

CEO Message



Noboru Saito

Representative Director,
President & CEO

We will promote a Digital Commons by creating social and economic value through both our core and growth businesses

On taking up the position of President

My name is Noboru Saito, and I took up the position of Representative Director, President, and CEO in April 2024.

I have been mostly involved in sales as I was initially assigned to the Sales Department when I joined the Company. When making proposals to customers in the logistics industry regarding implementing a DX, I was blessed with the opportunity to talk to numerous people, not only customers' staff in charge of information systems but also managers and staff working in business planning departments. This made it possible for me to deepen my understanding of such issues as market trends and competition and to plan and introduce the merchandising (MD) core system CoreCenter, our current leading solution. It is precisely because of this experience that I am deeply attached to business development.

One turning point in my career was when I worked on the gift card business. This was based on a business model in which we convinced various retailers, including convenience stores, to stock gift cards and use our gateway system for sales. This completely changed the IT system-providing work I had been doing up to this time because even if it was the same customer company, different staff were responsible for the work, and I learned much, such as negotiating with overseas gift card issuers, including Amazon.

Another turning point was launching Canal Ventures, Ltd., a corporate venture capital company, in 2017. The

company has established Fund 1 and Fund 2 and invested in about 40 startups over the years, but being involved from the first company was a valuable experience for me. Even for investments that normally require that a specific decision-making process be followed, there were situations when it was necessary to make a quick decision. While making various decisions and advancing the business in a short period of time made me feel the responsibility, it was exciting. Thanks to that work, I was appointed chair of the Planning Subcommittee of the Japan Business Foundation's Committee on Startups and have been doing that since 2019. It has been a valuable experience as I have been able to meet the managers of numerous startups and people involved in venture capital.

The BIPROGY Group aims to “develop the Digital Commons^{*1} as a platform for creating a society where everyone can live happily,” which is given in our Vision 2030 as the direction that we should take as 2030 approaches. During the period of Management Policies (2021–2023), the first step in this direction, I was in charge of the Marketing and Sales Division as the Chief Marketing Officer (CMO). I am thankful that for the period of Management Policies (2024–2026), the second step, I have been put in a position of responsibility as the CEO and will resolutely move forward so that we can not only meet but exceed the expectations of all stakeholders. I would like the Company to become an entity needed by society by continuing to sincerely respond to the question, “What value can we provide to society?”

*1 Digital Commons: a community and mechanisms that continually create value through co-creation and make it possible to use the power of digital technology and broadly leverage existing tangible and intangible assets in society as shared assets with few additional costs to create a sustainable society.

Noboru Saito

Profile

Mr. Saito joined Burroughs Corporation (currently BIPROGY Inc.) in 1986. Having served in various positions, including Apparel Sales Manager, Industry & Commerce General Manager, and Business Services General Manager, he has launched numerous new businesses through collaboration with companies in various industries and was appointed a Corporate Officer in 2013. He has served as Director, Senior Corporate Officer, and CMO since 2016. When Canal Ventures, Ltd. was established, he held the concurrent position of Representative Director and CEO of Canal Ventures, Ltd. from 2017 through 2020. He has also served as the Chair of the Planning Subcommittee of the Japan Business Foundation's Committee on Startups since 2019 and was appointed an outside evaluator on the Outside Evaluation Committee of the Program for Supporting the Utilization of Specified Research Results at the University of Tokyo in 2020. He was appointed Outside Director of Seiko Group Corporation in June 2022 and Representative Director, President, and CEO of BIPROGY Inc. in April 2024.

Review of Management Policies (2021–2023)

I think that in FY2023, the final year of Management Policies (2021–2023), we recorded sufficiently strong earnings. With revenue of ¥370.1 billion, which dramatically exceeds the target of ¥340.0 billion, and operating profit of ¥33.3 billion, we posted record revenue and operating profit. The strong growth over the past three years has given the overall Group confidence, and I am proud of all the employees who helped achieve this.

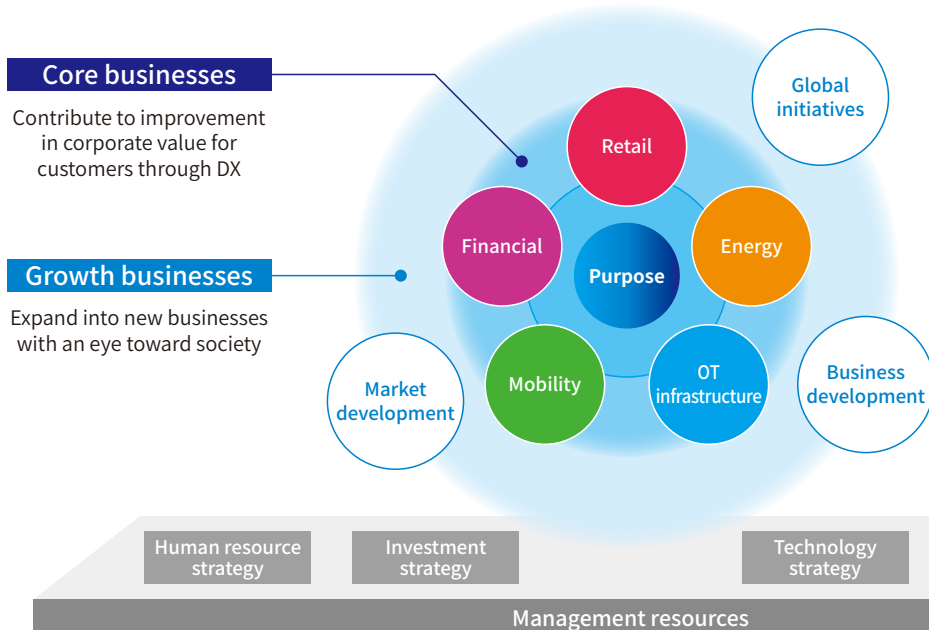
The growth in revenue was partly because of greater social DX-related initiatives but mainly due to dramatic growth in customer DX. To meet the demands of customers who want to increase their corporate value by accelerating their DX and expanding their business, the Group has prioritized its response to these demands as a DX partner and acquired numerous assets that will lead to future growth. On the other hand, with regard to the creation and expansion of new service-type businesses that solve social issues, although we proceeded with evaluation and verification for the market through proof-of-concept, etc., growth was moderate due to our priority on promoting DX for our customers. We are now in a transition period, in which we will grow individual businesses by working closely with stakeholders, but the speed at which we can do this is still an issue.

The relationship of deep trust that we have with customers in a wide range of industries, and the network they form, are important assets for the Group. It is exactly at this time when there are numerous social issues that cannot be solved by a single company on its own that we can demonstrate the true value of these assets. We are entering an era when value will be generated through N-to-N communities, and I think that the Group, which has proposed the best combination of services and products for the needs of the time, without vendors, and implemented those proposals, has the ability to solve social issues by coordinating various types of players.

What we want to achieve through Management Policies (2024–2026)

In the newly formulated Management Policies (2024–2026), we aim to accelerate the creation of social value and economic value through business activities and to become a company that the market and customers want to work with to resolve social issues. In particular, we will focus on areas we are strong in, our core businesses that are existing revenue sources, and also create a sustainable new business portfolio consisting of growth businesses as new bases of revenue by increasing provided value and profitability.

Jointly creating social value through the symbiotic expansion of core businesses and growth businesses





For the core business strategy, we have set financial, retail, energy, mobility, and OT*² infrastructure as focus areas with assets based on a blue-chip client base and thorough business and client knowledge. For example, the retail industry faces the problem of a labor shortage, but DX will likely be effective for eliminating this problem. Despite a trend among financial institutions to reduce the size of their sales offices, they are expected to further increase the number of contact points with customers and provide services with greater value added. Here too, DX is the key, and we will work hard on this type of business.

The keywords in Management Policies (2024–2026) are leveraging data and AI. Every company possesses mountains of data, and there are cases when companies do not make the most of that information. Touting “market development” as a priority element of the growth business strategy, we will roll out services to support customers’ management decisions by leveraging data through both data science and AI. Furthermore, we must tackle the issue of information security, which has become an issue throughout the world. Another element of our market development strategy is rolling out various managed services, such as digital workplaces, security, and cloud management so that customers can focus on their core businesses.

We also have to improve our profitability in order to achieve an adjusted operating margin of 11.0%, one of the targets in Management Policies (2024–2026). Therefore, we will introduce such new technology as generative AI in the Group.

“Thorough understanding of customers and industries” and “project management and formulation of such know-how” are given as two of the Group’s technical strengths. We are skilled at gaining a firm understanding of customer’s operations and the market and proposing how to

make use of available data. One strength of IT is its ability to make things visible. A recent example of this is that we were able to introduce a new service because a customer’s equipment-related data told us of locations prone to breakdowns and in need of maintenance. There are opportunities to not simply provide customers with an analysis of the massive data they possess, but also work with them to create new services.

We are also focusing on training engineers who can create this type of business: We second our engineers to AI-related companies we have invested in so they can learn how to handle data. The knowledge learned there leads to new services for customers.

*2 OT: Operational Technology. Used to control and operate hardware at factories in the manufacturing industry.

Taking on the challenge of inorganic growth

In order to achieve the targets in the Management Policies (2024–2026), it is necessary to generate inorganic growth, and thus, we will move forward with a global initiatives included in our growth business strategy. To be specific, we will work to expand our business in key ASEAN member countries and capture service areas and customers through strategic investments with an eye toward M&As. However, our goal is not M&As themselves. We will focus on partnerships with companies that agree with our vision and want to work with us to change society.

We believe that in Asia we can make good use of the technology and the knowhow for providing high quality services that our Group has developed over decades.

In our core business priority areas and growth areas in Japan, too, we will move forward with concluding strategic partnerships if there are attractive companies.

Reinforcing human capital with a focus on diversity

I think that employees are of paramount importance for realizing our vision and strongly hope that employees play an even grander role. Therefore, I want employees to absorb all that they can by taking on various challenges and accumulating experiences on a trial-and-error basis. Every experience, including a failure, is an asset. I want to support employees so that they can take on challenges with no fear of failure and cultivate appealing human resources who possess a wide range of skills. I think that having each and every employee shine will make it possible for the Group to get closer to being a company that others want to work with to resolve social issues.

I also think that it is important to further promote diversity in order to become an attractive corporate group for both customers and partners. To move forward with our global initiatives, a part of the growth business strategy in Management Policies (2024–2026), a major issue is training global talents. I would like to see our Japanese employees possess a global perspective. Before changing its name to BIPROGY, we primarily conducted business in Japan, which is evident in the fact that at that time, our name was Nihon Unisys. However, it is impossible for a company that only conducts business in Japan when it tries to solve social issues through a Digital Commons. I would like to increase opportunities to promote business in partnership with overseas companies so that employees can acquire a global perspective.

In terms of corporate governance, we took the lead in promoting initiatives to establish a Board of Directors that is aware of diversity in order to reinforce the multifaceted perspective within management. Outside directors include one foreign national and one woman, and in June 2024, one woman was appointed an inside director. We will continue our efforts to establish a Board of Directors that is

even more diverse.

While increasing our hiring of new graduates, we are also actively rehiring retirees. Every year we hold an awards ceremony to recognize employees who made strong contributions during the year, and I was extremely pleased to see that one rehired employee was among those recognized this year and that many of their coworkers celebrated the honor. I would like to see BIPROGY be a company in which employees of all ages can shine through their contributions, playing a central role in the workplace. We are also actively moving forward with hiring mid-career workers in order to capture know-how and knowledge that the Company lacks, and this requires engagement. If we are an attractive Group, even new members will want to work hard here. To achieve this, too, we will show that BIPROGY is a company that actively incorporates new technologies and ideas and that tries its hand at various new businesses.

Aiming to become a 1 trillion-yen corporate group

The targets in Management Policies (2024–2026) include revenue of ¥420.0 billion and adjusted operating margin of 11% in FY2026. Further in the future, we aim to become a 1 trillion-yen corporate group, and I want the Company to be in a position to achieve that in 2030. A market value of ¥1 trillion is twice our current market value, which means it is a challenging target. To be able to truly take the initiative to solve social issues, we must become an attractive company that possesses such a corporate value. With an eye toward expanding and, in the future, transitioning our business portfolio, we will aggressively move forward with business-related investments, including M&As.

Because of this, we will first accelerate our initiatives in areas that the Group is particularly strong in—that is, the



Position of Management Policies (2024–2026)

We aim to become a 1 trillion-yen corporate group by creating both social value and economic value and by being a company that the market and customers want to work with to resolve social issues.

We will execute management on many fronts in pursuit of steady business growth and establish a sustainable new business portfolio.



five priority areas of financial, retail, energy, mobility, and OT infrastructure, which were discussed above. We will establish a cycle in which we leverage the various types of assets that arise from our initiatives to solve customers' issues and link those to the creation of the next business and broader provision of value. I would also like to increase the number of new focus areas through this process.

In our Management Policies (2024–2026), we have set a milestone sales target of ¥15.0 billion for our overseas business. Looking ahead, we aim to expand this business to not just tens of billions of yen but also to a significant two-digit share of our total sales.

Of course, we will undertake management that is conscious of market value, but to do that, we will not simply improve earnings but also increase corporate value and raise our valuation by expanding intangible assets. Although it is difficult to value intangible assets, I want to create and actively communicate about new businesses that will raise future expectations by creating benefits and impacting society through the technologies and initiatives of our group.

As we move toward becoming a 1 trillion-yen corporate group, there might not be a Japanese company that can serve as a benchmark for the type of company I am thinking of. Although there are several famous companies in the same industry that could serve as a benchmark if we only consider some of their activities, I don't think any company is fully putting in practice what we want to become. Perhaps I strongly feel this because I have worked with numerous startups. For example, these companies undertake business activities focused on solving social issues, such as investing

in the development of nutritional food products to prevent malnutrition in poor children, and seriously working to develop new fuels to replace fossil fuels in order to slow climate change. In terms of ambitions, these companies may serve as benchmark corporations.

I know that I, too, must continually improve myself in order to make BIPROGY an unrivaled company. For example, I regularly visit Silicon Valley in the U.S. and exchange ideas with partner companies and venture capitalists at VC companies we have invested in. In Japan, I also work to capture new inputs through discussions with not only customers and partners but also Japan Business Federation member companies and startup companies we have invested in. I aim to become an appealing president by repeatedly finding new inputs and generating output.

Similarly, I want each employee of the Group to improve themselves and grow. Employees finding satisfaction in their work, possessing pride in their work, and shining with a sense of excitement is of paramount importance, and we will create an environment in which employees can come up with numerous bright ideas.

On this basis, we will create a business ecosystem with all stakeholders and open up the future as a corporate group that solves social issues through ICT. We will also create a path to the future. The name of the BIPROGY Group is derived from the first letter of each of the seven colors visible when light is refracted and reflected, and I hope that you have high expectations for our collective strength, which is made by weaving together of the multi-hued brilliance of the BIPROGY Group.

Value Creation Story

Value Creation Process

By expanding business ecosystems that span across sectors and business models and leveraging its accumulated strengths to solve the social issues, the BIPROGY Group aims to create a sustainable society through the creation of social and economic value.

