3Q Fiscal Year 2025
Financial Results Briefing Materials

February 6, 2026

Business Engineering Corporation

Securities Code: 4828　TSE Prime

B-EN-G

Business Engineering for Growth

© Business Engineering Corporation.

Note: Fiscal Year 2025 or FY2025 represents the fiscal year ending March 31, 2026.

Agenda

1. Summary of FY2025 3Q Financial Results
2. Earnings Forecast for FY2025
3. Data Book
4. Guide to IR Reference Materials

© Business Engineering Corporation.

Executive Summary of FY2025 3Q Financial Results

FY25 3Q Business Environment

Corporate earnings overall are maintaining high levels, with business sentiment also maintaining favorable levels.
The economy continues its gradual recovery. DX demand in manufacturing industries continues to be strong, with strategic digital investments maintaining robust momentum.

FY25 3Q Financial Results

- **Achieved record highs in sales, profits at all levels, and order intake for 1-3Q cumulative.**
  - **Solutions Business: Achieved robust results in both sales and profits.**
  - **Products Business: Strong license sales continued, achieved a record high.**
  - **Net profit increased significantly, boosted by gains from sales of strategic shareholdings recorded in 1Q.**
- **Full-year forecasts revised upward again across all items.**
- **Annual dividend raised again in line with dividend payout policy of over 50%.**

◆1-3Q Results

(million yen)

Net sales	Operating profit	Net profit
18,579	5,137	3,699
YoY +21.8%	YoY +40.3%	YoY +48.1%
4 consecutive periods of record highs	8 consecutive periods of record highs	

◆Revision of Full-Year Earnings Forecast and Dividend Forecast

Net sales	Operating profit	Net profit	Annual dividend※
24,300	6,400	4,800	¥41.6/share
Previous forecast +300	Previous forecast +400	Previous forecast +400	Previous forecast +¥4.0
			※ split-adjusted

Solutions Business: ERP/core systems × Extended solutions

- Strong project pipeline continuing from 1Q; with robust 3Q performance sustained. A major project went live in 3Q. Achieved high levels of sales and profits.
- Strengthening delivery capabilities to support continued growth.

Products Business: Proprietary software packages centered on "mcframe"

- License sales remained robust in 3Q, achieved a record high with some pull-forward from 4Q. Strong license growth drove significant profit expansion.
- SaaS offerings on track for partner rollout.

© Business Engineering Corporation.

1. Summary of FY2025 3Q Financial Results

© Business Engineering Corporation.

Summary of Consolidated Income Statement

3Q also delivered strong growth in both sales and profits, with all metrics achieving record highs on a 1-3Q basis.
On track to achieve full-year targets, with all forecast items revised upward again.

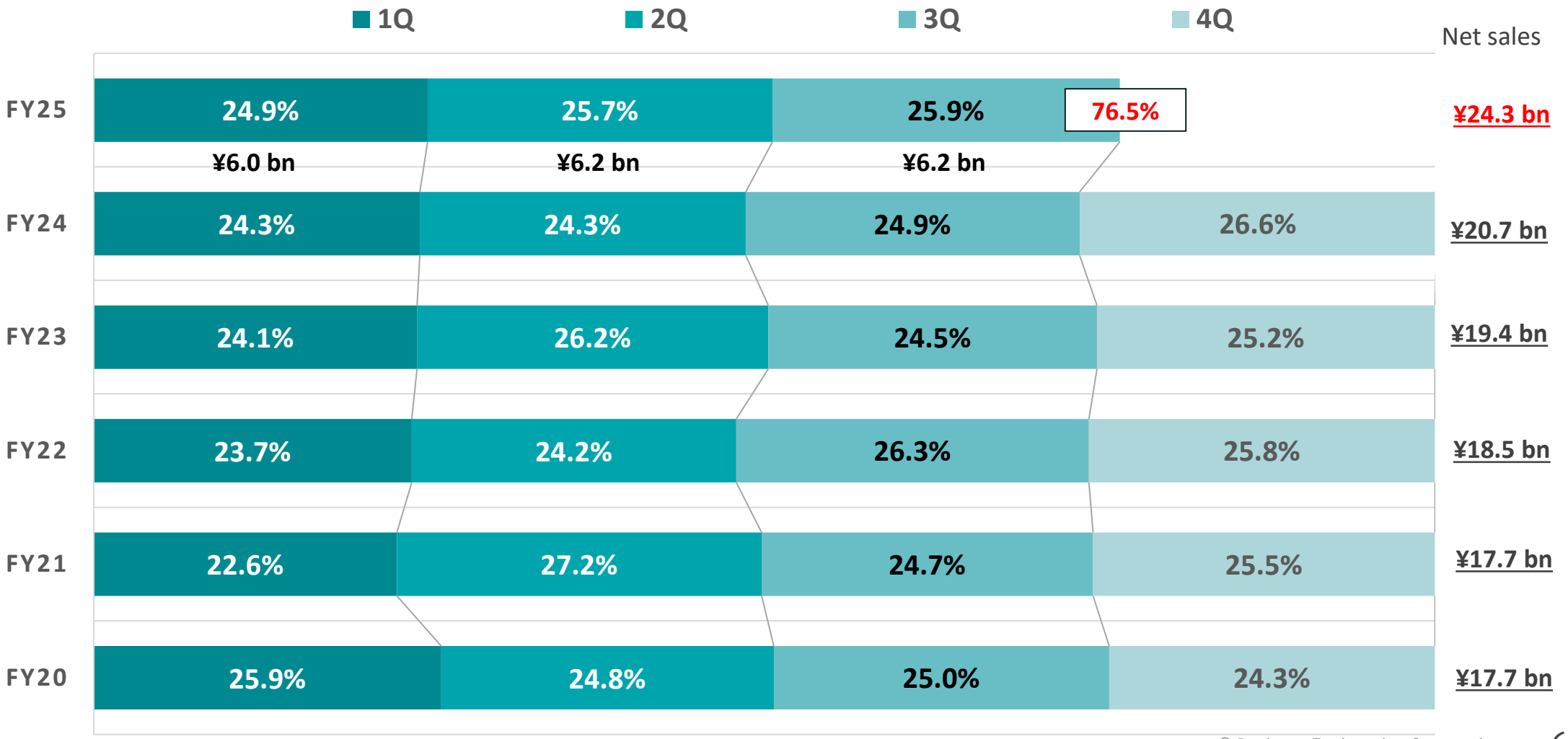
(million yen)	FY25 3Q	FY24 3Q		FY25 1-3Q	FY24 1-3Q		FY25	
		Actual	Change %		Actual	Change %	Forecast	Progress
Net sales	6,299	5,165	+21.9%	18,579	15,257	+21.8%	24,300	76.5%
Gross profit	2,909	2,305	+26.2%	8,529	6,840	+24.7%	11,200	76.2%
Gross profit margin	46.2%	44.6%		45.9%	44.8%		46.1%	
Operating profit	1,766	1,245	+41.9%	5,137	3,662	+40.3%	6,400	80.3%
Operating profit margin	28.0%	24.1%		27.6%	24.0%		26.3%	
Ordinary profit	1,766	1,243	+42.1%	5,158	3,673	+40.4%	6,400	80.6%
Ordinary profit margin	28.0%	24.1%		27.8%	24.1%		26.3%	
Net profit	1,209	839	+44.2%	3,699	2,497	+48.1%	4,800	77.1%
Net profit margin	19.2%	16.2%		19.9%	16.4%		19.8%	
Orders received	5,828	5,252	+11.0%	17,836	15,394	+15.9%	24,500	72.8%

※ Full-year forecasts are as of the February 2026 upward revision.

© Business Engineering Corporation.

Progress Against Full-Year Sales Forecast

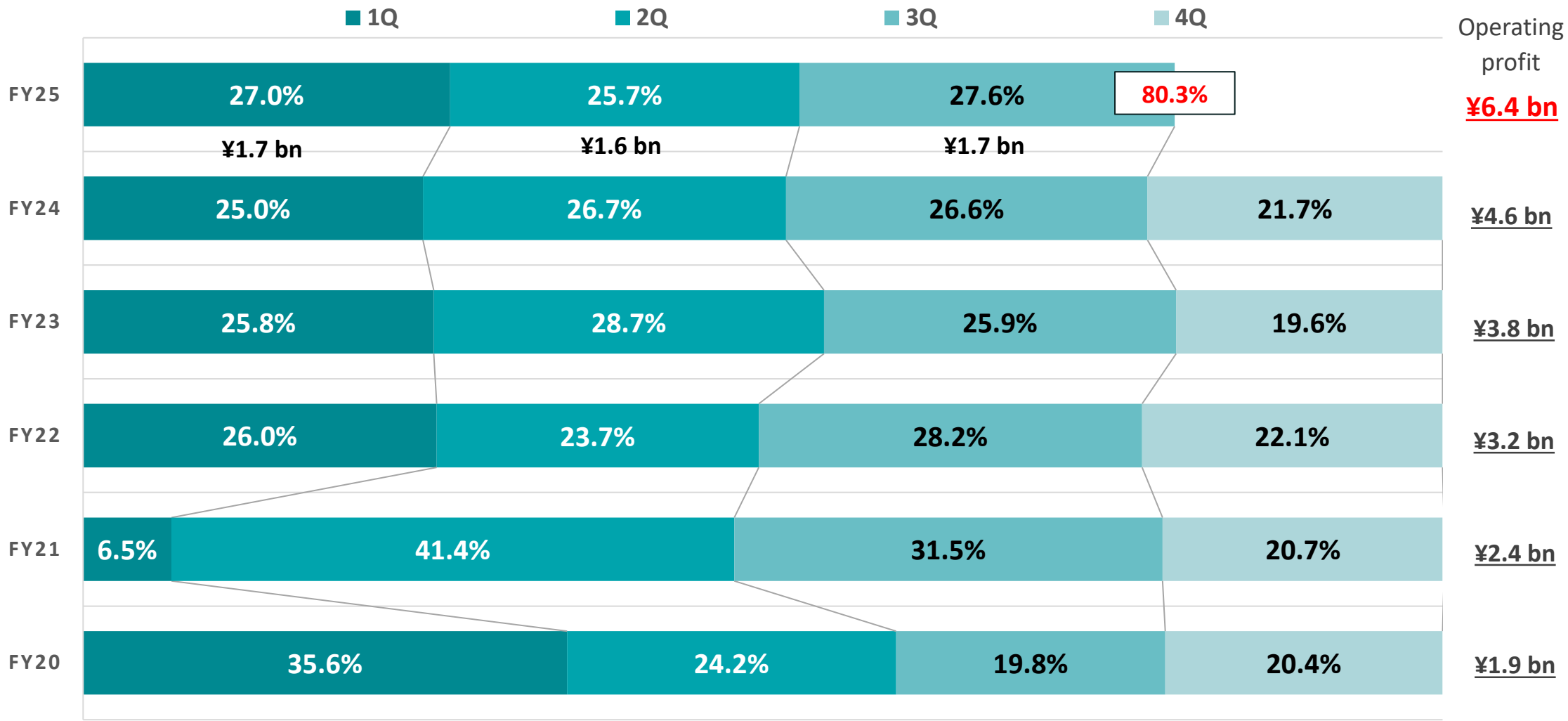
3Q maintained strong momentum, driven by significant sales growth in the Solutions Business and robust license sales growth in the Products Business. Full-year forecast raised again by ¥0.3 billion.



