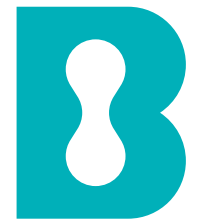


Fiscal Year 2024 Financial Results Briefing Materials

May 13, 2025

Business Engineering Corporation

Securities Code: 4828 TSE Prime



B-EN-G

Business Engineering for Growth

Today's Agenda

1. Summary of FY2024 4Q and 1-4Q Financial Results
2. Progress of Management Vision 2026 and BE 2030
3. Earnings Forecast for FY2025
4. Data Book
5. Guide to IR Reference Materials

Executive Summary of FY2024 Financial Results

FY24 Business Environment	Corporate earnings are trending upward, with business confidence maintaining positive levels. The economy continues its gradual recovery. IT investment in the manufacturing sector remains robust, supported by rising digital transformation (DX) demands.
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FY24 Financial Results (Million yen)			
<ul style="list-style-type: none">Sales and orders both achieved plan, marking record highs for 3 consecutive periods.Achieved record highs at all profit levels for 9 consecutive periods. Net profit increased significantly, partly due to a one-time tax benefit, achieving FY26 target ahead of schedule.Annual dividend reached 100 yen per share for the first time, marking record high and 10 consecutive years of dividend increases.	Net sales	Operating profit	Net profit
	20,776	4,676	3,330
	YoY +6.6%	YoY +20.4%	YoY +26.8%
	3 consecutive periods of record highs	9 consecutive periods of record highs	
	ROE	Annual dividend	Dividend payout ratio
	27.4%	100 yen per share	36.0%
	YoY +1.5pt	YoY +22 yen	
		10 consecutive periods of dividend growth, achieving record high	

Solutions Business <ul style="list-style-type: none">Sales growth in 2H due to improved orders from 2Q. Achieved increases in both sales and profits. Order backlog remains high for FY25.Achieved high profit levels due to improved project profitability.	Products Business <ul style="list-style-type: none">Significant expansion of license sales through partner network expansion and strengthened sales efforts. Achieved substantial increases in both sales and profits.Achieved high profit levels due to growth in license sales.
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1. Summary of FY2024 4Q and 1-4Q Financial Results

Summary of Consolidated Income Statement

Achieved record highs across all metrics - sales, profits at all levels, and orders received.

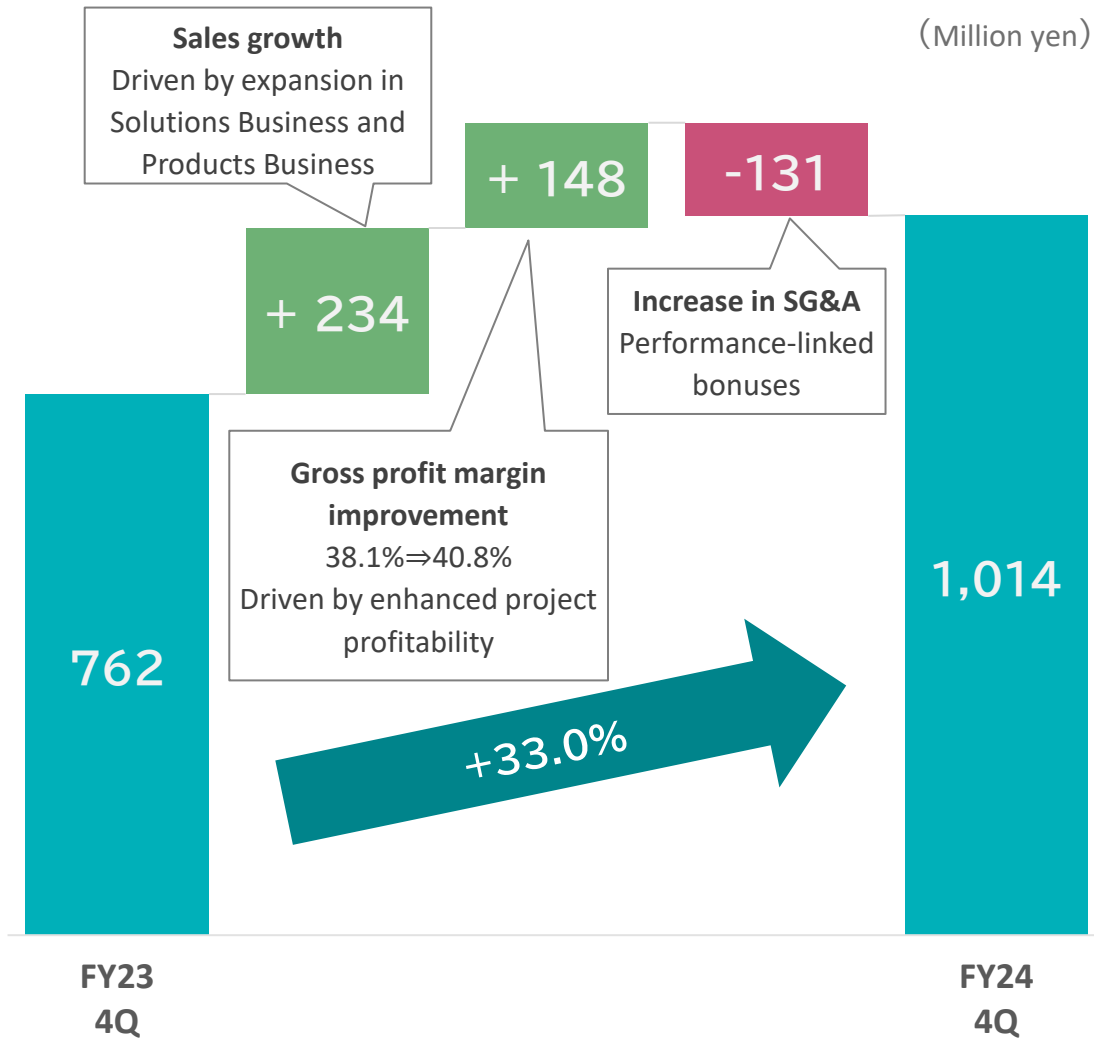
Net profit increased significantly YoY, partly due to a one-time tax benefit, achieving FY26 target ahead of schedule.

	FY24 4Q	FY23 4Q		FY24 1-4Q	FY23 1-4Q		FY24 Earnings Forecast	
(Million yen)		Actual	Change %		Actual	Change %	Annual	Achievement
Net sales	5,519	4,903	+12.6%	20,776	19,493	+6.6%	20,700	100.4%
Gross profit	2,250	1,868	+20.5%	9,091	7,852	+15.8%	9,000	101.0%
Gross profit margin	40.8%	38.1%		43.8%	40.3%			
Operating profit	1,014	762	+33.0%	4,676	3,885	+20.4%	4,600	101.7%
Operating profit margin	18.4%	15.6%		22.5%	19.9%			
Ordinary profit	1,006	744	+35.1%	4,679	3,877	+20.7%	4,600	101.7%
Ordinary profit margin	18.2%	15.2%		22.5%	19.9%			
Net profit	833	492	+69.1%	3,330	2,625	+26.8%	3,350	99.4%
Net profit margin	15.1%	10.1%		16.0%	13.5%			
Orders received	6,295	5,969	+5.5%	21,690	19,955	+8.7%	21,200	102.3%