Sources of Competitive Advantages

INPUT

Data as of FY2023 or March 31, 2024

Social and relationship capital

- Customer base spanning a broad range of sectors and industries
- Relationship with customers and partners
 - Customers: More than 5,000 companies
 - BIPROGY Users Association members: About 550
 - Development partners: More than 500 companies

Human capital

- Human resources able to take the initiative to grasp social issues and take action
- Corporate culture that boasts diversity and encourages taking on challenges
 - No. of employees: 8,218
 - Percentage of management positions held by women: 10.1% **Material Issue KPIs**
 - No. of engineers: 5,044

Financial capital

- A financial base supporting new service creation and responding to business environment changes
 - Equity attributable to owners of parent: ¥166.4 billion
 - Free cash flows: ¥33.1 billion

Intellectual capital

- Business knowledge from various industries and technical skills cultivated over a history of more than 60 years
- Open innovation through collaboration with venture firms and startups
- Services that promote the business ecosystem
- Investments to create new services
 - Obtained DX Certification
 - Investments*: ¥20.9 billion

Natural capital

- Decarbonizing business activities
 - Amount of energy consumption: 7,189kl
 - Percentage of purchased energy used at the BIPROGY Group business locations that is renewable energy: 27.2% **Material Issue KPIs**

Manufactured capital

- Quality assurance for products and services
- Transparent and fair processes
- Nationwide service network in Japan, service locations in eight foreign countries
 - Quality control via ISBP*2
 - Group compliance awareness survey response rate: 96.6%/98.0%

*1 Total of R&D expenses, capital expenditures and strategic investments

*2 ISBP (Information Services Business Process): The Group's standard business process, summarizing the work required for system development in order to provide high-quality systems.

Strengths

• P.5

Purpose

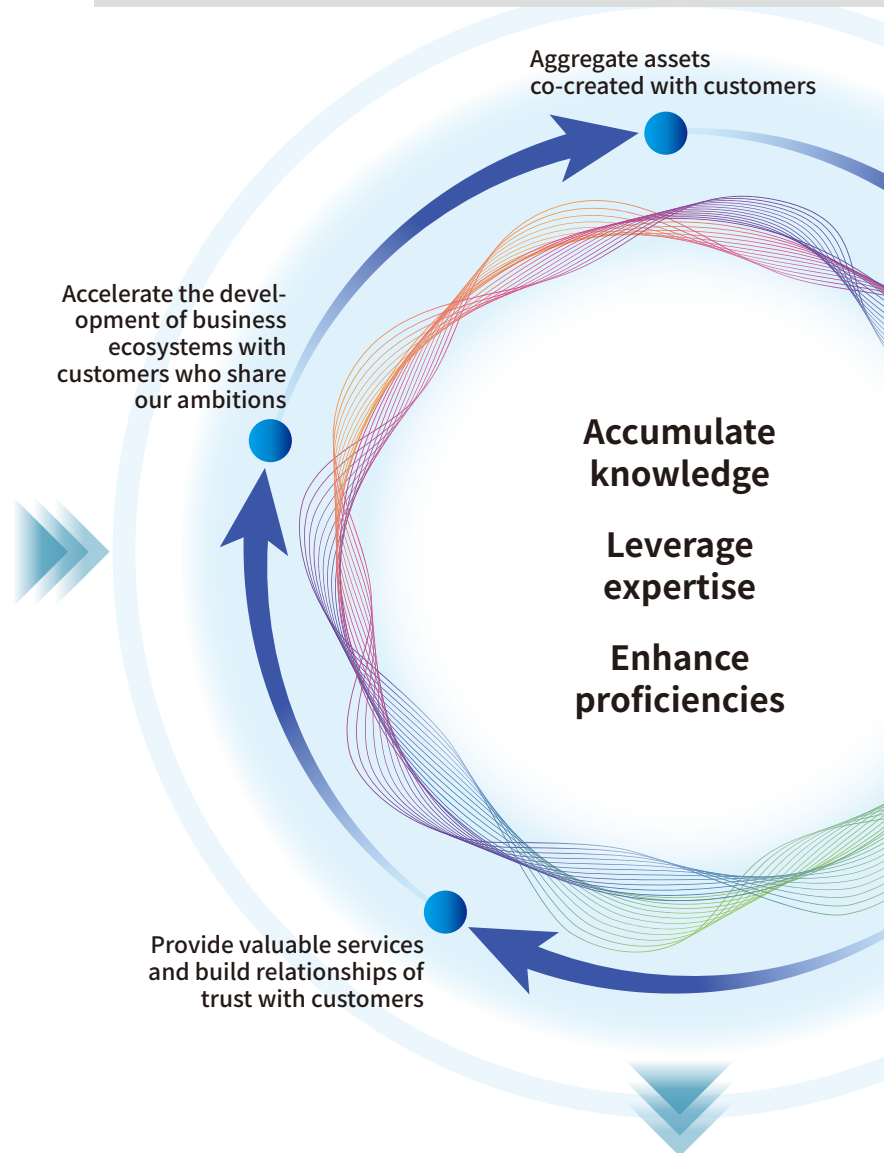
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Create a sustainable insight to unlock the

Foresight and insight

Technology

Value Creation Cycle



Creation of Services

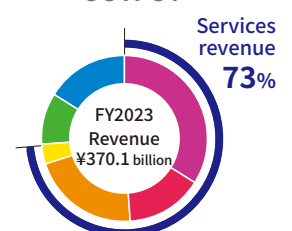
OUTPUT

For Customers

Promote customer DX that contributes to the sustainable growth of customers

For Society

Promote social DX that encourages solutions to social problems in collaboration with various types of customers and partners in numerous industries



society using foresight and full potential of technology

Business ecosystem = Company that creates social value

Vision 2030

• P.16-19

We will develop the Digital Commons which is a platform that helps create a society where everyone can live happily.



Material Issues

• P.17-19

• P.21

Social and Economic Value Created

OUTCOME

Data as of FY2023 or March 31, 2024

Social and relationship capital

- Contribute to the sustainability of society by providing businesses that solve social issues
- Create the business ecosystem with customers and partners who share our ambitions
- Provide safe and secure products and services
 - Number of businesses that solve the issues faced by society and that look to optimize society and the world: 137.2% compared to FY2020 **Material Issue KPIs**

Human capital

- Produce innovative human resources that contribute to solving social issues
- Improve labor productivity
 - Number of business producers: 57 **Material Issue KPIs**
 - Weighted average score of work style related items in the engagement survey: 3.43 **Material Issue KPIs**
 - Operating profit per employee: ¥4.05 million

Financial capital

- High capital efficiency and firm financial foundation
 - ROE: 16.5%
 - Issuer rating*3: A-
 - Ratio of equity attributable to owners of parent to total assets: 53.0%

Intellectual capital

- Creation of new services
 - Investments in businesses such as start-ups: 79
 - Investments in funds that target diverse fields both in Japan and overseas: 31

Natural capital

- Provide environmental contribution services
- Reduce the environmental burden of the value chain
 - Zero emission achievement rate (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society): 232.8% **Material Issue KPIs**
 - Reduction rate of GHG emissions (Scope 1 + Scope 2 (Market-based), vs. FY2019): 37.5% **Material Issue KPIs**

Manufactured capital

- Reliable operation of services
 - Online uptime rate: 99.999%

*3 Rating and Investment Information, Inc. (R&I)

Social Impacts

Resilience

Viable and resilient autonomous distributed environments

Regenerative

Regenerative systems for a net positive society

Zero emissions

Environmental contributions and reduced environmental loads using digital technologies

Combine assets to enhance services

Expand service models suitable for a broad range of customers

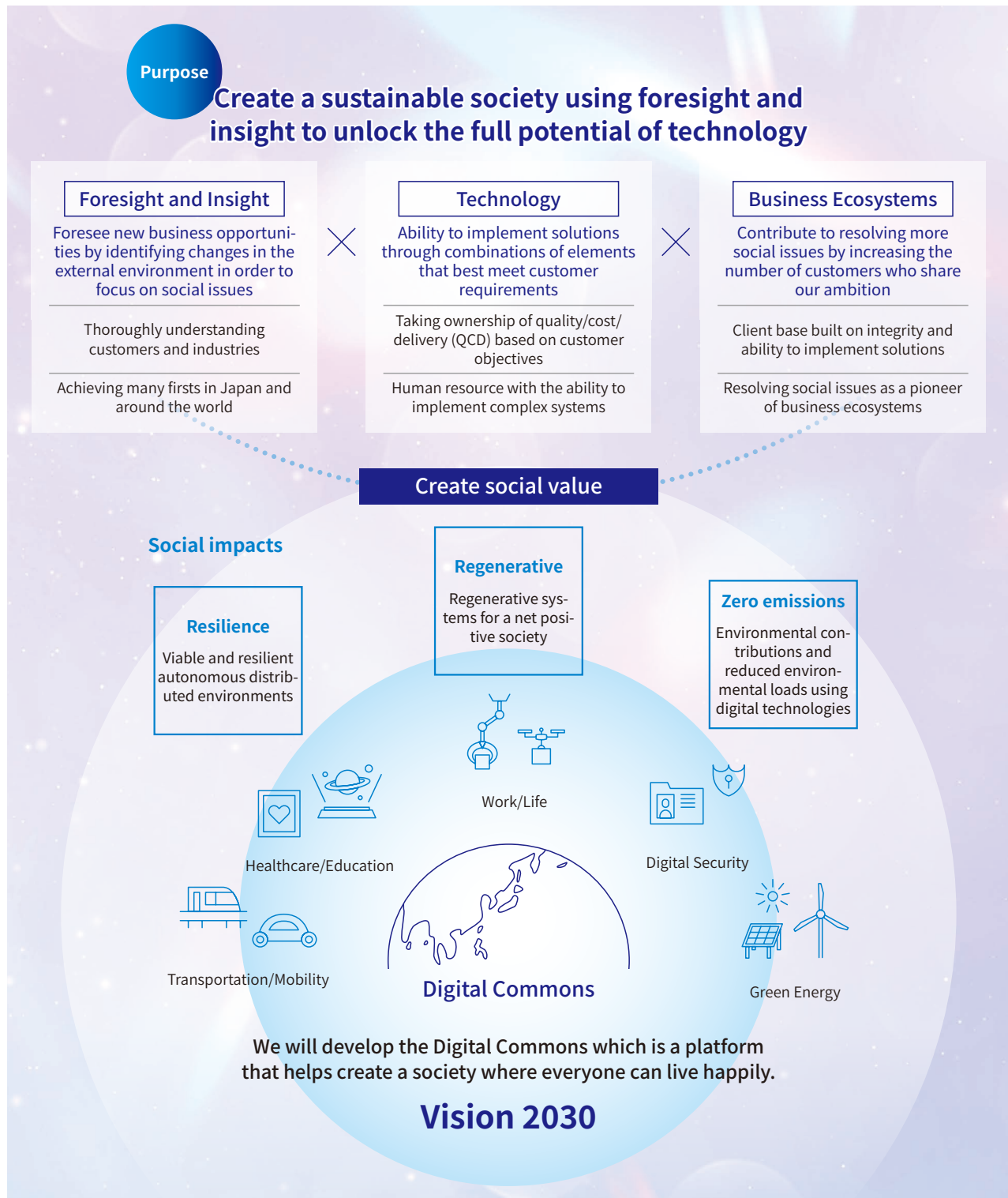
■ System services	34%
■ Support services	15%
■ Outsourcing	21%
■ Others	4%
■ Software	10%
■ Hardware	16%

(Negative output) GHG emissions
(Scope 1 + Scope 2 (Market-based))
8,980t-CO₂e

Vision 2030—Group’s Ideals and Goals

Based on our Purpose, Vision 2030 sets the direction we should move as 2030 approaches. Through Vision 2030, we want to create and provide business ecosystems and platforms that can match various services, products,

companies, and users with each other as a Digital Commons of shared assets in society to create the three interrelated social impacts of resilience, regenerative, and zero emissions.



Material Issues

The Group has identified material issues that should be strategically addressed in order to integrate sustainability initiatives with management so that we can achieve Vision 2030. We have set KPIs and targets and are moving forward

with initiatives for each material issue to improve our corporate value by creating both social value and economic value.

Material Issues

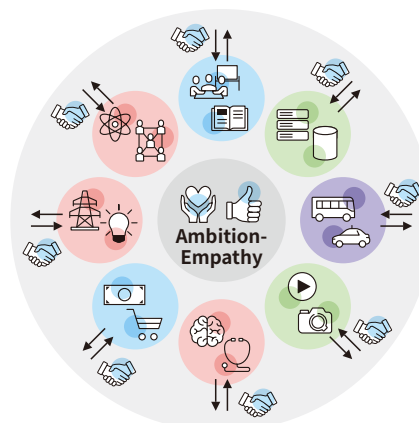
Classification	Material Issues	Group's Ideals and Goals
Material issues for achieving business growth	Create schemes to solve issues through the use of digital technology and business ecosystems	We will help to build a regenerative, resilient society of zero emissions by creating communities with customers and partner companies in a wide range of industries who share our ambition.
	Contribute to the environment through the use of digital technology and reduce the environmental impact of business activities in order to help build a world of zero emissions	We seek to provide services that promote carbon neutrality and a circular economy while cooperating widely to build a carbon-free world. We also aim to help reduce greenhouse gas emissions by reducing the environmental impact of our business activities.
Material issues for supporting business growth	Sustainably procure and provide safe, secure products and services throughout the entire value chain	We will construct and maintain a value chain that respects human rights and has a lower environmental impact, and procure and provide safe and secure products and services.
	Develop and strengthen human resources to create a new future and promote diversity and inclusion	We must become a company that recognizes and accepts individual diversity, expertise, and values to continue creating innovation to achieve our future. To this end, we will support our human resources and build a more open corporate culture.
	Further improve corporate governance and integrity	We will construct and operate a corporate governance system that makes transparent, fair, quick, and bold decision making possible. As a group that can provide social value and ICT services as trustworthy, sustainable social infrastructure, we will comply with both domestic and overseas laws and regulations, act in line with social norms based on high ethics, and conduct sound, transparent business activities.

* P.18–19 KPIs and Targets for Material Issues / P.87 Material Issues (Actual for FY2023) / P.78 Process of Determining and Updating Material Issues

BIPROGY Group's Digital Commons Concept

Digital commons are communities where it is possible to create both social value and economic value in the resolution of social issues. These communities are formed thanks to the power of digital, used to make private assets that already exist in society (assets held by companies, organizations and individuals) and surplus assets (assets with a low operation rate) widely usable as common assets with low additional costs.

The BIPROGY Group will promote the social implementation of the Digital Commons by combining its track record and expertise in solving social issues with a network of like-minded people, plus digital technologies founded on many years' experience.



