



Results for the Fiscal Year Ended March 2026

April 30, 2026

BIPROGY Inc.



BIPROGY

| Foresight in sight

1 Summary of the Results for FY March 2026

2 Progress under the Management Policies (2024-2026)

3 Full-Year Performance Forecast for FY March 2027

Reference Materials

FY March 2026 (Full-Year) Consolidated Performance Results

- ✓ Revenue increased, driven by continued IT investment demand from client companies.
- ✓ Operating Profit increased as growth in Gross Profit and improvements in the gross margin offset the increase in SG&A Expenses.
- ✓ Orders intake increased, supported by continued strong performance, particularly in system services.
- ✓ Catalina Marketing Japan K.K. (hereinafter referred to as 'CMJ') began to be consolidated starting in Q4.

(Unit : Billion Yen)

	FY March 2025 (Full Year)	FY March 2026 (Full Year)	YoY	
Revenue	404.0	433.7	+29.7	(+7.3%)
Gross profit	105.8	116.0	+10.2	(+9.6%)
SG&A expenses	-67.4	-72.4	-5.0	(+7.5%)
Share of profit (loss) of investments accounted for using equity method / Other income and expenses	0.6	-1.0	-1.6	
Operating profit	39.1	42.6	+3.5	(+9.1%)
(Operating margin)	(9.7%)	(9.8%)	(+0.2pt)	
Profit attributable to owners of parent	27.0	31.2	+4.2	(+15.7%)
Adjusted operating profit*	38.4	43.6	+5.1	(+13.4%)
(Adjusted operating margin)	(9.5%)	(10.0%)	(+0.5pt)	
Orders	404.0	445.8	+41.8	(+10.3%)
Order backlogs	289.8	301.9	+12.1	(+4.2%)
(Order backlogs in the next FY)	149.1	161.0	+11.9	(+8.0%)

* Adjusted operating profit is the result obtained after deducting cost of sales and SG&A expenses from revenue.

(Revenue)

System services and product sales took the lead in increasing the revenue.

(Gross Profit)

Gross profit increased due to revenue growth and improved profit margins.

(SG&A expenses)

SG&A expenses were driven by an increase in personnel expenses, strengthened investments for business expansion, and expenses related to M&A. (Personnel expenses up by ¥2.7 billion, general expenses up by ¥1.9 billion, and R&D expenses up by ¥0.7 billion)

(Share of profit (loss) of investments accounted for using equity method / Other income and expenses)

A decrease was recorded mainly by posting an impairment loss on intangible assets related to an unprofitable project, recorded as Other expenses of ¥1.3 billion, in Q3.

(Operating Profit)

Operating profit grew, with the strong gross profit absorbing the increase in SG&A expenses and other expenses.

(Orders and Order Backlogs)

Orders grew attributable to the strength of system services and outsourcing. Order backlogs, including amounts scheduled to be posted as revenue within the next fiscal year, also increased steadily.



FY March 2026 (Full-Year) Revenue and Gross Profit by Segment

[Revenue and Gross Profit (Gross Margin) by Segment]

(Unit : Billion Yen)

	FY March 2025 (Full Year)		FY March 2026 (Full Year)		YoY			
	Revenue	Gross Profit (Gross Margin)	Revenue	Gross Profit (Gross Margin)	Revenue		Gross Profit (Gross Margin)	
System services	130.4	44.7 (34.3%)	140.8	51.1 (36.3%)	+10.4	(+8.0%)	+6.4 (+2.0pt)	(+14.3%) -
Support services	58.4	19.4 (33.3%)	59.9	19.0 (31.6%)	+1.6	(+2.7%)	-0.5 (-1.6pt)	(-2.3%) -
Outsourcing	90.6	18.2 (20.1%)	97.2	21.4 (22.0%)	+6.7	(+7.4%)	+3.1 (+1.8pt)	(+17.1%) -
Other services	12.1	2.9 (23.9%)	12.9	3.4 (26.2%)	+0.8	(+6.5%)	+0.5 (+2.3pt)	(+16.8%) -
Software	45.1	9.2 (20.3%)	47.4	7.5 (15.9%)	+2.4	(+5.2%)	-1.6 (-4.4pt)	(-17.7%) -
Hardware	67.4	11.4 (16.9%)	75.3	13.6 (18.1%)	+7.9	(+11.7%)	+2.3 (+1.2pt)	(+19.9%) -
Total	404.0	105.8 (26.2%)	433.7	116.0 (26.7%)	+29.7	(+7.3%)	+10.2 (+0.6pt)	(+9.6%) -

(System services)

Projects for financial institutions, retailers, and electric power companies took the lead in the stable growth of revenue and gross profit.

(Support services)

Revenue from support services accompanying products sales was driven up in accordance with an increase in product sales. Gross profit decreased partly due to a decline in rebates.

(Outsourcing)

Revenue and profit increased due to an increase in the number of financial institutions using "BankVision", the posting of initial fees associated with new adoptions in Q2, as well as the consolidation of CMJ in Q4, among other factors.

(Software)

Software revenue increased due to the recording of large-scale projects for the service industry and the manufacturing industry. However, profit declined due to a rebound from high-margin projects recorded in Q4 of the previous fiscal year.

(Hardware)

Growth in revenue and gross profit resulted from the recording of projects for manufacturers as well as large-scale projects for research institutions and government agencies.



FY March 2026 (Full-Year) Orders and Order Backlogs by Segment

[Orders by Segment]

(Unit: Billion Yen)

	FY March 2025 (Full Year)	FY March 2026 (Full Year)	YoY	
System services	131.6	145.1	+13.5	(+10.3%)
Support services	65.8	66.2	+0.4	(+0.6%)
Outsourcing	81.4	102.0	+20.6	(+25.3%)
Other services	12.1	13.1	+0.9	(+7.6%)
Software	43.3	47.0	+3.7	(+8.5%)
Hardware	69.8	72.4	+2.6	(+3.7%)
Total	404.0	445.8	+41.8	(+10.3%)

[Order Backlogs by Segment]

(Unit: Billion Yen)

	FY March 2025 (End of Q4)		FY March 2026 (End of Q4)		YoY			
	Order backlog	in the next FY*	Order backlog	in the next FY*	Order backlog		in the next FY*	
System services	38.1	34.7	42.4	38.0	+4.3	(+11.2%)	+3.3	(+9.6%)
Support services	55.5	33.6	61.7	36.7	+6.2	(+11.2%)	+3.1	(+9.2%)
Outsourcing	163.6	52.4	168.3	62.9	+4.8	(+2.9%)	+10.6	(+20.2%)
Other services	6.3	4.1	6.4	4.9	+0.1	(+1.9%)	+0.8	(+19.5%)
Software	7.3	7.2	6.9	5.9	-0.5	(-6.5%)	-1.3	(-18.0%)
Hardware	19.1	17.2	16.2	12.6	-2.8	(-14.8%)	-4.6	(-26.6%)
Total	289.8	149.1	301.9	161.0	+12.1	(+4.2%)	+11.9	(+8.0%)

*to be posted as revenue within the next FY

(System services)

Orders and order backlogs were driven by continued modernization demand such as the recording of large projects for financial institutions and retailers.

(Support services)

Orders and order backlogs increased due to strong product sales, as indicated in the recording of network-related projects for government agencies.

(Outsourcing)

Orders and order backlogs increased mainly due to the recording of system renewal projects for financial institutions, new adoptions of "BankVision" in Q2, as well as the consolidation of CMJ, among other factors.

(Software)

Software demand associated with strengthening infrastructure mainly related to network continued. Large-scale projects for service industries and government agencies were recorded.

(Hardware)

Demand for AI- and network-related infrastructure enhancement has continued. Large-scale projects for a research institution and government agencies were recorded.



