BIPROGY

Foresight in sight

BIPROGY Group

Sustainability Report 2025

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Symbols for the data coverage

Scope	
c	BIPROGY Group
c-	BIPROGY Inc. and UNIADEX, Ltd.
n	BIPROGY Inc. (Not consolidated)
o	Others

Sustainability at the BIPROGY Group

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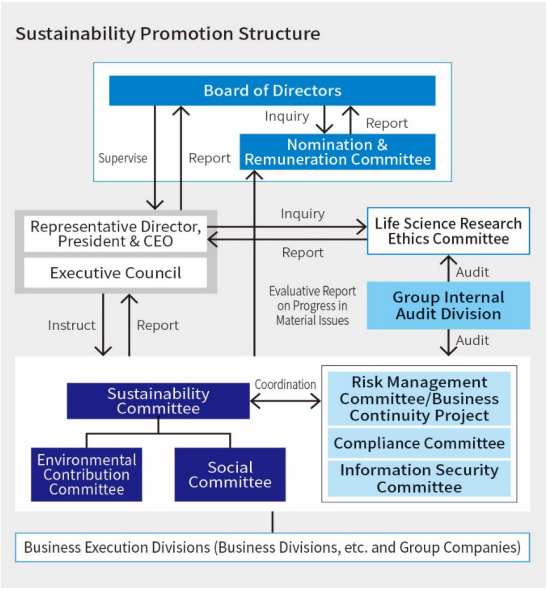
Sustainability Management

Policy on Sustainability

Policy on Sustainability Management	
	The BIPROGY Group's corporate philosophy is "Work with all people to contribute to creating a society that is friendly to people and the environment," and its Purpose is "Create a sustainable society using foresight and insight to unlock the full potential of technology." To realize both, we are earnestly working to solve various social issues by focusing our corporate activities on environmental, social, and governance performance. As we create value by contributing to the development of a sustainable world, we aim to establish a sustainable growth cycle for the Group. To this end, we will work to create a digital commons for society, with each team member possessing a long-term perspective and ambition, while integrating our experience with and knowledge of how to solve the issues faced by society with a network of people who possess the same ambition and digital technology, based on our many years of experience. In doing so, we will strive to create both social and economic value and pursue shared sustainability for the environment, society, and the Group.

System to Ensure Sustainability-Related Governance

Sustainability Implementation System	
	The BIPROGY Group recognizes that appropriate governance, covering both management oversight and execution, is crucial for tackling sustainability challenges. We have put in place a promotion structure led by a Chief Sustainability Officer (CSO), who is selected from among the executive directors to serve as the overall manager of sustainability management strategy. We have also established the three committees listed below. Each committee discusses and makes decisions on sustainability-related initiatives focused on material issues. Additionally, matters of corporate importance are discussed and decided by the Executive Council. ■ Sustainability Committee: Responsible for developing the Group's approach to sustainability challenges, assessing the overall appropriateness of business activities within an ESG framework, thoroughly promoting and evaluating initiatives, and requesting revisions when necessary. ■ Environmental Contribution Committee: As a subordinate organization of the Sustainability Committee, responsible for examining response policies related to environmental contribution (climate change, water, biodiversity, forests, land use, and other natural capital), designing mechanisms to promote environmental contribution, and managing and supervising implementation status. ■ Social Committee: As a subordinate organization of the Sustainability Committee, responsible for examining response policies in the social field (human rights, diversity, work style reform, health management, regional development and social contribution, etc.), designing mechanisms to promote responses in this area, managing and supervising implementation status, and issuing corrective instructions regarding outstanding issues. The Board of Directors receives regular reports from the CSO, discusses the status of sustainability initiatives, and provides oversight through advice and guidance. Sustainability Promotion Structure (As of March 2025) 

Person in Charge	
	Koji Katsuya, Representative Director, Executive Corporate Officer, CSO
Deliberative Body	
	Sustainability Committee (Numbers of meetings in fiscal 2024: 7) Environmental Contribution Committee (Numbers of meetings in fiscal 2024: 6) Social Committee (Numbers of meetings in fiscal 2024: 6)
Main Issues Discussed	
	• Monitoring of materiality indicators[1] • Quality improvement of sustainability-related information in various disclosure documents • Formulation of sustainable procurement plans • Expression of support for TNFD Recommendations and response policy 1. Social betterment businesses, climate change, human rights, human resources, labor, sustainable procurement, corporate governance, compliance, and information security, etc.

Sustainability-Related Education

Education to Build a Corporate Culture Committed to Sustainability	
	The BIPROGY Group provides employees with a variety of opportunities to gain a deeper understanding of sustainability issues. The aim is for every person to obtain a greater awareness of what society expects and demands and be equipped to uphold the practices of good corporate citizenship. In addition to sustainability-related e-learning programs[1] for Group executives and employees, messages from management for Group employees posted on our intranet also address sustainability at times. 1. In fiscal 2024, we conducted sustainability training on 10 topics, with an average participation rate of 99.8%.
e-learning	
	The topics covered are as follows. • Internal control • Export control • Environmental contribution • BCP • Compliance • Information security • DEI promotion • Human rights initiatives • Mental health measures in the workplace • Transactions with subcontractors

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Participation rate for e-learning on Sustainability	%	99.0	98.8	99.0	99.0	99.8
	Scope	c	c	c	c	c

Participation in International Initiatives

UN Global Compact	
	In March 2014, the BIPROGY Group became a signatory of the United Nations Global Compact (UNGC) in response to the global expansion of operations at its customers and partners into new business regions. We are also a member of Global Compact Network Japan (GCNJ), the Japanese local network of the UNGC. In fiscal 2024, we participated in the following GCNJ working groups: • Environmental Management • Internal Promotion of GC Principles • Human Rights Education • Women's Empowerment Principles (WEPs) • Supply Chain • SDGs • ESG • Creating Shared Value (CSV) • Reporting • Human Rights Due Diligence • Disaster Risk Reduction ・Well-Being We will continue our efforts to observe the Global Compact's ten basic principles on human rights, labour, environment, and anti-corruption.
	Global Compact Network Japan (GCNJ) (Available in Japanese only) https://www.ungcjn.org/

Toward Realizing Vision 2030	
	The BIPROGY Group's Purpose mandates that the Group create social value. Accordingly, the Group is striving to help build a sustainable world under Vision 2030, which determines its course through the year 2030. Through various initiatives focused on material issues, we will contribute to the achievement of the SDGs, the global agenda through 2030, and pursue sustainability for both society and the BIPROGY Group. The Management Policies (2024–2026), formulated in 2024, marks the second stage in our effort to fulfill Vision 2030. Full leveraging the management capital on hand, we will make aggressive growth investments, promote a dual-track management approach for both core and growth businesses, and establish new business pillars. Our goal is to establish these pillars as a sustainable new business portfolio and achieve corporate value of 1 trillion yen. (Reference: Material Issues)
	Integrated Report 2024 https://pr.biprogy.com/invest-e/ir/ar.html Vision 2030 and Management Policies (2024-2026) https://www.biprogy.com/e/about/management_policy.html Human Resources Strategy Report 2024 https://www.biprogy.com/e/pdf/e/about/human_resources_strategy_report2024.pdf

Participation in Other International Initiatives	
	We participate in and endorse the following international initiatives in the areas of human rights, labour, and environment, which are among the four areas that comprise the ten principles of the UNGC. Human rights and labour • Signed the WEPs (2020) (Reference: Diversity, Equity and Inclusion) Environment • Endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (April 2020) • Joined RE100 (July 2020) • Endorsed the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD) (February 2025) (Reference: Climate Change)

Organizational Membership	
	The BIPROGY Group seeks to contribute to the development of Japan's industrial economy and digital society. One way we do this is by serving as a member of a variety of external organizations. Through these activities, the Group strives to ascertain important issues and share relevant information. We apply the knowledge gained to our business activities, and we also help prepare policy recommendations for

	government. Main memberships • Japan Business Federation (Keidanren) • Japan Electronics and Information Technology Industries Association (JEITA) Related expenditures in fiscal 2024 totaled 16.76 million yen.

Reporting

Information Disclosure System

Reporting Methods and Scope	
	We disclose sustainability information on our website. In fiscal 2024, we revised our Sustainability Report as part of efforts to further enhance the Group's corporate value, to better fulfill our accountability to stakeholders, and to promote deeper understanding of the Group's sustainability efforts. From the wide range of sustainability initiatives that we implement, we select those we consider of particularly fundamental importance in enhancing our corporate value for inclusion in the BIPROGY Group Integrated Report, which is also published in print.

Scope of Report/Period Covered by Report

Scope of Report	
	In principle, the report covers BIPROGY Inc. and its group companies (consolidated and non-consolidated subsidiaries). In specific cases where the scope differs, this is clearly stated.

Period Covered by Report	
	In principle, the report covers fiscal 2024 (April 1, 2024 – March 31, 2025). However, activities in previous years and activity status in fiscal 2025 and beyond are also included where helpful.

Publication Date	
	September 2025 (next publication scheduled August 2026)

Other	
	• The plans, forecasts, strategies and other information about BIPROGY Inc. and its group companies contained in this report that are not historical facts are forward-looking statements about future performance and are based on judgments and assumptions made in light of the information currently available. Please note that actual results may differ from forecasts due to changing risks and uncertainties and changes in economic conditions and other factors. • Company names, product names, and other proprietary names mentioned in this report are trademarks or registered trademarks of their respective owners.

Reporting Standards and External Verification

Reference Guidelines	
	• Global Reporting Initiative (GRI) Sustainability Reporting Standards • ISO 26000/JIS Z 26000 Guidance on Social Responsibility

External Verification	
	In order to improve the reliability of its non-financial information, the Group obtains independent assurance from a third party. Data covered by the fiscal 2024 assurance statement includes the following items. • Amount of Scope 1 GHG emissions (t-CO2e) • Amount of Scope 2 GHG emissions (t-CO2e) location-based and market-based • Amount of Scope 3 GHG emissions (t-CO2e) Categories 1-15 • Amount of total energy consumption (GJ, MWh, kL) • Percentage of procured electricity derived from renewable sources (%) • Amount of energy used (city gas (m3), heavy fuel oil A (kL), gasoline (kL), LPG (m3), hot water (GJ), cold water (GJ), and steam (GJ) • Water withdrawal (m3) • Water discharge (m3) • Amount of waste emissions (recycled, landfilled, incinerated, other) (t) • Amount of paper used (kg) • Percentage of employees with disabilities (%) • Employee turnover rate (%) • Percentage of management positions held by women (%) • Number of employees (individuals) • Average age (years) • Average years of continuous employment (years) • Average annual salary (yen) • Percentage of eligible men taking childcare leave (%) • Gender wage gap (the difference in pay levels for men and women) (%)
	Independent Assurance Statement (Environmental Data) https://sustainability-cms-biprogy-s3.s3.amazonaws.com/pdf/IAS_2025_Environment_en.pdf Independent Assurance Statement (Social Data) https://sustainability-cms-biprogy-s3.s3.amazonaws.com/pdf/IAS_2025_Social_en.pdf

External Evaluations

External Evaluations	
ESG Investment Indexes	
	• FTSE4Good Index Series (since 2024) • FTSE Blossom Japan Index (since 2024) • FTSE Blossom Japan Sector Relative Index (since 2022) • MSCI Japan ESG Select Leaders Index (since 2018) • MSCI Japan Empowering Women Index (WIN) (since 2017) • Morningstar Japan ex-REIT Gender Diversity Tilt Index • S&P/JPX Carbon Efficient Index (since 2018)
ESG Evaluations and Ratings	
	• MSCI ESG Ratings AAA (since 2023) • CDP Climate Change A- (2024) • The Sustainability Yearbook Member (since 2022)
ESG-Related Stocks	
	• Nadeshiko Brand (2021) • Noteworthy DX Companies 2022 under Japan's Digital Transformation Stock Selection program
Recognition and Awards	
	• Health & Productivity Management Outstanding Organization (since 2017) • Platinum Kurumin certification (since 2019) • Eruboshi certification (highest level certification since 2017) • Diversity Management Selection 100 Prime • Gold Rating in the PRIDE Index (since 2021) • D&I Award "Best Workplace" (since 2022)
Third-Party Certification (Management Systems, etc.)	
	• Quality Management System (ISO 9001) certification • Information Security Management System (ISO/IEC 27001:2013 / JIS Q 27001:2014) certification • PrivacyMark Certification • Environmental Management System (ISO 14001) certification
	External Evaluations (Available in Japanese only) https://biprogy.disclosure.site/ja/themes/99

Stakeholder Engagement

Status of Stakeholder Engagement

Stakeholder Engagement Approach	
	The BIPROGY Group recognizes that continuous, active communication with stakeholders is essential for the Group to continue to enjoy the trust of both our customers and the broader society and continue to be regarded as an indispensable member of society. We always work to understand the demands, expectations, interests, and assessments of our stakeholders and incorporate them into our corporate activities so that we can help solve the challenges that society faces.

Customers	
	We provide comprehensive services, from analysis of management issues to their resolution. Communicating with our customers allows us to deliver systems that meet customer needs, increase satisfaction, and build even greater trust.
Major Methods of Communication	
	• Solution proposals • Customer service (call centers, website, operator) • Customer forums and seminars • Customer satisfaction surveys • BIPROGY Users Association activities
Reference	
	Website https://www.biprogy.com/e/ Digital media: BIPROGY TERASU (Available in Japanese only) https://terasu.biprogy.com/

Employees and Their Families	
	We respect the diversity and individuality of our employees and work to increase motivation by building a safe, supportive work environment where employees can demonstrate their full potential, communicate well within the Group, and enjoy a variety of different work styles. In human resource development, as we strive to remain a "company worth working for," we fairly and impartially evaluate our employees and leverage their talent in accordance with their abilities and achievements. We also work to improve communication with the family members who support our employees to earn their understanding and approval.
Major Methods of Communication	
	• Group intranet • Social network services (including (Microsoft 365® Yammer Enterprise open communication channels for executives and employees across all departments and job categories) • In-house magazine (web portal) • Employee engagement surveys • Labor-management council • Nationwide discussions (meetings for direct dialogue between management and employees) • Roundtable discussions, information-sharing meetings, online community spaces (childcare, childcare leave, etc.) • Social contribution programs Note: Microsoft 365 is a trademark or registered trademark in the U.S. and other countries of the Microsoft Corporation.
Reference	
	Organizational Development (Enhancing Organizational Capabilities and Driving Work-Style Reform) (Available in Japanese https://biprogy.disclosure.site/ja/themes/107#277

Shareholders and Investors	
	In order to earn the understanding and trust of our shareholders and investors, we disclose appropriate information in a fair and timely manner, actively engage in dialogue, and strive to practice highly transparent management.
Major Methods of Communication	
	• General Meeting of Shareholders https://www.biprogy.com/invest-e/stock/meeting.html • IR Meeting Presentation https://www.biprogy.com/invest-e/financial/pr.html • Business briefings and small group meetings • Meetings with individual investors • Posts on IR website https://www.biprogy.com/invest-e/
Reference	
	(IR materials) Integrated Report https://www.biprogy.com/invest-e/financial/ar.html (Disclosure) Financial Report https://www.biprogy.com/invest-e/financial/statement.html Annual Securities Report (Available in Japanese only) https://www.biprogy.com/invest-j/financial/sr.html

Business Partners	
	In our business partnerships, we strive to build fair and equitable relationships with subcontractors and suppliers when constructing systems and providing services, while working to share awareness of sustainability and create and deliver new value.
Major Methods of Communication	
	• Web portal for subcontractors • Briefings for subcontractors on information-based product creation contracts and service contracts • Periodicals • Surveys on environmental protection, respect of human rights, and other sustainability initiatives
Reference	
	Customer Relationship Management (Available in Japanese only) https://biprogy.disclosure.site/ja/themes/109

Local Communities	
	Our social contribution activities emphasize communication with local communities. We also focus on building partnerships with nonprofit and non-governmental organizations that offer expertise in special areas as we strive to prosper together with all of society.
Major Methods of Communication	
	• Social contribution programs based on collaboration with NPOs and NGOs • Participation in local events • Charity concerts • Regular consultation with local governments and neighboring companies • Social contribution club: UniHeart
Reference	
	Social Contribution Activities (Available in Japanese only) https://biprogy.disclosure.site/ja/themes/111

Material Issues

Material Issues of the BIPROGY Group

Material Issues to Address in Order to Realize Vision 2030

In order to integrate the Group's sustainability initiatives into its management to achieve Vision 2030, we have extracted key issues that we need to tackle going forward. Moreover, we have established material issues that correspond to those key issues with an especially high degree of impact, set KPIs and targets relative to each of those material issues, and are currently promoting associated initiatives. Additionally, with a view to realizing those KPIs and targets, we have also introduced restricted stock remuneration linked to medium- and long-term performance, including the achievement of material issues, in our director remuneration system.

Classification of Material Issues	Material Issues
Material issues for achieving business growth	• Create schemes to solve issues through the use of digital technology and business ecosystems
	• 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 net zero emissions
Material issues for supporting business growth	• Sustainably procure and provide safe, secure products and services throughout the entire value chain
	• Develop and strengthen human resources to create a new future and promote diversity and inclusion
	• Further improve corporate governance and integrity

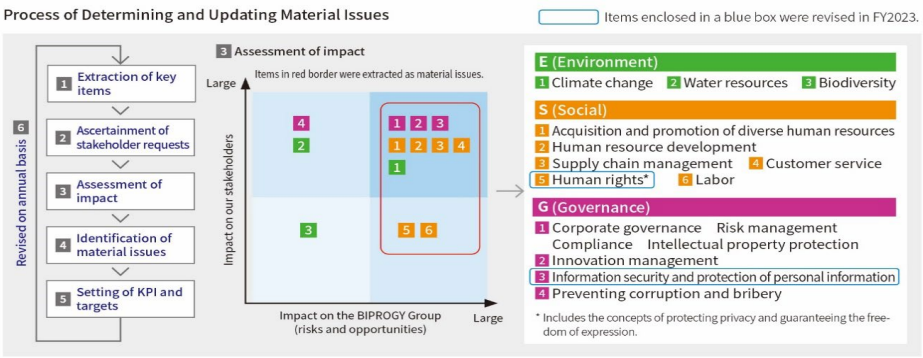
Material Issue Identification

Material Issue Selection and Review Process

The Group reviews its material issues and indicators every year based on recent internal and external changes.

• Impact on the BIPROGY Group: Looking at both risks and opportunities, risk assessments are carried out in conjunction with the Group Risk Management Committee's risk impact assessment and risk classification system.

• Impact on stakeholders: Verified while assigning weightings to different stakeholder groups including customers, supply chain participants, shareholders and investors, as well as employees. The Sustainability Committee deliberates on the selection and revision of material issues, indicators, and targets (plus the year for target achievement), including relevant processes such as impact assessment. The results of these deliberations are then approved by the Executive Council and the Board of Directors.



Material Issue KPIs, Targets, and Results

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

Our Ideals and Goals

We will help to build a regenerative, resilient world of net-zero emissions by creating communities with customers and partner companies in a wide range of industries who share our ambition.

Related SDGs

Create Social value

Contribute to society's sustainability by providing businesses that solve the issues faced by society

Create Economic Value

Create business opportunities that contribute to the solution of issues faced by society and capture profits in created markets

KPIs and Targets (Target Year)	FY2024 Results
Sales from businesses aimed at solving social issues: Six times or more (compared to FY2023) (FY2030)	1.2 times
Sales growth rate of managed service business: Three times or more (compared to FY2023) (FY2026)	1.4 times

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 net-zero emissions

Our Ideals and Goals

We seek to provide services that promote carbon neutrality and a circular economy while cooperating widely to build a carbon neutral world. We also aim to help reduce greenhouse gas emissions by reducing the environmental impact of our business activities.

Related SDGs

Create Social Value

- Contribute to the early realization of a decarbonized society by providing environmentally friendly services that promote carbon neutrality and a circular economy
- Help to reduce environmental impact by reinforcing initiatives to reduce carbon emissions from business activities, such as procuring renewable energy

Create Economic Value

- Increase profit from services that contribute to the environment
- Restrain costs by reducing business risks due to climate change

KPIs and Targets (Target Year)	FY2024 Results and Future Initiatives	
Zero emission achievement rate1 (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society): 100% or more (annually until FY2030)	279.9%	Based on our internal management system and the calculation logic for our zero emission achievement rate,1 a monitoring indicator, we will continue to reduce GHG emissions from business activities while expanding the provision of products and services that contribute to the environment.
Percentage of business opportunities and risks identified via climate change scenario analysis (impact evaluation) for which a risk response has been implemented: 100% (annually until FY2030)	100.0%	Have identified business opportunities and risks related to climate change and associated impact evaluations through group-wide projects since fiscal 2021. In fiscal 2024, in addition to climate change risks, conducted scoping with reference to TNFD recommendations concerning water and biodiversity. Will continue to refine our scenario analysis.
Percentage of purchased energy used at the BIPROGY Group business locations that is renewable energy: 50% or more (FY2030)	33.1%	Started procuring renewable energy in fiscal 2021, and steady progress is being made toward reaching targets according to plan. Have begun examining diversification of procurement methods and will continue to promote further renewable energy adoption.

	Reduction rate in GHG emissions (Scope 1 + Scope 2) (compared to FY2019): 50% or more (FY2030)	42.1%	As a result of shifting to renewable electricity procurement, while expanding telework, energy-saving measures, and efficient use of offices and equipment and other means, emissions were reduced by 42.1% compared to the base year. Will continue with similar initiatives to reduce emissions.
Related Sustainability Issues			
	(References: Environment, Climate Change)		

1. The zero emission achievement rate is 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.

Sustainably procure and provide safe, secure products and services throughout the entire value chain			
Our Ideals and Goals			
	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.		
Related SDGs			
Create Social Value			
	• 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 world by providing products and services that take into consideration the environment and society		
Create Economic Value			
	• 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		
	KPIs and Targets (Target Year)	FY2024 Results and Future Initiatives	
	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)	23.1%	Through dialogue with suppliers and other communication channels, have grasped the status of emission reduction target setting, and will continue to urge suppliers that have not yet set SBT-equivalent targets to do so.
	Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021): 25% or more (FY2030)	17.4%	Will promote initiatives for decarbonization of products and services, such as energy efficiency improvements, through dialogue and collaboration with customers and partners (suppliers and industry organizations).
	Review of human rights policy and activities to promote understanding among employees: Implement every year until FY2026	Implemented	Reviewed human rights policy and promoted employee understanding: • Human rights policy was revised, and Japanese and English versions published in August • Latest e-learning deployed and implemented for all employees

	Progress rate on re-performing human rights risk assessments and addressing issues at all Group companies: 100% (FY2026)	•Assessment implemented • Progress rate: 50%	Human rights risk assessments: • Human rights risk assessments conducted, with four potential human rights risks identified • Addressed two identified human rights
	Percentage of BIPROGY Group suppliers having taken the ESG risk survey: 100% (FY2026)	70.3%	Formulated a questionnaire (SAQ) for the Group's suppliers and finished sending it and requesting responses.
	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)	—*	—
Related Sustainability Issues			
	(References: Environment, Business and Human Rights, Supply Chain Management)		

* "—" in the FY2024 Results column indicates that the item was not applicable in that year.

Develop and strengthen human resources to create a new future and promote diversity and inclusion			
Our Ideals and Goals			
	We must become a company that recognizes and accepts individual diversity, expertise, and values to continue creating innovation to secure our future. To this end, we will support our human resources and build a more open corporate culture.		
Related SDGs			
Create Social Value			
	• 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		
Create Economic Value			
	• Expand business by generating innovation • Increase profitability by raising labor productivity		
	KPIs and Targets (Target Year)	FY2024 Results and Future Initiatives	
	Percentage of management positions held by women1: 18% or more (as of April 1, 2026)	12.3% (as of April 1, 2025)	To systematically train more women for managerial positions, create a talent pipeline, and enhance advancement measures within the Group, the Sustainability Committee and the Board of Directors established monitoring and reporting mechanisms based on management promotion plans formulated by each Group company and relevant organization. As of April 1, 2025, the percentage of management positions held by women group-wide was 12.3%. To further accelerate the advancement of women in the workplace, will continue to implement the management promotion plans, and ascertain the situation for specific issues faced by women in the workforce, while providing support for training and promotion.

	Number of human resources promoting new business development: 100 or more (FY2026)	48	In terms of personnel development initiatives, held practical workshops and management training (to deepen understanding of business creation guidance methods and ROLES proficiency levels) in coordination with human capital planning. Implemented development measures aligned with ROLES proficiency levels, including service business promotion workshops for beginners and intermediate learners (18 participants), Business Creation Boot Camp Training for those with established proficiency and above (30 participants), and business creation management training for management (16 participants). Also implemented visualization of personnel pipelines in our growth areas. Going forward, will continue to consider plans for other PMF (business growth) initiatives, accompanying support for new businesses, cross-boundary learning programs , and in coordination with external vendors, BP personnel communities (providing BPO services, etc.). Will consider and implement effective mechanisms, including further promoting the adoption of personnel definitions, personnel visualization (improving the accuracy of proficiency assessments), and the establishment of mechanisms to move from early acquisition of personnel with business creation capabilities to post-development assignment.
	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)	51%	The survey conducted in June 2024 resulted in 51%. With this figure as the baseline, will target 61% by the end of fiscal 2026. Based on survey results showing that improving self-efficacy regarding roles enhances job satisfaction, will proceed with initiatives to improve job satisfaction.
	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)	100%	Through career design implementation, 100% of employees set ROLES and medium- to long-term career goals and coordinated with organizational heads. Proceeded with process development in parallel, achieving 5/6 (implementation/planned) by the end of the fiscal year. Going forward, will consider coordination with related initiatives from the perspective of career diversification, including side jobs.
	Maintenance and improvement rate of mechanisms to promote career well-being3 (number of implementations / number of plans): 100% (FY2026)	83%	
	Percentage of eligible men who took leave or time off for childcare after their spouse gave birth: 100% (FY2025)	83.3%	In fiscal 2024, introduced a spouse pregnancy notification system, aiming to strengthen the provision of information about childcare-leave for men whose spouses are pregnant and their supervisors, and implemented initiatives such as distributing a Childcare Leave Handbook for men, women, and managers, and introducing success stories about men who took childcare leave. Since early outreach at the time of spouse pregnancy and childbirth has led to improved figures, will continue early outreach going forward.
	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)	91.8%	

	Percentage of employees with disabilities: 0.1 points above the legally mandated percentage (annually)	2.98%	Achieved employment target of 2.6% (0.1 points above fiscal 2024 legally required level of 2.5%). Accomplished by promoting policy for employment of people with disabilities, through activities by special subsidiaries, and by promoting this type of employment at Group companies. To further improve the reliability of monitoring, obtained an independent third-party assurance statement concerning relevant figures.
	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	Follow-up rate for employees with four risk factors: 100%	Follow-up completed for all 67 employees (100%) with four risk factors, making them follow-up targets in fiscal 2024 (those with health examination results linked as of the end of February 2025). Since many of the target individuals still have low health awareness, will continue to implement e-learning, hold seminars and events, and publish newsletters to improve employee health awareness and promote behavioral change. Additionally, will encourage early booking and examination for regular health checkups, strengthen monitoring, including accelerated result analysis, and strengthen early detection and treatment measures for risks by providing subsidies for detailed examination costs.
	Number of new leave-takers due to mental health issues in FY2026: 102 or fewer (i.e., below the number in FY2023) (FY2026)	120 people annually (17.6% increase)	Will continue to implement measures to promote employee self-care for stress and organizational-level stress care, including counseling for all younger employees, one-on-one Your Time sessions, and seminars on self-care and workplace-based care (basic and advanced). While moving the stress check from the usual September to July led to early detection and early response to employees in poor condition, the number of new leave-takers increased compared to the baseline. Going forward, will strengthen measures on both self-care and workplace-based care fronts, including strengthening early detection and prevention measures, and continue to keep the number of people newly requiring leave as low as possible. For employees on leave, will work with the external Employee Assistance Program (EAP) to activate communication and improve their overall situation.
Related Sustainability Issues			
	(References: Business and Human Rights; Labor Practices; Diversity, Equity and Inclusion)		

1. The percentage of management positions held by women was calculated for seven Group companies: BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., S&I Co., Ltd., Cambridge Technology Partners Inc., and USOL Vietnam Co., Ltd. For the first two, the calculation included executive officers and organization heads, while for the other five, the calculation included corporate officers, executive officers, as well as organization heads and equivalents.

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

Further improve corporate governance and integrity

Our Ideals and Goals

We will construct and operate a corporate governance system that facilitates transparent, fair, quick, and bold decision-making. As a group that can provide social value and ICT services as a trustworthy form of 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.

Related SDGs

Create Social Value

• 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

Create Economic Value

• 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.

KPIs and Targets (Target Year)	FY2024 Results and Future Initiatives
Actions for each year set in the evaluation of Board of Directors effectiveness are undertaken (annually)	Efforts to enhance Board of Directors operations and enrich information for deeper discussions: While efforts were made to improve agenda setting, enhance preliminary explanations, and conduct site visits, ongoing efforts are necessary to further deepen discussions on business strategy, technology strategy, human resource strategy, and risks. Additionally, efforts should be made to enhance preliminary information provision and agenda setting for these discussions. Continuation of effective monitoring of initiatives for organizational culture reform and the promotion of compliance awareness and risk management awareness in workplaces: Although regular reporting and other measures have been put in place, it is necessary to keep improving monitoring effectiveness by providing better information about initiatives for organizational culture reform and other efforts.
Improvement and upgrade of the compliance program (annually)	Compliance Roundtable activities: Compliance Roundtable events have been held at each Group company since fiscal 2023. Aiming to foster an organizational culture where everyone proactively participates in compliance practices, discussions were held at each workplace level regarding compliance risks and other workplace-specific issues. Improvement of the internal reporting system (compliance hotline): Disseminated messages from the CCO and implemented educational training to continuously communicate the importance of the internal reporting system and the safety and security of its use. Compliance training and awareness-raising: Established Group Compliance Week, and in addition to disseminating messages from CCOs and compliance promotion managers at each Group company, held lectures by external experts to share key points for compliance practice.

	Spread awareness of integrity among Group executives and employees (annually)	Compliance awareness survey results: As in the previous year, the average survey response was “Good,” the highest of four levels. The survey results were shared with the responsible positions in each organization, which led to the implementation of improvement measures. We plan to continue conducting awareness surveys twice a year.
	Monitor compliance incident trends (annually)	Disciplinary action: There were six disciplinary actions in fiscal 2024. Some cases resulted in serious action. Measures to prevent reoccurrence were implemented for each case.
	Number of serious security incidents: 0 cases (annually)	0 cases
	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)	Proceeding with the organization and verification of system proposals applicable to the entire Group, and implementing pilot application of measures at BIPROGY.
	Coverage rate of special operation management1: 100% (As of March 31, 2027)	At BIPROGY, gradually promoting various measures that contribute to improving the comprehensiveness of special operation management.
Related Sustainability Issues		
	(References: Corporate Governance, Compliance, Information Security)	

1. 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.)

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Basic Approach

A mechanism of corporate governance which enables management to make prompt and sound management decisions under appropriate and effective supervision is indispensable for enabling the BIPROGY Group to continuously grow and increase its medium- and long-term corporate value, and the Group is determined to create, maintain and ceaselessly improve this mechanism.

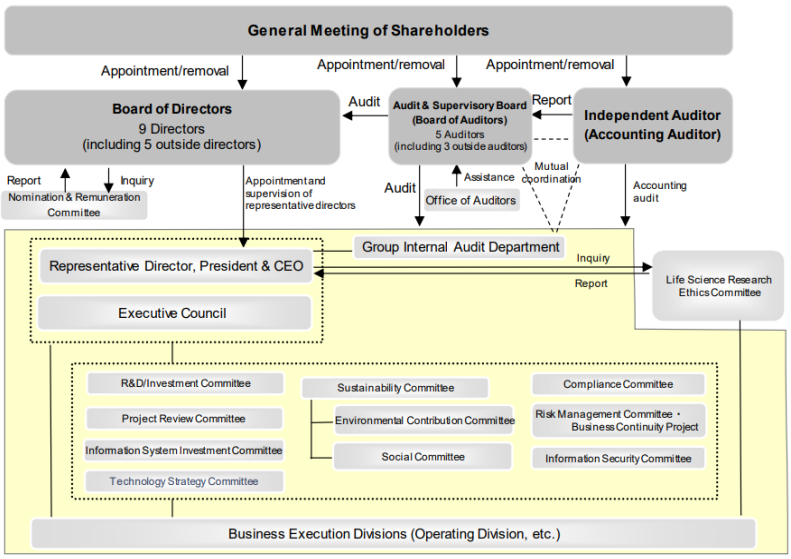
Furthermore, we believe that the Group's "raison d'etre" lies in its contribution to society. Based on this belief, we stipulate as part of our corporate philosophy, "Listen sincerely to our stakeholders to improve our corporate value," and pursue this practice to create relationships of trust with all stakeholders. We will proceed with business activities in accordance with this principle.

Corporate Governance and Internal Control Principles
https://www.biprogy.com/invest-e/uploads/internal_control_rules.pdf
Corporate Governance Report
https://www.biprogy.com/invest-e/uploads/Corporate_Governance_Report2024.pdf
Necessary Systems to Ensure Appropriate Operations and Status of Operation of the Systems
https://www.biprogy.com/invest-e/uploads/internal_control_system.pdf
Status of Dialogue with Shareholders and Investors
https://www.biprogy.com/invest-e/com/dialogue.html

Implementation Structure

BIPROGY has determined that an audit system involving supervision by a Board of Directors that includes outside directors and auditing by outside auditors is effective for monitoring management, and has therefore adopted an Audit & Supervisory Board structure.

【 Organizational Chart for Corporate Governance and Internal Control 】



Board of Director	
	The Board of Directors generally meets once a month. In addition to deliberation and deciding on the Company's basic management policies, important matters, etc., it supervises overall management, including execution of duties by directors and corporate officers. The term of directors is one year, thereby ensuring a management system flexible enough to respond to changes in the business environment and clarifying the management responsibilities of directors. The Board of Directors met 13 times in fiscal 2024. Content of main reports and deliberations in fiscal 2024 • Progress on implementing Management Policies (2024–2026) • Matters related to personnel, evaluation, and remuneration of directors, etc. • Operational status of the internal control system, including the Group's risk management and compliance • Status of initiatives related to the Corporate Governance Code, including cross-shareholdings and evaluation of Board of Directors effectiveness • Status of sustainability-related initiatives (climate change, natural capital, human rights, DEI, occupational health and safety, human resource development, sustainable procurement, compliance, information security, etc.) • Status of dialogue with investors • Status of initiatives to prevent recurrence of past information security incidents and to improve organizational culture accordingly
Audit & Supervisory Board	
	Audit & Supervisory Board members audit the legality and appropriateness of the execution of duties by directors and the internal control system, as well as other matters, by attending important meetings, including Board of Directors meetings, where they express opinions as necessary, by examining the status of operations and assets, and by exercising authority regarding the appointment and dismissal of accounting auditors and audit compensation. To increase the effectiveness of Audit & Supervisory Board audits and ensure the smooth functioning of audit operations, the Office of Auditors (which has two dedicated staff members) aids the execution of Audit & Supervisory Board members' duties. Personnel decisions for the Office of Auditors are made in consultation between the Representative Director or the HR-responsible director and the Audit & Supervisory Board members, with due consideration to the independence of the Office of Auditors. The Audit & Supervisory Board met 16 times in fiscal 2024. Main audit items in fiscal 2024 • Status of initiatives to reinforce compliance framework • Status of initiatives to reinforce internal control system • Status of initiatives to raise the level of risk management • Status of initiatives to improve organizational culture following misconduct
Nomination & Remuneration Committee	
	This advisory committee to the Board of Directors deliberates and reports on matters pertaining to personnel and remuneration of directors and corporate officers. It consists of four directors, including three independent outside directors. The attendance of independent outside directors and the agreement of all members, including independent outside directors, are required when passing resolutions. The committee met ten times in fiscal 2024. Content of main deliberations in fiscal 2024 • Matters concerning composition of the Board of Directors and Audit & Supervisory Board and expertise and experience required of directors and Audit & Supervisory Board members (skill matrix) • Personnel proposals regarding director candidates and corporate officer candidates (including representative director, order of acting directors and corporate officers, performance evaluation, appropriateness of reappointment, and successor training plan, etc.) • Bonus payment amount • Issue and allotment of restricted stock Note: The results of deliberations by the Nomination & Remuneration Committee are reported and submitted to the Board of Directors.
Group Internal Audit Division	
	This independent in-house body reports directly to the President and was established to audit the effectiveness and efficiency of internal controls throughout the Group. It confirms and audits the state of activities of the Company's committees, divisions, and Group companies. It also submits reports on internal audit plans and audit results to the Board of Directors.
Executive Council	
	The council, which is composed of corporate officers concurrently serving as directors and members appointed by the President, is a decision-making body for material matters concerning business execution and ensures efficient decision-making. Moreover, Audit & Supervisory Board members are welcome to attend Executive Council meetings, and full-time auditors typically attend.