Value Creation Story

KPIs and Targets for Material Issues

	Material Issues	Create Social Value	Create Economic Value	Related SDGs
Material issues for achieving business growth	Create schemes to solve issues through the use of digital technology and business ecosystems	<ul style="list-style-type: none"> Contribute to society's sustainability by providing businesses that solve the issues faced by society 	<ul style="list-style-type: none"> Create business opportunities that contribute to the solution of issues faced by society and capture profits in created markets 	
	Contribute to the environment through the use of digital technology and reduce the environmental impact of business activities in order to help build a world of zero emissions	<ul style="list-style-type: none"> Do our part to address the early realization of a decarbonized society and other environmental issues through the provision of environmentally friendly services Help to reduce environmental impact by reinforcing initiatives to reduce carbon emissions from business activities, such as procuring renewable energy 	<ul style="list-style-type: none"> Increase profit from services that contribute to the environment Restrain costs by reducing business risks due to climate change 	
	Sustainably procure and provide safe, secure products and services throughout the entire value chain	<ul style="list-style-type: none"> Contribute to the stability and maintenance of IT infrastructure that supports societal activities by providing safe and secure products and services that comply with various laws, regulations, and social norms Contribute to the spread of ethical consumption and help build a sustainable society by providing products and services that take into consideration the environment and society 	<ul style="list-style-type: none"> Increase profit opportunities by strengthening trust with customers/suppliers and engaging with high-quality partner companies and thus reinforcing relationship capital Reduce business risks related to issues such as human rights and environmental impact throughout the value chain 	
	Develop and strengthen human resources to create a new future and promote diversity and inclusion	<ul style="list-style-type: none"> Help solve social issues by continuously producing innovative, talented workers Create employment opportunities for diverse human resources Contribute to the creation of a society that is physically and mentally healthy, is accepting of individual diversity, and offers work satisfaction 	<ul style="list-style-type: none"> Expand business by generating innovation Increase profitability by raising labor productivity 	
	Further improve corporate governance and integrity	<ul style="list-style-type: none"> Help to solve issues faced by society and the economic growth of society through transparent and fair processes Contribute to the empowerment of all people, regardless of age, sex, handicap status, race, ethnicity, origin, religion, economic position, etc. Help to build a society in which workers can experience job satisfaction by ensuring equal opportunities through the elimination of discriminatory practices, creation and operation of appropriate related rules, promotion of appropriate behavior, and similar activities 	<ul style="list-style-type: none"> Create business ecosystems and expand business opportunities by establishing trust with a wide range of stakeholders Generate sustainable improvements in corporate value Reduce business risks related to scandals, etc. 	

*1 The zero emission achievement rate is the sales of environmentally friendly products and services multiplied by the GHG reduction contribution coefficient and divided by the total Scope 1 and 2 emissions of the BIPROGY Group.

*2 The average positive response rate for the seven questions on job satisfaction and worker-friendliness in the engagement survey conducted in June 2024 was used as the base value.

*3 Enhancing a sense of fulfillment and happiness by using abilities and growing in one's own career.

KPI (■ = New items set for FY2024)	Targets	FY of Achievement	Reference Pages
Sales from businesses aimed at solving social issues (■)	Six times or more (compared to FY2023)	FY2030	• P.20-21 Expanding Our Business Ecosystem to Achieve Our Future Vision
Sales growth rate of managed service business (■)	Three times or more (compared to FY2023)	FY2026	• P.22-31 Management Policies (2024-2026), etc.
Zero emission achievement rate*1 (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society)	100% or more	FY2030	• P.52-55 Environment
Percentage of business opportunities and risks identified via climate change scenario analysis (impact evaluation) for which a risk response has been implemented	100%	FY2030	
Percentage of purchased energy used at the BIPROGY Group business locations that is renewable energy	50% or more	FY2030	
Reduction rate in GHG emissions (Scope 1 + Scope 2) (compared to FY2019)	50% or more	FY2030	
Percentage of suppliers accounting for 40% of our total procurement of purchased goods and services (Category 1, Scope 3) that have set targets equivalent to Science Based Targets	40% or more	FY2027	• P.52-55 Environment • P.56 Supply Chain • P.57 Human Rights
Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021) (■)	25% or more	FY2030	
Review of human rights policy and activities to promote understanding among employees (■)	Implement every year	To be implemented every year until FY2026	
Progress rate on re-performing human rights risk assessments and addressing issues at all Group companies (■)	100%	FY2026	
Percentage of BIPROGY Group suppliers having taken the ESG risk survey (■)	100%	FY2026	• P.42-47 Human Capital Strategy
Percentage of suppliers that currently adhere to or have launched improvements to material ESG risk items that the BIPROGY Group has set for suppliers (■)	100%	FY2030	
Percentage of management positions held by women	18% or more (as of April 1, 2026)	FY2025	
Number of human resources promoting new business development (■)	100 or more	FY2026	
Average score on items related to job satisfaction and worker-friendliness in the engagement survey (■)	10 points or higher than the base value of 51%*2	FY2026	
Percentage of employees who have set medium- to long-term career goals and have obtained agreement on these goals from their organizational heads (■)	100%	FY2026	
Maintenance and improvement rate of mechanisms to promote career well-being*3 (number of implementations / number of plans) (■)	100%	FY2026	
Percentage of eligible men who took leave or time off for childcare after their spouse gave birth (■)	100%	FY2025	
Percentage of men who coordinated with their family and organization based on their own intentions when considering and deciding to take childcare leave (■)	100%	FY2026	
Percentage of employees with disabilities	0.1 points above the legally mandated percentage	FY2026	
Follow-up rate for those subject to active support in the health insurance specific health guidance (■)	100% Subjects by year are as follows: • FY2024: Employees with four risk factors • FY2025: Employees with three or more factors • FY2026: Employees with two or more factors		• P.62-71 Corporate Governance • P.74-75 Further Improve Integrity
Number of new leave-takers due to mental health issues in FY2026 (■)	New leave-takers: 102 or fewer (i.e., below the number in FY2023)	FY2026	
Actions for each year set in the evaluation of Board of Directors effectiveness are undertaken		Annually	
Improvement and upgrade of the compliance program		Annually	
Spread awareness of integrity among Group executives and employees		Annually	
Monitor compliance incident trends		Annually	
Number of serious security incidents	0 cases	Annually	
Percentage of Group companies in Japan that have applied data protection security mechanisms for hybrid work (blend of working remotely and in the office) (■)	100%	As of March 31, 2027	
Coverage rate of special operation management** (■)	100%	As of March 31, 2027	

*4 A state where there are no omissions in the application of operations subject to special operation management (Special operation management refers to a mechanism and system in which a specialized security organization objectively examines and approves the appropriateness of safety management measures for projects accessing highly confidential customer information assets, and comprehensively manages and monitors them.)

Expanding Our Business Ecosystem to Achieve Our Future Vision

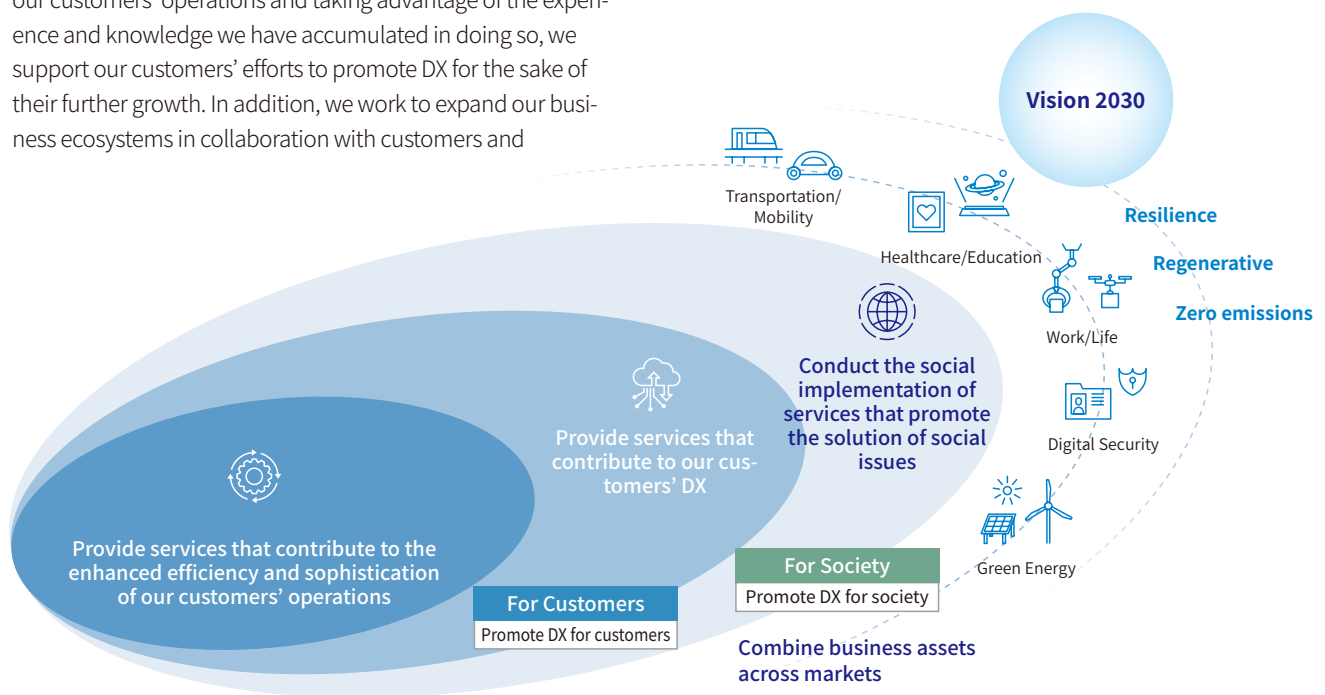
Material Issues Create schemes to solve issues through the use of digital technology and business ecosystems

The Group leverages the experience and knowledge it has gained over time through the provision of system integration services to a variety of customers to assist them in their DX promotion efforts. Moreover, we aim to realize our “Vision 2030” by forming a business ecosystem that solves social issues. We will accelerate the further expansion of this business ecosystem through a value creation cycle in which we keep on bringing forth valuable services by accumulating and utilizing the assets we have created with our customers.

Business Model Transformation

Through the provision of ICT infrastructure and system services over the years, the Group has earned the trust of its customers. By providing system integration services that contribute to the enhanced efficiency and sophistication of our customers’ operations and taking advantage of the experience and knowledge we have accumulated in doing so, we support our customers’ efforts to promote DX for the sake of their further growth. In addition, we work to expand our business ecosystems in collaboration with customers and

partners and contribute to the solution of social issues by combining services and value created in diverse industries, sectors, and markets across the board.



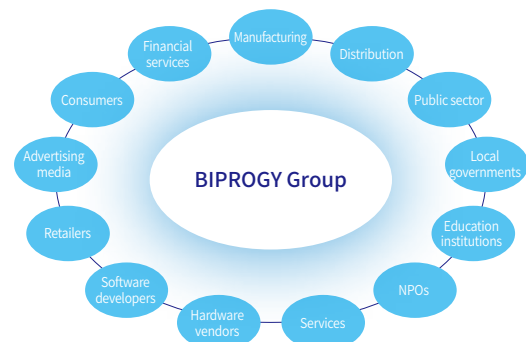
Provide system integration services

Promote business ecosystems

• P.24 Core Businesses and Growth Businesses Strategies

“Business ecosystems,” a form of collaboration that transcends business category and industry boundaries

We live in an era in which ICT has improved operational efficiency and resulted in new businesses and lifestyles, and technology is transforming business models and removing barriers between industries. In this age when new services that were not envisioned up to now are transforming even laws and regulations, it is necessary to apply foresight and insight to focus on social issues and predict new business opportunities. To create businesses that solve the social issues, it is essential to create alliances that transcend business type or industry. The BIPROGY Group, the core of the business ecosystem, creates innovative services.

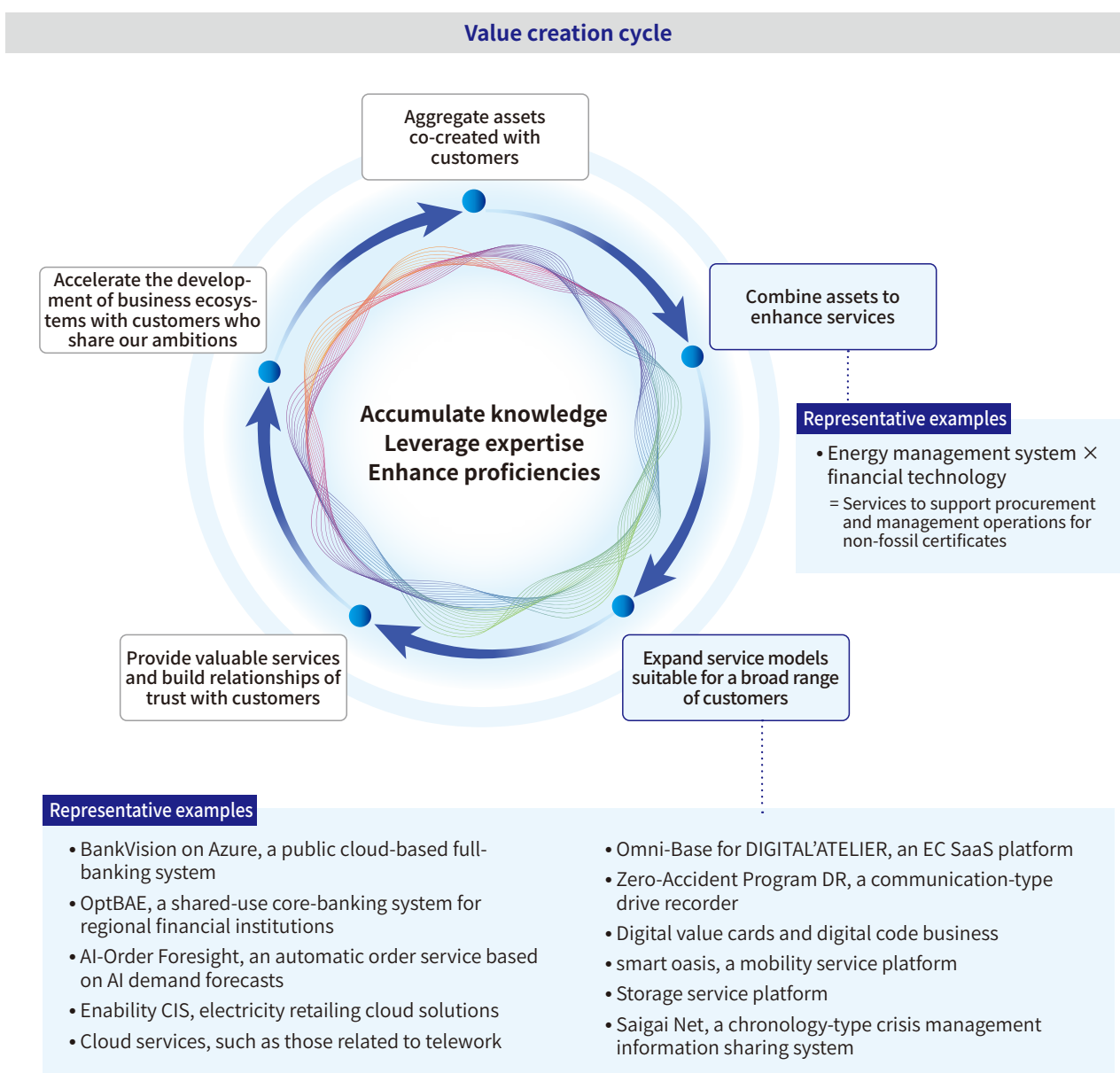


A “value creation cycle” that accelerates the expansion of business ecosystems

The Group has earnestly collaborated with customers in all industries to solve their issues, which has made it possible for us to accumulate experience and knowledge based on our familiarity with their operations. By stitching together in a patchwork fashion various assets such as the knowledge we have acquired working with customers and the assets obtained through the solutions we have independently developed, open innovation, the pursuit of knowledge and other companies’ products, and by reworking these assets into an optimal form while obtaining additional wisdom from our customers, we will work to enrich our unique, flexible business platform layer. At the same time, we would like to increase, in the long term, service contexts that are appealing to customers by generalizing the experience and

knowledge from individual projects into a form applicable to multiple customers and compiling that into a library. Winning the trust of customers accelerates the business ecosystem and gives birth to new practices between customers in new businesses. As trust from society and network effects within business ecosystems increase, more customers share our ambitions, which leads to the resolution of a larger number of issues faced by society.

