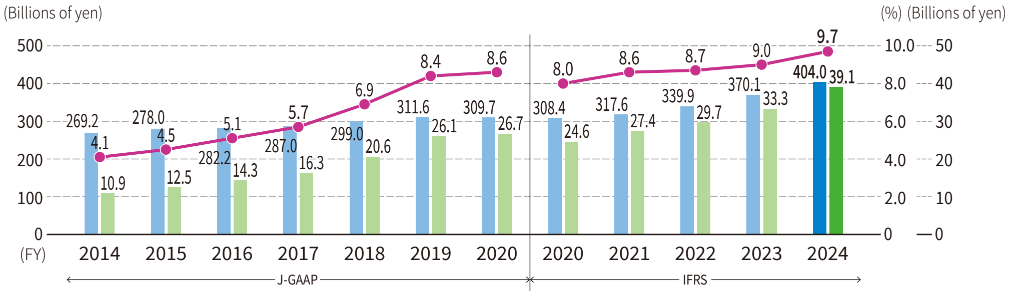
Data Section

This section provides quantitative data on financial and non-financial matters, as well as company information.

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.

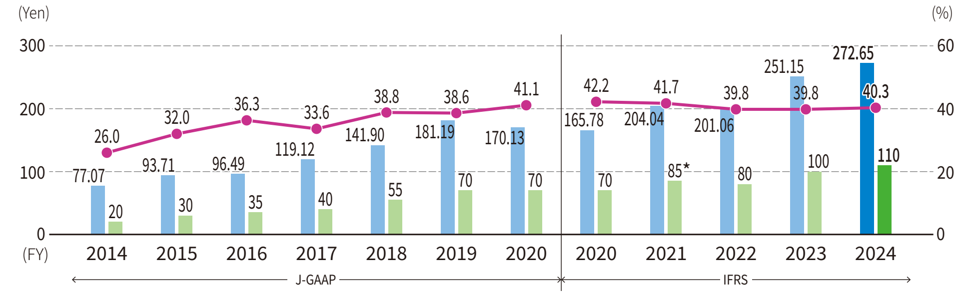
Revenue (Net Sales)/Operating Profit (Operating Income)/Operating Margin



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

Revenue, operating profit, and operating margin have all continued to rise steadily. Under Management Policies (2024–2026), we are focusing on areas of strength to enhance profitability while working to create a new business portfolio. In the first year of the plan, FY2024, revenue increased on the back of robust customer demand for IT investments, which drove strong results in both services and product sales. Operating profit also grew, with the additional gross profit from increased revenue more than offsetting increases in SG&A expenses stemming from renewal of the internal core systems and changes to our personnel system, resulting in a higher operating margin.

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

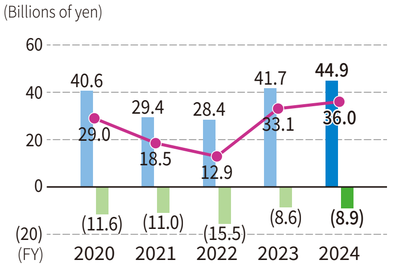


Basic Earnings (Net Income) per Share (left axis) Dividends per Share (left axis) Dividend Payout Ratio (right axis)

The Company's basic policy is to make performance-linked distributions. In the Management Policies (2024–2026), we aim for a dividend payout ratio of 40% or higher and regard share repurchases as a key measure to improve capital efficiency and enhance shareholder returns. For FY2024, the annual dividend was ¥110 per share (interim: ¥50, year-end: ¥60), for a consolidated payout ratio of 40.3%.

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

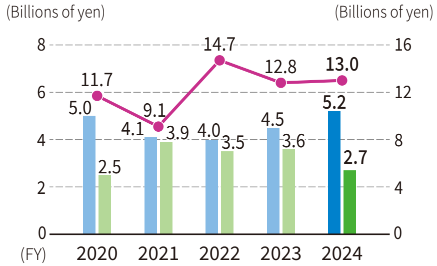
Operating Cash Flows/ Investment Cash Flows/Free Cash Flows



Net Cash Provided by (used in) Operating Activities
Net Cash Provided by (used in) Investing Activities
Free Cash Flows

Stronger profitability has enabled us to generate a stable cash flow. While investments were made in the acquisition of Property, Plant and Equipment such as business-use computers and in Intangible Assets, primarily software for outsourcing, there were also proceeds from the sale of investment securities, primarily cross-shareholdings.

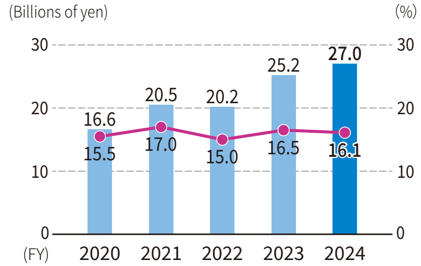
Research and Development Expenses/ Strategic Investments/Capital Expenditures



Research and Development Expenses (left axis)
Strategic Investments (investment/M&As) (left axis)
Capital Expenditures (tangible/intangible) (right axis)

Management Policies (2024–2026) promote active investment for corporate value creation through R&D, open innovation, and M&A across both core and growth businesses.

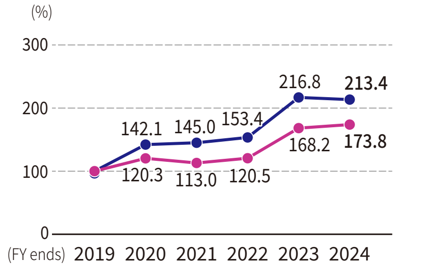
Profit Attributable to Owners of Parent/ROE



Profit Attributable to Owners of Parent (Net Income Attributable to Owners of the Parent) (left axis)
ROE (right axis)

Profit attributable to owners of parent for FY2024 increased, reflecting higher operating profit. Meanwhile, ROE declined by 0.4 percentage point year on year to 16.1%.

Total Shareholder Return (TSR)



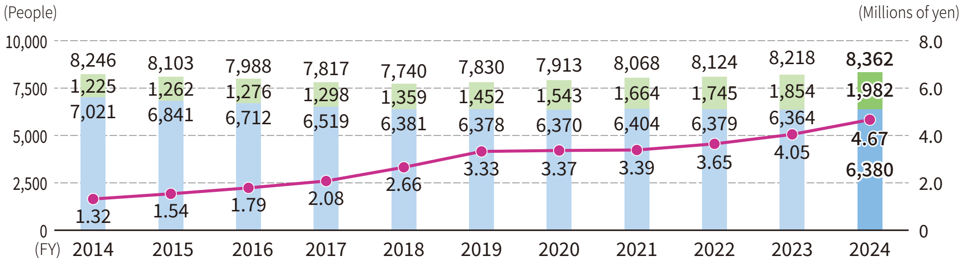
BIPROGY
TOPIX Total Return Index

Although our total shareholder return (TSR) for FY2024 remained steady, supported by robust operating results, it trailed the TOPIX Total Return Index on a five-year basis. By engaging in ongoing dialogue with shareholders and investors and achieving our stated goals, we will work to enhance our valuation in the stock market.

* Market price based on TSR indexed with closing price on March 31, 2020 (100).

