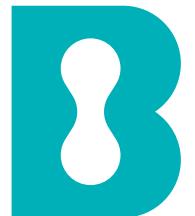


# 1Q Fiscal Year 2025 Financial Results Briefing Materials

August 8, 2025  
Business Engineering Corporation  
Securities Code: 4828 TSE Prime



**B-EN-G**

Business Engineering for Growth

# Today's Agenda

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

# Executive Summary of FY2025 1Q Financial Results

## FY25 1Q Business Environment

Corporate earnings are trending upward, with business confidence maintaining positive levels. The economy continues its gradual recovery. DX demand in manufacturing industries continues to be strong, with strategic digital investments maintaining robust momentum.

## FY25 1Q Financial Results

- Achieved record highs in sales, profits at all levels, and order intake
  - Solutions Business showed significant growth in sales, profits, and orders in 1Q
  - License sales achieved a record high
  - Strategic shareholding sales planned for first half were completed in 1Q, resulting in a significant net profit increase from gains on sale
- Upward revision of first half forecasts at all levels
  - Solutions Business drives strong growth, significantly exceeding 1Q projections

| ◆ 1Q Results                               |        | (Million yen)                         |                        |
|--|--------|---------------------------------------|------------------------|
| Net sales                                  | 6,039  | Operating profit                      | Net profit             |
| YoY +19.8%                                 | 1,728  | YoY +48.0%                            | YoY +70.8%             |
| 3 consecutive periods of record highs      |        | 4 consecutive periods of record highs |                        |
| ◆ Revision of First Half Earnings Forecast |        |                                       |                        |
| Net sales                                  | 11,800 | Operating profit                      | Net profit             |
| Previous forecast +800                     | 3,000  | Previous forecast +400                | Previous forecast +300 |

### Solutions Business

- Strong growth in both sales and orders driven by additional projects from existing clients, resulting in upward revision of 1H sales guidance.
- Strong growth in both sales and profits, maintaining a high profit margin exceeding 32%.

### Products Business

- License sales achieved a record high, with increased partner support.
- Both sales and profits at high levels, progressing smoothly as planned.

# 1. Summary of FY2025 1Q Financial Results and First Half Earnings Forecast

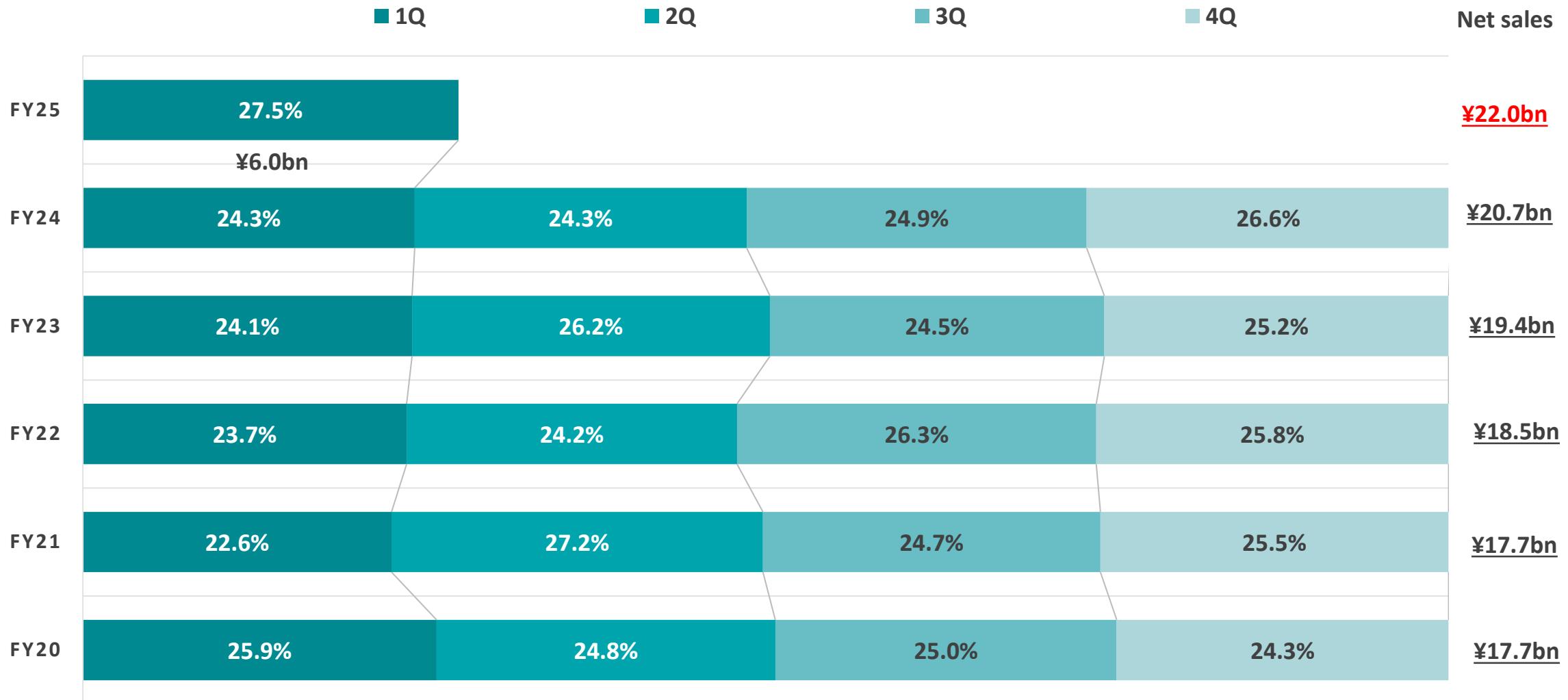
# Summary of Consolidated Income Statement

Substantial growth in Solutions Business drove record highs across all key metrics. Net profit increased significantly due to gains from sales of strategic shareholdings, leading to upward revision of first half earnings forecast.

| (Million yen)           | FY25 1Q      | FY24 1Q |          | FY25 1H Earnings Forecast |         | Difference<br>(Change %) | Progress | FY24 1H |          |
|-------------------------|--------------|---------|----------|---------------------------|---------|--------------------------|----------|---------|----------|
|                         |              | Actual  | Change % | Previous                  | Revised |                          |          | Actual  | Change % |
| <b>Net sales</b>        | <b>6,039</b> | 5,042   | +19.8%   | 11,000                    | 11,800  | +800<br>(+7.3%)          | 51.2%    | 10,092  | +16.9%   |
| <b>Gross profit</b>     | <b>2,841</b> | 2,221   | +27.9%   | 4,950                     | 5,350   | +400<br>(+8.1%)          | 53.1%    | 4,534   | +18.0%   |
| Gross profit margin     | 47.0%        | 44.1%   |          | 45.0%                     | 45.3%   |                          |          | 44.9%   |          |
| <b>Operating profit</b> | <b>1,728</b> | 1,167   | +48.0%   | 2,600                     | 3,000   | +400<br>(+15.4%)         | 57.6%    | 2,417   | +24.1%   |
| Operating profit margin | 28.6%        | 23.2%   |          | 23.6%                     | 25.4%   |                          |          | 23.9%   |          |
| <b>Ordinary profit</b>  | <b>1,750</b> | 1,183   | +48.0%   | 2,600                     | 3,000   | +400<br>(+15.4%)         | 58.4%    | 2,430   | +23.4%   |
| Ordinary profit margin  | 29.0%        | 23.5%   |          | 23.6%                     | 25.4%   |                          |          | 24.1%   |          |
| <b>Net profit</b>       | <b>1,371</b> | 803     | +70.8%   | 1,900                     | 2,200   | +300<br>(+15.8%)         | 62.3%    | 1,658   | +32.7%   |
| Net profit margin       | 22.7%        | 15.9%   |          | 17.3%                     | 18.6%   |                          |          | 16.4%   |          |
| <br>                    | <br>         | <br>    | <br>     | <br>                      | <br>    | <br>                     | <br>     | <br>    | <br>     |
| <b>Orders received</b>  | <b>6,164</b> | 4,674   | +31.9%   | 11,200                    | 11,800  | +600<br>(+5.4%)          | 52.2%    | 10,142  | +16.3%   |

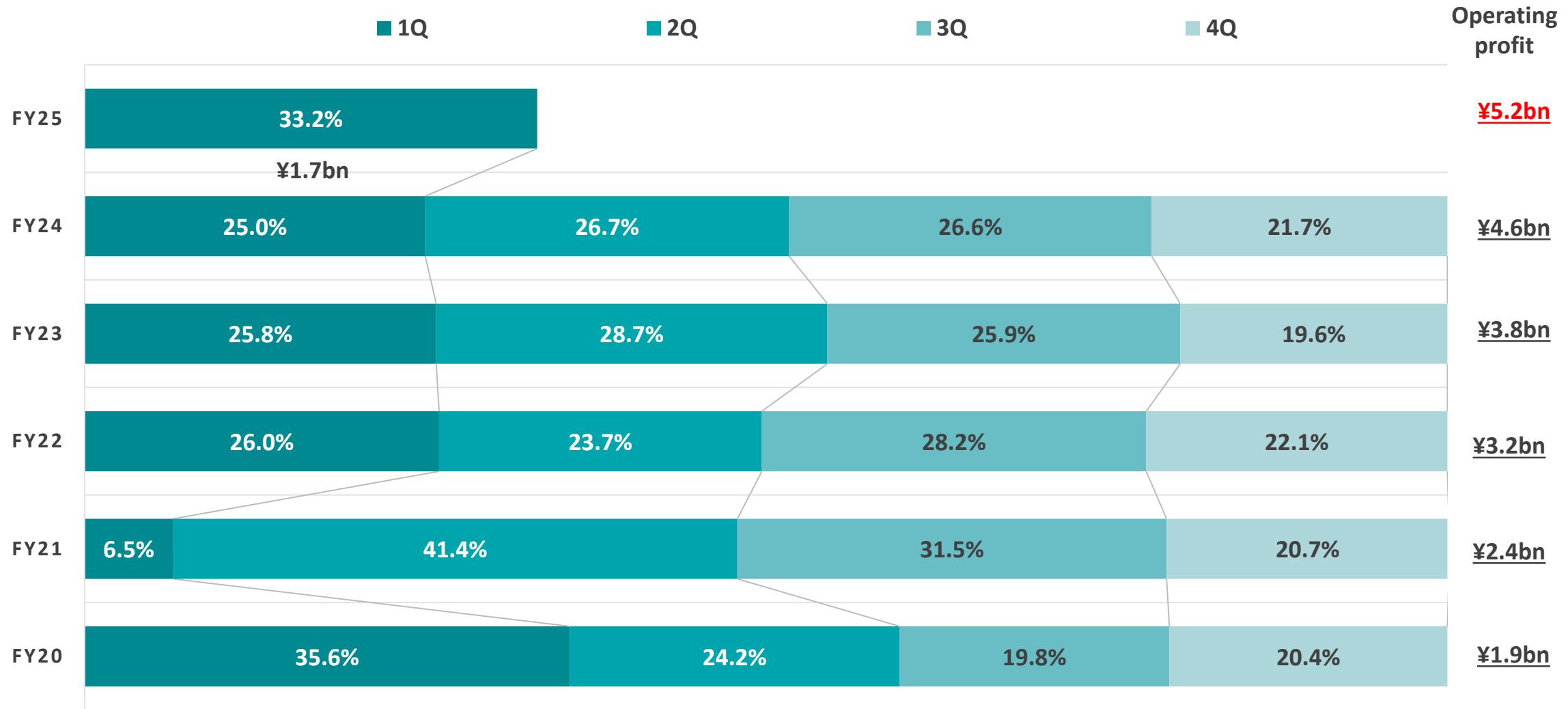
# Progress Against Full-Year Sales Forecast