FY March 2026 (Full-Year) Progress in Focus Areas (Core Businesses)

[Revenue and Operating Profit (Margin) of Focus Areas (Core Businesses)]

	FY March 2025 (Full Year)		FY March 2026 (Full Year)		YoY				FY March 2027 (Full Year Target)		YoY			
	Revenue	Operating profit (Operating margin)	Revenue	Operating profit (Operating margin)	Revenue		Operating profit (Operating margin)		Revenue	Operating profit (Operating margin)	Revenue		Operating profit (Operating margin)	
Financial	45.6	3.9 (8.6%)	50.8	5.4 (10.7%)	+5.1	(+11.2%)	+1.5	(+37.6%) (+2.0pt)	51.0	4.3 (8.5%)	+0.2	(+0.5%)	△1.1	(△20.0%) (-2.2pt)
Retail	24.0	2.6 (10.7%)	29.8	1.5 (5.2%)	+5.9	(+24.5%)	-1.0	(-39.9%) (-5.6pt)	45.0	4.5 (10.0%)	+15.2	(+50.9%)	+3.0	(+191.2%) (+4.8pt)
Energy	19.3	3.1 (15.9%)	20.0	2.0 (10.2%)	+0.7	(+3.6%)	-1.0	(-33.5%) (-5.7pt)	21.0	2.8 (13.4%)	+1.0	(+5.1%)	+0.8	(+38.0%) (+3.2pt)
Mobility	30.5	3.7 (12.3%)	32.6	4.0 (12.4%)	+2.1	(+7.0%)	+0.3	(+7.9%) (+0.1pt)	33.0	4.3 (13.1%)	+0.4	(+1.1%)	+0.3	(+7.6%) (+0.8pt)
OT infrastructure	20.7	1.9 (9.0%)	21.7	2.0 (9.0%)	+1.1	(+5.2%)	+0.1	(+5.4%) (+0.0pt)	22.5	2.2 (9.8%)	+0.8	(+3.6%)	+0.3	(+12.8%) (+0.8pt)
Total	140.0	15.2 (10.8%)	154.9	15.0 (9.7%)	+14.9	(+10.6%)	-0.2	(-1.2%) (-1.2pt)	172.5	18.2 (10.6%)	+17.6	(+11.3%)	+3.2	(+21.4%) (+0.9pt)

[FY March 2026 Full-Year Progress Situations]

Financial sector:	Revenue and operating profit were driven by new “BankVision” adoptions in Q2, an increase in the number of banks in operation from the previous period, and the progress of a large project into the development phase. Front-end services, as well as core banking systems, are seeing increased adoption.
Retail sector:	Revenue increased due to the introduction of a large-scale core merchandising system, the launch of integrated EC services, and continued store DX demand, including electronic shelf labels, although operating profit declined as investments to expand the business were strengthened. Efforts to review service operations and scale up the business are under way with an eye on improving profitability. CMJ performance has been reflected from Q4.
Energy sector:	While revenue increased due to progress in network projects for power companies, operating profit declined due to the loss of highly profitable projects. Efforts are under way to improve profitability by expanding sales of the electricity retail cloud service “Enability” and reviewing the cost structure. Looking ahead, the Company will also promote initiatives to launch an aggregation business(*) leveraging energy storage systems.
Mobility sector:	Despite the recording of a large-scale project in the previous period, system development projects for automotive companies continued to build up, resulting in increased revenue and operating profit.
OT Infrastructure sector:	Steady project acquisition in the OT network and security area resulted in increased revenue and operating profit.

FY March 2026 (Full-Year) Progress in Focus Areas (Growth Businesses)

[Revenue of Focus Areas (Growth Businesses)]

(Unit : Billion Yen)

	FY March 2025 (Full Year)	FY March 2026 (Full Year)	YoY	FY March 2027 (Full Year Target)	YoY
Market development	4.6	5.2	+0.6 (+13.0%)	10.0	+4.8 (+92.3%)
Business development	4.2	4.1	-0.1 (-3.2%)	10.0	+5.9 (+144.1%)
Global initiatives	4.2	5.1	+0.9 (+21.5%)	15.0	+9.9 (+193.6%)
Total revenue	13.0	14.4	+1.4 (+10.5%)	35.0	+20.6 (+143.0%)

[FY March 2026 Full-Year Progress Situations]

Market development: Capture/Expand new market share by acquiring new service areas and cultivating growth markets

- [Data use & AI use] DX support projects, centered on the DX support initiative “Data & AI Innovation Lab” and leveraging data and generative AI, expanded.
- [Managed services] Project acquisition progressed steadily following the expansion of services offered under the new brand “GASSAI.”

Business development: Accelerate the development, co-creation, and deployment of social digital transformation businesses

- Promoting DX support initiatives in the area of regional revitalization, in collaboration with Mattrz, Inc., to improve operational efficiency and increase sales for small and medium-sized enterprises
- In the healthcare area, a legacy of Expo 2025 Osaka, Kansai has been commercialized and launched as the “DotHealth Body Measurement Service”.
- Launch of ‘PayPay Paycheck’ on the value exchange platform ‘doreca’ in March 2026 in the smart life area.

Global Initiatives: Develop business in major ASEAN countries and strengthen approaches toward North America and other markets

- The consolidation of two companies as subsidiaries in the previous period (Nexus System Resources Co., Ltd., iByte Solutions Sdn. Bhd.) contributed to performance.



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Progress Situations in the Focus Areas of the Core Business Strategies: Financial

Our Vision for 2030

Play a part in transforming the digital economy through attempting to integrate our financial services and promoting mutual engagement among business partners

Strategies

1 Further evolution of the core business

Expansion of the customer base and business scale in back-office services, front-end functions, and financial solutions

2 Business development in new business domains

Materialization of concepts for new business areas and creation of new markets

3 Evolution and expanded application of the FSP

Architecture standardization, commonization of functions, and operational standardization through the Financial Service Platform

Progress

- Growth of the domestic core banking systems business
 - THE SHIGA BANK, LTD. | BankVision
 - The Hokkoku Bank, Ltd. | Next-generation core banking system
- Increase in new orders for branch-office systems, banking apps, international financial systems, and capital markets systems

- The business that integrates AI technologies into financial business BPaaS (*) is currently being advanced toward commercialization.
- Investing in startup companies related to stablecoins and security tokens toward entry into the business

- Promoting architecture standardization and common function development, primarily centered on front-end systems
- Apply to newly developed products from FY2026 onward to strengthen service profitability

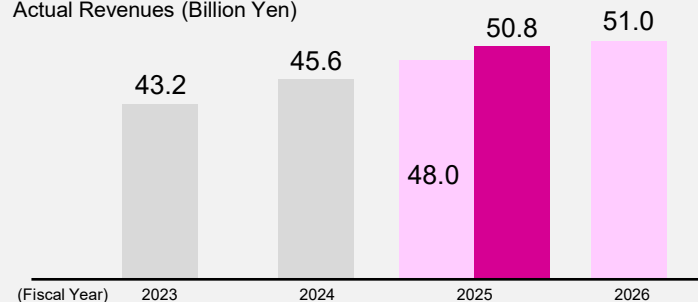
Business Topics

The international core banking system OpenE'ARK-ONE has been implemented at Sumitomo Mitsui Trust Bank, Limited.

The foreign remittance workflow service “SurFIN” has been implemented at MUFG Bank, Ltd. and Kyoto Chuo Shinkin Bank

Launch of a joint development of banking apps for companies together with Hyakugo Bank, Ltd.
Development of a digital platform to support SMEs

Target Revenues and Actual Revenues (Billion Yen)



Progress Situations in the Focus Areas of the Core Business Strategies: Retail

Our Vision for 2030

Enable a futuristic retail that solves issues in society facing retailers, and supports changes in business environments and consumers' purchase behaviors

Strategies

1 Enhance businesses in the area of Store Digitalization

Enhance relations with key customers and establish stable earnings through strengthening store digitalization and service platforms

2 Enhance businesses in the area of D2C (Direct to Consumer)

Strengthening of direct sales and EC services and cost optimization.
Creation of a presence in the D2C market and new revenue opportunities.