Other Committees	
	Deliberate on individual management issues related to directors' execution of duties from a practical point of view. (a) R&D/Investment Committee Deliberates on the advisability of plans for businesses, products and services based on the Group's priority areas, and decides whether to invest in such plans. Also evaluates actual results versus forecasts for such plans and requests a review as necessary. (b) Project Review Committee Determines the business risks, the validity of countermeasures, and the possibility of implementation for important development and service businesses. Also evaluates actual results versus forecasts for such projects and requests a review as necessary. (c) Information System Investment Committee Deliberates on the advisability of cost, effectiveness, applied technologies and other matters for the Group's own system development and operation and decides whether to invest in such systems. Also evaluates actual results versus forecasts for such plans and requests a review as necessary. (d) Technology Strategy Committee Along with determining the technology fields the Group should focus on, discusses the appropriateness of technology strategies and relevant implementation plans for technology acquisition, improvement, and business application, including technology development, investment, and utilization. Also monitors those implementation plans. (e) Sustainability Committee Identifies material issues needed for the Group's sustainability management, formulates measures and policies, determines the appropriateness of overall business activities from an ESG perspective, comprehensively determines action promotion and evaluations, and requests reviews as necessary. (f) Environmental Contribution Committee Reviews the Group's environmental contribution-related policies, and manages and monitors the design of mechanisms to promote environmental contributions and their implementation. (g) Social Committee Reviews the Group's policies on social fields, designs mechanisms to address social issues, manages and supervises the status of implementation, and implements tasks including corrective instructions on pending issues. (h) Compliance Committee Creates and operates the Group's compliance programs and establishes compliance promotion policies. Also analyzes compliance violation cases, issues investigative reports, and investigates measures to prevent recurrence. (i) Risk Management Committee/Business Continuity Project Addresses various risks that exert a material impact on Group management and takes steps to ensure business continuity. (j) Information Security Committee Formulates strategies for overall Group security and personal information protection and considers and promotes various measures based on those strategies. (k) Life Science Research Ethics Committee Examines the validity of human-subjects research performed by the Company from an ethical and scientific perspective through an independent organization, and requests reviews if necessary.

KPI and Target	
	Actions for each year set in the evaluation of Board of Directors effectiveness are undertaken (each year) (Reference: Material Issues)

Progress	
	Fiscal 2024 Results ■ Efforts to enhance Board of Directors operations and enrich information for deeper discussions: While efforts were made to improve agenda setting, enhance preliminary explanations, and conduct site visits, ongoing efforts are necessary to further deepen discussions on business strategy, technology strategy, human resource strategy, and risks. Additionally, efforts should be made to enhance preliminary information provision and agenda setting for these discussions. ■ Continuation of effective monitoring of initiatives for organizational culture reform and the promotion of compliance awareness and risk management awareness in workplaces: Although regular reporting and other measures have been put in place, it is necessary to keep improving monitoring effectiveness by providing better information about initiatives for organizational culture reform and other efforts.

Reference	
	Changes in the corporate governance system https://www.biprogy.com/invest-e/com/governance.html

Corporate Governance: Data

Corporate Governance Policy

Policy on Institutional Design and Board Composition

Institutional Design:
BIPROGY has determined that an audit system involving supervision by the Board of Directors, including outside directors, and auditing by outside Audit & Supervisory Board Members is effective for monitoring management. Accordingly, the Company has adopted an Audit & Supervisory Board structure and has appointed accounting auditors. These matters are stipulated in the Articles of Incorporation, and any amendments to the Articles require approval at the General Meeting of Shareholders in accordance with the Companies Act.

Board Composition and Independence:
Given the rapidly changing nature of the industry, the Board of Directors is composed of internal directors, selected primarily from those who are familiar with the industry and internal affairs, and external directors, selected from those with extensive management experience and expertise. The aim is to achieve decision-making based on a broader perspective and objectivity, as well as effective oversight of business execution. In order to separate the supervisory and management execution functions to better enable responsive business administration, BIPROGY has adopted a general executive officer system paired with a system for focused business execution by specific officers, and authority has been delegated appropriately.

(1) The Board of Directors must maintain an appropriate number of members, enabling it to perform its functions effectively and efficiently.
(2) More than half of the Board of Directors should be independent outside directors, with the aim maintaining this majority.
(3) The Board of Directors members are to be chosen by considering the need for diversity in terms of gender, nationality, career history, and age.

Composition of Personnel Executing Corporate Governance

		Unit	2021	2022	2023	2024	2025
			9	8	8	8	9
	Of whom, women	Individuals	2	2	2	2	3
		Individuals	1	1	1	1	1
Executive directors		Individuals	4	3	3	3	3
Non-executive directors		Individuals	1	1	1	1	1
Outside directors		Individuals	4	4	4	4	5
Total number of Audit & Supervisory Board members			5	5	5	5	5
	Of whom, women	Individuals	2	2	2	2	1
		Individuals	0	0	0	0	0
	Outside auditors	Individuals	3	3	3	3	3
Full-time auditors		Individuals	2	2	2	2	2
Outside auditors		Individuals	3	3	3	3	3

Skill Matrix

The Board of Directors consists of nine directors, including three women. More than half of the members are five independent outside directors with diverse backgrounds. In addition to a wealth of management knowledge and experience, their expertise extends to venture capital investment, global business, international taxation, gender equality, ESG, sustainability, legal affairs, and risk management.

Election proposal submitted to this General Meeting of Shareholders
Independent Outside Officer

	Business management experience at other companies	Industry knowledge	Technology / R&D	Finance / Accounting	Legal / Risk management	ESG / Sustainability*	Global business
Director							
Noboru Saito		●	●		●	●	●
Koji Katsuya		●	●		●	●	
Taeko Sawakami		●	●		●	●	
Takahito Kanazawa	●	●	●				
Nalin Advani	●	●	●				●
Yoshinori Ikeda				●	●	●	●
Asako Osaki						●	●
Yuichi Katayama	●	●		●	●		
Yasuko Teraura					●	●	●
Auditor							
Mikinori Kobayashi		●	●		●		
Satoshi Matsunaga	●			●	●		
Hirofumi Hashimoto	●			●	●	●	●
Masahiro Fuchizaki	●	●	●	●	●		
Masako Inoue				●	●		●

*S of ESG includes human resources strategy, and diversity & inclusion etc.

Reasons for Selecting Items in the Skill Matrix

Business management experience at other companies	Appropriate advice and supervision by outside directors who have management experience and achievements at other companies are effective in order to enable the management to transform the Company into a company that creates social value by making appropriate and prompt business judgements pursuant to the 'Management Policies (2024-2026)' in the midst of the rapidly changing business environment.
Industry knowledge	A wealth of knowledge about the information service industry such as ICT and DX is essential for the Company in order to expand business ecosystems together with customers and partners under 'Management Policies (2024-2026)'.
Technology / R&D	As technology evolves rapidly, a wealth of knowledge and expertise about technologies and research including advanced technology is essential for the Company in order to expand business ecosystems together with customers and partners under 'Management Policies (2024-2026)'.
Finance / Accounting	The Company needs directors well versed in finance and accounting in order to achieve transparent and correct financial reporting, strong financial foundation, strategic investments for sustained enhancement of corporate value and capital policy with consideration to appropriate shareholders returns.
Legal / Risk management	Risk management that enables appropriate and prompt responses to deal with diversified and complicated risks as well as strengthening corporate governance are indispensable in order to enable a medium-to long-term increase in corporate value. The Company needs a wealth of knowledge about these issues.
ESG / Sustainability	The Company needs a wealth of experience and expertise about efforts on climate change, workforce strategies, and promotions for ESG/sustainability issues such as diversity and inclusion in order to create a sustainable society as it aims under the 'Management Policies (2024-2026)'.
Global business	Borderless perspectives are indispensable in order to expand business ecosystems together with customers and partners. Thus, the Company needs a wealth of knowledge and experience about global business.

Appointment and Dismissal of Directors

Policy and Process for Director Appointment	
	Candidates for directors who will concurrently serve as corporate officers (hereinafter, senior management) are selected from a pool of individuals who are highly motivated, have a strong sense of ethics, and possess the knowledge and experience needed to precisely and effectively manage the Company. In addition, candidates for outside directors are selected while taking diversity into consideration, including individuals who possess abundant management experience and specialized knowledge, and those who are able to provide advice on and supervision of general management from an external, objective, and professional perspective. Senior management and outside director candidates are selected by the Nomination & Remuneration Committee, which is composed of a majority of independent outside directors, based on selection criteria and procedures formulated by that committee. The Board of Directors then makes its decision, giving due consideration to the opinions of the committee.
Dismissal of Directors	
	In the event that a member of senior management, including the CEO, violates laws and regulations or the articles of incorporation, commits an act of fraud, act of tort, or act of betrayal, or it is judged that they have not sufficiently served their office or fulfilled their function, such member will be removed from his or her position if the Board of Directors determines that the removal is justifiable.
Director Term	
	In order to ensure a responsive management system that can react quickly to changes in the business environment, and in order to emphasize the management responsibilities of directors, the term of office for all directors is one year. Each director is elected annually, and can be re-appointed for successive terms.

Board of Directors Effectiveness

Analysis and Evaluation of Board of Directors Effectiveness	
	To continuously improve corporate value, BIPROGY considers it important for the Board of Directors to enhance governance by making the most of its functions. Since fiscal 2015, the Company has conducted self-evaluations and worked to improve the effectiveness of the Board of Directors. For fiscal 2024, we conducted a signed questionnaire survey with all directors and Audit & Supervisory Board members on the evaluation items listed below. We compiled the results internally and sought content analysis from an external consultant. Based on these results, we discussed and assessed the current state of our Board of Directors and areas for improvement.
Effectiveness Evaluation Process	
	We conducted a questionnaire survey on the following topics with all directors and Audit & Supervisory Board members who are members of the Board of Directors, and analyzed their responses. Based on these results, the Board of Directors assessed and evaluated the current situation, discussed the future direction of the Board, and decided on response policies. Target: All fiscal 2024 directors (8) and Audit & Supervisory Board members (5) Response method: Signature(71 questions total) Evaluation Items: (1) Management issues and role/functions of the Board of Directors (2) Progress of action policies for fiscal 2024 (3) Size and composition of the Board of Directors (4) Operation of the Board of Directors (5) Composition and role of the Nomination & Remuneration Committee (6) Operation of the Nomination & Remuneration Committee (7) Directors and Audit & Supervisory Board members training (8) Support system for outside directors (9) The role of and expectations for Audit & Supervisory Board members from the perspective of directors (10) Role of Audit & Supervisory Board members (11) Relationship with investors and shareholders (12) Overall effectiveness of corporate governance system and the Board of Directors (13) Self-assessment

Results from Analysis and Evaluation of Board of Directors Effectiveness	
	1 . Evaluation Results (Summary): Based on the questionnaire results and deliberations by the Board of Directors, the evaluation items generally received high ratings, and the initiatives related to the fiscal 2024 action policies described below were also positively evaluated to some extent. However, the following areas and other points for improvement were identified as needing initiatives to further improve Board effectiveness, especially regarding "Operation of the Board of Directors" and "Composition and role of the Nomination & Remuneration Committee." (1) While active discussions are currently ongoing in the Board of Directors, further enhancement of these discussions is necessary to address key management issues, especially the items listed in "4. Fiscal 2025 action policies," item (1), below. Although there is no need to alter the core roles and functions of the Board of Directors, it is necessary to develop agenda-setting mechanisms and secure discussion time to thoroughly examine critical topics with a sense of urgency. (2) Regarding succession planning for senior management, including the CEO, it is necessary to further advance measures to strengthen the pipeline and ensure diversity, while also enhancing information sharing with non-committee members. 2. Status of initiatives and evaluation results related to the fiscal 2024 action policies (1) In order to deepen discussions on business, technology, and human resource strategies (including succession plans), along with risk management and the allocation of management resources, we will take the following measures: further enhance agenda setting for Board of Directors meetings, further improve meeting progress, make use of opportunities outside of Board of Directors meetings, and share more information with outside directors. ⇒ While positive evaluations were made based on efforts to improve agendas, enhance preliminary explanations, and conduct site visits, ongoing efforts are necessary to deepen discussions on business strategy, technology strategy, and human resource strategy, including overseas strategies. Additionally, these efforts should address specific risks related to social conditions in and outside Japan, along with improving the provision of preliminary information and agenda setting for such discussions. (2) In order to help prevent serious incidents and accidents, the Board of Directors will continue to effectively oversee efforts for improving the organizational culture, while enhancing workplace awareness of compliance and risk management. ⇒ While regular reporting and preliminary explanations were implemented, and some progress was made, it is still necessary to enhance the effectiveness of monitoring by improving the provision of information about initiatives for organizational culture reform and the promotion of compliance and risk management awareness in the field. 3 . Fiscal 2025 action policies Based on the above evaluation results, in fiscal 2025, we will work to further strengthen our governance system by addressing the following: (1) With Vision 2030 in mind, we will prioritize the following major management issues and risks, work to deepen discussions both within and outside the Board of Directors, and continue to enhance information sharing and improve agenda setting and materials throughout the year. • Our areas of strength based on medium- to long-term competitive conditions and market trends • Evaluation and verification of the steady execution of business strategies • Risk tolerance and risk mitigation measures in advancing investment strategy and overseas strategy • Global strategy • Human resource development and recruitment (including promoting diversity in management over the medium- to long-term, succession plans for the CEO and other senior management executives, etc.) • Addressing medium- to long-term technology and innovation trends based on changes in the external environment • Strengthening Group management in M&A and subsidiary establishment, including outside Japan (2) We will improve the effectiveness of monitoring by providing more information about initiatives for organizational culture reform and promoting greater awareness of compliance and risk management at operational levels.

Status of Board of Directors	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of board meetings held	Times	11	12	11	12	13
Average meeting attendance rate	%	100	100	100	100	100
Director term	Years	1	1	1	1	1
Average length of service for directors	Years	4.5	4.5	5.5	4.8	3.1

Director Remuneration

Policy for Determination of Director Remuneration	
	For remuneration for executive directors, the weight of performance-based bonuses and stock remuneration has been increased and, if performance targets are fully met, the fixed remuneration, performance-based bonus (linked to profit attributable to owners of parent), and stock remuneration are paid in a ratio of 4:4:2. Non-executive directors are paid only a fixed monthly salary that is not linked to performance to guarantee effective advising and monitoring of management. Policies for determining director remuneration calculation methods are set in deliberations by the Nomination & Remuneration Committee, an advisory committee of the Board of Directors, and subsequently approved by the Board of Directors.
Director Remuneration System	
	In fiscal 2021, we introduced a remuneration system that incorporates both performance targets linked to medium- to long-term performance and long-term performance conditions that include actual measures taken to address sustainability issues such as climate change. The goal is to enhance corporate value in the medium- to long-term and strengthen the linkage between compensation and both medium- to long-term and long-term performance. (a) Fixed remuneration (monthly) The monthly remuneration for directors is no more than 35 million yen, and for Audit & Supervisory Board members no more than 8 million yen. (b) Bonus (linked to short-term performance) The total annual amount of bonuses for executive directors is no more than 400 million yen, and is determined by the Board of Directors in accordance with a standard amount by position and a standard coefficient based on profit attributable to owners of parent as determined by the Nomination & Remuneration Committee (currently, up to 0.5%). (c) Restricted stock remuneration The Company has adopted a restricted stock remuneration plan for executive directors, which incorporates three requirements and indicators: (i) tenure condition; (ii) medium- to long-term performance target (total shareholder return (TSR) growth rate versus TOPIX); and (iii) ESG targets . These are paid at a ratio of 3:1:2, respectively. The tenure conditions in (i) are designed to ensure executive directors share awareness and value with shareholders by owning shares. The performance indicator in (ii) is linked to medium- to long-term business performance, a comparative measure, benchmarked against TOPIX, of the degree to which the Company has increased its corporate value independently of overall market influence. The ESG targets in (iii) function as guideposts for addressing important current issues, with each materiality indicator evaluated on a four-stage scale. The total annual amount of monetary claims for restricted stock remuneration are no more than 200 million yen per year (the total annual number of shares of common stock to be issued or disposed of in exchange for this compensation is limited to 66,000)

Total Remuneration for Directors and Audit & Supervisory Board Members with Subtotals for Each Type of Remuneration (FY2024)		Target directors (Individuals)	Unit	Total remuneration paid	(a) Fixed remuneration	(b) Bonuses	(c) Stock remuneration
	Directors (Excluding outside directors)	5	Millions of yen	333	146	133	53
	Audit & Supervisory Board members (Excluding outside auditors)	3	Millions of yen	57	57	-	-
	Outside directors and outside auditors	8	Millions of yen	64	64	-	-

Notes
1. One non-executive director is not eligible for bonus and stock remuneration.
2. Audit & Supervisory Board members and outside directors are not eligible for bonus and stock remuneration.
3. Amounts listed are rounded down to the nearest million yen.
4. The stock remuneration figures in the table above indicate the amounts recorded as costs for fiscal 2024 in the costs about restricted stock as remuneration granted to four executive directors.
5. The officer retirement benefit plan was cancelled as of June 30, 2006 as resolved at a meeting of Board of Directors convened on April 28, 2006.
6. The table above includes remunerations, etc., for one executive director, one outside director, and one Audit & Supervisory Board member, those who retired at the conclusion of the 80th Ordinary General Meeting of Shareholders held on June 26, 2024.

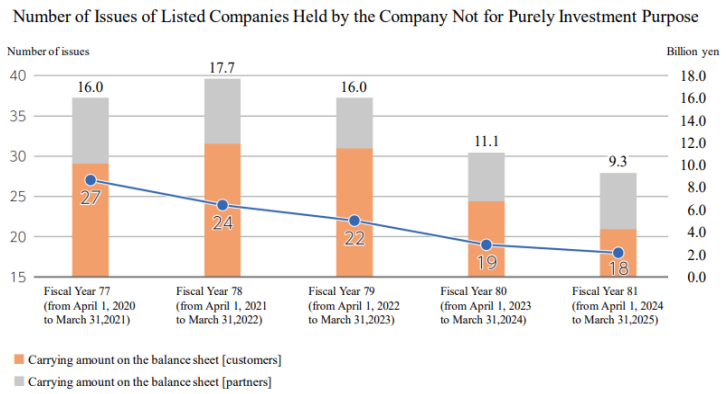
Activities of the Board of Directors and the Nomination & Remuneration Committee in Determining the Remuneration Amounts for Directors and Audit & Supervisory Board Members	
Board of Directors	
	With respect to the remuneration of directors and Audit & Supervisory Board members for fiscal 2024 , the Board of Directors resolved at its June 2024 meeting to issue and allot restricted stock remuneration, and resolved at its May 2025 meeting to pay performance-linked bonuses to directors and Audit & Supervisory Board members. Fixed remuneration was paid in accordance with the resolution passed at the May 2021 meeting of the Board of Directors.
Nomination & Remuneration Committee	
	In fiscal 2024, the Nomination & Compensation Committee held four meetings related to the remuneration of directors and Audit & Supervisory Board members, discussing the payment of performance-based bonuses and the issuance and allotment of restricted stock for fiscal 2024.

Succession Plan

Succession Plan	
	In addition to integrity, a critical quality demanded of the CEO, the plan defines seven important competencies, including foresight and insight. We believe that the degree to which each competency required will vary depending on the business environment (whether the Company is in a period of transition/transformation, or one of extension and expansion). To facilitate the acquisition and strengthening of the competencies, we plan and implement the Management Leader Program and visualize and monitor candidate talent to strengthen the pipeline of management leader candidates who will be able to take on responsibility for the future of the Group. This is achieved via assessments and tough assignments, in addition to sessions with internal and external management and experts. **Requirements (Qualifications/Competencies)** 1 Foresight 2 Insight 3 Determination 4 Innovation 5 Passion 6 Execution 7 Diversity and Inclusion ● Ability to Create New Value Foresight refers to the ability to foresee the future of the BIPROGY Group, promote a vision with great aspirations and make a commitment to the future. Insight refers to the ability to understand global trends and changes, identify developments in the Japanese economy and in social trends, and perceive essential value in everything. Determination refers to the ability to decide on a direction with unwavering conviction despite unpredictable conditions and with an awareness of the risks involved. ● Ability to Improve Innovation refers to the power to improve, leaving precedent and custom behind to ambitiously carve out a new path undeterred by difficulties. Passion refers to the ability to gain the cooperation, trust, and encouragement from others while passionately engaging in all endeavors and communicating extensively. This also refers to such attributes as a high sensitivity needed to constantly acquire useful information and ensure accurate understanding of that information, as well as the ability to convey objectives that drive the realization of dreams, achievement of goals, and solutions to problems. ● Staying Power Execution refers to the ability to stay the course steadfastly in order to achieve results, by setting the kind of lofty goals our company should strive for and displaying leadership. Diversity and inclusion refers to the ability to interact with a wide array of people whether inside or outside the Company, recognizing the values of people with various perspectives without stereotyping or pigeonholing them. This also refers to the ability to build proactive relationships based on an understanding of ideas from various corporate and cultural perspectives.

Management Leadership Program	
	To develop management leaders who drive transformation, we have been implementing the "Management Leader: Advanced Program" in an internal open recruitment process since fiscal 2018, supporting the acquisition of perspective, perception, and viewpoints through dialogue. In fiscal 2022, we introduced a talent management system to centralize human resource data. However, since development based solely on open recruitment may not directly translate into a stronger human resource pipeline, we redesigned our succession planning mechanism in fiscal 2023. Since fiscal 2024, we have sought to establish pools of senior management successor candidates ("ready pools"). These hierarchical human resource pools are composed of diverse individuals. We have also introduced a selection-based program that incorporates the following three elements: (1) Assessment (management knowledge, multi-faceted evaluation/case simulation) (2) Development involving current management (3) Tough assignments (providing practical opportunities) Under this framework, we conduct programs on two levels: the Management Leadership Program and the Next-Generation Management Leadership Program, both of which aim to continuously develop the next generation of management leaders.

Cross-Shareholdings

Policy on Cross-Shareholdings	
	BIPROGY strategically holds shares of partners when it is deemed that this would contribute to greater corporate value for the Company, such as resulting in a stronger profit basis by maintaining or strengthening the relationship with partners. The determination to acquire stock is made pursuant to its internal regulations. As for the subsequent holding of the shares, the Board of Directors verifies whether it is appropriate each year, and we are working to reduce such holdings. As a result, the total value of listed stocks on the balance sheet at the end of fiscal 2024 declined 1.7 billion yen from the end of the previous fiscal year, and the number of stocks held decreased by one stock from the end of the previous fiscal year to 18 stocks. The total value of cross-held shares of listed companies on the balance sheet was reduced to 6.8% of total equity, compared to 7.6% at the end of previous fiscal year. We will continue to reduce sell stocks which are of limited benefit to own, as appropriate. 

Policy Regarding Constructive Dialogue with Shareholders and Other Investors

Policy Regarding Constructive Dialogue with Shareholders and Other Investors	
	To provide timely and appropriate information to shareholders and investors, the Company operates an active IR program, primarily featuring appearances by the President and CFO.
Reference	
	Corporate Governance and Internal Control Principles https://www.biprogy.com/invest-e/uploads/internal_control_rules.pdf

Risk Management: Management Approach

Basic Approach

Companies today face multiple serious risks to their activities, including increasingly severe large-scale natural disasters, scandals, and information security threats, as well as the threat of infectious diseases like COVID-19. These risks are diversifying and becoming more complex by the day. Risk management, a practice by which we predict potential issues and work to avoid and reduce losses, is a critical foundation for the Group's efforts to help resolve social issues and create value. With the goal of "transitioning to all-hazards BCP," which the Japan Business Federation recommends, the Group works to continually improve business continuity planning and business continuity management (BCP/BCM). Following the ISO 31000 international standard for risk management, the BIPROGY Group has appointed an officer responsible for risk management, established the required organizations, and works on the actions below.

- Formulation of regulations for management of the risk of loss
- Development and implementation of systems necessary for preventing risks
- Dealing with emergencies
- Reviewing risk management items and systems
- Reporting risk management activities to the Board of Directors

In our medium- to long-term risk management strategy, we have set these priority issues: (1) enhancing risk management throughout the Group; (2) further improving the risk management abilities of Group executives and employees; and (3) improving the quality and sophistication of our risk management systems. Accordingly, we are striving to address the changes in the external and internal environment by updating our risk management system. To make firm progress in implementing these policies, we run a PDCA cycle throughout the year identifying and monitoring risks, to propose improvements based on any new issues that emerge and raise risk awareness among all employees by providing education on risk.

Implementation Structure

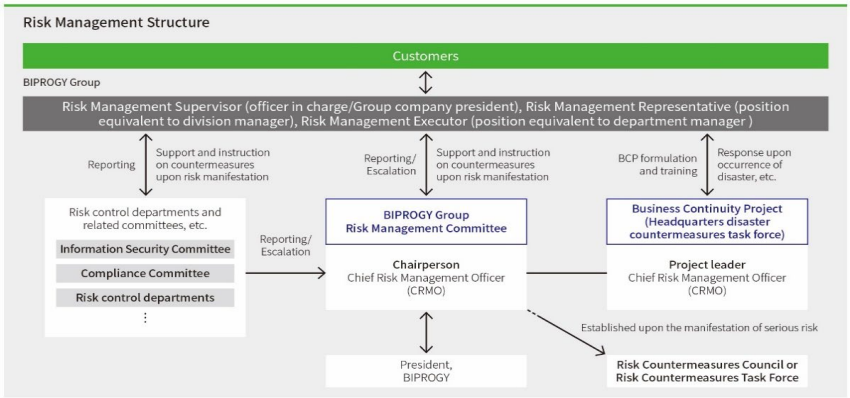
The BIPROGY Group has established the Risk Management Committee, which is chaired by the Chief Risk Management Officer (CRMO). The committee takes the appropriate measures in response to a wide variety of risks that could have a major effect on management. The CRMO oversees risk management and business continuity for the Group overall and is responsible for building structures to administer them effectively and efficiently. The CRMO also carries out survey, monitoring, guidance and educational activities. At meetings of the Risk Management Committee, the CRMO checks and reviews the risk management performance of the Group overall, and provides the necessary guidance for ongoing improvements. In addition, the CRMO reports the activities of the Risk Management Committee to the Executive Council and the Board of Directors.

In the event that a major risk materializes, the department which it most directly impacts or the relevant committee promptly report to the Risk Management Committee, and a Risk Countermeasures Council or a Risk Countermeasures Task Force is convened depending on the impact of this risk, to address the risk rapidly and precisely.

The head of each division, department and Group company is responsible for risk management in their own organization. We maintain a system in which all employees work together if a serious risk does occur so that the damage can be minimized and business continued. Risks related to large-scale development and investment projects are reviewed by the Project Review Committee, which participates at the management level, and the Investment Committee.

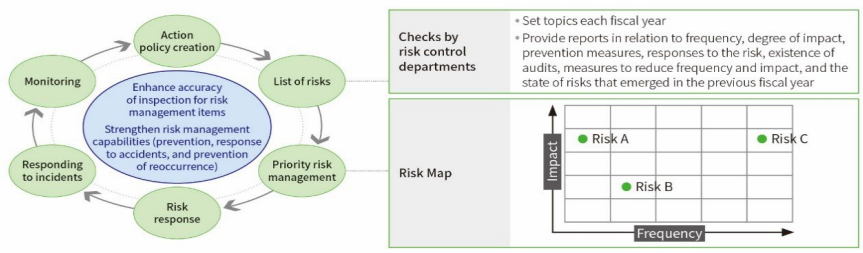
In terms of the management of information assets, including personal information, in addition to setting up the Information Security Committee, chaired by the Chief Information Security Officer (CISO), we have devised a cyber security strategy and appropriately address these risks.

For business continuity risks — events where a company could undergo serious damage due to a large-scale earthquake or a new strain of influenza, for example — our Business Continuity Project, with the CRMO serving as project leader, decides on a BCP, prioritizing ensuring safety, restoring Group operations, and responding to customers. It also implements BCM, including making ongoing revisions and improvements to plans. The Group has established a management system based on the Three Lines Model of the Institute of Internal Auditors (IIA). By managing risks in a systematic and ongoing way across three lines of defense, namely, Business Departments (First line), Headquarters Departments (Second line), and Internal Audit Departments (Third line), we are working to thoroughly implement risk management measures that do not end up as hollow routines.



Person in Charge	
	Akira Takanarita, Corporate Officer and CRMO
Deliberative Body	
	Risk Management Committee

Risk Management

Risk Assessment and Management	
	The Risk Management Committee has put in place a risk categorization system, which serves as a platform for comprehensively understanding and jointly managing the risks faced by the Group. Currently, about 130 risk management items are classified into categories such as information control risks (including personal information), system development risks, and natural disaster and accident risks. For each item, the back-office department, committee, or other party responsible for addressing that sort of risk formulates administrative rules, concrete preventive measures and measures to be taken in the event a risk materializes. • Risk management process: (1) The Risk Management Committee instructs risk control departments to conduct an annual inventory of risk management items. It sets themes every fiscal year so that risk control departments can identify new risk management items on their own. (2) For each risk management item, the department responsible for addressing that sort of risk reports to the Risk Management Committee regarding frequency,1 degree of impact,2 prevention measures, responses to the risk, status of audits, measures to reduce frequency and impact, and the state of risks that emerged in the previous fiscal year. (3) The Risk Management Committee then uses a risk map, formulated based on level of impact and frequency, to categorize the size of the impact of each risk, identifying risks that require focused attention. These initiatives are reported to the Executive Council and the Board of Directors each year. (4) For the identified risks, their situation is grasped and monitored, with risk management policies and risk control items undergoing continuous review. 1. Frequency: Defined as the rate at which risks occur, rated on a 5-level scale from “occurs about once every few years” to “occurs daily.” 2. Degree of impact: Defined as the financial impact when risks occur, rated on a 5-level scale from “within 1 million yen” to “100 million yen or more” as the maximum direct loss expected per incident. Direct losses include decreases in sales revenue, costs for repair, removal, and recovery of damaged or destroyed equipment, as well as compensation costs resulting from litigation. 

Significant Risks	
	Matters that may have a significant effect on investors’ decisions include the following ■ Business and other risks (1) Impact of economic trends and the market environment (2) Procurement (3) Intellectual property rights (4) Project management (5) System failure (6) Information security (7) Human resources (8) Investment (9) Compliance (10) Natural disasters, infectious diseases, etc. (11) Technological innovation (12) Climate change
Reference	
	Integrated Report 2024 “Risk evaluation to identify material issues” (p. 78) https://www.biprogy.com/invest-e/financial/ar.html

Climate Change Risks	
	Climate-related risks assessed as having a high degree of importance to the Group's business have been integrated into the risk classification system of the Group's risk management system as risk drivers — that is, factors contributing to existing risk events within the Group. (Reference: Climate Change Strategy)

Emerging Risks	
	In the midst of continual external change, the BIPROGY Group identifies and works to manage newly emerging and evolving risks. Some of these risks, including the following, could have a significant impact on our business, and may require changes to our business strategies and models going forward.
Risks from Providing Service Businesses Using AI Systems and AI Technology	
	With the rise of generative AI models such as ChatGPT, AI technology is now evolving rapidly. Inappropriate use of AI technology could have negative consequences on privacy and fairness, as well as on protection of human life, safety, and property, and could result in human rights violations. In 2025, the misuse of AI technology continues to become more varied and sophisticated, including spreading false information and fake content, as well as copyright violations. As a result, we can expect the risk of unexpected issues arising that could significantly affect the Group's business areas. Therefore, the Group is enhancing training and project review systems so employees better understand the characteristics of AI and use it appropriately, while continuously monitoring AI-related situations and their risks and considering and implementing countermeasures.
Geopolitical Risks	
	Companies are facing new geopolitical risks, such as those stemming from the intensification of US-China trade friction and Russia's invasion of Ukraine. Accordingly, we continually monitor the potential impact on the Group concerning a wide range of risks, including terrorism, energy supply uncertainty, and possibilities for supply chain disruption. We also recognize that geopolitical factors are behind the rapid increase and sophistication of corporate ransomware attacks in recent years. Given the nature of the Group's business, the impact of this risk is significant, so we are paying close attention to it. As part of our risk mitigation measures, we are proactively carrying out relevant employee training, in addition to various measures such as updating our IT security systems. In 2025, geopolitical risks are increasing due to the situation in the Middle East and issues in the South China Sea. Additionally, concerns about the impact on information systems and networks that serve as social infrastructure have resurfaced, driven by factors such as the origins of cyber warfare and shifts in political balance in various countries. BIPROGY will work to ensure the stability of its network systems, enhance security levels, and further strengthen internal management systems.
Reference	
	BIPROGY Group AI Ethics Principles https://www.biprogy.com/e/com/ai_ethics_principles_BIPROGY_group_e.pdf

Actions Taken in Fiscal 2024	
	In fiscal 2024, we prioritized "strengthening Group-wide risk management functions" and held risk workshops to further analyze the BIPROGY Group's medium- to long-term risks and opportunities, including emerging risks. During these workshops, we identified and assessed risks and opportunities based on changes in external and internal environments, while also considering risk countermeasures with input from external experts. Based on these insights, we are moving forward with developing various definitions and processes to improve our risk management cycle starting from fiscal 2025. Going forward, we will keep working toward a state where strategic management cycles and risk management cycles are aligned.

Risk-Aware Culture

Training on Risk Management	
	At the BIPROGY Group, we conduct training for the senior management team on how to hold emergency press conferences as well as various types of training on crisis and risk management for executives (including outside directors and outside auditors) and organization heads, upon appointment or periodically. In addition, to prepare for disasters, we ask employees, heads of organizations, and members of the disaster countermeasures task force to participate in safety confirmation drills three times a year, in principle (however, from April 2020 to May 2023, actual safety confirmation has been carried out daily as a COVID-19 countermeasure), and to attend training on using the MCA wireless/portal BCP portal site (monthly). We also conduct comprehensive simulation drills for each role in accordance with specific scenarios once a year (however, additional training may be provided depending on results), including reporting disaster conditions and response status as well as providing instructions. The necessary training is provided as needed on a consistent basis

Risk Reporting Process and Information Sharing	
	In order to make it possible for individual employees to notice and report risks proactively, we have set up contact points and hotlines for reporting various risks, system failures, information security incidents, and compliance violations. We have also established various mechanisms that allow employees to share the lessons learned from the risks that have been reported with the Group overall. For example, the Visualized Management Method (VMM), the Group's backcast-type management method, is used to manage information security in organizations, and shared with all employees on the monitoring board

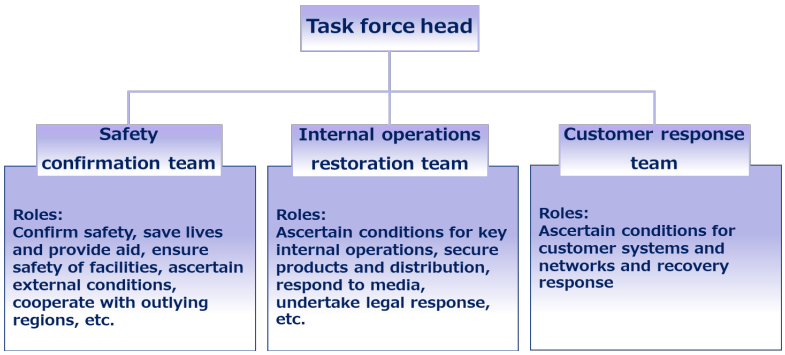
Incentives Related to Risk Management (Reflection in Evaluation and Compensation)	
	In the BIPROGY Group's material issue of "further improving corporate governance and integrity," we have established KPIs and targets related to the key risks of information security and compliance. The outcomes of annual achievement evaluations are linked to executive compensation.

Business Continuity Plan (BCP)

BIPROGY Group BCP	
	Just like electricity, water, and gas, information systems have become an important lifeline essential in maintaining the functioning of society. As an ICT service provider that supports the stable operation of customers' information systems, the Group is strongly committed to its business continuity efforts. In fiscal 2006, we established the Business Continuity Project. The project team is made up 110 people from Group companies, including branches, with the three executives in charge of business continuity taking the lead. In normal times, BCP/BCM are pursued and the plans the Group has established are revised and enhanced, while training is regularly carried out, including general drills for disasters, tabletop exercises, safety confirmation drills, and training for fire and disaster prevention. In the event of a disaster, the project promptly starts to function as a disaster countermeasures tas]k force. In April 2022, the Group reviewed the risks relevant to its business continuity in line with changes in the external environment. It identified the following four risks: • Risk of major natural disasters (e.g., inland earthquake around Tokyo, massive wind and flood damage, ash fall due to eruption of Mt. Fuji) • Risk of loss of human and business resources (e.g., in a fire at the headquarters building) • Risk of the BIPROGY Group's IT infrastructure being unavailable for more than a certain period of time (including outages due to cyberattacks) • Risk of pandemic of a new infectious disease (e.g., novel influenza, novel coronavirus) In light of our experiences with the Great East Japan Earthquake and the government's revised estimates of the damage that would be caused by an inland earthquake around Tokyo or a massive earthquake in the Nankai Trough, the Group decided to develop an even more dependable BCP. Accordingly, we developed the BCP/BCM Resilience Reinforcement Strategy1 in fiscal 2018 and have continued to carry out systematic training and drills to improve the effectiveness of our BCP/BCM and to assess and improve our current BCP/BCM based on external certification standards. We have incorporated an approach based on looking at the potential impact of a disaster and are considering addressing a broader range of risks to business continuity. In addition, since the current workplace culture emphasizes hybrid work styles that involve both working in the office and at home, we have revised our BCP for a large-scale earthquake accordingly, and we are prepared to operate a headquarters disaster countermeasures task force remotely if needed. We will continue to improve the effectiveness of business continuity planning in a telework environment. 1. BCP/BCM Resilience Reinforcement Strategy: This is the Group's medium-term strategy aimed at raising its risk management capacity and resilience as a business ecosystem creator. "Resilience" in this strategy refers to the ability to weather disasters and crises that impede business continuity.

Basic Policy	
	The Group's basic policy is to ensure the continuity of its important businesses, such as customers' systems, network services, and other services that the Group runs, while fulfilling its social responsibilities as a corporate citizen in the event of a major risk that makes business continuity more difficult, such as a large-scale disaster or a new strain of influenza, while taking into account orders and requests from national and local governments and prioritizing people's lives and safety above all else.

Headquarters Disaster Countermeasures Task Force	
	Once the key members of the headquarters disaster countermeasures task force, including the head of the task force and the team leaders, can coordinate through the network and are ready to function as the headquarters, they will establish the task force remotely. The CRMO will serve as the head of the task force. The Group's cloud-based BCP information sharing system (BCP Portal) will be used to share information with task force members as well as officers and other heads of organizations within the Group. The task force's main roles are as follows, with detailed roles defined for each organization comprising the task force. • Confirming the status of safety of employees and officers • Confirming the status of major business locations in the Tokyo area • Collecting information on damage (fires, roads, bridges, etc.) across the Tokyo area • Convening members of the headquarters disaster countermeasures task force according to the damage situation • Maintaining the headquarters environment and providing lifesaving and relief services • Deciding overall response measures to the disaster and issuing instructions to each team • Reporting the situation of the Group to external parties (including the mass media) • Approving applications for procurement of necessary resources • Driving early restoration of damage in cooperation with branches (especially the Kansai branch) • Dissolving the headquarters disaster countermeasures task force In the event of an earthquake with an intensity of lower 6 or higher during weekday working hours that renders the headquarters inoperable or makes travel to the headquarters extremely difficult, an on-site response team will be formed within the headquarters building. The on-site response team will respond to customers, partners, and employees in the headquarters building, ascertain the building's damage status, and take other necessary actions on site.