**Solutions Business** sales grew substantially, driven by securing additional projects from existing customers, resulting in strong 1Q progress.  
**Products Business** progressing smoothly as planned. Making smooth progress toward achieving annual targets.



# Progress Against Full-Year Operating Profit Forecast

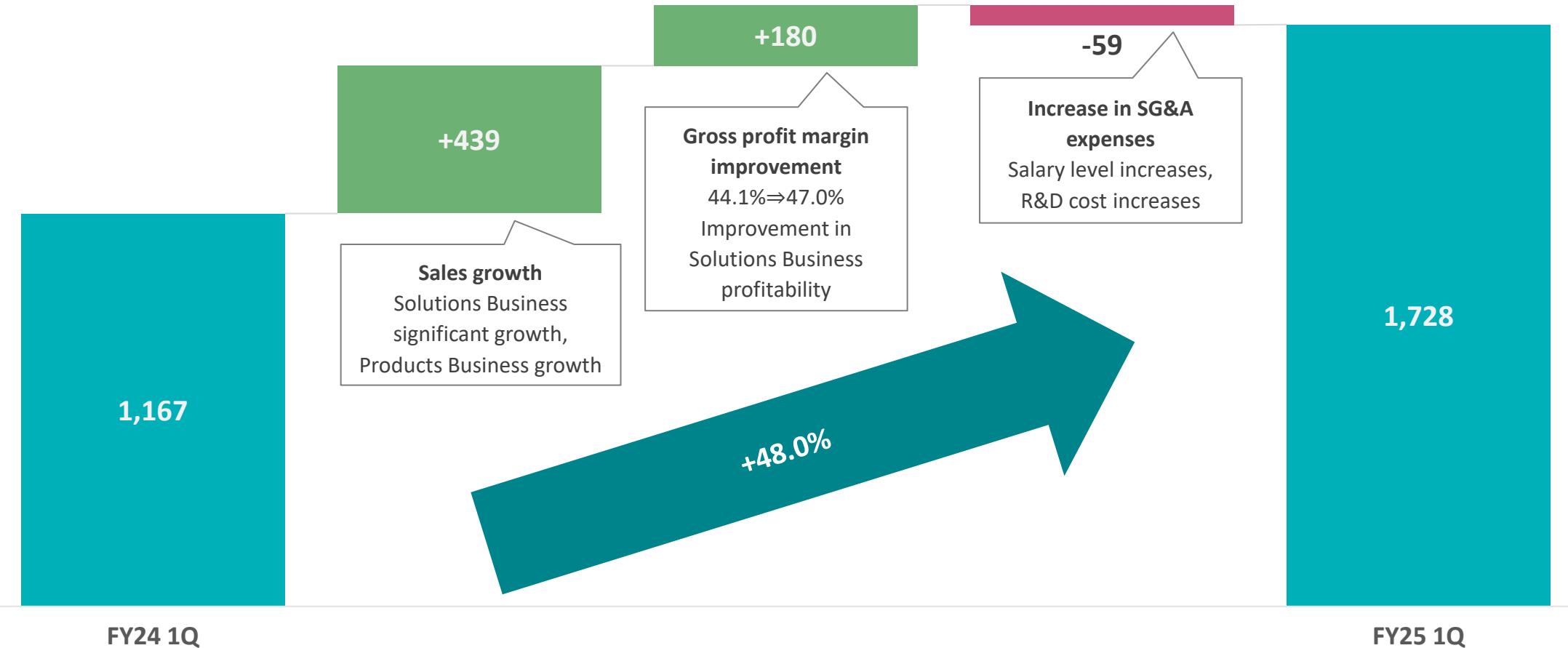
Strong 1Q progress with significant profit growth driven by substantial sales increases and improved profitability in the Solutions Business, combined with steady license sales in the Products Business. Making smooth progress toward achieving annual targets.



# Analysis of Changes in Operating Profit (YoY)

## 1Q comparison

(Million yen)



# Sales & Operating Profit by Segment

The Solutions Business achieved significant growth in both sales and profits due to strong order intake and improved profitability.

The Products Business is progressing smoothly as planned, driven by steady license sales and partner support.

## Net sales

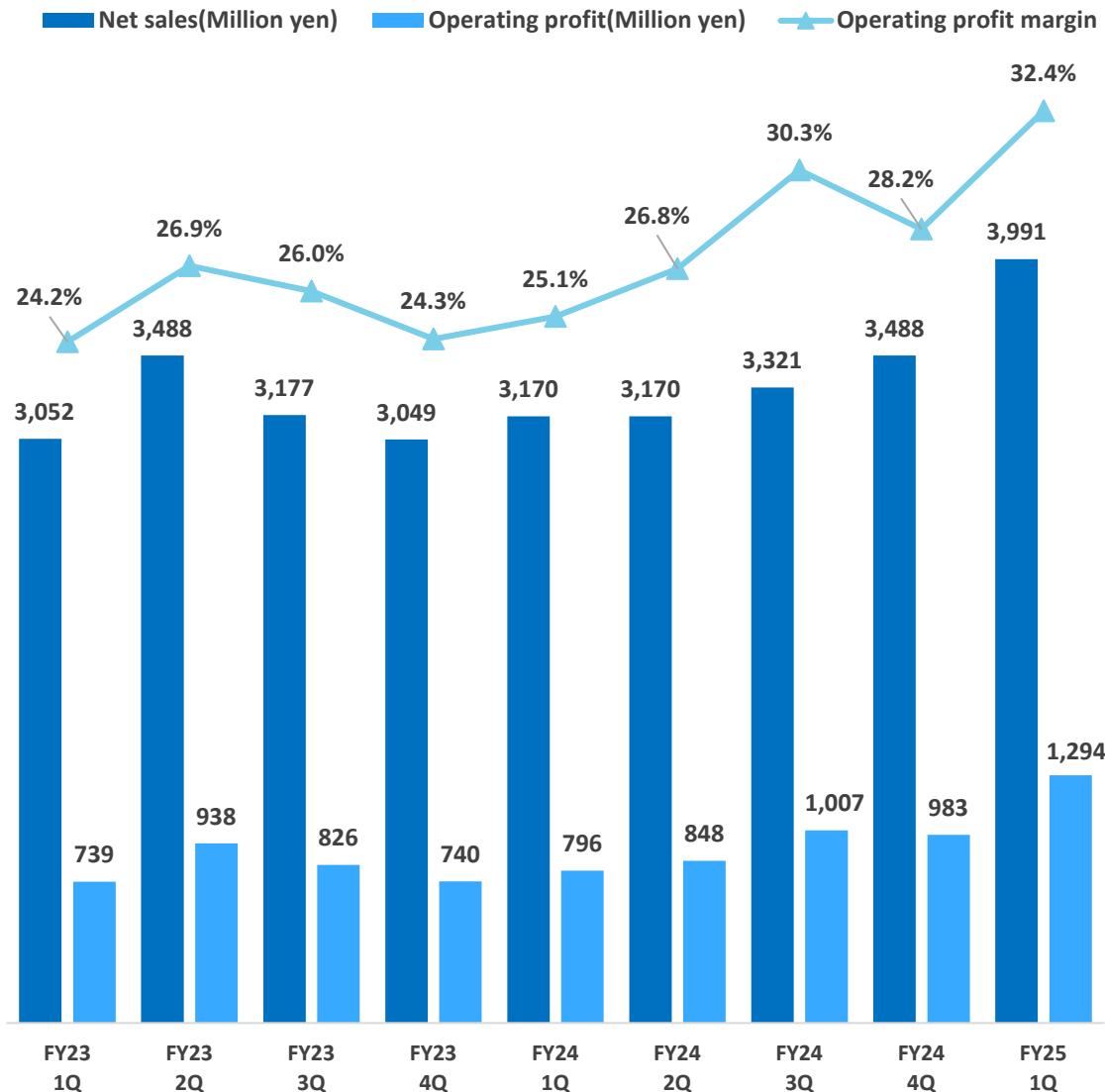
| (Million yen)    | FY25 1Q      | FY24 1Q |          | FY25 1H forecast |         | Difference | Progress |
|------------------|--------------|---------|----------|------------------|---------|------------|----------|
|                  |              | Actual  | Change % | Previous         | Revised |            |          |
| <b>Solutions</b> | <b>3,991</b> | 3,170   | +25.9%   | 7,000            | 7,800   | +800       | 51.2%    |
| Products         | 1,953        | 1,729   | +12.9%   | 3,800            | 3,800   | —          | 51.4%    |
| System Support   | 95           | 142     | -33.4%   | 200              | 200     | —          | 47.6%    |
| <b>Total</b>     | <b>6,039</b> | 5,042   | +19.8%   | 11,000           | 11,800  | +800       | 51.2%    |
|                  |              |         |          |                  |         |            |          |
| mcframe license  | 1,421        | 1,320   | +7.7%    | 2,850            | 2,850   | —          | 49.9%    |

