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Summary of Consolidated Financial Results for the Six Months Ended September 30, 2026 [Japanese GAAP]

November 11, 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
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Scheduled date of filing semi-annual securities report: November 13, 2026
Scheduled date of commencing dividend payments: December 2, 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 Six Months Ended September 30, 2026 (April 1, 2026 to September 30, 2026)

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

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Six months ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
September 30, 2026	13,492	9.9	3,782	12.2	3,809	12.3	2,539	2.0
September 30, 2025	12,280	21.7	3,370	39.4	3,392	39.6	2,489	50.2

(Note) Comprehensive income: Six months ended September 30, 2026: ¥2,698 million [16.9%]
Six months ended September 30, 2025: ¥2,308 million [38.6%]

	Basic earnings per share	Diluted earnings per share
Six months ended	Yen	Yen
September 30, 2026	42.56	–
September 30, 2025	41.58	–

(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
	Million yen	Million yen	%
As of September 30, 2026	24,477	18,046	73.0
As of March 31, 2026	21,526	16,071	74.7

(Reference) Equity: As of September 30, 2026: ¥17,858 million
As of March 31, 2026: ¥16,071 million

2. Dividends

	Annual dividends				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2026	–	78.00	–	26.00	–
Fiscal year ending March 31, 2027	–	21.00			
Fiscal year ending March 31, 2027 (Forecast)			–	21.00	42.00

(Note) 1. Revision to the most recently announced dividends forecast: None

2. 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)

(% represent changes from the previous fiscal year for full year)

	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
Full year	26,800	9.6	6,900	7.6	6,900	7.2	4,600	(5.9)	77.12

(Note) Revision to the most recently announced financial results forecast: None

*** Notes:**

(1) Significant changes in the scope of consolidation during the six months ended September 30, 2026: Yes
New subsidiaries: 5 companies (Toyo Business Engineering (Thailand) Co., Ltd., Toyo Business Engineering Holding (Thailand) Co., Ltd., Toyo Business Engineering Singapore Pte. Ltd., Toyo Business Engineering (Shanghai) Co., Ltd., and PT. Toyo Business Engineering Indonesia)
Excluded subsidiaries: –

(2) Accounting policies adopted specially for the preparation of semi-annual consolidated financial statements: Yes

(3) 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

(4) Total number of issued shares (common shares)
1) Total number of issued shares at the end of the period (including treasury shares):
September 30, 2026: 60,000,000 shares
March 31, 2026: 60,000,000 shares
2) Total number of treasury shares at the end of the period:
September 30, 2026: 376,855 shares
March 31, 2026: 353,340 shares
3) Average number of shares during the period:
Six months ended September 30, 2026: 59,674,720 shares
Six months ended September 30, 2025: 59,871,660 shares

(Note)1. The Company conducted a five-for-one stock split of its common shares effective January 1, 2026. Accordingly, "Average number of shares during the period" is 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.

* These semi-annual financial results are outside the scope of review 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. Qualitative Information on Semi-annual Financial Results for the Period under Review (3) Explanation of Consolidated Financial Results Forecast and Other Forward-Looking Information" on page 4.

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1. Qualitative Information on Semi-annual Financial Results for the Period under Review

Five overseas subsidiaries that had been treated as non-consolidated subsidiaries in the previous fiscal year became consolidated subsidiaries from the first half of the fiscal year ending March 31, 2027 due to their increased significance.

(1) Explanation of Operating Results

During the six months ended September 30, 2026, the Japanese economy gradually recovered as corporate earnings remained at a high level and business sentiment also reached an even more favorable level, although the country saw some signs of weakness due to the impact of the situation in the Middle East.

In the information service industry, customers' willingness to invest in digital transformations (DX) is 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 financial results during the six months ended September 30, 2026 are as follows.