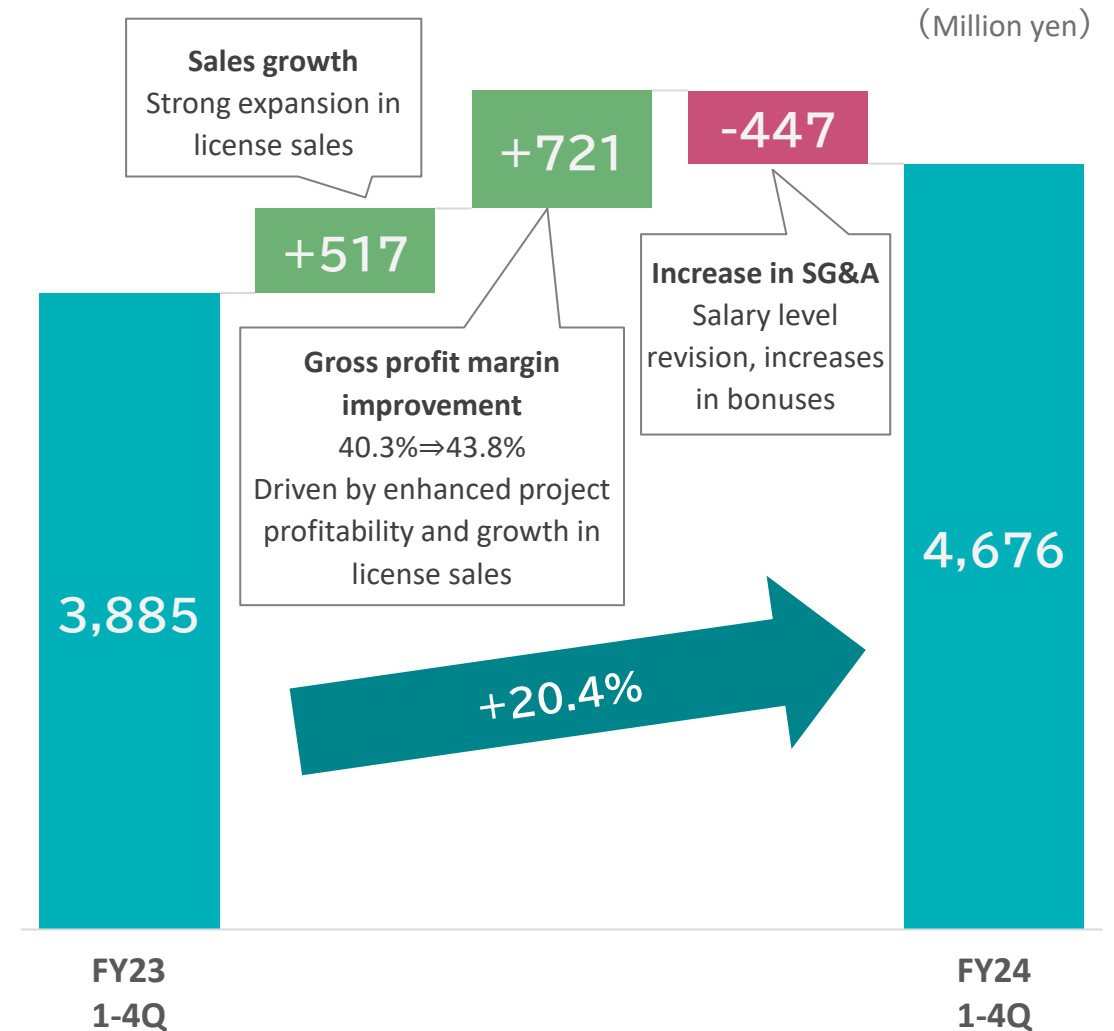
※ The earnings forecasts presented are the upwards revised forecasts announced in February 2025.

Analysis of Changes in Operating Profit (YoY)

4Q comparison



1-4Q comparison



Sales & Operating Profit by Segment

Solutions Business achieved significant growth in both 4Q sales and profits, achieving sales and profit growth for the full year.

Products Business grew solidly in 4Q, achieving substantial sales and profit growth for the full year.

Net sales

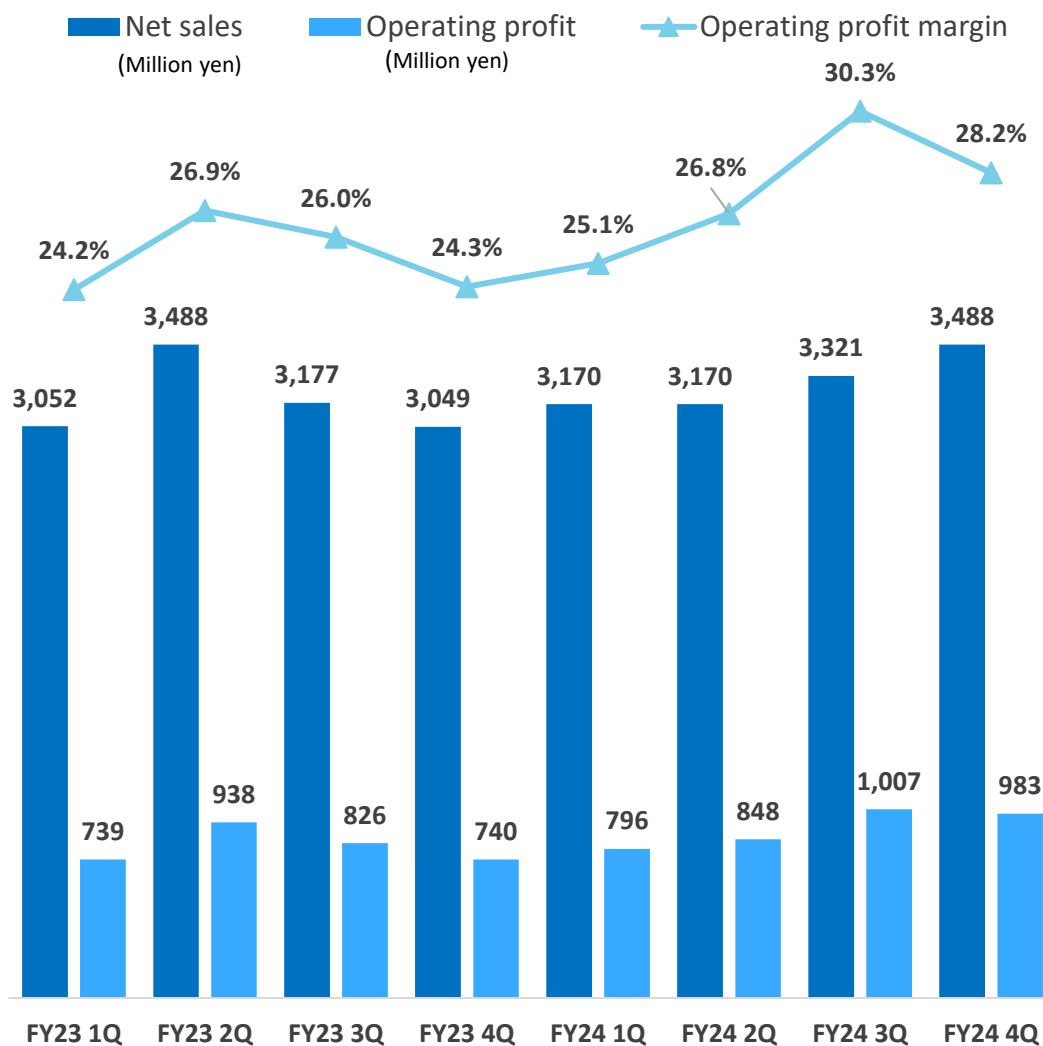
(Million yen)	FY24 4Q	FY23 4Q		FY24 1-4Q	FY23 1-4Q		FY24 Earnings Forecast	
		Actual	Change %		Actual	Change %	Annual	Achievement
Solutions	3,488	3,049	+14.4%	13,150	12,767	+3.0%	13,300	98.9%
Products	1,926	1,739	+10.7%	7,083	6,326	+12.0%	7,000	101.2%
System Support	103	114	-9.6%	542	398	+36.1%	400	135.5%
Total	5,519	4,903	+12.6%	20,776	19,493	6.6%	20,700	100.4%

Operating profit

(Million yen)	FY24 4Q	FY23 4Q		FY24 1-4Q	FY23 1-4Q		FY24 Earnings Forecast	
		Actual	Change %		Actual	Change %	Annual	Achievement
Solutions	983	740	+32.8%	3,635	3,244	+12.0%	-	-
Products	613	564	+8.6%	2,636	2,024	+30.2%	-	-
System Support	113	105	+7.9%	499	498	+0.3%	-	-
Eliminations & corporate	(695)	(648)	-	(2,095)	(1,882)	-	-	-
Total	1,014	762	+33.0%	4,676	3,885	+20.4%	4,600	101.7%