© Business Engineering Corporation.

Progress Against Full-Year Operating Profit Forecast

Solutions Business sales growth and margin improvement, plus strong license sales in the Products Business, drove significant profit expansion. Full-year forecast raised again by ¥0.4 billion, 1-3Q progress at 80.3%.

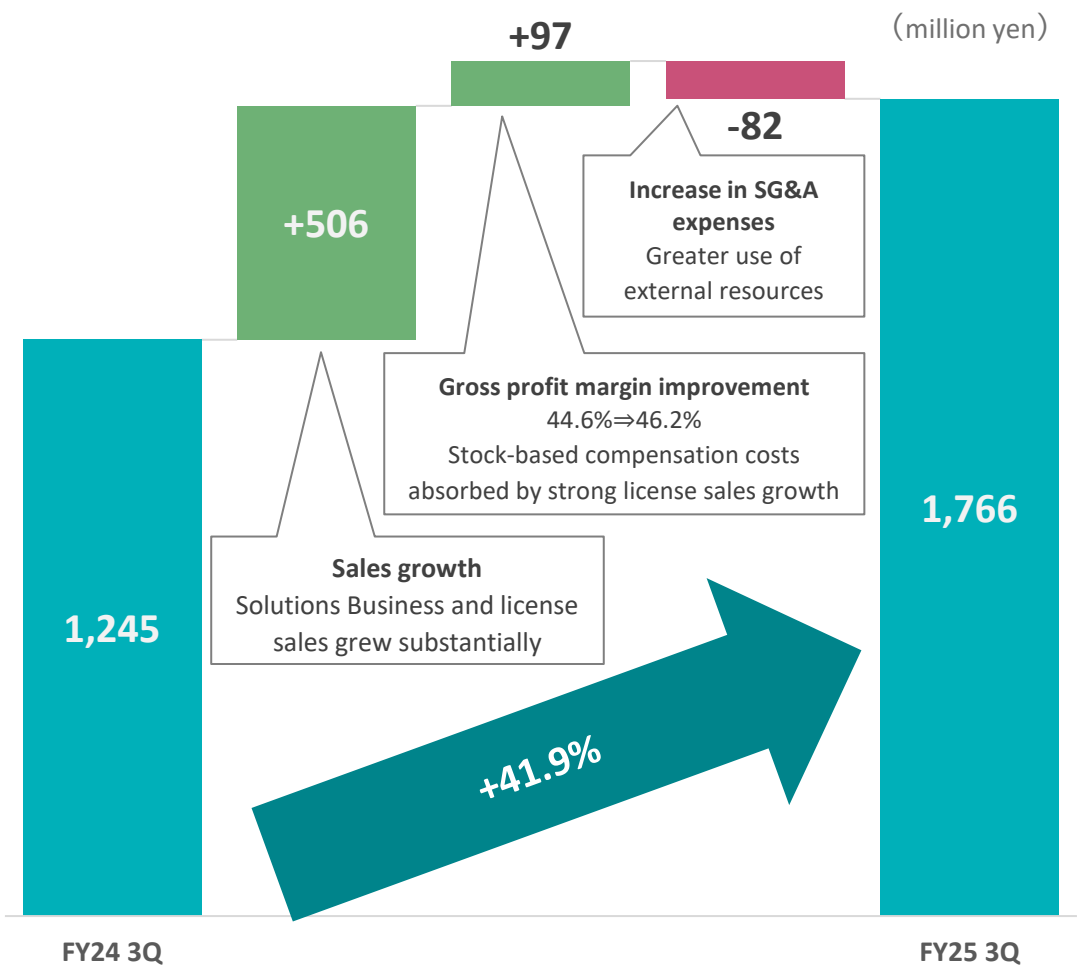


© Business Engineering Corporation.

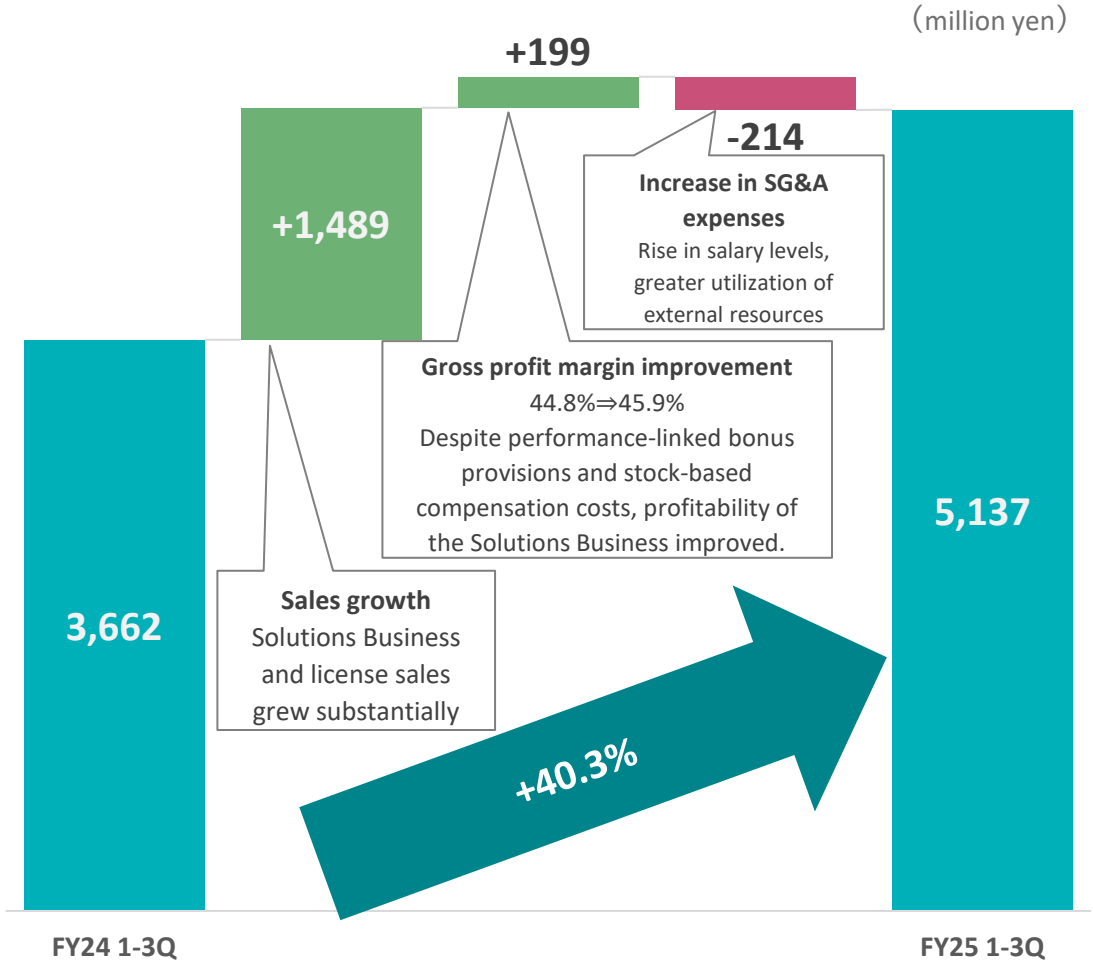
Analysis of Changes in Operating Profit（YoY）

Higher sales drove substantial profit growth, launched employee stock-based compensation in 3Q, with the impact absorbed by top-line growth.

3Q comparison



1-3Q comparison



© Business Engineering Corporation.

Sales & Operating Profit by Segment

Solutions Business and Products Business both remained robust. 3Q achieved strong sales and profits. On track to achieve full-year plan.

Net sales

(million yen)	FY25 3Q	FY24 3Q		FY25 1-3Q	FY24 1-3Q		FY25	
		Actual	Change %		Actual	Change %	Forecast	Progress
Solutions	4,036	3,321	+21.5%	11,912	9,661	+23.3%	15,400	77.4%
Products	2,149	1,693	+26.9%	6,366	5,157	+23.4%	8,400	75.8%
System Support	113	150	-24.4%	301	438	-31.3%	500	60.2%
Total	6,299	5,165	+21.9%	18,579	15,257	+21.8%	24,300	76.5%
mcframe license	1,624	1,167	+39.1%	4,760	3,762	+26.5%	6,100	78.0%