We are aiming to transform into a company that creates social value by accelerating the expansion of business ecosystems through the implementation of a value creation cycle based on the Group’s foresight and insight and implementation capabilities backed by integrity and the power to get things done.



Recap of Previous Management Policies

Management Policies (2021–2023)

FY2021–FY2023

	FY2023 Target	FY2023 Actual	
Revenue	¥340.0 billion	¥370.1 billion	Achieved
Outsourcing Business* ¹	(¥100.0 billion)	(¥76.6 billion)	
Adjusted Operating Margin* ²	10% or higher	9.1%	
ROE	Approx. 15%	16.5%	Achieved
Dividend Payout Ratio	Approx. 40%	39.8%	Achieved

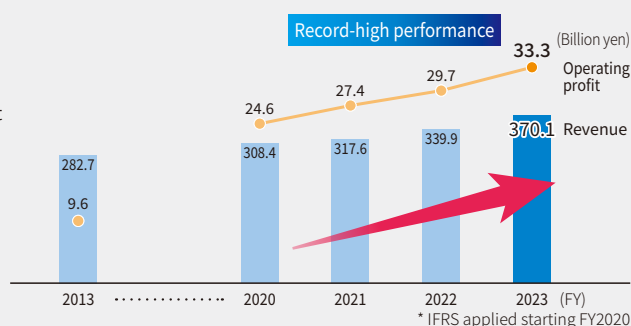
*1 System outsourcing as well as service businesses where BIPROGY Group is the provider

*2 Adjusted Operating Profit: Revenue minus cost of sales and SG&A expenses

Review

Although limited in terms of contribution to overall performance, our outsourcing business demonstrated record-high performance backed by our ability to respond to strong demand from customers for digital transformation, providing an excellent opportunity for the BIPROGY Group to make a major leap forward.

Over the last three years, we have steadily built a foundation as a corporate group that tackles the resolution of social issues together with its customers with a view to the realization of our “Vision 2030.” In response to customer demand for DX, we achieved record-high levels of both revenue and operating profit in FY2023, the final year of Management Policies (2021–2023). As a result of prioritizing the provision of system services, we fell short of our targets for adjusted operating margin and outsourcing sales, the latter of which we positioned as a growth driver. Even so, we successfully acquired a large number of assets that would link to our future growth. Furthermore, our business is expanding from “For Customers” to “For Society.”



Basic Policy

The BIPROGY Group will achieve the Vision 2030 plan by pursuing digital transformation (DX) for both customers and society, developing its business through a large framework that encompasses all of society, and working with partners and the community to expand business ecosystems.

For Customers (customer DX)

Pursue DX that leads to sustained growth for customers by strengthening value creation capabilities and generating social value

For Society (social DX)

Use relationships with customers and partners in a wide range of industries, together with best practices, to realize business concepts that benefit all of society and the world

Corporate Culture Reforms

Pursue cultural reforms to strengthen value creation capabilities and achieve the Vision 2030 plan

Investment Strategy

Accelerate strategic investment on leading-edge technologies aiming for sustainable innovation

What we accomplished

Achieved substantial growth in system services, especially in the area of digital transformation

Expanded social digital transformation initiatives in various fields that help resolve social issues

Made progress in changing employee awareness and behavior by systematically developing business-producing human resources and promoting DEI

Invested in startups and structural reform for internal digital transformation

What we need for further growth

Define, hone, and expand focus areas that will become strengths for the BIPROGY Group

Identify key themes to accelerate and expand provision of social value

Promote organizational development and train and acquire human resources linked to business strategies

Proactively invest to accelerate business strategies

the Digital Commons which is a platform that helps create a society where everyone can live happily

Management Policies (2024–2026)

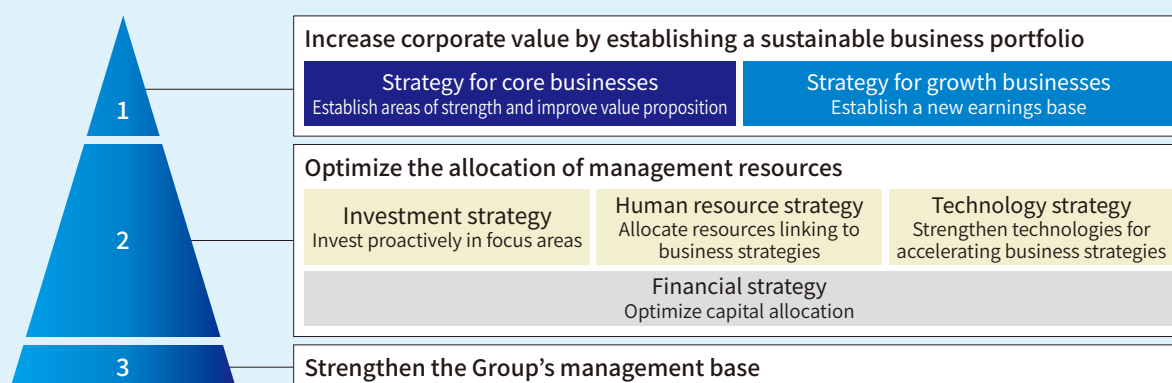
FY2024-FY2026

FY2026 Target

Revenue	¥420.0 billion
Adjusted Operating Margin*2	11.0%
ROE	15.0%
Dividend Payout Ratio	40.0% or more + Flexibly implement share repurchases, taking into account the stock price

Basic Policy

We will work to realize Vision 2030 through three basic policies



Business Environment

Possibility that outsourced development (for systems/network integration) may contract over the medium and long term due to factors such as the emergence of new “as-a-service” models and domestic population decline

Continuous growth expected in overseas IT markets, centering on ASEAN countries

Increasing investment in the area of digital transformation by customers in tandem with the evolution of AI, IoT, and other technologies, and strengthening of efforts to resolve social issues, including green transformation

Challenges

- Now that our financial base is stable thanks to our improved operating margin, we must **establish a new business portfolio and increase our corporate value**.
- We must **acquire new capabilities and further increase both customer and social value** in order to explore new business models and digital transformation initiatives for customers and achieve green transformation and other solutions to social issues.
- We must **develop business across borders** to establish a truly unique BIPROGY brand.
- We must **allocate our management resources and make human capital investments, as well as acquire new resources by investing in growth to drive initiatives with a medium- to long-term perspective**.

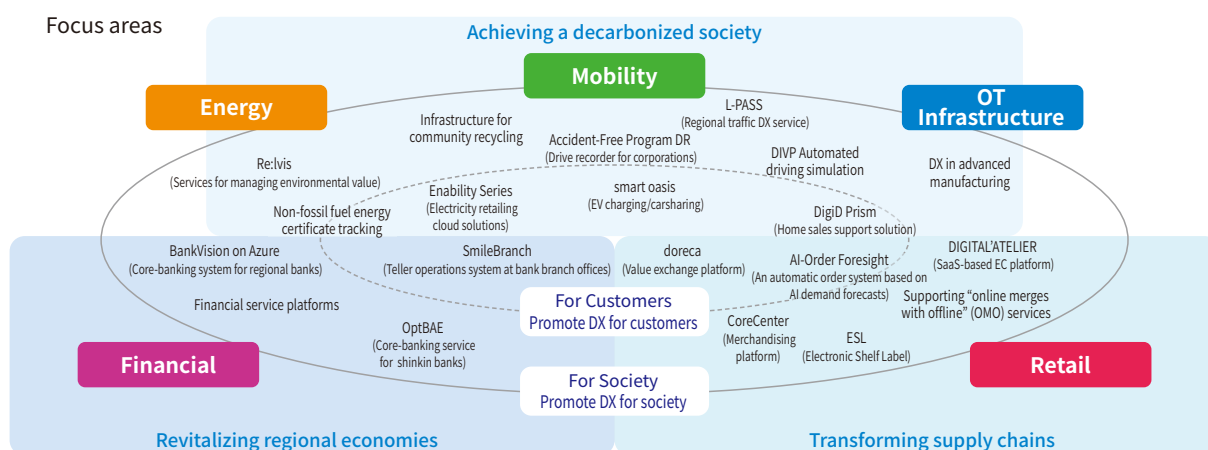
*SI: System Integration / NI: Network Integration

Core Businesses and Growth Businesses Strategies

We will use the management resources we have accumulated to date to proactively invest in growth, promote an ambidextrous management approach of core and growth businesses, and create new mainstay businesses. We will

establish these mainstay businesses in the form of a sustainable business portfolio and take on the challenge of achieving a corporate value of 1 trillion yen.

Core Businesses	Establish areas of strength through consolidation and selection, enhance value proposition, and improve profitability
Key Strategic Initiatives	Growth Scenarios
Allocate management resources to focus areas/ customers	Make proactive development investments and human capital allocations in focus areas <ul style="list-style-type: none"> Centered on our assets, which are a product of our excellent customer base and our thorough operational and customer knowledge, define five focus areas: financial, retail, energy, mobility, and operational technology (OT) infrastructure Proactively invest in development to enhance customer value
Enhance development productivity	Increase development capacity to support business expansion; enhance development productivity and reliability by utilizing new technologies and knowledge <ul style="list-style-type: none"> Standardize project management and engineering, and shift internal processes toward earlier stages in the value chain Strengthen collaboration with domestic and international partners, including through M&As and business alliances, and supplement our human capital through initiatives such as hiring experienced professionals Automate development through the use of generative AI and other new technologies
Expand service businesses	Enhance value proposition in service businesses through prioritized development investments in focus areas <ul style="list-style-type: none"> Increase the speed with which we can provide solutions by transitioning more services to the cloud, and expand our market share Review operational processes and frameworks for outsourced services and increase efficiency



Growth businesses	Enhance value proposition through proactive investment and establish a new earnings base	Net Sales Targets (Billion yen)
Key Strategic Initiatives	Growth Scenarios	
Market development Acquire/Expand new service areas and capture/expand market share	Capture/Expand new market share by acquiring new service areas and cultivating growth markets <ul style="list-style-type: none"> Deploy data utilization services that employ data scientists and AI to support customer management decisions Deploy managed services, including digital workplaces, security and cloud management, that free customers to concentrate on their core business processes 	<div> <div>3.4</div> <div>10.0</div> <div>(FY) 2023 2026</div> </div>
Business development Accelerate the co-creation and deployment of social digital transformation businesses	Accelerate the development, co-creation, and deployment of social digital transformation businesses that resolve social issues <ul style="list-style-type: none"> Positioning social/green transformation, smart lifestyles, and regional revitalization as focus themes, establish business ecosystems that span industry fields together with customers and partners who share our ambition, to co-create and accelerate the deployment of social digital transformation businesses 	<div> <div>3.5</div> <div>10.0</div> <div>(FY) 2023 2026</div> </div>
Global initiatives Develop business in major ASEAN countries and strengthen approaches for North America and other markets	Develop business in major ASEAN countries and strengthen approaches with an eye toward entering North America and other markets <ul style="list-style-type: none"> Use strategic investments such as M&As to expand service areas and acquire new customer segments Leverage services and knowledge from operations in Japan to promote customer digital transformation businesses overseas Establish business ecosystems with customers and partners in each country/region and promote social digital transformation businesses centered on resolving social issues 	<div> <div>2.4</div> <div>15.0</div> <div>(FY) 2023 2026</div> </div>

Special Feature 1

Initiatives for Focus Areas in Core Businesses Strategies

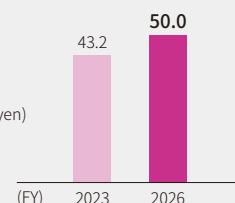
Financial



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

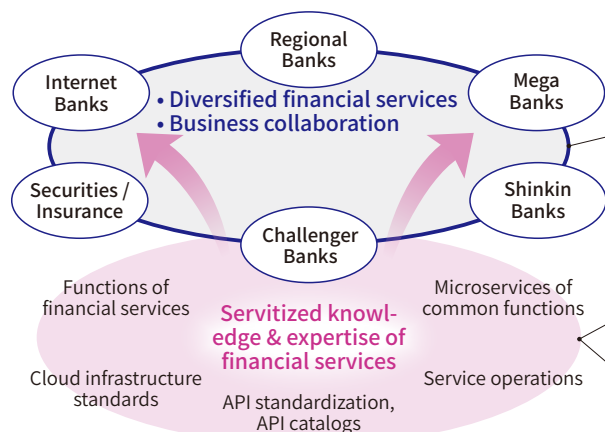
Net Sales
Target
(Billions of yen)



Over the past half century, the Group has been developing packaged systems dedicated to operations at financial institutions and introducing them to the financial area. We have incorporated state-of-the-art information technologies (IT) suitable for the times that realize the operation of a core-banking system on a public cloud, the first example of its kind in Japan. We leverage such ever-evolving IT plus our knowledge of the financial industry to provide micro-services-based solutions and reconfigure increasingly diverse financial services and aim to provide them to end customers through megabanks, internet banks, regional banks, shinkin banks, securities and insurance companies and other various financial business partners. The Group aims to exist as a platform provider as opposed to a conventional system integrator and to become a trusted partner that grows alongside its customers and stakeholders with the same line of sight.

Business Strategies

Strategy 1	<ul style="list-style-type: none"> Differentiate ourselves using BankVision, a core-banking system for regional financial institutions, to establish our position as a third force and aim to become a game-changer in the financial market Achieve long-term relationships of trust with customers by providing a Customer Engagement Platform that combines face-to-face and non-face-to-face channels to enhance the value of customer experiences Continuously maximize provided value through the elimination of EOS, by converting a group of solutions specialized in financial operations into services, as well as by strengthening coordination between systems and expanding functions and external collaborations.
	<ul style="list-style-type: none"> Work on ideas of servitization in new areas that will impact the market Redefine business requirements (next-generation core banking, wealth management, banking BPO, regional trade area development, etc.) and create new markets
	<ul style="list-style-type: none"> Integrate and implement architecture that support the above strategies Improve productivity and secure high quality through the standardization of product development and mutual use (Financial Service Platform concept)



Strength

Build trust (from various business partners)

- A wide range of business partners that we have (such as regional banks, shinkin banks, Internet banks, insurance companies, and securities companies) can enable various businesses: **customer base & share**.
- Trust that we have built from performing businesses together with the financial institutions over the years.

Development capabilities and capabilities for enabling successful system implementation

- Capabilities for system development, maintenance & support, and operation as expected of us by financial institutions
- We have accumulated capabilities mainly about requirements definitions, designs, test strategies, project management, and quality control.

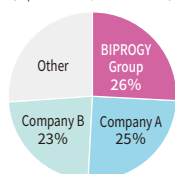
Pioneering attempts

- Take the lead in the industry in using cutting-edge technologies conducive to core-banking systems operating stably on the cloud, etc. Work on packaging and servitizing in accordance with business operations deepening and evolving, together with financial institutions that serve as our reference.

