

BIPROGY Group
Sustainability Report
2026

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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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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 live up to both, we base our corporate activities on environmental, social, and governance (ESG) perspectives, and we work across our businesses to solve a wide range of social issues. Through these efforts, we create both social and economic value and establish a sustainable growth cycle for the Group, true to our goal of being a sustainable corporate group.

To this end, with each person at the Group holding a long-term perspective and honoring their own aspirations, we will advance the social implementation of a "digital commons," leveraging the track record and knowledge we have built by solving social issues, our network of people who share our aspirations, and the digital technologies we have amassed over many years of experience. By enhancing the sustainability of the environment, society, and the Group itself, we pursue sustainability for all.

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, identifying the material issues necessary to implement that approach, and managing and supervising progress. Also responsible for making an overall assessment of the appropriateness of business activities from an ESG perspective, as well as of the promotion and evaluation of those activities, and for requesting revisions when necessary.

■ Environmental Contribution Committee:

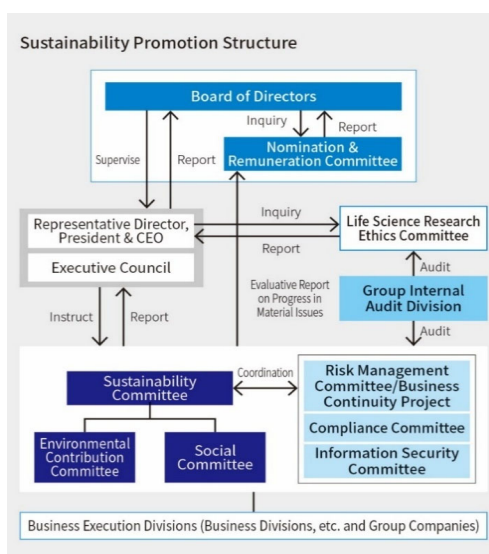
As a subordinate organization of the Sustainability Committee, responsible for examining response policies related to environmental contribution (climate change, water, biodiversity, forests, land use, and other natural capital), designing mechanisms to promote environmental contribution, and managing 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 31, 2026)



Person in Charge	Koji Katsuya, Representative Director, Executive Corporate Officer, CSO
Deliberative Body	Sustainability Committee (Numbers of meetings in fiscal 2025: 8) Environmental Contribution Committee (Numbers of meetings in fiscal 2025: 7) Social Committee (Numbers of meetings in fiscal 2025: 7)
Main Issues Discussed	• Evaluation of progress toward material issue KPIs and targets, and policy for their review • Revision, new formulation, and disclosure of sustainability-related policies • Response to the mandatory application of the Sustainability Standards Board of Japan (SSBJ) disclosure standards • Quality improvement of sustainability-related information in various disclosure documents

Sustainability-Related Education

Education to Build a Corporate Culture Committed to Sustainability						
e-learning	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 programs¹ for Group executives and employees, messages from management for Group employees posted on our intranet also address sustainability at times. 1. In fiscal 2025, we conducted sustainability training on 11 topics, with an average participation rate of 99.4%.					
	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 • BIPROGY Group AI Ethics Principles					
	Participation rate for e-learning on sustainability	Unit %	FY2021 98.8	FY2022 99.0	FY2023 99.0	FY2024 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 2025, we participated in the following GCNJ working groups:

- Environmental Management
- Internal Promotion of GC Principles
- Supply Chain
- ESG
- Reporting
- Well-Being
- Creating Shared Value (CSV)

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)

<https://www.ungcin.org/>

(Available in Japanese only)

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.

Fully leveraging the management capital we have built up to date, we will make aggressive growth investments and pursue a dual-track management approach for both core and growth businesses, thereby creating new business drivers.
(Reference: Material Issues)

Integrated Report 2025

https://www.biprogy.com/invest-e/uploads/ir2025_e_Interactive_all.pdf

Vision 2030 and Management Policies (2024–2026)

https://www.biprogy.com/e/about/management_policy.html

Human Resources Strategy Report 2025

https://www.biprogy.com/pdf/com/human_resources_strategy_report2025.pdf

(Available in Japanese only)

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)

(References: Climate Change, Natural Capital/Biodiversity)

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. Related expenditures in fiscal 2025 totaled 14.83 million yen.

Main memberships

- Japan Business Federation (Keidanren)
- Japan Electronics and Information Technology Industries Association (JEITA)

Information Disclosure System

Reporting Methods and Scope

The Group discloses sustainability information on its website. We also publish a Sustainability Report in order to enhance corporate value, fulfill our accountability to stakeholders, and deepen understanding of the Group's initiatives.

In addition, from among our wide-ranging sustainability initiatives, matters of particularly high importance that are foundational to the enhancement of the Group's corporate value are presented in our Integrated Report.

Scope of Report/Period Covered by Report

Scope of Report

In principle, the report covers BIPROGY Inc. and its consolidated subsidiaries). In specific cases where the scope differs, this is clearly stated.

Period Covered by Report

In principle, the report covers fiscal 2025 (April 1, 2025 – March 31, 2026). However, activities in previous years and activity status in fiscal 2026 and beyond are also included where helpful.

Publication Date

September 2026 (next publication scheduled September 2027)

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 the future 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 2025 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)
- Year-on-year rate of change in average annual salary
- Percentage of eligible men taking childcare leave (%)
- Gender wage gap (the difference in pay levels for men and women) (%)
- Absenteeism rate (%)

Independent Assurance Statement (Environmental Data)

https://sustainability-cms-biprogy-s3.s3.amazonaws.com/pdf/IAS_2026_Environment_en.pdf

Independent Assurance Statement (Social Data)

https://sustainability-cms-biprogy-s3.s3.amazonaws.com/pdf/IAS_2026_Social_en.pdf

External Evaluations

External Evaluations

ESG Investment Indexes

- FTSE4Good Index Series (since 2024)
- FTSE JPX Blossom Japan Index (since 2024)
- FTSE JPX 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 (since 2024)
- S&P/JPX Carbon Efficient Index (since 2018)

ESG Evaluations and Ratings

- MSCI ESG Ratings AAA (since 2023)
- CDP Climate Change A List (2025)
- CDP Supplier Engagement Assessment (SEA): Supplier Engagement Leader (2025)
- The Sustainability Yearbook Member (since 2022)

ESG-Related Stocks

- Nadeshiko Brand (selected as a Nadeshiko Brand for fiscal 2025, following fiscal 2021)

Recognition and Awards

- Health & Productivity Management Outstanding Organization (since 2017)
- Platinum Kurumin certification (since 2019)
- Eruboshi certification (highest level certification since 2017)
- 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 (JIS Q 27001:2025/ISO/IEC 27001:2022+Amd 1:2024) certification
- PrivacyMark Certification
- Environmental Management System (ISO 14001) certification
- AI Management System (ISO/IEC 42001) certification. (Applies to "Support GAI Chat," developed and operated by UNIADEx, Ltd.)

External Evaluations

<https://biprogy.disclosure.site/ja/themes/99>

(Available in Japanese only)

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 Major Methods of Communication Reference	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. • Solution proposals and In person of conversation • Customer service (call centers, Online form, AI-based chatbot website, operator) • Customer forums and seminars • Customer satisfaction surveys • BIPROGY Users Association activities Website https://www.biprogy.com/e/ Digital media: BIPROGY TERASU https://terasu.biprogy.com/ (Available in Japanese only)
Employees and Their Families Major Methods of Communication Reference	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. • Group intranet • Social network services (including (Microsoft 365® Viva Engage 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. Organizational Development (Enhancing Organizational Capabilities and Driving Work-Style Reform) https://biprogy.disclosure.site/ja/themes/107#277 (Available in Japanese only) Human Resources Strategy Report https://www.biprogy.com/pdf/com/human_resources_strategy_report2025.pdf (Available in Japanese only)

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-i/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	Quality Management https://biprogy.disclosure.site/ja/themes/109 (Available in Japanese only)
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 https://biprogy.disclosure.site/ja/themes/111 (Available in Japanese only)

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

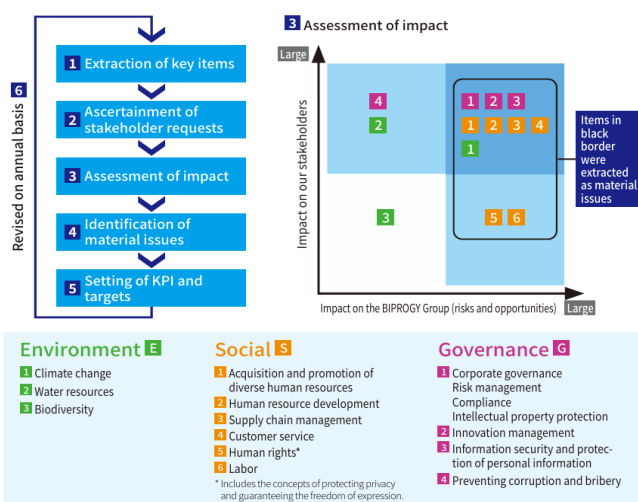
The Group reviews its material issues and indicators every year in light of changes in the internal and external environment. In conducting these reviews, and based on the concept of double materiality, we assess both the impact on the BIPROGY Group's businesses and corporate value and the impact on society and the environment.

• 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: We verify material issues by assigning weightings to their impact on stakeholders — including customers, the supply chain, shareholders and investors, and employees — as well as on society and the environment.

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.

Process of Determining and Updating Material Issues



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

The evaluation also considers the number of business projects that contribute to solving societal challenges. One impact assessed is food waste reduction enabled by digital technologies. A pilot impact valuation was conducted using quantitative impact metrics, including GHG reduction (kg) from avoided food waste volume, to estimate the environmental value created. Reference data was obtained from food loss and waste statistics and environmental impact information published by the Ministry of the Environment, Japan, and the Consumer Affairs Agency.

https://www.env.go.jp/press/press_03332.html

<https://www.env.go.jp/guide/info/ecojin/feature1/20241030.html>

<https://www.caa.go.jp/notice/entry/042653/>

(Available in Japanese only)

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)	FY2025 Results
Sales from businesses aimed at solving social issues: Six times or more (compared to FY2023) (FY2030)	1.42 times
Sales growth rate of managed service business: Three times or more (compared to FY2023) (FY2026)	1.74 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)	FY2025 Results and Future Initiatives
Zero emission achievement rate ¹ (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society): 100% or more (annually until FY2030)	420.4% Based on our internal management system and the calculation logic for our zero emission achievement rate, ¹ a monitoring indicator, 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%	Have identified business opportunities and risks related to climate change and associated impact evaluations through group-wide projects since fiscal 2021. In fiscal 2025, quantified and disclosed the financial impacts. Since fiscal 2024, in addition to climate change risks, have conducted scoping with reference to TNFD recommendations concerning water and biodiversity. Will continue to further refine our scenario analysis.
Percentage of purchased energy used at the BIPROGY Group business locations that is renewable energy: 50% or more (FY2030)	48.2%	Started procuring renewable energy in fiscal 2021, and steady progress is being made toward reaching targets according to plan. Began 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)	58.6%	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 58.6% 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.
 The GHG reduction contribution factor used in the impact valuation is developed with reference to the WBCSD Guidance on Avoided Emissions v2.0.

<https://www.wbcsd.org/resources/guidance-on-avoided-emissions-helping-business-drive-innovations-and-scale-solutions-toward-net-zero/>

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											
<table border="1"> <thead> <tr> <th>KPIs and Targets (Target Year)</th><th colspan="2">FY2025 Results and Future Initiatives</th></tr> </thead> <tbody> <tr> <td>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)</td><td>24.2%</td><td>Through dialogue with suppliers and other communication channels, 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.</td></tr> <tr> <td>Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021): 25% or more (FY2030)</td><td>7.1%</td><td>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).</td></tr> </tbody> </table>			KPIs and Targets (Target Year)	FY2025 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)	24.2%	Through dialogue with suppliers and other communication channels, 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)	7.1%	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).
KPIs and Targets (Target Year)	FY2025 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)	24.2%	Through dialogue with suppliers and other communication channels, 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)	7.1%	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).									

KPIs and Targets (Target Year)	FY2025 Results and Future Initiatives	
Review of human rights policy and activities to promote understanding among employees: Implement every year until FY2026	Implemented	- Latest e-learning deployed and implemented for all employees - Held a human rights workshop bringing together relevant departments from across the company
Progress rate on re-performing human rights risk assessments and addressing issues at all Group companies: 100% (FY2026)	- Assessment implemented - Progress rate: 100%	Advanced measures to address priority issues based on the results of the human rights risk assessment
Percentage of BIPROGY Group suppliers having taken the ESG risk survey: 100% (FY2026)	96.6%	Continued to conduct ESG risk surveys of suppliers
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)	38.2%	Based on the survey results, conducted individual dialogue and improvement measures with suppliers with a large number of outstanding items
Related Sustainability Issues		
(References: Environment, Business and Human Rights, Supply Chain Management)		

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		
Percentage of management positions held by women ¹ : 18% or more (as of April 1, 2026)	12.6% (as of April 1, 2026)	To provide systematic development and build a talent pipeline for promoting women into managerial positions, and to strengthen Group-wide promotion of these efforts, have established mechanisms for monitoring and reporting at the Sustainability Committee and the Board of Directors, based on the management promotion plans formulated by each organization and Group company. Also conducted grade-specific development programs, providing support in terms of both changing mindsets and developing capabilities. As a result, the percentage of management positions held by women group-wide was 12.6% as of April 1, 2026. Positioning fiscal 2026 as a period for reviewing the numerical targets for women in management positions and for formulating strategy, with a view to further advancing gender diversity. Will reorganize priority issues and examine initiatives involving the necessary structural reforms, and plan to set and disclose numerical targets for fiscal 2027 onward.
Number of human resources promoting new business development: 100 or more (FY2026)	63 people	Shifting to practice-based training centered on product-market fit (PMF) and, through strengthening sales mindset and fundamental skills and operating cross-departmental communities, working to enhance capacity to drive new business and to strengthen collaboration among our people.

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)	55%	The survey conducted in June 2024 resulted in 51%. With this figure as the baseline, will target 61% by the end of fiscal 2026. In fiscal 2025, continued to hold Purpose Dialogues, an initiative for discussion on the theme of the Purpose at both the company and organization levels. In the survey on the degree of penetration of the Purpose conducted in fiscal 2025, the combined percentage of respondents who “understand,” “feel personally connected to,” and “practice” the Purpose rose by 4 percentage points year on year. Going forward, will maintain dialogue-based initiatives to improve penetration while helping each employee experience the overlap between their own ambitions and their work, thereby deepening empathy with the company’s philosophy and strategy and fostering an organizational culture in which employees take pride in their work and engage in it on their own initiative.
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. Completed the process development planned as of the end of the fiscal year. Will continue to promote alignment of career goals between organizational heads and employees to deepen employees’ understanding of their careers.
Maintenance and improvement rate of mechanisms to promote career well-being ³ (number of implementations / number of plans): 100% (FY2026)	100%	
Percentage of eligible men who took leave or time off for childcare after their spouse gave birth: 100% (FY2025, maintained thereafter)	97.1%	Since fiscal 2024, have operated a spouse pregnancy notification system, strengthening the provision of information to those concerned, including male employees and their supervisors, and have implemented initiatives such as distributing a Childcare Leave Handbook and presenting case studies of employees who have taken childcare leave. Will continue to deepen understanding of the system and encourage its use, while developing an environment that enables longer periods of leave.
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)	96.5%	
Percentage of employees with disabilities: 0.1 points above the legally mandated percentage (annually)	3.09%	Achieved employment target of 2.6% (0.1 points above fiscal 2025 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 risk factors · FY2026: Employees with two or more risk factors	Follow-up rate for employees with three or more risk factors: 100%	Follow-up completed for all 285 employees (100%) with three or more risk factors who were subject to follow-up in fiscal 2025 (those whose health checkup results had been received by the Company as of the end of March 2026). Will encourage early booking and attendance at regular health checkups and will continue to provide e-learning, hold seminars and events, and publish newsletters to raise employees’ health awareness and promote behavioral change. In addition, by promoting collaborative health efforts with the health insurance association, will strengthen post-checkup follow-up and incentives tied to improvement, and reinforce measures for the early detection and treatment of risks, including subsidies for the cost of detailed examinations.

	Number of new leave-takers due to mental health issues in FY2026: 102 or fewer (i.e., below the number in FY2023) (FY2026)	113 people annually	Continuously implemented measures to promote employees' own self-care for stress and organizational-level stress care, including counseling for all employees in their early years with the company, self-care training, and workplace-based care training for organizational heads, leading to the early detection of and early response to employees in poor condition. Although the number of new leave-takers was higher than the baseline, it improved from the previous fiscal year, decreasing by 5.8% year on year. Going forward, will strengthen measures on both the self-care and workplace-based care fronts and, by expanding support, particularly for organizational heads and employees in high-workload roles, work to curb the number of new leave-takers. As broad support extending to employees at the preventive stage and those on leave, will also deepen collaboration with the external Employee Assistance Program (EAP) and the health insurance association, providing appropriate support tailored to each individual's circumstances and thereby developing an environment in which every employee can work with peace of mind.
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., UNIADDEX, 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 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)	FY2025 Results and Future Initiatives
Actions for each year set in the evaluation of Board of Directors effectiveness are undertaken (annually)	Through measures such as setting the annual agenda and appropriately sharing information, opportunities to discuss key management issues and risks were expanded. In addition, by enriching the information provided on initiatives related to organizational culture reform and to instilling compliance and risk management awareness throughout the organization, opportunities for monitoring also increased, contributing to greater effectiveness.

	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): Enhanced the system's effectiveness by more clearly communicating its anonymity, expanding the Group companies covered, and providing training for those involved, and developed the structure with global rollout in mind. Compliance training and awareness-raising: Through Compliance Week and training, promoted understanding of and behavioral change regarding priority issues focused on preventing harassment, and developed anti-corruption rules and supported the development of expression guidelines.
	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. Will continue conducting awareness surveys twice a year.
	Monitor compliance incident trends (annually)	Disciplinary action: There were four cases of disciplinary action in fiscal 2025, marking a decrease from six in the previous year. The cases arose from conduct stemming from inadequate basic information security practices, abuse of organizational authority, and insufficient awareness of harassment. Measures to prevent reoccurrence will be implemented in 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)	To control the transfer of data to portable media, completed the introduction of a mechanism and system that permits the use of only authorized PCs together with authorized portable media.
	Coverage rate of special operation management ¹ : 100% (As of March 31, 2027)	At BIPROGY, progressively advancing 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'être" 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 Report2025.pdf](https://www.biprogy.com/invest-e/uploads/Corporate_Governance_Report2025.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

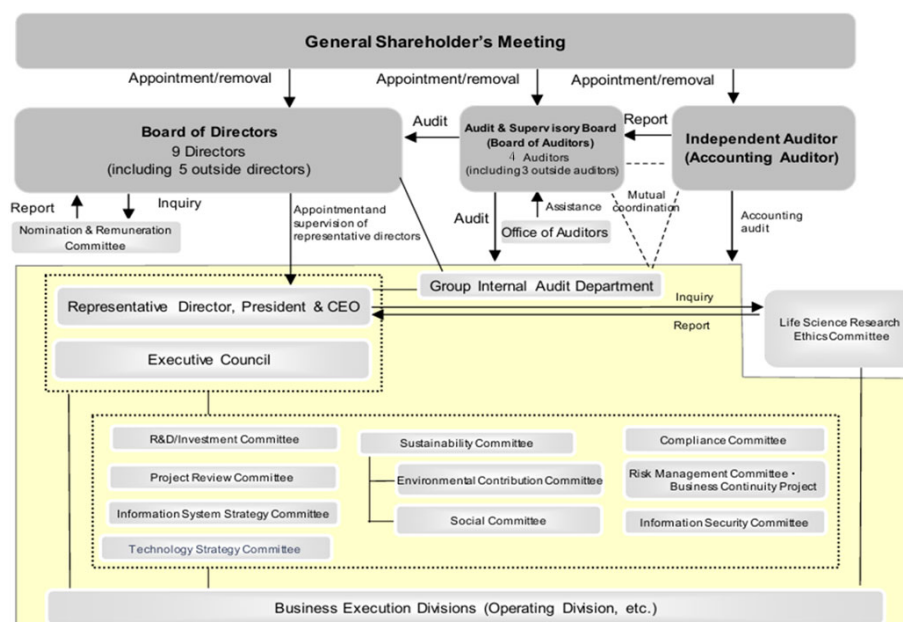
Status of Dialogue with Shareholders and Investors

<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.

Corporate Governance Structure (As of June 25, 2026)



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 12 times in fiscal 2025.

Content of main reports and deliberations in fiscal 2025

- Progress on implementing Management Policies (2024–2026)
- Consideration of investment proposals
- 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 including organizational culture reform

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 2025.

Main audit items in fiscal 2025

- Status of execution of management policies and business plans
- Status of initiatives to reinforce internal control system
- Status of initiatives to raise the level of risk management
- Status of initiatives to reinforce compliance framework
- Status of initiatives including organizational culture reform

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 five directors, including four 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 14 times in fiscal 2025.

Content of main deliberations in fiscal 2025

- 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 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 organizations and Group companies. It also submits reports on internal 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 Strategy Committee Formulates and promotes the Group's information system strategies and policies, and formulates and oversees its IT governance policy. It also deliberates on matters such as cost, effectiveness, and the appropriateness of applied technologies for the development and operation of the Group's own systems, decides whether to invest in such systems, and conducts budget control and evaluation of such plans, requesting revisions where necessary. (d) Technology Strategy Committee Determines the technology fields the Group should focus on and deliberates on the appropriateness of technology strategies covering development, investment, and utilization for the acquisition, strengthening, and business application of the technologies concerned, together with the related implementation and investment plans. It monitors the implementation plans and, based on the results, decides whether to invest and directs revisions to strategies and measures. It also examines policies for advancing technology management and designs the related mechanisms, and manages and supervises their implementation. (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 (annually) (Reference: Material Issues)
Progress	Fiscal 2025 Results ■ Opportunities for discussion of key management issues and risks were increased by setting the annual agenda and appropriately sharing information. ■ Opportunities for monitoring increased and effectiveness improved with the expanded provision of information on initiatives for organizational culture reform and measures for instilling compliance and risk management awareness at operational levels.
Reference	Changes in the corporate governance system https://www.biprogy.com/invest-e/com/governance.html

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.

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 decisionmaking 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 must be independent outside directors.

(3) The Board of Directors members must be chosen by considering the need for diversity in terms of gender, nationality, career history, and age.

Composition of Personnel Executing Corporate Governance

Number of Directors and Audit & Supervisory Board Members ¹		Unit	2022	2023	2024	2025	2026
Total number of directors		Individuals	8	8	8	9	9
	Of whom, women	Individuals	2	2	2	3	3
	Of whom, non-Japanese	Individuals	1	1	1	1	1
Executive directors		Individuals	3	3	3	3	3
Non-executive directors		Individuals	1	1	1	1	1
Independent outside directors		Individuals	4	4	4	5	5
		Individuals	5	5	5	5	4
Total number of Audit & Supervisory Board members	Of whom, women	Individuals	2	2	2	1	1
	Of whom, non-Japanese	Individuals	0	0	0	0	0
	Of whom, independent outside auditors	Individuals	3	3	3	3	3
Full-time auditors		Individuals	2	2	2	2	2
Outside auditors		Individuals	3	3	3	3	2
Chair of the Board of Directors							
Representative Director and President							

1. At the time of the Ordinary General Meeting of Shareholders

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	•			•	•		
Masahiro Fuchizaki	•	•	•	•	•		
Masako Inoue				•	•		•

*S of ESG includes human resources strategy, 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 selfevaluations and worked to improve the effectiveness of the Board of Directors. For fiscal 2025, 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 2025 directors (9) and Audit & Supervisory Board members (5) Response method: Signature (38 questions total) Evaluation Items: (1) Management issues and role/functions of the Board of Directors (2) Progress of action policies for fiscal 2025 (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 2025 action policies described below were also highly rated. However, the following were identified as matters requiring initiatives to further improve Board effectiveness, especially regarding “management issues and the roles and functions of the Board of Directors.”