3 Create new business models through the use of CX and OMO

Promote the development of CX- and OMO-related services leveraging aggregated data from consumers and stores

Progress

- A large-scale MD core system 'CoreCenter for Retail' went live after development.
- Retail-oriented AI automatic ordering solutions such as 'AI-Order Foresight' are also steadily increasing.

- The OMO system went live for a major outdoor brand within a short delivery timeframe.
- AI-driven development is under way to improve efficiency and speed up operations

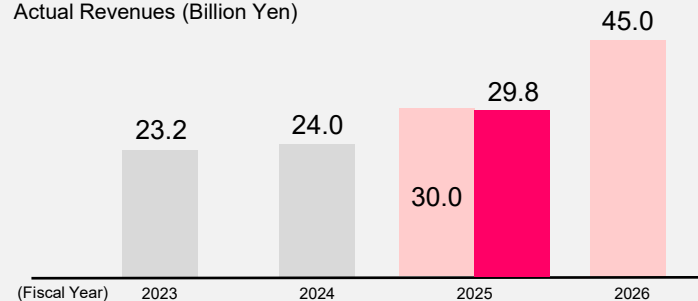
- CMJ joined our Group. Services are being deployed centered on the new service delivery concepts, Foresight Connect and Data Spark, with an eye on completing PMI and expanding the CX/OMO business.

Business Topics

The MD core system "CoreCenter for Retail" went live at SUMMIT, INC.

Catalina Marketing Japan K.K. (CMJ) has joined the Group

Target Revenues and Actual Revenues (Billion Yen)



Progress Situations in the Focus Areas of the Core Business Strategies: Energy

Our Vision for 2030

Create new businesses conducive to promoting renewable energy through the use of IT, with an eye toward realizing a decarbonized society as one of the social issues, in cooperation with our customers and partners

Strategies

Progress

Business Topics

1 Deepen the value proposition for customers

Expansion of service solutions such as Enability.
Expand SE services for DX at energy-related companies, including DX-related businesses for power transmission and distribution operators.

- For Enability CIS, an architecture renewal has been initiated to further enhance maintainability and flexibility, thereby enabling a more rapid response to customer needs.
- At a major electric power company, a data utilization platform combining power transmission and distribution data with AI is currently under development, with plans to expand to additional regions in the future

Launch of initiatives toward entry into the aggregation business leveraging grid-scale battery energy storage systems

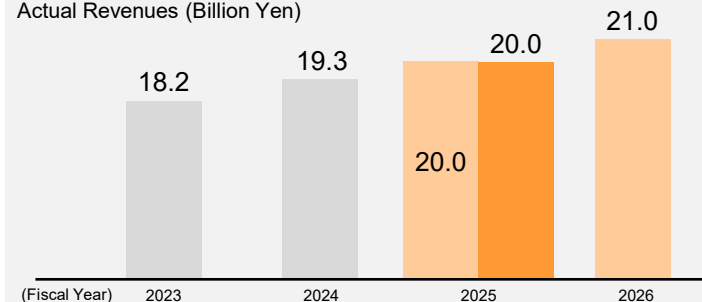
A demonstration of hourly matching was conducted, utilizing a corporate PPA with The Kansai Electric Power Company, Incorporated, with a view to expanding the adoption of renewable energy.

2 Expand business in relation to carbon neutrality

Energy management-related services
Solution development and delivery

- The environmental value management service "Re:livis" has been awarded contracts by three major electric power companies.
- A demonstration of hourly matching (*) has already been conducted to support the expanded adoption of renewable energy.

Target Revenues and Actual Revenues (Billion Yen)



3 Grow through entering new businesses

Strengthen competitiveness through synergies with existing businesses by pursuing business alliances and equity participation with decarbonization-related companies

- With a view to developing an aggregation business utilizing battery storage, the company is focusing on launching the business in-house. The business aims to achieve growth, including through proactive investments.



Progress Situations in the Focus Areas of the Core Business Strategies: Mobility

Our Vision for 2030

Digitally transform mobility with digital technologies. Enable new value propositions conducive to customer DX and social DX through digitally transforming mobility with the digital technologies such as digital twins linking real world and digital space.

Strategies

1 Enable V-Drive Technologies Inc. to grow business and use cross-cuttingly its technologies

Establishing safety evaluation methodologies for autonomous driving technologies using digital twins and applying these methodologies to domains beyond the automotive domain.

2 Create businesses in light of non-transportation businesses in the airline industry and the railway industry

Achieving labor-saving operations through more efficient maintenance activities, and co-creating new businesses that deliver new value to mobility

3 Initiatives for addressing labor shortages in the areas of logistics and transportation

Starting with improved efficiency within warehouses, achieving sustainable business operations through the optimization of the entire logistics network

Progress

- Taking a lead in the international standardization of assets (*) in virtual spaces with an eye on establishing a framework for safety evaluation
- Further enhancement of safe driving support services by renewing dash cam services and leveraging image recognition AI

- Further service sophistication is being promoted to deploy the generative AI framework used in the recovery support service provided to East Japan Railway Company across other operations and railway operators.

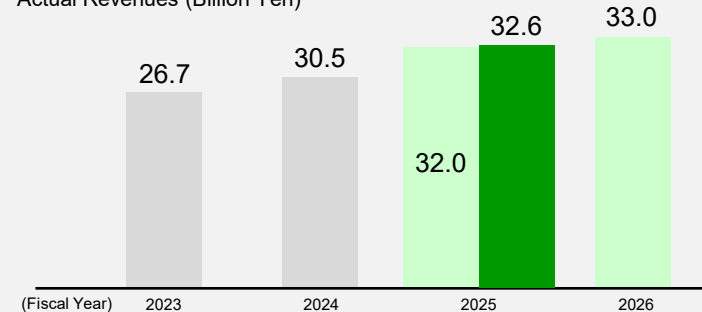
- Autonomous collaborative robots have been introduced at Saishunkan Pharmaceutical Co., Ltd. promoting automation and efficiency within warehouses. Further efforts are underway to address additional challenges through the use of Physical AI.

Business Topics

Promotion of safe driving support services by leveraging dash cam services and image recognition AI

Scaling up a recovery support service utilizing generative AI, jointly introduced with East Japan Railway Company.

Target Revenues and Actual Revenues (Billion Yen)



Progress Situations in the Focus Areas of the Core Business Strategies: OT Infrastructure

Our Vision for 2030

Specifically focus on the manufacturing industry as a managed service provider. Promote digital transformation of the industry from the perspectives of IT and OT, with our businesses about OT network and security used as the stepping stone.

Strategies

Progress

Business Topics

1

Expand the entire businesses in the manufacturing market through creating and establishing business in the OT business area

Expanding the overall business in the manufacturing market through the securing and deployment of OT businesses.