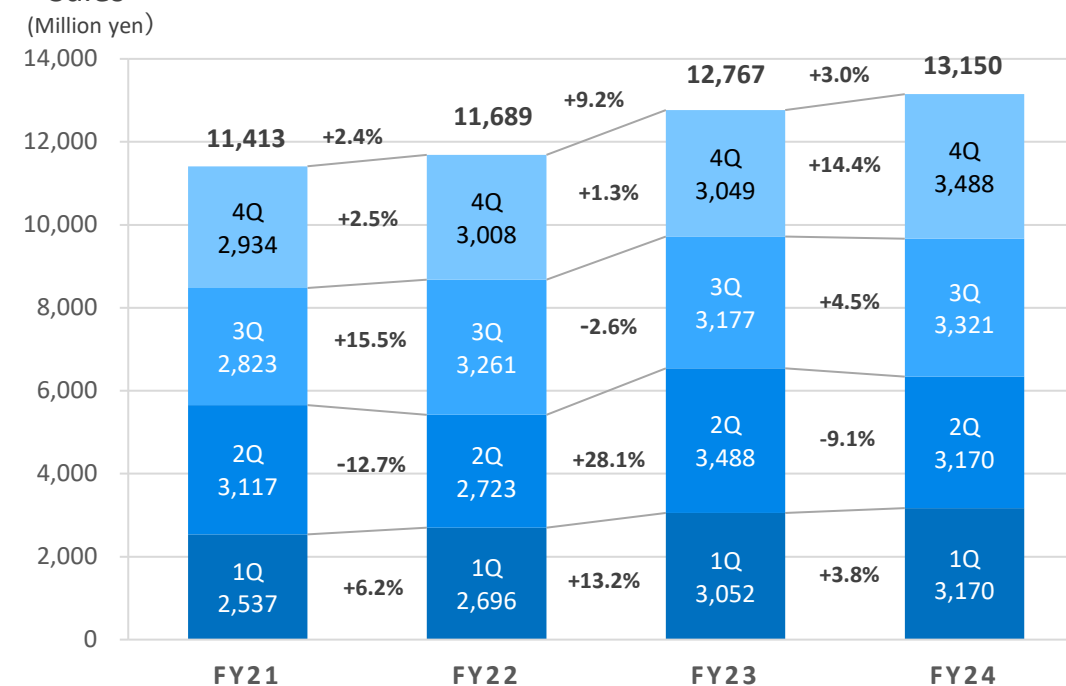
Segment Information: Solutions Business

< Net sales and business profit >



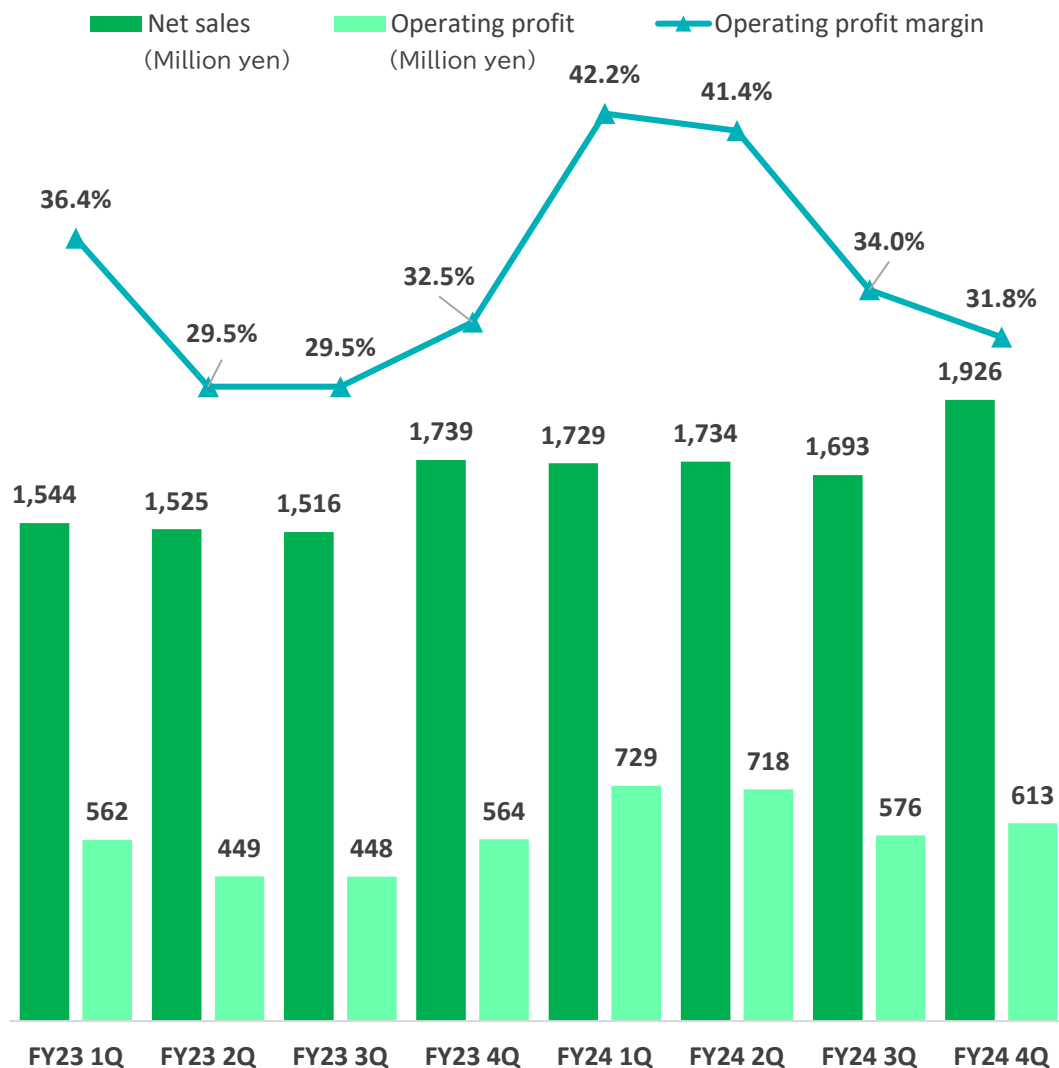
- Enhanced strategic proposals aligned with client needs restored order momentum and increased sales in 2H. Order backlog remains high (4,651 million yen) heading into FY25.
- Continuously improved project profitability and achieved high profit levels throughout the year.
- Balanced orders for ERP and high-value-added expansion solutions, securing foundation for both sales growth and profitability.

