attending our children‘s school events, as well as nursing care leave for when our little ones fall ill.
I truly feel that having these additional leave options provides immense peace of mind, especially for team members caring for infants and toddlers, as well as for those who have just joined our ISF NET family.

CASE 2 Yuさん

< My Career Journey >

For my first two years with ISF NET,
I had the opportunity to work directly at a client's site, where I primarily took care of their internal LAN maintenance.
After taking maternity and childcare leave to care for my growing family, I happily returned to the very same team I worked with before. I am now handling incident responses and client inquiries while working reduced hours.

< A Supportive Work Environment >

I frequently use our special leave for children's school events, which has wonderfully allowed me to be present for all of my child's precious nursery school milestones—from field trips and classroom observations to sports days.
I am truly grateful for this empowering environment that allows me to cherish both my career and my family life without having to compromise.

EMD Initiative

As part of our support for Diver-In Employment, we have a unique initiative called EMD, which stands for EMployment Doctor.

The purpose of EMD is to discuss and determine company-wide accommodations and support strategies for employees who face challenges in the workplace, ensuring they can work with peace of mind. Even if an employee experiences trouble or difficulty at a client site, if the root cause lies in their individuality, it is a matter of accommodation, not discipline. For this reason, ISF NET involves occupational medicine physicians in the discussion, receiving expert advice on appropriate support measures.

■ Support Outcomes

	2022	2023	2024	2025
New Participants	17	21	13	5
Total Annual Support Recipients	30	44	41	29
Number of Improvements After Support	8	13	4	3
Improvement Rate After Support	27%	29.5%	9.8%	10.3%
Diagnosis/Disability Certificate Acquisition Rate	23%	48%	17.1%	13.8%

Figures are calculated based on the following criteria :
- Employees who worked for six months without any complaints or incidents
- Employees who worked for six months without showing any symptoms

※ Figures are calculated based on the year of improvement.

EMD System

Effects of the EMD Initiative

1. Clarifies the considerations and support provided by the company, helping create an environment where others can easily provide support
2. Helps employees understand the root causes of their challenges, making it easier to reflect on and engage with themselves
3. Enables continuous employment without giving up career progression
4. Facilitates smooth transitions or cooperation with group companies (welfare-related business units)
5. Reduces complaints from client companies and deepens understanding and consideration for employees

The EMD Conference clarifies the underlying causes for recurring issues faced by employees. This helps not only the individuals themselves but also those around them understand how to provide appropriate support and tailor work and assistance to each person. Participation in the conference is limited to those directly involved with the employee, and strict confidentiality is maintained.

One of ISF NET's strengths is the robust support structure built through cross-departmental collaboration. In the EMD Conference, we achieve integrated cooperation between external physicians, group companies, and various internal departments.

Benefits of the EMD Initiative

1. Clarifies issues which are not actually discipline issues, relieving anxiety and enabling employees to work with peace of mind
2. Deepens understanding of individual differences among client company staff, enabling continued work in a considerate environment
3. Provides support in obtaining a disability certificate, allowing employees to consult with professionals rather than struggle alone
4. Eases emotional burdens through working alongside colleagues who welcome diversity

At ISF NET, we are committed to creating and offering a safe and supportive work environment for individuals who face difficulties in employment for various reasons. We foster a culture where Diver-In Employment is the norm. EMD is an essential part in realizing this vision. We believe that everyone is different — and that's normal — and we will continue to support a future where these differences can become strengths.

Diver-In Week

Diver-In Week, which launched in 2022, was held for the fourth time this year. The event is scheduled to coincide with Human Rights Week, as designated by the Ministry of Justice and the National Federation of Human Rights Volunteers. In 2025, it took place over five days from December 8 to December 12.

ISF NET promotes Diver-In Employment, and we believe employee understanding is essential. While we regularly conduct in-house training, during the event period we shared content designed to engage employees and provide opportunities to think about diversity.

This year's inspiring theme was "I-Design Story: Creating an environment where everyone can be open with peace of mind ." We carefully curated content focusing on key areas such as LGBTQIA , Support for Childcare and Caregiving , Disabled Employees , and Multiculturalism.

DEI Training

At ISF NET, DEI training is not outsourced to external instructors — instead, executive employees serve as trainers themselves. By having executives with knowledge and experience related to DEI, as well as employees with lived experience, lead the training, we enhance the credibility of the program and strengthen our organizational culture.

Furthermore, when leaders take the initiative as instructors, it highlights the importance of DEI, promoting employee growth and mutual understanding. The introduction of DEI training is part of our reskilling efforts, aimed at building a more inclusive workplace culture.

Examples of Training Topics

- Promoting DEI at ISF NET
- LGBTQIA Awareness Training
- Talks by Male Employees Who Took Parental Leave
- Multiculturalism
- Training on ISF NET's Disability Employment
- Training on Internal and External Nursing Care Systems

Initiatives for the Next Generation

ISF NET also partners with universities to give lectures related to DEI. In 2024, CEO Watanabe and other ISF NET employees delivered talks at the following educational institutions. Topics included considerations for people with disabilities, such as through the Diver-In Employment program, and creating a workplace environment where LGBTQIA individuals can thrive.

- Daito Bunka University, Department of Business Administration
- Nagoya Gakuin University, Faculty of Contemporary Social Studies
- Jissen Women's University, Faculty of Humanities
- Yeungjin University in South Korea

Internal Consultation Channels

As part of promoting DEI, having accessible consultation channels for employees is essential. ISF NET has established a range of consultation windows tailored to different needs. In total, there are 16 consultation channels, including those for direct contact with the CEO, internal reporting, and career paths. Of these, eight are specifically related to DEI. We aim to create a workplace where employees feel safe and supported by ensuring they have places to turn to — even for the smallest concerns — so they don't have to carry the burden alone.

Note: Consultations are handled by staff certified in counseling or coaching, who provide attentive and empathetic support tailored to each individual.

- LGBTQIA/SOGI Support
- Foreign Employee Support
- Women's Council (Women-Only Support)
- Work-Life Balance Support
- Nursing Care Support
- Mental Health Support
- General Concerns
- Moya-Moya Support! (For when you're unsure which channel to contact)

Survey on Diversity & Inclusion (D&I)

In 2025, we conducted a D&I survey targeting all employees, including IT infrastructure engineers.

Background of the Survey

In recent years, D&I has become essential to support the sustainable growth of companies. Creating an environment where diverse employees can work as themselves and make full use of their strengths not only enhances individual engagement but also contributes to overall productivity and innovation.

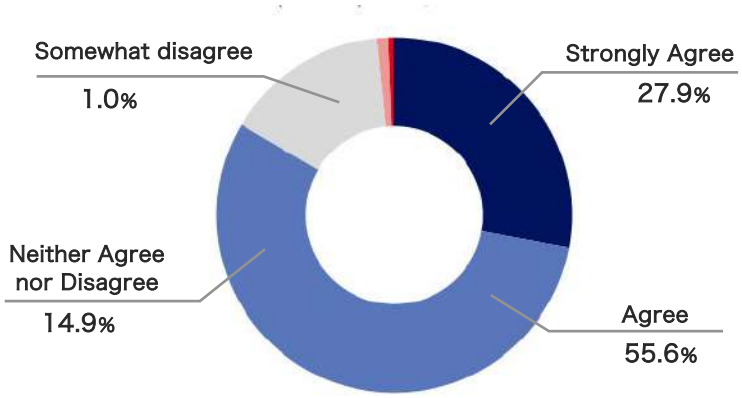
At ISF NET, we aim to create and provide a workplace environment where everyone can work with peace of mind, enabling as many people as possible to find the “joys of working” and a sense of purpose. This survey was conducted to obtain employee feedback and further strengthen our D&I initiatives.