Non-Financial Highlights (BIPROGY Inc. and its consolidated subsidiaries)

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

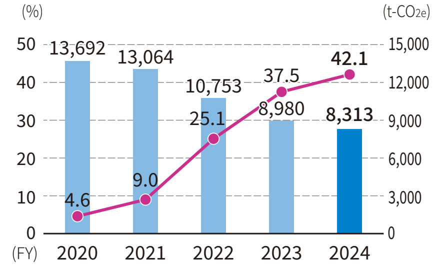


Number of Men Employees (left axis) Number of Women Employees (left axis)
Operating Profit (Income) per Employee (right axis)

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

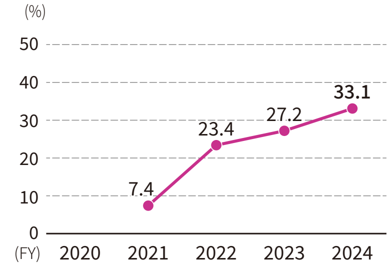
Reduction Rate in GHG Emissions / Scope 1 + Scope 2 (Market-based) Total Emissions*1



GHG Emissions Reduction Ratio (comparison with FY2019 (left axis))
Scope 1+ Scope 2 (market based) Total Volume of Emissions (t-CO_2e) (right axis)

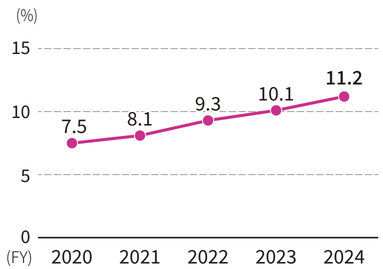
In addition to working to switch our procured electricity to renewable energy sources, we are carrying out energy conservation measures through the promotion of telework and efficient use of offices and equipment, and have achieved a 42.1% reduction in greenhouse gas (GHG) emissions in FY2024 compared to FY2019 (14,358t-CO_2e).

Percentage of Purchased Energy Used at the BIPROGY Group Business Locations that is Renewable Energy*1



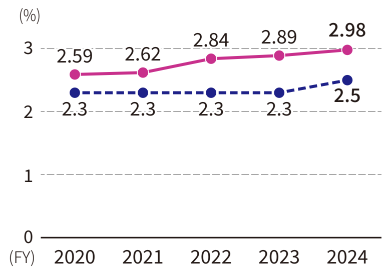
In FY2021, we launched the procurement of electricity from renewable energy sources. In FY2024, this procurement rate was 33.1%. Going forward, we will continue to promote procurement of electricity from renewable energy sources, taking into consideration diversification of procurement methods and other measures.

Percentage of Management Positions Held by Women*2



In FY2024, the percentage of management positions held by women was 11.2%. As part of our initiatives to promote the active participation of women, each Group company has formulated appointment plans and is fostering talent and building a pipeline, with oversight provided by committees and the Board of Directors. As we continue to implement these plans, we will support the identification of issues experienced by female employees and facilitate their development and promotion.

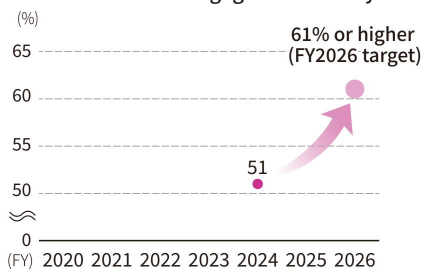
Percentage of Employees with Disabilities*3



Percentage of Employees with Disabilities
Legally Required Percentage

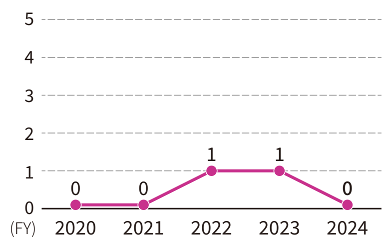
Our Group is building structures that provide consistent support to employees with disabilities, so that they can work and succeed with peace of mind. In FY2024, we continued to achieve our target employment rate of at least 0.1% above the level mandated by law (target for FY2024: 2.6%). We are also expanding employment opportunities through the activities of our special subsidiary and the development of new job categories within Group companies.

Average Score on Items related to Job Satisfaction and Comfortable Work Environment in the Engagement Survey*4



Starting in FY2024, we began revamping our survey tool. Using the 51% score from the June 2024 survey as the baseline, we set a target of 61% for FY2026 and will continue to promote measures to improve employee engagement to reach this target.

Number of Serious Security Incidents*5



The "Zero number of serious security incidents" is a KPI and target for material issues, and this figure for FY2024 was zero. Following the USB flash drive loss incident of June 2022, we have introduced initiatives designed to prevent a decline in security awareness and avoid procedural ritualization.

P.66 Information security

*1 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). Data for FY2024 is for BIPROGY Inc. and 31 other consolidated companies (major offices in Japan and abroad, 100% of the BIPROGY Group's total number of employees).

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

*3 Data up to FY2023 is for BIPROGY Inc. and six other companies. Data for FY2024 is for BIPROGY Inc. and seven other companies.

*4 BIPROGY Inc. and 17 other companies.

*5 Data for 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.

Business Results Summary (BIPROGY Inc. and its consolidated subsidiaries)

Summary of FY2024 Results

Revenue	Operating profit	Profit attributable to owners of parent	Operating margin	ROE
¥404.0 billion	¥39.1 billion	¥27.0 billion	9.7%	16.1%
Year-on-year change	Year-on-year change	Year-on-year change	Year-on-year change	Year-on-year change
+¥33.9 billion (+9.2%)	+¥5.8 billion (+17.4%)	+¥1.7 billion (+6.8%)	+0.7 pt	-0.4 pt

Consolidated statements of profit or loss

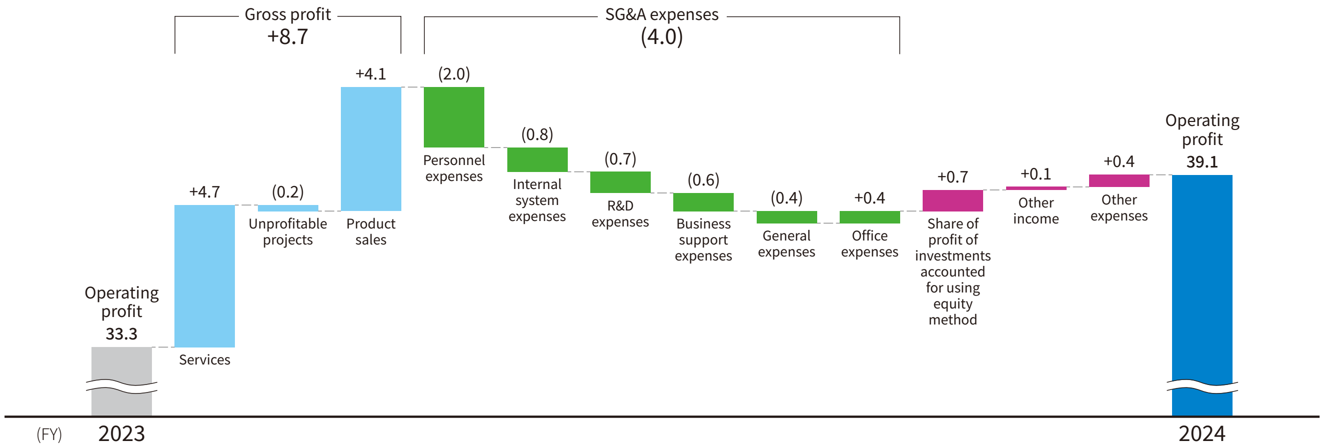
(Billions of yen)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)	Year-on-year change
Revenue	370.1	404.0	+33.9
Cost of sales	273.0	298.2	+25.2
Gross profit	97.2	105.8	+8.7
Selling, general and administrative expenses	63.4	67.4	+4.0
Share of profit of investments accounted for using equity method	0.2	0.8	+0.7
Other income	0.2	0.3	+0.1
Other expenses	0.9	0.5	(0.4)
Operating profit	33.3	39.1	+5.8
Finance income	1.0	0.5	(0.5)
Finance costs	0.2	0.8	+0.6
Profit before tax	34.2	38.8	+4.6
Income tax expenses	8.7	11.5	+2.9
Profit	25.5	27.3	+1.8
Profit attributable to owners of parent	25.2	27.0	+1.7
Comprehensive income	35.3	25.1	(10.2)
Adjusted operating profit	33.8	38.4	+4.6