Operating profit

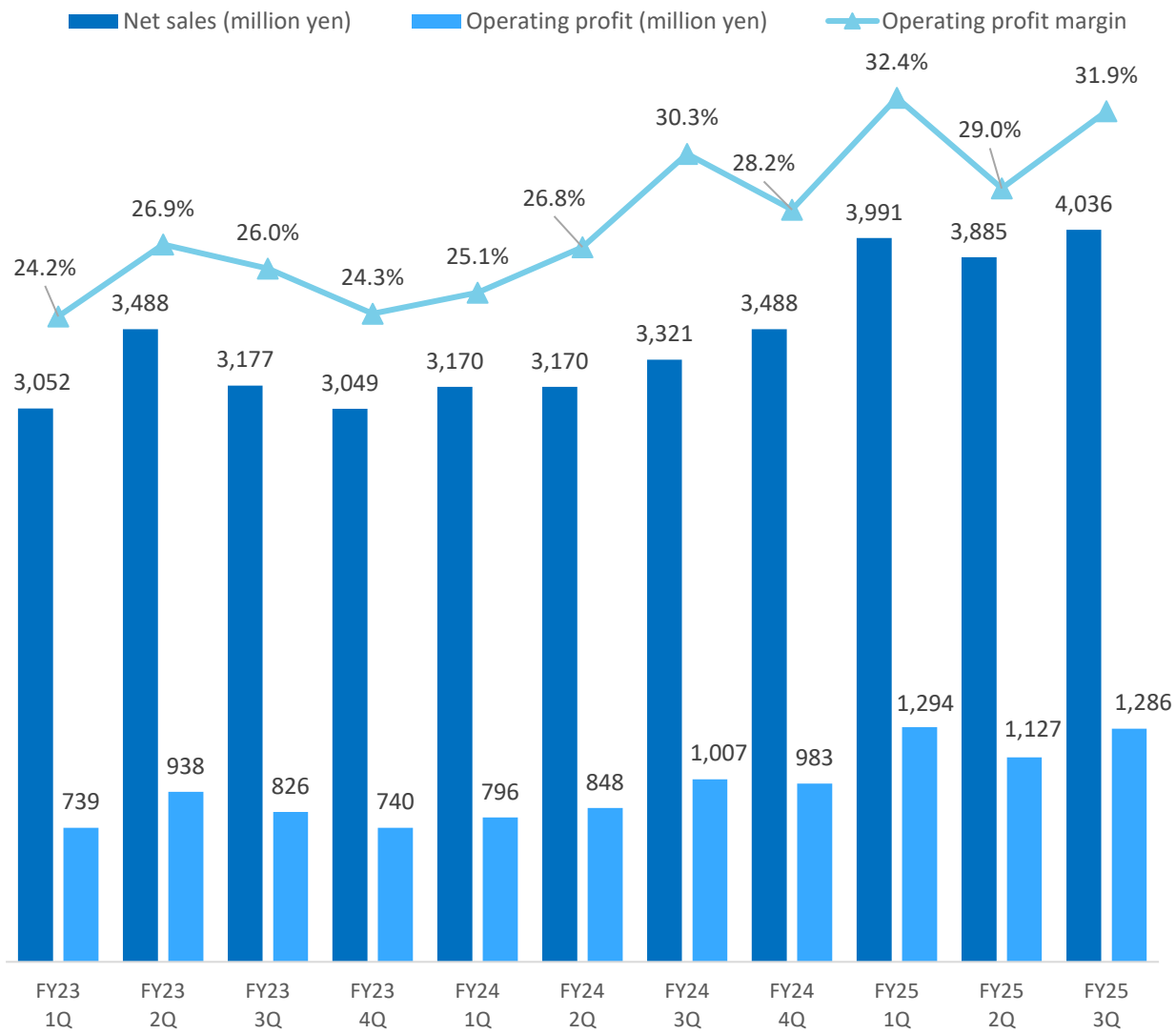
(million yen)	FY25 3Q	FY24 3Q		FY25 1-3Q	FY24 1-3Q		FY25	
		Actual	Change %		Actual	Change %	Forecast	Progress
Solutions	1,286	1,007	+27.8%	3,709	2,652	+39.8%	—	—
Products	848	576	+47.2%	2,509	2,023	+24.0%	—	—
System Support	118	133	-11.2%	363	386	-5.8%	—	—
Eliminations & corporate	(486)	(471)	—	(1,445)	(1,399)	—	—	—
Total	1,766	1,245	+41.9%	5,137	3,662	+40.3%	6,400	80.3%

※ Full-year forecasts are as of the February 2026 upward revision.

© Business Engineering Corporation.

Segment Information: Solutions Business

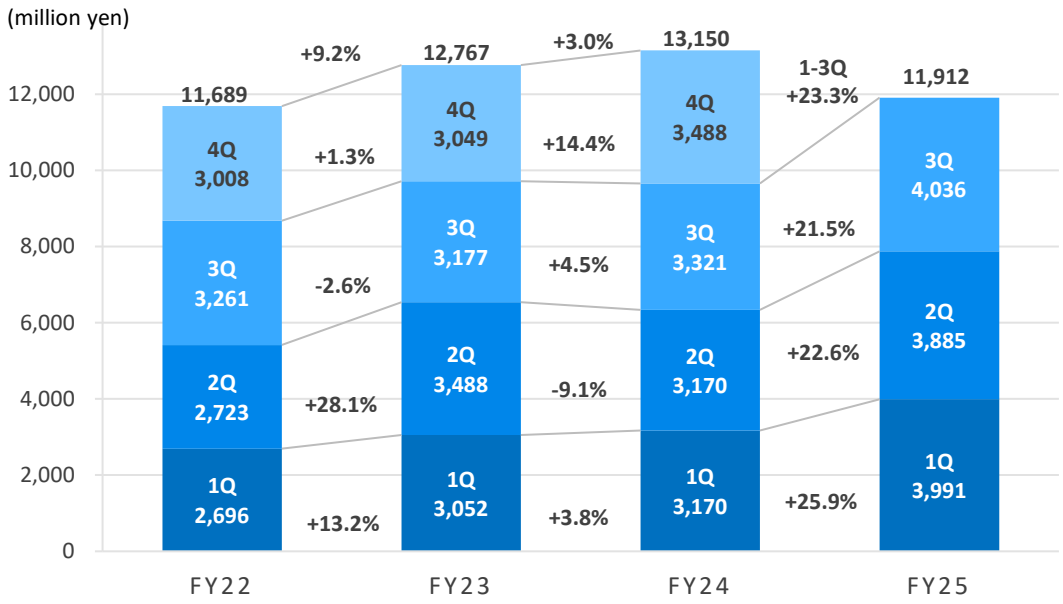
＜Net sales and Operating profit＞



- Strong project pipeline continuing from 1H, sales at high levels, substantially higher YoY.

  A major project went live in 3Q.
- Strong project profitability. Achieved high profit levels.
- Strengthening delivery capabilities for pharma manufacturing DX in global markets.

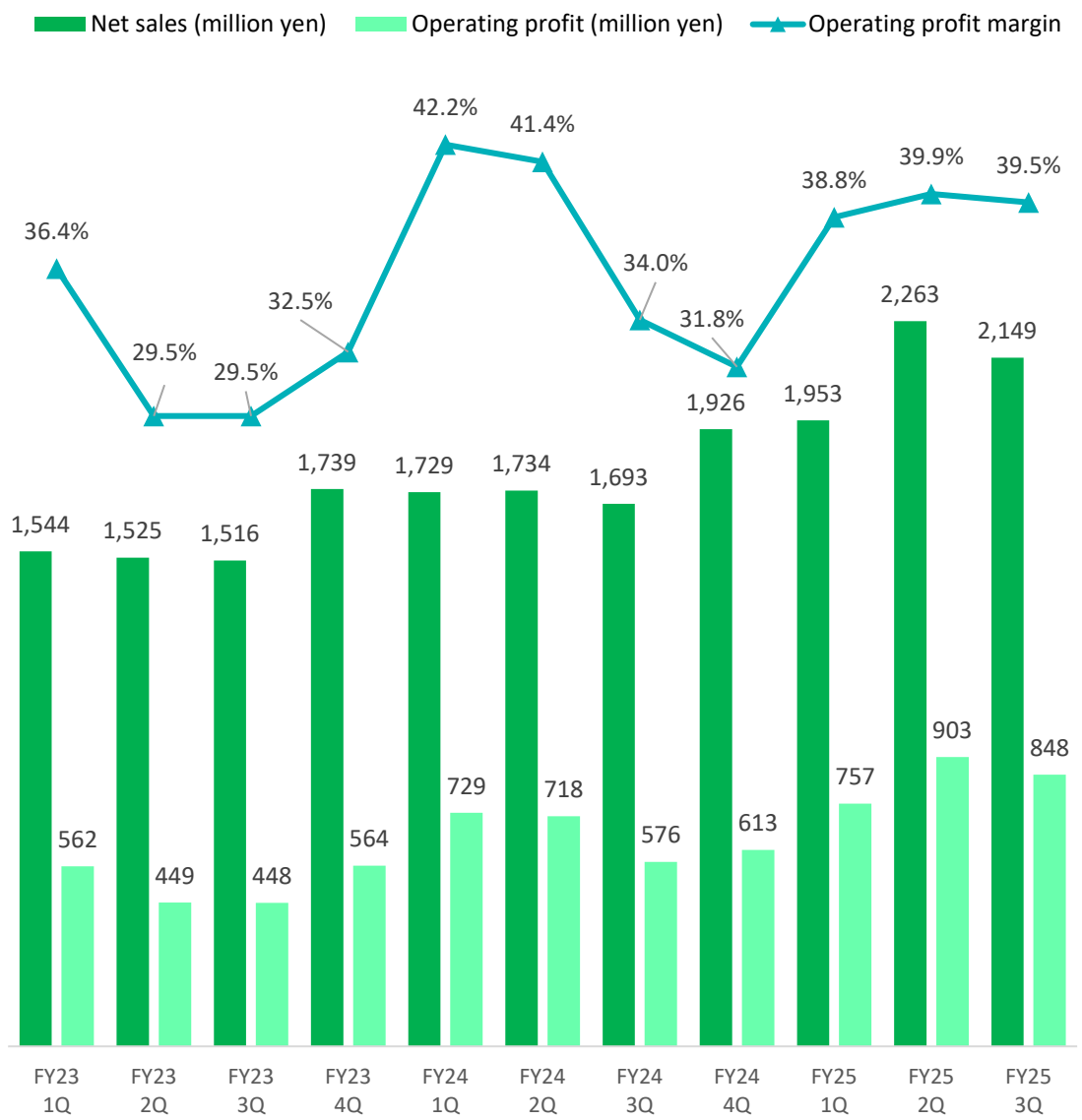
＜Net sales＞



© Business Engineering Corporation.