Natural Disaster Response

Policy on Preventing People from Going Home All at Once in a Disaster

In the event of a disaster occurring during working hours, the Group's basic policy is to ask employees to remain in the office until the safety of their return route can be confirmed. This is in order to cooperate with the national and local governments' initiatives to address the problem of people unable to get home and ensure the safety of employees. Accordingly, we have prepared response measures including stockpiling emergency supplies in offices. In the part of Tokyo in which the headquarters is located, we cooperate with the Tokyo Metropolitan Ordinance on Measures for Persons with Difficulty Returning Home and will discourage employees from returning home all at once. On the day of the Great East Japan Earthquake in March 2011, many customers who had visited the company, in addition to employees, remained in the building until transportation was restored the following morning, and they were all supplied with water, basic food and blankets.

Response in a Disaster

In the event of an inland earthquake in the Tokyo area, we will set up a headquarters disaster countermeasures task force for the Group. However, since it will take time for this task force to be established and begin activities, we will set up a disaster task force at the company's Kansai branch when the disaster first occurs to take the initial steps.

Level	Situation	Response
0	An inland earthquake of seismic intensity 6 or greater has occurred around Tokyo	Set up a disaster task force in Kansai to take the initial steps
1	Aftershocks have calmed down and headquarters disaster countermeasures task force personnel can take action	Set up a disaster countermeasures task force at the headquarters Transfer information from the Kansai task force and start responses
2	Telephones, networks, etc., are partially restored, transportation is partially operational	Restore critical internal operations essential to the restoration of customers' systems
3	Employees can work from home or come into the office by walking about an hour	Restore systems and networks for customers and other parties responsible for social infrastructure
4	Employees can work from home or come into the office almost as usual	Restore systems and networks for all customers

Kansai Disaster Task Force

In the event of an inland earthquake in the Tokyo area with an intensity of lower 6 or greater on the Japanese seismic scale, the Kansai branch will establish a Kansai disaster task force at its own discretion.
The task force will mainly take the following initial responses:
• Gathering and compiling information on damage in the affected areas around Tokyo
• Confirming and compiling safety reports
• Providing information to and relaying information among members of the headquarters disaster countermeasures task force
• Exchanging information and collaborating with members of other branch offices' disaster task forces
• Disseminating information internally and externally

Self-Protection Fire Defense Team

We clearly stipulated the roles of the self-protection fire defense team in ensuring the safety of employees and visitors in the office and coordinating with the disaster countermeasures task force.

Ensuring Continuity of Customer Service	
	The BIPROGY Group has a social mission to quickly restore and continue its customer operations in the event that customers' information systems and networks serviced by the Group are damaged by an earthquake or other disaster. In line with this approach, the Group quickly restored service after the Great East Japan Earthquake.
Approach to Setting Priorities for Recovery	
	In the event of an inland earthquake in the Tokyo area, many customers and many of the Group's resources (employees, offices, facilities, etc.) will be in impacted locations. This may make it difficult to restore all of customers' damaged systems and networks at once. Accordingly, under the Group's BCP, in the event of a major earthquake, we will give priority to restoring the following types of customer systems and networks, since their prompt restoration will be essential for the benefit of the country or broader society. • Systems and networks essential to save human lives • Systems and networks that support Tokyo's strategic functions as designated in the "Report by the Expert Panel on Countermeasures for an Inland Earthquake in the Tokyo Area" by the Central Disaster Management Council • Systems and networks that support social infrastructure
Steps to Sustain Customer Service	
	• Call center switchover In the event that it becomes difficult to operate the call center in the headquarters region, we will set up and switch to a call center at the Kansai branch and continue to respond to inquiries from customers. • Product shipping center switchover In the event that it becomes difficult to operate the product shipping center in the headquarters' area (Tokyo), we will switch to the Kansai region's product shipping center and continue to ship products. • System to dispatch support service staff We maintain a cloud platform that allows us to dispatch support service staff as necessary to customers' centers. In the event of a disaster, staff will be dispatched after confirming the safety of the route. • Telecommunications equipment such as MCA wireless and satellite phones These are already prepared to support emergency communication between the headquarters and branches. • Replacement of internal work system Data of internal work systems that do not affect other customer services is also stored in high-quality, reliable data centers, making it possible to continue operations.

Other Disaster Prevention Measures	
	1. Tabletop exercise at disaster countermeasures taskforce / BCP comprehensive simulation training 2. Training on call center switchover 3. Training on product shipping center switchover 4. Training on switchover to sites monitoring internal system operation 5. Disaster forecasting training in cloud services 6. Safety confirmation training 7. e-learning training 8. Fire and natural disaster preparedness training 9. Training on BCP information sharing system 10. Training on communication between bases 11. Reserves of food and water for three days in offices: All offices have three days' worth of supplies, including for visitors. 12. Elevator survival boxes: Elevators in the headquarters building have emergency boxes containing hand crank emergency lights, drinking water, non-perishable food, toilet bags, ponchos, Mylar blankets, etc.

Responding to the Impact from New Infectious Diseases	
	Responding to a case of new infectious disease, the Group implemented its BCP for each stage — from when the first COVID-19 infections occurred overseas, to when the first infections occurred in Japan, to when infections spread widely, to when the recovery phase began — in line with the New Infectious Diseases Action Plan, which we had previously formulated. The basic policy is stated below. 1. Give the greatest priority to people's lives 2. Comply with the instructions and warnings of national and local governments and cooperate with society wide efforts to respond to the pandemic 3. Continue and relaunch operations after ensuring safety As for concrete responses, the Group established a New Infectious Disease Response Headquarters and analyzed and evaluated the unique properties of the new infectious disease and various situations. After ensuring information security for employees at all Group companies and subcontractors in line with the above basic policy, the Group promoted telework and online meetings, even for customers, and had employees come to the office at non-peak commute times for work that cannot be done via telework and do their work after taking steps to reduce the risk of infection. The Group also ascertained and managed the state of health for all employees and their families and confirmed their work status by checking on their safety every day. In addition to working to prevent the spread of infectious diseases in society, the Group gives the greatest priority to ensuring the safety of employees, customers, subcontractors and suppliers and is moving forward with work style reforms, including telework. We will do all that we can to support the business continuity of customers, remote work, digital transformation, and other such efforts as we accelerate our initiatives to help build a resilient society.

Compliance/Preventing Corruption: Management Approach

Basic Approach

BIPROGY Group Compliance Basic Policy

As a responsible member of society, the Group adheres to both domestic and international laws and regulations, acts in accordance with social norms based on high ethical standards, and conducts sound and transparent business activities. Further, we respect the human rights of all concerned and do not discriminate on the basis of ethnicity, belief, gender, social position, religion, nationality, age, sexual orientation or gender identity, mental or physical disability, or other such characteristics. In order to ensure that this basic policy is thoroughly implemented, we are committed to continuously enriching our corporate culture, working to prevent injustice, and establishing a system of accountability.

BIPROGY Group Code of Conduct

We work toward more effective compliance by thoroughly educating executives and employees on the BIPROGY Group Code of Conduct and Code of Conduct Bylaws. These codes summarize the basic principles to be observed by Group executives and employees, the spirit of major laws, regulations, and internal rule related to our business, and the use of hotlines. The BIPROGY Group Code of Conduct and Code of Conduct Bylaws are reviewed at least once a year by the Compliance Committee secretariat and revised as necessary.

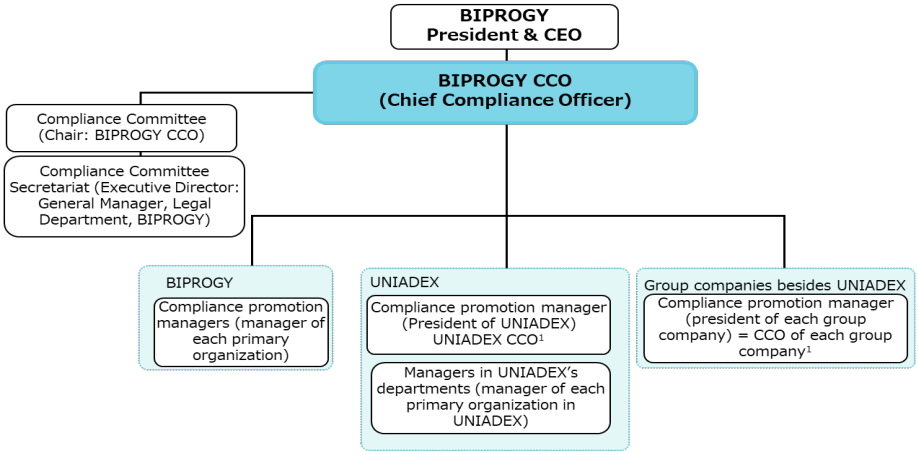
BIPROGY Group Code of Conduct (Available in Japanese only)
https://www.biprogy.com/com/corporate_code_of_conduct.pdf

Implementation Structure

We have established the Compliance Committee, which is chaired by the Chief Compliance Officer (CCO), and we are actively developing a Group-wide compliance program to increase understanding and raise awareness of compliance among Group executives and employees. The following steps are underway.

1. Appoint compliance managers and other required mechanisms to carry out the following:
   - Formulate compliance-related regulations;
   - Educate executives and employees on compliance;
   - Establish routes for internal reporting and thoroughly protect whistleblowers;
   - Respond when problems arise; and
   - Report to Board of Directors on activities.
2. Appropriately discipline violators in accordance with rules and regulations.
3. Task Internal Audit Division with evaluating the suitability and effectiveness of the Group's compliance system and making suggestions and proposals for improvement as necessary.

Compliance Promotion Structure



1. Compliance promotion managers of each group company can appoint their own CCO and delegate the role of their own compliance promotion.

Person in Charge

Yoshiko Yamauchi, Corporate Officer and CCO

Compliance Committee

KPIs and Targets	
	• Improve and upgrade compliance programs (each year) • Spread awareness of integrity among Group executives and employees (each year) • Monitor compliance incident trends (each year) (Reference: Material Issues)

Progress	
	• Improve and upgrade compliance programs (annually) Fiscal 2024 Results Compliance Roundtable activities: Compliance Roundtable events have been held at each Group company since fiscal 2023. Aiming to foster an organizational culture where everyone proactively participates in compliance practices, discussions were held at each workplace level regarding compliance risks and other workplace-specific issues. Improvement of the internal reporting system (compliance hotline): Disseminated messages from the CCO and implemented educational training to continuously communicate the importance of the internal reporting system and the safety and security of its use. Compliance training and awareness-raising: Established Group Compliance Week, and in addition to disseminating messages from CCOs and compliance promotion managers at each Group company, held lectures by external experts to share key points for compliance practice. • Spread awareness of integrity among Group executives and employees (annually) Fiscal 2024 Results Compliance awareness survey results: As in the previous year, the average survey response was “Good,” the highest of four levels. The survey results were shared with the responsible positions in each organization, which led to the implementation of improvement measures. We plan to continue conducting awareness surveys twice a year. • Monitor compliance incident trends (annually) Fiscal 2024 Results Disciplinary action: There were six disciplinary actions in fiscal 2024. This marked a decrease from the eight cases of the previous year, but some cases resulted in serious action. Measures to prevent reoccurrence were implemented for each case.

Compliance/Preventing Corruption: Data

Compliance Management

Compliance Assessment and Identification of Issues

The BIPROGY Group conducts a compliance awareness survey to assess the extent of compliance awareness for all Group executives and employees. The survey is used to identify issues and make improvements in the promotion of compliance. Since fiscal 2022, the survey has been conducted twice a year. The response rate in fiscal 2024 was 99.2% in July and 97.6% in December 2024. The survey response rate is also one of the indicators that we use to measure Group efforts related to the material issue of "further improving corporate governance and integrity."

Results for compliance awareness survey		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Response rate[1]	July survey	%	98.3	97.1	95.6	96.6	99.2
	December survey	%	-	-	97.4	98.0	97.6
	Scope		c	c	c	c	c

1. Conducted twice a year starting in fiscal 2022

Compliance Education

We work hard to ensure thorough awareness of the Group Code of Conduct, which provides a concrete code of conduct for all Group executives and employees. In addition, we hold various trainings and employ various intranet/e-learning-based training systems to continually implement education and training. All of these efforts are tailored to ensure that everyone at the Group understands and thoroughly practices compliance.

The participation rate in the compliance e-learning program for all Group employees in fiscal 2024 was 100%. The rate of participation in this program is another indicator that we use to measure Group efforts related to the material issue of "further improve corporate governance and integrity."

Results for e-learning participation	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Participation rate	%	100	100	100	100	100
Scope		c	c	c	c	c

Communication Channels (Internal Reporting System)

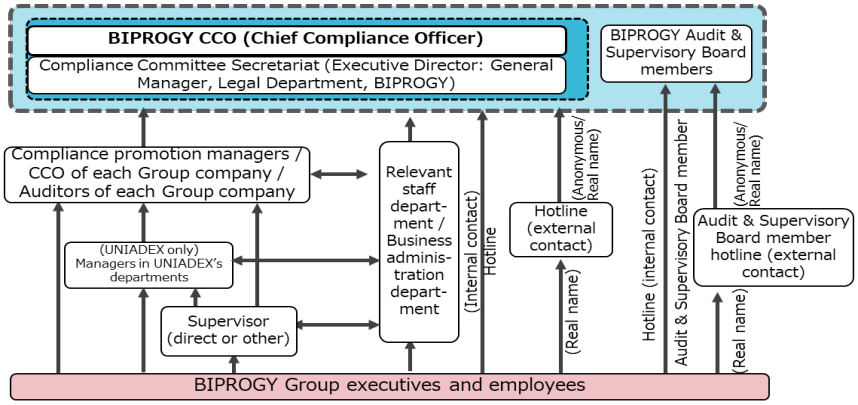
We have established communication channels (a whistleblower system) for Group executives and employees to report and advise on situations when questions or concerns about compliance arise in the course of their work.

We have established direct reporting and consultation channels (hotlines) to the Compliance Committee secretariat and the Audit & Supervisory Board members. In addition to these internal channels, we have set up an external channel operated by an outside specialist company, which allows anonymous reporting and consultation. These channels enable employees to choose the most appropriate route based on the nature of their report or consultation.
In addition, we are committed to protecting whistleblowers by ensuring that those who use this system are not subjected to disadvantageous treatment as a result, and we have established measures to provide whistleblowers with the best possible care (for example, ensuring that reports or details from whistleblowers are not shared with parties other than those directly involved). Further, any executive or employee who subjects a whistleblower to disadvantageous treatment for their actions will be dealt with in a strict manner, including being subject to disciplinary action.

In the event that a violation is reported or discovered, we respond promptly and appropriately, taking strict action against the violator, analyzing the true cause of the violation, and taking measures to prevent recurrence. Status reports on these activities are submitted to the Executive Council and the Board of Directors.

General data on reports and consultations is shared with officers and employees via the intranet by case type, including the number of disciplinary actions taken and types of cautions or guidance issued. Regarding the use of communication channels (internal reporting system), we strive to ensure that employees understand the system and can use it properly through compliance e-learning, other training, and CCO messages.

Reporting/Consulting Routes (Hotlines)



Number of Internal Reports and Disciplinary Actions		FY2020	FY2021	FY2022	FY2023	FY2024
Total number of internal reports		32	39	27	45	42
Total number of disciplinary actions		5	10	5	8	6
Workplace harassment	Number of internal reports	15	21	14	27	21
	Number of disciplinary actions	0	1	1	2	1
Information security violation	Number of internal reports	0	0	1	2	1
	Number of disciplinary actions	1	0	1	1	0
Violation of personal information protection	Number of internal reports	0	0	0	0	0
	Number of disciplinary actions	0	0	1	0	1*
Improper expense claims, etc.	Number of internal reports	2	1	1	3	0
	Number of disciplinary actions	1	4	0	1	0
Improper attendance management	Number of internal reports	2	2	1	2	2
	Number of disciplinary actions	0	1	2	0	0
Bribery	Number of internal reports	0	0	0	0	0
	Number of disciplinary actions	0	0	0	0	0
Money laundering or insider trading	Number of internal reports	0	0	0	0	0
	Number of disciplinary actions	0	0	0	0	0
Conflicts of interest	Number of internal reports	0	0	0	0	0
	Number of disciplinary actions	0	0	0	0	0
Other violations of internal regulations	Number of internal reports	13	15	10	11	18
	Number of disciplinary actions	3	4	1	4	4
	Scope[1]	o	o	o	o	o

1. The hotline is available to any employee of the BIPROGY Group (including temporary and seconded employees), as well as former employees of the Group (up to one year after their retirement), and employees of partner companies.
* The relevant violation occurred in 2023, and the disciplinary action was implemented in FY2024.

Preventing Corruption

Anti-Corruption Policy

The BIPROGY Group endorses the United Nations Global Compact and is committed to working against all forms of corruption, including extortion and bribery. Our basic anti-corruption stance is laid out clearly in the BIPROGY Group Compliance Basic Policy and the BIPROGY Group Code of Conduct, and we work to prevent bribery in any form by carrying out employee training and other educational activities.

We comply with the applicable laws and regulations of the countries and regions in which we operate, including Japan's Unfair Competition Prevention Act. We conduct fair business activities in accordance with sound business practices and socially accepted norms, and we work to prevent bribery for the purpose of obtaining an unfair advantage.

The BIPROGY Group Code of Conduct stipulates the following (Code of Conduct Bylaws, Section 9).
Gifts and entertainment shall not violate laws, regulations or company rules, and shall fall within the scope of socially accepted norms.
1. We do not offer money, gifts, entertainment, or any other benefits to public officials or persons of equivalent status (including foreign public officials) in connection with their duties.
2. We do not offer to or accept from executives or employees of suppliers or other business partners any money, gifts, entertainment, or other benefits that exceed socially accepted norms.
3. We comply with all laws and regulations, including the Political Funds Control Law, when making political donations or contributions to organizations.
4. We comply with laws and regulations in and outside Japan concerning anti-corruption (including prevention of bribery, money laundering, obstruction, etc.)

Anti-Corruption System	
	We have established a system for preventing corruption as part of our compliance promotion. Our communication channels (internal reporting system) are also available for consulting on bribery and other corrupt practices and have handled such issues in the past. Compliance reports submitted to the Board of Directors cover activities related to bribery and other forms of corruption, as well. Our compliance education and training covers the issue of preventing bribery and other forms of corruption. In addition to disseminating the BIPROGY Group Code of Conduct, which stipulates that “gifts and entertainment shall not violate laws, regulations or company rules, and shall fall within the scope of socially accepted norms,” we conduct education and training on an ongoing basis, using Intranet notifications and reminders to ensure that the issue of preventing corruption is thoroughly understood and implemented.

Meetings with Public Officials	
	With regard to gifts and entertainment with public officials and others, our Rules on Advance Notification of Meeting with Public Officials clearly stipulate the conduct and practices that are prohibited when meeting with public officials. We have established a system of advanced notice for such meetings, and we operate the system in accordance with these rules.

Number of Corruption and Bribery Violations	
	No issues related to corruption and bribery occurred in fiscal 2024.

Political Donations and Lobbying	
	Expenditures for donations to political groups and other organizations require advance approval through the prescribed system (ringi seido). In fiscal 2024, there were no expenditures for political donations or lobbying activities. (Excludes membership fees for economic organizations that make policy proposals

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Donations to political organizations	Millions of yen	-	-	0	0	0
Expenditures for industry associations, etc.	Millions of yen	-	-	8.97	13.59	16.76

R&D and Business Promotion Initiatives to Protect Human Dignity

R&D and Business Promotion Initiatives to Protect Human Dignity	
	When researching, developing, and providing services that use not only existing technologies but also new ones, these can have a positive impact on society but also pose risks of negative effects or unforeseen problems. Through collaboration within the BIPROGY Group and with various business partners, we have launched initiatives to anticipate the potential societal impact of newly developed and introduced technologies and services, and to address potential issues and problems before they arise. By offering new technologies and services designed with consideration for ethical and social factors, we seek to create new value that enriches society and to foster a society where everyone can live happily.

Business Ethics Initiatives

Business Ethics Initiatives

In April 2024, we established the Business Ethics Center to provide support on ethical, legal, and social issues (ELSI) as the Group pursues research and development of new technologies and offers services to society leveraging those technologies. The center operates in collaboration with decision-making bodies, including the Sustainability Committee.

Business Ethics Initiatives (BIPROGY Group Website)
https://www.biprogy.com/com/tech/business_ethics.html
(Available in Japanese only)

Life Science Research Ethics Committee

Life Science Research Ethics Committee

The Life Science Research Ethics Committee invites outside experts to review the ethical considerations and scientific validity of research on human subjects. These reviews serve to protect the dignity of those participating in research on human subjects, ensure that society can trust our corporate handling of personal information, and, by creating an environment in which employees are able to conduct research without worry and promote innovation. In addition, the committee's activities (operating protocol, minutes from meetings, etc.) are widely disclosed to stakeholders via the official Group website.

Life Science Research Ethics Committee Members

Field	Name	Position	Institution
Natural sciences	Kazuhiro Sakurada	Chair	Keio University School of Medicine
Society and ethics	Ayako Kamisato	Member	Research Institute, National Center for Child Health and Development
General	Masayo Ono	Member	PR Consulting Dentsu Inc.
Society and ethics	Chihiro Yoshida	Member	BIPROGY Inc.
Natural sciences	Aiko Korin	Member	BIPROGY Inc.

No. of committee meetings held: 17 (as of end of May 2025)
No. of items submitted for discussion: 22

Life Science Research Ethics Committee (BIPROGY Group Website) (Available in Japanese only)
https://www.biprogy.com/com/tech/research_ethics/
Declaration of Helsinki, World Medical Association
https://www.wma.net/policies-post/wma-declaration-of-helsinki/
Guidelines for Research (Ministry of Health, Labour and Welfare website) (Available in Japanese only)
https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/hokabunya/kenkyujigyou/i-kenkyu/

Formulating and Enforcing AI Ethics Principles

Formulating and Enforcing AI Ethics Principles

In recent years, computing architectures created to handle vast amounts of digital data and AI technologies that learn from accumulated data and perform recognition and inference have begun to contribute significantly to improving the quality of people's lives. This is also a key technology that will contribute to solving many issues, such as health and well-being and climate change, which are addressed by the United Nations Sustainable Development Goals (SDGs), which set out the commitment to leave no one behind on this planet. While AI technology has the power to enrich and transform our society, it also has the potential to negatively impact society by undermining individual privacy, diversity, and fairness, unless it is used, operated, and managed appropriately. As the adoption of AI continues to expand with the advancement of generative AI, it is becoming increasingly important to ensure appropriate AI use, training data security, and the protection of intellectual property rights. In recognition of the potential positive and negative impacts of AI on people, the Group has formulated and implemented AI Ethics Principles, has trained employees on AI ethics, and has enhanced systems to support project response measures. We are appropriately addressing the ethical, legal and social issues (ELSI) that arise with the rapid development of science and technology.

BIPROGY Group AI Ethics Principles (BIPROGY Group website)
https://www.biprogy.com/e/com/ai_ethics_principles_BIPROGY_group_e.pdf
Risks arising from the provision of services based on AI systems and technology (BIPROGY Group website) (Available in Japanese only)
https://biprogy.disclosure.site/ja/themes/113

Utilization of Data/AI	
	The BIPROGY Group develops and delivers various services based on the concept of "solving corporate and social issues through data analysis and AI technologies" and aims to enhance data utilization in an era of volatility, uncertainty, complexity, and ambiguity. In the field of generative AI, we intend to develop a differentiated business by leveraging our expertise and intellectual property in natural language processing, which our Group has been working on for many years. Many companies and government agencies are considering the use of this technology, with high hopes for its convenience and impact, such as increased business efficiency and business sophistication. However, a certain level of skill is required to effectively use it, such as knowledge of generative AI and judgment of its suitability for a task. In addition, concerns and risks associated with the use of AI, such as leakage of confidential information and violation of privacy and rights, must also be addressed. In February 2020, the Group formulated the BIPROGY Group AI Ethics Principles, followed in April 2023 by our Guidelines for the Business Use of ChatGPT and Other Generative AI. We are actively working to apply generative AI to our own operations, and to deliver services to our customers.

Tax Risk and Compliance

Tax Policy	
	Tax Policy https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/taxpolicy_e.pdf

Tax Payments by Region (FY2024)		Number of employee (Individuals)	Revenue (Millions of yen)	Income before income taxes (Millions of yen)	Income tax accrued (Millions of yen)	Income tax paid (Millions of yen)
Amount recorded in consolidated financial statements		8,362	404,010	38,789	12,686	13,020
(Breakdown by country/region)	Japan[1]	7,864	398,087	38,414	12,643	12,947
	Other	498	5,923	374	43	73

Company name and main business

Country/region	Company name	Main business
Japan	BIPROGY Inc. IADEX, Ltd. UEL Corporation TRADE VISION, Ltd. G&U System Service, Ltd. Cambridge Technology Partners Inc. S&I Co., Ltd. UNIAID Co., Ltd. AFAS Inc. International Systems Development Co., Ltd. Canal Ventures, Ltd. Canal Ventures Collaboration Fund 1 Investment Limited Partnership Canal Ventures Collaboration Fund 2 Investment Limited Partnership BIPROGY Challenged Inc. Emellience Partners Inc. Green Digital & Innovation Inc. V-Drive Technologies Inc.	(System services) Provision of contracted software development, system engineering services, consulting, etc. (Support services) Provision of software and hardware maintenance services and installation support (Outsourcing) Provision of entrusted operation of information systems and other services (Software) Provision of software and other services under software license agreements (Hardware) Provision of hardware under equipment sales or lease contracts
China	Netmarks Information Technology (Shanghai) Co., Ltd.	
Vietnam	USOL Vietnam Co., Ltd.	
Singapore	Axxis Consulting (S) Pte. Ltd. Axxis Technologies (S) Pte. Ltd. AFON IT Pte. Ltd. AFON Systems Pte. Ltd. AFON Technologies Pte. Ltd.	
Malaysia	Axxis Consulting (M) Sdn. Bhd. iByte Solutions Sdn. Bhd.	
Thailand	UEL (Thailand) Co.,Ltd. Nexus System Resources Co., Ltd. Nexus System Resources Holdings Co., Ltd.	
US	BIPROGY USA, Inc. Cambridge Technology Partners Inc.	

1. Including consolidation adjustments, etc.

Information Security: Management Approach

Basic Approach

The BIPROGY Group views information security management as its most important issue as an ICT service provider. Ever since we formed the Information Security Committee in 1990, we have been working steadily on information security measures. In 2018, we revised our cybersecurity strategy to ensure our business remains resilient, and we continue to take a wide range of measures.

Basic Policy on Information Security (Available in Japanese only)
https://www.biprogy.com/com/info_security/

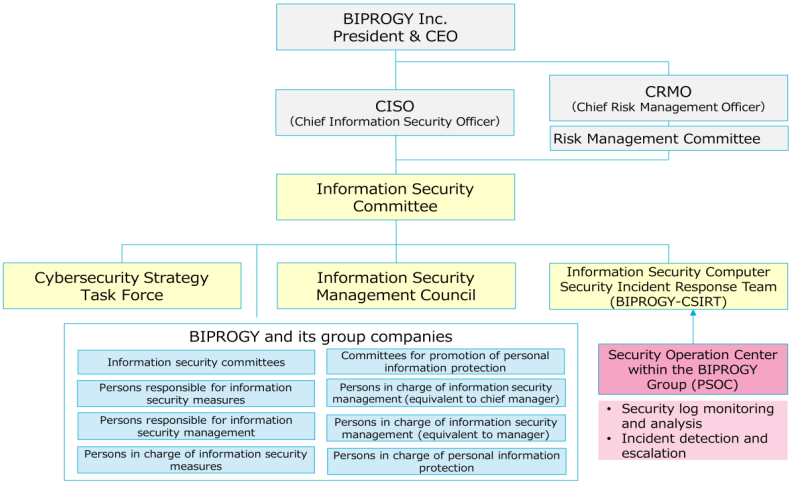
Implementation Structure

The BIPROGY Group's information security systems are comprised of the Information Security Committee, which is chaired by the Chief Information Security Officer (CISO) and the organizations under the committee, as well as the persons responsible for information security within each organization.

The Information Security Committee promotes the Group's information security strategy and the protection of personal information, considering and promoting policies based on these measures. The Committee works across the Group with the Risk Management Committee, chaired by the CRMO, to ensure that, in the event of a serious incident, causes are investigated and recurrence prevention measures are put in place. The CRMO reports the activities of the Information Security Committee to the Executive Council and the Board of Directors. The Group CISO is also a member of the Sustainability Committee. The Corporate Sustainability Officer, the chair of the committee, reports to the Board of Directors on information security matters that affect the Group's overall sustainability strategy, such as progress on initiatives to address material issues.

In order to address cybersecurity, the Cybersecurity Strategy Task Force was established under the umbrella of the Information Security Committee. The taskforce drives cross-organizational measures by coordinating efforts by related departments and organizations within the Group. In addition, the Group has set up and operates the Computer Security Incident Response Team (CSIRT), which specializes in preventing cyberattacks and responding to them, and the Security Operation Center (SOC), which monitors and analyzes threats to the Group's networks as well as cyber threats. Persons responsible for information security measures and personal information managers in each organization hold centralized responsibility for each organization's respective information security issues. They are responsible for ensuring thorough awareness of the rules within the organization, introducing and managing policies, confirming and reviewing policy implementation, and continually making modifications to maintain and improve information security.

Information Security and Personal Information Protection Promotion System



Person in Charge

Takashi Miyashita, Corporate Officer and CISO

Deliberative Body

Information Security Committee

KPIs and Targets

KPI	Target	Target Year
Number of serious security incidents	0件	Each year
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 the end of March, 2027
Coverage rate of special operation management[1]	100%	As of the end of March, 2027

1. 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.)

進捗

KPI	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of serious security incidents	Individuals	0	0	1	1	0
Percentage of group companies in Japan that have applied data protection security mechanisms for hybrid work (blend of working remotely and in the office)	%	-	-	-	-	-
Coverage rate of special operation management	%	-	-	-	-	-

Information Security: Data

Information Security Management

Information Security Management System	
	Acquisition of ISMS (ISO/IEC27001: 2013 / JIS Q 27001: 2014) certifications (as of April 2025) • BIPROGY Inc. • UEL Corporation • Cambridge Technology Partners Inc. • AFAS Inc. • Canal Payment Service, Ltd. • UNIADEX, Ltd. • S&I Co., Ltd. • USOL VIETNAM Co., Ltd. • International Systems Development Co., Ltd. • G&U System Service, Ltd. • TRADE VISION, Ltd. • UNIAID Co., Ltd. • BIPROGY Welfare Society

Information Security Training	
	The Group gives grade-specific training for all Group employees via e-learning, cyber security training and lectures for engineers, and systematic training for contractors. The goal of all of these is to ensure that we appropriately and promptly address information security threats, which are becoming more and more complex and sophisticated. In addition, we take regular steps to raise awareness of security and make it part of our culture, such as automatically displaying messages on information security every day when computers are turned on. We include external case studies in our original training materials to foster crisis awareness and a shared sense of ownership. In addition, we have established a clear escalation process to report security incidents, and we ensure that all employees are familiar with it during information security training. The participation rate for the security e-learning program for all Group employees, which includes information on personal information protection, was 100% in fiscal 2024.

Information Security Measures

Cybersecurity Strategy	
	Cyberattacks today are growing more and more sophisticated, and exploiting an increasing number of routes. As an ICT company, we must make effective use of data to operate our business, and we must also properly handle the personal and confidential information of numerous customers. Accordingly, we believe addressing cybersecurity risks is a top-priority issue. We also view creating new businesses by leveraging digital transformation and addressing cyber security risks as inseparable. To manage cybersecurity, the Group has established cybersecurity strategies based on the Government of Japan's Cybersecurity Strategy and the Ministry of Economy, Trade and Industry's Cybersecurity Management Guidelines, among others. Our strategies articulate the vision, mission and objectivities needed to implement cybersecurity management in an ongoing way, and they consist of broad-ranging and diverse security measures. In order to implement them, cybersecurity management is executed under the Information Security Committee, which oversees the Group's overall information security management. Our specific efforts include: 1. strengthening CSIRT to respond to emergencies; 2. conducting assessments in line with the cybersecurity framework (CSF) established by the U.S. National Institute of Standards and Technology (NIST) and then implementing priority measures according to risk based on assessment results; 3. reinforcing crisis response abilities through education and training; 4. creating a cybersecurity response infrastructure and shifting to a zero-trust model[1]; 5. participating in the Cybersecurity Council, an information-sharing system between the government and the private sector promoted by the government of Japan, as a cyber-related business; 6. carrying out vulnerability analysis, including simulations of cyberattacks;

7. monitoring of IT infrastructure and information security management systems by external auditors[2] ; and
8. securing an appropriate level of insurance coverage to cover data leaks due to unforeseen accidents.

In fiscal 2021, we conducted an assessment to clarify our maturity level, and identified three core focuses for our basic security policy over the three years. These are “implementing cybersecurity policies for the increasingly diverse business environment,” “improving our response to security threats that could cause major incidents,” and “providing ongoing security measures that fully take into account the whole system life cycle.”

In fiscal 2024, we conducted third-party cybersecurity assessments using the NIST Cybersecurity Framework (CSF) 2.0. To address vulnerabilities, we are implementing the collection, analysis, and internal sharing of vulnerability information, performing vulnerability assessments for internet-facing services, and utilizing cloud monitoring. Additionally, we are using a SaaS-based security assessment platform for attack surface management and conducting vulnerability identification for externally exposed assets.

1. An approach to protecting security by confirming users and devices and examining whether they have access authorization, based on the premise that no access should be trusted and all should be examined.
2. These include external audits related to ISMS certification and the PrivacyMark system, as well as a survey and interviews by an auditing firm.

Overview of the BIPROGY Group's Cybersecurity Strategy

Vision	Cybersecurity Foresight Implement Digital Commons in society and provide a secure environment that befits us as a business ecosystem creator that connects diverse companies.				
Mission	Realizing cybersecurity management that befits us as a company providing value that creates a more affluent society together with our customers and partners and solving social issues as we strive for the world-highest level of information security at all times.				
Objectives	1. Provide secure platforms for customers and partners as a basis for business ecosystems 2. Maintain and improve the management quality of the Group so that it is chosen by customers and partners with peace of mind 3. Establish secure environments in which each employee can protect information assets and collaborate with various people on site				
Measures	System measures		Visualization measures	Organizational and process measures	Human resource measures
	Customer systems and services Provide highly secure services and platforms	Internal systems Continuously provide a safe environment	Disclose and share information	Build systems that are not vulnerable to cyberattacks	Improve the skills, abilities, and awareness of Group executives and employees

Declaration of Keidanren Cyber Security Management 2.0
Keidanren

Cybersecurity Management Guidelines
Japan's Ministry of Economy, Trade and Industry

Cybersecurity Strategy
Government of Japan

Information Security Incidents

Ensuring zero serious security incidents is one of the Group’s materiality KPIs and targets, and performance in this area is linked to annual executive compensation. There were no serious security incidents in fiscal 2024.
As part of response to the earlier loss of USB flash drives on June 21, 2022, the measures initially planned to prevent recurrence of this incident have been implemented or have been concretely scheduled for future implementation. Moreover, we are still investigating and implementing further improvement measures, while also taking steps to maintain employee awareness of this incident and to ensure that security procedures are top of mind.

Loss of USB flash drives (Available in Japanese only)
https://www.biprogy.com/com/info_security/info202206.html

Protection of Personal Information

Policy on Protection of Personal Information	
	The BIPROGY Group recognizes the importance of appropriately handling and protecting personal information, and it has established a basic policy on the protection of personal information to fulfill its social responsibility as a corporate enterprise. All Group executives and employees are familiarized with and trained in these policies, and we prioritize compliance across all of our corporate activities.
	Basic Policy of Personal Information Protection for BIPROGY https://www.biprogy.com/e/privacy/ Basic Policy of Personal Information Protection for BIPROGY Group https://www.biprogy.com/e/privacy/ Personal Information Handling https://www.biprogy.com/e/privacy/ Protection of Personal Information on the Website of the Company https://www.biprogy.com/e/privacy/

Personal Information Protection System	
	The CISO is responsible for the BIPROGY Group's protection of personal information. In accordance with our personal information protection management system, we establish a personal information protection strategy, and the Information Security Committee, chaired by the CISO, and committees for promotion of personal information protection consider and promote various measures. In the event of a major incident, these committees work with the Risk Management Committee, chaired by the CRMO, to investigate the cause and ensure that measures to prevent recurrence are thoroughly implemented throughout the Group. The CRMO reports on the activities of the Information Security Committee to the Executive Council and the Board of Directors. In addition, the personal information manager of each organization manages and supervises personal information, and the persons in charge of personal information protection assist each personal information manager in achieving the organization's goals. Further, an internal audit of information security and personal information protection is conducted every year. (Reference: Information Security and Personal Information Protection Promotion System)

Obtaining the PrivacyMark	
	PrivacyMark certification status (as of April 1, 2025) • BIPROGY Inc. • UEL Corporation • UNIADEX, Ltd. • S&I Co., Ltd. • International Systems Development Co., Ltd. • TRADE VISION, Ltd. The PrivacyMark is granted to a business when a third-party organization certifies that the business is in compliance with JIS Q 15001 and has established a system to take appropriate protection measures for personal information.

Training for Personal Information Protection	
	(Reference: Information Security Training)

Use for Secondary Purpose	
	The BIPROGY Group prohibits the use of personal information for purposes other than those indicated at the time of acquisition. If we wish to change the purpose of use, we first reobtain the consent of the individuals concerned. The purpose of use and actual use are monitored through inventory using a control ledger. There were zero cases of use of personal information for purposes other than those stated in fiscal 2024.