(1) Key management issues identified include human resource strategy (including securing talent in step with global expansion), responding to advances in AI technology, enhancing management control (including post-merger integration (PMI) for large-scale investments), strengthening governance in Group management, and risk management aimed at achieving the Management Policies. Monitoring and discussion of these issues need to be further enhanced, with their relative priorities taken into account.

(2) As for the roles and functions of the Board of Directors, it is particularly important that it exercise its oversight function with respect to management strategy, risk management, capital allocation, and human resource strategy. In addition, from the standpoints of speed and flexibility in management and of further advancing the effectiveness and oversight functions of the Board, discussion should be deepened on the form of corporate governance most desirable for the Group, including the possibility of further delegating authority to the executive side.

2. Status of initiatives and evaluation results related to the fiscal 2025 action policies

(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
- ⇒ It was concluded that opportunities for discussion of key issues were expanded by setting the annual agenda and appropriately sharing information. We will continue to hold effective, prioritized discussions on matters such as global strategy, investment strategy, human resource strategy, and risk management.

(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.

⇒ It was concluded that opportunities for monitoring increased and effectiveness improved with the expanded provision of information on organizational culture reform and on instilling compliance and risk management awareness. We will continue to work to deepen our monitoring.

3. Fiscal 2026 action policies

Based on the above evaluation results, in fiscal 2026, we will work to further strengthen our governance system by addressing the following:

(1) In addition to the Board of Directors' existing initiatives, we will give priority to monitoring the following key management issues and risks, and work to deepen discussions both within and outside the Board of Directors.

- Management strategy for the AI era
- Strengthening core businesses and establishing new revenue bases in growth businesses
- Strengthening Group management, including follow-up on investment projects
- Human resource development and recruitment to advance the above

(2) We will continue discussions on the form of corporate governance most desirable for the Group, including its institutional design and succession plan.

Status of Board of Directors	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Number of board meetings held	Times	12	11	12	13	12
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	5.5	4.8	3.1	3.6

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).

	Fixed (a) Monthly remuneration	(c) Linked to performance			
		(b) Bonus (linked to short-term performance)	Restricted stock remuneration		
			(i) Tenure condition	KPI conditions (ii) Medium-to-long-term performance target	(iii) ESG targets (linked to long-term performance)
Composition Ratio	4	:	4	:	1 : 1/3 : 2/3

Total Remuneration for Directors and Audit & Supervisory Board Members with Subtotals for Each Type of Remuneration (FY2025)		Target directors (Individuals)	Unit	Total remuneration paid	(a) Fixed remuneration	(b) Bonuses	(c) Stock remuneration
Directors (Excluding outside directors)		4	Millions of yen	348	138	155	54
Audit & Supervisory Board members (Excluding outside auditors)		2	Millions of yen	37	37	—	—
Outside directors and outside auditors		11	Millions of yen	96	96	—	—

Notes

- One non-executive director is not eligible for bonus and stock remuneration.
- Audit & Supervisory Board members and outside directors are not eligible for bonus and stock remuneration.
- Amounts listed are rounded down to the nearest million yen.
- The stock remuneration figures in the table above indicate the amounts recorded as costs for fiscal 2025 in the costs related to restricted stock as remuneration granted to three executive directors.
- 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.
- The table above includes remuneration, etc., for three outside auditors who retired at the conclusion of the 81st Ordinary General Meeting of Shareholders held on June 25, 2025.

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 2025, the Board of Directors resolved at its June 2025 meeting to issue and allot restricted stock remuneration, and resolved at its May 2026 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 2025, 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 2025.

Succession Plan

Succession Plan

In addition to integrity, a critical quality demanded of the CEO, the succession plan defines seven important competencies, shown in the table below.

In addition to these competencies, we have established four priority areas for development: foresight, innovation and reform, determination, and management mindset. These priority areas are based on the qualities required of a CEO, and were selected with a focus on the abilities that we believe are particularly important during times of transition and change, which a CEO must possess to respond to rapid environmental changes and today's increasingly complex management issues.

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:

- Assessment (management knowledge, multi-faceted evaluation/case simulation)
- Development involving current management
- 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.

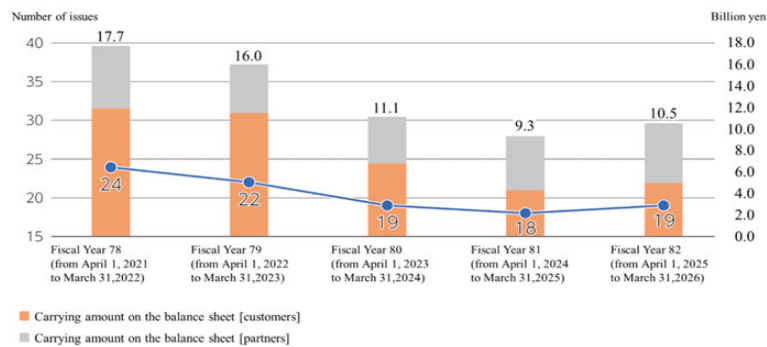
Cross-Shareholdings

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.

The number of listed stocks held increased by one from the end of the previous fiscal year to 19, as a previously held unlisted stock was listed. In addition, partly due to the acquisition of unlisted stocks with the intention of expanding the Company’s business in its focus areas, the total value of cross-shareholdings on the balance sheet amounted to 8.5% of total equity (6.8% at the end of the previous fiscal year). Although the number of listed stocks held increased, there has been no change to our policy of reducing cross-shareholdings, and we will continue to sell stocks when the strategic rationale for holding them diminishes.

Matters related to shares held by the Company



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

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 an all-hazards BCP, the Group prepares for business continuity risks such as today's increasingly widespread and diverse natural disasters and cyberattacks, and works continually to improve its business continuity planning and 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, the Group has set these priority issues: enhancing risk management throughout the Group; further improving the risk management abilities of Group executives and employees; and improving the quality and sophistication of our risk management systems. To make firm progress with these measures, we run a plan-do-check-act (PDCA) cycle throughout the year, identifying and monitoring risk events, formulating improvement measures in light of emerging issues, and promoting awareness-raising activities to enhance all employees' awareness and understanding of risk.

Implementation Structure

Under the Group's corporate governance structure (see the "Diagram of the Corporate Governance and Internal Control Structure"), we have established the Risk Management Committee, chaired by the Chief Risk Management Officer (CRMO), to take appropriate measures against the wide variety of risks that could have a major effect on management, and this serves as our Group-wide risk management structure.

As the executive responsible for overseeing risk management and business continuity across the Group, the CRMO monitors and reviews Group-wide risk management performance with the support of the Risk Management Committee and drives ongoing improvement. These matters are reported by the CRMO to the Executive Council and the Board of Directors; upon receiving these reports, the Board oversees the effectiveness of risk management and confirms that risks are appropriately taken into account in management strategy and in medium- and long-term plans.

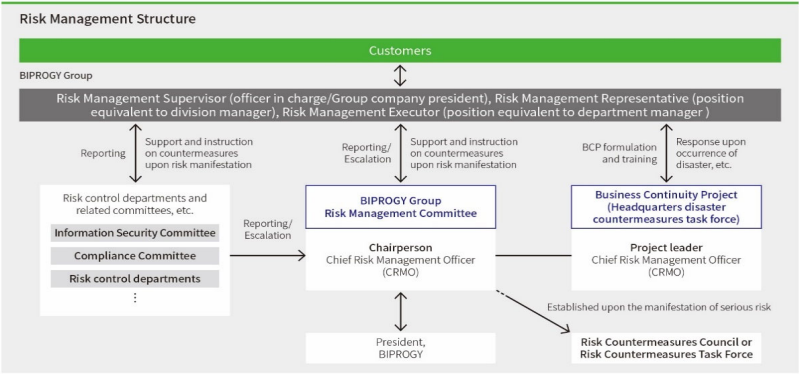
In the event that a major risk materializes, the department which it most directly impacts or the relevant committee promptly report to the Risk Management Committee, and a Risk Countermeasures Council or a Risk Countermeasures Task Force is convened depending on the impact of this risk, to address the 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. The project 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) (see the "Diagram of the Response Structure in the Event of an Incident"). By managing risks comprehensively, systematically, and continuously across all three lines — business departments, risk management departments, and internal audit departments — we thoroughly implement management measures to prevent the risk management system from becoming a mere formality.

Diagram of the Response Structure in the Event of an Incident



Person in Charge

Akira Takanarita, Corporate Officer and CRMO

Deliberative Body

Risk Management Committee

Reference

Diagram of the Corporate Governance and Internal Control Structure
<https://www.biprogy.com/invest-e/com/governance.html>

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:

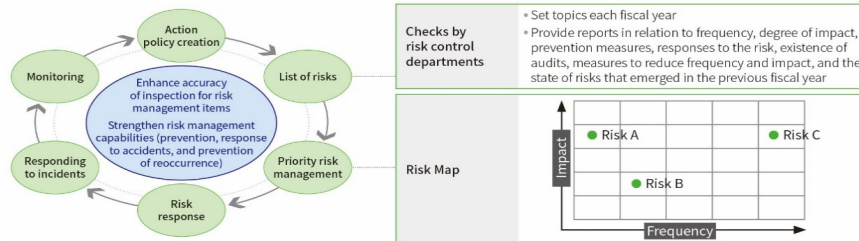
- (1) The Risk Management Committee instructs risk control departments to conduct an annual inventory of risk management items. It sets themes every fiscal year so that risk control departments can identify new risk management items on their own.
- (2) For each risk management item, the department responsible 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) Using a risk map based on impact and frequency, the Risk Management Committee categorizes risks by relative importance and identifies those requiring focused management. The CRMO, as committee chair, reports on risk management status twice a year to the Executive Council and the Board of Directors.
- (4) For identified risks, we ascertain and monitor their status and, as necessary, review our management policies and risk management measures.

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

Risks that may have a significant effect on the implementation of our management policies or on our overall corporate management include the following:

- (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
- (13) Human rights

Reference

“Business and other risks,” Annual Securities Report for the 82nd Fiscal Year (p. 40)

<https://www.biprogy.com/invest-i/uploads/82yuho.pdf>

(Available in Japanese only)

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	The Group considers risks that arise or evolve amid changes in the external environment to be emerging risks. Among these, we identify and manage, as follows, the risks that could have a serious impact on our business, that is, those that may require changes to our business strategies or business models going forward.
Risks from Providing Service Businesses Using AI Systems and AI Technology	In recent years, with the spread of generative AI and the emergence of advanced AI models, AI technology has been evolving rapidly, and we recognize that the risk of misuse of AI technology, including generative AI, is rising. Inappropriate use of AI technology could undermine privacy and fairness, affect people's lives, physical safety, and property, or lead to human rights violations. Recently, the misuse of AI technology has become more diverse and sophisticated, including the dissemination of false information and fake content, as well as copyright infringement. In this environment, unforeseen issues may arise and significantly impact the Group's business domains, as well. The Group has established its own AI Policy and is developing an AI governance structure, including efforts to enhance employee education and project review systems, to ensure employees understand the characteristics of AI and use it appropriately. We also continuously monitor AI-related trends and risks, and then consider and implement the necessary countermeasures.
Geopolitical Risks	Since the Russia-Ukraine conflict began, geopolitical risk has continued to rise. In recent years, amid growing instability in the Middle East and tensions over the South China Sea, there are concerns about energy supply uncertainty, supply chain disruptions, and their effects on the economic environment. In light of these circumstances, the Group continuously examines events that could affect its business due to geopolitical risks, such as terrorism, supply chain disruptions, changes in the political and economic conditions of individual countries, and rising threats in cyberspace. In particular, we recognize that cyber threats such as ransomware attacks, which have been increasing and growing more sophisticated in recent years, can sometimes have geopolitical factors behind them. As a provider of ICT services, and mindful of the impact that the stable operation of information systems and networks has on business continuity and on maintaining social infrastructure, the Group works to raise its security level, ensure the stability of its network systems, and strengthen its internal management structure. As risk-reduction measures, in addition to technical measures such as keeping defensive systems up to date, we continuously carry out awareness-raising activities for employees, working to understand the business impact of geopolitical risk and to improve our ability to respond.
Reference	BIPROGY Group AI Policy https://www.biprogy.com/e/com/ai ethics policy BIPROGY group e.pdf
Actions Taken in Fiscal 2025	
	In fiscal 2025, we continued to advance efforts to strengthen our risk management function. Drawing on analysis of changes in the external and internal environment and on the results of risk workshops, we are identifying and organizing, from a medium- to long-term perspective, the significant risks that could affect the Group's management. In particular, we organized these risks as "significant risks" and, through repeated discussions with senior management, examined our approach to evaluation and prioritization, centered on the perspectives of degree of impact and uncertainty. In addition, with future monitoring in mind, we are examining how each significant risk should be managed and which indicators to set, while pursuing efforts to incorporate these into our existing risk management processes. Through these efforts, in addition to conventional risk management, we are strengthening our risk management structure to view company-wide significant risks as both threats and opportunities, detect signs of their materialization early, and reflect them appropriately in management judgment and decision-making.

Developing a Risk-Aware Culture

Training on Risk Management	To encourage understanding of risk management and improve responsiveness, the Group regularly conducts, each fiscal year, training for newly appointed executives (including outside directors and outside auditors), crisis management training for executives and organizational heads, and risk management training for newly appointed organizational heads. Each course is scheduled to be taken when the individual assumes the relevant position. For general employees, in fiscal 2025, we disseminated a message from the CRMO to Group employees via the intranet. We also held an Information Security Week to foster awareness of risk and security, strengthening risk sensitivity across the Group. To improve initial-response capabilities and the effectiveness of business continuity responses to be made if a disaster occurs, we conduct safety confirmation drills for employees, organizational heads, and members of the disaster response headquarters (in principle, twice a year), as well as monthly MCA radio response drills and drills involving reporting to the BCP portal site. In addition, once a year, we conduct a comprehensive simulation drill in which participants report on damage, provide response instructions, and report on response status according to their respective roles, based on a specific incident scenario. Based on the results, we carry out additional drills and reviews as needed.
Risk Reporting Process and Information Sharing by Employees	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 is led by three executives, including the head of the Corporate Disaster Response Headquarters and two designated alternates in the event that the headquarters is activated. It consists of more than 110 members from across the Group, including representatives from branches. During normal operations, the project promotes BCP/BCM by reviewing and improving the established plans and regularly conducting comprehensive drills for disasters, tabletop exercises, safety confirmation drills, and other training programs, including training for fire and disaster prevention. In the event of a disaster, the project will immediately begin to function as a disaster response headquarters. The Group periodically reviews the risks relevant to business continuity in response to changes in the external environment. The following four risks are currently covered by the BCP. • 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 head office 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. We continue to carry out systematic training and drills to improve the effectiveness of our BCP/BCM, and we also assess and improve our current practices based on external certification standards. We have incorporated an approach that looks 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 Corporate Disaster Response Headquarters 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.

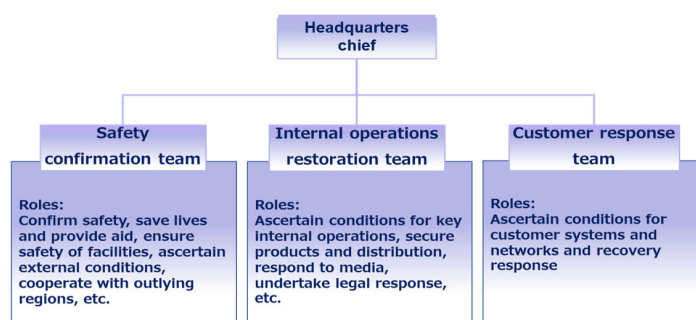
Corporate Disaster Response Headquarters

After confirming that the officers and other key members of the Business Continuity Project can communicate and coordinate via the network and that the headquarters is operational, the Corporate Disaster Response Headquarters is established remotely. The CRMO will serve as the head of the headquarters.

The Group's cloud-based BCP information sharing system (BCP Portal) will be used to share information with members of the Corporate Disaster Response Headquarters as well as executives and other organizational heads within the Group. The main roles are as follows, with detailed roles defined for each organization comprising the headquarters.

- Confirming the status of safety of employees and officers
- Confirming the status of major business locations in the Tokyo metropolitan area
- Collecting information on damage (fires, roads, bridges, etc.) across the Tokyo metropolitan area
- Convening members of the Corporate Disaster Response Headquarters according to the damage situation
- Maintaining the head office 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 Corporate Disaster Response Headquarters

In the event of an earthquake with an intensity at or higher than the low 6 range on the Japanese seismic scale during weekday working hours, which renders the Toyosu head office inoperable or makes travel to the headquarters extremely difficult, an on-site response team will be formed within the Toyosu head office building. The on-site response team will respond to customers, partners, and employees in the head office building, ascertain the building's damage status, and take other necessary actions on site.



Initial Disaster Response

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

In the event of a disaster that occurs during working hours, the Group's basic policy is to prioritize employee safety and ask employees to remain in the office until the safety of their return route can be confirmed. In order to cooperate with the national and local governments' initiatives to address the problem of people unable to get home, we have prepared for this situation, including by stockpiling emergency supplies in offices. In the part of Tokyo in which the head office 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 were on the premises, as well as employees, remained in the building until transportation was restored the following morning, and they were all supplied with water, basic food and blankets.

Disaster Response Process

In the event of a major inland earthquake in the Tokyo metropolitan area, we will set up a Corporate Disaster Response Headquarters for the BIPROGY Group. However, since it will likely take time for this headquarters to be established and become functional, we will set up a temporary disaster response headquarters at the company's Kansai branch (Kansai Disaster Response Headquarters) when the disaster first occurs to take the initial steps.

Phase	Situation	Response
0	An inland earthquake of seismic intensity 6 or greater has occurred in the Tokyo metropolitan area	Set up the Kansai Disaster Response Headquarters to take the initial steps
1	Aftershocks have calmed down and the Corporate Disaster Response Headquarters at the Tokyo head office can be activated	Set up the Corporate Disaster Response Headquarters at the Tokyo head office, transfer information from the Kansai Disaster Response Headquarters, and start responses
2	Telephones, networks, etc., are partially restored, and 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 Response Headquarters

In the event of an inland earthquake in the Tokyo metropolitan area with an intensity at or higher than the lower 6 range on the Japanese seismic scale, the Kansai branch will establish a Kansai Disaster Response Headquarters at its own discretion. The headquarters 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 Corporate Disaster Response Headquarters
- Exchanging information and collaborating with members of other branch offices' disaster task forces
- Disseminating information internally and externally

Toyosu Head Office On-Site Disaster Response Team

If the Corporate Disaster Response Headquarters cannot function sufficiently, or if travel to the head office becomes difficult, due to an event such as an earthquake directly beneath the Tokyo metropolitan area, the disaster response personnel who have reported to the Toyosu head office building that day will form a disaster task force to ascertain the local damage situation and carry out the necessary initial response. To prepare for this, we maintain a system in which disaster response personnel report to the office on a rotational basis during normal times.

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. Based on this approach, in response to disasters such as earthquakes across the country, each branch and sales office establishes a disaster response task force and, in coordination with the Corporate Disaster Response Headquarters, works toward rapid recovery and the continued provision of services to customers.

Approach to Setting Priorities for Recovery

Many of the Group's customers are located in the Tokyo metropolitan area, as are many of the Group's own resources, including employees, offices, equipment, and so on. So, for example, in the event of an earthquake directly beneath the Tokyo metropolitan area, they would be in the affected area, which could make it difficult to restore all of the affected customers' systems and networks at once. For this reason, the Group's business continuity plan prioritizes, in the event of a major earthquake, restoring the systems and networks of customers who fall into the following categories, for which the nation and society as a whole require prompt restoration.

- 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 area where the head office is located, we will transfer the call center function to 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 area where the head office is located (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 head office and branches.

- Replacement of internal work system

Other internal business systems that do not directly affect customer services are also operated in high-quality, reliable data centers, enabling business continuity.

Other Disaster Prevention Measures

1. Tabletop exercise for establishing disaster response headquarters / 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. Fire and natural disaster preparedness training
8. Training on BCP information sharing system
9. Training on communication between bases
10. Reserves of food and water for three days in offices: All offices have three days' worth of supplies, including for visitors
11. Elevator survival boxes: Elevators in the head office building have emergency boxes containing hand crank emergency lights, drinking water, non-perishable food, toilet bags, ponchos, Mylar blankets, etc.
12. In-house on-line seminar

Responding to the Impact from New Infectious Diseases

In response to COVID-19, the Group implemented a business continuity plan tailored to each stage — overseas outbreak, early domestic outbreak in Japan, spread of infection, and recovery — based on the response plan it had formulated previously.

The basic policy is stated below.

- Give the greatest priority to people's lives
- Comply with the instructions and warnings of national and local governments and cooperate with society wide efforts to respond to the pandemic
- 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.

Drawing on the knowledge gained from this response, the Group revised its original response plan and formulated a New Infectious Disease Response Action Plan. Should a new infectious disease emerge or spread hereafter, we will, based on this action plan, work to continue business operations while giving top priority to the safety and security of customers, partner companies, and Group employees.

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 support our customers' business continuity, remote work, digital transformation, and other initiatives, thereby helping to build a more resilient society.

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 https://www.biprogy.com/com/corporate_code_of_conduct.pdf (Available in Japanese only)
Anti-Corruption Policy	The BIPROGY Group endorses the United Nations Global Compact and has declared its commitment to combating all forms of corruption, including extortion and bribery. Under the BIPROGY Group Compliance Basic Policy, and with the aim of preventing corrupt practices including bribery and the improper provision of benefits, the Group newly established its Anti-Corruption Policy in fiscal 2025 and is working to ensure that it is thoroughly understood by the Group's executives and employees. Beyond legal compliance and the pursuit of fair and transparent business activities, the policy clarifies the basic approach to preventing corruption outlined in the BIPROGY Group Code of Conduct and defines prohibited actions, matters requiring caution, and appropriate mechanisms for reporting and consultation. The policy will be reviewed at least once a year by the Compliance Committee secretariat and revised as needed in response to changes in laws and regulations, the business environment, and other circumstances. BIPROGY Group Anti-Corruption Policy https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/anti-corruption-policy_e.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.
Deliberative Body	Yoshiko Yamauchi, Corporate Officer and CCO
KPIs and Targets	Compliance Committee

KPIs and Targets	· Improve and upgrade compliance programs (annually) · Spread awareness of integrity among Group executives and employees (annually) · Monitor compliance incident trends (annually) (Reference: Material Issues)
Progress	· Improve and upgrade compliance programs (annually) Fiscal 2025 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 2025 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 2025 Results Disciplinary action: There were four cases of disciplinary action in fiscal 2025, marking a decrease from six in the previous year. The cases arose from conduct stemming from inadequate basic information security practices, abuse of organizational authority, and insufficient awareness of harassment. Measures to prevent reoccurrence were implemented in each case.

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 2025 was 98.5% in July and 97.1% in December 2025. 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	FY2021	FY2022	FY2023	FY2024	FY2025
Response rate ¹	July survey	%	97.1	95.6	96.6	99.2	98.5
	December survey	%	–	97.4	98.0	97.6	97.1
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 2025 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	FY2021	FY2022	FY2023	FY2024	FY2025
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.