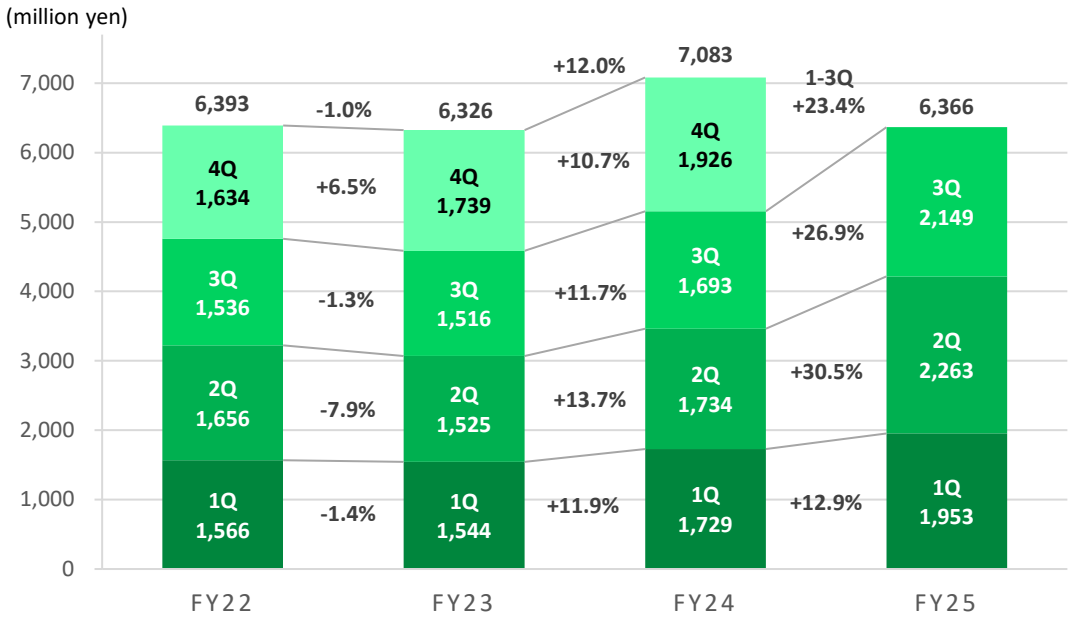
Segment Information: Products Business

＜ Net sales and Operating profit ＞



- License sales remained strong under strategic partnerships and solid customer relationships, with substantial YoY growth. High sales levels achieved, with some pull-forward from 4Q.
- Strong license growth drove high profit levels.
- SaaS "mcframe X" now fully live, on track for partner rollout.

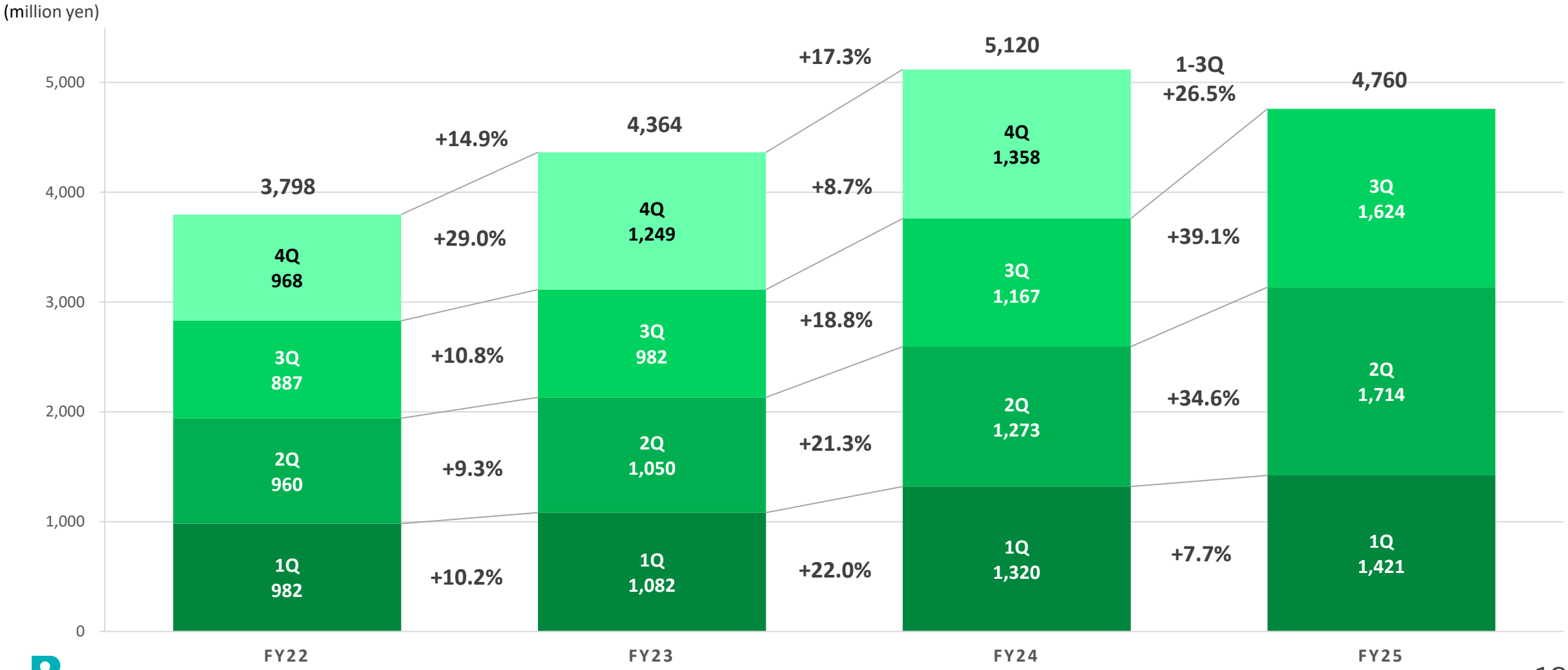
＜Net sales＞



© Business Engineering Corporation.

mcframe License Sales

Leveraging mcframe's competitive advantage in the supply chain management field, 3Q achieved high levels with some pull-forward from 4Q. 1-3Q growth of 26.5%, achieving consecutive record highs.



© Business Engineering Corporation.

Summary of Consolidated Balance Sheet

Balancing growth investments with capital efficiency enhancement. We are driving investments in SaaS business expansion and product capability improvements, while concurrently optimizing capital efficiency via strategic shareholding sales.

(million yen)	FY25 3Q	FY24 3Q		FY24	
		Actual	Change %	Actual	Change %
Current assets	16,427	12,815	+28.2%	14,336	+14.6%
Cash and deposits	10,775	8,154	+32.1%	9,347	+15.3%
Notes and accounts receivable, and contract assets	4,848	3,999	+21.2%	4,277	+13.4%
Non-current assets	3,958	3,747	+5.6%	4,115	-3.8%
Total assets	20,385	16,563	+23.1%	18,451	+10.5%
Current liabilities	5,406	4,048	+33.6%	5,030	+7.5%
Non-current liabilities	52	31	+68.8%	36	+44.0%
Net assets	14,926	12,484	+19.6%	13,384	+11.5%
Equity ratio	73.2%	75.4%	-2.2pt	72.5%	+0.7pt

© Business Engineering Corporation.

2. Earnings Forecast for FY2025

© Business Engineering Corporation.

Executive Summary of FY2025 Earnings Forecast

FY25 Business Environment

Moderate economic growth is expected, and business sentiment maintains favorable levels.
Manufacturing industry DX needs remain high with strategic digital investments likely to continue.

FY25 Consolidated Earnings Forecast

- **Another upward revision to full-year forecasts for sales, all profit levels, and orders received.**
  - ・Strong performance continued in both Solutions Business and Products Business
  - ・Net sales: Products Business expected to surpass previous plan
  - ・Profits: Strong progress through 3Q, exceeding plan, one-time tax benefit also expected to increase
- **Annual dividend raised again in line with dividend payout policy of over 50%.**
  - ・Year-end dividend per share: ¥26 (+¥4 vs. previous forecast, +¥14.4 YoY)

※5-for-1 stock split executed on January 1, 2026. Figures shown on post-split adjusted basis.

(million yen)

Net sales	Operating profit	Net profit
24,300	6,400	4,800
Previous forecast +300 YoY +17.0%	Previous forecast +400 YoY +36.9%	Previous forecast +400 YoY +44.1%
4 consecutive periods of record highs	10 consecutive periods of record highs	

ROE	Annual dividend※	Dividend payout ratio
32.5%	¥41.6/share	51.8%
Previous forecast +2.7pt YoY +5.1pt	Previous forecast +¥4.0 YoY +¥21.6	Previous forecast +0.6pt YoY +15.8pt
	11 consecutive year of dividend increase; expected to reach record high	

Solutions Business: ERP/core systems × Extended solutions

- Sales and profits at high levels through 3Q.

  Full-year sales growth expected to exceed 17%.

Products Business: Proprietary software packages centered on "mcframe"

- Sales and profits at high levels through 3Q.

  Full-year license sales growth expected to exceed 19%.

© Business Engineering Corporation.

Earnings Forecast

All full-year forecast items revised upward again, accelerating growth toward FY30, aiming for record highs.
Higher one-time tax benefits to lift net profit, significant dividend increase due to 50%+ payout policy.

(million yen)	FY24 Actual	FY25 Forecast Previous	FY25 Forecast Revised	Difference (Change %)	FY24 difference (Change %)
Net sales	20,776	24,000	24,300	+300 (+1.3%)	+3,523 (+17.0%)
Gross profit	9,091	10,800	11,200	+400	+2,108
Gross profit margin	43.8%	45.0%	46.1%	(+3.7%)	(+23.2%)
Operating profit	4,676	6,000	6,400	+400	+1,723
Operating profit margin	22.5%	25.0%	26.3%	(+6.7%)	(+36.9%)
Ordinary profit	4,679	6,000	6,400	+400	+1,720
Ordinary profit margin	22.5%	25.0%	26.3%	(+6.7%)	(+36.8%)
Net profit	3,330	4,400	4,800	+400	+1,469
Net profit margin	16.0%	18.3%	19.8%	(+9.1%)	(+44.1%)
Orders received	21,690	24,300	24,500	+200 (+0.8%)	+2,809 (+13.0%)
Dividend (non-consolidated) Pre-split equivalent	¥100.0	¥188.0	¥208.0	+¥20.0	+¥108.0
Dividend (non-consolidated) Split adjusted	¥20.0	¥37.6	¥41.6	+¥4.0	+¥21.6
ROE	27.4%	29.8%	32.5%	+2.7pt	+5.1pt

※ Previous forecast as of November 2025. 5-for-1 stock split executed on January 1, 2026. Dividends (non-consolidated) shown on both pre-split and split-adjusted bases. FY25 year-end dividend after the split is ¥26.

© Business Engineering Corporation.

Segment & mcframe License Sales Forecasts (FY)

Solutions Business and Products Business both on track for higher YoY sales growth.
Solutions Business previous forecast maintained (+10.0% vs. initial forecast),
Products Business forecast revised upward again (+10.5% vs. initial forecast).