Response to Government or Legal Requests for the Submission of Personal Information	
	We do not respond to all requests. For example, if we receive an inquiry from an investigative agency, we will ensure that it is based on formal procedures and that the information provided is relevant to the investigation. As set forth in the BIPROGY Group Human Rights Policy, when there is a difference between national laws and international human rights standards, we will strive to follow the higher standard. When there is a conflict between the two, we will seek ways to respect internationally recognized human rights principles.
	BIPROGY Group Human Rights Policy https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/humanrightspolicy_e.pdf

Response to the EU's General Data Protection Regulation	
	The General Data Protection Regulation (GDPR) is a unified rule established by the EU aimed at protecting personal data within the EU, which went into effect on May 25, 2018. The GDPR applies to EU member countries, but it also applies to Japanese companies in the following cases: 1. when a product or service is offered to individuals residing in the EU; 2. when the actions of individuals within the EU are being managed and monitored (for example, advertising and marketing, tracking purchase history, etc.); 3. when the customer has personal data related to an individual residing in the EU and has received a commission to "process" this information.[1] The Group has established regulations to address the above cases and strives to familiarize Group executive officers and employees with these requirements while also setting up a system and process for checking which business projects may be subject to the GDPR. The Group's system for protecting personal information is based on Japan's Act on the Protection of Personal Information, but the Group also responds appropriately with changes to its internal regulations in line with the status of implementation of the GDPR, social trends related to the protection of personal data, and any changes in the Group's business models. 1. Only applies to Article 28 of the GDPR (the obligations of the processor)

Personal Information Protection Violations and Inquiries Received	
	In fiscal 2024, there were no personal information protection incidents due to inadequate information security measures.

Supply Chain Management: Management Approach

Basic Approach

The BIPROGY Group believes it is important to work earnestly with partners to create solutions for environmental and social issues, thereby helping to build a sustainable world. This is why we collaborate with suppliers across our supply chain on initiatives designed to address environmental, social (human rights), and governance issues, all the while adapting our approaches to social change.

In doing so, the Group shares and promotes the aspiration to build a sustainable world with its suppliers, focusing on forging a responsible supply chain by practicing fair and transparent purchasing and procurement with full consideration of ESG issues such as human rights and the environment.

BIPROGY Group Procurement and Transaction Guidelines (Available in Japanese only)
https://www.biprogy.com/com/purchase.html

BIPROGY Group Sustainable Procurement Guidelines
https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/Sustainable_Procurement_Guidelines_e.pdf

Implementation Structure

The Group works hard to build a sustainable world, and an important part of this effort is guided by the BIPROGY Group Procurement and Transaction Guidelines and the BIPROGY Group Sustainable Procurement Guidelines. We require suppliers throughout our supply chain to follow these guidelines, and we engage in activities to provide information and facilitate dialogue, thereby fostering and maintaining trust relationships. Led by the Procurement Management Department and Sustainability Management Promotion Department, related organizations collaborate to develop a framework for promoting sustainability across the supply chain.

All these activities are reported to and discussed by the Sustainability Committee and the Executive Council, and we work on making improvements.

Person in Charge

Koji Katsuya, Representative Director, Executive Corporate Officer, CSO

Deliberative Body

Sustainability Committee

KPIs and Targets

KPI	Target	Target Year
Percentage of BIPROGY Group suppliers having taken the ESG risk survey	100%	FY2026
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

References

Information Security: Management Approach

Environment: Management Approach

Business and Human Rights: Management Approach

Progress

KPI	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of BIPROGY Group suppliers having taken the ESG risk survey	%	-	-	-	-	70.3
Percentage of suppliers that currently adhere to or have launched improvements to material ESG risk items that the BIPROGY Group has set for suppliers	%	-	-	-	-	- *

* "—" in the FY2024 Results column indicates that the item was not applicable in that year.

Supply Chain Management: Data

Supply Chain Situation

Key Business Partners	
	BIPROGY Inc., the Group's core company, operates a partner system for outsource service providers that develop information systems and provide operation and maintenance services. We conduct partner evaluations based on multiple criteria such as transaction volume, quality, performance, and business conditions, and we certify outstanding companies as "Business Service Partners." As of June 2025, the Group has 63 of these Business Service Partners. Moreover, development outsourced to overseas companies and their subsidiaries is also expanding, and more than 10% of transactions with partner companies are overseas.

Supply Chain Risk Assessment

Overall Plan	
	To fulfill our social responsibility throughout the supply chain and promote a sustainable economy and society, we have developed a comprehensive roadmap, created annual plans, and are implementing them. Based on these plans, we will gradually expand the list of suppliers to be investigated. Additionally, based on survey results, we will request necessary improvements, verify compliance, and engage in dialogue to create a better supply chain. Additionally, we will verify compliance matters when contracting with new suppliers, review operational processes for ongoing regular transactions with existing suppliers, implement sustainable assessment and monitoring, and promote due diligence throughout the supply chain.

Survey Implementation for Suppliers	
	We perform document-based surveys to verify suppliers' initiatives in areas such as human rights, labor, environment, fair business practices, quality, safety, and information security. The survey is carried out by distributing self-check sheets that include the Group's original questions alongside those developed by the Global Compact Network Japan (GCNJ) supply chain subcommittee. Additionally, in terms of information security, we conduct a survey to verify and improve compliance with and handling of information security requirements by suppliers responsible for system development and software development information deliverables contracting (collectively called "system development"), and system engineering services (collectively called "SES").
Survey Target	
	Based on fiscal 2023 transaction results, the top 80% of business partners by transaction amount for BIPROGY Inc. and UNIADEX, Ltd. (156 companies, representing 70.3% of the entire Group
Main Survey Points	
	• Formulation of human rights policy and conducting due diligence • Respect for human rights (forced labor, child labor, freedom of association and the right to collective bargaining, discrimination, working hours, wages, harassment) • Ensuring health and safety • Formulating environmental policy and establishing management systems • Managing resources (waste reduction, etc.) • Securing biodiversity • Climate change (energy consumption and CO2 emissions during product manufacturing, and reduction of GHG emissions from company activities, etc.) • Environmental pollution countermeasures (water, air, and soil pollution, as well as control of vibration, noise, and offensive odors, along with appropriate management of chemical substances, etc.) • Compliance • Preventing corruption • Information security • Conflict minerals • Privacy • Supply chain management

Survey Results	
	The survey conducted in fiscal 2024 confirmed that each company is actively working to address the areas of "fair business practices" and "information security." On the other hand, differences were found among suppliers in their responses within the "human rights" and "environment" fields. Based on these findings, in fiscal 2025, we will further strengthen engagement with suppliers and expand the range of suppliers subject to the survey.

Practicing Sustainable Procurement

Engagement with Suppliers	
	The BIPROGY Group strives to build relationships of mutual trust and ensure fair and impartial transactions by sharing its Procurement and Transaction Guidelines and its Sustainable Procurement Guidelines, and by maintaining good communication with suppliers on a daily basis. We provide information to suppliers through a supplier web portal and with regular document distribution. We also hold annual exchange meetings with suppliers to share information. The Group is a member of the Global Compact Network Japan (GCNJ) supply chain subcommittee, and we strive to share opinions with and gather information from participating companies and NGOs.

Grievance Mechanism for Suppliers	
	We have established a dedicated compliance hotline for BIPROGY Group suppliers, which allows them to anonymously report compliance concerns and consult with hotline operators. When reports are received or violations are identified, we respond quickly and appropriately, taking strict action against violators, examining the underlying causes, and implementing measures to prevent future occurrences. In fiscal 2024, there was one report, and no instances of recognized violations resulting in disciplinary action.

Customer Relationship Management: Management Approach

Basic Approach	
	The level of quality demanded of information systems, which are a critical component of social infrastructure, continues to rise. Keeping pace, the BIPROGY Group builds and maintains quality assurance systems and frameworks to ensure the provision of high-quality products and services. Through these systems and frameworks, we seek to provide comprehensive quality assurance for our software, hardware, and services. Our goal is to ensure that customers can completely trust us with every stage of the process—from proposal, to development, maintenance, and operation of systems and services.

KPI and Target	
	As an indicator for measuring the stability required by society, we have set a target online uptime rate of at least 99.990%.

Progress							
	The actual online uptime rate for fiscal 2024 was 99.999%						
KPI		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
	Online uptime rate	%	99.996	99.999	99.998	99.999	99.999

Taking Responsibility for Products and Services

Quality Management System

We have acquired ISO 9001 certification for the design, development, and servicing (maintenance of delivered products) of package software for government offices and municipalities. With our systems development standardized through ISBP, we have a framework in place that allows us to develop systems of the same ISO9001-certified quality in all of the development work that we do.

Quality Assurance Delivered by the Information Services Business Process

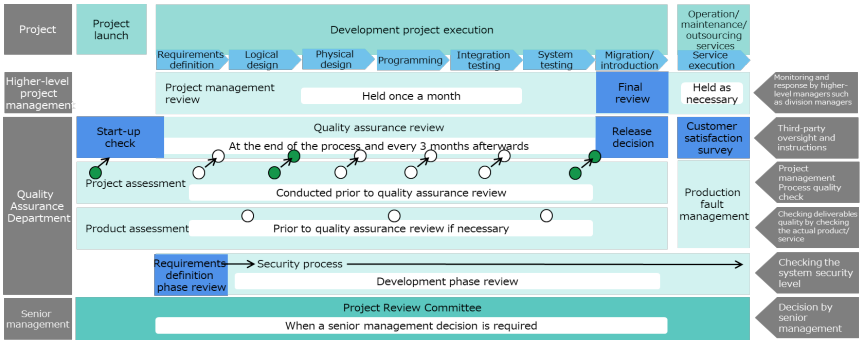
The standard business process we use is called the Information Services Business Process (ISBP). It seamlessly integrates all the work required to develop high-quality systems. ISBP comprises three sub-processes.

• Engineering process: Provides the means for developing services that meet customer requirements.
• Project management process: Ensures project conditions are visible and controlled, while sharing these conditions with customers.
• Quality assurance process: Checks and guarantees at each step of the process that the system has been created using the proper procedures.

Our Project Review Committee, as defined under ISBP, deliberates upon and evaluates key issues related to the provision of products and services.

(Reference: Corporate Governance Structure)

Quality Assurance Process from Development to Operation, Maintenance, and Outsourcing Services



Quality Assurance Process in Development Projects

The quality assurance process for developing customer systems involves quality assurance activities carried out by members of the development project, as well as continuous and systematic confirmation by individuals outside of the project that the project is being conducted in a sound manner and that the quality of deliverables is maintained. Corrective measures are taken as necessary.

With the increasing number of projects where we utilize services and products from other companies to provide our services, we require safety and security checks when adopting external services or products. We also verify those companies' capability to deliver ongoing maintenance in order to ensure the stability of the services that we provide.

Quality Assurance Process in Operation/Maintenance and Outsourcing Services

To ensure that customers are able to use our systems and services without worry long after the developed system is in place, we continuously verify service quality throughout the operation, maintenance, and outsourcing services of the systems that we operate and manage for customers.

Responding to System Failure	
	It is crucial that any failure that may occur at a customer site be managed by promptly communicating this information to relevant departments, providing the customer with an accurate initial response and report, and following up on the subsequent situation. We ensure, prompt, high-quality management of any failures, as described above and in compliance with Ministry of Economy, Trade and Industry guidelines and IPA/SEC definitions. To accomplish this, we employ a failure report framework for the systems that we operate and manage for our customers. In addition, we analyze the data gathered from failure reports as needed and take comprehensive preventative measures when necessary.

Customer Satisfaction

Initiatives to Increase Customer Satisfaction							
	The BIPROGY Group has more than 5,000 customers, in a wide range of industries and business categories. We take seriously the customer opinions we receive directly in our daily operations, in customer satisfaction surveys conducted after our systems are up and running, and via our customer service call centers. We work to use this valuable feedback consistently to drive improvements within our Group companies and divisions. The survey results are also shared with the Group's customer service departments, and we strive to increase customer satisfaction through improvement activities.						
Customer satisfaction survey results		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
	Customer satisfaction level	%[1]	86.4	93.3	83.5	79.6	86.5

1. Questionnaire surveys were conducted for each project, and the percentage of respondents who answered "Satisfied" or "Mostly satisfied" (total of the top two responses on a four-point scale) was calculated.

Environment

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Basic Approach

There is growing concern about threats to the foundations of survival of current and future generations as the stability of ecosystems and safe access to water is endangered for multiple reasons, including more severe weather-related disasters caused by global warming. In the international community, net-zero-emission initiatives to make effective use of resources and eliminate environmental impact in order to achieve carbon neutrality by the mid-21st century are accelerating, and there is greater interest in increasing biodiversity.

With the goal of mitigating and adapting to climate change and establishing a circular economic system, we have been strengthening our environmental management under our Long-Term Environmental Vision 2050 and Vision 2030. We are aiming to build a world of net-zero emissions by reducing GHG emissions in our business activities and contributing to the environment through the provision of services to customers and the digital commons that the Group creates and participates in. In addition to initiatives focusing on material issues, we are moving forward with initiatives such as cooperating with customers and partners and conducting education to raise employees' environmental awareness.

Long-Term Environmental Vision 2050

Given the escalating severity of global environmental issues such as climate change, as well as the growing public expectations for companies to address them, in July 2020, the BIPROGY Group announced its Long-Term Environmental Vision 2050. This vision outlines the kind of sustainable world the Group would like to help build by 2050, along with the approaches and direction for Group initiatives to fulfill this objective. By working to achieve this vision, we intend to fulfill our social responsibilities in a manner befitting a company that seeks to help solve social issues together with customers and business partners, while also promoting further growth.

Through the Group's business activities, its contributions to the environment go beyond reducing its own greenhouse gas (GHG) emissions, encompassing all of its stakeholders involved in the creation of business ecosystems and the digital commons. The BIPROGY Group's target is to help build a world of net-zero emissions.

The BIPROGY Group contributes to the environment through digital technology. We promote collaboration and cooperation in the transition to a low-carbon society by providing services that facilitate carbon neutrality and the circular economy, and through the digital commons that the Group has built and in which it participates. At the same time, we are strengthening measures to reduce GHG emissions in order to reduce the environmental impact of our business activities. Through these efforts, we aim to contribute to the early realization of a world of net-zero emissions.

BIPROGY Group Long-Term Environmental Vision 2050

Environmental Policy

BIPROGY Group Environmental Policy
https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/environmentalpolicy_e.pdf

Implementation Structure	
	The Environmental Contribution Committee, which focuses exclusively on environmental contributions, was established under the Sustainability Committee, a decision-making body formed in 2020. The Environmental Contribution Committee considers policies on how the Group should address environmental contribution, designs mechanisms to promote it, and monitors the implementation status of initiatives. The Environmental Contribution Committee reports to the Sustainability Committee on the matters it discusses and the status of activities. Meanwhile, the Sustainability Committee discusses and makes decisions on important matters discussed by the Environmental Contribution Committee that would have a substantial impact on the Group's earnings and business strategy. The status of the Sustainability Committee's activities is reported regularly to the Board of Directors. In addition, an annual internal environmental audit is conducted by the Internal Audit Department, which reports directly to the company president. The aim is to check whether the Environmental Contribution Committee is performing its activity management role appropriately.
Person in Charge	
	Koji Katsuya, Representative Director, Executive Corporate Officer, CSO
Deliberative Body	
	Sustainability Committee Environmental Contribution Committee

KPIs and Targets

KPI	Target	Target Year
Zero emission achievement rate1 (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society)[1]	100% or more	FY2030
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
Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021)	25% or more	FY2030

1. The zero emission achievement rate is 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.

Progress

KPI	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Zero emission achievement rate1 (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society)	%	-	132.9	174.6	232.8	279.9
Percentage of business opportunities and risks identified via climate change scenario analysis (impact evaluation) for which a risk response has been implemented	%	-	100	100	100	100
Percentage of purchased energy used at the BIPROGY Group business locations that is renewable energy	%	-	7.4	23.4	27.2	33.1
Reduction rate in GHG emissions (Scope 1 + Scope 2) (compared to FY2019)	%	-	9.0	25.1	37.5	42.1
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	%	-	-	-	19.1	23.1
Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021)	%	-	-	-	-	17.4

Environmental Management

Environmental Contribution Committee

Purpose of Establishment

Consider policies for addressing environmental contribution, manage and oversee design of mechanisms to promote it

Main Members

Chair: Corporate officer (in charge of corporate planning, sustainability promotion and risk management)
Committee members: Persons in charge in each business department and persons in charge of corporate planning , sustainability promotion, and procurement management organizations (general manager/manager class)
(Fiscal 2024)

Date of Establishment

October 2020

Frequency of Meetings (Results)

In principle, three times a year (set by Rules for Administration of Environmental Contribution Committee)
(Fiscal 2024: Six times)

Main Activities/Achievements

Fiscal 2024
• Revised environmental policy (added considerations for natural capital, including biodiversity, water security, waste management, and resource circulation)
• Conducted TNFD scoping for water security and biodiversity
• Evaluated business opportunities and impacts using climate change scenario analysis (quantified transition risks and physical risks)
• Obtained Science Based Targets (SBT) verification
• Expressed support for the Task Force on Nature-related Financial Disclosures (TNFD) in February 2025
• Published BIPROGY Group TCFD/TNFD Report

Main Reports to Sustainability Committee

Fiscal 2024
• Annual activity policy and action plan
• Declaration of support for TNFD recommendations and corresponding Group initiatives
• Publication of BIPROGY Group TCFD/TNFD Report
• Annual KPI achievement evaluation and activity results

Environmental Management System

The BIPROGY Group complies with relevant laws and regulations related to environmental conservation, as well as with other requirements. To ensure that our business activities are environmentally friendly, we have established an ISO 14001-certified group environmental management system, which serves as the basis for managing these activities. Moreover, to strengthen governance regarding the promotion and implementation of environmental contribution activities across the Group, we have integrated our environmental management system into the activities of the Environmental Contribution Committee, and are continually working to improve it.

Certification organization: Bureau Veritas Japan
First certification date: April 9, 2003
Certification date: March 29, 2024
Certification number: 20566548
Certification scope:
BIPROGY Inc.
UNIADEX, Ltd.
UEL Corporation
TRADEVISION, Ltd.
International Systems Development Co., Ltd.
UNIAID Co., Ltd.

Environmental management system coverage rate[1]	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
ISO14001	%	-	89.2	89.4	88.2	94.0
In-house environmental management system	%	-	100	100	100	100
Scope		-	c	c	c	c

1. Figures are the number of employees at certified BIPROGY sites divided by the number of consolidated employees

Environmental Audits	
	The BIPROGY Group conducts an internal environment audit every year to confirm the operational status of its environmental management system as well as its effectiveness and appropriateness. The results are then reported to the person in charge of environmental management. The results of the internal environment audit in fiscal 2024 revealed no items out of compliance.

Environmental Education	
	The BIPROGY Group provides e-learning on environmental issues to all employees every year. The fiscal 2024 training centered on improving employees' understanding of the following key areas: • Key performance indicators (KPIs) for achieving the two material issues related to environmental contribution toward realizing Vision 2030 and their relationship to employees' own business activities • Business opportunities and risks related to climate change compiled by the Environmental Contribution Committee in accordance with the TCFD framework • Obtaining SBT verification for greenhouse gas emission reduction targets By increasing understanding of these points across the Group, we are working to change employee behavior by promoting greater environmental awareness. We also asked the participants to reflect on their own involvement with the business and environmental contributions via a questionnaire. This provided an opportunity for them to appreciate environmental contribution as a personal issue, as well.

Participation in Initiatives	
	To build a world of net-zero emissions, a commitment stated in our Long-Term Environmental Vision 2050, we recognize that engaging with various stakeholders is indispensable. Accordingly, we have not only endorsed TCFD[1] recommendations and joined RE100,[2] but also actively participate in various initiatives. 1. The Task Force on Climate-related Financial Disclosures (TCFD), created to help address the risks of financial instability due to climate change, is composed mainly of financial institutions in Europe and the United States. It was established in 2015 at the request of the Financial Stability Board (FSB) following instructions from the G20 Finance Ministers and Central Bank Governor Meeting. In 2017, the TCFD Final Report was released. It recommended that financial institutions (institutional investors, banks, and insurance firms) and business companies use scenarios to analyze the potential impact (risks and opportunities) of climate change on business management. Based on this, institutions and companies are also asked to devise and implement appropriate climate change response measures and strategies, and to disclose this information to financial institutions and other stakeholders. 2. RE100 is an initiative led by the Climate Group in partnership with CDP and is also operated as part of the We Mean Business Coalition. In Japan, the Japan Climate Leaders Partnership (JCLP) has been supporting the participation and activities of Japanese companies as an official regional partner of RE100 since 2017.

Compliance with Environmental Laws and Regulations

Fiscal 2024 Compliance Status	
	The BIPROGY Group confirms revisions to environmental regulations and compliance status every year. In fiscal 2024, the Group did not incur any administrative penalties under the following laws and regulations. List of main applicable laws and regulations • Act on the Rational Use of Energy • Act on Promotion of Global Warming Countermeasures • Environmental ordinances to ensure the health and safety of Tokyo residents • Waste Management and Public Cleansing Law • Act on Rational Use and Proper Management of Fluorocarbons • Fire Service Act • Home Appliance Recycling Ac

Governance

Basic Approach for Climate Change Response	
	Climate change is having an increasingly dramatic impact on the planet, as demonstrated by the growing severity of climate disasters. In Japan, energy and climate change measures are changing significantly, with the Carbon Neutral Declaration in October 2020 and Japan's new GHG reduction targets for 2030, declared in April 2021. In addition, in capital markets around the world, sustainable finance is taking off rapidly, and companies are being asked to take specific action to deliver on the Paris Agreement and help build a carbon-free world, as well as to disclose related information. Responding to these expectations and demands from the international community and Japanese society, as well, in April 2020 the BIPROGY Group expressed its support for the Task Force on Climate-related Financial Disclosures (TCFD) framework. The Group also participates in the TCFD Consortium. In addition, in July 2020 we formulated the BIPROGY Group Long-Term Environmental Vision 2050 and joined RE100. We recognize that services in the IT and digital fields — the Group's main business — will play an important role in addressing environmental issues such as climate change, and we see this as an opportunity for medium- and long-term growth. We are integrating our capacity to design and achieve new services, one of the Group's strengths, with the technology and expertise that we have amassed thus far. This way we can build and provide the various services that help people mitigate and adapt to climate change — essential for our customers and the broader society — as shared assets and mechanisms that leverage digital technology to benefit society. We are confident that this approach will position the Group to help build a world of net-zero emissions, as described in our Long-Term Environmental Vision 2050. The Group will continue to work to raise medium- and long-term corporate value by reinforcing initiatives to mitigate and adapt to climate change, pursuing appropriate information disclosure, and actively cooperating with customers and partners.

Governance Related to Climate Change	
	The Chief Sustainability Officer (CSO), the member of the Board of Directors who is responsible for climate-related issues, has overall responsibility for the Group's sustainability management strategy. The CSO also reports at least once per year on the Group's sustainability activities, including response to the climate change, to the Board of Directors, which provides an opportunity to receive supervision and instructions. As for the Group's response to environmental issues, including climate change, related issues are deliberated and decided upon at the Sustainability Committee, the decision-making body chaired by the CSO, or its subordinate body the Environmental Contribution Committee. The Environmental Contribution Committee is responsible for examining policies related to environmental contributions, designing mechanisms to promote environmental contributions, and managing and supervising the implementation status. Long-term performance conditions, including conditions related to climate-related response, were incorporated into the executive compensation system introduced in June 2021. Long-term performance conditions KPI related to material issues include ESG indicators, such as GHG emissions reduction targets, which are material issues KPI for achieving Vision 2030. The Board of Directors decides on compensation following deliberations based on reports by the Nomination & Remuneration Committee, an advisory body. (Reference: Corporate Governance Structure, Remuneration System)

Incentives for Officers and Employees to Address Climate Change	
	Directors and corporate officers: In June 2021, the BIPROGY Group adopted a new executive remuneration system that is linked to the Group's long-term performance, which includes progress on addressing sustainability issues such as climate change. The relevant long-term key performance indicators (KPI) include ESG benchmarks, such as the materiality KPI established by the Group for achieving "Vision 2030 — Working to Achieve a Sustainable Society" announced in May 2021 (fiscal 2022). These indicators include items related to reducing climate risks and expanding opportunities, in addition to GHG emission reduction targets. Managers (department head level): Similar to directors and corporate officers, we have established climate-related KPI targets outlined in our material issues as departmental goals, focusing on departments that promote these initiatives, including items such as GHG emission reduction. Results against these targets are used in performance evaluations of department heads, and evaluation results are reflected in bonuses.

	Employees: To help achieve materiality KPI targets and departmental goals, employees establish specific action-level KPIs related to GHG emission reduction and other issues as individual goals, mainly in departments that promote these initiatives. Efforts and results toward these targets are used in individual performance evaluations, and evaluation results are reflected in bonuses.

Participation in Industry Climate Change Initiatives	
	The BIPROGY Group joined the RE100[1] initiative in July 2020, and since 2021 has been increasing its annual renewable energy procurement with the aim of attaining the RE100 target of 100% renewable electricity use. This is all part of the Group's effort to reduce its environmental impact to the point that its own business activities generate net-zero emissions. Switching to renewable energy power is an effective means of mitigating climate change caused by global warming driven by use of fossil fuels, and is an important aspect of the Group's efforts to address environmental issues. In addition, RE100 requires that member companies in Japan become proactively involved in policy advocacy and make public demands for improvements to Japan's renewable energy popularization targets and the establishment of a transparent market that enables companies to use renewable energy directly. In accreditation services for non-fossil-fuel power sources, based on Japan's Act on Sophisticated Methods of Energy Supply Structures, which is implemented by METI's Agency for Natural Resources and Energy, we offer certification as a third-party institution commission by the national government. In addition, since 2018 we have taken part in the study on increasing the value of non-fossil certificates used (study on tracking information for FIT non-fossil fuel energy certificates). Moreover, Renewable Energy Market Briefing – Japan, published by RE100 in March 2020, mentions verification experiments that used the electronic tracking system we provided. The BIPROGY Group aims not only to increase the use of renewable energy to run its own businesses, but also to contribute to the growth of the renewable energy market in Japan as a RE100 member company by participating in these related projects.
	1. RE100 Website https://www.there100.org/

Public-Private Partnerships and Collaboration with Business Partners	
	The BIPROGY Group recognizes that collaboration with various stakeholders is essential to its effort to help build a world of net-zero emissions expeditiously in order to fulfill its Long-Term Environmental Vision 2050. The Group actively participates in various partnerships and initiatives to promote activities that reduce environmental impact. • In 2021, we announced our participation in the Japan Partnership for Circular Economy, a public-private partnership launched by the Ministry of the Environment, the Ministry of Economy, Trade and Industry, and the Keidanren (Japan Business Federation) to foster awareness and promote initiatives for achieving a circular economy. • In October 2021, we announced support for the Clean Energy Demand Initiative sponsored by the US government, and for the Climate Group, a British organization leading the global RE100 initiative. • In October 2021, BIPROGY joined the Green x Digital Consortium created by the Japan Electronics and Information Technology Industries Association (JEITA). • In December 2021, we registered our own Challenge Zero Project as part of a new initiative, Challenge Net-Zero Carbon Innovation (Challenge Zero), launched by Keidanren (Japan Business Federation) in collaboration with the Japanese government. The initiative is part of efforts to realize a decarbonized society, which is identified as a long-term goal under the Paris Agreement, an international framework to combat climate change. Challenge Zero aims to greatly raise awareness in Japan and abroad of the innovative green activities being undertaken by Japanese companies and organizations. • In December 2021, we announced our support for the Leading Tenant Action Policy of the Ministry of the Environment. • On March 29, 2021, we announced our support for the GX League Basic Concept promoted by the Ministry of Economy, Trade and Industry. Together with other companies that have expressed their support, we also participated in demonstration projects and discussions concerning the specific design of the GX League made up of representatives from industry, academia, and government. As of April 2023, we are continuing our full-scale participation in the GX League initiative. • Since October 2022, we have participated as a partner company in the Tokyo Ethical Action Project launched by the Tokyo Metropolitan Government.

Strategy

Response to Climate-Related Opportunities and Risks	
	Addressing climate change is an important management issue that has the potential to impact the Group's corporate value creation in various ways over the medium to long term. Recognizing that it is important to have a strategy and the flexibility to respond to changes in uncertain circumstances, we are strengthening our environmental management and working to mitigate climate-related risks and expand opportunities. Given these circumstances, since 2021, we have continued to identify business risks and opportunities and conduct impact evaluations through climate-related scenario analysis, based on company-wide projects as part of the Environmental Contribution Committee's activities. Based on these evaluations, we anticipate risks such as increased business operating costs resulting from the global shift to a low-carbon economy. However, demand for digital and IT domain services that contribute significantly to decarbonization, along with the growth of related markets, is projected to continue in both scenarios. Accordingly, we have concluded that the impact of opportunity expansion will outweigh the impact of risks over the medium to long term for the Group. Based on these evaluations, we are pursuing various strategies to expand opportunities, focusing on areas where our products and services can make environmental contributions and where growth is expected. Under the Management Policies (2024–2026) introduced in fiscal 2024, we will identify areas where the Group's strengths can be utilized and allocate management resources to enhance our profitability and value creation capabilities, which contribute to solving various social issues, including realizing a decarbonized society.

Identification of Business Opportunities and Risks through Climate Change Scenario Analysis (Impact Assessment)	
	In fiscal 2021, a group-wide project was initiated under the Environmental Contribution Committee to identify business opportunities and risks (impact assessment) using climate change scenario analysis. The aim is to develop adaptability and strategies for responding to unforeseeable conditions caused by climate change, which is an important management objective that affects the long-term value of the company. Using a range of potential outcomes based on the Net Zero Emissions by 2050 Scenario (NZE 2050) of IEA, and Representative Concentration Pathway (RCP) scenarios, we assessed the levels of climate change-related risks and opportunities affecting our business models and their impact on our performance, and defined measures to respond appropriately and strategically. The results of the scenario analysis indicate that our main business, digital domain services, can likely play an important role in helping to solve upcoming environmental issues. These services offer growth opportunities that can substantially contribute to the realization of our Vision 2030 and Long-Term Environmental Vision 2050. After comparing the opportunities with the expected risk impacts, we have determined that the positive impact of potential business opportunities outweighs the potential risks. The following is an overview of the scenario analysis conducted in fiscal 2024, along with the climate-related risks and opportunities identified in the impact assessment.
Purpose of Climate Change Scenario Analysis	
	To understand the changes that climate change will bring to the future environment, society, and economy, and their impact on the Group's business models and business activities, and to aim for medium- to long-term improvement in corporate value by reducing related risks and maximizing business opportunities.
Scope	
	BIPROGY Inc. and 28 consolidated companies
Time frames	
	Short term: 1-3 years Medium term: 4-10 years Long term: Over 10 years
Scenarios Used	
	(1) 1.5 °C scenario (assuming a world of 1.5 °C to less than 2 °C) The IEA Net Zero Emissions by 2050 Scenario (NZE) was used, supplemented by similar scenarios, such as the IEA Sustainable Development Scenario (SDS) (2) 4 °C scenario (assuming a world of 3 °C to 4 °C) IPCC RCP8.5 and IEA Stated Policies Scenario (STEPS) were used.

Climate Change Scenario Analysis

Risk Category		Potential Financial Impact	Main Factors	Estimated Financial Impact (Upper: 1.5 °C, Lower: 4 °C)		Risk Reduction Measures and Key Initiatives
				Medium Term (Until 2030)	Long Term (Until 2050)	
Transition risks	Policy and legal	Cost increases (direct or indirect costs)	Increase in direct operating costs on GHG emissions associated with future increases in carbon tax rates	Medium	Low	■ Low-carbon business activities • Reducing GHG emissions across value chain • Promoting the shift to renewable energy and diversification of procurement means • Promoting value chain engagement
				Low	Low	
			Increase in operating costs at the company level due to energy policy-driven changes in the power source mix and fluctuations in electricity and fuel prices	Low	Low	
				Low	Low	
			Increase in procurement costs due to increased procurement of renewable energy	Low	Low	
				Low	Low	
			Increase in capital investment costs due to the shift to EVs	Low	Low	
				Low	Low	
	Technology	Decline in technological capabilities and service development capabilities due to delayed response to advancing low-carbon technology	Decline in technological capabilities and service development capabilities due to delayed response to advances in low-carbon technology	Low	Low	■ Technology development contributing to the shift to a low-carbon society • Investment in development • Developing human resources • Participating in demonstration projects
				Low	Low	
	Market	Reduction in profitability due to decline in sales caused by drop in demand for products and services	Decline in competitiveness when changes in market environment accompanying changes in customer behavior cannot be appropriately reflected in business strategy	Medium	Medium	■ Provision of services that meet customers' changing needs • Offering environmentally friendly services that contribute to climate change mitigation and adaptation • Promoting business alliances that enhance environmental contribution • Promoting customer engagement
				Low	Low	
	Reputation	Increase in cost of capital due to reduced access to capital	Decline in corporate evaluation due to delayed response to changes in the capital market environment and requests for information disclosure associated with the shift to a low-carbon economy	Medium	Medium	■ Disclosure of reliable climate-related information • Commit to TCFD and TNFD recommendations • Enhancing quality and quantity of disclosed information • Promoting constructive dialogue with investors
				Low	Low	

Risk Category		Potential Financial Impact	Main Factors	Estimated Financial Impact (Upper: 1.5 °C, Lower: 4 °C)		Risk Reduction Measures and Key Initiatives
				Medium Term (Until 2030)	Long Term (Until 2050)	
Physical risks	Acute	Reduction in revenue and cost increases (direct or indirect costs) due to decreased production capacity	Damage to facilities at the Group's sites due to increasingly severe wind and flood damage, loss of sales due to suspension of operations, and the burden of recovery costs	Low	Low	■ Promotion of measures contributing to increased business resilience • Strengthening, and continually reviewing and improving, business continuity plan (BCP) • Facilitating, and continually reviewing and improving, diverse working styles, including telework
				Low	Low	
			The burden of adjusting operations and additional costs due to damage to offshore development sites due to increasingly severe wind and flood damage	Medium	Medium	
				Medium	Medium	
			The burden of additional costs for adjusting operations and procuring replacement personnel due to disruption of supply chains	Medium	Medium	
				Medium	Medium	
	Chronic	Reduction in revenue and cost increases (direct or indirect costs) due to decreased production capacity	Increased employee illnesses due to climate change	Medium	Medium	■ Promotion of measures contributing to climate change adaptation • Promoting health and productivity management • Facilitating, and continually reviewing and improving, diverse working styles, including telework • Further promoting green procurement, including selection of data centers
				Medium	Medium	
			Increased air conditioning costs due to higher demand for cooling due to rising temperatures	Low	Low	
				Low	Low	

Note: Estimated annual financial impact. "High": 1 billion yen or more; "Medium": 100 million yen or more; "Low": less than 100 million yen.

Opportunity Category		Potential Financial Impact	Main Factors	Time Frame	Opportunity Expansion Response and Key Initiatives
Market opportunities	Products and services	Increase in sales and improved profitability due to increased demand for products and services	Increased sales of existing products and services due to expansion of digital and IT demand	Short term to medium term	■ Formulation of business strategies that capture increased demand in environmental contribution areas accompanying changes in market Environmental contribution areas and positive impact scenarios: (1) Improving energy use efficiency and promoting the spread of renewable energy through the use of IT (1.5 °C, 4 °C) (2) Enhancing efficiency and reducing losses associated with production and consumption of goods using IT (1.5 °C, 4 °C) (3) Creating mechanisms that allow remote decision-making without needing to go to the site (1.5 °C) (4) Creating schemes for green cities using digital technologies (1.5 °C, 4 °C) (5) Creating schemes utilizing digital technologies that do not rely on the movement of people (1.5 °C) (6) Services that contribute to the promotion of companies' net-zero management (1.5 °C, 4 °C) ■ Aim to expand opportunities for providing new products and services through technology development and service expansion of products and services that contribute to the shift to a low-carbon economy • Expanding business opportunities and promoting investment strategies through core business strategy and growth business strategy in Management Policies (2024–2026) • Collaborating with customers, partners, and policy makers (business alliances, social demonstrations, etc.) • Investing in climate-related technology companies
			Development of new products and services through R&D and technological innovation		
		Increase in sales and improved profitability through entry into new markets and emerging markets	Improved competitive advantage through market entry		
			Development and expansion of low-carbon products and services		

In addition to the major opportunities and risks listed above, we conduct impact assessments using scenario analysis for all opportunity and risk items indicated in the TCFD recommendations, including impacts on upstream and downstream value chains, as well as the Group's operations.

- Opportunities: Resource Efficiency, Energy Sources, Products and Services, Markets, Resilience
- Transition Risks: Policy and Legal, Technology, Market, Reputation
- Physical Risks: Acute, Chronic

Risk Management

Managing Climate Change Risks

Among the climate-related risks identified through climate change scenario analysis, the BIPROGY Group incorporates those considered highly important to its business into its risk management system and actively manages them. The Risk Management Committee, which supervises this management system, has included climate change risk within the risk classification system, a shared management framework that allows for a centralized understanding of risks across the Group.

The Group's risk management structure and processes are clearly detailed in the Risk Management Committee and Business Continuity Project Regulations and other related regulations, and they are widely shared within the Group through the intranet and other means. Additionally, after endorsing the TNFD recommendations, we are advancing assessment projects for risks related to biodiversity and water security using the LEAP approach (dependencies, impacts, risks, opportunities) recommended by TNFD.

Indicators and Targets

Indicators and Targets for Climate Change Initiatives	
	The BIPROGY Group has made GHG emission reduction across the entire value chain a material issue and is promoting related initiatives. The Group's GHG emission reduction targets received SBT certification in July 2024, confirming they are aligned with the goals of the Paris Agreement.