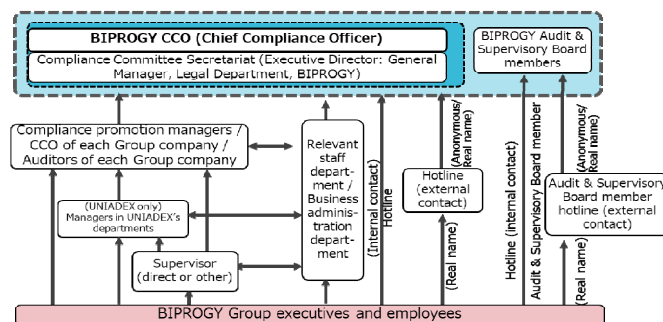
We have established direct reporting and consultation channels (hotlines) to the Compliance Committee secretariat and the Audit & Supervisory Board members. In addition to these internal channels, we have set up an external channel operated by an outside specialist company, which allows anonymous reporting 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		FY2021	FY2022	FY2023	FY2024	FY2025
Total number of internal reports		39	27	45	42	56
Total number of disciplinary actions		10	5	8	6	4
Workplace harassment	Number of internal reports	21	14	27	21	27
	Number of disciplinary actions	1	1	2	1	2
Information security violation	Number of internal reports	0	1	2	1	0
	Number of disciplinary actions	0	1	1	1 *	1
Improper expense claims, etc.	Number of internal reports	1	1	3	0	2
	Number of disciplinary actions	4	0	1	0	0
Improper attendance management	Number of internal reports	2	1	2	2	5
	Number of disciplinary actions	1	2	0	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	15	10	11	18	22
	Number of disciplinary actions	4	1	4	4	1
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.

Anti-Corruption Management

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 2025

Political Donations and Lobbying

Expenditures for donations to political groups and other organizations require advance approval through the prescribed system (ringi seido). In fiscal 2025, there were no expenditures for political donations or lobbying activities. (Excludes membership fees for economic organizations that make policy proposals)

	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Donations to political organizations	Millions of yen	–	0	0	0	0
Expenditures for industry associations, etc.	Millions of yen	–	8.97	13.59	16.76	14.83

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

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	Reserch Institute,National Center for Child Health and Development
Society and ethics	Soichiro Iga	Member	XPARC LLC
General	Masayo Ono	Member	PR Consulting Dentsu Inc.
Society and ethics	Chihiro Yoshida	Member	BIPROGY Inc.
Natural Sciences	Akiko Korin	Member	BIPROGY Inc.

No. of committee meetings held: 19 (as of end of May 2026)

No. of items submitted for discussion: 26

Life Science Research Ethics Committee (BIPROGY Group Website)

https://www.biprogy.com/com/tech/research_ethics

(Available in Japanese only)

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)

<https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/hokabunya/kenkyuigyou/i-kenkyu/>

(Available in Japanese only)

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

Tax Payments by Region		Number of employee	Revenue	Income before income taxes	Income tax accrued	Income tax paid
(FY2025)		(Individuals)	(Millions of yen)	(Millions of yen)	(Millions of yen)	(Millions of yen)
Amount recorded in consolidated financial statements		8,801	433,686	43,845	12,882	18,031
(Breakdown by country/region)		Japan ¹	8,308	426,894	43,448	12,741
		Other	493	6,791	396	141
Company name and main business		Company name		Main business		
Country/region						
Japan		BIPROGY Inc.		(Support services)		
		UNIADEX, Ltd.		Provision of software and hardware maintenance services and installation support		
		UEL Corporation				
		TRADE VISION, Ltd.				
		G&U System Service, Ltd.		(Outsourcing)		
		Cambridge Technology Partners Inc.		Provision of entrusted operation of information systems and other services		
		S&I Co., Ltd.				
		UNIAID Co., Ltd.		(Software)		
		AFAS Inc.		Provision of software and other services under software license agreements		
		International Systems Development Co., Ltd.				
		Canal Ventures, Ltd.		(Hardware)		
		Canal Ventures Collaboration Fund 1 Investment Limited Partnership		Provision of hardware under equipment sales or lease contracts		
		CVCF2 Investment Limited Partnership				
		BIPROGY Challenged Inc.				
		Emellience Partners Inc.				
		Green Digital & Innovation Inc.				
		V-Drive Technologies Inc.				
		Matrz, Inc.				
		Catalina Marketing Japan K.K.				
		BCF1 Investment Limited Partnership				
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.				
		BIPROGY and Translink Sustainability & Innovation Fund, L.P				

1. Including consolidation adjustments, etc.

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

https://www.biprogy.com/com/info_security/

(Available in Japanese only)

Implementation Structure

Under the corporate governance structure, the BIPROGY Group's information security promotion structure comprises the Information Security Committee, chaired by the Chief Information Security Officer (CISO), the organizations under it, and the persons responsible for and in charge of information security within each organization.

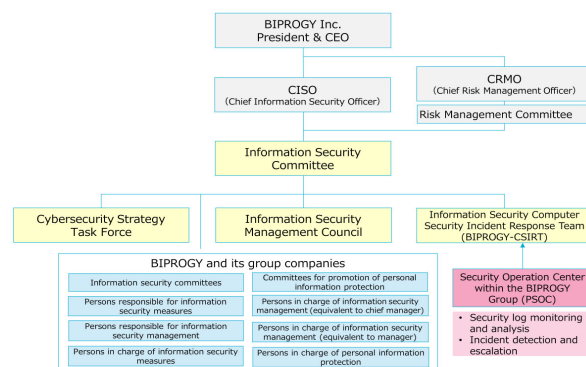
The Information Security Committee promotes the Group's information security strategy and the protection of personal information, considering and promoting policies based on these measures. The committee works across the Group with the Risk Management Committee, chaired by the CRMO, to ensure that, in the event of a serious incident, causes are investigated and recurrence prevention measures are put in place. Among the activities of the Information Security Committee, matters that should be organized from a company-wide risk management perspective are organized — based on the deliberations of that committee, which is chaired by the CISO — in coordination with the Risk Management Committee, and are reported by the CRMO to the Executive Council and the Board of Directors.

The Group CISO is also a member of the Sustainability Committee. The Chief 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

Reference

Corporate Governance and Internal Control Structure Chart

<https://www.biprogy.com/invest-e/com/governance.html>

KPIs and Targets

KPI	Target	Target Year
Number of serious security incidents	0	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.)

Progress

Number of serious security incidents

Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Individuals	0	1	1	0	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):

To control the transfer of data to portable media, we completed the introduction of a mechanism and system that permits the use of only authorized PCs together with authorized portable media. (Fiscal 2025 result)

•Coverage rate of special operation management :

At BIPROGY, we are progressively advancing various measures that contribute to improving the comprehensiveness of special operation management. (Fiscal 2025 result)

Information Security Management

Information Security Management System

Acquisition of ISMS (JIS Q 27001:2025/ISO/IEC 27001:2022+Amd 1:2024) certifications (as of April 2026)

- BIPROGY Inc.
- UEL Corporation
- Cambridge Technology Partners Inc.
- AFAS Inc.
- Canal Payment Service, Ltd.
- UNIADDEX, Ltd.
- S&I Co., Ltd.
- USOL VIETNAM Co., Ltd.
- International Systems Development Co., Ltd.
- G&U System Service, Ltd.
- TRADE VISION, Ltd.
- UNIAD 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 2025.

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 treat cybersecurity risks as a top-priority management issue. We also view creating new businesses by leveraging digital transformation and addressing cyber security risks as inseparable.

To enhance the effectiveness of cybersecurity management, 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 objectives needed to implement cybersecurity management in an ongoing way, and they consist of broad-ranging and diverse security measures.

Under the corporate governance structure, the Information Security Committee, which oversees Group-wide information security management, is responsible for driving this strategy and implementing cybersecurity management practices. This strategy and its execution status are reported to senior management and the Board of Directors and are reviewed regularly.

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 model¹;
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 auditors²; 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.

In fiscal 2025 as well, based on a risk-based approach informed by the same framework, we continuously carried out vulnerability response and vulnerability identification for externally exposed assets, while confirming priorities.

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 2025.

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. We continue to study and implement further improvement measures for the years beyond fiscal 2025, 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

https://www.biprogy.com/com/info_security/info202206.html

(Available in Japanese only)

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/#h2anchor1 Basic Policy of Personal Information Protection for BIPROGY Group https://www.biprogy.com/e/privacy/#h2anchor2 Personal Information Handling https://www.biprogy.com/e/privacy/#h2anchor3 Protection of Personal Information on the Website of the Company https://www.biprogy.com/e/privacy/#h3anchor13
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, 2026) • BIPROGY Inc. • UEL Corporation • UNIADDEX, 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)
Prevention of Secondary Use	The Group handles personal information only within the scope of the purpose of use indicated at the time of acquisition, and prohibits use beyond that purpose. When changing the purpose of use, we once again obtain the consent of the individuals concerned, except where handling as an exception is permitted under the Act on the Protection of Personal Information or other laws. We monitor actual use against the purpose of use through periodic inventories using a control ledger. There were no cases of use beyond the stated purpose in fiscal 2025.
Response to Government or Legal Requests for the Submission of Personal Information	Even when the Group receives a request to provide personal information from a government agency or under laws and regulations, it responds only to the extent necessary and appropriate, after confirming — according to the content of the request — the legal basis, whether proper procedures have been followed, and the relevance of the scope of the information requested to the purpose. As stipulated in the BIPROGY Group Human Rights Policy, when national laws and international human rights standards differ, we strive to follow the higher standard; when the two conflict, we 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 information¹

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 2025, there were no personal information protection incidents due to inadequate information security measures.

Basic Approach	The BIPROGY Group recognizes that the development, provision, and use of AI bring significant value to society and the economy. Meanwhile, AI also presents inherent risks in these areas regarding fairness, transparency, safety, and respect for human rights. Based on this recognition, the BIPROGY Group has built on the BIPROGY Group AI Ethics Principles, which had served as guidance for the development, provision, and use of AI, to establish the BIPROGY Group AI Policy, published in September 2026. Under this policy, the Group is developing the structures needed to realize responsible AI while strengthening its AI governance framework through the review of existing rules and the enhancement of operational processes. We also continuously monitor developments in AI-related technologies, society, and legal frameworks, and reflect them in our responses to ethical, legal, and social issues. In addition, as a company that helps solve social issues and supports the safety and security of society with digital technology, we also position our responsibilities, in both our own use of AI and our provision of AI to customers, as an important management issue. Based on this approach, when using AI, we emphasize appropriate human involvement and oversight in high-impact decisions, and we clarify the division of roles between people and AI based on the purpose and use setting. We are also mindful of the potential impact on energy consumption and greenhouse gas emissions of the data processing and computing resources that accompany the expanding use of AI. In developing, providing, and using AI, we are advancing infrastructure selection and operational optimization suited to each purpose and characteristic, and we also take environmental impact into account when procuring data center services. These initiatives are disclosed in the “Climate Change” section.
Reference	BIPROGY Group AI Policy https://www.biprogy.com/e/com/ai-ethics-policy-BIPROGY-group-e.pdf BIPROGY Group Human Rights Policy https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/humanrightspolicy-e.pdf Climate Change Response Initiatives: Use of Eco-Friendly Data Centers https://biprogy-disclosure.site/ja/themes/101?response_id=213#213 (Available in Japanese only)
Governance Structure	
Implementation Structure	In April 2026, BIPROGY established the AI Center of Excellence (AI CoE), a group-wide cross-functional organization placed under the direct control of the representative director and executive corporate officer, who serves as the executive responsible for AI. As the core organization for enhancing the consistency and execution of the Group's AI strategy, the AI CoE oversees the formulation and promotion of AI strategy policies and provides cross-organizational support for initiatives in each area. The AI CoE is primarily responsible for the following functions: • Formulating group-wide policies on the use of AI and strengthening governance • Planning and prioritizing AI-related measures • Supporting the advancement of AI utilization projects in each department By ensuring these functions are overseen across the organization, we aim to ensure the consistency, quality, and speed of execution of our AI strategy. At present, led by the AI CoE and in coordination with the related departments, we are enhancing the rules and operating practices needed to build and deliver responsible AI. Progress on the AI strategy is reported quarterly to the Executive Council, and related material matters are deliberated by the council. The Board of Directors exercises oversight upon receiving reports from the executive responsible for AI.
Accountability Structure	The AI CoE is responsible for group-wide promotion and oversight of AI use. For individual AI utilization projects, we clarify the department in charge and the person responsible and are developing the arrangements needed for their appropriate management and operation.
Screening and Review Structure	To address the risks associated with the use of AI, the Group carries out application and approval procedures for the use of AI cloud services, determines whether use is permitted based on our guidelines for the use of generative AI, and applies the existing screening and review processes in system development and service provision. In addition, to build and deliver responsible AI, with the AI CoE in the lead, we are working in coordination with the related departments to develop the arrangements required for both business execution and internal operations, covering such matters as rules for AI use, the handling of data, contractual arrangements, the delineation of responsibilities, and security. In fiscal 2026, the AI CoE's first year, the council is organizing the relevant rules and operating practices and identifying the points to be checked and reviewed in AI utilization projects. Going forward, while building on these existing efforts and taking into account changes in the internal and external environment, we will enhance our framework for checking, screening, and review, according to the characteristics and impact of each project.

Risk Management Related to AI	The Group is examining response policies for the main risks anticipated in connection with AI use, taking into account their relationship to existing business risks. The main risks include inappropriate decisions arising from bias or discrimination, adverse effects on service quality resulting from erroneous judgments or system malfunctions, inappropriate handling of personal and confidential information, and risks related to intellectual property rights. We recognize that these risks are also connected to existing risks in the Group's business operations, including information security, system failures, project management, laws and regulations, and intellectual property rights. We are defining the scope of application and the evaluation perspectives and examining how to give concrete shape to management processes while ensuring consistency with our existing risk management framework. We also recognize that addressing uses of AI that involve particularly high risk is an important issue. Furthermore, in developing and using AI, we are mindful of information security issues, including protecting personal and confidential information, managing access, and ensuring system security.
Initiatives Education and Awareness Progress of Initiatives Obtaining ISO/IEC 42001 Certification	The Group is developing education and awareness measures to deepen employees' understanding of how to realize responsible AI. In fiscal 2025, we held online study sessions on AI for Group employees led by external experts and conducted e-learning to promote understanding of the BIPROGY Group AI Ethics Principles and embed them across the Group. In addition, within the human rights theme of our sustainability-related training (e-learning), we provided opportunities to learn about the latest developments concerning human rights and AI. The participation rate for each of these courses was approximately 99%. In addition, in response to the rapid spread of AI technologies, including generative AI, the Group supports employees in acquiring AI-related knowledge and skills so that they can adapt to changing work environments and business models and continue to thrive in new circumstances. Through these efforts, we aim to enhance employees' capabilities to propose AI-based solutions and create new businesses utilizing AI, while strengthening their ability to adapt to an evolving business environment. Prompted by the establishment of the AI CoE, the Group is progressively developing structures and enhancing operations for responsible AI under management's leadership. Going forward, we will advance the implementation of responsible AI by taking measures such as strengthening our governance structure, standardizing risk management processes, and rolling out education group-wide. UNIADEx, Ltd., a Group company, has obtained certification under ISO/IEC 42001, the international standard for AI management systems, for the development, provision, and operation of Support GAI Chat (a general AI tool), which supports its maintenance services. The certification was granted by the third-party certification body TÜV Rheinland Japan Ltd.* ISO/IEC 42001 is an international standard created to help manage the risks associated with AI use and ensure provision of safe, secure AI services. This certification covers the development, provision, and operation of the internal GAI Ops application that uses generative AI (Support GAI Chat). * UNIADEx, Ltd., "UNIADEx Obtains ISO/IEC 42001, the International Standard for AI Management Systems, for the Development, Provision, and Operation of Support GAI Chat" (news release, January 16, 2026) https://www.uniadex.co.jp/news/2026/20260116_isoiec42001.html (Available in Japanese only)

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 the suppliers that make up our supply chain to advance initiatives relating to environmental, social (including human rights), and governance matters, all the while adapting to social change.

In addition, to build a responsible supply chain, we practice fair, transparent purchasing transactions and procurement, always giving due consideration to ESG issues such as human rights and the environment. By sharing our policies with our suppliers, we aim to help build a more sustainable world.

BIPROGY Group Procurement and Transaction Guidelines

<https://www.biprogy.com/com/purchase.html>

(Available in Japanese only)

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 relationships of trust. In terms of implementation structure, the Procurement Management Department and the Sustainability Management Promotion Department take the lead, working in coordination with relevant organizations to advance sustainability initiatives across the supply chain. All these activities are reported to and deliberated upon by the Sustainability Committee and the Executive Council, and we work to ensure continuous improvement.

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	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of BIPROGY Group suppliers having taken the ESG risk survey	%	—	—	—	70.3	96.6
Percentage of suppliers that currently adhere to or have launched improvements to material ESG risk items that the BIPROGY Group has set for suppliers ²	%	—	—	—	— ¹	38.2

1. “—” in the FY2024 Results column indicates that the item was not applicable in that year.

2. Of the 308 companies that took the ESG risk survey, the percentage of suppliers confirmed to have either already addressed the Group’s material ESG risk items or begun implementing improvement plans.

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 2026, 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.
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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. As for survey content and implementation, we conduct ESG-related surveys of the Group's suppliers every year, covering human rights and labor, the environment, compliance, and other areas. We also ask suppliers to comply with the items the Group considers most important: respect for human rights and labor (forced labor, child labor, freedom of association and the right to collective bargaining, discrimination, working hours, wages, and harassment), ensuring health and safety, preventing corruption, avoiding any relationship with organized criminal groups, protecting intellectual property, and information security. Survey targets are selected based on annual transaction value and transaction continuity, and surveys are conducted regularly. Based on the survey results, we request improvements from suppliers, engage them in dialogue, and monitor the status of their responses. The Group has also established the BIPROGY Group Procurement and Transaction Guidelines and the BIPROGY Group Sustainable Procurement Guidelines, which set out the perspectives on environmental consideration, social responsibility, and governance that the Group regards as important. Through these, we communicate our expectations to suppliers and ask for their compliance. Through these initiatives, we will continue working toward a better supply chain.
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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 supply chain subcommittee of the Global Compact Network Japan (GCNJ), a Japan-based network under the UN Global Compact. By using the GCNJ questionnaire, we keep the questions up to date with social trends while reducing the response burden on suppliers. 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	Fiscal 2024: Based on fiscal 2023 transaction results, the top 80% of business partners by transaction amount for BIPROGY Inc. and UNIADDEX, Ltd. (156 companies, representing 70.3% of the entire Group) Fiscal 2025: Based on fiscal 2024 transaction results, 319 business partners of BIPROGY Inc., UNIADDEX, Ltd., UEL Corporation, S&I Co., Ltd., and International Systems Development Co., Ltd. — those with transaction amounts of 50 million yen or more and ongoing transactions, excluding the 148 companies surveyed in the previous fiscal year — were targeted, and surveys were conducted at 308 of them (96.6%).
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	A finding common to the surveys conducted in 2024 and 2025 was that the companies are actively working to address the areas of “fair business practices” and “information security.” On the other hand, differences were found among suppliers in responses within the “human rights” and “environment” areas. In fiscal 2025, we defined the material items that the Group regards as particularly important — the prohibition of forced labor, the prohibition of child labor, freedom of association and the right to collective bargaining, the prohibition of discrimination including harassment, the fair management of working hours, the payment of appropriate wages, ensuring health and safety, preventing corruption, avoiding any relationship with organized criminal groups, protecting intellectual property, and information security — and requested compliance with them when we issued the survey. The responses showed that, of the 308 companies to which the questionnaire was distributed, 77 (25%) had at least one of these material items unaddressed. Among these suppliers, we identified 12 companies requiring priority attention based on the number and nature of their unaddressed material items, and we confirmed their status and engaged them in individual dialogue.
Requesting Improvements and Confirming Improvement Plans	Verification and dialogue with suppliers identified no serious human rights violations. Through the confirmation of improvement plans, dialogue, and follow-up, we continuously monitor the status of their responses.

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 supply chain subcommittee of the Global Compact Network Japan (GCNJ), a Japan-based network under the UN Global Compact, and it strives 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 2025, there was one report; an investigation was conducted, but no serious violations were confirmed. We investigate and respond appropriately to all reports and take the corrective and improvement measures necessary to prevent recurrence.

Basic Approach

The level of quality demanded of information systems, which serve as critical social infrastructure, continues to rise, and service outages and defects can have a major impact on society and on corporate activity. Accordingly, the BIPROGY Group positions quality as the key foundation of its management. To provide high-quality products and services, the Group establishes and maintains quality assurance structures and mechanisms, and works to continuously review and enhance them. Employing these structures and mechanisms, we deliver consistent quality assurance across all areas — software, hardware, and services — from proposal through development, maintenance, and operation. This demonstrates our determination to be a company that reliably provides services that customers and the broader society can trust.

Implementation Structure

We serve more than 5,000 customers across a wide range of industries and business sectors. To respond appropriately and promptly to customer inquiries, feedback, and requests, we have established multiple communication channels, including online inquiry forms on our website, dedicated phone support through our call centers, AI-based chatbot, and other customer contact points. These channels enable customers to request support and provide feedback through convenient and accessible means. Customer inquiries and feedback are reviewed by our corporate communications and responsible business units, which work closely with relevant departments to provide appropriate responses. In addition, our sales teams and project personnel maintain ongoing dialogue with customers to build trusted relationships and gain a deeper understanding of their needs, expectations, and concerns. As part of our complaint handling and resolution process, customer complaints are formally recorded and customers are promptly informed that their complaint has been received. The responsible department then conducts fact-finding and root cause analysis and takes appropriate actions toward resolution. We also strive to provide clear and transparent information regarding the expected timeline for complaint resolution and keep customers informed of the status of our response. We are committed to improving customer service for disabled and elderly customers and to creating an environment that is accessible to all. By enhancing the accessibility of our websites and digital content, we work to ensure that everyone can easily access the information and services they need. We sincerely value customer feedback and incorporate it into the continuous improvement of our products and services, helping to enhance customer satisfaction and create new value for our customers.

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 2025 was 99.998%

KPI

	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Online uptime rate	%	99.999	99.998	99.999	99.999	99.998

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

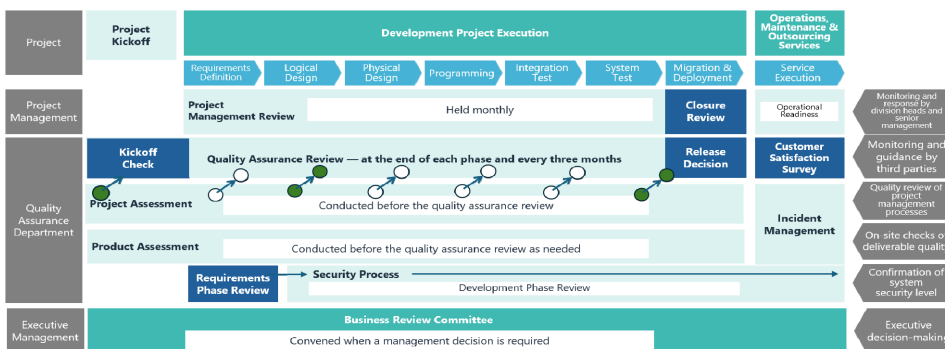
The standard business process we use is called the Information Services Business Process (ISBP). It seamlessly integrates all the work required to develop high-quality systems. ISBP comprises three subprocesses.

- 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 through Operations, 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

The Group recognizes that responding promptly and appropriately when a failure or problem occurs in a customer's system is essential to maintaining and enhancing customer trust. Accordingly, we carry out failure management using an end-to-end incident response process that includes promptly communicating information to relevant internal departments when a failure occurs, providing the customer with an accurate initial response and report, and following up on the situation thereafter.

When we receive a customer inquiry or a failure occurs, we promptly log the matter, assess the situation, identify the scope of impact, carry out an initial response, and report to the customer in a timely manner on the status of our response and the outlook for recovery. In addition, for the systems we operate and manage on behalf of customers, we run a failure management system to deliver these responses with high quality and speed, in compliance with Ministry of Economy, Trade and Industry guidelines and IPA/SEC definitions.

Furthermore, we analyze information from the failure management system as needed and, by carrying out root cause analysis and the formulation and implementation of measures to prevent recurrence, deploy preventive measures across other relevant operations where necessary. By sharing the results with the relevant departments, we work to prevent similar problems from recurring and continuously improve service quality.

