Note: This document has been translated from a part of 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.

Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 [Japanese GAAP]

May 12, 2026

Company name: Business Engineering Corporation
Stock exchange listing: Tokyo Stock Exchange, Prime Market
Code number: 4828
URL: https://www.b-en-g.co.jp/
Representative: Masakazu Haneda, President & CEO
Contact: Shigeaki Betsunou, Senior Managing Director and Division General Manager, Corporate Administration & Planning Div.
Phone: +81-3-3510-1600
Scheduled date of the Annual General Meeting of Shareholders: June 19, 2026
Scheduled date of commencing dividend payments: June 22, 2026
Scheduled date of filing securities report: June 18, 2026
Availability of supplementary briefing materials on financial results: Available
Schedule of financial results briefing session: Scheduled (for institutional investors and securities analysts)

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	24,442	17.6	6,411	37.1	6,435	37.5	4,890	46.8
March 31, 2025	20,776	6.6	4,676	20.4	4,679	20.7	3,330	26.8

(Note) Comprehensive income: Fiscal year ended March 31, 2026: ¥4,677 million [34.0%]
Fiscal year ended March 31, 2025: ¥3,490 million [32.0%]

	Basic earnings per share	Diluted earnings per share	Rate of return on equity	Ordinary profit to total assets ratio	Operating profit to net sales ratio
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	81.78	–	33.2	32.2	26.2
March 31, 2025	55.63	–	27.4	27.4	22.5

(Reference) Investment profit (loss) on equity method: Fiscal year ended March 31, 2026: ¥– million
Fiscal year ended March 31, 2025: ¥– million

(Note) The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. “Basic earnings per share” is calculated assuming that the stock split was executed at the beginning of the previous fiscal year.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2026	21,526	16,071	74.7	269.44
As of March 31, 2025	18,451	13,384	72.5	223.55

(Reference) Equity: As of March 31, 2026: ¥16,071 million
As of March 31, 2025: ¥13,384 million

(Note) The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. “Net assets per share” is calculated assuming that the stock split was executed at the beginning of the previous fiscal year.

(3) Status of Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Million yen	Million yen	Million yen	Million yen
March 31, 2026	5,906	(1,116)	(1,997)	12,141
March 31, 2025	3,522	(1,476)	(1,065)	9,347

2. Dividends

	Annual dividends					Total amount of dividends (Annual)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
Fiscal year ended March 31, 2025	–	42.00	–	58.00	100.00	1,199	36.0	9.8
Fiscal year ended March 31, 2026	–	78.00	–	26.00	–	2,495	50.9	16.9
Fiscal year ending March 31, 2027 (Forecast)	–	21.00	–	21.00	42.00		54.5	

(Note) The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. The year-end dividend per share for the fiscal year ended March 31, 2026 reflects the impact of the stock split, while the total annual dividend is indicated with a dash ("-"). Without factoring in the stock split, the year-end dividend would be ¥130, and the annual dividend would be ¥208.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(% represents changes from the previous fiscal year for full year, and on a year-on-year basis for quarterly results.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
First half	13,200	7.5	3,450	2.4	3,450	1.7	2,300	(7.6)	38.53
Full year	26,800	9.6	6,900	7.6	6,900	7.2	4,600	(5.9)	77.05

*** Notes:**

(1) Significant changes in the scope of consolidation during the fiscal year ended March 31, 2026: None
New subsidiaries: – Excluded subsidiaries: –

(2) Changes in accounting policies, changes in accounting estimates and retrospective restatement
1) Changes in accounting policies due to the revision of accounting standards: None
2) Changes in accounting policies other than 1) above: None
3) Changes in accounting estimates: None
4) Retrospective restatement: None

(3) Total number of issued shares (common shares)
1) Total number of issued shares at the end of the period (including treasury shares):
March 31, 2026: 60,000,000 shares
March 31, 2025: 60,000,000 shares
2) Total number of treasury shares at the end of the period:
March 31, 2026: 353,340 shares
March 31, 2025: 128,340 shares
3) Average number of shares during the period:
Fiscal year ended March 31, 2026: 59,804,289 shares
Fiscal year ended March 31, 2025: 59,871,714 shares

(Notes) 1. The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. Accordingly, "Total number of issued shares at the end of the period (including treasury shares)," "Total number of treasury shares at the end of the period," and "Average number of shares during the period" are calculated assuming that the stock split was executed at the beginning of the previous fiscal year.
2. "Total number of treasury shares at the end of the period" and "Average number of shares during the period" are calculated by including the Company's shares held by stock grant trust for directors and RS Trust for employees in the treasury shares that are deductible.

(Reference) Overview of Non-consolidated Financial Results

1. Non-consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Non-consolidated Operating Results (% indicates changes from the previous corresponding period.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
March 31, 2026	23,907	18.5	5,929	41.1	5,897	41.7	4,529	46.8
March 31, 2025	20,166	6.0	4,201	23.5	4,163	23.8	3,085	34.7

	Basic earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	75.75	–
March 31, 2025	51.54	–

(Note) The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. "Basic earnings per share" is calculated assuming that the stock split was executed at the beginning of the previous fiscal year.