- Steadily capturing demand for OT security investments in response to supply chain risks
- Differentiating through total solutions that include facility construction to drive business scale expansion

Advancing expanded total solution proposals and securing large-scale projects, including factory OT networks for major manufacturers

Initiating collaboration with a leading FA vendor on factory OT infrastructure projects for heavy industry customers

2

Establish our brand in the area of OT business

Aiming to establish a strong brand by enhancing recognition and trust within the OT domain

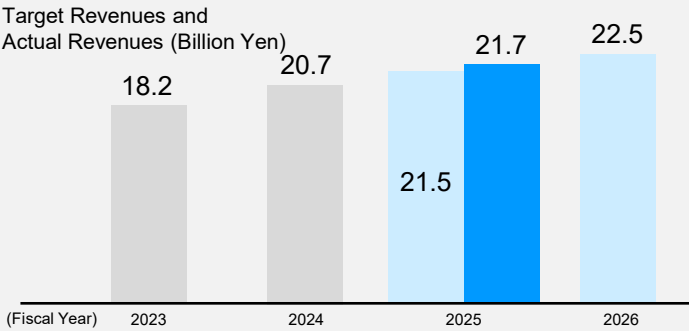
- Brand recognition and trust continue to grow, alongside deeper collaboration with OT partners. By establishing a highly secure and manageable OT infrastructure package for new production lines and factories in the manufacturing sector, the creation of collaborative projects is being accelerated.

3

Establish offering models and business models for horizontal development

Expanding the product and service portfolio and strengthening collaboration with OT partners toward establishing a horizontally scalable business model

- With a view to expanding into managed services for the manufacturing sector, customer engagement based on various GASSAI services is underway, while optimal business models are being evaluated.



Strategy for Growth Businesses

Key Strategic Initiatives	Progress
<p>Market development</p> <p>Acquire/Expand new service areas and capture/expand market share</p>	<ul style="list-style-type: none">● DX support projects leveraging data and generative AI, originating from the “Data & AI Innovation Lab,” are experiencing strong momentum● To accelerate the creation and monetization of AI-first solutions, initiatives are underway to expand the Lab while promoting the provision of business solutions utilizing AI services under “Data & AI Solutions,” with the aim of establishing a sustainable growth model
<p>Business development</p> <p>Accelerate the co-creation and deployment of social digital transformation businesses</p>	<ul style="list-style-type: none">● Progress toward the social implementation phase aimed at addressing social issues, together with strategic partners in areas such as regional revitalization, healthcare, and smart life<ul style="list-style-type: none">➢ Matrzz, Inc. was consolidated as a subsidiary➢ Launch of the “DotHealth Body Measurement Service.”➢ Full-scale rollout of digital payroll services➢ Expanded application of “Urban OS,” among other initiatives
<p>Global initiatives</p> <p>Develop business in major ASEAN countries and strengthen approaches for North America and other markets</p>	<ul style="list-style-type: none">● In addition to the organic growth of subsidiaries developing ERP businesses in the ASEAN region, efforts are underway to achieve further growth by creating synergies among Group companies● Through a North American CVC fund, strategic investments have been made in three startups in focus areas, including retail (AI commerce) and financial (such as stablecoins). To support medium- to long-term business growth, initiatives are underway to identify cutting-edge technologies and explore their commercialization as services



The BIPROGY Group's recognition of the evolution of AI technology

The evolution of AI technology drives structural changes in business models while creating new growth opportunities that enhance the value of solutions and services delivered to society and customers.

Understanding of the Business Environment Surrounding AI

- A major turning point that is bringing structural change to conventional approaches to system development and operations
- Against the backdrop of increasing AI-driven automation, the traditional labor-dependent (person-month-based) system development model is undergoing change
(*) Over the medium to long term, customers are expected to advance IT insourcing
- The focus of value sought by customers is shifting toward balancing holistic business and system design based on industry expertise with AI governance.

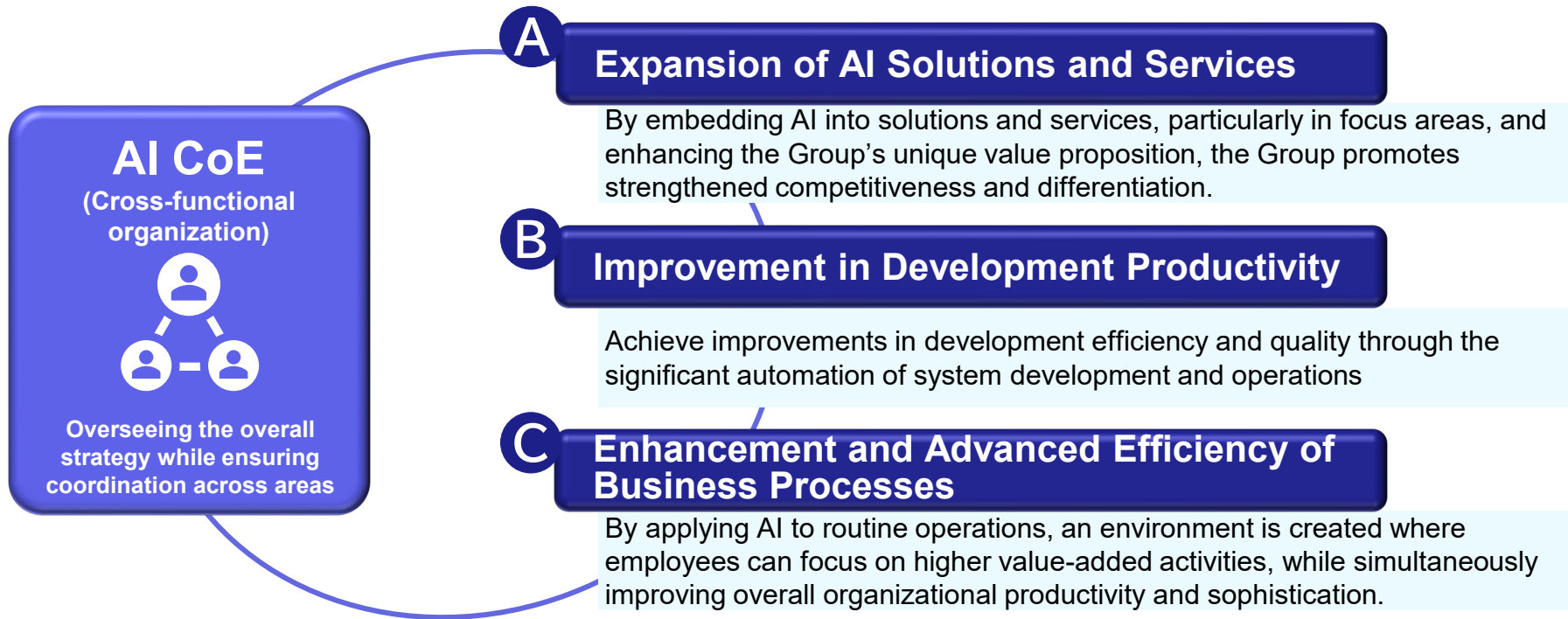
Impact on the BIPROGY Group's Business

- Enhancing the value delivered across solutions and services, in addition to enhancing value in infrastructure and operations
- By combining the Group's strength in system development grounded in deep business understanding with AI, evolving from a development contractor into a partner that supports customers' IT internalization efforts and co-creates value