▶ ISF NET’s Strengths

The survey revealed that ISF NET’s philosophy and attitude toward D&I are widely understood and embraced by each employee.

1. D&I at the Workplace Level

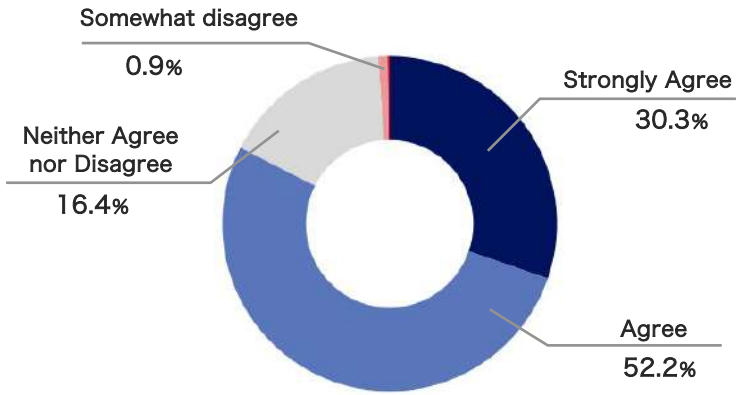
In response to the statement, “The company is committed to diversity,” 27.9% answered “Strongly agree,” 55.5% answered “Agree,” 14.9% answered “Neither,” 1.0% answered “Somewhat disagree,” and 0.6% answered “Disagree.”
A total of 83.5% of participants responded positively, indicating that D&I is recognized not as a temporary initiative but as an integral part of the company.



Promoting DEI

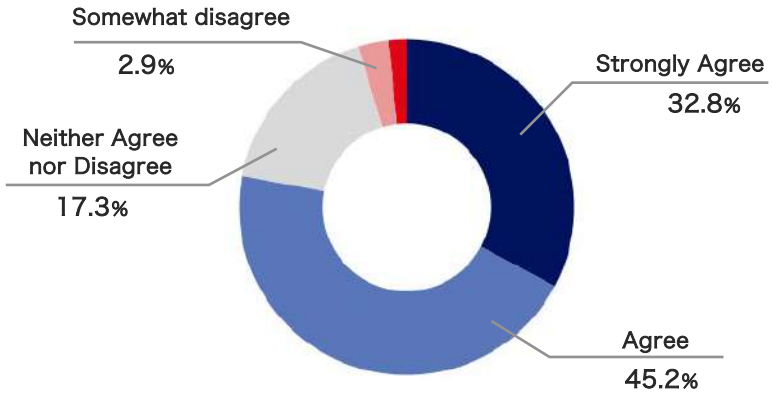
2. Acceptance of Diversity Through Diverse Perspectives

In response to the statement, “I believe members of my company are diverse in terms of gender, sexuality, race, language, cultural background, disability, age, etc.” 30.3% answered “Strongly agree,” 52.2% answered “Agree,” 16.4% answered “Neither,” 0.9% answered “Somewhat disagree,” and 0.2% answered “Disagree.”
With 82.5% giving positive responses, the results confirm that employees feel a strong sense of working alongside diverse colleagues within a technology-focused company.



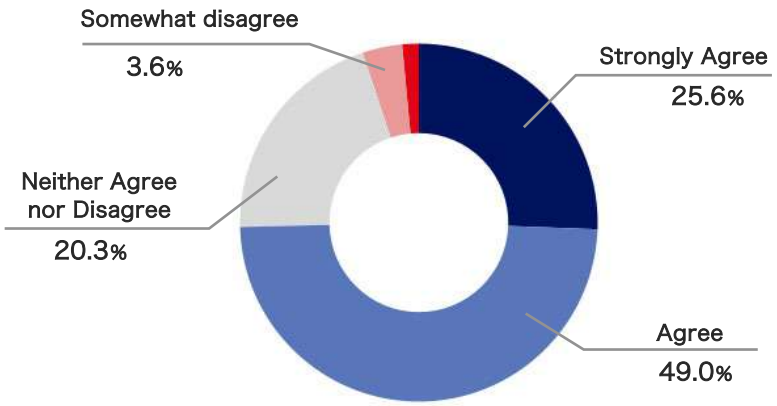
3. Corporate Culture That Supports Well-Being

In response to the statement, “My supervisor and colleagues care about my physical and mental condition,” 25.6% answered “Strongly agree,” 49.0% answered “Agree,” 20.3% answered “Neither,” 3.6% answered “Somewhat disagree,” and 1.5% answered “Disagree.”
With 74.6% responding positively, it is clear that efforts to create an environment where employees can work with peace of mind, both physically and mentally, are progressing. This result also indicates that mutual support has become ingrained in our team culture.



4. Positive Workplace Environment

In response to the statement, “In my workplace/team/department, it is easy to consult with supervisors and colleagues, and members support one another,” 19.9% answered “Strongly agree,” 47.5% answered “Agree,” 26.4% answered “Neither,” 4.3% answered “Somewhat disagree,” and 1.9% answered “Disagree.”



Across all questions related to D&I initiatives, 83.5% of employees responded positively (“Strongly agree” or “Agree”). Additionally, 82.5% responded positively to the question regarding member diversity, indicating that many employees recognize diversity in areas such as gender, age, and cultural background. Furthermore, 73.1% responded positively regarding psychological safety in their work environment, and 74.6% responded positively regarding consideration for physical and mental well-being.

Based on these survey results, ISF NET will continue to strengthen our D&I efforts and strive to create an environment where everyone can work with confidence and peace of mind.

External Recognition

PRIDE Index 2025

ISFNET received the highest rating, Gold, for the sixth consecutive year in the "PRIDE Index 2025," which evaluates workplace initiatives related to LGBTQIA, formulated by Work with Pride.

D&I AWARD 2025

In 2025, ISF NET was certified as a "Best Workplace"—the highest rating—for the fifth consecutive year at Japan's largest awards recognizing companies committed to Diversity & Inclusion (D&I).

KENKO Investment for Health 2025

In 2025, ISF NET was recognized by the Ministry of Economy, Trade and Industry (METI) for the fourth consecutive year as a "KENKO Investment for Health" for its excellence in employee health and well-being.

Platinum Kurumin Plus

ISF NET has been certified as a "Platinum Kurumin" company by the Minister of Health, Labour and Welfare, a designation for corporations that excel in supporting employees who balance work and childcare. Furthermore, in 2023, the company received the "Platinum Kurumin Plus" certification for its proactive support in helping employees balance their careers with fertility treatments.