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of March 31, 2026	21,471	13,984	65.1	234.45
As of March 31, 2025	18,419	11,660	63.3	194.76

(Reference) Equity: As of March 31, 2026: ¥13,984 million
As of March 31, 2025: ¥11,660 million

(Note) The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. "Net assets per share" is calculated assuming that the stock split was executed at the beginning of the previous fiscal year.

2. Non-consolidated Financial Results Forecast for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(Percentages represent changes from the previous fiscal year for full year, and on a year-on-year basis for quarterly results)

	Net sales		Ordinary profit		Profit		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Yen
First half	12,200	1.0	3,200	0.9	2,150	(8.3)	36.02
Full year	25,000	4.6	6,200	5.1	4,100	(9.5)	68.68

* These financial results are outside the scope of audit by certified public accountants or audit firms.

* Explanation of the proper use of financial results forecast and other notes

The earnings forecasts and other forward-looking statements herein are based on the information currently available to the Company and certain assumptions that are deemed reasonable. They are not a pledge by the Company to achieve the forecasted results. Actual results, etc. may differ significantly from these forecasts due to a wide range of factors. For more details on the above forecasts, please refer to "1. Overview of Operating Results, etc., (4) Future Outlook" on page 6.

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1. Overview of Operating Results, etc.

(1) Overview of Operating Results for the Fiscal Year under Review

During the fiscal year ended March 31, 2026, the Japanese economy gradually recovered as corporate earnings remained at a high level overall and business sentiment stayed at a favorable level, although the country saw some signs of weakness.

In the information service industry, customers' willingness to invest in digital transformations (DX) was robust, and investments in information technology in the manufacturing industry remained strong.

In such a business environment, under the management plan "Management Vision 2026 Revised Version" for the six years through the fiscal year ending March 31, 2027, as well as the growth strategy "BE 2030," the vision and targets for FY2030, the Group has worked to resolve management issues such as the promotion of DX and global expansion in the manufacturing industry, in order to support its main customers facing changes in the business environment of the manufacturing industry with products and services that leverage the strengths of the Group. At the same time, the Group has been working to contribute to sustainability.

The main initiatives in the fiscal year under review are as follows.

- The Company promoted DX in the manufacturing industry by leveraging its expertise in business processes unique to the industry to integrate ERP with extended solutions.
- The Company worked to increase the added value of the solutions through efforts to enhance the solution portfolio and promote "Monozukuri Digitalization" toward a digitalized manufacturing industry by strengthening functions of in-house developed products and promoting collaboration with potent partners.
- The Company worked to strengthen the functions of and expand its in-house developed ERP package "mcframe" series products. In particular, the Company worked on the development and sales of a SaaS (Software as a Service) type product of "mcframe" and its implementation projects. In addition, the Company strengthened the functions of its in-house products by leveraging artificial intelligence (AI) and began transforming them into AI agents.
- The Company made an additional investment in TOKAI SOFT CO., LTD. to enhance solution-providing capabilities, including manufacturing execution systems. In addition, the Company took an equity stake in BatchLine, which provides manufacturing execution systems to the pharmaceutical industry, and strengthened its system to provide solutions for digitalizing production records, aimed at DX of the pharmaceutical manufacturing industry in the global market.
- The Company worked to promote business that maximizes the value of data accumulated after a system is introduced and co-creation type business with users to support innovation in business models and the development of innovative services in the manufacturing industry.
- The Company announced "orishia," a DX brand for field workers. With "orishia," the Company worked to develop and sell systems that enable the self-production of VR-learning materials for field work, as well as to develop cloud-based platforms that enable the creation, distribution, and analysis of video materials at work sites.
- Overseas, the head office in Tokyo and local subsidiaries and partners worked together to further expand the integrated customer support system in order to strengthen our sales activities and development system. In addition, the Company focused on providing cloud-based system services, which enables cooperation between the customers' head office in Japan and their overseas bases, besides conventional introduction of IT at overseas locations of customers.
- Based on the recognition that human resources are the source of the Group's competitiveness, the Company views human resources as capital, and promoted human capital management through recruitment, nurturing human resources and retention, engagement improvement, workstyle reform and diversity, and equity and inclusion, in order to maximize their value to enhance the Company's corporate value over the medium to long term. In addition, the Company introduced a share-based employee incentive plan (RS Trust) and worked to raise employees' awareness of enhancing corporate value over the medium to long term, as well as to improve engagement and strengthen retention.

- The Company strove to provide products and services as well as support for digitalization to contribute to resolving social issues of customers. In addition, it worked to promote the entire Group's sustainability, through initiatives such as conducting human rights due diligence and disclosing the results. In terms of environment, particularly, the Company participated in the Japan Climate Initiative and focused on enhancing information disclosure. As a result of these initiatives, the Company received a "B" score in the field of "climate change" in the 2025 survey by CDP, an international non-governmental organization.
- In order to achieve medium- to long-term growth and enhance corporate value, the Company invested mainly in three areas of product development, human resources and human capital, and enhancement of technological capabilities and systems.

In the fiscal year under review, we achieved consecutive record highs in terms of orders, sales, and profit.