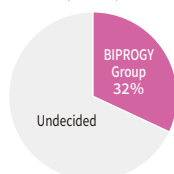
Pickup

State of market share in major segments (Market share among regional banks, second-tier regional banks, and shinkin banks with deposits of at least 3 trillion yen; FY2023)

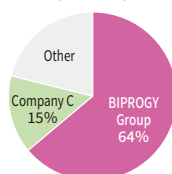
International core-banking system
(OpenE'ARK/BankForce)



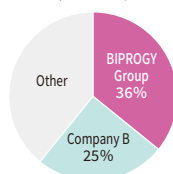
Foreign remittances
(SurFIN)



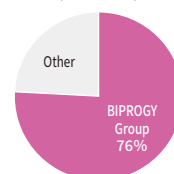
Market-oriented back
(Siatol-NE)



Market-oriented front and middle
(Siatol-FM)



Trust business management
(TrustPORT)



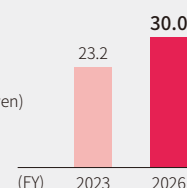
Retail



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

Net Sales Target
(Billions of yen)



For about 40 years now, the Group has cultivated industry insight and business knowledge steeped in the building of core systems for the retail industry. Our strength lies in our ability to effectively implement IT based on this knowledge and in our strong customer base. Up to now, we have created a variety of services in the four areas of store digitalization, D2C,*¹ CX*² and OMO.*³ For assets that have already been implemented, we will fortify and create our services in each area with a view to further expanding them. Through these efforts, we aim to solve issues such as human resource shortages and the diversification of consumer needs and realize futuristic retail that contributes to a sustainable society.

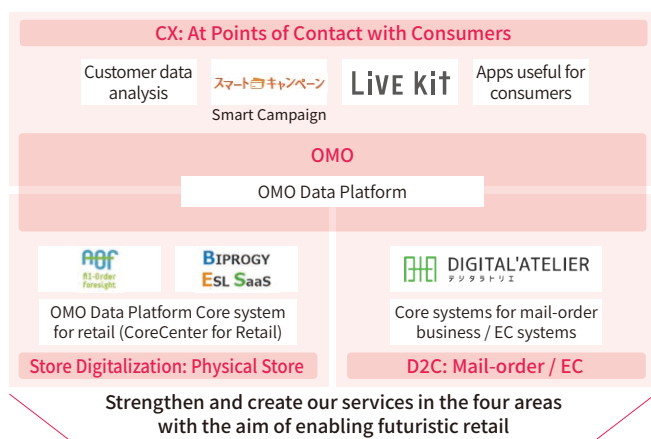
*1 D2C: Direct-to-Consumer referring to companies selling their products directly on EC sites.

*2 CX: Customer Experience referring to a series of processes that customers experience by buying goods and services.

*3 OMO: Online Merges with Offline referring to integrating online services and offline services with the aim of keeping customers from confusions due to differences in the channels.

Business Strategies

Strategy 1	<ul style="list-style-type: none"> Enhance businesses in the area of Store Digitalization Servitize and generalize “CoreCenter for Retail,” a packaged core system for retailers Improve the value proposition of the store operation reform services useful in light of a labor shortage and create new services (such as AI-Order Foresight and BIPROGY ESL SaaS)
Strategy 2	<ul style="list-style-type: none"> Enhance businesses in the area of D2C (Direct to Consumer) Expand our Services business and SE services as well as DX businesses generally for mail-order business through the use of catalogues and e-commerce business Deploy DIGITAL'ATELIER, an all-in-one SaaS platform for enabling OMO business Expand the areas (sectors) covered by DIGITAL'ATELIER. Obtain businesses deriving from DIGITAL'ATELIER
Strategy 3	<ul style="list-style-type: none"> Create new business models through the use of CX and OMO Deploy smart campaigns that constitute a platform for enabling retail media Launch the “OMO Data Platform” to support OMO Create new services through analyzing customer data obtained at points of contact with consumers



Strength

Capabilities of implementing effective IT solutions based upon knowledge and expertise about the industries and businesses accumulated through our experience of creating mission-critical systems for more than 40 years

- Aim to enhance our business experience in the area of store digitalization and D2C through adding the keywords, CX and OMO.
- Be conducive to enabling a sustainable society by providing services that solve issues faced in the market such as a shortage of human resources and diversification of consumer needs.

Pickup

(As of the end of March 2024)

CoreCenter for Retail core system package for the retail industry, etc.

Introduced by **23** companies cumulatively

AI-Order Foresight automatic order system based on AI demand forecasts

Introduced by **8** companies at over **900** stores cumulatively

BIPROGY ESL SaaS electronic shelf label service

Introduced by **3** companies at over **1,000** stores cumulatively

Omni-Base for DIGITAL'ATELIER EC SaaS platform, etc.

Introduced by **5** companies at **5** websites cumulatively



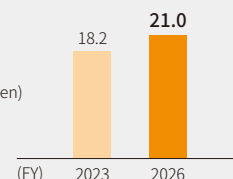
Energy



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

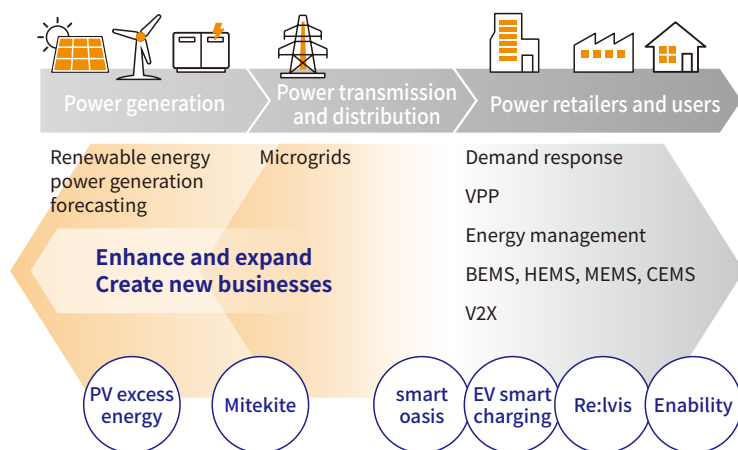
Net Sales
Target
(Billions of yen)



Over time, the Group has provided VPP-related services with a particular focus on services for retail and consumers, such as Enability CIS, Enability EMS, a demand forecast/power generation forecast system and a distributed power supply management system. Additionally, we provide EV-related services and, in the environmental value area, services such as Re:lvis through which we facilitate the streamlining of the procurement and management of non-fossil certificates. In addition to enhancing these service functions and expanding other related services, we endeavor to differentiate ourselves by combining the service solutions we have provided thus far, and work towards the creation of new businesses. Our aim is to do our part for the realization of a decarbonized society, one of the social issues we face, by providing services aimed at the various stakeholders in the energy-related value chain.

Business Strategies

Strategy 1	<ul style="list-style-type: none"> • Customer DX: Deepen the value proposition for customers • Expand services with an eye towards promoting DX at companies related to energy • Enhance service solutions such as Enability
Strategy 2	<ul style="list-style-type: none"> • Social DX: Expand business in relation to carbon neutrality • Develop and provide services and solutions about energy management, environmental value, and carbon neutrality
Strategy 3	<ul style="list-style-type: none"> • Social DX: Grow through absorbing external resources • Ally with or take a stake in companies related to carbon neutrality • Strengthen competitiveness through synergies with existing businesses



Strength

Knowledge and expertise that we have accumulated from developing systems as well as services (such as Enability and Re:lvis) for companies related to energy

- Attempt to enhance and expand our service assets in the value chain, with the aim of increasing profit
- Contribute to enabling a decarbonized society

Pickup

(As of the end of March 2024)

Provides functions required for the electric power retail business on a one-stop, integrated basis
Enability CIS
Service for electricity retailers

Record of adoption by **25** companies

Includes former general electricity utility companies, major power producers and suppliers/city gas companies and high-voltage collective power reception companies

Accommodates various business models
Enability EMS
Cloud service for energy management

Actual number of properties managed using BEMS services (for buildings/tenants):

Approx. **1,000**

Actual number of units for which MEMS services (for condominiums) were introduced:

Approx. **338,000**

Centralizes procurement processes and optimizes non-fossil certificate management operations
Re:lvis
Environmental value management service

Rate of increase in user companies: **300%**
One-of-a-kind service



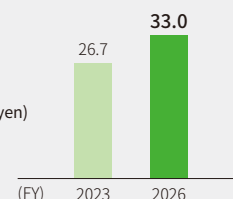
Mobility



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

Net Sales Target
(Billions of yen)

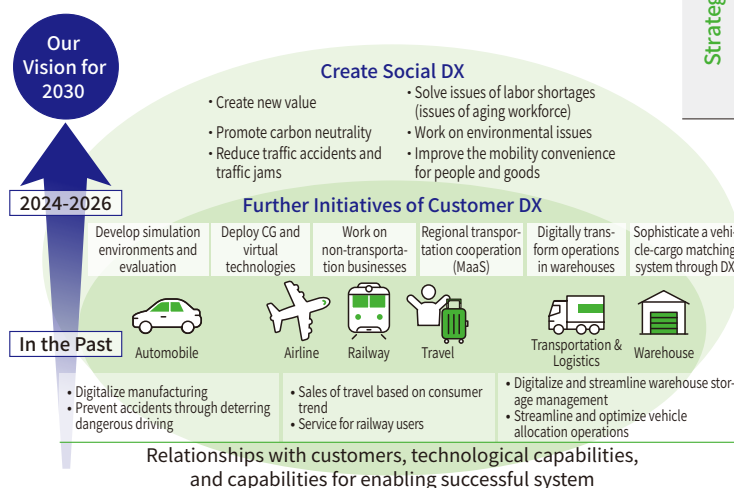


Mobility, which we have established as a focus area, refers to business operators and industries that handle mobile bodies used to transport people and goods as well as business operators and industries that use those mobile bodies to provide new value. The Group aims to apply the power of mobility and digital technologies towards solving social issues stemming from labor shortages accompanying the declining population, environmental problems, traffic accidents and other causes. Over a long period of time, we have assisted with various operational improvements and efficiency enhancements as a DX partner of automobile, airline and railroad operators. In the process, we have gained business insight in manufacturing operations, technological prowess in areas such as CG and virtual technologies and mission-criticality and development and implementation capability, with passenger systems being a leading example. Leveraging these strengths, we aim to provide new value by

further expanding and enhancing customer DX. Additionally, from the standpoint of social DX, our view is that mobility will proceed to shift from being mere mobile bodies and means of transportation of people and goods. Our goal is to provide new value in this area as well.

Business Strategies

Strategy 1	<ul style="list-style-type: none"> Enable V-Drive Inc. Technologies to grow business and use cross-cuttingly its technologies Aim to enable a practical use of the technologies in other industries as well as in automobile-related industries Aim to improve the convenience and safety of mobility in traffic environments
Strategy 2	<ul style="list-style-type: none"> Create businesses in the area of non-transportation businesses in the airline industry and the railway industry Create value propositions for customers with the customers through furthermore strengthening relationships with customers and working on closely their business attempts in the business areas other than airline and railway businesses
Strategy 3	<ul style="list-style-type: none"> Initiatives for addressing labor shortages in the areas of logistics and transportation Study and develop logistics streamlining using knowledge we have acquired through our businesses with existing customers such as logistics/transportation companies and other existing partners as well as cutting-edge technology Examine cooperation, investments, etc. with other companies and venture companies aiming to streamline logistics and warehousing operations



Strength

Execution capabilities based on advanced technological skills (CG, virtual technologies, etc.) and a wealth of business experience (in the business areas of automobile industry, airline industry, railway industry, and logistics industry) obtained through developing systems for customers

- Make proposals to customers operating businesses about the movement of people and goods about proactively using digital technologies. Thus, execute new value propositions for customer DX.
- The BIPROGY Group taking on the challenge of enabling an evolution of mobility, as an initiative of social DX, that mobility refers to various value propositions rather than mere transportation modes

Pickup

Looking towards the social implementation of automated driving services

Establishment of V-Drive Technologies Inc., which provides a virtual space verification platform for automated driving

Operations commenced in 2022



August 2024
Commenced safety verification initiatives using the digital twin in Chiba City as Japan's first project in which the safety of automated driving in a virtual space under the leadership of a municipality

Aiming for a society free of traffic accidents

Zero-Accident Program DR (drive recorder) for corporations

Actual sales of **70,000** units
to **1,400** companies
(as of March 31, 2024)



Communication type



Provides a collision warning function equipped with behavior-prediction AI from June 2024. Currently offers cutting-edge AI technology in the form of a subscription service with no initial cost.

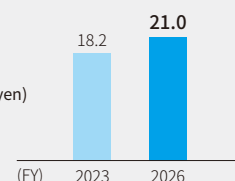
OT Infrastructure



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.

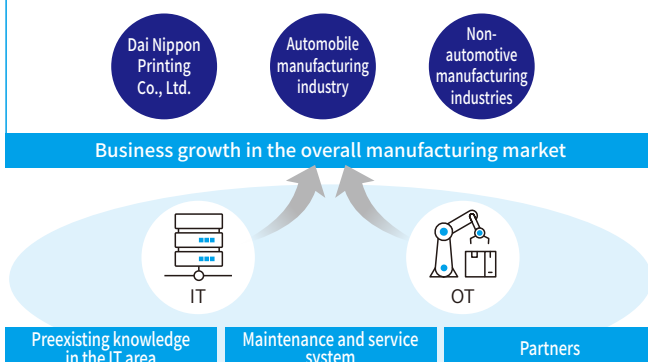
Net Sales
Target
(Billions of yen)



In the OT* infrastructure area, the Group focuses particularly on the manufacturing industry centered on managed services whose functions have been consolidated at its group company UNIADDEX, Ltd. In that manufacturing industry, where digitalization needs are growing in OT areas such as design and manufacturing processes, the Group has a strong customer base and customer relationships built up through its preexisting business in the IT area. Our relationship with Dai Nippon Printing Co., Ltd. is not only capital-based but has also strengthened on the business front, with collaborative efforts to expand security measures for factories and develop and provide related services. We have received very strong inquiries in the OT infrastructure area from automobile manufacturers, and will endeavor to further expand our business by deploying the knowledge and know-how we have gained in that area to non-automobile manufacturing industries.

*OT: Operational Technology. Used to control and operate hardware at factories in the manufacturing industry.

- Need for digitalization in design and manufacturing processes
- Urgent issues such as IT/OT integration and security



Pickup

Sophistication of manufacturing

Introducing infrastructure to support digital-centric manufacturing at automobile manufacturers



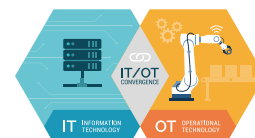
Networks & security

Cooperation with Cooperation with Cisco and TXOne
Providing total OT infrastructure and security services



Together with our OT partners

Supporting the creation of factories of the future as a joint endeavor with OT vendors



Business Strategies

Strategy 1	<ul style="list-style-type: none"> • Expand the entire businesses in the manufacturing market • Expand the entire businesses in the manufacturing market through creating and establishing business in the OT business area
Strategy 2	<ul style="list-style-type: none"> • Establish our brand in the area of OT business • Take the lead in getting into shape best practices of services and solutions that can be used for addressing issues at customers. Establish our brand based upon integrating IT and OT.
Strategy 3	<ul style="list-style-type: none"> • Establish offering models and business models for horizontal development • Establish offering models (standardized value propositions) and business models for horizontal development in the area of OT Business
Strategy 4	<ul style="list-style-type: none"> • Servitize platforms for using manufacturing data • Provide managed services conducive to solving issues in the business, as exemplified by an attempt to improve productivity through the use of AI. This is based upon collecting and aggregating data mainly about design and manufacturing securely.

Strength

Customer relationships in the IT area

- BIPROGY Group's customer base in the manufacturing industry, which we have built through providing infrastructure technologies in the IT field

Technological capabilities about networks and security

- Our technological capabilities and knowledge & expertise can address issues about network and security, the urgent issues in the OT area

Collaborate and cooperate with partners

- Arrangements for allying and collaborating with companies excelling in the OT business area such as OT trading companies and OT vendors as well as Cisco Systems G.K. (Cisco) and TXOne Networks Japan (TXOne) among other manufacturers

Nation-wide network for maintenance services

- Service networks and arrangements operated by UNIADDEX, Ltd. that can support factories of our manufacturing customers across the nation

Special Feature 2

Group Companies & Co-Creation Partners that Realize Value Creation

Here, we introduce initiatives by UNIADEX, Ltd. (UNIADEX), which supports the ICT infrastructure business of the BIPROGY Group, and our cooperative business endeavors with Dai Nippon Printing Co., Ltd. (DNP), with which we formed a business and capital alliance in 2012.