Nikkei Smart Work Survey

ISF NET was awarded a 3-star rating in the "Nikkei Smart Work Survey," conducted by Nikkei Inc.

Osaka Prefecture "Energetic Women and Men" Kirari Award

In January 2025, ISF NET received the "Osaka Prefecture 'Energetic Women and Men' Kirari Award."

Numazu City Certified Workplace for Promoting Gender Equality

ISF NET has been certified as a "Numazu City Certified Workplace for Promoting Gender Equality." This recognition is awarded to businesses that demonstrate a strong commitment to gender equality and actively foster a work environment where both men and women can thrive while balancing work and family life.

▼ Other awards, participation, and endorsements

Social Contribution

ISF NET conducts social contribution activities, including welfare services through its group companies, as well as initiatives that take into account the global environment, volunteerism, and donations — all in alignment with ISF NET GROUP's policies. Many companies are advancing efforts toward achieving the Sustainable Development Goals (SDGs). This section introduces the initiatives undertaken by ISF NET.

Care for the Environment

In response to the worsening of various environmental problems in recent years, ISF NET is working to conserve energy with the aim of reducing greenhouse gas emissions.

Environmental Impact Data 2025

Target Period : January 1, 2025 - December 31, 2025
Scope of Selection : All domestic locations of ISF NET, INC.

Power consumption (Unit : kWh)

Item	FY2025
Power consumption	250,069

Greenhouse gas emissions (Unit : t -CO_2)

Item		FY2025
Scope1	direct discharge	3.25
Scope2	Indirect emissions from energy sources (location-based)	105.78
Scope3	Indirect discharge other than Scope1 and 2	794.92

How to calculate Greenhouse gas emissions

Item	Calculation method
Scope1	Company car gasoline cost / average gasoline price × emission factor
Scope2	Electricity used in the office, supplied by another company × emission factor
Scope3	(Commuting expenses + Other transportation expenses such as business trips) × Emission factor

*Emission factors are based on the "Database of Emissions Intensity for Calculating Greenhouse Gas Emissions, etc. of Organizations Throughout the Supply Chain (Ver. 3.5)" published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (METI).

Cool Biz Initiative

At ISF NET GROUP, air conditioning settings and business casual dress codes in accordance with the Cool Biz campaign are implemented across offices and facilities. Visitors to ISF NET are also encouraged to dress comfortably according to the weather.

Cool Biz Period	May 1, 2025 – October 31, 2025
Scope	All ISF NET GROUP offices and facilities
Details	Air conditioning set to maintain office temperatures at 28℃ May 1–31 and October 1–31: Default setting to fan mode June 1–September 30: Default setting to cooling at 28℃ Business casual attire will continue during the Cool Biz period (jackets not required)

Climate Change: Risks and Areas of Improvement

ISF NET analyzes both the risks and areas of improvements posed by climate change and implements countermeasures accordingly. By prioritizing based on the frequency and magnitude of impact, the company is advancing initiatives toward the realization of a sustainable society.

Key Risks

Physical

Business continuity may be affected if company facilities or equipment are damaged by weather-related disasters.

Other

A lack of proactive climate action may lead to reputational damage and difficulty in securing funding.

Key Areas of Improvement

Resource Efficiency

Increased demand for efficient energy use and IT solutions that support energy conservation

Products and Services

Growing demand for services that help reduce greenhouse gas emissions

Volunteer Activities

The ways we can give back through volunteering are truly diverse, spanning from disaster recovery support and social welfare to protecting our environment.
At ISF NET GROUP, we deeply cherish our connections with society. We believe that actively contributing to local and global communities is a vital part of our mission, which is why we wholeheartedly and continuously engage in volunteer activities.

I-Volunteer and MY-Volunteer

Throughout 2025, our employees continued to embrace "I-Volunteer," a heartfelt volunteer initiative that has been a cherished part of our culture since our founding.
For instance, many of us gather before the workday begins to clean the neighborhoods around our offices, striving to give back to the local communities we call home.
We also encourage voluntary participation through "My-Volunteer," where our team members actively engage in diverse activities and events across different regions. This initiative empowers each individual to transform their personal passions and empathy into meaningful social contributions.

Examples of My-Volunteer Activities

- Neighborhood cleanups
- Blood donation
- Hair donation
- Language education
- Local event support
- Donor registration, etc.

Social Contribution

Participation in World Cleanup Day

World Cleanup Day, a global environmental initiative that began as a grassroots movement in Estonia and now involves 90% of UN member countries, was another key activity.

In 2025, ISF NET GROUP once again partnered with the Pasona Group to carry out a coastal cleanup in Numazu City, Shizuoka Prefecture.

NIPPON IT Charity EKIDEN

ISF NET COO Seiki Motomura served as Deputy Executive Committee Chair of the NIPPON IT Charity Ekiden, which the company also supported again this year.

The 14th edition of the event was held on November 16, 2025, drawing over 5,000 attendees.

A total of 23 employees from ISF NET GROUP companies took part on the day, as runners or volunteer staff.

Compliance Framework

ISF NET GROUP promotes various compliance enhancement activities with the aim of establishing and advancing a legal compliance system to ensure appropriate and sound corporate operations based on our corporate philosophy, while adhering to social ethics, laws and regulations, and internal policies.

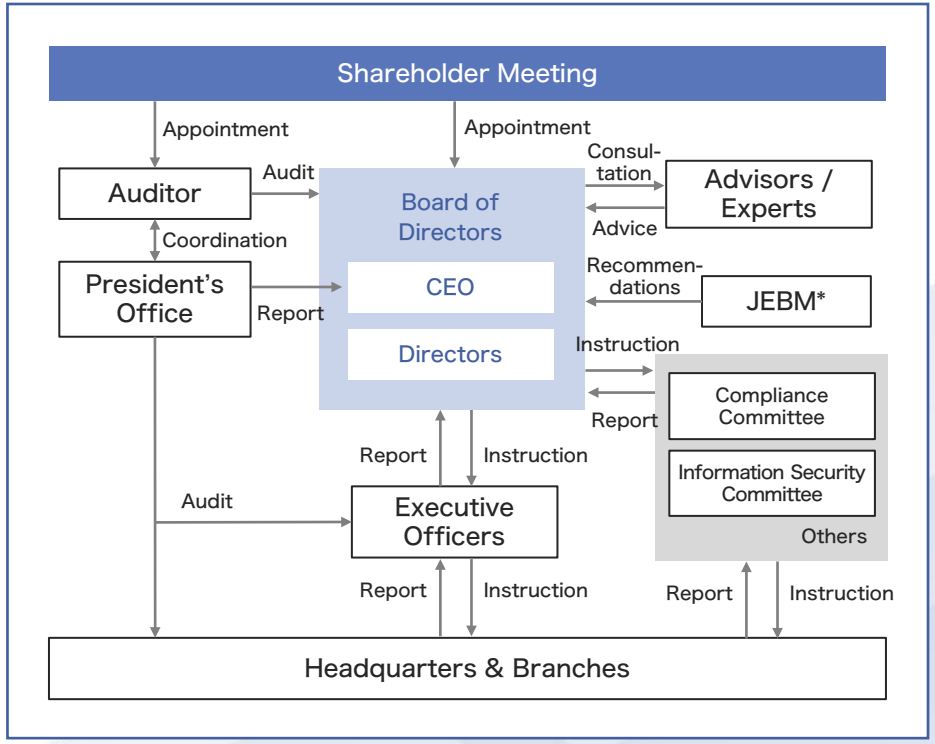
To ensure transparency in management and promote corporate activities based on efficiency and fairness in order to continuously enhance corporate value, we have established the following entities: President's Office, aimed at strengthening internal control functions; Compliance Committee, focused on ensuring thorough legal compliance and enhancing proper risk management; Rewards and Disciplinary Committee, ensures fairness in commendation or disciplinary action based on a strict merit-based principle; Information Security Committee, dedicated to promoting enhanced information security.