Orders received were ¥24,585 million (up 13.3% year on year) and net sales were ¥24,442 million (up 17.6% year on year), reflecting growth supported by robust investments in information technology, with both setting record highs for four consecutive fiscal years. In addition, owing to robust license sales, sales of mcframe licenses were ¥6,184 million (up 20.8% year on year), setting a consecutive record high. In terms of profits, primarily owing to factors such as the improvement of project profitability and an increase in profit driven by increased net sales in the Solutions Business, as well as growth in license sales in the Products Business, operating profit was ¥6,411 million (up 37.1% year on year), ordinary profit was ¥6,435 million (up 37.5% year on year), and profit attributable to owners of parent was ¥4,890 million (up 46.8% year on year) primarily owing to factors such as gain on sales of investment securities recognized as an extraordinary income in the first quarter and tax incentives, achieving record-highs in each profit indicator for ten consecutive fiscal years.

Operating results by business segment are as follows.

(i) Solutions Business

The Solutions Business mainly engages in the consulting and system construction services, which are based on ERP package products developed by other companies.

- The Company developed activities for actively offering proposals to new customers in response to strong demand from the manufacturing industry and focused on providing proposals from medium- to long-term perspectives to existing customers, with whom relationships were deepened. As a result of these activities, orders and sales increased.
- The Company established partnerships with IT consulting firms located in Europe, thereby strengthening its support system for customers' global expansion.
- The Company focused on offering ERP system, the manufacturing execution system, the system for data analysis and the planning for supply chains, and cloud-based solutions.
- The Company focused on areas with high added value in which the Solutions Business has strengths, and worked to improve project profitability.

Orders received for this segment were ¥15,337 million (up 12.6% year on year), net sales were ¥15,582 million (up 18.5% year on year), and segment profit was ¥4,751 million (up 30.7% year on year).

(ii) Products Business

The Products Business mainly engages in sales of the in-house developed ERP package "mcframe" series products through business partners as well as consulting and system construction services based on these products.

- The Company worked to strengthen functions of core product "mcframe 7" as well as other functions that contribute to global business development and digitalization for customers. The Company worked on a project for development, sales, and implementation of "mcframe X," a SaaS-type product, as well as integrated an AI-OCR function into "GLASIAOUS," cloud-based international accounting and ERP services. With these initiatives, among others, the Company focused on enhancing the brand appeal of its in-house products.

・ The Company held many events and seminars to actively develop sales promotion activities.
・ The Company's long-term efforts to increase business partners and engineering partners and to strengthen relationships with them resulted in the acquisition of new customers and projects. In addition, an increase in sales of the core product "mcframe 7" and its peripheral solutions led to growth in sales of licenses.

Orders received for this segment were ¥8,765 million (up 16.1% year on year), net sales were ¥8,408 million (up 18.7% year on year), and segment profit was ¥3,205 million (up 21.6% year on year).

(iii) Systems Support Business

The Systems Support Business mainly engages in operation and maintenance services of systems introduced to customers, and offering proposals and additional development through these services. This business segment is operated by Business System Service Corporation, a subsidiary of the Company.

・ The Company worked to enhance life cycle support for the customers' systems.
・ The Company focused on improving service quality and productivity as well as striving to develop new customers and projects to establish a base for stable revenue and profits, and thus achieved improved profitability.

As a result, orders received for this segment were ¥481 million (down 6.4% year on year), net sales were ¥451 million (down 16.7% year on year), and segment profit was ¥508 million (up 1.8% year on year).

(2) Overview of Financial Position for the Fiscal Year under Review

(Assets)

Current assets increased by ¥2,883 million from the end of the previous fiscal year to ¥17,219 million. This was mainly attributable to increases in cash and deposits and notes and accounts receivable – trade, and contract assets. The ratio of current assets to total assets at the end of the fiscal year under review was 80.0%.

Non-current assets increased by ¥191 million from the end of the previous fiscal year to ¥4,306 million. This was mainly attributable to purchase of intangible assets, which exceeded the depreciation of intangible assets and a decrease in investment securities due to sale of investment securities.

As a result, total assets at the end of the fiscal year under review increased by ¥3,074 million from the end of the previous fiscal year to ¥21,526 million.

(Liabilities)

Liabilities at the end of the fiscal year under review increased by ¥387 million from the end of the previous fiscal year to ¥5,454 million. This was mainly attributable to a decrease in provision for bonuses, increases in advances received, income taxes payable, and accrued expenses.

(Net assets)

Net assets at the end of the fiscal year under review increased by ¥2,686 million from the end of the previous fiscal year to ¥16,071 million. This was mainly attributable to an increase owing to the recording of profit attributable to owners of parent, decreases due to dividends of surplus and due to purchase of treasury shares.

As a result, the equity ratio at the end of the fiscal year under review increased by 2.2 percentage points from the end of the previous fiscal year to 74.7%.

(3) Overview of Cash Flows for the Fiscal Year under Review

Cash and cash equivalents at the end of the fiscal year under review increased by ¥2,794 million from the end of the previous fiscal year to ¥12,141 million.

(Cash flows from operating activities)

Cash flows provided by operating activities during the fiscal year ended March 31, 2026 increased by ¥2,384 million from the same period of the previous year to ¥5,906 million. This was mainly attributable to the recording of profit before income taxes of ¥6,674 million as well as income taxes paid of ¥1,641 million, depreciation of ¥932 million, and a decrease in provision for bonuses of ¥287 million.