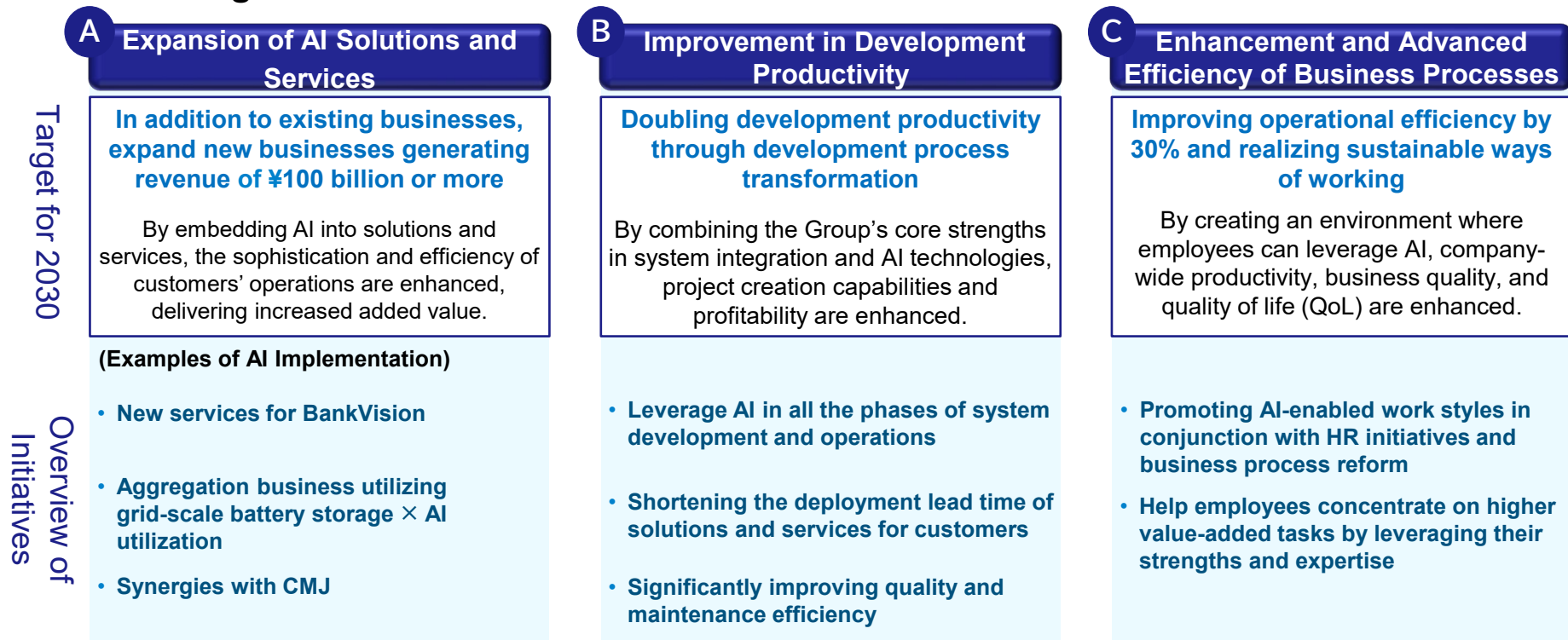
Principles and Promotion Structure of the BIPROGY Group's AI Utilization Initiatives

Centered on the “AI CoE” formed in fiscal year 2026, initiatives for business, development, and operational transformation are integrated across the Group to support the BIPROGY Group’s sustainable growth.



Future Vision Leveraged by AI Utilization and Medium- to Long-Term Goals

Establish specific performance goals toward 2030 in each area, thereby contributing to sustainable growth



AI Solutions and Services Expansion – Examples of Initiatives

◆ Further Evolution of BankVision

Integrating design, development, and operations into an AI-driven model while maintaining high reliability, thereby promoting greater sophistication and efficiency in financial institution operations.

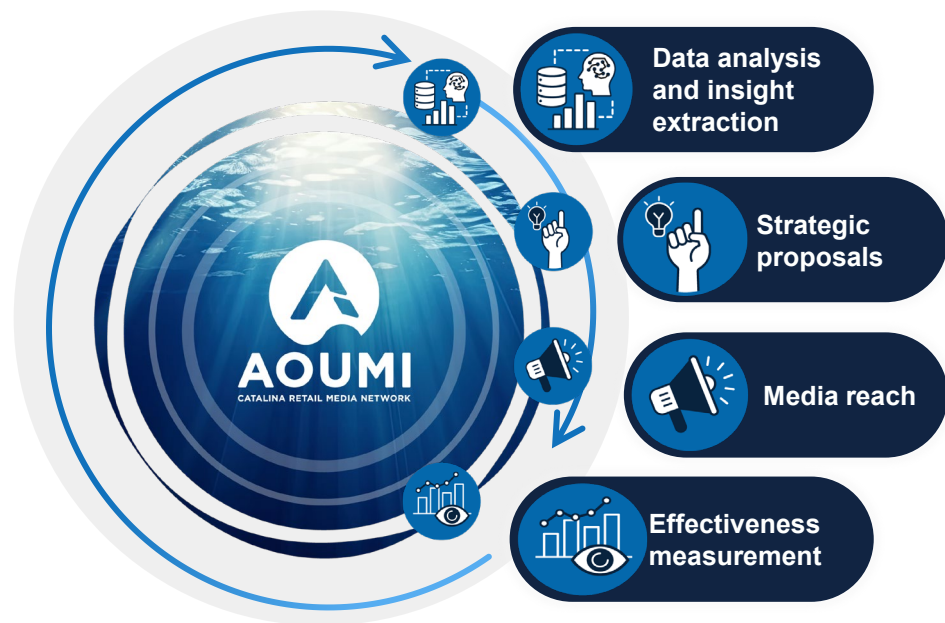
Revitalizing the economy through financial services



◆ Synergies with CMJ

By combining actual purchase data with AI technologies, advanced marketing solutions are being developed.

One-stop marketing support



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FY March 2027 (Full-Year) Performance Forecast

- ✓ An outlook for increased revenue and profit driven by the continued strong demand for IT investment
- ✓ Aiming for further growth centered on focus areas.

(Unit : Billion Yen)

	FY March 2026 (Full Year Results)	FY March 2027 (Full Year Forecast)	YoY	
Revenue	433.7	470.0	+36.3	(+8.4%)
Gross profit	116.0	130.0	+14.0	(+12.1%)
SG&A expenses	-72.4	-81.6	-9.2	(+12.6%)
Share of profit (loss) of investments accounted for using equity method / Other income and expenses	-1.0	0.0	+1.0	
Operating profit	42.6	48.4	+5.8	(+13.6%)
(Operating margin)	(9.8%)	(10.3%)	(+0.5pt)	
Profit attributable to owners of parent	31.2	32.2	+1.0	(+3.2%)
Adjusted operating profit*	43.6	48.4	+4.8	(+11.1%)
(Adjusted operating margin)	(10.0%)	(10.3%)	(+0.3pt)	

* Adjusted operating profit is the result obtained after deducting cost of sales and SG&A expenses from revenue.



Shareholder Return

The Management Policies (2024-2026) stipulate a dividend payout ratio of 40% or more and flexible share repurchases, taking into account stock price as our shareholder return policy.

【Dividends】

- ✓ The annual dividend for the fiscal year ending March 2026 is expected to be ¥130 per share (up by ¥10 per share from the previous forecast).
- ✓ For the fiscal year ending March 2027, the Company expects to pay an annual dividend of ¥140 per share, with a dividend payout ratio of 42.0%.

(Unit: Yen)

	FY March 2025 (Full Year)	FY March 2026 (Full Year)	YoY		FY March 2027 (Full Year Target)	YoY
Annual dividend per share	110	130	+20 (+18.2%)		140	+10 (+7.7%)
Interim dividend	50	60	+10 (+20.0%)		70	+10 (+16.7%)
Year-end dividend	60	70	+10 (+16.7%)		70	— —
Dividend payout ratio	(40.3%)	(40.5%)	(+0.2pt)		(42.0%)	(+1.5pt)

【Acquisition of Treasury Shares】

- ✓ In the fiscal year ended March 2026, the Company acquired the treasury shares of ¥10.0 billion (or 1.7 million shares) in total and completed the cancellation of all of the acquired shares (percentage of total number of shares issued prior to cancellation: 1.7%).