Revenue rose by ¥33.9 billion year on year to ¥404.0 billion (a 9.2% increase compared to the previous fiscal year), against a backdrop of robust demand for IT investments from customers, with both services and product sales performing strongly. On the profit side, increased selling, general, and administrative expenses due to core system upgrades and changes to the human resources system were offset by higher gross profit resulting from increased revenue. Operating profit rose ¥5.8 billion year on year to ¥39.1 billion (up 17.4%). Profit attributable to owners of parent increased by ¥1.7 billion compared to the previous fiscal year to ¥27.0 billion (up 6.8%), reflecting the increase in operating profit.

Adjusted operating profit, which the Group uses as a performance management indicator, increased ¥4.6 billion (+13.6%) year on year to ¥38.4 billion.

Analysis of changes in operating profit (Billions of yen)



Conditions by segment

		(Billions of yen)	J-GAAP FY2019	J-GAAP FY2020	IFRS FY2020	IFRS FY2021	IFRS FY2022	IFRS FY2023	IFRS FY2024	Year-on-year change	FY2024 Results	Future Direction
Services	**System Services** Provision of contracted software development, SE services, consulting, etc.	Revenue	102.9	93.6	94.1	103.1	115.7	127.0	130.4	↑ +2.7%	Large-scale and highly profitable system development projects had been finished in the previous period. The Group made successful bids of small and medium-sized projects in a wide variety of business sectors. As a result, the Group enabled an increase in revenue and gross profit.	We aim to further accelerate earnings growth. We will also seek to improve profitability by continuing to improve productivity through AI use, etc., and by promoting partner strategies.
		Gross profit	31.7	29.1	28.9	32.6	39.6	44.1	44.7	↑ +1.4%		
		Gross profit margin	30.8%	31.1%	30.7%	31.6%	34.2%	34.7%	34.3%	↓ (0.4 pt)		
	Support Services Software and hardware maintenance/ support services, installation assistance, etc.	Revenue	55.0	53.0	53.3	51.5	52.4	54.9	58.4	↑ +6.3%	Revenue and gross profit increased, reflecting products sales growth with an increase in support services, collateral service. Gross margin improved as a result of productivity improvements.	Continue working towards maintaining and improving profitability.
		Gross profit	16.2	16.3	16.6	16.2	16.1	16.7	19.4	↑ +15.9%		
		Gross profit margin	29.4%	30.8%	31.1%	31.5%	30.7%	30.5%	33.3%	↑ +2.7 pt		
	Outsourcing Entrusted operation of information systems and service-based businesses, etc.	Revenue	55.2	60.6	59.5	63.4	66.7	76.6	90.6	↑ +18.3%	Revenue and gross profit increased due to "BankVision" beginning to serve two new banks, cloud services by other companies (up by ¥6.6 billion compared to the previous period) and an increase in ITO operation services. Gross margin was compromised partly through an increase in the sales of cloud services provided by other companies.	Aim to increase profitability by providing high-value-added managed services that combine other companies' cloud services and our services, further improving operating efficiency, and expanding highly profitable service-based businesses.
		Gross profit	14.0	17.4	16.3	17.3	17.0	16.9	18.2	↑ +7.8%		
		Gross profit margin	25.3%	28.7%	27.3%	27.3%	25.5%	22.1%	20.1%	↓ (2.0 pt)		
	Other Services Communications network services, electrical installations, educational services, etc.	Revenue	9.4	11.5	11.6	10.3	11.0	12.8	12.1	↓ (5.4%)	—	—
		Gross profit	2.1	2.5	2.5	2.3	2.5	3.0	2.9	↓ (2.7%)		
		Gross profit margin	22.8%	21.3%	21.2%	22.0%	22.7%	23.3%	23.9%	↑ +0.6 pt		
Product sales	**Software** Provision of software under a software license agreement, etc.	Revenue	33.9	33.3	32.3	34.1	37.4	38.3	45.1	↑ +17.6%	Revenue and gross profit were pushed up by posting large-scale projects for government agencies and financial institutions. Gross margin was improved by posting highly profitable projects.	Promote sales of products that contribute to customers' DX and develop software as a service.
		Gross profit	6.8	7.0	6.4	5.3	5.1	5.9	9.2	↑ +56.6%		
		Gross profit margin	20.0%	21.1%	19.7%	15.4%	13.6%	15.3%	20.3%	↑ +5.1 pt		
	Hardware Provision of hardware through equipment sales contracts, lease agreements, etc.	Revenue	55.1	57.6	57.5	55.2	56.7	60.5	67.4	↑ +11.5%	Revenue and gross profit increased based upon network-related businesses including multiple large projects from government agencies remaining in good shape.	Meet demand for network- and IoT-related equipment in the context of greater DX investments.
		Gross profit	9.0	8.7	8.6	9.5	9.0	10.5	11.4	↑ +7.9%		
		Gross profit margin	16.4%	15.2%	15.0%	17.2%	16.0%	17.4%	16.9%	↓ (0.6 pt)		
Total		Revenue	311.6	309.7	308.4	317.6	339.9	370.1	404.0	↑ +9.2%		
		Gross profit	79.8	81.1	79.2	83.1	89.4	97.2	105.8	↑ +8.9%		
		Gross profit margin	25.6%	26.2%	25.7%	26.2%	26.3%	26.3%	26.2%	↓ (0.1 pt)		

Primary outsourcing services

The Group's outsourcing business includes not only services for the entrusted operation of information systems, but also services that contribute to DX advancement, and services that solve social issues in collaboration with clients and partners. We aim to further increase profitability and create social value by strengthening our stable revenue base through the acquisition of new projects, developing outsourcing services that leverage the knowledge and expertise gained through serving clients, and accelerating the creation and expansion of services that solve social issues.

Examples of services

- BankVision, an open core-banking system (on-premises type) / BankVision on Azure, a public cloud-based full-banking system
  P.22
- OptBAE, a shared-use core-banking system for regional financial institutions
- AI-Order Foresight, an automatic order services based on AI demand forecasts
  P.23
- Digital value cards and digital code business
- Omni-Base for DIGITAL'ATELIER, an EC SaaS platform
  P.23
- Enability Series, an electricity CIS - cloud-based retail system
  P.24
- Zero-Accident Program DR, a connected dashcam solution
- smart oasis, a mobility service platform
  P.24
- Saigai Net, a chronology-type crisis management information sharing system
- Storage service platform, etc.