(Cash flows from investing activities)

Cash flows used in investing activities during the fiscal year ended March 31, 2026 decreased by ¥359 million from the same period of the previous year to ¥1,116 million. This was mainly attributable to purchase of property, plant and equipment and intangible assets (including developmental investment in "mcframe," an in-house developed ERP package), and proceeds from sale of investment securities.

(Cash flows from financing activities)

Cash flows used in financing activities during the fiscal year ended March 31, 2026 increased by ¥932 million from the same period of the previous year to ¥1,997 million. This was mainly attributable to expenditure arising from the payment of dividends.

(Reference) Changes in indices related to cash flows

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Equity ratio (%)	69.7	72.5	74.7
Equity ratio based on market price (%)	286.1	236.9	327.5
Ratio of interest-bearing liabilities to cash flows (%)	0.0	0.0	0.0
Interest coverage ratio (times)	1,450.9	1,097.3	1,589.0

Equity ratio: Equity/Total assets

Equity ratio based on market price: Market capitalization/Total assets

Ratio of interest-bearing liabilities to cash flows: Interest-bearing liabilities/Cash flows

Interest coverage ratio: Cash flows/Interest payment

(Notes) 1. Each index was calculated using consolidated financial figures.

2. Market capitalization is the amount of the closing price of share at the end of the period multiplied by the total number of issued shares at the end of the period (after deduction of treasury shares).

3. Operating cash flows were used for cash flows in the above indices.

4. Interest-bearing liabilities represent all liabilities recorded on the balance sheet for which interest was paid.

(4) Future Outlook

The Japanese economy is expected to experience a slowdown in the pace of growth due to the intensifying situation in the Middle East and the outlook remains uncertain.

However, the manufacturing industry is expected to show an increased enthusiasm for strategic investment in information technology.

Under these circumstances, the Group will promote the management plan "Management Vision 2026 Revised Version" and the growth strategy "BE 2030," in which it will deepen relationships with customers to explore customers' needs, strengthen relationships with business partners for our in-house developed product "mcframe" to acquire orders and secure profitability. In addition, the Group will promote the allocation of management resources to growth investments to achieve sustainable growth and enhance corporate value over the medium to long term. The Group plans to allocate management resources mainly to growth investments related to R&D, business development, human resources, business foundation, and M&As.

The Group's outlook for the consolidated financial results for the next fiscal year is shown in the following table.

The Company will consolidate five overseas non-consolidated subsidiaries in the fiscal year ending March 31, 2027. It expects net sales to increase, driven by continued sales growth and the expanded scope of consolidation. It also expects operating profit and ordinary profit to increase, supported by sales growth, while expecting profit attributable to owners of parent to decrease due to the absence of one-time factors such as a reduced tax burden.

[Consolidated]	2nd quarter Consolidated cumulative period	(Year on year)	Full year	(Year on year)
Net sales	¥13,200 million	(Up 7.5%)	¥26,800 million	(Up 9.6%)
Operating profit	¥3,450 million	(UP 2.4%)	¥6,900 million	(Up 7.6%)
Ordinary profit	¥3,450 million	(Up 1.7%)	¥6,900 million	(Up 7.2%)
Profit attributable to owners of parent	¥2,300 million	(Down 7.6%)	¥4,600 million	(Down 5.9%)

(5) Basic Policy on Profit Distribution and Dividends for the Fiscal Year under Review and Next Fiscal Year

The Company is working to return profits to shareholders in consideration of overall factors including the business environment surrounding the Company, expected financial results, and the financial standing of the Company. The Company intends to provide shareholder returns through dividend payments, and its basic policy is to strive for a progressive dividend and maintain a consolidated dividend payout ratio of over 50% in the medium to long term. In addition, the Company makes dividend payments twice a year as an interim dividend and a year-end dividend under the basic policy.

Internal reserves are mainly allocated to investment for strengthening competitiveness and utilized for a stable business foundation and performance improvement.

In accordance with the above policy, the Company plans to pay a year-end dividend of ¥26 (equivalent to ¥130 before the stock split) per share as an ordinary dividend for the fiscal year under review. Together with an interim dividend of ¥78 per share already paid, the annual dividend equivalent before the stock split will be ¥208 per share for the fiscal year under review. As a result, with this effective dividend increase, the annual dividend for the fiscal year under review is expected to reach a record high and to increase for the 11th consecutive fiscal year.

For the fiscal year ending March 31, 2027, the Company plans to pay an annual dividend of ¥42 per share (an interim dividend of ¥21 and a year-end dividend of ¥21), in accordance with the above policy.

2. Status of Corporate Group

The Group consists of the Company, two (2) consolidated subsidiaries, and five (5) non-consolidated subsidiaries* and engages in the information service business. The segments include the “Solutions Business,” “Products Business,” and “Systems Support Business.”

The description of each business segment and the business structure are as follows.

(1) Solutions Business

This segment mainly utilizes ERP package products developed by other companies to provide services for design, development, and introduction of corporate information systems.

Major company in charge: The Company

(2) Products Business

This segment sells ERP package products developed by the Company through partner companies and provides services for design, development, and introduction of corporate information systems utilizing those products.