## Operating profit

| (Million yen)            | FY25 1Q      | FY24 1Q |          | FY25 1H forecast |         | Difference | Progress |
|--------------------------|--------------|---------|----------|------------------|---------|------------|----------|
|                          |              | Actual  | Change % | Previous         | Revised |            |          |
| <b>Solutions</b>         | <b>1,294</b> | 796     | +62.5%   | —                | —       | —          | —        |
| Products                 | 757          | 729     | +3.9%    | —                | —       | —          | —        |
| System Support           | 138          | 129     | +7.4%    | —                | —       | —          | —        |
| Eliminations & corporate | (463)        | (487)   | —        | —                | —       | —          | —        |
| <b>Total</b>             | <b>1,728</b> | 1,167   | +48.0%   | 2,600            | 3,000   | +400       | 57.6%    |

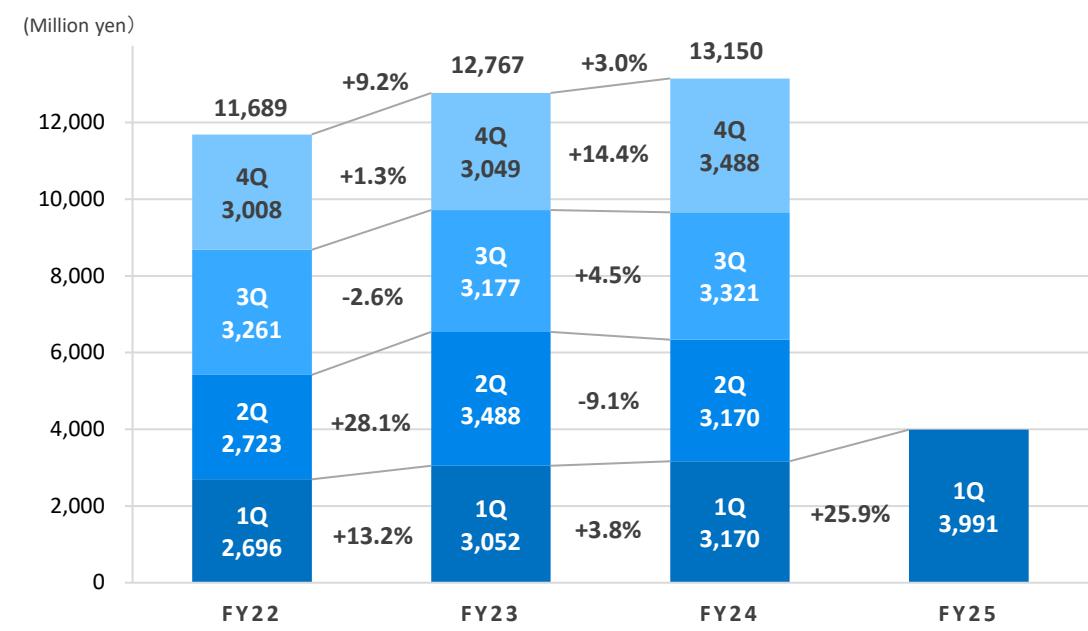
# Segment Information: Solutions Business

<Net sales and Operating profit>



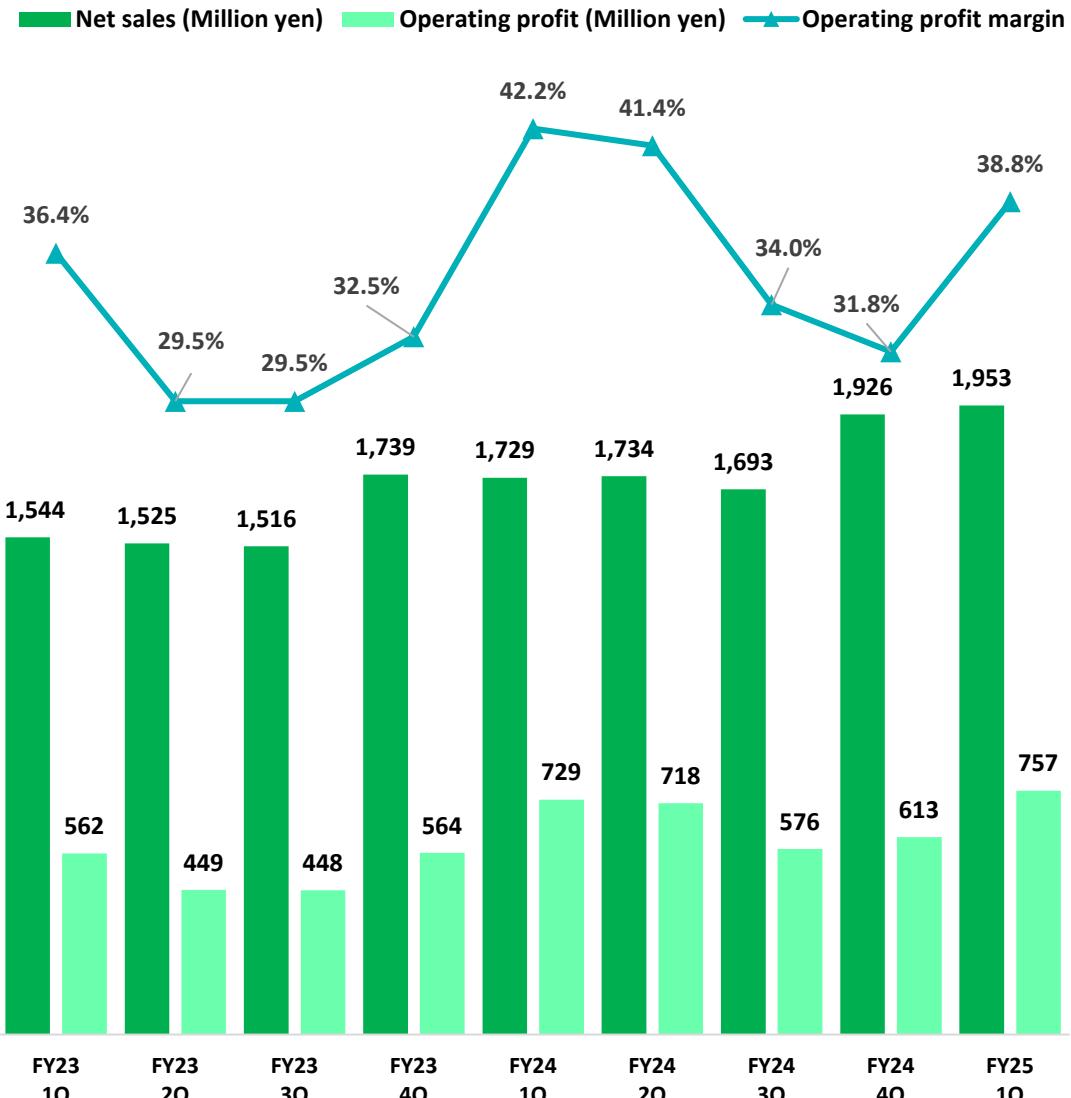
- Secured orders through strategic proposals tailored to customer needs, backed by long-term trusted relationships with clients. 1Q delivered substantial sales growth driven by additional projects from existing customers and carryover from the previous period on timing differences. Looking towards 2Q, order backlog continues at elevated levels (4,882 mil. yen).
- Project profitability continues to improve, achieving high profit margin levels.