In addition, for activities conducted by group companies, we provide guidance to ensure smooth operations and strengthened management through periodic business reporting, prior consultation on important matters, and other actions based on internal regulations. This helps maintain proper and appropriate relationships among group companies.

Internal Control

The President's Office, which operates under the direct supervision of the CEO, conducts regular audits on departmental operations and compliance status. Evaluation results are reported to the CEO, and the progress of improvements to business processes is continuously monitored. This ensures not only compliance with relevant laws and regulations, but also the establishment and implementation of processes that provide reasonable assurance in achieving objectives such as operational effectiveness and efficiency, reliability of financial reporting, and safeguarding of assets.

Governance Structure System



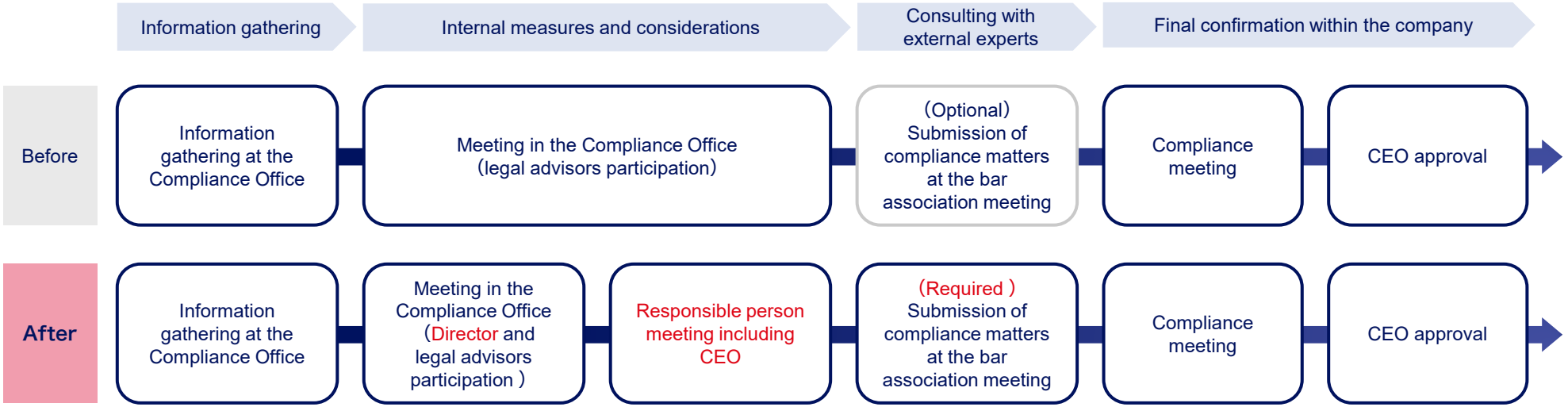
*JEBM (Junior Executive Board Member)
A system in which young employees participate in board meetings and directly make proposals regarding governance and management issues.

Compliance Framework

Strengthening the governance system

As a heartfelt commitment to strengthening our governance, we have thoughtfully refined our approach to compliance—enhancing how we investigate, deeply analyze, and ultimately prevent issues from recurring.
While our past efforts primarily focused on resolving challenges after they surfaced, we are now embracing a much more proactive and caring approach. By appointing our Director and General Manager of the Administration Division to oversee compliance, we are actively striving to recognize and understand potential risks early on, ensuring a secure and transparent environment for everyone. This meaningful step allows us to come together and review situations from a shared, company-wide perspective.
Furthermore, to ensure everyone's peace of mind, we now actively seek guidance from trusted external experts, including our legal advisors, whenever a challenge arises or we evaluate potential risks. Through this collaborative approach, we strive to carefully navigate legal risks and foster a fair, objective, and truly reliable compliance environment that our entire community can trust.

Compliance Incident Response Process



Compliance Framework

Establishment of ISF NET GROUP Human Rights Policy and Anti-Bribery & Corruption Guidelines

ISF NET GROUP has established the ISF NET GROUP Human Rights Policy, supporting the protection of internationally declared human rights and prohibiting all forms of discrimination in employment and occupation.

Additionally, the Group has outlined its fundamental stance on anti-bribery and anti-corruption in the ISF NET GROUP Anti-Bribery and Corruption Guidelines.

External Whistleblowing System

As part of our compliance promotion efforts, we have set up a reporting channel for external parties such as our business partners. This channel enables the early detection and response to compliance violations — including bribery, corruption, and human rights violations — or signs thereof.

Compliance Guidance

All employees of ISF NET GROUP are to follow the Group's management philosophy and principles, always striving to behave accordingly and uphold the company's commitment to ethics.

Controls are in place to ensure that directives and orders from the CEO are properly implemented, and necessary information is appropriately communicated to employees. We have built mechanisms to ensure accurate communication within and outside the organization, and among stakeholders, and continue to actively disseminate our Group philosophy. Guidance is continuously reinforced to ensure all employees act and make decisions based on a strong sense of ethics.