KPIs and Targets for Further Benefiting Customers and Society by Providing Services That Help Reduce CO2 Emissions	
Indicator: Zero emission achievement rate	
	Target:100% or more (annually until FY2030) Results: 279.9% (FY2024), 232.8% (FY2023), 174.6% (FY2022), 132.9% (FY2021)
Indicator: Percentage of business opportunities and risks identified via climate change scenario analysis (impact evaluation) for which a risk response has been implemented (100%)	
	Identify business opportunities and risks and continue to manage identified risks through Group risk management systems

KPIs and Targets for Reducing GHG Emissions Arising from Business Activities	
Indicator: Renewable energy procurement rate	
	Targets: 50% or more (FY2030), 100% (FY2050) Results: 33.1% (FY2024), 27.2% (FY2023), 23.4% (FY2022), 7.4% (FY2021)
Indicator: GHG emissions (Scope 1 + Scope 2) (Market-based)	
	Target: Reduce GHG emissions by 50% or more by FY2030 compared to FY2019 Results: 42.1% reduction (FY2024), 37.5% reduction (FY2023), 25.1% reduction (FY2022), 9.0% reduction (FY2021)
Indicator: GHG emissions across the value chain (Scope 3)	
	Target: Ensure suppliers who account for 40% of the total procured value of purchased goods and services (Category 1) set targets equivalent to SBT by 2027 Results: 23.1% (FY2024), 19.1% (FY2023)
Indicator: GHG emissions across the value chain (Scope 3)	
	Target: Reduce GHG emissions from the use of sold products/services (Category 11, Scope 3) by 25% or more by FY2030 compared to FY2021 Result: 17.4% (FY2024)

GHG Emissions

GHG Emissions (Scope1 and Scope 2)		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Direct GHG emissions (Scope 1)	t-CO2e	218	1,470	1,406	1,257	1,326	✓
	Indirect GHG emissions (Scope 2)							
	Location-based	t-CO2e		13,442	12,370	11,571	9,793	✓
	Market-based	t-CO2e	13,475	11,593	9,347	7,723	6,988	✓
	GHG emissions (Scope 1 + Scope 2)							
	Location-based	t-CO2e						
	Market-based	t-CO2e	13,692	13,064	10,753	8,980	8,313	✓
	Reduction rate (vs FY2019)	%	4.6	9.0	25.1	37.5	42.1	
	Scope*		o	c	c	c	c	

Notes:
1. Starting in fiscal 2021, calculations are based on the GHG Protocol.
2. Location-based and market-based Scope 2 emissions are defined in the GHG Protocol Scope 2 Guidance 2015.
* Scope of calculation
FY2020: BIPROGY Inc. and 12 other companies and 2 organizations (covering main sites in Japan, and 85% of total BIPROGY Group personnel)
FY2021: BIPROGY Inc. and 24 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2022: BIPROGY Inc. and 25 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2023: BIPROGY Inc. and 28 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2024: BIPROGY Inc. and 31 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)

GHG Emissions (Scope 3)		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	GHG emissions (Scope 3)	t-CO2e		632,737	615,597	522,816	653,390	✓
Categories	1. Purchased goods and services	t-CO2e		251,490	229,242	287,512	320,442	✓
	2. Capital goods	t-CO2e		20,684	33,493	29,056	29,570	✓
	3. Fuel- and energy-related activities not included in Scope 1 or Scope 2	t-CO2e		2,276	2,330	2,252	2,082	✓
	4. Upstream transportation and distribution	t-CO2e		1,785	3,141	5,868	3,096	✓
	5. Waste generated in operations	t-CO2e		31	31	44	96	✓
	6. Business travel	t-CO2e		2,570	4,367	4,770	5,190	✓
	7. Employee commuting	t-CO2e		1,028	1,211	1,450	1,545	✓
	8. Upstream leased assets	t-CO2e	NA					✓
	9 .Downstream transportation and (	t-CO2e	NA					✓
	10. Processing of sold products	t-CO2e	NA					✓
	11. Use of sold products	t-CO2e		352,767	341,618	191,766	291,214	✓
	12. End-of-life treatment of sold prc	t-CO2e		105	165	97	156	✓
	13. Downstream leased assets	t-CO2e	NA					✓
	14. Franchises	t-CO2e	NA					✓
	15. Investments	t-CO2e	NA					✓
	Scope*			c	c	c	c	

Note: Category 8 under Scope 3 emissions is included in Scopes 1 and 2, Category 9 is included in Category 4. Categories 13 and 15 are excluded from the calculation due to their small percentage of the total. Categories 10 and 14 are not applicable to the Group's business activities.

* Scope of calculation
FY2021: BIPROGY Inc. and 24 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2022: BIPROGY Inc. and 25 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2023: BIPROGY Inc. and 28 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2024: BIPROGY Inc. and 31 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)

Energy Consumption

Energy Consumption		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Total Energy consumption	kL	7,425	7,836	7,608	7,189	6,553	✓
	Non-renewable energy used							
	Purchased electricity	kwh		25,203,202	25,835,293	24,502,085	22,233,799	✓
	City gas	m^3		578,424	545,839	462,948	489,936	✓
	Heavy fuel oil A	kL		0.68	1.99	8.50	10.02	✓
	Gasoline	kL		90	91	97	99	✓
	LPG	m^3		404	745	849	807	✓
	Hot water	GJ		196	198	213	211	✓
	Cold water	GJ		2,000	6,741	7,040	6,305	✓
	Steam	GJ		168	137	131	194	✓
	Renewable energy used (purchased	kwh		2,025,840	6,041,212	6,656,421	7,361,146	✓
	Usage rate	%		7.4	23.4	27.2	33.1	✓
	Scope*		o	c	c	c	c	

* Scope of calculation
FY2020: BIPROGY Inc. and 12 other companies and 2 organizations (covering main sites in Japan)
FY2021: BIPROGY Inc. and 24 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2022: BIPROGY Inc. and 25 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2023: BIPROGY Inc. and 28 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2024: BIPROGY Inc. and 31 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)

Climate Change Response Initiatives

Policy on Climate Change Response Initiatives	
	Climate change issues cannot be solved by a single company alone, and in order to achieve the targets of the Paris Agreement, social systems must be reformed and technology innovated at an unprecedented scale. The BIPROGY Group believes that a digital commons — a community shared among partners with the same goals — is crucial to this much-needed reform and innovation. As we work to help build a world of net-zero emissions under our Long-Term Environmental Vision 2050 and Vision 2030, we aspire not only to reduce GHG emissions from our own business activities, but also to make broad environmental contributions by creating value through our business for customers and the broader society. Our diverse efforts will focus on six environmental contribution themes.

Environmental Contributions Made by Providing Solutions and Services	
	BIPROGY offers environmental, social, and governance (ESG) solutions to achieve sustainable growth. In the environmental area, we work to reduce environmental impact and combat climate change by cutting CO2 emissions and adopting renewable energy sources. In the social area, we respect human rights, promote work-life balance, support diversity, and prioritize employee health and safety. In governance, we strengthen corporate governance and ensure transparent information disclosure to effectively manage risks and ensure compliance. Through these ESG solutions, BIPROGY supports the creation of a sustainable future. https://www.biprogy.com/solution/theme/esg.html (Available in Japanese only)

Use of Eco-Friendly Data Centers	
	The largest source of GHG emissions for companies in the IT sector is the operation of their own data centers. The Group does not itself own a data center, but instead procures and selects the equipment needed for different applications from its many business partners. In this way, we provide data center services that meet client requirements and promote the use of data centers with high environmental performance. The Obama Data Center1 (Obama City in Fukui), which the Group employs as its suburban data center, has installed side-wall air supply air conditioning systems, a cutting-edge cooling technology. With this method, cold air is supplied directly through the walls to the server room from the adjacent air conditioning machine room. This allows for a significant reduction in power use for air conditioning systems compared to the conventional floor supply systems. In addition, the system is completely circular, so that cold and hot air are not mixed, and a rectification mechanism is set up, which allows IT equipment to be adequately cooled even with a supply of 22 °C air. Moreover, using outdoor cooling that utilizes the benefits of being located in a cold region together with free cooling2 makes for an eco-friendly, energy-saving data center that can achieve a PUE3 in the 1.2 range when the assumed energy is 100% used. We began to confirm GHG emissions for other data centers in fiscal 2020 and aspire to utilize them with a greater emphasis on the environment. 1. Kanden Energy Solution Co., Inc. built and owns the voltage substations and air conditioning equipment and maintains, runs and manages the facility. 2. Free cooling refers to the production of chilled water using external air, which is then used for cooling. 3. Power usage effectiveness: An indicator of energy effectiveness for data centers. The figure is calculated by dividing the energy consumed by the data center overall by energy consumed by IT equipment in the data center. The closer the figure is to 1, the greater the efficiency.
	BIPROGY Group Outsourcing Center (Available in Japanese only) https://pr.biprogy.com/solution/biz/outsourcing/dc_summary.html

Reducing Environmental Impact with a Hybrid Work Model that Combines Remote and In-Office Work	
	The average ground level temperature in the Tokyo metropolitan area in August is expected to increase by 2–3 °C by the 2050s, compared to the 1990s. This will overlap with the rising temperatures caused by the heat island phenomenon resulting from greater urbanization, leading to an even greater increase in temperature in urban areas. This raises concerns about the impact on urban life, including people's health and working environments. The Group introduced a telework system covering all employees in October 2017. Telework not only improves employees' productivity, but can curb GHG emissions resulting from commutes, and also supports the safety of employees and business continuity in the event of disasters such as large-scale weather disasters and infectious diseases. As the employees of the BIPROGY Group shift, as part of a post-pandemic transition, from mainly telework to a hybrid work style that consists of working both from home and in the office, they are proceeding with their daily activities while maintaining an awareness of the need to reduce environmental impact. The Group is also working to improve energy efficiency by setting up satellite offices around the country and promoting workspaces without assigned seating in the headquarters building.

Education and Training on Reducing Energy Consumption	
	The BIPROGY Group provides environmental e-learning to all employees on an annual basis. We also share the latest trends from both within and outside Japan and introduce initiatives to raise awareness among officers and employees through our internal portal site, aiming to increase awareness of energy consumption reduction.

Tackling Climate Change Across the Supply Chain

Reduce GHG Emissions through Initiatives Throughout the Supply Chain	
	To "build a world of net-zero emissions," which is stated in the Long-Term Environmental Vision 2050, we consider it important to reduce GHG emissions throughout the supply chain. Therefore, in 2022, we established a material issue KPI: "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 by 2027." We are communicating with suppliers regarding this issue. In 2024, we also established "Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021)" as a new KPI. We will continue to strengthen initiatives to reduce GHG emissions in procurement. (Reference: Supply Chain Management)

Green Procurement	
	When it comes to procurement decisions, the BIPROGY Group takes a comprehensive perspective that includes environmental and social considerations in business activities and contribution to sustainable development in addition to considerations of quality, cost, delivery, and services. Moreover, the Group procures products and services with low environmental impact from suppliers who take environmental measures in accordance with the BIPROGY Group Green Procurement Guidelines. BIPROGY Group Green Procurement Guidelines (Available in Japanese only) https://www.biprogy.com/pdf/eco_green_guideline.pdf BIPROGY Group Sustainable Procurement Guidelines https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/Sustainable_Procurement_Guidelines_e.pdf

Related Information	
	For the latest climate change disclosure based on TCFD, please see the TCFD/TNFD Report below. BIPROGY Group TCFD/TNFD Report https://www.biprogy.com/invest-e/uploads/tcfd_tnfd_report_e.pdf

Natural Capital/Biodiversity: Data

Approach to Natural Capital

Approach to Natural Capital	
	The current degradation and loss of natural capital present environmental challenges that pose nature-related risks across the value chain. However, the BIPROGY Group also sees opportunities to contribute to solving environmental issues through our business activities. To share this perspective group-wide, we have established the BIPROGY Group Environmental Policy. Under this policy, we are implementing initiatives such as energy efficiency improvements, the effective use of water resources, and investments in biodiversity conservation. By advancing these efforts, we aim to promote nature positivity while enhancing our competitive strength. The Group is also committed to strengthening relationships of trust with its business partners, including suppliers and clients, to co-create business ecosystems that provide value to society. Through this approach, we seek to address social challenges while achieving mutual sustainable growth. (Reference: Environment: Management Approach, Environmental Policy)

Managing Natural Capital/Biodiversity Risks

Impact of Business Activities on Biodiversity and Response Measures	
	To identify risks and opportunities related to natural capital, including biodiversity, the Group began a scoping process in fiscal 2023 to determine the priority areas for analysis. In line with the LEAP approach recommended by the Taskforce on Nature-related Financial Disclosures (TNFD), we are working to identify risks and opportunities and enhance governance in order to implement TNFD initiatives, while taking into account our dependence and impact on nature.

Biodiversity Conservation Initiatives

Participating in the Keidanren Biodiversity Declaration Initiative	
	Given concerns about the deterioration of natural ecosystems and biodiversity, the BIPROGY Group has endorsed the Keidanren Biodiversity Declaration and Action Guidelines (revised version) issued by the Keidanren Initiative for Biodiversity Conservation. The Group is very aware that biodiversity is an important foundation for a sustainable world, and as a member of the international community, we embrace our role and responsibility in this area and look to collaborate and cooperate to protect biodiversity. We aim to help build a sustainable world by supporting the harmonious coexistence of human societies and the natural world.
	Keidanren website: Keidanren Biodiversity Declaration Initiative https://www.keidanren.or.jp/en/policy/2020/055.html

Related Information	
	For the latest natural capital disclosure based on TNFD, please see the TCFD/TNFD Report below. BIPROGY Group TCFD/TNFD Report https://www.biprogy.com/invest-e/uploads/tcfd_tnfd_report_e.pdf

Water Resources: Data

Managing Water Risks

Impact of Business Activities on Global Water Resources and Response Measure	
	Water damage and droughts resulting from changing rainfall patterns attributable to climate change, as well as rapid urbanization due to increased populations and economic development, are leading to shortfalls in water resources. There is growing concern about such water risks globally. The Group consumes water directly, mainly in its offices. Based on the BIPROGY Group Environmental Policies and the Environmental Long-term Vision 2050, we strive to ascertain and reduce the amount of water used in our business activities, and we are also looking into water conservation measures for our supply chain.

Water Resource Utilization

Water Use Assessment	
	The BIPROGY Group regularly conducts water resource risk assessments at its business sites both in Japan and internationally, using tools like the World Resources Institute (WRI) water risk analysis tool Aqueduct. In our latest Aqueduct analysis conducted in fiscal 2024, we identified four locations in China and Thailand with high water stress. However, these four sites are relatively small within the Group, and the total water withdrawal there accounts for only about 3% of the entire Group's total. Therefore, we believe the urgency of response is currently low

Initiatives to Reduce Water Use	
	In fiscal 2024, the Group did not violate any standards or regulations concerning water quality or usage. Moreover, in fiscal 2020, we started disclosing information on water usage for certain sites such as the Toyosu Head Office Building in Koto Ward, Tokyo. Since fiscal 2021, we have been sharing this information for the entire BIPROGY Group. Water usage for companies in the IT sector is highest for air conditioning and cooling systems at data centers owned by companies, but the Group does not itself own a data center, but instead procures and selects the equipment needed for different applications from its many business partners. In this way, we provide data center services in line with our clients' requests. As one of our initiatives to appropriately use water resources in our business activities, we use business cards made with LIMEX®, a new material based on limestone, a mineral resource that exists plentifully around the world and can be efficiently recycled, and that involves almost no water in the manufacturing process.

Water Use			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Water withdrawal		m^3	-	-	-	-	50,093	✓
		Surface water (rainwater, wetland water, and rivers)	m^3	-	-	0	0		
		Brackish or sea water	m^3	-	-	0	0		
		Groundwater	m^3	-	-	30,222	30,305	26,662	
		Third-party sources	m^3	-	-	22,785	21,037	23,432	
	Water discharge		m^3	-	-	-	-	48,847	✓
		Surface water (rainwater, wetland water, and rivers)	m^3	-	-	-	-	27,375	
		Brackish or sea water	m^3	-	-	-	-		
		Groundwater	m^3	-	-	-	-		
		Third-party sources	m^3	-	-	-	-	21,472	
	Water use[1]		m^3	13,000	49,477	53,007	51,342	-	✓
	Water consumption		m^3	-	-	-	-	1,247	
		Scope[2]		o	c	c	c	c	

1. Until fiscal 2023, water withdrawal was disclosed as water use. Starting in fiscal 2024, we disclose water consumption as the difference between water withdrawal and water discharge.
2. Scope of calculation
FY2020: Toyosu Head Office Building of BIPROGY Inc.
FY2021: BIPROGY Inc. and 24 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2022: BIPROGY Inc. and 25 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2023: BIPROGY Inc. and 28 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2024: BIPROGY Inc. and 31 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)

Initiatives for Improving Discharge Water Quality	
	The BIPROGY Group works to improve the quality of discharge water, aiming to reduce its environmental impact. For example, at our company-owned training facility, Izu Executive Center, we filter hot spring water and domestic water through septic tanks and monitor water quality to ensure proper levels when discharging into rivers. Additionally, for wastewater not passed through filters, we hire a specialized contractor in Ito City to pump and treat it, ensuring proper wastewater treatment. Through these initiatives, the facility's discharge water is treated in a way that reduces its environmental impact, helping to conserve local water resources.

Education and Training on Water Resource Management	
	The BIPROGY Group provides environmental e-learning to all employees on an annual basis. We also share the latest trends from both within and outside Japan and introduce initiatives to raise awareness among officers and employees through our internal portal site, aiming to increase awareness of water resource management and water conservation

Resource Use/Pollution Prevention: Data

Appropriate Use of Resources

Basic Approach to Appropriate Use of Resources

Public interest in the finite nature of the earth's resources is growing around the world. In addition to improving the efficiency of the resource cycle by recycling, which has been recommended for some time now, a new economic system called the "circular economy" has been proposed, in which value creation can be maximized and use optimized by utilizing existing products and idle assets. The Group uses resources and energy appropriately through business activities based on its Environmental Policy and Long-Term Environmental Vision 2050.

Effective Use of Resources

The Group has set targets and is working to reduce its environmental impact in order to ensure it uses resources and energy appropriately and efficiently. Starting in fiscal 2022, we are also expanding the scope of waste volume calculation while promoting initiatives focused on the following points.

- Reductions in energy use per office area
- Promotion of use of renewable energy
- Reductions in paper use
- Thorough sorting of waste to promote recycling
- Reductions to the movement of people and things, decreases in office space

Participation in Japan Partnership for Circular Economy

The Group has participated in the Japan Partnership for Circular Economy, which was launched in March 2021 by a public-private alliance (Ministry of the Environment, Ministry of Economy, Trade and Industry, and Keidanren [Japan Business Federation]), since April 2021. The trend toward the circular economy is picking up around the world, and by participating in this partnership we aim to foster understanding of the circular economy and encourage related initiatives.

Keidanren website: Establishing the Japan Partnership for Circular Economy (Available in Japanese only)
http://www.keidanren.or.jp/policy/2021/020.html

Waste Treatment

Waste Treatment			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Waste generated		t	213	649	339	386	435	✓
	Waste recycled		t	-	280	268	252	296	✓
		Recycling rate	%	-	43.1	79.0	65.3	68.2	
	Waste disposal (Breakdown)	Total waste disposal	t	-	369	71	134	138	
		Landfilled	t	-	17	0	0	1	✓
		Incinerated (no energy recovery)	t	-	55	62	93	84	✓
		Other	t	-	297	9	41	53	✓
		Scope*		o	c	c	o	o	

* Scope of calculation
FY2020: BIPROGY Inc. and 12 other companies and 2 organizations (covering main sites in Japan)
FY2021: BIPROGY Inc. and 24 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2022: BIPROGY Inc. and 25 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2023: BIPROGY Inc. For consolidated companies, only companies in Japan out of a total of 18 are included.
FY2024: BIPROGY Inc. For consolidated companies, only companies in Japan out of a total of 16 are included.

Education and Training on Waste Reduction

The BIPROGY Group provides environmental e-learning to all employees on an annual basis. We also share the latest trends from both within and outside Japan and introduce initiatives to raise awareness among officers and employees through our internal portal site, aiming to deepen understanding of waste reduction.

Paper Usage

Paper Used		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Paper used	kg	-	25,696	23,698	23,650	20,338	✓
		thousand sheets	725	-	-	-	-	
	Scope*		o	c	c	c	c	

* Scope of calculation
FY2020: BIPROGY Inc. and 12 other companies and 2 organizations (covering main sites in Japan)
FY2021: BIPROGY Inc. and 24 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2022: BIPROGY Inc. and 25 consolidated companies excluding its investment business limited partnerships (covering main sites worldwide)
FY2023: BIPROGY Inc. and 28 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)
FY2024: BIPROGY Inc. and 31 consolidated companies (covering main sites worldwide, and 100% of total BIPROGY Group personnel)

Chemical Substance Management

Proper Management of Chemical Substances	
	The Group did not emit or transfer any harmful or potentially harmful chemical substances in fiscal 2024.

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Labor Practices: Management Approach

Basic Approach

Human resources are the driving force behind sustainable growth and the medium- to long-term improvement of corporate value. This is why the BIPROGY Group considers its people to be vital assets and makes strategic investments to maximize their value. To achieve our Purpose, we know we must create a business ecosystem by collaborating with diverse companies and organizations across industry boundaries. The only way this can happen is if each employee possesses the ability to create diverse value.

This ability grows when employees with diverse values and backgrounds pursue their own ambitions and challenge themselves, all while enjoying change, within a corporate culture that enables every person to showcase their abilities. We emphasize the formation of diversity within individuals ("intrapersonal diversity"), where employees develop diverse perspectives and skills by taking on these kinds of challenges, and we continuously pursue human resource management reforms toward this end.

In hiring and the workplace, we do not discriminate based on ethnicity, belief, gender, social position, religion, nationality, age, sexual orientation or gender identity, mental or physical disability, or other such characteristics, as stipulated in the Group Compliance Basic Policy and BIPROGY Group Code of Conduct. In June 2020, we established the BIPROGY Group Human Rights Policy. We are committed to rejecting forced labor in any form and child labor and we value dialogue with labor and management and respect the rights of workers, including their right to associate and engage in collective bargaining.
(Reference: Business and Human Rights)

We strive to familiarize all employees, both in and outside Japan, with laws on labor standards and the company's policies by distributing work regulations, posting information on the internal website and providing e-learning opportunities.
When it comes to labor practices, we implement initiatives that protect workers' rights in accordance with ILO international labor standards. These include paying at least the legal minimum wage, while also endeavoring to exceed a living wage wherever possible , avoiding or reducing overtime or excessive working hours, setting maximum working hours, applying unified compensation systems for the same job level regardless of gender, and paying workers for annual leave.

Human Resource Strategy

As a corporate group that creates social value through technology, the BIPROGY Group recognize the unique value of human capital and focuses its human resource strategy on making the most of diverse individual capabilities, including ambitions. We strive to build relationships where both individuals and the company can thrive together, supporting all employees in becoming Ambition-Oriented Human Resources ("MOTIV8 HR") who grow as inspired individuals and enjoy change while taking on challenges without fear. Additionally, we work hard to build a culture that fosters co-creation, aiming to shape a vibrant organization where diverse individuals of varying attributes and experiences respect one another and collaborate with our Purpose as their driving force. By fostering such a culture, we aim to create value that exceeds imagination.

Under our Human Resources Strategy (2024-2026), we are accelerating the development of four types of human resources to support core businesses and growth businesses: customer business architects, skilled project managers, business producers, and global talent. These human resource strategies work in conjunction with human capital management based on our ROLES[1] system, promoting value creation through investment in human capital. We will continue to work to deliver sustainable transformation and social contribution across the BIPROGY Group, driven by each employee's ambitions and growth, and powered by diverse forms of collaboration.

1. ROLES is a system that defines the job descriptions and skills for each business execution role in the Group. It is also a core concept that captures the type, quality, and volume of human capital required to execute the various business strategies based on our overall management strategy. Visualizing our human capital requirements through the ROLES system allows us to hire and train human resources in accordance with our management policies, generating a culture that creates continual innovation. By organizing and visualizing our human resource portfolio (by division, organization, business areas, and age-group) through ROLES, we carry out organizational resource management in areas such as assignments, facilitating of job rotation, and the selection of individuals for further training. In order to promote continual innovation, the Group emphasizes intrapersonal diversity (diversity found within individuals) in addition to diversity across the organization's workforce, and aims to foster a culture in which one person can take on multiple roles to expand diversity and generate innovation.

Human Resource Policies

BIPROGY Group Compliance Basic Policy (Available in Japanese only)
https://biprogy.disclosure.site/ja/themes/115#256
BIPROGY Group Human Rights Policy
https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/humanrightspolicy_e.pdf
BIPROGY Group Code of Conduct (Available in Japanese only)
https://www.biprogy.com/com/corporate_code_of_conduct.pdf

Implementation Structure	
	Established under the decision-making Sustainability Committee, the Social Committee discusses human resource strategies and responses to human rights issues. The Social Committee is chaired by the Corporate Officer and Chief Human Resources Officer (CHRO). Its deliberations and activities are reported by the chairperson to the Sustainability Committee, and important matters that could have a large impact on the Group's performance and business strategy are decided after deliberation by the Sustainability Committee. The Sustainability Committee regularly reports its activities to the Board of Directors. To better align human resource strategy with corporate growth strategy, the Human Capital Management Department leads in formulating and promoting Group-wide strategies. Through these initiatives, we enhance human capital management and foster the development and utilization of human resources who support the Group’s sustainable growth.
Person in Charge	
	Taeko Sawakami, Corporate Officer and CHRO
Deliberative Body	
	Social Committee

Labor Practices: Data

Employee Composition

Number of Employees (Consolidated)		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
Number of employees (consolidated)		Individuals	7,913	8,068	8,124	8,218	8,362	✓
	Men	Individuals	6,370	6,404	6,379	6,364	6,380	✓
	(Percentage)	%	80.5	79.4	78.5	77.4	76.3	
	Women	Individuals	1,543	1,664	1,745	1,854	1,982	✓
	(Percentage)	%	19.5	20.6	21.5	22.6	23.7	
		Scope	c	c	c	c	c	

Number of Employees by Region (Consolidated)		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Japan		Individuals	7,615	7,720	7,759	7,781	7,864
	(Percentage)	%	96.2	95.7	95.5	94.7	94.0
	Men	Individuals	6,191	6,190	6,159	6,100	6,096
	Women	Individuals	1,424	1,530	1,600	1,681	1,768
Asia		Individuals	293	336	353	423	483
	(Percentage)	%	3.7	4.2	4.3	5.1	5.8
	Men	Individuals	176	206	212	256	276
	Women	Individuals	117	130	141	167	207
Americas		Individuals	5	12	12	14	15
	(Percentage)	%	0.1	0.1	0.1	0.2	0.2
	Men	Individuals	3	8	8	8	8
	Women	Individuals	2	4	4	6	7
Europe		Individuals	0	0	0	0	0
	(Percentage)	%	0.0	0.0	0.0	0.0	0.0
	Men	Individuals	0	0	0	0	0
	Women	Individuals	0	0	0	0	0
		Scope	c	c	c	c	c

Number of Employees by Nationality (Consolidated)	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Japan	Individuals	-	-	-	-	7,819
(Percentage of total workforce)	%	-	-	-	-	93.5
China	Individuals	-	-	-	-	287
(Percentage of total workforce)	%	-	-	-	-	3.4
Vietnam	Individuals	-	-	-	-	90
(Percentage of total workforce)	%	-	-	-	-	1.1
South Korea	Individuals	-	-	-	-	57
(Percentage of total workforce)	%	-	-	-	-	0.7
Other	Individuals	-	-	-	-	109
(Percentage of total workforce)	%	-	-	-	-	1.3
		c	c	c	c	c

Number of Employees (BIPROGY Inc.)		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
Number of employees		Individuals	4,407	4,451	4,442	4,424	4,254	✓
	Men	Individuals	3,488	3,479	3,453	3,405	3,224	✓
	(Percentage)	%	79.1	78.2	77.7	77.0	75.8	
	Women	Individuals	919	972	989	1,019	1,030	✓
	(Percentage)	%	20.9	21.8	22.3	23.0	24.2	
		Scope	n	n	n	n	n	

Number of Employees by Age Group		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
Under 30		Individuals	522	597	656	667	681	
(Percentage)		%	11.8	13.4	14.8	15.1	16.0	
	Men		313	347	376	365	366	
	Women		209	250	280	302	315	
30 to 39		Individuals	611	582	563	580	567	
(Percentage)		%	13.9	13.1	12.7	13.1	13.3	
	Men		457	428	409	414	394	
	Women		154	154	154	166	173	
40 to 49		Individuals	1,123	1,143	1,116	1,082	1,019	
(Percentage)		%	25.5	25.7	25.1	24.5	24.0	
	Men		911	936	928	906	837	
	Women		212	207	188	176	182	
50 to 59		Individuals	1,883	1,806	1,684	1,577	1,383	
(Percentage)		%	42.7	40.6	37.9	35.6	32.5	
	Men		1,570	1,489	1,380	1,283	1,115	
	Women		313	317	304	294	268	
60+		Individuals	268	323	423	518	604	
(Percentage)		%	6.1	7.3	9.5	11.7	14.2	
	Men		237	279	360	437	512	
	Women		31	44	63	81	92	
Average age			46.1	46.1	46.3	46.4	46.4	✓
	Men		47.0	47.2	47.5	47.9	48.0	✓
	Women		42.4	42.0	41.8	41.6	41.4	✓
Average years of continuous employment			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	✓
		Scope	n	n	n	n	n	

Number of Employees by Rank			Unit	FY2023	FY2024
Management team (officers excluding directors))			Individuals	21	21
		Men	Individuals	18	20
		(Percentage)	%	85.7	95.2
		Women	Individuals	3	1
		(Percentage)	%	14.3	4.8
Managers			Individuals	667	660
		Men	Individuals	592	574
		(Percentage)	%	88.8	87.0
		Women	Individuals	75	86
		(Percentage)	%	11.2	13.0
Subcategory: Department heads or higher			Individuals	276	265
		Men	Individuals	240	227
		(Percentage)	%	87.0	85.7
		Women	Individuals	36	38
		(Percentage)	%	13.0	14.3
Subcategory: Section chiefs			Individuals	391	395
		Men	Individuals	352	347
		(Percentage)	%	90.0	87.8
		Women	Individuals	39	48
		(Percentage)	%	10.0	12.2
General employees			Individuals	3757	3594
		Men	Individuals	2813	2650
		(Percentage)	%	74.9	73.7
		Women	Individuals	944	944
		(Percentage)	%	25.1	26.3
		Scope		n	n

Percentage of Management Positions Held by Women	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
Percentage of management positions held by women[1]	%	7.5	8.1	9.3	10.1	11.2	✓
	Scope[2]	c-	o	o	o	o	
Percentage of management positions in revenue-generating divisions held by women	%	-	7.1	7.6	8.0	8.3	
Percentage of employees in STEM-related divisions who are women	%	-	14.6	14.8	15.8	16.5	
	Scope	-	c-	c-	c-	c-	
Percentage of management positions held by women (BIPROGY Inc.) [1]		10.5	10.6	10.4	11.2	13.0	✓
	Scope	n	n	n	n	n	

1. When calculating the percentage of management positions held by women, in FY2021 and earlier, BIPROGY and UNIADEX included executive officers and organizational heads, and the five other Group companies included corporate officers, executive officers, and organizational heads. In FY2022 however, organization heads and equivalents were included, but not corporate and executive officers

2. FY2020 and earlier: BIPROGY Inc. and UNIADEX, Ltd. From FY2021 onward: BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., Cambridge Technology Partners Inc., S&I Co., Ltd., and USOL Vietnam Co., Ltd.

Recruitment and Turnove

Recruitment Policy

In the midst of a declining working-age population, it is essential for the BIPROGY Group to acquire excellent IT human resources as early as possible and develop human resources who will inherit and pass on to the next generation the DNA that we have cherished, namely, “the ability to explore the essence of customer issues” and “system completion capabilities.” This is how we will maintain our fundamental corporate strength and continue growing.

Furthermore, to consistently create opportunities for change and growth, we also require human resources who can introduce new values and experiences into the BIPROGY Group and spark synergies.

In recruitment activities, we also require that candidates can embody and demonstrate the BIPROGY Group’s values and ideal behavioral characteristics and who resonate with the “inspired individuals pursuing their ambitions” outlined in our Human Resources Vision 2030.

New Graduate Hiring

For BIPROGY specifically, we hold an open company day, offering enriched content to help visitors gain a deeper understanding of our corporate culture and business. This experience helps candidates envision specific post-employment careers. We focus both human resources who can contribute to the continuation and expansion of core businesses and those who can contribute to seeding in growth businesses. Additionally, in areas such as AI technology development and business development, we work to foster an understanding of our growth businesses by offering internships and workshops. Among candidates, we recruit human resources with particularly high aptitude in advanced technical fields such as “newly graduated professional employees,” offering them different treatment compared to general new graduate hires. Furthermore, starting from fiscal 2025, we will resume company events at our regional branch offices, which were suspended due to the COVID-19 pandemic. This will strengthen relationships with educational institutions in those areas and reinforce the recruitment of human resources who will support regional businesses.

For fiscal 2024, BIPROGY Inc. hired 145 new graduates in April 2024, and including those, the Group overall hired 256 new graduates.

Mid-Career Hiring

When it comes to mid-career hires, we primarily recruit human resources who can make an immediate impact on the sustainable growth and value improvement of the BIPROGY Group. These individuals possess the experience, knowledge, and networks necessary to drive new business creation, expand existing businesses, and foster future innovation. Additionally, we hire younger candidates with job experience who can be expected to demonstrate significant growth after joining the Group, contribute in the future, and accelerate the Group’s business by realizing their high potential. In fiscal 2024, the Group recruited 200 of these mid-career employees.

Our recruitment methods include expanding the candidate pool by working closely with personnel agencies, creating job postings based on good communication between HR and the recruiting department, and conducting the recruitment selection process (document screening, interviews, and offer interviews, etc.) in a careful and flexible way. These methods enable us to communicate closely with job seekers while enhancing the attractiveness of career opportunities offered by the Group.

We are also making trial efforts to recruit mid-career job seekers. The Group is using methods such as direct recruiting, which involves directly contacting human resources who have registered with external human resources platforms, as well as referral recruitment, where candidates are referred by Group employees, and alumni recruitment, where retired Group employees come back to extend their careers.

We also take various measures to help mid-career hires establish themselves early in the organization and showcase their performance. We provide introductory training to mid-career hires to enhance their understanding of our industry and company, along with follow-up training several months after they start working. We also conduct post-hire surveys and offer ongoing support based on the feedback. For supervisors in receiving organizations, we conduct briefing sessions for effective onboarding that incorporate reception know-how, fostering appropriate support by enhancing understanding of the concerns and issues that new hires tend to face.

In this way, we aim to accelerate business by enabling new hires to achieve early results and excel, while leveraging one another's strengths alongside existing employees.

Hiring Non-Japanese Employees

To help promote the diversity and inclusion necessary for our medium- to long-term global expansion, we have been hiring new graduates from other countries. In fiscal 2024, BIPROGY hired nine people from nations other than Japan

Recruitment			Unit	FY2020	FY2021	FY2022	FY2023	FY2024
			Individuals	385	353	413	443	456
		Men	Individual	253	216	255	271	293
		(Percentage)	%	65.7	61.2	61.7	61.3	64.3
		Women	Individual	132	137	158	172	163
		(Percentage)	%	34.3	38.8	38.3	38.7	35.7
	New graduates		Individuals	243	248	205	223	256
		Men	Individuals	139	127	105	117	139
		Women	Individuals	104	121	100	106	117
	Mid-career recruitment		Individuals	142	105	208	220	200
		Men	Individuals	114	89	150	154	154
		Women	Individuals	28	16	58	66	46
		Scope[1]		o	o	o	o	o
	Mid-career hire rate[2]	BIPROGY Inc.	Individuals	25.4	24.6	53.1	47.5	44.7
		UNIADEX, Ltd.	Individuals	34.4	28.7	33.6	29.5	36.2
	Percentage of positions filled by internal candidates			n	n	n	n	n
			%	54.5	20.6	37.1	37.5	31.1
		Scope		c-	c-	c-	c-	c-
	New graduate retention rate		%	91.8	89.1	91.1	91.1	89.2
		Men	%	91.1	91.7	91.5	89.0	88.0
		Women	%	92.5	85.1	90.6	93.3	90.4
	Number of people re-employed after retirement (Percentage of people re-employed after retirement)		Individuals	99	140	187	187	225
			%	79	92	90	81.7	90.7
		Men	Individuals	85	119	158	163	192
		(Percentage)	%	78	92	90	82.7	91.9
		Women	Individuals	14	21	29	24	33
		(Percentage)	%	82	88	91	75.0	84.6
		Scope		c-	c-	c-	c-	c-

1. FY2020 and earlier: BIPROGY Inc. and its consolidated subsidiaries in Japan, as well as Cambridge Technology Partners Inc. From FY2021 onward: BIPROGY, UNIADEX, UEL Corporation, International Systems Development Co., Ltd., Cambridge Technology Partners Inc., S&I Co., Ltd., G&U System Service, Ltd., BIPROGY Challenged Inc., and UNIAID Co., Ltd.
2. Mid-career recruitment rate is calculated based on Japan's Act on Comprehensively Advancing Labor Measures

Turnover		Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024	Verified
Employee turnover rate		%	2.3	2.3	3.1	3.5	2.8	✓
	Men	%	2.4	2.2	3	3.4	2.9	
	Women	%	2.2	2.6	3.4	3.9	2.5	
	Scope		c-	c-	c-	c-	c-	

Remuneration

Fair Wages	
	The BIPROGY Group stipulates and administers internal regulations on wages, benefits, bonuses, retirement pay and other forms of remuneration, based on laws such as Japan's Labor Standards Act as well as our labor contracts with labor unions. We comply with wage-related laws on minimum wage, mandated compensation and overwork, and provide notification with pay statements or electronic data at a specific payment duration and time. Wages are paid in full directly to employees. There are no disparities in treatment based on factors such as nationality, beliefs, social position, or gender.