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	FY2021	FY2022	FY2023	FY2024	FY2025
Customer satisfaction level	% ¹	93.3	83.5	79.6	86.5	70.1

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

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 (at least once a year) 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 rate ¹ (an index measuring the extent to which our environmentally friendly products and services contribute to zero emissions in society)	100% or more	FY2030
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		FY2021	FY2022	FY2023	FY2024	FY2025
KPI	Unit					
Zero emission achievement rate (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	420.4
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	100
Percentage of purchased energy used at the BIPROGY Group business locations that is renewable energy	%	7.4	23.4	27.2	33.1	48.2
Reduction rate in GHG emissions (Scope 1 + Scope 2) (compared to FY2019)	%	9.0	25.1	37.5	42.1	58.6
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	24.2
Reduction rate in GHG emissions from the use of sold products/services (Category 11, Scope 3) (compared to FY2021)	%	–	–	–	17.4	7.1

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 management promotion and risk management) Committee members: Persons in charge of each business department, corporate planning, sustainability management promotion, and procurement management, together with the heads of related organizations appointed by the chair (fiscal 2025)
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 2025: Seven times)
Main Activities/Achievements	Fiscal 2025 - Managed the implementation status of material issues - Climate change scenario analysis - LEAP approach analysis for natural capital (TNFD) - Set targets for natural capital and water - Formulated a climate change transition plan - Introduced internal carbon pricing - Published BIPROGY Group TCFD/TNFD Report
Main Reports to Sustainability Committee	Fiscal 2025 - Report on the annual plan and activity topics - TCFD scenario analysis: quantification of opportunities - Setting of nature-related targets - Publication of BIPROGY Group TCFD/TNFD Report - Formulation of a climate change transition plan - Introduction of internal carbon pricing - Annual KPI achievement evaluation and activity results - Disclosure of information in the environmental field

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: April 10, 2025 Certification number: 20566548 Certification scope: BIPROGY Inc., UNIADEX, Ltd., UEL Corporation, TRADEVISION, Ltd., International Systems Development Co., Ltd., G&U System Service, Ltd., Cambridge Technology Partners Inc., AFAS Inc., S&I Co., Ltd., Canal Ventures, Ltd., UNIAID Co., Ltd., BIPROGY Challenged Inc., Green Digital & Innovation Inc., V-Drive Technologies Inc.	
Environmental management system coverage rate ¹	Unit
ISO14001	%
In-house environmental management system	%
Scope	c
	c
	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 fiscal 2025 internal environmental audit resulted in four findings and four recommendations. The main findings concerned consistency of wording between disclosed information, internal documents, and processes, as well as the development of processes and documentation to improve the effectiveness of implementation in accordance with ISO 14001 requirements. We began making improvements after the internal audit concluded, and progress is reported quarterly to the Internal Audit Department.	

Environmental Education

The BIPROGY Group provides e-learning on environmental issues to all employees every year. The fiscal 2025 training focused on promoting employees' understanding of the following key topics:

- Domestic and international trends in efforts to address climate change
- The BIPROGY Group's environmental contributions
- Environmental contributions through our business activities

By sharing and building understanding of these topics across the Group, we are working to further raise awareness of environmental contribution and encourage behavioral change. 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.

In addition, in fiscal 2025, considering recent developments in Japan's waste management legislation, we conducted compliance training for waste management personnel, aimed at those responsible within the Group.

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 actively participate in various initiatives, including endorsing the recommendations of the TCFD¹ and the TNFD² and joining RE100.³

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. (Dissolved in October 2023)

2. The Taskforce on Nature-related Financial Disclosures (TNFD) is an international body established in 2021 under the leadership of the United Nations Environment Programme Finance Initiative (UNEP FI), WWF, and others to address risks arising from biodiversity loss and the degradation of natural capital. Its final recommendations, published in 2023, call on companies and financial institutions to assess and manage the effects that natural capital and biodiversity have on their management (risks and opportunities, dependencies and impacts) and to disclose that information to stakeholders.

3. 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 2025 Compliance Status

The BIPROGY Group confirms revisions to environmental regulations and compliance status every year. In fiscal 2025, 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 and Conversion to Non-Fossil Energy, etc.※
- 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 Act

※The Company manages energy in accordance with Japan's Energy Conservation Act and works toward achieving the improvement in energy consumption intensity required of specified business operators, namely an average annual improvement of at least 1% over the medium to long term.

Governance

Approach to Climate Change

In its environmental contributions through digital technology, the Group promotes collaboration and cooperation to solve a range of environmental issues, both by providing services that facilitate the transition to a low-carbon economy and a circular economy and by offering the digital commons, which the Group builds and participates in. In addition to strengthening measures to reduce GHG emissions across the value chain, we are also advancing our response to biodiversity and water security risks, accelerating our efforts to help build a world of net-zero emissions expeditiously.

Furthermore, recognizing that engagement with stakeholders is indispensable to solving environmental issues, we actively participate in various partnerships and initiatives in Japan and overseas, including endorsing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD) and joining RE100.

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.

Regarding remuneration, long-term performance conditions, including climate-related measures, have been incorporated into the executive remuneration system. These conditions include several ESG-related indicators, including GHG emission reduction targets, which are material issue KPIs formulated to help achieve Vision 2030. The Board of Directors decides on executive remuneration following deliberations based on reports from the Nomination & Remuneration Committee, an advisory body.

(References: Sustainability Implementation System, Environmental Management, Executive Remuneration System)

Incentives for Officers and Employees to Address Climate Change

Corporate officers:

Long-term performance conditions, including climate-related response, have been incorporated into the executive remuneration system. These conditions include several ESG-related indicators, including GHG emission reduction targets and the renewable energy procurement rate, which are material issue KPIs formulated to help achieve Vision 2030. The status of achievement of the material issue KPIs is reported by the CSO to the Executive Council and the Board of Directors. The Board decides on executive remuneration following deliberations based on reports from the Nomination and Remuneration Committee, an advisory body.

The percentage of remuneration tied to ESG-related indicators, including climate change response, accounts for 7% of total executive remuneration.

References: Executive Remuneration System, Material Issues

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 regards switching to electricity derived from renewable energy as an important initiative for mitigating climate change. In July 2020, we joined the international initiative RE100,¹ and we are working toward a 100% renewable energy procurement rate. In July 2024, the Group's greenhouse gas emission reduction targets through 2030 received SBT validation as being consistent with the 1.5° C level. We began procuring electricity derived from renewable energy in 2021 and have set a KPI to manage our progress (see the Environmental Data section for details). To achieve our SBT-validated targets, we are advancing emissions reductions across our business activities and our entire supply chain. Since fiscal 2025, the Environmental Contribution Committee has been continuously reviewing our procurement plan, including diversifying the means of procuring renewable energy. In fiscal 2025, we installed solar panels at the Izu Executive Center, a company-owned facility. RE100 calls on Japanese companies to engage in policy advocacy to raise Japan's renewable energy targets and to develop a transparent market that companies can use directly. In accreditation services for non-fossil-fuel power sources under Japan's Act on Sophisticated Methods of Energy Supply Structures, implemented by METI's Agency for Natural Resources and Energy, BIPROGY carries out the practical work as a third-party institution commissioned by the national government. In addition, since 2018, we have been entrusted with a study on increasing the value of non-fossil certificates used (tracking of FIT non-fossil certificates) and have participated in tracking demonstrations and related activities. These initiatives have also been featured in RE100's report on Japan's renewable energy market. Beyond expanding its own use of renewable energy, the Group will contribute to the development of Japan's renewable energy market by participating in such renewable-energy-related projects. Through these efforts, we will also help improve the transparency of renewable energy procurement and ensure market reliability, contributing to the development of systems that support broader corporate use of renewable energy. 1. RE100 Website https://www.there100.org/
Engagement with Policymakers and Participation in Various Partnerships	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. Participation in the GX League On March 29, 2021, BIPROGY announced its support for the GX League Basic Concept promoted by the Ministry of Economy, Trade and Industry of Japan. Since the GX League began full-scale operations in April 2023, we have participated in discussions on system design, demonstration projects, and the development of market rules conducted by representatives of industry, academia, and government. At the end of fiscal 2025, the GX League concluded its activities, aside from performance reporting and settlement for voluntary emissions trading, and some activities, such as the market rules formation working group, moved into the GX Future Consortium framework from fiscal 2026. BIPROGY is also participating in that consortium, drawing on our expertise in IT and digital-related services — the Group's main business — as we continue to work on rule formation through public-private collaboration and on the social implementation of GX. Note: GX stands for "Green Transformation" and refers to Japan's efforts to achieve carbon neutrality and transform its economic and industrial structures. Other participation • 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 endorsed Challenge Zero (Challenge Net-Zero Carbon Innovation), an initiative launched by Keidanren (Japan Business Federation) in collaboration with the Japanese government, and registered our own case study. • In December 2021, we announced our support for the Leading Tenant Action Policy of the Ministry of the Environment. • Since October 2022, we have participated as a partner company in the Tokyo Ethical Action Project launched by the Tokyo Metropolitan Government.

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) which we have been implementing since fiscal 2024, we are identifying areas where the Group's strengths can be utilized and allocating 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)	Since fiscal 2021, the Group has had a group-wide project under the Environmental Contribution Committee, through which it continuously identifies climate-related risks and opportunities, assesses their materiality, and ascertains their business impact by means of climate change scenario analysis. Climate change is an important management issue affecting the Group's corporate value, business continuity, and growth opportunities. Taking into account transition risks — such as changes in policy and regulation, markets, technology, and customer needs — as well as physical risks arising from the intensification of extreme weather and similar factors, the Group has established multiple socioeconomic scenarios with reference to the Net Zero Emissions by 2050 Scenario (NZE 2050) of the IEA, the Representative Concentration Pathway (RCP) scenarios, and others. On this basis, we identify climate-related risks and opportunities affecting our business model, business activities, supply chain, and the value we provide to customers over short-, medium-, and long-term time horizons, and we assess their materiality in terms of likelihood of occurrence and the degree of financial and business impact. The results of the materiality assessment are used not only to inform risk reduction measures but also to guide our business strategy and environment-related measures, such as providing digital services that help reduce environmental impact and promoting renewable energy procurement. The scenario analysis confirmed that the Group's digital domain services may represent growth opportunities that contribute to solving environmental issues and help achieve Vision 2030 and the Long-Term Environmental Vision 2050. Going forward, we will enhance our materiality assessment and scenario analysis while also taking into account internal carbon pricing[※], which we plan to introduce on a trial basis starting in fiscal 2026. [※]A shadow price of JPY 3,000/t-CO₂e is applied to encourage consideration of climate-related issues in decision-making and other business activities. 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 31 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 (using scenarios from 1.5° C to below 2° C) The IEA Net Zero Emissions by 2050 Scenario (NZE) was used, supplemented by similar below-2° C scenarios such as the IEA Sustainable Development Scenario (SDS). (2) 4° C scenario (using scenarios from 3° C to 4° C) For the 4° C scenario, IPCC RCP8.5 and the IEA Stated Policies Scenario (STEPS) were used.

Risks and Opportunities Based on Climate Change Scenario Analysis

The climate-related risks and opportunities based on the results of the scenario analysis are set out in the table below.

1.Climate-Related Risks

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
			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	
			Increase in procurement costs due to increased procurement of renewable energy	Low	Low	
			Increase in capital investment costs due to the shift to EVs	Low	Low	
				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
			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	
			The burden of additional costs for adjusting operations and procuring replacement personnel due to disruption of supply chains	Medium	Medium	
				Medium	Medium	
				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
			Increased air conditioning costs due to higher demand for cooling due to rising temperatures	Low	Low	
				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.

2.Climate-Related Opportunities

Category	Focus Area	Opportunity Factors	Key Climate-Related Opportunities	Scenario	Potential Financial Impact	
					Medium Term (Until 2030)	Long Term (Until 2050)
Market opportunities	Products and services	Energy	Advances in energy efficiency and energy-saving technologies	1.5°C	Medium	High
			Introduction of carbon pricing	4°C		
		Mobility	Strengthened climate action by corporations	1.5°C	Medium	—
			Revenue growth through services that visualize environmental contribution	1.5°C		
			Growing consumer interest in climate change	1.5°C		
			Changing weather patterns	4°C		
		Finance	Products and services	1.5°C	High	—
			Potential for business diversification	1.5°C		
			Increased sales through support for sustainable finance and related consulting services	1.5°C		
		Retail	Products and services	1.5°C	Medium	High
			Accelerated shift from physical stores to online platforms and business opportunities expansion in e-commerce website	4°C		
		OT infrastructure	Products and services	1.5°C	High	—
			Revenue growth through diversification of suppliers, multi-path logistics, and accelerated development of real-time supply chain monitoring and adaptive operation systems	1.5°C		
		Growth businesses	Products and services	4°C	Medium	High
			Potential for business diversification, etc.	1.5°C		
			Revenue growth through the expansion of enterprise resource planning products with add-on functions for monitoring CO ₂ emissions and electricity consumption	1.5°C		

Note: Potential financial impact on operating profit. "High": 1 billion yen or more; "Medium": 100 million yen or more; "Low": less than 100 million yen; —: Amount to be determined

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 validation 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: 420.4% (FY2025), 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
Result: Maintained a 100% risk response rate each year since the establishment of this indicator, including FY2025

KPIs and Targets for Reducing GHG Emissions Arising from Business Activities

Indicator: Renewable energy procurement rate

Targets: 50% or more (FY2030), 100% (FY2050)

Results: 48.2% (FY2025), 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: 58.6% reduction (FY2025), 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: 24.2% (FY2025), 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

Results: 7.1% (FY2025), 17.4% (FY2024)

GHG Emissions

GHG Emissions (Scope 1 and Scope 2)		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Direct GHG emissions (Scope 1)		t-CO ₂ e	1,470	1,406	1,257	1,326	1,089	✓
Indirect GHG emissions (Scope 2)								
	Location-based	t-CO ₂ e	13,442	12,370	11,571	9,793	8,587	✓
	Market-based	t-CO ₂ e	11,593	9,347	7,723	6,988	4,852	✓
GHG emissions (Scope 1 + Scope 2)								
	Location-based	t-CO ₂ e						
	Market-based	t-CO ₂ e	13,064	10,753	8,980	8,313	5,941	✓
	Reduction rate (vs FY2019)	%	9.0	25.1	37.5	42.1	58.6	
Scope*			c	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

FY2021: BIPROGY Inc. and 25 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2022: BIPROGY Inc. and 26 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2023: BIPROGY Inc. and 29 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2024: BIPROGY Inc. and 32 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2025: BIPROGY Inc. and 34 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

GHG Emissions (Scope 3)		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
GHG emissions (Scope 3)		t-CO ₂ e	632,737	615,597	522,816	653,390	730,928	✓
Categories	1. Purchased goods and services	t-CO ₂ e	251,490	229,242	287,512	320,442	351,538	✓
	2. Capital goods	t-CO ₂ e	20,684	33,493	29,056	29,570	39,589	✓
	3. Fuel- and energy-related activities not included in Scope 1 or Scope 2	t-CO ₂ e	2,276	2,330	2,252	2,082	1,822	✓
	4. Upstream transportation and distribution	t-CO ₂ e	1,785	3,141	5,868	3,096	2,891	✓
	5. Waste generated in operations	t-CO ₂ e	31	31	44	96	89	✓
	6. Business travel	t-CO ₂ e	2,570	4,367	4,770	5,190	5,453	✓
	7. Employee commuting	t-CO ₂ e	1,028	1,211	1,450	1,545	1,597	✓
	8. Upstream leased assets	t-CO ₂ e	NA					✓
	9. Downstream transportation and distribution	t-CO ₂ e	NA					✓
	10. Processing of sold products	t-CO ₂ e	NA					✓
	11. Use of sold products	t-CO ₂ e	352,767	341,618	191,766	291,214	327,850	✓
	12. End-of-life treatment of sold products	t-CO ₂ e	105	165	97	156	99	✓
	13. Downstream leased assets	t-CO ₂ e	NA					✓
	14. Franchises	t-CO ₂ e	NA					✓
	15. Investments	t-CO ₂ e	NA					✓
Scope*			c	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 25 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2022: BIPROGY Inc. and 26 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2023: BIPROGY Inc. and 29 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2024: BIPROGY Inc. and 32 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2025: BIPROGY Inc. and 34 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

Energy Consumption

Energy Consumption	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Total Energy consumption	kL	7,836	7,608	7,189	6,553	5,089	✓
Energy used							
Purchased electricity	kwh	27,229,042	25,835,293	24,502,085	22,233,799	19,430,976	✓
City gas	m ³	578,424	545,839	462,948	489,936	409,456	✓
Heavy fuel oil A	kL	0.68	1.99	8.50	10.02	9.01	✓
Gasoline	kL	90	91	97	99	95	✓
LPG	m ³	404	745	849	807	897	✓
Hot water	GJ	196	198	213	211	260	✓
Cold water	GJ	2,000	6,741	7,040	6,305	5,880	✓
Steam	GJ	168	137	131	194	0	✓
Renewable energy used (purchased)	kwh	2,025,840	6,041,212	6,656,421	7,361,146	9,366,595	✓
Usage rate	%	7.4	23.4	27.2	33.1	48.2	✓
Scope*		c	c	c	c	c	

*Scope of calculation

FY2021: BIPROGY Inc. and 25 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2022: BIPROGY Inc. and 26 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2023: BIPROGY Inc. and 29 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2024: BIPROGY Inc. and 32 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2025: BIPROGY Inc. and 34 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

Climate Change Response Initiatives

Policy on Climate Change Response Initiatives

Addressing environmental issues, including climate change and biodiversity, is an important management issue with the potential to affect the Group's corporate value creation in various ways over the medium to long term. Since this calls for a strategy and the flexibility to respond to uncertainty and changing circumstances, we formulated the Long-Term Environmental Vision 2050 and Vision 2030 and are continuously working to strengthen our environmental management.

Under the Management Policies (2024–2026), we aim to create value that benefits both the environment and society, helping build a world of net-zero emissions, revitalize regional economies, and reform supply chains. In our core business strategy, in addition to providing direct benefits such as improved operational efficiency through DX, we aim to help reduce environmental impact by improving energy efficiency and using resources more effectively. In our growth business strategy, we continuously advance the development of new services to solve environmental issues, pursue various business alliances, and participate in demonstrations conducted through public-private collaboration.

Environmental Contributions Made by Providing Solutions and Services

The Group regards reducing the environmental impact of its business activities and addressing environmental issues with its products and services as key initiatives. Working with customers and partners, we will continue to deliver value that helps solve environmental issues — reducing GHG emissions by expanding the use of renewable energy, and making effective use of resources such as energy and waste — thereby contributing to a sustainable future.

<https://www.biprogy.com/solution/theme/esg.html>

(Available in Japanese only)

Use of Eco-Friendly Data Centers

Data center operation ranks among the leading sources of GHG emissions for companies in the IT sector. The BIPROGY Group, however, does not own data centers as its own assets; instead, it selects and procures equipment owned by alliance companies and external operators according to the intended use. This policy allows us to arrange optimal facilities that meet customers' requirements and select equipment with high environmental performance.

Since fiscal 2020, the Group has also continuously worked to ascertain the GHG emissions associated with its use of data centers. At two of the principal sites in the Kanto region that we use as urban data centers, procuring non-fossil certificates¹ has made 100% of the electricity supplied renewable in origin, helping to reduce the indirect emissions associated with data center use (Scope 3, Category 1: purchased goods and services).

Furthermore, through regular information sharing and dialogue with data center operators, we work to ascertain environmental performance such as power efficiency and the status of renewable energy use.

BIPROGY will continue the initiatives described above and, in light of the April 2026 amendment to the Act on the Rational Use of Energy and Shift to Non-Fossil Energy, will work to improve energy efficiency and reduce consumption intensity in the data center business. We will encourage data center operators and other relevant stakeholders to upgrade their facilities and improve their operations, while pursuing continuous improvement through target setting and transparent reporting under the Act.

1. Non-fossil certificate: a certificate corresponding to the volume of electricity generated from renewable energy and other non-fossil sources.

BIPROGY Group Outsourcing Center

https://pr.biprogy.com/solution/biz/outsourcing/dc_summary.html

(Available in Japanese only)

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. We are also working to improve energy efficiency in office operations through measures such as establishing satellite offices across Japan and promoting hot desking at the head office building, as part of the BIPROGY Group Facility Transformation Project, which began in fiscal 2024.
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Use of Sustainable Finance	Seeking to achieve both a sustainable society and improved corporate value, BIPROGY raised funds through a sustainability-linked loan. The loan sets a CDP climate change score of A- or higher as its sustainability performance target (SPT). CDP is an international environmental disclosure framework that evaluates companies' responses to climate change and their disclosure. The Group is working to improve the effectiveness of its climate change initiatives and to promote highly transparent disclosure. In addition to reducing GHG emissions and expanding the use of renewable energy, we are promoting contributions to the decarbonization of society as a whole through digital technology. By linking our climate change response to our financial strategy, this financing enhances the effectiveness of that response and further advances our efforts toward a sustainable world. For the sustainability-linked loan framework on which this loan is based, we have obtained a third-party opinion from Japan Credit Rating Agency, Ltd. (JCR) regarding its conformity with the Sustainability-Linked Loan Principles and the Ministry of the Environment's Sustainability-Linked Loan Guidelines.
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Education and Training on Reducing Energy Consumption	By offering environmental e-learning and similar programs, the Group communicates the importance of energy-saving behavior and environmental consideration, working to change the behavior of officers and employees and deepen their understanding. In this way, we aim to continuously improve the efficiency of energy consumption and reduce our environmental impact. Building on these efforts, we have put in place a mechanism that allows officers and employees to individually access the environment-related data compiled and analyzed annually by the Environmental Contribution Committee. We publish this data on the sustainability information section of our corporate website, enabling review of results and trends in energy consumption and GHG emissions (Scope 1; Scope 2 [market-based and location-based]; Scope 3 [by category]) for the Group as a whole and for each Group company. The aim is to enable officers and employees to understand the situation in their own organizations and deepen their understanding of environmental issues. We have also established a mechanism for comprehensively tracking, not only energy consumption such as electricity, gas, and fuel but also renewable energy use, water and paper consumption, and waste volumes.
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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 encourage suppliers to set GHG emission reduction targets through communication with them. 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)
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Green Procurement	In accordance with the BIPROGY Group Sustainable Procurement Guidelines, the BIPROGY Group makes procurement decisions from a comprehensive perspective that encompasses environmental and social considerations in addition to quality, cost, delivery, and service. In addition, in line with its Green Procurement Guidelines, BIPROGY promotes the procurement of products and services with low environmental impact from suppliers that are working on environmental conservation. Through this, we aim to reduce environmental impact across the entire supply chain and achieve sustainable procurement. BIPROGY Group Green Procurement Guidelines https://www.biprogy.com/pdf/eco_green_guideline.pdf (Available in Japanese only) BIPROGY Group Sustainable Procurement Guidelines https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/Sustainable Procurement Guidelines_e.pdf
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Related Information

For the latest climate change disclosure based on TCFD, please refer to the TCFD/TNFD Report 2025.

BIPROGY Group TCFD/TNFD Report

https://www.biprogy.com/invest-e/uploads/tcfd_tnfd_report_2025_e.pdf

Approach to Natural Capital

Approach to Natural Capital

The environmental issue of damage to and loss of natural capital in recent years has raised concerns about nature-related risks across the entire value chain. At the same time, the Group believes it can help address these environmental issues through its business activities. To share this thinking across the Group, we formulated the BIPROGY Group Environmental Policy.

Under this policy, we advance initiatives in our day-to-day business activities as well, including energy conservation, efficient use of water resources, and investment in biodiversity conservation, contributing to the pursuit of a nature-positive future and strengthening our competitiveness. We also aim to achieve both the resolution of social issues and mutual sustainable growth by strengthening relationships of trust with customers, business partners, and others, and by co-creating business ecosystems and providing value that enriches society.