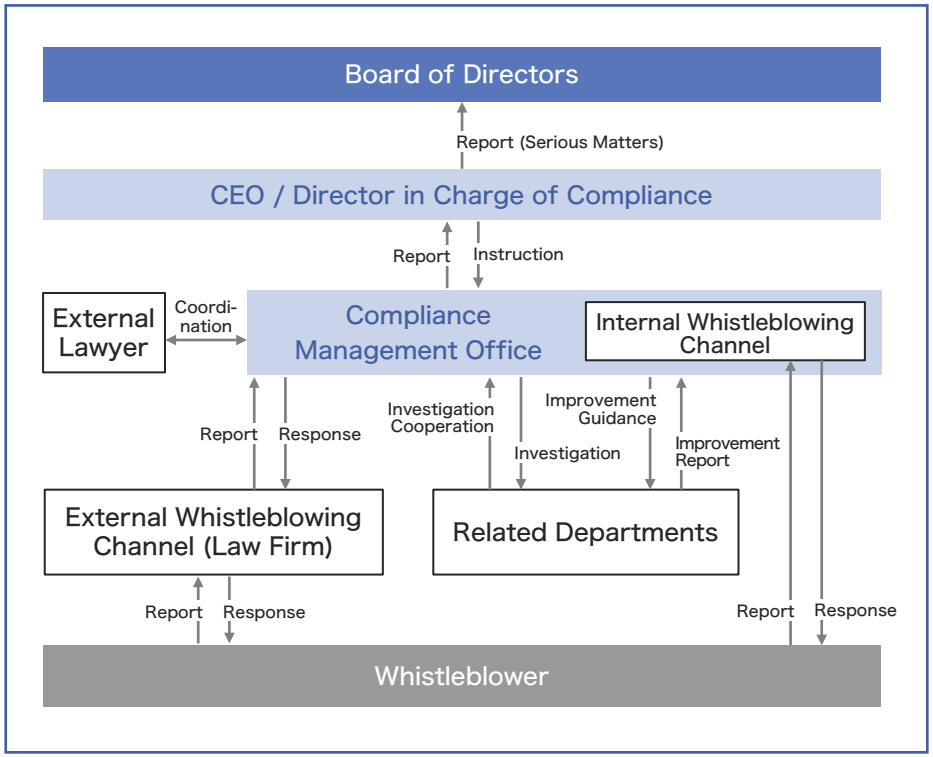
Internal Whistleblowing System

As part of our risk management and internal improvement activities aimed at ensuring fair and sound corporate operations as well as employee safety and security, we have established an internal whistleblowing channel. We have also developed internal regulations in accordance with the Whistleblower Protection Act.

This channel allows employees to report compliance violations such as misconduct, harassment, and human rights violations. Whistleblowers are appropriately protected under the Whistleblower Protection Act and internal rules, with any form of disadvantageous treatment or retaliation strictly prohibited. A top-down approach is taken to address and resolve reported issues.

Additionally, an external whistleblowing channel has been established in partnership with an outside law firm.

Compliance Framework



ISF NET GROUP Human Rights Policy

1. Purpose

ISF NET GROUP supports and respects internationally recognized human rights and prohibits all forms of discrimination in employment. In particular, based on our principles of Diver-In Employment and inclusion for people of all nationalities and ethnicities, we strive to create belonging and joy for all individuals connected to ISF NET GROUP.

2. Scope

This policy applies to all officers and employees of ISF NET GROUP. The Group provides education on its mission, principles, and philosophy to all officers and employees and strictly prohibits all forms of discrimination in employment.

Additionally, we ask our business partners and suppliers to respect human rights, and when incidents of suspected human rights violations are identified, we will pursue corrective actions.

3. References, International Frameworks, and Compliance

- Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights
- UN Protect, Respect and Remedy Framework
- OECD Guidelines for Multinational Enterprises

4. To Our Stakeholders

ISF NET GROUP considers contributing to global society as part of its core philosophy, and continues to contribute to a diverse society together with our stakeholders. We ask for understanding with regards to our human rights initiatives and the principles outlined in this policy.

We will also take action against stakeholders suspected of involvement in human rights violations.

5. Improvement Actions and Human Rights Due Diligence

ISF NET GROUP has established various consultation channels. If any officer or employee discovers a suspected human rights violation, they are able to promptly report it through the appropriate channel.

We also have a system to consult with external experts and legal professionals. Through these mechanisms, we assess and evaluate the potential impact of our business activities on human rights.

When a potential human rights issue is identified, we will take appropriate corrective action. The effectiveness of these actions will be tracked and verified, and the results will be disclosed.

6. Communication, Dialogue, and Consultation

If there are concerns about potential human rights violations involving stakeholders, ISF NET GROUP will engage in thorough dialogue and consultation to seek improvements and ensure the protection of human rights. We also regularly consult with trusted, independent experts.

7. Specific Human Rights Issues

(1) Prohibition of Discrimination

ISF NET GROUP does not tolerate any form of discrimination in employment or occupation based on race, skin color, gender, religion, political beliefs, national or social origin, or other status. (This is also stipulated in Article 1, Section 3 of our Code of Conduct.)

(2) Respect for Diversity

Based on our Diver-In Employment principles, ISF NET GROUP respects diversity in all its forms — including physical and mental disabilities, sexual orientation, gender identity, and more — and is committed to providing appropriate work environments. (This is also stated in Article 1, Section 2 of our Code of Conduct.)

We also do not impose equipment, facilities, work hours, work arrangements, or processes that are unsuitable for workers' physical or mental capabilities.

(3) Prohibition of Child Labor and Forced Labor

ISF NET GROUP prohibits child labor and forced labor. We promote safe working environments, ensure minimum wages, and encourage appropriate labor time management.

8. ISF NET GROUP Vision

ISF NET GROUP has formulated a set of 10 Visions with the goal of maximizing employee happiness and minimizing anxiety through our work. The first of these visions is the achievement of zero cases of:

1. Harassment
2. Bullying
3. Discrimination and prejudice
4. Overwork
5. Internal cliques
6. Unreasonable orders
7. Inequality

With these “Seven Zeros,” ISF NET GROUP aims to become a company with zero workplace relationship concerns and to eliminate human rights violations which can arise from these issues.

Cybersecurity Risk Response

To mitigate information security risks, we have established a Basic Information Security Policy.

Based on this policy, we operate an Information Security Management System (ISMS). By implementing the PDCA (Plan-Do-Check-Act) cycle of the ISMS, we respond to daily issues through a company-wide effort.

Basic Information Security Policy

ISF NET GROUP (hereinafter referred to as “the Group”) considers it a social responsibility to maintain and ensure the quality of services provided to customers and to appropriately protect the information assets of both customers and the Group.

Therefore, this policy is positioned as a core principle of corporate management.

In line with fostering ethically minded individuals, defining service quality standards, providing high-quality high value-added services, and protecting the information assets of customers and the company, the Group ensures the confidentiality, integrity, and availability of these assets.

All employees of the Group comply with this Basic Information Security Policy and strive for its maintenance and continuous improvement.

Education and Training

We conduct the following security training programs:

- New employee training
- Targeted email attack training
- Incident response training (hosted by the Security Lab)
- Regular online assessments (ISMS/PMS/QMS)

Threats and Vulnerability Response

To adapt to the ever-changing security landscape and ensure everyone can work with peace of mind , we have welcomed more dedicated Jinzai to our security team.

Alongside this, we have thoughtfully reviewed our guidelines, updated our documentation, and shared these refinements openly. Through these collaborative efforts, we strive to elevate our security practices across the entire ISF NET GROUP.