<Net sales>

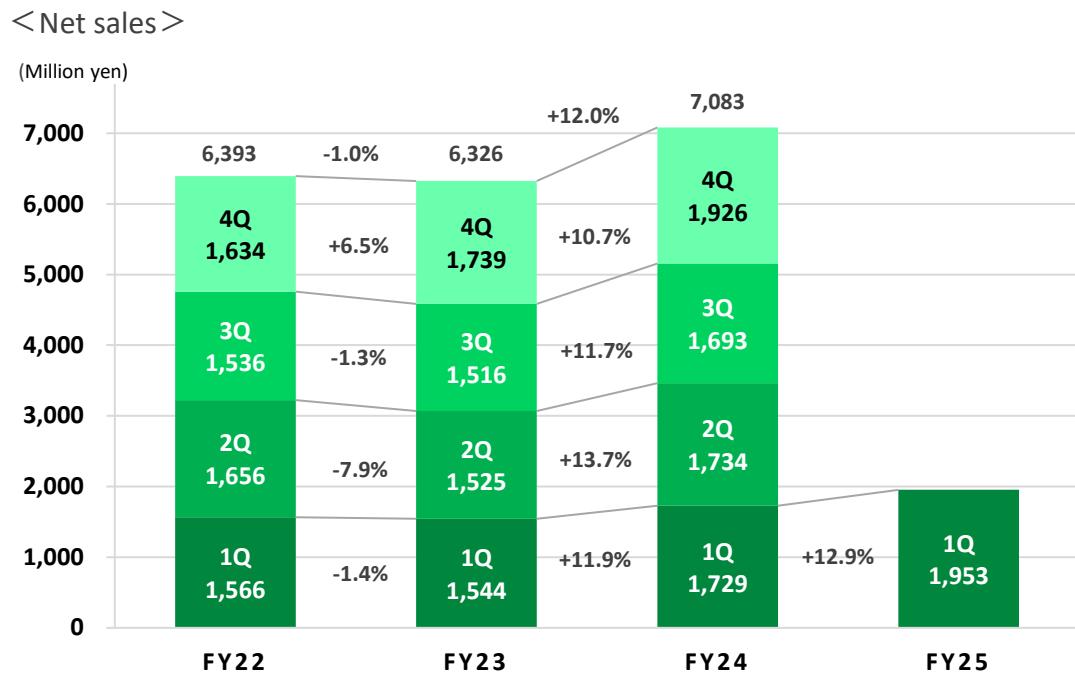


# Segment Information: Products Business

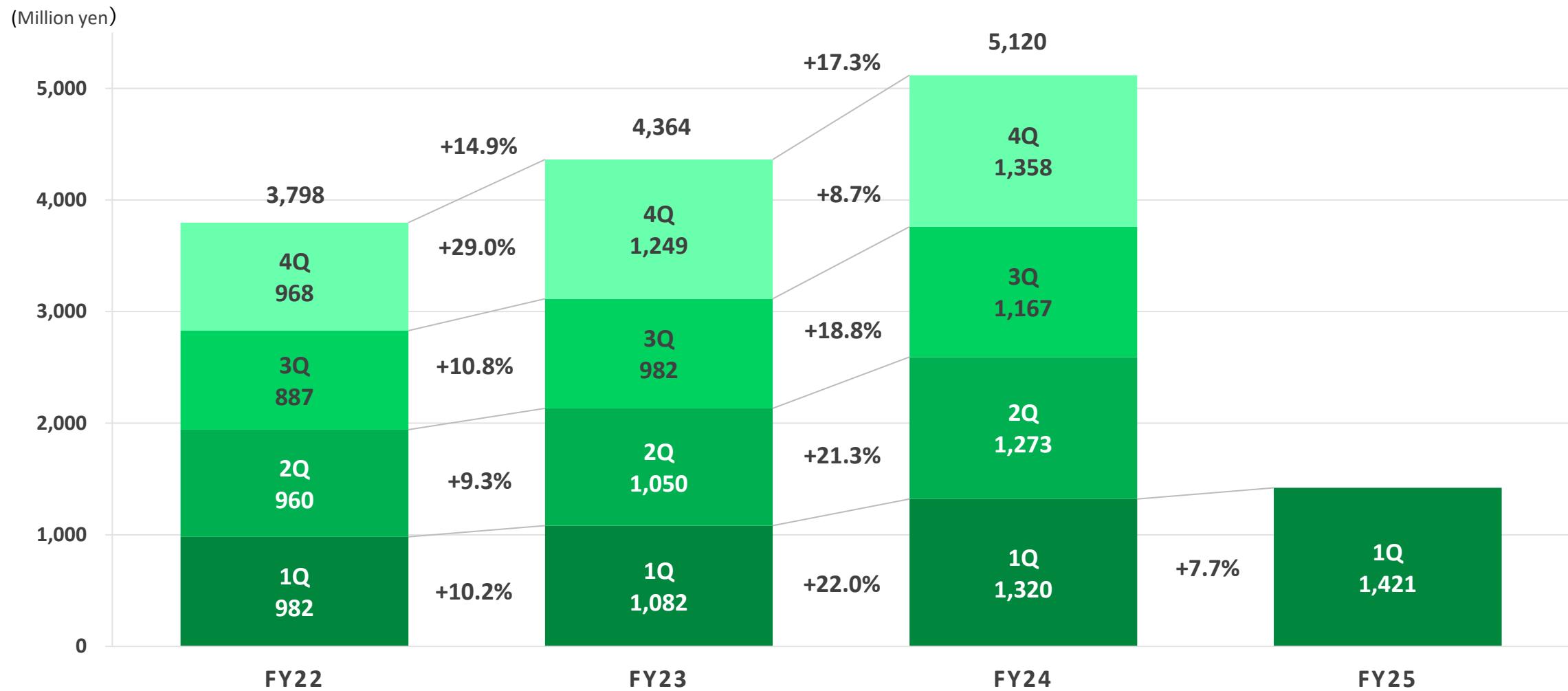
<Net sales and Operating profit>



- License sales business continues to grow under strategic partnerships and favorable customer relationships.
- Through expansion and strengthening of sales partners, technical support to partners has increased in addition to license sales. This contributes to future license sales expansion.



Based on mcframe's competitive advantage in the supply chain management field, license sales and license maintenance have accumulated to continuously break previous records.



# 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 cross-shareholding sales.

| (Million yen)                                      | FY25 1Q       | FY24 1Q |          | FY24   |          |
|--|---------------|---------|----------|--------|----------|
|  |               | Actual  | Change % | Actual | Change % |
| <b>Current assets</b>                              | <b>15,582</b> | 12,581  | +23.9%   | 14,336 | +8.7%    |
| Cash and deposits                                  | 9,933         | 8,354   | +18.9%   | 9,347  | +6.3%    |
| Notes and accounts receivable, and contract assets | 4,508         | 3,388   | +33.1%   | 4,277  | +5.4%    |
| <b>Non-current assets</b>                          | <b>3,801</b>  | 3,245   | +17.1%   | 4,115  | -7.6%    |
| <b>Total assets</b>                                | <b>19,384</b> | 15,827  | +22.5%   | 18,451 | +5.1%    |
| <b>Current liabilities</b>                         | <b>5,471</b>  | 4,564   | +19.9%   | 5,030  | +8.8%    |
| Non-current liabilities                            | 42            | 20      | +104.8%  | 36     | +14.7%   |
| <b>Net assets</b>                                  | <b>13,870</b> | 11,242  | +23.4%   | 13,384 | +3.6%    |
| <b>Equity ratio</b>                                | <b>71.6%</b>  | 71.0%   | +0.6pt   | 72.5%  | -0.9pt   |

No changes since the May 13, 2025 announcement

## 2. Earnings Forecast for FY2025

## FY25 Business Environment

Despite an expected short-term economic slowdown, manufacturing industry DX needs remain high with strategic digital investments likely to continue.

## FY25 Consolidated Earnings Forecast

- Pursuing BE 2030 growth strategy**  
Expecting sales and profit growth through continuous sales growth and operating profit margin expansion
- Net profit expected to increase as gains from partial sale of strategic shareholdings to offset the previous period's one-time tax benefit**
- Expanding growth investments in product development and M&A**
- Planning significant increase in annual dividend with payout ratio raised to over 50%**

|                                       | (Million yen)  |                       |            |
|---------------------------------------|--|-----------------------|------------|
|                                       | Net sales  | Operating profit      | Net profit |
| 22,000                                | 5,200  | 3,700                 |            |
| YoY +5.9%                             | YoY +11.2%   | YoY +11.1%            |            |
| 4 consecutive periods of record highs | 10 consecutive periods of record highs                           |                       |            |
| ROE                                   | Annual dividend  | Dividend payout ratio |            |
| 25.7%                                 | 156 yen / share  | 50.5%                 |            |
| YoY -1.7pt                            | YoY +56 yen  | 35% ⇒ 50%             |            |
|                                       | 11 consecutive periods of dividend growth, achieving record high |                       |            |

### Solutions Business

- Expecting higher sales growth than the previous period by continuing enhanced strategic proposals aligned with client needs and long-term relationships of trust with clients.
- Promoting new businesses including data-centric business.

### Products Business

- Expecting continued high growth in license sales and overall sales growth based on ongoing expansion and strengthening of sales partners and market advantage of mcframe.
- Promoting deployment of SaaS-type mcframe X.

# Earnings Forecast

No changes since the May 13, 2025 announcement

Accelerating growth toward FY30, aiming to achieve record highs in sales, profits at all levels, and orders received.

Pursuing both growth investments and shareholder returns, increasing dividend payout ratio to over 50% for substantial dividend increase.

| (Million yen)                        | FY24<br>Actual | FY25<br>Forecast | Difference<br>(Change %)  |
|--------------------------------------|----------------|------------------|---------------------------|
| <b>Net sales</b>                     | <b>20,776</b>  | <b>22,000</b>    | <b>+1,223<br/>(+5.9%)</b> |
| <b>Gross profit</b>                  | <b>9,091</b>   | <b>9,900</b>     | <b>+808</b>               |
| Gross profit margin                  | 43.8%          | 45.0%            | (+8.9%)                   |
| <b>Operating profit</b>              | <b>4,676</b>   | <b>5,200</b>     | <b>+523</b>               |
| Operating profit margin              | 22.5%          | 23.6%            | (+11.2%)                  |
| <b>Ordinary profit</b>               | <b>4,679</b>   | <b>5,200</b>     | <b>+520</b>               |
| Ordinary profit margin               | 22.5%          | 23.6%            | (+11.1%)                  |
| <b>Net profit</b>                    | <b>3,330</b>   | <b>3,700</b>     | <b>+369</b>               |
| Net profit margin                    | 16.0%          | 16.8%            | (+11.1%)                  |
|                                      |                |                  |                           |
| <b>Orders received</b>               | <b>21,690</b>  | <b>22,500</b>    | <b>+809<br/>(+3.7%)</b>   |
| <b>Dividend<br/>(Parent Company)</b> | <b>100</b>     | <b>156</b>       | <b>+56</b>                |
| <b>ROE</b>                           | <b>27.4%</b>   | <b>25.7%</b>     | <b>-1.7pt</b>             |

# Segment & mcframe License Sales Forecasts (FY)

No changes since the May 13, 2025 announcement

**Solutions Business** aims for higher sales growth than previous period, based on long-term relationships of trust with clients.