Salary			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Average annual salary		Yen	8,088,571	8,100,039	8,163,349	8,502,857	8,462,098	✓
	Median annual salary		Yen	-	-	7,886,646	8,073,075	8,025,105	
	Starting monthly salary for new graduates[1]	Bachelor's degree	Yen	220,000	220,000	220,000	225,000	264,000	
		Master's degree	Yen	245,300	245,300	245,300	250,300	280,000	
	Scope			n	n	n	n	n	

1. April base salary results for each fiscal year

Gender Pay Gap			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Ratio of women's basic individual salaries to men's								
		Managers	Women: Men	-	-	1:1.04	1:1.02	1:1.02	✓
		Non-managers	Women: Men	-	-	1:1.25	1:1.25	1:1.21	✓
	Ratio of women's individual compensation to men's								
		Managers	Women: Men	-	-	1:1.04	1:1.03	1:1.03	✓
		Non-managers	Women: Men	-	-	1:1.29	1:1.29	1:1.25	✓
	Scope[1]			-	-	o	o	o	

1. BIPROGY Inc., UNIADEX, Ltd. and UEL Corporation

Benefits

Benefits	
	The Group has established a benefits program so that employees can work with peace of mind. In terms of housing, the foundation of daily life, we have dormitories available to single employees, and company residences available to transferred employees. In addition, we offer a variety of programs so that employees can live with peace of mind, such as accumulated savings, workplace-version Nippon Individual Savings Accounts (NISA), employee savings schemes, emergency loans, employee stock holding associations, and mutual aid organizations. We provide flex time and telework programs, and a limited-area work option that does not involve long-distance transfers, so that employees can choose the right work style for their lives. In addition, we have created a "refresh" holiday program that allows employees to take longer holidays, based on the number of years employed, to sustain their mental and physical health and restore their energy.
External Evaluation of the Group	
	March 2025: Certified as a corporation promoting employee welfare benefits The employee welfare award certification system operated by Roumu Kenkyusho, Japan's labor research institute, commends and certifies companies that implement outstanding employee welfare programs and those that are motivated to improve their programs going forward. BIPROGY has received this certification for four consecutive years since fiscal 2022.

Senior Employees

Opportunities for Middle-Aged and Senior Employees	
	The declining birth rate in Japan has made labor shortages a serious social problem. The Group takes special measures to support middle-aged and senior employees, who have a wealth of experience and knowledge. Beginning in fiscal 2021, we started a re-employment program called Next Stage Integration (NSI). The aim of NSI is to make better use of the knowledge and experience that retired employees have accumulated during their careers. By reviewing the assignments and compensation for program participants, the percentage of retirement-age employees wishing to be re-employed has risen by 12 percentage points compared to the average over the three years before the program started. Participants can choose among flexible work options, working one, two or three days per week, or full time. Currently, 51 participants (9.2%) have chosen to work less than five days a week. Our work-style reform efforts to respect diverse values foster a pool of employees who are highly motivated, allowing us to continue tackling the challenges of an era in which many people live to 100. Moreover, we have set up a senior expert program in which we recognize employees with high market value and expertise as senior experts, and continue to employ them after retirement with compensation that differs from the regular reemployment program. Currently, the senior expert program has 68 participants (12.2% of re-employed employees).

Compliance with Labor Laws and Regulations

Violation of Labor Laws and Regulations	
	There were no instances of Labor Standards Act violations in fiscal 2024.

Diversity, Equity and Inclusion: Management Approach

Basic Approach

With a central focus on its Purpose, the BIPROGY Group aims to foster a corporate culture where each employee can fully embrace their intrapersonal diversity, respect others' individuality, and fully demonstrate their individuality and abilities.

The Group respects human rights as well as diverse cultures and customs as outlined in the following policies for diversity, equity and inclusion (DEI) . The policies clearly prohibit any discrimination based on race, gender, age, creed, religion, nationality, sexual orientation, gender identity, gender expression, and physical or mental disability, etc.
To effectively promote these policies, the Group uses employee engagement surveys and other methods, and policy compliance levels are monitored by senior management. We also undertake a variety of related initiatives including the promotion of DEI activities, as well as those to help create more rewarding workplaces.

DEI-Related Policies

BIPROGY Group Compliance Basic Policy (Available in Japanese only)
https://biprogy.disclosure.site/ja/themes/115#256
BIPROGY Group Human Rights Policy
https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/humanrightspolicy_e.pdf
BIPROGY Group Code of Conduct (Available in Japanese only)
https://www.biprogy.com/com/corporate_code_of_conduct.pdf

KPIs and Targets

KPI	Target	Target
Percentage of management positions held by women	18% or more (as of April 1, 2026)	FY2025
Average score on items related to job satisfaction and worker-friendliness in the engagement survey	Base value1: 51% +10 points or more	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	100%	FY2026
Percentage of employees with disabilities	0.1 points above the legally mandated percentage of 2.7%	FY2026

1. 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.

Progress

KPI	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of management positions held by women[1]	%	-	9.3 (As of April 1, 2022)	10.2 (As of April 1, 2023)	11.2 (As of April 1, 2024)	12.3 (As of April 1, 2025)
Average score on items related to job satisfaction and worker-friendliness in the engagement survey	%	-	-	-	-	51
Percentage of eligible men who took leave or time off for childcare after their spouse gave birth[2]	%	-	-	-	-	83.3
Percentage of men who coordinated with their family and organization based on their own intentions when considering and deciding to take childcare leave[2]	%	-	-	-	-	91.8
Percentage of employees with disabilities[3]	%	2.59	2.62	2.84	2.89	2.98

1. BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., Cambridge Technology Partners Inc., and USOL Vietnam Co., Ltd. Calculated as the number of women in management positions/total number of management positions × 100. Management positions include managers, executive officers, and Group company officers.
2. BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., and Cambridge Technology Partners Inc.
3. BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, BIPROGY Challenged Inc., International Systems Development Co., Ltd., Cambridge Technology Partners Inc., and S&I Co., Ltd.

Employee Engagement

Employee Engagement Survey

To get a clearer picture of employee awareness and organizational issues, the Group has been conducting annual engagement surveys for all Group employees since fiscal 2013.

In fiscal 2024, we renewed our engagement survey tools to make it easier for organizational heads to better identify issues that contribute to improving workplace engagement. Based on the issues and strengths found in their organization's survey results, organizational heads continually promote initiatives to move their organization closer to its desired state.

The engagement score for fiscal 2024 (positive response rate to questions measuring engagement) was 52% for the Group as a whole. The survey results revealed strong positive responses in areas such as corporate ethics, trust in managers, respect, safety, and authority and empowerment. This suggests that corporate ethics are being practiced in a safe workplace environment where each individual is respected under trustworthy managers.

On the other hand, it became clear that strategy engagement and change management are priority issues to be tackled. Specifically, the results suggested that engagement with corporate philosophy and strategy has a significant influence on improving employee engagement.
BIPROGY has set the engagement score as one of its key performance indicators (KPIs) in its three-year human resources strategy, targeting 61%, which is the average for Japanese companies in fiscal 2024.
Moving forward, we will continue to focus on creating an environment where each employee can find job satisfaction while enhancing organizational credibility and transparency.

Results of surveys conducted through FY2023	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Engagement score	pt	56.5	56.7	55.9	55.4	-
Percentage of employees who responded to the survey	%	95.4	95.8	95.3	96.2	-
Results of surveys conducted in FY2024 and beyond						
Engagement score (positive response rate)	%	-	-	-	-	52.0
Percentage of employees who responded to the survey	%	-	-	-	-	96.7
Scope		c	c	c	c	c

Improving Job Satisfaction

Improving Job Satisfaction

The BIPROGY Group works to create rewarding organizations and workplaces where diverse human resources can fully demonstrate their capabilities. This, in turn, drives new competitiveness and growth. We support this by ensuring the penetration of our philosophy and strategy, fostering active senior talent , and transforming facilities. We have also set the average score for elements related to job satisfaction and worker friendliness in the engagement survey as a KPI and are working toward achieving it.

	Target	Result
Average score on items related to job satisfaction and worker-friendliness in the engagement survey	Base value: 51% +10 points or more (As of FY2026 end)	51%

(Reference: Material Issues)

1. Penetration of Philosophy and Strategy

We are working to ensure the penetration of our philosophy and strategy, helping each employee feel connected to the Group's Purpose and their organization-level purpose and business strategy in their work, thereby supporting proactive actions and job satisfaction. Specific measures include the following:

• Implementing the Purpose Management Workshop for all executives and division managers and defining the organization-level purpose
• Holding Purpose Dialogues to discuss the Purpose as well as the organization-level purpose and individual ambitions
• Holding nationwide Management Policy meetings and Meet up Lounge dialogues as opportunities for policy explanation by management and dialogue

In our survey on the degree of penetration of the Purpose conducted since fiscal 2023, the combined percentage of respondents who answered that they "understand," "feel personally connected to," and "practice" the Purpose in fiscal 2024 increased by 10 points over the previous year.

Going forward, we will maintain dialogue-based efforts to improve penetration while moving beyond one-way communication from the company by focusing on the overlap with individual aspirations. This will foster an organizational culture where employees support the philosophy and strategy, take pride in them, and eagerly engage in their work.

2. Active Senior Talent

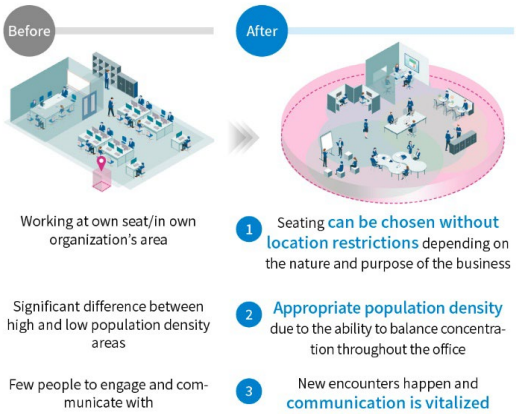
Considering societal environmental changes such as a declining working population, the 100-year life era, and the trend of employee aging, the BIPROGY Group takes various steps designed to create a situation where senior talent with valuable experience can fully demonstrate their abilities and skills in their roles. The goal is to help them continue to grow while actively working toward their future careers and lives. In fiscal 2024, we conducted training for second career development and individual career counseling for senior employees as motivational measures, along with seminars for re-employed personnel and those hoping for re-employment. For management, we conducted seminars on understanding senior careers, communication, and feedback points, which many organizational heads attended. Moving forward, we will continue expanding these measures and work on human resource system reforms to create an environment where senior employees can work vibrantly.

3. Facility Transformation

Aiming to create appealing offices that employees are excited to gather in and take pride in, we have been driving a large-scale facility upgrade at our head office building since fiscal 2024.

This initiative aims to create a flexible environment where people can work without being bound by location based on the content and purpose of their work, while supporting individual autonomy and enhancing job satisfaction. Furthermore, by balancing person-dense and less person-dense areas throughout the office in an ideal manner, the design will naturally promote new interactions and encourage cross-organizational communication.

By offering these new points of contact, we aim to strengthen relationships among employees and boost opportunities for creating social value.



Promoting Diversity, Equity and Inclusion

Promoting DEI

We promote diversity, equity and inclusion (DEI) efforts based on the commitment of our CEO. The Group is undertaking initiatives to support individuals with certain attributes such as women, employees with disabilities, LGBTQ+ individuals, and non-Japanese nationals. We make comprehensive efforts to foster a DEI-positive corporate culture that offers psychological safety and inclusion for everyone. We are working on these kinds of measures based on two key objectives: promoting understanding, awareness, and behavior change; and improving systems and mechanisms.

As part of our comprehensive efforts to promote a culture of DEI, we implement measures such as e-learning for all officers and employees of the BIPROGY Group and DEI seminars led by invited experts.

DEI seminars	Seminars for all officers and employees of the Group, featuring lectures by outside experts and messages from the corporate officer in charge
Diversity e-learning	e-learning for all Group employees (mandatory)
Diversity promotion survey	A diversity-related questionnaire survey for all Group employees: The responses are analyzed and shared internally
DE&I e-mail magazine	An e-mail magazine on the subject of DEI, distributed to all employees on an ad hoc basis

Gender Diversity Promotion

Initiatives for Gender Diversity Promotion

The BIPROGY Group has adopted the percentage of management positions held by women as a KPI to address the material issue, “develop and strengthen human resources to create a new future and promote diversity and inclusion.” BIPROGY Inc. has set and is working to achieve the target for the percentage of executive officer positions held by women,1 under its action plan based on Japan’s Act on Promotion of Women's Participation and Advancement. To this end, we have established monitoring and reporting mechanisms involving the Sustainability Committee and the Board of Directors, based on plans for promoting women into management created by each division and Group company. We have implemented grade-specific programs for women in the workforce (mentoring program for organization head candidates and training for young women), to help them with independent career development and to foster a managerial mindset. Our aim is to systematically train women for promotion to managerial positions, build a strong human resources pipeline, and enhance group-wide promotion of these efforts. BIPROGY is also actively participating in external initiatives such as the UN Women's Empowerment Principles (WEPs) and Keidanren's Challenge Initiatives for 30% to increase the percentage of executive officer positions held by women to 30% by 2030. We will continue to actively appoint women to executive officer and manager positions as our top priority in advancing DEI initiatives.

1. In calculating the percentage of executive officer positions held by women, we included directors, auditors, and corporate officers , based on the definition in Japan’s Act on Promotion of Women’s Participation and Advancement.

	Target	Result
Material issue KPI	Percentage of management positions held by women: 18% or more (by April 1, 2026)	12.3% (as of April 2025)
Percentage of executive officer positions held by women[2]	26% (by March 31, 2030)	13.9% (as of June 2025)

2. BIPROGY Inc.

Promoting Employee Understanding, Awareness and Behavioral Change

Grade-specific development program for women	We implement this development program to cultivate a managerial mindset among women in the workforce and increase their awareness of opportunities for independent career development, while building a human resource pipeline for women. We have introduced a mentoring program for women who are management candidates and provide career training for young women. The practical content includes a panel discussion among women from frontline organizations, discussion among participants, and a study of how to share career goals with a superior.
Networks for women in the workplace	Internal and external online social networks for all women in the workforce of the Group: One such network is WITTy (Women in IT in Toyosu), a network of women from IT companies in the Toyosu area, where our head office is located.

Systems and Mechanism

The BIPROGY Group has clearly defined employment grades and evaluation criteria, thereby building a system in which women and men are treated equitably in evaluations and promotions. Moreover, our systems are carefully designed and implemented to ensure that employees who find themselves in certain major life stages, such as having a child, are treated and evaluated fairly in light of the special situation they face.

Support for Balancing Work and Life Stages

The Group has established an environment in which each individual, even employees with various attributes and constraints, can work and sustain their motivation at high levels by selecting a work style that fits their various needs based on their lifestyle and life stage. We strive to enable employees to develop their own careers and work in ways that can accommodate their personal situations. We also foster mutual respect within the workplace so that teams can achieve maximum results.

Balancing Work and Nursing Care

The Group's employees remain with the company for a long time (the average was 20.8 years at the end of fiscal 2024), which means that there is a high probability that employees over the age of 40 will be faced with caring for their parents or spouses just as their work responsibilities increase. We assume that both men and women will be involved in nursing care during their careers. Providing a flexible system for these important times in our employees' lives is very reassuring for employees.

The Group has programs that can be used for nursing care and go beyond the legal mandates. Employees can take paid or unpaid leave for nursing care (12 days of paid nursing care leave per family member to be cared for, plus up to 60 days of accumulated paid leave). We also offer transportation subsidies for long-distance nursing care. In addition, we carry out surveys on nursing care situations and perceptions, hold seminars on nursing care related to preparing for and balancing it with work, and publish nursing care handbooks.

Promoting Employee Understanding, Awareness and Behavioral Change

Nursing care seminars	Seminars given by outside experts held once a year, with all Group employees eligible, designed to help employee balance work and nursing care
Diversity management training	Training that all organization heads must attend, designed to prepare them to manage their subordinates involved with nursing care and to prepare for providing nursing care themselves. This training was shifted to an e-learning format in fiscal 2023.
Nursing care handbook	The handbook is published to help employees understand the important points for balancing work and family nursing care responsibilities
e-learning	Training that provides basic knowledge for employees needing to take on family nursing care responsibilities. The key points are provided in an easy-to-understand way, allowing participants to adopt the necessary mindset. Group employees can attend on a voluntary basis.

Systems and Mechanisms

Nursing care unpaid leave	Up to one year per family member needing care (can be taken multiple times)
Nursing care paid leave	(1) Accumulated special paid leave can be used on a one-day, half-day, or hourly basis (2) Up to 12 days annually of paid nursing care leave per eligible family member, which can be taken in one day, half day, or hourly basis
Reduced working hours	As little as two hours/day
Counseling	Employees can speak with advisers on balancing work and home responsibilities, with the employee consultation office, or with external counselors when needed
Subsidies	In-home care subsidy, transportation subsidy for long-distance nursing care, and nursing care leave subsidy
Other	Employees can combine benefits such as flextime (which allows them to adjust their total monthly work hours, balancing out excess or shortfall within the month; including core working hours), hourly paid leave, and accumulated special paid leave (up to 60 days of unused annual paid leave that cannot be carried over to the following year can be accumulated and used for personal injury or illness, nursing care, childcare, and volunteer activities, in increments of one day, half-day, or hourly).

Balancing Work and Childcare

The BIPROGY Group supports employees through life events like childbirth and childcare, helping them strengthen family bonds, continue working while watching their children grow, and develop new skills and roles at work — all to improve their work-life balance. The Group provides comprehensive programs and support to help employees balance work and childcare responsibilities. We have implemented diversity management training for organizational heads, along with other seminars and roundtable discussions to enhance internal support for work and childcare balance. This allows employees to build fulfilling careers while still participating in child-rearing, and to fully demonstrate their abilities.

As a result of these efforts, the percentage of eligible women taking childcare leave and the percentage returning to work has remained at nearly 100% for the last 10 years or more. On the other hand, although the percentage of eligible men taking childcare leave has been rising, we recognize that a gender gap remains, and we will address this issue. In fiscal 2024, we set KPIs for eligible men taking childcare leave, with the aim of allowing both men and women to better share the joys and burdens of housework and childcare, and to balance their work and childcare responsibilities.

Our goal is to create a situation where eligible men, by taking childcare leave and family-related time off, share in housework and childcare responsibilities and actively participate in them. This will lead to a reevaluation of their work habits, the adoption of new perspectives and intrapersonal diversity, and a reduction in gender role stereotypes. Additionally, through open dialogue within the organization, we aim to develop a culture where supervisors and colleagues recognize the importance of men taking childcare leave and support men in balancing work and family duties.

Promoting Employee Understanding, Awareness and Behavioral Change

Diversity management training	Required e-learning program for organizational heads to learn about their appropriate role and approach when dealing with subordinates balancing work and childcare responsibilities. This training was shifted to an e-learning format in fiscal 2023.
Interview for those taking maternity and childcare leave	Two-way interviews (employee and supervisor) before and after maternity and childcare leave
Spouse pregnancy notification	Men who submit the notification receive various information. The goal is to help these men acquire knowledge about childcare leave before the child's birth, proactively think about balancing work and parenting, and discuss taking leave while coordinating with family and the organization.
Childcare Leave Handbook	nformation provided to enhance understanding of childcare leave and support the planned taking of leave, a smooth return to work, and subsequent balancing of work and childcare responsibilities
Examples of men who have taken childcare leave	Interview articles featuring men who have taken childcare leave
Roundtable discussions on men's childcare leave	Men who have taken childcare leave and those considering taking leave gather to share opinions and ideas.
Network for men	Internal social media for all men employed by the Group

Systems and Mechanisms

Programs that can be used before childbirth	Subsidies for infertility, limits on late night work and overtime during pregnancy, measures limiting work on holidays
Leave before and after childbirth	Maximum of nine months
Childcare paid leave	Primary guardian s: Can take this benefit until the child reaches the age of two. It can also be taken in installments. Guardians other than the primary guardian : Eligible for the same benefit.
Reduced working hours	As little as two hours/day; application categories are "childcare term" (until the child is in the sixth grade of elementary school), and "parenting term" (children of junior-high and high school age with illnesses and disabilities, until they turn 18)
Childbirth leave to support wife	Men can take up to two days of special paid leave (may be divided)
Counseling	Work-life balance advisors, employee consultation rooms, and external counseling are available as needed
Childcare subsidies	Employees who use the welfare benefit services that the BIPROGY Group has partnered with can purchase coupons valid at partner childcare facilities, receive discounts on childcare service fees, and enjoy half-price admission fees for monthly childcare centers. Additionally, childcare and maternity supplies, including breast pumps, can be bought at member prices, and childcare consultations are available at special member rates, offering comprehensive child-rearing support.
Other	Employees can combine benefits such as flextime (which allows them to adjust their total monthly work hours, balancing out excess or shortfall within the month; includes core working hours), hourly paid leave, and accumulated special paid leave (up to 60 days of unused annual paid leave that cannot be carried over to the following year can be accumulated and used for personal injury or illness, nursing care, childcare, and volunteer activities, in increments of one day, half-day, or hourly).

Results of Using Support Systems for Balancing Childcare and Work		Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Verified
	Number of men taking childcare leave	Individuals	43	49	60	59	81	
	Percentage of eligible men taking childcare leave	%	24.8	30.1	48.7	49.5	62.7	✓
	Scope[1]		c-	c-	o	o	o	
	Average number of days of childcare leave taken[2]							
	Men	Days	99	103	119	149	154	
	Women	Days	436	410	438	432	412	
	Scope		n	n	n	n	n	
	Percentage of people returning to work after childcare leave	%	99.0	97.6	98.8	100.0	100.0	
	Men	%	100.0	100.0	98.0	100.0	100.0	
	Women	%	98.0	95.5	100.0	100.0	100.0	
	Percentage of people retained after childcare leave[3]	%	99.0	95.1	92.7	97.6	95.7	
	Men	%	97.0	100.0	90.0	100.0	94.6	
	Women	%	100.0	90.5	96.9	94.3	97.6	
	Number of people using reduced working hours for childcare	Individuals	263	235	254	249	224	
	Men	Individuals	31	13	17	19	18	
	Women	Individuals	234	222	237	230	206	
	Number of people taking paid leave for nursing care	Individuals	296	501	515	464	353	
	Number of people taking unpaid leave for nursing care	Individuals	0	4	4	3	1	
	Number of people using reduced working hours for nursing care	Individuals	14	16	19	17	15	
	Scope		c-	c-	c-	c-	c-	

1. FY2021 and earlier: BIPROGY Inc. and UNIADEX, Ltd. From FY2022 onward: BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., Cambridge Technology Partners Inc., and S&I Co., Ltd.
2. Regarding the calculation of the average number of days of childcare leave taken, until FY2023, the calculation included all employees who took childcare leave within the relevant fiscal year. Starting in FY2024, however, the calculation method has been revised to include only employees who returned to work during the fiscal year.
3. Calculated as the number of employees retained after childcare leave divided by the number of employee returning to work after childcare leave. The number of employees retained after childcare leave is the number of employees who are still employed at the beginning of the following fiscal year among those who have returned to work after taking childcare leave.

Hiring Persons with Disabilities

Initiatives for Persons with Disabilities	
	As of March 31, 2025, employees with disabilities accounted for 2.98% of the BIPROGY Group's workforce. The Group is proactively implementing initiatives to ensure that employees with disabilities can work with peace of mind and play an active role throughout their careers. These measures include providing retention support interviews for such employees during their first six months with the company, and operating a dedicated consultation service concerning the employment of persons with disabilities. In fiscal 2020, we began hiring employees with disabilities at an outdoor farm with the aim of creating a work environment that can help promote their mental and physical health, while providing them with opportunities for job satisfaction and enjoyment through agricultural work. In fiscal 2023, we opened a massage room at our head office and began hiring visually impaired individuals who are nationally qualified as massage and shiatsu therapists. In fiscal 2024, we transferred both the farm and massage operations to a special subsidiary, BIPROGY Challenged Inc., to create an environment where employees with disabilities can work with more stability and thrive. We are also actively creating job areas such as website accessibility improvement projects, based on the premise of fully remote work. In this way, the Group is working to build workplaces where people with various disabilities can participate.
Reference	
	BIPROGY Challenged Inc. (Available in Japanese only) https://biprogy-chd.co.jp/

	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024	Verified
Number of employees with disabilities[1]	Individuals	201.5	205.5	225.0	229.5	240.0	
Percentage of employees with disabilities	%	2.59	2.62	2.84	2.89	2.98	✓
Scope[2]		o	o	o	o	o	

1. Individuals with severe physical or intellectual disabilities having a weekly scheduled working time of 30 hours or more were counted as 2 employees; individuals with non-severe physical or intellectual disabilities having a weekly scheduled working time of 20 to 29 hours were counted as 0.5 employees (individuals with mental disabilities were counted as 1 employee)
2. BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, BIPROGY Challenged Inc., International Systems Development Co., Ltd., Cambridge

Promoting the Advancement of People with Disabilities

In order to foster a workplace culture that enables employees with disabilities to play an active role in the organization, we provide training for all organization heads and offer relevant e-learning that all Group employees can take.

Promoting Employee Understanding, Awareness and Behavioral Change

Diversity management training	Training that all organization heads must attend, designed to create a workplace where everyone can work confidently regardless of their ability types. The practical training incorporates group discussions and information sharing by role-model organizations that actively support people with disabilities.
e-learning	Participants learn important points for changing workplace awareness, focusing on the considerations necessary to create a workplace where everyone can work comfortably. Group employees can attend on a voluntary basis.
Handbook on working with people with disabilities	Released handbook that company personnel can refer to for handling various situations. It is divided into sections concerning basic knowledge on disabilities, pre-hiring preparation, job design, recruitment, and management.

Measures to Promote LGBTQ+ Acceptance and Support

Measures to Promote LGBTQ+ Acceptance and Support

The BIPROGY Group aims to build an environment where all people can work to their full capacity, regardless of their sexual orientation or gender identity. The Group Compliance Basic Policy, BIPROGY Group Charter of Corporate Behavior, and BIPROGY Group Human Rights Policy state clearly that the Group does not tolerate discrimination against LGBTQ+ individuals.

Promoting Employee Understanding, Awareness and Behavioral Change

We encourage people to acquire accurate knowledge and deepen their understanding by holding seminars, implementing e-learning that can be taken by all Group employees, and publishing e-mail magazines and handbooks. Moreover, to increase internal supporters, we created ally stickers and distribute them to those who want one, as well as background images for allies to use while participating in online meetings.

Systems and Mechanisms

In fiscal 2020, we established a company regulation concerning our new same-sex partnership system, which allows same-sex partners to be treated in the same way as married spouses in provisions for vacations, leaves of absence, allowances, and welfare benefits, etc. We also revised our employment regulations to state that any action injuring the dignity of someone identifying as LGBTQ+ is grounds for disciplinary action. Moreover, employees can now use their accumulated special leave or leave for personal injury or sickness when undergoing gender reassignment surgery and hormone treatments, and financial assistance is also provided.

Cultural Education

The Group aims to foster a culture that welcomes the diverse personalities and viewpoints of all employees, regardless of nationality.
To ensure a smooth onboarding process for non-Japanese nationals joining the Group, we hold orientation sessions, regular interviews between new hires and their supervisors, and provide startup training to help them understand Japanese culture. We also promote communication by having them participate together in our new employee training programs.

Under the Management Policies, we will continue to promote a variety of initiatives to ensure that non-Japanese nationals get off to a good start after joining the Group, and to promote employee understanding of their situations.

Participating in External Initiatives and Receiving External Evaluations

Participating in External Initiatives

Promoting Career Advancement of Women

In 2020, the Group signed the UN Women's Empowerment Principles (WEPs). Going forward, we will continue to promote gender equality and the empowerment of women, while strengthening diversity management by endorsing international initiatives.

Also in 2020, we supported Keidanren's Challenge Initiatives for 30% (#HereWeGo203030) to increase the percentage of executive positions held by women to 30% by 2030. The Group also participated in the Nikkei Women's Empowerment Consortium, a collaboration between companies and across industries. We will continue to increase our collaboration with international organizations as well as with companies and stakeholders that transcend industry boundaries. Additionally, in fiscal 2024, our Representative Director and President, Noboru Saito, attended the GCNJ Summit 2025: Social Change by Equity. At this summit, 17 companies supporting solutions for equitable work practices gathered at the United Nations University to share action plans for creating "a society where everyone can experience well-being" and actively exchanged opinions.

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

LGBTQ+

In fiscal 2021, BIPROGY Inc. began co-sponsoring and participating with other companies in the LGBT-Ally Project, in order to help promote LGBTQ+ acceptance by society. In April 2022, we endorsed the Business for Marriage Equality (BME) campaign for marriage equality (legalization of same-sex marriage).

External Evaluations of Diversity Efforts

Platinum Kurumin Certification

This is an initiative under which Japan's Minister of Health, Labour and Welfare certifies companies that engage in high-level initiatives based on the Act on Advancement of Measures to Support Raising Next-Generation Children as "companies that support child-rearing." In 2019, BIPROGY acquired Platinum Kurumin certification in recognition of its efforts, including reviewing existing work styles and introduce new work styles, improving the annual paid leave utilization rate, reducing overtime hours, and supporting career development for employees planning to return or having returned from childcare leave.

Eruboshi Certification

This is an initiative under which Japan's Minister of Health, Labor and Welfare certifies companies making excellent efforts to promote women's active involvement based on the Act on Promotion of Women's Participation and Advancement in the Workplace. In 2017, BIPROGY received the third level of certification, the highest level, for meeting the criteria for all evaluation items.

Gold Rating in the PRIDE Index 2024	
	The PRIDE Index program is run by “work with Pride,” a voluntary organization that aims to create workplaces where LGBTQ+ people can work in an open way within Japanese companies and other organizations. In 2024, BIPROGY was recognized with the highest Gold rating for the fourth consecutive year. This rating recognized our efforts to build workplace environments in which all employees can succeed, regardless of their sexual orientation or gender identity.
D&I Award 2024 “Best Workplace”	
	At the D&I Awards 2024, the Group was awarded the highest honor of Best Workplace for the third consecutive year. This program, run by JobRainbow Co., Ltd., provides certification and awards to companies that implement diversity and inclusion measures. The Best Workplace award is based on a diversity score, which measures company performance across five areas: LGBTQ+ rights, gender gap, employees with disabilities, multicultural diversity, as well as childcare and nursing care programs. From various angles of diversity promotion, BIPROGY was recognized for its efforts to create workplaces and a corporate culture in which every employee is respected and can thrive.

Human Resource Development: Management Approach

Basic Approach

The BIPROGY Group operates based on the core belief that "human resources are the driving force of value creation and our most important asset." We are moving forward with initiatives to unlock each employee's potential and improve our organizational capabilities. As a corporate group committed to addressing social issues through the power of technology, we promote human resource strategies that harness the value and diversity of human capital. We consider not only individual abilities and skills but also relationships of trust and personal aspirations as key factors, aiming to develop Ambition-Oriented Human Resources (MOTIV8 HR) who learn and grow independently.

With our Management Policies (2024-2026) aligned with strategies for each business, we are making targeted investments in human resources. Looking ahead to future growth, we are working to develop Ambition-Oriented Human Resources, next-generation management talent, and four types of human resources (customer business architects, skilled project managers, business producers, and global talent).

To realize these strategies, we adopt development measures that combine training, hands-on learning, and opportunities to embrace challenges, creating an environment where diverse employees can develop their careers while pursuing their own ambitions. Moving forward, we will continue to enhance human capital and foster a positive cycle of business growth by advancing career support, evolving HR systems, strengthening management capabilities, reforming work styles, developing organizations, and promoting DEI.[1]

1. A new approach that adds equity to the already familiar concepts of diversity and inclusion.

KPIs and Targets

KPI	Target	Target Year
Number of human resources promoting new business development	100 or more	FY2026
Percentage of employees who have set medium- to long-term career goals and have obtained agreement on these goals from their organizational	100%	FY2026
Maintenance and improvement rate of mechanisms to promote career well-being[1] (number of implementations / number of plans)	100%	FY2026

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

Progress

KPI	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of human resources promoting new business development	Individuals	-	-	-	-	48
Percentage of employees who have set medium- to long-term career goals and have obtained agreement on these goals from their organizational heads	%	-	-	-	-	100
Maintenance and improvement rate of mechanisms to promote career well-being (number of implementations / number of plans)	%	-	-	-	-	83

Human Resource Management

ROLES-Based Human Capital Management

The BIPROGY Group has been carrying out its policies for human capital management and human resource development by creating and operating talent management systems driven by the ROLES system. These policies aim to strengthen our human capital management and enable our diverse workforce to deliver maximum value. ROLES, a core concept in our human capital management framework, represents business execution roles within the Group. Through ROLES, we are improving the visualization of the types, quality, and quantity of human capital needed to carry out each business strategy in line with our management strategy. Organizing and visualizing our human resource portfolio through ROLES (by division, organization, business area, and age group) helps with effective organizational human resource management in areas such as assignment allocation, job rotation promotion, and selecting individuals for further training. We work hard to ensure that each employee gains work experience, skills, behavioral traits, values, and other qualities from the ROLES they have experienced.

Utilizing Human Resource Data

The BIPROGY Group is working to promote a comprehensive human resource strategy, including career development and job assignments. The system revolves around a talent management system that centrally controls human resource data.

With this system, we are encouraging “self-directed career development,” “stronger organizational capabilities” and the “clarification and organization of human capital requirements” as we seek to achieve our Vision 2030. By visualizing human resource data, we not only help employees take charge of their own career-building and self-development, but also employ a data-driven approach to human resource strategy decisions, including personnel placement, assignment, and training.

Assignment

In addition to reviewing the organization every year based on the business environment, we assign employees using a rotation system designed to improve employee knowledge and experience (intrapersonal diversity). Assignment to a different organization gives individual employees new knowledge and experience, and restructuring their knowledge can foster entirely new perspectives and thoughts. Through these means, we not only encourage employee’s growth, but also create a foundation for innovation.

We have established a self-reporting system that allows employees to indicate their interest in a transfer, and an e-career board for internal recruitment to meet human resource needs in new areas and strategic and priority operations. This structure assists employees to work in an organization of their choosing and sustain high motivation.

Human Resource Investment

Human Resource Development Related Expenses	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Annual training hours per employee	Hours	39.6	34.9	37.0	33.1	32.1
Annual training cost per employee	Yen	78,908	79,387	72,031	97,631	145,866
Scope		c-	c-	c-	c-	c-

Employee Evaluation

Employee Evaluation System	
	The Group conducts both personnel assessments and performance evaluations with the aim of evaluating and compensating employees appropriately. Personnel assessments focus on competencies to encourage behavior befitting a BIPROGY employee. They are used to determine qualification grades and monthly salaries for the upcoming fiscal year. In contrast, performance evaluations measure the results or the extent of achievement of individual and organizational goals, and the outcomes influence bonuses. After each evaluation is completed, a feedback meeting is always held between supervisors and employees. In these meetings, the supervisor not only shares the final evaluation scores but also highlights areas where the employee exceeded expectations, identifies areas for improvement, and discusses supervisor expectations, including the next steps. The goal is to enhance employee satisfaction with the evaluation process and support their growth. While formal evaluations are conducted once a year at the end of the fiscal year, supervisors hold regular one-on-one meetings with subordinates throughout the year to discuss competency levels, goal progress, and any work performance issues, aiming to improve evaluation satisfaction and employee growth. We plan to use 180-degree feedback results as one criterion for evaluating the ongoing suitability of organizational heads. We intend to implement 180-degree feedback starting in the second half of fiscal 2025.

Internal Recognition System “Be Proud!”	
	Be Proud! is an annual internal event held across the BIPROGY Group to renew resolutions for the new fiscal year and recognize projects, individuals, and teams that achieved outstanding results in the previous year, thereby honoring their accomplishments. This event provides a valuable opportunity for employees to acknowledge and show respect for one another’s efforts and achievements, thereby enhancing Group-wide solidarity and motivation.

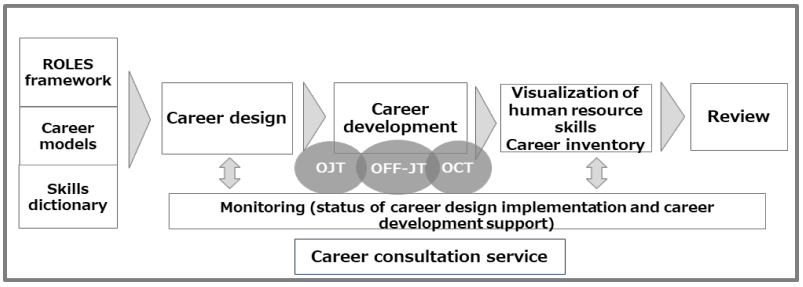
Human Resource Development and Related Initiatives

“180-Degree Feedback for Organizational Heads” Multidimensional Performance Appraisal	
	To support the growth of organizational heads and maximize member and organizational performance, we will introduce 180-degree feedback for organizational heads in fiscal 2025. We will gather survey responses from direct supervisors, colleagues, subordinates, and the individuals themselves to encourage independent behavioral change among organizational heads.

Learning Opportunities That Bring Out Individual and Collective Strengths	
	Coaching: As part of our Management Leadership Program, the BIPROGY Group offers individual support from external coaches to next-generation senior management candidates, broadening their perspective, perception, and viewpoints, and encouraging behavioral change. This initiative promotes the systematic development of future leaders, enhancing the organization's overall human resource pipeline. Furthermore, as an initiative to support employees' autonomous growth, we also have an internal coaching program led by volunteer employees. Through this open support venue for all employees regardless of level or job type, we promote career development and deepen self-awareness, leveraging dialogue and coaching. This also helps foster a culture where employees support each other's growth, contributing to increased engagement across the organization. Team Networks: Since fiscal 2017, we have held the Morning Challenge once a month before work hours, providing an opportunity to introduce startup technologies and services. Each session attracts participation from 500 to 800 employees, ranging from executives to employees, who voluntarily participate. Additionally, employees voluntarily create communities on themes like generative AI use and well-being using internal social media (Viva Engage), where they exchange information and share knowledge.