< Sales >



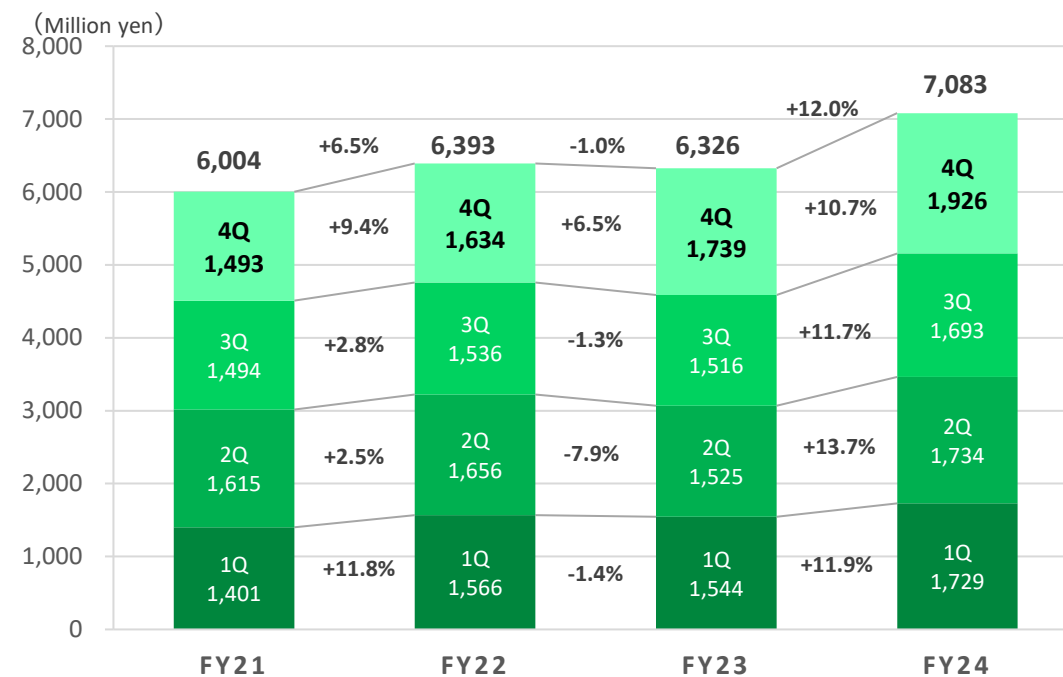
Segment Information: Products Business

<Sales and business profit>



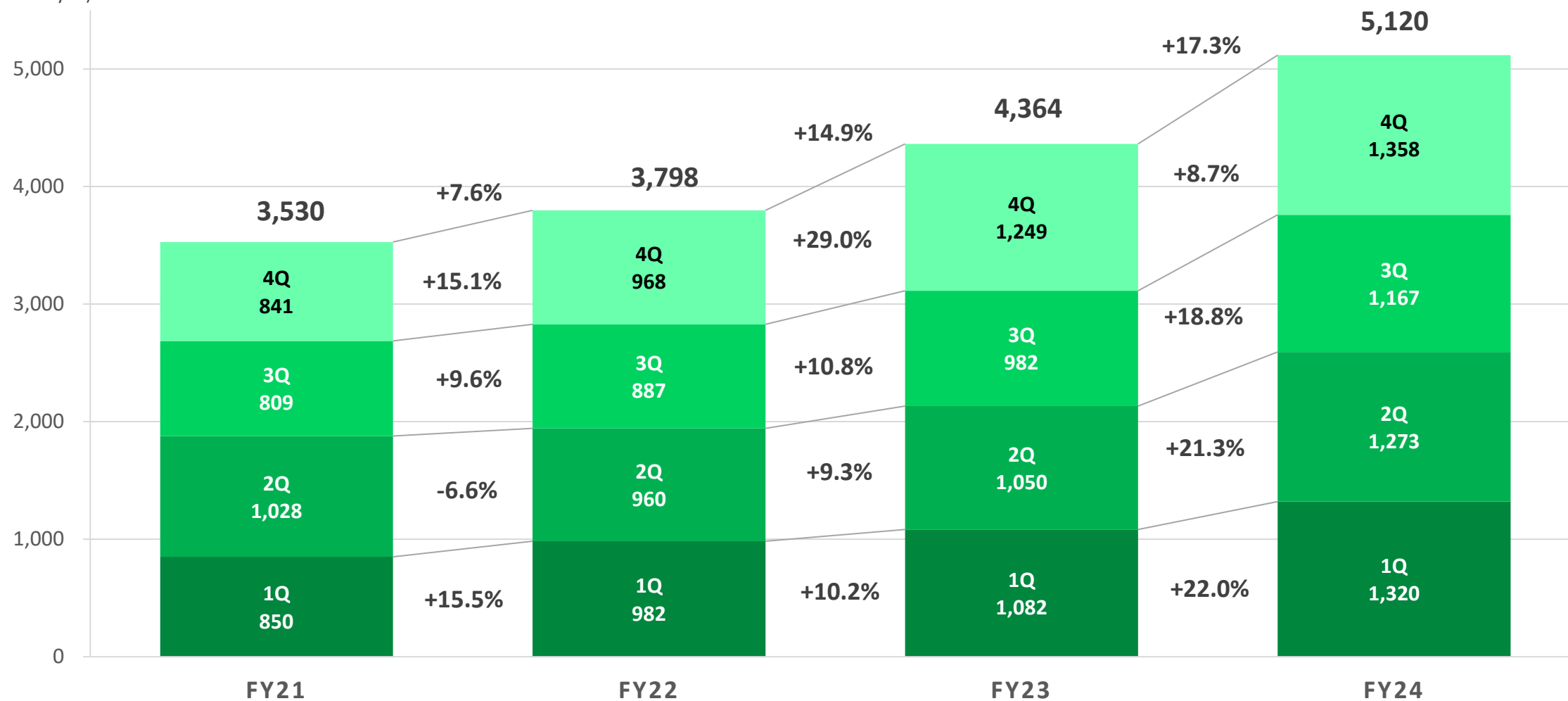
- License sales business grew through strategic partnerships and strong client relationships.
- Enhanced brand power of mcframe in supply chain management area established market advantage.
- Expansion and strengthening of sales partnerships drove robust growth in both sales and profits throughout the year.

<Sales>



Significant growth throughout the year through license sales and accumulation of recurring maintenance revenues. Exceeded average growth rate substantially, achieving consecutive record highs.

(Million yen)



Summary of Consolidated Balance Sheet

Pursuing growth foundation strengthening and capital efficiency optimization.

Focusing on investments in SaaS business development, product enhancement, and global partnership strengthening.

	FY24	FY23	
		Actual	Change %
(Million yen)			
Current assets	14,336	12,583	+13.9%
Cash and deposits	9,347	8,381	+11.5%
Notes and accounts receivable, and contract assets	4,277	3,526	+21.3%
Non-current assets	4,115	3,135	+31.3%
Total assets	18,451	15,718	+17.4%
Current liabilities	5,030	4,752	+5.8%
Non-current liabilities	36	15	+138.1%
Net assets	13,384	10,950	+22.2%
Equity ratio	72.5%	69.7%	+2.8pt

Summary of Consolidated Cash Flows

Effectively utilizing operating cash flows, allocating resources to both growth investments and shareholder returns.

Strengthening product development investments and promoting strategic investments for business expansion to accelerate growth.

(Million yen)	FY24	FY23	Difference
Cash flows from operating activities	3,522	3,553	-30
Cash flows from investing activities	(1,476)	(1,127)	-348
Cash flows from financing activities	(1,065)	(1,003)	-61
Cash flows from financing activities	(16)	(7)	-8
Net increase (decrease) in cash and cash equivalents	965	1,414	-449
Cash and cash equivalents at beginning of period	8,381	6,966	+1,414
Cash and cash equivalents at end of period	9,347	8,381	+965

2. Progress of Management Vision 2026 and BE 2030

About BE 2030

■ What is BE 2030?

We have announced our growth strategy BE 2030, which represents B-EN-G's vision and targets for FY2030 (ending March 2031).

■ Purpose and objectives of BE 2030

- In August 2021, with a final year of FY2026 (fiscal year ending March 2027), we formulated our management plan, Management Vision 2026. As we achieved our profit targets ahead of schedule and to reflect changes in our business environment, in November 2023, we announced Management Vision 2026 Strategy Revision.
- As our earnings forecast for FY2025 indicates we will achieve our revised targets ahead of schedule, we have published our direction towards 2030 as BE 2030.

We will continue the qualitative initiatives of Management Vision 2026.

Management Vision 2026 Targets and Review

Strong DX demand drove earnings expansion, achieving targets ahead of schedule.
Qualitative initiatives of Management Vision 2026 continue.

(Consolidated)	FY2020 Results	Management Vision 2026 FY2026 Target (Aug 2021)	Management Vision 2026 Revision FY2026 Target (Nov 2023)	FY2024 Results
Net sales	17.7 bil. yen	22.0 bil. yen	22.0 bil. yen	20.7 bil. yen
Operating profit	1.9 bil. yen	3.2 bil. yen	4.8 bil. yen	4.67 bil. yen
Net profit	1.28 bil. yen	2.11 bil. yen	3.2 bil. yen	3.33 bil. yen

Achievements from Management Vision 2026

**Profitability improved dramatically compared to FY2020,
achieving initial profit targets ahead of schedule.**

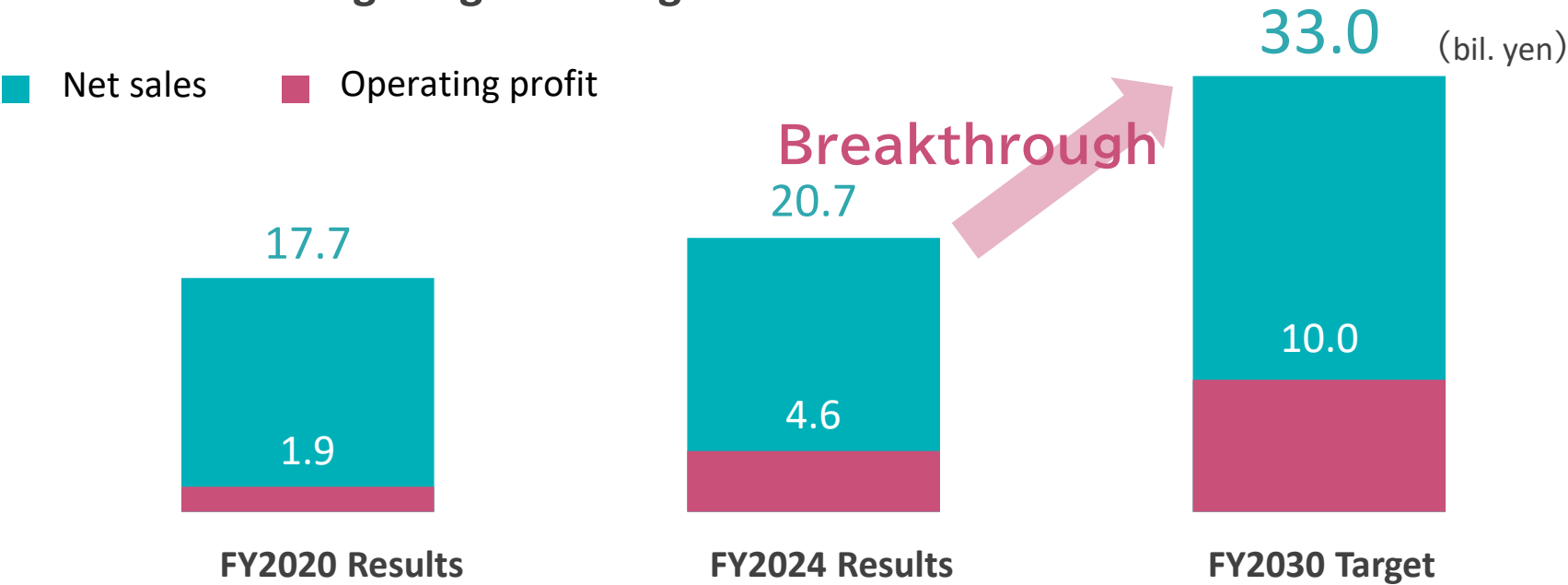
Achievements

- The Products Business simultaneously accelerated growth while maintaining profitability, a challenging management combination
- The Solutions Business established a stable growth model based on client trust, significantly improving profitability
- We strategically strengthened our global expansion, particularly expanding our client base in Asian markets

	FY2020 Results	FY2024 Results	Management Vision 2026 Final Year FY2026 Target
Net sales (bil. yen)	17.7	20.7	22.0
CAGR	-	+4.1%	+3.7%
Operating profit (bil. yen)	1.9	4.67	4.80
Operating profit margin	10.7%	22.5%	21.8%
CAGR	-	+25.2%	+16.7%
Net profit (bil. yen)	1.28	3.33	3.20
ROE	22.7%	27.4%	-

This execution capability, strength of achievement, and growth trajectory provide strong momentum for our next targets, BE 2030.