- Enhancing our ability to gather information on vulnerabilities while providing caring, continuous follow-up support
- Refining our daily operations to ensure a safer, more comfortable experience for all
- Updating our documentation to be more accessible and actively sharing these resources
- Carefully evaluating and embracing new Security Solutions to protect our shared environment

Cybersecurity Risk Response

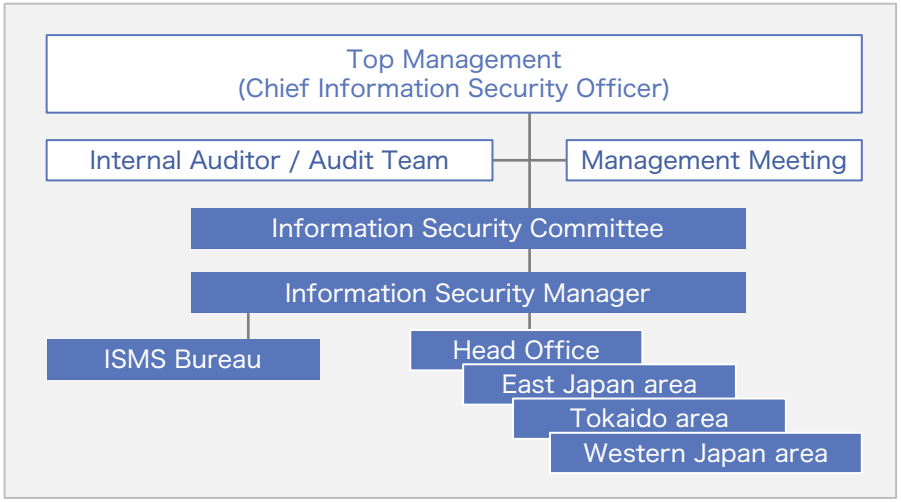
Security Framework

Based on the Basic Information Security Policy, we have established the Information Security Committee to review security standards and requirements, and evaluate implemented countermeasures. The Chief Information Security Officer manages the committee and oversees security initiatives.

Emergency Response System

In the event of an information security incident, the head of the relevant department reports to the Information Security Committee. Depending on the severity of the incident, the committee establishes a “Response Task Force” and assembles members from relevant departments under the direction of the Task Force Leader. The task force investigates the cause, considers countermeasures, communicates them to related departments, and conducts training as necessary to prevent recurrence.

In the case of major damages that may hinder business continuity, such as those caused by disasters or security incidents (e.g., theft or loss of laptops, information leaks, or compliance violations), we will respond in accordance with our business continuity plan.



Cyberattacks are becoming increasingly sophisticated and complex, demanding more robust security measures from companies than ever before. It is essential to implement countermeasures against potential threats, enhance employees’ security literacy, and ensure readiness to respond promptly and appropriately to incidents. ISF NET will continue to strengthen its initiatives to meet these evolving standards.

Newly-Appointed CxOs

Hisako Iida

Chief Revenue Officer
ISF NET, INC.

With a deep commitment to guiding our company's growth and ensuring a sustainable financial future, I am truly honored to step into the role of Chief Revenue Officer (CRO) starting in 2025.

Mission

Taking on the role of CRO in January 2025 fills me with both gratitude and a profound sense of responsibility. My greatest mission is to foster sustainable growth and help our company thrive.

To achieve this, I place a strong focus on crafting and bringing to life data-driven sales strategies. In our fast-changing market, I strive to stay deeply attuned to emerging trends, adapting flexibly and thoughtfully so we can embrace every opportunity to maximize our shared success.

The hands-on insights I have gathered since joining the ISF NET family in 2018—working closely with our teams in the Tokyo Metropolitan Sales Division and the Solution Sales Department—are among my most cherished strengths. I am excited to use these experiences to empower our entire sales team, enhancing our ability to offer heartfelt, tailored solutions, especially in cloud computing and network security.

But my goal is never just about chasing numbers. I am fully committed to leading the way with passion, guiding our collective growth so that ISF NET can firmly establish itself as an industry leader we can all be proud of.

Value

The value I hold most dear in my work is nurturing "long-term, unshakable partnerships" with our clients. Mutual trust is the true foundation of any business, and I deeply believe that honest, meaningful communication is the key to building it.

We promise to listen closely, understanding even the hidden needs our clients may not yet realize they have. By bringing together the incredible technical talents of our roughly 2,300 engineers, we are committed to delivering the best, highest-quality solutions with care.

Bringing joy and peace of mind to our clients through this journey is the only true path to sustainable growth. Moreover, maximizing the value we bring to our clients connects directly to our grand cause: "For People-Centric IT" (creating a utopia for IT infrastructure engineers).

Growing hand-in-hand with our clients and continuously creating steadfast value as a true partner supporting society's IT infrastructure—this is the heartfelt impact I strive to deliver as CRO.

25th Anniversary

On January 12, 2025, we at ISF NET proudly celebrated the 25th anniversary of our founding. What began with just four individuals has naturally grown into one of Japan's leading companies in IT infrastructure, now home to a vibrant team of 2,500 employees.
As we look to the future, our focus goes beyond simply expanding our size. We are fully committed to becoming the best in Japan in both skill and quality, and as a leading company in the field of IT infrastructure, we will continuously strive to create even greater value for everyone we serve.

25th Anniversary ceremony

To honor our 25-year milestone, we gathered for an intimate and heartwarming ceremony.
During our time together, President Watanabe reflected on the remarkable journey we have shared since our founding days. He expressed his heartfelt gratitude to everyone whose unwavering support has guided us to where we are today.

Original wagashi

To sweeten the celebration of our 25th anniversary, we are delighted to share a special collaboration with Wakou Co., Ltd. to create an original wagashi (traditional Japanese confection).
The beautiful packaging for these sweets was thoughtfully designed by Nobuko Saito, who lovingly guides our CI design, art direction, and branding.

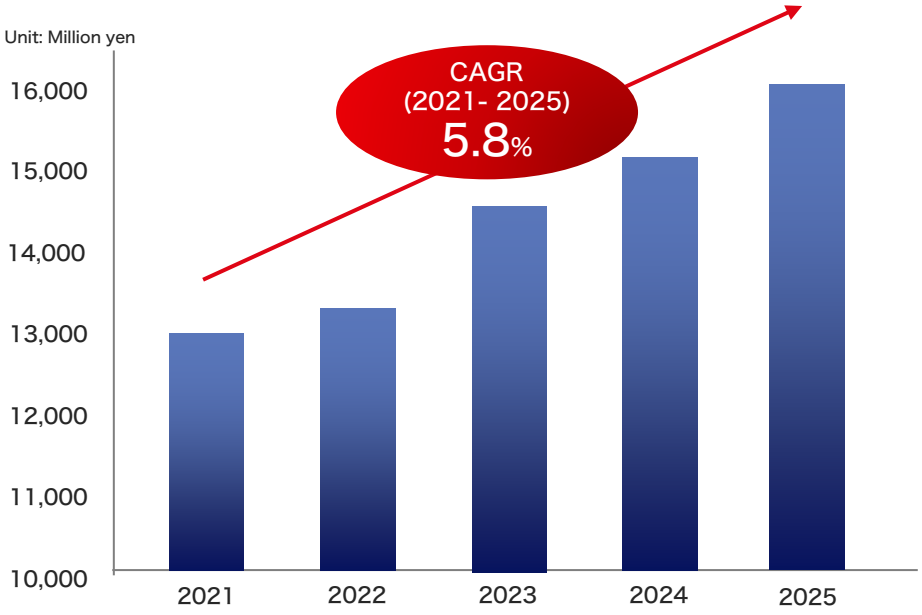
▼ The Heart Behind the Design
Deeply inspired by our philosophy of "Diver-In Employment," the artwork embraces the beautiful vision of people from all walks of life—regardless of gender, nationality, or age—growing, thriving, and moving forward together in harmony.
Hoping to share the warmth of traditional Japanese culture with our friends both locally and globally, we chose the classic Shippo (cloisonné) pattern for this special occasion.
In this elegant pattern, the infinite overlap of circles (en) beautifully mirrors the continuous linking of human relationships (also en in Japanese). It stands as a heartfelt symbol of our deep connections, shared harmony, peaceful togetherness, and mutual prosperity.