Generative AI Use Promotion Project for Digital Transformation	
	The BIPROGY Group is moving forward with a project called the "AI∞ (AI Infinity) Project," which promotes the use of generative AI to improve the operational efficiency and productivity of executives and employees. In May 2025, we held a mandatory seminar for all staff with external instructors, seeking to change ways of thinking and spark interest. Going forward, we plan to encourage usage based on general operations and job roles and share internal case studies to support this initiative. Through these efforts, we will continue assisting executives and employees as they adapt to technologies like generative AI.

Human Resource Development Program 1: Career Development Program

BIPROGY Career Development Program	
	In order to develop the foresight and insight indicated in BIPROGY's Corporate Statement and Purpose and help solve social issues that change over time, we believe that it is essential for each individual to take the initiative in building their own career. Accordingly, we created the BIPROGY Career Development Program (CDP) to invest in employee skills and ability development as well as organizational strengthening. It was also designed to enhance the capabilities of diverse human resources who can generate innovation as well as those with system implementation capabilities. Specifically, the Group supports proactive career-building through regular career interviews between superiors and subordinates, one-on-one Your Time sessions, age-group specific training for career planning, and career consultations with qualified employees. Since fiscal 2024, we have been asking each individual to identify their own ambitions, articulate them, and connect them to actions that lead to their achievement, making this a key process in career development. By helping employees clarify their ambitions and make career choices and challenges based upon them, we aim to promote both personal growth and sustainable organizational development. Moreover, we will continue to expand opportunities for employees to take on challenges independently by developing voluntary participation training programs and an internal recruitment system, by allowing side jobs and concurrent positions in and outside the company, and by providing ROLES-based training courses, online independent learning programs, and other opportunities. The aim is to encourage individuals to pursue career well-being 

Career Design	We believe that all employees can independently shape their careers by thinking collaboratively with their organizational head about their desired career path and how it overlaps with their current role, and how they can tackle their work with a sense of purpose. Therefore, supervisors and individuals regularly monitor the progress of career development goals and plans, considering the Group's ROLES initiative, each organization's development plan, and the employee's personal desires, and they revise them as needed. • Medium- and long-term career goals: Set future career goals (three to five years) • Skill development goals for each fiscal year: Based on the medium- and long-term career goals, set goals for skill development for each fiscal year. • Review: Review results of the skill development goals for each fiscal year and agree on actions for the next year. When setting career plan goals at the beginning of the term, each individual records their medium- to long-term ROLES targets, single-year ROLES targets, and proficiency level targets. During the review at the end of the term, the completed ROLES, the proficiency levels, and the specific work execution results are recorded. In this way, we visualize the progress of human resource development throughout the organization and compile records of the diverse experiences of each employee to guide future assignments and employee development. Moreover, we believe that the Group's sustainable growth can be achieved by aligning organizational expectations with the aspirations of individual employees, and by striving for growth together. In fiscal 2024, we established a KPI for "career well-being" to measure our progress on a material issue at the foundation of business growth, namely, "developing and strengthening human resources to create a new future and promote diversity and inclusion." Accordingly, we have set targets to achieve a 100% rate of mutual career understanding between supervisors and subordinates in career interviews and a 100% rate of progress in developing mechanisms to promote career well-being by fiscal 2026, respectively. Efforts are being strengthened for the achievement of this goal.

Career Stocktaking	We believe that employees can independently shape their careers by thinking collaboratively with their organization head about their desired career path and how it overlaps with their current role, and how they can tackle their work with a sense of purpose. Accordingly, we invite employees to review their skills and career, from the past to the present, based on objective facts such as their work history and qualifications. • Work history: Records of the work, projects, and roles that the employee has been assigned to • Application for qualifications: Records of qualifications acquired • Self-reporting: Reports on thoughts and desires for one's own career from the past into the future

Skill Surveys	Skill surveys are carried out as part of career stocktaking in order to clarify the status of skill acquisition, based on operations performed in the past, projects undertaken, and credentials earned. The data from the skill surveys are recorded and used for the following purposes. • Identifying people with specific skills • Identifying the skills needed for project team members • Reference for work assessment • Planning development programs and selecting eligible employees • Considering shifting resources across the organization • Identifying skills compatible with ROLES

Your Time Initiative	By offering the Your Time initiative, which involves one-on-one dialogue sessions between superiors and their subordinates, we are working to ensure better workplace communication for all employees, whether or not they work remotely. For managers, we provide information sessions concerning Your Time implementation, along with a guide and tools, and there are also workshops for managers to share their concerns. The aim is to improve and support the acquisition of skills such as coaching, teaching, and feedback provision by managers and to effectively promote the Your Time initiative. As a result, based on the fiscal 2023 survey, about 80% of managers who have implemented Your Time have been able to realize benefits such as building trust and enhancing employee autonomy and growth. On the other hand, only about 35% of managers have actually adopted Your Time. Good communication between superiors and subordinates is essential, especially when transitioning to a new personnel system. Therefore, we will continue to hold Your Time information sessions for newly appointed managers, while also sharing information on the benefits of Your Time adoption, and working to foster a dialogue-oriented corporate culture.

Human Resource Development Program 2: Developing Leadership Human Resources for Priority Areas

Business Producers	
	The BIPROGY Group refers to individuals who can identify social issues through foresight and insight in growth businesses, design businesses independently, engage diverse stakeholders in co-creation, and possess expertise in business development as “business producers.” Since fiscal 2024, we have been pursuing a KPI target to reach 100 or more business producers who meet specific criteria, such as relevant ROLES proficiency levels, by the end of fiscal 2026, and we are actively working on acquiring and developing this type of talent. ● Background for business producer development: • Insufficient number of individuals with experience in developing/co-creating/expanding new businesses • Need to accelerate the development of highly specialized talent, such as AI engineers and consultants • Training initiatives sometimes do not directly lead to actual business creation or business expansion, requiring an increase in practical opportunities In fiscal 2024, we adopted new recruitment methods to hire individuals with expertise not available within the BIPROGY Group who can lead business creation. We also introduced a practical Business Creation Boot Camp Training (40 participants in fiscal 2024) and training to enhance business creation knowledge for management (16 participants in fiscal 2024), and established the BP-Community as a platform to sustain and expand training effectiveness. In fiscal 2025, we will further accelerate the development of business producers by implementing training programs with a greater focus on practical skills and trying new approaches such as cross-boundary learning programs.
Positive Impact on Business	
	So far, the number of business producers has steadily grown, reaching 48 individuals by the end of fiscal 2024 (The number of business producers is used to measure progress on the material issue KPI, "Number of human resources promoting new business development”) . This effort is already yielding the creation and expansion of new businesses and services, as well as pilots, tests, and collaborations with various companies. Examples of new businesses in fiscal 2024: • Started developing a recycled plastic supply system for automobiles through collaboration between manufacturing and recycling companies, specifically, Resource Circulation Systems, Daiei Kankyo, Nifco, and Yagikuma • Created a tool with Dai Nippon Printing that allows for no-code, easy creation of “avatars equipped with AI agent functions” • Started offering DataRobot Enterprise AI Suite, a solution for developing customizable AI apps for regional financial institutions • Launched EcoLume, a carbon footprint calculation service for the chemical industry to encourage the adoption of carbon footprint calculations across the industry by providing complex calculation support for chemical products • Started offering the Earth Performance Indicator, which converts costs related to CO2 emission reduction into revenue • Launched Japan’s first service to prevent traffic accidents by predicting pedestrian and vehicle behavior with AI mounted on in-vehicle devices
Target Employees and Number of Participants	
	• Certified individuals: 48 (as of the end of fiscal 2024) • Training participants (fiscal 2024) Business Creation Boot Camp Training (40 participants) Management training (16 participants)

Global Talent	
	The BIPROGY Group refers to individuals with the toughness and insight to lead global business as "global talent." Since fiscal 2024, we have been pursuing a KPI to have 70 or more global talent members who meet specific criteria, such as relevant ROLES proficiency levels, by the end of fiscal 2026, and are actively working on acquiring and developing this type of talent. ●Background for global talent development: ・Shortage of M&A specialists to lead investment projects, necessitating knowledge buildup through hands-on M&A experience ・Need for post-merger integration professionals who can oversee M&A target companies and drive business expansion through synergies with the BIPROGY Group ・Need to provide experience opportunities for young employees with aspirations to take on global business In fiscal 2024, we recruited and selected overseas trainees to develop international perspectives and cross-cultural communication skills among young employees, seeking to cultivate talent that will support future global business. In fiscal 2025, we plan to send overseas trainees to affiliated companies in three ASEAN countries for on-the-job training, while also recruiting trainees for fiscal 2026. Additionally, we will continue our efforts to acquire and develop talent capable of becoming management leaders for overseas subsidiaries.
Positive Impact on Business	
	Through our efforts so far, our global talent pool had steadily grown to 39 individuals by the end of fiscal 2024. Moving forward, we will actively pursue growth investments (such as M&A) focused on ASEAN countries to acquire talent and support further human resource development. This will be connected to business acquisitions that leverage the Group's strengths in ASEAN and the expansion of customer DX and social DX businesses outside Japan.
Target Employees and Number of Participants	
	• Certified individuals: 39 (as of the end of fiscal 2024) • Twelve young employees applied for the overseas trainee program, with three planned to be dispatched to three different countries in fiscal 2025 • Expatriate employees increased from three in two countries in fiscal 2024 to seven in six countries in fiscal 2025

Customer Business Architects	
	The BIPROGY Group refers to individuals who can identify customer challenges before others through deep business understanding and strong trust-based relationships in core businesses, and present DX-driven solutions and pathways for business expansion as "customer business architects." Since fiscal 2024, we have been pursuing a KPI to have 300 or more customer business architects who meet specific criteria, such as relevant ROLES proficiency levels, by the end of fiscal 2026, and are actively working on acquiring and developing this type of talent. (Both sales and engineering positions are targeted.) ● Background for customer business architect development: • Need to further increase the number of individuals who can proactively make proposals based on a deep understanding of customers and industries, anticipating latent issues and changes • Need to increase the number of individuals who can present viable implementation methods leveraging discernment and technical capabilities • Demand for individuals who can develop service-oriented businesses by transforming customer challenges into industry and social issues Fiscal 2024 was a planning phase, during which we organized the measures to be introduced from recruitment, development, and transfer perspectives in collaboration with frontline organizations. Fiscal 2025 is the implementation phase, during which we will plan and introduce various measures based on the considerations from the previous year. In particular, we will prioritize expanding recruitment of individuals with high expertise in specific industries and strategic talent placement in focus areas where they can better showcase their strengths.
Positive Impact on Business	
	Through our efforts so far, the number of customer business architects has steadily increased, reaching 147 individuals in fiscal 2024. Moving forward, we will continue to develop and certify customer business architects to grow the number of people with proposal skills, discernment, and technical expertise. This will help expand the Group's business opportunities and strengthen trust with customers.
Target Employees and Number of Participants	
	• Certified individuals: 147 (as of the end of fiscal 2024) • Development targets: Individuals identified according to relevant ROLES proficiency levels (both sales and engineers are targeted)

Skilled Project Manager	
	The BIPROGY Group refers to individuals who possess foresight backed by extensive project management experience in core businesses, can always select optimal architecture and engineering processes, and can promote high-quality projects as “skilled project managers.” Since fiscal 2024, we have been pursuing a KPI to have 300 or more skilled project managers who meet specific criteria, such as relevant ROLES proficiency levels, by the end of fiscal 2026, and are actively working on acquiring and developing this type of talent. ● Background for skilled project manager development: • Need to increase the number of project managers capable of leading difficult development and operations to meet customers’ strong DX demand • As project management becomes more difficult with new technology adoption and growing project stakeholders, stability improvement becomes a challenge • Need to advance knowledge transfer from project managers experienced in large-scale development Fiscal 2024 was a planning phase, during which we organized the measures to be introduced from recruitment, development, and transfer perspectives in collaboration with workplace organizations. Fiscal 2025 is the implementation phase, during which we will plan and introduce various measures based on the considerations from the previous year. In particular, we will prioritize strengthening collaboration with partners both inside and outside Japan, recruiting experienced talent, assigning challenging projects, and increasing experience through side-by-side work with veteran project managers.
Positive Impact on Business	
	Through our efforts so far, the number of skilled project managers has steadily increased, reaching 239 individuals in fiscal 2024. Moving forward, we will continue to develop more skilled project managers and promote many stable, high-value-added projects to meet customers’ strong DX demand. We will also work to transfer large-scale development knowledge and know-how within the Group
Target Employees and Number of Participants	
	• Certified individuals: 239 (as of the end of fiscal 2024) • Development targets: Individuals identified according to relevant ROLES proficiency levels

Middle Managers	
	Organizational heads, as persons connecting management and the frontlines, play a vital role by exercising broad influence and leadership. Their responsibilities include member development, providing follow-up and recommendations to senior management, and coordinating with other departments and external parties. The BIPROGY Group offers training for newly appointed organizational heads based on management competencies defined in the new personnel system. This training deepens understanding of roles, behaviors, and skills appropriate for each level, and enhances management capabilities and leadership through the formulation, implementation, and review of action plans. Through these initiatives, we aim to enhance the performance of our members and the overall organization, while also developing a leadership pipeline that supports sustainable growth.
Positive Impact on Business	
	During training for newly appointed organizational heads at each level, over 95% of participants reported that it was "beneficial," resulting in role recognition appropriate to their rank and the development of management skills and essential competencies. As organizational heads' management skills improved through training, management-related scores in engagement surveys have remained relatively high. This, in turn, helps boost psychological safety and productivity within the organization, and turnover rates continue to be well below the industry average.
Target Employees and Number of Participants	
	Numbers of training participants in fiscal 2024 Training for new 1st-tier organizational heads: 9 Training for new 2nd-tier organizational heads: 30 Training for new 3rd- and 4th-tier organizational heads: 69

Human Resource Development Program 3: Developing Senior Management Leaders

Management Leadership Program	
	To develop management leaders who drive transformation, we have been implementing the "Management Leader: Advanced Program" in an open recruitment process since fiscal 2018, supporting the acquisition of perspective, perception, and viewpoints through dialogue. In fiscal 2022, we introduced a talent management system to centralize human resource data. However, since development based solely on open recruitment is challenging to translate into a strengthened human resource pipeline, we redesigned our succession planning mechanism in fiscal 2023. Beginning in fiscal 2024, we aim to establish pools of senior management successor candidates ("ready pools") as hierarchical human resource pools composed of diverse members, and we have introduced a selection-based program that incorporates the following three elements: (1) Assessment (management knowledge, multi-faceted evaluation/case simulation) (2) Development involving current management (3) Tough assignments (providing practical opportunities) Under this framework, we conduct programs on two levels: the Management Leadership Program and the Next-Generation Management Leadership Program, both of which aim to continuously develop the next generation of management leaders.
Positive Impact on Business	
	By developing senior management leadership candidates internally, we aim to foster a corporate culture that encourages engagement with our Purpose and Vision and promotes change while still maintaining the unique characteristics of the BIPROGY Group. By strengthening our executive candidate pipeline, we will increase the diversity of senior management, and accelerate the Group's ability to adapt to change and generate innovation
Target Employees and Number of Participants	
	• Selection-based program participants: Fiscal 2024 selection Management Leadership Program: 12 participants Fiscal 2024 selection Next-Generation Management Leadership Program: 13 participants

Human Resource Development Program 4: New Graduate Hire Training

New Graduate Hire Training	
	The following training programs for new graduate hires are designed to equip them with the basic knowledge and skills they will need when assigned to their first job. • Mandatory training for all new hires Common training: Acquiring knowledge and skills necessary as members of society and the BIPROGY Group Sales training: Acquiring knowledge and skills commonly required for general sales operations Technical training: Acquiring comprehensive knowledge and skills necessary as a team member in system development • Follow-up training after assignment In addition, OJT is offered to employees through the third year of their employment. This is designed to support individual growth by providing development and growth planning tools and regularly carrying out pulse surveys and interviews, and it also helps to increase retention.
Positive Impact on Business	
	New graduate hires are immediately assigned to positions after undergoing new employee training so that they can quickly become valuable assets. This allows us to meet the strong demand for human resources created by the booming investment in digital transformation by our clients. Some young employees are achieving outstanding results and have been recognized under our “Be Proud!” internal recognition system. At the same time, by quickly identifying situations where young employees are facing difficulties and by carefully offering support and advice, we strive to keep them from leaving the company for any number of reasons.
Target Employees and Number of Participants	
	• New employee training participants (fiscal 2024): 257 employees, including some mid-career hires, at seven Group companies (BIPROGY Inc., UNIADEX, Ltd., International Systems Development Co., Ltd., UEL Corporation, G&U System Service, Ltd., S&I Co., Ltd., and Cambridge Technology Partners, Ltd.) • OJT program participants (fiscal 2024): 403 new graduate hires at BIPROGY who have been with the company for up to three years

Human Resource Development Program 5: Self-Development

Self-Development	
	We offer online learning programs that allow flexible learning to accommodate employees' diversifying work styles. In fiscal 2024, we granted user licenses for the programs to all recipients of job offers for fiscal 2025 to establish a pre-employment learning environment. Additionally, we supplied licenses to all new employees joining in fiscal 2025 so they can continue using the system for one year, actively expanding self-learning opportunities. Furthermore, in fiscal 2024, we tested Autonomous Skill-up Training (Jiriken), an environment where individuals can access external public training that meets their needs at their preferred times. Jiriken provides not only technical training but also a wide range of business and social training, supporting proactive learning aligned with personal career goals and the pursuit of career well-being. In line with the Group's strategies and industry trends, we designate beneficial external certifications and systematically work to help our employees acquire those certifications.
Positive Impact on Business	
	In addition to improving scores related to work styles and job satisfaction in engagement surveys, self-development leads to improved productivity, better business performance, and brand enhancement. This stems from employees improving their skills, acquiring problem-solving abilities based on a multifaceted perspective, and obtaining external qualifications
Target Employees and Number of Participants	
	• Main self-learning program participants (fiscal 2024) Number of users of the Udemy online learning platform: 750 Autonomous Skill-up Training (Jiriken) users: 62

Human Resource Development Program 6: Programs to Empower Diverse Human Resources

Side Job Program	
	As an opportunity to gain experiences that cannot be obtained by working at one's own company, we generally allow employees to take side jobs, following prescribed procedures. We encourage employees to improve their skills and knowledge and support them in preparing for their future careers. Additionally, our re-employment program for employees who have retired at retirement age enables former employees to work one, two, three, or five days a week, and they are also permitted to have side jobs on days they are not working for BIPROGY. In fiscal 2024, we introduced an internal side job system to support new challenges and skill development. We are also continuing to consider accepting outside personnel for side jobs, aiming to energize the company and drive business growth by collaborating with individuals who have diverse experiences and expertise.
Positive Impact on Business	
	By taking a side job outside the Group, employees acquire new skills, knowledge, and experience that they could not otherwise gain internally. Even when the side job is based on a hobby or interest that is unrelated to the employee's job, it helps promote the individual's work-life balance. The number of employees taking advantage of this side job program is increasing every year. Through internal side jobs, as well, employees develop new networks and enhance individual productivity by gaining experience in other departments' operations.
Target Employees and Number of Participants	
	As of April 2025 Internal side jobs Eligible employees: All employees above a certain grade Number of participants: 11 External side jobs Eligible employees: Open to all employees Number of participants: 91 (16 new, 75 continuing from last year)

Expert Certification Program	
	Human resources with special skills and experience (certified experts) are compensated as highly expert professionals in accordance with the scope of their skills and experience. • After leaving their positions as organizational heads, they can be certified as highly expert professionals and promoted, and are compensated accordingly. • If BIPROGY is able to continue utilizing their abilities after the age of retirement, they can be certified as "senior expert" employees, and are compensated accordingly.
Positive Impact on Business	
	This program prevents important information and expertise within the organization from being lost and ensures it is continuously utilized. It enhances employee motivation to help improve the organization's processes and operations, and increases job enthusiasm and results.
Target Employees and Number of Participants	
	(Fiscal 2024 results) Number of employees certified as experts after leaving management positions: 5 Number of employees certified as senior experts after the age of retirement: 19

External Activities	
	The Group has set up a program for encouraging professional pro-bono activities outside of the company. We encourage the Group's employees to engage in writing, lecture, committee and publishing activities outside of the company, with the aim of facilitating social contributions and raising their skills.
Positive Impact on Business	
	External activities offer employees the opportunity to utilize their own expertise and experience to contribute to society. By writing and giving lectures, they enhance their communication and presentation skills, which also improves their overall skills and knowledge.
Target Employees and Number of Participants	
	Fiscal 2024 results (activities open to all employees): 61

Employee Incentives

	As a further investment in human capital to realize our Vision 2030, we will introduce a stock-based remuneration plan (restricted stock trust) for employees. The plan aims to bolster the sense of unity and strengthen the connections between management and employees, motivate employees to help achieve Management Policies, and contribute to higher employee engagement, thereby driving sustainable growth and increased corporate value for the BIPROGY Group. Transfer restrictions on shares granted to employees will be lifted either upon mandatory retirement or voluntary retirement after 10 years from the date of the grant.
Eligible Employees	
	For fiscal 2024, the plan was offered only to people in management (corporate officers and employees in management positions) at BIPROGY Inc. who have the strong potential to make an ongoing contribution to the company and help enhance corporate value over the medium- to long-term. A total of 33,657 shares were granted. (Percentage of employees covered by the system:16.9%

Occupational Health and Safety: Management Approach

Basic Approach

Guided by our corporate philosophy, "Work with all people to contribute to creating a society that is friendly to people and the environment," and in line with the BIPROGY Group Human Rights Policy, we respect human rights and aim to create a comfortable workplace environment that considers safety and health, with the goal of ensuring occupational safety and health for everyone working with us. In addition to complying with related laws and regulations, we also consider the public's heightened interest in the labor environment as well as international principles, and we pursue initiatives designed to prevent human rights violations, work accidents and health problems. The Group's goal is to provide a workplace in which employees can work with good mental and physical health and peace of mind for as long as they wish.

We have also included occupational safety and health initiatives in our Sustainable Procurement Guidelines to ensure all stakeholders in our supply chain are able to work in good mental and physical health with peace of mind, and we require adherence to these guidelines.

The Group signed the UN Global Compact in 2014 and supports the five constitutional principles of the ILO Core Labour Standards (freedom of association and the effective recognition of the right to collective bargaining; elimination of all forms of forced or compulsory labour; effective abolition of child labour; elimination of discrimination in respect of employment and occupation; and a safe and healthy working environment.)

Occupational Health and Safety Policy

BIPROGY Group Sustainable Procurement Guidelines (Available in Japanese only)
https://www.biprogy.com/pdf/com/Sustainable_Procurement_Guidelines_202408.pdf

KPIs and Targets

KPI	Target	Target Year
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	
Number of new leave-takers due to mental health issues in FY2026	New leave-takers: 102 or fewer (i.e., below the number in	FY2026

Progress

KPI	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024
Follow-up rate for those subject to active support in the health insurance specific health guidance	%	-	-	-	-	Follow-up rate for employees with four risk factors: 100%
Number of new leave-takers due to mental health issues in FY2026	Individuals	-	-	-	-	120

Occupational Health and Safety: Data

Management of Occupational Health and Safety

Reducing Risks Related to Occupational Health and Safety

The BIPROGY Group aims to create a workplace where employees can work in good mental and physical health with peace of mind. It focuses on labor management, maintaining the workplace environment, and promoting health management. The HR department conducts occupational health and safety risk assessments to identify potential workplace hazards, and also develops plans and prioritizes measures for the identified risks. For particularly important issues, we set KPIs and quantitative targets for material issues, and promote initiatives focused on risk reduction.

Labor-Management Consultations on Occupational Health and Safety (Occupational Health and Safety Committee Activities)

The Occupational Health and Safety Committee meets regularly for each business site, based on Japan's Industrial Safety and Health Act. The committee examines and discusses the following issues, and provides its opinions to the Group as necessary:

1. Matters related to countermeasures that should be the basis for the prevention of employee health problems;
2. Matters related to countermeasures that should be the basis for maintaining and promoting employee health;
3. Measures to prevent the causes of work accidents and their reoccurrence and matters related to health and safety; and
4. Other important matters related to the prevention of damage to employees' health and the maintenance and promotion of their health.

Investigation Procedures for Occupational Accidents

When an employee is injured or becomes ill during work or while commuting, the employee's direct supervisor reports to the appropriate department using the designated application form. The report confirms the date and time of the incident, location, circumstances, cause, and the extent of the injury (or name of illness).

The department that receives the report conducts interviews with the employee as necessary and assists with workers' compensation insurance application procedures appropriate for the hospital and pharmacy where treatment was received. Additionally, when the circumstances of the incident suggest that workplace environment improvements are needed, we work to prevent recurrence by considering improvement measures, communicating these internally, and issuing alerts.

Occupational Health and Safety Education

At regular Occupational Health and Safety Committee meetings held in relevant workplaces of the Group, industrial physicians give talks on health-related topics to help raise employee awareness. Every April, employees engage in e-learning to enhance their understanding of the importance of personal health management, and organizational leaders learn how to provide guidance and take appropriate measures. Every February, employees also participated in an e-learning program designed to promote mental health thoroughly in the workplace, with a focus on self-care.

Audits Related to Occupational Health and Safety

The BIPROGY Group performs an annual internal audit on labor management.

Occupational Health and Safety Results

Occupational Accident and Illness Record	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024	Verified
Number of work-related accidents Accidents	Accidents	5	12	6	12	20	
Scope[1]		o	o	o	o	o	
Absenteeism rate	%	0.14	0.21	0.23	0.21	0.22	✓
Scope		c-	c-	c-	c-	c-	

1. BIPROGY Inc., UNIADEX, Ltd. and UEL Corporation

Health Management

Health Management Approach

The BIPROGY Group encourages employees to work on improving their health, believing that supporting employees' independent efforts to stay healthy and creating a workplace environment where they can work with peace of mind will boost well-being (mental, physical, and social health and happiness). This, in turn, will energize employees as well as the organization and serve as a vital foundation for our efforts to improve corporate value by achieving our Purpose and Vision 2030.

The BIPROGY Group has assigned specialized staff, including industrial physicians, public health nurses, and industrial counselors, to HR departments to serve in health management roles. The Group promotes various health management measures in collaboration with its Group companies' HR departments, health insurance associations, welfare society, and labor union. Established under the Sustainability Committee, the Social Committee serves as the relevant decision-making body and oversees efforts to promote the mental and physical health of employees. It also identifies important material issues for maintaining and improving employee health. In addition to investigating response policies, it establishes response measures and checks the status of their implementation, and issues instructions for measures to correct issues of concern.

The Group works closely with its health insurance association, including mutual sharing of responsibilities, to promote collaborative health initiatives. This includes cooperation in regular health checkups, health guidance, and complete health screenings, as well as subsidizing various vaccinations and running a health points program. It also collaborates with labor unions, particularly on health promotion efforts, such as awarding health points for participation in walking events, and cooperates with the employee welfare society to subsidize the use of fitness facilities.

Issue Recognition

The Group recognizes that efforts to improve corporate value must include enhancing the physical, mental and social well-being of employees , which in turn helps to strengthen productivity and creativity.

Objective

We understand that when employees perform their jobs while not feeling their best, it will have a negative impact on their personal productivity as well as that of the organization. By encouraging personnel to independently improve their health literacy, including health knowledge, health management ability, and practical skills for health enhancement, the Group aims to reduce absenteeism and presenteeism (which is the lost productivity that occurs when employees are not fully functioning in the workplace because of poor health). In this way, we seek to maintain and improve the labor productivity of individuals and the entire organization.

Priority Measures and KPIs (Material Issues)

(Reference: "Occupational Health and Safety: Management Approach")

Policy for Health Management Promotion

We work on improving employee health by reinforcing health improvements and early detection and response under the two themes of "prevention of lifestyle-related diseases" and "mental health measures."

In addition to physical indicators, a multi-faceted analysis is carried out on self-perceived symptoms, lifestyle habits, stress and performance. Based on the results of this analysis, we have identified areas of focus. Lifestyle-related diseases (especially blood pressure), sleep, and mental health are particularly challenging issues among our main themes. "Cancer" is an area where rising medical costs have become a problem. While addressing these, we will also implement measures for women's health. Together with the Group's health insurance association, labor unions, and welfare society, we will advance collaborative health efforts by integrating regular checkups and complete health screenings and encouraging people to receive specific health guidance, as well as promoting behavioral changes (such as exercise).

Areas of Focus	Lifestyle-Related (specifically blood pressure)	Cancer	Sleep	Mental Health	Women's Health Measures
Measures	• Strengthen post-screening health guidance (active support for specific health guidance, motivation support) • Follow up for those at risk of high blood pressure and other issues • Bolster recom-mendations for secondary testing and full medical exams	• Integrate regular health checkups and complete health screenings to establish new regular health checkups • Cancer screening (as part of new regular health checkups) • Bolster recom-mendations for medical exams for those at risk for cancer	• Conduct sleep checkups • Follow up to improve sleep quality after sleep checkups • Ensure sleep hours by introducing designated intervals between working hours	• Training for workplace-based care and self-care • Conduct more substantial interviews (counseling) with new graduates and mid-career workers • Conduct more substantial interviews with employees with high stress levels • Continue one-on-one Your Time initiative	• Mandate gyne-cological cancer screening • Utilize marbleMe app • Utilize women's health outpatient clinics
	• Promote behavioral changes by encouraging employees to keep health behavior logs (improvements in diet, exercise, alcohol, smoking, etc.) • Introduce common indicators of health (level of mental resilience, etc.) • Further increase health literacy through health seminars, regularly issued e-mail magazines, etc.				

Encouraging Employees to Take Paid Leave

One of the indicators for the promotion of work-style reform at the BIPROGY Group has been achieving an annual paid leave utilization rate of 80%, using our own criteria, since fiscal 2018. Employees can maintain and improve their mental and physical health by taking holidays and experiencing work-life balance.

By designating a day to encourage employees to take annual paid leave, providing an anniversary leave program, and encouraging employees to take consecutive days off, we reached a paid leave utilization rate of 85.67%, with 14.5 days of paid leave taken on average, in fiscal 2024.

	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024
Paid leave utilization rate	%	81.10	82.54	85.15	85.81	85.67
Average days of paid leave taken	Days	13.7	13.7	14.5	14.8	14.5
Scope		c-	c-	c-	c-	c-

Working Hour Management

The Group strives to eliminate overtime not only by complying with laws and regulations and the 36 agreements concluded with the labor union, but also by promoting overtime flexibility and other measures.

We have introduced systems ensuring that managers are aware of their subordinates' actual working hours. The average monthly overtime worked per employee in fiscal 2024 was 16.6 hours, and even over the past five years, the average has been less than 18 hours.

	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024
Annual working hours per employee	Hours	1,845	1,841	1,848	1,851	1,839
Average monthly overtime hours worked per employee	Hours	14.9	16.3	17.3	17.5	16.6
Scope		c-	c-	c-	c-	c-

Measures to Prevent Health Problems Due to Overwork

The Group takes the following preventive measures.

- Employees who work long hours are interviewed and given guidance by physicians, based on the Group's standards, which are stricter than the requirements of Japan's Industrial Safety and Health Act. We also work to raise the consultation rate by holding online interviews and sending out occupational doctors and health nurses to workplaces with many people working excessive overtime.
- In addition to follow-up measures laid out in the Industrial Safety and Health Act (such as changing the place of employment and shortening work hours), we strive to detect illnesses early in cooperation with doctors at the internal health clinic (internal medicine, psychiatrist).
- To ensure proper attendance management and thorough labor management for all employees, we compile key points to note for each organizational unit and publish them internally every month as "Attendance Reports."
- We have set up an Excessive Overtime Rescue Unit, which focuses on projects and individual characteristics that could be problematic in terms of personnel labor and project management.
- Labor performance is included as part of the review when reviewing progress management for projects.

Improving the Office Environment

Wellness Measures

Installation of blood pressure monitors, InBody measurement devices, balance balls, and BIPROGY massage rooms

Counseling for Mental and Physical Health

Setting up employee counseling rooms (staffed by workplace counselors and certified psychologists)

Employee Cafeterias

- Providing healthy menu options in the employee cafeterias, and displaying calorie counts using the automated payment machine. Through this initiative, the Group acquired three-star certification in the food service category of the "Healthy Meal and Food Environment (Smart Meal)" certification system. The program is run by the Healthy Meal and Food Environment consortium, which consists of organizations such as the Japanese Society of Hypertension, the Japan Society for the Study of Obesity, and the Nonprofit Organization Kenkokeiei.
- In the employee cafeteria, we provide pesticide-free vegetables harvested from the farm we operate as part of our effort to provide rewarding employment for people with disabilities.

Adopting IT to Promote Health	
Health Point Program	
	A new health point program aimed at improving employee health was introduced in June 2022, and 1,409 people participated in the program in fiscal 2024. (up by 806 people year over year).
App Utilization to Prevent Productivity Decline	
	Using mainly startup company apps, we are continually helping employees improve specific symptoms (stiff shoulders, back pain, obesity, and lack of sleep, etc.) as well as their eating habits.

Increasing Health Awareness	
Providing a Health Portal	
	Health management service, including the viewing of health checkup results and the provision of health information
Holding Health Management Seminars	
	In fiscal 2024, we worked to enhance workplace mental health by holding seminars on stress management, workplace-based care for organizational heads (basic and advanced), mindfulness, and communication skills for self-care. To improve employee physical health, we also offered a range of seminars on topics including coping with painful menstruation, musical exercises, online workouts, eyestrain prevention, five strategies for better sleep, AI-based posture analysis, and diseases associated with high blood pressure.
Encouraging the Taking of Health-Related Certification Exams	
	Employees are recommended to take the Mental Health Management Examination and the Japan Health Master Examination
Raising Employee Awareness	
	• Revision of health and safety management regulations • Online training for new organizational heads • e-learning on mental health, and on maintaining physical and mental health while working (health

Key Indicators for Health Awareness Raising	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024
Communicative and critical health literacy (CCHL)[1]		-	3.62	3.65	3.67	3.70
Employee satisfaction with health management seminars	%	-	94	93	92	93
Scope		-	-	c-	c-	c-

1. Average score on a five-point scale for BIPROGY Inc. and UNIADEX, Ltd

Regular Health Checkups and Complete Health Screening Aid	
	Starting in fiscal 2024, to increase employee health awareness and promote early detection and treatment of cancer (including gynecological cancers) and hidden diseases, we have introduced a new regular health checkup program that combines regular health checkups with the complete health screenings provided by the BIPROGY Health Insurance Association (for employees aged 35 and older). The new regular health checkup also features a system that subsidizes the costs for gastroscopy and encephalography. For exam results, we have introduced a health management system accessible via PC or smartphone to promote correct understanding of diagnostic results and raise health awareness. We also offer medical examinations at our clinics and lifestyle guidance by public health nurses for high-risk individuals, such as those with high blood pressure, and encourage detailed exams and visits to medical institutions.

Key Indicators for Employee Health Management	Unit	FY2020	FY2021	FY 2022	FY 2023	FY2024
Regular health checkup rate	%	100	100	100	100	100
Smoking rate[1]	%	16.8	20.9	20.2	19.5	19.7
Exercise habit rate[1]	%	33.6	21.9	24.8	25.4	27.1
Sleep satisfaction rate[1]	%	78.7	73.7	73.2	70.1	69.2
Breakfast skipping rate[1]	%	24.4	28.3	29.7	31.1	30.5
Excessive drinking rate[1]	%	7.5	8.9	8.6	8.4	9.5
Healthy weight rate[1]	%	69.3	70.6	70.6	71.4	70.7
Hypertension rate[1,2]	%	21.6	18.4	18.8	16.8	14.1
Abnormal lipid profile rate[1]	%	27.5	23.4	21.3	21.1	22.8
Abnormal blood glucose rate[1]	%	14.3	11.1	12.2	13.0	15.8
Presenteeism rate[3]	%	0.983	0.982	0.985	0.993	0.993
Absenteeism rate (injury or illness)[4]	%	3.5	4.4	4.5	4.0	4.1
Scope		o	o	o	o	o

1. Calculated using regular health checkup results from BIPROGY, UNIADEX, International Systems Development, and Cambridge Technology Partners
2. Percentage of employees with stage 1 hypertension or more advanced
3. Results of employee surveys at BIPROGY and UNIADEX, based on WHO HPQ relative presenteeism (0.25 to 2)
4. Percentage of employees at BIPROGY and UNIADEX who were absent from work or took leave of absence for 7 or more consecutive days due to injury or illness

Administration of Health Clinics	
	Our internal health clinics provide employees with access to physicians, psychiatrists, and dermatologists. In 2022, we opened a new outpatient clinic especially for women. Employees can receive electrocardiograms as well as echocardiograms, and we also have a pharmacy, resting rooms and other facilities. We provide an environment in which employees can work throughout their lives with peace of mind. Smoking cessation outpatient services have been available since fiscal 2016. We have also established a Health Management Center where employees can go as needed to consult with an occupational nurse about their health. When a medical examination is deemed necessary, the center coordinates with an internal health clinic to provide treatment and guidance. Examinations at internal health clinics and counseling at the Health Management Center were traditionally offered only in-person. Since fiscal 2020, however, they have also been available online for the convenience of employees. In addition, we recommend that employees get the seasonal flu vaccine, and we offer the vaccine at the headquarters and branches every year around November. We also provide vaccination subsidies for employees' family members. We are also cooperating with medical institutions to provide workplace vaccinations against COVID-19.