Consolidated statements of financial position

(Billions of yen)

	FY2023 (As of March 31, 2024)	FY2024 (As of March 31, 2025)	Versus end of last FY
Assets			
Current assets	187.9	196.8	+8.9
Non-current assets	126.3	134.1	+7.8
Total assets	314.2	330.9	+16.7
Liabilities			
Current liabilities	112.5	122.6	+10.2
Non-current liabilities	33.4	36.9	+3.5
Total liabilities	145.9	159.6	+13.7
Equity			
Total equity attributable to owners of parent	166.4	169.1	+2.6
Non-controlling interests	1.9	2.2	+0.4
Total equity	168.3	171.3	+3.0
Total liabilities and equity	314.2	330.9	+16.7

Total assets

Increases in cash and cash equivalents and right-of-use assets, etc., resulting in an increase of ¥16.7 billion compared to the previous fiscal year-end, totaling ¥330.9 billion.

Total liabilities

Contract liabilities and lease liabilities increased, resulting in a ¥13.7 billion increase from the previous fiscal year-end to ¥159.6 billion.

Total equity

Total equity amounted to ¥171.3 billion, with the ratio of owner's equity to gross assets standing at 51.1%, a decrease of 1.9 percentage points compared to the previous fiscal year.

Net cash provided by (used in) operating activities

An increase in proceeds compared with the previous fiscal year, due to factors of increasing or decreasing the proceeds of ¥38.8 billion in profit before income taxes. The factors increasing proceeds include ¥17.9 billion in depreciation and amortization, non-cash expenses, and an increase of ¥5.7 billion in contract liabilities. The factors decreasing the proceeds include an increase of ¥2.8 billion in inventories and a decrease of ¥1.4 billion in trade and other payables.

Consolidated statements of cash flows

(Billions of yen)

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)	Year-on-year change
Net cash provided by (used in) operating activities	41.7	44.9	+3.2
Net cash provided by (used in) investing activities	(8.6)	(8.9)	(0.4)
Free cash flows	33.1	36.0	+2.8
Net cash provided by (used in) financing activities	(17.6)	(30.6)	(13.0)
Effect of exchange rate changes on cash and cash equivalents	0.1	0.2	+0.1
Net increase (decrease) in cash and cash equivalents	15.6	5.5	(10.1)
Cash and cash equivalents at end of period	59.3	64.8	+5.5

Net cash provided by (used in) investing activities

An increase in expenditures compared with the previous fiscal year. This is attributable to: expenditures of ¥3.1 billion as a result of purchasing property, plant and equipment such as computers for business activities, and expenditures of ¥9.9 billion due to the acquisitions of intangible assets such as the investments in software for outsourcing, and proceeds from the sale of investment securities mainly held for cross-shareholding purposes, amounting to ¥6.2 billion.

Net cash provided by (used in) financing activities

An increase in expenditures from the previous fiscal year. This is attributable to expenditures of ¥11.2 billion for acquiring treasury shares and dividends payment of ¥10.4 billion.

11-Year Financial Summary (BIPROGY Inc. and its consolidated subsidiaries)

(Millions of yen)

	Mid-Term Management Plan						
	(FY2012–FY2014)	(FY2015–FY2017)			(FY2018–FY2020)		
J-GAAP	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Fiscal Year							
Net sales	269,154	278,039	282,249	286,977	299,029	311,554	309,685
Cost of sales	205,712	213,428	215,521	218,174	225,859	231,754	228,605
Gross profit	63,442	64,610	66,727	68,803	73,169	79,799	81,079
Selling, general and administrative expenses	52,517	52,085	52,413	52,470	52,547	53,659	54,354
Operating income	10,924	12,525	14,314	16,332	20,622	26,139	26,724
Net income attributable to owners of the parent	7,246	8,920	10,261	11,949	14,238	18,182	17,076
Capital expenditures	14,191	11,631	14,781	11,473	8,183	10,336	12,038
Depreciation and amortization	9,821	9,488	9,315	10,363	11,653	11,161	10,999
Research and development costs	4,337	4,036	3,454	2,998	3,958	4,512	4,952
Net cash provided by (used in) operating activities	18,037	10,989	29,922	26,956	27,438	27,539	31,933
Net cash provided by (used in) investing activities	(10,548)	(10,565)	(15,906)	(13,227)	(10,586)	(13,259)	(11,206)
Free cash flows	7,489	424	14,015	13,728	16,852	14,280	20,726
Net cash provided by (used in) financing activities	(12,886)	(8,186)	(11,756)	(12,977)	(8,226)	(8,202)	(8,177)
Orders	263,478	279,415	281,394	296,956	304,874	315,626	322,268

(Millions of yen)

		Management Policies			
		(FY2021–FY2023)			(FY2024–FY2026)
IFRS	FY2020	FY2021	FY2022	FY2023	FY2024
Fiscal Year					
Revenue	308,426	317,600	339,898	370,142	404,010
Cost of sales	229,209	234,462	250,547	272,968	298,179
Gross profit	79,217	83,138	89,350	97,173	105,831
Selling, general and administrative expenses	54,023	56,466	59,955	63,360	67,410
Operating profit	24,624	27,425	29,673	33,287	39,066
Profit attributable to owners of parent	16,639	20,490	20,203	25,246	26,965
Capital expenditures (tangible/intangible)	11,694	9,091	14,720	12,770	12,996
Depreciation and amortization (tangible/intangible)	10,196	9,394	9,101	10,411	10,516
Research and development expenses	4,952	4,121	3,953	4,534	5,226
Net cash provided by (used in) operating activities	40,567	29,435	28,419	41,693	44,916
Net cash provided by (used in) investing activities	(11,583)	(10,957)	(15,537)	(8,550)	(8,926)
Free cash flows	28,983	18,477	12,882	33,142	35,989
Net cash provided by (used in) financing activities	(16,301)	(16,118)	(18,043)	(17,621)	(30,613)
Orders	324,285	326,961	362,094	386,104	404,004

By Segment

J-GAAP		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
System services	Net sales	83,404	89,829	89,607	90,509	95,972	102,919	93,572
	Gross profit	21,215	23,834	23,490	23,960	27,356	31,722	29,130
	Gross profit margin	25.4%	26.5%	26.2%	26.5%	28.5%	30.8%	31.1%
Support services	Net sales	55,245	55,362	54,074	52,821	53,578	55,022	53,037
	Gross profit	16,330	14,848	15,015	15,122	15,289	16,186	16,337
	Gross profit margin	29.6%	26.8%	27.8%	28.6%	28.5%	29.4%	30.8%
Outsourcing	Net sales	38,646	40,496	45,926	48,017	51,148	55,183	60,595
	Gross profit	7,667	8,797	10,633	10,765	11,993	13,966	17,390
	Gross profit margin	19.8%	21.7%	23.2%	22.4%	23.4%	25.3%	28.7%
Other services	Net sales	9,793	8,474	8,807	8,428	9,776	9,387	11,546
	Gross profit	2,551	2,389	2,116	2,038	2,157	2,139	2,456
	Gross profit margin	26.1%	28.2%	24.0%	24.2%	22.1%	22.8%	21.3%
Software	Net sales	30,727	30,003	29,733	33,103	33,877	33,943	33,287
	Gross profit	8,691	7,358	7,024	8,965	7,239	6,774	7,030
	Gross profit margin	28.3%	24.5%	23.6%	27.1%	21.4%	20.0%	21.1%
Hardware	Net sales	51,337	53,873	54,099	54,097	54,677	55,098	57,647
	Gross profit	6,985	7,381	8,447	7,950	9,133	9,011	8,733
	Gross profit margin	13.6%	13.7%	15.6%	14.7%	16.7%	16.4%	15.2%
Total	Net sales	269,154	278,039	282,249	286,977	299,029	311,554	309,685
	Gross profit	63,442	64,610	66,727	68,803	73,169	79,799	81,079
	Gross profit margin	23.6%	23.2%	23.6%	24.0%	24.5%	25.6%	26.2%