**Products Business** aims to continue high growth in license sales, leveraging mcframe market advantage.

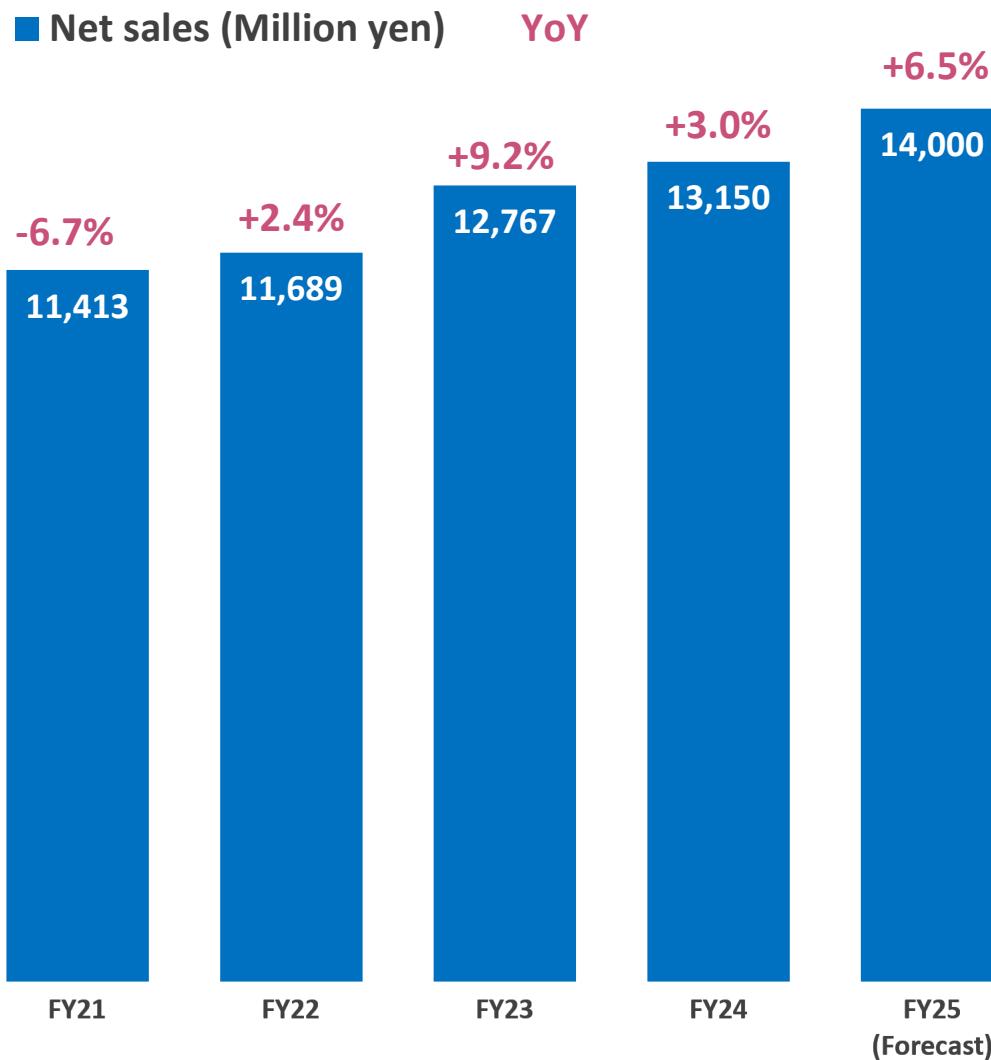
Net sales

| (Million yen)              | FY24             | FY25             | Difference                         |
|----------------------------|------------------|------------------|------------------------------------|
|                            | Actual           | Forecast         | (Change %)                         |
| <b>Solutions</b>           | <b>13,150</b>    | <b>14,000</b>    | <b>+849</b><br><b>(+6.5%)</b>      |
| <b>Products</b>            | <b>7,083</b>     | <b>7,600</b>     | <b>+516</b><br><b>(+7.3%)</b>      |
| <b>System Support</b>      | <b>542</b>       | <b>400</b>       | <b>-142</b><br><b>(-26.2%)</b>     |
| <b>Total</b>               | <b>20,776</b>    | <b>22,000</b>    | <b>+1,223</b><br><b>(+5.9%)</b>    |
| <br><b>mcframe license</b> | <br><b>5,120</b> | <br><b>5,700</b> | <br><b>+579</b><br><b>(+11.3%)</b> |

# Solutions Business Forecast

No changes since the May 13, 2025 announcement

<Net sales>



## FY25 Business Environment Outlook

- Expecting higher sales growth than previous period, based on outstanding client base centered on major domestic companies and long-term relationships of trust.

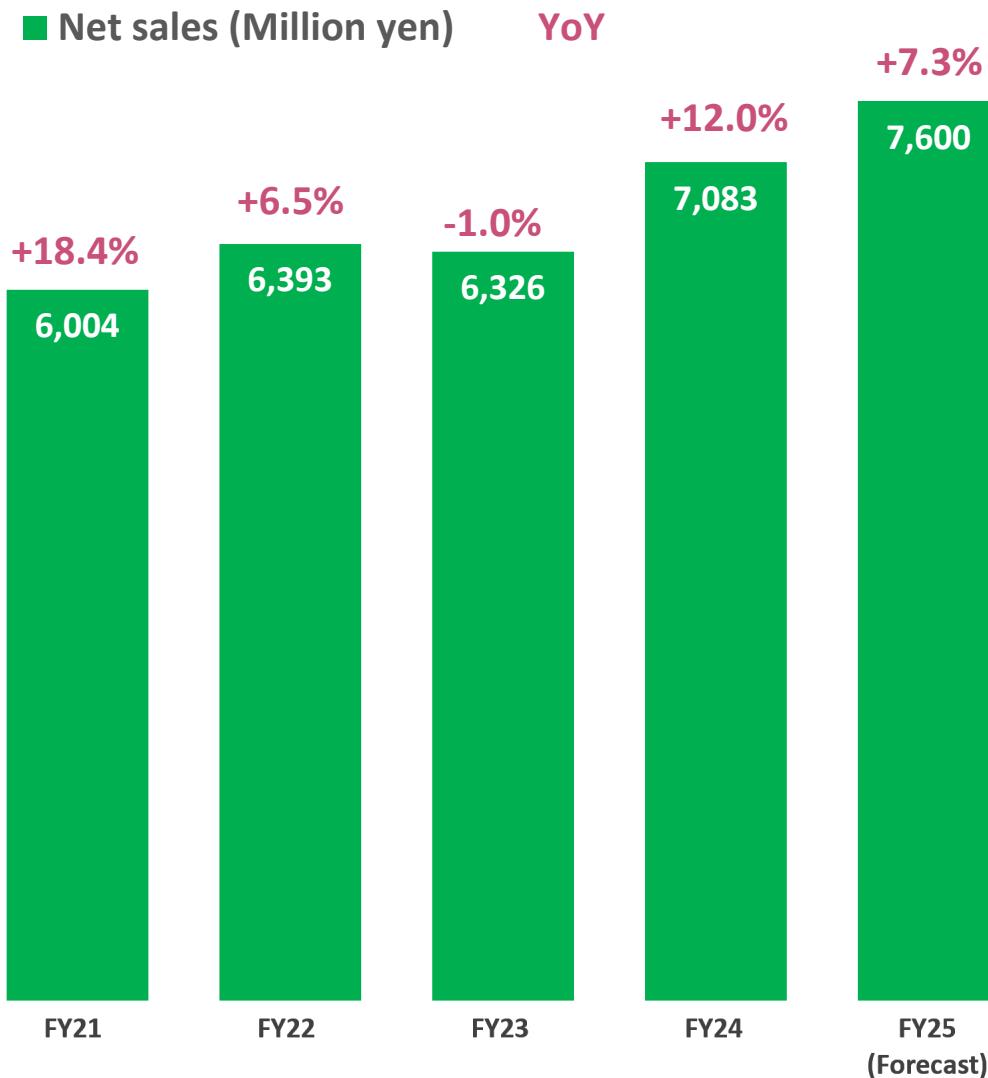
## FY25 Initiatives

- Strengthening strategic proposal activities aligned with client needs.
- Securing both sales growth and profitability with mix of ERP and high-value-added expansion solutions.
- Promoting new businesses such as data-centric business and field DX support.

# Products Business Forecast

No changes since the May 13, 2025 announcement

<Net sales>



## FY25 Business Environment Outlook

- Expecting sales growth through continued high growth in license sales, leveraging mcframe's market advantage in the supply chain management area.

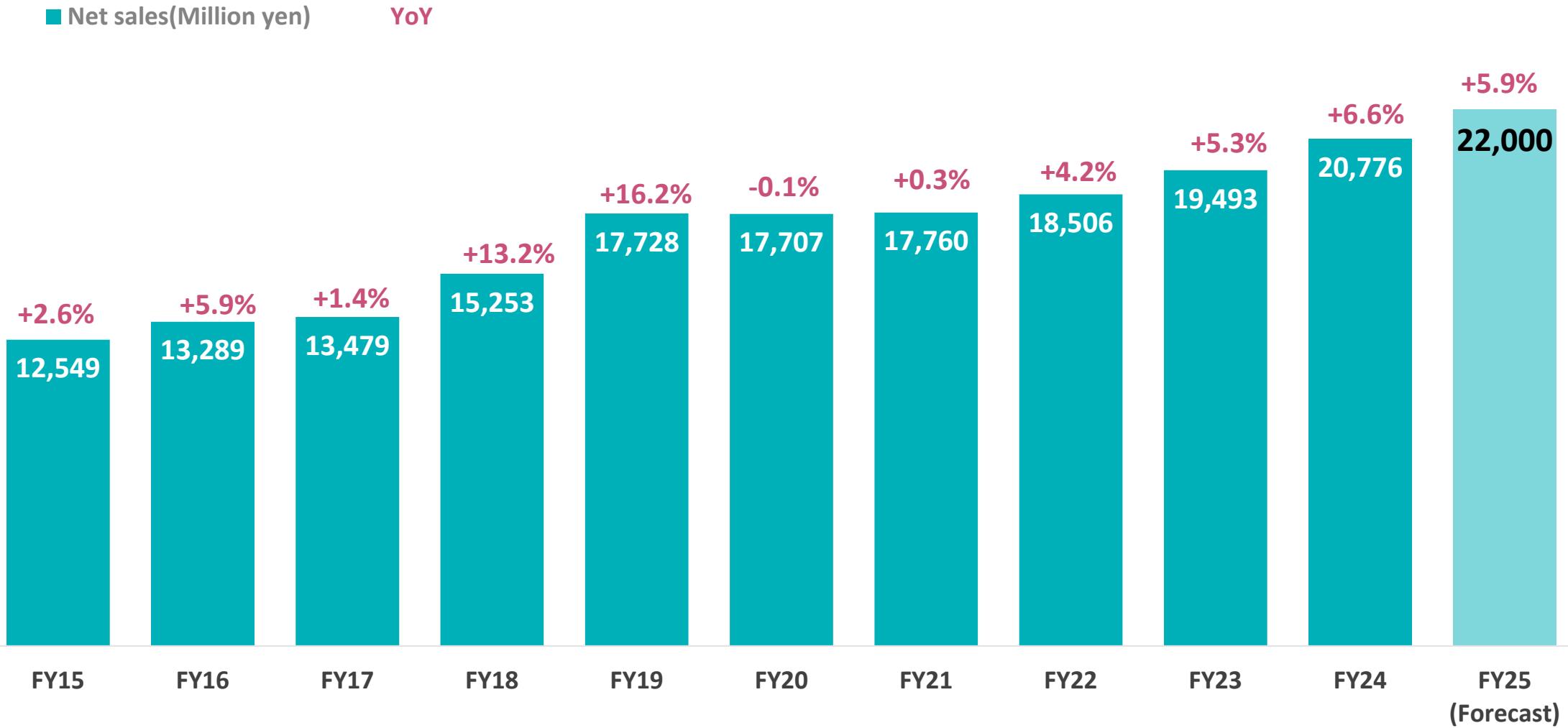
## FY25 Initiatives

- Expanding and strengthening sales partners, sales networks, and sales capabilities through partnership strategy.
- Expanding overseas markets through strengthened collaboration with overseas offices and partners.
- Accumulating implementation expertise for SaaS-type mcframe X and promoting partner implementation projects.