References:

Environment: Management Approach
Environmental Policy

Managing Natural Capital/Biodiversity Risks

Impact of Business Activities on Biodiversity and Response Measures

The Group identifies and assesses nature-related dependencies, impacts, risks, and opportunities in its value chain. We identified our nature-related risks and opportunities based on dependency and impact assessments, as well as policy and social trends. We then prioritized them using as our criteria the degree of impact if each risk or opportunity item were to materialize and its likelihood of occurrence or feasibility.

Biodiversity Conservation Initiatives

Target for Conserving Natural Capital

In fiscal 2025, we set a target for conserving natural capital – “For BIPROGY Group-owned sites, assess current conditions regarding habitat surveys and potential contributions to forest conservation. (Target year: FY2026)” – and began surveying the state of biological habitats around our own sites. We will continue working to achieve this target.

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 refer to the TCFD/TNFD Report 2025.

BIPROGY Group TCFD/TNFD Report

https://www.biprogy.com/invest-e/uploads/tcf_d_tnfd_report_2025_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 Policy 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 2025, the Group did not violate any standards or regulations concerning water quality or usage.

As for ascertaining and disclosing water consumption, coverage was extended from certain business sites, such as the Toyosu Head Office Building in Koto City, Tokyo, in fiscal 2020 to the entire BIPROGY Group in fiscal 2021. In fiscal 2025, we set a new target that accounts for water resources: "Ensure that the volume of water withdrawn per unit of BIPROGY Group revenue does not exceed the level in the baseline year, FY2024" To achieve this target, we will continue to monitor water withdrawals and work toward more efficient water use.

A principal driver of water consumption at companies in the IT sector is air conditioning and cooling at their own data centers. The Group, however, does not own data centers as its own assets; for outsourcing services, we procure and select data centers with the necessary equipment from among our alliance companies, based on the intended use and customer requirements.

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	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Water withdrawal	m3	–	–	–	50,093	46,255	✓
Fresh surface water, including rainwater, wetland water, rivers, and lakes	m3	–	0	0	0	0	
Brackish surface water /seawater	m3	–	0	0	0	0	
Groundwater (renewable)	m3	–	30,222	30,305	26,662	30,222	
Groundwater (non-renewable)	m3	–	0	0	0	0	
Produced/entrained water	m3	–	0	0	0	0	
Third-party sources	m3	–	22,785	21,037	23,432	16,033	
Water discharge	m3	–	–	–	48,847	46,255	✓
	m3	–	–	–	27,375	32,203	
	m3	–	–	–	0	0	
	m3	–	–	–	0	0	
	m3	–	–	–	21,472	14,052	
Water use ¹	m3	49,477	53,007	51,342	–	–	✓
Water consumption	m3	–	–	–	1,247	0	
Scope ²		c	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

FY2021: BIPROGY Inc. and 25 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2022: BIPROGY Inc. and 26 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2023: BIPROGY Inc. and 29 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2024: BIPROGY Inc. and 32 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2025: BIPROGY Inc. and 34 consolidated companies worldwide (covering 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

By offering environmental e-learning and similar programs, the Group communicates the importance of appropriate use and conservation of water resources in an effort to change the behavior of officers and employees and to deepen their understanding. In this way, we aim to continuously improve the efficiency of water use and reduce our environmental impact.

We have also put in place a mechanism that allows officers and employees to individually access environment-related data. We publish water consumption data on the sustainability information section of our corporate website, making results and trends for the Group as a whole and for each Group company available to the public.

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.

Japan Partnership for Circular Economy

<https://j4ce.env.go.jp/en/>

Waste Treatment

Waste Treatment	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Waste generated	t	649	339	386	435	466	✓
Waste recycled	t	280	268	252	296	345	✓
Recycling rate	%	43.1%	79.0%	65.3%	68.2%	73.9%	
Waste disposal	t	369	71	134	138	121	
(Breakdown)							
Landfilled	t	17	0	0	1	0	✓
Incinerated	t	55	62	93	84	72	✓
(no energy recovery)	t						
Other	t	297	9	41	53	49	✓
Scope*		c	c	o	o	o	

*Scope of calculation

FY2021: BIPROGY Inc. and 25 consolidated companies worldwide excluding investment business limited partnerships

FY2022: BIPROGY Inc. and 26 consolidated companies worldwide excluding investment business limited partnerships

FY2023: BIPROGY Inc. and 21 consolidated companies in Japan

FY2024: BIPROGY Inc. and 19 consolidated companies in Japan

FY2025: BIPROGY Inc. and 20 consolidated companies in Japan

Education and Training on Waste Reduction

By offering environmental e-learning and similar programs, the Group communicates the importance of waste reduction and appropriate disposal, encouraging officers and employees to change their behavior. In this way, we are striving to reduce waste generation and environmental impact.

We also encourage further waste reduction by sharing examples of good practice in waste reduction from across the Group on our intranet.

Paper Usage

Paper Used	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
	kg	25,696	23,698	23,650	20,338	10,422	✓
Scope*		c	c	c	c	c	

*Scope of calculation

FY2021: BIPROGY Inc. and 25 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2022: BIPROGY Inc. and 26 consolidated companies worldwide excluding investment business limited partnerships (covering 100% of total BIPROGY Group personnel)

FY2023: BIPROGY Inc. and 29 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2024: BIPROGY Inc. and 32 consolidated companies worldwide (covering 100% of total BIPROGY Group personnel)

FY2025: BIPROGY Inc. and 34 consolidated companies worldwide (covering 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 2025.

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Basic Approach

Human resources are the driving force behind sustainable growth and the medium- to long-term improvement of corporate value. The BIPROGY Group's basic policy is to consider its people vital assets and make strategic investments to maximize their value. To achieve our Purpose, it is essential to build a business ecosystem by collaborating with diverse companies and organizations across industry boundaries. This also requires each employee to possess 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 HR and talent transformation 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 to protect workers' rights in accordance with ILO international labor standards, to ensure that employees can maintain their physical and mental health and lead full, energetic lives. These include regularly reviewing our compensation system, avoiding and reducing excessive working hours, setting maximum working hours, applying a unified compensation structure across genders at the same job level, and granting paid annual leave.

Human Resource Strategy

As a corporate group that creates social value through technology, the BIPROGY Group recognizes 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 our human capital plan, which is based on our ROLES¹ system, promoting value creation by investing 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. By organizing 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.

BIPROGY Group Compliance Basic Policy

<https://biprogy.disclosure.site/ja/themes/115#256>

(Available in Japanese only)

BIPROGY Group Human Rights Policy

https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/humanrightspolicy_e.pdf

Purpose, Principles

https://www.biprogy.com/e/about/purpose_principles.html

BIPROGY Group Code of Conduct

https://www.biprogy.com/com/corporate_code_of_conduct.pdf

(Available in Japanese only)

Implementation Structure	
	The Group has established the Social Committee as a subordinate organization of the Sustainability Committee, the decision-making body for sustainability management. The Social Committee addresses key material issues in the social field. In addition to examining action policies in the social field — such as respect for human rights, diversity, and work-style reform — the Social Committee designs mechanisms to promote these initiatives, monitors their implementation, and issues corrective instructions on outstanding issues as necessary. The Social Committee's deliberations and activities are reported to the Sustainability Committee; among these, matters that could have a significant impact on business strategy or performance are decided after deliberation by that committee. In addition, regular reports are made to the Board of Directors as part of the Sustainability Committee's activities.
Person in Charge	Taeko Sawakami, Corporate Officer and CHRO
Deliberative Body	Sustainability Committee Social Committee

Employee Composition

Number of Employees (Consolidated)		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Number of employees (consolidated)		Individuals	8,068	8,124	8,218	8,362	8,801	✓
	Men	Individuals	6,404	6,379	6,364	6,380	6,575	
	(Percentage)	%	79.4	78.5	77.4	76.3	74.7	
	Women	Individuals	1,664	1,745	1,854	1,982	2,226	
	(Percentage)	%	20.6	21.5	22.6	23.7	25.3	
Scope			c	c	c	c	c	

Number of Employees by Region (Consolidated)		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Japan		Individuals	7,720	7,759	7,781	7,864	8,308
	(Percentage)	%	95.7	95.5	94.7	94.0	94.4
	Men	Individuals	6,190	6,159	6,100	6,096	6,308
	Women	Individuals	1,530	1,600	1,681	1,768	2,000
Asia		Individuals	336	353	423	483	485
	(Percentage)	%	4.2	4.3	5.1	5.8	5.5
	Men	Individuals	206	212	256	276	263
	Women	Individuals	130	141	167	207	222
Americas		Individuals	12	12	14	15	8
	(Percentage)	%	0.1	0.1	0.2	0.2	0.1
	Men	Individuals	8	8	8	8	4
	Women	Individuals	4	4	6	7	4
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	FY2021	FY2022	FY2023	FY2024	FY2025
Japan		Individuals	–	–	–	7,819	8,223
	(Percentage of total workforce)	%	–	–	–	93.5	93.4
Vietnam		Individuals	–	–	–	287	273
	(Percentage of total workforce)	%	–	–	–	3.4	3.1
Thailand		Individuals	–	–	–	90	94
	(Percentage of total workforce)	%	–	–	–	1.1	1.1
China		Individuals	–	–	–	57	72
	(Percentage of total workforce)	%	–	–	–	0.7	0.8
Other		Individuals	–	–	–	109	139
	(Percentage of total workforce)	%	–	–	–	1.3	1.6
			c	c	c	c	c

Number of Employees (BIPROGY Inc.)		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Number of employees		Individuals	4,451	4,442	4,424	4,254	4,359	✓
	Men	Individuals	3,479	3,453	3,405	3,224	3,252	✓
	(Percentage)	%	78.2	77.7	77.0	75.8	74.6	
	Women	Individuals	972	989	1,019	1,030	1,107	✓
	(Percentage)	%	21.8	22.3	23.0	24.2	25.4	
Scope			n	n	n	n	n	

Number of Employees by Age Group		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Under 30	Individuals		597	656	667	681	733	
	(Percentage)	%	13.4	14.8	15.1	16.0	16.8	
	Men		347	376	365	366	383	
	Women		250	280	302	315	350	
30 to 39	Individuals		582	563	580	567	611	
	(Percentage)	%	13.1	12.7	13.1	13.3	14.0	
	Men		428	409	414	394	429	
	Women		154	154	166	173	182	
40 to 49	Individuals		1,143	1,116	1,082	1,019	998	
	(Percentage)	%	25.7	25.1	24.5	24.0	22.9	
	Men		936	928	906	837	784	
	Women		207	188	176	182	214	
50 to 59	Individuals		1,806	1,684	1,577	1,383	1,304	
	(Percentage)	%	40.6	37.9	35.6	32.5	29.9	
	Men		1,489	1,380	1,283	1,115	1,045	
	Women		317	304	294	268	259	
60+	Individuals		323	423	518	604	713	
	(Percentage)	%	7.3	9.5	11.7	14.2	16.4	
	Men		279	360	437	512	611	
	Women		44	63	81	92	102	
Average age			46.1	46.3	46.4	46.4	46.3	✓
	Men		47.2	47.5	47.9	48.0	48.1	✓
	Women		42.0	41.8	41.6	41.4	41.0	✓
Average years of continuous employment			21.0	20.9	21.0	20.8	20.4	✓
	Men		21.8	22.0	22.2	22.2	22.0	✓
	Women		17.8	17.1	17.0	16.4	15.6	✓
Scope			n	n	n	n	n	

Number of Employees by Rank		Unit	FY2023	FY2024	FY2025
Management team (officers excluding directors))	Individuals		21	21	22
	Men	Individuals	18	20	21
	(Percentage)	%	85.7	95.2	95.5
	Women	Individuals	3	1	1
	(Percentage)	%	14.3	4.8	4.5
Managers	Individuals		667	660	658
	Men	Individuals	592	574	568
	(Percentage)	%	88.8	87	86.3
	Women	Individuals	75	86	90
	(Percentage)	%	11.2	13.0	13.7
Subcategory: Department heads or higher	Individuals		276	265	270
	Men	Individuals	240	227	230
	(Percentage)	%	87.0	85.7	85.2
	Women	Individuals	36	38	40
	(Percentage)	%	13.0	14.3	14.8
Subcategory: Section chiefs	Individuals		391	395	388
	Men	Individuals	352	347	338
	(Percentage)	%	90.0	87.8	87.1
	Women	Individuals	39	48	50
	(Percentage)	%	10.0	12.2	12.9
General employees	Individuals		3757	3594	3701
	Men	Individuals	2813	2650	2684
	(Percentage)	%	74.9	73.7	72.5
	Women	Individuals	944	944	1017
	(Percentage)	%	25.1	26.3	27.5
Scope			n	n	n

Percentage of Management Positions Held by Women	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Percentage of management positions held by women ¹	%	8.1	9.3	10.1	11.2	12.3	✓
Scope ²		o	o	o	o	o	
Percentage of management positions in revenue-generating divisions held by women	%	7.1	7.6	8.0	8.3	8.4	
Percentage of employees in STEM-related divisions who are women	%	14.6	14.8	15.8	16.5	17.4	
Scope		c-	c-	c-	c-	c-	
Percentage of management positions held by women (BIPROGY Inc.) ¹		10.6	10.4	11.2	13.0	13.7	✓
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. 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 Turnover

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	When recruiting new graduates, we aim to hire human resources with flexible thinking and strong capabilities who can help support sustainable growth and value creation for the Group. In particular, BIPROGY seeks to attract and recruit human resources who can contribute to the continuation and expansion of core businesses and those who can create new value in growth businesses. To achieve this, we hold an open company day in order to help visitors gain a deeper understanding of our corporate culture and business. This experience helps candidates envision specific post-employment careers. 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 seminars. 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, in fiscal 2025, we resumed recruiting events at our regional branch offices, which had been suspended due to the COVID-19 pandemic. We are working to strengthen relationships with educational institutions in those regions and to reinforce the recruitment of human resources to support our regional businesses. For fiscal 2025, BIPROGY Inc. hired 153 new graduates in April 2025, and, including those, the Group overall hired 266 new graduates.
Mid-Career Hiring	The Group believes that securing human resources who can drive existing businesses, promote new business creation, and generate innovation for the future, is essential to sustainable growth and the improvement of corporate value. Based on this view, by practicing mid-career hiring, we work to acquire people who can contribute immediately while also offering strong future potential. Specifically, we primarily hire “work-ready talent” — those who can draw on their experience, specialist knowledge, and networks to play a central role in advancing existing businesses and creating new ones. In addition, we hire younger people with some work experience as “potential talent,” from whom growth after joining and future contributions can be expected. Based on these policies, the Group as a whole hired 226 people in fiscal 2025. In recruiting, we place importance on the quality of hires: we expand the candidate pool by working with recruitment agencies and create job postings through collaboration between the hiring and HR departments. By flexibly combining the stages of the selection process — document screening, interviews, offer meetings, and so on — we approach job seekers attentively and work to strengthen their interest in joining us. Furthermore, to reach people who may be open to changing jobs, we also pursue direct recruiting using external talent platforms, referral recruitment via our own employees, and alumni recruitment, where retired Group employees come back to extend their careers. We also implement onboarding measures to help mid-career hires settle in quickly and perform. For the hires themselves, in addition to a first-day orientation and introductory training, we provide follow-up training after they join, information via Teams, and continuous support and individual follow-up through pulse surveys conducted over a two-year period. Within the receiving organization, we appoint a mentor and maintain a support system that provides day-to-day consultation and helps new hires adapt to their work. In addition, for supervisors, we hold monthly pre-arrival briefing sessions and training on key onboarding points, thereby strengthening the onboarding framework. Through these efforts, we aim to accelerate the Group’s business by enabling mid-career hires to achieve results early and to leverage 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 2025, BIPROGY hired three people from nations other than Japan.

Recruitment			Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Nuber of hires		Individuals	353	413	443	456	492	
	Men	Individuals	216	255	271	293	305	
	(Percentage)	%	61.2	61.7	61.3	64.3	62.0	
	Women	Individuals	137	158	172	163	187	
	(Percentage)	%	38.8	38.3	38.7	35.7	38.0	
New graduates		Individuals	248	205	223	256	266	
	Men	Individuals	127	105	117	139	153	
	Women	Individuals	121	100	106	117	113	
Mid-career recruitment		Individuals	105	208	220	200	226	
	Men	Individuals	89	150	154	154	152	
	Women	Individuals	16	58	66	46	74	
Scope ¹			o	o	o	o	o	
Mid-career hire rate ²	BIPROGY Inc.	Individuals	24.6	53.1	47.5	44.7	49.7	
	UNIADEX, Ltd.	Individuals	28.7	33.6	29.5	36.2	40.9	
Scope			n	n	n	n	n	
Percentage of positions filled by internal candidates		%	20.6	37.1	37.5	31.1	26.2	
Scope			c-	c-	c-	c-	c-	
New graduate retention rate			%	89.1	91.1	91.1	89.2	90.5
	Men	%	91.7	91.5	89.0	88.0	88.4	
	Women	%	85.1	90.6	93.3	90.4	92.6	
Number of people re-employed after retirement (Percentage of people re-employed after retirement)		Individuals	140	187	187	225	214	
		%	92	90	81.7	90.7	88.4	
	Men	Individuals	119	158	163	192	183	
	(Percentage)	%	92	90	82.7	91.9	88.0	
	Women	Individuals	21	29	24	33	31	
	(Percentage)	%	88	91	75.0	84.6	91.2	
Scope			c-	c-	c-	c-	c-	

1. BIPROGY, UNIADEX, Ltd., 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 Measure

Turnover			Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Employee turnover rate		%		2.3	3.1	3.5	2.8	2.7	✓
	Men	%		2.2	3.0	3.4	2.9	2.6	
	Women	%		2.6	3.4	3.9	2.5	3.3	
Scope				c-	c-	c-	c-	c-	

Remuneration

Fair Wages	To fulfill the Group's Management Policies and sustainably improve corporate value, we build and operate human resource systems tailored to each company's business characteristics and employment types.				
	At BIPROGY, guided by our human resource strategy, we build and operate a personnel system that encourages each employee to demonstrate their abilities and grow. Under this system, wages are determined by taking comprehensive account of job duties and role, results, how effectively employees demonstrate their abilities, and the performance of the company and the department. Wage levels and their revision are determined using appropriate processes informed by dialogue and consultation between labor and management, including the annual spring labor-management negotiations. Throughout this process, BIPROGY complies with relevant laws and regulations and with its labor agreements, and works hard to provide fair and transparent treatment free from all discrimination.				

Salary		Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Average annual salary		Yen	8,100,039	8,163,349	8,502,857	8,462,098	8,846,208	✓
Median annual salary		Yen	–	7,886,646	8,073,075	8,025,105	8,272,666	
Starting monthly salary for new graduates ¹	Bachelor's degree	Yen	220,000	220,000	225,000	264,000	272,000	
	Master's degree	Yen	245,300	245,300	250,300	280,000	288,000	
Scope			n	n	n	n	n	

1. April base salary results for each fiscal year

Gender Pay Gap		Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Ratio of women's basic individual salaries to men's							
	Managers	Women: Men	–	1:1.04	1:1.02	1:1.02	1:1.02
	Non-managers	Women: Men	–	1:1.25	1:1.25	1:1.21	1:1.19
Ratio of women's individual compensation to men's							
	Managers	Women: Men	–	1:1.04	1:1.03	1:1.03	1:1.02
	Non-managers	Women: Men	–	1:1.29	1:1.29	1:1.25	1:1.23
Scope ¹			–	o	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 2026: Certified as an Outstanding Corporation (Comprehensive Category) under the Employee Benefits Awards and Certification Program This program, operated by Roumu Kenkyusho and supported by Japan's Ministry of Health, Labour and Welfare, recognizes and certifies corporations with outstanding employee benefits programs as well as those committed to enhancing employee benefits. BIPROGY has received this certification for five consecutive years since fiscal 2022.

Senior Employees

Opportunities for Middle-Aged and Senior Employees	We offer programs and initiatives to support senior employees with leveraging their extensive experience and expertise to enhance corporate value. In fiscal 2021, we launched a new post-retirement re-employment program called Next Stage Integration (NSI). Under this program, we have reviewed work styles, assignments, and compensation so that participants can make the fullest possible use of the knowledge and experience they built up before retiring. Since the program was introduced, the percentage of employees wishing to be re-employed has risen by 12 percentage points compared with the average over the three years before it started. To enable diverse work styles after re-employment, employees may choose, in addition to full-time work, arrangements such as working one to three days a week. At present, 62 employees (9.4%) have chosen a work arrangement other than a five-day workweek, and the selection of work styles suited to individual preferences and lifestyles is progressing. In addition, we certify people with high market value and expertise as “senior expert” employees, providing a program that allows them to continue applying their expertise after retirement age under a compensation structure that differs from NSI. At present, 136 employees (20.6% of re-employed employees) are applying their expertise through this program to help improve corporate value.
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Compliance with Labor Laws and Regulations

Violation of Labor Laws and Regulations	There were no instances of Labor Standards Act violations in fiscal 2025.
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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

<https://biprogy.disclosure.site/ja/themes/115#256>

(Available in Japanese only)

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

https://www.biprogy.com/com/corporate_code_of_conduct.pdf

(Available in Japanese only)

KPIs and Targets

KPI	Target	Target Year
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 value ¹ : 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, maintained thereafter
Percentage of men who coordinated with their family and organization based on their own intentions when considering and deciding to take childcare leave	100%	FY2026
Percentage of employees with disabilities	0.1 points above the legally mandated percentage 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	FY2021	FY2022	FY2023	FY2024	FY2025
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)	12.6 (As of April 1, 2026)
Average score on items related to job satisfaction and worker-friendliness in the engagement survey	%	—	—	—	51	55
Percentage of eligible men who took leave or time off for childcare after their spouse gave birth ²	%	—	—	—	83.3	97.1
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	96.5
Percentage of employees with disabilities ³	%	2.62	2.84	2.89	2.98	3.09

1. BIPROGY Inc., UNIADDEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., S&I 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., UNIADDEX, Ltd., UEL Corporation, International Systems Development Co., Ltd., S&I Co., Ltd., and Cambridge Technology Partners Inc.

3. BIPROGY Inc., UNIADDEX, 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

The Group continuously assesses employee awareness and organizational issues, regularly conducting engagement surveys of all Group employees since fiscal 2013.

The engagement survey, revised in fiscal 2024, serves as a foundation for visualizing workplace issues and strengths and linking them to improvement activities within each organization. In fiscal 2025, as well, organizational heads continued to analyze their own organizations' situations using dashboards and other tools, identifying issues and implementing improvement measures.

The engagement score for fiscal 2025 (the positive response rate to questions measuring engagement) was 56% for the Group as a whole, an improvement of 4 percentage points from the previous fiscal year. The survey results showed continued high positive response rates for items such as corporate ethics, trust in managers, respect, safety, and authority and empowerment. We take these as indicating a certain degree of progress in creating a workplace environment in which each employee is respected and can demonstrate their abilities with confidence.

On the other hand, it became clear that there is still room for improvement in areas such as spreading understanding of strategy, change management, and follow-up after the survey. In light of this, BIPROGY is now working to create an environment in which each employee can feel a tangible link between their own role and the organization's direction, by working to connect our Purpose and strategy to daily operations and by strengthening the cycle of sharing survey results, holding dialogue, and making improvements.

Going forward, we will continue to position the engagement score as one of the key indicators for our human resource strategy, sustaining dialogue and improvement activities as we work to create an environment in which every employee finds their work rewarding.

Results of surveys conducted through FY2023	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Engagement score	pt	56.7	55.9	55.4	–	–
Percentage of employees who responded to the survey	%	95.8	95.3	96.2	–	–
Results of surveys conducted in FY2024 and beyond						
Engagement score (positive response rate)	%	–	–	–	52	56
Percentage of employees who responded to the survey	%	–	–	–	97	97
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.