Financial and Non-Financial Data

Main Financial Data

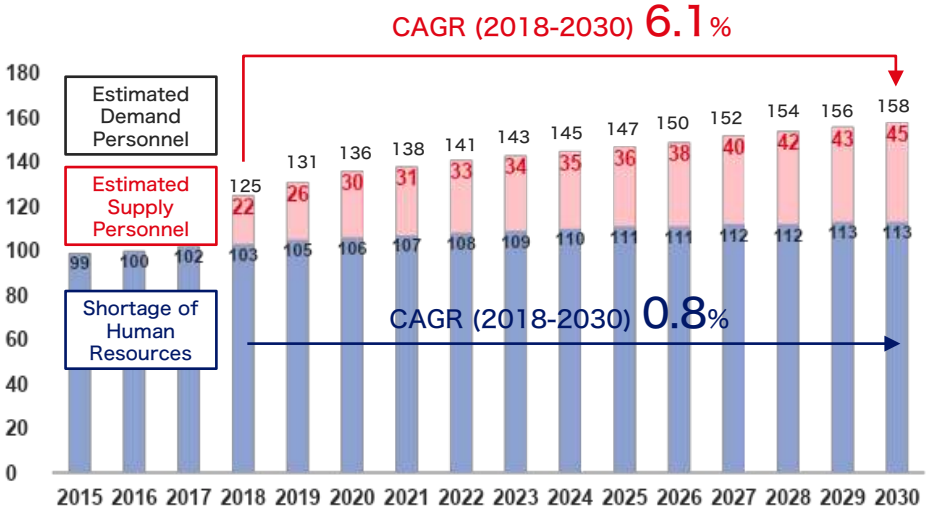
▶ Revenue

In FY2025, total revenue reached approximately 16.1 billion Japanese yen, mainly driven by services related to IT networks and cloud computing, resulting in an increase in sales.
The CAGR (Compound Annual Growth Rate) from FY2021 to FY2025 was 5.8%.



▶ Business Environment

The current shortage of IT personnel is estimated at 330,000, and this number is expected to increase to 450,000 by 2030, indicating a continued rise in demand.
Source: Ministry of Economy, Trade and Industry (METI), "Survey on Supply and Demand of IT Human Resources"



※in tens of thousands

Estimation method:
The "medium growth" scenario assumes annual demand growth of approximately 2% to 5%.

Main Non-Financial Data

The figures for fiscal year 2025 are based on data as of December 31, 2025.

■ Number of employees

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees	2,335	2,447	2,496	2,544	2,542
Male	1,696	1,779	1,840	1,881	1,872
Female	639	668	656	663	670

Gender Notation: The gender ratio is based on a binary classification (male/female) for the sake of convenience.

■ Employment

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of new recruits	61	74	75	82	70
Number of mid-career	181	304	293	298	247
Mid-career rate (%)	74.8	80.4	79.6	78.4	77.9

Only including regular employees

■ Diversity

		FY2021	FY2022	FY2023	FY2024	FY2025
Number of people with disabilities		59	59	74	79	78
Employment rate (%)		2.49	2.44	2.92	3.01	2.90
Number of female managers		39	47	66	86	94
Number of non-Japanese employees		178	214	251	286	277
Gender pay ratio	Regular employees	–	84.0	88.1	88.7	87.9
	Non-regular employees	–	74.5	69.9	49.9	71.7
	Total	–	83.8	88.0	88.6	85.8

The rate is calculated based on figures from ISF NET and ISF NET Joy, in accordance with the criteria defined in the Report on the Employment Status of Persons with Disabilities.

Financial and Non-Financial Data

■ Work-Life Balance

		FY2021	FY2022	FY2023	FY2024	FY2025
Average monthly overtime hours (hours/month)		7.1	7.3	7.1	7.0	7.3
Annual paid vacation acquisition rate (%)		74.77	79.20	81.14	86.9	88.0
Number of employees using short-time work system		24	45	40	38	40
Childcare leave	Number of users	36 (M:20, F:16)	42 (M:26, F:16)	47 (M:33, F:14)	44 (M:31, F:13)	58 (M:33, F:25)
	Acquisition rate (Female)	100	100	100	100	100
	Acquisition rate (Male)	90.9	74.3	84.6	91.2	91.1
	Return rate (Female)	93.0	86.7	94.4	91.7	100.0
	Return rate (Male)	100.0	100.0	100.0	100.0	100.0
Number of employees using fertility treatment balance support leave	Child nursing leave	37 (M:14, F:23)	78 (M:30, F:48)	110 (M:61, F:49)	121 (M:68, F:53)	119 (M:73, F:46)
	Child school events leave	63 (M:31, F:32)	77 (M:33, F:44)	110 (M:60, F:50)	129 (M:56, F:73)	112 (M:63, F:49)
	Self-care leave	3 (M:0, F:3)	7 (M:2, F:5)	7 (M:2, F:5)	5 (M:1, F:4)	6 (M:2, F:4)
Number of employees using maternity leave		14	15	16	23	29
Employee engagement score		–	–	–	–	3.44

- Percentage of Eligible Employees Taking Childcare Leave (Including those who took leave in the following year)
- Types of Leave Available in Half-Day Units:
  - Child nursing leave: Up to 5 paid days and 20 unpaid days annually
  - Children's School Events Leave: Up to 2 paid days annually, available for school events of children under 18
  - Self-Care Leave: One paid day per month available for fertility treatments, gender-affirming surgeries, or hormone therapy
- Starting in fiscal year 2025, the conventional 'Employee satisfaction' has been integrated into an 'Employee engagement score'. These figures represent the aggregated results for the IT department, based on a five-point scale.

Company Information

Company name	ISF NET, INC.
Founded	January 12, 2000
Capital	100 million yen
President	CEO　Yukiyoshi Watanabe
Directors	COO　Seiki Motomura CCO　Kazuma Hiraiwa
Corporate Auditor	Sakai Kenichiro
Advisor	Azumi Kanda (Ochanomizu Himawari Law Office) Yoshikazu Minato (Best Pilot CPTA Corporation) Kenichi Ando (Ando Social Security Worker Corporation) Yoshikazu Takada(Growth&Advisors Co., Ltd.) Kosei Ishibashi (I&I Partners) Nobuko Saito (NEUF DESIGN)

Japan Locations

- Tokyo Head Office
  Oak Akasaka Building 3F, 7-1-16, Akasaka, Minato-ku, Tokyo
- Akasaka Satellite Office
- Sapporo Branch
- Morioka Call Center
- Sendai Branch
- Utsunomiya Sales Office
- Numazu Branch
- Shizuoka Branch
- Hamamatsu Sales Office
- Nagoya Branch
- Osaka Branch
- Hiroshima Branch
- Fukuoka Branch
- Saga Service Station
- Okinawa Service Station

Overseas Locations

Korea

ISFNET Korea

Grimbow Building 7F, 211 Bongeunsa-ro, Gangnam-gu, Seoul

China

ISF NET China, INC. ISF NET Information Technology (Dalian)

2# Building, No.33 Room b105A, Software Park Road, Ganjingzi District, Dalian, Liaoning

Singapore

GLOBAL ISF PTE. LTD.