Orders received were ¥13,528 million (up 12.7% year on year) and net sales were ¥13,492 million (up 9.9% year on year), reflecting growth supported by robust investments in information technology, with both setting consecutive record highs, mainly owing to increased license sales in the Products Business and the expanded scope of consolidation. In addition, owing to robust license sales, sales of mcframe licenses were ¥3,819 million (up 21.8% year on year), setting a consecutive record high. In terms of profits, owing to growth in license sales in the Products Business, operating profit was ¥3,782 million (up 12.2% year on year), and ordinary profit was ¥3,809 million (up 12.3% year on year). Profit attributable to owners of parent was ¥2,539 million (up 2.0% year on year) owing to increases in operating profit and ordinary profit, which more than offset the reactionary decline following the recognition of gain on sale of investment securities as extraordinary income in the previous fiscal year, achieving semi-annual record-highs in each profit indicator for the ninth consecutive year.

Operating results by business segment are as follows.

(i) Solutions Business

The Solutions Business engages in contributing to the resolution of customers' issues by focusing on ERP and core business systems and combining them with extended solutions. We provided complex solutions and actively engaged in proposal activities based on customer needs. For this segment, both orders received and net sales increased—orders received for this segment were ¥8,269 million (up 5.5 % year on year) and net sales were ¥7,961 million (up 1.1 % year on year). Segment profit was ¥2,428 million (up 0.2% year on year) due to an increase in profit associated with an increase in net sales.

(ii) Products Business

The Products Business engages in sales of products such as the in-house developed ERP package "mcframe" series in Japan and overseas through business partners as well as support for the introduction of these products. We continued our efforts to strengthen our relationships with customers and business partners, focused on license sales, and implemented initiatives to continuously enhance brand power. Due to robust license sales and the expanded scope of consolidation, orders received for this segment were ¥5,079 million (up 26.5% year on year), net sales were ¥5,284 million (up 25.3% year on year), and segment profit was ¥2,098 million (up 26.3% 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. We continued to work on enhancing life cycle support for customers' systems. As a result, orders received for this segment were ¥179 million (up 18.0% year on year), net sales were ¥245 million (up 31.2% year on year), and segment profit was ¥249 million (up 1.5 % year on year).

(2) Explanation of Financial Position

(i) Analysis of Financial Position

(Assets)

Current assets increased by ¥2,871 million from the end of the previous fiscal year to ¥20,090 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 second quarter under review was 82.1%.

Non-current assets increased by ¥80 million from the end of the previous fiscal year to ¥ 4,387 million. This was mainly attributable to purchase of intangible assets, which exceeded the depreciation of intangible assets, and an increase in investment securities due to purchase of investment securities.

As a result, total assets at the end of the second quarter under review increased by ¥2,951 million from the end of the previous fiscal year to ¥24,477 million.

(Liabilities)

Liabilities at the end of the second quarter under review increased by ¥976 million from the end of the previous fiscal year to ¥6,431 million. This was mainly attributable to increases in advances received, income taxes payable, and provision for bonuses and a decrease in short-term borrowings.

(Net assets)

Net assets at the end of the second quarter under review increased by ¥1,975 million from the end of the previous fiscal year to ¥18,046 million. This was mainly attributable to an increase owing to the recording of profit attributable to owners of parent and a decrease due to dividends of surplus.

As a result, the equity ratio at the end of the second quarter under review decreased by 1.7 percentage points from the end of the previous fiscal year to 73.0%.

(ii) Analysis of Status of Cash Flows

Cash and cash equivalents at the end of the second quarter under review increased by ¥2,306 million from the end of the previous fiscal year to ¥14,448 million. Five overseas subsidiaries that had previously been treated as non-consolidated subsidiaries newly became consolidated subsidiaries in the first half of the fiscal year ending March 31, 2027 due to their increased significance. The increase in cash and cash equivalents associated with the consolidation was ¥1,200 million.

(Cash flows from operating activities)

Cash flows provided by operating activities during the six months ended September 30, 2026 increased by ¥769 million from the same period of the previous year to ¥3,611 million. This was mainly attributable to the recording of profit before income taxes of ¥3,809 million as well as income taxes paid of ¥1,004 million, depreciation of ¥511 million, and an increase in advances received of ¥488 million.