IFRS		FY2020	FY2021	FY2022	FY2023	FY2024
System services	Revenue	94,147	103,101	115,726	127,039	130,433
	Gross profit	28,886	32,629	39,603	44,137	44,746
	Gross profit margin	30.7%	31.6%	34.2%	34.7%	34.3%
Support services	Revenue	53,264	51,537	52,401	54,881	58,355
	Gross profit	16,583	16,218	16,079	16,743	19,405
	Gross profit margin	31.1%	31.5%	30.7%	30.5%	33.3%
Outsourcing	Revenue	59,547	63,437	66,730	76,582	90,583
	Gross profit	16,271	17,298	17,039	16,908	18,230
	Gross profit margin	27.3%	27.3%	25.5%	22.1%	20.1%
Other services	Revenue	11,635	10,275	10,963	12,836	12,149
	Gross profit	2,461	2,258	2,485	2,986	2,904
	Gross profit margin	21.2%	22.0%	22.7%	23.3%	23.9%
Software	Revenue	32,341	34,089	37,410	38,330	45,087
	Gross profit	6,366	5,255	5,097	5,853	9,166
	Gross profit margin	19.7%	15.4%	13.6%	15.3%	20.3%
Hardware	Revenue	57,490	55,158	56,665	60,471	67,401
	Gross profit	8,647	9,476	9,043	10,544	11,377
	Gross profit margin	15.0%	17.2%	16.0%	17.4%	16.9%
Total	Revenue	308,426	317,600	339,898	370,142	404,010
	Gross profit	79,217	83,138	89,350	97,173	105,831
	Gross profit margin	25.7%	26.2%	26.3%	26.3%	26.2%

(Millions of yen)

	Mid-Term Management Plan						
	(FY2012–FY2014)	(FY2015–FY2017)			(FY2018–FY2020)		
J-GAAP	**FY2014**	**FY2015**	**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**
Fiscal Year-End							
Total assets	199,772	193,094	192,694	197,278	211,421	214,975	231,980
Total equity	81,975	91,213	90,772	104,674	116,615	122,598	136,887
Net interest-bearing debts	33,665	22,020	21,003	10,529	(3,375)	(11,020)	(22,815)
Shareholders' equity	81,021	90,374	89,918	103,001	114,638	120,473	134,632
Order Backlogs	210,218	211,594	210,739	220,719	226,564	230,636	243,219
Per Share Information							
Basic net income per share (Yen)	77.07	93.71	96.49	119.12	141.90	181.19	170.13
Diluted earnings per share (yen)	66.72	82.33	96.05	118.69	141.40	180.53	169.52
Net assets per share (Yen)	861.53	847.51	896.39	1,026.72	1,142.41	1,200.32	1,341.04
Cash dividends per share (Yen)	20.00	30.00	35.00	40.00	55.00	70.00	70.00
Stock Information							
PER (Times)	14.8	15.9	15.8	19.3	20.7	16.0	20.0
PBR (Times)	1.32	1.76	1.70	2.23	2.57	2.41	2.54
Stock price information (FY ends) (yen)	1,140	1,491	1,520	2,294	2,932	2,893	3,410
Other Information							
Dividend payout ratio (%)	26.0	32.0	36.3	33.6	38.8	38.6	41.1
Operating margin (%)	4.1	4.5	5.1	5.7	6.9	8.4	8.6
Ordinary income to total assets (ROA)(%)	6.2	6.2	7.2	8.3	10.0	12.5	11.9
Return on equity (ROE)(%)	9.7	10.5	11.4	12.4	13.1	15.5	13.4
Equity ratio (%)	40.6	46.8	46.7	52.2	54.2	56.0	58.0
Net debt-to-equity ratio (Times)	0.42	0.24	0.23	0.10	(0.03)	(0.09)	(0.17)
Operating income per employee	1.32	1.54	1.79	2.08	2.66	3.33	3.37

(Millions of yen)

		Management Policies			
		(FY2021–FY2023)			(FY2024–FY2026)
IFRS	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**
Fiscal Year-End					
Total assets	254,035	268,647	280,396	314,219	330,876
Total equity	113,986	130,674	141,597	168,314	171,297
Net interest-bearing debts	1,150	(6,862)	(5,640)	(23,718)	(22,200)
Equity attributable to owners of parent	112,271	128,917	139,887	166,423	169,050
Order Backlogs	242,429	251,684	273,880	289,842	289,836
Per Share Information					
Basic earnings per share (Yen)	165.78	204.04	201.06	251.15	272.65
Diluted earnings per share (Yen)	165.18	203.38	200.48	250.47	272.03
Owners' equity per share (Yen)	1,118.31	1,283.45	1,391.89	1,654.93	1,721.81
Dividends per share (Yen)	70.00	85.00	80.00	100.00	110.00
Stock Information					
PER (Times)	20.6	15.3	16.2	18.0	16.8
PBR (Times)	3.05	2.43	2.33	2.74	2.66
Stock price information (FY ends) (yen)	3,410	3,115	3,250	4,531	4,583
Other Information					
Dividend payout ratio (%)	42.2	41.7	39.8	39.8	40.3
Operating margin (%)	8.0	8.6	8.7	9.0	9.7
Profit before tax to total assets (ROA)(%)	9.9	11.3	10.9	11.5	12.0
Return on equity attributable to owners of parent (ROE) (%)	15.5	17.0	15.0	16.5	16.1
Ratio of equity attributable to owners of parent to total assets (%)	44.2	48.0	49.9	53.0	51.1
Net debt-to-equity ratio (Times)	0.01	(0.05)	(0.04)	(0.14)	(0.13)
Operating profit per employee	3.08	3.39	3.65	4.05	4.67

[Reference] "TANKAN (National Short-Term Economic Survey of Enterprises in Japan)," Amounts of Investment in Software

(Year-on-year change, %)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Manufacturing	5.1	3.9	(5.1)	6.3	6.1	14.7	(5.9)	9.7	16.2	11.3	**7.2**
Non-manufacturing	0.6	0.0	5.6	7.5	3.6	8.4	(6.4)	6.4	9.1	9.3	**2.7**
All industries	2.0	1.2	2.1	7.1	4.3	10.3	(6.2)	7.6	11.5	10.0	**4.2**
Financial institutions	(6.1)	32.4	8.8	11.2	(9.8)	10.0	(10.2)	1.0	21.0	17.8	**2.7**
All industries including Financial institutions	0.1	7.8	3.9	8.5	(0.4)	10.2	(7.4)	5.4	14.5	12.2	**3.7**
Holding companies, etc.	-	-	-	-	-	(4.9)	(5.5)	8.8	11.9	0.0	**(4.3)**
All industries including Financial institutions and Holding companies, etc.	-	-	-	-	-	9.7	(7.3)	5.6	14.3	11.5	**3.4**