Possesses strengths in areas such as multi-cloud services, next-generation networks, DX, and IT outsourcing. Provides total ICT infrastructure services under the BIPROGY Group brand.

Professional ICT infrastructure group

Business areas

UNIADEX proposes the realization of the optimization of cloud utilization and operation by its customers by leveraging its advantage in multi-vendor services provided from a vendor-neutral standpoint and its many years of experience in the building, operation, and maintenance of customers' on-premises environment.

As a total ICT infrastructure service company, UNIADEX can handle everything from migration to cloud environments to operation and maintenance on a one-stop, integrated basis, and uses its experience in in-house cloud service operation to contribute to solving issues related to cloud operations as a dependable consulting partner for its customers.



Provision of managed services that make customer success a reality

The managed services offered by UNIADEX are designed to support our customers' operations by managing their networks, infrastructure, security, applications, and more on their behalf. The company combines services and products that were previously provided individually, restructured as solutions, and delivers them to customers.

Value proposition of managed services

Making customer success a reality



Provision of more comprehensive and integrated managed services

End-to-end service provision	Proactive problem-solving	IT-based backup for business goals
Management across the entire IT environment, including devices, networks, servers, storage, and applications	Utilization of data obtained through services to conduct preventive monitoring, troubleshooting, and performance optimization	Assistance with maximization of business results through optimizing and streamlining customers' IT environment that they require to meet their management challenges and business needs



- Received the Advanced Partner of the Year and OT Partner of the Year awards from Fortinet, Inc.
- Received the Data Ambassador Award in the Domopalooza Japan Customer Awards from Domo, Inc.
- Received the TREND MICRO Partner Award 2022 and TREND MICRO Partner Engineer Award 2022 from Trend Micro Incorporated
- Received the Customer Experience Partner of the Year award from Cisco Systems G.K.
- Received the APJ Workforce Identity Cloud Partner of the Year award from Okta, Inc.
- Received the Rookie of the Year award from Netskope, Inc.
- Received the Gold Partner award and Individual Award from Box Japan
- Received the HPE GreenLake Partner of the Year 2024 award from Hewlett Packard Japan, G.K.
- Received the Cisco Best Contributed Partner Engineer Award 2023 from Cisco Systems G.K.
- Received the AWS Certifications of 2024 Japan AWS All Certifications Engineers and 2024 Japan AWS Jr. Champion Program
- Received the Microsoft Top Partner Engineer Award from Microsoft Japan Co., Ltd.

BIPROGY Group People



Ken Tanaka

President & CEO, UNIADEX, Ltd.

Emphasis on managed services Seizing the opportunity to promote a strategic approach

Managed services constitute one of the key strategies for the growth of the entire Group in the growth businesses set forth in our Management Policies (2024-2026), as well as crucial services that we want to establish as a new source of profit for us. Starting in FY2024, the Group's managed service functions were consolidated into UNIADEX. This will fortify our strength of technological prowess even more. There is a litany of challenges in the environment surrounding the IT market from rapid exchange rate fluctuations, labor shortages and soaring personnel costs to environmental and energy issues. However, game-changers are already on the way in the form of strong DX investment in line with the economic recovery and the rapid rise of AI technology, among other factors. If we seize this opportunity and take a strategic approach, there is more than enough room for UNIADEX to grow. We intend to further promote this strategic approach as we move forward.



In the twelve years of collaboration between both companies, there has been progress in sales collaborations, new market development and the expansion of their service business base. In addition to continuing to start up new businesses, we will support the DX of customers of both company groups and supply our know-how in areas such as quality control processes and IT human resource development programs to the DNP group, elevating the synergy between our respective companies as we move forward.

Synergies brought forth by cooperation

Examples of cooperation

- Development of e-library and e-textbook delivery services
- Expansion of businesses and development and provision of services related to security measures for factories (UNIADDEX/TXOne Networks Japan)

Initiatives

- Joint research activities
- Holding of training camps and workshops ([DXB Collaboration] Meet Your Same-Age Peers 2024 cross-sectoral joint training: Held in FY2024 as well following FY2023 session. A total of 113 people across both companies participated.)

DNP



BIPROGY

Selected for adoption for the Demonstration Project for Creating Examples of Regional Problem Solving Using Telework by the Ministry of Internal Affairs and Communications

In July 2023, our joint demonstration project with local governments and other entities, entitled Local Government Collaborative-Cooperative Work Region Model Using Telework (implemented between July 2023 and March 2024) was selected for adoption in the public solicitation of demonstration areas for the Ministry of Internal Affairs and Communications' Demonstration Project for the Creation of Examples of Regional Problem Solving Using Telework.

■ Main demonstration items

- (1) Acquisition and smooth implementation of business projects in which local residents who telework engage (examination of elements such as ICT environment that ensures information security and personal information protection)
- (2) Business promotion and management functions
- (3) Human resource development

Selected for the Cyber-Physical Development Project for Quantum-AI Hybrid Technologies publicly solicited by NEDO

In January 2024, in a public solicitation of commissioned projects for Quantum-AI application development and demonstration for the Development of Quantum/AI hybrid use-case Technologies in Cyber-Physical Space Project conducted by the New Energy and Industrial Technology Development Organization (NEDO), our joint proposal titled Application Development for Streamlining Logistics Operations using Quantum + Classic AI (to be implemented between December 2023 and August 2026) was selected.

■ Roles of both companies

DNP

Development of picking plan optimization applications, introduction trials at manufacturing and logistics sites in the DNP Group, etc.

BIPROGY

Development of delivery planning optimization applications, meta-heuristic module, etc.

BIPROGY Group People



Yuichiro Fukuda

Corporate Officer, BIPROGY Inc.

Contributing to the establishment of our competitive advantage by creating unique success stories

Since entering its business and capital alliance with DNP in 2012, we have been steadily promoting our business collaboration. Having established the DXB Business Incubation Department, with DXB being a cross between the initials of the two companies' names, the department is promoting initiatives spearheading that business collaboration. Our collaborative business efforts are experiencing an expansionary trend, and we aim to further expand those efforts with a view to realizing our Vision 2030. For that purpose, we will strive to create new market value by taking advantage of the assets we have accumulated alongside DNP to build a network of interaction and matching with customer and partner involvement. In addition, by generating more unique success stories through our alliance, we intend to do our part in establishing a competitive advantage for the Group.



**Promoting growth initiatives,
including inorganic strategies, to
further enhance corporate value**

Kazuma Umehara

Senior Corporate Officer and CFO

Analysis and evaluation of the Management Policies (2021-2023)

The final year revenue target was almost achieved in FY2022, one year ahead of schedule, and FY2023 grew beyond this marking our highest revenue yet, surpassing FY1991 revenue (¥356.8 billion), which was mainly from the mainframe business. Within this target, we did not achieve our goal of increasing outsourcing revenue to ¥100.0 billion because over the last two years we allocated resources to system services in order to meet strong DX demand from customers. Still, our assessment is that we have achieved a certain level of success given growth of more than 20% over three years. We also believe that by concentrating on DX development projects, we were able to acquire assets that will lead to future service businesses. With regard to the adjusted operating margin, which we focus on as a KPI, we did not reach our target of a double-digit margin, notably due to future-minded investments to accelerate the creation of new services. However, the adjusted operating profit

increased by more than 30% between FY2021 to FY2023, the previous management policies period, and we believe that our ability to generate profits is steadily increasing.

Meanwhile, we believe that there are two issues that need to be addressed for further growth. One is that among outsourcing services, the service-based type (business creation type), otherwise known as SaaS businesses, did not grow as expected. Though revenue has been steadily increasing, it remains around the ¥8.0 billion level. The service-based model is expected to be highly profitable, with gross profit margins reaching as high as 40%, and growth in this area will contribute to the adjusted operating profit margin, which makes it a priority for us.

The other issue for us to tackle is strategic investment. Our investments made over the three years of the previous management policies amounted to approximately ¥11.0 billion. Considering inorganic growth, it is essential

to strengthen investment, including overseas M&A. However, although our investment in startups for open innovation progressed reasonably, it didn't reach the level

we had expected. To accelerate growth, we believe it is necessary to make slightly larger investments, and make them more quickly.

Financial and investment strategies in the Management Policies (2024–2026)

The new management policies set forth two business strategies, specifically for core businesses and growth businesses. Our strategy in core businesses is to maintain our current business trajectory. Among these businesses, we have identified five focus areas in which we have strengths in terms of superior customer bases and various assets, and we intend to expand our businesses by concentrating and selectively investing resources in these areas. • P.22-24 Management Policies (2024–2026)

As for the strategy in growth businesses, we will develop markets for data/AI utilization, areas in which we have not been able to capture sufficient market share, despite the fact that these are growth markets, and promote managed services that provide comprehensive support for IT infrastructure. We will also promote business development in areas such as sustainability transformation (SX), green transformation (GX), smart living, and regional revitalization. Furthermore, we will promote global expansion to capture growth in the growing ASEAN region. Our plan is to focus on these three areas.

Our revenue target for FY2026 is ¥420.0 billion with a compound annual growth rate (CAGR) of 4.3%, and we believe that we can naturally achieve these targets if we firmly pursue these growth strategies. Meanwhile, one

measure we are pursuing toward an adjusted operating margin of 11% is to increase productivity by effectively utilizing the assets that have been built up already. Besides, we will work to strengthen collaboration with our partner companies. For example, we are looking to further increase the ratio of partner companies, which currently stands at three partners for every one of our engineers. In addition, we will leverage technology, such as generative AI, to cut costs. At the same time, we will increase gross margin by expanding the service-based businesses area identified above as an issue.

Investment strategy

Growth investments will be made primarily in the core business focus areas and growth business areas, but we intend to be selective in our investments, taking into account strategic factors and market conditions. For global initiatives, we will expand our business through M&A. In the ASEAN region, our initial steps have been to acquire ERP solution providers. In addition to these, we will continue to acquire companies that are involved in work having affinities with BIPROGY, such as those providing systems in the financial, commerce and distribution sectors. The key to global initiatives is whether we can ensure

Performance trends

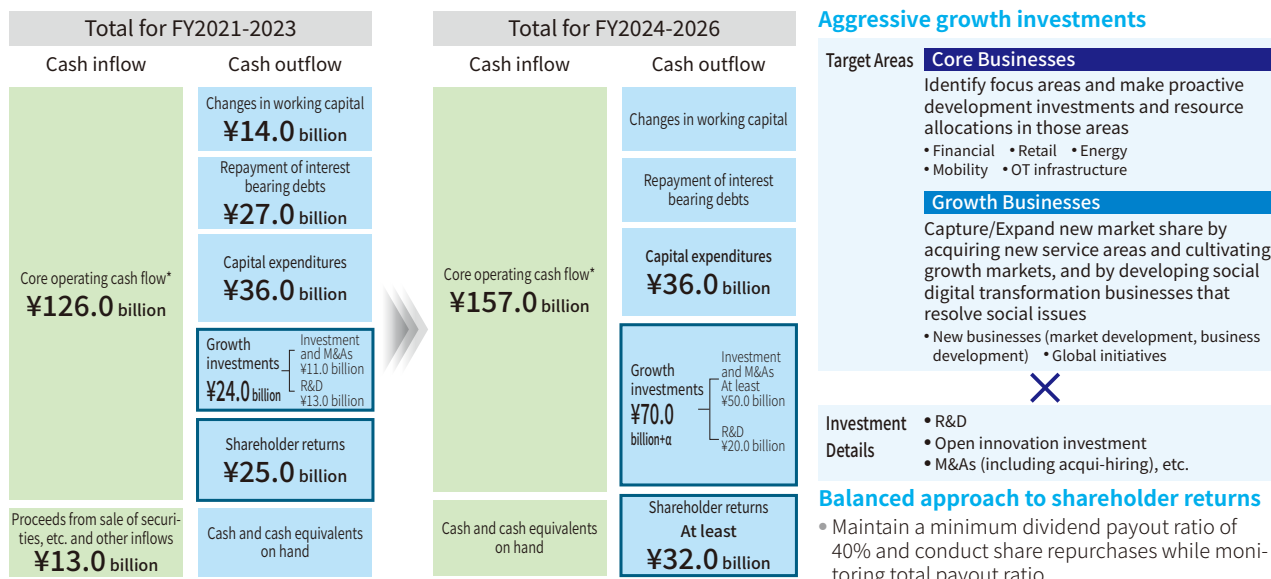
(Billions of yen)		Management Policies (2021-2023)					Management Policies (2024-2026)
	FY2020	FY2021	FY2022	FY2023	(three-year CAGR)	FY2023 target	FY2026 target
Revenue	308.4	317.6	339.9	370.1	6.3%	340.0	420.0
Of which, outsourcing revenue*	59.5	63.4	66.7	76.6	8.7%	100.0	
Entrusted operation type	49.7	49.8	49.0	49.8	0.1%	—	
Corporate DX type	4.9	7.4	10.8	18.8	56.4%	—	
Service-based type (business creation type)	4.9	6.2	6.9	8.0	17.5%	—	
Adjusted operating margin	8.2%	8.4%	8.6%	9.1%		10% or higher	11.0%
ROE	15.5%	17.0%	15.0%	16.5%		Approx. 15%	15.0%
Dividend payout ratio	42.2%	41.7%	39.8%	39.8%		Approx. 40%	40.0% or more

* P.81 Status of outsourcing

+ Flexibly implement share repurchases, taking into account stock price

CFO Message

Financial Strategy (Capital Allocation) and Investment Strategy in the Management Policies (2024 -2026)



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

proper governance, and we will continue to hone this ability as we carry out our initiatives.

Investment in human resources includes costs related to their recruitment and training, and it is difficult to measure returns, plus there is a time lag until the effects are realized. Therefore, it is essential to carry out investments in a flexible manner according to the business situation.

The cash required for these investments will in essence be covered by the operating cash flow to be earned going forward, as well as with cash and cash equivalents on hand.

Through aggressive investment, we will extend our operating profit even further than its current level and increase our adjusted operating margin, which is a KPI.

Capital policy/shareholder returns

We believe that the cost of shareholders' equity is around 7-8%, but we intend to understand it with greater

precision. Our policy of improving corporate value by increasing our equity spread remains unchanged. In the Management Policies (2024–2026) we have maintained our ROE target at 15.0%, but we will continue our efforts to further improve capital efficiency. Please note that we would like you to take this 15% as a minimum target. However, we have no intention of forcibly reducing net assets to solely pursue ROE improvement.

The new management policies call for a dividend payout ratio of 40.0% or more, and we intend to boost shareholder return ratios to even higher levels than before given our clear indication that 40% is the minimum. In addition, in terms of capital allocation, our policy is to give priority to growth investments, but we will also flexibly conduct share repurchases depending on investment circumstances.