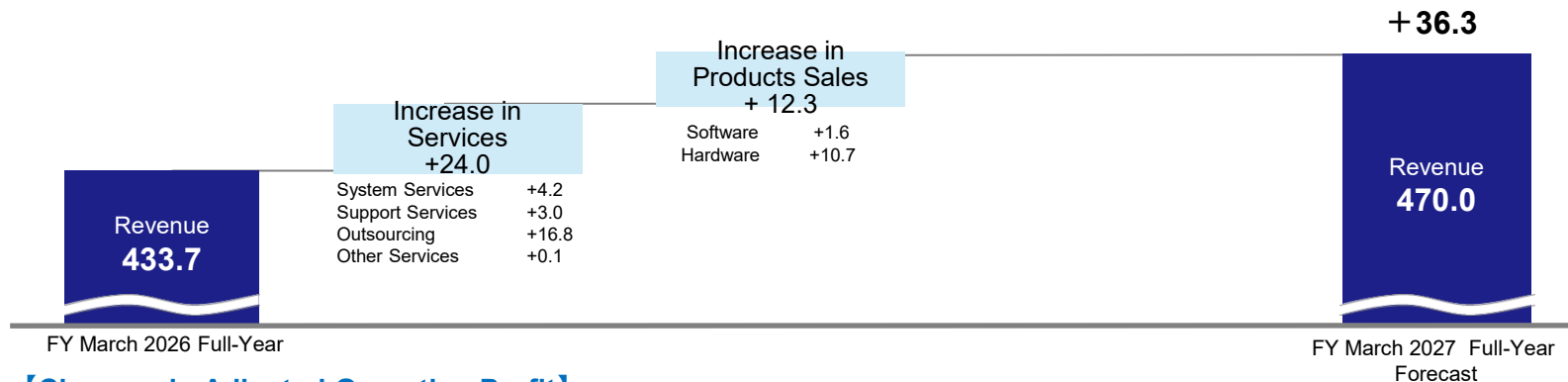
	FY March 2025 (Full Year)	FY March 2026 (Full Year)
Number of acquired treasury shares	2.44 million shares	1.70 million shares
Total amount of acquired treasury shares	11.2 billion	10.0 billion



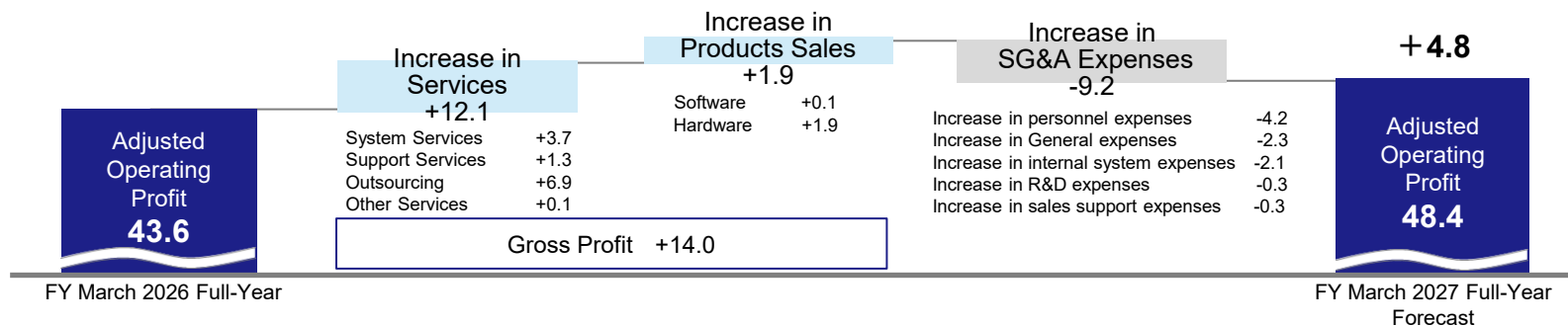
FY March 2027 (Full-Year) Performance Forecast Breakdown Details

(Unit: Billion Yen)

【Changes in Revenue】



【Changes in Adjusted Operating Profit】



1 Summary of the Results for FY March 2025

2 Progress under the Management Policies (2024-2026)

3 Full-Year Performance Forecast for FY March 2026

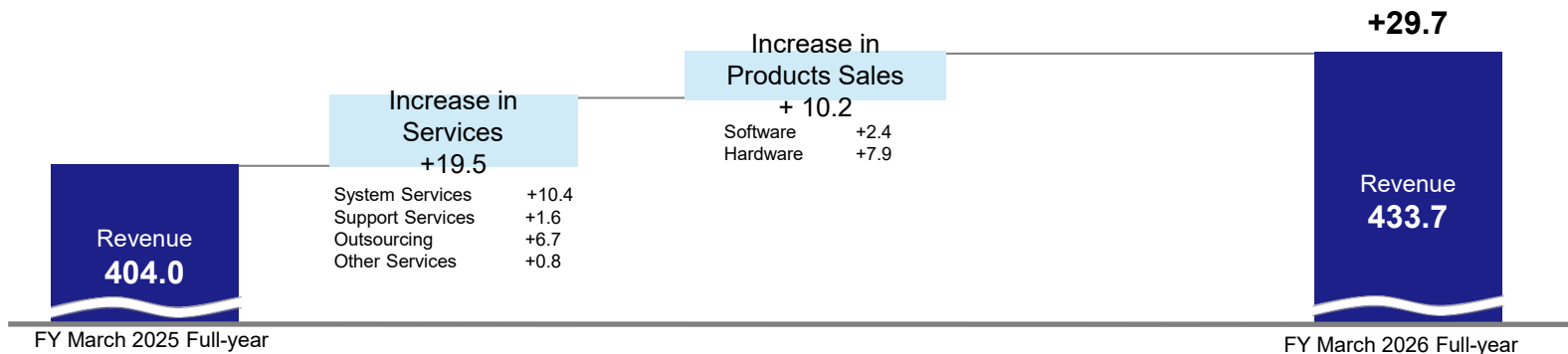
Reference Materials

(Reference Materials)

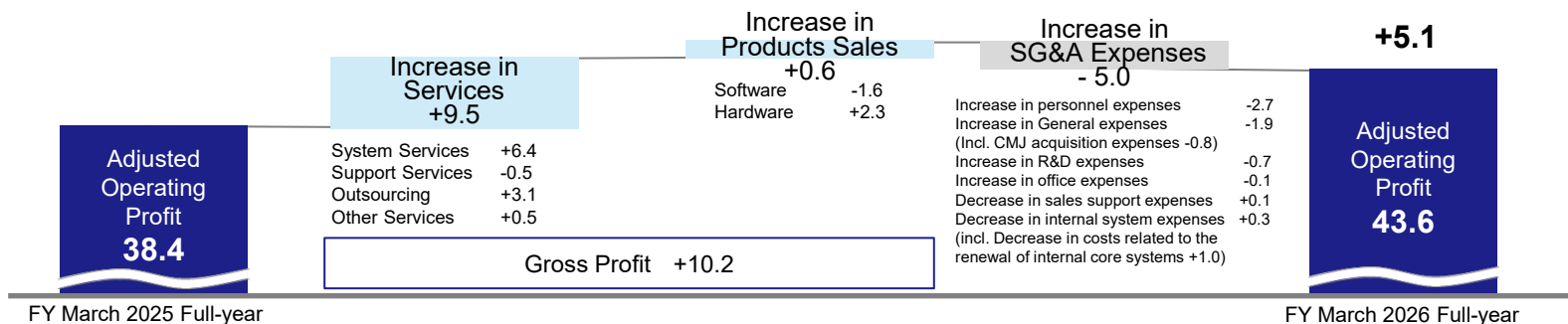
FY March 2026 (Full-Year) Performance Breakdown Details

(Unit: Billion Yen)

【Changes in Revenue】



【Changes in Adjusted Operating Profit】



(Reference Materials)

FY March 2026 Q4 (Jan-Mar) Consolidated Performance Results

(Unit : Billion Yen)

	FY March 2025 Q4 (Jan-Mar)	FY March 2026 Q4 (Jan-Mar)	YoY	
Revenue	124.7	126.8	+2.1	(+1.7%)
Gross profit	33.2	34.1	+0.9	(+2.8%)
SG&A expenses	-19.0	-21.4	-2.3	(+12.2%)
Share of profit (loss) of investments accounted for using equity method / Other income and expenses	-0.2	-0.5	-0.2	
Operating profit	13.9	12.3	-1.6	(-11.8%)
(Operating margin)	(11.1%)	(9.7%)	(-1.5pt)	
Profit attributable to owners of parent	9.5	9.0	-0.5	(-5.6%)
Adjusted operating profit*	14.1	12.7	-1.4	(-9.9%)
(Adjusted operating margin)	(11.3%)	(10.0%)	(-1.3pt)	
Orders	122.4	143.7	+21.3	(+17.4%)

* Adjusted operating profit is the result obtained after deducting cost of sales and SG&A expenses from revenue.