Source: Bank of Japan

ESG Data

Environment

Material Issues

- 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
- Sustainably procure and provide safe, secure products and services throughout the entire value chain

KPIs in bold relate to Material Issues

(FY)		2020	2021	2022	2023	2024
Energy consumption (kL)[1]		7,425	7,836	7,608	7,189	6,553
Purchased electricity (kWh)		—	27,229,042	25,835,293	24,502,085	22,233,799
Purchased electricity from renewable energy sources (included in the above purchased electricity) (kWh)		—	2,025,840	6,041,212	6,656,421	7,361,146
Percentage of purchased electricity derived from renewable energy sources (%)		**—**	**7.4**	**23.4**	**27.2**	**33.1**
Scope 1 and 2 GHG emissions[1, 2]						
Scope 1 GHG emissions (t-CO_2e)		218	1,470	1,406	1,257	1,326
Scope 2 GHG emissions (Location-based) (t-CO_2e)		—	13,442	12,370	11,571	9,793
Scope 2 GHG emissions (Market-based) (t-CO_2e)		13,475	11,593	9,347	7,723	6,988
Scope 1 + Scope 2 (Market-based) total emissions (t-CO_2e)[1]		**13,692**	**13,064**	**10,753**	**8,980**	**8,313**
Scope 3 GHG emissions (t-CO_2e)[3]		—	632,737	615,597	522,816	653,390
Category 1	**Purchased goods and services**	**—**	**251,490**	**229,242**	**287,512**	**320,442**
Category 2	Capital goods	—	20,684	33,493	29,056	29,570
Category 3	Fuel and energy related activities not included in Scope 1 or Scope 2	—	2,276	2,330	2,252	2,082
Category 4	Upstream transportation and distribution	—	1,785	3,141	5,868	3,096
Category 5	Waste generated in operations	—	31	31	44	96
Category 6	Business travel	—	2,570	4,367	4,770	5,190
Category 7	Employee commuting	—	1,028	1,211	1,450	1,545
Category 8	Upstream leased assets	NA				
Category 9	Downstream transportation and distribution	NA				
Category 10	Processing of sold products	NA				
Category 11	**Use of sold products**	**—**	**352,767**	**341,618**	**191,766**	**291,214**
Category 12	End-of-life treatment of sold products	—	105	165	97	156
Category 13	Downstream leased assets	NA				
Category 14	Franchises	NA				
Category 15	Investments	NA				
Paper used (million sheets)[4]		725	—	—	—	—
Paper used (kg)[4]		—	25,696	23,698	23,650	20,338
Waste emissions (t)[5]		213	649	339	386	435
Water withdrawal (m^3)[6]		—	—	—	—	50,093
Water discharge (m^3)[6]		—	—	—	—	48,847
Water used (m^3)[6]		13,000	49,477	53,007	51,342	—
Water consumption (m^3)[6]		—	—	—	—	1,247

Scope of calculation

Figures shown have been rounded off to the nearest whole number.

1 For FY2020, BIPROGY Inc., 12 other companies, and 2 other organizations (main offices in Japan, 85% of total number of BIPROGY Group employees). For FY2021, BIPROGY Inc. and 24 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees). For FY2022, BIPROGY Inc. and 25 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees). For FY2023, BIPROGY Inc. and 28 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees). For FY2024, BIPROGY Inc. and 31 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees).

2 From FY2021, calculated in accordance with the GHG Protocol; Scope 2 location-based and market-based are from the definitions in the GHG Protocol Scope 2 Guidance 2015.

3 Scope 3 emissions calculated starting in FY2021. Of the 15 categories in Scope 3, Category 8 is included in Scope 1 and 2, Category 9 in Category 4, and Category 13 and 15 are excluded from calculation as they account for only a minor percentage of the total. There are no business activities that fall under category 10 or 14.
Scope of calculation: For FY2021, BIPROGY Inc. and 24 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas). For FY2022, BIPROGY Inc. and 25 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas). For FY2023, BIPROGY Inc. and 28 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees). For FY2024, BIPROGY Inc. and 31 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees).

4 For FY2020, BIPROGY Inc. and 12 other companies and 2 other organizations (major offices in Japan); for FY2021, BIPROGY Inc. and 24 consolidated companies (major offices in Japan and abroad) excluding investment limited partnerships; for FY2022, BIPROGY Inc. and 25 consolidated companies (major offices in Japan and abroad) excluding investment limited partnerships. For FY2023, BIPROGY Inc. and 28 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees). For FY2024, BIPROGY Inc. and 31 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees).

5 For FY2020, BIPROGY Inc., 12 other companies, and 2 other organizations (main offices in Japan). For FY2021, BIPROGY Inc. and 24 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas). For FY2022, BIPROGY Inc. and 25 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas). For FY2023, BIPROGY Inc. and 18 consolidated Japanese companies. For FY2024, BIPROGY Inc. and 16 consolidated Japanese companies.

6 Until FY2023, water withdrawal was disclosed as water use. Starting in FY2024, we disclose water consumption as the difference.
Scope of calculation: For FY2020, Toyosu head office of BIPROGY Inc. For FY2021, BIPROGY Inc. and 24 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas). For FY2022, BIPROGY Inc. and 25 consolidated companies, excluding limited partnerships for investment projects (main offices in Japan and overseas). For FY2023, BIPROGY Inc. and 28 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees). For FY2024, BIPROGY Inc. and 31 consolidated companies (main offices in Japan and overseas, 100% of total number of BIPROGY Group employees).

Social

Material Issues

- Develop and strengthen human resources to create a new future and promote diversity and inclusion
- Sustainably procure and provide safe, secure products and services throughout the entire value chain

KPIs in bold relate to Material Issues

(FY)	2020	2021	2022	2023	2024
Employment, diversity, and working hours					
Consolidated number of employees	7,913	8,068	8,124	8,218	8,362
Japan	7,615	7,720	7,759	7,781	7,864
Asia	293	336	353	423	483
Americas	5	12	12	14	15
Europe	0	0	0	0	0
Average years of continuous employment (years)[7]	21.0	21.0	20.9	21.0	20.8
Men	21.7	21.8	22.0	22.2	22.2
Women	18.1	17.8	17.1	17.0	16.4
Average age[7]	46.1	46.1	46.3	46.4	46.4
Paid leave utilization rate (%)[8]	81.10	82.54	85.15	85.81	85.67
Percentage of employees with disabilities (%)[9]	**2.59**	**2.62**	**2.84**	**2.89**	**2.98**
Percentage of management positions held by women (%)[10]	**7.5**	**8.1**	**9.3**	**10.1**	**11.2**
Percentage of woman employees (%)	19.5	20.6	21.5	22.6	23.7
Number of new graduate hires[11]	243	248	205	223	256
Men	139	127	105	117	139
Women	104	121	100	106	117
Number of mid-career hires	142	105	208	220	200
Men	114	89	150	154	154
Women	28	16	58	66	46
Average annual salary (yen)[7]	8,088,571	8,100,039	8,163,349	8,502,857	8,462,098
Gender pay gap (%)[12]	—	—	76.3	76.6	78.2
Employee turnover rate (%)[8]	2.34	2.25	3.06	3.51	2.80
Average monthly overtime hours worked per employee (hours/month)[8]	14.9	16.3	17.3	17.5	16.6
Average score on items related to job satisfaction and worker-friendliness in the engagement survey (%)[13]	—	—	—	—	**51**
Absenteeism rate[8]	0.14	0.21	0.23	0.21	0.22
Work-life balance					
Percentage of employees returning to work after childcare leave (%)[8]	99	98	99	100	100
Percentage of eligible people taking childcare leave (Men) (%)[14]	24.8	30.1	48.7	49.5	62.7
Number of employees taking paid leave for nursing care[8]	296	501	515	464	353
Development of Human Capital					
Capital investment in people (billion yen)[15]	—	—	—	41	45
Other					
Online uptime rate (%)[8]	99.996	99.999	99.998	99.999	99.999
Number of occupational accidents[16]	5	12	6	12	20