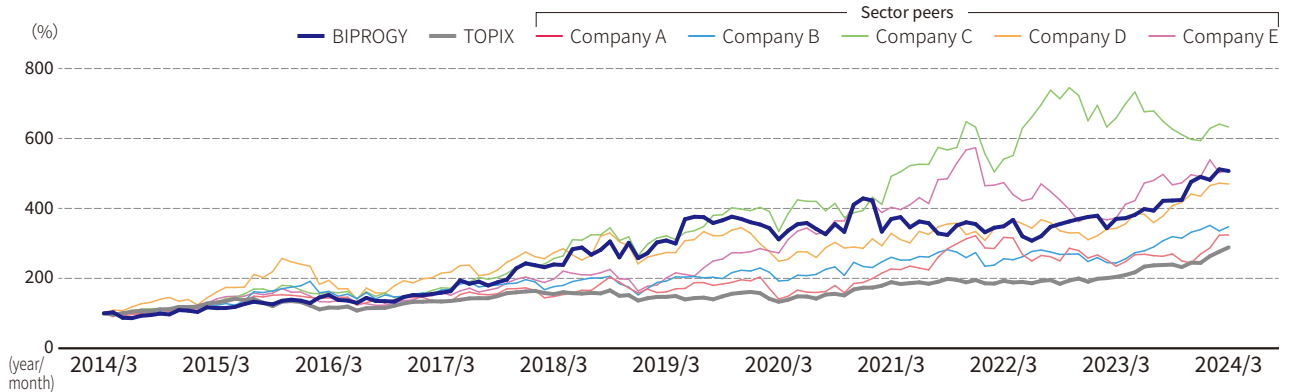
Toward further improvement of corporate value

Our total shareholder return, or TSR, has significantly outperformed the TOPIX including dividends, but has underperformed that of sector peers over the past five years. We intend to rectify this situation by steadily growing our business performance and raising future expectations for our Group in the capital market.

I believe it is important for the CFO to be both analyst and advisor, that is, balance the two roles of defensive management and offensive decision-making support. Though I have always been fairly mindful of the defensive

side, I intend to focus on the offensive side going forward. Given our Vision 2030, my goal is to bring us within at least striking distance of achieving corporate value of ¥1 trillion in about six years. To this end, it is important to pursue an inorganic strategy while at the same time pursuing solid organic growth. I would like to contribute to the enhancement of corporate value by fulfilling my role as CFO to ensure that the best decisions are made on important investments and other matters.

Total Shareholder Return (TSR)



	1 year	3 years		5 years		10 years	
		Cumulative	Annual rate	Cumulative	Annual rate	Cumulative	Annual rate
BIPROGY	42.5%	40.6%	12.0%	68.3%	11.0%	407.0%	17.6%
TOPIX	41.3%	52.5%	15.1%	96.2%	14.4%	188.6%	11.2%

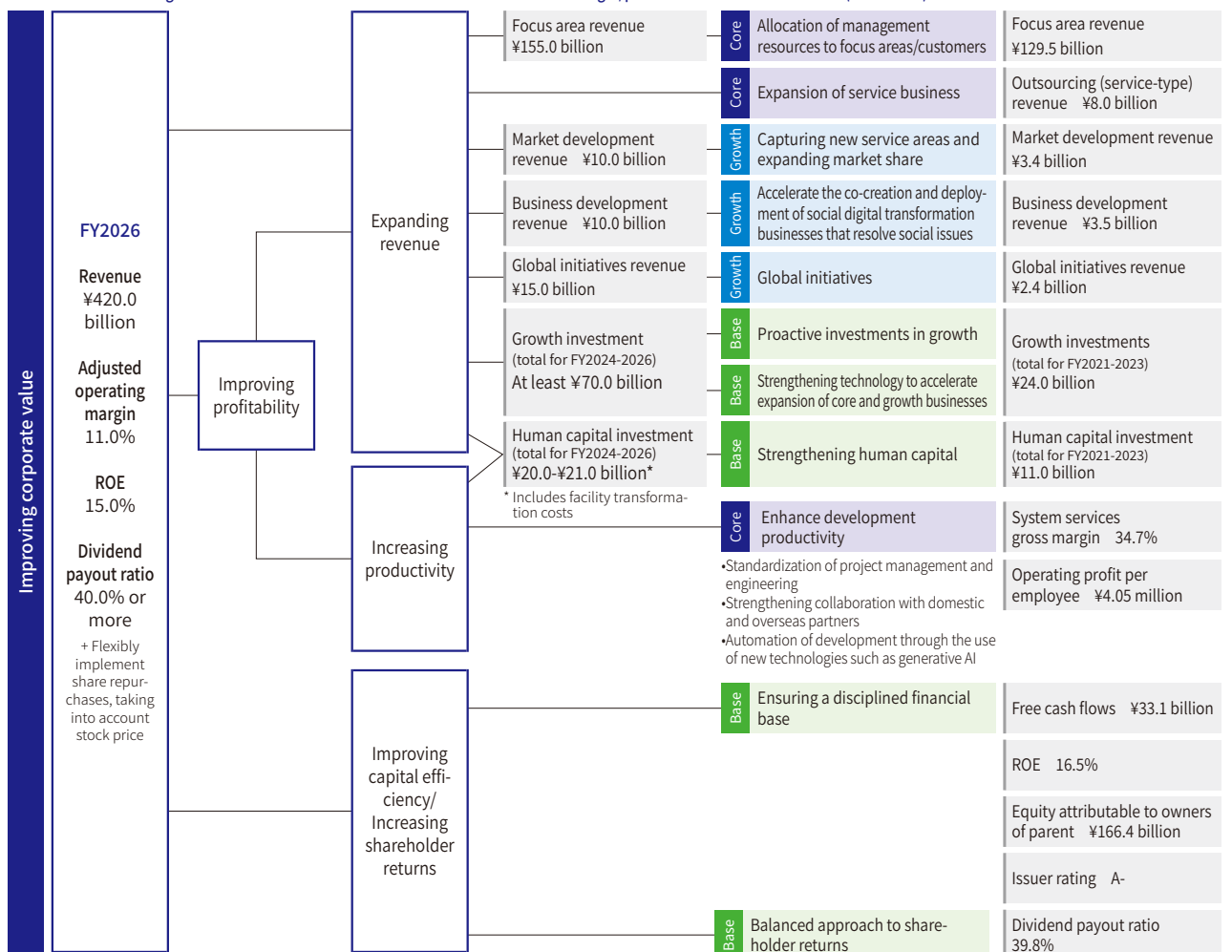
* Total Shareholder Return (TSR): Total return on investment that combines capital gains and dividends.

* TSR is calculated with the cumulative dividend amount and share price fluctuation for BIPROGY, and the share price index, including dividends, for TOPIX. (prepared by BIPROGY using data from Bloomberg and other sources)

* The values in the graph are TSR-indexed market prices, taking the closing price on March 31, 2014, as 100 (with a holding period until March 31, 2024)

Management Policies (2024–2026) logic tree

Management Policies (2024–2026) Performance Targets

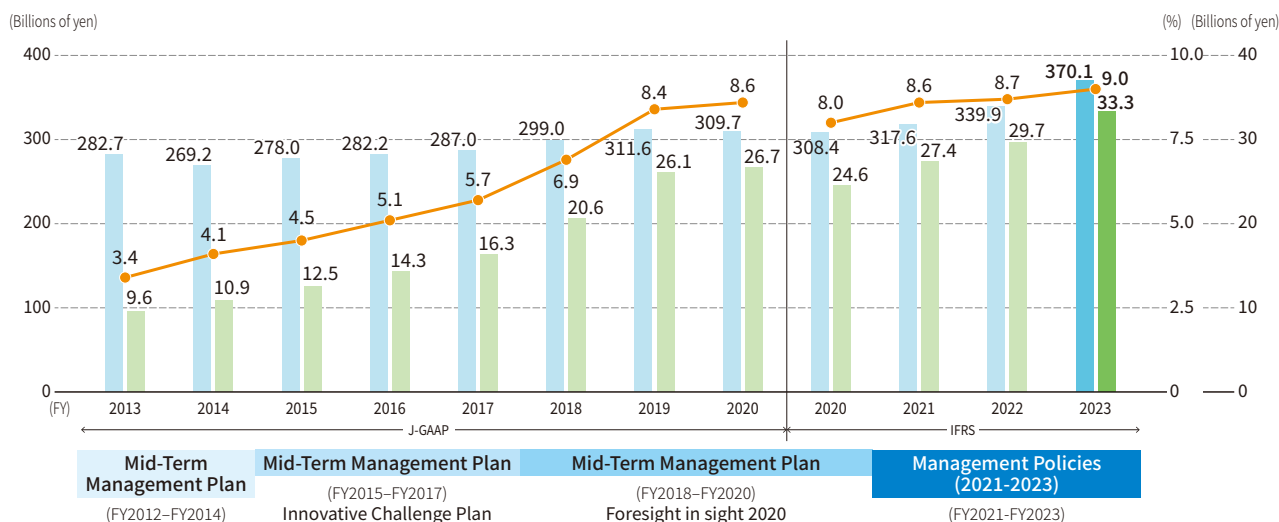


Financial Highlights

(BIPROGY Inc. and its consolidated subsidiaries)

* The International Financial Reporting Standards (IFRS) have been applied since FY2021.
Financial figures for FY2020 are presented in accordance with IFRS in addition to the existing Japanese generally accepted accounting principles (J-GAAP).

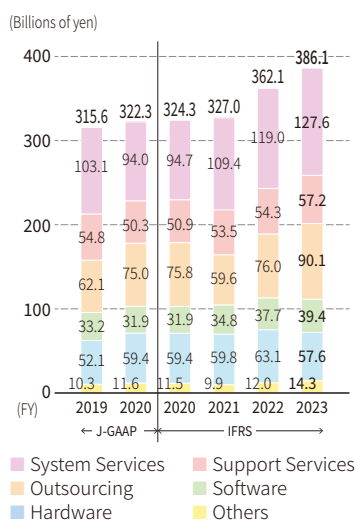
Revenue (Net Sales)/Operating Profit (Operating Income)/Operating Margin



■ Revenue (Net Sales) (left axis) ■ Operating Profit (Operating Income) (right axis) — Operating Margin (right axis)

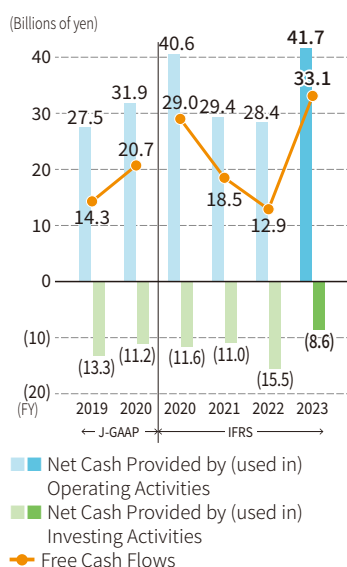
In the Management Policies (2021–2023), we positioned the outsourcing business, which has a high marginal profit rate and provides contributions to establishing a stable revenue base, as a growth driver for our Group. In the final fiscal year, FY2023, revenue increased in all segments, especially in outsourcing and system services, on the back of strong demand from customers for DX investments. Operating profit increased as an increase in SG&A expenses resulting from strengthened investments and other factors was offset by an increase in gross profit due to higher revenue, resulting in an improved profit margin as well.

Orders by Segment



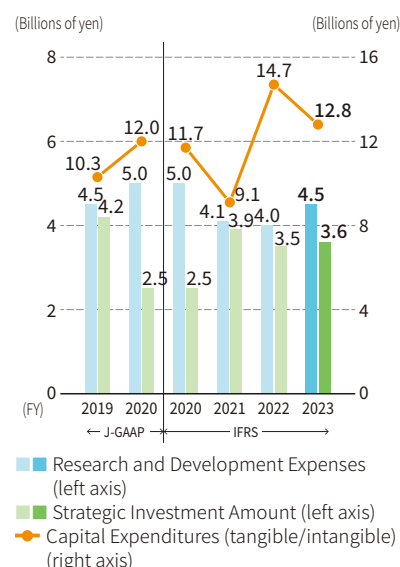
Orders received in FY2023 increased due to strong sales of system services in response to customers' strong demand for DX, as well as the booking of a large, long-term project in outsourcing.

Operating Cash Flows/Investment Cash Flows/Free Cash Flows



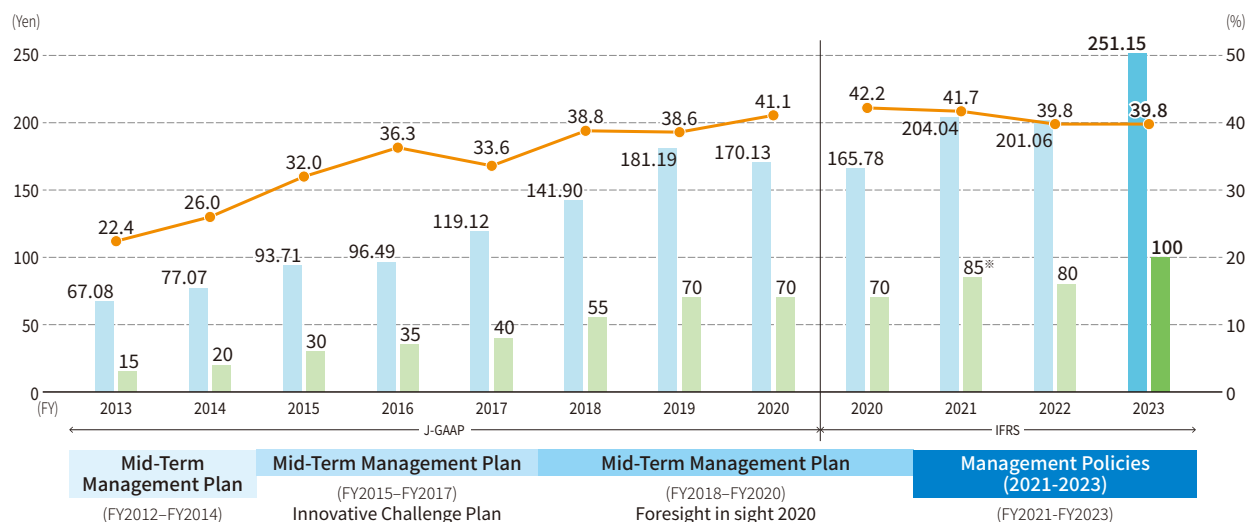
Improved profitability led to stable cash flow generation. While investments were made in the acquisition of intangible assets, primarily investments in software for outsourcing, proceeds from the sale of investment securities, primarily cross-shareholdings, increased in FY2023.

Research and Development Expenses/Capital Expenditures/Strategic Investments



In the Management Policies (2021–2023), investment strategy was one of our key measures. In the three-year cumulative period through FY2023, our total of R&D expenses, capital expenditures, and strategic investments was ¥60.1 billion. Under the Management Policies (2024–2026), we plan to accelerate strategic investments with multiple aims, including utilizing cutting-edge technologies, continuously generating innovations, and executing M&A in Japan and overseas, mainly in focus areas.