Targeting FY2030 growth scenario



	FY2020 Results	FY2024 Results	FY2030 Target
Net sales (bil. yen)	17.7	20.7	33.0
CAGR	—	+4.1%	+8.0%
Operating profit (bil. yen)	1.90	4.67	10.0
Operating profit margin	10.7%	22.5%	30.3%
CAGR	—	+25.2%	+13.5%
Net profit (bil. yen)	1.28	3.33	6.60
ROE	22.7%	27.4%	25.0%

About BE 2030 Details

Details of "BE 2030," announced on May 13, 2025, are available on our IR website.

- Published B-EN-G's vision and targets for fiscal year 2030, along with growth scenarios and business models.
- Announced new capital allocation and shareholder return policies toward achieving FY2030 targets, as well as new financial and M&A policies.

For more details, please visit the link below.

Japanese: https://www.b-en-g.co.jp/jp/ir/management_policy/vision.html

English: https://www.b-en-g.co.jp/en/ir/management_policy/vision.html



Japanese



English

3. Earnings Forecast for FY2025

Executive Summary of FY2025 Earnings Forecast

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.

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Earnings Forecast

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

Earnings Forecast (1H/FY)

Expecting growth in both 1H and full year for sales and all profit levels; net profit to include gains from partial sales of strategic shareholdings in 1H, covering previous period's one-time tax benefit, leading to full-year profit growth.

(Million yen)	FY24 1H Actual	FY25 1H Forecast	Difference (Change %)	FY24 Actual	FY25 Forecast	Difference (Change %)
Net sales	10,092	11,000	+907 +9.0%	20,776	22,000	+1,223 +5.9%
Gross profit	4,534	4,950	+415 +9.2%	9,091	9,900	+808 +8.9%
Gross profit margin	44.9%	45.0%		43.8%	45.0%	
Operating profit	2,417	2,600	+182 +7.6%	4,676	5,200	+523 +11.2%
Operating profit margin	23.9%	23.6%		22.5%	23.6%	
Ordinary profit	2,430	2,600	+169 +7.0%	4,679	5,200	+520 +11.1%
Ordinary profit margin	24.1%	23.6%		22.5%	23.6%	
Net profit	1,658	1,900	+241 +14.6%	3,330	3,700	+369 +11.1%
Net profit margin	16.4%	17.3%		16.0%	16.8%	
Orders received	10,142	11,200	+1,057 +10.4%	21,690	22,500	+809 +3.7%
Dividend (Parent Company)	42	78	+36	100	156	+56

Earnings Forecast (1H/2H/FY)

(Million yen)	FY24 1H Actual	FY25 1H Forecast	Difference (Change %)	FY24 2H Actual	FY25 2H Forecast	Difference (Change %)	FY24 Actual	FY25 Forecast	Difference (Change %)
Net sales	10,092	11,000	+907 +9.0%	10,684	11,000	+315 +3.0%	20,776	22,000	+1,223 +5.9%
Gross profit	4,534	4,950	+415	4,556	4,950	+393	9,091	9,900	+808
Gross profit margin	44.9%	45.0%	+9.2%	42.6%	45.0%	+8.6%	43.8%	45.0%	+8.9%
Operating profit	2,417	2,600	+182	2,259	2,600	+340	4,676	5,200	+523
Operating profit margin	23.9%	23.6%	+7.6%	21.1%	23.6%	+15.1%	22.5%	23.6%	+11.2%
Ordinary profit	2,430	2,600	+169	2,249	2,600	+350	4,679	5,200	+520
Ordinary profit margin	24.1%	23.6%	+7.0%	21.1%	23.6%	+15.6%	22.5%	23.6%	+11.1%
Net profit	1,658	1,900	+241	1,672	1,800	+127	3,330	3,700	+369
Net profit margin	16.4%	17.3%	+14.6%	15.7%	16.4%	+7.6%	16.0%	16.8%	+11.1%
Orders received	10,142	11,200	+1,057 +10.4%	11,547	11,300	-247 -2.1%	21,690	22,500	+809 +3.7%
Dividend (Parent Company)	42	78	+36	58	78	+20	100	156	+56

Segment & mcframe License Sales Forecasts (FY)

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

Segment & mcframe License Sales Forecasts (1H/FY)

Expect 50% progress towards full-year forecasts in Solutions Business, Product Business, and license sales.

System Support business expects decrease in external sales, but subsidiary responsible for this business expects sales growth (+2.1% YoY).

Net sales

(Million yen)	FY24 1H Actual	FY25 1H Forecast	Difference (Change %)	FY24 Actual	FY25 Forecast	Difference (Change %)
Solutions	6,340	7,000	+659 +10.4%	13,150	14,000	+849 +6.5%
Products	3,463	3,800	+336 +9.7%	7,083	7,600	+516 +7.3%
System Support	287	200	-87 -30.6%	542	400	-142 -26.2%
Total	10,092	11,000	+907 +9.0%	20,776	22,000	+1,223 +5.9%
mcframe license	2,594	2,850	+255 +9.8%	5,120	5,700	+579 +11.3%

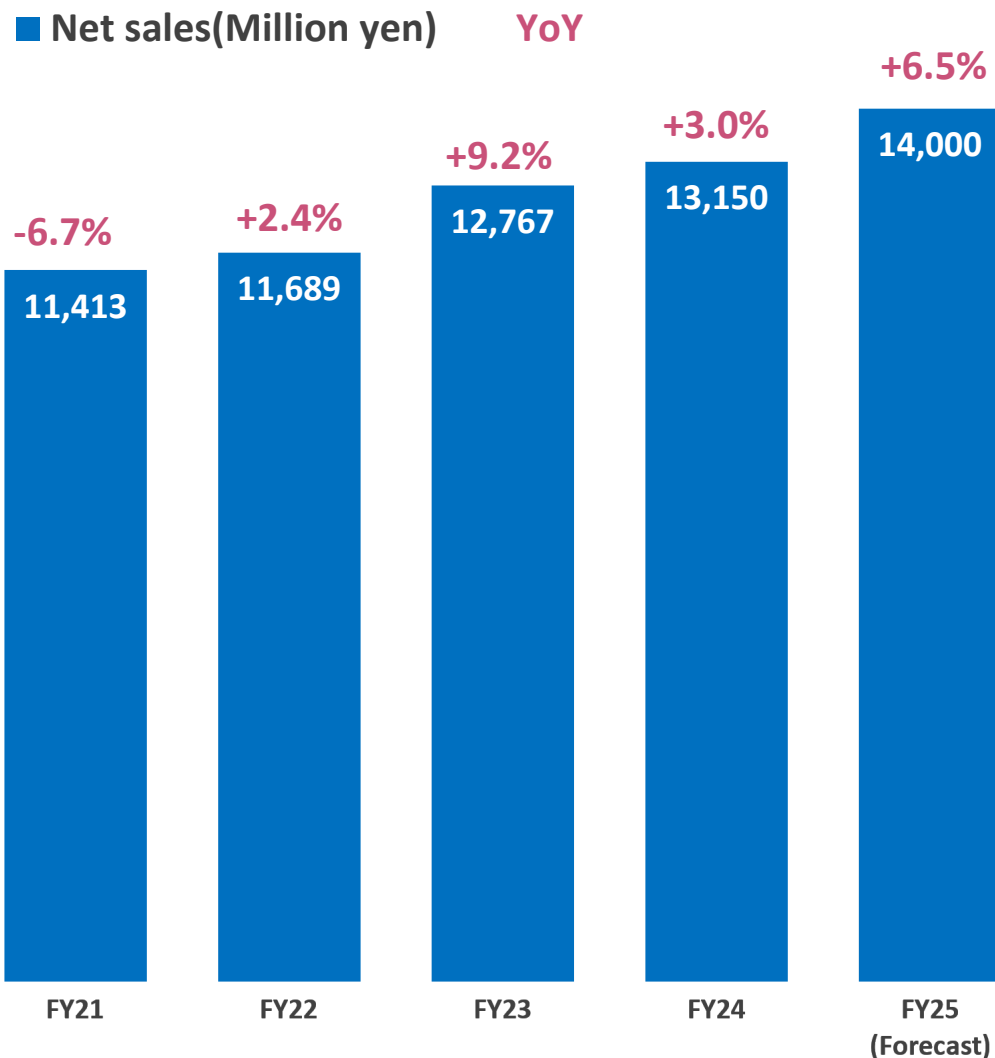
Segment & mcframe License Sales Forecasts (1H/2H/FY)