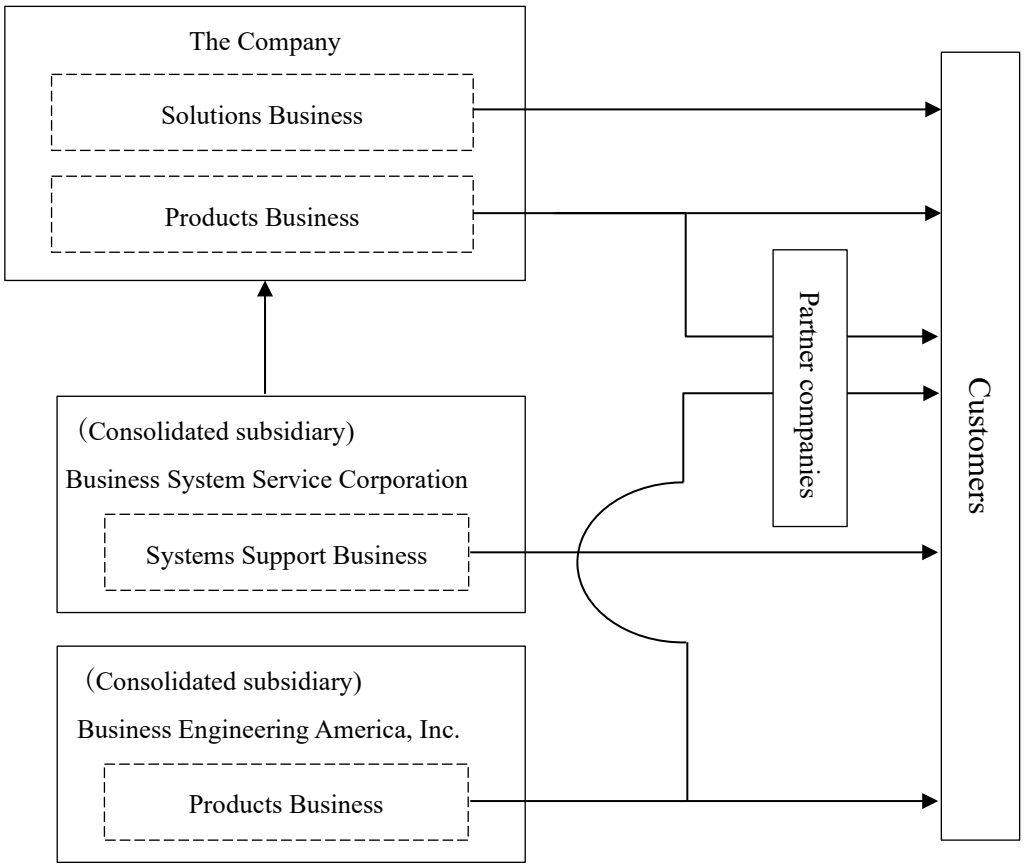
Major company in charge: The Company, Business Engineering America, Inc.

(3) Systems Support Business

This segment provides support services including operation and maintenance of systems for companies that have introduced core business systems.

Major company in charge: Business System Service Corporation

* Those will be consolidated in the fiscal year ending March 31, 2027.



(Notes) 1. Provision of various information services: ⟶

2. In addition to the above consolidated subsidiaries, there are five (5) non-consolidated subsidiaries.

3. Management Policies

(1) Basic Policy on Management

As a corporate group that utilizes the new value of information technologies (IT) for customer success, the Group supports business innovation for customers in a wide range of industries including manufacturing.

In order to meet customers' needs that have become more sophisticated, complicated, and globalized, the Group works on the provision of software products and services of a high quality through evaluation and introduction of advanced technologies.

[Corporate philosophy]

With customer satisfaction as its foremost goal, the Group is committed, as a professional group, to contributing to society through the creation of new value.

[Brand statement]

Business Engineering for Growth

[Purpose]

Engineering Value-Creating Businesses

(2) Target Business Indicators

The management goal of the Group is to improve corporate value through continuous expansion of businesses. The Group focuses on return on equity (ROE) among other business indicators and strives for a higher ROE.

(3) Medium-to-Long-term Management Strategies and Issues to be Addressed

・**Management environment and medium-to-long-term management strategy of the Group**

The Group works on the strategies of the "four pillars" of the management plan "Management Vision 2026 Revised Version" to support the manufacturing industry with products and services that leverage its strengths in response to changes in the business environment in the manufacturing industry where the Group's major customers operate business.

<Changes in business environment of customers>

1. Digital transformation

   As a way to respond to Japan's 2025 Digital Cliff and the impact of COVID-19, digital transformation will further accelerate in the future.

2. Innovation of business models in manufacturing

   As values in society shift along with the end of the era of mass production and mass consumption, innovation in manufacturing business models will progress.

3. Globalization

   With an increasingly multipolar global economy and a shrinking Japanese market, overseas relocation will advance. COVID-19 will cause changes in needs for the global supply chain.

4. Achievement of a sustainable society (sustainability)

   Toward the achievement of a sustainable society, companies will be required to work to reduce the burden on the global environment and resolve social issues.