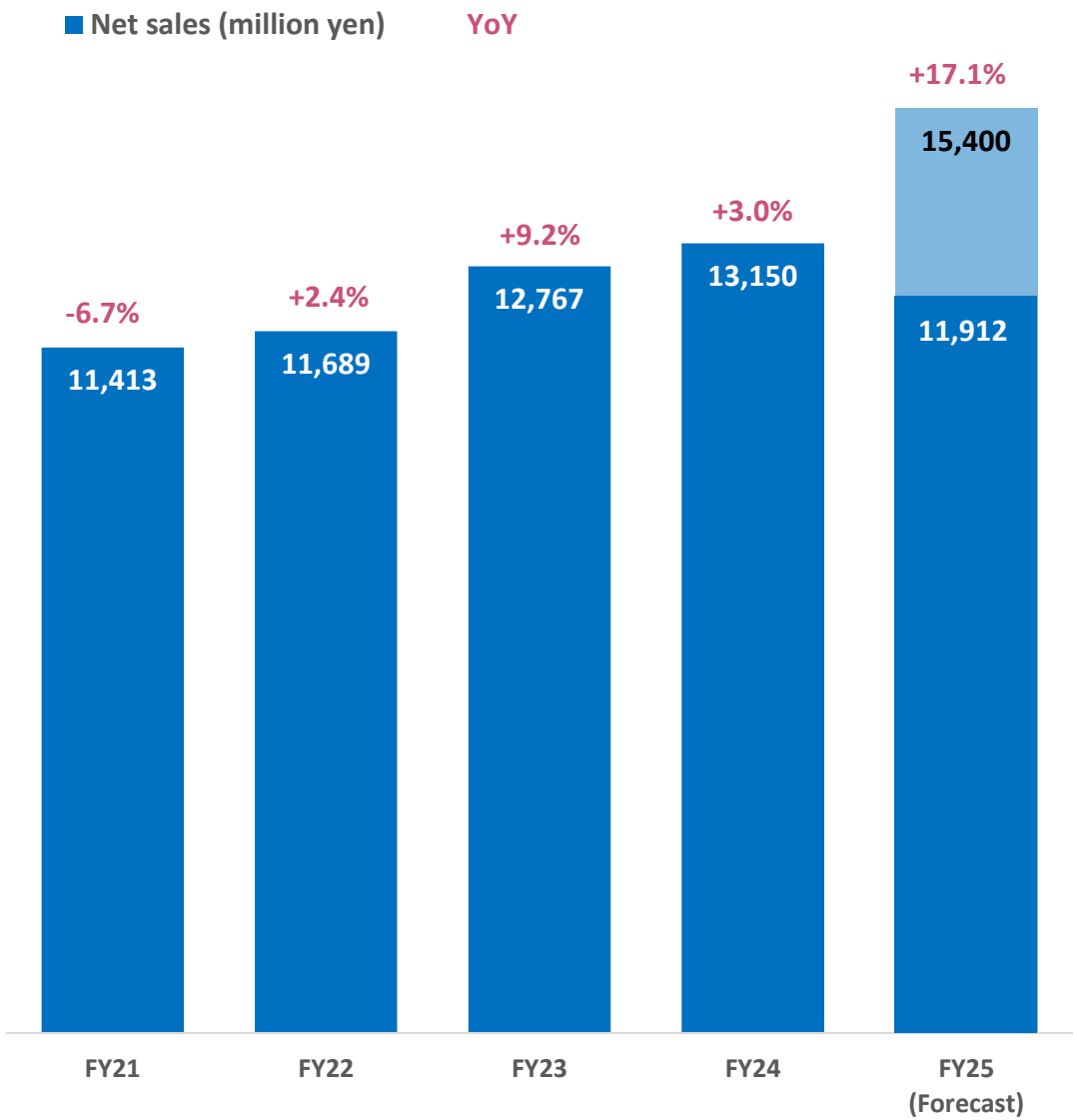
(million yen)	FY24 Actual	FY25 Forecast Previous	FY25 Forecast Revised	Difference (Change %)	FY24 Difference (Change %)
Solutions	13,150	15,400	15,400	- (-)	+2,249 (+17.1%)
Products	7,083	8,100	8,400	+300 (+3.7%)	+1,316 (+18.6%)
System Support	542	500	500	- (-)	-42 (-7.8%)
Total	20,776	24,000	24,300	+300 (+1.3%)	+3,523 (+17.0%)
mcframe license	5,120	6,000	6,100	+100 (+1.7%)	+979 (+19.1%)

※Previous forecast: November 2025

© Business Engineering Corporation.

Solutions Business Forecast

＜Net sales＞



FY25 Business Environment Outlook

- Thanks to our outstanding client base of major Japanese companies and long-term client relationships, high sales through 3Q.
- A major project went live in 3Q, 4Q sales expected to moderate with focus on future growth activities.

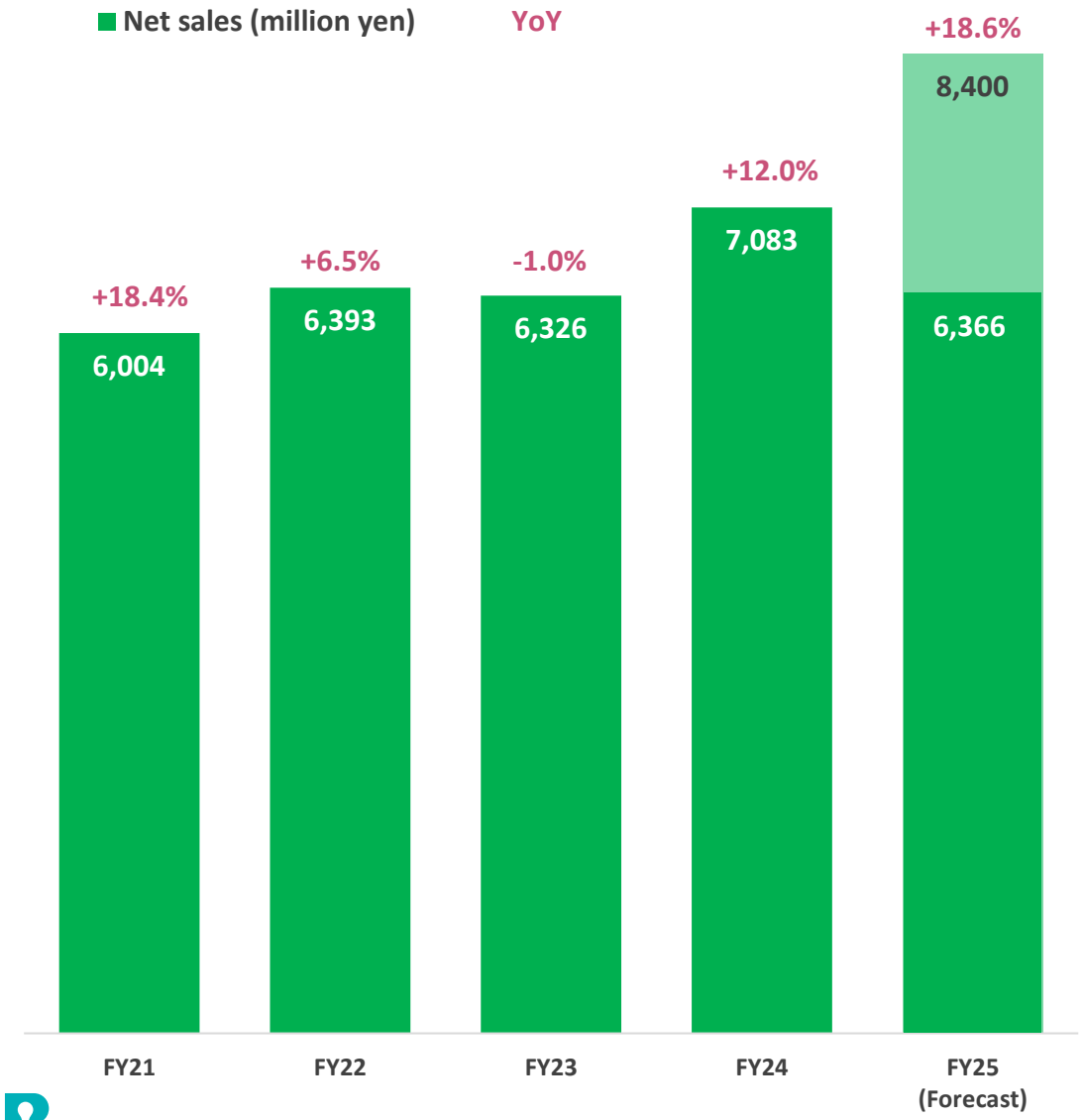
FY25 Initiatives

- Strengthening strategic proposal activities aligned with client needs.
- Securing both sales growth and profitability with mix of ERP and high-value-added extended solutions.
- To support sustainable growth, strengthening delivery capabilities and advancing new business development.

© Business Engineering Corporation.

Products Business Forecast

＜Net sales＞



FY25 Business Environment Outlook

- Leveraging mcframe's competitive advantage in the supply chain management field, implementation demand remains high with some deals pulled forward. License sales continued strong growth through 3Q.
- Full-year sales growth expected to exceed the prior year.