Twenty Anson #11-01, 20 Anson Road, Singapore 079912

Company Information

Business Activities

Human Resource Services and Technical Solutions Specialized in the IT Infrastructure Domain

ISF NET provides both engineering talent and technical support services specialized in the IT infrastructure domain. Our services cover a wide range of phases—from pre-sales and design/build to operation and maintenance—leveraging expertise in cloud, networking, and security. We offer optimal solutions to address corporate IT challenges through advanced technical capabilities and a flexible support structure.

In addition, with the goal of becoming “Japan’s No.1 in infrastructure engineer development,” we aISF NET provides both engineering talent and technical support services specialized in the IT infrastructure domain. Our services cover a wide range of phases—from pre-sales and design/build to operation and maintenance—leveraging expertise in cloud, networking, and security. We offer optimal solutions to address corporate IT challenges through advanced technical capabilities and a flexible support structure.

- **Human Resource Services**
  - Dispatch of engineers in the IT infrastructure domain (pre-sales / design & build / operation & maintenance)
  - Worker dispatch services
  - Paid job placement services
  - Reemployment support services
- **Solution Services**
  - Provision of IT solutions (cloud, network, servers, security)
  - IT infrastructure consulting (design assessment, operational improvement, training, etc.)
- **Employment Support Services for Persons with Disabilities**
  - Comprehensive support for achieving legally mandated employment rates for persons with disabilities
  - Development and retention support for challenged personnel in the IT infrastructure field
  - Consulting on job creation and task segmentation through special subsidiary companies

Company Information

Group Companies

ISF NET Joy, INC.

- Head Office
- Service Department
- Morioka Office
- Date Office
- Fukushima Office
- Iwakidaira Office
- Yoyogi Office
- Numazu Office
- Saga Office

General Incorporated Association ISF NET Benefit

- Aoyama Office
- Toyohashi Office
- Morioka Office
- Sendai Office

Glossary

Diver-In Employment
An initiative to create and provide a safe and supportive working environment for those who face barriers to employment for various reasons. “Diver-In” is a term combining Diversity and Inclusion, with the goal of helping all people experience the joy of working and find meaning in life through diverse employment opportunities.

ISC (ISF NET Standard Concept)
A framework designed to support the personal growth of employees and realize a company culture creating a workplace where everyone is somebody you want to work with. Personal growth is defined as the ability to think and act from the perspective of others (altruism). Even if an individual believes their actions are justified, if the majority of coworkers consider those actions unacceptable, they should stop. Determinations on acceptable behavior like this are made collectively.

DSP (Design Story Project)
A code of conduct introduced in 2022. This project was established to shape a corporate culture that evolves alongside a constantly changing society, rooted in ISF NET’s corporate philosophy and values. The project began in 2021, led primarily by younger employees, and officially launched six behavioral guidelines in 2022.

10 Visions
A statement of corporate direction and mission, created by aligning management’s vision with employee feedback. These visions represent goals that energize employees and outline what the company aspires to achieve together.

I-Career Forum
The I-Career Forum is a renewed version of the event previously held under the name “Kishakai” until 2024. It serves as an opportunity for employees—including those working on-site at client locations—to come together and share the organization’s direction and vision.

IRP (ISF NET Reward Program)
“IRP” is an abbreviation for the ISF NET Reward Program, a bonus system linked to individual performance.

Expanded IRP
An additional performance-linked bonus paid on top of IRP is referred to as the “Expanded IRP.”

Glossary

Skill Sharing
An initiative where engineers can rapidly improve their skills by working alongside highly skilled engineers and learning directly from them. To support this, ISF NET is strengthening employment of senior talent and freelancers.

ISF NET Global Offshore Solutions
ISF NET Global Offshore Solutions is our solution that enables Japan-based companies with overseas operations to outsource IT functions at their international locations.

Presales Engineer
An engineer who listens to customer needs and challenges, and proposes optimal solutions. ISF NET is proactively developing presales engineers to meet the increasing market demand.

10 Elements of a Utopia for IT Infrastructure Engineers
Ten focus areas aimed at creating an environment where every engineer can thrive, by identifying improvements and implementing initiatives.

1. Compensation
2. Attractive Career Paths
3. Flexible Work Styles
4. Growth
5. ISC/DSP
6. LCP
7. Diver-In
8. Business Stability
9. Global
10. Challenge

Supported Employment Facilities for Persons with Disabilities
A service providing end-to-end support for companies seeking to employ people with disabilities — from candidate introduction to post-employment support. This enables companies not only to meet legal employment quotas but also to engage in CSR activities through job creation.

LCP (Lifelong Career Potential)
ISF NET strives to create an environment where employees can thrive over the long term and maximize their potential throughout their careers.

Reskilling
Given the fast-changing IT industry, continuous learning is essential to avoid falling behind. As a company dedicated to developing talent, ISF NET provides an environment where engineers can revisit and update their skills.

Glossary

CDP (Career Development Program)
CDP is an internal job posting system that allows employees to apply for positions in different departments or roles beyond their current assignment.

YEC (Young Executive Candidate)
ISF NET's program for cultivating future executives under the age of 35, launched in 2020.

Alumni
Refers to former employees or graduates. Many overseas companies have formal alumni programs to facilitate rehiring. In 2024, ISF NET strengthened its alumni network under the theme of "connection," aiming to create new opportunities for rehiring and collaboration.

Health Management
A strategic approach to employee health management from a business perspective. ISF NET prioritizes employee health and actively supports healthcare initiatives.

Seven Zeros
As part of the 10 Visions, the first goal is to completely eliminate seven workplace issues: harassment, bullying, discrimination/prejudice, overwork, internal cliques, unreasonable instructions, and inequality — aiming for zero occurrences of each.

DEI (Diversity, Equity, Inclusion)
A globally recognized concept that values and maximizes individual differences to create greater corporate value.

LGBTQIA
An acronym representing Lesbian (L), Gay (G), Bisexual (B), Transgender (T), Queer/Questioning (Q), Intersex (I), and Asexual (A), encompassing a diverse range of sexual orientations and gender identities.

Ally
Individuals who understand and support the LGBTQ community.

EMD (EMployment Doctor)
An initiative to create and provide a safe and supportive working environment for individuals who face difficulties in employment — another expression of ISF NET's Diver-In approach to enable everyone to find joy and meaning in work.

Glossary

I-Volunteer
Volunteer activities conducted by motivated ISF NET employees. A play on words with “I” from “ISF NET” and “ai” which means “love” in Japanese — volunteering with love.

MY-Volunteer
Unlike “I-Volunteer,” which is organized and implemented by the company, volunteer activities independently carried out by employees are referred to as “MY-Volunteer,” meaning “my own volunteer activities.”

JEBM (Junior Executive Board Member)
Employees who have completed one year in the YEC (Young Executive Candidate) program are appointed as JEBMs from their second year onward.

ISMS (Information Security Management System)
A framework for managing information security within an organization, aimed at maintaining the confidentiality, integrity, and availability of information while managing risks.