(Cash flows from investing activities)

Cash flows used in investing activities during the six months ended September 30, 2026 increased by ¥587 million from the same period of the previous year to ¥758 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 purchase of investment securities.

(Cash flows from financing activities)

Cash flows used in financing activities during the six months ended September 30, 2026 increased by ¥957 million from the same period of the previous year to ¥1,756 million. This was mainly attributable to expenditure arising from the payment of dividends, as well as purchase of treasury shares.

(3) Explanation of Consolidated Financial Results Forecast and Other Forward-Looking Information

There has been no change from the forecast announced on May 12, 2026.

2. Consolidated Semi-annual Financial Statements
(1) Consolidated Semi-annual Balance Sheet

(thousands of yen)

	FY03/2026 (As of Mar. 31, 2026)	2Q FY03/2027 (As of Sep. 30, 2026)
Assets		
Current assets		
Cash and deposits	12,141,599	14,448,396
Notes and accounts receivable - trade, and contract assets	4,416,213	4,631,032
Work in process	14,279	29,016
Other	647,367	982,092
Total current assets	17,219,461	20,090,537
Non-current assets		
Property, plant and equipment	173,299	239,527
Intangible assets		
Software	2,116,897	2,241,302
Other	3,783	3,486
Total intangible assets	2,120,681	2,244,789
Investments and other assets		
Investment securities	932,049	1,024,375
Leasehold deposits	308,005	326,925
Deferred tax assets	513,193	443,434
Other	264,943	113,817
Allowance for doubtful accounts	(5,499)	(5,499)
Total investments and other assets	2,012,692	1,903,052
Total non-current assets	4,306,672	4,387,369
Total assets	21,526,134	24,477,907

(thousands of yen)

	FY03/2026 (As of Mar. 31, 2026)	2Q FY03/2027 (As of Sep. 30, 2026)
Liabilities		
Current liabilities		
Notes and accounts payable - trade	409,824	376,058
Short-term borrowings	100,000	―
Accrued expenses	633,376	729,264
Income taxes payable	1,049,131	1,285,008
Advances received	1,647,023	2,456,560
Lease liabilities	―	2,581
Provision for bonuses	723,614	826,816
Provision for bonuses for directors (and other officers)	51,800	―
Provision for employee stock compensation	97,413	51,847
Reserve for guarantee for after-care of products	4,290	4,383
Other	680,163	598,032
Total current liabilities	5,396,639	6,330,555
Non-current liabilities		
Lease liabilities	―	24,092
Provision for share awards for directors (and other officers)	58,134	75,497
Other	―	1,182
Total non-current liabilities	58,134	100,772
Total liabilities	5,454,773	6,431,328
Net assets		
Shareholders' equity		
Share capital	697,600	697,600
Capital surplus	565,273	565,273
Retained earnings	15,293,148	16,973,521
Treasury shares	(440,171)	(463,357)
Total shareholders' equity	16,115,850	17,773,037
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	(1,650)	(15,965)
Foreign currency translation adjustment	(42,838)	101,754
Total accumulated other comprehensive income	(44,489)	85,789
Non-controlling interests	―	187,753
Total net assets	16,071,360	18,046,579
Total liabilities and net assets	21,526,134	24,477,907

(2) Consolidated Semi-annual Statements of Income and Comprehensive Income
Consolidated Semi-annual Statement of Income(For the Six-month Period)