<Strength and resources of B-EN-G>

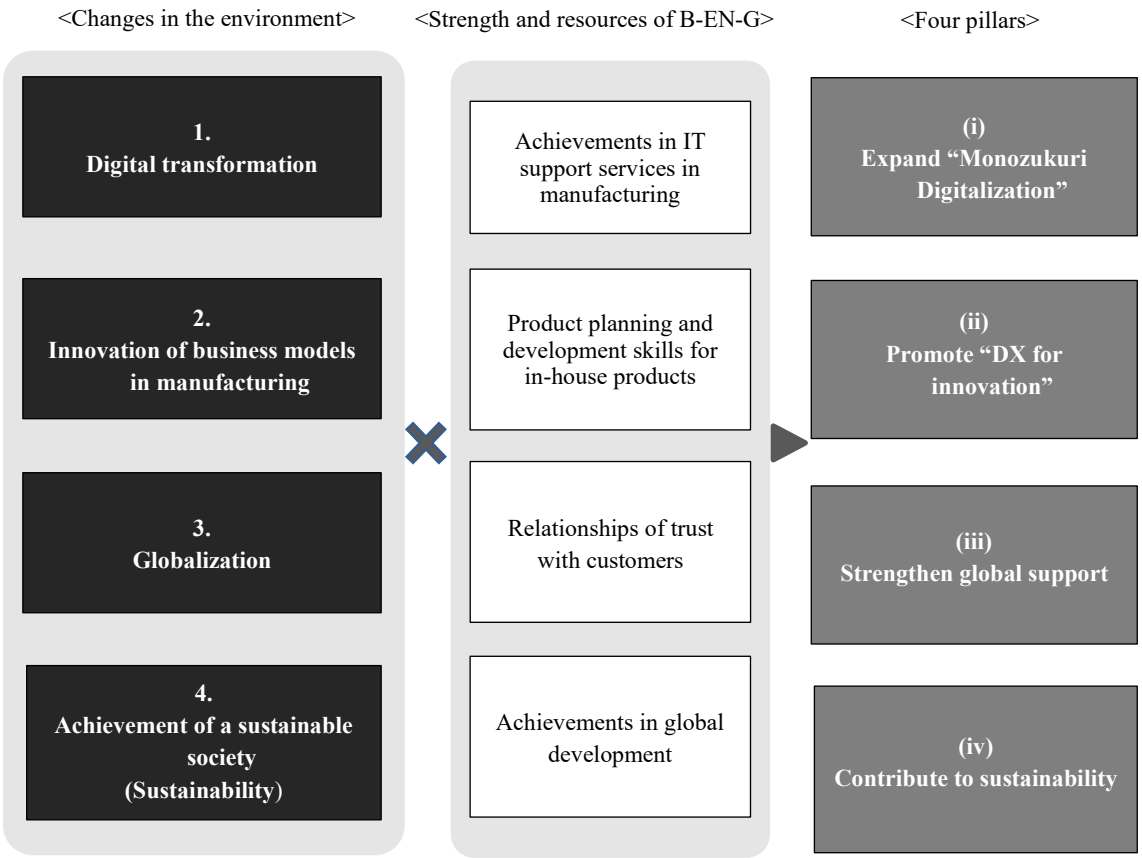
- Achievements in IT support services in manufacturing
  The Company has supported implementation of IT in manufacturing for over 20 years.(*1)
- Product planning and development skills for in-house products
  The Company boasts development skills for its highly acclaimed in-house products utilizing its technologies and expertise.
- Relationships of trust with customers
  The Company boasts strong relationships with customers based on trust and issue-solving skills established over 20 years.
- Achievements in global development
  The Company supports global development by utilizing its ample experience and expertise based on its development track record in 25 countries worldwide.

*1: The Company has track record of more than 30 years including experience in the plant systematization support business of Toyo Engineering Corporation, the predecessor company, prior to its business launch in April 1999.

<Four pillars>

1) Expand “Monozukuri Digitalization”(*2)
   We will promote DX for efficient operations with “Monozukuri Digitalization,” aiming at optimal provision of products and services.
2) Promote “DX for innovation”
   While supporting innovation in business models for customers, we will work on our own business innovation through creation of new types of business.
3) Strengthen global support
   We continuously reinforce global development for the Japanese manufacturing industry to expand our own businesses.
4) Contribute to sustainability
   We will contribute to the achievement of a sustainable society through initiatives to resolve social issues that leverage the strengths of the Company.

*2: To realize efficiency by digitalizing operations related to “Monozukuri (manufacturing in Japanese),” leading to business innovation.



・**Issues to be Addressed**

The manufacturing industry is expected to show a strong enthusiasm for strategic investment in information technology, while the outlook of Japanese economy remains uncertain due to the impact of the situation in the Middle East.

Under these circumstances, we will promote the management plan “Management Vision 2026 Revised Version” and the growth strategy “BE 2030,” work on creation of business opportunities and enhancement of our merchandise and services, and take the next step to achieve sustainable growth and enhance corporate value over the medium to long term.