Scope of calculation
7 BIPROGY Inc. on a non-consolidated basis
8 BIPROGY Inc. and UNIADEX, Ltd.
9 Before FY2023: BIPROGY Inc. and 6 other companies; for FY2024: BIPROGY Inc. and 7 other companies.
10 For FY2020: BIPROGY Inc. and UNIADEX, Ltd.; from FY2021: BIPROGY Inc. and 6 other companies
11 Before FY2020: BIPROGY Inc., consolidated subsidiaries in Japan and Cambridge Technology Partners Inc.; from FY2021: BIPROGY Inc. and 8 other companies
12 BIPROGY Inc. and 6 other companies
13 BIPROGY Inc. and 17 other companies.
14 For FY2021 and before, BIPROGY Inc. and UNIADEX, Ltd. For FY2022 and after, BIPROGY Inc. and 5 other companies.
15 This was recalculated after adding recruiting expenses and health management related-expenses in addition to traditional development expenses in line with the human resource strategy included in Management Policies (2024–2026).
16 BIPROGY Inc., UNIADEX, Ltd. and UEL Corporation

Governance

Material Issues

- **Further improve corporate governance and integrity**

Scope of calculation

17 International Financial Reporting Standards (IFRS) have been applied since FY2021; figures for FY2020 and earlier are based on Japanese GAAP.

18 For FY2020: BIPROGY Inc. and BIPROGY's 100%-owned consolidated subsidiaries in Japan; from FY2021: BIPROGY Inc. and its consolidated subsidiaries.

KPIs in bold relate to Material Issues

(FY)	2020	2021	2022	2023	2024
Board of Directors ratio of independent outside directors (%)	44.4	50.0	50.0	50.0	55.6
Audit & Supervisory Board ratio of independent outside auditors (%)	60.0	60.0	60.0	60.0	60.0
Dividend payout ratio (%)[17]	42.2	41.7	39.8	39.8	40.3
ROE (%)[17]	15.5	17.0	15.0	16.5	16.1
Number of serious security incidents[18]	**0**	**0**	**1**	**1**	**0**

Participation in Major International Initiatives, Acquisition of Third-Party Certifications

- UN Global Compact
- Task Force on Climate-related Financial Disclosures (TCFD)
- Task Force on Nature-related Financial Disclosures (TNFD)
- RE100
- Science Based Targets initiative
- Women's Empowerment Principles (WEPs)

- ISO14001
- ISO/IEC27001:2013/JIS Q 27001:2014
- ISO9001
- Privacy Mark certification
- DX Certification

Sustainability Initiatives (Japanese only)
https://www.biprogy.com/sustainability/

Third-party Assurance

The following data is certified by a third-party assurance institution for the purpose of enhancing the reliability of reported data.

Environmental Data (FY2024)

- Amount of Scope 1 GHG emissions (t-CO_2e)
- Amount of Scope 2 GHG emissions (t-CO_2e), Location-based and Market-based
- Amount of Scope 3 GHG emissions (t-CO_2e) Categories 1-15
- Amount of total energy consumption (GJ, MWh, kL)
- Percentage of purchased electricity derived from renewable energy sources (%)
- Amount of energy used (city gas (m^3), heavy fuel oil A (kL), gasoline (kL), LPG (m^3), hot water (GJ), cold water (GJ), steam (GJ))
- Amount of water withdrawal (m^3)
- Amount of water discharge (m^3)
- Amount of waste emissions (recycled, landfilled, incinerated) (t)
- Amount of paper used (kg)

Social Data (FY2024)

- Percentage of employees with disabilities (%)
- Employee turnover rate (%)
- Percentage of management positions held by women (%)
- Number of employees
- Average age
- Average years of continuous employment
- Average annual salary (yen)
- Percentage of eligible people taking childcare leave (men) (%)
- Gender pay gap (%)
- Absenteeism rate (%)

Independent Assurance Statement
Environment https://sustainability-cms-biprogy-s3.s3.amazonaws.com/pdf/IAS_2025_Environment_en.pdf

Social https://sustainability-cms-biprogy-s3.s3.amazonaws.com/pdf/IAS_2025_Social_en.pdf

External Evaluations/Statement of Responsibility

External Evaluations

Based on business activities that take into consideration the environment, society, and governance, which are the foundation for sustainable growth, the Group earnestly works to solve various social issues and aims to increase corporate value by creating value through contributions to the development of a sustainable society. Our various initiatives have undergone the following evaluations by external parties.

The Sustainability Yearbook Member 2025

MSCI ESG Rating

CDP2024

PRIDE Index 2024

2025 Certified Health & Productivity Management Outstanding Organization

Platinum Kurumin certification

Eruboshi certification

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Inclusion in ESG Indexes

FTSE4Good Index Series

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

MSCI Japan ESG Select Leaders Index

MSCI Japan Empowering Women Index (WIN)

Morningstar Japan ex-REIT Gender Diversity Tilt Index

S&P/JPX Carbon Efficient Index

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that BIPROGY Inc. has been independently assessed according to the criteria of the FTSE4Good Index Series, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index, and has satisfied the requirements to become a constituent of those index series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index are designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices and used by a wide variety of market participants to create and assess responsible investment funds and other products.

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Statement of Responsibility

Kazuma Umehara
Senior Corporate Officer and CFO

The BIPROGY Group has published this integrated report and has repeatedly engaged in dialogue with stakeholders to deepen understanding of our initiatives to create value in the medium- to long-term.

This report was created to clearly communicate our Group's value creation story centered on Purpose as our guiding principle, along with material issues and growth strategies outlined in our Management Policies (2024-2026).

Moreover, this report was prepared in cooperation with many associated departments within the Group, and was published after discussion and approval by the Sustainability Committee and the Executive Council. In addition, we have worked to improve the reliability of this report by obtaining third-party assurance for key non-financial information. As the officer in charge of the Finance Department, the department responsible for preparing integrated reports, I declare that the process for preparing this report is proper and legitimate.

We hope this report will help our stakeholders deepen their understanding of our Group and lead to more productive engagement.