KPI	Target	FY2025 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)	55%

(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

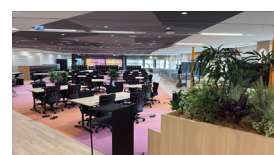
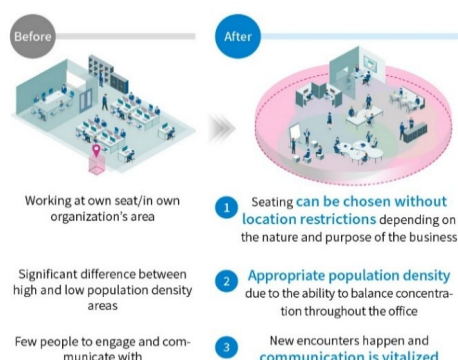
In light of changes in the social environment — a declining working population, the advent of the 100-year life era, and the aging of our workforce — the Group aims to create conditions in which senior talent with a wealth of experience and knowledge can apply their abilities and skills in their respective roles, take the initiative in shaping their future careers, and thrive in the workplace. In fiscal 2025, for senior employees, we conducted training on post-retirement career planning, individual career consultations, seminars for re-employed personnel and those hoping to be re-employed, and presentations on career case studies of former employees. For management, we held seminars to deepen their understanding of senior employees' career development and to learn key communication and feedback points. Going forward, we will continue to expand the scope and enrich the content of these measures, and reform our personnel systems, developing an environment in which senior employees can continue to thrive while leveraging their experience and expertise.

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. New office spaces are opening in phases, and employees have begun using the completed areas. This initiative is designed to create an environment where employees can flexibly choose where they work to fit the content and purpose of their work, while encouraging each individual's autonomy and enhancing job satisfaction.

In addition, by arranging spaces according to their use and maintaining an appropriate density, we enhance comfort while encouraging spontaneous interactions among employees and communication across organizations. By creating these new points of contact, we will invigorate collaboration and knowledge sharing among employees, leading to expanded opportunities to create social value.

Through these efforts, we will continue to build a workplace environment that improves employee engagement and supports cross-organizational value creation.



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 are also advancing initiatives to foster a DEI-positive corporate culture that offers psychological safety and inclusion for everyone. We are implementing a range of initiatives based on two key objectives: promoting understanding, awareness, and behavior change; and improving systems and mechanisms.

As part of our 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. In fiscal 2025, we held a seminar titled "Gender Equality as Doorway to the Future: Perspectives from Finance, Policy, and the Regions," featuring Asako Osaki, an outside director of BIPROGY, together with outside experts.
Diversity e-learning	E-learning for all Group employees (mandatory). In fiscal 2025, we created and rolled out materials to promote understanding of key DEI themes, including unconscious bias, gender diversity, mid-career hiring, and the advancement of senior employees.
Diversity promotion survey	A diversity-related questionnaire survey for all Group employees, conducted once a year since fiscal 2021. In fiscal 2025, the fifth round, we analyzed the results of DEI-related items in the engagement survey, in addition to this questionnaire, and shared the findings internally.

Gender Diversity Promotion

Initiatives for Gender Diversity Promotion

We recognize that promoting gender diversity is not merely a response to social expectations but an important management issue: incorporating diverse values and perspectives into decision-making leads to medium- to long-term improvements in corporate value through innovation and by enabling our people to thrive.

Based on this recognition, the BIPROGY Group has set a KPI for the percentage of management positions held by women to address the material issue, “develop and strengthen human resources to create a new future and promote diversity and inclusion,” and has been working across the Group to advance gender diversity. BIPROGY Inc. has set and is working to achieve the target for the percentage of executive officer positions held by women¹ under its action plan based on Japan’s Act on Promotion of Women’s Participation and Advancement.

To promote women into managerial and executive positions, we emphasize developing personnel systematically and securing a talent pipeline. Based on the management promotion plans formulated by each organization and Group company, we have established mechanisms to monitor and report progress to the Social Committee, the Sustainability Committee, and the Board of Directors. In addition, to identify and address factors that impede improvement in the percentage of management positions held by women, we have strengthened our analysis using HR data and our visualization of internal conditions. Having identified issues such as a gap in promotion rates between men and women, we implement measures to make improvements.

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. We are also 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.

As a result of these efforts, as of April 1, 2026, the percentage of management positions held by women (at the BIPROGY Group) was 12.6%, and the percentage of executive officer positions held by women (BIPROGY Inc.) was 18.4%. Although the target for the percentage of management positions held by women was not achieved — owing to insufficient prior development of a pipeline of management candidates — steady improvement has been achieved since the numerical target was established in fiscal 2021.

We position fiscal 2026 as a period for reviewing the numerical targets for women in management positions and for formulating a strategy to further advance gender diversity; we will reorganize our priority issues and examine initiatives involving the necessary structural reforms. We also plan to set and disclose numerical targets for fiscal 2027 onward. Going forward, we will continue to position gender diversity at the decision-making level as one of our important management issues and to steadily promote women into executive and management positions.

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

KPI	Target	Result
Material issue KPI	Percentage of management positions held by women: 18% or more (by April 1, 2026)	12.6% (as of April 1, 2026)
Percentage of executive officer positions held by women ¹	26% (by March 31, 2030)	18.4% (as of April 1, 2026) (31 men and 7 women)

1. 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 and discussion among participants.
Developing women leaders and building networks	We planned and designed “Women Leaders Dialogue,” a dialogue program aimed at raising women’s awareness of career development and developing women identified as management candidates as well as women already in management positions; it is currently being held in fiscal 2026. Through dialogue with women serving as executives and among participants, the program promotes understanding of diverse career perspectives and builds networks among participants.

	Building Group-wide awareness	In fiscal 2025, we held an International Women's Day event for all Group employees. Through interactive workshops on gender diversity and other activities, we promoted understanding of diversity and built awareness, providing employees with an opportunity to reflect and encourage behavioral change.
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

	Support for Balancing Work and Life Stages The Group is developing an environment where every employee, including those with diverse attributes and constraints, can choose a work style that suits their personal lifestyle and life stage. We support employees in choosing work styles that suit their life events and in sustaining high motivation at work while proactively developing their careers. We also strive to create workplaces where people respect one another and teams can achieve maximum results.
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Balancing Work and Nursing Care

At the Group, where the average length of continuous employment was 20.4 years at the end of fiscal 2025, employees aged 40 and over, including those in management, are likely to face the need to care for a parent or spouse. Supporting the balance between work and nursing care, for men and women alike, is therefore an important issue.

BIPROGY has established nursing care programs that go beyond the legal requirements, including nursing care leave of absence and nursing care leave (12 days per year for each family member requiring care), as well as accumulated special paid leave, under which employees may bank up to 60 days of unused annual leave, and a subsidy for travel expenses for long-distance nursing care. These programs are available according to each employee's caregiving circumstances. 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 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 build bonds with their families and continue working while watching their children grow. At the same time, we are creating an environment where employees can develop their careers while improving their work-life balance through skill development and expanded roles at work. To help employees balance work and childcare, in addition to establishing programs, we have implemented measures such as diversity management training for organization heads and promoted support for balancing work and childcare so that each person can build a fulfilling career while still participating in child-rearing and make the fullest use of their abilities.

As a result, the rate at which men take childcare leave has been trending upward. At the same time, we recognize that a gap remains compared with the rate for women, which has remained nearly 100% for more than 10 years. Accordingly, to encourage men to take childcare leave, in fiscal 2024, we set a KPI 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 work and childcare responsibilities — and we continue to monitor it.

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. It also helps supervisors begin considering and preparing for the management of their organization at an early stage.
Childcare Leave Handbook	Information 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
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 five 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	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Number of men taking childcare leave	Individuals		49	60	59	81	72	
Percentage of eligible men taking childcare leave	%		30.1	48.7	49.5	62.7	66.0	✓
Scope ¹			c-	o	o	o	o	
Average number of days of childcare leave taken ²								
Men	Days		103	119	149	154	109	
Women	Days		410	438	432	412	423	
Scope			n	n	n	n	n	
Percentage of people returning to work after childcare leave	%		97.6	98.8	100.0	100.0	100.0	
Men	%		100.0	98.0	100.0	100.0	100.0	
Women	%		95.5	100.0	100.0	100.0	100.0	
Percentage of people retained after childcare leave ³	%		95.1	92.7	97.6	95.7	89.4	
Men	%		100.0	90.0	100.0	94.6	88.5	
Women	%		90.5	96.9	94.3	97.6	90.7	
Number of people using reduced working hours for childcare	Individuals		235	254	249	224	49	
Men	Individuals		13	17	19	18	11	
Women	Individuals		222	237	230	206	38	
Number of people taking paid leave for nursing care	Individuals		501	515	464	353	316	
Number of people taking unpaid leave for nursing care	Individuals		4	4	3	1	0	
Number of people using reduced working hours for nursing care	Individuals		16	19	17	15	10	
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 employees 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, 2026, employees with disabilities accounted for 3.09% of the BIPROGY Group's workforce, remaining above the legally mandated employment rate.

The Group is implementing initiatives to ensure that employees with disabilities can continue working with peace of mind. 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 disabilities can continue working with confidence by providing support tailored to each individual's needs and abilities.

Reference

BIPROGY Challenged Inc.
<https://biprogy-chd.co.jp/>
 (Available in Japanese only)

	Unit	FY2021	FY2022	FY2023	FY2024	FY2025	Verified
Number of employees with disabilities ¹	Individuals	205.5	225.0	229.5	240.0	254.5	
Percentage of employees with disabilities	%	2.62	2.84	2.89	2.98	3.09	✓
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., UNIADDEX, Ltd., UEL Corporation, BIPROGY Challenged Inc., International Systems Development Co., Ltd., Cambridge Technology Partners Inc., and S&I Co., Ltd.

Promoting the Advancement of People with Disabilities

To date, BIPROGY has conducted training for all organizational heads and e-learning for all Group employees in order to build workplaces where employees with disabilities can readily demonstrate their abilities in line with their individual characteristics.

Going forward, in light of the phased increases in the legally mandated employment rate in Japan through 2030, we will promote the creation of IT-related jobs and the development of workplaces to strengthen the hiring of people with disabilities and expand the fields in which they can thrive.

Promoting Employee Understanding, Awareness and Behavioral Change

e-learning	The content covers approaches to workplace accommodations to create environments where everyone can work comfortably, along with key points for promoting understanding and building awareness. Group employees may take the course voluntarily at any time.
Promoting recruitment	We hired five people by March 2026 (two in the Human Resources Department and one in the Information Systems Service Department). Note: Two of them joined on April 1, 2026.
Promoting retention support	As part of our retention support, we conducted a total of 70 interviews and consultations: 11 entry and retention support interviews and 59 consultations (as of March 31, 2026). Partly as a result of these efforts, there were no departures among employees with disabilities at BIPROGY Inc.
Planning and implementation to reform culture and strengthen responsiveness	As an initiative to build a workplace culture that welcomes diverse talent and where each person can work comfortably and with confidence, we held a gathering to deepen understanding of disabilities. At this event, participants experienced communicating in sign language with an employee with a hearing impairment; approximately 20 people took part.

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 discriminate against LGBTQ+ individuals.

Promoting Employee Understanding, Awareness and Behavioral Change

Aiming to create workplaces where everyone can work comfortably, we encourage the acquisition of accurate knowledge and promote understanding by making e-learning available to all Group employees, sharing handbooks, and offering seminars and workshops on LGBTQ+ themes.

In addition, to increase the number of allies within the company, we create and distribute original ally stickers. We also work to sustain the spread of understanding and encourage action by sharing information on our internal social media and by participating in external organizations that promote LGBTQ+ inclusion.

Systems and Mechanisms

We have established a 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. Our employment regulations stipulate 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 create opportunities for communication through participation in our new employee training programs. Going forward, under our human resources strategy, we will continue to advance initiatives to recruit, develop, and retain non-Japanese employees.

Participating in External Initiatives and Receiving External Evaluations

Participating in External Initiatives

Promoting Career Advancement of Women

In 2020, the Group signed on to the UN Women's Empowerment Principles (WEPs) and announced its endorsement of Keidanren's Challenge Initiatives for 30% (#HereWeGo2030), which aims to increase the percentage of executive positions held by women to 30% by 2030. Going forward, we will continue to promote gender equality and the empowerment of women, while further advancing diversity management by endorsing international initiatives.

In addition, BIPROGY has endorsed and signed on to the "GCNJ Collective Action 2030: Equitable Work Practices," promoted by the Global Compact Network Japan (GCNJ), a country network of the UN Global Compact, thereby strengthening its efforts to maintain a fair, inclusive working environment.

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.

Going forward, we will continue to advance efforts in the area of equitable, inclusive work practices by collaborating with international organizations and with companies and stakeholders across industries.



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 NextGeneration 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 2025

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 2025, BIPROGY was recognized with the highest Gold rating for the fifth 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.



At the D&I Awards 2025, the Group was awarded the highest honor of Best Workplace for the fourth 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.



BIPROGY was selected as a Nadeshiko Brand for fiscal 2025. The Nadeshiko Brand program, run jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, introduces listed companies that excel in promoting the advancement of women as attractive stocks for investors who value the medium- to long-term improvement of corporate value. The selection of BIPROGY recognized the way we clearly visualize our human capital initiatives and link them transparently to dialogue with stakeholders inside and outside the company, as well as our efforts to foster psychological safety through concrete initiatives such as cases of managers taking childcare leave.



Basic Approach

The BIPROGY Group operates on the fundamental belief that “human resources are the driving force of value creation and our most important asset.” By unlocking the potential of each employee and strengthening our organizational capabilities, we aim to achieve sustainable growth and improve corporate value. As a corporate group that continues to help solve social issues through the power of technology, we believe that making the fullest use of the value and diversity of our human capital is an essential foundation for enhancing our ability to execute management strategy.

Based on this belief, the Group values not only individual abilities and skills but also trust-based relationships among employees and each person’s ambitions. We place the development of Ambition-Oriented Human Resources (MOTIV8 HR), who learn and grow on their own initiative, at the core of our human resource strategy.

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 that will strengthen our business competitiveness: customer business architects, skilled project managers, business producers, and global talent.

To realize these strategies, we adopt talent development measures that combine training, hands-on learning, and opportunities to embrace challenges, thereby 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, reviewing and enhancing 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 heads	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		FY2021	FY2022	FY2023	FY2024	FY2025
KPI	Unit					
Number of human resources promoting new business development	Individuals	–	–	–	48	63
Percentage of employees who have set medium- to long-term career goals	%	–	–	–	100	100
Maintenance and improvement rate of mechanisms to promote career well-being (number of implementations / number of plans)	%	–	–	–	83	100

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	FY2021	FY2022	FY2023	FY2024	FY2025
Annual training hours per employee	Hours	34.9	37.0	33.1	32.1	37.7
Annual training cost per employee	Yen	79,387	72,031	97,631	145,866	113,648
Scope		c-	c-	c-	c-	c-

Employee Evaluation

Employee Evaluation System

To ensure appropriate treatment of employees, we conduct two types of evaluation: personnel assessments and performance evaluations.

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, based on how those competencies are demonstrated. In contrast, performance evaluations focus on the employee's achievement of individual goals set in line with organizational goals, as well as their contribution to achieving those organizational goals, and the results are reflected in bonuses.

After each evaluation is completed, a supervisor meets with the employee for a feedback meeting. In these meetings, in addition to the evaluation results, the supervisor highlights areas where the employee exceeded expectations, identifies areas for improvement, and conveys expectations for next steps. The goal is to enhance the employee's understanding and acceptance of the evaluation and support their growth.

While formal evaluations are conducted once a year at the end of the fiscal year, supervisors also hold regular check-ins with their subordinates throughout the year — in one-on-one meetings and the like — to discuss how competencies are being demonstrated, progress on goals, and any challenges in carrying out work. This is all undertaken from the perspectives of employees' understanding and growth.

In addition, since fiscal 2025, the results of the 180-degree feedback for organizational heads have been used as a reference when considering their ongoing growth and the continuation of their appointments.

Internal Recognition System

BIPROGY has established Recognition Regulations to serve as a framework for commending employees' outstanding contributions, ingenuity, and social achievements. Awards are announced to all employees; by sharing outstanding initiatives widely across the company, we create opportunities to heighten employees' willingness to take on challenges and their creativity. Using this framework, we appropriately recognize each employee's results and actions and promote mutual learning and inspiration, thereby fostering both human resource development and a corporate culture that supports sustainable growth.

As a recent example, in fiscal 2025, we held an award ceremony to commend employees and projects that made significant contributions to the development of the Business Services Division, the Business Innovation Division, and the Business Creation Division, and to share their challenges and achievements across the organization to drive the next stage of growth.

Human Resource Development and Related Initiatives

"180-Degree Feedback for Organizational Heads" Multidimensional Performance Appraisal

To support the growth of organizational heads and maximize team member and organizational performance, we introduced 180-degree feedback for organizational heads in fiscal 2025. We gather survey responses from direct supervisors, colleagues, subordinates, and the individuals themselves to encourage self-driven behavioral change by organizational heads.

In the fiscal 2025 results, more than 90% of respondents to a questionnaire given to those evaluated reported that the initiative was beneficial.

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. By providing this open support opportunity for all employees regardless of level or job type, we seek to facilitate career development and deepen self-awareness, leveraging the power of dialogue and coaching.

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.

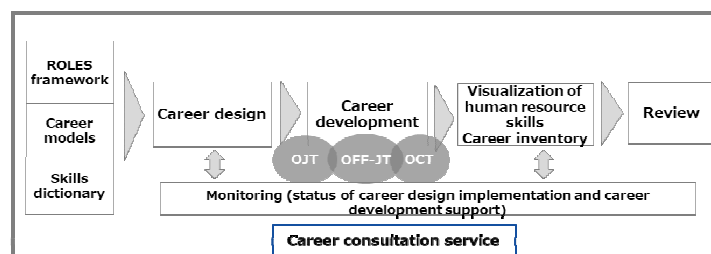
Human Resource Development Program 1: Career Development Program

BIPROGY Career Development Program

It is vital that employees develop the foresight and insight called for by BIPROGY's Corporate Statement and Purpose and required to help solve today's constantly evolving social issues. We recognize that the key to this is each employee's ability to proactively build their own career while expanding their potential. Accordingly, we created the BIPROGY Career Development Program (CDP), which continuously invests in employee skills and ability development as well as organizational strengthening. The program is also designed specifically to develop diverse human resources who can generate innovation as well as those with system implementation capabilities.

Concretely, the Group supports employees' proactive career-building by organizing regular career path 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. We will continue to support each employee's self-directed career development and efforts to improve their own well-being.



Career Design	We emphasize career autonomy — each employee proactively envisioning their career, based on their own ambitions and values, and continuously growing to fulfill that vision. To achieve this, we employ a career design mechanism centered on our ROLES system, which defines roles in work execution. It gives concrete shape to each employee's career by matching organizational expectations and individual ambitions, and progress is continuously reviewed in dialogue with supervisors. Career design is an initiative that allows employees to define the person they aspire to become and the process for getting there, by running a Plan-Do-Check-Act (PDCA) cycle for their own growth. It takes place using the following cycle. • Plan: In a career design discussion, employees reflect on their past experience and values and set medium- to long-term career goals (the person they aim to be in three to five years) and an action plan for reaching those goals. • Do: Employees carry out the action plan they have set, as part of their daily work. • Check/Act: In a Career Design discussion, employees reflect on their progress and results and consider and update their next steps. In the career design discussion, employees record their medium- to long-term ROLES goals, as well as the results of their work execution, including their ROLES skills and proficiency levels for the fiscal year. Using this information, we visualize the progress of human resource development across the organization and compile records of the diverse experiences of each employee, which help 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.
Skill Surveys	Skill surveys are carried out every year 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	The "Your Time" initiative fosters deep communication grounded in relationships of trust by facilitating regular one-on-one dialogues between supervisors and their subordinates, both in person and online. For managers, we provide a range of measures to improve the skills that enable Your Time to work effectively, such as coaching, teaching, and feedback. Specifically, in addition to briefing sessions and the provision of practical guides, we hold workshops where managers share and learn from one another's practical challenges. According to a fiscal 2024 internal survey, about 60% of managers were holding Your Time sessions on an ongoing basis, and about 80% of those managers reported positive effects, such as "building relationships of trust" and "contributing to employees' autonomous growth." Our human resources strategy emphasizes creating an environment where each employee can make autonomous career choices and take on challenges aligned with their ambitions. To achieve this, we believe that ongoing, day-to-day support provided via Your Time sessions, not just annual meetings, is essential. To further improve the quality of the Your Time initiative, we plan to hold briefing sessions for employees considering starting Your Time sessions and to distribute e-newsletters to promote the initiative, among other efforts, as we work to support employees' careers.