Basic Earnings (Net Income) per Share/Dividends per Share/Dividend Payout Ratio

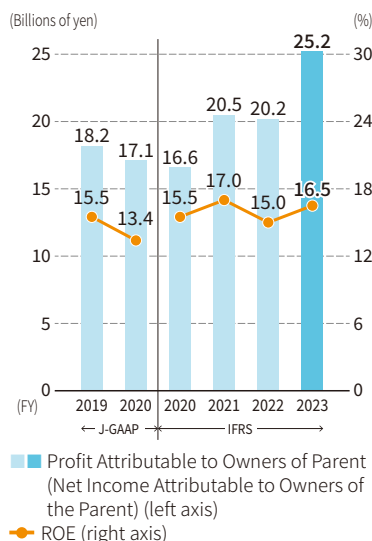


■ Basic Earnings (Net Income) per Share (left axis) ■ Dividends per Share (left axis) — Dividend Payout Ratio (right axis)

BIPROGY strives to provide stable and sustainable profit distribution based on its basic policy of paying dividends in accordance with performance. The specific amount of dividends is determined based on a comprehensive view of the business environment and other factors, while paying attention to securing internal funds for business development. In the Management Policies (2021–2023), we aimed for a consolidated dividend payout ratio of approximately 40%. Based on this basic policy and consolidated performance, the annual dividend for FY2023 was ¥100 per share (interim: ¥45, year-end: ¥55), for a consolidated dividend payout ratio of 39.8%.

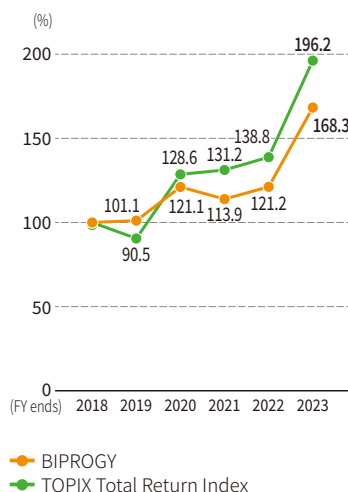
* Includes an additional ¥10 dividend to celebrate the company name change to BIPROGY Inc.

Profit Attributable to Owners of Parent (Net Income Attributable to Owners of the Parent)/ROE



Profit attributable to owners of parent for FY2023 increased due to higher operating profit and lower income tax expenses, including the application of a tax credit to encourage wage increases. Our ROE was 16.5% in FY2023, compared to a target of approximately 15%.

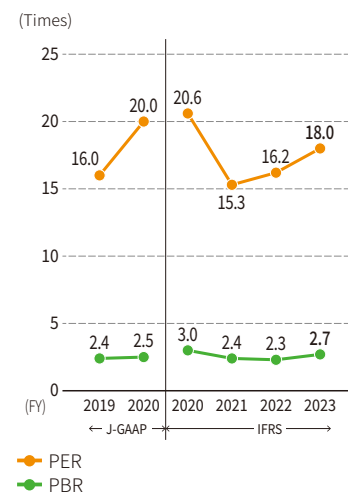
Total Shareholder Return (TSR)



As for the total shareholder return (TSR) in FY2023, despite maintaining a stable share price for the last five years thanks to strong performance, our TSR remained lower than the TOPIX including dividends.

* Market price based on TSR indexed with closing price on March 31, 2019 (100).

PER/PBR

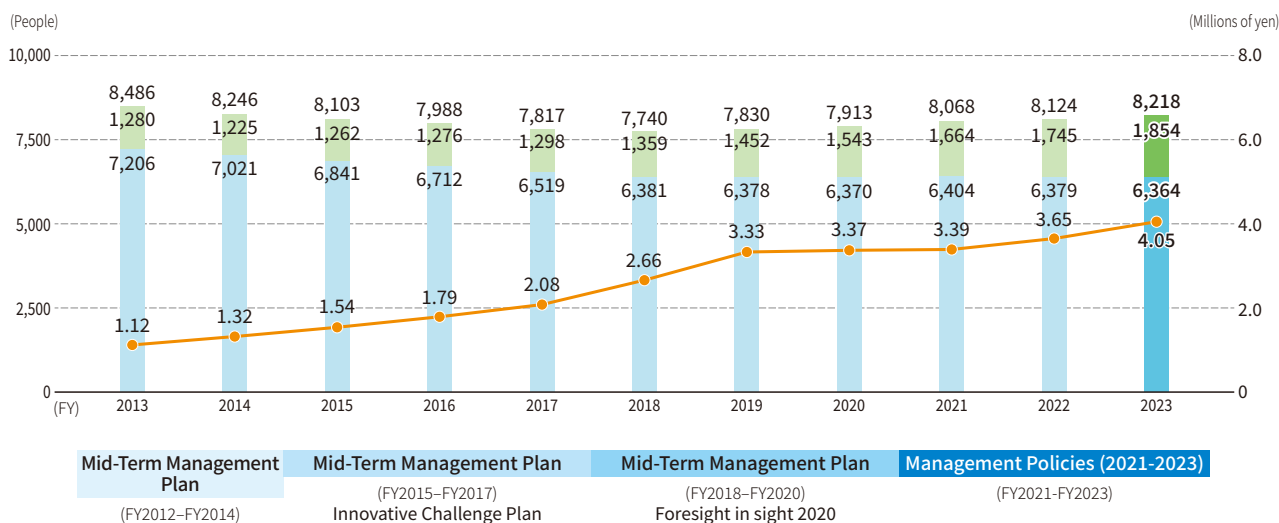


In the Management Policies (2024–2026), BIPROGY has stated that it will improve its corporate value and is emphasizing stock price as well as business growth in its activities. We intend to improve our reputation in the stock market by building on our dialogue with shareholders and investors and achieving targets.

Non-Financial Highlights

(BIPROGY Inc. and its consolidated subsidiaries)

Number of Employees (by Gender)/Operating Profit (Operating Income) per Employee

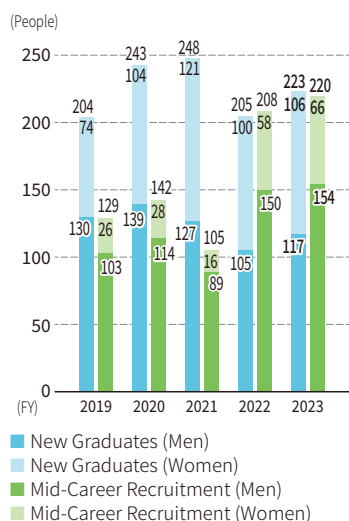


■ Number of Men Employees (left axis) ■ Number of Women Employees (left axis) — Operating Profit (Income) per Employee (right axis)

The BIPROGY Group has long viewed human capital as an important corporate asset, and has been working to strengthen its human capital, the source of its competitive advantage, under the material issue of “develop and strengthen human resources to create a new future and promote diversity and inclusion.” Although the number of employees had continued to decline due to the retirement of baby boom generation employees and other factors, it began to increase again in FY2019, and operating profit per employee has been steadily increasing.

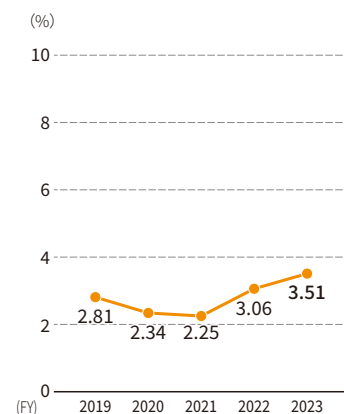
(Note) Up to and including FY2020, our reporting was in accordance with generally accepted accounting principles in Japan (J-GAAP), while the International Financial Reporting Standards (IFRS) have been applied since FY2021

Number of New Employee Hires*¹



We are continuing our active recruitment activities, and the number of mid-career hires who are ready to provide immediate contributions accounted for about half of the total number of hires in both FY2022 and FY2023. We also aim to foster a corporate culture that embraces diverse values, such as by working to make women 50% of our new graduate hires.

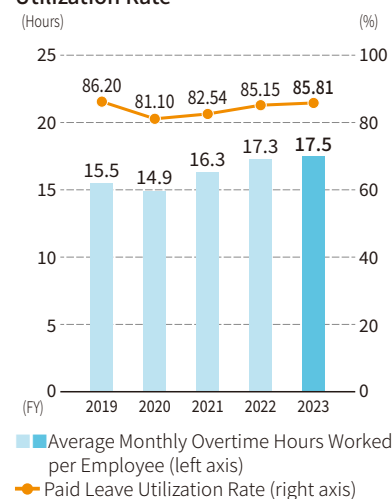
Employee Turnover Rate*²



In accordance with recent changes in employment circumstances, this rate increased in FY2023 as it did in FY2022, but remained well below the industry average (12.4%^{*}). Going forward, we will continue our efforts to improve the retention rate along with the sustained acquisition of human resources.

^{*} Source: Ministry of Health, Labour and Welfare, Survey on Employment Trends 2023 information and communications industry employee turnover rate

Average Monthly Overtime Hours Worked per Employee*²/Paid Leave Utilization Rate*²



Overtime hours have been increasing since FY2021. To address this, we will further our efforts toward efficient, judicious use of overtime and provide consultations with industrial physicians for employees who work excessive overtime in the practice of health management. The paid leave utilization rate has stayed high, remaining above our target utilization rate of 80% or higher.

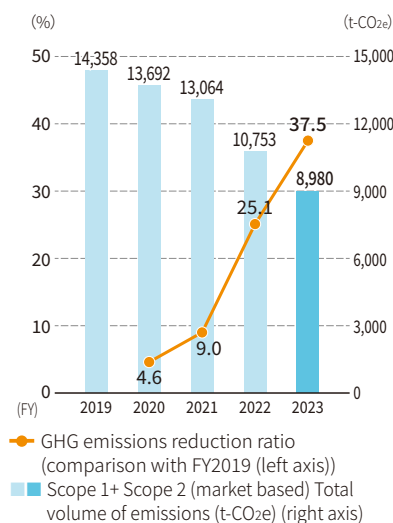
(Scope of Calculation)

*¹ BIPROGY Inc., its consolidated subsidiaries in Japan, and Cambridge Technology Partners Inc. up to and including FY2020. BIPROGY Inc. and eight other companies in FY2021

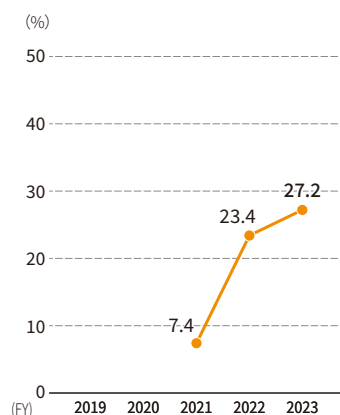
*² BIPROGY Inc. and UNIADDEX, Ltd.

Material Issues-Related Major KPIs

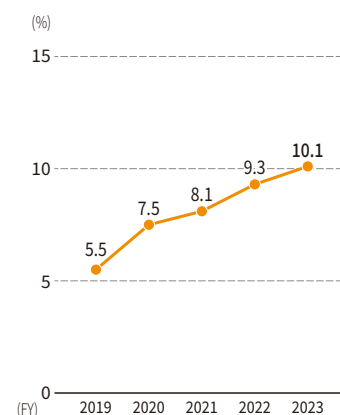
P.18-19 KPIs and Targets for Material Issues, P.87 Material Issues (Actual for FY2023)

Reduction Rate in GHG Emissions /
Scope 1 + Scope 2 (Market-based)
total emissions*3

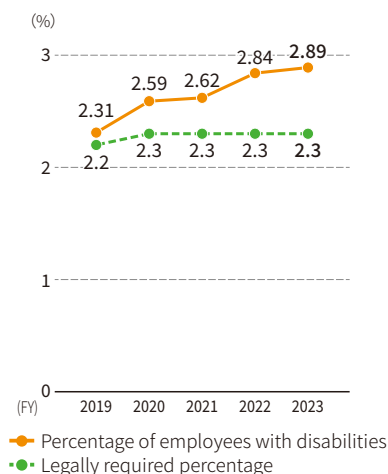
In addition to working to switch our procured electricity to renewable energy sources, we are carrying out energy conservation measures through the promotion of telework and efficient use of offices and equipment, and have achieved a 37.5% reduction in greenhouse gas (GHG) emissions in FY2023 compared to FY2019.

Percentage of purchased energy used
at the BIPROGY Group business
locations that is renewable energy*3

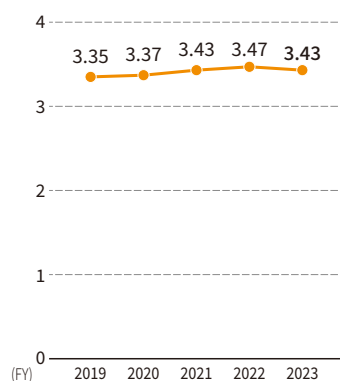
In FY2021, we launched the procurement of electricity from renewable energy sources. In FY2023, this procurement rate was 27.2%. Going forward, we will continue to promote procurement of electricity from renewable energy sources, taking into consideration diversification of procurement methods and other measures.

Percentage of Management Positions
Held by Women*4

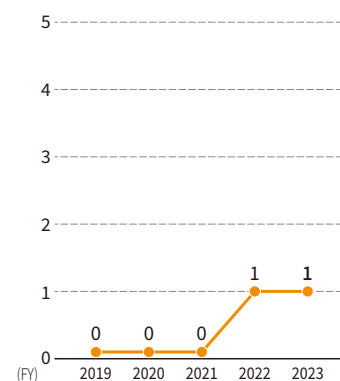
As an important part of our diversity policy, we aim to ensure that women employees are well represented throughout our organization. In FY2023, the percentage of management positions held by women was 10.1%. In order to further accelerate our efforts in this area, we will continue to implement our management promotion plan and monitor the status of individual issues for women employees, as well as provide training and support for their promotion to higher ranks.

Percentage of Employees with
Disabilities*5

Our Group is building structures that provide consistent support to employees with disabilities, so that they can work and succeed with peace of mind. In FY2023, we opened a massage room in our head office and made efforts to create new employment opportunities, and we continue to achieve our target employment ratio of at least 0.1% above the level mandated by law.

Weighted Average Score of Work Style
Related Items in the Engagement
Survey

In FY2023, in addition to efforts to improve the ease of working for employees, we focused on strengthening organizational capabilities through measures such as the permeation of our Purpose as part of efforts to address issues identified in the survey results, and exceeded the material issue's KPI standard score of 3.36 (average for FY2019 and FY2020), at 3.43.

Number of Serious Security
Incidents*6

In FY2023, there was unauthorized access at servers managed in commissioned business, resulting in the leakage or possible leakage of customer information. Although measures to prevent recurrence have been implemented, we will continue to study this and implement further improvement measures.

P.74 Information security

*3 Data for FY2019 is for BIPROGY Inc. and 10 other companies and two other organizations (major offices in Japan and 85% of the BIPROGY Group's total number of employees). Data for FY2020 is for BIPROGY Inc. and 12 other companies and 2 other organizations (major offices in Japan and 85% of the BIPROGY Group's total number of employees). Data for FY2021 is for BIPROGY Inc. and 24 other consolidated companies (major offices in Japan and abroad, 100% of the BIPROGY Group's total number of employees) excluding limited partnerships for investment. Data for FY2022 is for BIPROGY Inc. and 25 other consolidated companies (major offices in Japan and abroad, 100% of the BIPROGY Group's total number of employees) excluding limited partnerships for investment. Data for FY2023 is for BIPROGY Inc. and 28 other consolidated companies (major offices in Japan and abroad, 100% of the BIPROGY Group's total number of employees).

*4 Data up to FY2020 is for BIPROGY Inc. and UNIADEX Ltd. Data from FY2021 onward is for BIPROGY Inc. and six other companies.

*5 Data for FY2019 is for BIPROGY Inc. and UNIADEX Ltd. Data from FY2020 onward is for BIPROGY Inc. and six other companies.

*6 Data up to FY2020 is for BIPROGY Inc. and wholly owned Japanese subsidiaries of BIPROGY Inc. Data from FY2021 onward is for BIPROGY Inc. and its consolidated subsidiaries.