Net sales

(Million yen)	FY24 1H Actual	FY25 1H Forecast	Difference (Change %)	FY24 2H Actual	FY25 Forecast	Difference (Change %)	FY24 Actual	FY25 Forecast	Difference (Change %)
Solutions	6,340	7,000	+659 +10.4%	6,810	7,000	+189 +2.8%	13,150	14,000	+849 +6.5%
Products	3,463	3,800	+336 +9.7%	3,620	3,800	+179 +5.0%	7,083	7,600	+516 +7.3%
System Support	287	200	-87 -30.6%	254	200	-54 -21.3%	542	400	-142 -26.2%
Total	10,092	11,000	+907 +9.0%	10,684	11,000	+315 +3.0%	20,776	22,000	+1,223 +5.9%
mcframe license	2,594	2,850	+255 +9.8%	2,526	2,850	+323 +12.8%	5,120	5,700	+579 +11.3%

Solutions Business Forecast

< 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

< Net sales >



FY25 Business Environment Outlook

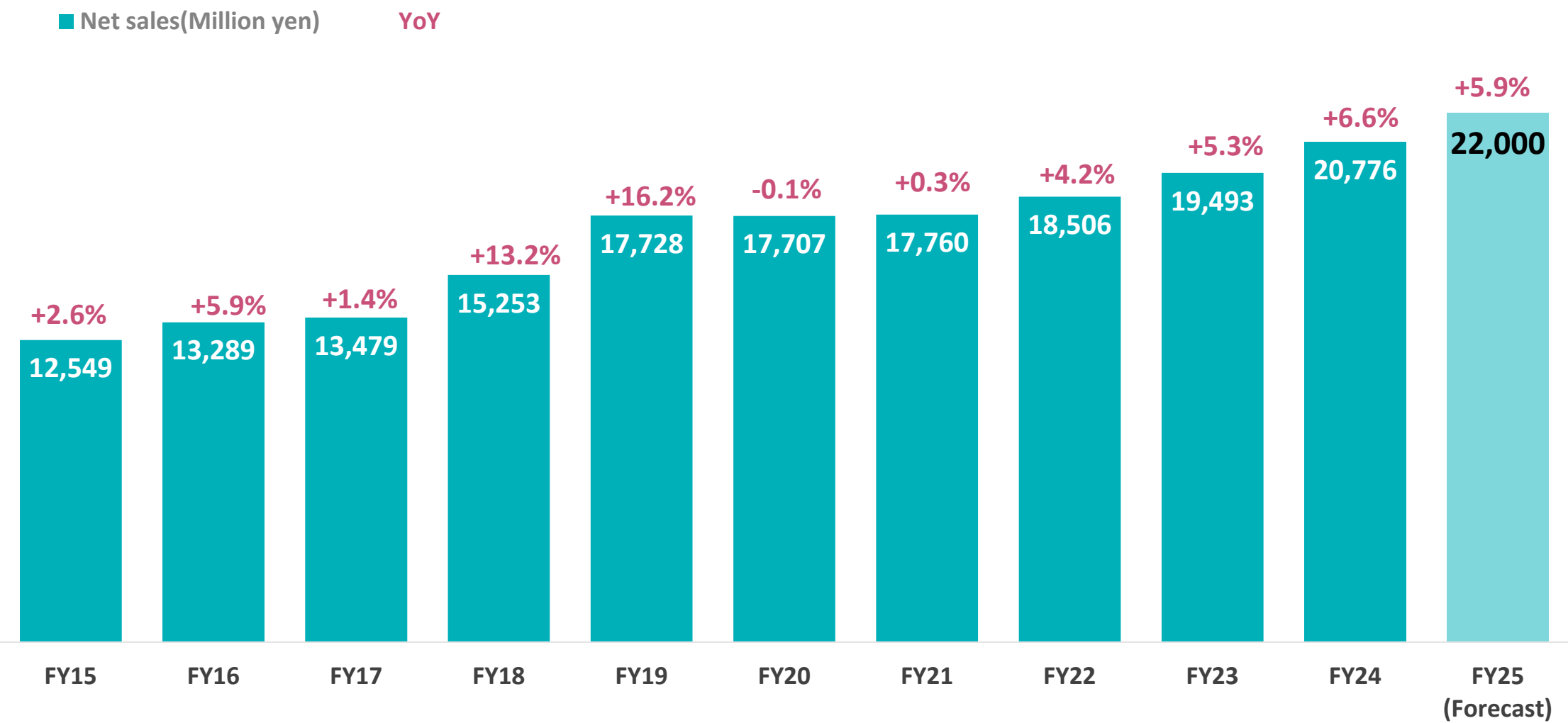
- Expecting sales growth through continued high growth in license sales, leveraging mcframe's market advantage in the supply chain management area.

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.