- Improve quality and productivity of system integration, secure profitability, and suppress unprofitable projects.
- Deepen relationships with customers, strengthen proposals and solutions that capture customer needs, promote co-creation of business with customers, build stronger alliances with potent partners, and strengthen relationships with business partners.
- Transform products into AI agents and integrate AI capabilities into products, develop products and systems by leveraging AI, and improve the efficiency of operational processes by AI.
- Respond flexibly to customer needs according to their usage types (owner or user). Enhance products and services based on a dual delivery structure of on-premises and SaaS offerings.
- Expand products and services to support the sustainability of the manufacturing industry and contribute to resolving social issues, including the realization of a circular economy.
- Promote human capital management through recruitment, nurturing human resources and retention, engagement improvement, workstyle reform and diversity, and equity and inclusion.
- Promote initiatives for sustainability activities and materiality, implement ongoing improvement in corporate governance, strengthen information security measures, and strengthen business continuity activities.

4. Basic Views on Selecting Accounting Standards

The Group adopts Japanese GAAP (Japanese accounting standards).

In view of various situations, the Group will also proceed to consider the application of IFRS (International Financial Reporting Standards).

5.Consolidated Financial Statements

(1) Consolidated Balance Sheet

（thousands of yen）

	FY03/2025 (As of Mar. 31, 2025)	FY03/2026 (As of Mar. 31, 2026)
Assets		
Current assets		
Cash and deposits	9,347,420	12,141,599
Notes and accounts receivable - trade, and contract assets	4,277,387	4,416,213
Work in process	20,887	14,279
Other	690,731	647,367
Total current assets	14,336,426	17,219,461
Non-current assets		
Property, plant and equipment		
Buildings	265,075	265,075
Accumulated depreciation	(182,971)	(192,881)
Buildings, net	82,104	72,194
Tools, furniture and fixtures	464,997	476,249
Accumulated depreciation	(352,000)	(375,144)
Tools, furniture and fixtures, net	112,996	101,104
Total property, plant and equipment	195,101	173,299
Intangible assets		
Software	1,855,211	2,116,897
Other	4,376	3,783
Total intangible assets	1,859,588	2,120,681
Investments and other assets		
Investment securities	1,044,062	932,049
Leasehold deposits	306,480	308,005
Deferred tax assets	524,817	513,193
Other	190,560	264,943
Allowance for doubtful accounts	(5,499)	(5,499)
Total investments and other assets	2,060,420	2,012,692
Total non-current assets	4,115,109	4,306,672
Total assets	18,451,536	21,526,134

(thousands of yen)

	FY03/2025 (As of Mar. 31, 2025)	FY03/2026 (As of Mar. 31, 2026)
Liabilities		
Current liabilities		
Notes and accounts payable - trade	450,256	409,824
Short-term borrowings	100,000	100,000
Accrued expenses	525,055	633,376
Income taxes payable	936,403	1,049,131
Advances received	1,459,850	1,647,023
Provision for bonuses	1,010,887	723,614
Provision for bonuses for directors (and other officers)	48,000	51,800
Reserve for guarantee for after-care of products	7,134	4,290
Provision for employee stock compensation	—	97,413
Other	492,776	680,163
Total current liabilities	5,030,364	5,396,639
Non-current liabilities		
Provision for share awards for directors (and other officers)	36,644	58,134
Total non-current liabilities	36,644	58,134
Total liabilities	5,067,009	5,454,773
Net assets		
Shareholders' equity		
Share capital	697,600	697,600
Capital surplus	565,273	565,273
Retained earnings	12,034,324	15,293,148
Treasury shares	(81,277)	(440,171)
Total shareholders' equity	13,215,919	16,115,850
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	213,406	(1,650)
Foreign currency translation adjustment	(44,799)	(42,838)
Total accumulated other comprehensive income	168,607	(44,489)
Total net assets	13,384,526	16,071,360
Total liabilities and net assets	18,451,536	21,526,134

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

（thousands of yen）

	FY03/2025 (Apr. 1, 2024 – Mar. 31, 2025)	FY03/2026 (Apr. 1, 2025 – Mar. 31, 2026)
Net sales	20,776,900	24,442,721
Cost of sales	11,685,318	13,286,482
Gross profit	9,091,582	11,156,238
Selling, general and administrative expenses	4,415,229	4,744,450
Operating profit	4,676,353	6,411,787
Non-operating income		
Interest income	102	4,619
Dividend income	22,564	30,983
Foreign exchange gains	—	2,517
Subsidy income	1,100	—
Other	3,070	1,298
Total non-operating income	26,837	39,418
Non-operating expenses		
Interest expenses	3,195	3,712
Foreign exchange losses	6,102	—
Commission expenses	9,994	10,000
Other	3,983	2,100
Total non-operating expenses	23,275	15,813
Ordinary profit	4,679,914	6,435,392
Extraordinary income		
Gain on sale of investment securities	—	239,012
Total extraordinary income	—	239,012
Profit before income taxes	4,679,914	6,674,405
Income taxes - current	1,530,154	1,740,080
Income taxes - deferred	(181,031)	43,536
Total income taxes	1,349,123	1,783,617
Profit	3,330,791	4,890,788
Profit attributable to owners of parent	3,330,791	4,890,788