Mental Health Measures	
	We carry out stress checks so that employees can take steps to prevent stress from accumulating by understanding their own stress levels. When necessary, employees can speak with doctors and this can lead to special arrangements at work and improvements in the workplace. In order to prevent mental health problems in the first place, we promote or provide the following measures. • Self-care (employees become more aware of their stress and take steps to manage it) • Workplace-based care (improvements in the workplace environment made by the managing supervisor, with consultation) • Care by occupational health staff in the company (expert care by occupational physician and psychiatrist) • Care provided by resources outside of the company (care by specialized institutions) • Stress checks (follow-ups with people with high stress levels; aggregate data also used for per-organization analysis) • Counseling for all employees through their third year with the company, and mandatory one-on-one Your Time sessions for employees and their superiors • Talks with counselors based on pulse check results for new graduate hires, through their third year • Training and seminars to promote self-care and workplace-based care

Indicators		Unit	FY2020	FY2021	FY2022	FY2023	FY2024
	Stress check participation rate	%	97.7	98	97.2	97.1	97.8
	Percentage of people with high stress levels	%	10.7	11.9	11.3	12.4	14.8

Note: FY2022 and earlier: Employees of BIPROGY Inc., UNIADEX, Ltd., Cambridge Technology Partners Inc., and AFAS Inc. (including those seconded to other companies), as well as employees seconded from UEL Corporation to BIPROGY Inc. Starting in FY2023, Cambridge Technology Partners is excluded.

Business and Human Rights: Management Approach

Basic Approach

Concern about human rights is growing in Japan and around the world, and stakeholders everywhere expect companies to address human rights issues. The Group supports international norms such as the Universal Declaration of Human Rights and the ILO Core Labour Standards and recognizes respect for human rights as integral to sustainability management and achievement of the SDGs. In June 2020, we introduced the BIPROGY Group Human Rights Policy, which is based on international human rights norms and the United Nations Guiding Principles on Business and Human Rights. In April 2021, we released the BIPROGY Group Sustainable Procurement Guidelines, which are based on BIPROGY Group Procurement and Transaction Guidelines. The BIPROGY Group Sustainable Procurement Guidelines outline human rights and other social, environmental, and governance issues that we ask our suppliers to understand and work with us on. Based on these policies and guidelines, we are carrying out human rights due diligence, human rights education, awareness-raising activities, and other initiatives to ensure that our employees and all other stakeholders in the value chain respect human rights in the countries and regions in which we operate.

Policies Related to Human Rights

BIPROGY Group Human Rights Policy
https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/humanrightspolicy_e.pdf

BIPROGY Group Code of Conduct (Available in Japanese only)
https://www.biprogy.com/com/corporate_code_of_conduct.pdf

BIPROGY Group Procurement and Transaction Guidelines (Available in Japanese only)
https://www.biprogy.com/com/purchase.html

BIPROGY Group Sustainable Procurement Guidelines
https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/Sustainable_Procurement_Guidelines_e.pdf

BIPROGY Group AI Ethics Principles
https://www.biprogy.com/e/com/ai_ethics_principles_BIPROGY_group_e.pdf

Implementation Structure

As a subordinate organization to the Sustainability Committee, which is a decision-making body, the Social Committee identifies human rights issues, examines policies addressing these issues, designs mechanisms to address these issues, manages and supervises the implementation of these mechanisms, and gives instructions on correcting pending issues. Key matters of discussion that could significantly impact the Group's business performance and strategies are taken up by the Sustainability Committee or the Executive Committee, which make decisions on these matters. In addition, status reports are also regularly submitted to the Board of Directors via the Sustainability Committee.

Person in Charge

Koji Katsuya, Representative Director, Executive Corporate Officer, CSO

Deliberative Body

Sustainability Committee, Social Committee

KPIs and Targets

KPI	Target	Target Year
Review of human rights policy and activities to promote understanding among employees	Implement every year	Implement every year through FY2026
Progress rate on re-performing human rights risk assessments and addressing issues at all Group companies	100%	FY2026

Progress

KPI	FY2020	FY2021	FY2022	FY2023	FY2024
Review of human rights policy and activities to promote understanding among employees	-	-	-	-	Implemented
Progress rate on re-performing human rights risk assessments and addressing issues at all Group companies	-	-	-	-	• Assessment implemented • Progress rate: 50%

Human Rights Due Diligence

Management System for Ensuring Respect for Human Rights

In recent years, manuals and guidelines on human rights have been issued by Japanese associated institutions and economic groups, and Japanese companies have pursued initiatives for the respect of human rights as an essential management issue. The BIPROGY Group supports international norms such as the Universal Declaration of Human Rights and the ILO Core Labour Standards, and recognizes respect for human rights as an important element of its corporate activities. We conduct human rights due diligence to reduce business risks related to human rights throughout the value chain.

In 2020, we published the BIPROGY Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights, and in 2024, we revised the policy to address newly emerging human rights issues.

Additionally, recognizing the importance of human rights due diligence throughout the supply chain, based on the expanded corporate responsibility scope in the ILO Multinational Enterprise Declaration, we conducted a survey of 156 major suppliers (representing 70.3% of all Group suppliers) in fiscal 2024.
Furthermore, in fiscal 2024, as part of a series of due diligence processes based on our human rights policy, we conducted a human rights risk assessment — aimed at investigating and identifying risks of actual or potential human rights violations — with support from the Caux Round Table Japan (CRT Japan) , a registered NPO.

In February 2025, based on the assessment results and considering country and business risks, we conducted a human rights impact assessment focused on employees in Vietnam, one of the countries outside Japan where we have many employees.

Human Rights Risk Assessment

Scope

Business

All businesses of the BIPROGY Group (system services, support services, outsourcing, software, hardware, and others)

Countries/Regions

The following nine countries where the Group has business locations:
Japan, Singapore, United States, Vietnam, Thailand, Malaysia, China, Philippines, Indonesia

Rights Holders

- Employees and workers (BIPROGY Group companies, suppliers, and business partners)
- Users of products and services (including children)
- Community residents and the general public

Value Chain

Each stage of the value chain: development/design – procurement/outsourcing – manufacturing/assembly – use – disposal – overall/other

Human Rights Indicators Evaluated

Among human rights listed in international standards, the following ten human rights indicators, which are closely related to business:
Fair wages (living wages, equal pay), appropriate working hours, discriminatory practices (gender, migrant workers), occupational health and safety, freedom of association, child labor, modern slavery, land rights, indigenous peoples' rights, privacy rights

Human Rights Risk Assessment Implementation Process

We assessed potential human rights risks by considering both the likelihood of occurrence and severity, based on human rights risks in countries where our business locations are situated (country risks) and those related to our business activities (business risks).

(1) Country Risk Assessment

We assessed human rights risks by country and human rights indicator on a 4-level scale based on human rights risk databases from international risk analysis and research institutions.
(Time period covered by survey: January 2015 to October 2024)

(2) Business Risk Assessment

We assessed the degree of impact on human rights risks from the following perspectives for seven countries where BIPROGY Inc. and other consolidated Group business locations are situated (Japan, Singapore, the United States, Vietnam, Thailand, Malaysia, and China). We assessed business-related human rights risks from the following perspectives:

- Degree of impact on human rights risks by business scale (revenue, procurement amount, number of employees)
- Human rights risk assessment based on the employment status of employees (nationality, gender, employment type, residence status)
- Human rights risk assessment in the value chain

During the business risk assessment, we conducted workshops with participants from departments related to human rights issues to discuss potential human rights risks that could arise in our business value chain.

Human Rights Risk Map in the Value Chain

Regarding the Group's main business (ICT-related industry), as an alternative to voices from stakeholders and rights holders, we collected and analyzed information from over 14,000 NGOs worldwide and from 3,500 news media sources globally to evaluate the impact on human rights of stakeholders and rights holders in our business value chain. The Group regularly reviews human rights risk assessments (including the human rights risk map below) to properly identify and manage potential human rights risks.

Human Rights Risk Map in Business Value Chain

◎: Extremely high impact ○: High impact ●: Some impact

Rights Holders	Human Rights Risks	Business Value Chain					
		Development/ Design	Procurement/ Outsourcing	Manufacturing/ Assembly	Usage	Disposal	Overall/Other
BIPROGY Group employees and workers	Health impacts from long working hours and unpaid overtime norms	○					
	Long working hours and low wages for vulnerable workers			○			
	Unfair dismissal of vulnerable workers			○			
	Forced labor of foreign workers (passport confiscation, collection of high placement fees, etc.)			○			
	Discriminatory practices against women, foreigners, young workers, and members of the LBGTQ+ community	○		○			
	Inadequate safety and health management	○		○			
	Undue pressure and suppression of labor unions and employee organizations	●		●			
Employees and workers at suppliers and subcontractors	Forced labor and child labor in mineral production for ICT products		◎				
	Long working hours and health damage due to demanding deadlines and workloads		◎				
	Discriminatory practices against women, foreigners, young workers, and members of the LBGTQ+ community		◎				
	Inadequate safety and health management		●				
	Undue pressure and suppression of labor unions and employee organizations		○				
Product/service users	Personal information leakage and misuse causing harm to individual safety and property				◎		
	Misuse and unauthorized use of ICT services (fraud, exploitation, etc.)				◎		
	Harmful content and sexual exploitation of children via the internet				◎		
	Violation of freedom of expression through content deletion and restrictions by ICT operators				◎		
Local residents and general public	Discriminatory attacks against specific individuals via the internet				◎		
	Government network surveillance, access restrictions, and censorship	◎			◎		
	Government requests for the provision of information on specific individuals				◎		
	Adverse regional impacts from improper disposal of electronic waste					●	
	Bribery of government officials						●
	Land acquisition in infrastructure construction without consent from local residents or adequate compensation						●
	Adverse local impacts from data center power consumption and cooling water consumption						◎
	Excessive security by facility security companies (intimidation and violence against employees and residents, etc.)						●

Note: The classification of human rights risks is based on the ICT Sector Guide on Implementing the United Nations Guiding Principles on Business and Human Rights.
(https://op.europa.eu/en/publication-detail/-/publication/ab151420-d60a-40a7-b264-adce304e138b)

Human Rights Risk Identification and Response	
	Based on country risk assessment and business risk assessment, we identified the following four risks as important human rights risks, which are highly relevant potential human rights risks for the Group. Potential human rights risks (1) Labor practices vis-à-vis BIPROGY Group employees (2) Labor practices vis-à-vis supplier and subcontractor employees (3) Privacy rights in product and service usage (4) Labor exploitation in equipment procurement supply chains
Potential Human Rights Risk (1): Labor Practices vis-à-vis BIPROGY Group Employees	
Related Business and Value Chain	
	Overall operations of the Group
Affected Rights Holders	
	The Group's employees
Human Rights Indicators to Note	
	Appropriate working hours, discriminatory practices, occupational health and safety, freedom of association (labor-management consultation)
Relevance to the Group	
	Long working hours are cited as one of the major human rights risks in the ICT industry, and this issue is also related to occupational health and safety and fair wage issues. Within the Group, although overtime hours are lower than the industry average, we still see this as an issue that needs ongoing attention. We also have identified issues at some locations outside Japan, including a lack of labor-management consultation and dialogue opportunities, as well as responses to new harassment regulations.
Prevention, Mitigation, and Remedial Measures	
	Improve transparency and trust relationships through regular engagement with employees (Reference: Human Rights Impact Assessment)
Potential Human Rights Risk (2): Labor Practices vis-à-vis Supplier and Subcontractor Employees	
Related Business and Value Chain	
	Mainly procurement and outsourcing in system services business
Affected Rights Holders	
	Employees of suppliers and subcontractors
Human Rights Indicators to Note	
	Appropriate working hours, occupational health and safety, fair wages, discriminatory practices, freedom of association
Relevance to the Group	
	Due to the characteristics of the ICT industry, issues such as long working hours, occupational health and safety, and fair wages are likely to arise due to excessive work burdens at subcontractors. In this survey, we identified potential issues such as long working hours, harassment, and health management at suppliers and subcontractors, as well as labor management, appropriate working hours, and wages at overseas subcontractors.
Prevention, Mitigation, and Remedial Measures	
	• Expand the self-assessment questionnaire (SAQ) surveys already implemented for suppliers and subcontractors • Conduct human rights impact assessments targeting employees of major suppliers and subcontractors to understand the actual situation • Establish grievance mechanisms for workers at suppliers and subcontractors • Promote shared understanding of business and human rights with suppliers and subcontractors through dissemination of human rights policies, education and training, and sharing of codes of conduct

Potential Human Rights Risk (3): Privacy Rights in Product and Service Usage	
Related Business and Value Chain	
	Mainly in the usage stage of system services and software business
Affected Rights Holders	
	Users of products and services, the general public
Human Rights Indicators to Note	
	Privacy rights, child labor (sexual exploitation using ICT), complicity in human rights violations (potentially related to various human rights indicators)
Relevance to the Group	
	In the ICT industry, we recognize privacy rights as the most important human rights risk. In the Group's business operations, some of our customers handle important personal information, and there are risks of that information being used in unauthorized ways when services are provided from our corporate customers to individuals. Therefore, we assess that there are potential human rights risks due to complicity through inaction. Furthermore, regarding advances in ICT and AI technology, issues have been raised about using personal identification and authentication technologies for selection based on race, gender, and specific attributes, as well as the promotion of unfair bias and discrimination. We recognize these challenges as a company that handles such technologies.
Prevention, Mitigation, and Remedial Measures	
	• To share assumptions and awareness of potential human rights risks related to privacy rights within the Group, regularly gather information and engage with external parties to stay updated on the latest trends. Organize the relationship between potential human rights risks that could be anticipated in the future and business operations, and review assumptions and response policies for uncertain potential risks across the Group • Promote the dissemination of and education on AI ethics guidelines so that the benefits and risks of AI technology can be properly recognized and utilized
Potential Human Rights Risk (4): Labor Exploitation in Equipment Procurement Supply Chains	
Related Business and Value Chain	
	Mainly equipment and parts purchasing in the hardware and system services business
Affected Rights Holders	
	Workers at equipment suppliers
Human Rights Indicators to Note	
	Forced labor, child labor, occupational health and safety, discriminatory practices, freedom of association
Relevance to the Group	
	Although the Group does not directly manufacture products, we assess that risks exist related to labor exploitation and conflict minerals in the supply chain through hardware purchases and parts purchases for system development.
Prevention, Mitigation, and Remedial Measures	
	• Incorporate human rights management and verification procedures into procurement processes to enable rapid response when complicity in overt human rights violations occurs, and establish Group-wide policies and systems • Consider implementing engagement with supplier companies

Human Rights Impact Assessment

Overview	
	In fiscal 2024, we carried out a human rights risk assessment for the Group with the help of a third-party organization (CRT Japan). As a result, we identified labor practices vis-à-vis BIPROGY Group employees as one of the potential human rights risks. Based on this risk assessment, regarding labor practices vis-à-vis BIPROGY Group employees, we conducted face-to-face interviews with workers who are rights holders at USOL Vietnam Co., Ltd. (USOL-V), which has a particularly large number of employees among our locations in six countries outside Japan . This was done to evaluate the presence and degree of impact of actual and potential human rights risks through direct human rights impact assessment interviews.
Implementation Date	
	February 17 (Monday) and 18 (Tuesday), 2025
Target Participants	
	• USOL-V managers • A total of 30 people selected from two USOL-V locations
Assessment Method	
	Face-to-face interviews with target participants: Based on an interview questionnaire that thoroughly covers human rights issues related to workers, and considering the Dhaka Principles (principles for the responsible recruitment and employment of migrant workers), we focused the interviews on items highly relevant to each worker's attributes and environment
Assessment Results and Response Measures	
	Through the interviews, no major human rights violations were confirmed at USOL-V. However, we identified opinions calling for improved communication between workers and management, including clear explanations of reasons and criteria for allowance changes, as well as transparency regarding company responses to worker feedback. We are working to strengthen engagement through communication with employees about these matters.

Access to Remed

Grievance Mechanism	
	(Reference: Communication Channels (Internal Reporting System))
Eligibility: Employees/Workers of Suppliers and Contractors	
	(Reference: Grievance Mechanism for Suppliers)
Eligibility: Other External Stakeholders	
	(Reference: Community Contact)

Human Rights Considerations in the Supply Chain

Overview	
	The BIPROGY Group aims to achieve sustainable growth by strengthening relationships of trust with its business partners, including subcontractors and suppliers in systems design, construction, operation and maintenance, and provision of services. As part of these efforts, we work together with our partners to address issues related to human rights, labor, the environment, and more. By providing regular newsletters and websites for subcontractors, we provide an overview of our sustainability initiatives, including Group policy and initiatives on respecting human rights, so that they can understand and work together on our approach to sustainability. In addition, we have established compliance hotlines for BIPROGY and UNIADEX subcontractors to enable them to (anonymously) report and consult with in-house and third-party points of contact on compliance matters. In fiscal 2019, we revised the BIPROGY Group Procurement and Transaction Guidelines to include a policy on respect for human rights throughout the supply chain.

ESG Risk Assessment	
	In April 2021, we formulated the BIPROGY Group Sustainable Procurement Guidelines in response to recent growing social demand for procurement that is conscious of human rights and the environment. We also launched ESG risk assessments and promoted the permeation of our guidelines. (References: Survey Implementation for Suppliers)
Eliminating Conflict Mineral Use	
	Every year, we conduct surveys of the goods and services received from our main suppliers using an ESG risk assessment to confirm that no conflict minerals were used to produce or provide them. (Reference: “Supply Chain Management: Data”)

Human Rights Initiatives

Preventing Harassment and Eliminating Discrimination	
	Group employment regulations stipulate that the Group will not engage in any conduct that impugns an employee’s character or interferes with their work or motivation. This includes power harassment, sexual harassment, and harassment against LGBTQ+ individuals. In addition, we are also focused on raising harassment awareness. We have created Guidelines for the Prevention of Sexual Harassment and Guidelines for the Prevention of Power Harassment to raise awareness among all employees and, focusing specifically on management, we share case studies during training sessions that all new managers are required to take. We have established a system with multiple points of contact for employees to consult with in the event they experience harassment, and we ensure a proper response. In addition to the in-house contact point within the Human Resources Department, we have also set up internal and external direct reporting/consulting channels (hotlines) to the Compliance Committee secretariat and the Audit & Supervisory Board members that can be used anonymously or by name, allowing the employee to select and use the most appropriate channel for consulting on or reporting a particular situation. In addition, we are committed to protecting whistleblowers by ensuring that those who report or consult on a problem are not subjected to disadvantageous treatment as a result and are cared for in the best possible way. Further, our Group Compliance Basic Regulations clearly stipulate that any officer or employee who subjects a whistleblower to disadvantageous treatment for their actions will face strict consequences, including being subject to disciplinary action.

Respecting Freedom of Association and Right to Collective Bargaining	
	We respect employee rights concerning freedom of association and collective bargaining. Accordingly, the BIPROGY Group Human Rights Policy outlines a commitment to promote dialogue between labor and management and to respect workers' rights, including the right to organize and to engage in collective bargaining. The BIPROGY Labor Union is made up of employees from the company and some Group companies. The companies and corporate branches engaged with the BIPROGY Labor Union maintain stable labor relations, and regularly negotiate and discuss employees’ labor conditions at labor-management councils. The labor management councils meet once a month, in principle, for dialogue between labor and management.

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of union members*	Individuals	5,265	5,235	5,141	5,022	5,048
Unionization rate	%	94.64	94.89	94.83	94.93	93.29
Scope		c-	c-	c-	c-	c-

*As of March 1 of each fiscal year

Rejection of Child and Forced Labor	
	In the BIPROGY Group Human Rights Policy, we commit to rejecting forced or child labor in all forms. Further, through donations to the Child’s Dream Fund run by the NGO “SHAPLA NEER = Citizens’ Committee in Japan for Overseas Support” (Shapla Neer), we support the organization’s activities in Bangladesh, Nepal and East Asia, which seek to help build a world where children are not forced to work. (Reference: Helping to Eliminate Child Labor through the Sutenai Seikatsu Campaign)

Human Rights Education	
e-learning	
	Since fiscal 2020, we have conducted e-learning programs on business and human rights for Group executives and employees. The fiscal 2024 participation rate was 99.6%.
Promoting Understanding in Related Departments	
	In the human rights risk assessment conducted in fiscal 2024 with the support of CRT Japan, we held study sessions on business and human rights within the Social Committee. Senior management, including directors, and department head-level managers, attended and discussed the Group's challenges. In the business risk assessment, we held workshops focused on managers at the section chief level from departments related to human rights issues, discussing understanding of business and human rights and potential human rights risks that could occur in the business value chain.

Participation in Human Rights Initiatives	
	The Group is a signatory to the United Nations Global Compact and is also a member of the Global Compact Network Japan (GCNJ). In fiscal 2024, we participated in GCNJ's Human Rights Education Subcommittee and the Corporate Human Resource Development Program for Respecting International Human Rights and Labor Standards, jointly organized by GCNJ and the ILO Tokyo Office. In fiscal 2025, we are participating in the Business & Human Rights Accelerator program hosted by the UN Global Compact.

Basic Approach	
	People around the world want to live in peace. Various issues stand in the way, including labor shortages in developed countries caused by declining birthrates and aging populations, population explosions in developing countries, and food shortages caused by conflict. In our corporate philosophy, we commit to “working with all people to contribute to creating a society that is friendly to people and the environment,” and state that our purpose is “creating a sustainable society using foresight and insight to unlock the full potential of technology.” To live up to these principles, we work to resolve social issues through our businesses, and we engage in social contribution activities focused on supporting persons with disabilities, fostering the next generation, and promoting community engagement.
Policy on Social Contribution Activities	
	1. Contribute to the creation of a society that is friendly to people and the environment by providing ICT services. 2. Support employee participation in society, including through volunteer activities, as part of efforts to raise employee awareness of social expectations and demands. 3. Listen earnestly to stakeholders, participate in local communities, and contribute to community

Status of Social Contribution Activities

Social contribution activity expenses	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Social contribution activity expenditure	Million yen	12.5	15.19	18.94	25.09	39.86
Scope		c	c	c	c	c

Priorities in Social Contribution Activities

Priorities in Social Contribution Activities	
	In selecting priorities for our social contribution activities, we looked for areas that our business does not directly address, but in which our employees have a high level of interest, as well as areas that are closely compatible and potentially synergistic with our business. Based on these considerations, we have selected three priority areas: support for persons with disabilities, fostering the next generation, and community engagement. Through these efforts, we are working to increase our employees' awareness of social issues. We believe this will also lead to the creation and expansion of social solution-oriented businesses that leverage an optimized approach to the society and the globe. This is a KPI for the Group's material issue of creating schemes to solve issues through the use of digital technology and business ecosystems. Each activity is planned and evaluated in terms of its contribution to society and value to the Group. We also actively engage in discussions with local governments, local communities, donation recipients, and social contribution activity partners in the regions where we operate, reflecting on the feedback we receive and incorporating it into future initiatives.

1. Support for Persons with Disabilities	
Key Initiatives	
	• Partnership with violinist Narimichi Kawabata • Providing employment opportunities to people with disabilities
Social Benefits/Indicators (Actual Contributions to Society)	
	Partnership with violinist Narimichi Kawabata • Official partner of Narimichi Kawabata, a visually impaired violinist, since 1998 • Concert invitations issued to visually impaired persons, transportation and venue assistance provided by employee volunteers • Over 16,300 concertgoers, approx. 2,670 invitations issued, approx. 580 employee volunteers (total figures since 2005) Initiatives at special subsidiary BIPROGY Challenged, Inc. • Introduction of complete work-from-home option to enable persons across the country with disabilities who have difficulty commuting to work • Operation of Wakuwaku Farm, an outdoor workplace that aims to provide a work environment that enables employees with disabilities to engage in agriculture in fulfilling ways that encourage physical and mental health and happiness • Seminar at Toda Junior High School in Saitama Prefecture for teachers at Toda elementary and junior high schools and guardians of children with disabilities showcasing examples of BIPROGY employment opportunities for people with disabilities • Seminars to introduce our employment initiatives for persons with disabilities to support staff at employment transition support facilities • Internship opportunities (workplace experience training) for persons with disabilities engaged in job training at employment transition support facilities

2. Fostering the Next Generation	
Key Initiatives	
	• e-Net Caravan • Badminton lessons
Social Benefits/Indicators (Actual Contributions to Society)	
	e-Net Caravan • Group employee visits to elementary, junior high, and high schools to teach students about safe Internet use since 2006 • Total of 200 sessions Badminton lessons and friendly matches • Company badminton team coach and player visits to local junior high and high schools to give students lessons since 2003 • Badminton lessons and friendly matches for elementary school students in Tokyo since 2023

3. Community Engagement	
Key Initiatives	
	• Interaction with the local community in collaboration with the Toyosu Cultural Center in Koto Ward, Tokyo (where our headquarters is located) • International contributions in collaboration with TABLE FOR TWO
Social Benefits/Indicators (Actual Contributions to Society)	
	Interaction with the local community in collaboration with the Toyosu Cultural Center in Koto Ward, Tokyo (where our headquarters is located) • Participation in local children's events since 2005 with booths teaching ICT and badminton • Organized Narimichi Kawabata charity concerts, collaborative events with non-profits and other organizations, and donation activities; hall and other amenities provided by collaborative partners. • Approx. 2,100 concertgoers (total since 2015) International contributions in collaboration with TABLE FOR TWO • Implementation of program at headquarters cafeteria to support provision of school lunches to children in Africa and Asia since 2018

Framework for Promoting Social Contribution

Framework	
Paid and Unpaid Leave for Social Contribution Activities	
	The Group has established paid and unpaid leave programs to support employees who undertake voluntary social contribution activities. ・Volunteer paid leave: Up to five days in a month, up to a total of 12 days per year, taken either consecutively or in installments ・Volunteer unpaid leave: From one month to two years, in principle
Uni-Heart Supports Employees' Voluntary Social Contribution Activities	
	Uni-Heart was established in 2006 for the purpose of contributing to society by encouraging employees to volunteer, and it has 779 members as of March 31, 2025. Members are involved in a wide range of activities, including planning and organizing charity events and donations to non-profits and other organizations. BIPROGY provides matching funds for external donations made by employees through Uni-Heart.
Donation Decision-Making Process	
	Donation recipients and amounts are determined by prescribed approval procedures and based on multiple factors, including whether the activities fall under the designated priorities.
Community Contact	
	The BIPROGY Group has established a contact point for inquiries on its corporate website, which can be accessed by the general public. Relevant departments work together to review, fact-check and respond to inquiries and feedback received via this website. Corporate website https://contact-e.biprogy.com/hc/en-

Social Contribution Achievements: Support for People with Disabilities

Support for People with Disabilities: Activities in Partnership with violinist Narimichi Kawabata	
	The BIPROGY Group has been inspired by the accomplishments of world-renowned violinist Narimichi Kawabata and has been supporting him as an official partner since his debut in 1998. In 2017, Kawabata was also appointed by Japan's Ministry of Education, Culture, Sports, Science and Technology as a special support ambassador. This year, the Group invited more than 120 visually impaired people and their companions to attend the "BIPROGY Presents Narimichi Kawabata New Year Concert 2025" held in January. Employee volunteers staffed the concert after first receiving training on how to assist people with visual impairments. Every year, dozens of employees serve as guides for this concert, assisting patrons to find their way around the facility. At the venue, concert programs were distributed in Braille or large print, as well as in a form for text-to-speech conversion, and many of the invited guests expressed their appreciation of this service. The Narimichi Kawabata Concert was selected for recognition (excellence in supporting the visually impaired) at the Mecenat Awards 2019, organized by the Association for Corporate Support of the Arts (award conferred to "Nihon Unisys, Ltd."). The Mecenat Awards honor outstanding activities by companies that contribute to society through the arts and culture. The 149 activities (by 87 companies and organizations) across Japan that received the "This is Mecenat 2018" designation were reviewed by a selection committee made up of outside experts to determine the winning companies and activities for the Mecenat Award 2019.

Support for People with Disabilities: Activities to Help Promote the Fuller Participation of the Visually Impaired in Society	
	Since 2004, we have been raising funds for the Japan Guide Dog Association, thereby helping the visually impaired to participate more fully in society. Every year, fund-raising sales to support guide dog training along with activities to promote understanding of proper guide dog interactions are held across Japan. These provide opportunities for the public to learn about what to do on the street when encountering a guide dog with someone who is blind or has a visual impairment. At the Narimichi Kawabata Charity Concert, guide dogs and their trainers are also invited, so the concert can serve as a useful training situation for them.

Support for People with Disabilities: Learning How to Assist the Visually Impaired	
	Every year, we hold a training course on how to help guide the visually impaired, for employees who volunteer to work at the Narimichi Kawabata New Year's Concert, and for other employees, as well. With assistance from the Tokyo Independent Living Support Center for the Visually Impaired, the participants learn the basics concerning visual impairment, how to speak to people who are visually impaired, and how to guide them on staircases and to the restrooms.

Support for People with Disabilities: ICT Workshop to Support the Visually Impaired	
	With the support of SPAN, a nonprofit organization that assists computer users who are visually impaired, we hold workshops for employees to learn how to help these computer users. The participants learn about computer input and output using text-to-speech software, and how to operate a tablet device using voice commands.

Social Contribution Achievements: Fostering the Next Generation

Fostering the Next Generation: Deploying Employees to Support e-Net Caravan	
	"e-Net Caravan" is an educational program for children, parents, and teachers designed to help children safely use mobile phones, smartphones, and the Internet. Many companies and organizations in the field of information and communications are working together to provide e-Net Safety Courses across Japan. This program is operated by the Foundation for MultiMedia Communications, which is supported by Japan's Ministry of Internal Affairs and Communications, and Ministry of Education, Culture, Sports, Science and Technology. Based on its support for the mission of e-Net Caravan, the Group has participated in the program since it began in April 2006. Our employees have been taking seminars to become certified e-Net Caravan instructors, after which they are deployed to educate kids. In fiscal 2024, our instructor employees delivered lessons at two locations across Japan.

Fostering the Next Generation: Collaborative Programs with Charitable Organizations	
	We work with donation-recipient organizations to offer online lectures and workshops. A representative of Bridge for Smile, a non-profit organization that provides support to children aging out of the foster care system, gave a talk on the current situation and activities at children’s homes in Japan. Employees who volunteer at these facilities also spoke about their experiences participating in facility activities. The talk presented the audience with the opportunity to learn about the situation facing these young adults, think about how they could help, and take action. Visit, a divorce and parenting support center that provides visitation support for children with separated parents, also sent a representative to speak about the center’s activities. The talk included stories about the current situation in Japan facing children of separated families and issues concerning visitations, as well as examples offered by Group employee volunteers of how to get involved and volunteer at the center. This was a valuable opportunity for employees to learn about the challenges faced by separated families and to think about how they can use their skills to make a contribution.

Fostering the Next Generation: Employee Participation in the Fureai Festival	
	Group employees participate in the Fureai Festival organized by Koto With. This festival is an annual event to promote interactions between residents of Koto Ward, Tokyo, and people with disabilities, and to deepen public understanding concerning the activities of those with disabilities. Our employees work together with the children of Koto With as volunteers at refreshment stands

Fostering the Next Generation: Tech Volunteers for Family House	
	Family House is a non-profit organization that provides accommodation for children with intractable diseases and their families. Since 2010, our Group has supported the nonprofit by providing employee volunteers to perform regular technical checks of the computers set up at each accommodation facility, and other activities.

Fostering the Next Generation: BIPROGY Badminton Team	
	In 1989, the Nihon Unisys Badminton Team was founded with an ambitious desire to develop some of the best badminton talent in Japan, and has since produced many players for the Japanese national team. The team has now changed its name to the BIPROGY Badminton Team. The members train hard every day at a sport that is part of the Group's public image, while taking on the challenge of performing on the world stage. In addition, the team regularly holds badminton classes for numerous young people, including elementary, junior high, and high school students in Koto Ward, Tokyo, where our head office is located. The Group is actively sharing the fun of badminton while contributing to the sound development of young people through sport. BIPROGY Badminton Team (Available in Japanese only) https://www.biprogy.com/badminton/ BIPROGY Junior Open Badminton Friendly Match In February 2025, the 3rd BIPROGY Junior Open Badminton Friendly Match was held at the Fukagawa Sports Center in Koto Ward, Tokyo. This tournament was an unofficial competition for elementary school students (grades 1 to 3) in Tokyo, and 72 young athletes competed with enthusiasm. Before the match, players of the BIPROGY Badminton Team took on the role of coaches and conducted a training session, which made the tournament even more significant as part of efforts to help foster the next generation. The Group plans to continue holding this event going forward.

Social Contribution Achievements: Community Engagement

Community Engagement: Narimichi Kawabata Charity Concert	
	The BIPROGY Group holds an annual charity concert at the Toyosu Civic Center Hall in Koto Ward, Tokyo, featuring Narimichi Kawabata. It is an event that aims to share music, feeling, and awareness together with local residents. In addition to enjoying the musical performance, attendees can take part in a range of other activities related to the concert. These include fundraising, and listening to a talk about visual impairments and guide dogs. Audience members can also listen to a readout of the concert program, using the voice software on their smartphones or mobile phones. They can even sit through the performance wearing an eye mask to fully immerse themselves in this aesthetic experience that does not rely on the sense of sight. Our aim is for attendees to have an enjoyable experience while getting a better understanding of diversity in society. They might also gain the confidence to offer assistance the next time they encounter someone in need.

Community Engagement: Participation in Toyosu Festa	
	Toyosu Festa is held each autumn by the Koto City Culture and Community Foundation, and the Koto Ward Toyosu Cultural Center to promote interactions between local residents and companies and organizations in the Toyosu area. Every year since fiscal 2005, the Group has been providing opportunities for children to become more familiar with information and communications technology (ICT), as part of its contribution to the local community.In fiscal 2024, we participated with our "Challenge Target Badminton!! Let's Make Shuttlecock Keychains!!" contribution. We provided target practice using badminton shuttlecocks, keychain creation by reusing shuttlecocks, and coloring activities. Primarily run by our employee volunteers, the event was part of a fun-filled day for families with children from infants to junior high school students.

Community Engagement: Supporting the Koto Seaside Marathon	
	In November 2024, 14 employees volunteered at the water station for the Koto Seaside Marathon organized by Koto Ward, marking our third consecutive year of participation since fiscal 2022. The event offers employees the opportunity to participate in social contribution activities through sports.

Community Engagement: Participation in Local Networks	
	We participate in the Koto Ward Social Contribution Network (Korabora), which brings together companies and universities located in this ward, and promotes activities to re-energize social contribution activities in this part of Tokyo. In addition to sharing information at regular meetings, we jointly participate in local events such as neighborhood cleanups and the Koto Citizens' Festival.

Community Engagement: Local Cleanup Activities	
	In fiscal 2024, we participated in the Toyosu Station Beautification Awareness Campaign, organized by Koto Ward, in collaboration with companies and organizations in Koto Ward and the Toyosu area, to enhance the local environment. Branch offices conduct cleanup activities, as well. Employees of the Chubu Regional Headquarters carry out the Horikawa Miya-no-Watashi Park cleanup, and the Shizuoka Branch participates in the Omachi Clean Campaign, among other cleanup activities.

Community Engagement: Community Fund-Raising Sales	
	At our head office building in Tokyo, we regularly hold fund-raising sales of products made at facilities for people with disabilities in Koto Ward. At the sales booth, employee volunteers sell the products together with facility residents by calling out to passers-by, providing opportunities for interaction. Activities were suspended in fiscal 2024 (planning for resumption is underway as we explore new forms of community contribution).

Community Engagement: Initiatives for Local Employment	
	The BIPROGY Group pursues various initiatives that help promote community job creation and neighborhood revitalization. BIPROGY Challenged Inc. was established as a wholly owned subsidiary of BIPROGY Inc. and became a special subsidiary of the company in February 2019. Utilizing the Group's expertise and technical capabilities, BIPROGY Challenged has created an environment that allows employees to perform work from remote locations. By enabling a completely home-based work style, the company can provide employment for people with disabilities who may have difficulty commuting to work, while also creating jobs for those living in rural areas. In addition, the Group established Wakuwaku Farm, a rural agricultural facility, with the aim of providing a supportive work environment that enables employees with disabilities to engage in agriculture in fulfilling ways that encourage physical and mental health and happiness.
	BIPROGY Challenged Inc. (Available in Japanese only) https://biprogy-chd.co.jp/

Community Engagement: Helping to Alleviate Hunger in Developing Countries through TABLE FOR TWO	
	We are participating in a program of the nonprofit TABLE FOR TWO, which aims to eliminate hunger in developing countries, as well as obesity and lifestyle-related diseases in developed countries. As part of this program, the employee cafeteria in our head office building offers a healthy lunch option each day. Every time someone in the company (or other participant in a developed country) purchases the healthy lunch, 20 yen is automatically donated to provide one school lunch for a child in a developing country.In fiscal 2024, we participated as a sponsoring partner in Onigiri Action, implementing various support programs to encourage these activities.

Community Engagement: Helping to Eliminate Child Labor through the Sutenai Seikatsu Campaign	
	The Sutenai Seikatsu (No Waste Lifestyle) campaign is based on the concept of using discarded items to promote international cooperation instead of throwing them away. Each year, Group employees across Japan donate their used postcards, as well as used books, CDs, and DVDs, which are purchased by a partner retailer. The sale proceeds then become a donation, which is used to fund the international cooperation activities of the NGO “SHAPLA NEER = Citizens’ Committee in Japan for Overseas Support” (Shapla Neer). Our donation proceeds are used to prevent and reduce child labor in Bangladesh and Nepal, through the Shapla Neer Child's Dream Fund.

Social Contribution Achievements: Activities of Uni-Heart

Organizations Receiving Donations from Uni-Heart	
	Organizations supporting people with disabilities 1. SPAN (Computer Assistance Network for the Visually Impaired) 2. Japan Guide Dog Association 3. Cinema Access Partners 4. Fukuoka Support and Welfare Association for the Hearing Impaired 5. Tokyo Friends of the Visually and Hearing Impaired 6. Chupki 7. Special Olympics Nippon Tokyo Organizations supporting children 1. Foundation for MultiMedia Communications (e-Net Caravan) 2. Family House 3. Koto With 4. Bridge for Smile 5. SHAPLA NEER = Citizens' Committee in Japan for Overseas Support 6. Yumeshokunin 7. Visit(divorce and parenting support center) (FY2024)

Interacting with Donation Recipients	
	Uni-Heart holds regular events for employees to interact with donation-recipient organizations. In fiscal 2024, the Group offered in-person events, online talks and workshops flexibly, thereby maintaining opportunities for employees to interact with the organizations receiving donations.