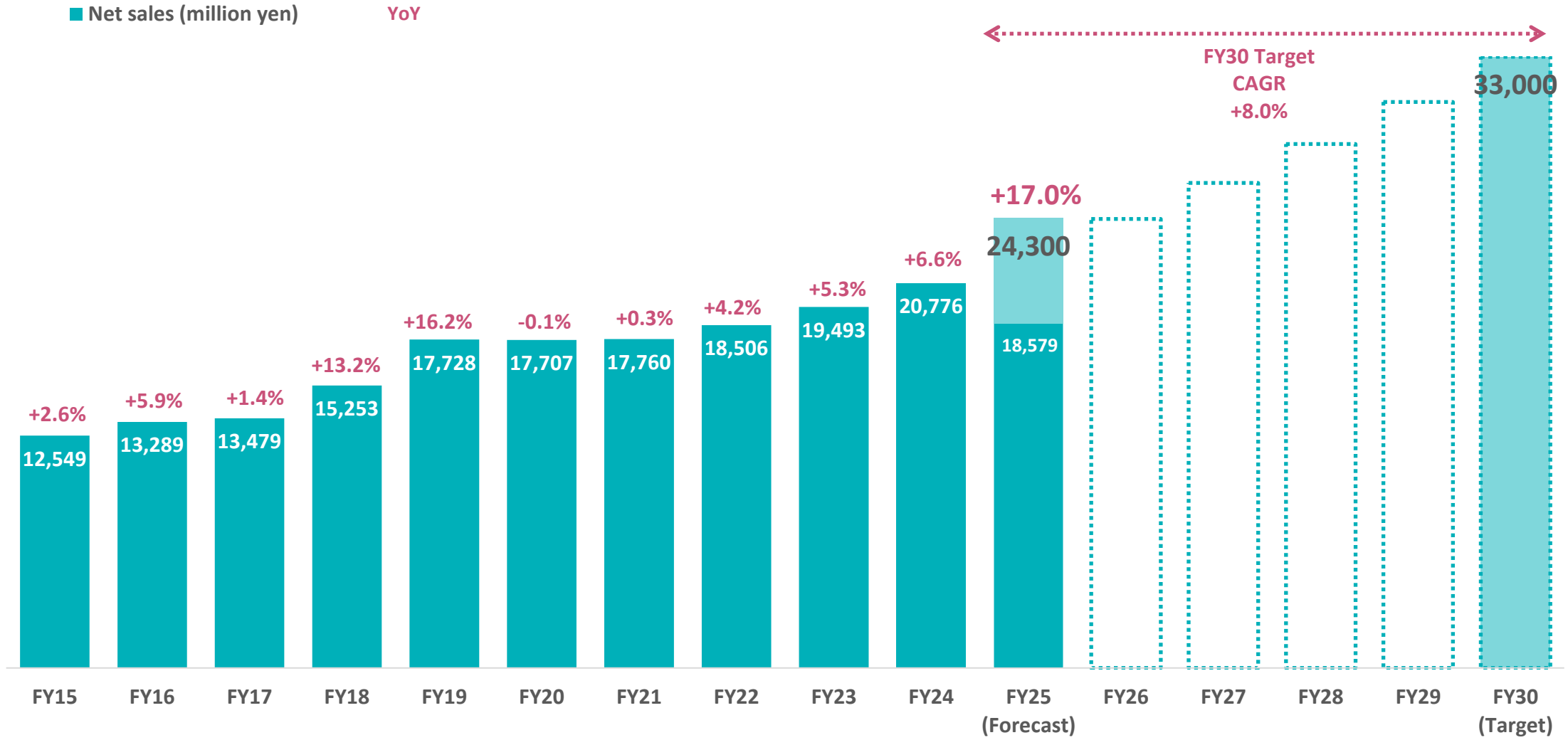
FY25 Initiatives

- Expanding and strengthening sales partners, sales networks, and sales capabilities through partnership strategy.
- Expanding overseas markets through strengthened collaboration with overseas offices and partners.
- SaaS "mcframe X" now fully live, steadily building implementation expertise toward partner rollout.

© Business Engineering Corporation.

Net Sales and YoY Growth

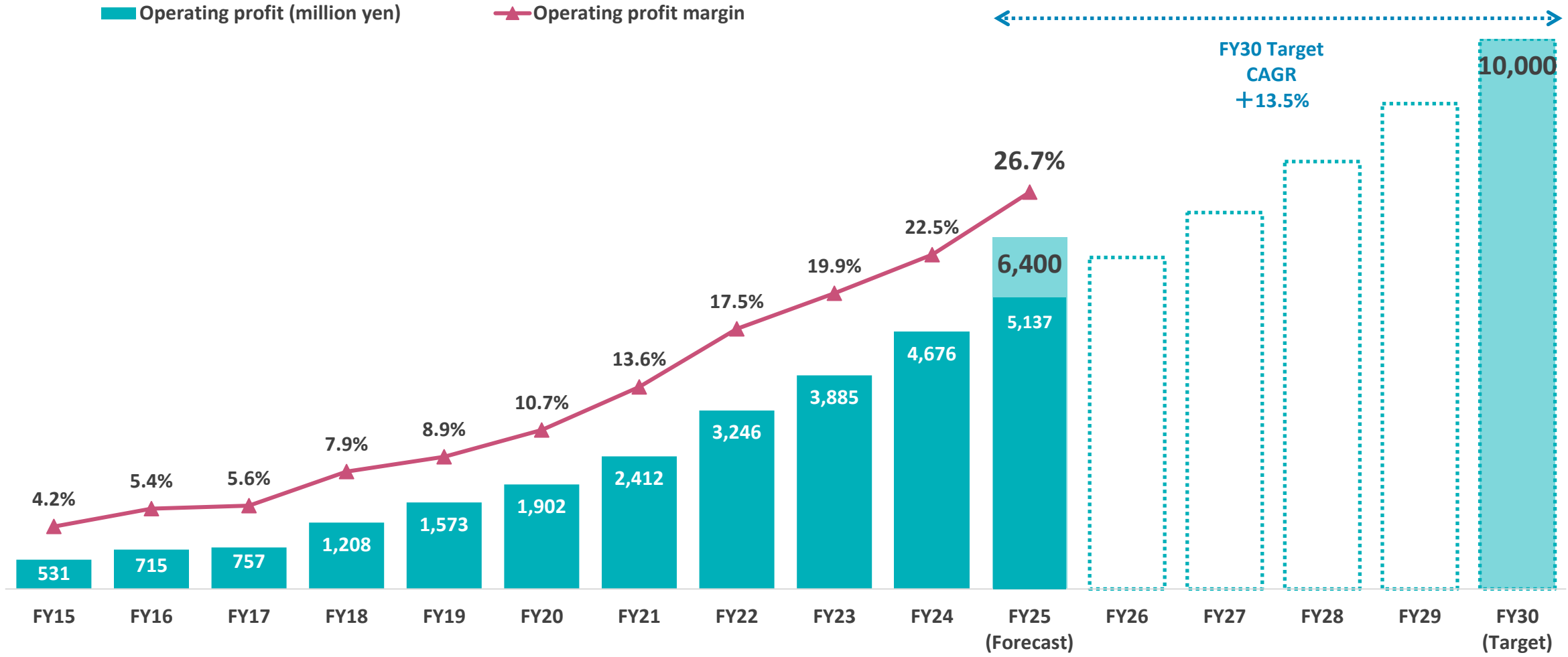
Toward our FY30 target of ¥33.0 billion, while building out a sustainable sales growth base, expecting substantial sales growth equivalent to approximately two years in the first year and aiming for a fourth consecutive year of record performance.



© Business Engineering Corporation.

Operating Profit & Operating Profit Margin

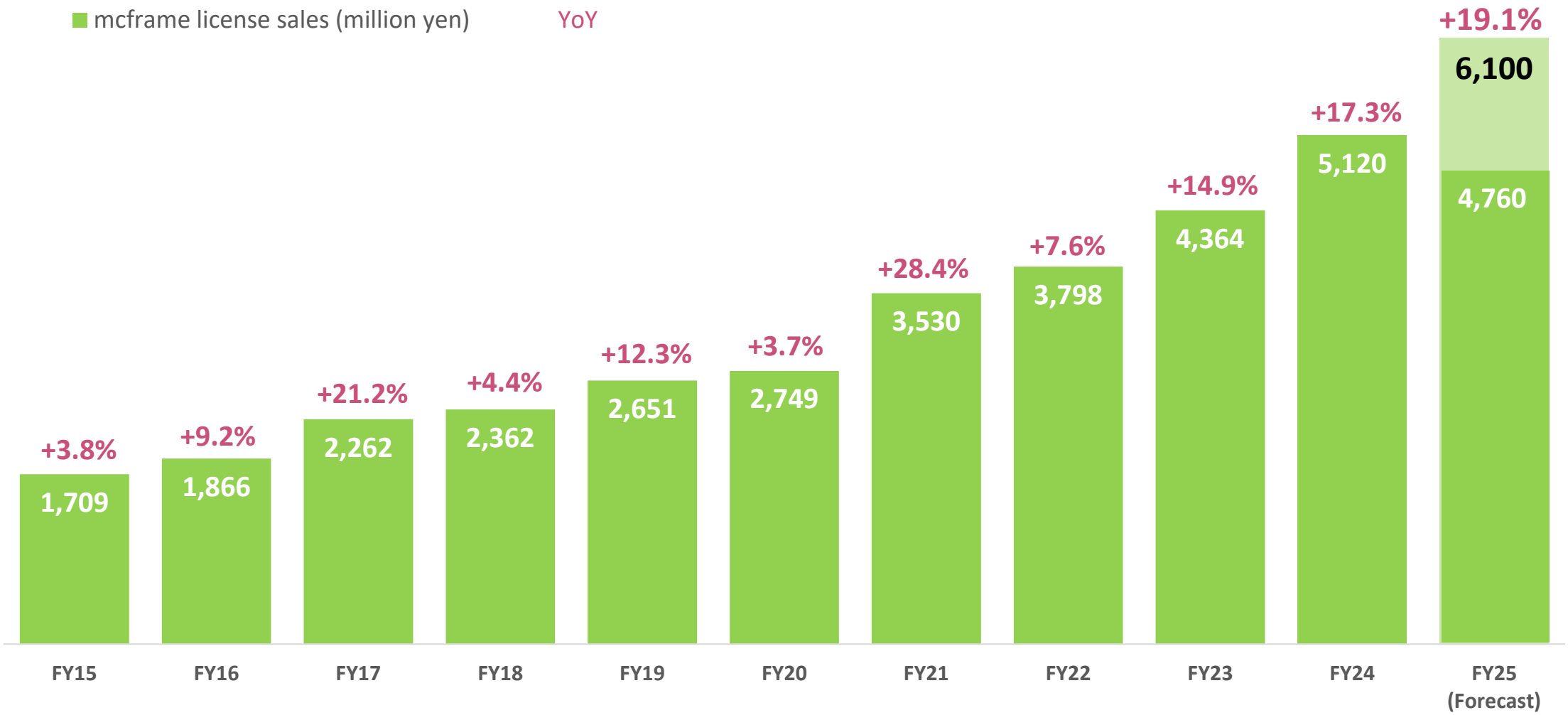
Toward our FY30 target of ¥10.0 billion, in addition to top-line growth, due to continuous profit growth and margin improvement, aiming for a tenth consecutive year of record performance.