- ✓ Revenue increased due to a strong performance of system services , as well as the consolidation of CMJ, among other factors.
- ✓ Operating profit declined year-over-year due to a pullback following high-margin software projects recorded in the same period of the previous fiscal year, and due to an increase in SG&A expenses resulting from the consolidation of CMJ.
- ✓ SG&A expenses included M&A related expenses (¥0.3 billion) related to the acquisition of CMJ, posted as general expenses. Internal core system renewal expenses increased by ¥0.2 billion compared with Q4 of the previous fiscal year.
- ✓ Outsourcing Center optimization expenses (impairment loss on real estate of ¥0.5 billion) were posted at other expenses. (Impairment loss on intangible fixed assets of ¥0.45 billion was posted due to internal core system renewal in Q4 of the previous fiscal year.).



(Reference Materials)

FY March 2026 Q4 (Jan-Mar) Revenue and Gross Profit by Segment

[Revenue and Gross Profit (Gross Margin) by Segment]

(Unit : Billion Yen)

	FY March 2025 Q4 (Jan-Mar)		FY March 2026 Q4 (Jan-Mar)		YoY			
	Revenue	Gross Profit (Gross Margin)	Revenue	Gross Profit (Gross Margin)	Revenue		Gross Profit (Gross Margin)	
System services	37.0	12.8 (34.7%)	40.4	15.6 (38.7%)	+3.4	(+9.2%)	+2.8 (+3.9pt)	(+21.6%) -
Support services	15.5	5.1 (32.8%)	15.8	5.1 (32.0%)	+0.3	(+1.7%)	-0.0 (-0.8pt)	(-0.7%) -
Outsourcing	28.2	4.8 (17.1%)	29.5	5.8 (19.6%)	+1.3	(+4.7%)	+1.0 (+2.6pt)	(+20.3%) -
Other services	3.7	0.9 (24.3%)	4.0	1.2 (29.9%)	+0.2	(+6.4%)	+0.3 (+5.5pt)	(+30.5%) -
Software	16.9	5.5 (32.4%)	13.8	2.4 (17.5%)	-3.0	(-18.0%)	-3.1 (-14.9pt)	(-55.7%) -
Hardware	23.5	4.1 (17.3%)	23.4	4.0 (17.3%)	-0.1	(-0.4%)	-0.0 (+0.0pt)	(-0.2%) -
Total	124.7	33.2 (26.6%)	126.8	34.1 (26.9%)	+2.1	(+1.7%)	+0.9 (+0.3pt)	(+2.8%) -

- ✓ System services revenue and gross profit were driven by projects for financial institutions and retailers. No unprofitable projects were posted.
- ✓ Outsourcing revenue and gross profit increased due the consolidation of CMJ.
- ✓ Software revenue and gross profit decreased year-over-year compared with Q4 of the previous fiscal year, which benefited from posting large-scale highly profitable projects.



(Reference Materials)

FY March 2026 Q4 (Jan-Mar) Orders by Segment

[Orders by Segment]

(Unit: Billion Yen)

	FY March 2025 Q4 (Jan-Mar)	FY March 2026 Q4 (Jan-Mar)	YoY	
System services	37.7	40.6	+2.9	(+7.8%)
Support services	20.9	22.8	+1.9	(+9.1%)
Outsourcing	30.2	44.8	+14.7	(+48.6%)
Other services	3.1	4.3	+1.2	(+39.7%)
Software	11.9	13.3	+1.4	(+11.5%)
Hardware	18.7	17.9	-0.7	(-4.0%)
Total	122.4	143.7	+21.3	(+17.4%)

- ✓ System services orders were driven by posting projects for financial institutions and service industries.
- ✓ Outsourcing orders increased due to the consolidation of CMJ and the recognition of system renewal projects for financial institutions.



(Reference Materials)

UNIADEX Performance Summary

- ✓ Revenue and profits were driven by posting large-scale projects for research institution and those related to government agencies.
- ✓ Support services' profitability shows signs of gradual improvement due to the subsiding impact of rebates and progress in price revisions.

【Consolidated Performance Results】

(incl. internal businesses among consolidated companies)

(Unit : Billion Yen)

	FY March 2025 (Full Year)	FY March 2026 (Full Year)	YoY	
Revenue	177.2	192.7	+15.5	(+8.8%)
Gross profit	36.2	39.3	+3.0	(+8.4%)
SG&A expenses	-18.0	-19.3	-1.3	(+7.1%)
Operating profit	18.2	20.0	+1.8	(+9.7%)
(Operating margin)	(10.3%)	(10.4%)	(+0.1pt)	

【Revenue and Gross Profit (Gross Margin) by Segment】

(incl. internal businesses among consolidated companies)

(Unit : Billion Yen)

	FY March 2025 (Full Year)		FY March 2026 (Full Year)		YoY			
	Revenue	Gross Profit (Gross Margin)	Revenue	Gross Profit (Gross Margin)	Revenue		Gross Profit (Gross Margin)	
System services	23.0	6.4 (27.7%)	24.9	7.0 (28.2%)	+1.9	(+8.4%)	+0.7 (+0.5pt)	(+10.6%) -
Support services	46.2	12.7 (27.4%)	47.0	11.9 (25.4%)	+0.8	(+1.6%)	-0.8 (-2.1pt)	(-6.1%) -
Outsourcing	30.1	4.5 (14.9%)	30.5	4.6 (15.1%)	+0.4	(+1.3%)	+0.1 (+0.2pt)	(+2.4%) -
Other services	11.4	2.1 (18.4%)	12.0	2.3 (19.5%)	+0.6	(+5.0%)	+0.2 (+1.1pt)	(+11.3%) -
Software	19.8	2.5 (12.5%)	24.0	3.5 (14.6%)	+4.2	(+21.3%)	+1.0 (+2.1pt)	(+41.6%) -
Hardware	46.7	8.1 (17.4%)	54.3	9.9 (18.2%)	+7.7	(+16.4%)	+1.8 (+0.8pt)	(+21.8%) -
Total	177.2	36.2 (20.4%)	192.7	39.3 (20.4%)	+15.5	(+8.8%)	+3.0 (-0.1pt)	(+8.4%) -

(*) The numbers in this page are described in compliance with the J-GAAP.