# Net Sales and YoY Growth

No changes since the May 13, 2025 announcement

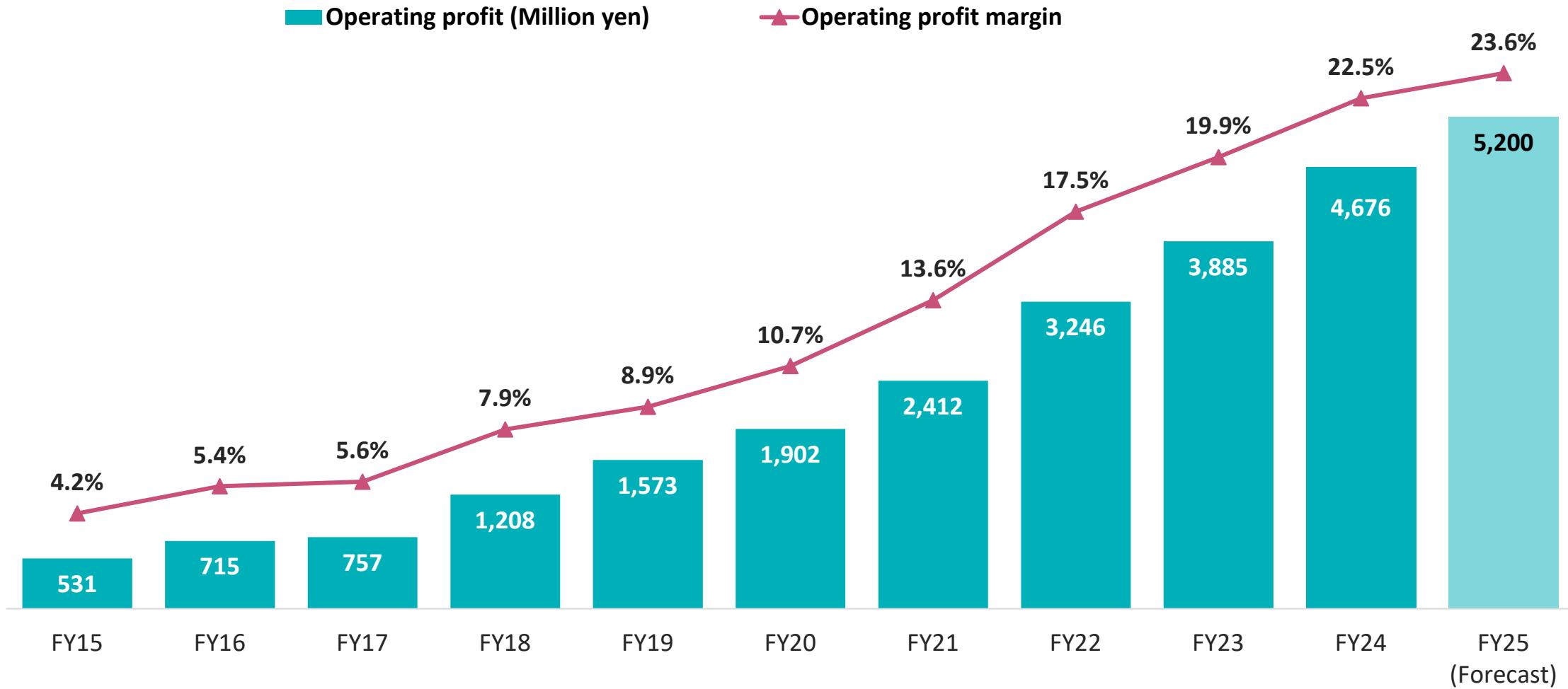
Toward achieving FY30 target of 33 billion yen, maintaining sales growth and aiming for record highs for 4 consecutive periods.



# Operating Profit & Operating Profit Margin

No changes since the May 13, 2025 announcement

Toward achieving FY30 target of 10 billion yen, aiming for record highs for 10 consecutive periods through sales growth and continuous profit margin expansion.

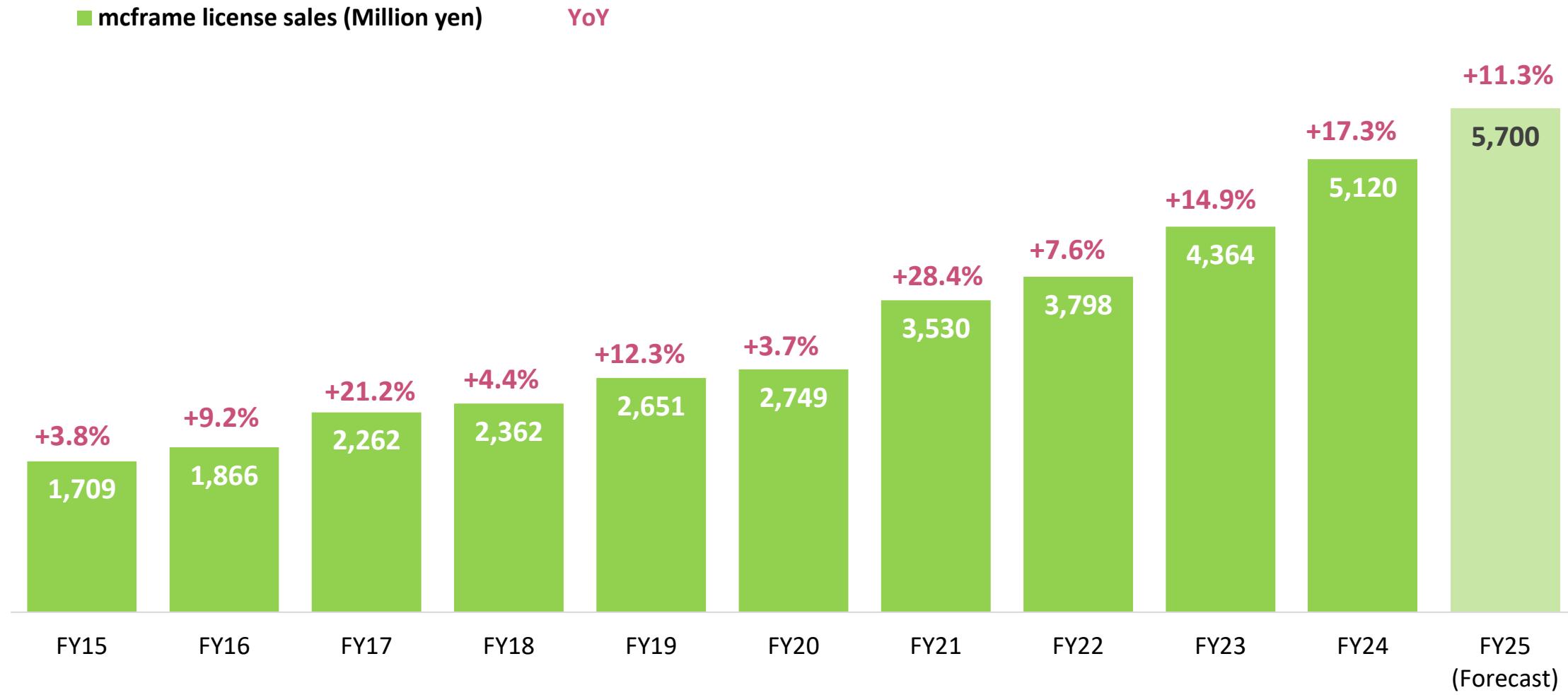


# mcframe License Sales & YoY Growth

No changes since the May 13, 2025 announcement



Aiming for market expansion and high growth as FY30 target engine. Targeting a record high in FY25 through license sales and accumulation of recurring maintenance revenues.