Glossary

Term	Explanation
BIPROGY Users Association	The BIPROGY Users Association is comprised of BIPROGY Group users. Established in 1953, it has the longest history of any IT-related user association in Japan. Research activities by BIPROGY Users Association members and BIPROGY Group employees providing them with advisory support are not only spread amongst association members but also widely publicized through regular symposiums and association newsletters.
Business ecosystems	A registered trademark of BIPROGY Inc., Business Ecosystems are systems in which multiple companies and organizations form partnerships to create businesses that solve social issues, and coexist and co-prosper beyond the boundaries of industries and business sectors by utilizing their respective technologies and strengths.
CFP (Carbon Footprint of Products)	An indicator that shows the amount of greenhouse gas emissions from raw material procurement through disposal of products and services, expressed in CO_2 equivalents (CO_2e), and is useful for visualizing and reducing environmental impact.
Core-banking system	Core-banking system refers to the system that performs core business processing such as deposits, loans, and exchange among the business systems of financial institutions.
Corporate Venture Capital (CVC)	CVC is an investment by a business company in a venture company, etc. for the purpose of acquiring ideas and technologies that contribute to the creation of new businesses, or an organization that engages in such investment activities.
Digital Commons	Digital Commons are communities where it is possible to create both social and economic value in solving social issues by using digital technology to make it possible to widely use privately owned assets (assets owned by companies, organizations, and individuals) and surplus assets (assets with low utilization rates) that already exist in society as shared assets with low additional costs.
Digital Transformation (DX)	Digital transformation refers to not only transforming products, services, and business models based on the needs of customers and society but also transforming operations themselves, the organization, processes, and corporate culture and climate and establishing a competitive advantage by using data and digital technology to respond to rapid changes in the business environment.
Digital twin	This is technology that uses IoT and other technologies to bring together information located in physical spaces and recreate it in a virtual space.
Enterprise Resource Planning (ERP)	This is a solution that reflects the ERP idea of bringing together a corporation's resources into a single location and making effective use of those resources.

Term	Explanation
ICT	Short for Information and Communication Technology. Specific expression that includes communication technology along with IT. Technologies are developed with the sharing of information and knowledge through network-based communication in mind.
Mission critical	This refers to elements that are essential for a corporation's core operations. Mission critical information systems generally are those that must operate 24 hours a day, 365 days a year without going down and be highly reliable and secure.
Open innovation	Open innovation refers to the creation of innovative business models, products, and services by combining technologies, ideas, and resources not only from within a company but also from outside companies and organizations.
Public cloud	A public cloud is a service that provides cloud computing, including servers, storage, databases, and software, to an unspecified number of users, including companies and individuals, via the Internet.
Renewable energy aggregation	A system that aggregates and controls renewable energy sources such as solar and wind power from multiple power generation facilities and treats them as if they were one large power source.
SaaS	SaaS (Software as a Service) is a form of software distribution in which only the functions of the software that the user needs are made available as a service.
Security incident	Security incident is an incident or accident that poses a security threat. It includes malware infection, unauthorized access, and leakage of confidential information.
Social implementation	Taking services and mechanisms utilizing digital elements and technologies that lead to solving social issues and making them widely available to society.
System integrator / system integration	A business operator who undertakes the building, operation, maintenance, etc. of the information systems of companies and other entities. Such IT services are referred to as system integration.
Vendor-free	Vendor-free refers to the ability to provide services that optimally combine products from a variety of manufacturers, without having to stick to a specific manufacturer.
Zero emission	Zero emission refers to reducing to zero the amount of waste generated from production activities that undergoes final disposal. In a broader sense, it refers to a resource-recycling social system that does not produce any waste by effectively using waste as raw materials.

Corporate Information (As of March 31, 2025)

Corporate Data

Company Name	BIPROGY Inc.
Established	March 29, 1958
Paid-in Capital	¥5,483.17 million
Description of Business	Services business including cloud computing and outsourcing; computer and network system sales/rentals; software development and sales; system-related services
Number of Employees	8,362 (consolidated)
Independent Auditor	Deloitte Touche Tohmatsu LLC
Business Offices	Corporate Headquarters: 1-1-1 Toyosu, Koto-ku, Tokyo 135-8560, Japan Regional Headquarters: Kansai (Osaka), Chubu (Nagoya), and Kyushu (Fukuoka) Regional Offices: Hokkaido (Sapporo), Tohoku (Sendai), Niigata (Niigata), Hokuriku (Kanazawa), Shizuoka (Shizuoka), and Chugoku (Hiroshima) Other Locations: Sapporo Techno-Center, and Izu Executive Center

Number of consolidated subsidiaries 30

Marketing, Business Development and Consulting

UEL Corporation
UEL (Thailand) Co., Ltd.
Cambridge Technology Partners, Ltd.
Cambridge Technology Partners Inc.
AFAS Inc.
Canal Ventures, Ltd.
Canal Ventures Collaboration Fund 1 Investment Limited Partnership
Canal Ventures Collaboration Fund 2 Investment Limited Partnership
Axxis Consulting (S) Pte. Ltd.
Axxis Technologies (S) Pte. Ltd.
Axxis Consulting (M) Sdn. Bhd.
AFON IT Pte. Ltd.
AFON Systems Pte. Ltd.
AFON Technologies Pte. Ltd.
Nexus System Resources Holdings Co., Ltd.
Nexus System Resources Co., Ltd.
iByte Solutions Sdn. Bhd.
Emellience Partners, Inc.
Green Digital & Innovation Inc.
V-Drive Technologies Inc.

Total Infrastructure Services

UNIADEX, Ltd.
Netmarks Information Technology (Shanghai) Co., Ltd.
S&I Co., Ltd.

System Services

International Systems Development Co., Ltd.
G&U System Service, Ltd.
USOL VIETNAM Co., Ltd.
UNIAID Co., Ltd.
BIPROGY CHALLENGED Inc.

Outsourcing

TRADE Vision, Ltd.

Group Services

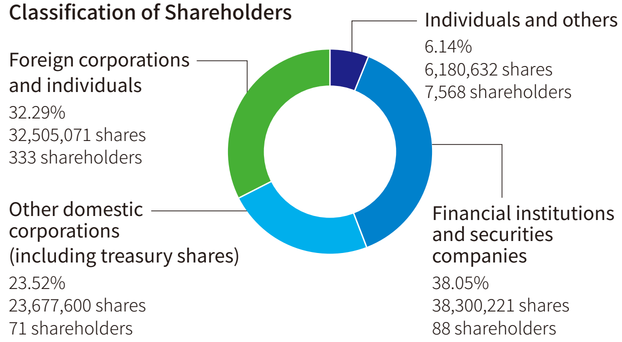
BIPROGY USA, Inc.

Number of equity method affiliates 17

Stock Information

Number of shares issued	100,663,524 shares
Number of shareholders	8,060 shareholders
Stock exchange listings	Tokyo Stock Exchange, Prime Market (Stock code: 8056)

Classification of Shareholders



Principal Shareholders

Name	Number of shares held (Thousands of shares)	Holding ratio (%)
Dai Nippon Printing Co., Ltd.	20,727	21.08
The Master Trust Bank of Japan, Ltd. (Trust Account)	12,972	13.19
Custody Bank of Japan, Ltd. (Trust Account)	12,947	13.17
The Norinchukin Bank	2,326	2.36
STATE STREET BANK AND TRUST COMPANY 505001	1,976	2.01
THE BANK OF NEW YORK MELLON 140044	1,969	2.00
Custody Bank of Japan, Ltd. (Trust Account 4)	1,776	1.80
STATE STREET BANK AND TRUST COMPANY 505103	1,622	1.65
JP MORGAN CHASE BANK 385781	1,521	1.54
BIPROGY Employees' Shareholding Society	1,391	1.41

(Notes) 1. Number of shares less than one thousand has been omitted.
2. The Company retains 2,377,545 treasury shares without voting rights. Thus, they are excluded from the major shareholder list above.
3. The ratios are calculated by deducting treasury shares and expressed by rounding down to two decimal places.