(Reference Materials)

FY March 2026 (Full-Year)

Consolidated Statements of Financial Position / Consolidated Statements of Cash Flows

[Consolidated Statements of Financial Position]

(Unit: Billion Yen)

	FY March 2025 (End of Q4)	FY March 2026 (End of Q4)	YoY	Key factors behind changes
Assets				
Current Assets	196.8	178.1	-18.7	
Non-Current Assets	134.1	202.6	+68.5	
Total Assets	330.9	380.7	+49.8	An increase in goodwill, among other factors, led to an increase from the end of the previous fiscal year.
Liabilities				
Current Liabilities	122.6	161.1	+38.4	
Non-Current Liabilities	36.9	38.5	+1.6	
Total Liabilities	159.6	199.6	+40.0	An increase in trade and other payables and borrowings, among other factors, led to an increase from the end of the previous fiscal year.
Equity				
Total equity attributable to owners of parent	169.1	179.0	+9.9	The ratio of owners' equity to gross assets stood at 47.0 percent, down 4.1 points from the end of the previous consolidated fiscal year.
Non-controlling Interests	2.2	2.1	-0.2	
Total Equity	171.3	181.1	+9.8	An increase due to the recognition of profit for the period that exceeded dividend payments and expenditures for treasury share purchases, from the end of the previous fiscal year.
Total Liabilities and Equity	330.9	380.7	+49.8	

[Consolidated Statements of Cash Flows]

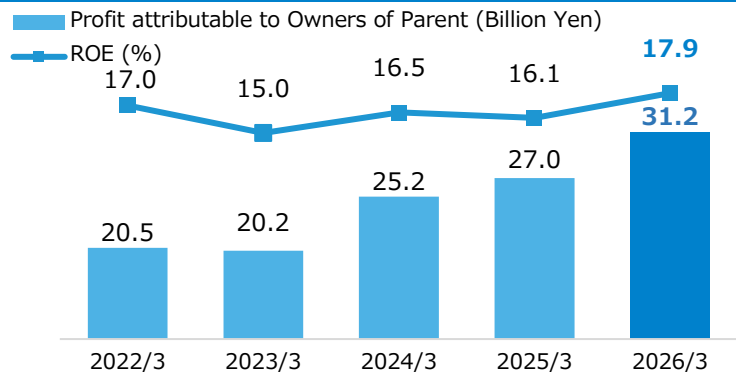
(Unit: Billion Yen)

	FY March 2025	FY March 2026	YoY	Key factors behind changes
Net Cash Provided by (Used in) Operating Activities	44.9	57.6	+12.6	Increases due to profit before tax, as well as depreciation and amortization, higher trade and other payables and contract assets, from the previous fiscal year
Net Cash Provided by (Used in) Investing Activities	-8.9	-74.0	-65.1	Increases due to expenditures for the acquisition of property, plant and equipment and intangible assets, and for the acquisition of subsidiaries, from the previous fiscal year
Free Cash Flows	36.0	-16.4	-52.4	
Net Cash Provided by (Used in) Financing Activities	-30.6	-1.5	+29.1	Increases due to a net increase in short-term borrowings, expenditures for the acquisition of treasury shares, and dividends paid, from the previous fiscal year
Effect of Exchange Rate Changes on Cash and Cash Equivalents	0.2	0.2	+0.0	
Net Increase (decrease) in Cash and Cash Equivalents	5.5	-17.8	-23.3	
Cash and Cash Equivalents at End of Period	64.8	47.0	-17.8	

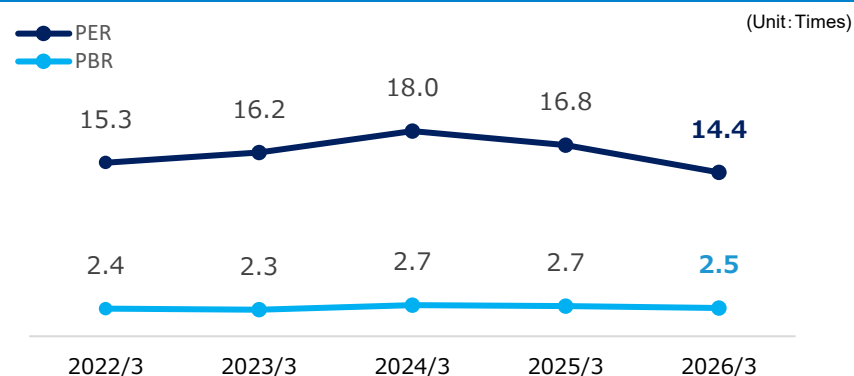
(Reference Materials)

Changes in Financial Indicators

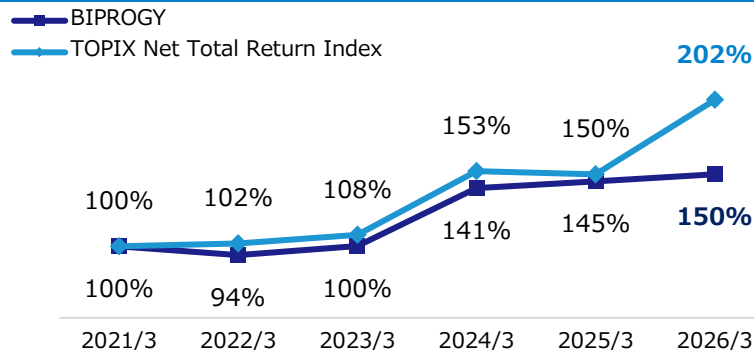
Profit Attributable to Owners of Parent / ROE



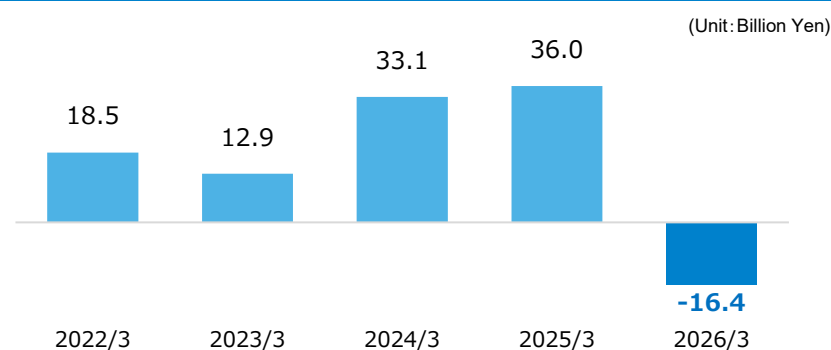
PER / PBR



Total Shareholder Return (TSR)



Free Cash Flows



(Reference Materials)

Progress under the Financial Strategy (Capital Allocation) in the Management Policies (2024-2026)

Cash inflow

	Management Policies (2024-2026)	
	FY March 2025-FY March 2027 Plan on a cumulative basis	FY March 2025- FY March 2026 Actual
Core operating cash flow*	¥157.0 billion	Core operating cash flow ¥94.7 billion
Cash and cash equivalents on hand	Cash and cash equivalents on hand	¥12.4 billion
Changes in working capital		¥18.8 billion
Debt financing		¥30.0 billion
Proceeds from sale of securities, etc.		¥7.0 billion

Cash outflow

	Management Policies (2024-2026)	
	FY March 2025-FY March 2027 Plan on a cumulative basis	FY March 2025- FY March 2026 Actual
	Changes in working capital	
Repayment of interest-bearing debt	Repayment of interest-bearing debt	¥18.3 billion
Capital expenditures	¥36.0 billion	¥30.4 billion
Growth investments	¥70.0 +α	¥70.9 billion
Shareholder returns	¥32.0 billion or more	¥43.3 billion

※ Operating cash flow excluding changes in working capital and R&D expenses

(Reference Materials) Performance Forecast in contrast to the Targets Stipulated in the Management Policies (2024-2026)

Revenue is expected to be ¥470.0 billion exceeding the target described in the Management Policies (2024-2026)

	FY March 2027 Performance Forecast
Revenue	<u>470.0 billion yen</u>
Adjusted operating margin	<u>10.3%</u> (Adjusted operating profit amount 48.4 billion yen)
ROE	17.0% or more
Dividend payout ratio	40.0% or more + Flexibly implement share repurchases, taking into account stock price

FY March 2027 Targets
440.0 billion yen
11.0% (Adjusted operating profit amount 48.4 billion yen)
17.0% or more
40.0% or more + Flexibly implement share repurchases, taking into account stock price





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(Note)

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