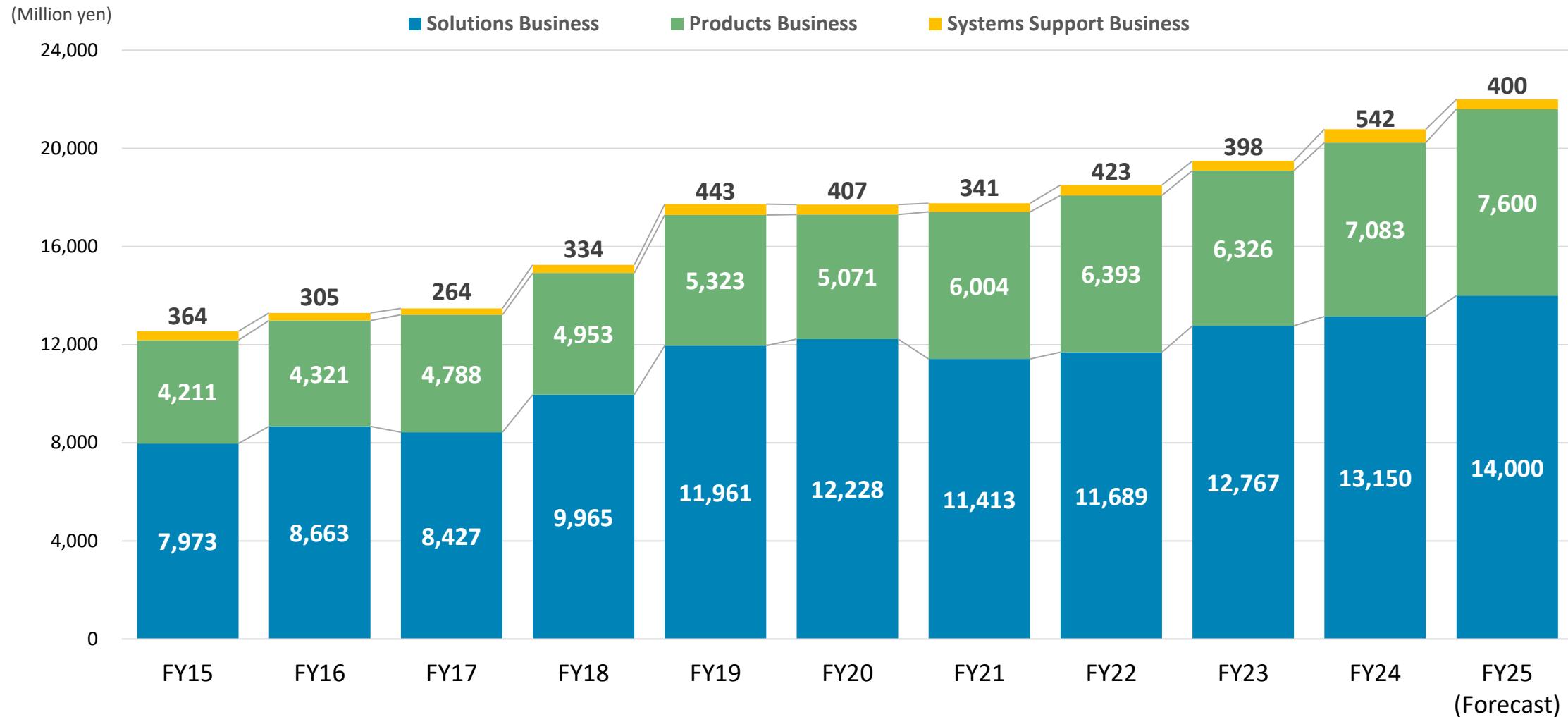


# Sales by Segment

No changes since the May 13, 2025 announcement

**Solutions Business aims for higher sales growth based on long-term client relationships.**

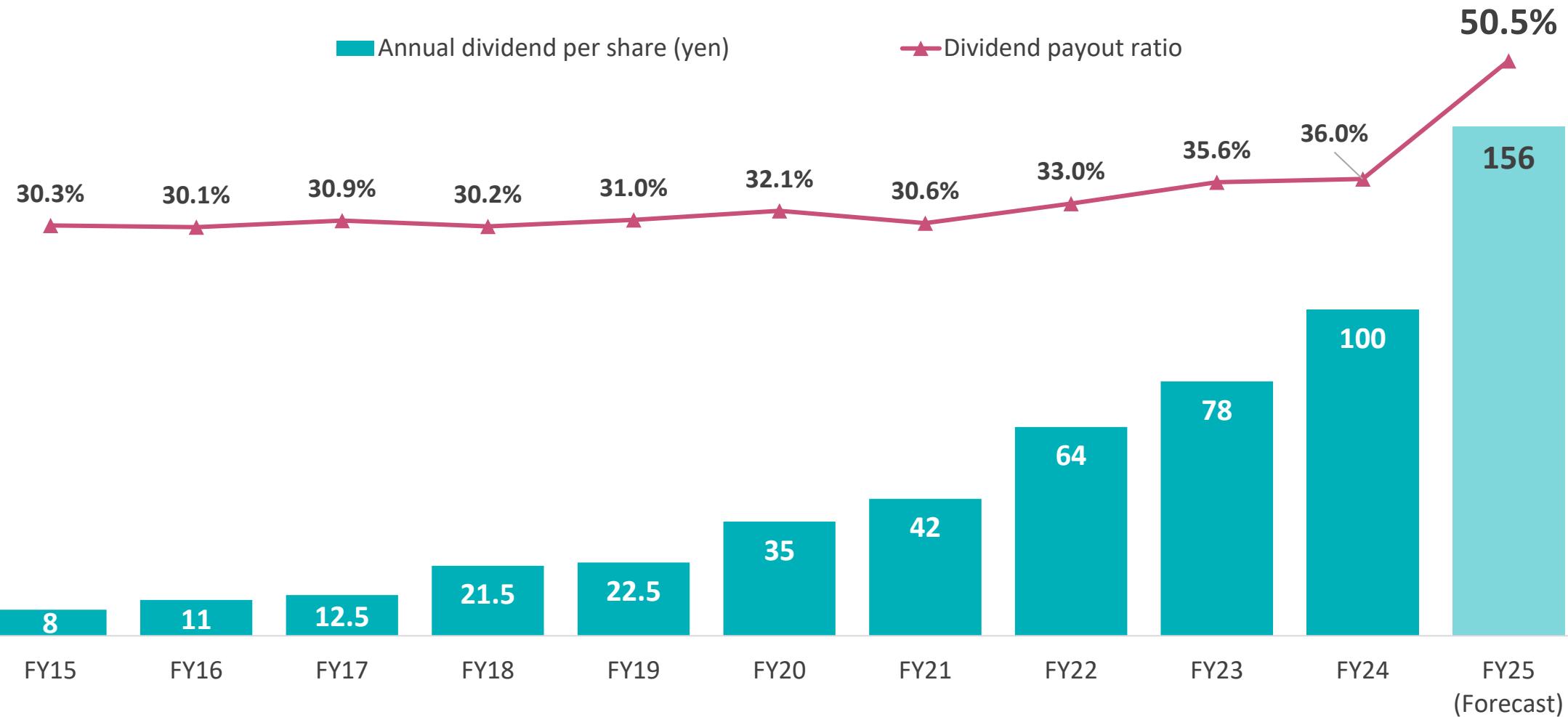
**Products Business aims for sales growth through continued high license sales growth.**



# Dividends (Annual dividend per share)

No changes since the May 13, 2025 announcement

Progressive dividend and 35% payout ratio from FY23, reached 100 yen per share in FY24.  
Increasing payout ratio to 50% in FY25 for substantial dividend increase, planning 11th consecutive increase.



※ Performance before FY21 represents the effective dividend amount after stock split adjustment as of June 1, 2022.

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### 3. Data Book

# Quarterly Income Statement (3-month)

(Million yen)

|  | 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  |    |    |    |
| Cost of sales                                | 2,713  | 3,034 | 2,856 | 3,035 | 2,821  | 2,736 | 2,859 | 3,268 | 3,197  |    |    |    |
| Gross profit                                 | 1,989  | 2,070 | 1,924 | 1,868 | 2,221  | 2,313 | 2,305 | 2,250 | 2,841  |    |    |    |
| Selling, general and administrative expenses | 988    | 956   | 916   | 1,105 | 1,053  | 1,063 | 1,060 | 1,236 | 1,113  |    |    |    |
| Operating profit                             | 1,000  | 1,114 | 1,007 | 762   | 1,167  | 1,249 | 1,245 | 1,014 | 1,728  |    |    |    |
| Operating profit margin                      | 21.3%  | 21.8% | 21.1% | 15.6% | 23.2%  | 24.7% | 24.1% | 18.4% | 28.6%  |    |    |    |
| Non-operating income                         | 12     | 3     | 0     | 0     | 20     | 4     | 0     | 2     | 26     |    |    |    |
| Non-operating expense                        | 1      | 2     | 2     | 17    | 4      | 5     | 2     | 10    | 3      |    |    |    |
| Ordinary profit                              | 1,011  | 1,114 | 1,006 | 744   | 1,183  | 1,247 | 1,243 | 1,006 | 1,750  |    |    |    |
| 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  |    |    |    |
| Income taxes - current                       | 326    | 355   | 317   | 314   | 380    | 392   | 404   | 353   | 620    |    |    |    |
| Income taxes - deferred                      | 0      | 0     | 0     | (62)  | (0)    | 0     | (0)   | (180) | (2)    |    |    |    |
| Total income taxes                           | 326    | 355   | 317   | 252   | 380    | 392   | 403   | 172   | 618    |    |    |    |
| Profit                                       | 684    | 758   | 689   | 492   | 803    | 854   | 839   | 833   | 1,371  |    |    |    |
| EBITDA                                       | 1,165  | 1,301 | 1,186 | 934   | 1,365  | 1,448 | 1,467 | 1,220 | 1,948  |    |    |    |
| EBITDA margin                                | 24.8%  | 25.5% | 24.8% | 19.1% | 27.1%  | 28.7% | 28.4% | 22.1% | 32.3%  |    |    |    |

# Quarterly Income Statement (Cumulative)

(Million yen)

|  | 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  |    |    |    |
| Cost of sales                                | 2,713  | 5,748 | 8,605  | 11,640 | 2,821  | 5,557  | 8,417  | 11,685 | 3,197  |    |    |    |
| Gross profit                                 | 1,989  | 4,060 | 5,984  | 7,852  | 2,221  | 4,534  | 6,840  | 9,091  | 2,841  |    |    |    |
| Selling, general and administrative expenses | 988    | 1,945 | 2,861  | 3,967  | 1,053  | 2,117  | 3,178  | 4,415  | 1,113  |    |    |    |
| Operating profit                             | 1,000  | 2,114 | 3,122  | 3,885  | 1,167  | 2,417  | 3,662  | 4,676  | 1,728  |    |    |    |
| Operating profit margin                      | 21.3%  | 21.6% | 21.4%  | 19.9%  | 23.2%  | 23.9%  | 24.0%  | 22.5%  | 28.6%  |    |    |    |
| Non-operating income                         | 12     | 15    | 16     | 16     | 20     | 24     | 24     | 26     | 26     |    |    |    |
| Non-operating expense                        | 1      | 4     | 6      | 24     | 4      | 10     | 12     | 23     | 3      |    |    |    |
| Ordinary profit                              | 1,011  | 2,126 | 3,132  | 3,877  | 1,183  | 2,430  | 3,673  | 4,679  | 1,750  |    |    |    |
| Extraordinary gains                          | -      | -     | -      | -      | -      | -      | -      | -      | 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  |    |    |    |
| Income taxes - current                       | 326    | 682   | 999    | 1,313  | 380    | 772    | 1,177  | 1,530  | 620    |    |    |    |
| Income taxes - deferred                      | 0      | 0     | 0      | (62)   | (0)    | 0      | (0)    | (181)  | (2)    |    |    |    |
| Total income taxes                           | 326    | 682   | 999    | 1,251  | 380    | 772    | 1,176  | 1,349  | 618    |    |    |    |
| Profit                                       | 684    | 1,443 | 2,132  | 2,625  | 803    | 1,658  | 2,497  | 3,330  | 1,371  |    |    |    |
| EBITDA                                       | 1,165  | 2,467 | 3,653  | 4,588  | 1,365  | 2,814  | 4,281  | 5,502  | 1,948  |    |    |    |
| EBITDA margin                                | 24.8%  | 25.2% | 25.0%  | 23.5%  | 27.1%  | 27.9%  | 28.1%  | 26.5%  | 32.3%  |    |    |    |