Business Producers	The Group defines “business producers” as individuals who can identify social issues through foresight and insight, design businesses with growth potential on their own initiative, and drive co-creation while engaging diverse stakeholders. To strengthen the acquisition and development of these individuals with expertise in business creation, we have set a KPI target of ensuring that 100 or more individuals meet the relevant criteria, including proficiency in the applicable ROLES, over the period from fiscal 2024 to fiscal 2026. This effort is intended to address several challenges: the need to further increase the number of people with experience and know-how in developing, co-creating, and expanding new businesses; the need to accelerate the development of highly specialized talent such as AI engineers and consultants; and the need to expand practical opportunities that connect development initiatives to actual business creation and expansion. In fiscal 2024, we adopted new recruitment methods to hire individuals with expertise not available within the BIPROGY Group who can lead business creation. In fiscal 2025, we also held Business Creation Boot Camp Training, which offers hands-on experience of practical business creation (12 participants); training to deepen managers’ understanding of business creation (17 participants); and PMF Training, which builds skills for market expansion (26 participants). Furthermore, as a venue for sustaining and expanding the effects of this training, we launched the BP-Community in fiscal 2024. Then, in fiscal 2025, we brought together team members involved in business creation and held roundtable discussions that also included outside experts. In fiscal 2026, we will shift from development revolving around Business Creation Boot Camp Training to development leveraging PMF Training, further accelerating the development of business producers.
Positive Impact on Business	So far, the number of business producers has steadily grown, reaching 63 individuals by the end of fiscal 2025. (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. In fiscal 2025, our efforts led to the creation of new businesses and services such as the following. • Commercialized a legacy of Expo 2025 Osaka, Kansai, launching it as the DotHealth Body Measurement Service. • Began supporting PayPay in the digital payroll area of the “doreca” value-exchange platform. • Began providing a recovery-support system that uses generative AI for the communications equipment of conventional railway lines. • Launched Data & AI Innovation Lab, a DX-support business that uses data and AI to accelerate companies’ business-improvement cycles and support sustainable growth. • Together with “boost Sustainability,” an enterprise resource planning (ERP) system for sustainability management, improved the efficiency and optimization of sustainability-related operations, supporting ESG management. • Jointly with Cambridge Technology Partners, provided one-stop support for a life insurance company, from business planning through delivery of new services. • Began providing Needs Connect, a consumer feedback collection service that links consumers’ feedback, connected with purchasing data, to product improvements and sales-promotion measures.
Target Employees and Number of Participants	• Certified individuals: 63 (as of the end of fiscal 2025)
Global Talent	The BIPROGY Group defines “global talent” as individuals with the toughness and insight to lead global business, and it is working hard to acquire and develop such talent. Since fiscal 2024, we have been pursuing a KPI target of 70 or more global talent individuals who meet specific criteria, such as relevant ROLES proficiency levels, by the end of fiscal 2026. In developing global talent, we consider it important to secure and develop M&A specialists who can lead investment projects, as well as post-merger integration (PMI) professionals who can manage acquired companies and drive business expansion by leveraging synergies with the BIPROGY Group. We also regard it as an important initiative to provide young employees who aspire to take on global business with experiences that broaden their international perspective and enhance their cross-cultural communication skills. In fiscal 2025, continuing from the previous year, we continued recruiting overseas trainees and selected two candidates with the intention of developing talent to support our future global business. In fiscal 2026, we will continue working 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 46 individuals by the end of fiscal 2025. Moving forward, we will pursue the acquisition of external talent by making active growth investments (such as M&A), with a focus on ASEAN countries, and further advance human resource development. We will connect these efforts to the creation of business opportunities that leverage the Group’s strengths in ASEAN countries and to the expansion of customer DX and social DX businesses outside Japan.
Target Employees and Number of Participants	• Certified individuals: 46 (as of the end of fiscal 2025) • Four young employees applied for the overseas trainee program, and two will be dispatched to two different countries in fiscal 2026

Customer Business Architects	The BIPROGY Group defines “customer business architects” as individuals who can identify customer challenges before others by using their deep business understanding and strong trust-based relationships in core businesses, and who can present DX-driven solutions and pathways to business expansion. Since fiscal 2024, we have been pursuing a KPI target of 300 or more customer business architects across both sales and engineering positions who meet specific criteria, such as relevant ROLES proficiency levels, by the end of fiscal 2026. In developing customer business architects, we consider it important that they be able to deeply understand customers and their industries, anticipate latent issues and changes, and make proactive proposals. We also recognize the need to develop people who can present feasible implementation methods grounded in discernment and technical capability, and people who can create service-oriented businesses by translating efforts to address customer issues into solutions for broader industry and social challenges. 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. In fiscal 2025, building on the previous year’s deliberations, we conducted training to develop talent capable of taking charge of everything from strategy formulation to tactics and the drafting of concrete action plans. We position fiscal 2026 as an implementation phase in which the results of our deliberations to date are rolled out into concrete measures. Drawing on the previous year’s challenges and on-site needs, we will form hypotheses and, while improving the program together with frontline organizations, conduct ongoing training to advance the development of customer business architects.
Positive Impact on Business	Through our efforts so far, the number of customer business architects has steadily increased, reaching 147 individuals in fiscal 2024, and 198 in fiscal 2025. 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: 198 (as of the end of fiscal 2025) • Development targets: Individuals identified according to relevant ROLES proficiency levels (both sales and engineers are targeted)
Skilled Project Manager	The BIPROGY Group defines “skilled project managers” as 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. Since fiscal 2024, we have been pursuing a KPI target of 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. In developing skilled project managers, we consider it important to increase the number of people who can lead difficult development and operations in response to customers’ strong demand for DX. As project management becomes more difficult with the adoption of new technologies and the increasing number of stakeholders involved in projects, we also recognize the challenges of improving project stability and of passing on the know-how of 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. In fiscal 2025, we examined how to operate elements such as a standard career path, specific target groups, and development goals, and we provided planning support to frontline organizations. Although we achieved the KPI target ahead of schedule as of the end of fiscal 2025, to keep developing project managers, we will continue to pursue tough assignments on difficult projects in coordination with frontline organizations, introduce additional measures in which veteran project managers work alongside less-experienced colleagues to build their practical experience, and review our existing training.
Positive Impact on Business	Through our efforts so far, the number of skilled project managers has steadily increased, and we achieved our KPI target by the end of fiscal 2025. 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: 329 (as of the end of fiscal 2025) • Development targets: Individuals identified according to relevant ROLES proficiency levels

Organizational Heads (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 at a satisfactory level, which we believe helps boost psychological safety and productivity in our organizations.
Target Employees and Number of Participants	Numbers of training participants in fiscal 2025 Training for new 1st-tier organizational heads: 14 Training for new 2nd-tier organizational heads: 31 Training for new 3rd- and 4th-tier organizational heads: 48 Training for newly appointed organizational heads: 43

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: • Assessment (management knowledge, multi-faceted evaluation/case simulation) • Development involving current management • 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 2025 selection Management Leadership Program: 12 Fiscal 2025 selection Next-Generation Management Leadership Program: 24

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	To help new graduates play an active role early on, the Group supports their acquisition of basic knowledge and skills by offering new-hire training before assigning them to their posts. This enables us to respond to the demand for talent that accompanies customers' growing investment in DX, while creating an environment in which young employees can grow by doing hands-on work and deliver results. By understanding young employees' circumstances early and supporting them through careful dialogue and opportunities for consultation, we also help curb early turnover.
Target Employees and Number of Participants	• New employee training participants (fiscal 2025): 259 new graduate hires at six Group companies (BIPROGY Inc., UNIADDEX, Ltd., International Systems Development Co., Ltd., UEL Corporation, G&U System Service, Ltd., and S&I Co., Ltd.). The total includes nine non-Japanese new graduates who joined the Group in November 2024. • OJT program participants (fiscal 2025): 390 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	In keeping with employees' increasingly diverse work styles, we continue to develop an online learning environment that allows flexible learning. In fiscal 2025, we granted learning system licenses to all employees scheduled to join in fiscal 2026, providing an opportunity to learn even before joining. We also made the environment available to fiscal 2025 new hires for a continuous year after they joined, supporting their early skill acquisition. Going forward, by reviewing how the program is operated, we will work to create an environment where more general employees can take online courses. In addition, Autonomous Skill-up Training (Jiriken), a program introduced in fiscal 2024 that lets each employee take external public courses to suit their own needs and timing, went into full-scale operation in fiscal 2025. It offers a broad lineup of courses — technical, business, social, and more — to meet employees' diverse learning needs. Moving into fiscal 2026, we will continue to expand self-learning opportunities, including by revising the program to allow employees to take more technical courses. Furthermore, in light of the Group's strategy and industry trends, we designate highly effective external certifications and encourage employees to obtain them.
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 2025) Number of users of the UdeMy online learning platform: 750 Autonomous Skill-up Training (Jiriken) users: 450

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 within one's own company alone, we permit side jobs under certain rules. By enabling employees to enhance their skills and knowledge across diverse settings, we support their autonomous career development. In our post-retirement re-employment program as well, in addition to a five-day work week, employees may choose flexible arrangements such as one, two, or three days a week, and side jobs on non-working days are also permitted. With these flexible arrangements, we seek to foster diverse work styles suited to each individual's lifestyle and career orientation. We will continue to promote the active participation of people with diverse experience and expertise and, by leveraging knowledge from inside and outside the company, connect that to business growth.
Positive Impact on Business	Side jobs give employees an opportunity to acquire new skills, knowledge, and experience that they may not be able to gain within the company. We believe such experience broadens their perspective in their main work and diversifies their values. The side job program is actively used by employees. In addition to activities based on hobbies and interests outside work, we position it as one of the mechanisms that support employees' sense of fulfillment, improved work-life balance, and diverse career development.
Target Employees and Number of Participants	As of April 2026 Eligible employees: Open to all employees Number of employees who used the program: 74 (6 new, 68 continuing from last year)

Expert Certification Program	We have established a program that certifies as "experts" — the highest grade among specialist positions — individuals who possess advanced expertise and extensive experience and are expected to contribute to the competitiveness and sustainable growth of our businesses. Under this program, a certification committee reviews quantitative information, such as evaluation results, together with the individual's level of expertise, impact on the business, and the role they will take on going forward, and decides on certification and compensation, also taking into account a management perspective. Furthermore, individuals who, even after retirement age, possess skills, knowledge, or customer relationships essential to business continuity are certified as "senior experts," with the expectation that they will continue to deliver value and pass on their knowledge to the next generation.
Positive Impact on Business	We believe that making it easier for people within the organization to continuously utilize specialist knowledge, know-how, and customer relationships important to the business contributes to improving quality, advancing our problem-solving capabilities, and maintaining and strengthening competitiveness. In addition to the advanced work and decision-making that experts undertake, their development of successors and transfer of skills raises the level of expertise across the organization, helping to build a foundation that supports sustainable business growth.
Target Employees and Number of Participants	(Fiscal 2025 results) Number of certified experts: 2 Number of certified senior experts: 69

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	Employees gain opportunities to contribute to society by engaging in external communication that draws on their own expertise and experience. We also expect these activities to improve their communication and presentation skills and to further deepen their knowledge and insight.
Target Employees and Number of Participants	Fiscal 2025 result (activities open to all employees): 31

Employee Incentives

Employee Stock Compensation Plan (Restricted Stock Trust)	
Eligible Employees	As part of our investment in human capital designed to fulfill our Vision 2030, we introduced an employee stock compensation plan (restricted stock trust). The plan aims to bolster unity between management and employees, encourage the shared ownership of management policies, and contribute to improved employee engagement, the Group's sustainable growth, and greater corporate value. 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.
	Since fiscal 2024, the plan has been offered to management team members at BIPROGY Inc., who are expected to make ongoing contributions to the medium- to long-term improvement of corporate value (corporate officers and employees in management positions). ■ Share Grant Record Fiscal 2024: 33,657 shares in total to 719 people. Fiscal 2025: 34,088 shares in total to 722 people.

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 position ensuring the occupational safety and health of everyone who works with us as an important management issue. We strive to create a workplace environment that gives due consideration to safety and health, so that employees can perform to their full potential with confidence.

To share and implement this approach across the entire Group, we have established the BIPROGY Group Occupational Health and Safety Policy. The policy makes clear that, with legal compliance as the foundation and in light of societal expectations and international principles, we will work continuously to prevent human rights violations, occupational accidents, and health problems.

We also consider it important to ensure a safe and healthy working environment throughout the Group's entire supply chain. For this reason, we have included occupational health and safety initiatives in our Sustainable Procurement Guidelines and require all relevant parties to comply with them.

The Group signed the UN Global Compact in 2014 and supports the five constitutional principles of the ILO Core Labour Standards. Respecting these international principles, we will ensure that our occupational health and safety initiatives play a role in building a sustainable world.

Policies Related to Occupational Health and Safety

BIPROGY Group Occupational Health and Safety Policy

https://sustainability-cms-biprogy-s3.s3-ap-northeast-1.amazonaws.com/pdf/health-and-safety-policy_e.pdf

BIPROGY Group Sustainable Procurement Guidelines

https://www.biprogy.com/pdf/com/Sustainable_Procurement_Guidelines_202408.pdf

(Available in Japanese only)

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 risk factors · FY2026: Employees with two or more risk 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 FY2023)	FY2026

Progress

KPI	Unit	FY2021	FY 2022	FY 2023	FY 2024	FY2025
Follow-up rate for those subject to active support in the health insurance specific health guidance	%	-	-	-	Follow-up rate for employee s with four risk factors: 100%	Follow-up rate for employees with three or more risk factors: 100%
Number of new leave-takers due to mental health issues in FY2026	Individuals	-	-	-	120	114

Management of Occupational Health and Safety

Reducing Risks Related to Occupational Health and Safety

To clarify the Group's approach to occupational health and safety, we established the BIPROGY Group Occupational Health and Safety Policy in fiscal 2025. In accordance with the policy, we continuously work on matters such as appropriate labor management, the maintenance and improvement of the workplace environment, and the promotion of health management, while addressing occupational health and safety issues that require attention in light of actual workplace conditions. In efforts to reduce occupational health and safety risks, the HR department leads by assessing the situation and, after discussing and organizing the identified issues, formulates plans and prioritizes initiatives.

In addition, based on the belief that it is important for each employee to understand the importance of safety and health and to act on their own initiative, we provide education and awareness-building activities using e-learning, working to deepen understanding and heighten the sense of participation across the workplace. For issues recognized as particularly important, we set KPIs and quantitative targets as material issues and monitor progress. Furthermore, while encouraging employees' proactive involvement, we work to create a better workplace environment and reduce occupational health and safety risks.

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

At business sites required to establish an Occupational Health and Safety Committee, the committee meets regularly, and industrial physicians give talks on health-related topics to keep employees informed.

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 the Occupational Health and Safety Committee meetings held regularly at each relevant business site, industrial physicians give talks on health-related topics to keep employees informed. In addition, every April, we conduct e-learning to encourage employees to understand the importance of personal health management and the support and guidance provided by organizational heads. Every February, we conduct e-learning centered on self-care for mental health in the workplace.

Audits Related to Occupational Health and Safety

As part of our occupational health and safety initiatives, BIPROGY holds regular Occupational Health and Safety Committee meetings and works to ascertain and improve health and safety conditions. In addition, to ensure appropriate labor management, we conduct internal checks and audits of attendance records as needed.

Occupational Health and Safety Results

Occupational Accident and Illness Record		Unit	FY2021	FY 2022	FY 2023	FY2024	FY2025	Verified
Number of work-related accidents	Accidents	Accidents	12	6	12	20	22	
	Scope ¹		o	o	o	o	o	
Absenteeism rate	%	%	0.21	0.23	0.21	0.22	0.27	✓
	Scope		c-	c-	c-	c-	c-	

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

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. To make this approach clear, we established a Health Management Declaration and are undertaking various initiatives to live up to it. Health Management Declaration The BIPROGY Group believes that employees' physical and mental health is the foundation for the happiness for employees and their families, the sustainable growth of the company, and the company's contribution to society. We will actively promote health management and build an environment where every employee can pursue their ambitions and continue working with vitality and confidence. 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 to promote collaborative health initiatives. This includes cooperation in regular health checkups, health guidance, and complete health screenings, as well as subsidizing vaccinations. The Group and the association also jointly plan, implement, and follow up on a range of initiatives, including programs to make personal health management more engaging, sleep support, subsidies for advanced diagnostic tests, and a health points program, thereby building a more fully integrated health management system.
Issue Recognition	The Group recognizes that enhancing employees' well-being is an important issue that leads to improved corporate value via gains in labor productivity and creativity. In particular, improving presenteeism (reduced performance due to health problems) and absenteeism (absence from work and leaves of absence), as well as raising employees' health literacy, have become key priorities.
Objective	We aim to ensure that employees understand the relationship between their own health and their work performance and proactively work to improve their own health literacy (health knowledge, health management ability, and practical skills for health enhancement), thereby promoting the establishment of healthy behaviors and behavioral change. As a result, we work to reduce presenteeism (a state of reduced performance due to poor health) and absenteeism (absence from work and leaves of absence), thereby helping to maintain and improve the productivity of both individual employees and the organization as a whole.
Priority Measures and KPIs (Material Issues)	(Reference: "Occupational Health and Safety: Management Approach")

Policy for Health Management Promotion	Starting with our Health Management Declaration and taking into account employees' health issues, the Group has established the Health Management Promotion Policy, seeking to improve well-being by supporting the maintenance and promotion of employees' physical and mental health as well as their proactive management of their own health, thereby aiming for sustainable value creation and improved organizational performance. Health Management Promotion Policy: To realize our Purpose and Vision 2030, we support each employee's autonomous maintenance and promotion of their health, and we actively use technology to help employees better understand and manage their health conditions and prevent illness, thereby improving employees' well-being. To achieve this, we have drawn up a strategy map and are working to emphasize the connections among health investment, behavioral change, and the effects of health investment. Specifically, with a view to health management (early detection and follow-up), health promotion (prevention), and improved health literacy (behavioral change), we make health investments addressing both physical and mental health, while strengthening collaborative health efforts with the health insurance association, labor unions, and welfare society. Through these efforts, we promote changes in employee awareness and behavior — such as improved lifestyle habits and health literacy. This helps to reduce presenteeism and absenteeism, which in turn translates into improved labor productivity.
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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 85.93%, with 14.6 days of paid leave taken on average, in fiscal 2025.						
	Unit	FY2021	FY 2022	FY 2023	FY2024	FY2025
Paid leave utilization rate	%	82.54	85.15	85.81	85.67	85.93
Average days of paid leave taken	Days	13.7	14.5	14.8	14.5	14.6
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 2025 was 16.9 hours, and even over the past five years, the average has been less than 18 hours.						
	Unit	FY2021	FY 2022	FY 2023	FY2024	FY2025
Annual working hours per employee	Hours	1,841	1,848	1,851	1,839	1,832
Average monthly overtime hours worked per employee	Hours	16.3	17.3	17.5	16.6	16.9
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						
Since June 2022, we have offered the health point program, which is designed to encourage employees to improve their health.						
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 2025, we worked to enhance mental health by holding seminars on stress management; workplace-based care undertaken by organizational heads (at the basic, advanced, and comprehensive levels); and self-care (covering the practical handling of stress and self-care to relieve mental burdens). To improve employees’ physical health, we held seminars on topics such as improving eating habits, male menopause, online exercise, understanding and coping with the causes of fatigue, eyestrain, women’s health, breathing techniques to calm the mind, sleep improvement, and AI-based posture analysis.					
Raising Employee Awareness		• Health management orientation for new employees and using a lifestyle-habit tracking app • Online training for new organizational heads • e-learning on mental health, and on maintaining physical and mental health while working (health management)					
Key Indicators for Health Awareness Raising		Unit	FY2021	FY 2022	FY 2023	FY2024	FY2025
Communicative and critical health literacy (CCHL) ¹			3.62	3.65	3.67	3.70	3.73
Employee satisfaction with health management seminars		%	94	93	92	93	94
Scope			—	c—	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	FY2021	FY 2022	FY 2023	FY2024	FY2025
Regular health checkup rate		%	100	100	100	100	100
Smoking rate ¹		%	20.9	20.2	19.5	19.7	19.3
Exercise habit rate ¹		%	21.9	24.8	25.4	27.1	26.5
Sleep satisfaction rate ¹		%	73.7	73.2	70.1	69.2	69.8
Breakfast skipping rate ¹		%	28.3	29.7	31.1	30.5	30
Excessive drinking rate ¹		%	8.9	8.6	8.4	9.5	9.3
Healthy weight rate ¹		%	70.6	70.6	71.4	70.7	70.7
Hypertension rate ^{1,2}		%	18.4	18.8	16.8	14.1	13.3
Abnormal lipid profile rate ¹		%	23.4	21.3	21.1	22.8	22.3
Abnormal blood glucose rate ¹		%	11.1	12.2	13.0	15.8	15.3
Presenteeism rate ³		%	0.982	0.985	0.993	0.993	0.994
Absenteeism rate (injury or illness) ⁴		%	4.4	4.5	4.0	4.1	4.0
Scope			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	We have established internal health clinics that provide internal medicine, psychiatry, and dermatology services. We have built a system to address employees' diverse health issues — for example, launching a smoking cessation outpatient service in fiscal 2016 and opening an outpatient clinic dedicated to women in fiscal 2022. The clinics can also perform electrocardiograms and ultrasound examinations, and with facilities such as a pharmacy and resting rooms, we provide an environment in which employees can continue working with peace of mind. We have also established a Health Management Center where public health nurses provide health consultations at any time. When an examination is deemed necessary, we have a system in place to provide treatment and guidance in coordination with the clinics. Under this system, since fiscal 2020, we have offered medical consultations at the internal health clinics and counseling at the employee consultation office, both in person and online, improving convenience for employees. We also recommend that employees get the seasonal flu vaccine, offering it at the head office and branches around November each year and subsidizing vaccination costs for employees and their family members.
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Mental Health Measures	We conduct stress checks so that employees can understand their own stress levels and, as necessary, connect with follow-up interviews and guidance from physicians and other professionals, workplace accommodations, and improvements to the workplace environment, thereby preventing mental health problems before they arise. In addition, we promote mental health measures through the following initiatives: • Self-care (employees become more aware of their stress and take steps to manage it) • Workplace-based care (Workplace environment improvement and employee consultation support by managing supervisors) • 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) • Conducting stress checks, providing follow-up support for people with high stress levels, and leveraging organizational analysis • Counseling for all employees through their third year with the company, and implementation of 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 • Supporting sleep improvement by promoting sleep analysis using wearable devices • Training and seminars related to self-care and workplace-based care					
Indicators	Unit	FY2021	FY 2022	FY 2023	FY2024	FY2025
Stress check participation rate	%	98.0	97.2	97.1	97.8	98.2
Percentage of people with high stress levels	%	11.9	11.3	12.4	14.8	12.9

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.

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 BIPROGY Group, guided by its corporate philosophy of “working with all people to contribute to creating a society that is friendly to people and the environment,” collaborates with many customers and partners to form a business ecosystem that is development-ready and scalable. We recognize that achieving this requires respect for human rights not only within the Group but throughout the entire value chain, including suppliers and subcontractors.

Based on the United Nations Guiding Principles on Business and Human Rights, the Group formulated the BIPROGY Group Human Rights Policy in 2020, and it applies to all executives and employees as well as to business partners, including suppliers. In 2024, we revised the policy to include responses to human rights issues arising from the use of advanced technologies such as AI. In accordance with this policy and following our human rights due diligence framework, we continuously identify, assess, remediate, and monitor risks. In identifying risks, we take into account factors such as the severity of impacts to clarify the human rights issues to be addressed as priorities.

These initiatives are overseen within our sustainability promotion structure and are reported regularly to senior management. We also work to instill respect for human rights through education and awareness-building activities for employees. Going forward, we will continue to pursue improvements to make the practice of respect for human rights more effective throughout the entire value chain.

Priority Human Rights Issues for the Group

In light of the characteristics of the Group’s ICT business and its global operations, it has designated the following priority human rights issues and is focusing on addressing them.

- (1) Labor practices related to our own employees (long working hours, workplace harassment, discrimination, etc.)
- (2) Labor practices in the supply chain (long working hours and discriminatory practices at suppliers and subcontractors, etc.)
- (3) Human rights risks associated with AI and data utilization (privacy, discrimination, etc.)
- (4) Risks such as forced labor and child labor in equipment procurement supply chains

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

https://www.biprogy.com/com/corporate_code_of_conduct.pdf

(Available in Japanese only)

BIPROGY Group Procurement and Transaction Guidelines

<https://www.biprogy.com/com/purchase.html>

(Available in Japanese only)

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 Policy

https://www.biprogy.com/e/com/ai_ethics_policy_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.

Human rights risks are incorporated into the Group-wide risk management process and are managed in an integrated manner as part of our business risks. The business divisions and related departments — including procurement, human resources, legal affairs, and sustainability — work together to implement specific measures and manage progress. We have also established a human rights consultation desk, a consultation service and hotline for suppliers, and an internal reporting (whistleblowing) desk; cases identified through these grievance mechanisms are likewise addressed and remedied within this structure.

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

FY2021 FY2022 FY2023 FY2024 FY2025

Review of human rights policy and activities to promote understanding among employees

– – – Implemented Implemented

Progress rate on re-performing human rights risk assessments and addressing issues at all Group companies*

– – –
 · Assessment implemented · Assessment implemented
 · Progress rate: 50% · Progress rate: 100%

* The percentage of the four priority human rights issues, which were decided based upon the fiscal 2024 human rights risk assessment, for which implementation of a response plan has begun.

Human Rights Due Diligence

Management System for Ensuring Respect for Human Rights

The Group has organized its human rights due diligence process into five steps — (1) identification and assessment of adverse impacts, (2) prevention, mitigation, and remediation, (3) effectiveness assessment and monitoring, (4) remedy, and (5) disclosure and engagement — and carries out the process on an ongoing basis. This section primarily outlines the process for identifying and assessing human rights risks, along with mechanisms for responding and making improvements based on the results.

(1) Identifying and assessing adverse impacts

In fiscal 2020 and fiscal 2024, we conducted human rights risk assessments, drawing on the expertise of a third-party organization, Caux Round Table Japan (CRT Japan). In fiscal 2024, referring also to the results of previous assessments, we identified potential human rights risks that were material to the Group in a process employing both data analysis and workshops spanning the Group as a whole. In assessing risks, we take account of the severity of impacts (scale, scope, and remediability) and the likelihood of occurrence, based on the characteristics of the Group's businesses and its value chain.

(2) Preventing, mitigating, and remediating adverse impacts

We prioritize identified human rights risks according to their materiality and address them through education, dialogue with relevant departments and Group companies, supplier surveys, and individual follow-up reviews. In this way, we work to prevent, mitigate, and remediate adverse human rights impacts.

In addition, we regularly review the implementation status of these measures through relevant indicators, assessments, dialogue, and follow-up activities, and evaluate the progress and effectiveness of our responses. Based on the results of these evaluations, we review existing measures and implement additional actions where necessary. Where adverse impacts are identified, we take appropriate corrective and remedial actions in accordance with the nature of the Group's involvement.