Consolidated Statement of Comprehensive Income

（thousands of yen）

	FY03/2025 (Apr. 1, 2024 – Mar. 31, 2025)	FY03/2026 (Apr. 1, 2025 – Mar. 31, 2026)
Profit	3,330,791	4,890,788
Other comprehensive income		
Valuation difference on available-for-sale securities	175,762	(215,056)
Foreign currency translation adjustment	(16,362)	1,960
Total other comprehensive income	159,400	(213,096)
Comprehensive income	3,490,191	4,677,692
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	3,490,191	4,677,692
Comprehensive income attributable to non-controlling interests	—	—

(3) Consolidated Statement of Changes in Equity

FY03/2025(Apr. 1, 2024 – Mar. 31, 2025)

（thousands of yen）

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	697,600	565,273	9,759,510	(81,175)	10,941,208
Changes during period					
Dividends of surplus			(1,055,977)		(1,055,977)
Profit attributable to owners of parent			3,330,791		3,330,791
Purchase of treasury shares				(102)	(102)
Net changes in items other than shareholders' equity					
Total changes during period	—	—	2,274,813	(102)	2,274,711
Balance at end of period	697,600	565,273	12,034,324	(81,277)	13,215,919

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	37,643	(28,437)	9,206	10,950,415
Changes during period				
Dividends of surplus				(1,055,977)
Profit attributable to owners of parent				3,330,791
Purchase of treasury shares				(102)
Net changes in items other than shareholders' equity	175,762	(16,362)	159,400	159,400
Total changes during period	175,762	(16,362)	159,400	2,434,111
Balance at end of period	213,406	(44,799)	168,607	13,384,526

FY03/2026(Apr. 1, 2025 – Mar. 31, 2026)

（thousands of yen）

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	697,600	565,273	12,034,324	(81,277)	13,215,919
Changes during period					
Dividends of surplus			(1,631,963)		(1,631,963)
Profit attributable to owners of parent			4,890,788		4,890,788
Purchase of treasury shares				(358,894)	(358,894)
Net changes in items other than shareholders' equity					
Total changes during period	—	—	3,258,824	(358,894)	2,899,930
Balance at end of period	697,600	565,273	15,293,148	(440,171)	16,115,850

	Accumulated other comprehensive income			Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Total accumulated other comprehensive income	
Balance at beginning of period	213,406	(44,799)	168,607	13,384,526
Changes during period				
Dividends of surplus				(1,631,963)
Profit attributable to owners of parent				4,890,788
Purchase of treasury shares				(358,894)
Net changes in items other than shareholders' equity	(215,056)	1,960	(213,096)	(213,096)
Total changes during period	(215,056)	1,960	(213,096)	2,686,833
Balance at end of period	(1,650)	(42,838)	(44,489)	16,071,360

(4) Consolidated Statement of Cash Flows

（thousands of yen）

	FY03/2025 (Apr. 1, 2024 – Mar. 31, 2025)	FY03/2026 (Apr. 1, 2025 – Mar. 31, 2026)
Cash flows from operating activities		
Profit before income taxes	4,679,914	6,674,405
Depreciation	825,745	932,806
Increase (decrease) in provision for bonuses	226,416	(287,272)
Increase (decrease) in provision for bonuses for directors (and other officers)	100	3,800
Increse (decrese) in reserve for guarantee for after-care of products	(11,808)	(2,843)
Increase (decrease) in provision for stock compensation	―	97,413
Increase (decrease) in provision for share awards for directors (and other officers)	21,256	21,489
Interest and dividend income	(22,666)	(35,602)
Interest expenses	3,195	3,712
Foreign exchange losses (gains)	6,102	(2,517)
Decrease (increase) in trade receivables	(750,858)	(138,656)
Decrease (increase) in inventories	(11,658)	6,607
Decrease (increase) in advance payments to suppliers	16,978	31,643
Increase (decrease) in trade payables	(29,531)	59,138
Increase (decrease) in accrued consumption taxes	62,508	185,337
Increase (decrease) in advances received	147,092	187,173
Loss (gain) on sale of investment securities	―	(239,012)
Other, net	(93,635)	19,766
Subtotal	5,069,152	7,517,390
Interest and dividends received	22,666	35,247
Interest paid	(3,210)	(3,717)
Income taxes paid	(1,565,632)	(1,641,934)
Net cash provided by (used in) operating activities	3,522,977	5,906,985
Cash flows from investing activities		
Purchase of property, plant and equipment	(107,826)	(27,086)
Purchase of intangible assets	(1,009,467)	(1,134,485)
Purchase of investment securities	(294,000)	(386,470)
Proceeds from sale of investment securities	―	486,896
Other, net	(64,821)	(55,629)
Net cash provided by (used in) investing activities	(1,476,116)	(1,116,774)
Cash flows from financing activities		
Purchase of treasury shares	(102)	(358,894)
Dividends paid	(1,054,820)	(1,628,997)
Other, net	(10,099)	(10,099)
Net cash provided by (used in) financing activities	(1,065,022)	(1,997,992)
Effect of exchange rate change on cash and cash equivalents	(16,362)	1,960
Net increase (decrease) in cash and cash equivalents	965,476	2,794,179
Cash and cash equivalents at beginning of period	8,381,943	9,347,420
Cash and cash equivalents at end of period	9,347,420	12,141,599