© Business Engineering Corporation.

mcframe License Sales & YoY Growth

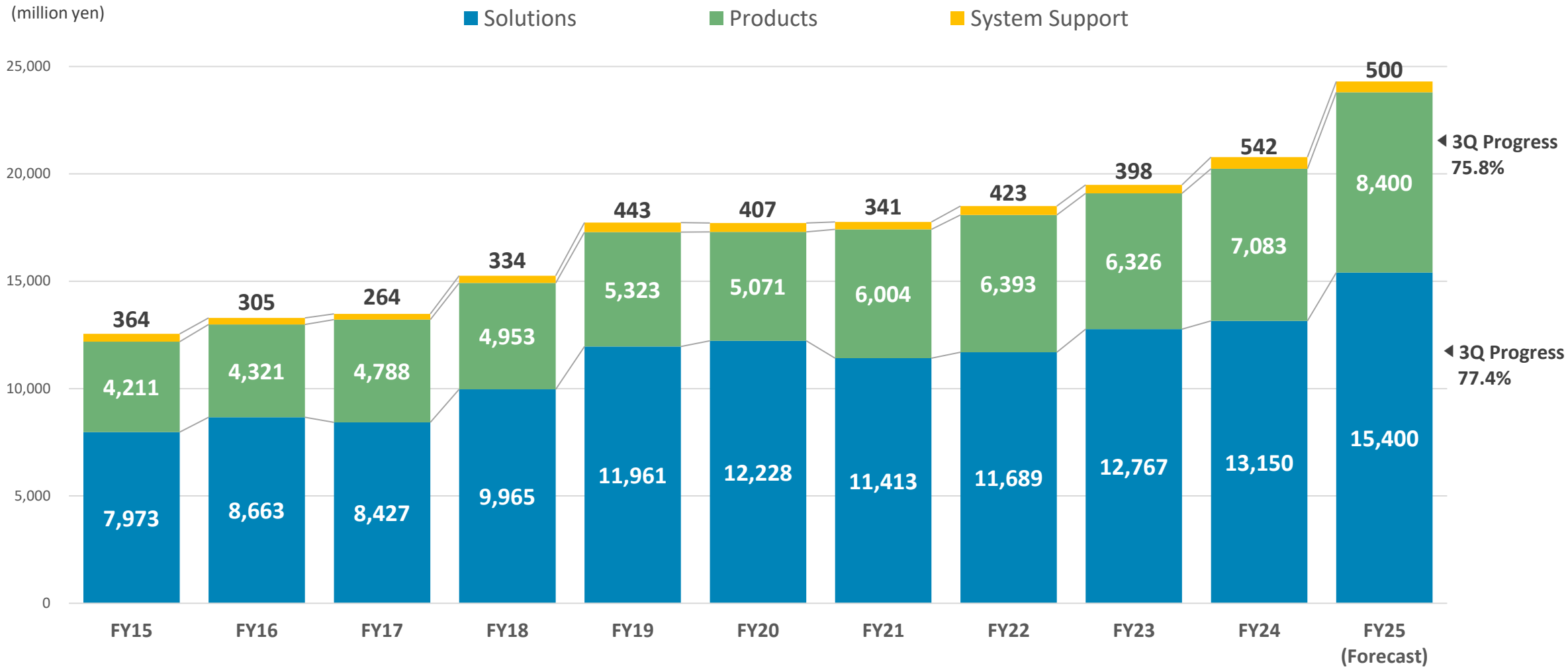
As a growth engine to achieve our FY30 targets, we are targeting market share expansion and sustained high growth.
Targeting further consecutive record highs in FY25 through license sales and accumulation of maintenance revenues.



© Business Engineering Corporation.

Sales by Segment

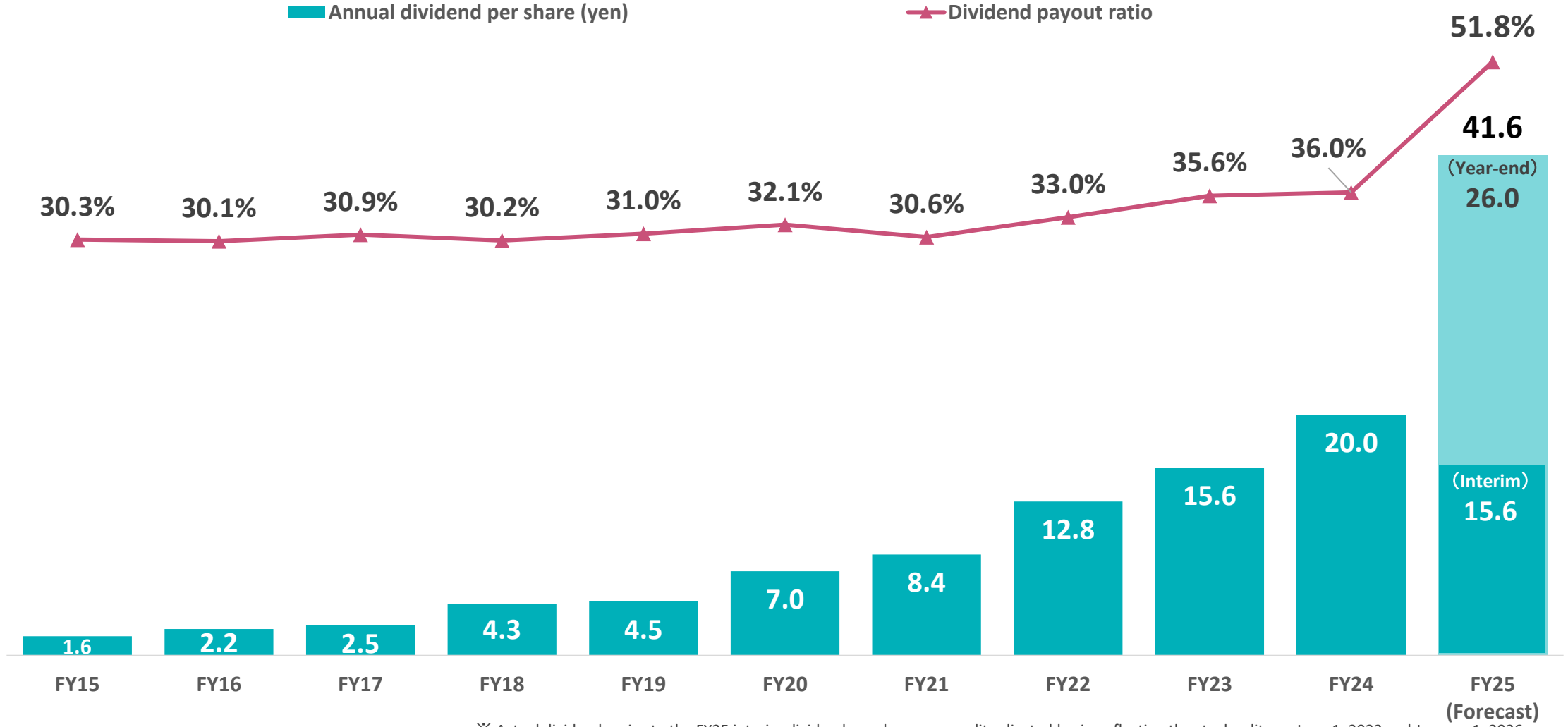
Solutions Business aims for substantial sales growth based on long-term client relationships.
Products Business aims for higher sales growth than the prior year through continued strong license sales growth.



© Business Engineering Corporation.

Dividends (Annual dividend per share)

Progressive dividend policy/35%+ payout ratio from FY23, raised to 50%+ from FY25.
Substantial dividend increase with net profit growth, planning 11th consecutive increase, with the year-end dividend exceeding the prior year's total annual dividend.



※ Actual dividends prior to the FY25 interim dividend are shown on a split-adjusted basis, reflecting the stock splits on June 1, 2022 and January 1, 2026.

© Business Engineering Corporation.

3. Data Book

© Business Engineering Corporation.

Quarterly Income Statement (3-month)

（million yen）

Item	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	4,703	5,104	4,781	4,903	5,042	5,049	5,165	5,519	6,039	6,241	6,299	
Cost of sales	2,713	3,034	2,856	3,035	2,821	2,736	2,859	3,268	3,197	3,462	3,389	
Gross profit	1,989	2,070	1,924	1,868	2,221	2,313	2,305	2,250	2,841	2,778	2,909	
Selling, general and administrative expenses	988	956	916	1,105	1,053	1,063	1,060	1,236	1,113	1,136	1,142	
Operating profit	1,000	1,114	1,007	762	1,167	1,249	1,245	1,014	1,728	1,642	1,766	
Operating profit margin	21.3%	21.8%	21.1%	15.6%	23.2%	24.7%	24.1%	18.4%	28.6%	26.3%	28.0%	
Non-operating income	12	3	0	0	20	4	0	2	26	5	1	
Non-operating expense	1	2	2	17	4	5	2	10	3	6	2	
Ordinary profit	1,011	1,114	1,006	744	1,183	1,247	1,243	1,006	1,750	1,641	1,766	
Extraordinary gains	-	-	-	-	-	-	-	-	239	-	-	
Extraordinary losses	-	-	-	-	-	-	-	-	-	-	-	
Profit before income taxes	1,011	1,114	1,006	744	1,183	1,247	1,243	1,006	1,989	1,641	1,766	
Income taxes - current	326	355	317	314	380	392	404	353	620	523	556	
Income taxes - deferred	0	0	0	(62)	(0)	0	(0)	(180)	(2)	0	0	
Total income taxes	326	355	317	252	380	392	403	172	618	523	556	
Profit	684	758	689	492	803	854	839	833	1,371	1,118	1,209	
EBITDA	1,165	1,301	1,186	934	1,365	1,448	1,467	1,220	1,948	1,851	2,009	
EBITDA margin	24.8%	25.5%	24.8%	19.1%	27.1%	28.7%	28.4%	22.1%	32.3%	29.7%	31.9%	

© Business Engineering Corporation.