(3) Assessing and monitoring the effectiveness of our initiatives

We set KPIs for the status of our responses to human rights risks and regularly check the progress of each measure. We have established indicators — such as the rate at which each response measure has been initiated and the survey implementation rate for suppliers and subcontractors — and use them to assess effectiveness.

(4) Remedy

Where adverse human rights impacts are identified through the human rights consultation desk, the consultation service and hotline for suppliers, or the internal reporting (whistleblowing) desk, the relevant organizations work together on corrective action and remedy and put measures in place to prevent recurrence.

(5) Disclosure and engagement

We disclose information on this series of initiatives internally and externally through various media. We also value the perspectives of rights holders affected by adverse impacts, and we engage in continuous dialogue with stakeholders, including suppliers and institutional investors.

(6) Conducting impact assessments

Among the human rights risks identified, we treat certain risks as high priorities based on country and business risks, and we conduct impact assessments at locations outside Japan with the support of a third-party organization. We held direct dialogue with employees at a Group company in Vietnam in fiscal 2024 and at one in Thailand in fiscal 2025. No serious human rights violations were confirmed in either case, but we recognize the need for continuous monitoring and improvement.

Overall Scheme of Initiatives to Respect Human Rights



Category	Purpose	Main Initiatives
Human Rights Policy	Commitment to respect for human rights	Clarify our stance on respect for human rights and its scope of application
Human Rights Due Diligence	Identifying and assessing adverse impacts	Understand and prioritize human rights risks
	Preventing and mitigating adverse impacts	Prevent human rights violations before they occur
	Assessing and monitoring the effectiveness of initiatives	Understand and improve the status of our responses
	Disclosing and engaging	Promote dialogue with stakeholders
Remedy	Grievance mechanism	Respond when human rights violations occur
Overall Promotion	Reviewing (PDCA)	Continuous enhancement

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	
	Drawing on the expertise of a third-party organization, we conducted a human rights risk assessment in a process employing both data analysis and workshops with the departments concerned. Specifically, we identified and assessed potential human rights risks based on human rights risks in the countries where we have business locations (country risks) and those related to our business activities (business risks). The assessment used the severity of impacts (scale, scope, and remediability) and the likelihood of occurrence as its criteria. The Group prioritizes these human rights risks according to the severity of their impacts and their likelihood of occurrence and is addressing them as our priority human rights issues. We advance our response through surveys, dialogue, and education, and work to prevent, mitigate, and remediate adverse human rights impacts.
(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 business-related 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). • 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) Based on these results, we determined that priority action was required for four (57%) of the seven countries covered by the business risk assessment, taking into account human rights risk scores, business scale, employee numbers, and other factors. On that basis, and as part of our response to the priority human rights issues, we conducted impact assessments at a Group company in Vietnam in fiscal 2024 and at one in Thailand in fiscal 2025, taking business scale and other factors into account.
(3) Human Rights Risk Assessment and Prioritization	We prioritize the potential human rights risks identified by their materiality, severity, and likelihood of occurrence, and organize and visualize them.
(4) Monitoring	We regularly review our human rights risk assessment and prioritization in light of the status of our responses, changes in the external environment and in our business activities, and dialogue with outside experts.

Human Rights Risk Map in the Value Chain

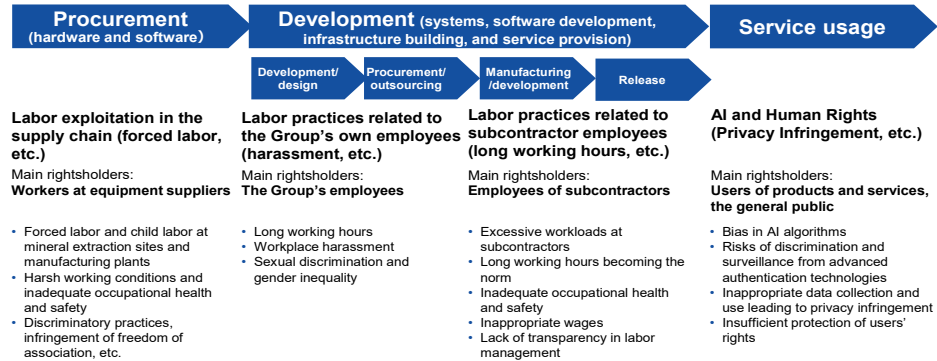
Regarding the Group's main business (ICT-related industry), as an alternative to voices from stakeholders and rights holders, we collected and analyzed information from over 14,000 NGOs worldwide and from 3,500 news media sources globally to evaluate the impact on human rights of stakeholders and rights 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 LGBTQ+ community	○		○			
	Inadequate safety and health management	○		○			
Employees and workers at suppliers and subcontractors	Undue pressure and suppression of labor unions and employee organizations	●		●			
	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 LGBTQ+ community		⊙				
	Inadequate safety and health management		●				
Product/service users	Undue pressure and suppression of labor unions and employee organizations		○				
	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.)						●

The Group's Value Chain and Principal Human Rights Risks



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

We prioritize the potential human rights risks identified by their materiality, severity, and likelihood of occurrence, and organize and visualize them.

Material Potential Human Rights Risks and High-Priority Human Rights Risks Identified in the Human Rights Risk Assessment

	Potential Human Rights Risks	Rights Holders	High-Priority Human Rights Risks
1	Labor practices related to BIPROGY Group employees	The Group's employees	Labor practice issues such as long working hours and workplace harassment
2	Labor practices related to supplier and subcontractor employees	Employees of suppliers and subcontractors	Long working hours and discriminatory practices at suppliers and subcontractors
3	Privacy rights in product and service usage	Users of products and services, the general public	Human rights risks associated with the use of AI, such as privacy infringement, discrimination, and surveillance
4	Labor exploitation in equipment procurement supply chains	Workers at equipment suppliers	Forced labor, child labor, and discriminatory practices in the supply chain

In view of the severity of impacts (scale, scope, and remediability) and the likelihood of occurrence, we have assigned particularly high priority to labor practice issues among the Group's own employees — such as long working hours and workplace harassment — and to labor practice issues affecting employees of suppliers and subcontractors, and we are moving forward with efforts to address them.

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

We recognize this risk as one of the Group's priority human rights issues. Long working hours have been cited as an issue in the ICT industry, and because they can lead to harm to health and to occupational health and safety problems, we regard this as a risk with a high severity of impact.

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

The Group works to reduce this risk by carrying out the following initiatives:

- Strengthening working hours management using greater data visibility
- Promoting regular engagement with employees and labor-management dialogue
- Providing education on harassment prevention, the appropriate reporting of working hours, and management oversight, and establishing consultation desks

We monitor these initiatives regularly and make improvements in an effort to enhance transparency and mutual trust. In addition, because of concerns about lack of opportunities for labor-management consultation and dialogue at locations outside Japan, we conducted human rights impact assessments at a Group company in Vietnam in fiscal 2024 and at one in Thailand in fiscal 2025. Having confirmed the situation in direct dialogue between a third-party organization and employees, we found no serious human rights violations, but we recognize the need for continuous monitoring.

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	We recognize this risk as one of the Group's priority human rights issues. In the ICT industry, increased workloads at subcontractors can lead to issues such as long working hours, occupational health and safety, and fair wages. Because these can lead to harm to health and affect people's livelihoods, we regard this as a risk with a high severity of impact. The Group has also identified potential issues at suppliers and subcontractors relating to long working hours, harassment, health management, labor management, wages, and similar matters. The Group is exposed to these risks through its procurement and outsourcing, and we exercise leverage through the terms of our transactions with suppliers and through dialogue with them.
Prevention, Mitigation, and Remedial Measures	The Group works to reduce this risk through the following initiatives: • Continuing and enhancing risk-based surveys of suppliers and subcontractors • Holding individual dialogue sessions with business partners based on their SAQ responses, covering matters such as confirming the measures currently in place and reviewing future actions • Setting out human rights requirements based on the BIPROGY Group Sustainable Procurement Guidelines and other documents, and requesting compliance with them • Establishing grievance mechanisms for suppliers and subcontractors (a consultation desk and a supplier hotline) For these initiatives, we have set indicators such as the survey implementation rate and the status of responses to material human rights risks, and we monitor them while pursuing continuous improvement.
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	We recognize this risk as one of the Group's priority human rights issues. In the ICT industry, there are risks of leaks of personal information, inappropriate use of data, profiling, and unjustified discrimination by AI. Because these can directly affect fundamental human rights, we regard this as a risk with a high severity of impact. In the Group's business, we frequently handle personal data via our corporate customers, and if our products or services ultimately end up facilitating inappropriate use, this could constitute complicity in human rights violations through inaction. In addition to direct impacts, these risks are also anticipated as indirect impacts arising through customers and others. We also recognize the risk that, as AI technology is applied to the identification and classification of individuals and to decision-making support, it may reinforce unjustified discrimination or bias based on race, gender, personal attributes, and similar characteristics.
Prevention, Mitigation, and Remedial Measures	The Group works to reduce this risk through the following initiatives: • Gathering the latest information on privacy rights and reflecting it in our design and development processes • Developing internal rules and contractual terms on the protection of personal information and the use of data • Implementing technical measures such as access management, data minimization, and anonymization • Formulating AI Ethics Principles and conducting education and training • Operating internal review and screening processes for high-risk projects We monitor these initiatives using indicators such as the number of incidents relating to personal information and training participation rates, and we make continuous improvements. We also keep abreast of the latest developments through engagement with outside experts and industry organizations, working to enhance our response policies, including for future risks.
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 and in their upstream supply chains
Human Rights Indicators to Note	Forced labor, child labor, occupational health and safety, discriminatory practices, freedom of association

Relevance to the Group	We recognize this risk as one of the Group's priority human rights issues. Forced labor and child labor constitute serious violations of fundamental human rights and therefore represent a risk with an extremely severe impact. Although the Group does not manufacture products directly, it is exposed to these risks through its procurement of hardware and parts, and we recognize that risks relating to labor exploitation and conflict minerals exist within the supply chain. These risks may arise not only at first-tier suppliers but also further upstream in the supply chain.
Prevention, Mitigation, and Remedial Measures	The Group works to reduce this risk through the following initiatives: - Setting out human rights requirements based on the BIPROGY Group Sustainable Procurement Guidelines, including the prohibition of forced labor and child labor, and requesting compliance with them - Identifying risks through self-assessment questionnaires (SAQs) and similar measures involving suppliers - Holding individual dialogue sessions with business partners based on their SAQ responses, covering matters such as confirming the measures currently in place and reviewing future actions - Conducting continuous engagement with suppliers For these initiatives, we have set indicators such as the survey implementation rate and the status of responses to material human rights risks, and we monitor them while pursuing continuous improvement. Taking into account external developments and international guidelines (such as the OECD Guidelines for Multinational Enterprises and the OECD Due Diligence Guidance for Responsible Business Conduct), we are also working to enhance our management of human rights risks across the supply chain.

Dialogue and Engagement with Outside Experts

Overview	The Group exchanges views on human rights risk assessment and response measures through dialogue and engagement with outside experts to improve the effectiveness of its human rights due diligence. In doing so, we confirm the validity of our approach, identify areas for improvement, and conduct continuous reviews in light of changes in the external environment.
Implementation Date	March 2026
Participants	External participant: Akiko Sato, Attorney, Kotonoha Sogo Law Office; Liaison Officer, Business and Human Rights Project, United Nations Development Programme (UNDP) BIPROGY: Taeko Sawakami, Director and Corporate Officer, CHRO, Chair of the Social Committee
Main Topics and Insights Gained	We exchanged views mainly on the following topics: - Responding to human rights risks in the supply chain - Human rights issues associated with AI and data utilization - Labor practices, organizational culture, and a workplace environment in which diverse talent can work with peace of mind Through the dialogue, we gained the following insights: - That continuous improvement is more important than attempting to identify every risk completely - That, to complement this, it is important to create an environment in which employees and business partners find it easy to speak up We reflect these insights in our consideration and review of human rights risk assessments and improvement measures, using them to enhance our human rights due diligence.

Human Rights Impact Assessment

Overview	As part of its human rights due diligence, the Group conducts human rights impact assessments with the support of a third-party organization. In fiscal 2024, we conducted a human rights risk assessment and identified labor practices vis-à-vis BIPROGY Group employees as a priority human rights issue. Based on this, we conducted human rights impact assessments through direct interviews with workers who are rights holders at a Group company in Vietnam (USOL Vietnam Co., Ltd., or USOL-V) in fiscal 2024 and at one in Thailand (UEL (Thailand) Co., Ltd.) in fiscal 2025.
Implementation Date	Conducted in fiscal 2024 (subject: USOL-V) - February 17 and 18, 2025 Conducted in fiscal 2025 (subject: UEL (Thailand) Co., Ltd.) - November 17, 2025

Target Participants	Conducted in fiscal 2024 (subject: USOL-V) • Managers • 30 employees selected from two locations Conducted in fiscal 2025 (subject: UEL (Thailand) Co., Ltd.) • Managers • 14 employees
Assessment Method	A third-party organization visited the sites and conducted face-to-face interviews with managers and employees. Taking into account the Dhaka Principles, the interviews covered human rights issues comprehensively, including migrant workers' rights, while focusing on priority issues relevant to each participant's circumstances and working environment.
Assessment Results	Following a visit to a Group company in Vietnam in fiscal 2024, we extended the assessment to one in Thailand in fiscal 2025. On site, we examined matters including forced labor, child labor, harassment, discrimination, and occupational health and safety, and no serious human rights violations were confirmed. At the same time, the following issues were identified as warranting further improvement: • Continued review of wage levels from a living wage perspective • Promotion of internal communication, including expanding opportunities for dialogue between workers and management
Response and Future Initiatives	In response to these issues, we are advancing measures such as increasing opportunities for manager-led dialogue and improving communication. Based on the assessment results, we define improvement measures for each site and regularly review their implementation status and outcomes. We also share the assessment and monitoring results across the Group and use them to further strengthen our management of human rights risks. In addition, we regularly review the implementation status and results at each site, conduct continuous monitoring, and share the assessment results across the Group to further strengthen our management of human rights risks. Going forward, we will consider expanding the scope of these assessments as necessary based on the risk assessment results. By conducting assessments and making improvements based on their results, we will work to make respect for human rights more effective throughout the entire value chain.

Access to Remedy

Grievance Mechanism	
The Group's Employees	Communication channels (internal reporting system and human rights consultation desk) • Accept consultations and reports concerning legal violations, human rights violations, harassment, and similar matters • Provide both in-house and external points of contact (ensuring independence) • Ensure that anonymous reporting is available and prohibit detrimental treatment of reporters (Reference: Communication Channels (Internal Reporting System))
Employees/Workers of Suppliers and Contractors	Grievance mechanism for suppliers • Accept human rights and labor concerns from suppliers and their employees • Request corrective action from suppliers and provide support for improvements as necessary • Respond in a manner linked to supplier engagement (dialogue) (Reference: Grievance Mechanism for Suppliers)
Other External Stakeholders	Community contact • Accept views and complaints from local communities, customers, users, and others • Also address human rights impacts related to our products and services (such as privacy) (Reference: Community Contact)
Operating Process	For the complaints we receive, we confirm their content, investigate as necessary, take corrective action, and work to prevent recurrence and improve our systems. In addition, depending on the nature of the complaint, we follow up on the implementation status of corrective actions and measures to prevent recurrence, monitor progress, and verify their effectiveness.

Human Rights Considerations in the Supply Chain

Overview	Together with business partners — including subcontractors and suppliers involved in systems design, construction, operation, maintenance, and provision of services — the Group regards ensuring respect for human rights throughout the entire value chain as an important issue. In particular, we aim to achieve sustainable growth through dialogue and collaboration with our partners. We communicate the Group's human rights policy and sustainability initiatives through regular channels such as our subcontractor portal site and periodical publications, striving to ensure they are understood and take root. We have also established a compliance hotline (which may be used anonymously) for subcontractors and business partners in our supply chain, and we use it for corrective action and improvement. Furthermore, we use the BIPROGY Group Procurement and Transaction Guidelines and the BIPROGY Group Sustainable Procurement Guidelines to set out and share our expectations, including respect for human rights.
Human Rights Due Diligence in the Supply Chain (ESG Risk Assessment)	In line with societal expectations and international guidelines, the Group conducts ESG risk assessments to identify and address human rights and environmental risks in its supply chain. Our main initiatives are as follows: • Administering self-assessment questionnaires (SAQs) to suppliers • Analyzing and prioritizing risks based on the responses • Additional verification and dialogue (engagement) with suppliers • Requesting corrective action as necessary, and monitoring In fiscal 2025, we surveyed 308 companies and requested compliance with the material items defined by the Group. Of the 77 companies found to have unaddressed items, we identified 12 as requiring priority attention based on the number and nature of those items, and we individually confirmed their status and engaged in dialogue with them. As a result of the dialogue, suppliers identified as requiring improvements were requested to take corrective actions, and we followed up to confirm the implementation status of those actions. In addition, no serious human rights violations were identified through the surveys and dialogue. (References: Survey Implementation for Suppliers)
Addressing Conflict Minerals and Responsible Mineral Procurement	Because the Group is indirectly linked to the supply chain, primarily through its procurement of equipment, we work through our engagement with suppliers to prevent the use of minerals that could contribute to conflict or human rights violations. As part of our human rights due diligence in the supply chain, we carry out the following through ESG risk assessments of our principal business partners for goods and services: • Surveys to ensure conflict minerals are not used • Dialogue with principal business partners (including confirming the status of measures taken in the upstream supply chain, encompassing second- and third-tier suppliers) (Reference: Supply Chain Management)

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. (Reference: Communication Channels (Internal Reporting System))
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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	FY2021	FY2022	FY2023	FY2024	FY2025
Number of union members*	Individuals	5,235	5,141	5,022	5,048	5,064
Unionization rate	%	94.89	94.83	94.93	93.29	93.67
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.	

Human Rights Education	
To embed the BIPROGY Group Human Rights Policy and the concept of business and human rights throughout the Group and in day-to-day practice, we conduct systematic education and awareness-building activities tailored to the target group and the risks involved.	
Education for All Employees (e-Learning)	Since fiscal 2020, the Group has conducted e-learning on business and human rights for its executives and employees every year. Participation rates have remained high, exceeding 90% each year (99.5% in fiscal 2025). In fiscal 2025, we updated the content, placing particular emphasis on the following areas: • The relationship between technology and human rights (ethical and human rights risks associated with the use of AI, etc.) • Improving risk awareness based on real-world cases • Promoting understanding of our internal AI Ethics Principles and related documents With this efforts, we are strengthening our capacity to respond to human rights risks as an ICT company, in line with the characteristics of our business.
Training for Managers in Priority Departments (Human Rights Due Diligence)	To improve the effectiveness of our human rights due diligence, we regularly hold interactive workshops for the departments and organizations most closely connected to human rights risks: human resources, human capital functions, legal affairs, procurement, R&D, expatriate staff at overseas Group companies, general affairs, and others. In fiscal 2025, discussions centered on the following: • Identifying potential human rights risks in the value chain • Responding to risks in the supply chain and at locations outside Japan • Translating this into practice within each participant's own department In this way, we are turning identified risks into concrete response measures.
Discussion at the Social Committee	At the Social Committee, executives and committee members discussed business and human rights. The discussion covered the following, and its outcomes are reflected in decision-making on advancing human rights due diligence: • The Group's recognition of human rights risks • Setting priority areas for action • How to proceed with human rights due diligence

Participation in Human Rights Initiatives

The Group is enhancing its initiatives on business and human rights by participating in international frameworks and collaborating with external specialist organizations.

The Group is a signatory to the United Nations Global Compact (UNGC) and a member of the Global Compact Network Japan (GCNJ), its local network in Japan.

Following our participation in fiscal 2024 in the Corporate Human Resource Development Program for Respecting International Human Rights and Labor Standards, jointly organized by GCNJ and the ILO Office in Japan, in fiscal 2025, we took part in the Business & Human Rights Accelerator, a program run worldwide by the UN Global Compact, learning systematically about business and human rights from the fundamentals through to practical application.

By participating in these programs, we have built networks with human rights specialists, international lawyers, and other participating companies, deepening our understanding of the practical processes of human rights due diligence, refining our methods, and strengthening the Group's approach to human rights issues.

In addition, from the perspective of addressing the impacts on children associated with the use of digital technology, we endorsed the Children's Commission Initiative launched by the Japan Research Institute, signed on to it, and joined its activities.

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 development.

Social Contribution Activities: Data

Status of Social Contribution Activities

Social contribution activity expenses	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Social contribution activity expenditure	Million yen	15.19	18.94	25.09	39.86	20.06
Scope		c	c	c	c	c

Priorities in Social Contribution Activities

Priorities in Social Contribution Activities	In selecting priority areas for our social contribution activities, we considered two perspectives: areas that our business does not yet sufficiently address but in which our employees take a strong interest, and areas that are highly compatible and potentially synergistic with our business. Based on these two perspectives, we have selected three priority areas — support for persons with disabilities, fostering the next generation, and community engagement — and are pursuing initiatives in each area. Through these efforts, we are working to increase our employees' awareness of social issues. We will also build a foundation for increasing sales from businesses aimed at solving social issues, which is one of the KPIs for the Group's material issue of creating schemes to solve issues through the use of digital technology and business ecosystems. We plan and evaluate each activity in terms of its contribution to society and its value creation for the Group. We also actively engage in discussions with local governments, local communities, donation recipients, social contribution activity partners, and others in the regions where we operate, incorporating the feedback we receive into our review of activities and reflecting it in our future initiatives.
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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 16,700 concertgoers, approx. 2,790 invitations issued, approx. 600 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 202 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 with the support of collaborative partners, including the provision of event venues - Approx. 2,350 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 747 members as of March 31, 2026. 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-us/requests/new?ticket_form_id=7787529301647&tf_7811229533839=general_inquiries

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 2026" 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 2025, employees certified as instructors delivered lessons at two locations across Japan.

Fostering the Next Generation: Collaborative Programs with Donation-Recipient Organizations

We work with donation-recipient organizations to offer online lectures and workshops.

In 2025, we hosted a lunchtime seminar for our employees, entitled "Engaging Communities in Child-Rearing Support: From Kanagawa and Saitama to the Rest of Japan," featuring a guest speaker from Visit, one of our donation-recipient organizations which is a divorce and parenting support center that provides visitation support for children with separated parents. Our employee volunteers at Visit were involved in the seminar from the planning stage, and took the stage as speakers on the day of the event.

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, employee volunteers from the Group have leveraged their ICT skills to perform regular technical checks of the computers set up at each accommodation facility and to support a variety of 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

<https://www.biprogy.com/badminton/>

(Available in Japanese only)

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 2025, we set up a booth where visitors could enjoy a quiz and other activities themed around badminton, a signature sport of the Group's, welcoming 115 children and their guardians.

Community Engagement: Supporting the Koto Seaside Marathon

In November 2025, 20 employees volunteered at the water station for the Koto Seaside Marathon organized by Koto Ward, marking our fourth 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 2025, 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: 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, BIPROGY Challenged runs 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.

<https://biprogy-chd.co.jp/>

(Available in Japanese only)

Community Engagement: Helping to Alleviate Hunger in Developing Countries through TABLE FOR TWO

We participate in TABLE FOR TWO, a social contribution program that aims to alleviate both hunger in developing countries and obesity and lifestyle-related diseases in developed countries. Under this program, the employee cafeteria at our head office offers healthy lunch options each day. Every time a diner chooses a healthy meal, 20 yen — equivalent to one school lunch for a child in a developing country — is donated.

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. Tokyo Friends of the Visually and Hearing Impaired 5. Chupki 6. 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) (FY2025)
Interacting with Donation Recipients	
	Uni-Heart holds regular events for employees to interact with donation-recipient organizations. In fiscal 2025, we held an event to create opportunities for employees to engage in dialogue with representatives of Uni-Heart's recipient organizations. Over two days, 14 recipient organizations took part through product sales, hands-on experience booths, informational exhibits, and more, deepening interaction and mutual understanding with employees.

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