# 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  |    |    |    |
|                         | Operating profit        | 739    | 938    | 826    | 740   | 796    | 848   | 1,007 | 983    | 1,294  |    |    |    |
|                         | Operating profit margin | 24.2%  | 26.9%  | 26.0%  | 24.3% | 25.1%  | 26.8% | 30.3% | 28.2%  | 32.4%  |    |    |    |
|                         | Orders received         | 3,124  | 3,452  | 2,709  | 3,694 | 2,775  | 3,677 | 3,530 | 3,639  | 4,212  |    |    |    |
|                         | Order backlog           | 4,036  | 4,000  | 3,532  | 4,178 | 3,783  | 4,291 | 4,500 | 4,651  | 4,882  |    |    |    |
| Products Business       | Net sales               | 1,544  | 1,525  | 1,516  | 1,739 | 1,729  | 1,734 | 1,693 | 1,926  | 1,953  |    |    |    |
|                         | Operating profit        | 562    | 449    | 448    | 564   | 729    | 718   | 576   | 613    | 757    |    |    |    |
|                         | Operating profit margin | 36.4%  | 29.5%  | 29.5%  | 32.5% | 42.2%  | 41.4% | 34.0% | 31.8%  | 38.8%  |    |    |    |
|                         | Orders received         | 1,654  | 1,380  | 1,359  | 2,083 | 1,753  | 1,690 | 1,615 | 2,491  | 1,904  |    |    |    |
|                         | Order backlog           | 2,112  | 1,967  | 1,810  | 2,153 | 2,177  | 2,133 | 2,055 | 2,620  | 2,562  |    |    |    |
| System Support Business | Net sales               | 105    | 90     | 86     | 114   | 142    | 145   | 150   | 103    | 95     |    |    |    |
|                         | Operating profit        | 149    | 127    | 115    | 105   | 129    | 123   | 133   | 113    | 138    |    |    |    |
|                         | Operating profit margin | 141.1% | 140.3% | 133.6% | 91.7% | 90.3%  | 85.3% | 88.6% | 109.5% | 145.7% |    |    |    |
|                         | Orders received         | 115    | 93     | 96     | 192   | 145    | 99    | 105   | 164    | 46     |    |    |    |
|                         | Order backlog           | 46     | 49     | 58     | 135   | 138    | 92    | 48    | 108    | 60     |    |    |    |

# 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  |    |    |    |
|                         | Operating profit        | 739    | 1,677  | 2,504  | 3,244  | 796    | 1,645 | 2,652 | 3,635  | 1,294  |    |    |    |
|                         | Operating profit margin | 24.2%  | 25.7%  | 25.8%  | 25.4%  | 25.1%  | 25.9% | 27.5% | 27.6%  | 32.4%  |    |    |    |
|                         | Orders received         | 3,124  | 6,576  | 9,286  | 12,980 | 2,775  | 6,453 | 9,984 | 13,623 | 4,212  |    |    |    |
|                         | Order backlog           | 4,036  | 4,000  | 3,532  | 4,178  | 3,783  | 4,291 | 4,500 | 4,651  | 4,882  |    |    |    |
| Products Business       | Net sales               | 1,544  | 3,070  | 4,587  | 6,326  | 1,729  | 3,463 | 5,157 | 7,083  | 1,953  |    |    |    |
|                         | Operating profit        | 562    | 1,012  | 1,460  | 2,024  | 729    | 1,447 | 2,023 | 2,636  | 757    |    |    |    |
|                         | Operating profit margin | 36.4%  | 33.0%  | 31.8%  | 32.0%  | 42.2%  | 41.8% | 39.2% | 37.2%  | 38.8%  |    |    |    |
|                         | Orders received         | 1,654  | 3,035  | 4,394  | 6,477  | 1,753  | 3,443 | 5,059 | 7,550  | 1,904  |    |    |    |
|                         | Order backlog           | 2,112  | 1,967  | 1,810  | 2,153  | 2,177  | 2,133 | 2,055 | 2,620  | 2,562  |    |    |    |
| System Support Business | Net sales               | 105    | 196    | 283    | 398    | 142    | 287   | 438   | 542    | 95     |    |    |    |
|                         | Operating profit        | 149    | 277    | 393    | 498    | 129    | 252   | 386   | 499    | 138    |    |    |    |
|                         | Operating profit margin | 141.1% | 140.7% | 138.6% | 125.1% | 90.3%  | 87.8% | 88.1% | 92.2%  | 145.7% |    |    |    |
|                         | Orders received         | 115    | 208    | 304    | 497    | 145    | 244   | 350   | 515    | 46     |    |    |    |
|                         | Order backlog           | 46     | 49     | 58     | 135    | 138    | 92    | 48    | 108    | 60     |    |    |    |

# Quarterly Balance Sheet

(Million yen)

|  | 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 |    |    |    |
| Cash and deposits  | 6,889  | 7,519  | 7,604  | 8,381  | 8,354  | 8,758  | 8,154  | 9,347  | 9,933  |    |    |    |
| 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  |    |    |    |
| Non-current assets   | 2,847  | 2,919  | 2,966  | 3,135  | 3,245  | 3,344  | 3,747  | 4,115  | 3,801  |    |    |    |
| Total assets   | 13,637 | 14,567 | 14,331 | 15,718 | 15,827 | 16,558 | 16,563 | 18,451 | 19,384 |    |    |    |
| Current liabilities  | 4,098  | 4,373  | 3,880  | 4,752  | 4,564  | 4,468  | 4,048  | 5,030  | 5,471  |    |    |    |
| Non-current liabilities                                    | -      | -      | -      | 15     | 20     | 25     | 31     | 36     | 42     |    |    |    |
| Net assets   | 9,538  | 10,194 | 10,451 | 10,950 | 11,242 | 12,064 | 12,484 | 13,384 | 13,870 |    |    |    |
| Equity ratio   | 69.9%  | 70.0%  | 72.9%  | 69.7%  | 71.0%  | 72.9%  | 75.4%  | 72.5%  | 71.6%  |    |    |    |

# Cash Flows

(Million yen)

|   | FY2022 |       |           | FY2023 |       |           | FY2024 |       |           |
|---|--------|-------|-----------|--------|-------|-----------|--------|-------|-----------|
|   | 1H     | 2H    | Full Year | 1H     | 2H    | Full Year | 1H     | 2H    | Full Year |
| Cash flows from operating activities                        | 1,658  | 1,619 | 3,278     | 1,874  | 1,679 | 3,553     | 1,672  | 1,850 | 3,522     |
| Cash flows from investing activities                        | (325)  | (370) | (696)     | (616)  | (511) | (1,127)   | (621)  | (854) | (1,476)   |
| Cash flows from financing activities                        | (393)  | (155) | (549)     | (695)  | (307) | (1,003)   | (655)  | (409) | (1,065)   |
| Effect of exchange rate change on cash and cash equivalents | (14)   | 2     | (11)      | (10)   | 2     | (7)       | (19)   | 2     | (16)      |
| Net increase (decrease) in cash and cash equivalents        | 925    | 1,095 | 2,021     | 552    | 862   | 1,414     | 376    | 588   | 965       |
| Cash and cash equivalents at beginning of period            | 4,945  | 5,871 | 4,945     | 6,966  | 7,519 | 6,966     | 8,381  | 8,758 | 8,381     |
| Cash and cash equivalents at end of period                  | 5,871  | 6,966 | 6,966     | 7,519  | 8,381 | 8,381     | 8,758  | 9,347 | 9,347     |

## 4. Guide to IR Reference Materials

# Integrated Report 2024

We released our first integrated report on September 12, 2024, with the aim of explaining our approach to sustainable corporate value creation to our wide range of stakeholders and deepening dialogue with them. Additionally, in advance of publishing our 2025 integrated report, we have issued our FY2024 ESG data collection.



## CONTENTS

- 1 | Corporate Philosophy and Brand Concept
- 3 | Our Value Creation Story
- 5 | Message from the CEO
- PART 1: B-EN-G's Value Creation Story**
  - 11 | Value Creation Process
  - 13 | Capital Supporting Value Creation
  - 15 | Business Model and Competitive Advantage
  - 17 | Message from the CFO
  - 21 | Management Vision 2026

### **PART 2: Value Created Through Business Operations (Strategy by Business)**

- 23 | Solution Business
- 25 | Product Business
- 27 | System Support Business
- 28 | Feature: B-EN-G's Commitment to the Shift to Cloud Computing

### **PART 3: Sustainability**

- 29 | Actions for Sustainability
- 31 | Materiality

33 | Governance

36 | Message from an Outside Director

39 | Society

43 | Environment

### **Corporate Data**

45 | Financial and Non-Financial Data

47 | Stock-related Information and Corporate Information

Japanese: [https://www.b-en-g.co.jp/jp/ir/materials/integrated\\_report.html](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](https://www.b-en-g.co.jp/en/ir/materials/integrated_report.html)



Japanese

English

# 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.



## 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

<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/>

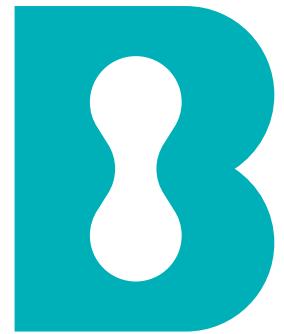
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Japanese



English



**B-EN-G**

Business Engineering for Growth