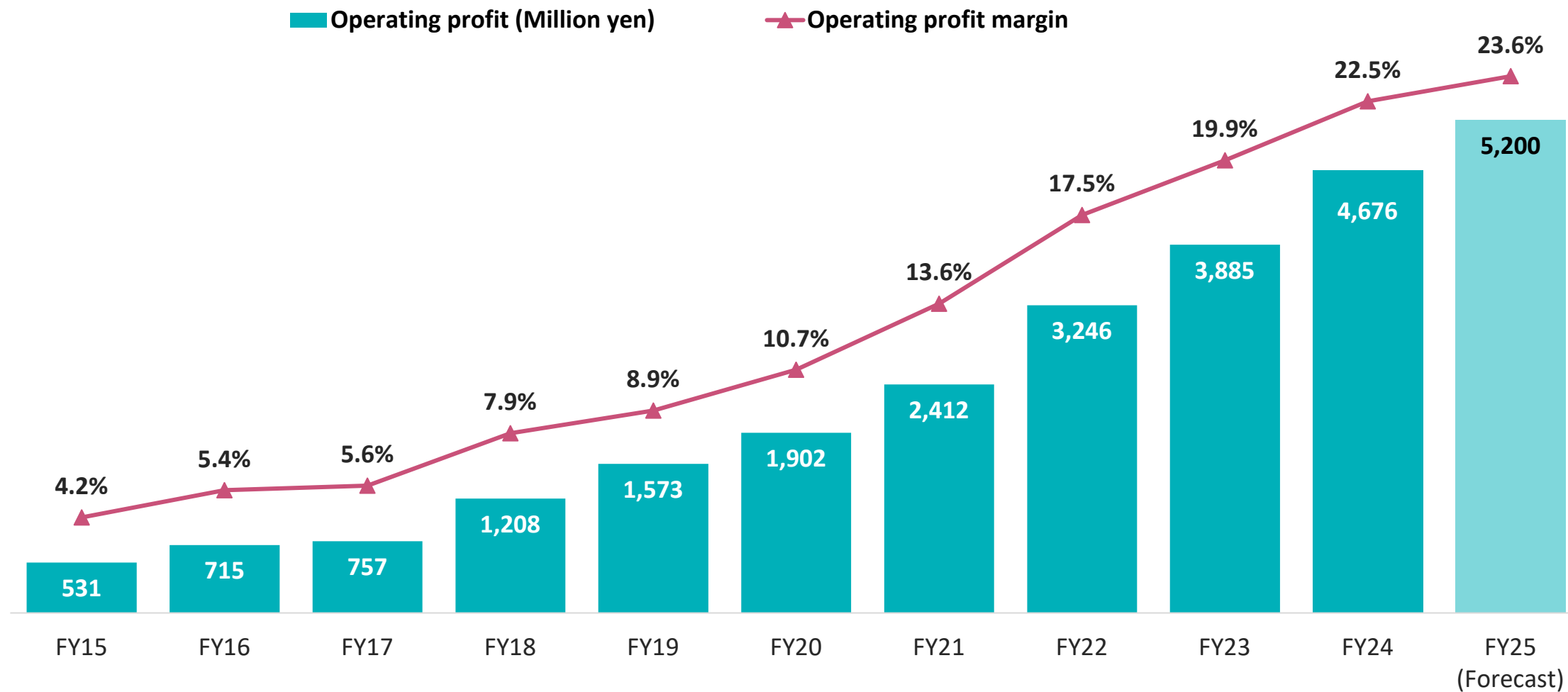
Net Sales and YoY Growth

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

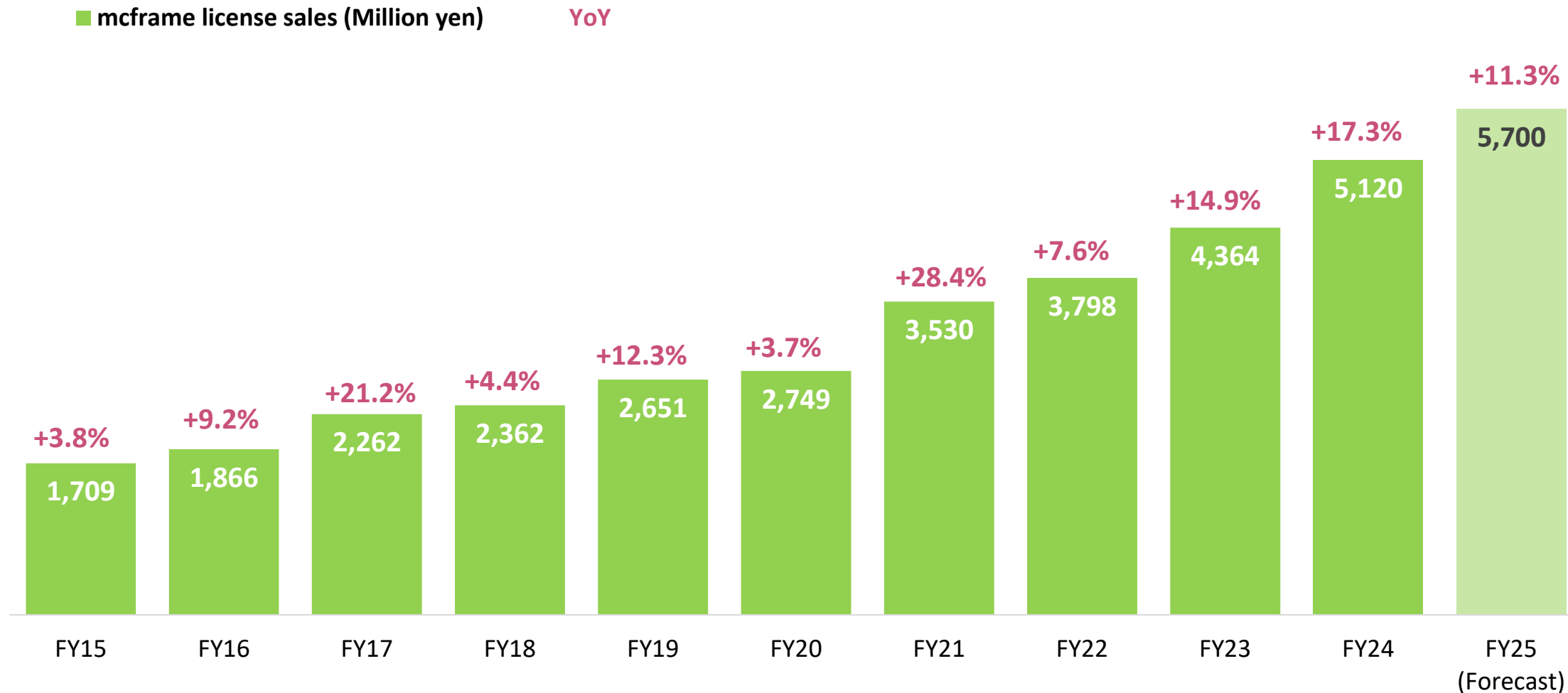
Toward achieving FY30 target of 10 billion yen, aiming for record highs for 10 consecutive periods through sales growth and continuous profit margin expansion.



mcframe License Sales & YoY Growth

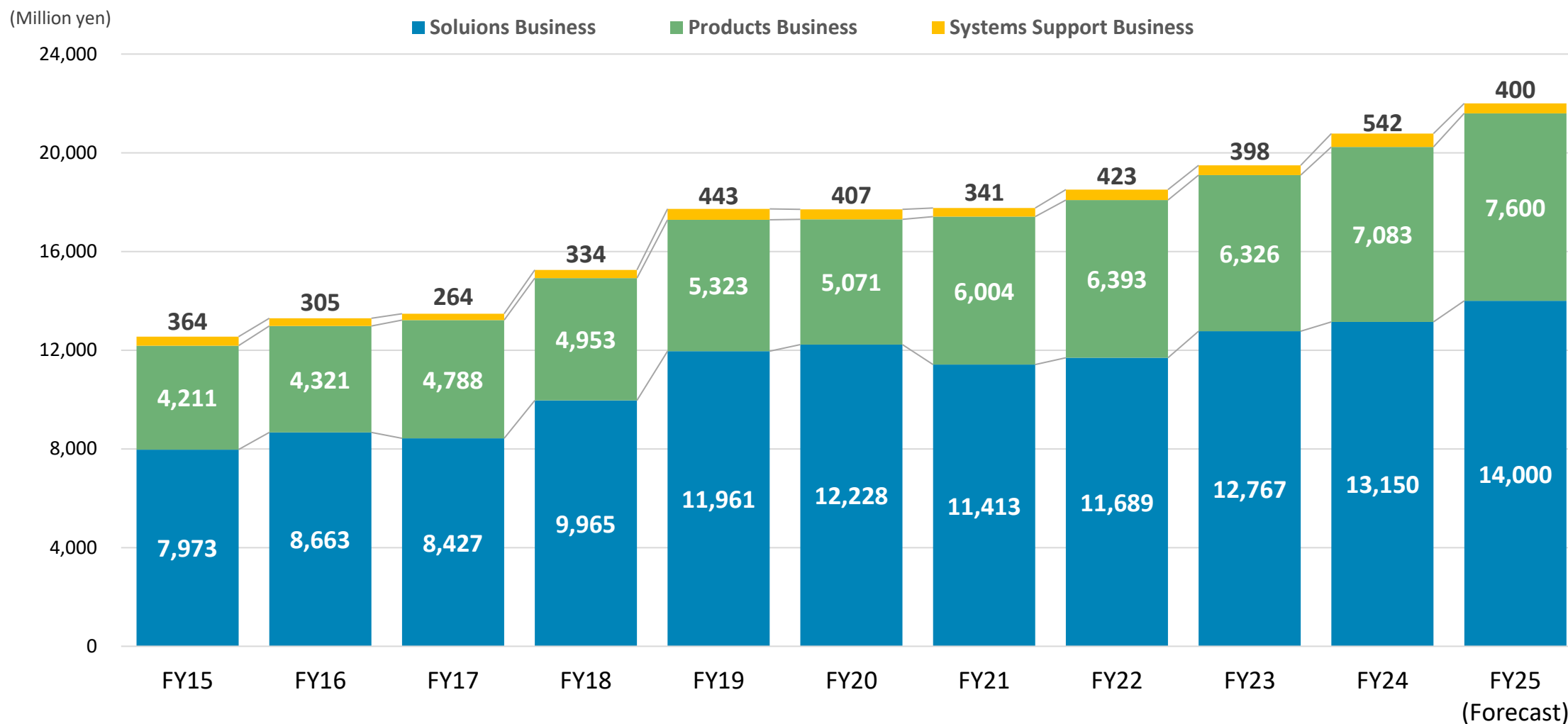


Aiming for market expansion and high growth as FY30 target engine. Targeting record highs in FY25 through license sales and accumulation of recurring maintenance revenues.