（thousands of yen）

	2Q FY03/2026 (Apr. 1, 2025 – Sep. 30, 2025)	2Q FY03/2027 (Apr. 1, 2026 – Sep. 30, 2026)
Net sales	12,280,778	13,492,129
Cost of sales	6,660,810	6,787,148
Gross profit	5,619,967	6,704,981
Selling, general and administrative expenses	2,249,581	2,922,556
Operating profit	3,370,386	3,782,425
Non-operating income		
Interest income	1,316	10,967
Dividend income	30,983	28,068
Other	379	1,830
Total non-operating income	32,679	40,866
Non-operating expenses		
Interest expenses	1,749	2,572
Foreign exchange losses	2,035	4,515
Commission expenses	5,013	5,243
Miscellaneous expenses	1,484	1,204
Total non-operating expenses	10,282	13,535
Ordinary profit	3,392,782	3,809,755
Extraordinary income		
Gain on sale of investment securities	239,012	－
Total extraordinary income	239,012	－
Profit before income taxes	3,631,795	3,809,755
Income taxes	1,142,089	1,241,983
Profit	2,489,706	2,567,772
Profit attributable to non-controlling interests	－	28,040
Profit attributable to owners of parent	2,489,706	2,539,731

Consolidated Semi-annual Statement of Comprehensive Income(For the Six-month Period)

（thousands of yen）

	2Q FY03/2026 (Apr. 1, 2025 – Sep. 30, 2025)	2Q FY03/2027 (Apr. 1, 2026 – Sep. 30, 2026)
Profit	2,489,706	2,567,772
Other comprehensive income		
Valuation difference on available-for-sale securities	(197,249)	(14,314)
Foreign currency translation adjustment	16,144	144,593
Total other comprehensive income	(181,104)	130,278
Comprehensive income	2,308,602	2,698,050
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	2,308,602	2,651,023
Comprehensive income attributable to non-controlling interests	—	47,027

(3) Consolidated Semi-annual Statement of Cash Flows

(thousands of yen)

	2Q FY03/2026 (Apr. 1, 2025 – Sep. 30, 2025)	2Q FY03/2027 (Apr. 1, 2026 – Sep. 30, 2026)
Cash flows from operating activities		
Profit before income taxes	3,631,795	3,809,755
Depreciation	429,632	511,125
Increase (decrease) in provision for bonuses	74,312	47,088
Increase (decrease) in provision for bonuses for directors (and other officers)	(48,000)	(51,800)
Increase (decrease) in reserve for guarantee for after-care of products	812	92
Increase (decrease) in provision for stock compensation	—	51,987
Interest and dividend income	(32,300)	(39,035)
Interest expenses	1,749	2,572
Foreign exchange losses (gains)	2,035	4,515
Decrease (increase) in trade receivables	(656,802)	(17,496)
Decrease (increase) in inventories	9,556	(8,947)
Decrease (increase) in advance payments to suppliers	(21,262)	(106,252)
Increase (decrease) in trade payables	55,757	47,172
Increase (decrease) in advances received	404,263	488,426
Loss (gain) on sale of investment securities	(239,012)	—
Other, net	76,490	(157,443)
Subtotal	3,689,028	4,581,762
Interest and dividends received	32,300	36,856
Interest paid	(1,715)	(2,365)
Income taxes paid	(877,680)	(1,004,809)
Net cash provided by (used in) operating activities	2,841,931	3,611,443
Cash flows from investing activities		
Purchase of property, plant and equipment	(21,456)	(24,735)
Purchase of investment securities	—	(105,300)
Proceeds from sale of investment securities	486,896	—
Purchase of intangible assets	(578,126)	(597,022)
Other, net	(59,163)	(31,834)
Net cash provided by (used in) investing activities	(171,849)	(758,893)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(100,000)	(100,000)
Purchase of treasury shares	—	(120,739)
Dividends paid	(694,294)	(1,558,276)
Dividends paid to non-controlling interests	—	(7,458)
Other, net	(4,462)	30,019
Net cash provided by (used in) financing activities	(798,757)	(1,756,454)
Effect of exchange rate change on cash and cash equivalents	16,144	10,146
Net increase (decrease) in cash and cash equivalents	1,887,468	1,106,241
Cash and cash equivalents at beginning of period	9,347,420	12,141,599
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	—	1,200,554
Cash and cash equivalents at end of period	11,234,888	14,448,396