Quarterly Income Statement (Cumulative)

（million yen）

Item	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	4,703	9,808	14,589	19,493	5,042	10,092	15,257	20,776	6,039	12,280	18,579	
Cost of sales	2,713	5,748	8,605	11,640	2,821	5,557	8,417	11,685	3,197	6,660	10,050	
Gross profit	1,989	4,060	5,984	7,852	2,221	4,534	6,840	9,091	2,841	5,619	8,529	
Selling, general and administrative expenses	988	1,945	2,861	3,967	1,053	2,117	3,178	4,415	1,113	2,249	3,392	
Operating profit	1,000	2,114	3,122	3,885	1,167	2,417	3,662	4,676	1,728	3,370	5,137	
Operating profit margin	21.3%	21.6%	21.4%	19.9%	23.2%	23.9%	24.0%	22.5%	28.6%	27.4%	27.6%	
Non-operating income	12	15	16	16	20	24	24	26	26	32	34	
Non-operating expense	1	4	6	24	4	10	12	23	3	10	12	
Ordinary profit	1,011	2,126	3,132	3,877	1,183	2,430	3,673	4,679	1,750	3,392	5,158	
Extraordinary gains	-	-	-	-	-	-	-	-	239	239	239	
Extraordinary losses	-	-	-	-	-	-	-	-	-	-	-	
Profit before income taxes	1,011	2,126	3,132	3,877	1,183	2,430	3,673	4,679	1,989	3,631	5,397	
Income taxes - current	326	682	999	1,313	380	772	1,177	1,530	620	1,144	1,700	
Income taxes - deferred	0	0	0	(62)	(0)	0	(0)	(181)	(2)	(2)	(2)	
Total income taxes	326	682	999	1,251	380	772	1,176	1,349	618	1,142	1,698	
Profit	684	1,443	2,132	2,625	803	1,658	2,497	3,330	1,371	2,489	3,699	
EBITDA	1,165	2,467	3,653	4,588	1,365	2,814	4,281	5,502	1,948	3,800	5,809	
EBITDA margin	24.8%	25.2%	25.0%	23.5%	27.1%	27.9%	28.1%	26.5%	32.3%	30.9%	31.3%	

© Business Engineering Corporation.

Quarterly Segment Performance (3-month)

(million yen)

Segment	Item	FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Solutions Business	Net sales	3,052	3,488	3,177	3,049	3,170	3,170	3,321	3,488	3,991	3,885	4,036	
	Operating profit	739	938	826	740	796	848	1,007	983	1,294	1,127	1,286	
	Operating profit margin	24.2%	26.9%	26.0%	24.3%	25.1%	26.8%	30.3%	28.2%	32.4%	29.0%	31.9%	
	Orders received	3,124	3,452	2,709	3,694	2,775	3,677	3,530	3,639	4,212	3,628	3,583	
	Order backlog	4,036	4,000	3,532	4,178	3,783	4,291	4,500	4,651	4,882	4,626	4,173	
Products Business	Net sales	1,544	1,525	1,516	1,739	1,729	1,734	1,693	1,926	1,953	2,263	2,149	
	Operating profit	562	449	448	564	729	718	576	613	757	903	848	
	Operating profit margin	36.4%	29.5%	29.5%	32.5%	42.2%	41.4%	34.0%	31.8%	38.8%	39.9%	39.5%	
	Orders received	1,654	1,380	1,359	2,083	1,753	1,690	1,615	2,491	1,904	2,109	2,113	
	Order backlog	2,112	1,967	1,810	2,153	2,177	2,133	2,055	2,620	2,562	2,408	2,372	
System Support Business	Net sales	105	90	86	114	142	145	150	103	95	92	113	
	Operating profit	149	127	115	105	129	123	133	113	138	106	118	
	Operating profit margin	141.1%	140.3%	133.6%	91.7%	90.3%	85.3%	88.6%	109.5%	145.7%	115.9%	104.0%	
	Orders received	115	93	96	192	145	99	105	164	46	105	131	
	Order backlog	46	49	58	135	138	92	48	108	60	73	91	

© Business Engineering Corporation.

Quarterly Segment Performance (Cumulative)

(million yen)

Segment	Item	FY2023				FY2024				FY2025			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Solutions Business	Net sales	3,052	6,541	9,718	12,767	3,170	6,340	9,661	13,150	3,991	7,876	11,912	
	Operating profit	739	1,677	2,504	3,244	796	1,645	2,652	3,635	1,294	2,422	3,709	
	Operating profit margin	24.2%	25.7%	25.8%	25.4%	25.1%	25.9%	27.5%	27.6%	32.4%	30.8%	31.1%	
	Orders received	3,124	6,576	9,286	12,980	2,775	6,453	9,984	13,623	4,212	7,841	11,425	
	Order backlog	4,036	4,000	3,532	4,178	3,783	4,291	4,500	4,651	4,882	4,626	4,173	
Products Business	Net sales	1,544	3,070	4,587	6,326	1,729	3,463	5,157	7,083	1,953	4,217	6,366	
	Operating profit	562	1,012	1,460	2,024	729	1,447	2,023	2,636	757	1,661	2,509	
	Operating profit margin	36.4%	33.0%	31.8%	32.0%	42.2%	41.8%	39.2%	37.2%	38.8%	39.4%	39.4%	
	Orders received	1,654	3,035	4,394	6,477	1,753	3,443	5,059	7,550	1,904	4,014	6,127	
	Order backlog	2,112	1,967	1,810	2,153	2,177	2,133	2,055	2,620	2,562	2,408	2,372	
System Support Business	Net sales	105	196	283	398	142	287	438	542	95	187	301	
	Operating profit	149	277	393	498	129	252	386	499	138	245	363	
	Operating profit margin	141.1%	140.7%	138.6%	125.1%	90.3%	87.8%	88.1%	92.2%	145.7%	131.0%	120.8%	
	Orders received	115	208	304	497	145	244	350	515	46	152	283	
	Order backlog	46	49	58	135	138	92	48	108	60	73	91	

© Business Engineering Corporation.

Quarterly Balance Sheet

（million yen）

Item	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets	10,789	11,648	11,365	12,583	12,581	13,214	12,815	14,336	15,582	16,913	16,427	
Cash and deposits	6,889	7,519	7,604	8,381	8,354	8,758	8,154	9,347	9,933	11,234	10,775	
Notes and accounts receivable - trade, and contract assets	3,222	3,546	3,201	3,526	3,388	3,777	3,999	4,277	4,508	4,934	4,848	
Non-current assets	2,847	2,919	2,966	3,135	3,245	3,344	3,747	4,115	3,801	3,890	3,958	
Total assets	13,637	14,567	14,331	15,718	15,827	16,558	16,563	18,451	19,384	20,803	20,385	
Current liabilities	4,098	4,373	3,880	4,752	4,564	4,468	4,048	5,030	5,471	5,759	5,406	
Non-current liabilities	-	-	-	15	20	25	31	36	42	47	52	
Net assets	9,538	10,194	10,451	10,950	11,242	12,064	12,484	13,384	13,870	14,997	14,926	
Equity ratio	69.9%	70.0%	72.9%	69.7%	71.0%	72.9%	75.4%	72.5%	71.6%	72.1%	73.2%	

© Business Engineering Corporation.

Cash Flows

(million yen)

Item	FY2023			FY2024			FY2025		
	1H	2H	Full Year	1H	2H	Full Year	1H	2H	Full Year
Cash flows from operating activities	1,874	1,679	3,553	1,672	1,850	3,522	2,841		
Cash flows from investing activities	(616)	(511)	(1,127)	(621)	(854)	(1,476)	(171)		
Cash flows from financing activities	(695)	(307)	(1,003)	(655)	(409)	(1,065)	(798)		
Effect of exchange rate change on cash and cash equivalents	(10)	2	(7)	(19)	2	(16)	16		
Net increase (decrease) in cash and cash equivalents	552	862	1,414	376	588	965	1,887		
Cash and cash equivalents at beginning of period	6,966	7,519	6,966	8,381	8,758	8,381	9,347		
Cash and cash equivalents at end of period	7,519	8,381	8,381	8,758	9,347	9,347	11,234		

© Business Engineering Corporation.

4. Guide to IR Reference Materials

© Business Engineering Corporation.

Integrated Report 2025

We published our Integrated Report on September 26, 2025, with the aim of explaining our sustained corporate value creation and deepening dialogue with a broad range of stakeholders.



Contents

- Brand Statement & Philosophy / Value Creation History / Facts / Top Management Message
- Value Creation Story
  - ・Value Creation Process / Business Model and Competitive Advantages (Strengths) / Capital Supporting Value Creation / Social Issues B-EN-G Addresses
- Growth Strategy
  - ・Growth Strategy “BE 2030” / Management Plan “Management Vision 2026” / CFO Message / Business Strategies / Global Strategy / Human Capital Strategy / Human Rights, Environment / Sustainability Promotion Framework and Materiality
- Governance
  - ・Corporate Governance / Board of Directors / Compliance / Risk Management / Outside Director Message
- Corporate Data
  - ・Financial Data/ Non-Financial Data / Stock Information / Company Information

Japanese: https://www.b-en-g.co.jp/jp/ir/materials/integrated_report.html
English: https://www.b-en-g.co.jp/en/ir/materials/integrated_report.html

Japanese English

© Business Engineering Corporation.

Investors Guide

We disclose an investor-oriented document on our IR website that summarizes basic information, including business overview, business model, growth strategy, sustainability initiatives and more.

IR Content

1. What is B-EN-G?
2. Segment information: Competitive advantages and market positioning
3. Growth strategy BE 2030
4. Capital allocation
5. Management Resource Allocation and Human resource strategy
6. Sustainability
7. Data book
8. Appendix

Japanese: https://www.b-en-g.co.jp/jp/ir/materials/investorsguide.html
English: https://www.b-en-g.co.jp/en/ir/materials/investorsguide.html

Japanese English

© Business Engineering Corporation.

＜Notes on this presentation material＞

- Fiscal years are principally displayed as "Fiscal Year 20yy" or "FYyy," representing one year from April 1, 20yy.
- All monetary amounts are displayed with figures less than one million yen truncated.
- Profit attributable to owners of parent (quarterly profit) is displayed as net profit.
- Results for FY19 and earlier use figures prior to the retroactive application of the revenue recognition accounting standard.

＜Caution＞

- Forward-looking statements concerning business performance forecasts, etc. contained in this material are based on information currently available to the company and certain assumptions deemed reasonable by the Company. Actual business performance may differ significantly from these forecasts due to various factors.
- This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Business Engineering Corporation　Abbreviation: B-EN-G

Securities Code：4828　TSE Prime

IR information

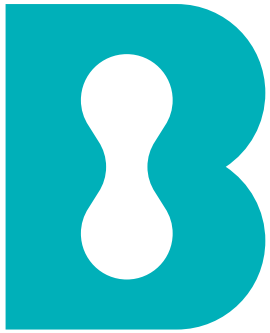
Japanese : https://www.b-en-g.co.jp/jp/ir/
English : https://www.b-en-g.co.jp/en/ir/

IR contact : ir@b-en-g.co.jp

Japanese

English

© Business Engineering Corporation.



B-EN-G

Business Engineering for Growth

© Business Engineering Corporation.