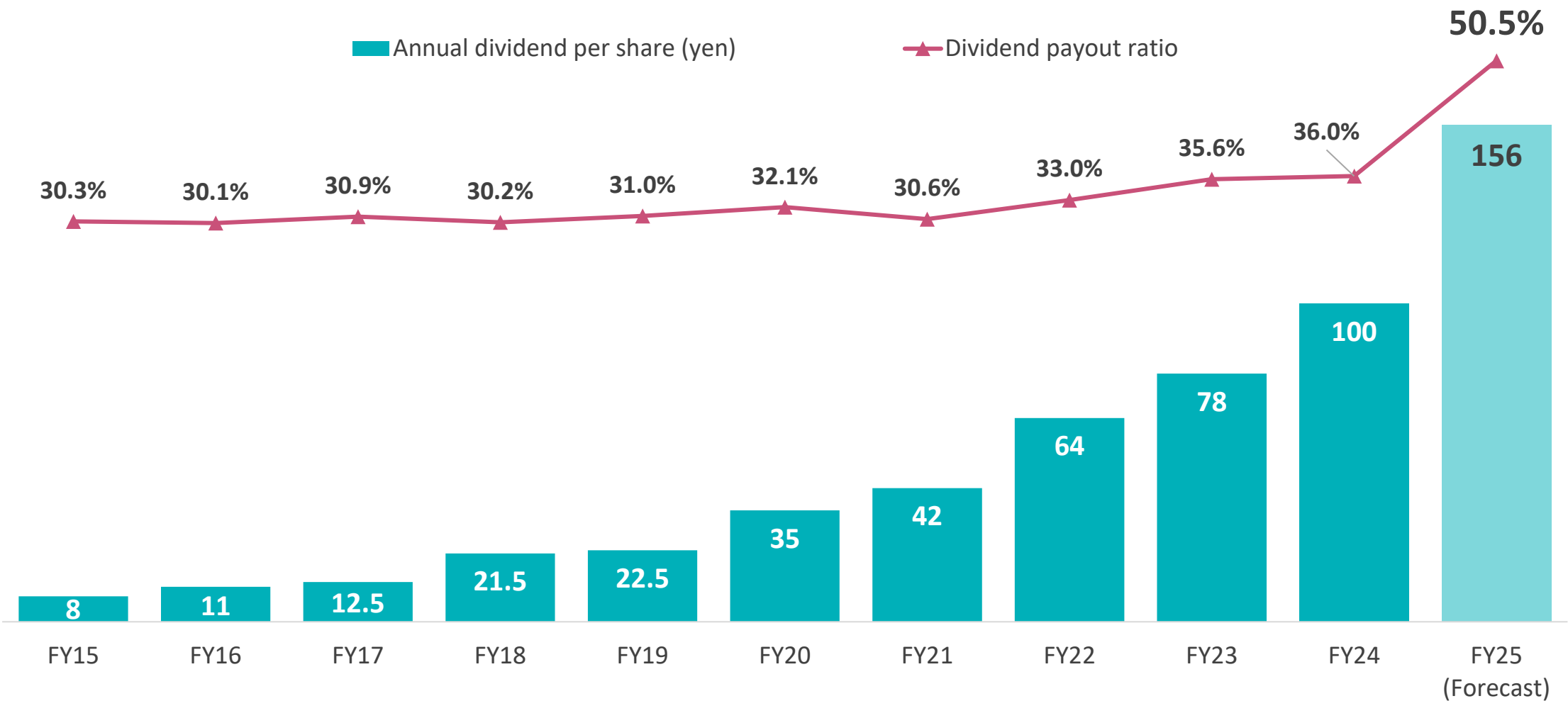
Sales by Segment

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)

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.

4. Data Book

Quarterly Income Statement (3-month)

(Million yen)

	FY2022				FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	4,384	4,474	4,873	4,773	4,703	5,104	4,781	4,903	5,042	5,049	5,165	5,519
Cost of sales	2,625	2,816	3,083	2,986	2,713	3,034	2,856	3,035	2,821	2,736	2,859	3,268
Gross profit	1,758	1,657	1,790	1,787	1,989	2,070	1,924	1,868	2,221	2,313	2,305	2,250
Selling, general and administrative expenses	914	887	876	1,069	988	956	916	1,105	1,053	1,063	1,060	1,236
Operating profit	844	770	914	717	1,000	1,114	1,007	762	1,167	1,249	1,245	1,014
Operating profit margin	19.3%	17.2%	18.8%	15.0%	21.3%	21.8%	21.1%	15.6%	23.2%	24.7%	24.1%	18.4%
Non-operating income	10	1	0	0	12	3	0	0	20	4	0	2
Non-operating expenses	1	3	0	2	1	2	2	17	4	5	2	10
Ordinary profit	852	767	914	715	1,011	1,114	1,006	744	1,183	1,247	1,243	1,006
Profit before income taxes	852	767	914	715	1,011	1,114	1,006	744	1,183	1,247	1,243	1,006
Income taxes – current	277	251	289	33	326	355	317	314	380	392	404	353
Income taxes – deferred	0	1	0	69	0	0	0	-62	0	0	0	-180
Total income taxes	276	252	289	102	326	355	317	252	380	392	403	172
Profit	575	515	625	612	684	758	689	492	803	854	839	833
EBITDA	1,010	948	1,091	895	1,165	1,301	1,186	934	1,365	1,448	1,467	1,220
EBITDA margin	23.1%	21.2%	22.4%	18.8%	24.8%	25.5%	24.8%	19.1%	27.1%	28.7%	28.4%	22.1%

Quarterly Segment Performance (3-month)

(Million yen)

Segment	Item	FY2022				FY2023				FY2024			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Solutions Business	Net sales	2,696	2,723	3,261	3,008	3,052	3,488	3,177	3,049	3,170	3,170	3,321	3,488
	Operating profit	565	537	772	766	739	938	826	740	796	848	1,007	983
	Operating profit margin	21.0%	19.7%	23.7%	25.5%	24.2%	26.9%	26.0%	24.3%	25.1%	26.8%	30.3%	28.2%
	Orders received	2,836	2,813	3,385	3,053	3,124	3,452	2,709	3,694	2,775	3,677	3,530	3,639
	Order backlog	3,569	3,660	3,784	3,829	4,036	4,000	3,532	4,178	3,783	4,291	4,500	4,651
Products Business	Net sales	1,566	1,656	1,536	1,634	1,544	1,525	1,516	1,739	1,729	1,734	1,693	1,926
	Operating profit	561	500	396	462	562	449	448	564	729	718	576	613
	Operating profit margin	35.9%	30.2%	25.8%	28.3%	36.4%	29.5%	29.5%	32.5%	42.2%	41.4%	34.0%	31.8%
	Orders received	1,930	1,386	1,610	1,815	1,654	1,380	1,359	2,083	1,753	1,690	1,615	2,491
	Order backlog	2,153	1,883	1,957	2,139	2,112	1,967	1,810	2,153	2,177	2,133	2,055	2,620
System Support Business	Net sales	121	95	76	130	105	90	86	114	142	145	150	103
	Operating profit	108	105	156	79	149	127	115	105	129	123	133	113
	Operating profit margin	89.6%	110.7%	205.2%	61.0%	141.1%	140.3%	133.6%	91.7%	90.3%	85.3%	88.6%	109.5%
	Orders received	93	99	59	131	115	93	96	192	145	99	105	164
	Order backlog	48	52	36	37	46	49	58	135	138	92	48	108

Quarterly Balance Sheet

(Million yen)

	FY2022				FY2023				FY2024			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Current assets	9,023	9,638	9,736	10,821	10,789	11,648	11,365	12,583	12,581	13,214	12,815	14,336
Cash and deposits	5,111	5,871	6,217	6,966	6,889	7,519	7,604	8,381	8,354	8,758	8,154	9,347
Notes and accounts receivable - trade, and contract assets	3,294	3,105	2,992	3,261	3,222	3,546	3,201	3,526	3,388	3,777	3,999	4,277
Non-current assets	2,614	2,597	2,643	2,587	2,847	2,919	2,966	3,135	3,245	3,344	3,747	4,115
Total assets	11,637	12,235	12,380	13,408	13,637	14,567	14,331	15,718	15,827	16,558	16,563	18,451
Current liabilities	3,884	3,976	3,722	4,121	4,098	4,373	3,880	4,752	4,564	4,468	4,048	5,030
Non-current liabilities	—	—	—	—	—	—	—	15	20	25	31	36
Net assets	7,753	8,259	8,657	9,287	9,538	10,194	10,451	10,950	11,242	12,064	12,484	13,384
Equity ratio	66.6%	67.5%	69.9%	69.3%	69.9%	70.0%	72.9%	69.7%	71.0%	72.9%	75.4%	72.5%

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

5. 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.



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

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



Japanese



English

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? | 5. Human resource strategy |
| 2. Segment information: Competitive advantages and market positioning | 6. Sustainability |
| 3. Growth strategy BE 2030 | 7. Data book |
| 4. Capital allocation | 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/>

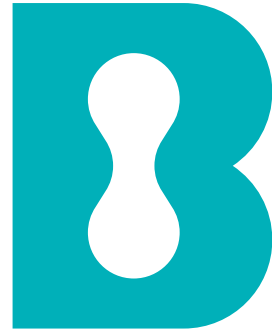
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B-EN-G

Business Engineering for Growth